

*How to*  
**GET EXECUTIVE BUY-IN**



*on an*  
**EMPLOYEE ENGAGEMENT  
SOLUTION**



## Contents

01 / Introduction	3
<hr/>	
02 / Gather Insight on the Need	5
<hr/>	
03 / Rate Options Based on Criteria	6
<hr/>	
04 / Bring a Recommendation Sheet to Leadership	8
<hr/>	
05 / Address Skepticism	9
<hr/>	
06 / Implement With Company Delegates	10
<hr/>	



## 01 / Introduction

Getting your executive team on board with a new technology solution is never easy. Many HR tools boast a mix of benefits that don't lend themselves to perfect comparisons. Costs don't always align with the level of utility each solution will bring to your specific business, either.

But, getting your leadership team signed on to a program is important because it will impact both your ability to get the resources and budget you need, and whether the rest of the company signs on to participate in the new program.

You might be using the following steps to implement a new solution:

- ✓ Define the need
- ✓ Gather potential solutions
- ✓ Compare costs, benefits and risks
- ✓ Select the best solution and present to leadership

It's a natural framework, but often falls apart at the last step. Even if the proposal is approved, without a champion on the leadership team, launching your chosen solution can be time-intensive and unwieldy. A great employee engagement product is worthless when nobody uses it. Solutions especially reliant on individual buy-in across the company include employee surveys, employee feedback solutions and company culture monitoring tools.

“

*HR leaders need to avoid the “build it and they will come,” mentality when introducing new solutions*



Whether your workforce is small or large, differences in demographics and workflows mean each employee segment will have a unique experience with a new tool. One of the best ways to ensure adoption is to gain executive buy-in before launching a technology solution.

The following framework will ensure you get senior-level support and see optimal results from the technology solutions you implement.

- ✓ Define the need
- ✓ Gather potential solutions
- ✓ Compare costs, benefits and risks with criteria grid
- ✓ Present recommendation sheet to leadership
- ✓ Involve company delegates in implementation





## 02 / Gather Insight on the Need

You're looking for an employee engagement solution to address motivation levels or retention. Maybe a company-wide poll shows a decline in motivation, or a change in strategy has affected how employees are aligned with the mission.

Before you get too deep in the process of selecting a great tool, grab members of the leadership team for a quick feedback meeting. Present the problem before you present a solution. Share data with them that applies to their department – perhaps engagement levels are lower than average on the engineering team. Then ask questions so they are able to express concerns.

Once they are signed on to the problem, a great line to leave them with is, "Would you get behind a solution that would address this issue?"

When you plant the seed of the problem with your leadership team, you pave the way for your solution.

### Key concerns of HR leaders when investing in technology solutions:

- Gain the budget and resources needed
- Obtain leadership support to set example for rest of company
- Consistency across departments to ensure tool integration
- Ensure employee participation

“

*Present the problem before you present a solution*



### 03 / Rate Options Based on Criteria

A criteria grid should be used to evaluate technology products, and can also include alternatives such as your company building its own solution.

Fill in the left column of the grid with your criteria for the new system. A great strategy is to involve executives when you first identify criteria, so when you show them your recommendation sheet, the results will ring familiar.

Possible criteria includes if the product is seamlessly integrated into employee's workflow, if the interface is intuitive, and if the product will save time for HR admins. You should narrow these down to your top five criteria. On the top column, fill in the options you've researched.

Then, fill in the grid. You can begin by filling it in with a "yes" and "no" in each space to get an overview of the benefits for each option.

CRITERIA	TECH SOLUTION 1	TECH SOLUTION 2	BUILD IT OURSELVES
It is accessible enough that employees will participate?	Yes	Yes	
Does it capture real-time feedback?	No	Yes	
Is it customizable (i.e. can run performance reviews and switch to check-ins later)?	Yes		
Is the product innovative?			
Will HR get the data they need?			



To really drill down on the best fit, you can then weight each of the criteria. For example, if you want an integrated system that has lots of customization, but budget is more important, you might weight budget a 5 and customization a 3 or 4. Be realistic when deciding how much utility each of the criteria will truly provide. Then, fill in the boxes with numbers as well, rating each option from between 1-5.

Multiply the criteria weighting with each rating before adding up each column. Your result will allow you to equitably compare your options without bias.

WEIGHT	CRITERIA	TECH SOLUTION 1	TECH SOLUTION 2	BUILD IT OURSELVES
4	It is accessible enough that employees will participate?		3	5
3	Does it capture real-time feedback?		4	5
5	Is it customizable (i.e. can run performance reviews and switch to check-ins later)?		2	1
2	Is the product innovative?			1
3	Will HR get the data they need?			3



*A great strategy is to involve executives when you first identify criteria, so when you show them your recommendation sheet, the results will ring familiar*



## 04 / Bring a Recommendation Sheet to Leadership

One reason many HR leaders wait until the last step to involve leadership is because they feel it's their job to do the work in researching and selecting the best tool. They feel by doing the work and then asking their boss to greenlight it, they are saving everyone time. That's not the case.

When executives are able to see the top two or three solutions, they become involved in the process and the success of the program. It's a crucial step.

Of course, you should still make your final recommendation and have data and context to prop it up, but a one-page recommendation sheet can show leadership why you are certain this solution is best.

A recommendation sheet includes pros and cons of each solution. These can be taken directly from your criteria grid, and with added context specific to each option. Then, you can highlight your chosen solution in a different color to visually differentiate it.

	OPTION 1	OPTION 2	OPTION 3
PROS	<ul style="list-style-type: none"><li>• Easy to implement and takes minimal time</li><li>• Well researched feedback questions</li></ul>	<ul style="list-style-type: none"><li>• Company specific</li><li>• Easy to implement</li><li>• Simple to use system</li></ul>	
CONS	<ul style="list-style-type: none"><li>• Not company specific</li><li>• System is outdated and doesn't jive with our culture</li></ul>	<ul style="list-style-type: none"><li>• Will take more time</li><li>• Not proven leadership behaviors</li></ul>	

Your executive team knows every solution will have pros and cons. Seeing the specific benefits and risks will bring them on board with how important it is to pick the right solution. In many cases, it can also show them context for differences in cost – a tool that is half the price might not be half as good, so the cost savings won't make it worthwhile. Some cons you might be willing to live with, and some pros might be an especially good fit for your culture.



## 05 / Address Skepticism

The two main oppositions that come into play when adopting a new HR technology are a resistance to change and a skepticism that a technology solution can have long-lasting impact.

It's important to address these challenges early on. If you know a department head is resistant to change, they should be the first person you discuss concerns with when defining the problem, as discussed earlier. The sooner you get someone to buy in to the problem, the sooner they buy into the solution. For someone resistant to implementing a new technology solution, especially a CTO, the best route is to bring them into meetings (or someone on their team whom they trust) to address any concerns they have.

An employee engagement solution needs to integrate with your current systems and HR tools. Your technology team may have additional requirements, and as long as they are involved in the process, these can be addressed and won't threaten adoption later on.



*“The biggest obstacle to successful adoption of HR technology is not involving the right people at the right time. During selection this requires identification of all the stakeholders and requirements. Most organizations forget it is the managers and employees that have to use the systems they implement. They should be brought in earlier.”*

Michael M. Moon, HR consultant



## 06 / Implement With Company Delegates

The support you generate from your executive team comes into play when it's time to implement the solution. You've gotten your budget and resources, and now it's time for executives to apply their enthusiasm by setting a good example for the rest of the company.

When it comes time to implement, it is helpful to involve additional employees from various levels. Create a team of people who are excited about the problem this new technology solution addresses. Research shows this type of task force should be limited to 5-7 people, 10 at the most.

As you put this team together, it may be tempting to involve people who are likely to agree with you. The challenge is that people generally share their opinions, requested or not – so you might as well involve these people.

Schedule three sessions, for 60-90 minutes each:

**Session 1:** Brainstorm the ideal use case of the tool. How would the perfect employee use it?

**Session 2:** Review your implementation. What are the dates, and what training is offered?

**Session 3:** Discuss the anticipated results. What participation rate are you expecting? What qualitative measures can you put in place?

When you involve a team in implementation, including your executive champion, you ensure the rollout goes smoothly and the solution is seen as a company-wide initiative, not an HR program.

### Find Out More



[hello@reflektive.com](mailto:hello@reflektive.com)



[www.reflektive.com/demo](http://www.reflektive.com/demo)