Organizational Change Management (a primer)

What it is

Why it matters

Where to start
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What is Organizational Change Management?

Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise. Simply put, OCM addresses the people side of change management.

Organizational change management is about **shifts** and how people are impacted by those shifts. Shifts in:

- processes
- ways of working
- culture
- behaviors
- and mindsets

The scope of Organizational Change Management can be very broad and cover a multitude of activities throughout the lifecycle of your ServiceNow journey. These can include a transitional roadmap, stakeholder analysis, sponsorship guidance, training and enablement plan, communications plan, impact analysis, champion enablement plan, governance and center of excellence design, and much more.

**Change Enablement** is a more focused and targeted process applied in ServiceNow implementation methodology to **equip individuals** with the **knowledge and skills** they need to successfully adapt to a new technology, process, or policy designed to grow **business results**.

The overarching objective of any change engagement effort is to **accelerate** and **maximize** the value of these investments by **driving the adoption** of the behaviors and practices that are necessary for success.
Why Does OCM Matter?

ServiceNow customers have invested considerable time, money, and effort into the development, deployment, and usage of the Now platform.

The overarching objective of this change engagement effort is to accelerate and maximize the value of these investments by driving the adoption of the behaviors and practices that are necessary for success.

The Bottom Line

Change management effectiveness directly correlates with meeting project objectives. According to Prosci, of study participants, 77% of those with good change management programs met or exceeded objectives, and 43% of those with fair change management programs met or exceeded objectives. Only 15%—or about 1 in 6—of those with poor change management programs met or exceeded objectives.

“75% of executives are still waiting to reap tangible benefits from disruptive technology”

– Forbes Insight
Where to Begin?

Leverage the methodology and self-service resources in Now Create.

Now Create

Empowering you to create exceptional business outcomes

Get step-by-step guidance that's based on real work experience so you can create new workflows fast—and get them right the first time. Now Create provides a prescriptive methodology, leading practices, and accelerators to help you with ServiceNow implementations, upgrades, and more.

Get started with Now Create Organizational Change Management guidance.

ServiceNow Approach
## Activities and Tools

Now create steps you through best practice activities and tools for guiding change efforts.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Purpose and Outcome</th>
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<tbody>
<tr>
<td>Define Change Team and Roles</td>
<td>Determine who will support the change effort, their defined role (scope) and responsibilities. Ideally there is a Change Lead, a Communication Lead and a Training Lead.</td>
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<tr>
<td>Stakeholder Analysis</td>
<td>Get an understanding of who is impacted by the change, directly and indirectly. What groups and roles are in scope? What shifts are needed? What obstacles are expected? What’s in it for them? What’s going to be expected of them?</td>
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<tr>
<td>RACI and Sponsorship Roadmap</td>
<td>Define roles and responsibilities around the change effort, and create a clear roadmap for project sponsorships outlining key milestones and efforts they need to be involved in.</td>
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<tr>
<td>Impact Analysis</td>
<td>Identify the processes that are changing; the tasks in the processes that start, stop, and continue; and the roles affected by the process changes that, as a result, require training. These shifts will be used to inform the communication and training efforts.</td>
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<tr>
<td>Communication Planning</td>
<td>Develop a strategy for creating informed and motivated stakeholders who know what is expected of them, why the shifts are happening, what’s in it for them and when, and where to get the support they need. Link major communication milestones to project milestones.</td>
</tr>
<tr>
<td>Training Needs Analysis and Delivery Planning</td>
<td>From the stakeholder analysis, conduct a training needs analysis based on roles and responsibilities. Develop a training strategy from this analysis that is connected to the project milestones and dependencies.</td>
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<tr>
<td>Change Champion Planning &amp; Enablement</td>
<td>Design and implement a Change Champion Network to support the shifts during and after deployment. Determine who will participate, what their responsibilities and time commitment will be.</td>
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<tr>
<td>Adoption Measurement Strategy</td>
<td>Develop a measurement strategy that includes adoption indicators, collecting and documenting feedback from your key stakeholders, and keeping leadership informed of status, lessons learned, and any recommended next steps.</td>
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Need more help?

ServiceNow Adoption Toolkit

Templates

**For our customers**

The ServiceNow Adoption Toolkit: included with Success Packages or purchased individually, gives you all you need to educate your process and end users on the ServiceNow platform. The toolkit provides customizable change enablement templates; and instructor led training templates for process user functions by Business Unit.

**For our partners**

The ServiceNow Training Toolkit: provides our services partners the opportunity to license customizable ServiceNow process user training training templates; and provide custom training services to their customers.

ServiceNow Adoption Accelerator

Guidance

Accelerate your change enablement efforts with these guided adoption workshops for making the most of ServiceNow adoption resources, tools and templates. Each workshop is two hours, followed by an hour-long personalized coaching session.

- Change Enablement Methodology and Planning
- Champion Enablement
- Communications Planning
- How to Customize Process User Training Templates

ServiceNow Change Enablement Services

Engagement

ServiceNow experts will step you through the process of change enablement within your organization to increase your time to value and accelerate adoption. Our structured approach to managing change will remove barriers, identify and mitigate risks, and pave the way for a successful roll out.

For more information, contact your Training Account Executive or TrainingAE@servicenow.com.

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ServiceNow Customer Success Best Practices
Center of Excellence

ServiceNow’s Best Practice Center of Excellence provides prescriptive, actionable advice to help you maximize the value of your ServiceNow investment. Visit the Customer Success Center for resources that will help you to prepare and execute organizational change. Resources include a short video to introduce OCM, an executive briefing deck to walk your team through OCM, and best practices to help you achieve success.