

# Lessons from Experience

No two implementations are exactly the same, but we can learn from where things went either north or south

The following lessons were learned from the successful implementations at larger companies.



- Top management's practical involvement is crucial. Management can lead by example by creating their own contracts and approving the contracts of their employees.

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- A highly committed and involved project steering committee is needed.



- Weekly project steering commission meetings will ensure momentum and the quick resolution of uncertainties and issues.



- The communication of deadlines and expectations regarding contract negotiations, content loading and approval, as well as scoring and scoring approval should be structured and disciplined.



- System implementation throughout a company should be uniform i.e. all staff follow the same rules.



- As a first step, take a pilot group through the system's performance management process and confirm the business' performance management process. Note process and information deviations and communicate these issues as required. Include IT-savvy people who could comment on potential system obstacles in the pilot group.



- The project team should be well-structured and include members from HR, IT, and business..



- Set up the performance management job templates before going live helps HR to clean up the job descriptions and tweak them with a view to go into the performance management system.



- Employees must be thoroughly informed about the system before project implementation.



- Involve a system champion with the following characteristics:
  - Excellent system knowledge.
  - Some technical skills e.g., using Excel.
  - Some influence in the higher management levels of the company.
  - Ability to get things done.
  - Good rapport with system stakeholders and users.



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