*it*SMF *UK*

# serviceTALK
## EXPRESS

# ITIL or Until: the choice is yours

**Convergence and people-focussed IT**

**Choosing a SAM solution**

# statushub

## Downtime?
Communicate with customer and maintain trust.

## What is StatusHub?

StatusHub is an IT Incident & Disruption Communication tool.

## What do we do?

We help organizations reduce the impact of downtime and establish efficient and flexible communication with their customers and teams during incidents and maintenance events.

### STATUSHUB CUSTOMERS

CITRIX®

CONCUR

accruent

Bottomline Technologies

myob

MICHIGAN STATE UNIVERSITY

IOWA STATE UNIVERSITY

Seneca

University of Wales Prifysgol Cymru

Fannie Mae

## Monitoring tool integrations

Automate and maximise the use of monitoring software and services by creating and updating incidents via integrations with StatusHub:

UptimeRobot

New Relic.

VictorOps

pd

UPTRENDS

Site24x7

solarwinds pingdom

## Status widgets

Use StatusHub widgets to communicate status effectively. Widgets showcase the service status information in contextual locations on your website or app, increasing the opportunity for end users to see important updates and information.

## Incident communication

StatusHub quickly and easily communicates updates on incident service status via multiple communication channels:
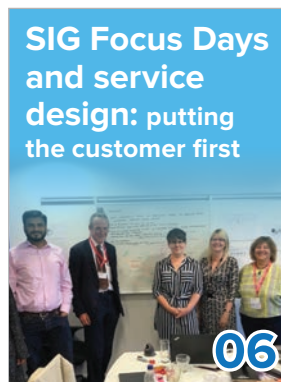
slack

zendesk

SMS

## Status page

Use public or private status page to display up to the minute information about company services.

# Contents

**SIG Focus Days and service design: putting the customer first**   06

**Reflecting on DOES19 – convergence and people-focussed IT**   10

**ITIL or Until: the choice is yours**   12

For all editorial, advertising, reprint or subscription enquiries, please contact communications@itsmf.co.uk

# Editorial

**Autumn… "season of mists and mellow fruitfulness", and frenetic activity across the service management world.**

Here at itSMF, the autumn months remain the busiest period of the year. It's worth highlighting a number of key activities that are currently underway:

- *SIG Focus Days.* Our special interest groups have undergone a makeover recently, to make sure we're covering the topics most relevant to our members and getting as many interested parties involved in the output as possible. Richard Horton outlines the changes in this issue.
- *SMtech events.* We have two exciting tech days coming up in the near future, one on asset management, facilitated by SAM expert Rory Canavan and hosted by MarXtar at the floating Good Hotel in London; the other on service management in the Cloud, combining the expertise of Mark O'Loughlin on the Cloud Credential Council with an exciting line-up of Cloud pioneers. Two exciting days for the diary!
- *ITIL publications.* ITIL 4 has proved to be a major focus of interest this year – with

Managing Professional and Strategic Leader following hot on the heels of the Foundation. Remember that all of the new ITIL titles can be purchased at discount prices through the itSMF UK website, and look out for our new pocket-sized Revision Guide which will be appearing later this year.

- *PSMF* – our popular competency framework – will shortly have a new look and feel, with a re-styled scorecard and tooling to help our member organisations develop the skills and knowledge resources they need. Why not take a look at the framework on the website or set up a personal profile at pmsf.global?

Apart from these highlights, we continue to provide member meet ups across the country to share expertise and bring like-minded service management professionals together; plus there's a new range of webinars on the way.

And of course, our Annual Conference and Awards in November will once again provide

the culmination of our industry activity for the year. More of which in the pages ahead.

I hope you will join us for some of these events as the autumn progresses. Please enjoy this issue of ServiceTalk Express - check out the website for further information.

**Mark Lillycrop**
mark.lillycrop@itsmf.co.uk

# IMPROVE THE QUALITY OF YOUR SUPPORT SERVICES WITH

# MARVAL MSM ITSM SOFTWARE.

Built upon the industry's most recognised best practice frameworks and standards, MSM will help you deliver a consistent, yet personalised experience, while reducing risks and vulnerabilities.

Not all service management software suppliers are the same.

**Find out more at:** www.marval.co.uk

# Make time for a masterclass!

itSMF UK's masterclass programme has expanded significantly over the last year. Alongside our traditional events, focusing on core service management topics such as change and release, ISO20000, continual improvement, problem management and service catalogue, we've introduced a number of topics focusing on the soft skills that increasingly characterise professional service management roles. Leadership, team-building and negotiation skills are every bit as essential for service managers in modern organisations as the technical or process-based competencies of core ITSM, and customer experience (CX) is on every CEO's agenda.

Two truly customer-centric events in our list are facilitated by experienced learning & development practitioner Chris Markiewicz:

- People Management Skills offers an introduction to some of the skills, behaviours and strategies required to help ensure a motivated, top performing team capable of providing the utmost in customer service. The masterclass is particularly relevant to new managers and those poised to move into such a role. It will also serve as a useful reminder to more experienced managers of elements of best practice when managing teams and individuals.

- Customer Care Skills for the Service Desk homes in on ITSM's front line, where service skills are of paramount importance. This Masterclass aims to foster a genuine willingness and desire to do the best for each customer, however challenging the situation – examining how good communication and highly developed interpersonal skills can be used to best effect.

One of the best ways to hone your customer relationship skills is through emersion is a simulation environment, and we have several sim-based events to offer. Developed and led by facilitators from GamingWorks, these hands-on events offer an ideal way to explore different scenarios and their effects on the business. Our current simulations cover DevOps, IT4IT, and the ITIL 4-based MarsLander exercise, described by Paul Wilkinson on page 12 of this issue.

**Take a look at the full events programme in the table below.**

## itSMF UK event schedule 2019

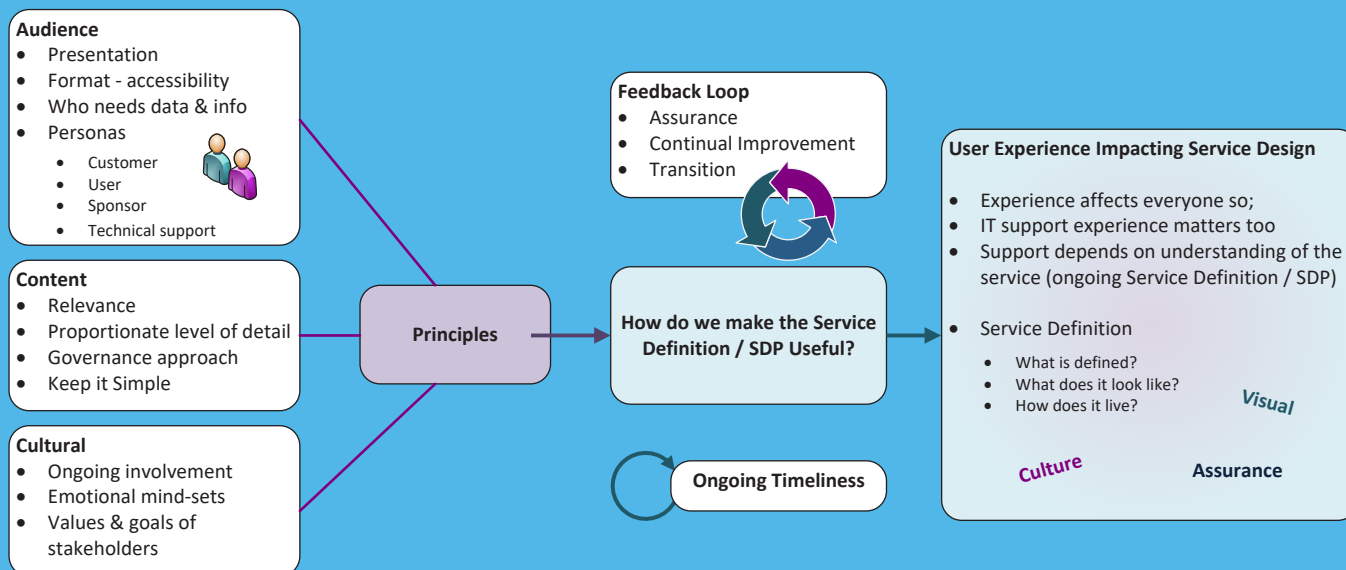| | PRICE | JAN | FEB | MAR | APRIL | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **MASTERCLASSES** | | | | | | | | | | | | | |
| Business Information Management (BiSL) | £295 | | | | 30 (L) | | | | | | 17 (M) | | |
| Change & Release | £295 | | | 18 (L) | | | | | | 16 (Le) | | | |
| Continual Improvement | £295 | | | | | | | 12 (M) | | | | | 05 (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) | | | | | | | 25 (L) | | | |
| DevOps Simulation | FREE | | | | 17 (L) | | | | | 27 (Le) | | | |
| Digital Capabilities Management Model | £295 | | | | | | | 24 (L) | | | | | |
| IT4IT Simulation | FREE | | | | | | | | | | 23 (L) | | |
| ITIL 4 in Action – Simulation | FREE | | | | | 29 (L) | | 03 (L) | | 03 (L) 04 (M) | | | |
| IT Service Continuity Management | £295 | | | | | | 06 (L) | | | | | 14 (L) | |
| Knowledge Management (KCS) | £295 | | | | | 21 (L) | | | | | 08 (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) | | | | 24 (L) | | |
| What, Where, When, Why, How of ISO/IEC 20000 | £295 | | | | | | | | | | 03 (L) | | |
| **MEMBER MEET-UPS & SIG FOCUS DAYS** | | | | | | | | | | | | | |
| London & South East | FREE | | | | | 18 | | | | | 22 | | |
| Midlands & East Anglia | FREE | | | | | | 04 | | | | 30 | | 03 |
| North | FREE | | 26 | | | | | | | | 08 | | |
| 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) | | | | 24 (L) | 15 (L) | | |
| **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

# SIG Focus Days and Service Design: putting the customer first



The SIG Focus Day participants and their notes



**Audience**
- Presentation
- Format - accessibility
- Who needs data & info
- Personas
  - Customer
  - User
  - Sponsor
  - Technical support

**Content**
- Relevance
- Proportionate level of detail
- Governance approach
- Keep it Simple

**Cultural**
- Ongoing involvement
- Emotional mind-sets
- Values & goals of stakeholders

**Principles**

**Feedback Loop**
- Assurance
- Continual Improvement
- Transition

**How do we make the Service Definition / SDP Useful?**

**Ongoing Timeliness**

**User Experience Impacting Service Design**
- Experience affects everyone so;
- IT support experience matters too
- Support depends on understanding of the service (ongoing Service Definition / SDP)
- Service Definition
  - What is defined?
  - What does it look like?
  - How does it live?

*Visual*

*Culture*            **Assurance**

---

You may have seen recent itSMF communications about SIG (Special Interest Group) Focus Days. The idea here is to pick on topics of relevance and deliver content of value to itSMF members. Of course, SIGs have done this for many years. The idea with this new variation on a theme is to condense activity into a single day and produce content immediately afterwards.

Our first SIG Focus Day looked at on the impact of customer experience on service design. It all started with Alice Doyne, a service management consultant with Deloitte. I was chairing Alice's session on the design of digital services at our ITSM18 conference and this prompted questions that I wanted to follow up in a SIG context. The Service Design Package (SDP) has been a long servicing stalwart. What happens when customer experience comes along to shake things about a bit?

A small group of us gathered to get to grips with this and related questions. Some are SIG regulars and some new to SIGs. That's part of the idea – to give people who are interested the chance to get involved.

We started with Alice giving some background on human-centred service design, with digressions into what people actually experience. This is a regular feature of SIG work, and a key part of it – checking out how what is supposed to happen really turns out (in other words, the difference between theory and practice is generally greater in practice

than it is in theory). Sure enough we found that while there is widespread use of the SDP as a concept, the value delivered by it tends to fall short of its aspirations.

We kicked this around for a bit and found that new questions were beginning to emerge. In particular, how do we make sure that there is sufficient emphasis on the way the service and its support model are defined? In talking about customer experience we're interested in all stakeholders and their needs.
Another iteration took us to a model that captured the key areas to address in working out how to define the service and its support model. By now we'd moved away from accepted SDP terminology, feeling that what we were interested in would be geared more around personas and their needs rather than a package, and that we might want to change the language we use accordingly.

We sought to practise what we were preaching and take the customer experience into account. What would we (and you) as itSMF members see as appropriate media for sharing our conclusions? What's feasible within the constraints we had set for ourselves? Following on from this we thought we would:
- tell you what we had done,
- share with you the diagram we came up with of principles to consider when applying CX to SD (Fig 1)
- share with you an article (see page 7) that adds some context to our exercise and outlines the basic challenge being addressed.

We also realised that, despite this being billed as a one-off day, there was plenty of potential for more to be done. Those who came would like to take the discussion further, and we'd like to invite you to join in the journey.

At the moment we're considering how to describe the service design package in a more customer-friendly way. We're also interested in how to help people who view it as a tool for a journey rather than a point in time tick-box exercise. If you would like to be part of a piece of work that picks up on this and related questions, please contact the itSMF UK office.



Richard Horton is a member of the itSMF UK Board and Service Portfolio Manager at NIHR CRNCC.

# The impact of Customer Experience on Service Design

## By Alice Doyne and the itSMF UK Service Design Special Interest Group

**User experience**

**Service Focus**

**Technology Focus**
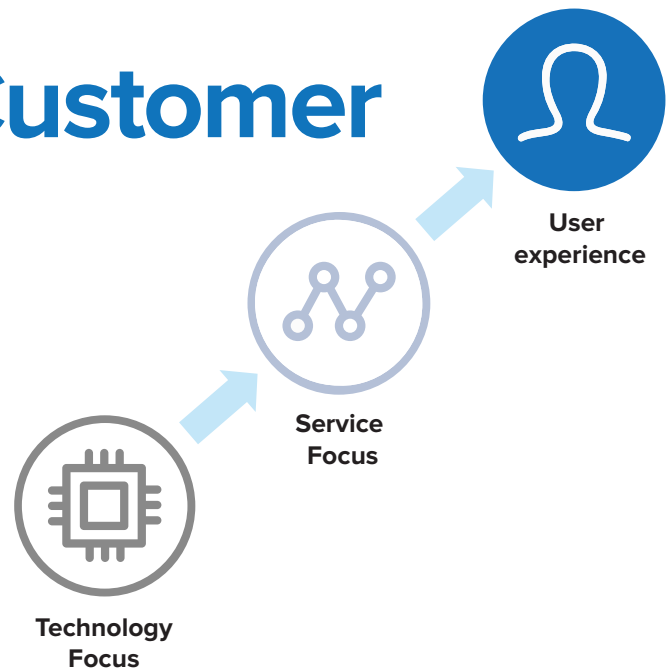
Something called service design has hit the mainstream over the past few years, but it isn't service design as we know it from ITIL.

Human-centred service design is an approach to defining end-to-end services that places the user at the heart of the design process. It recognises that an end-to-end service – one that truly delivers value to the person asking for it – is often the coming together of multiple teams or even organisations, using a range of processes and tools. Human-centred service design aims to make delivery of the service as simple as possible and take the pain of navigating that service away from the consumer of it.

In the world of technology, the increasing prevalence of human-centred service design reflects a shift in the focus of IT organisations. Where once IT organisations focussed on the physical technologies they delivered, most have now – in no small part enabled by frameworks such as ITIL – shifted towards a focus on services. This shift required them to understand their technologies as building blocks of a service delivering value to the business. That meant, for instance, knowing that when this red light flashes over here, the business is going to experience that issue over there.

What we're seeing now is a shift beyond this, towards a focus on the end user and on building relationships with customers. Organisations are moving away from agreeing a set of service levels and towards having an ongoing conversation and a real understanding of business patterns. In this environment, a service level is simply a clock that IT uses for internal purposes, and someone using the service does not have to worry about this.

## User centred design: the coffee shop

The difference here can be neatly summed up using an example from a popular coffee shop. You decide you want a coffee and so head to the coffee shop. You join the queue; eventually you order and pay; and then you join a second queue, where you wait until eventually someone yells at you to tell you your coffee is ready.

The first 'process improvement' was to take your name and write it on the cup, but all that meant was that someone was shouting your name, and probably getting it wrong in a public place.

The problem wasn't that the coffee wasn't getting to the right person or that the service wasn't personal enough. Placing the user at the heart of redesigning this process led to a different way of thinking. It turns out that customers don't want to queue at all. Also, they most likely have a phone in their pocket. Now when you decide you want a coffee, you order it on an app and it's ready by the time you get to the coffee shop.

Understanding the problem here did not come from measuring how long the customer spent queuing, but from getting into the user's head and understanding their experience of the end-to-end service.

## What does this mean for ITSM professionals?

A service-focused organisation might know that the user is annoyed because they've grumbled at the Service Delivery Manager, but still be measuring the length of the service desk queue. Human-centred service design provides a framework to understand the user's real experience of a service and provide innovative ways of improving that experience. In ITSM, this can drive forward improvements to how we deliver and support IT services, so that users get the service they need in the most efficient way. Not only does it mean happier users, but it can deliver efficiencies through less wasted time spent answering unnecessary calls and removing unnecessary process steps.

But why stop with the end users? While making them happy is of fundamental importance, they are not the only people involved in the life of a service. So what happens when we think about the experience of those involved in its delivery and support? If we can develop a way to ensure that it's easy to provide a good service, we can dream of a nirvana where happy support teams lead to happier users.

In the Service Design Special Interest Group, we want to look at how we can bring concepts of human-centred service design into the ITSM world. This will include questions like:

- What role do human-centred service design frameworks play in how we design and support IT services?
- How do we measure the user experience?
- How does this alter how we understand the Service Design Package?

These topics are due to be explored in more detail in future Focus Days.

Alice Doyne is a Manager in IT Operations Transformation at Deloitte.

# ITSM19

# ITSM19, Europe's leading service management experience

We're now just 100 days away from our two-day annual Conference and Exhibition, which takes place in Bishopsgate, Central London on 18-19 November. 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.

## Topics covered in ITSM19 include:

- digital transformation
- skills and professionalism
- artificial intelligence
- agile ITSM
- customer experience
- incident and knowledge management
- service integration.

## There's truly something for everyone at this year's Conference. Some of the highlights of the programme include:

**• If not now, when?**
Greg Searle MBE, who won Olympic gold as a rower in 1992 with his brother Jonny, came out of retirement at 40 and set himself the vision of winning a second gold in 2012 to inspire a new generation. He very nearly achieved his goal, clinching a bronze medal in London. The motivation and drive behind this remarkable feat form the background to this remarkable opening keynote. Definitely one not to miss!

**• Developing ITIL 4 Managing Professional and Strategic Leader**
Find out about the next step in the development of ITIL 4 from AXELOS' Akshay Anand, and chat with the authors of the content to discover how ITIL 4 will help organisations meet business goals and drive stakeholder value through services.

**• Service Management Room 101**
What are your particular bugbears with service management? What do you think should be consigned to Room 101? Join us on Tuesday morning for a light-hearted ITSM slant on the popular TV series.

**• Mental Health First Aid awareness**
Following Thomas Jordan's very popular keynote at ITSM18 on mental health in the workplace, itSMF UK chair Rosemary Gurney tackles a topic that is changing our whole perception of the 'guy at the next desk' and how we can best support him.

**• Future directions in IT**
Round off day 2 with an update from David Wheable and Duncan Watkins of Forrester Research about the latest industry trends and developments.

## Member organisations speaking at ITSM19 include:

- BAE Systems
- Bank of England
- Cheshire West and Chester Council
- Cloud Credential Council
- Co-op Digital
- Danske Bank
- Deloitte
- Economist Group
- Fujitsu Services
- Global Knowledge
- Home Office
- Johnson & Johnson
- Kepner-Tregoe
- Land Registry
- Nexthink
- OVO Energy
- Vocalink Mastercard

# Book your place today! www.itsmf.co.uk/itsm19

GOLD SPONSORS    ∷∷ perspectium    ◇SIRIUM

# Finalists announced for the Professional Service Management Awards 2019

**PROFESSIONAL SERVICE MANAGEMENT AWARDS**

**Running alongside Conference, our PSMA awards programme 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.**

## Congratulations to this year's finalists...

### Service Transformation of the Year

Presented to the organisation that has completed the most successful service transformation project in the last year, improving customer experience by effectively exploiting online tools and technologies and rethinking the way that IT service is delivered to customers or colleagues to provide optimal business value.

**FINALISTS...**
- Department for Work and Pensions
- Central Bank of Ireland
- HM Land Registry
- Allstate Northern Ireland
- Bank of England/BMC Software
- Wipro

### ITSM Team of the Year

Presented to the members of a team that have supported their customers in providing inspirational service delivery and significant business benefit. They will have successfully built upon these relationships to become the beacon of service management within their organisation.

**FINALISTS...**
- Colt Technology Services
- Department for Work and Pensions (DWP)
- HM Land Registry
- Valtech/DfT

### Thought Leadership Award

Presented to the author, speaker, special interest group or industry body that has made the most significant contribution to thought leadership within the service management community over the last year.

**FINALISTS...**
- Paul Wilkinson
- Ian MacDonald
- Nicholas Collier

### ITIL Experience Award

Presented to the team that has made best use of ITIL and specifically its guiding principles to significantly improve the quality and effectiveness of service management within the organisation.

**FINALISTS...**
- Prorail / Marval Software
- Quilter

### Young ITSM Professional of the Year

Presented to an individual under the age of 30 who has demonstrated an outstanding level of achievement, ability and team support in the early years of their ITSM career, and who also promises great potential for future success.

**FINALISTS...**
- Fahimul Islam, Digital Craftsmen
- Julie Bendall, Deloitte
- Sanjeev NC, Freshworks

### Ashley Hanna Contributor of the Year Award

Presented to the individual who, in the judges' view, has made the most outstanding contribution to the itSMF UK organisation and ITSM community as a volunteer in the last year.

**FINALISTS...**
- tbc

### Paul Rappaport Lifetime Achievement Award

Presented to an individual who has made a sustained and outstanding contribution over a number of years to the field of IT service management.
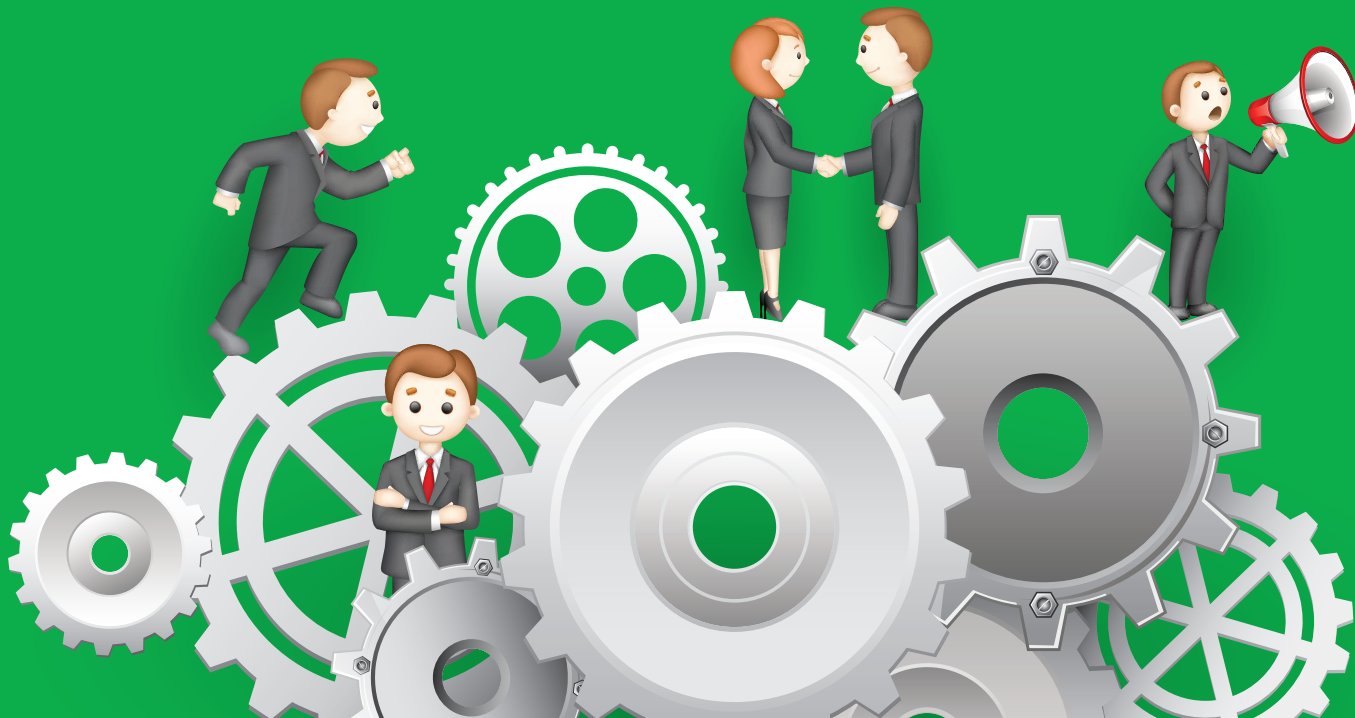
**Why not join us for an evening of celebration and networking at the Awards Dinner on 18th November?**

**www.itsmf.co.uk/psma**







**A selection of winners from last years awards**

# Reflecting on DOES19 – 
## convergence and people-focussed IT

This year's DevOps Enterprise Summit (DOES19) provided a good opportunity to catch up with one of the signature global events at the leading edge of our industry. Here are some thoughts and themes from that event, based on a few selective discussions with key figures in the DevOps community.

## How do we make 'new IT' work together?

This was a question I pondered with DevOps Institute CEO (and former ITSM Academy CEO) Jayne Groll and Consultant (and former Forrester Analyst) Eveline Oehrlich.

DevOps and the other 'isms and 'ologies that are out there nowadays – agile and lean, ITIL4, BRM, ITI4IT, Verism etc. – all provide value, and many of them are now converging around people and people skills. However, moving to a more convergent 'model' seems far away. Perhaps we don't need to worry about convergence as an end-to-end model, we considered, but rather focus on areas where there is agreement and positive opportunities for collaboration.

"We need more T-shaped people, working with modern joined-up IT, not new frameworks," Jayne summed it up. "It would still be good to have at least a baseline of some generic and global principles or a frame of reference for what we do in technology. We are a global service industry, but we don't operate as a unified set of communities."

Eveline also identified that, "We are still a young industry but without a single common vocabulary, and tend to move in generational groups with their own vocabularies. We need to develop multi-faceted individuals with business awareness and emotional resonance as well as tech – this would require more of a common vocabulary that spans all IT and some business areas too."

It was interesting to hear these issues being raised with more impetus and focus than simply to be discussing the 'state of DevOps' or how do we integrate this or that framework together? I know we all get excited about our own areas and topics of interest whereas from the business perspective people just want IT stuff that works.

I also agree that we need to find a way of developing some form of 'translation vocabulary' for IT, one that works across the board, not just in silos. This would need some critical thinking about a simple mechanism for pulling together the essential common elements across frameworks and models – not to 'integrate' them, but to provide a common way of navigating and working with more singularity and synchronicity.

How can we practically make this happen? Let me know if you have ideas!! There is plenty of convergence going on across IT, particularly around people skills – we just need more of a common language.

## We all need to grow up

One theme that pervades many events these days is the idea of IT/technology moving to the next stage of maturity – of 'IT growing up'.

Jayne Groll - DevOps Institute CEO

Eveline Oehrlich - Consultant

A key aspect of this is how we become more integrated with (non-IT) business teams and customers at all levels. Of course, this extends in particular to the executive board level and there is a clear need for technicians to become more business-savvy in their discussions. However, this works both ways, and nowadays there is a responsibility for business people to have a base-level understanding of what IT can do and how it works.

This theme has been developed by Mark Schwartz, author of A seat at the table, in which explored how IT people, CIOs and IT directors can first get access to the boardroom and then also be effective there. Schwarz's latest book, War and Peace and IT, which he profiled and presented at the DOES conference, is the next stage in this thought process and is aimed at business people and why they need to be more IT savvy.

I met with Mark and we discussed the value of some of the recent DevOps and agile methods that have helped him in various roles – most notably as CIO at the US Citizenship and Immigration Services, for which he oversaw a significant transformation from traditional silo and legacy ways of working, to an agile, empowered, and more efficient approach. This involves a lot of people and organisational change skills, with a focus on driving the organisation towards outcomes rather than silo maintenance.

Key elements in success for Schwarz include servant leadership, constant re-definition and re-enforcing of business goals, Shift Left as much as possible and developing teams that are self- organising, adaptive and able to deliver speed.

In terms of how to get business people involved and to sell new ideas and ways of working, the challenge is of course to get a seat at the table and to be able to engage with CEOs. "Speed is a great weapon to mitigate risk", he says.

A key learning point about the development of DevOps was highlighted in conversation with the newly extended team from Collabnet, also with their new acquisition partner ICON. Collabnet are an established software vendor with a track record in developing supporting



Team Topologies book by Matthew Skelton and Manuel Pais
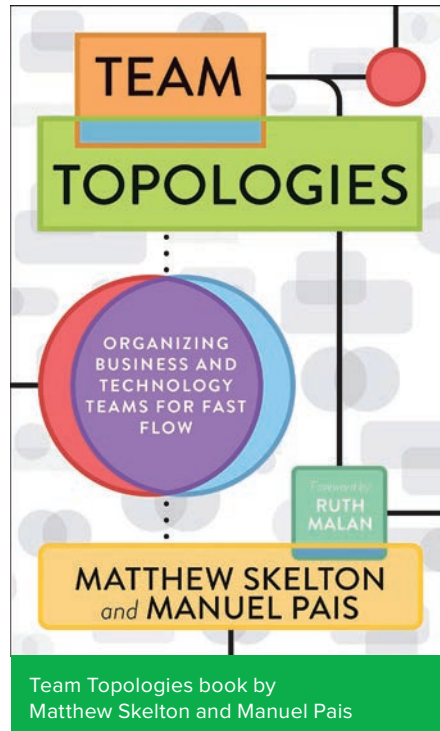
DevOps technology for defect management, work management and CI/CD flow. Their acquisition of ICON, which is a consultancy company, highlights the need to provide value-added services for clients to support implementations and deliver real value.

"We've moved on the next level where we provide trusted solutions and partnership to our customers," says Eric Robertson, VP of Product Marketing. "Sometimes our clients need help to see what sort of metrics and value demonstration they can create from our products and we recognise the value of also offering experienced consultancy help." From the ITSM experience and perspective, it's also encouraging to hear that the message is getting through to provide more organisational and practice-based support for tool implementation.

A final note on the people skills convergence theme was highlighted through a discussion with the authors of the forthcoming Team Topologies book, by Matthew Skelton and Manuel Pais. The focus for this work – which was also presented at the event – is around



A Seat at the Table book by Mark Schwartz
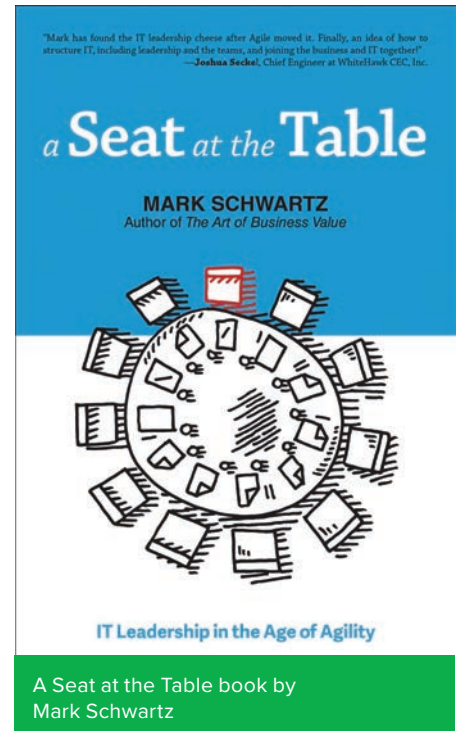
research and analysis of how teams actually behave and work. Observing team dynamics and specific changes in the way that people interact can be a useful sensory mechanism to support decision making – on team structure, how long to keep teams together etc. One clear output from this was the value of focussing team objectives across value streams rather than technical or project silos. I will explore this further in a later discussion.

Clearly there is a strong impetus to focus industry and strategic thinking on how to create the right environments for people at work – how they work, how they interact, how they form and structure teams effectively etc.

This is a positive move for the converging worlds of IT, DevOps, ITSM et al. I look forward to more practical manifestations of this convergence!



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 or Until:
## the choice is yours

**With the help of a specially devised simulation exercise, Paul Wilkinson explores the real opportunities for ITIL 4 to add business value. Service managers, he concludes, will need to change their behaviours.**

The mission director of SPACE-Y throws the newspaper on the table.

"NASA Mars 2020 Rover gets a super new instrument," he reads out. "With its rock-zapping laser the SuperCam will enable the science team to identify the chemical and mineral make-up of its targets on the red planet."

He sighs deeply, then adds, "Ladies and Gentlemen, this is unacceptable. Our competitors, even NASA, are able to get new products to market faster than we can. I want you to adopt end-to-end agile ways of working to ensure that we can deliver digitally enabled value faster. Failure is NOT an option!"

The mission director then meets the mission control team to understand the roles and how value would be achieved. Product owner, customer support, service desk, systems engineers, applications development, change & release management, vendor and service management. He stops at service management and asks, "What is your added value in this mission? The others I understand. They all build things, change things and fix things. What do you do? What is your relevance? I have heard from my development team that you just slow things down with all this ITIL stuff!"

## ITIL in Action

Welcome to the MarsLander simulation. itSMF UK recently organised an 'ITIL 4 in Action' masterclass using the MarsLander simulation to allow delegates to explore and experience how ITIL 4 can be used to align with currently accepted agile ways of working (such as Agile and DevOps) and at the same time to 'co-create' business value... if we apply it correctly!

At the start of the session delegates were asked what they wanted to learn in the masterclass. The answers were diverse:

- Gain knowledge about ITIL 4 and how to fit it into agile ways of working (demands from senior leadership).
- ITIL is perceived as too slow. How will ITIL 4 help address this?
- How to make ITIL 4 practical. The foundation gives a lot of theory, but how do you do it?
- How ITIL 4 fits in with our ITSM strategy and business operating model.
- Keep up with best practice developments, ITIL 4 is the latest development we need to know about it and how it differs from ITIL 2011.

- Find out how to use ITIL 4 in our service reviews.
- Learn more about the ITIL 4 'secret'. It has been kept very much in the dark and suddenly announced. *(This was the perception of the majority of delegates!).*
- ITIL is not seen as relevant among our DevOps and Agile stakeholders, how can I convince them that this is something they should invest in?
- We call it 'Until' in our organisation.

### Relevant? Not 'until'

Perhaps that last two statements best describe what many are looking for. ITIL is not seen as relevant, causing a cautious view on investing in ITIL 4 'until' its value has been demonstrated. The question is, how can we convince all stakeholders that ITIL 4 is relevant?

The Marslander simulation was designed exactly for these reasons. To help translate theory into practice, create end-to-end stakeholder awareness and buy-in, and to capture concrete practical takeaways on how to start using ITIL 4 to deliver value.

### Start where you are

One of the guiding principles in ITIL is 'Start where you are' which is what, as mission director, I decided to do. At the start of the session I asked the following questions:

- How many of you can name the guiding principles (ITIL 2011 or ITIL4)? – Nobody
- How many of you have translated guiding principles into agreed behaviours? – Nobody
- How many of you are doing formalised 'continual improvement' (top down and end-to-end)? – Nobody
- How many of you know the definition of a service (ITIL 2011 or ITIL 4)? – Nobody

As mission director I then honestly stated, "I do not see much relevance in this ITIL stuff at the moment, most of you have certificates but do not show you understand the key concepts of what it is all about." Silence.

The scene had clearly been set. Time for some important observations.

1. ITIL 4 is all about value. The definition of a service is, "A means of enabling **VALUE CO-CREATION** by facilitating **OUTCOMES** that customers want to achieve, without the customer having to manage specific **COSTS** and **RISKS**." Key new concepts in ITIL 4 are

the Service Value System, Service Value Chain, Service Value Streams. Yet very few even know the definition of a service, let alone what the expected and demanded value needs to be. One of the core guiding principles is, 'Focus on value'.
2. Co-creation requires 'collaboration'. Another guiding principle is, 'Collaborate and promote visibility'. Collaboration was also seen as a top required skill in a recent DevOps skills survey, but apparently we have difficulty collaborating. This is the reason for the first exercise we gave delegates in this masterclass (see below).
3. No organisation anywhere in the world has implemented one single ITIL process from zero to optimised maturity in one go. No organisation anywhere in the world has implemented all ITIL processes in one go. Therefore ITIL is nothing more than a continual improvement approach. **Yet in our global surveys fewer than 20% are doing formalised continual service improvement.**

### Collaboration behaviours

Exercise one was designed to start applying the guiding principles. Delegates were asked to describe the desired behaviours that demonstrate effective collaboration. This was the agreed list:

- Redirect resources based on value, engage with stakeholders to determine how value is defined and used to prioritise.
- Agree outcomes to be achieved.
- Communicate around shared goals, confirm understanding, aligned to different stakeholder needs and language.
- Provide open, honest, direct, constructive feedback. Ask for feedback.
- Develop trust, by demonstrating the behaviours above.

### Words to deeds

We then launched the MarsLander mission. During the simulation the team promptly ignored the list of behaviours. It was simply a list of words. Nobody agreed with the business the goals or the value to be realised. The team were working in silos, not as part of an end-to-end value chain. At the end of the first round the goals were not being achieved, primarily because they were not known. The service levels were also unknown. During the round somebody tried calling stop and suggesting a service improvement, but the team ignored this. They had no time to make improvements, despite seeing that things were not working.

As mission director I once again gave my honest feedback. "I am certainly not convinced of the relevance of ITIL at the moment."

## Continual improvement

During reflection between the simulation rounds the team added new behaviors to their list for 'collaboration':

- We are all responsible for confronting each other on these behaviours. We agreed them, we own them, we don't wait for managers to tell us.
- Everybody is responsible for 'service improvements' – recording them, signalling them, owning them.
- There is a need for coaching to embed the behaviours in 'the way we do things here' and to prevent people from falling back into old ways of working; also a need to coach people in the ITIL 4 principles.

Between each round the team reflected and agreed improvements. They made an improvement register and prioritised the improvements that would deliver the most value. At the end of the following round they would measure and visualise the impact of the improvements, providing feedback. They learnt in fact to apply the guiding principle 'progress iteratively with feedback', together with stakeholders from the end-to-end value streams.
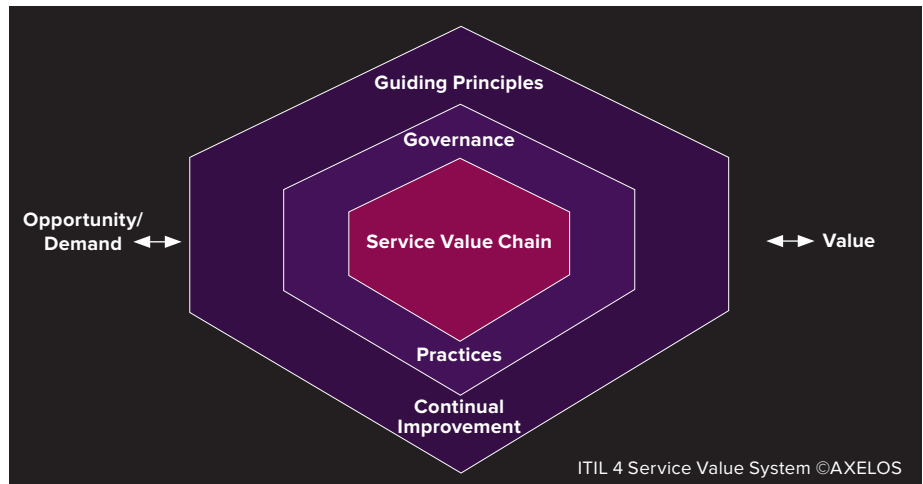
A core model we used during reflection was the Service Value System – this provided an excellent tool for measuring our own behaviours and progress.

1. There was no visibility into the backlog of all demands and opportunities.
2. It was unclear what was expected to come out the other end of the value chain as value.
3. There was no effective governance mechanism to prioritise the different types of demands against value, outcomes, costs, risks.
4. The guiding principles were ignored. (Collaboration, focus on value, progress iteratively...).
5. There was no effort for continual improvement.
6. There were no clear value streams, no knowledge of how different types of demand and opportunity flowed through the streams.
7. There was no insight into barriers, blockers and improvement needs in the practices.

As mission director I was worried that, unless ITIL demonstrated value, my whole mission was put at risk. The team then applied improvements based around this model. At the end of the simulation goals were being achieved, there was more visibility, less waste, value was being created for all stakeholders within the value chain. Easy!

As mission director at the end of the day I said, "Finally I am seeing the relevance. I can see the impact on my business value. You all had ITIL certificates, why were you not behaving this way from the start?"

My next question was, "What aspects of ITIL 4 will you now take away and start to apply



Guiding Principles
Governance
Service Value Chain
Opportunity/Demand ↔
↔ Value
Practices
Continual Improvement
ITIL 4 Service Value System ©AXELOS

in your organisation to achieve this level of business buy-in and demonstrated value?" These were the delegate responses:

- ITIL can no longer operate in its own silo. ITIL is important and critical. It must be aligned with end-to-end practices and the business must be engaged in the governance of ITSM if ITIL is to deliver the intended value co-creation.
- We need to see ITIL as a cultural, behavioural initiative more than a process framework. It requires a cultural shift of the whole organisation to focus on 'value co-creation' including the business.
- The importance of the guiding principles, particularly the need to collaborate and visualise. Working with teams to define and agree behaviours that demonstrate effective collaboration and working together to visualise the backlog of demands and opportunities.
- The importance of the guiding principle 'Focus on value' and the need to map the value streams for the various types of opportunities and demands and to prioritise these in terms of value. This requires understanding of the concept of value from all stakeholder perspectives.
- Use the definition of a service – VOCR – to ensure that all understand why ITIL is important.
- The importance of the role of the service manager to change attitudes and behaviours across the value streams, and to develop appropriate coaching skills to embed the new desired behaviours.
- Work to remove the silo thinking and behavior, and focus on end-to-end business value. It is critical to engage with the business and demonstrate that ITIL is a key to success.
- Work together with service teams to start identifying and mapping value streams and identifying waste and input to CSI.
- The importance of stimulating end-to-end collaboration to reduce and avoid chaos and mistrust.
- CSI must become a core capability. Top down and end-to-end with a strong focus on the value of improvements, how they enable more value creation and/or reduce value leakage.
- As a business analyst I will go back and see how I can add value to service

management, such as providing more business intelligence about business value drivers and needs, and challenge service management professionals to communicate in terms the business understands. Ensure service improvement initiatives have genuine business cases.

- Go back and agree with service desk team how we deliver value to the business and also agree with our internal stakeholders (e.g. second line or DevOps teams) how we deliver value to each other). Collaborate with other end-to-end stakeholders to agree value streams and remove waste, barriers and constraints.
- Work on the collaborative agreement of value and shared goals.
- The importance of 'start where you are': celebrate success and what is working, identify end-to-end improvements and don't continually reinvent the wheel.

It was clear to all that ITIL 4, if applied correctly with a focus on changing mindsets and behaviours in line with the guiding principles, can add clear business value. However it was recognised that ITIL service management professionals need to develop new skills and change their behaviours. It takes more than a certificate. It takes practice and coaching to develop the appropriate skills.

Paul Wilkinson is director and owner of GamingWorks. He 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.

# 10 questions to ask when choosing a SAM solution

**Rory Canavan suggests some questions to ask about your next asset management suite before signing on the dotted line.**

A quote often attributed to Winston Churchill is: "There are lies, damned lies and then there are statistics." Sometimes I find myself thinking: "There are lies, damned lies and then there is SAM!"

The following points have been composed to help you avoid any purchasing decisions that have been made in haste following a dazzling PowerPoint presentation.

That's not to say the purchase of a SAM suite is not absolutely vital for an organisation of any size, but making sure your choice is the right fit for your IT estate and your IT and business ambitions is absolutely essential.

**1. What are our business goals?** To try and help avoid those deals done on the golf course, where old school chums get together and spend other people's money, it would be prudent to have a clear idea of where the business is going so that SAM stands a fair chance of understanding the goals it has to report against. Do we need departmental reporting? Are we looking to drive a campaign of competitive advantage using our IT assets? Does risk management form any part of our commercial strategy? These seemingly esoteric issues and goals can have a major impact operationally; in part, due to the technology that might be chosen to address them. SAM has to stay in step to monitor that technology.

**2. What are our IT goals?** SAM does not exist in isolation, and so once other IT disciplines get wind of the news that a SAM suite is due to appear in the IT arsenal, all kinds of reporting requirements will start to be laid at SAM's door. SAM should not just be an ELP-generation machine; beyond producing reports to keep software vendors happy(!) we should also be proactive in seeing how we can help our IT neighbours. Prior knowledge of those requirements will help shape any purchasing decisions.

**3. What are our SAM goals?** Now we get to the nub of the features and benefits of the SAM suite, as the SAM team will be keen to ensure that all the dials required to produce SAM reports (and the non-SAM reports required above) are capable of being produced in a systematic and timely fashion. What technical demands come to the fore based upon the unique requirements of our IT estate? Conducting an inventory sweep of our desktop estate for Microsoft software might reveal some interesting titbits of

installation data we were previously unaware of, but what of the network and data centre protocols we have to navigate to achieve a complete sweep of our IT estate? (A point worth considering: compare the cost of a SQL database to an installation of Microsoft Project, and then see how many installations of the desktop software you have to recover before you recover/recycle the cost of one database – this should help you focus on where SAM needs to be driven).

**4. How are we collecting our installation data?** Do we have a deployment suite in place that we can leverage? Or will we be using agents on our devices moving forward? Or does an agentless offering provide us with all the information we need? And what are we going to do about those pesky containers that the developers get so excited about? Please be very clear on the notion that the mere installation of a SAM suite does not confer instant wisdom.

**5. How are we collecting our entitlement data?** This question poses the classic problem of working and playing well with others who are not in the IT space. Procurement will most likely be very reluctant to permit an automatic connector into their procurement suite, enabling the seamless transfer of IT purchase data. So having a mechanism whereby data can be spirited from their procurement suite to your SAM suite needs to be firmly understood so as to make such a routine operationally favourable.

**6. How are we collecting our third level metric data?** Increasingly, the calculation to deduce licence consumption requires additional usage data to complete the calculation – one licence = one install is sadly on the decline. So once more, being able to effectively capture this data and integrate it into the SAM suite for inclusion also needs to be factored into which SAM suite to choose.

**7. What does integration look like?** Aside from being able to get inventory systems, procurement systems and SAM suites to work and play well together, rather like point 6, we must give due consideration to the ability of the SAM suite to be flexible in dealing with many other systems. Of equal interest might be how well SAM suites export data into systems such as CMDBs.

**8. How fresh are my recognition updates?** SAM suites require up to date recognition data to allow for raw inventory data to be read

as something meaningful by end users. Not every software vendor will have considered what their install footprint looks like to let a SAM suite vendor know of its new product – so having a ready means of updating a recognition database is vital; particularly if your IT estate has a rich selection of esoteric software titles.

**9. What else have you got?** What USPs come with the SAM suite? Time was, when uninstalling was a manual affair, but these days several SAM suites are offering a recycling facility built into the product set. Others at the higher end of the price line offer patching and version control data of software titles to help ensure that your software is safe(r) from viruses.

**10. Cost per asset managed.** Money talks, so understanding the licensing model of a SAM suite is pivotal in determining any cost/benefit analysis that might be formulated in a business case presented to justify the investment in SAM. Equally, though, don't forget about adding staffing and process consultancy into the mix. Do not make the mistake of assuming that, once a SAM suite is bought, IT works of art will follow.

I hope the points above have helped you firm up your thoughts on questions to ask around any PoC proposal in respect of trialling a SAM suite. If you have any questions based on the above, it would be great to hear from you at rory.canavan@samcharter.com

Rory Canavan is principal of asset management consultancy SAM Charter and a regular writer and presenter on the topic. Rory will be facilitating the itSMF UK Asset Management Solutions SMtech forum on 24th September.

# nexthink

# Because Digital Experience Matters

**The foundation of your digital transformation**

**The heart of employee satisfaction**

**The core of efficient business and IT operations**

## www.nexthink.com