



# **SAP Lessons Learned--Human Capital Management: SAP Experts Share Experiences to Directly Impact Your Next Initiative**

*LaShonda Rahming, Scott Burton, Steven Chihos*

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SAP implementations are always a challenge. An enterprise will deploy its top resources, human and infrastructural, towards a SAP implementation--and yet fall short. *Why?* Simply because it is the nature of the beast. Typically, SAP implementations are large and complex, involving multiple locations, stakeholder groups and business interests. During an implementation, multiple issues can rear their heads. These issues can be functional, technical or financial. Not least, issues are human. Conflicts between project team members and stakeholder groups are often cited as reasons for less-than-stellar SAP implementations.

Now veteran ERP consultant *LaShonda Rahming* brings you expertise that will help you make your SAP implementation a success story. In *SAP Lessons Learned: Human Capital Management* she showcases the collected wisdom of thirteen leading consultants who share experiences that run the gamut from tackling post go-live resistance to increasing end-user productivity. You will find that the book brings you, in a voice that is easy to read, assimilate and put to immediate action, critical material on how to overcome common and not so common challenges within the SAP human capital management space. Among other things, you will find out how to gather detailed requirements that can be used to select your implementation partner and understand valuable information needed during your implementation, increase your understanding of change and project management and--if your SAP implementation went live already--learn techniques to increase end user productivity. This last item, although crucial, is often overlooked. As the author shares with us, a Gartner study shows that 76% of end users have a failing or substandard understanding of new systems software. Similar to the medical industry where most deaths occur due to iatrogenic death (death induced in a patient by physician's activity), this is also true in the SAP end user community where most errors and lack of efficiencies is caused by lack of end user productivity.

Whether you are a SAP consultant or a manager driving an internal ERP implementation, *SAP Lessons Learned: Human Capital Management* has lessons for you that will help you minimize the gotchas and lead your SAP implementation towards success.

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