

Strategic outcomes

This Success Insight provides guidance on the transformation that ServiceNow® leaders—including platform owners and executive sponsors—should drive across their organizations to successfully drive strategic outcomes with ServiceNow, organized by three business capabilities:



Roadmap strategy to maximize outcomes

- Ensure your strategy supports your business outcomes.
- Plan strategic initiatives and gain performance visibility to course-correct.



Align investments with your implementation strategy

- Enable a centralized view of all demand and work.
- Continually prioritize work to increase business agility.
- Ensure all work is strategically aligned.
- Enable a lens for all stakeholders in the demand-to-value lifecycle.



Deliver work using any methodology

- Shorten the time to market to accelerate benefit realization.
- Deliver work through hybrid portfolios.
- Enable line of sight from work to strategy to provide purpose.
- Provide end-to-end visibility to increase collaboration across all stakeholders.



Roadmap strategy to maximize outcomes

Managing your strategic portfolio on the Now Platform® helps your organization track strategies to understand if you're meeting your objectives. Take these actions to prepare your teams and processes to adapt to new strategic planning methods:

Establish a function to track and support strategy execution.

- **Evaluate if you need to build a strategy realization office (SRO) to support the delivery of work that will ultimately achieve your strategic objectives.** An SRO helps implement the right processes, approaches, and tools to develop and monitor your organization's strategies, goals, objectives, and investments to ensure there is continuous alignment between them all.

Plan for flexibility to manage strategy evolution.

- **Plan for how your organization will use the Now Platform to monitor priority shifts, disruptions, emerging opportunities, and new threats that should cause you to revisit goals and objectives.** Your organization must be able to monitor all those variables and make rapid, real-time changes to maintain alignment and understand the impact of the change all the way to the delivery teams. To do this, define what specific information must be tracked on the platform and policies for when changes require action to review—and possibly update your strategy roadmap.
- **Set a regular cadence to revisit the strategy roadmap, even if your progress against goals seems stable.** Don't limit the potential of your strategy by keeping it static. Experience gained while enacting a strategy will likely uncover new opportunities and priorities. Move from annual planning to quarterly planning and then eventually to continuous planning to capture these opportunities and preempt disruptions.

Embed OCM requirements when transforming how you'll form and track strategy.

- **Prioritize CIO-1 and middle managers as key target personas for organizational change management (OCM) efforts.** You can't assume managers are on board just because they're leaders. And you must beware of the impact of a pocket veto—managers effectively vetoing strategy by not recruiting their teams to do the work to support it. When possible, give business managers early visibility to the roadmap to give them time to get on board with the strategy and align with it.
- **Define a communication plan to involve frontline staff in strategic planning.** You can't directly include everyone in your organization in strategic planning. But strategy changes can impact your teams' day-to-day work and routines. Effective communication is a powerful OCM tool that can help people feel involved and considered in strategy planning, even if they aren't directly involved in defining the strategy. Make sure to support all changes to your strategic direction with a communication plan that effectively conveys changes and how they may impact people's work. It's important that teams understand the value they provide and how their work supports the organization's strategy and business goals.



Practitioner insight

Don't wait to build effective governance, training, and organizational change management. Strategies too often focus on selecting and prioritizing technical activities and implementations over preparing for management activities that are key to delivering expected outcomes. Your roadmap should include timelines for setting up and resourcing management capabilities like governance models, operating models, training and skill development plans, and organizational change management programs.

Align investments with your implementation strategy

Centralized visibility across all demands and projects helps your teams understand enterprise goals and align investments with your implementation strategy. Take these actions to prepare your organization to adapt how it plans and prioritizes work to deliver business outcomes:

Establish a centralized investment management function that can build and support shared planning practices.

- **Build an EPMO.** An enterprise project management office (EPMO) can provide leadership throughout the entire lifecycle of projects by:
 - Supporting project portfolio management process, governance, and tools.
 - Coordinating demand management across various lines of business
 - Overseeing and communicating your overall portfolio health
- **Work with central planning groups to build consistent planning processes across all groups in your organization that includes sharing the same tools.** You risk a lack of enterprise focus and agility if your core functions plan in silos. Developing shared planning processes that are supported by shared tooling is critical to being able to create a coordinated, enterprise-wide strategy that can be seen on a strategy roadmap.

Ensure foundational demand management practices are in place.

- **Implement a single, integrated demand funnel to centralize work requests and allow effective prioritization.** Aim to centralize demand management when possible. Organizations commonly have multiple demand boards, with each board overseeing demand for a specific business unit, domain, region, etc. This is okay if all groups apply consistent demand management practices.
- **Build consensus on demand management business processes and policies before implementing a streamlined demand process.** Demand categorization and evaluation criteria are likely defined differently across different teams. If these different practices aren't unified up front, demand decisions will likely be burdened by debates on what type of project and delivery is required (e.g., is it an enterprise-level investment, a regular project, an enhancement, or a defect?) and/or how much time a project will take.
- **Enable a centralized view of all demand and work as early as possible.** Building visibility across all demands, investments, and projects in the organization is a step toward enabling better central planning but visibility is itself a powerful capability. Before you can start aligning work with strategy, you must first understand what work is being pursued. This view also helps leaders understand their team's specific role in supporting strategy, where there are opportunities for them to adapt to better support strategic goals, and when they need to quickly respond to changes.



Practitioner insight

Develop and maintain a communication strategy that helps teams understand current goals, how their specific work contributes to the overall goals, and when change is required. Stakeholders accountable for strategic planning don't usually deliver planned work themselves—it's carried out by different teams across all areas of the organization. Clear and consistent communications—guided by a central communication plan—are critical to all individuals and help teams understand how their work supports the strategy so they can make decisions during execution that optimize that value.

Deliver work using any methodology

Combining strategic portfolio management and IT service management capabilities can help your organization adopt new ways of working and support multiple methodologies. Take these actions to help teams and processes adapt to the upcoming transformation:

Start with certainty about what methodologies must be supported.

- **Make sure that large methodology changes are driven by strong top-down leadership.** The companies that that pivot to Agile successfully across the organization started with a top-down directive and guidance about how to do so. If you instead empower each team to decide their own path, it's likely that the individual teams will jump to focus on tooling and overlook the importance of the central planning and governance needed to manage an effective agile transformation at scale.

Prepare for the impact of changing methodologies.

- **Treat OCM as critical to successfully pivoting to Agile.** Adopting new methodologies places a two-fold change burden on your organization. Your teams need to change both their day-to-day work and the tools they use. Account for both challenges in your OCM plan.
- **Invest in agile training and coaching for the whole organization, not just developers.** The entire organization will be impacted by pivoting to agile. Deliver agile training broadly to teach all employees the agile language and concepts so they can work together using a shared understanding of the new methodology. Scrum masters can also support trainings, help others with the new methodology, and facilitate the agile journey across the organization.
- **Adjust program management capabilities to align with any methodology changes.** Implementing new agile frameworks will require rethinking how governance, operating models, and even funding models work. Funding models, for example, will need to change to a program perspective, which resources enduring programs rather than point-in-time projects. Rather than delaying the inevitable by trying to fit your current funding model into agile ways of working, partner with finance to apply agile planning frameworks to funding.

Audit existing tools.

- **Be sure you understand the full ecosystem of tools used across the teams and methodologies your organization uses.** The Now Platform offers a single platform to gain control over all work regardless of the methodologies applied to do that work, but your teams may need to integrate their tooling into it for that to happen. First, you need visibility into all the tools used. Then, prioritize which tools you'll integrate into your central planning solution.



Practitioner insight

Don't roll out agile in a big bang. Pick a select few teams to start and roll it out gradually, according to a predefined plan, before pushing agile at scale. This transition can take years, which is okay. You can operate in a hybrid project management model as you transition—managing big projects in waterfall, while small projects are done using agile methods.