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## Who Moved my ITIL® Cheese?

I frequently hear practitioners lament about all of the changes in ITIL® v3 and then others seem to pick up on the comments and parrot them without understanding details. Even I have found myself wondering about some of the changes. One day while thinking about the changes, I recalled the book "Who Moved My Cheese?" wherein the author describes how slow people were to adapt to changes in the environment. This thought caused me to stop and question whether the perceived issues were really with v3 or, in fact, issues with me! What I came to realize was that in most cases my discomfort was because I didn't have the level of experience with v3 that I did with v2. Someone moved my cheese, so to speak, and knocked me out of my comfort zone for a good reason.

When you look at ITIL® v3, it was a mammoth undertaking because the authors had to build an integrated lifecycle approach almost from scratch. Really, the only ITIL® v2 books that anyone bothered with were the core Service Support and Service Delivery manuals, and even those two were showing their age. Practitioners with experience passed along folk songs as to how things should be done to overcome the limitations in v2.

Moving forward to today and ITIL® v3, we have five books with many new and revised processes and functions organized in a new manner to understand. Having spent a fair amount of time in the books, I have come to realize that there is a lot of very interesting and sound guidance in the new books for people to read and consider. That last word – "consider" - is very important.

As with any best practice, readers must consciously adapt the abstracted guidance to their situation given their organization's resources, timeframe, process maturity, and so forth. ITIL® is not a magical solution to organization-specific problems. Management must still decide what to implement, how, the prioritization, etc. This was true for ITIL® v2 and is still true for v3.

In closing, I'm still learning ITIL® v3 and have quite a way to go before I understand it to the same extent I did v2. As I understand more, I am impressed by the guidance and the level of effort to create it. My intent in writing this post is that readers who are refraining for one reason or another will take the time, read v3 and then, so armed, develop their own opinions.