CHANGE CONTROL:

So much more than a new name

July 18, 2019

Greg Sanker

What Is Change Control?

Organizational Capability that seeks to:

1. Support *timely* and *effective* implementation of business-required changes
2. Appropriately *manage risk* to the business
3. Minimize negative *impact of changes* to/for the business
4. Ensure changes achieve desired *business outcomes*
5. Ensure *governance* and *compliance* expectations are met

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Change Control vs Management

Change Management

- Confusion with OCM
- Subtle focus on managing individual changes
- Over emphasis on process of managing changes

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Change Control vs Management

Change Management

- Confusion with OCM
- Subtle focus on managing individual changes
- Over emphasis on process of managing changes

Change ~~Control~~ Enablement

- Control the circumstances producing changes
- Ensures all changes are within 'control limits'
- Adaptive, learning, optimizing
- Business Value focused

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Traditional Change Management

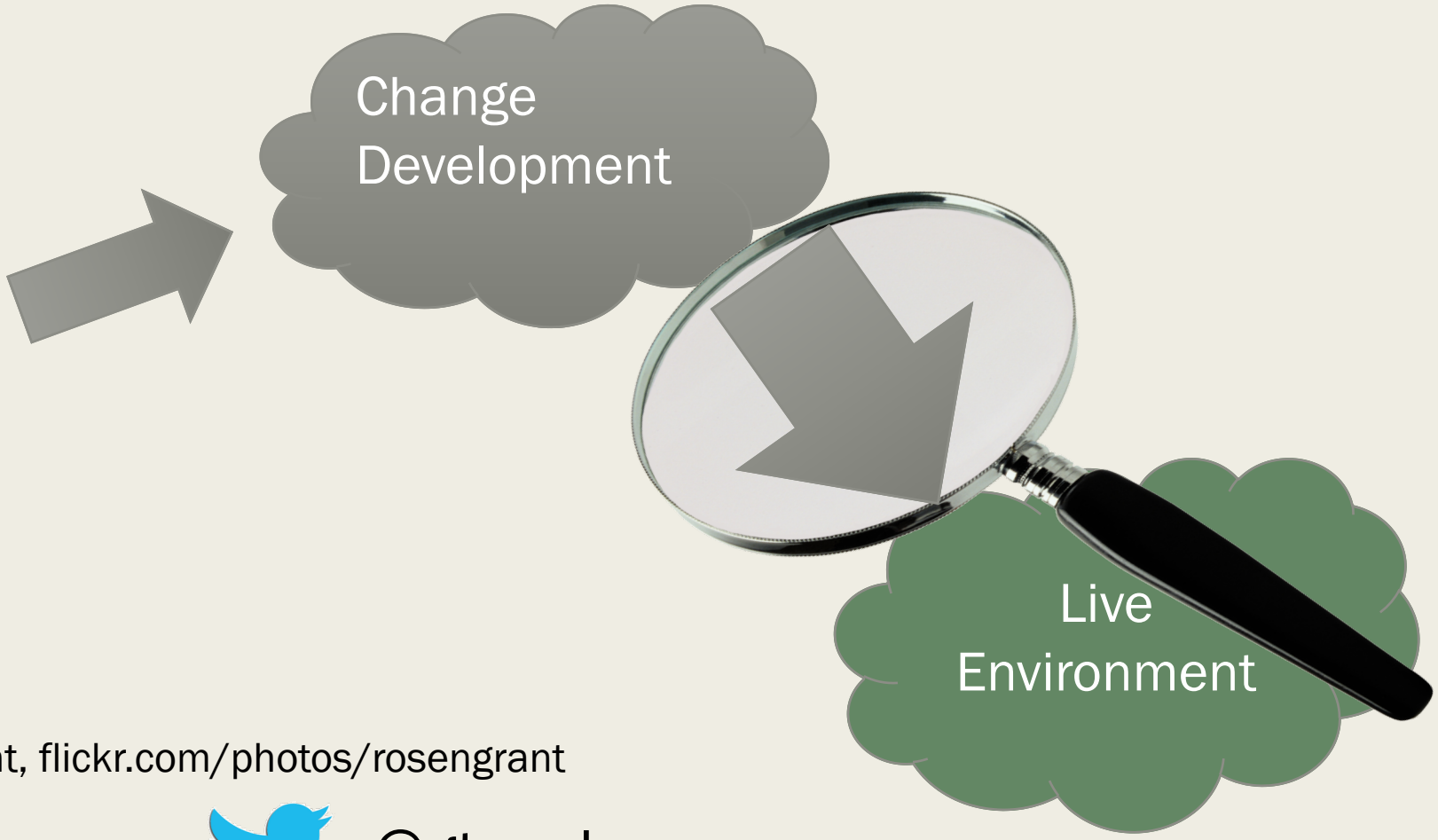

Photo by Bryan Rosengrant, flickr.com/photos/rosengrant

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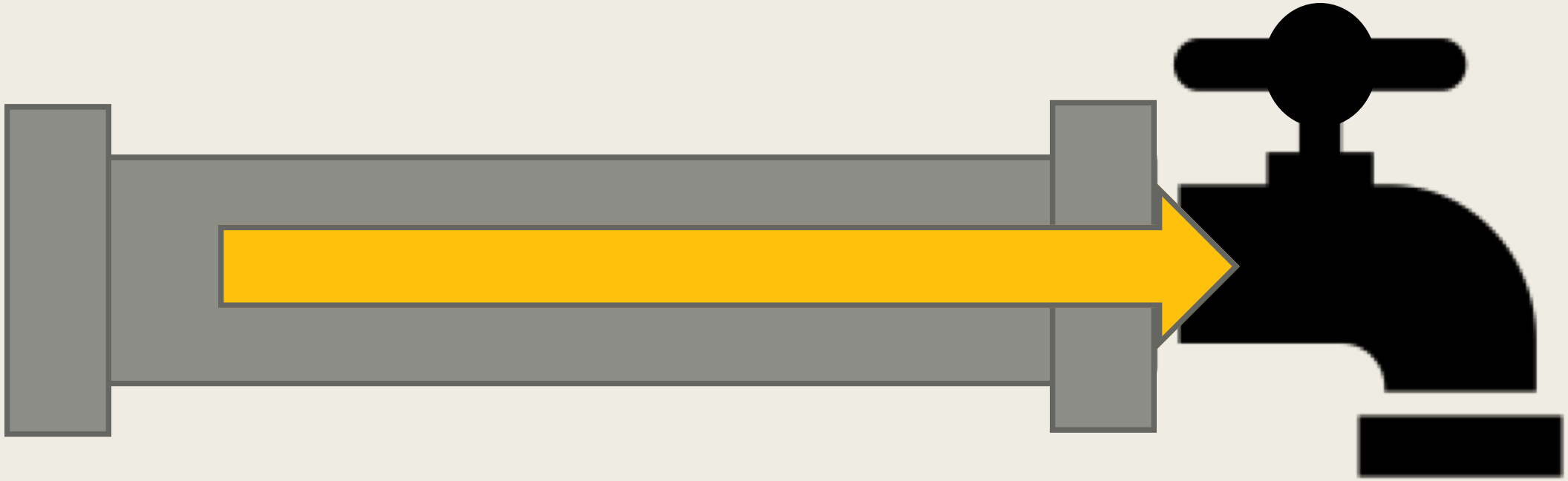
A closer look



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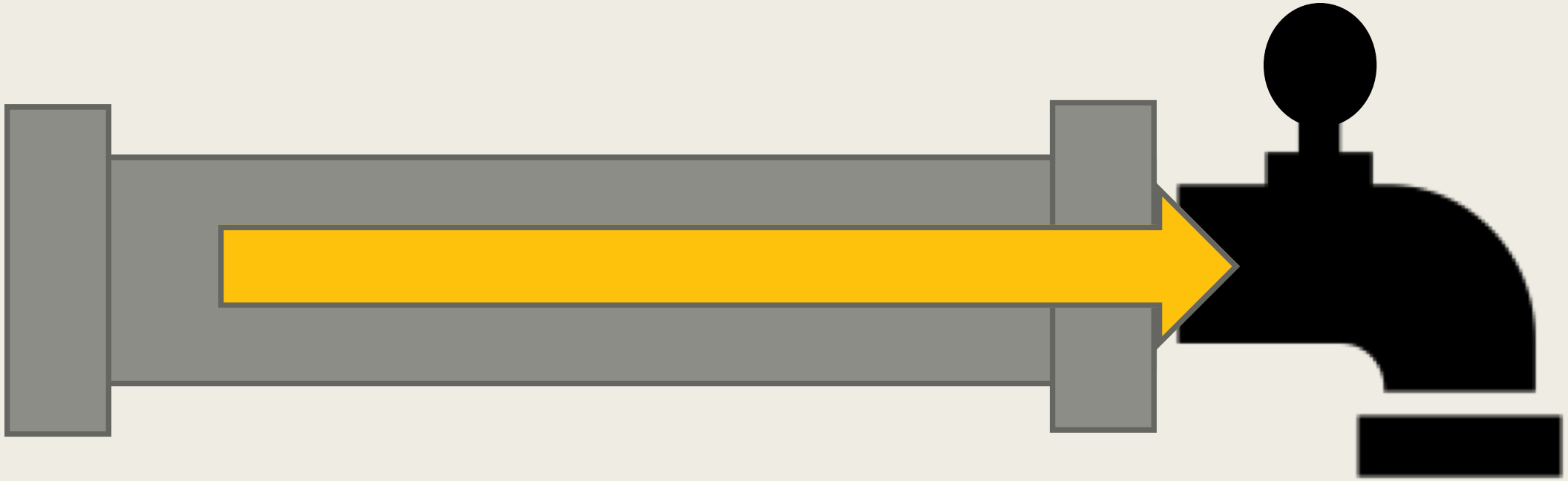

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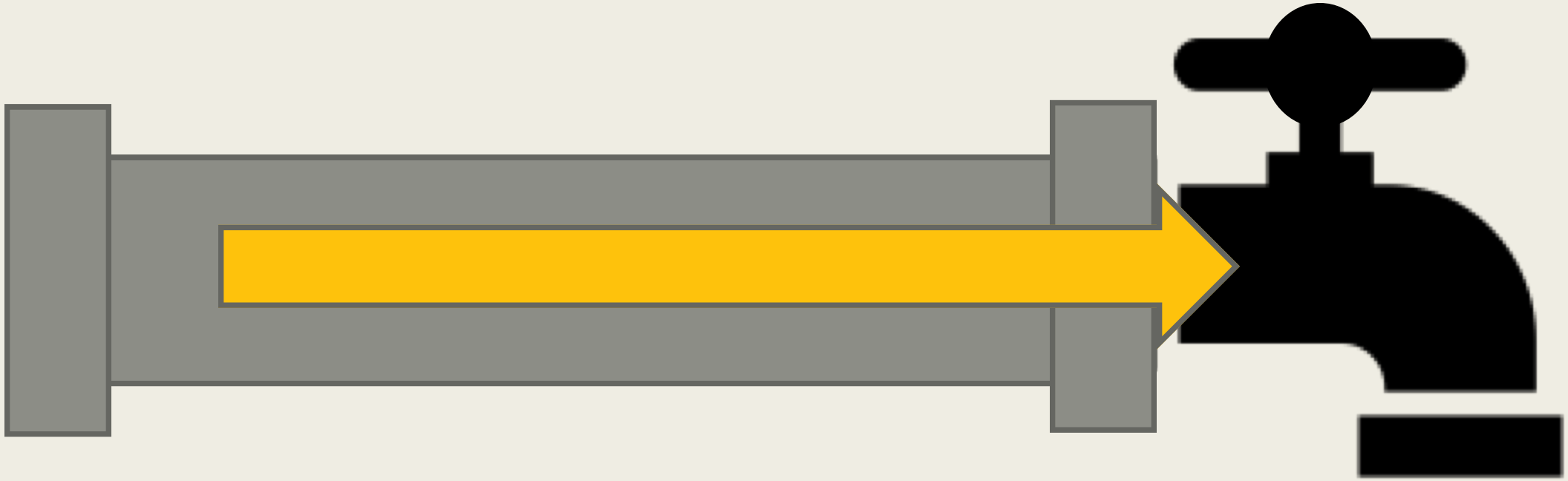

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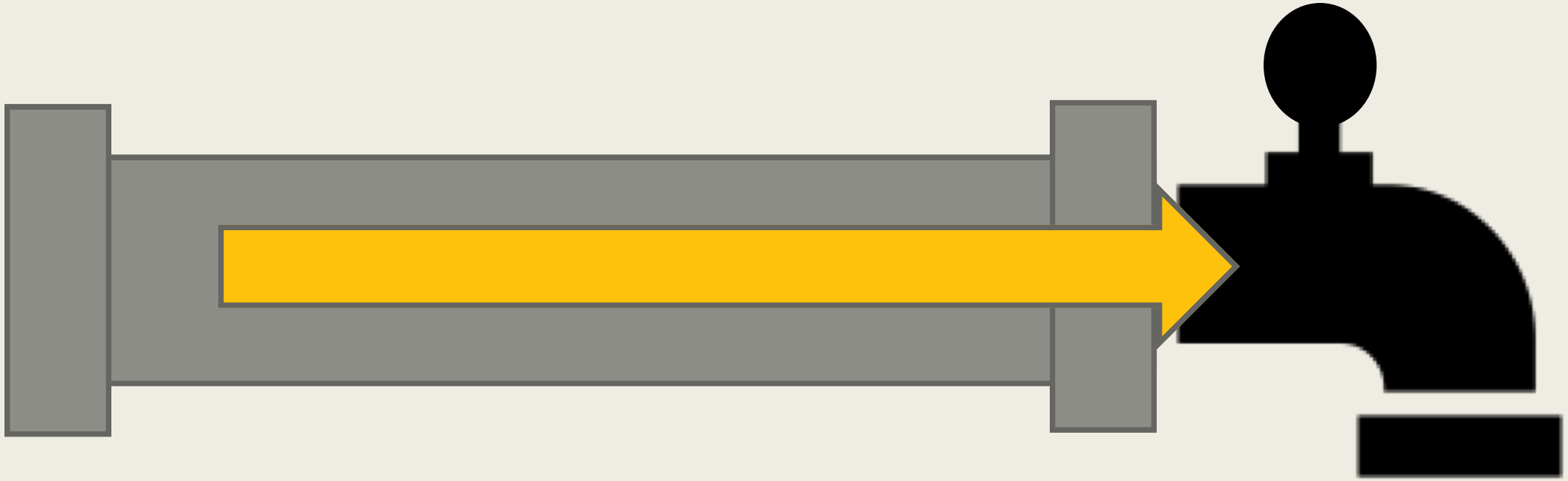

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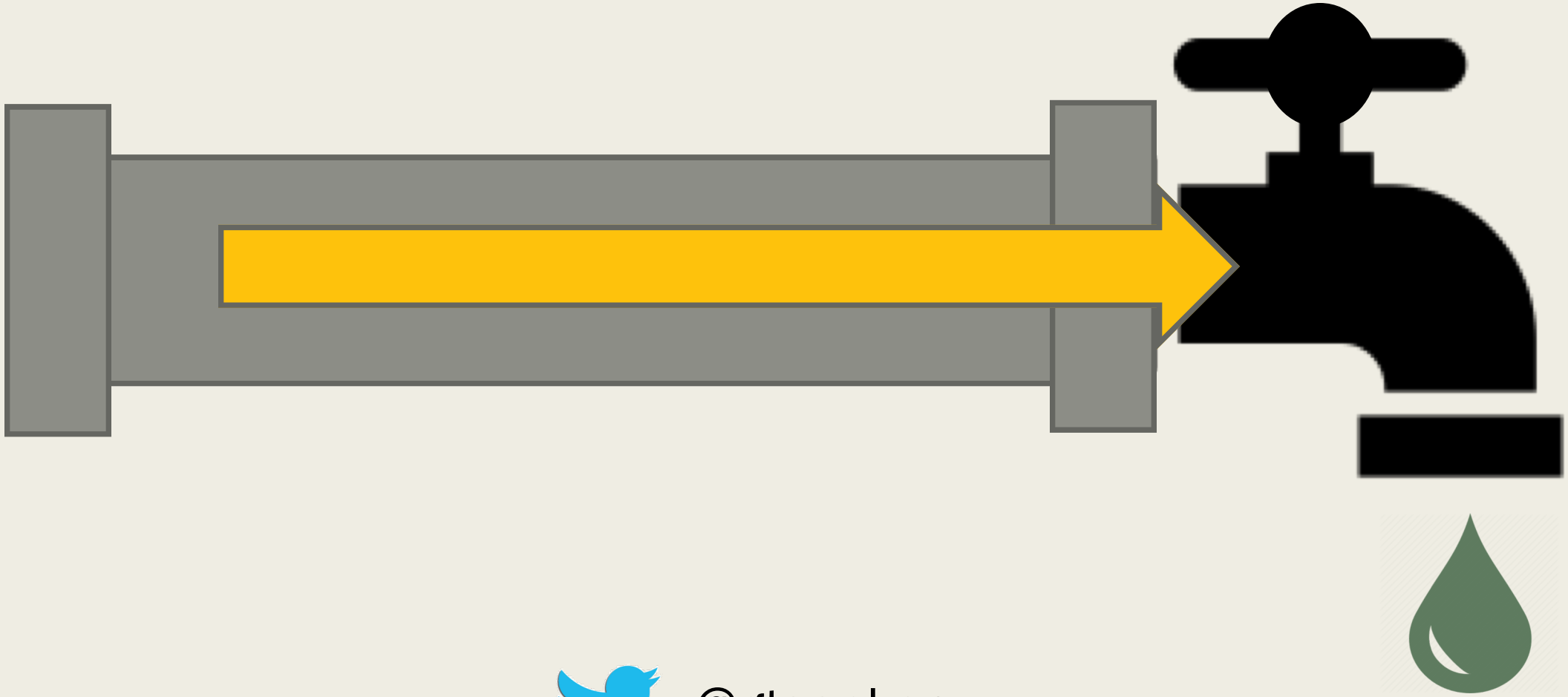

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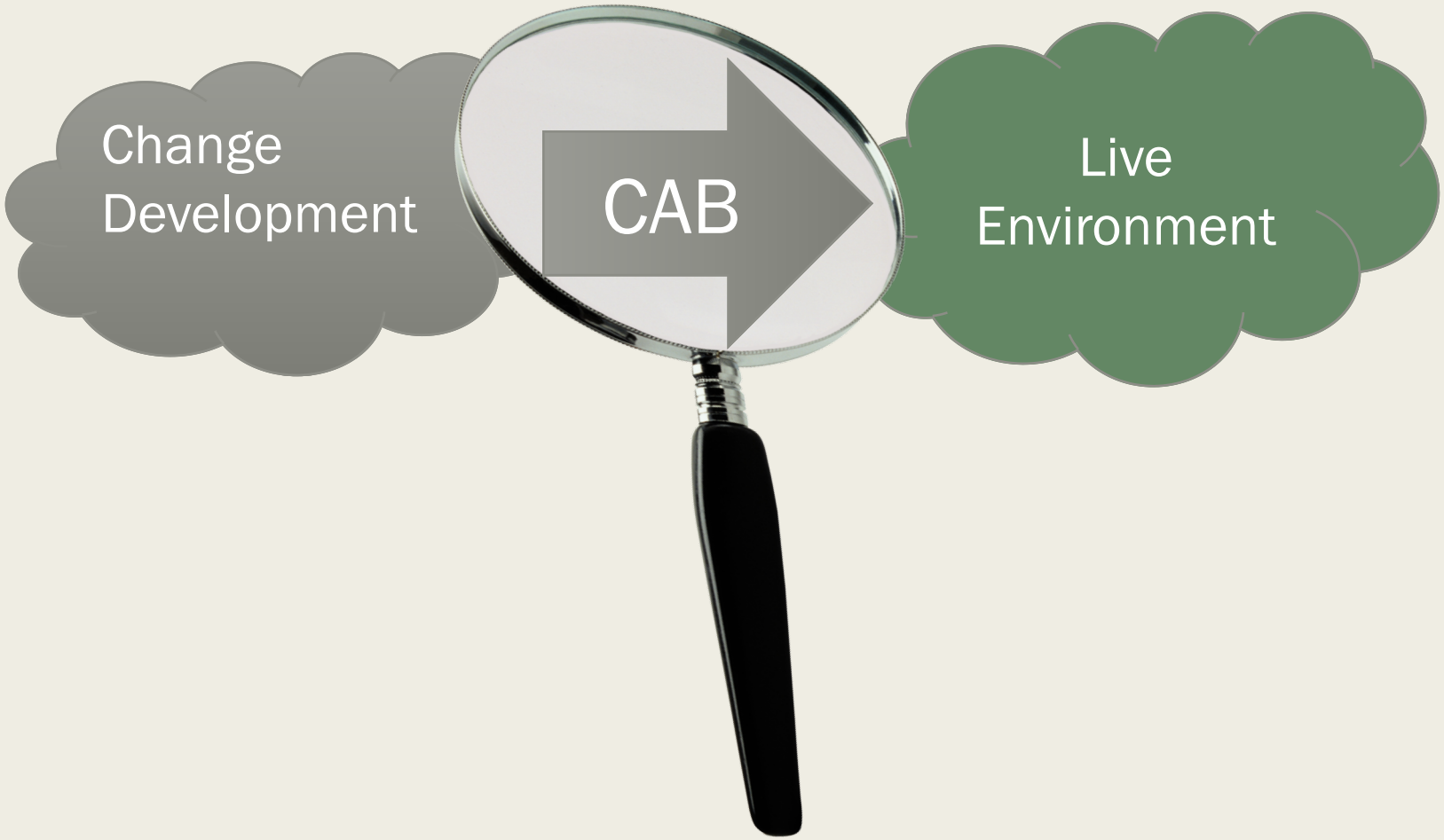
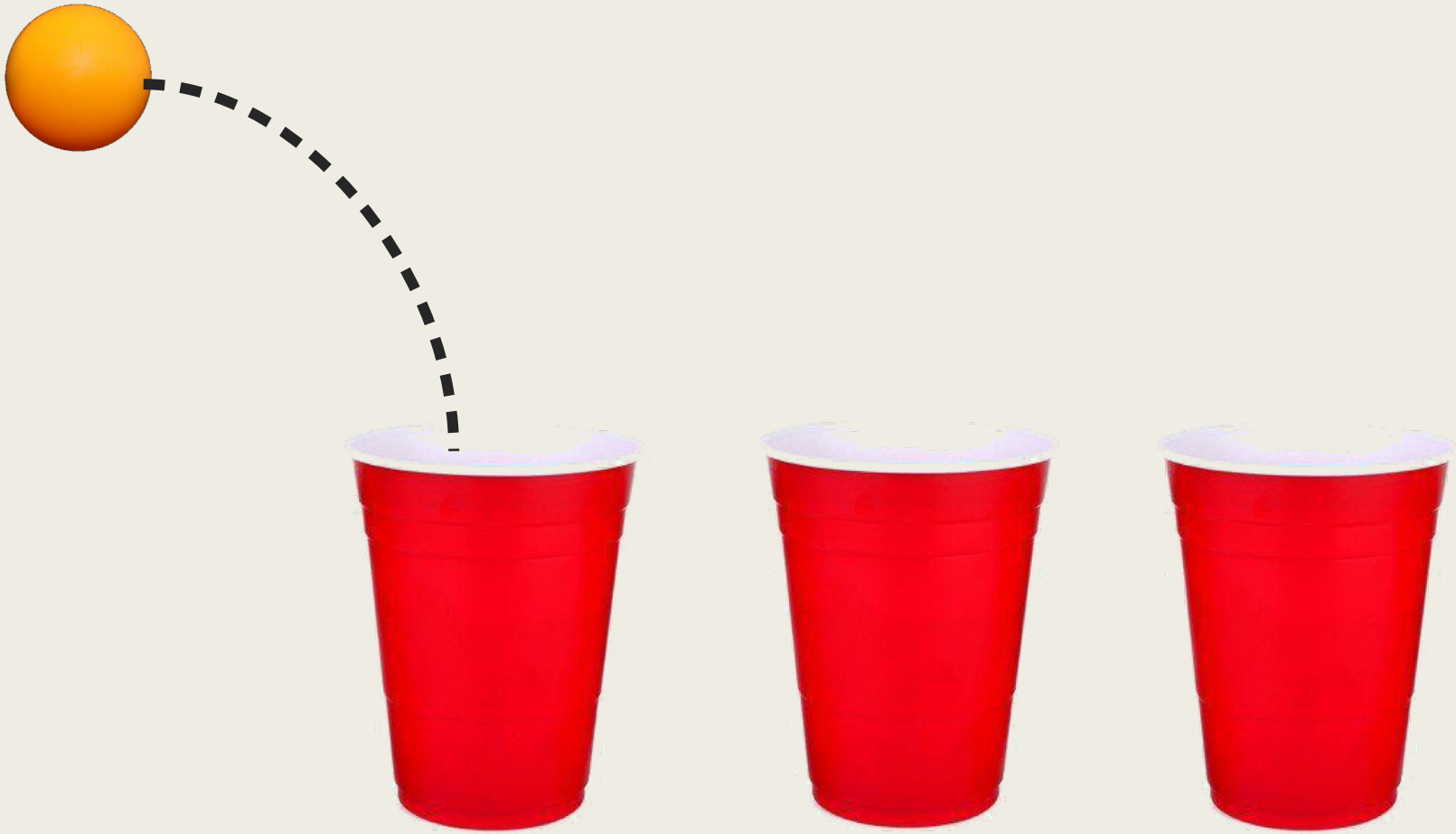
Traditional Change Management





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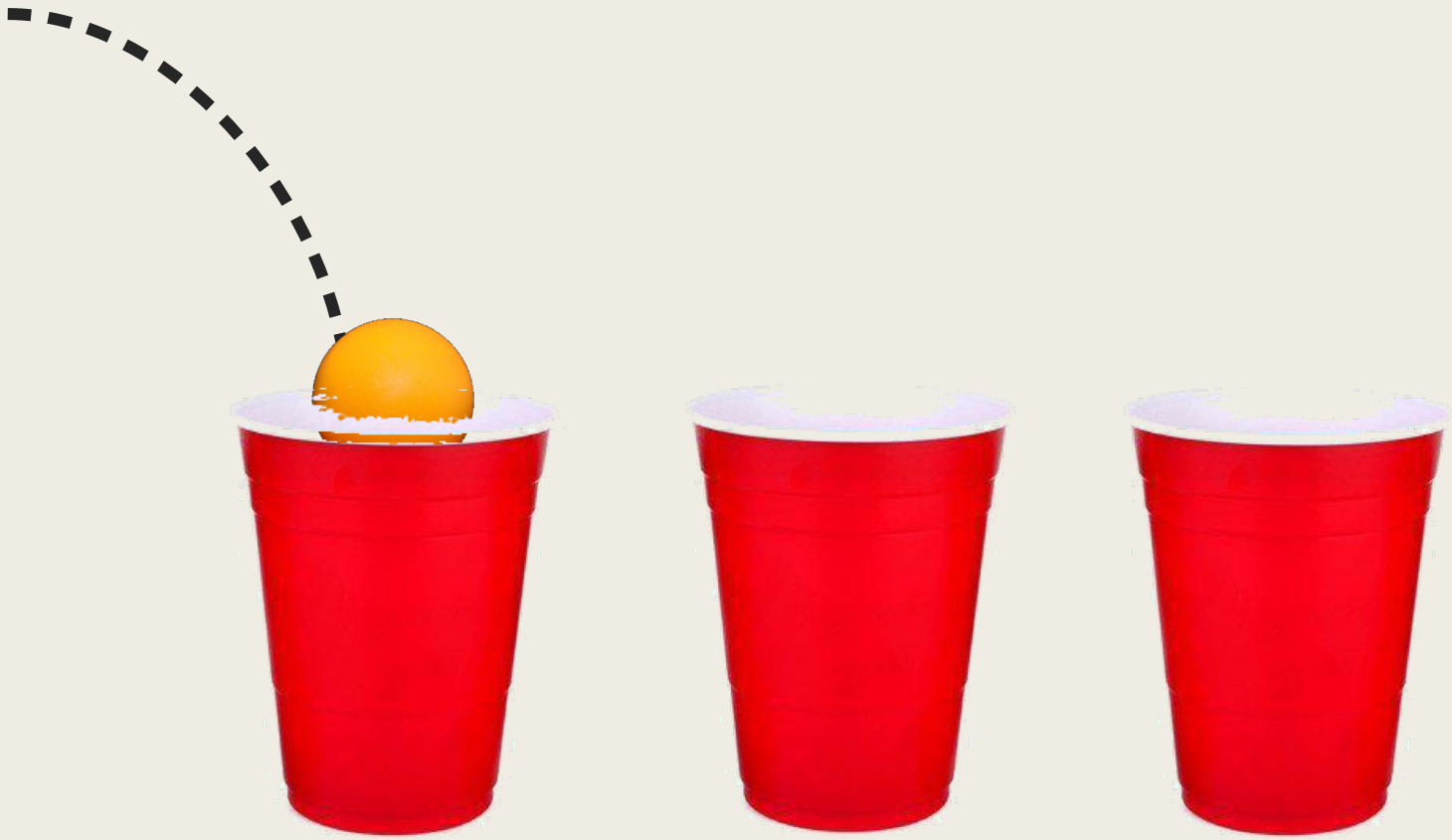

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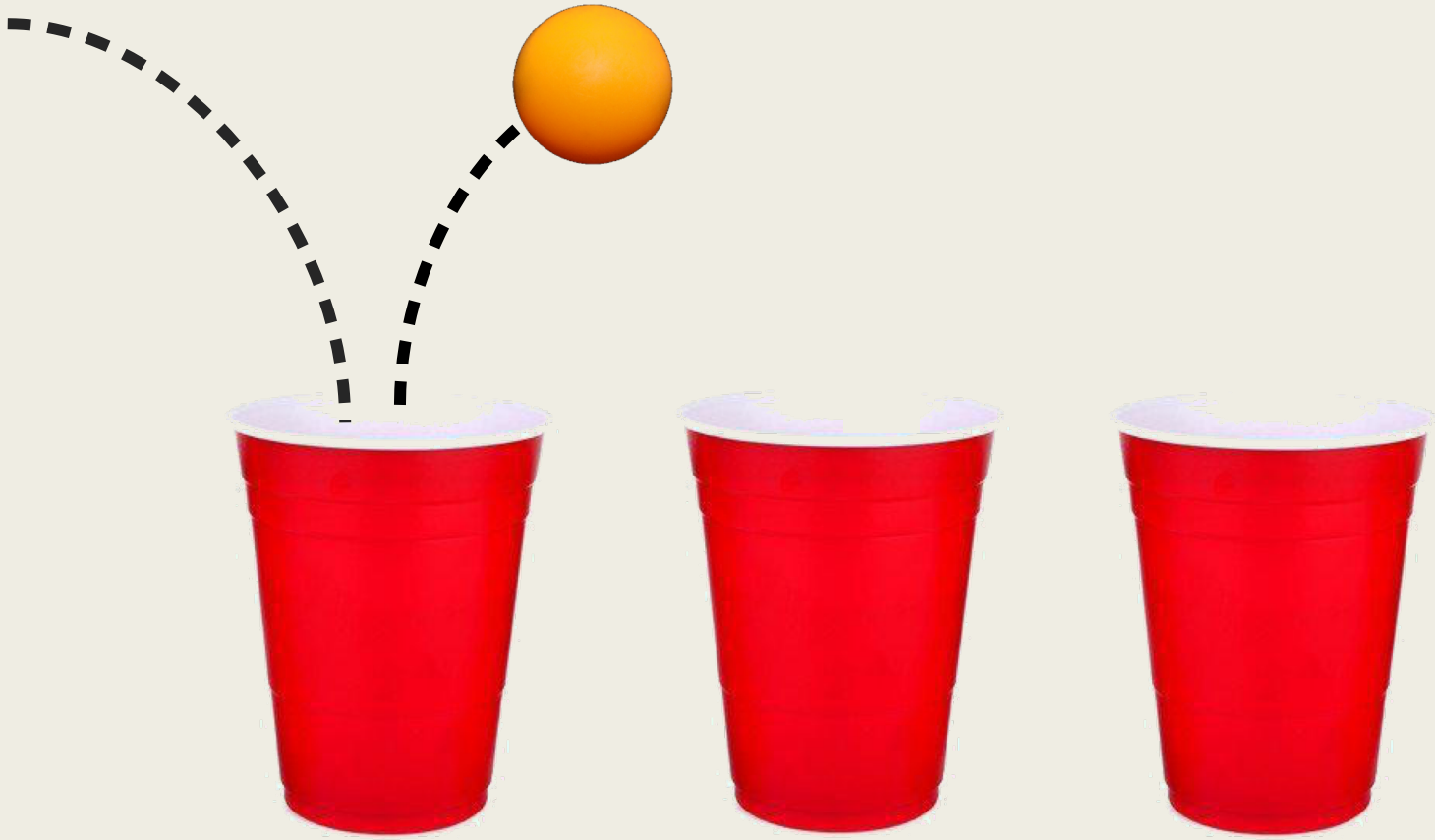

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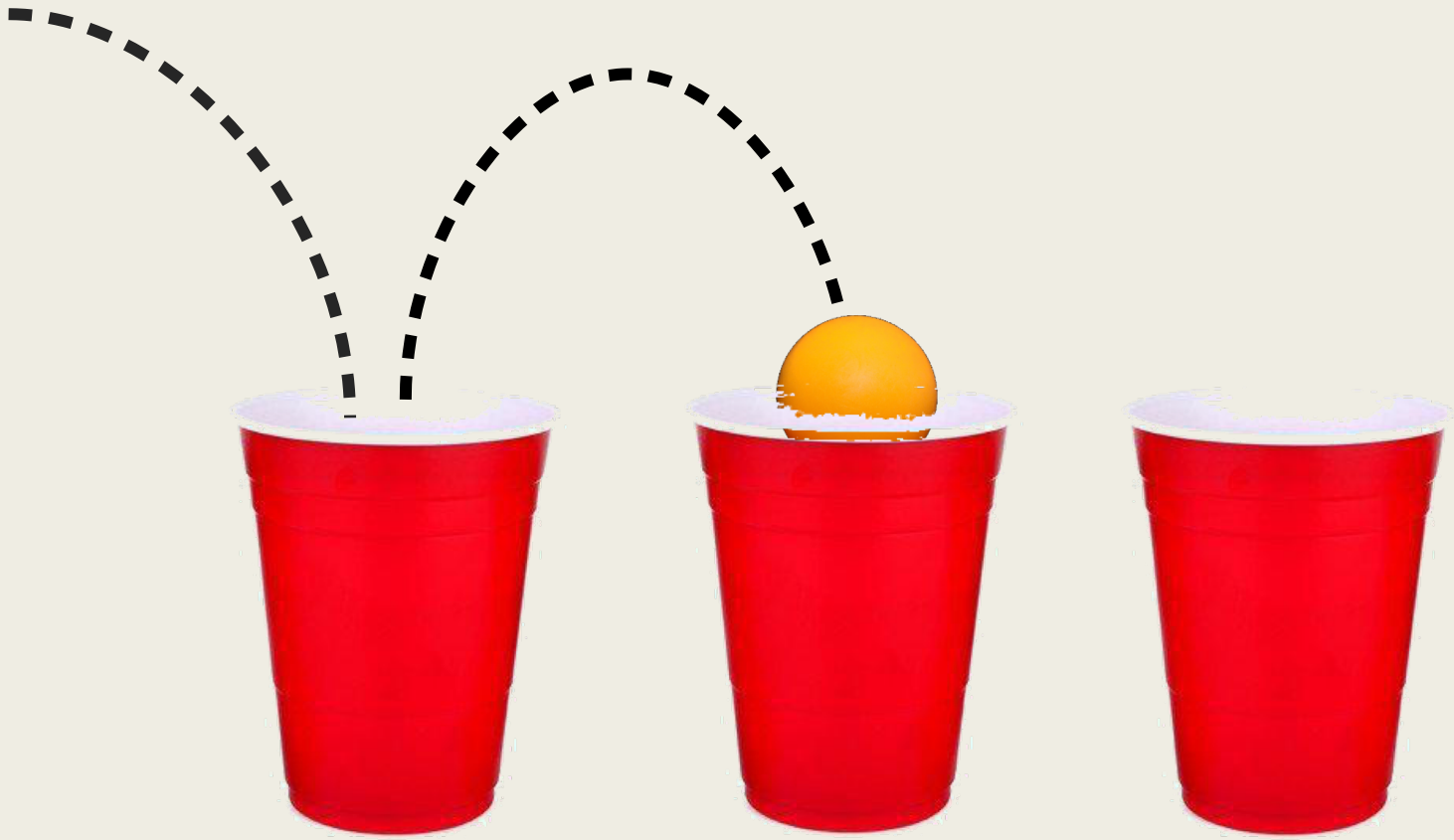

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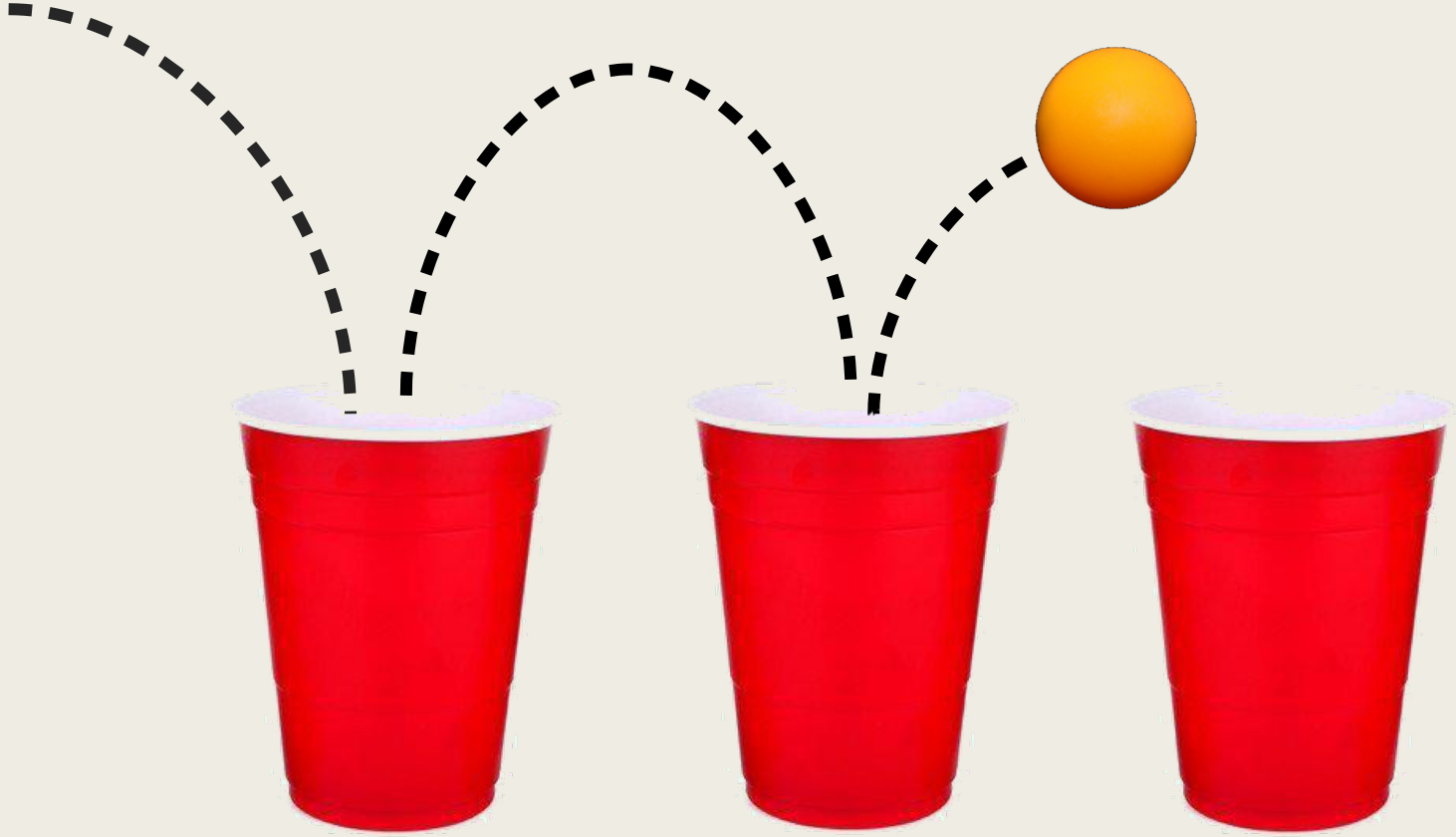

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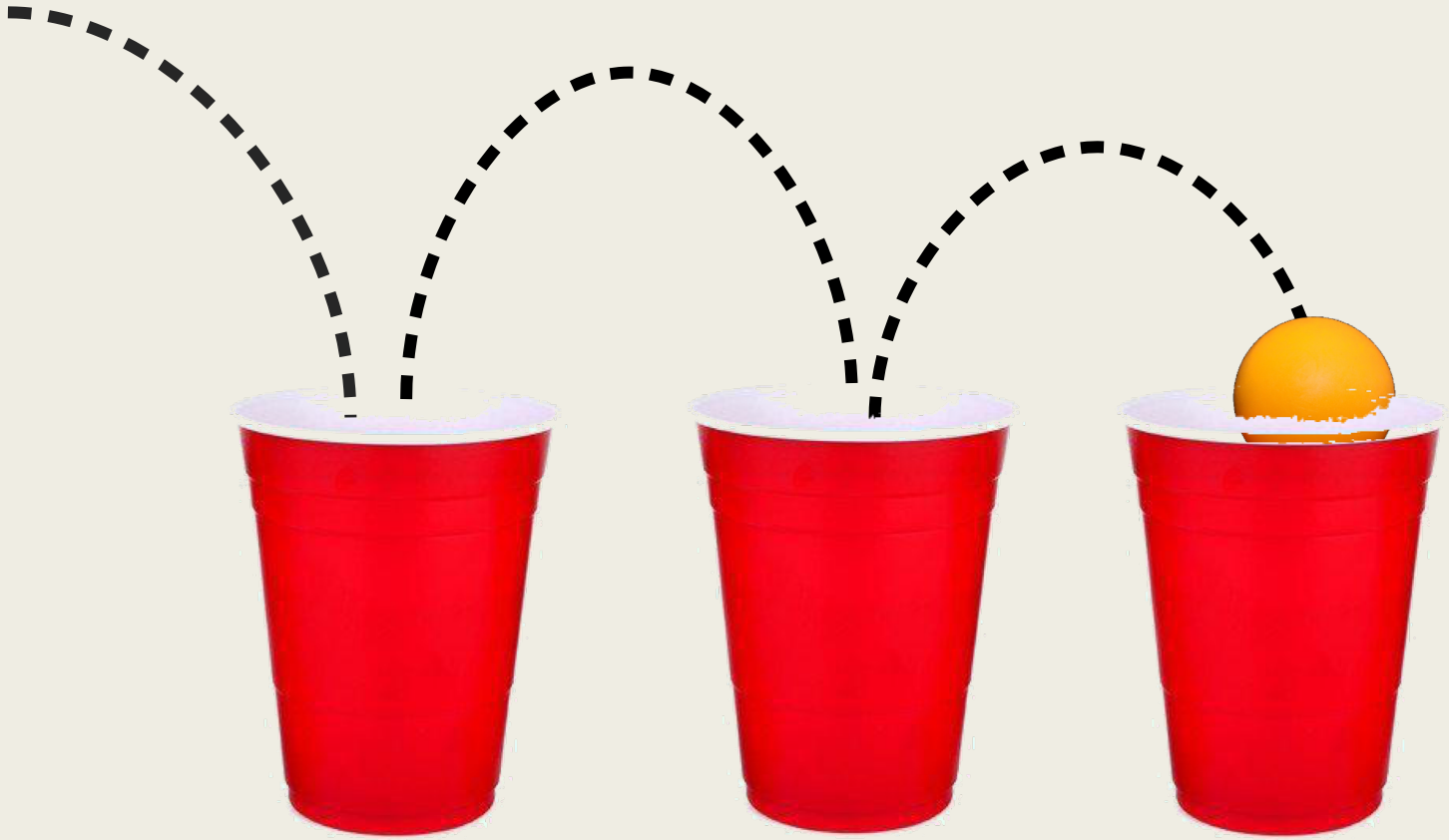

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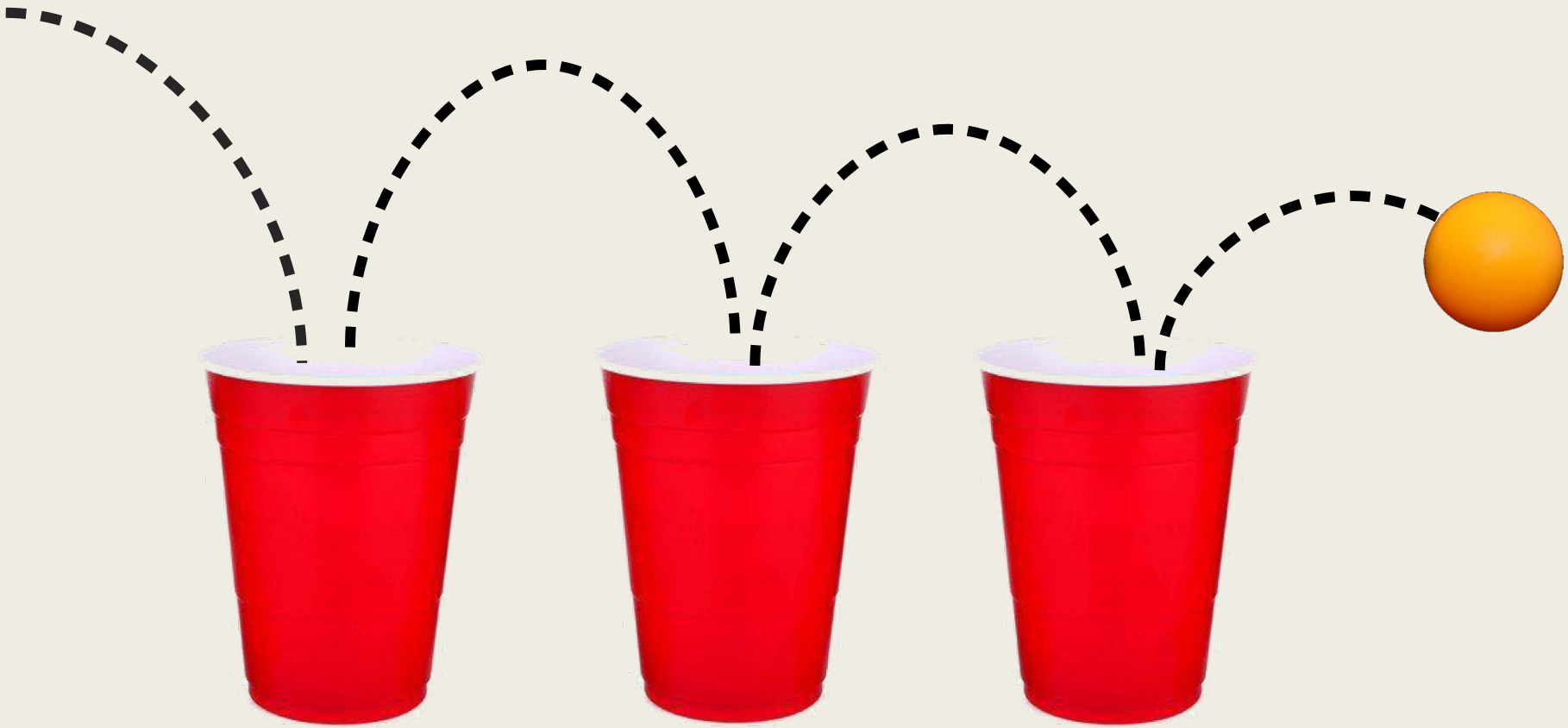

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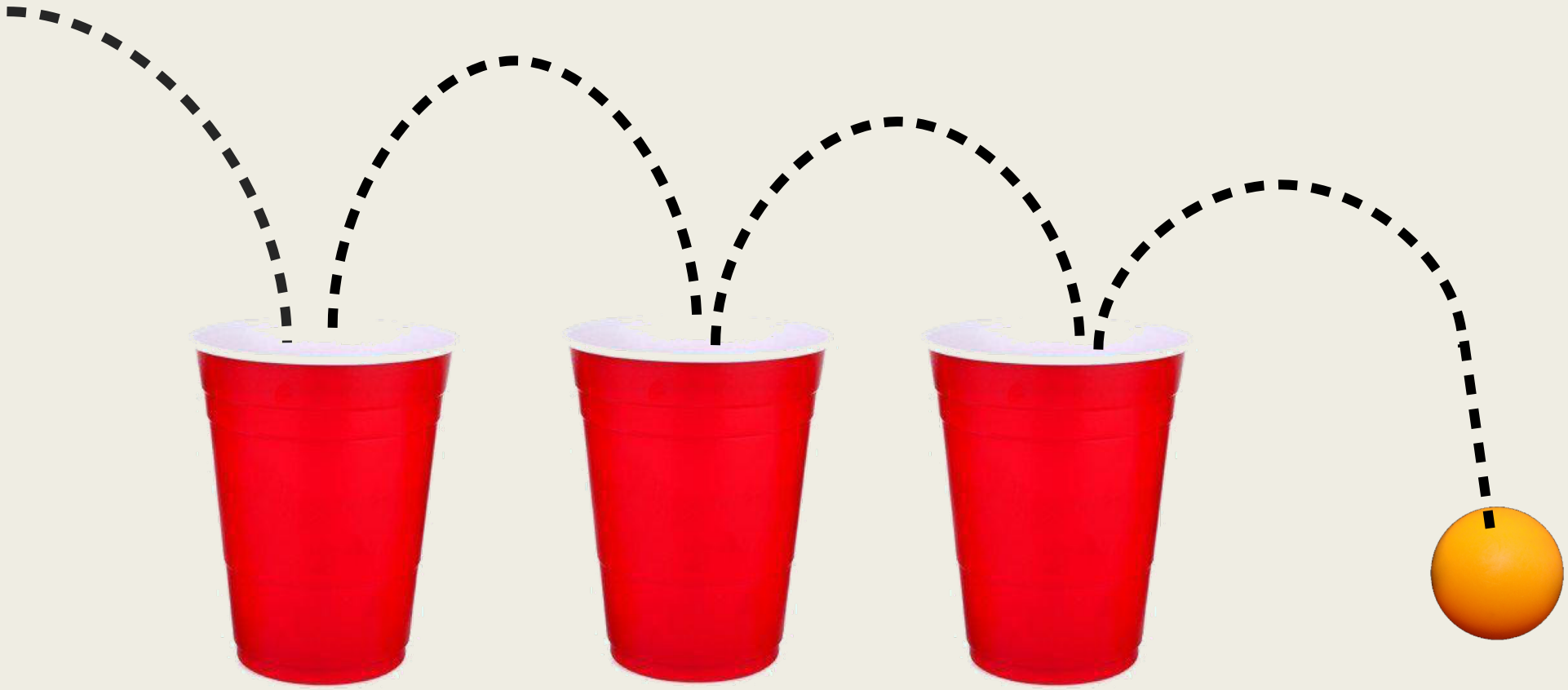

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Here’s the problem

- Bureaucratic
- Reactive
- Is another queue where work stops
- Doesn’t mesh with modern development
  - *DevOps*
  - *Agile*
  - *CI/CD*

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A blast from the past

- Cease reliance on mass inspection
- Engineer Quality in
- Quality is everybody's responsibility
- A bad system will beat a good person every time

W. Edwards Deming

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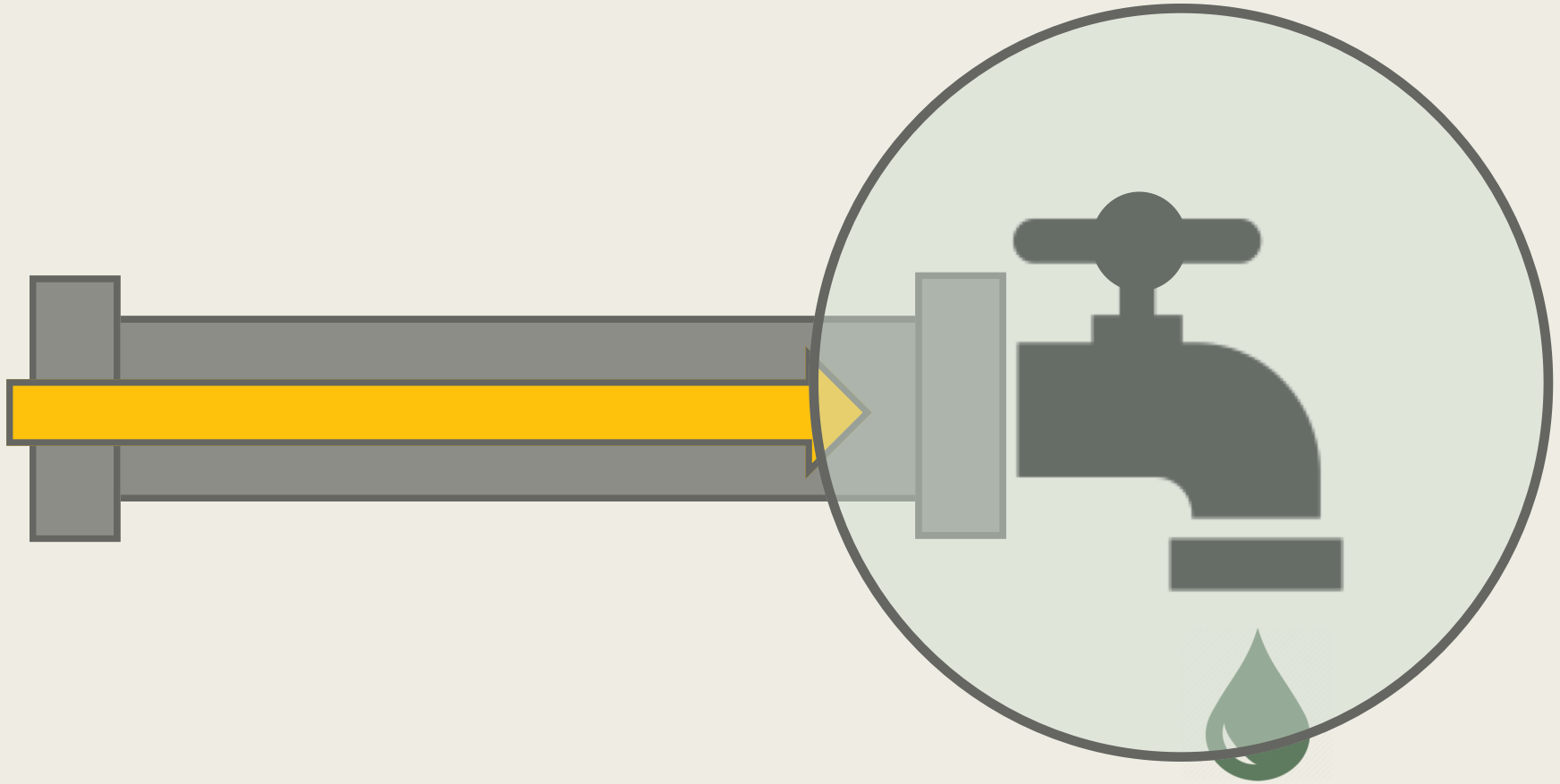
What’s that look like



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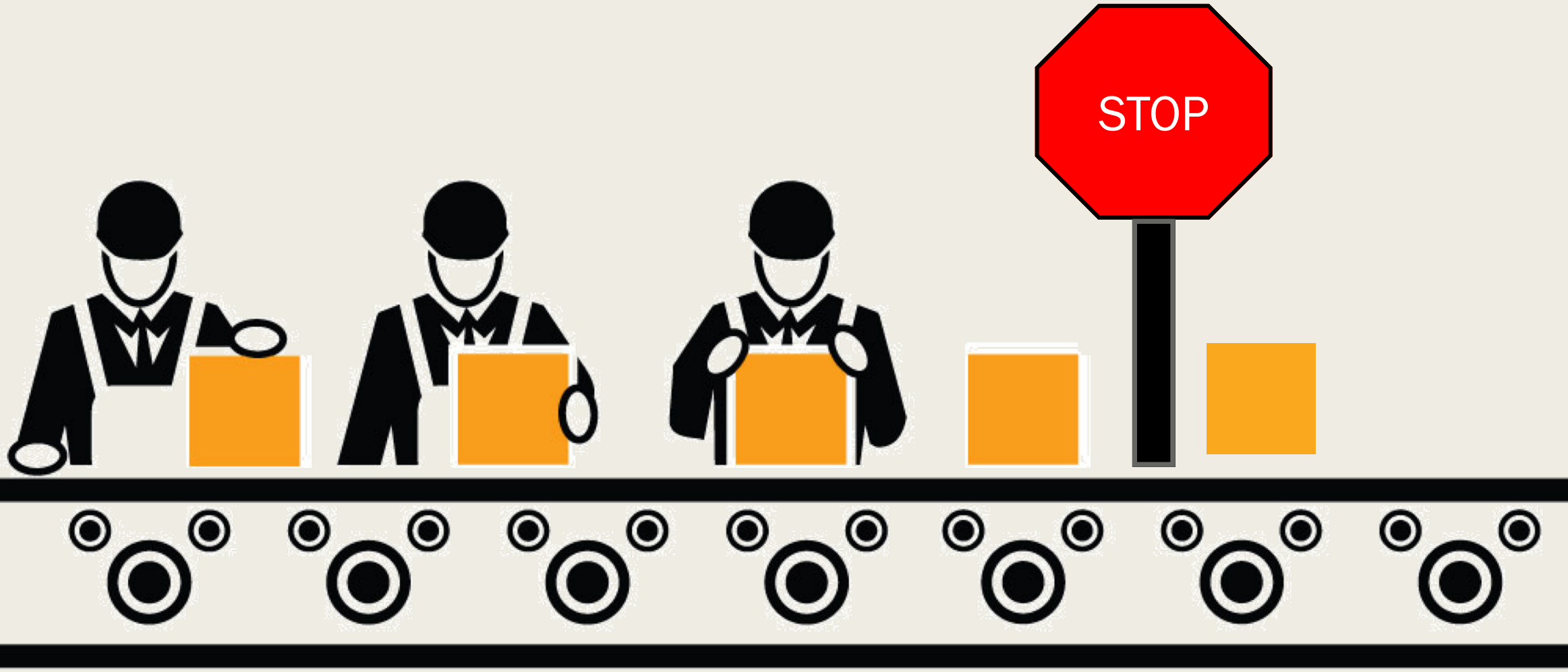

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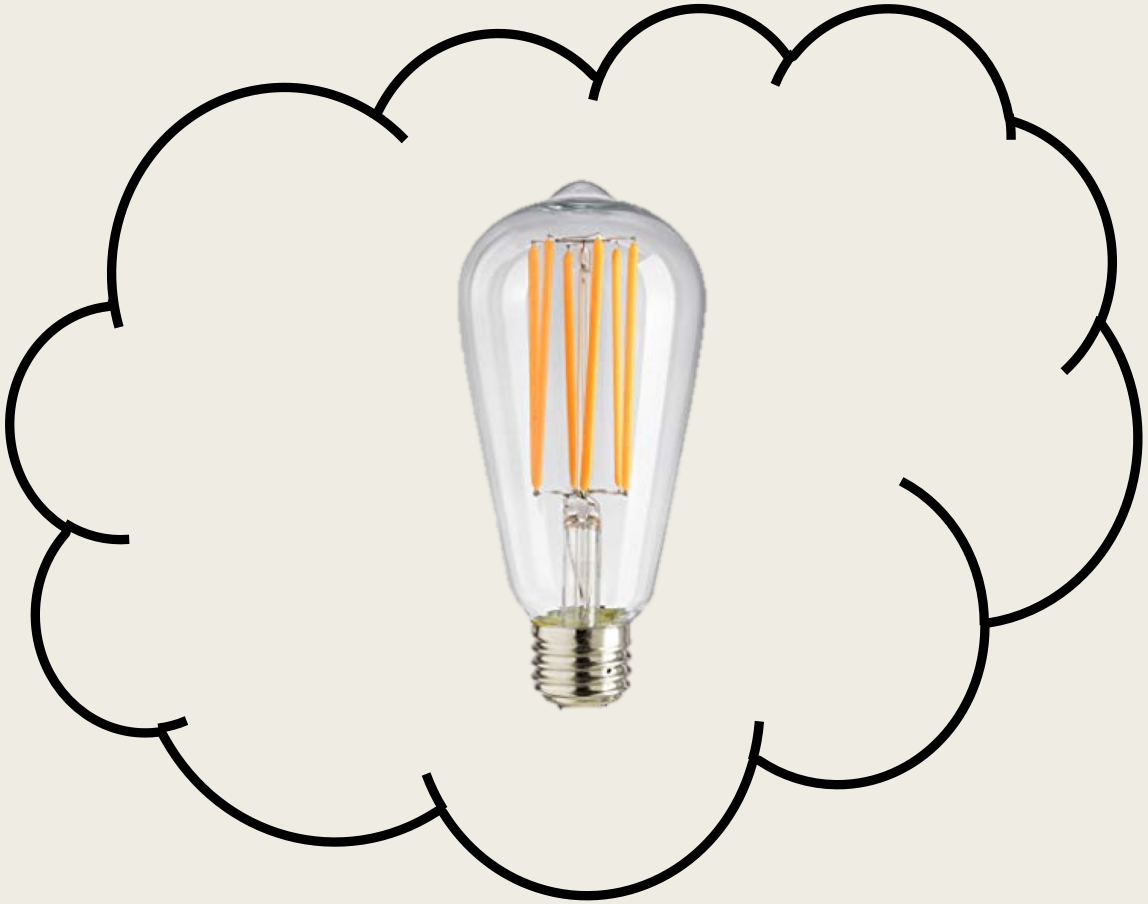
Remember this guy?



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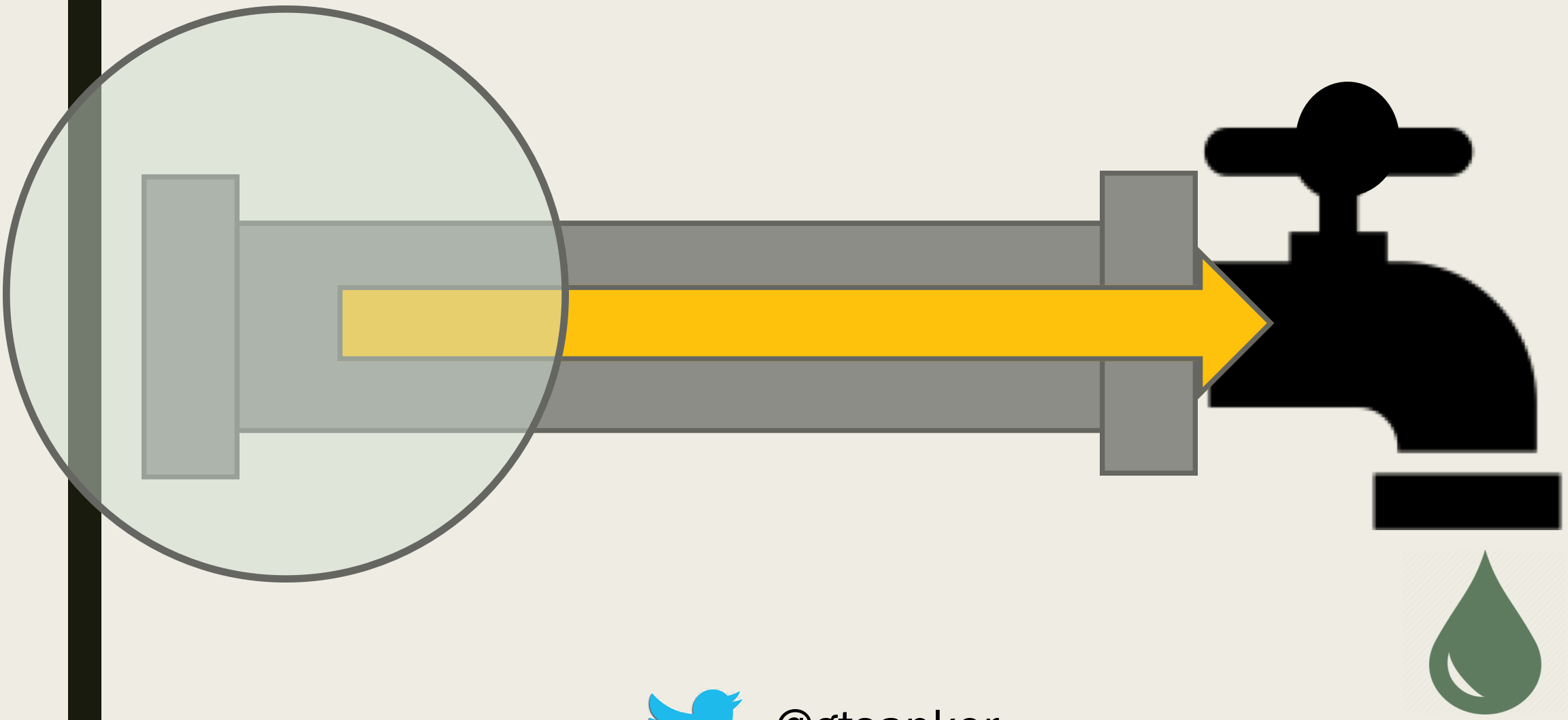
A closer look



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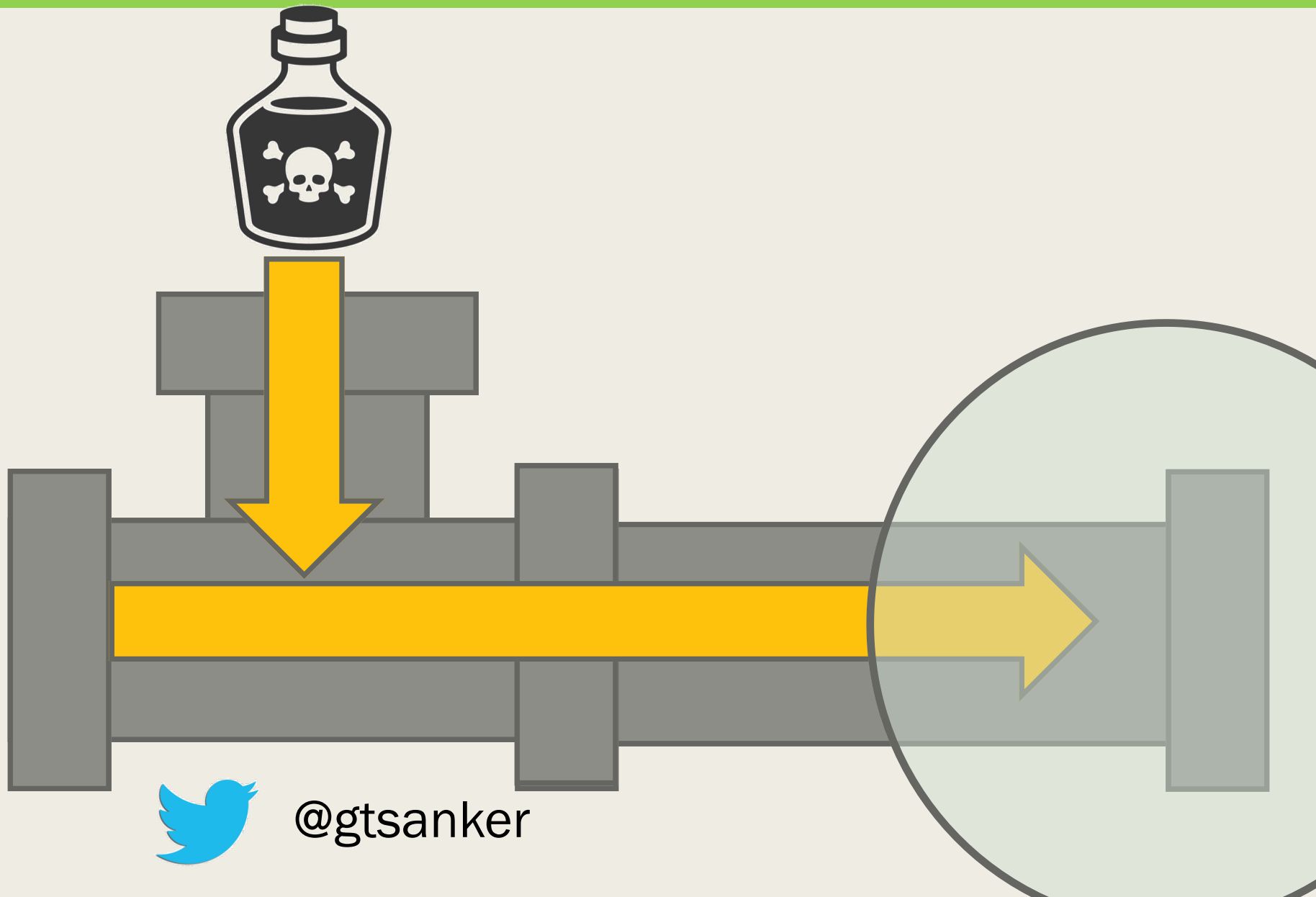

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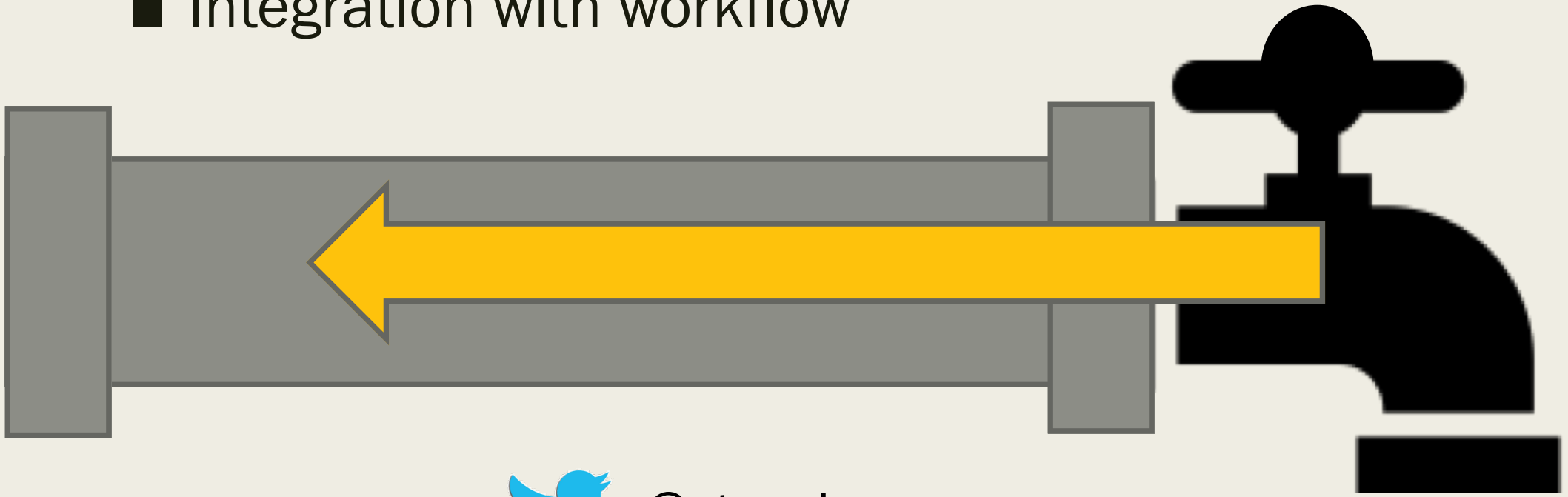
Shift Left

- Validation of value stream
- Sprint planning
- Integration with workflow



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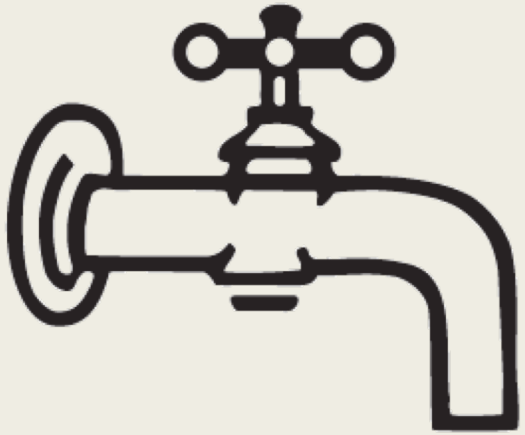

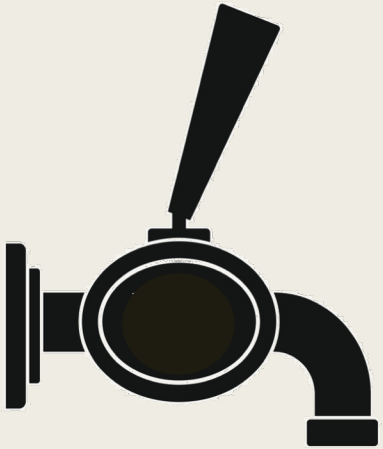

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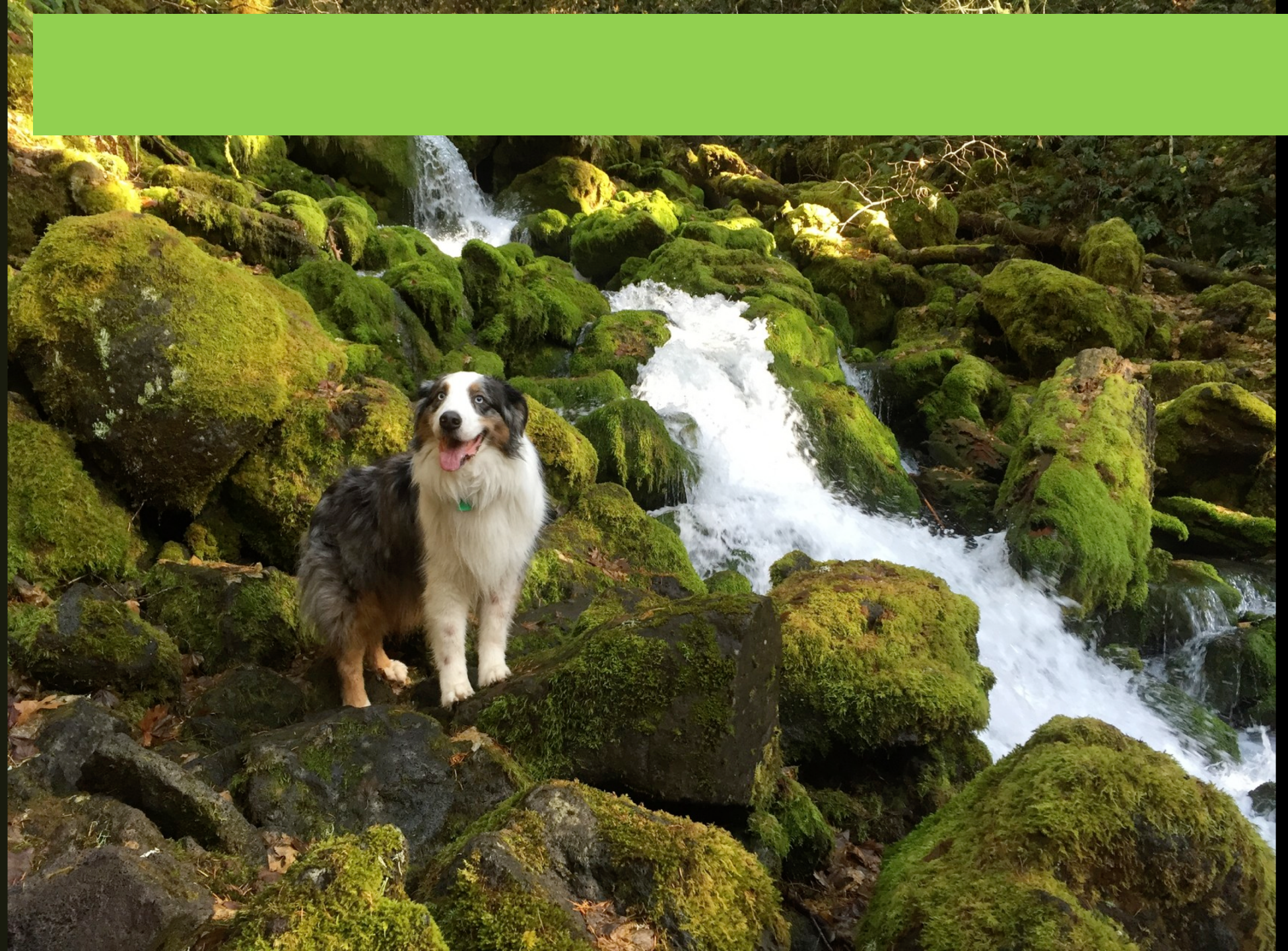
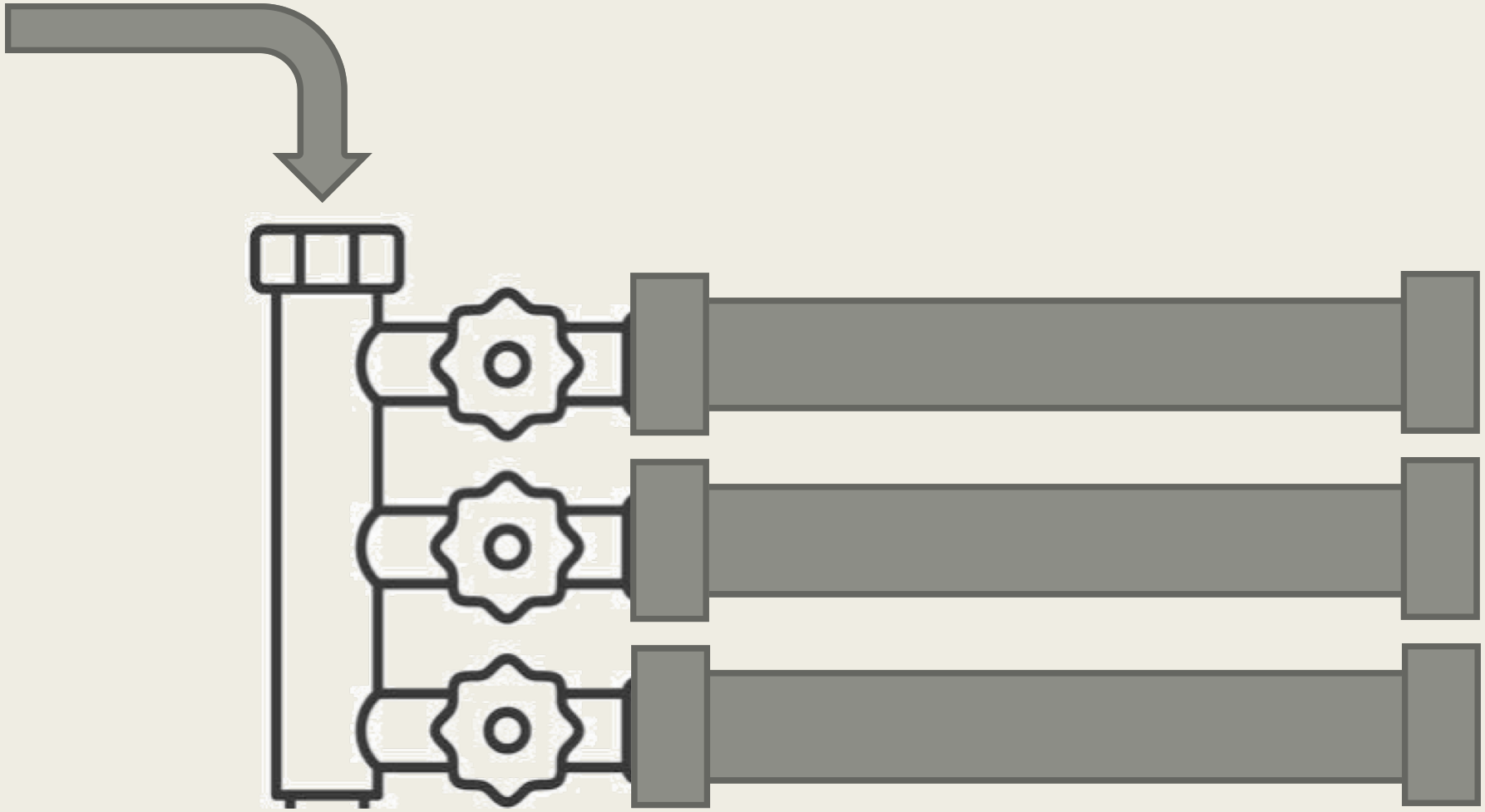


Change—producing Value Streams



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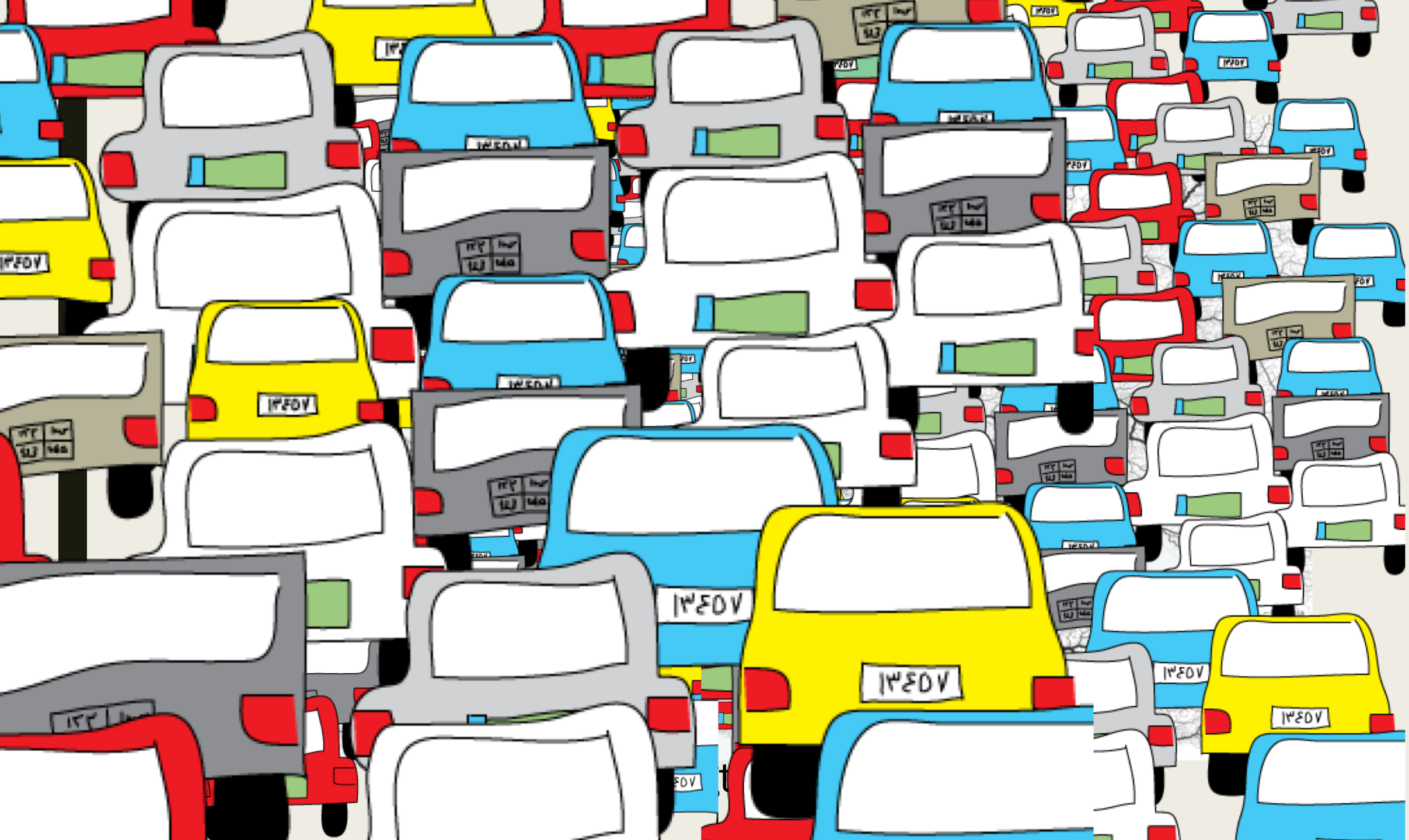
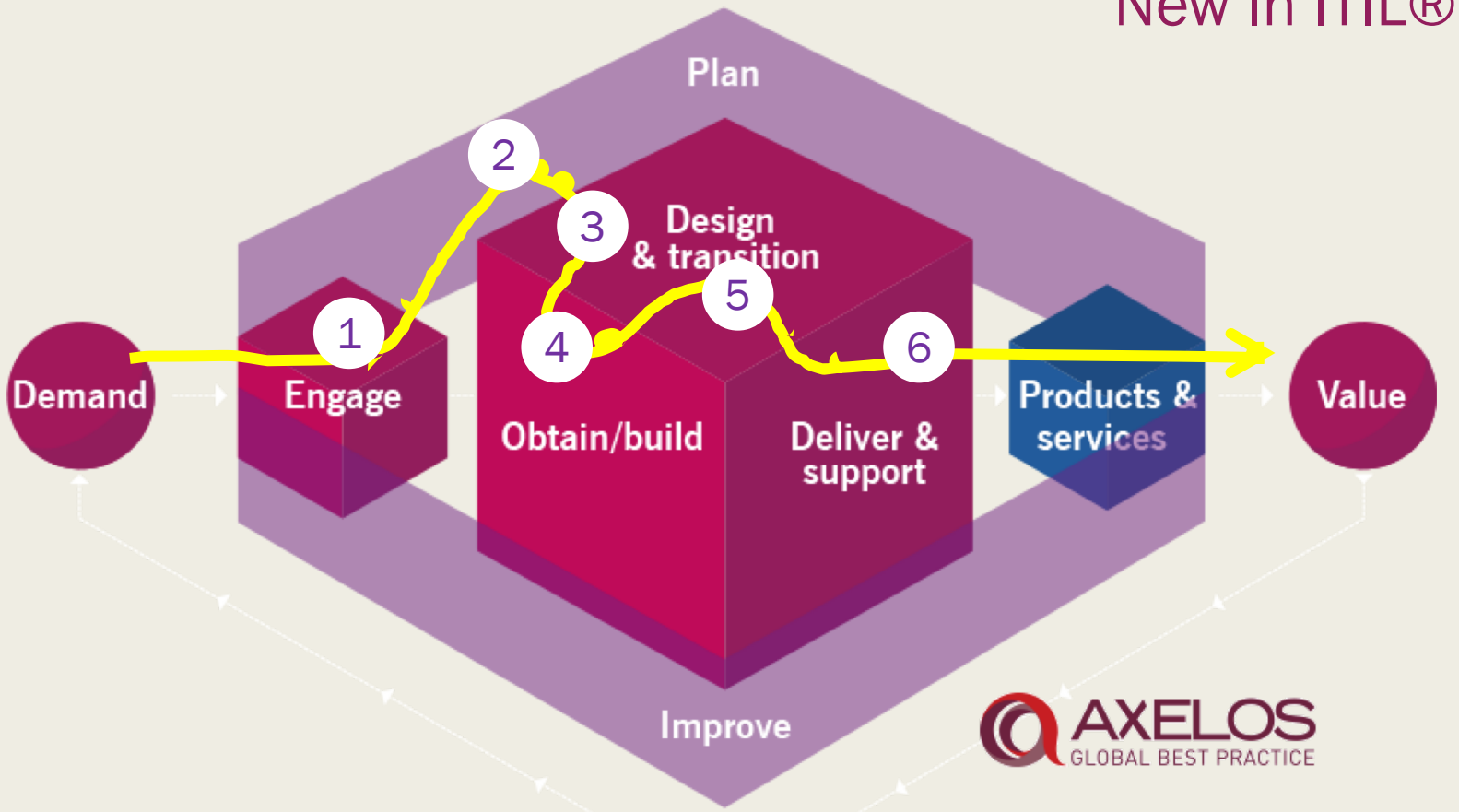


Value Streams

New In ITIL® 4



AXELOS GLOBAL BEST PRACTICE

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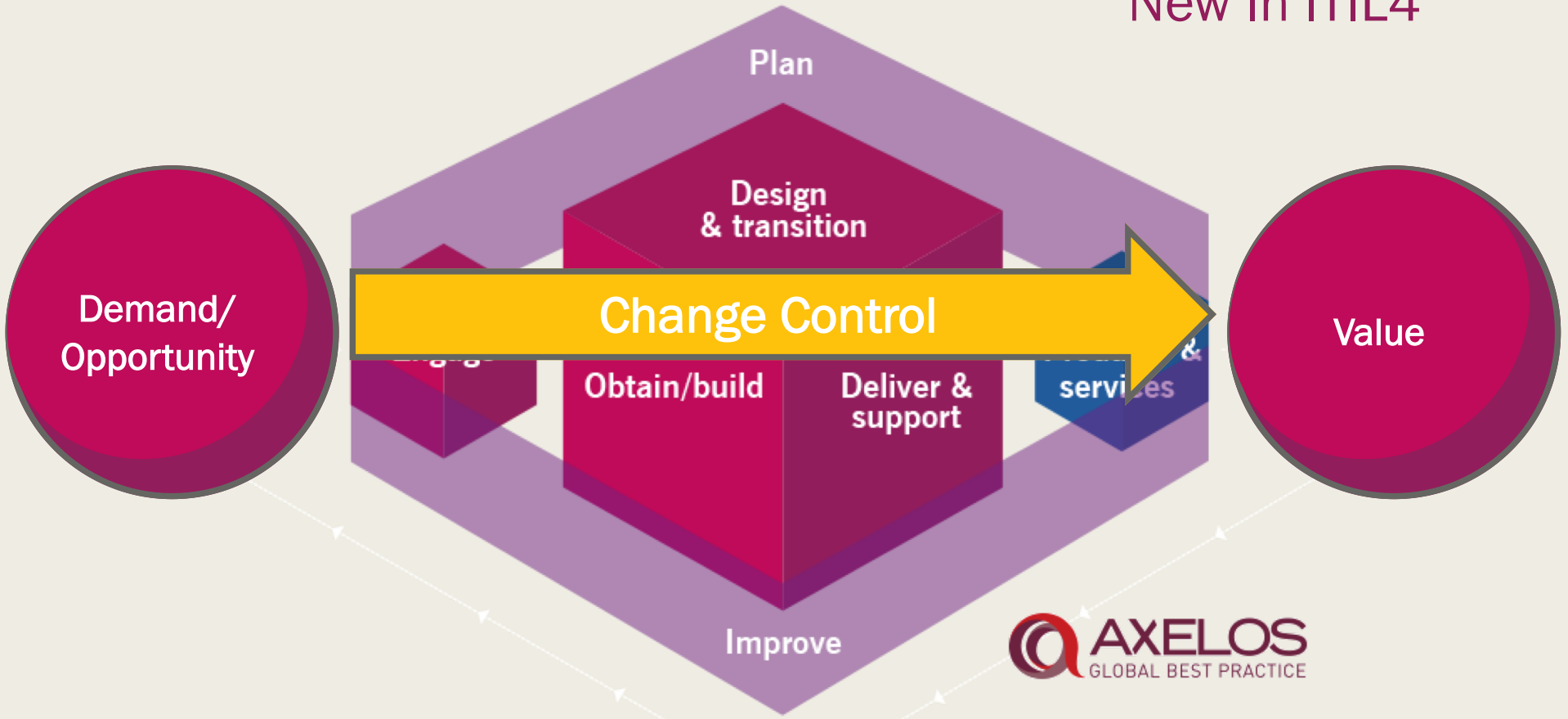
Value Streams

New In ITIL4



AXELOS
GLOBAL BEST PRACTICE

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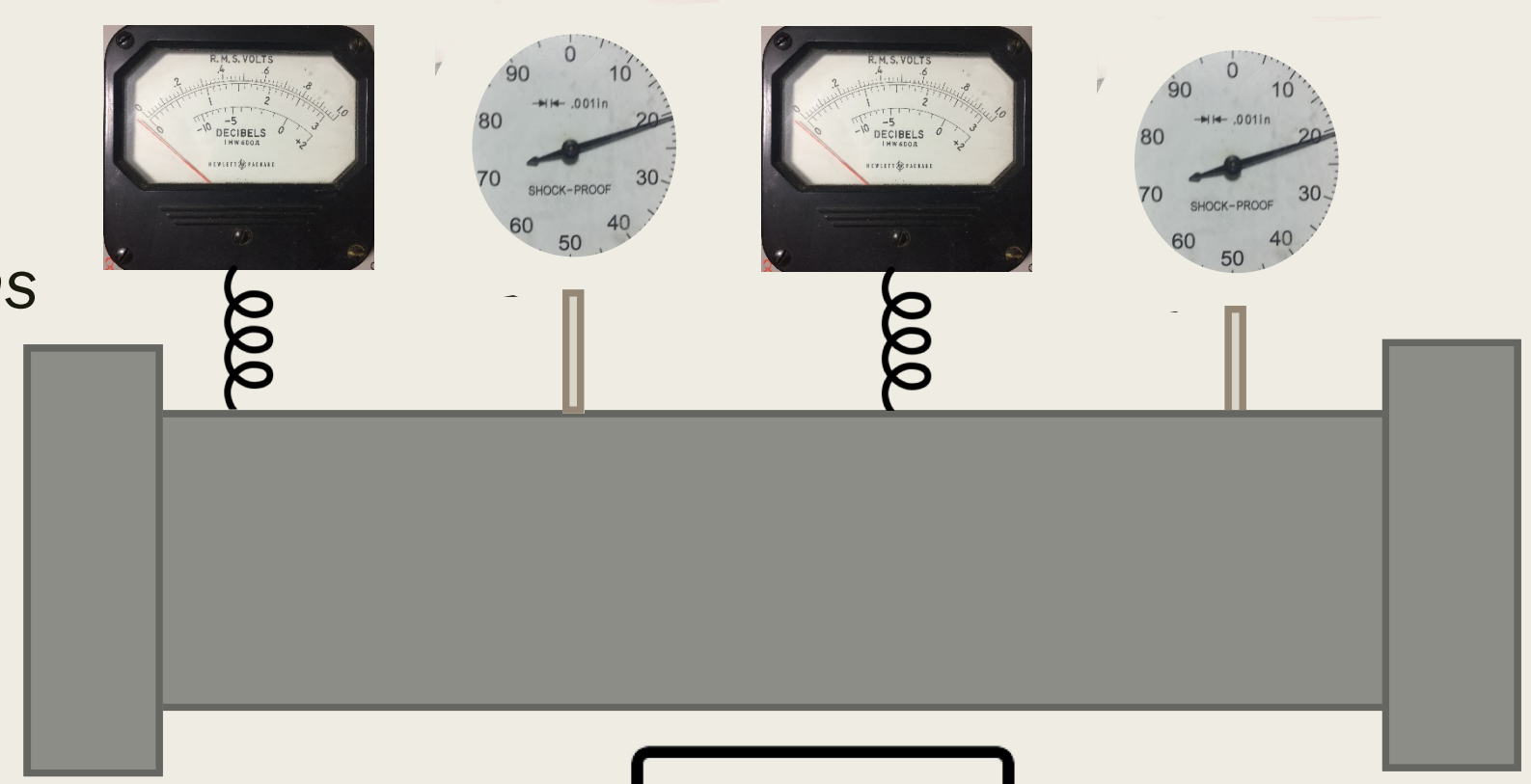
Value Stream Outcome performance

- Failed changes
- Business impact
  - *Incidents/Problems*
  - *Major Incidents*
- Failure isolation
  - *”Blast Radius”*
- Recoverability



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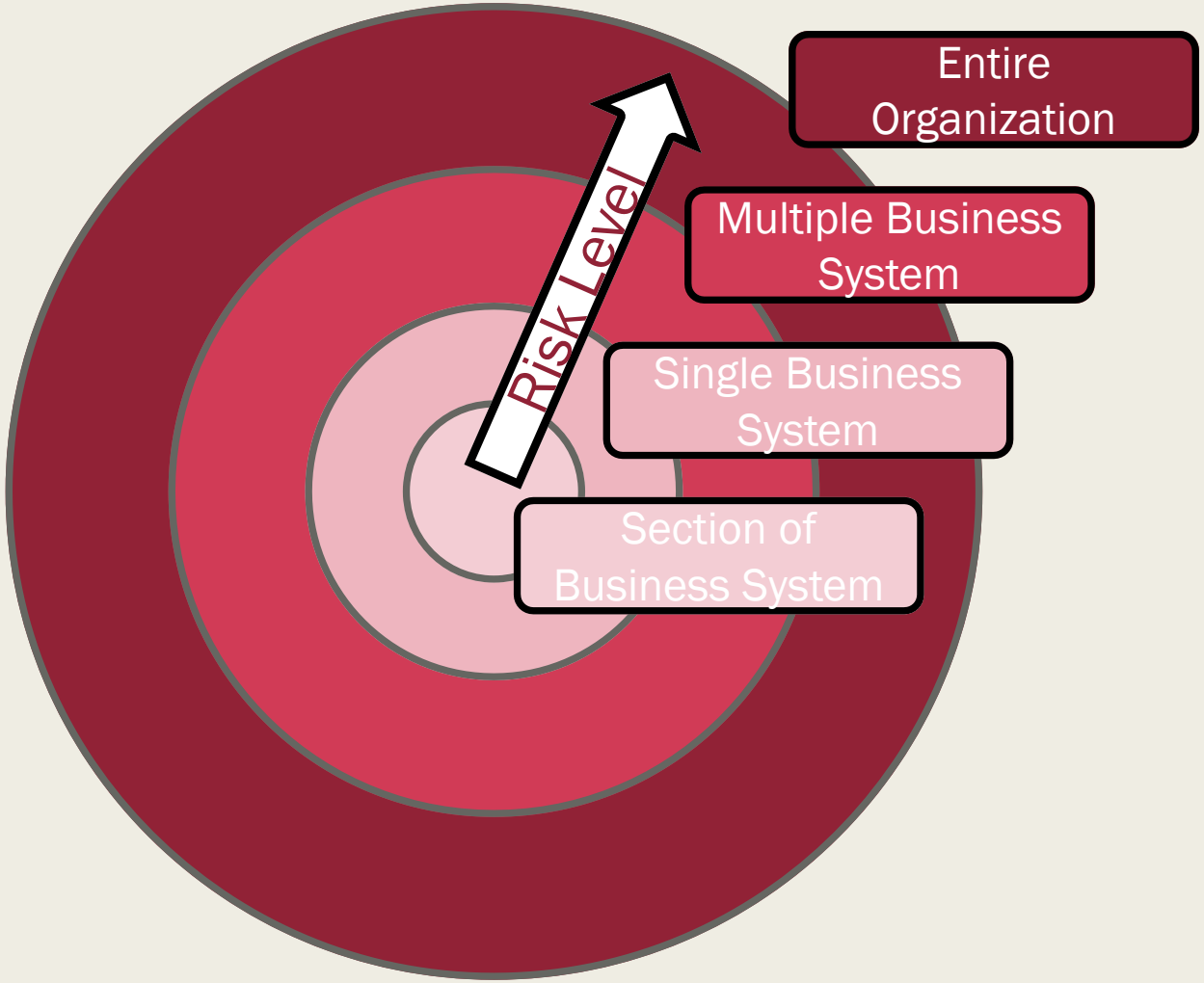
Impact Radius

- How big is ‘big’?
- What’s the worst that could happen?
- What’s at risk?



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Recoverability

- “Undue”?
  - *TTR*
  - *Complexity*
  - *Ops maturity*
- How much business impact is there from a failed change?
  - *Business processes supported*
  - *Business Value*

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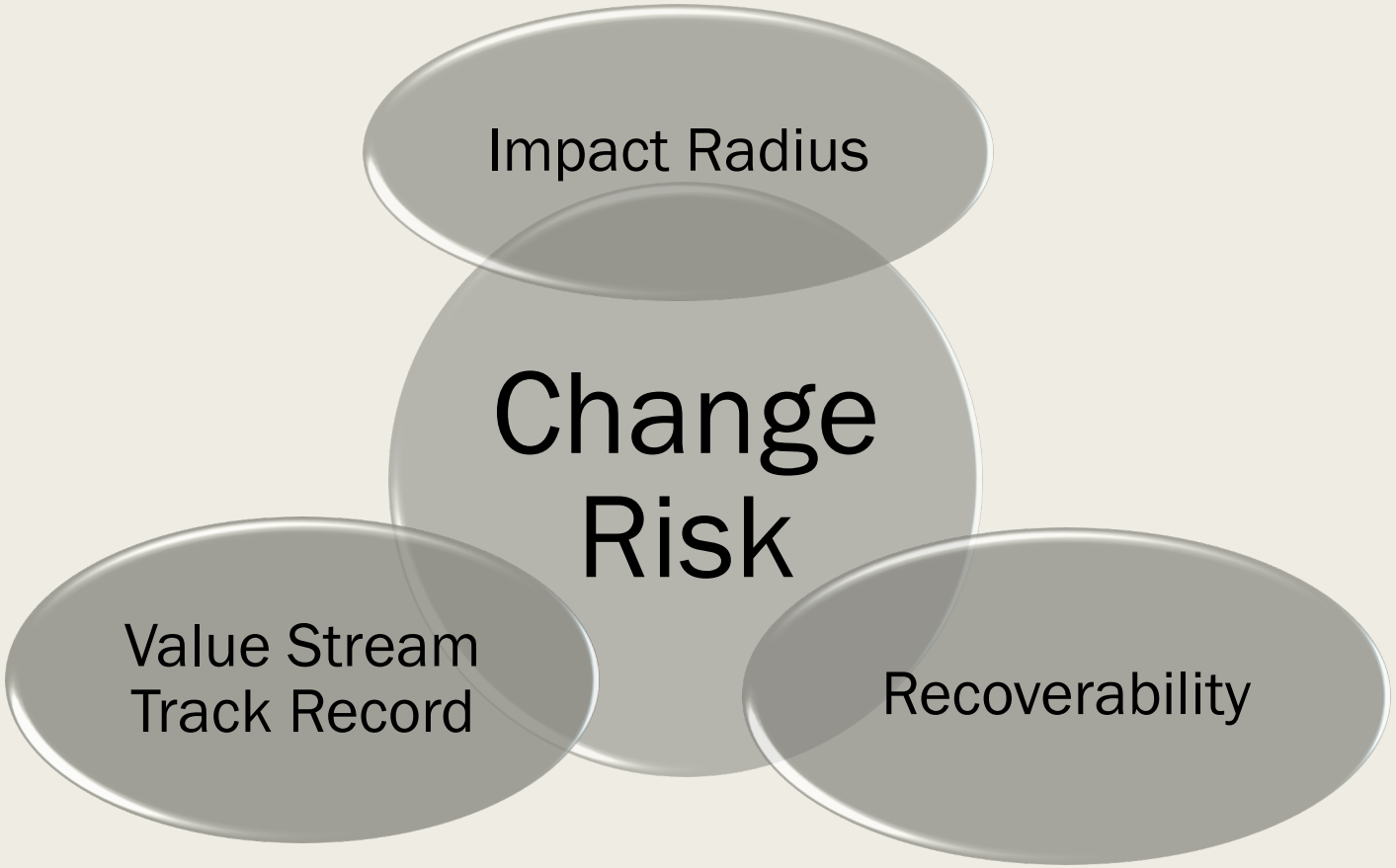
Impact Radius
Change Risk
Value Stream Track Record
Recoverability

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Risk

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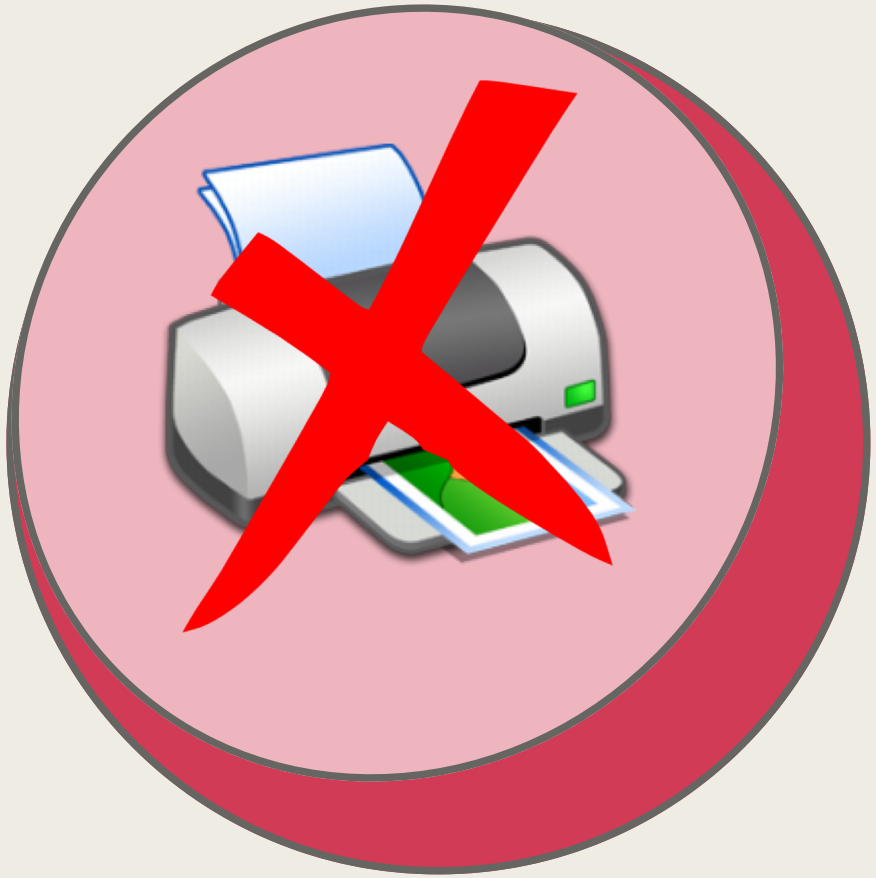
Risk



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Tools of Change Control

- Change Authority
- Standard Changes
- Change Models

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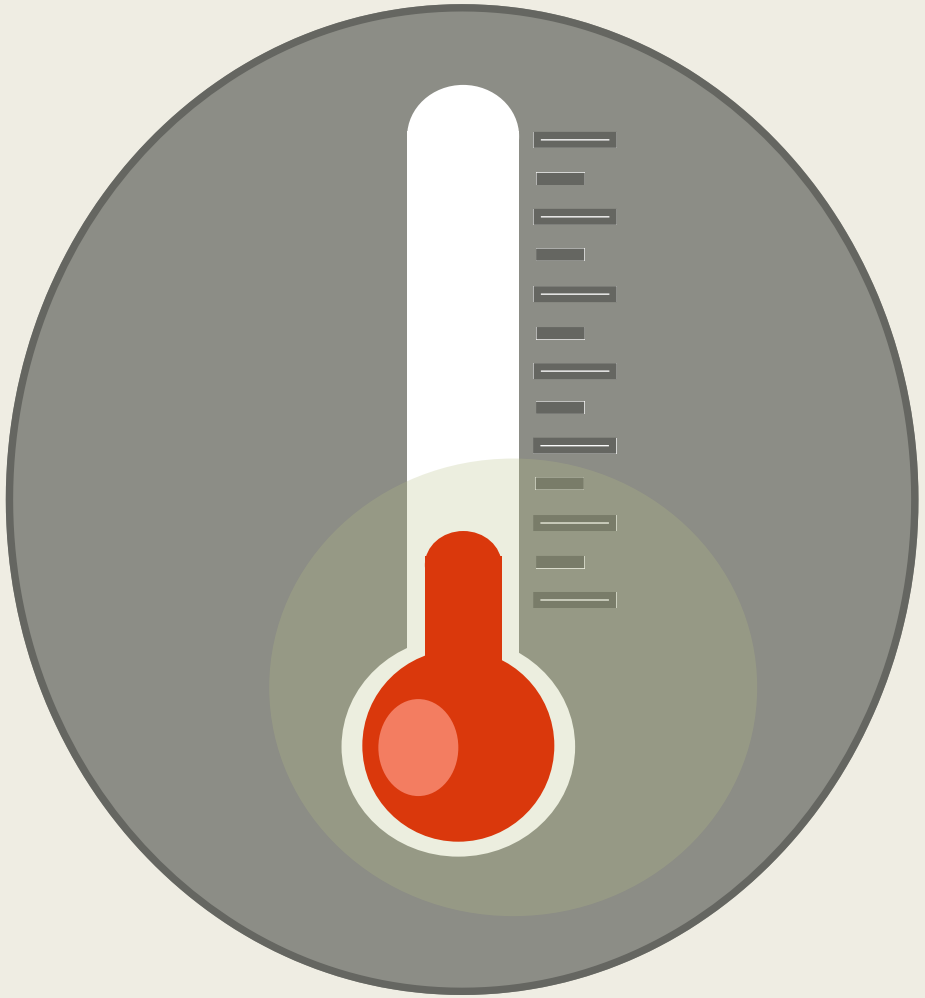
Change Authority

- Who can approve what level of risk
- Hierarchy of approval authority
- Clear and unambiguous accountability



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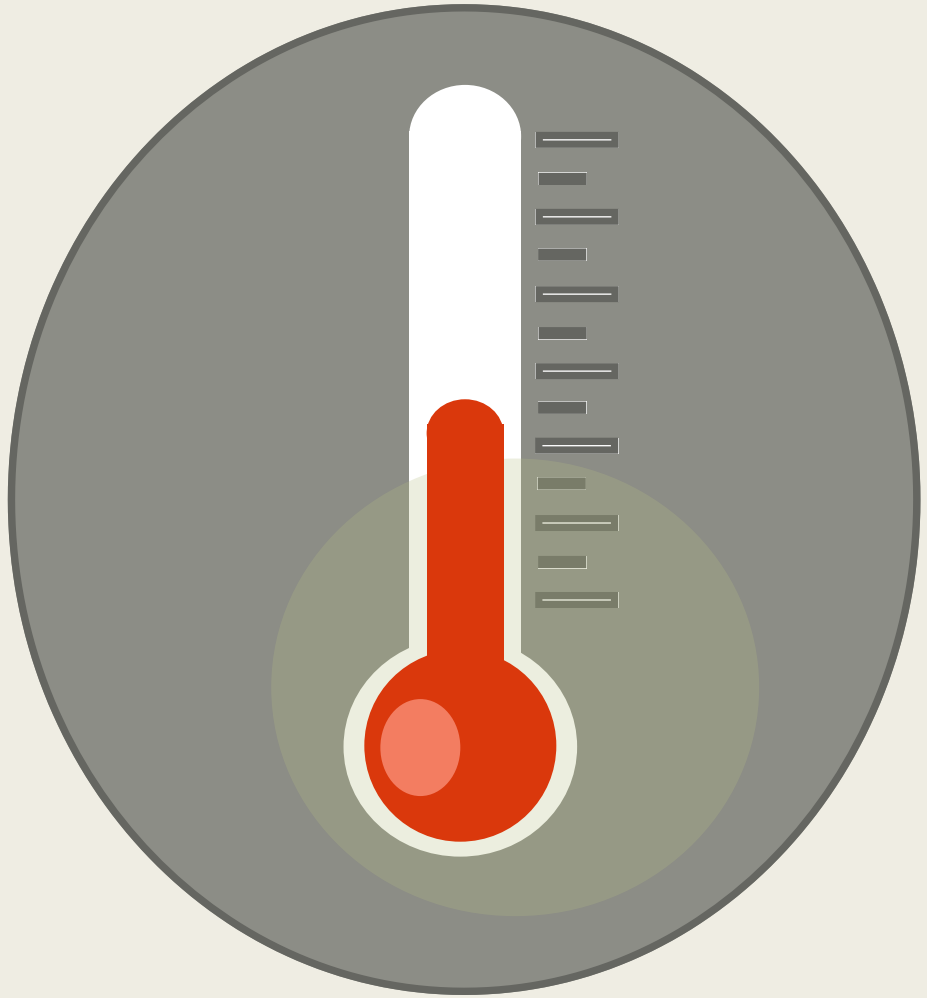
Change Authority

- Business Risk & Impact
- Business cycles
- Benefit vs Risk
- Blast Radius
- Recoverability
- Track record



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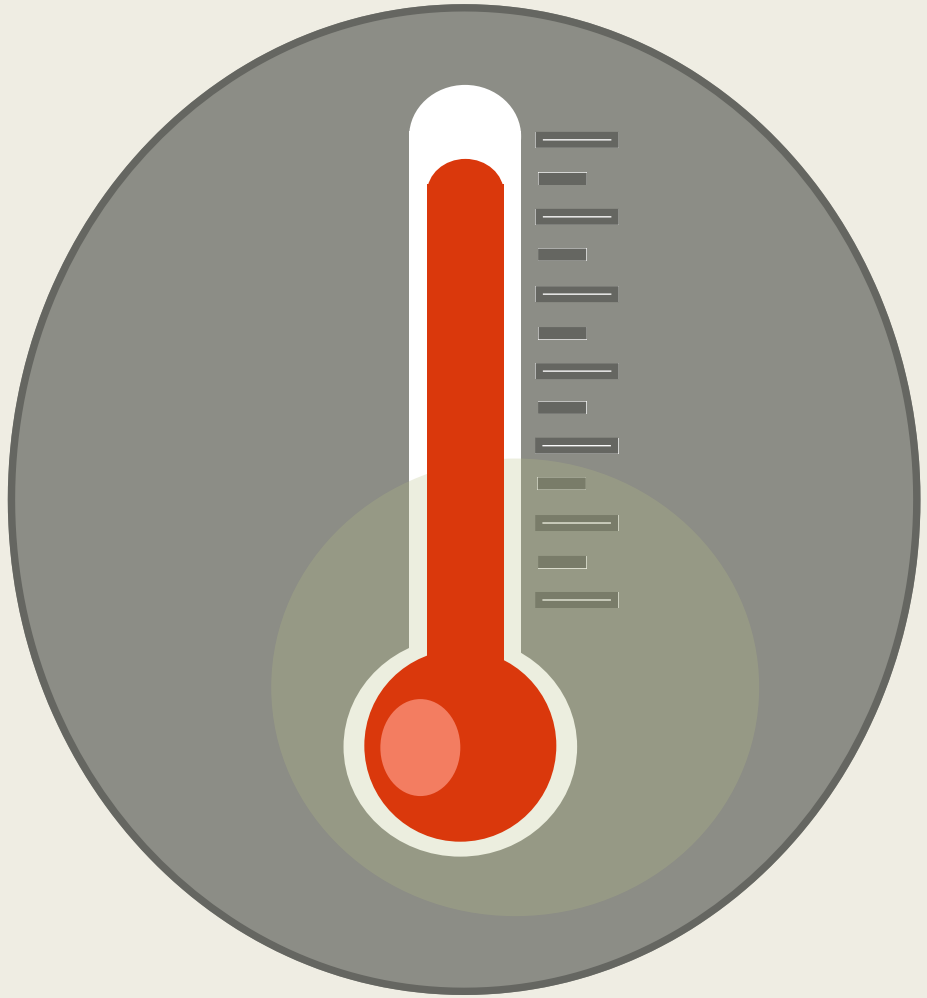
Change Authority

- Authority rises as risk level rises
- Factors like
  - *Number of critical systems impacted*
  - *Type and number of business processes supported*
  - *Number of employees*



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Standard Changes

- Changes that are documented and preapproved
- Have a demonstratable track record for:
  - *Timely and effective implementation*
  - *Risk management*
  - *Negative impact*
  - *Outcome achievement*
  - *Governance and compliance*
- Are within authority of local delegated authority
- Documented in normal change tracking tools

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Change Models

- Standardized approach to given change type
- Parameters are different, approach is consistent

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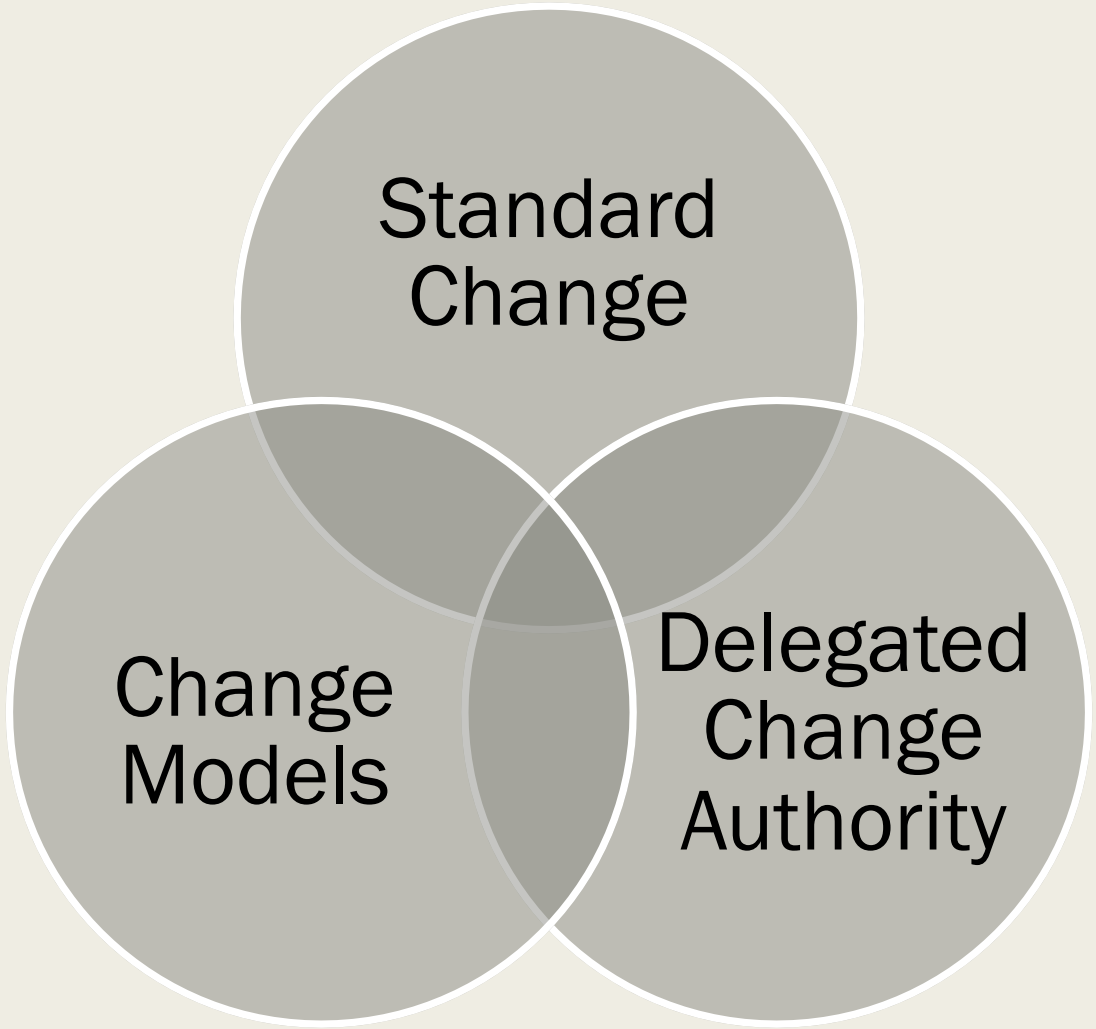
Tools of Change Control

- Business Value focused
- Changes managed “in the flow”
- Approach agnostic
- Business Risk Informed
- Matches workflow velocity



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Change Capabilities

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5. Ensure *governance* and *compliance* expectations are met

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1 | Outcomes over Process

2 | Focus on core capabilities

3 | Think in value streams

Questions?

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Contact Me

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