

COURSEWARE

ITIL® 4

Direct, Plan, Improve Glossary (DPI) Courseware

ITIL Master

Managing Professional
(MP) Transition

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 Direct, Plan, Improve
Glossary (DPI) Courseware

Colophon

Title: ITIL® 4 Specialist – Create, Deliver & Support (CDS) Courseware

Author: Van Haren Learning Solutions A.O.

Publisher: Van Haren Publishing, 's-Hertogenbosch

ISBN Hard Copy: 978 94 018 0614 5

Edition: First edition, first print, Februari 2020

Design: Van Haren Publishing, 's-Hertogenbosch

Copyright: © Van Haren Publishing 2020

For further information about Van Haren Publishing please e-mail us at: info@vanharen.net or visit our website: www.vanharen.net

All rights reserved. No part of this publication may be reproduced, distributed, stored in a data processing system or Published in any form by print, photocopy or any other means whatsoever without the prior written Consent of the authors and publisher.

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

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

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

ABC of ICT
ASL®
CATS CM®
CMMI®
COBIT®
e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
IT4IT®
IT-CMF™
IT Service CMM
ITIL®
MOF
MSF
SABSA
SAF
SIAM™
TRIM
VeriSM™

Enterprise Architecture

ArchiMate®
GEA®
Novius Architectuur
Methode
TOGAF®

Business Management

BABOK® Guide
BiSL® and BiSL® Next
BRMBOK™
BTF
EFQM
eSCM
IACCM
ISA-95
ISO 9000/9001
OPBOK
SixSigma
SOX
SqEME®

Project Management

A4-Projectmanagement
DSDM/Atern
ICB / NCB
ISO 21500
MINCE®
M_o_R®
MSP®
P3O®
PMBOK® Guide
Praxis®
PRINCE2®

For the latest information on VHP publications, visit our website: www.vanharen.net.

Table of content

	<i>--- Slide number</i>	<i>--- Page number</i>
Reflection		7
Agenda		9
ITIL 4: Foundation Recap	(6)	13
Summary & Practice Questions	(20)	20
ITIL 4: Direct, plan and improve	(29)	25
Summary & Practice Questions	(51)	36
Scope of control	(58)	39
Summary & Practice Questions	(69)	45
Governance, risk and compliance	(75)	48
Summary & Practice Questions	(86)	53
Assessment and planning	(91)	56
Summary & Practice Questions	(107)	64
Continual improvement	(113)	67
Summary & Practice Questions	(136)	78
Communication and organizational change management	(142)	81
Summary & Practice Questions	(179)	100
Measurement and reporting	(186)	103
Summary & Practice Questions	(204)	112
Value streams and practices	(210)	115
Summary & Practice Questions	(248)	134
Exam preparation	(256)	138

Sample paper 1

Sample paper 1 Answers and Rationale

143

Syllabus

193

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.

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

(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

Direct, Plan & Improve

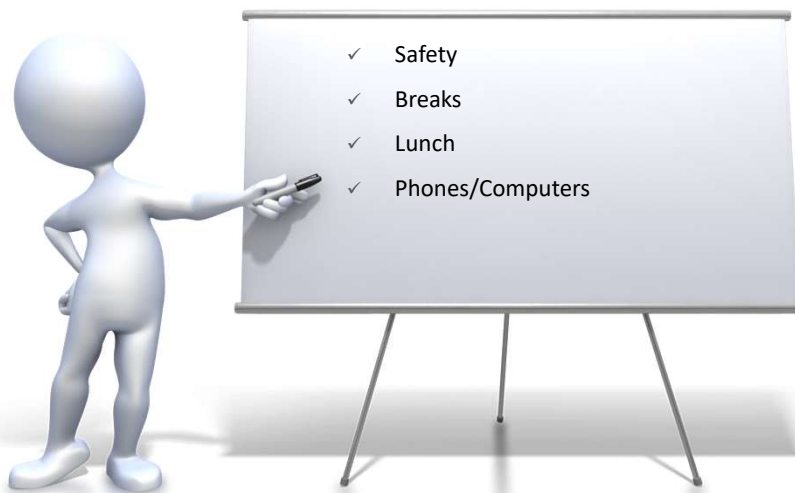


ITIL® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. The Swirl logo™ is a trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.

© AXELOS Limited and Van Haren Publishing

1

Our coming days



© AXELOS Limited and Van Haren Publishing

2

Our coming days



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

Presentation



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



We have just talked about:

Day 1:

- ITIL 4 foundation recap
- Key concepts
- Scope of control
- Governance, risk and compliance
- Assessment and planning

Day 2:

- Continual improvement
- Communication and organizational change management

Day 3:

- Measurement and reporting
- Value streams and practices
- Exam preparation

ITIL 4: FOUNDATION RECAP

Background and a short recap on some fundamentals from ITIL 4 Foundation



Introduction

- Basic terms and definitions such as:
 - Provider and Consumer
 - Service and Products
 - Service management
 - Service relationship management
 - Value; Outcome, Cost and Risk
 - Utility and Warranty
- The four dimensions model
- The ITIL service value system (SVS)
- The ITIL guiding principles
- Governance
- The ITIL service value chain
- The ITIL management practices
- Continual improvement
- ...

ITIL is evolving...

- From process focus to a more holistic view
- From fragmented lifecycle to end-to-end visibility
- 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 implemented by those who have adopted ITIL best practices.

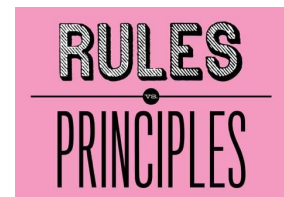
Therefore there has been a clear need to adapt to changes in markets, business working and ITIL is no exception and needs to evolve accordingly.



Principles as a central theme

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

This development is in general positive as it can make interoperability and integration between frameworks and methodologies easier and more accepted, as many basic underpinning principles are shared between different frameworks and/or methodologies.

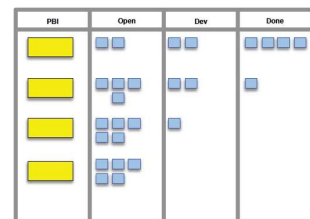


Product management

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 for many 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.



Value - outcomes, costs and risks

Definition: **Value**

Value is the perceived benefits, usefulness and importance of something.

Definition: **Outcome**

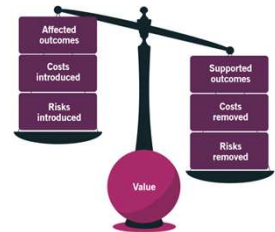
A result for a stakeholder enabled by one or more outputs.

Definition: **Cost**

The amount of money spent on a specific activity or resource. Cost can be expressed in non-monetary terms, such as time, people allocated, etc.

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”.



Service & service management

Definition: **Service**

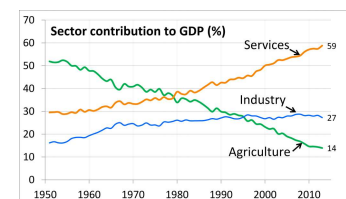
A means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks.

Definition: **Service management**

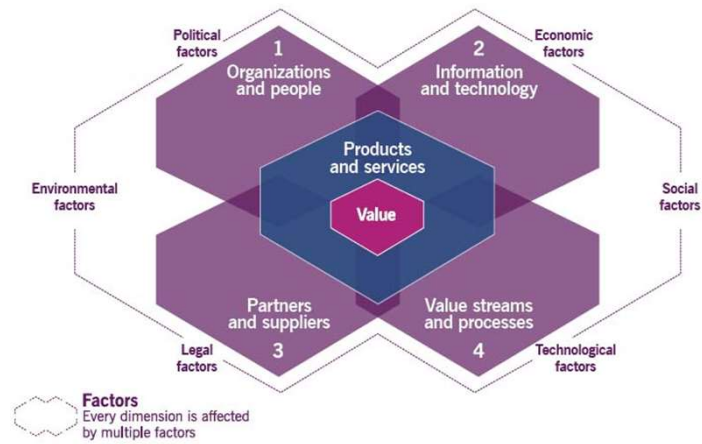
A set of specialized organizational capabilities for enabling value for customers in the form of services.

Developing these capabilities requires an understanding of:

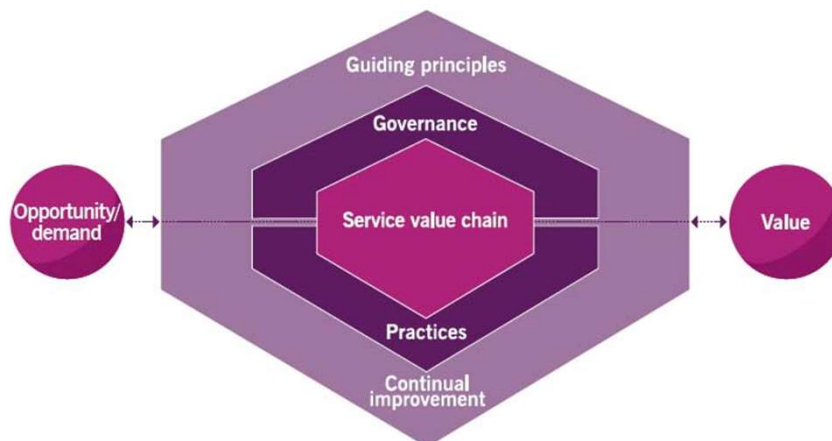
- the nature of value
- the nature and scope of the stakeholders involved
- how value creation is enabled through services.



Four dimensions of service management



The service value system (SVS)



The 7 ITIL guiding principles



Focus on value

Everything that the organization does needs to map, directly or indirectly, to value for the stakeholders.



Start where you are

Do not start from scratch and build something new without considering what is already available to be leveraged. The current state should be investigated and observed directly to make sure it is fully understood.



Progress iteratively with feedback

Do not attempt to do everything at once. Even huge initiatives must be accomplished iteratively.



Collaborate and promote visibility

Working together across boundaries produces results that have greater buy in, more relevance to objectives and better likelihood of long-term success. Achieving objectives requires information, understanding and trust.



Think and work holistically

Results are delivered to internal and external customers through the effective and efficient management and dynamic integration of information, technology, organization, people, practices, partners and agreements, which should all be coordinated to provide a defined value.



Keep it simple and practical

If a process, service, action or metric provides no value, or produces no useful outcome, eliminate it. Always use outcome-based thinking to produce practical solutions that deliver results.



Optimize and automate

Eliminate anything that is truly wasteful and use technology to achieve whatever it is capable of. Human intervention should only happen where it really contributes value.

Governance

Governance is the means by which an organization is directed and controlled.

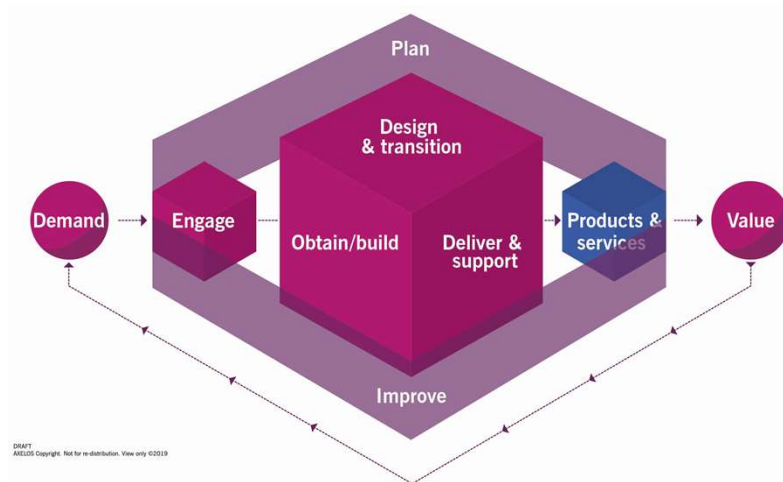
The role and position of governance in the ITIL Service Value System (SVS) will vary depending on how the SVS is applied in an organization.

The governance function of an organization has three main responsibilities:

- **Evaluate** – to identify the right options and objectives for the organization
- **Direct** – to point out the right direction and set overall objectives for the organization
- **Monitor** – to follow up on the management and realisation of agreed objectives

The acronym **EDM** is commonly used to refer to these three distinct responsibilities. It's important to understand the reason for the separation and the difference between the three.

The ITIL service value chain



© AXELOS Limited and Van Haren Publishing

17

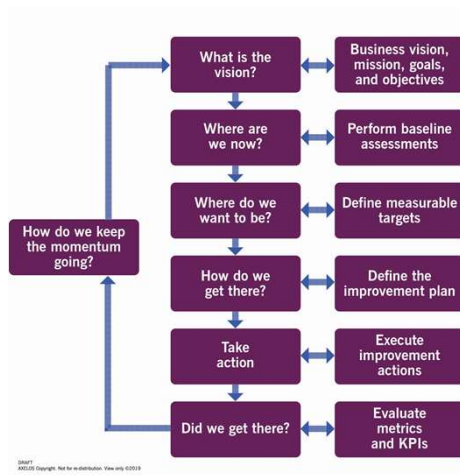
The 34 ITIL management practices

General management practices	Service management practices	Technical management practices
Architecture management	Availability management	<i>Deployment management</i>
Continual improvement	Business analysis	Infrastructure and platform management
<i>Information security management</i>	Capacity and performance management	Software development and management
Knowledge management	Change enablement	
<i>Measurement and reporting</i>	Incident management	
Organizational change management	<i>IT asset management</i>	
Portfolio management	<i>Monitoring and event management</i>	
Project management	Problem management	
<i>Relationship management</i>	<i>Release management</i>	
Risk management	Service catalogue management	
Service financial management	<i>Service configuration management</i>	
Strategy management	Service Continuity management	
<i>Supplier management</i>	Service design	
Workforce and talent management	Service desk	
	Service level management	
	Service request management	
	Service validation and testing	

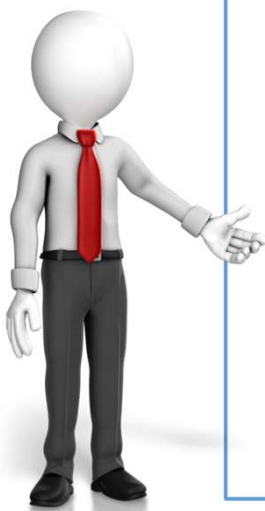
© AXELOS Limited and Van Haren Publishing

18

Continual improvement



Summary



We have just talked about:

- ✓ This section has covered some fundamental concepts and key terms introduced in ITIL 4 Foundation
- ✓ Key areas discussed:
 - Service and service management
 - Value; outcomes, costs and risks
 - The ITIL Service Value System (SVS)
 - ITILs guiding principles
 - Governance
 - The ITIL service value chain
 - The ITIL management practices
 - Continual improvement
- ✓ The following sections build on the understanding these concepts and key terms and definitions

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

Q: Which service management dimension is focused on activities and how these are coordinated?

- A. Organizations and people
- B. Information and technology
- C. Partners and suppliers
- D. Value streams and processes

Q: Which ITIL concept describes governance?

- A. The seven guiding principles
- B. The four dimensions of service management
- C. The service value chain
- D. The service value system

Q: What should be done first when applying the 'focus on value' guiding principle?

- A. Identify the outcomes that the service facilitates
- B. Identify all suppliers and partners involved in the service
- C. Determine who the service consumer is in each situation
- D. Determine the cost of providing the service

Q: Which value chain activity includes negotiation of contracts and agreements with suppliers and partners?

- A. Engage
- B. Design and transition
- C. Obtain/build
- D. Deliver and support

Q: How does categorization of incidents assist the incident management practice?

- A. It helps direct the incident to the correct support area
- B. It determines the priority assigned to the incident
- C. It ensures that incidents are resolved in times agreed with the customer
- D. It determines how the service provider is perceived

Q: Which is NOT usually included as part of 'incident management'?

- A. Scripts for collecting initial information about incidents
- B. Formalized processes for logging incidents
- C. Detailed procedures for the diagnosis of incidents
- D. Use of specialized knowledge for complicated incidents

We have just talked about:

Day 1:

- ✓ ITIL 4 foundation recap
- Key concepts
- Scope of control
- Governance, risk and compliance
- Assessment and planning

Day 2:

- Continual improvement
- Communication and organizational change management

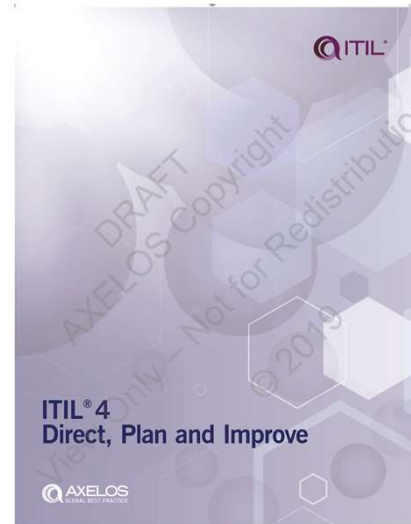
Day 3:

- Measurement and reporting
- Value streams and practices
- Exam preparation



ITIL 4: DIRECT, PLAN AND IMPROVE

Key terms and fundamental concepts for the direction, planning and improvement of products and services



Direct, plan and improve

Direct, plan and improve explores and explains concepts, principles, methods, and techniques that can be leveraged to give direction, engage in planning, and participate in improvement activities. The book is an essential source of reference in aligning product and service management with modern business requirements, driving transformation, and creating a continual improvement culture.

Key terms defined and important concepts introduced here include:

- scope of control
- understand direction, vision, mission, and how to cascade objectives and requirements
- know how to define and use policy, guideline and controls
- understand how Governance, Risk and Compliance (GRC) impacts direction, planning and improvement
- how to use key principles and methods of communication and Organizational Change Management.

Key learning requirements



DIRECT, PLAN & IMPROVE

- ✓ Understand the key concepts of Direct, Plan & Improve.
- ✓ Understand the scope of what is to be directed and/or planned, and know how to use key principles and methods of direction and planning in that context.
- ✓ Understand the role of Governance, Risk and Compliance (GRC) and know how to integrate the principles and methods into the service value system.
- ✓ Understand and know how to use the key principles and methods of continual improvement for all types of improvements.
- ✓ Understand and know how to use the key principles and methods of Communication and Organizational Change Management to direction, planning and improvement.
- ✓ Understand and know how to use the key principles and methods of measurement and reporting in direction, planning and improvement.
- ✓ Understand and know how to direct, plan and improve value streams and practices.

Why direction, planning and improvement matter

When multiple people are involved in business activities, coordination and collaboration are crucial. Because organizations are usually hierarchical, direction is often provided from the top down.

Unless the objectives and actions of groups at different levels of the organization are planned and aligned, their desired outcomes are unlikely to be achieved. Even if they are achieved, poor coordination often results in waste, including missteps, restarts, and rework.

Thorough planning creates a shared understanding of how work will be organized and managed, allowing contributors to understand their roles and to coordinate and collaborate efficiently and effectively.

Finally, improvement is a critical component of any successful organization. Identifying and acting upon improvement opportunities ensures that the organization grows and remains successful and competitive over time.

Scope of control

Definition: **Scope of control** The area(s) or activities over which a person has the authority to direct the actions of others or define the required outcomes.

- **Everyone has a scope of control**, which is distinct from their **scope of influence**. A corporate leader's authority is typically defined as part of their role and acknowledged by those around them. An employee in another role may have a scope of control limited to a few direct reports. Others have scopes of control limited to themselves and their own activities.
- Regardless of their official scope of control, **everyone can exert influence**. The difference between what a person can control and what they would like to change indicates the need for creative influence. Even if the difference does not exist, it is often more effective to influence and inspire cooperation, rather than command it.

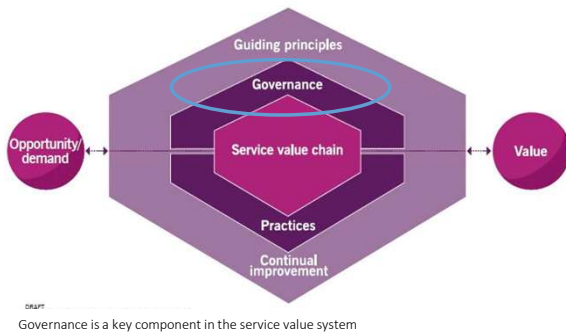
Direction

Definition: **Directing** Leading, conducting, or guiding someone, or ordering something. This includes setting and communicating the vision, purpose, objectives, and guiding principles for an organization or team. It may also include leading or guiding the organization or team towards its objectives.

- A person who directs people or things may have been given that authority formally or informally. Clear direction clarifies expected outcomes and defines the appropriate guiding principles. Good direction provides enough clarity to enable team members to proceed, while leaving enough flexibility for each of them to make a unique, creative contribution.
- When giving direction, it is important to explain the mission, respect the abilities of those being directed, and ensure two-way communication. Any changes should be communicated so that team members understand what they are, why they are necessary, and whether any ways of working need to be altered to align with them.

Direction in the SVS

Direction comes from many parts of the ITIL SVS, but the governance component typically plays a particularly prominent role. The three key parts of governance are to evaluate, direct and monitor (EDM).



Successful direction

Successful direction ensures that everyone in an organization has a shared understanding of its mission and objectives, and that they understand what is expected of them in relation to achieving those objectives. The success of direction at all levels can then be viewed as the degree to which:

- each group understands its objectives
- each individual understands their expected contribution
- these groups and individuals act in accordance with the direction they have been given.

Success also depends on the team members' abilities to take direction. If they are not committed to agreed, shared objectives, their actions are likely to be fragmented and ineffective, and progress will be sporadic. Team members must ask questions if they do not understand or agree with objectives or proposed work methods. Their input may prevent a mistake or vocalize concerns shared by others.

Vision and mission

Definition: **Vision** A defined aspiration of what an organization would like to become in the future.

Definition: **Mission** A short but complete description of the overall purpose and intentions of an organization.

- By articulating a **vision**, the organization gives its employees an **image of the future**, which helps them to maintain their enthusiasm and clarifies why the organization acts in the way it does.
- Each team can focus its efforts and creativity on achieving a **defined mission**. Organizations usually create **formal statements** to articulate their missions, and may publicize these statements externally.
- **Activities** necessary to fulfil a mission should be defined, as should specific **initiatives** to achieve them.

Planning

When an organization (or a person) has a direction and an objective, it must decide how it will progress towards it. The organization needs a plan. Plans are always important, but particularly so in large organizations because plans improve coordination. In every organization, plans help to avoid waste and reduce risk.

Planning **is arranging a method of achieving an end, or creating a detailed programme of action**. Various problems can occur when organizations plan too much or too little, including:

- planning every detail of an initiative in advance, to the extent that actions are delayed
- believing every possible contingency has been planned for, which can lead to difficulties in responding when the unexpected does occur
- beginning work without effective planning, which can result in rework and wasted efforts due to mistakes that could have been avoided.

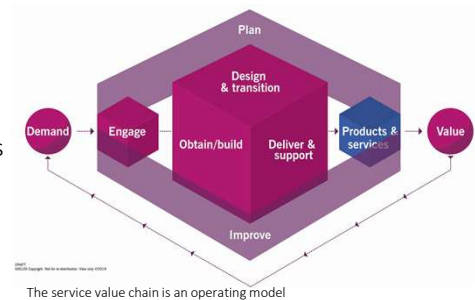
Planning in the SVS

Definition: **Operating model** A conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself.

Planning can be applied to, or take place in, any part of the SVS, but when it comes to planning the lifecycles of products and services, the plan value chain activity is key.

The plan activity ensures a **shared understanding of the vision, current status, and improvement direction** for all four dimensions and all products and services across the organization.

The outputs of the plan activity include strategic, tactical, and operational plans.



Strategic planning

Definition: **Strategy** Formally documented management expectations and intentions, used to direct decisions and activities.

Definition: **Tactics** A recommended practice that allows some discretion in its interpretation, implementation, or use.

- Organizations commonly plan on multiple levels. These levels are, at a minimum, **strategic, tactical, and operational**. These three levels should be closely linked to each other and to the organizational objectives

