



Employer Pass

Change Management: Driving the Long-Term Success of Your Workforce Management Solution



Using a systematic model and proven best practices, effective change management helps you plan for transition, overcome obstacles, and drive new behaviors.

How Do You Measure the Success of a Technology Project?

When your organization embarks on a technology project, you're aiming for a successful outcome. But how exactly do you define success? The rollout of a new technology solution is typically considered successful if it's delivered on time and on budget. But, in reality, that's only part of the equation. A technology project can be deemed truly successful only if it meets the business goals your organization set out to achieve. Even if your technical implementation is flawless and your new business processes are highly efficient and clearly defined, you're not going to see the business results you had hoped for unless the intended users adopt the new technology and use it regularly.

To drive 100 percent user adoption and maximize return on your technology investment, you need to change the behavior of people within your organization. When you introduce a new technology, you're asking the intended users to alter the way they do things on the job. Since most people prefer the status quo, you may encounter some level of resistance, and that's normal. What you need is a way to break down the people barriers and change behavior to encourage widespread adoption and, ultimately, achievement of your business goals.

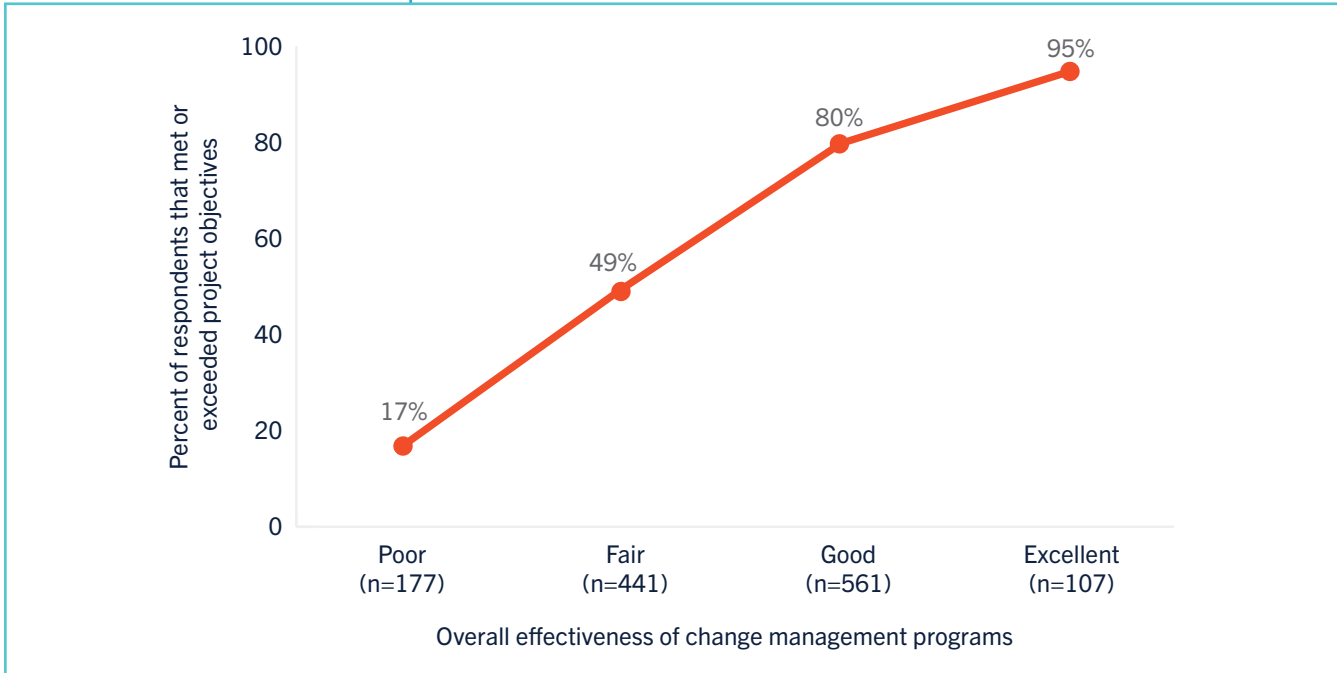
That's what change management is all about. Using a systematic model and proven best practices, effective change management helps you plan for transition, overcome obstacles, and drive new behaviors. To ensure your project delivers optimum value, your change management efforts should focus on three key areas:

- **Speed of adoption** — how quickly workers are up and running on the new tools and processes relevant to their job roles
- **Ultimate utilization** — how many workers are demonstrating buy-in and using the new tools and processes consistently
- **Proficiency** — how effective workers are once they have adopted the new solution¹

¹ "The Case for Change Management: Three People Side ROI Factors," Change Management Learning Center, sponsored by Prosci, accessed March 24, 2014, <http://www.change-management.com/tutorial-case-mod4.htm>.

With a change management approach that focuses on the people side of change, your organization can significantly increase the likelihood of success by bridging the gap between system implementation and realization of the defined business objectives tied to that project.

Correlation of Change Management Effectiveness to Meeting Project Objectives



Ninety-five percent percent of respondents who rated their change management effectiveness as “Excellent” met or exceeded their goals.

Source: “Best Practices in Change Management: Prosci Benchmarking Report,” 2012. Used with permission.

Projects with effective change management programs were more likely to meet objectives, stay on schedule and stay on budget than those without effective change management.²

The Three Levels of Change Management

Change management typically occurs at three levels:

- **Cultural change:** A significant undertaking that can take five to 10 years to fully accomplish, cultural change involves a fundamental shift in the mission, values, and beliefs that drive the way an organization conducts business. For example, changing market conditions may lead an organization to transition from a conservative, “play it safe” culture to a more dynamic, progressive one that encourages risk taking. Successful cultural change requires direction and involvement from senior leadership.
- **Organizational change:** Typically driven by senior management, organizational change focuses on making strategic decisions with cascading impact to help ensure continued business success. For example, it may involve organizational restructuring to accelerate and align decision making or the introduction of new policies and processes to drive efficiencies and responsiveness. Organizational change requires buy-in and reinforcement at all management levels to be successful.

² Prosci Inc., *Best Practices in Change Management: Prosci Benchmarking Report* (Prosci Inc., 2012), 9. Used with permission.

We think that technology customers today, whether they're individual consumers, SMBs, or enterprise users, are developing a different take on success, consciously or not. In their minds, it's increasingly about whether the product's key features are actually being used and delivering their potential value.⁴

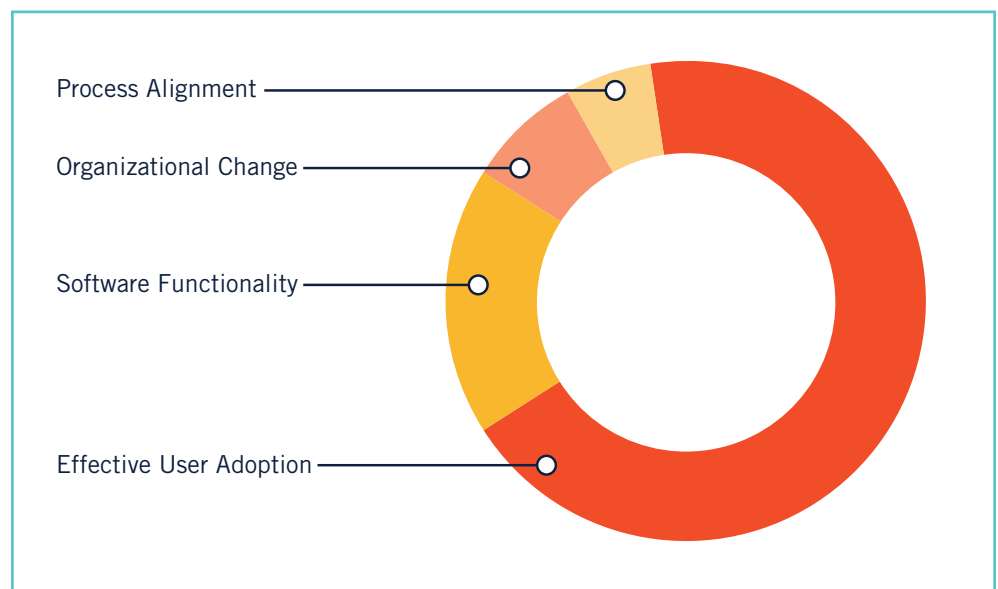
- **Individual behavior change:** Specific to a project or initiative that affects one or more areas of the organization, individual behavior change is intended to equip employees with the skills and abilities they need to do work in a new way that supports key business objectives. Driven by clear, direct communication from the right person to the right audience at the right time, individual behavior change is the key to driving high user adoption rates and achieving project-related business goals.

Leverage Change Management to Achieve Workforce Management Goals

Organizations like yours implement a human capital management (HCM) solution to achieve specific business goals: controlling labor costs, minimizing compliance risk, and improving workforce productivity. But you'll achieve those goals only if your employees and managers use the system — properly and consistently — day in and day out. That's why changing behavior at the individual level is a critical component of a successful implementation.

Your organization cannot realize the business goals tied to the system implementation unless users actually adopt the system you implement. In research conducted by the Technology Services Industry Association, buyers reported that effective end-user adoption was the most important factor for realizing value from a technology investment — more than process alignment, organizational change, and software functionality combined.³

Most Important Factor for Realizing Value from Technology



Source: TSIA/Neochange/Sand Hill Group.⁵

³ J. B. Wood, *Complexity Avalanche: Overcoming the Threat to Technology Adoption* (Technology Services Industry Association, 2009), p. 24. Used with permission.

⁴ *Ibid.*, 24. Used with permission.

⁵ *Ibid.*, 24. Used with permission.

Drive Change Acceptance with Clear, Effective Communications

Communication is key to getting individuals within your organization to adopt a new behavior, such as using the tools, functionality, and processes built into your HCM system, as part of their daily work routine. Since people accept change in stages, your communication efforts must increase as intended users move along the change acceptance continuum.

Awareness: Build awareness that change is coming and why — without getting into all the details. This can be accomplished through brief, widely spaced communications such as emails, team meetings, and organizational announcements.

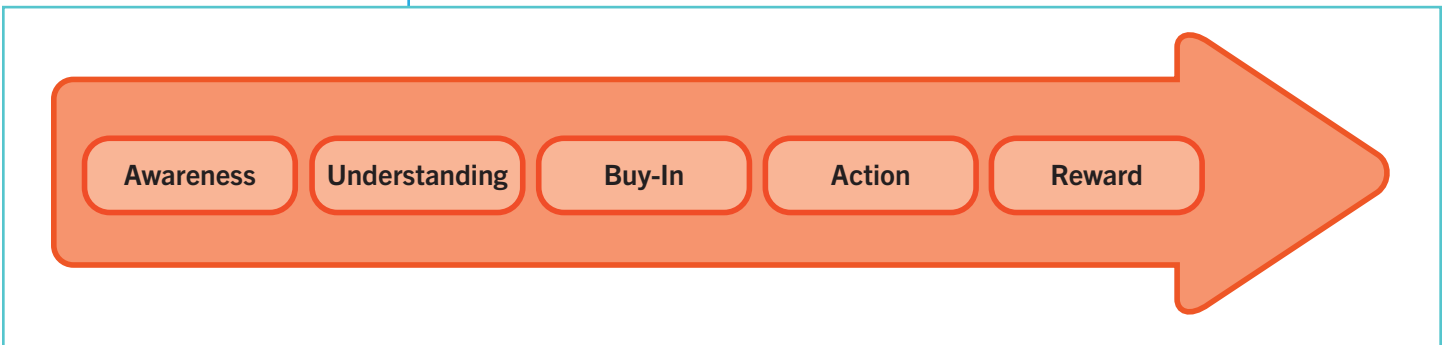
Understanding: Start ramping up the frequency of your communications to improve understanding. Use demos, concept movies, and socialization to help the workforce comprehend what the change looks like and why it's important to the organization.

Buy-In: Initiate more direct communications — potentially one-on-one — to engage individuals in the change process and explain how it benefits them. Encourage participation and drive interest by involving users in solution testing and soliciting their feedback.

Action: Focus communications on learning to ensure that individuals have the skills and abilities to do what is expected of them once the change takes place. Provide crystal-clear instructions on individual behaviors through live and/or recorded training events.

Reward: Ensure continued acceptance of the change by rewarding desired behaviors. Publicly recognize individuals who are embracing the change and doing what is expected of them to reinforce their behavior and encourage others to get on board.

Communication Phases along the Change Acceptance Continuum



Since people accept change in phases, it's important that you increase your communications efforts as intended users move along the change acceptance continuum.

Let the Right People Lead the Charge to Change

When it comes to driving individual behavior changes, who is best suited to lead employees through the process? Surprisingly, it's usually not human resources or senior management. In most cases, it's your employees' direct supervisors. Based on their established working relationships with their staff, supervisors understand the best way to motivate, guide, and reward each of their employees to overcome resistance, gain buy-in, and bring about the desired behavior changes.

You cannot, of course, expect all your supervisors to be change management experts. That's what your change management team is for: coaching supervisors and providing them with the supporting materials and guidance they need to lead their people successfully through change and achieve 100 percent user adoption.