

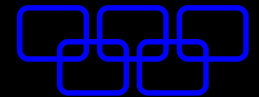


ITIL[®] V2 to ITIL V3

A Comparison of Best Practice Frameworks: Silos to Lifecycle

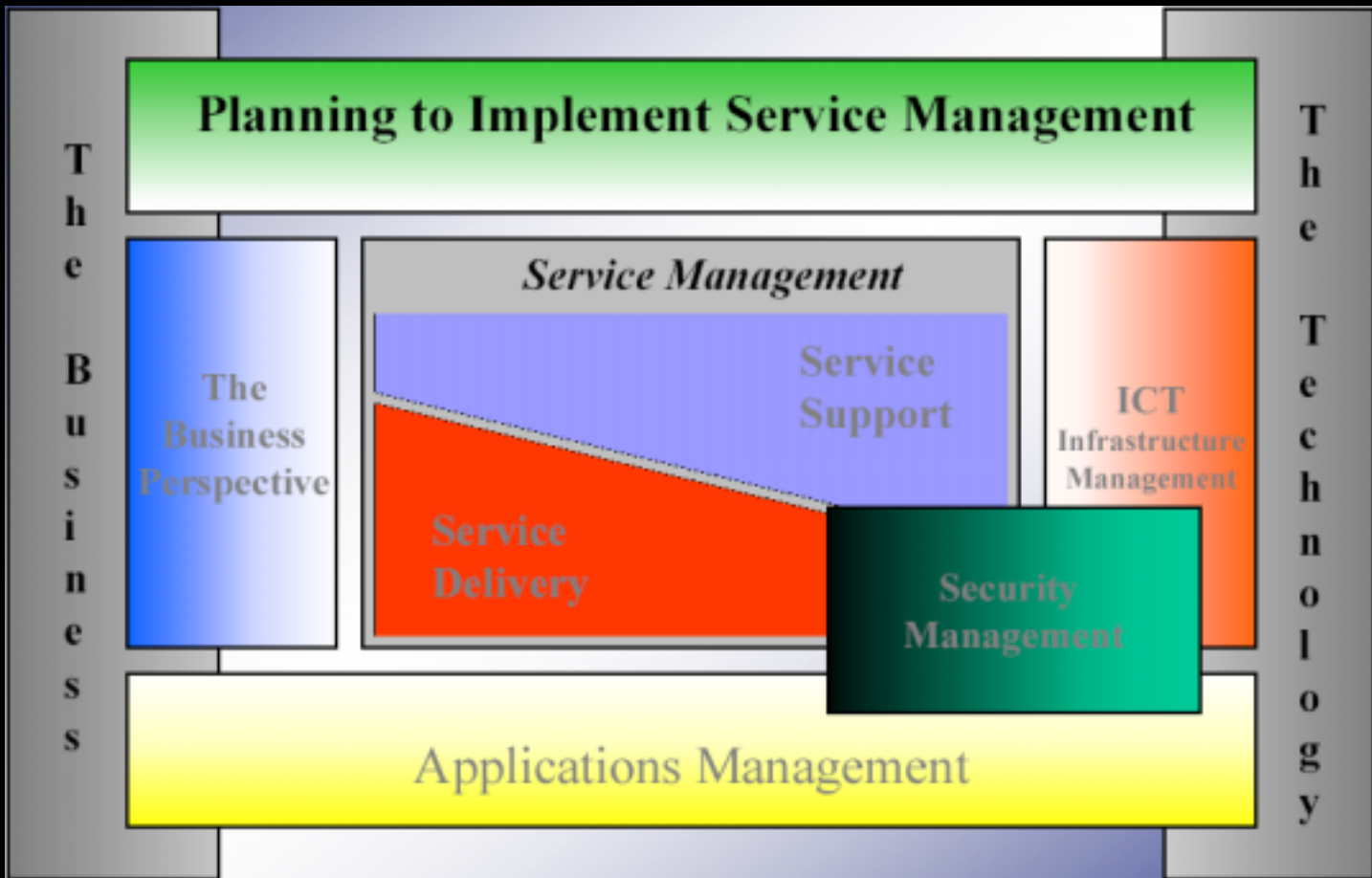
Rick Leopoldi
RL Information Consulting LLC

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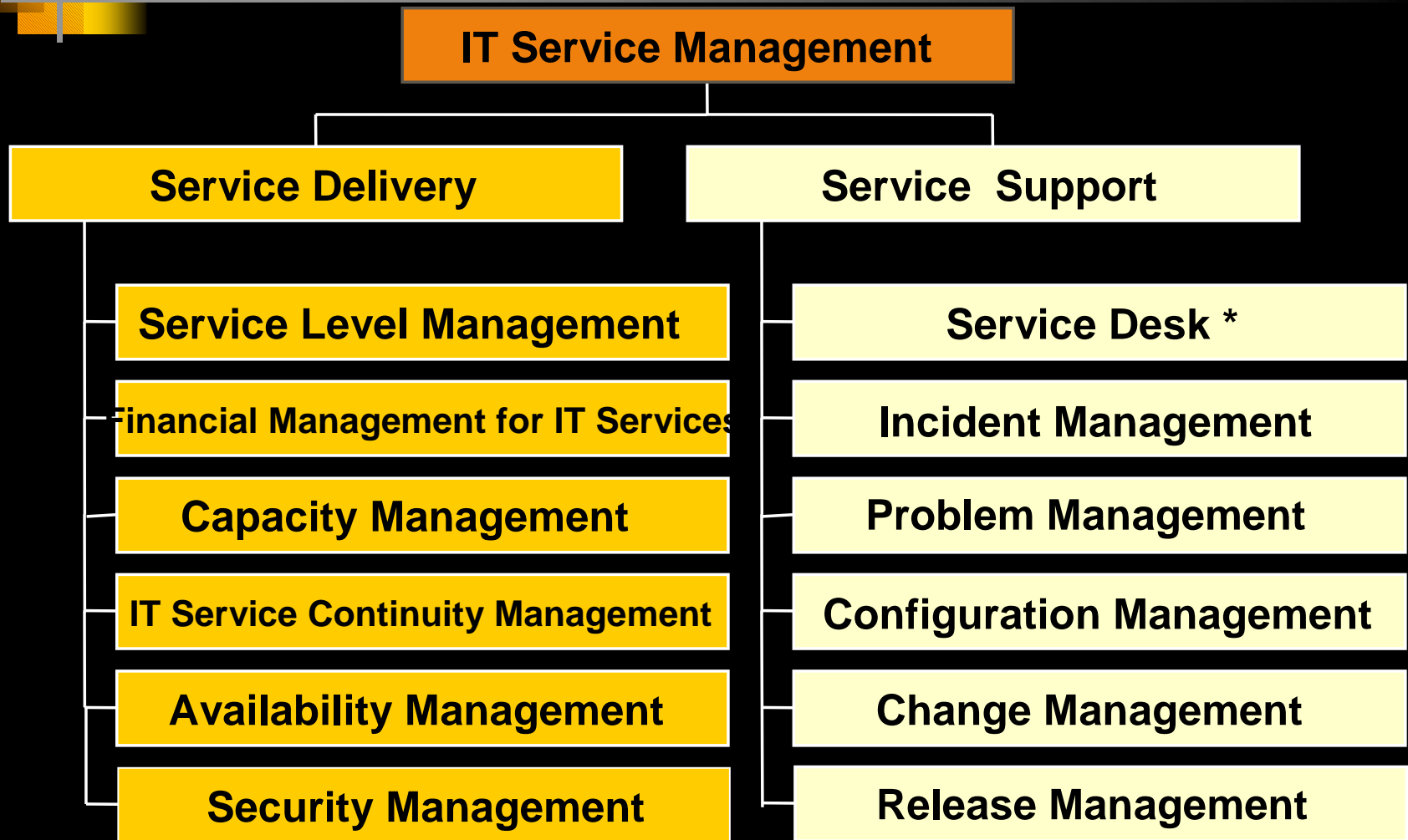


People • Process • Technology
Organization • Integration

ITIL V2 Framework and Processes

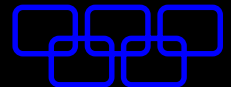


ITIL V2 Framework and Processes

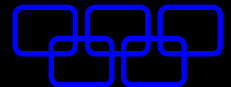
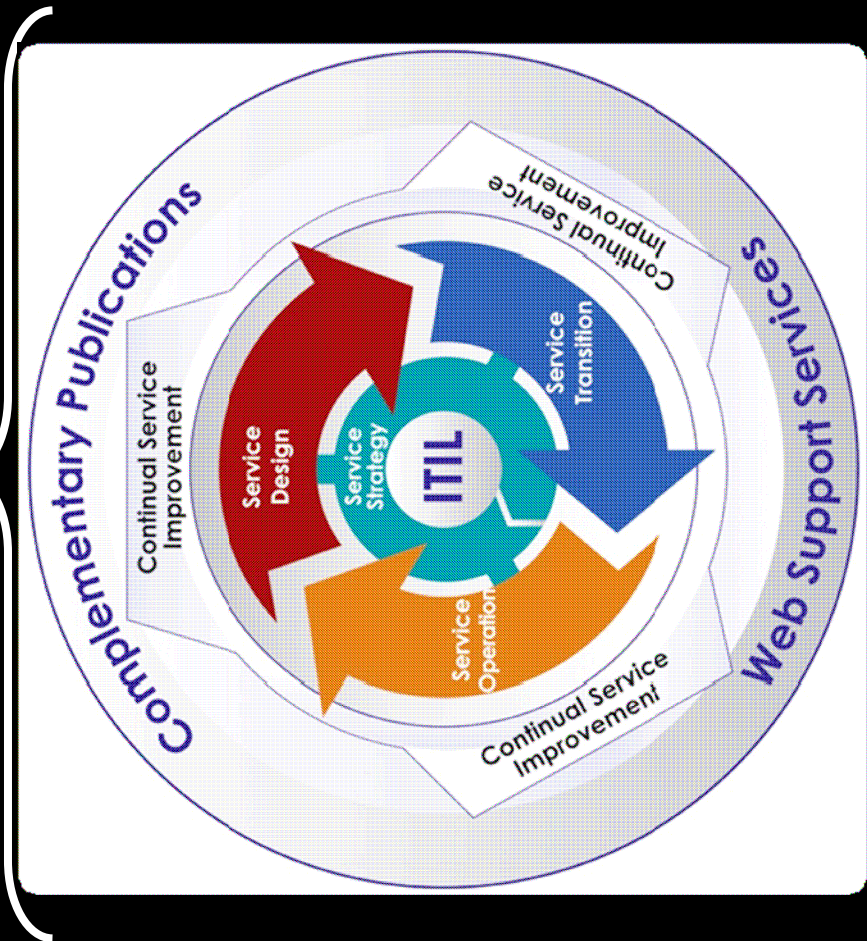


* Note that Service Desk is a Function, not a process.

ITIL Version 3 Model



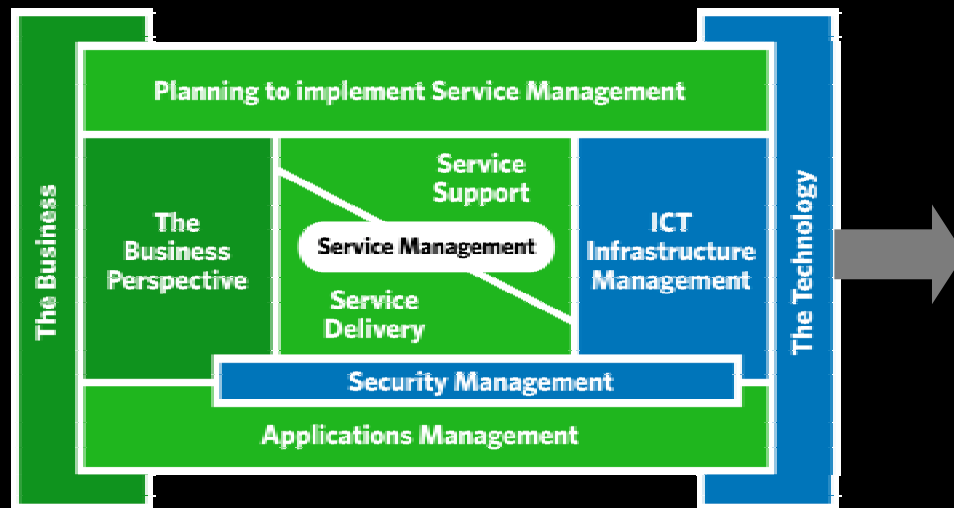
ITIL V3 View of the Business



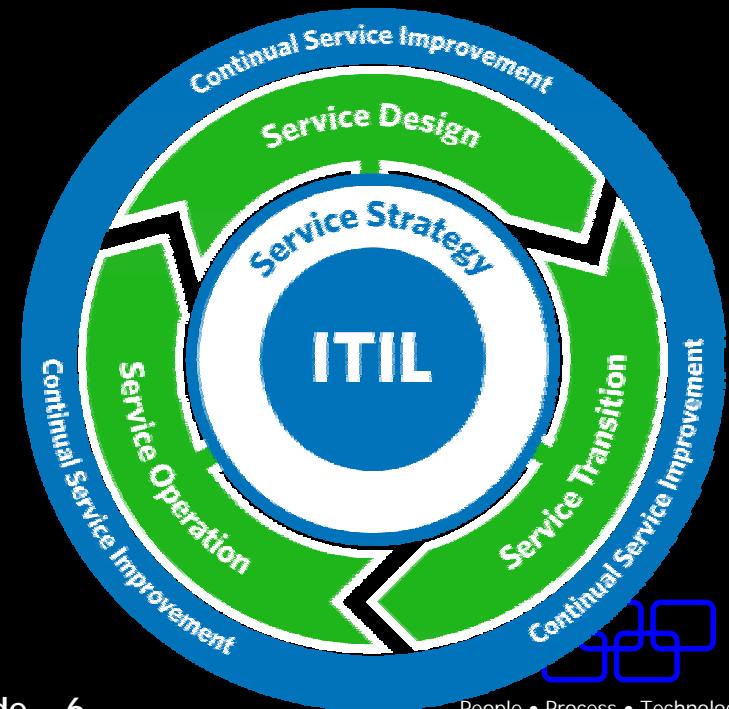
ITIL Service Management Practices

- Publicly available collection of books owned by the UK OGC (Office of Government Commerce). Refreshed every 10 yrs or so. This version re-branded to ITIL Service Management Practices.

Business Service Management



The Service Lifecycle



ITIL V3 Process Flow

Service Strategy

Demand, Strategy, Portfolio, Financial Management

Service Design

Service Level, Availability, Capacity, Continuity, Security, Supplier Management, Service Catalog

Service Transition

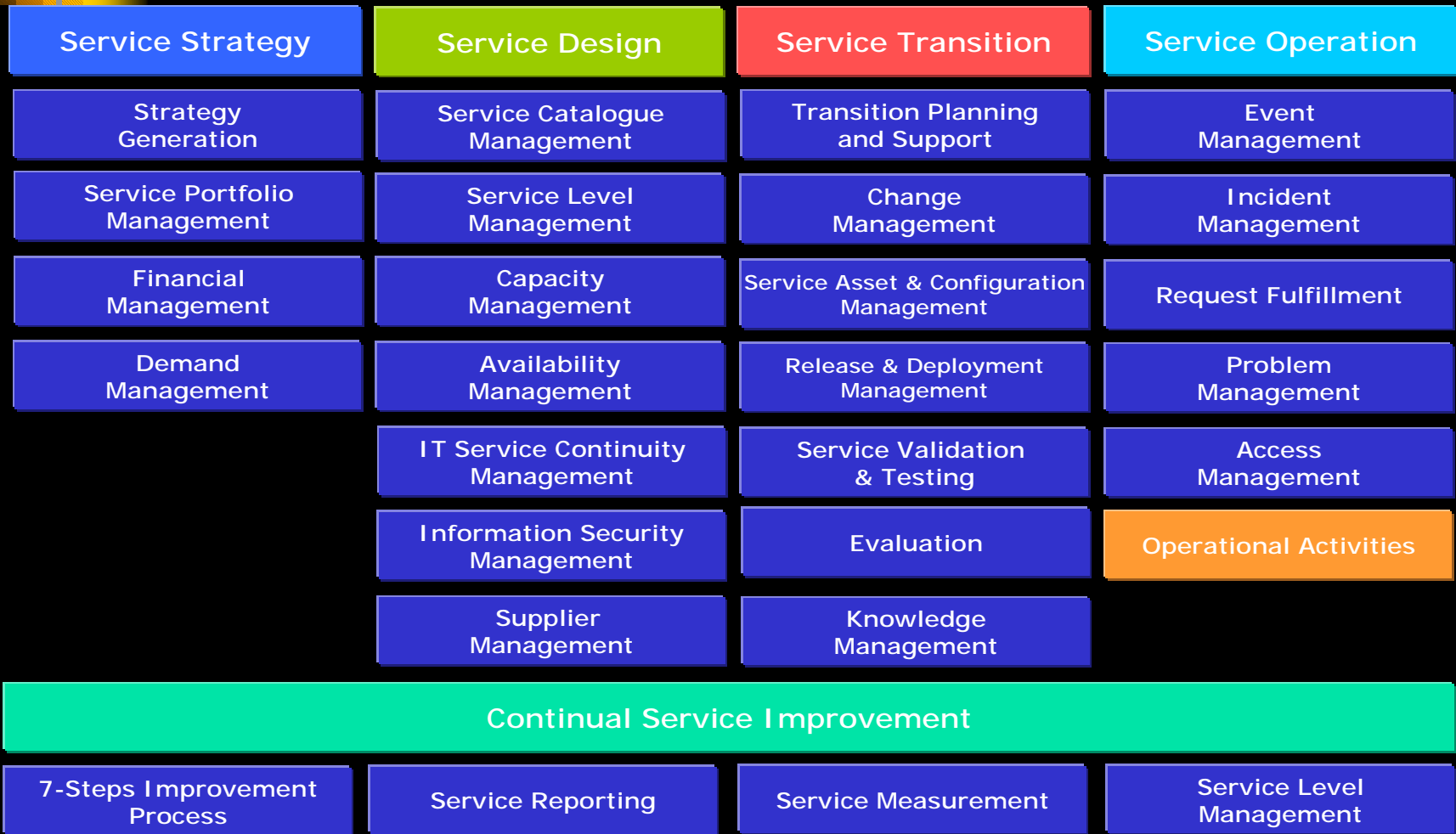
Transition Planning/Support, Change, Release and Deploy, Service Asset and Configuration, Service Valid/Test, Evaluation/Knowledge Mgt

Service Operations

Event, Incident, Problem and Operation Management and Service Request fulfilment

Continual Service Improvement

ITIL V3 Disciplines and Processes



V3 - Expanded Processes, Functions, Roles

- New CORE capabilities in the ITIL V3 Service Management Practices:



- Also Official Introduction to the ITIL Service Lifecycle

ITIL V2 training/certification available at the Foundation, Practitioner, Master levels

Foundation

Basic understanding of the ten ITIL[®] Service Delivery and Service Support processes and the Service Desk function

2-3 day training,
1 hour multiple choice exam

Practitioner

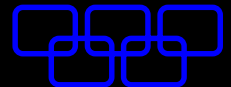
Deep understanding of one ITIL[®] process. Foundation certificate is a prerequisite

2-3 day training,
2 hour essay style exam

Masters

Deeper understanding of all ten ITIL[®] processes and the Service Desk Function. Foundation certificate is a prerequisite

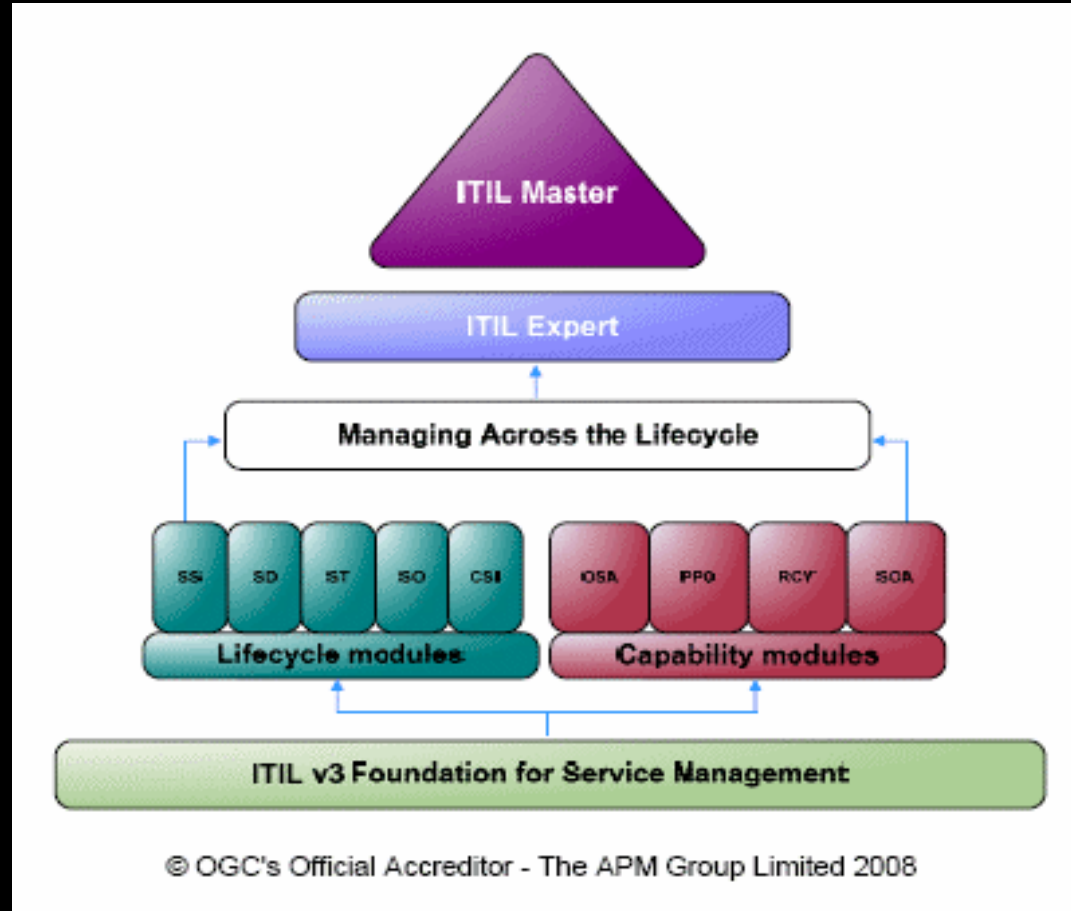
2-3 week training,
2x3-hour essay style exams



ITIL V3 Qualification Scheme Diagram

<http://www.itil-officialsite.com>

- Uses a system that enables an individual to gain credits for each exam they take
- Once candidates accumulate a sufficient number of credits they can be awarded the ITIL Expert in IT Service Management
- There are four levels within the scheme:
 - Foundation Level
 - Intermediate Level (Lifecycle Stream & Capability Stream)
 - ITIL Expert
 - ITIL Master





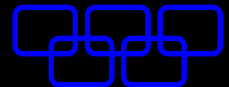
V2 Service Support Map to V3

ITIL V2 Process	Primary ITIL V3 Book
Change Management	Service Transition
Configuration Management	Service Transition
Release Management	Service Transition
Configuration Management and the CMDB	Service Transition as part of the Configuration Management System
Incident Management	Service Operation
Problem Management	Service Operation
Service Desk	Service Operation
Fault (ICT Volume)	Service Operation
Knowledge Management (New)	Service Transition



V2 Service Delivery Map to V3

ITIL V2 Process	Primary ITIL V3 Book
Financial Management	Service Strategies
Availability Management	Service Design
Capacity Management	Service Design
IT Service Continuity Management	Service Design Referenced in Service Transition, Service Operation and Continual Service Improvement
Service Level Management	Service Design
Service Catalogue (New)	Service Design





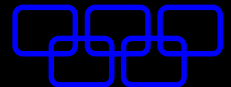
Some Critical Success Elements

- Limit scope to a number of core processes that can be done realistically. Don't try to "boil the ocean".
- Focus on Service Management. Know your Business Services.
- Ensure necessary measurements and metrics are in place. Move rapidly to establish baselines and show measurable benefit
- Create an organization-wide communication plan to assist in your organizational change project:
 - Creating organizational awareness
 - Set and manage expectations
 - Maintaining momentum
- Focus on Training and Working Sessions for all departments and management. Ensure Commitment, Coordination, Cooperation
- Create transitional road map for organization style, needs, ability
- Leverage Experienced Consultant Expertise for support as needed



Some Roadblocks/Overarching Factors

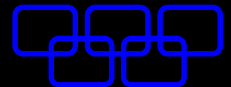
- Prioritize transition initiatives: Stabilize, Rationalize, Transform
- Evaluate what can speed up process i.e. Intellectual Capital, etc.
- Adopt a Service Management Culture – Value connection of people and process activities to customer - not just “a new set of rules” and bureaucracy
- Espouse End-to-End Service concept not technology silo solution
- Effective Organization/IT Governance: Separate Owners, Users
- Process Support areas: i.e., Knowledge, Risk, Quality Management
- Assess, Plan, Design, Implement Skills are not "Managing" Skills
- Manage technology vendor relationships and the value of "one throat to choke"





Top Reasons for Failure

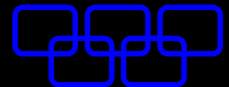
1. Absence of high visibility, participative executive management
2. Poor organizational readiness: Wants/Capability mismatch. Adopt/Adapt
3. Being too ambitious, "Boil the Ocean", Is "world class" needed?
4. Allowing departmental demarcation (silos)
5. Lack of effective communication plan for organization change
6. Organization/IT Culture: Failing to maintain momentum. ITIL zealotry. Academic fad vs Experience. No CSIP
7. Not assigning process owners and other internal resources: Governance
8. Lack of best-practice process knowledge for use during implementation
9. Effective Program/Project Management – Time and Resources
10. Improper training of staff, and no embedding of processes. Mistaking education for implementation experience





ITIL V3 Approach

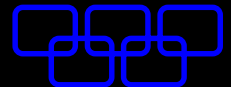
- Assess Current then Future Desired States
- Focus on How for new ITIL processes:
 - Life cycle approach
 - Service Portfolio, Service Catalog
 - Knowledge Management
- Address Perspectives Holistically:
 - People: Broad and deep training options
 - Process: Mapping and Leadership/Governance
 - Technology: Integrated yet Incremental, Qualified and Quantified, ITIL process Automation
 - Information: Measurements and Metrics to ensure SIP
 - Partners: Options for Service and Educational Offerings





ITIL V2 or V3?

- Could be Either – Depends on Requirements, Focus, Priorities but V3 is Preferred
- “Focused” Organization Transformation – ITIL: IT more efficient, Service Management: More Effective Organization
- Adopt and Adapt: customized to fits business needs and requirements to be Value Add
- Focus on Perspective of Horizontal not Vertical, Business use of IT as a Service Provider





V3 Benefits Summary

- The result of current and future best practices in IT Service Management – Silo to Lifecycle
- Provides a basis for faster implementation, reduced time-to-value and ultimately better IT-business integration
- Supports all ITIL V2 processes and leads the journey forward
- IT Service Management: Future Desired State that includes virtualization and automation
- IT more Efficient and the Organization more Effective

