*Jayne:* Hi everyone, and welcome to this week's edition of Continuous Chit Chat. I'm Jayne Groll of the DevOps Institute. And my partner in crime, Alan Shimel, is off somewhere else, today, so I've brought in a really exciting guest, Donna Knapp, who's the author of DevOps Institutes's upcoming Drilldown course, ITSM for DevOps. Hi, Donna.

*Donna:* Hi Jayne, and hi everyone who's listening today.

*Jayne:* So Donna, we've both been in the ITSM IT space. I always say that I've been in IT a lot longer than I want to confess to, and I know you have a bit of a history in IT as well. And certainly we've seen the evolution from the old black and green screen days to today. And about 15 years ago, interest in IT service management, and then following on with interest in agile, and now interest in DevOps, so 2017 I think was a pretty interesting year, as far as the growth of DevOps in the enterprise space. What are your observations? What have you seen, in particular rising … within the ITSM space, but also, just as far as DevOps in the enterprise goes?

*Donna:* So I think, Jayne, enterprise is really the key word there for this year. Enterprises are undergoing a lot of transformations. I think transformation is the word I've heard most frequently this year, that I've seen most frequently referenced in articles. And certainly we all understand the concept of the digital transformation, but DevOps is very much a part of that digital transformation, and enabling that digital transformation. And so enterprises are undergoing a lot of change right now. You mentioned IT Service Management, but service management as a broader concept is even undergoing a little bit of a transformation in terms of recognition that the practices that traditionally were in IT, IT Service Management can be expanded to other parts of the organization, and are really necessary just support of digital transformation. So I think these large enterprises are really reeling a little bit from these agile transformation, digital transformation, DevOps transformation, Service Management transformation. There's a lot going on, and enterprises are struggling to figure it all out.

*Jayne:* Now it's funny you say that, 'cause brings to mind Transformer movies, where there's so much transformation going on that … And I know you've spoken a lot about change fatigue, where it all has to be managed with a certain amount of intent, as opposed to just hoping and praying for organic growth. And it's funny, because recently I wrote something … and not because I'm particularly insightful … but it was really a revelation for me. Every once in awhile something comes up and you go, "Wow, that's true." The reality is, businesses don't transform, and culture doesn't transform. People transform. And so all of these transformations certainly do require people thinking and working a different way.

*Donna:* Right. And just to put in a shameless plug for ITSM for DevOps, the new course being introduced by DOI, that's really the framework for that course is understanding that DevOps introduces new ways of thinking and new ways of working. And you have to start with embracing those new ways of thinking. Start with embracing the core principles that come out of things like agile and lean that represent the roots of DevOps, and need to, going forward, become part of the roots of IT Service Management. But embracing that mindset is the starting point. And you're right, Jayne, that has to really happened at an individual level.

*Jayne:* Yeah, it's really interesting. And also just looking at the space, and a little bit of jockeying for position. So we know that DevOps is probably cross the chasm faster than most other frameworks. We know that agile software development is certainly on the rise, very steadily and, in many ways, very quickly. And then in the IT Service Management space, we've got a little bit of disruption going. We've got ITIL X, which has been announced by AXELOS. We've got VeriSM, which was a collaborative effort between many of the thought leaders in the space. From DevOps side, certainly we're looking at it. And we have … you and I did a webinar yesterday, and we had a really great question from one of the attendees, about, well, how does DevOps and ITSM for DevOps, our Drilldown course, really … what's its relationship or its effect of ITIL X? And so, what's your perspective on all of that, on the state of the space, as well as the waiting game for the next version of ITIL?

*Donna:* So, I'd like to answer that two ways. Number one is, there are a lot of organizations who have already, for several years now, been working at adapting their ITSM processes in support of DevOps, accelerating those processes, modernizing them, automating them. And so the ITSM for DevOps course really takes a look at what these organizations are doing, and how. Specifically, how organizations are insuring that IT Service Management processes aren't standing in the way of DevOps success, and in fact are enabling and improving the chances of DevOps success. So it's a little bit of a historical perspective … I shouldn't use the word historical, 'cause it implies long term, and DevOps, as a term itself, isn't all that awfully old. But it takes a look back at what organizations are already doing, and what practices organizations are already being successful with.

ITIL X and … and VeriSM's here now, so we can't say coming soon, as we need to say with ITIL X … but ITIL X and VeriSM are really that more forward looking view of things. But having said that, and I have read the VeriSM publication, the beauty is that what these more modern looks at IT Service Management are doing are embracing what we really already know, is that first of all, it's never and or or. So, VeriSM, ITIL X acknowledge the fact that there's multiple frameworks out there. There's ITIL, there's COBIT, there's many ways to … many places in which you can learn about IT Service Management and gain guidance about IT Service Management, and what works best is if you take all of that information in and then adapt it to your organization's circumstances, your organization's needs … When we got asked that question yesterday about ITIL X, one of my answers was that no publication is ever gonna answer your specific challenge that you are facing in your organization. It's just not. You're gonna have the one question that's not answered in that book.

*Jayne:* Exactly. Yeah.

*Donna:* It's just inevitable. So, what you have to do is take in all the guidance and then adapt to the circumstances and the needs and the goals of your particular organization. So, I love that we're hearing about ITIL X, and what we're seeing with VeriSM is they're acknowledging that it's never an and/or conversation, it's not ITSM or DevOps, it's ITSM and DevOps, and it's an evolution, and continuous improvement. It's not … and unfortunately we do this sometimes, IT, we throw out. And so we're not gonna do ITIL anymore, and we're gonna start doing DevOps. And DevOps has such specific scope and IT Service Management has a … there's lots of things that IT Service Management does that DevOps doesn't care at all about. And so, we need to adapt IT Service Management support of DevOps. But we also just need to evolve it. We need to embrace those agile and lean principles that are finding their way into IT organizations today, and leverage them in order to streamline and improve IT Service Management.

*Jayne:* Yeah, and it's funny. You're absolutely right. And I think in some ways we're jumping ahead of that with not only ITSM for DevOps, which is non certification prescriptive how to do this, but other certifications, like Agile Service Manager, Agile Process Owner. But I think more importantly, part of where we are today, and part of the disruption, whether it's what we're doing or what VeriSM is doing and what AXOS is doing is, the world doesn't want to wait for some framework, regardless of which framework it is, to be told how to do this, because in the sense of ITIL X, they're saying by the end of 2018, I guess we're gonna go into 2019. And it's unfair to say to the world, though, "You've got to wait before do something." The world's not gonna wait. Their either gonna figure it out on their own, which is part of the research that you did, or they're gonna look for other guidance. And that's certainly where something like VeriSM comes into place as well.

So let me ask you another question, because we didn't really talk about this yesterday on our webinar, but it's an interesting thing. So, the question and the comment that I get asked the most about in my visits into the DevOps community has to do with change management. There is just such a disconnect, it seems, between developers, or those you would call DevOps practitioners, if you want to call them that, and change management. I think I told you this story before, Donna. One of my classes, when I said, "Give me what you consider to be a wasteful activity," one guy yelled out, "Change management." And that broke my heart a little bit. Or, how do we overcome the fact they still want two weeks for a request for change. What’s your perspective on that? Why is there such problems, particularly when it comes to change management, and agile and DevOps?

*Donna:* So I think there's a couple of things going on. One of them is that I do believe that frameworks like ITIL got misinterpreted along the way. Or perhaps ITIL's change management in particular wasn't fully understood. Jayne, you know we did a webinar, gosh, awhile back on models. And I think it, at the time, was one of the most widely attended webinars we ever did. And we tend to look at the concept of models as such a basic concept, and yet we always have to remember that there are always people who are just getting started. There are always people who missed what the concept was all about the first time around and are now just fully starting to understand it.

So I think, because of this misinterpretation, organizations ended up with this one size fits all view of changes management, and it was way more complex, and way more controlling than it ever needed to be. And that's why you have people in your sessions feeling it is a waste of time. Because, if you are trying to treat all changes the same, you are gonna be wasting your time and effort if there are tremendous efforts being taken in order to minimize the risk, and minimize potential impact of the change.

And that's what DevOps aims to do. There are all kinds of practices within DevOps … continuous integration, continuous testing, the continuous monitoring and fast feedback that lets you constantly shift left and improve quality … all of those things are helping to minimize the risk associated with making changes. And at the end of the day, that's a big part of what change management's there to do. Maximize business … facilitate beneficial changes, maximize the value of the change to the business, and optimize the risk. So this concept of having a scalable process, or an agile process where, if every effort's been made to minimize the risk and minimize the impact, than you can have very little … you don't need to have a lot of control in place, you don't need to have a lot of approvals in place, and you can make that change very, very quickly.

And then, certainly there are sometimes gonna be in an organization, changes where we need to bring a committee of people together, it's called an IT Service Management CAB. But save that CAB for big, massive changes that are affecting multiple parts of your organization. And make it possible, if good DevOps practices are being used and there's heavy automation in place, make it possible for technology to do all of the things that that CAB board would do, automatically, and very, very quickly.

*Jayne:* Yeah. Well said. Really, well said. I think it's a little bit of a schizophrenic message over the last ten years. The first message was, "Put in the controls," because of things like Sarbanes-Oxley, and others where IT had to demonstrate that it had controls. So it was like, "Put in controls." And then the emphasis on the request for changes as opposed to the change record really again was a little schizophrenic, where a lot of organizations stood it up so that the request for change could take you a day or two to fill out. And then wait a week or two before the CAB reviewed it. And then demonstrate to your auditors that you had control. And I think you're right, Donna, that when you start to look at the implementation and more and more automation, which can prove the controls. So you're not really getting rid of the controls, you're just automating the controls.

*Donna:* Well, and you can't get rid of the controls in an enterprise environment, those controls are very, very real. You have to have the controls in place. You have to be able to provide evidence to your auditors that you're doing all the things that you need to do. So they can't go away.

*Jayne:* Right. But you can automate the controls. And I think that's a good part of it. So, I think we're running out of time. But the state of ITSM and DevOps, Donna, I just think is really interesting. So just for both of us to close it out, three years ago, in the DevOps space, this signaled IT Service Management in ITIL. And there was a lot of very strong debate on either side about whether IT Service Management, whether it's ITIL in its 2007 or 2011 form, or whether it was any other set of practices around IT Service Management that it wasn't and, it was or. And there was a lot of debate about ITIL is dead, long live ITIL. And I think now, if you fast forward three years … which is a nice wrap up for the end of the year … I think that question's been asked and answered, and I don't think it's a question of whether, I think it's a question of how.

*Donna:* Right. I agree. And one of the things that I think is really awesome about where we are is that … and Jayne, how many times have we gone to a conference and we've, at some point during the conference or after we came back, we've made the comment to each other, "There's always somebody just getting started." And so, I think if we remember that, that there are … I just talked to an organization this week that was just starting their ITIL journey. Those were their words. So, I'm excited for those organizations that are just starting their ITIL journey, or they're just starting their IT Service Management journey. And I encourage them always to wrap their head around with DevOps. It's all about … even if DevOps isn't in their organization, yet, or is only in part of their organization, which very often happens. So that when you're building out your IT Service Management processes, you don't go down that path of ending up with an overly bureaucratic or overly controlling process. You build a minimum viable process, and you add on only when you absolutely have to.

So, for organizations just getting started, use the influence, and use the guiding principles of DevOps and agile and lean to guide you. And for the organizations that are in the throes of it, the cool thing is, I do think organizations are starting to understand that they're doing IT Service Management, they're just not calling that. They're managing changes, they're handling incidents, they're handling problems. And so they're doing it. They're just doing it … they're doing it differently, they're doing it in an automated way, and so the ITS community, in general, needs to accept and embrace that how, that there's a different … The but and the why hasn't changed with IT Service Management. The how is the part that has to change.

*Jayne:* Yeah. And maybe in a future Chit Chat we can get some folks together to talk about site reliability engineering, 'cause that may be where the rubber meets the road, where DevOps and Operations and IT Service Management and engineering all come together to support mostly the what happens after deployment, but preparation for it. So, maybe that's a good topic for a future Chit Chat.

*Donna:* That sounds great.

*Jayne:* Well, and thank you. Thank you for just spending a little bit of time with me. We miss Alan, and so I think Alan's gonna be back next week, Chit Chatting with me on a year end perspective, our last Chit Chat of the year. And Donna, again, thank you so much for helping to build our Drilldown course. Again, Drilldown course is a non certification offering through our registered education partners at DevOps Institute. A really great bundle with DevOps Foundation, a stand alone. And for those listening in 2018, stay tuned and check your registered education partners' schedule, because they'll be adding more and more of these Drilldowns to their portfolio.

Again Donna, thank you to our listening …

*Donna:* Thank you, Jayne.

*Jayne:* Thank you, and we'll be back Chit Chatting next week.