Digital Podcast Show Notes

Episode 15 with guest Daniel Breston

**Hosts: Barclay Rae, Ian Aitchison,**

**Guest: Daniel Breston**

BR: Welcome. Any deep thoughts?

IA: Today’s thought is more exciting than varnishing wood. Survey showed more than 2/3rd of IT decision makers plan to invest in technology to support hybrid working. 65% carved out budgets fto support flexible working styles. Hybrid work model is good.

BR: When do we stop needing new technology? And/// here’s today’s guest.

DB: Hello!

BR: Who are you, how did you get here?

DB: Started in 1981 in the US in a data center, then moved to UK, and got involved in ITIL and ITSM. ITSM to Lean to Agile to DevOps. But… now I’ve retired. Slowing down.

IA: retirement is … choosing to do the things you want to do, but no longer have to do.

DB: Not looking for next-work. Just doing what I want.

(Ian is jealous)

BR: Now onto the show…

MainBit

BR: Lets start with Lean. **What’s ‘Lean’?**

DB: It’s not new, Lean has been a round since the end of WW2. Originally called the Toyota Production System. It says - if you know what you are doing, can visualise it, and let employees improve continually and small batch cycles is better, faster, safer.

It was studied in the 1980s and renamed Lean. Looks at work, and removes barriers and makes it easier. Adopted by Service Management and DevOps and Agile.

IA: So Lean didn't start in IT - **it came from outside of IT?**

DB: It actually started in a sewing machine company. Then car manufacturers (Toyota) adopted it. Lean-IT came as IT came about. FIrst LeanIT conference was 10 years ago in Paris. Originally doubted to be possible in IT because you cant visualise the work of IT. Gradually improved and now understood to be possible in technology.

IA: So… ESM comes from inside IT and goes OUT, where-as Lean started outside of IT and came IN.

DB: One challenge with Lean is that it focussed on getting rid of waste. Now with ITIL 4 you have ‘value’, but that is also Lean. Everything you do until it goes live is a waste of time until someone uses it. So Lean asks How fast can you get something to the customer to bring value? Not fast garbage but fast quality.

IA: Agility… DevOps… React…. Waste (waist?)... It you want to improve, take small steps. So, is there something there… **does ESM apply here, is this a thing?**

DB: The enterprise wants to manage the services that it offers to its customers. We’ve been doing that since day one, even before technology. Service Management processes … we worked out ways to do things better than before. COVID has pushed the whole world to be IT. It makes sense to look at the technology frameworks and ask ‘what can we learn to keep safe, compliant, competitive and to keep our staff?’

BR: It’s all corporate governance. We shouldn't be working in silos.

DB: Employee productivity improvement. Celebration of what occurs in our enterprise. The use of tools is ESM.

BR: **Has anything changed though? Are we really moving forward?** (I sometimes despair).

DB: Well, there’s certification. And that means we think that is the way it has to be done. Example: I helped an org with 25,000 open incidents growing at 2000 incidents a month. We ran reports. 24,800 were solved, not closed. They looked at ‘the process’ and had missed the last page which had problem management and closing work down.

IA: tells a small story about creating incidents to achieve numbers.

DB: One the one side, people go by the book or the measures, on the other people try and work together.

BR: From my experience recently we’ve tried hard with ITIL 4 to make something that is not ‘followed’. It’s back to common sense. **What are 2 or 3 learning points from Lean that listeners can take away?**

DB: First thing is that all leaders must understand the framework as well as the employees. All parts of a business should be lean, from leadership down. Everything else flows from that.

BR: I have done many short exec-briefings recently, there is growing demand for this. Engage executive level.

IA: We talked about this being hard if it comes from IT. Is there a little baby framework which is not IT waiting to be born here?

DB: I think Lean tried to focus on that. We have to all work together. For example the onboarding process. The first few days at work, you are actually on holiday. It needs leadership to shakedown across all areas to solve that.

BR: It is about collaboration and getting everyone in the room.

**Endbit**

Daniel’s recommended favourite drink:

**Casino Royal.** 2 shots of bourbon, shot and half of triple sec, ice, bitters and orange peel.

(good joke from Ian about James Bond and Waste)

**Key Lessons from Daniel Breston**

1 - Lean is eliminating waste.

2 - ESM is a thing

3 - Lean or ESM or anything similar needs to include leadership, start from the top.

4 - Everything is a waste of time until someone uses it.

**Useful Links**

Daniel on Twitter: [@danielbreston](https://twitter.com/danielbreston)

Daniel on linked in: <https://www.linkedin.com/in/danielbreston>