

# Unlock the power of your people

How the 5 critical pillars of agility can improve employee experience



# Agility has become a business imperative. But it's more than what you think.

Today, companies are increasingly relying on the partnership between people and technology to deliver an agile response to real-time market conditions. The result is nothing less than a workflow revolution—the clearest manifestation of digital transformation. But technology is only one piece of the equation. A powerful part of an agile company is its people and culture. A great culture needs great empathy, which starts with listening and feeling the pain or the opportunity in someone else's world. What our technology can do is almost limitless. So, the question is, where do we need to go?

As your people and your customers guide you towards the next objective, you must then be able to execute. Enterprises must move quickly, be resourceful, and embrace adaptability. Once you're able to accomplish fast, graceful innovation, then you'll be agile enough to move in any direction you want.

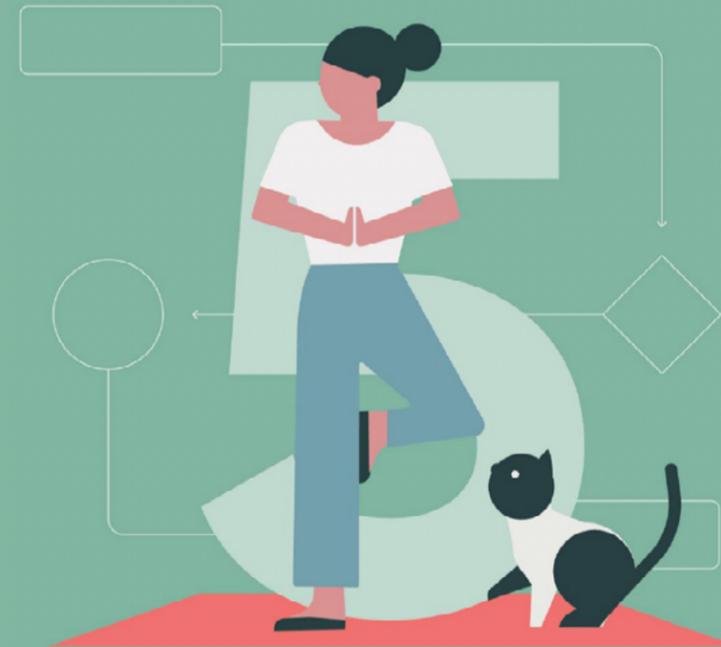
**According to IDC<sup>1</sup>, agile organizations perform better on key leading indicators.**

# 30%

**of highly agile companies saw an increase in customer experience and loyalty**

# 49%

**of highly agile companies had an excellent rating for employee retention, compared to 15% for other organizations**



## The five Pillars of Agility. How sturdy are yours?

Not quite agile as you'd like yet? Fear not. While most are striving to become more agile, according to IDC only 11.6% of companies have achieved optimized agility<sup>1</sup>. Many have taken strides in the right direction, but understanding the wide range of characteristics that make an organization agile and prioritizing them all equally has proven more difficult than expected.

This agile mentality needs to start at the top. ESI ThoughtLab and ServiceNow found that a third of CEOs are taking the leading role in business agility efforts<sup>2</sup>, advocating for, and implementing, the platforms and solutions needed to match their desired goal. And to get there, 36% of organizations plan to make workflow automation a top investment area during the next 1-2 years.

IDC has identified the unique tenets that, when executed well and supported by a culture that values great employee experiences, can give an enterprise the highest level of speed and adaptability.

# Pillar 1

## Structural Agility

**A company's ability to support an open, flexible organization.**

This approach pushes back against the extreme notions of a top-down, hierarchical workplace where commands are given and work is done to rigid specifications. In a fluid organization, you see self-forming and diverse teams, knowledge sharing and collaboration, and the ability to scale up talent and skills to meet upcoming needs rapidly. When you have structural agility, your people can flourish in the absence of silos and barriers.



### At its core: Resources instead of red tape

How long does it take your employees to receive answers to their questions, and how frustrating is the process to reach desired answers? Most human resource leaders know red tape and roadblocks in large organizations slows down work and kills morale. There is no business value in having these walls, yet they still exist.

Self-service is one of the most impactful ways to shift the power of information from gatekeepers to your employees and customers. It becomes even more relevant when you can enable intelligent and proactive omni-channel options with an employee portal, AI-powered virtual agents,

integrations with team communication tools, and the ability to access this information anywhere, on any device. These impactful tools filter down into areas like workplace services, where individuals and teams should have the ability to reserve collaboration spaces and submit workplace requests with ease.

Empower employees to choose their path to productivity. Agility comes in the situational micro-decisions that are made every day at every level of your organization, and as leaders we should be giving our workforce the tools, information, and guidance to make those choices quickly.

# Pillar 2

## Process Agility

**The everyday tasks and set actions we ask our workforce to complete.**

In some organizations, these processes exist in a non-standardized way and aren't defined. In others, the processes have become so crystallized over the decades that any attempt to change or refine them faces roadblocks. To succeed here, you need digitized processes that are cross-enterprise in nature, ensuring all systems in the value chain are fully integrated.

### At its core: Automate the experience

Even with a strong self-service component in your service delivery model, an assortment of actions still exist that require more focused attention. Traditionally, leaders called upon their people to process the menial tasks that support the employee organization, but this labor-intensive approach is one of many crystallized beliefs that will be phased out in the future of work.

managers should have access to dashboards offering visibility into the work their teams are doing. This connected, unified, and personalized experience is a foundation in agile organizations because not only does it allow you to identify problem areas, but this portal is an access point for quickly enacting changes to redirect course.

Organizations must lead a charge in identifying the tasks that are weighing down service delivery teams and start automating them to free up resources and create operational efficiencies. To get to that level of workflow automation,

By modernizing simple and complex business processes into streamlined, scalable services and support, you will free up valuable employee time and resources so they can focus where it's needed, tackle the larger problems, and improve their overall productivity.

# 80%

**of incidents and requests  
can be automated with  
Virtual Agent**

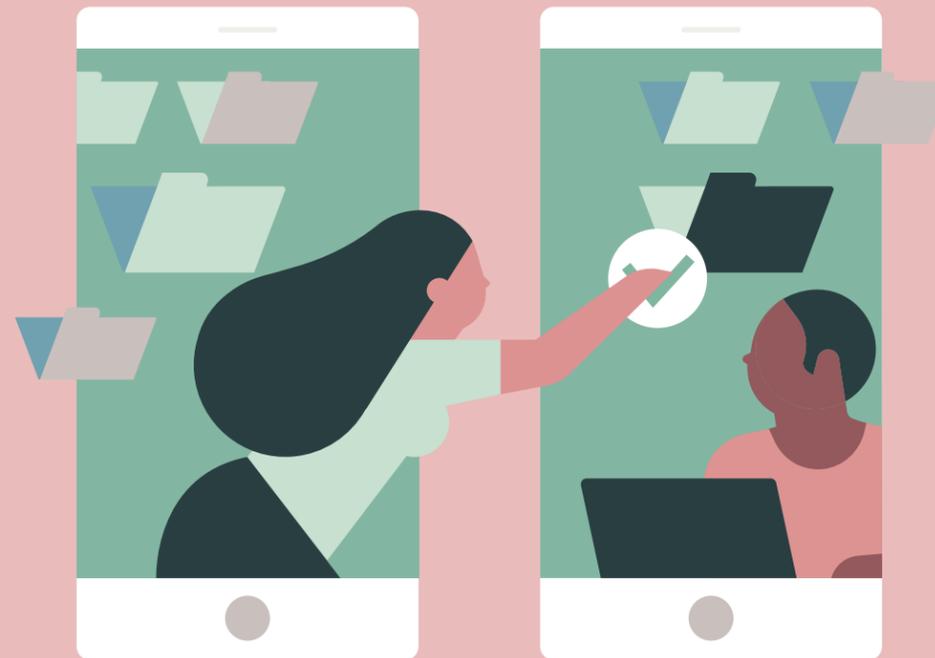


# Pillar 3

## Portfolio Agility

**How quickly can you adapt a product or service offering.**

External market requirements are constantly changing, and the organizations that succeed here can swiftly respond to launch new offerings or quickly adapt existing ones in scope and scale. When people think business agility, this is often what they refer to, but it also includes the offerings you wind down to ensure your teams aren't over-encumbered.



**70%**  
of meeting rooms  
sit empty\*

### At its core: Age of the hybrid workforce

Just as markets change for products, how your employees work is also in a state of change. These evolutions may take place over years, or with impactful events be altered in an instant. If you're caught flatfooted, the tools and services you provide across your organization may quickly become outdated, leading to poor employee and customer experiences, and begin diminishing efficiency and productivity.

Most talent leaders learned about their system's capabilities during the global pandemic when millions of workers who were not previously remote were shifted from the workplace and enterprises grappled with supporting their frontline workers and a newly

remote workforce. While times have become less dire, the lessons learned by organizations and human resource teams around portfolio agility are far from forgotten they begin to bring to support the hybrid workforce and people back to the physical workplace safely.

This is the age of the hybrid workforce, where work gets done wherever and whenever it needs to. Agile companies are learning that to be more flexible, digital tools are needed, so that on-site and remote workers have the same experience. Connected workflows will be core to the future of the enterprise and must be at the heart of your technology strategy.

# Pillar 4

## Technology Architecture

A flexible platform that can facilitate the flow of information and action across departments

Success means that your technology acts as a loop in which intelligence flows from the people it touches into the core systems of record that make the business run. It relies on sophisticated automation, supported by workflow management and low-code capabilities, to make changes rapidly. It sheds disconnected silos and overcomes the challenges attributed to legacy systems and technology debt.

# 87%

of large organizations already have some level of enterprise service management<sup>5</sup>



### At its core: True connection across the enterprise

Almost all companies struggle with connecting new and legacy systems across the enterprise. It is a systemic issue inherited through years of complexity spanning the various systems of record. Each department uses different tools and applications, from IT, Sales, HR, Marketing and even your supply chain, and many leaders don't realize how pervasive it has become. Everything may seem to be working smoothly on the surface but ask employees how they feel about their ability to get help with a computer problem or a payroll issue, or fulfillers behind the scenes using manual, outdated processes that lack operational efficiencies and are without the ability to scale across various departments. Many would share that the processes are disjointed, complex, and it's a challenge to understand or connect the process, system, tool, or capability.

Agile organizations have embraced enterprise service management to keep their workforce connected and productive. Through a unified platform, they can make a single request that instantly routes to the appropriate department. This modern, cross-departmental portal provides quick access to the right people and information, eliminating the burden of guessing where and how to get assistance. Behind the scenes, service teams can respond faster and costs are dramatically reduced, all while productivity is increased.

You can use technology to break down the communication barriers between departments by introducing end-to-end automated workflows and provide your employees with great experiences.

# Pillar 5

## Leadership Vision

**The impetus for reinventing your organization with agility at its core**

This falls on you. Where traditional leadership has focused on planning, directing, and controlling the organization, agile leadership is all about envisioning, architecting, and coaching. From the C-Suite down to the division leaders, an organization must have the conviction to champion an agile way of working across the enterprise, proactively identify workflows that require more agility and allocate budgets to enable better outcomes.



# 60%

**of executives say their companies still do not have a fully integrated system to manage digital workflows<sup>6</sup>**

### At its core: Leaders matter, not the size of the enterprise

As leaders, we can move mountains, and it sometimes requires a bold, relentless executive to shake the rust from archaic processes and rally an organization around supporting a new direction. CHROs in the top-performing companies play a key role in developing an agile culture and building a leadership team focused on improving organizational agility. This team sets the vision and goals for organizational agility and should be championing the introduction of a complete platform for process automation.

We're also learning that the company's size shouldn't be a blocker for those pushing an agile agenda. With their bigger budgets and more developed processes and technology,

large organizations proved to be more agile than the smaller, stereotypically nimble enterprises during the pandemic. In fact, ESI found that organizations with revenues of \$5 billion or greater were more than three times as likely to be "considerably or very agile" compared to small organizations with \$500 million to \$999 million in revenue (2).

Over the next few years, CHROs, CIOs and even the Heads of Real Estate will become responsible for creating new business models and identifying new technology to drive growth—and Employee Journey Management across the enterprise is expected to play a crucial role.

# Driving critical agility with ServiceNow Employee Workflows

Any organization can achieve top marks in all five pillars, but it takes focus, determination, and a blueprint. As you assess your agile capabilities, consider taking advantage of ServiceNow as a foundation. We're delivering digital workflows to create meaningful experiences for your workforce that adapt with your enterprise. By elevating the employee experience, you strengthen loyalty, motivation and boost productivity. You also make it easy for employees to get what they need, when they need it.

## Pillar 1: Structural Agility

ServiceNow HR Service Delivery is overflowing with self-service options for your enterprise, putting the tools and information your employees need to be productive from anywhere.

“**Employees are on their own unique career journeys with their organizations, and each path is fluid and dynamic. Employees should be supported with resources that are personalized to their needs and tools that connect all the departments they'll interact with—from HR and IT to Legal, Procurement, and Workplace Services.**

**Gretchen Alarcon**  
VP and GM of HR Service Delivery,  
ServiceNow

## Pillar 2: Process Agility

With our unified employee portal, your people go to one place to request service or support, regardless of department. That inquiry is routed to the appropriate team, tasks are automated, and work flows seamlessly across the Now Platform, saving those on both side time and boosting productivity.

“**From the inside looking out, everything seems to be working. Organizations still think it takes a certain amount of workers to do these jobs because it's how they've always done it. They've never had a solution that afforded them the opportunity to do it differently until now.**

**Kelly Kent**  
Chief Transformation Officer,  
ServiceNow

## Pillar 3: Portfolio Agility

ServiceNow Workplace Service Delivery provides organizations all the tools they need to manage a safe and efficient return of employees to the workplace, while focusing on the future of the enterprise built to last with the flexibility required to support a hybrid workforce.

“**In order to stay competitive in the digital economy, companies must deliver the simple, intuitive experiences that employees and customers have come to expect in their personal lives. Now is your chance to drop outdated technologies and make meaningful progress on digitizing your core business workflows. Focus on reducing your offline work, rather than regressing to the cluttered, disorganized past.**

**Chris Bedi**  
Chief Information Officer,  
ServiceNow

## Pillar 4: Technology Architecture

Enabling ServiceNow as an Enterprise Service Management solution is not just about implementing new technology; it's about bringing HR and the departments within an organization together to deliver service-based solutions.

“**This burnout goes beyond just IT. Human Resources, Finance, Legal, Workplace Services, and Security all play vital roles in supporting employees, communicating policy changes, and providing the right information at the right time. Without uniform processes that connect across all departments, people will struggle to get the support and services they need, and productivity will plunge.**

**Blake McConnell**  
SVP, Employee Workflow Products,  
ServiceNow

## Pillar 5: Leadership Vision

ServiceNow can't give you vision. What we can offer are the tools to make your vision real. Organizations must transform how work gets performed with digital engagement channels to support the hybrid workforce. If you're ready to spearhead that kind of change, we're ready to assist.

“**It's about asking the right questions. It's about listening carefully enough to recognize the big idea and then immediately getting energy around that idea and galvanizing a team so they can change the game for the customer and deliver the market opportunity.**

**Bill McDermott**  
Chief Executive Officer, ServiceNow



ServiceNow Employee Workflows helps organizations manage workplace experiences and support a hybrid workforce by providing a unified portal experience that simplifies complex employee journeys in the flow of work, while boosting employee productivity and operational efficiency across the enterprise. We provide a user experience layer that lets our customers build workflows and experiences that feels like consumer software, not the dated enterprise software of yesteryear.

By using the ServiceNow to drive your agility initiative, you'll be on the fast track toward being one of IDC's next group of innovative enterprise organizations that have achieved optimized agility.



91%

**91% of executives and 87% of employees say their company transition to new ways of working faster than they thought possible during the pandemic.<sup>6</sup>**



\$2.5m

**Using cross-departmental workflows, IT time savings can reach \$2.5 million in value.<sup>3</sup>**



60%

**60% of employees want to maintain new ways of working.<sup>6</sup>**



For a deeper exploration of ServiceNow employee experience solutions, we recommend reading the following documents:

### [Employee Workflows Solution Page](#)

Explore the benefits of creating connected, engaging experiences for your employees

### [eBook: Making employee journeys unforgettable](#)

Rethinking the work experience to boost productivity and engagement for your hybrid workforce

#### SOURCES

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