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BLUEPRINT

Technology Adoption Readiness Assessment

Introduction

Where solutions are likely to have significant impact on an organisation's wider technology estate and business processes, Responsiv performs a readiness assessment. This is completed to ensure that changes needed within the wider organisation are well understood and planned as part of project delivery.

A Technology Adoption Readiness Assessment (TARA) is a comprehensive evaluation of an organisation's readiness to adopt and successfully implement a new technology solution. A form of gap analysis, it helps organisations identify potential challenges, assess their current capabilities, and develop a plan for successful technology adoption.

> This blueprint outlines the process of a readiness assessment for organisations looking to embark on a technology adoption project

Overview of a Typical Readiness Assessment

The steps of a TARA typically include:

1. **Define the technology and its intended use:** Clearly define the technology being considered, its purpose, and how it will be integrated into the organisation's operations.
2. **Identify key stakeholders:** Engage and involve key stakeholders from different departments and levels of the organisation to gather diverse perspectives and ensure buy-in.
3. **Assess organisational readiness:** Evaluate the organisation's current capabilities, including its technical infrastructure, human resources, and change management processes.
4. **Identify potential challenges and risks:** Analyse potential barriers to adoption, such as compatibility issues, training needs, and resistance to change.
5. **Develop a readiness plan:** Create a detailed plan outlining the steps required to prepare for technology adoption, including training, resource allocation, and communication strategies.
6. **Establish success metrics:** Define clear and measurable objectives to track progress and evaluate the success of the technology adoption initiative.

The deliverable for the assessment is a report. It provides guidance for additional actions and activities around the solution implementation to ensure successful adoption and business impact.

Scope and Activity Breakdown

Depending on the solution, the scale and scope of assessment can vary significantly. At a minimum, this can be completed alongside the client project sponsor who is acting on behalf of the wider organisation.

Usually there will be sufficient complexity for a more thorough assessment to be completed with stakeholders from multiple business functions.

Step 1: Define the Technology and Intended Use

- Understand the specific features and functionalities of the technology.
- Identify the problems or challenges the technology aims to address.
- Determine the target users or departments within the organisation.
- Define the expected outcomes and benefits of adopting the technology.

Step 2: Identify Key Stakeholders

- Identify representatives from different departments and levels of the organisation.
- Include individuals with expertise in technology, operations, and business processes.
- Engage decision-makers and those who will be directly affected by the technology.

- Consider external stakeholders, such as vendors or partners.

Step 3: Assess Organisational Readiness

- Evaluate the organisation's current technical infrastructure, and how it is impacted by the new solution.
- Assess the technical skills and knowledge of employees who will use the technology, and how it will be supported.
- Review existing change management processes and procedures.
- Evaluate the organisation's financial resources and budget for adoption of the technology solution.

Step 4: Identify Potential Challenges and Risks

- Analyse potential issues with existing systems and applications.
- Identify training needs to ensure employees can effectively use the technology.
- Assess potential resistance to change from employees or stakeholders.
- Evaluate the impact of the technology on current work processes and routines.
- Consider potential security risks and data privacy concerns.

Step 5: Develop a Readiness Plan

- Outline a detailed plan for technology implementation and roll-out.
- Define clear timelines and responsibilities for each phase of the adoption process.
- Develop training programs to equip employees with the necessary skills.
- Establish communication strategies to inform stakeholders and address concerns.
- Allocate resources and budget to support the technology adoption initiative.

Step 6: Establish Success Metrics

- Define measurable objectives and metrics to track progress and evaluate success.
- Set targets for key performance indicators (KPIs) related to technology usage, productivity, and cost savings.
- Confirm system for regular monitoring and evaluation of the technology adoption initiative.

Timescales and Client Commitment

For small scale projects the assessment maybe completed as part of an initial mobilisation, typically covering a few days with initial sponsor meetings and collation of available documentation.

Where a major change is planned this will require significant input from stakeholders to allow a thorough assessment. Commonly, this may run to 10-15 stakeholder (groups) to cover all the viewpoint. Ideally this is facilitated by an internal member of staff to support identifying relevant teams and individuals and then scheduling their availability and securing meeting space.

Typical duration can vary between approximately two days, where a single stakeholder has sufficient knowledge to act on behalf of an organisation, to around four weeks for a major technology change with significant business impact.

The final report is focused on finding issues and gaps associated with adoption of the technology. Where significant topics are identified, further work will be required to design activities to address those issues and to engage relevant stakeholders in their delivery.

Use Case

A global financial institution wished to expand the security monitoring of their database estate. Regulatory requirements, along with an evolving security posture had identified opportunities to mitigate risk through

modernising and expanding the monitoring. The key stakeholders managing the estate were in IT, however stakeholder mapping identified wider business interests.

Understanding expectations from stakeholders, allowed us to confidently determine what testing and assurance would be required. Decision makers, governance groups and technical delivery partners were engaged in the project change processes to ensure their needs were met.

The success criteria articulated the potential risks, which the stakeholder group who felt their views had been considered and supported. This reduced project scope creep whilst also gaining commitment and support from all the identified stakeholders.

The readiness assessment gave the project sponsors confidence of scope and timescales, as all stakeholders had been engaged and their needs defined and addressed. This significantly reduced the risk of issues later in project delivery and sign-off, or the need to request additional budget to address additional stakeholder requirements or concerns.

Conclusion

Responsiv Consulting supports businesses in identifying, assessing, and developing plans for technology adoption by properly understanding an organisation's IT estate.

We know every organisation has different requirements, project plans, and technology estates, and this is exactly why Responsiv Consultants carry out readiness assessments. Understanding the as-is and to-be before starting out on a project improves the chances of success by driving actions and planning that is crucial for any project.

By engaging with decision makers and other stakeholders, we build and present a detailed report that provides actions and activities to ensure the success of solution implementation projects.

To find out more about partnering with Responsiv for a readiness assessment, get in touch!