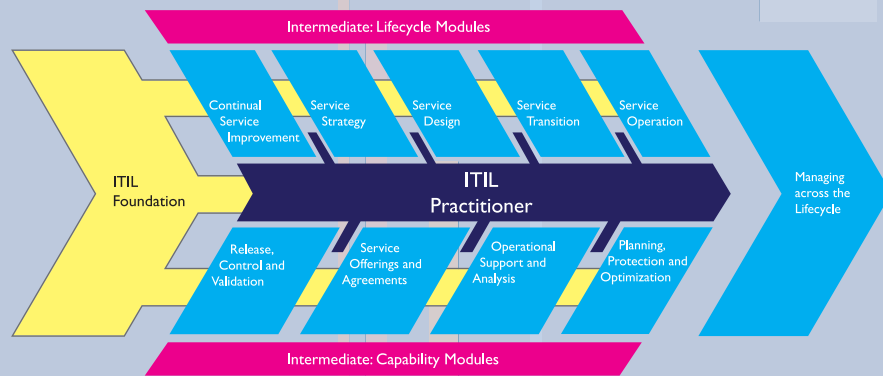


ITIL® Practitioner

Courseware

- Continual Service Improvement
- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Planning, Protection and Optimization
- Operational Support and Analysis
- Service Offerings and Agreements
- Release, Control and Validation
- ITIL Practitioner
- Managing, Protection and Optimization



Colofon

Title: ITIL® Practitioner Courseware

Author: Pelle Rástock

Publisher: Van Haren Publishing, Zaltbommel

ISBN Hard copy: 978 94 018 0156 0

Edition: First edition, first impression, March 2017

Design & layout: Van Haren Publishing, Zaltbommel

Copyright: © Van Haren Publishing 2017

For any futhure equiries about Van Haren Publishing, please send an email to: info@vanharen.net

This material is based on AXELOS ITIL® material. Material is reproduced under licence from AXELOS

All rights reserved. No part of this publication may be reproduced in any form by print, photo print, microfilm or any other means without written permission by the publisher.

Although this publication has been composed with much care, neither author, nor editor, nor publisher can accept any liability for damage caused by possible errors and/or incompleteness in this publication.

Material in this document has been sourced from ITIL® Service Operation 2011 edition. No part of this document may be reproduced in any form without the written permission of both Van Haren Publishing and AXELOS Limited. Permission can be requested at info@vanharen.net and licensing@AXELOS.com.

Index

INTRODUCTION	7
ORGANIZATIONAL CHANGE MANAGEMENT	17
CSI APPROACH	23
WORKSHOP 1	27
STEP 1 – WHAT IS THE VISION?	31
WORKSHOP 2	39
STEP 2 – WHERE ARE WE NOW?	47
WORKSHOP 3	55
METRICS AND MEASUREMENT	59
WORKSHOP 4	71
STEP 3 – WHERE DO WE WANT TO BE?	77
WORKSHOP 5	91
COMMUNICATION	97
STEP 4 – HOW DO WE GET THERE?	107
WORKSHOP 6	115
STEP 5 – DID WE GET THERE?	121
STEP 6 – HOW DO WE KEEP MOMENTUM GOING?	125
WORKSHOP 7	131
GUIDING PRINCIPLES	135
WORKSHOP 8	145
SAMPLE PAPER 1 SCENARIO BOOKLET	151
SAMPLE PAPER 1 QUESTION BOOKLET	157
SAMPLE PAPER 1 RATIONALES	179
SAMPLE PAPER 2 SCENARIO BOOKLET	224
SAMPLE PAPER 2 QUESTION BOOKLET	230
SAMPLE PAPER 2 RATIONALES	250

Welcome to ITIL® Practitioner

ITIL® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.

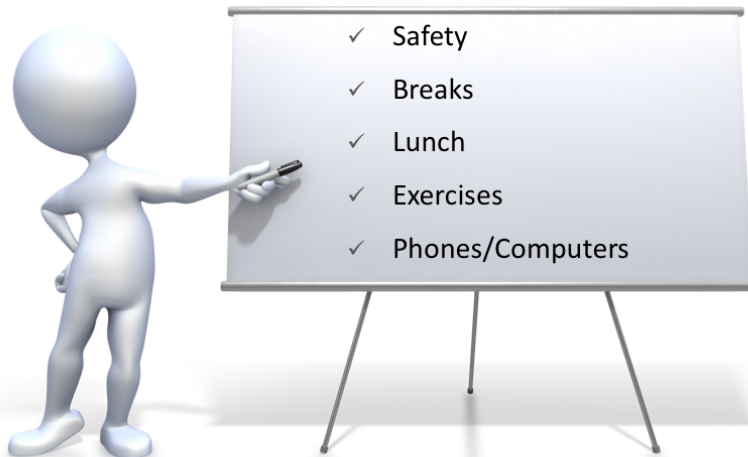
The Swirl logo™ is a trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

1

Our coming days



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

2

3

Course schedule

Day 1	Day 2
<p>09:00 Course Introduction</p> <ul style="list-style-type: none"> • Understanding Service • Organizational change management • CSI Approach (Workshop) <p>11:30 Lunch</p> <ul style="list-style-type: none"> • What is the vision? (Workshop) • Where are we now? (Workshop) • Metrics and measurements • CFS and KPI (Workshop) <p>17:00 End day 1</p>	<p>09:00 Recap day 1</p> <ul style="list-style-type: none"> • Where do we want to be? (Workshop) <p>11:30 Lunch</p> <ul style="list-style-type: none"> • Why good communication is important • How do we get there? (Workshop) • Did we get there? (Workshop) • How do we keep momentum going? (Workshop) • Guiding principles (Workshop) • Summary and Exam Prep <p>17:00 End day 2</p>

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

6

Learning outcomes

- ✓ Be able to use IT Service Management concepts that are important drivers of continual service improvement
- ✓ Be able to apply the ITSM guiding principles in a real world context
- ✓ Be able to apply the CSI approach to manage improvements in a given organizational context
- ✓ Be able to use metrics and measurement to enable continual service improvement
- ✓ Be able to communicate effectively to enable continual service improvement
- ✓ Be able to apply organizational change management to support continual service improvement

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

7

The examination

- ✓ Open book
- ✓ 40 questions
- ✓ 1 hour and 45 minutes (+15 minutes if English is not your native language)
- ✓ Only one answer is correct
- ✓ Pass: 28/40

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

8

Passing the examination

- ✓ During the course
 - Pay attention
 - Ask questions if things aren't clear
 - Be active during the exercises
- ✓ At home
 - Study the presentation material
 - Study the book
 - Do the sample exam



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

9

Introduction



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

11

Introduction

ITIL best practices

ITIL best practices is based upon the practical experience of organizations from around the world.

Anyone who adopts ITIL will benefit from many years of hard-earned knowledge.

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

12

Ref. PG 1

ITIL, as with any framework, methodology, body of knowledge or philosophy, is only as valuable as the results it helps to achieve. How the practices are applied is critical. It is necessary at all times to remember what is to be accomplished and why it needs to be accomplished. Following book examples or practices blindly, without considering their appropriateness to the situation, is a certain way to fail. ITIL is not an instruction manual.

How does a service provider ensure the organization has clearly defined roles and responsibilities, efficiently operated processes and a shared focus on providing services to customers? The answer is that they adopt a service management approach and adapt the guidance provided in the ITIL publications to the specific needs and circumstances of their organization. Success requires the application of critical judgement on all occasions

Adopt and adapt

Adopt: Commit to adopting a service-oriented, customer focused culture.

Adapt: Strive to understand ITIL best practices, to understand why they are recommended.

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

13

Ref. PG 1.1

So, when using ITIL:

Adopt Commit to adopting a service-oriented, customer-focused culture. Success in service management is based on a genuine commitment to this change. Evidence of such commitment can be seen, not in the way the people in an organization talk, but rather in the way in which they behave and in how those behaviors are incentivized.

Adapt Strive to understand ITIL best practices, to understand why they are recommended, and then to apply critical thought to adapting those best practices to the organization's circumstances, needs, goals and objectives.

In the process of adopting and adapting, it is essential to remember that ITIL guidance is based on practices that have worked for a significant number of organizations around the world. That is why they have become recognized as best practices. But every organization is different. The needs of the organization should be the deciding factor in how the best practices are applied.

It is essential to start by fully understanding the practices that ITIL recommends and why they are recommended. After all, the reason that best practices can help organizations go further towards service excellence and to go there faster than they might have gone without them is because the organizations are benefiting from the trial and error of a large number of others in similar circumstances. If organizations do not understand the recommended practices well enough, then they cannot determine what can be effectively used in their own organization versus what needs to be either significantly modified or even ignored. Once the ITIL guidance has been understood at a critical level, it is possible to successfully assess its value to a particular organization in the context of its vision, goals, objectives, circumstances and constraints. In this way, the most practical and appropriate approach can be defined and adopted, and real value can be delivered to customers and captured by the service provider

Service

A service is a means of delivering value to customers by facilitating outcomes that customers want to achieve without the ownership of specific costs and risks.



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

14

Ref. PG 1.2.2

A service is about allowing a customer to get, do or have something that they want, without the customer needing to own and manage the individual elements necessary to obtain what they desire. Achieving their desired outcomes should be easy for the customer. Making it easy for the customer is the mission of the service provider.

Customer

- ✓ In each situation, the service provider must determine who the customer is. Who receives value from the service being delivered
- ✓ Understanding the value network is important to working out who is receiving value in a specific situation. E.g. Customer to a service vs customer to a process



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

15

Ref. PG 1.2.2

In each situation, the service provider must determine who the customer is. Who receives value from the service being delivered? Depending on the nature of the service provider, there may be customers at multiple levels.

Let us begin by looking at this from the perspective of an internal IT department as IT service provider to an organization of which they are a part. Ultimately, the customers of the business itself are the ones who must receive value. The business does not receive revenue or other benefit from their customers unless those customers receive value from the business.

In this internal service provider model, from the perspective of the IT department, some IT services may be utilized directly by external customers, making it easy to identify the contribution of these services to value creation for the external customer. But many IT services directly benefit only internal IT customers, in which case, the contribution of these services to value creation for external customers may be more difficult to trace. Understanding the value network is important to working out who is receiving value in this situation.

Value

- ✓ ITSM professionals must consider how the work will either directly or indirectly support the delivery of value to the customers
- ✓ By understanding the manner in which an ITSM adoption action will deliver value to the business or customer, practitioners gain the ability to focus their efforts more appropriately



Definition: Value -The benefits delivered in proportion to the resources put into acquiring them. The value of a service comes from what it enables someone to do. Services contribute value to an organization only when their value is perceived to be higher than the cost of obtaining the service.

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

16

Ref. PG 1.2.3

In the definition of value, the ‘someone’ referred to is the customer. Putting this together leads us to the following three questions when considering the value of a service:

- What service will be provided to the customer?
- What will the customer be able to achieve through the use of the service?
- How much will the service cost the customer?

For planning purposes, the questions are posed in the future tense – will be. For historical analysis purposes, the questions should be posed in the past tense – were, did. Because services must deliver value to customers, only the customer can decide whether or not they receive value from a service.

Output vs Outcome

- ✓ An **output** is a specialist product (the tangible or intangible artefact) that is produced, constructed or created as a result of a planned activity and handed over to a user(s)
- ✓ An **outcome** is the result of carrying out an activity, following a process, or delivering an IT service etc. The term is used to refer to intended results as well as actual results
- ✓ If a service provider focuses on outputs only and either neglects or fails to understand the customer's desired outcomes, the service provided may not have delivered value to the customer



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

17

Ref. PG 1.2.4

Outcomes versus outputs

Outcomes are different from mere outputs. One output of a wedding organizing service may be completed contracts with wedding suppliers, but the outcome the customer expects is a wedding that fulfils the dreams of the bride and groom while staying within their budget and on schedule. A change management process may produce an output of reports or metrics, but those are not the outcomes desired by the customer. The customer expects sound change management to deliver to them the ability to benefit from appropriate changes while still experiencing stable services with minimal unplanned interruptions.

If a service provider focuses on outputs only and either neglects or fails to understand the customer's desired outcomes, the service provided may not have delivered value to the customer.

Cost

In the context of the definition of a service, cost comes into play in two key ways:

- ✓ Overall price The customer wants to know how much it will cost them to achieve the outcomes they desire (and they are willing to pay for)
- ✓ Individual costs The materials, time, work, etc. necessary to deliver the service – and therefore the outcomes – are not free; there is a cost to each

A service makes things easier for the customer



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

18

Ref. PG 1.2.5

If the customer had to do all the work associated with achieving their desired outcomes by themselves, without the assistance of a service provider, they would need to concern themselves with each of the individual costs. The customer would have to investigate all the possibilities and cost them out, create and maintain relationships with the providers of the required service components, obtain the components at the right price, and so forth. That is a great deal of work. And because the customer may not have expertise in many of the individual areas involved, the process may result in many costly mistakes.

Risk

- ✓ The customer wants to have confidence that, if they pay the price the service provider is asking for the service, the customer will actually achieve the promised outcomes
- ✓ When in doubt, the service provider must work with the customer to provide clear information about choices and to understand which risks the customer is willing to accept and which ones they are not



A service makes things easier for the customer

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

19

Ref. PG 1.2.6

As with costs, if the customer did not engage a service provider, the customer would have to take direct responsibility for all the individual risks associated with achieving their outcomes. What if one of the suppliers does not deliver on time? What if the first build does not work? What if the user interface is too difficult to use? What if the real costs are significantly higher than the amount budgeted for?

Once again, in a service provider/customer relationship, the service provider takes over the responsibilities for the risks at the detailed level, leaving primarily the broad scope risks for the customer. The service provider makes it their business to manage the detailed level of risk on behalf of the customer, based on what matters most to that customer. The customer contributes to the reduction of risk through activities such as:

- actively participating in the definition of requirements and the clarification of required outcomes
- clearly communicating to the service provider the critical success factors (CSFs) and constraints the customer believes apply to the activity/service
- ensuring the service provider has access to the appropriate customer staff to maintain alignment throughout the initiative and ongoing service delivery.

Organizational change management



Whether the improvement is being driven via change management, project management, program management or any other approach, OCM is not to be seen as an additional framework. It is an integral part of each of those approaches and it underpins every improvement initiative.

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

21

Organizational change management

Organizational change management

- ✓ Organizational change management (OCM) is concerned with the people side of change
- ✓ Improvements invariably require people to change the way they work, to change behavior and sometimes to change role
- ✓ The aim of OCM is to win the hearts and minds of each individual affected by the change

When people understand the purpose of the change, how it will affect them and their job, and when they believe in the importance and benefits of the change, then improvement initiatives are far more likely to succeed.



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

22

Ref. PG 6.0

Organizational change management (OCM) is concerned with the people side of change. It is a structured approach that ensures improvements are implemented smoothly and successfully for lasting benefit.

Improvements invariably require people to change the way they work, to change behavior and sometimes to change role. Whatever is being changed in relation to IT service management (ITSM) process improvement, technology change, new service introduction, service improvement etc., it involves people. Regardless of the scope, size or nature of the improvement initiative, there will be an impact on people. It may not be a huge impact but some change in people's behavior will be required.

When people understand the purpose of the change, how it will affect them and their job, and when they believe in the importance and benefits of the change, then improvement initiatives are far more likely to succeed.

The aim of OCM is to win the hearts and minds of each individual affected by the change in order to reduce or remove resistance and ensure the change is implemented and sustained successfully. In the process, individuals, teams and organizations are transitioned from their current state to a desired future state where the change has been made and is working as planned.

OCM applies to both IT and non-IT changes, of all manners, shapes and sizes. Even initiatives not run as formal projects due to their size and nature will require OCM capabilities.

Accountability for OCM cannot be transferred to an external supplier. Someone within the organization itself is accountable for OCM, even if responsibility for the execution of OCM activities is delegated

Successful improvement

- ✓ Clear and relevant objectives
- ✓ Strong and committed leadership
- ✓ Willing participants
- ✓ Prepared participants
- ✓ Sustained improvement



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

23

Ref. PG 6.1

For successful improvement, OCM needs to ensure that the following are present:

- **Clear and relevant objectives.** In order to gain maximum support, an improvement will require clear and relevant objectives which make sense in the context of the organization into which the improvement is being introduced. These objectives should be regularly communicated and should be based on what the customer determines is of value, not what the service provider believes is of value.
- **Strong and committed leadership.** It is critical that the improvement has the active support of sponsors and day-to-day leaders within the organization. A sponsor is a manager or business leader required to advocate for, and who can authorize, the change. Each leader should be identified and their roles and responsibilities clearly communicated to the stakeholders of the improvement initiative, which can be managed through the creation of a sponsor roadmap.
- **Willing participants.** The improvement needs participants who are willing to make the required change. Not everyone will be on board with the change and may resist it for a variety of reasons. OCM allows for the resistance to be brought to the fore and overcome using a resistance management plan.
- **Prepared participants.** The improvement may require changes in people's working practices and/or the tools they use to do their jobs. People are more willing to change if they feel they are suitably prepared. OCM uses a training plan to ensure that the impacted people have the right skills and knowledge to successfully make the change, and a communication plan to manage how participants are updated about the change.
- **Sustained improvement.** Many improvements fail because, after a while, people revert to old ways of working. OCM seeks to continually reinforce the value of the change through regular communication and the support of sponsors and leaders.

Impact of OCM

In adopting an ITSM approach to service provision, one or more of the following sources of resistance are likely to be encountered:

- ✓ No management commitment
- ✓ People saying yes, but meaning no
- ✓ People going back to old ways of working
- ✓ Process managers acting without the requisite authority
- ✓ Lack of visible sponsorship and support
- ✓ No continual improvement focus (lack of sustained momentum)
- ✓ Inability to establish a sense of urgency and a compelling need for change
- ✓ Improvements made without adequate engagement and communication
- ✓ Inability to demonstrate enough value to the business to elicit support
- ✓ Everything being of equally high priority

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

24

Ref. PG 6.4

Regardless of the size, scope and nature of an ITSM improvement initiative, its success is contingent on how OCM is approached. Resistance to change is normal; people become comfortable with the status quo. OCM is important in that it ensures everyone understands the need for change and, where resistance is encountered, manages it effectively.

Key activities for effective OCM

Activity	Helps to deliver
Create a sense of urgency	Clear and relevant objectives; willing participants
Stakeholder management	Strong and committed leadership
Sponsor management	Strong and committed leadership
Communication	Prepared participants; willing participants
Empowerment	Prepared participants
Resistance management	Willing participants
Reinforcement	Sustained improvement

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

25

Ref. PG 6.6

The key activities shown in the table, which build on John Kotter’s eight steps in Leading Change (Kotter, 1996), represent a distillation of the best practice with regards OCM approaches and experiences.

Depending on the size and nature of the improvement initiative, some activities may not be relevant. However, all improvement initiatives need a degree of OCM. At a minimum, an improvement initiative needs effective communication.

CSI approach

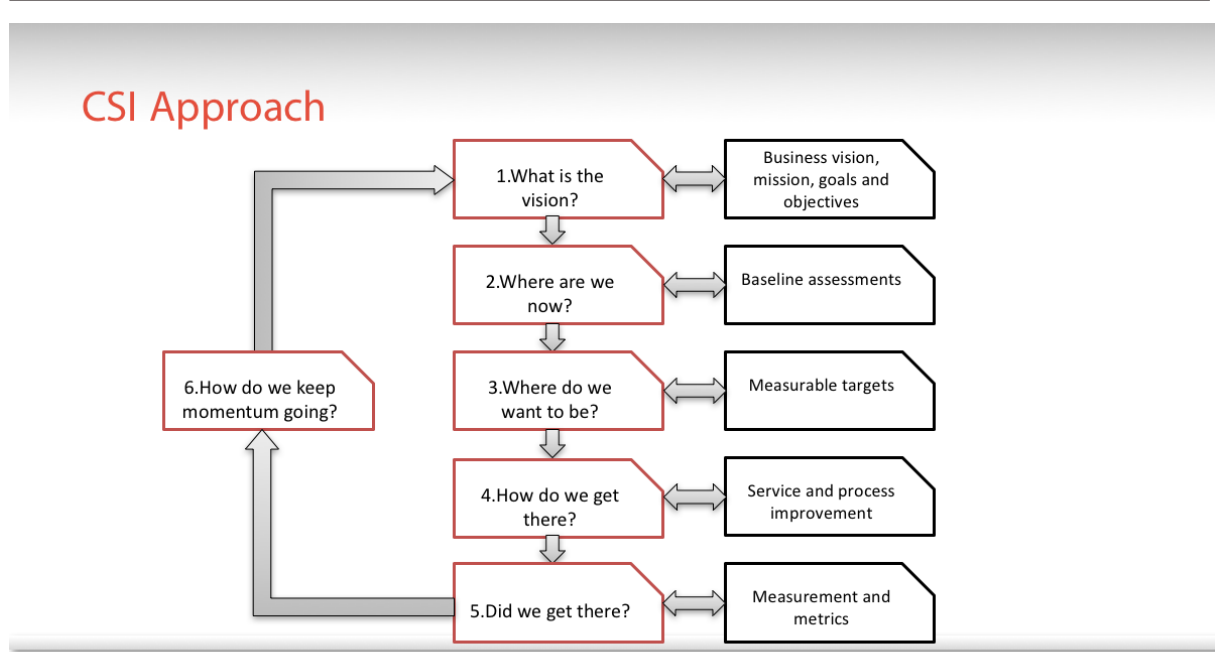
The CSI approach is an overarching technique that enables continual service improvement (CSI) for any service provider, and at any organizational level



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

27

CSI approach



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

Ref. PG 3.1

The CSI approach is an overarching technique that enables continual service improvement (CSI) for any service provider, and at any organizational level. The CSI approach increases the likelihood of success for IT service management (ITSM) initiatives, puts a strong focus on customer value, and ensures that an individual’s work can be more easily linked back to the organization’s vision and improvement initiatives. It also allows for timely adjustment of improvement activities by validating success and offering the opportunity to act on what is not working, adjusting plans and approach as needed.

The CSI approach can be applied to improvements at any level of the organization, from strategic, organization-wide initiatives to an individual’s day-to-day activities.

It supports an iterative way of working, dividing the work into manageable pieces and reaching the end goal step-by-step, removing the need to look at improvements solely as large – and frequently waterfall-based – initiatives or projects. The CSI approach can be used for any kind of improvement at every stage of the ITIL service lifecycle, with support from strong metrics, effective communication and well-executed organizational change management (OCM), and by applying the guiding principles

Because the CSI approach can be used for any level of improvement, it is important to remember what is motivating the improvement. No one initiates improvement activities when everything is working perfectly.

The exact focus of any progression through the steps of the CSI approach will be guided by the goals of the person or group using it and their role within the overall strategy of their organization and organizational unit.

CSI register

No.	Date raised	Size	Timescale	Description	Priority	KPI metric	Justification	Raised by	To be actioned by	Date required by

A CSI register is a database or structured document used to record and manage improvement opportunities throughout their lifecycle.

Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

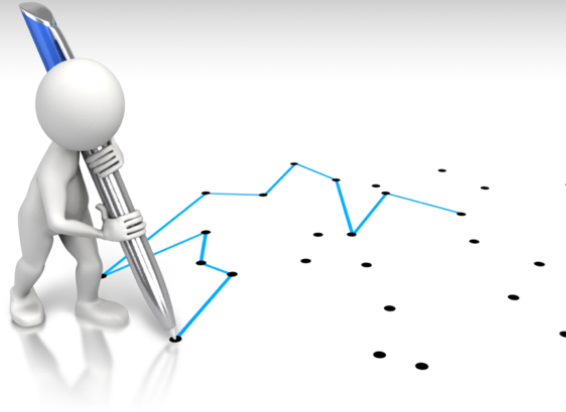
29

Ref. PG 3.1.2

Organizations identify opportunities for improvement in many different ways, at many different times and at many different levels. These opportunities can then be acted upon through the use of the CSI approach. To track and manage improvement ideas from identification through to final action, ITIL recommends the use of a document called a CSI register.

There can be more than one CSI register in the organization – multiple CSI registers can be maintained on individual, team, department, business unit and organization levels. It does not matter how exactly the information is structured or what the collections of improvement ideas are called in your organization. While the phrase ‘CSI register’ might be unfamiliar, the concept of capturing improvement ideas most likely is not. Action-item lists are a version of CSI registers. If anyone in the organization is not capturing their improvement ideas in some sort of CSI register, they should be encouraged to start.

WORKSHOP 1



Copyright © Van Haren Publishing and AXELOS Limited 2017.
This material is based on AXELOS ITIL® material. Material is reproduced under license from AXELOS. All rights reserved.

30

Workshop 1

Workshop 1

The beginning

Assignment

Read the scenario and compile all improvement opportunities that you can find in a CSI register.

You will not be able to fill in all fields in the CSI register at this time in the scenario

Resources

- Case scenario
- Toolkit CSI register
- ITIL practitioner guidance book 3.1.2

Expectations:

You (or your group) shall be able to present a completed CSI register for the scenario

