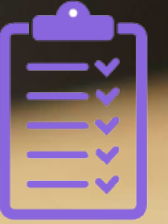# ITIL 4 management practices

Key management practices part 2

Syllabus

6. Know the purpose and key terms of 15 ITIL practices

    6.1 Recall the purpose of the following ITIL practices:
    i.   Continual improvement

7. Understand 7 ITIL practices

    7.1 Explain the following ITIL practices in detail, excluding how they fit within the service value chain:
    a) Continual improvement

Continual improvement

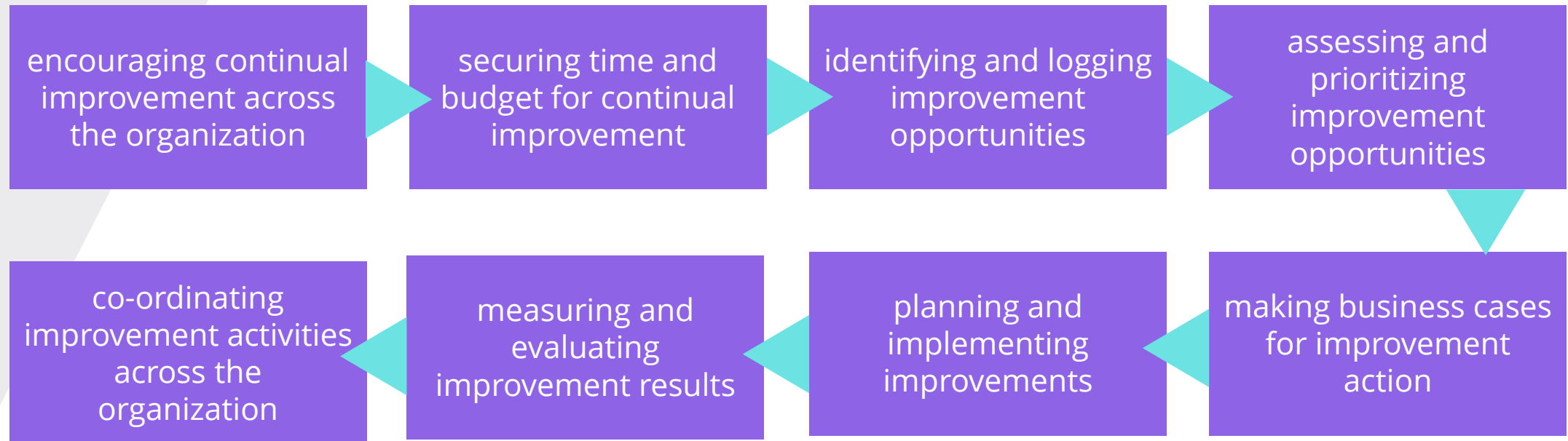**What is the purpose of continual improvement?**

The purpose of the **continual improvement** practice is to **align** the organization's practices and services with **changing business needs** through the **ongoing improvement** of products, services, and practices, or any element involved in the management of products and services.

Continual improvement

Key activities that are part of continual improvement practices include:

| encouraging continual improvement across the organization | → | securing time and budget for continual improvement | → | identifying and logging improvement opportunities | → | assessing and prioritizing improvement opportunities |

| co-ordinating improvement activities across the organization | ← | measuring and evaluating improvement results | ← | planning and implementing improvements | ← | making business cases for improvement action |

Applying continual improvement

SWOT

Where are you now?

Keep the momentum going

The goal

Where do you want to be?

Did we get there?

How do we get there?

Take action

Continual improvement model (1/2)

Strategic

Tactical

Operational

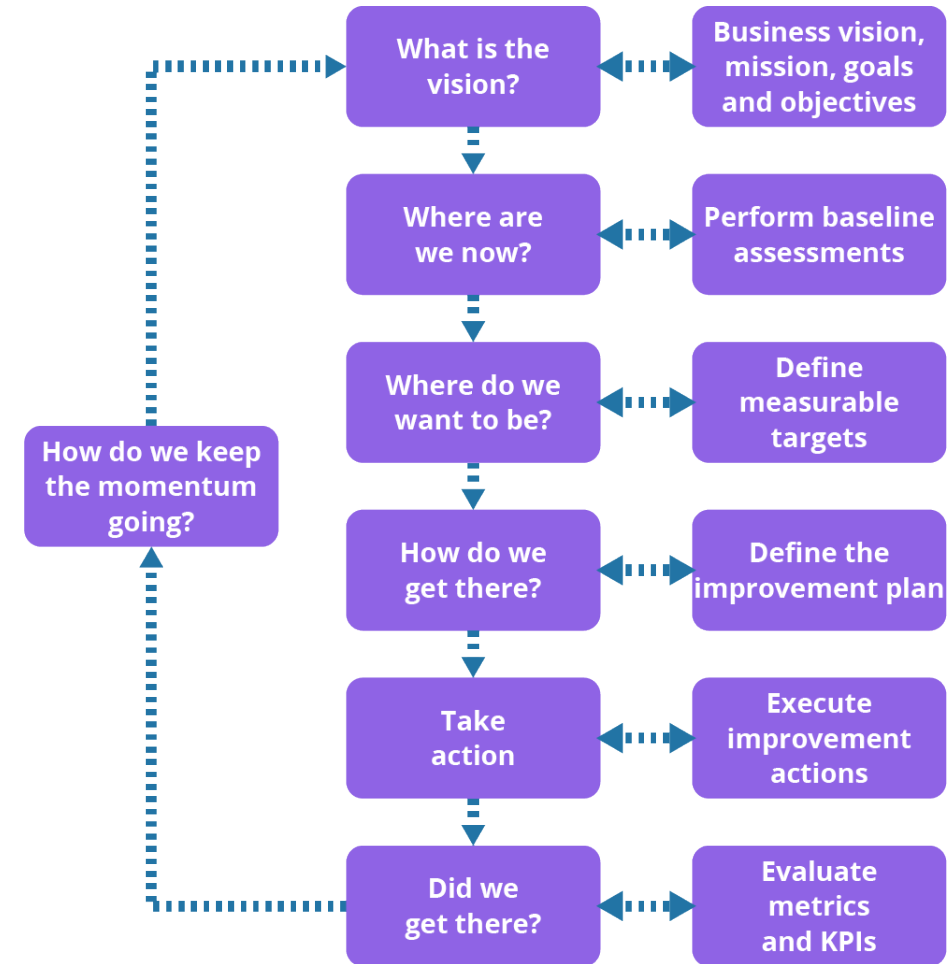| What is the vision? | → | Business vision, mission, goals and objectives |
Where are we now?	→	Perform baseline assessments
Where do we want to be?	→	Define measurable targets
How do we get there?	→	Define the improvement plan
Take action	→	Execute improvement actions
Did we get there?	→	Evaluate metrics and KPIs

How do we keep the momentum going?

Figure 4.3 The continual improvement model

Continual improvement model (2/2)

- **Applies** to the organization's SVS and all **products,** services, components and **relationships.**

- Use as a **high-level** guide for **improvement** initiatives.

- **Steps** vary in scope/details by subject and **improvement** type.

- Steps need not be **linear;** **re-evaluate**/return as needed.

What is the vision? — Business vision, mission, goals and objectives

Where are we now? — Perform baseline assessments

Where do we want to be? — Define measurable targets

How do we get there? — Define the improvement plan

Take action — Execute improvement actions

Did we get there? — Evaluate metrics and KPIs
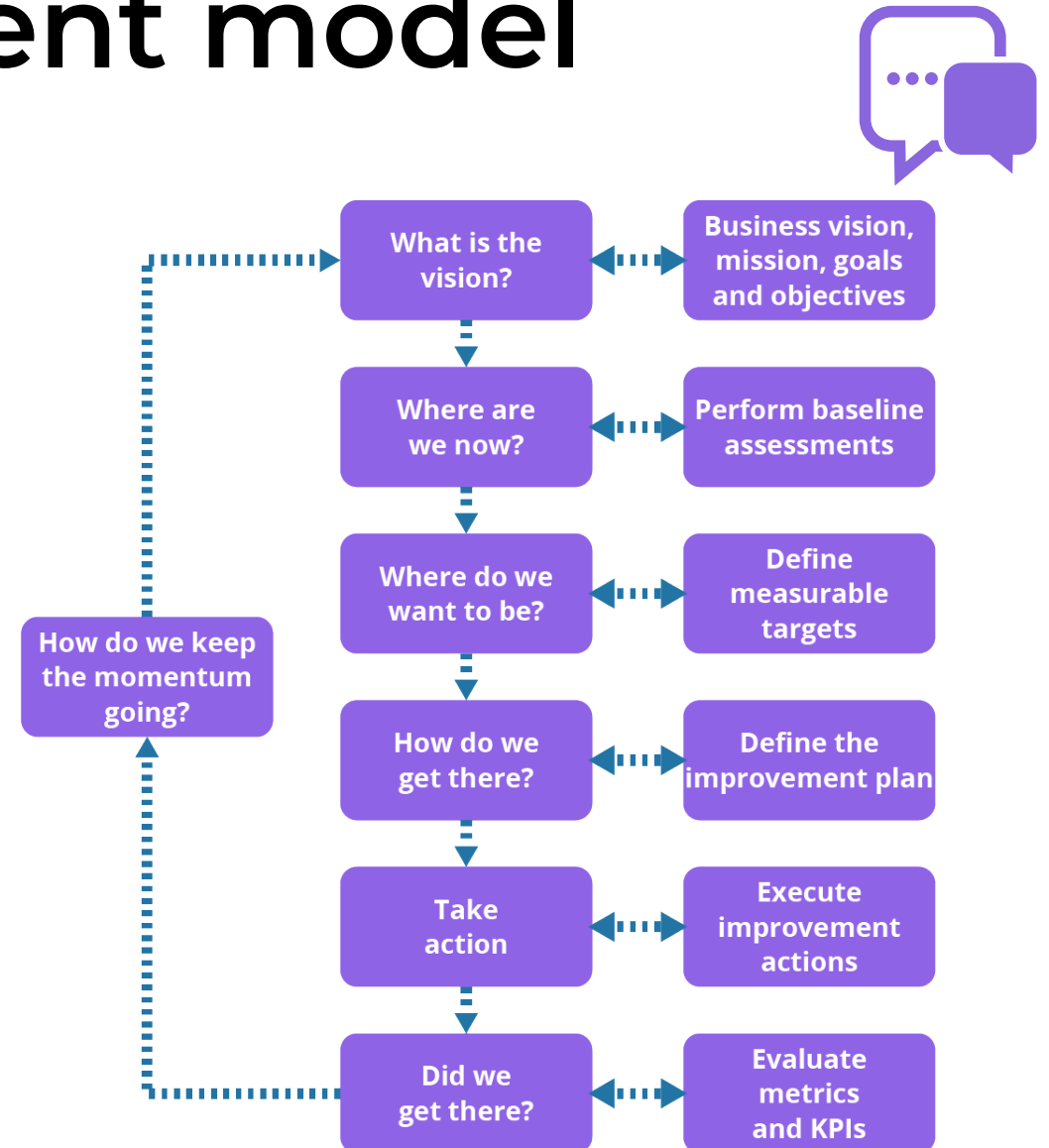
How do we keep the momentum going?

Figure 4.3 The continual improvement model

What is the vision?

This **step focuses** on:

- **Translating** the organization's vision and **objectives** for the **business** unit, department, **team** or **individual,** so the context, **objectives** and boundaries of an improvement initiative are **understood.**

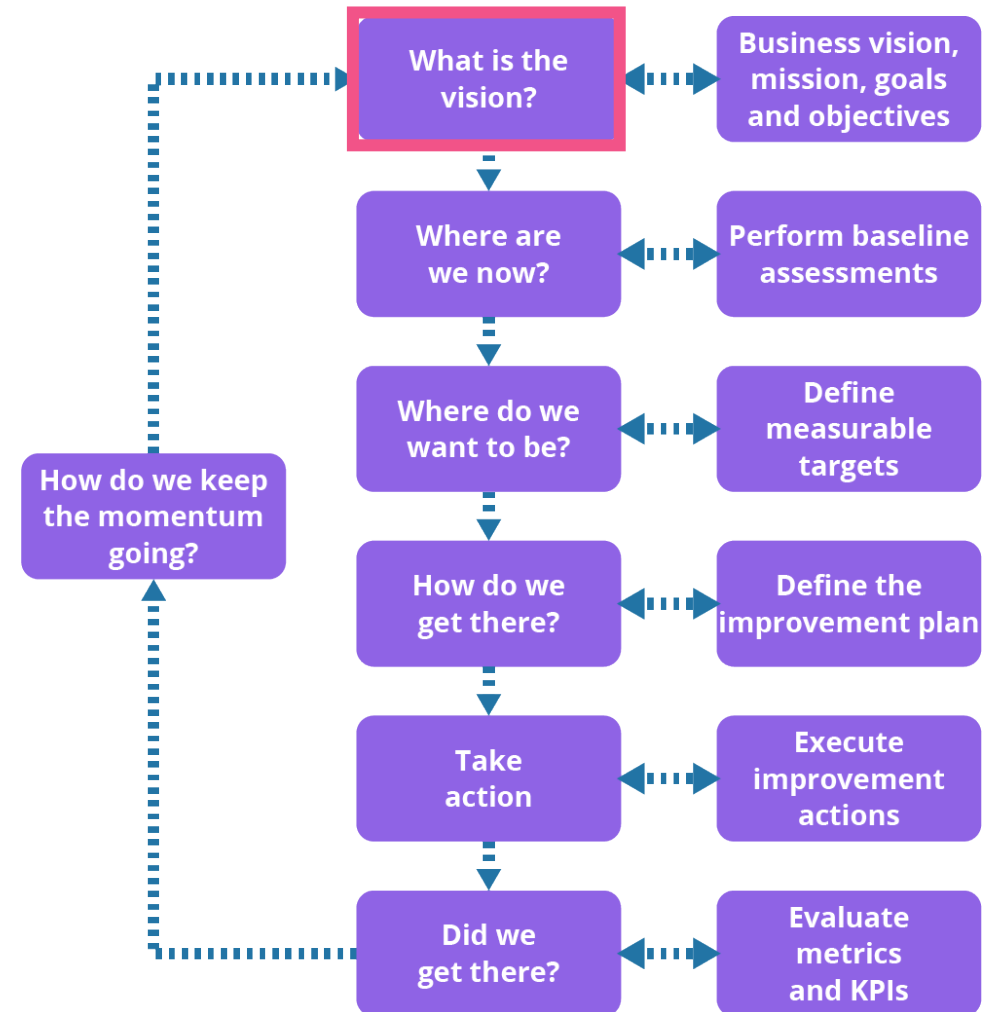- **Creating** a high-level vision for the planned **improvement.**

Figure 4.3 The continual improvement model

Where are we now?

A current state **assessment** of:

- **users'** perception of value received

- people's **competencies** and skills

- **processes** and **procedures**

- technical **solution** capabilities

- **organizational** culture, indicating the level of **organizational change** management **needed.**

What is the vision?	⟷	Business vision, mission, goals and objectives
Where are we now?	⟷	Perform baseline assessments
Where do we want to be?	⟷	Define measurable targets
How do we get there?	⟷	Define the improvement plan
Take action	⟷	Execute improvement actions
Did we get there?	⟷	Evaluate metrics and KPIs

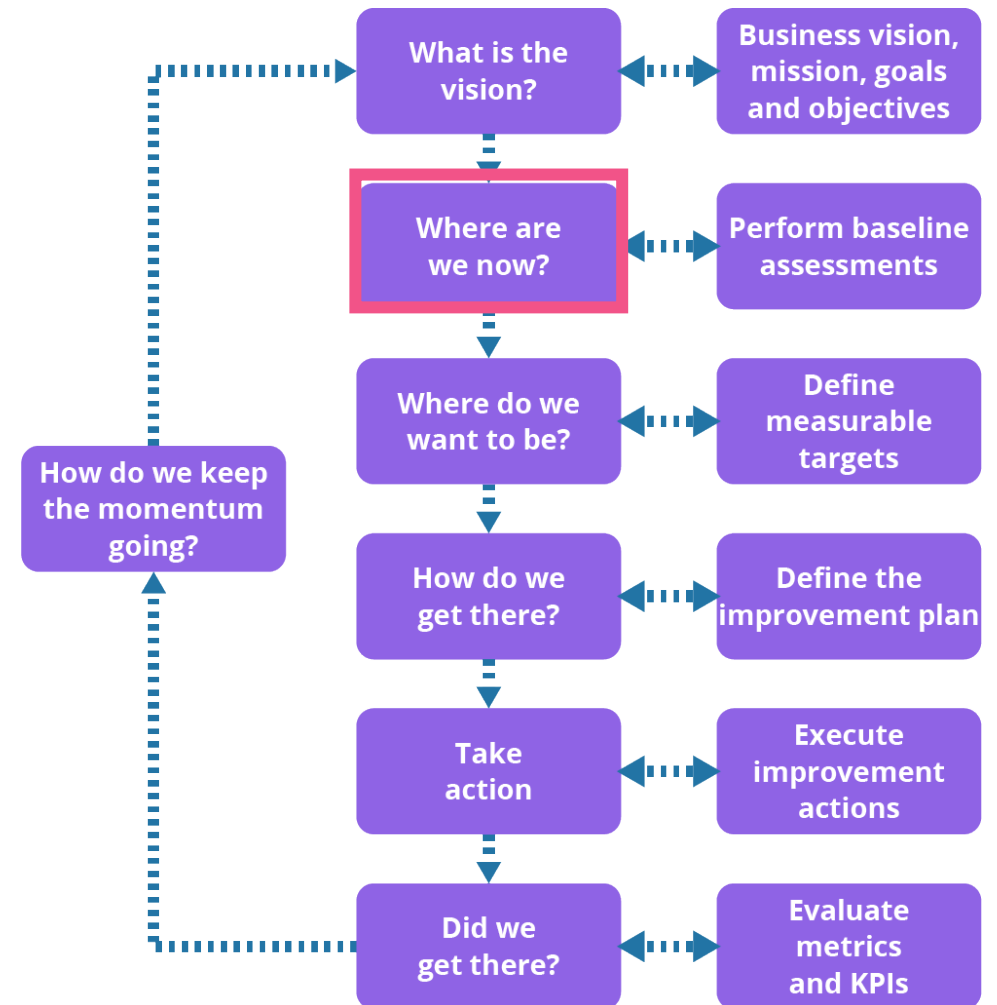How do we keep the momentum going?

Figure 4.3 The continual improvement model

Where do we want to be?

- Includes a **gap** analysis of the **scope** and nature of the **distance** to be **traveled** from current to desired future state.

- **Includes** setting **improvement** objectives, along with critical **success** factors (**CSFs**) and key performance **indicators** (KPIs).
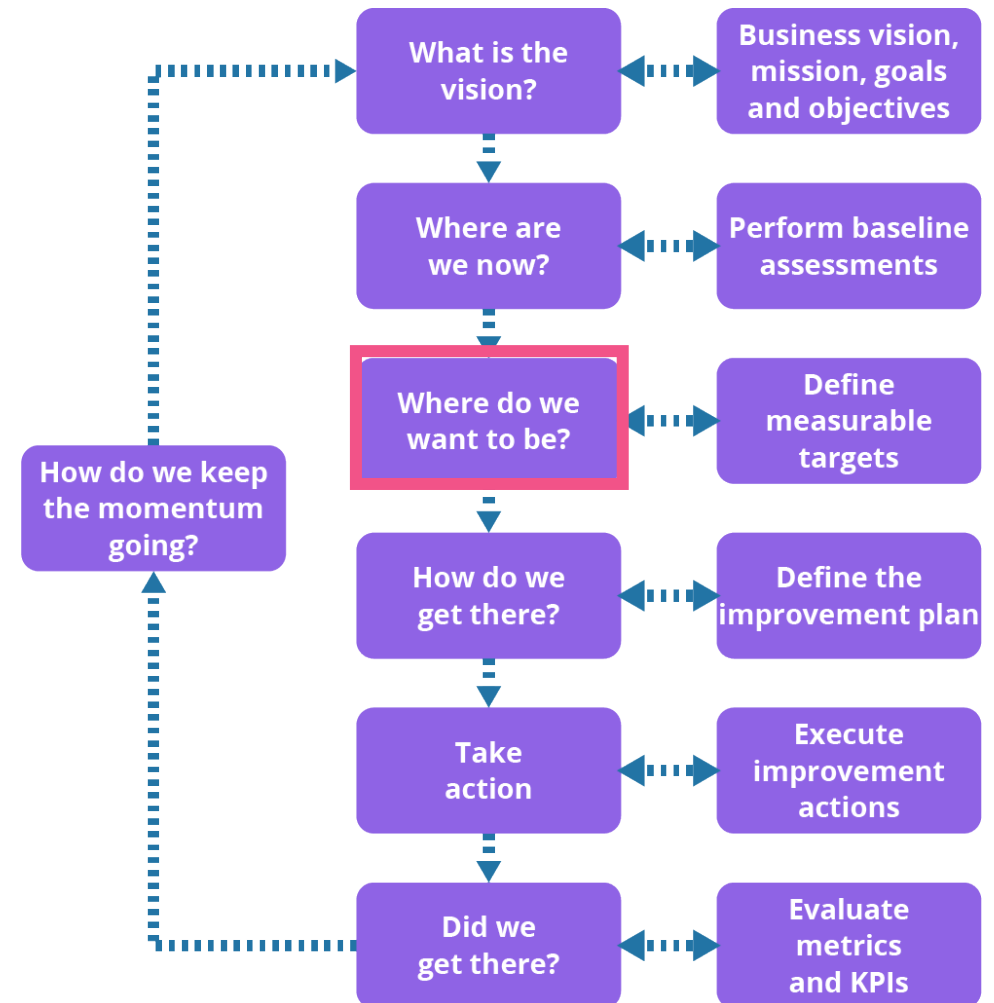

Figure 4.3 The continual improvement model

CSFs and KPIs

Critical success factor (CSF)

- A necessary precondition for the **achievement of intended** results

Key performance indicator (KPI)

- An important metric used to evaluate the **success in meeting** an objective

How do we get there?

- This **step** is about combining the understanding of the **vision** of the **improvement** and the current and target **states** with **subject** matter **expertise**, to **create** a plan for addressing the initiative's **challenges.**

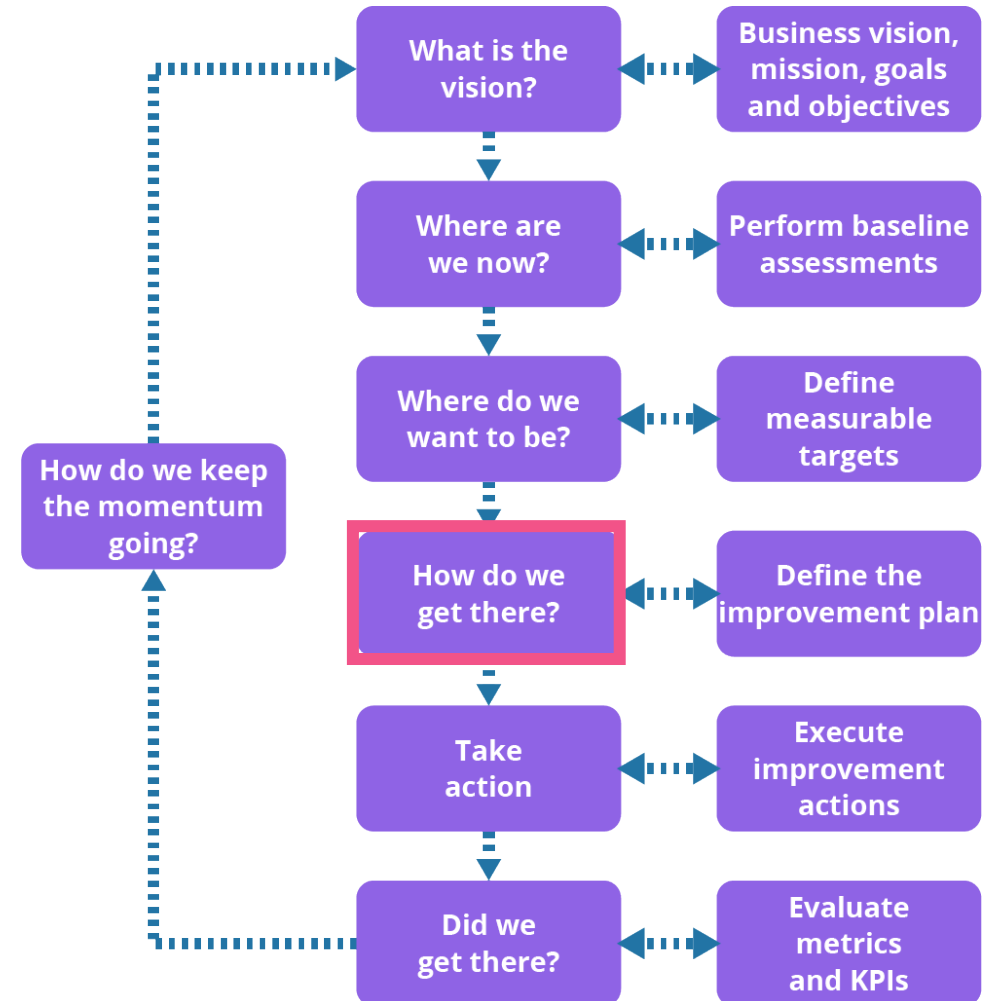Figure 4.3 The continual improvement model

Take action

- In **Step 5** the plan for the improvement is **acted** upon.

- This could involve a **traditional waterfall-style** approach or it may be more **appropriate** to follow an **Agile** approach by **experimenting**, iterating, **changing** directions, or **even** going back to **previous** steps.
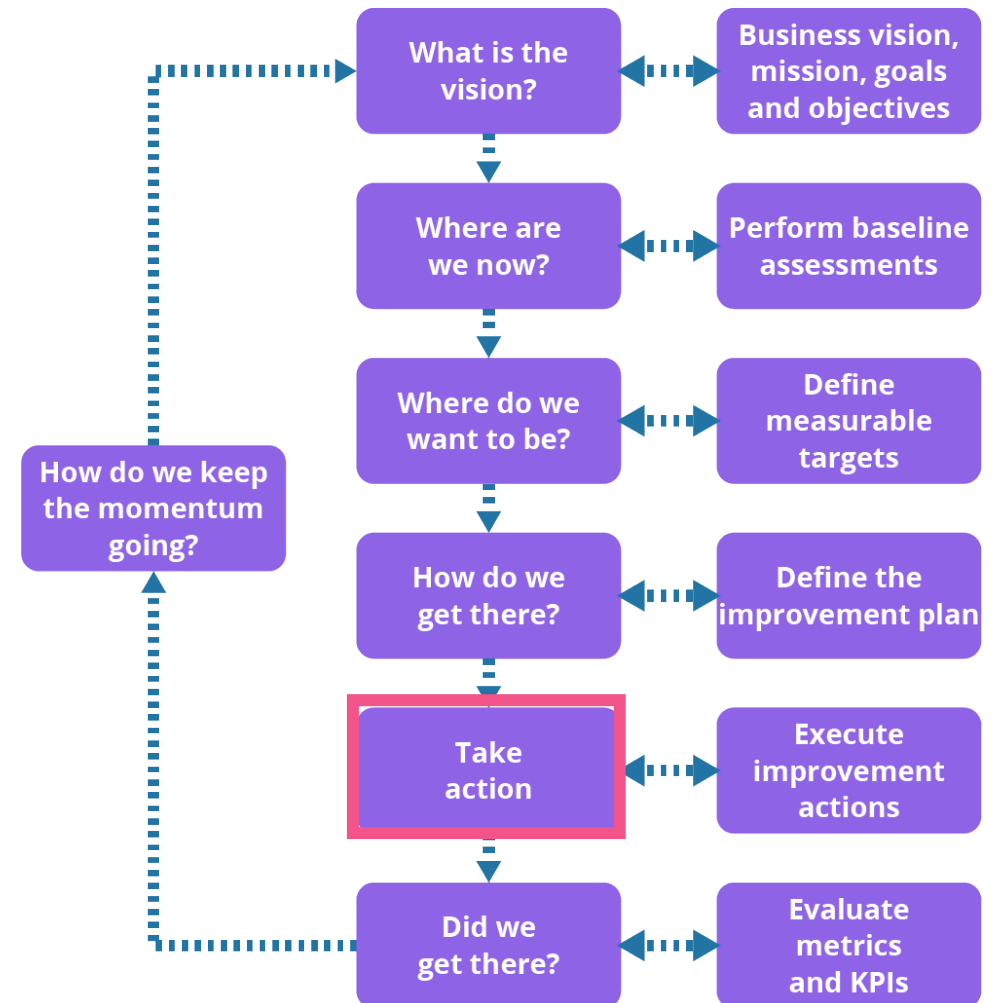

Figure 4.3 The continual improvement model

Did we get there?

- Check the journey's **destination** to **be sure** you **have reached** the **desired point.**

- Conduct **checks against stated objectives, CSFs** and **KPIs.**

```
┌─────────────────────────┐        ┌─────────────────┐     ┌──────────────────────────┐
│                         ▼        │ What is the     │◀··▶ │ Business vision,         │
│                                  │ vision?         │     │ mission, goals           │
│                                  └─────────────────┘     │ and objectives           │
│                                         │                └──────────────────────────┘
│                                         ▼
│                                  ┌─────────────────┐     ┌──────────────────────────┐
│                                  │ Where are       │◀··▶ │ Perform baseline         │
│                                  │ we now?         │     │ assessments              │
│                                  └─────────────────┘     └──────────────────────────┘
│                                         │
│                                         ▼
│                                  ┌─────────────────┐     ┌──────────────────────────┐
│                                  │ Where do we     │◀··▶ │ Define                   │
│  ┌──────────────────┐            │ want to be?     │     │ measurable               │
│  │ How do we keep   │            └─────────────────┘     │ targets                  │
│  │ the momentum     │                   │                └──────────────────────────┘
│  │ going?           │                   ▼
│  └──────────────────┘            ┌─────────────────┐     ┌──────────────────────────┐
│                                  │ How do we       │◀··▶ │ Define the               │
│                                  │ get there?      │     │ improvement plan         │
│                                  └─────────────────┘     └──────────────────────────┘
│                                         │
│                                         ▼
│                                  ┌─────────────────┐     ┌──────────────────────────┐
│                                  │ Take            │◀··▶ │ Execute                  │
│                                  │ action          │     │ improvement              │
│                                  └─────────────────┘     │ actions                  │
│                                         │                └──────────────────────────┘
│                                         ▼
│                                  ┌─────────────────┐     ┌──────────────────────────┐
└·································▶ │ Did we          │◀··▶ │ Evaluate                 │
                                   │ get there?      │     │ metrics                  │
                                   └─────────────────┘     │ and KPIs                 │
                                                           └──────────────────────────┘
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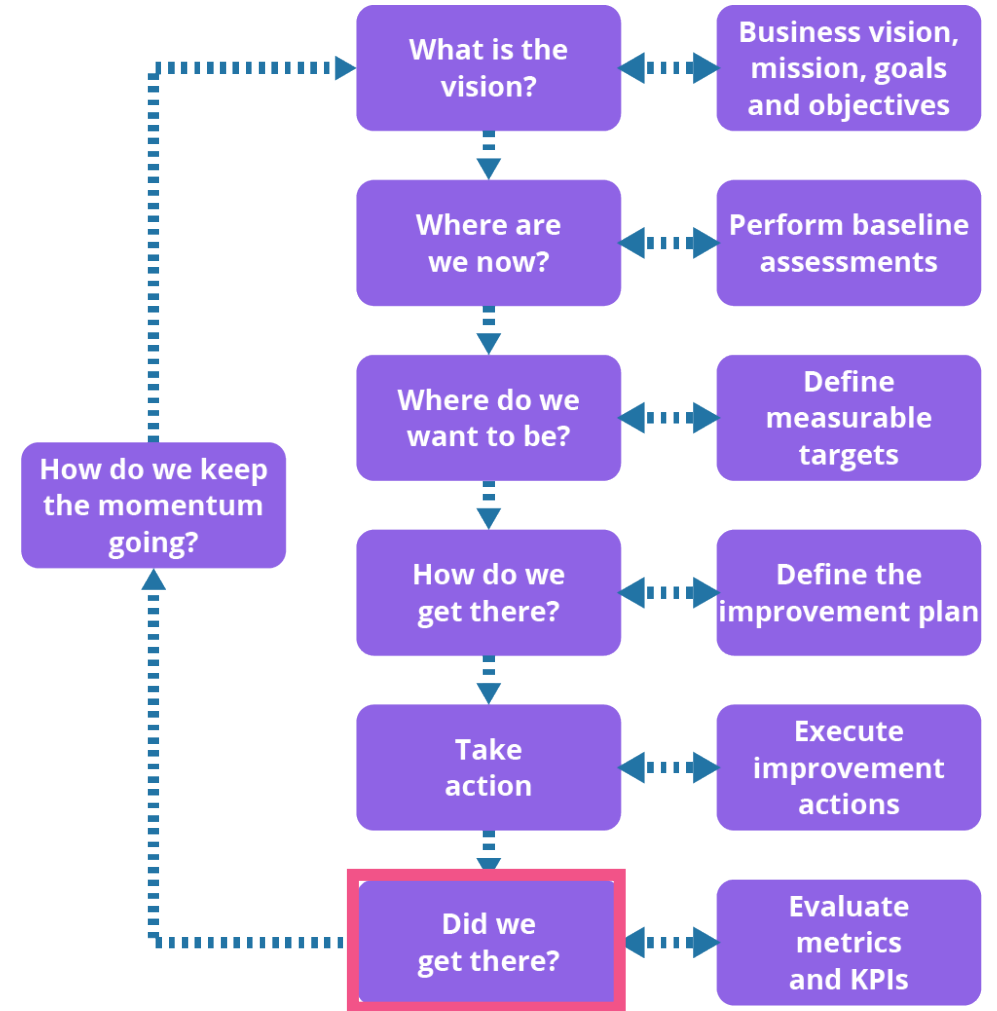
Figure 4.3 The continual improvement model

How do we keep the momentum going?

In this step:

- **Market** and **celebrate** successes.

- **Reinforce** new methods.

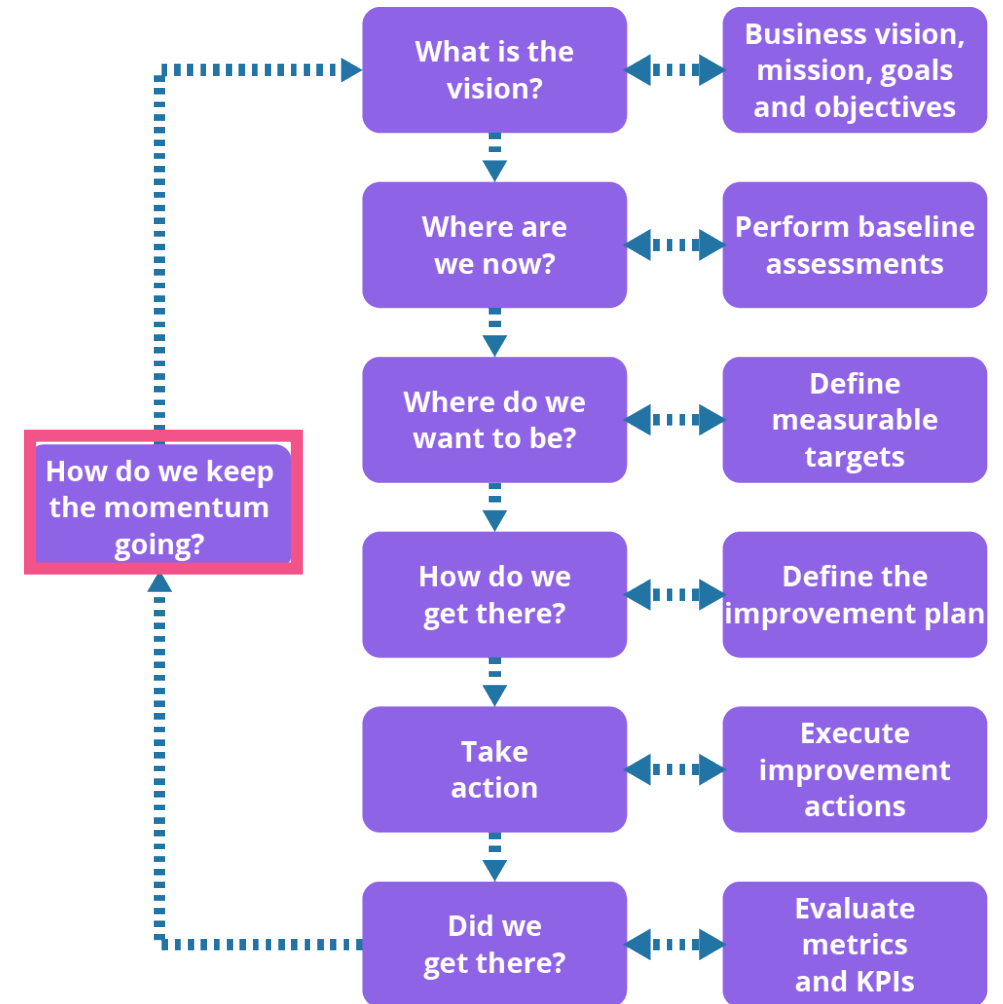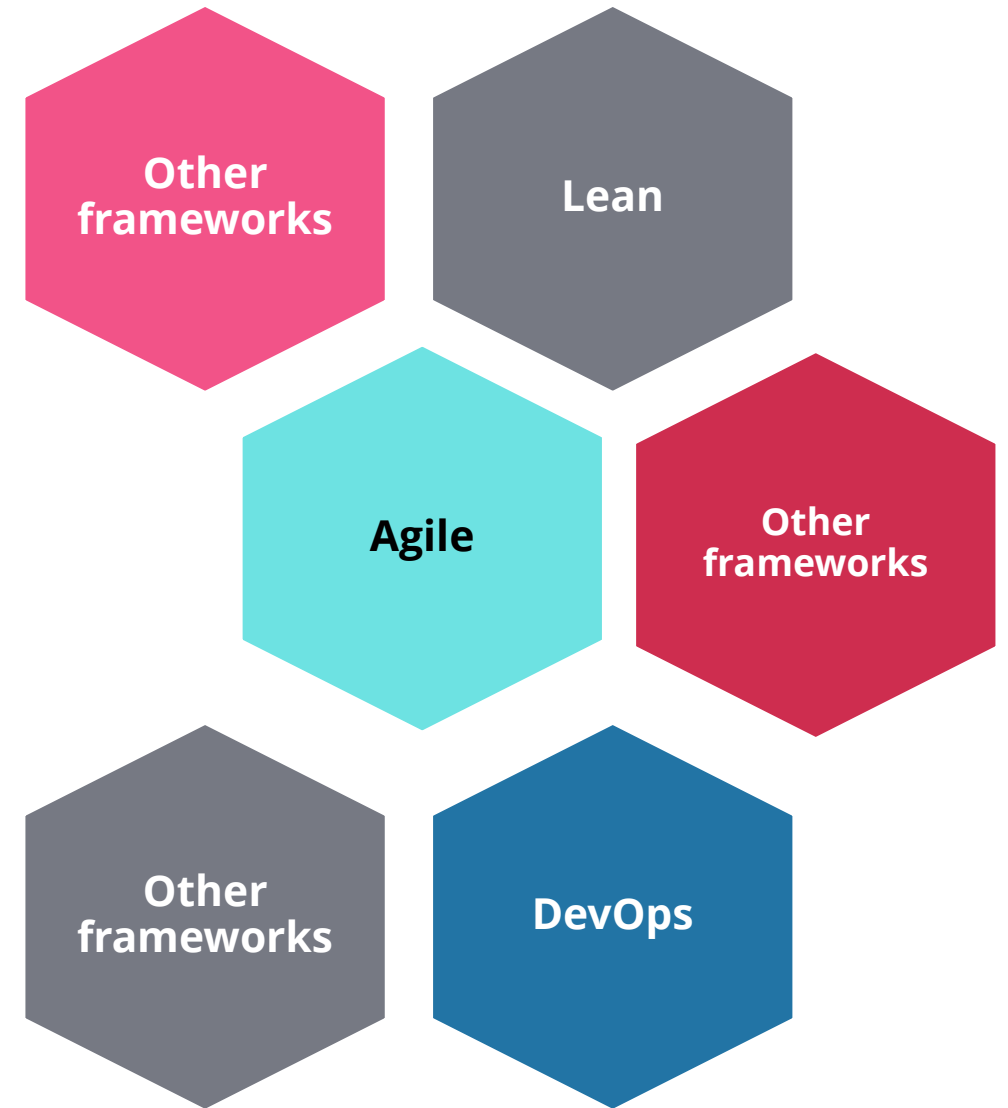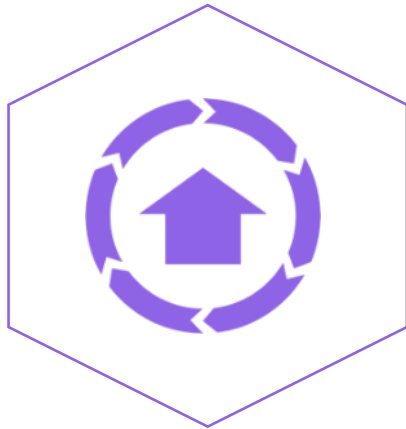- Embed changes in the **organization.**

Figure 4.3 The continual improvement model

Methods to continually improve

Continual Improvement

ITIL®

Other frameworks

Lean

Agile

Other frameworks

Other frameworks

DevOps

Tracking

How do organizations track continual improvement ideas and projects?

- Use a database or structured document called a Continual Improvement Register (CIR).

- Multiple CIRs can be maintained at different organizational levels or a master CIR used.

- Ideas are also captured during project execution or software development activities.

Continual Improvement responsibility

Who is responsible for continual improvement in organizations?

- highest levels of the organization
- leaders
- suppliers
- everyone.
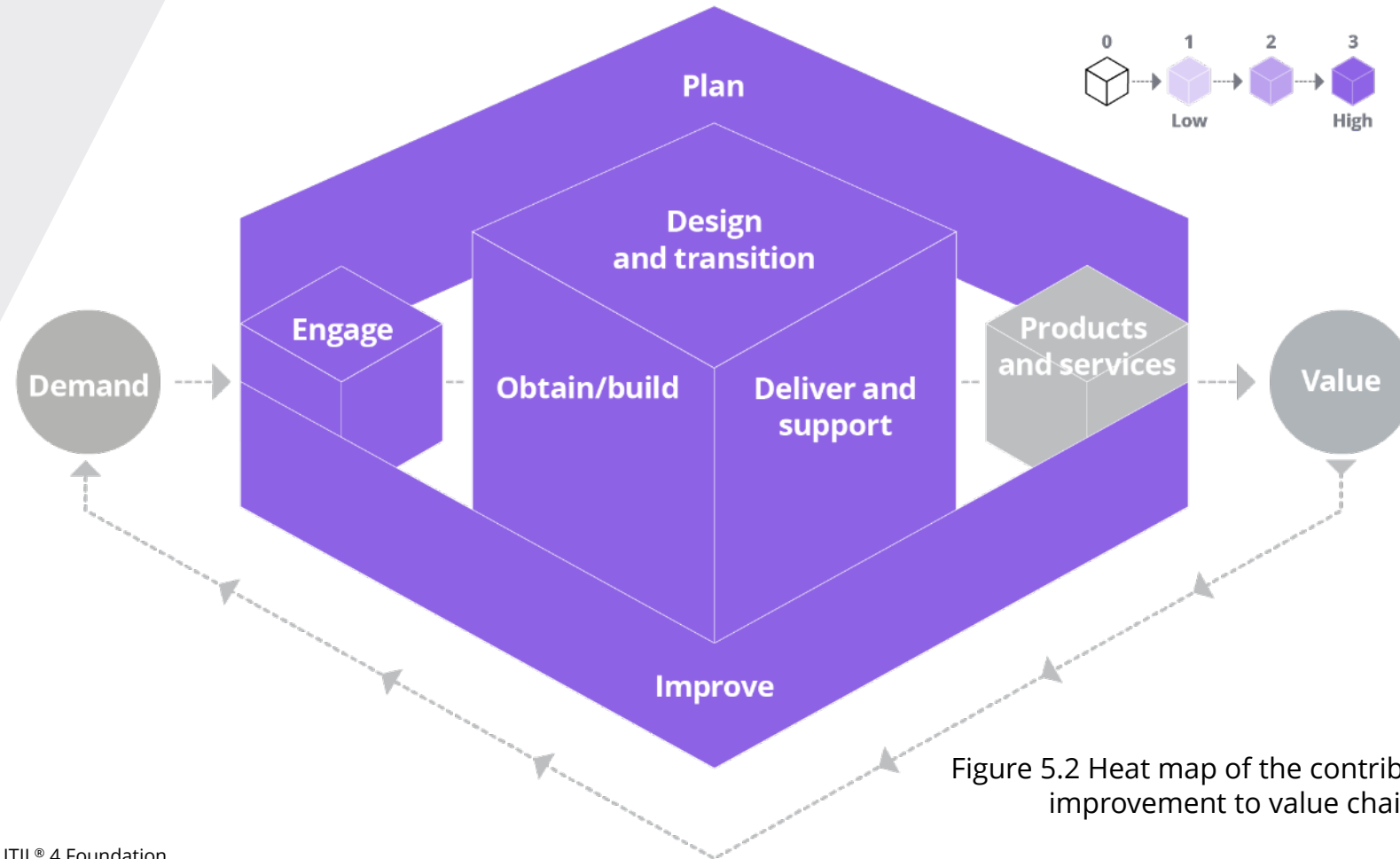
Continual improvement contribution to the SVC

Figure 5.2 Heat map of the contribution of continual improvement to value chain activities

Recap: Key learning points

- The **purpose** of the **continual improvement practice** is to **align** the organization's **practices and services** with **changing business needs through** the **ongoing improvement** of products, services and practices, or any element involved in the management of products and services.