

serviceTALK

EXPRESS

High Velocity IT: doing business differently



Talking business to the business

Managing a remote team in challenging times





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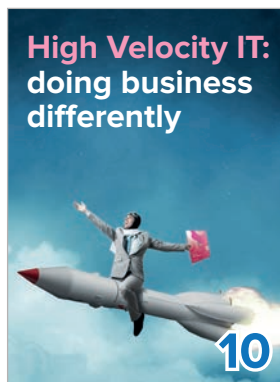


Status page

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EDITORIAL

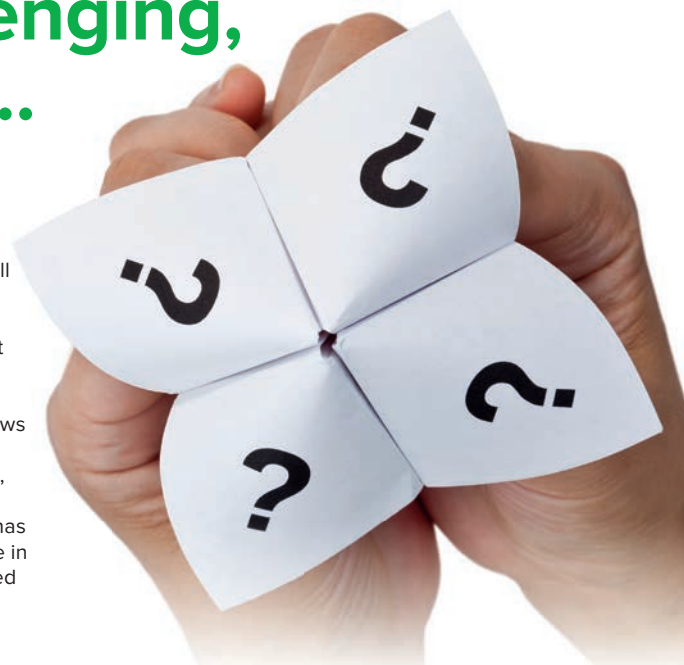
Unprecedented, challenging, surreal, extraordinary...

Most of the adjectives that come to mind when we think about our current circumstances reflect the strangeness of our COVID-19-dominated world. Whether we're working remotely, supporting family and friends, navigating traffic-free roads on our way to deserted offices, queuing for toilet rolls or getting to grips with furlough, nothing is quite as it was just a few weeks ago. How long it will last, and how quickly we return to the 'normal' we hazily recall, nobody knows for sure.

The crisis has given us a new appreciation for the freedoms we used to take for granted and for the unstinting

courage and commitment of those on the front line. We've also found, of course, that technology is suddenly playing a very big role in keeping us all sane. Had the pandemic taken place even as late as the 1990s, our islands of isolation would have felt a whole lot more desolate.

Behind the front door, technology allows us to order food, do our jobs, keep in touch with loved ones and colleagues, and pipe entertainment to the sofa, a reminder of just how much the world has changed in two decades. It's a change in which the ITSM community have played a huge part. And as we move forward



again, those same service management skills will be essential in getting us back on track.

With this in mind, this issue of ServiceTalk includes some excellent articles to get your teeth into – including an introduction to High Velocity IT from ITIL author Mark Smalley; a discussion on ITIL 4 and problem management from Barry Corless and his SIG research team; guidance on hybrid cloud migration from guest author John Young; and some thoughts on talking to the business from simulation expert and ServiceTalk regular Paul Wilkinson.

We also have some timely advice from Candy Candappa on working with remote teams in challenging times. Plus we bring you up to date on virtual events, plans for our Conference and awards, and other itSMF news.

Please take care. I really look forward to meeting up with members, friends and associates again as soon as circumstances allow.

Mark Lillycrop
mark.lillycrop@itsmf.co.uk



We've thought long and hard about the timing of our annual conference (ITSM2020) and have decided to proceed as planned on 16th-17th November in Central London. Nobody has a crystal ball but we hope that the timing offers an ideal opportunity to bring the ITSM community back together.

There will be a few changes to the schedule this year, as you might expect, but all the essential elements are in place. ITSM2020 offers four tracks of focused breakout presentations, plus interactive discussion sessions, an industry exhibition and our Professional Service Management Awards (see page 6).

Most of all, the Conference offers great networking, a chance for service management professionals to share and interpret their experiences and find new solutions to the issues we all face going forward.

For the latest information, including details of our extended early bird booking period and – shortly – our agenda of speakers, please visit the portal at www.itsmf.co.uk/itsm2020

ITIL 4 publications update

The range of ITIL 4 publications continues to expand. Remember that itSMF UK provides the best prices for members in our online bookshop. Current titles include:

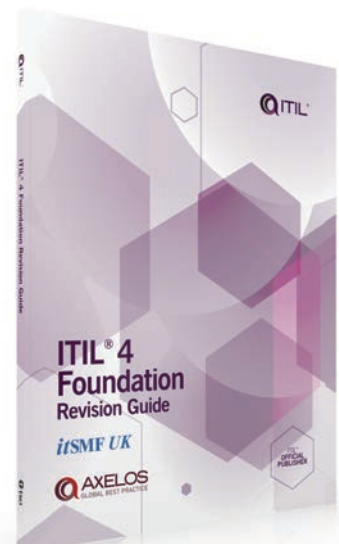
- the comprehensive 200-page *ITIL Foundation, ITIL 4 Edition*, offering full guidance for IT professionals who require an understanding of the ITIL 4 framework and how to apply it to the modern digital world
- the pocket-sized *ITIL 4 Foundation Revision Guide*, authored by the itSMF UK publications team to help with last-minute exam preparation
- the four volumes of the ITIL 4 Managing Professional series previewed in the last issue of ServiceTalk – *Create, Deliver and Support*, *Drive Stakeholder Value*, *High-*

Velocity IT and Direct, Plan and Improve – which are all now available, with the Strategic Leader publication *Digital & IT Strategy* following shortly.

All of these titles are published in print or as PDF e-books. Or you can sign up for an annual online subscription and benefit from the latest updates and additions to the content as you go. We can even provide multi-user access for your whole team.

The itSMF UK bookshop can help with all ITSM publication needs, at member prices, and make sure you have the right book for your needs.

Just order online at tinyurl.com/itsmf4 or contact us at publications@itsmf.co.uk.



Webinars, blogs and virtual masterclasses

In line with Government guidance, we've had to postpone a number of our upcoming physical events to ensure the safety of our members and partners alike. But to make more information and learning available online, we have introduced a wider range of topics in our webinar and virtual masterclass ranges.

Our webinars – all free to members – offer a great opportunity to join one of our subject matter experts for a focused hour of content and Q&A. Recent additions to the list of webinars include high velocity IT, supplier management, and getting started with VeriSM. Check out the dates below.

For those looking for a more in-depth, interactive experience, we have started to move our physical masterclass events online. Every masterclass takes a fresh approach to the challenges faced by today's ITSM practitioners. They are created and facilitated by experienced facilitators from within the industry, providing real-world guidance and practical advice – with the objective of developing new skills and sharing experiences with other members.

We hope you can join us for one of our virtual events in the near future. The list continues to expand, so please keep an eye on the website – www.itsmf.co.uk – for the latest news. The website also contains our blog spot where many of our facilitators share their thoughts and insights ahead of the events.



itSMF UK event schedule 2020

	PRICE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MASTERCLASSES													
Change & Release Management	£295				30 (O)			03 (O)		17 (Le)			
Customer Care Skills for the Service Desk	£195			05 (L)			30 (O)					03 (Le)	
Designing Your Operating Model using the Operating Model Canvas	£295									29 (L)			
DevOps Simulation	FREE		12 (L)										
Digital Transformation Experience Simulation	FREE												
IT4IT Simulation	FREE									23 (L)			
ITIL 4 in Action Simulation	FREE		13 (L)							24 (L)			
IT Service Continuity Management	£295						11-12 (O)						
Knowledge Management (KCS)	£295						25 (O)				09 (Le)		
Lean IT	£295			03 (L)							13 (Le)		
Major Incident Management	£295	30 (Le)					11-12 (O)				15 (L)		
People Management Skills	£195				29 (O)			03 (O)				04 (Le)	
Post Incident Review	£295					14-15 (O)							
Pragmatic Continual Improvement	£295							02 (O)					
Problem Management	£295		11 (L)				23-24 (O)						03 (L)
Service Catalogue	£295				28 (O)								
Software Asset Management	£295							07 (O)					
What, Where, When, Why, How of ISO/IEC 20000	£295							14 (O)					
REGIONAL MEMBER MEET-UPS													
London & South East	FREE										20		
Midlands & East Anglia	FREE		26										10
North	FREE									06			
Northern Ireland	FREE											06	
Scotland	FREE									27			
South West & Wales	FREE												03
SPECIAL INTEREST GROUPS													
SIG Focus Days	FREE									22			08
FORUMS AND WEBINARS													
Service Management Forums & Webinars	FREE									15		05	
ANNUAL CONFERENCE													
ITSM2020 Conference & Professional Service Management Awards	SEE WEB											16-17 (L)	

Key: (Be) Belfast, (G) Glasgow, (Le) Leeds, (L) London, (M) Manchester, (O) Online. For the exact location, or where location is not listed, please visit the website for latest details.

For more information on any of our events visit - www.itsmf.co.uk/events

AND THE WINNER IS...



itSMF UK's Professional Service Management Awards (PSMA) offer a brief insight into the service management world's real success stories. Each year we invite our members to nominate the teams, individuals and associates who have pushed the boundaries with ground-breaking projects and innovative use of industry best practice.

As we approach this year's call for nominations, we look back over the winners and finalists from 2019, with comments from our judges and a few words of appreciation from our winners.

Despite the unprecedented events of recent months, PSMA remains as important as ever, providing an opportunity to recognise those who are leading the way in challenging times. Please take a look at the categories and consider nominating someone who had made a real difference to your business.

Thought Leadership Award

Presented to the author, speaker, special interest group or industry body that has made the most significant contribution to thought leadership within the service management community over the last year.

WINNER

Paul Wilkinson and Jan Schilt, from GamingWorks for the "MarsLander business simulation"



FINALISTS

Ian MacDonald, from Edenfield IT Consulting, for "IT Crash Investigation"; and Nicholas Collier, an Independent Consultant, for "A Methodology for IT Managed Service Supplier Integration."

FROM THE JUDGES

"The winner showed an imaginative approach to applying current industry guidance; a strong focus on interactive learning; and

the ability to use multiple communication and social media channels to reinforce their message and conduct further research."

FROM THE WINNER

"I think it goes without saying that we were delighted and proud you have received the Thought Leadership award for our work with the MarsLander business simulation game. Gaining the award has created a broader recognition across the community not just for the simulation, but more importantly for the need to add experiential, practical exercises onto theoretical training and the need to address ABC (Attitude, Behaviour and Culture) which has been sadly lacking and poorly addressed for many years."

Paul Wilkinson, GamingWorks

Service Transformation Award

Presented to the organisation that has completed the most successful service transformation project in the last year and who has improved the customer experience by effectively exploiting innovative tools and technologies whilst rethinking the way that IT service is delivered to customers or colleagues to provide optimal business value.

WINNER

HM Land Registry



HIGHLY COMMENDED

Allstate Northern Ireland

FINALISTS

- Department for Work and Pensions
- Central Bank of Ireland
- Bank of England
- Wipro

FROM THE JUDGES

"They have dramatically changed the business perception of the service management function, and are now seen

internally as providing a very strong contribution to the business. They also have some powerful messaging to share about the simplicity of their approach, making significant cultural progress through small, simple tasks."

FROM THE WINNER

"I'm delighted that our team have received this great recognition for our work. The project has been a real game changer that has allowed us to respond to the requirements of the business with speed, simplicity and agility."

Spenser Arnold, HM Land Registry

ITSM Team of the Year

Presented to the members of a team that have supported their customers in providing inspirational service delivery and significant business benefit. They will have successfully built upon these relationships to become the beacon of service management within their organisation.

WINNER

Department for Work and Pensions



HIGHLY COMMENDED

HM Land Registry

FINALISTS

- Colt Technology Service
- Department for Transport/Valtech

FROM THE JUDGES

"They achieved real improvements, not only to IT services, but across the whole business function, with demonstrable links to overall business performance. Their proactive approach has saved time, removed unnecessary administration and enabled the business to focus on front line tasks. This is a small team that has achieved big results."

FROM THE WINNER

"This recognition has given the entire Retirement, Bereavement & Care PALS team in DWP a huge boost in confidence/recognition and belief in our vision. Interestingly in the months since the award I have seen this confidence develop in various ways; our business colleagues who having read about our journey want more again and continue to push for excellence. Our Partners/Suppliers whom we have shared in our success are actively wanting to deliver more and work more in collaboration. We have received heart felt recognition and praise from other areas, and by sharing our journey internally with other teams hope they will follow in our steps for future awards."

Brett Dodd, DWP

ITIL Experience Award

Presented to a team that has made the best use of ITIL and specifically its guiding principles, to significantly improve the quality and effectiveness of service management within their organisation.

WINNER

Quilter



HIGHLY COMMENDED

Prorail

FROM THE JUDGES

"An impressive 18-month transformation journey to improve service delivery across their organisation... Their transformation had to take place without disrupting the existing day-to-day operations and has been described as 'rewiring the plane whilst in-flight'".

FROM THE WINNER

"We are really proud of what our Quilter Group Technology Solutions team achieved, it really energised everyone who was involved and set us up for the next stage of our transformation in 2020. We can't wait to succeed with our next chapter of our IT Service Management journey and nominate ourselves for further recognition in the future!"

Lis Hyett, Quilter

Young ITSM Professional

Presented to an individual under the age of 30, who has demonstrated an outstanding level of achievement, ability and team support in the early years of their ITSM career, and who also promises great potential for future success.

WINNER

Julie Bendall, Deloitte



HIGHLY COMMENDED

Sanjeev NC, Freshworks

FINALIST

Fahimul Islam, Digital Craftsmen

FROM THE JUDGES

"An amazing trajectory after 2 years in the industry, working collaboratively yet tenaciously to design and deliver a consolidated solution to benefit the customer... Most importantly Julie has built trust and, in doing so, has changed the hearts and minds of people to deliver a new and improved working environment."

FROM THE WINNER

"To win this award was simply incredible and gave me a tremendous sense of achievement. I feel very fortunate to have been supported by such a strong and positive team without whom my success would not have been possible!"

Julie Bendall, Deloitte

LAST BUT NOT LEAST...

Like any membership organisation, itSMF UK relies entirely on the hard work and dedication of its members to support current and emerging projects. Our last two special awards highlight the work of two of our most inspiring individuals.

Ashley Hanna Award for Contributor of the Year

Presented to the individual who, in the judges' view, has made the most outstanding contribution to the itSMF UK organisation and ITSM community as a volunteer in the last year.

WINNER

Andrew Vermes Kepner-Tregoe



FINALISTS

- Jon Morley, TDX Group
- Paul Wilkinson, GamingWorks
- Mark O'Loughlin, Cloud Credential Council
- Suzanne Slatter, Sopra Steria
- Andy Turner from Leidos

FROM THE JUDGES

"Andrew is a great all-rounder, an established subject matter expert across a whole range of disciplines, who has become one of our most popular presenters, choosing challenging topics and adding a personal spin based on many years of experience in the industry. He is a really worthy winner of the Contributor Award."

Paul Rappaport Lifetime Achievement Award

Presented to an individual who has made a sustained and outstanding contribution over a number of years to the field of IT service management.

WINNER

Alison Cartlidge, Sopra Steria



FROM THE JUDGES

"Alison is such a deserving winner of our Lifetime Achievement Award. Her endless commitment and quiet determination have led to a string of key service management publications that have supported a whole generation of ITIL students. Alison is one of those people who can get things done, gently motivating others and coordinating team efforts. Her contribution to the service management industry has been truly outstanding."

Managing a remote team in challenging times



Candy Candappa suggests some ways to re-think your management style in the light of enforced remote working.

I've spent much of the last 20 years managing teams I couldn't see and often who I never meet. Usually those teams are in different countries spanning time zones, corporations and cultures.

To be successful you have to develop a management method that understands the individuals and their workstyle, provides clarity on goals, builds a way of working that allows them to make their fullest contribution.

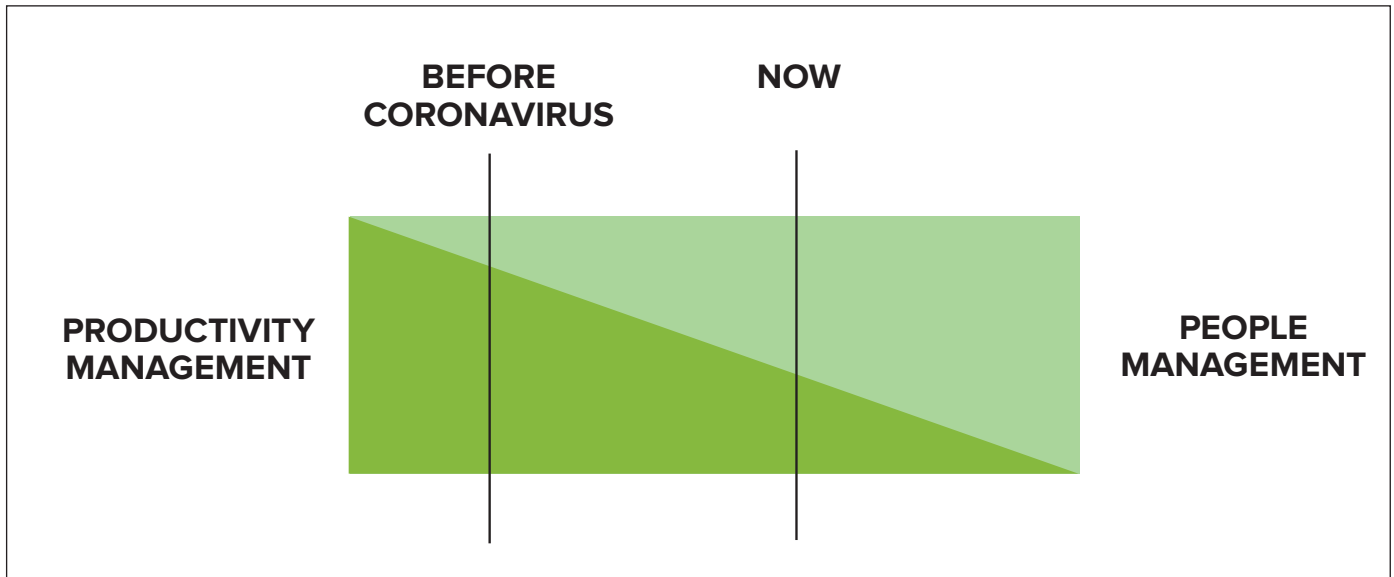
As we live through the restrictions of the Coronavirus pandemic, we have to find a way to effectively manage remote, distributed, "working from home" teams. This may be new to you... it may also be new to your team members.

But the challenge is more than a logistical one. The balance of productivity management versus people management has shifted and we need to do more to support our teams.

Things to consider...

Be understanding. Be kind.

Before Coronavirus our expectation was that our teams would manage their personal life challenges around their work and that we would only need to support them by relaxing the "way of working" rules under unusual circumstances.



Now our teams are having to cope with multiple stressors. We are living and working in a continuous exceptional circumstance and as managers we have to understand that our team is probably having to deal with a number of the following:

- Concerns about the health of themselves and their families – especially elderly or vulnerable relatives who may be distant, isolated or who may have come to stay
- Concerns if their partner or adult children are key workers still working outside of the home and hence at greater risk of catching the virus
- Financial and job security worries
- Food & medicine shortages
- Loss of access to regular medical treatment or planned procedures
- Supporting children at home or in exam years or away studying or whose own finances and job security are at risk
- Working from home when they aren't used to it or don't have a space or uninterrupted time to do it, especially if they have children now at home
- Not having access to their normal "de-stressors" – e.g. their clubs or pubs or sports or cultural venues or simply the camaraderie of the workplace.

Despite their commitment to their work, your team members have many other calls on their time. You should consider how you can help them establish a new work/life balance. Helping them do this will be difficult for you – especially as each person's circumstances will be different and you have to find a bespoke solution for each one of them.

You need to spend more of your time on supporting them than you would normally.

You need to be creative.

Most of all – you need to be kind.

If you manage managers...

Accept that their productivity will be different as they support their staff.

Create time for your managers – review the way your managers spend their time. Can meetings or reports be shortened, simplified or dispensed with?

If you don't already do it, provide clarity on goals. Produce a plan for what must be achieved each week. Have them report back weekly on what was achieved, what they are planning for next week and where they need your help.

The report format could be verbal – in a 1-2-1 call you hold with them or, if you prefer more structure, a simple document or slide with bullet points for you to discuss.

Consider having a regular (multiple times a week) short, unstructured call with all your managers for them to share what they have found works and doesn't work as they establish the new way of working for their teams.

As managers we usually spend more time focussing on what is "red" than what is "green". Take time to celebrate successes. Make sure the whole team is aware of things going well or getting better or getting done.

If you manage a team...

Stress that you will succeed as a team. Accept that individual productivity will fluctuate. Make it easier for team members to ask for help. Ask team members to "cover" for one another by re-allocating tasks when necessary. Accept that some will be better placed to "step up" than others.

Create time for your team – review the way your team members spend their time. Can meetings or reports be shortened, simplified or dispensed with?

If you can, set up a cross-team instant message chat window to run all day. Expect activity levels to have a cycle dependent on your day's rhythm. Often there is a spike in the morning as people check status from yesterday and establish their work demands for the day. It can then lull until a deadline approaches or a task finishes or a problem occurs.

Consider having a daily "stand-up" call where all hands briefly report on progress yesterday, plan for the day and request help needed. In the first couple of weeks, try to find time to speak directly with each team member every couple of days. If their previous work style involved regular discussions with you, find a way to replicate that e.g. by having an IM chat open with each of them.

Make yourself available to your team – let them know you will help.

Remember to regularly thank your team as a group and as individuals – they need to know they are succeeding to navigate these difficult times.



Candy Candappa is an innovative and results-focused IT and programme management executive with experience across diverse markets.

High Velocity IT has recently captured the attention of the service management community as one of the four pillars of the new ITIL 4 Managing Professional. Mark Smalley, lead editor of the new ManPro book, offers an introduction to the concept and explains how to put the groundwork in place for this important new approach to digital business.

High Velocity IT: doing business differently



'High Velocity IT' refers to the use of digital technology to do business significantly differently, or do significantly different business. This could manifest itself in combinations of better employee experience, better business processes, better products and services, better customer experience, and even better customers if digital channels open up new markets. The key term is significantly different. High Velocity IT is not a binary state, being either high or low. It's somewhere on the upper half of a gradient from low to high, and it will change over time – what is fast today, is normal tomorrow.

ITIL High Velocity IT is a Specialist module in the ITIL 4 Managing Professional qualification. It comprises a book and other publications and a certification scheme. It is aimed at practitioners rather than managers and consultants. Yet it should also interest managers and consultants who want examples of what a digitally-enabled organisation looks like. It does not offer much guidance about organisational change – this is covered by the Direct, Plan and Improve module. Neither does it explore how to determine an organisation's digital strategy – this is covered by the Digital and IT Strategy module.

The book comprises 5 chapters and a glossary, with most of the content in chapters 2 to 4:

1. **Introduction** – audience and background
2. **Key concepts** – the context in which High Velocity IT happens, such as intrinsic unpredictability
3. **Culture** – ways of thinking about work, such as the need for ethically sound actions
4. **Techniques** – ways of actually working, such as using infrastructure as code
5. **Conclusion** – summary and positioning next to the other modules.

If the organisation's digital mission is to use digital technology to do significantly different business and/or operations, then it can be supported by focusing on five objectives:

- **Valuable investments** – strategically innovative and effective application of digital technology
- **Fast development** – quick realisation and delivery of digital services and products
- **Resilient operations** – highly resilient digital services and products
- **Co-created value** – effective interaction between service providers and service consumers
- **Assured conformance** – adherence to governance, risk, and compliance (GRC) requirements.

The intent behind these objectives is to help the reader look at the bigger picture and find the weakest link in the chain. This is the core of continual improvement – always elevating the weakest link. The objectives are referred to throughout the book and in the chapter about techniques, while the techniques are grouped around the objectives that they support. The objectives are interdependent and therefore need to be managed collectively.

Why do you need it?

Digitally-enabled organisations place higher demands on the people who provide the digital services, requiring different ways of thinking and different ways of working. You may already work in such an organisation, where Lean, Agile, resilient and continuous approaches helped your organisation become more digitally enabled. You may recognise how High Velocity IT is organised differently, often with:

- Dedicated value streams for each of their products and services

- Co-creational culture that fosters high performance and continual improvement
- Permanent product/service-based teams over temporary project teams
- Automation of IT processes, including infrastructure as code.

You are familiar with traditional IT service management concepts and practices, and now want to contribute in environments that demand more from digital technology. You are keen to learn about different ways of thinking and working, and integrate these in your approaches to work. You want meaningful and rewarding employment, in which you are encouraged to:

- Help get customers' jobs done
- Trust and be trusted
- Accept ambiguity and uncertainty
- Continually raise your standards of work
- Commit to continual learning.

If much of this resonates with you, you will probably benefit from exploring ITIL High Velocity IT.

What needs to be in place before you start?

It's a no-brainer, but what's the bottom line? What are the business benefits that you expect to accrue? And not only can you intellectually justify the investment, but do the powers that be (and have budgets) trust you to pull it off? Do they feel that you have taken them seriously in the past? Have you listened to them and have they seen that you acted on what you heard? Have they actually understood what you were trying to tell them? If not or – even worse – if you don't know, you probably have a more fundamental problem that you need to get sorted. First things first.

Another key human consideration is your relationship with other teams and parties with whom you co-create value. Unless you have the rare luxury of working in a team that doesn't interact with other teams, your success with High Velocity IT will depend strongly on the way you work and communicate with these parties. You're doing High Velocity IT across the whole value stream, not just in your own little (or probably large) silo. Take your relationship with those smug DevOps teams doing irresponsible stuff like testing in production. Yes, that's what you think of them – reckless. And you know what they think of you? They hate you and your processes and SLAs and CABs. Even if you no longer have processes and SLAs and CABs, they still hate you for ever having them. Okay, it might not be that bad but there's probably a grain of truth in there somewhere. It's simply organisational reality that whenever you divide people up into groups – as you have to in all but the smallest of organisations – they create their own worlds. Worlds with their own belief systems, symbols and rituals, which is what constitutes culture or, in other words, "how we do things around here". Yet these groups have to interact productively. Just as in any human relationship, it's about the story you tell yourself about the other. And whether you're prepared to edit the story. Those sysadmins are deliberately difficult to deal with because they are not as clever as I am but they have the power to reject my change request. Those business people have absolutely no idea what they want and are always changing their minds. Those service agents just stick to their script because they couldn't care. Really? You believe those stereotypes? Just as with the business, you have to develop a good relationship with your co-workers in other disciplines. Talk with each other and start with Steven Covey's "First seek to understand, and then to be understood". As relationship therapist Esther Perel often says, "Do you want to listen or do you want to be right?" Try to get beyond the behaviour to the underlying thinking and feelings.

You are now undoubtedly raring to go, but one last check before starting off down the High Velocity IT road. It is crucial to assess your appetite and stomach for cultural change. Depending on your current culture, High Velocity IT might appear a bit daunting. If this is the case and you think it will ask too much from the people involved and therefore be difficult to achieve, it might not be for you. Yet.

Where should you start?

This is easy for anybody who is familiar with the ITIL guiding principles. The answer is in the second principle: Start where you are. Assess your current way of working before deciding whether to improve it or replace it. This in itself makes perfect sense. Everything has a lifecycle and it would be foolish to replace part of an organisational system while the resource or combination of resources still has enough potential value. This guiding

principle is fully aligned with working with complex and therefore unpredictable systems. The exploratory approach here is to manage the evolutionary potential of the present and move to the adjacent possible. This contrasts with defining a confirmatory approach in which an (assumed) ideal future state is defined and a plan is made to bridge the gap. Other guiding principles are also applied in this approach, in particular Progress iteratively with feedback and Think and work holistically. Bearing this in mind, you could consider the following ideas for starters.

Discuss the five key behaviour patterns and decide whether they appeal to you and if so, what you can do to get people telling more stories about these patterns and fewer stories about current antipatterns. The key behaviour patterns are:

- Help get customers' jobs done
- Trust and be trusted
- Accept ambiguity and uncertainty
- Continually raise your standards of work
- Commit to continual learning.

Use the five objectives to assess where your weakest link across the whole value stream is, and discuss which improvements you could make. The objectives are:

- **Valuable investments** – strategically innovative and effective application of digital technology
- **Fast development** – quick realisation and delivery of digital services and products
- **Resilient operations** – highly resilient digital services and products
- **Co-created value** – effective interaction between service providers and service consumers
- **Assured conformance** – adherence to governance, risk, and compliance (GRC) requirements.

Regarding the possible improvements, assess your current ways of thinking by taking a look at the cultural concepts and models in chapter 3, which are grouped into purpose, people and progress:

- Purpose: ethics and design thinking
- People: reconstructing for service agility, safety culture and stress prevention
- Progress: working in complex environments, Lean culture, continual improvement model and the ITIL guiding principles

More inspiration can be gleaned from the techniques listed in chapter 4, that have been grouped (but not always exclusively) around the five objectives:

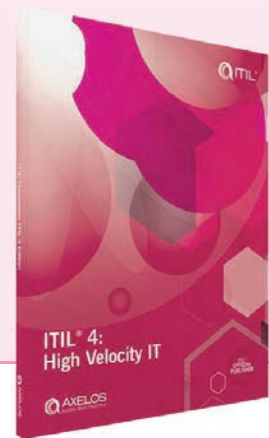
- Valuable investments: prioritisation (cost of delay, buy/sell/hold, other techniques), minimum viable products and services, product or service ownership, A/B testing.
- Fast development: infrastructure as code, loosely-coupled IS architecture, reviews (retrospectives, blameless post-mortems), continual business analysis, CI/CD, continuous testing, Kanban.

- Resilient operations: technical debt, chaos engineering, definition of done, version control, AIOps, ChatOps, site reliability engineering.
- Co-created value: service experience.
- Assured conformance: DevOps Audit Defense toolkit, DevSecOps, peer review.

Finally, some universally applicable advice by Taiichi Ohno, the father of the Toyota Production System, which is regarded as the precursor of Lean: "You have to face your own difficulties and solve your problems yourself. Stop trying to borrow wisdom – think for yourself". All too often – it's human nature – people go for a quick fix and copy how other people have solved their problems in different circumstances, or blindly follow generic guidance in bodies of knowledge such as ITIL. That's why the advice has always been to adopt and adapt ITIL guidance to the organisation's specific circumstances.

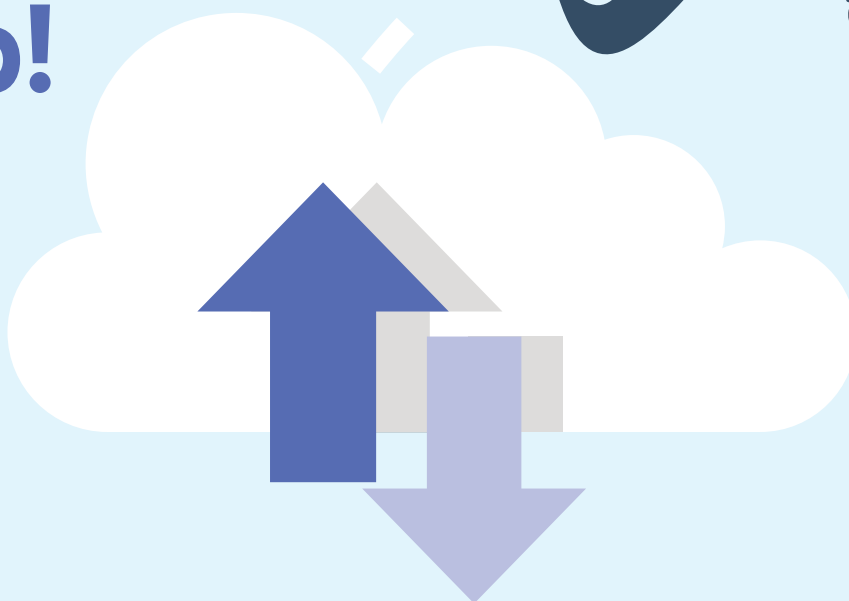
Find out more about HVIT

For further information about HVIT, order the ITIL Managing Professional High Velocity IT Book from the itSMF UK bookshop at tinyurl.com/itsmfrit4. itSMF members can also join Mark on the 1st May for his 'Getting started with ITIL 4 High Velocity IT' webinar – register today at itsmf.co.uk/events



Mark is the Lead Editor of ITIL 4 High Velocity IT. Also known as the IT Paradigmologist, he thinks, writes and speaks extensively about IT 'paradigms' – in other words our changing perspectives on IT. Mark is an IT Management Consultant at Smalley.

Hybrid cloud migration: look before you leap!



John Young considers the various routes to take when building a hybrid cloud solution

Hybrid cloud has many inherent qualities that make it attractive for businesses looking to modernise their IT, including cost optimisation, agility and continuous product development. Cross-sector appeal will also drive the hybrid cloud hype cycle, with Gartner predicting 90 per cent of organisations will adopt hybrid infrastructure management by 2020. While the ostensible benefits of hybrid cloud solutions are undeniably positive from the perspective of business value, we've seen a number of organisations who have had their IT modernisation strategies curtailed by issues of migration. For example, running mission-critical applications and infrastructure across multiple cloud environments runs the risk of creating hidden interdependencies between disparate systems. As a result, IT can become more difficult to control or fix in an instance of a failure, adding chaos and confusion to what can already be costly disruption.

But in the era of digital transformation, organisations cannot afford to be hesitant. Knowing how and when things can go wrong is the first step to mapping out a resilient hybrid cloud migration strategy. This starts with three simple questions: firstly, how can workflow streams be uninterrupted across two environments? Secondly, which applications should be hosted in a public cloud and which should stay on-premise?

And finally, how can hybrid workloads ensure continued compliance, especially in the age of GDPR?

Multiple clouds, one uninterrupted business structure

At times, an organisation will need to migrate data from on-premise hardware to the cloud or vice versa. This requires a new IT governance model to be created, with policies and procedures attuned to where applications and data reside. An efficient migration strategy reduces the risk of data being lost during the process and the potential for other people to access information that they shouldn't be able to see. A consistent toolset across hybrid IT deployments is needed to grant the ability to provision, view, access and manage public and private cloud resources with a single set of credentials.

The flexibility of a hybrid cloud service model also extends to options for provider or customer management of the on-premise private cloud environment. The most sophisticated cloud providers offer management solutions that span both cloud environments. A self-service portal enables

the customer to manage their on-premise private cloud environment to reduce costs and to post service requests to the public cloud. In-house IT can also collaborate with operational support from public cloud service providers, taking full control of architecture, deployment, monitoring and change control in hybrid cloud solutions. They also resolve incidents to keep critical applications and workloads up and running.

Choosing which applications to run in private and / or public cloud environments

It's often thought that applications and data that, if rendered inoperable or stolen, could affect the organisation's ability to function are best suited to the private cloud. These so-called 'mission-critical' applications vary from industry to industry but are generally responsible for supporting the basic transactional activity between an organisation and any number of components in its network (i.e. customers and/or end users, products and services, network endpoints, etc.). On the other hand, that's not to say that cloud providers should be discounted entirely for hosting mission critical applications. Cloud and managed service providers may layer their solutions



with specific components that protect the stability of the applications they host, such as co-located data centres or managed security services.

When deciding which applications to move to the public cloud, an organisation should start with the less mission-critical ones (such as infrastructure services, messaging, web applications for collaboration, and database applications). These are good candidates for public clouds because they are less likely to cause widespread disruption to a business if they are knocked offline and can be cost-effectively maintained at the cloud provider's data centre.

Fully understand and address the hurdle of regulatory compliance

In terms of business priorities, organisations endeavour to be more flexible, more available and more omnipresent in order to remain competitive. While hybrid and public cloud solutions are the natural choice for businesses seeking these benefits, a distributed model of data storage presents a challenge to one of the key facets of GDPR compliance: knowing exactly where data is. As a result, businesses looking to migrate

data from on-prem data centres to the public or hybrid cloud must have the diligence to ensure visibility is not sacrificed in the process.

The need for visibility in distributed cloud systems is driving demand for so-called 'sovereign' cloud solutions, which provide the fundamental benefit of ensuring all data is stored on servers located on UK soil. Currently popular within the public sector due to enhanced security qualities, the GDPR is now also driving uptake of managed sovereign cloud solutions in the private sector, along with other factors such as cybersecurity and the uncertainty around data transfers around Brexit. These solutions will help close the widening gap between operational flexibility and regulatory compliance, and give businesses peace of mind when migrating to the cloud.

Taking a resilient approach to migration Fundamentally, there's main question organisations need to answer: how do we stay resilient through periods of change? When it comes to hybrid cloud, only when the threats to business continuity have been addressed can migration processes begin and concerns surrounding performance, flexibility, and control be put to bed. Cloud computing is not a one-size-fits-all solution, and the implications of simply following

suit and choosing the wrong solution can backfire, with potential to cause real damage to the bottom line for companies. Only through a thorough examination of the options and insight from qualified experts will organisations successfully embark upon the right cloud journeys for operations today, and beyond.



John Young is Vice President of Solution Architecture and Engineering at Sungard Availability Services

Talking business to the business



Paul Wilkinson introduces his latest itSMF UK simulation group to DevOps thinking.

Diary entry, CEO of Parts Unlimited:

12 Feb 2020. 8.00. At least the crisp blue sky surrounding the BT Tower in London did something to raise my spirits. The latest financial figures painted a picture of grey skies and stormy weather ahead.

I was on my way to meet my business and IT team to hear about their latest attempts at deploying the Phoenix Project. They wanted to tell me how this DevOps stuff was some kind of magic bullet that will solve all of my problems. I'm sure I heard IT tell me this years ago about something called 'ITIL'.

12 Feb 2020. 09:30. Just over half the team had turned up for the meeting, the rest didn't bother calling or saying why they were not there! Is this the new culture they are talking about with this DevOps stuff!? I hope not, otherwise we will be talking outsourcing today!

End of diary entry.

The scene was set. The CEO was already in a bad mood. He was hoping for great things today but expecting excuses. Welcome to the Phoenix Project simulation workshop, featuring a team of delegates attended the itSMF UK DevOps Masterclass. At the start of the day they were asked what they wanted to discover. The learning objectives fell into three categories:

- **Understanding:** a better understanding of what DevOps is, what it means and where it fits in with ITSM.
- **Relationship:** how to improve the engagement and relationship with Dev from an Ops perspective. 'Wild Wild West of DevOps' was mentioned, as too was the 'relevance' of ITIL.
- **Practice:** gain some practical tips for 'starting' with or 'improving' DevOps

Only one delegate, playing the Lead Engineer role in the simulation, mentioned a desire to learn 'How to use DevOps to take a business idea through to market and business value'.

'Finally!' exclaimed the CEO of parts Unlimited, the organisation in the simulation. 'At least one person is concerned about business outcomes rather than DevOps!'

The learning points above represent the way we perceive DevOps in the market, most people having a strong focus on DevOps as the goal or 'framework', rather than what DevOps can mean for business value. Perhaps a reason to start thinking more in terms of BizDevOps rather than DevOps – let's put the business first!

The Phoenix Project simulation workshop employs a form of 'experiential learning' that

has been used around the globe to help teams and organisations learn to translate DevOps theory into practice, create buy-in for DevOps, assess and improve teams' collaboration and communication skills, and capture concrete end-to-end actions to take away and apply.

In three game rounds the team learned to apply the three ways of DevOps and apply continual learning and improvement skills – a core capability for IT organisations, yet one that is poorly adopted and embedded in the way teams work and the way that WIP (Work In Progress) limits are filled with features, issues, defects and technical debt.

As usual the first two rounds are characterised by chaos as teams learn to 'form, storm and normalise' the way they work as a team. Chaos ensues as teams shift from a siloed approach to an end-to-end collaborative process and more chaos as teams struggle to translate theory into sustainable behaviours.

At the end of the day we reviewed the team scores: how applying continual learning and improving and DevOps practices had continually improved DevOps metrics (the number and volume of successful deployments, reduction in outages and rework) as well as business value metrics (revenue, share price, customer loyalty...)

We then explored 'what we need to take away and start applying tomorrow'. Take a look below and see if any of these takeaways NEED to be applied as part of YOUR DevOps journey!

- Start talking 'BizDevOps' to shift mindsets and focus on value.
- Go out and understand 'business value needs' and see how this flows from idea to value through our value chains.
- Start using 'STOP' as a feedback and improvement mechanism, whenever a defect (product or behavioural) is passed downstream.
- Start practising 'active listening' and stimulate a shared discipline in the way we communicate and respect each person's input and what they have to contribute.
- Measure the reduction in 'yes buts'.
- Start trying to create some end-to-end visualisation of flow - not just flow within silos.
- Develop a priority mechanism linked to value, business impact and risk. First we need to understand this from a business perspective.
- Start building a better business-IT relationship, looking at our BRM (Business Relationship Management) capability.

- Start fostering a 'one team' culture: one business and IT team, one-team thinking between Dev and Ops, as we are all striving for the same shared goals. We need to learn to collaborate!
- Understand constraints: how to remove them and ensure that they are working on the right priorities.
- Experiment with new ways of working, reviewing, improving – what works for this team? If need be provide coaching for teams, as different teams mature at different speeds.
- Understand what drives business needs – what keeps them awake at night?
- Focus on removing 'Yes but'.
- Show the value of training.
- Look for small iterative improvements.
- Create trust: stick to agreements, explain in business terms, feedback culture, no blame, show that you listen and understand.

Many of these takeaways are 'common sense' or 'things we already knew' but as is often the case too little time is reserved to embed these good ideas into sustainable end-to-end behaviours.

Having taken on the role of CEO for the day, it was so refreshing when the team stopped talking about code, applications, servers, fast deployment, release velocity, release frequency and mean time to recover and started talking about revenue, share price, CSAT, image, reputation, growth and customer loyalty.

What language do YOU use when you talk DevOps to YOUR business? What metrics show the BUSINESS value of DevOps?

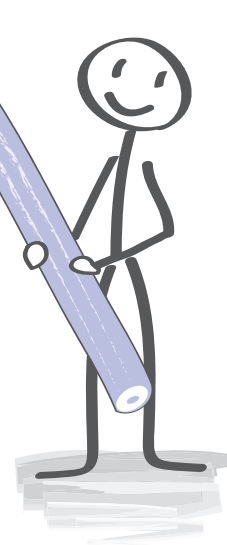


Paul Wilkinson is director and owner of GamingWorks. He has been involved in the IT industry for more than 25 years and has a broad background in IT operations, IT management, and product innovation and development.



IMPOSSIBLE

what does it mean for problem management?



ITIL 4 represents a paradigm shift for the best practices in IT service management. The service value system, the service value chain, guiding principles... the list of the 'new' is impressive and practical. It leaves us with the age-old question, Why and how do we transition to this new way of working? The itSMF UK London and South East regional meeting held at Waitrose HQ in Bracknell in late 2019 focused on that very issue from the perspective of the problem management practice, setting out to answer the question:

'How might problem management operate in a digital environment, utilising the latest best practice guidance contained within ITIL 4?'

During the day the group looked at problem management through the lens of:

- The four dimensions of service management
- The seven guiding principles
- ITIL 4 practice interfaces
- A minimal viable practice.

The following article captures the conclusions of the group regarding the first two topics – the four dimensions and seven guiding principles of ITIL 4. To see the full paper, including analysis of the key dependencies between ITIL 4 practices and a discussion of what a minimum viable problem management practice looks like, visit tinyurl.com/PMITIL4.

The four dimensions of service management

The four dimensions of service management help us to both think and work holistically. That means that every practice, and every aspect of service management for services,

needs to be considered in light of these four dimensions:

- Organisations and people;
- Information and technology;
- Partners and suppliers;
- Value streams and processes.

With this in mind our question to the group was:

What are the key elements of a holistic problem management practice?

We saw this as our checklist to baseline the current problem management practice/roles before we move to an ITIL 4 aligned practice.

Organisations and people

The people aspects of problem management have long been overlooked (at your peril as it happens). The key elements needed are:

- **Clearly defined roles with management sponsorship.** In some organisations the traditional problem manager and problem analyst roles are being replaced by problem management practice owners with a broader remit and even problem coaches (similar to an agile coach). Understanding the difference between these roles, and where they fit, is critical.
- **A role 'governor'.** In modern digital organisations where roles can change very quickly, it is important that somebody owns the monitoring, review, development and sharing of good practices.
- **Consulting in all areas.** Problem-solving skills are surprisingly rare in many organisations and coaches need to be properly embedded in teams to foster the right approach to problem-solving.
- **Effective performance systems.** How do

we measure the problem solving skills of T-shaped individuals and the success of teams in agile and DevOps environments?

- **No blame culture.** Problem solving with multi-skilled, autonomous teams is a perfect way to introduce a much needed no-blame culture.

Information and technology

Supporting problem identification, investigation and diagnosis relies heavily on both inspiration and perspiration. The perspiration element tends to revolve around the sifting of copious amounts of data to either identify a problem; diagnose a complex cause; or validate a potential solution. A number of technology solutions, both traditional and emerging, can support this. They include:

- **Integrated CMS.** A configuration management system offers both base information to aid investigation and modelling capabilities to support investigations and solutioning.
- **Passive and active monitoring and alerting.** In a world of self-healing systems and automation, it is now essential to use event data to identify potential problems and monitor problem resolution, alongside or even ahead of incidents.
- **Trend analysis (linked to AI capability).** Trend analysis is the absolute basic capability for problem identification. With the added 'what if' capability of AI, we can start to identify events, leading to incidents, leading to potential problems, with full impact analysis thrown into the mix for good measure.
- **Knowledge management 'library'.** The ITIL 3 principle of the Service Knowledge Management System (SKMS) proved too complex for many organisations. The change to product focus and a 'you build

it, you run it' DevOps-type philosophy with ITIL 4 makes this approach much more viable. This is a massive positive for problem investigation.

- **Known Error Database (KEDB).** The KEDB has been a key to value from problem management and an important tool for incident resolution for many years. Although known errors and workarounds are arguably becoming less relevant in a DevOps world, the principle of the KEDB will remain key to problem management.
- **Reporting.** Artificial intelligence (AI), better monitoring of systems, and instant measurement in CI/CD environments should improve reporting of problems and their consequences. The extra available data requires a more selective approach to reporting and the automation of this capability.

Partners and suppliers

It is conceivable that partners and suppliers could be involved in every aspect of problem identification, problem diagnosis and problem resolution. How to integrate contractual conformity into our complex and often abstract world has remained a perennial issue for problem management. Service Integration and Management (SIAM) has given us many great ideas. The key areas we considered at the regional meeting included:

- **Clear, named communication channels.** In a partner-based environment, it's essential to be able to access the right contact or information source with the minimum of fuss. Equally, partners need to understand who to contact within the organisation in any given situation and how internal communication channels operate.
- **Roles and responsibilities (not just contractual).** Trust and mutual respect engendered between partner organisations can make a huge difference – with the emphasis on 'partner' and shared ownership of a problem. A supplier that goes beyond the call of duty with extra information and effort can make the difference between a basic incident resolution, the answer to a long-standing problem or, at the other extreme, highly valuable preventative problem management information.
- **How do you measure 'value'?** Measuring supplier value in the problem management area can be difficult. How quickly a service is restored or improved through problem management activity is always balanced by the amount of effort the team (customer, service provider and supplier) expend in getting to that point. To that end the service provider (and by association problem management) must have an accurate understanding of what their customers value, and would value.

Value streams and processes

The overarching problem management process is relatively simple and well understood. Problem identification, diagnosis and resolution seems straightforward enough

until one considers all the other practices that are potentially involved at each stage. Understanding a wider problem value stream is essential, with particular focus on these elements:

- **Prioritisation matrix.** A consistent prioritisation matrix is key where a given problem is measured side-by-side with other problems, incidents, enhancements and new features in a backlog. Such a matrix needs to take account of impact, urgency, benefits, costs, risk, and business strategy.
- **Workflows, dataflows.** Workflows in process documents should be enhanced to include RACI matrices that reflect a more collaborative approach to problem resolution, with consideration given to the RASCI approach, where the S indicates a supportive role (help when needed). Added significance should be given to data flow diagrams, which will allow a problem to be analysed with minimal effort, further increasing the productivity of the practice.
- **Communications portal.** Visibility of problem management practices and successes is important, leading to peer recognition and helping people to feel valued in the workplace.
- **Rules for declaring problems.** Just as ITIL 4 has its guiding principles, it may be that guidelines for declaring problems or initiating investigations should be less rigid than at present. The idea that a rounded and equally balanced product team will 'just know' when something needs to be investigated is not as crazy as it might sound.

Seven guiding principles

The seven guiding principles of ITIL 4 are now the key messages of ITIL. They are designed to guide decisions and actions so the people who are responsible for managing and operating the organisation's service portfolio can benefit from these high-level best practices.

These principles aren't new. They're influenced by ideas born in disciplines outside of service management (such as manufacturing and software development) but have now been proven in the service context. Adopting the guiding principles where possible is the safest way to start to transition to a more agile, digital, product-focussed way of working. This led us to ask the question:

How can we change problem management to follow the seven guiding principles?

Our goal was to offer suggestions for the organisation and NOT to create a paint-by-numbers guide to becoming more 'ITIL 4'.

1. Focus on value

Focus on value ensures that every action creates value for customers, users, and the

other stakeholders. It advocates thinking about the customer and user journey and designing a great experience for them. For this to happen effectively requires the problem management team to:

- **Identify what 'quality' means to the organisation (all stakeholders).** There are many aspects of quality in any organisational context. The primary idea is that a product or service delivers value to users and customers. These products and/or services and how they are produced all fall under the quality umbrella. Understanding both value and quality in your organisation helps to focus efforts to improve.
- **Understand the difference between cost, price and value.** Part of understanding the rationale for completing a problem investigation or implementing a resolution is being able to distinguish between cost, price and value. The cost of the problem resolution is the amount you spend to produce and implement it. The price is the financial reward for providing the resolution to the product or service with the value being what the user/customer believes the product or service is worth to them. A relatively simple fix might, for example, avoid widespread reputational damage with a value far in excess of the basic cost. The value of the problem management practice should be in line with the value of the benefits that the wider business provides for its customers.
- **Understand the value of service stability.** Stability in an organisational sense comes from social and technological systems remaining in equilibrium. Any significant change on one side will tend to disturb this equilibrium, highlighting the critical link between organisational change management and problem management.

2. Start where you are

It may seem common sense to say it but it bears repeating: try not to start from scratch and build something new without considering what you already have. It's almost always better to improve what you currently have than to throw it all away and start again. From a problem management perspective this provides several opportunities to re-use or re-factor existing practices.

- **Start where you actually are, not where your aspirations believe you are.** Be honest with yourself in your problem management starting point and manage expectations accordingly. Your data probably isn't as good as you believe, your problem-solving skills won't be where you imagine they are, and you will likely not get anywhere near the resource you need to launch your practice.
- **Concentrate on your practice interfaces.** To allow you to quickly mature a problem management practice it is advisable to prioritise investigation of some of the major interfaces with other practices. Change enablement, monitoring and event management, continual improvement, incident management and service

configuration management are five good areas to start with but quickly follow up with some key resource practices like software development and infrastructure & platform management.

- **Review a line from data to service.** Performing a value stream analysis on the line from data indicating a potential problem through to the actual improvement makes absolute sense because it will indicate where the gaps are, particularly if you are looking to establish new interfaces and promote automation.

3. Optimise and automate

Resources need to be utilised as effectively and efficiently as possible. Automation is certainly a means to this end, freeing up people only for tasks that can't be automated. It also means that you need to choose carefully and think about simplifying those activities you do decide to automate to eliminate waste and inefficiency. From problem management's perspective good starting points might be:

- **Trending and AI.** We have covered automation of trend analysis earlier in this paper. The link with the monitoring and event management practice is a vital one to forge for both identification and diagnosis of problems.
- **Rules based reporting.** Automation of reporting based on rules can be a useful tool for problem management. Reports can be written that follow a set of rules and used for distributing information and data. For example, if you are monitoring development of potential issues and may want a weekly report that summarises a certain category of events triggered against an outstanding problem.

4. Progress iteratively with feedback

This guiding principle encourages us not to try to do everything at once. It's much better to organise work into small, manageable chunks that can be executed and completed swiftly. Key to this strategy is then to seek feedback before, during, and after each iteration and use it to help focus the next effort. For problem management this can mean:

- **Post-problem reviews.** When entering into long and drawn out investigations of more complex problems (often major ones), it might make more sense to have more regular mini reviews. Mini reviews give us the opportunity to implement a staged response to multiple causes that reduces the chance of recurrence or limits the impact of a problem before arriving at a more permanent structural solution.
- **Review the process/ways of working regularly.** Much in the same way that a sprint might involve a retrospective to analyse ways of working, reviewing our use of problem solving techniques can be embedded into such events or even justify sessions of their own.

- **More end-user feedback.** This is vital particularly where workarounds or solutions involve changes to working practices or processes.

5. Think and work holistically

No service, practice, process, technology, department or supplier stands alone. They all interact in complex ways to create value. You need to think about the bigger picture whenever you're making a decision or planning an improvement. This can have a number of ramifications for problem management including:

- **Implications of a solution and service interdependencies.** The widest possible view of the implications of solutions should be taken. This may require access to the service catalogue or CMS but also potential input from users where a solution may affect the user interface or user experience. This information is vital for change enablement.
- **Root cause and trigger.** A bigger picture view is helpful in understanding all the contributing causes to problems as well as isolating a trigger for a particular event. For example, it is not uncommon for capacity issues to be triggered by a single file or transaction but it may have been a combination failure of monitoring, scripting or technology that are contributory causes. It always makes sense to ask 'why?' one more time when investigating problems.

6. Keep it simple and practical

Focus on the simple things that create value, rather than on following complex processes just because they have been in use for a long time. Complex steps should be eradicated unless there is a value adding reason not to. One implication of this principle is that your processes need to cover the basics and shouldn't be designed to cover every possible situation. Problem management may utilise this principle by:

- **Asking the question, 'what are we trying to accomplish?'** When looking at problem resolution it is easy to over investigate and to try to resolve more than just the current issue. Utilising one of the other guiding principles and focusing on value should enable us to eradicate any unnecessary processing.
- **Finding simple ways of retaining engagement.** Keeping the problem processes relatively simple and easy-to-follow has two major benefits. The first is the ease with which you retain engagement of those using the processes. The second is that the benefits of simple processes are much easier to show.

7. Collaborate and promote visibility

Collaboration involves the service provider, customers, users, suppliers, and anyone

else who is involved in delivering services. The implication of this is that problems with services may need collaboration or input from any of those stakeholders. Collaboration as a guiding principle can be used by problem management in the following ways:

- **Different levels of reporting to stakeholders.** Reporting on problem management activity should be tailored to the audience. Notwithstanding the various stakeholder groups, just recognising the existence of strategic, tactical and operational reporting levels will aid focus on the information that is passed.
- **Communication co-ordination to be added to the role.** Communication should be an implicit part of any role within problem management.
- **PM dashboard.** Your problem management dashboard will allow you to know exactly what's going on in your practice. You know what's working and what's not working. For instance, your dashboard could show you how the latest workaround is performing. How many people have adopted it? How much operational value has it delivered? Such answers can automatically appear on your dashboard. Compare this with most problem managers who have to log in to their system or ask someone else to do it.
- **Collaboration tools.** One of the biggest roadblocks to close collaboration in problem investigations is proximity of the teams. With the increasing availability of collaborative tools, it is no longer necessary to bring colleagues together at the same location for things like major problem investigations. Conferencing tools make it possible to have audio-video interactions with a range of features like desktop sharing and whiteboards to expedite investigations.
- **Common language.** Good problem management requires a culture focused on resolution and not blame. A common language is a driver of culture within any organisation. The language often derives from the organisation's culture. Teams will create their own mantras that express the principles they want to follow towards achieving goals - for example, crying 'time out' as an intervention if a meeting strays from the point or stops adding value. Common language to aid understanding is useful for refocusing, decision-making and identifying the next course of action.

To see the full paper on which this article is based, including analysis of the key dependencies between ITIL 4 practices and a discussion of what a minimum viable problem management practice looks like, visit tinyurl.com/PMITIL4.

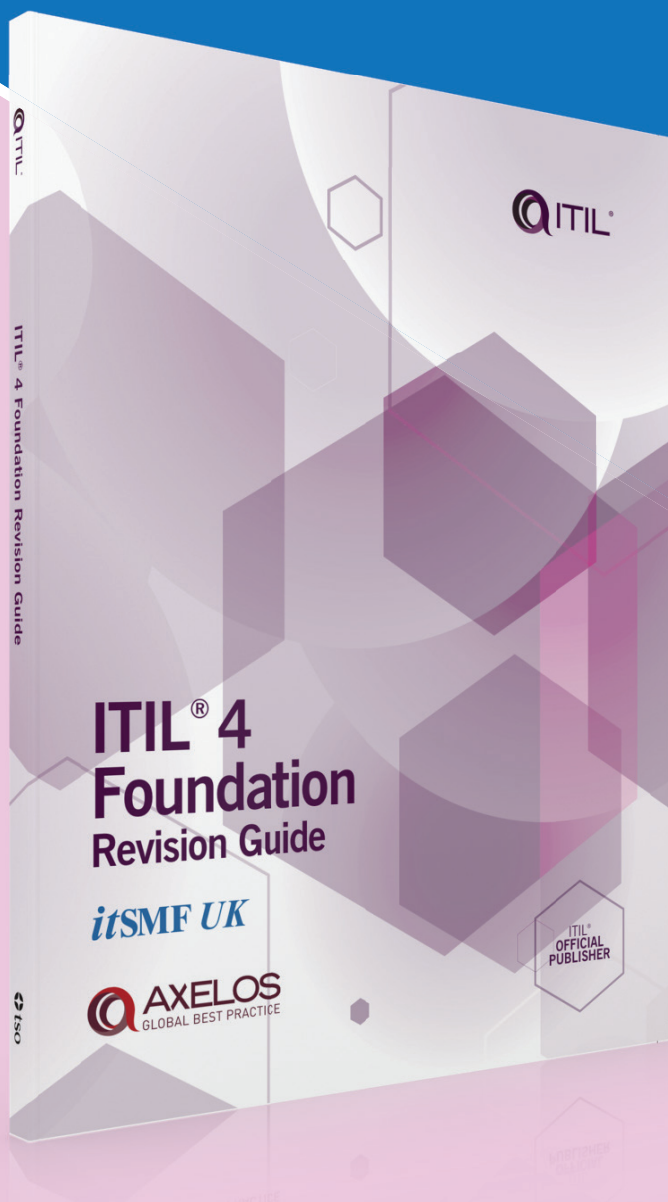
The paper was kindly prepared by ITSMF UK Problem Management SIG Chair Barry Corless (Independent Consultant), with additional contributions from Claire Drake (Fujitsu), John Ashplant (Vysion), Rosie Dalton and Stephen Conway (Department for Work and Pensions). You can catch up with Barry's webinar about the project at itsmfuk.site-ym.com/page/webinarrecordings

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