ITIL 4
Managing Professional (MP) Transition

Managing Professional (MP) Transition

ITIL Master					
ITIL Managing Professional (MP)				**ITIL Strategic Leader (SL)**	
ITIL Specialist	ITIL Specialist	ITIL Specialist	ITIL Strategist	ITIL Strategist	ITIL Leader
Create, Deliver & Support	Drive Stakeholder Value	High Velocity IT	Direct, Plan & Improve	Direct, Plan & Improve	Digital & IT Strategy
ITIL Foundation					

ITIL® 4 Managing Professional
Courseware

Colophon

Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

Other publications by Van Haren Publishing

Van Haren Publishing (VHP) specializes in titles on Best Practices, methods and standards within four domains:
- IT and IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

Van Haren Publishing is also publishing on behalf of leading organizations and companies: ASLBiSL Foundation, BRMI, CA, Centre Henri Tudor, Gaming Works, IACCM, IAOP, IFDC, Innovation Value Institute, IPMA-NL, ITSqc, NAF, KNVI, PMI-NL, PON, The Open Group, The SOX Institute.

Topics are (per domain):

IT and IT Management	Enterprise Architecture	Project Management
ABC of ICT	ArchiMate®	A4-Projectmanagement
ASL®	GEA®	DSDM/Atern
CATS CM®	Novius Architectuur	ICB / NCB
CMMI®	Methode	ISO 21500
COBIT®	TOGAF®	MINCE®
e-CF		M_o_R®
ISO/IEC 20000	**Business Management**	MSP®
ISO/IEC 27001/27002	*BABOK® Guide*	P3O®
ISPL	BiSL® and BiSL® Next	*PMBOK® Guide*
IT4IT®	BRMBOK™	Praxis®
IT-CMF™	BTF	PRINCE2®
IT Service CMM	EFQM	
ITIL®	eSCM	
MOF	IACCM	
MSF	ISA-95	
SABSA	ISO 9000/9001	
SAF	OPBOK	
SIAM™	SixSigma	
TRIM	SOX	
VeriSM™	SqEME®	

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Table of content

Self-Reflection of understanding Diagram

'What you do not measure, you cannot control.'' – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

Level of Understanding	Before Training (Pre-knowledge)	Training Part 1 (1st Half)	Training Part 2 (2nd Half)	After studying / reading the book	After exercises and the Practice exam
Level 4 I can explain the content and apply it .					
Level 3 I get it! I am right where I am supposed to be.					Ready for the exam!
Level 2 I almost have it but could use more practice.					
Level 1 I am learning but don't quite get it yet.					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:	*Topic:*
Part 1	
Part 2	
You have gone through the book and studied.	
You have answered the questions and done the practice exam.	

Timetable

Day 1: ITIL 4 Foundation
- Key concepts, 4 dimensions of SM, ITIL Service Value System, the service value chain & 7 guiding principles

Day 2: Create, Deliver and Support
- How to use Value streams with support of ITIL practices

Day 3: Drive Stakeholder Value
- Customer journeys, relationships and service offerings
- How to act together to ensure continual value co-creation

Day 4: High Velocity IT
- The Digital enterprise and how to use guiding principles

Day 5: Deliver, Plan and Improve and Exam
- Direction and Planning, GRC, Communication & OCM
- Work with sample exam and examination

Welcome to
ITIL 4 Managing Professional Transition

ITIL®
ACCREDITED TRAINING ORGANIZATION
PeopleCert ON BEHALF OF AXELOS

COURSEWARE

Our coming days

- ✓ Safety
- ✓ Breaks
- ✓ Lunch
- ✓ Phones/Computers

Our coming days

- ✓ Active participation!
- ✓ Ask questions
- ✓ Theory (a lot)
- ✓ Some homework
- ✓ Group dialogues

3

Presentation

My questions:
- ✓ Who are you?
- ✓ What experience do you have from ITIL®?
- ✓ What is your role at work?
- ✓ What are your expectations?

4

Course schedule

✓ Day 1: ITIL 4 Foundation
   Key concepts, 4 dimensions of SM, ITIL Service Value System, the service value chain & 7 guiding principles

✓ Day 2: Create, Deliver and Support
   How to use Value streams with support of ITIL practices

✓ Day 3: Drive Stakeholder Value
   Customer journeys, relationships and service offerings
   How to act together to ensure continual value co-creation

✓ Day 4: High Velocity IT
   The Digital enterprise and how to use guiding principles

✓ Day 5: Deliver, Plan and Improve and Exam
   Direction and Planning, GRC, Communication & OCM
   Work with sample exam and examination

ITIL 4: INTRODUCTION

• Some key drivers behind this new version of ITIL

ITIL® 4

ITIL is evolving...

- From process focus to holistic view
- From fragmented lifecycle to end-to-end
- From major releases to continual improvement
- From operational silos to flexible value flow

- Since the latest update of ITIL in 2011 we have seen huge changes impacting most organizations who have adopted ITIL best practices. There is a clear need to adapt to changes in markets, technologies and ways of working and ITIL is no exception.

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Principles as a central theme

- There has been a clear trend among the commonly used frameworks, models and methodologies to move away from rules and focus more on principles.

- We see this development as a positive thing in general as it can make interoperability and integration between frameworks and methodologies more accepted as most basic underpinning principles often are shared.
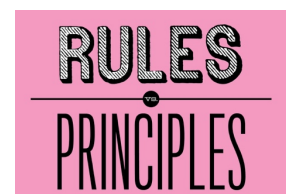
Product management

- There is a trend among IT organizations to use a product management terminology and adopt ways of working from other domains like engineering or manufacturing. Organizations own or have access to a variety of resources (and capabilities). Products are configurations of these resources that will potentially be valuable for its customers. The management of these products has become synonymous with service management.

- This is not new as it was already partly introduced in previous versions of ITIL but makes ITIL 4 even more relevant and easier to relate to the emerging agile movement with its strong emphasis on development and management of products.
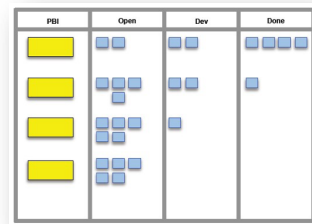
ITIL 4:
MP TRANSITION

- Enables ITIL v3 practitioners to reach the designation of ITIL 4 Managing Professional
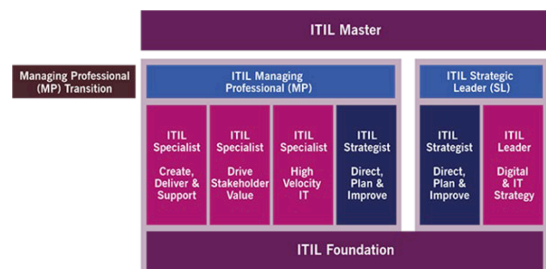
Not a regular ITIL 4 publication…

- There is no separate ITIL 4 publication for this course. Content originates from:
- Foundation
- Create, Deliver and Support
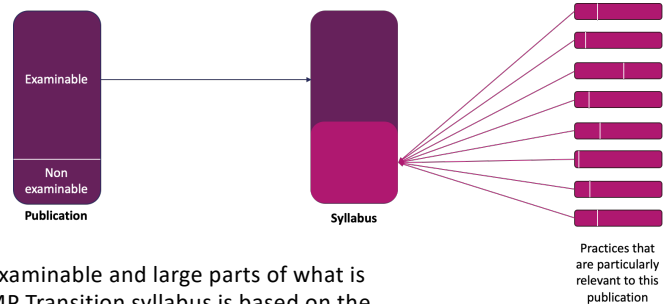- Drive Stakeholder Value
- High Velocity IT
- Direct, Plan and Improve

Examinable

Non examinable

Publication

Syllabus

Practices that are particularly relevant to this publication

- Not all content in the publications is examinable and large parts of what is examinable relates to practices. The MP Transition syllabus is based on the other separate ITIL 4 syllabi and exams. Mainly focusing on new areas and with very little content related to practices

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A slightly different exam…

- The exam is a closed book exam that consists of 40 multiple-choice questions with four options (same format as an ITIL Foundation exam)

  The pass rate is set at 70% (28 correct answers) and the available time is 90 minutes. Non-English-speaking candidates an additional 25% extra time is awarded (113 minutes)

- Most questions are at Blooms taxonomy level 3 that require the candidate to demonstrate that they know how to apply the concepts. The rest are at Bloom level 2 that require the candidate to be able to explain, describe and understand the concepts

- This means that there are no questions at higher Bloom levels that require the candidate to do an analysis or synthesis of the concepts

That give you a special route…

- This course provides experienced practitioners with the
  ITIL 4 Managing Professional designation,
  although not fully certifying the same level
  of knowledge as taking all modules separately

ITIL Specialist	ITIL Specialist	ITIL Specialist	ITIL Strategist
Create, Deliver & Support	Drive Stakeholder Value	High Velocity IT	Direct, Plan & Improve

-

Managing Professional (MP) Transition

ITIL Foundation

The MP Transition course covers only 30-40% of what is in the separate ITIL 4 syllabi and exams.
There will be separate publications covering all 34 practices

Additional study of all these publications and practices is therefore advised!

ITIL 4: FOUNDATION

- Understand the key concepts of service management

Key learning requirements

FOUNDATION

- Understand the key concepts of service management
- Understand how the ITIL guiding principles can help an organization adopt and adapt service management
- Understand the four dimensions of service management
- Understand the purpose and components of the ITIL service value system
- Understand the activities of the service value chain, and how they interconnect

Introduction

Most organizations need to address service management challenges and utilize the potential of modern technology. ITIL 4 is designed to ensure a flexible, coordinated and integrated system for the effective governance and management of IT-enabled services.

Key terms defined and important concepts of service management introduced here include:
- organizations, service providers, service consumers, and other stakeholders
- products and services
- the nature of value and value co-creation
- service relationships
- value: outcomes, costs, and risks.

> *These concepts **apply to all** organizations and services, regardless of their nature and underpinning technology.*
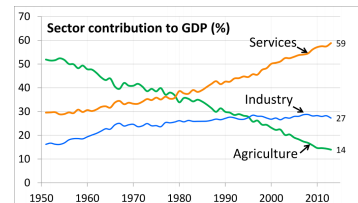
What is service management?

Definition: Service management
A set of specialized organizational capabilities for enabling value for customers in the form of services.

Developing these capabilities requires an understanding of:

- the nature of value
- the nature and scope of the stakeholders involved
- how value creation is enabled through services.

Sector contribution to GDP (%)
Services 59
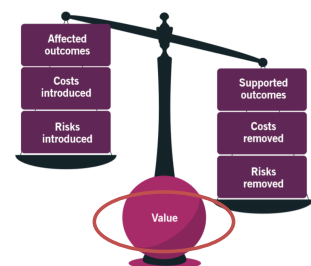Industry 27
Agriculture 14

Value creation

The **purpose of an organization** is to **create value** for stakeholders.

The term **'value'** is commonly used in service management,
and it is a key focus of ITIL 4; it must therefore be clearly defined.

Definition: Value
Value is the perceived benefits,
usefulness and importance of something

Value creation is a balancing act involving **outcomes**, **costs** and **risks.**

Affected outcomes
Costs introduced
Risks introduced
Supported outcomes
Costs removed
Risks removed
Value

Note: Value can be subjective and therefore different according to each stakeholder!

Value co-creation is essential

The bad example: "Service provider" acting in isolation

The provider delivers the service and the consumer receives value, but the **consumer plays no role** in the creation of value for themselves.

The good example: Active collaboration between provider and consumer

Increasingly more consideration is put into the highly **complex** and **interdependent** service **relationships** that exist in reality. **Both** parties **actively** seek to establish **mutually beneficial**, interactive relationships with their consumers, empowering them to be creative collaborators in the **service value chain**.

Stakeholders across the service value chain contribute to the definition of requirements, design of service solutions and even to service creation and/or provisioning itself.

Service providers and consumers

Service providers:

Can be **external** or **internal.** Could be selling services on the **open market** to **other businesses**, or to **individual consumers.**

Service providers can be **part of** a service alliance, collaborating to provide services to consumer organizations.

Service consumers:

When **receiving services**, an organization takes on the role of the service consumer.

It is a **generic role** that is used to simplify, in practice, more roles involved such as **customers**, **users** and **sponsors**. These roles can be **combined**.

*Clear understanding of **who its consumers are** in a given situation and who the other stakeholders are in the associated **service relationships**. These roles may have different expectations from services, and **different definitions of value**.*

Key stakeholders

Definition: Organization

A person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.

Definition: Customer

A person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.

Definition: User

A person who uses services.

Definition: Sponsor

A person who authorizes budget for service consumption.

Other stakeholders and value

- Beyond the consumer and provider roles, there are many other stakeholders that are important to value creation.

Stakeholder	Example of value for stakeholder
Service consumers	Benefits achieved; costs and risks optimized
Service provider	Funding from the consumer; business development; image improvement
Service provider employees	Financial and non-financial incentives; career and professional development; sense of purpose
Society and community	Employment; taxes; organizations' contribution to the development of the community
Charity organizations	Financial and non-financial contributions from other organizations
Shareholders	Financial benefits, such as dividends; sense of assurance and stability

- It is important that relationships with all key stakeholders are understood and managed.

Services and products

The central component of service management is, of course, the service.

Definition: Service

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.

The services that an organization provides are based on one or more of its products. Organizations own or have access to a variety of resources. Products are configurations of these resources, created by the organization, that will potentially be valuable for its customers.

Definition: Product

A configuration of an organization's resources designed to offer value for a consumer.

Services offerings

- Service providers present their services to consumers in the form of service offerings, which describe one or more services based on one or more products.

Definition: Service offering

A description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service actions.

Component	Description	Examples
Goods	Supplied to the consumer Ownership is transferred to the consumer Consumer takes responsibility for future use	A mobile phone A physical server
Access to resources	Ownership is not transferred to the consumer Access is granted or licensed to the consumer under agreed terms and conditions The consumer can only access the resources during the agreed consumption period and according to other agreed service terms	Access to the mobile network, or to network storage
Service actions	Performed by the service provider to address a consumer's needs Performed according to an agreement with the consumer	User support Replacement of a piece of equipment

Service relationships

A **key focus** of service management, and of ITIL, is the way that organizations **co-create value** with their consumers through **service relationships**. Service relationships are established between two or more organizations to create value.

The roles of service provider and service consumer are not mutually exclusive, and organizations typically both provide and consume a number of services at any given time.

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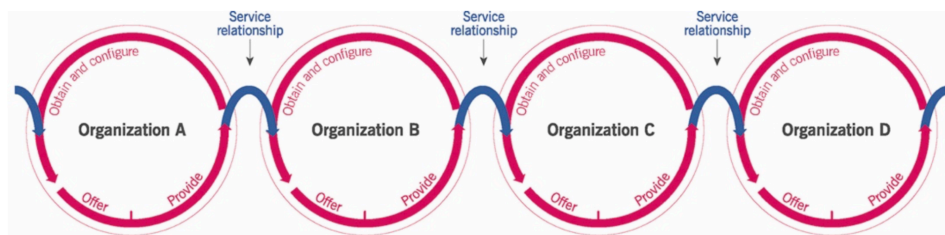
Service relationships

Definition: Service relationship management consists of **joint activities** performed by a service provider and a service consumer **to ensure continual value co-creation** based on agreed and available service offerings.

Definition: Service provisioning consists of activities performed by a service provider to provide services. This includes provision of access to resources, fulfillment of service actions, resource management and service performance and continual improvement

Definition: Service consumption consists of activities performed by a service consumer to consume services. This includes the management of the consumers resources, utilization of providers resources, requesting of service actions and acquiring of goods

26

Differentiate output and outcome

It is important to differentiate between output and outcome of services.

Definition: Output

A tangible or intangible deliverable of an activity.

Definition: Outcome

A result for a stakeholder enabled by one or more outputs.

be difficult for the provider **to fully understand the outcomes** that the consumer wants to achieve.

*Some service providers **predict** or even **create demand** for certain outcomes, forming a target group for their services.*
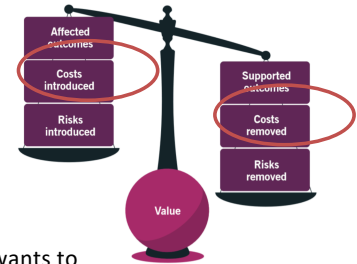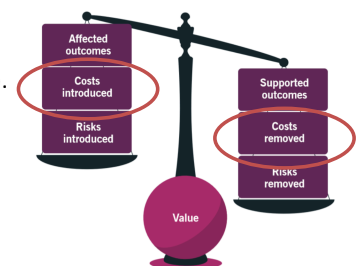

Two types of costs to understand

Definition: Cost

The amount of money spent on a specific activity or resource.

From the service consumers perspective there are **two types**:
Costs removed from the consumer by the service (a part of the value proposition).

Costs introduced or imposed on the consumer by the service (the costs of service consumption). Some consumers describe this as what they have to 'invest' to consume the service.

Balanced approach needed to cost for both parties in the service relationship.

Two types of risk to understand

Definition: Risk

A possible **event** that could cause **harm** or **loss** or make it more difficult to achieve objectives. Can also be defined as "**uncertainty of outcome**".

From the service consumers perspective there are **two types**:

Risks removed from the consumer by the service (a part of the value proposition).

Risks introduced or imposed on the consumer by the service (risks of service consumption).
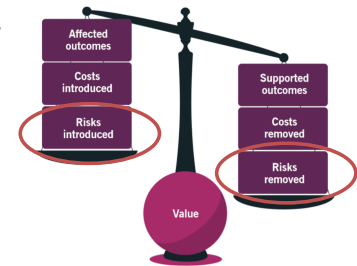
Balanced approach needed to risk reduction throughout the service relationship.

Definitions of utility and warranty

Utility:

- The functionality offered by a product or service to meet a particular need.

- Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'.

- To have utility, a service must either support the performance of the consumer or remove constraints from the consumer. Many services do both.

Warranty:

- Assurance that a product or service will meet agreed requirements.

- How the service performs and can be used to determine whether a service is 'fit for use'.

- Often a formal agreement, related to service levels, or a marketing message or brand image. A 'warranty', if all defined and agreed conditions are met in areas such as availability, capacity, security and continuity levels of service.

Both *are essential for a service to facilitate its desired outcomes and create value.*

Summary
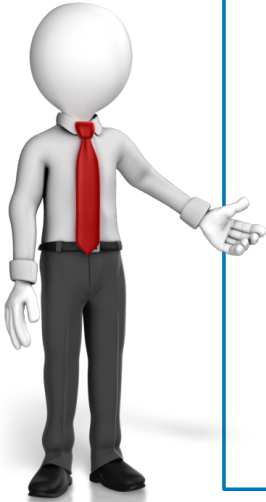
We have just talked about:

- ✓ This section has covered the key concepts in service management, in particular the nature of value and value co-creation, organizations, products and services

- ✓ It has explored the often complex relationships between service providers and consumers, and the various stakeholders involved.

- ✓ The chapter has also covered the key components of consumer value: outcomes, costs and risks, and how important it is to understand the needs of the customer when designing and delivering services

- ✓ These concepts will be built upon throughout this training, and guidance provided on applying them in practical and flexible ways

- ✓ After completing this section you should be able to recall several definitions, understand and be able to describe several key concepts.

Q: Identify the missing word(s) in the following sentence

A service is a means of enabling value co-creation by facilitating [?] that customers want to achieve.

A. the warranty	C. the utility
B. outcomes	D. outputs

Q: Which is the definition of warranty?

A. A tangible or intangible deliverable that is produced by carrying out an activity

B. The assurance that a product or service will meet agreed requirements

C. A possible event that could cause harm or loss, or make it more difficult to achieve objectives

D. The functionality offered by a product or service to meet a particular need

Q: A service provider describes a package that includes a laptop with software, licenses, and support.

What is this package an example of?

A. Value

B. An outcome

C. Warranty of a service

D. A service offering

Q: What are the two types of cost that a service consumer should evaluate?

A. The cost of creating the service, and the cost charged for the service

B. The costs removed by the service, and the costs imposed by the service

C. The cost of provisioning the service, and the cost of improving the service

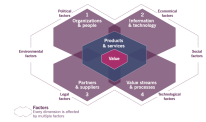D. The cost of purchasing software, and the cost of purchasing hardware

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FOUR DIMENSIONS

Understand the four
dimensions of service management
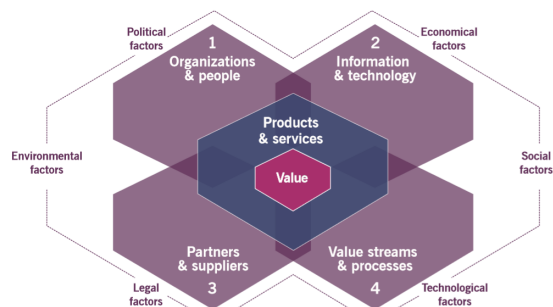
Four dimensions

- Previously referred to as "the 4 P's of ITSM" these dimensions are well used in ITIL. They are still relevant to, and impact upon, all practices, the entire service value chain and the whole Service Value System (SVS).

- These four dimensions are:
- Organizations and people
- Information and technology
- Partners and suppliers
- Value streams and processes

*Note: The four dimensions do **not** have **sharp boundaries** and **may overlap,** and apply to **all services** being managed!*

- Organizations should holistically consider all aspects of their behavior, but will often become too focused on one dimension in their initiatives and neglect others.

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1. Organizations and people

The first dimension of service management – **organizations & people** –
is important to ensure that the way an organization is **structured** and **managed**, as well as **its roles, responsibilities, systems of authority** and **communication** are well-defined and **support** its over-all **strategy** and **operating** model.

Other important aspects of this dimension are:
- A **culture** that supports its **objectives**, **capacity** and **competence** among its workforce
- Leaders advocate **values** that **motivate people** – the **key element**
- Understanding the **interfaces**, to ensure proper levels of **collaboration** and **coordination**
- **Everyone** should have a focus on **value creation** and **broad general knowledge**

Adopting the ITIL guiding principles can be a good starting point

2. Information and technology

The technologies that support service management include, but
are not limited to, workflow management systems, knowledge bases,
inventory systems, communication systems and analytical tools.

In the context of a **specific IT service**, this dimension includes the information created, managed and
used in the course of service provision and consumption, and the technologies that support and enable
that service.

The IT architecture, including applications, databases, communication systems and their integrations
and the use of technology is a business differentiator.

The culture of an organization may have significant impact on the technologies it chooses

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Information management

Information management is a means of enabling business value and
information is generally the **key output** of a majority of IT services provided

Another **key consideration** in this dimension is **how information is
exchanged** between different services and service components

The information architecture needs to be **well-understood** and **continually optimized**
– taking into account such **information criteria** as; **availability**, **reliability**, **accessibility**, **timeliness**,
accuracy, and **relevance** of the information provided

Focus for this dimension are also **security**, **regulatory** and **compliance requirements**