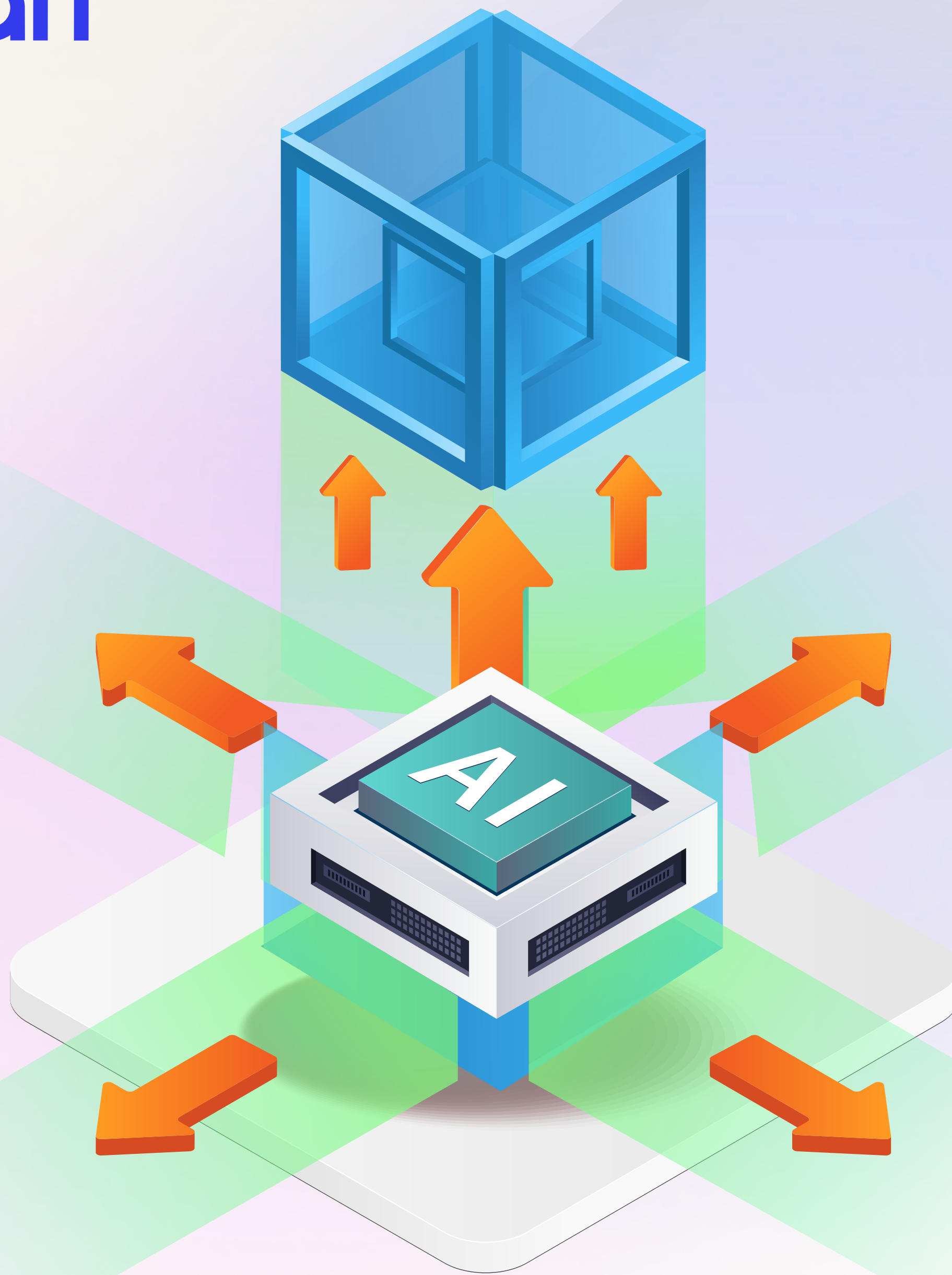


glean



A Dynamic Desk

The Evolving Role of AI in IT Service

Table of contents

The reality of AI in ITSM	How to build a best-in-class ITSM organization	Enhancing in-house, AI-powered service models
02	02	03
Measuring near-term results and long-term value	Managing change	Maximizing talent potential and productivity
04	05	06
Enabling ITSM to deliver exceptional experiences	Shaping the future	
07	08	

Executive summary

IT service management (ITSM) organizations face mounting pressure. Delivery expectations continue to rise, ticket volumes show no sign of slowing, and performance metrics are under intense scrutiny. Leaders are looking for ways to transform their organizations using AI to provide an excellent employee experience while managing limited budgets and a finite talent pool.

The reality for ITSM leaders is a need to balance near-term performance with long-term strategy. They need new ways to demonstrate immediate impact, articulate the break-even point for investment, and show how new service models deliver value across the enterprise.¹

Today's end-user experience reveals why change is important. Employees still face multiple portals, inconsistent intake forms, and overwhelming options. Requests are often routed incorrectly, resulting in duplicate tickets and frustrating delays. Support staff struggle with fragmented systems, siloed knowledge, and redundant effort. All of which result in lost productivity and rising dissatisfaction on both sides.

Fortunately, generative AI is reshaping this landscape. While this technology offers immense promise, too many organizations underestimate the discipline required to implement it effectively. Pursuing AI automation without clear use cases or near-term ROI targets can leave ITSM organizations stalled. And successful implementation of AI in an ITSM capacity requires cultivating talent, driving stakeholder alignment, and treating vendors as partners in delivering outcomes.²

The most forward-thinking leaders are building in-house service models powered by AI that show measurable ROI today while creating the foundations for future transformation. These leaders understand that success will come not from hype-driven initiatives, but from disciplined execution across the following dimensions:

Level 1: Enhance in-house, AI-powered service models

Level 2: Measure near- and long-term value

Level 3: Manage organizational change effectively

Level 4: Maximize existing talent

The future of ITSM excellence will be defined by organizations that automate repeatable processes, equip employees with better decision-making tools, and deliver consistent service experiences. This paper explores how organizations are doing just that – and how solutions like Glean are enabling ITSM leaders to achieve both immediate wins and lasting transformation.

¹ [McKinsey & Company \(2024\) AI for IT Modernization: Faster, cheaper, better](#)

² [Gartner \(2025\) Signature Research: Maximize ROI from Customer Service Technology](#)

The backdrop of AI in ITSM

\$13.8B invested in AI in 2024, yet 2/3 of orgs spend <10% of IT budget on AI.

81% of ITSM pros adopt AI to cut costs and streamline, but lack clear investment paths.

How to build a best-in-class ITSM organization

How artificial intelligence will shape ITSM has quickly become one of the most discussed topics among IT service management professionals. The question is how to translate the technology into measurable outcomes without losing focus on core delivery metrics like service performance, employee satisfaction, and operational efficiency.

The timing for the AI revolution could not be more welcome, as ITSM continues to face mounting service delivery pressures. ITSM teams are inundated with repetitive L1 and L2 tickets that frustrate their ability to achieve SLAs. End users face uncertainty about where to go for help, leading to duplicate requests. Complex systems force ITSM staff to toggle across tools and knowledge bases, frustrating resolution. Trend analysis and reporting remain highly manual, creating blind spots in leadership visibility.

Budgets also remain a challenge. Despite headlines about AI investment surging to \$13.8 billion in 2024, two-thirds of organizations still allocate less than 10% of their overall IT budget to AI³. Software and healthcare companies are leading in adoption, but most industries lag behind. And while 81% of ITSM professionals cite cost reduction and process streamlining as their primary driver for AI adoption⁴, few have clarity on where and how to invest.

Further, compliance mandates especially in highly-regulated sectors like healthcare and finance demand transparency and risk controls. AI initiatives that overlook data-handling standards, privacy safeguards, and permissioning can expose the organization to significant regulatory and reputational risk, ultimately eroding ROI. A strong governance framework must therefore be a first-order requirement, not a bolt-on after deployment.

Fortunately for ITSM teams, the use of AI tools and technologies in the service delivery stack is enabling leading service organizations to do more with less. It is providing greater visibility into service issues and enabling end users to perform more self-service. When integrated into the remainder of the ITSM stack it can be used to automate delivery mechanisms and provide superior customer experiences. But to achieve these goals, ITSM leaders must build disciplined, repeatable service models that deliver impact today while laying the groundwork for more ambitious transformation tomorrow.

The leaders who win with AI focus relentlessly on outcomes. They redesign workflows to improve near-term performance while freeing critical staff to focus on higher-value initiatives. Four motions define this journey.

³ [State of AI in IT, Atomicwork, ITIL by PeopleCert, ITSM Tools](#)

⁴ [Service Desk Institute](#)

Enhance in-house, AI-powered service models

The next wave of digital leaders will not simply deploy AI as an overlay – they will restructure processes to integrate human and AI collaboration. In ITSM, this starts with removing friction for users, accelerating resolution, and ensuring staff remain focused on where they add the most value.

- **Reduce unnecessary tickets:** Self-service becomes the first line of support. Embedding AI-powered agents directly into Slack, Teams, or portals provides employees with instant answers to common problems such as access issues, help with application set-up, and basic troubleshooting. When a ticket does need to be created, that process is much more streamlined, and the resolution becomes part of the knowledge base for future use.

Case Study: A leading design software company deflected 35–40% of IT tickets each month with Glean self-service. Even as headcount grew, support FTE requirements remained stable, and employee sentiment was described as “hugely positive.”

- **Deliver accurate, rapid first-contact resolution:** By automating workflows and surfacing insights across all internal platforms, ITSM teams can resolve more issues at the first point of contact. Similar incidents are identified quickly, root causes are flagged, and issue ownership is suggested based on history.

Case Study: Confluent’s support team saved over 15,000 hours per month and boosted employee satisfaction scores by 13% after adopting Glean for information access.

- **Improve the service experience:** When requests are resolved quickly and accurately, SLAs are met, and escalations drop. With deeper, more accurate knowledge repositories, ITSM teams can then scale more effectively.

Case Study: A global travel and hospitality platform saved \$100K annually by replacing Google Cloud Search with Glean, creating a unified, consistent search experience across their service and native tools.

- **Maintain focus on security and accuracy:** AI-powered systems must mirror source permissions, account for recency, and weigh user engagement to ensure the most accurate and compliant responses.

Measure near-term results and long-term value

Early AI deployment deflected 2,000+ support calls per month for a leading telecom, cutting costs and freeing teams for higher-value work.

ITSM is traditionally considered a cost center, but as businesses become more tech-driven, it is also positioned to deliver meaningful value to the business through improved customer experience, operational consistency, and increased efficiency. AI transformation creates a unique opportunity to measure how near-term progress is directly aligned with those long-term outcomes.

Reducing MTTR is critical for quicker recovery times, decreased downtime, and more reliable service. Meanwhile, ticket deflection and improved FCR can have a meaningful impact on satisfaction. It also enables development of service models that maximize existing resources, reducing the need for additional hires and improving the productivity of existing employees.

These efficiency gains are only sustainable when security, privacy, and compliance are embedded in every layer of the AI service model. Breaches or governance gaps can quickly offset cost savings, turning projected ROI into unexpected liability. Quantifying risk reduction and regulatory adherence should be part of the value case for any ITSM AI investment.

Organizations that fail to see this value reap real consequences, like Delta Airlines' botched software update that resulted in a massive IT outage that led to the cancellation of 7,000 flights and cost the company \$550 million in lost revenue.⁵ Real-world value is delivered in health care organizations avoiding service outages that may delay critical care. Financial institutions regain consumer trust and confidence by providing 24-7 access, and retailers avoid millions in lost revenue.

Case Study: A leading telecom provider set a goal to reduce internal support calls by 10–25%. Early deployment of Glean deflected over 2,000 calls per month, reducing costs significantly and enabling expansion into agent-driven incident management.

⁵ [6 Adeosun, A \(2024, Oct. 26\) Delta Sues CrowdStrike For Outages Causing \\$500 Million in Losses. Newsweek](#)

Manage change

Organizations that treat AI as change management—not just tech—are 3× more likely to achieve results.

AI adoption is not just a technical project; it is an organizational change initiative. Leaders must drive stakeholder alignment, cultivate talent, and secure buy-in for new ways of working. Organizations that take these steps are three times more likely to achieve results.⁶

The best way for ITSM leaders to drive change is to set goals that deliver fast ROI. AI-driven tools can be used to deliver near-term results while offering room for additional expansion. Starting with specific projects with clear objectives and short-term deliverables helps secure buy-in while easing the pace of change for employees. Each quick win allows employees time to adopt new ways of working and improve their performance, and ultimately provides better results. Success creates the buy-in and momentum needed for additional deployments. This cycle leads to additional, broader-scale deployments that can accelerate the pace of change and deliver real value to the organization.

Case Study: A global cybersecurity company deployed Glean as the AI engine for its employee platform, replacing Moveworks for IT and HR ticket handling. Based on the success of that initiative, they are moving to phase in automation inside ServiceNow using Glean.

⁶ Gartner (2025) Signature Research: Maximize ROI from Customer Service Technology

Maximize talent potential and productivity

AI-assisted ITSM frees frontline staff from routine tickets, unlocking senior talent for strategic priorities.

Expanding traditional ITSM staffing models to include AI-assisted human support maximizes your talent resources at every level. A robust AI agent that assists employees with basic tasks like system troubleshooting, app installation, and password resets reduces the ticket volume to front-line ITSM staff. With front-line staff free to resolve more complex issues, fewer issues are escalated to more senior staff, who are then freed to spend more time on strategic priorities like root cause analysis, workflow enhancements, system migrations, and other efficiency improvements.

With every level of ITSM staff working at their full potential, the organization is able to deliver on its goals while reducing burnout and maximizing existing headcount. Plus, AI-enabled knowledge bases and training allow for faster onboarding and quicker ramp times.

Case Study: A leading hospitality company leveraged Glean Search to deliver consistent knowledge access across platforms. The result: higher employee efficiency, reduced reliance on senior support staff, and strategic capacity unlocked at scale.

Enabling ITSM to deliver exceptional experiences

Glean is built to accelerate ITSM transformation by integrating AI directly into the flow of work:

- **Deliver instant, context-aware answers:** Glean empowers employees to solve issues on their own before tickets are even filed. It works across ServiceNow, Jira, Slack, Microsoft Teams, and other tools you already use. Employees can also access Glean using a browser extension available across the web, including when working inside cloud-based CRM or email systems.
- **Resolve issues quickly and accurately:** L1 teams can surface runbooks, knowledge bases, and insights in seconds, reducing MTTR, increasing FCR, and restoring productivity.
- **Maximize existing resources:** Glean eliminates unnecessary escalations, equips teams with complete customer context, and turns repeat questions into lasting knowledge.
- **Improve processes:** Glean accelerates engineering responses to escalated tickets by equipping teams with the customer context and system knowledge needed, no matter where it lives.
- **Focus on security:** Glean enforces source-level permissions and enterprise-grade security controls, ensuring that sensitive data remains protected and that responses meet your organization's compliance requirements.
- **Shorten ramp time:** AI-powered coaching speeds up onboarding for ITSM staff, reducing time to productivity.

With Glean, ITSM leaders do more than improve metrics. They build resilient, AI-powered service models that will define the future of IT. Tomorrow's ITSM organizations will no longer rely on the knowledge of individuals, but rather institutional knowledge which will empower them to better address user issues and speed recovery time. They will be better equipped to withstand the shifting dynamics of labor markets, and will be able to anticipate the needs of the business and take a more proactive, innovative stance rather than a reactive approach.

Shaping the future

ITSM leaders today face a paradox: rising delivery pressure and limited budget growth coupled with increasing system complexity and evolving talent needs. Generative AI offers an unprecedented opportunity, but only if approached with focus and discipline.

Glean delivers on that mandate. Its AI-powered Search and Assistant work directly inside the leading tools in service and collaboration tech stacks, giving employees instant, context-aware answers. Enterprise-grade security enforces source-level permissions and inherits existing access controls, ensuring privacy and regulatory compliance as organizations scale AI.

The results speak for themselves. Companies highlighted in this paper have deflected 35–40% of tickets through Glean self-service, reduced internal support calls by thousands per month, and cut mean time to resolution while maintaining or even reducing IT headcount.

Leaders who combine AI-powered self-service, assistance with service desk resolution, and enterprise-wide knowledge integration will better meet today's demands. Using AI tools like Glean to enhance in-house service models enables near-term efficiency gains that also deliver long-term value through meaningful improvements to the employee experience and increased organizational agility.

Ready to see how Glean can help your teams work smarter and move faster? [Request a demo today.](#)