Agile service management

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Agile service management

- Being an agile service management organisation

vs

- Being a service management organisation in an agile organisation

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Product vs Service

Product

- Defined by features and is manufactured

- Build and deliver

- Include everything a product team builds and produces:

  - Applications, IT systems, solutions

  - Capabilities, incl. competences, flows, practices, procedures, models, competences

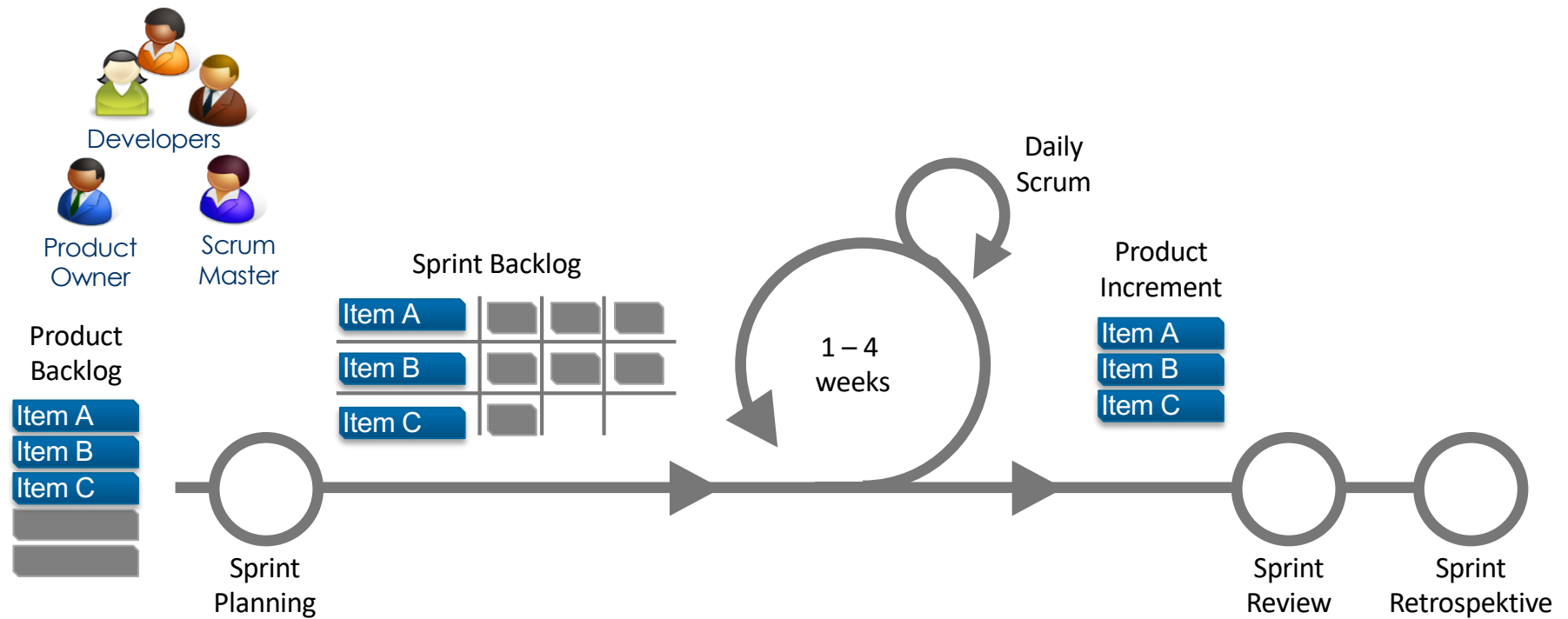 - Platforms

  - Etc.

- Suitable methodology: Scrum

Service

- Defined by utility and warranty and is co-created

- Consumed while 'produced'

- Include everything a product team does to keep lights on and fulfil agreed and well-defined service requests.

- Suitable methodology: Kanban

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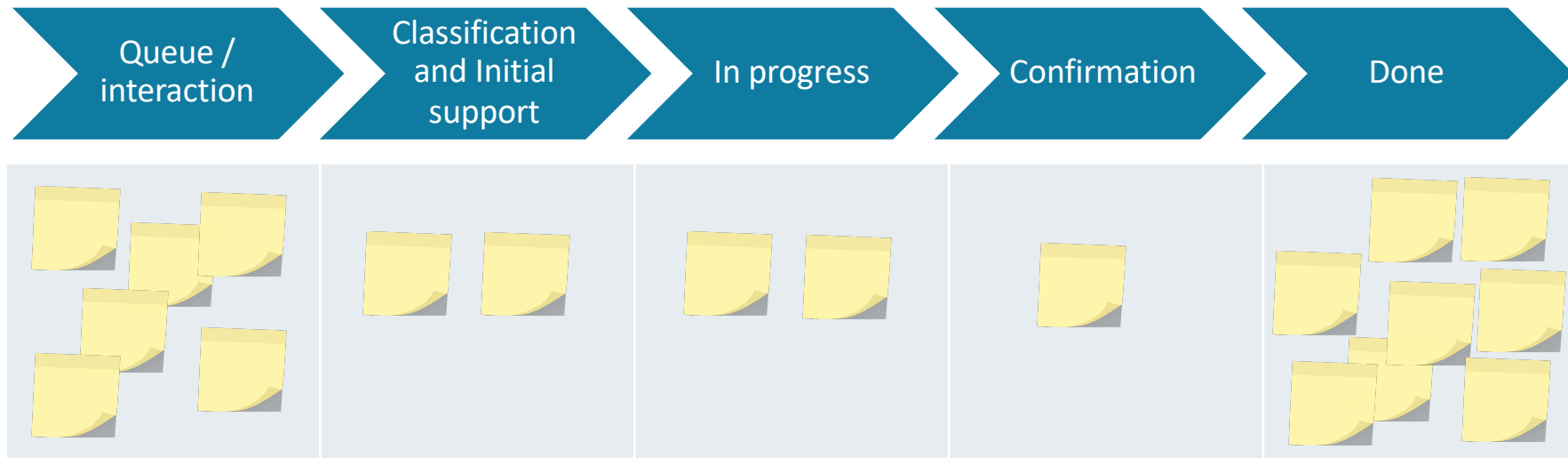CFN Consult
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Agile product management - SCRUM

○ An iterative, incremental feature driven approach to optimize predictability and to control risk, such as SCRUM, SAFe and/or DevOps

Developers

Product Owner

Scrum Master

Product Backlog

Sprint Backlog

Daily Scrum

Product Increment

Item A
Item B
Item C

Item A
Item B
Item C

Item A
Item B
Item C

1 – 4 weeks

Sprint Planning

Sprint Review

Sprint Retrospektive

http://www.scrumguides.org/

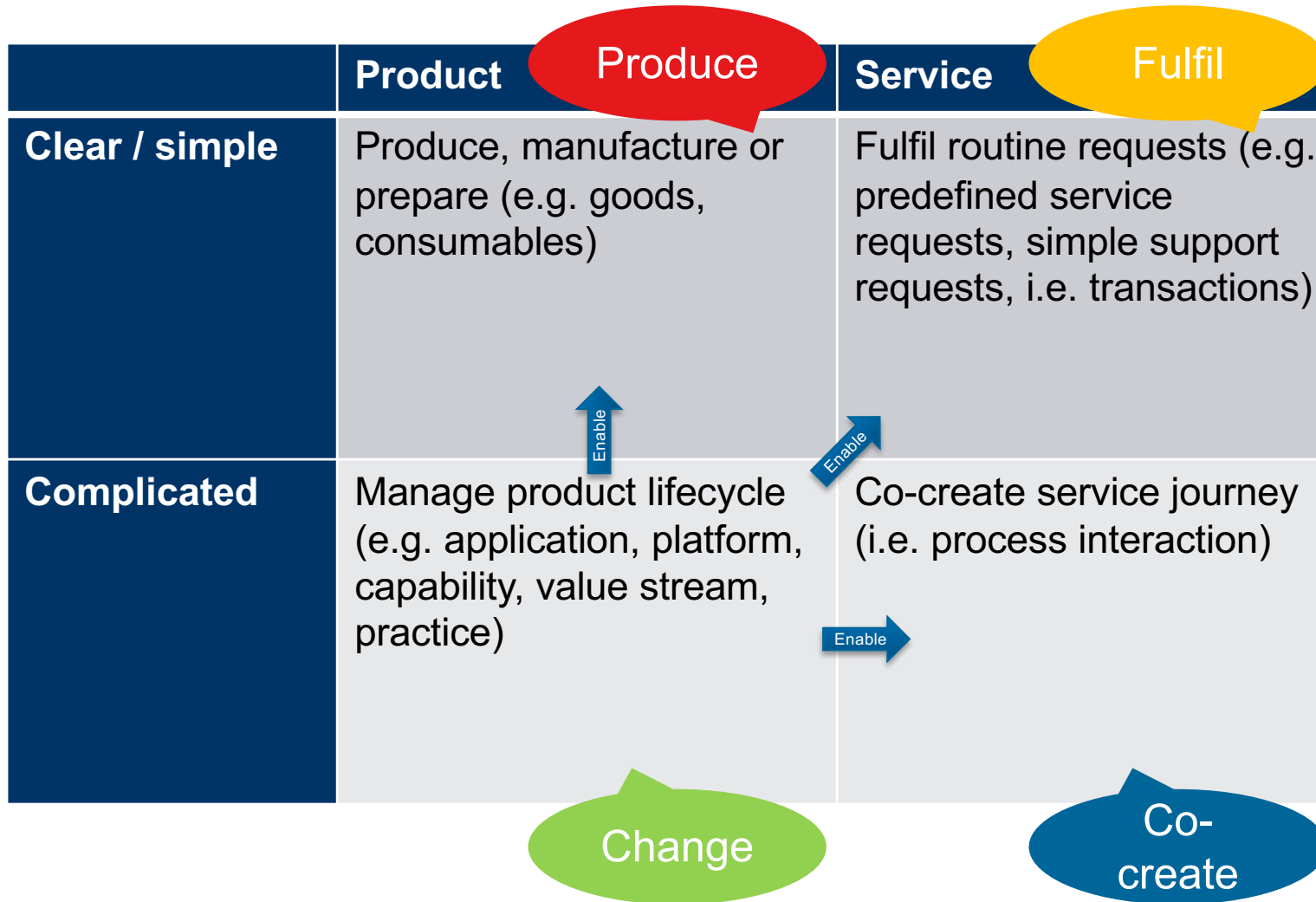© 2021

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Agile service management – Kanban

○ A continuous fluid workflow of (unplanned) work to optimize flow and outcome – Kanban

- ○ Make work visible
- ○ Pull work
- ○ Limit work in progress (WIP)

Queue / interaction	Classification and Initial support	In progress	Confirmation	Done

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Nature of work

	Product Produce	**Service** Fulfil
Clear / simple	Produce, manufacture or prepare (e.g. goods, consumables)	Fulfil routine requests (e.g. predefined service requests, simple support requests, i.e. transactions)
Complicated	Manage product lifecycle (e.g. application, platform, capability, value stream, practice)	Co-create service journey (i.e. process interaction)

Enable

Enable

Enable

Change

Co-create

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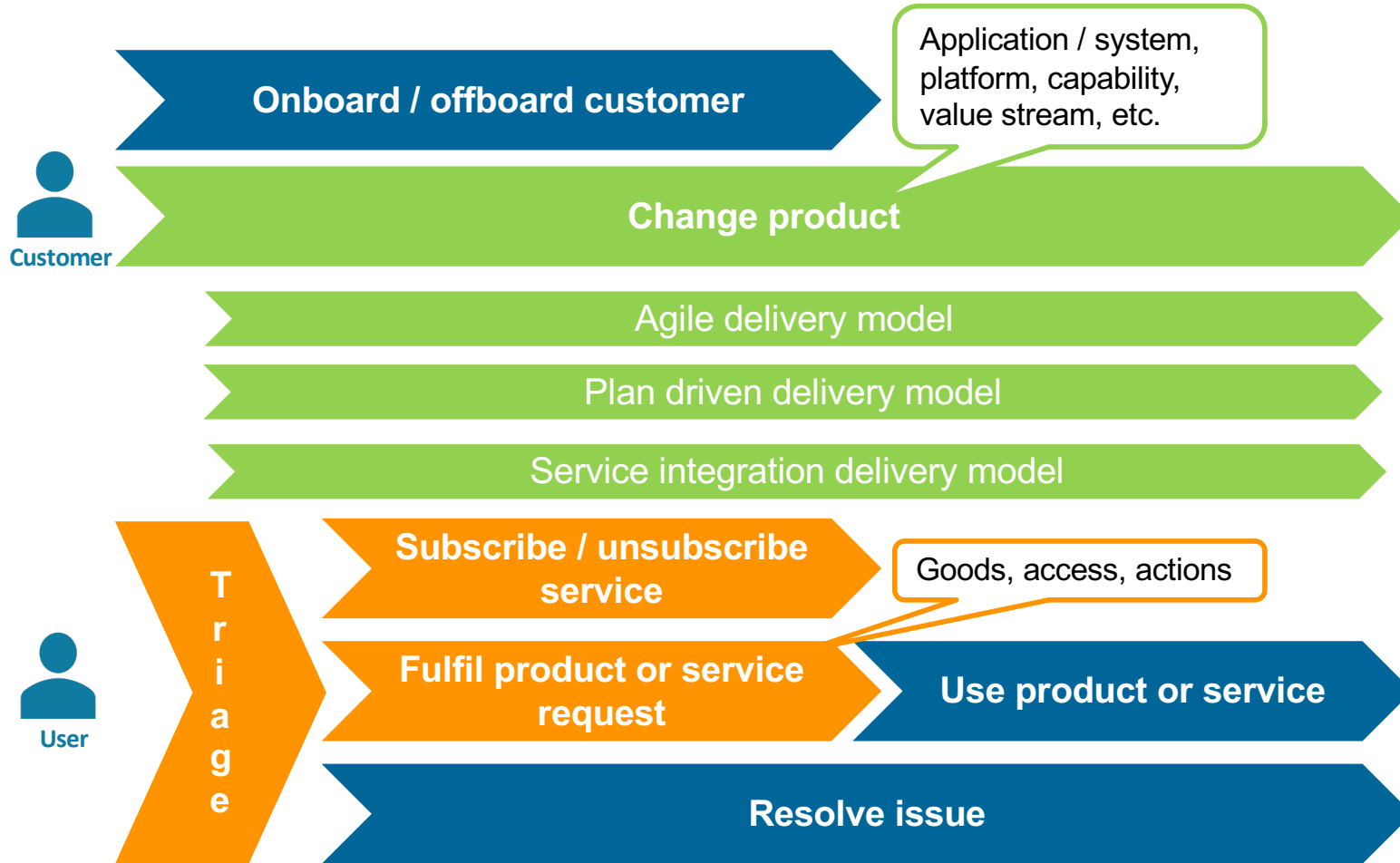
Simple agile IT operating model

Change – rythm

Sprint duration: 2-6 weeks

Sprint Planning
- Select features
- Assess impact / risk, urgency, criticality, cost
- Commit features
- Document IT change control request

Stand-up (optional)

Stand-up (optional)

Stand-up (optional)

Stand-up (optional)

Stand-up (optional)

- What have I done?
- What do I plan to do?
- Any impediments that prevent me or the team?

Product Team

Sprint Review
- Business Demo
- Update backlog

Sprint Retrospective
- Team retrospect-tive
- How went the sprint?
- What went well?
- Potential improvements

Product backlog prioritisation (e.g., every 12th week)

Product backlog

Project features and enablers

Change requests (IT system, flow, training, etc.)

Req. model requests

Problems

Change

Fulfil

Resolve

Sprint backlog

Features enablers

Changes

Req. models

Problems

Sprint Backlog	Acquire/ develop	Integrate	Test	Deploy	Done

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Knowledge management – shift left

Self service / Super users	Service Desk	Product team	Product team / supplier

User

Queue

Queue

| Search knowledge | Initial support | Dispatch | Resolve | Update knowledge | Add problem to product backlog | **Resolve** (unplanned) |

| Select request | Initiate request model | | Add missing request model to backlog | **Fulfil** (unplanned) |

Service catalogue
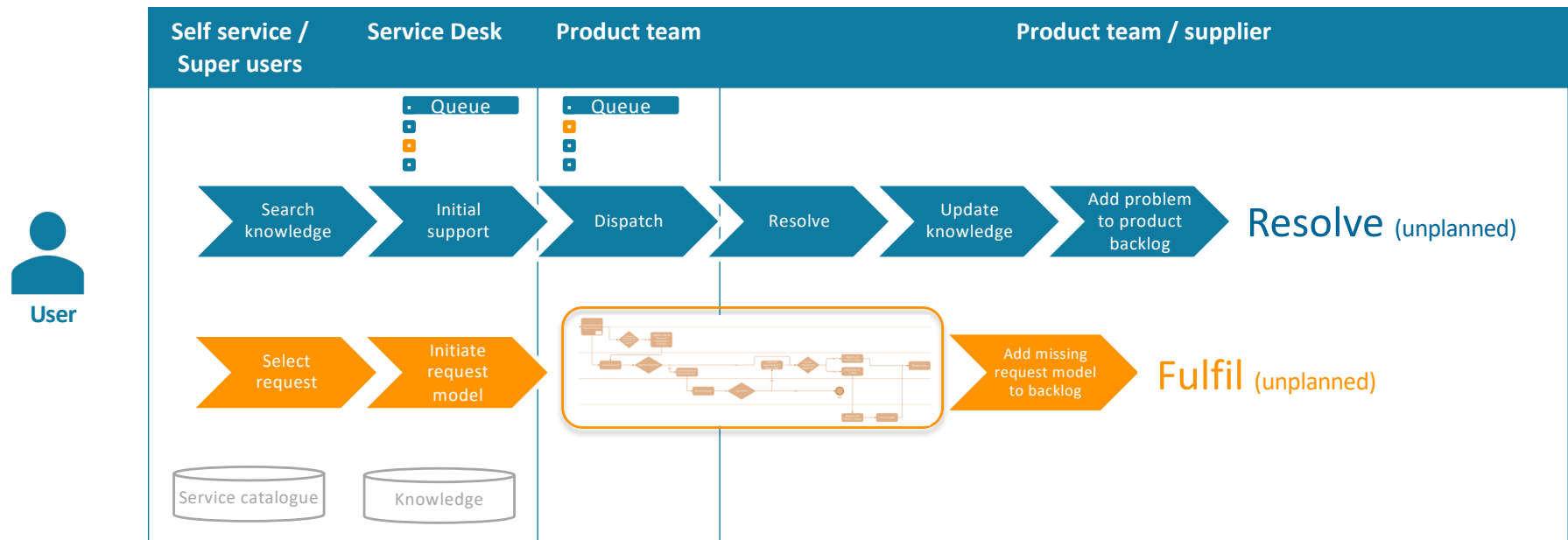
Knowledge

Support
Triage
Training
Requirement refinement
User acceptance test

Service desk ← Make solutions, workarounds, knowledge articles, access rights and request models available

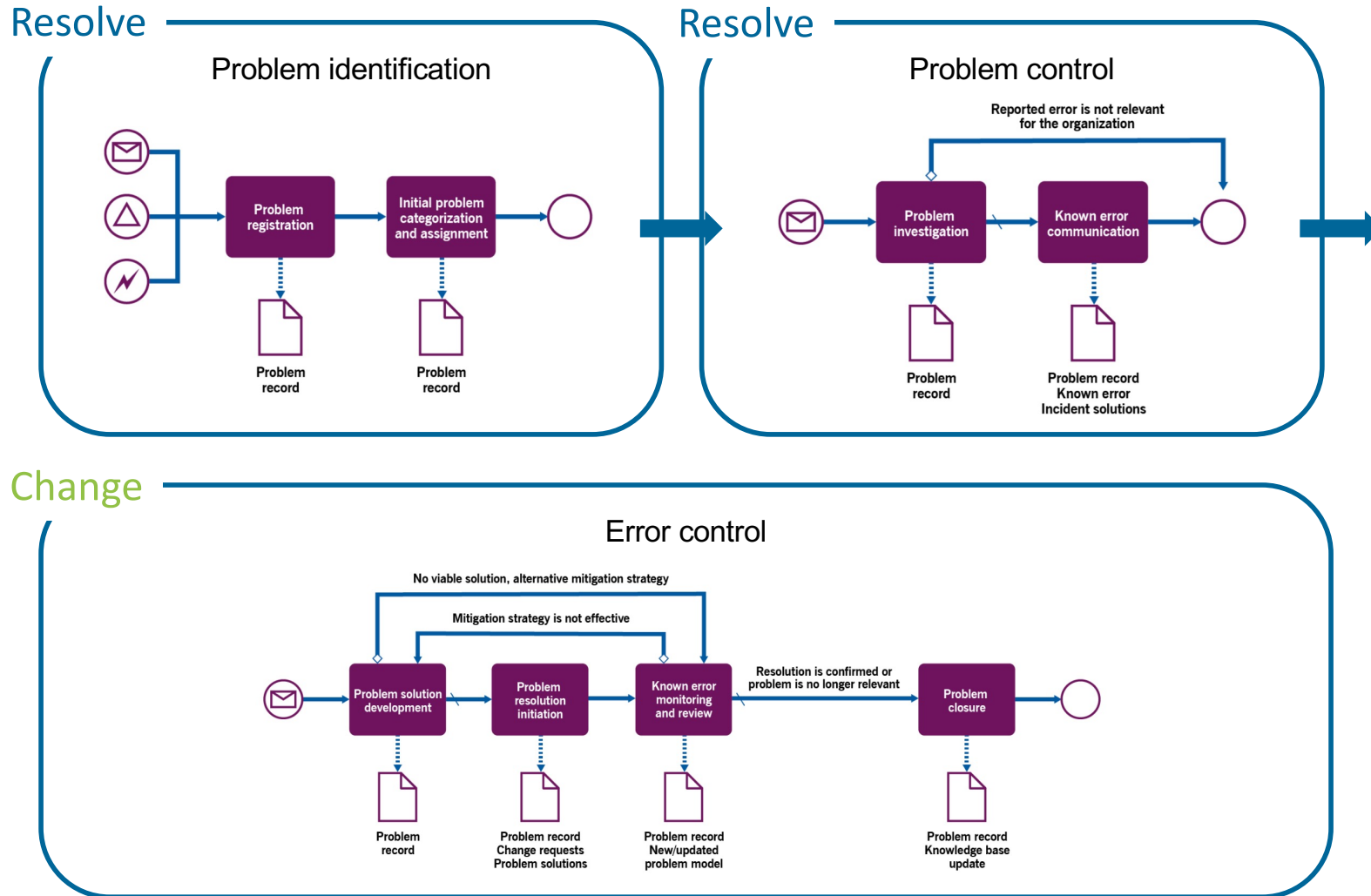**Super user** ← Make FAQ, guides, workarounds, knowledge articles, access rights and request models available

Self service ← Make service catalogue, request models, FAQ and guides available

Shift left

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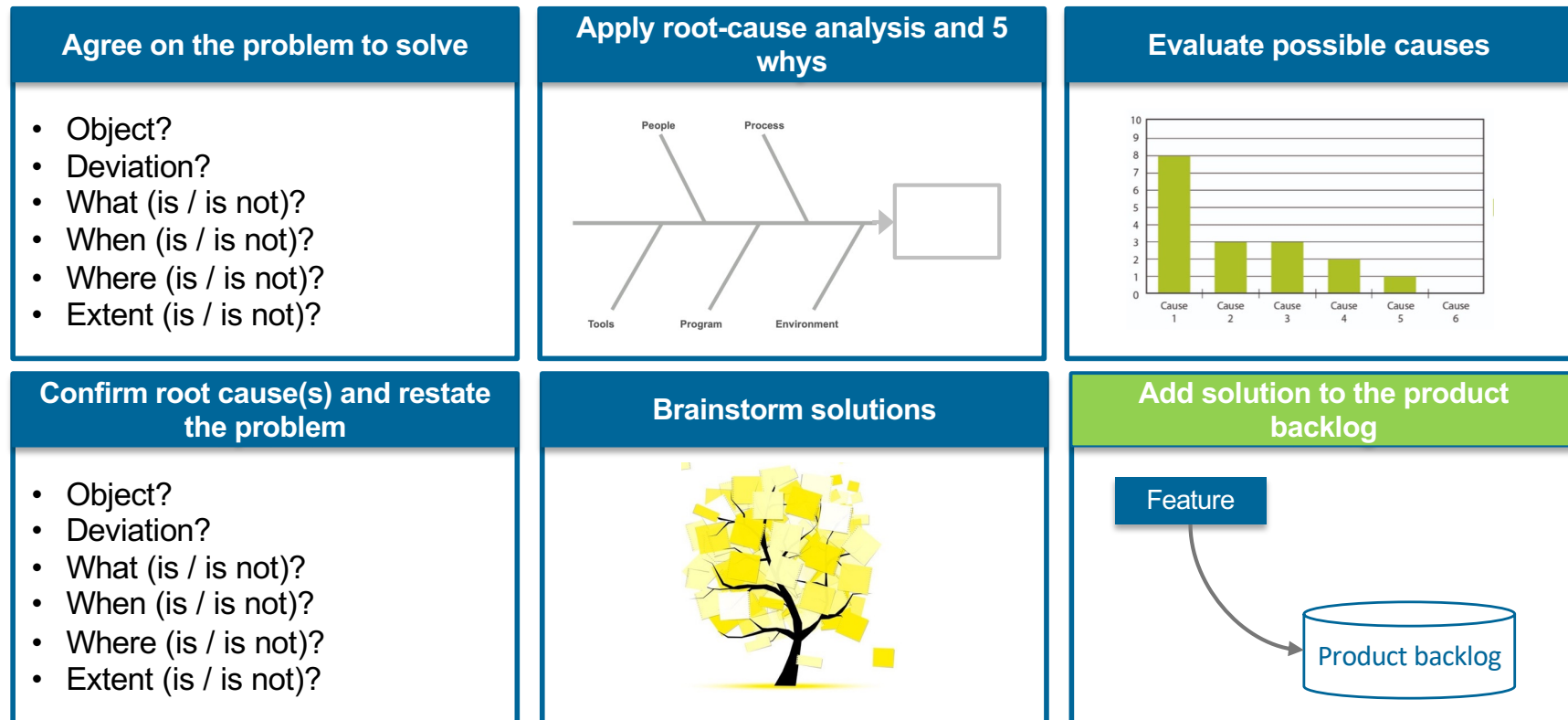
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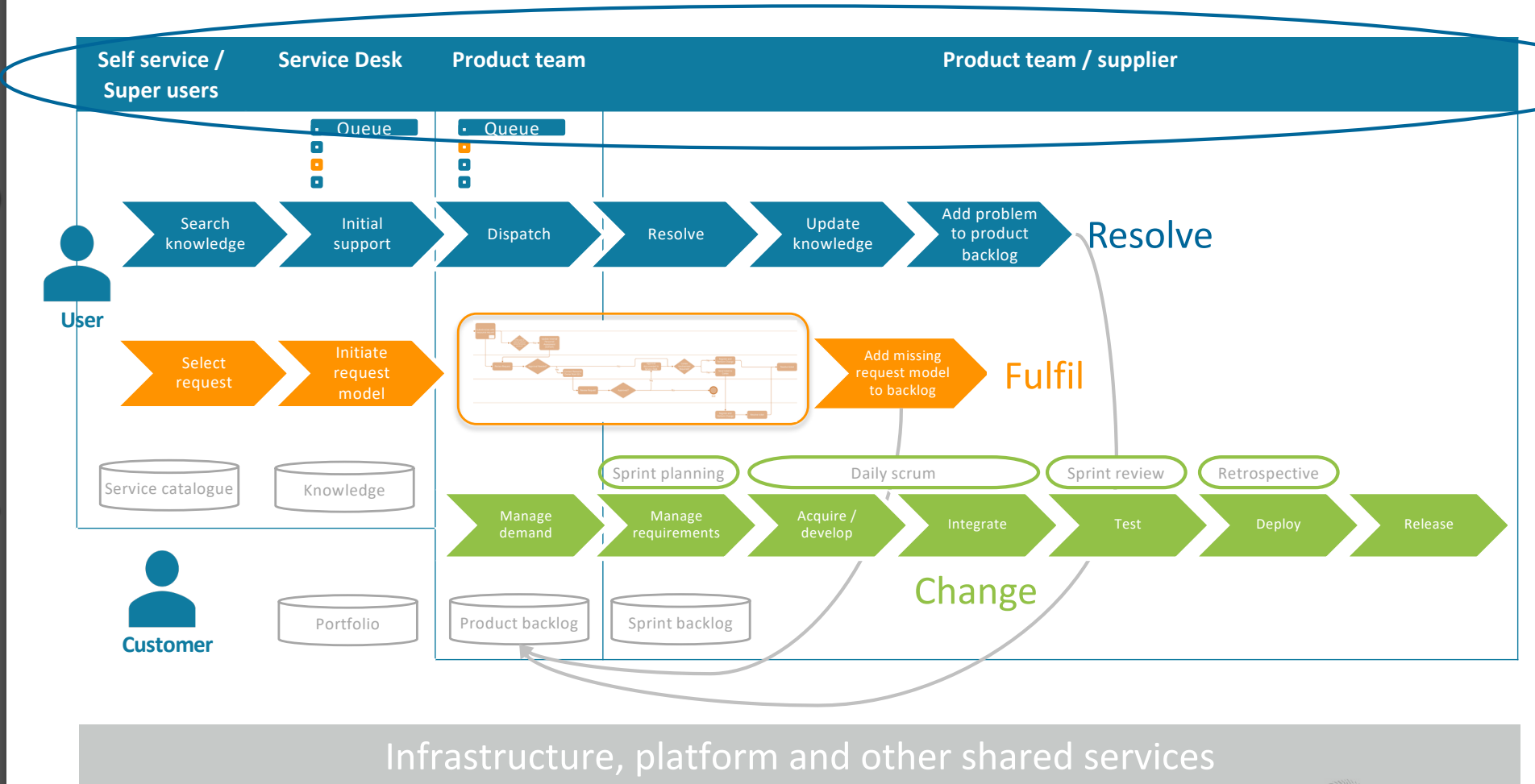# Swarming opportunities

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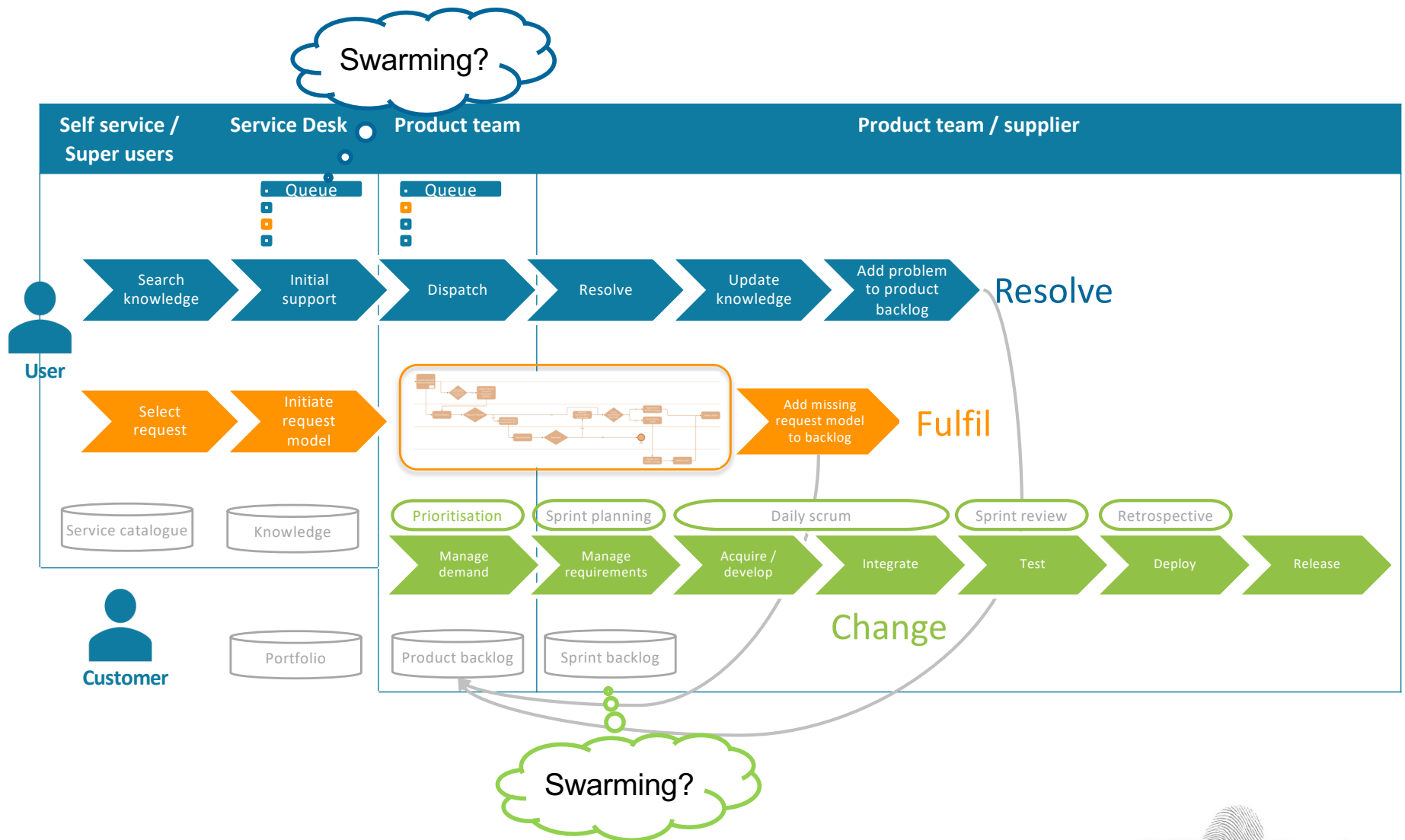
ITIL® 4 Problem management practice

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Problem solving

A simple problem-solving model based on Kepner-Tregoe and Safe. Split between the resolve and change value streams

Agree on the problem to solve	Apply root-cause analysis and 5 whys	Evaluate possible causes
• Object? • Deviation? • What (is / is not)? • When (is / is not)? • Where (is / is not)? • Extent (is / is not)?		

Confirm root cause(s) and restate the problem	Brainstorm solutions	Add solution to the product backlog
• Object? • Deviation? • What (is / is not)? • When (is / is not)? • Where (is / is not)? • Extent (is / is not)?		

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Team topologies

People and organisation

Self service / Super users	Service Desk	Product team	Product team / supplier		

Queue · · · · · ·   Queue · · · · · ·

Resolve

| Search knowledge | Initial support | Dispatch | Resolve | Update knowledge | Add problem to product backlog |

Fulfil

| Select request | Initiate request model | | Add missing request model to backlog |

User

Service catalogue   Knowledge

Sprint planning   Daily scrum   Sprint review   Retrospective

Change

| Manage demand | Manage requirements | Acquire / develop | Integrate | Test | Deploy | Release |

Customer

Portfolio   Product backlog   Sprint backlog

Infrastructure, platform and other shared services

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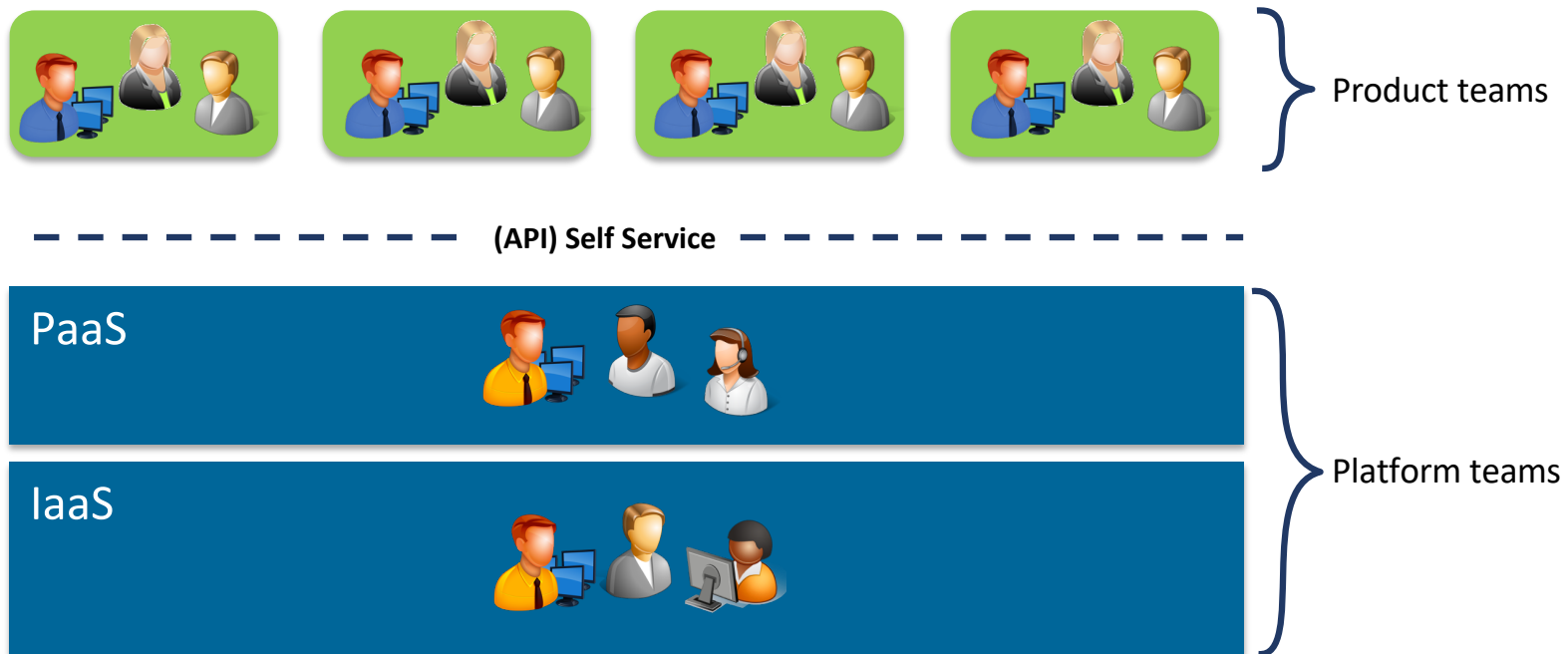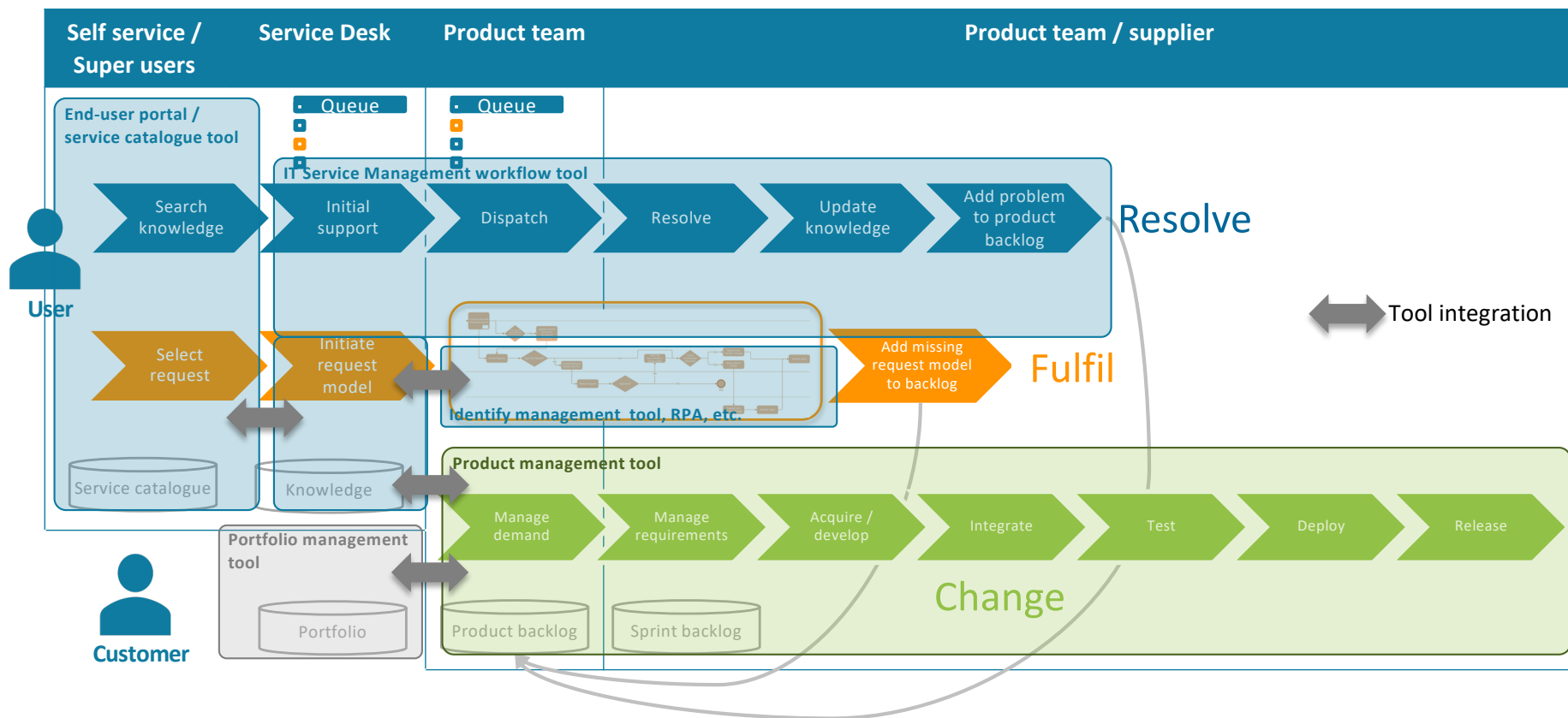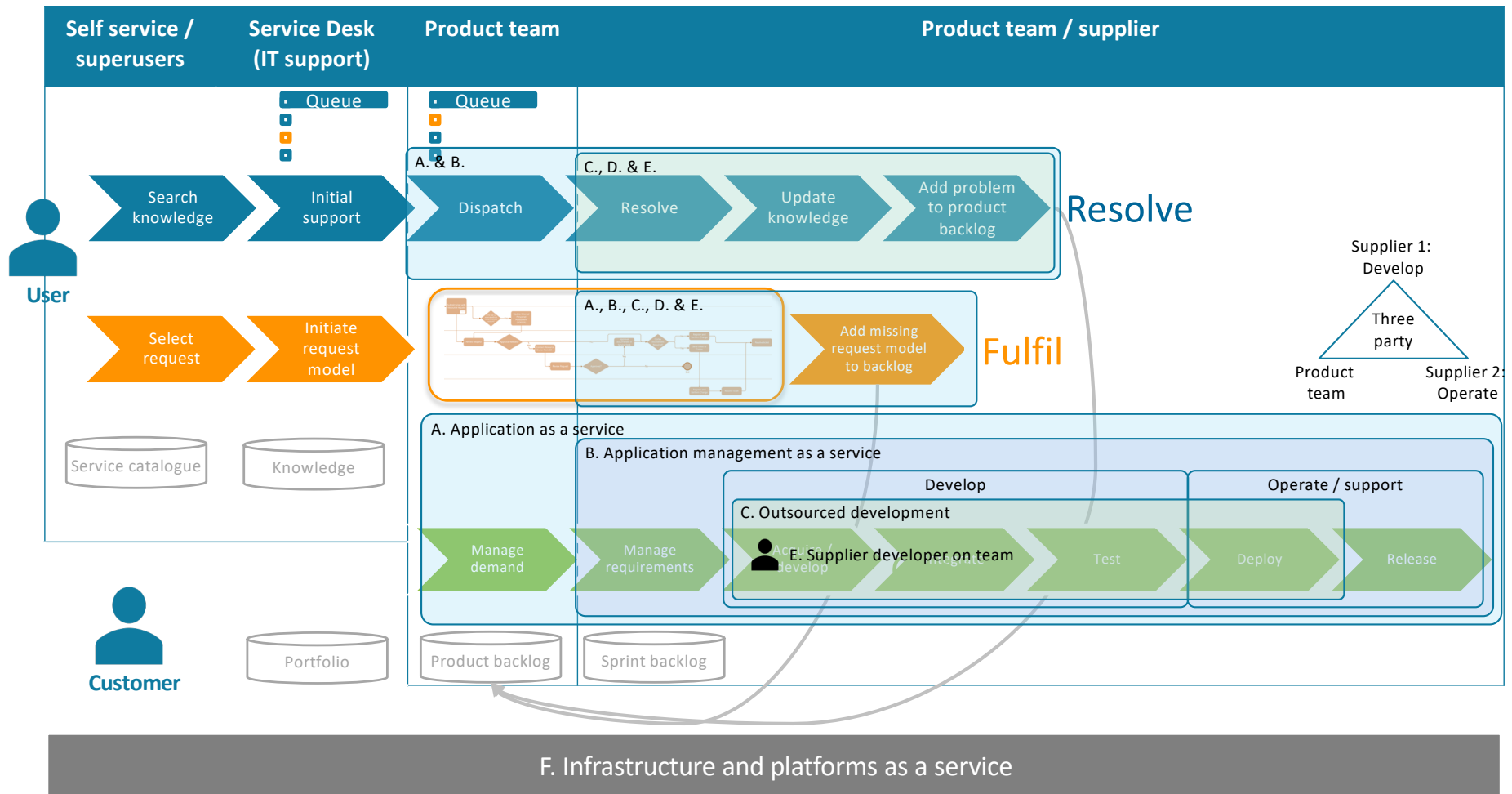
Autonomous teams

Allow small product teams to work safely and architecturally decoupled from the work of other teams who use self-service platforms that leverage the collective experience of service desk, operations and information security

Product teams

(API) Self Service

PaaS

IaaS

Platform teams

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Tool architecture and integration

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Supplier models

Suppliers

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Questions and comments

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