



USU



White Paper

The Practical Impact of ITIL® 4

The new practices

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Intro

Since the first ITIL® 4 publication became available, much has been talked and written about it. Most of this has been about explaining the new terms introduced in ITIL 4, such as the “service value chain” and the “ITIL 4 management practices.” For adopters of the previous ITIL® v3/2011 version, these explanations might seem nebulous. It seems unclear what practical tips ITIL 4 has to offer for IT organizations that want to improve business performance and outcomes by increasing their level of IT service management (ITSM) maturity.

This white paper series now helps to shed some light on this. The first white paper explained the new ITIL 4 concepts. This second white paper focuses on the practical impact of the different ITIL 4 practices. It is intended to give the reader a quick overview of relevant content without having to read the 34 PDF documents, some of which are extensive. It explains for each of the practices if there are any substantial changes compared to ITIL v3/2011 and why ITIL v3 experts should evaluate the practice in more detail. It also explains how the transition from ITIL v3/2011 to ITIL 4 can be done.

The practical impact of ITIL 4's changes

The obvious impact of ITIL 4 adoption on organizations is the need to think holistically – in terms of their ITSM capability as a whole, not just the processes. Plus, bringing in the concept of value co-creation and how each of your organization's adopted ITIL processes/practices lead to better business outcomes. At a more detailed level, there are many potential impacts to consider within the 34 ITIL 4 Management Practice documents.

Fig. 1: The 34 ITIL 4 management practices

General management practices	Service management practices	Technical management practices
<ul style="list-style-type: none"> ■ Architecture management ■ Continual improvement (ITIL v3/2011: continual service improvement) ■ Information security management ■ Knowledge management ■ Measurement and reporting ■ Organizational change management ■ Portfolio management (Service portfolio management) ■ Project management ■ Relationship management (ITIL v3/2011: business relationship management) ■ Risk management ■ Service financial management (ITIL v3/2011: financial management for IT services) ■ Strategy management (ITIL v3/2011: strategy management for IT services) ■ Supplier management ■ Workforce and talent management 	<ul style="list-style-type: none"> ■ Availability management ■ Business analysis ■ Capacity and performance management (ITIL v3/2011: capacity management) ■ Change enablement (ITIL v3/2011: change management) ■ Incident management ■ IT asset management (Service asset and configuration management)* ■ Monitoring and event management (ITIL v3/2011: event management) ■ Problem management ■ Release management (ITIL v3/2011: release and deployment management) ■ Service catalog management ■ Service configuration management (ITIL v3/2011: service asset and configuration management) ■ Service continuity management (IT service continuity management) ■ Service design (ITIL v3/2011: design coordination) ■ Service desk (Was an ITIL v3/2011 function) ■ Service level management ■ Service request management (ITIL v3/2011: request fulfilment) ■ Service validation and testing 	<ul style="list-style-type: none"> ■ Deployment management (ITIL v3/2011: release and deployment management) ■ Infrastructure and platform management ■ Software development and management <ul style="list-style-type: none"> ■ new ■ name change or split ■ unchanged naming ■ unchanged naming but content changes <p>Source: AXELOS, „ITIL Foundation: ITIL 4 Edition“ (2019)</p>

Changes introduced by the ITIL 4 practices

Suggestions for commonly adopted processes/practices

First, there are the changes and additions to the commonly adopted processes/practices – these are changes to the capabilities that are already in place in most organizations. A good example of this is the inclusion of swarming in incident management. This type of change offers organizations the opportunity to question the status quo and whether the additions to ITIL 4 will be beneficial to them.

So, it's important to fully understand what's new in ITIL 4 – within each of your organization's existing processes/practices – and how any changes should affect the status quo (if at all). Then, decide on how best to progress with any improvement-based change – from piloting swarming or machine-learning-based triage capabilities, say, for certain types of incident to potentially taking a “big bang” approach for the adoption of lower-risk changed capabilities.

To help, an overview of the key changes to commonly adopted practices is shown below. These key changes are, of course, in addition to ITIL 4's new focus on value creation and the elevation from ITSM processes to practices.

01 | Change enablement

This practice contains new content on

- DevOps
- Change automation
- Change-related roles

The change in name recognizes that change management in many organizations relates to people, not technology change. There are many other differences to appreciate too. In particular, related to the needs of modern organizations – such as the necessity for greater agility – and how DevOps impacts ITIL's traditional view of change management, including the use of automation whenever possible.

Another important change is that ITIL 4 talks to product-focused organizations not having job titles and roles related to change enablement because it's integrated with the roles of product development teams. There's also an emphasis on change enablement being “more about outcomes than theater” and along with the Managing Professional “High Velocity IT” publication, the practice-level changes in ITIL 4 are designed to allow IT-related change to “move at the speed of business.”

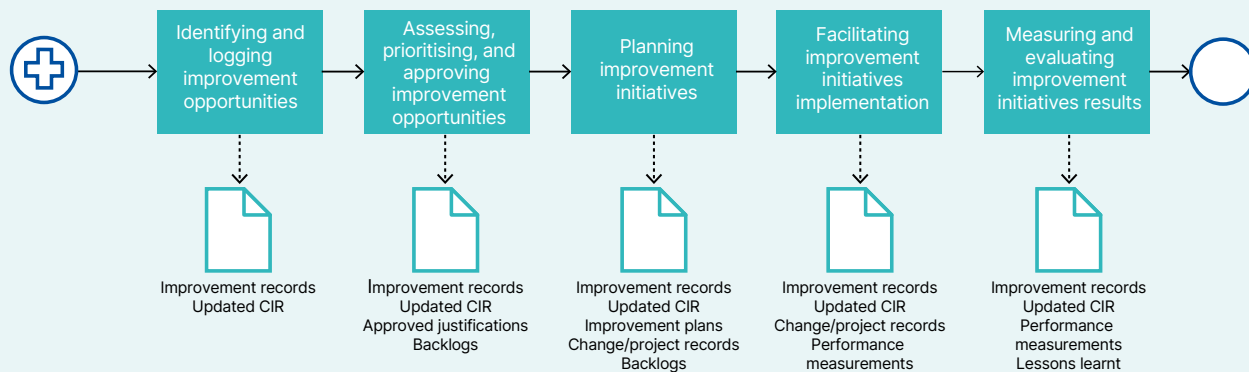
02 | Continual improvement

This practice contains new content on

- Continual improvement applying to organization, processes, technologies
- Continual improvement actions
- Continual improvement culture

The name has changed from “continual service improvement” to encourage the improvement of more than just services – because improvement could equally apply to the organizational structure, practices/processes, and employed technologies. Further the ITIL continual improvement process now has an additional step. This is “take action.” It places a greater focus on the need to do something to elicit real improvement. The new guidance also emphasizes that continual improvement is more than simply a process and associated roles. That there's instead a need for a culture of continual improvement, with the PDF offering advice on how best to develop this.

Fig. 2: Process “Management of continual improvement initiatives”



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03 | Deployment management

This practice contains new content on

- DevOps concepts
- Automation capabilities
- Deployment approaches

As with release management below, this was broken out of ITIL v3/2011's release and deployment management to reflect the differences between releases and deployments. Put simply, deployment is “moving the technology around.” So, an organization might do 1,000 deployments a day – using the DevOps continuous integration, continuous delivery, and continuous deployment approach – but no releases until the business wants it available. This is why deployment management is a technology management practice not a general management or service management practice. Along with the above changes to the change enablement, release management, and service validation and testing practices, ITIL 4's deployment management practice is aimed at making your organization's IT-related changes “better, faster, and cheaper” (plus safer).

04 | Incident management

This practice contains new content on

- Swarming
- Incident management technologies
- Continual improvement of the practice

As already mentioned, the concept of swarming has been introduced. This is where incident handling is collaboration-based. There are no tiered support groups and thus there's no escalation between support groups. Instead, someone owns an issue through to its resolution, with them bringing in the right people to help as needed. The benefits of swarming are varied. For example, faster and cheaper issue resolution, more engaged and motivated IT support personnel, and better employee/customer experiences and business outcomes. This type of change offers organizations the opportunity to question the status quo and whether the new additions to ITIL 4 will be beneficial to them.

05 | Knowledge management

This practice contains new content on

- The SECI model of knowledge dimensions
- Identification of knowledge gaps
- Knowledge-related automation and tooling

ITIL 4 introduces new knowledge management concepts such as “absorptive capacity.” This is an organization’s “ability to recognize the value of new information, to embed it into an existing knowledge system, and to apply it to the achievement of business outcomes.” This practice guidance PDF is also noticeably longer than others (at 45 pages), thanks to the deep dive ITIL 4 takes in explaining how organizations succeed with knowledge management. The intention is to make knowledge management more practical than the dated, more theoretical, content of ITIL v3/2011, with the adopting organizations more successful as a result.

06 | Monitoring and event management

This practice contains new content on

- Monitoring tools
- The role of AI
- Third-party service implications (e.g. cloud services)

An obvious complement here is “monitoring” because it was previously just the “event management” process. While the ITIL v3/2011 Service Operation publication did offer a range of monitoring-related guidance, it was spread throughout the book. Now it’s much easier for ITSM practitioners to access and consume monitoring guidance with ITIL 4. Plus, of course, the best practice now better reflects the state of the art in monitoring and event management, especially in tooling and the advancements that AI and automation bring.

07 | Problem management

This practice contains new content on

- Error control and problem control
- Proactive incident prevention
- Automation and tooling

ITIL 4 has reintroduced error control and problem control. This was in ITIL v2 but not in ITIL v3/2011. There’s also more emphasis on incident prevention not just on “the cure” post-issues. This is reflected in its

definition: “The purpose of the problem management practice is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors.” With problem identification both reactive and proactive. ITSM practitioners will find that the problem management guidance is now a more complete, and useful, ITIL/ITSM reference than it has ever been.

08 | Release management

This practice contains new content on

- DevOps concepts
- Release approaches
- Release automation

Now separated out from ITIL v3/2011’s release and deployment management process, this takes on board the successes of DevOps and automation. With ITIL now sharing approaches such as blue/green releases and feature flags along with reflecting the rapid rise in cloud adoption. The split of release management from deployment management is important, with release management about making new and changed things available to users and not the deployment of the technology. But, as with deployment management, it’s still very much about IT-related change being able to “move at the speed of business.”

09 | Service catalog management

This practice contains new content on

- Service offerings
- Consumer-focused service request catalog
- Service catalog views

This is similar to the later ITIL v3/2011 Service Design guidance. For example, the practice success factors were there before, and the processes contain nothing radically new. However, there are two important changes to note. First, the guidance now refers to services and service offerings, i.e. the bundling of service components to make the service catalog entries business-focused rather than service-provider-focused. For example, everything a homemaker usually needs could be a service offering rather than being listed as individual services. This is referenced from the outset in stated purpose, “to provide a single source of consistent information on all services and service offerings, and to ensure that it is available to the relevant audience.” The second is the concept of

the (service) request catalog, with this a consumer view of the service catalog. Although, and it will be wanted by many ITSM practitioners, there's no mention of self-service best practices in this guidance PDF.

10 | Service configuration management

This practice contains new content on

- Infrastructure as code
- Integration of CMDB with DevOps tools
- The impact of cloud services

This is similar to the guidance in the ITIL v3/2011 Service Transition publication in that it focuses on the capturing and checking of configuration item (CI) data. So, it doesn't call out the more modern practice of using the configuration management database (CMDB) or configuration management system (CMS) to drive change. With this instead covered in the High-velocity IT Managing Professional publication in terms of "infrastructure as code."

The High-velocity IT publication states that "If changes are needed, the source is edited, not the target. Tools such as Vagrant, Ansible, Puppet, and Docker support the whole process." Hence, the IT infrastructure reflects the CMDB (or CMS) rather than the traditional view of the CMDB reflecting the infrastructure. Where changes created within the CMDB are automatically enacted within the infrastructure and, when there's a difference between the two, the CMDB's view of the world prevails.

11 | Service desk

This practice contains new content on

- Omnichannel support
- Service desk optimization
- The need for better engagement

Service desk is no longer an ITIL function, as it was in ITIL v3/2011, and about incident management, request management, etc. Instead, the ITIL 4 service desk practice is focused on engagement with end users and delivering better employee/customer experiences and business outcomes. There's a new emphasis on omnichannel support within this practice and "query" is offered as a new ITIL term, with this something that's presented by an end user before it's categorized. This

is reflected in the practice's three processes: user query handling, communicating to users, and service desk optimization.

12 | Service level management

This practice contains new content on

- Cloud services
- Outsourcing services
- A greater focus on utility and experience

In ITIL v3/2011 service level management was overly focused on warranty. In ITIL 4, there's now more balance relative to utility and experience, including the expectations on monitoring and reporting on these. ITIL v3/2011 also assumed that every service was tailored (to the customer) with the service level management aspects tailored too. Now, ITIL 4 recognizes the need for service level management capabilities for "out-of-the-box" services where tailoring is not permitted. For example, cloud services or outsourcing arrangements for smaller organizations. The new service level management guidance is, as a result, far more reflective of real-world needs and the operations of exemplar organizations.

13 | Service request management

This practice contains new content on

- Service request catalog
- Workflow automation
- Service orchestration

While one of the shortest ITIL 4 practice PDFs, the new service request management guidance is more practical than that in the academic-feeling ITIL v3/2011 Service Operation publication. A key addition is the (service) request catalog, as also covered in the service catalog management practice. Plus, there's an emphasis on the need for more automation, reflecting both the ITIL 4 guiding principle and the increased investments in workflow automation and service orchestration within ITSM tools. As with the service catalog management guidance, there's no self-service success guidance other than the statement that "Some service requests can be completely fulfilled by automation, from submission to closure, allowing for a complete self-service experience."



Suggestions for less commonly adopted processes/practices

Second, there are the existing ITIL processes/practices – that may or may not have been renamed – that might have yet to be adopted by your organization. These are likely to be the processes/practices that are outside of those that are commonly adopted, and there's nothing to be refreshed, within your organization, here. Instead, it would be the new adoption of ITIL 4 guidance and the associated capabilities. A good example is the capacity management process, which is now the capacity and performance management practice. Or financial management for IT services which is now service financial management.

In both instances, establish whether the ITIL best practice guidance and/or local circumstances have changed sufficiently to convince your organization to now adopt the practice. In particular, that the benefits of practice adoption outweigh the cost of adoption. Importantly here, there's a need to recognize that for some practices the benefits will be realized across other ITIL processes/practices. For example, information security management or service financial management. Examples of changes in the less commonly adopted practices include:

14 | Availability management

This practice contains new content on

- Key differences between service continuity and service availability management
- Risk management linkages
- Availability measurement methods

The new guidance states that almost every practice contributes to service availability, reinforcing the ITIL 4 ethos of combining practices to create value streams. It also states that "The line between service continuity and availability management is subtle," with content

that explains the key differences an important addition. There's a clearer link between availability management and risk management – helped by the latter now being its own ITIL 4 practice. The new availability measurement methods section is a big improvement on the ITIL v3/2011 Service Design book, as is the new Automation and Tooling section. With both making it easier for ITSM practitioners to better understand "the art of the possible." Surprisingly, though, there's no mention of Site Reliability Engineering (SRE) here, although it's covered in the High-velocity IT Managing Professional publication.

15 | Capacity and performance management

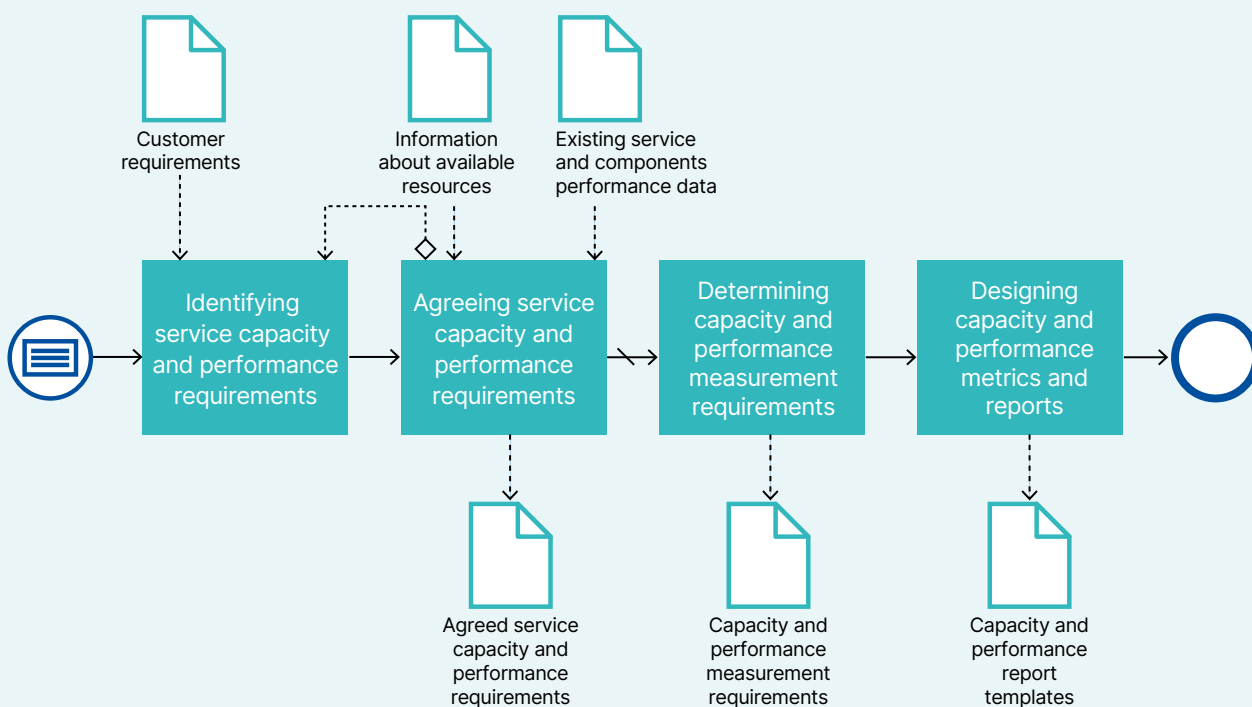
This practice contains new content on

- Management-level, rather than technical, perspectives
- Cloud-based services
- Process alignment with the availability management practice

Here the change in name, with the addition of “performance management,” is not a good indicator of the changes because performance management was already included in the ITIL v3/2011 capacity management process guidance. However, a big difference is that the new guidance is now at a “management level.” So, for example, there’s now

little on capacity modeling – which was a big part of ITIL v3/2011 guidance, but no longer needed (along with the associated modeling tools) thanks to the rapid scalability offered by cloud services. Given the similarities between availability and capacity needs, the two capacity and performance management processes sensibly map to the availability management process structure. Such that, as with the availability management guidance, one is related to “control” and the other to “analyzing and improving.” Within this process and activity guidance, there’s practical detail related to both cloud-based services and for the operation of IT support in terms of the first tier of service support staff.

Fig. 3: Process “Establishing capacity and performance control”



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16 | Information security management

This practice contains new content on

- RESILIA cyber security guidance
- Security incident management
- Embedding security into value streams

An important point to note is that this PDF is based on AXELOS's separate "cyber security and resilience" guidance, RESILIA, which is a book, online resource, and qualification in its own right. So, in some ways, it could be treated as a new practice. A key concept is the need to "protect, detect, and correct" and that information security controls should be balanced across ITIL 4's four dimensions of service management (people, technology, partner, processes). Also, that information security needs to be embedded into all elements of the ITIL service value system, because information security has a role to play throughout the IT service delivery and support ecosystem, with the practice guide offering practical detail across each. An important change with ITIL 4, versus to ITIL v3/2011, is the inclusion of practical details on the security incident management process. Recognizing the differences with the standard ITSM incident management practice.

17 | Portfolio management

This practice contains new content on

- A wider focus than just IT services
- Investment prioritization techniques
- Continuous investment control

This practice is different from ITIL v3/2011's service portfolio management process. Now, it's more about how organizations should make investment decisions and is wider than purely IT services. So, the guidance has been elevated from the myopic "Which services should we invest in?" to "What should we invest in?" – removing silos to compare investments "across streams," i.e. viewing services, projects, improvements, and other opportunities as competing for the same business resources. The guidance offers up two examples of techniques for prioritizing investments in terms of value – cost of delay and A/B testing. The practice's new success factors need noting too. That portfolio management isn't just about "ensuring sound investment decisions." Instead, it needs to also involve

the continual review of the ongoing legitimacy of previous investment decisions in light of changing circumstances.

18 | Relationship management

This practice contains new content on

- Internal and external stakeholder relationships
- "Different-level" relationships
- The relationship journey

This replaces the business relationship management process in ITIL v3/2011. The changes recognize not only the need for relationships with all stakeholders, including internal teams and individual team members, managers and executives, shareholders, customers, end users, suppliers, and governments and regulators. But also, that there's a need for relationships on different levels. The focus on both internal and external stakeholders is continued in the practice success factors, with a separate success factor offered for each, and processes. There's also an overview of the "relationship journey" which is based on the customer journey from the Drive Stakeholder Value Managing Professional publication.

19 | Service continuity management

This practice contains new content on

- How to use recovery time objective and recovery point objective
- Testing of service continuity plans
- Strategic, tactical, and operational planning

It's one of the longer guidance PDFs at 45 pages, with the focus on service continuity and little practical guidance offered on wider business continuity management (BCM). In terms of new content, there's more detail on how to use both recovery time objective and recovery point objective and it repeats the new content related to "The line between service continuity and availability management is subtle." There's also more practical detail on the testing of service continuity plans and the use of the Business Continuity Institute's (BCI's) three levels of response and recovery planning structure: strategic, tactical, and operational (taken from the BCI Good Practice Guidelines). Including what each of these plan types should cover.

20 | Service design

This practice contains new content on

- Design thinking
- Service design activities
- Customer and user experience

The name change here, from “design coordination,” reflects the biggest change between the ITIL v3/2011 process and ITIL 4 practice. Whereas the former guidance was focused on service coordination, ITIL 4 is now focused on design thinking – “a practical and human-centered approach that accelerates innovation.” This includes a series of service design activities: inspiration and empathy, ideation, prototyping, implementation, and evaluation. Through better service design, ITIL 4 is promising that IT organizations (and those they serve) will get better IT services and outcomes as a result.

21 | Service financial management

This practice contains new content on

- Processes for external digital service provider organizations
- Practical examples for external digital service provider organizations
- Automation and tooling

This practice is, in the main, similar to the previous versions of ITIL. So, there’s still the accountancy-type guidance related to direct and indirect costs, cost drivers, cost allocation, activity-based costing (ABC), Capex and Opex, fixed and variable costs, and budgeting and charging. There are three service financial management processes, with practical examples of process activities that importantly show what’s needed for both an internal IT service provider and an external digital service provider organization. For some ITSM practitioners though, there will be “modern IT” financial management omissions to this practice. For example, none of the following topics are included: cloud cost management, the management of third-party costs in outsourcing, and service integration and management (SIAM) arrangements.

22 | Service validation and testing

This practice contains new content on

- Better managing risks
- Risk-based selective testing
- Continual validation and testing

Continuing with the naming from ITIL v3/2011 might give the impression that little has changed. However, there are two key points to note here. First, in understanding that this practice is very much about managing risk, and taking a risk-based approach to selective testing. Second, the need for continual validation and testing, with it not just a single activity at a certain point in time. Again, the new guidance is very much aimed at speeding up change but in a suitably safe way.

23 | Strategy management

This practice contains new content on

- Digital strategy
- Strategy management in a VUCA environment
- The Cynefin framework

The breadth of this guidance is extended, with business strategy and IT strategy now accompanied by digital strategy. This aligns with the High-velocity IT Managing Professional publication and more practical help will be included in the future “ITIL 4: Digital and IT Strategy” publication. An important addition is what’s titled “strategy in a VUCA environment.” Where VUCA stands for volatility, uncertainty, complexity, and ambiguity; with organizations needing to embed capabilities such as agility, innovativeness, complexity thinking, and resilience into their strategic management. In terms of adapting for VUCA, the guidance includes overviews of both the Cynefin framework (for complexity) and the triple bottom line model (for sustainability). There’s also a greater emphasis on strategy not being a one-off activity, with the inclusion of a process called “ad hoc strategic decision-making” for extraordinary circumstances such as 2020’s global pandemic.

24 | Supplier management

This practice contains new content on

- Non-IT supplier management
- Outcome-based supplier management
- SIAM (Service Integration and Management)

Here there's a move away from IT suppliers to suppliers per se. There's also content related to SIAM. Plus, there's the link to the relationship management practice, given that suppliers are one of the stakeholders it

covers. The change in tone of this revised practice – from control to outcomes – is set by part of the opening definition of purpose, “This includes creating closer, more collaborative relationships with key suppliers to uncover and realize new value and reduce the risk of failure.” The practice success factors again leverage the ITIL 4 customer journey given that every supplier journey for your organization is a customer journey. With a greater focus on effective integration rather than simply contract management.



Suggestions from new processes/practices

Third, there are the many new practices in ITIL 4 to consider. As shown in the earlier table, there's much that's new. For example, in the general management practices list, there are a variety of capabilities that would enhance the core service management practices already adopted by your organization – business analysis, organizational change management and workforce and talent management. Each of these practice PDFs allows the reader to quickly understand what's needed, why, and how. There are, of course, many alternative books that could be read relative to each of these new capabilities – but the beauty of the ITIL 4 guidance is that it's relatively succinct and linked in with the interrelated ITSM practices. Again, each of these practices will need to be judged on its own merits – does it add greater value to your organization than it costs to adopt? In terms of the new ITIL 4 practices to consider, there's:

25 | Architecture management

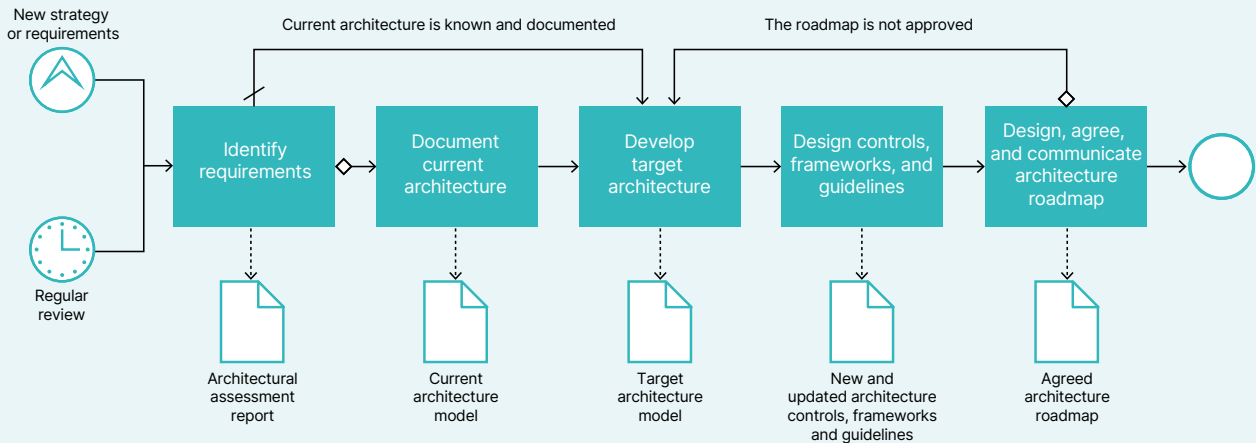
This practice focuses on

- IT and non-IT architectures
- Architecture governance, development, and control
- Architect skill profiles

It's important to note that it isn't just “IT architecture management.” It sits within the general management practices reflecting that it covers business, product

and service, information systems, technology, and environmental architectures. Viewing each across ITIL 4's four dimensions of service management. The architecture management activities map to three processes: architecture governance, development of a target architecture and road map, and ongoing architectural control. There's a practice-specific role described too – architect – along with their key competencies.

Fig. 4: Process "Development of target architecture and road map"



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26 | Business analysis

This practice focuses on

- SWOT analysis
- User stories for business requirements
- Key practice metrics

This capability has existed in various forms since the dawn of IT. However, and as outlined in the new ITIL 4 practice, business analysis needs to evolve with the changing times to reflect the new demands and challenges of digital organizations. There's guidance on a variety of business analysis techniques. For example, how to undertake SWOT (strengths, weaknesses, opportunities, and threats) analysis and the use of user stories for service requirements. Importantly, the key practice metrics and "examples of roles with responsibility for business analysis activities" both provide the opportunity for organizations to do a quick sense check of their current capabilities.

27 | Organizational change management

This practice focuses on

- What organizational change management is
- The importance of managing organizational changes
- Practical tips for organizational change management success

It's a completely new, and much needed, ITIL practice. Because, in ITSM, you'll find way too many war stories of new technology projects that were delivered to spec, on time, and to budget but didn't realize the expected business benefits. Organizational change management is often the missing piece of the jigsaw here that gets people buy-in (to the change) and, ultimately, gets them actively using the new technology and the associated changed ways of working. If you didn't read 2016's ITIL Practitioner Guidance publication, then there's a lot to read up on here. From what organizational change management is, through why it's important, to how it works in practice.

28 | Infrastructure and platform management

This practice focuses on

- Physical and virtual/cloud infrastructure management
- Agile methods in infrastructure management
- Key practice activities, not processes

This practice helps to ensure that an organization has a high-quality IT infrastructure that efficiently meets its current and anticipated needs. The guidance covers physical and virtual infrastructure, the cloud delivery model, and Agile methods in infrastructure and platform management. The practice activities are categorized into three groups: technology planning, product development, and technology operations. With it important to note that these are groups of related activities rather than processes. To better reflect modern IT delivery scenarios, the partners and suppliers section of the guidance calls out possible sourcing considerations by way of examples. Linking them to the need for risk management and supplier management capabilities from the respective practices.

29 | IT asset management (ITAM)

This practice focuses on

- Traditional IT assets
- Virtual and service assets
- An example implementation for ITAM capabilities

This new ITIL practice has been long needed. If only to tear down the barrier between ITSM and ITAM and those responsible for each corporate capability. The PDF is long (at 50 pages), but it's not unsurprising when the breadth of IT asset management is considered. This is reflected in a definition that calls out maximizing value, controlling costs, managing risks, supporting decision making across the asset lifecycle, and meeting regulatory and contractual requirements. The new guidance reflects that there's no longer simply hardware and software assets to manage – there's also virtual and "service assets." For example, virtual infrastructure and as-a-service commitments. Plus, it references ISO/IEC 19770-1:2017, the international standard for ITAM. To assist organizations in getting started with ITAM, the PDF includes an example of a progressive scope implementation for an ITAM practice, that allows your organization to start small and grow, along with practical guidance on day-to-day operations.

30 | Measurement and reporting

This practice focuses on

- The importance of measurement
- Forward-looking reporting and analysis
- Practical examples of objectives through to metrics

This practice isn't strictly new because it pulls together elements from across the previous 26 ITIL v3/2011 processes. The stated purpose offers important context, "to support good decision-making and continual improvement by decreasing the levels of uncertainty" – positioning the practice as a forward-looking capability that encompasses trends, "what ifs," and future-affecting decision making. This new guidance is, in many ways, a quick introduction to measurement and reporting. From why to measure, through different types of metrics and the use of key performance indicators (KPIs), to the different types of reports. Plus, the practical worked examples take the reader from Step 1: Define the objectives through to Step 5: Aggregate the measurement data.

31 | Project management

This practice focuses on

- PRINCE2 project management best practice
- Agile project management
- Project portfolio management

This new ITIL 4 practice overlaps with other AXELOS best practice properties. In fact, the terms and concepts section states that "key terms and definitions are based on AXELOS PPM BoKs (project portfolio management bodies of knowledge) and methods, including PRINCE2®, PRINCE2 Agile®, Managing Successful Projects®, and P3O®." The guidance is deliberately more about PPM than simply project management and talks to the origins of the Agile movement, comparing this to the traditional waterfall approach to IT projects. In addition to offering summary information on directing, managing, and delivering projects (or programs), there's also a section on delivering products in an Agile environment.

32 | Risk management

This practice focuses on

- The “what, why, and how” of risk management
- Risk treatments
- The application to other areas of ITIL 4

As a completely new practice there’s much to take on board in what’s now an overarching approach to risk management within ITIL. From the use of risk registers to the various treatments of risk (risk avoidance, risk reduction, risk sharing, and risk acceptance). As with the other practices, there’s an explanation of where this applies to other areas of ITIL 4 – such as project management, information security management, portfolio management, problem management, and service continuity management. For seasoned risk management professionals, there’s likely nothing new in the ITIL 4 guidance. However, for others, ITIL 4 provides a quick education on “the what, why, and how” of risk management.

33 | Software development and management

This practice focuses on

- The need to understand, identify, and manage technical debt
- Software management practices for better business outcomes
- The relationship needed between ITSM and software development

Infrastructure management and a little infrastructure design guidance were included in ITIL v3/2011 but there was virtually nothing on software design and management. Hence the new practice. Within this practice, the need to understand, identify, and manage technical debt – “The total rework backlog accumulated

by choosing workarounds instead of system solutions that would take longer” – is very important, with it sitting on the boundary of DevOps and ITSM. For example, in the provision of standard infrastructure solution packages. The practice is, therefore, designed to get ITSM professionals playing a bigger part in the software side of things such that the resultant IT services provide better business outcomes.

34 | Workforce and talent management

This practice focuses on

- The what and why of workforce and talent management
- The shared responsibility for people (between IT and HR)
- The people management implications of a VUCA environment

This covers a wide range of people management capabilities including resource planning, recruitment, onboarding, performance management, learning and development, and succession planning. Importantly, the practice isn’t designed to replace existing corporate human resources (HR) activities. Instead, it recognizes the shared responsibilities for people that IT leaders and managers have with HR. The practice also reflects the impact of today’s VUCA environment, stating that “effective workforce and talent management cannot be based on a fixed set of rules and procedures, rigid organizational structures, and predefined sets of competencies.” As with many of the newer general management practices, this is an overview that gets the reader up to speed on the most important aspects of workforce and talent management.

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