UKG

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

How do you measure the success of a technology project?

When embarking on a new technology project, success is everyone's top priority. But how do you define success? Delivering the technology on time and on budget is important, but how do users factor into your definition of success? Even if your technical implementation is flawless and new practices are efficient and clearly defined, there is no success unless users adopt the new technology and use it proficiently.

To drive 100% user adoption and maximize return on your technology investment, you need to change the behavior of people within your organization. After all, embracing the new technology involves altering the way they do their job. Since most people prefer the status quo, some level of resistance is normal. You need a way to break down the 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 behavior in your people.
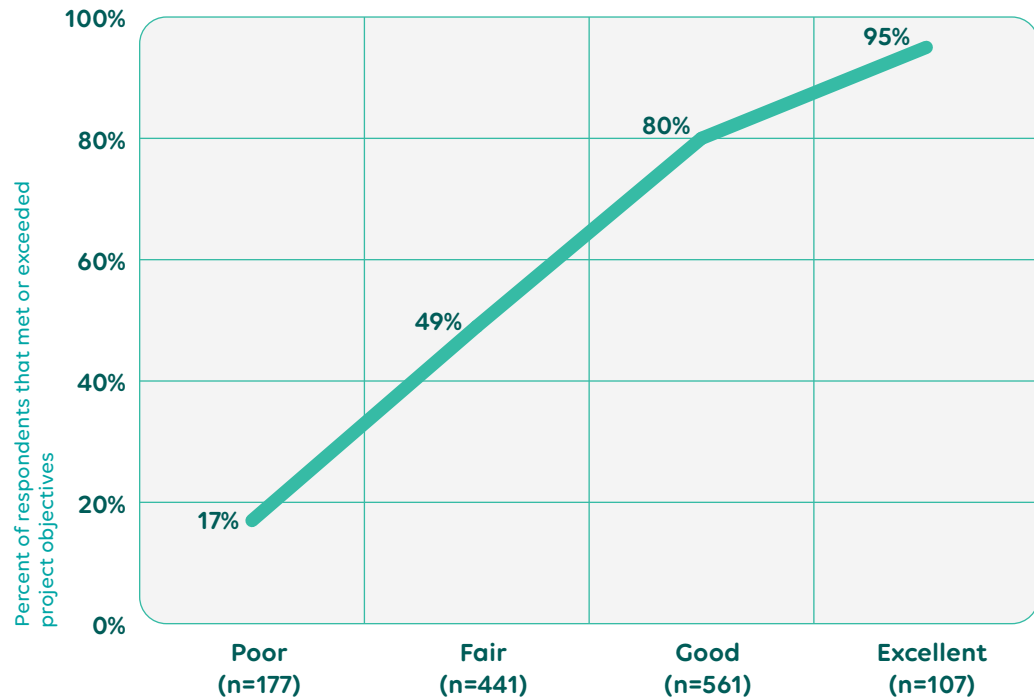
To ensure your project delivers optimum value, your change management efforts should focus on three key areas:

- **Speed of adoption** — how quickly people are up and running on the new tools and processes relevant to their job roles
- **Ultimate utilization** — how many people are demonstrating buy-in and using the new tools and processes consistently
- **Proficiency** — how effective people are once they have adopted the new solution[1]

With a change management approach that focuses on people, you can significantly increase the likelihood of success by bridging the gap between system implementation and realization of the project's business objectives.

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Correlation of change management effectiveness with meeting project objectives[2]

Percent of respondents that met or exceeded project objectives

100%

80%

60%

40%

20%

0%

95%

80%

49%

17%

Poor
(n=177)

Fair
(n=441)

Good
(n=561)

Excellent
(n=107)

Overal effectiveness of change management programs

Ninety-five percent of respondents who rated their change management effectiveness as "excellent" met or exceeded their goals.

Projects with effective change management programs were more likely to meet objectives, stay on schedule, and stay on budget than were those without effective change management.[3]

The three levels of change management

Change management typically occurs at three levels:

- **Cultural change:** With a change management approach that focuses on people, you can significantly increase the likelihood of success by bridging the gap between system implementation and realization of the project's business objectives.

- **Organizational change:** Typically driven by senior management, organizational change focuses on realigning people and processes to support evolving business goals. For example, it may involve transitioning from a decentralized human resources (HR) team to a shared services model for the HR function. Organizational change requires buy-in and reinforcement at all management levels in order to be successful.

- **Individual behavior change:** Driven by clear, direct communication from the right person to the right audience at the right time, individual behavior change is intended to equip employees with the skills and abilities they need in order to do work in a new way. It 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 UKG™ (Ultimate Kronos Group) workforce management 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 UKG implementation.

At UKG, our change management methodology focuses on changing the way each intended user performs certain tasks while utilizing our technology in the course of a workday. Why is this approach so essential? Your organization cannot realize the business goals tied to the system implementation unless users actually adopt the system you implement.

Changing behavior at the individual level is an important component of a successful UKG implementation.

Drive change acceptance with clear, effective communication

Communication is key to getting your people to adopt a new behavior, such as using the tools, functionality, and processes built into your UKG 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 behavior through live and/or recorded training events.

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

Communication phases along the change acceptance continuum

Awareness   Understanding   Buy-in   Action   Reinforcement

Since people accept change in phases, it's important that you increase your communication 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 HR or senior management. In most cases, it's your employees' direct supervisors. Supervisors understand the best ways to motivate, guide, and reward each of their employees to overcome resistance, gain buy-in, and bring about the desired changes in behavior.

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% user adoption.

Don't gamble when it comes to user adoption

UKG Change Management Services has guided organizations through thousands of successful implementations. UKG offers practical, step-by-step service solutions that extend beyond the technical implementation to address the people side of your project for maximum impact. By helping drive 100% user adoption, change management puts you on the right course to achieving your workforce management goals and maximizing return on your UKG investment.

Get the change management experience you expect

UKG is a leading provider of workforce management and human capital management cloud solutions. UKG Services is committed to providing smart value fast, with a wide range of strategic service offerings — all delivered with the industry expertise and domain knowledge of a technology leader. We're dedicated to helping customers achieve a rapid time to value from their workforce solution investment while delivering the experience they expect. Learn more at **ukg.com/services**.

About UKG

At UKG (Ultimate Kronos Group), our purpose is people™. Built from a merger that created one of the largest cloud companies in the world, UKG believes organizations succeed when they focus on their people. As a leading global provider of HCM, payroll, HR service delivery, and workforce management solutions, UKG delivers award-winning Pro, Dimensions, and Ready solutions to help tens of thousands of organizations across geographies and in every industry drive better business outcomes, improve HR effectiveness, streamline the payroll process, and help make work a better, more connected experience for everyone. UKG has more than 12,000 employees around the globe and is known for an inclusive workplace culture. The company has earned numerous awards for culture, products, and services, including consecutive years on Fortune's *100 Best Companies to Work For* list. To learn more, visit **ukg.com**.

References

1. *The Case for Change Management: Three Factors of Change Which Define or Constrain Project ROI*, Change Management Learning Center, sponsored by Prosci (accessed July 1, 2019) found at http://www.change-management.com/tutorial-case-mod4.htm.

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

3. Prosci Inc., *Best Practices in Change Management: Prosci Benchmarking Report*, 2018, at 9. Used with permission.

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