

ITIL4 Guiding Principles and Human Digital Transformation



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Agenda

Background

The Value of Service Management

Introduction to ITIL4

ITIL4 Guiding principles:

Agile, Devops, Shift left

Digital Transformation, Automation, Robots, AI

Summary

Questions

Background

Frameworks and standards are part of the toolbox...

... not a swiss army knife as a panacea for all.



The value of Service Management

Collaboration



HOW WE ENGAGE AND WORK WITH COLLEAGUES, USERS, CUSTOMERS AND PARTNERS

Business focus



THE WAY THAT WE WORK TO MEET BUSINESS NEEDS, DEMONSTRATE VALUE, DEVELOP OUR VALUE STREAMS AND MANAGE COMPLEXITY, USE TOOLS AND WORK PRACTICES TO DELIVER PRODUCTS AND SERVICES

Assurance



THE APPROACH THAT WE TAKE TO MANAGING RISK, ACCOUNTABILITY, TIME-TO-MARKET, AND EFFICIENCY

Innovation



HOW WE DEVELOP NEW AND UPDATED PRODUCTS AND SERVICES TO DELIVER BUSINESS OUTCOMES – BOTH FROM DESIGN AND BUILD TO RUN AND SUPPORT

Governance



HOW WE ACCOUNT FOR AND SAFEGUARD THE KNOWLEDGE RESOURCES OF OUR CUSTOMERS – PARTICULARLY WITH CLOUD AND DISTRIBUTED MODELS.



QITIL[®]
PRACTITIONER

Communication...

Communication is a 2-way process

We are all communicating all the time

There is no single way of communicating

Timing and frequency matter

The message is in the medium

An Overview of ITIL 4

10 Things to know – ITIL4

1. **Demand** + input, 2,000 people, industry engagement
2. **Approach** – lean, agile, design principles, product management
3. **Service** – definition = ‘co-creation of value’
4. **Guiding principles** - how to adopt and adapt
5. **4 Dimensions** – areas to consider

6. **Systems view** – demand to value
7. **Service value chain** - the ‘rail network’
8. **Service value streams** – ‘trains and journeys’
9. **The (34) ‘practices’** – elevated from processes
10. **Programme** and next steps

“Design Principles” for ITIL 4

1

Modular

2

Lean

3

Practical

4

Evolutionary

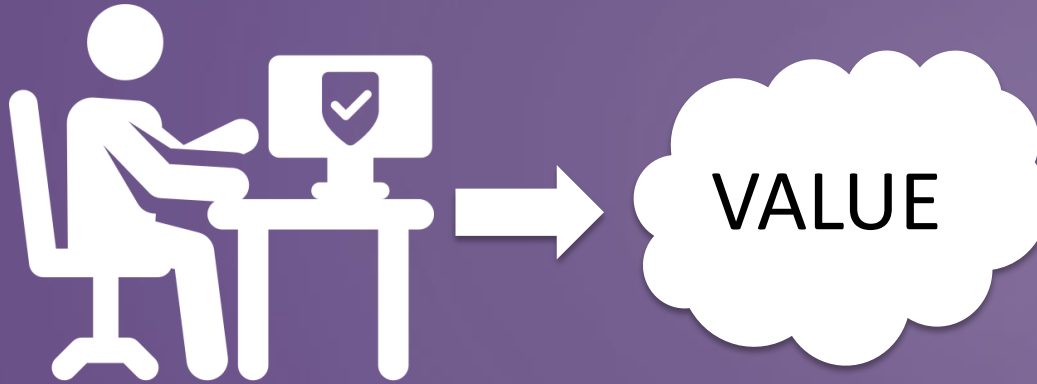
5

Collaborative

6

Flexible

Current Language: Delivering Value



Service Provider

New Language: 'Co-Creating' Value



ITIL 4 - The Guiding Principles

Think and Work Holistically

Collaborate and Promote Visibility

Optimize and Automate



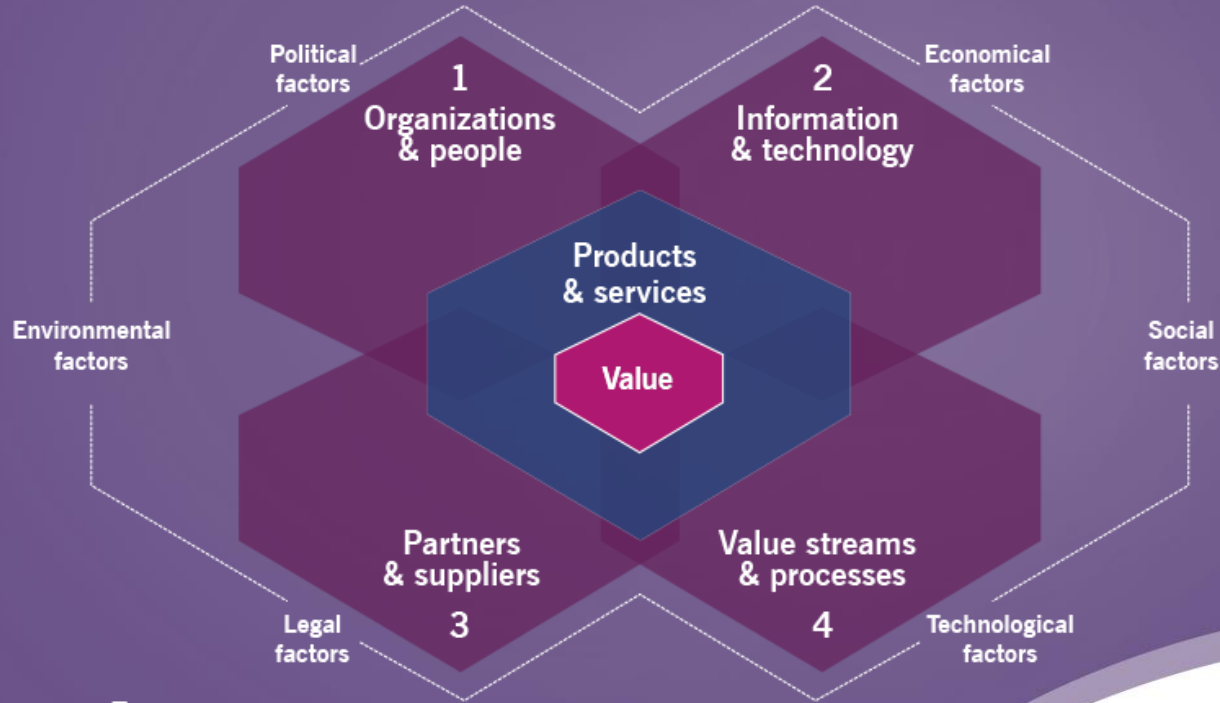
Start Where You Are

Keep it Simple and Practical

Focus on Value

Progress Iteratively With Feedback

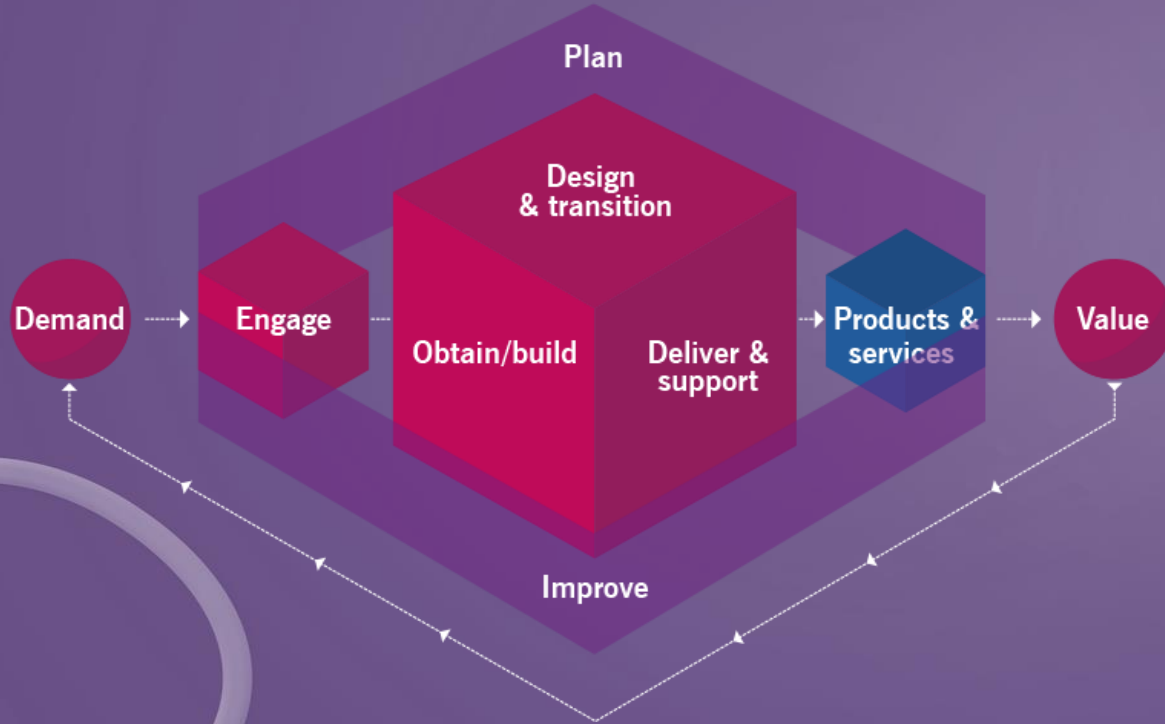
The Four Dimensions of Service Management



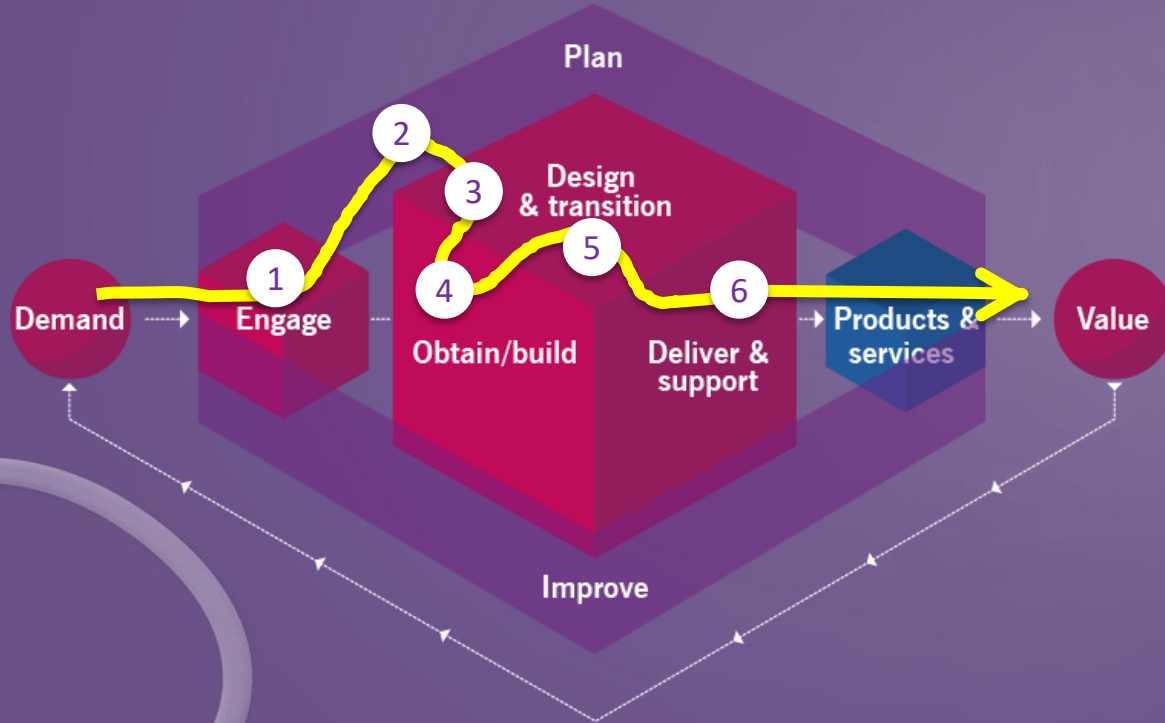
Factors

Any dimension could be affected by individual or multiple factors

ITIL 4 - 'Service Value Chain'



ITIL 4 - 'Value Streams'



ITIL4 – ‘Practices’

General management practices

- Architecture management
- Continual improvement
- Information security management
- Knowledge management
- Measurement and reporting
- Portfolio management
- Organizational change management
- Project management
- Relationship management
- Risk management
- Service financial management
- Strategy management
- Supplier management
- Workforce and talent management

Service management practices

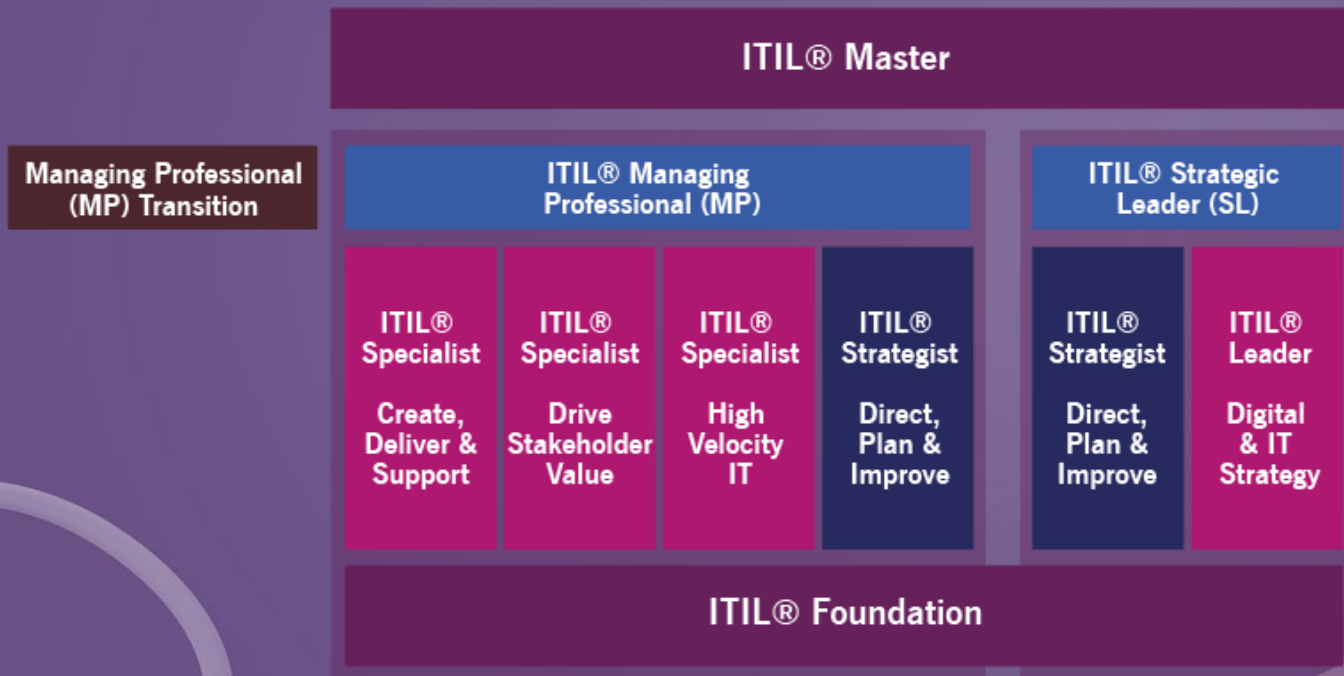
- Availability management
- Business analysis
- Capacity and performance management
- Change control
- Incident management
- IT asset management
- Monitoring and event management
- Problem management
- Release management
- Service catalogue management
- Service configuration management
- Service continuity management
- Service design
- Service desk
- Service level management
- Service request management
- Service validation and testing

Technical management practices

- Deployment management
- Infrastructure and platform management
- Software development and management

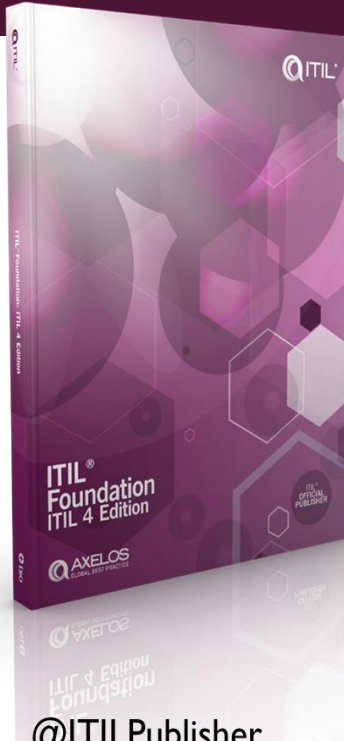
Looking Ahead - ITIL 4 Qualification Scheme

Looking Ahead - ITIL 4 Qualification Scheme



Looking Ahead - ITIL 4 Qualification Scheme





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The Official ITIL 4 Foundation Manual

- ✓ Core guidance for ITIL 4 Foundation exams
- ✓ *Available in English, German, Spanish and coming soon in French and Japanese*



ITIL Official Publisher

Looking Ahead - ITIL 4 Qualification Scheme



Looking Ahead - ITIL 4 Qualification Scheme



Looking Ahead - ITIL 4 Qualification Scheme



Looking Ahead - ITIL 4 Qualification Scheme





The Official ITIL 4 Managing Professional range

- ✓ Guidance for the ITIL 4 Higher Level exam preparation or Transition Modules
- ✓ Professional reference tool beyond the course
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SDI Global Best Practice Standard for Service Desk

Version 8

Global Best Practice Standard for Service Desk



First introduced in 2000



9 concept areas
138 best practice criteria



The only globally recognised Best Practice Standard specifically for service desks



Based on existing quality reference EFQM model



Service improvement mapping



Certification programme

Leadership

- 1.1 Alignment with business outcomes of the supported organization(s)
- 1.2 Service desk influence
- 1.3 Collaboration
- 1.4 Promoting teamwork
- 1.5 Promoting the service desk
- 1.6 Service performance transparency
- 1.7 Driving continual improvement
- 1.8 Customer-centricity
- 1.9 Service desk scope
- 1.10 Leadership skills

Policy and Strategy

- 2.1 Vision
- 2.2 Mission
- 2.3 Service desk strategy, critical success factors (CSFs) and key performance indicators (KPIs)
- 2.4 Strategic planning
- 2.5 Relationship management
- 2.6 Financial management
- 2.7 Information security management
- 2.8 Strategic value of the service desk
- 2.9 Project methodology

People Management

- 3.1 Role profiles
- 3.2 Recruitment
- 3.3 Onboarding
- 3.4 Skills program
- 3.5 Career development program
- 3.6 Personal performance reviews
- 3.7 Talent management
- 3.8 Remuneration
- 3.9 Informal reward and recognition
- 3.10 Absence
- 3.11 Service desk management competencies
- 3.12 Communication

Resources

- 4.1 Capacity, performance and reliability
- 4.2 Distribution of channel contacts
- 4.3 Workforce management
- 4.4 IT service management (ITSM) toolset
- 4.5 IT service management system utilization
- 4.6 Remote support
- 4.7 Integrated systems of support
- 4.8 Support of legacy systems
- 4.9 Tools and collaboration
- 4.10 Measurement and reporting tools
- 4.11 Knowledge management
- 4.12 Self-service
- 4.13 Service catalog
- 4.14 Supplier management
- 4.15 Optimization and automation

Processes and Procedures

- 5.1 Governance of processes and procedures
- 5.2 Risk management
- 5.3 Service level management (SLM)
- 5.4 Managing feedback
- 5.5 Incident management
- 5.6 Service request management
- 5.7 Incident and service request logging
- 5.8 Status assignment
- 5.9 Service level monitoring
- 5.10 Incident and service request closure
- 5.11 Interaction quality monitoring
- 5.12 Monitoring and event management
- 5.13 Problem management
- 5.14 Change control
- 5.15 Release and deployment management
- 5.16 Service transition
- 5.17 IT asset and service configuration management
- 5.18 Service catalog management
- 5.19 IT service continuity management
- 5.20 Information security management
- 5.21 Supplier management
- 5.22 Continual improvement
- 5.23 Modernization and transformation

Managing Employee Satisfaction

- 6.1 Employee satisfaction monitoring program
- 6.2 Skills and capabilities
- 6.3 Training plans
- 6.4 Staff morale
- 6.5 Employee engagement
- 6.6 Career development opportunities
- 6.7 Employee feedback
- 6.8 Positive team culture
- 6.9 Team meetings

Managing the Customer Experience

- 7.1 Customer experience program
- 7.2 Capturing customer feedback
- 7.3 Analyzing customer feedback
- 7.4 Customer feedback management
- 7.5 Relationship management
- 7.6 Customer profiling
- 7.7 Customer engagement
- 7.8 Service design

Management Information and Performance Results

- 8.1 Business related metrics
- 8.2 Reporting activities
- 8.3 Target alignment
- 8.4 Number of incidents
- 8.5 Number of service requests
- 8.6 Average time to respond to an inbound enquiry
- 8.7 Average time to respond to assigned incidents
- 8.8 Average time to respond to assigned service requests
- 8.9 Abandon rate

- 8.10 Average time taken to resolve incidents that are not resolved on first contact
- 8.11 Average time taken to fulfill requests that are not fulfilled on first contact
- 8.12 First contact incident resolution rate
- 8.13 First contact request fulfillment rate
- 8.14 First level incident resolution rate
- 8.15 First level request fulfillment rate
- 8.16 Re-opened incident rate
- 8.17 Re-opened service request rate
- 8.18 Incident backlog management
- 8.19 Service request backlog management

- 8.20 Percentage of hierarchic escalations
- 8.21 Percentage of functional escalations
- 8.22 Number of reassignments
- 8.23 Average incident resolution time by priority
- 8.24 Average request fulfillment time by priority
- 8.25 Average resolution time by incident category
- 8.26 Average fulfillment time by service request type
- 8.27 Comparison of service level targets to performance
- 8.28 Service desk knowledge usage
- 8.29 Customer-facing knowledge usage
- 8.30 Service desk knowledge quality and effectiveness
- 8.31 Customer-facing knowledge quality and effectiveness
- 8.32 Self-service monitoring measured against target
- 8.33 Monitoring incidents caused by changes measured against target

- 8.34 Total cost of service delivery
- 8.35 Average cost per incident by channel
- 8.36 Average cost per service request by channel
- 8.37 Employee satisfaction feedback
- 8.38 Employee turnover
- 8.39 Unplanned absence days
- 8.40 Periodic customer satisfaction measurement
- 8.41 Event-based customer satisfaction measurement
- 8.42 Complaints, suggestions and compliments
- 8.43 Problem records created through proactive problem management
- 8.44 Incident reduction through problem management

Corporate Social Responsibility

- 9.1 Community engagement and charitable activities
- 9.2 Environmental protection
- 9.3 Health and safety
- 9.4 Professionalism and ethics
- 9.5 Mental health and emotional wellbeing
- 9.6 Flexible working practices
- 9.7 Physical environment and ergonomics
- 9.8 Diversity and inclusion

Leadership

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- 9.7 Physical environment and ergonomics
- 9.8 Diversity and inclusion

ENABLERS

RESULTS

ITIL4

Governance
Plan & Improve

The 4 Dimensions 34 Practices

Value Chains
Value Streams

DEMAND

VALUE

SDC

LEADERSHIP
POLICY & STRATEGY

PEOPLE MANAGEMENT
RESOURCES
PROCESSES AND PROCEDURES
CORPORATE SOCIAL RESPONSIBILITY

EMPLOYEE SATISFACTION
CUSTOMER SATISFACTION
MANAGEMENT INFORMATION &
PERFORMANCE RESULTS

SDC PROGRAMME

SDC

INITIAL ENGAGEMENT WORKSHOP

ASSESSMENT

AUDIT

SURVEILLANCE

ITIL4 GUIDING PRINCIPLES

ITIL4

START WHERE YOU ARE
FOCUS ON VALUE

PROGRESS ITERATIVELY WITH FEEDBACK

THINK AND WORK HOLISTICALLY

COLLABORATE AND PROMOTE VISIBILITY

OPTIMISE AND AUTOMATE
FOCUS ON VALUE

ITIL 4 - The Guiding Principles

Think and Work Holistically

Collaborate and Promote Visibility

Optimize and Automate



Start Where You Are

Keep it Simple and Practical

Focus on Value

Progress Iteratively With Feedback

ITIL 4 Guiding Principles

- Understand and get consensus on:
- Issues, maturity, people, customers, challenges, impact, risk, costs, opportunities, positives
- Use good work already done
- Look for opportunities to collaborate and move forward

There's no 'one size fits all'

START WHERE YOU ARE



ITIL 4 Guiding Principles

- What is value?
 - Customer / user value
 - Business demand and value
 - Employee value
 - Stakeholder value...

Discover, define, build, target, measure, demonstrate

FOCUS ON
VALUE





Agile... Lean, DevOps

Constantly avoiding waste at all opportunities
(Lean)

Using automation to drive continual integration
and deployment

Focus on keeping work flowing

Using feedback loops

Making work visible

Small teams – ‘2 pizzas’

ENABLERS

RESULTS

ITIL4

Governance
Plan & Improve

The 4 Dimensions 34 Practices

Value Chains
Value Streams

DEMAND

VALUE

SDC

LEADERSHIP
POLICY & STRATEGY

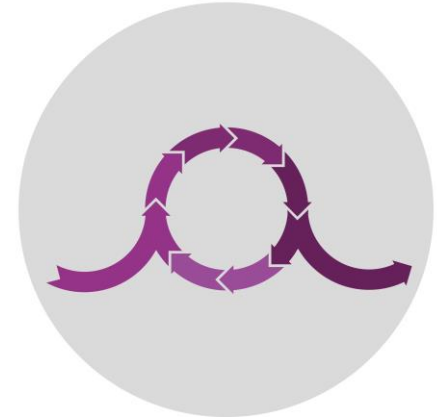
PEOPLE MANAGEMENT
RESOURCES
PROCESSES AND PROCEDURES
CORPORATE SOCIAL RESPONSIBILITY

EMPLOYEE SATISFACTION
CUSTOMER SATISFACTION
MANAGEMENT INFORMATION &
PERFORMANCE RESULTS

ITIL 4 Guiding Principles

- How to eat the elephant
- Work in sprints
- Use regular feedback loops to develop and check on progress
- Build engagement through regular ongoing interaction

**PROGRESS
ITERATIVELY
WITH FEEDBACK**



Seek out feedback from all stakeholders

Types of Feedback

Peer group
feedback

Management/staff
360 feedback

Customer
feedback (and
advocacy)

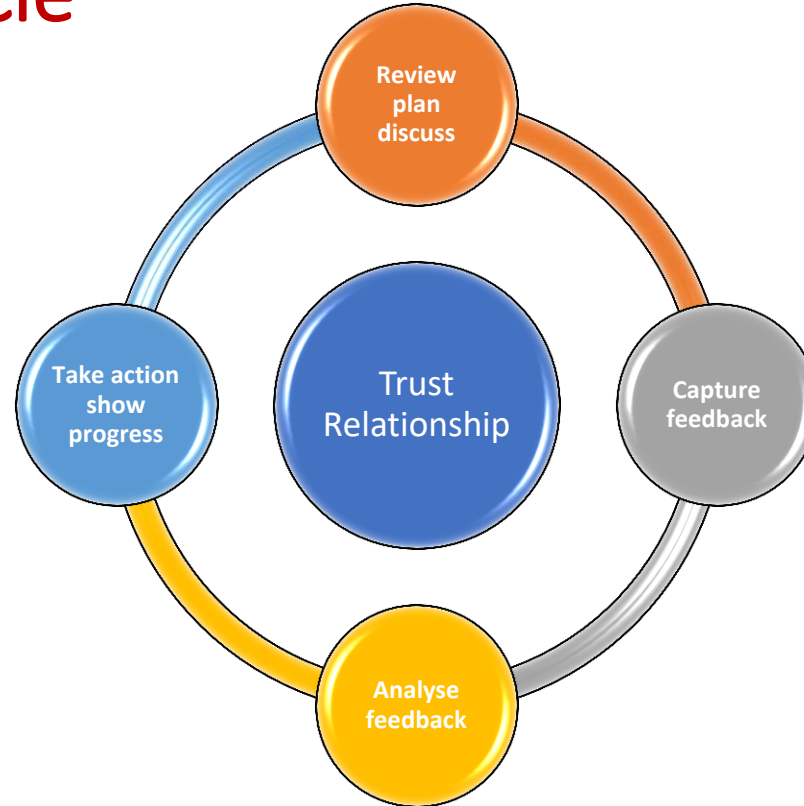
Employee
satisfaction
feedback

Operational, real
time feedback –
'Andon cord'

Feedback Loops

Performance
Results, reports
and data

Feedback cycle

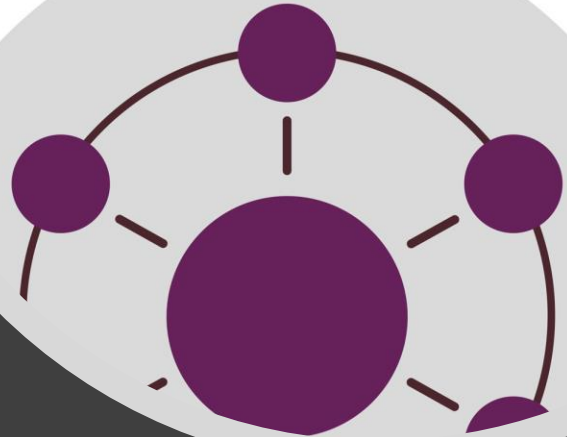


ITIL 4 Guiding Principles

- Ensure you can see the 'bigger picture' – business context, end-to-end
- Use journey mapping
- 'Shift left'
- Who else is involved - what is their perspective?
- Keep focused on all stakeholders and dimensions
- What is practical and achievable?

Present and demonstrate overall value – in context

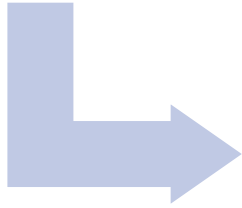
THINK AND WORK HOLISTICALLY



Tiered Support

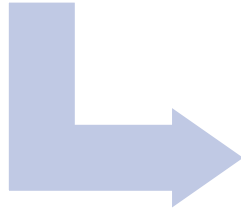
Service
Desk T1

- Log, fix or pass



Tier 2

- Delay / cost / effort



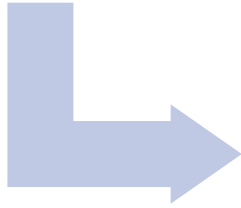
Tier 3

- Delay / cost / effort
- / interruption

Tiered Support - challenges

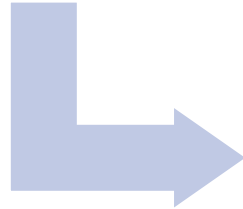
Service Desk T1

- Log, fix or pass



Tier 2

- Delay / cost / effort



Tier 3

- Delay / cost / effort
- / interruption

Time to fix	Cost per incident
-------------	-------------------

minutes	€15
---------	-----

Days/weeks	€150
------------	------

Months ??	€300+
-----------	-------

Shift Left

Service
Desk T1

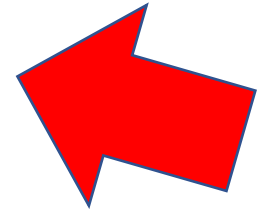
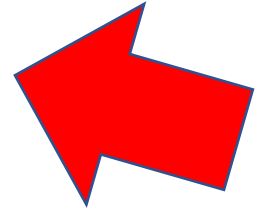
- Develop skills / knowledge. Gain more access and permissions. Create KB

Tier 2

- Pass resolution details to T1, Develop skills / knowledge. Gain more access and permissions. Create KB

Tier 3

- Pass resolution details/knowledge to T1 or T2. Create KB

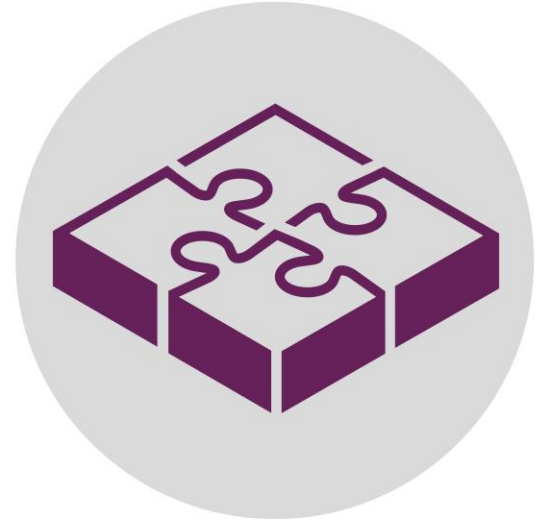


ITIL 4 Guiding Principles

- Make work visible
- Share and collaborate – use collaboration tools
- Use marketing techniques to communicate and develop channels
- Develop a culture that rewards openness and transparency

Encourage everyone to participate

COLLABORATE AND PROMOTE VISIBILITY



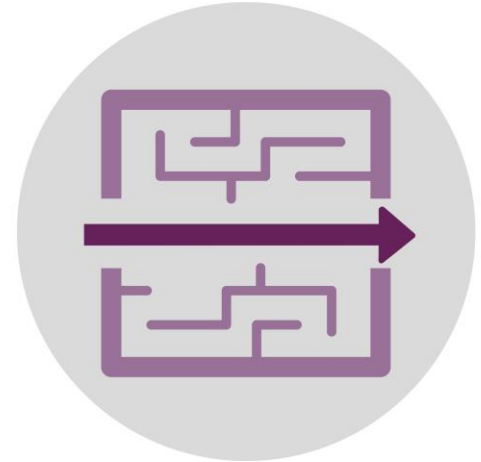


ITIL 4 Guiding Principles

- Make documents simple and clear
- 1 page processes
- Keep to key points for clarity
- Develop simple messages
- Reward simplicity
- Remove unnecessary content

Get people to build content that they will use

**KEEP IT SIMPLE
AND PRACTICAL**



Keep it simple

Client SLA...

- One touch
- One hour

ITIL 4 Guiding Principles

- Remove unnecessary manual work
- Eliminate repetitive work
- Look for opportunities to optimize and develop efficiency
- Consider and prepare systems for automation

Automate where required – where there are value opportunities

OPTIMIZE AND AUTOMATE



Automation, Robots, AI

Automation is key to improve service quality and help remove technical debt

Automation can be seen e.g. in request management where manual and error prone tasks can be managed more quickly.

This also frees up people to do more useful and interesting work



Automation, Robots, AI

We must focus on the areas where we can add value as humans...

In areas where robots can't...



ITIL 4 - The Guiding Principles

Think and Work Holistically

Collaborate and Promote Visibility

Optimize and Automate



Start Where You Are

Keep it Simple and Practical

Focus on Value

Progress Iteratively With Feedback

Human skills....

Problem Solving



Identify relationships
and create solutions
to problems

Critical Thinking



Provide insights
based on data,
interconnectivity and
complexity

Collaboration



Communicate and
work with others
across functions and
industries

Emotional Intelligence



Empathy and
curiosity

Service Orientation

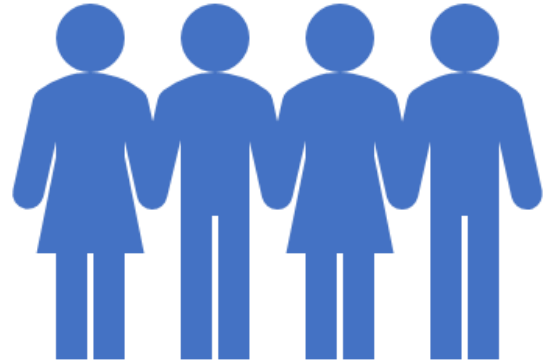


Providing value to
customers in the
form of services

Digital transformation

How we adapt as people...

as much as how we
automate...





Thank you



Inspiring service desks to be brilliant

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