

## Choosing The Right Solution

A full scale HCM technology needs to be interwoven into how an organisation operates.

“Many organisations feel like they’ve run a marathon to select and purchase HR software, and then the senior executives lose momentum. I say to them, ‘You’re spending way too much time evaluating software and way too little time making sure that the software is utilised correctly to deliver on what your people really want and need’” says Charles DeWitt, UKG’s managing director of ANZSEA.

There is an old phrase that describes what happens if you don’t commit to making the technology work: “paving the cow path”.

To help explain what this means, you have to know the legend behind the phrase. Before it was a metropolis, Boston’s city fathers made a decision on new roads and, instead of laying out a sensible grid, they just paved the paths cows used to meander. The result being that today the city is notoriously hard to navigate – people are forced to follow routes that bovines happened to choose three hundred years ago.

In the digital era, “paving the cow path” is when you automate something without enough preparation or even asking whether it’s the right move. When thinking about HCM technology, consider these three lessons that apply to both selecting and implementing a solution.



## Learnings

- 1 Don’t just assume you should replicate your manual processes. Instead, take the opportunity to **reimagine what will work best, both now and in the future.**
- 2 **Formulate a vision then a strategy.** Keep employees’ needs at the centre of this vision.
- 3 **Don’t put everything on the “city fathers”** – your leaders – a wide range of stakeholders should be consulted and have ownership over the transformation, including the employees themselves.