knowledge17

WORK at LIGHTSPEED™

Information is the Answer

DERRICK C. BROWN
DIRECTOR, IT USER SUPPORT SERVICES
Tideworks Technology

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servicenow

Speaker Introduction



NAME: Derrick Brown

TITLE: Director, IT User Support Services

FUNCTION: User experience, IT analytics

COMPANY: Tideworks Technology, Inc.

EXPERIENCE: More than 20 years as an IT professional and 3 focused on the ServiceNow platform

EXPERTISE: User experience, reporting and analytics, demand and project management, service catalog

ACHIEVEMENTS: Migrated all internal project work from spreadsheets and Microsoft Project files to the ServiceNow platform, including dashboards to operate the process and report progress to customers

CURRENT PROJECTS: Leveraging portals to provide a most tailored user experience for both customers and internal staff, with specific focus on providing information analysis specific to the group/user

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My Company



NAME: Tideworks Technology, Inc.

INDUSTRY: Software Development, specifically software for marine terminal and intermodal operations

MARKET FOCUS: My company provides insurance products for auto/home or develops GPS systems for defense

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Tideworks Technology provides cost-effective, reliable terminal operating systems and graphical planning solutions for marine and intermodal terminal operations world-wide

COMPANY-WIDE INITIATIVES: Improve delivery time for projects, Develop a robust catalog of services with service-based pricing, Continue to better leverage data through the use of analytics

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Session Overview



Objectives

- Use information from analytics to drive process adoption and on-going improvement

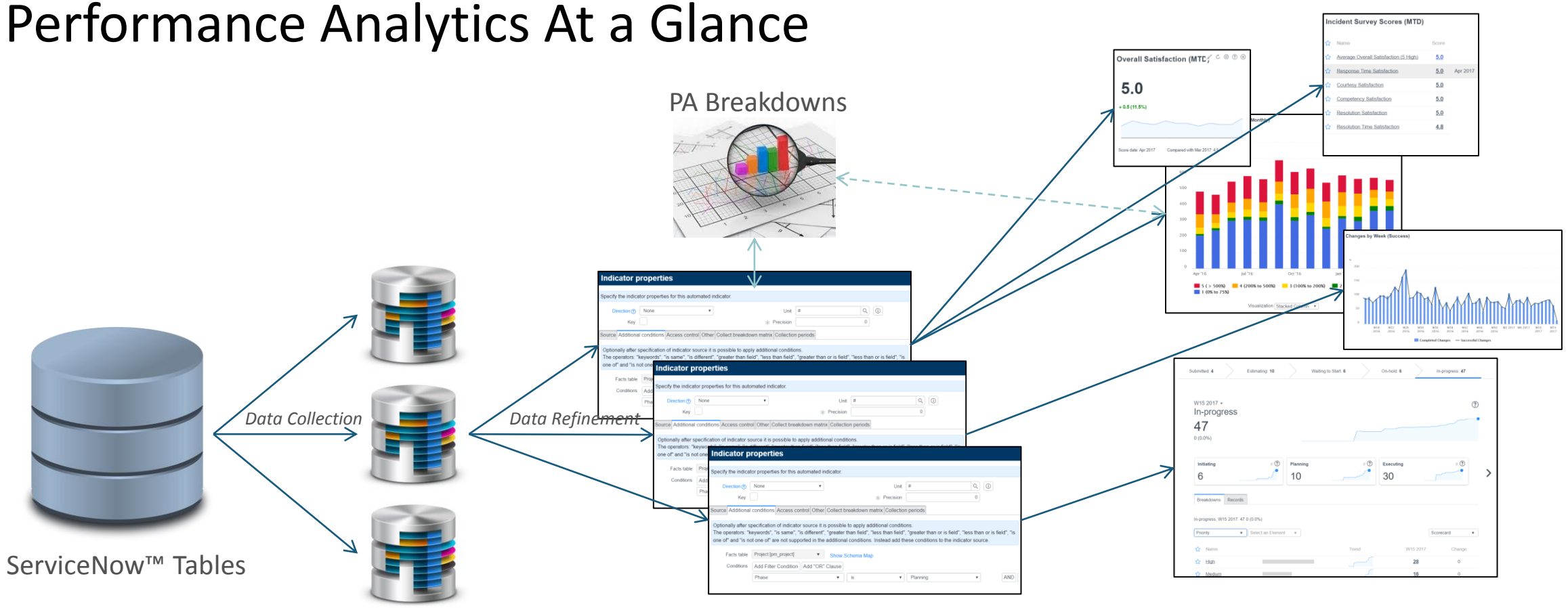


What You Will Learn

- Assess your data and turn it into information using Reporting and Performance Analytics
- Prototype solutions to rapidly determine what works and what doesn’t
- Use Performance Analytics to drive process adoption and improvement
- Start your own journey today (ideas to start deployment immediately)
- How to target and win over key stakeholders

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Performance Analytics At a Glance



Performance Analytics Indicator Sources

Performance Analytics Indicators

Performance Analytics Widgets

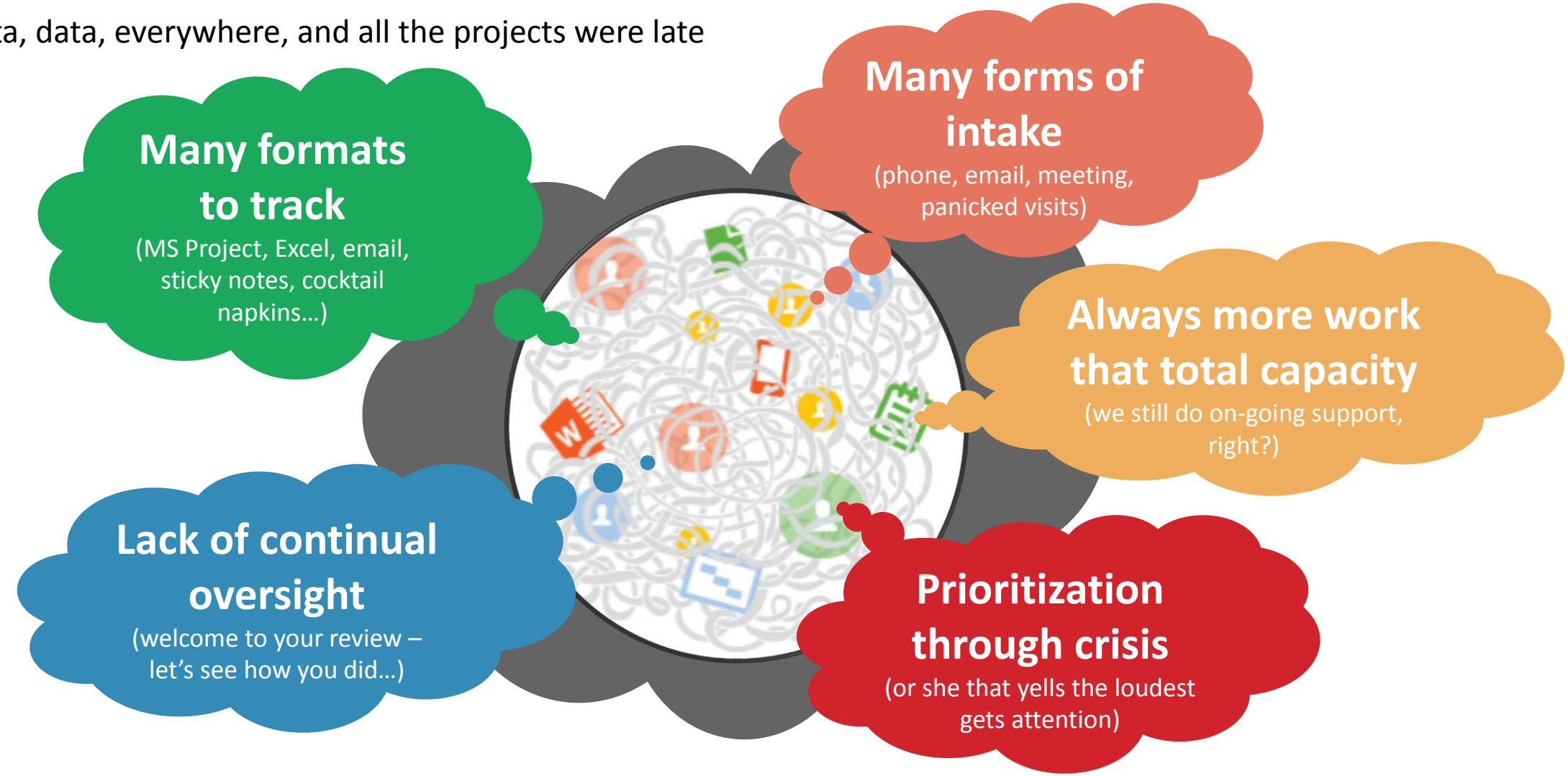
Data Layer

Visualization Layer

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The Challenge: No Consolidated Project Management Process

Data, data, everywhere, and all the projects were late



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The Goal: What Will Success Look Like?

1. ONE PROJECT LIST to rule them all
2. Project priority based on BUSINESS VALUE
3. CLEAR REQUIREMENTS (success criteria) for each project
4. EFFORT ESTIMATED BY GROUP for each project
5. Group resource time ALLOCATED BASED ON AVAILABILITY
6. Projects completed on-time and CONSIDERED SUCCESSFUL



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How Will We Get to the Solution State?



Keep making it better!

1. Pull data together in one place
2. Review the data and refine it (normalize and reduce duplicates)
3. Develop an initial process and how data will be kept current
4. Create a prototype dashboard to help operate the process
5. Implement the new process and dashboard
6. Review progress and seek feedback from others
7. Determine what additional information would help make decisions
8. Develop analytics and trending widgets
9. Revise the process dashboard
10. Continually reassess and revise content based on need

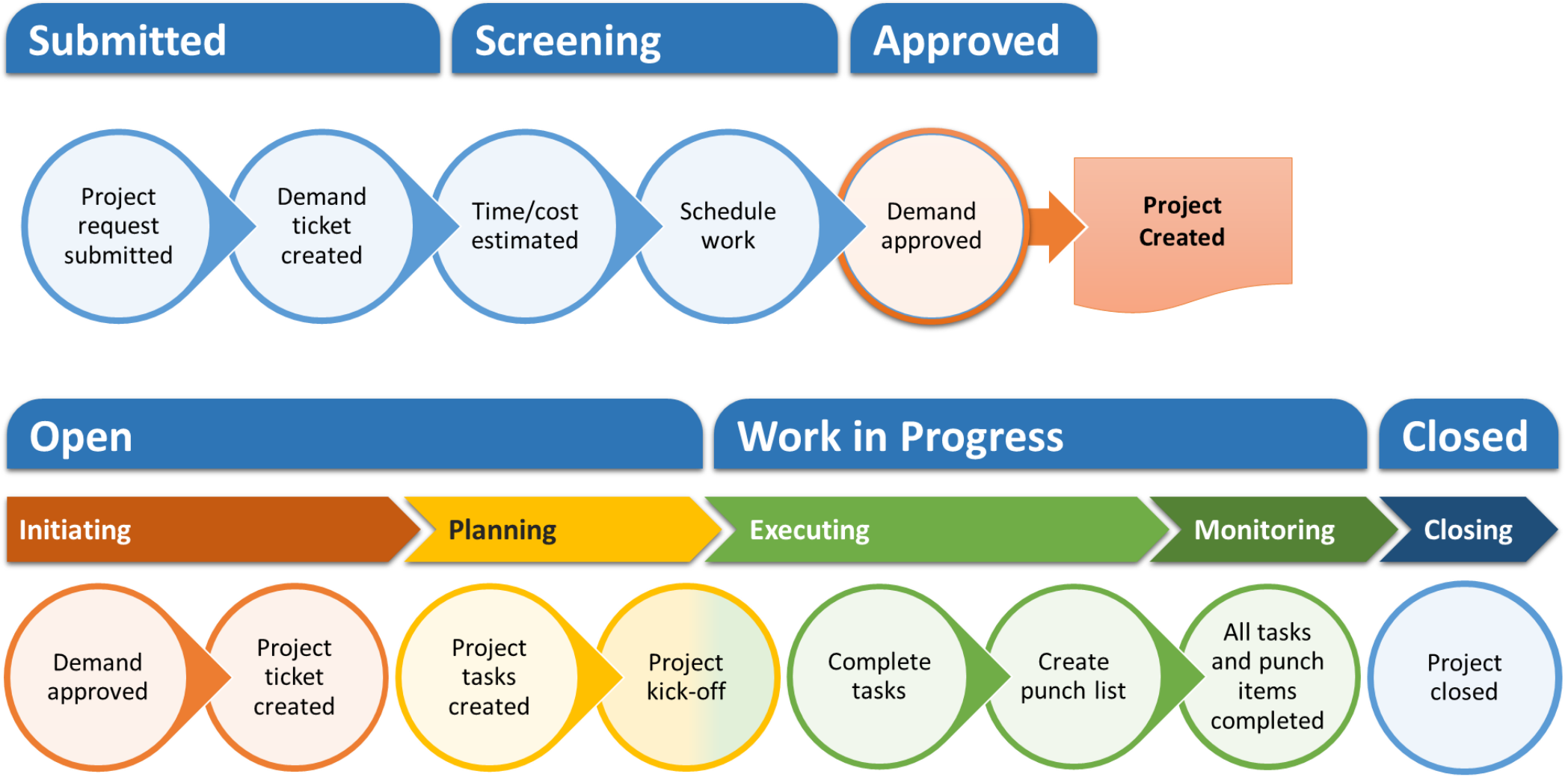
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Step 1: Start with a List

Number	Project title	Status	State	Phase	Priority	Risk	Project manager	Executive Sponsor	Planned effort	Planned start date	Planned end date
Search	Search	Search	Search	Search	Search	Search	Search	Search	Search	Search	Search
PRJ0015457		Green	Work in Progress	Initiating	Medium	Low			0 Seconds	03-08-2017 08:00 9d ago	04-14-2017 17:00 30d from now
PRJ0010458		Red	Work in Progress	Planning	High	High			400 Hours	08-01-2016 00:00 8mo ago	08-22-2017 12:00 5mo from now
PRJ0014708		Green	Open	Initiating	Medium	Low				03-06-2017 08:00 11d ago	10-31-2017 17:00 8mo from now
PRJ0014975		Green	Open	Initiating	High	Low				03-06-2017 08:00 11d ago	07-28-2017 17:00 4mo from now
PRJ0010482		Yellow	Work in Progress	Executing	High	Moderate			520 Hours	01-05-2016 16:58 about a year ago	03-31-2017 17:00 16d from now
PRJ0010478		Yellow	Work in Progress	Executing	High	Low			360 Hours	02-01-2016 00:00 about a year ago	03-31-2017 17:00 16d from now
PRJ0010480		Red	Work in Progress	Executing	High	Low			200 Hours	08-01-2016 00:00 8mo ago	05-29-2017 17:00 2mo from now
PRJ0010443		Yellow	Work in Progress	Executing	High	Moderate			1330 Hours	08-22-2016 10:29 7mo ago	06-01-2017 10:00 3mo from now

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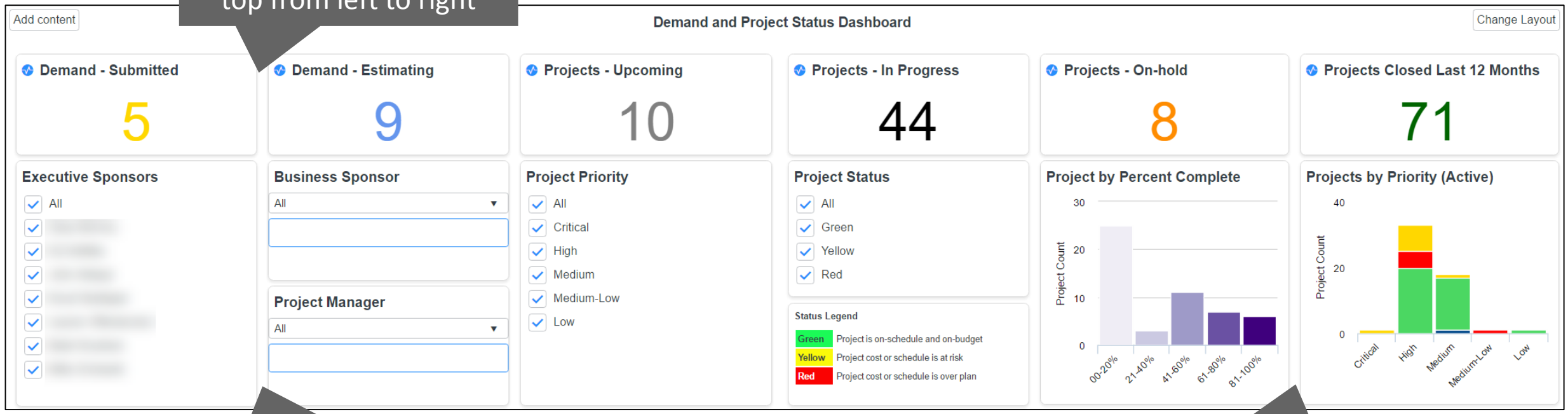
Step 2: Develop Initial Process



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Step 3: Prototype Dashboard

Process steps across the top from left to right



Data filters to adjust view to specific conditions

Charts for specific data used to manage the flow

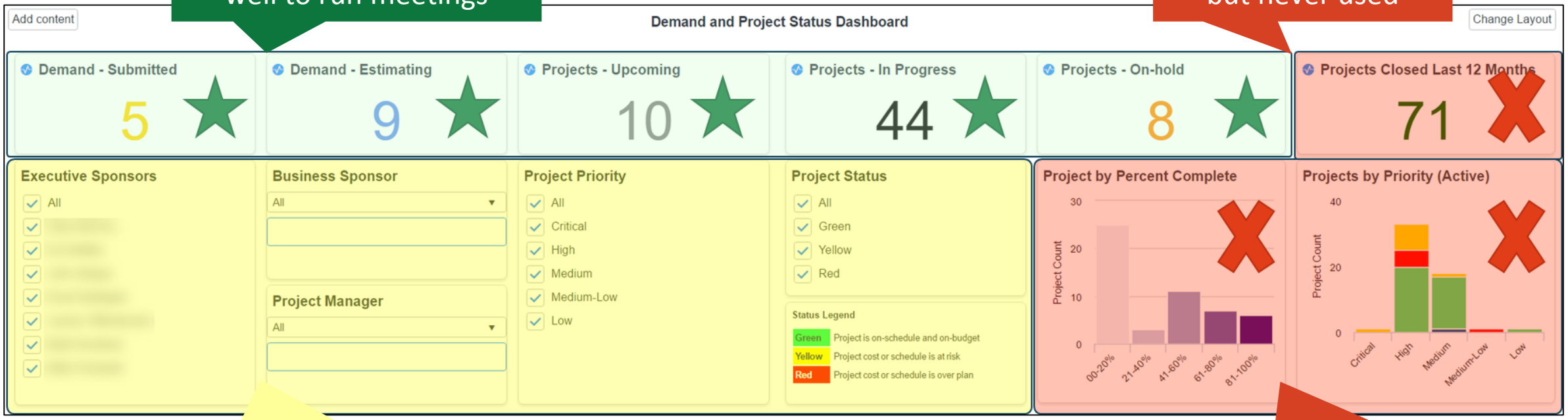
ALL DATA ELEMENTS ARE REPORTS

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Step 4: What's Working? What Isn't?

Process steps working very well to run meetings

Makes us feel good, but never used



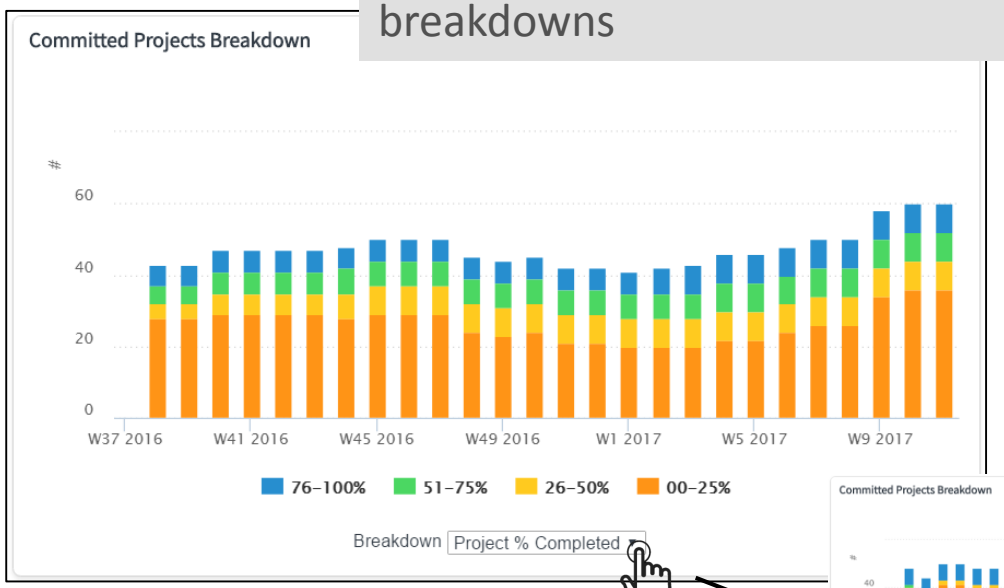
Data filters are needed, but take up too much screen space

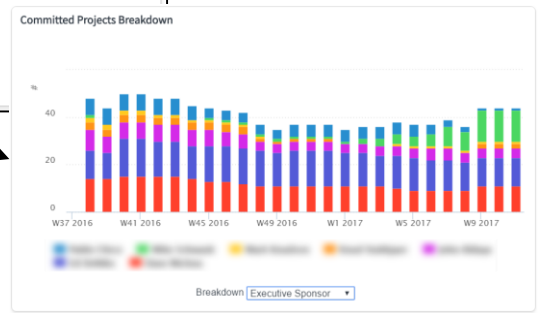
Not the right data for visuals (not helping to make decisions)

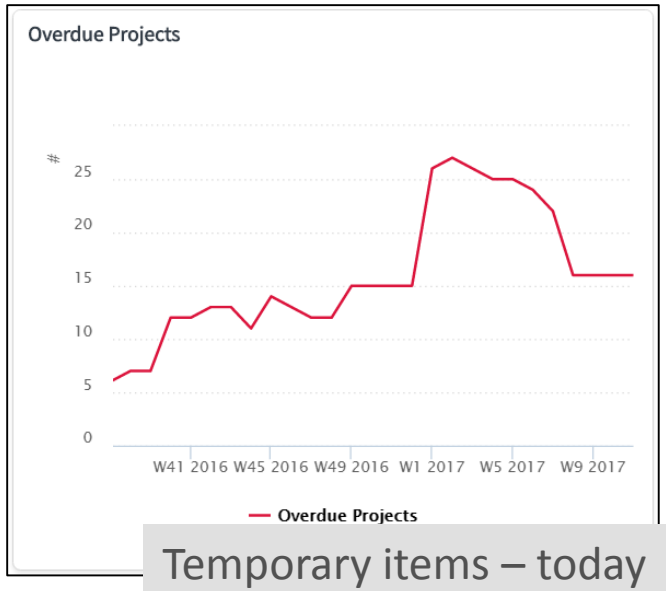
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Step 5: What's Missing?

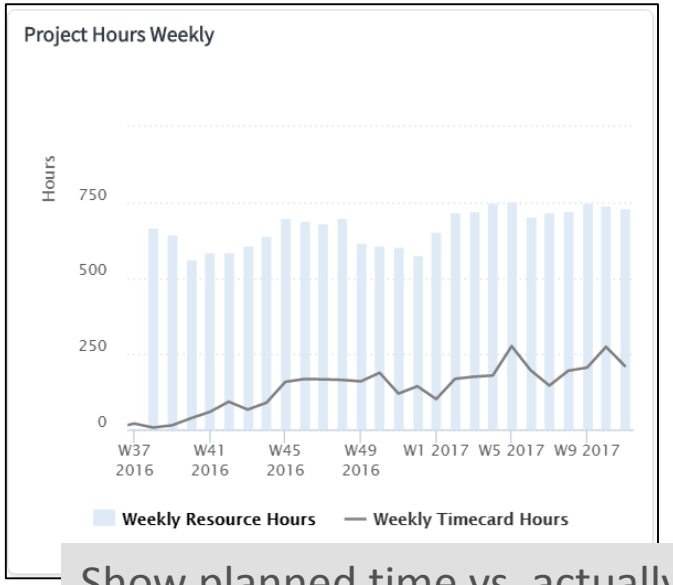
Consolidate chart to allow multiple different views from a single chart with several breakdowns







Temporary items – today it is for overdue projects

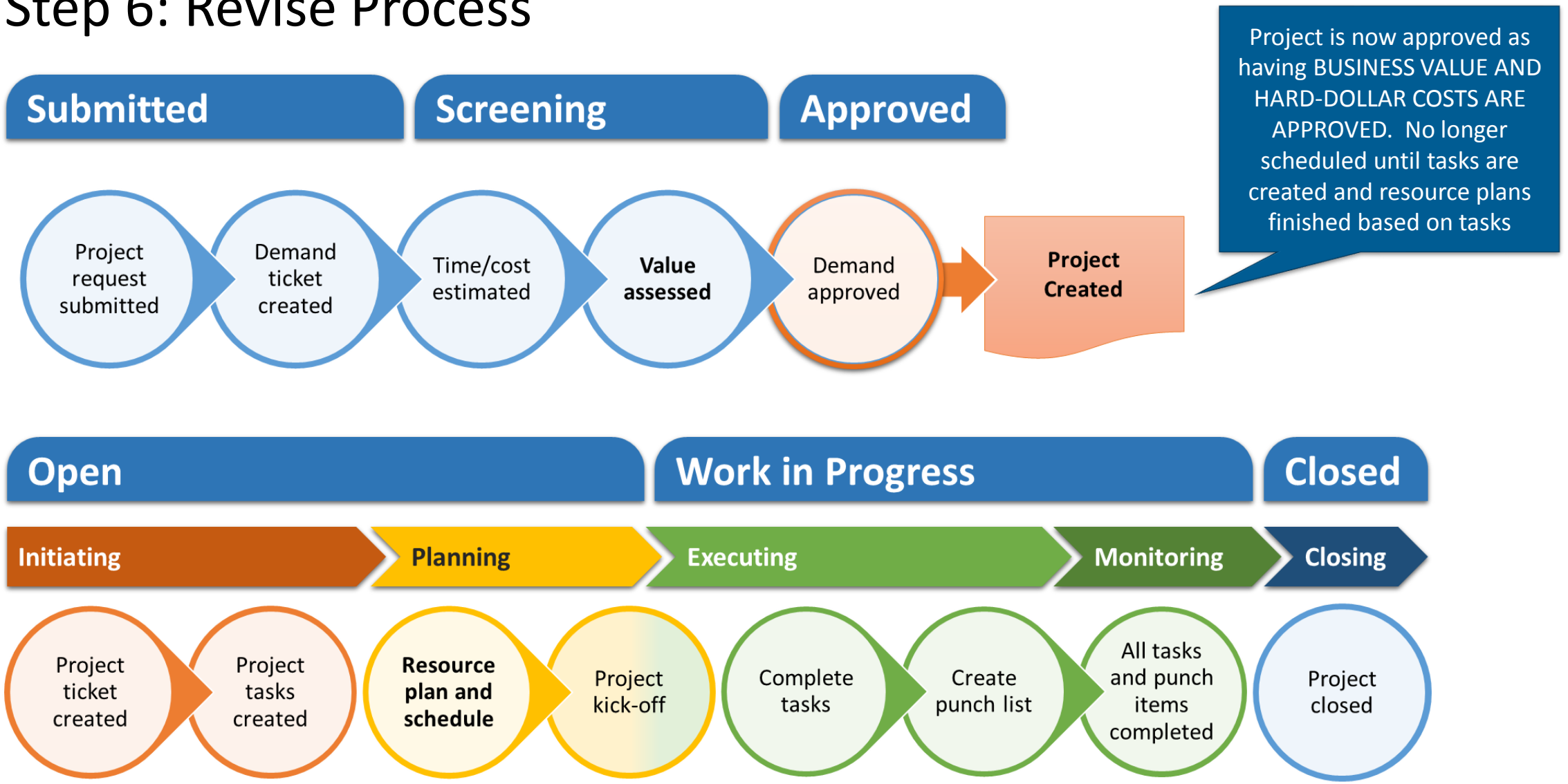


Show planned time vs. actually recorded time trended over several months

ALL DATA ELEMENTS ARE PERFORMANCE ANALYTICS WIDGETS

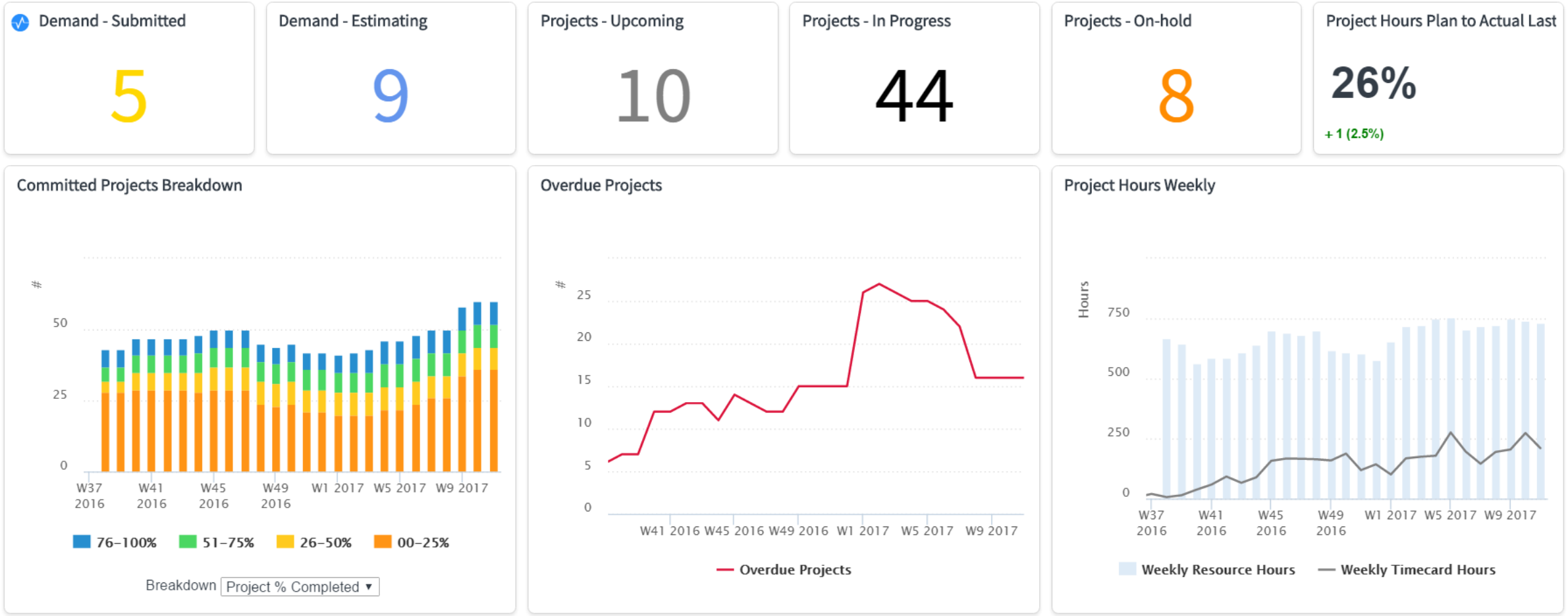
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Step 6: Revise Process



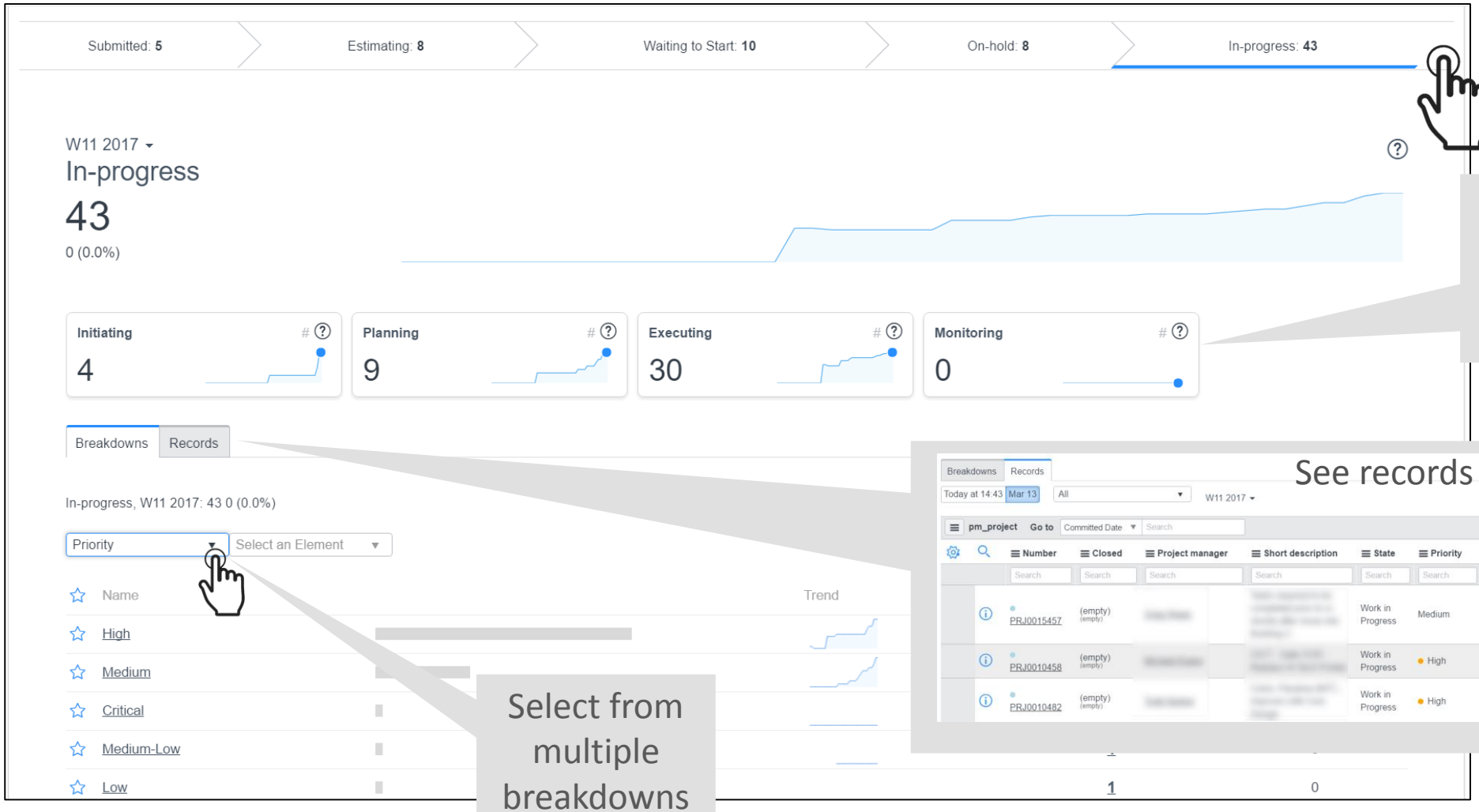
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Step 7: Implement New Dashboard



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Replace Lists with Workbench Widget



Secondary indicators change based on the process selection at the top

See records for the selected stage

Select from multiple breakdowns

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Step 8: Continual Improvement



Use the data to help drive the process



Capture any “I wish we knew” or “can it show” items



Make adjustments as you go



Keep looking for ways to improve the data quality



Don’t wait for perfection – just keep swimming

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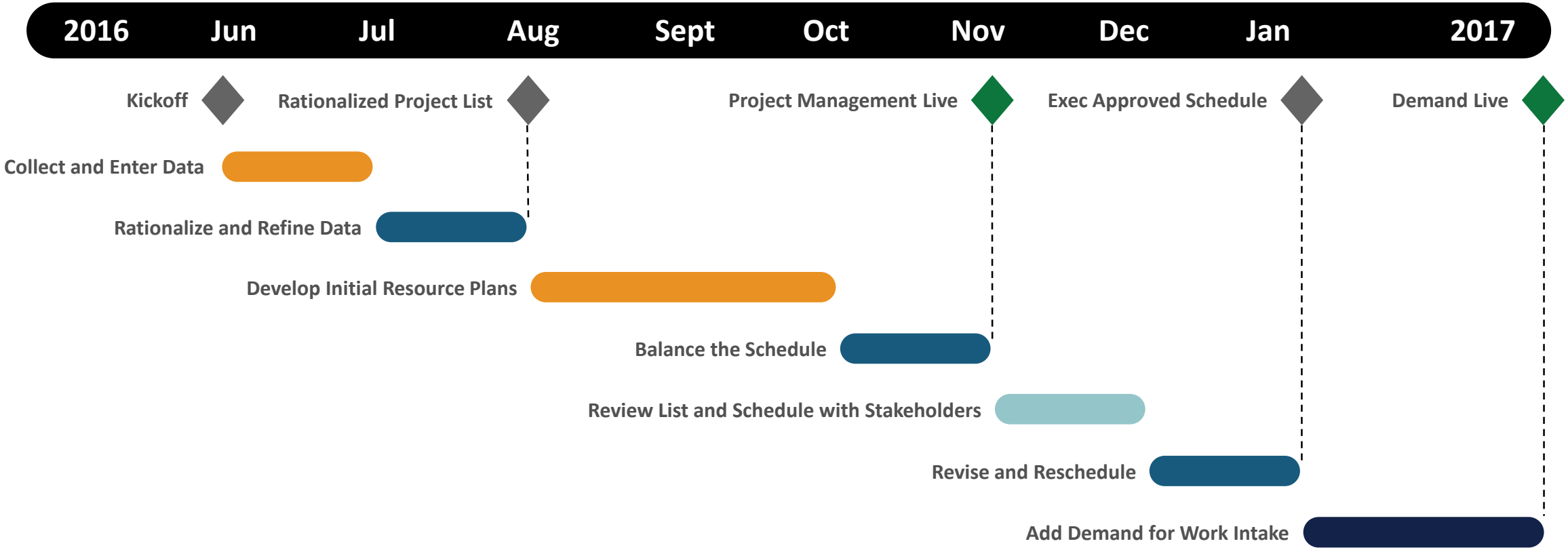
Performance Analytics Maturity Model

1: Data Foundation	2: Process/Service Improvement	3: Responsive Business
FOCUS ON: • Data Quality • Process Integrity • Trust/Confidence • Culture of Clean-up	FOCUS ON: • Process Performance • Setting Targets/Goals • Addressing Gaps • Alignment of Stakeholders	FOCUS ON: • Cross Service/Process Insight • Data-Based Decision Making • Executive Dashboard • Making Business Decisions



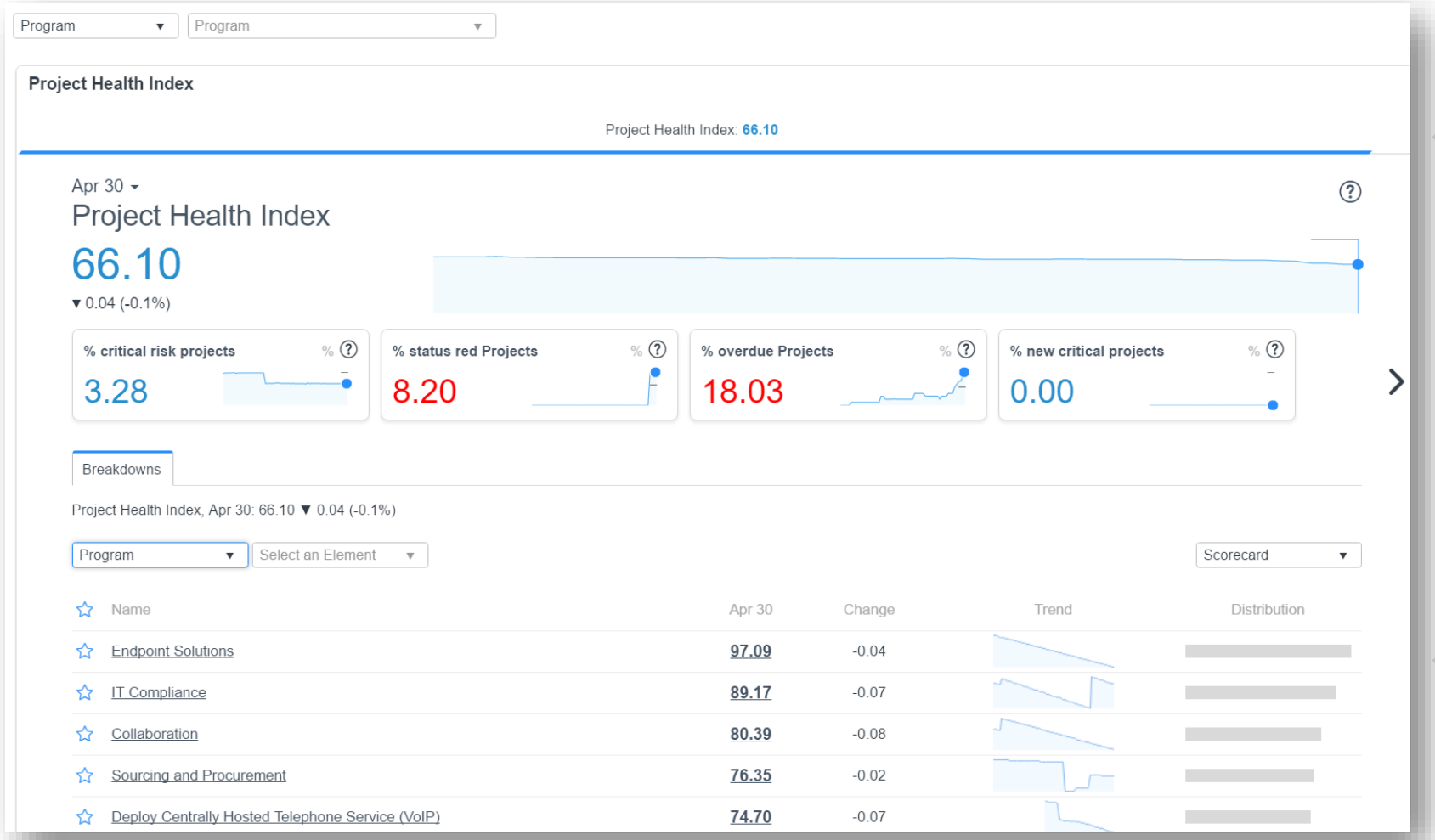
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Solution – Timeline



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What's Next for Us?



Weighted index of KPIs to provide an overall assessment of health

Targets for individual KPIs allows more targeted review

Breakdowns provide a quick assessment of the specific scope areas needing attention

Developed by PLAT4MATION

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Value Outcomes

An decrease of

150

Active Projects

Project Slate Rationalized from 200 Active to 50



Average Demand and Project Review Meeting

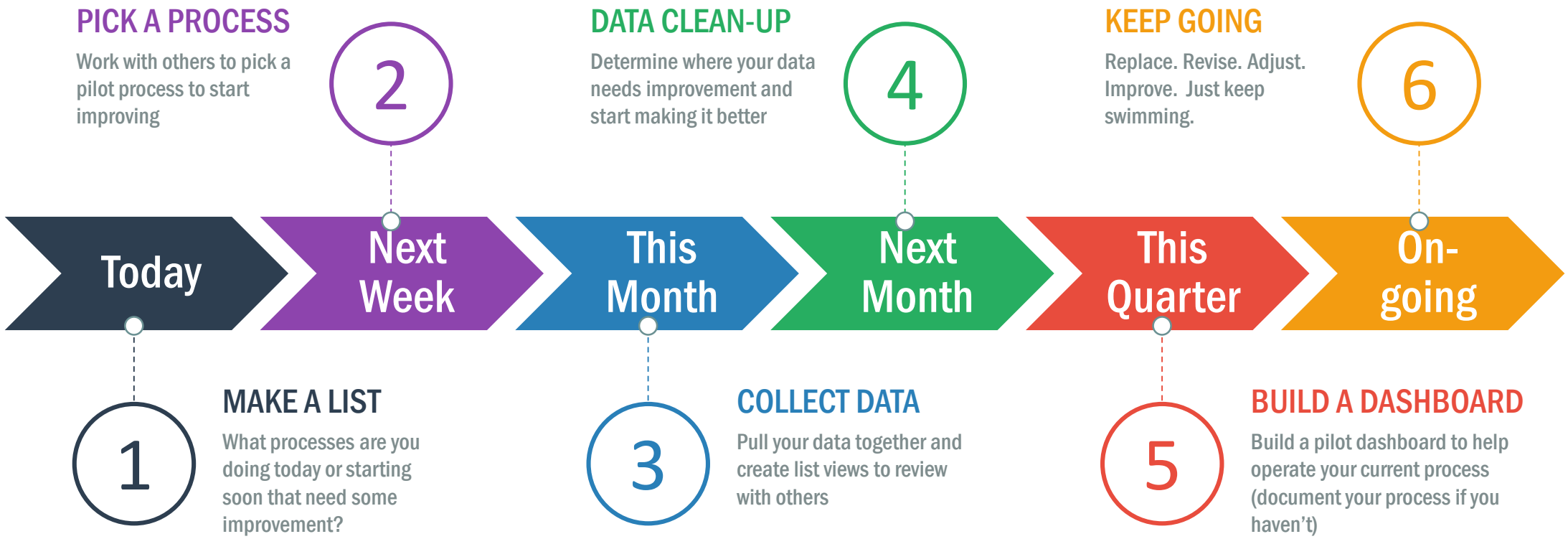
9X

FASTER

Reviews Dropped from an Average of 3 Hours (AND improved quality)

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How Can You Get Started Today?



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Winning Over Key Stakeholders



Make sure they can TRUST the data



Make sure they can UNDERSTAND the data



Make sure they can CARE ABOUT the data

AND DON’T FORGET…

ASK QUESTIONS:

- What do they wish they knew?
- What would help them make better decisions?

ACCOMMODATE MULTIPLE STYLES:

- Graphs for the visual consumers
- Record data for the analytical
- Interactive for kinesthetic
- Compact for executives
- Expansive for analysts

KEEP IMPROVING:

- Don’t rest on a good design today – you’re teaching them to ask better questions
- Providing improved service keeps them engaged over time

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Top Takeaways

1

Pick a process and get started – build to your dream state rather than waiting

2

Use Report and Analytics widgets to assist process operation/adoption

3

As your process matures, don't forget to mature your metrics

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Q & A

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Thank You

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Director, IT User Support Services

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