

# VeriSM™

## A POCKET GUIDE

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## VeriSM™ - A Pocket Guide

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## A Pocket Guide

A Publication of the IFDC  
(International Foundation of Digital Competences)

**Doug Tedder**  
**Michelle Major-Goldsmith**  
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# Colophon

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# Preface

The field of service management is changing rapidly as the industry shifts towards digital transformation, the evolution of new management practices and the 'commoditization of IT'. Organizations of every type require a flexible approach to service management in which all service provider capabilities work together.

It is for this reason that the International Foundation for Digital Competences (IFDC) took the initiative to create VeriSM™. VeriSM has been developed in cooperation with an international team of over 70 professionals. It has been written by the service management community for the service management community.

VeriSM is an approach that offers value-driven, evolving, responsive, and integrated Service Management. VeriSM is designed to enable organizations and professionals understand how to create a flexible operating model using Governance, Service Management Principles and a Management Mesh to define, produce, provide and respond to consumer requirements for service.

VeriSM is essential reading for anyone who works within a service organization. It will be of particular interest to:

- Managers - who want to understand how to leverage evolving management practices;
- Service owners and service managers - who need to bring their skills up to date and understand how service management has changed;
- Executives - who are accountable for effective service delivery;
- Graduates and undergraduates - who will be joining organizations and who need to understand the principles of service management.

We were delighted to have been contributing authors of the first VeriSM book and to have been commissioned by Van Haren Publishing to create this pocket guide, which provides a condensed version of the VeriSM 'handbook'.

The authors hope you find this to be a practical reference tool which captures the elements of the VeriSM model, its key concepts and main principles and the spirit and intent of *VeriSM - A service management approach for the digital age*.

Doug Tedder - Tedder Consulting,  
Michelle Major-Goldsmith - Kinetic IT,  
Simon Dorst - Kinetic IT.

## About the IFDC

IFDC - the International Foundation for Digital Competences - was established in 2017. The goal of the IFDC is to develop, own, maintain and promote (open) standards for the development of professionals in the digital era. IFDC is a non-profit organization, whose aim is to develop and evolve Service Management together with the community.

IFDC took the initiative to create the VeriSM™ approach and developed it in cooperation with an international team of experts led by Claire Agutter (winner of the itSMF UK Thought Leadership Award 2017). Partners of the IFDC are APMG, BCS, EXIN, Van Haren Publishing, The Open Group, Innovation Value Institute, ITSM Zone and itSMF International among others.



## Structure of this pocket guide

This publication will introduce you to VeriSM key concepts and the VeriSM model and help you to understand how they can apply in your organization.

The contents of this book will show you how to establish your service management principles and then adapt your operating models to leverage the management practices that have evolved to support digital services:

- Part 1, Chapters 2-6 introduce services, service management and their significance in today's rapidly changing environment.
- Part 2, Chapters 7-15 cover the VeriSM model in detail.
- Part 3, Chapters 16-25 cover progressive management practices and emerging technologies.
- Chapter 26 then helps you get started.

# Contents

Structure of this pocket guide	8
1 Introducing VeriSM	11
<b>PART 1 Services and service management</b>	
2 Organizational context	17
3 Operating in a world of digital transformation	27
4 Service culture	31
5 People: roles, competences and teams	35
6 Common service provider challenges	41
<b>PART 2 The VeriSM model</b>	
7 The VeriSM model	63
8 The VeriSM model: Governance	67
9 The VeriSM model: Service Management Principles	69
10 The VeriSM model: Management Mesh	73
11 The VeriSM model: Define	87
12 The VeriSM model: Produce	93
13 The VeriSM model: Provide	99
14 The VeriSM model: Respond	105
15 Adapting the VeriSM model	111

**PART 3 Management practices and emerging technologies**

16	Progressive management practices	119
17	Agile	121
18	DevOps	127
19	Service Integration and Management (SIAM®)	133
20	Lean	137
21	Shift Left	143
22	Customer and user experience	149
23	Continuous delivery	155
24	Other practices and techniques	159
25	Emerging technologies and service management	161
26	Getting started with VeriSM	169
	Definitions	171

# 1

## Introducing VeriSM

### ■ 1.1 EVERYTHING IS A SERVICE

People consume services, products and functionality at an astonishing rate. Products and services have become more connected to deliver ever-increasing functionality and intelligence. Products and services provide assistance, advice, help and support. Many of these services and products are enabled by or only possible because of advances in technology.

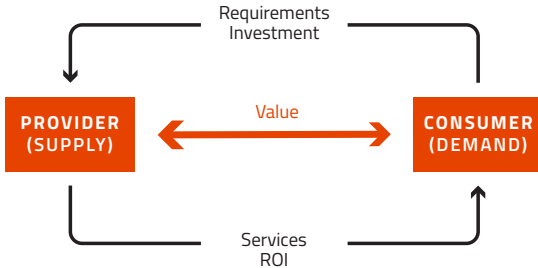
### ■ 1.2 CONSUMERS CONSUME

Consumers consume. They provide the demand for products and services. There is a need, articulated as *requirements*, and the consumer is willing to invest in and pay for that functionality, directly or indirectly. Additionally, consumers receiving services from a service provider might also be a service provider to other consumers, as part of a broader network.

### ■ 1.3 PROVIDERS PROVIDE

If there is a consumer, there is also a provider. *Providers* provide. The principle of providing, relies on understanding the consumer. For success, there must be a benefit for both the provider and

consumer. The providers will only invest in products and services if they see ongoing demand, while the consumers want to receive value by having their needs met and feel they are getting a return on investment.



**Figure 1** Consumers and providers

The service provider needs to monitor this consumer and provider cycle. Over time, the needs of the consumer and the capabilities of the service provider will change. The ongoing interaction between the consumer (who confirms their requirements) and the service provider (who confirms their capability to provide) are the dynamics of service provision. Value is the outcome.

Managing those dynamics drives the development of service management and a service culture.

#### ■ 1.4 THE VERISM APPROACH

Service management is the approach adopted by an organization to deliver value to consumers through quality products and services.

Everyone is now in the service market. Even organizations that focus on selling products (for example, retailers) need to provide services

attached to those products to be successful (for example, customer service, shipping, returns).

Services are just as important in public sector environments, where good service can deliver a better experience for consumers or citizens. Value still needs to be delivered, whether financial or non-financial.

The most important part of the VeriSM approach is accepting that service management is part of everyone's role and an essential organizational capability. It can no longer be confined to a single department like the IT department or customer services. There isn't a VeriSM team, or a department.

The other key success factor is to accept the impact of technology on products and services. Business projects and processes are enabled by technology. We need to think in terms of technology-enabled services, rather than 'IT projects'.

Finally, we need to accept that it's not solely the responsibility of an IT department to assess how technology can improve services, just as it's not solely the responsibility of the customer service team to interact with customers. Every employee of the organization works together to create products and services that will support the organizational goals.



# **PART 1**

## **Services and service management**

In Part 1, we explore the essentials of service management in the digital age. We introduce the VeriSM approach and the need for service management in an organization. And we consider the service culture, the skills and competences required, and the challenges a service provider may face.





# 2

## Organizational context

### ■ 2.1 WHAT IS AN ORGANIZATION?

An *organization* is an official group of people and encompasses businesses (large and small), companies, charities or government departments.

### ■ 2.2 ORGANIZATIONAL STRUCTURE

A service provider organization offers products and services to consumers. Consumers may pay for these products and services directly (for example, ordering and paying for a takeaway meal via a website) or indirectly (for example, receiving regular garbage collection as a taxpayer).

For an organization to be efficient and effective, it needs to focus its assets and resources towards meeting the needs of its consumers. An asset is anything that is useful or valuable within a product or service.

<b>Consumer, customer, client, or user?</b>	<p>Within service management, many organizations differentiate between a customer (who pays for a service and provides their requirements) and a user (who receives the service and has little influence over requirements). 'Client' is also used and can refer to customers or users, or both.</p> <p><i>Consumer</i> is a term that can include customers, clients and users. Within VeriSM we refer to consumers to describe the recipients of products and services.</p>
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### 2.2.1 Organizational capabilities

To meet consumer needs, an organization uses its capabilities.

*Capability* is the ability or the qualities that are necessary to do something. Capabilities represent how an organization delivers actions and outcomes that meet consumer needs. Capability areas are made up of people, knowledge, processes etc. and could include human resources, sales or IT for example.

Effective service provider organizations focus on acquiring or developing the capabilities they need and structuring them in the most efficient way.

### 2.2.2 Outcomes and outputs

An *outcome* is the end result of a consumer interacting with a product or service. In this publication, 'outcomes' rather than 'outputs' are discussed. An output focuses on a physical deliverable; for example, was the takeaway pizza cooked on time? Outcomes focus on the consumer's overall experience. In this case, perhaps the outcome was for the family to enjoy a stress-free meal.

### **2.2.3 What does a 'good' service provider organization look like?**

A 'good' service provider organization is one that understands the outcomes it needs to deliver and how to organize its capabilities to deliver those outcomes effectively. This includes being able to recognize when the consumers' needs are changing and then reacting appropriately.

## **■ 2.3 OPTIMIZING ORGANIZATIONAL INTERACTIONS**

So far, the organization has been defined as a service provider, delivering products and services to consumers. Some services are only used inside the organization (for example, the IT department has developed a Customer Relationship Management (CRM) system for the sales team).

The point to emphasize is that within any organization, there are hundreds of interactions, hand-offs, conversations and approvals taking place between staff, teams and departments every day.

The traditional approach is to try and optimize these interactions by introducing a customer-provider mindset between departments within the organization. For example, the IT department might be encouraged to treat the rest of the organization like a 'customer' and work to meet their desired outcomes. The result has not been as successful as hoped in many instances, resulting in a polarized organization where the IT department and the rest of the business seem to be 'separate' entities. Asking IT to treat the organization like a customer has created a distance between them, with extra layers of bureaucracy introduced to try to improve the interactions (for example, internal account managers).

VeriSM encourages service providers to see their capabilities as part of an overall organization, not as a web of internal providers and internal consumers. People, departments and teams will work together as part of this, but as colleagues.

## ■ 2.4 ORGANIZATIONAL CULTURE

Culture is the collection of written and unwritten rules, guidelines and practices that shape the behaviors of people. Culture becomes visible through behavior: what people do and what people say.

It is essential the culture is understood, especially in periods of change. Understanding how a change will impact an organization requires an understanding of the organizational culture so that appropriate ways of encouraging people to embrace the change can be devised.

The relevance of culture is discussed in Chapter 4 'Service culture'. In successful organizations, staff have shared values and beliefs that reflect the organization's mission.

### 2.4.1 How to change organizational culture

Many organizations set out to change their culture and many fail. Often, these failures can be attributed to leadership's lack of realization that evolutionary change (a series of small changes) is more effective than revolutionary change (one, enormous change).

### 2.4.2 No-blame culture

A no-blame culture is one in which staff know that if they have behaved in the right way and something goes wrong, they will not be blamed. Instead, the focus is on getting to the cause of the issue, ensuring that it does not happen again.