

# To ITIL and Beyond: Operational Discipline via Process



**Glenn O'Donnell**

## To ITIL and Beyond: Operational Discipline via Process

Building IT credibility with structured process discipline

ITIL as a basis for operational automation

Extending process discipline beyond ITIL

How EMC Smarts can help

## The IT Credibility Crisis

Business leaders demand reliable service with objective, quantifiable, and demonstrable value

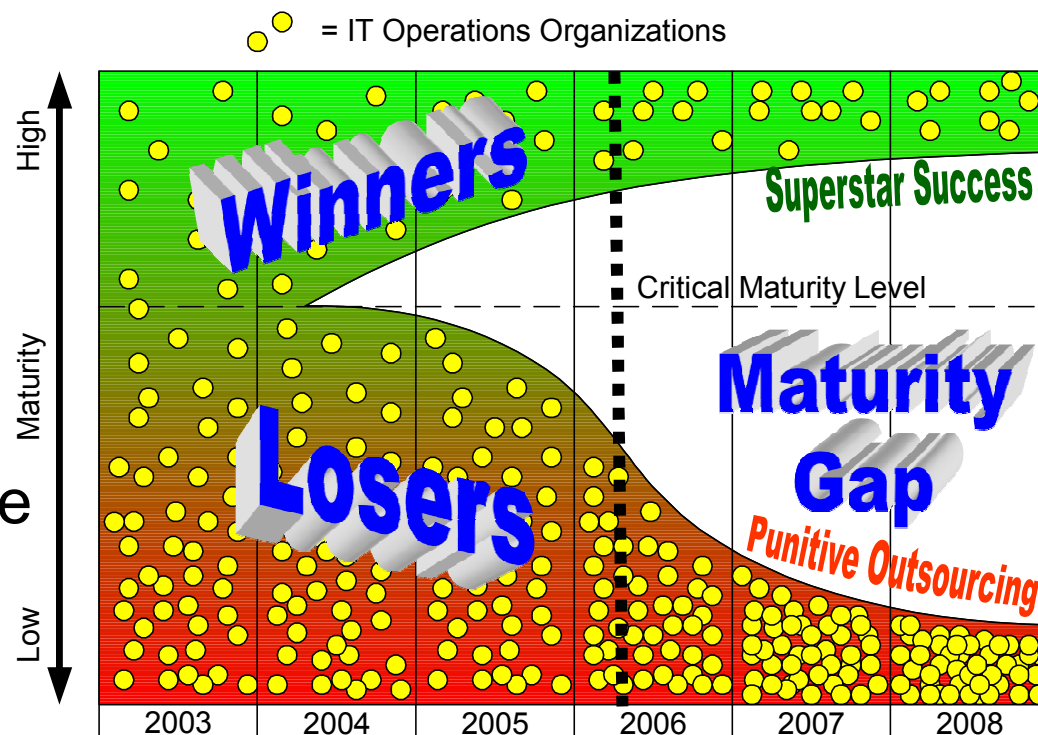
- Many executives feel IT is a wasted investment (i.e., business risk)

Inexorable complexity growth is exponential

- If you can't manage it today, tomorrow is (almost) hopeless

Stronger discipline is required to manage change, meet compliance and prevent irrelevance

- Process is the key



## Process Discipline Builds Credibility

Operations are consolidating around common processes

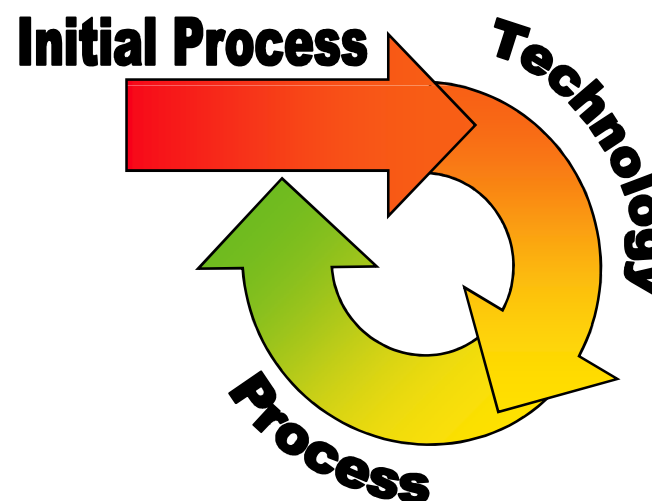
Process structure yields **discipline**

Tools execute processes and enforce **discipline**

Change incentives to reward service-oriented discipline

- Reward quality, not heroics

***Process and Technology Reinforce Each Other (but start with process)***



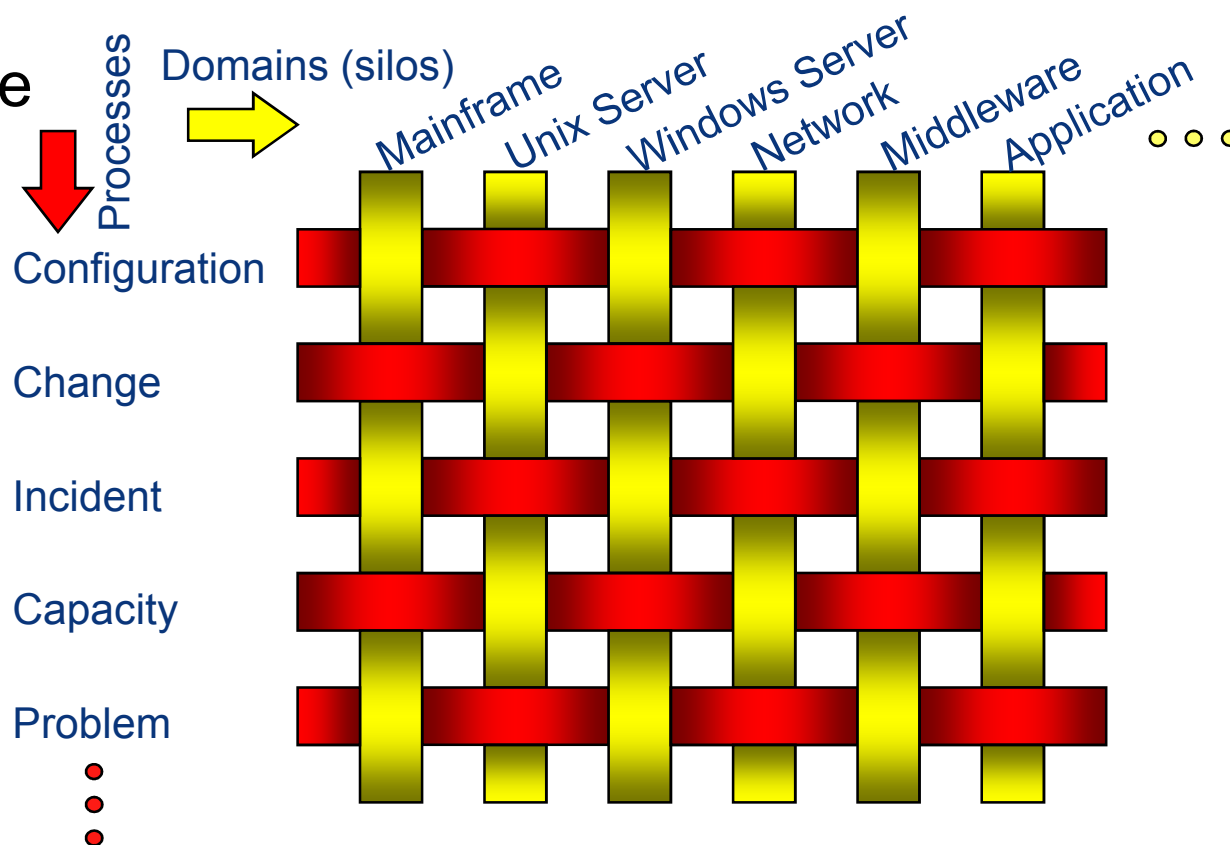
**Discipline = efficiency = agility & less cost = success!**

## Processes are Technology Agnostic

The processes define the operational methods used and all must span silos to be effective

Processes describe how common functions are performed

- e.g., incidents are handled the same for all silos
- SMEs may differ across silos



## To ITIL and Beyond: Operational Discipline via Process

Building IT credibility with structured process discipline

ITIL as a basis for operational automation

Extending process discipline beyond ITIL

How EMC Smarts can help

## ITIL (IT Infrastructure Library)



Collection of operational process best practices originally developed by the British government in the late 1980s

Growing adoption within Global 2000

Core processes defined in:

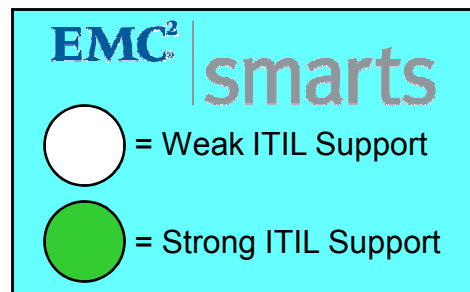
- Service Delivery
- Service Support

Process structure yields **discipline**

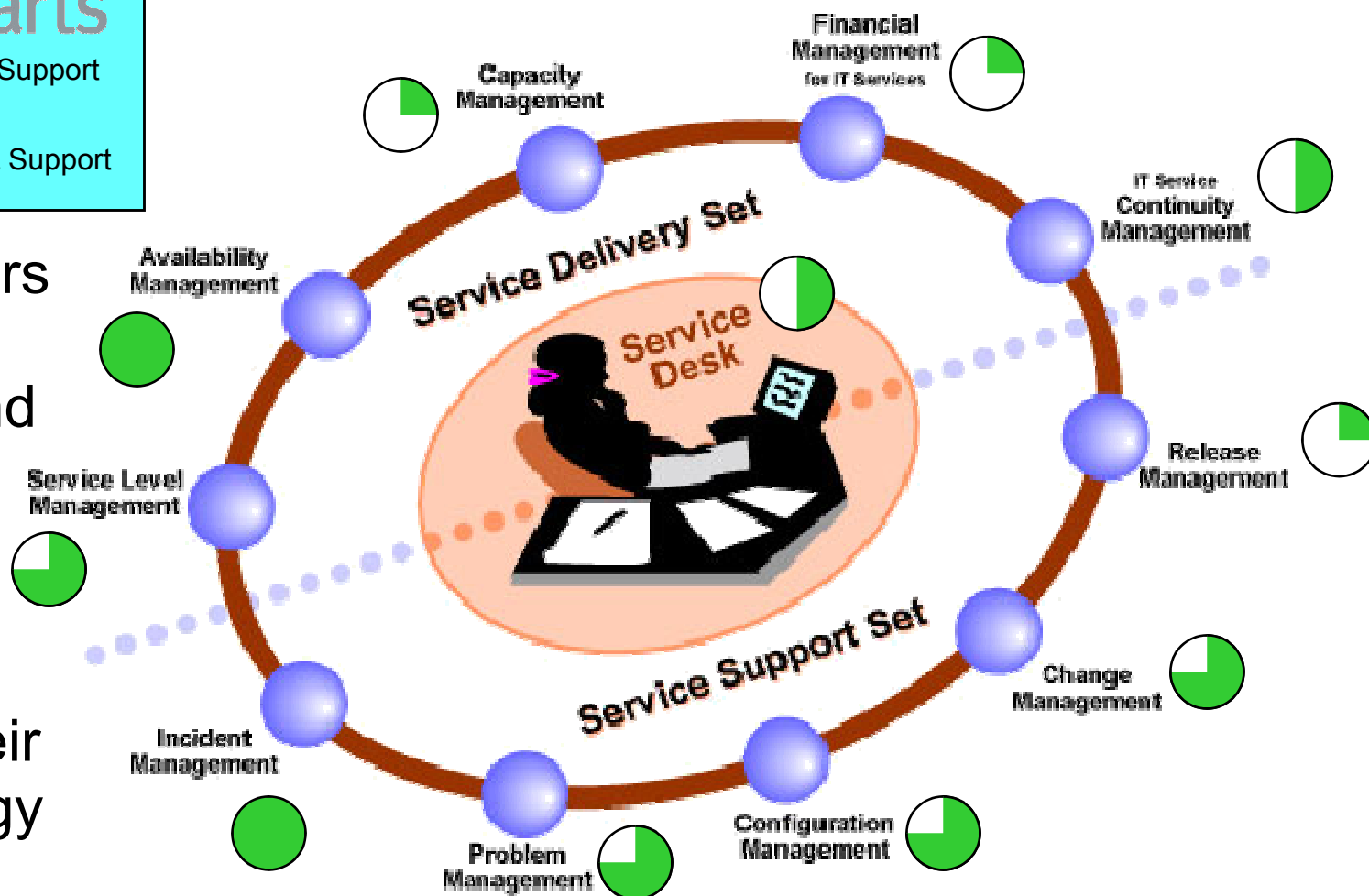
Tools execute processes and enforce **discipline**



## ITIL Processes – Service Delivery and Service Support



All vendors have strong and weak ITIL support elements within their technology solutions





## EMC Smarts Operational Benefits

Streamline ITIL adoption

EMC Smarts provides process automation

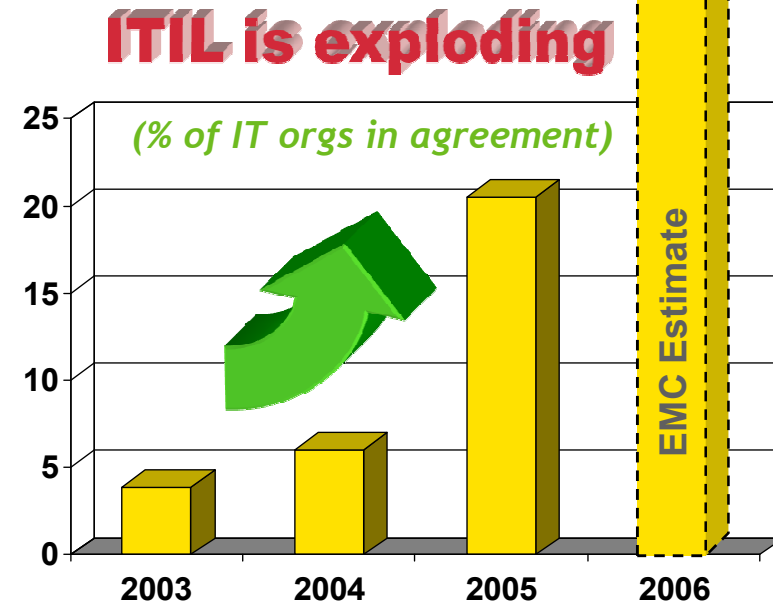
- Reduce costs
- Improve reliability

Incident management:  
the best first step

- Many tasks and tools in place

Triage: a crucial early stage  
of incident management

- Automation is a great opportunity



*Most significant issue facing  
management strategy:  
**Implementation of ITIL***

Source: META Group

## Automation: Capitalizing on Process Discipline

### Incident Management

- More accurate incident identification
- Quicker incident resolution

### Configuration Management

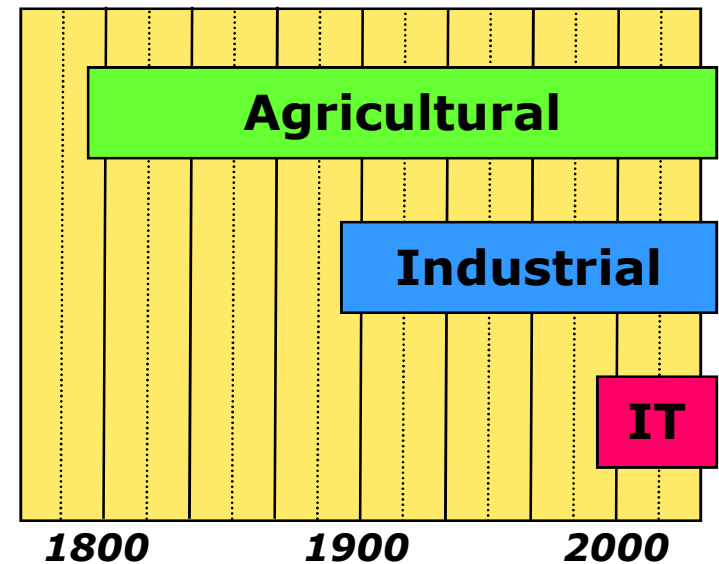
- Discovery to ensure accuracy
- Reconciliation to resolve conflicts

### Change Management

- “What changed?”
- Ensure methodical, accurate changes

### Service Level Management

- Monitor for exceptions and generate service incidents
- Processing and reporting SLO compliance



***Automation Timeline  
(history repeats)***

## Automating Incident Triage

Incident Management is:

- Isolation
- Escalation
- Restoration

Triage is:

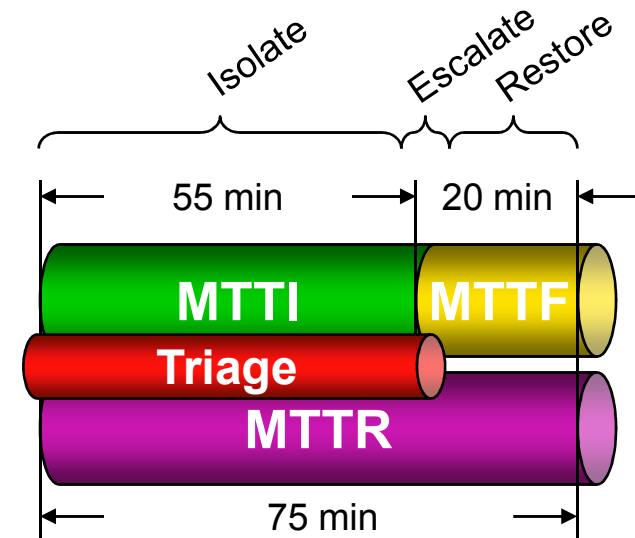
- Identifying the cause
- Directing resolution properly
- The right person ⇔ the right job

Reduce finger-pointing

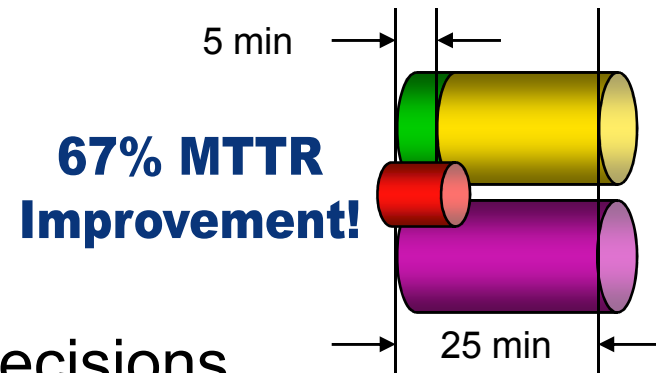
Accelerate resolution

- Lower operational costs

Applications provide context for decisions



## The Impact of Automated Triage



## To ITIL and Beyond: Operational Discipline via Process

Building IT credibility with structured process discipline

ITIL as a basis for operational automation

Extending process discipline beyond ITIL

How EMC Smarts can help

## How Must ITIL Evolve?

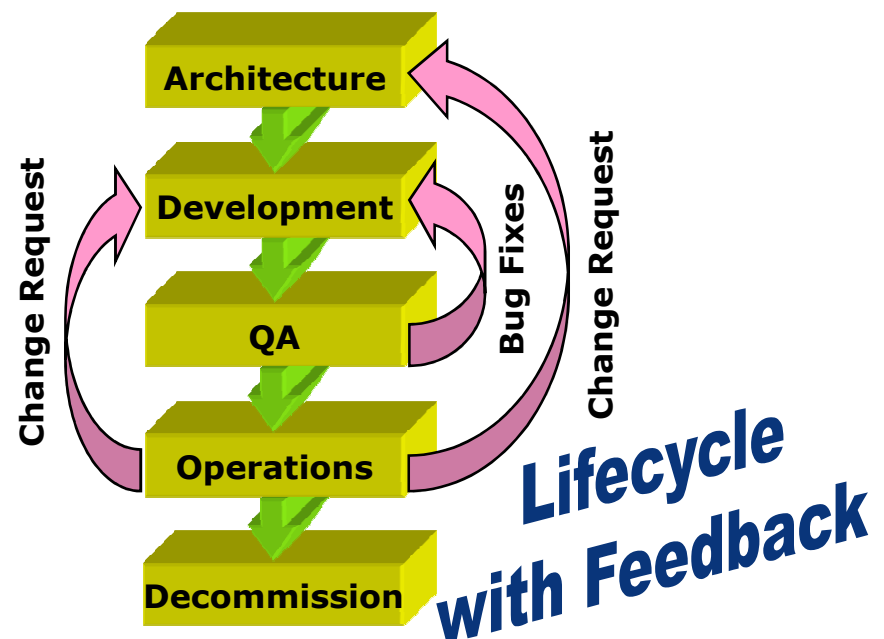
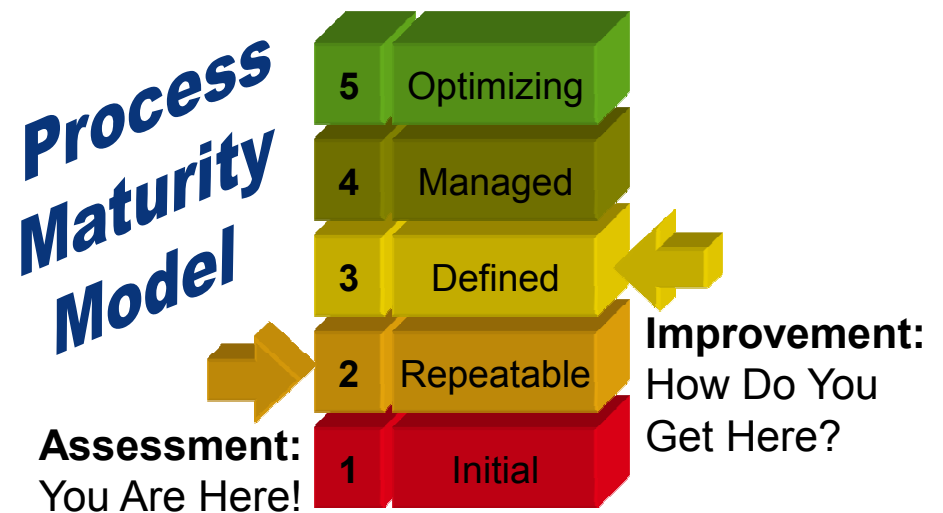
Implement and then move beyond core processes

ITIL itself must expand

- Weak maturity models
- Weak lifecycle concept
- Weak business linkage
- Weak outside core processes

BS15000 is an ITIL superset

ITIL is evolving into broader service management



## Implement Maturity Models

Maturity models characterize levels of discipline

Use five maturity levels

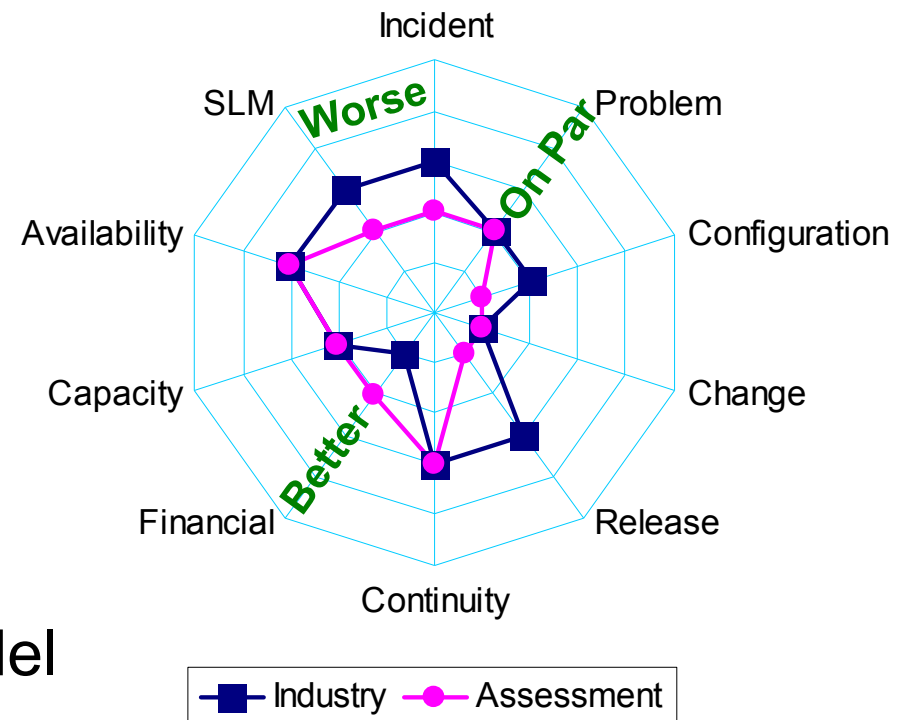
- Similar to SEI's CMM

Enables assessments to determine your organization's current level and action steps to increase your level

- Compare to industry benchmark and set improvement plan

Each process has its own model

### Process Maturity Assessment



## The Role of the itSMF



**itSMF** will drive IT Service Management (ITSM) beyond ITIL

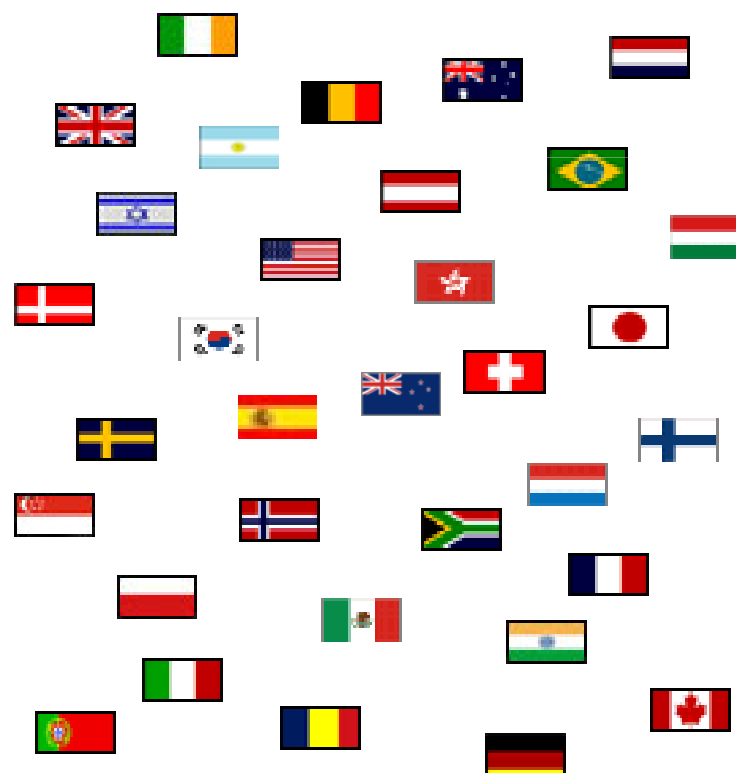
Widespread membership is giving ITSM more relevance than pure ITIL

An international industry body must own ITSM

- Corp, gov't, academia, vendors

EMC is a voting member and active contributor of **itSMF**

<http://www.itsmf.com/>



## The Emergence of “Business Service Management”

BSM is a broad methodology plus technology solutions to enforce discipline in managing IT's business value

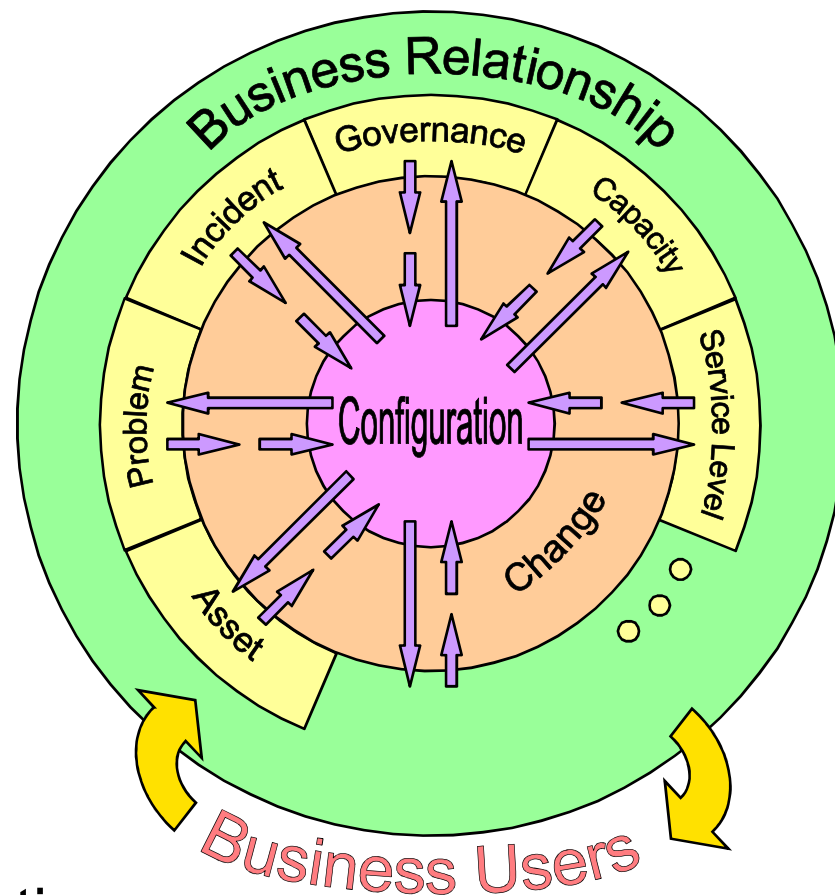
- Mature organizations are now embracing BSM and ITIL/ITSM

More than just business level reporting

Business Relationship Management is a central tenet

ITIL and ITSM are BSM foundations

- All forces and bodies are converging on BSM





## To ITIL and Beyond: Operational Discipline via Process

Building IT credibility with structured process discipline

ITIL as a basis for operational automation

Extending process discipline beyond ITIL

How EMC Smarts can help

# EMC Smarts Support for Process Automation

## Abstraction

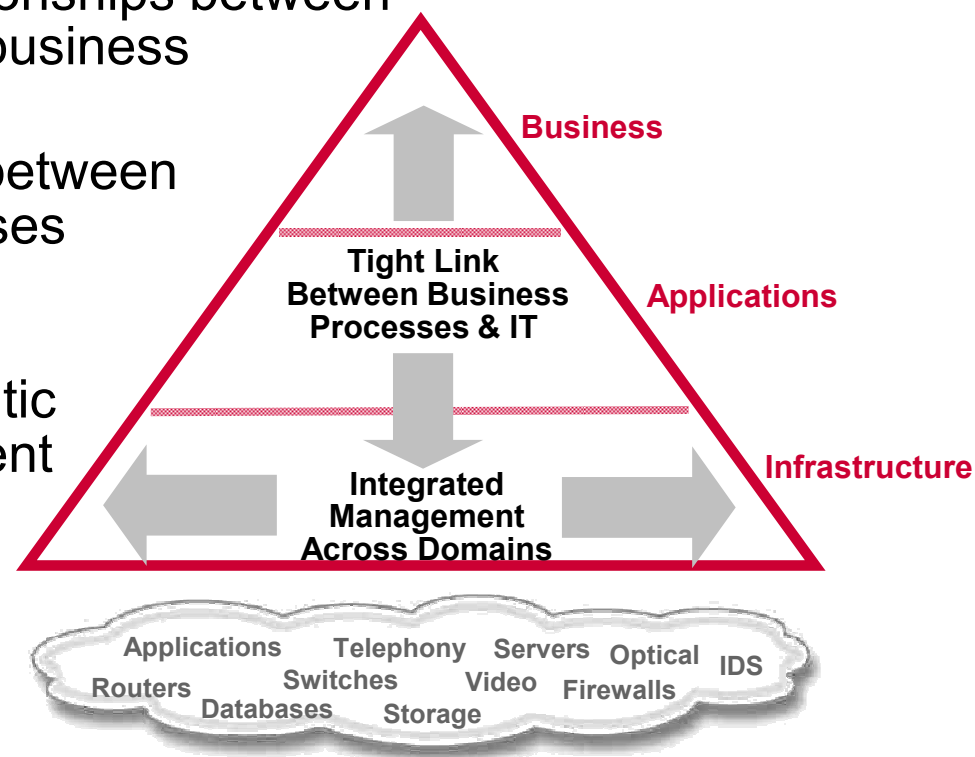
- Understand the complex relationships between technology components and business processes and services
- Understand the relationships between business services and processes

## Analysis

- Ability to determine the authentic problem that caused the incident

## Automation

- Auto-discovery to populate and audit the CMDB
- Automated root cause and impact analysis without creating rules
- Automatically adapts to the changing environment



## Summary of EMC Smarts Alignment with ITIL

### ITIL Problem and Incident Management

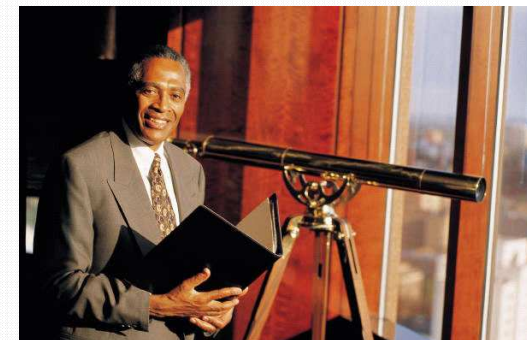
- Process-centric, business perspective, root cause analytics, impact identification, and automation

### ITIL Change and Configuration Management

- Autodiscovery of IT infrastructure, applications, and relationships using a common data model based on industry standards

### EMC Smarts – Proven Benefits

- Quick results
  - Fast, accurate autodiscovery for population and auditing of CMDB (the only useful CMDB is an up-to-date model)
  - Built-in analytics for root cause and business impact
  - Automatically adapts to the IT and business environment
- Lowers costs
  - Correct assignment of incident to user problem
  - Reduces replication of trouble tickets
  - Actionable information speeds MTTR



## Action Steps for Process Discipline

### Be realistic about digesting ITIL

- Pursue education to avoid misinformation pitfalls
- Obtain certifications for key staff
- Start with Incident, closely followed by Configuration and Change

### Apply automation technologies to refined processes

- Multiple tools from multiple vendors will be needed
- Expect to invest in tool integration

### Expand upon ITIL with maturity models and continuous improvement exercises

- Assess maturity in each process
- Prioritize plans for improvement
- NEVER stop pursuing improvements

**EMC<sup>2</sup>**  
**where information lives<sup>®</sup>**