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# Technology Adoption: Two Distinct Strategies for Success

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## Learning Objectives

- Understand some of the challenges the AEC industry faces around technology adoption and their impact.
- Evaluate the value of training for digital transformation, driving technology adoption.
- Analyze two distinct technology adoption strategies.
- Apply techniques and lesson learned to design and implement or refine and improve your own technology adoption strategy.

## Description

As technology rapidly evolves, it is important to develop a technology adoption strategy. This session, jointly presented by WSP, HNTB, and Eagle Point Software, explores their journeys through developing a technology strategy for operational staff. We will share helpful techniques to assist with the development and implementation of an effective technology adoption strategy, leveraging best practices and standards for applied training, and information on industry tools for assessing skills gaps, which can be used to create a skills taxonomy and personalized approach to training. The presenters' goal is to inspire viewers to think outside the box and consider the importance of developing a technology adoption strategy that will accelerate technology adoption, increase productivity, and drive growth across an organization.

## Speaker(s)

### **TARA VERDIA | CUSTOMER SUCCESS MANAGER, EAGLE POINT SOFTWARE**

Tara Verdia has worked as a Customer Success Manager in the SaaS industry for more than six years. She is dedicated to building authentic relationships with her customers, learning their challenges, and developing proactive strategies to achieve goals and defined outcomes. She practices listening to understand (as opposed to listening to respond), and believes success is achieved by understanding both organizational culture and practicing effective communication. Tara encourages organizations to create a culture of appreciation by focusing on personal empowerment and a paradigm shift toward the importance of ongoing training. She is (Bullock, 2018)passionate about helping others, believing the ability to be agile and innovative are two qualities essential for growth, especially in the technology space entrenched in rapid and continuous change.

### **ANDY SCHRADER | SENIOR ASSOCIATE/NATIONAL BIM DIRECTOR, WSP USA BUILDING SYSTEMS**

Andy Schrader has 18 years of experience as a BIM/REVIT manager. As technology evolves, projects are requiring a high level of building information modelling (BIM) to assure their successful completion. Andy is extremely qualified in creating and delivering mechanical, electrical, and plumbing building models by providing the latest technology in BIM management services and collaborating using Autodesk products. Andy utilizes BIM products, such as Navisworks, AutoCAD, Revit, and Dynamo for the creation of tightly integrated and coordinated complex building systems. He has distinctive MEP knowledge coupled with software development skills to create tools for WSP engineers to provide complex building models and documentation. Andy provides the vital link that brings the entire project team together in a single comprehensive, coordinated, BIM model.

### **GREG GRANA | CORE TECHNOLOGIES SERVICES & SUPPORT MANAGER, HNTB CORPORATION**

Greg Grana has been with HNTB for over 25 years in multiple IT support and managerial roles. Based in the NY metro area I started my career at HNTB as a field support representative, divisional field support manager as well as the field support manager firmwide. In my current role as the Core Technologies Services and Support manager for HNTB, I manage our cad support group as well as our enterprise software portfolio from a licensing and technical support perspective. Provide technical expertise as well as supporting the daily activities of our team. Our group is responsible for supporting and training our cad platform users as well as support documentation for hardware, software requirements and non-cad applications. Administer core technology software lifecycle management functions in collaboration with our engineering community, technical subject matter experts and software vendors. Develop and implement application standards and workflow processes in coordination with our project delivery group. This includes technical, training and productivity articles and documentation.

## Technology Adoption Challenges in the AEC Industry

There are four key challenges that organizations typically face, which slow or prevent technology adoption. It is important to understand these and identify any additional challenges your organization faces when developing a technology adoption strategy.

Resistance to Change



Disconnected Leadership



Continuous Updates



Outdated Processes



## Value of for Digital Transformation, Driving Technology Adoption

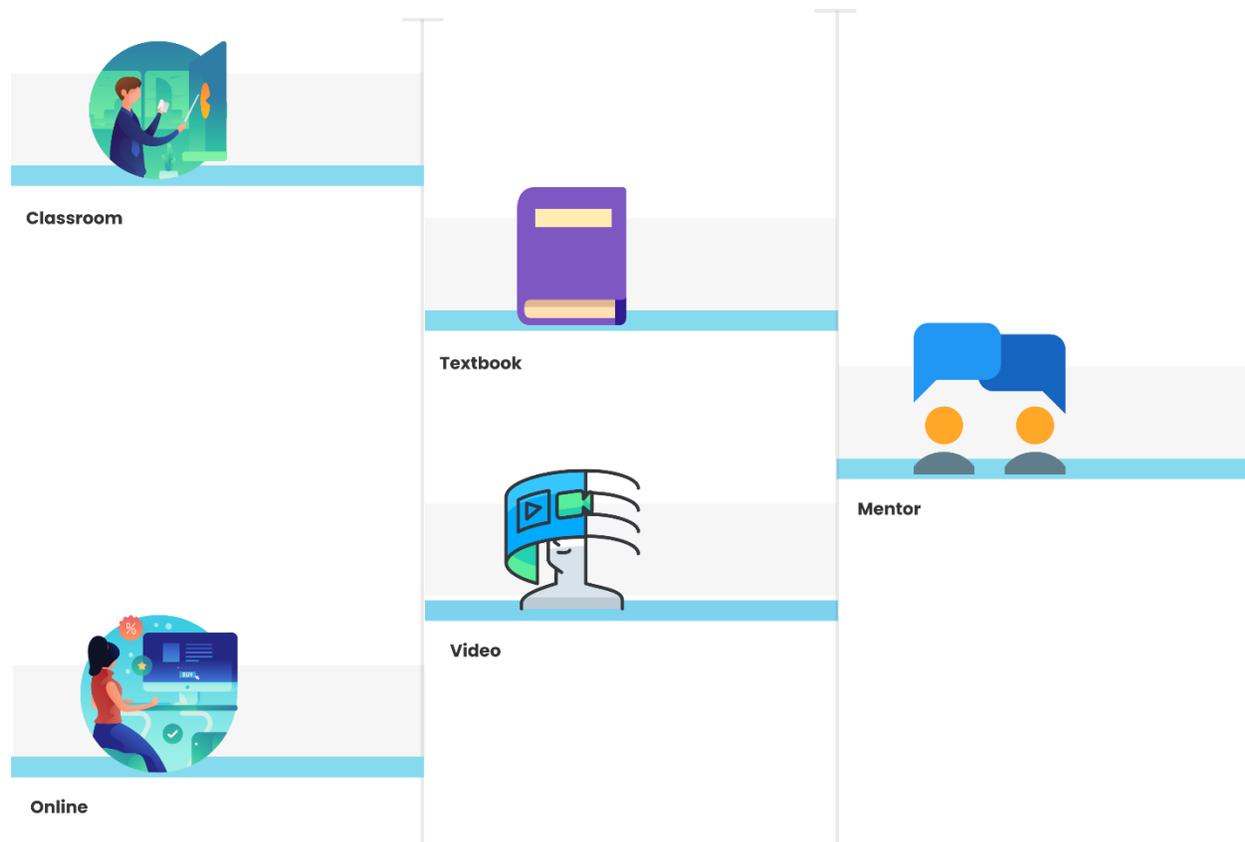
One of the drivers Training of digital transformation is digital adoption, prompting the need to develop a technology adoption strategy that incorporates training. Training not only teaches how to use technology, but also its benefits. An effective training plan is a large contributor to a successful change initiative like digital adoption.

“Digital adoption is clearly the way of the future. Adapting to new technology and fully leveraging its features is imperative to the modern organization and it is what leads to digital transformation”. <sup>1</sup> (Bullock, 2018)



## Training Methods

In the past, organizations would allocate quite a bit of revenue toward sending staff to outside training vendors or bringing those vendors onsite. However, while classroom training effectively delivers information, it does not effectively upskill or onboard. As humans, our attention span is minimal and when applied to a classroom setting, decreases the ability to retain information and productively apply it once the training session is complete. Considerations for personalized, intuitive, engaging, and bite-sized training are essential for developing a training plan. Providing opportunities for continuous, just-in-time learning and avenues to immediately apply knowledge, supports retention and drives productivity. There is still value in classroom training where learning is contextualized and strengthened by examples and the ability to dialogue, so a combined approach will be most successful.



## Developing a Successful Technology Adoption Strategy

“Adoption is not just achieved by training users on how to use the new technology, it is achieved by gaining buy-in and commitment.”<sup>2</sup> (Span, 2017)

Get leadership buy-in. This is the foundation of a successful technology adoption strategy, followed by organizational buy-in. Demonstrate how the strategy supports organizational goals, aligns with business outcomes, and integrate into existing workflows. Analyze needs and identify end-goals framed around what, why, and who. Communicate – there is no such thing as over communicating when it comes to change. Messages will vary, but it is important to keep everyone from the top-down to the bottom-up continuously informed. Eliminate siloes, connecting staff and incorporating feedback collected from surveys and other channels of communication. Start small, developing early adopters who will go on to champion change. Identify fundamental, baseline competencies that are applicable to a team, and essential competencies that are role-based. Leverage assessments to identify knowledge gaps and provide personalized, targeted training based on skills gaps identified through an assessment. Incorporate multiple training modalities, including customized content around standards and best practices. Immediately follow-up training with the ability to apply knowledge. Identify problems as they arise and address immediately, adjusting strategy as needed for optimization. Reasses and repeat. Change is constant so a technology adoption strategy needs to be dynamic, evolving to include progress and address new challenges and requirements.



Figure 1 (Shuraev, 2020)

- Bullock, L. (2018, December 10 ). *What is Digital Adoption and Why You Really Need to Know About It*. Retrieved from Forbes:  
<https://www.forbes.com/sites/lilachbullock/2018/12/10/what-is-digital-adoption-and-why-you-really-need-to-know-about-it/#1e0695db7371>
- Shuraev, Y. (2020). *Top-View-Photo-of-Curved-Road-Surrounded-by-Trees*. Retrieved from Pexels: <https://www.pexels.com/photo/top-view-photo-of-curved-road-surrounded-by-trees-1834403/>.
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<https://www.tlnt.com/7-steps-to-successful-technology-adoption/>