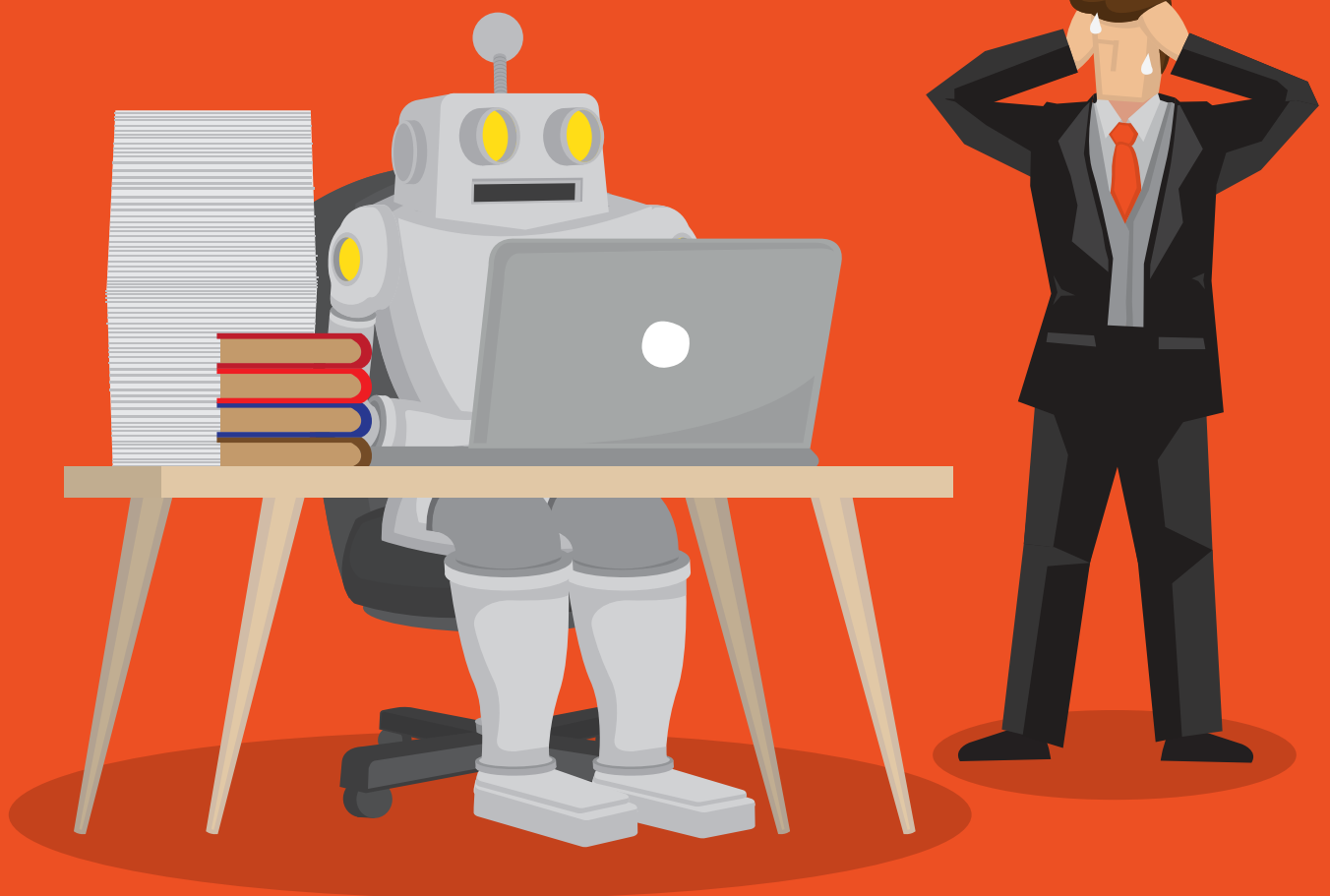


serviceTALK

EXPRESS

AI – getting the basics right



ITIL 4 guiding principles

Major incident management





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Editorial

Whether or not you're a fan of ITIL, you can't deny the popularity of ITIL 4. In recent weeks I've had the opportunity to attend two excellent itSMF UK events, where the lead authors of the new guidance have expanded on the key elements of ITIL 4 – including the guiding principles, value system and value chain – to a large and extremely engaged audience.

The launch of ITIL 4 has been very different from the ITIL v3 roll out in 2007, and the subsequent 2011 revision. In stark contrast from the weighty 2500 pages of the ITIL Lifecycle Suite, ITIL 4 is starting with a slim 200-page Foundation book and a clear strategy for supporting more agile service management within the business. This approach to service improvement, and its supporting narrative based on fictitious events at Axle Car Hire, will evolve over the coming year as the higher-level qualifications and more detailed content are developed and published – courtesy of a small army of subject matter experts. ServiceTalk will provide analysis of the guidance as it

emerges, starting with Karen Brusch's take on the guiding principles on page 10 of this issue.

Don't forget the next event in itSMF UK's SMtech series – focusing on artificial intelligence and its effect on customer experience. The forum brings together the key AI product providers and assesses the real value that today's automation tools can provide within the service management environment. Take a look, too, at Barclay Rae's excellent column on getting the basics right before you embark on your automation journey – a reality check for any organisation looking to build AI into its plans.

Conference fever is in the air at itSMF UK Headquarters - our planning team are currently reviewing the huge range of topics that have been submitted for November, and we've now opened the nominations for this year's Professional Service Management Awards. There are further details regarding PSMA on page 5 – please give some thought to the projects and individuals in your organisation that deserve special recognition.



Mark Lillycrop
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Richard Horton reports on the latest itSMF UK North Region member meet-up, while Simon Hodgson brings us news from South West and Wales Region.

Don't switch off in the breaks!

One of my friends used to get ghost walks regularly stopping outside his flat to loudly declare, "And now we come to the scariest building in York ... the tax office!"

A fiercely sunny and unseasonably warm February day found me at HMRC in Newcastle, but this wasn't a scary visit at all. Instead it was a chance to join with members from around the country who had come for this itSMF UK member meet-up. There were a series of fascinating presentations, organised by North Region chair Jen Smith. These included Claire Burns describing, with considerable enthusiasm, how HMRC are making their service management operations more responsive to today's customer needs, and Richard Wilson of BJSS and Ian Groves of Syamic picking up on related themes around service agility and integration.

Rather than going into detail regarding the presentations, I want to pick up the in-between points. The presentation titles may be what tempts you to go in the first place, but one of the things about member meet-ups is that there are many really interesting conversations waiting to be had in the breaks.

In this instance, Brian Johnson, an established

ITSM industry writer and commentator, had presented on 'ITIL inventing DevOps' (a deliberately provocative title!). Brian was very involved in the early iterations of ITIL but I hadn't met him previously. We ended up having a conversation which set me thinking. I can't remember quite how we got there, but we were talking about information management and the challenges in this space. A current concern of mine is around how we help people get rid of the huge amount of information which sits in organisations but no longer holds business value. I sometimes call it 'stuff' (a technical term). Stuff tends to get in the way of finding information that really is of value. Brian brought a fresh perspective, describing it as ignorance, and we mused as to whether there might be a place for an Ignorance Manager.

I took these thoughts back to my organisation. Kicking them around brought us back to the popular representation of data value, **Data -> Information -> Knowledge -> Wisdom** and got us asking whether wisdom is the forgotten member of this quartet.

I hadn't gone expecting this, but out of my conversations in Newcastle I got the idea for an internal April Fool blog (about that

new role of Ignorance Manager). I also started a collaborative conversation with our organisational learning people, and they are now plotting a blog of their own that picks up on the threads we discussed.

So, do go to the itSMF member meet-ups, but please don't stop listening when the presentations stop.

PS. In case you're wondering, my friend lived opposite the tax office, not in it!



Richard Horton is Service Portfolio Manager at NIHR CRNCC and an itSMF UK Board Member.

Gaining value from BRM and exploring new operating models

The itSMF UK Member Meet-up for the South West and Wales was held in Bristol in March at HPE. As always, HPE were brilliant hosts and the venue perfect for the kind of day we had planned. Mark Wilkinson and Nicola Reeves kicked off the day with a session about Pointnext and how they believe ITSM needs to work to remain relevant for the future. They explored a number of themes that would emerge time and time again during the day, provoking constructive and engaging discussion through the day: value, collaboration and strategy.

I always enjoy Simon Kent's (Quantum Twenty-one) sessions so I was very pleased when he agreed to present at the event. Passionate about ITSM and strategic BRM, Simon concentrated a good deal of the session on value; understanding what it is and what it means. With value at the core of almost every ITSM approach, this is essential understanding for today's service

management, irrespective of how it is delivered.

Andrew Campbell has no experience in Service Management and yet his book "The Operating Model Canvas" sold out on the first day of the itSMF Conference last year. I invited him along to find out why. The session showed how the innovative method can be adopted for any value chain. In addition to the merits of the approach, the degree of involvement illustrated how service managers constantly seek new sources of potential improvement.

All in all, this was a high-value day and it was great to see a room full of expert service management professionals fully engaged, discussing approaches, sharing experiences and building on each other's ideas.

Many thanks to HPE for hosting us, to presenters Mark, Nicola, Simon and Andrew

and to all who attended for their contribution, collaboration and engagement!



Simon Hodgson is Consulting Senior Manager at Sopra Steria and itSMF Chair for South West and Wales.

PSMA19: rewarding excellence in service management



This year our Professional Service Management Awards (PSMA) dinner returns to its traditional spot on the Monday evening of Conference, but with a fresh new look and feel. If you're coming to London for ITSM19, the Awards Dinner is the ideal way to round off the experience.

PSMA provides the perfect opportunity to highlight the achievements of the ITSM industry's leading lights, those whose dedication, commitment and imagination deserve to be celebrated.

Why not take a look at the criteria for this year's awards – including Service Transformation, Team of the Year, Young Professional, Thought Leadership, and Special Innovation – and send us your nomination? Make 2019 a year to remember for your colleagues!

More information at www.itsmf.co.uk/psma

ITSM19

BISHOPSGATE LONDON
18th - 19th November

Conference is back in Town!

ITSM19, our two-day annual Conference and Exhibition, will be back in London on 18-19 November this year, featuring inspiring keynotes, four streams of educational breakouts, interactive workshops and hands-on case studies.

The event is an invaluable source of industry information and networking opportunities, with tracks covering:

- Digital transformation
- New frameworks for old
- Cloud service management
- Modern ITSM
- Trusted solutions to new problems
- Continual service improvement
- The new service manager.

We will also be providing the latest updates on ITIL 4, so don't miss out on the industry's leading source of ITSM analysis.

Book your place before the end of June and take advantage of our early booking rates! www.itsmf.co.uk/itsm19

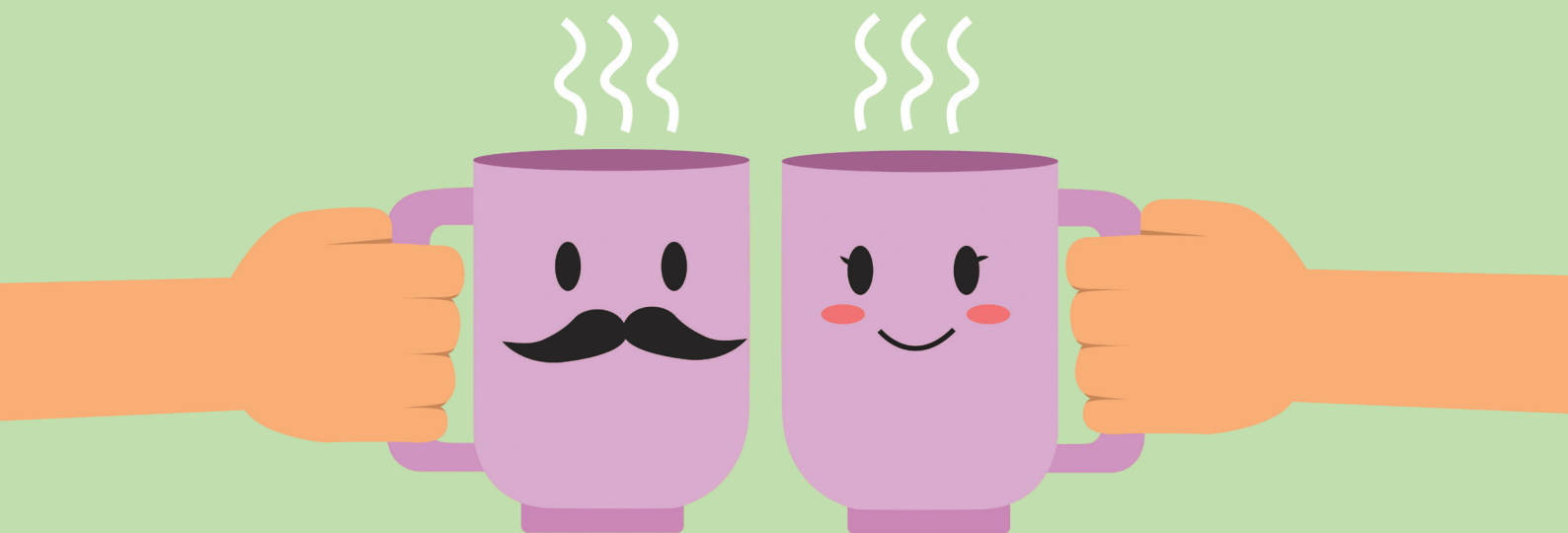
itSMF UK event schedule 2019

	PRICE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MASTERCLASSES													
Business & IT Alignment	£295	30 (L)		27 (L)									
Business Information Management (BISL)	£295				30 (L)						17 (M)		
Change & Release	£295			18 (L)						16 (Le)			
Continual Improvement	£295							12 (M)					
Customer Care Skills for the Service Desk	£295					14 (L)						28 (Le)	
Designing Your Operating Model using the Operating Model Canvas	£295		28 (L)										
DevOps Simulation	FREE				17 (L)					27 (Le)			
Digital Capabilities Management Model	£295							24 (L)					
Intelligent Swarming	£295							16 (L)					
ITIL 4 in Action – Simulation	FREE					29 (L)		03 (L)					
IT Service Continuity Management	£295						06 (L)						
Knowledge Management (KCS)	£295					21 (L)							
Major Incident Management	£295		22 (L)			16 (Le)					10 (L)		
People Management Skills	£295		06 (L)				11 (L)			12 (B)			
Problem Management	£295			07 (L)				18 (Le)					
Service Catalogue	£295						03 (L)						09 (Le)
Software Asset Management	£295						25 (L)						
Supporting Emerging Tech in ITSM & TOGAF	£295					29 (G)						14 (L)	
REGIONAL MEMBER MEET-UPS													
London & South East	FREE						18				22		
Midlands & East Anglia	FREE							04					03
North	FREE		26					09					
Northern Ireland	FREE			29						27			
Scotland	FREE		05				04				29		
South West & Wales	FREE			21						12			
SERVICE MANAGEMENT TECHNOLOGY FORUMS													
Technology Forums	FREE	29 (L)				23 (B)		11 (L)		24 (L)		28 (Le)	
ANNUAL CONFERENCE													
ITSM19 Conference & Awards	SEE WEBSITE											18-19 (L)	

Key: (L) London, (B) Birmingham, (M) Manchester, (E) Edinburgh, (G) Glasgow, (Le) Leeds. For the exact location, or where location is not listed, please visit the website for latest details.

For more information on any of our events visit - www.itsmf.co.uk/events

Achieving service excellence in major incident management



Most modern companies depend on technology to such a degree that there is a significant risk of technical issues creating IT instability. This in turn challenges an organisation's functional capabilities. Ensuring a quick and effective response and having a well-conceived major incident management process are the keys to mitigating this risk. Christoph Goldenstern explains.

Major incidents are reported in the news every week – security breaches from hackers, system outages and customer data being exposed. These are just the events that make headlines – countless more major incidents occur every day that impact companies' internal operations, profitability and the flow of goods and services and distract company leaders from their core role of driving their company's agenda forward.

Dimensional Research's 2016 survey of more than 400 business and IT professionals found 82% of respondents reported that business application downtime had a significant impact on their company's revenue. The risk exposure and response to major incidents are top of mind for most executives, as they see their peers struggle to manage crisis situations – knowing that their personal career and company's future may hinge on their performance during a few hours or days.

Successfully managing a major incident can enable a company to return to normal operations quickly, preserve market reputation and minimise financial impact. Well-managed incidents might even provide the opportunity for continuous improvement by providing deeper insights and help a company to continue to accelerate towards its goals. If an incident is not successfully managed, then the lasting impact can lead to the company's demise.

The impact of major incidents

Most companies have sufficient processes and resources to operate during a crisis mode for a short period of time (a few hours to a couple of days). Beyond this period, staff fatigue, issue backlogs and loss of critical control mechanisms can result in quickly declining customer satisfaction, compliance issues and reconciliation challenges that make a complete recovery more difficult,

costly and time consuming (if complete recovery can be achieved at all).

Beyond the immediate operational impact, the managing of a major incident can affect customer perception and long-term confidence in the company and its products. With ever intensifying competition from insurgents and new business models, shrinking profit margins and the increasing cost of acquiring new customers, customer retention and satisfaction are critical to ensuring the sustainability of revenue. Customers understand technology problems happen – they too are technology consumers and users facing the same risks as companies.

Much like internal company operations, most customers have some level of tolerance for short-term disruptions during their interactions with businesses and in the products and services they purchase and use.

Extended disruptions, poor communications and a failure to restore service in a timely fashion, however, can significantly erode customer tolerance and goodwill – potentially causing permanent damage to relationships and opportunities for future business.

*...if it happens once, then it is forgivable;
if it happens again, then heads might roll.*

Both the internal operational impacts and customer reputation issues will eventually undermine the current and future financial performance of a company – with collateral damage increasing as the incident continues. Recurring issues also compound the impact of major incidents – if it happens once, then it is forgivable; if it happens again, then heads might roll. Executives are aware of this and have begun spending an increasing amount of time developing their understanding of the risks inherent in technology dependence in their business, developing mitigation strategies and preparing their organisations for the likely occurrence of major business-impacting incidents.

Incidents versus major incidents

Most companies have incident-management processes in place to address day-to-day minor to moderate disruptions. These processes are built from tried-and-true customer service methods and/or based on standard IT service management practices (such as those found in ITIL). Incident-management processes are typically effective addressing the large volume of relatively low-impact incidents and service requests that a company faces related to its IT systems. Major incidents, however, are different than their smaller, day-to-day counterparts and require a different and separate approach.

Impact and frequency

Major or high-severity incidents (as the name indicates) are those that have a large and significant impact on the organisation. These incidents (hopefully) don't happen very often, but when they do, entire functions of the business may be affected. A typical Fortune 500 company may encounter a handful of major incidents during a quarter, compared to hundreds (or, in some cases, thousands) of normal incidents each day. A normal incident typically only affects a few users with response-and-resolution SLAs often prolonged as a means of keeping operational costs low. For major incidents, the cost of the impact far outweighs the cost of resolution and the key success factors are response time and the quality of the response to the issue.

Skills and who is involved

Service-desk personnel with limited training and technical skills are often tasked with addressing day-to-day incident management functions – an acknowledgment that most incidents are routine and repetitive in nature and can be effectively resolved through basic

diagnostics, binary decision/ knowledge trees and scripted responses. More difficult issues are routed to second- and third tier escalation teams with technical expertise, but the goal is still to apply the least-technical (and cheapest) resources available to resolve the incident. Major incidents require a different resourcing approach. Time is of the essence; so the goal is to apply the human resources who can resolve the incident most quickly and thus avoid a prolonged period of business impact.

These resources are typically highly trained (and highly paid) subject-matter experts with extensive experience and deep technical troubleshooting skills.

Processes

The trend during the past few years has been for incident management processes to shift towards self-service, automation and asynchronous engagement with support staff (i.e. email interactions with staff in global call centres). This 'deflection approach' is designed to optimise the incident-management process for scalability and reduce human interaction, but comes at the expense of increased time to resolve more complex incidents. Major incident processes must be optimised in almost the exact opposite way, with the effectiveness of the solution and time to resolve being most critical and de-emphasising resource cost and automation considerations. How these processes must be optimised makes it very difficult for one to be considered a subset of the other. In addition to process confusion, resource conflicts and different priorities can cause both processes to underperform.

For a major incident management process to be effective, organisations should consider three major stages that must be managed during short, iterative cycles, as new information becomes available: triage, diagnosis and decision making. Triage helps to assess impact and gather all available data to specify the issue and understand what resources are required for resolution (before jumping on a bridge call with 50 other people!). Diagnosis is critical to analysing the symptoms (and possible causes, if necessary) as well as filling the information gaps to determine the most effective restoration actions. Finally, decision making relates to understanding and evaluating the options while keeping the risks constantly visible and, of course, executing effectively.

Communications

Incident management communications are typically focused narrowly on a direct interaction between the user reporting the issue and the person or team working to resolve it. Escalation and, hence, making management aware of the incident is seen as a 'failure' or exception to the initial process and adding unnecessary cost to the business.

Major incidents are different in that active and broad stakeholder communications are

not only helpful for accurately assessing impact, but also help to manage expectations and instil confidence in stakeholders that the incident is under control. During many major incidents, the perceptions created by stakeholder communications have a larger role in determining the overall impact than the technical issue and associated symptoms. Effective major incident communications must target four separate stakeholder groups:

- 1 The affected user community whose activities the incident directly impacts
- 2 Indirectly or potentially impacted stakeholders whose confidence the management of the incident is likely to impact
- 3 Internal teams and SMEs who may need to participate in incident diagnosis and resolution (this can also include vendor representatives)
- 4 Support and IT management.

Managing perceptions

Major incidents often invoke emotional responses and crowd dynamics that may include a variety of influencing factors, while normal incidents typically only involve one or a few users whose perceptions are typically tied directly to the incident itself. During major incidents, not only does the impact cause information to spread rapidly by word of mouth, but also it is not uncommon for idle employees to introduce into the communication mix speculation, inferences, uninformed interpretation of events, biases and side-line commentary of how the incident is being managed.

Controlling the flow of communications and managing perceptions are critical to major incident management. If the official messages from the major incident management team are not clear, timely and provide the information stakeholders expect, then there is a risk that misinformation will overpower the official messages, resulting in greater confusion and a negative customer experience.

Executive involvement and decision making

In addition to overall technical and performance impact, major incidents and the activities required to resolve them often extend across business function boundaries, causing issues of decision-making authority to arise. Major incidents almost always require some sort of executive involvement to assist in impact analysis and communications and making key decisions necessary to remove roadblocks, so that issues can be resolved. This is a high-stakes environment, where management must weigh the expected outcomes of certain actions against their risks. This not only requires clear ownership, but also clear, accessible data of what is known and what isn't known about the current incident. A major incident management process should include cross-functional, decision-making guidelines to avoid delays and confusion while an active major incident is occurring.

Activities include



Data reconciliation



Documentation of control procedure exceptions



A compliance audit



Formal review of control procedures to ensure regulatory compliance was maintained during the incident



Verification that any issues of non conformance are promptly addressed

Root causes

The challenges of major incident management don't end when service is restored. As with normal incident management processes, the primary objective during a 'live' major incident is to mitigate impact and take corrective action to return the business to normal operations. Understanding root cause and implementing actions to prevent the issue from re-occurring falls under the purview of problem management processes.

With the heightened business impact of a major incident, it is commonplace for executives to follow up actively to ensure that root cause is identified and preventative actions implemented in a timely manner. In many cases, the executive expectations of problem management are unrealistic, with the challenges two-fold:

- 1 Moving past the symptoms of the incident and identifying true root-cause. Amid the confusion of managing the active major incident, critical diagnostic information is often lost or destroyed, impeding root-cause identification.
- 2 Securing support and prioritisation for preventative actions and implementing fixes once the business has returned to normal operations. While the business is actively impacted, there is often a 'do whatever-must-be-done' attitude that quickly disappears once service is restored.

To avoid these two pitfalls, a highly integrated, major incident and problem management process is required, where critical 'cause information' is actively secured and documented and service improvement continues. Only then can true IT stability be achieved during a longer period of time.

Compliance versus mitigating impact

Persistent abuse of data and technology have caused governments and regulatory agencies across the globe to impose a broad set of compliance requirements on companies to ensure the security, fidelity and proper management of certain types of technology and data. To maintain and verify compliance with these regulations, most companies have

implemented a series of process and system controls to ensure that individuals' actions are consistent with company obligations.

During a major incident, these controls can become cumbersome and inhibit effective diagnosis and resolution of the situation. When this happens, company leaders and support staff are often faced with the choice of 'breaking the glass in case of emergency' – bypassing the control mechanisms and risking regulatory non-conformance or prolonging the impact of the incident.

Depending on the situation and the nature of the controls being bypassed, this decision could have regulatory consequences and impact the future performance of the company.

This is the business equivalent of the choice emergency room doctors must make when faced with saving the patient versus saving a limb. A company's major incident management process must take that into account and provide a clearly defined policy, including criteria for bypassing established procedures. In most cases, regulatory agencies will accept well-documented exceptions as a sufficient substitute for normal control mechanisms, so planning ahead is critical.

Most major incidents are temporary situations and a company will (hopefully) be able to return to normal operations, which includes process and system controls for compliance. Companies must consider the challenges and implications of re-establishing control mechanisms after they have been bypassed for some time. After the incident is resolved, this may require a number of follow-up activities that are likely to be costly and time consuming. It's important to consider them when making a 'break-the-glass' decision.

Don't wait until it's too late!

Company leaders can't control when major incidents will happen, but they can control how the company manages and responds to major incidents. Overall service excellence, which includes an effective and well-understood major incident management process, is the key to responding to the incident quickly, resolving the immediate impacts, preserving company reputation and mitigating the operational and customer risk.

The major incident process should be separate from the process for managing normal day-to-day incidents and be optimised for speed and effective resolution in addition to thoughtful and timely stakeholder communications. During an active incident, support staff and executives should rely on major incident management to help them take control of the end-to-end process and guide their activities through:

- Understanding the incident and symptoms
- Mitigating the impact and managing risks
- Making sure decisions are visible and data-driven
- Assessing possible causes (if necessary)
- Managing perceptions and expectations
- Returning to normal.

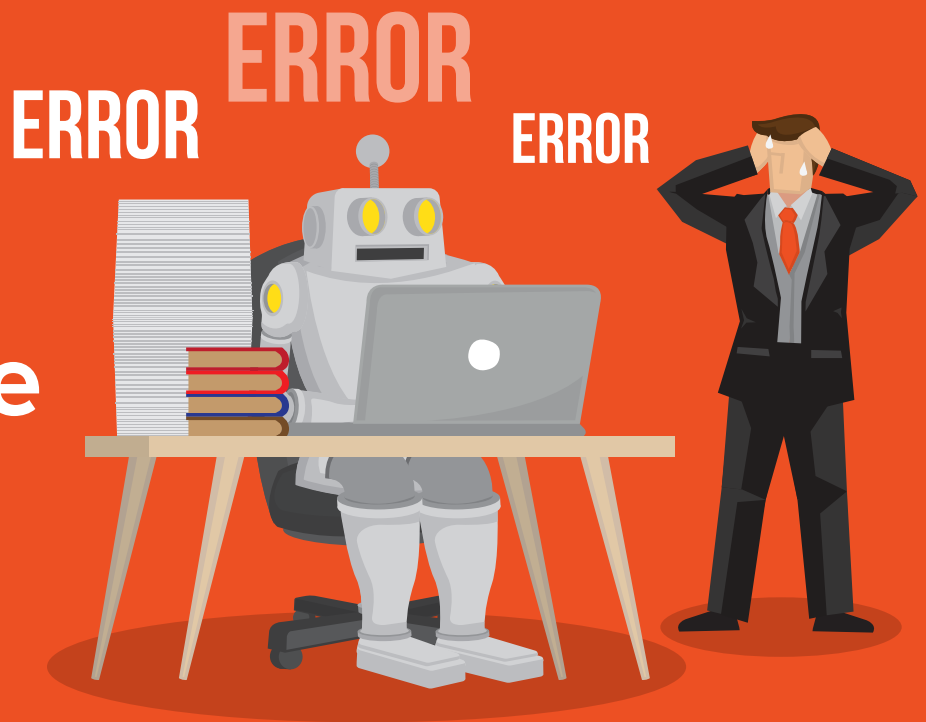
Managing major incidents well may not be as compelling to many IT and support executives as, for example, new change initiatives, but managing them poorly can certainly be disastrous.



Christoph Goldenstern
VP of Innovation & Service Excellence
Kepner-Tregoe

As the industry leading problem-solving company, Kepner-Tregoe has been working with customers to improve their capabilities to manage major incidents in operations and IT for more than 60 years, and to help them achieve service excellence. Christoph is a consulting leader with 20+ years of experience helping organizations in the areas of strategy, operational and service improvement.

Getting the basics right before you buy in the ‘bots’



This article originally appeared on the AXELOS website and is reproduced with permission.

It's fair to say that robots and automated processes can do many things as well as, if not better than, humans with consequent efficiency improvements and cost savings. This trend looks set to increase dramatically in the future, hopefully allowing people to focus on more demanding and interesting work.

As artificial intelligence (AI) becomes yet more intelligent, systems will be able to scan data more quickly, make better observations and create more meaningful links to improve decision making. In other words, automated systems will be able to locate and interpret a complex problem across multiple companies and systems in seconds, then take remedial action before anyone notices.

However, we have to be mindful of the hype that accompanies AI: why would you want to use this capability? What benefits are you expecting? Do you use it for its own sake?

To automate or to not automate

What kind of activities should we be looking to automate?

Standard, repeatable processes such as buying a ticket in a car park are already widely automated. The technology to do this has become increasingly refined and the degree of automation is acceptable to the user. For ITSM the obvious standard processes to automate would be password resetting and request management.

Conversely, the scope of responsibilities typically handled by a service desk and ITSM team are, by definition, much more complex, involving a large amount of non-standard work. There might be thousands of potential scenarios where just to log an item could be hugely complicated.

The reality of automation is still relatively challenging and it's easy to make requests that confuse most of the digital assistants available on the market, resulting in a sub-standard experience.

If we assume that there will continue to be more automation of work in the near future, we also need to grasp a key point around readiness for automation – data quality.

There's no point in automating a bad process, and it's just as bad to automate a process that uses bad data.

Making automation work

The following areas need to be carefully considered in preparing to automate business-critical functions:

- 1 Cultural acceptance: If people are used to working in a certain way you have to be sure they will accept a change to automation, or it's not worth doing.
- 2 Data quality: Automation can be a blunt instrument because it will do only what you tell it to do. So, the quality of the data you're using is key – you can't automate if data is flawed or incomplete.
- 3 Configuration management and change management: Traditionally the Configuration Management Database has been an inventory of what an organisation has and how things relate to each other. Today, the challenge is keeping the inventory up-to-date as the world becomes more agile and complex. This is where you need good change management to keep things accurate.
- 4 Knowledge management: While organisations are getting better at helping people to help themselves through self-service, it is still a hot topic. The quality

of information available to support the customer is critical to the success of automated support.

- 5 ITIL and getting your "house in order": ITIL processes and practices have become hugely more important in doing things properly and getting the basics right; in fact, they're absolutely essential. In the past people have cherry picked from ITIL but now elements such as configuration management and knowledge management can't be side-lined.

As the latest best practice will help to clarify, these are the starting points for any organisation planning to introduce AI and machine learning and exploit big data to the full. The strategy must be joined up, linking business, IT, process and service management; in other words, you can't just "buy a bot" and expect it to change your life.



Barclay Rae is a director of ITSMF UK and has extensive experience as a consultant, analyst and subject matter expert in IT Service Management.

ITIL 4 guiding principles – what's this all about?



There are seven guiding principles in the new ITIL 4 Foundation book. These principles are not in fact new - they were initially published in the ITIL Practitioner book a couple of years ago, but they have only really gained traction through ITIL 4. The guiding principles are intended to set the boundaries and direction for everything: organisations and people, information and technology, value streams and processes, partners and suppliers - building on the familiar management analysis tool of PESTLE (political, economic, social, technological, legal, environmental).

So, let's go through them.

Focus on value

This is a reminder that everything we do must add value to the organisation, whether to our internal users or our external members. Essentially, if it's adding no value, don't do it, don't invest in it. Everything we do "needs to map, directly or indirectly, to value" for our stakeholders. And yes, that means you also have to consider the value of what you want to do for stakeholders in other areas:

- you want a new tool - have you considered what tooling you already have that could do the same job?
- you want to create a new report - have you done your homework to see if someone is already collating the same or similar data?
- you need to fix a process - do you know who the process owner is, and have you spoken to them about improvements coming?

Value is in more than your immediate circle - to understand the true value of what you want to do, you need to embrace your circles of influence.

Start where you are

One of the biggest mistakes often made is throwing out the baby with the bathwater. How often do we fail to capitalise on existing success stories in the pursuit of innovation? This guiding principle states, "Do not start from scratch and build something new without considering what is already available to be leveraged... there is likely to be a great deal in the current services, processes, programmes, projects, and people that can be used to create the desired outcome". This, in short, is about understanding that your existing state is as much about what works really well and what can be taken forward as about what are the pain points. Don't assume that the pain points are caused by the existing situation as a whole. There will be things that work fine - keep them! They will provide a degree of continuity when embracing change, and this will make the change easier to sell.

Progress iteratively with feedback

This is a well-known agile principle but does not have to be limited to software development. Essentially this means, "Do not attempt to do everything at once". Work can be organised into smaller, manageable sections. It becomes easier to keep focus and achieve the desired outcome. You should not underestimate the feedback part of this principle - it is key. What is the point of making tweaks to your process if you do not test for its usability or effectiveness? It might make perfect sense to you, but if the people using the process find it non-intuitive or cumbersome, they will not use it. Allowing your stakeholders to communicate their perceptions allows you to build more value in to your process. There's that value word again!

Collaborate and promote visibility

When many of us are working in relatively small, focussed groups, utilising agile methodology to deliver products and services, this principle can be a real challenge. We tell ourselves that as a team we are collaborating on a grand scale and sharing our knowledge with each other, perhaps forgetting that we are failing to collaborate and share knowledge with other small, focussed groups who are our stakeholders (either upstream or downstream of us). This principle is derived from the understanding that, "working together across boundaries produces results that have a greater buy-in and more relevance to objectives, as well as an increased likelihood of long-term success".

Achieving objectives requires information, understanding and trust. Trust, here, is the key word. People within an organisation need to believe that their needs will be catered for: for example, one squad/tribe will consider the needs of the other squads/tribes, in addition to the needs of Centres of Excellence (CoE) and any other teams that are not a squad, tribe or CoE. Likewise, a CoE will consider the need to enable autonomy across squads/tribes without stifling innovation but still protecting service. Interestingly, ITIL 4 states quite blatantly that "hidden agendas need to be avoided". There should be no secrets between friends.

Think and work holistically

"No service, or element used to provide a service, stands alone. The outcomes achieved by a service provider and service consumer will suffer unless an organisation works on the service as a whole, not just on its parts". Again, this is a real challenge when you are working in smaller, focussed groups. The advent of DevOps ways of working should address this: those who build also support, but unless an organisation shifts its focus to a holistic approach, the service or system interactions will still be missed. Consider: Service A is built and supported by Squad 1, but has interactions with Service B which is built and supported by Squad 2. In addition, it also interfaces to legacy Service X which is managed by teams outside of the squads. How then do you make sure that your iterative progress is holistic - it demands cross working, not just within your focussed team, to drive the real value.

Keep it simple and practical

"If a process, service, action or metric fails to provide value or produce a useful outcome, eliminate it. Use the minimum steps necessary to accomplish the outcome". Sounds easy, but this can often be difficult to achieve. When you have developed and matured a process over years, it can be difficult to let go of your 'baby'. However, this goes back to focussing on value - we all need to look very hard at our ways of working:

- Why do we do that? What outcome are we after?
- Who do we engage with? Who are we trying to influence?
- Does the process/service add value to our organisation's objectives?

So, the first thing to look at is how we are adding value to our objectives. Keeping something just because it has always been there is not the answer; continuing to provide a particular report to management may also not be the answer - have you checked recently why management want that report, have the drivers behind the initial need been removed by improvements? These are the types of questions we need to ask ourselves in the pursuit of simplicity.

Optimise and automate

Essentially, this principle is about eliminating anything that is truly wasteful and using technology to achieve whatever it is capable of. Resources of all types, and particularly people, should be used to their best effect. The ITIL 4 principle states that, "Human intervention should only happen where it really contributes value". So then, the way we use our people should be focussed on where they can deliver value - not on repeatable processes or procedures that could be automated, but on safeguarding service, managing stakeholders, designing holistic services and embracing/incorporating feedback from our members and customers.

All the ITIL 4 guiding principles make perfect sense in our modern world. The challenge to us is embracing them wholesale in the ways that we work, not just within our own teams, but across the entire eco-systems that are our organisations.



Karen Brusch is a service design consultant at Nationwide Building Society and a member of the itSMF UK Board.



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SITS TURNS 25 AT EXCEL LONDON

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The countdown for SITS – The Service Desk & IT Support Show – has officially kicked off. Europe’s largest event for ITSM and support professionals will be taking place at a new venue on a new date for its milestone twenty fifth anniversary edition, moving to ExCeL London on 1-2 May.

From its early beginnings as The Helpdesk User Group (HUG) Exhibition to its latest incarnation as SITS – The Service Desk & IT Support Show, the event has grown and adapted to meet the ever-changing needs of IT service teams. Today, as ever, it remains a vital business forum for sharing ideas and innovations within the ITSM community.

Longstanding exhibitors Marval, Hornbill, and Sunrise Software, who have been exhibiting with the show since the beginning, will be returning again with their latest solutions for the 2019 event. Commenting on their time with the show Dr. Don Page, strategic director of service management at Marval, says:

“Marval remains one of the longest serving exhibitors at SITS; we believe it is the key service management event to attend in Europe, whether you’re in the private or public sector. Use SITS to upgrade to a new ITSM tool, check out the market, source ITSM consultancy, attend the great free training workshops or presentations and meet suppliers. It is a valuable opportunity to

“It’s an exciting direction for the show and a reflection of how the IT services industry is growing. What better time to celebrate the move than on SITS’s 25th anniversary”

network with likeminded people, or discuss key topics such as ITIL 4, ISO 2000 or ISO 27001 with industry experts.”

Ann James, marketing director at Sunrise Software, comments: “Sunrise has been involved with SITS and its previous incarnation ‘HITS’ since the very start, and I

think we can say we’ve grown up together. SITS has developed as a showcase of service desk innovation and discussion and each year we know we’ll meet customers new and old at the event. At Sunrise, we’re looking forward to another great show in 2019. Roll on May!”



So what's in store for 2019?

With a new venue, fresh content and big-name speakers, the 2019 show will feature over 200 products and services from the leading IT service management software suppliers, plus over 60 educational seminars, world-class keynotes and hot topic roundtable discussions.

"We are looking forward to bringing SITS to its new home of ExCeL London this year. It's an exciting direction for the show and a reflection of how the IT services industry is growing. What better time to celebrate the move than on SITS's 25th anniversary," explains event manager Alice Fulton.

"The move to ExCeL London has generated a lot of interest and enthusiasm and has given us a fantastic opportunity to fine-tune our popular show features, modify the floorplan, and refresh the show's look and feel, whilst retaining the unique, vibrant atmosphere which has made SITS such a special event for the industry since its inception 25 years ago." "Service desk and IT support professionals are fast becoming the greatest asset for successful IT service teams in any business. It's shows like SITS that bring a focus on the true value of front-line service desk staff, whilst providing top training opportunities, face-to-face supplier meetings, live demos and a place to network with peers."

SANE, Walgreens Boots Alliance and Reece Pye join Keynote line-up

Providing a unique opportunity to gain exclusive insights from a range of high-profile thought leaders in the industry, the Keynote programme has previously included big names like Netflix, Cynefin Centre, Vodafone, Auto Trader and Dr Sue Black OBE.

For 2019 the line-up includes some equally thought-provoking and motivational presentations:

- Helen Windle, ITSM & strategy process manager at Walgreens Boots Alliance

(Boots UK), will share her perspective on the IT/business relationship. Working for one of the first global pharmacy-led health and wellbeing enterprises, she'll be outlining why perfecting IT processes for new employees creates immediate and long-lasting trust, and how to alter working practices to ensure that IT is seen as an ally.

- Having taken lead roles within a wide range of businesses, from cutting-edge high-tech start-ups to Fortune 500 and FTSE 100 global communication companies, Strong Minds author Reece Pye will outline methods that enabled him (and the teams he led) to break customer retention and growth records.
- TJ Jordan, deputy director of national mental health charity SANE, will be delivering a session all about mental health in the workplace.

75 market-leading tool and solution providers The central exhibition will feature over 75 leading specialist vendors, integrators, consultancies and service providers offering buyers the best quality IT solutions on the market – ranging from automation tools, IT security, and cloud technology, to customer experience services and network management tools.

New exhibitors for 2019 include Start Up House, Splashtop, NinjaRMM, Kinetic Data, UBK s.r.o, IT Glue and Skitter. They'll be joining returning big names Ivanti, SysAid, ServiceNow, BMC, Webroot, ManageEngine, TOPdesk, Cherwell, and NetHelpDesk. To view the exhibitor list to date, please visit www.servicedeskshow.com/why-visit/exhibitor-list.

FREE ITSM tailored sessions

Covering a range of topics from IT skills and wellbeing to changing demands in the workplace, the SITS seminar programme will feature 36 free sessions tailored specifically to address key opportunities (and challenges) facing ITSM professionals today. Highlights include the following:

- Ekaterina Kuznetsova, service desk SR manager at global confectionary manufacturer Mars Inc, will explain how feedback from 1000 customers was used to inform the adoption of new tools, new best practice and the power of customer feedback, detailing why automation should accompany customer experience mindset change and how to get value from customer focus groups.
- Louise John, business officer at Essex County Council will be telling the story of how Essex County Council has introduced Evergreen, detailing the challenges and how Evergreen technology has changed the council's ITIL processes.
- Rajesh Ganesan, VP, product management and marketing at ManageEngine (Zoho Corp) will be discussing how incident management can take many forms and flavours and how to manage the growing diversity of service management processes in any organisation.

The full seminar programme can be viewed online at www.servicedeskshow.com/seminar-schedule.

NEW: 'ITSM leaders of tomorrow'

Do you have a passion for ITSM and want to help shape the service desk of the future? Here's your chance to get involved. The team behind SITS are launching 'ITSM Leaders of Tomorrow' – a new initiative celebrating the service desk professionals of the future. Applying is simple – if you've worked in the industry for between 1 and 5 years, you can apply online at www.servicedeskshow.com/itsm-leaders-of-tomorrow. The class of 2019 will be invited to SITS for an inaugural group get-together, providing an unrivalled opportunity to network with like-minded peers and be named an ITSM Leader of Tomorrow.

Register for a visitor pass now

For more information about SITS and to register for a free visitor pass, please visit www.servicedeskshow.com and quote priority code SITS117.

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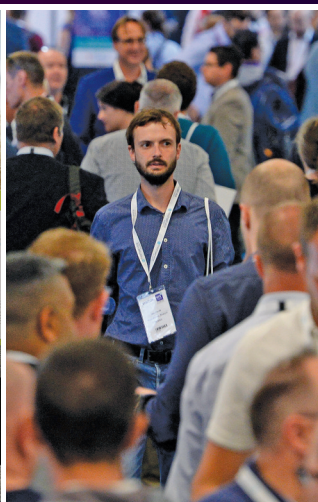
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**“I’ve looked at clouds
from both sides now
From up and down,
and still somehow
It’s cloud illusions I recall
I really don’t know
clouds at all.”**

Joni Mitchell: Both Sides Now



Cloud management

Cloud computing is now a well-established approach to delivering IT services – yet for many service managers it retains a mystique that Joni Mitchell would understand only too well.

Cloud-based IT offers many potential advantages to new and established enterprises, in terms of agility, scalability and ease of management. Despite the benefits of resources on demand, though, ITSM remains as important in a cloud-based environment as in a traditional data centre. Clearly defined change/release, incident and problem procedures are essential to any mature business, while configuration and service level management take on a new significance in the cloud.

Many product vendors have launched new toolsets to support cloud computing more effectively, but as ever there remain many questions to consider in choosing the best solutions. Find out what needs to change and how in our SMtech event, Cloud Management.

To book an itSMF event email us at events@itsmf.co.uk
Call us on **0118 918 6500** or visit www.itsmf.co.uk/events