



ITSM and The Three Ways in 2019: A Look at ITIL4, SRE and More!



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About Me



CEO and co-founder of the DevOps Institute, active trainer, ScrumMaster, ITIL® Expert and former IT Director.

Author of the Agile Service Management Guide.



About DevOps Institute

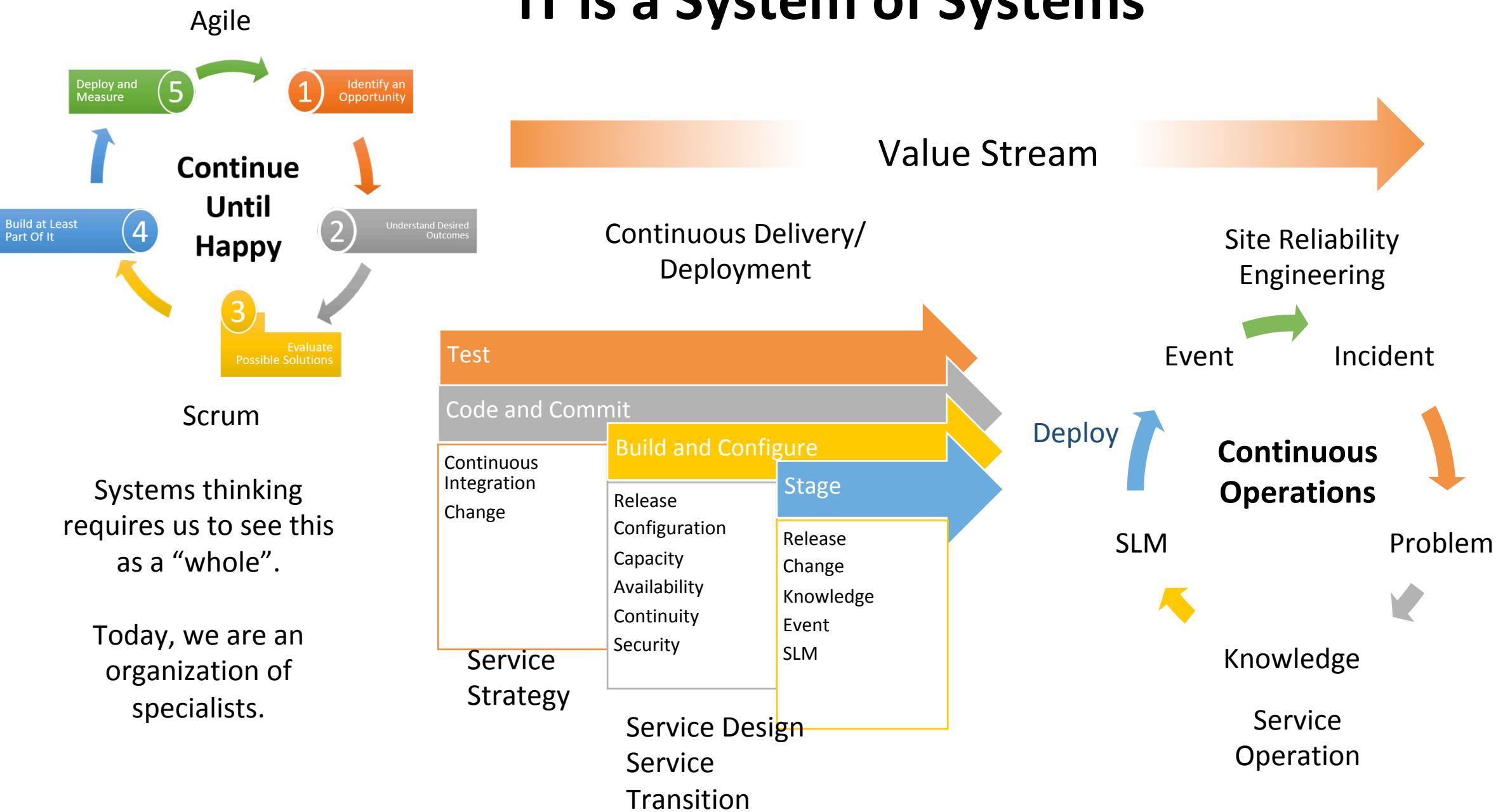
The DevOps Institute (DOI) is an open continuous learning community dedicated to advancing the human elements of DevOps success.

Our mission is based on a framework of skills, knowledge, ideas and learning (SKIL) that practitioners need to advance DevOps and their careers. All of our work, including accreditations, research, events and continuous learning programs – is focused on providing the “know-how” to make DevOps possible.



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IT is a System of Systems



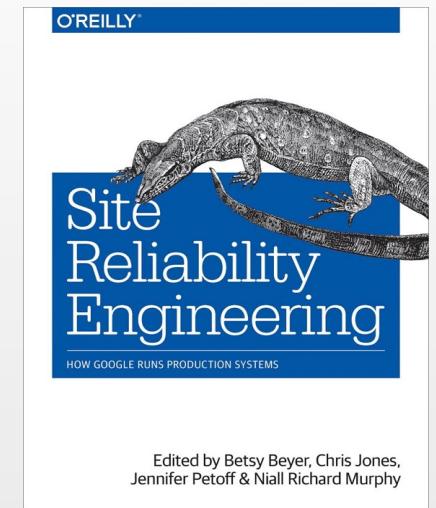
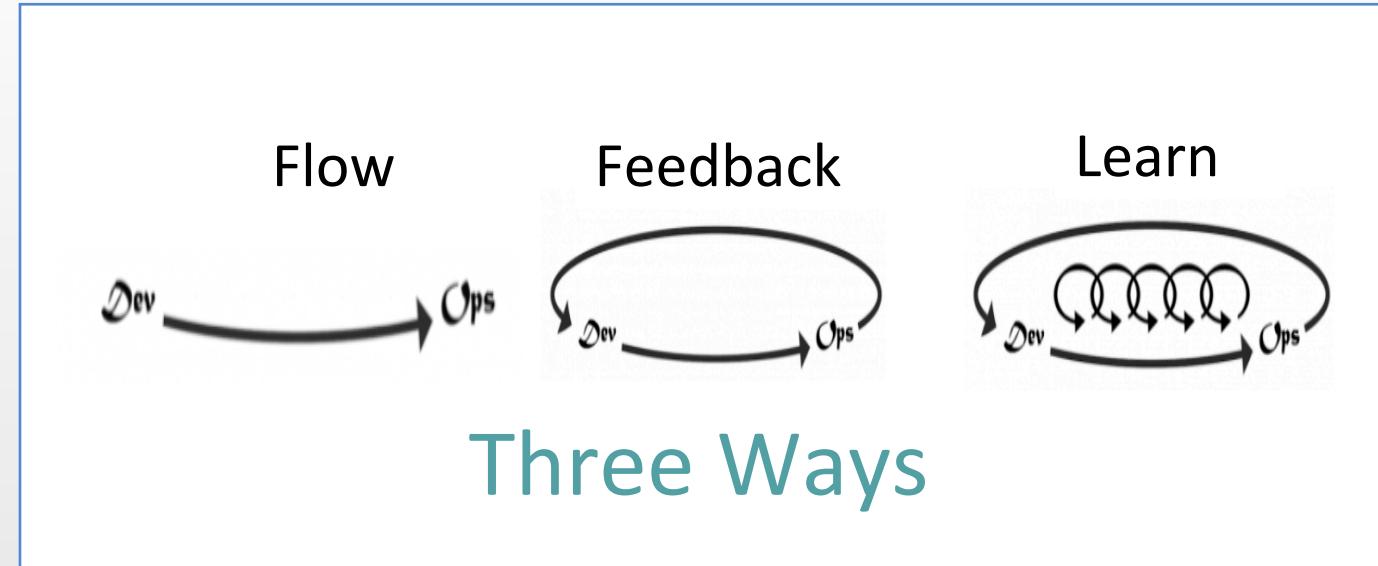
From Project to Product to Service



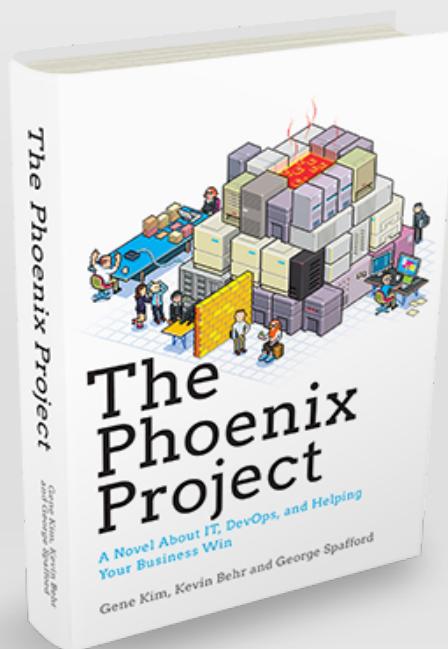
Value is only created
when a product delivers a
service

And services will always
need to be managed
but how?



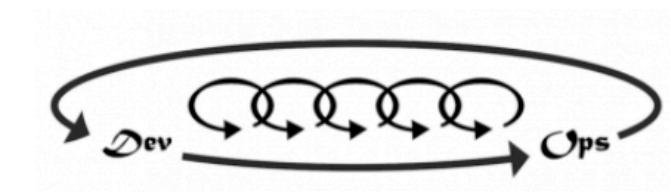


ITIL 4



SRE

The Guiding Principles of The Three Ways

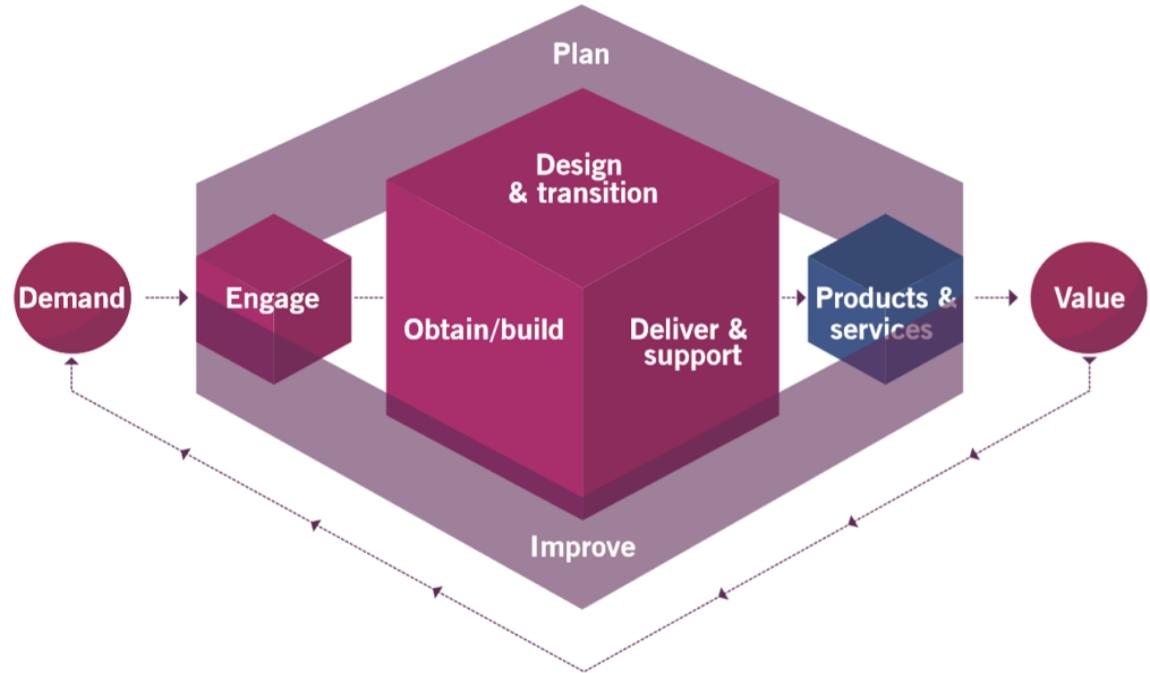


The First Way	The Second Way	The Third Way
Flow	Feedback	Continuous Experimentation & Learning
Understand and increase the flow of work (left to right)	Create short feedback loops that enable continuous improvement (right to left)	<p>Create a culture that fosters:</p> <ul style="list-style-type: none">• Experimentation, taking risks and learning from failure• Understanding that repetition and practice is the prerequisite to mastery



ITIL 4

ITIL 4



- Retains much of previous guidance with some updates
- Embeds the service lifecycle inside a Service Value System
- Replaces “process” with “practice”
- Strong focus on governance
- Somewhat bi-modal
- Publications are mapped to certifications
- More detail on alignment to DevOps and Agile promised in future publications

The Guiding Principles of ITIL4

Focus on value

Start where you are

Progress iteratively with feedback

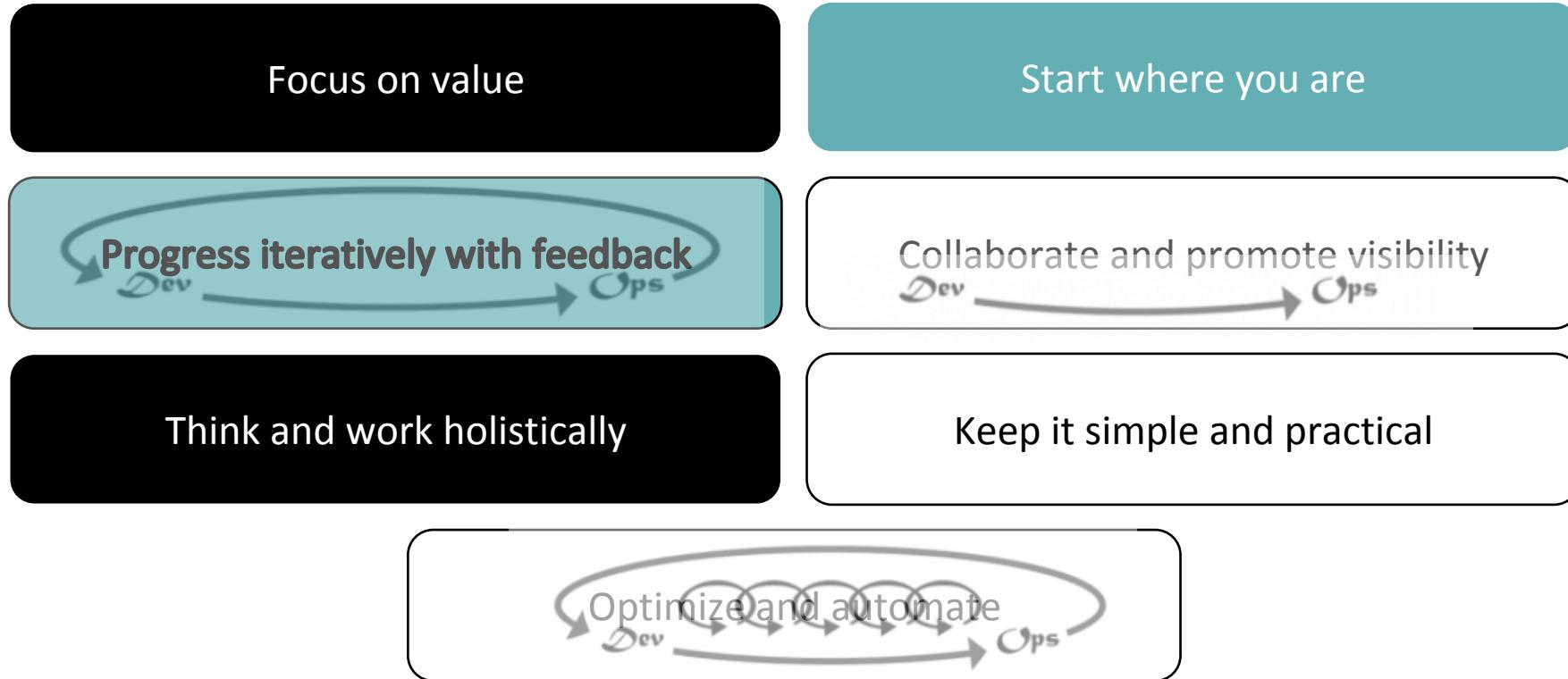
Collaborate and promote visibility

Think and work holistically

Keep it simple and practical

Optimize and automate

ITIL4 and the Three Ways



O'REILLY®



Site Reliability Engineering

HOW GOOGLE RUNS PRODUCTION SYSTEMS

Edited by Betsy Beyer, Chris Jones,
Jennifer Petoff & Niall Richard Murphy

Site Reliability Engineering

The Guiding Principles of SRE

“SRE is what happens when you ask a software engineer to design an operations function”

Ben Treynor Sloss, Google

Service Level Objectives
(SLOs) with consequences

The ability to regulate
their own workload

Time to make tomorrow
better than today

Failure is an opportunity
to improve

SRE and The Three Ways

Service Level Objectives
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The Crossroads Between ITSM and DevOps is at Change Management

ITIL4

Governance

“The purpose of the **change control** practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change schedule”

Governance can be achieved while increasing flow using change models.

Site Reliability Engineering

Self-organization

“An error budget provides a clear, objective metric that determines how unreliable the service is allowed to be within a single quarter. As long as the uptime measured is above the SLO—in other words, as long as there is error budget remaining—new releases can be pushed.”

Error budgets need policies and consequences if breached



The Agile Service Management® Guide

By Jayne Groll

Regardless of framework, ITSM must take a more agile approach to process engineering.

Microservices need microprocesses

How much is “just enough”?

Adopt and Adapt: Put It All Together

There is no one full stack ITSM process framework



- Start where you are
- Focus on value
- Increase flow left to right
- Self regulate with consequences
- Make tomorrow better than today
- Optimize and automate
- Failure is an opportunity to improve
- Experiment, learn, practice
- Seek minimum viable process

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SKIL Framework by DevOps Institute
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Thank You

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