

# Digital Podcast Show Notes

## Episode 39 with Paul Wilkinson

**Hosts: Barclay Rae, Ian Aitchison**

**Guest: Paul Wilkinson**

### **Greetings section**

BR: Welcome

IA: Today's trivia is... There is now a ~Raspberry Pi powered fishtank, where the fish drive and navigate a motorised fishtank around in search of food.

BR: Today's guest is Paul Wilkinson.

And Barclay is wearing trousers too. Who are you Paul?

PW: started in servers, then into consultancy, and for the last 20 years leading Gaming Works, the ITIL/ITSM business simulation training company.

### **Detail section**

BR: What do Business Simulations do?

PW: ITIL training is theoretical, but people make mistakes when they translate theory into practice. So we try and offer a better way to learn and to translate theory into practice. A simulation is a dynamic environment. We have roles with different interests and priorities in the game. We throw lots of work into the scenario, and the team has to work together to solve these things. Normally people don't see how work flows, and when together you can see where things break down or go wrong. It's played in rounds where the team reviews how they addressed the challenges and what they learned. 80% comes back to communication and cooperation.

BR: These show the reality of how people work together. What do people take away?

PW: We target what the customer is trying to solve from the start. We had a CEO who learnt how many changes take place and learnt the need for a balanced portfolio of changes,

BR: So the learning is training towards an outcome.

IA: And understanding the reality of the big picture and how difficult things can be in reality.

BR: Barriers are always Attitude, Behaviour, Culture. Example - I ask teams to list behaviours of effective collaboration, but when they play the game they don't follow those behaviours. And then they blame the managers.

IA: That connects to previous example of NHS Digital transformation with a shared purpose and shared goals. What about beyond-IT?

PW: These practises still apply. Any change is a behaviour change. People don't like to change behaviour. If you practice behaviours for 6 weeks they become habits.

BR: How could an organisation learn from this?

PW : We have an 8 field model, .... Includes: Problem, Behaviours we are trying to change, knowledge and skills, learning intervention, trainer, test, measurement, impact. You can apply these in many cases and return back to them. <much longer description in the audio here>. Any time can apply this to any learning intervention. But they don't.

BR: Whatever we are trying to do, it comes back to ABC. What matters is attitude, behaviour culture.

BR: Something that comes up a lot is simplification. The jargon is too complicated. Is that right?

PW: Yes we try and talk in real language not terminology. We start with language.

BR: Also you bring decision making into one place, is there a need for a more simplified taxonomy? Do we need more product management concepts?

PW: We use playing cards to identify the challenges. The top 1 is 'IT has no understanding of business impact and priority'. And 'IT is too internally focussed'. And 'Everything is top priority according to the business'. So clearly IT needs to talk to the business on their terms.

IA: You also refer to different ways of working. How to... do things. You talked about 6 weeks to learn new behaviour. Maybe that applies with ESM in a wide context, plan for 6 weeks changes.

PW: Yes, it is all about behaviour change. Attitude is 'why'. Behaviour is the 'what'. There is also a problem with management commitment. It is important that managers walk the talk and get out there and give time and support to people to allow them to change. This is a big change for them, Many CIOs and Managers say they don't have the skills to lead new ways of working.

BR: Our industry loves shiny new things.

PW: Thanks for all you have done in the industry.

### **Paul's Recommended Drink**

- Paul likes Kentucky Breakfast Stout (it's a beer).

### **Useful Links**

Twitter: <https://twitter.com/gamingpaul>

LinkedIn: <https://www.linkedin.com/in/paul-wilkinson-20b396/>

### **Bar Bio**

Paul is a passionate finger-pointer, speed talker and is also business development director at Gaming Works. He loves a good simulation, is very good with his ABCs, and has recently taken to polishing up old good concepts into shiny new things. It also looks like he may be a fan of a boozy breakfast, since his favourite beer is a breakfast stout. Personally, if I started every day with a bottle of Stout, then I am sure my Attitude and Behaviour would also both change pretty quick.