Digital Podcast Show Notes Episode 50 with Guest Dave van Herpen

Hosts: Barclay Rae, Ian Aitchison (slightly muffled this time)

Greetings section
BR: Greetings!
IA: Today's trivia. Why did Tyrannosaurus Rex have such short arms? Not a joke. The latest theory is that longer arms get bitten off by other T-Rex's in fights over food, so they evolved to not be bitten off. Interesting huh?
BR: Today's guest is Dave van Herpen.Who are you?
DH: Married, kids, sport, dutch, independent change consultant. Then into agile and DevOps and Lean coaching, and now lots of organisational change. Not a typical framework fetishist. Also run Servision conferences.

Main Bit
BR: Rather than frameworks, do you see lots of different new ways of working and what di you see that is the most effective at the moment?
DH: I start with 2 things: 1-what the real question is. Get them all in one room and all agree and understand the goals.
BR: Do people just want to 'do agile'?
DH: Absolutely, they do. Then next, 2-find out if the agile transformation will provide the required solution. It must be the right method. They also get a deeper realisation of what kind of characteristics do our approaches need to have. Are those the right methods. If they want to be more efficient on the service desk, it might be better to go Lean or Kanban, not Agile/Scrum.
BR: You mentioned Cynefin earlier, how do you use that ?
DH: In a number of ways. To help find out what method is needed to achieve goals. If you are dealing with an organisational change project it is really complex with humans and systems, and if you want to move to new ways of working, but using a roadmap and waterfall then you ddo not have the right approach to the problem. You need to run experiments. That's where Cynefin can really help.
Also when I engage with teams that want a multidisciplinary approach they start talking about TShaped people. Sometimes a new hire is expected to be able to do everything, It is more realistic to look for a broad knowledge of many things, but one deep core competence. Cynefin can help you understand this and work out where the complex work needs core-competence, or where it is a simple task.
IA: Let's talk about agility. The relationship between philosophy of DevOps and practices of ITSM. Is ITSM becoming more agile?
DH: Absolutely, ITIL 4 did much of this. Practices such as swarming are used by ITSM but come from DevOps mindset. You that those teams want to find the best ways to work and ways to create new value. You also see in the tooling industry than vendors from a Dev

background are starting to overlap into ITSM and ITSM tools are spreading into development.

IA: Do you still see any 'religious' beliefs about the right ways to work?

DH: Not at the practical level. Maybe at conferences but not in a team.

IA: What about going beyond IT. Do you see agile principles in a non IT-context to other business functions?

DH: HR or customer enquiries or marketing or sales… we as consultants can help them be more agile. We will challenge them on what they really want to do though. But I have seen a lot of teams trying to apply Scrum and we ended up with some Kaizen and some Lead.

IA: But some things like Scrum could apply outside of development? Standups, Sprint Reviews etc

DH: Absolutely, You see it with universities where tutors are POs.

BR: What is the essence of Agile Service Management?

DH: 2 perspectives: 1. Apply agiles principles and practices. Collaborate and focus on value etc. 2. Look at organisations that have adapted ways of working for product teams, and that those teams have adapted and can fix incidents once in production. So that is applying ITSM principles to Agile concepts.

BR: What is the best advice for SM people - how to move their mindset?

DH: Go from A to B in an agile way. Run experiments. See results, move from there. Start adopting roles (product owner etc), Start learning. Not just one big bang, just learning and see what fits.

IA: There is a basic mindset, it is OK to be unsure of the destination, which can apply to any future situation.

BR: and that's a wrap, thank you!

Dave's Recommended Conference Drink
- An IPA with juice in it. "Crank The Juice'.

Useful Links

- Dave on LinkedIn: https://www.linkedin.com/in/davevanherpen
- Dave on Twitter https://twitter.com/daveherpen

Bar Bio
- Dave describes himself as a Certified Master in Sticky Notes and Inflatable Pipelines. Pretty cool. When not sticking and inflating, he consults, coaches and trains. And like to play ball games, mostly in the Netherlands. His linkedin profile looks just a tiny bit like Hopper from Stranger Things, but there was nothing strange about having Dave on the podcast. Thanks for guesting!