

Maximize success with champions

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Identify and cultivate champions

Championship is about shared vision, teamwork, and the ability to execute in order to bring transformation and value to an enterprise. But not all championship is created equal. This section highlights the *key* champions needed to support and extend your ServiceNow program.

Who is a champion?

A champion is a **decision maker** or **influencer** with **authority and credibility**. That person evangelizes and supports the expansion of the platform beyond initial intended purpose, to promote utilization across the enterprise.

To have effective championship the three roles below are critical to cultivate:

Role	Definition	Responsibility
Executive sponsor	Director level or CIO-1	Set the strategic vision
Platform owner	Service owner for ServiceNow	Execute the strategic vision
Service owner(s) – IT or business	Internal reference whose process was successfully implemented on the platform with measurable success	Serve as internal success stories

The executive sponsor

The executive sponsor is key when it comes to establishing the relevance of the platform to the rest of the enterprise. He or she sets the strategic vision and direction. Effective executive sponsors:

- Communicate the alignment between the business issues and the ServiceNow solution to their peers
 - Accelerate the adoption of the platform to other parts of the enterprise where ServiceNow can solve issues
 - Communicate the value already realized
- Serve as strong partners who empower the platform owner and supporting team to execute
- Understand the capabilities of the platform and the platform team
 - Support changes/additions to the platform team to improve the ability to execute the vision
- Take a leadership role in governance meetings to communicate the executive vision, alignment with the enterprise, and assurance of execution to that vision

The platform owner

The platform owner is the day-to-day manager of the ServiceNow platform and the teams that support it. It's the platform owner's responsibility to execute the strategy as set by the executive sponsor, and accurately understand and execute the needs of the service owners who are using the platform to deliver services.

The platform owner is the glue that bridges the strategic vision and the day-to-day needs of maintaining and improving current capabilities. Effective platform owners:

- Execute the strategic vision created by the executive sponsor

- If the platform owner is not willing or is unable to execute, the strategic vision can fall flat because of delays and inconsistent execution
- Own and manage the roadmap and set appropriate expectations
- Communicate consistently with current service owners using the platform, to provide continuous improvement opportunities
 - If a service owner doesn't feel their needs are understood and appropriately prioritized, they may become an unhappy customer and could look elsewhere
- Demonstrate a passion to communicate with other areas of the enterprise about the value achieved for current processes on ServiceNow, and how ServiceNow can help solve their issues as well
- Exhibit a deep understanding of ServiceNow's capabilities
- Exhibit a deep understanding of the team's capabilities
 - Initiate changes/additions to the team to improve the overall ability to execute the vision
- Establish and maintain governance meetings that include all key stakeholders
 - Key stakeholders include at a minimum: executive sponsor, key platform team members, and service owners providing services on the platform

The service owner

Service owners who have successfully implemented their processes on the ServiceNow platform play a key role in championship across the enterprise. They are proof that the ServiceNow platform and the team supporting it can deliver value. They are the "gold star" internal reference. Communicating their success opens doors to other parts of the enterprise. Effective service owners:

- Demonstrate a desire to partner with the ServiceNow platform team to communicate the success of their processes to others in the enterprise
- Desire to be part of the solution
 - Assist with adoption campaigns
 - Participate in continual improvement activities
- Serve as an active participant in governance meetings

Cultivating executive sponsors

What do you do if your executive sponsor is not very engaged? What are some ways you can turn an executive sponsor into a champion?

Know and speak the value

Communicating the value that ServiceNow provides to services in your enterprise (IT and/or others) is a key step in helping executive sponsors understand why they should be engaged and help further the use of ServiceNow. Here are some suggestions:

- Schedule a monthly meeting with the executive sponsor to keep him or her updated on the health and value of the services provided
 - If they decline a meeting, send monthly updates
 - Make the information straightforward and to the point
 - Include actual numbers, quotes from users, and updates on new capabilities to be released, and align to your company's key business strategies

- Ask executives to speak during webinars and lunch and learns
 - Ask the executive of **any** successful service provided on the platform (not just the target you would like to be a champion)
 - Provide them with the value data as speaking points
 - Offer positive feedback to further promote their involvement

Teach the value

To get the executive sponsor more involved, create executive dashboards and teach the sponsor how to use it.

- Hold a special "training" session: bring in breakfast for a 15-minute breakfast and update
 - Conduct quarterly updates to ensure your sponsor is still using the dashboard
- Understand what the sponsor needs to report on for the department; ensure the dashboard includes that information
- Include the executive assistant, who should also know how to use the dashboard
 - The executive assistant can be a great resource to help the sponsor with getting the "training" to stick

Engage your ServiceNow account team

Your ServiceNow account team has resources and tools designed specifically to engage with executive sponsors. They can help cultivate the excitement and vision of value the platform can bring to the organization. Their assistance can include:

- Strategy and value realization sessions
- Peer-to-peer reference conversations
- Executive briefing with ServiceNow executives

Cultivating platform owners

Here are three ways to ensure that your platform support team become champions who are excited to innovate and deliver solutions that are valuable to the business.

Get the team involved with the ServiceNow user community

Having the entire team engaged with other ServiceNow customers can be an incredible learning experience. It will inspire them to continue to grow in their knowledge and think about new and innovative ways to deliver value. And having them engaged with other ServiceNow teams as a team will help them connect and inspire each other about the great things they can accomplish.

Some effective ways to have your platform support team engaged with other customers include:

- Local ServiceNow User Groups (SNUGs); you can find your local user group [here](#)
- Attend the Knowledge conference together; this yearly event has something for everyone to get inspired about, and you can meet as a team each evening to review what you learned
- Attend seminars hosted by our partners and customers

Invest in their learning

Ensure that you are continuing to offer learning opportunities for your team.

- Is there a new training course available from ServiceNow that they could benefit from?
- Is there a specialist group that focuses on project management skills or quality assurance?
- Could your business analyst(s) benefit from learning more about a particular part of the business, to better understand how the platform can help solve their issues?

Challenge them

We talk about setting up meetings with key stakeholders to drive strategy and direction, but it's important that the team is also engaged with this process. But instead of driving the strategy of **what** needs to get done, it's about driving the strategy of **how**.

Bring your platform support team together on a quarterly basis to review the strategy and roadmap—and during this meeting, they are to bring three new ideas of how they can be more effective executing against that plan. The three ideas should come from something they learned and should be referenceable. (For example, "We should use Service Creator to further expand our catalog capabilities. I found information on this in the wiki." Or, "I attended a webinar on using waterfall and agile methodologies to handle multiple release cycles and projects more effectively.")

The point of the previous recommendations is to encourage the team to learn about new ways of doing things, versus always falling back into old habits. The ServiceNow platform is continuing to evolve and grow—your team needs to be encouraged and provided the opportunity to do the same.

Build an army of change champions

Having the key *champions*—executive sponsor, platform owner, and service owner—actively engaged and promoting the ServiceNow platform creates an environment where other roles can become *change champions*.

You shouldn't be expected to champion ServiceNow and the upcoming changes all on your own—there are others eager to be engaged. They are the feet on the street that help make the "magic" happen.

Who is a change champion?

Change champions are those within your organization who are positioned and willing to help with supporting change, and who are effective leaders within their respective spheres of influence. Typically, this will include:

- First-line managers
- Team leads
- Executive assistants
- Volunteers who excel at their roles and are respected by their peers

How do you identify change champions and get them involved?

You should engage change champions early in the project. Don't make them an afterthought, to drive excitement right before go-live. The early involvement will make them part of the overall success—not just a means to an end. This is also important when considering their role in the program management aspects of ongoing service improvement.

First, engage with the executive sponsor, platform owner, and service owner to identify who should be on the list of change champions (see suggested roles above). If there aren't enough employees in the roles listed above, or if

volunteerism is part of your corporate culture, open up the search to volunteers. Drive early involvement and buy-in:

- Hold a meeting to review what is expected and get official change champion sign-ups. Complete this prior to kick-off, if possible.
- Provide a document of expected responsibilities.
- Establish KPIs for bonus/additional compensation considerations to acknowledge change champions' influence.
- Hold update meetings for change champions every other week throughout the project to keep them engaged.

How do change champions support driving change?

Change champions are embedded in teams whose employees are directly affected by the upcoming changes. Because they are already embedded in the teams, they understand the nuances in culture that can be different from team to team, and how the impact will affect the acceptance of a change. Because of this, they are trusted insiders. If the message is coming from a trusted insider, versus an outsider, the users are more willing to accept the changes. Change champions will typically assist with the following for their respective teams:

- Provide feedback on messaging and planning activities
 - Participate in brainstorming ideas for communication activities
 - Provide feedback on timing — what's worked in the past and what hasn't
- Assist with distributing communications
 - Cover key topics during team meetings ("Did everyone read the email about upcoming lunch and learns, block their calendars, and sign up to attend a session?")
 - Print and pass out flyers, hang posters
- Assist with training
 - Facilitate lunch and learns
 - Hold Q&A sessions
 - Offer tips and tricks pre/post go-live
- Support go-live
 - Help to answer questions the first two weeks post-go-live
 - Develop tips and tricks to help teams use the platform to get work done
 - Staff walk-up booths to answer questions
 - Provide continuous improvement feedback to the platform team regarding adoption, or barriers to adoption
 - Ensure surveys are being completed to provide feedback to the ServiceNow platform team on overall experience

Use change champions throughout the project lifecycle

Whether you're planning, executing communications, training, or preparing for go-live, change champions are useful at every phase.

Use change champions when you plan

Starting to plan? Engage your change champions and pull them into the planning process. As you follow the steps in your communication plan, engage your change champions to make sure you are making the right decisions. You can engage change champions by:

- Holding a change champion meeting before or shortly after kick-off
- Ensuring they understand the business and individual value related to the project
- Outlining their responsibility in driving adoption within their teams
- Testing your messaging ideas to see what resonates
- Requesting ideas of activities that will help drive change on their teams
- Giving change champions a voice in the overall change process
- Conducting regular change champion meetings to provide proper updates and provide them support as needed (every other week or so)

Use change champions to amplify your communications

How are you going to get it all done and reach all the right people? Use your change champions to ensure the message is widely dispersed and understood by the various teams.

Engage change champions to:

- Assist with planning/execution of activities
- Print and hang posters or hand out flyers
- Highlight communications and action items during team meetings
- Hold Q&A sessions to squash rumors and provide facts related to concerns
- Provide feedback with any concerns regarding how the message is resonating, or timing of communications/activities

Use change champions to drive home training

Training is the most important aspect to drive adoption of new processes and systems. The change champions are key to ensuring that their team is getting the training how and when they need it, so all can hit the ground running on Day 1.

Engage change champions to:

- Provide change champions access to UAT or training instance
- Review training materials and formats to provide feedback
- Come up with fun ideas for contests or games during training
- Become experts in the new way to support their teams
- Conduct lunch and learn sessions prior to formal training
- Lead formal training of their teams (if doing "Train the Trainer")
- Create tips and tricks docs to help their teams understand best practices for their specific specialties
- Ensure that their teams are registered AND participating in training provided
- Provide feedback to platform project teams on their team's status for go-live readiness

Use change champions for go-live week and beyond

Go-live is a time of both excitement and trepidation. Will the process work as expected? Are the teams ready? Have we thought of everything? Change champions can amplify the excitement and provide the support needed to make sure everyone is ready to go.

Engage change champions to:

- Give on-the-spot support to their teams
- Coach teams on the right steps to execute their processes
- Ensure that desktop guides or job aids are distributed to all team members
- Hold Q&A or tips and tricks sessions during breaks or lunch hours
- Provide feedback to the platform ownership team on areas that are working or need additional support
- Help plan the go-live celebration
 - Actively help plan and support the event
 - Provide creative ideas
 - Plan in multiple locations (think global/regional simultaneous celebrations)

Acknowledge and give prizes to change champions during the go-live celebrations, thanking them for their help—after all, you will likely need their help again on future upgrades!