Digital Podcast Show Notes

Episode 22 with guest John Custy

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

**Guest:** John Custy

<Now in new shorter-notes format because life is too short to write every single word that Barclay says>.

**Greetings section**, Ian and Barclay chat about…

1 - “the big resignation” and staff shortages. Robots replacing people. Employee-Driven Digital Transformation.

2 - Ignoble prize for Urination Research… all mammals empty their bladders in around 21 seconds. OK….

Welcome to John Custy - in his words…. Career started in IT and tech marketing, then moved to consultancy improving quality of service and customer experience. Service and Knowledge management etc, some HDI and leadership work. (Including recent HDI lifetime achievement award!)

**<mainbit> (shortened and summarised)**

BR: What is ESM?

JC: Currently it’s ‘everyone on one toolset’, sadly. Not what it used to be. It was once about common services and what are the services, but seems to be all about the one single tool now. If anything we have continued to put responsibility on IT. As example, the Business no longer feels that security is their issue, it is seen as an IT issue.

IA: The management of work vs the management of service.

JC: Different orgs may define services differently, but it needs to work for that organisation.

IA: What would you measure to prove if it works?

JC: Define success criteria, but also are the people delivering service actually engaged, and ultimately are the customers satisfied? Still need funding, and that is driven by customer demand and satisfaction.

IA: Financial viability, and useful.

BR: Who do we sell this too?

JC: There are only a very few IT orgs that can understand cost of service. That needs to be fixed. Next, the IT org is typically not structured correctly to deliver service. DevOps connects the devs to the customer better, but there is still a gap in understanding why or how a service has value.

“If you are not supporting the customer, then you are supporting someone who is supporting the customer”.

Another challenge… finance… there are still too many people who dont understand and artificially manage cost.

You can’t talk about value unless you can talk about cost.

Who do you present it to? You present it to whoever the key influencers are. Understand your business, understand what influences the business, and present to those that control those decisions.

BR: How we present information is an important topic. Need to be both trusted and open to a wide audience with credibility.

JC: Focus on presenting value in the right terms for the audience. Cost is very important to understand. Time is often much more than people think.

BR: Back to outside-of-IT… should we be trying to do this?

JC: Does it need to be done? Yes. Is 50% better than 0%? Yes. The challenge is thinking more strategically, and incremental steps dealing with people. Usually orgs cant keep the focus long enough to get the results of all those steps. There are too many orgs that get bought by large holding companies and that stops them focussing on multiple-step improvement projects unless it is immediate. Everyone is too busy to do the small things that provide incremental improvements. Orgs dont understand that small improvements lead to exponential growth, so you have to hold on and keep making the small steps.

IA: Does an org need a dedicated team just to focus on keeping those small steps going?

JC: yes but you need the leadership there and the influencers also. Consider making it an inclusive club of success and then others want to join.

IA: That’s the idea of the Poster Child departments with ESM.

JC: It’s leadership, recognition and communication.

BR: Back to orgs being bought … is ESM an indicator of good business operation and maturity of a business itself.

JC: Some holding companies keep the acquired company unchanged, but many acquire and then change them, streamline, core services.

BR: So, I guess ESM is an indicator of a good culture? And it becomes a reason for people to even work there or not.

JC: Comes to entrepreneurial mindset and innovative mindset - does the organisation support trust and trying new things in new ways.

**Endbit**

John’s recommended drink...**A Sidecar.** Classic 1920’s drink. Orange, brandy, lemon, sugar.

**Key Lessons from John Custy**

1 - ESM currently is only about a common tool

2 - Many organisations do not understand Cost of Service

3 - ‘“If you are not supporting the customer, then you are supporting someone who is supporting the customer”

3 - ESM might be an indicator of organisation maturity, but needs a good company culture

**Useful Links**

John on Twitter: <https://twitter.com/itsmninja>

John on linked in:<https://www.linkedin.com/in/johncusty/>

**Bar Bio**

John is an educator, consultant and trainer in leadership and service management. Not only that, he is also a lifetime achievement award winner and drinker of a traditional classic cocktail. He clearly lives up to his reputation as a Service Management Ninja - although we’ve not yet seen evidence of his ability to spring silently and disappear into the night without a trace.