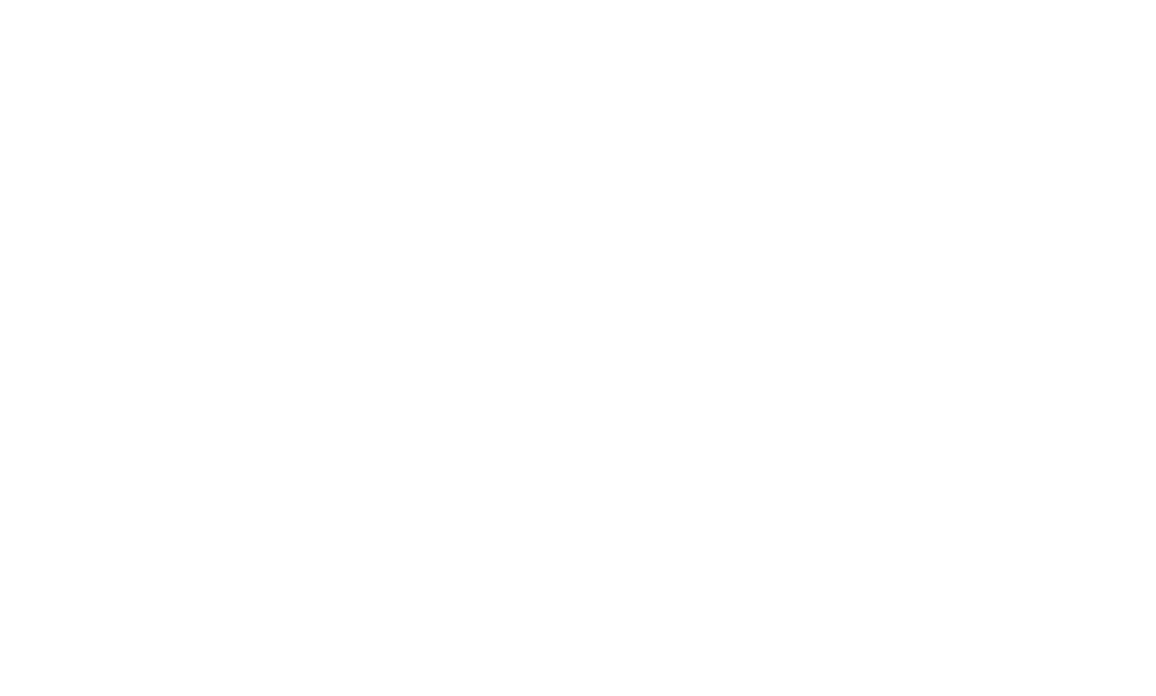
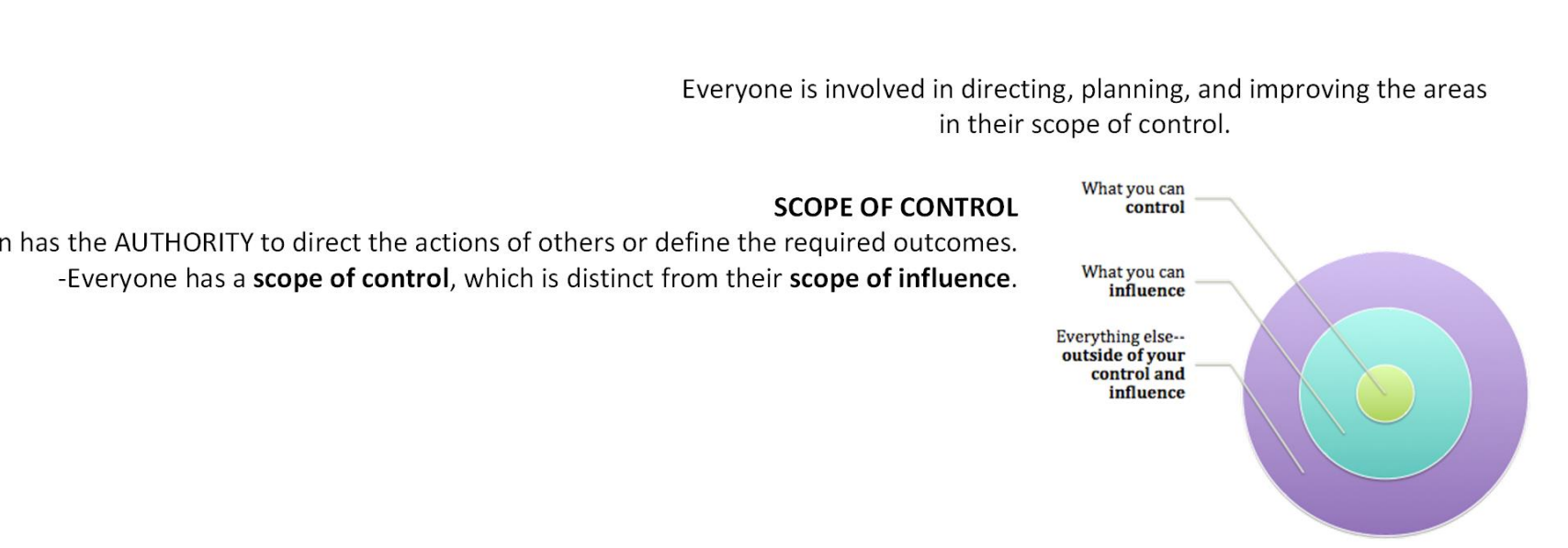


Organizational Improvement Cascade



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Indicator
A metric that is used to assess and manage something.

Metric
A measurement or calculation that is monitored or reported for management and improvement.

Measurement
A means of decreasing uncertainty based on one or more observations that are expressed in quantifiable units.

Measurement Type

- Progress measurements demonstrate the degree of achievement relative to defined milestones and/or deliverables.
- Compliance measurements demonstrate the degree of adherence to governance and/or regulatory requirements.
- Effectiveness measurements demonstrate the degree of fitness for purpose of any part of the SVS, a product, or a service.
- Efficiency measurements demonstrate the degree of fitness for use of any part of the SVS, a product, or a service.
- Productivity measurements demonstrate the throughput of a system (a value stream, a process, a service, a component) over a period of time.

A **SUCCESS FACTOR** describes a condition or characteristic that must be achieved for something to be considered successful. When the success factor relates to an ITIL practice, it is called a practice success factor (PSF).

Metrics that are used to indicate the fulfillment of success factors are important, hence the name: **KEY PERFORMANCE INDICATOR**

- SMART Model → Specific, Measurable, Achievable, Relevant, Time-bound

Practice Success Factors | PSF

- Ensuring that changes are realized in a timely and effective manner

Metrics

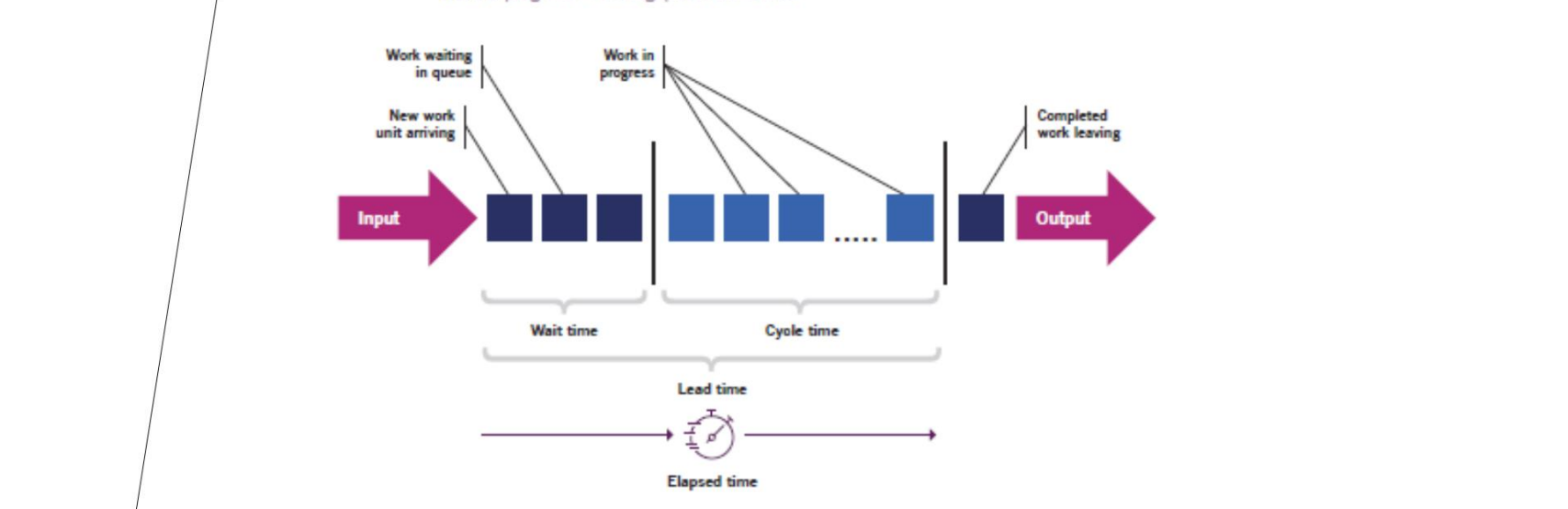
- Change success/acceptance rate over period
- Timeliness processing index (TPI) for individual changes
- Aggregated TPI over the period
- Average time of change realization per change model
- Change initiators' satisfaction with change timeliness
- Change initiators' satisfaction with change outcomes

Measurement and the four dimensions

- Measurement of organizations and people
- Measurement of Information and Technology
- Measurement of Partners and Suppliers
- Measurement of Value Streams and Processes

Lagging indicators
- Metrics that report what has already been achieved.

Leading indicators
- Metrics that help to predict what is likely to happen in the future.

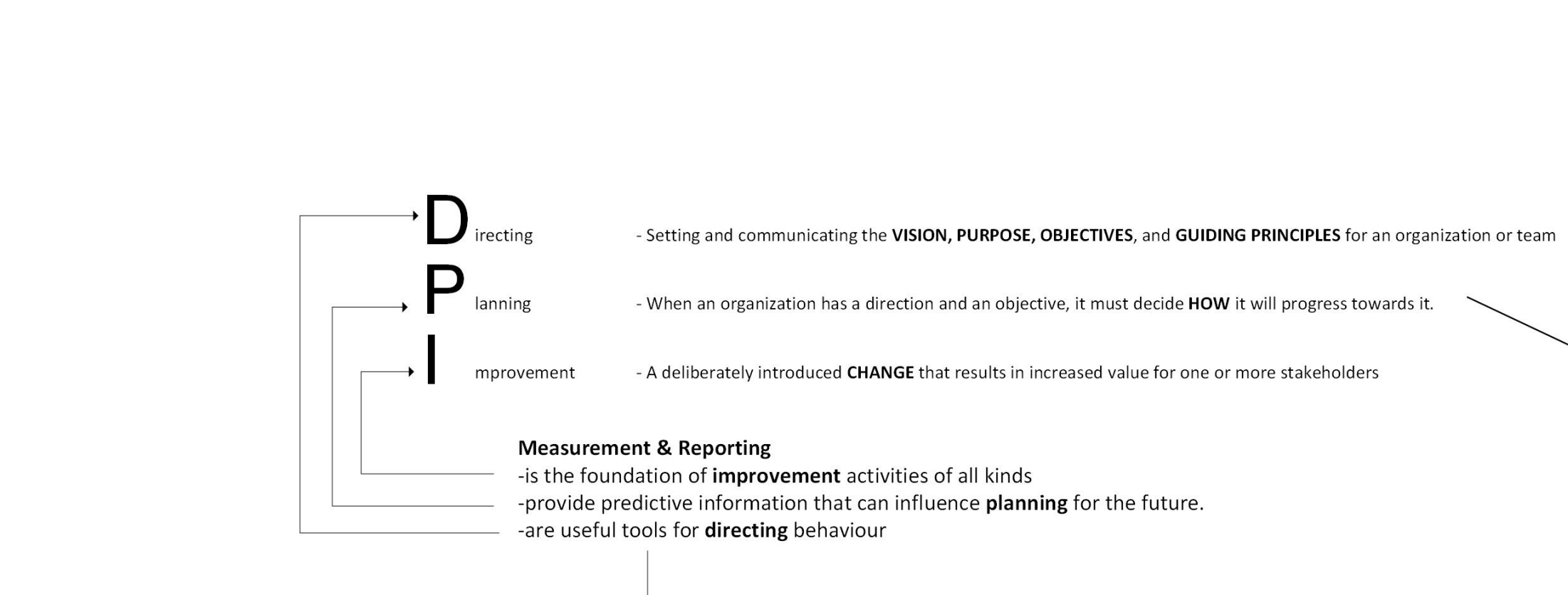


Flow efficiency
When examining process performance, reviewing flow metrics will help with understanding how efficient processes are.

- **Work in progress (WIP)** This is a measure of unfinished work items. The WIP metric highlights the progress being made towards reducing the WIP queue.
- **Cycle time** This is a measure of the time between a work item starting and finishing. It is a lagging indicator of flow.
- **Throughput** This is a measure of the number of work items finished in a period of time.
- **Work item age** This is a measure of the amount of time active items have been in progress. It is a leading indicator for unfinished items.

Lesson Learned Analysis
The evaluation of an improvement initiative or iteration for the purpose of understanding what did or did not go well and what should be done differently in the future in similar circumstances.

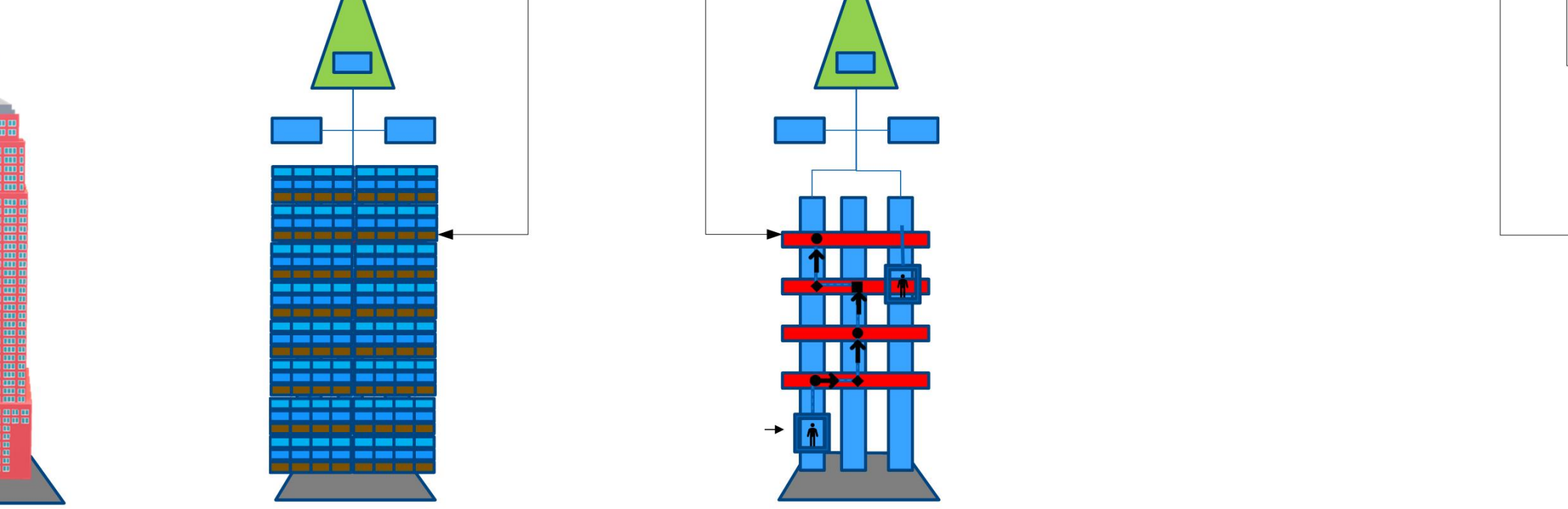
Improvement Review
An evaluation using metrics and other evidence to determine whether an improvement has achieved its desired outcomes and, if not, what needs to be done to complete the work.



Directing
- Setting and communicating the **VISION, PURPOSE, OBJECTIVES**, and **GUIDING PRINCIPLES** for an organization or team

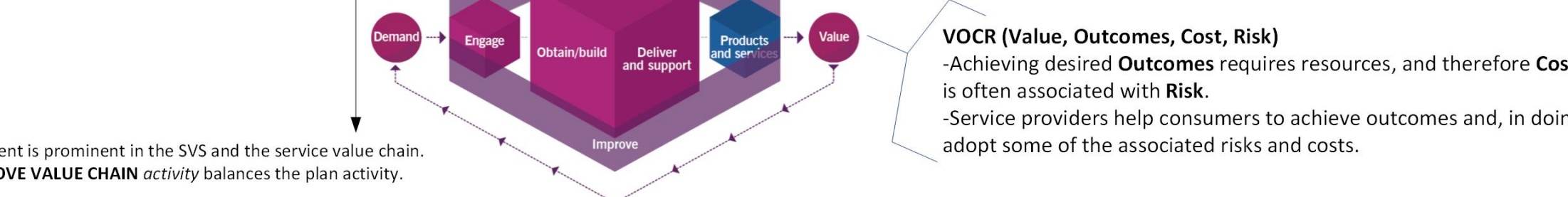
Planning
- When an organization has a direction and an objective, it must decide **HOW** it will progress towards it.

Improving
- A deliberately introduced **CHANGE** that results in increased value for one or more stakeholders



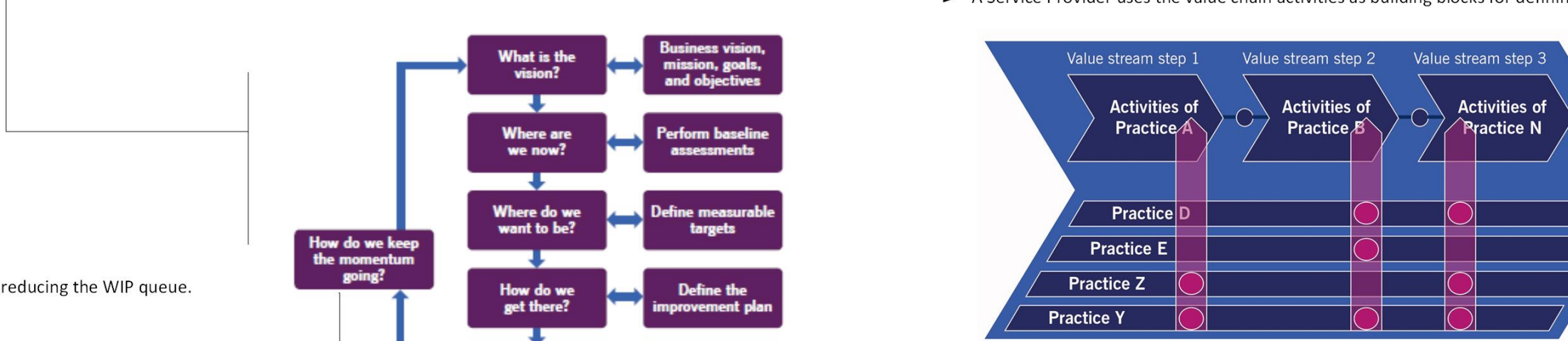
VOCR (Value, Outcomes, Cost, Risk)
- Achieving desired **Outcomes** requires resources, and therefore **Costs**, and is often associated with **Risk**.

- Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs.



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.
- The ITIL **SERVICE VALUE CHAIN** is an operating model that covers all the key activities required to effectively create, deliver, and manage products and services.



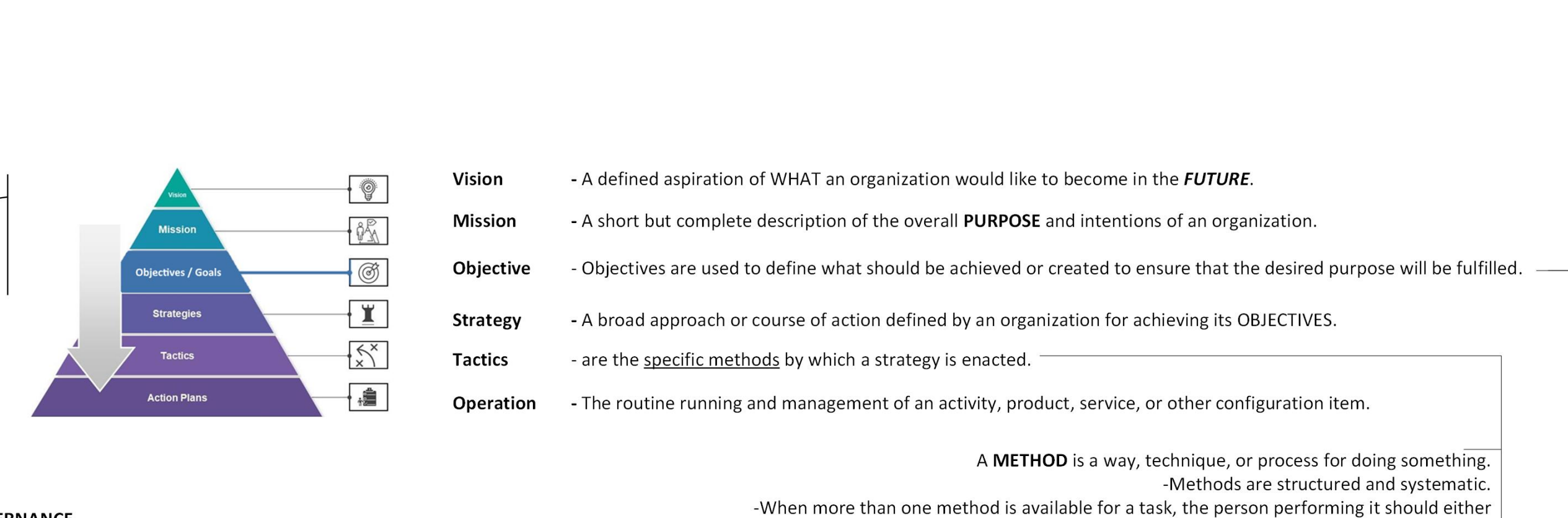
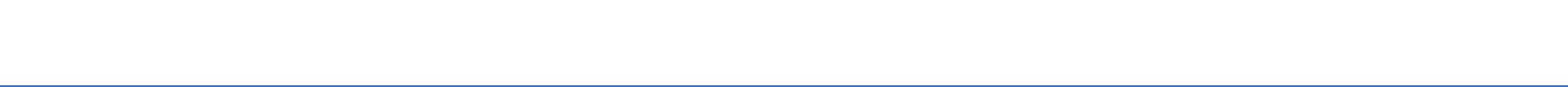
Continual Improvement Model

How do we keep the momentum going?

- What is the vision? → Business vision, mission, goals, and objectives
- Where are we now? → Perform baseline assessments
- Where do we want to be? → Define measurable targets
- How do we get there? → Define the improvement plan
- Take action → Execute improvement actions
- Did we get there? → Evaluate metrics and KPIs

Little's Law
Theory of constraints
The theory of constraints provides another way of looking at process flows and determining where bottlenecks may be constraining the value produced by the process.

Kanban technique
Those who struggle to oversee, prioritize, and manage work often find Kanban useful.



Vision
- A defined aspiration of **WHAT** an organization would like to become in the **FUTURE**.

Mission
- A short but complete description of the overall **PURPOSE** and intentions of an organization.

Objective
- Objectives are used to define what should be achieved or created to ensure that the desired purpose will be fulfilled.

Strategy
- A broad approach or course of action defined by an organization for achieving its **OBJECTIVES**.

Tactics
- are the **specific methods** by which a strategy is enacted.

Operation
- The routine running and management of an activity, product, service, or other configuration item.

GOVERNANCE
- The means by which an organization is directed and controlled.

- Every organization is directed by a **governing body** - a person or group of people who are accountable at the **HIGHEST LEVEL** for its performance and compliance

Board of directors
Responsible for their organization's governance.

- setting strategic objectives
- providing the leadership to implement strategy
- supervising management
- reporting to shareholders.

Shareholders
Responsible for appointing directors and auditors to ensure effective governance

Audit committee
Responsible for supporting the board of directors by providing an independent assessment of management performance and conformance

MANAGEMENT - Coordinated activities to define, control, supervise, and improve something.

- Good management should result in effective and efficient operational activity, confident and competent employees, and the **achievement of defined objectives** throughout the organization.
- One of the concerns of good management is the adherence to directions provided by the governing body, including compliance with **POLICIES**, laws, and regulations.

Assessment method	Output
Gap analysis	Identification of the differences between actual practice and the chosen assessment criteria.
SWOT analysis	Identification of strengths, weaknesses, opportunities, and threats.
Change readiness assessment	An estimation of the organization's ability to transition to a new way of working.
Customer/user satisfaction analysis	Analysis of how customers and/or users feel about the services they use, based on their feedback.
SLA achievement analysis	Analysis of the quality of a service or services based on a comparison of service performance against service level agreement (SLA) targets.
Benchmarking	A comparison of the results of this assessment with the results of similar assessments performed for other comparable organizations.
Maturity assessment	An estimation of the maturity of a process or an organization based on a defined framework, such as the ITIL process maturity model.



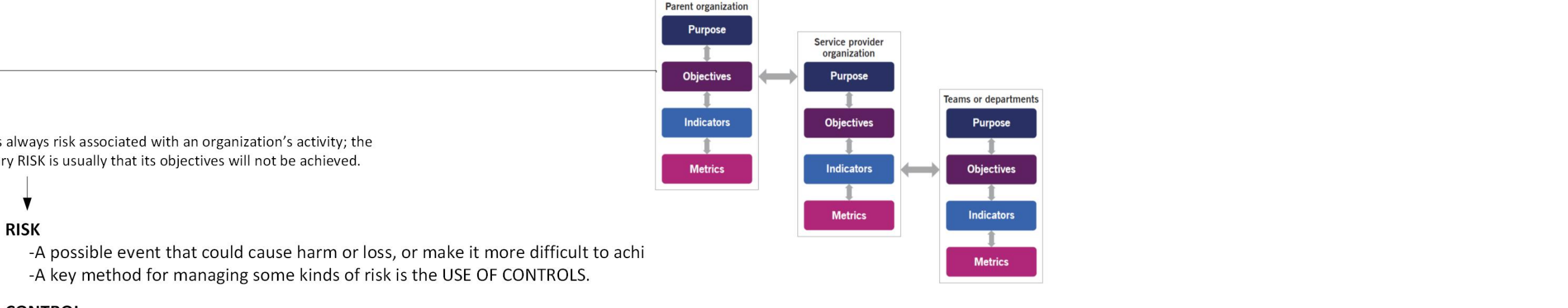
Value stream mapping
A visual representation of a service value stream which shows the flow of work, information, and resources.



Value stream map
A visual representation of a service value stream which shows the flow of work, information, and resources.

Policy
- Formally documented management expectations and intentions, used to direct decisions and activities.

Guideline
- A **RECOMMENDED** practice that allows some discretion in its interpretation, implementation, or use.



RISK
- A possible event that could cause harm or loss, or make it more difficult to achieve
- A key method for managing some kinds of risk is the **USE OF CONTROLS**.

CONTROL
Controls are countermeasures or safeguards that provide reasonable assurance that objectives will be achieved and undesired events will be either prevented or detected and corrected.

- 1) **organizational/procedural controls** (policies, organization, ownership, training, processes)
- 2) **logical/technical controls** (required fields, scripting, automated workflows)
- 3) **physical controls** (an electronic badge entry system, a metered intake valve).

Organizational Change Management (OCM) is concerned with the human side of change. OCM aims to convince people of the value of a change in order to reduce resistance and ensure that it is implemented and sustained successfully.

- Accountability for OCM cannot be transferred to an external resource

Five elements for a successful improvement initiative

- 1) Clear and relevant objectives
- 2) Strong and committed leadership
- 3) Willing and prepared participants
- 4) Demonstrated value
- 5) Sustained improvement

Resistance to change

- Identify resistance
- Managing resistance

To create flexible, resilient and fulfilled individuals, teams, and systems, organizations should aim to support the development of **three forms of intelligence**

Emotional Intelligence
- It describes having emotional **SELF**-awareness and the capacity to manage feelings by directing them toward goals.

Social Intelligence
- It is the capability to identify emotions of **OTHER** people in order to achieve common goals and build positive relationships.

Systems intelligence
- It is the capability to see oneself as a part of a system.

Communication Principles
People need to communicate regularly and effectively to achieve the best results; having well-rounded communication skills is crucial.

- Communication is a two-way process.
- We are all communicating all the time.
- Timing and frequency matter.
- There is no single method of communicating that works for everyone.
- The message is in the medium.

1) **Identifying and communicating with stakeholders** (Stakeholder analysis worksheet)

- Who are they?
- What interest do they have in the outcome of the work?

2) **Stakeholder Mapping** (Stakeholder Map)

- Once the stakeholders have been identified and characterized, the next step is to assess each one's **power, influence, and interest**.

3) **Defining a stakeholder communication plan**

- Planning the approach
- Define what is needed from each stakeholder
- Identify the message What will persuade stakeholders to support and engage with the initiative?
- Devise a practical plan to communicate with each stakeholder
- Keep the initiative's best supporters engaged. Devise a plan for engaging both current and potential supporters.
- Consider how actions will affect the stakeholders



Title: ITIL 4 DPI Map
Description: Derived from ITIL 4 DPI Book 2019 (by Axelos)
Visualization created by Claudio Restaino BITIL.COM
Version 0.70 Jan 2020