



Thank you for your participation in the itSMF USA and TechnoLava sponsored demonstration of the MarsLander Online Simulation by GamingWorks. MarsLander was developed to address some of the following challenges within organizations:

- The explosion of Agile and DevOps ways of working that put pressure on ITSM organizations to “make ITIL/ITSM more agile”
- Organizations that invest in ITIL 4 capabilities, but struggle to translate theory into practice and to gain end-to-end buy-in
- Or, organizations who haven’t yet decided to invest in ITIL 4 and wonder what value it will bring

If your organization would be interested in arranging an internal full-day simulation TechnoLava would be pleased to coordinate scheduling the session. We can also integrate an ITIL 4 Foundation Class with MarsLander to provide maximum value to your organization.

Following are the results and output of the half-day demo of the MarsLander Simulation.

ITIL®4 – ‘Focus on value’

Mission Director log: Netherlands 15:45 T-Minus 15 minus and counting.....

‘Everybody keeps using the word value, but what is value? Value for who?’ asked the Mission Director shaking his head and looking out of the window. The skies were dark. Clouds raced across the sky spilling flurries of rain against the glass panes. The Mission Director was thinking about the Axelos [panel discussion](#) on ‘value management’ that he had attended the day before. The dark skies matched his gloomy disposition. He recognized many of the challenges that were raised in the discussion and was about to discuss and explore these online with his Mission Control team in the USA. The Mission Director was doubting that the team could apply this new ITIL®4 stuff to deliver business value. They had been promising this with ITIL V1, V2 and V3, why should this latest addition be any different. His development teams had told him that ITIL was no longer relevant.....

Welcome to the MarsLander Business simulation workshop. The itSMF USA organized a 4 hour ITIL®4 Masterclass workshop to explore more about ITIL®4 and how it can deliver business value in a world of agile transformation.

Learning objectives:

The MarsLander business simulation can be used for many different learning objectives. What we are seeing globally in the market are 5 key ‘challenges’ or characteristics relating to ITIL®4 adoption levels. These adoption levels give a good indication as to the roles and decision makers

who should be involved in the workshop. These levels also help scope how the simulation is facilitated to maximize the learning. *There is no one size fits all with a business simulation.*

Level 5: How to gain BUSINESS ownership!! (IT Governance) in order to 'co-create' and 'Focus on value' with increasing demands and scarce resources.

Level 4: How to get e-2-e buy-in for ITIL(DevOps/Agile stakeholders don't see value!!)

Level 3: ITIL®4 Foundation followed (with a business reason) – too theoretical – not going to send everybody, yet many stakeholders need to KNOW about ITIL®4

Level 2: ITIL®4 certification mandatory for job - no clear business need or follow through to embed learning into behaviors

Level 1: Organization investing in Agile capabilities (Agile, DevOps) – ITIL being put under pressure - make ITSM more agile!

The delegates fit primarily into **Level 1**:

- ✓ To learn more about ITIL®4 and how to integrate ITIL into Agile/DevOps initiatives.
- ✓ How to bridge the gap with Service management (and agile teams).
- ✓ How to break down SILOS and work more closely with Agile/DevOps teams.
- ✓ How ITIL®4 could help create high performing teams and improve collaboration.

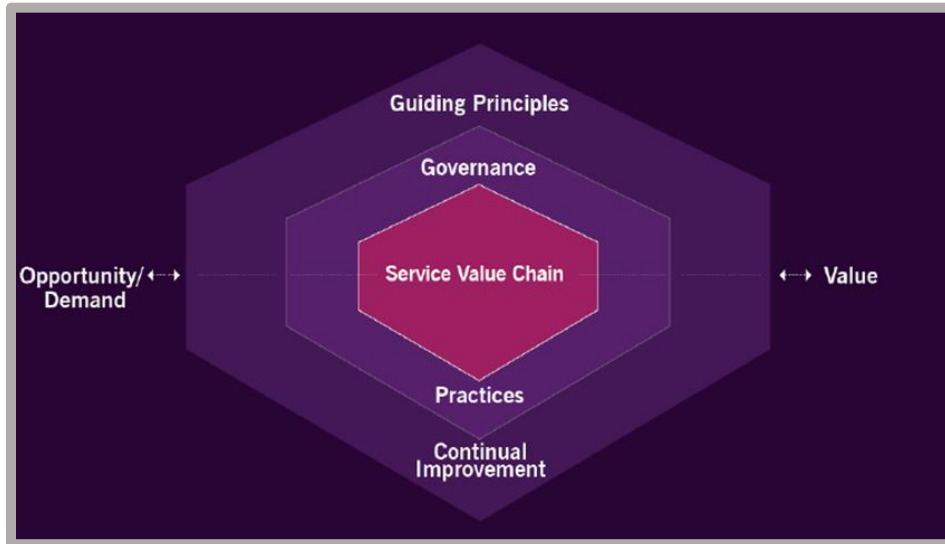
Experiential Learning

The team participated in the MarsLander business simulation. A dynamic, interactive form of experiential learning, in which the delegates play the roles in the Mission control team of the MarsLander space mission.

The delegates played the roles of Sales Director (Product owner), Flight Operations (Business as usual), Customer support (feedback and technical debt), IT development, Systems engineering, Service Desk, Vendor, Change management and Service Management. All with different perspectives on value.

The team was challenged with a growing backlog of opportunities and demands and limited resources. Not all value could be realized. How would the team optimize value?

What happened (in terms of the ITIL®4 SVS model)



What happened in the simulation reflects the reality of what many IT organizations are currently facing. We explored the ITIL SVS model and used this to reflect on what happened in the first round of the simulation.

Value:	<ul style="list-style-type: none"> ✓ Agreed that Product owner and Service manager should prioritize ✗ No clear idea of strategic goals or business value metrics. ✗ IT did not ask (Focus on value), the business did not share (not understanding IT needed this to prioritize scarce resources). ✗ No recognition of types of value work (e.g, Value creation work, Value leakage work, Value improvement work). ✗ No understanding of Value, Outcomes, Costs, Risks and the need to balance these. ✗ Product owner prioritized features and had no interest in Customer satisfaction, technical debt or service level agreements.
Demands & Opportunities:	<ul style="list-style-type: none"> ✓ Recognized the fact that service improvement work needed to be on the backlog ✗ No clear insight into full portfolio of work split across types of value ✗ No insight into Problems, Service improvement projects ✗ No clear insight into 'when' value and risks were important. ✗ No clear match between portfolio and the need for continual improvements to enable 'high velocity' capabilities.
Guiding principles:	<ul style="list-style-type: none"> ✓ 'Collaborate and promote visibility': team listened well and agreed end-to-end roles and responsibilities ✗ No translation of principles such as 'Focus on value' into agreed behaviors. ✗ 'Collaborate and promote visibility': communication needed improving to avoid assumptions and to confirm understanding and agreements.

	<ul style="list-style-type: none"> ✗ 'Progress iteratively with feedback' - no agreed behaviors on open feedback and agreeing improvement needs.
Continual improvement:	<ul style="list-style-type: none"> ✓ Continual improvement was a topic of discussion with the business ✗ IT was unable to link continual improvement initiatives to business value. ✗ Unable to make the business case linked to business goals (current and future value expectations).
Governance:	<ul style="list-style-type: none"> ✗ No mechanism for dealing with conflicting priorities (e.g, Product owner wanted 'features', Flight operations wanted to focus on reducing Risks). ✗ No priority given to Continual Improvement suggestions. ✗ Unclear decision making authorities. ✗ Not enough relevant visibility into 'value demands' to enable fast, effective decision making.
Value chain:	<ul style="list-style-type: none"> ✓ Recognized need to coordinate work through end-to-end value chain. ✗ There was confusion about end-to-end ways of working. ✗ Confusion about responsibilities between product owner, Service manager). ✗ Confusion about ownership for end-to-end improvement initiatives.
Practices:	<ul style="list-style-type: none"> ✗ Confusion about new ways of working with procedures and tooling ✗ Irritation, frustration and people not sticking to agreed ways of working due to confusion and lack of awareness and training. ✗ No coaching on new ways of working. ✗ No ownership to embed new ways of working. People fell back into old ways of doing things. ✗ No open feedback and asking for help with new ways of working. ✗ No recognition that this confusion and need for coaching was a normal part of adopting new agile ways of working.

Progress iteratively

Before we started the next game round the team was given time to make improvements to the way they worked. Just like reality the team could not improve everything so they had to make choices. They applied:

'Progress iteratively with feedback' to prioritize 3 improvements to the way they worked:

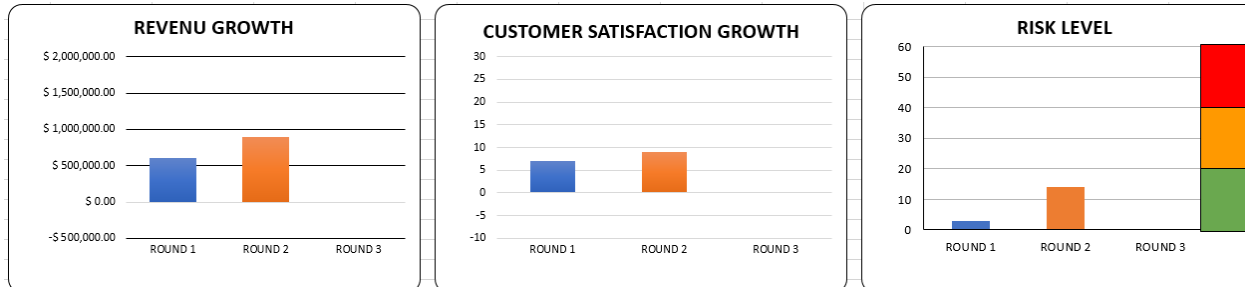
'collaborate and promote visibility'. Engage end-to-end team in value and prioritization discussion linked to strategic goals, balancing prioritization across types of value work (Value creation (requests, Features), Value leakage (Events, issues, Problems, Customer feedback), Value improvement(Service improvements, emerging automation technology).

'Focus on value': Visualize goals, link all work to goals, identify risks related to each type of work, justify service improvements linked to business value. Ensure governance in decision making to balance 'Revenue, CSAT, Risk' decisions and conflicts in different business priorities.

Value chain: co-ordinate end-to-end flow, and focus on speed and removing confusion in agreed ways of working, apply improvement to automate parts of value chain.

Final scores:

The team had agreed to focus on the Customer satisfaction indicator (loyalty, retention), with a secondary focus on revenue and innovation (customer satisfaction and growth) and agreed to accept certain risks (not removing all problems, accepting growth in outages (non critical)). In the end they were able to achieve the agreed value goals they set for the second game round.



Takeaways:



Takeaways

We explored with the team 3 key questions at the end of the session: *What did I learn? What can I use in my day-to-day work? What action am I going to take?*

These takeaways and learning points are relevant for many organizations as they adopt ITIL.®4

What did I learn?

- ✓ Service management has to work better at communicating (the need for) Service improvement to the business (linked to business impact).
- ✓ Take time to understand the priority, value, risks of each backlog item (doing it and NOT doing it).
- ✓ Need someone to track (end-to-end) activities (Is work flowing? Where are bottlenecks to flow? Are we doing the right things?)

What can I use in my day-to-day work?

- ✓ Visualize for all (the work to be done, work in progress, goals and priorities, bottlenecks and improvement needs) – It is important to create situational awareness and enable fast, effective decision making.
- ✓ Ensure goals are known and risks are identified. (Feed these into priority mechanisms)
- ✓ Focus on the fundamentals – business goals and objectives (IT is often too internally, and short term focused).

What action am I going to take?

- ✓ Work with our Service Level Manager to come up with a Service Improvement Plan (linked to business value).
- ✓ Study the Service Value System for a deeper understanding (Focus on value and the holistic view of how the pieces fit together.(see this [article](#)).
- ✓ TALK TO THE BUSINESS (In order to 'co-create' and 'Focus on value').
- ✓ Spend more time & effort in building the business justification (IT organizations are generally too internally and short term focused).

Was it useful?

In the end all delegates agreed that the experiential form of learning was a fun and very useful exercise helping improve understanding of ITIL4 as well as how to practically apply ITIL4 concepts with a 'focus on value'. It was an 'active', 'engaging' way of learning. It showed end-to-end what happens and the confusion that can arise when adopting new agile ways of working and new tooling. It helped delegates understand how to progress iteratively with small incremental improvements by engaging end to end stakeholders to make their own improvement suggestions – engaging and empowering people.

ABOUT TECHNOJAVA

TechnoJava is an IT Consulting, Training and Staffing company with expertise in the IT Service Management, Application Development, DevOps and Cloud Computing market. TechnoJava is focused on the Development, Implementation and Continual Improvement of IT Service Management Solutions and Services. We provide ITSM Best Practice consulting and implementation services and Best-of-Breed tools for IT Asset Management, Configuration Management (CMDB), Change Management and other Service Management best practice processes. TechnoJava provides Full Lifecycle Development, to include Requirements Analysis, Process and Workflow development and design and implementation of the solution. Focusing on your strategic business goals, TechnoJava's experienced ServiceNow team can help you define your operational needs and successfully design and deploy secure, reliable management solutions. TechnoJava has ServiceNow and ITIL certified and highly experienced engineers for your implementation, customization and application development requirements. TechnoJava also provides Recruiting services for Permanent Placement and Temporary staffing of ServiceNow, ITSM and DevOps experts.

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