

How do I have effective strategic conversations about value?

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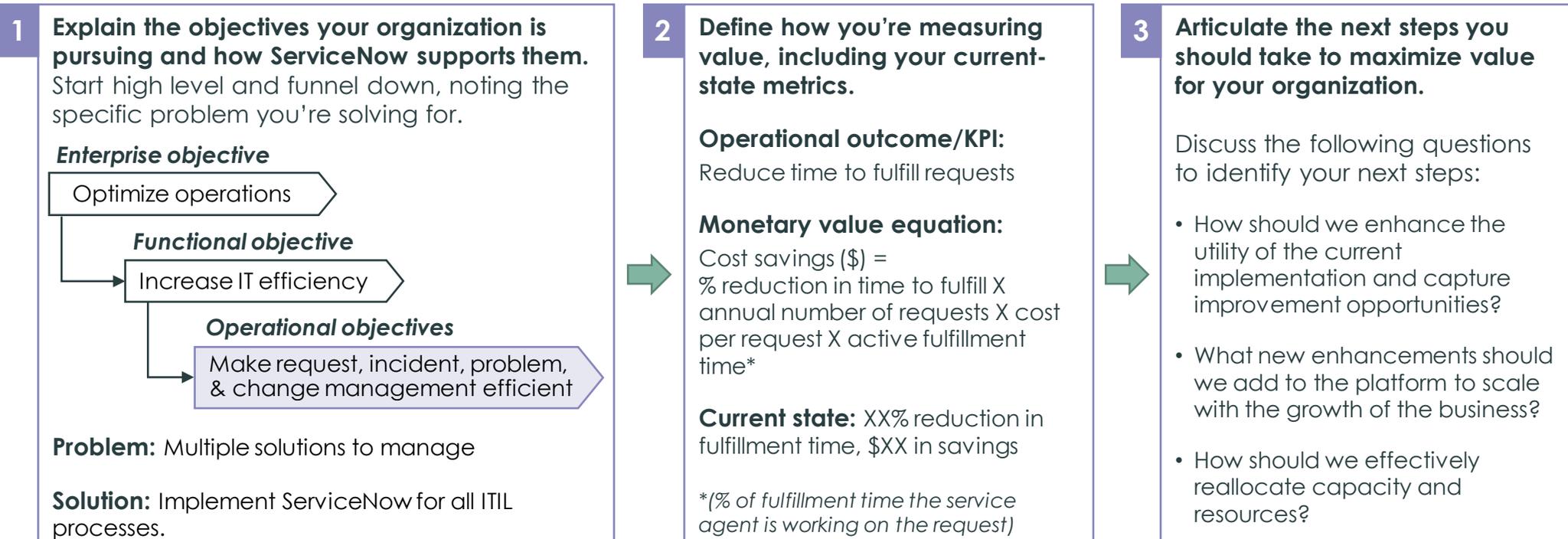
- Who should be involved in value conversations?
- What is an appropriate cadence for strategic value conversations?
- What type of content should be included in the value conversation?
- What should I consider to appropriately tailor my conversation?
- How should I present value data to my audience?

Consistent conversations about [value](#) are critical to maximizing the benefits your organization realizes from your ServiceNow® investment. The objective is to help stakeholders make informed decisions that help you meet, and exceed, your goals.

How do I effectively frame a value conversation?

Value conversations are most effective when coupled with storytelling. The narrative should demonstrate how your actions impact the business and articulate what else you could do to maximize the benefits the organization realizes overall.

Follow the three-step process below to frame the conversation on value—always summarize with a clear takeaway, as shown:



The takeaway: We have increased IT service management efficiency by reducing the time it takes to fulfill requests. As a byproduct, we have improved the employee experience and the reputation of the IT service desk.

How do I have effective strategic conversations about value? (Cont.)

Who should be involved in value conversations?

All ServiceNow stakeholders involved in delivering value—users, developers, or service/[process owners](#)—should feel empowered to have strategic conversations about value with their peers or manager.

The platform owners or someone on the core [ServiceNow platform team](#) should have regular value conversations with the ServiceNow [executive sponsor](#), senior leadership, and relevant stakeholders.

What is an appropriate cadence for strategic value conversations?

We recommend having value conversations *at least quarterly* as part of strategic [governance](#) meetings, one-on-ones with your manager, or during project discussions (e.g., prioritization decisions). Consider dedicating a portion of your regular operational reviews to discussing the value you're realizing from ServiceNow and how you can maximize value moving forward. Also consider having monthly standups with the platform team and quarterly leadership updates on value.

What type of content should be included in the value conversation?

During your value conversation, consider what to include and exclude:

Include:

- Context on why the discussion matters and assumptions made
- Details on achievement over time
- Details on improvement areas
- A takeaway with clear next steps

Exclude:

- Technical implementation details
- Technical jargon
- A data dump (nothing more than 1-2 pages)

What should I consider to appropriately tailor my conversation?

ServiceNow implementations typically enable multiple outcomes. The outcome you focus on during your value conversation depends on who you're having the conversation with.

Ask yourself these questions to tailor the conversation accordingly:

- What outcomes is this stakeholder personally invested in?
- What action do I want this stakeholder to take?
- What (or whom) do I need this stakeholder to influence?

How should I present value data to my audience?

Collaborate with your audience to align on a format that's easily consumable. Try to limit the data you present and keep it simple. We recommend two formats that help generate discussion:

- Custom dashboards using [Performance Analytics](#)
- A [one-page summary](#) of the value realized

Related resources

- [Success Playbook – Baseline and track performance, usage KPIs, and metrics](#)
- [Success Checklist – Measuring value from ServiceNow](#)
- [Success Quick Answer – How do I create custom dashboards?](#)
- [Success Template – Key performance indicators to measure value from your ServiceNow investments](#)
- [Success Quick Answer – How should I improve value from ServiceNow?](#)

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](#).