



THE AGILE PROCESS OWNER

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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
- 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

Why Agility is Important

“We live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing.”

R. D. Laing

Characteristics of an Agile Enterprise

- Fast moving, flexible, robust
- Capable of rapid response to unexpected challenges, events and opportunities
- Built on policies and processes that facilitate speed and change
- Aims to achieve a continuous competitive advantage



Source: www.businessdictionary.com

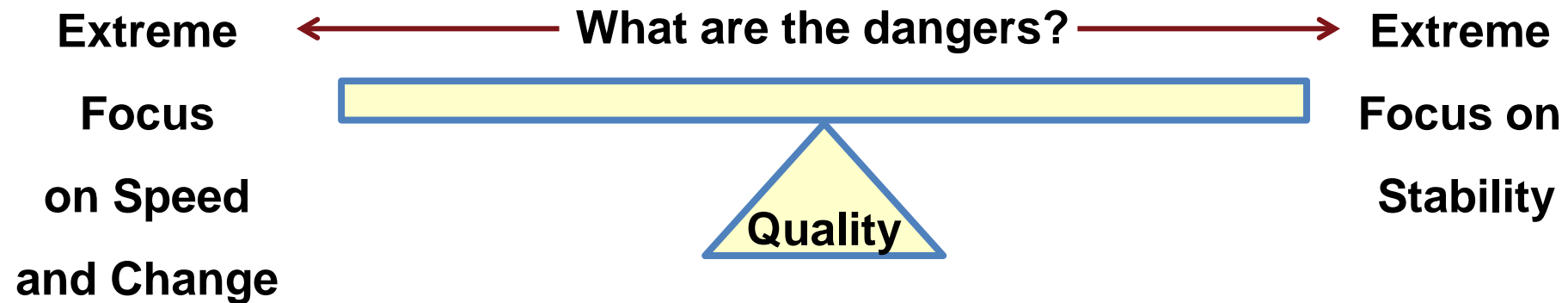
Agile and lean processes are the foundation of an agile enterprise.

“If you can't describe what you are doing as a process, you don't know what you're doing.”

W. Edwards Deming



The IT Challenge Today



What does the enterprise want?

C. All of the above

Agile thinking and practices can bring agility, quality and stability in balance in support of business strategies and goals.

“Hold everybody accountable? Ridiculous!”

W. Edwards Deming

Process Owner Responsibilities

A Process Owner is the individual accountable for the performance of a process and for ensuring the process delivers value to its stakeholders.

- Process sponsorship
- Process resourcing
- Process design and improvement
- Process management
- Process awareness



“Without a process owner, the white spaces [between functional departments] will be ignored.”

Geary A. Rummler/Alan P. Brache

Process Owner Knowledge, Skills and Attributes (1)

Has knowledge of

- Organizational strategies and goals (and how they apply to the process, its goals, outcomes and metrics)
- The process (subject matter expert)
- Associated best practices and tools (ITSM, agile, lean, process design, project management)
- Related processes
- How the process is performing and any performance issues
- Process design and improvement techniques

Is authorized to

- Commit or enlist resources for design and improvement activities
- Act on recommendations and make process changes as required

A Process Owner translates organizational strategies and goals into an executable set of activities (a process).

Process Owner Knowledge, Skills and Attributes (2)

Skills

- Interpersonal
- Decision making
- Prioritization
- Time management
- Leadership
- Communication
- Collaboration
- Negotiation
- Conflict resolution

Attributes

- Process- and outcome-oriented
- Systems thinker
- Optimistic
- Opportunistic
- Pragmatic
- Well-regarded
- Influential
- Constructive

An effective Process Owner has a passion for improving the process and ensuring it delivers value.

How Processes Deliver Value

- Seamless performance of the end-to-end process
- Outcomes are delivered in a cost-effective manner
- Effective integration with related processes
- Adapt to customer feedback and changing needs
- Products or services are delivered or supported in a way that is meaningful to customers

Understanding what customers value is the first step in designing effective processes.

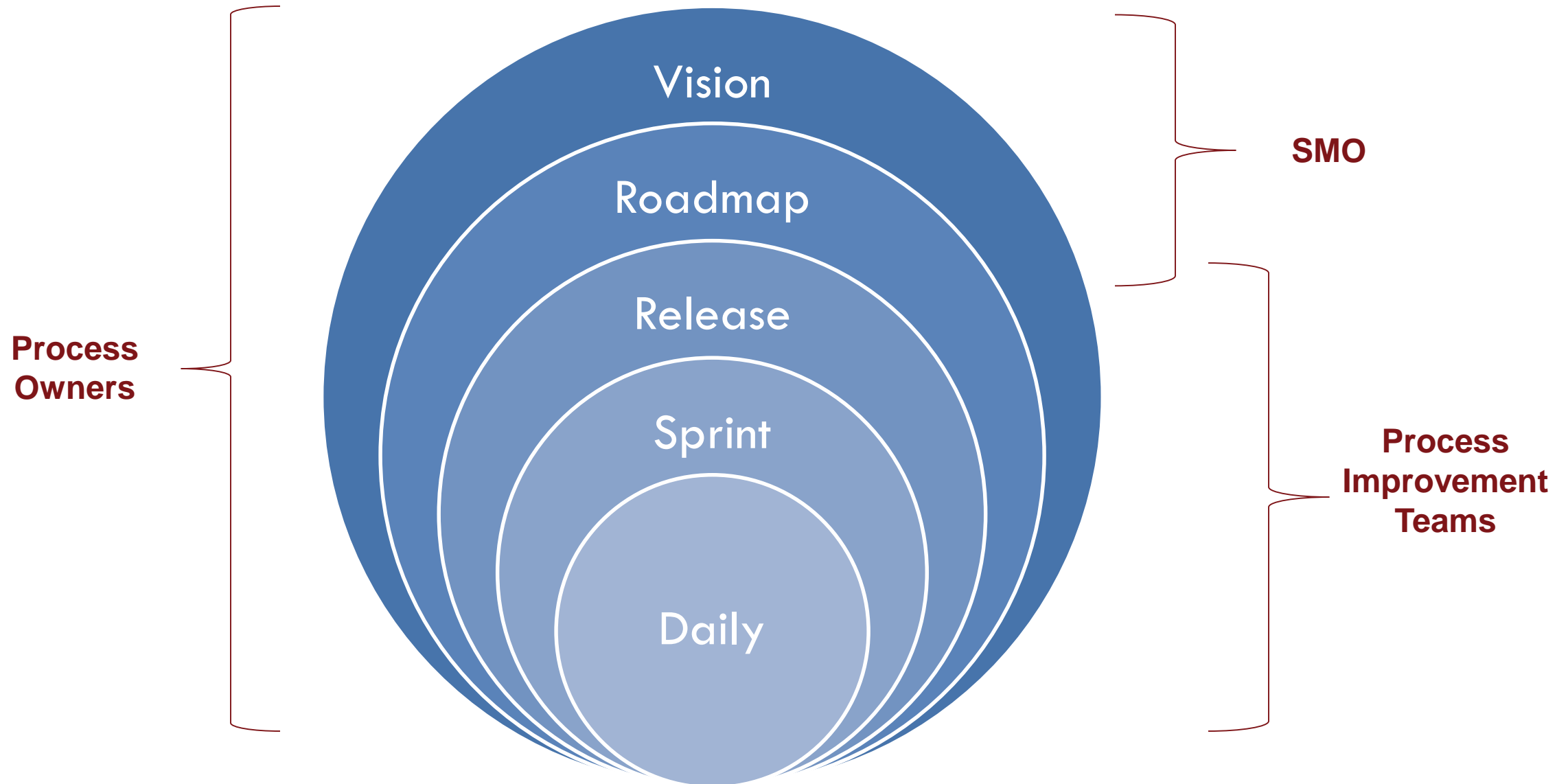
Role of a Service Management Office (SMO)

- An SMO
 - Coordinates all ITSM processes and functions throughout their lifecycles
 - Ensures alignment with the organization's strategies and goals
 - Sets policies and establishes the framework for process governance
 - Ensures all Process Owners and process teams have aligned goals, priorities and support systems
 - Is part of a logical organizational structure



The SMO may be a community of practice or a working group.

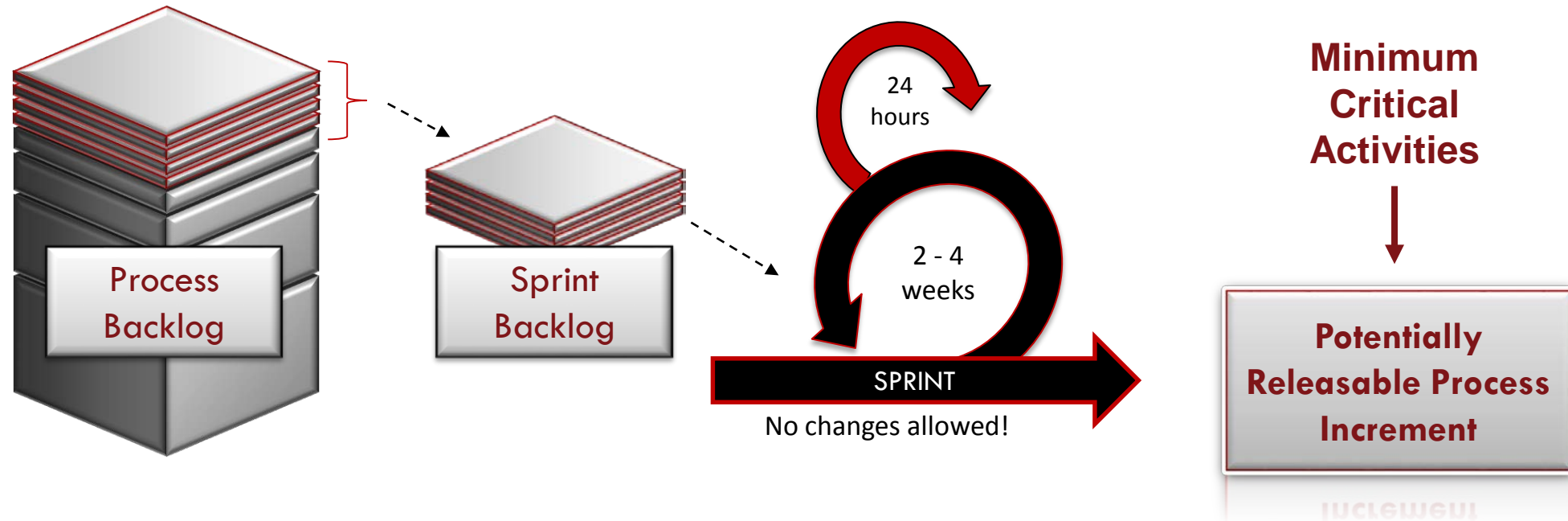
Agile Planning



AGILE AND THE PROCESS OWNER ROLE

Agile Service Management

An Agile Process Owner is the operational equivalent of a Scrum Product Owner.



The process owner manages the requirements of process stakeholders, translates those requirements into process performance objectives, and oversee the entire process design and improvement lifecycle.

The Agile Process Owner

The Process Owner is responsible for maximizing the value of the process and the work of the Team. The Process Owner ensures the Process Backlog evolves along with the process and the needs of its stakeholders.

- Create and manage the Process Backlog
- Ensure the Process Backlog is visible and transparent
- Collaborate with stakeholders and the Team to ensure clarity of Process Backlog items
- Order Process Backlog items to best deliver value and achieve goals

The Process Backlog is the requirements for a process, expressed as an ordered list of Process Backlog Items.

Future Releases

- Only estimates may be 'T-shirt sized' (S, M,L, XL).

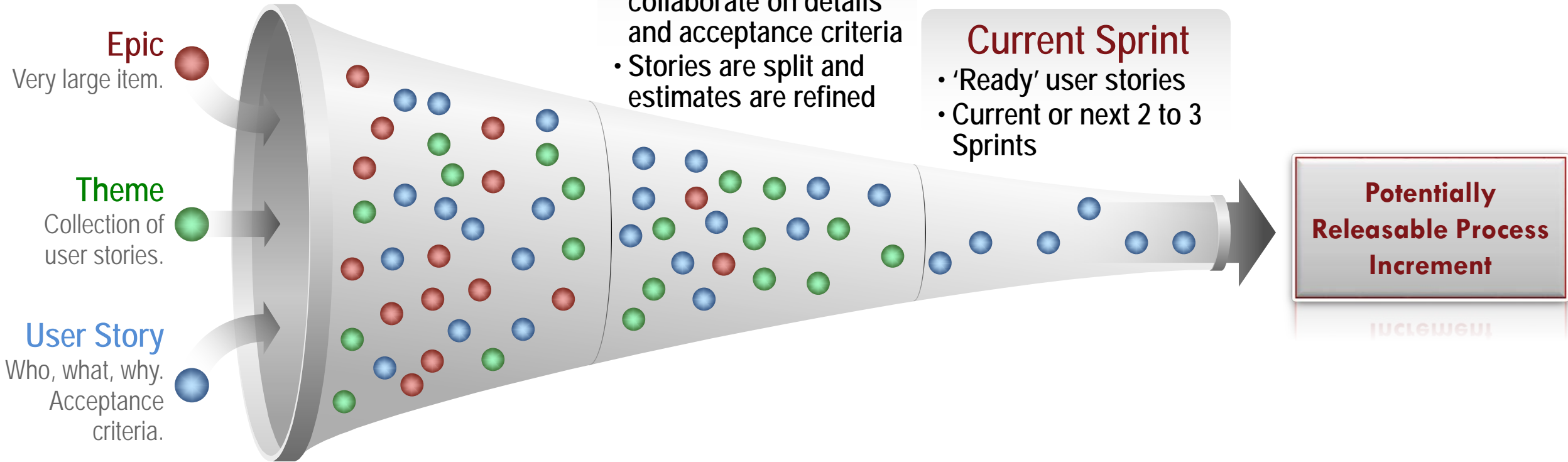
Current Release

- Teams and customers collaborate on details and acceptance criteria
- Stories are split and estimates are refined

Current Sprint

- 'Ready' user stories
- Current or next 2 to 3 Sprints

An effective Process Backlog provides just enough detail, just in time.



Low

Priority

High

Capabilities

Cost

Value

Risk

Resources

Dealing with Multiple Backlogs

Strive to link backlogs to create a single ordered list.



“It’s not iteration if you only do it once.”

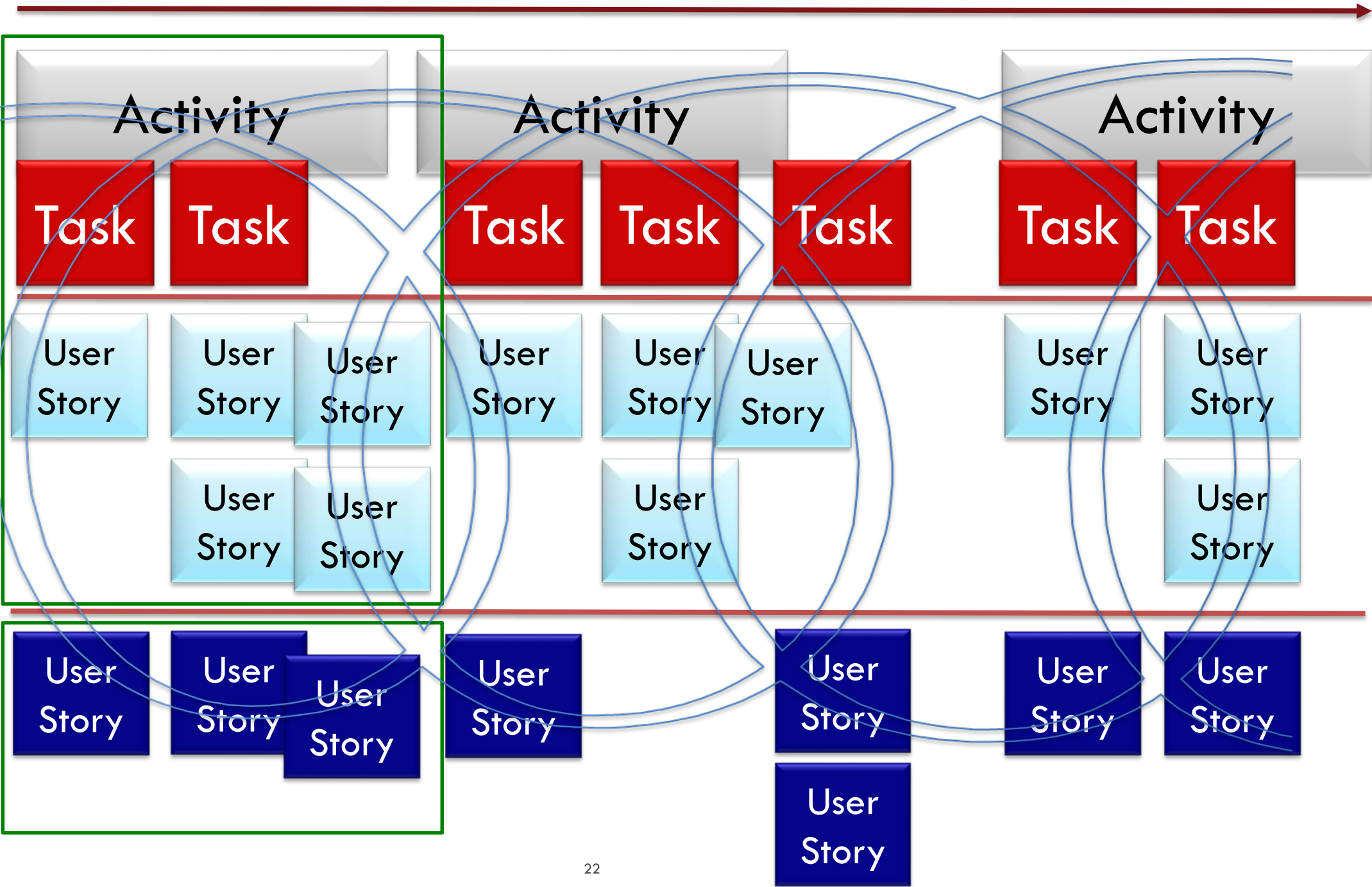
Jeff Patton

Process Design and Improvement Sprints

Sprints enable Team members to establish a cadence – or predictable rhythm – for process design activities.

- Sprints make it possible to ‘chunk-up’ process design activities in an effort to
 - Enable transparency and a free flow of information
 - More quickly identify and remove impediments
 - Enable inspection and obtain faster stakeholder feedback
 - Quickly adapt designs based on feedback and changing requirements
 - Provide ‘just enough’ design to trigger development activities

Process Lifecycle



Increment

Tools
(Necessary configurations)

“The aim of leadership should be to improve the performance of [wo]man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.”

W. Edwards Deming

Potentially Releasable Process Increment

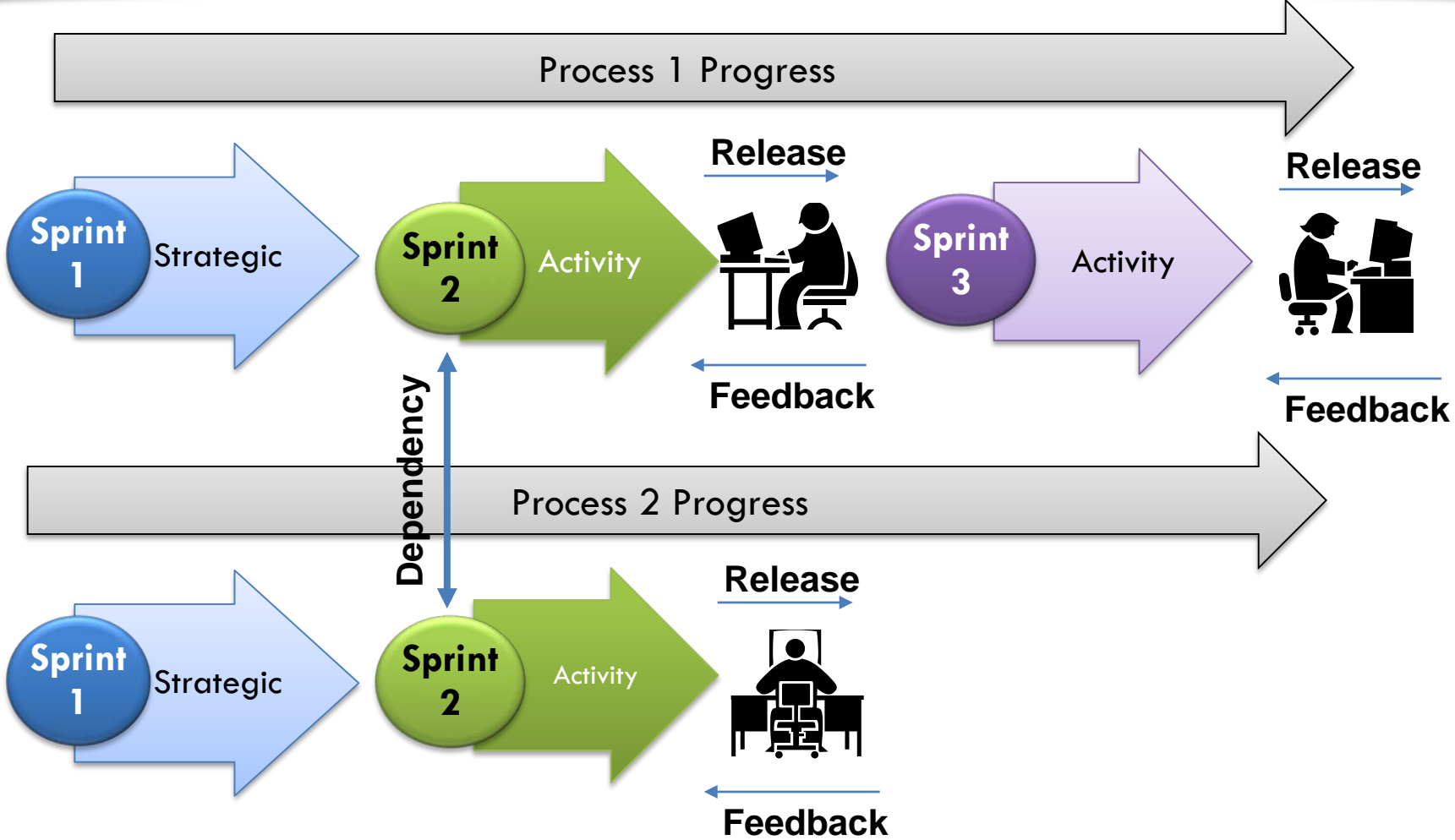
- A process increment is the outcome of a sprint
- A potentially releasable process increment
 - Is in a usable condition
 - Meets the Team's definition of 'Done'
 - *Could* be released but may not be

**Minimum
Critical
Activities**



**Potentially
Releasable Process
Increment**

Process Implementation One Increment at a Time



Small, frequent releases grow processes organically and shorten feedback loops.

To Release or Not to Release?

The Process Owner decides whether to release the process increment.

Considerations include whether

- The organization is ready and receptive
- The change will confuse practitioners
- Required dependencies are also 'Done'
- The increment will contribute to change fatigue
- The increment delivers business value



“The emphasis should be on why we do a job.”

W. Edwards Deming

Realizing Value



- Realizing the value of a process is dependent on the steps taken to
 1. Ensure the process is aligned with business needs
 2. Ensure the process is sustainable
- Selecting Process Owners with the right level of authority and influence is critical to ensuring the value is fully realized

“Experience by itself teaches nothing... Without theory, experience has no meaning. Without theory, one has no questions to ask. Hence, without theory, there is no learning.”

W. Edwards Deming

Want to Learn More?



	Class	Next Class Date	
<i>What to do</i>	ITIL	See Calendar	
	DevOps Foundation	Virtual: January 12-15 2016 (10am-2pm ET)	
<i>How to manage it</i>	Certified Agile Process Owner	Virtual: January 19 - 22 2016 (9am - 1pm ET)	<i>Operational equivalent of Scrum Product Owner</i>
<i>How to do it</i>	Certified Process Design Engineer	Virtual: January 25 - 29 2016 (9am - 2pm ET)	<i>Design and improve processes/manage organizational change</i>
<i>How to do it using Agile (Scrum) practices</i>	Certified Agile Service Manager	Virtual: February 1 - 4 2016 (10am - 2pm ET)	<i>Operational equivalent of Scrum Master</i>

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Questions?

