

Stakeholder scorecard

If your company's approach to adopting a new HR system is 'implement now, take questions later', then this scorecard is for you.

The scorecard lists a set of key questions aimed at highlighting common 'sore spots' of stakeholder engagement. Each question has three possible answers from which you can choose. Think of an HR system project you have recently completed. For each question, tick the option that best reflects your organisation's approach to securing support from key groups in the business. The answer you choose will reflect how well you've 'engaged'.

Then compare your answers with the views and scores of other colleagues in your recruitment team. Of, if you're feeling brave, give the scorecard to your user groups to see how they think you've performed. The results of the scorecard can then be used to help shape your approach to stakeholder engagement for the future.

How compelling to internal stakeholders was the case you made for the new system?

- (a) It put a strong, logical business case, but lacked emotional appeal
- (b) It was a bit too 'hyped up' and over-sold, which left us exposed
- (c) It was a good mix of rational business case and emotional appeal - with WIIFM (what's in it for me) factor

How well did users understand the need for the new system?

- (a) They weren't expected to understand it - they were just told to do it
- (b) They knew the business needed it, but just didn't know why
- (c) They knew what we were doing, why, and how they fitted in

Were users sufficiently involved?

- (a) They were, but too late in the process; if we'd involved them earlier, it would have saved time
- (b) They were involved pretty much throughout the process, but in a listen&learn capacity
- (c) They were involved from design stage, and gave feedback that we used to help shape the system

How clear were users on how the new system affected them?

- (a) They knew exactly how the system would impact their roles, what was required of them and when
- (b) They were left a little in limbo, thinking the system would remove the need for their jobs
- (c) We weren't exactly clear at first how it would re-configure resource, so how could they be?

How much 'systems' support did users receive?

- (a) None before system went live - we assumed it would be sufficiently user-friendly
 - (b) Half a day's training with handouts from the vendor
 - (c) Full assessment of users' technology 'literacy' levels plus systems walk-throughs before going live
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How were users informed about the new system?

- (a) In an email with their new log in
- (b) In team meeting, from line manager once the system was signed off
- (c) In a number of ways from the outset, setting out the business case and what was in it for them

How much user testing did you allow?

- (a) Testing, what testing?
- (b) Too little, too late
- (c) Extensive, periodic - and acted on - from the start

How well did you understand and allay users' concerns?

- (a) Nobody asked - the business needed the system urgently, so we didn't have the time
- (b) Unfortunately, we found out after the event
- (c) We deliberately asked for them, and developed approaches to allay them

What role did line managers play?

- (a) we used them as a kind of conduit to keep users informed
- (b) we used as system supporters, and secured their buy-in separately and up-front
- (c) we didn't really need them - the project was conducted by a cross-company project group

How much support did you secure from senior management?

- (a) To be honest, it stopped at sign off
- (b) Were very supportive in meetings, but didn't really 'walk the talk'
- (c) Were very supportive, and even appointed a 'system champion' to help drive the system through

How well did you 'sell' the system to senior management?

- (a) We probably talked to much about the processes
- (b) We focused on the features rather than the finances
- (c) We stuck to ROI, and how it would cut cost-of-hire, and reduce admin resource requirement

How effective was communication to stakeholders throughout system implementation?

- (a) Too little - we told them at the start and the week before we launched
- (b) Too much - managers and users were bombarded from HR, their line and the IT department
- (c) We stuck to a co-ordinated communication plan on who would say what and when

How did you reinforce support for the system post-implementation?

- (a) We had a post-launch party to celebrate the new system
 - (b) We shut down the old system
 - (c) We produced and published a series of quick wins to show users and management alike the benefits and results of the system
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