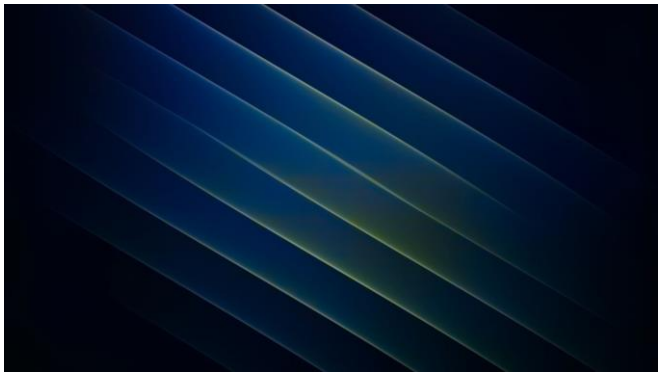
Aligning ITIL 4 with Other Best Practices

By Nevine Iskandar
29 October 2024

Agenda

- Introduction
- Setting the Context
- Introduction to Lean
- Introduction to Agile
- Introduction to DevOps
- Introduction to SRE
- ITIL alignment with other best practices



About the Speaker

Background & Qualifications

- Co-Founder and Principal Consultant for E2E ITSM Consulting
- 30+ years in the IT industry as a thought leader and contributor
- Very passionate about service management, Organisational Culture and leadership aspects of digital transformation
- PeopleCert ITIL Ambassador
- DevOps & Agile Skills Association (DASA) Ambassador
- Former examiner for APMG (ITIL V3)
- Former Manager Certificate (ITIL V2) exam marker for EXIN South Pacific
- Former Board of Director member itSMFA

Nevine Iskandar

Business Qualifications

- Master in Translation & Interpreting (French & Arabic)
- MBA – Operations Management & International Business

Other Qualifications

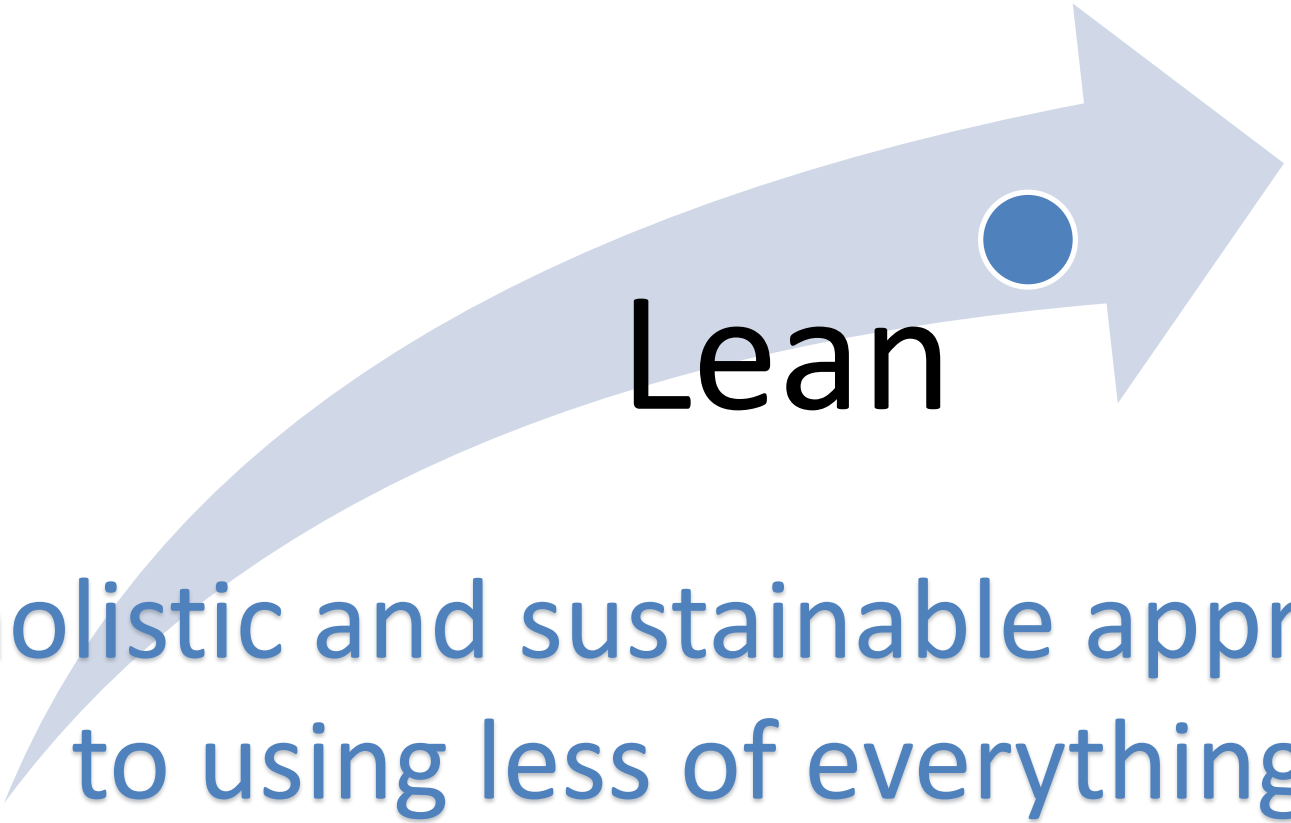
- DevOps Leader
- CMMI Expert
- Certified Process Design Engineer (CPDE)
- Certified Agile Service Manager (CASM)
- Site Reliability Engineering (SRE) Foundation (DOI)

ITIL/SM Qualifications

- ITIL 4 Managing Professional
- ITIL Acquiring and Managing Cloud Services
- Simulation Games Facilitator:
- BMC Remedy ITSM & AR System Administrator
- ISO/IEC 20000 Consultant

Setting the Context

In the Beginning… We had



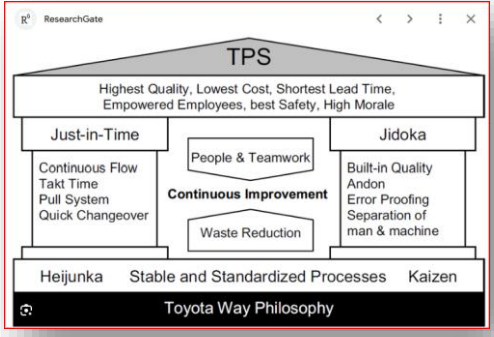
Lean

A holistic and sustainable approach
to using less of everything
To give you more

And Lean Gives Us…

An Ideology That Promotes

Lean Also Gives Us



The Lean culture

Building Quality at the source

Mistake prevention Poka Yoke

Jidoka: Accept, make, pass NO DEFECTS

Andon

Toyota Production Systems (TPS)

Automation

Value-add criteria

Value through the eyes of the customer

Value Streams

Kaizen

Kaikaku

Blitz

Genchi Genbutsu

Gemba

Kan ban

Waste/ Muda

7 Types

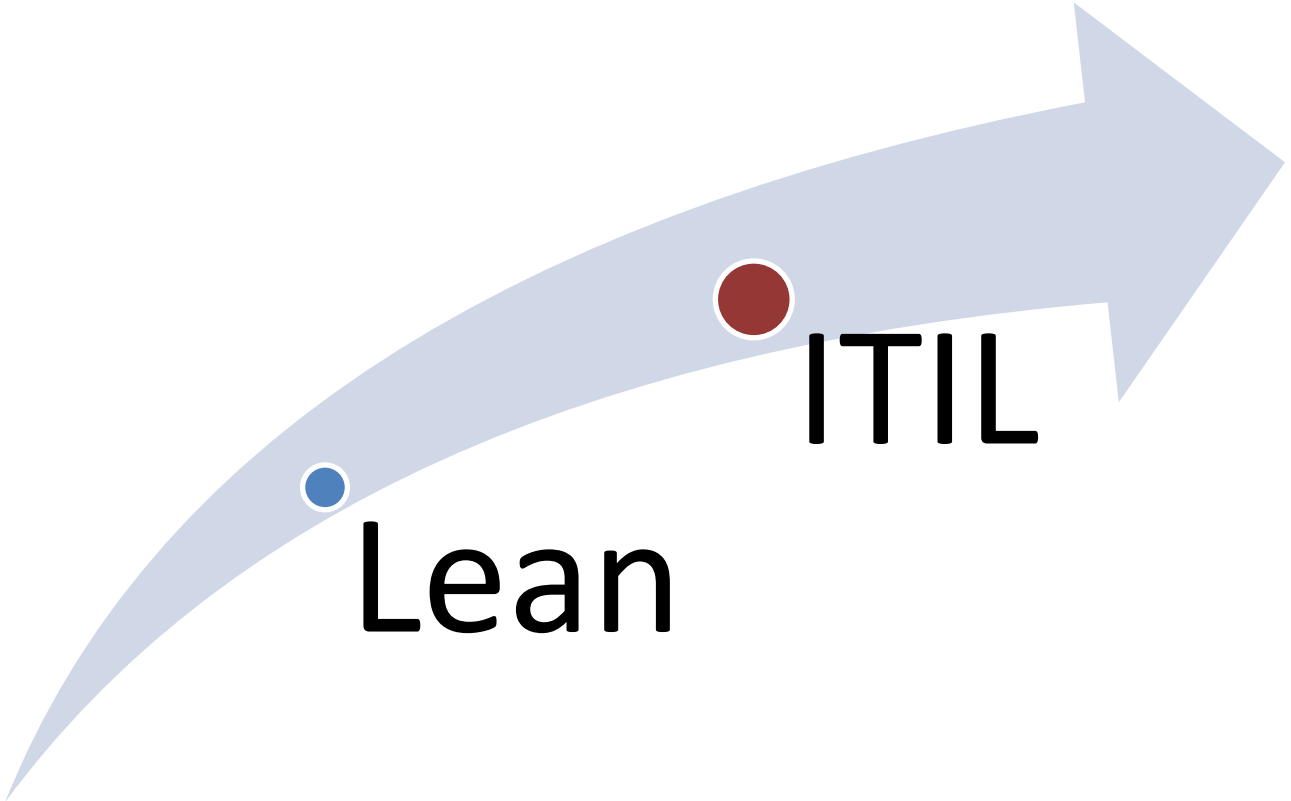
Muri/ Overburden Overwhelm

Mura/ Un-eveness vs Heijunka

5S Waste Elimination

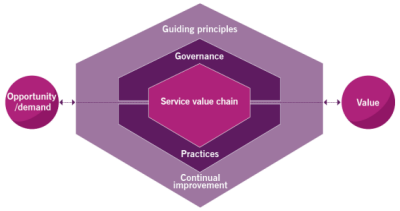
Takt time

Then Came



ITIL 4 is the latest version of the ITIL framework, the most widely used best practice in the world of IT service Management. It provides organizations with comprehensive guidance for the management of IT-enabled services in the digital economy

And ITIL Evolved over the years



We'll come back to Discuss ITIL4

Business Value Co-creator

Business Partner

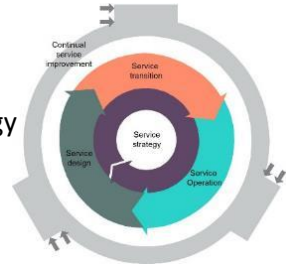
Service Provider

Technology Provider

Value Management

ITIL 4
2018

Focus: value co-creation
- IT partners with business to co-create value
- Service value system underpinned by four dimensions of service management



Service Management

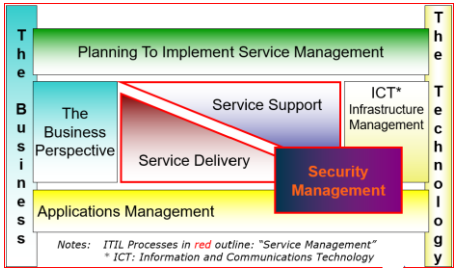
ITIL v3
30 May
2007 & 2011

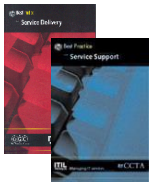
Focus: business - IT integration
- Service mgmt. for business & technology
- IT service lifecycle for end-to-end service management

IT Service Management

ITIL v2
June 2000

Focus: business - IT alignment
- IT is a service provider
- IT develops well-defined processes for consistency and efficiency



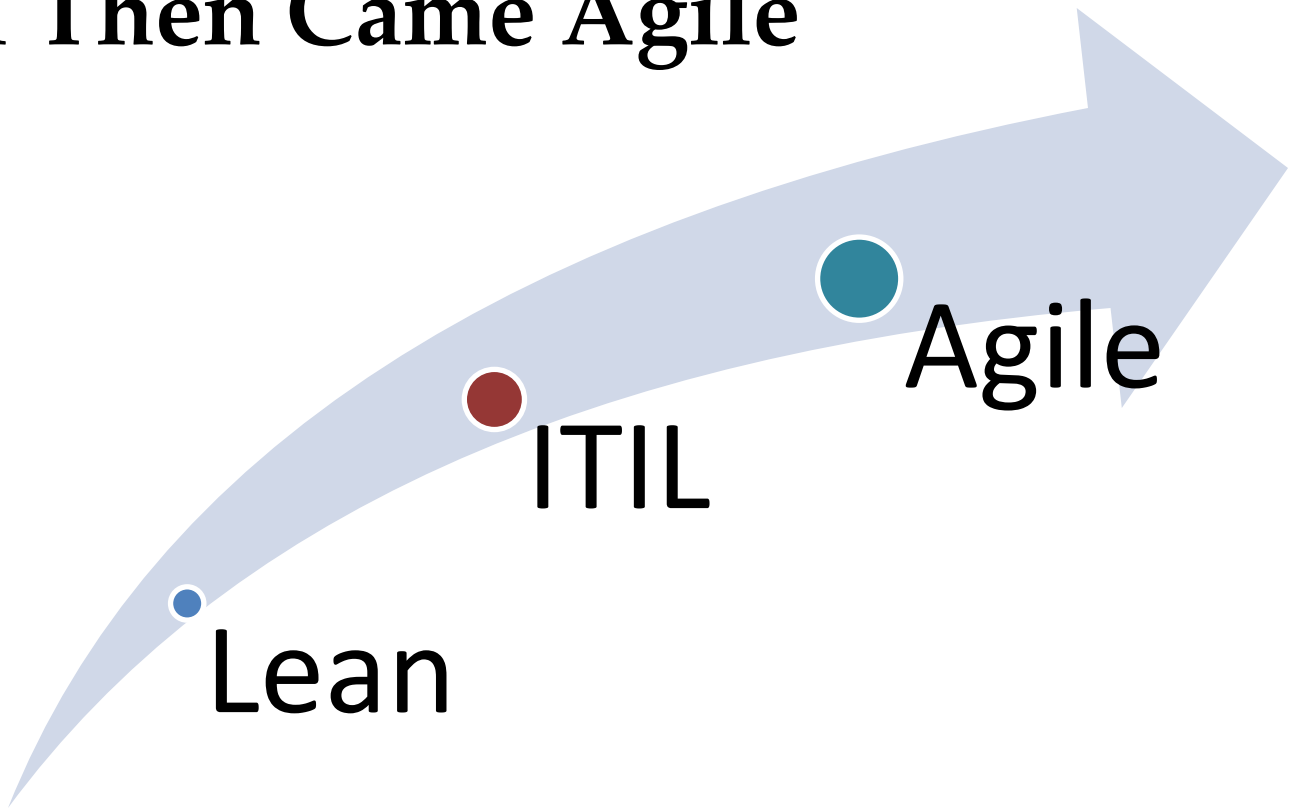


IT Infrastructure Management

ITIL v1
198x

Focus: stability and control of the infrastructure
- IT are technical experts
- IT concerned with minimizing business disruption

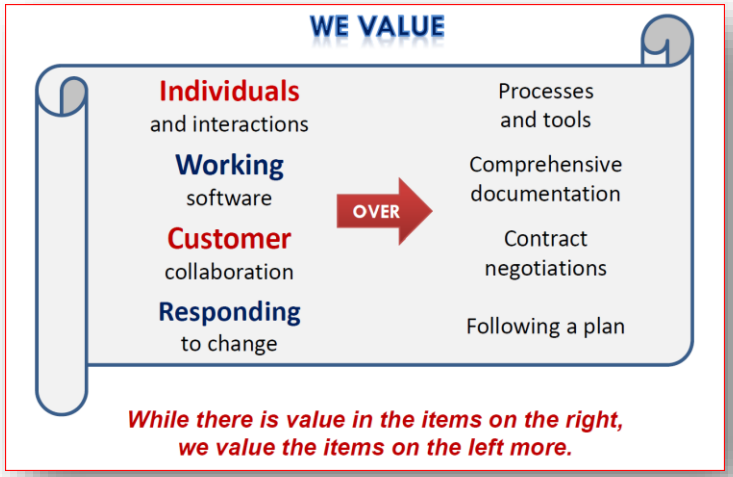
And Then Came Agile



Agile: is a group of methodologies that demonstrate a commitment to tight feedback cycles and continuous improvement Atlasian

And Agile Gives Us

The Agile Manifesto



Agile Concepts

Experimentation

Sprints

Scrum

Increments

Speed

Time boxing

Sprint planning

Daily stand ups

Sprint review

Retrospectives

Team's velocity

Customer centricity

Short loop feedback

Responsiveness

Flexibility

Servant Leadership

Product Backlog

Epics & User stories

Minimum Viable Products (MVP)

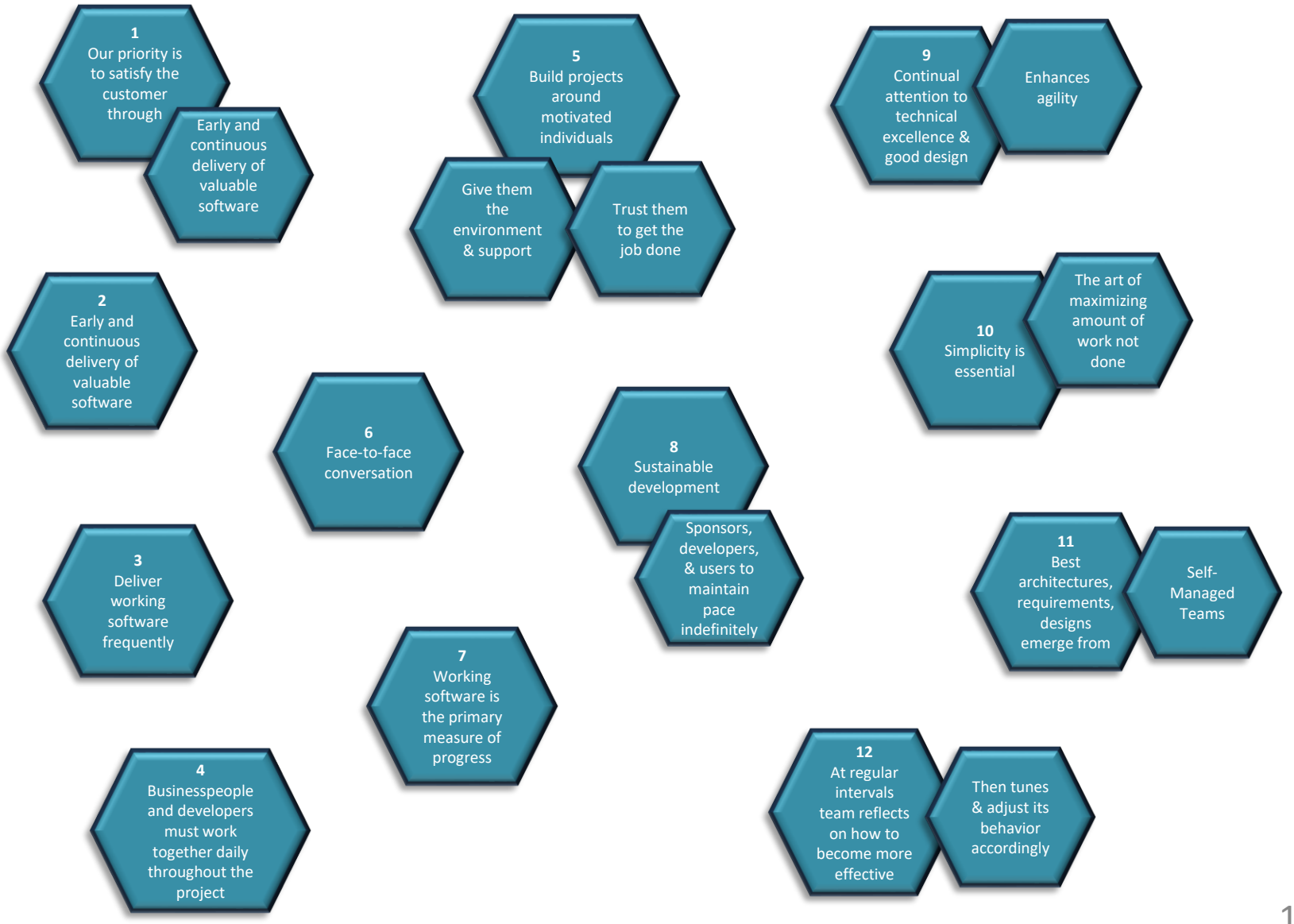
Definition of done

T-Shirt sizing

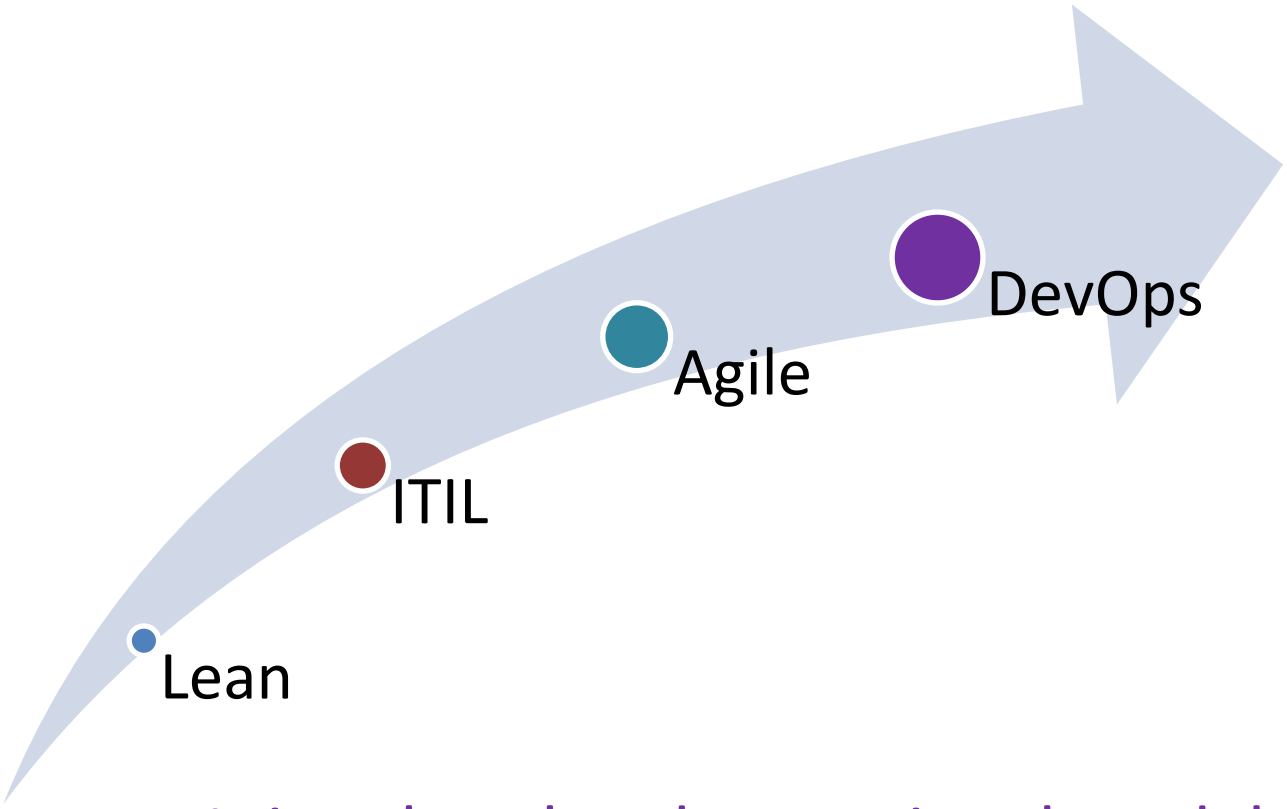
Story points

Burn up/down Charts

Agile Also Gives Us: Agile Principles



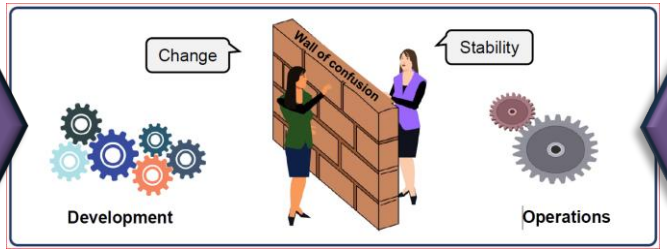
Then Came DevOps



It is cultural and operational model
that fosters collaboration to enable
high-performance IT to achieve business goals

And DevOps Gives Us

A resolution to the issue of the wall of confusion



Us vs Them

Animosity Dev vs Ops

Sub-optimal quality

A resolution to the issue of organizational silos

Different

Tools

Implementations

Fragmentation

Blame

Hidden Agendas

Mind sets

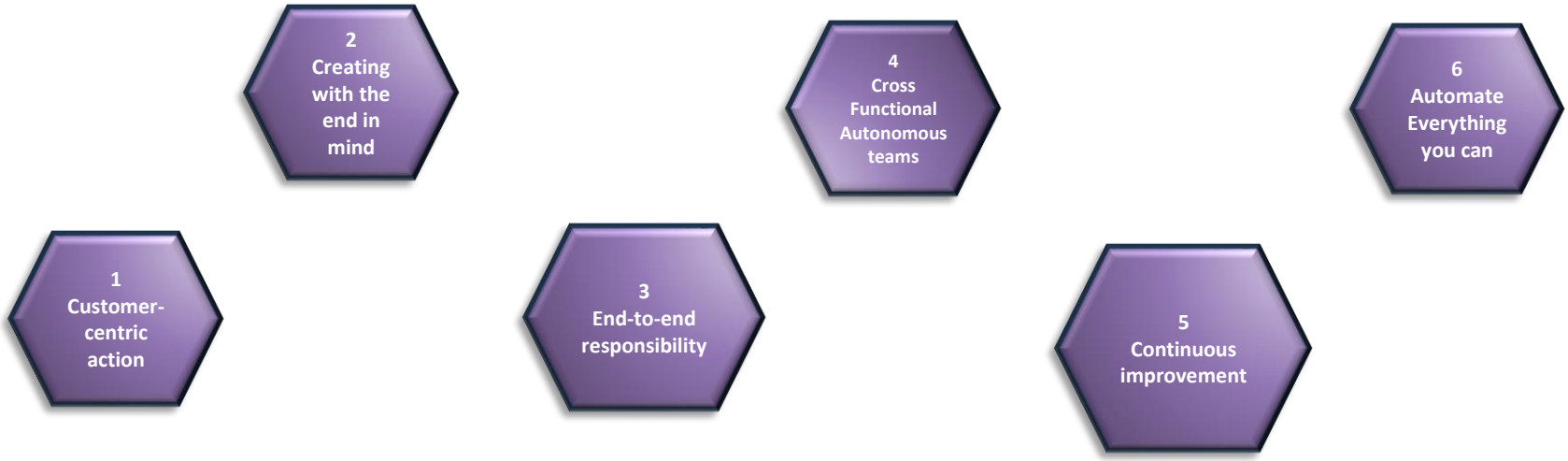
Black boxes

Internal competition

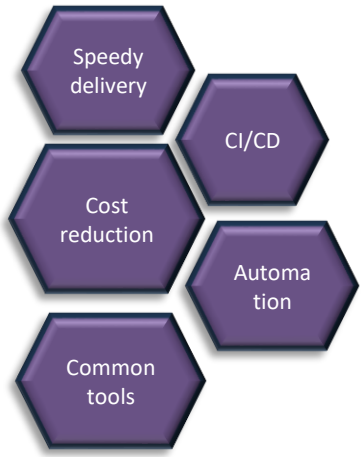
Delays & Queuing

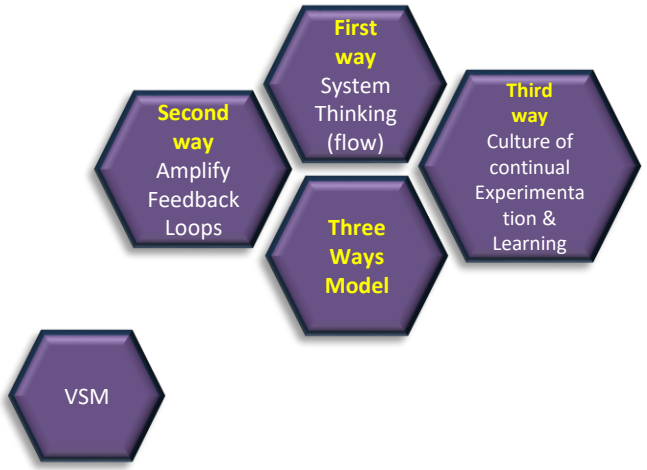
And DevOps Gives Us

Principles

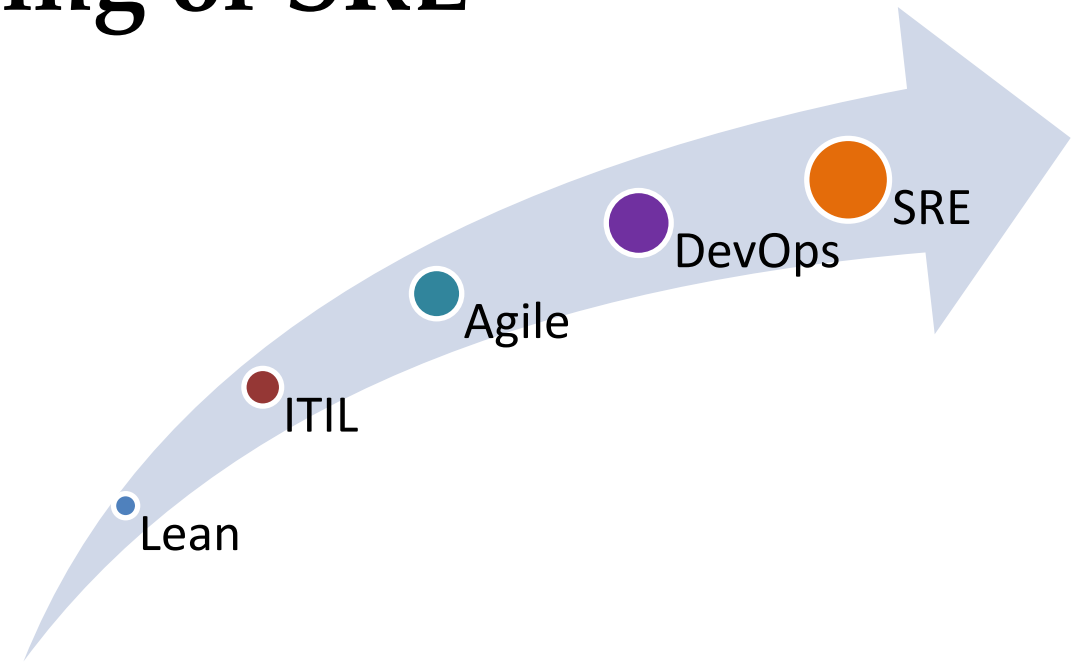


DevOps Also Gives Us



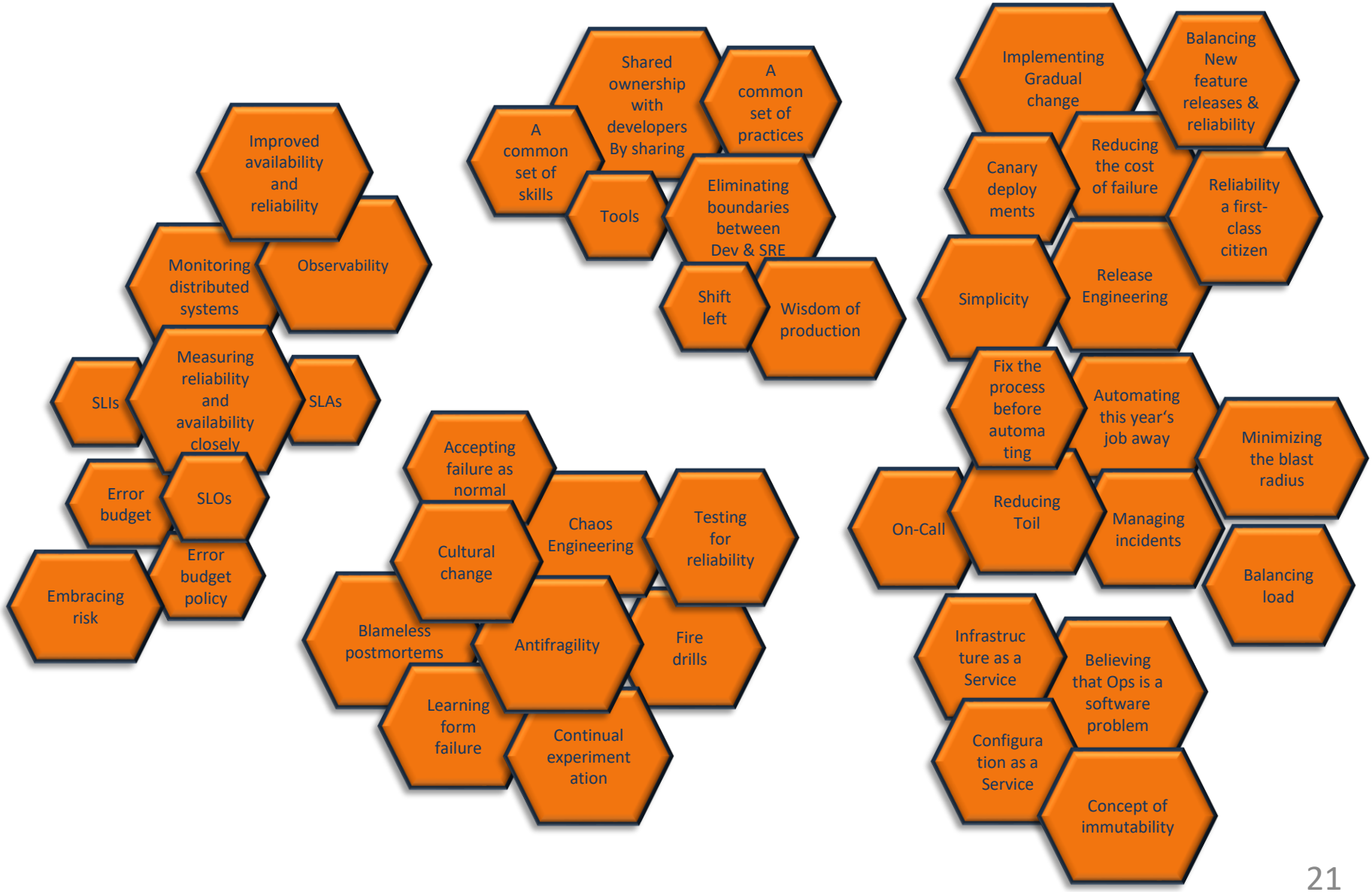


Last But Not Least Came Site Reliability Engineering or SRE



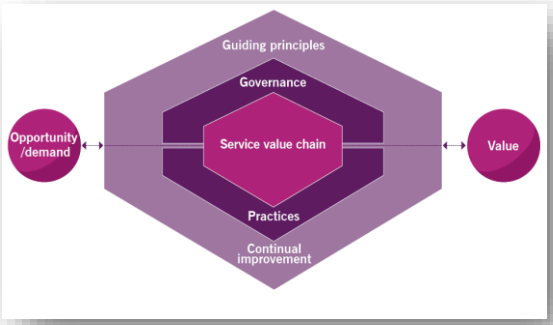
SRE is a discipline that incorporates aspects of software engineering and applies them to infrastructure and operations problems.
It is a special case of DevOps Implementation with extension, offering principles and practices that enables organisations achieve **appropriate** levels of reliability sustainably, and handle problems in **massively distributed environments** operating at **mind-blowing scale**.

And SRE Gives Us Principles & Practices

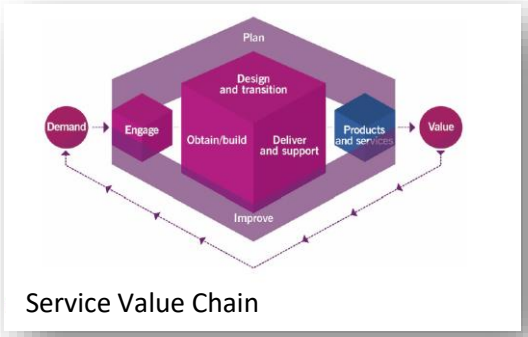


Back to ITIL 4… Shall we?

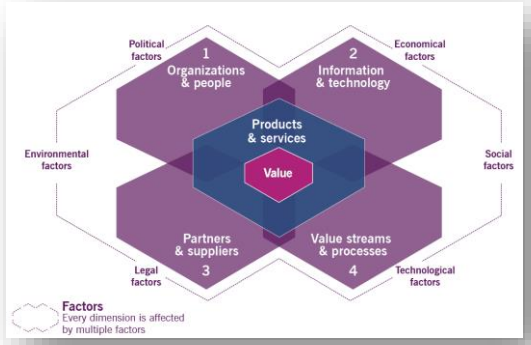
ITL 4 Gives Us



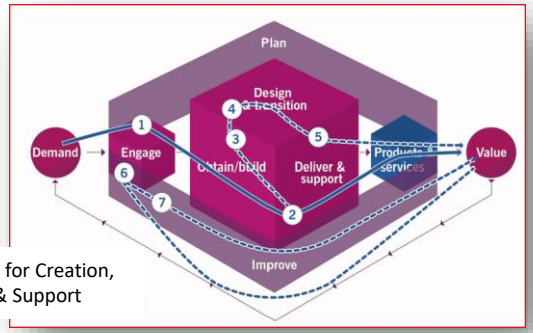
Service Value System



Service Value Chain



The Four Dimensions of Service Management



Model VS for Creation, Delivery & Support

ITIL Practices

General Management Practices	Service Management Practices	Technical Management Practices
Architecture Management	Availability Management	Deployment Management
Continual Improvement	Business Analysis	Infrastructure and Platform Management
Information Security Management	Capacity and Performance Mgt	Software Development and Management
Knowledge Management	Change Enablement	
Measurement and Reporting	Incident Management	
Organizational Change Management	IT Asset Management	
Portfolio Management	Monitoring and Event Management	
Project Management	Problem Management	
Relationship Management	Release Management	
Risk Management	Service Catalog Management	
Service Financial Management	Service Configuration Management	
Strategy Management	Service Continuity Management	
Supplier Management	Service Design	
Workforce and Talent Management	Service Desk	
	Service Level Management	
	Service Request Management	
	Service Validation and Testing	

ITIL 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

And more

ITIL 4 Alignment to Other Best Practices through The Guiding Principles and other Aspects

Alignment Through Focus on Value

Unrelenting focus on providing customer value

Improving value across the whole value stream

Results

Leading By focusing on

Building capability in employees

Where customer value is created

Providing exactly what's needed

Value through the eyes of the customer

Value-add criteria

Keeping things flowing in a value-added & effective manner

At the right time

Based on customer demand

The Lean culture

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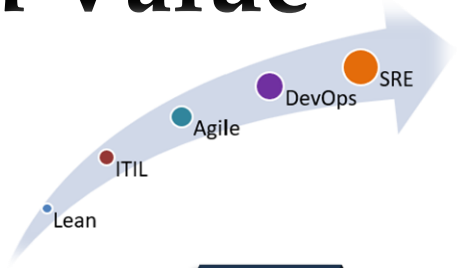

Minimum Viable Products (MVP)

1 Our priority is to satisfy the customer through

2 Early and continuous delivery of valuable software

Flexibility

Customer-driven approach

9 Continual attention to technical excellence & good design

7 Working software is the primary measure of progress

1 Customer-centric action

2 Creating with the end in mind

Improved Quality

Customer satisfaction

Cost reduction

Reducing Toil

SLOs

Improved availability and reliability

Dev & SRE share a common set of skills

Reducing the cost of failure

A common set of practices

Common Tools

WE VALUE

Individuals and interactions	OVER	Processes and tools
Working software		Comprehensive documentation
Customer collaboration		Contract negotiations
Responding to change		Following a plan

While there is value in the items on the right, we value the items on the left more.

Alignment Through Focus on Value

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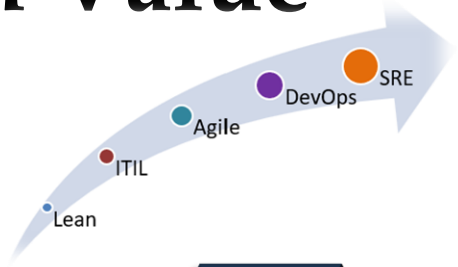

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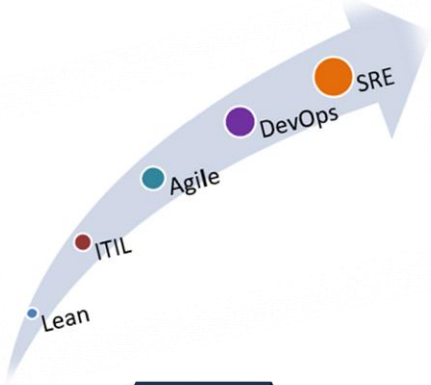
Alignment Through the Guiding Principles

Start Where You Are

Genchi Genbutsu

Gemba



Progress Iteratively with feedback

Value Stream Mgt

12 At regular intervals team reflects on how to become more effective

Then tunes & adjust its behavior accordingly

Continuous learning and everyday improvement

Jidoka: Accept, make, pass NO DEFECTS

Kaizen

Retrospectives

Experimentation

Second way Amplify Feedback Loops

Sprints

Increments

Short loop feedback

Sprint review

3 Deliver working software frequently

5 Continuous improvement

Third way Culture of continual Experimentation & Learning

Implementing Gradual change

Canary deployments

Continual experimentation

Accepting failure as normal

Short feedback loops

Shift left

Blameless postmortems

Learning form failure

Alignment Through the Guiding Principles

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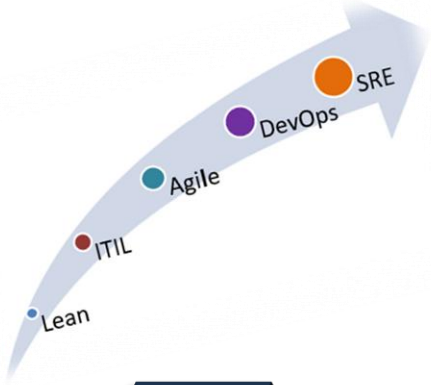

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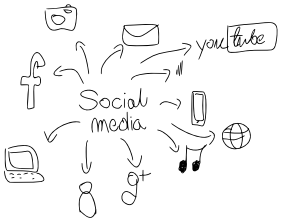
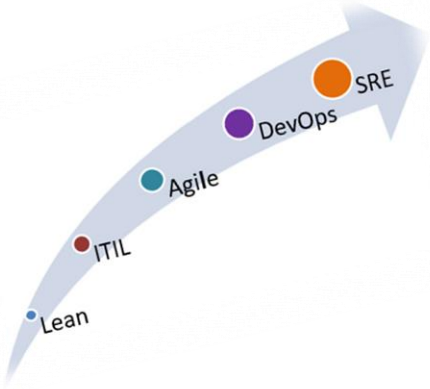
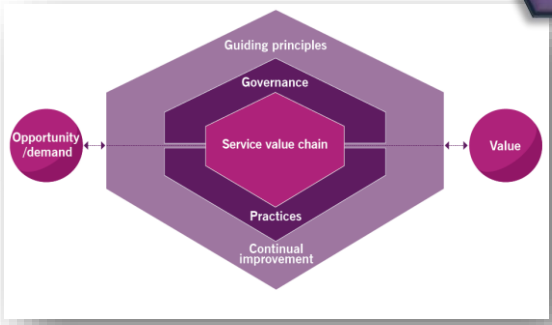
Alignment Through the Guiding Principles & SVS

Collaborate & promote visibility



Think & work holistically





Service Value System

Building long-term relationships with all stakeholders

Daily Stand ups

Give them the environ-ment & support

5 Build projects around motivated individuals

Trust them to get the job done

Kan ban

The Lean culture

Sprint review

Servant Leadership

Self-Managed Teams

6 Face-to-face conversatio n

4 Business people and developers must work together daily throughout the project

Toyota Production Systems (TPS)

Employee engage ment

No fear to ask

4 Cross Functional Autonomou s teams

Trust

Breaking down silos

Transpa rency

Collaboration

First way System Thinking (flow)

3 End-to-end responsi bility

A resolution to the issue of the wall of confusion

A resolution to the issue of organizational silos

Eliminating boundaries between Dev & SRE

Wisdom of production

Shift left

A common set of practices

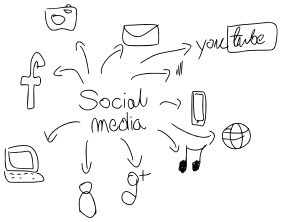
Shared ownership with developers By sharing

Tools

A common set of skills

Alignment Through the Guiding Principles & SVS

Collaborate & promote visibility



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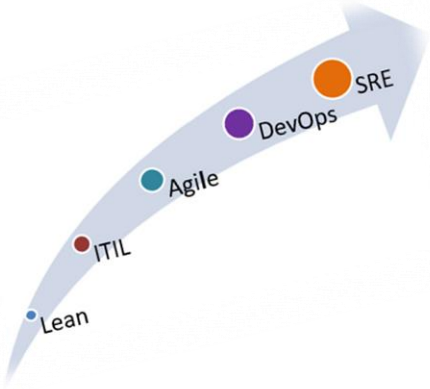

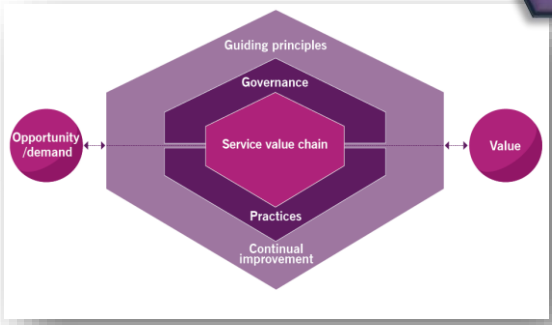

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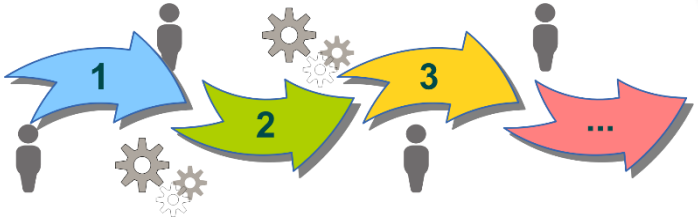
Alignment Through the Guiding Principles

Keep it simple and practical



Providing exactly what's needed

Reducing variation & eliminating waste

Based on customer demand

Toyota Production Systems (TPS)

T-Shirt sizing

Minimum Viable Products (MVP)

Mura/ Un-eveness vs Heijunka

5S Waste Elimination

The Lean culture

Kan ban

Value-add criteria

10 Simplicity is essential

Simplicity

Release Engineering

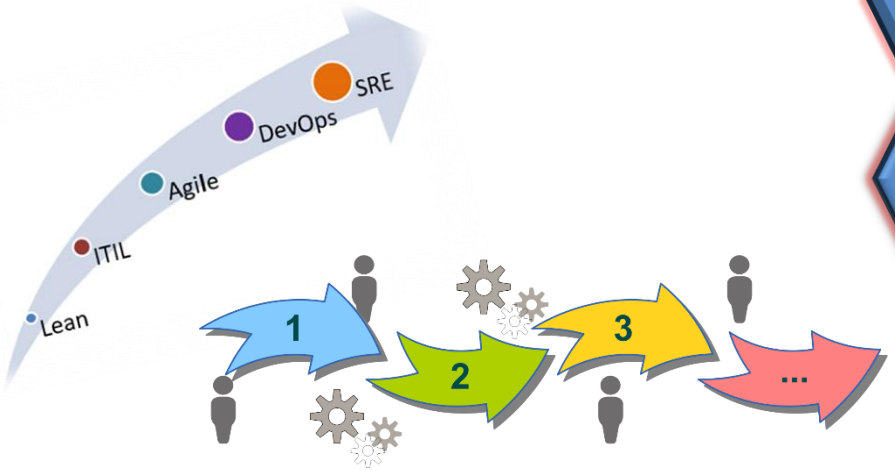
Waste/ Muda

7 Types

Canary deployments

Muri/ Overburden Overwhelm

Optimize and automate



Improving value across the whole value stream

Keeping things flowing in a value-added & effective manner

6 Automate Everything you can

CI/CD

Reducing Toil

Automation with a human touch

Automating this year's job away

Infrastructure as a Service

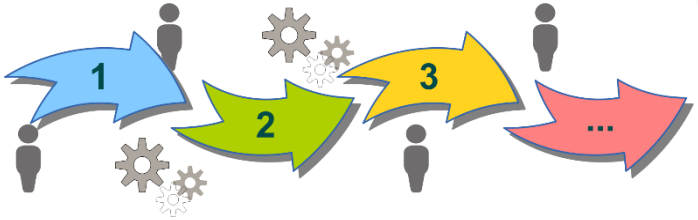
Believing that Ops is a software problem

Fix the process before automating

Configuration as a Service

Alignment Through the Guiding Principles

Keep it simple and practical



Providing exactly what's needed

Reducing variation & eliminating waste

Based on customer demand

Toyota Production Systems (TPS)

T-Shirt sizing

Minimum Viable Products (MVP)

Mura/ Un-eveness vs Heijunka

5S Waste Elimination

The Lean culture

Kan ban

Value-add criteria

10 Simplicity is essential

Simplicity

Release Engineering

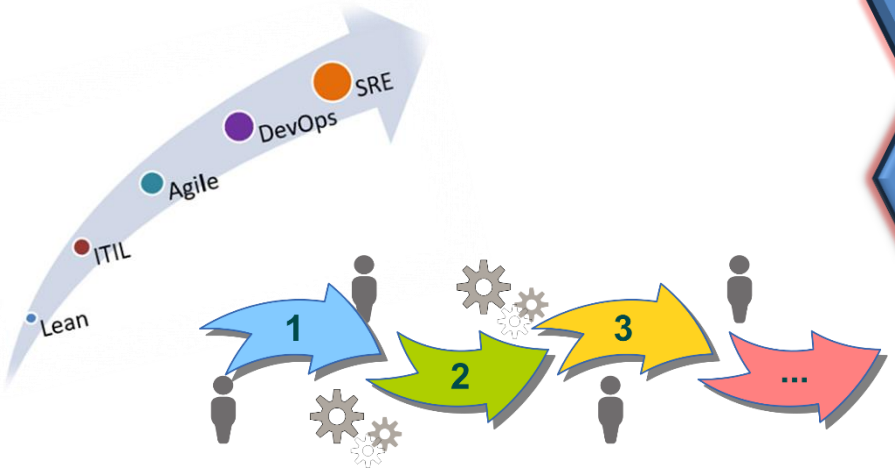
Waste/ Muda

7 Types

Canary deployments

Muri/ Overburden Overwhelm

Optimize and automate



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Alignment Through the Practices (addition)

ITIL Practices' Alignment to Lean, Agile, DevOps, SRE

General Management Practices

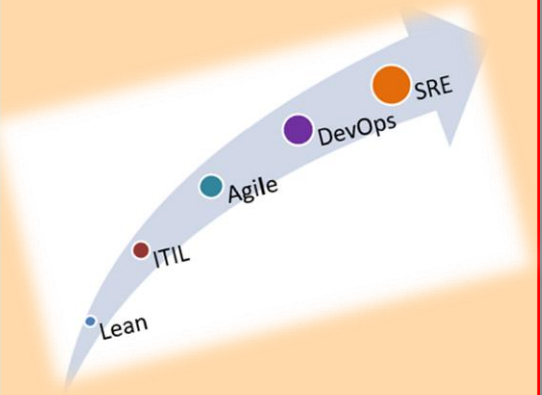
- Architecture Management
- Continual Improvement
- Information Security Management
- Knowledge Management
- Measurement and Reporting
- Organizational Change Management
- Portfolio Management
- Project Management
- Relationship Management
- Risk Management
- Service Financial Management
- Strategy Management
- Supplier Management
- Workforce and Talent Management

Service Management Practices

- Availability Management
- Business Analysis
- Capacity and Performance Mgt
- Change Enablement
- Incident Management
- IT Asset Management
- Monitoring and Event Management
- Problem Management
- Release Management
- Service Catalog 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



Q&A

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