



# What Is ITIL? Why Should I Care?

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# Agenda

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- Reality Check
- What is ITIL?
- What does it do?
- What does it mean?
- Why should I care?
- Questions



# Reality Check

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- IT exists to support the business
- IT focus?
  - Better mousetrap
  - Customer focus (CF)
  - Process optimization (PO)
  - Cost optimization (CO)
- Forget the mousetrap; the others are required
  - Not 2 of the 3, all three!



## ...and if they're not all there?

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- CF without PO = smiles and no results
  - CF without CO = no budget (make it work)
  - PO without CF = the rules is the rules
  - PO without CO = no follow through
  - CO without CF = no value consideration
  - CO without PO = (budget != business plan)
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- Requires all 3 to get effective service management



# What is Service Management?

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- “The implementation and management of quality IT services that meet the needs of the business, and is performed by IT Service Providers through an appropriate mix of people, process, technology and organization.”
  - ITSM
- **Service** defined: “A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.”

(source: ITIL Foundation course glossary)



# What is ITIL?

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- ITIL is an acronym
  - Information Technology Infrastructure Library or
  - IT Infrastructure Library
  - Pronunciation is a matter of personal preference. (I-til or it-il)
- ITIL is a descriptive framework and collection of best (good) practices
  - ITIL is not any of the following: standard, method or tool.
- Since its inception, it has become the worldwide *de facto* standard for best practices in IT Service Management (ITSM).



# What is ITIL?

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- ITIL describes IT processes and controls
- ITSM is what an organization achieves when it uses ITIL as the source for good practices to manage IT.
- It's not a silver bullet
- You don't "DO" ITIL



# ITIL History

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- Started because the UK government was forced to document best IT practices in its own agencies
  - Spearheaded by OGC (Office of Government Commerce) at the request of Margaret Thatcher.
  - World wide search, not just limited to internal practices. The goal was to find a way to not reinvent the wheel.
- Support and extension now rests with itSMF
  - <http://www.itsmf.org/>
  - Copyright held by OGC



# ITIL History

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- Today, encapsulates more than 20 years of practical working experience.
- ITSM best practices
- Public domain with “*de facto*” status as a standard, world-wide.
  - ISO 20000 does exist
- Has been continually updated and refined to reflect current best practice



# What ITIL does

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- ITIL provides a documented best practices
- Defines about 2 dozen processes in 5 areas
- Some of the best practices included
  - Deming Cycle
  - SWOT
  - Balance Scorecard
  - DSDM MoSCoW rules

# What is a process, what are its characteristics?

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- ???
- Specific Results (Why We Do It)
  - Process Exists to Produce the Desired Outcome
- • Customers (Whom We Do It For)
  - Desired Outcome Delivered to its Customer
- • Measurable (How We Ensure It's Right)
  - Performance-Driven to Desired Outcome
- • Event Specific (What Kicks It Off)
  - Something Specific Triggers the Process





# ITIL v3 Five Books

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- CSI: Continual Service Improvement
  - Guides creation and maintenance of value
- SO: Service Operation
  - Guides deployment, support & several functions
  - Function in ITIL is a role or team, not a math construct, *etc.*
- ST: Service Transition
  - Guides development and improvement of transitioning new services into operation



# ITIL v3 Five Books

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- **SD: Service Design**
  - Guides design and development of IT services
  - Guide development of ITSM process.
  - Includes guidance to convert strategic objectives into service portfolios.
  
- **SS: Service Strategy**
  - Guidance on the approach to the design, development and implementation of ITSM.

(source ITIL Foundation V3 Course)



# Goals for ITIL

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- Promote sound practice of ITSM to
  - Manage the complete IT service lifecycle
  - Align Business and IT goals
  - Manage both complexity and change
  - Address the need for best practices for managing technology
  - Promote CSI, Continual Service Improvement
- It's about factoring customer value into suggested pervasive metrics (in all 3 areas CF, CO, PO)
  - ITIL suggests potentially new metrics to the organization
  - One of the reasons you don't DO ITIL



# What does ITIL do?

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- On it's own: Nothing
- ITIL is about improving IT service management in a way that integrates customer value and customer outcomes into the development processes
  - ITIL provides frameworks for CF, CO, and PO
- Done correctly, it provides channels for business and IT to communicate – RACI Model
  - RACI also defines rolls



# RACI Model (Authority Matrix)

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- **Responsible:**
  - Who is (are) responsible party (parties)?
- **Accountability**
  - Who owns the process and the outcomes?
- **Consulted**
  - Who is knowledgeable and informed and can be consulted
- **Informed**
  - Who should receive information



# What does it mean?

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- John Soyring talked about capturing business processes.
  - In most cases they aren't recorded.
  - ITIL is an approach to doing this for IT
- It's not just about capturing IT processes, it's also about applying potentially new processes (for the organization) for business and IT based on a customer-centric model.
  - No longer just IT or business... now it's the customer that becomes the driver.
  - Doesn't mean ignore existing, but it does change the focus



# Why should you care?

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- Let an acknowledged expert speak. All of the following quotations are from W. Edwards Deming
- “If you can't describe what you are doing as a process, you don't know what you're doing.”
- “It is not necessary to change. Survival is not mandatory.”
  - And its corollary: “Learning is not compulsory... neither is survival.”



# Why should you care?

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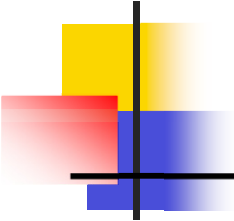
- ITIL is about delivering value to customers by CF, CO, and PO
- Potential to reduce tension between Business & IT
- John Soyring talked about the out-sourcing that is itself outsourced back to the original country. John suggested it's about money because costs are becoming normalized. (CO)
  - In my experience, it's also because the Indian programmer had ZERO customer contact (CF) and could not guarantee to deliver the needed system *versus* the requested system. (PO)



# Summary

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- The overall goal of ITIL is to serve as a best practice descriptive framework to:
  - Facilitate desired outcomes
  - Deliver value to the customer
  - Enhance the performance of tasks
  - Increase the probability that the real expected, needed, and desired outcomes will be achieved



# Questions & Discussion

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***If you  
don't ask,  
who will?***

***If not now,  
when?***



***There  
aren't any  
dumb  
questions.***

***The only dumb  
question is the  
one not asked!***





# Thank You

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