Engage stakeholders who should be involved in implementing governance

Conduct a stakeholder analysis to Identify what roles and groups should be involved in establishing ServiceNow governance and how they'll contribute. This analysis often reveals both who you'll need to work with directly in order to set up governance and who will need to be involved in ServiceNow governance functions once they're established.

Check your progress:

❑ Do I know everyone who should be involved in implementing governance?

❑ Have I defined how each stakeholder should contribute to implementation?

❑ Have I spoken to each stakeholder and set expectations with them?

If you did not answer "yes" to all questions above, complete these action steps:

1. **Identify who should be involved in implementing ServiceNow governance.**

   Make a list of the groups you identify. This list will be different at every organization but will generally involve at least someone from these groups:

   - ServiceNow executive sponsor
   - ServiceNow platform team
   - IT/domain leaders
   - Service and process owners
   - Program managers (PMO)
   - Enterprise architects
   - Information security team

Practitioner insight: Involve people with both technical and business skills when you set up your governance program

All too often, organizations think of governance only in terms of controlling what happens on the technology—and then they design a governance program that focuses only on technical standards and management. The consequence is that the responsibility for setting up governance often defaults to the staff with technical skills.
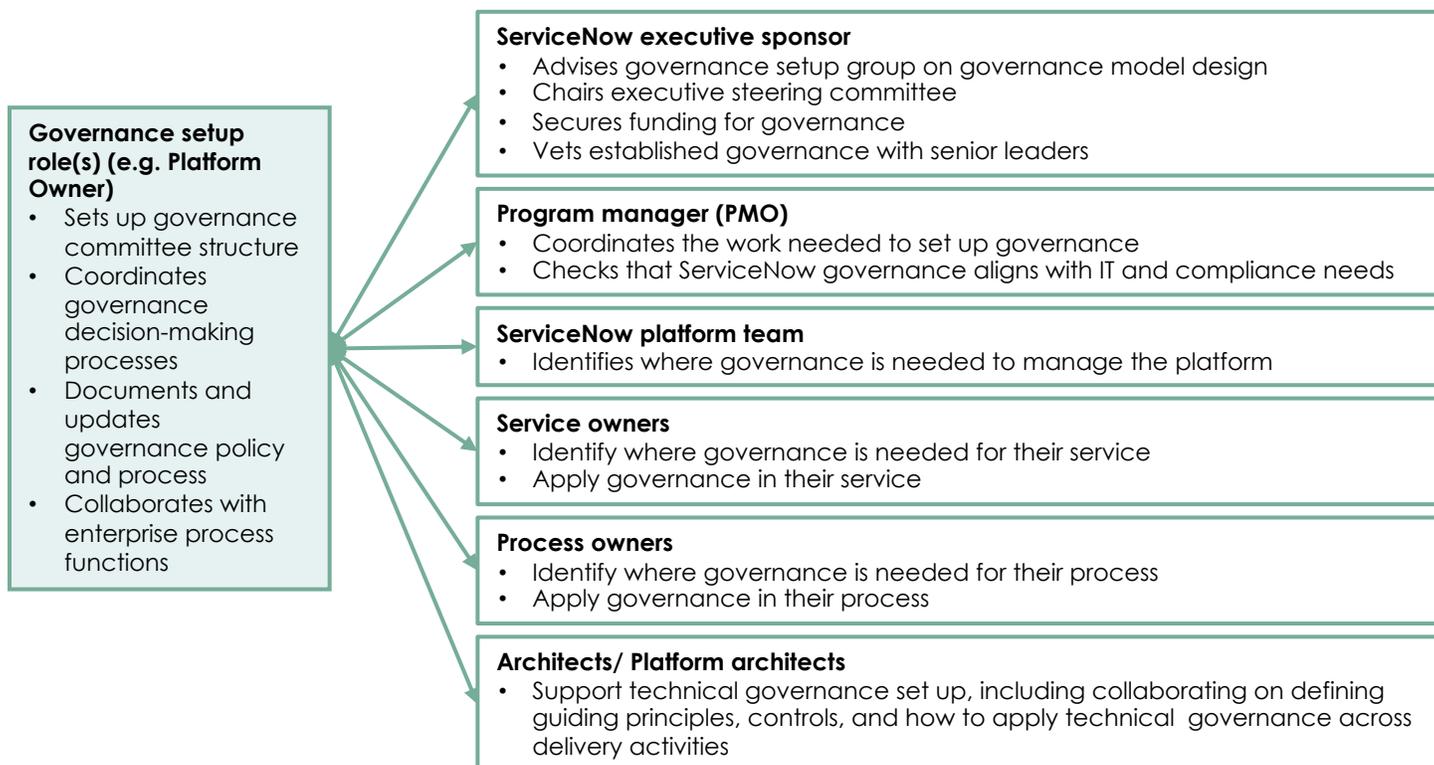
But if your organization is looking for transformation, the most important governance decisions to frame aren't technical—they're about the strategic direction of the ServiceNow roadmap and how technical decisions align with and support that. The people who design and set up your governance program need to balance an understanding of business as well as technical needs.

2. **Build a stakeholder map that shows who needs to be involved in setting up ServiceNow governance and what they can contribute.**

Your platform owner (and any others working to set up ServiceNow governance) must coordinate with other groups to ensure your ServiceNow governance program fits within the context of existing enterprise governance and policies. Unfortunately, many groups overlook this need because they don't have a strong sense of whom to involve and how to work with them. To avoid this, brainstorm a list of stakeholders who might need to be involved when you initially set up ServiceNow governance.

Map these different stakeholder groups—such as your executive sponsor, the PMO, and process owners—and define what you think each stakeholder can help contribute to your governance program. The map will be different at every organization but will generally involve at least the groups and tasks included here:

Governance setup role(s) (e.g. Platform Owner)
- Sets up governance committee structure
- Coordinates governance decision-making processes
- Documents and updates governance policy and process
- Collaborates with enterprise process functions

ServiceNow executive sponsor
- Advises governance setup group on governance model design
- Chairs executive steering committee
- Secures funding for governance
- Vets established governance with senior leaders

Program manager (PMO)
- Coordinates the work needed to set up governance
- Checks that ServiceNow governance aligns with IT and compliance needs

ServiceNow platform team
- Identifies where governance is needed to manage the platform

Service owners
- Identify where governance is needed for their service
- Apply governance in their service

Process owners
- Identify where governance is needed for their process
- Apply governance in their process

Architects/ Platform architects
- Support technical governance set up, including collaborating on defining guiding principles, controls, and how to apply technical governance across delivery activities

3. **Meet with the stakeholders/groups you identified, share your vision and project plan with them, and discuss what might be expected of them as part of the implementation.**

This conversation should also cover how they may be involved in ServiceNow governance after it's implemented.

Practitioner insight: Be prepared to sell ServiceNow governance to your stakeholders

When engaging stakeholders, always start with a pitch that explains ServiceNow governance and its benefits. It is especially important to emphasize the benefits of good governance if your organization has any aversion to the concept of governance or if past governance initiatives have failed.

If you expect resistance, organizational change management (OCM) practices might complement your governance implementation to help you engage your stakeholders and prepare them for any changes resulting from adopting a ServiceNow governance model.

Don't be disheartened if your pitch for governance is initially criticized. In one extreme example, our customer at a Fortune 500 pharmaceutical company shared, "When I started, I couldn't even use the word 'governance' at my organization because it's too deeply associated with red tape." Ultimately, this customer was able to foster support for adopting ServiceNow governance by working with their stakeholders and consistently explaining the benefits.

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See full ServiceNow governance success workbook