Certification requirements for VeriSM™

VeriSM™ Professional

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Content

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1. Overview

VeriSM™ Professional

Scope

The VeriSM™ Professional certification validates a professional's knowledge about:

- A digital world;
- Digital leadership and structure;
- Transformation techniques;
- Governance and strategy;
- Applying VeriSM™;
- Promoting VeriSM™.

Summary

VeriSM™ is an enterprise service management approach for the digital age, focusing on an end-to-end view of service management. The VeriSM™ model allows organizations to produce and deliver the right product or service at the right time to their consumers, whilst allowing for customization and alignment to the type of business, the size of the organization, business priorities, organizational culture, and even the nature of the individual project or service.

In the VeriSM™ model, governance and service management principles are relatively stable elements, only changing when the needs of the organization change. The Management Mesh is flexible and is adjusted as required for products and services, for example to integrate a new management practice or a new technology. In four stages the product or service is defined, produced, provided and supported.

The VeriSM™ Professional certification tests a candidate's knowledge of, and skills in, applying VeriSM™ in an organization. Those certified as VeriSM™ Professional understand the impact of digital transformation on the organization and on people, consumers as well as staff. They are able to translate strategic direction into a successful operating environment. The certified VeriSM™ Professional has proven his or her ability to create and use a Management Mesh that is based on the organization's current portfolio, principles and governance needs. After creating or adapting the Management Mesh, a VeriSM™ Professional is able to manage the product or service through the Define, Produce, Provide and Respond stages.

Context

The VeriSM™ Professional certificate is part of the VeriSM™ qualification program.

Target group

The VeriSM™ Professional exam is relevant for professionals working in an organization that is working with digital products and services, and professionals in an organization that is undergoing digital transformation. The target group includes, but is not limited to:

- Middle and senior managers from all business disciplines, who are tasked with the execution of strategy, the operation of business functions that form part of the enterprise's value chain and the design and use of a Management Mesh.
- Consultants and coaches, who will assist an enterprise with the implementation of VeriSM™ and the planning, building and execution of the VeriSM™ model and Management Mesh.
- Junior managers, who aspire to fulfil any of the above roles.

Requirements for certification

- Successful completion of the VeriSM™ Professional exam.
- Completion of the VeriSM™ Professional practical assignment, either via self-study or as part of an accredited training.

Knowledge of VeriSM™, through the completion of the VeriSM™ Foundation exam, is strongly recommended. Training by an Accredited Training Organization is also strongly recommended.

Examination details

Examination type:	Multiple-choice questions
Number of questions:	40
Pass mark:	65%
Open book/notes:	No
Electronic equipment/aides permitted:	No
Time allotted for examination:	90 minutes

The Rules and Regulations for the EI's (APMG, BCS and EXIN) examinations apply to this exam.

Bloom level

The VeriSM™ Professional certification tests candidates at Bloom Level 3 and Level 4 according to Bloom's Revised Taxonomy:

- Bloom Level 3: Application – solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. This can include choosing appropriate actions or identifying a range of options.
- Bloom Level 4: Analysis – examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.

Training

Contact hours

The recommended number of contact hours for this training course is 21. This includes group assignments, exam preparation and short breaks. This number of hours does not include homework, the exam session and lunch breaks.

Indication study effort

60 hours, depending on existing knowledge

Study effort is the average effort to prepare for the exam, which can differ per candidate depending on the knowledge they already have. It includes reading the literature, trying the sample exam, attending the training session.

Training provider

You can find a list of our accredited training providers at EI's website ([APMG,](#) [BCS](#) and [EXIN](#))

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2. Certification requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications)

Exam requirement	Exam specification	Weight %
1. A digital world		
	1.1 Concepts in a digital world	5%
	1.2 Working in a digital context	5%
2. Digital leadership and structure		
	2.1 Digital leaders	5%
	2.2 Organizational structure and culture	5%
3. Transformation techniques		
	3.1 Using transformation techniques	10%
4. Governance and strategy		
	4.1 Governance and service management principles in the VeriSM™ model	15%
5. Applying VeriSM™		
	5.1 Using the VeriSM™ model	2.5%
	5.2 Setting up the solution	40%
	5.3 Leading the solution through the Produce, Provide and Respond stages	7.5%
6. Promoting VeriSM™		
	6.2 Creating the plan	5%
	Total	100%

Exam specifications

1. **A digital world**

   1.1 Concepts in a digital world (5%)

   The candidate can…

   1.1.1 define how VeriSM™ addresses digital practices, the digital age and a digital organization.

   1.1.2 demonstrate the difference between a system of record (SoR) and a system of engagement (SoE).

   1.1.3 interpret the importance of outcomes and how they develop (Value Stream Maps), using the VeriSM™ view of 'digital'.

   1.2 Working in a digital context (5%)

   The candidate can…

   1.2.1 define, justify and apply the three digital transformation methods.

   1.2.2 analyze an organization for successful digital transformation programs.

   1.2.3 apply digital transformation options based on organizational requirements.

2. **Digital leadership and structure**

   2.1 Digital leaders (5%)

   The candidate can…

   2.1.1 illustrate the digital leadership characteristics, digital skills and digital awareness that leaders should have.

   2.1.2 differentiate between digital leadership requirements for initial and ongoing efforts.

   2.1.3 analyze activities for digital sustainability.

   2.2 Organizational structure and culture (5%)

   The candidate can…

   2.2.1 modify a traditional organizational hierarchy to one that embraces constant change.

   2.2.2 analyze and develop teams for collaboration

   2.2.3 show how knowledge management enhances digital transformation.

3. **Transformation techniques**

3.1   Using transformation techniques (10%)

The candidate can…

3.1.1   apply appropriate transformation techniques based on a transformational focus.

3.1.2   apply problem-solving techniques.

4.   Governance and strategy

4.1   Governance and service management principles in the VeriSM™ model (15%)

The candidate can…

4.1.1   implement governance models based on evaluate, direct, monitor (EDM) activities.

4.1.2   connect the EDM activities and outcomes to development of the organizational portfolio and to service management principles.

5.   Applying the VeriSM™ model

5.1   Using the VeriSM™ model (2.5%)

The candidate can…

5.1.1   apply the VeriSM™ model to address a new or changed product or service.

5.2   Setting up the solution (40%)

The candidate can…

5.2.1   apply the Management Mesh to an organization and a new or changed product or service.

5.2.2   analyze a request and apply approval techniques to support a decision.

5.2.3   differentiate between traditional and iterative requirement gathering techniques (User stories; card, conversation, confirmation).

5.2.4   choose appropriate management practices and technologies.

5.2.5   choose appropriate gap analysis techniques.

5.2.6   implement a sourcing policy that reflects the organizational strategy and consumer need.

5.3   Leading the solution through the Produce, Provide and Respond stages (7.5%)

The candidate can…

5.3.1   analyze the Produce, Provide and Respond activities for efficiency.

5.3.2   analyze the Produce, Provide and Respond activities for conformance to organizational strategy.

6.   Promoting VeriSM™

6.1   Creating the plan (5%)

The candidate can…

6.1.1   illustrate how to gain C-Suite approval and support.

3.   List of Basic Concepts

This chapter contains the terms and abbreviations with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

A3 problem solving	Digital leader
Adaptive leader	Digital mindset
Affinity mapping	Digital native
Autonomy	Digital optimization
Behavior	Digital organization
Burke-Litwin model	Digital service
Business information plan	Digital twin
Business innovation circle (BIC)	Digital transformation
Business model canvas	Digital use case
Capability	Digitize / Digitalization
CAPEX	Disruptive innovation
Case response	DMAIC
Collaboration	EDM model
Collaborative approach	Efficiency innovation
Competence, -ies	Enterprise governance
Consumer	Fail fast strategy or approach
Culture	Fintech
Customer	Flatter organization / flatter structure
Customer centric (customer centricity)	Framework
Customer experience (CX)	Five Why's
Customer experience management (CEM)	Gap analysis
Customer journey map	Governance
Cynefin framework	Governance structures
Define	Hackathon

Design thinking	Heuristics
DevOps	Holacracy
Digital awareness	Hypothesis testing
Digital capabilities	Innovation space
Digital center of excellence	Innovator's dilemma
Digital channel	Information radiator
Digital experience (DX)	Ishikawa (fishbone) diagram
Issue	Respond
Iterative requirement gathering	Risk
Kaizen	Run-grow-transform (RGT)
Kepner-Tregoe	Service
Knowledge-centered service (KCS)	Service blueprint
Knowledge management	Service Integration and Management (SIAM)
Lean management cascade	Service management
Lean start-up	Service management principles
Management Mesh	SIPOC
Management practices	Six Sigma
McKinsey 7S framework	Solution
Mission	Source event
Nadler-Tushman model (Congruence model)	Stakeholder map
Necessary but non-value adding (NNVA)	Stakeholder value chain
Network effect	Standard response
Non-value adding (NVA)	Strategic sourcing
Organizational capabilities	Sustainable development
Operating model canvas	Sustaining innovation
OPEX	SWOT analysis
Opportunity portfolio	Systems
Option space	Systems of differentiation
Organizational behavior management (OBM)	Systems of engagement (SoE)
Organizational change management (OCM)	Systems of innovation

Organizational culture profile (OCP)	Systems of record (SoR)
Organizational portfolio	Tacit knowledge
Outcome	Technical debt
Output	Technology business management (TBM)
Pareto analysis	T-shaped professional
PDCA (Deming's Quality Circle)	Total quality management (TQM)
PESTLE (or PESTEL)	Use case
Platform business model map	User
Porter’s 5 Forces	User experience (UX)
Produce	User journey
Product	User story
Provide	Value
Quality	Value-adding (VA)
Request	Value proposition
Requirement	Value proposition canvas (VPC)
Value stream	VeriSM™ model
Value stream mapping (VSM)	Vision
Value-to-cost metric	Volatility metric
VeriSM™	VUCA

4. Literature

Exam Literature

The knowledge required for the VeriSM™ Professional exam is covered in the following literature:

A   Claire Agutter, Suzanne D. Van Hove, Johann Botha

VeriSM™: Unwrapped and Applied

Van Haren Publishing: September 2018

ISBN: 978 94 018 0335 9 (hard copy)

ISBN: 978 94 018 0334 2 (eBook)

B   This exam will be based on a Case Study. This Case Study is freely available on EI's website (APMG, BCS and EXIN).

Literature reference

Exam requirement			Literature	Size
1. A digital world				10%
	1.1	Concepts in a digital world		5%
	1.1.1	Define how VeriSM™ addresses digital practices, the digital age and a digital organization.	A: Chapter 2.1, 2.2, 3.1	
	1.1.2	Demonstrate the difference between a system of record (SoR) and a system of engagement (SoE).	A: Chapter 3.2	
	1.1.3	Interpret the importance of outcomes and how they develop (Value Stream Maps), using the VeriSM™ view of 'digital'.	A: Chapter 8	
	1.2	Working in a digital context		5%
	1.2.1	Define, justify and apply the three digital transformation methods.	A: Chapter 3.5	
	1.2.2	Analyze an organization for successful digital transformation programs.	A: Chapter 3.7	
	1.2.3	Apply digital transformation options based on organizational requirements.	A: Chapter 3.8	

2.		**Digital leadership and structure**		10%
	2.1	Digital leaders		5%
	2.1.1	illustrate the digital leadership characteristics, digital skills and digital awareness that leaders should have.	A: Chapter 4.2, 4.3	
	2.1.2	differentiate between digital leadership requirements for initial and ongoing efforts.	A: Chapter 4.5, 4.6	
	2.1.3	analyze activities for digital sustainability.	A: Chapter 4.8	
	2.2	Organizational structure and culture		5%
	2.2.1	modify a traditional organizational hierarchy to one that embraces constant change.	A: Chapter 5.1 – 5.7	
	2.2.2	analyze and develop teams for collaboration	A: Chapter 6	
	2.2.3	show how knowledge management enhances digital transformation.	A: Chapter 7	
3.		**Transformation techniques**		10%
	3.1	Using transformation techniques		10%
	3.1.1	apply appropriate transformation techniques based on a transformational focus.	A: Chapter 9, 9.1 – 9.5	
	3.1.2	apply problem-solving techniques.	A: Chapter 9.6	
4.		**Governance and strategy**		15%
	4.1	Governance and service management principles in the VeriSM™ model		15%
	4.1.1	implement governance models based on evaluate, direct, monitor (EDM) activities.	A: Chapter 10.5, 10.6	
	4.1.2	connect the EDM activities and outcomes to development of the organizational portfolio and to service management principles.	A: Chapter 10.2, 10.3	
5.		**Applying the VeriSM™ model**		50%
	5.1	Using the VeriSM™ model		2.5%
	5.1.1	apply the VeriSM™ model to address a new or changed product or service.	A: Chapter 11	

	5.2	Setting up the solution		40%
	5.2.1	apply the Management Mesh to an organization and a new or changed product or service.	A: Chapter 12	
	5.2.2	analyze a request and apply approval techniques to support a decision.	A: Chapter 13	
	5.2.3	differentiate between traditional and iterative requirement gathering techniques (User stories; card, conversation, confirmation).	A: Chapter 14.2.1, 14.3.1, 14.3.2	
	5.2.4	choose appropriate management practices and technologies.	A: Chapter 14.5	
	5.2.5	choose appropriate gap analysis techniques.	A: Chapter 15, 15.3.1, 15.3.2, 15.3.3	
	5.2.6	implement a sourcing policy that reflects the organizational strategy and consumer need.	A: Chapter 16	
	5.3	Leading the solution through the Produce, Provide and Respond stages		7.5%
	5.3.1	analyze the Produce, Provide and Respond activities for efficiency.	A: Chapter 17	
	5.3.2	analyze the Produce, Provide and Respond activities for conformance to organizational strategy.	A: Chapter 17	
6.	**Promoting VeriSM™**			5%
	6.1	Creating the plan		5%
	6.1.1	illustrate how to gain C-Suite approval and support.	A: Chapter 18	

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