



ITIL (Version 5) Transformation: *Less Theory, More Traction.*

ITSM Academy A Brief History

 FOLLOW

From ITIL v2 Foundation to DevOps, SRE, Employee Experience, and AI-Enabled Service Management, ITSM Academy has led the evolution of service management education for over two decades.

2004 | **ITIL v2** era. Foundation & Service Manager only – the “clusters” had not been introduced yet.

2007 | 1st U.S. accredited ITIL provider under new **ITIL v3** scheme.

2008 | Introduced **Certified Process Design Engineer** (CPDE) course.

2011 | V3 became **ITIL 2011**. As with previous versions, we developed all courseware in the scheme.

2014 | Built 1st DevOps Foundation course. ITSM Academy leadership co-founded the **DevOps Institute**.

2019 | Early adopter of **ITIL 4** classes. Introduced **Value Stream Mapping** and **Employee Experience** courses.

2022 | **Site Reliability Engineering** (SRE) courses and more, to help clients focus on modern reliability.

2025 | AI & AIOps. Incorporated **AI** into our learner experience, while rolling out **AIOps** related course.

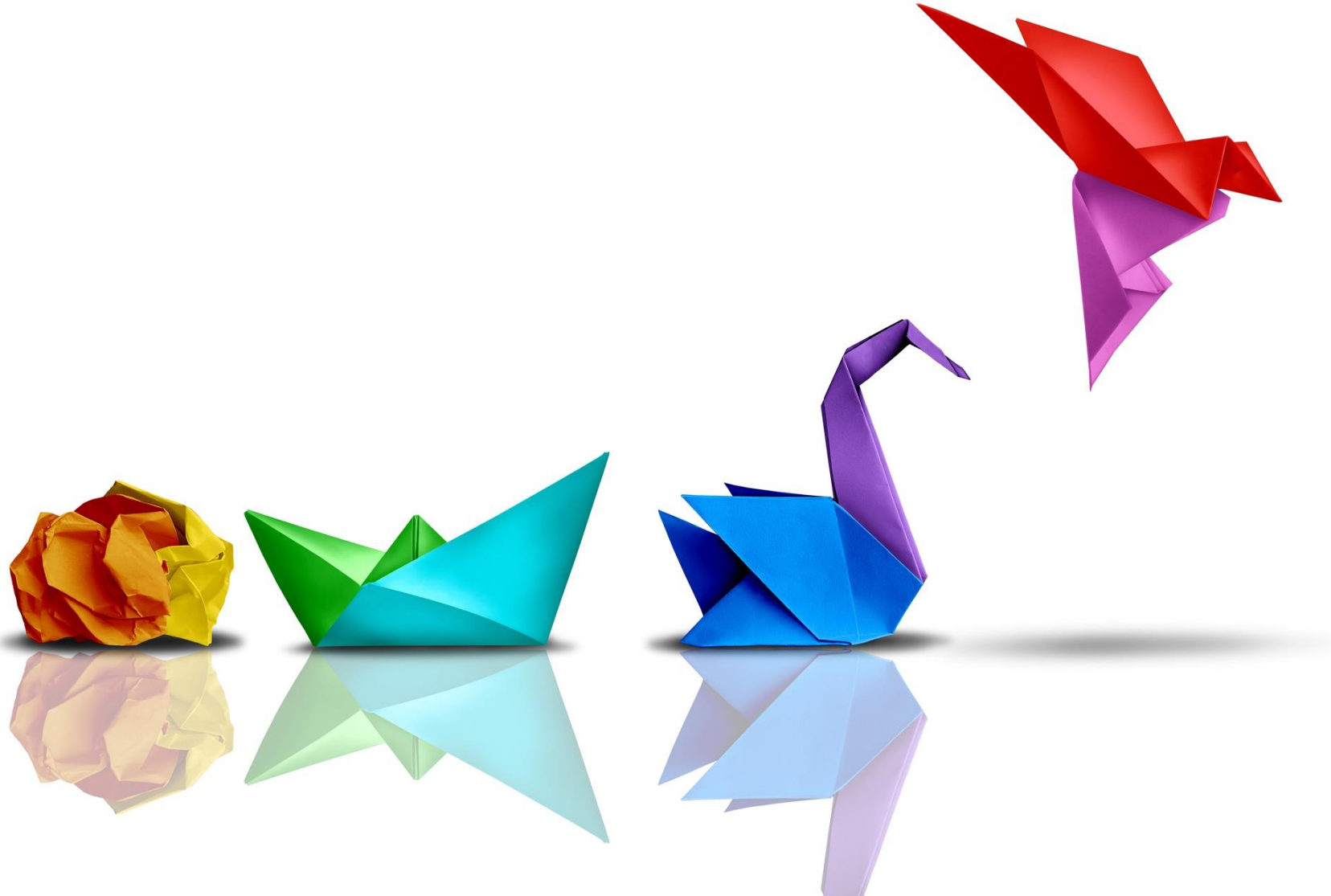
2026 | **ITIL (Version 5)** era!!



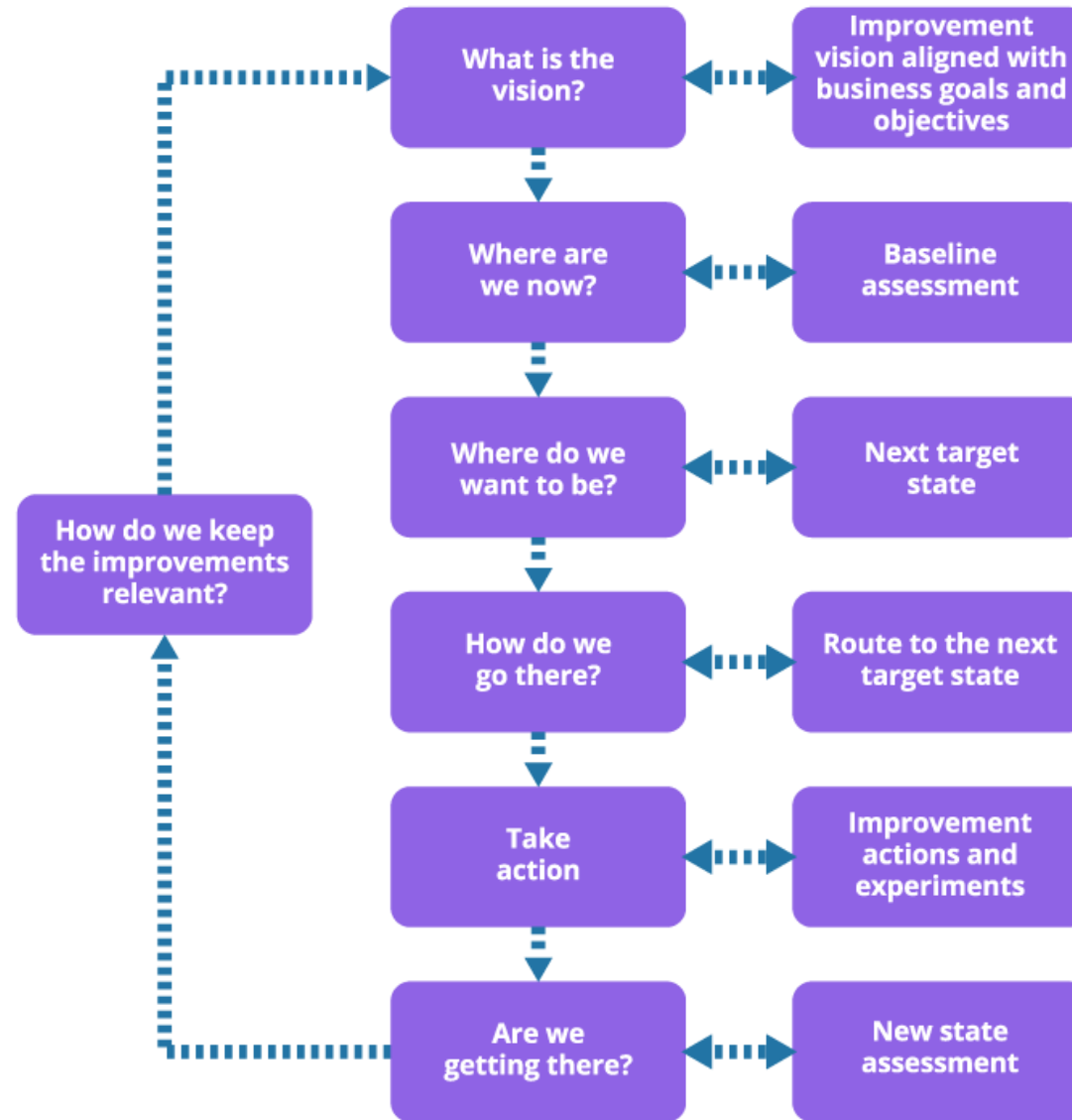
Certified
woman-
owned small
business

Since 2004, **our goal has stayed the same** ...*educate & inspire*

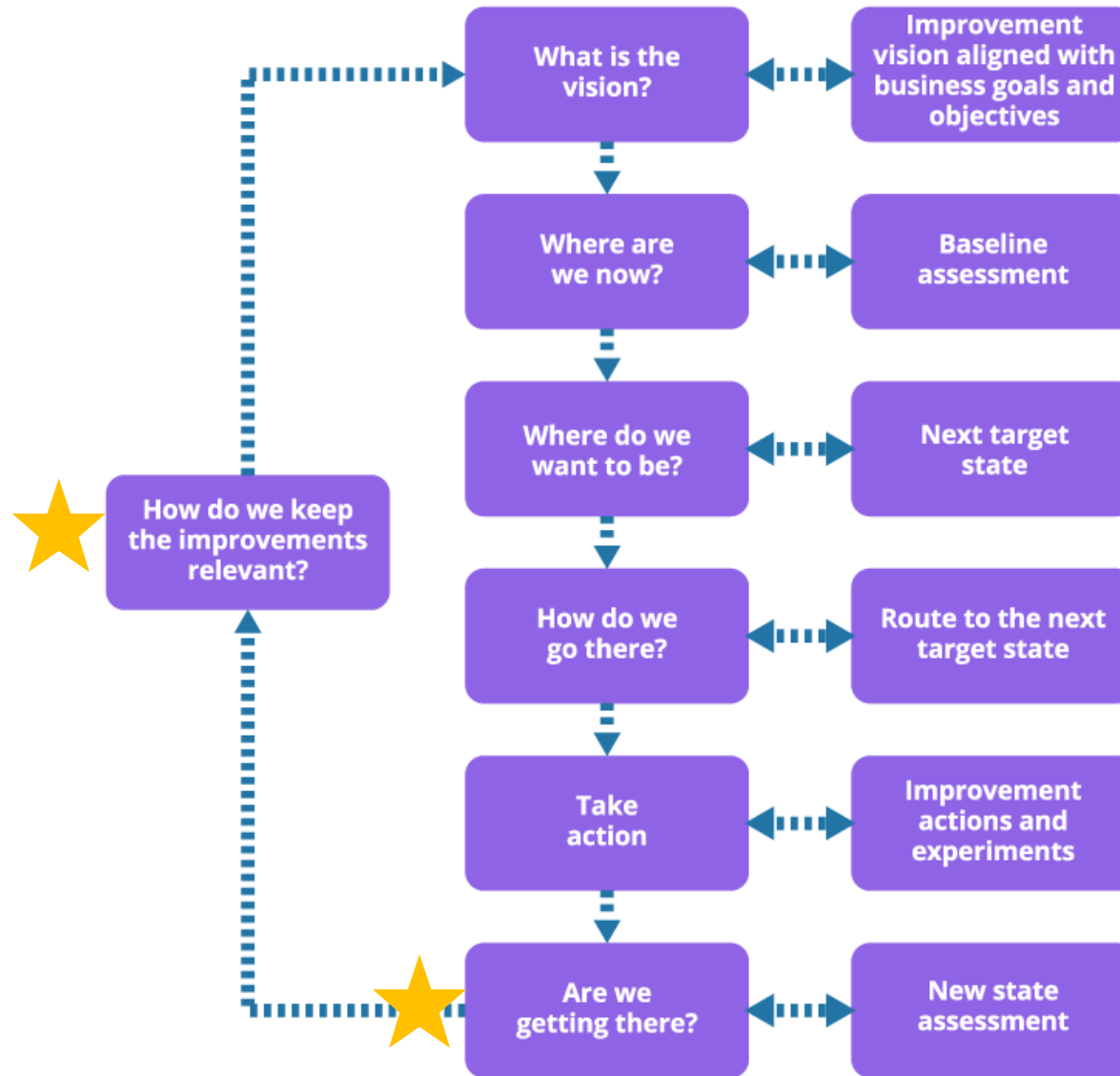
» ITIL (Version 5) is an evolution...



ITIL Continual Improvement Model

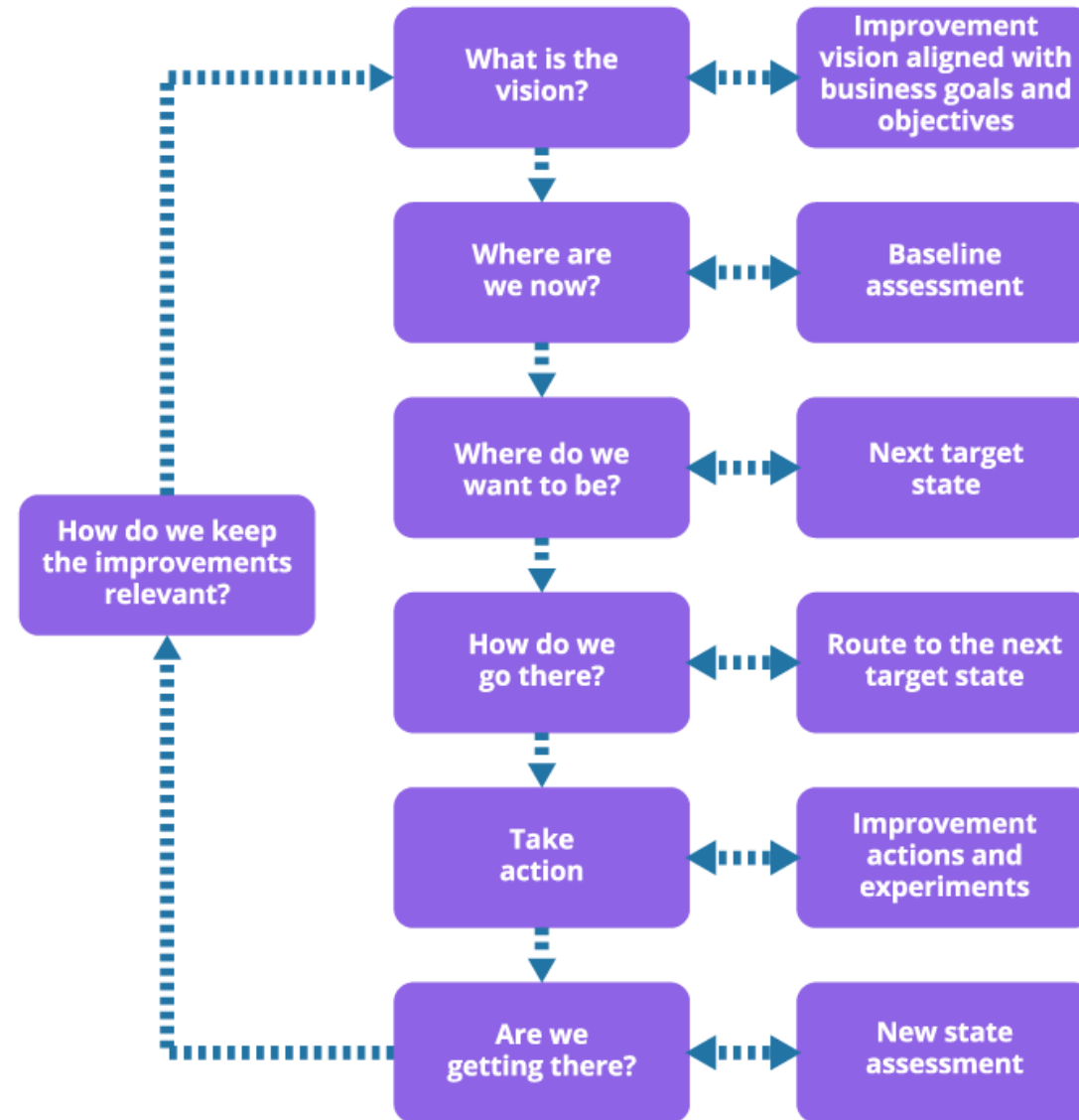


ITIL Continual Improvement Model

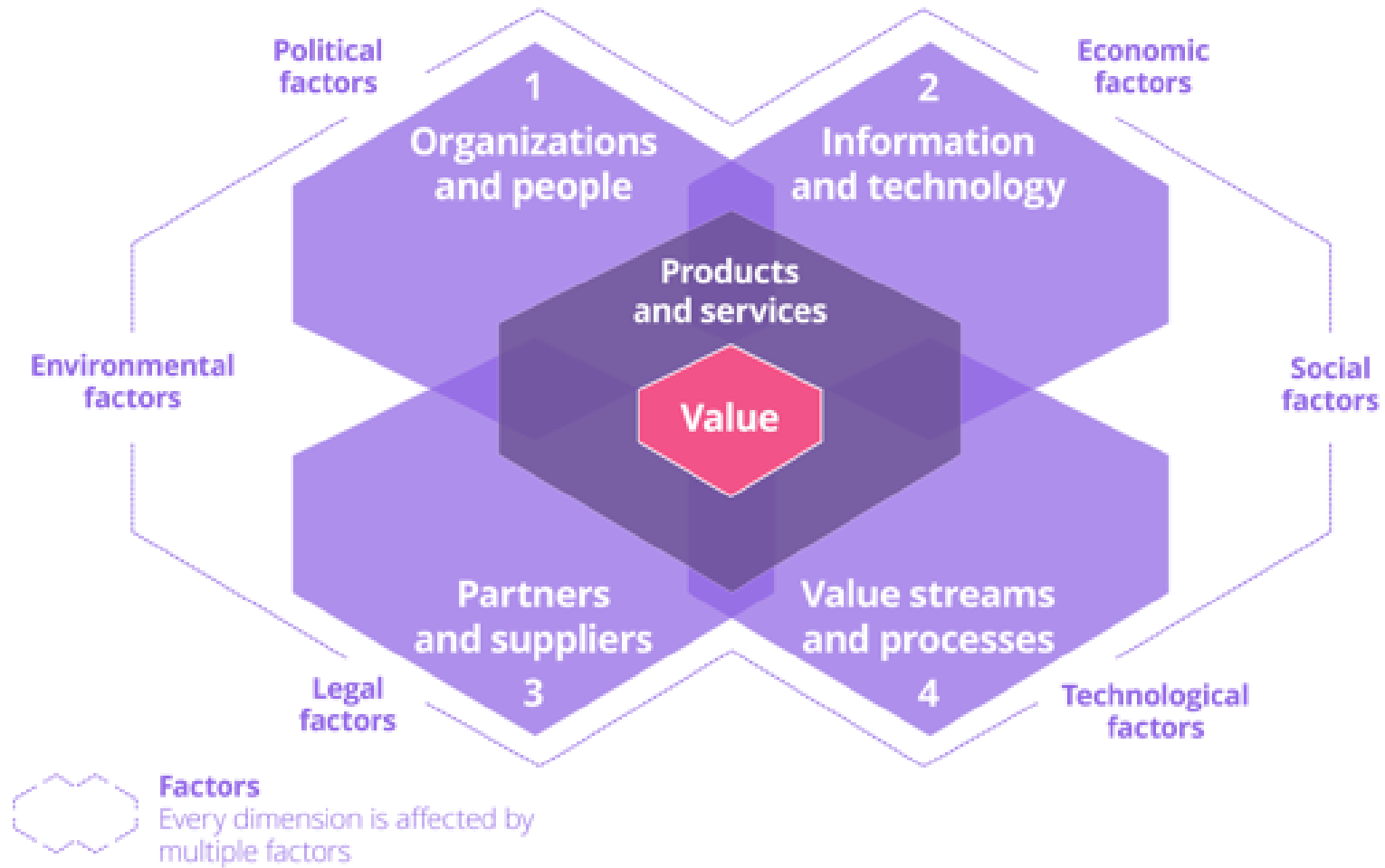


Does it have limits?

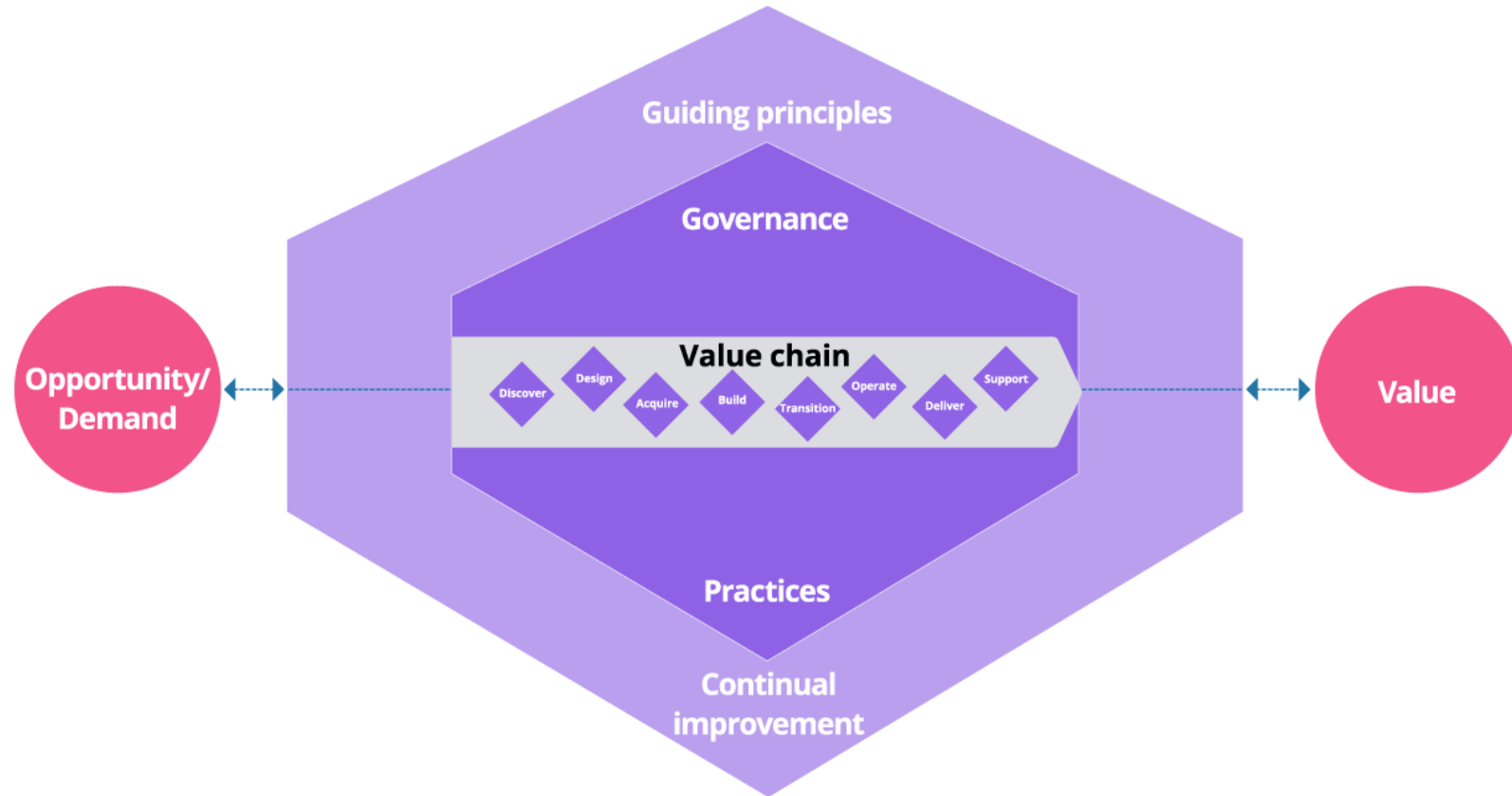
- What if the intended improvements are larger in scope?
- What if words like initiative or program feel more appropriate?
- What if an effort consists of multiple improvements – agile or waterfall?
- What if an initiative has far-reaching impact potential or consequences?



ITIL Four Dimensions of Product and Service Management



ITIL Value System



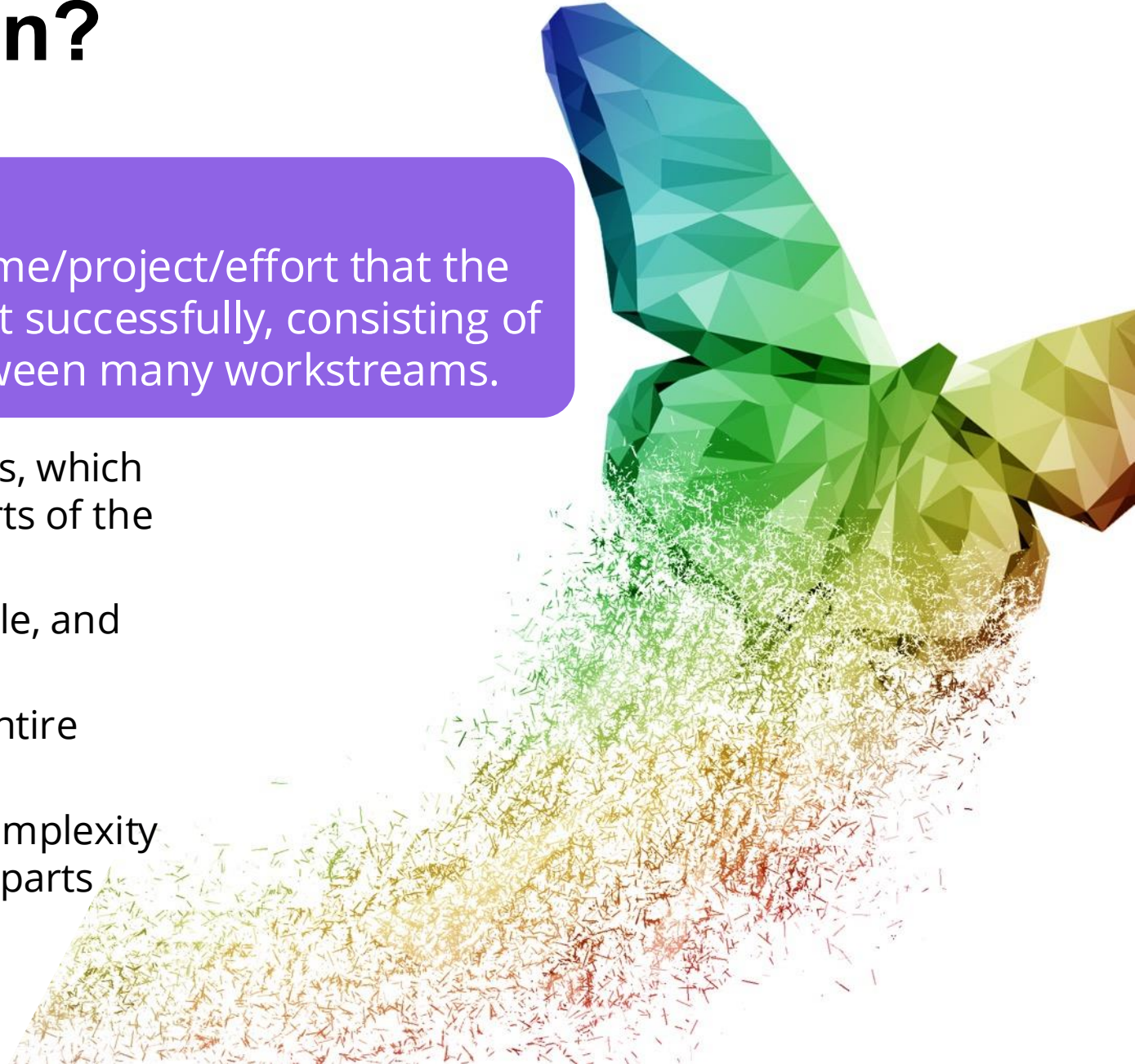
What is transformation?



Transformation

The single transformation programme/project/effort that the owner/sponsor(s) needs to carry out successfully, consisting of many activities, usually divided between many workstreams.

- Transformation refers to significant changes, which move entire organizations or significant parts of the organization to new states.
- These changes are substantial in scope, scale, and impact.
- Transformation affects the organization's entire value system.
- Transformation involves uncertainty and complexity and requires coordination of many moving parts and dependencies.



» Transformational change attributes (1/2)

Change affects all four dimensions of product and service management and requires people to adjust behaviours, skills, and routines.

Disruptive but manageable



Change occurs when outcomes cannot be fully predicted and organizations must navigate step-by-step through learning and adaptation.

Uncertain and requires navigation



Change involves many interacting factors where cause-and-effect are unclear and outcomes emerge only through exploration and sense-making.

Does not happen in isolation



» Transformational change attributes (2/2)

Transformations succeed or fail based on **how people respond**. People should be involved in planning and implementation.

Respects people



Situational awareness and adaptive guidance is more effective than attempts to control every aspect of change.

Guided without the illusion of control



»» Characteristics of an effective approach to transformation

Human-centered and empathetic

Supportive and prepared

Adaptive and iterative

Involving and engaging

Holistic and balanced

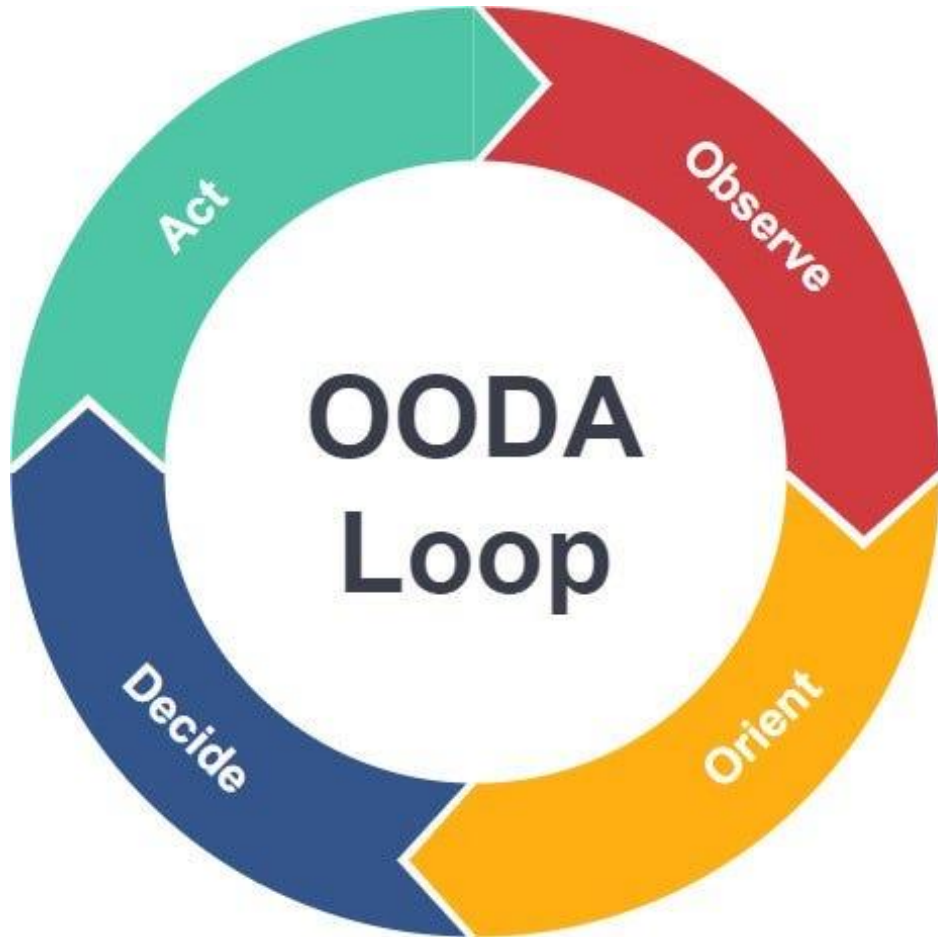
Aligned and integrated

Situationally aware and responsive

Reflective and evolving

Humble and curious

OODA Loop



Observe

What is the current situation? What is the reason you want to change? how bad do you want to change?

Orient

Where are you currently at relative to where you want to go? How far is it to your destination?

Decide

What is the exact path you are going to take? How are you going to handle challenges and set backs?

Act

What's the approach and method you will take to implement the decisions? What is your action plan?

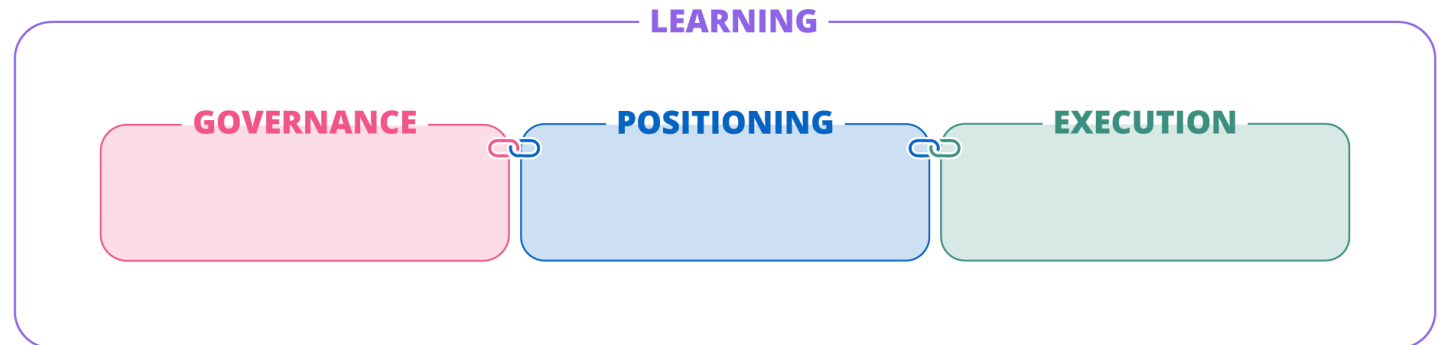
»» Key Concepts

- › Understanding transformation complexity and organisational context
- › Using patterns, tools, and governance to enable sustainable change
- › Applying the ITIL Transformation Model

» Layers of transformation

Each transformation is organized into **four practical layers** that address distinct needs.

- Each layer has a **distinct role** that supports **effective change** across the organization.
- The four layers are: **governance, positioning, execution, and learning.**



🔗 Connection

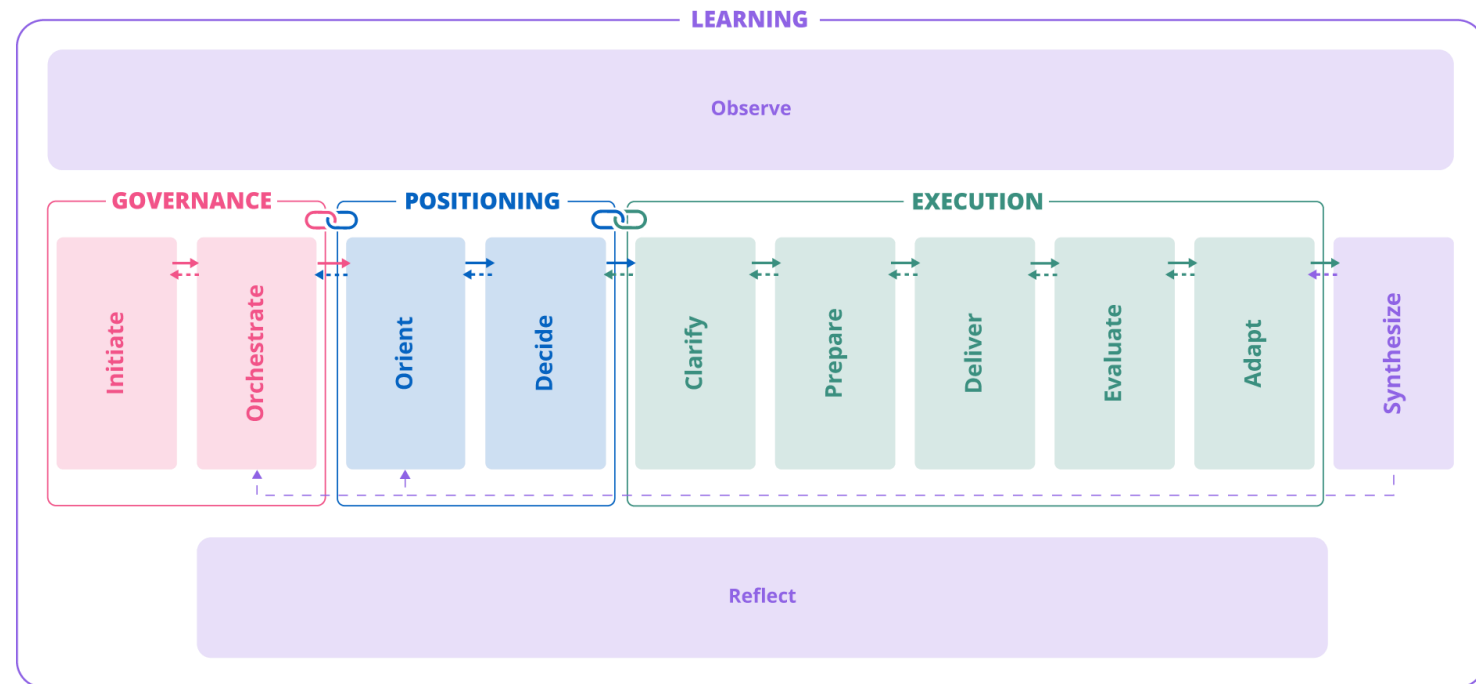
Note: symbols are coloured according to the relevant layer, stage, or step.

Successful **transformation** requires both **specialized focus** within each layer and effective **coordination** across them.

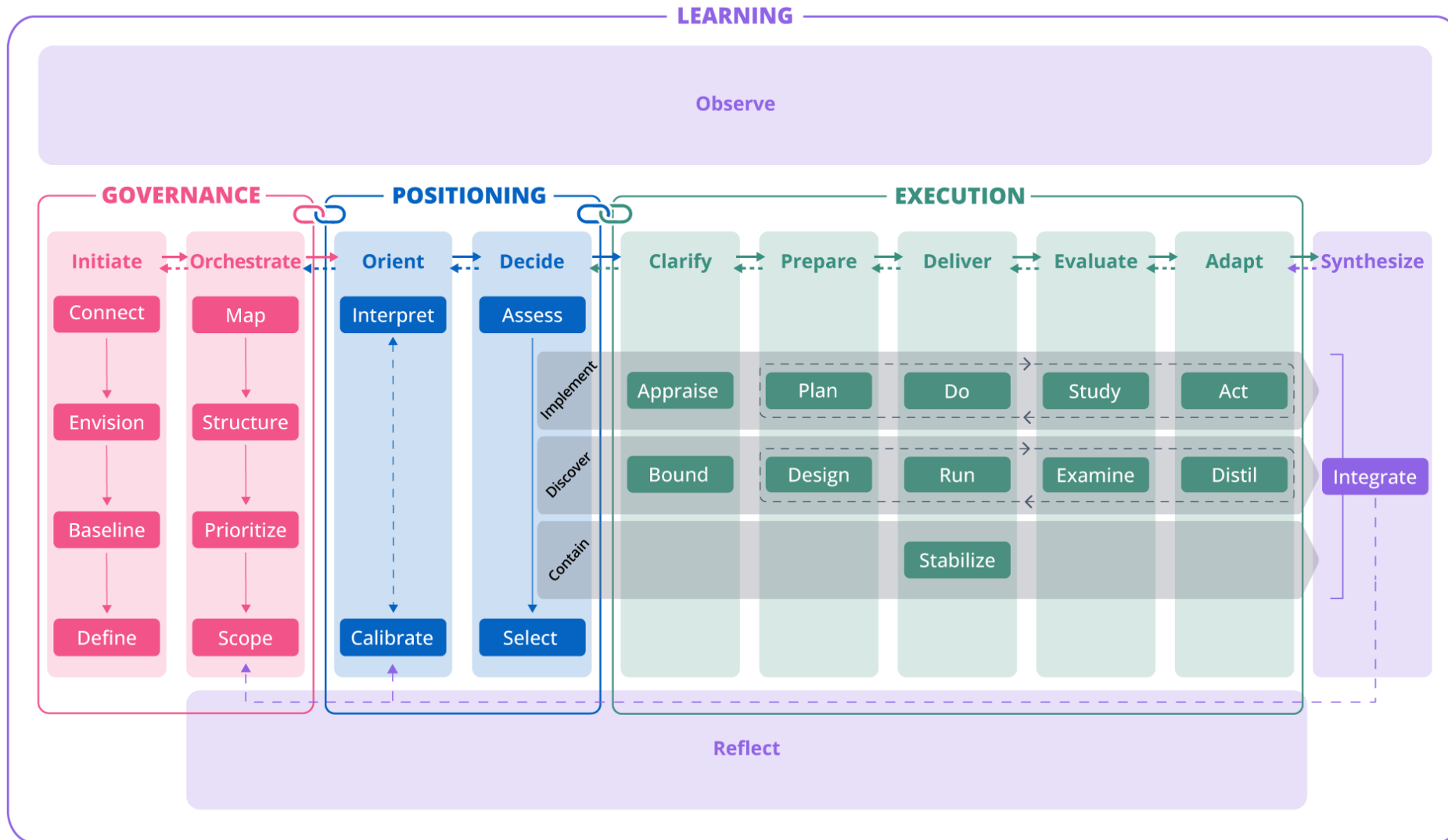
» Stages of transformation

Within a single initiative, the stages are followed from left to right, starting after 'observe' and moving towards 'synthesize'.

- The **flow is not strictly linear**, as feedback may require returning to earlier stages, but work is expected to progress overall.
- **'Observe' and 'reflect' operate continually** and inform how the initiative moves between stages.



» The ITIL Transformation Model

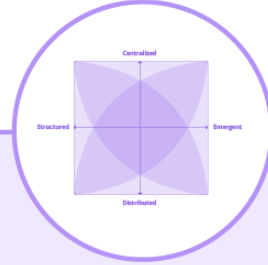


Transformation patterns



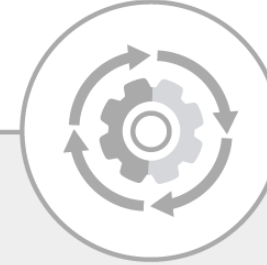
Initiation Patterns

- Mandatory regulatory, compliance, or legal requirement
- Structural business change
- Reactive technology-driven change
- Internal improvement or remediation
- Market demand



Governance Patterns

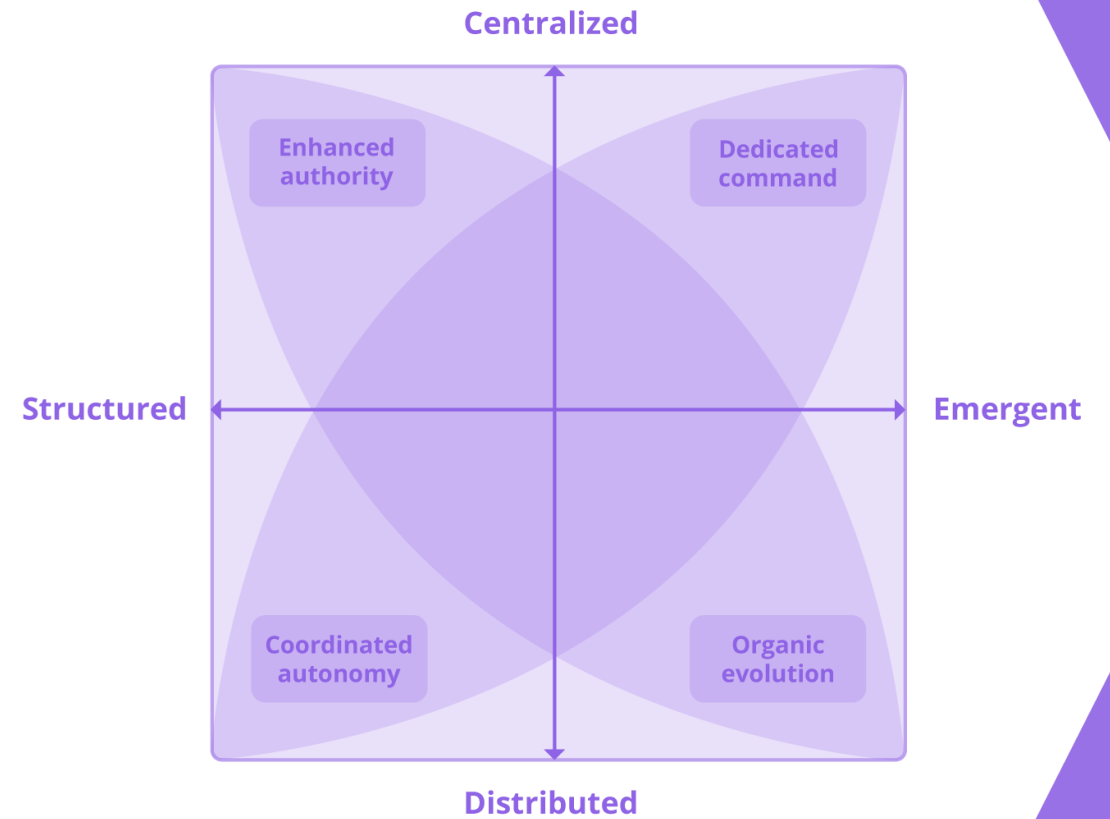
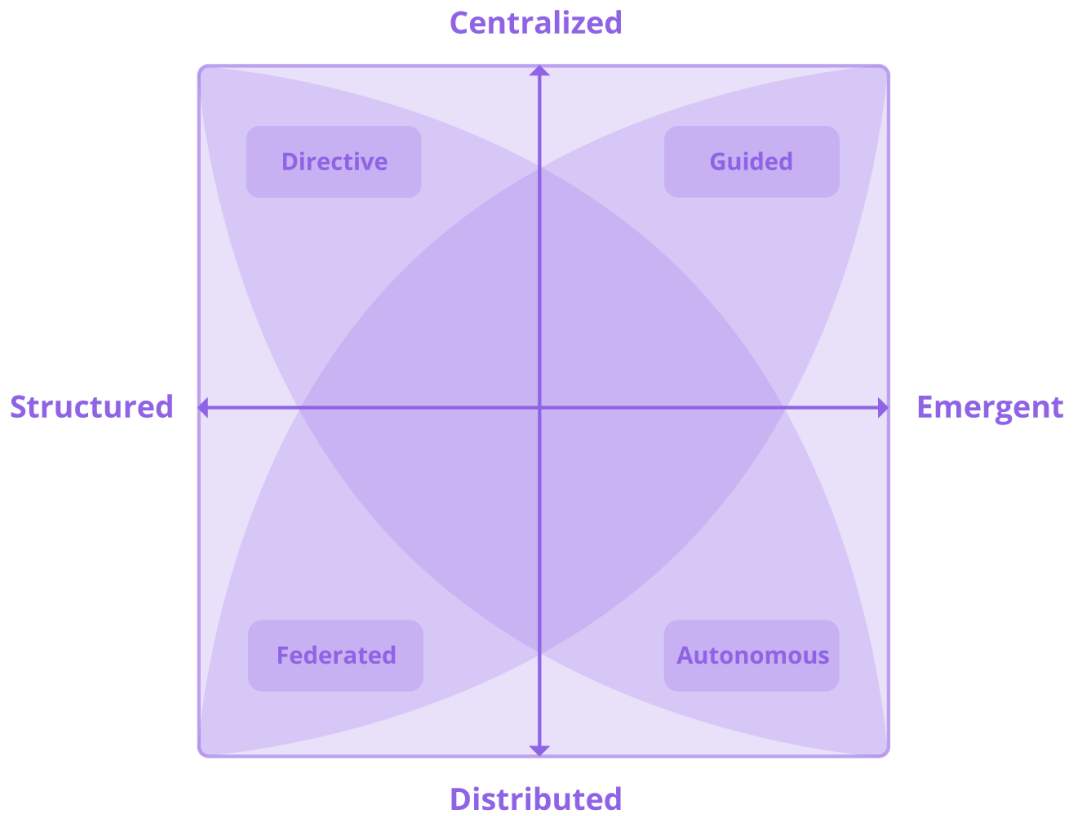
- | | |
|----------------------------------|---|
| BAU Governance | <ul style="list-style-type: none">• Directive• Guided• Federated• Autonomous |
| Transformation Governance | <ul style="list-style-type: none">• Enhanced authority• Dedicated command• Coordinated autonomy• Organic evolution |



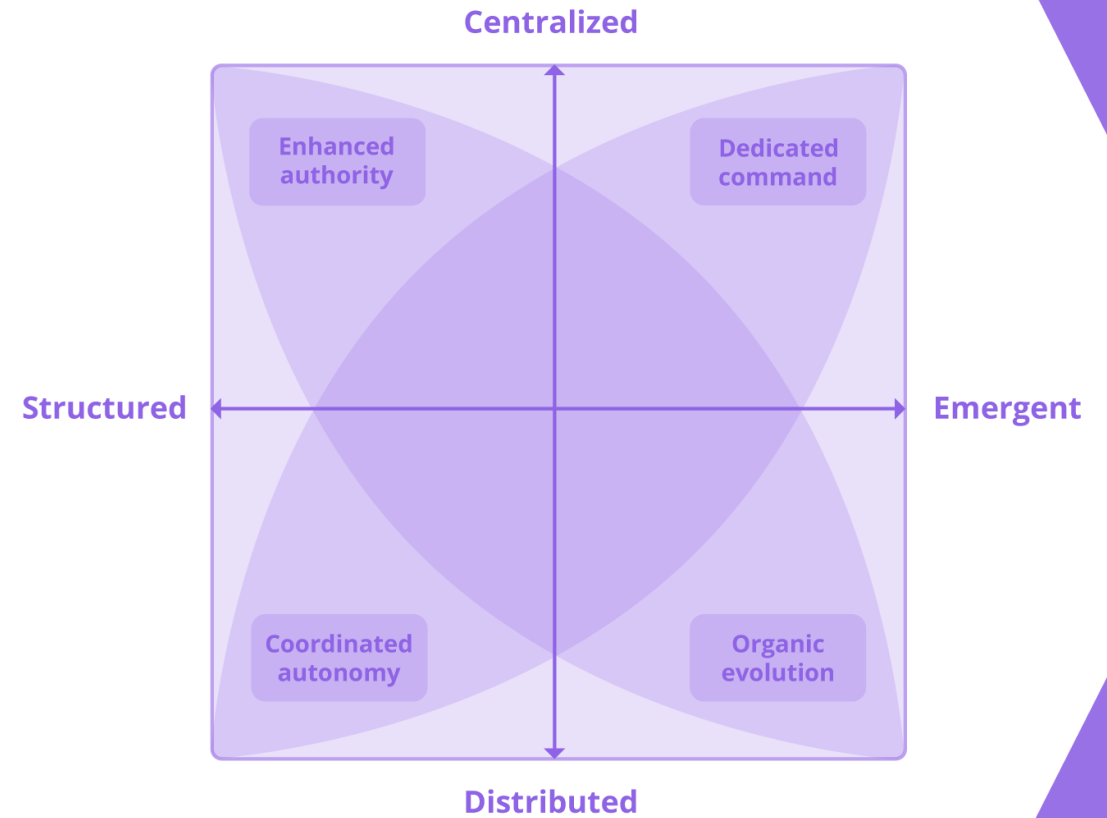
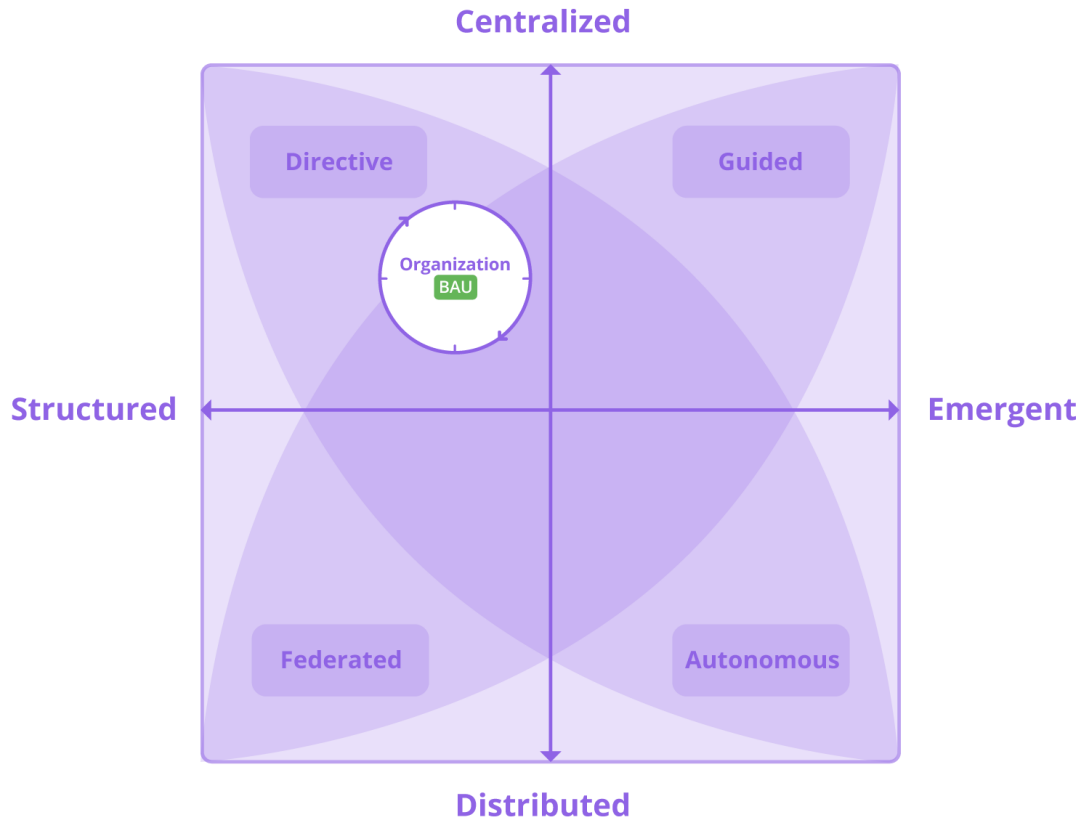
Execution Patterns

- | | |
|------------------|--|
| Implement | Execute planned actions where the “what” and “how” are well understood. |
| Discover | Explore situations with high uncertainty and unclear cause-effect relationships. |
| Contain | Act quickly in response to immediate risks or potential losses. |

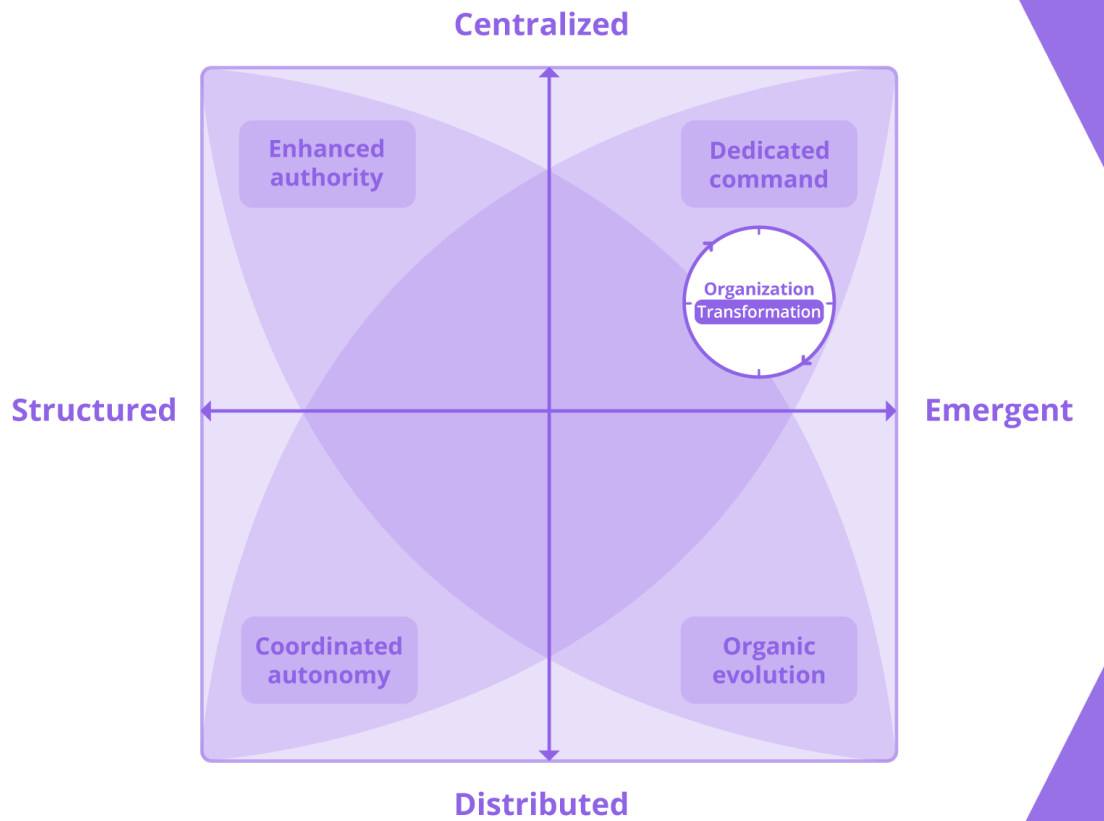
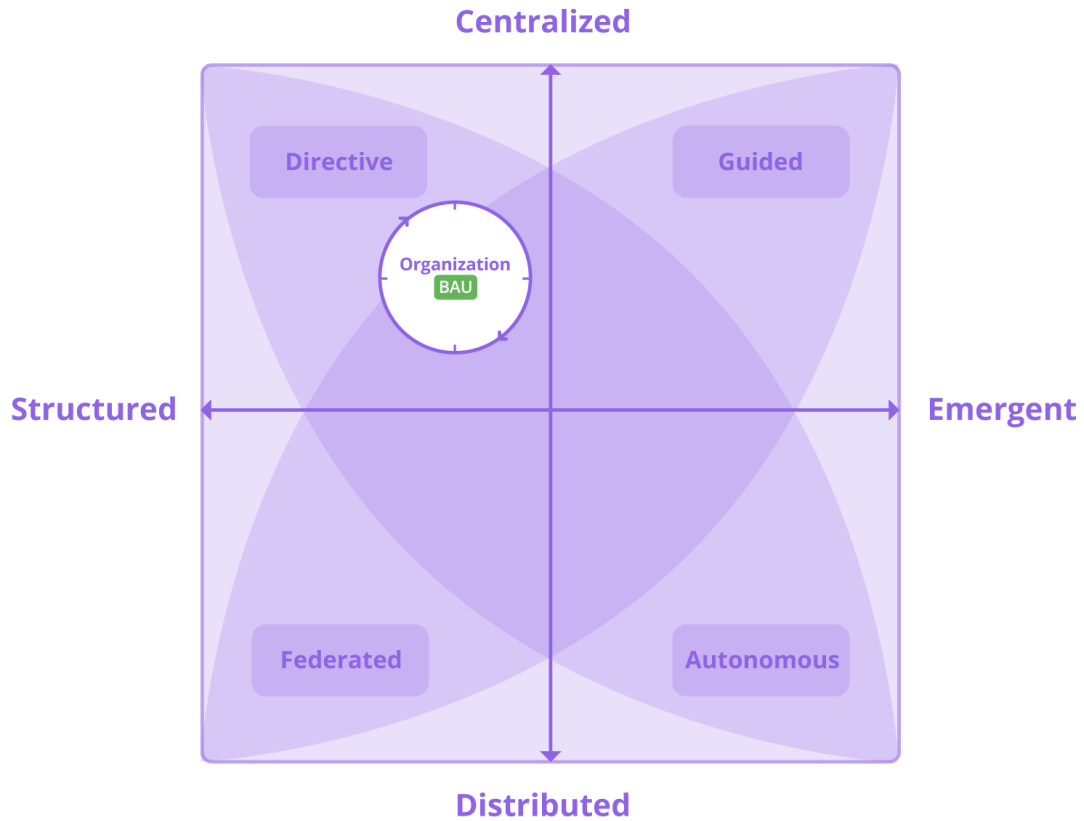
» Governance patterns



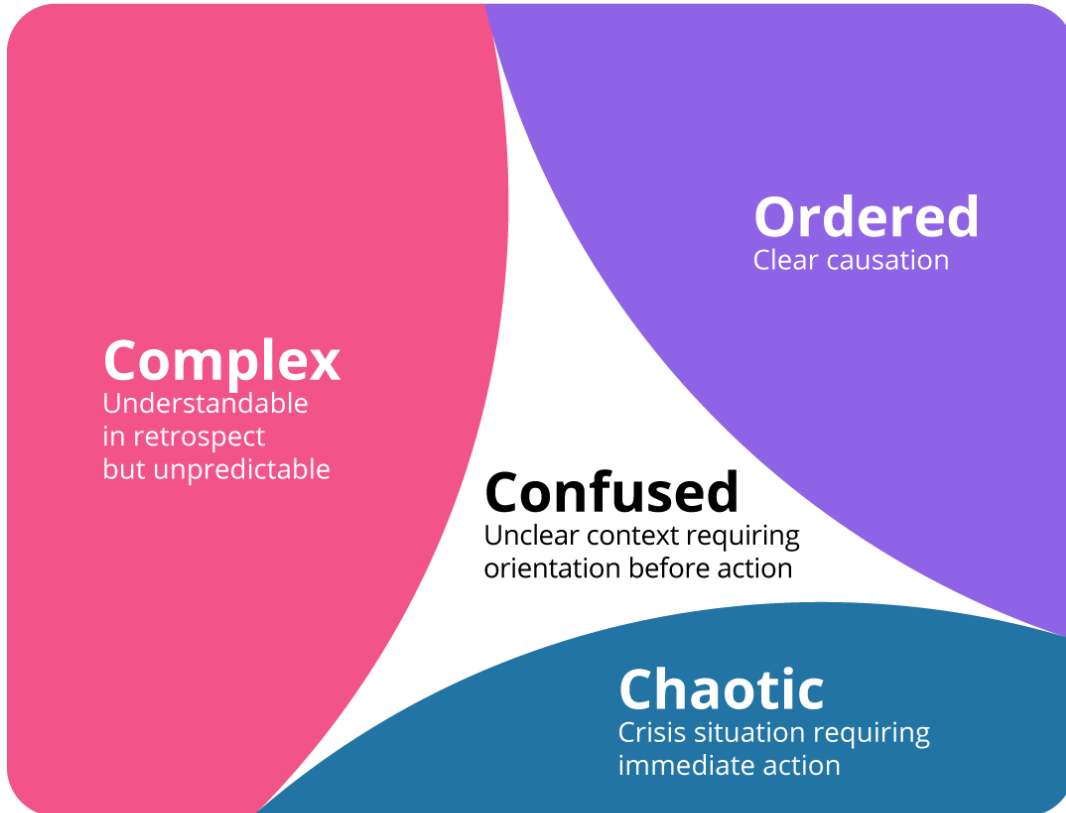
» Governance patterns



» Governance patterns



»» Improving in a VUCA world: complexity thinking



The colours and sizes used in this figure are for illustration purposes only

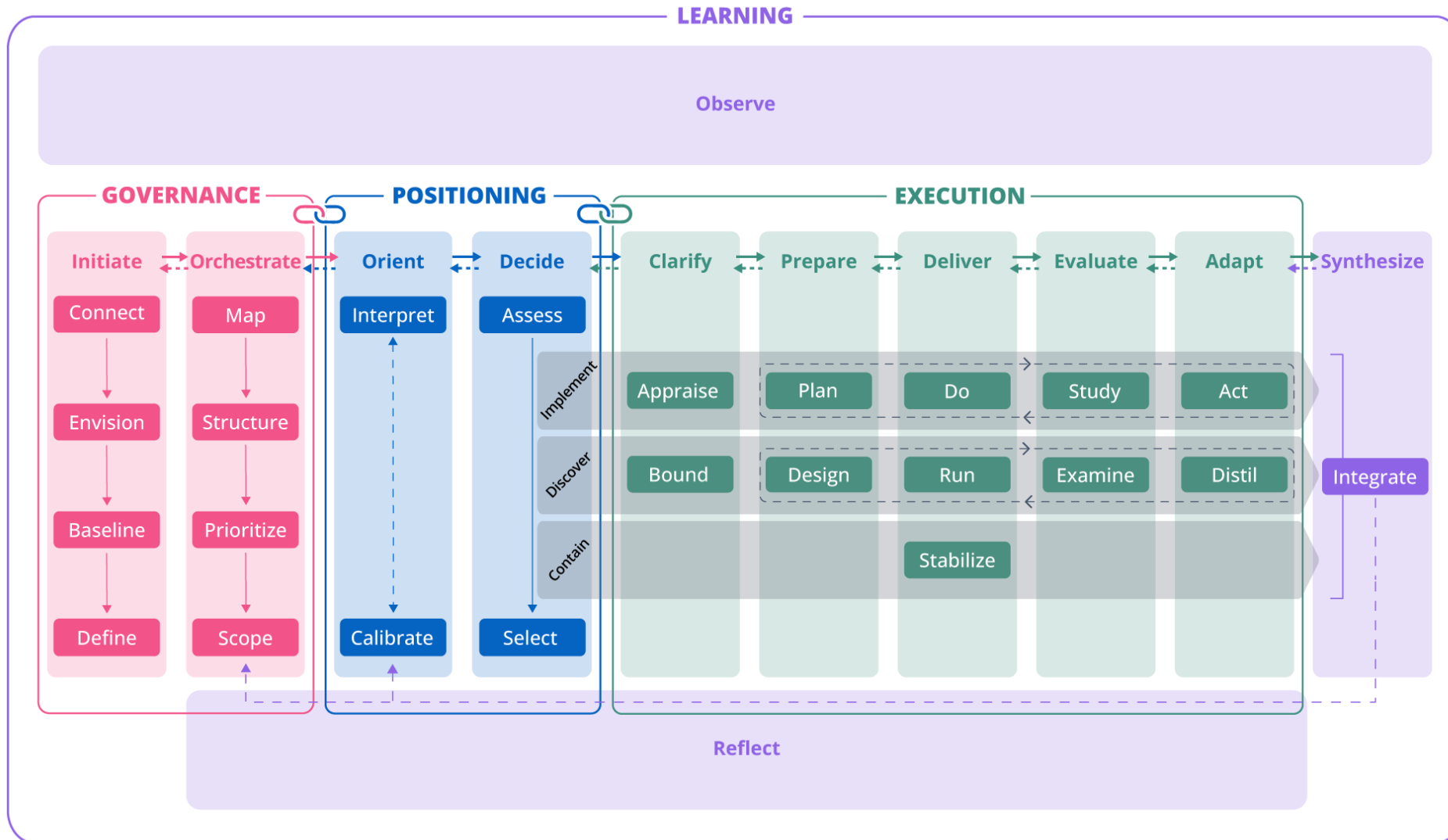


Complexity thinking

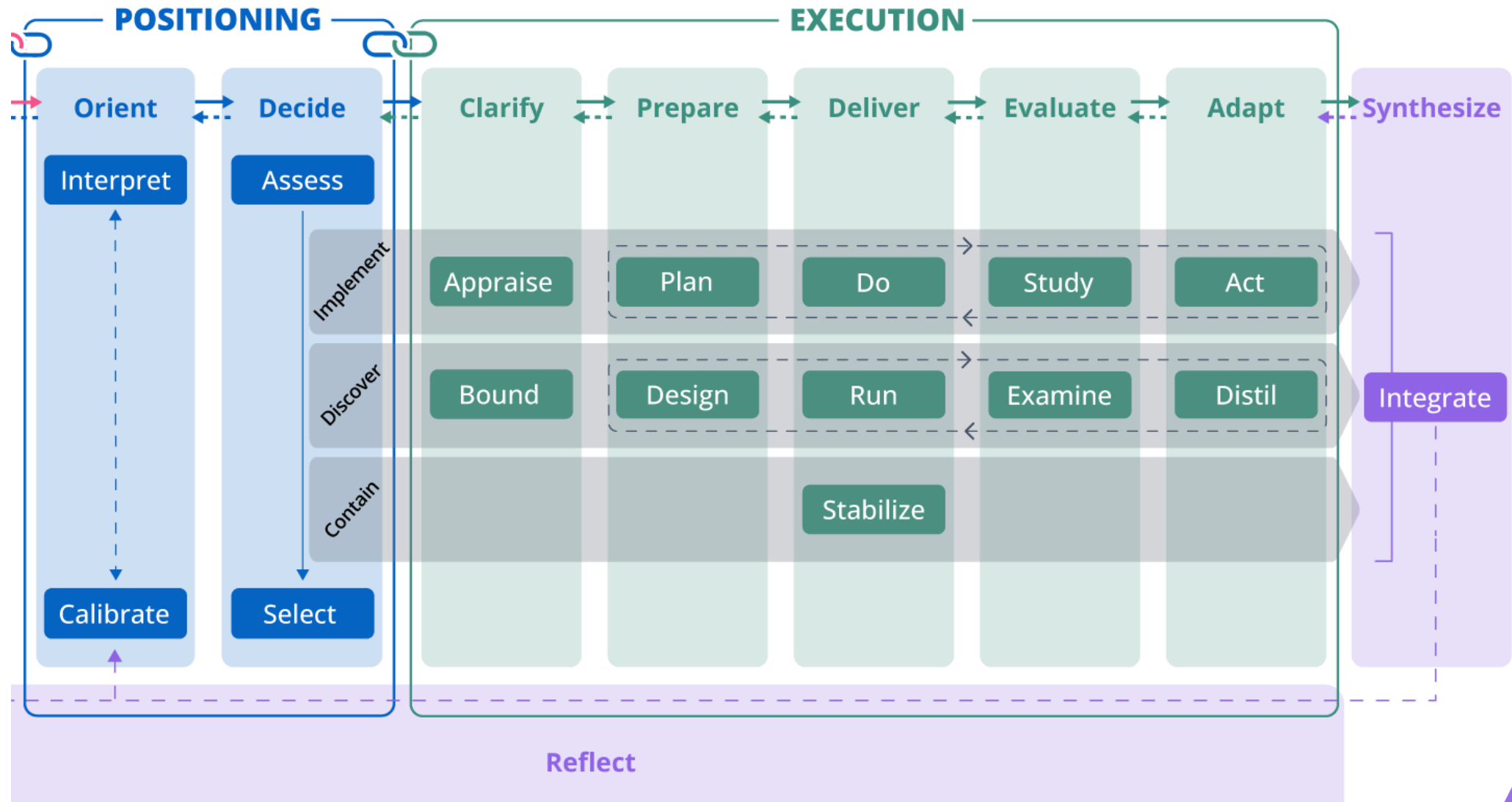
An approach to analysis and decision-making based on the recognition and understanding of the various levels of complexity inherent in the systems and the context in which they operate.

In ITIL, contextual variations are described as four broad categories: **ordered**, **complex**, **chaotic**, and **confused**.

Execution patterns



Execution patterns



» Toolkit for transformation

- › *Benchmarking*
- › *Business case*
- › *Cost of delay*
- › *Customer surveys*
- › *Complexity thinking*
- › *Employee surveys*
- › *External and internal audits*
- › *Gemba walks*
- › *Objectives cascade*
- › *The ITIL Maturity Model*
- › *ITIL Performance Benchmarking Model*
- › *Knowledge management*
- › *Toyota Kata*
- › *Measurement*
- › *Objectives and Key Results*
- › *Operating Model Canvas*
- › *Organizational design*
- › *RACI/RASCI matrix*
- › *Retrospectives*
- › ...

» Transform successfully in the VUCA world

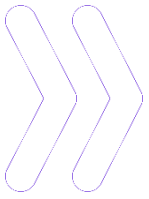
- › A new ITIL Transformation Publication* in Version 5 guides organisations through enterprise-wide transformation
- › Built for leaders and professionals aiming to align people, processes, relationships, and technology for sustainable change
- › Covers transformation governance models, organisational enablers, initiation patterns, and practical steps optimised for complexity
- › Provides an adaptable, context-aware framework compatible with all ITIL versions and other management frameworks



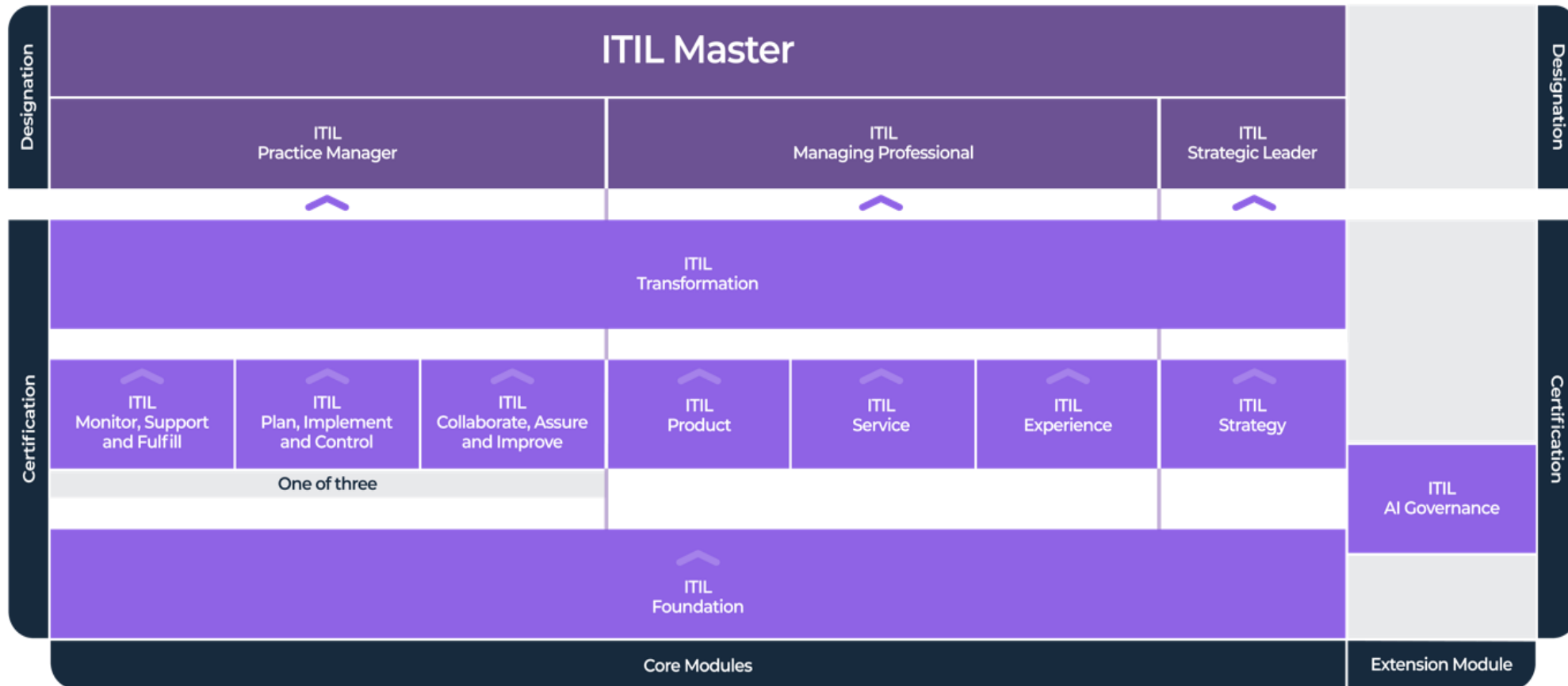
ITIL bridges ambition and realisation, from strategic intent to measurable business outcomes.

» Assessment Summary

- › Multiple Choice, Open Book
- › 90 minutes, 40 questions
- › Learning coverage:
 - Introduction to ITIL Transformation
 - The ITIL Transformation Model
 - Transformation patterns
 - Measurement, learning, and synthesis
 - ITIL and AI
 - ITIL and other frameworks



ITIL® Official Qualification Scheme



ITIL® Official Qualification Scheme (Version 5)

Thank you!



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