

Are you ready for Workday?

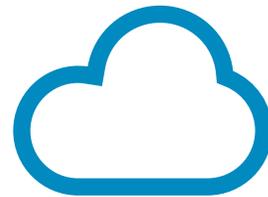
*A guide to creating a plan so you can
make the move to the cloud*



Your organization is growing— not just financially but in size as well.

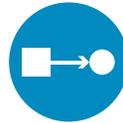
Your team works hard to support this growth—and does a good job of it—but we all know growth can create challenges. For one thing, you’ve outgrown your current systems for managing human resources and payroll functions. How will you support your growing organization and its changing business imperatives, and maintain the ability to provide business insights?

This much is clear: The time has come to upgrade your tools, systems and processes. Whether you’re looking for a more robust solution that can scale, or one that can provide more information so you can make more informed decisions, a cloud-based solution—like Workday—is one that makes collaboration and self-service easy, so your HR team can focus less on administrative tasks and more on big-picture strategic planning.



How do you get to the cloud?

Moving to the cloud can be more than just an evolutionary change for an organization—it can be *revolutionary*—and as with any change that significant, there are important considerations to keep in mind.



Dependencies and organization readiness

Who is affected by the change? What and who do you need to be successful?

When you look at timing, people and technology, it’s critical to be realistic with what your organization has in progress. From a staffing or technology perspective, it’s important to recognize what you can do to support a migration. The deployment of any new system or tool, regardless of whether it’s in the cloud or on premise, will require time and resource commitments, so make sure your organization can afford to devote what is needed to support the project.

As part of that discussion, think about competing priorities. For example:

- Other projects
- Reorganization
- Acquisition
- Budget constraints

All of these events may provide good reason to revisit your scope and reconsider what you can absorb and effectively deploy.

Finally, how ready is your organization for a move like this? People you currently work with have expectations for how certain functions work and how information is communicated. The way your team supports internal customers, whether it is a shared services model or a more distributed model, the process will likely change. Keep in mind that different teams may have different processes and systems of their own, and they need to keep things moving while your processes and systems change. The technology you'll deploy can help make the change a smoother one, but you don't want to put yourself into a situation where you're trying to tie down a moving target.

Organizations undertaking this type of migration with standardization as one of their top priorities often have better chances of success if the messaging is coming from the top down. For example, IBM Workday Consulting Services worked with a 13,000-employee sized organization that tried to communicate to the CEO and down that they needed to embrace the concept of a company of one—in other words, they needed to come together and make sure they were leveraging the full capabilities of the organization, and acting as one unified team. Workday was going to give the company a greater level of visibility into its own operations, so it was imperative that everyone aligned their knowledge and talent to come up with a single implementation plan, and standardize how they all operated.

Setting the stage with that type of overall corporate initiative, with the voice of the CEO, makes a really big difference in your ability to execute and help ensure that you're able to drive this change through the organization.



Picking a partner

When you decide to move to a cloud-based solution like Workday, it's important to pick a partner that can get you there. First of all, you need a partner that understands the difference between a SaaS deployment and a traditional on-premise deployment. The technology itself dictates a different type of methodology and deployment plan. For example, a cloud-based solution is much more iterative in nature, and it gives you the opportunity to experience the system earlier in the process. As a result, you can continue to test and adjust that solution, so that you can refine to have it ready for production and rollout. On the other hand, a traditional, on-premise methodology or waterfall-type project plan can last 12 to 14 months and require customizations.

A good partner also understands that a cloud-based deployment, such as one for Workday, is not just a short-term scenario. Your roadmap evolves over time, even after go live, and you want to continue to gain value, optimize and grow with the solution, helping to meet your long-term needs. Hopefully your partner embraces a “customer for life” mentality, because while it’s critical and important to go live, that is just the beginning. You need someone who continues to drive innovation, assisting with updates if needed and helps you implement changes as your business changes on an ongoing basis.

Importance of cultural fit:

“You need to make sure the personalities match up, and that the partner’s pace, patience and understanding match those of your organization. You want a partner who listens at the beginning and understands your culture and adapts to that.”

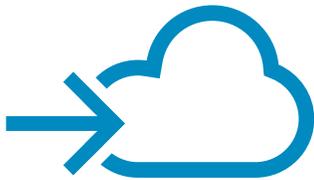
– Isaac Dixon, Associate Vice President and Director of Human Resources, Lewis & Clark College

Equally important is finding a partner that can provide best practices and guidance. You don’t want a partner that’s going to ask you questions like, “How do you hire people?” You want someone who can give you a more prescriptive hiring model, then go through a design validation discussion that incorporates knowledge and experience gained from doing deployments with organizations of similar size, industry or scope. This helps establish new processes that fit within your organization or identify where adjustments, if any, might need to be made to established processes.

Also, a partner that has a track record for successfully delivering similar projects is key. You need to make sure they’ve done this type of work before, that they have great references, they understand how to deploy in companies of similar size and that they understand the complexity of what you might be contemplating.

Finally, but equally important, is cultural fit. Even though a deployment is largely a technology-based process, it’s really a people-driven event. Whether it’s your internal team who is doing the bulk of the deployment work, or it’s your partner that’s bringing consultants, engagement managers or project managers to the table, that both sides like each other and can work together, and that there’s a common understanding about what success means is really going to help drive the overall success of the project.

What it comes down to is that projects aren’t necessarily defined by whether things go well or don’t go well, or whether there are challenges throughout the course of the project. It’s how you address those challenges that ultimately dictates the success of the project. That’s the nature of collaboration, and a lot of times, the success of that collaboration comes down to cultural fit and common interests.



Making the move

Once you have a plan and a partner, it's time to make your move to the cloud. Let's look at the six essential elements of a successful move.



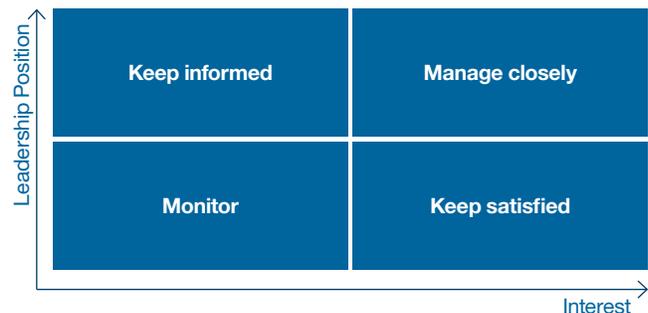
Communication

A communication plan should be part of your upfront planning. It should be strategic in nature, going beyond just a timeline for sending out emails and putting posters on walls.

Think about your internal customers and who you'll be communicating to: It's important to balance those in leadership positions with the information that needs to be shared, and their interest in receiving it.

For example, individuals who are in higher positions of leadership but have little interest in day-to-day operations are a key constituency that you want to keep informed. The individuals who have high interest but are not in a leadership position are the ones you want to keep satisfied. Those who are in high leadership positions and have a high amount of interest are the ones you want to manage closely. You'll simply need to monitor those who are not in leadership positions and have little interest.

Put the names of your stakeholders and constituents in a four-box quadrant, and use that type of strategic view to build your communication plan. It will make a huge difference, not only in the vehicles that you choose to use for your communication method, but in the frequency of how you communicate to them—and obviously who those individuals are.





Scope and business needs

Hopefully, as you scope out the project and build your roadmap, you're collaborating with C-level executives and your stakeholders to understand what's important to them, and what's driving some of the decisions around timing and functionality. Certainly, don't underestimate internal resourcing needs; a good deployment partner should be able to give you an appreciation for the different types of people you need to bring to the table. Keep their resource and existing time commitments in mind.

And, you need to think beyond go-live. What will your post-go-live support needs be, if any? Will current team members continue to stay engaged for some of the phase 2 or phase 3 activities?



Data conversion

When you're launching your project, understand where your information is today and start putting together a data strategy. Whether that's legacy systems, payroll systems, offline access databases, Excel or something else, think about the state of that data.

Think about who has the skill set and the capability to extract and pull that data, and then scrub it as necessary, so it can be effectively migrated into the Workday system.



Timing

Pay attention to business events and other activities that are going on, like audits or major vacation times. You need to be flexible and anticipate times because they are really going to preoccupy the project team and distract them from the Workday deployment.



Big Bang versus phased approach

"Big Bang" in a Workday deployment can mean different things, especially if you're looking at it from a Full Platform perspective. We define "Full Platform" as a deployment where all features are rolled out at the same time, as opposed to phased in over time. Before you commit to one or the other, consider the functionality you're choosing to roll out, and the people you're choosing to impact as you build out your roadmap.

One of the things to think about as you decide whether you want to go for the Big Bang approach or a phased deployment is what your organization can handle. A critical factor in the type of decision that you make as you define your roadmap is to remember who your end audience is, and how much change they can actually embrace and value.



Process reengineering

A Workday deployment requires, in some cases, a wholesale change of how things are done. Sometimes that means simplifying operations, other times it means standardizing operations. But neither of those will happen if you don't involve process stakeholders. Take advantage of the new Workday solution, which helps provide you with guardrails and direction, and will do so in a very prescriptive manner.

Don't just substitute one tool or system for another. Be open to shaking things up as a result of adopting best practices that can optimize your HR and finance processes. A good deployment partner pushes you to think outside the box to find ways you can improve, rather than simply adjusting existing processes to fit new tools.

Conclusion

As you look to make your move to the cloud, it is critical that you know what's involved and have a clear plan to get you to your destination. In this whitepaper, we've looked at how you should approach this move, and what factors you should take into account at the consideration and planning phases, as well as at the execution phase.

All of this will pay huge dividends as you actually move a cloud-based system like Workday into production. Then, you can look at opportunities to continue to optimize and grow with that solution, as you continue to move your organization forward.

For more information

To learn more about IBM Workday Consulting Services, contact your IBM sales representative or visit

ibm.com/gbs/workday.



© Copyright IBM Corporation 2016

IBM Corporation
Global Business Services
Route 100
Somers, NY 10589

Produced in the United States of America
July 2016

IBM, the IBM logo and ibm.com are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the web at "Copyright and trademark information" at www.ibm.com/legal/copytrade.shtml.

This document is current as of the initial date of publication and may be changed by IBM at any time. Not all offerings are available in every country in which IBM operates.

THE INFORMATION IN THIS DOCUMENT IS PROVIDED "AS IS" WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY OR CONDITION OF NON-INFRINGEMENT. IBM products are warranted according to the terms and conditions of the agreements under which they are provided.



Please Recycle
