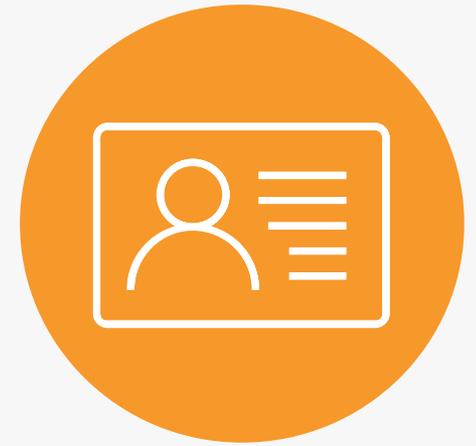


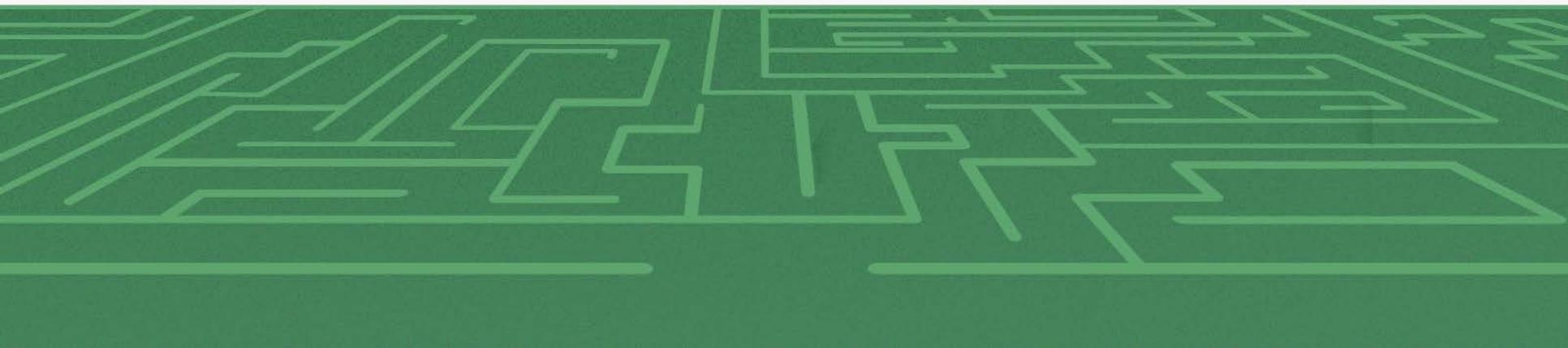
Success Fundamentals



Pillar of Success: Organizational Adoption

May 5, 2018

Version 1.0





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Organizational Adoption

The most common failure point for transformation initiatives is that they do not gain acceptance, and fail to generate business interest in new ways of working. Organizations need to actively lead and plan for adoption both of ServiceNow and the service delivery model in order to ensure expected value is captured.

Why It Matters

To capture full value from service delivery, the entire organization needs to reorient to a services mindset and embrace change. Robust and continuous organizational change management is needed to ensure that groups do not fall back into old ways of working, and continue to understand and advocate for the value that ServiceNow provides.

Components

Define and optimize experience for service personas

Build effective support, training and skill development

Develop effective organizational change management

Enable Adoption Champions





Define and Optimize Experience for Service Personas

To get value from a new system or process, people need to adopt it. Understanding the service experience of customers – both from a technical point of view for the development community, and from a service consumption point of view from the end users – allows organizations to make investments in ServiceNow configuration that will encourage adoption, and to define the experience against the outcomes customers need.

Why It Matters

Understanding the needs of the groups who use and consume services allows services to be tracked against how successful they are in meeting those needs.

Without considering the user experience, the ‘what’s in it for me’ question suffers, and adoption and engagement is reduced.

Key Performance Indicators

Essential KPIs

- User experience standards are documented
- % of regular users of system against total population

‘Nice to Have’

- # customer personas created
- # customer stories / use cases created

Stakeholder Map



Responsible/Accountable

- ServiceNow Platform Owner
- Service Program Manager
- Service Owners
- Adoption Champions

Consulted/Informed

- Immediate service users
- Specific employee groups for targeted engagement



Define and Optimize Experience for Service Personas

Maturity Progression



Define Service Experience

- [Create user experience standards for ServiceNow users](#)



Apply Service Experience Thinking

- [Define and remediate adoption roadblocks in ServiceNow deployment](#)



Create Service Experience Best Practices

- [Apply human-centered design thinking to understand user service experience](#)
- [Assess service experience factors when prioritizing enhancements to ServiceNow configuration or customization](#)



Build Communities of Practice around Adoption Champions

- [Track user experience metrics](#)
- [Define user stories relevant to key user groups](#)



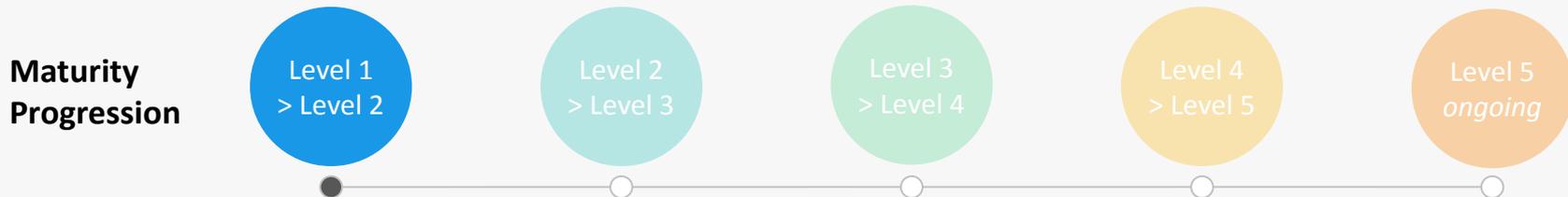
Ongoing Management

- [Continually track service investment and ROI through improvement in user experience use cases](#)





Define and Optimize Experience for Service Personas



STEP 1: Create user experience standards for ServiceNow users

The critical first step in the Services-Led transformation is ensuring that the tools selected are used. Deployment of ServiceNow requires a prioritized set of user experience standards to ensure that the tool is adopted.

Objectives

- Define user experience standards for ServiceNow

Stakeholder(s)

- Senior and IT Leadership team , Vendors

Measures of Success

- Feedback from ServiceNow Development Team
- Feedback from ServiceNow users

Practitioner Insights

- Ensure that the jobs done elsewhere which are moved to or replicated in ServiceNow are clearly understood, and the existing user experience for those tasks. In order to get people engaged quickly, essential tasks must be intuitive to complete and must be clearly documented.

Additional Resources

[Designing Portals in ServiceNow](#)

[Designing Human-Centered Usability Standards](#)



Define and Optimize Experience for Service Personas

Maturity Progression



STEP 1: Define and remediate adoption roadblocks

Change of system requires staff to do different. Understanding common roadblocks in deployment allows the organization to plan for an overcome these hurdles. Key here is to understand which groups who are being asked to change have different reporting lines, and where their information and reporting will change.

Objectives

- Plan for likely roadblocks in deployment

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Helpdesk and Change Management teams, Business Liaisons

Measures of Success

- Consistency of ServiceNow usage by service personas (relative to alternative channels)
- Time taken for approvals in ServiceNow

Practitioner Insights

- Ensure rewards and discretionary compensation reflect overall deployment effectiveness more than individual performance.
- Overinvest in training and communication, and highlight team members who are pushing the new system and processes. Services-led organizations become more efficient, but the change requires upfront spending to create and maintain new team behaviors.

Additional Resources

[Overcoming Roadblocks to Successful Change](#)



Define and Optimize Experience for Service Personas

Maturity Progression



STEP 1: Apply human-centered design thinking

Human-Centered Design puts the people who use services and products at the heart of design decisions. It considers their needs, goals, values and feedback in the development process. Starting ‘anthropological thinking’ for user design requires organizations to consider who is using the product, what they care about (goals and motivations), and how the product can be developed to address unarticulated obstacles.

Objectives

- Define the key users for ServiceNow
- Map users ‘day in the life’ and workflow, to capture the pain points and workarounds they have

Stakeholder(s)

- Adoption Champions, Service Owners, UX groups

Measures of Success

- # of user ‘day in the life’ stories captured
- Service Owner and Adoption Champions assessment of their customer understanding

Practitioner Insights

- Use Adoption Champions to generate feedback from different groups
- It is easy to accidentally overpromise. Mapping user experience does not mean that every issue a user has will be resolved.

Additional Resources

- [Practicing Anthropology in User Experience and Design](#)
- [Anthropology Meets User Design](#)



Define and Optimize Experience for Service Personas

Maturity Progression



STEP 2: Assess service experience factors

As user stories get captured, not all opportunities are created equal. The organization needs to assess development and enhancement requests based on how critical the enhancement is against both ServiceNow program objectives, and also business outcomes. For example it is likely that extra steps or issues in entering data for teams who travel significantly will cause more loss of value than the same issue for groups primarily in offices, as opportunity for data entry is more limited, and friction more frustrating, for the first group. Against this, if the travelling groups use of a system is not the major value generator that the system provides, then the problem becomes less compelling for an immediate fix.

Objectives

- Define configuration, customization, and/or enhancement opportunities based on user workflow

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Business Liaisons, Enterprise Architects, Development Team Leaders, UX group

Measures of Success

- % of (relevant) staff who rate ServiceNow as easy to use and meeting their needs
- % of staff who rate IT / ServiceNow team as understanding their workflow, and responsive to issues.

Practitioner Insights

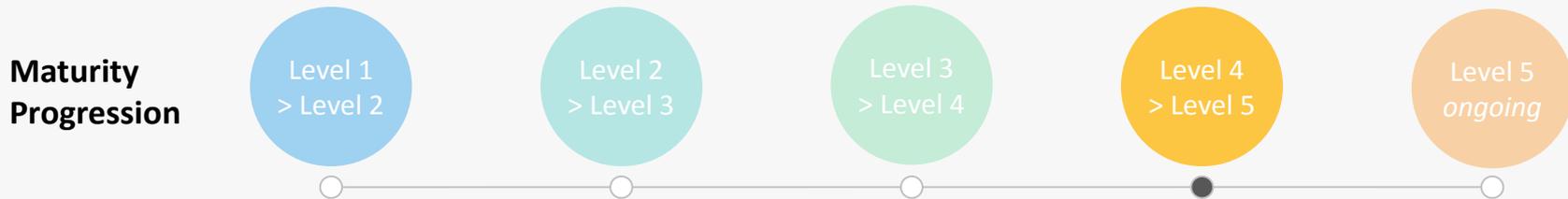
- Be open about trade-offs that are being made and what the expected business value is. Line managers and employees understand trade-offs when they see the rationale behind them.

Additional Resources

[Avoiding Customization Pitfalls So You Can Innovate and Meet Demand at Scale](#)



Define and Optimize Experience for Service Personas



STEP 1: Track user experience metrics

As workflows are understood -- and the organization understands the critical tasks that drive both system value and organizational value -- the overall user experience should be tracked and measured. These measures should be behavioral (what users do) and attitudinal (what users say). Behavioral metrics focus on the outcomes that are meaningful to the relevant user group – such as number of leads generated, or time to process a claim – and should link to service experience metrics. Attitudinal metrics focus on appearance and navigation of the system, but also trust and credibility of its information.

Objectives

- Define and track metrics to track user experience

Stakeholder(s)

- Service Owners, Adoption champions, UX group

Measures of Success

- IT Service dashboard contains usability metrics (back button usage, time to complete key task, etc.) as well as net promoter score and brand metrics (see additional resources for examples)

Practitioner Insights

- Service Owners and Service Managers should be generating user experience metrics as they mature the service delivery function.
- Work with your marketing department to understand how you track and measure your own customer satisfaction. The same techniques apply as easily to internal customers.

Additional Resources

[Choosing The Right Metrics for User Experience](#)

[Top User Experience Metrics](#)

[IT and Marketing Collaboration](#)



Define and Optimize Experience for Service Personas

Maturity Progression



STEP 2: Define user stories relevant to key user groups

Employees expect technology at work to give them the same ease of use that they get in personal technologies. To do this while maintaining corporate standards, and without compromising security, organizations need define functionality in terms of the stories that users go through to accomplish their day to day work. This both improves adoption and also serves to better communicate why certain features are not being prioritized.

Objectives

- Understand the relative importance of different user communities when making investment decisions in service experience

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Helpdesk and Change Management teams, Adoption Champions, UX group

Measures of Success

- Time to adoption of new functionality

Practitioner Insights

- Consider all users of a system, including external parties. For example, a Fortune 500 technology company created stories around network connections for employees in the head office, employees in remote offices, and employees working on the road. However the critical success story for network connection for the CMO was 'do our clients have a seamless and easy way to get online when in our offices', as this related directly to the organization's perception and brand. Understanding the importance of this story allowed IT to show the value of service investments against brand, as well as productivity and employee engagement.

Additional Resources

- [Story Telling Principles to Improve Your UX](#)
- [Developing Personas for User Modeling](#)



Define and Optimize Experience for Service Personas

Maturity Progression



STEP 1: Continually track service investment and ROI

The value of investments in services comes through improving the customers ability to do business. User experience metrics and service use cases allow the organization to understand the relative value of investments, and continually follow value shifts as new business models develop.

Objectives

- Continually invest in services that support employees ability to get the right work done, at the times and in the way they need to.

Stakeholder(s)

- Senior IT Teams, Service Owners

Measures of Success

- % of budget for ServiceNow enhancement aligned to user experience requirements
- Improvement over time in employee and/or customer experience, as measured by CSAT, NPS, and other measures

Practitioner Insights

- Be cautious to define investments through the lens of “delighting users” – investments in “delight” may lead to short-term enthusiasm, but fail to deliver on long-term, sustained improvements in satisfaction. Focus first on investments that remediate key points of dissatisfaction for users (and lead to abandonment). Focus next on investments that reduce effort for users to complete transactions or access information, for long-term satisfaction. Once this analysis is complete, focus on investments in “delight” that spur adoption enthusiasm.

Additional Resources

[Why Service Fails and How to Fix It](#) – CEB, now Gartner



Build Effective Support, Training, Skill Development

Organizations often underinvest in training and skill development as a path to change – employees have to feel *confident* and *capable* to make the change required by transformation. Training should not be framed as “ITIL training” or solely for the purpose of system administration – a robust training program should (a) use certification as a means to keep skills up-to-date with ServiceNow innovation, and (b) go beyond technical and process competencies, and beyond specific roles to encourage the enterprise to take a services view of value delivery.

Why It Matters

Training is often considered to be an immediate solution for a moment in time requirement, like implementation. However this leaves organizations with pockets of knowledge that are static, and fail to take a comprehensive view of the skills needed for transformation. Taking a holistic view of training means that the organization as a whole understands the skills requirements to manage ServiceNow as a program of action and transformation. This improves the talent pipeline for people coming in to the services space, and increases organizational engagement around the value of service delivery.

Key Performance Indicators

Essential KPIs

- # certified staff for key ServiceNow roles
- # staff gone through soft skills training
- Impact of training on job performance
- Availability and scope of training budget

‘Nice to Have’

- Pipeline of potential internal candidates for service management positions

Stakeholder Map



Responsible/Accountable

- ServiceNow Platform Owner
- Learning & Development
- Senior Management

Consulted/Informed

- Service Owners
- IT Developers
- Process Owners
- Adoption Champions



Build Effective Support, Training, Skill Development

Maturity Progression





Build Effective Support, Training, Skill Development

Maturity Progression



STEP 1: Define staff members for initial training and certification

Implementation of ServiceNow should begin with clear identification of training and certification for named staff members. Certification should be set (and aligned to the products you are implementing) as a target to ensure that staff are fluent with appropriate ServiceNow products.

Objectives

- Define ServiceNow technical training needs and paths, aligned with your implementation roadmap
- Ensure funding for training is incorporated in your implementation program

Stakeholder(s)

- ServiceNow Platform Owner, Senior IT Leadership team and Service Owners, HR and Learning & Development leaders

Measures of Success

- Staff members who need training and certification defined
- % defined staff members who have received certification

Practitioner Insights

- Especially if transitioning to an ITIL-style framework, implement – and train on – one process at a time.
- Encourage training attendees to talk about training, experiences, and how they have used their new skills to prepare the ground for the next wave.
- Part of the initial training should be awareness, and open to a wider group of participants to generate interest and awareness in the organizational change

Additional Resources

[Identify Key Stakeholders for Training](#)

[ServiceNow Training and Certification Guide](#)

[How to Go From Zero to ITIL in Six Months](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 2: Create initial training materials

Implementing ServiceNow is a major step that requires significant change management and integration with – or creation of – assets such as a Change Management Database. Developers should have materials relating to core system setup, authentication and security options, and best practices in instance management and performance and coding. Service fulfillers – service desk and process teams - need to understand changes to their processes, and how ServiceNow implementation will change their workflow. Consumers need to understand how ServiceNow, and the organizational changes around deployment, are going to improve their outcomes.

Objectives

- Ensure that ServiceNow training materials focus on the right areas for developers
- Ensure that materials are available for other non-Service Owner roles (helpdesk, process teams), to support their knowledge of the Services-Led change

Stakeholder(s)

- ServiceNow Platform Owner, Senior IT Leadership team, Applications Leaders, Vendors

Measures of Success

- Materials exist for immediate implementation needs

Practitioner Insights

- Ensure that materials are multi-modal. Classroom training for key staff can be augmented by videos, quizzes, and social media and gamification campaigns.

Additional Resources

[Developing an ITSM Training Plan](#) – Pink Elephant White Paper

[Harvard University ITIL Awareness Training](#) (a series of four YouTube videos used to train Harvard University IT)

[Gamification in ITSM Training](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 3: Create initial training for Service Owners

The key in creating a Services-led organization is empowering Service Owners. It is essential to identify and train the staff who are going to be the initial Service Owners early, ensuring they understand the remit and feel empowered with the tools to drive this. While Adoption Champions should initially focus on the process and governance side of service management, Service Owners need to develop their organizational awareness, communication, and influencing skills.

Objectives

- Ensure that ServiceNow training materials focus on the right areas for Service Owners, aligned to a clear definition of their roles and responsibilities

Stakeholder(s)

- ServiceNow Platform Owner, Senior IT Leadership team, Applications Leaders, Vendors

Measures of Success

- Service Owners report that they understand why they are going through training
- Service Owners report that they have managerial support to change activities post-training

Practitioner Insights

- Effective communication across different organizational groups and levels is essential for Service owners to succeed. They need to be able to effectively articulate and manage to the Service Vision.
- The biggest cause of scrap learning is insufficient managerial support for changing activities post-training. Senior management must ensure that line managers understand the need for training, and support staff trying out new ways of working as they apply new concepts and ideas to the organization.

Additional Resources

[Service Owner – The Missing ITSM Role](#)

[The Tasks of the Service Owner in ITSM](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 1: Ensure training is effectively resourced and championed

Organizations often see training as a one-time investment. However for the Services-led journey, training needs to be a key component of the program, and fully funded across the program lifecycle. For this, the training budget needs to be owned by a Senior Executive who can defend its criticality as organizational priorities and needs evolve.

Objectives

- Ensure funding for training for ServiceNow across the full Services program lifecycle

Stakeholder(s)

- Senior IT Leadership team

Measures of Success

- Training budget for ServiceNow is owned by a senior sponsor (CIO or equivalent)
- Organization is committed to funding training for the program lifecycle, and training costs are built in to ongoing run costs.

Practitioner Insights

- Training does not all need to be externally driven. As staff go through training, provide opportunities for them to talk about what they are doing differently, and – as they apply skills – to run training themselves.
- Internal training should be augmented with external training, other media, conference attendance, and other knowledge sharing mechanisms.

Additional Resources

N/A



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 2: Extend training to cover the services ecosystem

As more of the organization's budget runs through Services, training needs to extend beyond the immediate service fulfiller and ServiceNow admin teams, and engage all of the organization around service concepts. Service management, and the ITIL processes generally, aim to remove organizational silos – training should focus on the narrative for service management, as well as providing tools for participants to feel comfortable working across groups and with some ambiguity.

Objectives

- Ensure that all relevant employees have the opportunity to attend training in Service Management concepts.

Stakeholder(s)

- Senior Leadership, HR and Learning & Development

Measures of Success

- # of staff who have attended training
- Feedback scores from training on 'ability to use the information'
- Training participants understanding of, and comfort with, the services-led vision for the enterprise

Practitioner Insights

- Make clear that training is not limited to certification, but for a new way of creating organizational outcomes – very few non-IT people will engage with what they perceive as 'ITIL' training.
- 'Training' can include brown bag lunch discussions, Q+A, as well as more formal activities. Ensure that existing teams are integrated into the training so they can highlight how concepts are being applied day to day in the organization.

Additional Resources

[Identifying Key Stakeholders for Training](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 3: Create non-classroom training activities

The point of training is to both improve performance, and motivate staff to perform by giving them the tools needed. Formal training around ITIL processes or service management is useful, but does not help staff overcome organizational hurdles in applying learning. To overcome this, training programs need to extend to non-classroom activities such as working with mentors across the organization on soft skills, supporting staff in delivering industry group presentations and other activities expand the knowledge base and practical skills of service staff.

Objectives

- Extend 'learning' activities to cover a broader range of self-structured activities

Stakeholder(s)

- Service Owners, Senior IT Staff

Measures of Success

- Population of Knowledge Base as organizational knowledge grows
- # of training items consumed (videos watched, value stories told)
- Participation in ServiceNow Community
- Feedback from focus groups, evaluations, managers on whether attitude across staff has changed

Practitioner Insights

- Motivate and enforce self-structured training. Mandate that Service Owners need to spend 3 working days per month outside their day job on learning activities that they define with their managers.
- Encourage staff to provide examples of successes in applying new skills, and use these to reinforce successful behaviors across the organization using Adoption Champions, communities of practice, or similar.

Additional Resources

[Creating Optimal Motivation](#)

[Gamification in ITSM Training](#)

[How to Measure the Success of Corporate Training](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 1: Integrate ServiceNow and Service Management training with enterprise training roadmap

ServiceNow and service management training should be a composite of training activities building key skills beyond functional activities. Training needs to be integrated with the organization's overall skills and training roadmap for transformation, ensuring that soft skills such as collaboration, negotiation, and influence are included as well as more structured service management and operational skills.

Objectives

- Create a skills matrix for the service organization that integrates with other roadmaps, and pinpoints areas of required development

Stakeholder(s)

- Service Owners, Senior IT Staff, Learning & Development

Measures of Success

- Service fulfiller and service owner skills matrix is created
- Training for each skill area is identified

Practitioner Insights

- Look for opportunities to share training across the organization. Service Owners and Adoption Champions, amongst others, can benefit from developing collaboration skills, design-based thinking, sales and other areas for which training may already exist elsewhere in the organization.
- Distill a prioritized list of training requirements derived from the strategic outcomes defined in your ServiceNow roadmap

Additional Resources

[Creating Optimal Motivation](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 2: Ensure that new ideas and approaches are being used in day-to-day workflow

In order to improve awareness across the business for changes made by IT, the driving factor is always ‘what does that mean for me?’. Staff need to be comfortable trying new skills and behaviors, and the organization should ensure that managers are aware of their coaching responsibilities to ensure their teams are developing their skills, both on the Now Platform and more broadly

Objectives

- Ensure staff have space to apply training to their work, and comfort to try new skills without fear.
- Develop coaching frameworks for line managers to provide effective and actionable feedback

Stakeholder(s)

- Senior Management, Line Managers, Training Participants

Measures of Success

- Measures of success should be flexible, and focused on behavioral changes. Assessment should be from both staff and line managers.
- Response to the question: “My organization has helped me apply training to my role”
- Manager survey 90 days after training – “my staff member has been able to apply new ideas and techniques to their role”

Practitioner Insights

- Ensure that line managers are bought in, and overcome the ‘weekly report’ mentality that leads to going back to the same way of working
- Use gamification to incent the use of new behaviors

Additional Resources

[Gamification in ITSM](#)

[Kirkpatrick Training Levels](#)

[Coaching Loops in ServiceNow](#)



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 1: Develop interest in certification and enterprise service management through training

Having trained roles is critical for the ongoing effectiveness of the Services-Led organization, and attention must be paid to developing a pool of staff who are interested in and ready for that role. Extending certification training to staff who may be interested is an effective way of increasing that pool and ensuring they have a full realization of what the job entails and their fit for it, as well as helping people understand other roles in the services ecosystem that they may be interested in.

Objectives

- Develop a talent bench for ServiceNow and service management roles

Stakeholder(s)

- Senior IT Leadership team and Service Owners, service desk and Change Management teams, Business Liaisons, Training and Development

Measures of Success

- # people identified as potential 'bench' for certification
- # internal moves into service organization roles
- Ramp-up time for new hires in the services organization

Practitioner Insights

- It is important to make clear what the service management positions and ServiceNow certification entails, so that staff members interested in that role do so with a clear view of their responsibilities.
- Incorporate ServiceNow certification and service management skills training in career development paths

Additional Resources

N/A



Build Effective Support, Training, Skill Development

Maturity Progression



STEP 1: Map organizational skills and capabilities to flex with changing demands

As the Services journey develops, training and development needs will shift rapidly. The organization actively tracks new developments in Service delivery, and in ServiceNow functionality, and continually evaluates training based on what is required to make new approaches work across the organization.

Objectives

- Ensure training opportunities remain targeted at the skills and capabilities that the organization is about to need, rather than what was needed.
- Maintain certifications as new ServiceNow capabilities are deployed

Stakeholder(s)

- ServiceNow Platform Owner, Senior Leadership, Learning & Development / HR

Measures of Success

- % of target certifications achieved as new ServiceNow capabilities are deployed
- Feedback on relevance of new training offerings
- # of staff taking new internal positions

Practitioner Insights

- Make the data public. AT&T revamped its talent pool by developing a 'career intelligence tool', to help employees understand where AT&T was planning to hire, whether they fit with those roles, and what training existed to help them fit if they were interested.
- Ensure that strategic governance discussions and budget decisions with respect to the ServiceNow roadmap incorporate an analysis of certification requirements and funding

Additional Resources

[AT&T's Talent Overhaul](#)



Develop Effective Organizational Change Management

Implementation of ServiceNow and a Service Management mindset requires significant change across the organization. Change cannot be driven top-down, or through Service Owners. Rather the organization needs to build collective experience in change, understand which workforce populations are most impacted, and develop change readiness across the whole of the organization.

Why It Matters

Change doesn't happen top down – it requires a concerted effort to engage employees at all levels and ensure they understand, contribute to, and 'own' the changes that are happening in their part of the organization.

Because the transition to a Services-Led Organization is so complex, and requires a significantly new way of working across different groups, employees who understand and support the need for change are most likely to find the best ways of working in the new environment. Ideas that these employees implement can be replicated through the use of Adoption Champions.

Key Performance Indicators

Essential KPIs

- # staff who are 'change ready'
- Time to full productivity post-change
- Adoption metrics

'Nice to Have'

- Employee Satisfaction Scores / Net Promoter Scores

Stakeholder Map



Responsible/Accountable

- Senior Leadership
- Program Leads
- Project Management Office

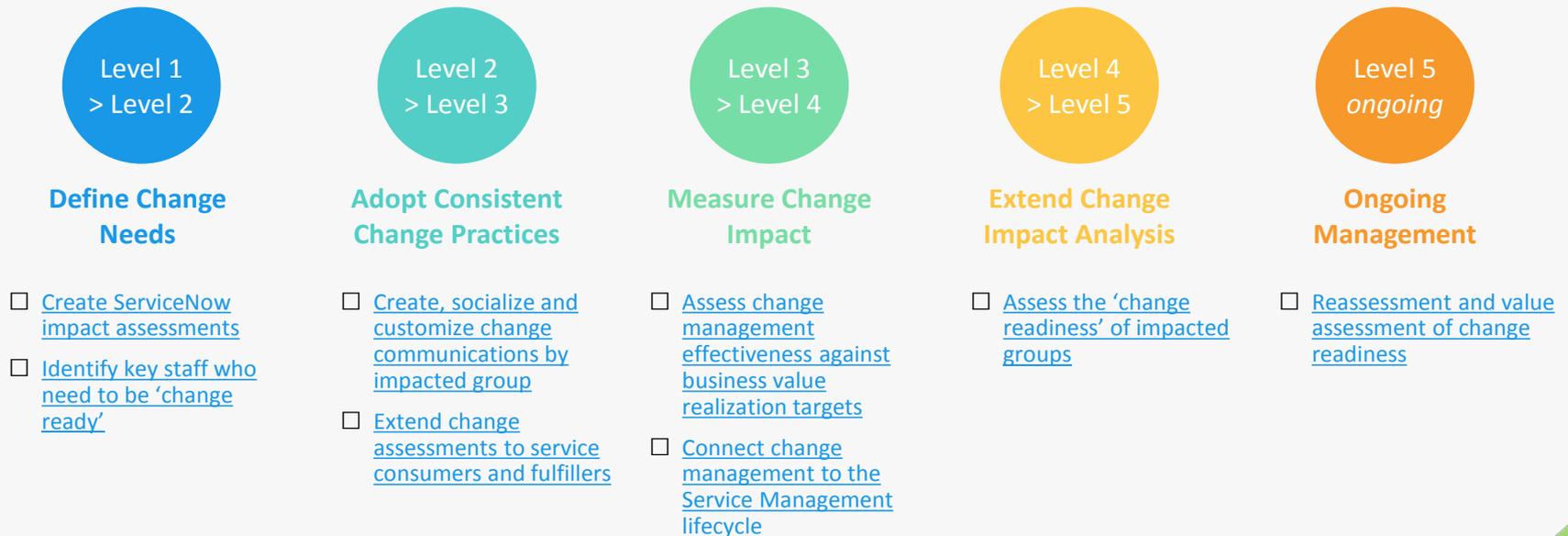
Consulted/Informed

- Service Owners
- HR



Develop Effective Organizational Change Management

Maturity Progression





Develop Effective Organizational Change Management

Maturity Progression



STEP 1: Create ServiceNow impact assessments

Deployment of ServiceNow requires integration with existing back-end systems and data flows. Impact assessments should be conducted as for all major software implementations. However the services-led transition is a long-term program that will significantly change staff roles and responsibilities. To ensure immediate returns, the initial changes need to be kept as simple as possible. This means ensuring that ‘must have’ requirements are truly ‘must have’ – especially where there will be significant impact on existing assets and data.

Objectives

- Ensure all relevant staff understand new data, workflow, and process requirements

Stakeholder(s)

- Senior IT Leadership team, Applications / Development Leaders

Measures of Success

- ServiceNow deployment meets timescales
- Extent of workflow change for service fulfillers explicitly understood and documented

Practitioner Insights

- Impact assessments for organizational change should look to gauge: (a) extent of change by target populations (e.g., service desk staff v. process owners) and (b) at the level of managers, degree of influence with peers.
- Conduct workshops with focus groups from target populations to assess both their emotional response and questions to proposed changes in workflow or team structure

Additional Resources

- [Burke-Litwin: Understanding Drivers for Change](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 2: Identify key staff who need to be 'change ready'

The transition to a services-led environment requires change throughout the organization. Initially, deployment of ServiceNow will change technical and business process flows, and resistance from these groups will slow adoption of the system as well as adoption of the 'services-led' mindset that the organization needs. Management also needs to consider the immediate goals of the program, and ensure that staff who are critical in achieving those goals are also identified. It is critical that these staff members do not revert to 'business as usual' but commit to new ways of working.

Objectives

- Define staff members who will have significant impact on the success of ServiceNow and the initial metrics that the organization is tracking
- Ensure staff members understand the rationale for change, and the trade-offs that need to be made.

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Application / Development Leaders

Measures of Success

- % of defined population who are 'change ready' (example survey for metric is in 'additional resources')
- % of defined population who volunteer to champion new ways of working

Practitioner Insights

- Asking for volunteers from this pool to champion new processes and ServiceNow is an effective way of starting to identify the pool of potential Adoption Champions, and generating ongoing community engagement in the benefits of service-led delivery.
- Peer influence matters! Target both potential champions and resisters who are seen as leaders and/or highly influential among their peers.

Additional Resources

[Staff Change Readiness Survey](#)

[Employee Readiness to Commit to Change](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 1: Create, socialize and customize change communications by impacted group

The vision for Service Management is critical to drive change management, but focuses on the long term. In the near-term, one size fits all change communication is inefficient. Individual groups need to understand how their roles and responsibilities are immediately changing, and what they need to do to succeed.

Objectives

- Define groups who need most change communication
- Appoint initial Adoption Champions

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Helpdesk and Change Management teams, Adoption Champions

Measures of Success

- % employees across each targeted group who are 'change ready'

Practitioner Insights

- Focus customized communications on WIFM – 'what's in it for me?'
- Use communication training that the organization may already have (social styles, DISC, Myers Briggs) to consider how different audiences consume information, and tailor messaging to the narrative or data needs they have

Additional Resources

[Developing Targeted Messaging for Change](#)

[Telling Customized Stories](#)

[Using DISC to Customize Workplace Communication](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 2: Extend change assessments to consumers and fulfillers of a service

Change management is essential for the groups and departments managing the functional change, but the customers of those functions also need to understand the change, and what it means for their service experience and their interactions. As service catalogs are developed and automation and self-service activities are deployed, clear communication is essential to achieve service efficiency and experience targets.

Objectives

- Communicate the value of change to customers (end users and business leaders)
- Ensure new engagement processes are understood
- Develop Initial Service Catalog

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Line managers in Business Units, Business Liaisons, Adoption Champions

Measures of Success

- Customer Satisfaction Scores / Feedback rating
- Customers understand and engage with Service Catalog

Practitioner Insights

- Do not make change communications about the company or the vision – focus on how it will make the user experience more engaging, effective, or straightforward. Look for quick wins – for example, in request management – that show the value of ServiceNow to a broad base of consumers.
- Choose good and credible communicators – are business staff going to listen to and get excited by an IT-led presentation? If not, enlist HR or Corporate Communications to help.

Additional Resources

[Deploying a Service Catalogue in ServiceNow](#)
[The IT Service Desk and End-User Training](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 1: Assess change effectiveness against business value realization targets

Changes cause disruption and impact productivity. Employees get frustrated when they feel that an organization is unclear on where it is going, and is continually changing until 'it feels right'. Your services transformation should consistently track the relationship between change management effectiveness and your ability to hit targets for business value realization. Communications on change should focus on building understanding of the change rationale, and why it is essential to hit business outcomes.

Objectives

- Identify and address change management obstacles to business value realization

Stakeholder(s)

- Senior IT and business leaders, Service Owners, Adoption Champions

Measures of Success

- Change management effectiveness, correlated with ability to realize business objectives
- % of adoption targets met

Practitioner Insights

- Change can include stopping doing things as well as changing them. If a service has low adoption, it is possible that the wrong use case has been developed and that it isn't fit for purpose. In this instance, killing the service and replanning is more effective than changing.

Additional Resources

[The Hard Side of Change Management](#)

[Measuring Change Management With Metrics](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 2: Connect change management to the services roadmap

Change management needs to be continually linked to service value realization. Service Owners need to take change impact into account when looking at opportunities to develop or retire service functionality, and change effort should be included as part of the decision around sequencing ServiceNow and service management investments.

Objectives

- Integrate organizational change management into service investment planning and the ServiceNow roadmap
- Service Owners own change management decisions for their services
- Strategic governance and portfolio governance boards oversee effectiveness of organizational change management activities

Stakeholder(s)

- Service Owners, Senior IT Staff, ServiceNow governance boards

Measures of Success

- ServiceNow and service management roadmaps take account of the level of effort that the change will require

Practitioner Insights

- Make service fulfillers 'owners of change,' through explicit MBOs or other techniques. Consider the use of workshops, tabletop exercises, or other activities that can involve service fulfillers in suggesting workflow, process, and/or roadmap improvements.

Additional Resources

[Applying Project Change Concepts in ITSM](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 1: Assess the 'change readiness' of impacted groups

Organizations exist in a constant state of change. This is not just driven by new systems, but new processes, business models, and staff. As ServiceNow capabilities become more widely used in the organization, it is important to understand how much change a department or work group is already dealing with, before looking to deploy new solutions and processes. Capacity to absorb change is limited, and staff will simply not be able to assimilate additional new information and ways of working.

Objectives

- Understand the totality of change that a department is undergoing
- Plan for change to occur based on when groups are best placed to absorb new information

Stakeholder(s)

- Senior IT Leadership team, Business Leadership, HR

Measures of Success

- Employee Engagement in Change
- Time to Productivity After Change

Practitioner Insights

- Sequence change along with other departments , so that there is time for employees to absorb and assimilate major changes.

Additional Resources

[How Do Organizations Drive Too Much Change?](#)



Develop Effective Organizational Change Management

Maturity Progression



STEP 1: Reassessment and value assessment of change readiness

Change needs to have positive ROI. Organizations continually assess the value that previous change processes have delivered, and reevaluate their communications and posture based on what has already worked.

Objectives

- Ensure change management is a continually tracked process, and the value of change management is captured.
- Ensure that business leaders become owners and advocates for change as business services are activated through ServiceNow

Stakeholder(s)

- Senior Leadership, Learning & Development / HR

Measures of Success

- Commitment to new way of working immediately post-change
- Commitment to new way of working 90 days after change
- Productivity dip during change
- 100% new projects have documented lessons learned from previous change initiatives, and plans to improve.

Practitioner Insights

- Be clear about what is expected from change and the disruption it entails. Ensure that all change initiatives have documented lessons learned, and that these are available and consulted by staff in future engagements.
- Use storytelling techniques – led by business line staff where feasible – to communicate and reinforce the value of change.

Additional Resources

[Managing Change With Metrics](#)



Enable Adoption Champions

Organizations operate in silos. Communications that employees receive are understood based on their role, and understanding of the organization. Top-down communication has limited success in overcoming this. You should build explicit adoption champions for ServiceNow to build connections across and outside the organization helps new thinking propagate quickly, and allow best practices and success stories to be quickly understood and replicated.

Why It Matters

Without adoption champions, there is less – and less effective – communication about how to work in the new services model.

Adoption champions use their internal and external networks to help groups in the organization overcome change hurdles, and continue momentum.

Key Performance Indicators

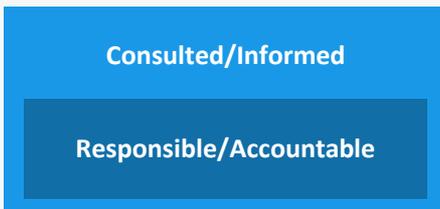
Essential KPIs

- # of Adoption Champions across the organization
- Adoption Champions satisfaction with program information
- Adoption Metrics for New System / Processes

'Nice to Have'

- Employee Feedback and Net Promoter Scores

Stakeholder Map



Responsible/Accountable

- Service Program Manager
- Service Owners
- Adoption Champions

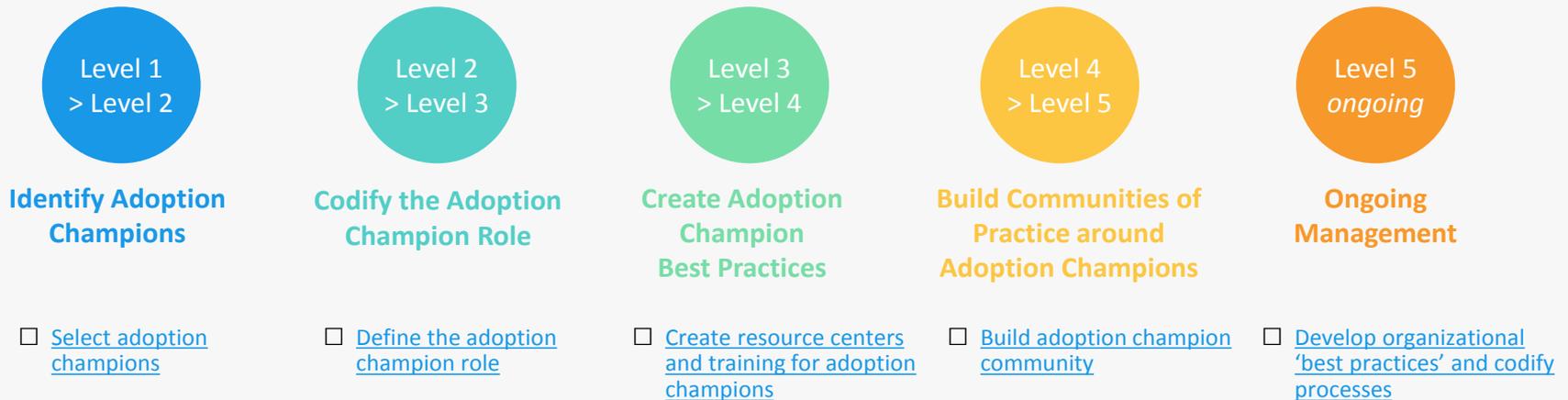
Consulted/Informed

- Immediate service users
- Future service users



Enable Adoption Champions

Maturity Progression





Enable Adoption Champions

Maturity Progression



STEP 1: Select adoption champions

Adoption champions play a key role in getting the organization to understand how to take advantage of ServiceNow, how to work in a services environment, and in sharing and replicating best practices across the organization. Adoption champions tend to start in pushing knowledge and support of ITIL processes, while at higher maturity levels serving as the connective tissue between vendors, IT, and the end-users around the process areas they support.

Objectives

- Define requirements for adoption champions
- Appoint initial adoption champions

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Helpdesk and Change Management teams, Business Liaisons

Measures of Success

- Adoption Champions are identified

Practitioner Insights

- Adoption Champions do not always need to be a formal position. Early adopters, and staff who are excited about a new approach to delivery, can be used to help drive vision and provide early feedback on problems and opportunities. This also provides a strong pool of potential candidates to develop as the Adoption Champion role formalizes.
- Adoption Champions must have a good reputation (seen as a leader in their business area), good business understanding, and good process knowledge

Additional Resources

[Disney's ITIL Adoption Champions](#)



Enable Adoption Champions

Maturity Progression



STEP 1: Define the adoption champion role

Adoption champions play a key role in getting the organization to understand how to work in a services environment, and how to leverage ServiceNow. As the Adoption Champion role formalizes, key expectations should be documented to provide clarity about the actions they should be taking, and value to the organization. These include defining whose interests they are championing – functions, geographies, processes - and what they are empowered to do.

Objectives

- Define role and business objectives for Adoption Champions

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Helpdesk and Change Management teams, Business Liaisons

Measures of Success

- Adoption Champion role is understood

Practitioner Insights

- Adoption champions need to be able to articulate the vision for the processes they work with, within the context of the organization's Service Vision.
- The most important attributes for these roles are persuasion and influence skills. Ideally Adoption Champions should also have broad domain knowledge of service management (especially if a framework such as ITIL is being used), but the ability to rapidly learn and integrate new information is more critical than existing certifications.

Additional Resources

[Appoint a Champion to Lead IT Changes](#)



Enable Adoption Champions

Maturity Progression



STEP 1: Create resource centers and training for adoption champions

As the Adoption Champion role develops, knowledge sharing across the community becomes paramount. The Adoption Champions need to be effective stewards of the vision for ServiceNow service management, so understanding which messages around the vision are resonating, and where there is skepticism or questions, allows them to refine their own messaging while continuing to ensure that the function has a consistent united voice around the benefits being driven.

Objectives

- Create Adoption Champion resource centers to enable marketing and messaging of the service vision. This should take advantage of ServiceNow's Champion Enablement Community, contextualized to the needs of your organization.
- Empower Adoption Champions to develop organizational best practices

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Adoption Champions, Business Liaisons

Measures of Success

- Numbers of best practices documented
- Adoption Champions self-assessment of quality and usefulness of tools
- Time taken to onboard and ramp up new Adoption Champions

Practitioner Insights

- Resource Centers should include information from the senior sponsor of the program, and ensure that Adoption Champions can support the overall vision of the program rather than just technical or process changes. Success and failure stories from other parts of the organization allow Adoption Champions to understand messages that resonate, and messages that don't, and to provide feedback to help peers overcome adoption hurdles in their areas.

Additional Resources

[ServiceNow Champion Enablement Community](#)



Enable Adoption Champions

Maturity Progression



STEP 1: Build adoption champion community

As the Adoption Champion groups mature, they should ensure that the role engenders a true community dedicated to helping the organization improve its service outcomes. This goes beyond resources, and requires Adoption Champions to be sharing knowledge with each other, across the wider organizational community, and with vendors and external partners.

Objectives

- Create a strong Adoption Champion community, that provides a distinct voice within and outside the organization, through regular meetings, conference calls, knowledge exchange programs.

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Business Liaisons

Measures of Success

- Adoption Champions are a key point of liaison for vendors
- Adoption Champions have and are sought out for areas of particular excellence
- Adoption Champions represent the organization externally – such as speaking at conferences or writing white papers

Practitioner Insights

- The community does not need to be internally focused. Vendors can provide significant insight and input into the community, and support Adoption Champions ability to understand where to look for value and next steps.
- Ensure your Adoption Champions meet physically at least once per year, but also encourage use of social platforms in the organization to communicate.
- Encourage your Adoption Champions to lead celebrations of ‘wins,’ as business value targets are realized.

Additional Resources

[Microsoft's Adoption Champion Community Programs](#)

[ServiceNow Champion Enablement Community](#)



Enable Adoption Champions

Maturity Progression



STEP 1: Develop organizational ‘best practices’ and codify processes

Adoption champions have significant knowledge and understanding of local and business unit differences across the organization, as well as what messaging around changes worked and didn’t work for various stakeholder groups. This knowledge is essential for subsequent service transitions, but also for other change projects across the organization. Adoption Champions should seek to codify their knowledge, and continually update with new information, allowing other projects to tap into the resources they have created.

Objectives

- Ensure that best practices for organizational adoption are codified, and reused across other change programs

Stakeholder(s)

- Senior IT Leadership team and Service Owners, Business Liaisons, Adoption Champions

Measures of Success

- Effectiveness of change management across subsequent programs
- Improvement in project sponsor engagement

Practitioner Insights

- Because of the reach of ServiceNow, Adoption Champions often have very clear and detailed views on local versus global requirements, and different functional or geographic needs. These are essential inputs into ongoing standardization and consolidation work, as well as in defining project plans for subsequent platform rollouts.

Additional Resources

[ServiceNow Champion Enablement Community](#)



Appendix

Purpose

The purpose of the Success Fundamentals is to provide you with a set of industry-recognized best practice recommendations for improving your level of maturity across the Pillars of Success. By following these best practices, you will be able to improve your organization's maturity scores within each pillar.

How to use this guide

Each Success Fundamentals guide contains an overview of the Pillar of Success, describing what it is, why it matters and the components it contains.

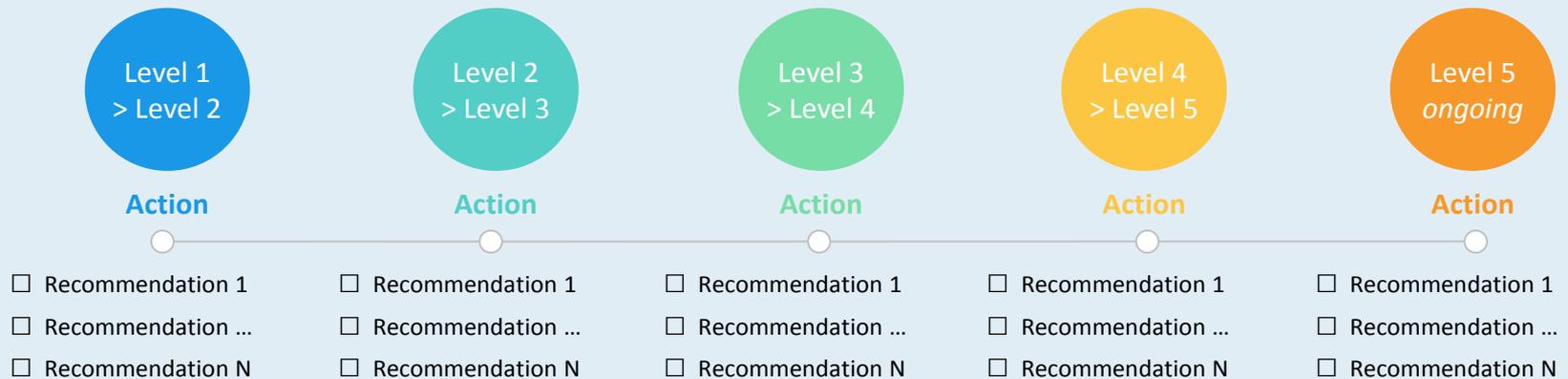
For each pillar component, you will find the following details:

- Component overview
- The component's maturity progression framework
- Recommendation details for each maturity progression, which are intended to:
 - Provide your organization with a specific set of activities to improve its maturity score within the component
 - Provide guidance to increase awareness and elicit activity within your organization

Maturity Progression Framework

A key element of the Success Readiness Assessment is the assignment of maturity scores within each Pillar of Success component. These scores represent your organization’s level of “maturity” or management preparedness to realize value from the Now Platform.

The Success Fundamentals are designed to provide actionable recommendations to help your company proceed through each component’s maturity progression, as shown in the framework below.



Using this framework, identify the sector corresponding to your pillar component score. For example, if your organization scored 2.3 in a component, you would use the recommendation in the “Level 2 > Level 3” maturity progression to improve your organization’s score to the next level.

A way to view the framework is this:

- **Level 1 thru Level 2** - pillar component defined by the service owner, and focus is on internal improvements
- **Level 3 thru Level 4** - service owner communicates value to business to drive adoption, with focus on improving business outcomes
- **Level 5** - service being used in day-to-day operations within the organization

Glossary of Terms

Term	Definition
Business Liaison (or Business Relationship Manager)	The individual responsible for ensuring that functional (IT) delivery is aligned to the priorities of a specific business unit.
Enterprise Service Management	The extension of service management principles to offerings outside of IT (example: new employee onboarding)
Process	A set of repeatable steps for executing an activity, explicitly defined so as to deliver a consistent set of outcomes. In IT, processes are typically defined by the ITIL framework (e.g., for incident management)
Process Owner	The individual responsible for the definition and oversight of a process, which should be consistent across services (e.g., incident management, request management, etc.)
Service	An enterprise offering that delivers on an employee or customer demand, and has four elements: (a) a point of engagement, through a portal or catalog, (b) a transaction that's requested through the engagement (e.g., requesting a laptop), (c) a workflow to deliver against the transaction (e.g., a provisioning process), and (d) information that helps the employee or customer make an informed decision, address an issue, and monitor the transaction.
Service Owner	The individual responsible for the delivery of that service, against agreed-upon cost and performance standards