

# ITIL Foundation

ITIL 4 Edition

## 4.4 Governance

### Key message

Every organization is directed by a governing body i.e. a person or a group of people who are accountable at the highest level for the performance and compliance of the organization. All sizes and types of organization perform governance activities, the governing body may be a board of directors or executive managers who take on a separate governance role when they are performing governance activities. The governing body is accountable for the organizations compliance with policies and any external regulations.

## 4.4.1 Governing bodies and governance

Governance is realized through the following activities:

- ▶ **Evaluate** The evaluation of the organization, its strategy, portfolios and relationships with other parties
- ▶ **Direct** The governing body assigns the responsibility for, and direct the preparation and implementation of, organizational strategy and policies
- ▶ **Monitor** The governing body monitors the performance of the organization and its practices, products, and services to ensure that performance is in accordance with policies

## 4.5 Service value chain

### Key message

The six value chain activities are:

- Plan
- Improve
- Engage
- Design and transition
- Obtain/build
- Deliver and support

These activities represents the steps organization takes in the creation of value. Each activity transforms inputs in to outputs. These inputs can be demand from outside the value chain or outputs of other activities. All the activities are interconnected with each activity receiving and providing triggers for further action.

## 4.5 Service value chain

There are some common rules when using the service value chain:

- ▶ All incoming and outgoing interactions with parties external to the value chain are performed via engage
- ▶ All new resources are obtained through obtain/build
- ▶ Planning at all levels is performed via plan
- ▶ Improvements at all levels are initiated and managed via improve

## 4.5.1 Plan

### Key message

The purpose of the plan value chain activity is to ensure a shared understanding of the vision, current states, and improvement direction for all four dimensions and all products and services across the organization.

## 4.5.2 Improve

### Key message

The purpose of the improve value chain activity is to ensure continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management.

## 4.5.3 Engage

### Key message

The purpose of the engage value chain activity is to provide a good understanding of stakeholder needs, transparency, and continual engagement and good relationship with all stakeholders



## 4.5.4 Design and transition

### Key message

The purpose of the design and transition value chain activity is to ensure that products and services continually meet stakeholder expectations for quality, costs, and time for market

## 4.5.5 Obtain/build

### Key message

The purpose of the obtain/build value chain activity is to ensure that service components are available when and where they are needed, and meet agreed specifications.

## 4.5.6 Deliver and support

### Key message

The purpose of the deliver and support value chain activity is to ensure that services are delivered and supported according to agreed specifications and stakeholders expectations

## 4.6 Continual improvement

The continual improvement model applies to the SVS in its entirety, as well as to all of the organizations products, services service components, and relationships. To support continual improvement at all levels, the ITIL SVS includes:

- ▶ The ITIL continual improvement model, which provides organizations with a structured approach to implementing improvements
- ▶ The improve service value chain activity, which embeds continual improvement into the value chain
- ▶ The **continual improvement practice** supporting organizations in their day-to-day improvement efforts.



## 4.6.1.1 Step1: what is the vision?

### Key message

Each improvement initiative should support the organizations goals and objectives. The first step of the continual improvement model is to define the vision of the initiative. This provides context for all subsequent decisions and links individual actions to this organizations vision for the future.

If this step is skipped, improvements might be optimized for the people or teams involved rather than the whole organization, or non value adding activities might become the sole focus of improvements.

## 4.6.1.2 Step 2: where are we now?

### Key message

The success of an improvement initiative depends on a clear and accurate understanding of the starting point and the impact of the initiative. An improvement can be thought of as a journey from Point A to Point B, and this step clearly defines what Point A looks like. A journey cannot be mapped out if the starting point is not known.

If this step is skipped the current state will not be understood and there will not be an objective baseline measurement. It will therefore be difficult to track and measure the effectiveness of the improvement activities, as a new state can not be compared with a previous state at later point.

# Step 3: Where do we want to be?

## Key message

Just as the previous step (Step 2) describes Point A on the improvement journey, Step 3 outlines what Point B, the target state for the next step of the journey, should look like. A journey can not be mapped out if the destination is not clear.

Improvement opportunities can be identified and prioritized based on the gap analysis, and improvement objectives can be set, along with **critical success factors (CSF)** and **key performance indicators (KPI)**.

the agreed objectives CSFs and KPIs need to follow what is known as the SMART principle. They should be specific, measurable, achievable, relevant and time-bound

If this step is skipped, the target state will remain unclear.

## 4.6.1.4 Step 4: How do we get there?

### Key message

The plan for Step 4 can be a straightforward and direct route to compelling a single simple improvement, or it may be more involved. The most effective approach to executing the improvement may not be clear, and it will sometimes be necessary to design experiments that will test which options have the most potential.

If this step is skipped the execution of the improvement is likely to flounder and fail what is required of it.



## 4.6.1.5 Step 5 Take action

### Key message

In Step 5 the plan for the improvement is acted upon. This could involve a traditional waterfall-style approach, but it could be more appropriate to follow an Agile approach be experimenting, iterating, changing directions, or even going back to previous steps.

Once this step is completed the work will be at the end point of the journey, resulting in a new current state.

## 4.6.1.6 Step 6 Did we get there?

### Key message

Too often, once an improvement plan is set in motion, it is assumed that the expected benefits have been achieved, and that attention can be redirected to the next initiative. In reality, the path to improvement is filled with various obstacles, so success must be validated.

## 4.6.1.7 Step7 How do we keep momentum going?

### Key message

If the improvement has delivered the expected value, the focus of the initiative should shift to marketing these successes and reinforcing and new methods introduced. This is to ensure that the progress made will not be lost and to build support and momentum for the next improvement.

The organizational change management and **knowledge management practices** should be used to embed the changes in the organization and ensure that the improvements and change behaviors are not at risk of reversion.

## 4.6.2 Continual improvement and the 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
What is the vision?	+			+	+		
Where are we now?		+		+			
Where do we want to be?			+		+	+	+
How do we get there?			+	+	+	+	
Take action	+		+	+			
Did we get there?	+			+	+		
How do we keep the momentum going?	+			+	+		+

# Continual improvement and the theory of constraints

When planning improvements it's crucial to focus on the work that is a highest priority. According to the theory of constraints (ToC), the weakest link in the value chain determines the flow and throughput of the system.

The weakest link of a value can be determined with value stream mapping. This is a lean practice that examines the stream, quantifies its waste (for example delay) and in so doing identifies its weakest link. If the weakest link is the development of information systems then the application of agile principles and practices can improve a quality of, and the speed with which, functionality is developed.

If the weakest link is the speed and reliability of deployment, then using DevOps principles, technical practices and tools can make a significant difference. If the weakest link is delivery and support of its services then its operations practices and tools can be used, such as ITIL 4 practices.

## 4.7 Practices

A practice is a set of organizational resources designed for performing work or accomplishing an objective.

The ITIL SVS includes 3 practices:

- ▶ General management
- ▶ Service management
- ▶ Technical management

# ITSM in the modern world. Agile ITSM

Agile software development usually includes:

- ▶ Continually evolving requirements, collected through feedback analyses and direct observation
- ▶ Breaking development work in to small increments and iterations
- ▶ Establishing product-based cross-functional teams
- ▶ Visually presenting (Kanban) regularly discussing (Daily standups) work progress
- ▶ Presenting a working (at least, the minimum viable) software to the stakeholders at the end of each iteration

Agility is not a software development feature, its an important quality of organizations in their entirety. Agile activities require agile funding and adjusted financial and compliance controls, Agile resourcing, Agile contracting, Agile procurement, and etc. If being Agile is adopted as a key principle an organization should be able to service and prosper in a constantly changing environment.