Making the Transition: ITIL v3 to ITIL 4

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Welcome!

ITSM Academy
…educate & inspire®
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- Full service provider of IT Service Management (ITSM) education and advice
- Accredited and sustainable education and training
  - ✓ ITIL®
  - ✓ DevOps
  - ✓ Employee Experience
  - ✓ Process Design (CPDE)
  - ✓ Agile Service Management
  - ✓ Lean/Value Stream Mapping
  - ✓ Site Reliability Engineering

OwlPoint
www.owlpoint.com

- Consultancy specializing in
  - ✓ Service Management
  - ✓ Experience Management
  - ✓ Project Management
- AXELOS Consulting Partner (ACP)
  - ✓ ITIL Maturity Model
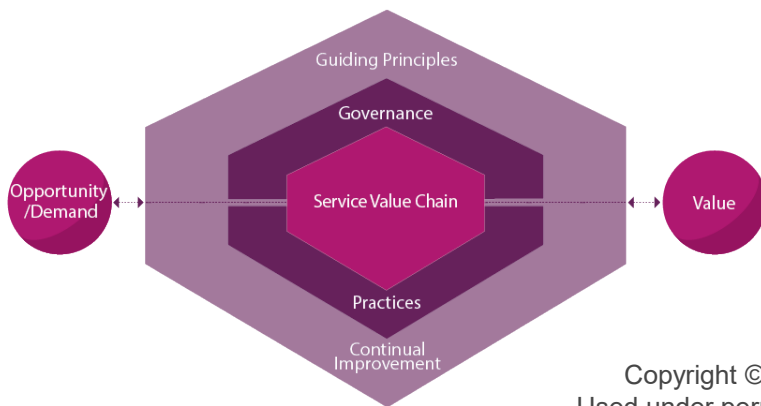 - ✓ ITIL Assessments
- CIO Initiative

The real difference between high-performing and low-performing organizations is the ability to continuously improve.
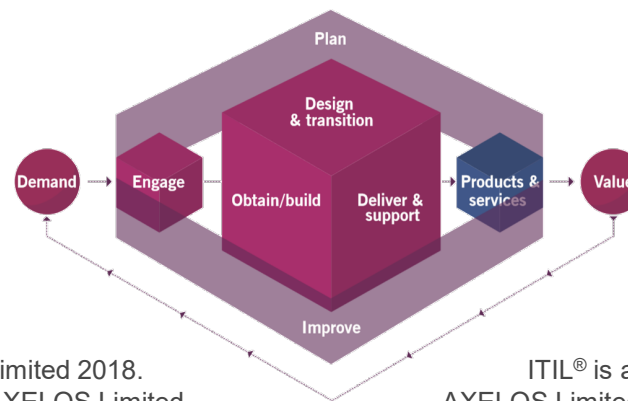
About ITIL® 4

- Co-creation of value

- Best practices *and* exploratory ways of working

- Principles-based

- Value-stream centric

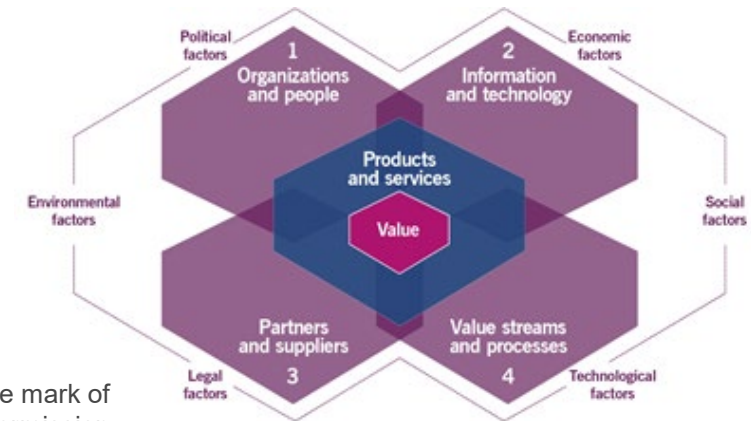- Alignment with adjacent ways of working
  - ✓ Agile, Lean, DevOps…

ITIL 4 reshapes established ITSM practices in the wider context of customer experience, value streams, digital transformation and systems thinking.

The ITIL Service Value System

The ITIL Service Value System

How we behave and make decisions

How we evaluate, direct and monitor performance

Guiding Principles

Governance

Opportunity /Demand

Service Value Chain

Value

What we do

Practices

How we do it

Continual Improvement

How we improve
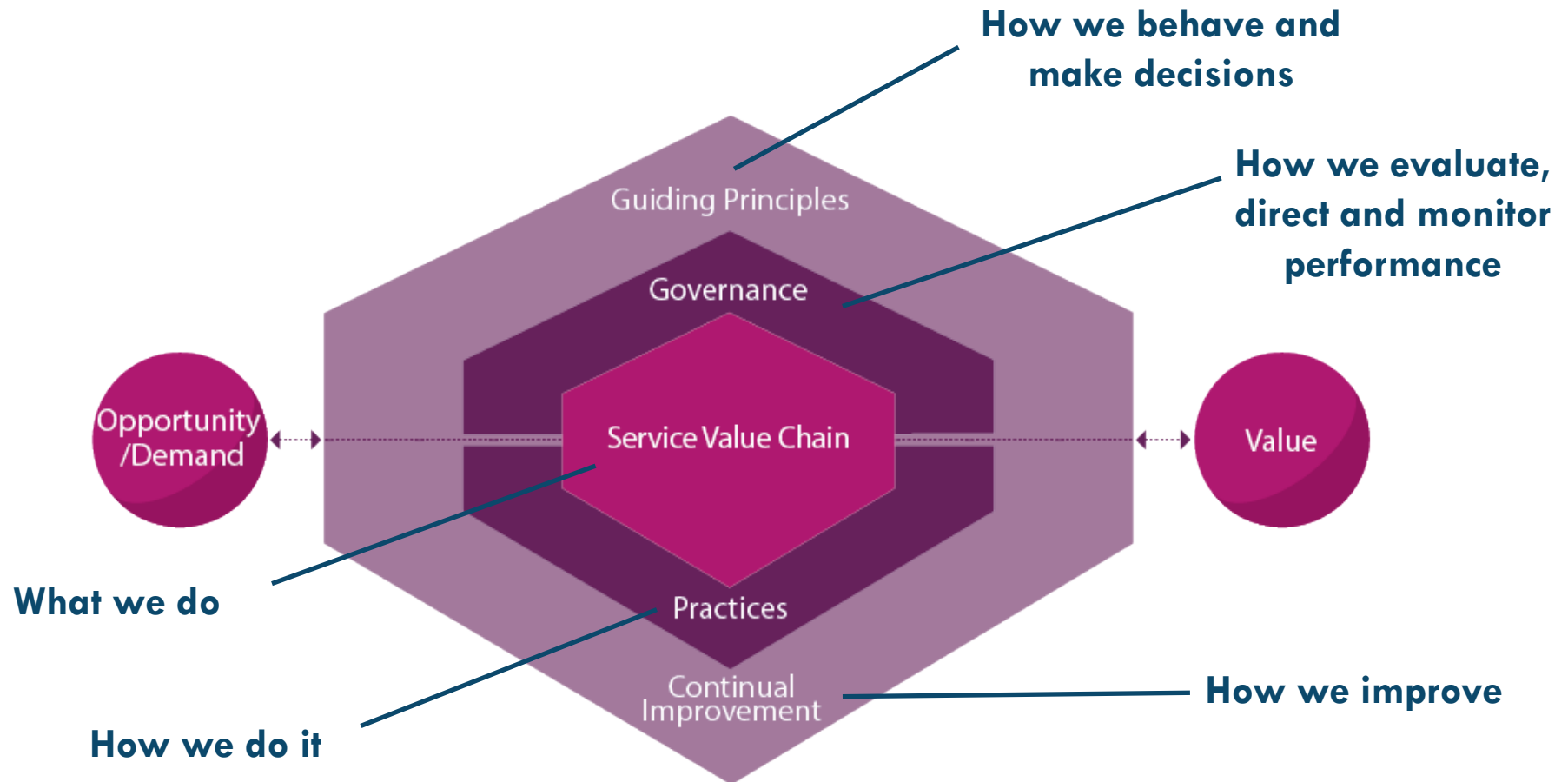
*The purpose of the SVS is to ensure that the organization continually co-creates value with all stakeholders through the use and management of products and services.*

The Role of Governance

- Every organization is directed by a governing body – a person or group of people who are accountable at the highest level for its performance and compliance

- Governance includes
  - ✓ The establishment of policies
  - ✓ The continual monitoring of their proper implementation by the governing body
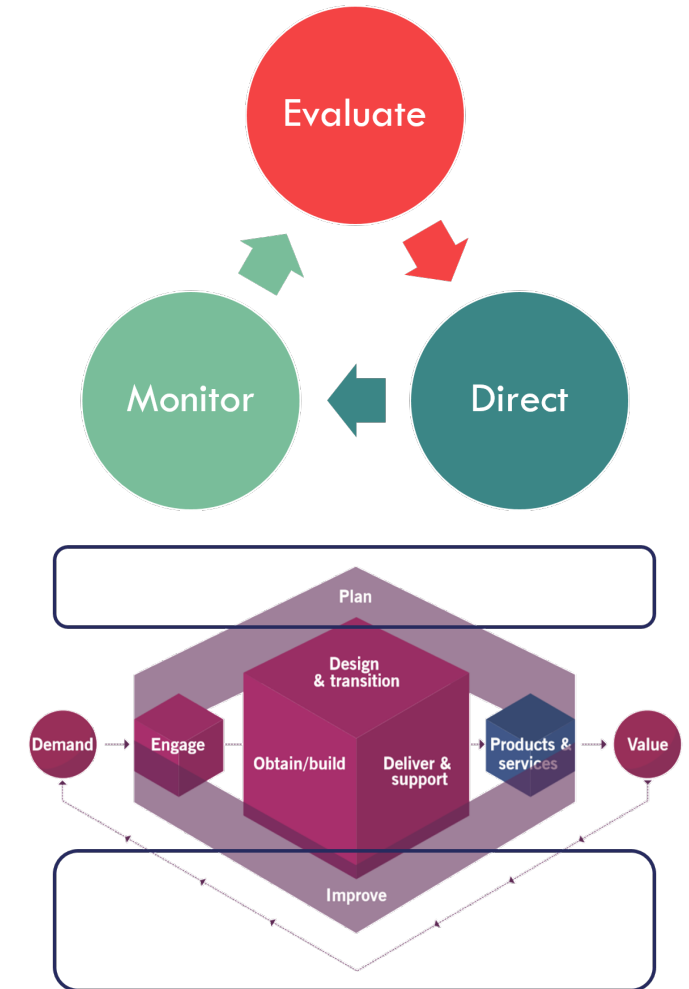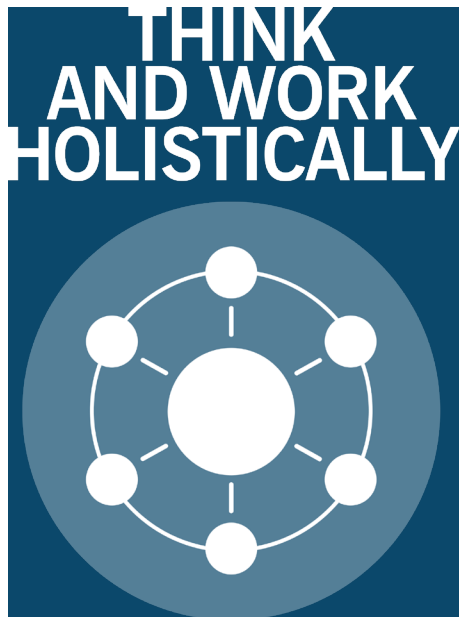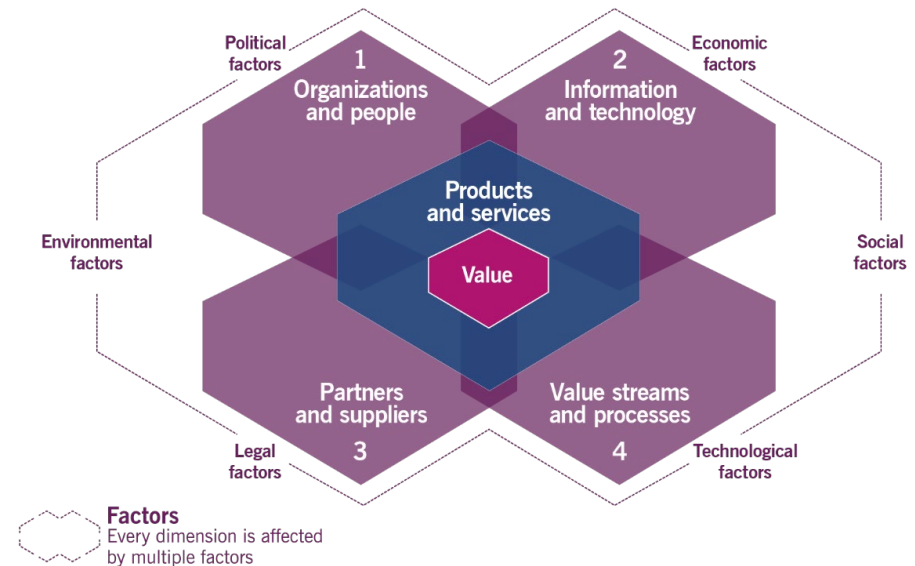
From Process to Practice

What is a Practice?

capabilities and
∧

A *practice* **is a set of organizational resources designed for performing work or accomplishing an objective.**

THINK AND WORK HOLISTICALLY

- Each practice
  - ✓ Supports multiple service value chain activities
  - ✓ Includes resources based on the 4 dimensions of service management

Process Myths and Misperceptions

Myth

- Processes aren't important in ITIL 4

ITIL 4 Reality

- Processes *are* important but…
  - ✓ They are only one aspect of a practice
  - ✓ They must be viewed in the context of
    - Value streams
    - The environment
    - Complexity

Myth

- The processes haven't changed

ITIL 4 Reality

- The *term* process hasn't changed
- The thinking around processes has changed significantly

The aim is 'minimum viable'.
One-size does NOT fit all.

The Incident Management Practice

- Shift left
- Disadvantages of a hierarchical (tier-based) structure
- Prioritization of work
- Swarming
- Blameless postmortems
- ChatOps
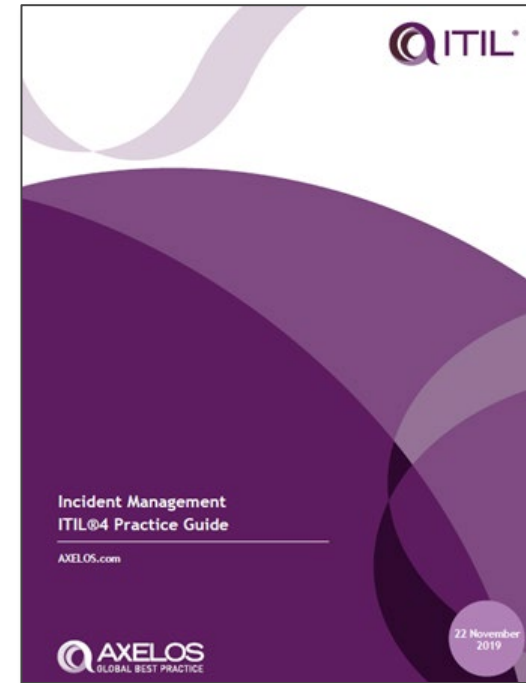
ITIL® 4: Create, Deliver and Support

ITIL® 4: High-velocity IT

Incident Management ITIL®4 Practice Guide

AXELOS.com

22 November 2019

- Incident Management Practice Guide

About the ITIL 4 Practice Guides

Each practice guide includes

- **General information**
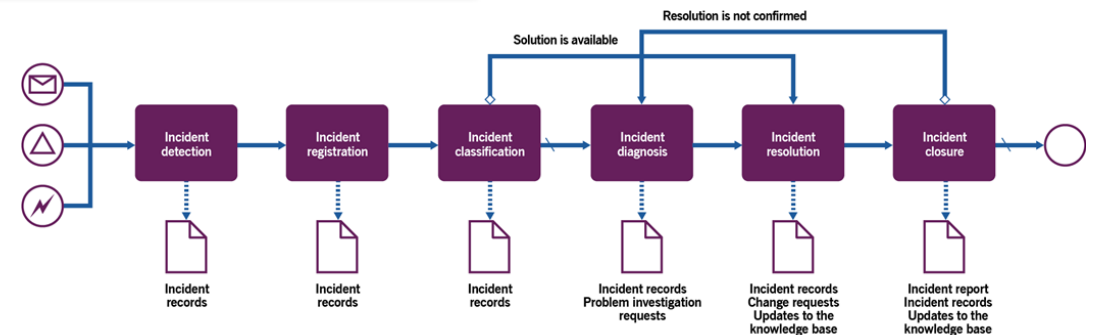 - ✓ Purpose and description
  - ✓ Terms and concepts
  - ✓ Scope
  - ✓ **Practice success factors**
  - ✓ Key metrics
- **Value streams and processes**
  - ✓ How the practice contributes to service value chain activities
  - ✓ The processes and activities of the practice

- **Organizations and people**
  - ✓ Roles, competencies, and responsibilities
  - ✓ Organizational structures and teams
- **Information and technology**
  - ✓ Information exchange: inputs and outputs
  - ✓ Automation and tooling
- **Partners and suppliers**
  - ✓ Relationships with third parties involved in the practice
  - ✓ Sourcing considerations

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ITIL 4 Maturity Model

Assessing ITIL Capability and Maturity

ITIL *Maturity Model*

- Tool organizations can use to objectively and comprehensively assess their service management capabilities
- Establishes the criteria to achieve each level of maturity of
  - ✓ The Service Value System components
  - ✓ The Service Value System as a whole
  - ✓ The capability of each of the ITIL 4 practices

ITIL Assessment

- Performed by AXELOS Consulting Partners' (ACPs)
- Process of evaluating an organization against a specific set of practices* and usually the organization's adoption of a Service Value System
  - ✓ **Comprehensive Assessment** – 7 or more practices + SVS
  - ✓ **Capability Assessment** – select practices
  - ✓ **Maturity Assessment** - up to 6 practices + SVS

***Must include Continual Improvement practice**

Continual Improvement Practice Success Factors

- **Establish and maintain an effective approach to continual improvement**
  - ✓ The ITIL continual improvement model, Toyota Kata, the OODA (observe, orient, decide, act) loop
  - ✓ Foster a culture of continual improvement and continuous learning
- **Ensure effective and efficient improvement across the organization**
  - ✓ Capture and prioritize opportunities
  - ✓ Ensure ownership
  - ✓ Allocate resources and provide funding
  - ✓ Assess and measure performance

Continual Improvement
ITIL®4 Practice Guide

AXELOS.com

16th January 2020
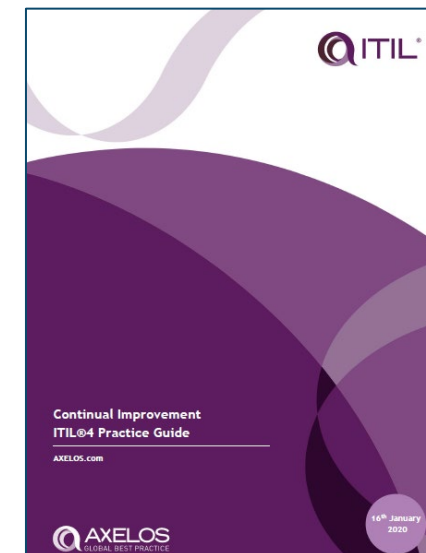
Making the Transition

Start Now!

START WHERE YOU ARE
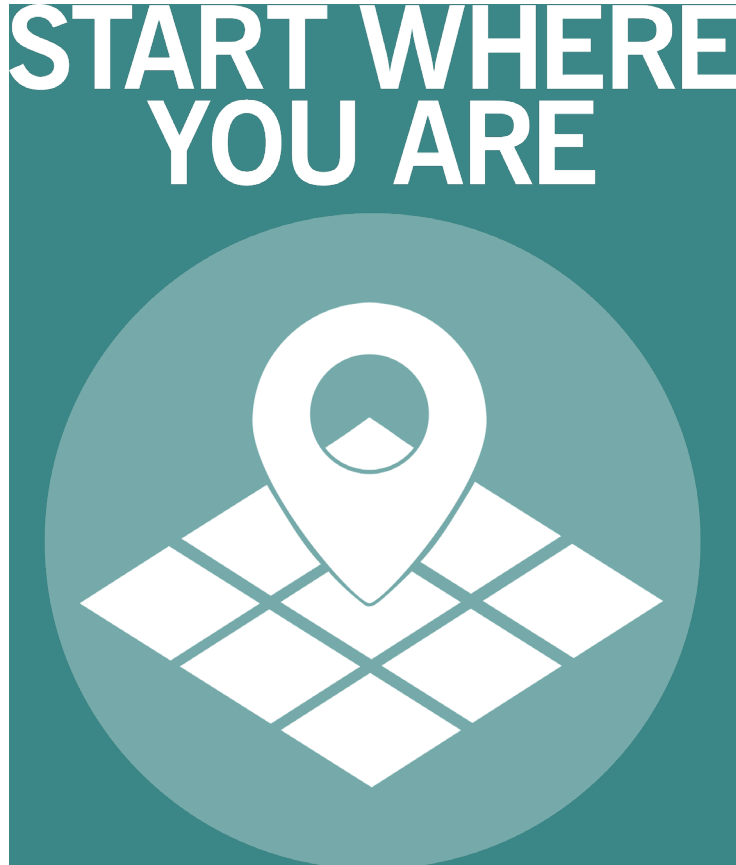
- Honor the past
- Accept your currently reality
  - ✓ Examine your organization's circumstances, needs and goals
- Look to the future
  - ✓ Draw from any and all frameworks and methods to continually improve

Just keep learning and improving!

Starting Points

FOCUS ON VALUE

- The guiding principles – embrace new ways of thinking and working

- Continual improvement – foster a culture of experimentation and learning

- Value streams and customer journeys – focus on value

- Practices – align with the organization's strategy, circumstances, needs and goals

Practice Assessment and Improvement

Workshop

- Pre-workshop preparations – Scoping and scheduling

- Workshop Day 1 – Introduction to ITIL 4 and mini-assessment

- Workshop Day 2 – ITIL 4 practice-related training

- Workshop Day 3 – Practice improvement and improvement planning

- Post-workshop activities – socialize deliverables, execute plans

Deliverables

- Backlog of ideas and problem areas
- Proposed changes
- Proposed improvement plans
- Assumptions, constraints, risks and mitigators

KEEP IT SIMPLE AND PRACTICAL

COLLABORATE AND PROMOTE VISIBILITY

OPTIMIZE AND AUTOMATE

Evaluate Value Realization

PROGRESS ITERATIVELY WITH FEEDBACK
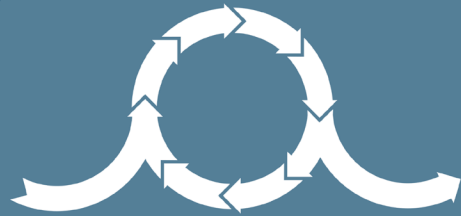
- Get clear on the direction
- Baseline your performance
- Set clear, meaningful, measurable goals
- Plan, Do, Check (Study), Act
- Study the results
  - ✓ Analyze metrics
  - ✓ Analyze customer and employee feedback
- Act on what you've learned

Key Metrics

- Lead time
- Cycle time
- Flow velocity
- Flow efficiency
- Change failure rate
- Deployment frequency
- Mean time to detect incidents (MTTD)
- Mean time to recover (component) (MTTR)
- Mean time to restore (service) (MTRS)

Making the Transition

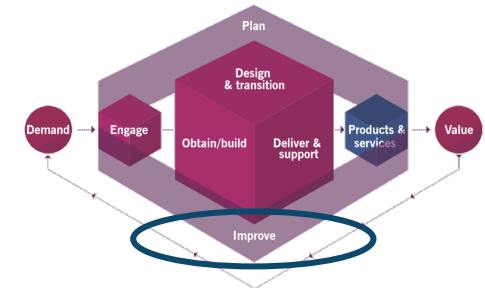- Let's call this transition from ITIL v3 to ITIL 4 what it is…

Continual Improvement!

- Good practices from previous versions of ITIL are still valid

- ITIL 4 updates these practices to include modern ways of thinking and working

Make changes with people and for people, not to people.
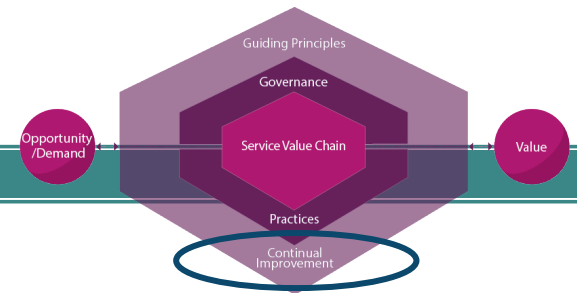
FAQs

When is ITIL v3 Being Retired?

Your ITIL v3 certificates are still valid.

AXELOS has published the following schedule for discontinuing ITIL v3

- ~~ITIL v3 Foundation (English) – discontinued as of July 2021~~

- ITIL v3 Intermediates (English) - to be discontinued as of January 2022

- ITIL 4 Managing Professional Transition exam (English) - to be discontinued as of 1 July 2022

Where is the ITIL 4 Guidance?

Core Publications and Certification Courses

ITIL Managing Professional (MP)

ITIL Specialist	ITIL Specialist	ITIL Specialist	ITIL Strategist
Create, Deliver & Support	Drive Stakeholder Value	High Velocity IT	Direct, Plan & Improve

ITIL Foundation

ITIL Strategic Leader (SL)

ITIL Strategist	ITIL Leader
Direct, Plan & Improve	Digital & IT Strategy

ITIL Foundation

ITIL® Foundation ITIL 4 Edition

AXELOS GLOBAL BEST PRACTICE

ITIL® 4: Create, Deliver and Support
ITIL® 4: Drive Stakeholder Value
ITIL® 4: High Velocity IT
ITIL® 4: Direct, Plan and Improve

+

Practices Guides

Problem Management
ITIL®4 Practice Guide
AXELOS.com

Incident Management
ITIL®4 Practice Guide
AXELOS.com

Change Enablement
ITIL®4 Practice Guide
AXELOS.com

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How Do I Access the ITIL 4 Practice Guides?

My ITIL is a content subscription that provides the practice guides as well as templates, toolkits and resources designed to help you apply best practice in the workplace.

How does it work?

- You can pay the subscription fee, or…
- You can obtain a free one-year subscription with any ITIL 4 certificate
- When you register for any ITIL 4 exam with PeopleCert, make sure you opt in to AXELOS' Successful Candidates Register
- You'll need to appear on the register for AXELOS to verify your certificate
- Successful candidates will be contacted by AXELOS with a discount code
- Add the My ITIL subscription to your basket and apply the code
- If you've not been contacted but would like to claim your free one year subscription, contact membership@axelos.com

**www.axelos.com/professional-development/my-itil**

What if I Want to Learn More?
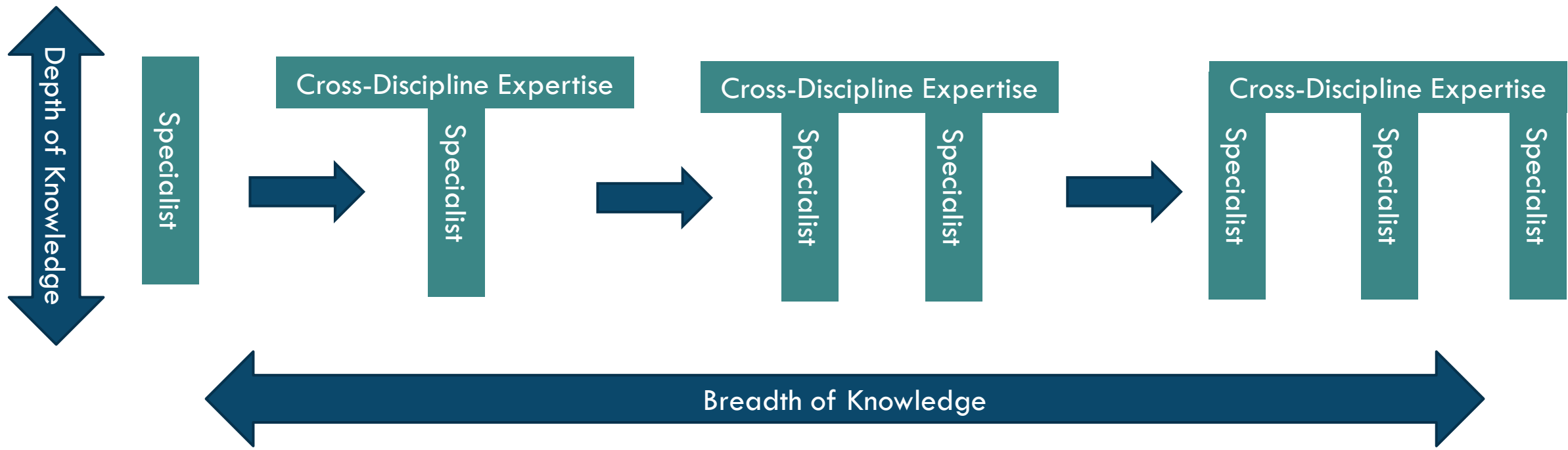
Building an Education Strategy

An effective education strategy provides leaders, managers, and staff the knowledge and skills needed to understand the role they play within the organization (or aspire to play within the organization), along with expected behaviors.

- A high level understanding of frameworks and processes is of value to everyone working in a modern IT organization

- The required depth and breadth of knowledge will vary from one individual to the next
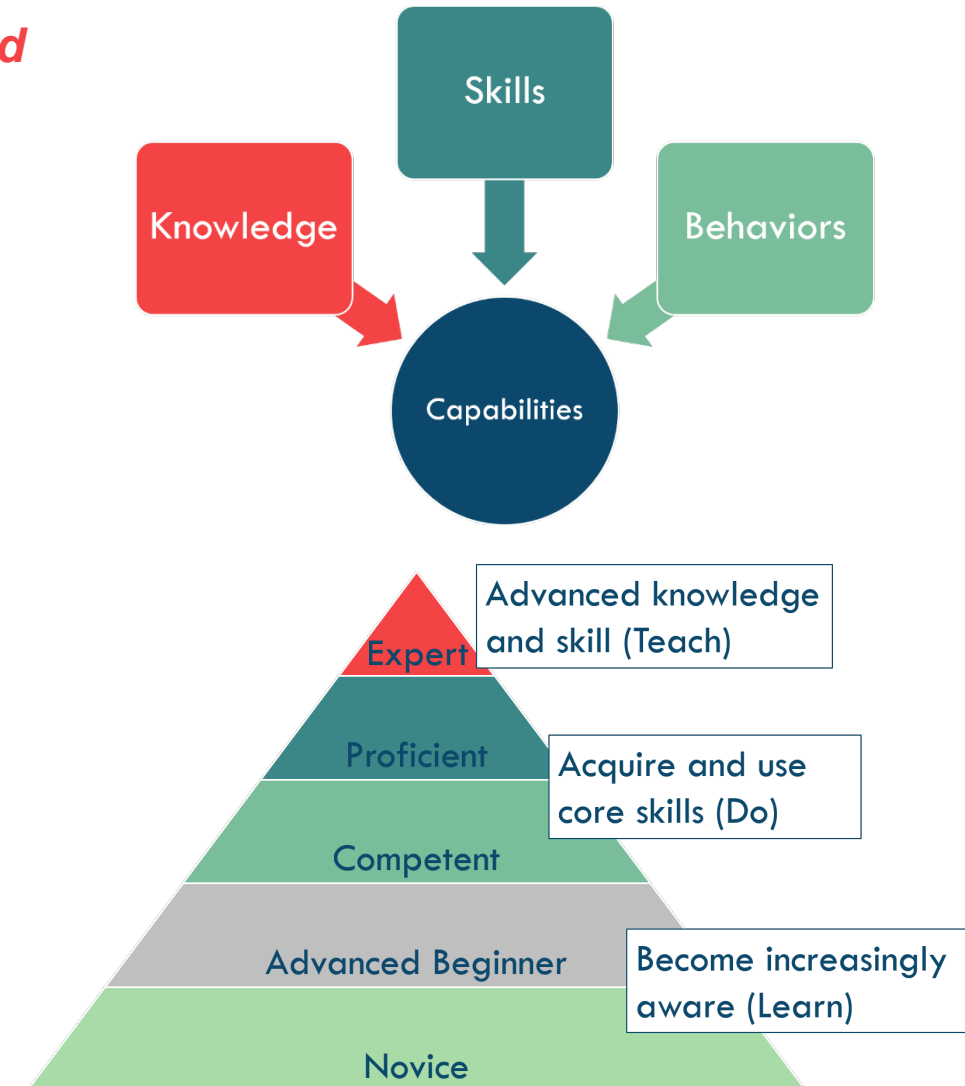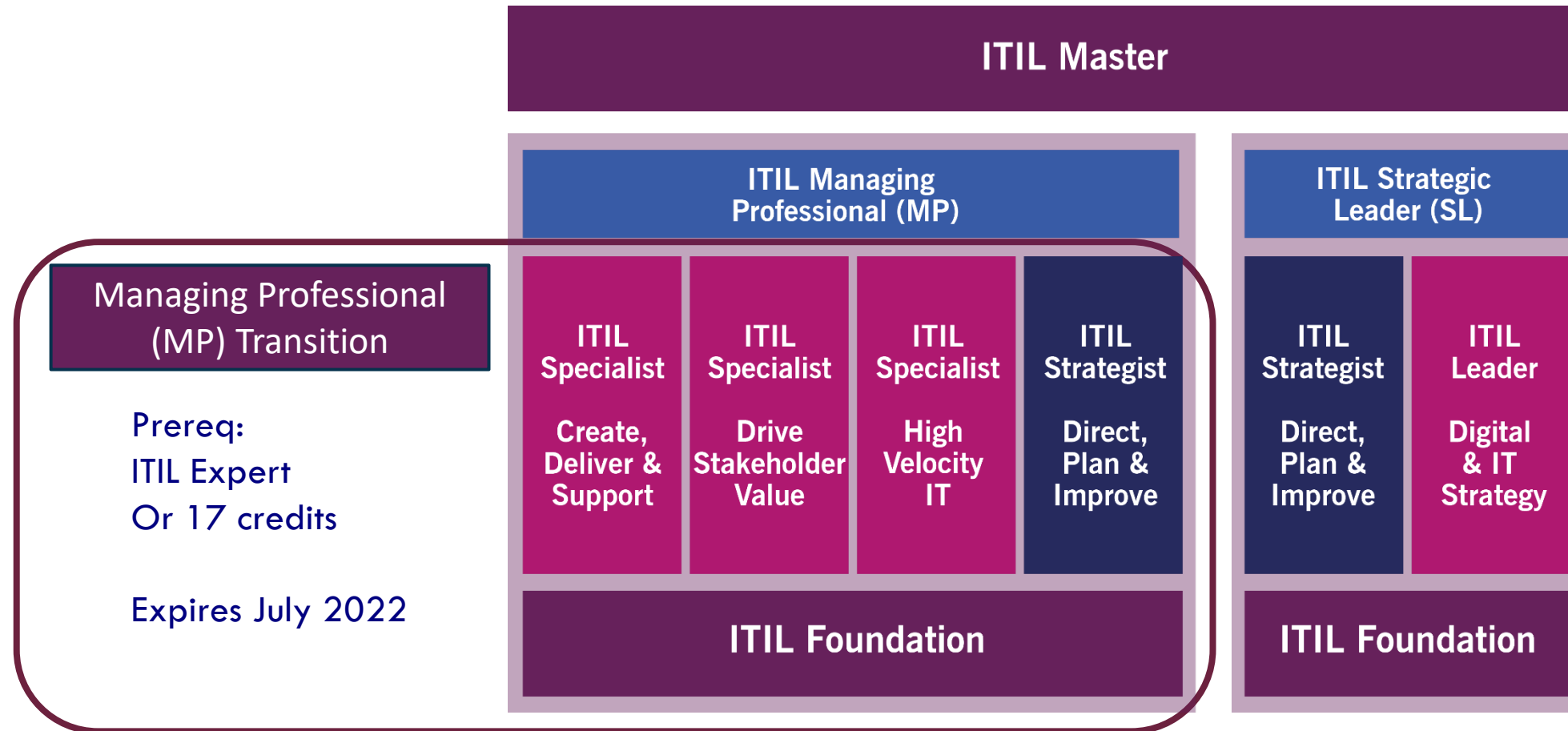
Building an Education Strategy

Having people with multiple areas of expertise provides organizations greater flexibility; particularly organizations with limited people resources or that are transitioning to cross-functional, product-oriented teams.

Depth of Knowledge

Cross-Discipline Expertise · Specialist · Specialist

Cross-Discipline Expertise · Specialist · Specialist

Cross-Discipline Expertise · Specialist · Specialist · Specialist

Breadth of Knowledge

ITIL 4 Certification Scheme

Which ITIL 4 Courses Are For You? (1)

- ITIL Managing Professional Stream
  - ✓ **Create, Deliver, and Support (CDS)** – focuses on value streams
    - For professionals who design and/or manage the delivery and support of IT-enabled products and services
    - Focus on core service management activities
    - Plan and manage effective value streams and improve the flow of work
  - ✓ **Drive Stakeholder Value (DSV)** – focuses on the customer journey
    - For professionals who are responsible for designing and/or managing customer journeys and experiences, managing stakeholders and fostering relationships to gain value realization
    - Optimize customer and user experience
    - Evolve service level agreements into experience level agreements
  - ✓ **High Velocity IT (HVIT)** – focuses on ITSM in the context of digital
    - For IT professionals working within or towards the delivery of digital products and services and digital transformation projects
    - Create a convergence between the business and IT
    - Increase the speed and quality of service delivery
    - Build resilience within complexity

Which ITIL 4 Courses Are For You? (2)

- ITIL Managing Professional *and* ITIL Strategic Leader
  - ✓ **Direct, Plan, & Improve (DPI) –** focuses on supporting a defined strategy
    - For IT and digital managers of all levels involved in planning and/or aligning work to organizational strategy and/or developing a continually improving team or service
    - Align governance, strategy, and service management activities
    - Foster a culture of collaboration and continual improvement and the ability to measure progress
    - Support organizational change management

- ITIL Strategic Leader
  - ✓ **Digital & IT Strategy (DITS) –** focuses on defining and executing a digital strategy
    - Elevates the discussion around ITIL concepts to the strategic level
    - Focuses on the importance and challenges of creating a digital strategy to enable business success
    - Provides leaders and aspiring leaders guidance that can be used to strategically manage risk and survive and thrive in a volatile, uncertain, complex and ambiguous (VUCA) environment

IT service management principles and practices affect organizational culture.

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

Keep improving!
Keep learning!

Questions?

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