Digital Podcast Show Notes

Episode 29 with guest Mark Smalley

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

**Guest: Mark Smalley**

**Greetings section**,

Intro chat. Today’s trivia is… University of Portland has successfully managed to toilet train cows. They learn faster than humans, and it is a big benefit to the planet.

BR is speechless for once.

Let’s meet today’s guest, Mark Smalley. A writer and speaker and contributor to industry best practice, wrote about High Velocity IT with ITIL 4 about new ways of working and combining perspectives beyond traditional IT service management.

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

BR: Let’s start outside of IT. Is there anything really called ESM?

MS: It’s unclear, is it separate from IT or inclusive? is it a disciple, is it a department. “Who is it for and what is it for” Seth Godin

MS: IT is always blaming itself, but there are many deaprtmetns that work much worse than IT. That reminds me of a discussion bout the difference between IT and OT (operational Tec).

IA: What is OT then?

MS: Like power generator, managing and changing the state of things.

BR: We talked about similar recently. IT is different because it is not clear what IT is, IT is still defining itself whereas everyone knows what HR and Finance is there for and what they do. Back to definition, is the all about how we collaborate or is this more about specific functions.

MS: I’ve been reading about Service Science (see The Service System white paper). About 2\3rds of our economy is based on delivery of Service. The question is … what is a service. A unit of economic exchange between two parties. But I don’t know when collaboration stops and when service starts.

IA: I’m not sure about the exchange point. Service mindset is more about business outcome not like for like value.

BR: Value co-creation is that the output is what matters.

MS: I’m not sure there. The value returned can also be experience.

IA: I think Service is about the structure of doing work. There is a reason why we do something and this is how we do it. Collaboration is about communication not the doing of work.

MS: I still think there needs to be mutual benefit,

BR: I suppose this come back to governance - we need to work together effectively across the organisation. Unless we are in IT, we dont call that Service Management, but it is the same thing isn’t it?

MS: Think about how there are Services and Goods. Goods are exchanged for money. Service is activity in return for value. … there is a services-goods continuum.

IA: You could say Service is the definition of the doing of things. That’s very simplified. Why and How. Does anything else exist in a business that describes this?

MS: If your company is a widget manufacturer, all the activities should be focussed on the production of goods.

IA: And products are often the same as services.

MS: Ah, avoid product there. I was talking about goods.

BR: I don’t think I care about the definitions. Isn’t this about ‘how we work better’

MS: Do better things, better. When the time is right.

Strategy is also an interesting topic - strategy is how you differ from your competitors. Improvement helps you realise that. Strategy often emerges.

IA: Isn’t strategy how you get to a destination

MS: strategy is how you achieve goals, how you differentiate. What is the characteristic that needs to change in order to achieve goals.

BR: but there is always a journey right?

MS: That’s in Buddhism - you never get to see Buddha.

IA: continuous execution. Continuously doing things, better. Experimentation and discovery.

BR: Service management needs to accept imperfection.

MS: You need the right tolerance for failure, some things can fail, some must not.

IA: Difference between experiments and production environments?

MS: Move from a position, step by step, not to a defined destination.

**Mark’s Recommended Drink**

Tea. Indian chai masala.

**Useful Links**

Mark on LinkedIn: <https://www.linkedin.com/in/marksmalley>

Mark on Twitter:<https://twitter.com/marksmalley>

Smalley.IT: [Smalley.IT](https://t.co/NZET3Njnuo?amp=1)

**Bar Bio**

Mark is a wise chap. He writes, speaks, trains and build bridges, and can be found using the title ‘The IT Paradigmologist’ which I’m pretty sure is not a real word or job title you’ll be able to look up in Glassdoor. However, it sounds cool, and matches Mark’s deep and thoughtful approach to IT and business and … paradigms, I guess. When not paradigmising (see what I did there), he loves a nice cup of tea. I imagine with a biscuit as well.