



A Manifesto for Service Management Agility

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Agile Software Development

Individuals and interactions	over processes and tools
Working software	over comprehensive documentation
Customer collaboration	over contract negotiation
Responding to change	over following a plan



Problems and Propositions

Processes that are too detailed and do not take into account human interaction

Emotional intelligence over processes that are too detailed

Specifications that are incomplete and inaccurate

Services fit for purpose and for use over meeting specifications

Agreements with stakeholders that don't reflect evolving needs

Flexible engagement over fixed agreements

Slow, cumbersome, risky, plans

Planning for change over following a plan

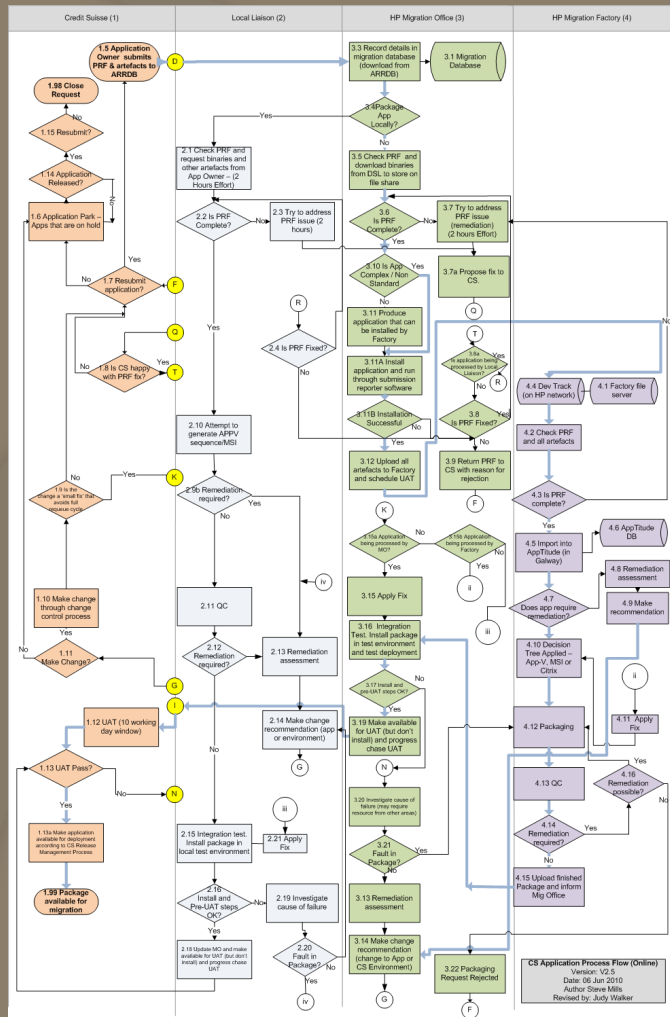
High cost, waste, slowness

Distributed decision-making authority over immediate cost cutting



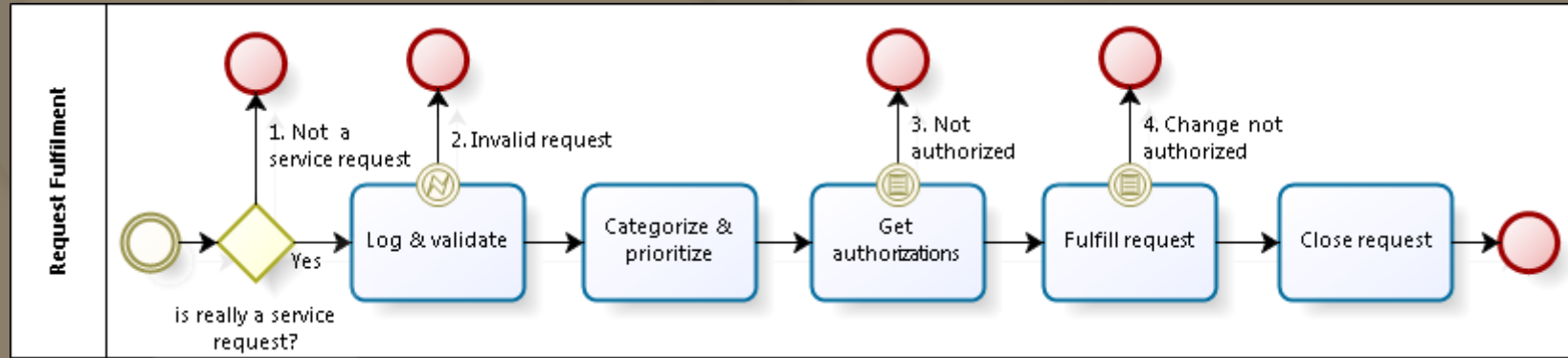
Emotional intelligence..

... over too detailed processes

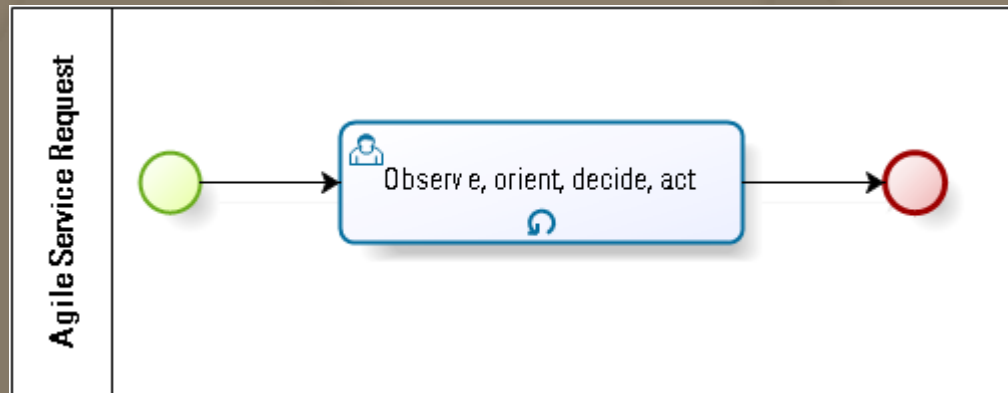




ITIL Service Request



OODA Service Request





Inquisitiveness, respect, trust, empathy







Services fit for purpose and use...
...over meeting specifications




Ever have a problem like this...?




I'm calling on behalf on my aunt, who died last week, to cancel her credit card



Maybe you didn't hear me. I said she died last week.



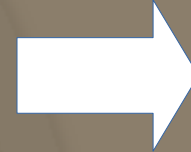
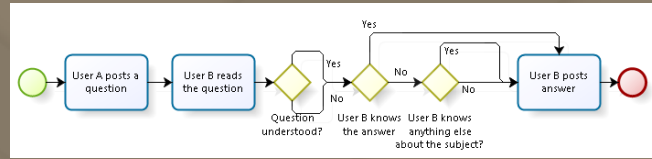
Have her download this form, sign it and mail it to us. Be sure to include a telephone number in case we have any questions



That makes no difference. You have to follow our process



Is this true?



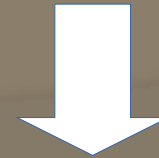
“ISO”



Flexible engagement...

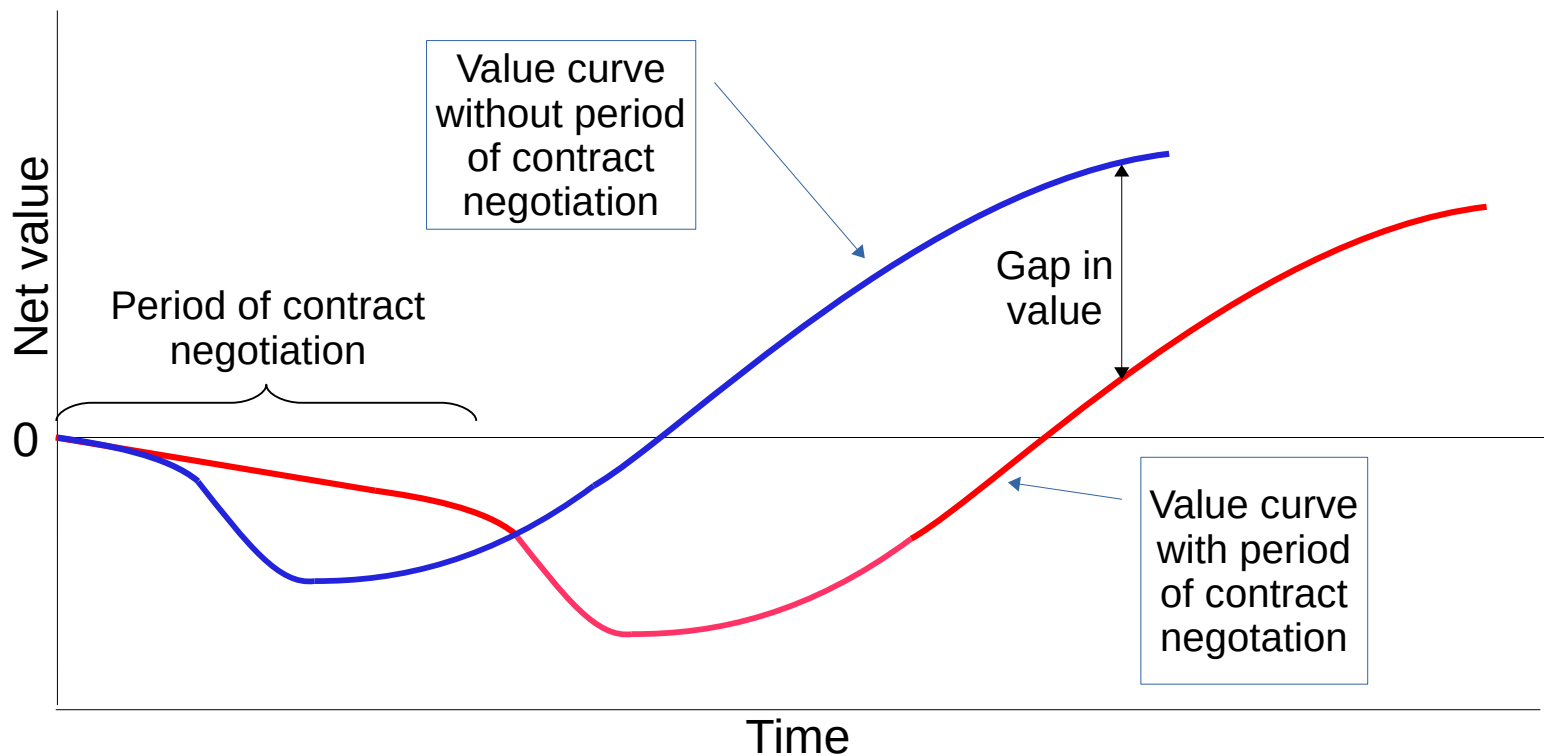
...over fixed agreements

Problem of customer specification



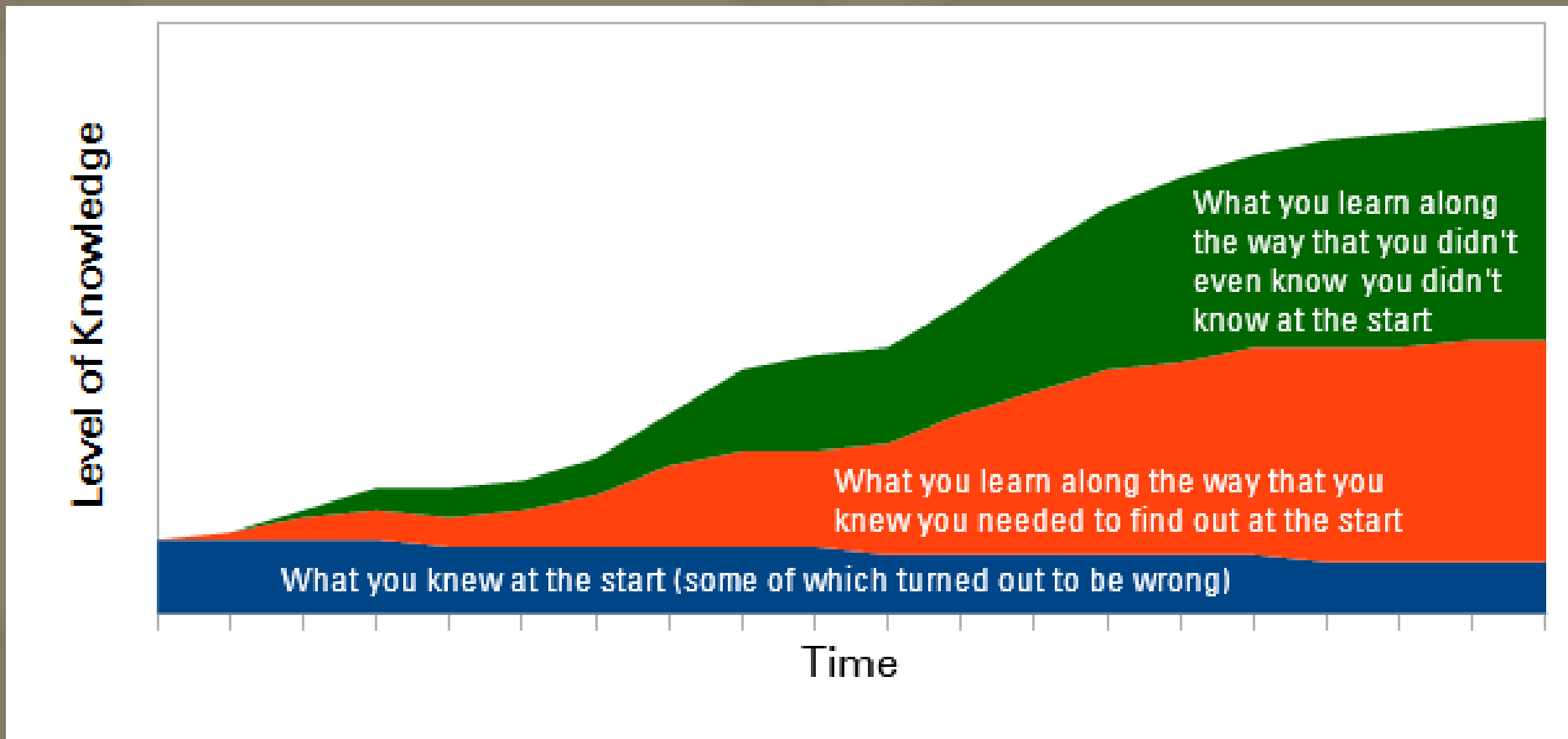


Beware the Gap!





What you know...and when





Do you say...

...“No, we don't offer that service”

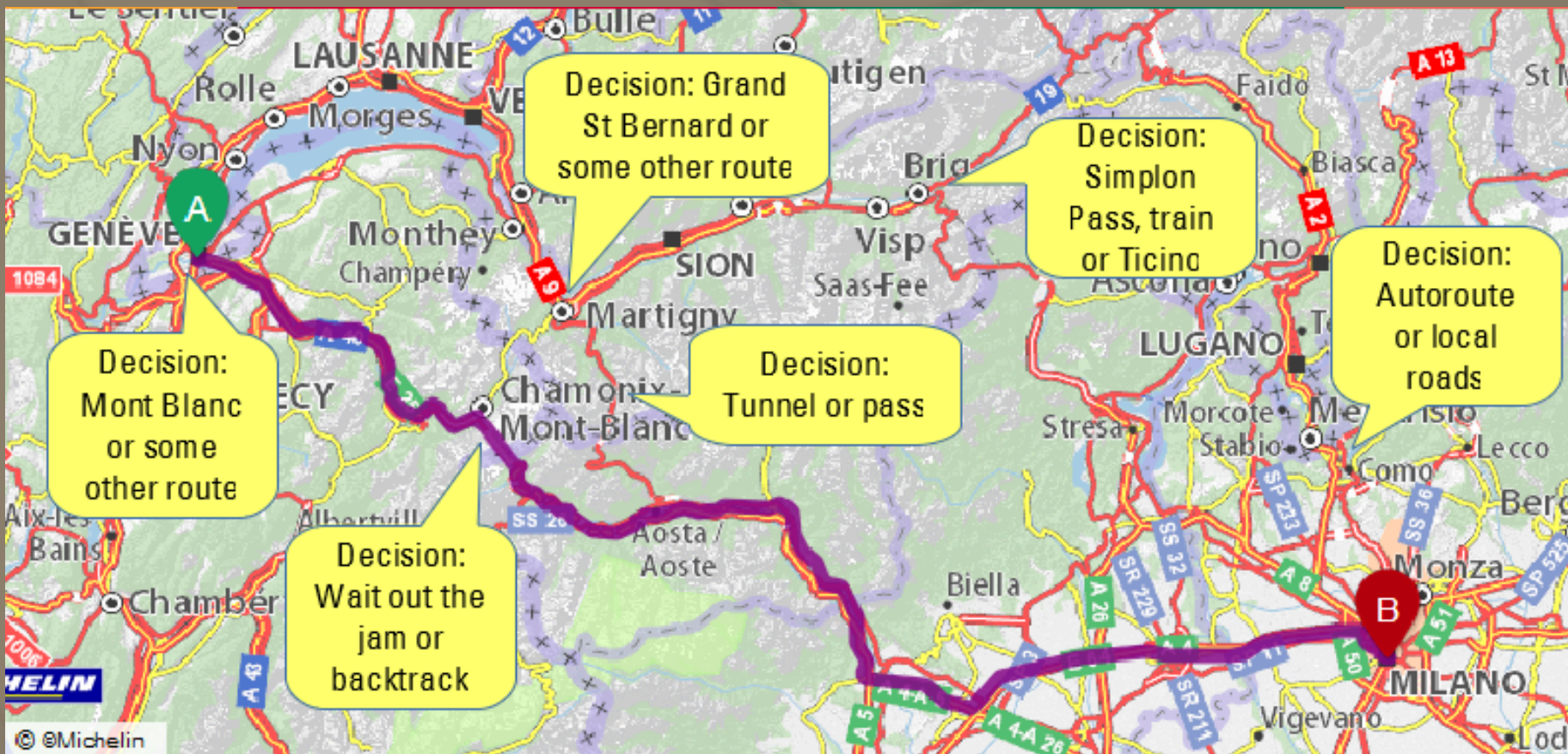
...“Let's see what we can do to help”



Planning for change...

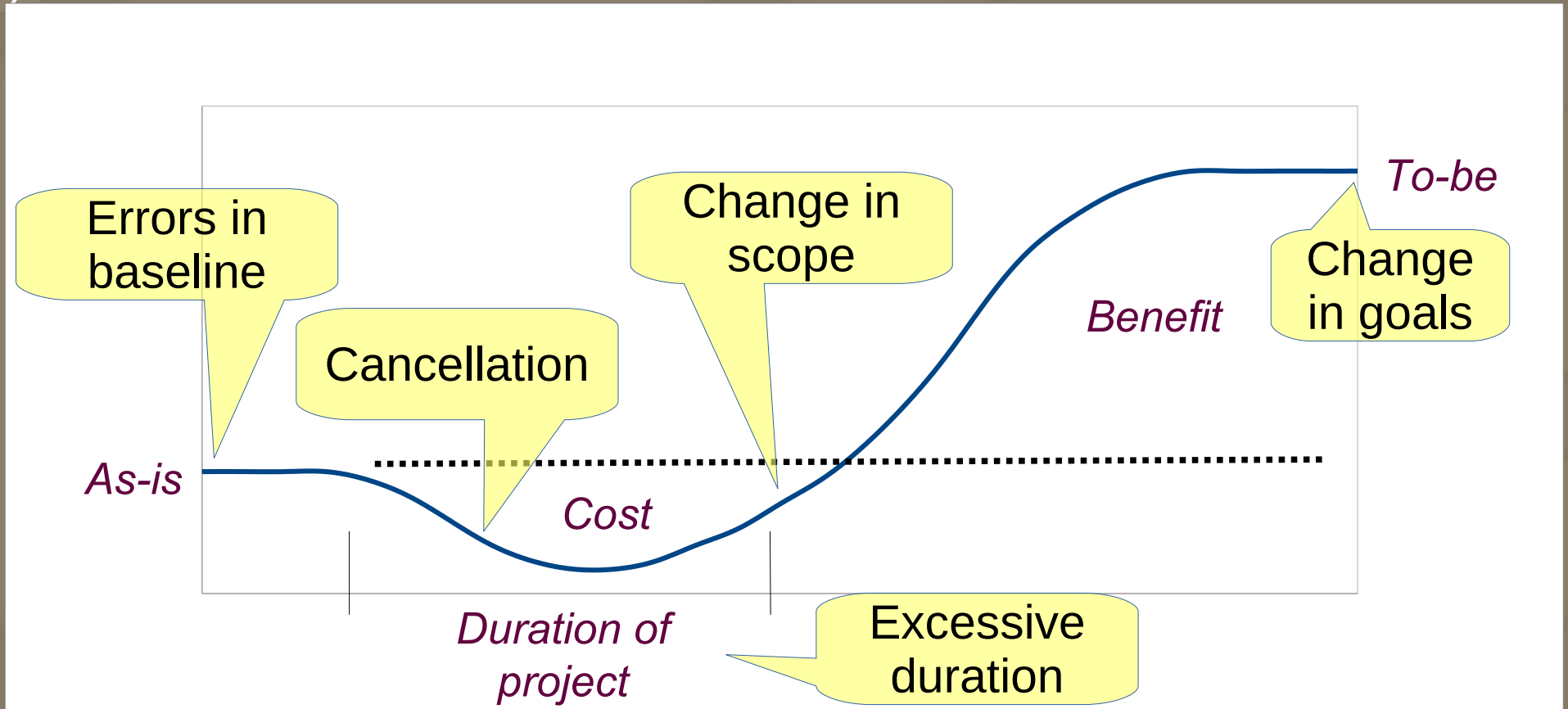
...over following a plan





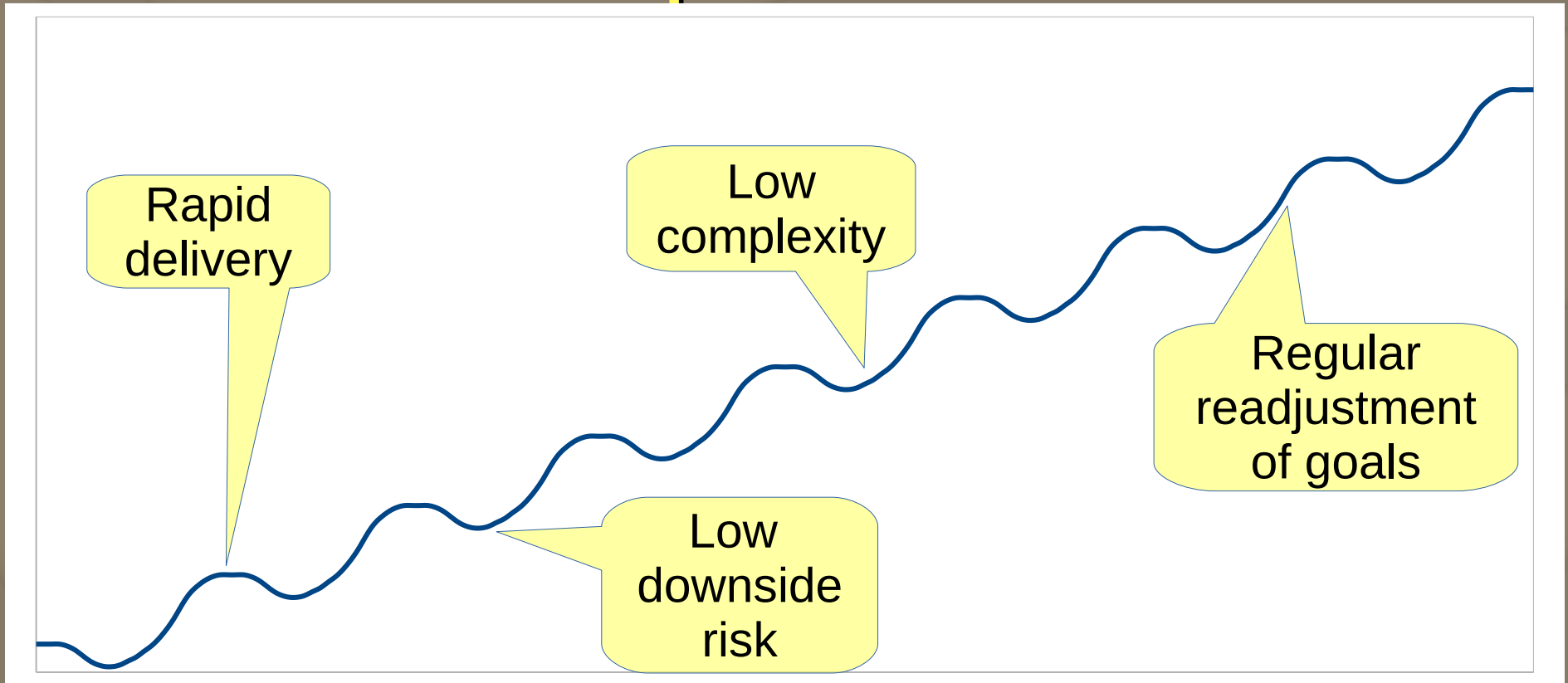


The problem with plans





Incremental continual improvement



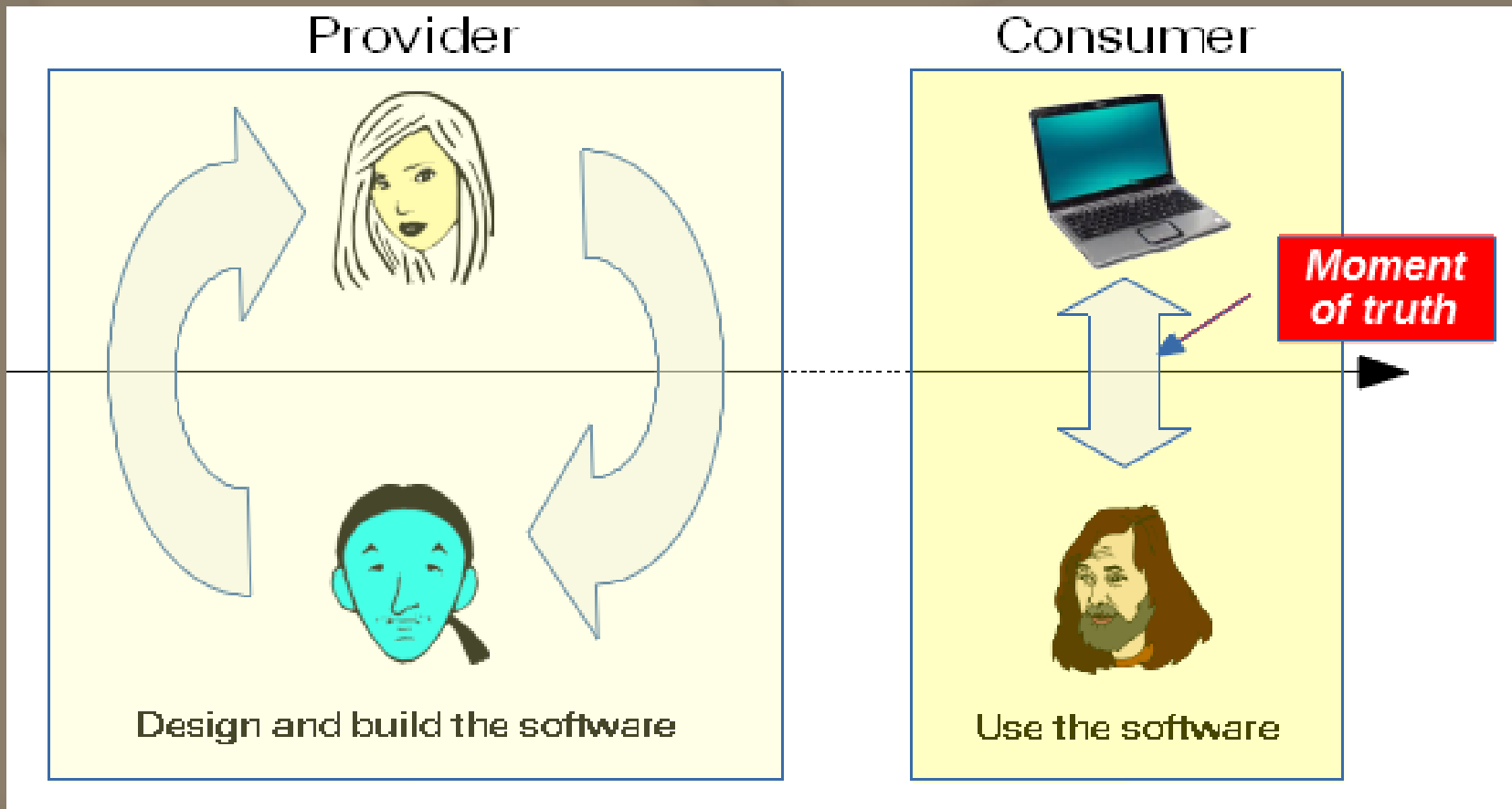


**Distributed decision making
authority...**

**...over immediate reduction in
direct costs**

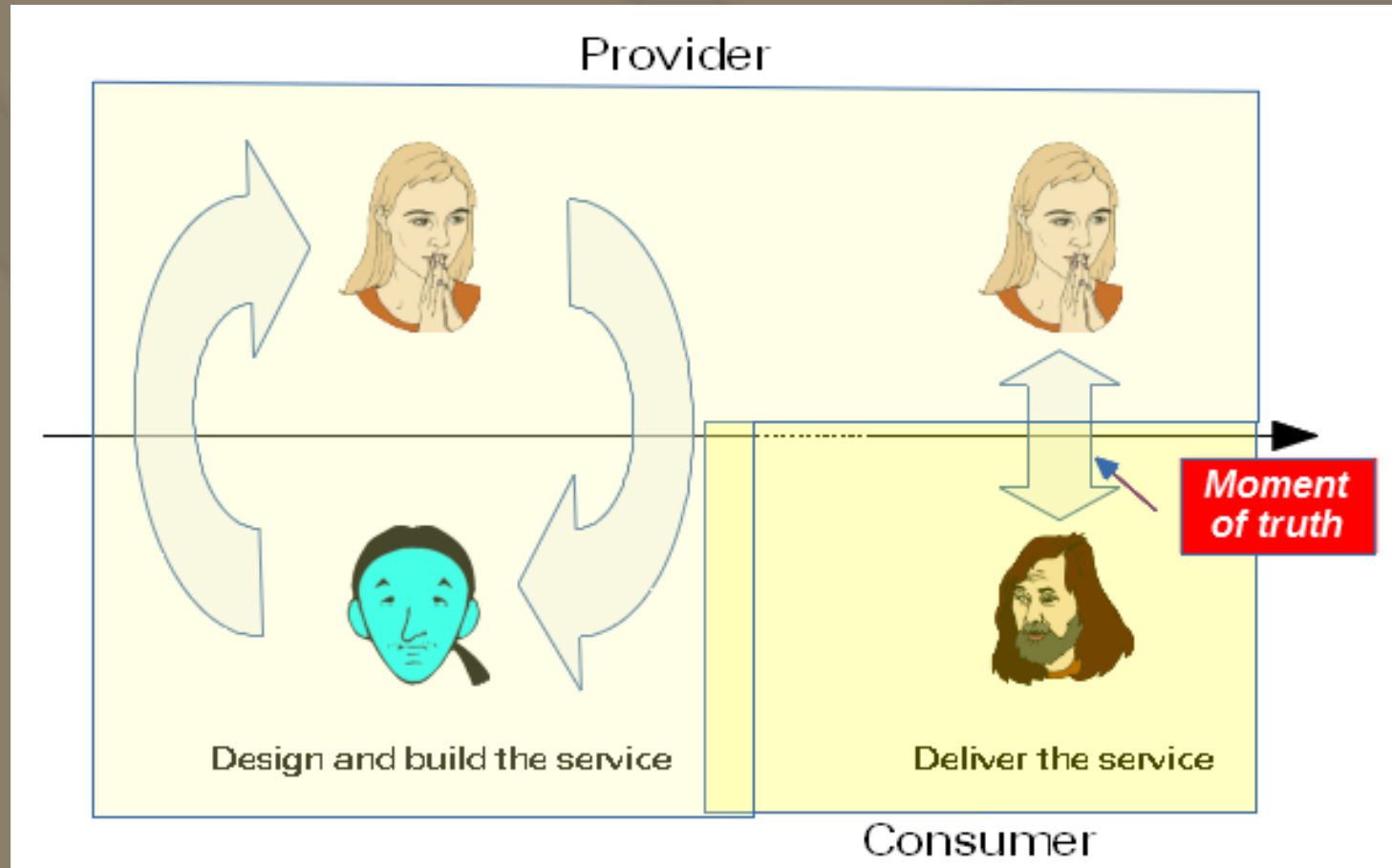


Software's moment of truth



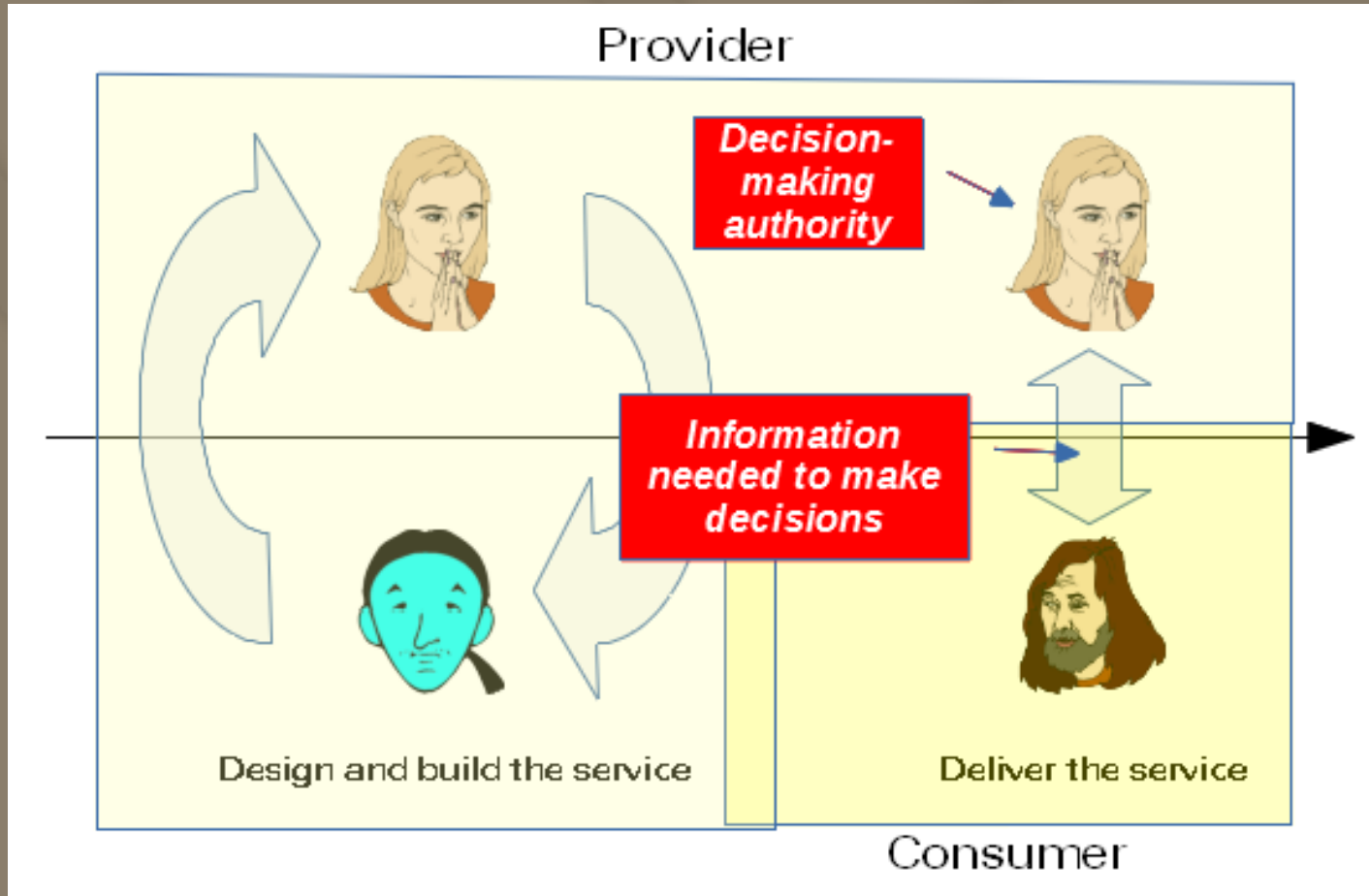


A service's moment of truth



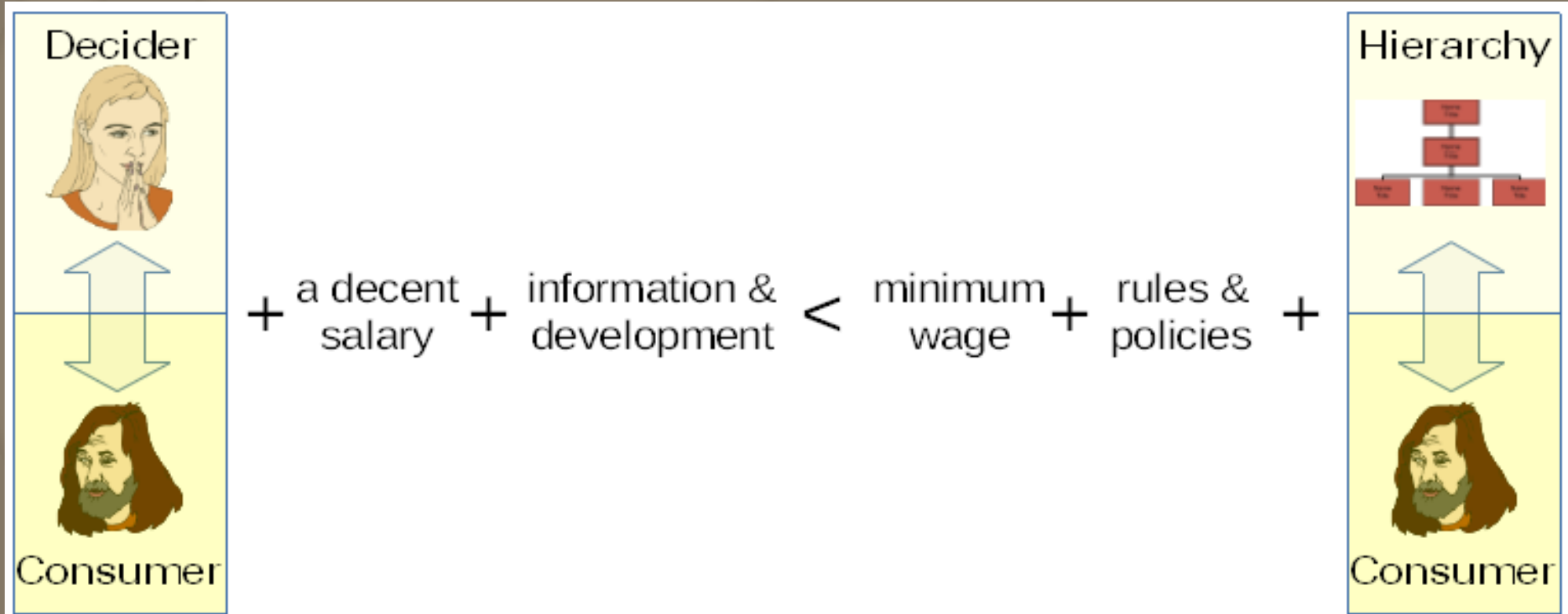


Where are decisions made?





Problem of centralized decision-making





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Uses of a Manifesto

- Support achieving the goals of service management agility
- Make it clear what we mean by "service management agility"
- Make it easy for practitioners to recall principles and values
- Define a framework for further analysis and improvement



Thank you



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