knowledge17

WORK at LIGHTSPEED™

The Urinal Fly as an Agent of Change: Realizing ServiceNow in a Higher Education Institution

CHRIS KING
DIRECTOR, HELP DESK & SERVICE MANAGEMENT
NC State University
@helpfulchris | #HiEdFly | #Know17

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servicenow

Agenda

- Backgroundy stuff (me, NC State)
- Objectives
- Context
- Adoption strategies
  - What happened with the urinal fly?
  - What happens in general?
  - What happened at NC State?
- Key takeaways
- Questions?

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Speaker Introduction



NAME: Chris King

TITLE: Director, Help Desk and Service Management

FUNCTION: I oversee Service Management and the campus service desk

COMPANY: NC State University

EXPERIENCE: 20 years in IT, 7 years in ITSM, 3 years in ServiceNow

EXPERTISE: Customer support, service delivery, strategic planning, best practices and advocacy

ACHIEVEMENTS: Built university's first central help/service desk, grew CRM to ITSM, helped get us Googled

CURRENT PROJECTS: Service Portfolio/Catalog/mumble, ITOM, other cats in need of herding

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About NC State University



NAME: NC State University

LOCATION: Raleigh, NC (part of the Research Triangle)

CLAIM TO FAME: Research 1 institution known for excellence in engineering, textiles, and agriculture as well as innovation and startup

NUMBERS OF INTEREST: Largest public school in the Carolinas, 33,755 students, 2,336 faculty, 6,733 staff, 12 colleges, including Veterinary Medicine

ServiceNow ADOPTION AND INITIATIVES: Over 1,000 licensed users; Incident, Knowledge, Change, Facilities, SDLC, GRC; Coming: Service Portfolio/Catalog, Configuration, Demand, Release, Outage, Asset; Custom applications ALWAYS in demand

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Session Overview



Objectives

- See a real-world example of navigating multiple reporting and funding structures to evangelize and reach a common goal



What You Will Learn

- First-step tactics for beginning major change with variable buy-in at the onset
- How to anticipate (SOME) of the scenarios, pitfalls, and FUD driving both end-users and decision makers during the change process
- How to manage your OWN pitfalls and become an excellent change agent as the change process proceeds, finishes, and moves to CSI
- The [illegible]

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Context – “Why the Fly?”

It started innocently enough

- A colleague and I were discussing the struggles of being “agents of change”

The struggle is real

- We are the people who have to convince people to try something new
  - We have lots of ways to do so:
    - Evidential
    - Persuasive
    - Fatalistic

All paths lead to being the Bad Guy

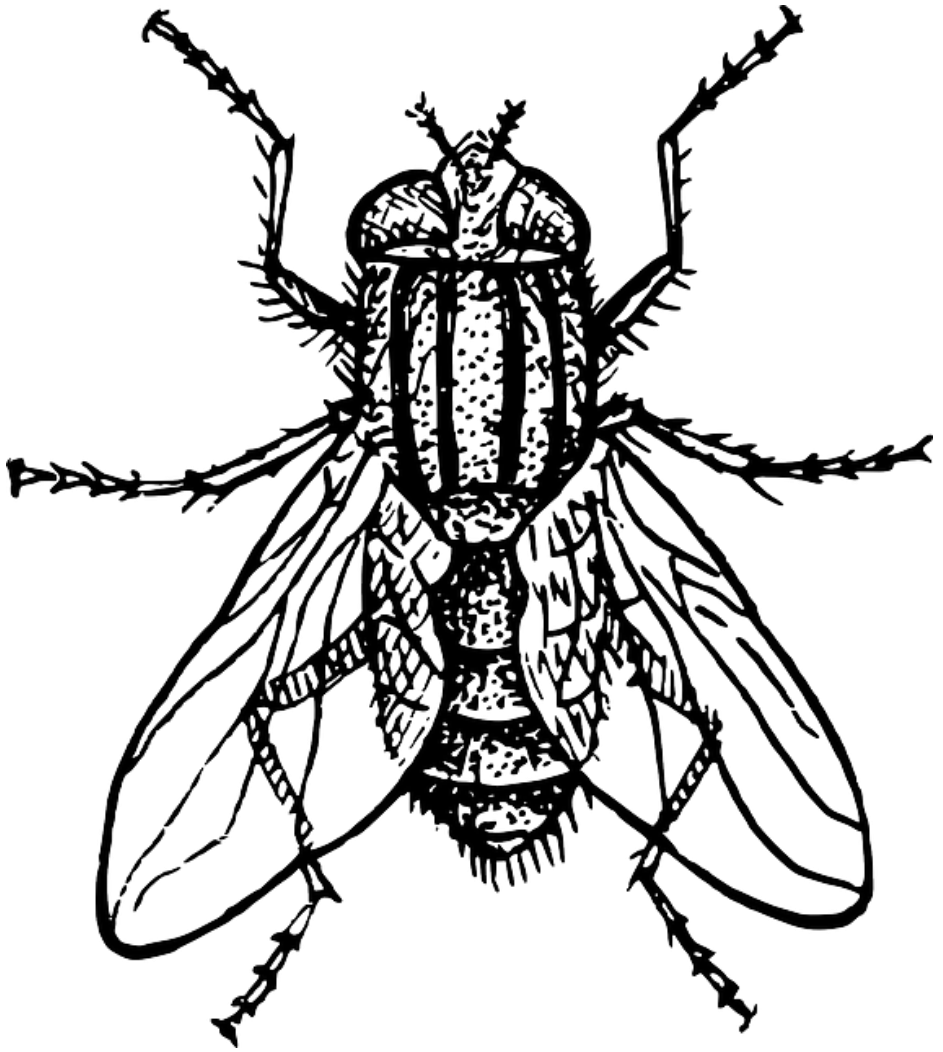
- As change agents, we become the target for the FUD and unfulfilled expectations

We needed an analogy

- Something to help us put our challenges into focus, like a spirit animal

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Then it Hit Me . . .



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Safe Harbor

This presentation contains “gross” and pot “icky” statemen e based on my theme of urine-based comparison to change initiation and mana I intend for t ntation to be covered by the safe room provisions for gross-and-icky statements co someth NOT the U.S. Private Securities Litigation Reform Act of 1995. These statements includ tion urine, how it is expelled, and the facilities and appliances used in its disposal. Audience mem ld themselves forewarned and any negative reactions to the subject matter should be taken into cons ontinuing to listen to this presentation.

I will also discuss a subject that is typically focused and gender group, but so as to not offend anyone by using gender constructs or pronouns, I will simply r e target demographic of the urinal fly as “people who stand up to pee.”

I had actually thought about using “lorem ipsu o fill up the space, but now I’ve resorted to stream of consciousness brain dump. The fact that you his means that you can read REALLY fast, or, you’ve downloaded this from the On-Demand Libr the co and do not have a true appreciation of Better Things To Do. But, I appreciate your tena tention t nd hope that you find this useful. I’m going to end with more legalese to trip up the sp ers.

This disclaimer makes no assertions a egative consequen s of participating further, only that it has made a good faith attempt to acknowledgin ibility of some audience members being so affected. So say we all.

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Before We Begin

Analogy

- I will use this analogy so I can discuss the background, problems, and mechanics of the problem

Words Upfront

- I apologize, but there's no easy way for me to sanitize (hah!) this discussion

Terms of Use

- I do not want to offend or misrepresent any gender constructs or terms, I will often refer to "people who stand"

Questions?

- If you have any question please tweet them with both hashtags

#HiEdFly and #Know17

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A Brief History of the Urinal Fly

It started with a problem that needed solving

- People who stand
- People miss the target
- Unsanitary and potentially dangerous

The solution was not immediately apparent

- Why do people miss?
- Why don't they clean up after themselves?
- Can technology fix this, or education, or something else?

To research!

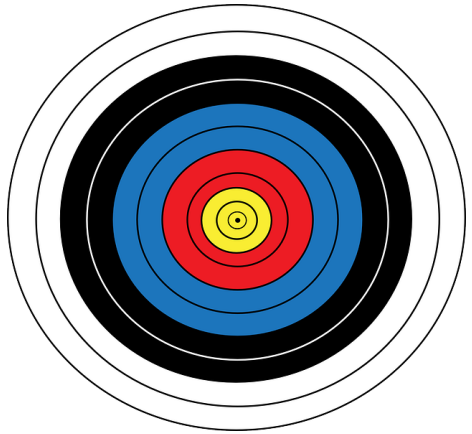
- Do your research before implementation
- The people involved did so, and came up with some interesting data

Learn more about the Urinal Fly Story http://www.npr.org/templates/story/story.php?storyId=121310977

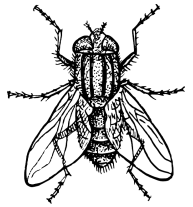
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Organizational Strategy: Start without Buy-In

- Research showed that urinals with trash in them were less messy. Why?



- People were more likely to aim better with a target
- Different groups tried different solutions



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Organizational Strategy: Start without Buy-In

The road to change started with people trying something new



The goal was to let others see that change was possible and potentially beneficial



It also shows that this initiative is worth spending personal time and resources



You could call it a Proof of Concept, but be careful

- Even if that meant not having funding from management or cooperation from customers
- Those often come with budgets, so don't mingle your unfunded "a-ha!" with funded experiments

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Organizational Strategy: Start without Buy-In

We started with a mandate—replace old system

Campus was expecting a ticketing system replacement

What they got was a peek into Service Management

That took a skill set and a marketing strategy that we hadn't had before

It also took hard data--over 70% of our enhancement requests were untouched

Enhancements that were easy (or OOB) with ServiceNow

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Organizational Strategy: Evolve as You Get Feedback

Once people were interested, requirements gathering began

Gold stars and return labels aren't designed to get wet

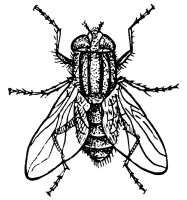
- "Able to get wet and live" being one of the prime directives of the solution

Ideas began to surface regarding moisture

- Could the sticker get sealed into the glaze of the urinal?
- Could we laminate the stickers?

Other ideas also began to surface, once they asked the "stand-up peer" demographic

- How about actual bullseyes instead of stars?
- Ooo, I know – let us pee on bugs!!!!



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Organizational Strategy: Evolve as You Get Feedback

Once you have buy-in, you can treat the project like a real project

Gather requirements,

talk to your customers

Talking to customers validates known needs and unknown needs

Customers can (and should) guide the development process through requirements discussions like MoSCoW

This doesn't mean that the customer has complete control, but they should have a say

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Organizational Strategy: Evolve as You Get Feedback

For us, it was hard to get people out of the initial mindset

They knew what they wanted out of Incident and Knowledge, but didn't know that INC and KB were part of a larger world

Once we were able to show them demo instances, product videos, and use cases, the feedback changed in type and volume

Sometimes, this meant going deep into rabbit holes

But don't dismiss rabbit holes out of hand

- Two-hour conversation with someone convinced that creating separate incidents for each server error in ServiceNow meant we could drop Splunk

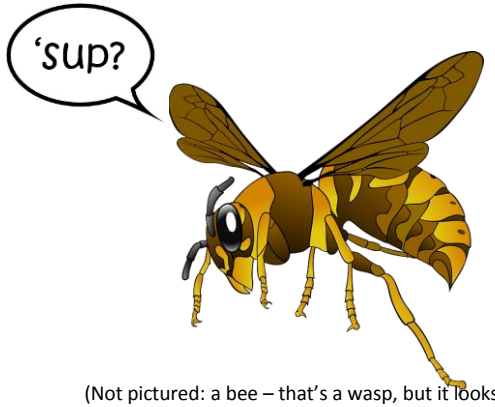
- That's where the rabbits live, and who doesn't love rabbits?

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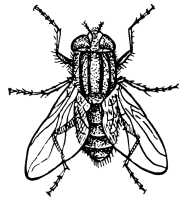
Organizational Strategy: Don’t Be Intimidating

- The first bug chosen: bees!



(Not pictured: a bee – that’s a wasp, but it looks scarier)

- Most people fear bees, so why not express their fear while expressing their urine?
- Real life disagreed, and people were far *less* likely to pee on bees
- No one thought about the fact that people don’t want angry bees around their exposed privates



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Organizational Strategy: Don’t Be Intimidating

As an agent of change, you should be prepared to pull back or even totally rework an idea if you get resistance or negative feedback

This is especially true if the cause is a feeling of intimidation

Don’t try to use a position of forced influence to get approval

Let the project sell itself, and convince people through positive outcomes instead of repercussions or threats

Don’t be the bee!

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Organizational Strategy: Don't Be Intimidating

Unfortunately, we had to threaten a little bit: we were on a clock

Our existing product was being EOLed due to a retirement, and it had to be replaced

However, we did not take that as *carte blanche* for picking what we wanted

Instead, we used the deadline as an icebreaker to approach stakeholders

Once they committed to being involved, we let ServiceNow® sell itself

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Organizational Strategy: Get Buy-in

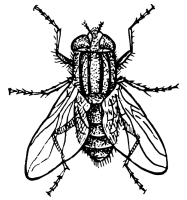
Once StingerGate was resolved, the decision was made to settle on flies

They had data, they had requirements, they had feedback, and now they had success

What they still needed was more people to get involved as customers and participants

This movement only worked if people were exposed to it in multiple places

Seeing flies in schools AND offices AND airports reinforced the good behaviors



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Organizational Strategy: Get Buy-in

Remember when you started with unfunded hopes and dreams? Good times. Those times are over.

My observation has been that ServiceNow® adoption starts in the Help Desk, and expands from there

If you buy ServiceNow® as a ticketing system, you will have a great system that is completely underutilized

A product as all-inclusive as ServiceNow® requires participation from all over the organization

One fly only works in one urinal, and a bathroom has many urinals but only one floor

Without total participation, your customers could choose to ignore the flies and make a mess

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Organizational Strategy: Get Buy-in

We had two layers of buy-in: the colleges, and the business units

The colleges were easier

- They were using our current product
- They were involved in the RFP that was won by ServiceNow
- They were closer to the ground

Business units were harder

- Heavily invested in 20+ years old ERP
- Investment included SW, HW, and wetware
- Sell them what ServiceNow could ADD, not just what it might disrupt

Did I say two? I meant three

- Senior administration, including in central IT

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Organizational Strategy: Be Prepared for Pushback

Schools and airports had been installing toilets and bathroom fixtures forever

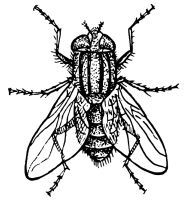
It was difficult to convince custodial and facilities staff that all of the extra work (on them) involved was worth the results

- Even though the messes it was preventing were their problem, too

People resisted the change because it was change, and it took examples, results, and incentives to make the Fly Movement a reality

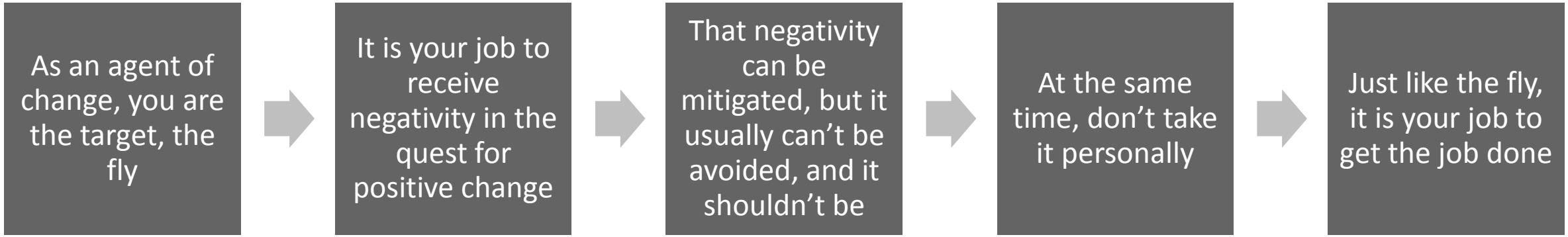
Ultimately, it succeeded

- You can see urinal flies in schools, hospitals, airports, and even corporate offices



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Organizational Strategy: Be Prepared for Pushback



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Organizational Strategy: Be Prepared for Pushback

I still get pushback on ServiceNow, more than two years after go-live

Fortunately, a lot of it is cosmetic or workflow – both easily addressed

- Moving to Helsinki and UI16 helped out a lot (except where it didn't)

There are some major sources of frustration that we get, and they usually boil down to resources

- People want access to major features or customized training
- One architect, one project specialist, and one programmer
- We get help when we can, but some things take longer than desirable

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Organizational Strategy: Start without Buy-In

The road to change started with people trying something new



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You could call it a Proof of Concept, but be careful

- Those often come with budgets, so don't mingle your unfunded "a-ha!" with funded experiments

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Top Takeaways

1

Lots of people want change.

Not all of them want TO change.

2

Conflict is not always bad, and you will encounter it at all stages.

Prepare when you can, adapt when you must, and don't take it personally.

3

ServiceNow® is so much more than a ticketing system.

Sell it that way.

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Selling ServiceNow: Use All The Tools!

Product Documentation

- Detailed product information
- White papers
- Videos

docs.servicenow.com

Professional Services

- Initial installation assistance
- Handholding for customers
- Assistance after go-live
- Documentation and training

servicenow.com/services/overview.html

Sandbox and Developer Instances

developer.servicenow.com

Knowledge!

- Key notes
- Breakouts
- Labs

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Q & A

CHRIS KING
DIRECTOR, HELP DESK & SERVICE MANAGEMENT
NC State University
@helpfulchris | #HiEdFly | #Know17

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CHRIS KING

Director, Help Desk & Service Management

NC State University

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