

It's Not About the Number!



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Welcome!

ITSM Academy

- Full service provider of IT Service Management (ITSM) education and advice
- Accredited and sustainable education and training
 - ✓ ITSM/ITIL®
 - ✓ DevOps
 - ✓ Employee Experience
 - ✓ Process Design (CPDE)
 - ✓ Lean/Value Stream Mapping
 - ✓ Site Reliability Engineering

Donna Knapp

- Author
- Curriculum Development Manager
- Certified Process Design Engineer
- ITIL Master
- DevOps Foundation, DOL, CDA, DSOF, DTE
- Certified Scrum Master
- Certified Agile Process Owner
- Certified Agile Service Manager
- VeriSM Foundation
- Certified in Knowledge-Centered Support (KCS) Principles
- Certified ISO/IEC 2000 Consultant/Manager

Agenda

- Distinguishing maturity and capability
- Why practice capability is important
- Assessing practice capability
- Factors that influence capability
- Lessons learned



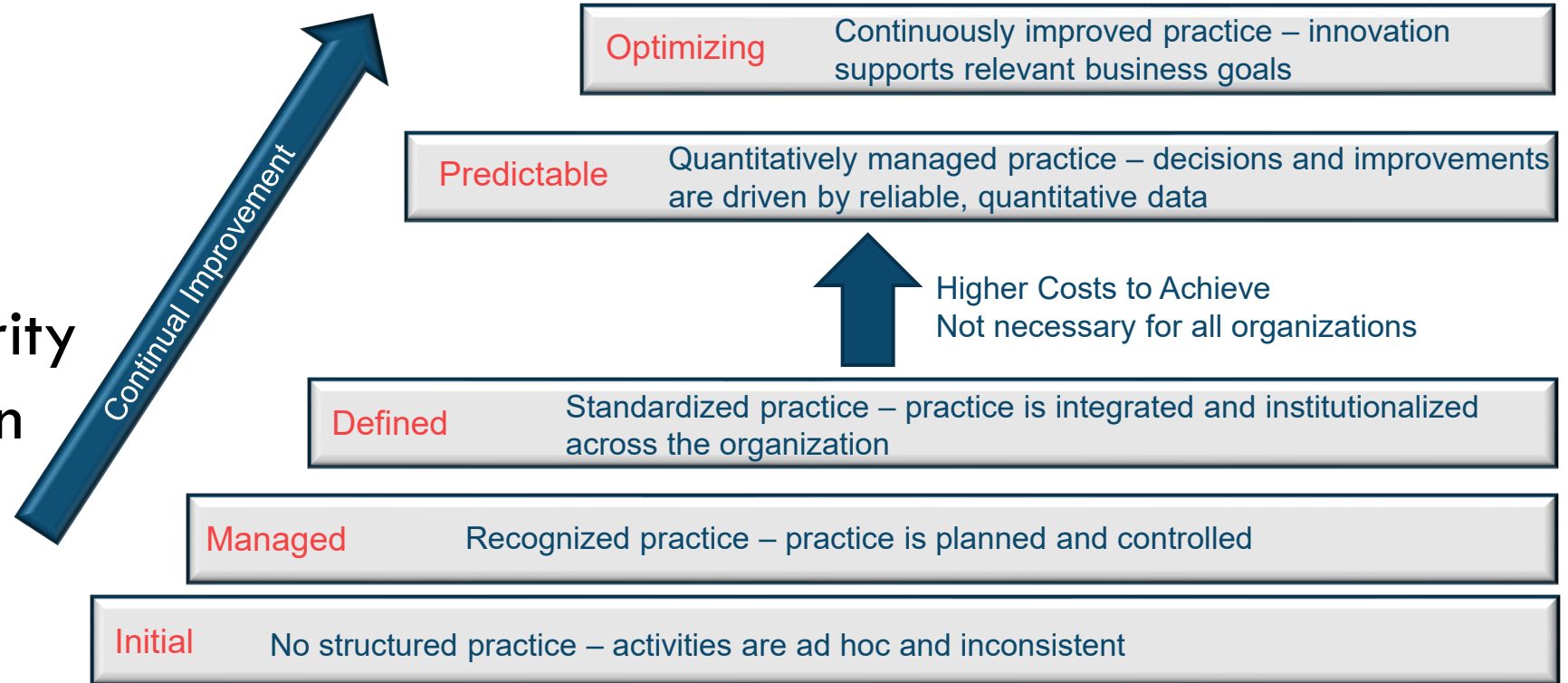
Thanks for joining us today.
Please use the chat feature to send in your questions.

Distinguishing Maturity and Capability

Maturity	Capability
ITIL 4 Maturity assessment Assesses an organization's service management capabilities and the maturity of its service value system	ITIL 4 Practice capability assessment Assesses how well a practice achieves its purpose
ISO/IEC 33001 Organizational process maturity Assesses the extent to which an organizational unit consistently implements processes within a defined scope that contribute to the achievement of its business needs (current or projected)	ISO/IEC 33020 Process capability assessment Assesses how well an individual process is performed
CMMI Maturity levels Assesses an organization's process improvement achievement in multiple process areas	CMMI Capability levels Assesses process improvement achievements in individual process areas

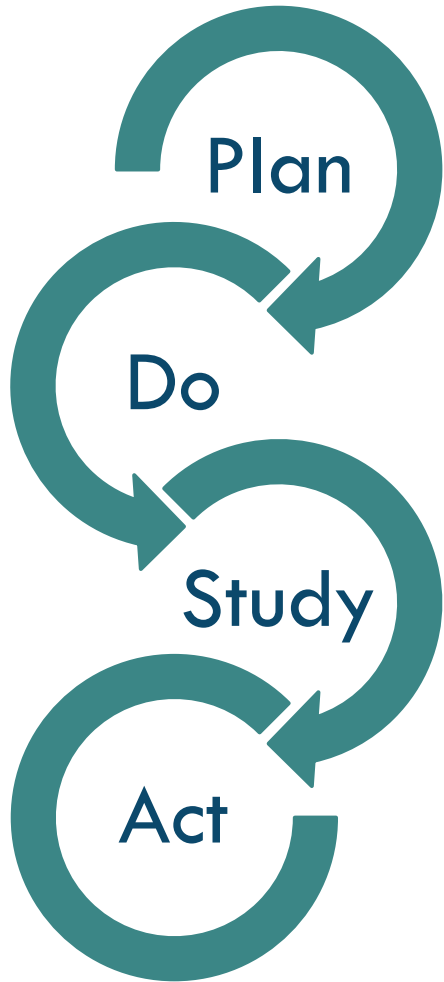
Assessing Practice Maturity and Capability

- ITIL Maturity Model
- ISO/IEC 33020
- Capability Maturity Model Integration (CMMI)



Practice capability refers to how well a practice is defined, how well it is established in the organization's culture, and how capable it is of being continually improved through the use of measures tied to business goals.

Why is Practice Capability Important?



- Few organizations are capable of
 - ✓ Moving from no practice to a high performing practice in a short period of time
 - ✓ Having all components – people, process, technology and information – in place and in a mature state when a practice is first being designed and implemented
- Organizations and practices mature over time – they must be continually improved

Assessment Activities

- Plan and prepare
- Conduct assessment
- Analyze, interpret and report out the results
- Develop and execute an improvement action plan or roadmap



Planning and Preparation

Assessment Types

- Self assessments
- Facilitated assessments
- Independent or formal external assessments

There are pros and cons to each assessment type related to factors such as time, cost, objectivity, and credibility.

Assessment Model Components

- Assessment scope
- Capability levels
- Scoring mechanism
- Evidence
- Criteria
- Scoring worksheets or surveys

Assessment Scope

- Scope
 - ✓ Value stream aligned
 - ✓ Strategic focus Aligned
- Objectives
- Participants
- Primary practices – directly contribute to the achievement of objectives
- Supporting practices – needed for the primary practices to effectively achieve their objectives and to function at higher capability levels

Strategic Focus Area	Objective	Primary and Supporting Practices
Business alignment and integration	Delivery of IT services in line with business needs	Primary practices: Service design, service level management, service catalogue management, continual improvement Supporting practices: Availability management, capacity and performance management, change enablement, release management, monitoring and event management, service validation and testing, measurement and reporting

In the ITIL Maturity Model, for a primary practice within the scope of an assessment to achieve capability level 3, all supporting practices within the scope of that assessment must achieve capability level 1.

Capability Levels

Level	Description	Define, agree and implement
Level 1	The practice is not well organized; it is performed as initial/intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities.	
Level 2	The practice systematically achieves its purpose through a basic set of activities supported by specialized resources.	Purpose and objectives, scope, processes and activities, roles and responsibilities, tools and procedures
Level 3	The practice is well defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system.	Dependencies and integration • Integration in value streams • Integrated information system • Suppliers and partners
Level 4	The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system.	Measurement and reporting
Level 5	The practice is continually improving organizational capabilities associated with its purpose.	Continual improvement

Source: ITIL Maturity Model

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Scoring Mechanism and Evidence

Scoring Mechanism

- **Achieved** – criterion is fully and consistently demonstrated – there is objective evidence
- **Partially achieved** – criterion is inconsistently demonstrated – there may be some evidence, but it may be incomplete, informal, or not consistently applied
- **Not achieved** – criterion is absent or performed in an ad hoc manner – there is no credible evidence; what evidence does exist is anecdotal, undocumented, or varies widely between individuals or teams

*In its simplest form, scoring can be yes or no.
Beware the limitations!*

Evidence

Evidence can take the form of artifacts, affirmations, or observations.

- Documents
- Records
- Data and reports
- Interviews
- Observations



Criteria

A high-level structure

- Provides a middle ground look at the factors that influence capability
- Provides clarity and consistency in terms of the broad categories of criteria to be assessed
- Makes it possible to link detailed evidence to strategic intent

High-Level Structure

- ITIL – practice success factors (PSFs) and the four dimensions of service management
- ISO/IEC 33020 – process categories and process attributes
- CMMI – practice or capability areas and goals

Criteria Categories (Example)

- Objective attainment and business alignment
- Cost effectiveness and funding
- Governance, accountability and compliance
- Skills, competencies and culture
- Lifecycle management
- Digital enablement and information quality
- Knowledge capture
- Proactive and predictive activities
- Customer satisfaction

Criteria (Example)

Category: Skills, Competencies and Culture

Level 1	• Roles and responsibilities are defined, documented and assigned. <i>(Most organizations at Level 1 would score this as “Not Achieved.”)</i>
Level 2	• Key roles and responsibilities are defined and documented and skilled resources are available. • Basic awareness and role-specific training is provided.
Level 3	• Responsibilities and competencies for all roles are defined and documented. • Structured education and training plans are developed and delivered, and effectiveness is measured.
Level 4	• Practice performance data is used to measure competency development and identify improvement opportunities. • Data-driven adjustments are made to education and training programs, and capability gaps are proactively addressed.
Level 5	• A culture of continuous learning and innovation is embedded across the organization. • Lessons learned and predictive analytics drive forward-looking skill development and adaptive workforce planning.

Consider your scoring mechanism when constructing the individual criterion.

Conducting a Self Assessment



- Establish a Practice improvement Team (PIT)
- Include all stakeholders
- Have each member complete a self-assessment worksheet or survey independently
- Have a CPDE or facilitator assemble the results and obtain a consensus

Using a PIT to assess capability enables an understanding of varying perspectives and perceptions and improves stakeholder relationships.

It's not about the number!

Capability assessments

- Provide a baseline
- Show how well your practices are *established* and *improving*
- Serve as a diagnostic tool for continual improvement



Putting the Results to Work

- Criteria that are being *partially achieved or not achieved* represent
 - ✓ Performance gaps to be filled
 - ✓ Untapped potential
- Look for themes or patterns
 - ✓ People
 - ✓ Process
 - ✓ Technology
 - ✓ Information
- Capture improvement opportunities in an improvement register or backlog
- Prioritize the opportunities based on the value they deliver
- Consider:
 - ✓ The assessment scope and objectives
 - ✓ Your ITSM roadmap

ITSM Roadmap

An ITSM roadmap

- Is a strategic plan that outlines how an organization will evolve its IT service management capabilities over time
- Connects the current state of the organization's service value system and ITSM practices to a desired future state
- Shows the sequence of initiatives needed to unlock higher levels of business alignment, operational excellence, organizational agility, and organizational resilience
- Major components typically include:
 - ✓ Vision and objectives
 - ✓ Current state assessment
 - ✓ Future state definition
 - ✓ Initiatives and milestones
 - ✓ Timeline and dependencies
 - ✓ Metrics and success criteria
 - ✓ Governance and ownership

An effective ITSM roadmap balances strategic intent, operational reality, and employee and customer experience.



***A capability assessment is not destination.
It is the moment when evidence-based
insight starts you on a journey towards
meaningful change.***

Taking Action

Agile Service Management

- Epics – link directly back to a business goal or capability objective
- User stories – describe specific desired outcomes from the perspective of the team or customer
- Tasks – capture concrete actions needed to realize stories

Use backlog grooming techniques or a practice improvement matrix to prioritize.

Lean Improvement Loops

- Loop 1
 - ✓ Assume existing roles, activities, and tools
 - ✓ Focus on optimizing what already exists
 - ✓ Eliminate waste, reduce rework, clarify handoffs, improve communication, reinforce accountability
- Subsequent loops
 - ✓ Introduce deeper changes
 - ✓ Redefine roles and responsibilities, redesign workflows, integrate new tools

Practice Improvement Matrix

1 = least opportunity for improvement 5 = greatest opportunity for improvement

Goals	Incident Mgmt	Problem Mgmt	Knowledge Mgmt
Customer Dissatisfaction	5	3	4
Employee Dissatisfaction	4	4	5
Cost Saving Opportunity	2	5	2
Time Saving Opportunity	3	3	4
Quick Win Opportunity	4	5	1
Available Resources	5	1	2
Total Score	23	21	18

- Rates and prioritizes practice improvement opportunities
- Maps practices against improvement criteria
- 'Available Resources' includes funding, staff, tools

Lessons Learned

1. Senior management commitment is essential
2. Designate and educate practice owners and managers
3. Adopt (and mean it!) and adapt existing frameworks and standards
4. Use Agile and Lean project and program management best practices
5. Manage organizational change



Top management shall demonstrate leadership and commitment with respect to the service management system.

ISO/IEC 20000

Keeping the Momentum Going



- Clearly define roles and responsibilities
 - ✓ Tie to job descriptions and performance programs
 - ✓ Provide education and training
 - ✓ Reward engagement
- Experiment and innovate – take intelligent risks
- Ensure tools are enablers
- Listen to and act on complaints

Make changes with people and for people... not to people.



Want to Learn More?



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Additional Sources of Information

Check out our blog series:

- [ITIL Maturity and Practice Capability Assessments](#)
- [Assessing Practice Capability – Part 1 – Planning and Preparation](#)
- [Assessing Practice Capability – Part 2 – Conducting Assessments](#)
- [Assessing Practice Capability – Part 3 – Analyzing and Acting on Results](#)

Relevant [ITSM Academy](#) certification courses include:

- [Certified Process Design Engineer \(CPDE\)](#)
- [Value Stream Mapping Fundamentals \(VSMF\)](#)

ITSM Academy Course Catalog

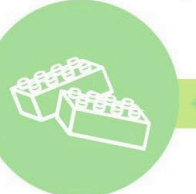
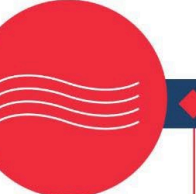
ASK ABOUT
OUR DEEP DIVE
WORKSHOPS &
ASSESSMENTS



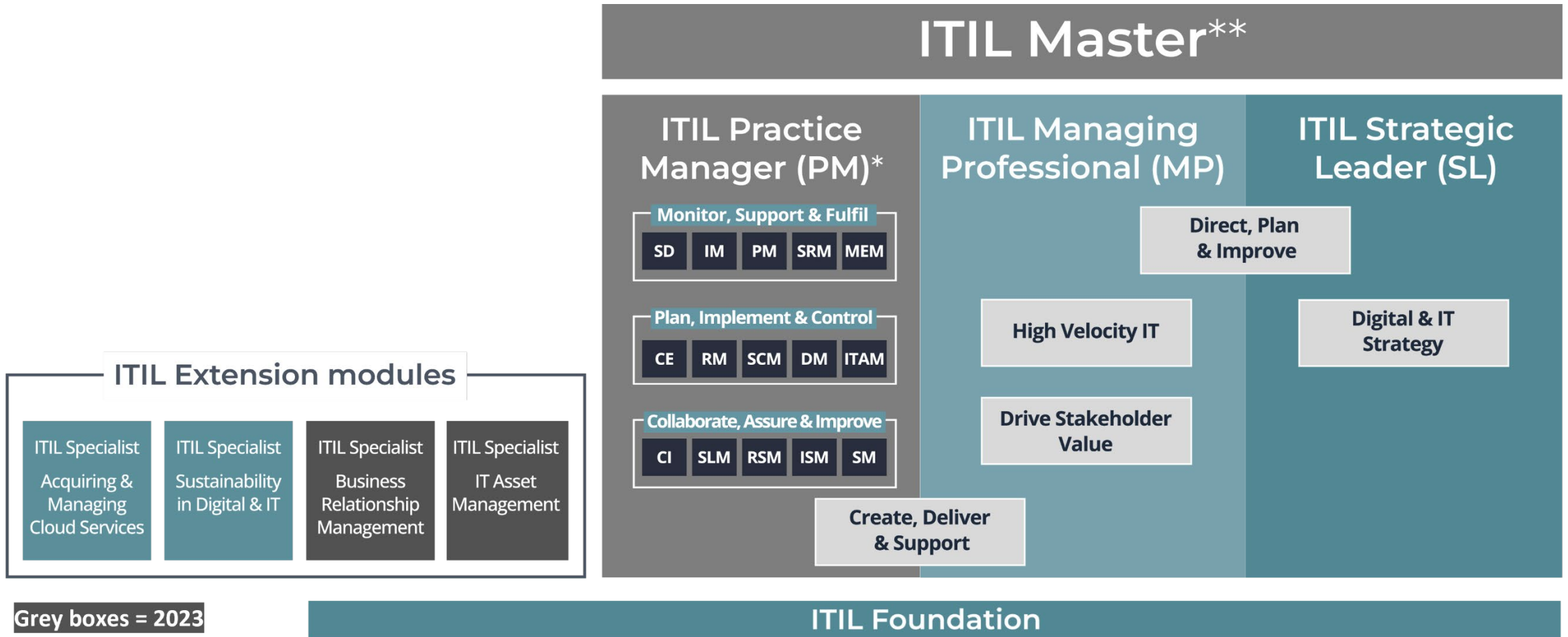
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 ITIL/ITSM - ITSM Key Concepts - ITIL® Foundation - ITIL Create, Deliver and Support (CDS) - ITIL Direct, Plan and Improve (DPI) - ITIL Drive Stakeholder Value (DSV) - ITIL High Velocity IT (HVIT) - ITIL Digital and IT Strategy (DITS) - ITIL Support, Monitor and Fulfil (Practice bundle) - ITIL Practitioner: 15 titles 3 new! ITAM, Supplier, Release Management	 DevOps - DevOps Key Concepts - DevOps Foundation - ITSM for DevOps - DevOps Leader - Site Reliability Engineering (SRE) Key Concepts - SRE Foundation - SRE Practitioner - DevSecOps Foundation - DevSecOps Practitioner - AI Ops Foundation - Observability Foundation	 Employee Experience - The Leadership Journey - 12 weeks, 2 hours per week - Experience (XLA) Essentials - Experience (XLA) Foundation - Organizational Change Management Workshop - Workplace Service Excellence Skills	 Process Design - Process Engineering Key Concepts - Certified Process Design Engineer (CPDE) - Service Integration and Management (SIAM) Foundation - Apollo 13: An ITSM Case Experience Simulation - CarGO: IT Service Management Essentials Simulation	 Business Agility/AI - Agile SM Key Concepts - QuickStart to Prompt Engineering for Everyday Business Users - Exploring AI & Machine Learning for the Enterprise / Hands-On Overview - AI Basics Camp 1: Tools & Techniques for Business - AI Basics Camp 2: Transforming Business Ops with Cutting Edge AI Apps	 Lean/VSM - Value Stream Mapping Key Concepts - Value Stream Mapping Fundamentals - Foundation of Business Analysis
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Blue text =
courses planned
for release in the
next 12-24 months



* To be awarded the Practice manager designation, a candidate must achieve ITIL MP CDS certificate and ANY five practice-based certifications, either individually or as ONE of the three pre-bundled course. These may include the ITAM and BRM extension modules or any practices from the Practice manager track.

** ITIL4 Master will be awarded to candidates who achieve the Practice Manager (PM), Managing Professional (PM) and Strategic Leader (SL) designations.





Thank You for Attending!