

WHAT IS AGILE SERVICE MANAGEMENT®? WHY IS IT IMPORTANT?

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ITSM Academy

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- ✓ ISO/IEC 20000 Foundation Bridge
- ✓ DevOps Fundamentals
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Your Presenter— Jayne Groll

- Co-Founder of ITSM Academy
- Certifications
 - ITIL Expert
 - ITIL Service Manager (with distinction)
 - ISO/IEC 20000 Consultant
 - Certified Scrum Master



@ITSM_Jayne

"Learning is not compulsory...neither is survival."

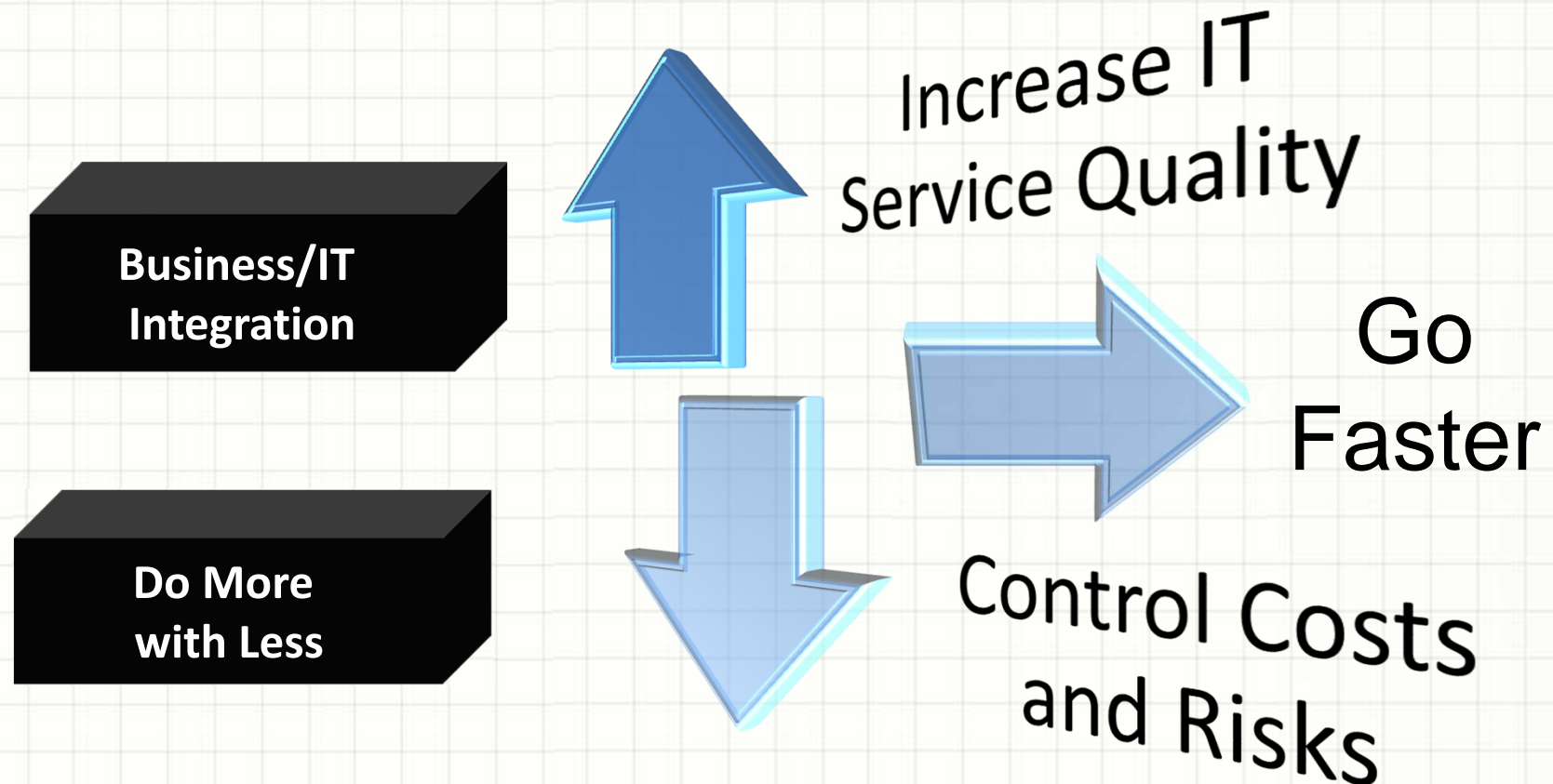
W. Edwards Deming

Today's Agenda

- Let's ask and answer
 - What is Agile?
 - What are Agile practices?
 - What is Agile Service Management?
 - How do we get started?
 - How do we learn more?



The IT Challenge Today



Service Management

IT organizations must adopt a service-oriented approach to efficiently and effectively meet business needs.

Technology Outlook



Each of these contributes to one or more services to the customer.

- Mobile technology
- Wearable tech
- Cloud, cloud, cloud
- Virtualization
- Social, social, social
- One world
- BYOD(s)
- What's next?

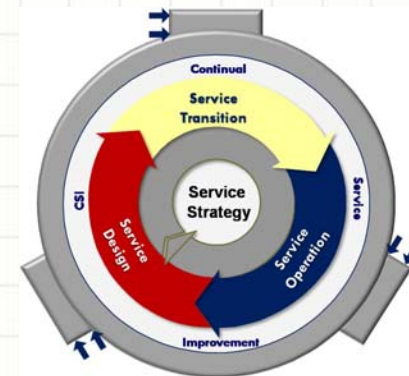
Customers will Always Rely on Services



A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

Services will always need to be managed

Service management (SM) is a set of specialized organizational capabilities for providing value to customers in the form of services.



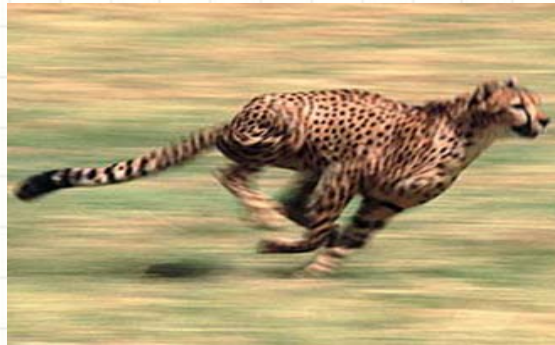
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How will we manage services in the future?



Rapidly changing service requirements require rapidly changing IT capabilities.

IT Must Learn to be More Agile



Agile: *able to move quickly and easily; able to think quickly, solve problems, and have new ideas*

MacMillan Dictionary



WHAT IS AGILE?

What is Agile?

Agile is not

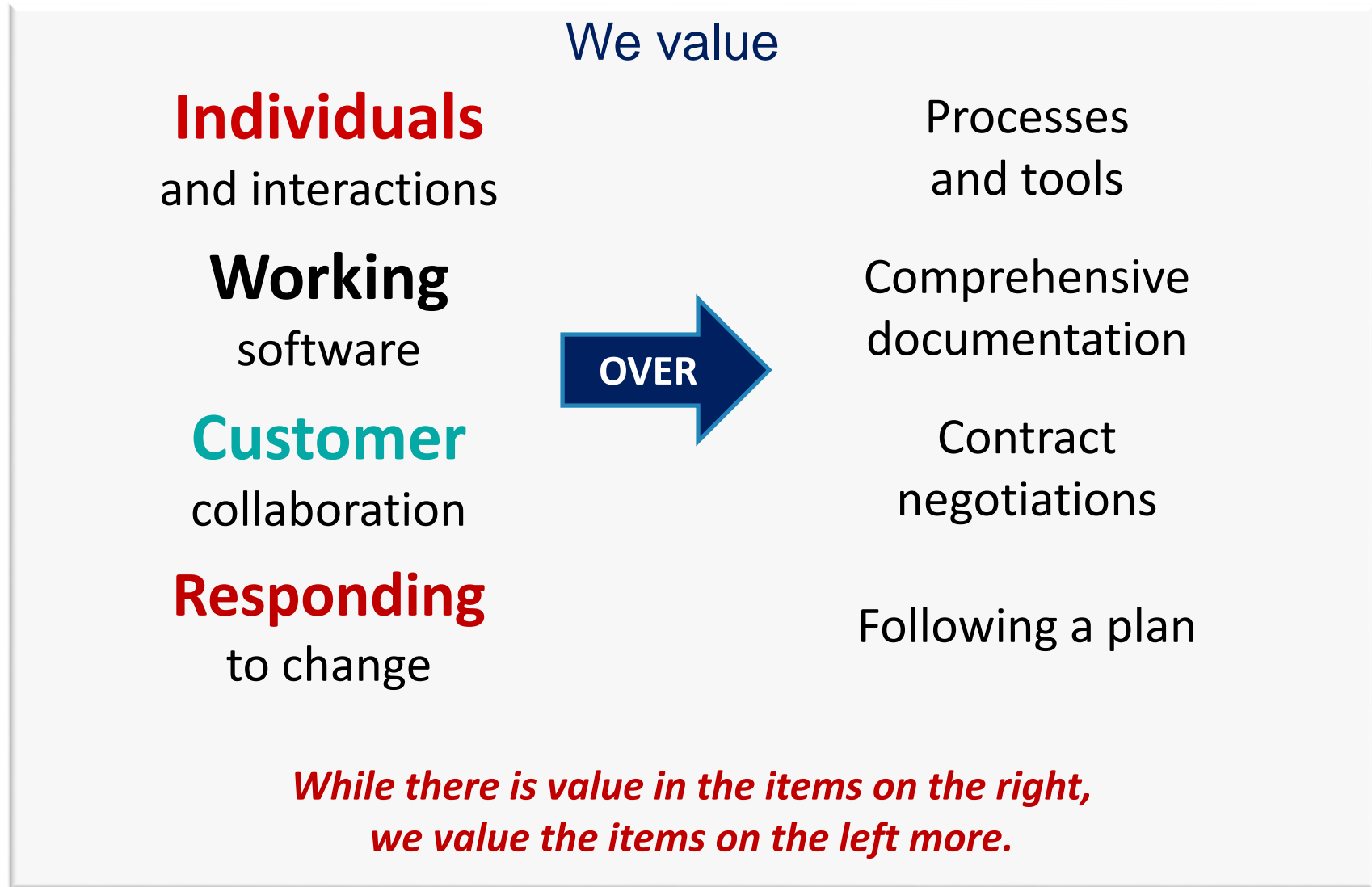
- A framework, standard or methodology
- The same as Scrum
- Limited to software development projects
- Governed by one certification, qualification or institute

Agile is

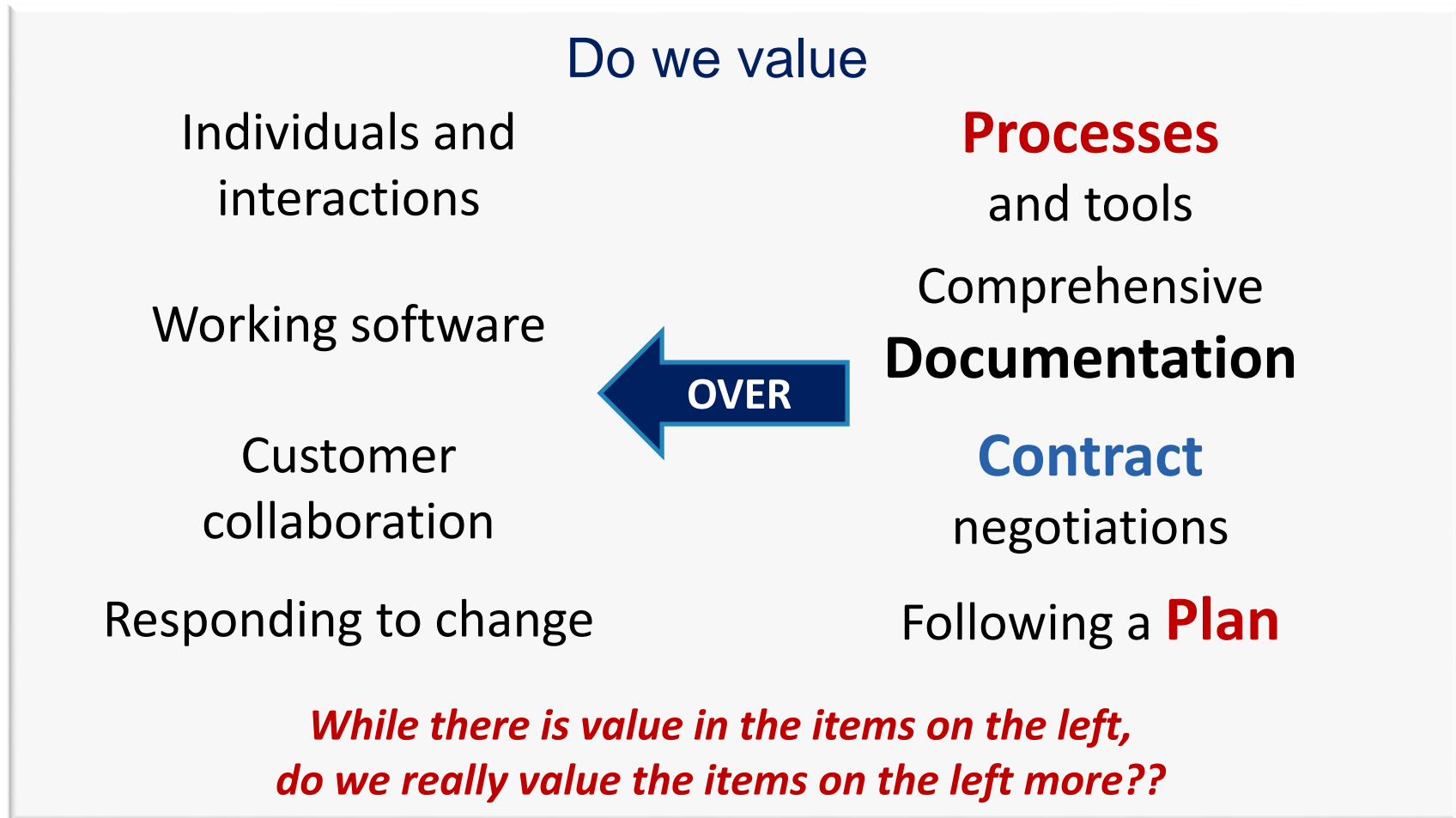
- A set of guiding values and principles
- Applicable beyond software development
- Brought to life via frameworks, standards, methodologies and processes (such as Scrum)
- More perspective than prescription

Agile's core values and principles are defined in the Agile Manifesto (www.agilemanifesto.org)

The Agile Manifesto



Are these contrary to ITSM Values?



Agile Principles

1. Satisfy the customer
2. Welcome changes
3. Deliver frequently
4. Work with business people daily
5. Build projects around motivated individuals
6. Communicate
7. Measure results
8. Promote consistency
9. Strive for technical excellence and good design
10. Celebrate work not done
11. Create self-organizing teams
12. Reflect and tune



Are these significantly different than ITSM principles?



WHAT ARE AGILE PRACTICES?

Agile Practices

The Agile Manifesto gave rise to Agile frameworks and methods.

- Scrum is the most recognized Agile framework
- Other Agile frameworks and methods include
 - Kanban
 - XP (Extreme Programming)
 - Other practices that embed the values and principles of the Agile Manifesto.



What is Scrum?

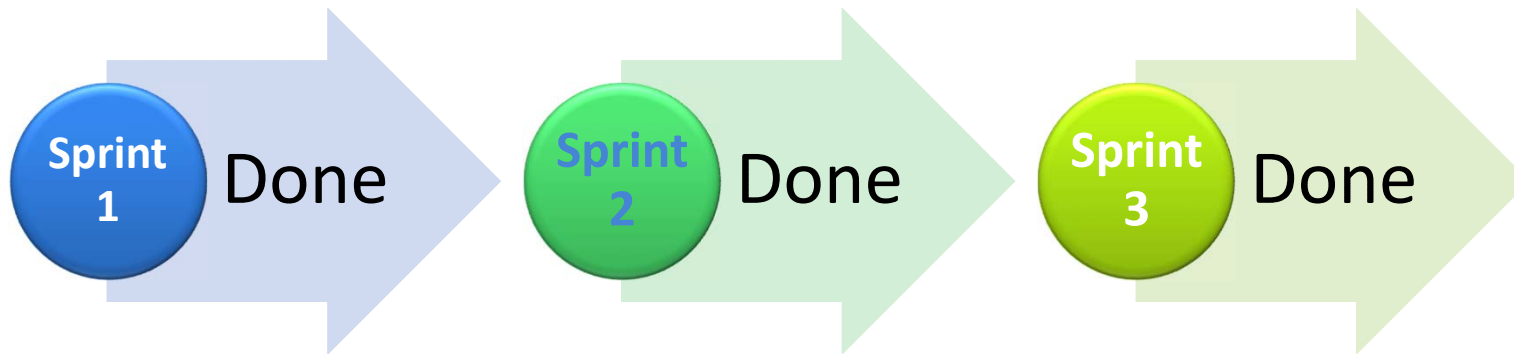
Scrum is a simple framework for effective team collaboration on complex projects. Scrum provides a small set of rules that create just enough structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge.

Source: Scrum.org

- Scrum is
 - Deceptively simple yet difficult to master
 - Not a process or a technique for building *products*

While Scrum was originally intended for software development, it has been successfully applied to other types of complex projects.

Scrum Gets Things Done



Scrum gets things done through

- Good planning and review
- Agreed user stories
- Small self-organizing teams
- Short incremental “sprints”
- Less work in progress
- Better workflows
- Improved responsiveness
- Measurable accomplishments
- Shorter feedback loops
- Overcome impediments

Scrum emphasizes a clear definition of “done” for each increment of work.

Understanding and Measuring Velocity



- Velocity is
 - the ability of an individual or team to absorb work
 - a metric used to determine how much work a team can reasonably complete during a sprint

Understanding and removing impediments will increase velocity and get more “done”.



WHAT IS AGILE SERVICE MANAGEMENT?

Our Cadence is Off

*Dev has been focusing on Agile. Ops has been focusing on ITSM.
The business clearly needs both.*

The Business



Innovation

Dev



Agile Development

Ops



Agile Service Management

*It's time to cross-pollinate these best practices into
Agile Service Management.*

What Does it Take to “Be Agile”?

- Be customer-centric
- Be lean
- Be collaborative
- Be communicative
- Be adaptive
- Be measurable
- Be consistent
- Be results-oriented
- Be reflective



Being agile also means applying Scrum concepts such as self-organizing teams that burndown a backlog of work in small iterative sprints.



HOW DO WE GET STARTED?

Does Your Program Need to Refocus?

Becoming Agile is a great self-assessment opportunity.

- Ask yourself
 - Are we delivering value to our customers? How do we know?
 - Are we focused on achieving business outcomes? How do we know what those are?
 - Do we prize tools, flowcharts, documentation and reports over individual interaction?
 - Are changes being deployed on time?
 - How much of our work is “in progress”?
 - How are we perceived by developers and suppliers?
 - How are we perceived by customers and users?

Are we instilling and rewarding the right behaviors and culture?

First Steps



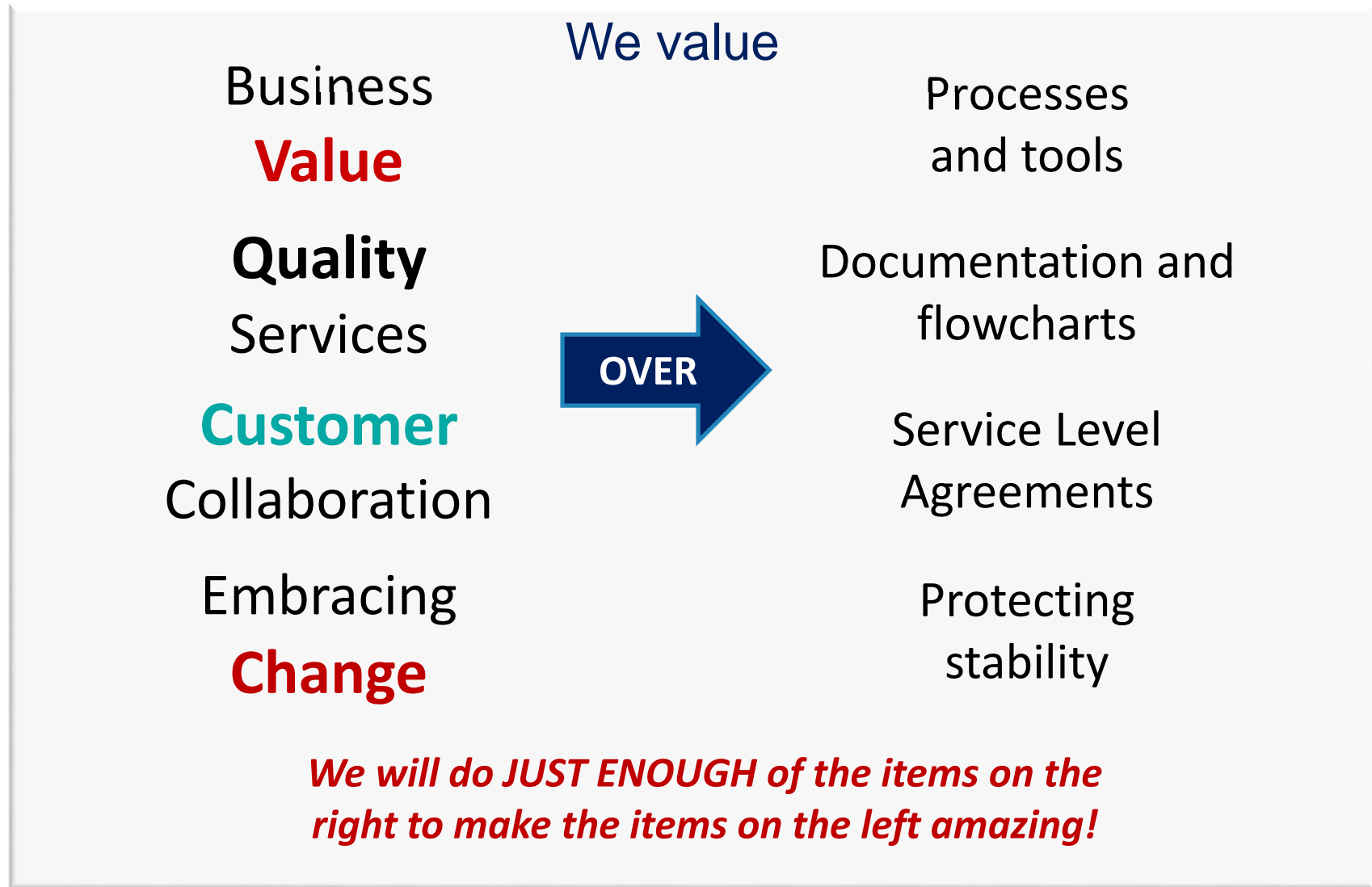
Learn

Learn

Learn

- Spend time with your customers
 - Understand your customer's definition of value
 - Write "user stories" for processes and services
- Spend time with developers and suppliers
 - Observe and participate in their agile practices
- Analyze your processes and process assets
 - Identify waste, WIP, over-processing or bottlenecks
 - Produce a process backlog
- Create or modify a common vocabulary
 - Integrate Agile and ITSM terms into IT vocabulary
- Build small, self-organizing teams
 - Work in small incremental sprints
 - Define "done" for each measure of work
- Analyze your velocity

Proposed Agile SM Manifesto

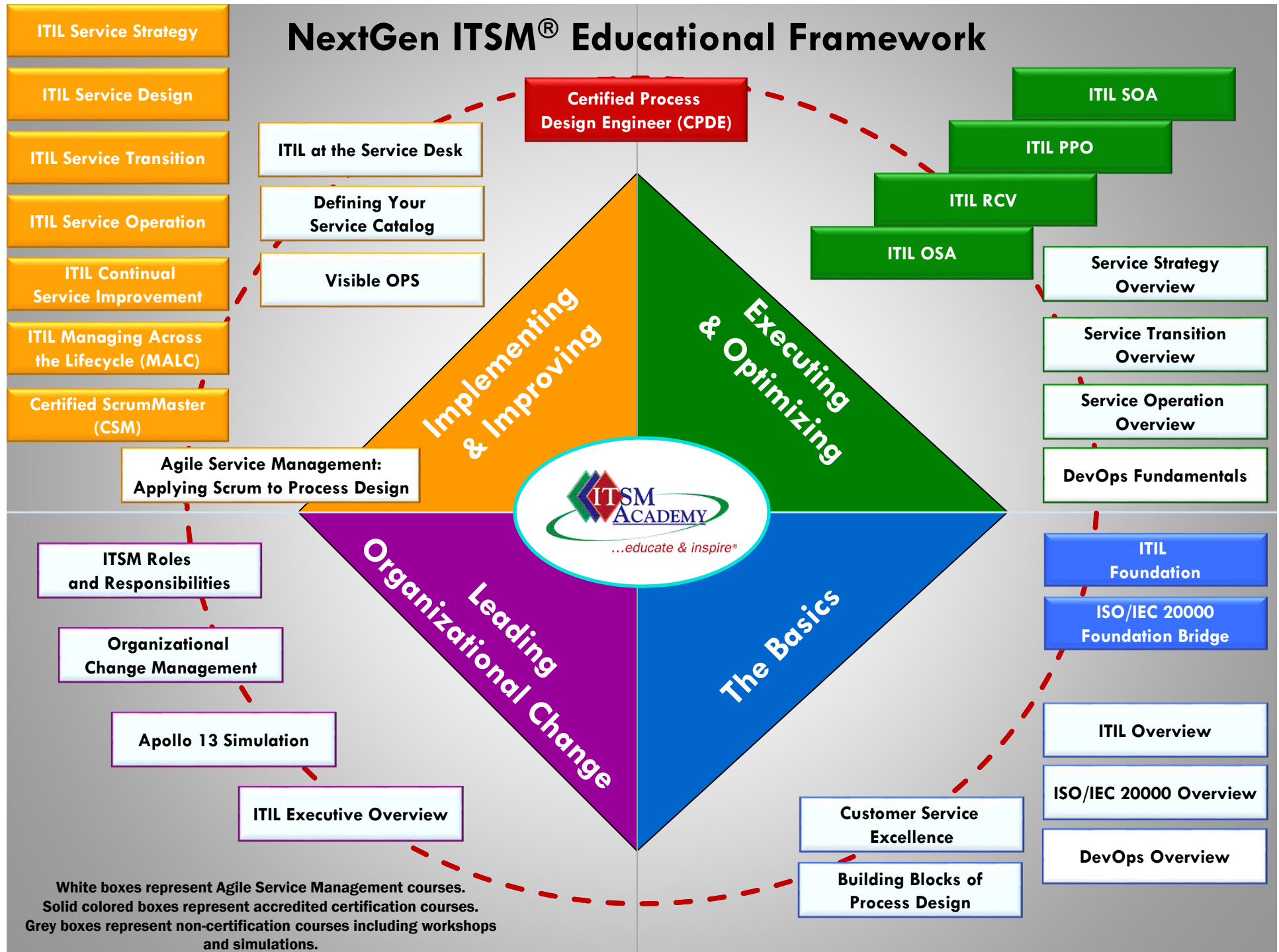


Want to Learn More?



- New ITSM Academy Courses
 - DevOps Overview
 - DevOps Fundamentals
 - Certified ScrumMaster
 - Agile Service Management:
Applying Scrum to Process Design

NextGen ITSM® Educational Framework



Additional Sources of Information

- www.agilemanifesto.org
- www.scrumalliance.org
- www.leankit.com
- www.itsmprofessor.net

Questions?

