

Digital Podcast Show Notes

Episode 5 An ESM Higher Education Scottish Play

Hosts: Barclay Rae, Ian Aitchison,

Guest: Mark Temple, Enterprise Service Deliver Manager, University of Glasgow.

<https://www.linkedin.com/in/mark-temple-110b7333>

BR: Intro, welcome and what's been happening?

IA: starting with lighthearted. Reviews.org offering \$2400 to spend 24 hours without screens.

Hard to spend a day without screens and technology. I wrote about my attempt at this here:<https://aitchisoninsights.com/my-digital-detox-on-no-screens-sunday/>

BR: industry news: Ivanti takeover of Cherwell completed, Axios acquisition by IFS announced. ITSMf international conference.

Now, on to our special guest : Mark Temple (MT)

Guest Interview: Enterprise Service Management at University of Glasgow.

MT: started as a motor mechanic, then did a degree at night school and then part time into IT while also motor-mechanic. Deskside support, training, and car fixing too.

IA: was it a very deliberate move into IT?

MT: Yes, degree was HR-and-IT, so not really majoring in IT. Happenstance and coincidence.

BR: let's go into your ESM journey.

BR: you've deliberately started down an ESM journey at the University some years back.

Was is considered and planned?

MT: Yes, an opportunity to really change how we operate and provide service, A very conscious decision.

BR: what are organisations and business trying to do with this? Why did University of Glasgow choose to do this and **was this a part of an overall university investment?**

MT: It helped that it was a cross-university improvement focus, an opportunity to take stock and do more and better. One good thing from that was the focus on commonalities.

IA: **Did you 'pitch ESM'** as giving each business unit getting greater autonomy, or was it bringing everything into one place and distributing out?

MT: It was a mix - some areas need to be kept separate, sometimes cross boundaries, some less so.

IA: **How big is the implementation?**

MT: over 300 teams now.

IA: start with a **subset or go big bang?**

MT: it was more a big bang for many areas because they have dependency on each other.

BR: it was a very complex project right from the start across the organisation.

BR: So what did you do to make this work? **How did you get people on board?**

MT: focus on what works well in one area. Example - campus security still need incidents, and need to manage lifecycles, look back and trend what has happened. That's what we do. Visibility and management. We've been doing this for 20 years. Dashboards are really powerful. We've switched off most reports and now are using dashboards everywhere.

IA: is there a common set of metrics that you use for all departments?

MT: common methods, knowledge etc?

IA: and **is self service common?**

MT: Yes

IA: This takes us back to the idea that ESM has a 'core' that includes KNOWLEDGE and SELF SERVICE, **You need these from the start?**

MT: Yes, we would be nowhere without them. That's totally part of the ethos.

BR: The emancipation of the student experience. Focussing on making it all easier, a better student experience?

MT: Yes. ESM was supported from highest levels and a better student experience was part of the required deliverables. Hiding complexity.

BR: **Do you need that top-down approach?**

MT: it puts more pressure on you, but you need that support and scrutiny from highest levels. It shouldn't feel like it is inflicted upon people. Universities cannot be forced into these things.

BR: you mentioned training? That's important - **what training did you provide?**

MT: we needed all parts to become closer in common ways. Look at the top items each department needs and focus on those. We mystery-shop to check we can all respond the right way.

IA: So, what **Top Tips?**

MT: Focus on the areas that are willing to make this work.

BR: don't underestimate the power of good relationship management.

MT: Also focus on the top 5, 10, 15 things that people ask you about. Knowledge management is very important.

BR: in summary, **what's the value so far?**

MT: Customers / students have a much better experience. Disparate business units are together with greater transparency. Information is much better shared. A more collegiate atmosphere. Not technology, this is about real people working together.

Key Lessons for ESM success

- 1 - Introduce to many departments at once, they depend on each other
- 2 - Pick common best successes
- 3 - Include knowledge and self service from the start.
- 4 - Get highest level support
- 5 - Try for common basic training, test with mystery-shopper, focus on areas of highest repeated demand
- 6 - relationship management is very important
- 7 - this is about real people working together.

Mark Temple's Top Drink Tip: A Negroni

Useful Links

Mark on LinkedIn: <https://www.linkedin.com/in/mark-temple-110b7333/>

Ian's Blog about Digital Detox: <https://aitchisoninsights.com/my-digital-detox-on-no-screens-sunday/>