Continuous Performance Software: Implementation Considerations

Welcome!

When it comes to continuous performance there are many considerations to help bring your people on the journey. Ultimately, the metric of success is widespread adoption with increased personal development for employees and performance outcomes for businesses.

1. GETTING STARTED

What is continuous performance management, and why do I need it?

2. ALL IN ONE vs BEST OF BREED

With so many questions regarding which way is better, we're here to inform on how to each weigh up.

3. USER EXPERIENCE

Is the software adding value?
Who is the software for?
Full featured mobile apps?

4. IMPLEMENTATION

Train, support, motivate and engage your team by making their flow of work easier.
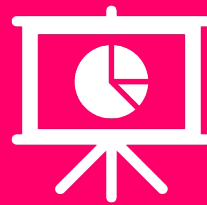
5. SELECTION FRAMEWORK

A four-step process to bring a systematic approach to vendor evaluation.

crewmojo

1. Getting Started

Continuous performance is not as much a shift in process to improve efficiency, more a transition to growing your employees through better dialogue and management; helping them be happier and more effective.
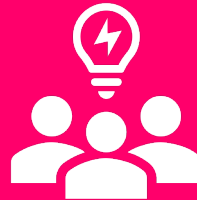
What is CPM

Business problems addressed

Phased Rollout Approach

Employee experience and decision making

crewmojo

What is continuous performance management?

We're glad you asked, continuous performance management (CPM) is a forward-looking management approach that aims to align and grow employees.

It differs from other performance management as it's focused on developing the whole team as opposed to picking on the minority of non-performers. This helps employees feel happier, retains them for longer and builds performance faster.

It's all about putting ongoing, coaching conversations at the center of the employee/manager relationship. And making our employee relationships like any other human relationship where we get things done through trust and collaboration.

SIDE NOTE

It's not just a matter of increasing the number of review cycles, it's helping your managers to become inspiring leaders that empower their team to own their own performance.

crewmojo

Important considerations

When considering software options, it's sometimes easy to forget who the end user is.

Traditionally HR teams have been considered the primary users of HR software, but HRTech has changed this paradigm and employee-facing software should be primarily be designed for employees.

Data captured from everyday use should be seamlessly collated and presented to HR teams with insights to easily digest and action.

If the software is clunky, employees are unlikely to engage with it.

"Only HR software with an intuitive user interface can serve the purpose right. The user interface should be easy to navigate and help employees in facilitating different actions."

– TechPillar

TIP An engagement survey is good for measuring engagement, it does not in itself build engagement; a fulfilling workplace does.

crewmojo

Business problems addressed by CPM

When applied to knowledge or service-based work there are many problems with the traditional approach to performance management.

Yearly reviews are considered impersonal and often leave employees feeling judged and anxious. It was good for efficiency in the industrial era but no longer adds value in today's knowledge economy.
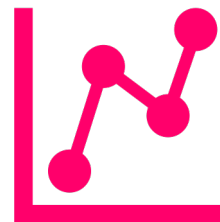
Continuous performance helps improve:

Employee Relationships

- CPM promotes regular interaction between manager and employees

- Helps create a culture of openness and trust

Innovation

- KPI's and annual reviews encourage employee focus on just getting their numbers right

- CPM inspires employees to grow, develop and form new ideas

Initiative

- If employees are reaching their targets theres no motivation to go above and beyond

- CPM creates engaged employees that are excited to work

Managers as Coaches

- Managers traditionally act as disciplinarians and are focused mostly on results

- CPM inspires managers to lead their team and act as a guide, not an enforcer.

crewmojo

Employee adoption risk

A carefully planned rollout that begins with very limited features is the key tool for mitigating employee adoption risk.

Low Risk

Saves time

A Single Cohort

LOW RISK

Poor employee buy-in is one of the biggest risks when rolling out any software. Limiting the initial scope of what everyone must learn makes it easier to get people on board from the start.

SAVES TIME

Being able to finely tune and personalize each feature through the rollout saves time in the long run. It allows for an iterative implementation where employees provide feedback and input for the how the process can work better for them.

A SINGLE COHORT

Running a pilot group or limiting the rollout to certain departments requires managing different cohorts with different performance journeys. By phasing features instead of people, everyone is on the same page.

Questions? Email hello@crewmojo.com

crewmojo

Employee experience

The employee experience deals with your employee perceptions about his or her experience with the company. It has gained more and more focus in today's modern working culture and for good reason.

When making an HRTech decision it's important to consider how the software will influence or affect the employee experience.

Some good questions to help before deciding on software:

Does it enhance or complicate the workplace ecosystem?

Will this software engage our employees?

Will it improve employee relationships?

Why have engaged employees?

Engaged employees are motivated and innovative, they enjoy coming into work and are happy to be there.

High performing businesses focus on developing and engaging employees, this management style has countless benefits from reducing employee turnover, better performance, improved atmosphere and many others.
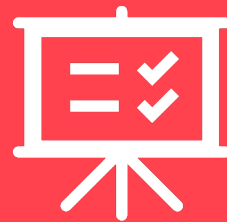
crewmojo

2. All-in-one vs best-of-breed

Let's face it, the Best-of-Breed vs All-in-One debate is something we've constantly heard about when looking into HR software.

It's a very tight debate with many points for and against each side, exploring deeper into each option will allow you to make a more informed decision for what's best in your business.
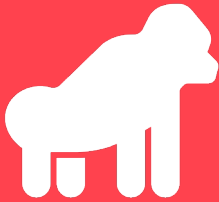
Evolution of HR systems

How they differ

Common Misconceptions

Pros and Cons analysis

crewmojo

Evolution of HR systems

HR management systems and the role they've played in the workplace have adapted and continually evolved over the decades.

As technology has improved efficiencies, HR teams have been able to become more people focused vs compliance focused.

80's-90's

- Lots of paper or excel spreadsheets
- Difficult to stay organized and keep on top of
- Multiple sources of 'truth'
- Very compliance focused

2000's

- All in one systems with single source of truth
- Often installed on local network
- Saved HR teams hours and hours of work
- Allowed for much quicker processing times
- Hard to integrate and expensive to change

Today

- Cloud based and easy to swap vendors in and out
- Seamless synchronized data across multiple platforms
- Continuous improvements and expert support
- Allows for the best software for each experience
- Low cost, consumption pricing models

Questions? Email hello@crewmojo.com

crewmojo

How they differ

Best of Breed

Best of breed can add great value to a business, through its tailored experience and its proficiency in its field.

The University of Kansas suggested the greatest advantage of best of breed was that "little time should be required for perfecting the application once it is implemented". In addition to this, it is comparatively low risk.

Businesses want to feel confident and comfortable when introducing new software to their employees, best of breed doesn't require massive investment, and if not compatible with the business it's much easier to swap out for a different software.

All in One

The all-in-one solution was a big stress reliever for HR teams back in the early 2000s. They cut down on excel and brought some uniformity to a disorderly way of managing records.

All in one systems still have some advantages in today's business environment. There is only one vendor to deal with and there is less work for finance and IT departments when it comes to vendor management, but there are some things to consider.

- Many systems have lots of bloatware, functionalities that businesses won't use, yet will still have to pay for
- Implementation is lengthy and involved
- Large software means it's a very hefty upfront investment, meaning higher risk and longer commitments
- Upgrades are less frequent, and support is less specialized

crewmojo

Common misconceptions

*"B*est of Breed doesn't integrate well with others'"
"Best of breed will cost more"
"Dealing with multiple vendors is time consuming"
"Learning more software will be difficult"

Best of Breed doesn't integrate well with others…

Concerns may arise when businesses consider best of breed around integration with each software. API's were created to allow for seamless data transmission between different software

With open API's this means that each software can be updated with new information as soon as it's updated on one platform, allowing for seamless integration.

Learning multiple software will be difficult…

Best of breed is usually highly iterated, meaning the experience will be intuitive and bite sized, allowing employees to quickly engage and easily learn.

As opposed to a bulky software that deals with each segment of the HR eco-system.

Best of breed will cost more…

Many businesses feel the best of breed solution will cost more as they are dealing with multiple contracts from many vendors. Although there are more contracts, this doesn't necessarily translate to more costs.

Customers are only paying for things they really need, an all in one solution contains many functionalities that businesses pay for but don't use.

Dealing with multiple vendors is time consuming…

Multiple vendors mean more time talking to support, right? Not necessarily.

Best of breed solutions are heavily optimized. This translates to better UX, fewer problems and more frequent updates meaning less time on the phone.

Questions? Email hello@crewmojo.com

crewmojo

Pros & cons

Best of breed and all in one solutions can both work depending on the business priorities. Determining what your business needs are and actively deciding the right option for you will save lots of time and resources in the long run.

Pros

Best of Breed

- ❑ Outperforms all in one in its core competency
- ❑ Better user experience
- ❑ Software is tailored to the needs of the business, no additional bloatware
- ❑ No paying for software you won't use
- ❑ More frequent updates
- ❑ Specialized support

All in One

- ❑ One vendor for all queries
- ❑ Single user experience
- ❑ One contract for payments, good for finance and IT teams
- ❑ Uniform data storage

Cons

Best of Breed

- ❑ Multiple contracts to manage
- ❑ Varied UX across different software
- ❑ Time consuming identifying which solution works best for each category

All in One

- ❑ 'Jack of all trades, ace of none'
- ❑ Long time learning software, many components to learn
- ❑ Businesses end up paying for functionalities they don't use
- ❑ Updates aren't done as frequently as the software is so large
- ❑ Support is typically less knowledgeable

crewmojo

3. User experience (UX)

Today's employees expect business software to deliver the same experience they have come to expect from sleek consumer apps.

Software that is frictionless, quickly delivers value and takes users on a journey from beginner to expert - without the need for endless manuals.

Native mobile apps

What really users want

crewmojo

Mobile Apps: Full featured or cut down?

Smart phone functionality has become essential in todays hyper connected digital world. Most HR software will offer mobile functionality, however not all provide full functionality.

A mobile app that can't perform all the features of the desktop environment can easily frustrate users. Make sure to look for a unified platform that offers the same experience across all devices and interfaces.

Full Featured App	Cut Down App
Full Featured	**Cut Down**
- App that performs all functions that the desktop version can	- App limited to specific features of the desktop version
- Allowing HR and employees to perform tasks on the go and prevent things being missed	- Limits the ability to do tasks on the go
- Creates engagement through ease of use	- Adds some value but may frustrate due to different experiences.

crewmojo

What users really want

Does the software flow?

It can be tricky learning new software, people like routine and what they're familiar with. A fantastic user experience has become a must for any successful software being made today.

One of the main thing's users want is easy to navigate software, if things are easy to find and understand, very quickly users will determine that they like it.

It's important to select software with a very intuitive design; it'll save time, avoid resistance to change and your employees will love you for it.

Support for team structures?

Traditional HR software is rigidly tied to hierarchical departments. In today's world, work gets done through cross functional teams. Does the software support the way your business works with flexible team structures? Can one person be on multiple teams, taking different roles and contributing to multiple objectives?

crewmojo

4. Implementation considerations

The implementation process for new software can make or break the entire project.

If you look after end-user needs, make the process simple, and quickly deliver value – you'll be building loyal fans from the outset.

It's important to deeply understand the vendor's approach and what support you can expect. Is their success criteria just having you technically implemented or having your employees adopt the software as well?
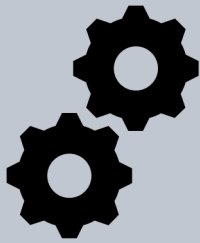
Vendor approach

Resources and costs

Training

crewmojo

Vendor approach

Time involved to setup

- Software platforms can vary greatly in implementation and onboarding times.
- Although one software may seem a better fit, if it takes too long to deliver value it may be a challenge to achieve good adoption.

Getting employee buy-in

- This is a critical consideration; how you will get the employees motivated.
- New software can take lots of work, many employees are reluctant to learn a completely new system.
- The faster the employees can be engaged with the software, the easier the software will be to integrate into the business and achieve the desired results.

Involvement from managers

- Managers are key to a successful roll out, however you will likely get pushback from some.
- What strategies can the vendor offer to help get your managers on board, how can they help you position away from misconceptions, such as the process being too time consuming or too administrative.
- With managers on board the whole business benefits and the process runs much smoother.

crewmojo

Resources, costs & training

What level of resources are required internally to implement?

How much time will the employees spend learning the new software?

Any hidden costs for implementation, onboarding, training or support services? And exactly what features are included in each plan?

There are many financial models for software subscriptions or purchases. It's important to have upfront clarity on the total investment required.

What sort of assistance from the vendor after implementation is offered?

Understand the balance of focus between sales vs ongoing service.

It's not just about learning the software but understanding the 'why' and how to use it to its full potential.

It's easy enough to learn surface-level features, for example goal setting, however just because you know how to create goals, the right training can help ensure employees are creating effective goals.

Some companies will train the HR team who then go on to train the rest, however there are companies that will offer employee training, this is a great value add and is something to look for.

crewmojo

5. Four-step selection framework

Armed with the knowledge from this guide, we hope you are feeling informed and ready to tackle the selection and decision process.

This framework is designed to help you bring a systematic approach to identifying which software you may choose to go with.

1. RESEARCH

There is a plethora of data and software out there, sometimes overwhelming. Make sure to look out for a combination of great functionality, modern design, and good service.

2. CONSOLIDATION

Narrowing your choices to a shortlist that most closely reflects your needs.

3. DEMONSTRATIONS

Most software companies will offer an interactive demo of the product before purchase, this is a great way to dive deeper to see if the solution will be suitable for your business.

4. DECISION

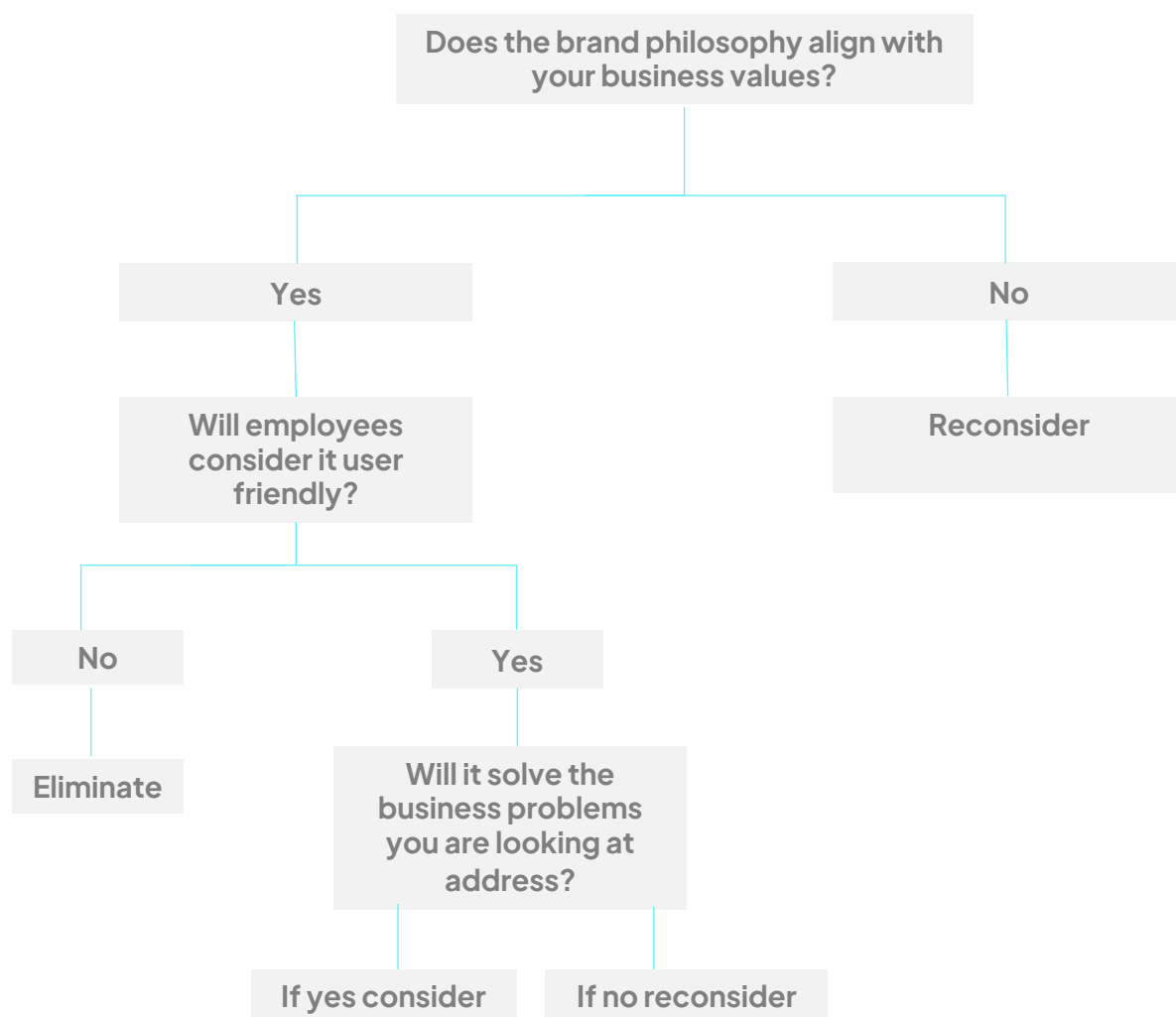Weighing up from your shortlist the final candidate to move forward with.

crewmojo

Research

Start wide and pull together a diverse list of vendors from:
- The right geography (local vs overseas support)
- Best-of-breed
- All-in-one
- Recommendations from your network
- Read their blog to get a feel for values

Getting started

Does the brand philosophy align with your business values?

Yes

No

Will employees consider it user friendly?

Reconsider

No

Yes

Eliminate

Will it solve the business problems you are looking at address?

If yes consider

If no reconsider

crewmojo

Consolidation

The next step is the short-listing process. This step can sometimes take a lot of work, but it will also help build your knowledge, learn what good looks like, and ultimately lead to a more informed decision.

Speaking with vendors should also help you to understand roll out options and what will work best for your organization. Crewmojo can help significantly with getting early buy-in and setting up the process for a successful adoption.

Pros & Cons

Weighing up the options

Grouping the potentials

Culling the outliers

Pros & Cons
- What are the benefits?
- How long will implementation take?
- Is it easy to navigate?
- Match features to the benefits you desire

Weighing up the options
- Which software ticks the most boxes?
- How will the employees go with using the software.

Grouping the potentials
- Which software adds the most value
- Whose customer service is the most responsive

Culling the outliers
- Removing the options that don't meet the criteria
- Saves time trialling products

crewmojo

Demonstrations

Now you have a shortlist and armed with some good research on the software options available, it's time to give them a test run. This step gives you real insight into what it's actually going to be like using the software.

When taking a demo, ask lots of questions. The more questions you ask, the better you will come to know both the product and the company.

What to look for

❑ New software can often seem daunting and have many sections and headings that can be hard to grasp. Try to understand if there is consistent philosophy across features.

❑ When demoing a product it's important to get a feel for the layout. Is it easy to navigate and does it flow well?

❑ Watch the tone of the trainer, do they seem competent, are they simply telling you how it works, or guiding you through the human processes?

Challenge the trainer

❑ This step involves making sure the provider doesn't just know their product features, but can help with contextual queries too – such as goal setting processes.

❑ Ask about different goal methodologies, how to create a feedback culture, how to equip managers to become coaches.

Check for flexibility

❑ Modern work happens on cross-functional teams. Does the software support flexible team creation or is locked down to traditional hierarchy.

❑ Is the goal-setting process locked into a framework or is it flexible to support bottom-up alignment, top-down cascading and everything in between. If it doesn't support the way you work, it will be hard to get traction.
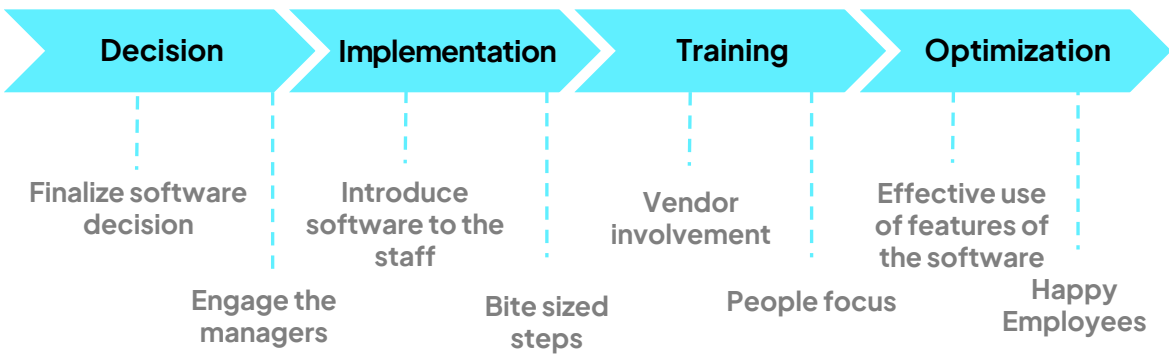
crewmojo

Decision

What Now?

Once you're happy that your feature level requirements can be met and you feel there is good fit with the vendor, it's time for the next step.

The vendor should be able to help with expert guidance on how they will support you to achieve great adoption, not just the technical implementation.

Whilst the decision to move forward with a vendor can feel like the end of a long process, for us it's the beginning of an ongoing relationship where we work collectively towards employee adoption and ultimately their success.

Decision	Implementation	Training	Optimization
Finalize software decision	Introduce software to the staff	Vendor involvement	Effective use of features of the software
Engage the managers	Bite sized steps	People focus	Happy Employees

crewmojo

Other Resources

## Continuous Performance Playbook

Ready to move forward with your continuous performance in your organization?

A comprehensive playbook packed with practical tools, templates, insights and traps to avoid for every stage of your project.

DOWNLOAD

What Is Continuous Performance Management?

Definition, Examples and Best Practices Behind a Continuous Performance Management Strategy
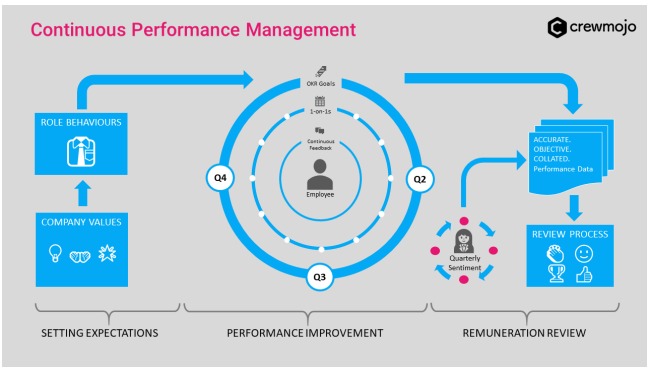
READ MORE

Continuous Performance Management

Speak to us about building a modern culture of performance through happier, more successful employees.

visit : crewmojo.com
hello@crewmojo.com

crewmojo