

# Agile Service Management Where ITIL® Meets Agile



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**@ITSMAcademy**

**info@itsmacademy.com**

**www.itsmacademy.com**

**www.itsmprofessor.net**



**Donna Knapp**  
**@ITSM\_Donna**

# 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 2000 Consultant/Manager
- Certified in Knowledge-Centered Support (KCS) Principles

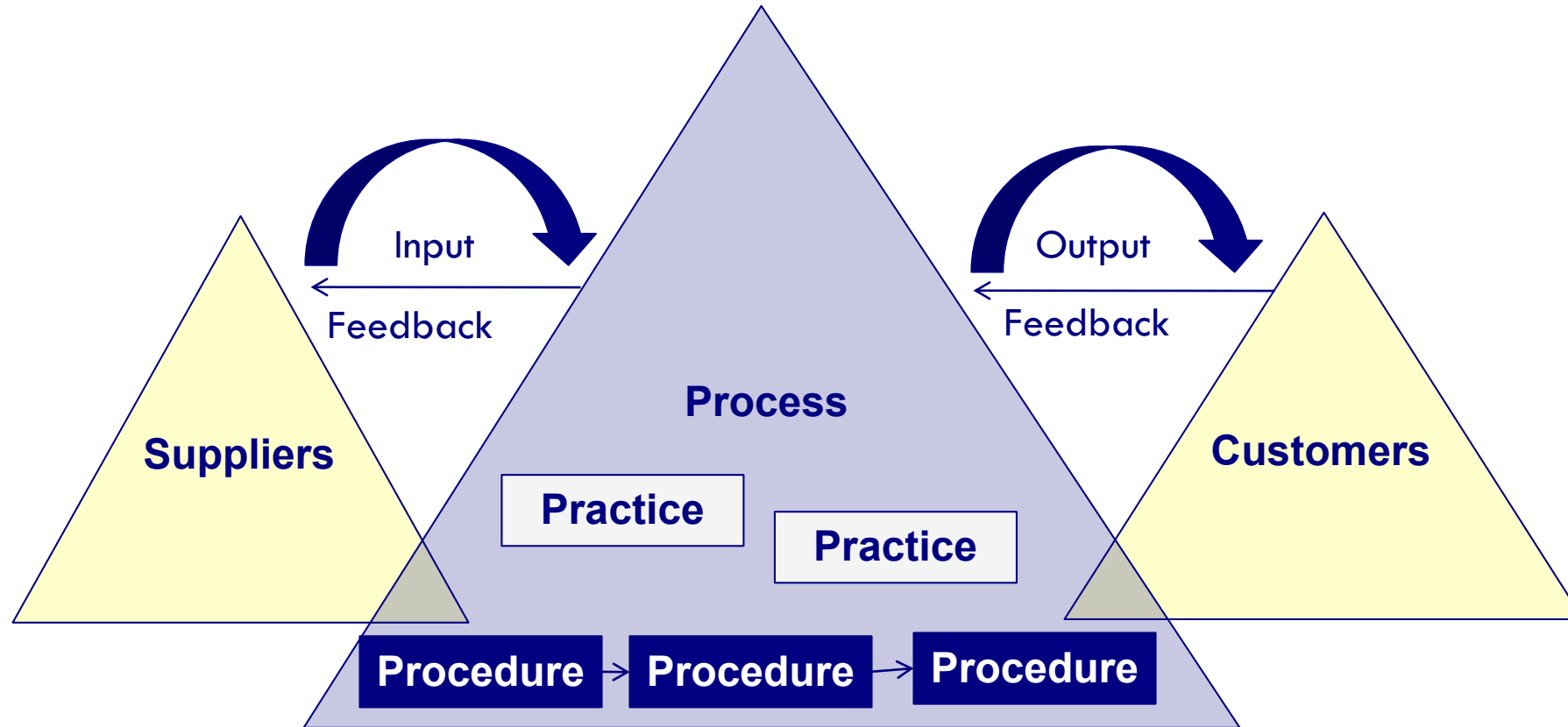
# Agile Service Management Defined

***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.***



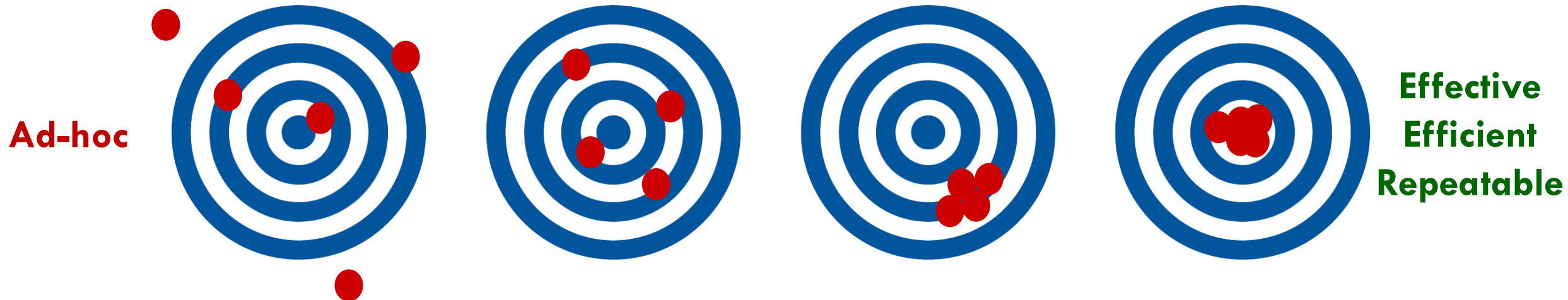
***Processes define what work to do.  
Procedures define how to do the work.***

***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.*

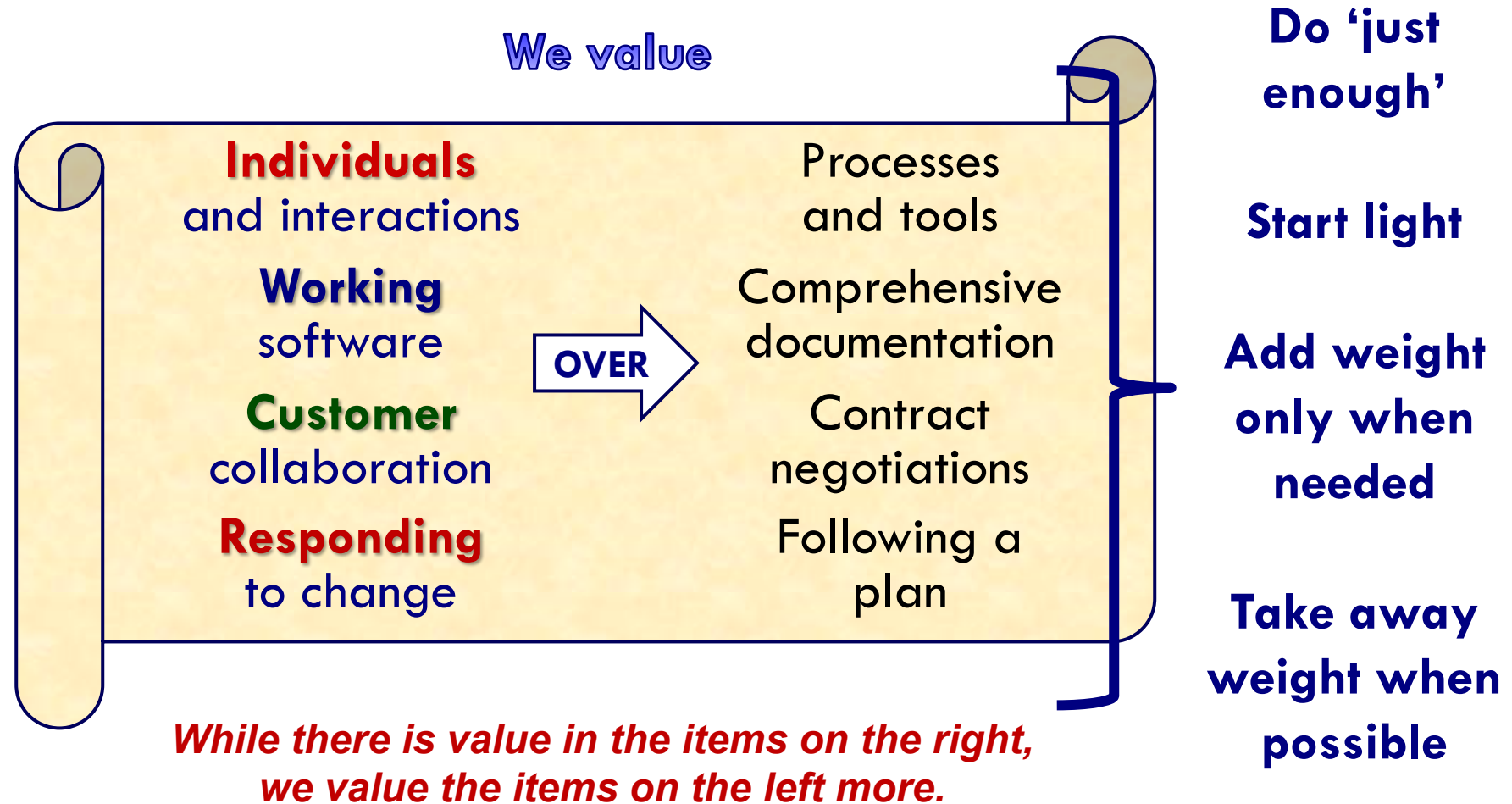


# Adapting Agile Values and Practices



# Adapting Agile Values

## *The Agile Manifesto*



# Repeat after me!

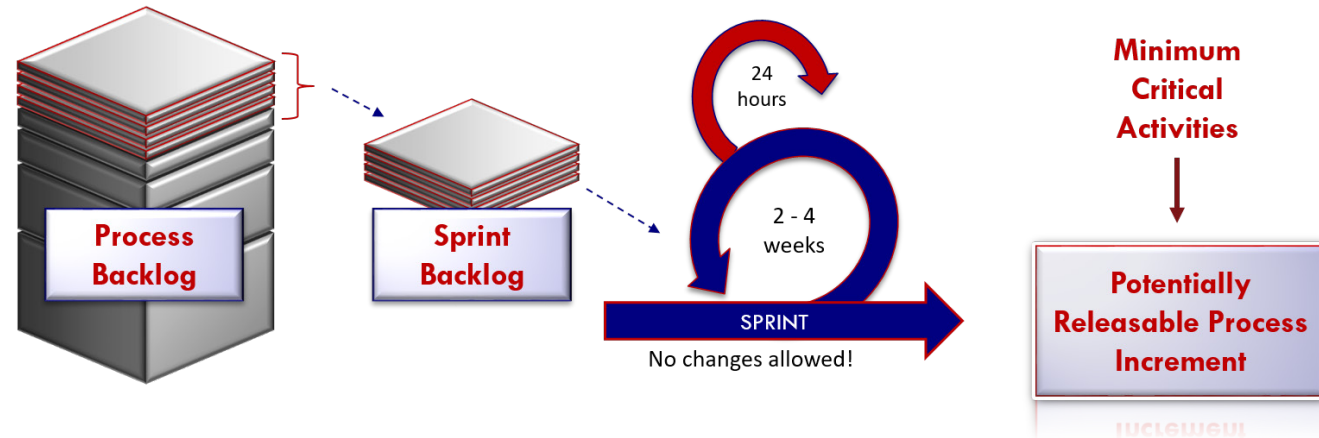
*A minimum viable product (MVP) is the most pared down version of a product (or process) that can be released and still provide enough value that people are willing to use it.*



*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.**

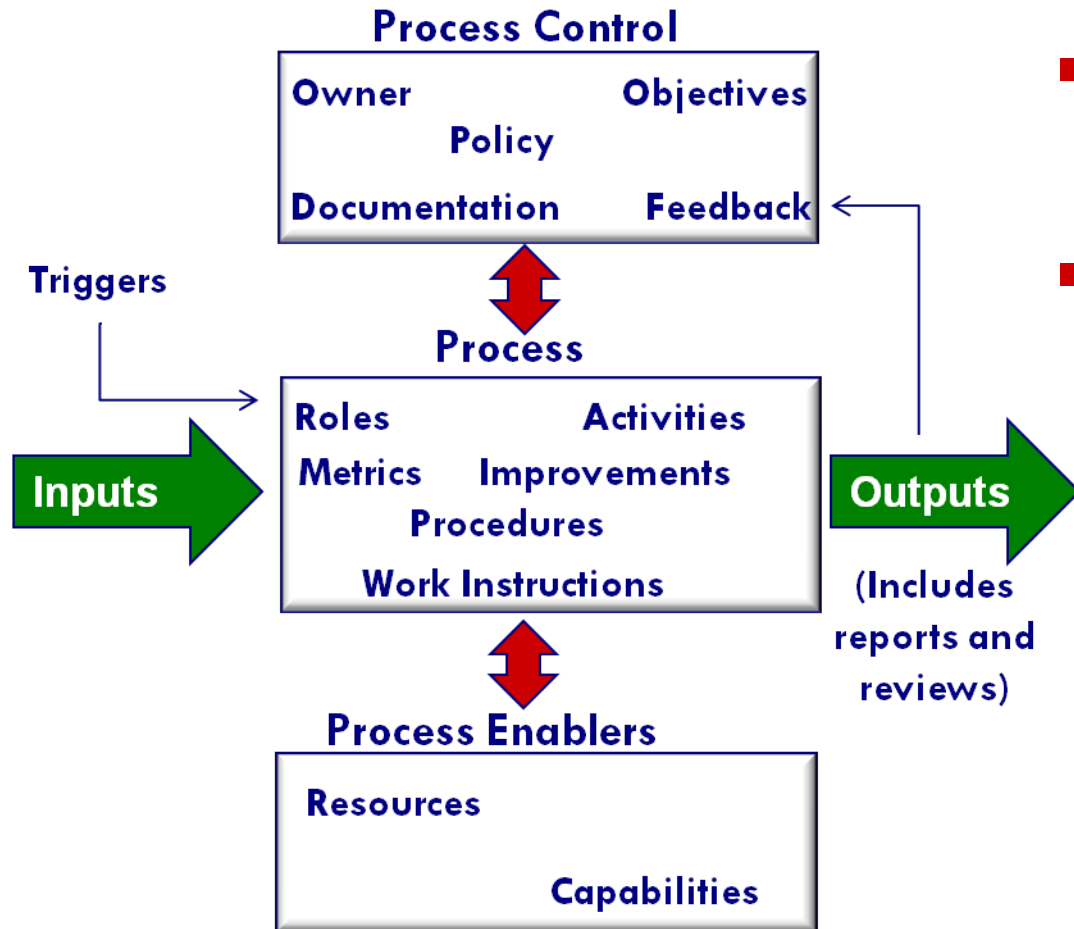


# Adapting Agile Practices (2)

- 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

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# 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

**Process Planning Meeting**

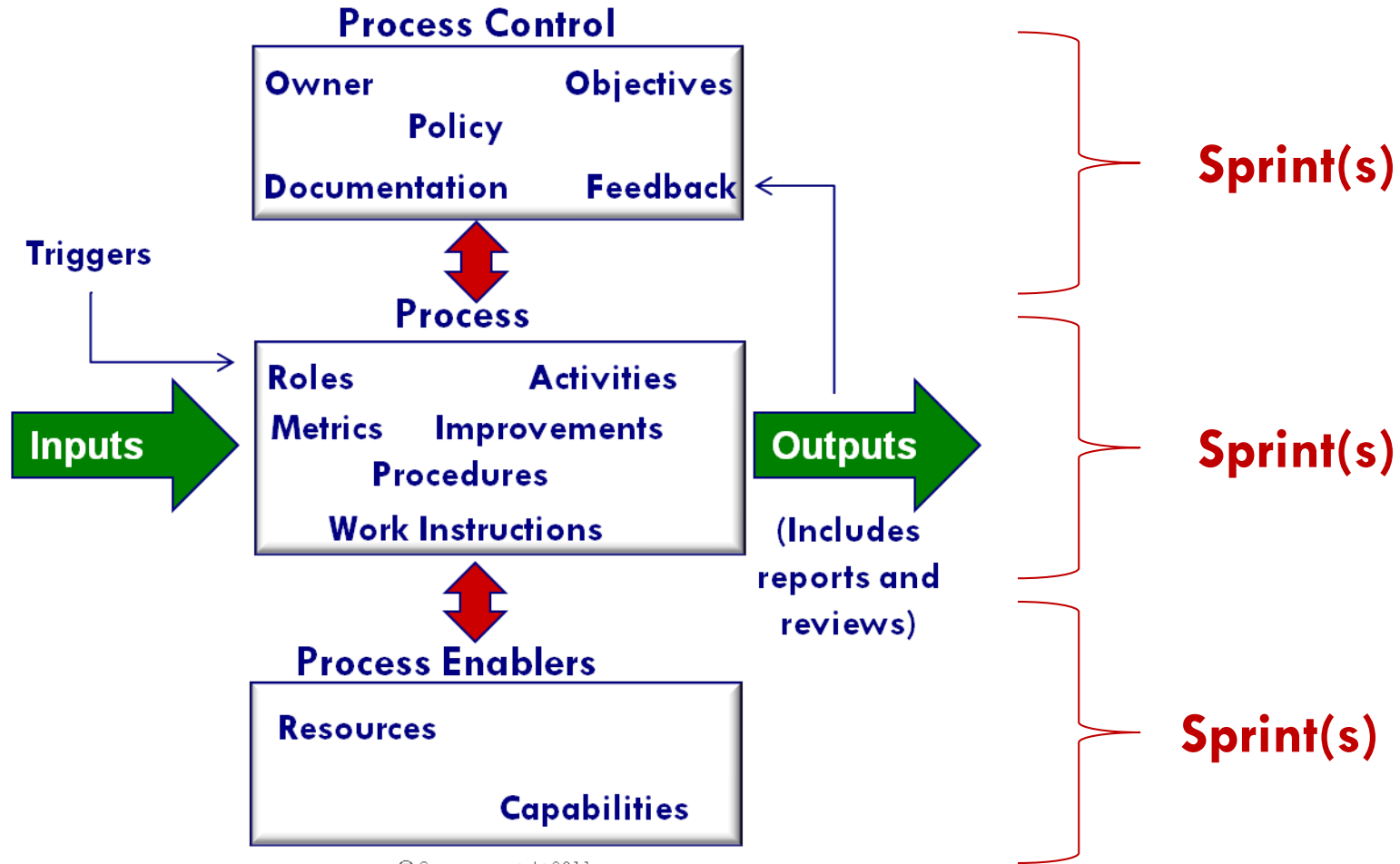
**Strategic Sprint**

**Process Activity Sprints**

**CSI Sprints**

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

# Process Design Sprints (2)



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***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”.***

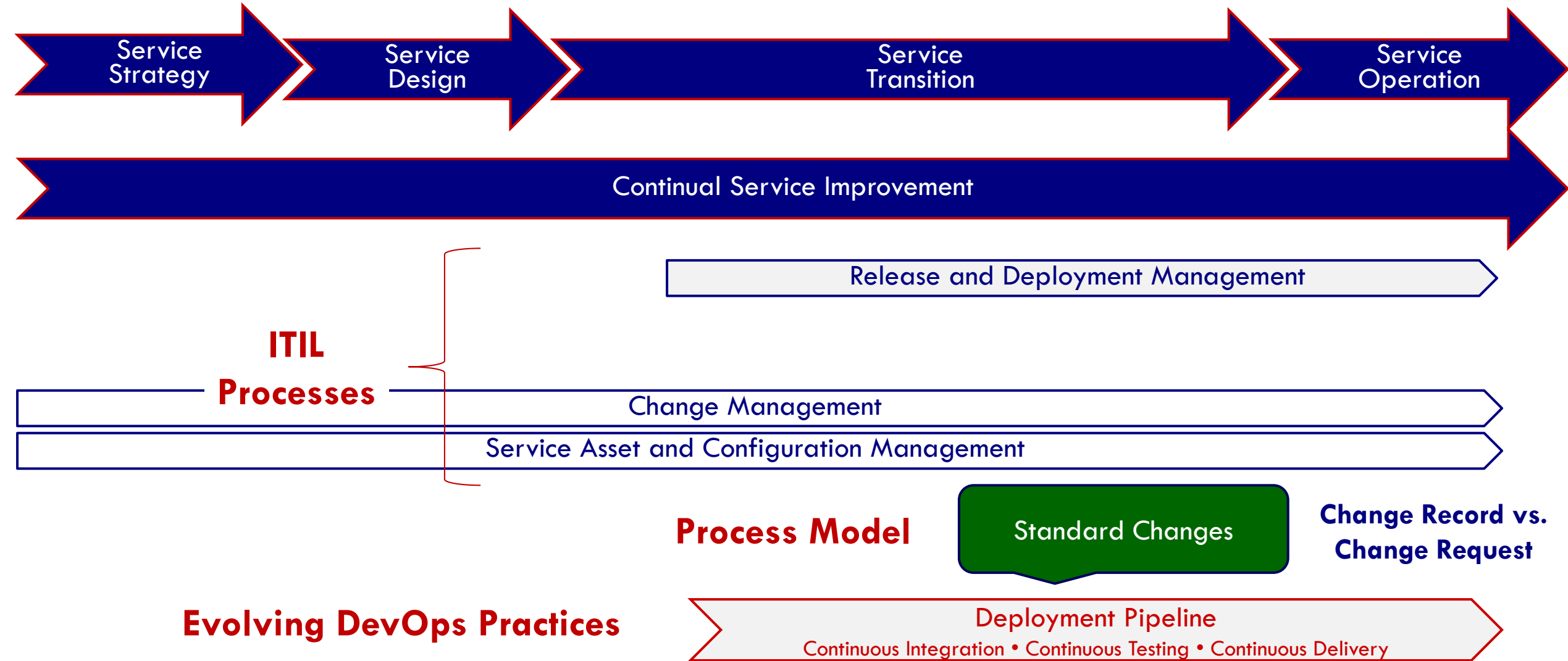
**Tim Ottinger**





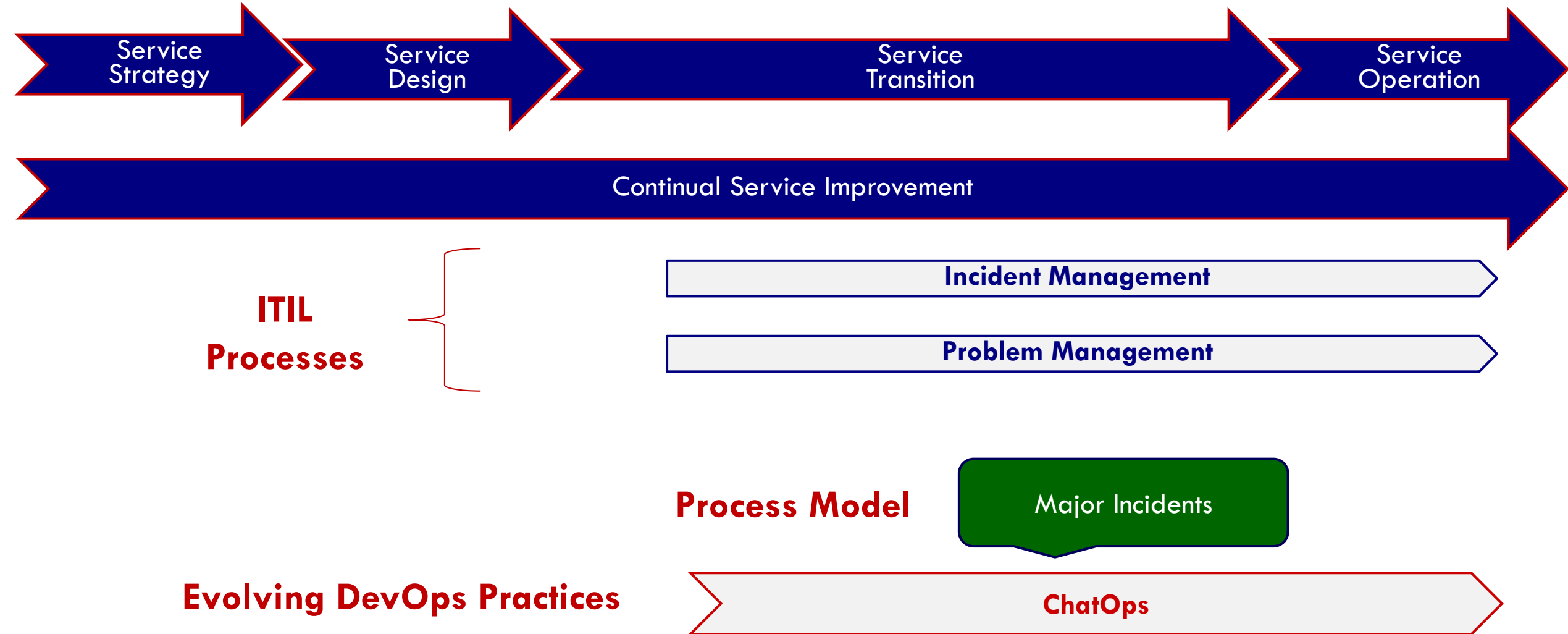
# Making the Case

# Agile Processes Accommodate Practices (1)



***Agile Service Management is an approach to Continual Service Improvement.***

# Agile Processes Accommodate Practices (2)



*Models make it easy for people to do the right thing!*

Agile



ITSM

Lean

***“Perfection is achieved...when there is  
nothing left to take away.”***  
**Antoine de Saint-Exupery**

# The Bottom Line

## 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

## **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**

# Agile Service Management Roles

*CASM and CAPO are both role-based qualifications.*

## Certified Agile Service Manager (CASM)<sup>®</sup>

- Operational equivalent of a Scrum Master
- Responsible for ensuring Agile Service Management theory, practices and rules are understood

## Certified Agile Process Owner (CAPO)<sup>®</sup>

- Operational equivalent of a Scrum Product Owner
- Responsible for maximizing the value of a process and the work of the process improvement team

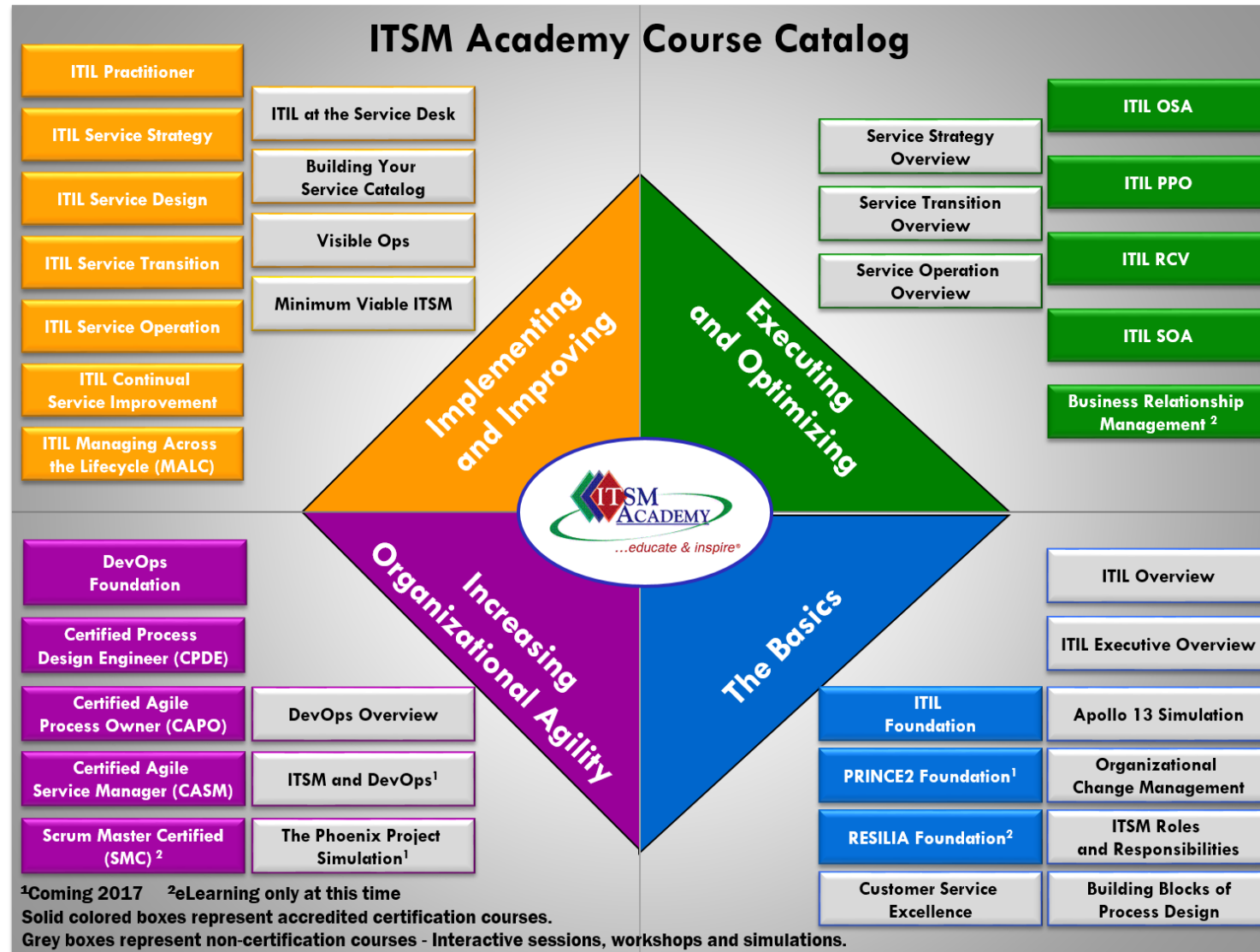
*Both are grounded in Agile Service Management which involves adapting Agile and Scrum values and practices to IT Service Management (ITSM) processes and process design and improvement activities.*





Want to Learn More?

# ITSM Academy Course Catalog



# Course Calendar

|   | Class                             | Next Class Date (2017)              |
|---|-----------------------------------|-------------------------------------|
| <i>What to do</i>                                 | ITIL                              | See Calendar                        |
|   | DevOps Foundation                 | Virtual: Jan 10-13 (10am-2pm ET)    |
| <i>How to do it</i>                               | ITIL Practitioner                 | Virtual: June 6-8 (9am-5 pm ET)     |
|   | Certified Process Design Engineer | Virtual: Feb 13-17 (12pm-5pm ET)    |
| <i>How to do it using Agile (Scrum) practices</i> | Certified Agile Service Manager   | Virtual: Jan 31-Feb 2 (12pm-4pm ET) |
| <i>How to manage it</i>                           | Certified Agile Process Owner     | Virtual: Feb 28-Mar 3 (10am-2pm ET) |

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