

Digital Podcast Show Notes

Episode 8 with guest Roy Atkinson

Hosts: Barclay Rae, Ian Aitchison,

Guest: Roy Atkinson, @royatkinson

The slightly-radioactive episode

BR: Intro

IA: Today Ian's got a Geiger Counter (?).

... ok....

BR: Today's guest - here's Roy!

RA: CEO of CliftonButterfield, advisory service., Also drives a Jag, speaks a very little German. Focus on employee experience and customer experience. How technology can be used to improve employee experience.

BR: Roy is also Lifetime Achievement award winner with HDI and long time expert in the market. Now into the main section....

Main discussion

BR: Roy, tell us how you see **ESM relevance** in recent engagements.

RA: We did some surveys with HDI in 2014 and 2018. In 2014 any ESM was IT driven. In 2018 other executives beyond CIO were starting to get involved. That trend has continued, now from the C Suite and directors we see engagement with ESM projects. Focus is: lets get a unified experience for all - employees and customers - by working together.

IA: So you see a strategic purpose to this? **Is there a link between ESM 'working' and achieving business strategic goals?**

RA: Yes, this is digital transformation and there is a link from ESM to digital transformation. Transformation is the objective and the tools we use are the means to achieving that objective.

There's also a lot of talk about the CIO using this to become a closer high level business partner.

BR: Yes, SM has always been about joining the dots, and when there is a disconnect in cross-dept working you shouldn't need 'carrot or stick' you need Governance and that's one of the outcomes of ESM, good Governance.Its about being sure of what we want to do and are managing it a responsibly as we can. **I guess this all comes down to Good Business Management doesn't it?**

RA: Yes. In fact i have a book coming out in the fall ... "Digital Transformation, Defining Success and Avoiding Failure" and this also talks about where a lot of business go wrong - they dont define what success looks like. It's important to get a business on a course that has objectives and governance built into it. The governance of the organisations objectives, defining what success looks like, making sure the goals are achieved, within the constraints of the compliance and regulatory parameters that the organisation has. (wow!)

BR: **So is there a growing top level board level understanding of this?** That the way IT does things can benefit other areas and make things more joined up?

RA: Yes, partly because the tech is so pervasive now. Everything an org touches is driven by tech, You need people that express how the tech works, and people who can express business needs and goals.

IA: **Do you think Employee Experience is relevant in an ESM conversation?**

RA: The Experience Economy is relevant, but people need to understand how to describe and measure it, It really means a subjective perception of how it feels to be an employee or a customer of an organisation. I think the experience economy is driving orgs to a more unified perception of how they are going to get there.

IA: **Do you think ITIL has a relevant play in ESM conversations?**

RA: Elements of ITIL can be adopted and adapted for this. I received a research paper from an org about customer service, yet it was heavily based on ITIL. Process, practices etc.

BR: It's definitely more accessible now.

Next, from your customer service experience, **what good and bad points can we bring into service management?**

RA: I think we've reached the point where SM is more customer focussed. (are they Customers or Users or Clients?). Whichever, you are providing Service. Having this focus does make a difference. Productivity is affected by this. We live in a reputation economy. 4 elements are relevant : customer service, customer experience, employee experience, and employees working together.

BR: **should we call internal users 'customers'?** Purpose of this was to get people thinking of them as if they were customers, it was about how they were treated.

RA: Colleagues? Customers? Who are we insulting?

IA: think of the people you serve as customers, but if they are internal they are not paying for your service so they really are not a customer. But Service = treat AS IF Customer.

BR: When we are in the same org, we should look at what the org is trying to achieve. We're all in this together,

RA: A lot of orgs have Customer Success staff.

IA: Hmm, you could have internal ESM customer success representatives that reach out to the business to encourage success with that department.

BR: relationship managers?

IA: yes, but not just for IT... this is for any department. Success managers in each dept ? Just an idea...

BR: **Looking ahead, what is a good industry outcome for all this?**

RA: One of the biggest barriers is 'tools first'. Expectation that you should get a new tool to do this. You can probably use your existing tools. The data is more important. Start with Data not Tool. Look at sources of data and understand you can use that.

BR: Yes, April Allen said the same about data being at the centre.

RA: It used to be 'get IT working together', now it is 'get the whole organisation working together'.

IA: interesting thought - some of the leaders in this might be the vendors of ITSM/ESM tools. They are passionate about using their tools in all areas in a business.

BR: we should look at that, and automation too in future episodes. Looking ahead, you say we are converging. **What's the biggest challenge in the next few years?**

RA: We're still in a world of Silos. Silos of knowledge and silos of power. Silos of knowledge are good to work with, but silos of power are very damaging.

Key Lessons from Roy Atkinson

- 1 - ESM is increasingly board-level/exec-level and strategic
- 2 - ESM, and Digital Transformation, and Governance.
- 3 - Coordinating across a business is key
- 4 - It's all about the Experience at the end, customers and employees
- 5 - Don't start with the tool. Start with the DATA.
- 6 - Got to resolve silos, especially power-silos.

Roy's Top Drink Tip: Deep peaty Scotch... Lagavulin
Straight. Possibly with ice but it's frowned upon.

Useful Links

Roy on Twitter : @royatkinson

Roy on LinkedIn: <https://www.linkedin.com/in/royatkinson/>

Clinton Butterfield LLC : <https://www.linkedin.com/company/cliftonbutterfield/>

HDI Webinar on ESM: <https://connect.thinkhdi.com/events/event-description?CalendarEventKey=8f3457f4-ba4f-4354-8893-2aef8369e46e&Home=%2Fcapitalarea%2Fevents%2Fnational-events>

[2aef8369e46e&Home=%2Fcapitalarea%2Fevents%2Fnational-events](https://connect.thinkhdi.com/events/event-description?CalendarEventKey=8f3457f4-ba4f-4354-8893-2aef8369e46e&Home=%2Fcapitalarea%2Fevents%2Fnational-events)