

MTI104 - IT Services

Session-01:
**Influencing Through Guiding
Principles**

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Guiding Principles Overview

- Guiding principles are boundaries within which you can operate.
- They are recommendations, not rules or policies.
- ITIL's nonprescriptive nature is a key strength.
- The concept of guiding principles is new to ITIL.
- Introduced in 2016 with ITIL Practitioner certification.
- Initially, there were nine guiding principles.
- In ITIL 4, the principles have been revamped into seven.

The Seven Guiding Principles of ITIL

- Focus on Value
- Start Where You Are
- Progress Iteratively with Feedback
- Collaborate and Promote Visibility
- Think and Work Holistically
- Keep it Simple and Practical
- Optimize and Automate

Importance in ITIL Foundation Exam

- Guiding principles are crucial for the ITIL Foundation exam.
- You can expect five questions on guiding principles.
- These principles account for 12.5% of the total exam questions.
- Questions test understanding and application of principles.
- Important to know the context of each guiding principle.
- The guiding principles are universal and practical.
- They are aligned with the Agile manifesto.

Application Across Industries

- Guiding principles apply to all industries, not just ITIL.
- They are common sense but need constant reinforcement.
- Similarities with Agile manifesto:
 - Focus on Value aligns with Agile's "working software over documentation".
 - Responding to change aligns with "Progress Iteratively with Feedback".
 - Organizations may combine different methodologies.

Combining Frameworks

- Guiding principles allow integration of various frameworks.
- Agile methodology focuses on project flexibility.
- DevOps integrates development (Agile) and operations (ITIL).
- Prioritization conflicts can arise in integrated teams.
- Guiding principles provide direction in such conflicts.
- Example: Prioritizing tasks based on value creation.
- Frameworks like Prince, Lean, COBIT can align under common principles.

Implementation and Relevance

- Organizations should not selectively apply guiding principles.
- All seven guiding principles come as a set.
- Practical to use relevant principles based on context.
- Contextual application is crucial for effectiveness.
- Focus on Value is central to ITIL.
- It directs activities toward creating value for customers.
- Organizations must link services to value generation.

Focus on Value

- ITIL emphasizes creating value for the customer.
- Every service activity should link back to value creation.
- Example: Netflix gathers data to enhance customer value.
- Netflix uses customer data to fund and recommend new shows.
- Value creation benefits all stakeholders, not just customers.
- Value generation follows a four-step process:
- Understand the service consumer, their perspective, obtain feedback, and apply learnings.

Understanding the Service Consumer

- Understanding consumer needs is essential for value creation.
- Service providers must know their customers deeply.
- Example: A Mexican restaurant targets neighborhoods that prefer spicy food.
- Service providers should also understand other stakeholders.
- Knowing consumer perspectives translates to valuable insights.
- Providers should explore the reasons behind service use.
- Value is about perception, not just service quality.

Obtaining and Applying Feedback

- Feedback is crucial in the service industry.
- CX (Customer Experience) reflects customer feelings toward a service.
- Feedback helps adjust to changing customer perceptions.
- Surveys and interactions gauge customer satisfaction.
- Feedback should lead to actionable insights.
- Applying feedback is essential for continuous improvement.
- Service providers must co-create value with customers.

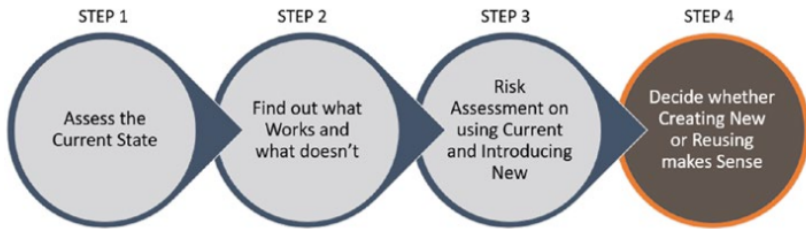
Start Where You Are

- Start with the current state rather than starting anew.
- Reuse existing foundations instead of laying new ones.
- Assess the current state objectively before making changes.
- Measurements are key to understanding the current situation.
- Measure outcomes, not just outputs.
- Avoid the trap of biased assessments.
- Use measurements to inform decisions about future actions.

Applying the Principle of Start Where You Are

- Apply learnings from assessments to make informed decisions.
- Example: Modernizing a website with new features.
- Assess existing elements like CMS, server, and security.
- Identify what works and what doesn't.
- Assess risks associated with current and new systems.
- Make decisions based on thorough analysis and risk assessment.
- Reuse what is functional; change what is necessary.

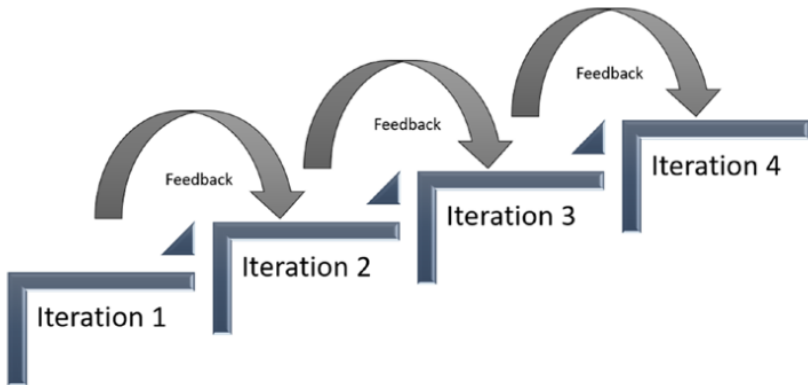
Applying the principle of start where you are



Applying the Principle of Start Where You Are

- Iterations and feedback are essential techniques.
- Minimum Viable Product (MVP) is a key method.
- MVP involves building with minimal configuration.
- Invest fewer resources for valuable feedback.
- Example: Online banking system with basic functionalities.
- MVP helps alter product development course.
- Ensures alignment with customer preferences.

Feedback feeding iteration



Understanding MVP and Iterations

- Iterations don't mean quicker development.
- MVP doesn't imply releasing incomplete products.
- Products can be broken into functionalities.
- Develop functionalities in time-boxed periods.
- MVP includes the minimum set of required functionalities.
- Focus on the end product's final objective.
- Customer representatives keep tabs on progress.

Avoiding Development Traps

- One common trap: "develop once, develop right."
- Deep analysis can lead to "analysis paralysis."
- Time-boxing is essential for all team activities.
- Non-core developmental efforts must also be time-boxed.
- Avoid over-analysis to maintain development pace.
- Focus on continuous progress and delivery.
- Balance between analysis and execution.

Collaborate and Promote Visibility

- Collaboration, cooperation, and visibility drive Agile and DevOps.
- Team collaboration is crucial for success.
- Work must be transparent to customers.
- Product owners should be part of the development team.
- Involvement of customers in daily activities is necessary.
- Move away from siloed working environments.
- Promote shared knowledge and decision-making.

Collaboration Partners

- Multiple service providers must work together.
- Trade secrets can hinder collaboration.
- Sharing skill sets can benefit all parties.
- Collaboration with customers is crucial.
- Customers should be involved at all project levels.
- Open collaboration between service providers and customers.
- Emphasize common goals for better delivery.

Means of Communication

- DevOps requires frequent conversations and visibility.
- Remote work challenges collaboration.
- Utilize tools like MS Teams, Slack, Google Meet.
- Video calling, group chats, and boards enhance collaboration.
- Move away from emails for routine communication.
- Use surveys to gather feedback from general users.
- Continuous feedback is central to improvements.

Expanding Visibility

- Lack of visibility hinders team spirit and loyalty.
- Leaders must spread messages of organizational activities.
- Visibility is crucial in product/service development.
- Poor visibility causes customer panic and delays.
- Continuous communication ensures timely delivery.
- Agile frameworks support visibility and communication.
- Visibility impacts decision-making and direction.

Applying the Principles/Learnings

- Collaboration and visibility are key learning points.
- Focus on work visibility across the organization.
- Decision-making must not be hindered by poor visibility.
- Collaboration is vital in remote working environments.
- Communication takes up a significant portion of project time.
- Identify the right types of communication for each scenario.
- Feedback must be embraced wisely and used effectively.

Think and Work Holistically

- No product/service stands alone in delivering value.
- Think about connected systems and holistic approaches.
- Consider the impact on all related services and stakeholders.
- Integrations increase complexity and require careful planning.
- Collaboration and visibility are key to managing complexity.
- Automation helps manage repetitive tasks and reduce errors.
- Set clear principles and processes for a unified direction.

Keep it Simple and Practical

- Minimalism is key to achieving objectives efficiently.
- Lean transformation guides resource optimization.
- Focus on outcomes that meet objectives with minimal steps.
- Remove waste, automate, and reduce bureaucracies.
- Avoid adding unnecessary controls at every step.
- Balance between oversight and efficiency.
- Practicality is essential in decision-making and execution.

What to Shelve, What to Keep

- Identify wasteful activities and services through analysis.
- Avoid overburdening processes with unnecessary reviews.
- Streamline validation processes for smooth workflow.
- Example: Government tracking of cash transactions.
- Introduce conflict-free solutions for compliance.
- Automated validations reduce overhead.
- Focus on creating effective service management designs.

Enablers to Simplicity and Pragmatism

- Enable systems to achieve 100% compliance.
- Remove conflicts to encourage compliance.
- Example: Free Internet for online banking transactions.
- Ensure design considers inputs, players, triggers, and outcomes.
- Conflict-free designs are key to success.
- Change management requires balancing governance and operations.
- Automation and streamlined processes improve efficiency.

Optimization and automation

OPTIMIZATION

increase
effectiveness and
usefulness



AUTOMATION

increase efficiency
and free from
human errors

Question

Which of the following is the best definition of a guiding principle?

- A. A recommendation that guides an organization to set up a service management system
- B. A guide to build products and services
- C. A set of prescribed principles that provide direction to create value
- D. A recommendation that guides an organization in all circumstances