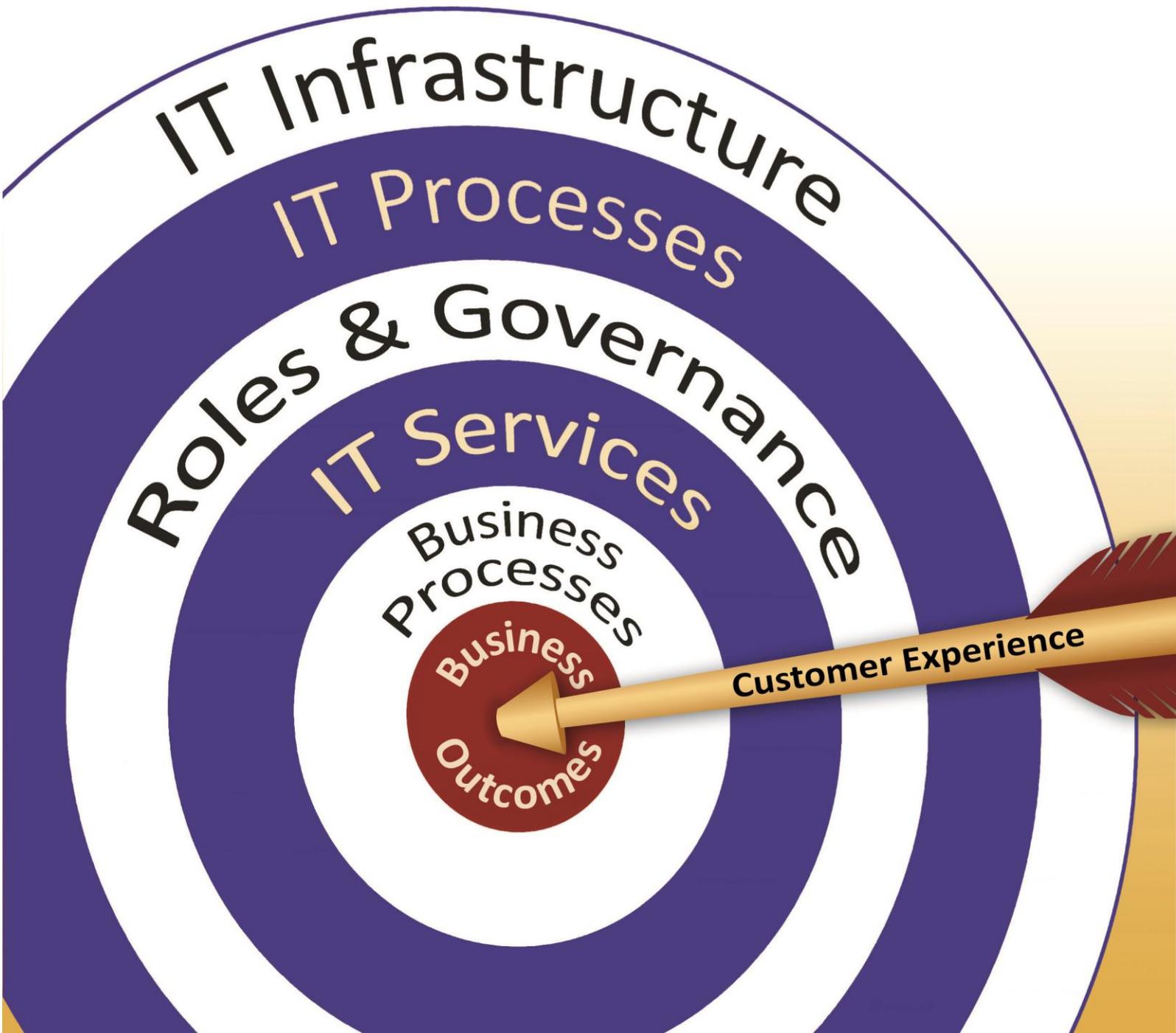




# Input to ITIL JV





## Input to ITIL JV

This is my take on the nature and future of ITIL as input to the 'Newco' listening initiative.

This is mostly around approach and fundamentals at this stage – rather than specifying detailed suggestions in terms of content – although some examples are shown in areas such as 'Principles'.

My input is based upon my experience in the industry over the last 25 years – which has included various roles and positions from practitioner to vendor, analyst and media commentator. However the most pervasive aspect of this is still the basis of my regular work – I still mostly earn a living as a consultant and work every week with a number of real clients and organisations.

The most fundamental relevant aspect of this is the repeated desire from my clients for basic, simple practical guidance – e.g. *where do we start, how do I do this, how do we really make this work* – these questions coming regularly and repeatedly from 'ITIL experts' and others with impressive training credentials.

Worst still are the misunderstandings and incorrect interpretations of what 'ITIL' says and how it should be used. OK some people will never get it, but there must be a more robust, generic and practical set of guidelines that should be expected and delivered – particularly where organisations are investing considerably in training.

My own approach is and has been to avoid using or leading with ITIL in anything but a response that 'I live in that world and know it and can reference it'. My own engagement approach is to 'not mention ITIL' unless it's mentioned to me first – and once I've got a feel for the CIO's pro-or anti-ITIL stance...

That's not a great position I know – the current JV initiative is positive to me and I would be happy to move on and become more part of the ITIL party if I feel that I can sign up to the strategy, position and delivery of this as a really effective and valuable framework.

I'm hoping this will continue to take a positive, practical and radical course – based on that I'm willing to get involved and support the development of this if required, from creation or review of IP to support and promotion of ideas and media. I look forward to hearing the output from this first phase and seeing the next stage of plans unfold.

**Barclay Rae**

**July 2013**

## 1 ITIL is failing

ITIL to me has now got to the point where it is failing practitioners, business and the industry, for these reasons:

- Rightly or wrongly, it is seen and expected to deliver practical help and business value (i.e. improvements in service quality and efficiency) – when in fact, as a written ‘framework’ and training programme, it might, but often doesn’t, deliver that unilaterally.
- This success is only achieved in projects where other factors are working - quality and commitment of management, project management, communications, business focus and support. However ITIL is also seen to be the cause and blamed where projects fail.
- Many of the practitioners, trainers and consultants who use ITIL cite it as doctrine rather than guidance. To many (IT and business) people it has become another jargon and IT / process infatuation, rather than a business focussed toolset.
- Similarly many IT organisations and management see it as a simple transaction, based around training, that will improve service. So 'doing ITIL' is a tick box exercise whereby staff go through foundation training, although in most cases this doesn't deliver organisational change. Expectations are missed and again ITIL is blamed.
- Lastly and most importantly there is no agreed or independent set of data or shared knowledge about the business value achieved. Whilst there seems to be continued interest and take up of ITIL related services, often this is done with little business goals and rarely any evaluation of these. This can't continue and is not good for the reputation of the IT and ITSM industry In the long run - more recently there is push back ad negative reaction to the value of ITIL.

Overall I feel that the failings of ITIL are down to the lack of clarity around key elements and practical messages. So I believe that it’s essential to simplify both the content and presentation of ITIL.

The current format of the books and training materials tends towards providing a vast amount of information and options, ideas, propositions for Service Management. However to me what is needed is practical simplicity, clarity and (where possible and with specificity), certainty.

This is also a pragmatic concern with the rise of other frameworks and methodologies that are more modern and accessible in approach as well as content. Often ITIL looks dated and representative of ‘old IT’, when it has the opportunity to speak the language business and value to both IT people and IT customers alike.

One point to make here is that ITIL doesn’t necessarily have to be right at the bleeding edge – there are many people trying to predict the future of IT, ITSM and the world of work. This is not in my experience a major concern of most practitioners – they just need the basics, now, in an accessible and useable format.

## 2 Suggestions

1. Content should be short and principle based (e.g. 10/x no. universal principles). These should allow flexibility in interpretation but still have some universal clarity on dos and don'ts – i.e. not just processes or IT lifecycles.

### Examples for 'Principles'

*Technology exists to support people, businesses and organisations to do their work. Technology and knowledge workers are paid to support this 'supply chain'.*

*The goal of IT Service Management is to deliver expected business outcomes with the best available customer experience.*

*Disruptions and Issues with service should be resolved as quickly as is possible, in accordance with the business priority and value to the customer organisation. e.g using:*

**Minimum touch points**

*'Shift-left' – more first time fix and Self Service*

*Cheaper, faster, easier to manage*

**The fastest possible route to closure**

*Fix, fulfilment, answer, re-direction*

**Delivery based on Customer experience**

*SLA is worst case*

*Manage customer expectations – e.g. regularly updated/check on resolution and closure*

*Report by customer experience not ITSM process*

**Delivery in order of value to the business**

*Maximum benefit*

*Minimum risk*

*Optimum cost*

2. Principles would also help to improve the 'stickiness' of training by requiring that they are understood and memorised. So all training would start with the principles, then move to more focussed and appropriate areas depending on the attendees' experience, industry, size etc.
3. This would also provide a more manageable framework of processes, activities, roles and proficiencies that would be related to the higher level principles. A simple set of modules of content could be more easily updated and maintained, making the ITIL output more flexible and agile for change and currency – i.e. rather than having to rewrite large text-based books every few years.
4. Presentation - the books should be professionally written and kept to a summary level as much as possible. 5 large rambling books do not give a good impression. The core book or chapter should feature the principles as a starting point and take-aways that are memorable, recognisable and useable – this is part what I have attempted to do at a basic level with the [ITSMGoodness concept](#) – practical information in memorable format). Other areas such as management, policy, business integration and processes can then be related to these principles.
5. There needs to be more focus on practical roles and activities, as delivery of the principles, with e.g. options on how these could be interpreted, based on industry, size, service model etc. So the text and associated training courses should be giving trainees clear guidance on how to do things, not just what they are as an endgame. Obviously immersive and interactive options should be

considered for this, including simulations etc, which can be more tailored to individuals as well as organisations for training.

6. The Training programme - this needs vast overhaul in my opinion (tools and media, bringing up to date), but mostly more simplification with more focus on practical skills rather than theory and generic process models. There are a number of areas that are rarely used yet still taught in foundation, at the expense of better clarity in key operational areas. So it would be e.g. better to spend more time on SLM and Service Desk so that foundation students 'get it' than giving them a thin overview of everything including financial and configuration management, which most will never use. The whole messaging of how training is promoted and sold also needs to be better defined in order to improve the value derived by organisations from training programmes.
7. There is an opportunity for more industry level interaction and involvement with vendors – not just commercially driven certification programmes, or the (over)-use for content and writing of individual subject matter experts working for big corporate vendors. Most of the long standing vendors have a lot to offer the industry in terms of knowledge, skills and customer data, yet they are often treated as purely commercial and agenda driven. The gaping hole in industry data (see below), could be filled in partnerships with these organisations and their customers – ideally if this is done with a mutually beneficial and open programme of content creation and knowledge-sharing.
8. **Most importantly there needs to be more focus on the ROI and value delivered by ITIL 'products'** and the use of an 'ITIL Approach' by end user orgs. This should help to burst some of the resistance and cynical bubbles and ultimately sell more projects.
  - This includes how training is sold and evaluated – so there needs to be some levity around the messages about what training will actually deliver.
  - There is a real need for a central repository of quantified information around the success and value derived from projects – what has been done, spent and delivered, with indications of benefits and outcomes achieved.
  - This is something I have personally been trying to get off the ground for some time ([see ITSM Index](#)), although it really needs to be driven from the centre of the industry, to avoid any perceptions of chasing an agenda. At the moment there is far too much vendor-produced research that really can't be taken too seriously as it is mostly based around furthering a particular vendor's viewpoint and commercial agenda.

END OF REPORT

## APPENDIX 1 – ITSMGoodness

The ITSMGoodness approach covers 7 practical steps to ensure success in IT Service Management - this is based on practical proven experience from 500 projects over the last 20 years.

This is not an exhaustive list of ITSM functions or sequential steps, but provides a pivotal set of practical things to do and goals to aim for in order to achieve core success with ITSM.

IF an organisation is doing these key steps and doing them well, then they are well on the road to achieving successful IT Service Management.

ITSMGoodness also uses concepts and processes from established frameworks like ITIL, COBIT and others where suitable – although is not led by any of these.

Feedback over recent years has suggested that many practitioners need some simple direction, clarity and guidance – e.g. on ‘where to start’ – and ITSMGoodness has emerged in response to this, using this as a means to engage and provide project context for ITIL/ITSM.

ITSMGoodness has developed from short, bite-sized nuggets of advice on Twitter – there are still Tweeted out every day on the hashtag #ITSMGoodness. The idea with these is to condense learning and advice into simple memorable propositions that can be easily understood and put into action.

ITSMGoodness has been well received and publicised on blogs like [Forrester](#) and [HDI Connect](#). Barclay Rae has also presented this at major conferences (including PINK13 and SITS13) and is scheduled to provide workshops and presentations on this at SDI, itSMF Finland, FUSION13 and the itSMFUK 2013 conferences.



## APPENDIX 2 – Barclay Rae Summary Profile

**Barclay Rae** is an experienced ITSM mentor and business manager. He has worked on approximately 500 ITSM projects over the last 25 years, as well as starting life on the operations side of IT, setting up and running Help/Service Desks.

Barclay has worked for a number of ITSM organisations, as well as running consultancy company e2e for 10 years. He delivers strategic ITSM consultancy, mentoring and business development, as well as media analyst services to the ITSM industry.

Barclay is the writer and presenter of ITSMTV, including the 'Service Desk Inspector' series. He also participates in the ITSM Rest of the World weekly podcast.

He provides webinars, blogs and white papers for a number of vendors in the industry – recently including: Forrester, HDI Connect, Cherwell, Sunrise, Axios, Hornbill, Autotask, GFI, and LANDesk.

He is currently an analyst contributor to the ITSMReview, where current projects and reviews in progress are on Service Catalogue and Knowledge Management.

Barclay also has a long (20 year) association with the Service Desk Institute (SDI), for whom he provides consultancy and (Service Desk Certification, SDC) auditing. He is also a co-author of the SDC standards and recently defined and carried out the first successful 5-star Service Desk Certification. He is also an accredited facilitator of G2G3 simulations.

**For more information visit [www.barclayrae.com](http://www.barclayrae.com) or contact [bjr@barclayrae.com](mailto:bjr@barclayrae.com)**



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