DevOps, ITIL Practitioner and the 3 ways

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optimal
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Agenda

The 3 ways of DevOps

• Flow
• Feedback
• Experiment and learn

ITIL Practitioner

• Metrics and measurement
• CSI approach
The First Way - FLOW

- Look at the end to end flow of your work
- Pull not push
- Global optimization, not local
The First Way - FLOW

- Use Kanban for ops as well as for dev

<table>
<thead>
<tr>
<th>Ready to Start</th>
<th>Analysis / Planning</th>
<th>Doing</th>
<th>Reviewing / In Review</th>
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<td>RFC 7164</td>
<td>INC 21307</td>
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<td>Install additional 4GB disk drive in server XYZ789</td>
<td>Web server performance slow</td>
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<td>Install additional 4GB disk drive in server XYZ789</td>
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<td>PRB 2004</td>
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<td>Server XYZ123 keeps crashing</td>
<td>Network router firmware update</td>
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<td>INC 20512</td>
<td>Project P0234</td>
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<td>Corrupt file needs to be restored from backup</td>
<td>Data center move project</td>
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<td>Other Work</td>
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<td>Investigate new</td>
<td>Other Work</td>
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The First Way - FLOW

- Work holistically
- Focus on value
The Second Way - FEEDBACK

- Need local AND global feedback
- Toyota Production System stop button
- Test often, not just at the end
- Understand flow (1\textsuperscript{st} way) to encourage feedback
The Second Way - FEEDBACK

- Observe directly
- Be transparent
- Collaborate
The Third Way – EXPERIMENT AND LEARN

- With perfect understanding comes perfect solutions
- Most of us are NOT perfect
- Form hypothesis, make prediction, experiment, test
- Fail early fail often
The Third Way – EXPERIMENT AND LEARN
The Third Way – EXPERIMENT AND LEARN

• Start where you are
• Progress iteratively
• Keep it simple
• Design for experience
# Agenda

<table>
<thead>
<tr>
<th>NOT STARTED</th>
<th>DOING</th>
<th>DONE</th>
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<tbody>
<tr>
<td>ITIL</td>
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<td>PRACTITIONER</td>
<td>CS? APPROACH</td>
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<td>METRICS &amp; MEASUREMENT</td>
<td>3 WAYS</td>
<td>FLOW</td>
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<td>FEB Back EXPERIMENT + LEARN</td>
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The CSI Approach

- What is the vision?
  - Business vision, mission, goals and objectives

- Where are we now?
  - Baseline assessments

- Where do we want to be?
  - Measureable targets

- How do we get there?
  - Service and process improvement

- Did we get there?
  - Measurement and metrics

How do we keep the momentum going?
CSI register

What does it look like?

- A simple Excel spreadsheet
- Sticky notes on a Kanban board
- What else?

How does it support the three ways?

- Flow
- Feedback
- Experiment and learn
Metrics and Measurement

Essential for the three ways, especially

• Feedback
• Experiment and learning

Required by the guiding principles, especially

• Focus on value
• Be transparent
Don’t confuse CSFs and KPIs

Self-service terminal used to recharge cafeteria cards

• **CSF** The terminal responds fast enough that it does not create a bottleneck at the canteen entrance
  – **KPI** Card recharge < 3 seconds + manual time by user
  – **KPI** There are always sufficient working terminals to process 20 card recharge events per minute at peak times

Manufacturing support application

• **CSF** Service downtime does not have a significant impact on the customer’s business process
  – **KPI** Maximum of 4 service outages in a year
  – **KPI** Maximum downtime duration 30 minutes
Targets drive behaviour
### Summary

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Doing</th>
<th>Done</th>
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- Agenda
- 3 Ways
- Flow
- Feedback
- ITIL Practitioners
- CSI Approach
- Metrics
- Measurement

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Thank you

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