

PMINJ 2011 Annual Symposium
Deliver with WOW!!
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PMBOK & ITIL
Clash of the Titans
or the Dynamic Duo?

Geoff Senson

International Institute for Learning

Lead ITIL Expert

Skype: gsenson

Geoff.senson@iil.com



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PMBOK & ITIL

Clash of the Titans or the Dynamic Duo?

Introductions

● Introductions

- Geoff Senson
- ITIL® V3 Expert, ITIL® V2 Service Manager
- Background
 - ITIL® Consultant/Trainer
 - VP Marketing, Think Dynamics
 - Product Manager, Amdahl Corp, StorageTek
 - IT Manager, Prudential, MasterCard



Presentation Goal

The goal of this presentation is to:

- Explain and explore PMBOK® Guide, other PMI® standards, and the IT Infrastructure Library (ITIL®).
- Understand if they can be used together to further the goals of the enterprise.

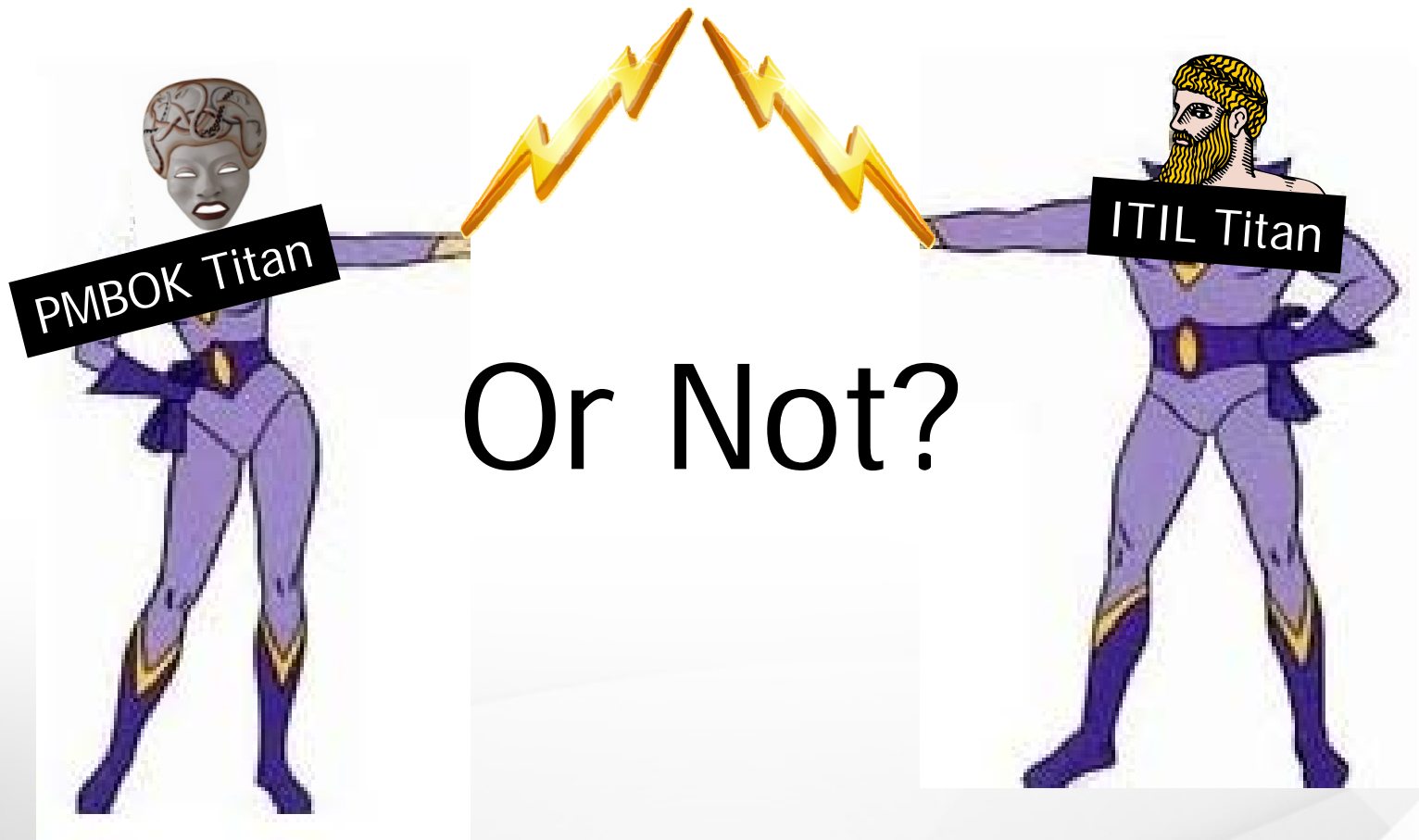


Questions We Will Answer

- Why might PM and ITIL® be in conflict?
- What is ITIL®?
- What is the benefit/value proposition of ITIL®?
- What are the “touch points” of PM and ITIL®?
- How can PM and ITIL® be used together?



Clash of the Titans?



Or Not?

Why Might PM and ITIL® be in Conflict?

Management's attention



Training priorities

Budget dollars



**PMBOK®
and ITIL®
compete
for...**



People's attention

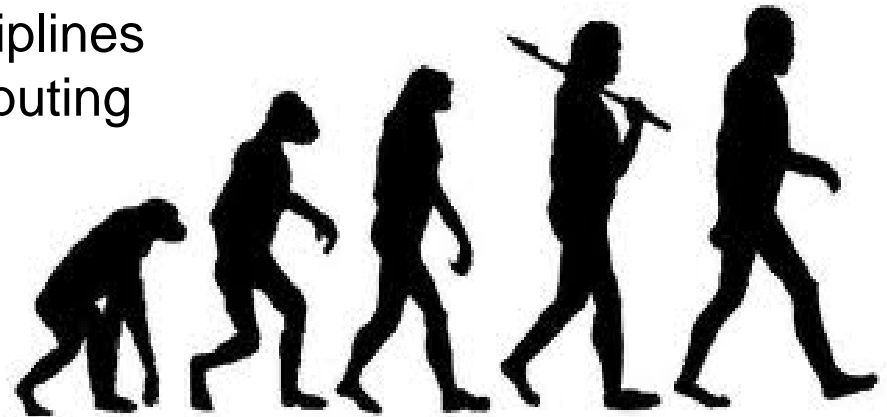
What is ITIL®?

ITIL® began in about 1990

- UK government initiative
- Best practice data center disciplines transferred to distributed computing

ITIL® evolved:

- V2 in 2000
- V3 in 2007
- No longer just about infrastructure



ITIL® Implementation and ITIL® Qualifications

Implementation

- Adoption originally mostly in Europe
- Took off in North America in the last 4 years
- No specific industry/geography/size of company bias

ITIL® qualifications:

- Aimed at individual level
- ITIL® Foundation often a pre-interview requirement

ISO20000 accreditation

- Aimed at organizational level
- Increasingly important for outsourcers



ITIL® Benefits

ITIL® enables organizations to:

- Increase the level of service and improve customer and user satisfaction
- Improve the effectiveness and efficiency of IT service provision
- Allows IT to truly align with the business

Organizations embrace ITIL® when they need to improve these areas at an enterprise level!



Older Versions of ITIL®

Keep IT
running!

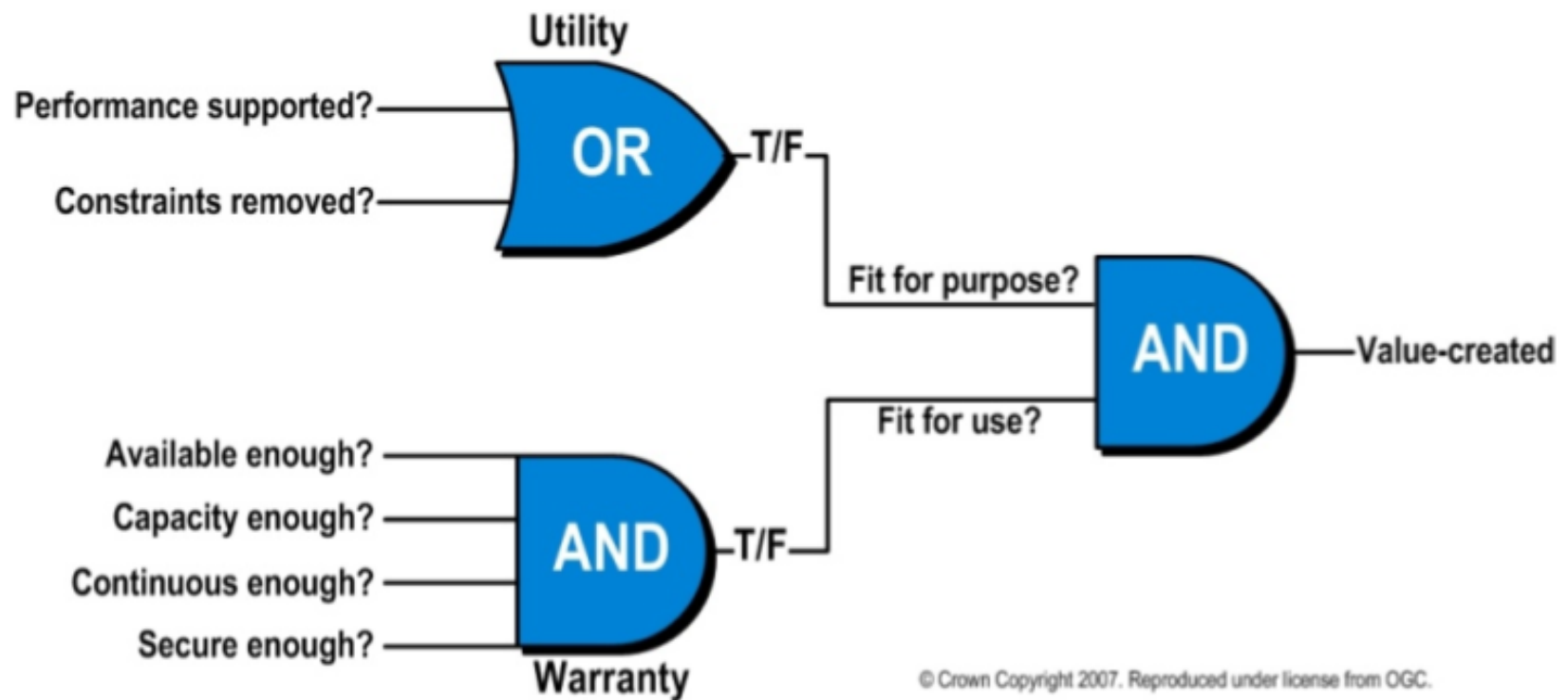


Planning
the infra-
structure

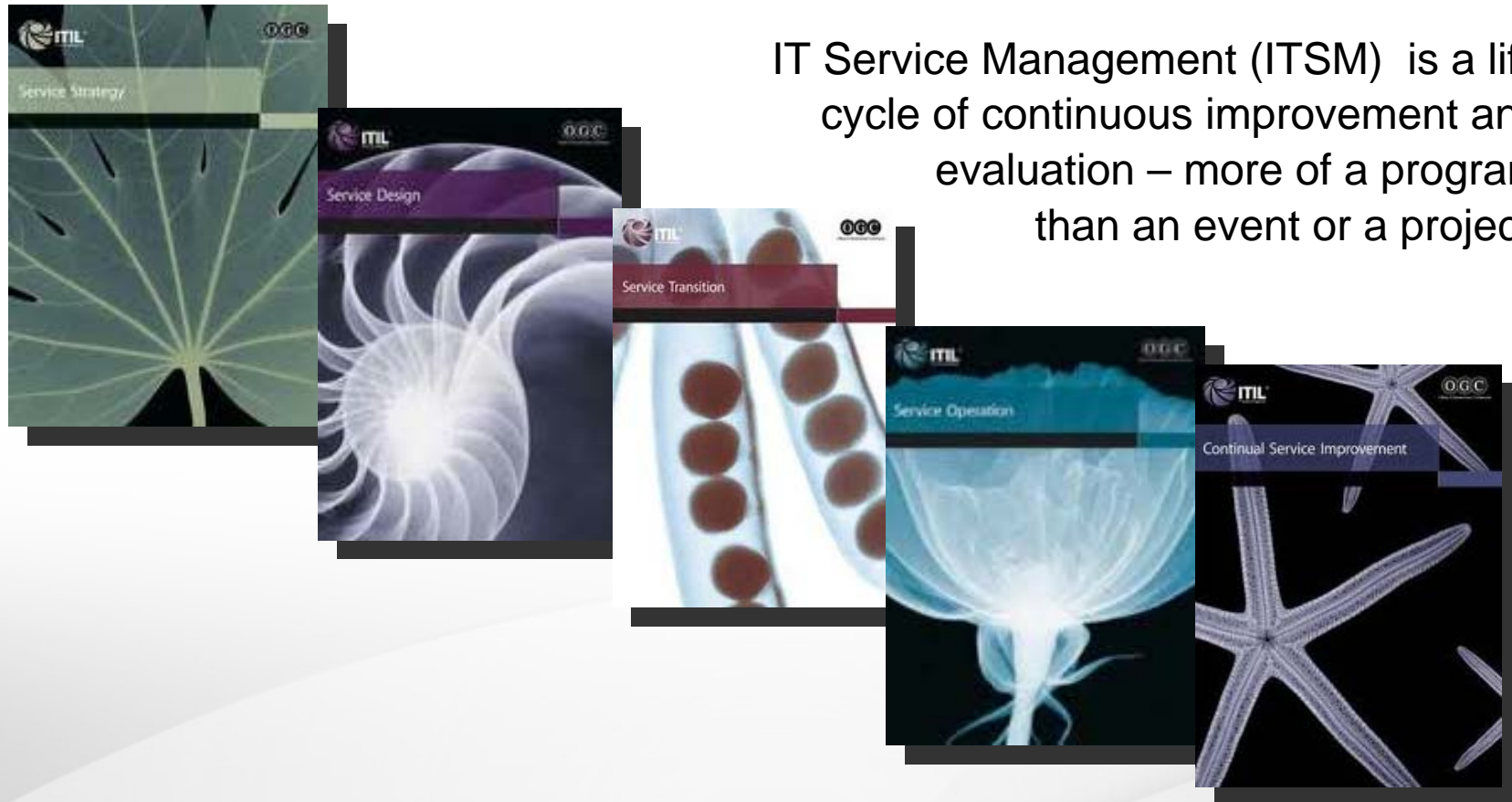


Event driven, or regular planning processes
More Program Management than Project Management

ITIL[®] Today



The IT Service Management Life Cycle



IT Service Management (ITSM) is a life cycle of continuous improvement and evaluation – more of a program than an event or a project!

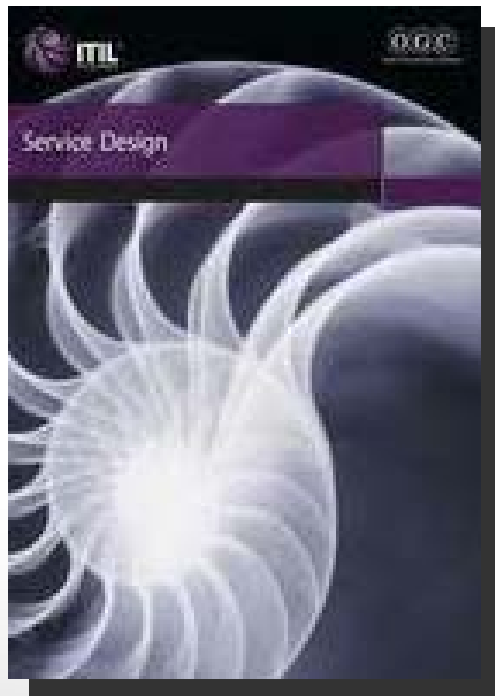
Service Lifecycle – Service Strategy



- Deciding what services to provide



Service Lifecycle – Service Design



- Design to ensure correct utility and warranty are provided



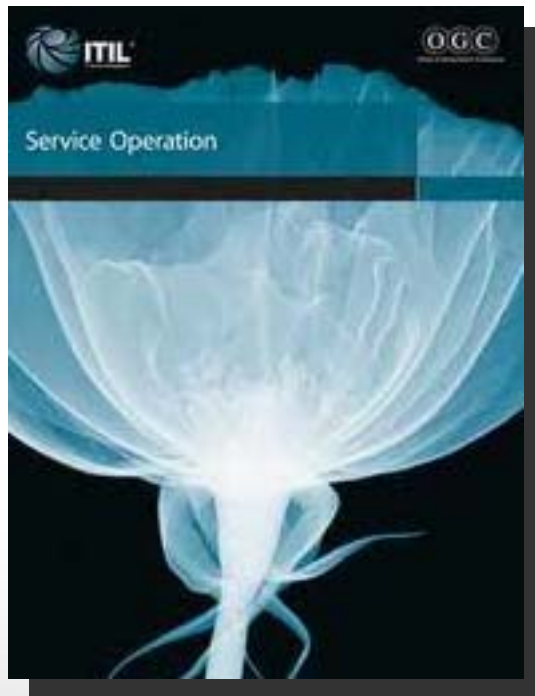
Service Lifecycle – Service Transition



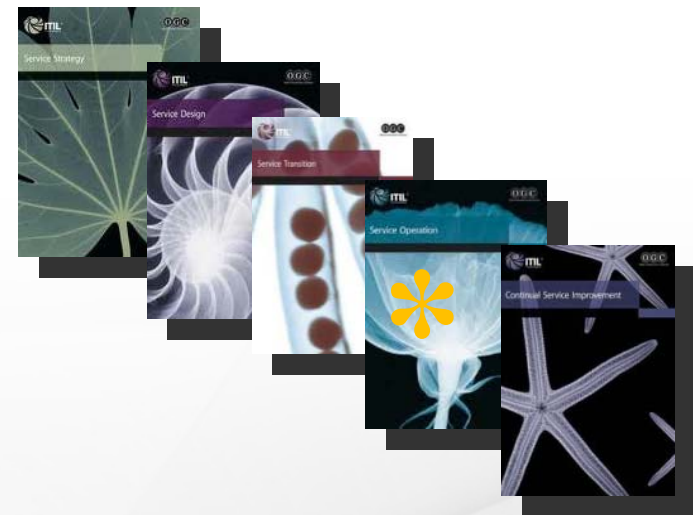
- Build, test, deploy, and train



Service Lifecycle – Service Operation



- Ensure everything goes smoothly in production



Service Lifecycle – Continual Service Improvement

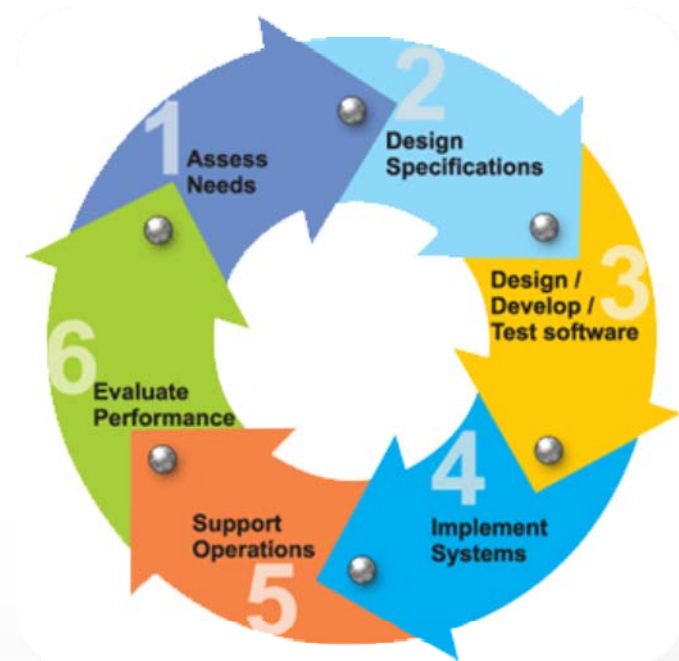


- Learn lessons, ensure improvements occur



ITIL® and Application Development

ITIL® is NOT Application Development!



ITIL® is responsible for the warranty of the service

Application Development is responsible for the utility of the service

PMI®'s Standards and Generic Organizational Governance

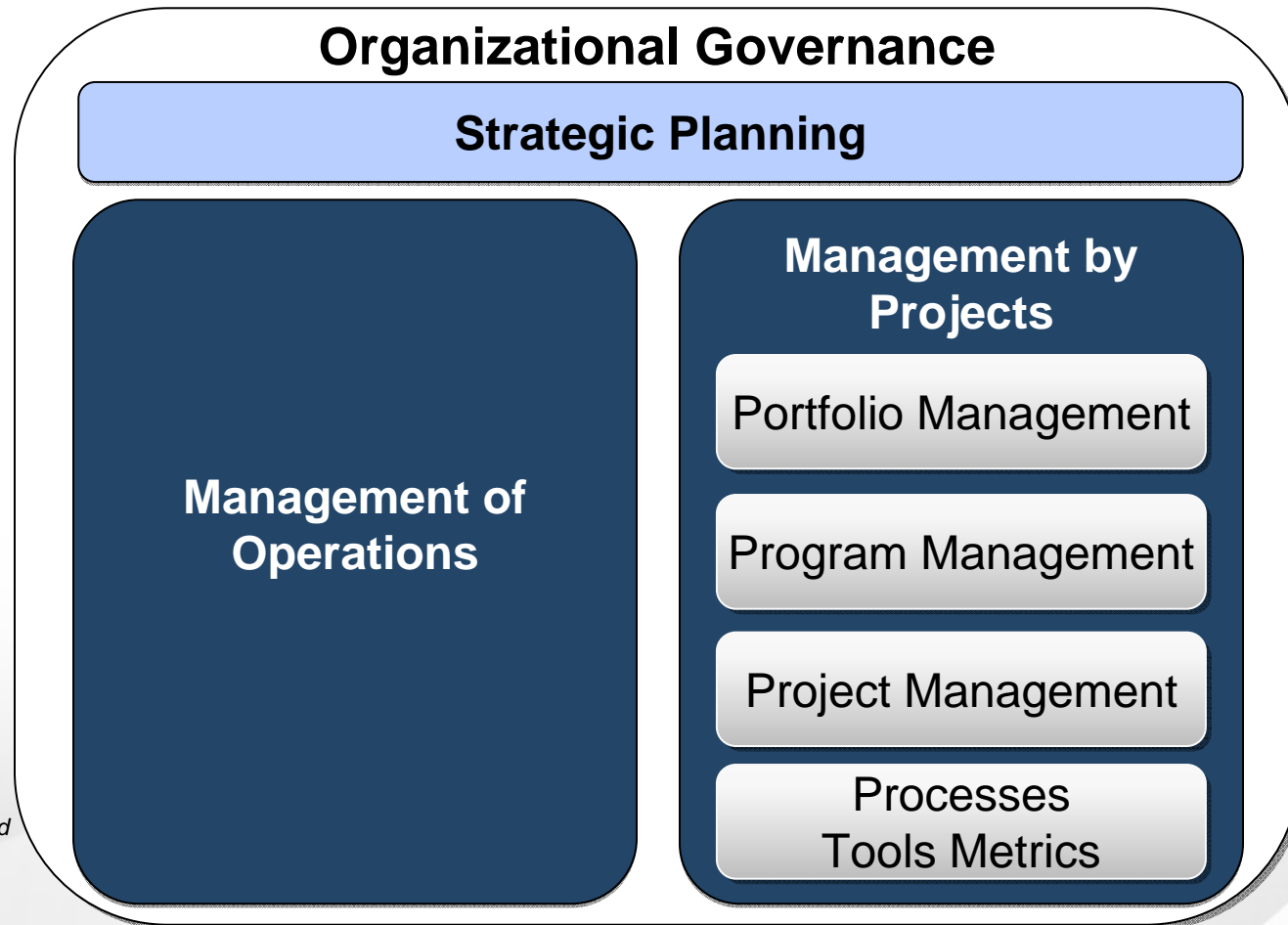


Figure 1-2 from *The Standard for Portfolio Management – Second Edition*. page 8

Relationship of PMI®'s Standards to ITSM

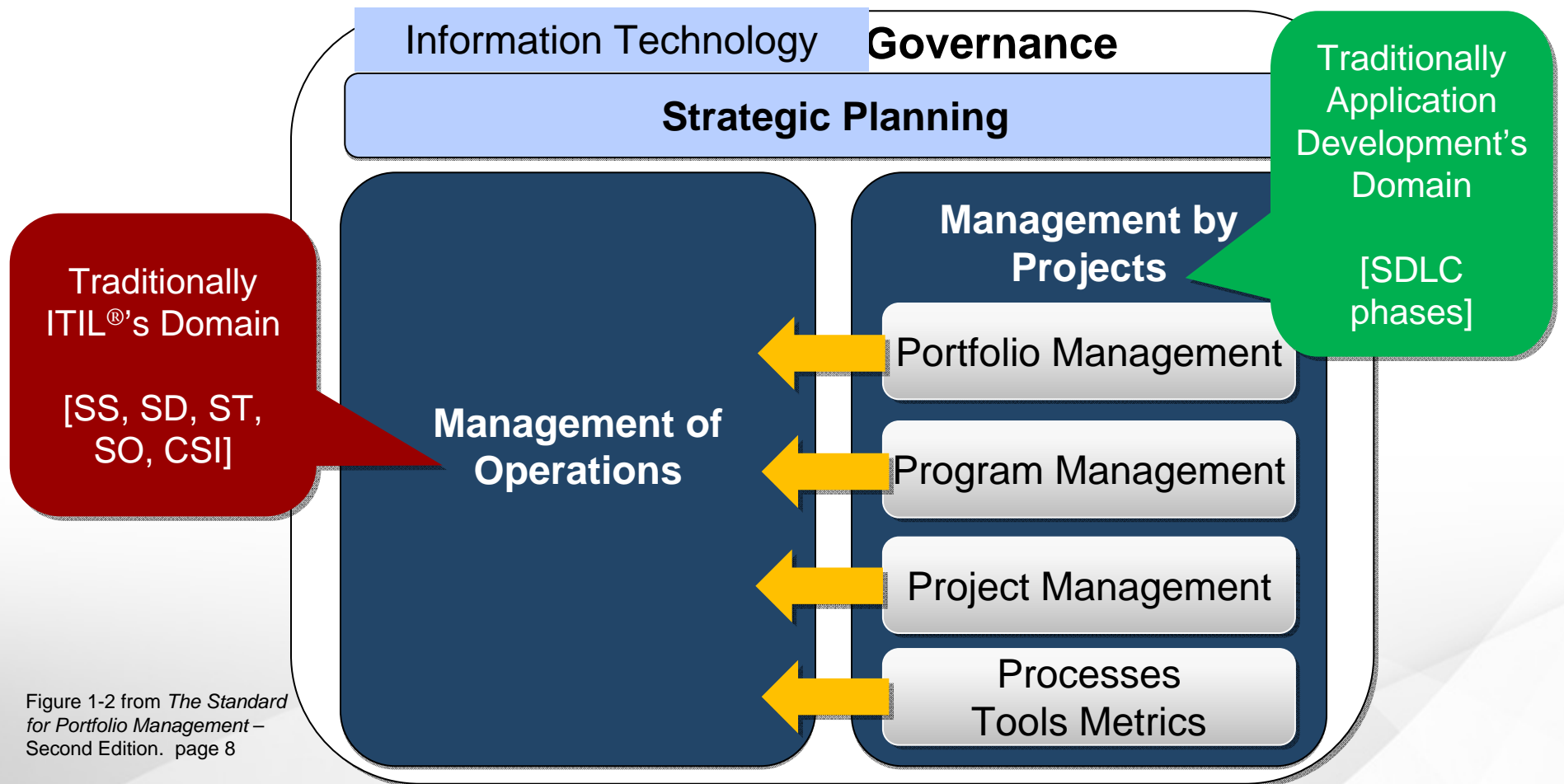


Figure 1-2 from *The Standard for Portfolio Management – Second Edition*. page 8

Project Management versus IT Service Management: A Matter of Perspective (1 of 2)

If you remember from 1999, we first heard about “Wow! Projects”....

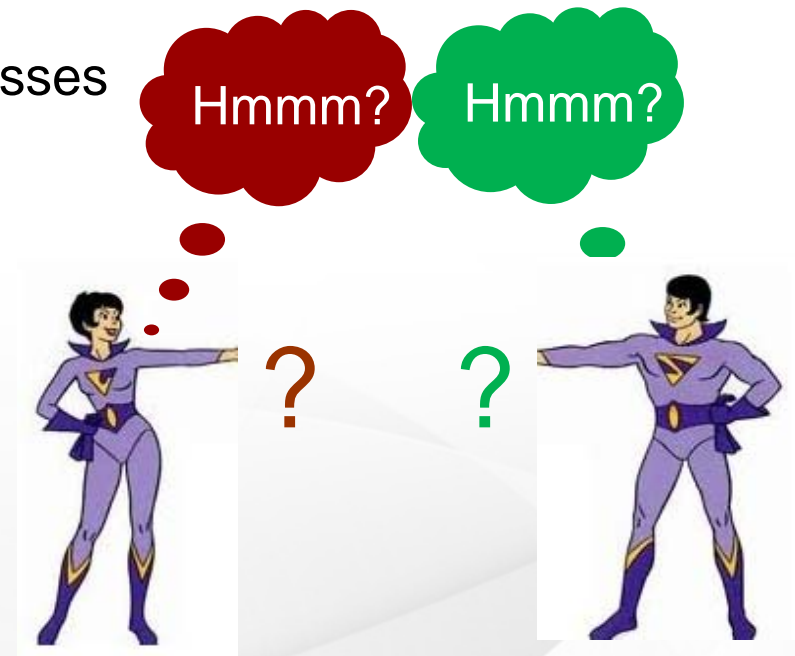
- Tom Peters said, “All white collar work is project work.”
- And *PMBOK*® Girl said, “Yeah! Right on!!”
- While Clark “Smallville” ITIL® said, “He doesn’t understand my world!”



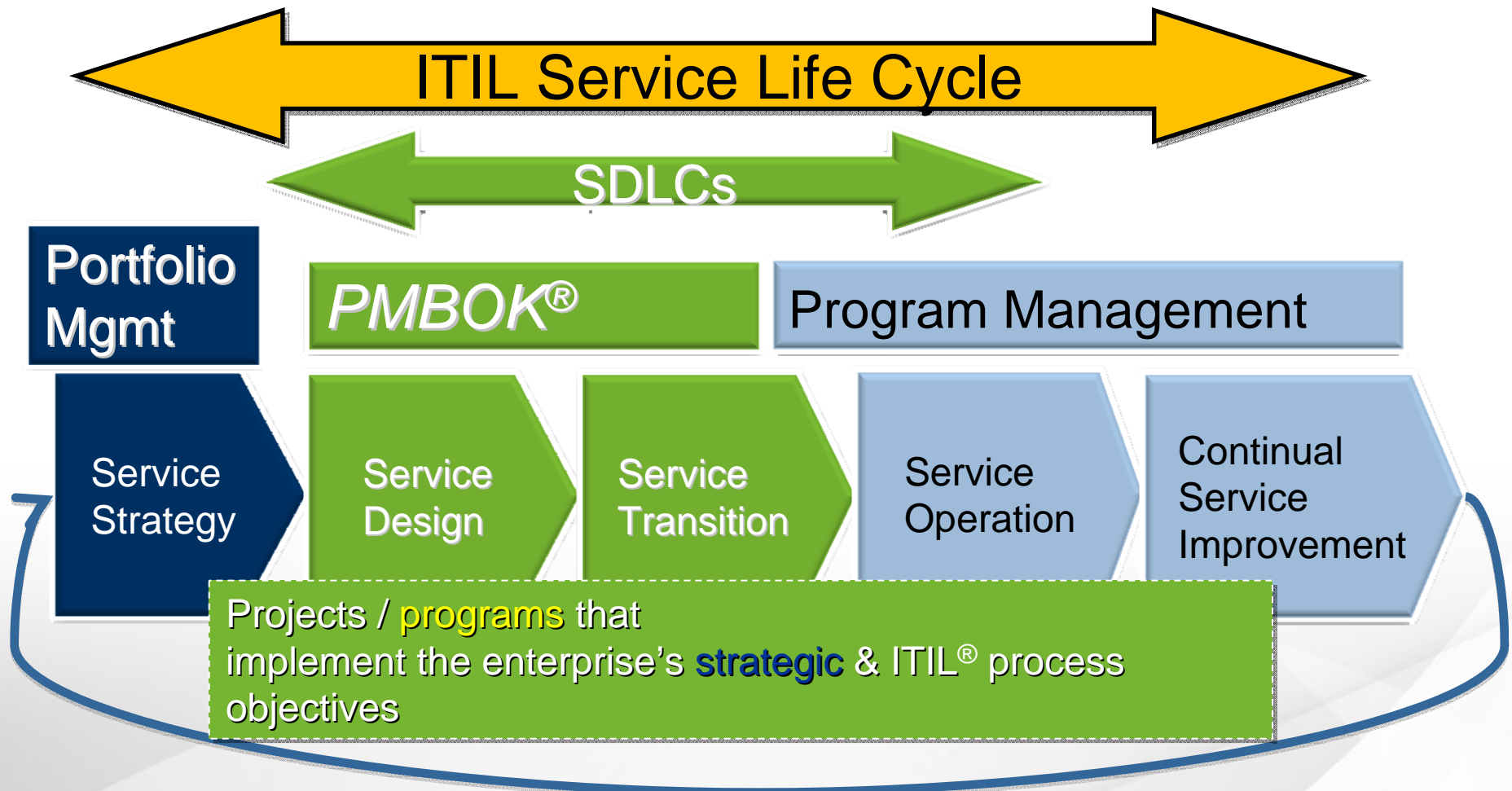
Project Management versus IT Service Management: A Matter of Perspective (2 of 2)

Today we can...

- See how Peters was talking about taking initiative on top of operational responsibilities, like ITSM
- See different perspectives on processes
 - Product-based processes
 - ITIL® standards
 - Product / service and project life cycles
 - Project-based processes
 - *PMBOK® Guide*
 - Project life cycle only



Debunking the “Clash of the Titans” Mentality

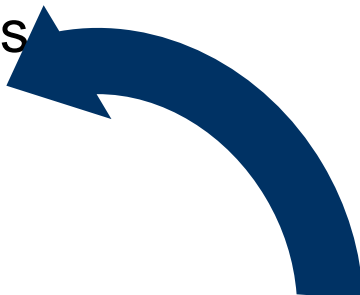


ITIL® Service Strategy and Portfolio Management

ITIL® Service Strategy Processes

- Service Portfolio Management
- Demand Management
- Financial Management

PM is more generic, and provides detailed process support

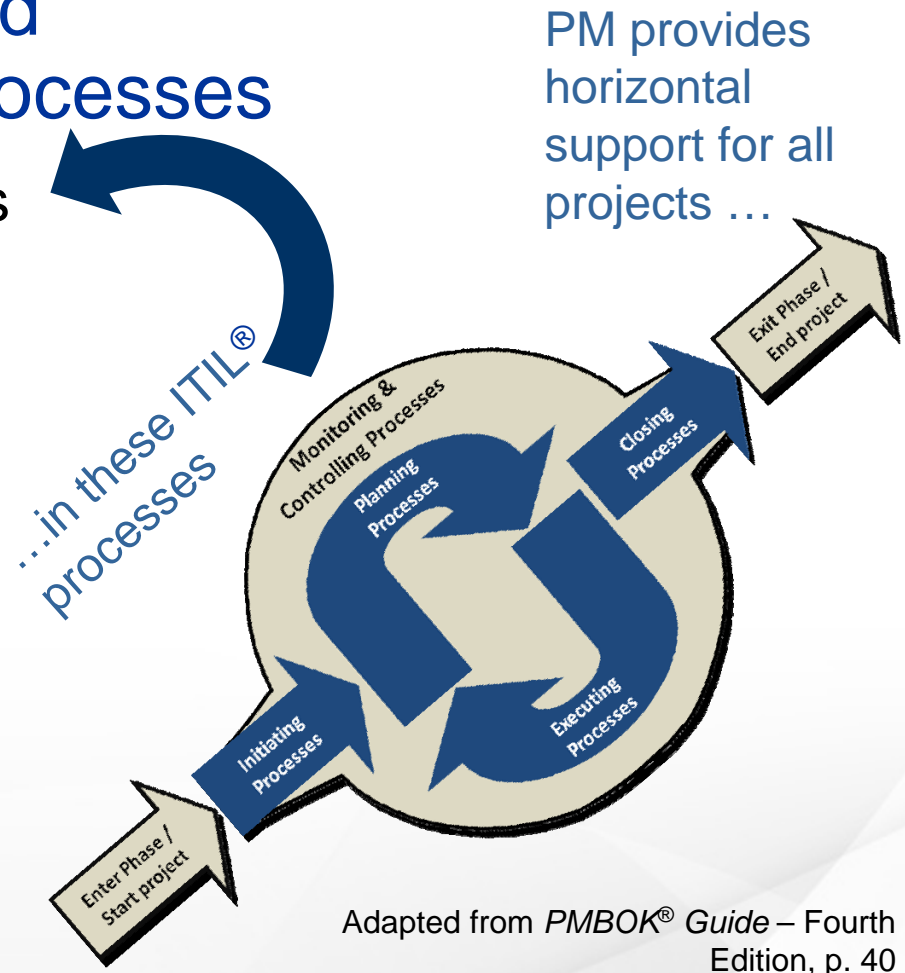


Portfolio Management	Alignment	Control
Governance	Identify, Categorize, Evaluate, Prioritize, Balance, & Authorize	Review, Monitor, & Adjust
Risk	Identify, Analyze, Respond	Monitor & control

ITIL® Service Design and Project Management Processes

ITIL® Service Design Processes

- Service Level Management
- Service Catalog Management
- Availability Management
- IT Service Continuity Management
- Capacity Management
- Security Management
- Supplier Management

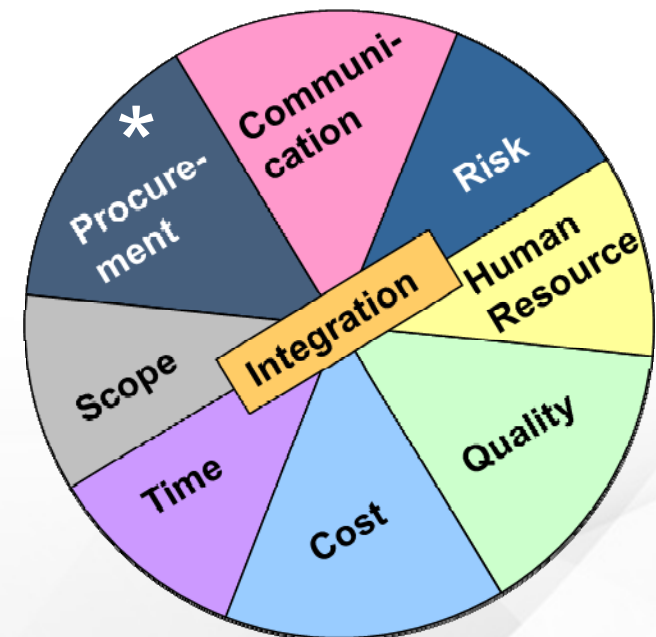


ITIL® Service Design and Project Management Knowledge Areas

ITIL® Service Design Processes

- Service Level Management
- Service Catalog Management
- Availability Management
- IT Service Continuity Management
- Capacity Management
- Security Management
- Supplier Management*

Applicable
tools & techniques



ITIL® Service Transition and Project Management Processes

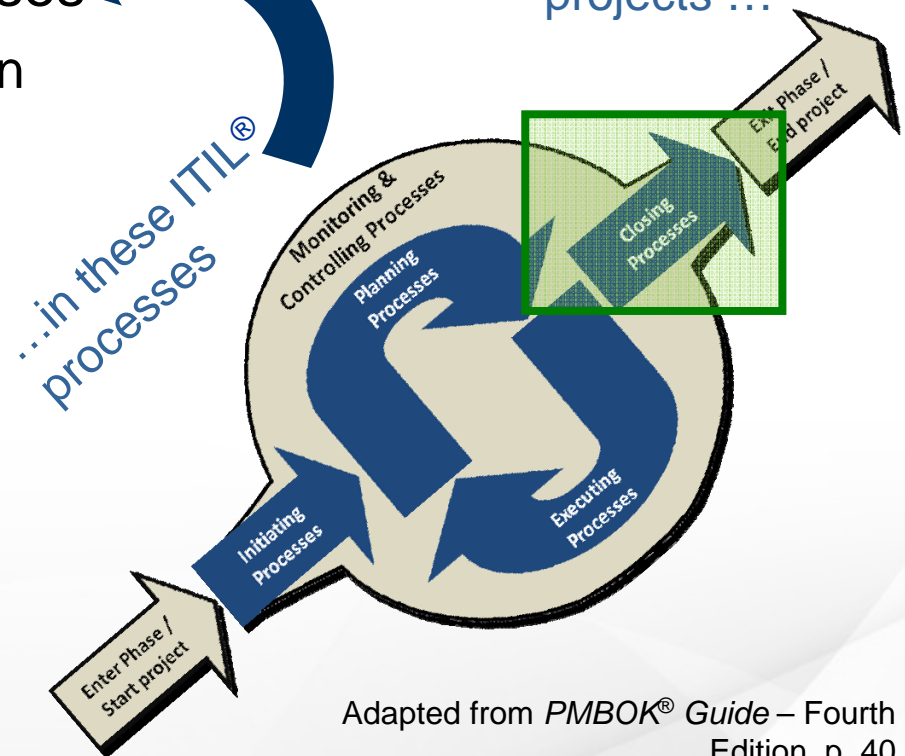
ITIL® Service Transition Processes

- Risk & Performance Evaluation
- Service Validation & Testing
- Release & Deployment Management
- Change Management
- Service Asset & Configuration Management
- Knowledge Management

Applicable closing tools & techniques

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PM provides horizontal support for all projects ...



Adapted from *PMBOK® Guide – Fourth Edition*, p. 40

ITIL® Service Transition and Project Management Knowledge Areas

ITIL® Service Transition Processes

- Risk & Performance Evaluation*
- Service Validation & Testing**
- Release & Deployment Management**
- Change Management
- Service Asset & Configuration Management
- Knowledge Management***

Applicable
tools & techniques

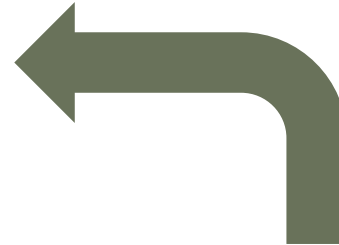


ITIL® Service Operations and Program Management

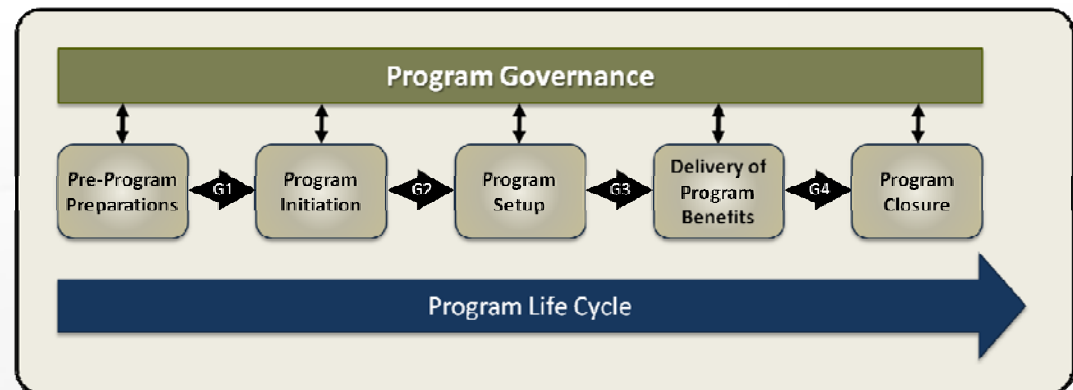
ITIL® Service Operation Processes

- Event Management
- Incident Management
- Problem Management
- Request Fulfillment
- Access Management

Governance processes to coordinate set up and monitoring for ongoing inter-related operations



Executing and controlling ongoing operations



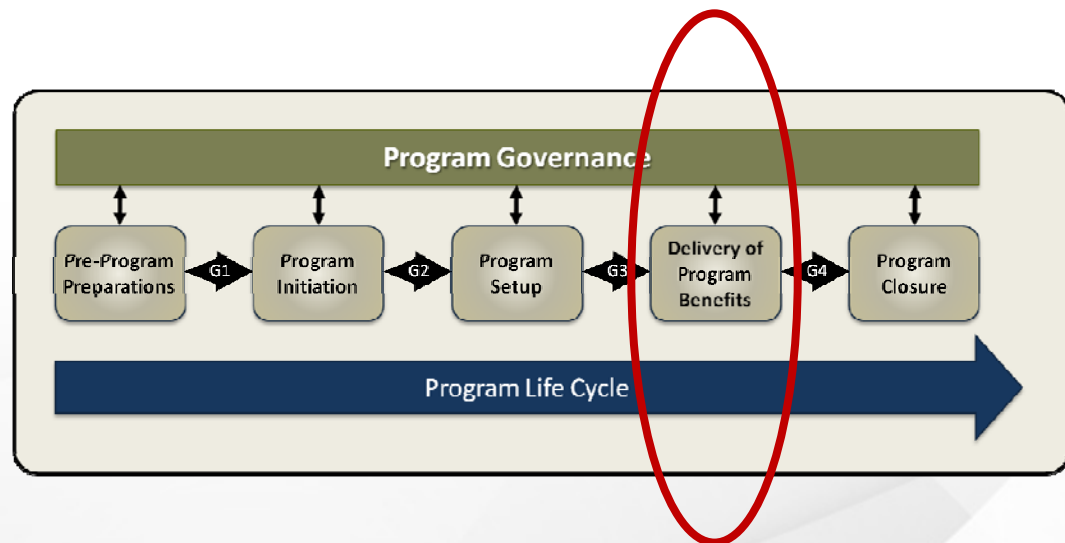
ITIL® Continual Service Improvement and Program Management

ITIL® Continual Service Improvement

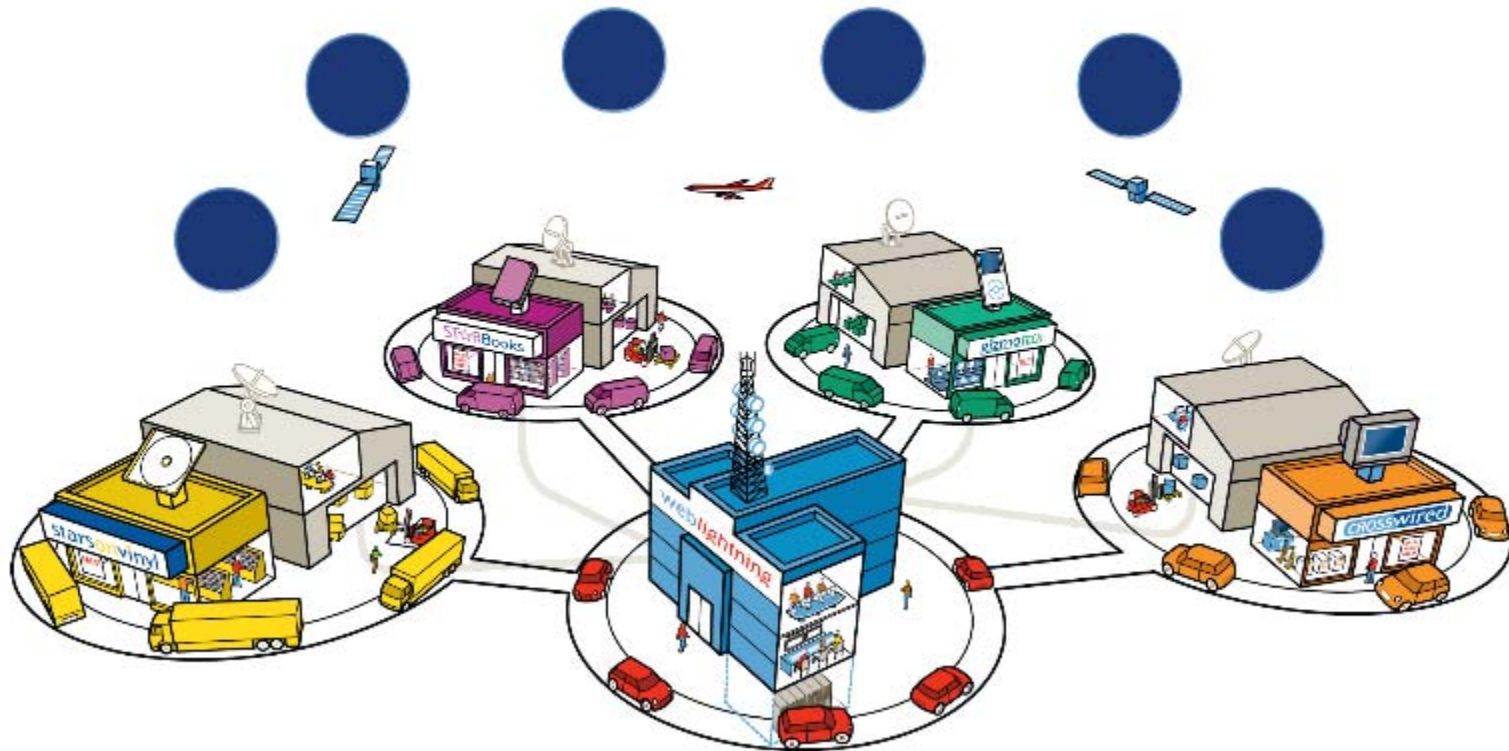
- Deming's foundation Plan-Do-Check-Act philosophy
- ITIL®'s 7-Step Improvement Process

“Program managers ensure and check alignment [QA]; Project managers keep details of each project under control [QC].”

- *The Program Management Standard – Second Edition*, p. 29



Dynamic Duo Themed Vehicles – ITSM and PM Simulations



ITSM and PM Simulations

Through the simulations:

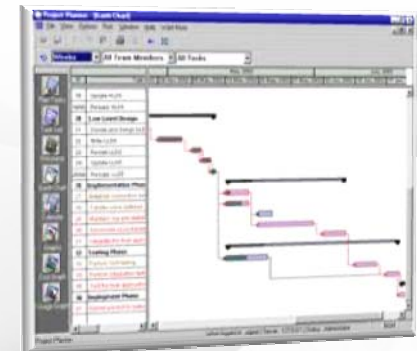
- Experience ITIL® and PM in action
- Understand the value of continual improvement
- “Walk a mile in someone else’s shoes”
- Absorb the learning through experience
- Use as a standalone experience for motivation and team building
- Have fun!



PM Gives ITIL® Twin Engine Power

Two PM-related forces propel ITIL® to higher performance:

- Implementation power
 - Implementing ITIL® is a major change initiative
 - A PM methodology provides a proven framework for successful organizational changes
- Dynamic Duo power (standards synergy!)
 - Both ITIL® and PMI®'s suite of standards are based on a common foundation (Plan – Do – Check – Act)
 - *PMBOK*® standard enriches ITIL® processes within the Project Life Cycle (PLC)
 - Portfolio and Program Management standards enrich the ITIL® processes beyond the PLC



ITIL Certification Opportunities

