

# Continual Service Improvement

## Creating value with ITIL, Agile and Kanban

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# Agenda

- VERY quick overview of CSI, Agile and Kanban
- The CSI Register
- The CSI Approach
  - Vision, Assessment, Targets, Improvements, Measurement, Keep Going
- Summary

# What is CSI?

- A stage in the service lifecycle?
- A process?
- A model?
- Attitudes behaviour and culture?

# What is Agile?

- Short work cycles (sprints)
- Every sprint delivers real value
- Flexible approach to allow course corrections
- Daily stand-ups
- Retrospectives to embed improvements

# What is Kanban?

- Visualize workflow
- Limit work in progress (WIP)
- Pull not push
- Manage flow

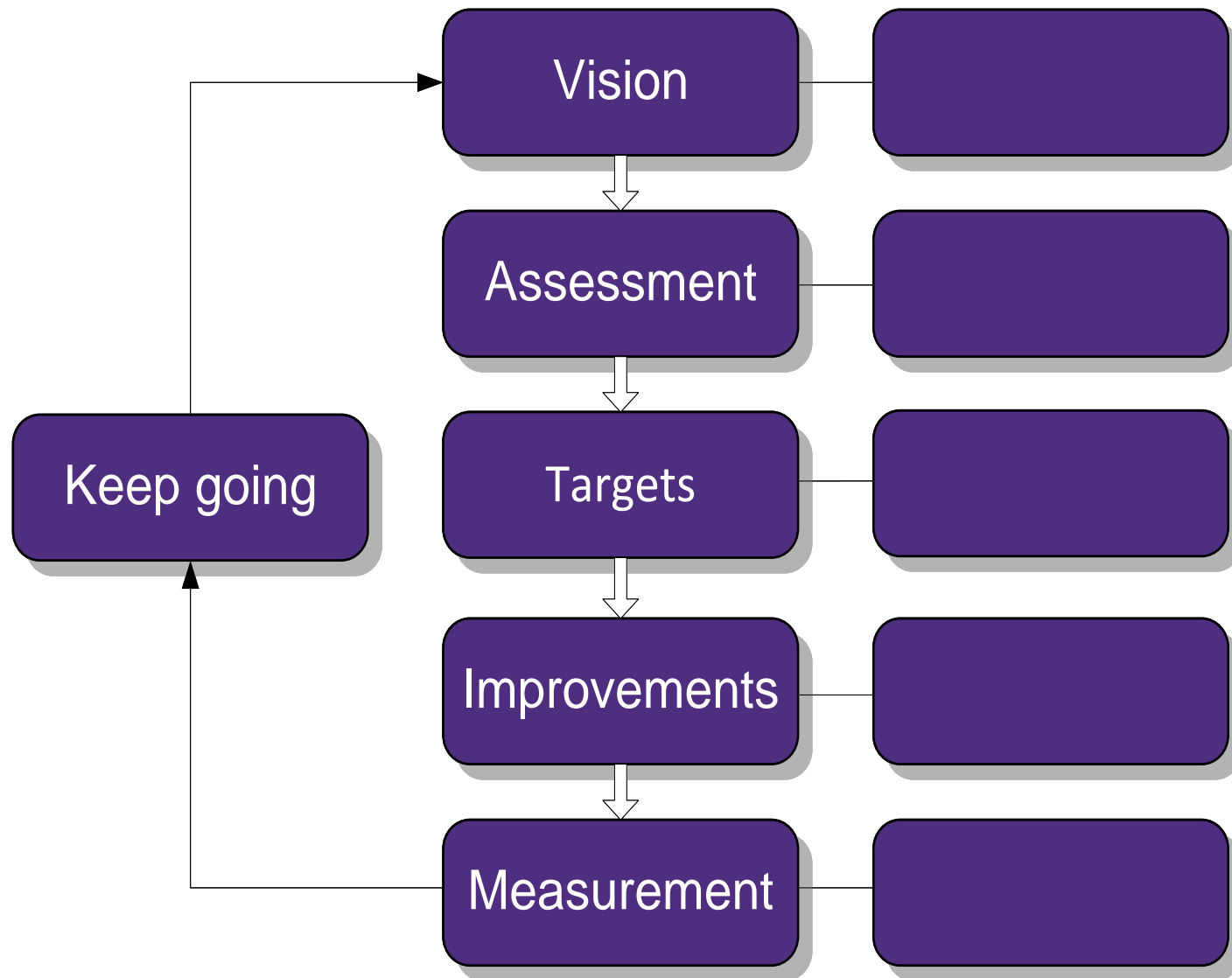
# The CSI Register

- Log all improvement opportunities
- Prioritize based on cost/effort/benefit
- Manage and track, report success
- Find opportunities to improve CSI itself
- CSI register can be managed as an agile backlog, or a Kanban board, or use a spreadsheet, ...

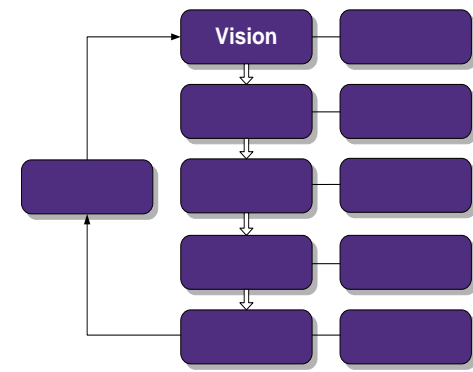
How many CSI registers should you have?



# The CSI Approach



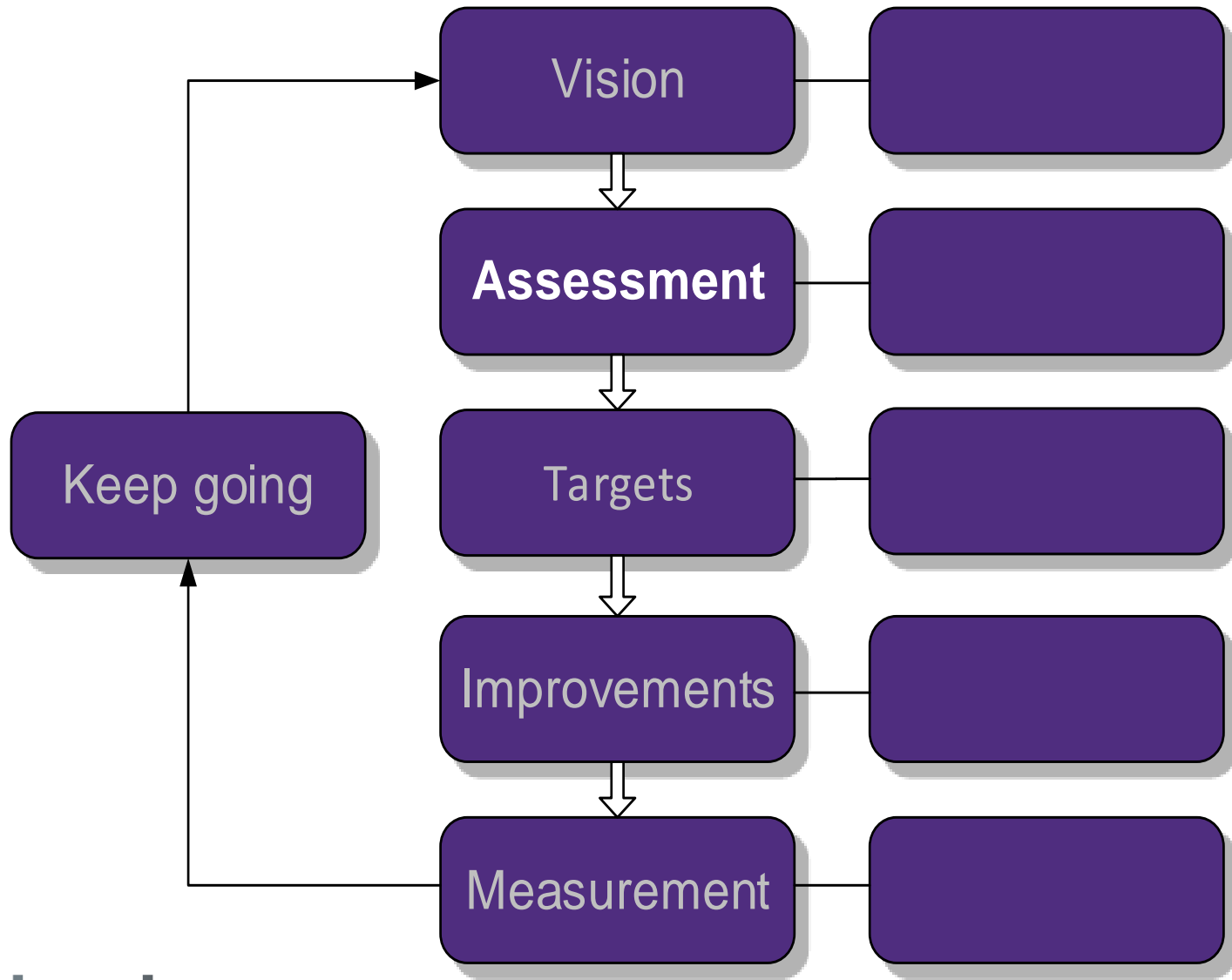
# The Vision



- What is a vision?
- A beautiful picture of the future
- How do you create a vision?
- Run a visioning workshop
- How do you know if you have a good vision?
- Can you identify “what’s in it for me” for all stakeholders?
- Can you explain it in less than 5 minutes?

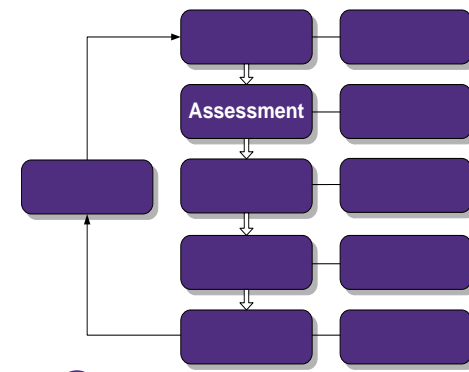


# The CSI Approach



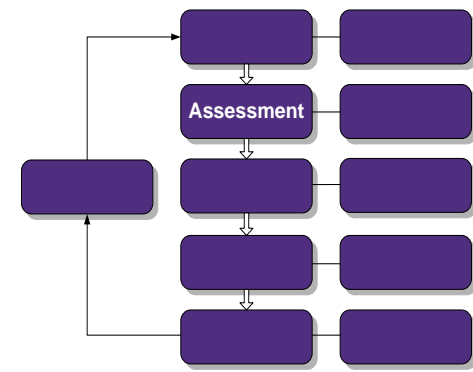
# The Assessment

- If you know what your vision is and you know ITIL why do you need an assessment?
- Why not just get on and implement?
- If I drop you in the jungle with a map and a compass, and tell you your destination, would that be sufficient?

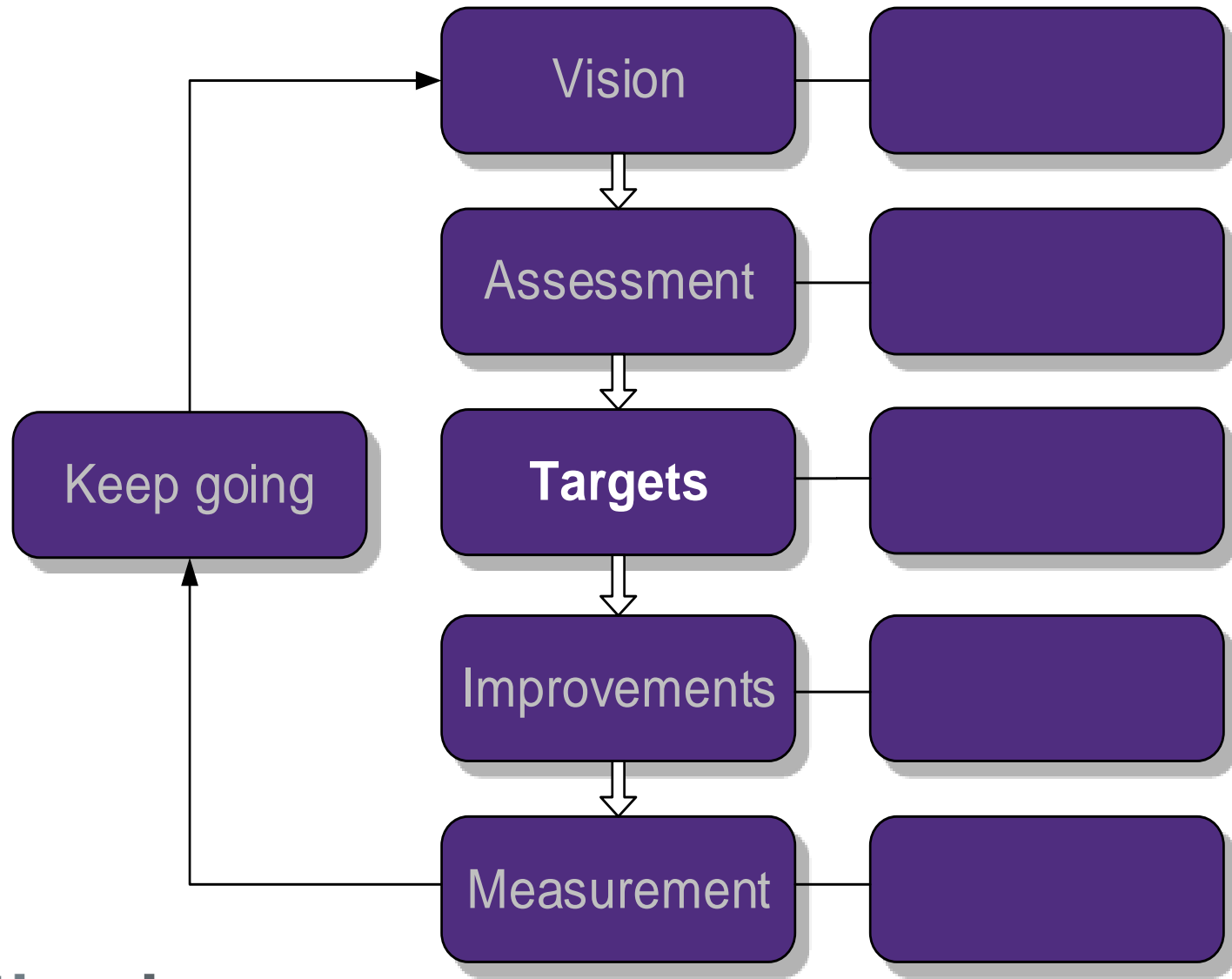


# Assessment Planning

- What scope to assess?
  - Which processes, services, technology, sites, ...
- Assess end-to-end workflow, not process silos
- Do it yourself or independent?
  - Skills, independence, time, experience, ...
- What assessment criteria to use?
  - ITIL, ISO/IEC 20000, COBIT, CMMI-SVC ...
- What output to create?
  - Process maturity, gap analysis, KPIs, SLA achievements

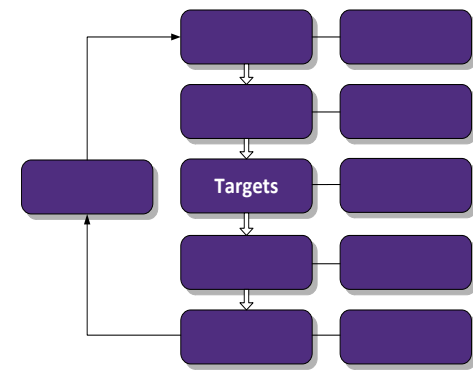


# The CSI Approach

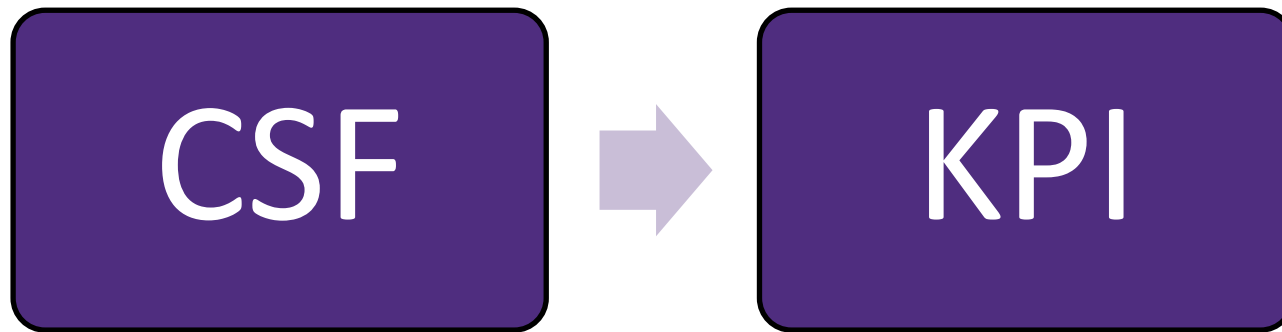


# Measurable Targets

- Process targets
  - CSFs, KPIs, Maturity
- Service targets
  - Based on SLAs
  - Based on value of customer outcomes
- Technology targets
  - To support the service targets
- All targets must be **SMART**
  - **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-based



## CSFs and KPIs

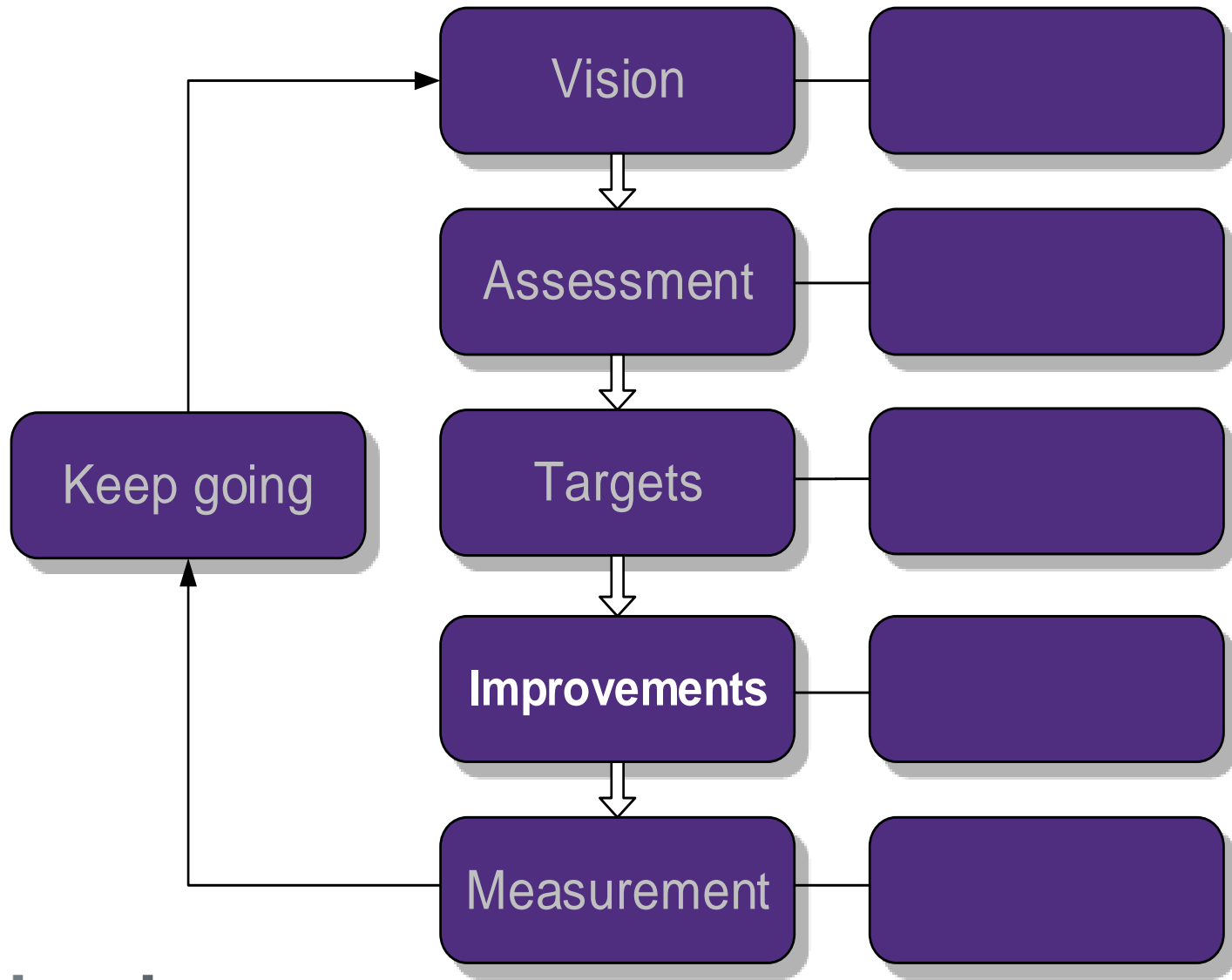


**CSF** Downtime of service xxx does not have a serious impact on customer's business process

**KPI** Maximum of 4 service outages in a year

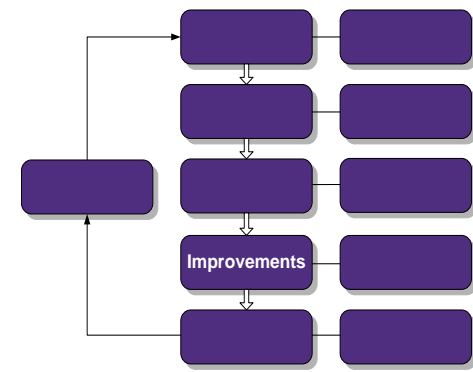
**KPI** Maximum downtime of 30 minutes for any service outage

# The CSI Approach



# Build on what you do well

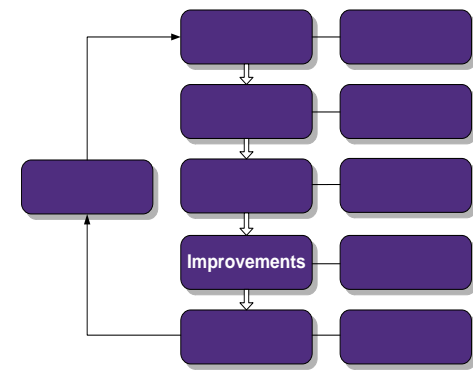
- Don't just look for gaps to address
- Use the assessment to find good things
  - Spread these good practices to other people, processes, teams, functions etc.
- Get the teams and people with good practice to show others how they work
- Consider how all the parts fit into a workflow, not just how they work in isolation





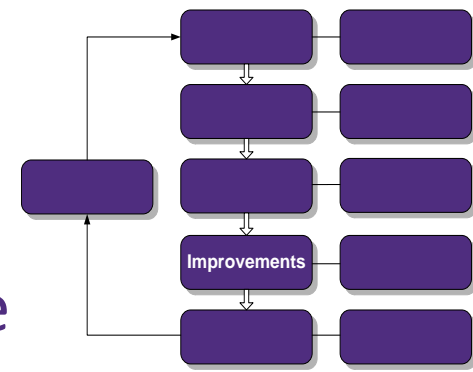
# Identify Improvement Opportunities

- From an ITSM assessment
- From customer suggestions and complaints
- Suggestions from IT staff
- From development staff and projects
- From risk registers
- From process reviews and KPIs
- From problem management
- Blame free post mortems



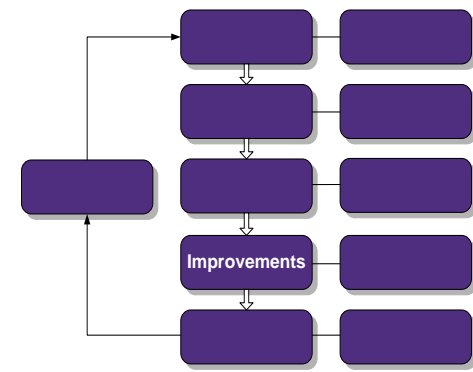
# Log all Opportunities in CSI Register

- Make improvement opportunities visible
- Consolidate and group related opportunities
  - To create potential projects
- Identify costs and resources for each project
  - Just need a very rough estimate at this stage
- Document benefits for each project
  - Include positive benefits as well as reduced risk/pain



# Prioritise Potential Improvements

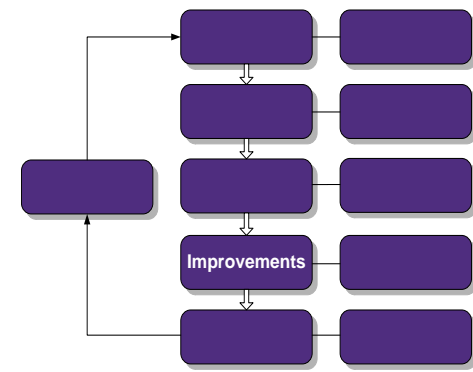
- Based on
  - Alignment with vision
  - Customer expectations
  - pain, risk reduction, cost, resources
- Sort and select improvements
  - Limit WIP
  - It's better to fix a small number of things than to take on more than you can manage



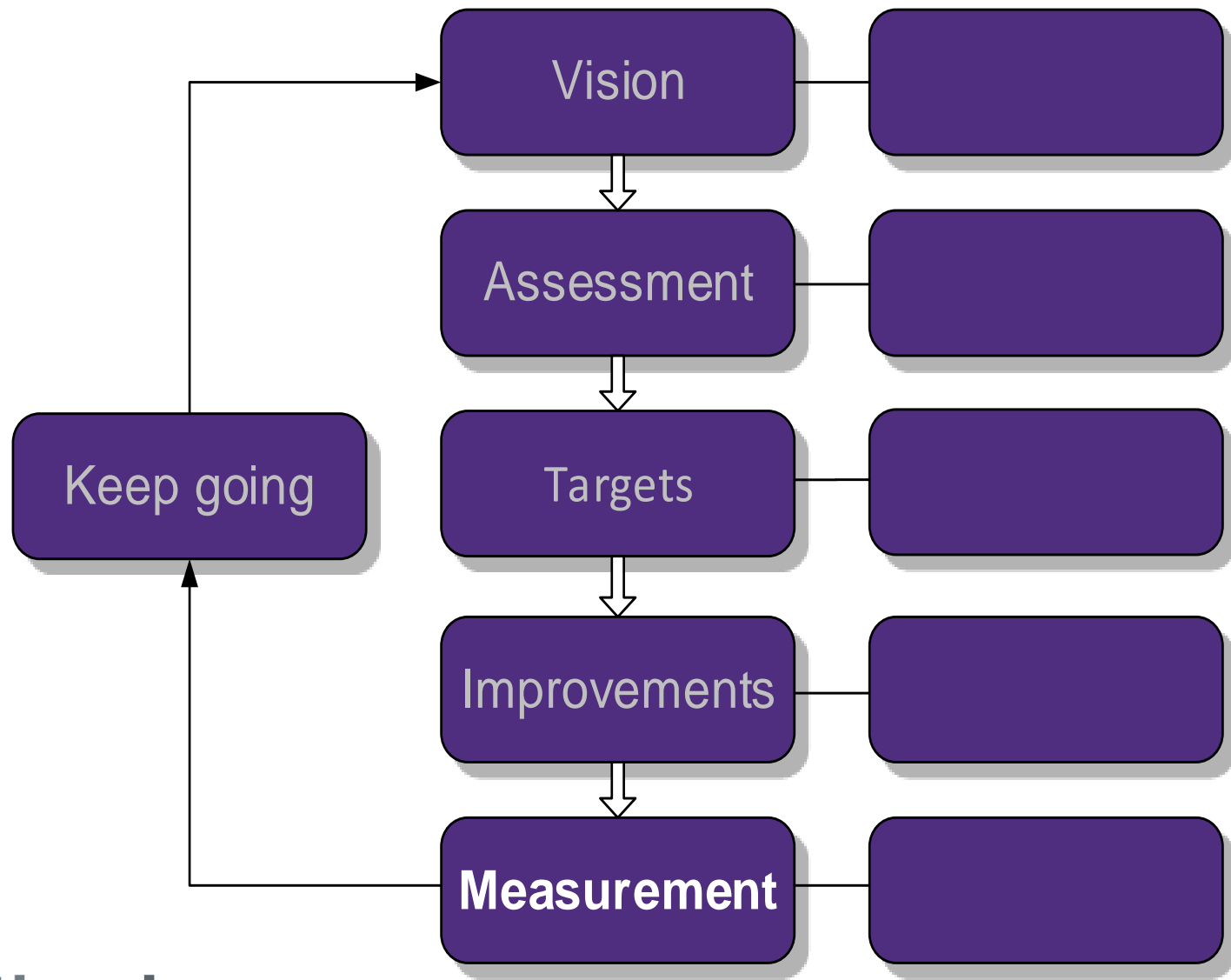
Any improvements made anywhere  
besides the bottleneck are an illusion

# Plan and Manage Improvements

- Plan in sprints
  - Each sprint should deliver incremental value
- Allocate owners for sprints
  - Only for the improvements you have selected
- Each sprint should make a difference
  - Think about how you can measure this
- Consider using agile definition of done

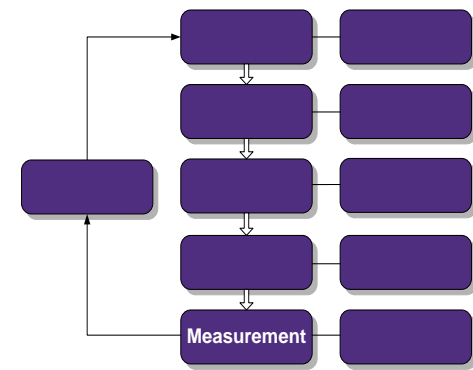


# The CSI Approach

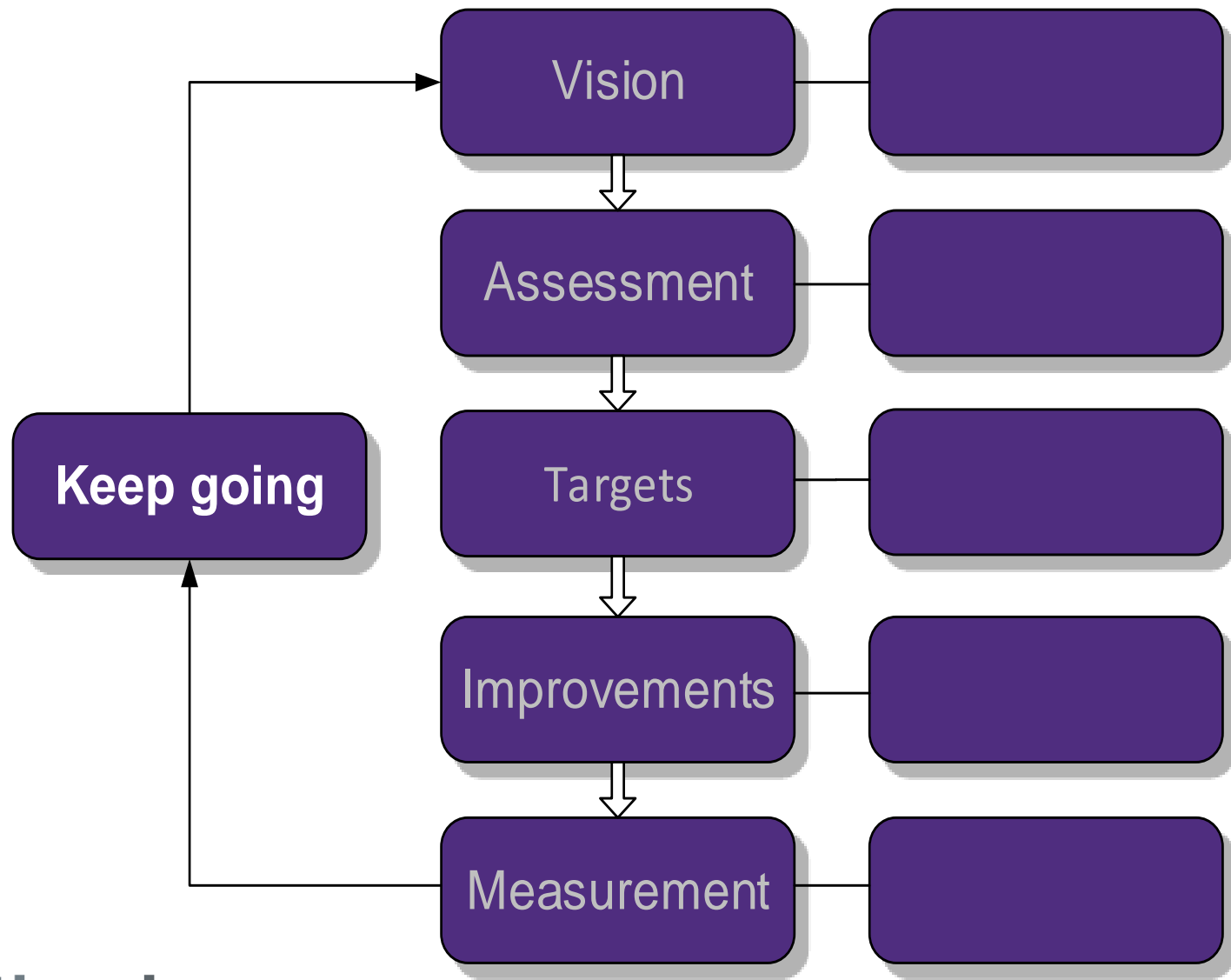


# Monitor and Manage the Plans

- Regular progress meetings
  - Daily stand-ups for each sprint
  - At least monthly for overall CSI plan
- Update CSI register to track progress
  - Keep things visible
- Monitor KPIs and CSFs
  - For processes, services and technology
- Use retrospectives to improve CSI

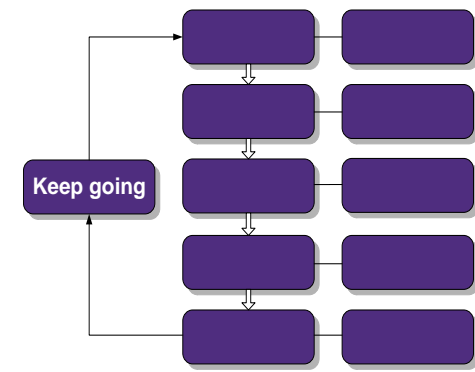


# The CSI Approach



# Keep Looking for New Issues

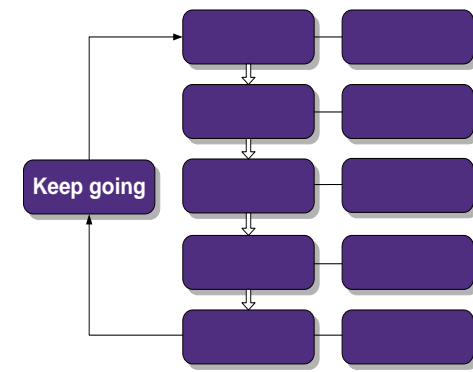
- Customer review meetings
- IT staff suggestions
- Process reviews and retrospectives
- KPI monitoring (process, service, technology)
- Regular assessments and benchmarking
- Supplier reviews
- Problem management





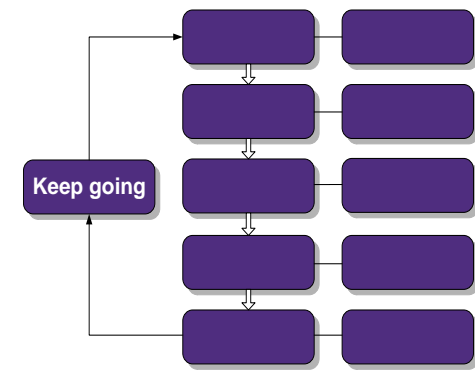
# Monitor and Report

- Make improvements visible
  - To customers and users
  - To IT staff
- Ensure suppliers are fully engaged
  - You must manage the entire value network
- Relate service improvements to business outcomes
  - To justify future investments
- Keep re-prioritising outstanding opportunities

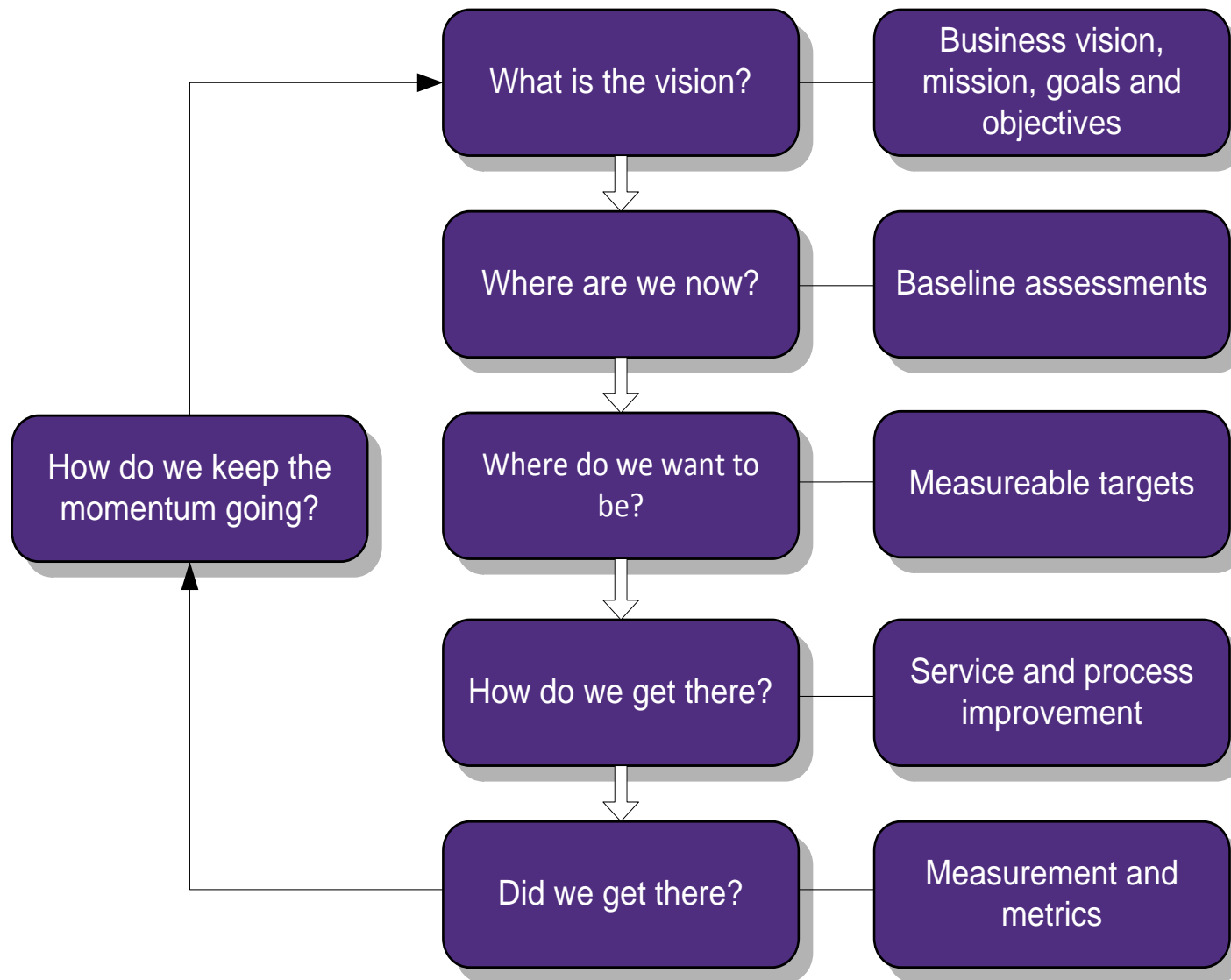


# What can go Wrong?

- Complacency
  - The biggest enemy of continual improvement
- Lack of sponsorship
- Blame culture
- Lack of risk management
- Too much time spent fire-fighting
  - No commitment from people you need to engage
- Wrong metrics



# The CSI Approach



# Thank you

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