service TALK

SUMMER 2013

AXELOS – TAKING GLOBAL BEST PRACTICE TO THE NEXT LEVEL

Translating the ITIL guidance

The fine line between Cloud and in-house IT

ISO/IEC 20000 in your pocket

Business simulations – NICE to have or NEED to have?

Adapting ITIL change and release management for DevOps and Agile

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editorial

HOW SILLY ARE YOU?

The silly season is here - that time of year when the politicians, celebrities and other newsmakers head for the sun (or away from the sun!), leaving a news vacuum that tends to be filled with items of a weird and wonderful nature.

Among the stories of alien landings and cats with three heads, you often find business-related gems, such as the news that Chris Reynolds briefly became the world's richest person after PayPal inadvertently credited his account with $92 quadrillion. 'Briefly' is the operative word here – it was a silly mistake, maybe, but by the time that Mr Reynolds became aware of his moment of glory, PayPal had already rectified the mistake and turned an administrative error into a pretty positive PR opportunity.

Contrast that with the case in Germany back in June (a little early for the silly season, but every bit as silly) when a bank employee fell asleep at his keyboard with his finger on the 2 key and transferred €222,222,222.22 between accounts instead of the intended €62.40. How did the bank respond? With the glib self-assurance of PayPal? Not really. The employee failed to spot the mistake, so did his overworked supervisor. And by the time anyone did notice, the chance to make light of the problem had passed and the bank management took the interesting decision to dismiss the supervisor and book the consequent industrial tribunal into the diary. It was the tribunal that hit the headlines!

Which all goes to show, if you have the right processes in place you can stop an incident becoming a major incident. It also shows that reading the news during the silly season gives you a different perspective on life, reminding you that truth is almost always sillier than fiction and understanding theory is no guarantee that you will be suitably equipped for practice.

This brings me to business simulation and 'gamification' – not an attractive word but a very important topic, discussed in this issue of ServiceTalk, in the workshops of AXELOS, and across the whole service management training community. One big benefit of simulation exercises is that they allow students to respond effectively to real-life situations, to bring their own experience to bear on the task in hand, experience that – like the events in that hapless German bank – are unlikely to appear in the pages of more formal training material.

Making ITSM (particularly ITIL) education more practical and relevant to students is just one of the issues that we face in the service management community, as business and technology head off speedily in new directions and resolutely refuse to comply with pre-defined theory. Change is inevitable, and if you have examples to share of new approaches to service management in your organization, new processes to support the business, examples of unlikely incidents that did or didn't become major incidents, ServiceTalk would love to hear about them. The sillier, the better!

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YOU ARE THE FORUM, YOU ARE THE FUTURE

You may notice some discussion in this issue of ServiceTalk about a small matter of the future of ITIL and the new owners of the Best Management Practice portfolio – AXELOS. But I'll leave that coverage to our chair, Colin Rudd in his update and to the interview with AXELOS's new CEO Peter Hepworth.

I want to look at something far more important(!) – itSMF UK as a forum. In many ways forum is the most important word in our full title as it describes our purpose very succinctly. The itSMF UK is here to help organizations and the people within those organizations deliver better IT services, and the forum is how we do this. There are two distinct reasons why the forum is at the forefront of my mind at the moment.

Firstly in April we launched our new master classes and so far have run three, Building a Service Catalogue, Problem Management & Root Cause Analysis and Understanding SFIA (Skills Framework for the Information Age). In essence these new events are forum based, each run by one of our members as a fully interactive day focused on a specific detailed topic. Feedback from the members who have attended has been fantastic – many commenting about how immensely helpful it was to spend a day with individuals who are focused on the same area of ITSM as they are, with a facilitator who knew that topic inside out. Undoubtedly the master class is a great new service for members and it's here to stay. We'll roll out more topics and dates throughout the second half of the year (see the current schedule on page 34) but if there is a topic you'd like to see or indeed facilitate please get in touch.

Secondly I'd like to mention the round tables that we've recently held, focusing on the future of ITIL. The output of these meetings will be discussed later in the magazine, but what strikes me is that the itSMF needs to be engaged more in the future of all that is important in ITSM, of which ITIL is certainly a key part. The membership of itSMF, both globally and particularly in the UK, are the people who use ITSM in anger and who have ultimately been responsible for developing it – whether by contributing to ITIL itself or to other frameworks, standards or working practices.

What is also clear is that we need to act more as a forum – both by using the collective strength of itSMF as a membership body but also as individuals and organizations driving ITSM forward. These two series of events are an indication of what is really important for itSMF UK in this respect. Masterclasses demonstrate the need for us to continually develop new products and services for the good of our members. And the round tables are the start of an enhanced engagement between members, with further sessions throughout the year culminating at ITSM13, this year's conference at the ICC in Birmingham on the 4th & 5th November (full programme details are on page 18). From there we'll focus on our Big Four Agenda for 2014, designed by our members for our members to take our industry into the future.

The future is exciting – but as a forum we are only as good as our members, so if you are not currently involved please get in touch and see how you can contribute and learn. And to those of you already involved, a big thank you and I look forward to it continuing.

Ben Clacy
Chief Executive

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OPTIMIZED FLEXIBLE WORKING COULD ADD BILLIONS TO UK ECONOMY

UK organizations could enjoy cost reductions and productivity gains running up to £8.1bn, or 0.5% of GDP, by optimizing their approach to flexible working, according to a report published by the think tank RSA and Vodafone UK. The potential net value of £8.1bn is the same amount it would cost to build 400 new secondary schools or employ over 200,000 nurses per year.

The Flex Factor, based on a national survey of 2,828 employees and employers, finds that employees estimate they could gain on average five productive hours per week (for instance from commuting) through better ways of working, which equates to around £4,200 per employee per year.

While the majority (77%) of UK employees work in organizations that offer some kind of flexible working, more than one in ten (13%) who want to work flexibly aren't being offered it, or don't know they can ask for it. The report reveals that better ways of working are a key driver of productivity, performance and organizational innovation as well as employee satisfaction and wellbeing. Sixty-four per cent of those with experience of flexible working say it has enhanced their job satisfaction – providing tangible evidence that personal and performance benefits are closely linked.

Jeroen Hoencamp, Enterprise Director at Vodafone UK said: "The traditional workplace is dead and British business needs to adopt a new mind-set. Flexible working isn't just working from home and these findings reveal that, with an optimized approach, businesses can overcome any downsides and greatly increase efficiency and productivity, as well as boost their bottom line."

FITFLOP SELECTS SUNRISE SOFTWARE TO IMPROVE SOCIAL MEDIA AND ENHANCE CUSTOMER SERVICE

UK-headquartered service management company Sunrise Software has announced that FitFlop, creator of biomechanically engineered footwear, has selected its flagship product Sostenuto to create a new streamlined Customer Service Desk facility. The Sostenuto platform will support the company's ambitious plans to increase customer interaction through social media networking sites. Sostenuto will provide a streamlined Service Desk for both external customers and internal users of IT, says the vendor.

Until fifteen months ago, FitFlop relied on an outsourced supplier to provide help desk services but decided to bring the entire serviced function in-house and invest in a totally new IT Service Management solution that would improve IT service delivery and help run operations more smoothly. Following an evaluation of two other vendors in the marketplace, FitFlop chose Sunrise Software primarily for ease of use and the look and feel of the product.

SERVICENOW ACQUIRES PERFORMANCE TRACKING SPECIALIST MIRROR42

ServiceNow has announced that it has bolstered its cloud-based IT service management platform with the acquisition of Mirror42, a Dutch startup that specializes in performance tracking.

Mirror42's flagship service offers dashboards for monitoring key performance indicators (KPIs). The solution features a wide range of data visualization capabilities, including predictive modeling and the ability to produce scoreboards that show IT and business performance. It also supports Android and iOS, and packs a crowd-sourced library of over 6,500 IT, sales, marketing and HR indicators. ServiceNow says that the catalog is utilized by some 440,000 users, which makes it the most widely-used library of its type.

The software has been rebranded as ServiceNow Performance Analytics and made compatible with all ServiceNow- and customer-created applications that run atop the company's ITMS platform. It's available effective immediately along with a set of complementary mobile apps.

"Adding advanced, predictive analytics to applications on the ServiceNow platform gives enterprises meaningful insight into business processes in a fast, intuitive way and significantly extends the power of our current reporting capabilities," said Fred Luddy, the founder and chief product officer of ServiceNow. "The acquisition will help our customers draw even greater value from their ServiceNow implementations and accelerates adoption of the ServiceNow platform."

MIGRATING SERVICE MANAGEMENT TO THE CLOUD - DOWNLOAD THE CA REPORT

CA Technologies has published a free guide to migrating service management to the Cloud. It explains how a SaaS-based service will enable you to get all the service management capabilities you need whilst eliminating the need for maintenance, managing and acquiring infrastructure in-house and costly upgrades. The potential savings in terms of both time and budget could be enormous, says the vendor. Access the report at **www.mail-ca.com/forms/service_desk7.cfm**

NEXTHINK ANNOUNCES INTEGRATION WITH SERVICENOW

Nexthink, the provider of end-user IT analytics, has announced the integration of its product with the ServiceNow ITSM solution. Developed in conjunction with certified partner Prozessfux, Nexthink Integration for ServiceNow combines the power of ServiceNow's platform and ITIL processes with Nexthink's end-user IT analytics to improve support for incident management and problem management. The integrated solution retrieves the end-user status information at the time of the incident and seven days prior so that the incident worker can easily identify what is different and where the issue emanates from: the endpoint, network or service. The integration improves first-time close rates and reduces time to resolution.

"With the integration of Nexthink and ServiceNow, Service Desk Agents can get real-time analytics on the health of their IT infrastructure from the end-user perspective directly in their ServiceNow console," said Raphael Bolli, VP Customer Success at Nexthink. "The integration between Nexthink Finder and the ServiceNow Knowledge Base and Incident offer a natural bridge to improve incident and problem management resolution."

FRONTRANGE AND BECHTLE EXPAND COOPERATION IN EUROPE

Following more than a decade of successful collaboration in the German market, hybrid IT service management provider FrontRange and leading German IT services provider Bechtle have agreed to extend their joint activities to additional European countries. Now customers in Belgium, France, Italy, Luxembourg, the Netherlands, Austria, Switzerland, and Spain can also source FrontRange's solutions from Bechtle. Bechtle's wide-ranging expertise will benefit customers both in selecting and implementing the right solutions.

For over a decade, the Bechtle Group has assisted German companies in managing their desktop and server environments with solutions from FrontRange. HEAT Desktop and Server Management (DSM) allows administrators to automate complex recurring IT tasks, including operating system installs and client setup and administration. Bechtle provides the application either directly through its subsidiaries – for instance as a component of an existing customer project – or as part of Bechtle's Remote Services as a SaaS solution. FrontRange and Bechtle experts work together closely to ensure rapid implementations, especially for complex projects.

NETSUPPORT SCHOOL'S NEW ANDROID TABLET SUPPORT EMBRACES MOBILE LEARNING ENVIRONMENT

Education software specialist NetSupport has announce the latest update to its leading classroom management and instruction tool, NetSupport School (v 11.30), introducing support for Android tablets.

NetSupport School Student for Android gives teachers the power to interact with students' tablets from their desktop, delivering engaging real-time instruction and support within the flexibility of a mobile environment.

"Given the increased access today's students have to mobile technology, it's great that schools have been quick to recognise the role that tablet devices can play in the classroom," said Al Kingsley, NetSupport's Managing Director. "For classroom management vendors such as ourselves, it's vital that we continually develop not only the feature set of our solutions (as seen with our latest OFSTED-based assessment tools) but also ensure our platform support is as broad as possible and accommodates the latest developments in IT."

GLOBAL KNOWLEDGE SELECTED AS AUTHORIZED IBM GLOBAL TRAINING PROVIDER

Global Knowledge, a worldwide leader in IT and business skills training, has been selected by IBM as one of only four IBM Global Training Providers. Following a rigorous selection process, the designation enables Global Knowledge to provide authorized IBM training to professionals worldwide.

With operations centres in North America, Latin America, Europe, the Middle East, and Asia and an extensive network of partners and affiliates around the world, Global Knowledge will deliver IBM's comprehensive portfolio of software

and systems training to drive skills development and certifications for IBM products, including AIX®, Cognos®, DB2®, Power Systems™, Rational®, Tivoli®, and WebSphere®.

"We are honoured IBM selected us to be an IBM Global Training Provider, and we're pleased to support IBM in accelerating the growth of skills and the adoption of IBM solutions in the global marketplace," said Brian K. Branson, Global Knowledge president and CEO.

CHERWELL WINS 2013 SDI BEST VENDOR AWARD

Cherwell Software, one of the fastest-growing ITSM software providers, has won Best Vendor Award at this year's Service Desk Institute Gala Awards Dinner in Birmingham. SDI's annual IT Service & Support Awards (now in its 18th year) recognise, promote and acclaim excellence, professionalism and innovation in the industry and celebrate the outstanding achievements of individuals and teams for the contributions they make.

"At Cherwell, it's all about our customers and putting their needs and requirements

first," says Tony Probert, European managing director, Cherwell Software. "By winning this award, we know we're doing something right; that is, helping our customers achieve their service desk goals. But really, this is a true win for our customers, and that's great! That's what we're all about."

Aimed at suppliers of products to the ITSM industry, the Best Vendor Award recognises a vendor whose customer service positively impacts their clients' business and service desk operations.

CLOUD CREDENTIAL COUNCIL HELPS TO MAKE EUROPE 'CLOUD-READY' BY SIGNING EC PLEDGE FOR DIGITAL JOBS

The Cloud Credential Council (CCC) has signed the European Commission's Pledge for the Grand Coalition of Digital Jobs (Digital Agenda for Europe - a Europe 2020 initiative), helping to make Europe 'cloud-ready'.

The Cloud Credential Council offers a professional training and certification programme, enabling training partners and technology vendors in countries across Europe to address the cloud skills gap in the workforce. The CCC will scale up the number of training partners to ensure delivery in every country in Europe, with a goal to achieve at least 100,000 CCC-certified, 'cloud-ready' European citizens within five years.

According to Marcel Heilijgers, Executive Director of the Cloud Credential Council: "This initiative will help to fill the millions of cloud jobs that are currently unfilled due to lack of skills, training and certification. As the individuals are skilled up on cloud, Europe as a whole will become more 'cloud-ready', enabling a higher degree of European competitiveness in the global market forming a pathway towards revitalized economic growth."

EMPLOYEES ARE NUMBER-ONE CYBER-SECURITY THREAT, SAY BOSSES

Despite attention-grabbing headlines about cyber-threats from external attackers, company bosses in fact see their own employees as the greatest threat to corporate data and computer systems.

That is the view of 53% of respondents to 'Boardroom Cyber Watch 2013', an international survey of senior executive opinion conducted by IT risk and compliance specialist IT Governance.

The threat from employees was ranked ahead of risks from criminals (27%), state-sponsored cyber-attackers (12%) and competitors (8%) by an international sample of 260 board directors, IT directors and other technology professionals polled in April and May 2013.

The survey confirms the high level of cyber-threat facing today's organizations, with 25% of bosses saying they have received a 'concerted attack' in the past 12 months. However, the true total may be higher, as over 20% are unsure if their organisation has been subject to such an attack.

However, many board directors still appear inadequately informed about cyber-risks. While a majority of respondents say their board receives 'regular' reports on the status of their organization's IT security, 52% say that such reports are received, at best, annually. Only 5% say reports are submitted daily, with 11% being submitted weekly and 33% monthly.

TOPDESK LAUNCHES VERSION 5.2 AND NEW FORM DESIGNER MODULE

TOPdesk has released the latest version of its service management software: TOPdesk 5.2. This version introduces a number of new features that help make the service desk's work even easier, says the vendor. Along with the new release, TOPdesk 5.2 also introduces a new module: the Form Designer.

TOPdesk version 5.2 introduces a number of new features. For instance, in the Change Management module, the change status automatically changes when the status field is updated, a call is assigned to the correct supplier, and you can upload files using drag and drop. It is now also possible to add more buttons to the Quick Launch Bar.

With the Form Designer module, users can design forms for calls and requests for change, deciding which information must be filled in. The caller can access all forms in one place in the Self Service Desk.

APMG-International
BECOMES PLATINUM SPONSOR OF ITSM 13

Richard Pharro

itSMF UK has announced that APMG-International, the global accreditation and examination institute, will be the Platinum Sponsor for ITSM13, this year's itSMF UK annual conference and exhibition. The conference, which takes place at the International Convention Centre in Birmingham on 4th and 5th November, is the leading service management event in Europe, and each year it brings together nearly 1000 ITSM professionals under one roof to share their knowledge and experience (see page 17 for more information).

APMG International CEO Richard Pharro said, "APMG is proud to be the headline sponsor of the ITSM industry's most prestigious event. We'll be talking to delegates about our exciting new certifications during the conference, and we'll be adding to the already impressive line-up of speakers."

itSMF UK Chief Executive Ben Clacy added, "We are extremely pleased to welcome APMG International - a long-term supporter and partner of itSMF UK - as this year's headline Platinum Sponsor. This year's conference is shaping up to be an excellent event, and we are delighted that APMG International will be helping us to make it a great success."

NEW MEMBERS

A warm welcome to the following, who joined us during the second quarter of 2013:

COMPANY 10

- **Anglia Ruskin University**
  (Joe McIntyre)

COMPANY 5

- **iPSL**
  (Julie White)
- **Life Technologies**
  (David Wall)

INDIVIDUAL

- **APS Integration**
  (Stephan Gehring)
- **Damovo UK**
  (Andy Prentice)

- **Danielle Appleby**
- **Dartview Consulting**
  (Paul Smith-Allen)
- **Deutsche Bank**
  (Martin Jones)
- **Dimension Data**
  (Andy Noble)
- **Emma James**
- **Geoff Dixon**
- **ISG PLC**
  (Martin Chester)
- **Marvin Service Solutions**
  (Peter Deaville)
- **Mercedes Benz Financial Services**
  (Raquel Pinheiro)
- **My Home Move**
  (Philip Alves)
- **Norfolk County Council**
  (Tanya Allen)
- **Paws4athought IT Services**
  (Matthew Smith)

- **Service Focus**
  (Christopher Evans)
- **Telefonica**
  (Stuart Routledge)
- **TOPdesk UK**
  (Rik Prins)
- **Hutchison 3G UK**
  (Deborah Kelly)
- **Rachel Dunscombe**

STUDENT

- **Awqaf**
  (Mazin Alatta)
- **Hutchison 3G UK**
  (Martin McKay)
- **NATO**
  (James Burley)

FAREWELL, CHRIS!

We're sad to say goodbye to Chris Roberts, who has been a key member of the itSMF UK office staff for over seven years. Since joining the organization back in 2006, Chris has taken on various roles, latterly as Member Engagement Manager, working with the member services and events committees and liaising with the regional and special interest groups and with our IT service suppliers. Chris, who is also a professional motor-racing photographer in his spare time, is leaving to pursue new business interests in the Midlands. itSMF UK CEO Ben Clacy said he was sorry to lose a highly valued and committed member of the team and wished Chris all the best in his future endeavours.

BUYING BOOKS? WE'LL MATCH THE PRICE

itSMF UK aims to provide ITSM books, ebooks and online subscriptions at the best possible prices to our members. If you see a title advertised within the UK at a lower price than we are offering, please contact 0118 918 6500 or publications@itsmf.co.uk and we will match it if we can.

We'll certainly give you the best advice on choosing publications to meet your needs. As a thank you – until the end of August – we will throw in the cost of UK shipping (phone orders only). Check out the latest range of publications at **http://www.itsmf.co.uk/bookshop.**

MEMBER RECOGNITION SCHEME

We're very aware of the hours of time that itSMF UK members contribute every year to ensure the smooth running of the organization – but that effort is not always well recognised. The new Contributor of the Year award goes some way to addressing this omission, but there are so many willing volunteers and only one award. In the coming months, we will be setting up a directory of members who contribute through speaking at events; as authors, reviewers and committee chairs; and as participants in other volunteer projects throughout the year. Look out, too, for the new 'endorsed contributor' signature badges that will start appearing shortly – it's a great way to remind the outside world what great work is going on inside itSMF UK.

*it*SMF *UK*
ENDORSED ITSMF UK AUTHOR

27 SEPT 2013
RADISSON BLU PORTMAN HOTEL, LONDON

SIGN UP

FOR THE ITSM TOOL INTEGRATION FORUM!

SPONSORED BY:
ABSOLUTE SOFTWARE
AXIOS SYSTEMS
CHERWELL SOFTWARE
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HP

The ITSM Tools Integration Forum goes beyond a simple comparison of individual point solutions, exploring the experiences of users, vendors and consultants in providing genuine integration and interoperability of their tools. This event provides a unique opportunity to hear from the experts and to network with members and tool suppliers to solve your own integration issues.

Key questions answered:

• Why is ITSM tool integration a significant issue for service managers?

• How can you improve your IT service delivery through better integration of tools?

• What measures can be put in place to improve product integration in the future?

• How can management tools and information be exploited to obtain greater value?

ATTENDANCE FEE: MEMBERS JUST £50.00 NON-MEMBERS £150.00
TO BOOK YOUR PLACE, PLEASE VISIT WWW.ITSMF.CO.UK, EMAIL
EVENTS@ITSMF.CO.UK OR PHONE 0118 918 6500

ENGAGING WITH NEW MEMBERS AND PARTNERS

> ...TO HELP SHAPE THE FUTURE OF ITIL AND ALSO TO ENSURE THAT ITSMF UK CONTINUES TO DELIVER SERVICES THAT MEET THE NEEDS OF OUR MEMBERS.

Another busy three months have passed. During this quarter:

• In April I attended the itSMF Hungary Conference and delivered two presentations, one on Continual Service Improvement and another on Knowledge Management

• Also in April, I delivered the first itSMF UK masterclass workshop on 'Building a Service Catalogue'. The workshop was very well received and the feedback was extremely complimentary. Further workshops on this and other topics are planned.

• I also attended the Service Desk and IT Support (SITS13) show in London, where I hosted a round table session on service management and was a member of a panel discussion on the future of ITIL, chaired by Gartner Group.

• In June I attended the APMG International Showcase at the Queen Elizabeth II Conference Centre in London, where I delivered a presentation on 'Project management and service management – friends or foes?' I also chaired a round table on the same subject.

April saw completion of the itSMF UK financial year. Although we made an overall loss for the year, which was below our 'stretch' target, it was above the target within our strategic financial plan and below our operating loss of previous years. This is as a result of much hard work by the management board and the office staff – special thanks to our Finance Director Alan Thomson and Finance Manager Sarah Nieto. Similar stretching targets have also

been set for the next two years to establish a sound financial basis for itSMF UK's continued growth and financial stability.

There have been many UK and international meetings, both face-to-face and by phone, in the last three months. A major topic of discussion at all of these meetings has been the announcement by the Cabinet Office in late April on the creation of a joint venture (now called AXELOS) between the Cabinet Office and Capita to own and manage the Best Management Practice portfolio. The portfolio includes the ITIL service management and PRINCE2 project management frameworks which are used worldwide. On the following pages, there's an article by Claire Agutter about her initial meeting with AXELOS and an interview with its new CEO Peter Hepworth.

itSMF UK Chief Exec Ben Clacy and I had the opportunity to speak to Peter Hepworth and his colleague Chris Barrett at the APMG Showcase, and we discussed the benefits of close collaboration between AXELOS and the itSMF movement. This was enthusiastically received by both Peter and Chris who are very keen to establish a working relationship with the itSMF once AXELOS is established.

Member Round Table Discussions

In order to ensure that we represent the desires, needs, hopes and concerns of our members as accurately as possible, we have launched a series of 'round table' discussions on a series of topics. These include areas such as:

• The issues with current best practice

• The ITIL qualification scheme

• The value and services provided by itSMF UK

• Current and future industry challenges

• The future of best practice

These discussions will be face-to-face or virtual meetings, or a combination of both. I chaired the first two sessions early in June at the itSMF UK office in Winnersh, with some members visiting the office and others dialling in. The meeting involved representatives from all areas of the ITIL market and user community, including both internal and external service providers, consultants, academic institutions, training providers, and solution providers. The key areas discussed, in no particular order, were:

The qualification scheme

• It was felt that the ITIL qualifications need to remain relevant and deliver real value to the delegate and to the organization. The entire scheme is perceived by many organizations as overly complex and expensive. It needs to be simplified, and we also need better coverage of the practical application and implementation of service management and not just the theory.

ITIL within managed service provision

• Within a managed service environment - and increasingly among internal service providers - there are still some gaps, particularly around 'profit and loss' and clarity of business objectives.

Portfolio integration

• Currently the portfolio is not an integrated set of guidance. In particular, the links are not strong enough between ITIL and PRINCE2.

Commercial concerns

• Judging by the headline commercials contained within the initial Cabinet Office announcements, there is a concern that ultimately this will be paid for by those taking the training. There is a need to demonstrate how commercial reality will be balanced with value to the end customers and users.

Innovation versus safe operating

• There are varying requirements and views on the need for ITIL (and the rest of the portfolio) to embrace new ideas and concepts, but there is also a need to use a framework and material that is not continually changing. This requirement has been dubbed 'two speed ITIL' by some within the industry. ITIL needs to satisfy demands for both stability and innovation.

Future changes

• Largely within the training community the last five years have seen very high levels of change which has caused a significant amount of work and cost. Some stability is needed here, with clear timescales for future changes.

People and culture

• There is a feeling that the people and cultural elements of service management are not dealt with as strongly as they should be, and little guidance is offered as to how they should be addressed. Alongside this there is a risk that anything not included in the core of the framework will not be used and will be largely irrelevant.

Industry engagement

• The strongest area of feedback within these sessions was that the new joint venture needs to engage the industry, particularly through the itSMF

movement, recognising that the portfolio products have been designed and led by the industry. There was no real marketing or communication about new versions and changes in the past and it was the itSMF that actually took the time and invested the money and resource to ensure that the industry was aware of ITIL and its development.

Community and global engagement

• Currently Capita, the major stakeholder in the new owner, is seen as a predominantly UK based organization whereas the ITIL guidance and community are global. There is a feeling that engagement through the itSMF chapters would enhance this situation as the community and the links are already in place. An additional benefit is that the itSMF are an independent voice within the industry and offer the opportunity for the new joint venture to engage quickly, effectively and successfully with the SM community. Whilst it is generally seen that ITIL has been written by itSMF members, this is not reflected in the way in which the community is engaged and the value of their contribution could be far greater if the engagement was better managed.

Lack of information

• There is concern at the lack of information about the new venture and it seems that conjecture and rumour have developed to fill the gaps. Many in the industry had expected a business plan to be produced and believed that, two months after winning the bid, more information about future working plans and practices would have been forthcoming.

Dissatisfaction with ITIL

• There are growing concerns about some areas of the ITIL framework and a feeling that some parts have been developed by individuals and do not necessarily reflect the wider industry view. Also some feel that there is a lack of flexibility within the current framework, and the large-scale

approach puts some organizations off.

Licensing of products

• There is a need to clarify the way licensing will work in the future. At the moment there is a high degree of uncertainty amongst those with ITIL user licences and the new company has an opportunity to alleviate their fears. The licensing model has also hindered, rather than encouraged, the development of potential complementary courses.

Engagement with higher education

• There have been discussions around how the current ITIL qualification scheme and higher education work together. There needs to be agreement on this inter-working so that better links can be established between industry and higher education.

Delivery channels

• The purchase of G2G3 by Capita has been seen very positively across the industry, but there are some concerns that a delivery route will be imposed, as opposed to being embraced. There has also been some communication to the effect that AXELOS will follow a non-compete strategy, but there are nevertheless fears that Capita could engage at various levels within the qualification and training marketplace.

Future of software engagement

• Within the majority of SM tools, 'ITIL compliance' is seen as a standard requirement, already built-in. There is a danger that it can become largely irrelevant to software and SM tools as a result.

This on-going engagement will ensure that the itSMF UK management board will continue to reflect the views and needs of its members, in its plans and activities and in its discussions with other groups and organizations. Indeed some of the key areas from the 'round table' sessions have already been raised with AXELOS in our discussions at the APMG Showcase and in the interview with Peter Hepworth in this issue of Service Talk. During this period of change, the information and feedback obtained from these and future round table sessions will be used in our discussions with the new owners, to help shape the future of ITIL and also to ensure that itSMF UK continues to deliver services that meet the needs of our members.

If you have any other input to itSMF UK's plans, you are welcome to get involved in any of our round table discussions, but you don't need to wait for one to be scheduled. Have your say right now by emailing us your thoughts at **communications@itsmf.co.uk.**

We look forward to hearing from you.

Colin Rudd
Chairman, itSMF UK
www.itsmf.co.uk
www.itsmfi.org

AXELOS
GLOBAL BEST PRACTICE

TAKING GLOBAL BEST PRACTICE TO THE NEXT LEVEL

ON 1ST JULY 2013 THE JOINT VENTURE CREATED BY THE UK GOVERNMENT AND CAPITA TO MANAGE ITIL, PRINCE2, AND OTHER ELEMENTS OF THE BEST MANAGEMENT PRACTICE PORTFOLIO FORMALLY CAME INTO BEING AS AXELOS.

Observers were quick to establish a link between the name of the new enterprise and the Greek philosopher Kostas Alexos, who had a specific interest in open systems theory and the concept of play as a way of learning. AXELOS have dismissed this link as coincidental, saying that it was simply a name that worked within their area of business, that it could be translated globally and had not already been registered. Either way, it seems an inspired epithet for an organization that is committed to opening up the guidance, developing international markets and extending the use of 'gamification' and role play as a way of making training more relevant to a new generation of service and project managers.

At the helm of the new enterprise is Peter Hepworth, a man with over 25 years'

experience spanning sales, marketing, I.T., supply chain and finance at L'Oreal, Sara Lee Corporation and – as UK/Ireland managing director – the gaming giant Activision Blizzard.

ServiceTalk editor Mark Lillycrop recently caught up with the new CEO and asked him about his plans for the future of the portfolio and the challenges that lie ahead. We raised with him a number of points that emerged from the recent itSMF UK round tables, where members discussed the issues that were of most concern for them as ITIL moves into new hands *(see Colin Rudd's Chairman's Update in this issue)*.

ST ServiceTalk

Peter, congratulations on your new role. Why the AXELOS name?

PH Peter Hepworth

Well, we were looking for something new, unique and distinctive and I think that AXELOS Global Best Practice reflects what we set out to do.

ST Could you briefly summarize the objectives of the new company as you take over control of ITIL, PRINCE2 etc?

PH The first point is that, although this is a new company, we are ready and able to build on and invest in the strong existing best practice portfolio. We will invest where we need to, and by doing that and stressing the relevance of the products in the portfolio, we intend to create a global leader. The focus will be on constant innovation, always underlined by quality.

ST You said in earlier presentations that the JV is not bound by the same UK Government constraints as the present BMP administration. Don't you see a significant challenge, though, in balancing the needs of the international ITIL and BMP community with some tough UK-focused financial objectives?

PH If we were starting from a UK base, it would be a challenge and I accept that. But the key word you used there is 'international'. We have international targets. The portfolio and the community are already international - over half of the current exams are outside the UK, translated into more than 20 languages, and in use in more than 100 countries. We've outlined our five routes to growth, and the first of these is investment in emerging economies, which is essential. We happen to be a UK company (we could just as easily be based in another country) but our customers and targets are international.

ST AXELOS officially takes over at the beginning of 2014. Many of our members are planning expenditure and training requirements well into 2014, and are naturally concerned about your future strategy. What assurances can you provide for user and training organizations who are looking to make longer-term plans and protect their investments in ITIL and BMP resources?

PH Although I've only been in this role for a very short time I have had the chance to attend a number of 'meet and greet' and other events, and as a team we've been in 'listening mode' for a while. I've heard similar concerns being voiced and - from an assurance point of view - I would just say again that we are planning to build on the strengths of the existing products, and it's certainly not in AXELOS' or anyone's interests to negatively disrupt this process. As far as the specifics are concerned, I don't want anyone to have to wait until 1 January 2014 for information. My commitment is to publicise our plans as early as I can - I can't provide dates right now, but we will maintain an on-going dialogue with the ITIL community throughout the next six months and beyond. We are looking for constructive views on how we can improve. Support for the core products will certainly continue, and we will make major investment in them in the same way that your members have done.

ST It is widely accepted that itSMF globally is the independent voice of the ITSM industry. Our members wrote most of the core ITIL materials and it has long been part of our role to communicate ITIL strategy and changes to our members. This hasn't always been easy, and many would say that parts of the ITIL strategy have not been well articulated, particularly in the last few years. How would you like to see itSMF and AXELOS working together with the community to make sure that the your plans and intentions flow out and the community's views flow back into the continual ITIL improvement process?

PH For me the important thing is to learn from the past, maintain an open dialogue with all interested parties, and concentrate on the areas that need improvement. This is why it's so important for us to listen at the moment, so that we can preserve what currently works and address any areas that have been cause for concern. If communication has been an issue, as frankly it is in most areas of business, we will be looking for ways to address this.

ST In your recent presentations, you outline 'five routes to growth'. The first two are fairly self-explanatory – investment in emerging economies and integration of existing products with other frameworks. Could you say a little more about the other three: developing new BMP products; building an online community supported by a collaborative/social platform; and offering multi-national solutions for major employers and industry players?

PH Regarding new products, in the medium term the emphasis will be on complementary products, and in the longer term the plan is to broaden the portfolio into other areas that are relevant to corporations and individuals. The details haven't yet been fully defined but, for example, if you look at the way that ITIL guidance is moving from the IT service management world and applied to areas of more general service management - that's one area where we might focus. We'll be listening to the market, observing trends such as security, big data and cloud, and finding out where people want us to make appropriate investments.

ST You mention cloud. Cloud has really focused attention on relationships and supplier management. Some would say that the role of the IT manager is changing from a largely technical post to one that requires highly developed skills in managing partnerships with vendors and other third parties. How do you see this affecting your future focus?

PH Yes, some roles are changing, but if you step back and look at service management as a whole those skills have always been required in one way or another, so I don't see this as a big shift. But of course the guidance is adaptable, it can and must evolve. Businesses apply it in many different ways, and we need to make sure this remains the case.

ST You have suggested that you will adopt a collaborative working approach to the BMP portfolio known as the Norwich Onion, with a stable centre (the core guidance) and concentric circles emanating from the centre with modules, tools and supporting documents – growing much less structured as you reach the outer layers. How will you choose from the wealth of existing supporting materials to populate the onion?

PH As an Ipswich supporter, I find the Norwich references a little difficult to take! But seriously, the model came from discussions with the Cabinet Office best practice team who have now moved over to AXELOS. We thought the Norwich Onion imagery neatly expressed our intentions - keeping a solid central core and encouraging ideas and innovation in complementary layers, becoming broader in scope as you move outwards. We want to encourage new ideas from all sources - the layers and categories aren't clearly defined yet but they do offer a structure on which we can build.

ST Many of us in the ITIL world have greying hair and there have been suggestions in some quarters that the ITIL guidance is becoming outdated and unnecessarily cumbersome. Naturally we need new blood and new ideas and the itSMF has a number of initiatives underway with universities to engage with students and upcoming service management professionals. Does AXELOS have any plans in place to reach out to the next generation?

PH For me it's not a case of age, but the need for fresh ideas. Those ideas can come from many sources. But universities are clearly of interest - we do need to attract young professionals and we would like to talk to itSMF about the work you have done in this area. ITIL is a very powerful brand and I see no reason for it to become outdated. The focus needs to be on keeping the guidance fresh and relevant. That's essential.

ST So what's the next step?

PH I'd personally like to say how grateful I am for the warm welcome that I've received from itSMF and other organizations in the industry. We're still very much in listening mode, but for me the next step is to move beyond the 'meet and greet' and to get down to specifics. We'll be arranging a number of events in the weeks ahead to explore the views of the community in greater detail.

ST We will look forward to that. Peter, thank you very much.

Peter Hepworth

AXELOS
GLOBAL BEST PRACTICE

AN ATO PERSPECTIVE
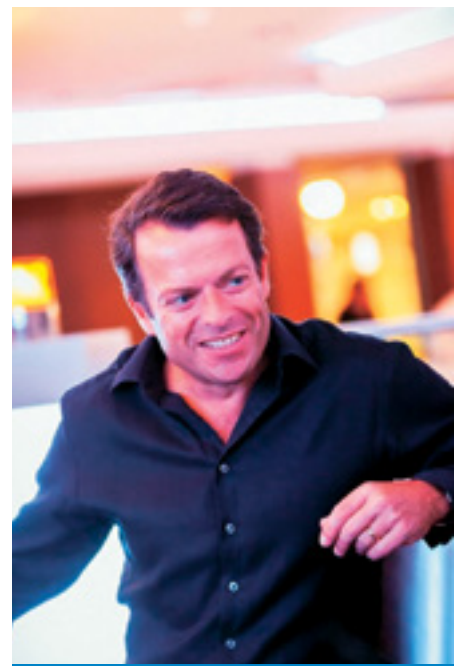
CLAIRE AGUTTER REFLECTS ON HER INITIAL MEETING WITH THE NEW UK GOVERNMENT/ CAPITA JOINT VENTURE.

In the last issue of ServiceTalk I wrote about working with the Publications Committee (PESC). Another voluntary role that I hold is as an elected member of the Accredited Training Organisation (ATO) sub-group. The role of the ATO sub-group is to represent the views of ITIL® training organizations across the world, and we have 11 members serving the European, American, Asian, African and Oceania regions. The group is currently facilitated by the Official ITIL Accreditor.

The ATO sub-group meets regularly with ATOs in each global area, and works with the Official ITIL Accreditor, Cabinet Office and Examination Institutes to make improvements to the ITIL training and exams. At the last meeting, our special guest was Chris Barrett, who was representing the new Cabinet Office and Capita Joint Venture (now AXELOS) and is part of the management team for the new organization. AXELOS will take responsibility for ITIL and the other Best Management Practice portfolio products from 2014.

If you'd like to keep up to date with the Joint Venture, you can find the latest updates at https://plus.google.com/100336838208744115222/posts.

The AXELOS twitter handle is @AXELOS_GBP and if you want to be added to their mailing list contact ask@swirlenquiries.com

It's very early days for the Joint Venture, but some of the information Chris was able to share included:

The timeline

AXELOS takes over management of the portfolio in January 2014. From July to the end of 2013 the focus will be transition, with a key intention being not to disrupt the current ecosystem as the transition moves forward.

Five areas of growth

There are five agreed routes to drive the take-up of products and growth of the community. They are:

- Growing international markets, such as targeting emerging economies in South America and Asia

- Investing in existing products, including digital platforms, integration with other frameworks and approaches e.g. Agile, DevOps, USMBOK and increased links to educational institutions

- Developing new Best Management Practice products in new areas such as business process management and design

- Building an online community of practitioners, providing continuous updates, user-generated content and tailored/localized information through a social and highly collaborative platform

- Targeting major employers and industry players, offering multi-national solutions delivered through the international Examination Institute and Accredited Training Organization network.

AXELOS intends to grow the portfolio and nurture the existing community, with key principles related to custodianship and duty of care. It will have access to funds for areas such as product development and marketing to expand and improve growth; areas where there may have previously been restrictions when the business was wholly run as part of government.

Chris believes it would be foolhardy to ignore the passion and experience of the established service management community, although he could not provide details of what might happen going forward as there is still a great deal of discussion taking place.

Engagement

AXELOS will be working with all stakeholders across the ITSM community and the Project and Programme Management (PPM) community. A number of workshops have already taken place and further sessions will follow through 2013. So visit the Google+ website for further information and invites!

AXELOS as a training organization/ examination institute

There are no plans for AXELOS to be a training delivery organization or an examination institute. Capita (which owns 51% of AXELOS) has a training arm in the form of Capita Learning & Development, but most of the training it delivers is internal to Capita and largely facilitated through established ATOs. This is a small capability with no scheduled plan for growth - it will follow a 'no compete' principle.

Approach

AXELOS has a well-defined remit which is to engage and grow the community. It is not Capita: it will be a completely separate company and will be acting as a 'start up', creating its own identity and principles.

G2G3: Capita has recently purchased G2G3, a gamification and simulation organization. G2G3 had a role to play in the bid for the Best Management Practice tender, and an innovative approach was integral to the contract award. Training organizations will be able to take up gamification but it will not be mandated.

The future

So, where do we go from here? I think the future looks very bright - we have a new organization that has the funding and incentive to make positive changes, and AXELOS is already engaging with the Best Management Practice communities. Some of the existing Cabinet Office staff have been TUPE'd across to AXELOS, so we won't lose their experience and risk repeating past mistakes.

All of the ITIL community will be watching developments with interest, and itSMF UK is hosting round tables now and at Conference to make sure they can keep AXELOS up to date with community suggestions, concerns and issues.

The ATO sub-group will be transforming into an advisory council, but our role will continue too. We'll communicate with the ATOs in our region regularly and work with AXELOS, representing training organizations across the world. If you work for a training organization that hasn't opted in to the ATO sub-group, email atosubgroup@apmgroup.co.uk to get signed up.

ITIL® is a registered trade mark of AXELOS Limited
PRINCE2® is a registered trade mark of AXELOS Limited
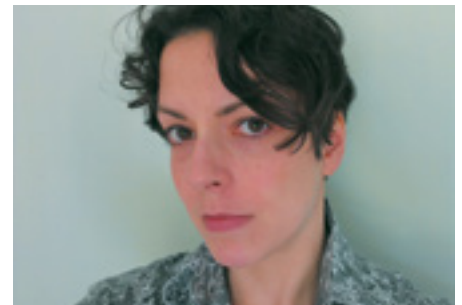
Claire Agutter is Director and Head of Online Education at IT Training Zone and EU Representative, ATO Sub-Group at APMG-International

ITSM 2013

THE ITSMF UK CONFERENCE & EXHIBITION

13

WHEN: 4TH-5TH NOVEMBER 2013
WHERE: INTERNATIONAL CONVENTION CENTRE, BIRMINGHAM

OUR ANNUAL CONFERENCE IS THE PREMIER EVENT IN THE SERVICE MANAGEMENT CALENDAR, BRINGING TOGETHER 1000 ITSM PROFESSIONALS IN SIX TRACKS OF EDUCATIONAL PRESENTATIONS, INTERACTIVE SESSIONS AND CASE STUDIES.

Check out the website or the free ITSM13 conference app to see the full agenda, featuring presentations from HM Land Registry, the Co-operative Banking Group, Virgin Media, Everything Everywhere, AXELOS, Jaguar Land Rover, Vodafone, Aviva, UK Government and many more. Join interactive sessions with our Service Transition, Problem Management, Service Level Management and CSI special interest groups, or find out what it takes to win

Edwina Currie

the coveted Project and Team of the Year awards.

We also pleased to announce that the opening keynote speaker will be the inspirational presenter Jo Salter, Britain's first female fast jet fighter pilot, described as "one of the 50 most inspiring women in the world." Our awards dinner host is Edwina Currie, former MP, controversial health minister, best-selling novelist and media commentator. Two excellent guest speakers to complement our strong line-up of service management practitioners.

Outside the conference sessions, you can catch up with more than 40 service management service and product suppliers in our major exhibition or network with other delegates in the exciting surroundings of the ICC. And, of course, you can attend our celebrated awards evening.

Two excellent days of service management knowledge sharing, and – as we always say – the best value ITSM consultancy available!

The Prestigious ITSM Awards

Nominations will soon be closing for the 2013 IT Service Management Awards, the industry's most prestigious accolade. This is a great opportunity to highlight the achievements of those around you - service management individuals and teams whose skills, commitment and imagination have marked them out for special recognition. Why not put your colleagues or customers forward this year?

This year's awards include:

• Project of the Year
• Team of the Year
• Service Innovation of the Year
• Submission of the Year
• Trainer of the Year
• Contributor of the Year
• Paul Rappaport Award for Lifetime Achievement in IT Service Management
• Best student – ITIL
• Best student – ISO/IEC 20000

Visit **www.itsmf.co.uk/Awards2013** for more information. If you think you might have missed the nomination deadline, please contact the office to check.

Jo Salter

THE ITSMF UK CONFERENCE
AGENDA ITSM 13

MONDAY 4th NOVEMBER 2013						
09.15 - 09.45	Conference Opening - Colin Rudd, Chairman itSMF UK					
09.45 - 10.25	Conference Opening Keynote - To be Announced					
10.25 - 10.45	Break - Exhibition Hall		How to get the most out of your Conference - Don Page, Chair Events ESC			
Room	Real world learning Stories from Members on Their ITSM Experiences	Core ITSM Doing the Main ITSM Disciplines	Interactive & practitioner driven Interactive & Practitioner Led Sessions	Building Your Greatest Assets Your People, Soft Skills & How to Get the Most out of Them	IT(SM) into the Future Next Generation ITSM and Emerging Areas	Exhibition Area Theatre	The Big Four Agenda for 2014 The Future of the ITSM industry
Session 1 10.45 - 11.25	2012 Service Management Team of the Year Mal Young, HM Land Registry	Building an Effective Problem Solving Group: Paul Offord, Advance7 Problem solving	Delivering Excellence Through Service Packages Rosemary Gurney, Global Technology; Tony Oxley, Rolls-Royce; and John Moore, BAE Systems Detica	SFIA So Good - Practical Advice on Getting the Best Out of SFIA Peter Leather, Exceptional Performance SFIA	Reserved for Platinum Sponsor	Grab@Pizza - Experience Business & IT Alignment in ACTION Paul Wilkinson, GamingWorks BV	The Big Four Agenda for 2014 Throughout the conference there will be round tables, member consultation and stakeholder consultation contributing to itSMF UK's agenda for 2014
Session 2 11.35 - 12.15	2012 Project of the Year Using Assessment & Benchmarking to Drive CSI in Service Capacity Management Ian MacDonald, The Co-operative Banking Group CSI & Capacity Management	Secrets of Request Fulfillment Peter Hubbard, Pink Elephant Request Fulfilment	SLM Special Interest Group Interactive Learning Session	The Beauty & Simplicity of Common Sense Business Relationship Management Andrea Kis, Tata Consultancy Services BRM	Service Management Office & Operating Model in Multi Sourced Environments Timo Hyvönen, 3gamma/itSMF Finland Service Integration		
12.15 - 13.25	Lunch & Expo - Exhibition Hall					
13.25 - 14.25	Interactive Plenary (with voting keypads)					
14.25 - 15.15	Project of the Year 2013 Finalists Showcase					
Session 3 15.25 - 16.05	Optimising the End User Support Model: Self Service, Remote Control & More Mel Tuke Griffin Accenture End User Support	Leveraging the Invisible ITIL Process - Financial Management for Value Robert Stroud CA Technologies Financial Management	14:35 - 16:05 Service Transition Special Interest Group Interactive Learning Session	Keep Calm & Carry On - Managing Major Incidents Major Incident Management	The Evolution of Service Transition Stuart Rance HP Technology Consulting Innovation		The Big Four Agenda for 2014 Throughout the conference there will be round tables, member consultation and stakeholder consultation contributing to itSMF UK's agenda for 2014
16.05 - 16.25	Break - Exhibition Hall					
Session 4 16.25 - 17.05	Speeding up ITIL Processes with Superfast ITIL Kirsty Goddard & Alan Dickson Everything Everywhere CSI	Adoption is the Only Option Theresa Wright Computacenter Process Framework	Igniting Problem Management with Pre-emptive Successes Matt Berridge William Hill & Steve White Kepner Tregoe Problem Management	To be Announced Education	"It's a Journey, the Future of Supplier Management..?" Service Integration at Jaguar Land Rover Mark Hipwell Jaguar Land Rover & Martin Goble Tata Consultancy Services Service Integration		
17.15 - 17.35	Day 1 Closing Keynote - The Future of ITSM and the joint venture - AXELOS					
17.35 - 18.05	Informal drinks reception - Exhibition Hall					
19.30	Pre-dinner Drinks					
20.00	Awards Dinner					

TUESDAY 5th NOVEMBER 2013

Room	Real world learning Stories from Members on Their ITSM Experiences	Core ITSM Doing the Main ITSM Disciplines	Interactive & practitioner driven Interactive & Practitioner Led Sessions	Building Your Greatest Assets Your People, Soft Skills & How to Get the Most out of Them	IT(SM) into the Future Next Generation ITSM and Emerging Areas	Exhibition Area Theatre	The Big Four Agenda for 2014 The Future of the ITSM industry
Session 1 9.30 - 10.10	**The Strive for IT Efficiency & Customer Service Improvement** Sheridan Hindle The Midcounties Co-operative **ITIL Implementation & Improvement**	**7 steps to ITSM Goodness** Barclay Rae Barclay Rae Consulting & Richard Smith Aggregate Industries **CSI**	**Problem Management SIG – Measure, Compare & Improve** **Interactive Learning Session** (Double Session)	**There is a Better Way to do IT …But are Your People Thinking About it?** Shaju Lal Kurup Infosys **Inspiring People to Innovate**	**Get in the Game - Drive ITSM effectiveness and efficiency by leveraging gamification** Adam Holtby Ovum **Industry trends**	**Game On: Learn How to Gamify your IT Services and Projects** Jason McClay & Henry Strouts G2G3 (Double Session)	**The Big Four Agenda for 2014** Throughout the conference there will be round tables, member consultation and stakeholder consultation contributing to itSMF UK's agenda for 2014
Session 2 10.20 - 11.00	**10 Steps to Problem Management – a Real Life Journey** Amanda Kirby Virgin Media **Problem Management**	**ISO/IEC 20000 – What, Why and How?** Lynda Cooper Independent **ISO/IEC 20000**		**You Only Know my Name When it Goes Wrong** Ceri Picton Vodafone **CSI**	**It's Getting Cloudy in IT Service Management** Mark O'Loughlin Auxilion **Cloud**		
11.00 - 11.30	**Break & Expo - Exhibition Hall**						
Session 3 11.30 - 12.10	**What we did when it all went Black** Martin Neville Independent **Major Incident Management**	**Embedding a Culture of CSI** Adam Poppleton BrightOak Consultancy **CSI**	**Continual Service Improvement Special Interest Group** **Interactive Learning Session** (Double Session)	**Roles, Responsibilities & KPIs of a Process Owner** Alex Hocking Marval **People**	**The Good, the Bad, and the Agile** Patrick Bolger Hornbill Service Management & Leeds University **Agile**	**Bookstore Business/ IT Alignment Simulation Game** Mark Smalley ASL BiSL Foundation (Double Session)	
Session 4 12.20 - 13.00	**Business Process Aligned IT Service Management** Clive Davey & Murray Walding Aviva **Business Process Alignment**	**IT Service (Management) Strategy in Real Life - from Solution Provider to Service Provider** Christian Nissen CFN People **Building a Strategy**		**To be Announced** **People**	**Energise your Service Desk for the Future & Cure Your Service Desk With Customer Experience** John Rakowski Forrester Research **Service Desk**		
13.00 - 14.30	**Lunch & Expo - Exhibition Hall**						
13.30 - 14.30	**itSMF UK AGM**						
Session 5 14.30 - 15.10	**CSI Lessons Learned from a Year on the Run** Laura Jay & Steve Bowler 3M Cogent **CSI**	**The Three Common Mistakes that Service Designers Make** Steve Straker Fujitsu **Service Design**	**Making the Agile Transition in Your Change & Release Processes** Matt Hoey Grant Thornton UK LLP **Agile**	**Creating a Measurable Return on Value of an ITSM Training Investment** Paul Wilkinson GamingWorks BV **Attitude, Behaviour & Culture**	**Service Integration & Management (SIAM) – ITSM's New Discipline** Kevin Holland Independent **Practical Tips for Effective Service Integration**		
15:15 - 15:45	**Conference Closing Keynote - To be Announced**						
15:45 - 16:00	**Conference Close - Colin Rudd, Chairman itSMF UK**						

itSMF UK
The IT Service Management Forum

ROS SATAR SET OUT FOR MARVAL SOFTWARE'S HEADQUARTERS ON A SNOWY DAY IN SPRING TO FIND OUT MORE ABOUT ISO/IEC 20000 CERTIFICATION, AND WHAT IT MEANS FOR ORGANIZATIONS AND INDIVIDUALS. HERE IS WHAT SHE DISCOVERED.

Seminars tend to be clearly focused on learning outcomes, and the main aim of the recent itSMF UK seminar on ISO/IEC 20000 certification was to show why it is worthwhile for companies to invest in the sometimes arduous process of certification in the service management standard.

It's not all about the organization, of course. With the current economic pressures within the workforce, ITSM professionals are increasingly keen to build skillsets that will set themselves apart from the rest of the field. So one thing I wanted to learn from the event was what standards certification offered me from a personal perspective.

So what is ISO/IEC 20000 all about? Our host for the day, Marval's Dr Don Page, put it in a nutshell. "If ITIL is documented common sense, ISO is auditable common sense"

The reality and myths of certification

Dr Jenny Dugmore kicked off the proceedings, describing a piece of research that she conducted in conjunction with APMG International last year, looking at users' experiences of deploying ISO/IEC 20000 and ITIL together. The detailed results of the research were written up in the Winter 2013 issue of ServiceTalk (available through the website or app).

The survey set out to discover where companies were using ITIL and ISO20k together, and if they weren't using both, why not. There was a fascinating insight into how public affairs can affect the 'simple' business of IT – for example at the time that the survey was conducted, China was on the cusp of a leadership change so all communications were shut down. Most companies adopt ITIL and then move on to ISO/IEC 20000, but it does still happen the other way round.

So what is the difference between ITIL and ISO/IEC 20000 on a personal and organizational level? It may be a simplistic statement, but the difference can be summed up nicely thus: People are qualified under ITIL, and organizations are certified under ISO/IEC 20000.

Most of the surveyed businesses in the UK and Western Europe that have gone through the ISO20k certification process have enjoyed a relatively stable implementation, compared with areas that are new to formal service management standards such as parts of Africa and Eastern Europe. But the new markets offer an exceptional opportunity for growth. Jenny believed that there is a huge pent up demand for certification in many parts of the world and we are just seeing the tip of the iceberg.

ISO/IEC 20000 in your pocket

Analysing the use of ITIL and ISO/IEC 20000 together is to some extent self-limiting, but a lot of interesting comparisons can be drawn between the two. For example, although the ISO standard is by definition prescriptive, unlike ITIL, a lot of organizations only ever consult Part 1 and never need anything else, just as many organizations stick to a small subset of ITIL processes. Need is the operative word here – just as people determine what additional ITIL training they may need, and then use, the same is true for ISO/IEC 20000 – and the additional parts provide a wealth of guidance for those who choose to go down this path.

Those organizations that opt for a large-scale implementation are often overwhelmed by the effort, it seems. They might be advised to remember some of the key takeaway points from Jenny's session:

- Quantify the benefits
- Start small and work up in phases
- Start at the biggest pain point.

Perhaps the most significant takeaway from this presentation was that organizations do not have to like everything in both ITIL and ISO/IEC 20000. It is about finding the right components to support the business and help it grow. And if the guidance is not right, then help to make it better – after all it is easy for every one of us to criticise from the side-lines.

Stockport Council's journey into ISO/IEC 20000

Something that struck home at the start of Derrick Taylor's Stockport Council presentation was the pressure that Council staff have been under to cut back and do the same job with fewer people. But Stockport's commitment to service management and ISO20k has helped them to stay focused on the customer and continual service improvement.

Qualification is a high priority for the organization, and the team put considerable effort into getting their ITIL-focused staff qualified – mostly to Foundation level, some to Expert, and some with various Intermediate-level skills.

But no matter how well qualified you are in ITSM terms, it's the business that counts. Derrick offered a piece of killer common sense – go and talk to the business in their language! It's important to keep the customer engaged at all times – don't say no, but instead offer them an alternative if you cannot do exactly what they want. Experience says that it does not matter how well you do something, customers will always complain. They never tell you when you are doing things well, so you have to find ways to tell them how well (you think) you are doing.

By involving the whole business in the ISO/IEC 20000 certification process, Derrick's team were able to encourage staff to put forward suggested service improvements to existing processes, where previously they might not have thought to speak up. This in turn led to a high degree of buy-in for the certification scheme. Working towards the standard also proved to be popular as a way of helping to cope with budgetary cuts, as ISO20k's most basic objective is to focus the whole organization on delivering a good service, no matter what resources are available.

Again, common sense prevails and the over-riding message from Derrick was to keep it simple:

- Anybody can potentially be a project lead – it provides another way to keep people in the team involved.
- Organizations should be doing ITIL processes as business-as-usual.
- There has to be senior management accountability – they have to be the ones who push the project forward.
- Start small and find the right service management tool.

From an organizational perspective, it was important for Stockport to achieve consistency in their documentation. They found they were documenting what they thought they should have done, and not what was actually being done – something that many organizations can probably relate to.

Above all, said Derrick Taylor, the key is to have can-do people in the team – as far as possible, involve those who WANT to be involved. His session gave the attendees a great insight into how councils are focussing on becoming revenue generating in a difficult economic climate, as they need to maintain a competitive edge. For Stockport Council, that's about having good service management.

Service management on the Airwaves

The final presentation of the day was from Duncan Preston from Airwaves Solutions, who provided a very lively and engaging presentation, not least around what the company does – providing mission critical voice and data services to police forces, ambulance trusts and fire and rescue services around Britain.

This organization proudly collects certifications in the same way as some people collect stamps, but when you look at their customer base, it makes sense. Standards such as ISO/IEC 20000 can really provide a differentiator, said the speaker, and shows how committed the provider is to service management and quality.

Duncan pressed the importance of senior management buy-in. His organization had to dismantle a lot of 'silo thinking' before it could achieve the necessary standards, and this can only be done effectively if everyone from the top down has signed up to the objectives of certification. He also put forward a different perspective on certification – de-risking the business. Talking about risks and ways to avoid them helps a great deal in senior management conversations and gets everyone to sit up and take notice.

All in all this was a very educational and thought-provoking seminar. The user case studies in particular gave a lot of insight into the reasons for certification, and at the heart of all the presentations was one overriding driver: common sense.

Ros Satar is a freelance ITSM writer and analyst.

IT'S GETTING HARD TO DISTINGUISH BETWEEN CLOUD AND IN-HOUSE SERVICES

WITH THE DIVISION BETWEEN CLOUD-BASED AND INTERNAL IT BECOMING INCREASINGLY BLURRED, HOW WILL WE TELL THEM APART, WONDERS STUART RANCE.

There has been an entertaining debate on the ZDNet site recently, between Steve Ranger who wrote 'Why the cloud will never (entirely) replace in-house applications' and Ken Hess who wrote 'Why the cloud will (entirely) replace in-house applications.'

I've been thinking about this issue for some time. Last time I wrote about this (Is SaaS going to replace on-site software?), I suggested that some organizations might move completely to the cloud, but that others would retain some in-house applications indefinitely. At that time I thought it was just a matter of where the line would be drawn. Would in-house software be a very rare option for organizations with unusual needs, or a common choice for many?

It's getting hard to distinguish between cloud and in-house services

What I didn't realize, and what Steve and Ken have also overlooked, is that the sharp division between cloud and in-house is going to become increasingly hard to maintain. Things that will contribute to the blurring of this distinction include:

• Many in-house IT services make use of public cloud to provide part of what they deliver to their users. Even the most ancient of legacy applications probably uses DNS to locate servers, and even though we may not think of DNS as a cloud service it is most certainly provided in a cloud-like manner. Similarly, many in-house services make use of email to communicate. As in-house IT evolves it is going to make more and more use of services provided from the cloud; even when the core data or business functionality are maintained in-house, it is likely that much of the functionality will be sourced from the public cloud.

• Many organizations will provide added functionality on top of public cloud services, to meet the needs of their users. This could range from customized client applications that access a public cloud back-end to complex mash-ups that create added value from multiple public cloud services.

• Vendors of in-house software are already looking to see how they can provide some of the attributes of a cloud service within their offerings. For example, HP Software has recently announced Service Manager Subscription (SM-S) which provides in-house software, with maintenance and support at a combined per user/per month subscription price. This enables them to offer a cloud-like experience for the finance department who value the op-ex budget model, while retaining the in-house experience for the IT department who may need to retain complete control of the data.

These kinds of hybrid offers are likely to increase over time as vendors create flexible and innovative products to satisfy diverse market needs.

• Many large organizations are creating private clouds to provide Infrastructure as a Service (Iaas) and Platform as a Service (PaaS) to their internal users. It is likely that this could extend to provision of some functionality in the Software as a Service (SaaS) space in the future. We are likely to see increasingly complex solutions that make use of hybrid private-public cloud even in environments where dedicated servers are no longer in use.

• Organizations that claim to have moved entirely to cloud provision are likely to retain some in-house servers, even if this is only to provide DNS, DHCP and client software updates.

If we take all these trends into account, then it is likely that the cloud/in-house distinction is going to largely fade away over time. Some functionality will be provided from public cloud, other functionality will come from private or hybrid clouds. Some will be provided as part of client applications (do these count as in-house?) and some part will continue to be provided by in-house servers.

The key question will not be whether you are going to get all your services from the cloud, but which partner can help you to create the user experience that you need to fulfill your mission.

You can follow Stuart on Twitter - @StuartRance

Stuart Rance is an IT Service Management expert at HP, a distinguished ITIL author, and a leading member of the itSMF UK Publications Committee.

MAKING THE CASE FOR PROBLEM MANAGEMENT.

14 people from across the UK attended the first Problem Management Masterclass at itSMF HQ in May.

One of the open discussions was the "Challenges and Pressures of Problem Management".

The group used this topic to practice a particularly inclusive form of collective idea gathering and processing. I took notes on all the topics that were discussed in the final feedback session, and the themes boiled down to one major underpinning challenge.

Lack of process

Where there's no clearly defined process or governance, people are not aware of what they are doing and different people are using different processes and some are using a process that they learned at a previous employer. This causes inefficiency and frustration. So you need a process.

The business case for Problem Management

The biggest challenge in building a successful business case is management buy-in - having a senior enough person understand the benefits of Problem Management. Make the benefits case financial, not numerical.

Once there is agreement for a Problem Management process...

- Educate the organization to understand the value proposition of Problem Management:
  - Stakeholder Management
  - SMEs
- Build a Problem Management team.
- Gain commitment from the people with the skills and knowledge to help.
- Adequately resource the Problem Management team.
- Manage the quality and availability of the correct data from third-party suppliers.
- Understand and agree the inputs and outputs of the team, and the required quality of data.
- Baseline the existing performance and measure the results in terms of stability/incident reduction.

These themes are not new, and the group consensus was that the biggest challenge is understanding the value and benefits so that all of the above underpin the process.

Success is achieved through building a business case to demonstrate value of the initial investment, and then maintaining the business case to ensure that Problem Management is given sufficient attention amongst all the other things that support IT operations.

Of course, the discussion in the room during the masterclass, the sharing of experiences and the exchange of ideas was of much greater value than this textual summary. If only I could make the value a financial one:-)

Steve White is a senior consultant at Kepner Tregoe and chair of the itSMF UK Problem Management SIG
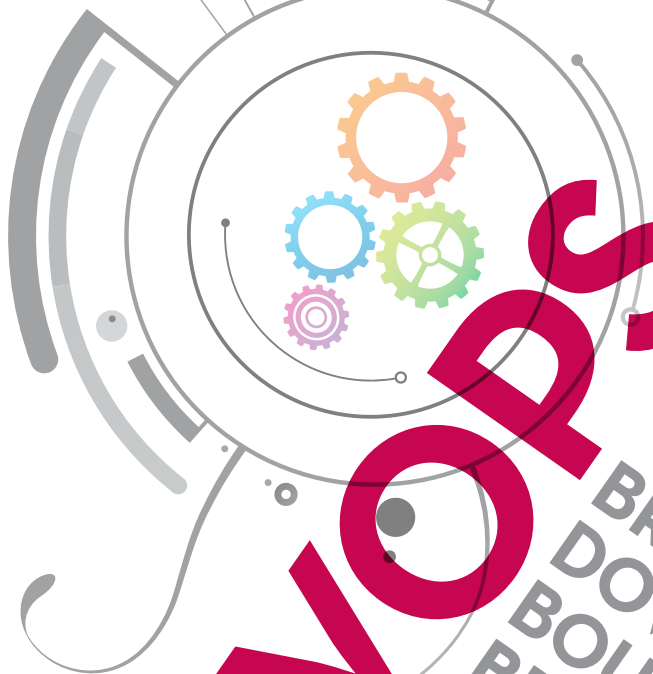
DEVOPS

BREAKING DOWN THE BOUNDARIES BETWEEN DEVELOPMENT & OPERATIONS

There is change in the wind that is impacting both the business and IT. It is no longer about simply about cutting costs; there is increasing pressure to focus on top-line growth and on innovation that delivers accelerated business value. This in turn demands more rapid change and everything leverages technology.

In order to deliver this acceleration the adoption of DevOps is becoming a more frequent topic of discussion in the ITSM world, as a way to become more agile and respond more quickly to changing business drivers. Many believe that DevOps, or 'NoOps' as some call it, is simply a movement to remove the rigour and structure associated with ITIL. Of course this is not the purpose of DevOps. DevOps is unlikely to mean the end of ITIL, but it may change the ground rules somewhat.

There is no doubt that DevOps in growing in popularity. This growth goes hand in hand with the growth in Agile development methodologies. DevOps is extremely complementary to Agile, extending and completing the continuous integration and release process across the testing and pre-production environment into the operational realm. This gives development complete transparency, from the approval of the work request to production. A key advantage is that code is promoted as soon as it's developed. Since deployments don't pile up, complexity and risk of failure is minimized. The smaller the change, should it fail, the more likely the area of impact is known and can be resolved or backed out

and service restored. See Kevin Holland's article on page 30 of this issue for a detailed discussion of Agile and DevOps.

Organizations that leverage DevOps include Amazon AWS, which uses it to deliver up to 10,000 deployments an hour. (The presentation delivered at Velocity by Jon Jenkins - www.youtube.com/watch?v=dxk8b9rSKOo - gives great insight into the flexibility and agility involved.) Imagine for a moment Amazon attempting to work the way it does with traditional change processes; the overhead and latency would really impact their ability to meet their business objectives.

Cultural change, especially organizational change, is fundamental for DevOps success and the first barrier to fall must be the age-old boundary between Operations and Development. DevOps is not simply about removing rigor or - as some would say - returning to times of IT being constantly unavailable. In fact, DevOps MAY increase rigour and structure, typically within the automation of the process from idea to production. One of the advantages of this is that the majority of us cope with small incremental change; this usually removes the requirement to 're-educate' ourselves. For the developer, the smaller 'contained' nature of the change means that, should a problem occur, the nature of the issue is known and it can be resolved or removed from the production environment.

So while DevOps doesn't mean the death of ITIL, it does signal a sea of change in how

IT operates and will require you to review your ITIL change and release management processes at a minimum. As you review your processes look to see if they are too structured and inflexible and check whether your change requirements are too rigid and structured. If it takes too long for a change to migrate to production, the line of business will likely seek new alternatives and you could be looking for a new role as they deliver their own IT without you.

So my guidance is that you need to remove those rose-coloured glasses, take a look at DevOps and see if it is appropriate for your environment. If so, how can you blend it into your effective and efficient delivery of IT-enabled business? Remember it is the business that pays the bills!

Robert E Stroud is Vice President, Strategy & Innovation at CA Technologies and winner of the 2013 ISACA Wasserman Award.

BUSINESS SIMULATIONS: NICE-TO-HAVE OR NEED-TO-HAVE?

PAUL WILKINSON CONSIDERS WHY BUSINESS SIMULATION GAMES ARE THE WAY FORWARD FOR TRAINING IN SERVICE MANAGEMENT SKILLS.

'I hear and I forget, I see and I remember, I do and I understand' – Confucius

Do you recognize the following? We sent people on ITIL or ITSM best practice training, they got the certificates, however we still have a silo mentality, people don't stick to procedures, procedures are too bureaucratic, there is resistance to new ways of working, managers don't support the processes, the support tool isn't up to date, the business is complaining…

If you recognize any of these scenarios you are not alone. More than 70% of organizations we meet don't get the value they had hoped for from an ITSM best practice improvement initiative and more than 50% fail because of resistance. How can this be? There are more than 1.5 million ITIL certificates. There must be something wrong with ITIL surely!? No, there is nothing inherently wrong with ITIL or any other best practice ITSM framework. A large part of the problem is the way we train people!

The good news is that AXELOS, the new owners of ITIL best practice, also recognize the issues and the importance of new ways of learning. '…we recognize that there has been a significant shift in the way in which people learn over the last decade. Whilst there is still a place for traditional methods, practitioners in the 21st century demand the ability to learn at the time, place and style of their choosing. Increasingly, we see a shift from 'learning by listening' to 'learning by doing', underpinned by the increase in modular approaches to learning, plus simulations and other experiential learning techniques.' (First edition of the eBulletin)

At ITSM13 this year there will also be a chance to experience what simulations, gaming and 'experiential learning' have to offer.

This article is aimed at demonstrating the value that experiential learning can bring to your ITSM improvement initiative.

ITSM is becoming a strategic asset. We can no longer afford to have these types of initiatives fail, people must know how to translate theory into practice. And with increasing pressures on training budgets, we must ensure we get maximum return on value from our training interventions.

Back to Basics

Let's get back to basics, and see how we can turn failure into success. We send people on training to gain knowledge. Knowledge may be defined as:

Expertise and skills acquired through experience or education; the practical or theoretical understanding of a subject.

We are very good at the education and theory bit, but poor at the experience and practice, as can be confirmed by the low success rate of ITSM best practice adoptions. People are given the theory in traditional classroom courses and are left to gain the practice in a real, live, often mission-critical environment without guidance or support… and then people complain that ITIL is no good! In fact. a lot of the problems are associated with our inability to translate the theory into practice and not understanding HOW to apply the theory.

Business simulations: NICE-to-have or NEED-to-have?

ABC remains the number one success/failure factor

Together with the itSMF and our world-wide network of partners, we have surveyed more than 5000 ITSM practitioners. Our worldwide ABC (Attitude, Behavior, Culture) surveys into key ITSM resisters still reveal the following top ten issues for adopting and deploying ITSM best practices (as posted on the Forrester Research website):

1. No management commitment.

2. Saying 'Yes' but meaning 'No'.

3. Never mind about following the new procedures, just do what we normally do.

4. Plan, Do, Stop... No continual improvement focus.

5. ITIL is the objective, not what we should achieve with it.

6. ITIL – it will never work here.

7. Unable to specify the value required by the business.

8. Throwing (ITIL) solutions over the wall and hoping that people will follow them.

9. No understanding of business impact and priority.

10. I&O thinks that it doesn't need to understand the business to make a business case.

These have remained the top 10 issues more or less for the last five years!

Which traditional training or course in ITSM best practices helps you learn HOW to deal with these issues? Considering that just about every IT organization meets with and recognizes these success factors, it would seem to me that the ability to deal with them needs to be a CORE capability of somebody like an ITIL expert, or anybody charged with deploying ITSM best practices! The fact that these have consistently remained the top issues for five years indicates that current training approaches and interventions are not working. Something different is required.

What is a business simulation and how can THAT make a difference?

I would like to explore how business simulation games can help address the reasons for failure that we've discussed above, and examine the real benefits of using a simulation as part of an ITSM training or change programme.

There are various terms around business simulation that we need to understand here. The following table (Forrester, Oerhlich) explains some important ones.

Gamification	The insertion of game dynamics and mechanics into non-game activities to drive a desired behaviour.
Simulations	Immersive games that offer an experiential educational experience that mimics reality. Simulations place people in a risk-free environment that supports their engagement in an authentic experience that contextually demonstrates benefits and consequences.
Serious games	The use of current "gamecraft" techniques and technology (e.g., commercial video game technology, Kinect, strategy) and applying them to elicit serious outcomes on serious concepts, such as business, education, environmental, or social issues.

A business simulation game is a form of experiential learning, or learning-by-doing. People from different departments, representing the complete end-to-end service delivery chain, can be brought together in one room to participate in a game environment. People can play different roles to their normal daily role, for example the CIO or second level support managers can be put at the help desk in the game. This allows people to understand each other's roles and information needs much better. People learn, in a number of game rounds, to translate theory into practice. They learn how to use the theory to achieve measurable results. They have to work together as a team, solve problems together, discuss and give each other feedback. In the game environment incidents, calls and changes arise, capacity issues occur, events are generated. The team is faced with increasing workloads and demands from the business. Can their processes cope? Can they successfully resolve the issues, manage the changes and realize their Service Level targets? Can they demonstrate customer and business focused behavior?

The game facilitator often plays the role of the business or customer and can confront the team on their attitude and behaviour. The game facilitator SHOULD play the game in the context of the organization playing the game. What problem are they trying to solve? What constitutes success? What desirable behaviour are they trying to create by adopting best practices? What undesirable behaviour do they want to remove?

It is our belief that there is no 'one size fits all' with a game. Each customer has a unique set of dynamics, context, attitude, behaviour and culture that needs to become part of the gaming scenario.
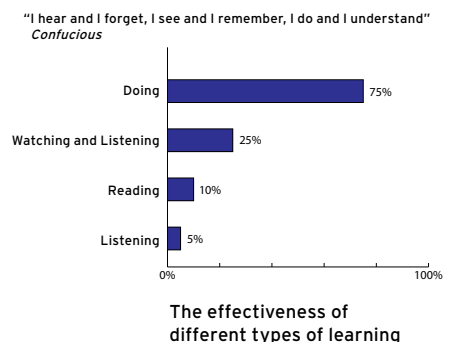
The initial games rounds are often characterized by chaos, confusion, frustration, and poor performance, 'just like reality' many say during the experience. The teams struggle to translate ITSM best practice theory into practical working solutions. This is often what we try to create in the early game rounds: recognition of current ways of working; of undesirable, counterproductive, ineffective behaviour; helping to create a 'sense of urgency' for changing behaviour.

Between game rounds the players are facilitated in reflecting on what went wrong, in terms of People, Process, Product, Partner and Performance capabilities. They are then helped to make improvements. They are stimulated to test and explore new desired behaviour. Because the simulation is played in a number of games rounds, it allows the team to develop pragmatic CSI (Continual Service Improvement) skills – learning to analyze, reflect, design, agree, execute their own changes to the way they work.

At the end of the day the students are (often) in control, the service targets are achieved, the customer is satisfied. The team has successfully translated knowledge into results. It is at this time that the learning points and improvement suggestions are captured. Students learn pragmatic actions that they can take away and apply in their own work. This is the power and benefit of serious gaming, used as an instrument for learning and organizational change.

Does gaming help?

A scientific study also revealed that Confucius was right. Learning-by-doing is the most effective way of learning.

"I hear and I forget, I see and I remember, I do and I understand" Confucious

Doing — 75%
Watching and Listening — 25%
Reading — 10%
Listening — 5%

The effectiveness of different types of learning

A scientific report shows that 75% of knowledge and skills are retained when learning by doing

Source: NTL Institute for Applied Behavioral Science

Forrester, in a report in 2006, also stated: "Considering the enormity of change that an ITIL project may entail, spending the day that such simulators require should pay back many times over with the creation of a cohesive team with a greater understanding of the components, interrelationships, and vision that are required to successfully transform an IT organization."

In their most recent research into games Forrester's Eveline Oerhlich stated: "Simulation provides a way to gain perspective and change behaviour. What adds value to the business is an organization that can design and optimize services and manage them according to business need. To do this, organizations must adopt or mature their service management and automation initiatives – and I&O leaders can use simulations to ensure they're choosing the paths that will offer maximum benefit."

A recent report from Deloitte - '2013: The Corporate Learning Factbook' - also revealed, "Today employees want their training to include video, games and a whole next-generation experience. Much of our research shows that modern best-practice research focuses heavily on the 'learner experience…'

In spite of the evidence and the advice, games are often seen as 'nice-to-have' additions to service management training. In these financially difficult times when organizations are looking for cost-effective training, nice-to-have is seen an expensive luxury, one that can be easily cut. But is a simulation game a nice-to-have or a need-to-have?

Survey findings

GamingWorks has conducted a global survey to determine when games are most effective in relation to an ITSM improvement programme and what the benefits of deploying a simulation really are. Is it just a nice-to-have? We asked training, consulting and customer organizations two questions. One relating to the most effective use of simulation games, the second relating to the benefits gained by using simulations.

These are the results of our global survey.

Serious games are most effective when used for:

☑	To support a culture change initiative	+40
☑	Translating theory into practice	+27
☑	To assess current ways of working and identify improvements	+23
☑	To empower people to capture improvements to their work	+15
☑	Assess current team performance	+5
☑	Assess if a person is suitable(fit) for the job he or she played	+2
☐	To create understanding and buy-in for a best practice (e.g ITIL)	+31
☐	Breaking down silos and creating 'team working'	+23
☐	To learn how to assess and improve (CSI) own way of working	+10
☐	Gaining management commitment for best practices	+6
☐	Helping people recall training tips and tools for longer even if not always used	+3
☐	To interlize concepts through experience	+3
☐	To experience shortcomings in the current way of working	+2

It is interesting to note that survey results show that a simulation game is not seen as most effective for 'Creating understanding and buy-in for a best practice (e.g ITIL)', nor for 'Translating theory into practice', which are the most common ways they are positioned. The most effective use is perceived as being to 'Support a culture change initiative'.

The 'Planning to Implement Service Management' ITIL publication from the Cabinet Office revealed that the most common reason for the breakdown of service management initiatives is 'failure to recognize the importance of organizational culture.'

Simulation games are highly effective instruments in supporting and enabling this, and also in supporting 'Breaking down organizational silos and creating team working'.

Simulation games also have an additional benefit of empowering people to assess and identify their own improvements. Which also creates buy-in and ownership for the improvements, and at the same time helps to develop CSI capabilities. Why is developing CSI capabilities important? ITSM improvement initiatives are NOT one-time implementation projects or exercises. IT and business organizations are in a continual state of change. Emerging 'disruptive' technologies are being developed and adopted increasingly fast; business demands and business change are the 'norm'. A core ITSM capability in this changing landscape is the ability to change. As such CSI needs to be a core ITSM capability.

What benefits are gained from using a business simulation as part of an ITSM training or improvement programme?

A training investment must deliver a return on value. A typical return on value, according to our surveys into ITIL Foundation level training is 'obtaining an ITIL certificate', and 'creating a common terminology'. The perceived return on value of simulation games are shown below.

The benefits of simulation games are:

Agreed improvement actions captured & willingness & commitment to execute them	+14
People started confronting each other on behavior, as they experienced in game	+11
People got together more after the serious game to analyse & improve their work	+5
Develops a shared picture of desirable behavior in the team (Wish situation)	+2
Better understanding & buy-in for ITSM best practices, experiencing the benefits	+36
Better understanding of other group's perspective	+20
Better understanding of customer expectations & customer centric behaviori	+19
People following the procedures more after experiencing the benefits in the game	+7
People started focusing more on the results and value of their work	+4

The top four benefits (as perceived by training and consulting organizations) are:

1 'Better understanding and buy-in for the benefits of ITSM best practices', which helps address the biggest reason for ITSM improvement programme failures – resistance to change.

2 Better understanding of other groups' perspectives', which demonstrates a simulation's effect at 'breaking down organizational silos' and helping to 'foster end-to-end working' and 'more effective team working and collaboration'.

3 'Better understanding of customer expectations and customer-centric behaviour', which shows that a simulation helps address two of the most notorious worst practices identified during our customer exercises: 'IT has too little understanding of business impact and priority', and 'IT is too internally focused'.

4 'Agreed improvement actions captured and a willingness and commitment to carry them out', which shows how a simulation can help provide input to a service improvement initiative, creating a shared perception of improvement needs. This helps 'empower' people to improve their own work, which overcomes another high scoring ABC worst practice: 'Throwing (ITIL) solutions over the wall and hoping that people follow them'.

Business simulations: NICE-to-have or NEED-to-have?

When we compare these top four benefits (as perceived by the supplier organizations) with the top four as perceived by the 'customer' organizations, we get an extremely interesting result. The top customer benefits are:

1 'Improved quality of service resulting from the change in behaviour as agreed in the simulation game', which shows how a simulation has a positive impact on creating 'desirable behaviour'. Participants have learnt how to translate knowledge into results, which leads to quality improvements.

2 'People started applying the behavior they had experienced in the simulation game', which shows how a simulation helps translate theory into practice. This also demonstrates not only buy-in to the new ways of working, but also a commitment to execute.

3 'Reduces time, cost and effort to implement (best practices) as people have a better understanding of how to apply changes after a simulation', which shows how a simulation can help reduce risks of an ITSM improvement initiative from failing (70% still do not gain the hoped for value from an initiative), as well as speed up the adoption and value realization.

4 'People got together more after the simulation game to analyze and improve their work together', which shows how a simulation helps foster a culture of 'continual service improvement' and enables people to apply a pragmatic approach to analyzing and improving their work. This shows how a simulation helps solve another top-scoring ABC worst practice: 'Plan, Do, Stop… no real continual improvement culture'.

In summary:

Provider	Customer
Better understanding and buy-in for ITSM best practices, experiencing the benefits	Improved quality of services resulting from the change in behavior as agreed in the simulation game experience
Better understanding of other groups perspective	People started applying the behaviour they had experienced in the simulation game
Better understanding of customer expectations and customer-centric behaviour	Reduces time, cost and effort to implement as people have a better understanding of how to apply after following a simulation
Agreed improvement actions captured and willingness & commitment to execute them	People got together more after the simulation game to analyze and improve their work together

However it must be stated that a simulation game is not a solution in itself. The benefits are ONLY realized when a game is used as part of a learning and intervention process. A game should form part of a formal process 'before, during and after'.

Before: Scoping the problem to be solved. The undesirable behaviour to be addressed and its impact. The desirable behaviour the organization wants to create and the anticipated results. Scoping how the game will be played and who plays in which role, also what will happen 'after' the game. What results will be captured and how will the learning and improvement be transferred into the working environment?

During: The game facilitator must create game situations and interventions to identify 'undesirable behaviour' and help test, explore and apply desired behaviour. The game must be played in the context of the organization, the problem situation identified in the scoping activities. The customer sponsor or problem owner should introduce the game, the context and the expectations and should also ensure at end-of-game that the follow-up is explained.

After: The facilitator and the customer sponsor should ensure key learning and improvement actions are captured, discussed and prioritized. Activities must be agreed and assigned for transferring the learning and improvements into the daily work. This may be by embedding them in CSI or improvement project initiatives or embedding them in management, team and individual responsibilities and actions.

Too often the benefits are not realized because the Before and After activities were not effectively applied.

Still not convinced?

What do customers say about simulations?

CIO Steve van Wyk, ING: "Programmes like Apollo 13 (business simulation) and the ABC of ICT games stimulate the right behaviour within IT, helping drive the cultural changes needed to reach our strategic objectives."

CIO Jerry York: "Employees experience what this means for their day-to-day work in terms of managing their work, communication with the customer and with colleagues and the importance of clear agreements and priorities with the customer."

However there is a downside to using a serious game:

Three months after playing a series of Apollo 13 games at a large multi-national insurance company we received a phone call from the IT Operations Director.

"I wish to register a complaint," he said, sounding quite cheerful.

We wondered what could possibly be the problem. The evaluations of the game sessions were extremely high.

"What is it?" we asked a little concerned.

"I cannot book a meeting room any more, they are always full!" he said.

"We don't understand?" we replied. "What has that got to do with us?"

"All the meeting rooms are booked for 30 minutes, and the entries in the planner all say 'Apollo'. The rooms are booked by 3 or 4 people from different departments who never used to talk to each other. They get together to analyze a bottleneck and make improvement agreements."

"It is unbelievable," he went on to say. "We have been trying to get people to improve their work for years; we have tried quality approaches and process frameworks… you play a GAME with them and after one day they all become change agents!!!"

It wasn't a real complaint, he said. It was a luxury problem. "However," he went on, "I am now put in a difficult position. I understand what management commitment means. I now get all these teams coming up to me with a mass of improvement requests. I do not have the budget or resources to solve them all so some teams become disappointed. We are a victim of our own success, but better this than the way it used to be."`

If you are looking for simulation games for YOUR organization, contact **www.gamingworks.nl.**

Paul Wilkinson has been involved in the IT industry for more than 25 years and has a broad background in IT operations, IT management and product innovation and development. He is owner of business simulation company Gamingworks.

KEVIN HOLLAND CONSIDERS THE GROWING NEED TO ADAPT ITIL CHANGE AND RELEASE MANAGEMENT FOR AGILE AND DEVOPS, AND TO RECOGNISE THE MERITS OF EACH APPROACH.

ARE YOU A PIG OR A CHICKEN?

There is a well worn riddle that has made its way into terminology in the new Agile and DevOps communities. The original goes something like 'In a traditional English breakfast, what is the difference between the chicken and the pig?' Answer: The chicken is involved, but the pig is committed!

If you relate this to delivery of services, the 'Pigs' are the people who are totally committed and accountable for the outcomes, whereas the 'Chickens' are just involved in some way. 'Roosters' just strut around, offering unhelpful opinions. I'm sure everyone can recognise these different types from their own service delivery environment, but the challenge that we face in service management is that these new communities often see us as chickens, adding little value and getting in the way.

How do we deal with that? The answer is that we work out how to integrate ITIL with Agile and DevOps (see my previous article in ServiceTalk, Autumn 2012), and this article will give you a head start on that journey. Just about every area of ITIL needs to be adapted to cleanly integrate with these new disciplines, but the areas that are talked about most at the moment are change management and release & deployment management. Before we start to look at what we can do, it's worth gaining an understanding of how Agile, DevOps and the complementary discipline of continuous delivery actually work.

The Agile Manifesto

Agile doesn't have a set of publications to provide best practice guidance. It has a short manifesto with 12 associated principles – www.agilemanifesto.org. They were first published in 2001, and have inspired all of the subsequent thinking and ways of working. There is a wealth of blogs, papers, presentations and the like that develop the manifesto and principles into re-usable methods and techniques. Although the original scope was for software development, the scope is increasingly applied to the full service lifecycle.

The manifesto has beauty in its simplicity and relevance:

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Now read those words again and relate them to how we do IT service management. They are all absolutely relevant.

The 12 principles are equally relevant, especially if you change 'software' to 'service':

We follow these principles:

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.

- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity--the art of maximizing the amount of work not done--is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Read these again and think about how you can apply them today to what we do in ITSM. See if you can identify anything you do in ITSM that hinders or contradicts the manifesto and principles, and which therefore needs to be changed. I'm going to give you some examples, but one of the strengths of Agile is to get the teams thinking for themselves ('self-organizing teams'), instead of relying on published 'best practice', or relying on consultants.

Perception of ITIL

Do a search on Agile, DevOps, and ITIL and you'll find some interesting articles and quotes. Here are just two that for me illustrate the bad reputation that ITIL has in some people's eyes:

Are you a Pig or a Chicken?

Are they right? Remember the old adage 'Perception is fact'. I think they are, and we need to do something about it, and soon. Here is my quick comparison of the different 'disciplines'.

ITIL	Agile & DevOps
Static body of knowledge, infrequently updated	Dynamic body of knowledge, continually updated
Main focus is on processes	Main focus is on concepts
Technology agnostic	Embraces technology
Regulated publication	Unregulated publication
Long established	Relatively new
Mostly ignores software development	Software development is fully integrated

What are Agile, DevOps, and Continuous Delivery?

The true answer to this question is complex. Because there isn't a static body of knowledge, innovation and adaptation happen all the time. However, I'll try and tease out some flavours of what they are so that you can grasp the basic concepts. I've already covered the principles of Agile, so I'll focus on the others.

Agile does precisely what it says. It's a way of developing services that embraces change; it prefers flexibility to rigidity and delivers valuable software early and often. Instead of spending lots of time up front to develop very detailed requirements, and even longer developing against them, Agile uses the concept of 'user stories'. These are high-level descriptions of what the users (and IT) want. These are then prioritized and are grouped into Themes. Themes are then grouped into Epics, with each Epic containing the same amount of estimated work, to aid planning. The Stories are then developed using a series of 'Sprints' (short fixed development cycles, typically a week to a month). Each Sprint starts with a Planning meeting, where the team agree what the target output is for the Sprint, and ends with a Review to check what was actually done. The code is developed and continually tested, deployed after the Review, and user feedback solicited. The cycle then starts with the next Sprint. Hence solutions rapidly evolve in a collaborative way, maximizing the business benefits and user satisfaction.

DevOps is a concept that helps to deliver some of the Agile principles. At its heart is the concept of a single, multi-skilled, multi-disciplinary team, owning everything from requirements through to live operations, including design, build, and transition. In some ways it's not very different to what happens today in a lot of organizations with a small IT team – they do everything.

The driver for this is simple – by owning the full lifecycle, the DevOps team directly feel the pain of poor quality development of services. Hence they are fully committed Pigs, with a one to one relationship with the customers. This also eliminates Chickens and Roosters – a strong concept is the removal of 'inexpert intervention' from the delivery of services. Sadly there is plenty of that in many ITSM functions. All of this also reduces risks, removes waste, and increases agility, by significantly reducing and even eliminating hand-offs between different teams. Examples of this are given later in this article.

Another critical component is the use of automation to increase speed and reduce risk. Examples are tools to package software components into releases, automated deployment, automated configuration management, including DML check-in and out and configuration baselines. Automated testing is assumed, running comprehensive tests daily or even more frequently with 100s and 1000s of scenarios in single numbers of hours. Many of the available tools are Open Source and hence freely available and widely used, with strange names like Chef, Puppet, and GIT.

In ITIL terms, in the pure DevOps world the same team execute all of the ITIL processes across all of the lifecycle stages. The drawback is that means people who are skilled at software development also have to be skilled in all of the ITIL processes; it's hard enough finding individuals who can skilfully execute all of ITIL, it's even harder to find someone who can then code, look after networks, and servers, and also gather requirements from users! Hence hybrid approaches are often used, with separate DevOps and ITSM people.

Continuous Delivery is the 'crown jewels' concept, aimed at 'satisfying the customer through continuous delivery of valuable software/services', and 'maintaining a constant pace'.

This is one of the most challenging concepts for many ITSM Service Transition practitioners to come to terms with. We are taught that frequent releases can introduce more risk, hence we have a very structured sequential approach to release build, test, approval, and deployment. The experience is that adopting Continuous Delivery to deliver frequent releases actually REDUCES risk. One organization is cited as doing 10 releases a day. That's right, a day, not a year! So who is right? My view is that ITIL is wrong. Ok, so I might now be burned at the stake, but don't get the petrol ready just yet – hear me out first.

Here is a quote from Thoughtworks:

> **The goal of Continuous Delivery is to move your production release frequency from months to weeks or even days. Teams that succeed at Continuous Delivery design their build-test-release cycle with an eye towards failing as early as possible. Early failure is cheap and easy to fix. Fail fast to learn fast.**

Many years ago IBM did some analysis that showed the cost of fixes increasing exponentially as a release moved through its lifecycle, so the aim to fix early isn't new. What is new are the release build techniques to make that a reality. If you recall ITIL V2, you should remember the concept of delta, package and full releases. Continuous Delivery only builds full releases, but it builds a new one just about every day. This is how it works:

Building a release

A release always starts with a full copy of what is currently live. A small addition is then developed, either a fix or new/changed functionality. A test to see if it works is also developed (this is often done first!), and added to the full test suite which exercises all aspects of the code. The development often takes much less than a day. Completed code is then merged back into the full copy, and the full set of tests is run automatically, to make sure nothing has been broken. It is normal to run all tests every night anyway. If any test fails, the release (which isn't live yet) is rolled back, and the failure investigated. If they pass, then as if my magic you now have a new release ('full' in old V2 terminology') which is fully tested and ready to be deployed.

Just contrast that against the traditional 'waterfall' ITIL approach. Instead of spending weeks/months developing individual release units, then assembling it into a release package and testing it to see if it all works together (and not being surprised when it doesn't), every day - and sometimes several times a day - you have a fully tested full release, capable of being deployed. In essence, each small change is its own release unit, and the release package is always the full release. Goodbye V model, it's been nice to know you.
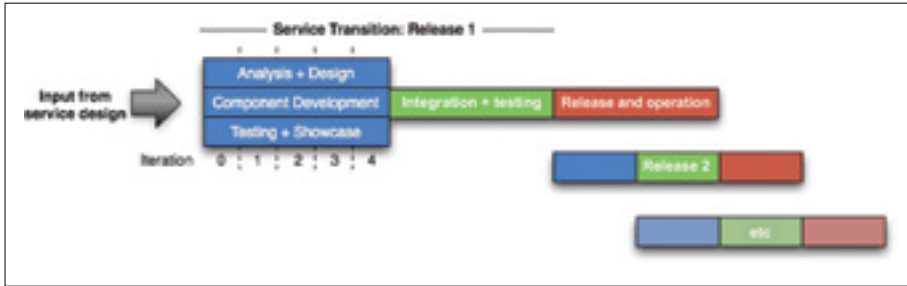
Traditional Delivery. Source: Jez Humble

The new approach means that you can deploy frequently to meet the needs of the customer. Why wait weeks until the next planned maintenance release to deploy some non-urgent fixes? Deploy them now so that the users can get the benefit! Of course, you need to consider the implications of a constant 'drip feed' of fixes and the challenges of communication overload, but you no longer need to be tied by infrequent releases driven by inefficient processes. Instead you can deliver a constant flow of valuable, working software into production.
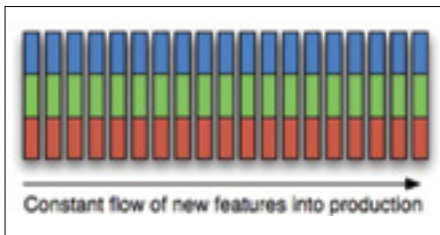
Continuous Delivery. Source: Jez Humble

Zero defects

In the pure Agile world, you never, ever deploy a release that knowingly contains something that doesn't work. If something doesn't work, then it doesn't get included in the release. That simplifies, and maybe even eliminates, executing change evaluation before deployment. It also simplifies any acceptance criteria.

Minimizing the risk and maximizing the benefits

By adding all of this together, the risk to service arising from deployments is significantly reduced. This includes the risk of experiencing high numbers of incidents following a release. It may even mean that you need fewer people on your service desk overall, as the focus shifts to delivering working software developed in full and continual collaboration with users. Business benefits can be realised early and often, and it is easy to change course if user requirements or priorities change (which they frequently do).

The old way of working gave us long cycle times, infrequent releases, high cost of change, and higher risk. The new way gives us short cycle times, frequent releases, low cost of change, and lower risk.

Which one do you think your customers would prefer?

Scope of the approach

These approaches and concepts apply to all environments, and all the way through the path to production. In other words, there isn't one way to do things in the early stages of development, then another for integration, and yet another for live support. The approaches are applied all the way through the development lifecycle.

What that means for ITSM is that when we adapt to encompass Agile, we need to extend the scope to include the full development lifecycle, and all of the test environments. That helps to reduce risks, as the processes are used early and consistently. That is going to come as a big culture shock for many ITSM practitioners, many of whom think that pre-production is nothing to do with them.

Adapting ITIL

Let's remind ourselves of the purpose of Release & Deployment Management and Change Management:

> • Release Management purpose: to plan, schedule and control the build, test and deployment of releases and to deliver new functionality required by the business while protecting the integrity of existing services
>
> • Change Management purpose: The purpose of the change management process is to control the lifecycle of all changes, enabling beneficial changes to be made with minimum disruption to IT services
>
> Source: ITIL Service Transition

Note that the purpose doesn't mention creating and following processes, using the V model for testing, or following the traditional requirements/design/build/test/deploy flow. Plus nothing in the Agile manifesto, the 12 Agile principles, and the techniques of DevOps and Continuous Delivery contradict or constrain the above.

A useful first step is to look at the objectives of these ITIL processes and consider how they could be met by Agile. (Note that I'm using Agile in this context and for the remainder of the article to encompass DevOps and Continuous Delivery.)

Here is an example of that for Release & Deployment Management:

ITIL Objective	How Agile can meet it
Define and agree plans	User Stories, Epics, Themes, Sprint planning meetings
Create and test release packages	Sprints, continual automated testing, continuous delivery approach
Maintain integrity of releases	Continual automated testing, continuous delivery approach
Ensure all releases can be tracked, installed, tested, verified , & backed out	Continuous delivery approach, automated tools (eg Chef, Puppet, GIT)
Ensure that a service delivers the agreed utility and warranty	Continual testing, including functional and non functional requirements
Record and manage deviations, risks and issues	User stories, Epics, Themes, Sprint planning, Sprint review
Transfer skills and knowledge to service operation functions	DevOps are the service operation function, hence no transfer required

The approach that you then need to take is to map the steps in your ITIL processes against the way that you do Agile, identify steps that are duplicated, and challenge the value that each step adds. You can then tailor your ITIL processes so that you can still meet the purpose of Release & Deployment and Change Management, but reap the rewards from using Agile development approaches.

The 'win win' is to construct effective processes that span the full service lifecycle, encompassing the best of Agile and ITIL, and best utilising the skills of co-joined ITSM and DevOps teams.

Change Management and Release & Deployment Management processes

The ITIL Change Management process for a normal change contains sequential steps, with control points where activities are approved to proceed. The first cycle through is to authorize the start of development. Once the code is developed, the Release Management process then takes over and oversees independent testing and conducts Change Evaluation. Change Management then kicks in again to authorize deployment, which then hands back to Release & Deployment Management.

Contrast this with Agile, where the team is 'self organizing' and 'trusted'. Hence in a pure implementation there are no hand-offs between processes and between groups, and collective authorization. This doesn't mean that you need to throw away your ITIL processes, or that Service Management is now superfluous. You need to look at your own processes in more detail to make sure that all useful activities are still done. You also need to establish who has the best skills for enacting each activity. For example, Agile doesn't explicitly cover change communication, such as forward schedules.

The following table maps the standard ITIL normal change and Release & Deployment Management processes against a suggested tailored and combined Agile/ITSM process, from before the start of development through to successful deployment.

This suggested process assumes that authorization is still required before Deployment starts.

ITIL example sequence	DevOps / ITSM example sequence
Development submit RFCs for approval to start build	DevOps group User Stories into Themes and Epics
Problem manager submits RFCs for fixes	DevOps Plan Sprint in consultation with the Business / ITSM
ITSM Change Management record RFCs	ITSM Communicate Sprint contents
ITSM Change Management record RFCs	DevOps develop and test (including Change Evaluation)
Stakeholders assess and evaluate changes	DevOps and ITSM do a Sprint Review and record RFC
Change authority authorizes start of build	**Code ready for deployment**
ITSM Release Management co-ordinate packaging and build	Stakeholders assess and evaluate changes
ITSM Test Manager does independent testing	Change authority authorizes start of deployment
ITSM Release Management do Change Evaluation	DevOps do deployment
Code ready for deployment	**Deployment complete**
ITSM Release Management raise RFC for deployment	ITSM review and close change record
ITSM Change Management record RFC	
ITSM Change Management record RFC	
Stakeholders assess and evaluate changes	
Change authority authorizes start of deployment	
ITSM Release Management co-ordinate deployment	
Deployment complete	
ITSM review and close change record	

Points to note:

• There is no need to raise RFCs to start development

• Independent testing and Change Evaluation are no longer needed

• DevOps record the RFC; passing to someone in ITSM to do this adds no value.

Risk assessment and standard changes

The DevOps/ITSM process can be further optimized by looking at the risk of deploying each release. A standard ITIL approach should be used to assess each change deployment using a combination of probability of failure, and likelihood of failure. A simple matrix can be used to determine who the Change Authority should be. For changes with a low impact and low probability, you should consider making the DevOps team the change authority. This then removes the need for any further stakeholder assessment.

Also, because you are now frequently deploying releases with small incremental changes, which in theory have been fully tested and hence should be error free, you can effectively consider your regular releases to be ITIL standard changes. That is, the risk is low and well understood, and the release deployment process is well known and repeatable. The process is simplified to three steps:

• DevOps record change

• DevOps do deployment

• DevOps review and close change record

Here is an example of a possible change risk matrix for DevOps/ITSM:

Impact	Probability		
	Low	Medium	High
High	CAB	CAB	CAB
Medium	DevOps	DevOps	CAB
Low	DevOps	DevOps	DevOps

In this example DevOps are the change authority who can approve the deployment of any changes/releases with a low probability of failure, which should account for over 80% of changes. The CAB only get involved where there is a high impact or high probability.

Roles

The roles that ITIL describes are still required. However, many of them can now be fulfilled by the DevOps team as a whole, or by specific Agile roles. Once again, this doesn't mean that you don't need anyone in ITSM. You need to look at each tailored process step an decide who is best placed to do each step, based on:

• Appropriate skills

• Avoiding hand-offs between different groups

• Minimising process steps

• Every activity adds value

Here is a suggestion:

Agile role	Agile responsibilities	Possible ITIL roles
Product owner	Represents the Business, prioritises work	Service owner, release manager, problem manager
Scrum master	Provide support to the development team	Test environment manager, capacity manager
Development team / DevOps	Development, support, operations, requirements analysis	Test management, operations management, applications management, event management, technical management, problem management, availability management, configuration management, release and deployment management

Summary

• Before you start to tailor your ITIL processes, you need to fully understand how Agile is being applied in your own organization. Do this with an open mind, and be prepared to challenge some sacred ways of working that you have used in the past.

• Keep going back to the purpose and objectives of the ITIL processes, and to the Agile manifesto and principles. They are the important aspects to focus on – not the sacred ITIL processes.

• Review your ITIL process steps against the Agile activities, focus on outcomes and the best way to get them. Ditch any activities that don't add value.

• Create updated end-to-end processes, one set, used by all through the full lifecycle (including development, which ITIL misses out!)

• Make sure that your Agile approach uses comprehensive continual testing throughout the development cycle. If it doesn't, then it isn't Agile.

• Re-define your change authorities based on impact and probability, and update your Change Management Policy.

Finally, you need to start thinking of DevOps and ITSM as 'one team' – you both have the same aims and the same values, and hence should all be Pigs. If you don't, then maybe now is the time to start thinking about kicking a few old chickens out of the roost...

Kevin Holland is a service management consultant and specialist, currently working in the UK public sector. He started his career in IT as a software engineer, and held a number of senior roles in IT support and operations before embracing IT service management.
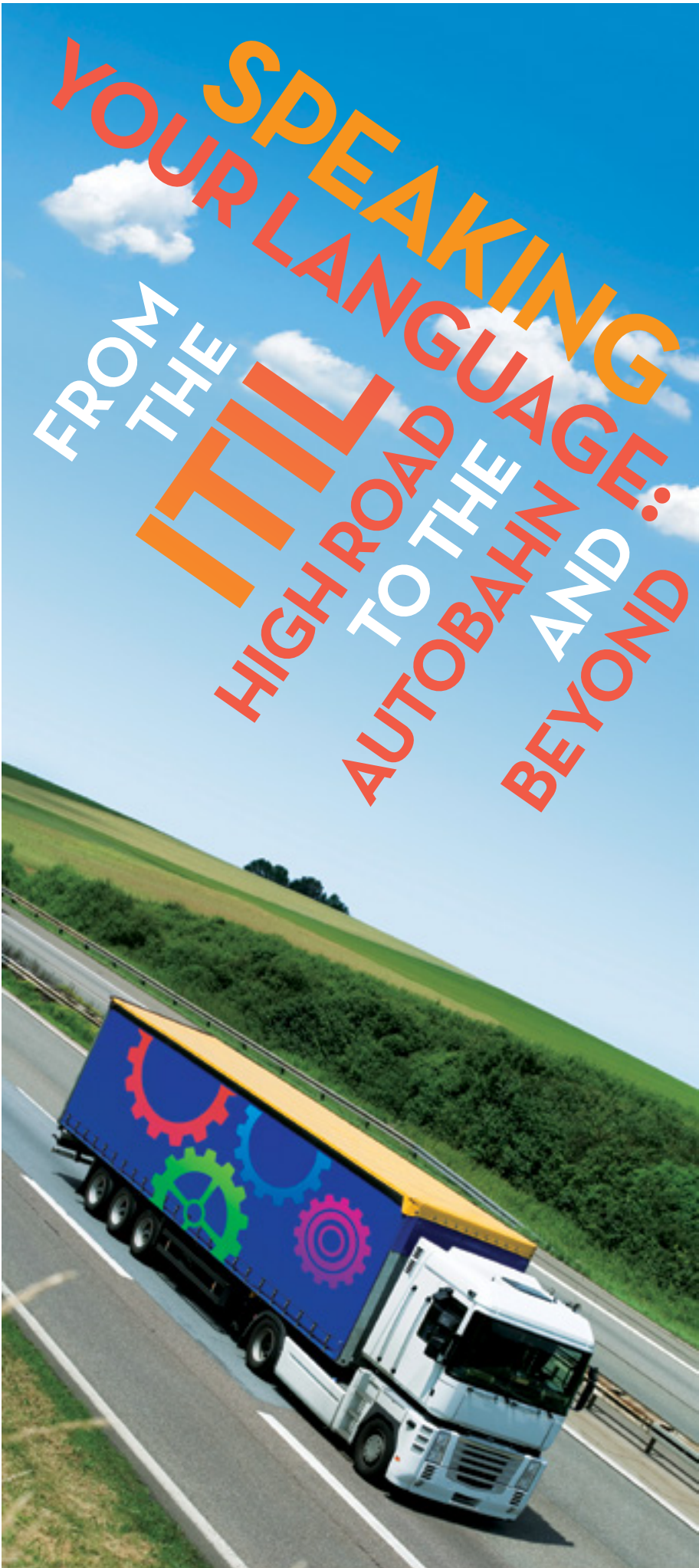
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SPEAKING YOUR LANGUAGE:

FROM THE ITIL HIGH ROAD TO THE AUTOBAHN AND BEYOND

THE AVAILABILITY OF THE ENTIRE ITIL BEST PRACTICE GUIDANCE AND EXAMINATION PORTFOLIO IN GERMAN ON 1ST MAY 2013 MARKS A SIGNIFICANT MILESTONE IN ITIL'S JOURNEY. BEST MANAGEMENT PRACTICE TAKES A LOOK AT ITIL'S TRANSITION FROM LOCAL TO GLOBAL BEST PRACTICE, AND ASSESSES THE IMPORTANCE OF AN ENTIRELY NEW APPROACH TO TRANSLATIONS, WHICH WILL OPEN UP NEW ROADS TO IT SERVICE MANAGEMENT (ITSM) SUCCESS.

To borrow wise words from Günter Grass, "Translation is that which transforms everything so that nothing changes". When the process of translation delivers something offering measurable returns and enables the transfer of valuable best practice, this sentiment rings true.

Hartmut Stilp of German training consultancy Maxpert says, "The translation of the ITIL 2011 editions into German is a major step forward to align IT with the business, which the German market can now fully capitalize on. For our business, the availability of all examinations will significantly improve learning for our students and teaching for our teachers, and will support the entire German market in putting ITIL into practice. That is why we were proud to sponsor the translation of the publications and be involved in this project."

Stilp's message is one shared by the global ITSM community. After almost 25 years, ITIL is still the number one source of best-practice guidance for the world's service management profession. For those who question why, the answer is simple: ITIL works.

Published by the UK Government, initially for the UK public sector, ITIL was introduced at a time when major computing power was moving from mainframes to micro-computing, and guidance on managing services for ICT provision was needed. The publication of ITIL provided a single 'go-to' source allowing IT professionals to identify appropriate tools and techniques to transform service provision within an organization.

Phil Hearsum, ITSM Portfolio Manager of the UK Government's Cabinet Office, says, "I started my career in service management and the release of ITIL marked the first time ITSM practitioners had a common language. This language gave us a clear, shared understanding and, most importantly, direction. We saw the benefit of improved service productivity and quality through repeatable process. When this resulted in cost savings, the language of money easily translated into buy-in from the organization and embedded ITIL into its core."

ITIL's evolutionary road map: think globally, drive locally

Published as a suite of five core guides, logically organized according to stages of the service lifecycle, ITIL has continued to impart a common-sense approach to service management since the late 1980s. Its success has been validated by the number of public and private sector organizations adopting the guidance, which has grown at an estimated rate of 20% year-on-year since 2007, but also by the scale and sophistication of its supporting training and certification programmes.

Hearsum says, "Almost two million service management professionals have studied for and taken an ITIL examination in one of its 21 languages, and approximately 1000 organizations worldwide are approved to deliver ITIL training services. We could not have predicted the level to which ITIL has been embraced globally. Ultimately, ITIL is trusted to add value to the business and those working within it, and we have ensured this has not been lost at every evolutionary step."

ITIL has successfully moved with the

times, with regular reviews taking place every three to five years to capture and document latest international industry practices, and to provide a consistent reference point for organizations to forge successful service management paths.

Cabinet Office has always supported and encouraged the translation of ITIL to ensure that the global ITSM community has access to its benefits. With examinations being taken in over 150 countries each year, a sound translation strategy is fundamental to supporting worldwide adoption of ITSM best practice.

Test driving a new strategy

Lucy de Best, Commissioning Manager at TSO, the Official Publisher of the Best Management Practice portfolio including ITIL, explains the driving force behind the German translation project, "As one of the earliest adopters of ITIL best practice, we have always been keen to support the German-speaking ITSM community with translations of ITIL.

"Our strategy for translating the ITIL 2011 editions has been to work collaboratively with the Official ITIL Accreditor, ensuring consistency across the publication and examination translation, and to deliver the most fit-for-purpose products."

The results of this approach were evident on 1st May 2013 when the new strategy delivered a German translation of the entire examinations portfolio, for the first time. Following publication of the ITIL 2011 Foundation exam and core guidance on 27th March, the remaining ten ITIL examinations became available to German-speaking ITSM professionals on 1st May. This enables ITSM professionals to be examined in German, from the Foundation entry level through to ITIL Expert certification.

The German release was the result of a year-and-a-half long project, during which TSO and the Official ITIL Accreditor have worked with language owners, translators and reviewers to ensure high-quality translations of the core guidance and exams.

"Translation is a fluid, evolutionary process. To achieve optimum results, we used the same technical German-speaking experts for both the publications and exams, to provide the best quality access to higher-level ITIL training and certification," says Nicoletta Corradi, Translations Coordinator at the Official ITIL Accreditor.

Building on the core ethos of remaining practical and usable in the real world, end-user quality assurance for the

German ITIL translation project was integral to the process. A German Call for Sponsors was published (the successful sponsors for publications were training consultancies Serview and Maxpert), together with a German Call for Reviewers to invite individuals from the industry to contribute and provide independent community input.

The end of the road...?

A project of this scale takes time. Corradi says: "Over 300,000 ITIL examinations are processed annually with multiple stakeholders, from scheme administrators and technical authors to examination and training providers, right through to end-user organizations and most importantly the individual service management professional. Managing the requirements of all parties in this network is complex when working in English. When replicating the end-to-end process to translate the guidance and examinations, considered planning and execution are critical."

With the full portfolio of examinations and core publications available, what now?

Björn Hinrichs of itSMF Germany and Serview, the translation sponsor, played a key role in the project as publication language owner. He says:

"Throughout the project, we did not lose sight of the end goal: to support German-speaking professionals who are new to service management and to continue to support those already invested in ITIL. It would have been incredibly disappointing for those of us involved – but more so for the German-speaking community – if the end product did not achieve this goal.

"Success is a journey, not a destination. I have no doubt that the output of our work will keep the German-speaking ITSM community fluent in ITIL's common language, in our language, and we will certainly stay on this journey."

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ONE-HOUR SERVICE IMPROVEMENT PLAN

MICHELLE MAJOR-GOLDSMITH OFFERS SOME MORE PRACTICAL WAYS TO IMPROVE YOUR IT SERVICES.

If having read my last article you have developed an appetite for trail blazing in the world of Continual Service Improvement (CSI), I'd like to offer you some more ideas with my second one-hour service improvement plan. I'm not suggesting you could make the improvements listed here within an hour - I'm simply providing pointers regarding the common issues IT service providers face and some hints to help you to uncover your pain points and start to forge a workable plan.

Remember: these ideas do not take the place of a full review or audit but might provide the impetus and justification for one. They should also demonstrate the value of applying ITIL® principles. It is unlikely that you will be able to perform every check here as they depend to some extent on suitable process and information being in place but as we know with CSI, every little helps!

1 Service Level Management – perception is reality!

On all ITIL courses we talk about 'value'. What does that meant? It is so difficult to harness; value to one customer is not necessarily value to another. You won't know until you ask the question. Talk to a senior customer, maybe over coffee; ask them to describe to you the most important aspects of your service to them. Is it availability of an on-line application or the production of daily reports, or the speed of implementing changes? Which causes them greater

business issues, delays in deploying new equipment or the time taken to apply fixes to the application software?

Now compare this with the measures in the SLA – are you measuring the aspects that are of most value to your customers, or just the things that are easiest for you to measure? We often thrive on availability figures but what does 98.5% really mean in lost hours over a measurement period. Organizations which only measure and report the easy things risk customers describing the service as 'poor' despite all SLA targets being met. Perception is reality in the eyes of your customer.

The One-Hour Service Improvement Plan (Pt 2)

2 Service Level Management and fictional Service Level Agreements (SLAs)

Choose a key service. Ascertain the mean time between failures (MTBF) and check with your customers what their perception is of the interval between failures. Calculate the average time lost and check that the service availability in the SLA can or is likely to be met. Often production of SLAs is a paper exercise rather than a calculated agreement of business need with an associated service level that is achievable by the provider.

Identify the most frequent cause of non-availability of this service and determine what steps are being taken to remove the cause. Even if you don't have formal availability and problem management processes, asking questions of your service desk and technical people will give you a good indication.

Many organizations fail to link the targets in SLAs to the mathematics of availability, resulting in frequent, but accepted, breaches of SLAs which undermines the principle of setting targets. Like all elements of service, if it has no value you really shouldn't be doing it, even if it is giving you a tick in the 'We have an SLA' box.

3 Service Asset & Configuration Management – stay legal!

Do an audit of the total number of PCs and laptops owned by the company and compare it with the numbers of PCs or values of PCs shown in any asset register or budget/cost models. Check the number of staff expected to use a PC. If there is more than one PC per person, can this be explained? Are there stories of unused or 'lost' PCs some of which could be re-allocated?

Is the total number of PCs less than the number of licences allowed to the company for any major applications or operating systems? Unless you can check this quickly, you may be paying too much for your licences or using software illegally. Many organizations do not reconcile their financial asset register with the informal configuration databases they hold. This can also lead to inaccurate accounting and cost models.

4 Release & Deployment – re-use or re-engineer!

Review your last hardware upgrades or major software distribution projects. If no formal project or transition plan was defined, locate where the agreement to upgrade was actually minuted and what timescales and efforts were estimated. Did they fail to complete on schedule? Were additional staff required to complete the work or overtime estimates exceeded? If so, was there a common cause and has it resulted in any change to estimating, planning or distribution methods?

Many organizations take the view that, once an activity is agreed to be necessary, they will just have to 'get on with it'. If they fail to plan and report on conformance to the plan, fundamental errors in the methods and processes of managing deployment activity continue to affect service and drain resources. Remember the nature of service management process is about re-use, so efforts made when deploying services should be reviewed. Learn from the good and the bad experiences. Re-use the good and re-engineer the bad.

5 Capacity Management – understanding PBAs

If there is one, find the current capacity plan for a service and review the source of the workload estimates. Was a customer involved in this and, if so, do they still agree with the predictions?

Look to a previous year's estimates from a customer's business plans and check them against current figures. Has the processing volume changed in line with predictions? Capacity management is often very complex but simple calculations of customer workload, data volumes and processing windows can anticipate service issues before service levels fall.

For most organizations Capacity Management is not an exacting science. If you do have software tools and resource usage data for predicting growth, then this will help you to model the impact of changes in the business environment and pre-empt a lack of capacity, thus being able to lessen the need for hurried and possibly expensive resolutions rather than planned growth. It is important to review frequently - not just when the capacity plan is due to be written or the SLA is due to be re-negotiated!
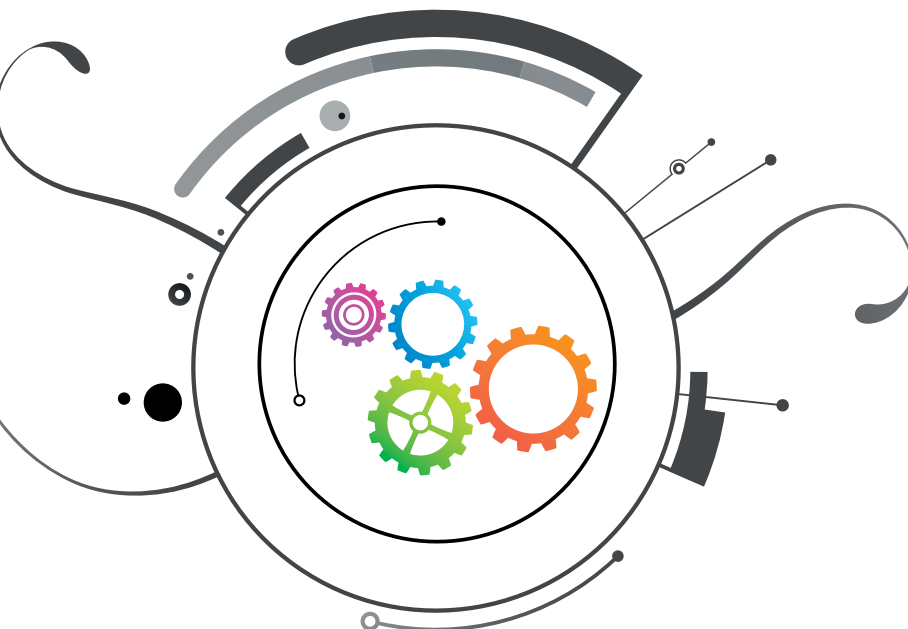
Finally...

So there we have another one hour Service Improvement Plan for your consideration. I hope these ideas will help you to identify opportunities for improvement. Having decided on your vision I'd always recommend employing some of the techniques identified in the ITIL Continual Service Improvement publication. It is important not to forge action plans without qualified information. Make sure you know the facts before making recommendations for improvement. Once you are clear on what needs to be done make sure you have a baseline of the current situation. You need something to allow later comparison against any improvements you make.

Good luck!!
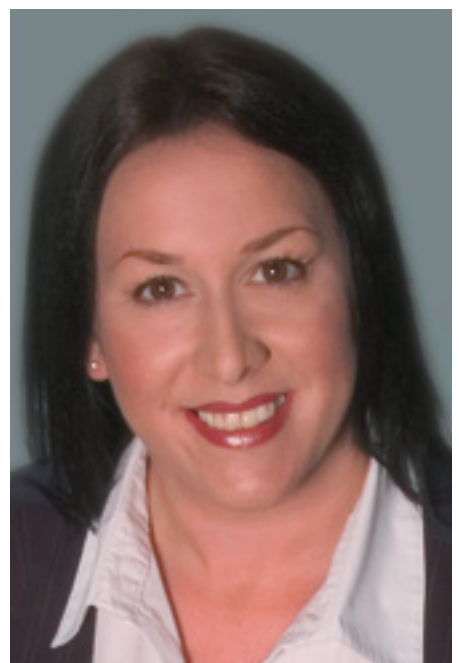
Michelle Major-Goldsmith works in Education and Learning at Kinetic IT in Perth, Western Australia. She is also a committee member of itSMF Australia.

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PRESENTATIONS:

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- **How to create the right culture and be successful in a sourcing environment** Richard Brown, iCore
- **Sainsburys outsourced; success or failure?** Tim Cray, Virtrium
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