Your team is resistant to adopting a new technology that you believe could significantly improve your product. How would you convince them of its benefits?

Encountering resistance to new technology is a common challenge in engineering teams.

Here's how I, as an Engineering Manager II, would convince my team of the benefits of a new technology:

Understanding the Root Cause

- **Open Discussion:**
  - Schedule a team meeting to discuss the new technology openly.
  - Encourage team members to express their concerns and reservations freely.
  - This helps understand the source of their resistance.
- **Common Reasons:**
  - Some common reasons for resistance include fear of the unknown, potential learning curve, concerns about stability or security, or workload implications.

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Addressing Concerns Proactively

- **Benefits vs. Drawbacks:**
  - Craft a clear presentation outlining the **benefits** of the new technology, highlighting how it can **improve** the product, their work, and the company's goals.
  - Acknowledge and address their **concerns** directly, providing solutions or mitigation strategies.
- **Focus on Efficiency and Growth:**
  - Frame the adoption as an opportunity to **improve efficiency**, **reduce complexity**, and **enhance their skillsets**.
  - This can make them more valuable engineers in the long run.

Building Confidence and Buy-in

- **Proof of Concept (POC):**
  - Propose a small-scale Proof of Concept (POC) to demonstrate the technology's capabilities and address any technical concerns.
  - This allows for hands-on experience and reduces the perceived risk.
- **Success Stories and Case Studies:**
  - Showcase successful implementations of the technology in similar situations.
  - Share case studies or testimonials from other companies to illustrate its real-world benefits.
- **Training and Support:**
  - Develop a comprehensive training plan to help the team transition smoothly to the new technology.
  - Provide ongoing support during the adoption process and address any questions or challenges they encounter.

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Fostering Collaboration and Ownership

- **Team Input and Feedback:**
  - Involve the team in the evaluation and selection process of any tools or frameworks related to the new technology.
  - This increases their sense of ownership and investment in the change.
- **Mentorship and Knowledge Sharing:**
  - Encourage knowledge sharing within the team.
  - Identify team members who can champion the new technology and provide mentorship to others.
  - This fosters collaboration and builds internal expertise.

Transparency and Communication

- **Clear Communication:**
  - Maintain clear and transparent communication throughout the process.
  - Regularly update the team on progress, address any rumors or misinformation, and be open to their feedback.
- **Set Expectations:**
  - Set realistic expectations regarding timelines and the learning curve associated with adopting the new technology.

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Leading by Example

- **Be Enthusiastic and Proactive:**
    - Demonstrate your own enthusiasm and proactiveness in learning and adopting the new technology.
    - This sets a positive tone for the team and encourages them to follow suit.
- **Be Willing to Help:**
    - Offer your support and guidance to the team during the learning process.
    - Be approachable and address their questions or concerns patiently.

By taking these steps, you can overcome the team's initial resistance and foster a collaborative environment where the team feels empowered to explore and adopt the new technology.

Remember, successful adoption of new technology requires

- a well-defined strategy
- addressing concerns
- building a culture of continuous learning and improvement within your engineering team.