



**ctg** **moveIT**  
ITIL4: crossroads

24 SEPTEMBER, 2019 | 09:00-13:00  
QUARTIER PAPIER, ZAVENTEM



# Steven Van Schil

Unit Manager ITSM,  
CTG Belgium







**97**

Attendees

**52**

Organisations

**4**

Sessions

**4**

Speakers

A pair of vintage-style binoculars is mounted on a metal post. The binoculars are silver with dark lenses. The background is a scenic view of a coastline at sunset or sunrise, with a body of water in the foreground and mountains in the distance under a cloudy sky.

**1 Wifi: QUARTIER PAPIER GASTEN**  
pwd: QP-1930-BE

# ITIL4

## crossroads

For decades now, ITIL has been the industry standard as a **best practices** framework for delivering IT services.

Over the years it has evolved several times, each time **guiding organisations** to adapt to the situation at hand. The most recent launch of **ITIL4** earlier this year seeks to address the specific challenges of Agile Service Management.

In this morning seminar, we invite you to explore the possibilities ITIL4 offers.

We are happy to provide you with the necessary insights to help you discover where you can and want to go with this, and what it can bring for your own organisation.

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**IT Infrastructure Library is a [registered] trade mark of AXELOS Limited used, under permission of AXELOS Limited. All rights reserved.**





# The Programme

## Sessions & Timings



09h00

*Welcome*

09h30

**Why history doesn't always repeat itself**

Jo Herroelen, CTG

09h50

**ITIL4, connecting the dots**

Eddy Peters, CTG

10h30

*Break*

10h45

**DEVOPS for NoOPS/ N00bs**

Michaël Pilaeten, CTG

11h25

**To Game or NOT to Game**

Paul Wilkinson, Gamingworks

12h05

*Networking Lunch*



# ITIL4: crossroads

## Why history doesn't always repeat itself

Jo Herroelen





2019

2017



2014

2011



2009

2007

2004

2000/1

1989





A dramatic, high-angle view of a city skyline at night. Several tall buildings are engulfed in flames, with bright orange and yellow fire visible through the windows and on the roofs. Thick, dark grey smoke billows upwards from the burning structures, filling the sky. The overall atmosphere is one of intense destruction and chaos. In the foreground, a large white circle is superimposed on the image, containing the word "CHAOS" in a bold, black, sans-serif font.

**CHAOS**



CHAOS







CHAOS



Controlled &  
managed  
operations



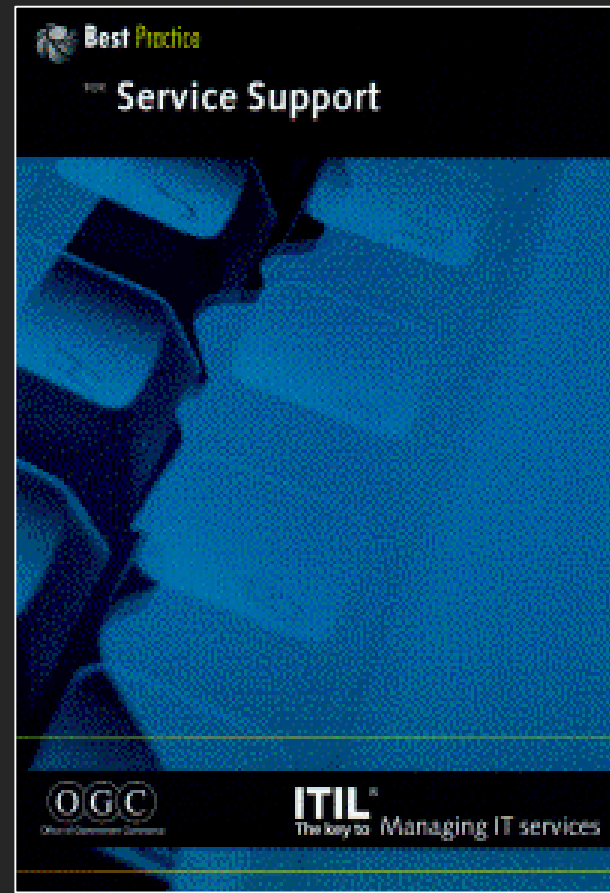


Controlled & managed  
operations



2000/1





2007





Service Strategy



Service Design



Service Transition

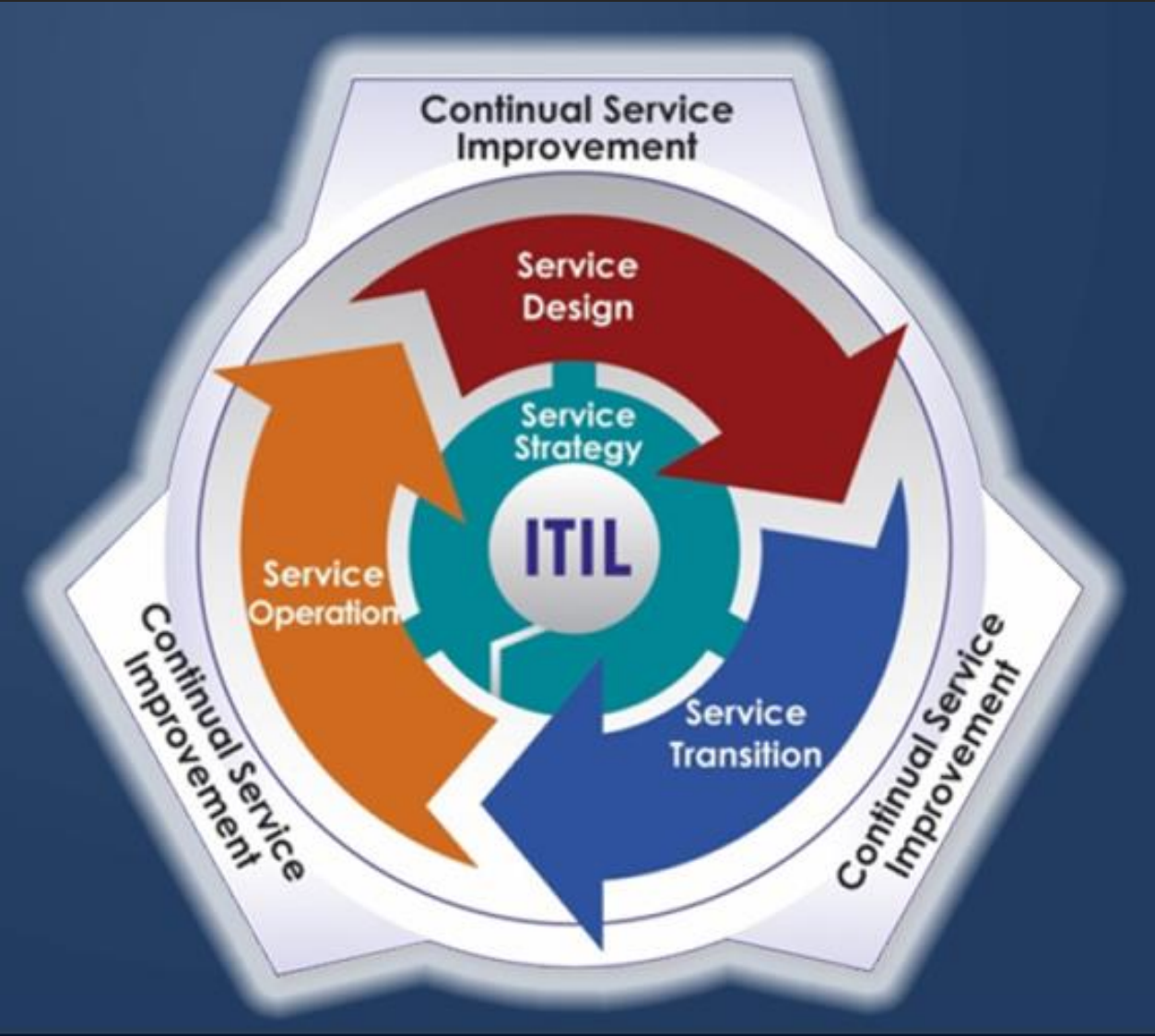


Service Operations



Continual Service Improvement









Under  
pressure



Service  
Life  
Cycle?





ITIL® Service Design

2011 edition

[www.best-management-practice.com](http://www.best-management-practice.com)



ITIL® Service Strategy

2011 edition

[www.best-management-practice.com](http://www.best-management-practice.com)



ITIL® Service Transition

2011 edition

[www.best-management-practice.com](http://www.best-management-practice.com)



ITIL® Service Operation

2011 edition

[www.best-management-practice.com](http://www.best-management-practice.com)



ITIL® Continual Service Improvement

2011 edition

[www.best-management-practice.com](http://www.best-management-practice.com)



2016

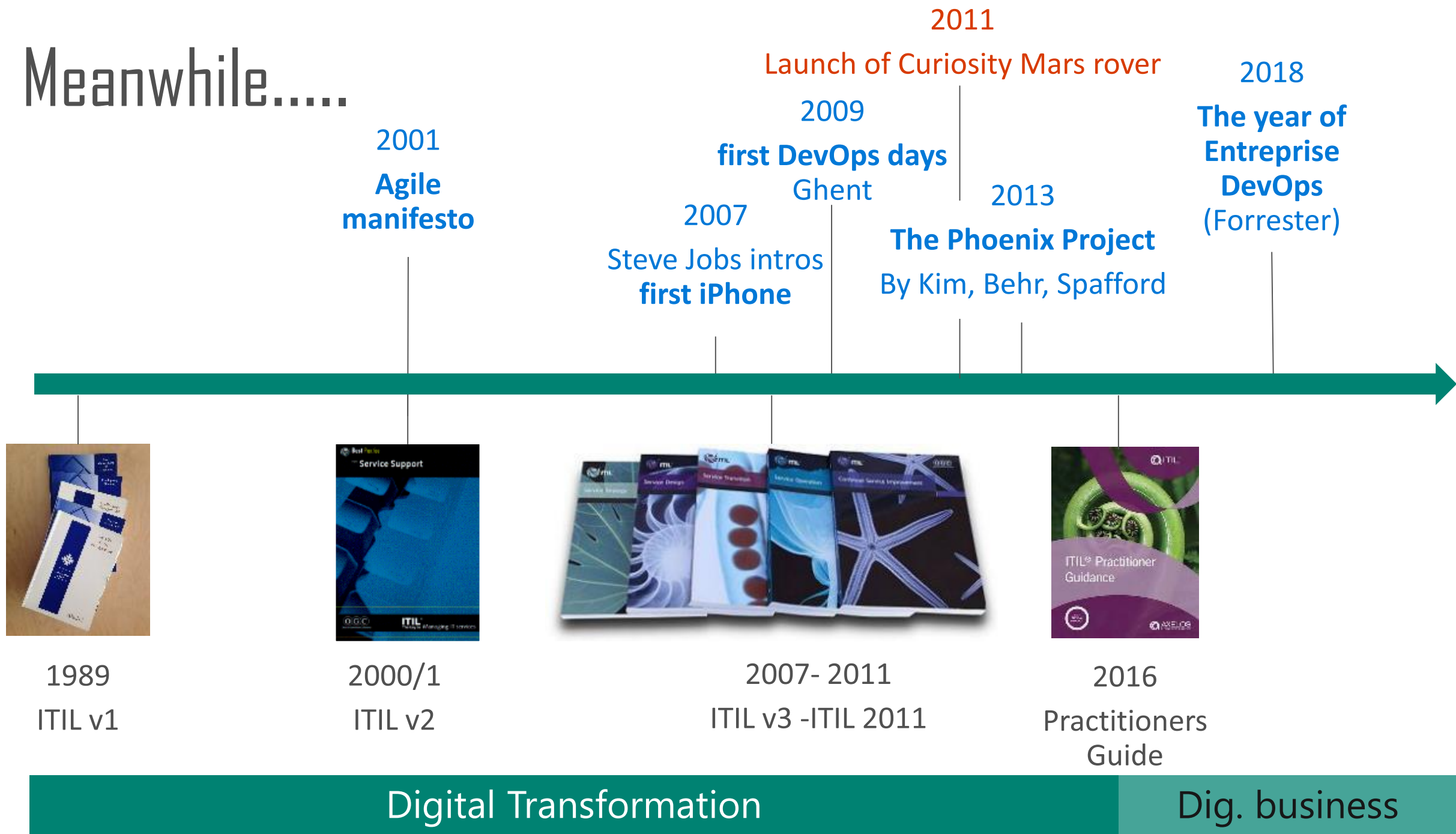


# ITIL® Practitioner Guidance





# Meanwhile.....



Digital Transformation

Dig. business

2019

# Your challenges today?

## **Classical IT hierarchy**

- Consists of silo's
- Needs formal processes to manage services
- ITIL Processes can have process manager, process owner, KPI's
- Resulting in a complex matrix organization

## **Modern IT service teams**

- Increased “need for speed”
- Need to be close to or integrated with the customers
- Customers specify demand directly to team (informal)
- Support and development in one team (DevOps)
- Even a server is a software (virtual/cloud)
- Difficulties to maintain common strategy and governance



**ITIL<sup>®</sup>**  
**Foundation**  
**ITIL 4 Edition**



ITIL<sup>®</sup>  
OFFICIAL  
PUBLISHER

# WELCOME TO THE FUTURE OF ITIL

ITIL® is evolving with the launch of ITIL 4 in 2019.

Still the ultimate in IT best practice, ITIL 4 builds on all the best things from ITIL and expands IT and service operations into the future.





# ITIL4: crossroads

## ITIL4, connecting the dots

Eddy Peters




# ITIL4

## People (ABC)

## Automation





A dramatic landscape photograph featuring a road that stretches into the distance, flanked by green fields and utility poles. The sky is filled with dark, heavy clouds, with a bright light source breaking through on the left side, creating a strong glow and illuminating the clouds from below. The overall mood is intense and atmospheric.

55%

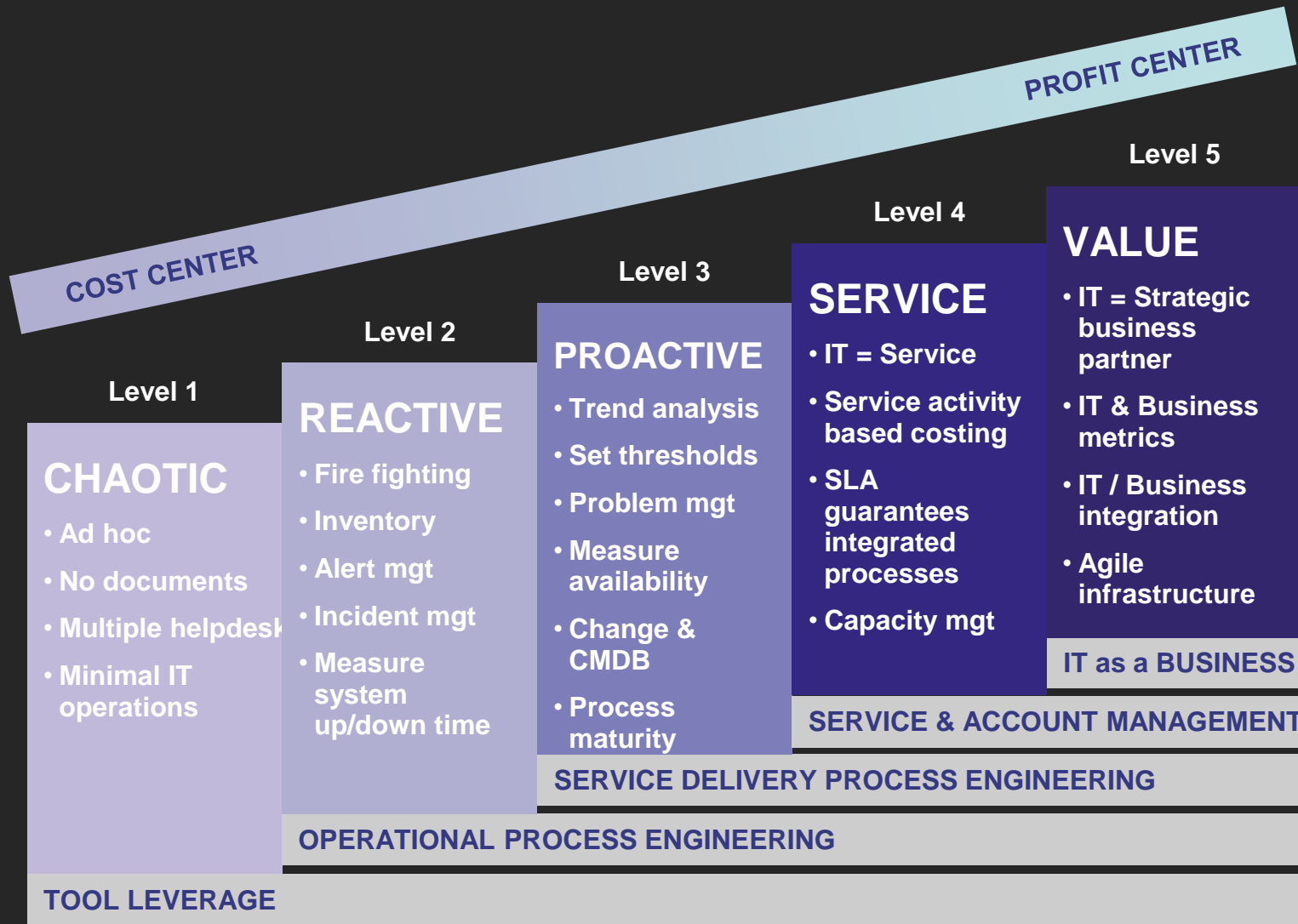
Consumer  
centricity



Value



Co-creation



Source: Gartner, 2006





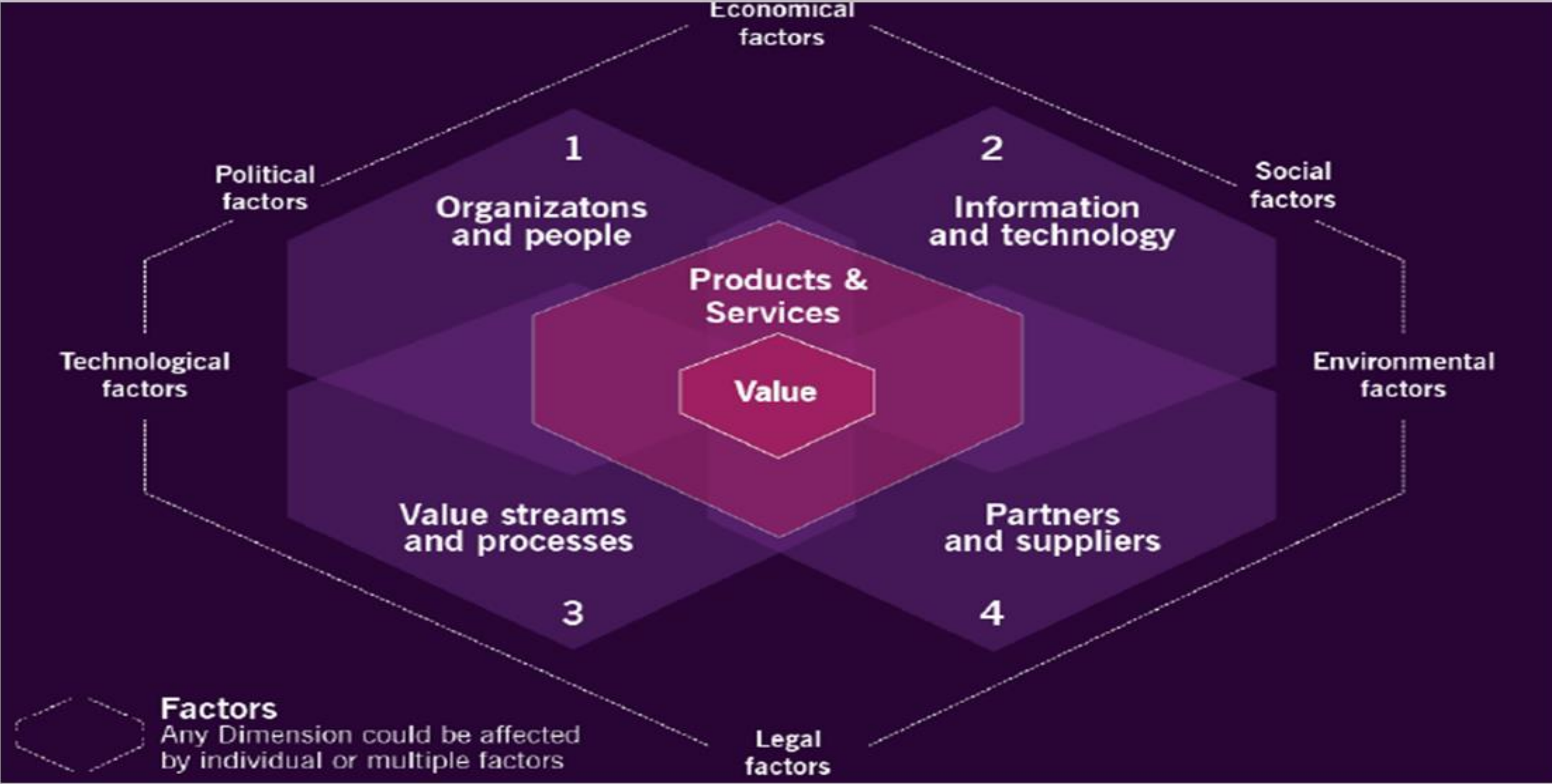
# Four Dimensions Model

Service Value System

Service Value Chain

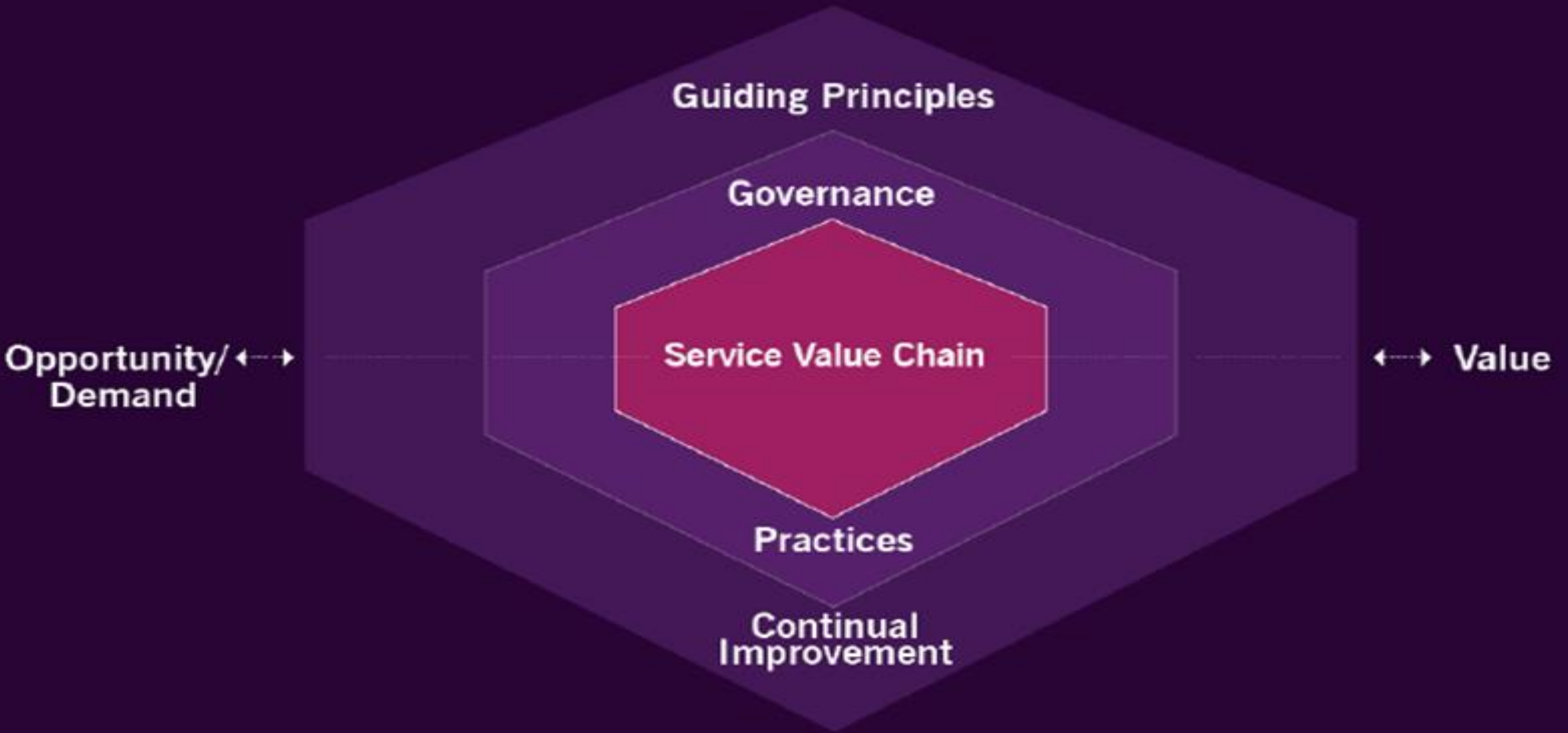
Management Practices





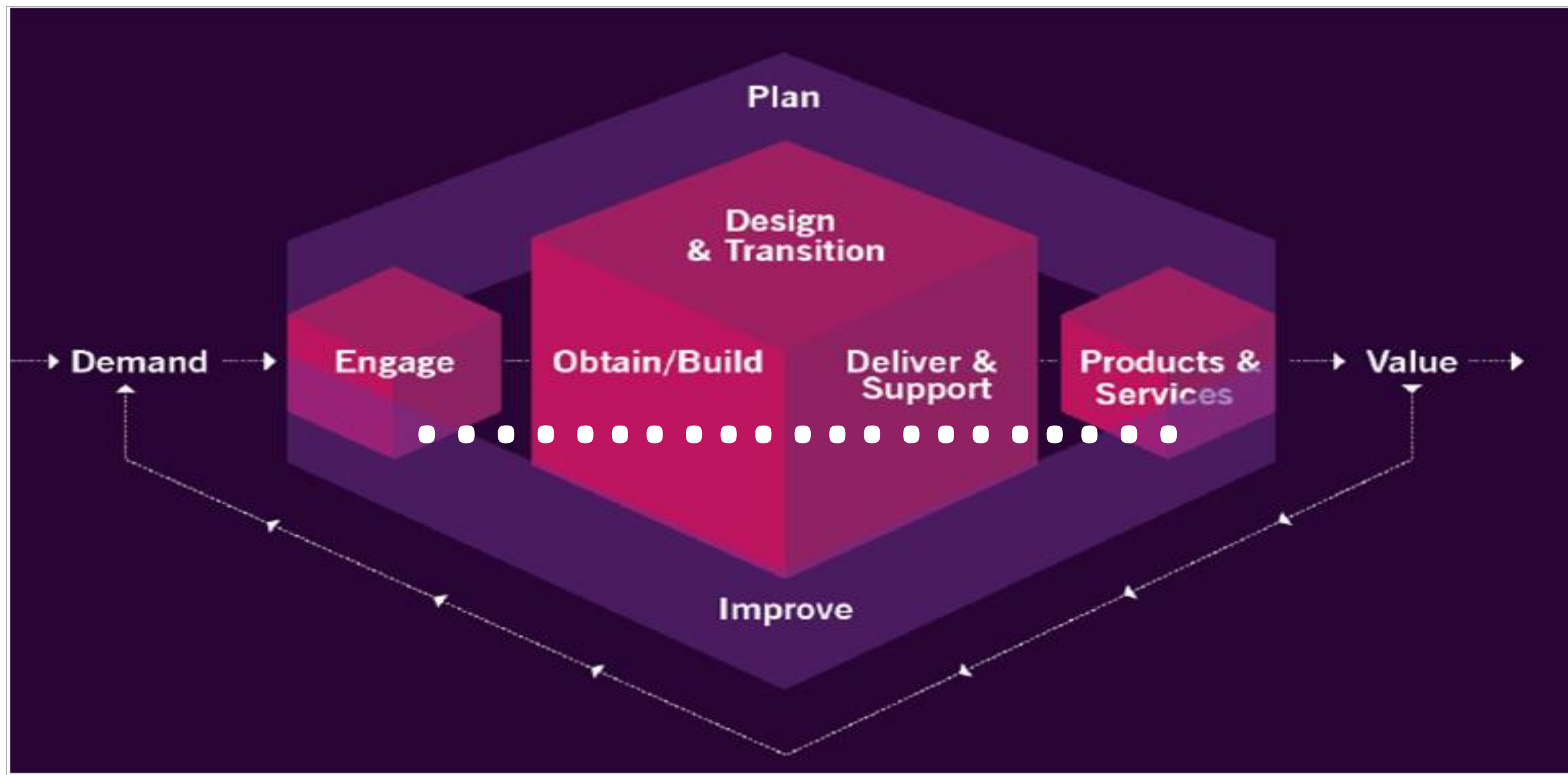
Value creation is everybody's business



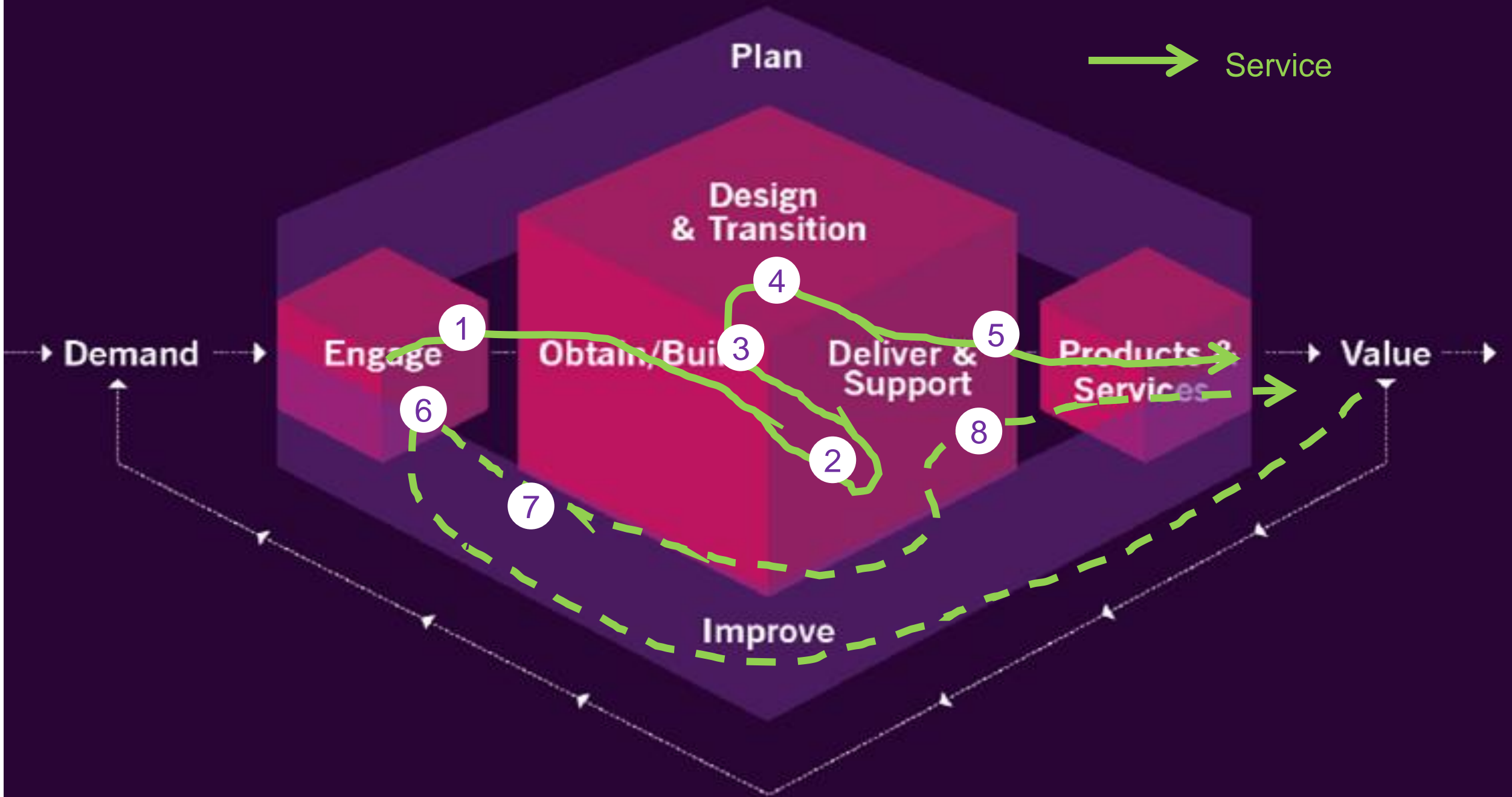


The organisation facilitates value creation





The resources are part of the value creation





General (Business)  
Service  
Technology



# General Management Practices

- Continual Improvement
- Information Security Mgmt.
- Knowledge Mgmt.
- Relationship Mgmt.
- Supplier Mgmt.

>

- Enterprise Architecture
- Measurement & Reporting
- Organisational Change Mgmt.
- Project Mgmt.
- Risk Mgmt.
- Workforce & Talent Mgmt.

+

- Portfolio Mgmt.
- Service financial Mgmt.
- Strategy Mgmt.

=



# Service Management Practices

- Capacity & Performance Mgmt.
- Change Control
- Incident Mgmt.
- Monitoring & Event Mgmt.
- Problem Management
- Release Management
- Service Desk

>

- Business Analysis
- IT Asset Management
- Service Design

+

- Availability Management
- Service Catalogue Management
- Service Configuration Management
- Service Continuity Management
- Service Level Management
- Service Request Management
- Service Validation & Testing

=

# Technology Management Practices

- Deployment Management

>

- Infrastructure & Platform  
Management

- Software Development &  
Management

+

“Open” Framework

Practices = Connectors

Guiding Principles





**OPTIMIZE AND  
AUTOMATE**



**START WHERE  
YOU ARE**



**THINK  
AND WORK  
HOLISTICALLY**



**FOCUS ON  
VALUE**



**PROGRESS  
ITERATIVELY  
WITH FEEDBACK**



**COLLABORATE  
AND PROMOTE  
VISIBILITY**



**KEEP IT SIMPLE  
AND PRACTICAL**



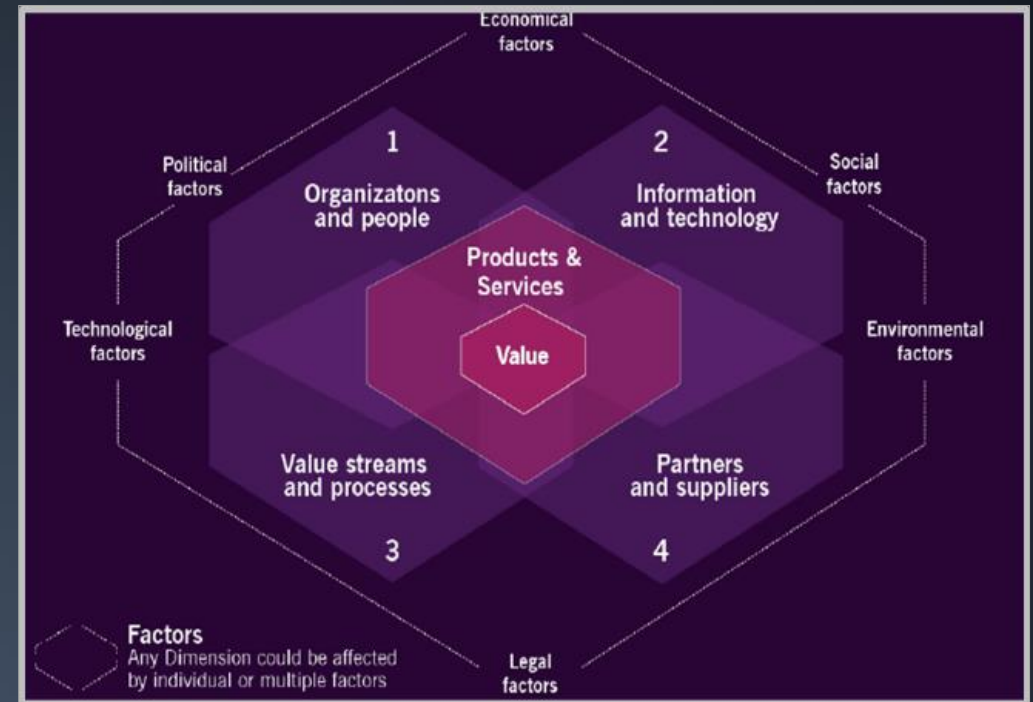




Understand your dimensions

Understand your factors

What is value?



What are your guiding principles?

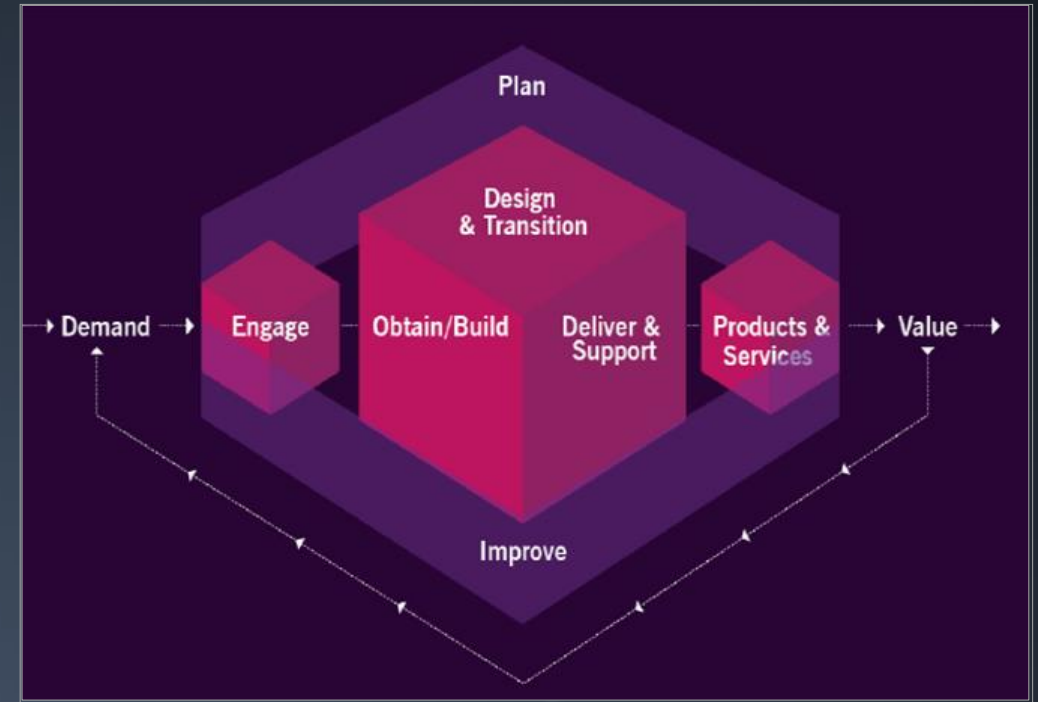
How do you connect?



How do you go from work streams to value streams?

How do you involve employees?

Which practices?







**Visualize ALL work**

Connect

Provide the insight, not the expected result

21 days rule

Source: [www.kenaz.org](http://www.kenaz.org) "Instant Impact"

T

55%





**Managing Professional (MP) Transition**

3/10/2019





**Break ... back at 10h45**

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# ITIL4: crossroads

## DevOPS for NoOPS/ N00bs

Michaël Pilaeten





DevOps

History





# DevOps

2008



# DevOps

2009





DevOps

2012



# DevOps

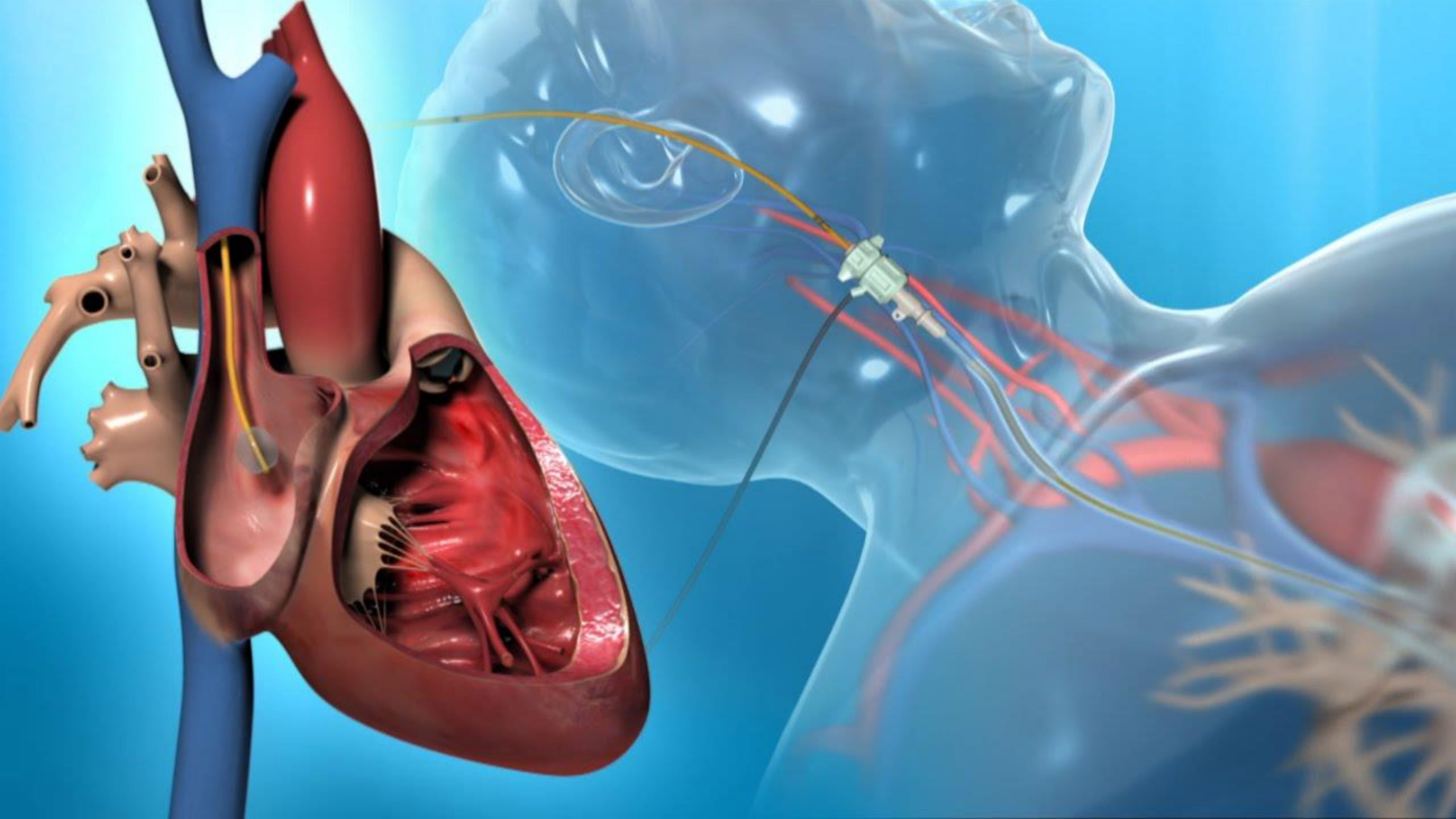
2015





# Dev from Development











Everything

Enter search request



Found 290 issues. The results are sorted by: Updated. Save search.

Reports

PROJECTS 10

TAGS 9

SAVED SEARCHES 36

FILTERS

Navigation icons: user, chat, attachments, links, tags, view. Compact view, edit, print, settings.

MS-32 Schedule Automated Reports  
Major Feature Open Tom Jones Unknown No due date No fall 2018

MS-11 Generate Leads Report  
Show-stopper Feature Open Tom Jones Unknown No due date No fall 2018

AT-1 Search for Customer by Name  
No due date Normal Task In Progress Tom Jones

MS-48 Issues related to export  
Normal Feature Open Unassigned Unknown No due date No fall 2018

MS-26 Export Customer Contacts  
Major Feature Open John Luis Unknown No due date No fall 2018

MS-30 Sort Data Results  
Normal Bug Verified Carry Parker Unknown 13 Sep 2017 No fall 2018

MS-7 Manage Contacts  
Critical Feature Submitted Newish Spint-4 5 Sep 2018 No fall 2018

MS-126 Create a report  
Normal Bug New Carry Parker Unknown No due date No fall 2018

MS-37 Generate Custom Reports  
Major Feature Open John Luis Spint-3 No due date No fall 2018

MS-38 Generate Custom Date Range Report  
Major Epic Open Carry Parker Sprint 1-Leads... 13 Sep 2017 No fall 2018

# Ops from Operations



ACA/4 JET  
ENABLE



DISABLE

TICA/  
TRANSL  
ENABLE



DISABLE

4

UPLINK ACTY	TEMP
NO ATT	GIMBAL LOCK
STBY	PROG
KEY REL	RESTART
OPR ERR	TRACKER
	ALT
	VEL

COMP ACTY	PROG
VERB	NOUN

VERB	+	7	8	9	CLR	ENTR
	-	4	5	6	PRO	
NOUN	0	1	2	3	KEY REL	RSET

ACA/4 JET  
ENABLE



DISABLE

TICA/  
TRANSL  
ENABLE



DISABLE

APPLICABLE TO: IN DESCENT, AVERAGE-G ON

ALARM CODE	TYPE	PRE-MANUAL CAPABILITY	MANUAL CAPABILITY
00105 MK ROUT. BUSY	POOD00	*	
00430 CANT INTG. SV.	"	* PGNC'S GUID. LOST,	PGNC'S GUIDANCE NO/GO
01103 CASHOLE-PROG. BUG	"	*	
01204 NEG. WAITLIST	"	* PGNC'S/AGS ABRT/ABRT STG	(PGNC'S GO for
01206 DSKY, TWO USERS	"	*	TAPE METERS, CROSS-POINTERS,
01302 NEG. SQ. ROOT	"	* (decision how on	CONTROL,
01501 DSKY, PROG. BAD	"	* current rules)	ABORTING)
01502 DSKY, PROG. BUG	"	* (NO LR DATA)	(NO LR DATA)
00607 LAMB, NO SOLN	"	*	
"O.F." = Overflow to many - CONTINUING ←		DUTY CYCLE MAY DEGRADE	
OCURRENCE OF:		PGNC'S (AGS CONTROL MAY HELP - SEE BELOW)	SAME AS LEFT
01104 DELAY ROUT. O.V.	BAILOUT	(WATCH FOR OTHER CUES)	
01201 EXECT. O.F. (VAC)	"	PGNC'S CONDITION UNKNOWN,	(except "other cues" which would otherwise be cause for ABORT
01202 EXECT. O.F. (TORS)	"	DSKY MAY BE LOCKED UP,	PROBABLY ABENT,
01203 EXECT. O.F. (TASKS)	"	DUTY CYCLE MAY BE UP	INSTEAD IT WOULD BE PGNC'S GUIDANCE
01207 EXECT. O.F. (MARKS)	"	TO POINT OF MISSING SOME FUNCTIONS (NAV. LAST TO DIE)	NO/GO - COMPLETE MANUAL LANDING IN AGS.)
01210 TWO USERS	"	SWITCH TO AGS (FOLLOW ERR NEEDLES) MAY HELP (REDUCES PGNC'S DUTY CYCLE SIGNIF.)	
01211 NRK ROUT. INTRPT	"		
02000 DAP O.F.	"		
<u>ISS WARNING WITH:</u>			
00777 PIPA FAIL	LIGHT ONLY		
03777 CDU FAIL	"	PIPA/CDU/IMU FAIL	same as left
04777 PIPA, CDU FAIL	"	DISCRETES PRESENT	
07777 IMU FAIL	"		
10777 PIPA, IMU FAIL	"	(Other mission rules suffice; alarm may help point to what rule will be broken)	
13777 CDU, IMU FAIL	"		
14777 PIPA, CDU, IMU FL	"		
00214 IMU TURNED OFF	LIGHT ONLY	* AGS ABRT/ABRT STAGE	SWITCH TO AGS PGNS NO/GO on Gnd C (poss. NO/GO on NAV.)
01107 E-Mem. Destroyed	FRESH STRT	* AGS ABRT/ABRT STAGE	SWITCH TO AGS PGNC'S NO/GO! (IMU as ref. okay)
CONTINUING ←			
00402 BAD GUID. CMDS	LIGHT ONLY	* IF ALARM DOESN'T STOP * SAME AS 'POOD0's' (ABRT?)	IF ALARM DOESN'T STOP: Same as "POOD0's"
CONTINUING ←			
01406 GUID. NO SOLN	LIGHT ONLY	PGNC'S GUID. NO/GO AS LONG AS ALARM OCCURRING (ATT. HOLD, CONST. GTC, CONT. OK) (ABRT WILL PROB. COME FROM CURRENT RULES e.g. GTC vs. V.)	same as left (except prob. no abort.)
01410 GUID O.V.		WATCH GTC ←	



18h18





18h31





18h34





18h41





18h48

















1

## Customer-Centric Action

Short feedback loops

Real customers

Innovate continuously

Abandon inefficient strategies

Maximize customer delight



1

Customer-  
Centric Action

2

Build working  
products

Oversee entire picture  
No process oriented model  
Shared engineering mindset

1

Customer-  
Centric Action

2

Build working  
products

3

End-to-End  
Responsibility

Vertical organization  
Accountability from cradle to grave  
Stability

Independence

Entire lifecycle

T-Shaped all-rounders

Personal growth

4

**X-Functional  
Autonomous**



Adaptability

Minimize waste

Learn from failures

4

X-Functional  
Autonomous

5

Continuous  
Improvement

# Software development process

## Container based platforms

4

X-Functional  
Autonomous

5

Continuous  
Improvement

6

**Automation  
Automation**

1

Customer-  
Centric Action

2

Build working  
products

3

End-to-End  
Responsibility

4

X-Functional  
Autonomous

5

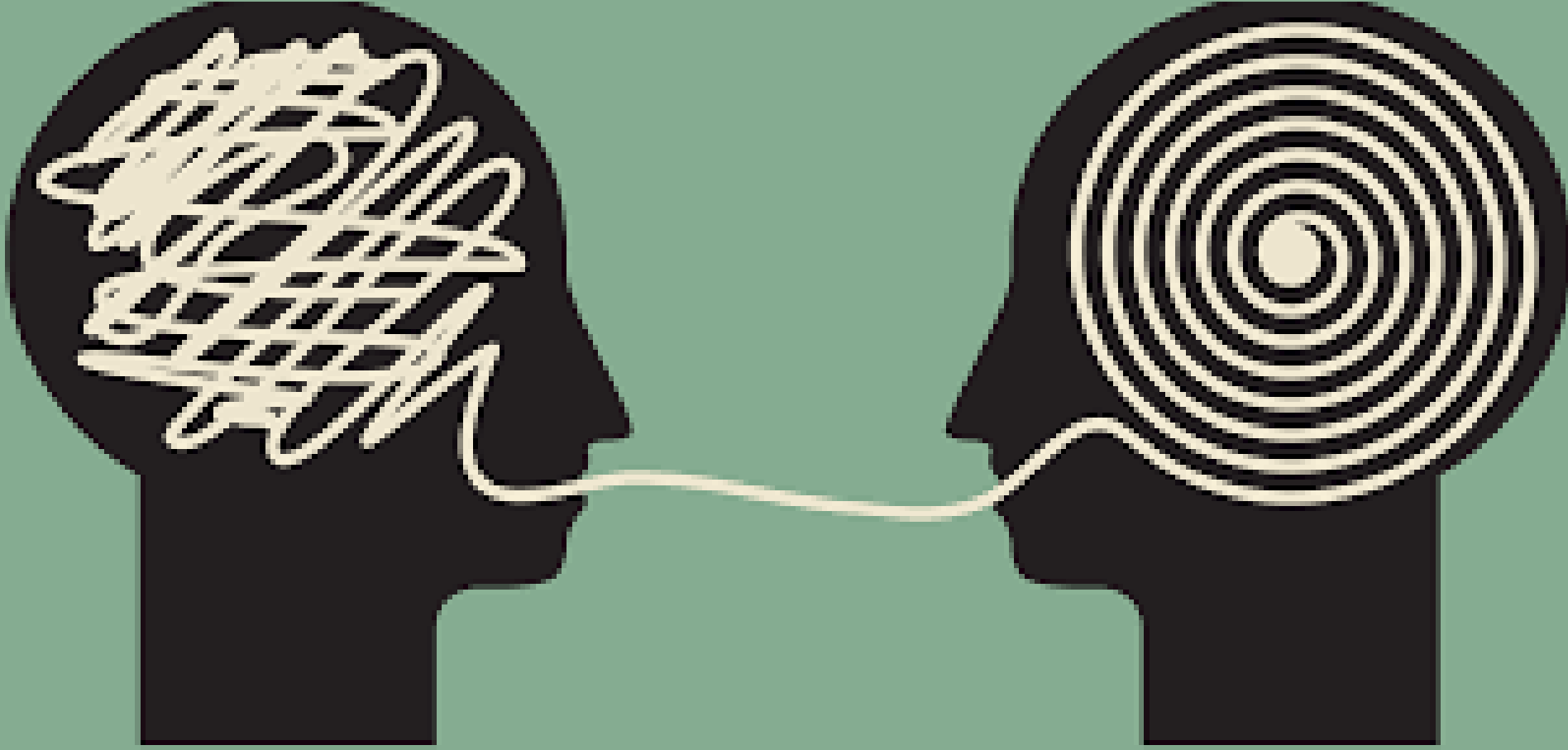
Continuous  
Improvement

6

Automation  
Automation



IF YOU CAN  
READ THIS YOU  
DO DEVOPS THE  
WRONG WAY





Budget































A row of seven white wooden letter tiles is arranged in a slightly curved line across the center of the image. Each tile has a single letter printed in a dark, serif font. From left to right, the letters are C, U, L, T, U, R, and E. The tiles are set against a background of a world map where the landmasses are a light tan color and the oceans are a deep, textured blue. The lighting is soft, creating gentle shadows and highlights on the tiles and the map's surface.

C  
C

U  
U

L  
L

T  
T

U  
U

R  
R

E  
E





# ITIL4: crossroads

## To Game or NOT to Game

Paul Wilkinson



# MarsLander®



GamingWorks.nl

## ITIL®4 – To Game or Not to Game?

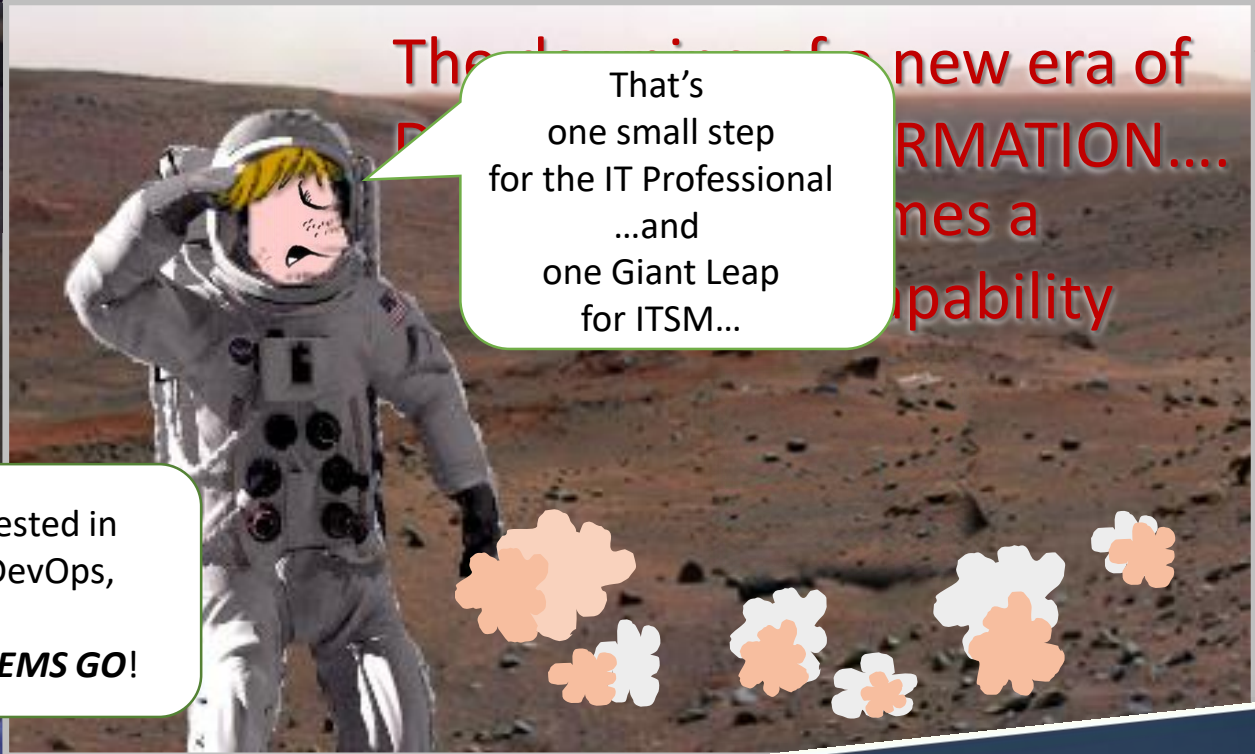
### Next Generation ITSM simulation!

*By GamingWorks*

*Version 2.0 UK*



# MarsLander®



The beginning of a new era of INFORMATION...  
...comes a capability

That's one small step for the IT Professional ...and one Giant Leap for ITSM...

**\$125 million craft**  
The lander's computer thought it had already landed...  
Engine shutdown.  
Lack of e-2-e testing.  
**Software will enable us to boldly go where no man has gone before**  
Mix up between Miles & KM's  
Missed the Planet.  
Lack of alignment between business requirements

...We have invested in COBIT, BRM, DevOps, ITIL....  
**We're ALL SYSTEMS GO!**

...maybe we should first ensure we can translate THEORY Into PRACTICE! and align these practices!



**COBIT**

**ITSM TOOLS**  
ITIL Certification? Yeah, Cause That'll Solve Everything

**ITIL4**



# IT AND the Business behavior change



A means of enabling **VALUE** 

**co-creation** by facilitating **OUTCOMES** that customers want to achieve, without the customer having to manage specific **COSTS** and **RISKS**.”

 **AXELOS**  
GLOBAL BEST PRACTICE

What has the business got to do with ITIL 4?

By Paul Wilkinson - GamingWorks | 13 August 2019  
Behaviour, Collaboration, Governance, IT service management (ITSM), ITIL 4, Value





# Co-creation?

**Joker**

"....I was told we have to break down the SILOs...so I just took your WALL out!..."

**DevOps.com**

Click here

**DevOps and Collaboration: Fraternizing with the Enemy?**



The SILO mentality

Plan, Do, Stop continual impr

**8** ♠

Our improvement focus stops dead as soon as the project finishes or the sponsor goes

In our survey of more that 2000 IT organizations Only **20%** were doing formal CSI.....

Continuous Improvement

**29%**



**5** ♦

**B**

"You have my full commitment. Apart from time, money, effort & just so long as I don't have to be involved!"



**DevOps INSTITUTE**

**DevOps Skills Report**



**ITSM TOOLS**

Knock, Knock – Who's There? ITIL 4 ... ITIL for Who?

**ITIL4!**







# MarsLander<sup>®</sup> MISSION CONTROL CENTER

NET	040 25: 30: 30+
CD+	000 30: 30+
→	000 30: 30+



- ✓ Agile Transformation
  - doing 'Agile', 'DevOps' complaints about ITIL relevance!
- ✓ How do I make ITSM more Agile!
- ✓ ITIL Foundation too abstract, not going to send all - everybody needs awareness though!
- ✓ How do we get e-2-e teams to 'collaborate' (SILO's)!
- ✓ Conflicting business demands – resource issues
- ✓ Constant change! CI needs to be a core skill!
- ✓ IT needs to be more business/customer focused

America, Belgium,  
China, Denmark,  
Germany, England,  
Hungary, Poland,  
Switzerland...

MarsLander<sup>®</sup>

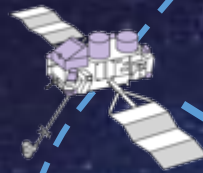
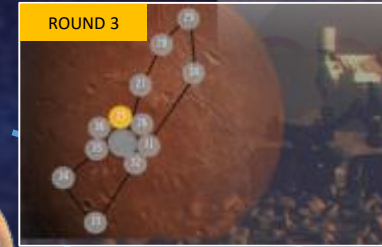
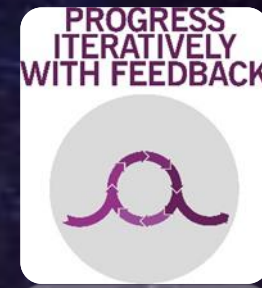
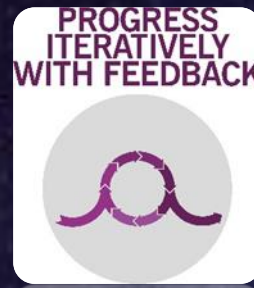
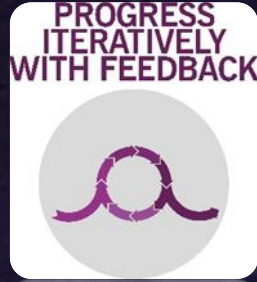
Relevance is something you have to claim

itSMF UK





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SPACE-Y



# MarsLander®

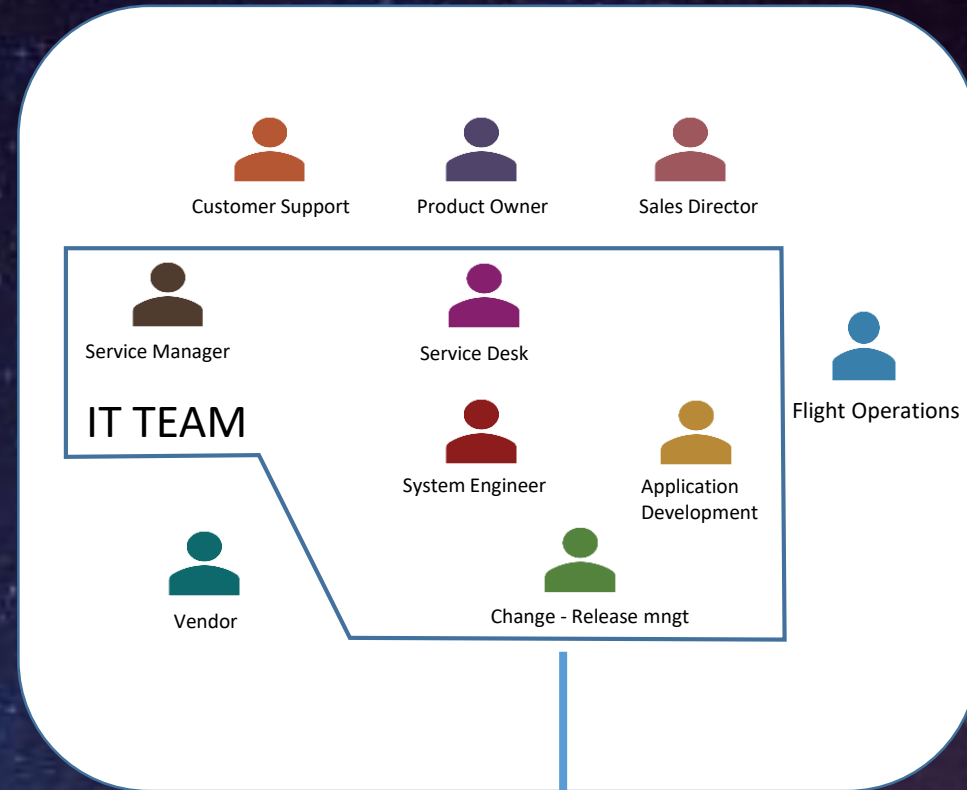
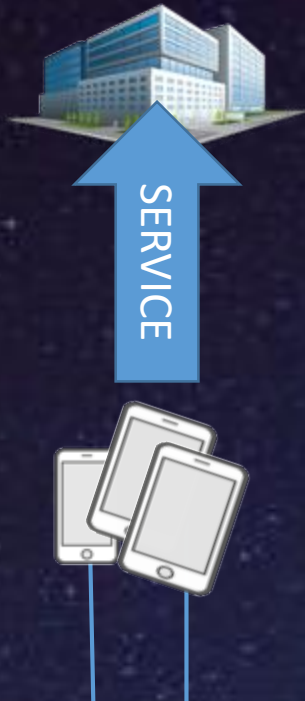
- ✓ Business
- ✓ Product owner
- ✓ Service management
- ✓ App (dev) & Operations
- ✓ Vendor
- ✓ End-to-end teams to discover value of ITIL4

ITIL®

ITIL®  
Foundation  
ITIL 4 Edition

AXELOS  
GLOBAL BEST PRACTICE

ITIL®  
OFFICIAL  
PUBLISHER



DELTA20







**AXELOS**  
GLOBAL BEST PRACTICE

ITSM the next generation: To boldly go where no ITIL® has gone before! - Part 1



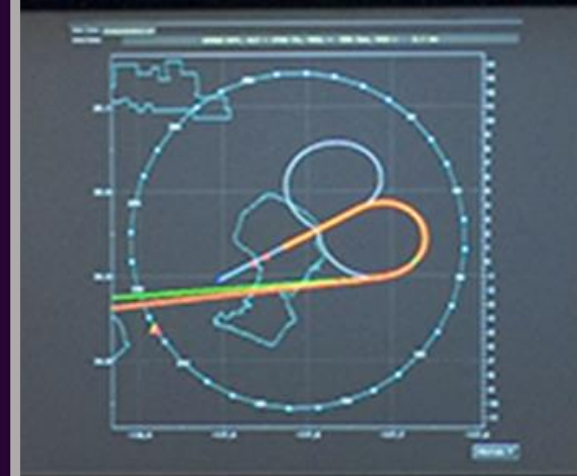
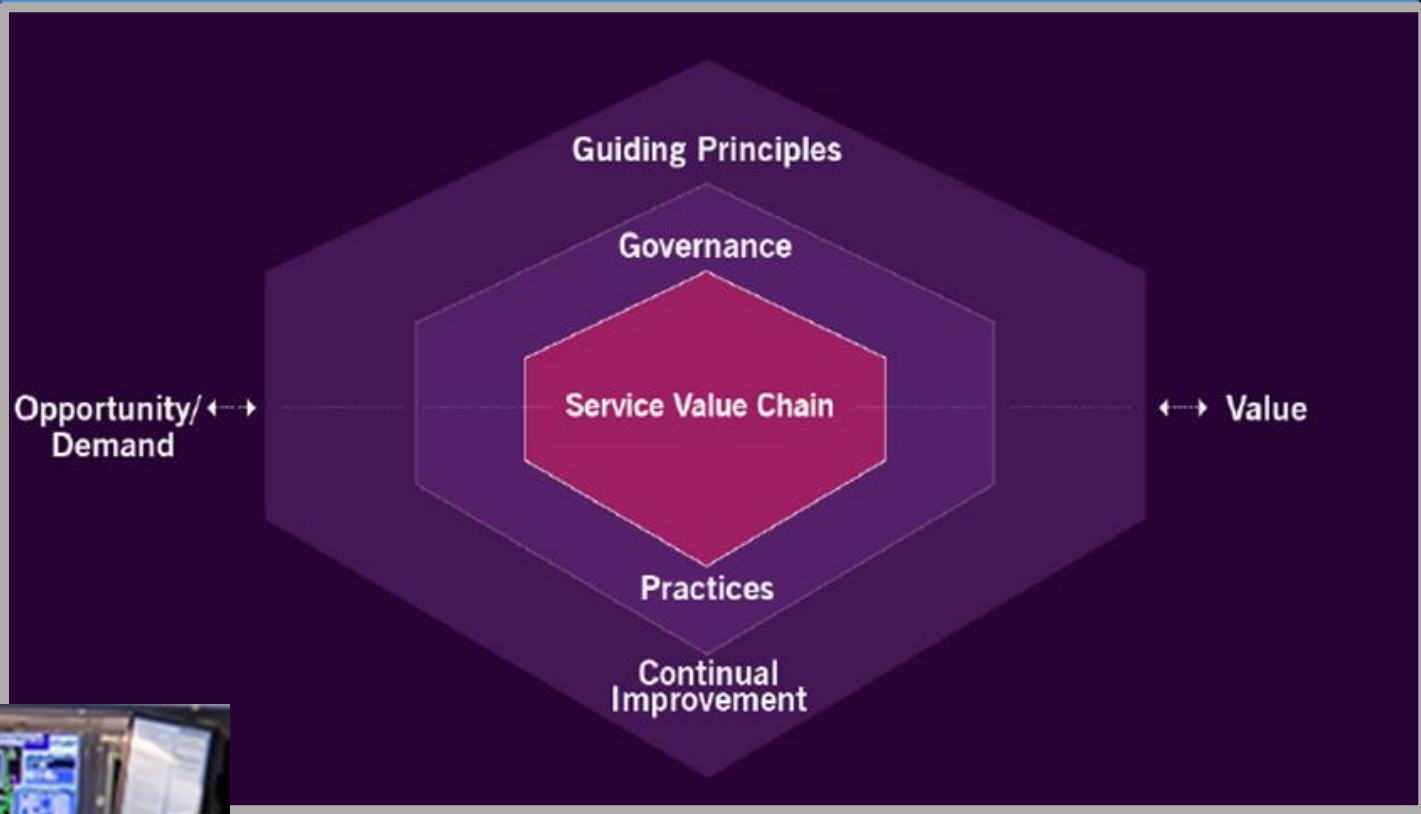
version 3.1





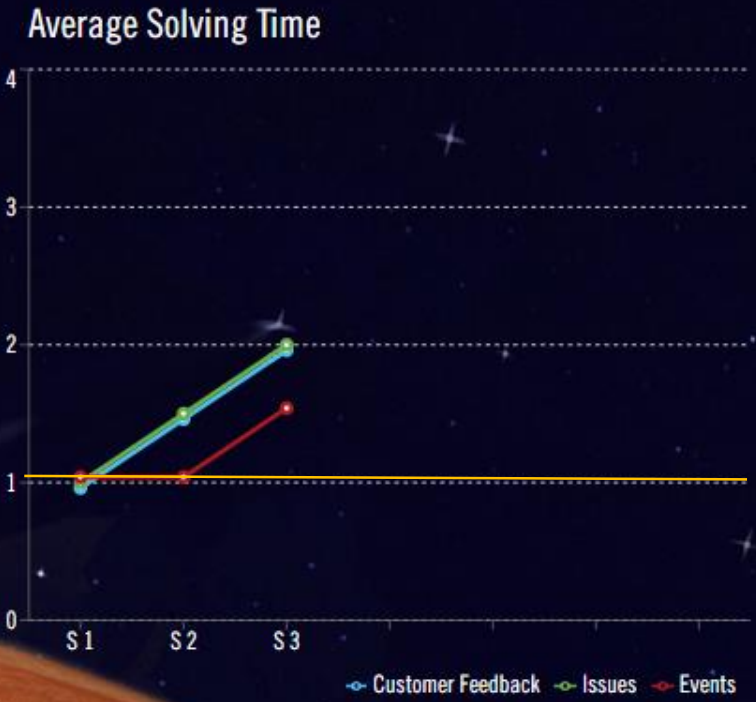
# MarsLander<sup>®</sup> MISSION CONTROL CENTER

NET 04:20:25:00  
E3+ 00:00:00  
T0 00:00:00





# DASHBOARD SPRINT 3

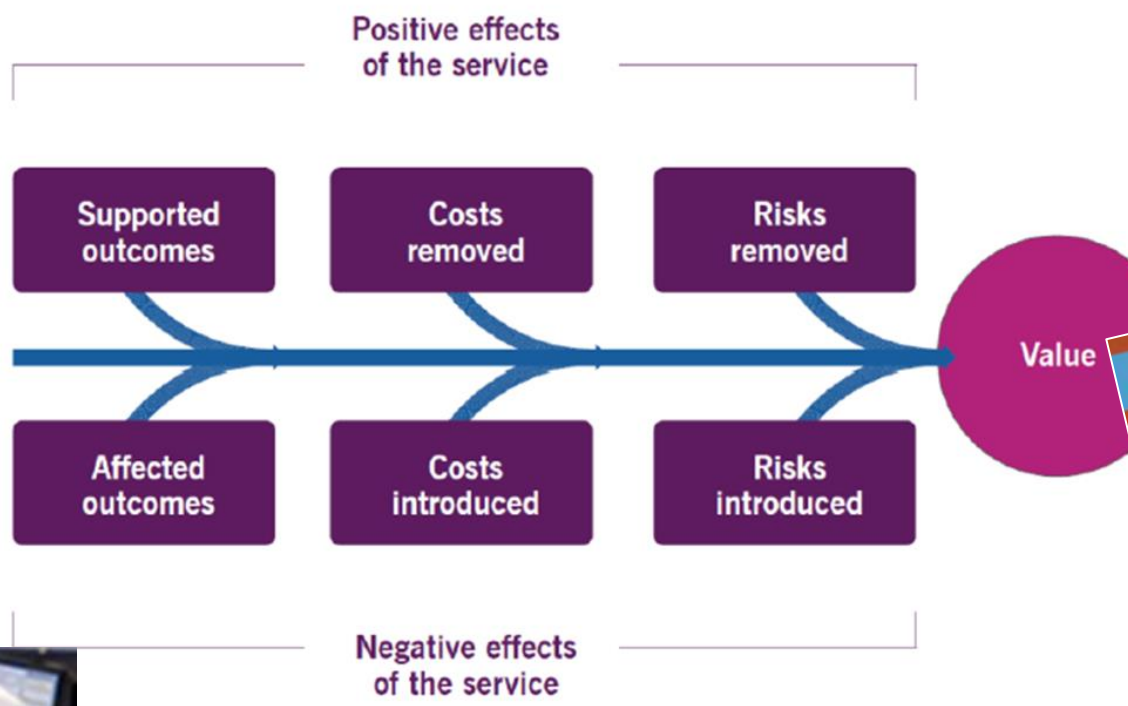






# MarsLander®

## MISSION CONTROL CENTER



**MarsLander® 7 REQUEST**  
Sales Director

APPLICATION TO EDIT MOVIES FROM THE SURFACE OF MARS

With this Application the customer can edit the data that we received from mars.

Sales Opportunity in \$	+100,000
Customer Satisfaction	+5
Value from sprint	7

**MarsLander® 4 FEATURE**  
Customer Support

WE WANT A FEATURE TO NOTIFY IF NEW DATA IS AVAILABLE

This is a great feature to send e-mails or SMS to alert customers that new info is available.

Sales Opportunity in \$	+200,000
Customer Satisfaction	+8

**MarsLander® 06 CUSTOMER FEEDBACK**  
Customer Support

ERROR 71 WHEN CHANGING OWN SCREEN DESIGN

This function is not working very well!

Revenue in \$	-\$10,000
Customer Satisfaction	-3

**MarsLander® 03 ISSUE**  
Flight Operations

COMMUNICATION ERROR 208 FROM MARS

We are testing and we still

**MarsLander® 1 EVENT**  
Service Desk

AMPS SHOW 42

We need to shutdown some systems. Use the AMP Workaround cards to decide which systems to shut down and inform Flight Operations.

**MarsLander® 3 PROBLEM**  
System Engineer

ERRORS IN COMMUNICATION WITH MARSLANDER

If not solved before landing on Mars, we will have to abort the mission.

**MarsLander® 1 IMPROVEMENT**

DRAW AND DISCUSS THE PROCESS OF HOW TO SOLVE ISSUES

**WHY**  
It's important to have common understanding of how Issues will be solved.

**RESULT**  
Having a clear understanding of this will increase speed and reduce waste.

**HOW**  
Plan time with Service Desk and System Engineer putting the related Improvement Actions on Progress boards of both roles, draw the steps on a flip chart and discuss key actions with the team.

**MarsLander® 3 EMERGING TECHNOLOGY**  
Application Development

CONTINUOUS INTEGRATION AND DEPLOYMENT

With this new technology you can develop your application and integrate it directly into a release package. You don't need to build releases manually anymore. Check with the Service Manager how to implement this new technology.





# MarsLander®

## MISSION CONTROL CENTER

NET 04:21:30  
CS+ 00:00:00  
TP 00:00:00



## Guiding Principles?

OPTIMIZE AND  
AUTOMATE



FOCUS ON  
VALUE

THINK  
AND WORK  
HOLISTICALLY

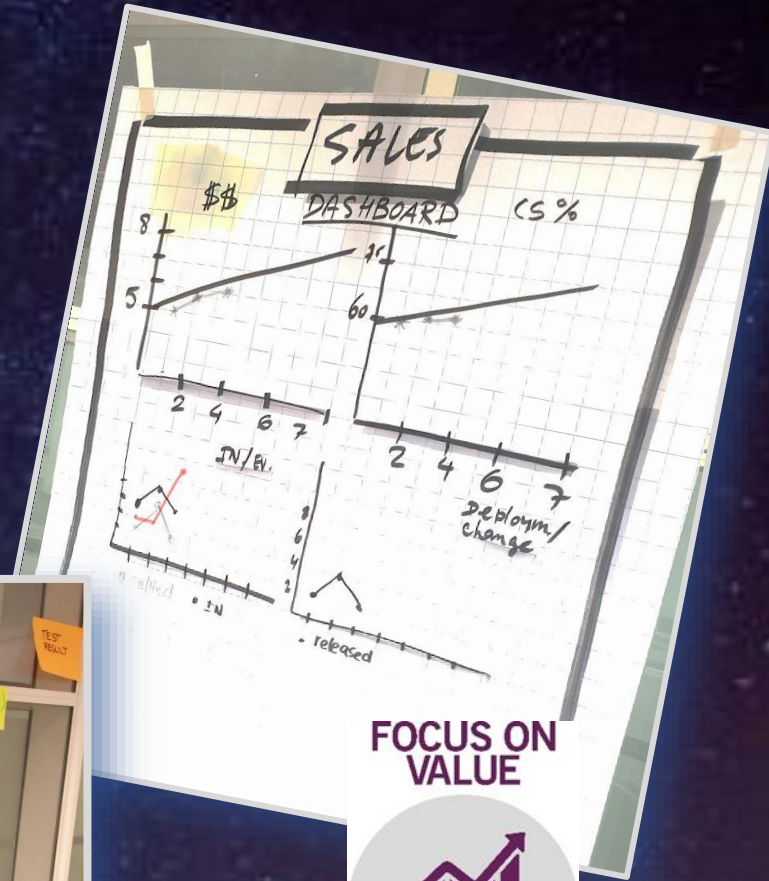
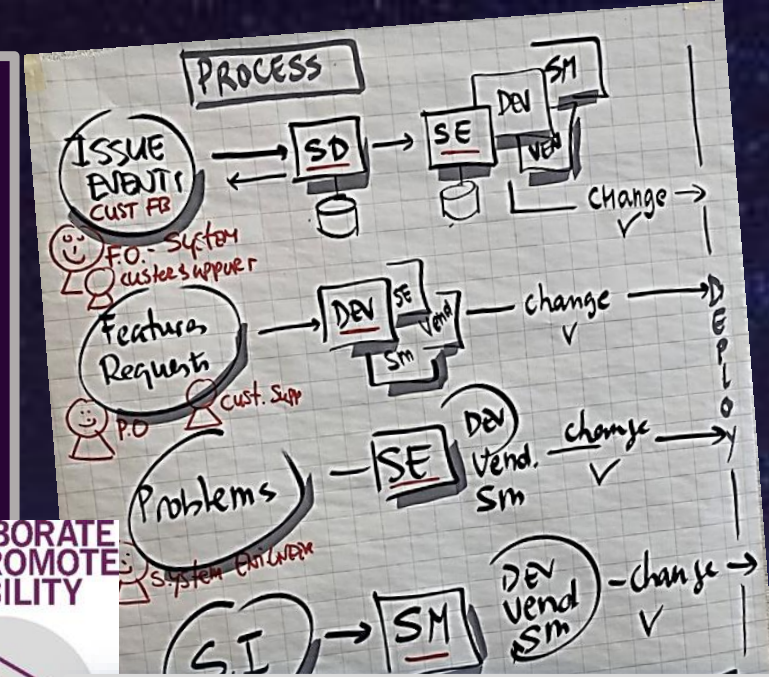
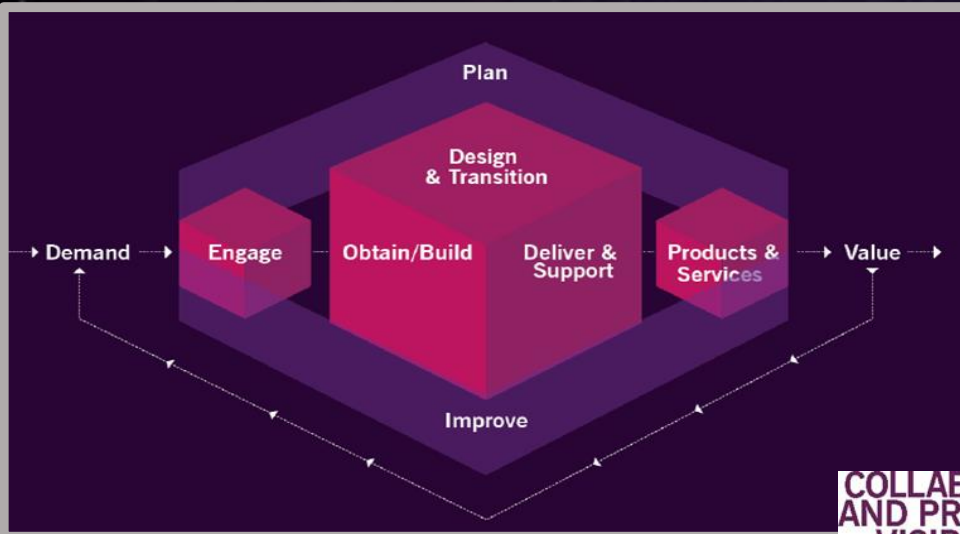


COLLABORATE  
AND PROMOTE  
VISIBILITY



- Two-way communication – provide and ask for feedback, active listening, summarise agreed goals, ask questions to clarify understanding.
- Say yes more often than no, yes as default. Where necessary say ‘no, unless...(risks), ‘yes,if...’ (does our business want us to say yes to all ‘wants’ or clarify ‘needs’ and commit when we say ‘yes’?)
- Encourage open and transparent communication.
- Aim for a no-blame culture, foster a safe working environment.
- Find a common language. Are we talking about the same things? (Later in the simulation the business goals became the common language: how does what we do and what we talk about in IT relate to business goals?)
- Encourage ideas. (Later in the simulation, we considered how to recognize them, respond to them, show respect for them. If you ignore them good ideas dry up).
- Identify the appropriate level of involvement: what are the right skills, the right decision-making authorities?





COLLABORATE AND PROMOTE VISIBILITY



PROGRESS ITERATIVELY WITH FEEDBACK



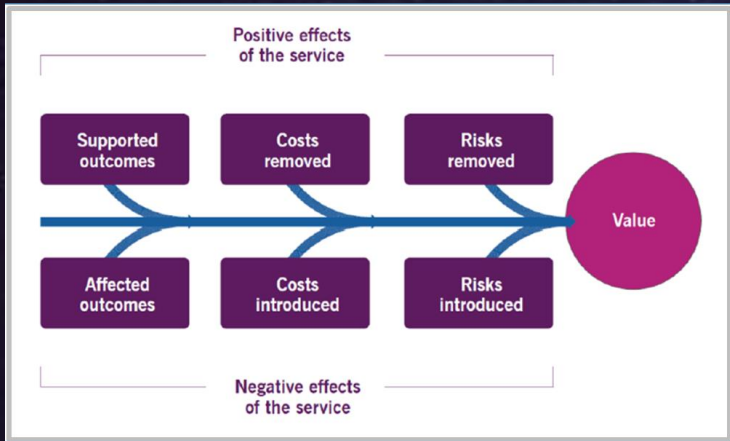
FOCUS ON VALUE







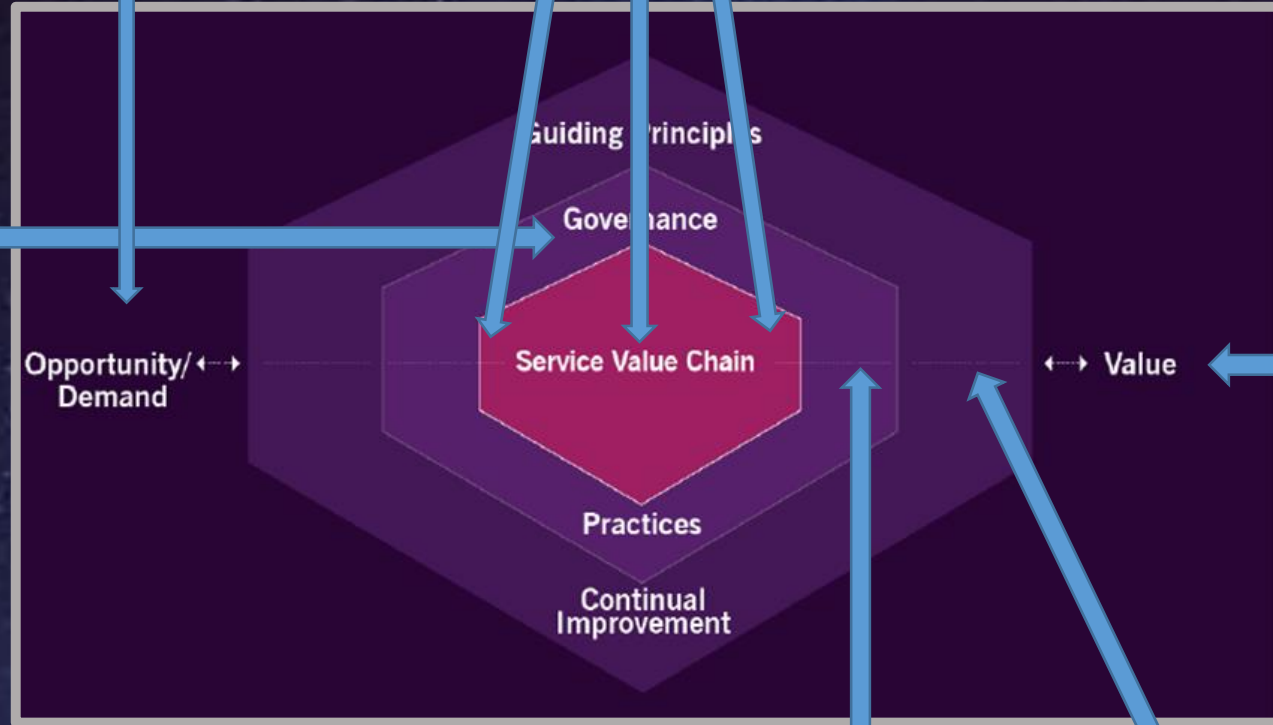
**Prioritize Value creation vs Value leakage**



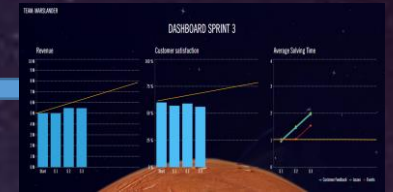
**Visualize Types of Demand & flow**



**Key Take-aways 'Start TOMORROW'!**

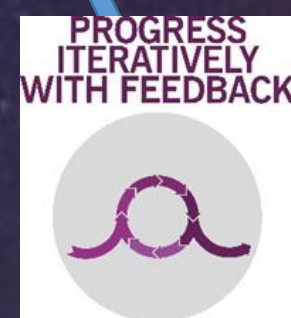


**Measure Business Value**



**Measure Improvement Value**

**Look at Waste & Toil**







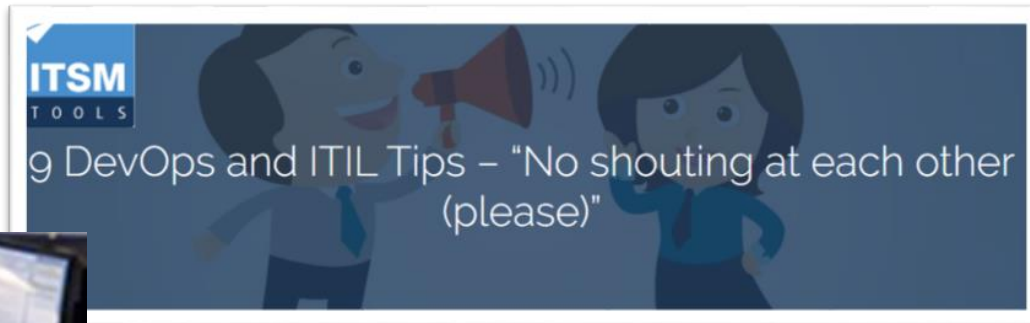
# MarsLander<sup>®</sup> MISSION CONTROL CENTER

NET 040 25: 30: 30+  
E2+ 000 30: 30+  
T+ 000 30: 30+



“..We are **seriously bringing the learning points to life**... The day we spent with you was **a game changer** for us genuinely... The concepts of co-ownership, alignment and value creation/value leakage/value improvement have **gained real traction** on the ground and **we are seeing sizeable benefits** from that alone...’

**Rob Fletcher, Head of ICT, GreenSquare group**



## What has the business got to do with ITIL 4?

By Paul Wilkinson - GamingWorks | 13 August 2019  
Behaviour, Collaboration, Governance, IT service management (ITSM), ITIL 4, Value

**ITIL<sup>®</sup> 4?**  
**...It's not Rocket science!**  
**It makes sense, we can start using this tomorrow**

MarsLander<sup>®</sup>

CAPCOM



Thank you...



# Thank you...

To our speakers & team





# Upcoming events

Save the date!



## Robotic Process Automation

*Making IT work for you*

28/11/2019



## Intelligent Process Automation

Nintex at the core of smart operating models

*Date to be confirmed*



Enjoy our  
networking lunch!





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