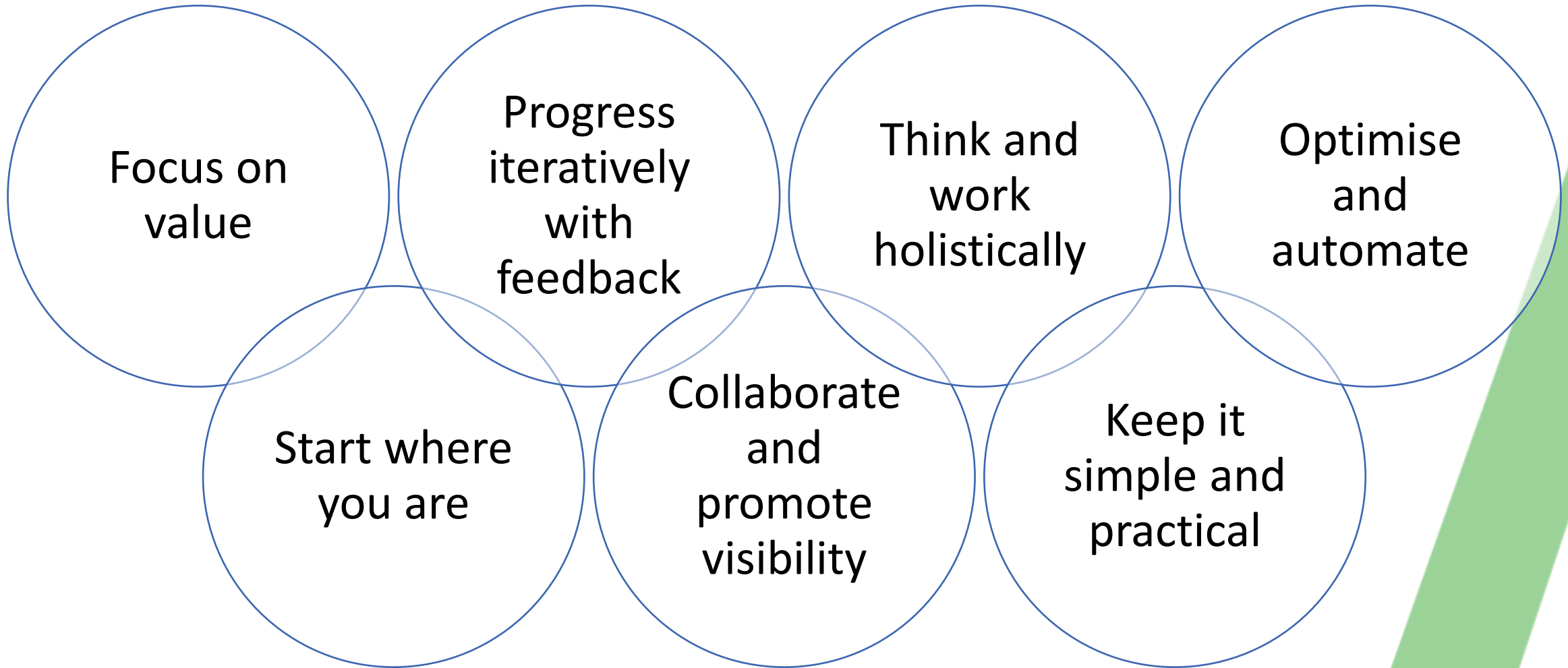


Guiding principles

- A guiding principle is a recommendation that guides an organisation in all circumstances regardless of changes in its goals, strategies, type of work, or management structure.
- A guiding principle is universal and enduring
- The guiding principles define the core message of ITIL and service management at all levels
- As well as being aware of the ITIL guiding principles, it is important to recognize that they interact and depend on each other
- Organisations should not use one or two, but consider the relevance of each and how they work together

Seven Guiding Principles



Focus on value

Who is the service consumer?

- Everything that an organisation does should link back, directly or indirectly, to value for itself, its customers, or other stakeholders
- This principle is focused mostly on the creation of value for consumers, however, a service also contributes to value for the organisation and other stakeholders
- This value may come in various forms, such as revenue, customer loyalty, lower cost, or growth opportunities
- When focusing on value, the first step is to know who is being served
- In each situation, the service provider must determine who the consumer is and who the key stakeholders are

Focus on value

The consumer perspective of value

- The service provider must understand what is truly of value to the service consumer. For that purpose, the service provider needs to know:
 - Why the consumer uses the service?
 - What the services help the consumer to do?
 - How the services help the consumer to achieve their goals?
 - What are the cost/ financial consequences and risks to the consumers?
- Value comes in many different forms. Value to the consumer:
 - Is defined by their own needs
 - Is achieved through the support of intended outcomes and optimisation of costs and risks
 - What a consumer values will changes over time.

Focus on value

The customer experience

- An important element of value is the experience that the consumers have when they interact with a service or service provider, this is frequently called customer experience (CX) or user experience (UX)
- CX can be defined as the entirety of the interactions a customer has with an organisation and its products
- This experience can determine how a customer feels about an organisation
- CX can be both objective and subjective

Focus on value

To apply this principle successfully, consider:

- Know how consumers use each service.
- Understand their expected outcomes, how the service contributes to these, how the consumer perceives the service provider and collect feedback on value on an ongoing basis
- Encourage a focus on value among all staff
- Teach staff to be aware of who their customers are and to understand CX
- Focus on value during normal operational activity as well as improvement initiatives
- The organisation as a whole contributes to the value a customer perceives, so everyone in an organisation must maximize the value they create
- Include focus on value in every step of improvement initiatives
- Everyone involved in an improvement initiative needs to understand what outcomes the initiative is trying to facilitate, how the value will be measured and how they contribute to the co-creation of value

Start Where You Are

- In the process of eliminating old, unsuccessful methods or services, there can be a great temptation to remove what has been done in the past and build something completely new
- This is rarely necessary, or a wise decision
- This approach can be extremely wasteful, not only in time but also in loss of existing services, people, processes that have significant value
- Do not start over without first considering what is already available to be leveraged

Start Where You Are

Assess where you are:

- Services and methods already in place should be measured to understand their current state and what can be re-used
- Sometimes there can be a disparity between what is reported and what is reality. Getting data from source helps to avoid assumptions

The role of measurement

- The use of measurement is important to this principle, however, it should always be backed up with analysis
- When a measure becomes a target, it ceases to be a good measure, Goodhart's Law.

Start Where You Are

To apply this principle successfully consider:

- Look at what exists as objectively as possible, using the customer or the desired outcome as the starting point. Are the elements of the current state fit for purpose and fit for use? There are any elements of the current state that can be used in the future state
- When examples of successful practices or services are found in the current state, determine if and how they may be used or expanded upon to achieve the desired state

Start Where You Are

To apply this principle successfully consider:

- Apply your risk management skills. There are risks associated with re-using practices or processes. There are also risks associated with putting something new in place
- Recognize that sometimes nothing from the current state can be re-used regardless of how desirable it may be. Sometimes, the only way to achieve the desired state is to start again

Progress Iteratively with Feedback

- Resist the temptation to do everything at once. Even huge initiatives must be accomplished iteratively. By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus and effort will be sharper and easier to maintain
- A major improvement initiative or programme may be organized into several significant improvement initiatives, which in-turn, comprise smaller improvement efforts
- Each iteration should be continually re-evaluated and potentially revised to reflect any changes to ensure focus on value is not lost.

Progress Iteratively with Feedback

The role of feedback

- No improvement initiative works in a vacuum. While the iteration is in progress, circumstances may arise and priorities change, and the iteration may need to be altered, or even terminated
- Seeking feedback, before, during, or even after an iteration will ensure that actions are focused and appropriate

Iteration and feedback together

- Working in a timeboxed, iterative manner with feedback loops embedded into the process allows for
- Greater flexibility
- Faster responses to changing customer needs
- Discover and respond to failure
- An overall improvement in quality.

Progress Iteratively with Feedback

To apply this principle successfully, consider:

- Comprehend the whole, but do something. Sometimes the greatest enemy to progress iteratively is the desire to understand everything
- The ecosystem is constantly changing, so feedback is essential. It is important to seek feedback at all times and at all levels
- Fast does not mean incomplete. Just because an iteration is small does not mean that should not include all the elements needed for success. Any iteration should be produced in line with the concept of minimum viable product (MVP).

Collaborate and Promote Visibility

- When initiatives involve the right people at the right levels, efforts benefit from better buy-in, more relevance (because better information is available for better decision-making) and increased likelihood of increased success
- Creative solutions, enthusiastic contributions, and important perspectives can be obtained from unexpected sources
- Cooperation and collaboration are better than working in isolation (silos)
- Collaboration is a driving factor behind DevOps.

Collaborate and Promote Visibility

Whom to collaborate with

- Identifying all stakeholders groups that an organisation deals with is important
- A stakeholder is anyone who has a vested interest in the activities of the organisation itself

Communication for improvement

- The contribution of each stakeholder group to improvement should be understood
- It is important to define the most effective methods to engage with them.

Collaborate and Promote Visibility

Increasing urgency through visibility

- When stakeholders have poor visibility of the workload and progression of work, there is a risk of creating the impression that the work is not a priority
- Insufficient visibility of work leads to poor decision-making. To avoid this organisations needs to perform critical analysis activities such as:
 - Understanding the flow of the work in progress (WIP)
 - Identifying bottlenecks, as well as excess capacity
 - Uncovering waste

Collaborate and Promote Visibility

To apply this principle successfully consider:

- Collaboration does not mean consensus. It is not necessary, or not even wise, to get consensus from everyone involved in an initiative before proceeding
- Communicate in a way that the audience can hear. In an attempt to bring different stakeholders into the loop, many organisations use very traditional methods of communication. Selecting the right method of communications is critical to success

Collaborate and Promote Visibility

To apply this principle successfully consider:

- Decisions can only be made on visible data. Making decisions in the absence of data is risky
- Decisions should be made about what data is needed and what work needs to be made visible

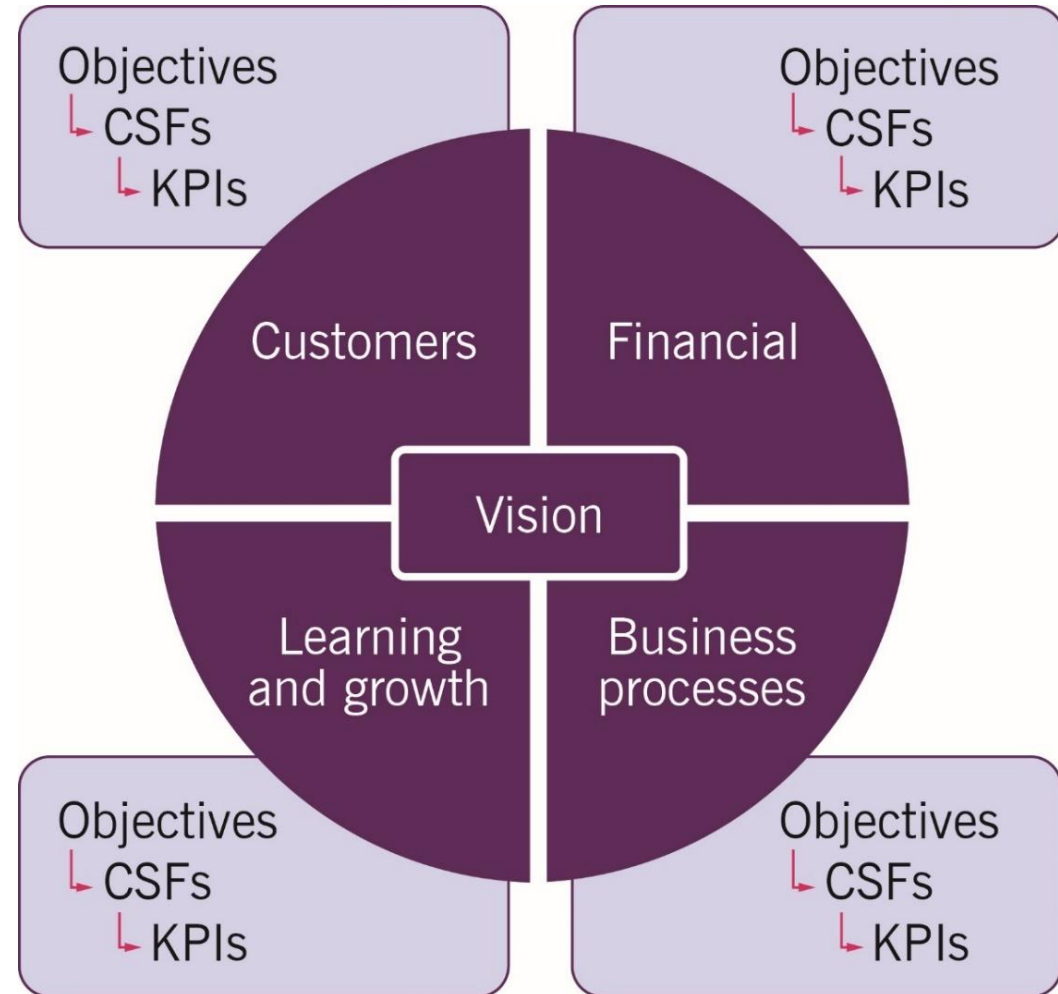
Think and work holistically

- No service, practice, process, department or supplier stands alone
- The outputs that an organisation delivers to itself, its customers, and other stakeholders will suffer unless it works in an integrated way to handle its activities as a whole, rather than as separate parts
- All the organisations activities should be focused on the delivery of value
- Taking an holistic approach to service management includes an understanding of how the parts of an organisation work together

Think and work holistically

When measuring systems a Balanced Scorecard will help to get an holistic view:

- Each segment considers a different perspective
- Each segment contributes to the organization's vision and therefore to value



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Think and Work Holistically

To apply this principle successfully consider:

- Recognise the complexity of the whole system. Different levels of complexity require different heuristics (methods) for decision-making. Applying methods and rules designed for simple systems can be harmful in a complex system
- Collaboration is key to working and thinking holistically. If the right mechanisms are in place for stakeholders to collaborate, it will be possible to address any issue holistically

Think and Work Holistically

To apply this principle successfully consider:

- Where possible, look for patterns in the needs of and interactions between system elements. Draw on knowledge in each area to identify what is essential for success
- Automation can facilitate working holistically
- Automation can support visibility and integration.



Keep It Simple and Practical

- Always use the minimum number of steps to accomplish an objective
- Outcome-based thinking should be used to produce practical solutions that deliver valuable outcomes
- If a process, service or action or metric fails to provide value or produce a useful outcome, then eliminate it
- Although this principle seems obvious, it is frequently ignored, resulting in overly complex methods of work that rarely maximize outcomes or minimize cost

Keep It Simple and Practical

Judging what to keep

- When analysing a practice, process, service, metric, or other improvement target, always ask whether it contributes to value creation
- When designing or improving service management, it is better to start with an uncomplicated approach and then carefully add controls, activities, or metrics when it is seen that they are truly needed

Conflicting objectives

- When designing, managing or operating practices, be mindful of conflicting objectives. Policies should always align

Keep It Simple and Practical

To apply this principle successfully consider:

- Ensure value. Every activity should contribute to value creation
- Simplicity is the ultimate sophistication. It may seem harder to simplify, but it is often more effective
- Do fewer things, but do them better. Minimize activities to include only those with value to stakeholders
- Respect the time of people involved. A process that is overly complicated is a poor use of the time of those people involved
- Make it easier to understand, thus more likely to be adopted
- Simplicity is the best route to achieving quick-wins. Whether in a project, or improving daily operations activities, quick-wins allow organisations to demonstrate progress

Optimise and Automate

- Organisations must maximize the value of the work carried out by their human and technical resources
- The four dimensions model provides an holistic view of the various constraints, resource types, and other areas that should be considered when designing, managing, or operating an organisation
- Technology can help organisations to scale up or take on frequent and repetitive tasks
- Technology should not always be relied upon without the capability of human intervention, as automation for automation sake can increase costs, and reduce organisational robustness and resilience.

Optimise and Automate

- Optimisation means to make something as effective and useful as it needs to be
- Before an activity can be effectively automated, it should be optimised

Road to optimisation

- There are many ways in which practices and services can be optimised
- Continual improvement and measurement and reporting practices are essential to this effort

Optimise and Automate

Using automation

- Automation typically refers to the use of technology to perform a step or series of steps correctly and consistently with limited or no human intervention
- Automation can also mean the standardization and streamlining of manual tasks
- Opportunities for automation can be found across the entire organisation
- Looking for opportunities to automate standard and repeatable tasks can help save organisations costs, human error, and improve employee experience

Optimise and Automate

To apply this principle successfully consider:

- Simplify and/or optimise before automation. Attempting to automate something that is complex will not be likely to achieve the desired result
- Define your metrics. The intended and actual result of the optimisation should be evaluated using an appropriate set of metrics
- Use the other guiding principles when applying this one. All other guiding principles apply to this principle.

Interaction Between Principles

- As well as being aware of the ITIL guiding principles, it is also important to recognize that they interact with each other
- Organisations should not use one or two of the principles, but consider the relevance of each of them and how they apply together
- Not all principles will be critical in every situation, but they should be reviewed on each occasion to determine how appropriate there are.

