ITSM ACADEMY
...educate & inspire®

Optimizing Value Streams and Processes

Donna Knapp

@ITSMAcademy

info@itsmacademy.com

www.itsmacademy.com
www.itsmprofessor.net

www.linkedin.com/in/donnaknappitsm

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
  - ✓ Agile Service Management
  - ✓ Site reliability engineering (SRE)

Donna Knapp

- Author
- Curriculum Development Manager
- Certified Process Design Engineer
- ITIL Master
- Certified Scrum Master
- Certified Agile Process Owner
- Certified Agile Service Manager
- DevOps, SRE, Lean, KCS, ISO/IEC 20000 certified

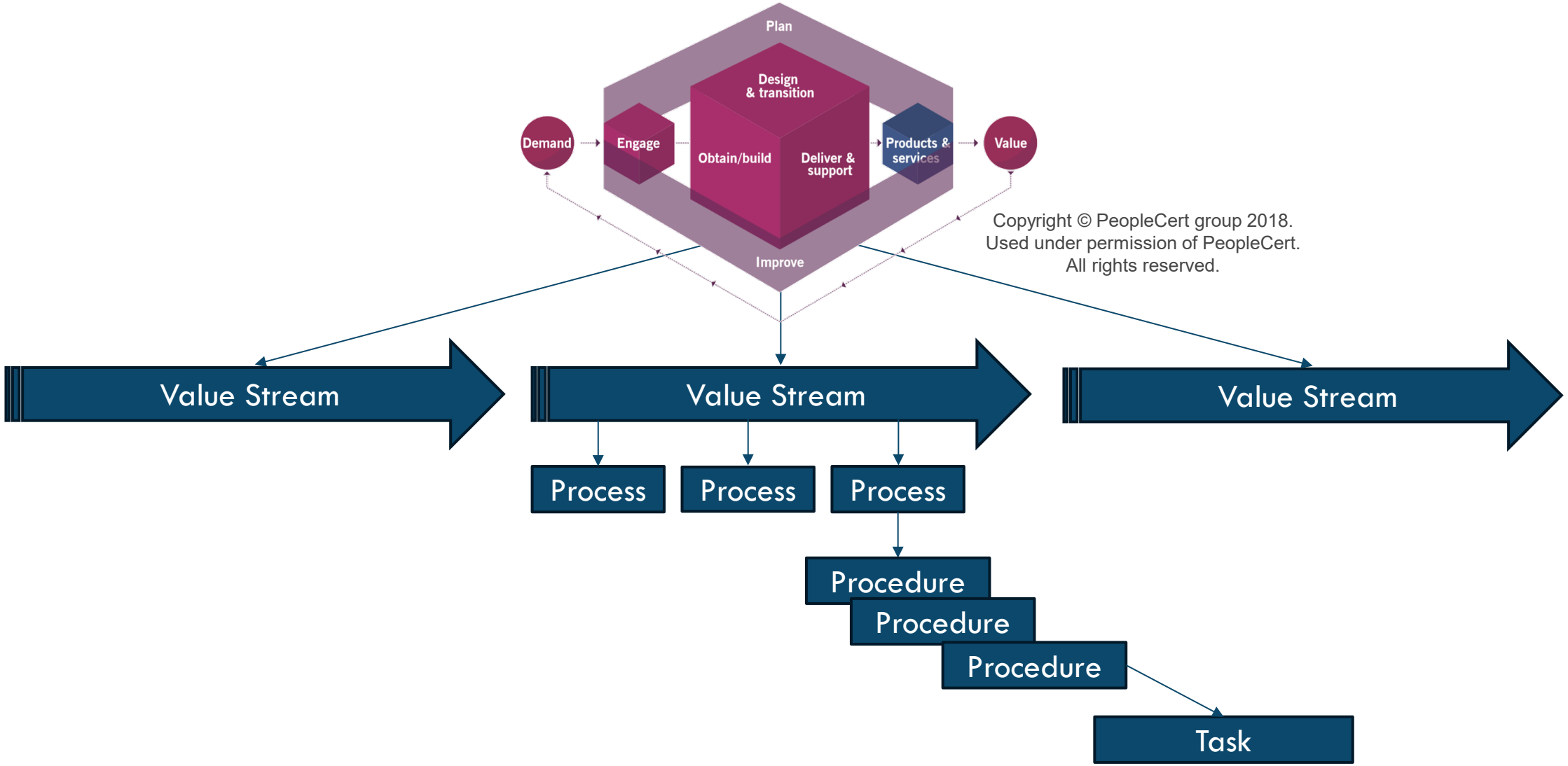
AI and IT Service Management (ITSM)

AI and ITSM

- Automating routine, repetitive tasks
- Enhancing decision-making
- Improving service delivery and service quality
- Enabling proactive IT management
- Enabling continuous improvement through data insights

Optimizing Value Streams and Processes

From Value Chain to Tasks



Common AI Adoption Patterns

- Task-level automation (i.e., repetitive, manual, or time-consuming activities)
  - ✓ Easiest to identify and automate
  - ✓ Provides immediate efficiency gains
  - ✓ Frees up employees for higher-value work
- Process-level automation (i.e., end-to-end workflows)
  - ✓ Helps to improve speed, accuracy, and consistency
  - ✓ Significantly improves operational performance

Task-level Automation

- Chatbots for user support
- Intelligent ticket routing
- Knowledge base recommendations
- Incident triage and prioritization
- Predictive incident management
- Automated root cause analysis
- Change risk assessments

Process-level Automation

- Request fulfillment
- Asset discovery and lifecycle management
- Monitoring and event management

The Downsides of Task-Level AI Optimization

- Local optimization can occur when improvements made at the task level do not translate to overall process or value stream improvements
- Efficiency gains in specific tasks can inadvertently create new challenges or inefficiencies in the wider ITSM environment
- Consideration must be given to
  - ✓End-to-end workflows
  - ✓Resource management
  - ✓Communication
  - ✓Overall service quality
  - ✓Customer and employee experiences

A more holistic approach to AI implementation ensures that task-level improvements are aligned with broader process and value stream goals.

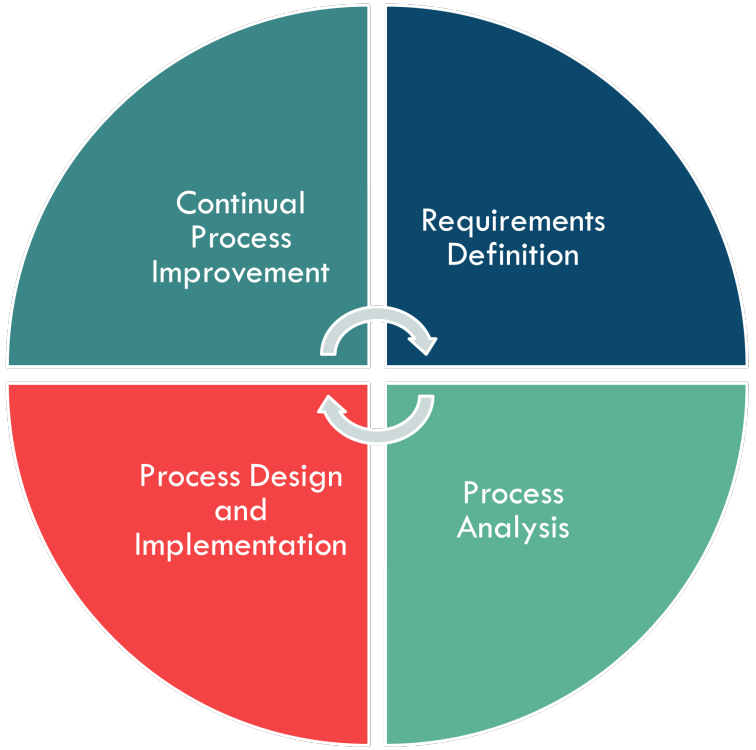
Value Stream Optimization

- Value stream optimization involves coordinating multiple processes and departments within an organization
  - ✓ Product lifecycle management
  - ✓ Customer journey optimization
  - ✓ Service request fulfillment
  - ✓ Incident resolution
- Organizations typically take on value stream optimization later in their AI journey
- The potential gains, however, are far greater at the value stream level

Benefits

- End-to-end visibility and control
- Faster time-to-value
- Greater resource efficiency
- Increased agility and flexibility
- Improved cross-departmental collaboration
- Seamless coordination
- Greater predictive capabilities

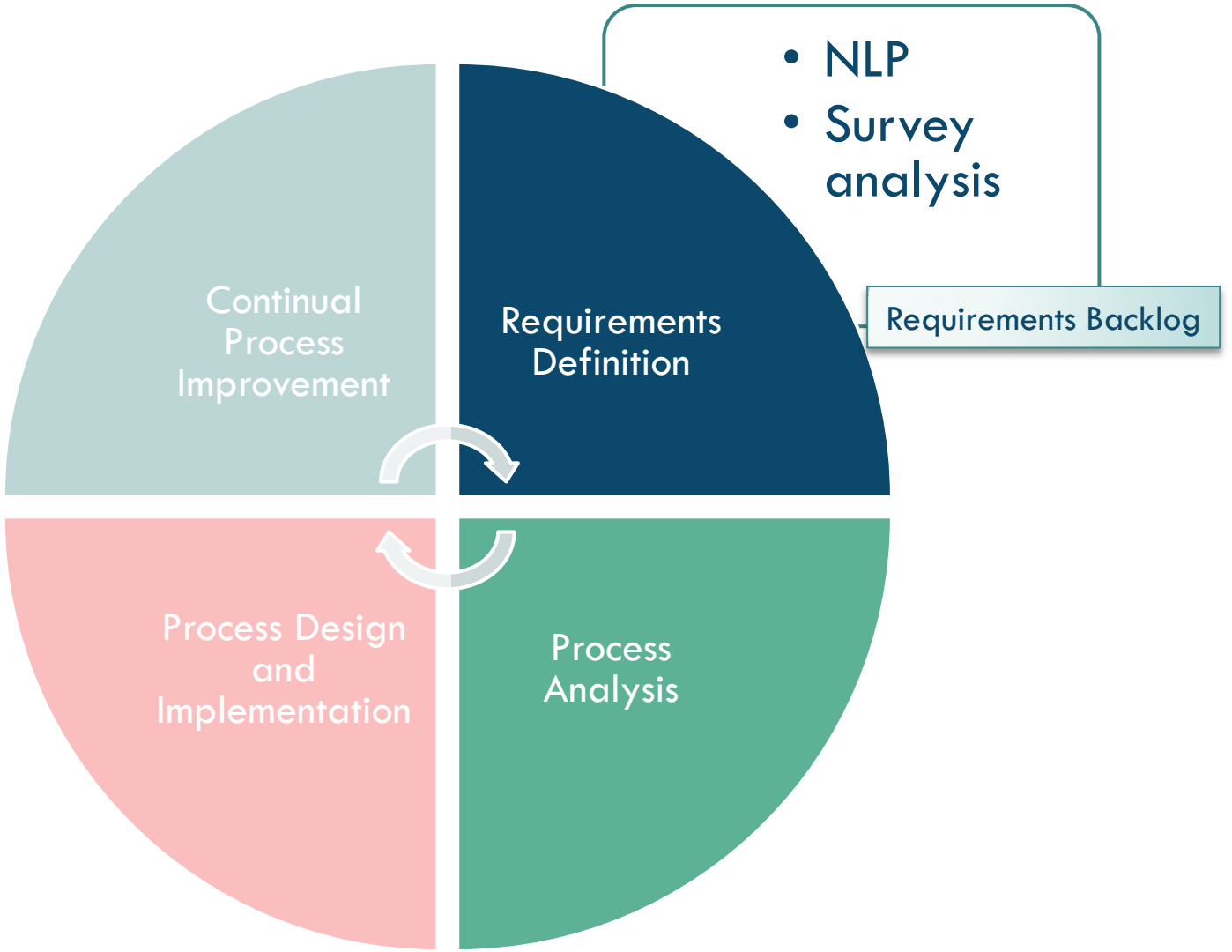
The Phases of Process Engineering



Source: The ITSM Process Design Guide

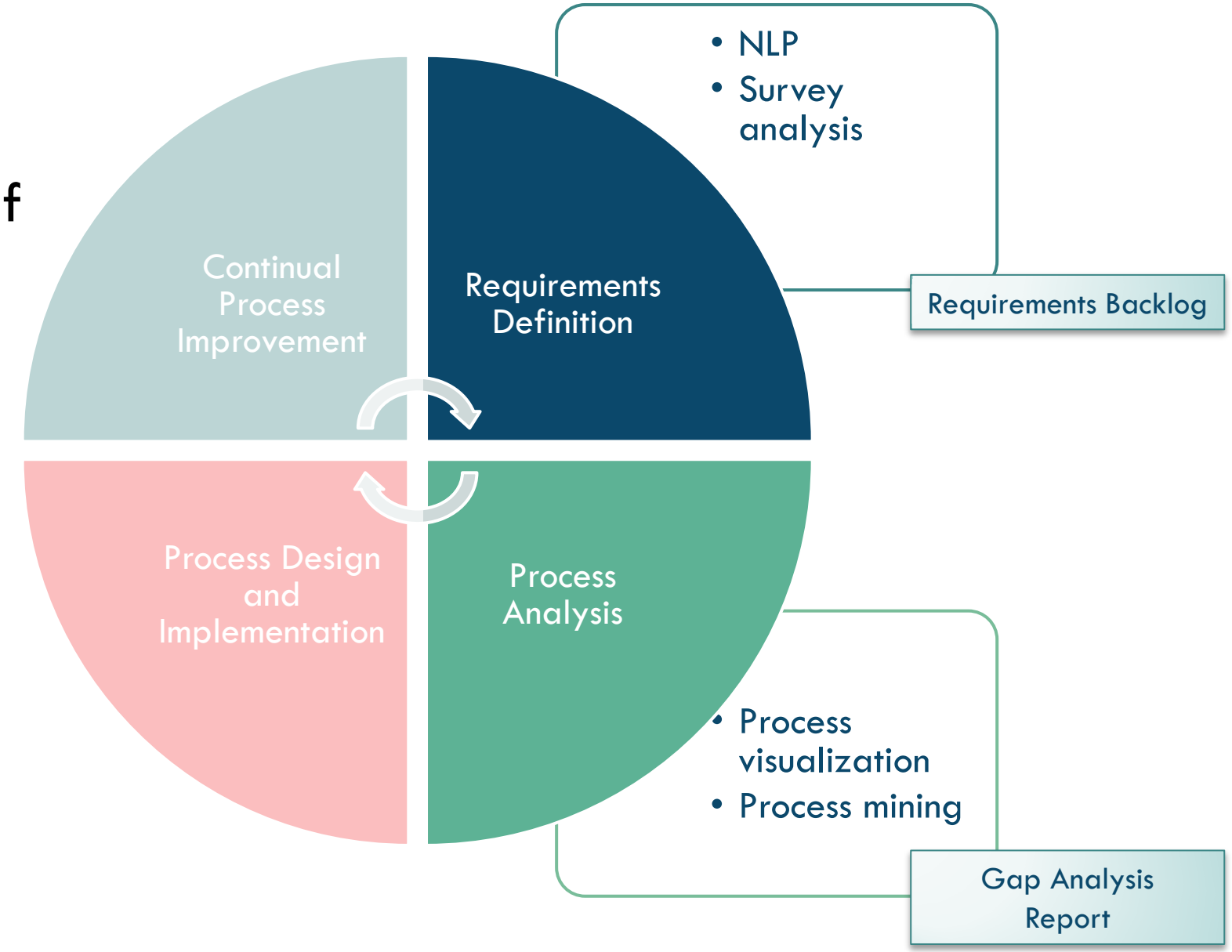
AI can support every aspect of

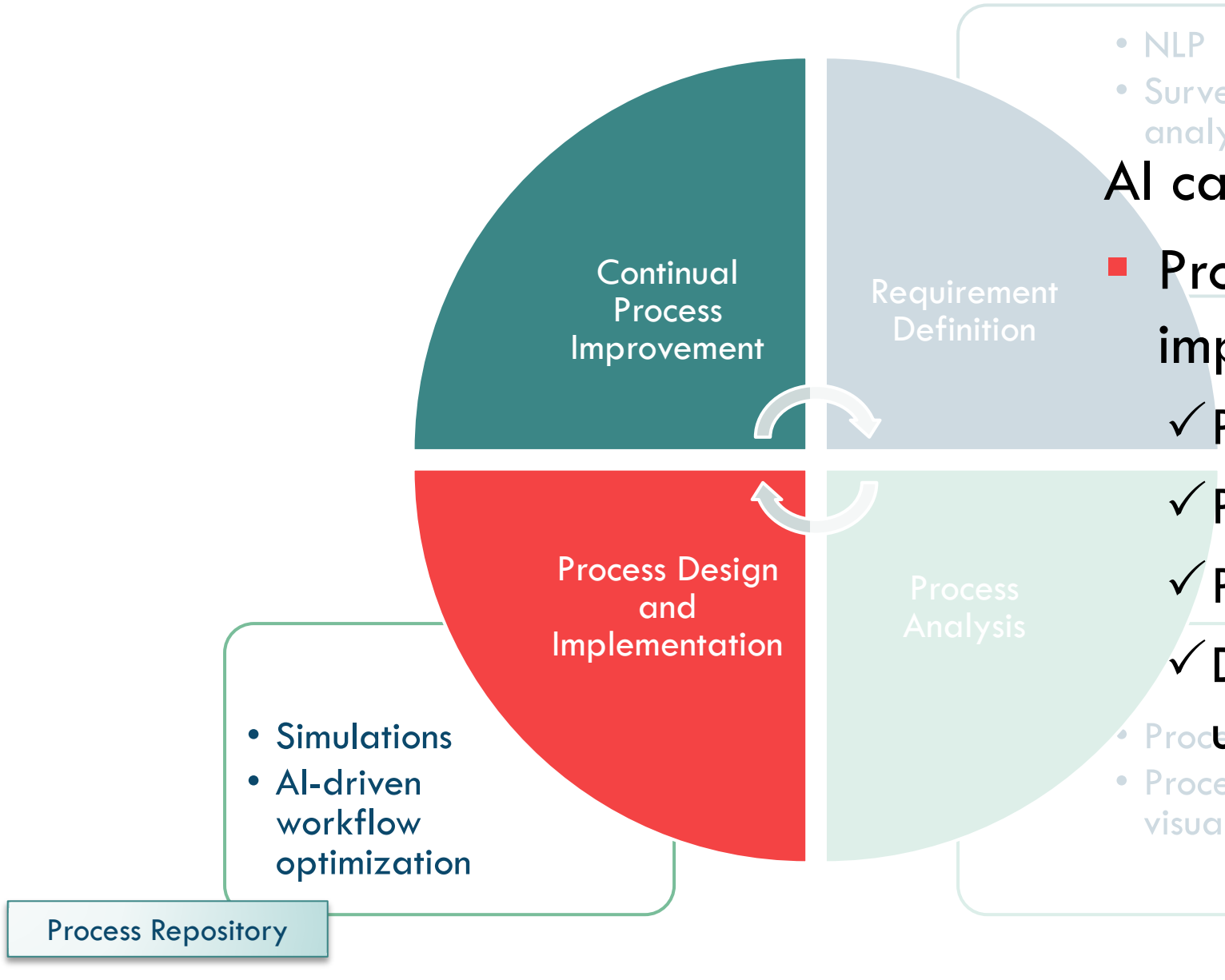
- Requirements definition and management
  - ✓ Categorization
  - ✓ Prioritization/reprioritization
  - ✓ Risk and dependency analysis
  - ✓ Cost-benefit analysis
  - ✓ Balancing long-term goals and short-term gains
  - ✓ Resource allocation
  - ✓ Hypothesis and experiment formulation
  - ✓ Transcripts/summaries (needs assessments)



AI can support every aspect of

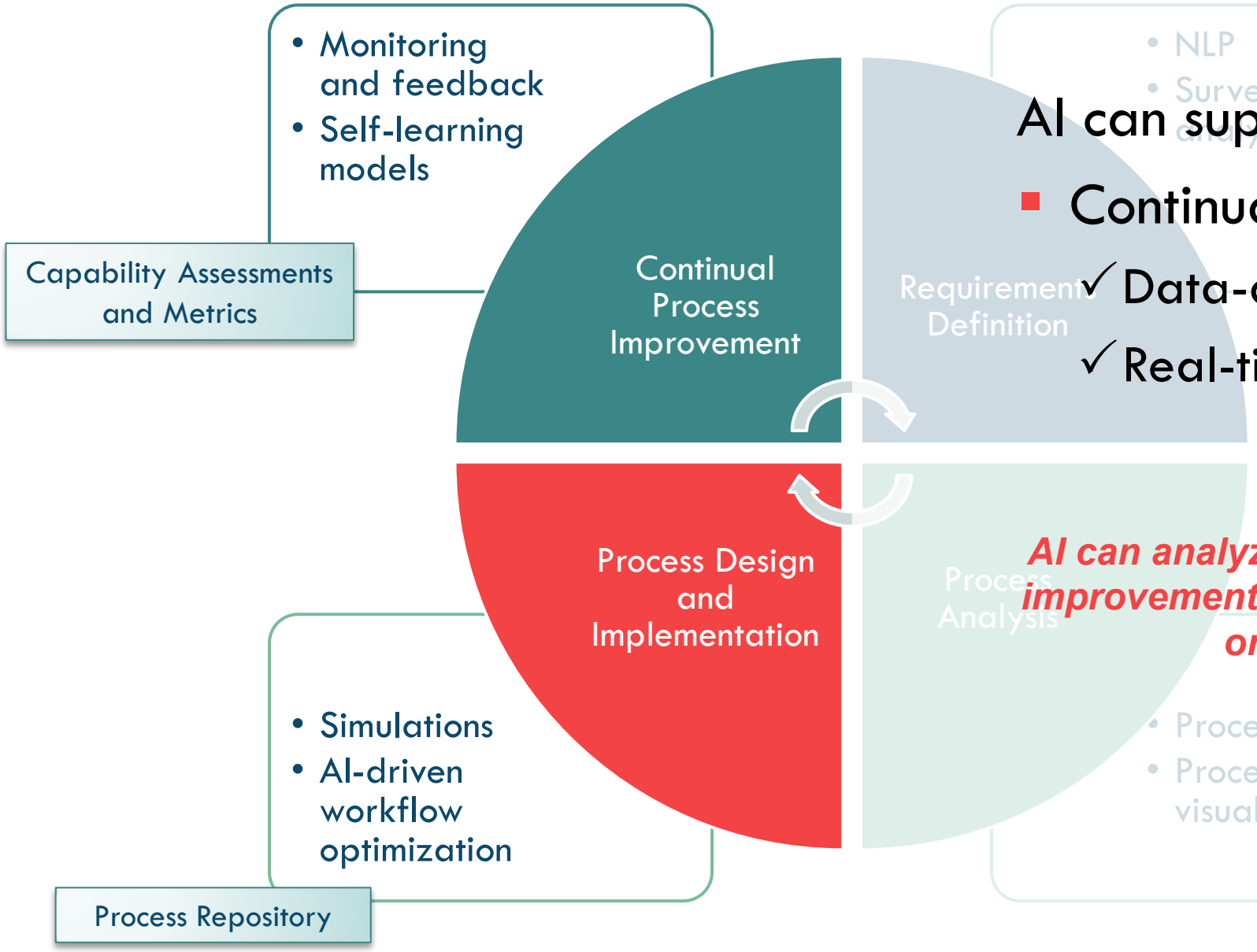
- Process analysis
  - ✓ Process discovery
  - ✓ Automated process mapping
  - ✓ Performance analysis
  - ✓ Predictive insights
  - ✓ Conformance checking
  - ✓ Scenario simulation





AI can support every aspect of

- Process design and implementation
  - ✓ Process automation
  - ✓ Process orchestration
  - ✓ Process optimization
  - ✓ Dynamic documentation updates



AI can support every aspect of

- Continual process improvement

✓ Data-driven insights

✓ Real-time process optimization

AI can analyze the success of implemented improvements and refine the backlog based on performance data.

Turning AI Potential Into Reality

Accept the Underlying Assumptions

The tech stuff…

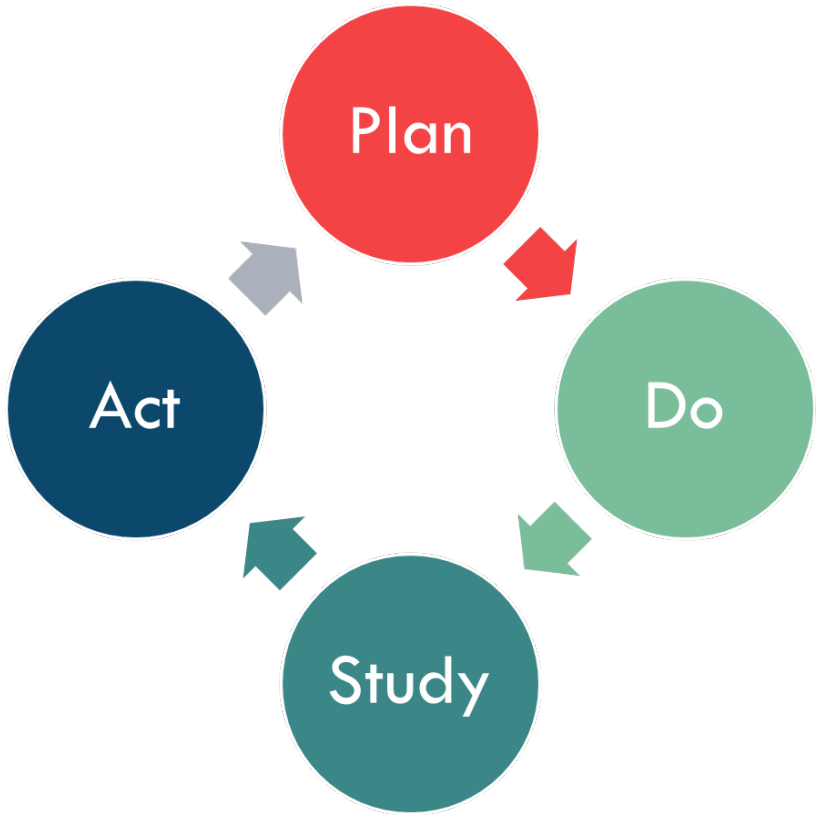
- High-quality data
- Defined performance indicators
- Automation-ready processes
- Strong data integration across systems
- Continuous (real-time) data flow
- Effective knowledge management

The human stuff…

- Openness to change
- Supportive human oversight
- Cross-functional collaboration
- Trust in AI insights and recommendations
- Transparency in AI decision making

Every aspect of work will be disrupted.

Focus on Continual Improvement



- Get clear on your goals
- Understand the capabilities of your existing tools
- Launch data quality and knowledge management initiatives
- Invest in upskilling and reskilling programs
- Invest in automation and data integration
- Encourage experimentation and learning

Learning from failure plays a crucial role in the adoption of AI because it helps build critical thinking skills.

Consider the Human Experience

What people might feel…	What we want…
Anxiety	Excitement
Fear	Curiosity
Resistance	Relief
Skepticism	Skepticism
Frustration	Confidence
Lack of control	Empowerment

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

Start Now!

- AI supports every phase of the process reengineering lifecycle
- Where you start (incremental task, broader process, or end-to-end value stream optimization) will be influenced by factors such as
  - ✓Business goals and pain points
  - ✓Organization maturity and readiness
  - ✓Resource availability

AI is a tool that is quickly becoming ubiquitous. Like any tool, its effectiveness depends on the skills and intentions of the humans who deploy and use it.

Thank You for Attending!

@ITSMAcademy

info@itsmacademy.com

www.itsmacademy.com
www.itsmprofessor.net

https://www.linkedin.com/company/itsm-academy/