



# WHITE PAPER

## Piloting Your Journey to the Modern Human Capital Management System



*Implementing a large-scale, modern Human Capital Management (HCM) system is more than simply flipping a switch. It is a process that relies on many disciplines throughout your organization. This journey begins before your software is even selected and doesn't end until sustainable change has been achieved. This is the story of that journey.*

*Embarking on an HCM technology implementation can be daunting if you aren't thoroughly prepared from beginning to end. Many companies begin this journey without fully examining the complete list of requirements or goals for their digital transformation project, which can result in a lengthy and expensive implementation. To help ensure that your project takes flight, we will help you navigate the journey through the digital transformation airspace.*

*We will share best practices on how to plan your implementation and guide you through a few different system options. We'll also give suggestions on what you should be looking for when selecting your system and provide you with change management and user adoption techniques that will increase acceptance rates across the organization after you go live.*

## KEY AREAS OF FOCUS

### section one

**TECHNOLOGY SELECTION** | How important is it to choose the right system for your organization? What should you be looking for when comparing your choices? The answers to these questions will change based on your unique business goals, but we will help prepare you for the selection process.

### section two

**IMPLEMENTATION PROCESS** | There are many moving parts in a technology implementation, especially if you are migrating data from several different platforms or you are implementing more than one new module into your technology environment. Following some preset guidelines will help you manage the implementation effectively and finish with a positive result.

### section three

**ORGANIZATIONAL CHANGE MANAGEMENT TECHNIQUES & BEST PRACTICES** | How do you empower your employees to interact and accept the new changes? What happens if you can't or don't prepare them properly? Your technology investment is only as good as your investment in your people. Equip them with the tools and the knowledge to succeed with the transformation.

### section four

**USER ADOPTION AND SUSTAINMENT** | So, you have gone live and your users are now operating on the new system. Now what? Continue training and maintenance: the two keys to making your new investment sustainable.





## INTRODUCTION

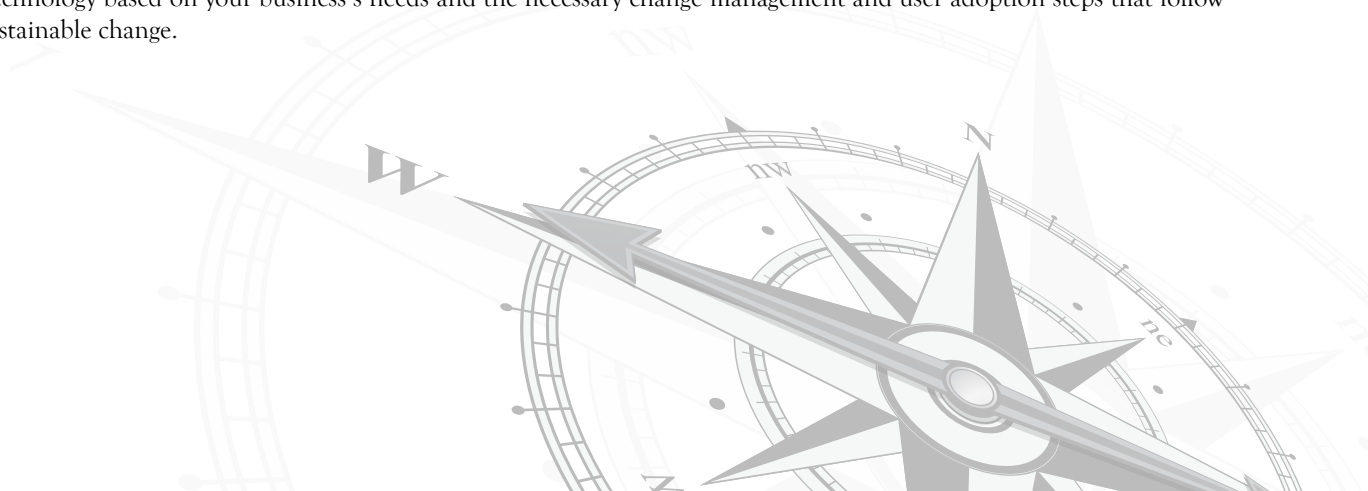
*Leading a major change initiative for your organization is a bit like piloting an airplane.*

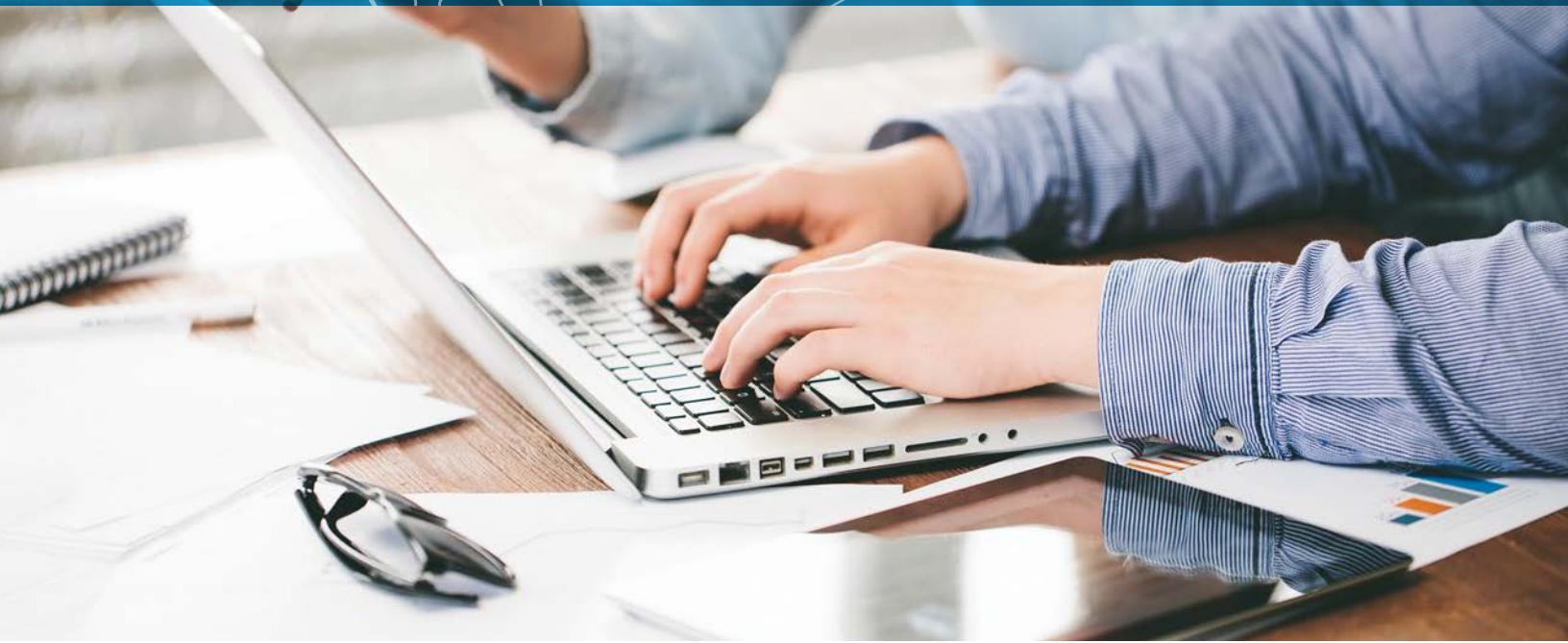
A preflight checklist is not only critical, but mandatory. Prior to takeoff, you must verify all systems to be operational. You need to factor in the weather, not only at the point of origin and the destination, but along the flight path as well. You need clearance from the ground tower before takeoff and landing, and you need to communicate with the passengers so that they are aware of any potential delays or course changes. Your plane must gain significant momentum and thrust, while minimizing drag, so that it can safely achieve lift. And if your aircraft is moving too quickly or too slowly, expect turbulence.

The same principles apply to major changes within an organization. Careful preparation and thoughtful execution throughout all phases of your organizational flight plan are necessary to ensure your business does not suffer turbulence, or disruption.

At some point in your business journey, usually when the market becomes more competitive, you'll have to face a difficult choice: adapt to changing conditions or become obsolete. Successful organizations recognize that HCM technology, in particular, offers the opportunity to create more efficient business processes, better information flows, and precise data analytics, all of which can boost your bottom line if implemented properly and adopted fully by the workforce and user base.

However, piloting an HCM technology implementation is difficult. It takes hard work, planning, strategy, execution, and reinforcement to create successful, sustained change. This white paper will steer you through the process of evaluating your preferred technology based on your business's needs and the necessary change management and user adoption steps that follow to create sustainable change.





## section one

# TECHNOLOGY SELECTION

This section will guide you through some of the industry's most popular HCM technologies, offering some pros for each solution and considerations to keep in mind when looking for the right solution for you.

Many comprehensive HR solutions are on the market, each with different benefits, key features, and unique ways to provide value to the organization. The right solution for your competitors may not be the right solution for your business when the vast array of requirements and variables are considered. Companies that want to remain competitive in their market need to remain smart, agile, intuitive, and innovative in addressing the needs of their employees and customers.

The first steps should be to gather your data, get a full understanding of what is currently in your system, determine current gaps, and define your goals for the future. Understanding what you need in a system makes the selection process much easier and much more efficient.

This section presents five of the top solution providers on the market and some of their key features to give you a snapshot of what options are available to meet your specific needs.

*The following is not a recommendation or a comprehensive list of the top solutions available to you. It is an objective sampling of the diverse products GP Strategies® understands deeply and implements regularly in organizations around the globe.*

Analyze **5 TOP**  
**SOLUTION PROVIDERS**  
and **KEY FEATURES**



Understanding what you  
**NEED IN A SYSTEM** makes the  
selection process much **EASIER**  
and much **MORE EFFICIENT**

## Five of the Top HR SOLUTIONS PROVIDERS

### SAP SuccessFactors

SAP, a German-based software company, is currently one of the largest HR software providers with over 335,000 customers in 180 different countries using hundreds of different products. Starting out, SAP was known for their on-premise ERP systems. In 2012, their focus shifted more toward the cloud mindset when they acquired SuccessFactors, a California-based technology company. They have continued to build and improve the SaaS product by concentrating on the full suite of HCM modules. It is now a full comprehensive HR solution with over 2,000 companies currently using the suite to power their HR processes.

#### Benefits:

- ✔ **You can purchase and implement one module at a time or the entire suite.** This makes it easy for your organization to implement technology at a pace that fits your needs and budget.
- ✔ **You have the option of Rapid Deployment Solutions.** This is beneficial for organizations that have a short timeline and don't need a lot of customization.
- ✔ **You are able to integrate with third-party providers through Dell Boomi or through SAP Cloud Platform Integration (SCPI).** Being able to choose your integration technology can make it easier on your organization and implementation plan, especially if you already have certain technology in place.

Source: [https://www.successfactors.com/en\\_us.html](https://www.successfactors.com/en_us.html)

Over  
**335,000** customers in  
**180** different countries  
using hundreds of different SAP products

Over  
**2,000** companies  
currently using the HCM suite to power  
their HR processes






## Five of the Top HR SOLUTIONS PROVIDERS

### Oracle

Oracle was founded in 1977 and is now one of the largest cloud platform and solution providers worldwide. After acquiring PeopleSoft in 2004, the company offers a complete HCM cloud solution, along with their other offerings such as databases, developer tools, and middleware. In 2009, Oracle's advances in their middleware product caused their portfolio to become number one on the market. Oracle products are now trusted by over 430,000 businesses worldwide.

#### Benefits:

-  **Continued use of AI, IoT, and other technological advances is a priority.** Oracle prides itself on the use of machine learning, augmented reality, internet of things (IoT), and artificial intelligence (AI) in all of their products. It is an integral part of their services across the company.
-  **The database is built on the Autonomous Database Cloud technology.** The database uses AI to deliver reliable and agile data management in expedited time.
-  **Oracle has flashback technology.** You can run queries and pull data from past states of your system using this technology. It also allows you to keep your data if there is a power outage.

Over

**430,000**  
*customers  
worldwide*

Sources:

<http://www.oracle.com/us/corporate/oracle-fact-sheet-079219.pdf>

<https://www.oracle.com/database/data-warehouse/index.html>

## Five of the Top HR SOLUTIONS PROVIDERS

### Workday

In 2005, a year after Dave Duffield sold his company, PeopleSoft, he and Aneel Bhusri formed Workday in a truck stop outside of Lake Tahoe. Using their years of experience and their expertise, they developed and announced the availability of their first application, Workday Human Capital Management. Over the last decade, the pair have built the company into a booming technology organization offering everything from financial and recruiting software to a full suite HCM platform.

#### Benefits:

- ✔ **The solution is designed for medium-to-large companies.** Workday has an elaborate reporting and analytics platform that is perfect for companies with multiple locations and a high number of employees.
- ✔ **Workday has in-memory technology.** This type of technology secures the data instead of fields. You set up the security once and it governs across the entire platform.
- ✔ **The platform is mobile focused.** This design ensures that there is no interruption to user experience from desktop to mobile processing.

Source:

<https://www.workday.com/en-us/company/about-workday/our-story.html>

### Infor

Infor, previously known as Agilsys, began with an emphasis on enterprise software and has continued to grow. The company has had an increasingly large focus on serving and providing industry-specific solutions by acquiring and enhancing solutions that cater to their target markets.

#### Benefits:

- ✔ **The security is powered by Amazon Web Services (AWS).** AWS has several of the highest and well-recognized certifications as well as very secure network firewalls.
- ✔ **Infor is focused on user experience.** They concentrate on modern design, mobile functionality, and social integration.
- ✔ **They offer flexible payment options.** The payment plans are based on per user/month, which can be scaled up or down at any time.

Sources:

<https://www.infor.com/solutions/erp/>

<https://www.infor.com/cloud/cloudsuite-hcm/>

<https://www.infor.com/company/>




<https://www.netsolutions.com/insights/what-is-amazon-cloud-its-advantages-and-why-should-you-consider-it/>

## Five of the Top HR SOLUTIONS PROVIDERS

### ADP

ADP started out as a small payroll processing firm in 1949 under the name Automatic Payroll Inc. Over the years, they have moved from a manual process to an automated service in the payroll industry. After securing their role and becoming known as one of the largest payroll software providers, ADP shifted their focus to other areas across business lines and began offering solutions and services in claims, tax filing, and eventually, HCM software.

#### Benefits:

-  **ADP offers different solutions for different business sizes.** This ensures that the product you are paying for is customized to your needs.
-  **The HCM platform is unified with the payroll product.** If your payroll platform doesn't talk to the other parts of your HR system, your payroll employees might encounter extra work.
-  **The ADP platform enables two-way communication between employees.** This encourages a social environment for collaboration and transparency among every level of employee.

#### Sources:

<https://www.softwareadvice.com/resources/what-is-adp/>

<https://www.adp.co.uk/our-solutions-services/hcm-services/five-essential-features-of-a-people-centric-hcm>

<https://www.adp.com/solutions/services/human-capital-management.aspx>

<https://www.adp.com/about-adp/history.aspx>

Serves

**740,000**  
clients in

**140+** countries helping  
organizations of all types and sizes unlock  
their business potential

World's largest global SaaS provider of  
enterprise software *with*

**18 million** users in **80** countries

## “CHOOSING” TIP



**LOOK TO THE FUTURE** | Assess a vendor's current software and roadmap—as well as the scalability of the product for the future—to ensure the software that you choose will be adaptable for future technology needs.



## section two

## IMPLEMENTATION PROCESS

The technology implementation process is intricate, and it can become long and cumbersome if not expertly executed. To keep your implementation on track, establish best practices to ensure that your implementation teams fully understand the requirements and the plan for implementation.

### Define Your Project Plan

Define your plan, resources, and timeline before starting your implementation and commit to it. It is important to stay as close to the plan as possible, otherwise your implementation will go off in a direction that you didn't expect and you could end up over budget in the first phase. This responsibility will fall largely on the implementation partner that you choose.

### Secure Your Resources

Your internal resources will likely be splitting their time between this implementation and their normal jobs. Scheduling is key to making sure that your project stays on track and on budget. When creating the schedule, confirm that there is no overlap of phases, and align the needs of this project with the needs of other ongoing tasks throughout the rest of the business.

Sometimes, your internal resources and the resources from your implementation partner will not be enough. If that is the case, you may need to consider hiring more outside help such as a specialist in the area that is not being covered. The areas that you should be focusing on consist of configuration, integration, data migration, testing, and change management.



**HELPFUL HINT** | Having a steering committee and process owners from your organization will help you to quickly handle any issues that come up unexpectedly and that need a quick solution. The steering committee should provide centralized management and support for the shared implementation strategy, processes, and issues. The principal focus is to ensure execution against the defined project scope, timelines, and quality standards. Additionally, the steering committee should lead the following areas:

- Stakeholder management
- Program/project tracking
- Project strategy
- Cost/benefit alignment
- Issue resolution
- Quality management
- Risk management
- Change control

## Define Your Integration and Migration Strategy

Your implementation is only as good as your data. Confirm with your implementation partner what the best integration and migration strategy for your organization will be based on a host of various factors, such as the:

- Number of interfaces with third-party vendors
- Complexity of the integrations required
- Current integration or middleware technology your IT departments uses because the platform you are using as your system of reference could impact your strategy.

This is also a good time for you to scrub your data and eliminate anything that isn't accurate or necessary. You should also work with your legal team to understand what your data retention requirements are for the various types of data you have.

## Determine Business Requirements and Configuration Time

Each software application has various functionalities, some of which may seem very appealing. However, all functionality that you choose to implement **MUST** have solid business requirements (that is, the business is asking for the functionality); otherwise, you may find that it is difficult to validate requirements and test adequately. In addition, you will have larger change management and communications challenges associated with explaining functionality that was not requested or desired.

Always give yourself more time than you think necessary to validate your business requirements because this element will impact the time it takes for your partner to configure the system. If you don't allocate enough time or don't have a firm handle on your business requirements, you may end up with a change order from your implementation partner. Expect that even if you stick to the plan, things will come up that you'll need time to address.

## Develop and Manage Testing

You will be responsible for managing and driving User Acceptance Testing (UAT). If you have never written test scripts, ask your implementation partner. They should have sample scripts that you can tweak to fit your needs, but recognize that the testing scripts need to reflect your business requirements. Thus, you need to have people that understand your business processes and that have been involved in creating and reviewing test cases and scripts.

Again, this will always take more time than you think. It is a good idea to build in extra time for this phase of the project.

## Plan All Details for Go-Live

While UAT and user adoption are critical to the success of your project, go-live is equally as important because it is the culmination of all the work to this point. It requires thorough planning down to a low level of detail, even down to specific timeframes, depending on the cutover activities.

Long before your planned implementation date you should assess the readiness of the business and use this assessment to prepare detailed change management plans. By go-live, your change management and user adoption plans should be in full swing. If your implementation partner doesn't have a Change Management department, you may want to hire someone who specializes in this area. They will prepare your users for the new changes to come with training and continued learning after go-live.

If your users aren't onboard with the new technology and processes, they won't use it, which will in turn make the project ineffective.



**HELPFUL HINT** | Requirements or changes will arise throughout the project. Make sure that you have the resources and a point person to handle these issues. The steering committee can normally be relied on to handle issue resolution, but because these systems are highly interconnected, make sure all impacted business processes are represented during the issue discussion.



### section three

## ORGANIZATIONAL CHANGE MANAGEMENT TECHNIQUES & BEST PRACTICES

Once you have chosen your technology and begun the technical side of the implementation, you should focus on how your organization will adapt to this major transformation. Plan a change management strategy that creates minimal disruption to your business while maximizing your return on investment.

To gain the most from your solution and your investment, your organization must shift its focus toward becoming as agile as possible, with a workforce that is fully equipped to take on their new challenge. But what does that really mean? What is a true agile organization?

An agile organization is one that can quickly respond to changes in marketplace conditions, shifting technology, and new competitors. An organization can only be the sum of its parts—that is the sum of its people. Therefore, in order for your organization to be truly agile and be able to adjust to a changing marketplace, your workforce must embody those characteristics in their own jobs.

During the periods before and after go-live, user adoption needs to be a major focus of your initiative. Often, members of your workforce may resist change and even be fearful of it—perhaps fearing how massive changes to the organization could affect their ability to perform their jobs and potentially even have their jobs eliminated. This fear of change can be mitigated, however, and positive energy can be injected back into your workforce if the proper steps are taken.

**PLAN** a change management  
**STRATEGY** that creates  
**MINIMAL DISRUPTION**  
to your business



**USER ADOPTION**  
needs to be a  
**MAJOR FOCUS**  
of your initiative

Here is a brief overview on some of the things your organization can do to empower its users throughout change, ultimately leading to a more prepared, more engaged, and more agile workforce:

- **Providing effective communications:** Messages about the state of the change, the reasons for the change, and the effect of the change on the employees should be clear, frequent, and authentic. If the workforce truly believes in the change and understands their individual roles in the change, then resistance will be mitigated.
- **Implementing cross-training and rotating job roles:** An organizational change is an excellent opportunity to do a little bit of cross-training and to teach the members of your team to handle different roles. This lessens the effect of any potential turnover and widens the skillset of your employees while creating increased efficiency.
- **Giving workers autonomy:** When you're riding in an airplane, you don't particularly care what buttons the pilot has to press to make the plane fly—as long as you end up in the location printed on your ticket. The same principle applies within a well-run organization. If employees are engaged and invested in the success of your initiatives, then they will find a way to meet those objectives. With the freedom to make choices within boundaries and to develop processes that they know to be effective, your workforce will feel confident in their work and help your organization meet its goals without over-management.
- **Using first-line supervisors and middle managers:** Enroll key first-line supervisors and middle managers in the business readiness process. Use them to help assess the impact of coming changes, spread effective communication, and manage resistance to change that creeps up in the workforce.



**HELPFUL HINT** | All **communications** should come from the **same individual**—the person who is leading the change. Communications should also be as **detailed as possible** to eliminate any possible confusion.



*Each of these areas can be considered vital for change in the modern organization. Let's look at each of them a little more closely:*

### The Importance of Effective Communications Cannot Be Understated

Change does not happen overnight. Oftentimes, the implementation of a new system or a new process can take months, if not years, to fully develop. Throughout this process, it is important to keep the workforce engaged, most of whom—if not all—will have their jobs impacted by this change.

With today's broad range of options available for communication, it is important to use a variety of methods, including emails from the change sponsor (the person who is leading the change efforts), face-to-face chats, and two-way communications in which opportunities for questions and/or feedback are provided.

It is also important to communicate to individual members of the workforce on how their job roles will be affected by change. Regardless of how engaged an employee may be, a change in their job processes is a deeply personal thing, and each member of your team needs to feel comfortable with the changes that are taking place in order to minimize resistance and maximize resilience.

It is also important to repeat key messages several times to ensure that the message you wish to send is heard or seen by the entire workforce. Much as in marketing to a target audience, in which your sales pitch needs to be heard five to seven times before it can become absorbed, your workforce may need time and repetition in order to fully comprehend an upcoming change, especially if the change is going to significantly affect them.

Source: <https://www.prosci.com/change-management/thought-leadership-library/change-management-communication-checklist>

### Provide Cross-Training and Rotate Job Roles for a Well-Oiled Machine

When most people hear the term *cross-training*, they might envision someone lacing up their new tennis shoes and doing some combination of cycling, running, or other competitive sport. But in business, it has a much more literal meaning: training employee X to do employee Y's job and training employee Y to do employee X's job.

For example, a salesperson is often trained to perform a customer service role as a part of their account executive role. Technology companies also routinely require their workforce to become certified in their product offerings, allowing them to step into a sales or a customer service role at any time. Many organizations only promote management-level jobs from within, usually to those who have worked in many different areas of the business.

The advantage of cross-training is that it builds organizational versatility and built-in depth. If a long-tenured and experienced worker leaves the organization or needs to take an extended leave, having someone onboard who can step into the role and pick up the slack (either long term or in the interim) can help you minimize disruption.

Employees who are familiar with many aspects of the business and who can handle a variety of job roles are extremely valuable and tend to be more engaged. This concept makes sense anecdotally, but has also been researched. A 2014 study by the US Bureau of Labor Statistics showed that organizations with engaged employees gain better workforce performance and higher profits.

Source: <https://www.forbes.com/sites/meghanbiro/2014/01/19/happy-employees-hefty-profits/#76d4d350221a>

## Build Autonomy Into Your Change Plan

A 2013 study by Oxford Academic surveyed 1,380 staff members from 230 community health centers and found that the more autonomy each employee had at work, the more satisfied they were with their position and the less likely they were to leave their job (Job autonomy, its predispositions and its relation to work outcomes in community health centers in Taiwan).

Another study by the University of Birmingham found that greater levels of control over work tasks and schedule have the potential to generate significant benefits for the employee. The positive effects associated with informal flexibility and working at home also support the suggestion that schedule control is highly valued and important to employees “enjoying” their work (Autonomy in the workplace has positive effects on well-being and job satisfaction, study finds).

Flexibility in work location, hours, pace of work, and task order all showed significant benefits to both men and women. For these reasons, it is important to consider the value of building employee autonomy into your change management plan. It goes without saying that happy workers are less likely to leave their job, and increased autonomy could help balance out any lingering resistance to organizational change.

Source:

<https://academic.oup.com/heapro/article/28/2/166/661129>

<https://www.sciencedaily.com/releases/2017/04/170424215501.htm>

## KEY TAKEAWAYS



**HELP ENGAGE EMPLOYEES** and mitigate resistance to change with detailed and frequent communications from the change leader.



**RECOGNIZE** that **MAJOR ORGANIZATIONAL CHANGE** gives your employees a chance to learn new roles and increase the number of ways they can create a positive impact for your organization.



**CONSIDER** building more **WORKER AUTONOMY** into your change plan. Workers with more freedom tend to be more engaged and less likely to leave their job.



#### section four

## USER ADOPTION & SUSTAINMENT

As new technologies and markets shape and reshape the global economy, businesses all over the world, big and small, have been forced to adapt or die. Some organizations have completely reinvented themselves such as National Geographic, which grew from a widely circulated magazine into a quasi-reality TV channel, or Apple, which turned their attention from computers to phones and MP3 players with great success. New technologies and new markets have replaced other iconic brands such as Blockbuster Video and Radio Shack.

Some organizations embrace the changing world; others resist adopting new mindsets, ways of doing business, and customers. People are very much the same. In business, when an organization undergoes a substantial change, it is necessary to “capture the hearts and minds” of the workforce in order to achieve the desired results. With this in mind, your change management strategy must include significant attention to user adoption.

A recent study by the Technology Services Industry Association (TSIA) asked, “What is the most important factor in realizing the value of a technology?” Perhaps unsurprisingly, 72% said that effective user adoption was the most important factor in realizing value. Of the challenges organizations face when implementing new technology, 62% are people related. This includes the aforementioned challenges in change management as well as resource allocation, consulting, project ownership, internal staff adequacy, discipline, and training.

Your change management  
**STRATEGY** must include  
**SIGNIFICANT ATTENTION** to  
**USER ADOPTION**



Source:

<http://www.baselinemag.com/c/a/IT-Management/The-State-of-Enterprise-Software-Adoption-336552>

The final analysis found that user adoption drives success, and overall system performance is a major factor in return on investment. Here are some tips for maximizing user adoption:

### Balance Change Strategy with Tactical Execution

A strong organizational change management (OCM) plan includes resources and plans that focus on both strategy and tactical execution. However, concentrating too much on either of these elements can diminish the benefits you gain from your change management initiative. If your budget is tight, it is wise to invest in a strong leader or a team to guide your project from start to finish.

### Ensure Leadership Is Aligned and Committed

Strong leadership alignment and commitment are the keys that open doors and minds. What do we mean by alignment? As goals and strategies change, leaders need to harness the creative and productive capabilities of your organization and align them toward achieving organizational goals. Keep in mind, it is possible for all leaders within your organization to be fully aligned but not necessarily committed. Commitment requires taking action and maneuvering through obstacles in pursuit of organizational goals.

### Focus Training on System Tasks and Business Processes

A good training design, development, and deployment strategy focuses on both system tasks and business process changes. Project teams can sometimes get so focused on the technology, transactions, and system tasks that they lose focus on why change is being performed in the first place and disregard the business transformations that need to be accounted for within training. In poor training scenarios, roughly 80% of training can be focused on system tasks and about 20% focused on processes. Ideally those numbers should be reversed, with 80% emphasizing business processes and only about 20% being centered around system tasks, using step-by-step, hands-on training.

It's also important to put training into a format in which the users can consume their training outside of a traditional classroom setting. Modern learning involves a blend of delivery methods, including self-paced training, micro-learning, and online performance support. With modern technology, online performance support tools serve as a life safety strap for the inevitable turbulence. Modern performance support tools allow users to access just-in-time answers to on-the-job conundrums and help give users the confidence to solve problems on their own and prevent delays, frustration, or even turnover.

### Design Training to Be Role Based

Take the time to design and develop training that is role based. In other words, training should help users to focus on individual outcomes and deliver more value in their role. Create learning programs that focus on blended learning techniques for increased learning flexibility and decreased need for classroom time.

Developing learning journeys for each role also helps to create more role clarity; deploy them using the latest technology.

### Integrate Hands-On Training and Storytelling

If you have ever attended school, college, or held a job in which occasional training was necessary, you know that not every person learns in the same way. Some people can sit down with a set of instructions or a job aid and master the tasks they are trying to learn within a few hours. Others prefer videos, a buddy system, or a mentor. Commonly, though, people prefer to learn through hands-on training and use real-world examples of common business problems to maneuver through their own obstacles as they arise.

### Go-Live Is Not the End – It's the Beginning

Your organization will need to keep the momentum going after go-live. This means that you will need strategies for continuous learning and performance support and for the maintenance of documentation and training materials (as the software changes and evolves, so must your training materials and methods).

Point-of-need learning and performance support materials integrated into the application itself is a major benefit if it is available for the software you have chosen. This is also known as context-sensitive help.

Integrate long-term change management strategies. Keep in mind that your change doesn't stop at go-live, but rather continues as part of your sustainment strategy—especially in the area of communications.

*Ideal training should be*

**80%** & **20%**  
focused on business processes & focused on system tasks



### Sustainment Requires Resources

A solid sustainment plan includes performance support materials and people resources. Remember that 75% of all learning occurs on the job. For this reason, it is important to have someone available post-go-live to act in the super-user role and to help users navigate the inevitable hiccups that occur along the way. Training should not end at go-live, but should be an ongoing and evolving process that is never truly complete, as updates and upgrades to your system are sure to follow, and new team members are sure to join your organization.

**75%** of all learning occurs on the job

### TRAINING

should be an *ongoing and evolving process* that is never truly complete

## KEY TAKEAWAYS



Remember that an **IMPLEMENTATION DOES NOT STOP AT GO-LIVE.**

Commitment to user adoption and sustainment beyond go-live is a major factor in the likelihood of your project's success.



**DESIGN TRAINING** to help users focus on individual outcomes and deliver more value in their roles.



**IDENTIFY** the most **APPROPRIATE APPROACH** to your training. The most important part of user adoption is that training is sustainable over the long term through an investment in performance support and on-the-job learning.

## CONCLUSION

The elements we have discussed here are all part of your journey as the buyer, with sustainable change being the ultimate destination. For change to be successful, an organization must have the desire to improve itself and set itself up better for the future to achieve growth.

To accomplish these goals, your organization will need a strategy and clearly defined objectives. First, what business needs or problems does your organization need to solve? Which software solution is the best fit for your organization? Then, you must choose a partner that can help you implement this system and manage all of the workforce adoption and change management issues that will follow. Your organizational change is only going to be as successful as your commitment to making it so. It won't be easy. There will likely be hiccups, setbacks, and changes to your plan, but with total organizational commitment, it can give your business the boost it needs to compete in the 21st century.

Navigating complex processes through turbulence and disruption is a difficult task, but GP Strategies is here to assist in your journey. Whether it be selecting the right software for your organization, consulting with your leaders about the change management process, or training your end users, we are ready to help you command a successful voyage.

### AUTHORS

**Mike Bray**

*Change Management Consultant*  
[mbray@gpstrategies.com](mailto:mbray@gpstrategies.com)

**Neil Cucuzella**

*Senior Director, Platform Adoption*  
[ncucuzella@gpstrategies.com](mailto:ncucuzella@gpstrategies.com)

**Kimberly Kemp**

*Business Development Director*  
[kkemp@gpstrategies.com](mailto:kkemp@gpstrategies.com)

**Brian Makowski**

*Business Development Manager*  
[bmakowski@gpstrategies.com](mailto:bmakowski@gpstrategies.com)

**John Plusquellec**

*Managing Director*  
[jplusquellec@gpstrategies.com](mailto:jplusquellec@gpstrategies.com)

### About GP Strategies

Founded in 1966, GP Strategies delivers performance improvement programs that strategically align with your unique business objectives and differentiate your global workforce, leaders and salespeople to ensure business excellence. Our sole focus is performance improvement, and everything we do, from technical and compliance training to process improvement and human capital technology integration, is focused on helping your organization deliver meaningful results. Visit [gpstrategies.com](http://gpstrategies.com) for more information.

GP Strategies World Headquarters  
 70 Corporate Center  
 11000 Broken Land Parkway, Suite 200  
 Columbia, MD 21044 USA



[gpstrategies.com](http://gpstrategies.com)

1.888.843.4784

[info@gpstrategies.com](mailto:info@gpstrategies.com)

