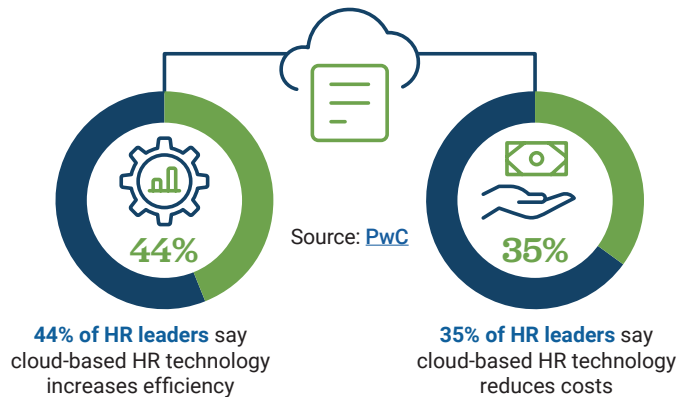


Change Is All About Your Perspective

Why Change Management Might Just Be
the Best Thing to Happen to Your Company



Change can be hard, but it doesn't have to be painful. Without it, growth will always be stunted. Implementing new human resources technologies is one of the biggest changes companies can make. And while implementing an efficient software system is a definite must for organizations that want to remain competitive that doesn't mean employees or even upper management will automatically accept it.



Resistance to change is not unusual. In a [Harvard Business Review](#) (HBR) article, leadership expert Rosabeth Kanter listed 10 of the most common reasons for resistance by members of an organization, all of which could apply to the implementation of a new software system.

1. A loss of control
2. Feelings of uncertainty
3. Decision imposed suddenly
4. Comfort in the routine and familiar
5. Worried that what they were doing in the past was wrong
6. Concerns they won't be able to use a new system
7. Afraid changes will result in more work
8. Fear change in one area will lead to change in other areas
9. Bad past experiences when it came to change
10. The threat of painful consequences such as layoffs

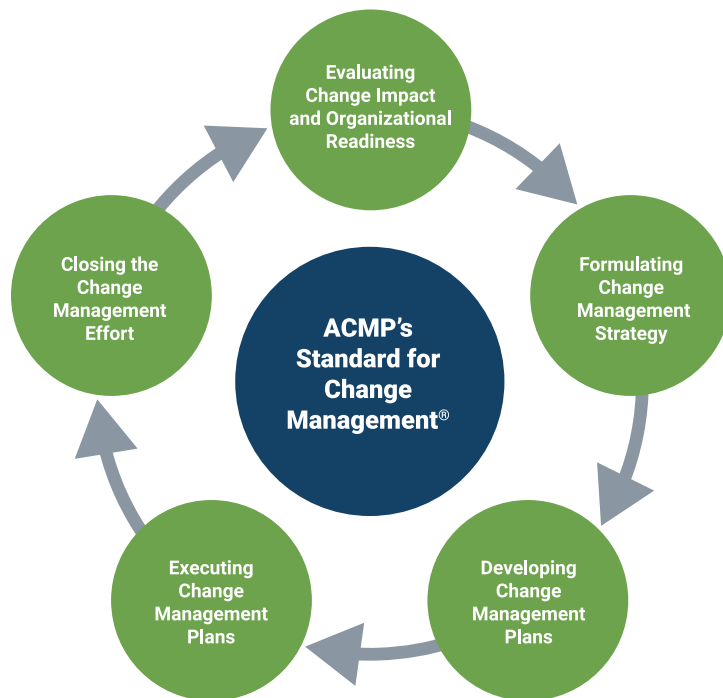
It can take months, [under the best of circumstances](#), to implement a new HR software system. If employees, decision makers or even those in the HR department are resistant to the change, two months can quickly multiply into six, nine or even a year. A purposeful focus on change management helps organizations face resistance head-on so that adapting to new technology goes smoothly. New technologies often mean more efficient and streamlined processes, which can positively impact the entire company through increased productivity.



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Change Management Defined

The [Association of Change Management Professionals](#) defines change management as “the practice of applying a structured approach to transition an organization from a current state to a future state to achieve expected benefits.” Change management uses tools and techniques, like strategic planning, project management and organizational development, to help people within the organization adapt to the change and function in the desired state.



Source: [ACMP Global](#)

Change management comes down to four main principles: **understand**, **plan**, **implement** and **communicate**, according to [Mind Tools](#). These four principles should be considered during each stage of the change management process. In terms of HR technology, those stages would translate to before, during and after you implement your new software.

Before Implementation

Before implementing any new technology, employees need to understand why the change is happening. Employees will inevitably have many questions about why the company needs to upgrade and how it will impact them.



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future state.

Break down the reasons your organization would choose to implement new HR software:

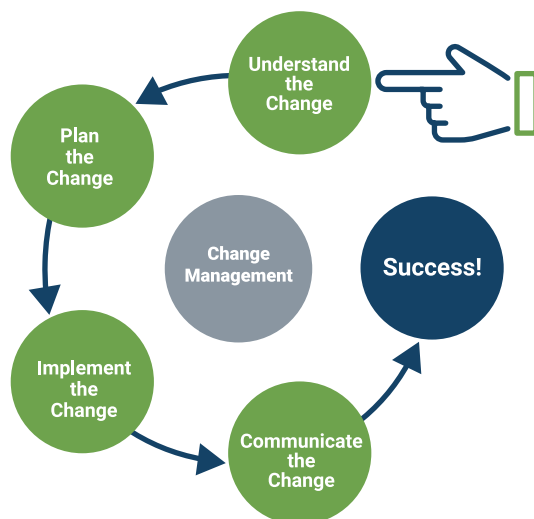
- Current time to hire is too long
- Cost per hire is too expensive
- Managing timesheets is time-consuming and prone to error
- Employees aren't meeting goals
- New training and certifications need to be completed
- Turnover is too high

And the benefits of an upgrade:

- It will save time.
- It will save money.
- It will provide a better overall employee experience.

[Automating HR processes](#) saves time, and efficient employees save on operating costs. But there's another area where HR automation can improve a business—by providing a better employee experience.

Great HR tech makes processes faster, easier and safer from recruitment and onboarding to time and attendance and performance management. Communicate this information with your employees prior to implementing the software. Let them know exactly how new software will make their lives easier. And don't forget about sharing the negative impact of NOT making the change; for example, time sheets will take more time, it will take longer to hire new help and so on. Link the change to your organization's mission: your company wants to be the top provider in your area, to do so, it needs to quickly hire higher-quality candidates and increase their speed to productivity.



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During Implementation

Once you've successfully communicated why it's needed, you'll develop your software implementation plan. The nuts and bolts of the change management process will vary from organization to organization, but every process needs to have high-level support and sponsorship. When planning the change, consider what internal and external support will be required.

- Do you currently have the staff to fully implement the new software?
- Should you hire outside help?
- Can you train your employees yourself to use it?

Set criteria that will help define success and make sure it can be measured. Get buy-in for your plan throughout the company. Communicate with your employees on how the plan will be implemented and the timeline.

It is helpful to nominate *change agents* or those people primarily responsible for putting the new practices into place. Change agents could be managers, team leaders or department heads. You also want them to be *change champions* in presenting the positive aspects of the new technologies and related changes.

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Celebrate the milestones achieved and the employees involved throughout the implementation process (configuration, data migration, testing, etc.). Make sure to communicate progress internally with the entire staff.



Don't forget to
check in with
employees during
each step of
implementation
and celebrate
the milestones
achieved
throughout the
process.

After Implementation

Addressing the **understand**, **plan** and **communicate** principles of change management can help implementation go smoothly. But it's important to realize that just because implementation is complete, the journey isn't over. Be prepared for resistance from employees as they try to navigate a new system which might include:

- Uncertainty about how to use the software
- Concern the new system will create more work
- Concern the new system will minimize the need for their job

While there may be no way of circumventing these concerns entirely (even the most adequate training and assurances won't work for everyone) don't give up. Keep communicating with employees about why it's important to use the new system, reinforce the benefits and rewards for doing so and don't let employees fall back into old routines. Reward employees for completing training and using the new software.

- Give employees a small gift for completing training, like a hot/cold drink container customized with your company logo and a fun "we did it" message.
- To emphasize project time-savings, encourage some time away from the screen with a company picnic, or, for remote employees, a gift card that would cover the cost of a movie or a meal.
- Plan a presentation virtually or in-person to recognize the implementation team along with employees who have begun using the system, for example, the first manager to hire a new employee through the system, or the first few employees to complete an assigned course through the Learning Management System.

Keep communicating with employees about why it's important to use the new system.

Conducting an analysis and review after implementation can help you determine if the change management was successful, a failure or had mixed results. But more importantly, a postmortem can offer insights and lessons learned for future change management initiatives, according to [Harvard Business School](#).



Addressing the
understand, plan
and **communicate**
principles of change
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Ready to lead your next change management initiative?

Remember to follow the principles of change management before, during and after implementation while continually addressing the [three main C's](#):

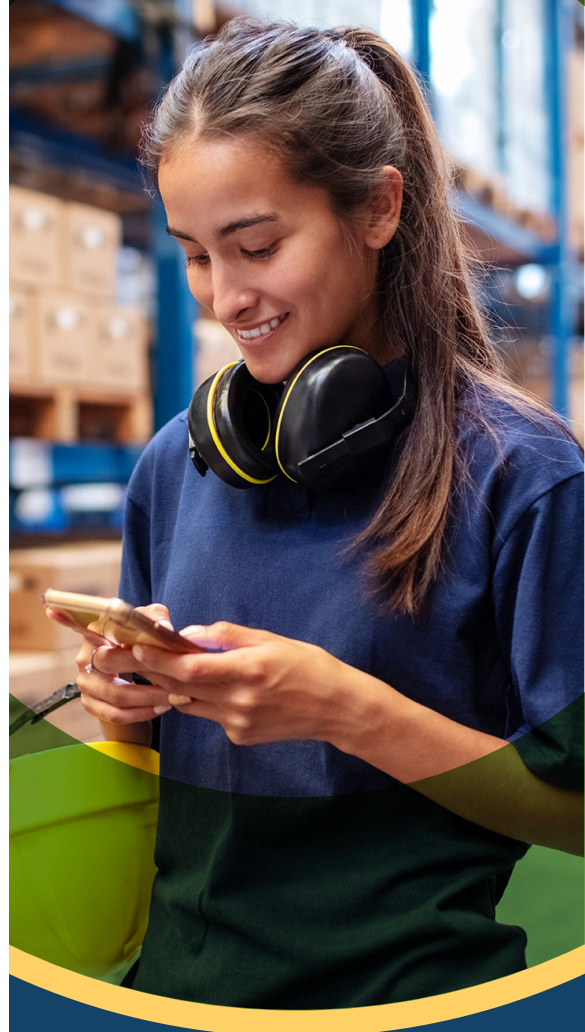
1. **Communicate.** Successful change managers communicate with key stakeholders to understand the *why* and the *what*. They explain the purpose behind the change and connect it to the company's values.
2. **Collaborate.** Effective change managers bring people together and encourage employees to work together. They also include employees in the planning early on, gaining buy-in before resistance can occur.
3. **Commit.** Successful change managers take part in the implementation of the change and encourage others to support the change as well.

Plan for a change in HR software

- Outline the *whys* for upgrading your HR software and the benefits it will bring.
- Identify obstacles to changing and successfully implementing your HR software.
- Get buy-in from upper management and employees.
- Choose a vendor that can help the change go smoothly.

Arcoro's HR software experts have guided thousands of organizations through the process of selecting and implementing the right HR and people management modules that best fit their needs.

If you're considering new HR technology for your organization, a free [HR assessment](#) will help you chart your course from system selection through successful adoption at all levels of your organization.



Arcoro's cloud-based HR software can not only make HR processes more efficient, but it's highly user-friendly so your employees will be able to see the value right away.



Arcoro delivers modular HR & people management solutions to help companies hire, manage and grow their workforces.



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