

TECHNOLOGY SHOULD BE INTUITIVE

Every organisation wants people to adopt new technology.

When adoption is slower than expected, the response is remarkably consistent: **more training. More communication. More change management.**

These are all valuable investments.

But they're often addressing the wrong problem.

THE QUESTION ISN'T

*“How do we get
people to use this?”*

THE QUESTION IS

*“Have we designed
something people would
naturally choose to use?”*

That's a fundamentally different conversation.

Think about the technology you use every day.

- 01 You probably weren't trained to use your smartphone.
- 02 You didn't attend a course before using online banking.
- 03 Nobody asked you to complete mandatory learning before ordering something online.

Those technologies became part of everyday life because they were *intuitive*. They solved a problem in a way that reduced effort. People adopted them because they made life easier. *The technology earned its place.*

Enterprise technology has often taken a different path.

We introduce a new system and expect people to change how they work around it. When adoption is low, we invest in helping people adapt. Sometimes that's necessary. But it's worth asking whether we've confused **adoption** with **acceptance**.

People don't resist change simply because it's new. They resist unnecessary friction.

TECHNOLOGY THAT...

- *interrupts work.*
- *complicates decisions.*
- *creates more effort than it removes.*

Training can help people learn new skills. It cannot compensate for poor design.

Artificial intelligence gives us an opportunity to think differently.

Rather than asking how AI can automate today's work, we should first ask whether today's work is designed in the best possible way. Sometimes the greatest improvement doesn't come from introducing AI — *it comes from redesigning the process first.*

THREE THINGS YOU CAN DO TODAY

01

Start with the problem, not the technology.

Define the business problem and the outcome you're trying to achieve — before discussing AI.

02

Design the work before you design the solution.

Challenge whether the current process should exist. Don't automate unnecessary complexity.

03

Ask one simple question.

“Have we designed something people would naturally choose to use?”

If the answer is uncertain, revisit the design before expanding the change programme.

It's a deceptively simple question.

*Have we designed something people
would naturally choose to use?*

If the answer is uncertain, it's worth revisiting the design before investing more in *implementation or change*.

A CEO

can ask it before approving an investment.

A CIO

can ask it before starting a programme.

A product owner

can ask it before building a feature.

Technology should make work easier. It should fit naturally into the way people *think, decide and collaborate*.

When organisations begin with technology, they often end with adoption programmes. When they begin with people, they create technology that feels like a natural extension of how work already happens. When it does, adoption becomes a consequence of good design rather than the objective of a change programme.

Technology doesn't fail because people resist change. It fails because it wasn't designed around the people expected to use it.

01 *Technology should be intuitive.*

02 *Trust should be designed.*

03 *Value should be realised.*