

# What is Agile ITSM – how to approach and govern it



**Nikola Gaydarov,**  
Senior IT Service and Management Consultant

10th itSMF Hellas Conference - 05.02.2019

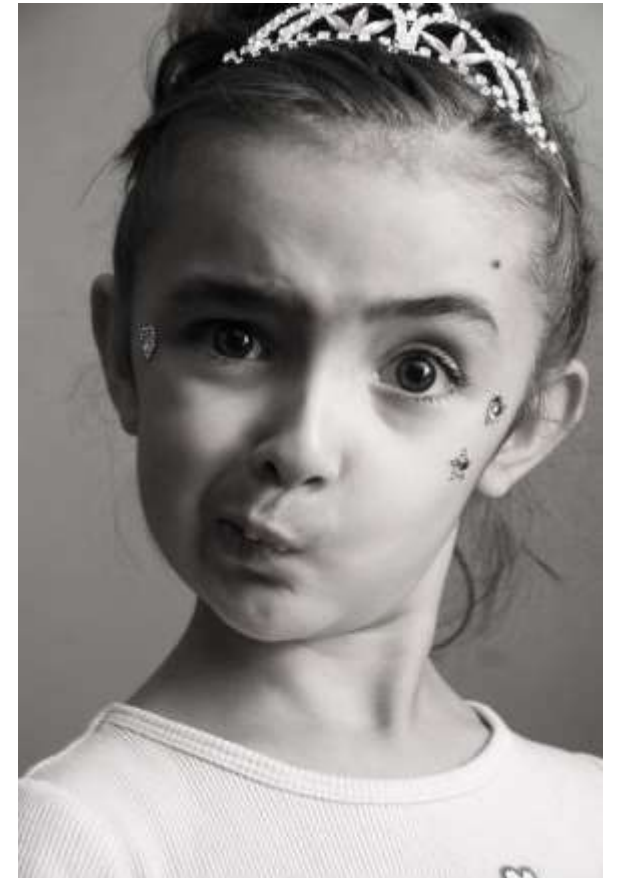
# Agenda

- ◇ Current Status
- ◇ Problem Statement – Classic IT
- ◇ What is Agile
- ◇ How to approach Agile ITSM
- ◇ Retrospection
- ◇ Agile ITSM - Operate
- ◇ Problem Statement – Us and Them
- ◇ Operational collaboration between Dev and Ops
- ◇ Problem Statement – Too much agility can kill you
- ◇ Scale and Govern Agile ITSM with VeriSM

## Current status

Is Agile IT Service Management (ITSM) an official term and is there a new framework behind it?

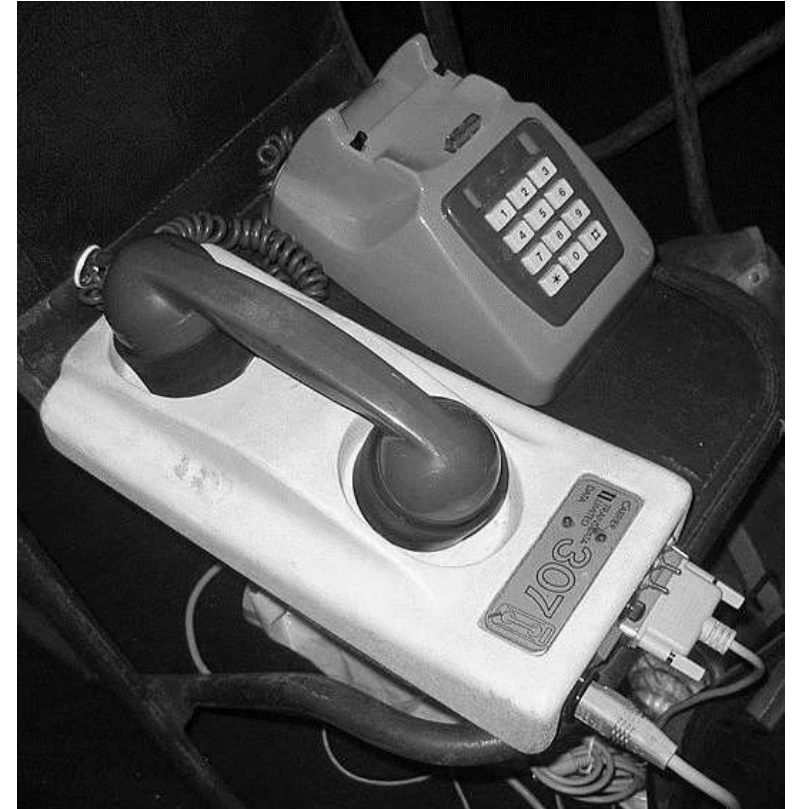
The simplest answer is Not really.



# Problem Statement – Classic IT

Current IT (I will call it Classic IT) is not agile enough

- Focus on processes less on deliverables
- Customers are left in the dark, waiting long for feedback
- Quick adjustments and improvements are hard to be done
- Work is done in silos



# What is Agile - Values

1. Individuals and Interactions over processes and tools
2. Working Software over comprehensive documentation
3. Customer Collaboration over contract negotiation
4. Responding to Change over following a plan

# What is Agile - Principles

1. Our highest priority is **to satisfy the customer** through early and continuous delivery of valuable software.
2. **Welcome changing requirements**, even late in development. Agile processes harness change for the customer's competitive advantage.
3. **Deliver working software frequently**, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must **work together daily** throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need and **trust them to get the job done**.
6. The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**.
7. **Working software** is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a **constant pace indefinitely**.
9. Continuous attention to technical excellence and **good design enhances agility**.
10. **Simplicity** the art of maximizing the amount of work not done is essential.
11. The best architectures, requirements, and designs emerge from **self-organizing teams**.
12. At regular intervals, **the team reflects on how to become more effective**, then tunes and adjusts its behavior accordingly.

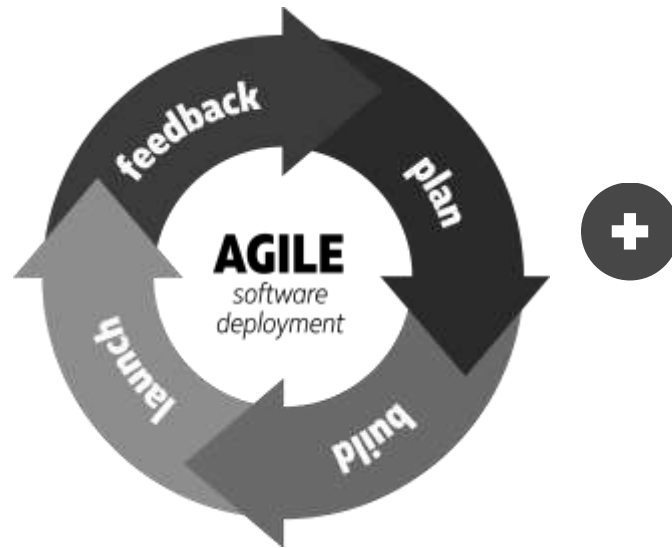
# What is Agile - Modern read on Agility

I can give you some suggestions what those can mean in our ITSM practice:

- Individuals and Interactions over processes and tools – means we are humans (can change in the near future) and our customers are humans, so let's act like it.
- Working Software over comprehensive documentation – deliver, deliver, deliver and don't be afraid to deliver something small that works and can provide value to the customer.
- Customer Collaboration over contract negotiation – work together with customers and don't keep them in the dark. They don't care about SLAs; they want to receive value from you. Have in mind that, sometimes, even broken SLAs are OK for a satisfied customer.
- Responding to Change over following a plan – this one is really what Agile ITSM must resolve. We have to be able to change the way we run our business, operational stability is a dream that will never come back, so don't fight for it too hard.

# How to approach Agile ITSM

## Agile Methodologies



## IT Service Management



## Agile IT Service Management

- Design
- Operate
- Improve



# Retrospection - ITIL 9 Guiding Principles

- Focus on value
- Design for experience
- Start where you are
- Work holistically
- Progress iteratively
- Observe directly
- Be transparent
- Collaborate
- Keep it simple.

# Retrospection - Agile Service Management

- ◇ The Agile Service Management Guide by Jayne Gordon Groll\*.
  - ◇ Focusses on Process Design and Improvement
  - ◇ Follows closely Scrum
  - ◇ Easy to understand and implement



*\*Jayne Groll is an ITIL Expert, Certified ScrumMaster, Certified Agile Service Manager (CASM) and Certified Process Engineer (CPDE). She has over 25 years of IT management experience that spans multiple industries including legal, telecommunications, retail, non-profit, insurance and hospitality.*

# Agile ITSM - Operate



VS



- ◇ How do you operate an ITIL process in an Agile way?
  - ◇ Same steps different delivery cycles
  - ◇ Control speed by controlling the definitions of done for each step and for the process output
  - ◇ Adjust the definitions of done by involving the customers more deeply
  - ◇ Re-prioritize outstanding tasks regularly

# Agile Incident Management

- ◇ Use the 5 Why's technique
- ◇ Change question from Why to How
  - ◇ How can we restore the service?
- ◇ Can you identify a first answer and go for it?
- ◇ Can you share this goal with the requestor, so that he is aware of what is to come?
- ◇ Can you also give him a predefined timeline, how much time this attempt will take and when he will receive feedback about whether it was successful or not?
- ◇ If the answer is yes, we are in the agile business, are we not?



# Agile Problem Management

- ◇ In the heart of Problem Management is to find the root cause of an incident or event in general and then remove it for good.
- ◇ Pain point - spend a good month and come in the end with “Well, we tried, but did not manage to find it”
- ◇ We can take the classical Scrum approach to time-box our work
- ◇ “Classical” two-week sprints and by the end of each sprint, we will deliver a minimum valuable product.
  - ◇ Sprint Zero/Null, where we gather the team.
  - ◇ First sprint we can have a clear definition of the fault.
  - ◇ Second sprint we can investigate our first Hypothesis or answer our first “Why”



# Is the change too big?

No, you will just need to change your culture a bit.

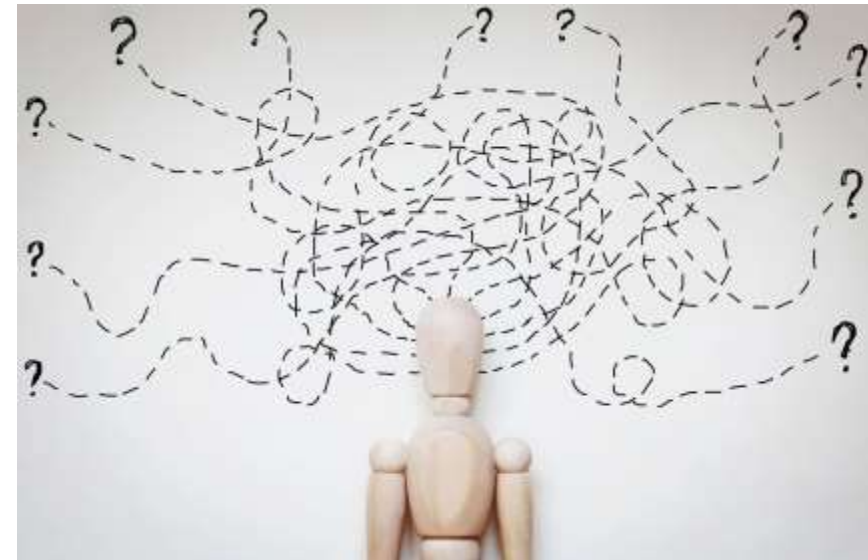
- Allow for more collaboration with the requestor.
- Don't forget that the requestor is in pain.
- Try to keep him in the loop of what is happening, so that he can deliver feedback on the way.
- The most important point here is that we are selling services, not processes.
- And selling services is about making this extra effort, which might look as too much, but in the end, assures we have satisfied customers.



# Problem Statement – Us and Them

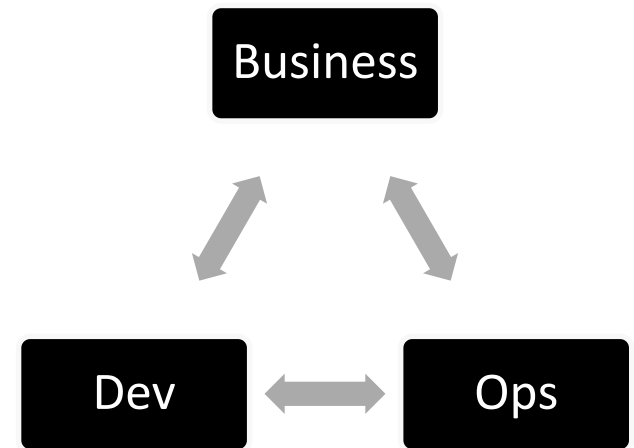
Operational cooperation between Dev and Ops teams

- Most incidents and problems are related to applications not infrastructure
  - This leads to many application development requests (bug fixes and/or features)
  - All new features and bug fixes need to be deployed on TEST/PROD environments and tested (Devs have no access to TEST/PROD)
- Different methodologies mean different delivery cycles (Agile vs Waterfall)



# Operational collaboration between Dev and Ops

- ◇ Business sends requests for new features to Dev
- ◇ Business sends incidents and service requests to Ops
- ◇ Ops sends requests for bug fixes and features to Dev
- ◇ Dev send requests for installation and tests on TEST and PROD
- ◇ And so on ....





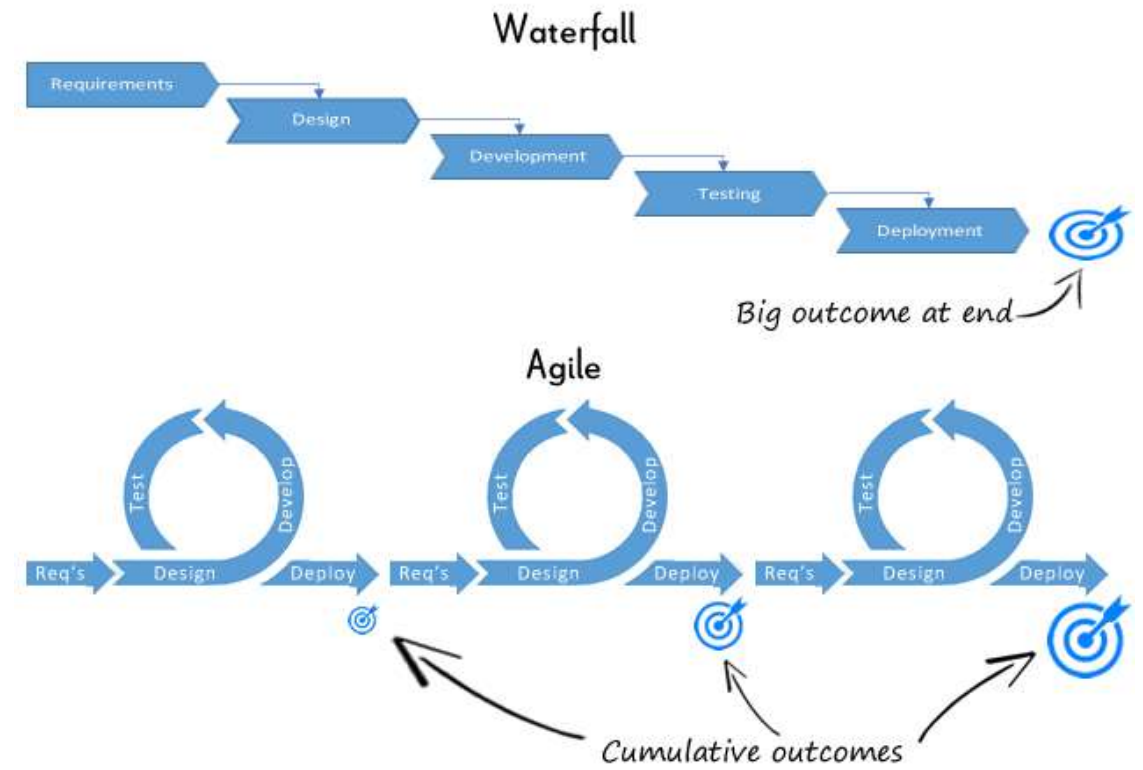
# Operational collaboration between Dev and Ops

Looks so nice on the previous picture, but the reality looks like this ....



# Operational collaboration between Dev and Ops

- ◇ Operational Teams follow classical Waterfall or ITIL's Release and Deployment Process
  - ◇ Releases are usually predefined in size and dates (monthly, quarterly, yearly, hot fixes, security etc.)
- ◇ Development teams follow Agile and deliver in predefined small periods of time (sprints are usually two weeks)



# Operational collaboration between Dev and Ops

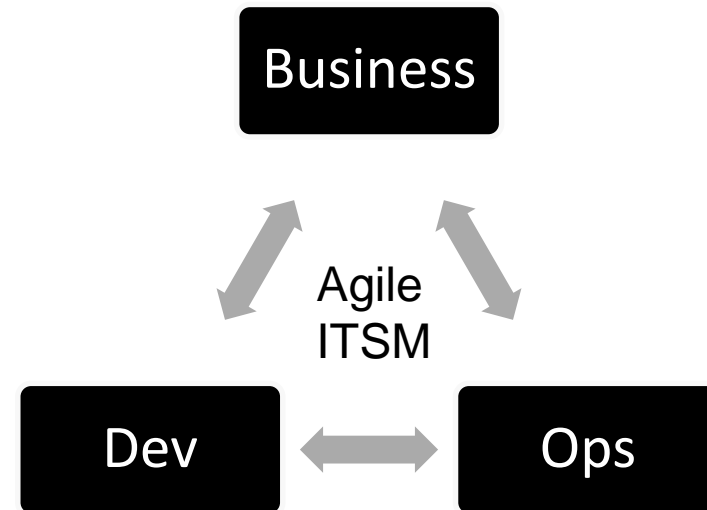
## ◇ Issues

- ◇ Developed packages are piled up
- ◇ Feedback is broken / No installation and testing is delayed or not done at all
- ◇ Features and bug fixes can not be delivered on time
- ◇ Planning and Prioritizations is hard to be done on both sides
- ◇ Value is lost



# Agile ITSM - Operational Collaboration Model

- ◇ “Agilize” key ITIL Processes
  - ◇ Service Portfolio Management
  - ◇ Change Management
  - ◇ Release and Deployment
- ◇ Sync up the development and ITIL delivery cycles



# Problem Statement – Too much agility can kill you

Agility has to be governed.

- Short term planning must follow long term goals
- All actions must respect key service management principles
- Value has to be governed properly end to end



# Scale and Govern Agile ITSM with VeriSM

- ◇ VeriSM is a service management approach for the digital age that helps service providers to create a flexible operating model to meet desired business outcomes.

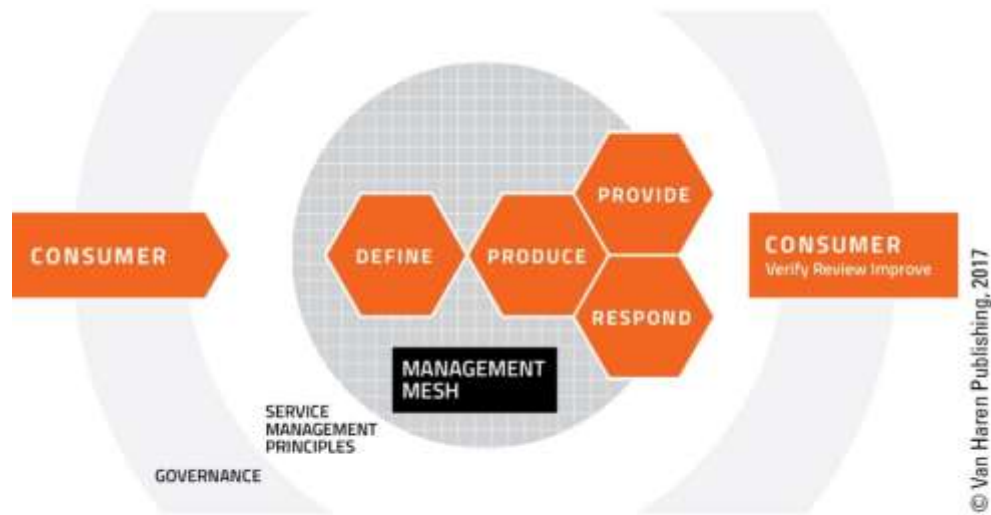
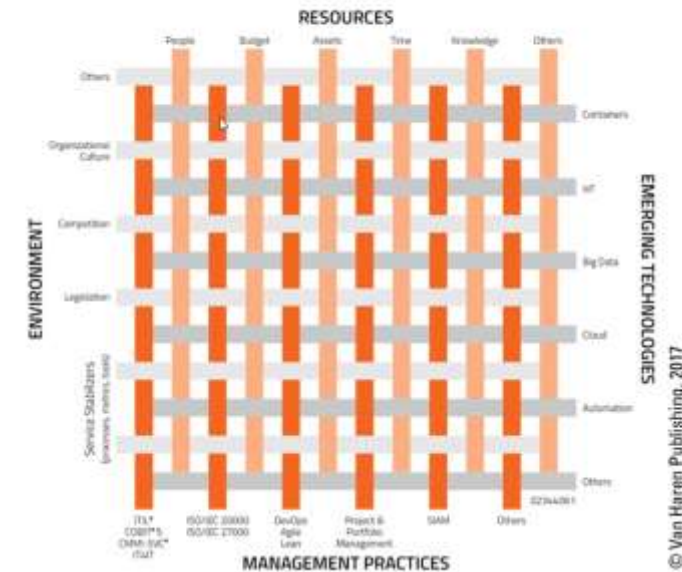


Figure 18 The VeriSM Model

Source: VeriSM™ - A service management approach for the digital age

## The Management Mesh



A person wearing a dark blue suit jacket and a light-colored shirt is holding a white rectangular sign with both hands. The sign has the word "QUESTIONS?" written in a large, bold, dark blue sans-serif font. The background is a plain, light grey color.

**QUESTIONS?**