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MTI104 - IT Services

Session-05:

Influencing Through Guiding Principles

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Alfa Yohannis

Guiding Principles Overview

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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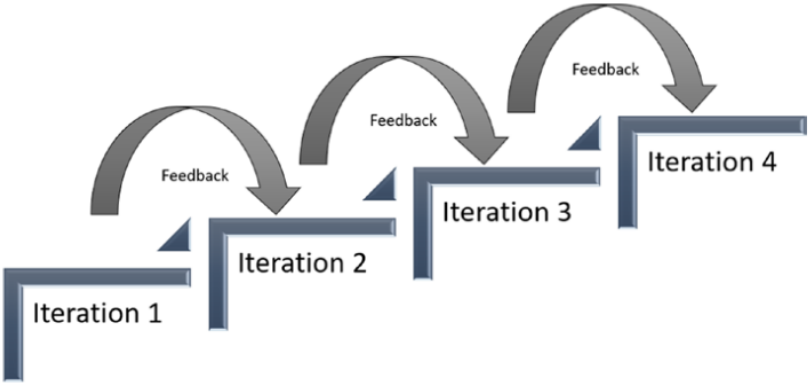

Understanding MVP and Iterations

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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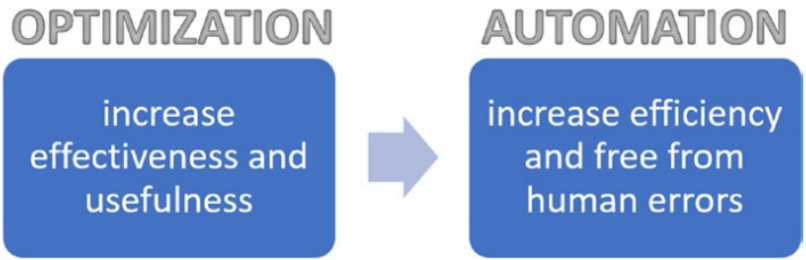

Question

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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