

IT INTERVIEW

Audio file

[IT Interview with Glenn Goodwin-20220405 080217-Meeting Recording.mp3](#)

Transcript

00:00:03 Bo

Great, alright? So we're recording so I'm going to scan the start off with the first question. Could you provide a general overview of your role and duties as an executive Decker director of ICT and the industry you're currently in, yeah?

00:00:20 Glenn

I'll just close the doors.

00:00:21 Glenn

It's annoy people out there, OK?

00:00:27 Glenn

OK, so tell me about so you want to know about my role. So right? The role really is to look after it.

00:00:36 Glenn

It's about managing the IT resources and the staff dealing with it so.

00:00:44 Glenn

Everything to do with it in the organisation so and and there working as well. So I see T so.

00:00:51 Glenn

I I think you know it's it's a really broad question. Yeah ET has everybody has their own dream of what that means.

00:00:58 Glenn

So probably probably somebody once said to me that if it's gotta plug in it, it's my problem and I think that's a pretty good definition.

00:01:05 Glenn

So you know the other day I ordered microwaves because it's gotta plug in it and that's my problem so.

00:01:12 Glenn

It's a very broad.

00:01:14 Glenn

Role so key is there's ten staff also could be more in New York doing my team and and it's divided between what you'd call classic desktop support and server infrastructure roles. So looking after all the hardware looking after the.

00:01:32 Glenn

Customer inquiries

00:01:34 Glenn

Uhm, you know support enquiries, building new computers? All of those the classic desktop support that's inside most organisations. And then we're we're fortunate enough to have a a development team, so they're looking after enterprise systems so they're building new capability for the for the organisation and.

00:01:55 Glenn

And they're also maintaining existing platforms. And then my my role as well more broadly is to also look after.

00:02:06 Glenn

You know all of the contracts and all of the.

00:02:09 Glenn

Uhm, you know what? What the strategic direction? So so my day, what my day today looks like I think did you ask that question?

00:02:18 Glenn

What what is it day?

00:02:20 Bo

Uh, mainly just so I as as I mentioned, so the broad.

00:02:24 Bo

Overview of your role.

00:02:26 Bo

And sort of, perhaps even the I guess.

00:02:29 Bo

Uhm industry, although in your case it might be a bit hard to answer that.

00:02:33 Glenn

Yeah, so industries really internal ice, corporate ICT. They're they're pretty much exactly the same flavour wherever I've worked.

00:02:42 Glenn

Uhm, these kind of roles there. There's a slight variance in the industry you're on, so if you're a nice CIO of a different organisation, as a slight colouring, but they generally the internal functions of

running capability to deliver IT solutions for the business, uh, a lot of my role is around resource allocation, that's my.

00:03:02 Glenn

You know I've got money. I have to figure out where it's going and I've got humans. I gotta figure.

00:03:07 Glenn

Out where they're going.

00:03:08 Bo

OK, so that's.

00:03:10 Glenn

So, so it's a really kind of about decision making. Around where do I put the bets on the table to get the best bang for buck for the organisation?

00:03:21 Bo

Ah, OK, that that does as I expect. It sounds very, very intensive. Quite quite a lot of pressure.

00:03:27 Glenn

San Bay and Bay land.

00:03:30 Glenn

Yeah, yeah, there's there's actually.

00:03:32 Glenn

A lot goes on like it's.

00:03:35 Glenn

Yeah, it's I've. My history has been software development management and I took on a CIO role about four years ago.

00:03:44 Glenn

And the expansion from beyond just software development to actually infrastructure management and whole organisation support ADS at a very different complexity to roll.

00:03:57 Bo

OK OK oh I was about to ask what tools you use to achieve your goals, but I think that's I. It sounds like.

00:04:04 Bo

You would use just about everything.

00:04:06 Glenn

Not not, not really. I mean my job like most of my day to day job is inside word.

00:04:13 Glenn

So I'm reading word documents. I spend a massive amount of time inside of office.

00:04:19 Glenn

Sorry on outlook.

00:04:20 Glenn

So I'm doing a lot of our.

00:04:21 Glenn

Look, probably you know I'm spending that 80% of my day in meetings, so teams a lot of it's a lot of kind of collaboration, direction and then usually you have kind of a tool that's a task tracking tool. So we use, you know there's.

00:04:42 Glenn

We have Salesforce for our support inquiries, but I don't tend to go into that much. I do more project kind of task based.

00:04:50 Glenn

Management, which is a lot more insider of tool we've got for the Dev team which we've also using an infrastructure called Azure Dev OPS which is basically a tool that helps you create tasks and you know do agile development.

00:05:06 Glenn

Processors Yep, and and that's really it. I don't use, you know, the the things that you think someone like me would use like Visio never touch it.

00:05:16 Glenn

And I don't really. I don't go into Salesforce very often.

00:05:19 Glenn

Uhm, you know I'm I spring across a lot of different little tools like I'm I'm, you know, I'm inside Google Analytics. I'm lineside Google tag manager.

00:05:30 Glenn

Uhm, you know just just lots and lots of tools. I'm adding users permissions as your. I've got a bit of knowledge of how as your infrastructure work, so I'm inside that just looking and really a lot of the time I'm checking that things are done right, but I'm speaking to see if something is not done correctly.

00:05:48 Bo

OK.

00:05:51 Bo

OK, and probably with just how broad your role is. What we'd say is, you know, really, the primary focus.

00:05:58 Bo

Was it like you know the project management, the you know the human resource set of management part of it? You know managing stakeholder queries.

00:06:10 Glenn

Could I say all the above? They all they all come in at different flavours, so you know day-to-day, day-to-day. Usually at my level, UX end up getting staff to run projects.

00:06:22 Glenn

The most of the day today projects so I don't get involved. Like if there's a 20 laptops need to go out, I go. Let's by 20 laptops.

00:06:30 Glenn

We buy 20 laptops and then I leave it to the infrastructure operations manager to deal with the 20 laptops and the roll out of those.

00:06:37 Glenn

I don't want to get involved with.

00:06:37 Glenn

Who you're talking?

00:06:38 Glenn

To and the the the appointment times and things like that. That's not my problem.

00:06:42 Glenn

And and day-to-day of the software development team. OK, you know, I might say you're gonna deliver this bigger.

00:06:50 Glenn

This this bigger project, but how it gets executed is up to them out on a project management. So my role is really about making sure that the right you you know.

00:07:03 Glenn

It's probably a lot about.

00:07:05 Glenn

It's making sure that the team has got the right kind of capacity to deliver on the vision that a lot of people have.

00:07:11 Glenn

So, stakeholder engagement and management's important like I'm always talking to lots of different teams in the organisation and then talking back to my team and then dealing with the the money.

00:07:25 Glenn

And the people side to achieve those outcomes.

00:07:28 Glenn

I don't know if that answers your question. I think you're looking for one answer, but it's.

00:07:32 Glenn

That straightforward.

00:07:32 Bo

Not really at forward, yeah, no. That's that's actually a really good answer, you know and.

00:07:40 Bo

Like as long as he is getting pretty good answer, just you know just sort of generalising it. Just you know you've given us a pretty good focus as to you know what you do.

00:07:51 Bo

Do come but again, it's a bit like you said your your role.

00:07:55 Bo

Is quite broad.

00:07:56

He's very good.

00:07:56 Bo

And and just on the note of stakeholder management. So so.

00:08:03 Bo

Of the with your, could you tell us a bit about your? You know your interaction with the stakeholders.

00:08:10 Bo

Uhm, do you primarily focus on you know internally or you know external stakeholders like you know, clients and investors no no.

00:08:18 Glenn

So, so my role is really 'cause it's corporate. My role very focused internally and a really key lesson. If you're ever in a corporate environment, is there's four people that you need to keep.

00:08:30 Glenn

Happy to keep your job so.

00:08:33 Glenn

Number one really easy CEO at my level. Gotta keep the CEO happy so he has a problem with his iPhone.

00:08:38 Glenn

That's a priority for the whole team like we are gonna solve his iPhone problem. That's just the reality of the situation.

00:08:44 Glenn

If he can't join a meeting, if you got a laptop broken, I'll go heaven and earth to get his laptop working CEO, then you've got the CFO, the I team.

00:08:54 Glenn

Spends a significant amount of money. If you have a poor relationship with the person who gives money in the organisation your job is dead in the water you. If you cannot get a story. If you cannot have a good relationship with us.

00:09:07 Glenn

Yeah, so then when something hangs up and you need to buy something and they say no, then you can't deliver on your outcome. So gotta keep a really great relationship with the CFO.

00:09:17 Glenn

Uhm, normally then you know in most it rolls you wanna keep your boss happy. Sonos tightly people report to a corporate services manager.

00:09:27 Glenn

I'm lucky I brought to the CEO and then funny enough the very powerful person inside the organisation is the executive assistant. So I've seen some IT people.

00:09:37 Glenn

Lose their jobs because the the executive assistant couldn't print because the executive is.

00:09:42 Glenn

Sistant cannot do their job. Then they winge and complain to the CEO and that they don't wanna hear whinging, and that's when you're you lose your job so you keep the CEO happy, the CFO happy and executive assistant happy, and then broadly then it is stakeholder management across the board. So it's talking to the marketing team.

00:10:03 Glenn

What do they want you talking to? You know all of the different teams connecting with people and it is definitely about the relationships.

00:10:11 Glenn

It's you've gotta move like in the lower rungs of IT you move from being quite task focused and delivering on actual out.

00:10:19 Glenn

Terms of of this particular thing I need to fix your computer when you become more senior. It's more about a negotiation you've got.

00:10:26 Glenn

Actually, you know you don't have enough capacity to deliver on everybody dreams, so you've got actually kind of create Rd maps and take people on journeys. And then there's a whole lot of stakeholder management external.

00:10:39 Glenn

Providers, so we've got telecommunication companies. We've got people who build our website and it is very challenging because we pay for a service and we expect them to deliver at A at A at a cost of.

00:10:55 Glenn

Are you?

00:10:56 Glenn

Uhm, and I've seen IT managers who've been extremely aggressive with external providers and what you find is the external provider will start cutting corners and therefore you stop getting delivery of what you expect.

00:11:08 Glenn

So you've got to have a really beautiful balancing act where you hold them a little bit to account, but you don't super hold them to account a bit of a swing.

00:11:16 Glenn

And roundabout situation. So you know you've got to find good providers that you trust that you pay fairly for their services.

00:11:24 Glenn

Because I find that if you go after your contractors in your externals then they will go after you and then your life becomes hard and then you can't deliver the outcomes for the business.

00:11:36 Bo

That sounds very, very that. That sounds absolutely just challenging.

00:11:41 Glenn

It is, and that's where you need to see a fire on board because you need to spend a.

00:11:41 Bo

Oh no.

00:11:44 Glenn

Little bit more money to get good suppliers.

00:11:46 Bo

OK, yeah, uh, so from what pretty much what I've gotten so far is there's a lot of sort of just interactions.

00:11:48 Glenn

It's just the puzzle.

00:11:55 Glenn

With well, internally and just meant maintaining those relationships relationships in it at a senior level are everything, it just you must absolutely nail the relationships and just keeping good relationships with everybody.

00:12:14 Bo

Tim, can I just ask you to mute your mic?

00:12:20

D or me.

00:12:25 Bo

So just 'cause I'm could you. Yep, there we go, yeah. So one of the questions we sort of have to ask is was I guess is is mainly your interactions with you know other IT professionals. You've already briefly gone over how you interact with your team. I'm hoping you could.

00:12:45 Bo

Sort of expand on that particular area.

00:12:47 Glenn

Yeah, really really really good question so.

00:12:50 Glenn

External IT professional so you never you never get enough skilled resources in your team to solve every problem. So today I was talking to a company to help us build UX UI design capability.

00:13:03 Glenn

So we've got enough skills to build software, but we don't have the specialist knowledge of building UX user experiences.

00:13:11 Glenn

User interfaces, so we engage with them. They're asking us questions about the dreams and stuff we have, and then we gotta come to a commercial agreement on how we're going to deliver this.

00:13:23 Glenn

Those those relationships often form over years, like I've got. You know, I've got a guy that I that we used to do networking for our business, so he's a he's a one man band.

00:13:35 Glenn

He is brilliant at what he does and he charges fairly the relationship with him is is almost like he's.

00:13:42 Glenn

An employee, we trust him, he does everything he consults to us. He does after hours work it. It works really well and then you get quite formal relationships where you've got quite contractual kind of agreements.

00:13:56 Glenn

Where you agree like we're going to deliver this. So when we put in our new telephony platform, we had professional.

00:14:05 Glenn

People they assign a project manager. Everything is done by the book. We get status reports. We're all being held to account.

00:14:11 Glenn

There's tasks and you know everything is quite formal, so you get a real. You can get a real, very good kind of relationships. The management of those relationships does definitely depend on the people that I think.

00:14:25 Glenn

In it, you've gotta be I find to get the best out of it people.

00:14:30 Glenn

Is to be in a bit of a nice guy.

00:14:34 Glenn

IT people can be a bit finicky and a little bit princessy at times. And the more you push them to deliver, the less they deliver, so they've actually got to encourage them. Tell them how great they are going.

00:14:49 Glenn

Come talk, talk a little bit to their ego. Say that we'd be nowhere without your your brilliant assistance and and then and then you know work from there. But a lot of the relationships definitely depend on who you're talking to, so yeah.

00:15:05 Glenn

And and and I deal with a lot of people, so I'm on 2 industry advisory boards in cyber security.

00:15:12 Glenn

We've got, you know, consultants left right and centre is probably about 5 or 10 companies that we're dealing with consultancy on a fairly pretty ongoing basis.

00:15:23 Bo

Yeah, OK, funnily enough, that's something I've noticed, but I'll ask about your, uh, I suppose rollers on those advisory boards.

00:15:32 Bo

A bit later.

00:15:34 Bo

Probably the the last main question we really want to get is out of every you know all these challenges that you face. Is there any particularly one that you find the most challenging?

00:15:52 Glenn

Look, I'm I'm at.

00:15:52 Glenn

The the the the, the always the the natural enemy of it, which is just really sad, is usually the marketing team and the reason why they they are the the natural enemy of it is because they're trying to play with the newest and coolest and the prettiest tools of trade.

00:16:09 Glenn

So often they are bleeding edge and they are saying things like why can't we do this or we wanna play with this or you're too slow you're not delivering?

00:16:20 Glenn

We can see our friends are getting this or Google does this. Why don't you so dealing with the expectations usually of a marketing team are the hardest.

00:16:30 Glenn

And nearly insurmountable.

00:16:33 Glenn

Role that you part of your role.

00:16:35 Glenn

In an I team managers role.

00:16:38 Bo

I I did man.

00:16:40 Glenn

You can never sit safe.

00:16:41 Glenn

You can never succeed.

00:16:43 Bo

Well, I I didn't actually expect that answer to be honest. The marketing team, that's that'll be noted perhaps for all our future, is to have a vendetta against the marketing team.

00:16:54 Glenn

Well, it's it's. It's not about the relationship, it's about their expectation that they expect a lot out of technology to solve a lot of problems.

00:17:01 Glenn

And you're still dealing with what you would refer to almost as hygiene. Like you know, Sally doesn't have a laptop, we need to get her a laptop, whereas marketing over here are talking about QR codes popping up, virtual reality headsets, you know. So you've got this really massively complex.

00:17:22 Glenn

Problem on one side and his hygiene issue on the other, and you always naturally have to solve the hygiene issues of the business. It and it's very hard to get great capacity to deal with the dreams.

00:17:34 Glenn

And and the return on investment can be.

00:17:36 Glenn

Really hard as well like they.

00:17:37 Glenn

They're dreaming and their visioning. And you know, you might not actually might spend \$1,000,000 but only make \$10,000. That's the kind of challenges.

00:17:47 Bo

OK, do you? Do you think that passed all of these expectations? Just perhaps just part of their role of wanting to, you know, think big and earn big kind of thing?

00:17:56 Glenn

Absolutely yeah yeah. Everybody trying to push their own Barrow a little bit, absolutely.

00:18:00 Glenn

Yeah, the other the other challenge is that as an IT professional, the more that you create ring, fence and create.

00:18:09 Glenn

Capability and you know if this is the tool we use, the more likely people are to bring out their own credit card and buy their own thing and so.

00:18:16 Glenn

Then you lose control.

00:18:18 Glenn

So you've got to play a beautiful balancing act of delivering quality services that people actually enjoy using.

00:18:26 Glenn

But lock it all down a little bit, but not too much that people are not too slowly delivered that people just go and buy their own.

00:18:33 Glenn

Stuff with their own credit cards.

00:18:35 Bo

OK, alright uh.

00:18:39 Bo

Let's see, UM.

00:18:42 Bo

Uhm, one of us actually had a question just around just being curious about sort of what type of student you were back in university. Do you think that had any sort of a claim to your success?

00:18:56 Glenn

Yeah, so my I was a student I was I was the I was the classic software development student so I I was did a lot of I loved all the development software development subjects.

00:19:09 Glenn

So I actually did an architecture course and changed into it because of how well I was doing on the.

00:19:16 Glenn

It subjects and not so well on those architect.

00:19:19 Glenn

2 ones right. And so I really enjoyed the actual logic maths. All of the programming stuff really loved that logical part of the job.

00:19:29 Glenn

I hated all.

00:19:30 Glenn

The wordy subjects everything. These words I was just like they're boring. I don't really, you know he cares. Frameworks don't care whatever and and then you know.

00:19:39 Glenn

It's it's.

00:19:41 Glenn

You know, and I and I did quite well. I couldn't wait to see the back of uni and.

00:19:45 Glenn

Get a job.

00:19:46 Glenn

So my first job was actually support phone support and that I think that's that was a really good key for me to actually be on the phones and have to deal with people and explain complex technology.

00:20:01 Glenn

In a simplistic way to people who had no idea about computers.

00:20:06 Bo

Yeah, it's yeah. It's actually a concept that even for me my own role where it really challenges you to challenge is your own understanding.

00:20:16 Bo

'cause if you can't explain it to someone in simple terms and it kind of puts doubt into you, know how well do you really know what you're doing, yeah?

00:20:27 Bo

That's interesting.

00:20:28 Bo

It's quite interesting that this so at least for made like sort of parallels to what I've experienced, and so when you've experienced as well.

00:20:36 Glenn

And then and then the whole thing is work like. I've worked like crazy for many, many years. You know my big the first big job I had after my support role was a comedy.

00:20:48 Glenn

Computer share and I was like employee 1000 or 2000 and I grew to 10,000 in the 10 years that I was there employees are massive Australian success story but you know.

00:21:02 Glenn

Hours were because it was a global development. You know you you would be up at 6:00 AM in the morning talking to the Americas.

00:21:10 Glenn

And then you would be working all the way through the day, and then you'd be finishing at 10, talking to the UK.

00:21:16 Glenn

You go home, you cheque your emails and start the day again and that was.

00:21:20 Glenn

My life for like 4 years.

00:21:22 Glenn

Of kind of of kind of life, you know, in that, and you work on Saturday mornings as well. 'cause the US is still awake, and then you'd kind of maybe do work on Sunday afternoon, ready for.

00:21:31 Glenn

The week ahead so.

00:21:34 Glenn

Uhm yeah, massive amount of work that I I have put in. That's why I'm here. It's not because I've been lucky or I've made the right decisions. I've actually worked like a dog for a.

00:21:45 Glenn

Lot of my life.

00:21:47 Glenn

And still do.

00:21:50 Bo

That is, that that's quite a success story. You know? That's that's quite inspiring to be honest.

00:21:56 Bo

That looked like.

00:21:57 Bo

It shows that you know it's not impossible, but obviously you know you. You know nothing is free in this world.

00:22:07 Bo

Uh, it was oh that's right. So since I'm just on the topic of just, you know, divisor E board.

00:22:14 Bo

I noticed that it's primarily geared towards cyber security. I I was I was wondering, sort of what was your vision or expectation, how the industry would evolve if you have that kind of insight.

00:22:27 Glenn

Industry cybersecurity in industry? Or are you talking about how these advisory?

00:22:33 Glenn

Boards will allow.

00:22:35 Bo

Ask more so cyber security in.

00:22:37 Glenn

It are cyber security OK?

00:22:40 Glenn

Look, I think I think we are the way I like to think of it is that we're in the we're in the 1920s with motor vehicles so you know you get in your car.

00:22:52 Glenn

You're expected to get out occasionally and turn the engine over 'cause it's broken. You know you've got to be a little bit of an expert.

00:22:59 Glenn

You've actually gotten a little bit to run a computer these days. You know you gotta do your updates. You gotta know where that little red icon down the bottom is. You've got to put your firmware updates. You meant to put your firmware updates on your?

00:23:09 Glenn

On you.

00:23:11 Glenn

You know your IoT things in your home? You know you meant to monthly go cheque your security updates for your fridge? You know has that's broken and it takes you back to the time where in the 1920s you probably.

00:23:22 Glenn

If you're a little bit of an enthusiast, you change the oil on your car and stuff, and then you'd be driving along and have an accident and everybody would die because that was just.

00:23:30 Glenn

How it was right there was. That's just the expectation. There was no compliance. Everybody just. You know, if you wanted to start your own car manufacturing business, you just started one, you know, and you just build a car and everybody would drive it. And a few people would dry along the way.

00:23:45 Glenn

The this is where it is. I feel a little bit now is that anybody can start. Uh, uh software development house.

00:23:52 Glenn

Anybody can release software when you look at what zoom had and all the privacy concerns and security concerns, we are the 1920s of cars, so I think that the the the.

00:24:05 Glenn

Change that will come is compliance. We will become more like engineers. We cannot build a building. We cannot.

00:24:13 Glenn

Build a bridge.

00:24:14 Glenn

We cannot do these things without actually adhering to engineering standards, and if we do not ask you to those engineering stand.

00:24:22 Glenn

Kids then we will, you know, go to gaol. You know, be held liable, contempt. You know all of those things.

00:24:30 Glenn

So we are still a little bit in the Wild West, and I think what is coming is more compliance and we're seeing it. Federal government is enforcing compliance on our organisation.

00:24:43 Glenn

That is taking us up a fairly significant step from where we were, and that will only continue.

00:24:51 Bo

Yeah, because cyber securities that industry that I that that's a great way to describe it. You know, wearing that so the 1920s, because what I found from all of my sort of research was.

00:25:06 Bo

You know there's a lot of companies they don't even have, like from the sort of UM security standards in our company. Or, you know, it's mainly a lot of big companies to that can afford that sort of.

00:25:21 Bo

Who can afford to sort of invest in that? So yeah, yeah.

00:25:23 Glenn

Do it the right.

00:25:23 Glenn

Way yeah and and and the problem is, is that a lot of the time everybody says the user needs to be trained more.

00:25:31 Glenn

It's the user who needs more knowledge. It's like going to the dentist and the dentist saying to you.

00:25:36 Glenn

You know you need to become an expert in dentistry to look after your own teeth and everybody would just laugh and say that's ludicrous.

00:25:43 Glenn

So go to a specialist to look after that and same for RIT. We need to move away from blaming the users for breaches.

00:25:51 Glenn

Need to move away from and we need to hold companies accountable. You know the fact that my printer

00:25:56 Glenn

Isn't locked down, that's not my fault. That's the company who gave me that printer. It's the same for Carver curves in an accident.

00:26:03 Glenn

It shouldn't always be the driver who's at fault. The car should be safer. There should be, you know, safety belts and airbags, and you know the full gamut.

00:26:11 Glenn

The companies need to be held accountable.

00:26:15 Glenn

Uhm, for what they are delivering and stop blaming users.

00:26:20 Glenn

I think it's huge, yeah?

00:26:22 Bo

Thank you for that answer. Uh, well, we are. We've reached the entire time as much as I would love to ask you a whole heap of.

00:26:30 Glenn

Questions few more minutes you can keep going if you want.

00:26:33 Glenn

And let you.

00:26:33 Bo

Write off no.

00:26:36 Bo

If you're OK with that that that would be lovely. Yeah OK, I'm just trying to pick a few from.

00:26:37 Glenn

Yeah, yeah, that's fine.

00:26:43 Bo

The other choices, UM?

00:26:49 Bo

Let's see, alright, so does this one. It's just like how Apple smartphone revolutionised handheld phones. Are there any particular technologies that have your eye that might have the sort of same? You know, revolutionary effect?

00:27:05 Glenn

See, I'm I'm probably getting to the age of cynicism. I've seen web .1, web .2 web .3.

00:27:12 Glenn

I see these technologies. They are are marketed very heavily. They are incredible, but it sometimes takes a while to actually see the outcome.

00:27:21 Glenn

It feels like the industries kind of slowed a little bit. We haven't kind of found anything new. I mean crypto currency, and you know, the whole that whole world is.

00:27:32 Glenn

It still feels like it's a. It's a it's a solution looking for a problem rather than actually gonna solve something real world. That's my sense of it. There's a lot of, UM.

00:27:44 Glenn

You know, and and when I was in software development, there was a lot of talk about XML being revolutionary, changing everything they analysis.

00:27:54 Glenn

They put the analogy like when you want to deliver something you know in a in a physical sense, you wrap it in a box in a cardboard box and that revolutionised how we deliver goods.

00:28:04 Glenn

Because he no longer did somebody carefully hand you what it was they put in a box, and XML was delivered.

00:28:09 Glenn

It was talked about the same way. If you wanted to deliver anything, he would deliver it in XML and we will all be talking the same language and all systems will just natively or talk to each other. 'cause XML is and understand language between all systems.

00:28:21 Glenn

And it never works out. It doesn't work.

00:28:23 Glenn

Yeah, those dreams don't work 'cause no one can agree with what a currency field is and no one can agree what a you know they might say it's a currency field, but it's not a currency field, so or a date field or could be American or Australian or you know some other foreign languages, currency done, datetime field. So I I guess I don't really see it yet.

00:28:44 Glenn

I think the next evolution that we're seeing that's gonna impact us is this hybrid work and what that means for the devices in our house is what that means for the future of meeting rooms and and how.

00:28:58 Glenn

You know, like the Chamber we've got these 360 degree cameras. They feel like beta versions of a future that is coming.

00:29:07 Bo

Yeah, I've had a bit of experience that those when they worked its supplies, yeah, but it it's like oh cool but yeah, like you said it's it feels that it's one of those technologies that I would say feels a bit gimmicky at the moment and but obviously we're still not at that stage where it's like.

00:29:12 Glenn

It's correct.

00:29:14 Glenn

And that's all.

00:29:28 Bo

It's really sort of developed.

00:29:30 Bo

If we consider yeah yeah yeah.

00:29:34 Bo

I have, Are you sure you're not press? Yeah, that's right. Yeah that's right. OK, next one I think is a concern for a lot of people, particularly about artificial intelligence, making people jobs obsolete.

00:29:50 Bo

Uhm, is there anything in particular that you might see that might also be affected by AI that you know, like news articles or the market doesn't really talk about?

00:30:05 Glenn

I don't think.

00:30:06 Glenn

So I don't think I I. It's a really interesting topic and I I think we got to be careful.

00:30:12 Glenn

The word people uses artificial intelligence and I.

00:30:14 Glenn

Think what we're actually?

00:30:16 Glenn

Still talking about is more that kind of of you know you're getting a computer to learn the rules and then repeat and regurgitate the rules.

00:30:26 Glenn

I think for it's actually not learning, it's it's pattern matching. It's currently pattern matching. That's what we currently have sophisticated pattern matching, it's not.

00:30:33 Bo

So OK.

00:30:37 Glenn

It's not learning, it's it's. If if we get true artificial intelligence, and we're probably all gonna be gone in a few days.

00:30:47 Glenn

But I really think I the pattern matching is only getting better and better.

00:30:54 Glenn

It you know it it is. It is sadly a a future that some of the kind of Rd jobs that we have are going to disappear.

00:31:05 Glenn

You know people, and this is the low skilled it. Usually it impacts those low skilled people. So people who are in production lines before who now gonna lose their jobs because the robot can do it better.

00:31:17 Glenn

Or people I know that they talk about the law clerks. So usually in the old lawyers offices you'd have one senior lawyer in like.

00:31:25 Glenn

5 clerks who would do all the research and Wallpapers. Now you only need one clerk to do that research 'cause they use pattern matching to find case law that that gives them examples. So the junior roles of the world.

00:31:38 Glenn

Old are disappearing and what we're ending up with is more skilled, super skilled, knowledgeable roles that we need to replace them. We need somebody to programme these tools. We need them to diagnose them when they go wrong.

00:31:53 Glenn

That's where the gap I think lives in in this missing in the in the in the world.

00:31:58 Glenn

So I I.

00:32:01 Glenn

Yeah, I mean there's there's always you know I'm not a futurist I don't know what the future will hold for it.

00:32:05 Glenn

There seems to be every decade they seem to talk about the fact that they're near another breakthrough and we haven't had that breakthrough.

00:32:12 Glenn

But when you see things like self driving cars, you gotta kind of go where we might be getting might be getting pretty close. OK, but it's sophisticated pattern matching.

00:32:22 Glenn

It's the whitest.

00:32:23 Bo

Yeah, and not the true sort of a. I had like Terminator Skynet, the whole unit.

00:32:27 Glenn

We're not there yet.

00:32:30 Glenn

We're not there yet. It's not self aware. I think it wouldn't pass the food through in Turing test as.

00:32:35 Bo

They say, OK, well, that's that's good to know. At least we will survive before we have to welcome our Overlords.

00:32:44 Glenn

Awards yeah well.

00:32:46 Glenn

They probably protect the planner 1st and get rid of us, but anyway we won't go down there.

00:32:52 Bo

But yeah, that's pretty much all the questions that we have. Again, thank you so much for your time Glenn. And and I really, I really hope.

00:33:03 Bo

You enjoy the rest of your.

00:33:06 Glenn

Evening yeah, no problem. Did you go? Did your other Co members have any questions or are they comfortable?

00:33:12 Bo

Ah, I think pretty. We pretty much prepared some questions beforehand. So yeah, I I think I think we've gotten.

00:33:21 Bo

We've gotten quite a lot. Thank you for this opportunity again.

00:33:24 Glenn

That's right, that's right. Well, good luck with your assignment.

00:33:28 Bo

No worries, take care Glenn Siya you too bye.

00:33:28 Glenn

And I hope you have a good evening.