Digital Podcast Show Notes

Episode 17 with guest Doug Tedder

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

**Guest:** Doug Tedder

BR: Welcome. Ian is here. **What’s new Ian?**

IA: Jobs are changing. <reads some fun job titles for a digitally enhanced future>.

BR: Today's guest is Doug Tedder, Hi Doug, tell us about you.

DT: Primarily service management consultant. I seem to be busy, now with more things to do than before, I’m ‘happier than a pig in slop’ (yikes!).

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BR: SInce this is the Enterprise Digital Podcast, **what does ESM mean to you?**

TD: Not replicating ITSM I hope. We have to stop saying that ESM is ‘inflicting’ ITSM on the rest of the business. Organisations are now product and services organisations. Many organisations did a bad job with ITSM. Don't just take that into the enterprise.

IA: Interesting. **What has gone wrong with ITSM that it should not be taken wider?**

DT: We stopped! We started to ‘do service management ‘ but then we stopped. Those pesky users that always complained about things led us to put bureaucracy around things and make ITSM a way to control. ITSM got a bad rep from that and that's the biggest barrier.

Look at ESM from a holistic enterprise view, not from ITSM.

BR: ‘inflicted’ is an interesting term. **What should we do differently in future to help make SM succeed?**

DT: Make service management a business initiative not an IT initiative. ITSM didn't do well at getting business partners involved. Tie SM to impactful business outcomes.

IA: So, **top down, not IT-out?**

DT: Look at the org as a whole, all parts need each other. We have to overcome internal barriers. Covid has pushed depts to say ‘what do we have to do to work together better’.

IA: **Is ESM then as simple as coordinating work?** Everyone working together.

DT: Yes

IA: **Can we just use an ITSM/ESM tool then?**

DT Not really, ITSM tools only add a few more silos (add HR, add FM etc). We need a tool, but not just one that adds silos.

BR: I like “Enterprise Silo Management” concept there. Many vendors have been trying to do this for a while. Who do vendors sell this to? How does anyone get to the top of the organisation?

DT: One one hand, go to the COO or the right type of CIO in a smaller organisation - it depends on the role. The modern organization has technology interwoven, there is no going back. There is a reliance on process and technology integrated with business.

IA: well, that’s great. In the past, describing business processes in diagrams was weak and painful. Now new tech really allows business to describe how they work, and then that description also define exactly how they can work.The description is also the the real flow of work.

DT: I thought we were beyond business IT alignment for a while.I’m finding out that is not true, although some are getting there.

BR: We talked about context. It makes it hard to progress ESM; ‘it depends, it depends’. **What on a practical level would be good things to help push the ESM message?** We want to keep simple messages.

DT: We’ve got to ride more AI and automation. AI vendors need to recognize that without an enterprise view their overall success becomes limited. Don't speed up one conveyor belt but leave the others at the same speed.

Another is that orgs need to get a grip on what digital transformation means.

BR: **What is digital transformation then?**

DT: One definition for me is ‘the development and implementation of new business models’. The other is ‘a radically new way of doing existing new business models using technology’. I had thought that digi-trans could enable ESM and vice versa. Now I see that ESM itself is a radical way of doing things so it is a form of digital transformation.

IA: ah yes, strategic digital transformation and operational digital transformation.

DT: ESM can help organisations understand how one part affects the other. I’m starting to change my view on this - ESM changes operations which is itself transformative.

DT: In any organisation, this can give us hyper focus to goals and objectives. This brings focus to all parts playing their part ‘pulling their oars’.

BR: Very good!

**Endbit**

BR: Loving Enterprise Silo Management term. Thanks Doug.

Doug’s recommended favourite drink:

**Woodford Reserve Bourbon. Neat.**

**Key Lessons from Doug Tedder**

1 - Don’t inflict ITSM on othe parts of the business

2 - Start from the top down.

3 - ESM is itself a form of digital transformation

4 - Automation and AI needs to embrace the big picture not just IT

4 - (Avoid ESM leading to Enterprise Silo Management)

**Useful Links**

<https://www.dougtedder.com/>

Doug on Twitter: <https://twitter.com/dougtedder>

Doug on linked in: <https://www.linkedin.com/in/dougtedder/>