

## Appendix: CResDA statements and introductions

The following presentation of CResDA contains suggested questions related to the employee's level in the organisation and role in the digital change process and all CResDA statements. The CResDA statements are numbered and coded with the attitude or resource they belong to. The CResDA statements should be presented to employees using the [recommended order](#). The CResDA statements should be scored in the manner described in the [CResDA scoring guide](#) section.

Technology Competence consists of statements numbered 1 to 4 with code TC.

Trust in Technology consists of statements numbered 5 to 10 with code TRU.

Personal Innovativeness consists of statements numbered 11 to 14 with code PI.

Fixed Digital Mindset consists of statements numbered 15 to 17 with code FDM.

Win-Win Mindset consists of statements numbered 18 to 22 with code WWM.

No-Win Mindset consists of statements numbered 23 to 28 with code NWM.

Team Support consists of statements numbered 29 to 32 with code TEAM.

Line Manager Support consists of statements numbered 33 to 43 with code LINE.

Organisational Support consists of statements numbered 44 to 48 with code ORG.

Change Leadership Support consists of statements numbered 49 to 63 with code CHAN.

### Section 1. Background information about your role

What is your level in the organisation? [amend/modify as necessary]

- ☐ Grades 1-5 (Employee/Team Member)
- ☐ Grades 6-9 (Line Manager/Middle Manager)
- ☐ Grades 10-12 (Senior Manager/Board Member/Executive)
- ☐ Other \_\_\_\_\_

Are you a member of the project team who are implementing new technology?

- ☐ Yes
- ☐ No

In which department do you work (edit as appropriate)?

☐ Department 1

☐ Department 2

☐ Department 3

☐ Department 4

☐ Department 5

☐ Department 6

☐ Department 7

## Section 2: your beliefs and attitudes about technology in general

This section is about your beliefs and attitudes about technology (hardware and software) in general.

Please read each statement and then answer based on the extent to which you agree with each of them:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I can solve the problems I face in my job when using technology at work. (TC, 1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I can deal with unexpected setbacks when using technology in my work. (TC, 2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I know how to deal with technological malfunctions or problems. (TC, 3)

☐☐☐☐☐

I feel as up-to-date with regard to technologies as my peers. (TC, 4)

☐☐☐☐☐

I believe that I can trust new technologies. (TRU, 5)

☐☐☐☐☐

I can depend on new technologies to do the right thing. (TRU, 6)

☐☐☐☐☐

New technologies can be trusted to do a good job. (TRU, 7)

☐☐☐☐☐

Outputs from new technologies are clear and transparent. (TRU, 8)

☐☐☐☐☐

I am concerned that new technologies are not safe or secure. (TRU, 9)

☐☐☐☐☐

I tend not to trust new technologies. (TRU, 10)

☐☐☐☐☐

Please read each statement and then answer based on the extent to which you agree with each of them:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I like to understand how new technologies (tools and software) work. <i>(PI, 11)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy learning how to use new technologies. <i>(PI, 12)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy exploring what new technologies can be used for. <i>(PI, 13)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often seek information on new technologies. <i>(PI, 14)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Though I can learn new things, I can't really change my talent for adapting to new technologies. <i>(FDM, 15)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My technological ability is something fixed about me, and there isn't much that I can do to change it. <i>(FDM, 16)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not much can be done to change how I will keep pace with technological change. <i>(FDM, 17)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Section 3: Your beliefs about specific technology

Thinking of the **specific technology** being implemented in your organisation by the digital change project, to what extent do you agree with the following statements?

(If this project is implementing multiple technologies, please focus on the aspects you are most familiar with.)

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I believe that my job will change for the better as we use more technology. (WWM, 18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that my role will become more meaningful as technology becomes more capable. (WWM, 19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that increased use of technology will make work more efficient. (WWM, 20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This new technology will increase opportunities for employees to succeed in their jobs. (WWM, 21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When this new technology is introduced, employees will benefit. (WWM, 22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am concerned that roles will be lost in my organisation as we use more technology. (NWM, 23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am concerned that how I work with other people will change for the worse as we use more technology.  
(NWM, 24)

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This new technology will mean there will be fewer jobs for employees.  
(NWM, 25)

☐☐☐☐☐

This new technology will lead to employees having less control in their job.  
(NWM, 26)

☐☐☐☐☐

This new technology will reduce the opportunities for employees to succeed in their jobs. (NWM, 27)

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This new technology will lead to employees losing their jobs.  
(NWM, 28)

☐☐☐☐☐

#### Section 4: About your experience of using technology in your organisation

Please read each statement and then answer based on the extent to which you agree with each of them:

##### In my team...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
we have people who are keen to try new technologies. (TEAM, 29)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
we are able to see how other people use new technologies as part of their work. (TEAM, 30)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
we take time to share best practice on how to use new technologies. (TEAM, 31)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
we help each other to use new technologies. (TEAM, 32)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please read each statement and then answer based on the extent to which you agree with each of them:

##### My line manager...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
is enthusiastic about new technologies. (LINE, 33)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
regularly discusses how we are getting on with new technologies that are brought in. (LINE, 34)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

lets our team take the time we need to learn about new technologies.  
(LINE, 35)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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is clear about how and when we should use new technologies.  
(LINE, 36)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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is open and honest with our team about new technology projects.  
(LINE, 37)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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encourages our team to use technology to do things differently.  
(LINE, 38)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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encourages our team to be creative in how we use new technologies.  
(LINE, 39)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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recognises our team for using new technologies.  
(LINE, 40)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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encourages our team to talk about any worries about new technologies. (LINE, 41)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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encourages our team to use new technologies. (LINE, 42)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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makes it clear how technology will contribute to our long term goals. (LINE, 43)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Please read each statement and then answer based on the extent to which you agree with each of them:

**In my organisation...**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
we understand how regulation, standards and legal requirements apply to our use of technology. (ORG, 44)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
we consider the wider implications of the technology we use for our supply chain. (ORG, 45)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that after implementing new technologies, there will be ongoing support available to me. (ORG, 46)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
we develop new technologies with other organisations and external stakeholders. (ORG, 47)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
appropriate training is provided to help me use new technologies. (ORG, 48)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Section 5: How the digital change project is being implemented in your organisation.

Please read each statement and then answer based on the extent to which you agree with each of them:

#### The people responsible for implementing this new technology in my organisation...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
involve the right people at the right time. (CHAN, 49)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
share positive examples of how this technology will be helpful to people like me. (CHAN, 50)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
give people opportunities to provide feedback. (CHAN, 51)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
consider the implications for people and processes. (CHAN, 52)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are more concerned with doing things properly than doing them quickly. (CHAN, 53)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
prioritise making the technology easy to use. (CHAN, 54)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
make it clear what is going to happen when. (CHAN, 55)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

share progress, including any issues and delays. (CHAN, 56)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ensure people from different teams work together. (CHAN, 57)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
make it clear how we will use this technology. (CHAN, 58)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
involve people who will use the technology in developing it. (CHAN, 59)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
make it clear what support we will have after the project is finished. (CHAN, 60)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
make it clear why the organisation is making this change. (CHAN, 61)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
make it clear how the benefits will relate to the time and money the organisation is investing. (CHAN, 62)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
use language people understand. (CHAN, 63)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for completing this survey!