The ITIL Manifesto

Version 1.0   June 2015

Vision

"The ITIL Manifesto exists to encapsulate the practical application of the ITIL framework content and the essence of the guidance it contains. Driven by the ITSM community, the Manifesto evolved using the same principles within the framework and with the industry's exploration and collaboration in Service Management." - Community Vision

About the manifesto initiative and this document

The ITIL manifesto started as a crowd-sourced collection of practitioner wisdom from the ITIL community.

Over several months, several google hangouts and ad-hoc collaboration, a structure and purpose was loosely defined.

This document presents a first iteration of that structure: a collection of distilled, practitioner-contributed principles from two community members aligned to the six ITIL value propositions.

This document, and the content within it is under change control. To learn more, tweet your question with the tag #ITILManifesto, or post in Back2ITSM on Facebook or Google+

Acknowledgements

Manifesto principles

Support Business Outcomes

SLAs, KPIs & Metrics are the markers to keep focus on how we're succeeding in meeting the business outcome but if the customer's focus changes then so do our markers - we enable outcomes, not measurements - remember that! *- Simone Jo Moore*

Collaborate with the business to support business outcomes, using practical experience to deliver the best value to customers. *- Peter Brooks*

Allows for focus on the customer, be they internal or external such that the ITIL cycle of creating, delivering, supporting and improving a service can be performed using internal, external or hybrid mixtures of supplier *- Daniel Breston*

Enable Business Change

Enabling change is about enabling people and the business to evolve at the appropriate pace and success rate in line with overall business strategy. Include a balanced approach of change practices in your Change Management strategies and relationship management throughout your change process activities. *- Simone Jo Moore*

Change and transformation to the business is essentially a relationship that uses shared knowledge and expertise to minimise disruption while adding value to business goals and objectives. *- Peter Brooks*

Manage risk in line with Business Needs

ITIL involves working with other ITSM frameworks, standards and practices, and across all IT and business teams if you wish to provide the right level of governance and risk management to 'protect and serve' the business outcomes in the best possible way.
- Simone Jo Moore

ITIL helps a business manage risk appropriately by prioritising activities in line with the needs of the business, automating low-risk areas and governing risk to high-value services collaboratively. *- Peter Brooks*

Optimise the customer experience

Whether manual or automated, processes are a form of communication between activities and people. They exist to assist in achieving an outcome in the simplest and effective manner so if the outcome is making you and your customer unhappy - improve your process. *- Simone Jo Moore*

Delivering outcomes that give excellent customer experience is the daily goal, processes, tools, service level agreements and other structures must only be there to support this goal to improve value. *- Peter Brooks*

Show value for money

The essence of ITIL is not new and it continues to evolve through industry knowledge shared in the practical application of Service Management giving the guidance for others in being more successful. Therefore, it is a common framework, with a common language that should operate under a common licence. *- Simone Jo Moore*

ITIL helps an organisation understand what its key business values are, so that services, and the processes that support them, can be designed to deliver this value cost-effectively. The principles and processes of ITIL must be adapted so they can be adopted to serve the delivery of outcomes in terms of these business values. Success is only measured in terms of value delivered for appropriate cost. *- Peter Brooks*

Continually Improve

CSI is a state of mind as well as being. It is the act of reviewing current state, deciding if you need to change, planning the change, implementing the change and embedding the new way of working into the culture of the organisation. There is no 'one' way that works for all but having a mindset of possible futures is necessary.' *- Simone Jo Moore*

Continual improvement is woven into the service management journey, as an approach, or attitude to services – everybody should be thinking about how to add value to the customer experience by improving how things are done, improvement is vital, difficult change that needs ingenuity, commitment and thought. *- Peter Brooks*

The original, crowd-sourced ideas

With a unique identifier, and the number of votes originally cast for that idea.

ID	Ideas	Votes
I-01	Prioritise outcomes that affect customers over internal IT metrics	18
I-02	Processes are ways of dealing with repeated tasks in a structured way, freeing up time for more complex activities. They aren't an end in themselves	14
I-03	People and relationships are more important than process and tools	12
I-04	Customer satisfaction over SLA compliance	11
I-05	Where good/best practice already exists outside of ITIL it should be explicity referenced/interfaced rather than trying to reinvent the wheel just for ITSM	11
I-06	Simple processes and #CSI are better than huge process development effort. incremental improvements add value over time.	8
I-07	IT Services contribute to the success of business results and outcomes	8
I-08	Improvement as an attitude rather than as a process	7
I-09	if your metrics don't support customer experience, they are the wrong ones	7
I-10	ITIL isn't just for IT. Responsiveness and customer satisfaction matter to all service groups. Think business service catalog, not just IT service catalog.	7
I-11	ITIL provides organisations with ideas to help them deliver better IT services. It's not a bible, a silver bullet or a cure all.	7
I-12	Creating value for customers is more important than meeting SLA targets	6
I-13	Adopt and adapt. A framework which fits everyone, fits no-one.	6
I-14	the ITIL community and movement are as important as the content	6
I-15	Programmes to improve ITSm should be influenced by thinking in other areas, such as Lean, theory of Constraints and Agile	6
I-16	Many activities cut across multiple processes - it's the value creating work that matters, not the process	5
I-17	You don't need to create another process every time something goes a little bit wrong	5
I-18	I think we should clear up that ITIL is neither a standard, nor a methodology. There are even doctoral thesis using such terms.	5
I-19	#ITIL is not + can't be 'implemented' - it's a tool to support successful service delivery	4

	and continual service improvement	5
I-20	IT exists primarily (solely?) to add stakeholder value. IT processes, capabilites and functions are a means to that end	4
I-21	Business facing target and agreements should be technology agnostic	4
I-22	ITSM and specifically ITIL has always been more about common sense that earth shattering revelation. Long time technologists have always looked at ITIL as something they always knew they should do, but just never wrote it down a deposit put it in a book or 12.	4
I-23	To be viewed as a strategic asset, customers and service providers need to view each other as partners (sharing in successes)	3
I-24	#itil toolsets are parts of supply chain - not an end in themselves.They can't 'give you #itil' without organisational change	3
I-25	ITIL is just a library, with sensible, balanced, and proven guidance for improving the delivery of IT services. Organizations can adopt as little or as much as they need for their specific needs.	3
I-26	Understand & measure outcomes. The CSF is customer & business success. The KPI is value	3
I-27	We need to shift focus to academia and that`s the place future of #ITIL and #ITSM resides. Inspire students to big picture #ITILManifesto	3
I-28	All ITSM community generated IP should only be adopted by AXELOS under the terms of a creative commons licence	3
I-29	ITSM is transformational, both for the business and IT. Both need to work together as partners, thus #trust is a CSF	2
I-30	Be aware of the organizational culture of your customer. You won't succeed everywhere by stating that you're adopting ITIL	2
I-31	Control on results over Control on activities	2
I-32	ITIL is not an international standard that would tell your customers that your IT Services are being managed.	2
I-33	Optimising the value and risk equation	2
I-34	ITIL is built on a set of principles and values (tbd) which inform the core content, which is built on by practitioners	2
I-35	The answer to any question about service management, SLAs, process etc. is never "because ITIL says so"	2
I-36	Sharing & Knowledge OVER Ownership & Content	2
I-37	Adapt and adopt the ITIL best practices	2

I-38	Always remember that at any point, any ITSM provider can be replaced...	1
I-39	The CMDB was a lie!	1
I-40	IT must continually improve its practices and services for enhanced customer satisfaction, the best of today will be no more than is just about average of tomorrow.	1
I-41	When interacting with IT (requests, incidents etc) the customer should only be asked to provide the required data, not fill out endless fields....	1
I-42	Be aware of the organizational culture of your customer. You won't succeed anywhere by stating that you're adopting ITIL	1
I-43	A good process, like a good UI shouldn't need explaining.	1
I-44	trust your people & their experiences go for short iterations of improvement and not big CSI	1
I-45	(Information) Security is not a separate book or chapter, but should be integrated in every process, right from the start.	1
I-46	all your process are belong to us	1
I-47	ITIL has a lifecycle view of Service Management which encompasses Service Strategy, Service Design, Service Transition, Service Operation, and Continual Service Improvement	1
I-48	Training should be driven by the requirements of employers for certain skills, not academic knowledge of the content of a book	1
I-49	Practical experience applying ITIL over Certifications	1
I-50	Lets follow same pattern of statements as in agilemanifesto.org: "We value A & B over C & D"	1
I-51	Outcomes OVER Services	1
I-52	Clairfy the use of terms such as 'ITIL Certified' used by both technology providers and consultants alike - causing misery and misunderstanding (and undue trust) in organisations, consultancies and agencies.	1
I-53	Just because you have a class leading tool (ITIL Certified!!), doesn't mean you'll deliver class leading IT. Service Management tools will need to be configured to your specific organisation's needs, right down to the workflow level. Defining this workflow level comes from your processes, and these are defined to meet the needs of the business, not for the convenience of IT, nor the needs of an IT auditor (sorry this turned into a bit of a rant!)	1
I-54	Service Operation in isolation without CSI (a depressingly common practice in many orgs) is A Bad Thing, and misunderstands a core concept in ITIL: feedback for improvements	1
I-55	A set of defined interfaces into other business areas/processes that sit outside of IT	1

I-56	Deep down, ITSM is about Governance - Service Governance	1
I-57	Processes and tooling should add value immediately. The perfect solution may not be the most valuable. Adopt the concept of 'good enough'	0
I-58	Value = perception	0
I-59	The first question is always "what does your customer want?"	0
I-60	#ITIL Processes should be used as building blocks, components in a supply chain of #IT Services	0
I-61	no profiteering on monopoly, recognise and reward volunteer effort, financial and governance transparency build community, no taxation without representation	0
I-62	As an #ITSM consultant, it's ME who adopts ITIL to get my customer's IT Services managed.	0
I-63	Organizations can't "implement ITIL". Wash, rinse, repeat until you rid yourself of that completely. Starting with a mindset of continual improvement, organizations use ITIL as a reference to improve service delivery.	0
I-64	ITIL is not about platitudes. It is about making things better for all stakeholders based on a variety of trade-offs, and balancing short-term reactiveness with long-term stability.	0
I-65	ITIL is the most successful scam since the sale of the Eiffel tower. ;)	0
I-66	Attitudes & collaboration over Certification	0
I-67	Adoptivity over Procedures	0
I-68	IT services exist to support business processes	0
I-69	Stakeholder value delivered by measuring the outcome from carefully managed services.	0
I-70	If the technology you are implementing doesn't contribute to a service that is in support of the organizational outcomes, stop.	0
I-71	As a matter of fact, ITIL is not about IT; it's all about the business	0
I-72	It is better to use a smaller part of the full lifecycle than doing one stage completely and ignoring the rest.	0
I-73	*** ITIL or ITSM manifesto? ***** click + for ITIL, click - for ITSM	0
I-74	Agree with the statement "ITIL is not about IT; it's all about the business". The business is experiencing a joyous rethink of what to expect from IT suppliers as a result of cloud, that rethink is having a big impact. I don't see anything here about a cloud-centric definition of managing services. And it's not about the technolog, it's about changing expectations which a whole new platform is meeting collaboratively.	0
I-75	None of the processes nor RACI models will work effectively without building appropriate "ownership culture/attitude" among respective teams/people.	0

I-76	Individuals & Community OVER Institutions and Businesses	0
I-77	Trust OVER Control	0
I-78	Ingenuity OVER Process	0
I-79	We must have a best practise framework which describe the steps that are mandatory for any process.Persons who want to implement that process will choose the steps as per their requirement.	0
I-80	Process Measure techniques needs to be more ellobrated,after every process of ITSM we must mention its measure techniques	0
I-81	ITSM is the global professional discipline for Service Delivery organisations.	0
I-82	ITSM enables successful service delivery.	0
I-83	The focus of ITSM is on delivering successful Business Outcomes and Customer Experience	0
I-84	Features of ITSM	0
I-85	Our ITIL process should able to cater next 5 years future technologies & their management.	0
I-86	The crucial chain: requirements - design - outcomes -> value is an essential of ITIL that's often ignored, neutering any attempt to get genuine value.	0
I-87	My browser counts 42 occurrences of the word "process", 3 occurrences of the word "community" and 1 occurrence of the word "collaboration"	0
I-88	Integration of processes and holistic approach, such as: " Providing quality IT Services involves defining, implementing, operating and improving 26 sets of activities (processes) which integrate the ITIL Service Lifecyle. This SLC has to be considered and treated as a whole. Inputs, outputs and interfaces between processes should be clearly defined."	0
I-89	ITIL should apply and be adaptable to all service providers, catering for in-house and outsourced service models easily	0
I-90	There is no such thing as a ITIL compliance nor maturity on any level (process vs Process, service vs Service...) by the nature of ITIL as adoptable and adaptable framework.	0
I-91	There should be more effort put into taxonomy, object decomposition....	0
I-92	Tangible outcomes over services	0
I-93	Sharing and knowledge over ownership and content	0
I-94	ITIL Scientific research and academia over questionnaires and non reliable researches	0
I-95	CSI is journey travelled together by customer and Service Provider	0

I-96	The focus is not to be ITIL compliant (as many do), but improve your business using ITIL best practices. Can you prove this?	0
I-97	The focus is not to implement processes and let them running. Focus on getting sustained business improvements every month!	0
I-98	Service Delivery over Service Support	0
I-99	Customer Experience over Only Reaching SLA	0
I-100	Agile Change Delivery over Traditional Change Management (delaying improvements)	0
I-101	Cross-technology Service Teams over Technology-based Teams	0
I-102	It's not about developing processes, it's about developing a mentality of enabling customer outcomes in the form of service provided by IT	0
I-103	Service management guidance is for the enlightenment of managers - assisting them in their constant, challenging balancing act	0
I-104	Rather manage services with no tools than expect tools to manage them all for you.	0
I-105	The plan is essential, but must be adaptable to circumstance	0
I-106	BRM can mean playing golf with the board - but only if business insights acquired are written down and shared	0

Improving the manifesto

It is intended that the manifesto will be improved and updated. This will be done via a mechanism to be agreed, but using good ITIL principles: Advising, approving, testing and releasing change.

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