

THE DRIVING ADOPTION OF HCM SYSTEMS *checklist*

The integration and adoption of HCM technology, in concert with transforming the HR function, can deliver long-term strategic value for both your workforce and overall organization. In **Driving Adoption of HCM Systems**, we discuss the high-level strategies you need to drive HCM adoption in your organization. But sometimes, starting out with a high-level strategy is overwhelming – you may need clear action steps to jumpstart the process. Use the prompts in this companion checklist to turn strategy into reality and ignite your team's HCM adoption plan!

☐ Start with Data

One of the most powerful benefits of new HCM technology is access to data and trends that can equip HR and leaders to make informed decisions about the workforce. Starting with clear definitions of data and data sets, answer the following questions:

- What does the data mean to your organization?
- How will it be used to inform leaders and make decisions?
- How will leaders access the data through reports?
- How will the team ensure the data is valid?
- How might we connect data and data insights to our strategic priorities?

☐ Assess for Broader Impact

Invest time into assessing stakeholder groups and broad impacts, going beyond technology to also identify relational, capability, process, culture, and business impacts. As you assess your stakeholder groups, answer the following questions:

- Which processes are changing and how drastically?
- What work is done both inside and outside of the technology?
- Who is involved in the process?
- Where is responsibility shifting from one stakeholder group to another?
- Do the stakeholder groups have the knowledge and skills today needed to do the work?
- How is HR's role changing relative to these processes?

□ Orient Messaging to Value

Engaging stakeholders early in the process and clearly articulating technology's long-term value can directly impact the rate and speed of HCM adoption. Messaging matters, and addressing the needs, wants, gains, and pains for each group will help drive awareness, adoption, and overall success.

Using the template on Page 3, create an empathy map for each group of stakeholders. As you fill out each section, consider these questions:

- **Thinking & Feeling:** What is the stakeholder's primary concerns? What part of the HCM adoption will be most impactful on their work?
- **Hearing:** What do they want to hear about the new HCM technology?
- **Seeing:** What will they see that will impact their adoption of the new HCM technology?
- **Saying & Doing:** What might they say or do when we reach out about the system adoption?
- **Goals:** How would you like this audience to engage in the HCM adoption process?
- **Barriers:** What obstacles might prevent this stakeholder from fully engaging in the adoption?

□ Build HR and Manager Capability and Role Clarity

HCM integrations often come with significant changes in process, capability, and workflow that happen outside of the system, requiring clear role and skill-based communication and training. As you design your learning plans based on your impact analysis, consider the following:

- How are these roles changing and what are the expectations?
- What are the most critical skills to success? If not developed, which skills gaps carry the most significant risk?
- How will we address these skill gaps in the short-term and long-term?
- Have we clearly mapped and communicated the process, workflow, and roles?
- How will we measure if we've adequately addressed these gaps?

□ Design for the Moment of Need

HCM adoption is a slower climb as system usage is based on moments of need and workflows, both short and longer term. As you are designing your communication and learning plans, consider the following:

- What do stakeholders need to know at launch?
- What are the individual, variable moments of need?
- What subsequent milestones will require additional communication or learning?
- How might we leverage system data (for example, transactional data) to validate our thinking or adjust our approach?
- What is the "single source of truth" for your stakeholder groups to find tools and resources?
- What methods and mediums are we leveraging (quick videos, how-to guides, process flows)?
- How are we addressing new hires/onboarding post-launch?

LET'S *get started!*

For more information on driving systems adoption, see our article **People Readiness Matters for Systems Adoption**.

Want more guidance as you build your HCM adoption plan? We'd love to connect. Reach out to hello@tier1performance.com.

PERSONA:

THINKING & FEELING

HEARING

SEEING

SAYING & DOING



GOALS

BARRIERS