Welcome!

**ITSM Academy**

- Full service provider of IT Service Management (ITSM) education and advice
- Accredited and sustainable education and training
  - IT Infrastructure Library® (ITIL)
  - Process Design (CPDE)
  - DevOps
  - Agile Service Management
  - ISO/IEC 20000

**Donna Knapp**

- Author
- Curriculum Development Manager
- Certified Process Design Engineer
- ITIL Expert, ITIL Practitioner
- DevOps Foundation certified
- Certified Scrum Master
- Certified Agile Process Owner
- Certified Agile Service Manager
- Certified ISO/IEC 20000 Consultant/Manager
- Certified in Knowledge-Centereded Support (KCS) Principles

IT Infrastructure Library® is a registered trade mark of AXELOS Limited.
Agile Service Management involves adapting Agile and Scrum values and practices to IT Service Management (ITSM) processes and process design and improvement activities.

Source: The Agile Service Management Guide

ITIL is a set of best practice publications for IT service management.
A process is an Interrelated work activities that take specific inputs and produce specific outputs that are of value to a customer.

Processes define what work to do.

Procedures define how to do the work.

Practices are activities that are repeated and socially recognized.
Why Processes are Important

Successful processes are repeatable.

Repeatability is essential to measure process effectiveness, efficiency and improvement.
Every process is perfectly designed to get the outcome it gets.

If you don’t have a well-designed process, it should not be a surprise that your customers are dissatisfied.
Why Agile ITSM Processes are Needed

A myriad of factors are prompting IT organizations to streamline and, in some cases, completely reengineer their ITSM processes.

We’re all being challenged to

- Reduce cycle times
- Speed up experimentation and learning
- Respond quickly to feedback and changing customer requirements
- Expand value streams to include customers, suppliers and partners
- Support knowledge workers
- Improve communication and collaboration
- Automate workflow

The need for agility has always existed. The difference today is that change often occurs over a period of days or weeks rather than months or years.
Adapting Agile Values

The Agile Manifesto

We value

- **Individuals** and interactions
- **Working** software
- **Customer** collaboration
- **Responding** to change

Processes and tools
Comprehensive documentation
Contract negotiations
Following a plan

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

Do 'just enough'
Start light
Add weight only when needed
Take away weight when possible

Source: www.agilemanifesto.org
Repeat after me!

A minimum viable product (MVP) is the most pared down version of a product (or process) that can be released and still provide enough value that people are willing to use it.

It doesn’t have to be perfect, it only has to be good enough!
Adapting Agile Practices (1)

Scrum is an iterative and incremental Agile development framework.

A Kanban board makes work visible, limits work in progress (WIP) and measures lead time, cycle time and velocity.
Adapting Agile Practices (2)

- Focus on customers needs (clarify requirements)
- Shoot for iteration
- Chunk work up into small, digestible increments
- Use time boxing
- Limit WIP to the point where you can move quickly (or risk losing focus)
- Make your ‘in progress’ work visible
- Utilize the ‘backlog’ concept – keep future tasks out-of-site

- Keep track of how much work you can complete in a given block of time
- Refine how you make commitments
- Focus on velocity (capacity) not speed
- Be transparent
- Solicit feedback and input to keep moving forward
- Be open and responsive to changes
- Stick to deadlines and milestones

*Value incremental progress more than you value ‘perfection’. 
Where ITIL Meets Agile

- A process increment is the outcome of a sprint
- A potentially releasable process increment
  - Is in a usable condition
  - Meets the Team’s definition of ‘Done’
  - Could be released but may not be
Process Design Sprints (1)

- **Requirements Definition**
  - Determine management’s vision and level of commitment
  - Establish project and form a project team
  - Define process and identify customer requirements

- **Process Analysis**
  - Document ‘as is’ process and baseline current performance
  - Assess conformance to customer requirements
  - Benchmark current performance

- **Process Design and Implementation**
  - Design or redesign process
  - Solicit feedback, fine-tune and finalize the design
  - Implement the new design

- **Continual Process Improvement**
  - Assess performance and continually improve

Applying Agile SM practices to the Ten Process Design and Improvement Steps helps the Team stay focused.

Source: The ITSM Process Design Guide
Process Design Sprints (2)

Measure success by increments!
“… you have to get stuff in front of people as early and often as possible so they can say, 'yes,' 'no,' or 'almost.' You want to disappoint them repeatedly in a controlled fashion over a number of months, so that eventually you can make them extraordinarily happy”.

Tim Ottinger
Making the Case
Agile Processes Accommodate Practices (1)

Agile Service Management is an approach to Continual Service Improvement.

Evolving DevOps Practices

ITIL Processes

Service Strategy → Service Design → Service Transition → Service Operation

Continual Service Improvement

Release and Deployment Management

Change Management

Service Asset and Configuration Management

Process Model

Standard Changes

Change Record vs. Change Request

Deployment Pipeline

Continuous Integration • Continuous Testing • Continuous Delivery

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Agile Processes Accommodate Practices (2)

Continual Service Improvement

ITIL Processes
- Incident Management
- Problem Management

Evolving DevOps Practices
- Major Incidents
- ChatOps

Models make it easy for people to do the right thing!
“Perfection is achieved... when there is nothing left to take away.”
Antoine de Saint-Exupery
Agile Service Management

- Delivers process increments quickly
- Responds to emerging requirements
- Adapts processes to evolving circumstances, needs, goals and objectives
- Embraces empirical process control

Empirical process control involves making decisions based on observation and experimentation rather than on detailed upfront planning. Empirical process control relies on the three main pillars: transparency, inspection and adaptation.
Getting Started
Start Where You Are!

- Build and educate a cross-functional process improvement team
- **Adopt ITIL** and embrace its guiding principles
- Develop a process improvement matrix
- Develop a Minimum Viable ITSM checklist
  - What to design in
  - What to design out
- Set goals
  - Simplify and automate X processes
  - Deliver X% savings over time
- **Adapt ITIL** processes to your organization’s circumstances, needs, goals and objectives
- Foster the team’s ability to experiment and learn
- Claim the benefits

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**ITIL Practitioner Guiding Principles**

- Focus on value
- Design for experience
- Start where you are
- Work holistically
- Progress iteratively
- Observe directly
- Be transparent
- Collaborate
- Keep it simple

Source: ITIL Practitioner Guidance
Agile Service Management Roles

CASM and CAPO are both role-based qualifications.

Certified Agile Service Manager (CASM)®
- Operational equivalent of a Scrum Master
- Responsible for ensuring Agile Service Management theory, practices and rules are understood

Certified Agile Process Owner (CAPO)®
- Operational equivalent of a Scrum Product Owner
- Responsible for maximizing the value of a process and the work of the process improvement team

Both are grounded in Agile Service Management which involves adapting Agile and Scrum values and practices to IT Service Management (ITSM) processes and process design and improvement activities.
Want to Learn More?
ITSM Academy Course Catalog

ITIL Practitioner
ITIL Service Strategy
ITIL Service Design
ITIL Service Transition
ITIL Service Operation
ITIL Continual Service Improvement
ITIL Managing Across the Lifecycle (MALC)

ITIL at the Service Desk
Building Your Service Catalog
Visible Ops
Minimum Viable ITSM

ITIL OSA
Service Strategy Overview
Service Transition Overview
Service Operation Overview

ITIL OSA
ITIL PPO
ITIL RCV
ITIL SOA

Business Relationship Management

DevOps Foundation
Certified Process Design Engineer (CPDE)
Certified Agile Process Owner (CAPO)
Certified Agile Service Manager (CASM)
Scrum Master Certified (SMC)

DevOps Overview
ITSM and DevOps
The Phoenix Project Simulation

The Basics
Executing and Optimizing
Implementing and Improving
Organizational Agility
Increasing Operational Agility

ITIL Overview
ITIL Executive Overview
Apollo 13 Simulation
PRINCE2 Foundation
RESILIA Foundation
Customer Service Excellence
Building Blocks of Process Design

Organizational Change Management
ITSM Roles and Responsibilities

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Coming 2017
eLearning only at this time

Solid colored boxes represent accredited certification courses.
Grey boxes represent non-certification courses - Interactive sessions, workshops and simulations.
Course Calendar

<table>
<thead>
<tr>
<th>Class</th>
<th>Next Class Date (2017)</th>
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<tbody>
<tr>
<td>ITIL</td>
<td>See Calendar</td>
</tr>
<tr>
<td>DevOps Foundation</td>
<td>Virtual: Jan 10-13 (10am-2pm ET)</td>
</tr>
<tr>
<td>ITIL Practitioner</td>
<td>Virtual: June 6-8 (9am-5 pm ET)</td>
</tr>
<tr>
<td>Certified Process Design Engineer</td>
<td>Virtual: Feb 13-17 (12pm-5pm ET)</td>
</tr>
<tr>
<td>Certified Agile Service Manager</td>
<td>Virtual: Jan 31-Feb 2 (12pm-4pm ET)</td>
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<tr>
<td>Certified Agile Process Owner</td>
<td>Virtual: Feb 28-Mar 3 (10am-2pm ET)</td>
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Promo code (AGILE20)
Ask about our Agile Pass and Pass Plus!