

Building Digital Confidence and Overcoming Resistance Among Non-technical Staff Implementing New Technology with Minimal Disruption



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Housekeeping

Please Silence Cell Phones

Resources Available After the Conference

Water/Refreshments

What OD Can Do For You

- CalHR's Statewide Organizational Development (OD)
 - Organizational change management and process improvement resources
 - Statewide OD workshops
 - Distribution list announcements, Teams channel
 - OD4CA community of practice

Your Chief Information Officer Your Partner in Change

- Align technology with your needs
- Keep services dependable
- Partner early
- Build digital confidence
- Minimize disruption

**Bring us the problem you want to solve. Together, we will find a solution and help your staff succeed.*

Today's Conversation

- Change management and overcoming resistance among non-technical staff
- Building digital confidence, fostering digital readiness
- Real-world practices, including:
 - Onboarding techniques
 - Communication approaches
 - Guiding teams through change and transitions

WIIFM?

- Helps non-technical staff:
 - Build digital confidence
 - Feel more confident, supported, and ready
- Makes technology adoption:
 - Smoother
 - More inclusive
 - More sustainable
- Minimizes operational disruption

Organizational Change Management



Managing Change = Managing People

You are NOT managing...

- change
- phases of change
- types of change

You ARE managing people.

Managing People Through Phases of Change

- Awareness: Understand why change is happening
 - Connect the change to the mission, business need, and WIIFM
- Understanding: Clarity, expectations, how it impacts them
 - What happens next?
- Acceptance: Time to process and adjust to the change
 - Acknowledge, answer questions, avoid appearing to dismiss emotions
- Commitment: Feel confident and capable of adapting to change
 - Provide training, coaching, celebrate progress, build confidence
- Ownership: Feel empowered, keep them looking ahead
 - Ask for input, encourage early attempts and risk, celebrate wins

Managing People Through Type of Change

- Planned: Direction and preparation, involve people early, set clear expectations
- Unplanned: Stability and reassurance, acknowledge unknowns, communicate frequently, prioritize (e.g., what can we put on hold?)
- Uncertainty (e.g., incomplete information, rapid change): Focus on transparency, build trust, share what you know, what you don't, and keep checking in (even if to say nothing new to share)
- Transitions (e.g., shifts in leadership, culture): Continuity and purpose, recommit to the mission, acknowledge and honor the past to move forward

Managing People Through Reactions to Change

- Enthusiasm: Identify and leverage champions, manage expectations, invite to pilot change and coach others
- Curiosity: Encourage questions, acknowledge unknowns, focus conversations, follow up
- Uncertainty: Offer clarity where you can, acknowledge unknowns
- Resistance: Listen first to understand, redirect focus (how can they be a part of the solution?)
- Disengagement: Watch for signs, don't make assumptions, reconnect work to mission, redirect focus

Change Readiness Starts Now

- Team/Project Leaders: Communicate and build trust now. Invest time in understanding your team's capacity and concerns. Model the way.
- Supporting Sponsors: Develop governance to support sponsors (e.g., communication, processes for addressing concerns and barriers, strategies for staying visibly engaged, etc.)
- Those Being Led Through Change: Create a culture that focuses on change readiness (e.g., build a shared language, self-awareness around change, how to identify what can be controlled/influenced, how to engage in the change process, facilitate conversations on self-reflection questions, etc.)

A Few OCM Takeaways

- Communication takeaways:
 - Define and explain in simplest terms possible (e.g., ME in the Mission)
 - Post-it note communication (what and why)
 - **T-A-L-K** (**T**ell them, **A**sk them what they heard, **L**earn from it, and **K**eep talking to them)
 - Over-communicate in small bites (e.g., even if just “I don’t know...yet”)
 - Vary your communication
- Acknowledge concerns/challenges and then redirect focus
- Take visible action and stay visible throughout the change
- Be authentic to yourself and to the organization

Implementing New Technology



Fostering Digital Readiness and Confidence

- Explain the purpose
- Involve employee early
- Make learning practical
- Create a safe learning environment
- Build a support network
- Listen and adjust
- Celebrate small wins

Overcoming Resistance When Implementing New Technology

- Listen to concerns
- Show practical value
- Give employees a voice
- Make the transition manageable

Onboarding Techniques When Implementing New Technology

- Train around real tasks
- Provide guided practice
- Keep guidance simple
- Make help easy to find
- Follow up after launch

Communication Approaches When Implementing New Technology

- Explain the why and what
- Communicate early and regularly
- Use plain language
- Equip managers to reinforce message
- Make communication two-way

Implementing New Technology Takeaways

- Start with people and purpose
- Build confidence through practice and support
- Make adoption a shared responsibility.

**What questions do
you have?
What support do
you need?**



Resources / Stay Connected

Statewide Organizational Development

- [Statewide Organizational Development - CalHR Website](#)
 - Self-reflection questions, sample shared glossary
- Contact CalHR's [Statewide Organizational Development Unit](#) to join the distribution list and Teams channel.
 - Statewide OD Tools and Workshops, OD4CA Forums
- Contact felicia.borges@calhr.ca.gov with any questions or feedback on today's presentation.

Implementing New Technology

- Build a relationship with your CIO
- Engage IT Early

Other Resources

- [CalHR Course Information - CalHR Website](#)
- [Project Resources | California Project Management Office](#)
- [Contact us – California Department of Technology](#)
- [Services for State Employees - California State Library](#)

Bonus Content



Sample Self-Reflection Questions

- Team/Project Leader
 - What do I need to feel prepared?
 - How can I support my team?
- Supporting Sponsors
 - How can I support the sponsor and the organization?
- When Being Led Through Change
 - How does this change affect me?
 - Who can I go to for support?
 - What are my next steps?

Building a Shared Language

- Reality: Four Languages of Change
 - Executive: Strategy and goals
 - Project Manager: Project details and milestones
 - Supervisor: Daily work
 - Employee: Seeking clarity on how to move from where they are to where they need to be
- Ideal: A Shared Language
 - Answer four essential questions
 - Shared language glossary

Answer Four Essential Questions

Every change message should answer:

- What is changing?
- Why is it happening?
- How does it affect the person with whom you are communicating?
- Where can they get support?

Tips for Building/Sustaining Shared Language

- Design a shared message (answers essential questions)
- Brief supervisors before employees
- Build and maintain a shared language glossary
- Create and maintain FAQs for each audience
- Communication checks and feedback loops