ITSM Roles in an Agile and DevOps World

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About Me

CEO of the DevOps Institute, President of ITSM Academy, active trainer, ScrumMaster, ITIL® Expert and former IT Director. Author of the Agile Service Management Guide.

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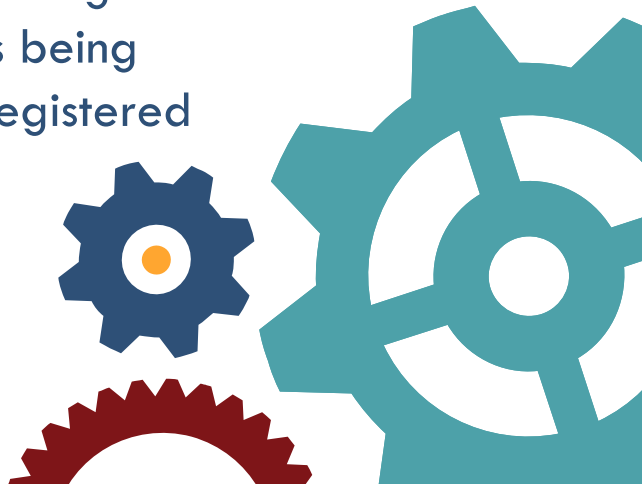
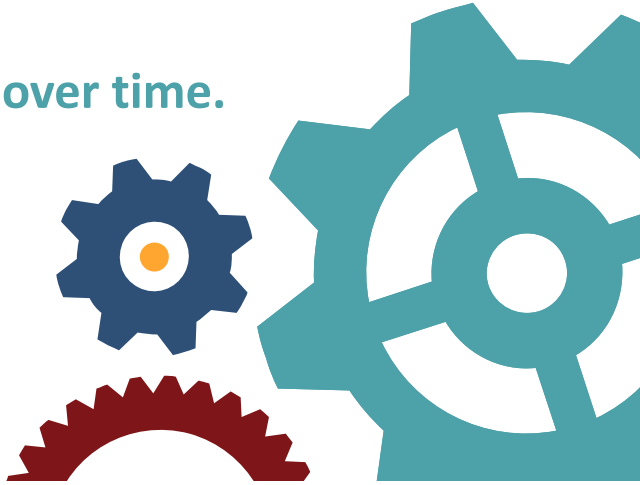


The Digital Transformation Is Real

- Software drives the world (literally)
- Every organization is now a digital technology business
- Your biggest competitor is a disruptive start-up
- Attention spans have been reduced to 1 min videos and 140 characters
- Migration to the cloud is accelerating
- Information is available at the speed of your connection

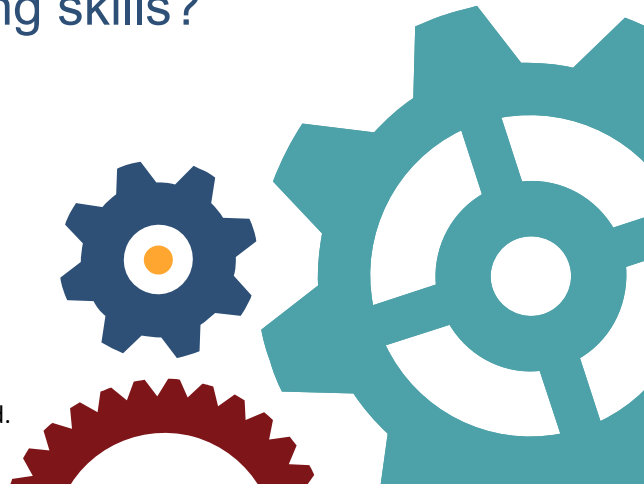
Moore's Law: Rates of improvement will increase exponentially over time.



What Makes DevOps So Unique?

- Is it better than Scrum for improving the workflow of developers?
- Is it better than cybersecurity practices?
- Is it better than Lean in keeping IT more efficient?
- Is it better than ITIL® for service management?
- Is it better than Organizational Change Management for culture?
- Is more automation better than higher level human thinking skills?

Each of these frameworks and approaches have delivered some degree of benefit but none have delivered full end-to-end IT improvement.



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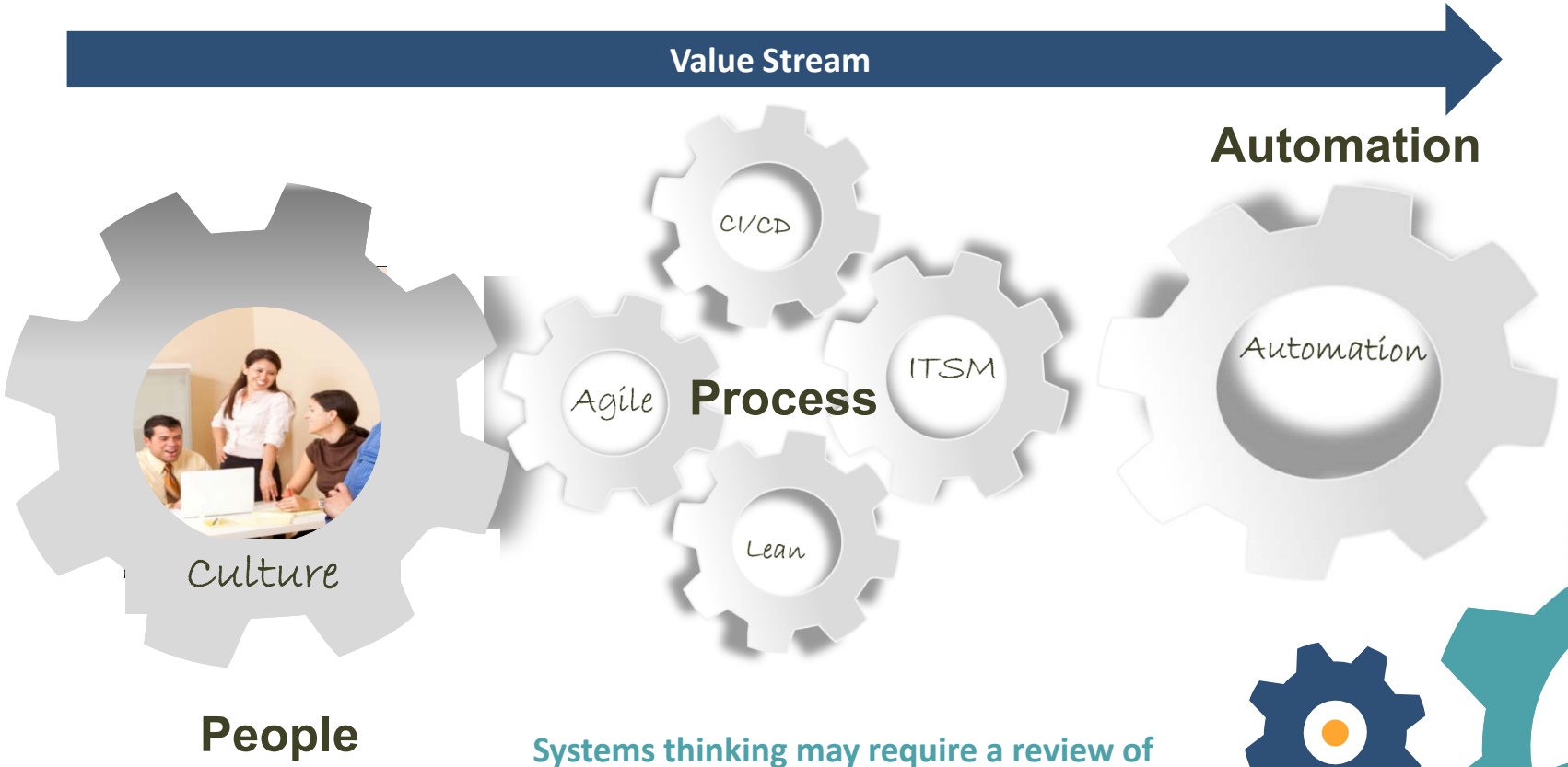
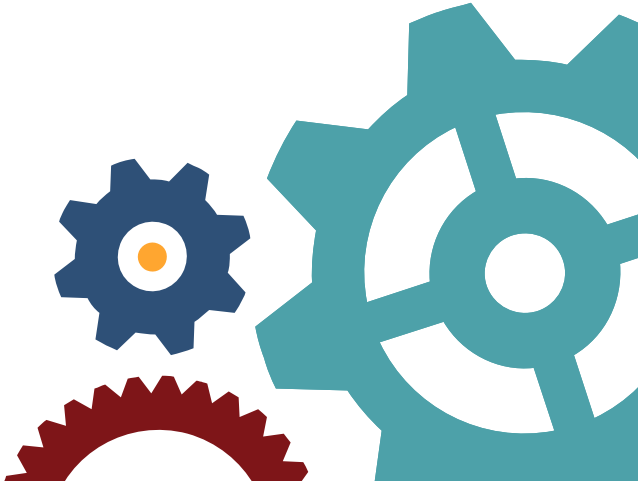
DevOps Applies Systems Thinking to All of IT



Systems thinking may require a review of current roles and organizational design.

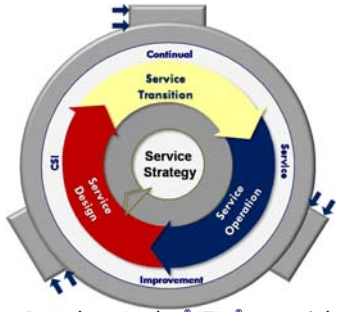
Is ITSM Still Relevant?



Mythbuster 1: ITIL® Built for Waterfall

In a sense it was! The last ITIL® refresh was in 2011 when waterfall development was more of the norm. But the intent was always to adopt and adapt to changing business requirements.

ITSM processes can be adapted to be more "agile" to underpin a faster flow of work.



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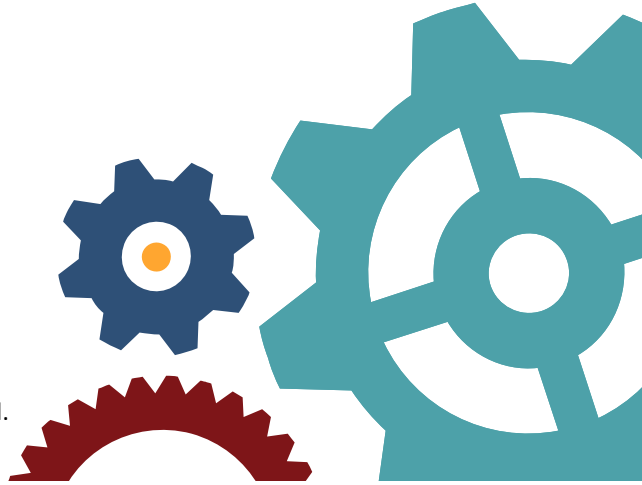

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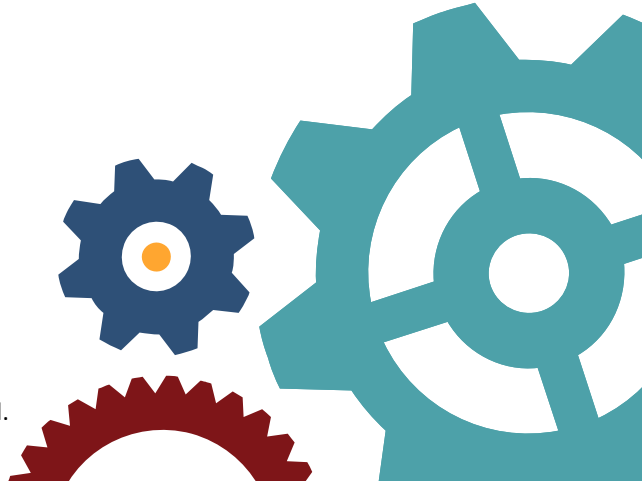
Mythbuster 2: ITSM is Incompatible with DevOps

ITIL® has broadly influenced multiple generations of Ops practitioners and is an ever-evolving library of practices intended to codify processes and practices that underpin world-class IT Operations.

The DevOps Handbook

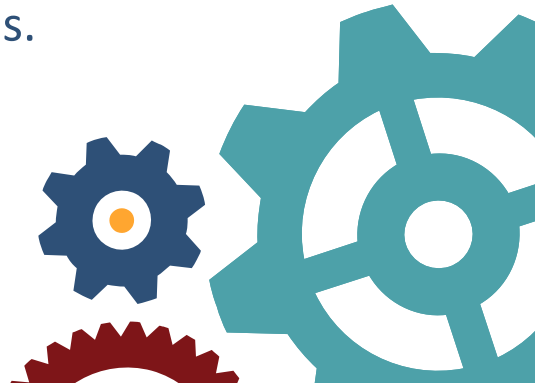


Customers will always rely on services

A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

Services will always need to be managed

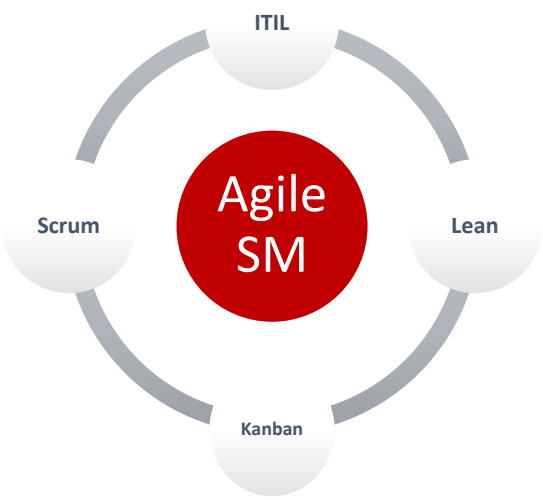
Service management (SM) is a set of specialized organizational capabilities for providing value to customers in the form of services.



Source: *ITIL® Glossary and Abbreviations*

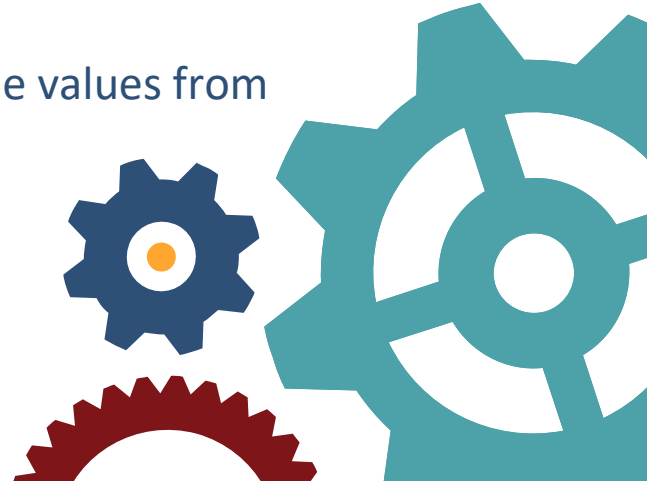
ITSM Must Become More Agile

Agile Service Management (Agile SM) ensures that ITSM processes reflect Agile values and are designed with "just enough" control and structure in order to effectively and efficiently deliver services that facilitate customer outcomes when and how they are needed.



Agile Service Management does not redefine ITSM processes.

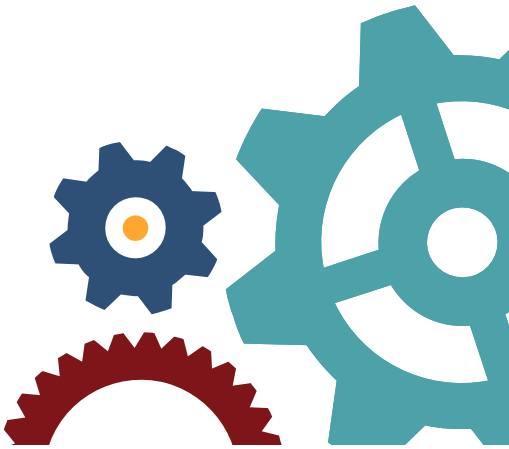
- Agile Service Management
  - Adapts Agile/Scrum practices to ITSM process design
  - Implements service management in small, integrated increments
  - Ensures ITSM processes reflect Agile values from initial design through CSI



What Does it Mean for IT to “Be Agile”

The Agile Manifesto		
Individuals & interactions	over	**Processes & tools**
Working software	over	**Comprehensive documentation**
Customer collaboration	over	**Contract negotiation**
Responding to change	over	**Following a plan**

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

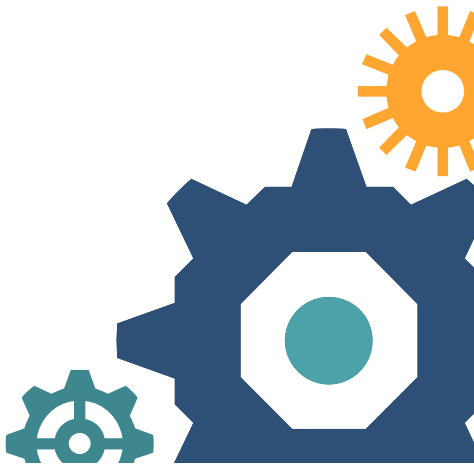


Minimum Viable Process

Minimum Viable Process (MVP) is the most pared down version of a process that can still meet organizational requirements.

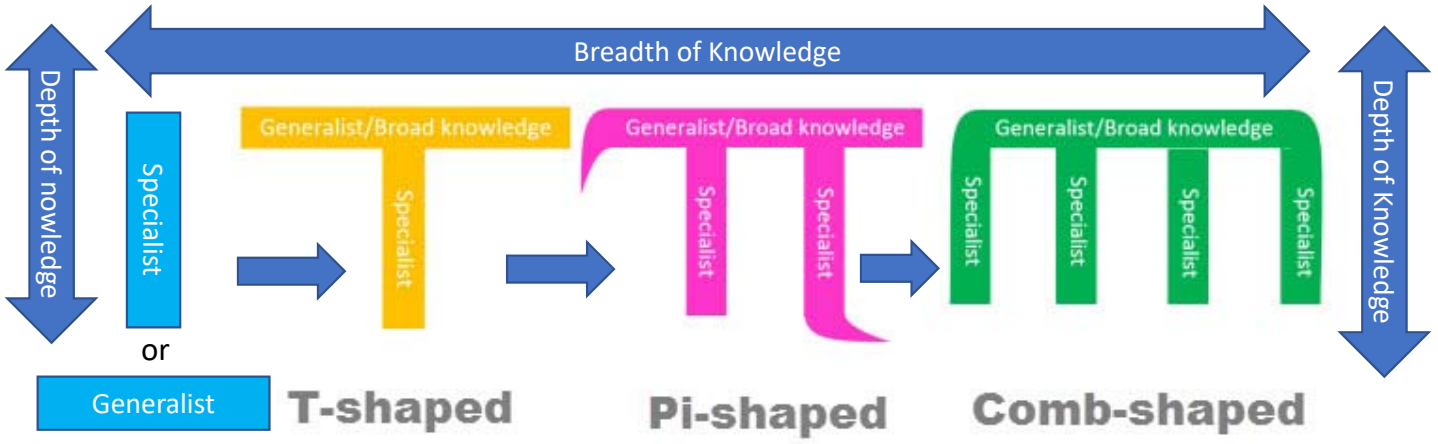
- MVP has three characteristics
  - It has enough value that people are willing to use it
  - It demonstrates enough future benefit to retain early adopters
  - It provides a feedback loop to guide future design and development

How much is "just enough" process for your organization?



Agile Service Management Roles

The New Paradigm for Multi-Dimensional People

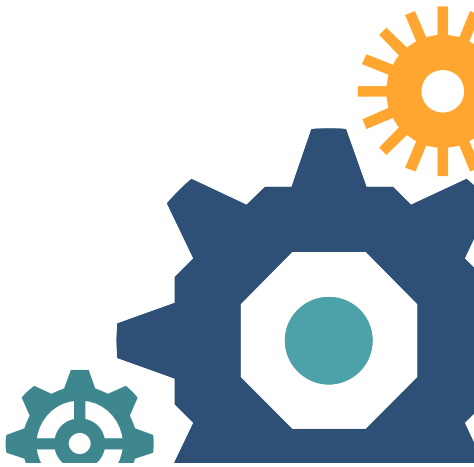


http://www.irisclasson.com/wp-content/uploads/2013/07/skills.jpg

Agile Service Manager

- Applies Agile and DevOps practices to ITSM
- Manages the Agile and DevOps integration of ITSM
- Identifies minimum viable and just enough process
- Is the operational counterpart to Dev's ScrumMaster
- Does not lead the Team but helps them succeed
- Protects the Team and removes impediments
- Facilitates Agile Service Management events
- Works closely with Agile Process Owners

The Agile Service Manager is a facilitator, coach, protector and servant-leader.



Agile Process Owner

- Works with the Agile Service Manager and Team to instill agile thinking into agile process design
- Collects and organizes process user stories
- Creates and manages a process backlog
- Helps to identify “just enough” process
- Is the operational equivalent of Dev’s product owner
- Creates and maintains process models
- Ensures continual improvement and value creation

The Agile Product Owner ensures that agile thinking is embedded into the process throughout the service lifecycle.

Agile Change Manager

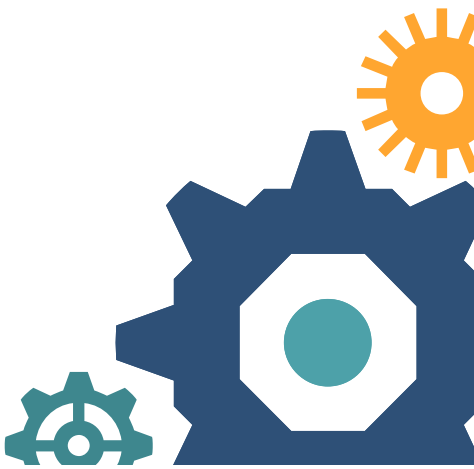
- Identifies and manages risk categories
- Authorizes and oversees multiple decision authorities
- Creates and maintains change models
- Improves communication
- Embraces automation and integration

An Agile Change Manager recognizes that Change Management is not a one size fits all process.

Everyone Wants More Standard Changes

- Per ITIL® a standard change is
  - Pre-authorized
  - Low risk
  - Relatively common
  - Follows a procedure or work instruction
  - Not required to submit a RFC
  - Able to be logged and tracked using a different mechanism

Could DevOps and ITSM agree that most changes going through an automated deployment pipeline be designated as "standard"?



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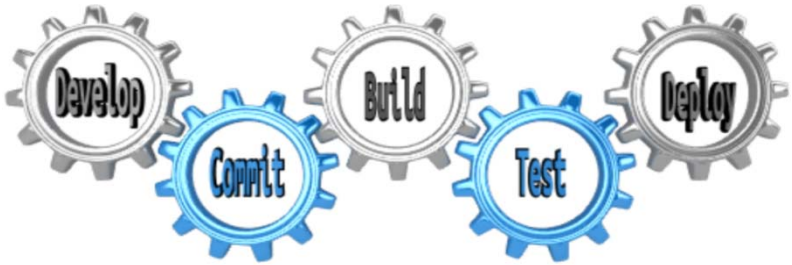
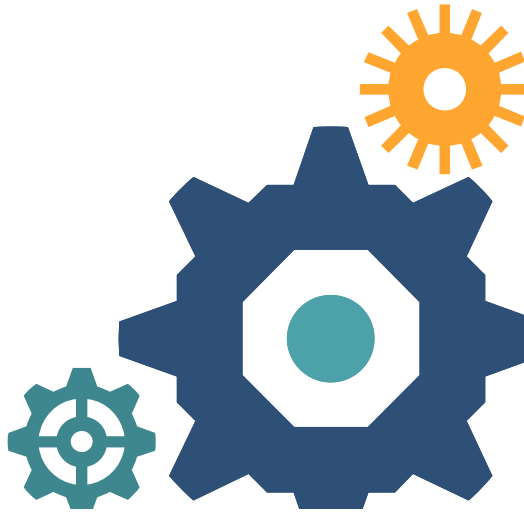
Agile Release Manager

Release Management finally gets its place in the spotlight!



- Adapts the release policy to Agile and DevOps practices
- Supports smaller, more frequent releases and microservices
- Embraces continuous integration, delivery and testing
- Participates in the design of test plans and strategies
- Engages in the design of deployment pipelines



Agile Configuration Manager

- Aligns Dev and Ops configuration management processes and tools
- Expands Configuration Management Systems and CMDBs
- Supports IaaS and adapts
- Leverages automated configuration discovery
- Embraces repositories as part of Definitive Media Library

Agile Incident and Problem Managers

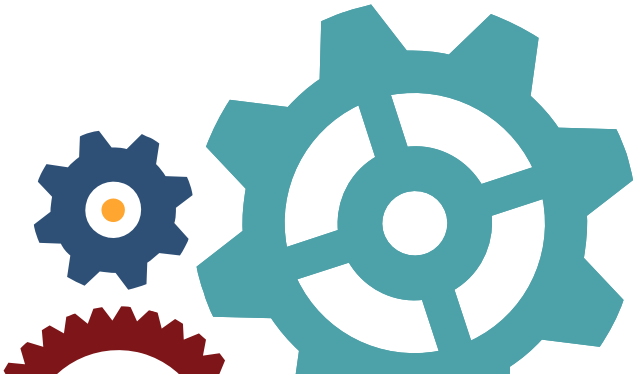
- Ensures releases are supportable
- Identifies and uses knowledge sources
- Integrates with Dev, knowledge, monitoring and testing tools
- Encourages auto-creation of incident and problem records
- Leverages collaborative tools and communication platforms

Which of These Other Processes is No Longer Necessary under DevOps?

- Knowledge Management
- Service Level Management
- Request Management
- Supplier Management
- Availability, Capacity, Continuity
- Security Management

The agility of all ITSM processes may have to be reviewed in order to meet current business requirements.

Roles may need to be combined or responsibilities may need to be dispersed as in Site Reliability Engineering.

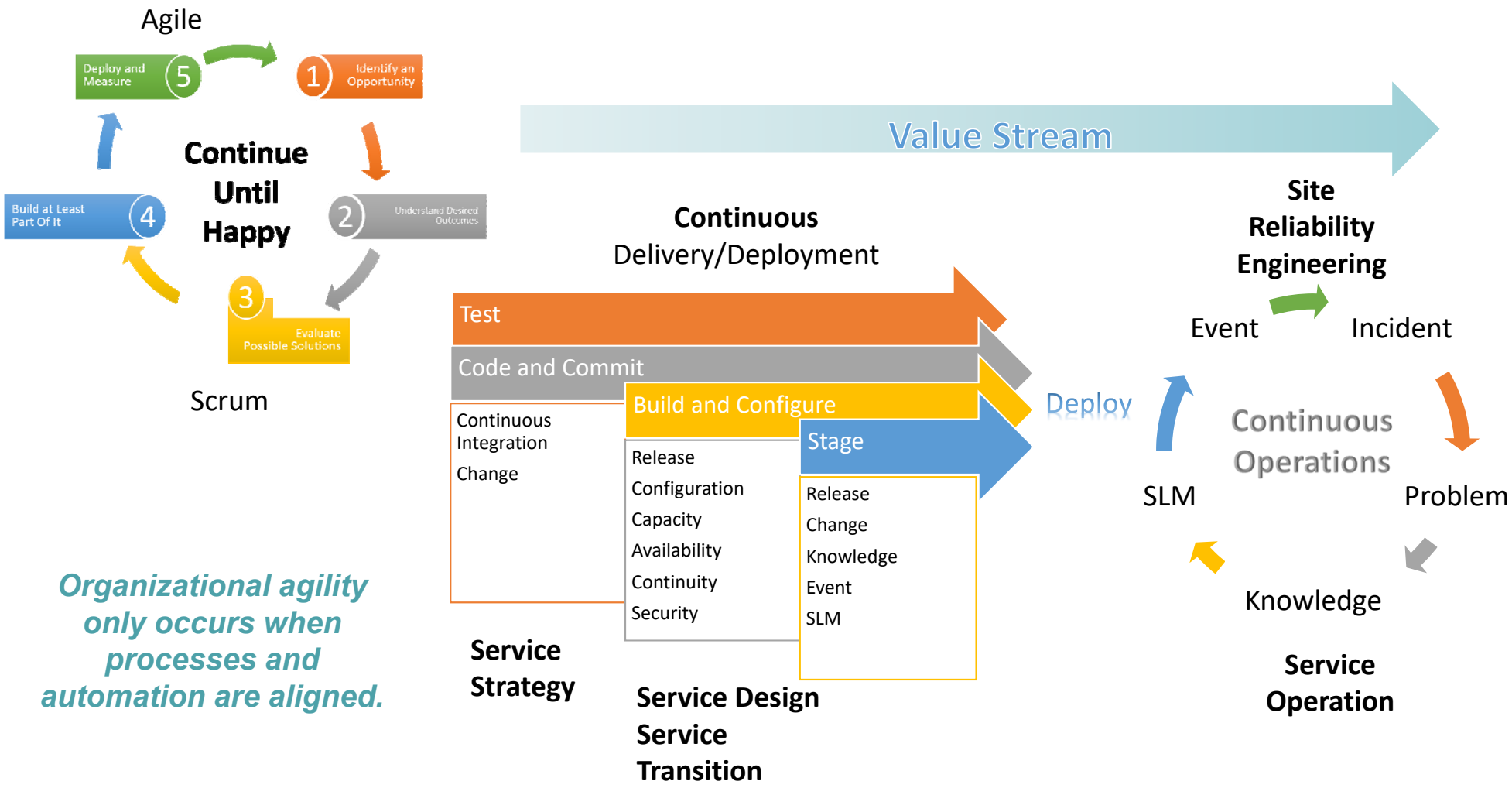


Site Reliability Engineering

An innovative approach to Operations and Support born out of the Google book.

- Uses software engineers to design operational functions and automated systems
- Is responsible for availability, latency, performance, efficiency, change management, monitoring, emergency response, and capacity planning
- Integrates ITSM processes and practices such as
  - Event Management
  - Service Level Management
  - Change Management
  - Incident and Problem Management
  - Capacity, Availability, Security, Continuity
- Did not emerge as part of DevOps but clearly related

Organizational Agility Drives the Value Stream

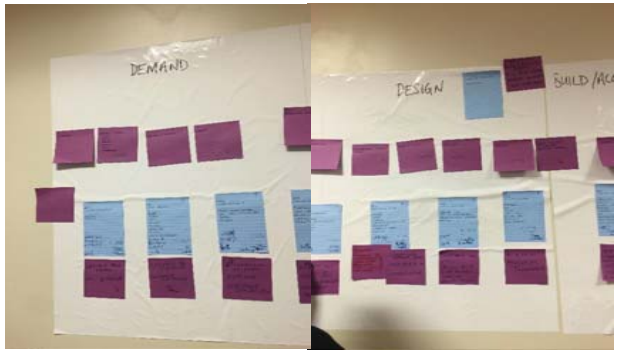


Organizational agility only occurs when processes and automation are aligned.

Think Like an Agile Start-Up

Re-engineer process an increment at a time

- Build value stream maps to remove waste and scale process
- Create models for handling different types of changes, incidents, problems, requests
- Crowdsource a common taxonomy between DevOps, ITSM and other practices
- Assign process owners and create process backlogs
- Designate multiple levels of change management decision authorities
- Automate as many process activities as possiblet
- Encourage a culture of frequent feedback, collaboration and learning
- Create shared accountabilities and metrics
- Conduct small experiments, learn and keep going



Control without being controlling.

Thank You

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