

The guiding principles

Introduction to the guiding principles

Syllabus

2. Understand how the ITIL guiding principles can help an organization adopt and adapt service management

2.1 Describe the nature, use and interaction of the guiding principles

2.2 Explain the use of the guiding principles:

- a) Focus on value
- b) Start where you are
- c) Progress iteratively with feedback
- d) Collaborate and promote visibility
- e) Think and work holistically
- f) Keep it simple and practical
- g) Optimize and automate



ITIL Service Value System

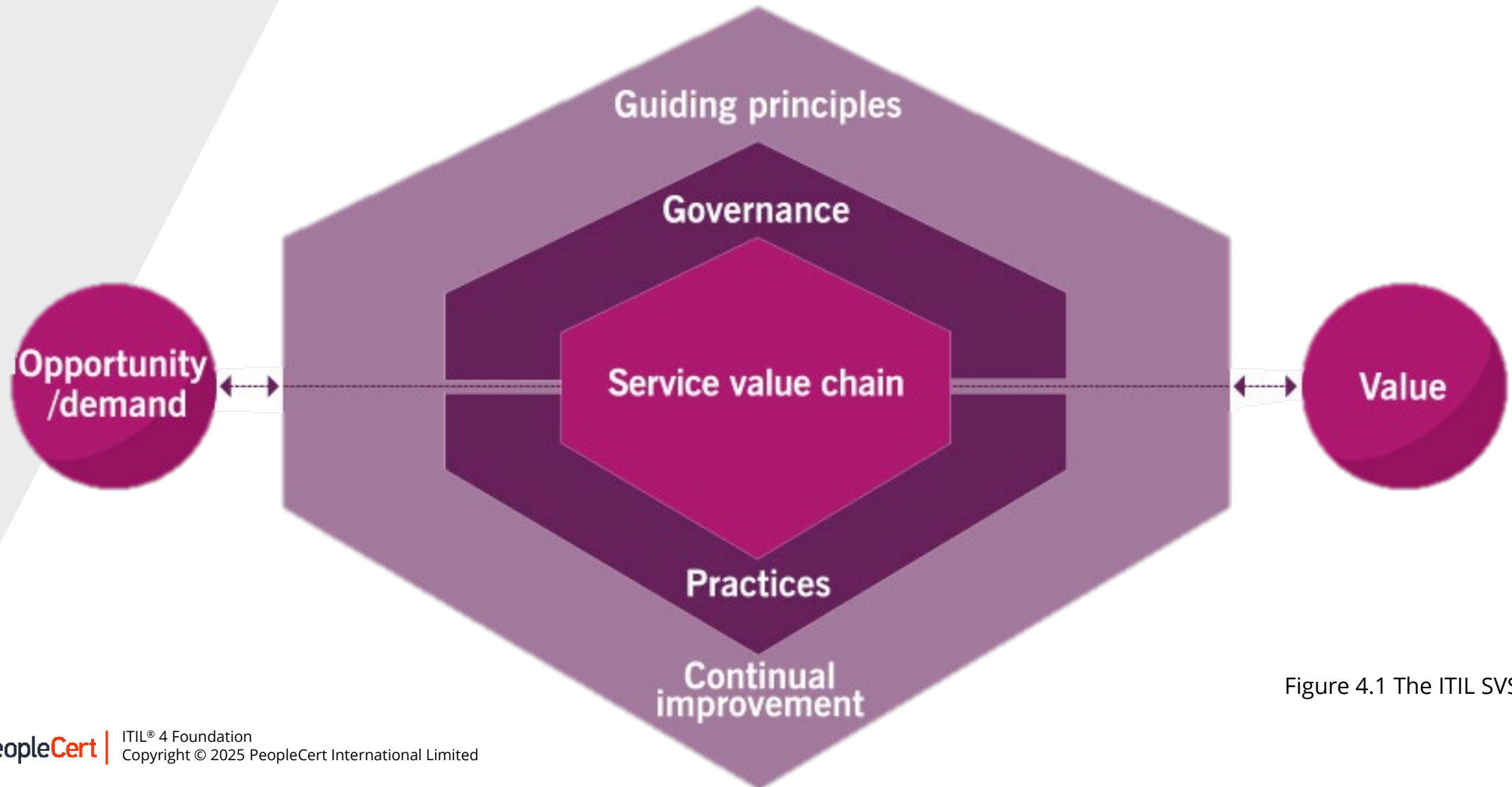
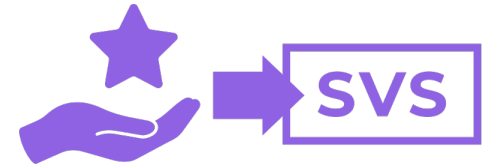


Figure 4.1 The ITIL SVS

What you will learn

By the end of this section, you will be able to:

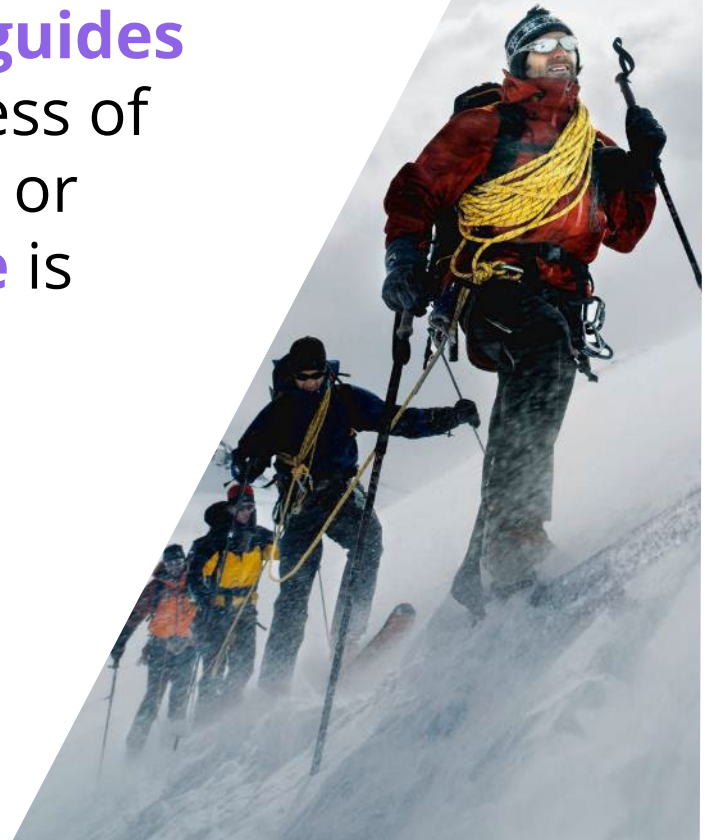
- Understand what a guiding principle is.
- Explain the use of each of the guiding principles.



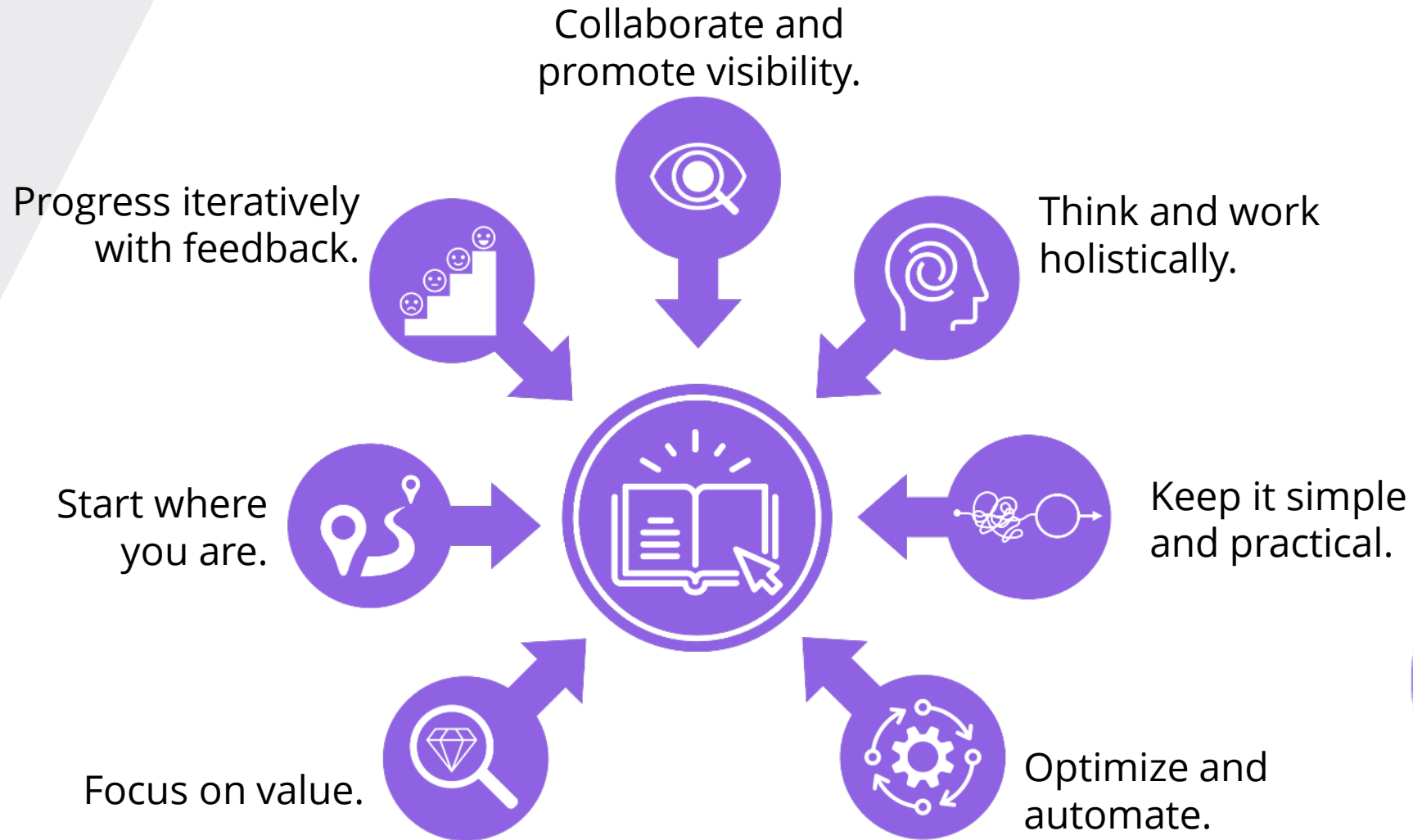
What is a guiding principle?



A guiding principle is a **recommendation** that **guides** an organization in **all circumstances**, regardless of changes in its goals, strategies, type of work or management structure. A **guiding principle** is **universal** and **enduring**.



Overview of the guiding principles

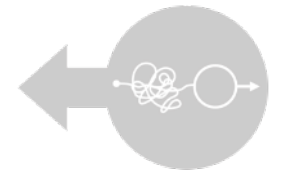


Refer to Table
4.1 in your
Learner
Workbook

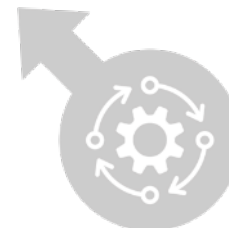
Focus on value



All activities conducted by the organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders.



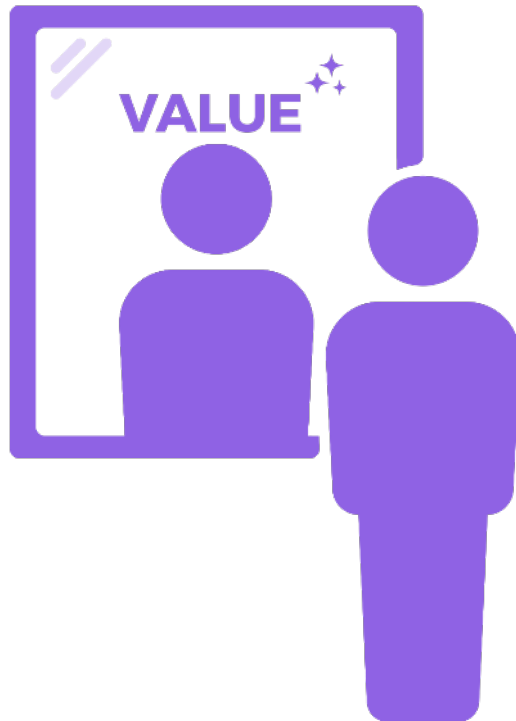
**Focus on
value.**



How value is perceived

Ask yourself **who** is the **consumer** and **what** do they find **valuable**?

- **cost**
- **timescale**
- **quality**
- **complexity.**



Focus on value

To **address** various **stakeholder** groups and the value the organization **creates** for them, take the following steps:

1. Identify and understand the **service consumer**.
2. Understand the **consumer's perspective** of **value**.
3. Map **value** to intended **outcomes**, which **change over time**.
4. Understand the **Customer Experience (CX)** and **User Experience (UX)**.



CX and UX

- **Customer Experience (CX)** is the **sum** of functional and emotional interactions with a **service and service provider** as perceived by a **consumer**.
- **User Experience (UX)** focuses on **people** interacting with a **service** and the **experience** they receive from that **interaction**.



How would you apply this principle?



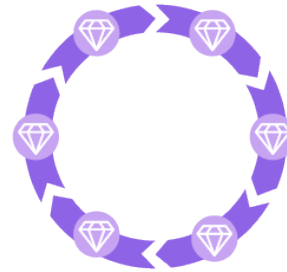
Know **how** service consumers **use** each service.



Encourage a **focus on value** among all staff.



Focus on value **during normal operational activity**, as well as during improvement initiatives.



Include focus on value in **every step** of any improvement initiative.



Start where you are

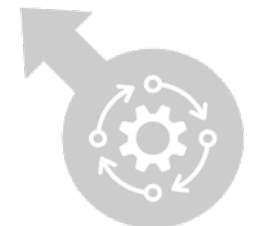
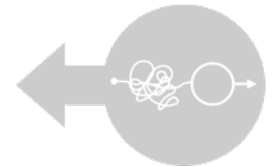


**Start where
you are.**



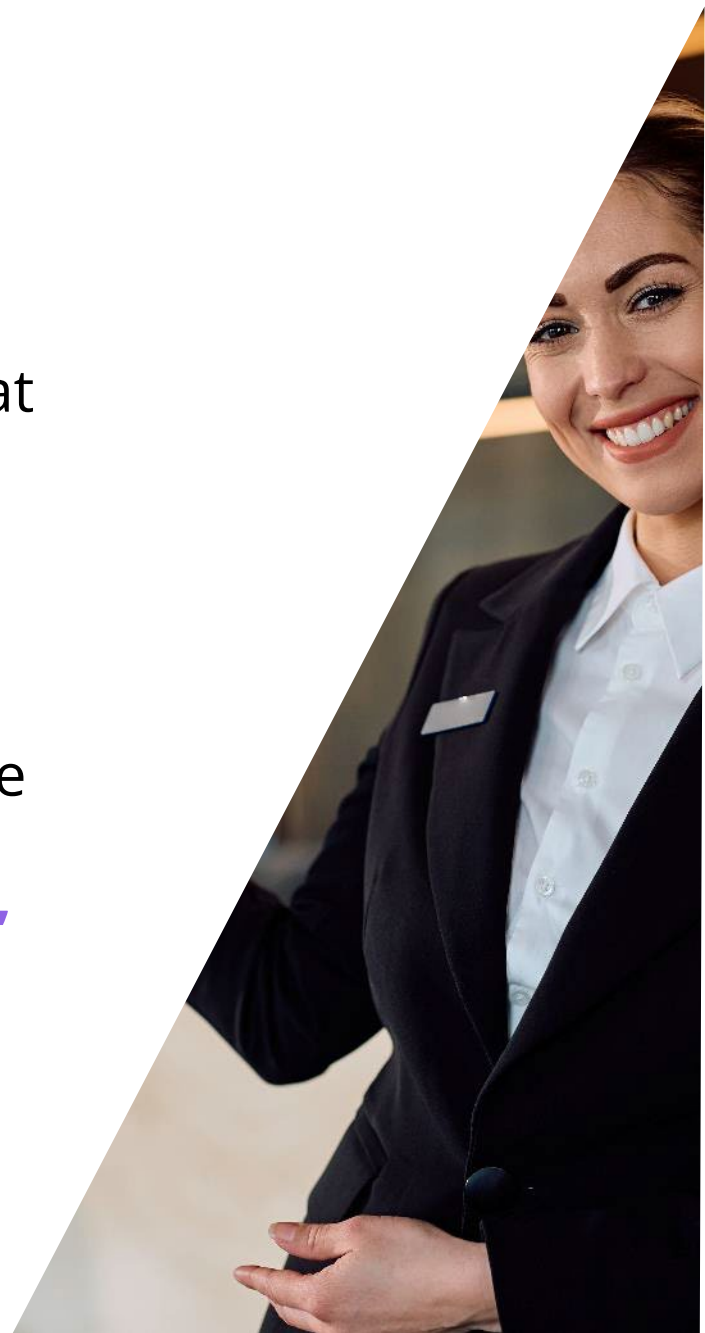
In the process of eliminating old, unsuccessful methods or services and creating something better, there can be great temptation to remove what has been done in the past and build something completely new. This is rarely necessary or a wise decision.

This approach can be extremely wasteful, not only in terms of time, but also in terms of the loss of existing services, processes, people, and tools that could have significant value in the improvement effort. Do not start over without first considering what is already available to be leveraged.



Assess where you are

- **Directly observe** and measure existing **services and methods** to properly understand the **current state** and what can be re-used from them.
- Have a **person** with little or no prior **knowledge** observe, as they have no **preconceptions** and may see things those closely **involved** would miss.
- Beware of inaccurate/biased reports by getting **data** from the source.
- When **observing** an activity, do not be **afraid** to ask “**stupid**” questions.
- Base **decisions** on accurate information.



The role of measurement

- Use **measurement** to enable not replace analysis of the **observed**, as over-reliance on **analytics/reporting** injects bias/risk into decision-making.
- While some **things** can only be **understood** by **measuring** their effect, direct observation is always the **preferred** option.
- The act of **measuring** can affect **results, making** them inaccurate.
- Make metrics **meaningful** and **directly** related to desired **outcomes**.



Applying the principle



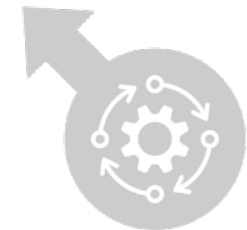
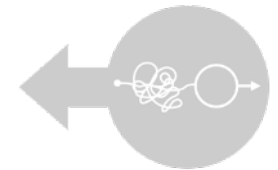
Progress iteratively with feedback



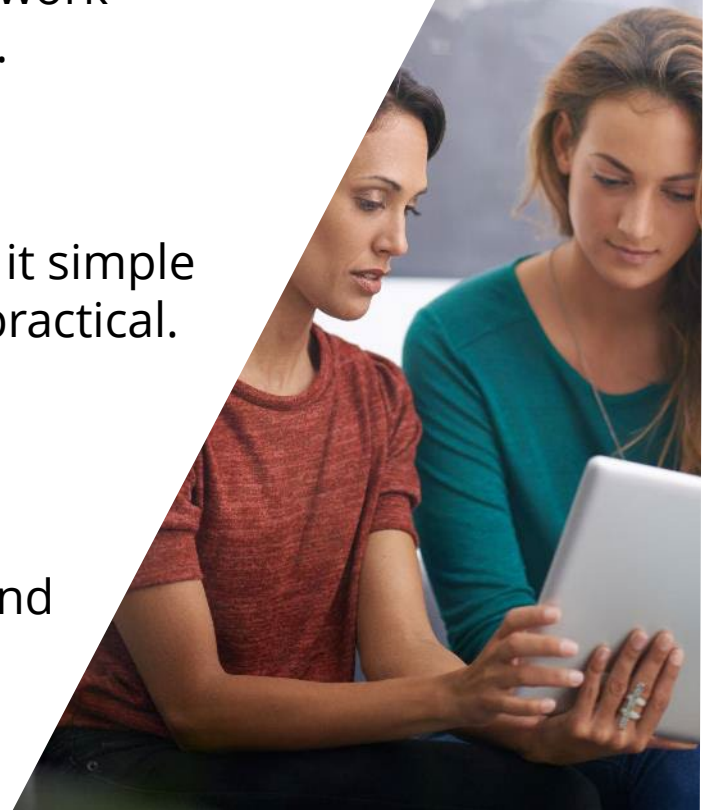
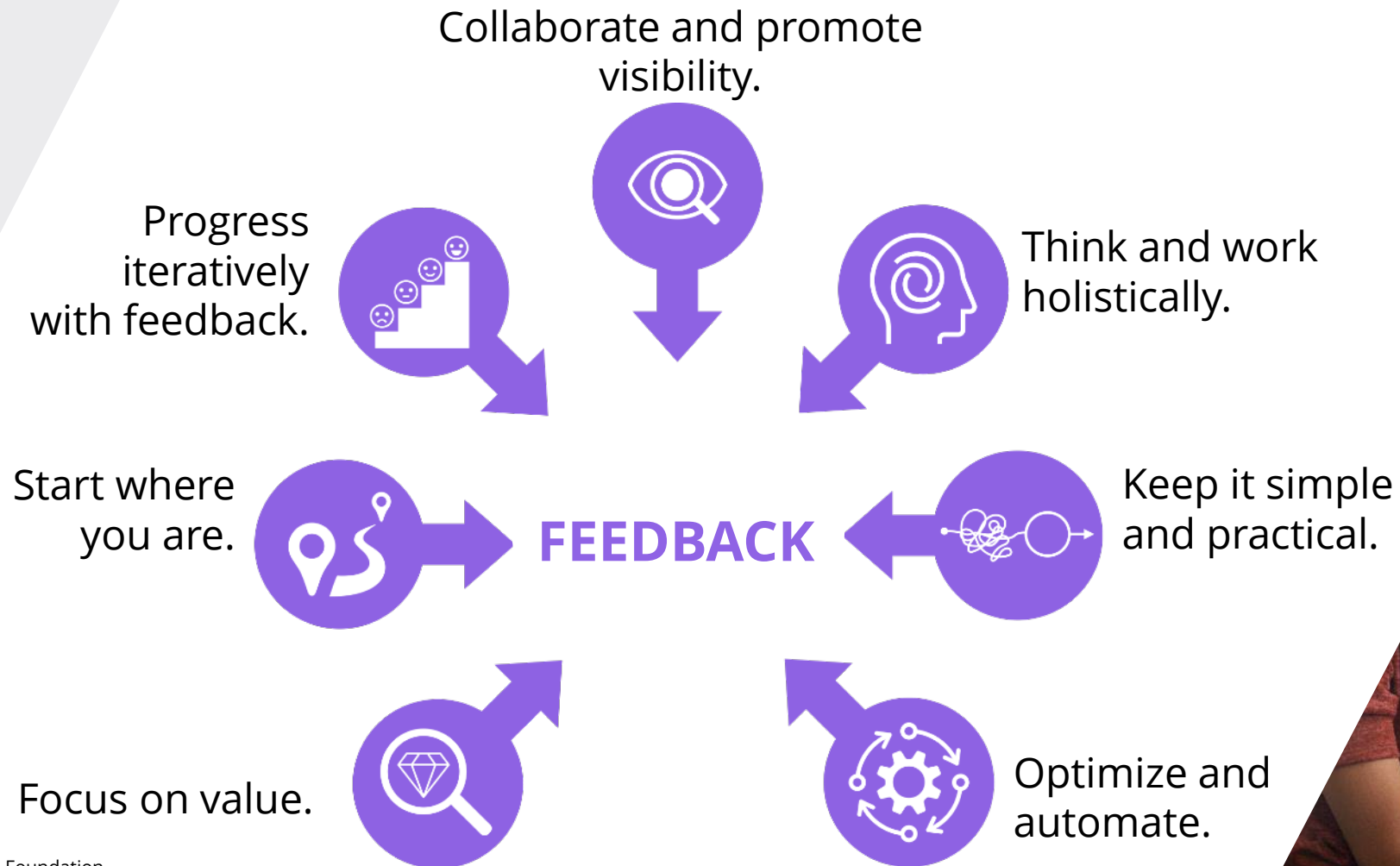
Progress
iteratively
with
feedback.



Resist the temptation to do everything at once. Even huge initiatives must be accomplished iteratively. By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus on each effort will be sharper and easier to maintain.



The role of feedback



The use of feedback loops

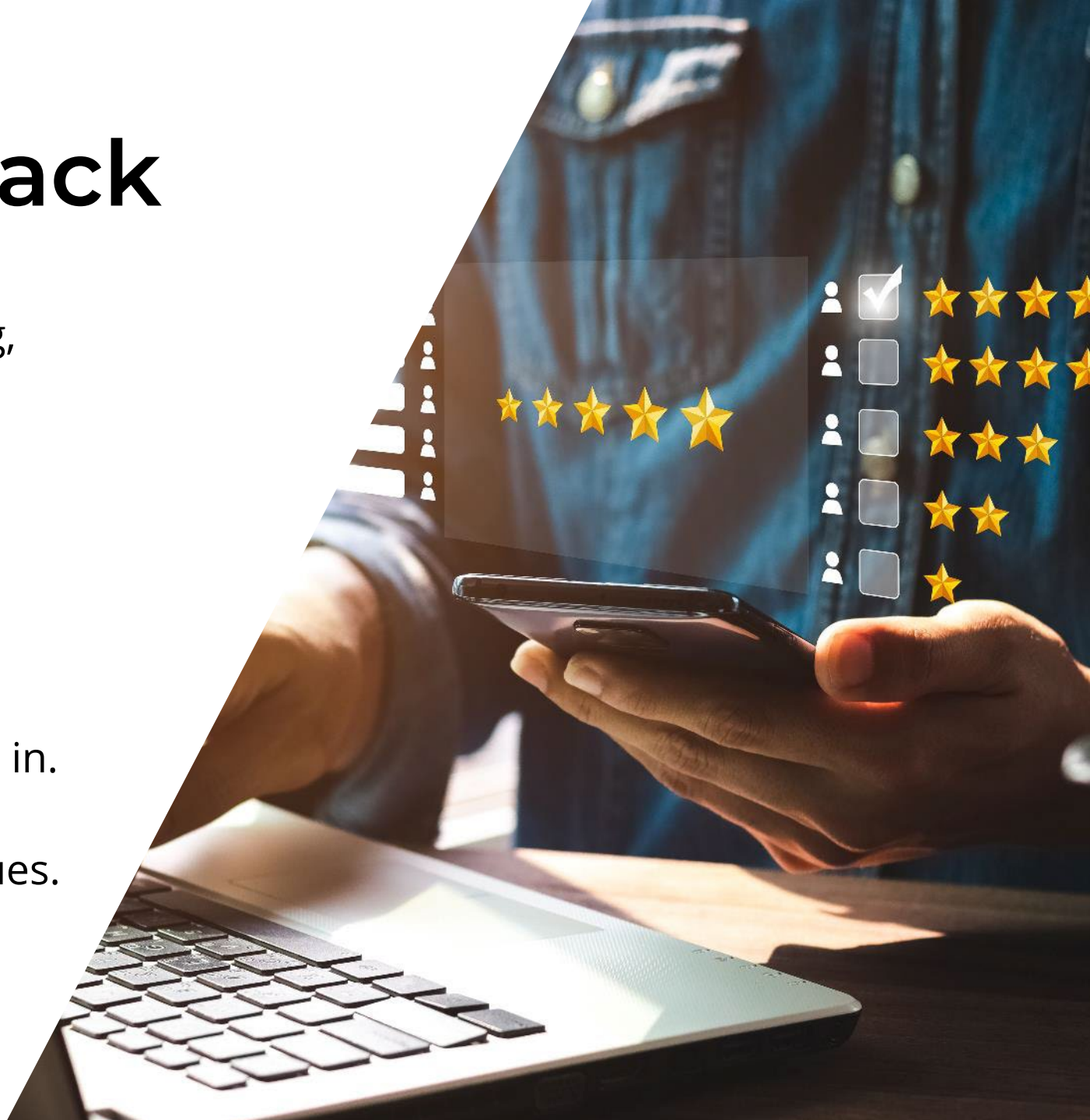
A **feedback loop** is a technique whereby **outputs** of one part of a **system** are used as **inputs** to the same part of the **system**.

- **Continually** re-evaluate initiatives and their component iterations to reflect changes in **circumstances**, seeking and using **feedback** before, throughout, and after each **iteration**.
- **Feedback** loops among participants help them know where work comes **from**, where **outputs** go and how their **actions** affect **outcomes**.



The role of feedback

- **Seek** and use **feedback** before, during, and after each iteration to **ensure** actions are **focused** and **appropriate**.
- Actively **collect** and process **feedback** along the value chain to function well.
- Use good **feedback** mechanisms to facilitate the understanding of key **subjective** and **objective** data on the **environment** the **organization** works in.
- Gather and analyse **feedback**, and identify **improvements**, risks, and issues.



Iteration and feedback together

Work in a **timeboxed**, iterative manner, embedding **feedback** loops into **processes** allows for:

- more **flexibility, responsiveness** to customer/business needs, and ability to see and **respond** earlier to **failure**
- overall improvement of **quality**.

Having **feedback** loops among those who **participate** in activities helps them to see where their work comes from, where their outputs go, and how their **actions** and **outputs** affect **outcomes**, for **better** decisions.



Applying the principle



Comprehend the **whole** but do something.



The **ecosystem** is constantly **changing**, so **feedback** is **essential**.



Fast does **not** mean **incomplete**.

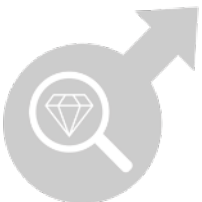
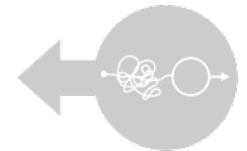


Collaborate and promote visibility



Collaborate and promote visibility.

When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, greater relevance (because better information is available for decision-making), and increased likelihood of long-term success.



Communication and visibility



Communication for improvement

Increase **urgency** through **visibility** by:

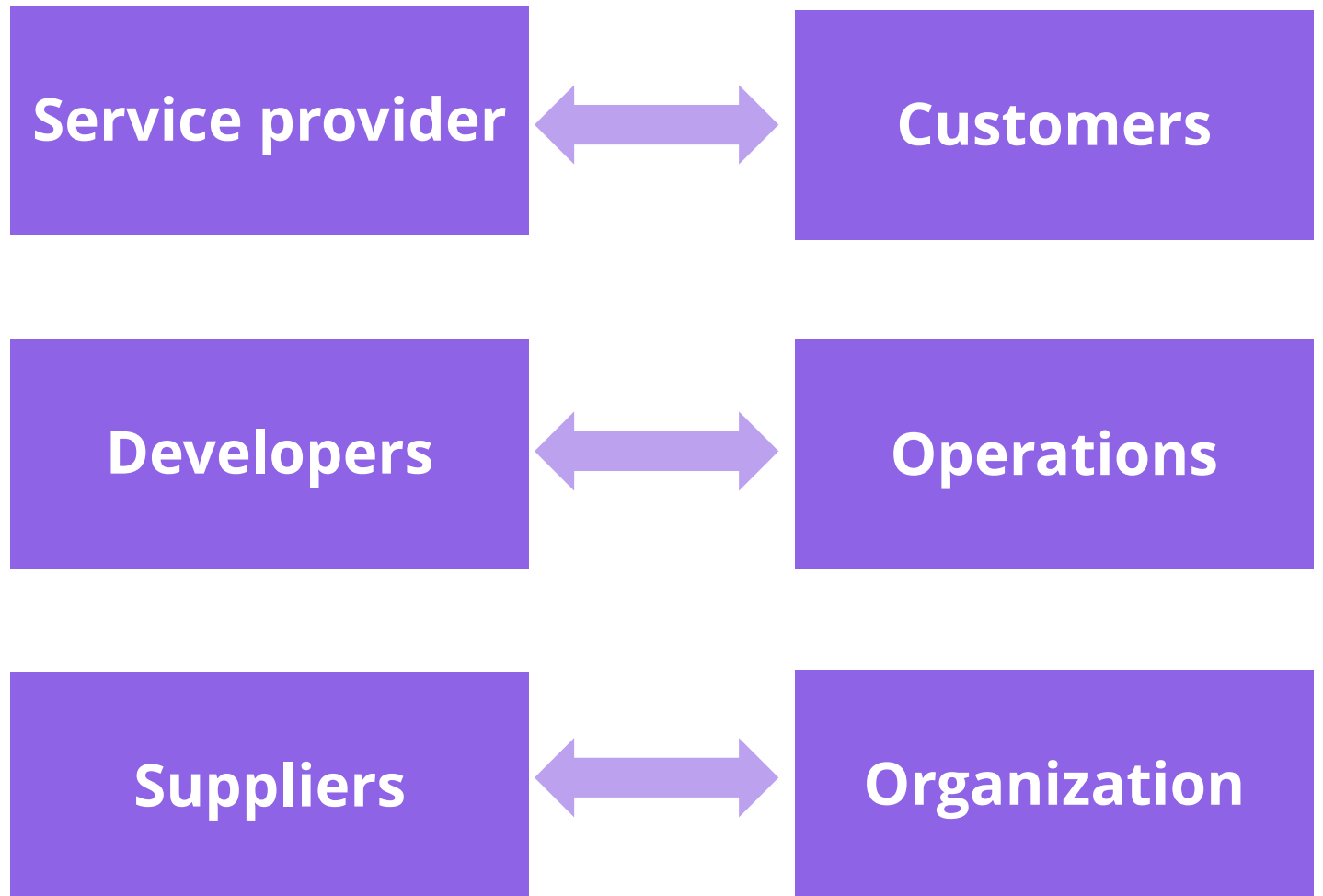
- Understanding **the flow of work** in progress.
- Identifying **bottlenecks**, as well **as excess capacity**.
- Uncovering **waste**.

What **current methods** do you use to **deal with** this in **your own organization**?



Key collaboration pairs

People and perspectives for successful collaboration can be found in all stakeholder groups.



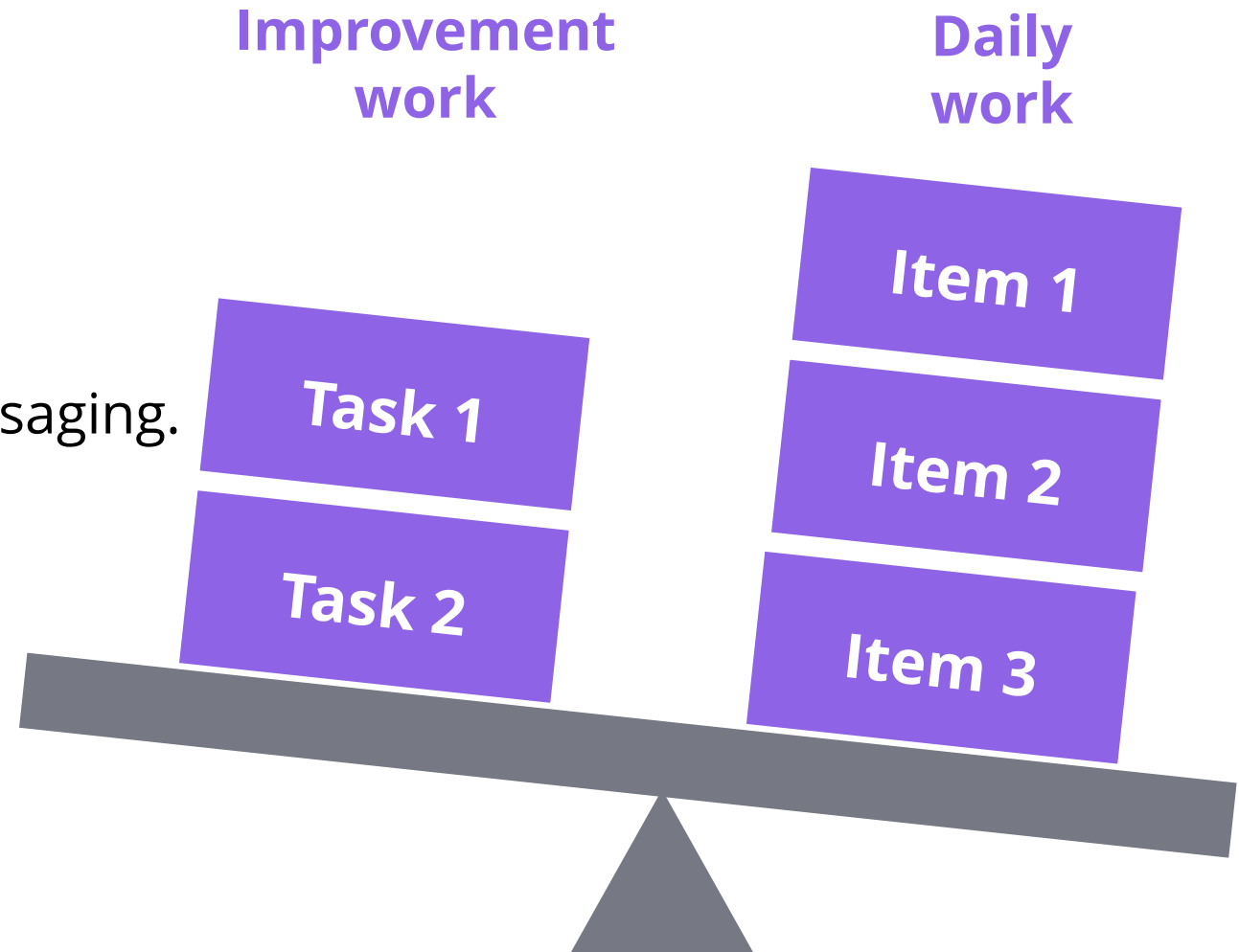
Promote visibility

Make **work transparent**:

- To enable prioritization to be clearly understood.
- To support good decision making.
- To facilitate communication and messaging.

Make **work flow** by:

- Understanding the flow of work.
- Identifying bottlenecks/excess capacity.
- Uncovering waste.



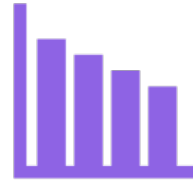
Applying the principle



Collaboration
does not mean
consensus.



Communication
should happen in a
way that the audience
can hear.



Decisions can
only be using
visible data.



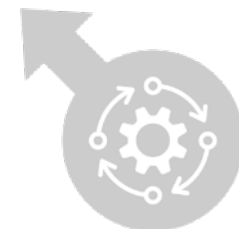
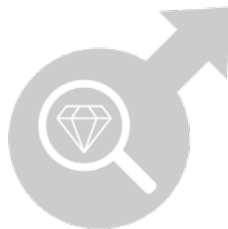
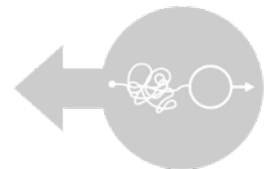
Think and work holistically



Think and work
holistically.



No service, practice, process, department, or supplier works in a vacuum. The outputs that the organization delivers to itself, its customers, and other stakeholders will suffer, unless it works in an integrated way to handle its activities as a whole, rather than as separate parts. All the organization's activities should be focused on the delivery of value.



Applying the principle



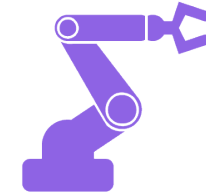
Recognize the complexity of the **systems**.



Collaboration is key to **thinking** and **working** holistically.



Where possible, look for **patterns** in the needs of and **interactions** between system elements.



Automation can facilitate **working holistically**.

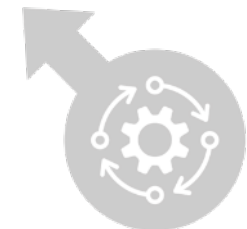
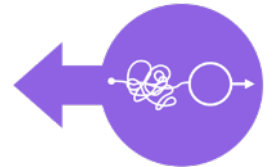


Keep it simple and practical

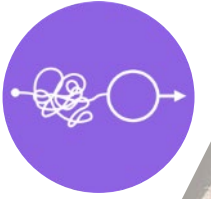


Always use the minimum number of steps to accomplish an objective. Outcome-based thinking should be used to produce practical solutions that deliver valuable outcomes. If a process, service, action, or metric fails to provide value or produce a useful outcome, then eliminate it. Although this principle may seem obvious, it is frequently ignored, resulting in overly complex methods of work that rarely maximize outcomes or minimize cost.

**Keep it simple
and practical.**



Keep it simple and practical



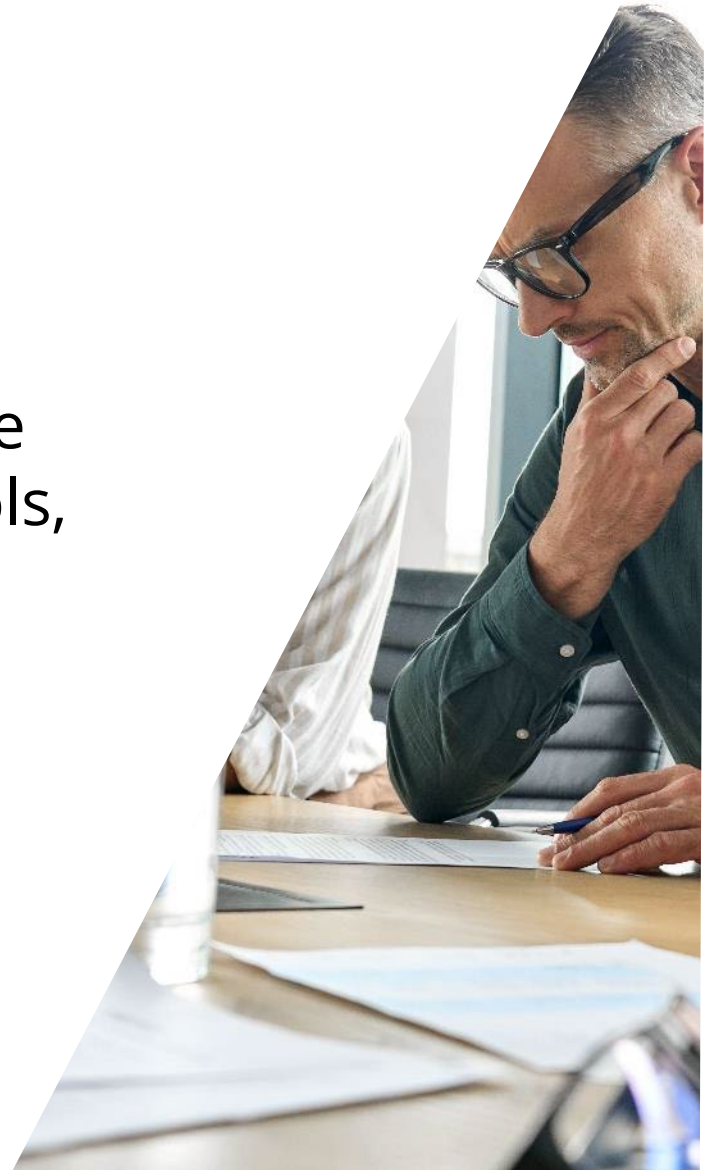
We **eliminate** anything that **provides** no value, use the **minimum** number of steps to **accomplish** objectives, and adopt outcome-based **thinking** for practical **solutions** and **results**.

- **Establish** a holistic view of the organization's work.
- Start with an **uncomplicated** approach, adding later.
- Do not try to **produce** a **solution** for every exception.
- Be **mindful** of **competing** objectives.



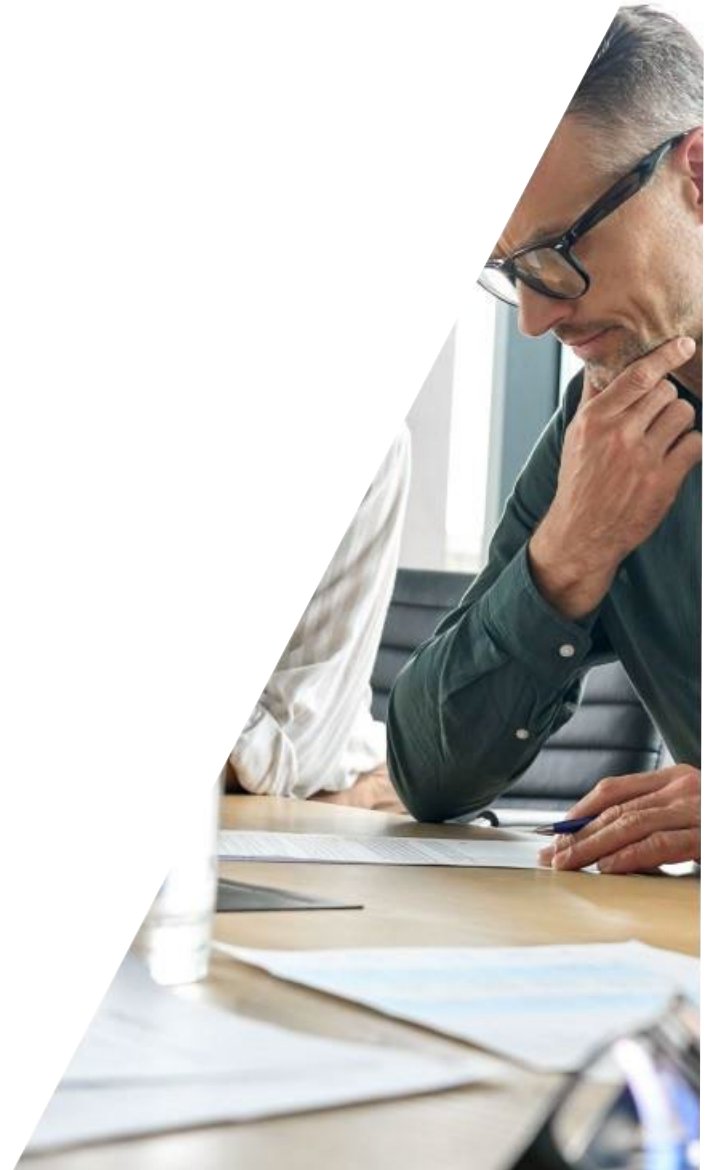
Judging what to keep

- When analysing a **practice**, process, **service**, metric, or other **improvement** target, always ask **whether** it contributes to value **creation**.
- When designing or **improving** service management, use an **uncomplicated approach** and **carefully** add controls, **activities**, or metrics as needed.
- **Establish** a holistic view of the **organization's** work, so teams can think holistically about how their work is **influenced** by, and influences, others.

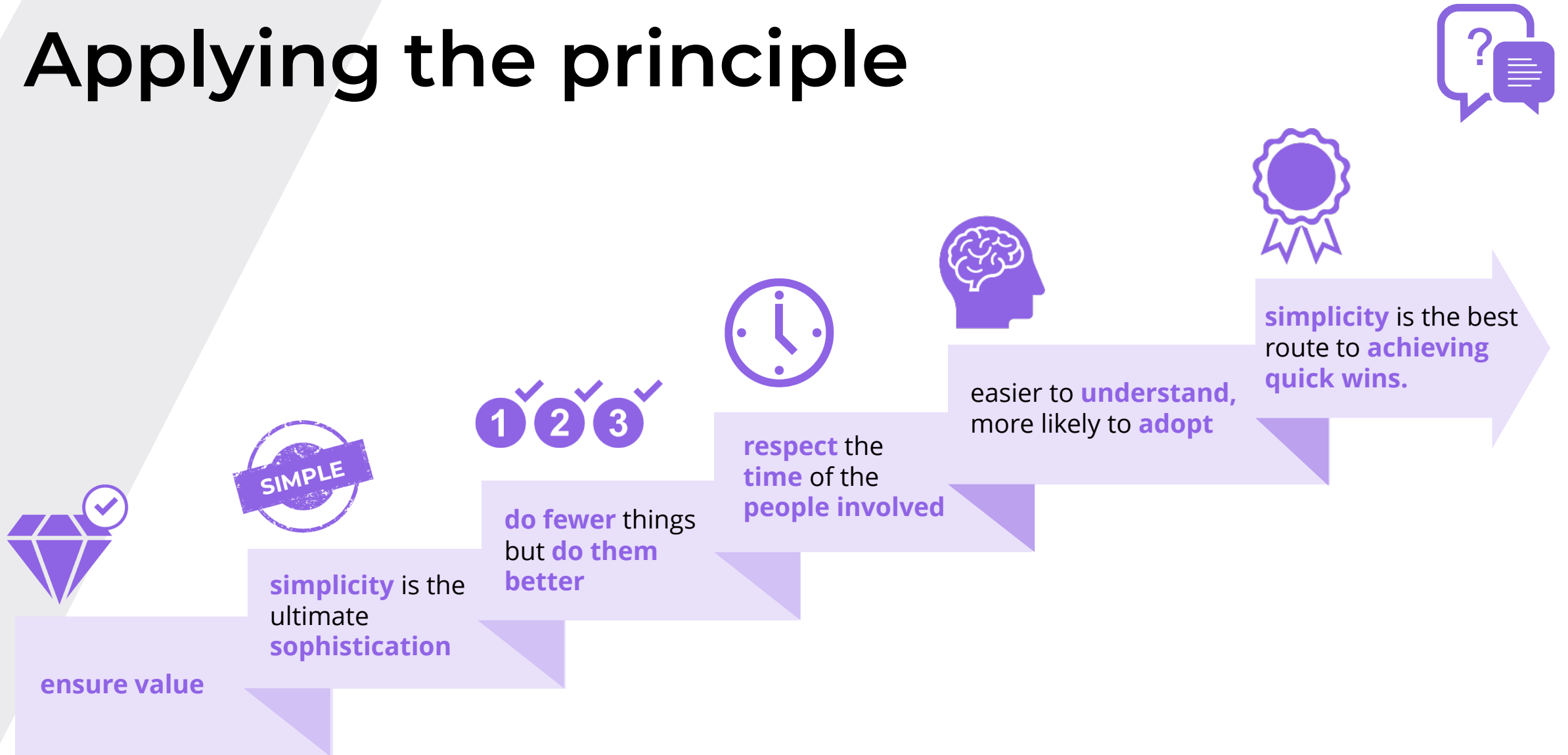


Conflicting objectives

- When **designing**, managing, or **operating** practices, be mindful of conflicting **objectives** and find a way forward that **balances** competing **objectives**.
- When **creating** a process or a service, consider exceptions, but know you cannot **cover** them all, so design general rules to handle **exceptions** instead.



Applying the principle



Optimize and automate

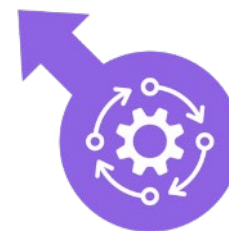
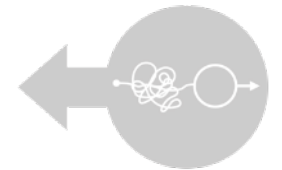


Organizations optimize and automate to:

- Maximize the value of work.
- Achieve economies of scale.

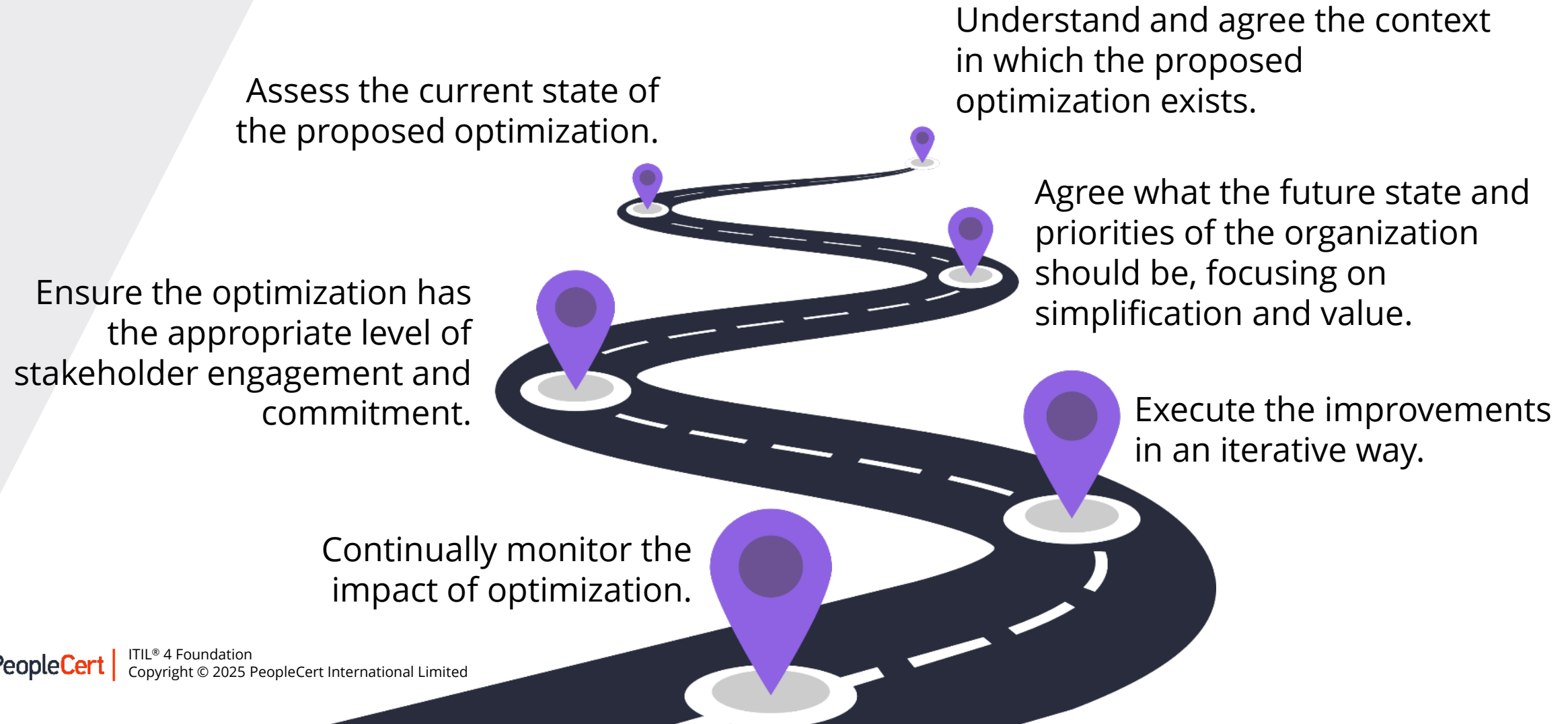
If not done carefully, automation can:

- Increase costs.
- Reduce responsiveness and resilience.

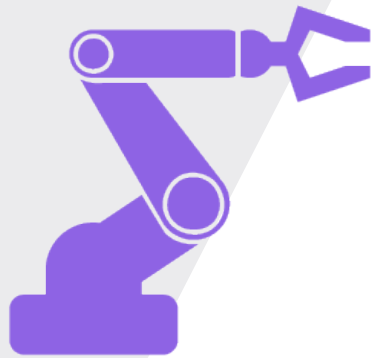


**Optimize and
automate.**

The road to optimization



Using automation



The use of **technology** to perform a **step** or a series of steps **correctly and consistently** with limited or no human intervention.

The **standardization** and **streamlining** of manual tasks.

Opportunities for automation can be found across the **entire organization**.



Applying the principle



Use the **other guiding principles** when applying this one:

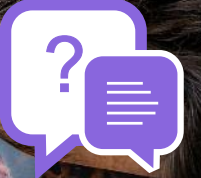
- Progress iteratively with feedback.
- Keep it simple and practical.
- Focus on value.
- Start where you are.



Define your metrics.



Simplify and/or **optimize** before automating.



Recap: Key learning points



- A **guiding principle** is a **recommendation** that guides an organization in all circumstances.
- Activities conducted by the organization should link back, directly or indirectly, to **value**.
- Huge initiatives must be accomplished **iteratively**.
- Ensure the **right people** are involved in initiatives.
- No service, practice, process, department or supplier stands alone.
Work holistically.
- Keep it **simple** and always use the **minimum number** of **steps** to accomplish an objective.
- **Maximize the value** of the work carried out by human and technical resources.

