How do I build an OCM communication plan?

Questions addressed

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- What is an OCM communications plan?
- What do you need to include in an OCM communications plan?

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- Is there a best practice process for building an OCM communications plan?
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An organizational change management (OCM) communication plan is a documented strategy for how you will tell your organization about the changes that are occurring as part of the ServiceNow implementation. A good OCM communication plan details how you'll provide detailed information about your ServiceNow project—and why it's beneficial—to the right people at the right time.
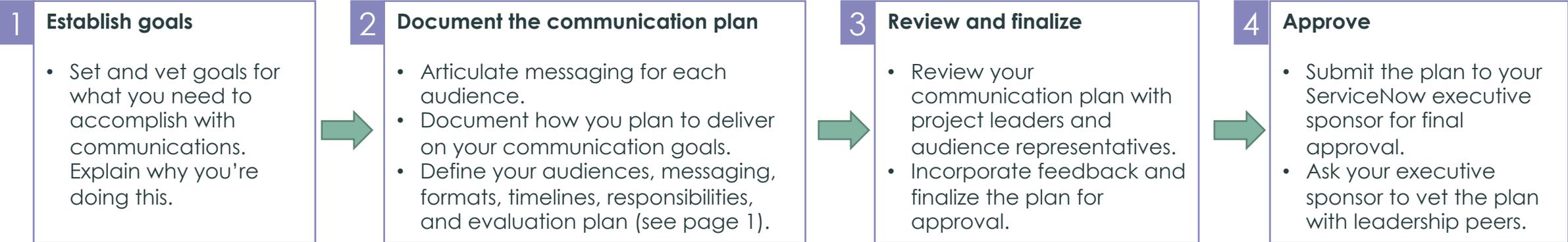
An effective, targeted communication plan is critical to ensure that the people in your organization aren't just simply aware of your project and how it will change their work but are **convinced to actively support and commit to the change.**

In your plan, define the:	Why is this important?	Start by asking yourself:
Target audiences	Understanding your audiences lets you to target communications to specific groups and improves the chance that you reach them.	What different groups do we need to communicate with? About what?
Appropriate messaging and tone	You need to sell your project's value without causing anxiety and concern about the change. (Make sure to distinguish between strategic, tactical, and operational audience/messaging)	What's the most important thing I need to communicate? Are there any sensitivities I need to avoid?
Delivery formats	You'll reach more of your intended audiences by using multiple channels, like town hall meetings, videos, internal project websites, etc.	What channels should we use when communicating with this audience?
Timeline and cadence	Timely communications can help people see and internalize your messages.	When do we communicate with this audience? How frequently?
Responsibilities and assignments	Clearly defining who is responsible for certain communication tasks ensures they get done.	Who is responsible for leading communications with this audience?
Evaluation plan	Always evaluate the effectiveness of your messages to identify how to improve them.	How can we track how effective our communications are?

How do I build an OCM communication plan? (Continued)

Is there a best practice for building an OCM communication plan?

Follow these four steps to make sure you involve the right people at the right time and finish with an approved plan that considers all the components defined on page 1:

1 Establish goals

- Set and vet goals for what you need to accomplish with communications. Explain why you're doing this.

2 Document the communication plan

- Articulate messaging for each audience.
- Document how you plan to deliver on your communication goals.
- Define your audiences, messaging, formats, timelines, responsibilities, and evaluation plan (see page 1).

3 Review and finalize

- Review your communication plan with project leaders and audience representatives.
- Incorporate feedback and finalize the plan for approval.

4 Approve

- Submit the plan to your ServiceNow executive sponsor for final approval.
- Ask your executive sponsor to vet the plan with leadership peers.

Who needs to be involved in building an OCM communication plan? (by process step)

- **OCM program lead –** Responsible for setting goals
- **Now Platform owner and project manager –** Informed of communication goals

- **OCM program lead –** Responsible for defining and documenting OCM communication plans or delegating responsibilities to other roles
- **Marketing/communication groups –** Involved as needed to support OCM communication planning
- **ServiceNow Champions –** Consulted as representatives of your audiences to inform planning

- **OCM lead and project manager –** Work together to review and finalize plans
- **ServiceNow champions –** Consulted to review communication plans

- **Executive sponsor –** Responsible for approving OCM communication plan and vetting with peers

How do I build an OCM communication plan? (Continued)

What does a good OCM communication plan look like?

The most effective OCM communication plans are built in a project plan format that includes information across all plan components in one place and can be easily updated to track communications efforts over time. We recommend the format below (populated with example information).

Activity	Communication objectives/message	Audience	Delivery format	Time frame	Responsibility (ownership)	Status
Initial announcement	• *Create a buzz and drive awareness* • *Announce kickoff event*	*Entire company*	*Email*	*ASAP, followed up with biweekly emails*	*Communications team and OCM program lead*	*Planned*
Kickoff for all hands (event)	• *Exec sponsor speaks to the project's value* • *Provide overview of what to expect* • *Introduce theme and have some swag*	*Departments affected by the change*	*Town-hall style meeting and webinar for remote workers*	*At beginning of project*	*Executive sponsor*	*Planned*
…						

If you have any questions on this topic or you would like to be a contributor to future ServiceNow best practice content, please contact us.

Related resources

• Success Playbook & Checklist – Create a change management plan

• Success Quick Answer – How do I start organizational change management?

• Success Quick Answer – How can I assess if my organization is ready for ServiceNow?