GUIDING PRINCIPLES

Section 7

AGENDA

GUIDING PRINCIPLES

|			
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	

Guiding Principles

- a recommendation that guides an organization in all circumstances

- The **guiding principles** embody the core messages of ITIL and service management in general, supporting successful actions and good decisions of all types and at all levels

- These principles reflected in many other frameworks, methods, standards, philosophies, and/or bodies of knowledge, such as **Lean**, **Agile**, **DevOps**, and **COBIT**

- This allows organizations to effectively integrate multiple methods into an overall approach to service management

SECTION 7: GUIDING PRINCIPLES

Guiding Principles

Organizations should not use just one or two of the principles but should consider the relevance of each of them and how they apply together.

Not all principles will be critical in every situation, but they should all be reviewed on each occasion to determine how appropriate they are.
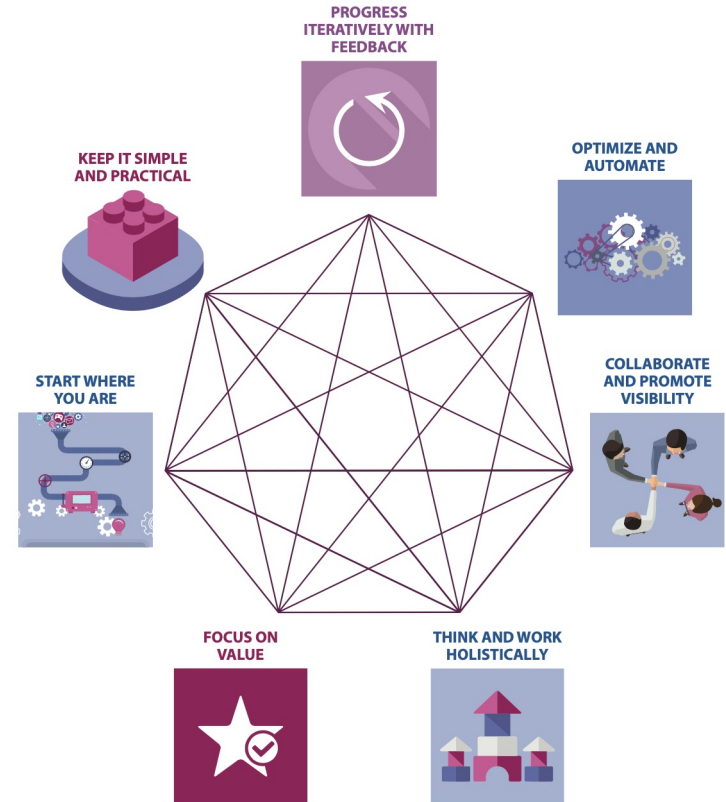
GUIDING PRINCIPLES

- The **guiding principles** apply to practically any initiative and to all relationships with stakeholder groups
  - For example, the first principle, focus on value, can (and should) be applied not only to service consumers, but to all relevant stakeholders and their respective definitions of value

- **Guiding principles** are applied universally to any initiative

- Encourage and support organizations in **continual improvement**

- Consider which of the guiding principles are relevant to your situation

SECTION 7: GUIDING PRINCIPLES > FOCUS ON VALUE

Focus on Value

everything the organization does should link back, directly or indirectly, to value for itself, its customers, and other stakeholder

Understand and identify the service consume

Understand the consumer's perspective of value

Map value to intended outcomes which change over time.

Understand the customer experience or user experience

FOCUS ON VALUE

- Know how your **consumers** and customers will use each service

- Encourage a **focus on value** among the entire staff

- **Focus on value** during operational activity and during improvement initiatives

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

START WHERE YOU ARE

Start Where You Are
don't start over without first considering what is already available to be leveraged

- If you have a decision on how to proceed, then it should be based on accurate information

- Measurement should be used to support the analysis of what has been observed rather than to replace it

- Measuring can affect the results
  - employees can play with measurements, so they get better results
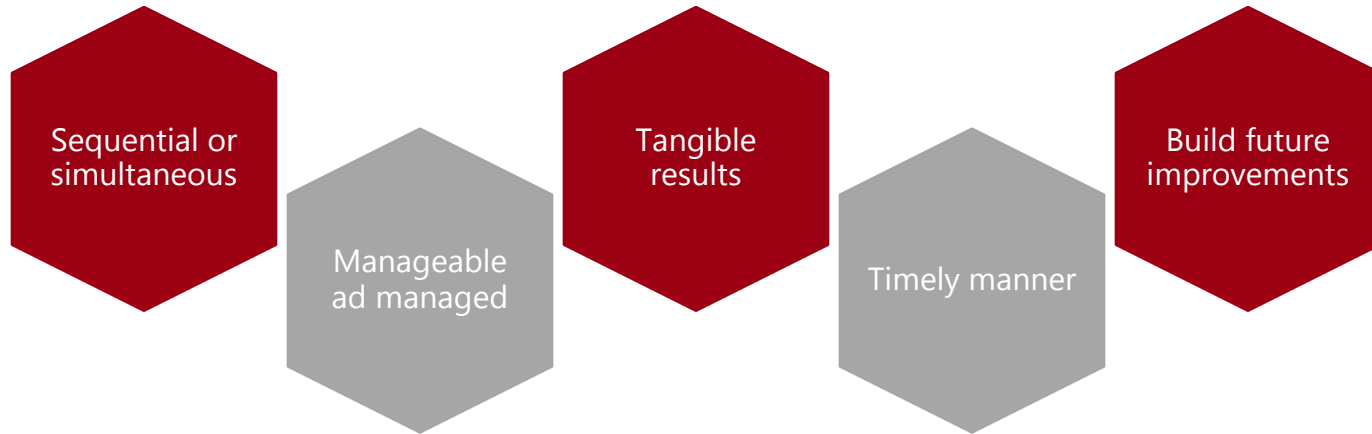
START WHERE YOU ARE

- Measure your **outcomes**, not your **outputs**
  - Look at what exists as objectively as possible
  - Determine if successful practices or services can be replicated or expanded
  - Apply your risk management in the decision-making process
  - Recognize that sometimes nothing from your current state can be reused

- What can be reused or improved upon?

START WHERE YOU ARE

Start Where You Are - ITIL Practitioner Guiding Principles https://youtu.be/CX3KYVACYTQ

Progress Iteratively with Feedback

working in a time-boxed and embedded feedback loops allows for greater flexibility, faster responses to needs, the ability to respond to failure earlier, and an overall improvement in quality

Sequential or simultaneous

Manageable ad managed

Tangible results

Timely manner

Build future improvements

SECTION 7: GUIDING PRINCIPLES > PROGRESS ITERATIVELY WITH FEEDBACK

Feedback Loop
occurs when part of the output of an activity is used as a new input

To apply this principle successfully, consider this advice

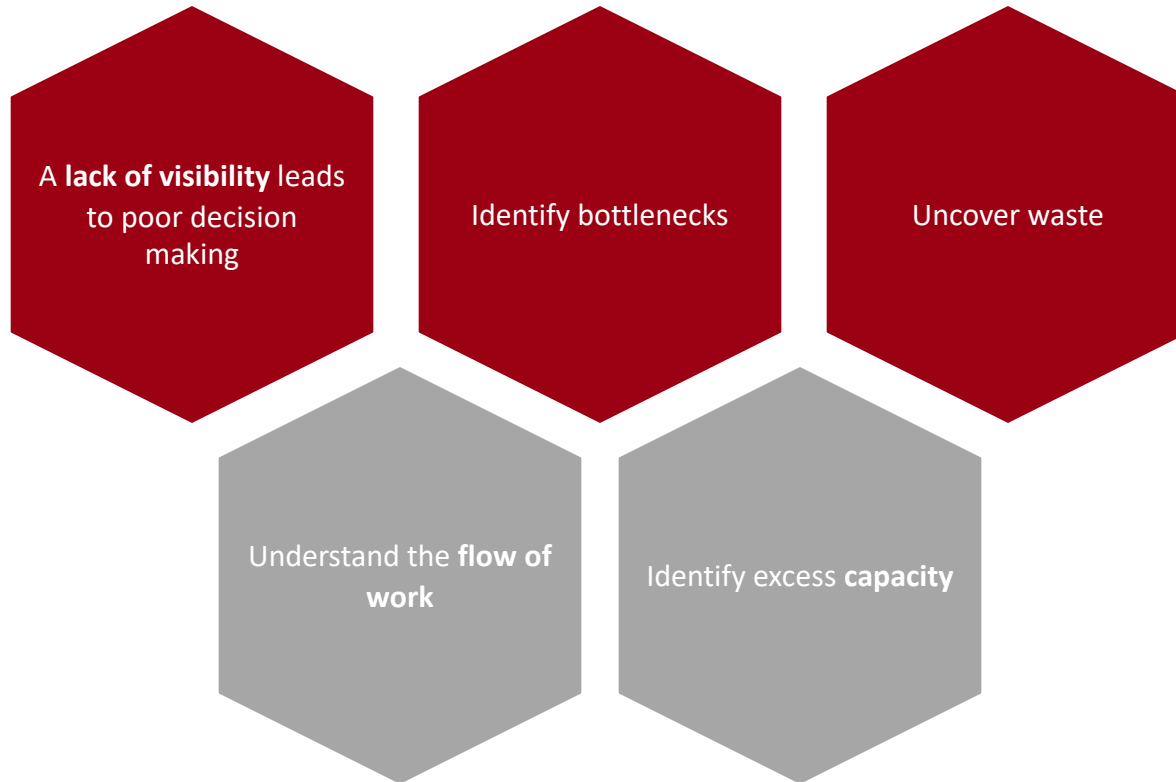|	
Comprehend the whole, but do something	Must be continually reevaluated to reflect changes to the circumstances accurately
The ecosystem is constantly changing, so feedback is essential	Utilize feedback before, throughout, and after each iteration
Fast does not mean incomplete	Understand where work comes from, where outputs go, and how actions affect outcomes

SECTION 7: GUIDING PRINCIPLES > COLLABORATE AND PROMOTE VISIBILITY

Collaborate and Promote Visibility
puts the right people in the correct roles, achieve better buy-in, have more relevance, and gain an increased likelihood of long-term success

- **Collaboration** is about working together

- **Collaboration** increases visibility

- **Improvement** work may take a lower priority over other tasks with daily urgency

COLLABORATE AND PROMOTE VISIBILITY

A **lack of visibility** leads to poor decision making

Identify bottlenecks

Uncover waste

Understand the **flow of work**

Identify excess **capacity**

COLLABORATE AND PROMOTE VISIBILITY

KANBAN BORAD	INFORMATION RADIATOR

- **Collaboration** does not necessarily mean consensus
  - It is wise, to get consensus from everyone involved in an initiative before proceeding
- **Communicate** in a way the audience can hear
  - Selecting the right method and message for each audience is critical for success
- **Decisions** can only be made on visible data
  - Making decisions in the absence of data is risky

THINK & WORK HOLISTICALLY

Taking a holistic approach to service management includes establishing an understanding of how all the parts of an organization work together in an integrated way

When you have a holistic understanding, you know how something works from end to end

THINK & WORK HOLISTICALLY

- Recognize the **complexity** of the system
  - Different levels of complexity require different heuristics for decision-making

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

- Look for patterns of interactions between system elements
  - Draw on knowledge in each area to identify what is essential for success

- Automation can help you to work more holistically
  - Automation can support end-to-end visibility for the organization and provide an efficient means of integrated management

SECTION 7: GUIDING PRINCIPLES > KEEP IT SIMPLE AND PRACTICAL

Keep It Simple and Practical

Outcome-based thinking should be used to produce practical solutions which deliver valuable outcomes using the minimum number of steps

- Establish a holistic view of the organization's work
- Start with an uncomplicated approach
- Do not try to produce a solution for every exception
- Be mindful of how we can complete the objectives
- Keep it simple and practical

SECTION 7: GUIDING PRINCIPLES > OPTIMIZE AND AUTOMATE

Optimize & Automate

Optimization means to make something as effective and useful as it needs to be

SECTION 7: GUIDING PRINCIPLES > OPTIMIZE AND AUTOMATE

Automation

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

- Automate frequent and repetitive tasks
- Simplest form of automation involves standardizing and streamlining manual tasks
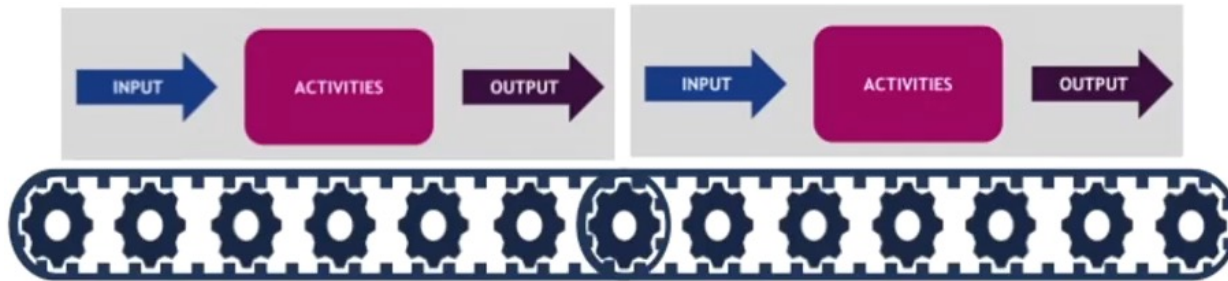
OPTIMIZE & AUTOMATE

- **Simplify** and/or optimize before automating
  - Attempting to automate something that is complex or suboptimal is unlikely to achieve the desired outcome.

- **Define** your metric
  - The intended and actual result of the optimization should be evaluated using an appropriate set of metrics.

- Use the other guiding principles when applying this one (see the next slide)

OPTIMIZE & AUTOMATE

Use the other guiding principles when applying this one

- Progress iteratively with feedback
  - Iterative optimization and automation will make progress visible and increase stakeholder buy-in for future iterations
- Keep it simple and practical
  - It is possible for something to be simple, but not optimized, so use these two principles together when selecting improvements
- Focus on value
  - Selecting what to optimize and automate and how to do so should be based on what will create the best value for the organization
- Start where you are
  - The technology already available in the organization may have features and functionalities that are currently untapped or under-utilized

Which describes the nature of the guiding principles?

- o A guiding principle can guide an organization in all circumstances
- o Each guiding principles mandates specific actions and decisions
- o An organization will select one of the principles to adopt.
- o Guiding principles describe the processes that all organizations must adopt

Which is intended to help an organization adopt and adapt ITIL guidance?

- o   The four dimensions of service management
- o   The guiding principles
- o   The service value chain
- o   Practices

EXERCISE

You have been asked to investigate an email service within your organization that is failing to meet its intended outcomes. You begin by determining the intended outcome and then observe the current service with as much objectivity as possible. Based on your observations, you are able to determine that the current service is not meeting its utility and warranty requirements. Which guiding principles best describes your actions in this scenario

- o Optimize and automate
- o Keep it simple and practical
- o Collaborate and promote visibility
- o Start where you are