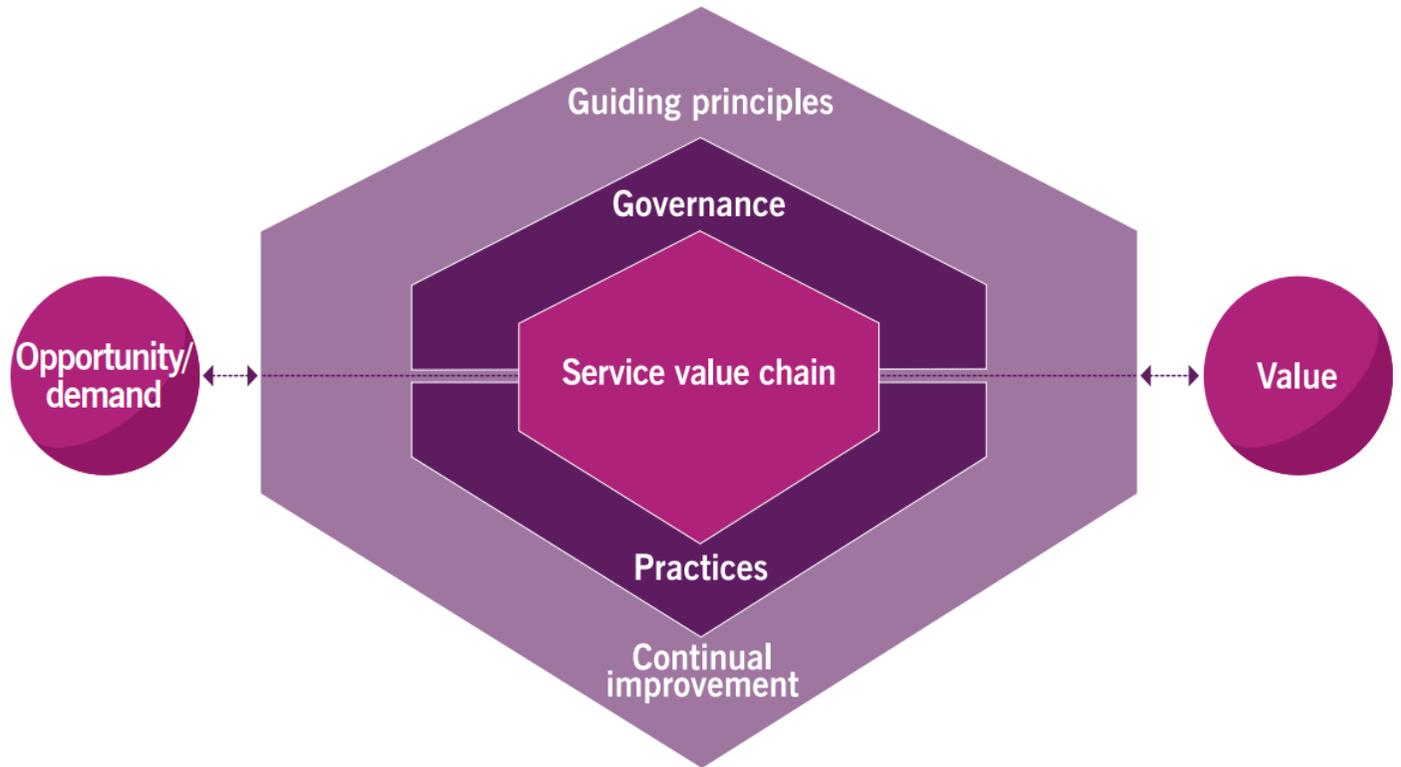


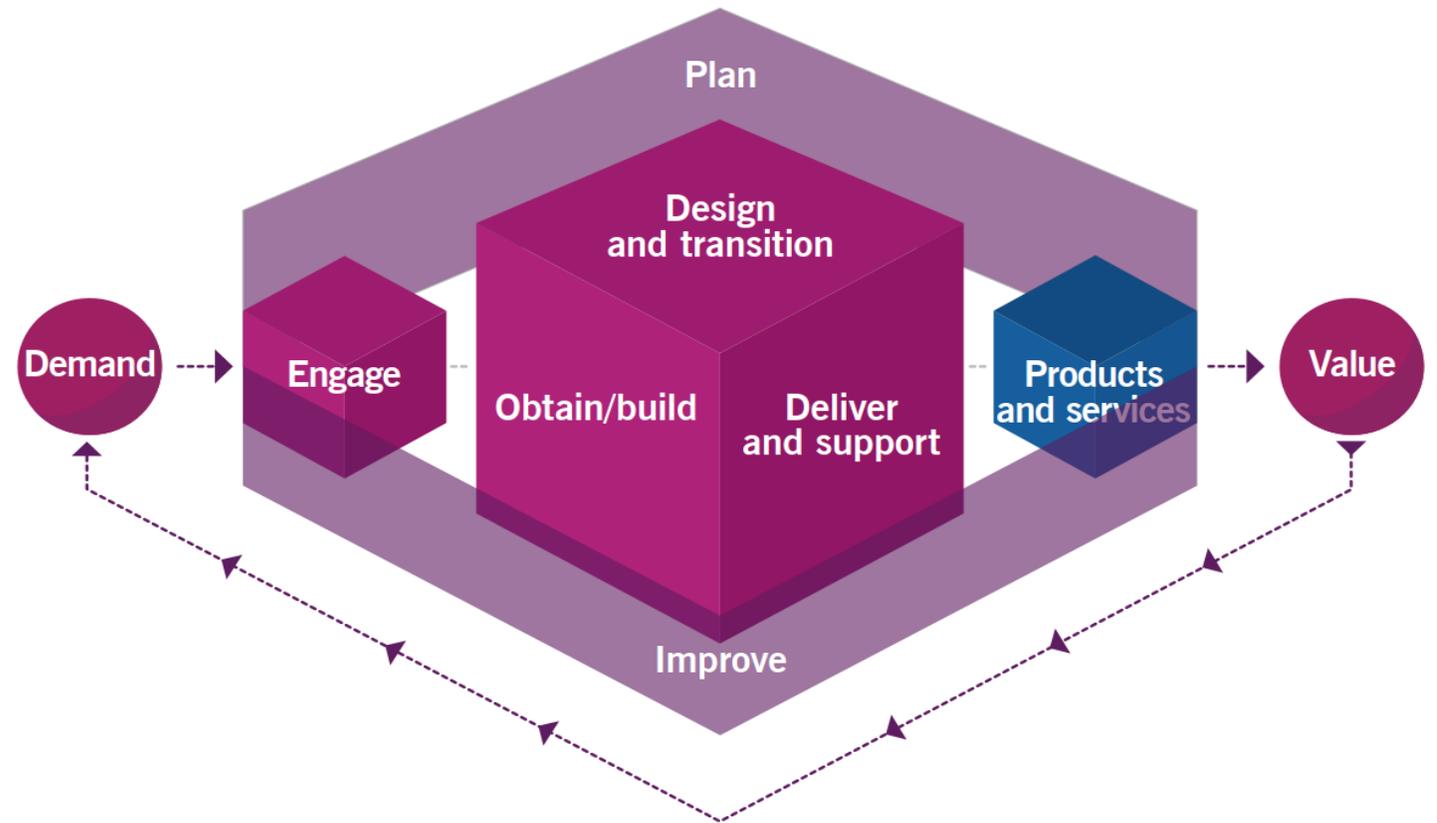
The ITIL Service Value System

- ITIL service value chain
- ITIL practices
- ITIL guiding principles
- Governance
- Continual improvement



The ITIL Service Value Chain

- plan
- improve
- engage
- design and transition
- obtain/build
- deliver and support



The ITIL Practices

General management practices

Architecture management
Continual improvement
Information security management
Knowledge management
Measurement and reporting
Organizational change management
Portfolio management
Project management
Relationship management
Risk management
Service financial management
Strategy management
Supplier management
Workforce and talent management

Service management practices

Availability management
Business analysis
Capacity and performance management
Change enablement
Incident management
IT asset management
Monitoring and event management
Problem management
Release management
Service catalogue management
Service configuration management
Service continuity management
Service design
Service desk
Service level management
Service request management
Service validation and testing

Technical management practices

Deployment management
Infrastructure and platform management
Software development and management

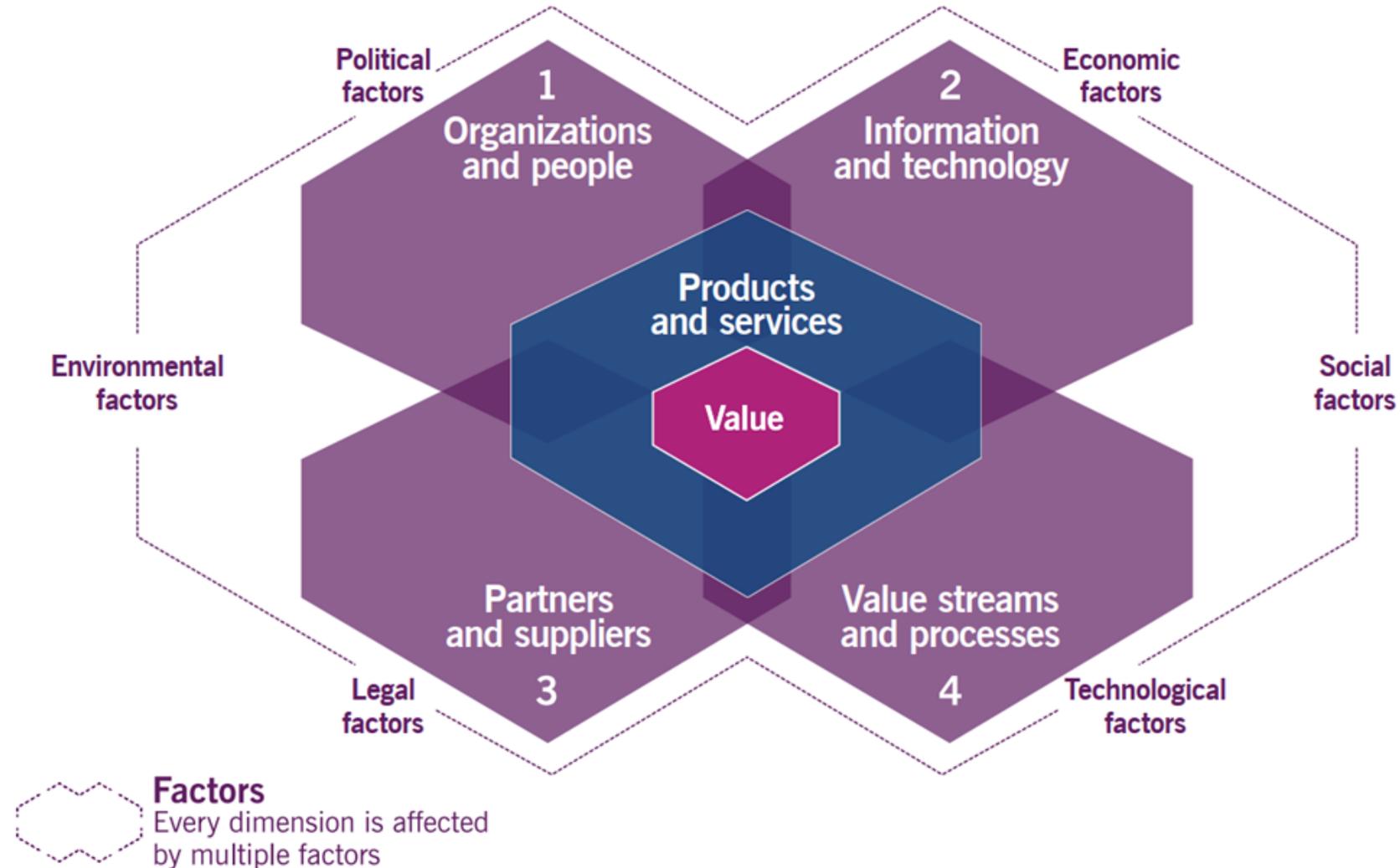
The ITIL Guiding Principles

- Focus on value
- Start where you
- Progress iteratively with feedback
- Collaborate and promote visibility
- Think and work holistically
- Keep it simple and practical
- Optimize and automate

Continual Improvement



The Four Dimensions Model



Why direction, planning, and improvement matter

Direction is often provided from the top down. Unless the objectives and actions of groups at different levels of the organization are planned and aligned, their desired outcomes are unlikely to be achieved.

Planning creates a shared understanding of how work will be organized and managed.

Improvement identifying and acting upon improvement opportunities ensures that the organization will grow and remain successful and competitive over time.

Scope of control

The area(s) or activities over which a person has the authority to direct the actions of others or define the required outcomes

- Regardless of their official scope of control, everyone can exert influence
- it is often more effective to influence and inspire cooperation, rather than command it

Direction

- Clear direction clarifies expected outcomes and defines the appropriate guiding principles
- Good direction provides enough clarity to enable team members to proceed

Directing

Leading, conducting, or guiding someone, or ordering something. This includes setting and communicating the vision, purpose, objectives, and guiding principles for an organization or team. It may also include leading or guiding the organization or team towards its objectives

Direction can be received from an organization's vision and mission statement

Vision

A defined aspiration of what an organization would like to become in the future

Mission

A short but complete description of the overall purpose and intentions of an organization

Policies are stronger forms of guidance, but guidelines leave more scope for creativity

Policy

Formally documented management expectations and intentions, used to direct decisions and activities

- Policies direct decisions and behavior
- Policies are typically implemented to avoid an undesirable outcome or to result in something desirable

Guideline

A recommended practice that allows some discretion in its interpretation, implementation, or use

- Guidelines are sometimes used where no specific policy applies
- or where the organization does not aim to dictate behaviour but rather to assist people who are unsure what to do

Risk

A possible event that could cause harm or loss, or make it more difficult to achieve objectives. Can also be defined as uncertainty of outcome and can be used in the context of measuring the probability of positive outcomes as well as negative outcomes

Primary risk is usually that its objectives will not be achieved

- If risks are not properly understood, teams could be directed to undertake projects that are likely to fail or have little chance of success.
- If team members notice risks but do not see evidence of preventive actions, they may lose confidence in their project, making failure more likely.
- If plans do not include the active management of risks, delays, rework, or project failure are more likely
- Improvement is only possible when the current state is understood. This includes understanding the risks associated with creating the desired improvement.

Control

The means of managing a risk, ensuring that a business objective is achieved, or that a process is followed

- organizational/procedural controls (policies, organization, ownership, training, processes)
- logical/technical controls (required fields, scripting, automated workflows)
- physical controls (an electronic badge entry system, a metered intake valve)

Controls require evidence of their effectiveness. Without evidence, the organization cannot evaluate whether the control is reducing risk or assuring success

Successful direction

- each group understands its objectives
- each individual understands their expected contribution
- these groups and individuals act in accordance with the direction they have been given

- Success also depends on the team members' abilities to take direction
- Their input may prevent a mistake or vocalize concerns shared by others
- Team members should accept this direction and put their effort towards producing results

Planning

- plans improve coordination
- plans help to avoid waste and reduce risk

Various problems can occur when organizations plan too much or too little, including:

- planning every detail of an initiative in advance, to the extent that actions are delayed
- believing every possible contingency has been planned for, which can lead to difficulties in responding when the unexpected does occur
- beginning work without effective planning, which can result in rework and wasted efforts due to mistakes that could have been avoided

Organizations commonly plan on multiple levels.

These levels are, at a minimum, strategic, tactical, and operational.

- These three levels should be closely linked to each other and to the organizational objectives

Strategy

A broad approach or course of action defined by an organization for achieving its objectives

Strategies may be defined at multiple levels

- they must cascade logically from the overall organizational strategy
- they must also be tied to the achievement of objectives

Tactics are the specific methods by which a strategy is enacted

- If, after a period of time, a tactic is determined to be unsuccessful in enacting a strategy, it may need to be altered or abandoned

To drive efficient tactical planning, organizations typically develop standardized methods of planning projects and initiatives

- Waterfall-style project plans are different from Agile project plans.
- Complex programmes have plans within plans, factoring in dependencies, resourcing, costs, and risks.

operational level is performed in service of its established objectives, and in alignment with its strategy and tactics

- operations may include predictable, repeating, well-documented work, but also managing unusual situations
- Operational procedures should be well known, as staff are typically expected to follow them
- it is common to have agreed methods and techniques for operational activities

Operation

The routine running and management of an activity, product, service, or other configuration item

Methods

A method is a way, technique, or process for doing something.
Methods are structured and systematic

- One or more methods may be developed for structured and systematic work
- the person performing it should either follow the direction of their organization or decide for themselves which method to use

Successful planning

Planning is an attempt to increase order and reduce risk

- risk cannot be eliminated entirely, no matter how much planning is done
- too much planning can limit creativity and responsiveness
- planning must always be aligned with the relevant objectives

Successful planning results in clear, focused actions that proceed efficiently towards achieving the desired outcomes

Improvement

Almost every activity in an organization can be seen as an improvement activity

- Without changes to some aspect of the current state, there can be no change to outcomes

Improvement

A deliberately introduced change that results in increased value for one or more stakeholders

Universal applicability of improvement

improvement of services can be expected to be a central focus

- service performance
- profitability
- adoption of the service by users

When a desired improvement is identified, the organization should evaluate which changes are likely to instigate it.

Universal involvement in improvement

- Continual improvement is everybody's responsibility
- everyone should understand the role of improvement in the SVS
- and the basics of planning and implementing improvements

Successful improvement

From the macro perspective, success can be measured by the organization's commitment to improvement

- How frequently are lessons learned sought and acted upon?
- Is there a commitment to organizational learning?
- Is contributing to improvement included in job descriptions and performance evaluations?

From the micro perspective, success can be measured by looking at whether individuals initiate and contribute to improvement activities

Coordinated progression relies on a shared understanding of

- historical performance
 - current state performance
 - the degree of achieved improvement from a previous state
-
- Measurement is used to objectively assess an organization's current state.
 - Reporting at every level is used to communicate relevant information and create a shared, fact-based view of the area being reported on
 - Metrics are useful tools for directing behaviour. They can provide objective targets and ways for a team to evaluate its progress towards a target state

Direction in the SVS

Governance

The means by which an organization is directed and controlled

- governing body are accountable at the highest level for its performance and compliance
- Governance includes the establishment of policies and the continual monitoring of their proper implementation
- governance evaluates, directs, and monitors all of the organization's activities

Direction in the SVS

Compliance

Both the act and result of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed

- compliance with applicable laws and regulations must be ensured
- governance ensure compliance with other established policies

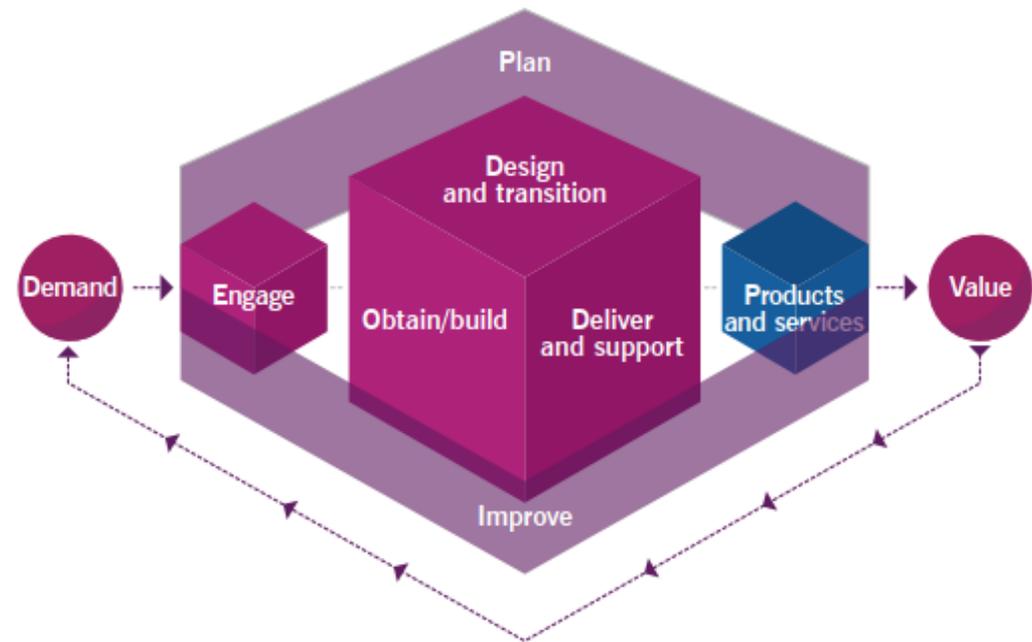
Management

Coordinated activities to define, control, supervise, and improve something

Planning in the SVS

ITIL service value chain is an operating model that covers all the key activities required to effectively create, deliver, and manage products and services

- Defining an operating model allows organizations to examine their own complex structures and dynamics, promoting understanding and aiding planning and improvement



Planning in the SVS

Operating model

A conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself.

The plan value chain activity ensures a shared understanding of the vision, current status, and improvement direction for all four dimensions and all products and services across the organization

- The outputs of the plan activity include strategic, tactical, and operational plans

Improvement in the SVS

- continual improvement culture are essential to the provision of IT and digitally enabled services
- The improve value chain activity balances the plan activity.
- Through the improve activity, the service provider ensures that the lessons learned through operating the service value chain are transformed into improvement

Applying the guiding principles

Focus on value

Everyone in an organization plays a part in directing actions, at their own level and those below, towards initiatives that will create value

Start where you are

validating what is already delivering value and focusing efforts on real improvement opportunities will prevent wasted effort

Progress iteratively with feedback

Through being open to iterative progress with ample feedback, progress can be sustained and participants can feel heard and valued

Collaborate and promote visibility

People work better when they understand the scope of a plan and know they are actively engaged in moving it forward

Think and work holistically

It is important to consider how your activities overlap with others

Keep it simple and practical

Complex directions and plans are difficult to follow. Streamline them wherever possible

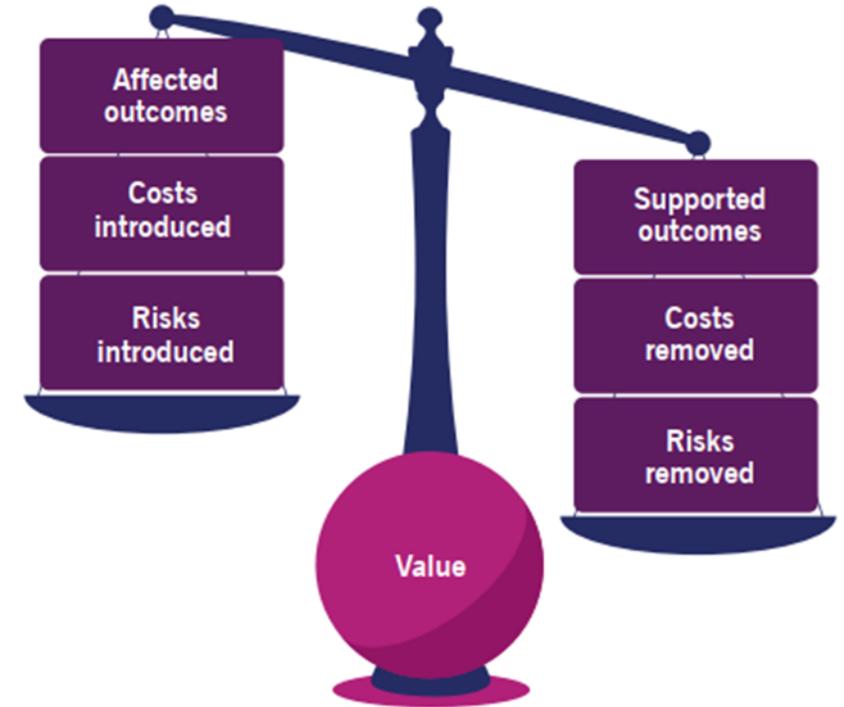
Optimize and automate

Complex plans are difficult to implement. Improvements are often targeted at optimizing the ways we work or provision services

Value, outcomes, costs, and risks

Achieving desired outcomes requires resources, and therefore costs, and is often associated with risk.

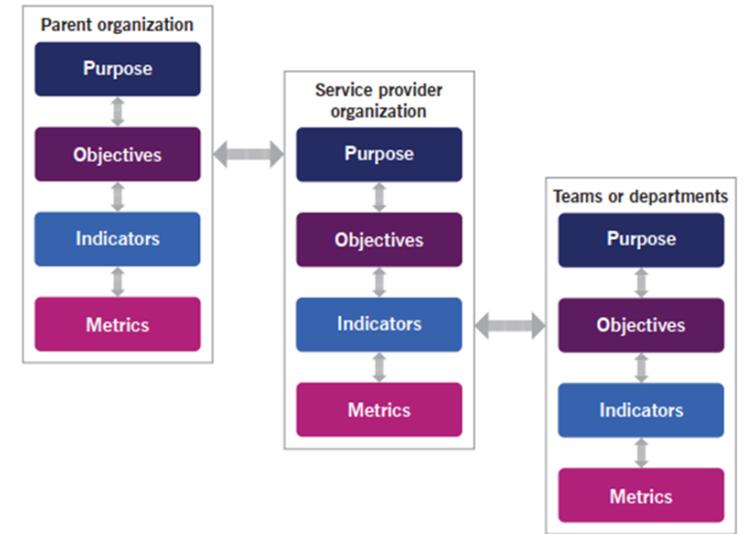
An organization may choose to accept additional risk, increased costs, or diminished outcomes if this will create the possibility of increased value as it chooses to measure it.



Identifying the scope of control

Cascading objectives

- translating the strategy from one organizational level to the next
- ensures the organization's strategy, tactics, and operations are aligned
- allows the reporting of accomplishments through feedback loops
- Senior leaders can, therefore, monitor performance and make appropriate business decisions



Organizations often use many different structures and methods for decision-making and directing activity and behaviours

Table 2.1 Key governance structures and their roles

Governance structure	Role in governance
Board of directors	Responsible for their organization's governance. Specific responsibilities include: <ul style="list-style-type: none">● setting strategic objectives● providing the leadership to implement strategy● supervising management● reporting to shareholders.
Shareholders	Responsible for appointing directors and auditors to ensure effective governance
Audit committee	Responsible for supporting the board of directors by providing an independent assessment of management performance and conformance

- The board of directors is responsible for determining the nature and extent of any significant risks it accepts when pursuing strategic objectives.
- The board should maintain risk management systems and internal control systems and review their effectiveness annually, at least

Placing decision-making at the right level

As much authority as possible should be delegated, so long as the required outcomes are consistently produced

- When everyone has a defined role and knows their scope of control, they can make decisions within that scope and drive productive action
- One way to assess the assignment of decision-making authority is to weigh risk
- A large proportion of decisions can be placed at the operational level when risk is moderated with training, automation, policies, and guidelines.

The impacts of governance on DPI

Direction from a governing body will dictate the parameters of directions issued throughout the organization, employees cannot follow directives that violate broader instructions

plans are devised for the express purpose of ensuring compliance or alignment with the strategic objectives defined by governing bodies

alignment with governance directives is an important element of every improvement opportunity

The role of risk management in DPI

- Direction is given without considering risks, the achievement of the associated objective will be suspect
- Plans that do not note and mitigate risks are incomplete.
- Improvements are unlikely to succeed if the risks are unknown and not managed

Role of risk and risk management in direction

- The risk management practice should be continually applied and information about risks should be circulated when making decisions.
- Decisions about risks will vary depending on whether the risk relates to long-, medium-, or short-term organizational objectives

The role of risk and risk management in planning and improvement

- All plans must consider the associated risks and how those risks can be managed. If a plan's risks are too great, an alternative plan may need to be adopted.
- Improvements require change: change involves risk.

Defining effective policies, controls, and guidelines

- When defining policies, controls, and guidelines, it is important to remember why they are being defined in the first place
- A policy that is defined but not followed is useless
- An ineffective control is not a control at all
- If those for whom a guideline is documented cannot use it, the effort to create it was wasted

Effective policies

Recommendation	Explanation
Be clear and concise	A policy must be understandable for it to be followed. Alongside the policy itself, document, as clearly and concisely as possible, its objective and scope and why it matters to the organization.
Keep it simple and practical	Make it easy for people to know what they need to do (or not do), how and when to do it, and what tools and/or systems they should use.
Anticipate questions	Think about questions people are likely to have about a policy. Improving the wording and including an FAQ section can answer many questions before they are asked.
Educate and communicate	When a new policy is implemented, ensure that stakeholder groups are trained in how to follow it. If formal training is not needed, communicate the policy appropriately so that stakeholders can support it.
Build in flexibility	Any exceptions to the policy should be stated in the document. It is particularly important to provide flexibility in circumstances that are beyond the control of the people involved. There should always be a process for requesting, considering, and resolving exceptions to the policy.
Define the consequences of non-compliance	The consequences of failing to follow a policy should be documented. These consequences must then be administered consistently and fairly to prevent the policy from being ignored.
Build in measurement and compliance validation	When a policy is defined, the means of measuring compliance must be defined and implemented. Those who follow a policy should be praised; those who do not should be supported and coached until they, too, comply.
Promote transparency	Policy documentation should be accessible throughout the organization. People should be able to reference policies when needed.
Enable feedback	Policy development should be done collaboratively. Stakeholders then understand the policy better, feel invested, and are more likely to be supportive.

Effective controls

- Measurement and reporting are common controls
- Measurements should be limited to those that can be actively used to make informed decisions
- Identifying only the relevant measurements needed to ensure achievement of agreed objectives is in line with the guiding principle of 'focus on value'
- Automating controls or building them into technology relieves people of the effort of making the controls work
- Define, depending on the consequences, what degree of variation or noncompliance is acceptable for each control.

Effective guidelines

- they must be easy to access, understand, and follow, and they must be truly useful
- It is often helpful to ask for input when developing guidelines
- Mechanisms for keeping guidelines current and correct are also crucial
- If guidelines are dated or incorrect, their usage and effectiveness will drop

Basics of assessment

- Assessments are used to measure, analyse, and understand something's behaviour and performance
- accurately reflecting the current state
- four dimensions of service management should be considered

Effective assessments

- Identifying poor practices and asking for change can improve things
- Highlighting positives and encouraging good practices is often far more effective

Types of assessments

- Qualitative
- Quantitative
- Hybrid

Collection of current state data or other evidence

- Metrics
- Surveys
- Interviews
- Roundtables
- Observation

Choosing an assessment method

Assessment method	Output
Gap analysis	Identification of the differences between actual practice and the chosen assessment criteria.
SWOT analysis	Identification of strengths, weaknesses, opportunities, and threats.
Change readiness assessment	An estimation of the organization's ability to transition to a new way of working.
Customer/user satisfaction analysis	Analysis of how customers and/or users feel about the services they use, based on their feedback.
SLA achievement analysis	Analysis of the quality of a service or services based on a comparison of service performance against service level agreement (SLA) targets.
Benchmarking	A comparison of the results of this assessment with the results of similar assessments performed for other comparable organizations.
Maturity assessment	An estimation of the maturity of a process or an organization based on a defined framework, such as the ITIL process maturity model.

Defining assessment objectives and criteria

- What are the assessment's objectives?
- What is needed to be able to perform the assessment?
- What criteria will be used for the assessment?
- What outputs are expected from the assessment?

Value stream mapping

- Value stream mapping is a method of visualizing the flow from demand or opportunity to value, and then planning how that flow can be improved
- Everything that an organization does should map, directly or indirectly, to value for the stakeholders
- Value stream mapping is used to gain insight into organizational workflows, It can help to identify value-adding activities and non-value-adding activities in a value stream
- highlighting opportunities for optimization and automation

Lean

- Lean and value stream mapping are closely related
- Maximize customer value while minimizing waste
- creating more value for service consumers with fewer resources

Avoiding local optimization

- create a bottleneck further down the value stream
- make its overall performance worse, not better

The value of value stream mapping

- helps organizations to visualize more than the single-process level in production
- helps organizations to identify and remove waste
- highlights where decisions about workflow need to be discussed and made
- incorporates Lean concepts and techniques
- helps to plan and document improvements.

Basics of measurement and reporting

The purpose of the measurement and reporting practice is to support good decision making and continual improvement by reducing uncertainty. This is achieved by collecting relevant data and assessing it in appropriate contexts

- Well-defined measurement and reporting practices help organizations to understand whether they are meeting their service consumers' needs.
- Effective reporting highlights information that matters to the organization

Measurement

A means of decreasing uncertainty based on one or more observations that are expressed in quantifiable units

Basics of measurement and reporting

Metric

A measurement or calculation that is monitored or reported for management and improvement

Indicator

A metric that is used to assess and manage something

Report

A detailed communication of information or knowledge about a topic or event.

- A report's intended audience may include any kind of stakeholder, but its format, content, presentation method, and scope should be tailored to both its producer's and its audience's needs.

- Measurement and reporting must be under constant review
- stop measuring things that are no longer relevant, and reporting must relate to the organization's changing needs

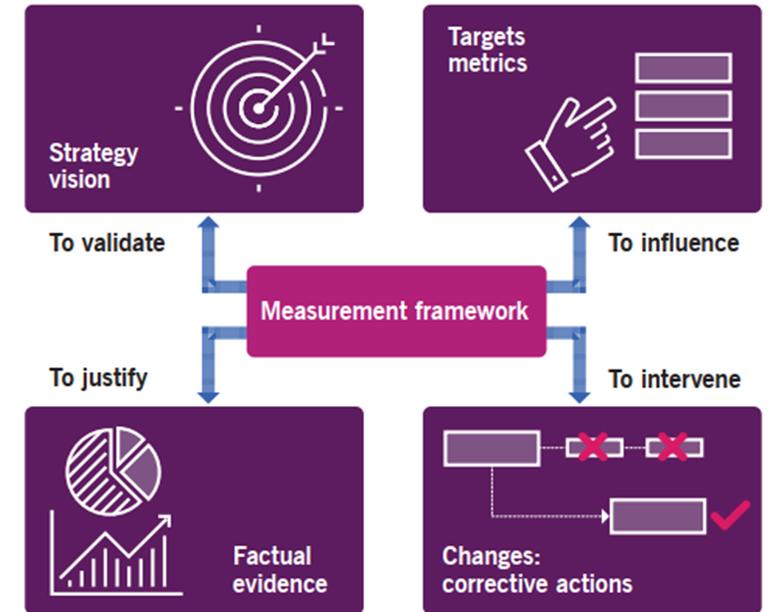
Reasons for measuring

Validate By measuring achievement against targets or objectives, past decisions can be validated

Influence By defining measurable targets, an organization sets the direction for activities, and sets expectations for outcomes

Justify Use metrics to justify with evidence or proof that a course of action is required

Intervene Measurements can be used to pre-emptively identify a point of intervention, including for subsequent changes and corrective actions



Types of measurements

Table 4.2 Types of measurements

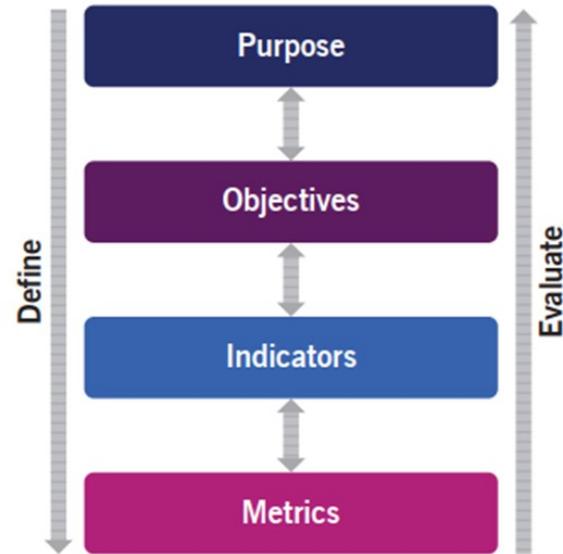
Measurement type	Description	Examples
Progress	Progress measurements demonstrate the degree of achievement relative to defined milestones and/or deliverables. They may be seen as indicators of something's degree of completeness.	Percentage of unit tests executed and passed Percentage of use cases with completed documentation
Compliance	Compliance measurements demonstrate the degree of adherence to governance and/or regulatory requirements.	Percentage of changes executed without prior authorization Number of non-compliance audit findings
Effectiveness	Effectiveness measurements demonstrate the degree of fitness for purpose of any part of the SVS, a product, or a service.	Number of broken links on the public customer order website Percentage of failed payment transactions
Efficiency	Efficiency measurements demonstrate the degree of fitness for use of any part of the SVS, a product, or a service.	Percentage of services meeting their availability targets Percentage reduction in processing time for loan application
Productivity	Productivity measurements demonstrate the throughput of a system (a value stream, a process, a service, a component) over a period of time.	Number of tasks fulfilled by a team Number of customers served at a supermarket cash register

Relationship between measurement and behaviour

Measuring something impacts, positively or negatively, the behaviour of the people responsible for that thing

- the intended and potential impacts on behaviour are understood and planned for
- measurement and reporting are for information and improvement, not for placing blame
- organizations must consider what they measure and how they will react to the information resulting from the measurement

planning and evaluation model



balanced scorecard

Table 4.4 The four perspectives of the balanced scorecard

Perspective	Description
Customers	This perspective recognizes the importance of customer experience and customer satisfaction.
Financial	This perspective focuses on the traditional management of finances that every organization should include.
Internal (business processes)	This perspective helps to understand the health of the organization's internal workings. It can be a good leading indicator of future performance.
Innovation (learning and growth)	This perspective is closely linked to continual improvement. It includes training and development, management of knowledge, and other approaches that ensure the organization can develop.

IT component-to-scorecard hierarchy

- Measurements of IT components' performance can be used to calculate service performance.
- This can guide the design of some automation in reporting, as there are tools available that will take these measurements and do the calculations automatically

Organizational improvement cascade

Organizations need to measure performance to multiple levels. Typically, this will include measurements for the:

- organization
- business units
- departments
- teams
- individuals

Success factors

A success factor describes a condition or characteristic that must be achieved for something to be considered successful

KPIs

Metrics that are used to indicate the fulfilment of success factors are important, hence the name: key performance indicator

- When creating KPIs, consider the behaviours that they may encourage, and select those that will have the desired effect on the service value chain, rather than a cosmetic effect on data

Leveraging SMART

Table 4.6 The SMART model

Abbr.	Criteria	Explanation
S	Specific	Clarity on what is needed or intended is critical. The factor being evaluated must be defined in such a way that there is very little room for misinterpretation or misunderstanding.
M	Measurable	It should be possible, either directly or indirectly, to measure the factor being evaluated. For a metric, this concept seems clear and the measurement is direct. In some cases, the only way to 'measure' an objective is by critically analysing associated indicators.
A	Achievable	Setting an unrealistic objective is unproductive. Those working towards the objective must believe that it is achievable if they are to maintain their commitment and focus.
R	Relevant	Any factor being evaluated must make sense relative to desired outcomes.
T	Time-bound	Everyone involved should understand the timeframe for achieving the factor being evaluated. A measurement or metric defined in alignment with the SMART method should not be open-ended.

Continual improvement

Creating a continual improvement culture

- Any improvement is a change, and change must be managed carefully. It is important to consider how changes may impact an organization's culture.
- not to follow a successful initiative with many more at the same time
- preserve interest and excitement without creating unnecessary stress or backlash

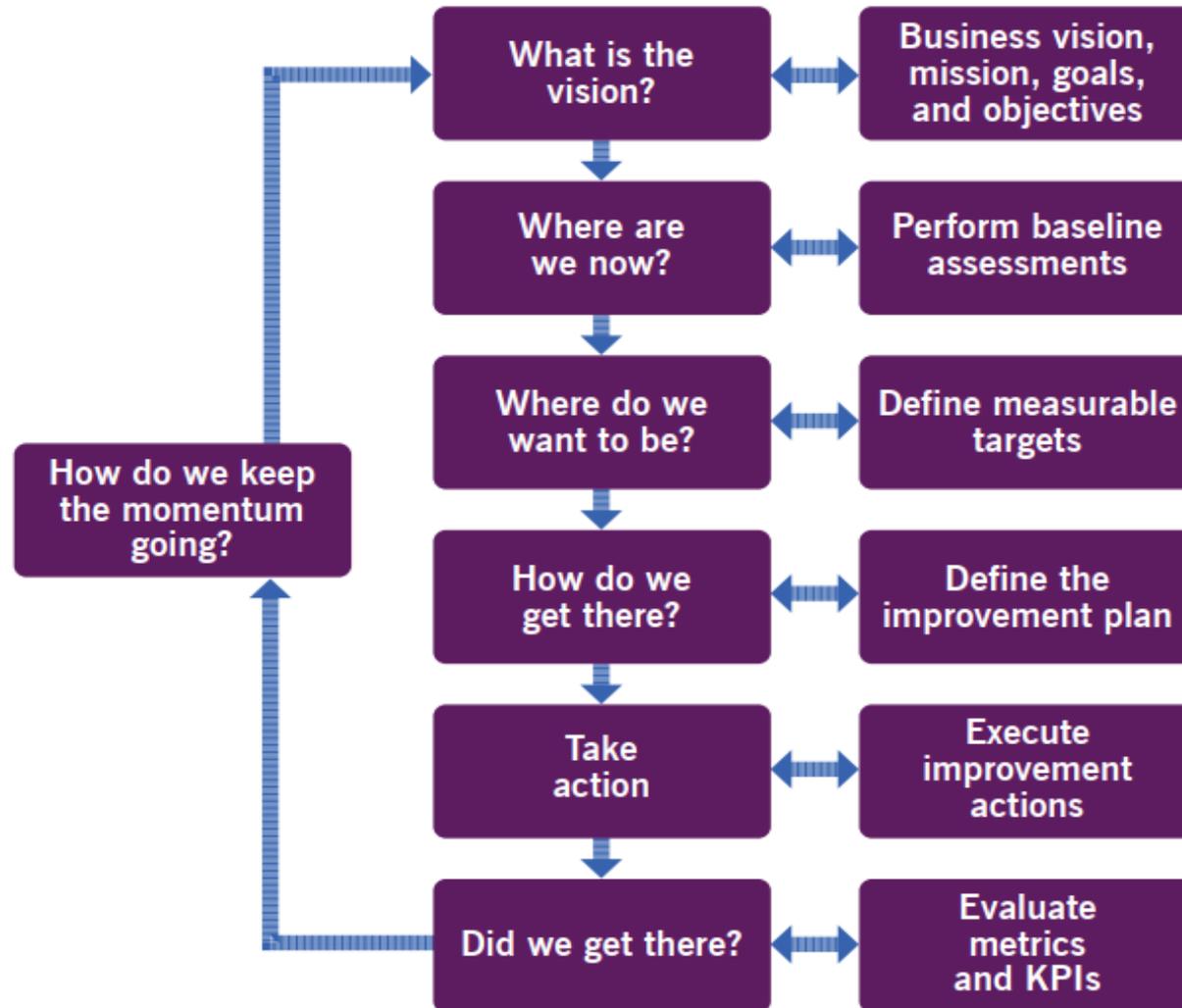
Continual improvement of the service value chain and practices

- Improving the service value chain may involve making small improvements to a building block that will increase its value to one or more value streams
- improve practices involves understanding how they contribute to the service value chain

Continual improvement in organizations

- The continual improvement practice aligns an organization's practices and services with changing business needs through the ongoing improvement of products, services, practices, and the management of products and services

The continual improvement model



Lessons-learned analysis

The evaluation of an improvement initiative or iteration for the purpose of understanding what did or did not go well and what should be done differently in the future in similar circumstances

Using measurement and reporting in continual improvement

Table 5.1 Measurement and reporting contributions across the continual improvement model

Continual improvement model step	Contribution of measurement and reporting
What is the vision?	<p>Reports providing data about the organization's competitiveness and its performance against competitors may inform discussions on the vision and how individuals and teams are impacted by it.</p> <p>Data about past performance in the high-level areas that are proposed for improvement action may help when selecting a more specific improvement area.</p>
Where are we now?	<p>Data and other evidence regarding the target improvement area are collected and processed into metrics and information to provide the basis for the assessment of the current state.</p>
Where do we want to be?	<p>Current and historical measurements are analysed to identify specific improvement opportunities.</p> <p>Metrics to support the business case are developed.</p> <p>SMART objectives for each improvement are defined, including measurable targets against which improvement progress is validated.</p>
How do we get there?	<p>Methods for measuring and managing the improvement initiative are included in the action plan.</p> <p>The exit criteria that need to be achieved at each stage are agreed.</p>
Take action	<p>As improvement efforts proceed, the work is measured and reported to relevant stakeholders.</p> <p>If measurements show implementation issues, changes are made and new measurements are taken.</p>
Did we get there?	<p>The target improvement area's actual performance in the new state is compared against the previous state to validate the improvement.</p> <p>Reports for the implementation review and closure are produced.</p>
How do we keep the momentum going?	<p>Measurements of improvement achievements are used to market success to the organization and stakeholders.</p> <p>New behaviours are monitored and reported to ensure that improvements do not erode over time.</p>

Basics of effective communication

It is important to consider how organizations and people can develop and deploy communication to the best effect as part of their service management work.

The value of good communication

- the costs stemming from its absence
- the benefits gained through its achievement

- Poor communication can ruin good plans and can lead to waste through disagreements, misunderstandings, and a lack of important information
- Good communication enables people to be informed, aware, and able to react quickly to potential issues

Communication principles

Communication is a two-way process

- Communicator ensure that the message's purpose was understood and any actions needed were undertaken, receiver confirm that their understanding of the message is correct
- Listening and observing are key skills that have a big impact on successful collaboration

We are all communicating all the time

- Often, body language and tone have more of an impact than word choice
- Everyone should understand how their communication style might impact how they are perceived by colleagues and stakeholders

Timing and frequency matter

- Communication must be proportionate, relevant, and appropriate at the time
- Good relationships rely on shared goals and open communication, which helps to inform each party of what the other is thinking and doing
- People are more likely to succeed if they understand other people's perspectives and priorities
- Ad-hoc communications cannot always be avoided, especially in emergencies, but regular communication can reduce the need for rushed contact

There is no single method of communication that works for everyone

- It is good practice to use several techniques to ensure that the intended audience is reached
- It is also important to check that sent messages have been received and understood
- It is useful to be aware of the ways people work and what their individual communication styles are.
- When one method of communication proves ineffective or unpersuasive, it is essential to consider other options for the format and content of the message

The message is in the medium

- it is important to select a message's format, style, size, and medium carefully
- it is more likely to be read and understood rather than ignored or deleted

Communication in direction

- People can only align their actions with the organization's vision and mission when they understand what these things are, what they mean, and why they matter
- New documents should be accompanied by supporting communication, such as emails, blog posts, presentations, and posted links. In some cases, training sessions should be arranged to explain new documents
- Mechanisms should be available to receive questions and feedback on new directives

Communication in planning

- Plans made in isolation are likely to overlook important considerations for success
- When planning any initiative, such as a project, improvement, or event, the person leading the effort should communicate with relevant stakeholders and solicit their input
- Planners should leverage the knowledge and advice of people with previous experience of the kind of initiative being planned
- Draft plans should be distributed to a select audience for further feedback and refinement
- Once the plan is finalized, more communication is needed to prepare the contributors to participate in implementing it

Communication in improvement

- Knowledge and information developed in one improvement must be harvested and shared for future improvements
- Communicating the benefits achieved from improvement is an important factor in engendering support for future initiatives
- Clearly documenting improvement ideas in continual improvement registers is a good way of ensuring that these ideas are not lost and can be considered for potential future action

Communication methods and media

Table 6.1 Examples of communication methods

Method	Details	Contact	Timing	Interaction
One on one/face to face	<p>One-on-one interactions are the best way to have good interactions and build relationships. They should always be considered when resolving issues.</p> <p>The development of immersive ambient video-conferencing, along with some simple collaboration tools, has also improved the experience of and opportunities for digital face-to-face interactions.</p>	Direct	Real-time	High
Meetings/workshops	<p>Meetings and workshops are essential tools for progressing projects. All good communicators should know how to run meetings effectively.</p> <p>A meeting's quality and delivery can be a useful gauge of an organization's culture, showing whether it demonstrates professionalism and competence.</p>	Direct	Real-time	High
Telephone	<p>Like a physical conversation, telephone communication can dissect issues and accelerate the exchange of information. It is possible to infer certain aspects of a person's emotional state while using a telephone, through their tone of voice, volume, and language choices.</p>	Direct	Real-time	High

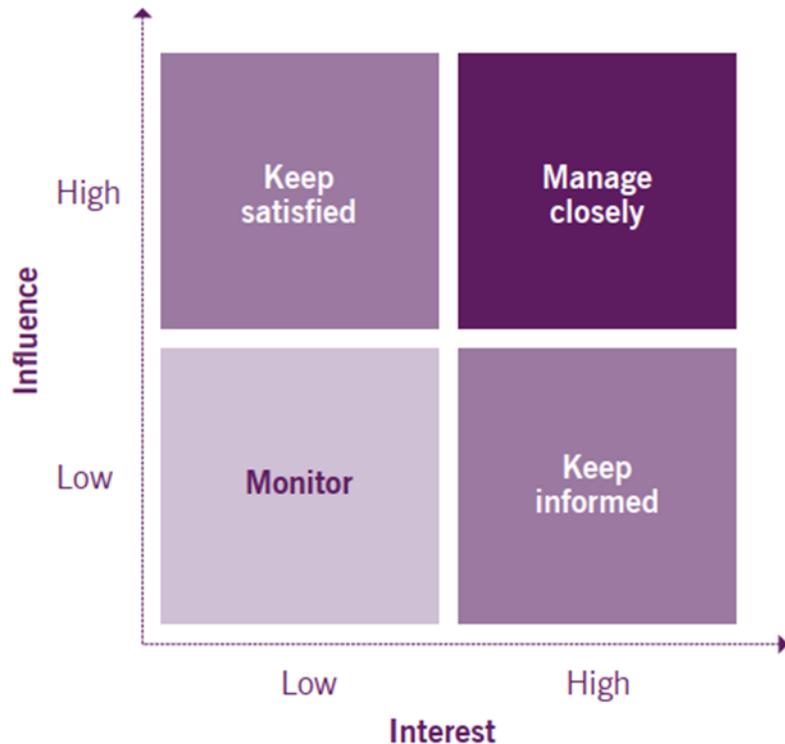
Defining and establishing feedback channels

- Because communication is a two-way process, as well as actively eliciting feedback, it is important to ensure that static feedback channels are available and known to stakeholders
- To share feedback, stakeholders must feel secure and confident that it will receive attention
- Anonymity might be required to provide the feeling of security, it is often easiest to leave the choice between anonymous and personalized feedback to the stakeholders
- Ensure that all feedback gets a response; otherwise, the next time they are asked, stakeholders may be reluctant to provide it

Identifying and communicating with stakeholders

- Different stakeholders will each have different needs, which can be best met if their positions and preferred communication channels are understood

Stakeholder mapping



- Powerful stakeholders' opinions can shape initiatives at an early stage, which can improve the quality of the initiative, and makes it more likely that those stakeholders will demonstrate support later on
- Gaining support from powerful stakeholders can help win more resources, making the initiative more likely to be successful
- Communicating with stakeholders early and frequently helps them to understand the nature and benefits of the initiative, which may encourage their vocal support
- Reactions to the initiative can be anticipated, and actions that will win support can be planned in advance

Defining a stakeholder communication plan

- Planning the approach
- Define what is needed from each stakeholder
- Identify the message
- Devise a practical plan to communicate with each stakeholder
- Keep the initiative's best supporters engaged
- Consider how actions will affect the stakeholders

Organizational change management

- OCM is concerned with the human side of change. It is a structured approach that ensures that improvements are implemented smoothly and successfully, facilitating lasting benefits
- OCM aims to convince people of the value of a change in order to reduce resistance and ensure that it is implemented and sustained successfully
- Leading and implementing OCM requires a somewhat specialized skillset
- Someone within the organization must be accountable, even when the responsibility for the activities is delegated

Essentials for successful improvement

OCM is about addressing the human factor in relation to direction

Table 6.3 Five elements for a successful improvement initiative

Requirement	Details	How OCM helps
Clear and relevant objectives	To gain maximum support, improvements require objectives that are clear enough for people to understand and which make sense relative to the target organization.	Improvement objectives must be communicated to stakeholders, who should then discuss them. If adjustments are made, their nature and the reasons for them must also be communicated.
Strong and committed leadership	It is critical that improvements are actively supported by leaders within the organization. If their commitments are visible, overall buy-in is likely to increase.	Each sponsor and leader should be identified, and their roles and responsibilities communicated to the initiative's stakeholders.
Willing and prepared participants	People may resist a change for a variety of reasons. However, improvements need participants who are willing to change. People are often more willing to change when they feel they are suitably prepared.	OCM allows for resistance to be identified, understood, and overcome using a resistance management plan. OCM uses a training plan to ensure that people have the skills and knowledge to change successfully, and a communication plan to manage change updates.
Demonstrated value	To keep the change moving forward, stakeholders must be convinced of its value before it is achieved, and able to recognize the value after it has been achieved.	OCM runs communication programmes to share any expected and achieved benefits with stakeholders, solidifying their commitment to the current effort and willingness to support future similar efforts.
Sustained improvement	Many improvements fail when people revert to old ways of working. Even when an individual improvement succeeds, organizations can fail to sustain the momentum with more improvement.	The OCM practice seeks to continually reinforce the value of the change through regular communication and the support of sponsors and leaders.

OCM efforts should be integrated into the plan. Many plans are unsuccessful because people are not committed to them

- OCM plans are typically defined within larger plans, particularly for programmes with multiple sub-projects and broad organizational impacts
- Even in routine planning at an operational level, individuals should consider the human factor and plan to address it accordingly

The OCM practice is involved in improvement in two complementary ways:

- It ensures that the people involved in implementing improvement initiatives do so effectively and efficiently.
- It ensures that the people impacted by changes resulting from improvement initiatives accept and adopt those changes

OCM throughout the service value chain

- When a person or team involved in a value chain activity does not get what they need from another person or team, it can lead to frustration and resentment
- Employees can then become unwilling to cooperate with each other, which exacerbates the disrupted information flow even further
- The principles and methods associated with the OCM practice, particularly the methods associated with stakeholder management, can be leveraged to address the human factor across the value chain

Resistance to change

- Most people resist change because they prefer the known to the unknown
- If past change initiatives failed or were poorly managed, people may not feel confident that current initiatives can be effectively implemented
- When improvement activities are not advertised, with only a small group being aware of the details, assumptions and rumours about the initiative can spread
- If employees have to speculate about what will be changing and how it will impact them, they are much more likely to resist the change.

Identify resistance

Most people react emotionally to change, rather than rationally

- providing safe feedback channels for employees to comment on the initiative before it is fully underway
- listening to objections in both formal and informal contexts
- observing behaviour and identifying people who claim that they accept the change but find it difficult to transition
- conducting workshops to demonstrate the value of or need for change constructively
- analysing attitude, behaviour, and culture to explore what factors sustain current behaviour and prevent changes in behaviour

Managing resistance

- delivering targeted communication to address concerns
- providing responses to frequently asked questions and making them easily available and up to date
- providing education and training to raise awareness of the need to change, and equipping people with the necessary knowledge, skills, and capability to do so
- involving employees in the improvement initiative
- being transparent
- leverage storytelling;

Managing resistance

- prioritizing the improvement against other changes, to combat change fatigue
- providing sponsors and line managers with the right messaging and tools, to help them
- lead employees through the change
- leveraging quick wins;
- providing support and channels through which people can learn more about the improvement.

- One of the most common techniques for preventing or reducing resistance to change is to create a sense of urgency in stakeholders.

Reinforcement: retaining the new state after change

- Feedback and metrics
 - Feedback from people affected by the improvement helps to determine which reinforcement tactics are appropriate
 - solicited feedback
 - managers' opinions about their employees' attitudes about the improvement
 - metrics and performance reports
 - the continual improvement register
- Actions
 - highlight trends or gaps
 - Communication
 - Reward and recognition

Developing a service value system

- Adopting the guiding principles
- Service management strategy to tactics
- The ITIL service value chain as an operating model

Service management office (SMO)

A group or department that functions as a centre of excellence for service management, ensuring continual development and the consistent application of management practices across an organization

Organizations and people in the SVS

- Impact of different organizational structures
- Roles and jobs
- RACI and the assignment of accountability
- Service ownership
- Roles and competencies (LACMT)
- Establishing effective interfaces across the value chain (OCM)
- Service provider culture

Partners and suppliers in the SVS

Service relationships with suppliers and partners

- Basic relationship
- Cooperative relationship
- Service partnership

- Establishing effective interfaces across organizational boundaries
- Service integration and management



Value streams and processes in the SVS

- The work of service management is organized and improved through the use of value streams
- Organizations should examine how they perform work and map all the value streams they can identify
- analyse their current state and identify any barriers to workflow and non-value-adding activities

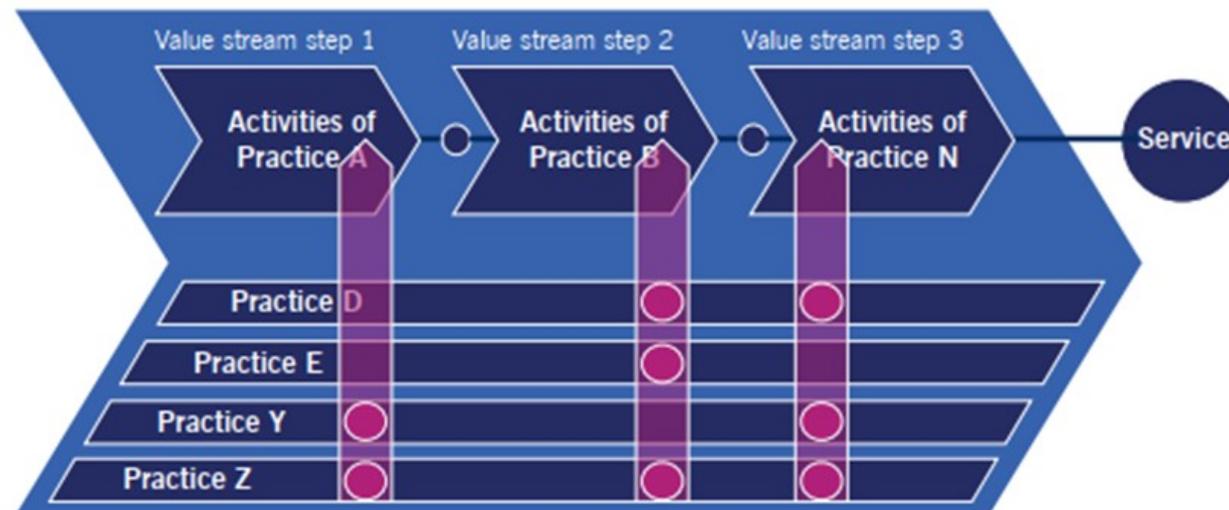
Focus on value streams

- A value stream consists of steps that add value to the unit of work being processed in the service value chain to transfer any demand or opportunity into valuable outcomes
- Each step is performed in a defined way and uses one or more practices
- When work is performed incorrectly or required value is not created, the cause is most likely to be in the value stream
- Focusing on value streams to identify possible improvements to the workflow and the practices involved in a particular value stream
- This combines a Lean approach to flow optimization and the elimination of waste with such guidance principles as ‘focus on value’, ‘think and work holistically’, and ‘progress iteratively with feedback’.

Relationship between value streams and practices

- A lot of service management guidance, including applicable ISO standards, is process-oriented
- if an organization spends too long focusing on its processes, it does not always give the appropriate attention to its products and services or the value they should be enabling for its customers
- ITIL4, with its emphasis on value streams, is **value-oriented**
- Organizations must develop and maintain their ability to provide their services to service consumers; this effort is supported by the ITIL practices

- A service provider uses the value chain activities as building blocks for defining its value streams
- As each value stream is implemented, relevant practices contribute to it
- Some are involved in the value stream activities; others contribute by providing information to support decisions in the value stream
- Value streams organize the big picture of value creation for the customer, and practices are the means by which the organization applies its specific resources to the tasks along the way



Relationship between value streams and processes

- Both value streams and processes are concerned with activities and workflow: they help organizations understand what happens and how
- A value stream map records the movement of key information and resources across the workflow and illustrates where waste can potentially be found
- Processes can also be mapped, although not every organization documents their processes graphically.
- Both processes and value streams define activities, input, and outputs.

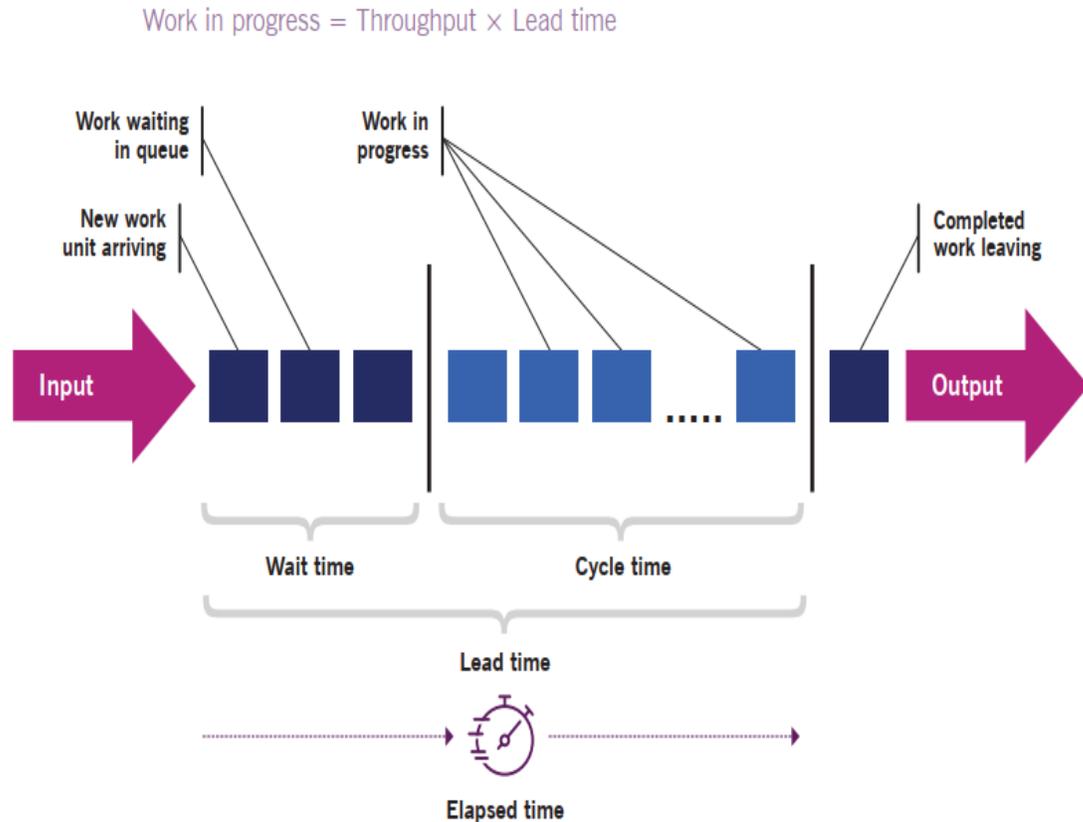
- The key differences between value streams and processes are in their focuses and how they are used
- Value streams focus around the flow of activity from demand or opportunity to value
- Value stream maps are usually presented visually, and are used to look at an end-to-end workflow holistically, showing both how individual steps can be improved or eliminated, and how the areas between the steps can be improved
- Process maps or other process documentation are typically better suited to finding issues with how each step is performed, but this sometimes causes local optimization rather than overall improvement

Designing a workflow

There are several important metrics which can be defined for any workflow and activity

Term	Description
Cycle time	The amount of time required to complete a discrete unit of work, converting input(s) into output(s). For example, if it takes five minutes to fill in a new incident form, the cycle time is five minutes.
Wait time	The amount of time a discrete unit of work waits in a queue before work begins. For example, if an incident ticket waits (on average) four hours before work on it begins, the wait time is four hours.
Lead time	The sum of the cycle time and wait time. Lead time represents the total time required to complete a discrete unit of work, from when it enters the process queue to when the process ends.
Process queue	The number of discrete units of work waiting to be operated upon by a process.
Work in progress (WIP)	The number of discrete units of work being operated on, but which are not yet completed.
Throughput	The rate at which work enters or exits the system.

Little's Law suggests the following considerations when designing a process



- The number of times work is transferred should be minimized
- the context of external events and triggers can be approximated using mathematical and statistical models
- Wait time can be expressed as a function of cycle time. For a new unit of work, it is cycle time multiplied by units of work in the system.
- Depending on the nature of the work, cycle time can be assumed to be fixed
- To stabilize cycle time, it may be necessary to limit the WIP

Theory of constraints

- The theory of constraints provides another way of looking at process flows and determining where bottlenecks may be constraining the value produced by the process

'the throughput of any system is determined by one constraint'

- Increasing the value of a process relies on identifying and removing these key constraints

Kanban technique for managing work

- People can have trouble planning work because they are unable to visualize the steps involved.
- Kanban boards target this issue by facilitating a full visualization of the process workflow

Kanban is used for:

- visualizing the process and radiating the information onto the team
- limiting the WIP
- managing and measuring workflows

Backlog	In progress (3)	Peer review (3)	In test (1)	Done	Blocked
					
Fast track/ defect					

Information and technology in the SVS

- Robots
- AI
- AIOps
- Machine Learning
- Integrated toolsets

Service management tool suites

- It is important that tool(s) support the practices, not dictate them.
- some compromise in the tool and/or the practice will be necessary. If compromise is needed, it is important to assess whether tool customization is crucial to align with the practice or whether a practice modification is acceptable