

# ITIL® 4

## Vernon Lloyd



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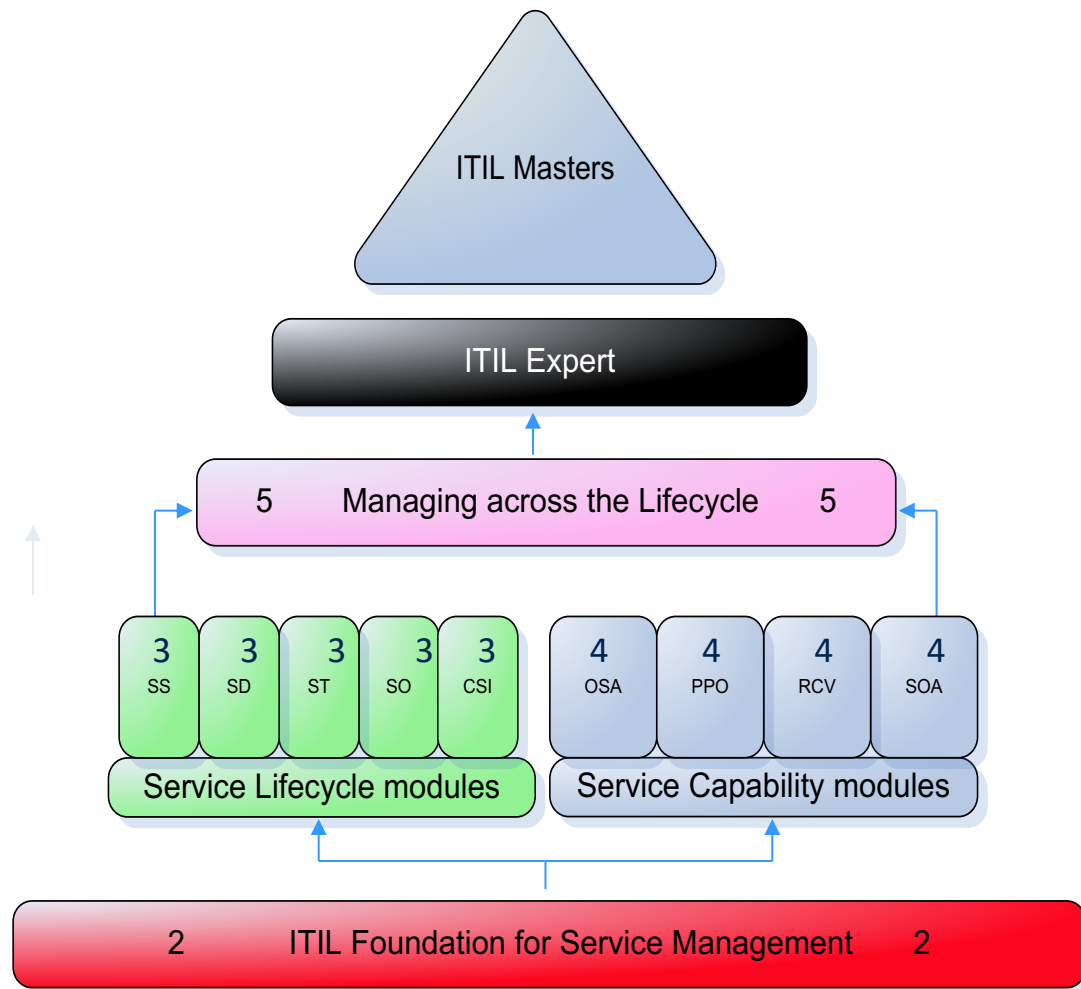
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LOOKING  
BACK, AND  
MOVING  
FORWARD...

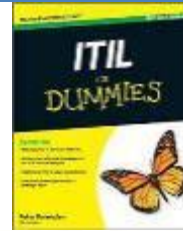


Sp Adobe Spark

# ITIL V3/2011 qualification scheme



# ITIL looked like this



Core publications

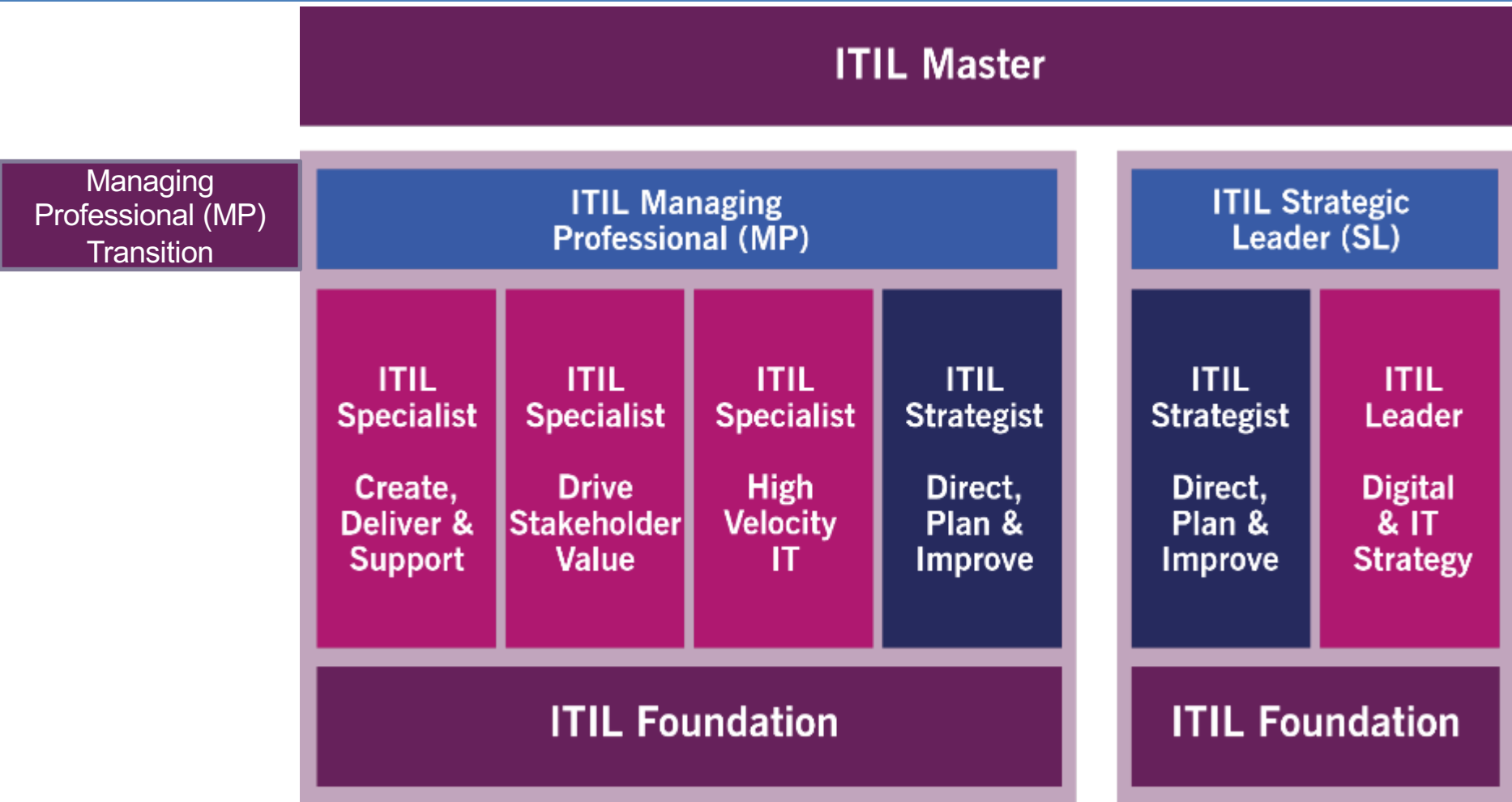
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# What has been removed?

- **The service lifecycle**
  - **Processes**
- **Quite a lot of detail**
  - **The exam structure**

- ❖ Less prescriptive on the whole but much more reference to other frameworks and techniques especially DevOps, AGILE and LEAN
- ❖ *DevOps is the practice of operations and development areas participating together in the entire service lifecycle, from design through the development process to implementation and support*
- ❖ *Agile is an iterative and incremental approach to delivering requirements throughout the project life cycle*
- ❖ *LEAN is the elimination of waste and embodies continual improvement*

# Now like this - ITIL 4 Certification and publications



# Exam relation to ITIL 4 Publications

- ❖ No separate publication for Managing Professional Transition
- ❖ One publication for each of the other ITIL 4 exams although syllabus will not be the whole book
  - Foundation
  - Create, Deliver and Support
  - Drive Stakeholder Value
  - High Velocity IT
  - Direct, Plan and Improve
  - Digital & IT Strategy (for strategic leader, not Managing Professional)
- ❖ Practices published separately but no exams
- ❖ All exams will be 40 question multiple choice



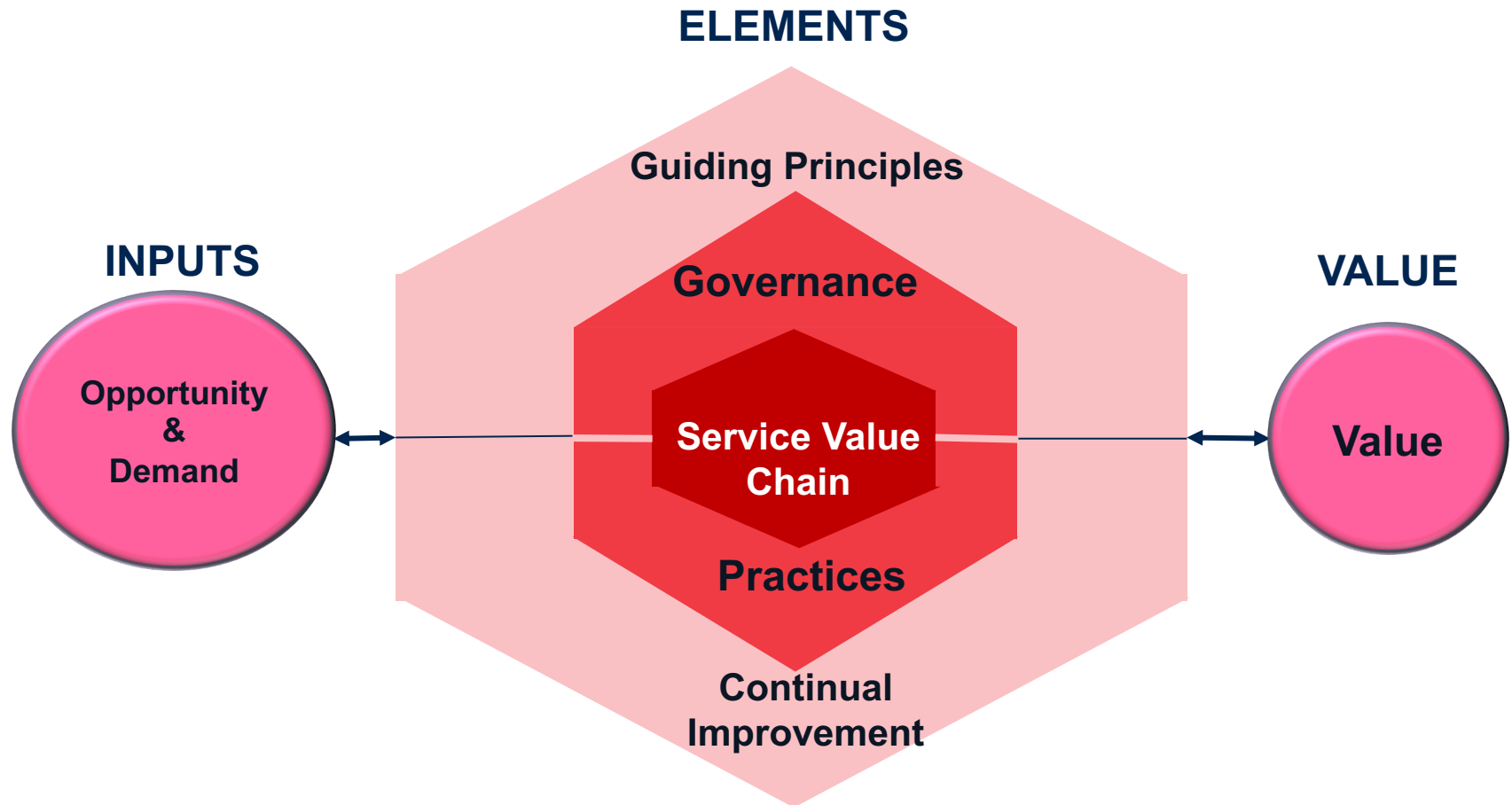
# Publications

- ❖ 6 new publications
- ❖ 34 other documents initially



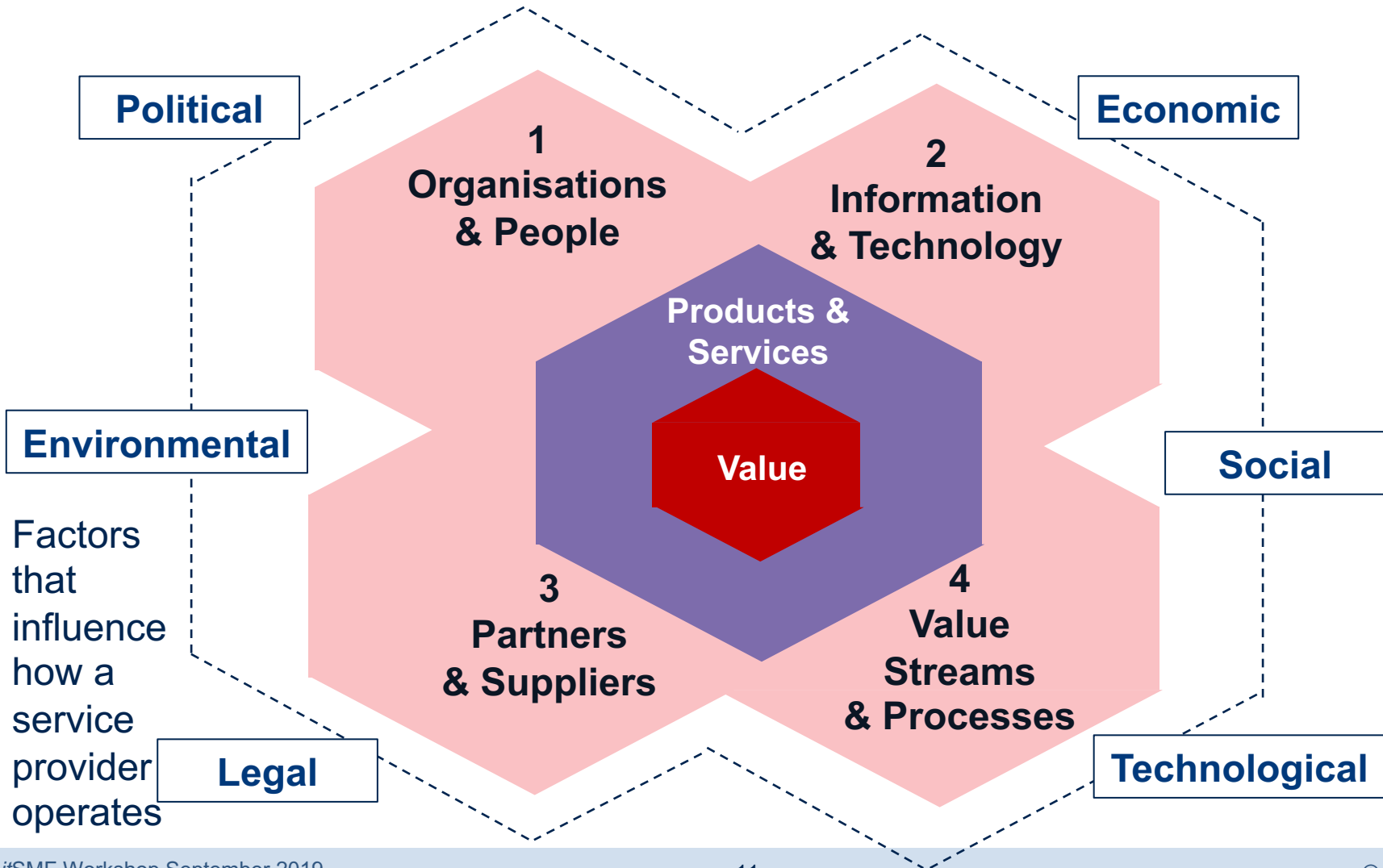
# The structure? - The ITIL Service Value System

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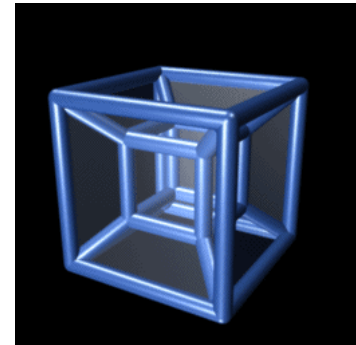
# 4 Dimensions of Service Management

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# 4 Dimensions of Service Management

- ❖ The 4 dimensions support a holistic approach to service management
- ❖ Collectively critical to the effective and efficient facilitation of value for customers and other stakeholders in the form of products and services.
- ❖ The four dimensions represent perspectives which are relevant to the whole service value system.



- ❖ A practice is a set of organizational resources designed for performing work or accomplishing an objective
- ❖ These resources are grouped into the four dimensions
- ❖ The ITIL Service Value System includes 34 practices:
  - 14 General management practices – adopted from wider business domain
  - 17 Service management practices – created or adopted from the IT Service Management industry
  - 3 Technical management practices – elevated to the level of a service

# Practices

General Management	Service Management	Technical Management
<ul style="list-style-type: none"><li>• <b>Continual improvement</b></li><li>• <b>Information security management</b></li><li>• <b>Relationship management</b></li><li>• <b>Supplier management</b></li><li>• <i>Architecture management</i></li><li>• <b>Knowledge management</b></li><li>• <i>Measurement and reporting</i></li><li>• <i>Organizational change management</i></li><li>• <b>Portfolio management</b></li><li>• <i>Project management</i></li><li>• <i>Risk management</i></li><li>• <b>Service financial management</b></li><li>• <i>Strategy management</i></li><li>• <i>Workforce and talent management</i></li></ul>	<ul style="list-style-type: none"><li>• <b>Service desk</b></li><li>• <b>Incident management</b></li><li>• <b>Problem management</b></li><li>• <b>Service request management</b></li><li>• <i>Change enablement</i></li><li>• <b>Service level management</b></li><li>• <b>IT asset management</b></li><li>• <b>Monitoring and event management</b></li><li>• <b>Release management</b></li><li>• <b>Service configuration management</b></li><li>• <i>Business analysis</i></li><li>• <b>Service catalogue management</b></li><li>• <i>Service design</i></li><li>• <b>Service validation and testing</b></li><li>• <b>Availability management</b></li><li>• <b>Capacity and performance management</b></li><li>• <b>Service continuity management</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Deployment Management</b></li><li>• <i>Infrastructure and platform management</i></li><li>• <i>Software development and management</i></li></ul>

# The ITIL Service Value System

The ITIL service value system (SVS) describes how all the components and activities of the organization work together as a system to enable value co-creation

Specifically architected to enable flexibility and discourage siloed working



"Value is the capacity to serve."

# The Service Value chain

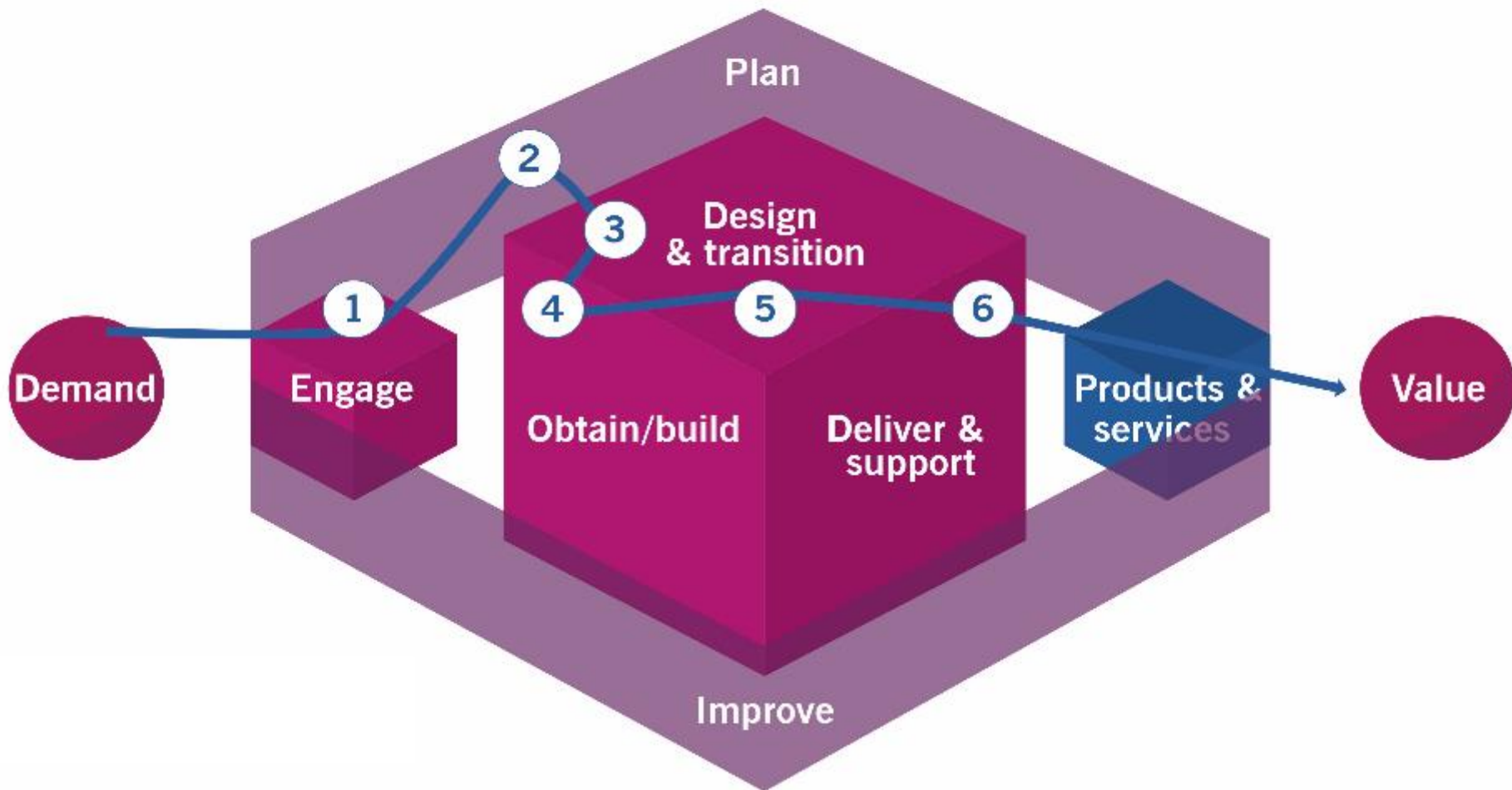


## Service value chain activities

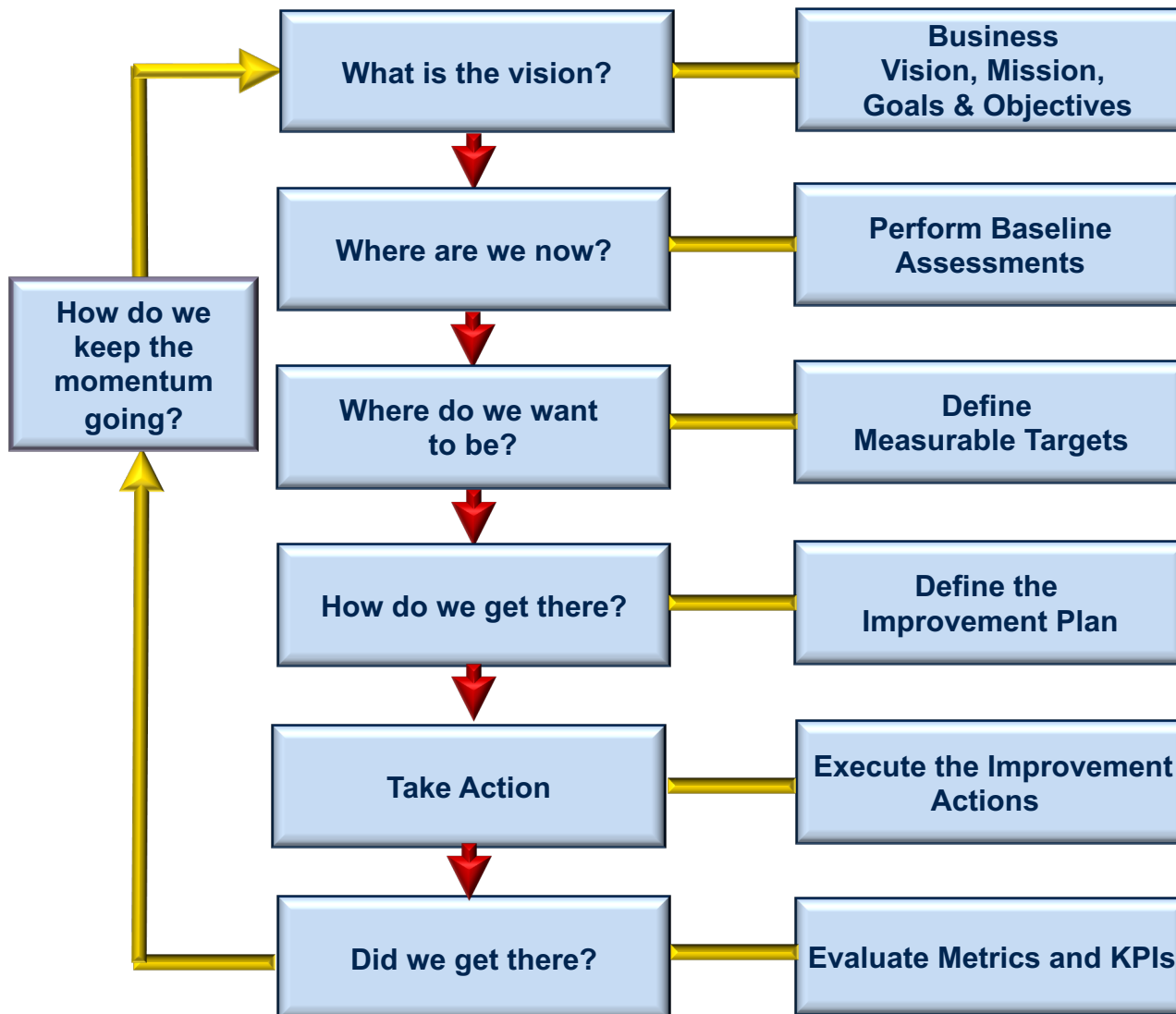
- All incoming and outgoing interactions with parties external to the service provider are performed via **engage** value chain activity
- All **new** resources are obtained through the **obtain/build** activity
- Planning at all levels is performed via **plan** activity
- Improvements at all levels are initiated and managed via **improve** activity
- Creation, modification, delivery, maintenance and support of component, products and services are performed in integrated and coordinated way between **design and transition**, **obtain/build** and **deliver and support** activities
- **Products and services**, **Demand** and **Value** are NOT value chain activities; they are SVS components



# Simple Incident process through service value chain



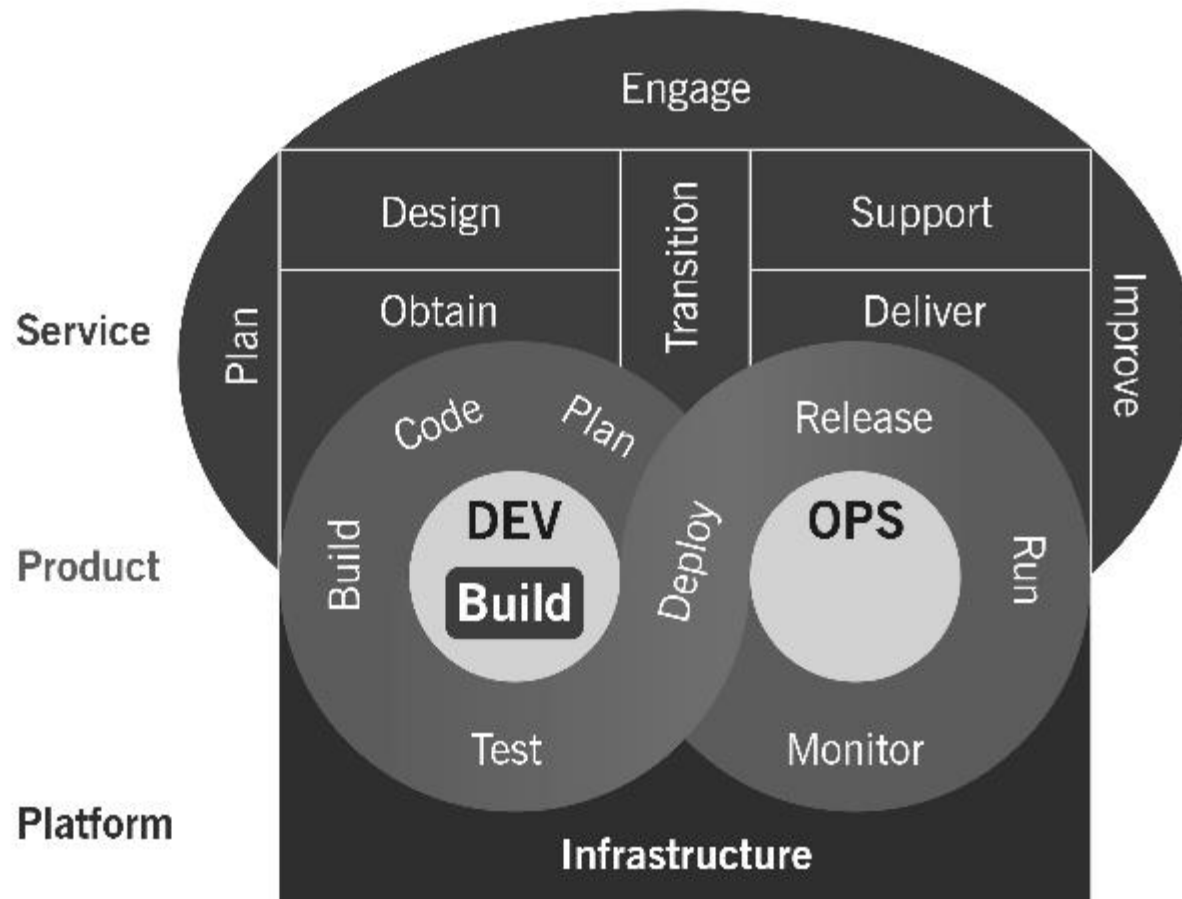
# Continual Improvement Model but no CSI



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- ❖ Some Practice change examples:
  - No OLAs or Service Level Manager's
  - Change Management now spit into two areas
    - Organizational Change management
    - Change enablement
  - Service Desk – now a practice
    - No structures
    - New developments such AI; Machine learning, portals etc
  - Incident Management
    - Different techniques added including Swarming
  - Problem Management
    - Re-introduction of Identification; Problem Control; Error control
  - And 100s more

# DevOps and the Value Chain

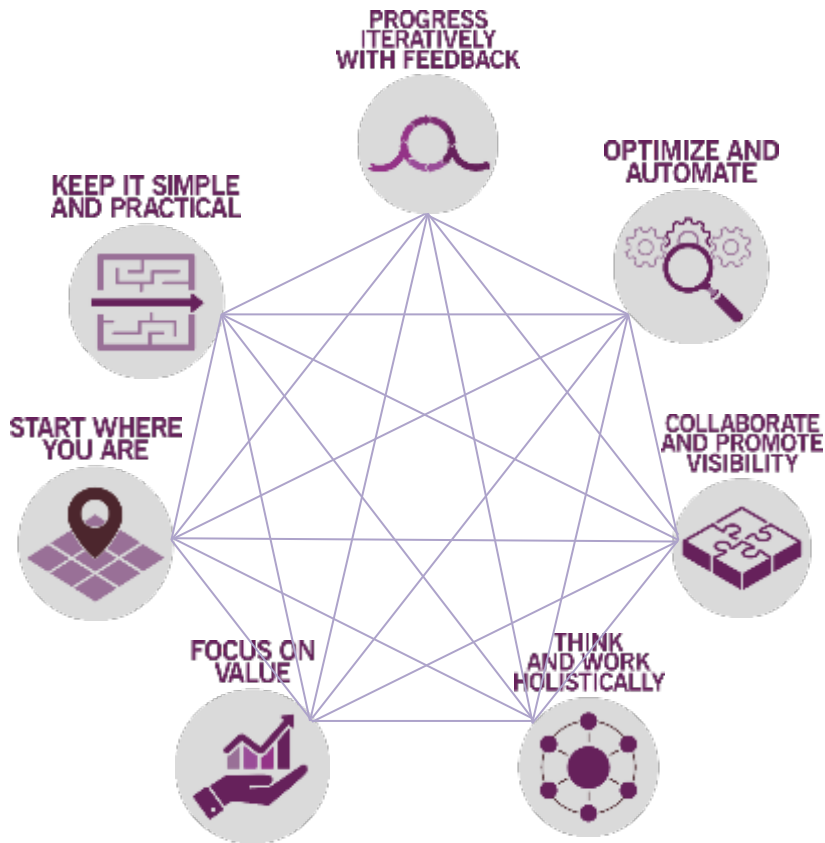


- ❖ One of the first messages that AXELOS heard from the ITIL community was

Don't fix that which  
isn't broken  
Have they followed  
this?



# The ITIL guiding principles – New but essence in earlier version



- ❖ They are not independent of each other
  - Think about all of them, each time you need to
    - Make a decision
    - Prioritise work
    - Review improvement opportunities
    - Resolve a conflict
  - Sometimes you will decide that only one or two principles apply
    - But you need to consider all of them

# ITIL Specialist Create Deliver Support

- ❖ Understand how to plan and build a service value stream to create, deliver, and support services
- ❖ Know how relevant ITIL practices contribute to the creation, delivery and support across the SVS and Value streams
- ❖ Know how to create, deliver and support services
- ❖ The evolution of professionalism in IT and service management
- ❖ Prioritizing and managing work



# Create Deliver Support

- ❖ Workforce and Talent Management – New Practice
- ❖ Looks at various aspects
- ❖ Examples
  - Structure
  - Skills –T shaped, Pi shaped etc
  - Emotional Intelligence
  - Culture and improvement
  - Communication



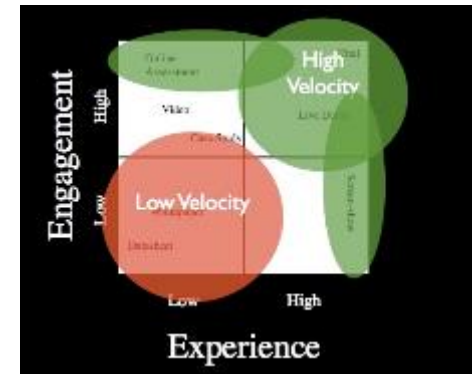


# ITIL Specialist Drive Stakeholder Value

- ❖ Understand how customer journeys are designed and mapped
- ❖ Know how to foster stakeholder relationships
- ❖ Know how to shape demand and define service offerings
- ❖ Know how to onboard and offboard customers and users
- ❖ Know how to act together to ensure continual value co-creation (service consumption / provisioning)
- ❖ Some reference to some practices - Relationship Management; Service Level Management; Supplier Management; Business Analysis; Service Catalogue Management; Service Desk

# ITIL Specialist High Velocity IT

- ❖ Understand concepts regarding the high-velocity nature of the digital enterprise, including the demand it places on IT
- ❖ Understand the digital product lifecycle in terms of the ITIL 'operating model'
- ❖ Understand the importance of the ITIL Guiding Principles and other fundamental concepts for delivering high velocity IT
- ❖ Reference to practices and how they contribute to HVIT



# ITIL Specialist Direct Plan Improve

- ❖ Understand the scope of what is to be directed and/or planned, and know how to use key principles and methods of direction and planning in that context
- ❖ Understand the role of Governance Risk Compliance
- ❖ Understand and know how to use the key principles and methods of Organizational Change Management to direction, planning and improvement
- ❖ Also includes content on continual improvement

# ITIL Leader Digital & IT strategy

- ❖ Demonstrates that the professional needs a clear understanding of how IT influences and directs business strategy
- ❖ Recognizes the value of ITIL for all digitally-enabled services
- ❖ Some reference to some practices



- ❖ All practices will have a document published outlining the objectives and activities of the practices
- ❖ Not as much detail as many of the current processes
- ❖ Much left to your own requirement definition

# Comments in ITIL 4

