IT4IT™: A Unifying Framework

Bridging traditional & digital technology management to create FLOW
Our accelerating divide...

Business View
- Disruption
- Velocity
- XaaS
- Cost
- Security

Perception: IT is not up to it

Technology View
- “Cloud busy”
- Agile Cadence
- Risky business
- ITSM...still
- Silos (???)

Perception: business doesn’t understand

Hang on: ...haven’t we seen something like this before?
Searching for the *Real Problem*....

1980s frameworks in the 2017 context

Complex problems need sophisticated solutions

Working in “the system” rather than *on it*...

Knowing “where you are” and what’s possible from there
Binary answers are seductive but overly “hopeful”
This is re-engineering work....
“Why” of IT4IT (have you seen that Simon Sinek video yet?)

• IT:
  • A reference architecture (with Data model)
  • Customer driven, evolves past the silos of Dev, ITSM & Ops
  • Backbone for the IT Operating Model

• Business:
  • Measurable flow of value
  • Insight into portfolios
  • Visibility and transparency

• Why did the ITIL & COBIT lifecycle models fail?
  • Will IT4IT do better?
Enough Pre-amble: So what is IT4IT (V2.1)!!?

Change to “Service Backbone” in the center instead of “Reference Architecture”
Value Streams Give Big Insights

http://www.ksmartin.com/books/value-stream-mapping/
IT4IT™ Detect to Correct value stream level 2
IT4IT: An “umbrella” for other standards

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TOGAF, SAFe, Scrum, PRINCE2, PMI...

COBIT, ArchiMate, UML, ITIL, Enterprise Architecture, ValueFlow

Concept to Service, Logical Service, Service Release Blueprint, Desired Service
ITIL, Queues, Metrics & the Challenges of Flow

Strategy to Portfolio

Requirement to Deploy

Request to Fulfill

Detect to Correct
Assume XaaS: Continuous Delivery Is Our Target

“Continuous delivery is a set of practices and principles aimed at building, testing, and releasing software & related services faster and more frequently”

How can ITSM best serve the value stream?
The IT Operating Model concept has recently emerged as a way of fully expressing the integrated set of capabilities needed to run modern IT.

It is a multi-dimensional system operating together to deliver business technology value.
Pace Layers: A new way of looking at IT Service portfolios

“Fast Lane” driven by market cadence and requiring a rapid release cycle

“Medium Lane” driven by ability to absorb business i.e. internal cadence

“Steady Lane” driven by product upgrades and business transformation
Service Portfolio led IT Management Capability Development

1. Discover & Analyse
Capture data:
- Service Portfolio
- Business drivers
- Delivery/Sourcing Models
- Existing cadence fitness
- Resource Types
- Architectural complexity

Analyze all Services work to find service families with similar attributes and value stream requirements

- Service Family A
- Service Family B
- Service Family C

2. Design Value Streams
- Cadence requirements
- GRC control requirements
- Process requirements
- Tool chain & Automation
- Metrics
- Support Model Requirements
- Roles & Skills
- Organisational Roles & Responsibilities
- Current state gap analysis

Value Stream Designs
Supporting Capability Designs
Organisational Change Plans

Target Portfolio of Value Streams & Capabilities

3. Implement Value Stream Designs & Supporting Capabilities
- Prioritise Value Streams
- Deliver capabilities via Scrum & Kanban
- Measure performance
- Revise and continue
Value Stream Design Elements

- **Inputs**
  - Customer Scenarios
  - Valuestream Mapping on Current State
  - Upstream / Downstream Data Sources
  - ServiceNow OOTB Capability

- **Design Elements**
  - May or may not be in ServiceNow
    - Upstream Functional Component (key and auxiliary)
    - Roles & Responsibilities (mapped to org structure)
  - KPIs/Metrics (at valuestream level)
    - Maps to IT4IT Functional Component, includes guidance on good practice process
    - Reports/Dashboards
    - IT4IT Based Checklist (to control data flow)

- **Event**
  - Specific data object state change, Customer Engagement
  - Trigger(s)
    - manual and auto

- **ServiceNow OOTB Process**
  - IT4IT Valuestream Activities
  - Interactions with Data Objects
    - Key Mandatory Attributes Reqd (aligned to IT4IT)

- **Incident**
  - Downstream Functional Component (key and auxiliary)

- **Problem**
IT4IT Assessment for Executives

Company Priorities
1. Risk
2. Productivity
3. Growth
4. Cost

Relative Opportunity
- Low
- Medium
- High

4. Strategy to Portfolio “Plan”
   - Align Strategy
   - Rationalize Portfolio
   - Prioritize Backlog
   - Manage Investments

3. Requirement to Deploy “Build”
   - Requirements
   - Develop
   - Test
   - Deploy

2. Request to Fulfill “Deliver”
   - Define & publish
   - Order a service
   - Route & fulfill
   - Measure & charge

1. Detect to Correct “Run”
   - Detect
   - Diagnose
   - Change
   - Resolve

Slide provided by Mark Bodman IT4IT Forum Member
Safeway IT4IT Rationalization

IT4IT Overview

IT4IT - Value Stream Functional Area
- IT Architecture Management
  - Strategy to Portfolio
    - Policy Management
    - Proposal Management
    - Service Demand Management
    - Service Portfolio Management
  - Requirement to Deploy
    - Build Management
    - Change Management
    - Deployment Management
    - Project Delivery Management
  - Release Management
    - Requirements Management
    - Service Design Management
    - Service Development Management
    - Test Management
  - Request to Fulfill
    - Catalog Management
    - Change Management
    - Deployment Management
    - Knowledge & Collaboration
    - Request & Routing Management
    - Self Service Support
    - Service Consumption / Shopper
    - Subscription Management
    - Usage Management
  - Detect to Correct
    - Change Management
    - Configuration Management
    - Diagnostics & Remediation
    - Event Management
    - Incident Management
    - Problem Management
    - Service Discovery
    - Service Monitoring

IT4IT Functional Model - v1.2

Systems of record fabric for IT management

Number of Records for each Value Stream Functional Area broken down by IT4IT - Value Stream. Color shows details about Value Stream Functional Area. The view is filtered on IT4IT - Value Stream, which keeps Detect to Correct, Request to Fulfill, Requirement to Deploy and Strategy to Portfolio.

Slide provided by Mark Bodman IT4IT Forum Member
Heat Mapping Automation onto the IT ValueChain (based on The Open Group IT4IT model)

- Shows tools lifecycle & enables roadmaps
- Flow can be estimated
- Common data model
- Operating Model can enable different portfolios
- May need multiple instances of some Value Streams

**Value Streams**
- Strategy & Innovation
- Demand
- Portfolio

**Supporting Capabilities**
- ICT Governance
  - Risk & Compliance Management
  - Security Management
- Technology Business Management
  - Supplier Management
  - Financial Management
  - Service Config & Asset Management
  - Resource Management

**Value Stream Activities**
- Strategy & Innovation: Filter & shape
- Demand: Portfolio

**STPDEL Run**
- STRATEGY TO PORTFOLIO
- REQUIREMENT TO DEPLOY
- REQUEST TO FULFILL
- DETECT TO CORRECT

**Single System of Record**
- Operations Management: Service Level Management, Applications Management, Infrastructure Management, Availability, Capacity & Service Continuity Management
- ICT Governance: Risk & Compliance Management, Security Management

**Functional & Integrated**
- Functional but decoupled
- Functional Gap and decoupled
- Not evaluated
What does it mean for ITSM folks?

1. Know your service portfolio(s) S2P in terms of cadence and business value
2. Map the R2D, D2C, and R2F flows across the organisation
3. Understand the impact of your processes and tools on the overall flow of value for your customers
   - Is your process a silo?
   - Can we see Services in the queues or just prioritised buckets?
   - Are your metrics supporting throughput of business value?
4. Work on further integration of ITSM and Ops
   - Evolve from call-channel, to multi-channel and service monitoring
5. Explore the IT4IT Use Cases:
   - Operating Model backbone
   - Tools architecture and roadmap
   - Self assessment of tools, processes
   - Flow based metrics
6. Incorporate into your strategy and planning!

Commercial in Confidence
Questions/discussion
Resources for Goats ;[-]