Chapter 5: Make your product implementation a success

- Lessons from Experience

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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.