

# serviceTALK

## CI with a view

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ITSM22: it's great to be back!

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How are ITIL 4 and ISO/IEC 20000-1 related?

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I'm alright, Jack! The rise of the  
T-shaped individual

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# ITSM22

MADEJSKI STADIUM, READING 14-15 NOV

After two years of successful digital conferences, we are excited to announce that we'll be back 'in-person' for ITSM22.

Join us for:

- Three tracks of first-class content from leading advocates of service management
- Sunday networking reception
- Round-table discussions
- Face-to-face networking and interactive sessions
- PSMA22 annual awards gala dinner.



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Book your place at [www.itsmf.co.uk/itsm22/](http://www.itsmf.co.uk/itsm22/)

## THE PROFESSIONAL SERVICE MANAGEMENT AWARDS 2022

The perfect opportunity to celebrate the best in service management. Check out the call for nominations at [www.itsmf.co.uk/psma22/](http://www.itsmf.co.uk/psma22/)



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Welcome to the latest issue of ServiceTalk, bringing together news and views from the itSMF UK world, blogs from our subject matter experts, and everything you need to know to get the best out of your membership.

In the pages that follow, we have a report from our first post-Pandemic face-to-face member meet-up – 'CI with a view' – held at the top of the BT Tower; an update from ISO standards specialist Lynda Cooper on the relationship between ITIL 4 and ISO/IEC 20000; and a fascinating analysis of the T-shaped service management professional by Barry Corless. We also have an update on member meet-ups and communities of practice from Valerie Wilson; news about the return of SITS, the Service Desk and IT Support Show, in May (come and see us at Stand 100); plus plenty of information about our upcoming events, annual conference and awards. Look out for the conference agenda

and call for awards, both of which are due to be announced as we go to press.

Finally, we bring you up to speed on our refreshed PSMF and maturity assessment schemes, about which there has been much excitement in recent weeks. Just two of the new projects that are designed to add further value to your membership.

ServiceTalk is only one of the ways that you can learn from other service management professionals. Aside from our events, you can now access over 140 hours of on-demand content from itSMF UK, on everything from change & release and AI to CYNEFIN, value stream mapping and post incident reviews. Please take a look at the website for more information.

Feel free to pass on this issue of ServiceTalk to colleagues within your organisation.

And if you have views or expertise that you'd like to share with itSMF community as a speaker, blogger, or group leader, please do reach out to our operations team or board members and let us know.



**Mark Lillycrop**  
[mark.lillycrop@itsmf.co.uk](mailto:mark.lillycrop@itsmf.co.uk)

# Welcome to an evolving itSMF UK!

First of all, I want to thank Martin Neville for the leadership he gave itSMF UK during his two years as Chair. He led the organisation through some difficult times at the onset of the COVID pandemic. I consider it a real privilege to be entrusted with taking the reins as Chair of the Forum. It doesn't really seem that long since I entered the industry, but looking back I realise that I have been in IT for 21 years. Where did that time go?!

I want to share with you a few topics which are very important to me, and hope that by the end of my tenure in Autumn 2023, some real progress will have been made in these areas.

Firstly, I am really passionate about reaching out to young professionals in our industry. I believe strongly that itSMF UK should enable them to be part of a mentoring programme, where they can be buddied up with well-established professionals and given access to training that will enhance and assist their career development. We already have a Young Professional of the Year category within our annual Professional Service Management Awards, but I want to see this go further. So we are currently considering some ideas, and I would welcome any suggestions you may have:

- How we can raise the profile of Young Professional of the Year, and create a 'prize' that gives them access to good practice or even a role in shaping good practice?
- Should we deliver a masterclass for young professionals to run during the main annual conference, and what should we cover?
- How can we generate a buddying scheme to give our young professionals the best start that they can have in their careers?

Related to this topic is the wider outreach of itSMF UK to younger students. Should we be focusing, for example, on what GCSEs or A-levels to do, the value of studying Maths, Computer Science, Business Studies, or Management at university, or helping those

who are looking for apprenticeships or just graduated and seeking their first job in service management?

We also want to raise the profile of service management as a discipline. How many of us just 'fell' into service management? When I was looking at career options, I did not think, "I really want to work in service management". I had no idea it was even a thing, and it was only when an opportunity arose for me to join an IT service desk (my entry point into a career in IT) that I discovered a whole range of SM-related skills and capabilities.

Alongside this, I and many others have had the frustrating experience of struggling to recruit into certain capabilities such as service design, service architect, and change management. The problem is that we do not advertise our disciplines. I want that to change, and so we are looking at how we can work with school and university career partners to open up the doors to a career in service management. We could make a short video for schools and career fairs or run a masterclass for apprentices.

So often when we bring young recruits into the organisation, one of the first things we need to do is teach them about service management. If they were more aware of service management whilst still at school or university, that could help attract some real young talent into the business.

Finally, we need to focus on the IT industry's environmental impact. How can we reduce our carbon footprint, change the way that we work to reduce reliance on fossil fuels, and develop new technologies that make things much safer for the future of our planet? Some might argue that the COVID pandemic has naturally reduced our dependence on fossil fuels because more of us are working from home. However, all these technologies that enable us to work remotely still require huge amounts of

energy, space and maintenance. We need to see more data centres powered by renewable energy, emerging chip technologies that do not rely on intense mining of the Earth's natural dwindling resources. This is no small issue to deal with; it will take some real ingenuity to come up with ideas, but itSMF UK wants to be a facilitator in this area. Maybe we need a Community of Practice purely focussed on climate change issues, or an award for the best initiative in tackling environmental impact? Please feed your ideas in to itSMF UK office as we'd love to hear from our membership about what we could be doing.

I am so looking forward to welcoming everyone to our in-person Conference this year, to be held at the Madejski Stadium in Reading, a fabulous venue! We have consciously made the decision to focus on networking opportunities and learning from one another this year. The Conference agenda will be available very soon, but expect the opportunity to get involved in round table discussions, grab a corner or a lovely seat overlooking the fabulous pitch, whilst networking with new colleagues. In the meantime, take care and stay well!

Here's to the tough work ahead of us!



**Karen Brusch**  
Chair, itSMF UK



# Webinars, masterclasses and forums: events to suit all members

itSMF UK has always sought to provide the right information and guidance to members to help them excel in their service management roles, and to this end we've developed a range of webinars, masterclasses and forums to fit event need.

These events complement the member group events discussed later in this issue. Although the majority of our events are still delivered virtually – via Zoom, Teams, or ClickMeeting – we will be running a greater number of face-to-face meetings in the months ahead, culminating of course in our annual conference in Reading in November. Going forward, we aim to offer a balance of online and physical events to suit all members, so please let us have your views and feedback.

Our webinars – all free to members – offer a great opportunity to join one of our subject

matter experts for a focused hour of content and Q&A. And after the event, a recording can be found in the member area of the website.

Our in-depth masterclasses take a fresh approach to the challenges faced by today's ITSM practitioners. They are presented by experienced facilitators from within the industry, providing real-world guidance and practical advice – with the objective of developing new skills and sharing experiences with other members.

Finally, our Service Management Forums offer a chance to explore subjects such as Cloud, Agile and CX in an intensive three-hours of presentations and debate. The next event in this series on 9th June – 'Is AI delivering?' – promises to be particularly thought-provoking, so don't miss it! SM Forums are open to both members and non-members. We hope you can join us for one of our virtual

or face-to-face events in the near future. The list continues to expand, so please keep an eye on the website – [www.itsmf.co.uk](http://www.itsmf.co.uk) – for the latest news. The website also contains our blog spot where many of our facilitators share their thoughts and insights ahead of the events.



## itSMF UK event schedule 2022

	PRICE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
<b>MASTERCLASSES</b>													
Change & Release Management	£295			11 (O)							07 (L)		
Cloud Centre of Excellence	£295						16(O)						
Continual Improvement	£295					17 (O)						01 (M)	
DevOps Simulation	FREE							07 (L)					
Digital Operating Model	£295				27 (O)								
Essence of Experience (XLA)	£295		24 (O)								18 (O)		
ITAM and Service Configuration Management	£295			08 (O)									
ITIL 4 in Action Simulation	FREE		17 (O)									16 (M)	
IT Service Continuity Management	£295				05-06 (O)								
Kanban Method	£295					19 (O)							
Knowledge Management (KCS)	£295			22-23 (O)						12-13 (O)			
Major Incident Management	£295			17-18 (O)				14-15 (O)				04 (L)	
Post Incident Review	£295						09-10 (O)						
Problem Management	£295		17-18 (O)							16 (L)			
SAFe Simulation	FREE				28 (O)								
Service Catalogue	£295						24 (O)						
<b>MEMBER MEET-UPS</b>													
Online	FREE		03 (O)	03 (O)		TBC		TBC	TBC	TBC			
London & South East	FREE			08 (L)									
Midlands & East Anglia	FREE												
North	FREE												
Northern Ireland	FREE						TBC						
Scotland	FREE				28 (G)								
South West & Wales	FREE										TBC		
<b>COMMUNITIES OF PRACTICE</b>													
Communities of Practice	FREE	17, 25 26 (O)	21, 22 (O)	28, 30 31 (O)	27 (O)	16, 18 25 (O)	08, 13 29 (O)	18, 20 26 (O)	15 (O)	12, 14 28 (O)			07, 12 14 (O)
<b>LEADERSHIP COUNCIL</b>													
Council Meetings	FREE	12 (O)		14 (O)		04 (O)	14 (O)	13 (O)		07 (O)	12 (O)	09 (O)	13 (O)
<b>FORUMS AND WEBINARS</b>													
Service Management Forums	FREE		23 (O)				09 (O)			TBC			
Webinars	FREE			16, 29 (O)	29 (O)	10 (O)	12 (O)						
<b>ANNUAL CONFERENCE</b>													
ITSM22 Conference & Awards	SEE WEB											14-15 (R)	

Key: (B) Belfast, (G) Glasgow, (L) London, (M) Manchester, (R) Reading & (O) Online. 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](http://www.itsmf.co.uk/events)

# PSMF: assessing and refining your professional skills

For some time now members have been asking for help with the practicalities of skills management. In particular, we know that organisations need to understand how their role profiles compare with industry standard roles; how to manage skills development within their teams and identify significant gaps; how to map development needs against available training providers; and how to draw up individual action plans for team members.

We are proud to announce that our Professional Skills Management Framework (PSMF) platform has undergone significant development. Now based on the popular SFIA 8 framework, it addresses all of the points above and opens up a wealth of personal development opportunities to itSMF UK members.

Why not take our FREE skills self-assessment, and then find out how to get started with an action plan and easy-to-use role profile

mapping? All the information you need is on the PSMF page on the website.

Alternatively, if you'd like to view the skills of your team, allocate appropriate staff to projects, identify competency gaps, and put training programmes in place, contact us to discuss your own instance of PSMF.



# Measuring your service management maturity



**Maturity is a measure of an organisation's ability to deliver predictable outcomes, including on-time delivery, productivity, quality, compliance, and customer satisfaction. Crucially, it has a proven link to organisational success. The higher your level of maturity, the more likely you are to achieve your service management and organisational objectives.**

Members often ask us about benchmarking to determine how their ITSM maturity compares with that of similar organisations. This topic is regularly discussed on member forums and has been flagged as a priority by our own Leadership Council.

Axelos recently launched their ITIL Maturity Model platform; and itSMF UK – in our new role as an Axelos Consulting Partner (as required in order to use the platform) – are pleased to be able to offer an assessment service to members based on this Model.

By providing this service we will be able to help our member organisations understand clearly where they need to focus in improving their overall level of maturity. And over time the anonymised data we collect from these assessments, in addition to the

benchmarking data Axelos publishes, will allow organisations to see how they compare with their peers.

Interested in finding out more? Check out the Maturity Assessment page on the website or contact the office to set up an initial call.



# What happened to the bookstore?

You might be wondering why itSMF UK does not currently offer a bookstore facility. For some years we have provided service management publications to members at discount prices, mainly through our partnership with ITIL publisher TSO. Since the acquisition of Axelos by PeopleCert, the process for obtaining publications for qualifications and reference purposes has changed, and itSMF UK is regrettably no longer able to offer this service. We're exploring other options and hope to provide bookstore services again later in 2022.

In the meantime, members looking to obtain copies of the official ITIL publications can obtain them in digital format from the VitalSource bookstore.



## New chairs for itSMF UK groups

Barry Corless has taken over as chair of itSMF UK North Region, replacing Jennifer Smith who is stepping down after several years in the role. Barry, Director Consulting Expert at CGI, is a former chair of itSMF UK and a popular speaker and author. He joins our other regional chairs, Sean Burkinshaw (BT), London and South East; Chris Kingsbury (CGI), South West and Wales; Mark Temple (University of Glasgow), Scotland; and John Jenkins (Allstate), Northern Ireland, who will be organising meet-ups in their respective areas in the months ahead.



BARRY CORLESS



KEVIN SHARP

Meanwhile Kevin Sharp will shortly be taking the chair of our strategic think-tank, the Leadership Council. Kevin has been an active member of itSMF UK for many years, first at EE and BT and latterly with Legal & General, where he is Head of Service Management, Group Technology.

Welcome to the new roles, Barry and Kevin! And many thanks to Jen Smith and to outgoing Leadership Council chair Tristan Thorpe for their time and commitment.

## New membership benefits video

There's so much going on at itSMF UK that we've recently revised our member benefits video.



We would really encourage members new and old to take a look (<https://www.youtube.com/watch?v=ikMDySy4BZ4>), as the video offers an excellent overview of the events and services available through our website.

And it takes just two minutes to watch!



# It's good to talk... so why not talk with us?



**There's so much going on in our member groups and communities of practice. Valerie Wilson invites you to join in.**

James Keller once said, 'A candle loses nothing by lighting another candle'.

As the board member for itSMF UK member groups, this is the mantra that I and my team of nine volunteer chairs try to live by when developing member meet-ups and communities of practice throughout the year. It's all about sharing knowledge, debating the latest industry thinking, building relationships, and creating allies in our desire to understand more about the world that is IT service management.

Our three communities of practice (CoPs) were set up two years ago, and have matured well over the Pandemic era into sound working groups where individuals meet to discuss various relevant subjects. Whether it's design and transition, management of service, or strategy and planning, there is something for everyone. The forums meet monthly, with all three coming together quarterly to cover a mutually engaging topic. Usually meeting for 60 to 90 minutes over lunch, the CoP agenda is set by the community, and guest speakers are brought in to give a leading-edge update on their area of expertise, which can prompt many a debate and often a longer lunch than bargained for!

We have tried to get the full line-up of events agreed early for the year (see the latest list on the website) to give all members an insight into what is coming up and plenty of time to align diaries.

In true service management style, we have taken the best bits that we learnt during the Pandemic and embraced the return to normality to create a hybrid of online and face-to-face events, catering for all preferences.

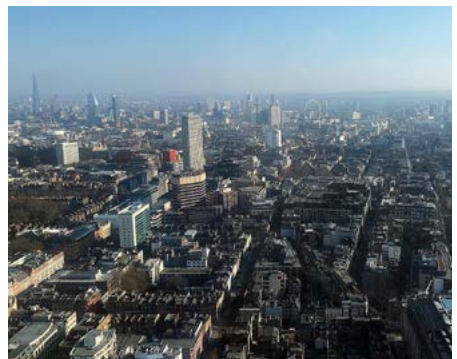
Our first physical event for South and East region was hosted by BT in the amazing BT Tower, and aptly named 'CI with a view'; and what a stunning day it was - in all respects! The beautiful weather ensured the views were amazing, and the conversations about continual improvement between the 30 or so attendees were equally as good! What a great day to reconnect with colleagues, enjoy an amazing environment and discuss the merits of CI. Many thanks to Daniel Breston and Sean Burkinshaw for facilitating the discussion.

Similarly in Glasgow our members enjoyed a face-to-face workshop on what we have learnt during the Pandemic - the good, the bad and the ugly. It's not until we stop and take time to properly reflect, discuss and challenge each other that we recognise just how far we have come in the last few years.

Other member events this year have included discussions on diversity and inclusion, the green agenda within ITSM, and the merits of maturity assessments. And the next few months will see us cover topics such as cloud transformation, interview skills within service management, as well as traditional favourites like incident management; so stand by for a packed agenda!

As ever, we would love to see more of our members join in the conversation. Just contact the office for more information or sign up for any event via the website.

So why not light another candle with yours, sharing your knowledge and thoughts on the topics that really interest you? One thing we have all learnt over the last two years is that connecting with others is of the uttermost importance, so we would love you to come and join us this year.



**Valerie Wilson**

Valerie is the Head of UK Managed Services Operations for BT and a member of the itSMF UK Board.



# ITSM22

MADEJSKI STADIUM, READING 14-15 NOV

## IT'S GREAT TO BE BACK!

After two years of successful digital conferences, we are excited to announce we'll be back 'in-person' for ITSM22.

With more than 40 presentations from across the industry, ITSM22 offers a plethora of great content, discussions and networking opportunities. The agenda, to be announced shortly, is one of our best to date. Alongside established subject matter experts and consultants, we have speakers from organisations as diverse as Danske Bank, the Ministry of Defence, Legal & General, Fujitsu, BT Enterprise, Vodafone, Kingfisher, cinch, the Home Office, Experian and the University of Oxford.

Our speakers will be offering their personal insights and experience on every topic from value stream mapping, humanising IT and service portfolio management to disruptive problem management, mental health, ITIL 4 and AI. ITSM22 really does bring together the leading exponents of service management in two excellent days of learning and interaction.

The Madejski Stadium is Reading – close to the M4 and a mainline railway hub – offers the perfect venue for the event. This year we're focusing on content and networking, putting the delegate at the centre of the Conference experience. In place of our exhibition, we'll have more areas for interaction and informal discussion, plus themed round-table discussions over lunch. There's a hotel right next door, and other accommodation options a short walk away. We'll also be welcoming delegates on the evening before the Conference starts at the stylish Club 106.

And of course, we're delighted to re-introduce our PSMA awards gala dinner on the Monday evening of Conference. There's further information on page 10 for anyone wishing to submit a nomination; but whether you attend as a hopeful nominee or just to celebrate with colleagues and peers, the dinner really is a joyous occasion and one of the high-spots of the service management calendar.

We want everyone who attends ITSM22 to feel safe and included. Your health and safety are of the utmost importance to us and we will of course be taking all precautions and applying any COVID-19 safety guidelines that apply at the time.

Why not book your place today at [www.itsmf.co.uk/itsm22](http://www.itsmf.co.uk/itsm22)? Our early booking discount runs until the end of May, so don't miss out!

We look forward to seeing you there!



**Book your place at [www.itsmf.co.uk/itsm22/](http://www.itsmf.co.uk/itsm22/)**

# PSMA22: awarding excellence in service management



## The call for nominations for our Professional Service Management Awards (PSMA) is now open.

Why not give some thought to the outstanding service management professionals in your organisation who deserve a place on our platform this year? Who are the unsung heroes of the Pandemic? Which service management teams and practitioners have gone the extra mile? Where are the real success stories? We hope you're going to tell us.

PSMA offers a great opportunity to highlight the achievements of IT service management individuals and teams, whose skills, commitment and imagination have marked them out for special recognition.

This year we're bringing back the awards gala dinner on Monday 14th December during Conference; a real treat for award finalists and a great opportunity to dust off the tuxedos and crack open the bubbly. Hosted by popular sports commentator Steve Rider and kindly sponsored by PeopleCert, this will surely be an evening not to miss.

You can check out the call for nominations or book your dinner tickets on the itSMF UK website.

**"This recognition as an itSMF UK award winner has given the entire team a huge boost in confidence and belief in our vision."**

*Brett Dodd, DWP – Team of the Year winner, 2019*

## AND THE WINNER IS...

Take a look at last year's lucky winners and finalists! For the stories behind the entries, you'll find the nominees' videos on the website.



### Paul Rappaport Lifetime Achievement Award

#### WINNER

- John Windebank

### Service Management Team of the Year

#### WINNER

- Hutchison Three UK

#### FINALISTS

- EMS Problem Management, BT Enterprise
- Barclays Bank
- Openreach Limited
- Netstar UK

### Service Innovation Team of the Year

#### WINNER

- Ministry of Justice

#### FINALISTS

- Fuse Universal
- Brewin Dolphin
- EMS Capacity and Performance Management, BT Enterprise
- NTT DATA UK

### Service Provider of the Year

#### WINNER

- Retail Assist

#### FINALIST

- Halo Service Solutions



### Young ITSM Professional

#### WINNER

- Luke Blackburn, Dept for Work and Pensions

#### FINALISTS

- Samantha Fergie, BT Enterprise
- Ananya Sett, BT Enterprise

### Thought Leadership Award

#### WINNER

- Ian Macdonald, Edenfield IT Consulting

#### FINALISTS

- Strategy and Planning Community of Practice
- Rob Akershoek, DXC
- Chris Good, Mason Advisory



### Ashley Hanna Contributor of the Year

#### WINNER

- Chris Kingsbury, CGI

#### FINALISTS

- Sara Wilkes, SCC
- Mark Burgess, FaME Consultancy
- Richard Oliver, MSL Consulting



22

# SITS

THE SERVICE DESK  
& IT SUPPORT SHOW

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# AFTER THREE LONG YEARS, SITS IS BACK THIS SPRING!

**SITS – The Service Desk & IT Support Show will be returning to ExCeL London on the 11-12 May 2022. Europe's leading event for IT Service Management and Support will host over 60 IT suppliers as they give demonstrations of their newest tools and catch up with clients.**

“Since we announced that SITS will run this spring, we've been overwhelmed with interest and support from the industry,” says the Show's Director, Alice Fulton. “SITS 2022 is set to be two unmissable days, one extraordinary event and countless opportunities for business and innovation.”

Following a tough couple of years and the postponement of the 2020 and 2021 shows, the industry is now raring to get back together. Event organisers Diversified Communications UK predict that this show will be the biggest yet as people are more excited than ever to reconnect face-to-face. ITSM vendors and start-ups are preparing to unveil new innovations and research into the latest tools and trends, including everything from AI to enterprise service management.

As well as testing out new software, there will

be two days' worth of education to explore. Three theatres will hold over 35 free sessions between them, while the Keynote theatre will host a further ten presentations from industry leaders. There will also be multiple breakfast briefings and Hot Topic workshops on everything from ITIL to CMDBs, with sessions from big names such as Marval Software, Hornbill and ivanti.

A Service Desk Manager at Amplience who visited SITS in 2019 said, “Attending SITS was so valuable. I started implementing changes

that I had learned in the seminars as soon as I got back to the office. You will gain focus and excitement about your job.”

“SITS is an important annual event in our calendar as it directly connects us with our target market,” says Ashley Hough TOPdesk, who will be exhibiting this year. “It gives us the opportunity to network, and to share insights and expertise with industry professionals.”

## What are the highlights?

One of this year's recurring themes is experience management. Post pandemic, both customer and employee experience are more important than ever to ensure the best service delivery. There'll be tips on how to get started and use experience management to continually improve service.

For those looking to the future, you'll also find sessions on AI, automation and machine learning – best practice, real-life case studies and guidance on how to apply the latest thinking to any size of service desk.

You can also gain insights from thought-leaders and business experts, including Kelverion who will be discussing the results of a recent survey to identify respondents' plans for automation and to gauge the reality of the hype generated by market analysts.



After three long years, SITS is back this spring!



Their session is called 'The Reality of Service Management Automation'.

ivanti will be delving into 'Designing a great self-service', with a look at a typical user interaction to see what tips and tricks can be 'borrowed.'

Moonshot Consultancy will be holding a session called 'No More Heroes: Transforming incident management', which will outline how you can reduce your average recovery time, reducing variability and enabling a continuous improvement model.

### Explore our comprehensive programme

As we start recovering from the Pandemic, remote working is on everyone's agenda. JumpCloud, with their flexible cloud directory platform, will be hosting a panel session called: 'Remote work, everywhere, all the time - How has the pandemic affected the service and support function?' The panel will explore the issues that organisations are facing around their support and service capabilities, discussing how teams have coped as remote work went from stop-gap, to a reliable option, to business as usual.

This year's line-up also features Marval Software, who are running a session on the future of AI and machine learning in service management. It's hard to avoid the constant developments in AI technology and how the use of AI, machine learning and automation has become a necessity instead of a luxury.

Hornbill are hosting a Q&A session called 'Meet the innovators'. Three IT leaders in the market, whose service impact has changed their business DNA, will share the challenges they've encountered, alongside the solutions and tactics that allowed them to reshape their service experience across FTSE 250, Government and Blue Light organisations.

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# CI with a view



## Continual or continuous; collaboration or cooperation... Sean Burkinshaw reports on the many flavours of CI from the lofty heights of the BT Tower.

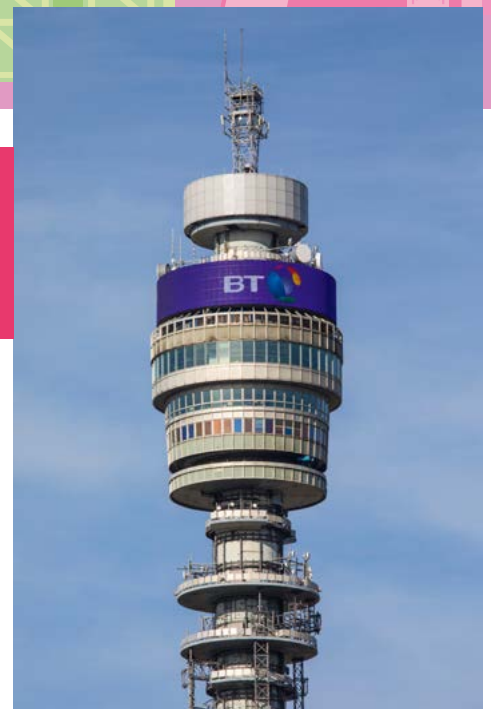
The 8th March 2022 was a great day. A group of people came together to discuss continual improvement. Finally let out after 2 years of Zoom gloom and Teams tedium, we booked a swanky venue to host the first post-lockdown face-to-face itSMF member meet-up: the top of BT Tower in London.

The sun shone, and the views over London were spectacular. We had a great turnout with over 30 attendees from many different industry sectors. There were selfies galore as delegates posted pics to celebrate International Women's Day on social media. All before we'd even started – but I'd like to think most people came for the discussion as well as the views!

### So what did we discuss?

It struck me on reflection after the session that there is no right or wrong way to do CI. There is no blueprint. But there are a few recurring themes that I think will help:

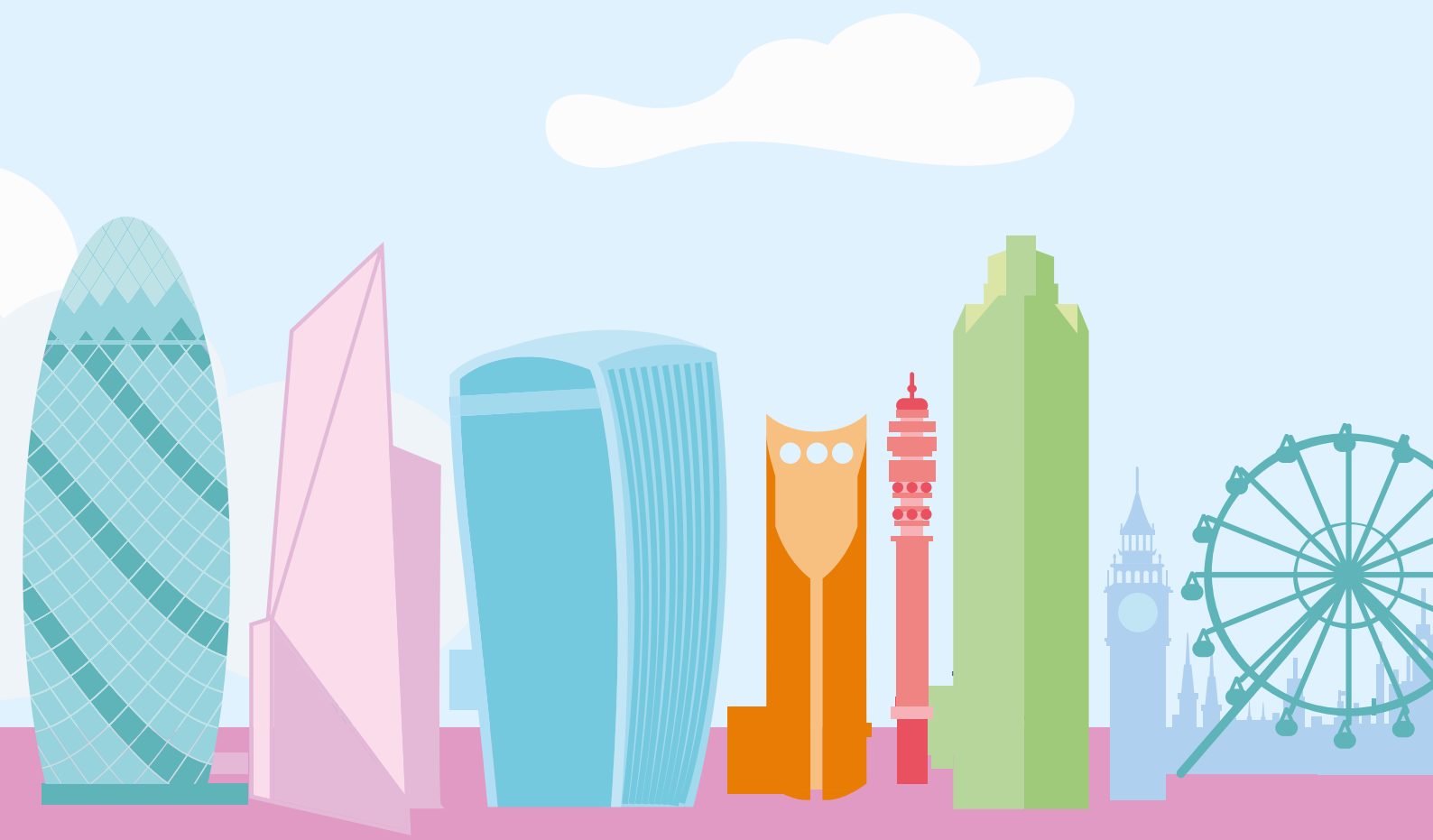
- Continual versus continuous. It may seem like bartering semantics but there's a distinct difference between the two terms. Continuous improvement is linear. You start, you improve, and you end. Continual improvement is incremental. It's a series of steps, where you check progress and alter course if things change. There's a great article on the subject called Continual improvement explained by Stephen Mann – definitely worth a read!
- The importance of leadership. Those closest to the customer know what the problems are. They often know how to fix them. But without leadership backup, fixing the issues is hard. Leadership in an organisation needs to get behind people wanting to improve, and give them the time and resources to do so. It'll pay off in the long run.
- Collaboration versus cooperation. Some people use these words interchangeably. Cooperation is fine. We all like it when someone does something we ask.



But great things happen when people collaborate. Collaboration is when people get together to achieve a common goal. From a CI perspective this underlines the importance of having (and sharing) a goal. There's always a finite list of things you can improve in isolation. A group of people knowing and wanting the same outcome leads to collaboration.

- Roadmaps and milestones. Heraclitus, the Greek philosopher, is quoted as saying





“change is the only constant in life”. Having a clear vision of where you want to be is vital. Having a roadmap with milestones you can tick off when you get there is a useful aid to improvement. But that’s all caveated with ‘what if things change’. A key part of continual improvement is identifying where you are, assessing the current climate, and changing course to suit. Roadmaps should be reviewed and altered regularly. Yes, you may think you’ve wasted effort, but correcting the course early is far better than sticking to a plan that gives you the outcomes you wanted when you wrote it, but not the ones you need now. And the learning you gained by correcting the path massively offsets any effort you put in.

### What did we all agree on?

Along with these recurring themes, attendees at the event reached consensus on a number of important points:

- Having a clear goal. For some this is financial, for others customer-experience or people related. Having a clear goal enables collaboration and celebration, and not being too prescriptive gives the people close to the issue the flexibility to be creative.
- Measuring progress. It’s important to know where you are and where you want to be. This could come down to details or it could be a simple three-point scale of bad / good / great. How do you know if

your improvement is successful unless you measure it?

- Culture. Working in ITSM can be hard. It can be complex. Human beings are flawed and we make mistakes. But nothing kills innovation like blame. Getting things wrong is where we learn the most. Embrace and celebrate it!

### What we thought was flexible

- CI registers. There is no set way of recording the things that need improving. Some people have roadmaps, some use a more iterative approach. As long as you understand the goal, track progress in whatever way works for you.
- Roadmaps, planning, and tracking. As long as you have the flexibility to adapt as goalposts change, you should be able to choose whatever tools help you to promote visibility and achieve your goal.

### In conclusion

Thank you to everyone who turned up on the day. It was a lively discussion, and it was great to hear how people in various industries approach continual improvement. Hope to see you at the next one!

And finally thank you to Daniel Breston, for

captivating the audience for an hour, with no script and no slides, and giving a masterclass on value stream management using human post-it notes.

You can check out Daniel’s excellent webinar on Value Stream Management on the website.



### Sean Burkinshaw

Sean Burkinshaw is an ITIL Specialist at BT and chair of the itSMF UK London and South-East region. We’ll be getting together for another regional meet-up in August 2022. Look out for more details on the itSMF UK events page.

# How are ITIL 4 and ISO/IEC 20000-1 related?



**How exactly do ITIL and ISO/IEC 20000 fit together? Lynda Cooper offers some clarification, and looks at Part 11 of the standard, which focuses specifically on the relationship between the two.**

ITIL 4 is best practice guidance; it is not an industry standard. Organisations cannot be ITIL certified to prove that they meet all of the requirements of ITIL 4. However, an individual can attend courses and take exams to become qualified in various aspects of ITIL 4.

ISO/IEC 20000 Part 1 is an international standard that specifies 217 requirements for service management. An organisation can be assessed and certified that it meets the requirements of the standard. An individual can attend courses and take exams to become qualified in various aspects of

20000-1, such as an overview of the requirements, auditing or implementation.

ISO/IEC 20000-1 specifies an integrated process approach whereby the organisation establishes, implements, maintains and continually improves a Service Management System. The services can be delivered to internal or external customers or a combination of both.

Other parts of the ISO/IEC 20000 series provide supporting guidance. Part 2 provides more detail about the requirements of Part 1. Part 3 provides

guidance about the scope and applicability of Part 1, while Part 5 provides guidance on its implementation. Part 7 provides help with integrating 20000-1 with 9001 (quality management) and 27001 (information security management). Part 10 expands on the concepts and vocabulary involved. However, none of the guidance is as detailed as that found in ITIL 4 and it is all based around the requirements of ISO/IEC 20000-1.

Both the ISO/IEC 20000 series and ITIL provide guidance on planning, design, transition, delivery and improvement of

services that create value to the business and its customers. An organisation can adopt ITIL guidance to support the management of its services in alignment with the requirements specified in ISO/IEC 20000-1. Other frameworks can also be used such as Agile, IT4IT, SIAM, VeriSM and DevOps to name but a few. ISO/IEC 20000-1 does not specify any underlying framework that an organisation has to use to meet its requirements. It specifies what to do and each organisation decides how to meet the requirements. This allows the standard to be applicable to all sizes and types of organisations – large and small, public and commercial.

## ISO/IEC 20000-11 (Part 11): guidance on the relationship between ISO/IEC 20000-1 and ITIL 4

In September 2021, ISO/IEC 20000-11 (Part 11) was published which provides guidance on the relationship between ISO/IEC 20000-1 and ITIL 4. It is an update of the previous guidance which covered ITIL V3.

ISO/IEC 20000-1 and ITIL are not based on each other, but they have features in common and there are relationships between the two. There is a strong correlation between most of the ISO/IEC 20000-1 requirements and ITIL guidance. An organisation that has already adopted ITIL or some of the other methods/frameworks will find this helps to achieve conformance with ISO/IEC 20000-1, although it is unlikely to meet all of the requirements of 20000-1.

As ISO/IEC 20000-1 specifies the critical aspects of service management, it can be used as an approach to navigate through the critical parts of service management frameworks such as ITIL. This can be achieved by looking at the ISO/IEC 20000 requirements and guidance before examining the more detailed guidance that can be found in the framework(s) of choice.

An organisation that has not adopted any service management best practice guidance and wishes to achieve certification to ISO/IEC 20000-1 can use the best practice guidance to support them in how to implement the requirements of ISO/IEC 20000-1. Similarly, an organisation that is already certified to ISO/IEC 20000 may find service management best practice guidance useful to support continual improvement.

Part 11 Clause 4 of the standard provides an overview of ISO/IEC 20000-1 and ITIL 4 before describing how ITIL can support the demonstration of conformity to ISO/IEC 20000-1. Part 11 Clause 5 provides a very high-level overview of the correlation with each of the ITIL4 publications. For example:

- ITIL 4: Create, Deliver and Support correlates primarily with various parts

of ISO/IEC 20000-1, including Clause 7: Resources, competence and knowledge; Clause 8: Various service management practices; and Clause 9: Monitoring and measurement

- ITIL Practice Guides correlate with various parts of ISO/IEC 20000-1, especially Clause 8: Various service management practices, and Clause 10: Continual improvement.

## Correlation of terms and definitions

Part 11 Annex A provides a comparison of the terms and definitions used in ISO/IEC 20000-1 and those in ITIL 4 publications. The correlation of words specifically defined in ITIL 4 to words in ISO/IEC 20000-1 not defined but used with a common English dictionary definition is also shown. It is important when working with the two areas to understand the meaning of words used. For example:

- Objective is a defined term in ISO/IEC 20000-1 as 'result to be achieved'. It is not defined in ITIL 4 but it is noted that 'ITIL 4 does not define objective. However, it describes an objective as the outcome that an organisation wants to accomplish. [Foundation]'
- Organisation is defined the same in both areas as 'person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives'.
- Service is defined slightly differently in the two areas. ISO/IEC 20000-1 defines it as 'means of delivering value for the customer by facilitating outcomes the customer wants to achieve' while ITIL 4 defines it as '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.'
- ISO/IEC 20000-1 defines a service management system while ITIL 4 defines a service value system.
- ITIL 4 defines configuration and configuration item but ISO/IEC 20000-1 only defines configuration item.

## Correlation of clauses in ISO/IEC 20000-1 to paragraphs in ITIL 4

The correlation of ISO/IEC 20000-1 clauses to paragraphs in ITIL 4 is intended to provide a view of the relationships between the two references. The correlations are shown in two tables as 20000-1 to ITIL 4 and then reversed as ITIL 4 to 20000-1. Only those correlations with significant matches are listed. Correlations are found for all ISO/IEC 20000-1 clauses. For example, problem management is mapped to ITIL 4:

- Foundation 5.2, *Service management practices* – Discusses problem management.
- Drive Stakeholder Value 8.2, *Ongoing service interactions* – Discusses interacting with end users in problem management.
- Create, Deliver and Support 4.2, *Model value streams for creation, delivery and support* – Discusses the use of value streams in problem management.
- Practice Guides, *Problem management* – Discusses problem management in terms of the four ITIL Dimensions.

Correlations are found for most of the ITIL 4 books and sections. One example where there is no correlation is for Managing innovation and emerging technologies in the Digital and IT Strategy. An example of correlation is in Direct, Plan and Improve: section 2, where Strategy and direction is mapped to ISO/IEC 20000-1:

- 1 Leadership
- 2 Policy
- 1 Risks and opportunities
- 2 Objectives
- 3 Plan the SMS
- 4 Communication 8.2.4 Service catalogue
- 4.1 Budgeting and accounting
- 4.2 Demand
- 4.3 Capacity.

## Further information

The full text of ISO/IEC 20000 Part 11 can be obtained from various places including the BSI bookshop: <https://shop.bsigroup.com/products/information-technology-service-management-guidance-on-the-relationship-between-iso-iec-20000-1-and-service-management-frameworks-iti%C2%AE>



**Lynda Cooper**

Lynda Cooper is Management Consultant/Director at Service20000. She is an independent consultant and trainer, and the project editor for ISO/IEC 20000-1. She chairs the BSI committee for service management and sits on various ISO/IEC committees representing the UK.



# I'm alright, Jack!

## The rise of the T-shaped individual



**Barry Corless discusses the phenomenon of the 'T-shaped individual' and considers why they are increasingly popular in service management.**

The term 'Jack of all trades – a master of none' is typically seen as a less than flattering rebuke. Used in this manner it generally describes a person whose knowledge, while covering a number of areas, is superficial in all of them. In the current form the phrase can trace its heritage back to the 1700s. However, there is evidence to suggest that before the addition of "master of none" it was seen as a compliment for a person who is good at fixing and has a very good broad knowledge. It is that second view that I want to explore as we track the rise of the T-shaped individual in the modern digitally-driven organisation.

So, what is a T-shaped individual? I like this definition from 2005: "T-Shaped people are those with deep knowledge in one discipline, but at the same time a strong sense of curiosity for other disciplines and a

will to learn from experience in other fields. They are ideal 'cross-pollinators.'" (Kelley, 2005).

These people exist very successfully in many industries. My own brother is a time-served joiner. You name it and he can make it in wood and fit it where you want it. Windows, staircases, doors, porches, the list goes on. Over the years, he has picked up enough basic skill and appreciation of building, plumbing, electrical and other trades to allow him to know what he can tackle himself and when he needs to combine with other experts. If you ask, he will say his skills have grown by necessity, not design to let him get the job done. An accidental T-shaped person if you will. I'd argue that traditional IT departments have been very much the same. My own story of skills adoption is one of necessity over design, as my early days ranged through MVS, VME, Fortran, COBOL

... to ITIL, PRINCE2, DevOps and Agile later on.

During the 1980s there came a point when it was decided that a Jack of all trades was a pretty good idea. Anecdotally, the term 'T-shaped man' was used internally by McKinsey & Company for recruiting and developing consultants and partners – men and women. Into the current millennium we see T-shaped skills as a very common occurrence in the agile software development world, referring to the need for cross-skilled developers and testers in an agile team. We talk of the 1:3/3:1 rule in Agile and DevOps teams: i.e. every 1 person can perform 3 activities and every 1 activity can be covered by 3 people.

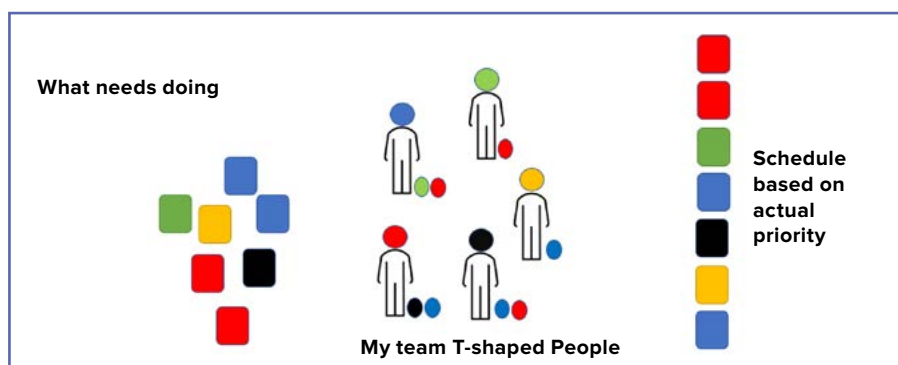
The benefits of such a deliberate approach to creating specialist generalists in your teams can be summed up as follows:

# I'm alright, Jack! The rise of the T-shaped individual

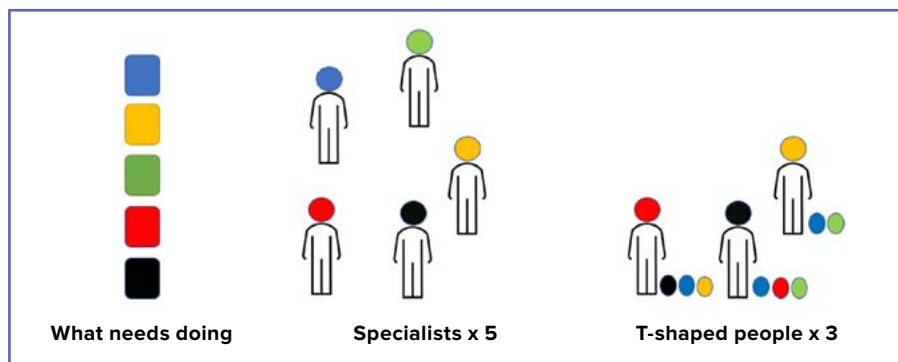
T-shaped people allow us to cope with varied demand based on ACTUAL priorities. In this first scenario the order of work being done is based wholly on specialist availability.



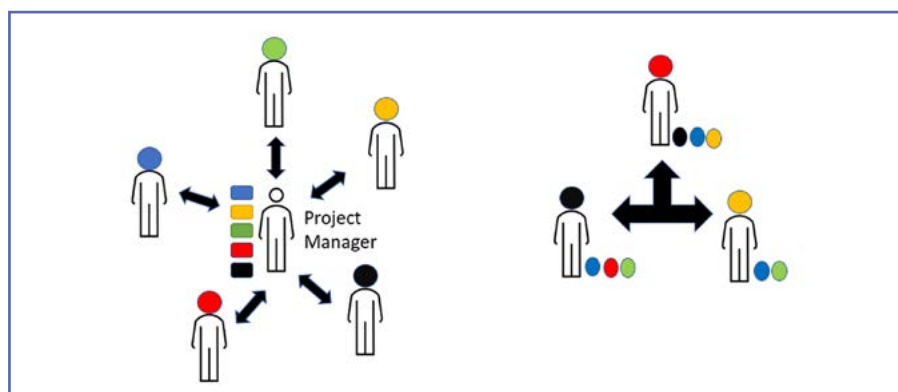
Contrast that with the situation where my team are T-shaped, where the same work can be scheduled based wholly on priority.



T-shaped teams will often be able to do more with the same number of people or indeed do the same with fewer people.



If people only know a single skill, then developing your product or delivering your service requires as many people as skills. If team members possess more than one skill, then you will almost certainly need fewer people.



The added benefit of fewer people with a wider world view is in communication and understanding context. Communication in teams of specialists very often involves a manager or project manager acting as a conduit.

Does this mean the day of the expert is dead? Of course not. Experts will always be needed for certain tasks but they also have a crucial role to play in overcoming bottlenecks. For example, a particular task (let's say security approval) may be blocking overall progress due to its dependencies that allow other actions. Often the best person to work on the unblocking task is the person who can complete it the fastest. You guessed it: the expert. Indeed, experts are a most desirable group of people when it comes to clearing bottlenecks.

The latest version of SFIA (v8) has embraced T-shaped individuals in defining roles. SFIA defines the skills and competencies required by professionals who design, develop, implement, manage and protect the data and technology that power the digital world. SFIA acknowledges that there is no industry definition of T-shaped. Still it states that, "You can map any approaches to role design, working patterns, career development using the existing components of the SFIA framework".

To incorporate SFIA skills and levels of responsibility into the T-shaped model it recommends that the vertical bar of the T should list the things you have to be able to do that can be described by SFIA skills & levels or levels of responsibility. The horizontal of the T should be the things you need to know where an increased or in-depth knowledge is required for the items in the vertical. On the outer edges of the horizontal line, it is sufficient to be aware of concepts, processes, tools and how they fit your role.

Don't forget that itSMF UK's own Professional Skills Management Framework (PSMF) is underpinned by SFIA 8 so it too can help to define and develop those T-shaped service management roles.

It's fairly clear that planning for T-shaped people in your organisation can only be seen as a positive. Letting them develop by accident has a similar effect but it is both slower and more haphazard than the planned approach. It's time to embrace the Jack of all trades; they may very well be the key to your success.



**Barry Corless**

Barry Corless is Director Consulting Expert at CGI and a former chair of itSMF UK.

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