



Strange Bedfellows  
Karen Ferris

Follow the Sun -  
The Un-Convention

Spotify  
An ITIL® case study

Richard Witton-Smith  
in Conversation with  
Brendan Cullen



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# FROM THE ACTING CHAIR

Dear Members

WOW! What a year!

I doubt anyone reading this has ever seen a year like it. We started the year with horrendous bush fires, then moved on to the great toilet paper famine closely followed by COVID-19 lockdowns across the country. The fact that itSMF Australia is still around at the end of 2020 is a tremendous effort and we thank all our members for their support. This is quite remarkable and is a living, breathing testament to our continued relevance in a very difficult environment. We also have a Conference, albeit an 'Unconventional' Conference, to look forward to, so we'll end the year on a high.

For me personally, this year has certainly brought its own challenges. I've had friends and family back in the UK go through some bad times and it was hard to not have the option of being there with them. Also, before Brad's accident, I did not for one minute think that in 2020 I'd be having to write the Chairperson's address in the Monthly Bulletin. It gets worse (well for me anyway) because in a few days' time I will have to face one of my greatest fears: publicly addressing a few hundred peers at the Unconvention...!! Luckily I have felt the backing of the community and the National Board spurring me on. I have appreciated this ongoing support very much. Thank you!

In a couple of days' time we will be running our first ever Virtual Conference – The UnConvention- Follow the Sun. Throughout the long history of our National Conference, we have been fortunate to have a great line-up of speakers who are willing to share their knowledge and ensure that the event provides maximum value for those who attend. This year is no different despite being virtual. We have a great program in place and have some great speakers from all over the globe. I would like to thank our Conference Committee, in particular our Conference Director, Kathryn Howard on

event possible. Well done team!

One of the core focuses of the Forum at the moment is engagement with our members. We want to serve your needs, provide value for your membership and increase involvement from the grass roots in the direction and running of the forum. About 3 months ago your board put together a working group called the Member Value Program (MVP). This program is made up of 15 members from all over Australia with all States and Territories represented. It is looking at member benefits and what provides value to our members. If you have any ideas that you would like the MVP to consider please email the National Office at [info@itsmf.org.au](mailto:info@itsmf.org.au)

In closing, I'd like to say thank you for the great work that has been undertaken in 2020 by the Board of Management, the State Branch Chairs and the National Office in running itSMF Australia. We could not operate without this largely volunteer commitment to delivering value for membership. A special mention to our Executive Officer Sheryl Kingsley who truly has done a tremendous job this year. Looking forward, 2021 is hopefully going to be a less 'exciting' year, but one which is sure to bring new challenges and the usual frenetic change that comes with life in the ITSM industry as we all strive to deliver the best possible levels of service. It could also be the year that you step up to the challenge of becoming more engaged with your community through itSMF events, special interest groups and Branch Committees. Make that effort to get to a State Branch event and mark your diary now so that you can start making plans to be at our National Conference in Brisbane in August 2021. There is so much knowledge we can all share, and let's face it, we could all do with something to look forward to!

Enjoy your Bulletin.

Brendan Cullen

Acting Chair, itSMF Australia.



# STRANGE BEDFELLOWS

BY Karen Ferris

CIOs and their teams will need a change management strategy that embraces the can-do attitude and agile approaches that got employees working remotely in a timeframe never experienced before.

They will need a change management strategy to be future fit. This, according to Forrester, is a combination of being adaptive, resilient and creative.

These are traits that have seen organisations not only survive previous crises such as the burst of the dot.com bubble in 2001-2002 and the global financial crisis of 2007-2008 but will also see them differentiate themselves as the winners, not losers, in this pandemic of 2020.

A fundamental piece of that strategy is the CIO and CHRO partnership.

## **A CHRO partnership**

Gartner predicts that by 2021, "CIOs will be as responsible for culture change as chief HR officers (CHROs)."

According to Elise Olding, research vice president at Gartner, "A lot of CIOs have realized that culture can be an accelerator of digital transformation and that they have the means to reinforce a desired

culture through their technology choices.

A partnership with the CHRO is the perfect way to align technology selections and design processes to shape the desired work behaviours .”

There are a number of drivers for the partnership.

## **Employee experience**

Both the CHRO and the CIO have the employee experience as a goal. They have to make the employee experience as great as the customer experience.

The CHRO can explain what the organisation and the employees need as users of technology. The CIO role is to understand the needs of the CHRO as a customer.

## **Learning and development**

Employees have to be up-skilled in new ways of working and using new technology resulting from digital transformation initiatives.

The CHRO will need a sturdy and stable learning management system as the need for learning and development in a digital world increases. The CIO will be key in that provision.

## **Talent management**

According to Gartner, in 2019 the top of organisational competencies for the CEO was talent management. This is

clearly the realm of the CHRO.

The second, third and fourth competencies were technical-orientated. Clearly not the realm of CHRO but the realm of the CIO.

The CEO has to turn to both the CHRO and the CIO to achieve the top 4 organisational competencies.

The CHRO has the experience and expertise in talent management, recruitment, training and retention whilst the CIO has the knowledge required for digital transformation. This partnership enables talent management in a digital-era context.

## **Technology and data**

A 2019 report by Sage called “The Changing Face Of HR” stated: “Nearly 57% of HR leaders reveal they can’t invest in new technology because of resourcing restrictions, with 51% citing a lack of vision and leadership in their organization is preventing change.”

The same report reveals that 43% of CHROs think their organisations won’t be able to keep up with changes in technology over the next decade, including advances in cybersecurity and privacy. Additionally, only 25% identify as tech-savvy.

This highlights another opportunity for the CIO and CHRO to work together. The CIO can support the CHRO with budget requests for technology by providing data and rationale. The CIO can support the CHRO in making sure

that employee data is secure and increasing employee awareness of security issues.

## The future of work

When COVID-19 hit us the CIO and CHRO were forced to work alongside each other, not through intent but through unforeseen circumstances. What has been put in place to enable the workforce to continue working is a stop-gap solution.

The CIO and CHRO now need to partner and determine the future of work - during and post pandemic.

They will need to determine a joint vision and strategy; co-design the future of work in conjunction with employees; and drive the intensity of innovation and digital transformation with an aligned people and technology perspective.

One of the first items on the CIO / CHRO agenda is the return to work.

As Don Hinchcliffe writes in Rework: "The CIO and CHRO must ensure that the resulting return to work process is a springboard to realize a more holistic approach to employee experience.

Simply put, the employee experience must move as fast the world. It must therefore be represented in a cohesive but decentralized transformation designed to keep up with the external operating environment. While the CIO and CHRO will spend the next generation of business getting this approach attuned for their organization, they'll never finish evolving it. Nor should they.

The new and better ways we can and should work must be a primary focus now as we begin the momentous journey towards a new hybrid work reality. If we fail to do that, we risk the loss of a historic opportunity and will be largely right back to the fragile and piecemeal way we were before. The CIO and CHRO are the two most vital roles that can collaborate to avoid a retrograde outcome and actually achieve an improved future of work."

## Summary

Successful digital transformation and the future of work depends on the CIO and the CHRO working together as enablers and decision makers to further organisational goals.



### About the Author:

I am an organisational change and service management rebel with a cause! Acclaimed internationally as an author and speaker, with industry acknowledgement of my reputation as a Thought Leader, I provide both strategic and practical advice and insights to my audiences. My ability to share my experience and knowledge ensures that everyone is empowered to make a difference within their organisation. As a self-professed organisational change management rebel with a cause, I push the boundaries of the profession and challenge traditional ways of thinking. I am obsessed with the people side of change in a world in which change is constant, volatile, uncertain, complex and ambiguous. I have the firm belief that resilience in the face of relentless change is key to organisational survival.

In 2011, I authored the breakthrough publication 'Balanced Diversity – A Portfolio Approach to Organisational Change' introducing an innovative framework for ensuring that organisational changes become embedded into the fabric of the organisation. The revised edition will be available shortly. 2019 saw the publication of my second book "Game On! Change is Constant. Tactics to Win When Leading Change is Everyone's Business". It explores how every organisation can be fit, skilled, capable, supported and well-prepared for constant change. My third and fourth books "Unleash the Resiliator™ Within" were published in 2020. The handbook for individuals enables everyone to be resilient in the face of constant change. The handbook for leaders enables leaders to create, maintain and sustain an environment in which resilience can thrive. Contact me at [karenferris.com](mailto:karenferris.com)

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# Keynote

## HUMANISING THE NEXT N

"And, when you can't go back, you have to worry  
This is the foundation of our future. The standard  
interpretation. Rather, it is no longer about the 'n  
vigorously into the maelstrom of change than oth  
differently yet we are still who we are - human! T  
we wish to sit in as we seek to understand our flo  
greatest assets when it comes to understanding a



**Simone Moore's** work involv  
business and technology approaches and framew  
experiences are a result of her active values - pe  
Industry Thought Leader, Simone is the Editorial  
and ITIL4 High Velocity IT. Simone takes things be  
background for a deep leadership experience sha

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# Announced

## NORMAL

only about the best way of moving forward.” — Paulo Coelho  
is to which we call 'normal' are not what we once perceived and the expectation of it is certainly open to  
new' but the 'next'. In fact, this has always been the case, it is that we feel we've been thrust more  
ner eras have experienced - or so we believe. We have become different, needed to work and act  
he question remains not about who we are now, but who we want to become. Which modus operandi do  
ow and how close to the edge on which we stand to make the shift to the 'next'? Curiosity is one of our  
and moving forward on a journey! Let's explore it together.

es guiding the digital journey of organisations and individuals in adapting to Humanising IT. Blending  
orks to help us thrive in an ever-changing, dynamic world. Flourishing humans and exceptional  
ople connected, knowledge shared, possibilities discovered and potential realised. A recognised Top 25  
Director of 'The Era of HumanisingIT' docuseries, contributing author to VeriSM Unwrapped and Applied  
eyond technology by combining it with her HR, Organisational Change and complimentary health  
ared through consulting, training, workshops, conferences, podcasts and social media.

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# Spotify

## An ITIL® case study

by Ola Källgård

A key message within Spotify is speed. Making deliveries flow is paramount to maximizing resource utilization. The underlying drive is the need to deliver and improve faster than the competition. In the words of Jack Welch, 'if the rate of change on the outside exceeds the rate of change inside, the end is near'.

The importance of speed, together with a culture of continuous improvement and autonomy, has a profound impact on the way that processes are designed and improved at Spotify. The focus lies on the purpose and objective of the process rather than on the process activities.

### Background

In 2017, the organizational growth at Spotify was massive. Teams that used to work side by side now found themselves scattered around the world. The pending introduction on the American stock exchange introduced new compliance requirements. The organization experienced growth pains, and the need for company-wide policies and common ways of working increased.

Olingo Consulting was contracted to support part of the organization in striking the right balance between control and agility, including the financial systems (FS) support team, which was highly impacted by the regulatory requirements.

The Olingo consultants were brought in to act as agile coaches, and their mission was to gently guide each team by leading them in the right direction. Olingo worked closely with other agile coaches within Spotify on this assignment.

There was no project or organizational change programme, and the results were to be reached as part of continuous improvement activities.

The following areas were within the scope of the assignment:

- Managing flow Finding an efficient way to manage the total workload for the teams, including change requests, incidents, technical debt and projects.

- Managing compliance Ensuring that the controls were in place to comply with the regulation imposed by the financial bodies.

At Spotify, work is organized around cross functional, autonomous teams. This means that each team possesses all the capabilities required to drive a piece of work all the way to completion. Hand-offs from one team to another are rare, and avoided wherever possible. Each team is responsible for achieving its mission and reaching its goals but, in return, has the mandate to form a way of working that best fits the team. The FS team is responsible for delivering IT services that are used by internal functions, such as tax, procurement and accounting.

When Olingo began working with Spotify, these services were running on an enterprise resource planning (ERP) platform and the FS team was responsible for developing the services as well as improving and supporting them. These services were highly impacted by the compliance requirements imposed by the regulatory bodies. In addition, the FS team had a key challenge at this stage, to move from an on-premise ERP to a mix of various best in class cloud ERPs, in a very limited timeframe.

Due to the time constraints, most people involved thought this could not be done in time.

Many other teams at Spotify were impacted by Olingo's work, but for this case study, only the FS team will be used as an example, and referred to as 'the team'.

## The Spotify culture and ITIL

Transparency, visualization and an agile mindset are, together with speed, the driving forces and mantras within the Spotify organization. A key part of the agile mindset is the concept of mission command and autonomous teams. The teams at Spotify were used to getting a clear mission and then, internally within the team, forming the tactics and capabilities to deliver. This mindset had a profound impact on how work was performed and improvements made.

When Olingo began its assignment, ITIL, as a framework, was relatively unknown within the Spotify organization, and some staff members felt that using frameworks slowed them down.

However, closer scrutiny proved that very few of the staff members making these remarks had any first-hand experience with ITIL. The ITIL framework served to guide the work being carried out, and implicit references were made to several of the ITIL processes throughout the assignment, including change management, demand management, incident management and request fulfilment.

## Managing flow

One challenge for the team was to manage and prioritize the workload in an efficient manner. The team had several customers within the organization, and each of them expected the team to focus

on their function's specific needs. Another challenge was managing the different types of work the team was responsible for performing. Requests for new features from internal customers were mixed with support requests and the need to work on technical debt and strategic projects.

A ticket management tool was in place and being used, but there was difficulty in understanding the order of priority of the tickets logged in the system. The ticket management system was a great place for storing information, but it was not providing great visibility of the total workload. What was needed was a way to visualize the workload so that items could be prioritized, and flow created. However, visualizing the team's workload was just the first step. In total, four key challenges were identified:

- visualizing the total workload
- managing work overload
- coordinating the needs of internal customers
- managing different types of work.

## VISUALIZING THE TOTAL WORKLOAD

To get a clear view of the workload, it first had to be lifted out of the ticket management system. The concept of Kanban and a Kanban board was widely spread within Spotify but had not, until then, been used by the team. The work being done by Olingo and their fellow coaches provided a great opportunity to make use of Kanban, in conjunction with ITIL, to track and prioritize different processes carried out by the team. A portable whiteboard was used, and tickets from the ticket management tool

printed. The first version was basic, but kicked off discussions and ideas for improvement. The work items were sorted into columns, with each column representing a stage in the workflow, for example 'to do' or 'work in progress'. One challenge that immediately became obvious was the size of the workload.

Even if the team had realized that the workload was hidden in the ticket management system, the situation was worse than expected.

## MANAGING WORK OVERLOAD

To make the workload manageable, work in progress (WIP) limits were introduced for each column. The WIP limits provide an upper boundary on how many work items can be allowed in each column.

A limit of three would mean that a maximum of three work items would be allowed at any one time. To ensure that each item had an owner and that individual staff members were not overloaded, so called 'avatars' were introduced. An avatar is a representation of a team member, in this case in the form of a whiteboard magnet with the person's picture on it. For each team member there were two magnets, meaning that a team member could be assigned a maximum of two work items at the same time.

Now that the workload was visualized the next challenge became apparent; how could the work items in the 'To do' column be managed? This was particularly problematic as most of the work items in this column came from outside of the team.

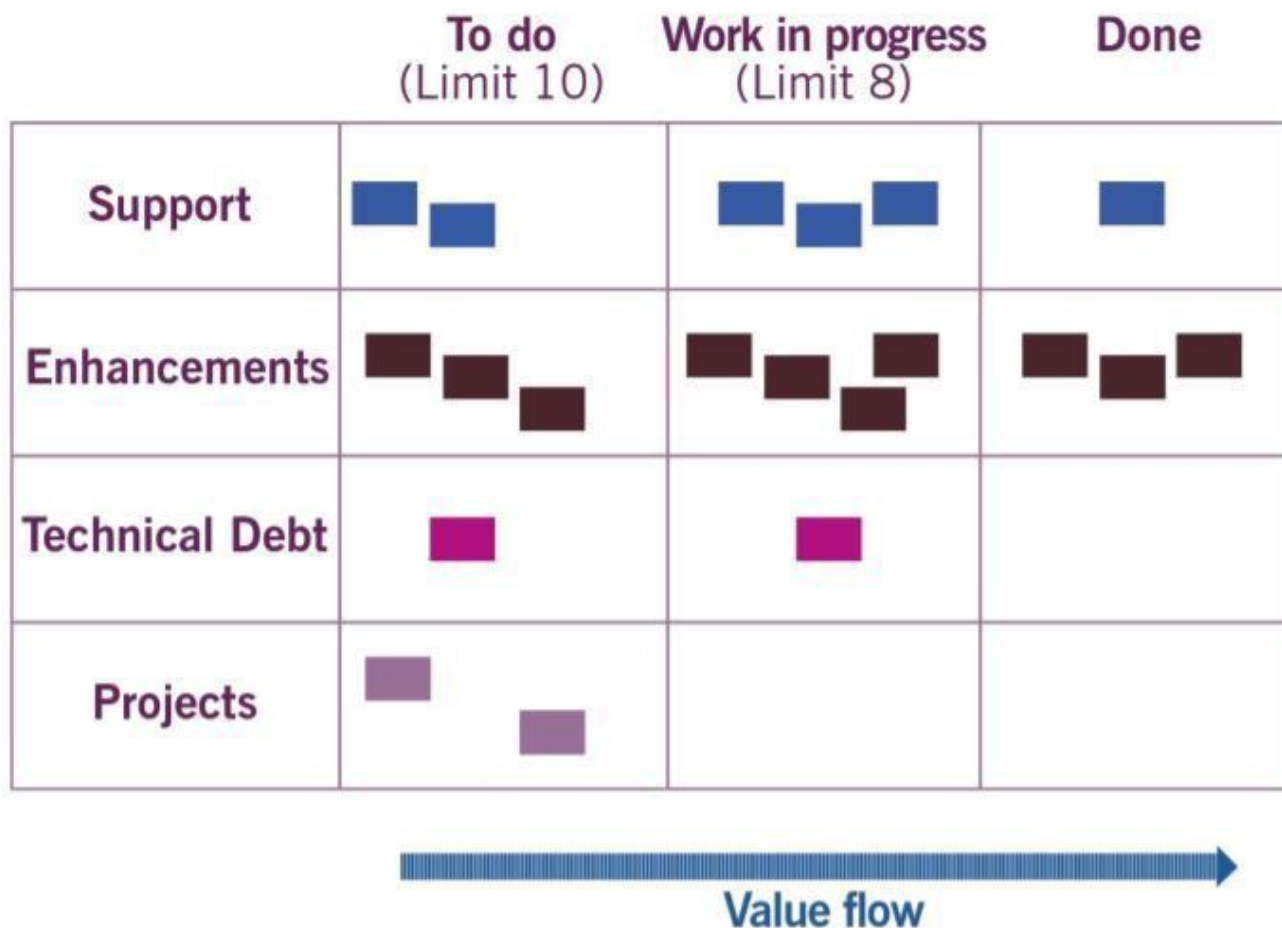
# COORDINATING THE NEEDS OF INTERNAL CUSTOMERS

The team had several customers within the organization, each with their own specific needs, requirements and expectations regarding the IT services provided by the team. An advisory board, similar to a change advisory board (CAB) found in ITIL, was needed. However, merely making decisions and planning changes and feature requests would not suffice. Getting input on changes and new feature requests would surely help, but the team would still be left with the challenge of prioritizing its entire workload. This included prioritizing different ITIL processes, such as both incidents and service requests, against change requests. As a first step, weekly planning meetings were arranged and key stakeholders from each internal customer invited.

The visualization of the total workload was an eye opener to all the stakeholders. It was easy for them to see that pushing more work on the team when they were already at full capacity would not move things forward. Just getting the stakeholders together in the same room created a world of difference compared to meeting with them individually.

Constructive discussions started and synergies between the stakeholders emerged. Above all, the stakeholders realized that the team had limited capacity and that there was a need to prioritize what was most important for the entire organization, not only for the individual function.

There were still times when everything seemed urgent and of equal importance, but instead of breaking the WIP limit of the 'to do' column, the team found



another way. They simply left the room and asked the stakeholders to come to an agreement of what work should be prioritised, in line with the ITIL guiding principle of 'focus on value'. It should not be for the team to decide what is most important from a business perspective.

## MANAGING DIFFERENT TYPES OF WORK

The customer meetings made it possible to choose and prioritize the work items coming from the business.

However, there were other types of work items in the team's total workload and some of them, such as resolving technical debt, were not on the customers' radar. After some discussion it was agreed that the work items could be divided into four categories:

- support

- enhancements (new features and changes)
- technical debt
- projects

This made the other types of work items visible to the customers but, as the customer saw their enhancement and support requests as more urgent, technical debt and project work still had difficulties reaching the WIP column. The team realized that something had to be done to make those work items that were less urgent, but equally important, flow. The solution was to introduce limits on the different types of work.

Even though this created some initial protests from the customers, it proved successful in the long run as the customers started to see the positive impact of removing technical debt and increasing the overall quality of the IT service.

	To do (Limit 10)	Work in progress (Limit 8)	Done
Support	4	3	
Enhancements	4	3	
Technical Debt	3	2	
Projects	3	2	



In addition to the weekly planning meetings with the business, the team conducted daily stand-ups to ensure that work was on track and blockers removed. Retrospectives with the objective of improving the ways of working were also performed, both in planned meetings and as daily improvement activities. New things were tested, some of which were kept and others discarded.

Benefits realized included:

- Increased work flow More work items were completed, and lead times shortened.
- Reduced waste More time was spent on the work items that created most value.
- Increased quality More technical debt was resolved, and work on infrastructure projects increased.
- Improved relationships with and between customers The visualization and regular meetings that were set up create synergies and mutual understanding of the needs and situation of each stakeholder involved.

## Managing compliance

The other part of Olingo's assignment focused on ensuring that the regulatory controls, imposed and audited by financial bodies due to the stock exchange entry, were adhered to. The concept of team autonomy had an important role to play in this case. The plan was to introduce generic change, test and release management processes to roll out to all the teams that were impacted by the financial regulation. There were several specific controls to comply with, but the ones that impacted the financial teams the most were the segregation of duty and audit trail requirements. Segregation of duty means that relevant, and separate, roles

must be involved in testing and approving changes, and audit trailing means that it must be possible to track all changes made to the financial system.

The processes were drafted, and the team owning the process tool was involved to make the necessary changes to the workflows in the tool. Meetings to go through the processes and planned tool updates with each team and decide how to perform the implementation were arranged. However, instead of getting the acceptance that was expected, Olingo were hit by a flood of questions and comments:

- Why do we need these controls? They seem to slow us down.
- Why should we have a change process that looks like that? We already keep track of all our changes but we work differently to that.
- Why does that role and person need to be involved? They don't have the time to approve on that level.
- Why are we making that change to the process tool? We use categories in a different way.

Some of the questions and comments could be easily addressed while others proved more difficult to answer. The team autonomy had led to vastly different ways of working and individual ways of using the process tool. The Olingo consultants had made the mistake of acting as teachers instead of coaches and it was clear that they would have to re-think their tactics. They re-grouped and approached the assignment from a different angle, reformulating the message as:

**'These are the regulatory rules you need to comply with. They are a requirement for reaching the organizational goal of**

stock exchange entry. You need to find a way to comply with these rules. We, together with the internal audit team and the process tool team, are here to help you.'

That message had a completely different effect. The teams listened carefully to the requirements and asked questions to get clarifications. Examples of questions that were raised include:

- Can we set up categories of changes and have different approval flows for them?
- Is it enough to document the reason for the change in the change ticket?
- How can we get approval if a key role is vacant or absent?
- If a change has been approved at an earlier step in the process, does the technical update need approval before being put into production?

It was clear that each team had an underlying objective in mind, to comply with the controls while maintaining minimum impact on flow and speed.

The outcome was that each team had its own way to successfully fulfil its requirements, including its own process flows, configuration of the process tool, and way of interacting with key stakeholders. This could have increased some costs and caused some challenges, especially for the auditors, but the drawbacks were overshadowed by the benefits. The flow of work increased, as each team could create a process that fit its own requirements. This, in combination with the benefits of each team taking full responsibility for complying with the controls, and not having the option of blaming a faulty process, created far more value to the organization in the long run.

## Summary

The entry on the American stock exchange was successful and the improvement work continues at Spotify. Staff interest in ITIL has increased since the assignment, as the value of the framework has become clear, and recently, Olingo delivered formal ITIL training at Spotify. Although the adoption of ITIL is still ongoing at Spotify, the organization is making great steps towards improving its processes, and already understands and adheres to the ITIL principles better than most companies. They have realized that processes should not be created and obeyed just for the sake of it. The ITIL framework is based on best practice and common sense and Spotify has plenty of that. The processes are there to support the organization in achieving its goals and, as long as the process fulfils its objectives and constraints, there are no rules for its design.

### About the Author



Passionate about striking the right balance between order and chaos, Ola Källgården bends and twists frameworks, models and philosophies into something that is truly useful. Ola has experience from a range of different roles within the IT world, including developer, business analyst, project manager, organizational change manager and management consultant. Apart from guiding and coaching clients Ola is also a public speaker as well as an acclaimed and accredited ITIL and DevOps trainer.

**About Spotify & Olingo Consulting  
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# Richard Witton-Smith in conversation with Brendan Cullen

## What is your current job title and industry and what do you enjoy the most about both?

Hi Brendan, I am a Global Major Incident (MIM) and Senior Process Manager with Swiss Reinsurance Australia, responsible for leading the MIM; Incident; Problem and Request Fulfilment practices in the Asia region. What I enjoy most is the day to day diversity of my role, the unique challenges I face while constantly engaging with a vast array of brilliant teams across the globe. My goal is to foster a high level of customer intimacy, customer satisfaction and rapid service restoration.

## How long have you been an itSMF Member?

Since 2013

## What itSMF Membership Benefits do you get most value from? (Select top 3 and/or other if applicable)

- \*Seminars
- \*ITIL Online
- \*itSMF Bulletins / Publications

## What do you enjoy most about being an itSMF Member?

As the NSW State Branch Chair, I find the greatest enjoyment is connecting with like-minded people on all things Service Management. Knowledge sharing, networking and ensuring we deliver the best possible Seminars (Events) for our members is key. The Annual Conference is also a major highlight where I can meet with individuals on a National level and although this year we will not meet in person, I'm really looking forward to the 1 day Virtual 'Unconvention' on the 09th December.

## Has being an itSMF Member benefited you professionally?

For sure. I arrived in Australia in 2013 and had very few contacts in the local industry. Initially I joined as an individual itSMF Member before being approached to join the NSW Committee and thereafter took up the NSW State Branch Chair in 2019. This has enabled me to gain valuable insights in the Service Management industry in Australia, while building a network and gaining exposure outside of my day-to-day role. Being a itSMF Member has also enabled me to use the ITIL Online publications to complete a number of ITIL courses.

## What ITSM related certifications do you hold, if any?

ITIL Foundation V2/3  
ITIL Intermediate Strategy/Design/Transition/Operations/CSI  
IPPS Professional Problem Management Certified  
MCSE Microsoft Certified Systems Engineer

## What has been your biggest workplace or career challenge and how did you face it?

Moving from a technical background (Microsoft) in to the ITSM space as a Global Request Fulfilment Manager approximately 10 years ago. It was major shift in the roles I had performed previously and a very real adjustment. The ITIL Foundation and Intermediate courses were a brilliant knowledge source to bring me up to speed in the Service Management world and assisted during those initial years' while my practical experience grew. I wouldn't change the direction I have taken as I believe Service Management is the glue between high performing IT and Business teams.

**Have you ever applied your ITSM skills outside of work?**

Yes, in team sports, both as a player and coach. Applying the principles of CSI and to an extent applying the 4 Ps' principles from V3 (People/ Process/Products and Partners) to improve team results on the cricket, rugby and football fields. Having the ability to lead from every position and quickly adapt to a changing environment is essential for optimal results, which goes hand-in-hand with Agile working principles in both a competitive workplace and on the sporting field.

**What do you see as the biggest challenge or 'next big thing' for ITSM professionals over the next couple of years and what do we as ITSM professionals need to do to address these challenges/opportunities?**

ITSM is here to stay and is only going to become more and more relevant as companies look to maximise value and business return through all things Service Management. At the heart of everything is people. Connecting people to services, to technology but most importantly to each other. Roles will naturally evolve and die however the need for delivering services efficiently and effectively can only be achieved through outstanding customer service and ensuring individuals at every level feel truly empowered. It is also paramount to imbed these values in your corporate culture and inspire the younger generation with such principles.

**What's the most valuable piece of advice you have been given in your professional career?**

When making critical decisions never assume anything. Listen carefully to what others are saying, gather opinions before making up your own mind.

It's better to take a moment and make a sound judgement call, then waste time rectifying a knee jerk one.

**What advice would you give young people who have chosen a career in technology?**

We live in a VUCA world and change is not only constant but inevitable. Therefore keep an open mind and go with what you feel passionate about. If you enjoy what you do, everything else will come naturally. Don't pigeon-hole yourself in one direction but explore different opportunities. Your career should not be aimed at sprinting to the finish line but rather a step by step journey of progression.

**What do you like to do when you are not working?**

All things sporting and spending time with my wife and two young boys

**One word that could describe your experience of itSMF Australia?**

Passionate

**Have you ever been to an itSMF Conference, if so what was your conference experience like and do you have a lasting memory?**

Yes in Melbourne, Sydney and Brisbane. The most recent conference in Brisbane (2019) was outstanding, brilliant location, fantastic presentations throughout, a genuine feeling of community spirit and topped off with a memorable river cruise to host the Annual Gala Dinner and Awards Ceremony. I'd highly recommend it, regardless if you are a corporate or individual member such as myself.



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Australia and the World has seen unprecedented change and transformation during 2020 which will continue into 2021 and beyond. Service Management 2021 will give us all the chance to reconnect, share unexpected experiences and many new ideas.

Submissions to be a speaker are open now, so put on your thinking caps and start submitting, as we cannot wait to see what you have to share.

**You can view the submission guidelines and submit here.**

The SM Conference Organising Committee is working hard to bring you an insightful and innovative conference, so keep your eyes peeled as we share more details.

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We look forward to seeing you in Brisbane!

**For more information, visit the website here.**

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