

LEVERAGING AGILE AND LEAN TO TRANSFORM YOUR IT ORGANIZATION

#askitsm
@ITSMAcademy
@ITSM_Donna



About ITSM Academy



NextGen ITSM[®] Education:

- ✓ Certified Process Design Engineer (CPDE)®
- ✓ ITIL® Foundation
- ✓ ITIL Capability (OSA | PPO | RCV | SOA)
- ✓ ITIL Lifecycle (SS|SD|ST|SO|CSI)
- √ ITIL Managing Across the Lifecycle (MALC)
- ✓ ISO/IEC 20000 Foundation Bridge
- √ DevOps Foundation new
- √ Agile Service Management Foundation new
- ✓ Certified ScrumMaster® (CSM)
- √ ITIL/ISO and DevOps Overviews

Interactive Sessions

- ✓ Building Blocks, Roles, Service Catalog, etc.
- ✓ Apollo 13, Visible Ops: The Class
- ✓ And more!

- Since 2003 Tens-of-Thousands
 Trained and Certified
- Learner Portal my.itsmacademy.com
- GAME ON! An Interactive Learning Experience[®]
- Public Classes throughout U.S.
- Corporate On-Site Classes
- Virtual Classes
- Courseware Licensing
 - ✓ Corporate & Partner (GEM)
- Alumni Program
- PMI Global Education Provider
- Certified Woman-Owned

www.itsmacademy.com | www.itsmprofessor.net



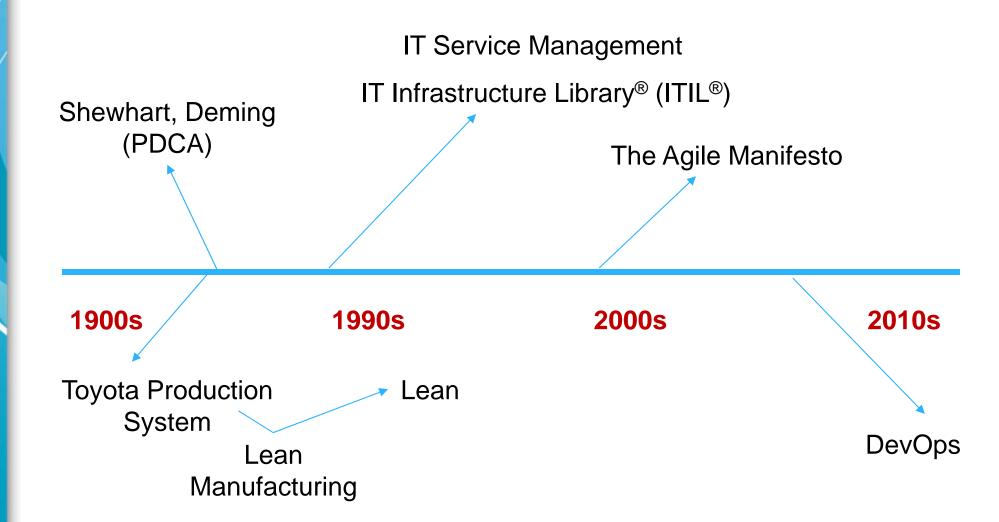


Agenda

- What is agile?
- What is lean?
- Leveraging agile and lean practices



Let's Start at the Beginning





- Able to move quickly and easily; well-coordinated
- Able to think and understand quickly; able to solve problems and have new ideas

What is Agile?

Agile is not

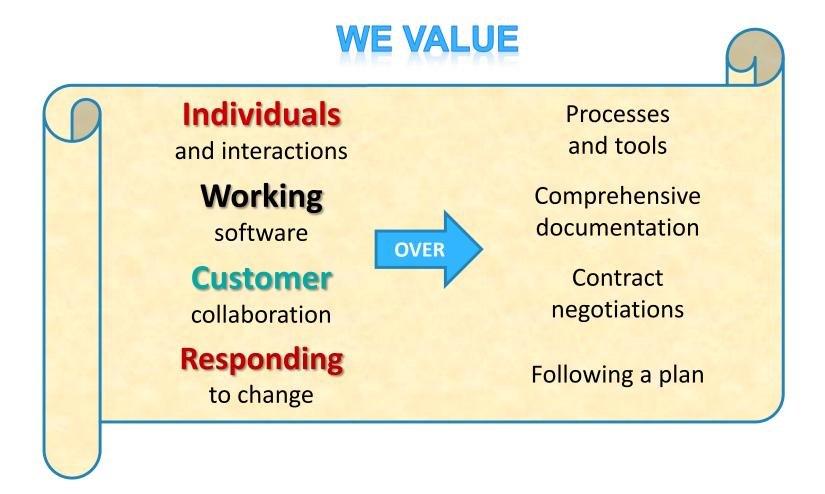
- A framework, standard or methodology
- The same as Scrum
- Limited to software development projects
- Governed by one certification, qualification or institute

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



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

Important Terms



- Agile enterprise a fast moving, flexible and robust company capable of rapid response to unexpected challenges, events and opportunities
- Agile software development a group of software development methods in which requirements and solutions evolve through collaboration between selforganizing, cross-functional teams
- Agile service management ensuring IT service management (ITSM) processes reflect Agile values and are designed with "just enough" control and structure to effectively and efficiently deliver services that facilitate customer outcomes when and how they are needed

Agile vs. Waterfall

Agile software development methods deliver working software in smaller and more frequent increments.

Agile

- Iterative
- Incremental
- Decisions are made based on observation and experimentation rather than on detailed upfront planning

Waterfall

- Linear
- Sequential
- Phased approach
- Move to next phase only when previous phase is complete

Popular agile software development methodologies include Extreme Programming (XP), Kanban, Lean Software Development, Scrum, and others.

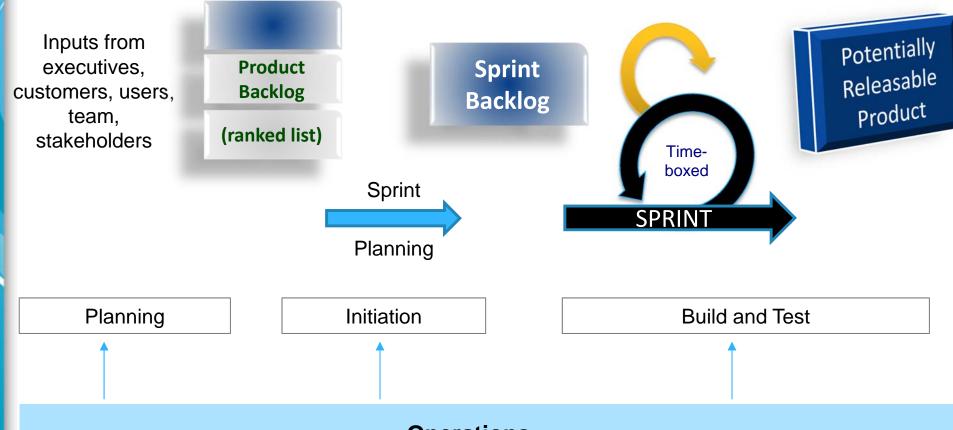
Pace-layered Application Strategy

Gartner's Pace-Layered Application Strategy is a methodology for categorizing, selecting, managing and governing applications to support business change, differentiation and innovation.

- Systems of Record Established packaged applications or legacy homegrown systems
- Systems of Differentiation Applications that enable unique company processes or industry-specific capabilities
- Systems of Innovation New applications that are built on an ad hoc basis to address new business requirements or opportunities

Ops Involvement in Agile

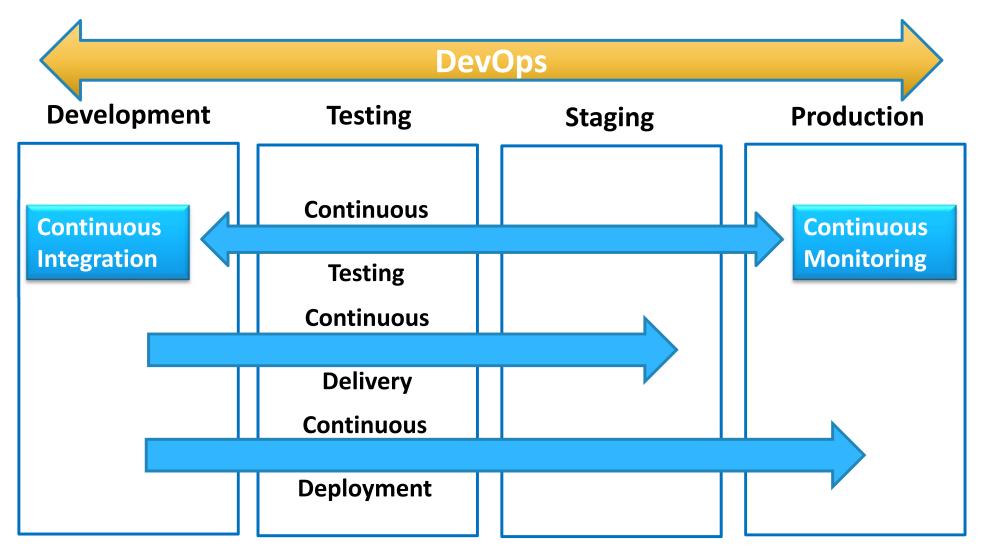
Engaging Ops early in the software development lifecycle enables organizations to deploy working functionality into production faster.



Operations

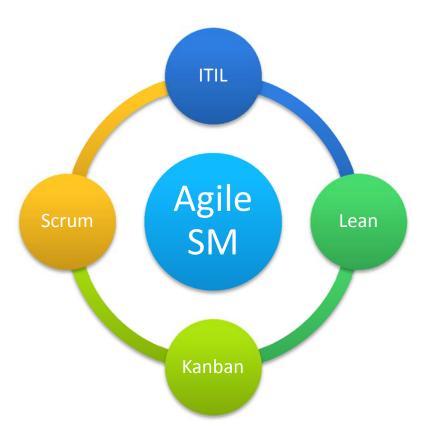
- Non-functional requirements
 - Define Ops acceptance criteria
 - Infrastructure provisioning
- Embed Ops knowledge in Dev
 - Design, build, test ITSM and IT Operations automation capabilities

Agile, Lean and Continuous Delivery



Continuous delivery requires collaboration between Dev and Ops.

Agile Service Management



- Agile process design
 - Applies agile practices to process design and implementation
- Agile process improvement
 - Aligns ITSM processes
 with agile as part of CSI

Agile service management encourages a learning environment through smaller, faster implementations of processes and process improvements.

"Agile was instrumental in Development regaining the trust in the business, but it unintentionally left IT Operations behind. DevOps is a way for the business to regain trust in the entire IT organization as a whole."

Clyde Logue Founder of StreamStep

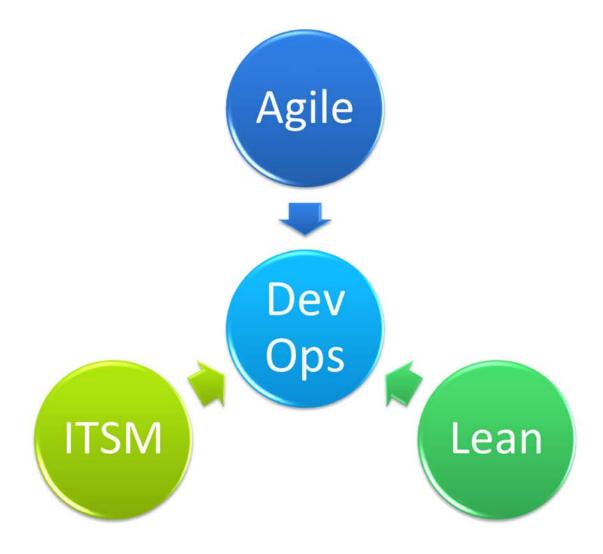
What is DevOps?

<u>DevOps</u> is a cultural and professional movement that stresses communication, collaboration and integration between software developers and IT operations professionals.



- Responds to accelerated demand for quality software products and services
- Acknowledges the interdependence of IT functions
- Recognizes the need for cultural improvements
- Supports and leverages agile, lean and IT service management (ITSM) practices
- Encourages the use of automation

DevOps Cannot Stand Alone

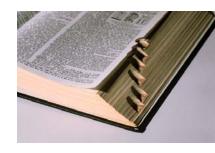


Successful DevOps relies on the adoption and integration of agile, lean and ITSM practices.



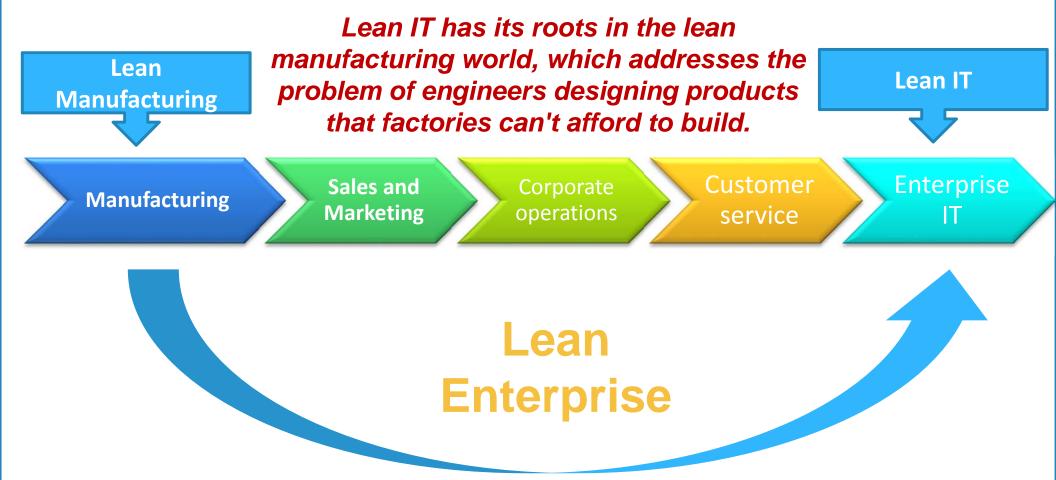
- Spare, economical
- Lacking richness or abundance

Important Terms



- Lean (production) a production philosophy that focuses on reducing waste and improving the flow of processes to improve overall customer value
- Flow how people or products move through a process
- Continuous flow smoothly moving people or products from the first step of a process to the last with minimal (or no) buffers between steps

Lean Perspectives



A lean enterprise strategically applies the key ideas behind lean production across the enterprise.

Five Principles of Lean Thinking

Lean enterprises embrace the five principles of lean thinking.

- 1. Define value precisely from the perspective of the end customer
- Identify the entire value stream for each service, product or product family and eliminate waste
- 3. Make the remaining value-creating steps flow
- 4. As flow is introduced, let the customer pull (i.e., provide what the customer wants only when the customer wants it)
- 5. Pursue perfection

The voice of the customer (VOC) process captures and analyzes customer requirements and feedback to understand what the customer wants.

"Perfection is achieved, not when there is nothing more to add, but when there is nothing left to take away."

Antoine de Saint-Exupery

The 3Ms of Lean



Overburden

Inconsistency

Both mura and muri cause muda (waste).

Lean Tools

Lean tools enable dramatic improvements. Culture change is required, however, to avoid slipping back to old habits.

Commonly used tools include

- A3 thinking (problem solving)
- Continuous flow (eliminates waste)
- Kaizen (continuous improvement)
- Kanban (pull system)
- KPI (key performance indicator)
- Plan, do, check, act
- Root cause analysis
- SMART goals (specific, measurable, achievable, relevant, time-bound)
- Value stream mapping (depict flow)

Eliminating Waste

Improvement opportunities include

- Reduce handoffs
- Eliminate bottlenecks
- Eliminate unnecessary checks and reviews
- Eliminate or correct activities that result in rework
- Capture information once at the source
- Eliminate duplicate activities
- Substitute parallel activities for sequential activities
- Consolidate roles when possible



Prioritize improvements that enable improved communication, collaboration and integration.

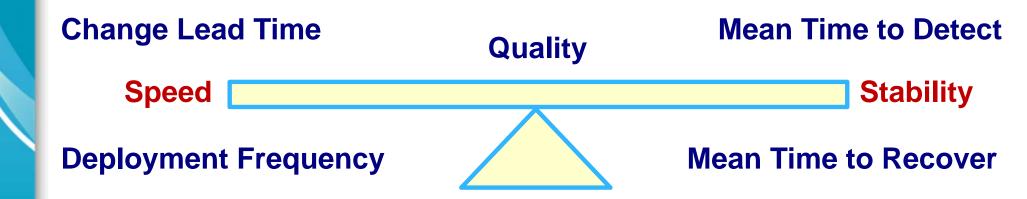
Source: The ITSM Process Design Guide

"Almost all quality improvement comes via simplification..."

Tom Peters

Measuring Success

Practices that enable organizations to understand and improve flow enable improved IT performance.



Measure what matters to the business!

Strong IT performance is a competitive advantage.



GETTING STARTED

Start Where You Are

Honor the past but don't be bound to it.



Get clear on the business opportunity – the 'Why?'

Past Present Future

Continuously experiment, take risks and learn from both successes and failures.

The only 'right way' to adopt agile and lean practices is the way that is right for your organization at this time.

Avoid Inertia

- Get the right people together
- Get everyone on the same page
- Build capabilities that lead to lasting change
- Focus on critical behaviors
- Experiment and learn
- Consolidate gains and produce more change

Culture Change is Never Easy



People typically don't resist their own ideas.

- Change almost always takes longer and costs more than expected
- Stakeholder involvement is critical
- People who participate in what and how to change decisions are far more likely to accept change

Source: The ITSM Process Design Guide

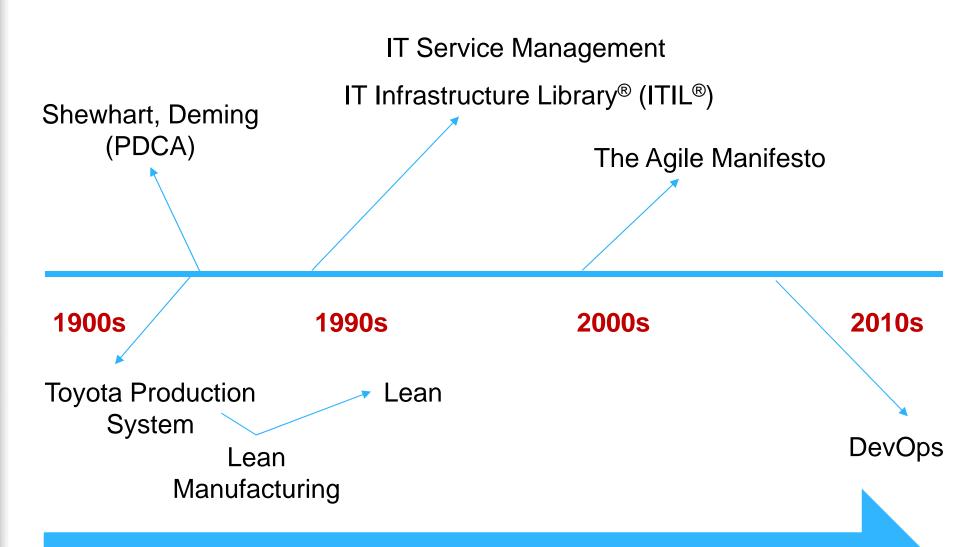
Managing Change Fatigue

Change fatigue is a general sense of apathy or passive resignation towards organizational changes by individuals or teams.

- View resistance to change as normal
 - Listen, empathize
- Communicate the big picture
 - Explain the reason for this change
 - Show how changes are connected
 - Tie changes to business strategies and goals
- Ensure each change initiative has an intended outcome
- Empower people to contribute
- Celebrate (even if only small) successes
- Create visible feedback and improvement loops

The amount of change fatigue that people experience is directly impacted by the way change is managed.

So let's call this what it is...



Continuous Improvement

WIIFY?

A more balanced life

Work is made visible

Work in progress is

limited

Less fire fighting

Less waste

Improved communication and collaboration

More realistic goals

More time for

Innovating

 Automating repetitive tasks

Simplifying tasks

Making improvements

Self education

Intelligent risks are rewarded

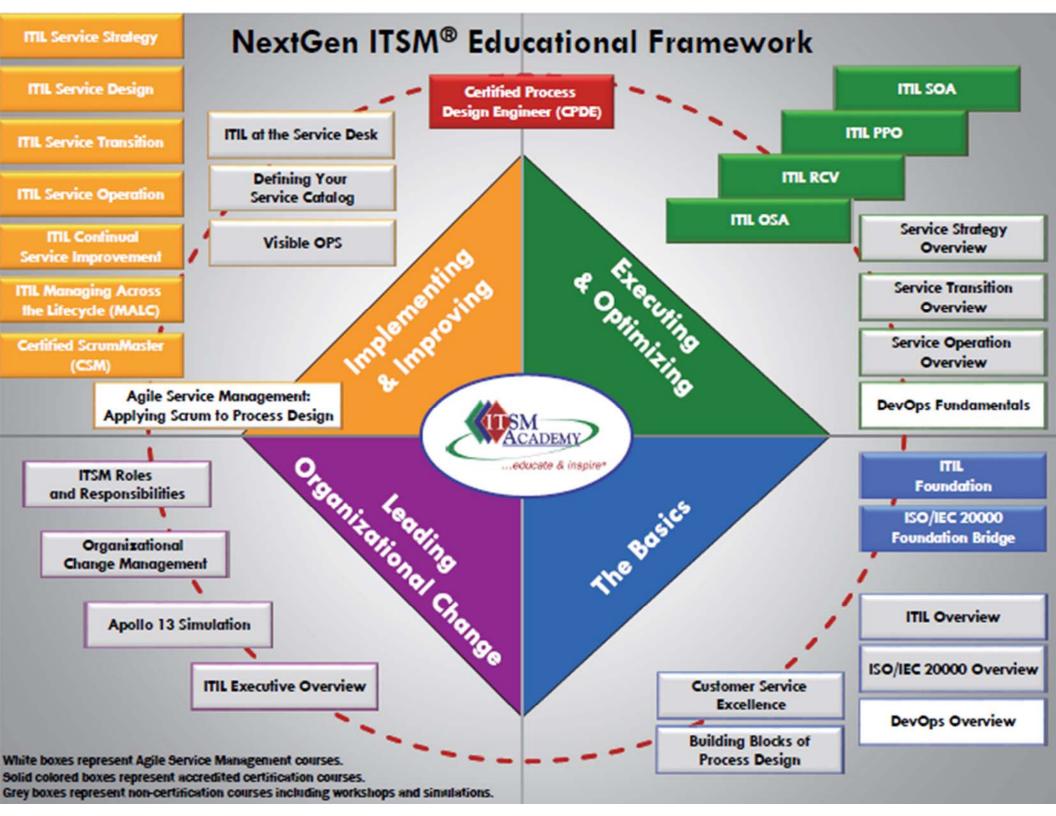
Agile and lean principles and practices affect organizational culture.

Culture change and continuous improvement cannot happen without the support of people like you.

Take action!

Questions?





To Learn More...



Contact us:

- info@itsmacademy.com
- www.itsmacademy.com

Follow us:

- Linkedin Linkedin.
- @ITSMAcademy



- www.itsmprofessor.net
- jayneexplains.blogspot.com

Why us?

- Seasoned 'been there, done that' instructors
- High-quality course and value-add materials
- Practical and actionable education and advise
- Integrated simulations and games
- Robust alumni programITIL/Agile/DevOps

ITSM Academy Affiliates













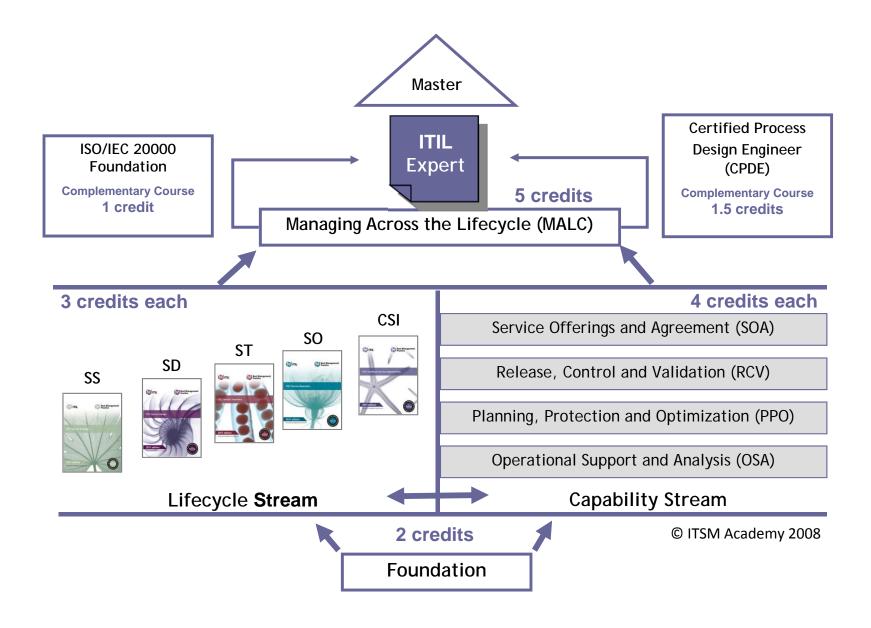




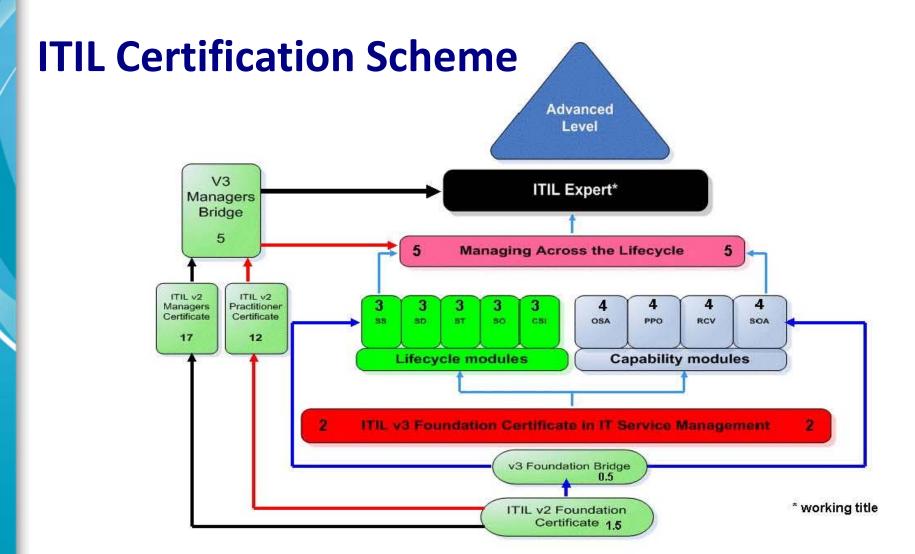




ITIL Certification Scheme



Want to Learn More?



OGC's Official Accreditor - The APM Group Limited 2007