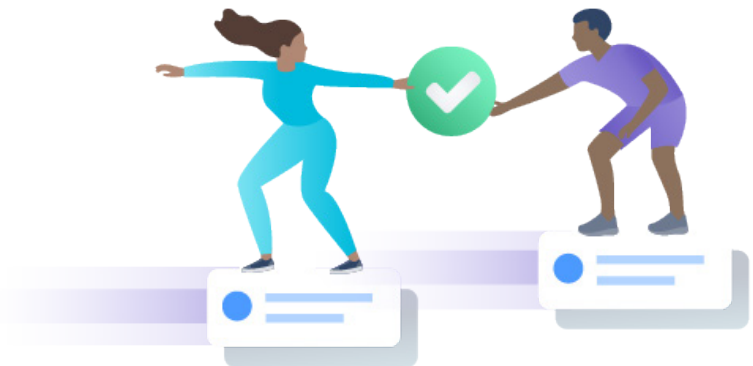


A vision for IT service management at high velocity



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Why velocity?

While Netflix was building a streaming platform, someone in your local video rental store was fussing over a network card. While Craig Newmark was making a site for free classified ads, some network admin at your local newspaper's big concern was rebooting an email server.

In business, you're either the disruptor or the disrupted.

The swords of disruption today are almost always digital. But the part of your business charged with managing digital technology, IT, has been fighting with both hands tied behind its back.

We think there's a better way. But what does it look like? And how do we get there? How do modern IT Operations leaders break free from this mindset and power the future of the business?

We don't think incumbent IT Service Management vendors have the answers. The roots of most legacy ITSM products go back to the 90s, when technology was something to be regulated and managed, a cost center to be tightly controlled. The tools reflected this mindset, seeming to be built more for control over collaboration, knowledge hoarding over knowledge sharing, rigid standardization over business agility.

i High-velocity ITSM is driven by a passion to enable a culture of collaboration, where cross-functional product teams embrace practices that prioritize autonomy and speed. Flexible, integrated technology powers this passion and these teams.

Forrester Consulting, "[Proven Drivers for Unlocking High-Velocity ITSM.](#)"

The shift to high velocity IT: Characteristics of high performing IT teams

90%

Integrated Tools

Invest in tools that integrate development and IT operations



52%

Integrated Teams

Achieve better integration through semi-autonomous product teams

93%

Open, collaborative, practices

Encourage open knowledge sharing

i A strong majority (78%) of high performers said their organizations were prepared for big changes in times of uncertainty (pre-COVID-19) compared to just 42% of low performers.

Forrester Consulting, "[Proven Drivers for Unlocking High-Velocity ITSM.](#)"

An extremely brief history of the relationship between the business and the IT department

The gap between business and IT started the minute computers and software entered the office.

Through the '70s and '80s, computers and software took the business world by storm. Managers who started their careers with typewriters and mailrooms were suddenly nodes in sophisticated global networks. Building, installing, and operating all this new technology was a specialty all its own. The modern IT department was born.

Business, especially in the early days of IT, always had a bit of a love-hate relationship with tech. On one hand, executives saw the amazing new efficiency and potential. Record-keeping and analysis that might take weeks of manual work could now be executed in an instant. However, all this new technology could be incredibly frustrating, confusing, and expensive. And it felt like more was coming every day.

Consider the fact that the below quote – which outlines a problem familiar to many today – is more than 22 years old:

“ Why is there such confusion? Because information technology is at once exalted and feared. On the one hand, managers insist on elevating IT to the level of strategy; on the other, they recognize that integrating IT with business goals is only marginally easier than reaching the summit of Everest. It can be done, but it's difficult—and the cost of failure is high.

HARVARD BUSINESS REVIEW

The Right Mind-set for Managing Information Technology



Principles of high velocity

As ITIL and ITSM evolved, other frameworks emerged and matured. Over the years, thousands of software development teams adopted principles of agile and DevOps, empowering them to build faster and with greater quality. The shift to the cloud then gave infrastructure teams access to equally nimble environments.

So then what about the rest of IT, the in-the-trenches service management teams providing equipment and access, reviewing changes, fixing incidents, and running the help desk? Where's their revolution? And how much are we holding back the potential of the business by boxing these critical teams into old ways of working?



In a new era, IT and the business can no longer afford to be warring silos that sometimes get along and sometimes don't. They're now permanently fused.

Traditionally, there's been a delta between what the business needed and what IT delivered. Velocity closes the gap. Teams operating at high velocity focus on speed to value and teams. They invest in high-leverage experiences, and value culture and practices.

Focus on speed to value

Speed is a critical element of high-velocity teams. Think of how many businesses, even entire industries, have been disrupted at the hands of a speed-first technology company like Amazon. Speed is a critical element of high-velocity teams. Frameworks like lean and agile reflect this need for urgency. That doesn't mean recklessness, but a bias for action and a hard look at what can be done today. Speed means getting to value fast, and iterating fast.

“ Deliver working software frequently, from a couple of weeks to a couple of months, with preference to the shorter timescale.

PRINCIPLES BEHIND THE AGILE MANIFESTO

GROWING ALIGNMENT BETWEEN ITIL AND AGILE

The ITIL 4 Guiding Principles

The Agile Manifesto

<ul style="list-style-type: none">• Focus on value• Start where you are• Progress iteratively with feedback• Collaborate and promote visibility• Think and work holistically• Keep it simple and practical• Optimize and automate	<ul style="list-style-type: none">• Individuals and interactions over processes and tools• Working software over comprehensive documentation• Customer collaboration over contract negotiation• Responding to change over following a plan
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Focus on teams

Traditional ITSM tools and processes are rigid and enforce an inflexible, one-size-fits-all approach. Teams empowered to do their best work and adjust their practices to fit their needs will be more agile, and better partners to the business going forward.

Invest in high-leverage experiences

Keeping the lights on a little cheaper than you did last quarter doesn't cut it anymore. In an increasingly volatile and uncertain business climate, the IT teams who thrive will be the ones who partner with business counterparts on big, customer-facing initiatives. IT and technical leaders should be involved in every stage of these initiatives, beginning from idea all the way to building, implementing, and operating.

i Low performers are predominantly constrained from adopting agile operating models because of budget (49%) and lack of technical skills (37%).

High performers are more likely than low performers to focus their priorities on customer-facing value and software-driven innovation.

47% of high performers are focused on developing and deploying market-facing technology products (as opposed to only 29% of low performers).

48% of high performers say they will prioritize improving the software delivery process, (compared to 36% of low performers).

Forrester Consulting, "[Proven Drivers for Unlocking High-Velocity ITSM.](#)"

Value culture and practices

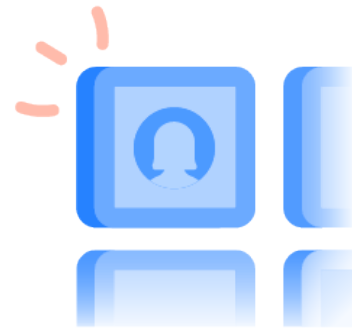
A team with fewer resources, but better culture and practices, beats a team with more resources and poor culture any day of the week. Increasingly, the problems for ITSM teams are collaborative.

High performers are more likely than low performers to focus on “cultural differences” as an area of improvement (42% vs. 28%, respectively).

Forrester Consulting, “[Proven Drivers for Unlocking High-Velocity ITSM.](#)”

Looking to build a stronger team?

Check out the [Atlassian Team Playbook](#) for free team-building workshops and resources.





Benefits of high velocity

We believe there are three core benefits for teams operating at high velocity:

Faster time to value

At Atlassian, we aim to empower teams to:

- Learn and adapt quickly. Improving and updating a process shouldn't mean "starting over." The best work and workflows build on what came before them.
- Constantly tweak workflows and automation to your needs. Out of the box doesn't have to mean one-size-fits-all.
- Have everything in its place. The right material to speed up delivery should be right in arm's reach. Through the Atlassian platform, key work tasks like finding active incident details are either a click away or surfaced automatically.

Atlassian aims to provide teams with the ability to learn and adapt their IT support practices quickly, through workflows, automation, and knowledge.

Work made visible

Today, work is tracked and restricted within disparate tools from ITSM to email to chat and beyond, fraying and fragmenting communication across increasingly interdependent streams of work. When work is open by default, communication friction decreases and productivity and speed of service increases.

Dev and Ops that flows

In a world where software powers the business, development and operations need to work together effectively. But traditional ITSM tools reinforce silos for operations teams, slowing work with development teams that have adopted an agile mindset. Pulling developers and ops teams into the same platform allows for seamless workflows and better collaboration.

“ We need to strike a new balance between managerial control and professional judgement... traditional instruments such as specialization, prescriptive process and performance targets do not work... Practitioners therefore need appropriate ‘high-velocity IT’ ways of working.

ITIL 4: HIGH-VELOCITY IT BY AXELOS

High-velocity ITSM, powered by Jira

Enter [Jira Service Management](#). It's ITSM done the Atlassian way.

Built on Jira, our new approach to ITSM helps teams break free from the past. It puts development and IT operations on a unified platform to collaborate at high velocity, so they can respond to business changes and deliver great customer and employee service experiences fast.

Jira Service Management represents the next generation of Jira Service Desk. In addition to all the rich capabilities in Jira Service Desk that over 25,000 customers already know and love, Jira Service Management delivers:

- **Modern incident management, powered by Opsgenie:** We've included on-call scheduling, alerting, incident swarming, and more from our popular Opsgenie product in all cloud plans of Jira Service Management. And we've built deeper integrations with Jira Software, Bitbucket, and Confluence, so you can seamlessly orchestrate incident resolution processes that span development and IT operations teams.
- **Change management, built for the DevOps era:** Your teams can make smarter decisions around changes to services, with richer contextual information – from both your software development and infrastructure-related tools. Innovate faster with automated change risk assessments, advanced approval workflows, and deep integrations with popular CI/CD tools like Bitbucket Pipelines, Jenkins, and CircleCI.
- **Fully-integrated asset and configuration management, powered by Mindville Insight:** Teams can discover and track their company resources and gain visibility into the relationships between critical applications, services, and the underlying infrastructure. Insight has a flexible data structure allowing teams to manage whatever assets or CIs they like, including those outside of IT such as in HR, sales, legal, facilities, and other functions.
- **Dynamic forms and workflow automation, powered by ProForma:** Teams have even more control over their customer portals with the new Forms for Jira features. Move beyond catch-all questions and long lists of custom fields – build customizable forms that ask the right questions at the right time and increase the speed of service by getting agents the data they need to provide high-velocity service to your customers.

Benefits of Jira Service Management

The benefits of Jira Service Management are three-fold. You'll notice these map to our principles of high velocity:

- 1. Get to value, fast.** At Atlassian, we build for teams. We reject the one-size-fits-all, command and control style workflow management common in many ITSM tools, which significantly adds to the cost and complexity of every deployment. Instead, teams can leverage a low-code approach to defining and refining their own workflows and record types, all while still being standardized on Jira, the single source of truth for the business. Even teams that interact with IT – like legal, HR, and finance – can leverage Jira Service Management to build out their own service culture and service operations.
- 2. Make work visible.** Being built on Jira means that Jira Service Management can give teams and the broader organization visibility into work happening across the entire company. Together with tight integrations to other Atlassian products and our suite of more than 900 integrations and applications on the Atlassian Marketplace, teams really do have all the contextual information to make well-informed decisions.
- 3. Dev + Ops work that flows.** Your teams can be more effective across the entire IT service lifecycle – from planning to building, testing, deploying, changing, and optimizing – all so you can deliver the best possible service to your customers.



If you're on a DevOps or IT Operations team in charge of delivering great service experiences, this handbook is for you.

🔍 Ready to learn more?

Head to atlassian.com/try-itsm to learn more and see Atlassian's ITSM solution, Jira Service Management, in action.

