

## ITIL 4 - Session 5: Guiding Principles and going forward

### Presenter

Cyrus Howells, ITSM Process Engineer, ITIL Expert

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### Session 5 - Guiding Principles and going forward

- Session kickoff
- Agenda
  - Introduction and course background
  - Recap key points from session 3
  - ITIL Practices
  - Session 3 takeaway exercise
  - A Practical Example
  - Takeaway exercise
- Logistics for the meeting
  - Stay on mute if not speaking
  - Use chat for questions
  - I'll have times to stop to answer questions
  - I'll keep this as interactive and engaging as possible
  - I will follow up with any questions I can't get to during session
- Introduction
  - Instructor: Cyrus A. Howells
  - Senior Process Engineer
  - Been with DLC since November 2016
- itSMF Utilities COI
  - We provide a forum to discuss, development, and adopt IT Service Management (ITSM) principles and best practices in support of utility organizations.
  - We are not limited to but generally include companies who generate, distribute or resell; electricity, gas, water, sewer and telecommunications services.
- itSMF USA

We are a volunteer-led, vendor-neutral community dedicated to the promotion, adoption, and advancement of service management best practices and standards that help your organization run more effectively and efficiently to deliver bottom-line results.
- Recap
  - What is the purpose of the course?
    - Develop common terminology and understanding as it comes to ITIL and IT Service Management
    - Improve individual service management skills
    - Improve department service management capability
    - Improve customer service management experience
    - Improve understanding of the IT role, not just the IT Organization (what I do as opposed to where I sit in the organization)
  - What is the objective(s) of the series?
    - Understand what ITIL is (and isn't)
    - Where do I and what I do fit in
    - Understand how the ITIL framework can help
    - Provide a reference for future needs - A detailed document will be provided to participants for each session
    - Provide information to help you find a path forward

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- From Session 4 – ITIL Practices (November 18th)
  - What's a practice?
    - A management practice is a set of organizational resources designed for performing work or accomplishing an objective.
    - Practices are what was known as processes before ITIL 4
  - The ITIL Service Value System includes general management, service management, and technical management practices, a total of 34 practices
  - Levels of a practice
    - Practice
    - Process
    - Activity
  - Why are we talking about practices now? Without a framework, we're building a house with no plans. ITIL 4 provides the framework including practices to build, maintain and improve that house.
- The ITIL Guiding Principles
  - What is a guiding principle?

A guiding principle is a recommendation that guides an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure. A guiding principle is universal and enduring. **BIG RULES**
  - **Focus on value** - Everything that the organization does needs to map, directly or indirectly, to value for the stakeholders. The focus on value principle encompasses many perspectives, including the experience of customers and users.
    - What was the value from The Story (Session 3)?
      - Customers - safe and reliable service
      - Field Operations - Ways to identify, track and address bad poles
      - Customer Service Agents - New tool to help the customers
      - Software Manufacturer - New customer for their software
      - IT - Integrated systems, minimizing manual work
    - Everything focuses on value
  - **Start where you are** - Do not start from scratch and build something new without considering what is already available to be leveraged. There is likely to be a great deal in the current services, processes, programs, projects, and people that can be used to create the desired outcome. The current state should be investigated and observed directly to make sure it is fully understood.
    - What was the leveraged from The Story (Session 3)?
      - The mapping system
      - The customer relationship system
      - Incident management practice
      - Service desk
      - Existing teams and procedures
  - **Progress iteratively with feedback** - Do not attempt to do everything at once. Even huge initiatives must be accomplished iteratively. By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, it is easier to maintain a sharper focus on each effort. Using feedback before, throughout, and after each iteration will ensure that actions are focused and appropriate, even if circumstances change.
    - Examples of that from The Story (Session 3)?

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- Requirements defined
- Build server
- Install system
- **Collaborate and promote visibility** - Working together across boundaries produces results that have greater buy-in, more relevance to objectives, and increased likelihood of long-term success. Achieving objectives requires information, understanding, and trust. Work and consequences should be made visible, hidden agendas avoided, and information shared to the greatest degree possible.
  - How did this work in The Story (Session 3)?
    - 34 practices
    - Various teams (steering committee, server, PC support, service desk, BRMs, application support, network)
    - Various organizations (teams mentioned above, field operations, customer service, corporate communications)
- **Think and work holistically** - Avoid isolation.....No service, or element used to provide a service, stands alone. The outcomes achieved by the service provider and service consumer will suffer unless the organization works on the service as a whole, not just on its parts. Results are delivered to internal and external customers through the effective and efficient management and dynamic integration of information, technology, organization, people, practices, partners, and agreements, which should all be coordinated to provide a defined value.
  - How did this work in The Story (Session 3)?
    - Organizations involved
    - 34 practices touched
    - Technology implemented and integrated
    - IT and business groups
    - Software manufacturer
- **Keep it simple and practical** - If a process, service, action or metric fails to provide value or produce a useful outcome, eliminate it. In a process or procedure, use the minimum number of steps necessary to accomplish the objective(s). Always use outcome-based thinking to produce practical solutions that deliver results.
  - Examples from The Story (Session 3)?
    - Engage - how to initiate the idea
    - Obtain or Build - use what we can, build /obtain what we don't have (**Start where you are**)
    - Design and Transition - What we need, not what we can do
    - Deliver and Support - Using and refining the delivery and support model
    - Improve - All about removing waste and improving efficiency
  - Caution: Remember our last guiding principles, and just because you don't see the value from an activity, be aware others may. Only with certainty others aren't impacted, can you eliminate something.
- **Optimize and automate** - Resources of all types, particularly individuals, should be used to their best effect. Eliminate anything that is truly wasteful and use technology to achieve whatever it is capable of.
  - The Story is about optimizing and automating in delivering the solution

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- We could have manually maintained the interface between the customer service system and the mapping system
- The improve activity is about optimizing and automating the solution delivered
- Value stream mapping allows us to focus from end to end as well as the individual parts
- Summary - The ITIL Guiding Principles
- Continual Improvement
  - Continual improvement (Going forward) / Continual Improvement Model
    - **A key component of ITIL** (session 2). Note: An integral part of Lean (PDCA), Agile (retrospectives), DevOps (continual experimentation and learning and mastery), and other frameworks
    - **All Levels** - Continual improvement has to take place in all areas of the organization and at all levels, from strategic to operational.
    - **Everyone in the boat** - To maximize the effectiveness of services, each person who contributes to the provision of a service should keep continual improvement in mind, and should always be looking for opportunities to improve.
    - Continual Improvement Model
      - What is the vision?
      - Where are we now?
      - Where do we want to be?
      - How do we get there?
      - Take action
      - Did we get there?
      - How do we keep the momentum going?
  - A Practical Example - The user survey
    - We implemented a new ITSM solution
    - No customer survey existed so we elected to wait to implement
    - Now we're in a position to implement
    - But implement what and how
  - What is the vision?
    - The work within this step should ensure that:
      - the high-level direction has been understood - ***We want to implement a user survey that is not overly complicated and time consuming, which could in turn alienate the user, and a review process***
      - the planned improvement initiative is described and understood in that context - ***We need to know if the user had a good or bad experience and solicit comments for specific feedback***
      - the stakeholders and their roles have been understood - ***Service Desk, IT Operations, the ITSM team, IT staff, and the users***
      - the expected value to be realized is understood and agreed - ***Good or bad results we can use to measure satisfaction rate and comments we can take action on, good or bad.***
      - the role of the person or team responsible for carrying out the improvement is clear in relation to achieving the organization's vision. - ***ITSM team - build the survey, Satisfaction team - review and take action, IT staff - be aware and perform accordingly, the users - submit surveys***

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- If this step is skipped, improvements might only be optimized for the people or teams involved rather than the whole organization, or non-value-adding activities might become the sole focus of improvements
  - Story example: **Wrong type of survey if any survey at all. No method for review. No value achieved.**
- Where are we now?
  - Current state assessment of existing services, including the users' perception of value received, people's competencies and skills, the processes and procedures
  - Current state assessments should be done through objective measurement whenever possible. This will allow for an accurate understanding of the issues associated with the current state and, once the initiative is implemented, enable proper measurement of the level of improvement achieved by comparison with the initial state.
  - If a good measurement system is in place, the information to fulfil this step may already have been provided when the proposed improvement was initially documented.
  - Story example: **No survey existed. We only had our perceptions to go on.**
  - If this step is skipped, the current state will not be understood and there will not be an objective baseline measurement. It will therefore be difficult to track and measure the effectiveness of the improvement activities, as the new state cannot be compared with a previous state at a later point.
- Where do we want to be?
  - Gap analysis - What is vision versus Where are we now
  - Options: One or more prioritized actions along the way to completing the vision
    - **GUIDING PRINCIPLE ALERT:** Keep it simple and practical
  - improvement objectives can be set, along with critical success factors (CSFs) and key performance indicators (KPIs).
  - Critical success factors (CSFs) and key performance indicators (KPIs) need to follow the SMART principle
    - Specific
    - Measurable
    - Achievable
    - Relevant
    - Time-bound.
  - If this step is skipped, the target state will remain unclear. It will be difficult to prepare a satisfactory explanation of what key stakeholders stand to gain from the improvement initiative, which may result in low support or even pushback.
    - Story example: **Simple survey added to the resolved message within a month, a 5-10% response rate, and method for review in place**
- How do we get there?
  - The plan - Now that the start and end points of the improvement journey have been defined, a specific route can be agreed. Based on the understanding of the vision of the improvement and the current and target states, and combining that knowledge with subject matter expertise, a plan for addressing the challenges of the initiative can be created.
    - **GUIDING PRINCIPLE ALERT:** Progress iteratively with feedback

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- Iterations - Even if the path to follow is clear, it may be most effective to carry out the work in a series of iterations, each of which will move the improvement forward part of the way. With each iteration, there is an opportunity to check progress, re-evaluate the approach, and change direction if appropriate.
- Story example: ***Inform IT Staff, build the survey, add the survey to the resolved messages, deploy, and begin to measure and take action***
- If this step is skipped, the execution of the improvement is likely to flounder and fail to achieve what is required of it. Failed improvements erode confidence and can make it difficult to get support for future improvements.
  - Story example: Time will drag on, confidence will erode, relationships falter, etc.
- Take action
  - What now - The plan for the improvement is acted upon.
  - How - This could involve a traditional waterfall-style approach, but it could be more appropriate to follow an Agile approach by experimenting, iterating, changing directions, or even going back to previous steps.
  - Focused on - measuring progress towards the vision and managing risks, as well as ensuring visibility and overall awareness of the initiative.
  - ITIL practices such as organizational change management, measurement and reporting, risk management and, of course, continual improvement are important factors in achieving success in this step.
  - To get where - Once this step is completed, the work is end of this point of the journey, but not the end of the journey, just a new current state.
- Did we get there?
  - Check progress - the original objectives been achieved?
  - Check value - are those objectives still relevant?
  - What if - the desired result has not been achieved, additional actions to complete the work are selected and undertaken, commonly resulting in a new iteration.
  - If this step is skipped, it is hard to be sure whether the desired or promised outcomes were actually achieved, and any lessons from this iteration, which would support a course correction if needed, will be lost.
    - Story example: ***Surveys began to be submitted. 1.55 percent completion rate, 95.24% satisfaction rate.***
- How do we keep the momentum going?
  - Delivered expected value? - market and reinforce using Organizational change management practices and Knowledge management practices
  - Didn't achieve expected results?
    - Thorough analysis of the improvement, documenting and communicating the lessons learned.
    - This should include a description of what can be done differently in the next iteration, based on the experience gathered.
    - Stakeholders need to be informed of the reasons for the failure of the initiative.

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- Transparency is important for future efforts, regardless of the results of the current iteration.
- If this step is skipped, then it is likely improvements will remain isolated and independent initiatives, and any progress made may be lost over time. It may also be difficult to get support for future improvements, and embed continual improvement in the organization's culture.
  - Story example: *Updated security on who could see results, link was cold and in wrong place, satisfaction rate wasn't where we want*
- Summary - The continual improvement model
  - The end is the beginning. Where we end, is where we start through the model again, and why continual improvement is a key component of the framework
- Takeaway: Where do I / what I do fit in?
  - Which guiding principle to you relate to the most and why?
    - Focus on Value
    - Start Where You Are
    - Progress Iteratively with Feedback
    - Collaborate and Promote Visibility
    - Think and Work Holistically
    - Keep It Simple and Practical
    - Optimize and Automate
- Next step: Session 6: Governance and Conclusion – December 16th - 3:00 PM EST