

How to create a people-centric growth strategy

How to overcome common HR stumbling
blocks during rapid business growth



While growth is the objective of most businesses, it's challenging to master. Growing effectively — without losing staff, impacting culture, or heading in the wrong direction — is difficult and requires careful planning.

A period of rapid growth can also be challenging for human resource departments.

First is maintaining a positive employee experience. A period of growth can be unsettling, and employees can feel they aren't being listened to, or that their role has been eliminated. Forty seven percent of all employees leave a business within a year after significant organizational change.

This can have a negative impact on productivity and overall employee experience. Yet, the employee experience is an afterthought during a growth phase.

In fact,



47% of employees leave within 1 year after significant organizational change.¹

Another challenge is that growth can stretch an organization's existing HR software and systems. When a business acquires employees, from different regions or geographies, HR management becomes more complex. Without the right software in place, the HR aspects of an organization can be difficult to manage.

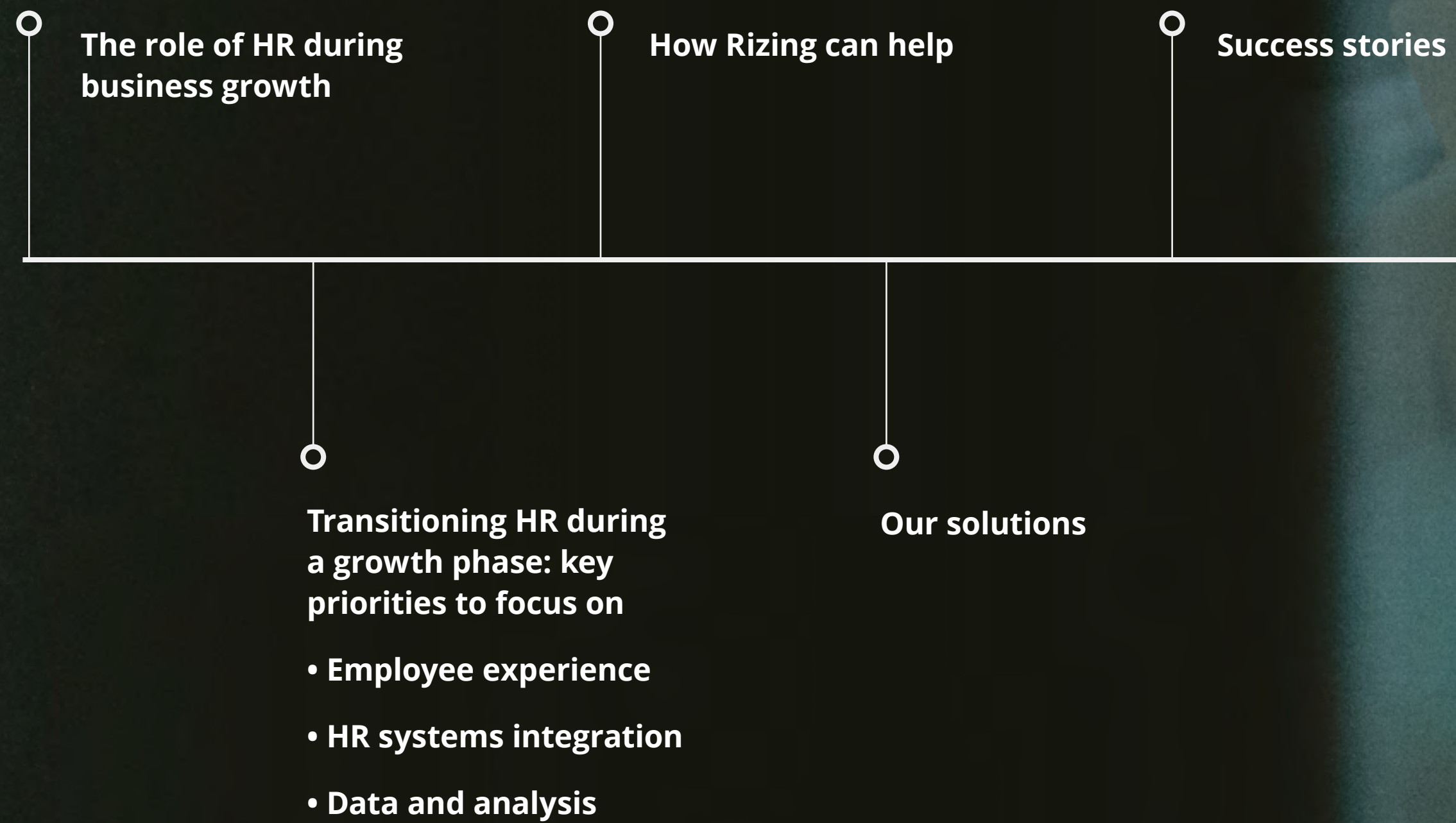
Ideally, HR and IT teams should work together to use a period of change as an opportunity to evaluate their HCM systems, and replace outdated or limited software with current solutions better able to meet current workforce demands.

There's also the challenge of capturing employee sentiment — and data about their needs and priorities — and using this information in a way that benefits employees, and the business.

Accurately capturing and analyzing data requires sophisticated tools. Employers need to focus on and prioritize these tools during a growth period.

In this eBook, we provide deeper insights into the HR challenges associated with business growth, explain how these challenges can be addressed, and detail the ways Rizing can help.

In this eBook



The role of HR in a growth phase

HR teams can get pulled in different directions during a business' growth phase. Without the right technology in place, fulfilling all of these responsibilities can be challenging and overwhelming. Some of these responsibilities include:

Building a strong culture and promoting it

The organizational culture a business creates will impact how people perceive the company, and the type of employees it attracts. A company's culture comes from the top. It's important to determine what the business stands for, and how staff should treat each other. Having a great organizational culture goes a long way in attracting talent and reducing turnover.

Growth planning

Growing businesses may need to tap new markets to find employees, or retrain current employees for new jobs. Whatever the strategy, growth planning and the ability to execute a plan is critical to success.

Centralizing information for data-led insight

When a business grows quickly, important HR-related information can often end up spread out across the different organizations or departments, residing in disparate files, spreadsheets or databases. This could include information on the structure of a team, payroll, time and attendance details, or even data on individual staff performance.

Unless the organization has consolidated HR systems in place throughout a growth phase, it can be very difficult for HR teams to extract and collate the information they need. Having a consolidated, centralized system is essential for ongoing data-led insight.

Conducting effective People Analytics

There are lots of very important people-related decisions to be made during a period of growth. However, unless HR teams have the tools and technology in place, they end up 'flying blind' with regards to the overall decision-making process. To thrive in a period of growth, HR teams need accurate data on their employees, so they can analyze and cross-reference performance, attendance, areas for improvement and more.

Sound change management

It's very easy for discontent to follow a growth phase, and for employees to then leave the organization in considerable numbers. To minimize attrition rates, and ensure a positive overall experience, HR teams need a sound change management strategy which is based on communication, feedback and accurate

decision-making. They need to rely on proven methods to establish unity and cohesion, provide clarity regarding new structures, and accurately answer questions from staff.

Recruitment and onboarding

During a growth phase, HR teams typically spend a considerable amount of time identifying skills, placing people in roles, and getting new staff up and running as quickly as possible. Educating all employees, regardless of their role, about the company's culture needs to be a critical part of this overall onboarding process. The earlier the business instils values of collaboration, transparency and continuous improvement, the better. In addition to general onboarding, every employee will also have to learn the skills and processes that are specific to their role. If hiring multiple employees for the same position, having systemizing staff training can be very valuable.

Succession and development

While placing staff in new roles is important, so is the performance management and development of existing staff — to ensure the business has a pipeline of leaders to facilitate its

ongoing growth. This involves having tools and processes in place to support upskilling, learning and succession planning.

Ensuring governance and compliance

HR teams are also responsible for ensuring that the organization stays up to date with current requirements regarding governance and compliance, especially if the business now operates in multiple countries or geographical regions.

Listening to employees

When it comes to monitoring employee satisfaction, it's important to ask for feedback. Employee feedback is one of the most important data sets to gather about how a company operates, and how effectively it is living up to its ideal culture. As the HR team has exposure to almost every person in the organization, they are in the best possible position to solicit employee feedback and analyze the data to develop solutions to common issues.

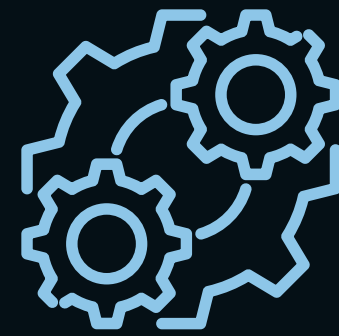


Transitioning HR during a growth phase: key priorities to focus on

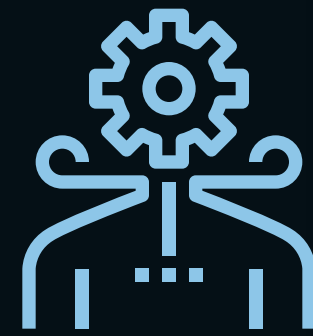
While there are many challenges during a growth period, HR teams can gain a significant advantage by focusing on three key priorities from the outset:



**Maintaining a positive
employee experience**



**Bringing disparate tools
and systems together**



**Enabling data-fuelled
decision making**

01 Maintaining a positive employee experience



Challenge:

Employees can find change unsettling and unnerving and this often impacts productivity.



Challenge:

Attrition rates are typically high following a growth phase.



Challenge:

Employees don't feel listened to, which leads to disengagement.

Recent research by Gallup suggests that only a third (34%) of American employees are engaged at work anyway, and disengaged employees would leave the organization for almost any increase in salary.³



Challenge:

Remote working can exacerbate disconnectedness.

Without a consistent technology experience, or regular face-to-face contact with colleagues and managers, it's easy for discontent or a lack of engagement to settle in, and for it to escalate.



Opportunity:

- Make HR a priority – before, during and after.
- Communicate regularly.
- Provide self-service tools so employees can find the information they need.



Opportunity:

- Be open and collaborative regarding any structural changes.
- Check in regularly, especially if employees are working remotely.
- Use data-led insights about an employee's performance to nurture them.



Opportunity:

- Use modern tools to actively capture employee feedback and spot potential disintegration in the employee experience.
- Learn from your people to help your people.
- Communicate with employees before, during and following business changes to reassure and prevent “water cooler gossip.”



Opportunity:

- Devise ways to regularly connect and engage people using cloud-based tools.

02 Bringing disparate tools and systems together



Challenge:

Disconnect in terms of HR priorities

As a business grows, new teams and departments will all have their own needs and priorities.



Challenge:

Solutions are short-sighted

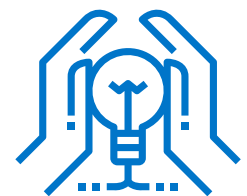
In the rush to grow, solutions can be ad-hoc and not supportive of growth.



Challenge:

Compliance complexity

Staying on top of spiralling compliance requirements as organizations grow and adapt, or enter new markets, can be a major challenge.



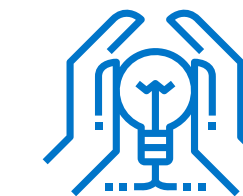
What's needed:

- Put systems in place to capture information on different priorities, so you can identify shared needs.
- Empower managers to implement targeted changes and measures relevant to their teams and departments.
- Make collaboration on HR a priority from the outset.



What's needed:

- Seek expert advice in selecting, assessing and rolling out the right HCM solution to meet the changing needs of your organization.



What's needed:

- Seek expert guidance.
- Invest in proven tools with compliance in-built and appropriate for different regions.

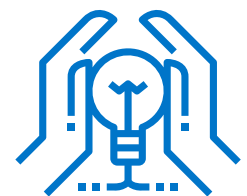
03 Enabling data-fuelled decision-making



Challenge:

Need for data and analysis increases exponentially during a growth phase

The need for people analytics increases astronomically during a period of growth. In particular, HR teams typically need to report to boards and possibly equity firms with information around workforce planning, compensation and attrition targets.



What's needed:

- A comprehensive assessment of your analytics maturity to identify gaps and opportunities.
- Investment in a consistent, highly governed reporting and analytics solution that can integrate with your current workforce.
- Archiving of any dated legacy data to de-risk and “de-clutter” your migration to the new solution.
- Rapid integration of data from all aspects of the business – right from the outset – so you have immediate insights about your new, larger workforce.



Challenge:

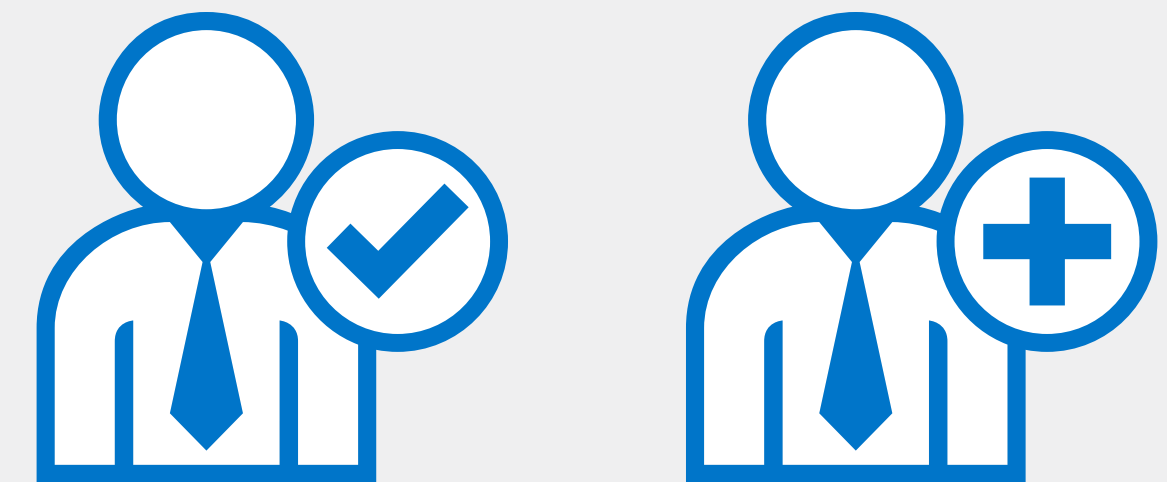
Lack of insights as to existing skills regarding new roles

Without the right tools in place, it's easy for existing staff to get overlooked for a promotion, or to get placed in the wrong area.



What's needed:

- Use modern tools to get the insights you need to more effectively plan for migration, so you're deploying the right people into the right roles.

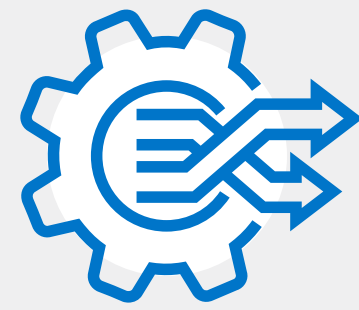


Ability to hire and retain staff is #1 most important factor in an organization's growth capability.²

How Rizing can help

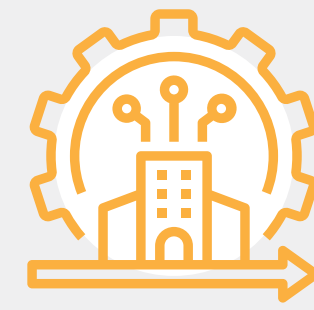
When embarking upon a period of change or disruption, it's important to have a strategic partner who can guide you in your decision making from the outset. Rizing has the experience and deep expertise to give you the foresight, insight and future view to make optimal decisions at every step.

Specific services include:



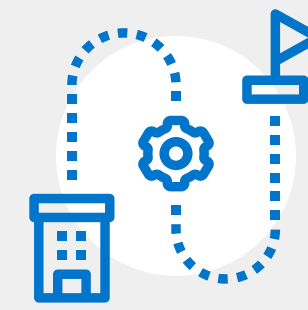
Implementation services

When implementing a new HCM solution, you need a safe pair of hands, and a partner that's committed to delivering on time, and on budget. Our approach has six key pillars: our IMPACT Methodology, leading practices configuration, flexible deployment models, project accelerators, a smart-shoring approach, and a commitment to full the complete business transformation of our client.



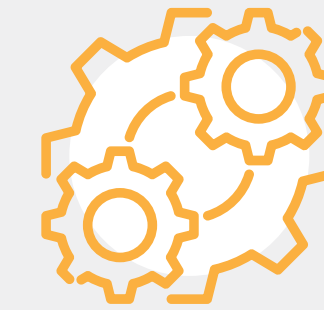
Business transformation services

Achieving digital transformation requires more than just implementing new technologies and tools. It can also mean revamping your HR strategy and analytics, business process design, change management, and training. If your organization is embarking upon a digitalization initiative, we can help you maximize its success by providing these other transformative services.



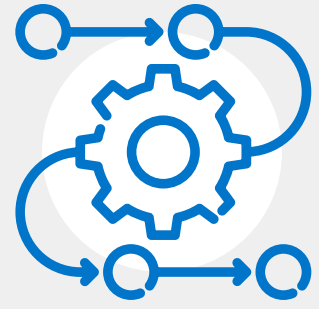
Managed services (ongoing partnership and configuration support)

What happens in your business after a new solution is implemented? Our experts can ensure you're prepared for the road ahead – whether it's providing a modest level of support, or offering a more comprehensive and strategic plan. We offer support in administrative services, preventative tactics, adaptive and corrective measures, payroll support, change control, release management, and more so that we can empower your HR teams to focus on strategy and improve resource utilization.



Business technology services (integrations, IA, analytics etc)

Rizing's Business Technology Services team can provide assistance with, and insights into, many aspects of your technology and business strategy. We advise on, implement, and support a variety of products and technologies – from the SAP Business Technology Platform, to Geospatial Information Systems, to Advanced Business Application Programming – and more. Our experts help you harness technology to grow your business value and work strategically into the future.



Business process design

Our experts can also help you identify gaps between current and future states. We partner to create business processes and documentation that provide a high-level overview of process activities and tasks – presenting the solution in depth, understanding project requirements, enabling process alignment, and allowing HR specialists to identify areas of improvement.



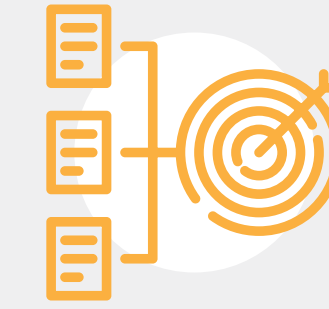
Change management and strategic consulting

Rizing's Change Enablement Toolkit and expert consultants provide the outline and tools you need to support your change management activities, equip your organization with a plan for a smooth transition from current state to future state, and foster stronger system acceptance and higher user adoption. This can improve employee morale, productivity, quality of work, and key performer retention – allowing you to design and deliver training to stakeholders in methods that suit their individual learning styles.



Reporting and people analytics

Leveraging reporting and analytics is paramount to making smart, data-driven decisions. But most talent acquisition functions spend 80% of their time capturing data, which leaves little time for analysis and action. With Rizing's Reporting and People Analytics, supplemented by guidance from our experienced team, businesses and their HR teams can develop reports and reporting best practices to enable timely, actionable insights that drive improvement across the organization.



Training and digital adoption

Implementing an HR system helps execute and roll out training that ensures maximum end-user adoption and measures productivity and bottom-line improvements. How? Through training that supports a variety of learning preferences and a strategy that is customized to fit your organization. Our experts help put together and execute a targeted training plan to boost business outcomes and drive user adoption and best practices.



Get started today with Rizing's comprehensive and complementary people analytics maturity assessment.

Contact us at HCM@Rizing.com

Our solutions



SAP SuccessFactors

SAP SuccessFactors

SAP SuccessFactors builds on the best of HCM and layers on critical employee experience capabilities and insights. This cloud-based solution provides a powerful human resources management system (HRMS) for core HR and payroll, talent management, employee experience management, and people analytics while focusing on the employee experience with an open, secure technology foundation.

workforce SOFTWARE

WorkForce Software (WFS)

WorkForce Software is helping some of the world's most innovative organizations optimize their workforce, protect against compliance risks and increase employee engagement to unlock new potential for resiliency and optimal performance. Whether your employees are deskless or office workers, unionised, full-time, part-time or seasonal, WorkForce Software makes managing your global workforce easy, less costly, and more rewarding for everyone. Rizing's Workforce Software practice has strong capabilities across the entire WFS suite, supplemented by professional and managed services, and enhanced by our special skills, certifications, and next level offerings.

Gain real-time visibility into your workforce by combining time and attendance tracking, scheduling, and absence compliance tools with the SAP Time and Attendance Management application by WorkForce Software.

Lyra

Lyra

Built on SAP Analytics Cloud and SAP Data Warehouse Cloud, Lyra is the only end-to-end analytics solution that harmonizes historic legacy system data with full integration to SAP SuccessFactors. This modular and scalable solution include leading practice Analytics Metric Pack templates for Core HR, Global Payroll, Recruiting, Learning, and Performance and Goals. With the ability to archive historic and current people data from legacy sources, harmonize data into flexible models, and visualize insights, Lyra allows organizations to effectively manage risk, business continuity, and employee wellness.

qualtrics^{XM}

Qualtrics and Rizing Experience Insights

Qualtrics brings Employee Experience data to SAP SuccessFactors; a combination called Human Experience Management (HXM). With Qualtrics, companies can best listen to employees through a platform that collects and tracks employee sentiment while also offering pre-packaged survey content tested and proven to be effective through real-world application. Partners like Rizing bring the business transformation experience that helps customers effectively use employee sentiment data. Rizing's Employee Experience Insights (EXI) will enable organizations to assemble sophisticated research results as employees interact with SAP SuccessFactors solutions by leveraging Qualtrics experience data – the beliefs, intentions, and perceptions of employees.



Success story

Beacon Roofing Supply

Beacon Roofing Supply (Beacon) is a large provider of commercial roofing products and complementary building materials to Canada and the US.

The business recently underwent a significant period of growth – expanding by 25%. This put the business' existing learning management system under pressure. Information about Beacon's products and services was scattered across the organization and wasn't centralised. This meant it was hard to access, and staff were struggling to get the knowledge they needed.

Beacon therefore engaged the experts at Rizing to implement a sophisticated learning management solution based on SAP SuccessFactors. We ran a series of workshops to determine the scope of the new solution and delivered the project on time – transferring all previous learning data into the new SAP SuccessFactors solution.

The new solution ensures staff can keep their knowledge up to date, and also gives Beacon's administrative staff the ability to quickly and easily create customized reports regarding employees' progress.



Success story

PeaceHealth

PeaceHealth is a large provider of healthcare services in Canada and the US, with over 15,000 employees, including 800 physicians.

Recently, the business moved from independently operated units to a single operating company, and needed to centralize, streamline and standardize its processes to ensure its employees could fulfil the organization's mission.

Previously, the business was relying on a dated and home-grown solution for HR management and recruitment. Realizing this solution no longer met their needs, they turned to Rizing for help.

Rizing implemented a powerful, new solution built on SAP SuccessFactors. We worked closely with PeaceHealth to understand their needs, and to design a solution that was aligned with their goals.

The Goals and Performance Management, 360, and Recruiting modules were all chosen to help PeaceHealth more successfully manage their talent.

The business now has considerably enhanced accessibility, visibility and understanding of their overall HR policies, programs and processes. Rizing also provided a range of change management services to ensure the project was seamlessly integrated and stayed on track, from start to finish.



Find out more

If you are interested in learning more about how Rizing can support your business through a period of growth, get in touch to arrange a free discovery call with a Rizing expert.

