

# ITIL® IT SERVICE MANAGEMENT

## The 9 Guiding Principles

### 1 FOCUS ON VALUE

Everything you do in your organisation has to ultimately represent value to your customers AND your organisation. Customers will define what is valuable to them and organisations must deliver effective services at a profit. Your customer's definition of value will evolve continuously, your services should evolve in line with your customer's definition of value.

### 2 DESIGN FOR (USER) EXPERIENCE

Many of your customer touchpoints could be defined as a subjective experience. It's important to put yourself in the position of the customer frequently to measure end-to-end experience.

### 3 START WHERE YOU ARE

When things aren't going well, avoid the temptation to start from scratch. Current services, processes, programmes, projects and people can all be used to create a future that delivers value.

### 4 WORK HOLISTICALLY

It is important to maintain a vision of the 'whole' service. In even a relatively simple service structure; an alteration with any one element will impact on others. Effective and coordinated management of hardware, software, data, architectures, methods, processes, metrics, tools, partners and people will lead to desired results.

### 5 PROGRESS ITERATIVELY

Avoid the temptation to do everything at once. Focusing on small 'across the board' improvements makes projects easier to manage. Iterative improvements should be recorded so a new service 'state' can be benchmarked, and the process can start again.

### 6 OBSERVE DIRECTLY

Measure and observe what is happening exactly. Go directly to the source of the process measurement so the use of assumptions is limited, measurements should be used in support of what was observed and not as a substitute for it. Process data should be analysed and critically judged it to understand the meaning of it. Focus on the 'Gemba' - the critical point where value is created.

### 7 BE TRANSPARENT

Communicate honestly and effectively, ideally using a communication plan as a guide. This will help to promote urgency and prevent distrust and fear. Consider creating a service improvement register to foster staff engagement and always try to celebrate successes and accomplishments to boost team morale.

### 8 COLLABORATE

Stakeholders should be identified and provided with an environment where they feel encouraged to contribute and express their ideas. Actionable conclusions should be reached and agreed through a good facilitator. Lean techniques rely heavily on efficient collaboration.

### 9 KEEP IT SIMPLE

Use the minimum number of steps required to achieve an objective by eliminating any process which provides no value or useful outcome. Add controls, metrics and activities only when it is clear they are needed rather than overloading management liability at the outset. This will help to optimise data collection and reporting for its intended audience.