itSMF International

The IT Service Management Forum

FORUM FOCUS | June 2017 | Volume 3

6 Soft Skills employers should be looking for in tech talent

The Agile Conundrum

Applying the Agile Mind-set to Service Management

ITSM Zone SIAM Foundation e-learning course

New International Memberships now available - Click Here

Volume 3— June 2017

PUBLISHER *it*SMF International

INTERNATIONAL CHAIR Kathryn Heaton

***it*SMFI Secretary & Editor** Bruce Harvey

bruce.harvey@itsmfi.org.au

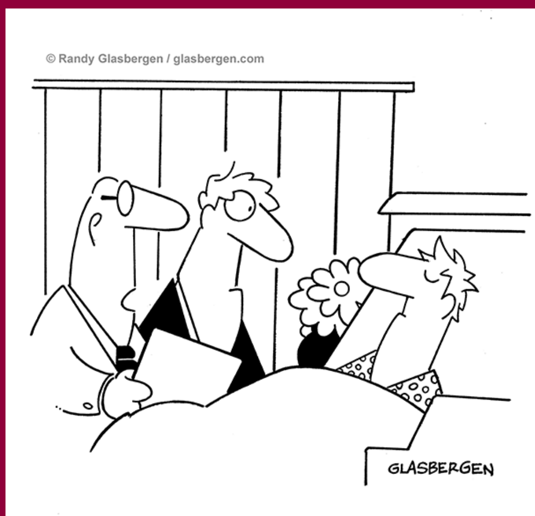
CONTRIBUTORS : Jennifer Shappley, Barry Corless, Michael Imhoff Nielson, Dolf van der Haven, Alexander Garcia-Tobar, Stuart Rance, Dave Chambers, Christian F. Nissen, Caspar Miller & Alexandra Cain

ADVERTISING Bruce Harvey

bruce.harvey@itsfmi.org

ADDRESS
Suite 4, 45-51 Ringwood Street
Ringwood Victoria Australia3134

EMAIL info@itsmfi.org
WEBSITE www.itsmfi.org



"He's in a Powerpoint-induced coma."

A Word from the International Chair—Kathryn Heaton

Dear Members,

It's 3 months now since I commenced my role as Chair of the International Board and I'd like to thank Shari Brunette for the excellent guidance she has provided to me and the Board over the last 2 years. In particular, Shari was instrumental in establishing a regular schedule of Town Halls to improve the communication between Chapters, and we have recently extended the invitation to not only the Chapter Chairs but anyone on the Chapter boards. If you have anything you would like raised to International, get in contact with one of your local representatives!

I have been very encouraged over the last few weeks to hear that a couple of Chapters that were struggling have decided to reform – this is fantastic news – the value of local meetups, conferences and just the opportunity to speak to fellow Service Management professionals can't be underestimated and International will help out wherever possible to facilitate this turnaround.

To continue the theme of improved communications, the Board has been road testing a few collaboration platforms, Yammer, Workplace & Slack to see which will provide the best forum to allow informal communication between Chapter Boards and members. We will be agreeing on one in the next few days and will provide these details to our Chapter Chairs and Boards.

On a personal note, over my 30-year career, most of which has been in the IT industry and has included working for many different businesses from corporates, to small business, to local and national government, running my own business and everything in between, I have become more and more aware of how important it is to have the right gender balance in a business and how this can critically affect the culture and success of this business.

Across the world we are seeing less and less women taking on a career in technology, as evidenced by the recent Melinda Gates article. In addition, a recent article stated that if you don't capture girls' attention towards STEM subjects, (Science, Maths, Engineering and Maths) by age 8 it's too late; they don't see the opportunity or relevance to continue their studies. We are experiencing the same thing in Australia and I have recently joined a group called HerTechPath that organises information sessions in senior schools for girls to really understand the scope and possibilities of the careers that are available in the technology space.

As a Service Management professional, I know that there are many diverse, interesting, rewarding and exciting careers you can undertake. To me, anything our industry can do to encourage girls to keep these careers in mind when thinking about their future is worthwhile.

*it*SMF International - Call for Articles

Now is the perfect opportunity for you to make a tangible contribution to your own industry journal. We are calling for articles from Members for publication in The Forum Focus based on your direct experience.

Articles should be in the order of 800 – 1,000 words, although both shorter and longer contributions will be welcome depending on space and of course content. They may reflect your own workplace triumphs, (or tragedies) or relate to your analysis of issues you see playing out in the Industry.

Your First Step?

Contact:

bruce.harvey@itsmfi.org

itSMF International Update from

Bruce Harvey—*it*SMF International Company Secretary

Dear Members,

It has been 4 years this month that I have been privileged to be associated with the International Community that is ITSMF and with The ITSMF International Limited as its' Company Secretary.

Along the journey, I have met some incredible people, passionate about their profession and committed to making a difference.

As I have said on many occasions, at the time I took on this role I had no knowledge that ITSM existed as a profession.

And in a previous life, I would have loved to have been able to obtain the services of an ITSM Professional – it may have saved me much anguish and many dollars. But that is a story for another time!

In this new age of disruption at every turn, no sector can quarantine itself from the changes that the application of technology brings, and regrettably there is both disruption for good and for harm.

In terms of the profession of ITSM, I have been interested to watch the conversations taking place at Conferences, Seminars, Vendor Showcases and on Social Media and other platforms that seem to seek to answer the question as to which is the best "platform" to be preferred, rather than the benefits of the application of Service Management per se and the outcome to be achieved from the customers' point of view. And sadly, there is a tendency to use jargon and acronyms that in my view confuse the client/consumer rather than convince them of the benefits to be had from the application of ITSM! Glazed eye syndrome is what I call it!

So as an interested non-practitioner, the question I constantly ask myself is : Are we doing enough to educate the public about the availability of and benefits of applying Service Management? " and "Are we adequately promoting our profession to the wider marketplace?"

My interest has been raised more recently as I see the very confusing (to me) exchanges around the applicability and or suitability of ITIL, DEVOPS, AGILE and so on – and if I'm confused then I can be assured that the average person will be even more so.

At a recent Chapter Leadership Conference, I made the case that from a consumer view point, it appeared to me that IT Service Management was part of the fabric of almost every product or service that any provider offered through the market place to its client or customer base.

IT Service Management saves lives – through its involvement in the Health Sector!
IT Service Management empowers lives – through its involvement in the Education Sector!

IT Service Management powers communities – through its involvement in the Energy Sector!

IT Service Management takes you there – through its involvement in the transport sector!

IT driven Service Management, when applied professionally, saves money, saves time, provides personal and family security and gives peace of mind to both provider and consumer that the product or service is fit for purpose and performs to expectations.
Are we doing enough to promote our profession and the benefits of applying our profession to the delivery of products and services from the end consumer's perspective?
Food for thought?

The Future of Best Practice.
AXELOS are looking for ITSM Practitioners to assist with research in the AXELOS Global ITSM Research Programme and help to shape the future of Best Practice. If you'd like to represent ITSMF International in this project, please contact Michael Imhoff at michael.imhoff@itsmfi.org.

Interested in starting a Chapter of ITSMFI in your region?
First, you'll need to check to make sure there is no approved Chapter in your region. If there is no Chapter, you can then register your interest and we will work with you to progress your interest. Contact us at info@itsmfi.org and we'll help get you started.
August 2017 Town Hall.

Our next Town Hall is scheduled for August 16th 2017 at 1000 UTC and all are welcome to log in. I hope that you will join us for this important meeting.

Editorial Board
I trust that you are enjoying reading the Forum Focus magazine. We are proposing to put an Editorial Committee in place to assist manage the collection of and approval of content for future editions. If you are interested, please advise us at info@itsmfi.org or contact Michael Imhoff at michael.imhoff@itsmfi.org.

AXELOS AGREEMENT OPT IN
If your Chapter is interested in opting in to the AXELOS agreement entered by ITSMFI in December 2014, please contact Michael Imhoff at michael.imhoff@itsmfi.org for a copy of the agreement and a product description statement on the features, benefits and responsibilities attached to entering the agreement.

2016 /17 Chapter Levies.
Chapters are reminded that the 2016/17 levy payments are now overdue and should be remitted as soon as possible. If you have not received your 2016/17 levy notice please contact us at info@itsmfi.org.

Until next time,

Kind Regards
Bruce Harvey
Company Secretary

Six soft skills employers should be looking for in tech talent

LinkedIn's Jennifer Shappley shares how she sources for soft skills and what to look for in your own candidates.

Forget experience and hard skills -- tomorrow's best talent will need soft skills, and it's a fact that sourcing and recruiting pros need to be prepared to address.

"From our own LinkedIn research last May, we know that, of 291 hiring managers we surveyed, their employers struggle to find candidates with the right soft skills for 59 percent of their open jobs, and 58 percent said the lack of soft skills among candidates was 'limiting their company's productivity,'" says Jennifer Shappley, senior director of talent acquisition at LinkedIn at a presentation at SourceCon, held earlier this month in Anaheim, Calif.

The combined forces of fast-changing technology and digital transformation, a tight talent market, increased hiring volume, and improved job-seeker confidence means that the top of the hiring funnel is getting filled with potential candidates, and the challenge will be how to filter through the noise and find the right fit, Shappley says. The differentiator will be soft skills like adaptability, leadership, communication and others, she says. Here, Shappley shares six of the top soft skills she's looking for at LinkedIn and how to go about finding these.

1. Adaptability

Organizations, especially in the IT industry, are constantly changing, growing and evolving to address customer feedback and meet changing market demands. Talent that's adaptable will be extremely valuable going forward, Shappley says. "If you're not finding the right people who have learning agility, who can listen to feedback and evolve, you're not going to do well as a company. You are looking for someone with a 'change orientation,' who can obviously take on new skills and challenges and thrive. So, what does that look like? A successful track record across industries and roles. Have they pivoted in their career and focused on challenges?" she says.

2. Culture fit

Though it's hard to define, culture fit is an important trend, and one organizations shouldn't ignore, Shappley says. "Do candidates share your values? Do they have a variety of skills they'd need to succeed? This one can be problematic in that you don't want to ignore diversity and difference of thought and perspective, but sometimes you can look at currently successful employees and 'reverse engineer' their traits to find candidates," Shappley says.

3. Collaboration

Collaboration -- across teams, companies, vendors and partners -- is a key skill for today's workforce, Shappley says. "Have candidates worked in a matrixed environment? What's their experience working across teams cross-functionally? If they've proven they can be successful that way, it's a good sign," she says.

4. Leadership

Though this is another broad term, Shappley says independent thinking, a strong voice and a willingness to speak up are critical. "We're looking for candidates who have experience on advisory boards, who are engaged with their community and their company and are giving back to both in tangible ways," she says.

5. Potential for Growth

Many IT companies and startups are growing fast, and it's important to look for talent that can fill not just today's roles, but advance and grow with the company, she says. "Can they grow with us? Have they thrived in roles that require growth and change? Can they take on lots of different roles and succeed? What can we see from our existing talent that we can reverse-engineer?" she says.

6. Prioritization

Finally, candidates who know how to spend their time and energy are critical, Shappley says. "We are looking for not just people who know how to spend their time and energy, but how to know when they need to involve others, delegate -- they need to understand how to respect others' time, too. Look for 'we' instead of 'I', a focus on teamwork and collaboration," she says.

Twitter Tips

The Australian Army Command Force Media Unit is embracing technology including Social Media in a big way and is setting standards for their members to maximize the potential of Social media. Here is a Twitter post recently which is worth sharing across our community!

Tweets are 140 characters: use words wisely! Minimise acronyms, jargon, or incorrectly spelled words. Avoid using the same word in each tweet for example, think of another word for "great"!

Choose the right images—tell a story with your photos.

If you see something done well, share it. Recognise achievements and inspire others.

Learn how to use hashtags and tag others in your posts so they can see what matters to you—get creative, start a trend!

Twitter is a medium for us to share the achievements of our people and exchange ideas between professionals. Like anything, it's an effective tool when used wisely.

*it*SMF International

The IT Service Management Forum

Board of Directors

Kathryn Heaton—Chair

Kathryn joined the International Executive Board in January 2015 and has been involved in the Australian Chapter for 10 years, starting in 2004. Kathryn was the Chair of itSMF Australia for many years as well as holding various other positions.

Michael Imhoff-Neilson—Vice Chair

Working with client relations, process design, assessment & education, Michael is Chair of the Board of itSMF Denmark and is accountable for strategy, governance and the publications committee.

Vinay Jain—Director

IT Professional with close to 20 years rich experience with well known organisations. Adept at managing & leading teams for running successful Technology Support Process Operations; experience of developing and enhancing procedure & service standards for business excellence.

Barry Corless—Treasurer

Barry has been volunteering as part of the itSMF family since 2001. He spent 6 years on the Board of itSMF UK, culminating in 3 years as Chair. Barry's day job with Global Knowledge sees him combine a global role of Portfolio Director for Service Management with the UK specific Business Development Director for Best Practices.

Ulf Myrberg—Director of Qualifications, Certifications & Standards

Ulf has been a member of itSMF for about 15 years. For the past 8 years he has served as a member of the Board of directors of the Swedish Chapter. He was also one of the founders of the Chapter.

For more information Click here

The Agile Operations Conundrum

By Barry Corless

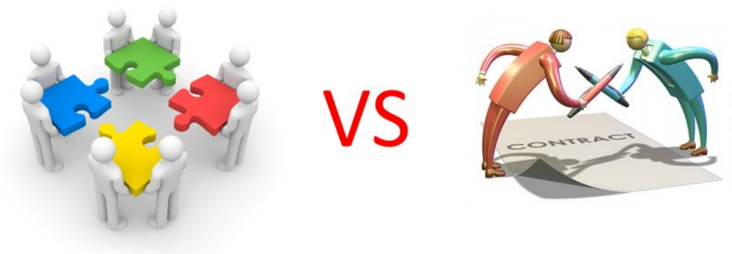
I'm sitting passing through the Staffordshire countryside at 100mph on a Virgin Train when my thoughts turn to agile. I recall a conversation with the CEO of one organisation who recently told me their master plan for doubling sales. "I'll just put 'agile' in front of everything I sell" they told me. To an extent I can see the point. Agile development, agile project management, agile business analysis, agile testing…there is not a part of the delivery supply chain that hasn't been pre-fixed by the word "agile" to spawn a whole new industry! Now I'm not decrying the need for more agility. After all, who'd say no to getting a working product or service out the door faster to realise quicker return or value on investment? But I see too many organisations willing to jump on the 'Agile Bandwagon' without looking whether it has any wheels! My experience suggests that those struggling the most are in the operational environment. They've been asked to deliver "Agile Operations" having spent years mastering ITIL which they mistakenly believe cannot be adapted to be agile. So here's my look at 4 values from the Agile Manifesto and their applicability to something that <u>isn't</u> a software development project.

We value individuals and interactions over processes and tools

For me, this value is always something of an oxymoron in the agile dev and project management world, where the "industry" is in a headlong rush to "lean" and "automate" everything. I'm not sure that organisations like SDI and itSMF have not been saying 'people over process' for years. One service desk I audited about 8 years ago were doing stand-up meetings every morning with their operations colleagues very effectively. It's NOT and NEVER has been about slavish devotion to operations management processes; it is MORE about individuals engaged in operational activity being supported to have the confidence and capability to do their jobs. There are still those in operational environments scared to experiment or put forward ideas for fear of ridicule and reprimand. Worse, many don't even possess a channel to even suggest those ideas! A healthy and empowered service improvement ethos with multiple stakeholders and active feedback can help operations start a more agile journey.

Working software over comprehensive documentation

Poetic licence here as I'm going to substitute the word services for software. Doing that makes this an interesting one if you are in the operational space. You could easily argue that the operations documentation "minimum viable product" for restoring service is recording "you did it, fixed". It means you can inform the customer at least. Your service desk and incident management process wants and demands more comprehensive closure notes. That's so much easier if, as is often the case, you are restoring through a fix that's been applied many times. The documentation already exists. Building and designing systems using tools that can self-log will help. Using customers'/ support teams' own blog experience to supplement official documentation is priceless because of its ability to address context immediately. I'm not suggesting throwing away the "official" documentation, but how many of us have got by on a trip without a guide book and just referred to Trip Advisor? These actions allow one to focus on working services over comprehensive documentation.



Customer collaboration over contract negotiation

Let's get this straight…no one is saying that we don't need contracts and we can solve all our ills at the coffee machine or water cooler. I believe that focusing solely on the contract leads us to a fool's paradise where we think everyone agrees to what is being done. We have a signed contract, we're good to go, right? The reality is 'Rumsfeldesque', we do not know what we do not know. An iterative approach can be the best solution to this problem. This means contracts need to be flexible and have the proper change control built in to accommodate an agile process. The difficulty arises in the effort that's required to convince the customer of the benefits of say a more "flexible" support contract when they are seeking the lower risk fixed-price contract. Does this mean we cannot do Agile? Of course not. One of our large customers are trying to increase agility with smaller, low maintenance, fixed-price contracts to support processes with more than a modicum of success already.

Responding to change over following a plan

Some organisations have super elaborate operations, operating models and plans with detailed documentation that have failed. They make the plans so complex and over engineered that they're difficult to modify when changes occur. Becoming more agile could replace complex plans with release schedules, issue logs and backlogs that can accommodate change. How far away is that from the old weekly "top 10 issues" meetings that operations often had in the 1980's and 90's? For example, I recall the daily operational "Morning Prayers" meeting that we used to hold at the Co-Operative Group in the 1990's. It was designed to refocus operational efforts for the day, balancing all the support and development work we had and providing full visibility of where we were at. It worked… period. I wholeheartedly believe that in 2017, with a Kanban board and a little more customer input, the same meeting would be held up as beacon of "agility".

Sadly, I can foresee the organisational drive for agile operations making the same painful mistakes that were made when trying to score with ITIL. They'll try to implement an agile operating model "by the book" and without understanding the context of their organisation or transformational complexity. Face it, we can't all be Spotify!! Therefore, they either fail to adopt agile, or they do achieve some success but at significantly higher cost and pain than they would have done if they had understood context and managed the transformation more effectively. In the same way that organisations failed to reap the full rewards of IT service management from adopting and adapting ITIL, they will inevitably fail to achieve the true benefits of agile. You can theoretically learn to drive a car by reading a book, but don't expect me to sit next to you when you take your first trip round the M25!

ITSM - News in Brief

ITSM on the Internet (Blogs, news from social media, news from other Chapters and other interest groups, etc.).

Who will beat ITIL?

The IT Service Management Professional in 2030: A future full of opportunities.

Supplier Management (or the Management of Suppliers) . Blog of Simon Dorst with reference to the new SIAM education.

PRINCE2 2017 . New version of PRINCE2 coming.

The itSMF.ee Axelos podcast . Half hour podcast from itSMF conference in Estonia including Jacob Andersen of itSMF Denmark's marketing committee.

Introduction to SIAM Foundation . Learn more about SIAM program, which starts up in March.

Understanding the Customer Experience with Forrester Analysts David Cannon and David Wheable.

IT Service Management Disruption In, Moving Toward Automation . By Charles Babcock of InformationWeek.

The Future IT Service Management Professionals. Report from Axelos.

How effective is your training? Are you achieving the target ROI for your training budget? Good article by Nevine Iskandar from Australia.

Mapping DevOps into an ITIL Framework . Podcast with Rob Stroud and Kaimar Karu.

Boosting Your Process Improvement with Karen Ferris and Michi Tyson.

IT Value chains revisited by Mark Smalley.

23/8/2017
Service Management 2017—Australia

21/09/2017
ITSM in Public Administration, "Digital Transformation in Public Administration"

27/09/2017
itSMF LIVE: "Service Catalogue, Definition and Pricing"

12/10/2017
itSMF Finland Conference 2017

25/10/2017 » 26/10/2017
itSMF Danish Conference 2017

05/12/2017 » 06/12/2017
17. annual itSMF Germany conference: "Enterprise Service Management"

Service Manager Dag 2017

by Michael Imhoff Nielsen,

itSMF International and Sofigate.

There are of course a lot more organizations arranging ITSM events than the local Chapters of itSMF; both commercial and non-commercial organizers.

One such event is the annual "Service Manager Dag (Day)" in the Netherlands arranged by the local Dutch IT society NGI-NGN.

This year the event took place on March 23rd in the charming city of Amersfoort approximately 50 km southeast of Amsterdam.

The venue was an old train garage and the rustic interior contributed positively to the atmosphere of the event, together with the 300+ participants, the sponsors and their stands, the speakers and the toastmaster Mark Smalley.

Like so many other conferences there were quite a few international speakers and participants, including yours truly.

The conference program had several key-notes and four breakout tracks, all marked with Dutch or English flags, indicating the language.

Since my Dutch is somewhat limited to say the least it made my selection of track sessions a lot easier.

Below is a little overview of the sessions I chose, without going into the details.

Mark Smalley of course welcomed everybody and explained some of the practical details for the day.

First key-note was Niels Loader from Quint Wellington Redwood, who emphasized the challenges and changes ahead of us as service managers.

Next key-note was a welcoming reunion with Mike Orzen, whom I last met at the itSMF Norway conference back in 2012. This time Mike spoke about lean IT, DevOps, learning cycles and continuous learning.

Later on the day Mike reminded me that during breakfast back in 2012 I promised to invite him for the itSMF Denmark conference. I have now forwarded the latest call for speakers to him.

Final key-note for the morning was professor Rini van Solingen. Just using a flip-over he gave a very interesting presentation with the title "The Responsive Enterprise". On one page, he had written three numbers: 1543, 1687 and 1859. They appeared to be years, but what exactly happened those years? He revealed that 1543 was the year Copernicus discovered that the earth wasn't the center of the universe, 1687 was the year Newton made his second law and 1859 Darwin published his book "On the Origin of Species". But to fully understand how this fits with ITSM you need to see it live or a recording.

After the break, the break-out sessions started. I chose to listen to Dr. Martin Goble from TCS in the UK and the session "The road to SIAM". Service Integration And Management is a hot topic at the moment. Martin did a good job of explaining what SIAM is and gave some good examples, of both successful and some not so successful implementations.

Next break-out session was with Benno Peperkamp, who, based on a thesis on a research program, gave a presentation with the title "Successful IT sourcing constructs: The tension between trust and formal contract". A somewhat theoretical presentation, but quite interesting in my opinion.

After lunch, there was one more key-note by Paul Bessems. The subject being blockchain and how that will change our lives, especially our work life.

First afternoon break-out for my part was one more session on SIAM. This time with Claire Agutter on the SIAM Body of Knowledge and the SIAM Foundation education and certification. I've since started on the SIAM e-learning and will bring a review later of this education. Also interesting to hear that work is in progress for the next level of education.

The final session I could participate in was with Rob Akershoek, one of the key architects behind IT4IT from the OpenGroup. A lot of information on the framework and how it can be applied. IT4IT is also one of the hot topics at the moment.

An important part of any conference is of course networking. I had the pleasure to meet people I had only met in cyberspace including Barclay Rae from the UK, Christian Tijsmans from Belgium, Mark O'Loughlin from Ireland, Daniel Breston from the UK/US and Aala Roos from Finland.

I also met with "the usual suspects" such as Sofi Fahlberg from Norway, Elina Pirjanti from Switzerland/Finland, Simone Jo Moore from France/Australia and Kaimar Karu from UK/Estonia.

And, not the least, people from the events committee including Dave van Herpen, Gerard de Jong, Robert de Koning, Philippe Lardinois, Murat Kocamis, Stephen Ley, Maarten Bordewijk and especially Ester van der Wal, whom I suspect had a big stake in the successful execution of the event.

More information about the conference can be found here.

Applying the Agile Mind-set to Service Management

By Dolf van der Haven

Agile is a widely used (and misused) expression that needs some clarification in order to convey its meaning in the context of Service Management. Agile is popularly associated with DevOps, Scrum, iterative working, submitting and prioritising User Stories and many other aspects that are mostly practical implementations of its core meaning. What I want to focus on is how to take the Agile *mind-set* as it was originally conceived by the early developers of Agile practices and apply this to service management, rather than take elements from the various Agile frameworks out there and try to apply those to Service Management, hoping that eventually you end up with something you can call Agile Service Management.

The Agile Mind-set

The Agile mind-set has been expressed in terms of the Agile Manifesto and its related Principles. The following is a quote from the Agile Manifesto [1] of those principles which have been slightly reworded for the context of services:

"We are uncovering better ways of providing services by doing it and helping others do it. Through this work we have come to value:

- *Individuals and interactions over processes and tools*
- *Working services over comprehensive documentation*
- *Customer collaboration over contract negotiation*
- *Responding to change over following a plan*

That is, while there is value in the items on the right [e.g. Processes and Tools]*, we value the items on the left* [e.g. Individual and Interactions] *more."*

"We follow these principles:

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

In the project management and software development worlds, a number of methodologies, such as Scrum and eXtreme Programming (XP) have been developed that have looked to incorporate these Agile principles. The Service Management world, however, has been much less influenced by Agile, even though a number of efforts are increasingly being made, e.g. [2] and [3]. The remainder of this chapter will look into how to apply Agile principles to the Integral Service Management Framework.

Applying Agile Principles to Service Management

First of all, using practices from Agile methodologies such as Scrum in the context of Service Management does not necessarily make Service Management Agile. I have for instance seen examples where people have set up a support team using an issue backlog similar to the sprint backlog from Scrum, are doing daily stand-up meetings with that team to review progress and impediments to progress, as well as a number of other practices similar to Scrum. I am, however, not convinced if those activities make their service management practices any better. *Doing* Agile is not the same as *being* Agile, after all: the practices themselves don't necessarily lead to a more agile way of dealing with service management. What I am after is to actually *improve* Service Management practices by applying Agile principles. Practices can be defined later based on the implementation of the principles in the SMS.

One can also wonder if there is a purpose for applying Agile principles to Service Management in the first place: isn't CSI with its cyclical nature not already Agile? Does Agile contribute anything essential to Service Management or is it just a fashion statement? These questions need to be cleared up as well in order to determine the value of Agile for Service Management.

Therefore in this section I want to take a *principles*-based approach to applying Agile to Service Management, not a *practice*-based approach. The difference is that the principles give guidance on how to do things in a better way, whereas the practices will eventually follow from these principles in the specific context of the services you provide.

Agile principles, as per the Manifesto and Principles discussed earlier, come down to a number of core ones when applied to Service Management:

1. Focus on *value* creation for the customer – this is the outside-in view on service management that needs to be kept in mind at all times: what is the benefit of what we do in service management for the parties that ultimately should reap its fruits, viz. the customer and end-users?
2. Close *collaboration* between the customer and the service provider – following logically from the previous item, the more the customer is involved in the service lifecycle, the more likely actual value will be created.
3. Focus on *people* – this is the internal view on service management, which puts the people and teams performing all the activities to make sure services are delivered, in the centre of attention.
4. *Flexibility* in dealing with changing requirements in a changing environment.
5. *Incremental* and *iterative* service design, implementation and improvement.
6. *Simplicity* and *efficiency* in service design and operation.

I will be discussing these principles in turn, applying them to several aspects of service management.

Focus on Value Creation

All basic training in service management teaches that services should be supportive of the customer's business outcomes. Also, the very definition of a service is something that delivers value to the customer. It should therefore be self-evident that value creation is the primary objective of setting up a service management system (Agile Principle: *Our highest priority is to satisfy the customer through early and continual delivery of valuable services)*. However, one of the complaints I hear frequently is that service management systems are often too much internally-focused, meaning that by focussing on the internal workings of the processes and other aspects of the SMS, the focus on the customer is lost.

Taking an *outside-in* approach to service management rather than the traditional *inside-out* approach, we should start looking at service management from the perspective of the customer rather than start looking from the service provider's internal perspective. The former approach has the benefit that value creation for the customer is always the first priority and that the services and the management thereof need to adapt to that priority primarily and not only be based on the needs of the service provider itself.

What does this mean in practice? We can identify many areas where this moves the focus of existing practices into a new light. Take for instance Capacity Management: usually, with the inside-out approach, the design of this process is focused on measuring the usage of resources (e.g. network links, CPU, Memory, disk space) and making sure they don't cross certain thresholds. This results in often plain default reports about generic capacity use in many locations and on many service elements. Additional capacity can then be sold to the customer in case they have a continuous need of more capacity than they have today – clearly an internal focus of the service provider. However, with an outside-in approach, you first need to ask yourself what the customer expects from a Capacity Management process. Perhaps they expect an ability to dynamically adjust their needed capacity themselves where needed or even have this automatically done by the service provider when capacity is over- or underused. Or perhaps they'd rather have specific information about what causes a high use of capacity (e.g. a specific application or process) so they can make adjustments on their side if needed. In short, at a process-level, value creation consists of making sure that you offer the customer value using processes that are adapted to what they want to receive. This is different from offering fixed service offerings that provide features nobody is interested in, but are there because they are convenient for the service provider.

In service management, every aspect of what we do needs to be done with the aim of providing value for the customer and end-users. This needs to happen in the design, planning, implementation, operation and continual improvements of the services and of the SMS. Traditional Service Management implementations (and frameworks and standards) are often very much focused on the internal aspects of service management, as if the customer does not exist. Value is there to remind us of and let us focus on what it is exactly that we provide services for in the first place: generating value for the customers and end-users.

Customer Collaboration

The focus that Agile has on value creation leads automatically to a focus on the customer, as the customer is, after all, the receiver of the value created by the services. A service provider therefore is not a cookie factory that produces the same product every time. Instead, the service provider needs to listen carefully to the customer and take feedback about the provided services to heart, with the aim of improving them (Agile Manifesto: *Customer* *collaboration over contract negotiation*).

Customer collaboration, however, goes a step further than just taking feedback to heart. In this case, the customer can play a more active role in determining the nature and shape of the services that they are willing to pay for (Agile Principle: *Business people and the service provider must work together daily throughout the service lifecycle)*. This has its limits, though: if we are talking about standard services (e.g. Cloud storage), it may cost a lot to customise them for one specific customer. Even if the customer is willing to pay for customisation, this has an impact on the service management aspects, as likely customised processes to support these services need to be defined as well. This inevitably reduces the efficiency and effectiveness of the service management system as a whole.

That said, it should be acknowledged that customers should be able to influence what a service (even a standard one) should look like: what existing service elements are deemed unnecessary and what service elements are to be added in order to provide more value. Using a Customer Advisory Board or a similar structure to actively and regularly collaborate with customers on this is a way to achieve more agility in the design of new and the improvement of existing services. The "daily" collaboration from the Agile principle may be

taken with a grain of salt – the aim is to regularly interact with the customer to make sure services meet expectations.

This focus on customer collaboration also makes the role of the Business Relationship Manager (BRM) far more important and somewhat different. The BRM's role should be more like that of a *Service Owner* on the service provider's side, which has aspects of the *Product Owner'*s role in Agile. In Agile, a Product Owner represents the business requirements, creates and prioritises a backlog of *user stories*, which are basically feature requests for the product, and interacts with the development side (e.g. with a Scrum Master) on getting these implemented in the product. In a services environment, the BRM should be that representative of the business, providing the customer's requests for service enhancements to the service designers and implementers in order to provide more value.

The Agile Product Owner has the responsibility to work with the customer to draw up user stories in a specific format, build a *product backlog* of user stories and then prioritise the backlog, so the service development team knows what is most important to develop. Looking at this from the services perspective, there may or may not be a case to do this, depending on the nature of the service and the way in which it has been sold. For large outsourcing deals, likely the customer cannot be bothered creating user stories and prioritising them with the Service Owner/BRM. Outsourcing means delegating that responsibility to a service provider and having it done by others. Looking at a cloud-based application or platform (SaaS or PaaS), this structure with a prioritised backlog of user stories may in fact work better: once the *Minimum Viable Service* (MVS – the basic service that provides the core valuable functions of the service; the Agile terminology is *Minimum Viable Product* or MVP) has been delivered, the users or customers can make new feature requests in the form of user stories, which get presented to the service development team as a prioritised *service backlog*. The customer will then be invoiced based on the amount of new functionality that has been added to the service. This does require the service being contracted in a way that permits fee increases based on the release of new features as requested through user stories.

Note that the service backlog would also include customer requirements related to service management aspects: this is again in line with the outside-in approach to service management mentioned before. So the customer and users have a say in how they want the service management processes to function, in particular the interaction with their own versions of those processes. Furthermore, specific demands for e.g. reporting and invoicing may be expressed through a service backlog managed by the Service Owner. Again, customisation and interaction between service management processes is only viable if the customer is large enough to warrant this. That said, smaller customers should have a say about the effectiveness of service management processes and are entitled to an excellent service experience; perhaps not as tailored as for large customers that pay for it, but still meeting their expectations.

Focus on People

The ISMF's core premise is to extend service management with a people focus. This aspect of Agile is therefore well suited within the framework that has been described before. Agile has a few practical focus points that are worth mentioning in this context, though. These are related to the type of people to hire for a service-oriented team and the organisation of the team itself.

A Service Management implementation needs to have a focus on the individual aspects of the people performing their jobs within the framework. This is to do with a number of aspects of individual and collective effectiveness. First of all, skills are to be assessed – not only in the context of job interviews to find the right candidate, but more so to create a close team of individuals who not only have their own specialisations, but have a broader development which gives them the flexibility to deploy their activities in other areas as well. This permits them to interact more effectively across functions with other team members. Agile is strongly in favour of having staff available that can perform multiple roles if required. Netflix [4] has called these people "T-shaped" to indicate that combination of a broad background (the horizontal bar of the letter T) and a deep specialisation (the vertical bar).

As described before, skills and behaviour are directly related to the right attitude (Agile Principle: *Build services around motivated individuals)*, especially in an IT environment where (technical) specialisation often results in a lack of social engagement. Closely-working teams need people with a cooperative attitude, including openness to other people's ideas and perspectives, an active interest in trying to find new ways to achieve more value; a drive for innovation and a continual focus on improvement in general, to name a few things. Paired with the broad-and-deep skills each team member possesses, this attitude is needed to generate actual results within the team. Further aspects of attitude that Agile focuses on include a high level of trust in each other; being able to take responsibility for one's results; and a high degree of adaptability to cope with change in the environment, objectives or any other aspect.

There is a belief that some Agile proponents propagate, saying that for teams to be most effective, they should be co-located. At face value, there is something to say for this, given that it is easier to communicate with people if you can walk up to them and have a conversation. However, in today's virtual workspace, where teams are more often than not virtual, viz. distributed across multiple locations, in different time zones and cultures, there simply is no way to realise this. And I see no real issue with that – today's communication tools are so varied that, when set up well, they can replace most face-to-face communication at a practical level (Agile Principle: *Give them the environment and support they need, and trust them to get the job done)*. From email to Instant Messaging, from VoIP to Tele-presence and from virtual desktop to (internal) social media, there are plenty of options to communicate. What counts is that the right medium is chosen for the right messaging. Individual coaching is of course best done face-to-face, but operational discussions can take place through any other medium.

Organisationally, a *culture* should be developed that permits teams dealing with service management to be empowered to handle issues themselves as much as possible (Agile Principle: *The best architectures, requirements, and designs emerge from self-organizing teams)*. This requires first of all a management culture that is happy to delegate and at the same time provide support to their teams where needed. This is contrary to the top-down management structure you see in more traditional companies. On the one hand, this relates to the management support that is required in ISO 20000; on the other hand, it supports the Agile idea of self-organising teams, where the decision-making power is as much as possible delegated to the teams who are running the show practically. Secondly, the *structure* of the organisation changes along with the culture: when more decision-power lies with self-organising teams, a hierarchical structure is less needed to exert control over those teams. You do need a certain level of supervisory management to make sure that the output of the various teams gets aligned with each other and with the overall vision for the company. Management is also needed for "removal of impediments" to productive working (a classic Scrum Master task) and for people management tasks such as performance management and coaching. You do not need the heavy hierarchy a lot of traditional IT companies are suffering from, though. In practice, service providers can have somewhat smaller teams organised around the services provided, where there is a cross-functional ability within the teams to support services through their design, implementation and operation phases. This also does away with the stove-piped organisations where each function is in its own tower, which makes it difficult to establish cross-functional processes that depend on a lot of handovers between towers.

Managing Change

Change is a given in life and that also applies to service providers (Agile Principle: *Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage)*. Change expresses itself in changing service requirements, changing products and services, a changing competitive landscape, changing tools and technology and many more variations of change. In fact, one of the reasons why I stopped being an engineer at some point is the fact that I got tired of having to keep up with new technologies all the time (I had developed a greater people-focus in the meantime, resulting in having to deal with change on the people side instead). In contrast to all this change in the IT services industry, service providers are often slow and rigid in adapting to change, if not plainly resistant to it. It is after all deemed safer to stick to what you know and what you are good at than having to adapt to new things all the time. Until you are out of business because nobody is interested in your services anymore, that is.

Agile, in its origin as a software-oriented mind-set, tells us to *embrace* change, simply to be adaptive to ever-changing customer needs. It is that type of change that happens most often in non-software environments as well: numerous are the cases where between contract-signature and implementation of a service the customer has changed his mind and decided they want something quite different from what was originally agreed. Network service providers, for instance, often have a hard time coping with this, simply because the nature of their business is traditionally so rigid: even simple changes such as upgrading bandwidth on an Internet circuit can be a pain that takes several weeks to implement. By extension, embracing change should also cover other types of change, such as market change, technological change, etc. Services should be developed taking a continual need for change into consideration.

How do we get this mind-set put into practice in a services environment? This can be done by making the services as flexible as possible from the start. The above network services example is in fact a good one, for new technology permits a whole lot more flexibility nowadays: paradigms such as Software-Defined Networking (SDN) and Network Function Virtualisation (NFV) cater for a lot of adaptation to changing customer requirements. This is a start at a product or services level. Now the whole Service Management System supporting this service needs to be made flexible as well. This includes putting flexibility in everything ISO 20000 tells you to. I believe this can be solved by keeping things simple (Agile Principles: *Simplicity - the art of maximizing the amount of work not done - is essential*): simple, intuitive processes, metrics and reporting that are easy to use, straightforward to produce, well understood by customers and that can be equally effortlessly changed when needed. It is the cumbersome nature of some service management processes (and their supporting systems) I have seen that makes service providers inflexible, so if these processes are simplified, not only does the organisation become more efficient, it also provides the opportunity to change them as and when required.

Change Management

While we are on the subject of change, let's take the Change Management process as an example. There is often a kind of tension between the people running the services (i.e. the operations side) and the people wanting to change the services for the better (i.e. the development side). The operations people want as little change as possible, given that any change is a risk for the

continuity of the services. The development people want to continually enhance the services in order to improve them. The way forward is necessarily that there needs to be a middle path between the two perspectives, again from the viewpoint of value creation.

Customers usually want their change requests to be implemented both as quickly as possible and as safely as possible, i.e. without disruption to the live environment. Quick and safe only go together if a number of aspects is catered for:

1. Thoroughly developed and tested service enhancements (part of the Release and Deployment process and/or Design and Transition of New and Changed Services process in ISO 20000);
2. A regular planned release schedule – if we are working in an Agile way, iterative service enhancements (more on iterative aspects in Agile service management later) should be accompanied by an equally predictable (and frequent) release schedule in which changes are deployed that have been developed until then;
3. An efficient, simple and flexible Change Management

process that does not act as a roadblock for changes, but does do the necessary (and only the necessary) checks to ensure changes can be implemented in the next release. A Change Advisory Board or similar meeting should be held frequently enough to provide this flexibility and all stakeholders need to be present to assess change requests (including an Operations representative);

4. Thorough testing of implemented changes before the release is implemented and business verification after deployment – if these are not successful (or nobody is available to do business verification), the changes need to be rolled back.

In this way, the Change Management process can turn into a flexible process that helps the company achieve a more dynamic way of implementing and improving services, thus increasing the value they provide.

Incremental and Iterative Service Design, Implementation and Improvement

Contrary to what many Agilists believe, the incremental and iterative way of working that Agile proposes is not an aim in itself, which is one of the reasons why introducing practices such as chopping work up into "iterations" or "sprints" is nothing to do with *being* Agile, it is merely *doing* Agile. The aim of iterative and incremental development is there to provide *value* much earlier in the service development process than with traditional methodologies (Agile Principles: *Our highest priority is to satisfy the customer through early and continual delivery of valuable services. Deliver working service enhancements frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale).*

So, methodologies aside, in the context of Service Management, we want to provide the customer with as much value as possible as early on in the service provisioning process as possible. Practically, this means we should adopt the Minimum Viable Service: the most basic service that still provides value to the customer. Adopting this concept permits a service provider to provide value to the customer much earlier on than when the customer has to wait until every element of the service (e.g. including full reporting packages, nice-to-have features and other non-core aspects of the service) has been delivered. Interestingly, this also works for the benefit of the service provider, as it can then start charging the customer much earlier as well, albeit for only part of the service.

For the usual planning-design-implementation-operation-improvement service lifecycle, this means that there will be an initial release of the service that has gone through the first three phases (planning-design-implementation) and the resulting MVS will then go into operation and is available for the customer. Subsequently, this cycle is repeated for additional service elements that were not part of the initial service release until the full agreed service has been developed and moved into the operation phase. This implies a two-phased development of the service: first there is a *sequential* phase to produce the MVS and implement the overall architecture of the service. This is then followed by a *parallel* phase where incremental additions which may or may not be based on User Stories created by the customer are implemented, and at the same time the possible changes needed in the core MVS to support the new requirements are implemented. This is the concept of the Dual Development methodology discussed in [5].

This also goes for the service management processes: each process is first developed as the bare Minimum Viable Process that is able to support the Minimum Viable Service. In every subsequent iteration of service development, processes may have to be further developed as well, to cope with increased complexity of the service or new processes need that to be added. So an incident management process that at first only needed to support a simple hosted application on one server with internal storage will have to grow along with the service complexity once it turns into a fully virtualised cloud-based Software as a Service (SaaS) offering. A Capacity Management process may wait being deployed until the MVS has reached sufficient complexity to require full Capacity Management.

Note that I see these service development cycles as initially separate from the Continual Service Improvement (CSI) process: service development is done to satisfy the agreed initial requirements for the service. CSI kicks in immediately after the MVS has gone into production to catch service improvements that have not been covered by these initial agreed requirements. However, both cycles will interact with each other in time, and their respective requirements may well end up in the same service backlog.

Continual Service Improvement

It hardly needs to be emphasised that CSI is the prime example of an iterative method to improve services. ISO 20000 primarily bases improvement efforts on the Deming Cycle (Plan-Do-Check-Act). Agile has its own version of this cycle (Plan-Develop-Evaluate-Learn) that comes down to the same principles and refers to it as "Continu*ous* Improvement" (a subtle difference that is likely only understood by native speakers and language adepts – I prefer the word "continual" to the word "continuous" as the latter does not have the cyclic nature in it that is suggested by the Deming Cycle).

Continual improvement needs to be done at both the services level and at the service management level. The service provider needs to be open to feedback both from their own organisation and from its customers to improve services. Customer satisfaction surveys as well as internal employee satisfaction surveys need to be taken serious to use as a starting point to increase the value delivered to customers and to make the way in which services are delivered more efficient and effective. This is why I typically find the verbatim feedback on these surveys far more interesting than figures such as NPS and CLI. Verbatim feedback is far more difficult to interpret, as they may be individual issues and trends are not always easy to determine, but it does often express exactly what is bothering the customer, even if it is not given (which can be a sign that the customer or employee does not care enough to suggest improvements). It is therefore this feedback that should be used as the initial trigger to improve the services and the SMS.

Finally, it is worth mentioning that every team needs regular occasions at which it can reflect on how it is working (Agile Principle: *At regular intervals, the team reflects on how to become* *more effective, then tunes and adjusts its behaviour accordingly*). This is an opportunity for self-improvement that is in line with CSI and is equally valuable in order to look objectively at the way the organisation or the team is working to provide services, learn from issues that have been encountered and improve in the future.

Simplicity and Efficiency

The final aspects of Agile to consider in the light of Service Management are simplicity and efficiency (Agile Principles: *Simplicity - the art of maximizing the amount of work not done - is essential; Working services are the primary measure of progress).* Agile inherited its attitude here from Lean, which stresses as one of its focus points the removal of *muda* or "waste." Waste is defined as anything that does not contribute to creating value.

With services, the most direct way to simplicity and efficiency is standardisation: standardisation of services, standardisation of service management, standardisation of tools, and so forth.

Standardisation of services leads to simplicity in their operation: rather than having to manage more or less customised services for each customer, you can manage the same services in the same way for each and every customer. The problem is that some customers cannot live with purely standard services and need some level of customisation. Standardisation can then go into two directions: either standardise the core service and leave add-on services up to the wish of the customers - this will at least make managing the core service easier, but requires custom management for the add-ons; or develop an extensive service that includes most if not all of the add-ons that customers may wish for – this standardises the management of the full service, even if customers don't make use of the add-on services. In fact, the latter option is against Agile principles of developing minimum viable services, as there will eventually be a lot of customers that don't use all aspects of a service. Hence, waste exists in having to support service aspects that are not used. Standardisation of a service therefore only goes so far as a well-established core service. Add-ons will be custom and will have to be so at a cost.

Standardisation of service management is important in any case: for the efficient operation of services, all service management processes must be as simple and straightforward as possible. People need to work with the processes and can do without an overly cumbersome approval hierarchy, infrequent CAB meetings, inefficient communication structures, user-unfriendly tooling and a lack of continual improvement process. The aim is, as the Lean philosophy states, to "achieve flow in the value stream": remove all unnecessary tollgates and obstacles in the process and make resources available to provide services in the most efficient way possible [6].

This all only happens with appropriate management support. Management needs to actively support an efficient service provisioning environment and obtain buy-in from other stakeholders as well, to support an efficient environment. This is why ISO 20000 focuses all the way in the beginning of the standard on management responsibility.

The Role of Documentation

A persistent myth about Agile is that its methodologies would prohibit the use of any documentation. Not only is this not true (Agile Manifesto: *Working services* ***over*** *comprehensive documentation*, not **instead of** documentation), it is also bad practice (See [5] for extensive criticism on deferring documentation in the context of software development). Coming from the software world, Agile tries to reduce overhead that is little to do with the final product and does not add value, such as extensive project plans, detailed requirement documents that are obsolete as soon as written and other non-core documentation. The focus is on creating a working application, as that is what provides value to the customer.

In the services world, this is somewhat different. The nature of services is by definition intangible and therefore needs more description than a software product in order for the customer and end users to know what they are buying. Furthermore, safeguards for the correct functioning of the service need to be agreed and documented in the form of Service-Level Agreements (SLAs) and performance targets may need to be determined in the form of KPIs. The question is, how much documentation is really needed and how extensive does it need to be?

ISO 20000 has been called an exercise in documentation rather than proper guidance on the creation of an efficient Service Management System. The current version (2011) of the standard does require the service provider to document a fair number of policies, processes and provide proof of compliance in the form of records. This is, however, the nature of a standard that organisations can certify against. The primary aim of ISO 20000 is, however, not to bog down the organisation in bureaucracy, but to provide a framework to work more efficiently, providing services by requiring a (limited) number of service management elements to be put into place. Any documentation needed for e.g. an audit should be living documentation anyhow, as it is to be regularly updated based on the evolving nature of the services provided. Note, by the way, that the new version of ISO 20000-1 (expected to be published in 2018) will be lighter on documentation demands.

Back to the question: how much documentation is appropriate? I would say that in the context of services, we need the following customer-facing documentation in a lean fashion:

- A **Service Catalogue** to show customers what services they can buy;
- High-level **Service Descriptions** that clarify what business benefits a service can provide to customers (rather than exhaustive technical descriptions);
- Agreed **KPIs** and **SLAs** (if contractually required).

In terms of internal documentation, the following would be required:

- An overall **Service Architecture**, describing the overall aim, context and structure of the service. This is an architecture rather than a low-level design, so does not contain exhaustive technical details;
- Specific customer service details should be contained in a **Configuration Management Database** (CMDB) or Service Knowledge Management System (SKMS). This should also contain completed user stories, if services are being developed iteratively based on evolving customer requirements;
- The (electronic) **Service Backlog** or other means to convey the status of user stories that have been requested by the customer or the service owner.

Summary and Conclusion

The preceding description of where Agile may have a positive impact on services and service management has uncovered aspects that are worth looking at and aspects that are more difficult to realise in a services environment as opposed to a software environment. In what follows, I will summarise the main Agile principles that were discussed and will draw some conclusions of their applicability to service management.

As for focusing on value, do we need Agile for this? Not really, as it should already be recognised that value is the primary aim of delivering services. However, Agile provides a refreshing perspective where value creation and the customer's perspective on the services are central, which is lacking in some service management implementations that focus mostly on the internal activities.

It is the close collaboration with the customer that is a major contribution of Agile, also in the service provider area. The "daily" aspect of collaboration needs to be taken with a grain of salt, but the aim to more closely involve the customer in the development and delivery of services is a great way to ensure customer satisfaction is ultimately maximised.

Agile's focus on the well-being of the people who actually need to do the work is fully in line with the Integral Service Management Framework. It should be common sense to have this focus, but not all organisations have developed that far yet. Agile may well provide the push to get there.

I believe that Agile has a point in wanting to reduce unnecessary documentation, as many documents will never be read by anyone or become obsolete as soon as they have been written due to new developments and requirements. However, in a service provider environment, it is hard to cut away all documentation, simply because the service knowledge needs to be retained.

In the area of change, Agile goes a bit over board in its embrace of change as a constant (Agile Principle: *Welcome changing requirements, even late in development)*, but has a point when it comes to the need to be flexible about it. This applies to services as well as to software development, albeit in different ways. Services require a higher level of control, specifically if they are provided to multiple customers, hence change management for (multi-tenant) services needs to be stricter than when developing a software product for a single customer.

Iterative and incremental service provisioning is an area that Agile is the great game-changer in, but it is also the area that is most difficult to apply to services. It very much depends on the type of service you are providing whether a minimum viable service can actually be developed, on top of which incremental enhancements can be regularly provided. It is also up to the customer to actually agree with this approach, where the benefit is that services should be available earlier, but subsequent enhancements are to be developed in a collaborative way. This is a departure from classic contracts, which customers need to accept.

All in all, the ISMF seems well positioned to make the move from classic, process and internally oriented Service Management, to a more externally focused, flexible way of delivering services and creating value for the customer. Once the breadth of the ISMF has been embraced, an Agile approach to service management can follow naturally.

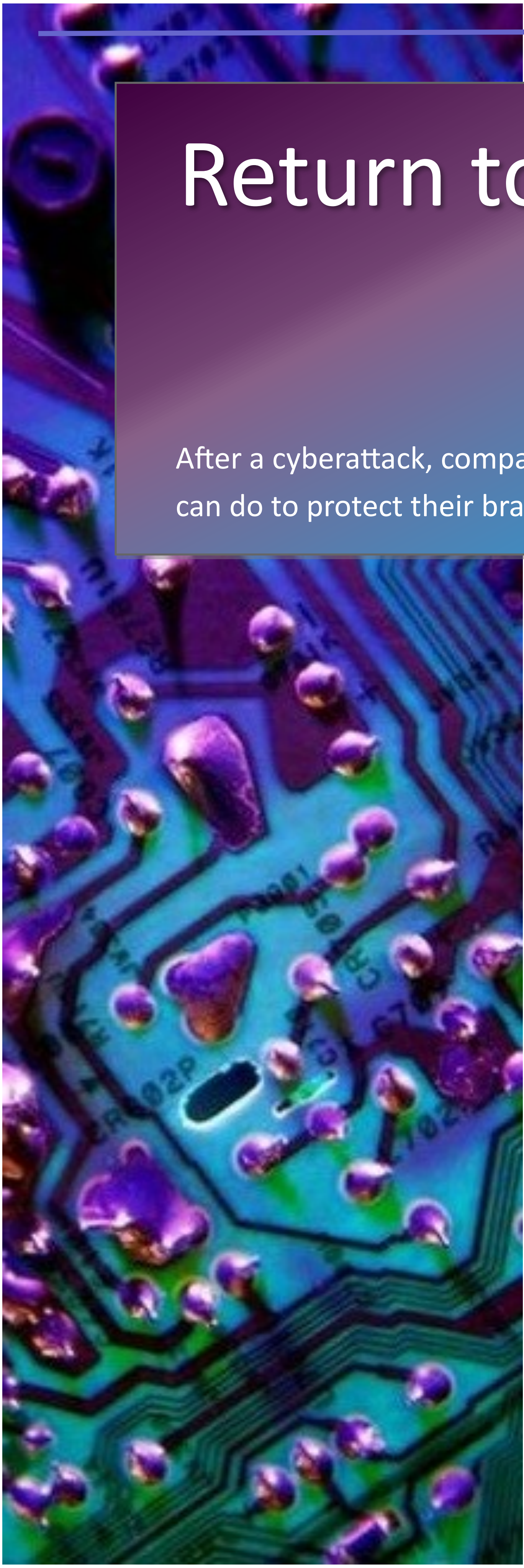
References
http://agilemanifesto.org/
1. Gordon Groll, Jayne – The Agile Service Management Guide, 2015
2. Pinchbeck, Lee – Agile Service Management, in: itSMF Australia Bulletin. August 2016
3. Netflix Culture: Freedom and Responsibility, Netflix, 2012
4. Meyer, Bertrand – Agile!: The Good, the Hype and the Ugly, Springer, 2014
5. Kliem, Ralph M. – Managing Lean Projects, Auerbach Publications, 2015

Dolf van der Haven was born in Muiderberg, The Netherlands, in 1971. Originally a Geophysicist, he has a wide background in IT, Telecommunications, Management, Psychotherapy and Service Management. He currently works as a Service Management Consultant at Verizon Enterprise Solutions and is Co-founder and Managing Director of Powerful Answers, a Service Management consultancy based in Bulgaria, The Netherlands and the Czech Republic. He is also member of ISO/IEC Joint Technical Committee

1, Subcommittee 40, which develops the ISO/IEC standard series 38500 (Governance of IT) and 20000 (Service Management).

Previous publications include *The Healing Elephant* (2008 in Dutch, 2009 in English), about psychotherapy; and *The Human Face of Management* (2014) about people management.

Dolf lives in Groenekan, The Netherlands, with his partner and their 75 chickens. He can be reached at dolf.vanderhaven@powerfulanswers.eu.



Return to Sender

By Alexander Garcia-Tobar

After a cyberattack, companies remain vulnerable. What CIO's can do to protect their brands.

A recent cyberattack on a well-known tech company shows that even when the toughest anti-phishing policies are in place, 70% of companies that attempt email authentication leave the final configuration incomplete. The result is that many CIOs may leave their companies even more vulnerable to phishing attacks without knowing it.. Here's how to solve the problem.

Here's a security scenario that's all too common: A company suffers from cyberattack, then responds to it promptly and alerts its customers, warning them to change their passwords. But the company remains vulnerable through the very means it uses to alert those customers: Email. In fact, attackers can exploit that vulnerability using email that pretends to be a security warning from the company, targeting customers and wreaking even more damage.

For example, on May 31, popular cloud-based password manager OneLogin announced that it had suffered a serious security breach, and it updated its report the next day with a few more details.

The company communicated with its customers and the public promptly. OneLogin said the breach involved a hacker obtaining a set of Amazon Web Service keys and using them to gain access to OneLogin's servers on AWS and create several new instances, which they then used to do reconnaissance. According to a customer email reported by TechCrunch, "All customers served by our US data centre are affected; customer data was compromised, including the ability to decrypt encrypted data. "To its credit, OneLogin responded quickly, shutting down the hackers' access within hours and alerting its community the same day.

One detail OneLogin has not shared yet is exactly how the attackers gained access to its AWS keys, so at this point, we can only speculate. We can say, however, that if this attack is like 91 percent of cybersecurity intrusions, the initial attack vector was a phishing email.

For instance, a hacker could have posed as a member of

the OneLogin security team and sent an email to another security team member that looked, for all intents and purposes, like a legitimate OneLogin email, with the intent of obtaining more information to assist with the breach or get an employee to click on malware.

We know OneLogin is vulnerable to these impersonation attacks because, while OneLogin has set up a DMARC record to authenticate its emails, that DMARC record is not set to enforcement mode. That means email servers can check inbound messages that appear to come from OneLogin.com for validity, but are not instructed to do anything different with messages that fail the DMARC authentication check. This image shows it all.

The fact that OneLogin has a DMARC record configured shows that the company is aware of the importance of email authentication. We commend them for doing the right thing here. But, like 70 percent of companies that attempt DMARC authentication, they haven't completed its configuration yet. The result is that they remain vulnerable to phishing attacks.

Even if a phishing attack wasn't the root cause of this week's hack, the lack of authentication creates a secondary vulnerability, which is now a clear and present danger. That is, it's now possible for malicious actors to create fraudulent messages from OneLogin.

It's a time tested strategy for malicious actors: Strike with phishing attacks while a company and its clients are dealing with the aftermath of a hack. A classic tactic is to send an email to customers that appears to be a message from the CEO, warning people to change their passwords because of the recent attack, but which contains a password-reset link that leads to a website controlled by the hacker. Perhaps that's the same hacker who invaded the company's system earlier this week, or it could be a new, unrelated actor who is just taking advantage of the situation.

Unfortunately, until its DMARC authentication setup is complete, there's no reliable way for OneLogin customers, partners or employees to be certain that email coming from the company really does originate with the company.

It's notable that DocuSign, which also suffered a devastating security breach recently, is in a similar position.
It is also not protected by email authentication.

No question, DMARC configuration is difficult to do, and OneLogin is certainly not alone in leaving it unfinished. In fact, that's what businesses like ours are based on: automating the process, because this stuff is genuinely hard!

But what's especially dangerous is when a company thinks it's protected because it has a DMARC record, but actually remains vulnerable because the DMARC policy is set to do nothing different with messages that fail authentication. That can make cybersecurity crises like these even worse. In the aftermath of a cyber attack, it's the last thing a CIO needs to worry about.

Properly configured email authentication is crucial for all companies to protect against current and future phishing attacks.

Alexander Garcia-Tobar

Alex is CEO & Co-Founder at ValiMail.

Alex has led global sales, business development, and marketing for $0-$100M+ growth stage start-ups resulting in three IPOs. Prior to ValiMail, Alex was Vice President of Agari and CEO for SyncTV, an OTT media company. His experience ranges across Video, Mobile, Security, Data, and Infrastructure spaces for both Consumer & Enterprise oriented companies. He has worked at Boston Consulting Group, Forrester Research, ValiCert (VLCT), Sygate. Alex graduated from Yale with an International Economics degree, speaks 6 languages, and won the 1987 World Karate (Tang Soo Do) Championship.

SIAM Survey & Investigation in Finland

itSMF Finland Chapter's SIAM Special Interest Group (SIG) has been busy last couple of months finalizing two major studies together with Metropolia University of Applied Sciences concerning Service Integration and Management (SIAM).

SIAM SIG wanted to know which are the real-world best practices around SIAM that are found to be useful in companies in Finland and how companies are measuring and monitoring SIAM in action.

In this article results of the studies are shared with the ITSM community.

SIAM SIG was born in Early 2016

itSMF Finland SIAM SIG was founded in the Spring of 2016. The group consisted – and still consists – of a number of professionals representing different aspects of the Finnish ITindustry; members from the customer, consultancy andservice provider sides.

The reason for the group founding was pure interest to investigate and understand SIAM maturity, expectations, fears, hopes and wishes in Finland, around the companies that would either utilize SIAM themselves or provide SIAM related services to other companies.

The Area of Investigation

As SIAM has been a hot topic for a while in Finland but very little material was available of actual use cases, implementations and best practices, SIAM SIG decided to start their own research and work around the topics.

The initial SIAM survey was conducted in the summer of 2016 among member companies of itSMF Finland. The survey results and conclusions were presented in the Finnish itSMF conference in the end of 2016. The results showed a big variety of understanding and expectations around SIAM; as was mostly guessed beforehand, SIAM in Finland had more talk than concrete actions around it.

One of the aims of itSMF Finland & SIG groups are also to co-operate with universities in Finland, to support either students with diplomas or to give, for example, thesis topics around IT for the students to work on.

SIAM SIG group co-operated with Metropolia University of Applied Sciences by giving a thesis & investigations opportunity around the area of SIAM; Giving the students a great opportunity to widen own knowledge and to create a thesis of actual and important topics.

Co-operation with Metropolia University of Applied Sciences

The co-operation with Metropolia was divided into 2 different streams.

The first study was conducted by Metropolia student Otso Virri, who started to work with SIAM SIG in H2/2016.

Otso started to assist SIAM SIG with the investigation and his thesis started around the area of SIAM practices in Finland. Otso also joined the itSMF conference together with SIAM SIG to present the results.

In the end of 2016, Otso also traveled to the itSMF UK conference, sponsored by itSMF Finland, to support even more his thesis work and understanding of SIAM.

Otso also conducted a lot of interviews with several different companies in Finland, both customers and service providers, to gain a wide knowledge and understanding of SIAM in Finland.

Otso's thesis was completed in Q2 of 2017.

The second collaboration was done with Metropolia students Harri Palomäki, Markus Heinonen and Myunghuyn Youm. They started to investigate SIAM dashboards that companies could & should utilize in their daily IT operations.

The students conducted a lot of research around the concepts and fundamentals around IT & SIAM to understand where the value in dashboards comes from.

The students were active interviewing customers & service providers around the area of SIAM dashboards to be able to create and propose dashboards with real value.

The SIAM dashboards project was completed in Q2 of 2017.

Co-operation in streams was very successful for both parties - students themselves, gaining IT & SIAM understanding and a lot of concrete and valuable experience, and of course giving them a solid, good thesis work. This work gave a lot of valuable information for SIAM SIG and all the members of itSMF Finland, as was the original goal of the thesis.

Thesis Conclusions

Otso Virri. Thesis conclusions, Service Integration and Management (SIAM) practices and four Case Studies of Finnish companies:

Service Integration and Management (SIAM) is a developing concept for managing and governing multiple services and service providers. Although it is a relevantly new concept in terms of literature, it has been discussed and applied in many industries for years.
SIAM can provide a business with improved transparency and control over service landscape, and create a single business-facing IT-organization for the end users and mask the complexity of service networks.

Implementing a SIAM model has proven to be beneficial for a lot of organizations, but it is not a concept for everyone, as it demands strong operational and commercial governance.

This thesis presents the core theory revolving around the subject, and introduces four SIAM case studies written of SIAM-practices in Finnish companies representing different industries. Implementing the concept into an organization has revealed to be the most challenging part in adapting it, and the means to tackle the issue have been discussed in this thesis.

Harri Palomäki, Markus Heinonen, Myunghuyn Youm. Thesis conclusion, SIAM Dashboards:

The objective of the project was to propose best practice for SIAM dashboards, based on existing literature and the case study company interviews.

The project started with the current state analysis which revealed that existing best practice for the SIAM dashboards was not easily available. Therefore, every company utilizing SIAM currently were building their own SIAM dashboards from scratch.

After the current state analysis, literature study was conducted based on the internal documents and existing literature about SIAM, ITIL, KPIs and business intelligence dash-boards. The draft SIAM dashboard prototypes were created based on this available knowledge.

When the literature study and the first prototypes were ready, the project moved to the next stage which was the case study company interviews.

Six large companies were interviewed using a questionnaire (found in thesis Appendix 3) together with the SIAM dashboard prototypes used as a reference point.

The project group also participated in a SIAM workshop which was arranged by Sofigate in Espoo, Finland.

Because of the non-disclosure agreement (NDA) the company names and answers will not be shown in the thesis.

After the interviews, there was an adequate amount of data for creating the proposals based on the findings. The proposal had four different dashboards: Service Management Office dashboard, Service Desk dashboard, Customer Satisfaction dashboard and Major Incident Management dashboard. Each one of the dashboards have 8 to 12 important KPIs that were measured in most of the case companies interviewed by the project group.

The proposal gives a reliable starting point and a basis for the companies for building their own SIAM dashboards.

Each of the KPIs presented in the dashboards are being used in large companies whose SIAM maturity levels are high.

The bottom line is that each company needs to identify the most relevant KPIs for their services by themselves, but these dashboards presented in the project will help in defining them.

SIAM SIG's Story Will Continue

SIAM SIG is pleased by the outcome of the investigations & work conducted together with the students around the area of SIAM.

SIAM clearly has a lot of interest and opportunities in Finland, but it also requires time, dedication, funding and proper planning to succeed in it.

SIAM is not a "one-size fits for all" concept but needs to be adapted and implemented based on real needs deriving from day to day challenges in multi-vendor environments.

SIAM SIG will continue to work around the topic of SIAM in Finland.

Next topics and investigations are under planning and more news will come under Q3 2017.

SIAM SIG and itSMF Finland hope to involve more students also in the future in co-operation around studies and investigations. It gives valuable information to itSMF Finland members around hot topics, with neutral parties conducting the researches and investigations. And participating students get first hand, invaluable experience in and around IT; Experience and information which may well lead and get them interesting opportunities and support them in their own work & career paths in the future.

References

Service Integration and Management (SIAM) practices and four Case Studies of Finnish companies: http://bit.ly/2qPQ6E7

SIAM Dashboards: http://bit.ly/2qd8Xan

For more information, please find below SIAM SIG members contact information.

Jussi Vuokko (Sofigate)
jussi.vuokko@sofigate.com

Olga Antonova (Sofigate)
olga.antonova@sofigate.com

Tiina Eronen (Service-Flow)
tiina.eronen@service-flow.com

Joakim Kockberg (Sofigate)
joakim.kockberg@sofigate.com

Ari Luttinen (Sanoma Pro)
ari.luttinen@sanomapro.fi

Paula Määttänen (Cognizant)
paula.maattanen@cognizant.fi

Tomi Uutela (Posti)
tomi.uutela@posti.fi

DevOps and Culture Change in New Zealand

By Stuart Rance

I had a busy few days at the itSMF New Zealand conference in Wellington this year.

This conference was one of the best ITSM events I have attended in a long time. It was in a great venue (Museum Of New Zealand Te Papa Tongarewa), and included a wide variety of speakers on a range of topics. The presentations included lots of practical stories about people's experience, as well as some very thoughtful sessions developing new ideas. It was interesting to see how different people had found similar solutions to solving their problems.

Service Bazaar

The conference started with a service bazaar, planned and managed by Sofi Fahlberg. She had organised three parallel streams of workshops where the people running them had been briefed not to bring PowerPoint slides, but instead to use pens, whiteboards, paper, and, of course, their ideas. Each workshop topic ran twice so that people did not have to miss out on any topics that really interested them.

The workshop I facilitated was called "Change Management in an age of Digital Transformation", and challenged people to think about how they could transform their ITSM change management to be fit for purpose in a rapidly changing business environment. I ran the workshop twice, and was interested to see how different the two workshops turned out to be. The same basic themes were there, as I had planned, but different people, and their different experiences of IT, created different perspectives. For example, one group was much quicker than the other to identify that change management can be a positive influence that helps the organization to adapt.

Overall, we agreed that change management must acknowledge that its primary purpose is to facilitate the rate of change that a business needs, and not just focus on reducing risks.

DevOps

The conference had been advertised as covering DevOps and ITSM and there were lots of DevOps sessions. The first conference keynote was Rob England talking about "The Impact of DevOps on ITSM". This was a wide-ranging overview of DevOps and the impact it has on ITSM, and amongst other things Rob talked about how change management needs to evolve to support DevOps. I was interested to find that Rob's presentation addressed so many of the ideas and issues raised by people who had attended my morning workshops.

Jayne Groll then talked about "Keep CALM and Carry On: Is DevOps the SuperFramework of IT?" Jayne explained the DevOps acronym CALMS (Culture, Automation, Lean, Measurement and Sharing) and discussed how we can use DevOps to help combine ideas from multiple frameworks.

In my own session, "DevOps, ITIL and the 3 ways", I talked about the 3 ways of DevOps: Flow, Feedback, and Experimentation and Learning. These three ways capture the most important aspects of systems thinking, and help organizations to focus on things that make a difference, rather than just following a set of rules.

There were lots of other DevOps related sessions, including some that I missed because I couldn't be in two places at once. They included:

- Scott Brown - 'IT Mashup' – DevOps, ITIL, Agile, Waterfall, Prince2 and WASP

- Robert Lilley - Continuous Integration In An Integrated World
- Jayne Groll - How to Make ITSM Your New DevOps' Best Friend
- Dave Hayes - Infrastructure as Code and why it matters to you
- Philip Whitmore - Where's The S - A Focus On Security In A DevOps And Agile World

On the last day of the conference I took part in a panel titled "Is DevOps something new?". It was an interesting discussion, but I was particularly struck by one Twitter comment which suggested that the panel would have benefitted from more DevOps practitioners. I certainly can't argue with this. While some of the panellists have substantial DevOps background, and all of us have a strong interest in DevOps, there's naturally going to be a bit of a bias towards people with an ITSM background at an ITSM conference. However, in view of the importance of DevOps with respect to the future of ITSM, I think we need to put much more effort into building collaborative partnerships with DevOps practitioners.

The main point that I took away from all this is that DevOps is now completely mainstream. Many IT organizations are using ideas from DevOps to structure how they work, and ITSM practitioners who cling to old ways are going to find life extremely difficult. DevOps doesn't mean that you don't need ITSM any more, but it certainly means that you need to change how you do ITSM. If you can focus on the PURPOSE of the things you do, rather than on the exact steps that you have always followed, then you should be able to navigate your way to a solution that works for you.

Culture Change

Culture change was not advertised as a specific theme of the conference. It emerged as a theme for me as I listened to speakers explaining how the culture of the IT departments they worked in had changed over the last few years. These were practical presentations, about real organizational transformation, and it was a pleasure to hear ITSM practitioners talking about how they have made a difference to the organizations they work for. In each case the need was the same; to move from an internally-focussed technology-driven culture to an externally-focussed customer-driven one.

There were two sessions that had a particularly big impact on me. These were:

- Andy Keiller, University of Canterbury - Nurture the Culture
- Rebecca Wilson & Setu Lepaio, Inland Revenue Department - Creating a Service Lead culture - what does that even mean?
-

What I found most interesting was that, despite the many differences between the organisations involved, the problems the IT departments faced, and the specific solutions they implemented, there was one common feature facilitating cultural change; The culture transformation had been led by a passionate and committed senior manager. I have seen many IT organizations try to change their culture and fail, and these examples confirm something I have long believed; sponsorship from senior leadership is essential to making culture change happen. It was heartening to hear about organizations that have achieved genuine change in their service culture because a passionate senior leader has had the drive, skills, knowledge and commitment to make this happen.

I guess if we're going to have a conference that talks about DevOps and ITSM it's not too surprising to find that culture change is going to feature prominently. What made this conference such a pleasure for me was the opportunity to listen to accounts of the process that were based, not on theory, but on first-hand practical experience.

Some final reflections

The most noticeable thing for me was that we have moved on from talking about ITSM processes to talking about how IT should be managed if we want to create real value for our customers. The format has also moved on. There are still many sessions that have a speaker at the front with PowerPoint slides, but there are also a range of different approaches. As well as the service bazaar that I described earlier there were many panel discussions, covering topics such as "Women in IT", "Career Paths", and "Is DevOps something new".

The challenge we face now is to think about what future ITSM conferences can do to help people learn about 21st century ITSM. What new approaches can we take? Who should we be collaborating with and how do we develop that collaboration? I'd love to see future conferences build on these ideas and help take ITSM to new heights.

Oh, and in case you're wondering about the image in this blog. It is a photo of the gift that the conference organizers gave me. It's a delightful piece of flax weaving made in New Zealand.

Stuart Rance—Optimal Service Management

Measuring IT Change

By Dave Chambers

One of the biggest debates when it comes to IT Change Management, is what constitutes a successful change. The reason why this is still a hot topic is that the purpose of measurement is not always clearly understood; measuring a process should simply give statistics which:

- show how well the process is supporting business services, and
- help identify service improvement opportunities.

People are often hesitant to mark a task or an outcome as unsuccessful as they believe it will be viewed as failure and a cross against their name, whereas this should never be the case. Processes are created to help people deliver consistent reliable services in the most efficient manner possible. Too often change managers take personal offense when a change process is not followed and engineers often feel targeted by change managers and see the process as red tape. All of this can be easily avoided by clearly defining process measurements and to an extent de-humanising the measurements.

Measuring change can be broken up into three parts

1. Process (Closure Status - was the process followed?)
2. Deployment (Implementation Status - was the technical outcome achieved?)

Unexpected Impact (Related Incident caused by change - was there unexpected impact).

Ticket Statuses

The following scenarios are four examples of change ticket statuses.

Scenario 1

	Process	Deployment	Unexpected Impact
	Change completed within approved window as per change script	Change was backed as per approved change script after an issue was discovered	No
Status	*Successful*	*Unsuccessful*	

Although the change did not achieve the expected outcome, it has been marked as successful as the change script that was followed was approved.

A problem ticket should be raised and linked to the change ticket to investigate the root cause of the unsuccessful deployment, allowing the investigation to be documented for when the change is re-submitted for review.

Scenario 2

	Process	Deployment	Unexpected Impact
	Change completed within approved window; however there was an undocumented step taken	Engineer realised the change was not going to work, however a step was added which enabled a successful deployment	No
Status	*Unsuccessful*	*Successful*	

The deployment was successful as the technical outcome was achieved, however by not following the approved change script, unassessed risk has been introduced.

A Post Implementation Review should be conducted to document if there was approval granted during the change and how it can be avoided for future changes. A problem ticket may also be raised to investigate if the deployment was different in the test environment.

There may be circumstances where you want the engineer to do the correct work to make it successful. If this is a recurring case, the process may not be supporting the organisation as per expectations.

Scenario 3

	Process	Deployment	Unexpected Impact
	Change completed within approved window as per change script	Technical outcomes were achieved	Yes
Status	*Successful*	*Successful*	*Incident Related*

As the change script was followed and according to process, the change would be closed as "successful." As the technical outcome was also achieved, the implementation status is also deemed "successful". However, as there was an unexpected impact, an incident ticket should be raised and related to the change. Once service is restored, a problem ticket should be raised from the incident to investigate the root cause; this ticket can also be raised against the change.

The reason for this, is that impact is not always known at the time of the change. Once a change is closed, most ITSM solutions will not allow the status to be changed, however relationships between tickets can still be achieved. The reporting logic of this will be discussed further in the article.

Scenario 4

	Process	Deployment	Unexpected Impact
	Change followed the change script however it was completed outside of the change window	Technical outcomes were achieved	No
Status	*Unsuccessful*	*Successful*	

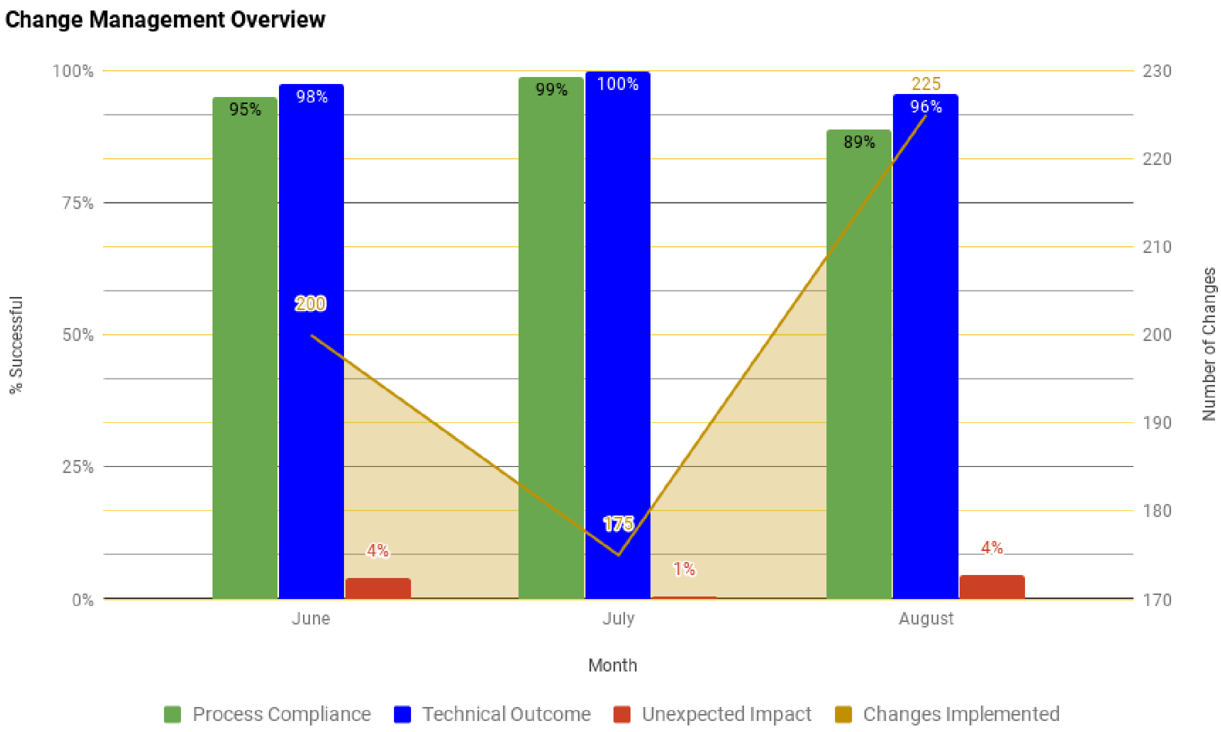
The deployment of the change is successful as the technical outcomes were achieved; however the change status is unsuccessful due to the change completing outside of the approved change window. When a change is completed outside of a change window, it can cause further risk and unexpected impact which was not assessed due to the window asked for.

Report Logic

In applying the above logic in the way different statuses are used, reporting can be consistent allowing a black and white picture of how change management is supporting business services.

Metric	Metric Origin	Report Story
Process Compliance	Change ticket status	This metric measures the process compliance - often process compliance is seen as changes which were not logged, however unless there is an incident this is almost impossible to identify. In this case process compliance measures how well the process is supporting the business.
Technical Outcomes	Implementation task status	This measures how often the change technical outcomes are achieved. By splitting the change ticket status and implementation status it allows for a black and white definition of successful versus unsuccessful.
Unexpected Impact	Incidents caused by change	This measures unexpected impact to business services - traditionally most will use the change ticket status to measure this. This becomes difficult however, when the change is closed and impact was linked to a closed change. Most ITSM solutions will allow ticket relationships to be created if it is closed, however do not allow the ticket to be reopened. This also provides a specific measurement for unexpected impact.

The following graph demonstrates a visual example of the previous table.



Report Observations

The following observations can be made as change volume increases:

- lower process compliance;
- less successful technical outcomes are achieved; and
- higher risk of unexpected impact.

As process compliance lowers, so does the likelihood that the change will achieve the technical outcomes.

Report Outcomes/Questions

The following outcomes from the observations could trigger the following investigations.

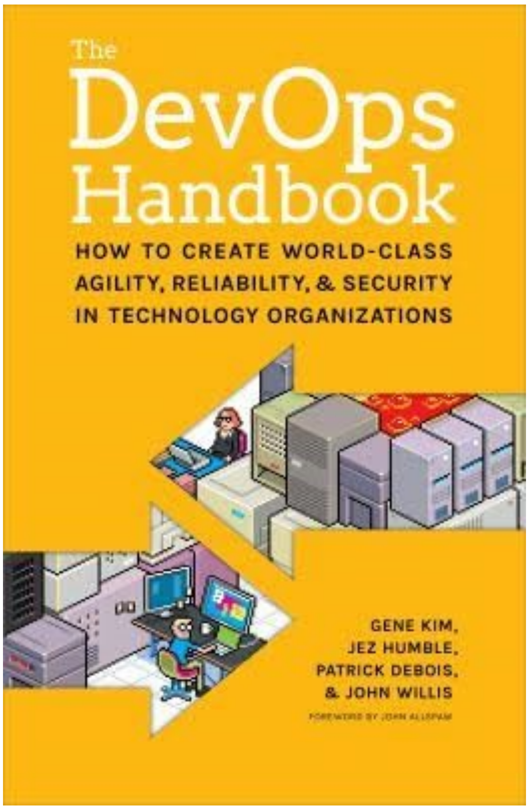
- What are acceptable numbers for
- Process Compliance?
- Technical Outcomes?
- Unexpected Impact?
- At what change volume do teams require extra resourcing?
- Is there a specific team that is not following compliance, not achieving outcomes or causing unexpected impact?
- Is Release and Deployment management breaking down due to high volumes of change?
- Does not following process cause impact on the technical outcome?

The above points are only hypothetical; however these demonstrate that by defining where and how a successful change is measured, it allows service management reports to show clear trends. If the argument of what is and is not a successful change continues, then it must be questioned what value reporting can truly provide as consistent data is not being measured.

As always, implement what suits your environment and business, however the key points to consider are:

- defining what you want to understand from your reports;
- do not try and use a single attribute status to cover both process compliance and deployment outcome as they are both very different; and
- change your perspective on what change process compliance is.

I hope this article may assist in resolving any change management issues your business may be experiencing. If you would like to understand this further and to discuss your service management strategy, please contact Dave Chambers dave@dcsmconsultancy.com



Book Review

By Christian F. Nissen, BlueHat, Denmark

Title: The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations
Authors: Gene Kim, Jez Humble, Patrick Debois, John Willis
Target group: Readers who want a thorough introduction to DevOps
ISBN: 9781942788003
Publisher: IT Revolution Press

Year: December, 2016
Number of pages: 250 (Paperback)

Prerequisites: Basic knowledge of IT development and IT operations

In recent decades, DevOps has gained widespread popularity. DevOps is a showdown with the idea that it is possible and appropriate todesign the entire house in detail before we build it. Instead we build the house gradually and put smaller parts into service as they become ready. In this way, we earn the ability to become wiser along the way and avoid breaking our backs on overwhelming projects. However, this approach requires a solid building foundation as well as the capability to continuously build, test and use small, independently viable building blocks.

As a concept, DevOps emerged in 2008 in the wake of the agile development wave in the 00's. Five years later, Gene Kim et al. seriously pushed the DevOps wave with their novel "The Phoenix Project".

Simply put, DevOps emerged in the intersection between agile development methods, IT service management, lean and automated testing, commissioning and configuration. As a result, many stakeholders seem to have an opinion about DevOps.

The DevOps Handbook was therefore long awaited, because the four writers (along with John Allspaw, who has written the Foreword) are recognized for defining and driving the DevOps wave, among others through the DevOps Days and the DevOps Enterprise Summits. My expectations of the book were therefore quite high.

As it appears from the title, it is a handbook, but don't expect a detailed step-by-step guide. Instead the book provides a thorough introduction to all the ingredients of DevOps.

The book is structured around the three basic principles introduced in "The Phoenix Project": Flow, Feedback, and Continual Learning and Improvement. It's a good choice, as the reader is reminded of the overview during the reading, which is quite an accomplishment considering the width of the subject.

The book is broken into six parts:

Part I contains a brief history of DevOps along with the underpinning theory and key themes from relevant bodies of knowledge.

Part II describes how and where to start, and presents concepts such as value streams, organizational design principles and patterns, organizational adoption patterns, and case studies.

Part III describes how to accelerate *Flow* by building the foundations of the deployment pipeline: enabling fast and effective automated testing, continuous integration, continuous delivery, and architecting for low-risk releases.

Part IV discusses how to accelerate and amplify *Feedback* by creating effective production telemetry to see and solve problems, better anticipate problems and achieve goals, enable feedback so that Dev and Ops can safely deploy changes, integrate testing into the daily work, and create review and coordination processes to increase the quality of the work.

Part V describes how to accelerate *Continual Learning* by establishing a just culture, converting local discoveries into global improvements, and properly reserving time to create organizational learning and improvements.

Finally, Part VI describes how to properly integrate security and compliance into our daily work, by integrating preventative security controls into shared source code repositories and services, integrating security into the deployment pipeline, enhancing telemetry to better enable detection and recovery, protecting the deployment pipeline, and achieving change management requirements.

The book initially uses quite a few pages to introduce DevOps, which might seem a bit annoying if you have read "The Phoenix Project". On the other hand, new readers can jump directly to "The DevOps Handbook" without reading "The Phoenix Project" first. In the introduction, the authors also use some effort to justify DevOps - but I guess they preach to the converted. If we have bought the book we understand the problem - now we are looking forward to the solutions.

The book is not difficult to read, but it may still be hard to absorb as it is packed with information and practices. Although it only takes up 250 pages of text, it has nonetheless taken me a while to get through it. There are countless good examples from reality, and the authors are generous with findings and reports that support the practices and views presented in the book. On the other hand, more illustrations would be useful and some templates and tools would have been beneficial.

The book is definitely worth reading and it has the potential to become *the* textbook among the many emerging publications on DevOps. If you want to know what DevOps is, read "The DevOps Handbook"!

If I have to come up with some criticism, it is therefore not of the book, but of the great focus on DevOps these years. There is no doubt that DevOps is a necessary further development to the way we have been manufacturing technology so far. But the weakness of DevOps is that there is a risk to draw all the attention towards creating an assembly line for continuous development, testing and delivery of applications. Thus, there is a risk that the service aspect will drown while we try to control the IT factory. “The surgery was successful, but the patient died.”

Manufacturing of applications and platforms can never be anything but an underlying prerequisite for service provision, and the IT departments that focus blindly on developing, maintaining, and operating applications and platforms will be reduced to internal suppliers rather than real co-creators of enterprise value. The authors of the book are to some degree aware of this fact: IT must “enable and sustain the fast flow of work from Development into Operations without causing chaos and disruption to the production environment or our customers.” But they never really address the need for the continual daily value co-creation between IT and the business including the responsibility for the users' value creation.

Dev and Ops merge, but they must also merge with Service. Hopefully, that will happen in the coming years, so the next wave can become SerDevOps. To keep the context of building a house, it is not enough that we are effective in constructing, developing and maintaining houses on assembly lines. Our primary task is not to build suitable homes in partnership with the residents, but to operate a hotel. We are hotel hosts, and our job is to ensure that our guests get the most out of their stay - every day!

SIAM conference in Leeds

By Caspar Miller

Most conferences usually have more than one track, and I always find myself debating which speakers to choose. All the sessions seem so exciting, and they often also provide an opportunity to have a chat with some of the big shots. The SIAM conference in Leeds in March was no exception.

If you do anything in your SIAM programme, make sure you do these things!

Those who know a little about SIAM and may even have read a few of the white papers published in the past few years will probably recognise some of the names on the agenda. I found it especially difficult to choose between Steve Morgan and Kevin Holland, who have both written several white papers on SIAM and also contributed to writing the *Service Integration and Management Foundation Body of Knowledge*. I have, however, had the pleasure of earlier sessions with Kevin Holland, and I even managed to talk to Kevin in one of the breaks, so I chose the very relevant topic presented by Steve Morgan.

Steve's presentation concentrated on the 'Crown Jewels', the most important areas to keep under control, and then tune the rest of the setup like a graphic equaliser – tweaking every process between the retained organisation and your out sourcing partners. Listening to Steve talk about his experiences was truly inspirational.

Steve gave a humorous yet thought-provoking example of managing suppliers: A customer introduces a setup where, if a service provider failed to reach a target, the penalty was £1, which was to be delivered in person to the director's office by the CEO of that supplier!

Service north

SIAM

SIAM EDITION: AGENDA

Leeds Club, March 30th 2017

Time	Track 1 - International Room	Track 2 - Leeds Room
8.30 - 9.30	Arrivals, coffee and networking	
9.30 - 10.30	Welcome to the conference Keynote: Andrea Kis, ISG Smart SIAM: how SIAM is supporting digital transformation	
10.30 - 11.00	Break	
11.00 - 12.00	Jon Morley, Littlefish and Richard Wright, Historic England Future Sourcing: a customer and supplier tale from the front line	Gary Hibberd, the Agenci Cyber psychos & the uncomfortable truth
12.00 - 1.00	Steve Morgan, Syniad IT If you do anything in your SIAM programme, make sure you do these things!	Kevin Holland, Independent SIAM implementation lessons learned
1.00 - 2.00	Lunch	
2.00 - 2.45	Charity keynote Yorkshire Air Ambulance	
2.45 -3.45	Anthony Stephens, BBC – SIAM, an eye for integration: lessons learned about ITSM tooling transformation in a multi-supplier environment	Trisha Booth and Charlotte Parnham, Atos – After the honeymoon: Keeping your SIAM relationships alive
3.45 - 4.15	Break	
4.15 - 5.00	Panel session and audience Q&A Steve Morgan, Andrea Kis, Anthony Stephens, Trisha Booth Conference close	
5.00 - 6.00	Drinks and networking	

We sleepwalked into the 21st century with our 20th century mindset

The keynote speaker was Andrea Kis from ISG, a supplier on the bleeding edge of developing SIAM as a concept. Andrea's presentation was very well designed with few slides, not too much text and many beautiful background images – a pleasant addition to the speech rather than your usual black-text, white-background, over-texted slides. The main message was to forget 'the box' – 'them' (the business) and 'us' (the IT department).

Andrea also gave an example from real life: A maintenance window on an oil rig in the Gulf of Mexico was missed due to a 2.5 hour IT issue, and more than $50m was wasted. The answer from the service provider: Our service level target has not been breached. (Just take a moment to let that one sink in.)

The future of sourcing in a historic perspective

Among the others speakers were a shared session with a customer and a supplier, namely Historic England, caretakers of historic properties in the UK, and the supplier Littlefish. They emphasized that the customer doesn't care whether it's one or the other supplier, only whether it's working. They also compared service integration to a conductor orchestrating an ensemble in a concert (a view I would personally challenge, however, in that integration of services rarely enjoys the privilege of knowing what the other musicians (suppliers) are doing, why and when.)

I took home two messages from that session: Communication is paramount, so appoint a service ambassador – eg if you use MVP (minimum viable product), then *viable* is more important than *minimum*!

Successful first conference on SIAM

All things considered a very inspiring and educational day. The conference was perhaps a little heavily represented by suppliers. Therefore, my last session for the day was a refreshing change in viewpoint, this time by none less than the BBC. Tony Stevens used a chicken-and-egg metaphor on technology versus business adaptation: Are the needs of the business driving technology, or will the business simply have to live with what we provide them? The key is to get it right the first time and avoid a 'ready-fire-aim' culture.

"CIO, how does your current team support the goals and vision of the company?
– We don't know, they didn't come to us." (Andrea Kis)

ITSM Zone SIAM Foundation e-learning course.

By Michael Imhoff Nielsen, Sofigate and itSMF International.

While at Service Manager Dag in the Netherlands March 23rd I had a talk with Claire and Dave Agutter from ITSM Zone. We talked about SIAM, the SIAM event in Leeds and SIAM education.

I was offered to do a test drive of their SIAM e-learning training. This is my review of the training.

The description on the ITSM Zone web states:

This fully accredited SIAM Foundation course provides an introduction to service integration and management, including its history, business drivers, roles, challenges and the processes that support SIAM models. It is suitable for anyone working in, or wishing to work in, an organization using SIAM management practices.

So the course is intended for anyone dealing with delivering services in a multi sourcing environment with a need to integrate services and control the end-to-end delivery to the business and their users and customers.

The training is divided into 21 modules:

SIAM – Course Introduction

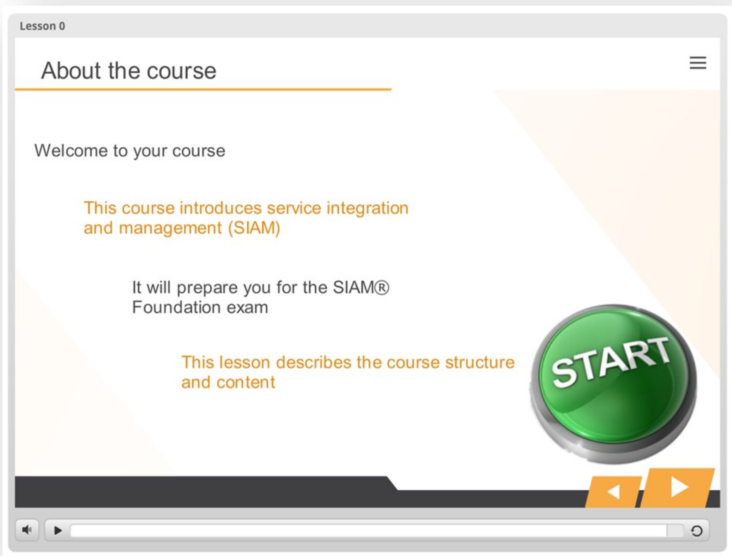
Lesson 1 – Introduction to SIAM
Lesson 2 – SIAM Purpose, Value and Drivers
Lesson 3 – The SIAM Ecosystem
Lesson 4 – SIAM Structures
Lesson 5 – SIAM Roadmap Part 1
Lesson 6 – SIAM Roadmap Part 2
Lesson 7 – SIAM Roadmap Part 3
Lesson 8 – SIAM Roadmap Part 4
Lesson 9 – Roles and Responsibilities Part 1
Lesson 10 – Roles and Responsibilities Part 2
Lesson 11 – Roles and Responsibilities Part 3
Lesson 12 – SIAM Practices Part 1
Lesson 13 – SIAM Practices Part 2
Lesson 14 – SIAM Processes Part 1
Lesson 15 – SIAM Processes Part 2
Lesson 16 – Challenges and Risks Part 1
Lesson 17 – Challenges and Risks Part 2
Lesson 18 – Challenges and Risks Part 3
Lesson 19 – SIAM and Other Practices Part 1
Lesson 20 – SIAM and Other Practices Part 2
Lesson 21 – Summary and Exam Preparation

SIAM – Course Completion

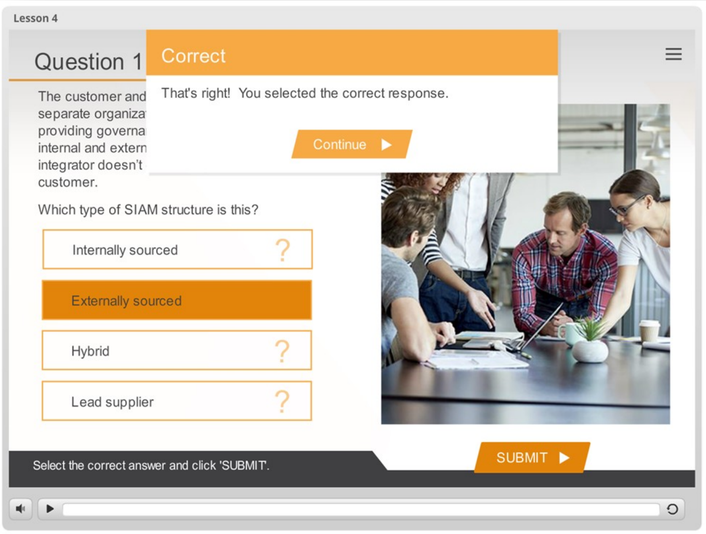
This may sound like an awful lot, but since each module is between 7 and 15 minutes it's easy to plan to do part of the training. But (there is always a but) you need to plan for the exercise in many of the chapters. The recommended time spent on exercises varies from 10 minutes up to one hour for one of them. There are 22 exercises in total, two for some lessons and zero for others. Don't underestimate those. Included is of course a list with suggested answers and a case related to some of the exercises.

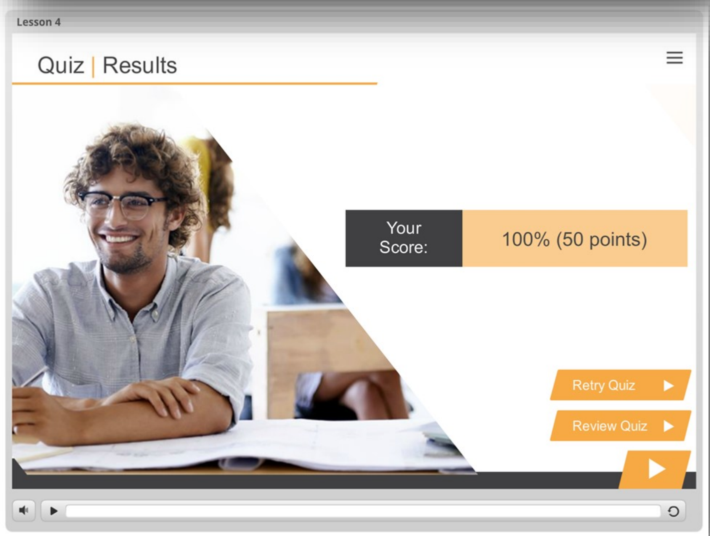
It's easy to navigate between the lessons and within the lessons giving the student the opportunity to repeat any lesson or slides as needed.

At the end of almost all chapters there is a little quiz with 4 to 10 questions. You can do those as many times as you like.



On the next page is an example of the quiz questions:





The e-learning can be purchased with online access for either a month or two. One month should be enough as the expected total usage of time is 18 hours. Plan to do an hour or two on a daily basis and you should be fine.

In addition to the online e-learning there are a number of short PDF documents included for one or more lessons, the syllabus, the case study, exercises & answers and the SIAM process guides, which is referenced in the e-learning:

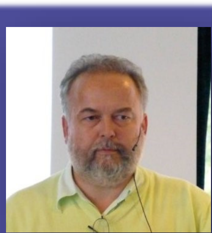
SIAMF Study Tracker
SIAMF Syllabus
SIAM Foundation Process Guides
SIAMF Sample Exam & Answers
Seylon Ordnax Case Study
SIAMF Course Exercises
SIAMF Course Exercises & Solutions
SIAMF Lesson 1 Study Guide
SIAMF Lesson 2 Study Guide
SIAMF Lesson 3 Study Guide
SIAMF Lesson 4 Study Guide
SIAMF Lesson 5-8 Study Guide
SIAMF Lesson 9-11 Study Guide
SIAMF Lesson 12-13 Study Guide
SIAMF Lesson 14-15 Study Guide
SIAMF Lesson 16-18 Study Guide
SIAMF Lesson 19-20 Study Guide

Plan time to read these documents as well. Some of them, including the case study, the process guides and the sample exams, are referenced and used in the lesson and the exercises.

Overall impression of this e-learning is that it is well structured and covers the syllabus to an extent that will give you a good preparation for the exam.

The final lesson includes exam preparation with the usual tips on how to prepare and do a multiple-choice exam. Just like many other foundation exams it's one hour, 40 questions with 4 choices for each, and a passing point at 65% i.e. 26 correct answers.

Currently BCS and EXIN offer this exam. At the point in time of writing this article I haven't done the exam and can't tell if the e-learning do a good job preparing for the exam. I'm sure it does and there is no doubt that it gives a good introduction to SIAM, exam or not.



Michael Imhoff-Nielsen

Working with client relations, process design, assessment, education Michael is Chair of the Board of itSMF Denmark and is accountable for strategy, governance and the publications committee. Michael is also a Member of itSMF International Qualification and Certification Executive Sub Committee, a Senior member of Danish IT Society (Dansk IT) and a Silver member of ISACA.

His Specialities include: ITSM, ITIL, ISO/IEC 20000, COBIT, MOF, Governance, network management, Management of Organizational Change (MOC)

Should the CFO be the Chief Strategy Officer

By Alexandra Cain

Traditionally amongst a CEO's responsibilities, long-term strategy development is increasingly becoming something for a CFO to be involved in. So what approach can a CFO take to substantively contribute to strategy development?

Key Points:

- The CFO's involvement in long-term corporate thinking starts with connecting corporate and business unit strategies to business and financial plans
- CFO's are uniquely positioned to consider and plan for a range of scenarios for the business
- Similarly, the CFO can continuously explore business models to help ensure business growth

As Deloitte's Chief Strategy Officer, John Meacock is closely positioned to see the nexus between strategy and the C-suite.

Meacock says at the most fundamental level, the CFO should be involved in holistically connecting strategies to financial performance.

"Many organisations don't connect corporate strategy and business unit strategy to the business plan and the financial plan. It sounds really basic but most organisations tend to do their corporate strategy, put it away and the business units will prepare their own strategy."

"There's only a broad rather than direct linkage between these processes," he says. "Then generally businesses will do their annual business plan at another time and the CFO will do their financial plan separately again. But those four elements should be linked and the CFO plays a critical role in this."

Consequently, says Meacock, it can be difficult for a business to realise its strategic goals if it doesn't link corporate strategy, business unit strategy, business plans and financial plans. The CFO's other main strategic role is an ability to individually analyse the various portfolios in the business.

"The CRO has to understand each business division or product, not just from a financial perspective, but using a range of metrics so they comprehend the drivers that make the business work," he says.

As an example, Meacock points to a firm wherein management believed there was a direct link between business performance and the economic cycle. "But after dong some analysis we found this wasn't the case; there was actually quite a lag and they were looking at their business completely the wrong way.

So there's a real role for CFO's to look at commercial drivers and how the business responds to them, rather than making judgements not based on fact."

To achieve these insights, Meacock says the CFO must position himself or herself as more than a number cruncher, but as someone with a deep understanding of business as a whole.

"A lot of organisations are now appointing a financial controller who is taking on much of the old role of the CFO, which is starting to push the CFO up the organisation and take a more strategic position." Meacock adds.

CFO coach Brendan Sheehan from White Squires agrees being able to strategically communicate across the business is key. To aid strategic development and implementation, he says a superior understanding of technology is not paramount.

"CFOs have to use technology in a way that is effective for growth and decision making." he says. Behind this must be a sound grasp of the data the organisations produces, as well as information from external sources. "They have to correlate the two to pull out meaningful, insightful information that supports decisions." says Sheehan.

According to Sheehan, understanding the essence of the business model, as well as gaining an appreciation for other business models, is also important for the CFO's input into strategic thinking.

Responding to a world of unknowns

Making a meaningful contribution to strategy can be difficult in a world where there are many unknown variables, such as economic and political factors CFO's must navigate.

One approach Meacock suggest is for CFO's to engage in detailed scenario planning. This involves brainstorming a range of likely situations that could impact the company, and then ranking them in order from very likely, to likely, to unlikely.

"The CFO should play a role modelling these scenarios. You are never going to predict everything that's likely to happen to the company." he says. "But by understanding the various scenarios that can play out, you'll really understand in a much better way how the business will respond, which starts to shape the strategic direction of the organisation." Meacock explains.

Overall, says Meacock, there's a real opportunity for CFO's to make a greater contribution to strategy.

Certainly in larger organisations, we're seeing a lot more Chief Strategy Officers than in the past, which is changing the C-suite dynamic. Some chief strategy officers reports to the CFO, others reports to the CEO. So how the CFO works in conjunction with the chief strategy officer is an important dynamic."

Meacock suggest if the Chief Strategy Officer has the same level of seniority as the CFO, both should be focused on connecting the corporate strategy to the financial plan.

"There's the potential for a very good partnership between the CFO, CSO and CEO, which is something that's a new dynamic in organisations," he adds.

Finally, Sheehan says it's essential for the CFO to think strategically about HR planning in the finance team and in the wider business to effect strategy.

"That ability to think strategically about human resource planning is really important," says Sheehan. "This requires emotional intelligence, and an ability to read people and communicate effectively around what needs to be done. That's really important to get the best out of people."

"CFO's must get a real understanding of the skills and competencies required to do a particular job, and make sure the people being interviewed and are being brought in to do that job have those skills and competencies," he adds. They have to have the emotional intelligence and empathy with people in the organisation to get decisions made and act on them."

Ultimately, if CFOs are able to influence planning across the business and gain access to accurate data to make decisions, they can be positioned to make a meaningful contribution to strategy, and potentially elevate themselves beyond the numbers.

AXELOS launches German, Japanese, French and Latin American Spanish translations of ITIL® Practitioner

Media enquiries—Simon Coughlin, Press@AXELOS.com

As part of ongoing international expansion, AXELOS has made ITIL® Practitioner – the new qualification of the world's most widely adopted service management framework – available in four further languages.

ITIL was first released more 25 years ago and now a quarter of a million exams are taken each year across all ITIL levels of qualifications. ITIL Practitioner launched in the UK in February 2016 and is now available in Japanese, German, French and Latin American Spanish.

The qualification equips ITSM (IT service management) professionals with skills to successfully adopt and adapt ITIL to improve service management capabilities - organisational change management, communication, metrics and measurement - in line with business goals.

It is the next step after ITIL Foundation for professionals who have already learned the basics of ITSM and the business value of well-designed and delivered services. ITIL Practitioner is a fundamental enabler for applying valuable specialist skills acquired in the ITIL Intermediate Lifecycle and Capabilities qualifications.

AXELOS CEO Peter Hepworth said: "ITIL Practitioner was developed to better meet the needs of ITSM professionals, who told us they wanted more practical elements to complement ITIL guidance, advising them on how to adopt and adapt.

"These four new translations will help us meet growing demand for ITIL Practitioner as it continues to grow around the world."

ITIL Practitioner is the most significant recent evolution in the ITIL best practice framework, which was first introduced by the UK Government in 1989 and is now used in more than 150 countries with more than a quarter of a million ITIL certifications awarded around the world each year.

The accompanying publication, "ITIL Practitioner Guidance", covers the skills and practical application of knowledge, and is available from the AXELOS website, the TSO website and Amazon. More information on ITIL Practitioner and details of Accredited Training Organizations (ATOs) can be found on the AXELOS website: www.axelos.com/itil-practitioner-launch

*it*SMF International Chapters

For more information for the Chapters below CLICK HERE

AUSTRALIA
AUSTRIA
ALGERIA
ARGENTINA
BELGIUM
BOSNIA & HERZEGOVINA
BRAZIL
BULGARIA
CANADA
CHILE
CHINA
COLUMBIA
COSTA RICA
CROATIA
CYPRUS
CZECH-REPULIC
DENMARK
ESTONIA
FINLAND
FRANCE
GERMANY
GREECE
GULF
HUNGARY
HONG KONG
ICELAND
INDIA
IRELAND
ITALY
JAPAN
KENYA
KOREA
LATVIA
LICHTENSTEIN
LITHUANIA
LUXEMBOURG
MACEDONIA
MALAYSIA
MALTA
MEXICO
MONACO
NETHERLANDS
NEW ZEALAND
NORWAY
NIGERIA
PHILLLIPINES
PORTUGAL
POLAND
ROMANIA
RUSSIA
SERBIA
SIERRA LEONE
SINGAPORE
SLOVAKIA
SLOVENJIA
SOUTH AFRICA
SPAIN
SUDAN
SWAZILAND
SWEDEN
SWITZERLAND
TAIWAN
THAILAND
TURKEY
UK
UKRAINE
USA