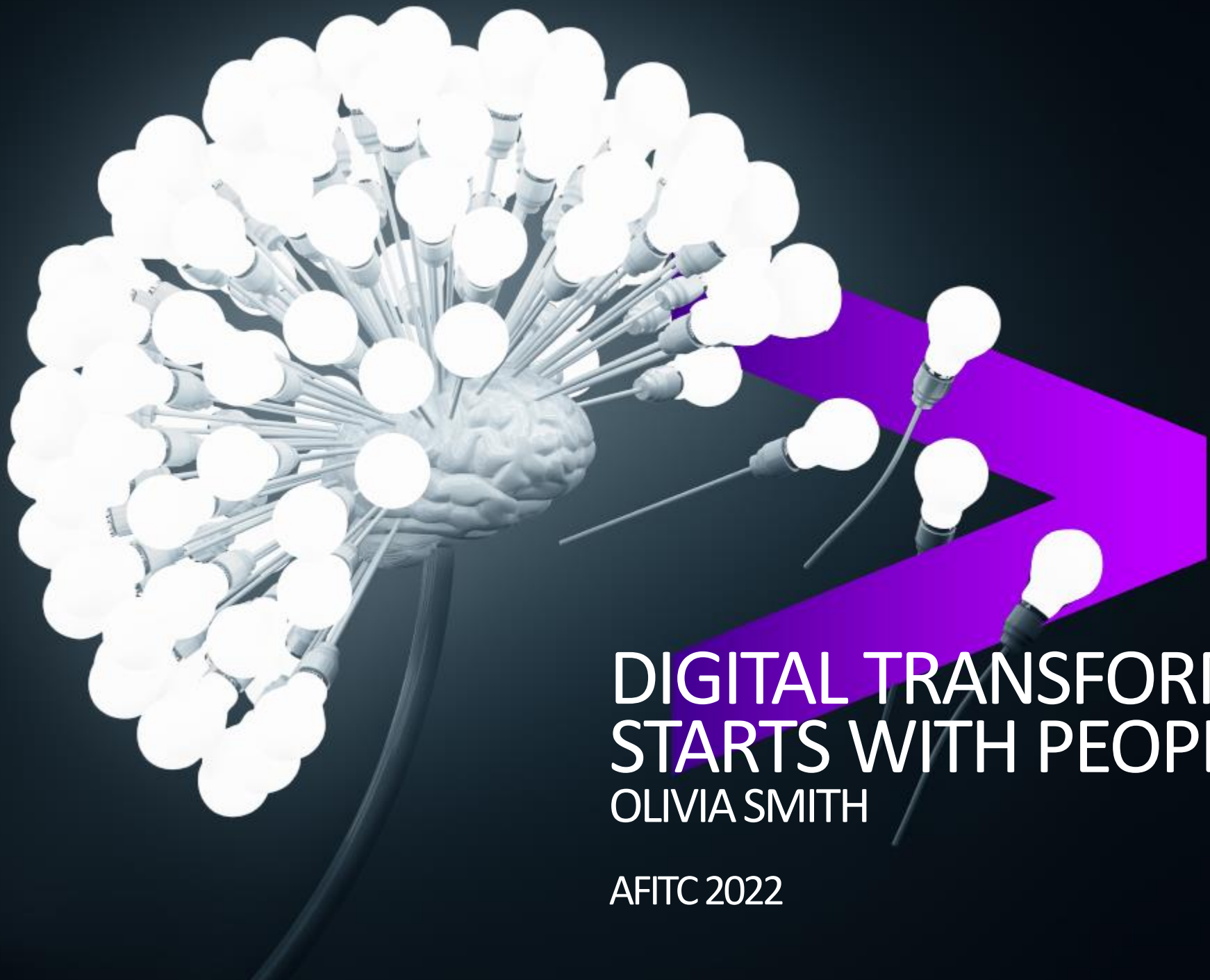




DIGITAL TRANSFORMATION STARTS WITH PEOPLE

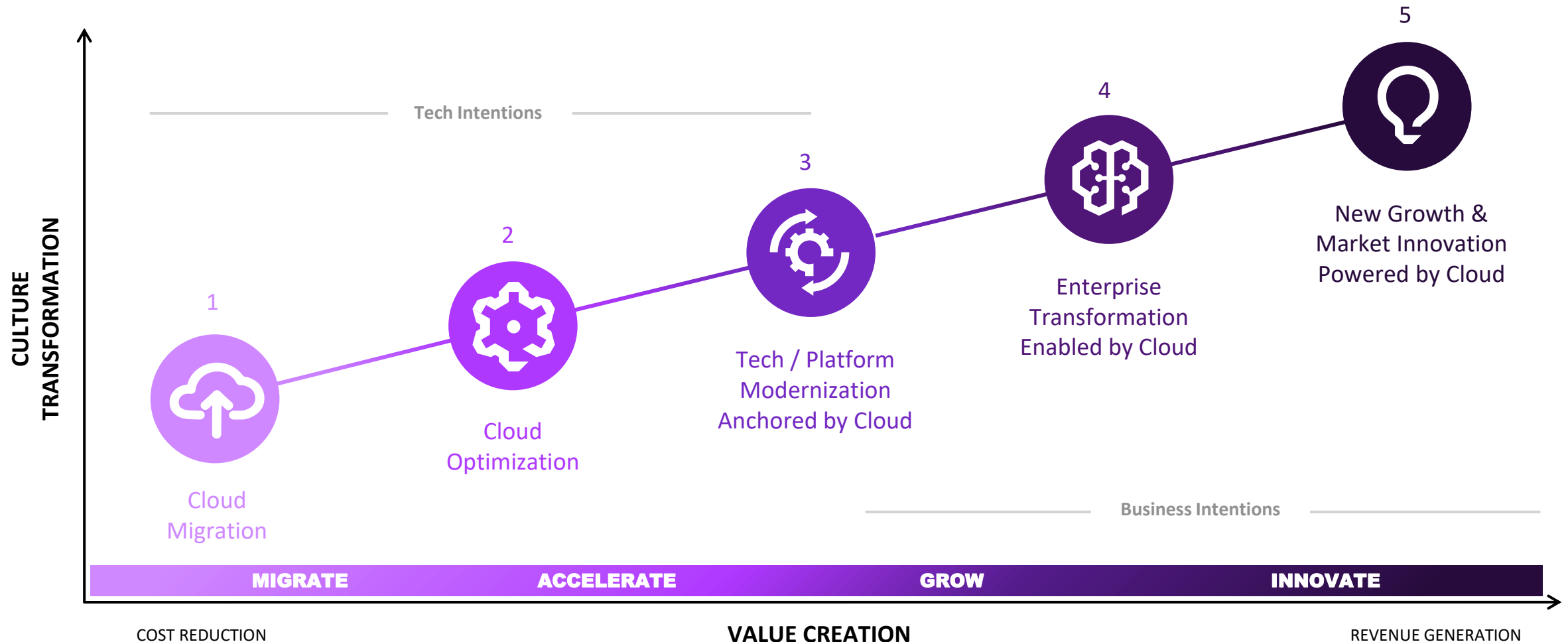
OLIVIA SMITH

AFITC 2022

AGENDA

- ❖ CLOUD CHANGE
- ❖ CLOUD OPERATING MODEL, ORGANIZATIONAL DESIGN & CULTURE
- ❖ CLOUD LEADERSHIP & TALENT
- ❖ CLOUD LEARNING
- ❖ CLOUD CHANGE AND ADOPTION

IN FACT, CULTURE TRANSFORMATION IS FUNDAMENTAL TO FULLY REALIZE THE 360-DEGREE CLOUD VALUE PROP





65%

OF SENIOR IT
EXECUTIVES ARE
STRUGGLING TO
ACHIEVE EXPECTED
CLOUD BENEFITS

THEY STRUGGLE WITH
THE HUMAN SIDE OF CLOUD:

COMPLEXITY OF THE BUSINESS & ORGANIZATIONAL CHANGE

LACK OF CLOUD SKILLS WITHIN THE ORGANIZATION

MISALIGNMENT BETWEEN IT AND THE BUSINESS

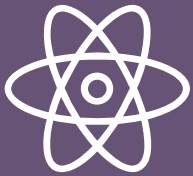
THE DATA IS CLEAR - ORGANIZATIONS MUST ADDRESS THE HUMAN BARRIERS TO CLOUD

TOP CHANGE MANAGEMENT BARRIERS TO CLOUD ADOPTION & USAGE

1. Lack of training on new technologies
2. Change happens too quickly to allow employees to adjust
3. Complexity of change is not properly managed
4. Lack of follow through with change or lack of standards
5. Lack of iterative feedback within organization
6. Key stakeholders brought in too late in the process
7. Change plan does not resonate with company culture
8. Change does not align to org structure
9. Failure to communicate vision
10. Lack of exec/manager sponsorship; poor leadership

CLOUD NATIVE CULTURE REQUIRES US TO TRANSFORM HUMAN SYSTEMS AS WELL AS TECHNOLOGY

Continuous Innovation



- Customer-centricity
- Value streams
- Ecosystems
- Data-led insights
- Experimentation
- Experience design
- Feedback loops
- Flywheel effect

Agile By Default



- Speed-to-value
- Lean, agile, iterative
- Agile infrastructure
- Agile organizations
- Customer MVP
- Small-batch delivery
- Alignment vs autonomy

Product Management



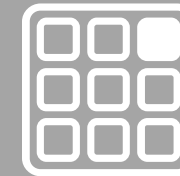
- Organize by product
- Full stack ownership
- Concept-to-retire
- IT + Bus partnership
- Small, stable teams
- Customer value-led
- Incremental funding
- Faster decisioning

DevOps & DevSecOps



- X-functional teams
- No silos / handoffs
- Clear accountability
- Well defined KPIs
- Quality engineering
- Resiliency built in
- Highly automated

Modern Engineering



- Cloud-first
- Containerization
- APIs/microservices
- Serverless
- Virtualization
- Automation / AI
- Real-time data
- Service orientation

Digital Talent, Org & Culture



- Human + machine
- Intelligent op/org
- Digital roles, skills
- New career paths
- Liquid workforce
- Continuous learning
- Growth mindset
- Cloud native culture

Human Potential + Cloud Technology = 360-Degree Value Creation

CLOUD CHANGE ACCELERATION HARNESSES

THE HUMAN SIDE OF CLOUD TO DRIVE 360-DEGREE VALUE

		Cloud Native Value Pillars					
		Continuous Innovation	Agile By Default	Product Management	DevOps & DevSecOps	Modern Engineering	Digital Talent, Org & Culture
Human Systems							
Strategy & Journey		✓	✓	✓	✓	✓	✓
Op Model, Org & Culture		✓	✓	✓	✓	✓	✓
Leadership & Talent		✓	✓	✓	✓	✓	✓
Learning		✓	✓	✓	✓	✓	✓
Change & Adoption		✓	✓	✓	✓	✓	✓

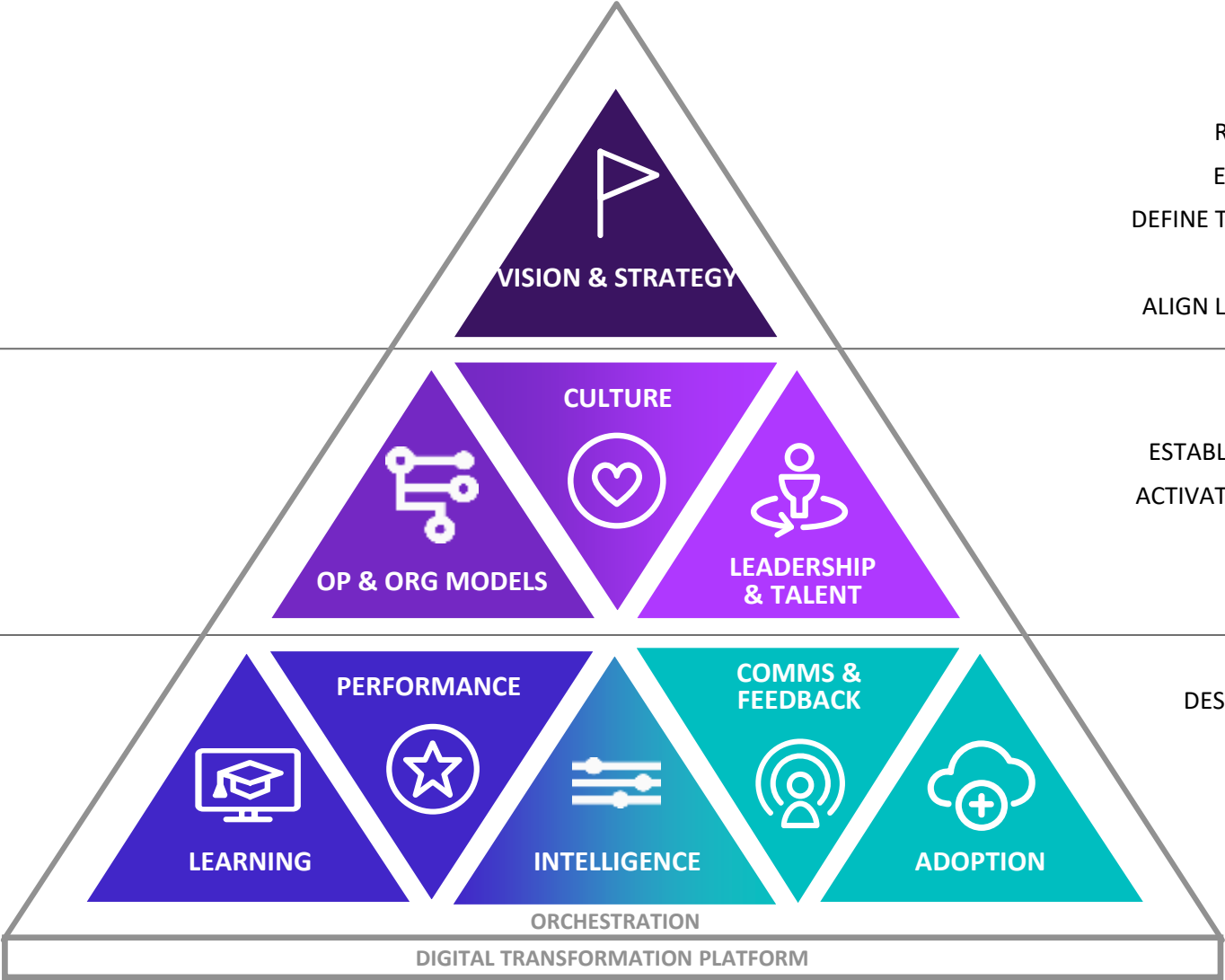
CLOUD CHANGE ACCELERATION

HIGH-LEVEL FRAMEWORK

DEFINE THE PATH

ALIGN THE ORG

ACCELERATE THE CHANGE



STRATEGY

- RE-IMAGINE FUTURE STATE, NORTH STAR
- ESTABLISH CLOUD PRIORITIES & PURPOSE
- DEFINE TARGET CLOUD OUTCOMES & MEASURES
- DESIGN CLOUD JOURNEY & ROADMAP
- ALIGN LEADERS ON FUTURE STATE / OUTCOMES

ALIGN THE ORG

- DESIGN CLOUD OP MODEL, ORG & COE
- ESTABLISH CLOUD NATIVE CULTURE PRINCIPLES
- ACTIVATE TRANSFORMATIONAL CLOUD LEADERS
- DEFINE CLOUD ROLES, SKILLS & CAREERS
- SELECT / HIRE CLOUD TALENT

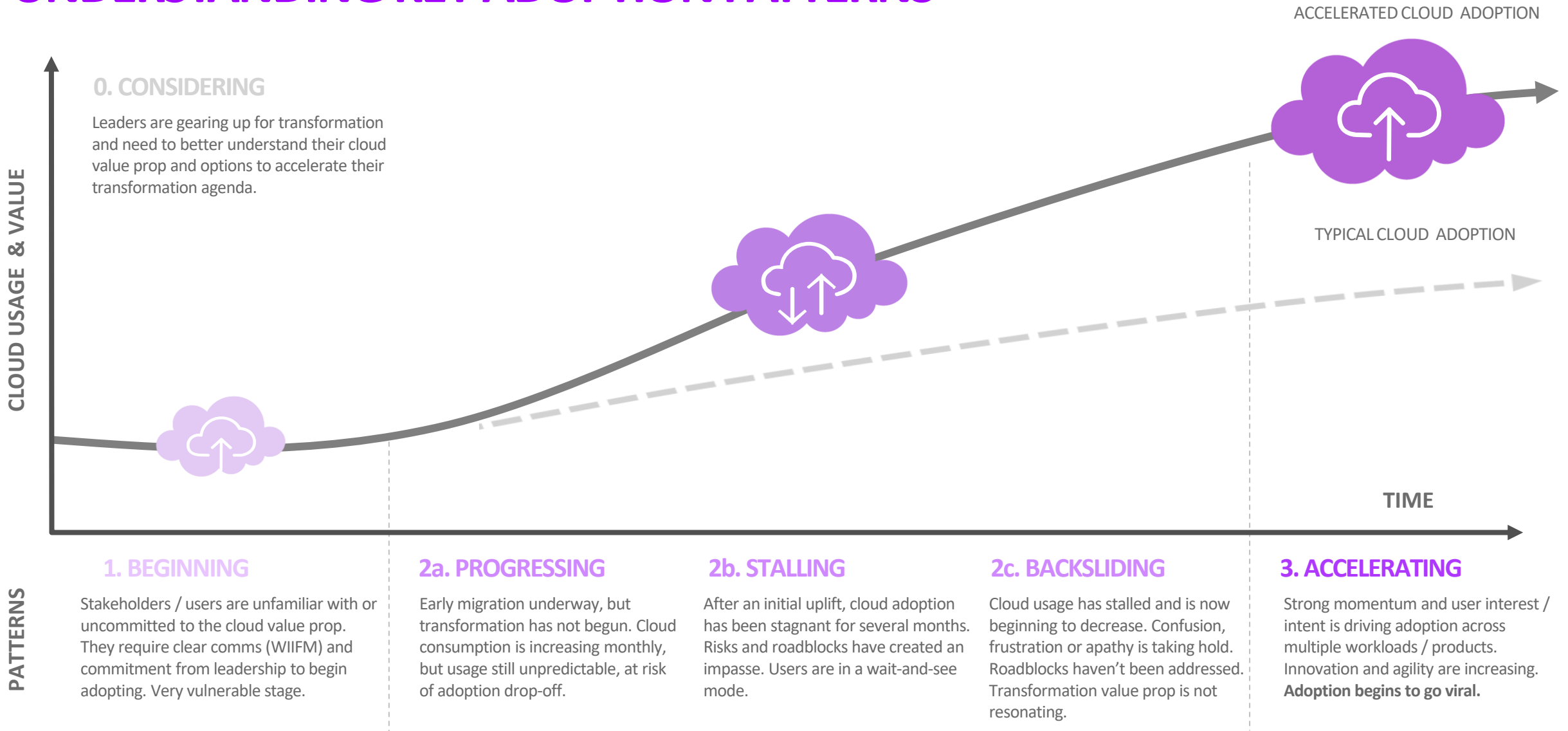
ACCELERATE THE CHANGE

- DESIGN & IMPLEMENT GROWTH PATHWAYS
- ENABLE CONTINUOUS CLOUD LEARNING
- LAUNCH CLOUD CHANGE CAMPAIGNS
- MEASURE ADOPTION & REFINE
- SCALE NEW WAYS OF WORKING

OUTCOMES

THE CLOUD ADOPTION JOURNEY

UNDERSTANDING KEY ADOPTION PATTERNS



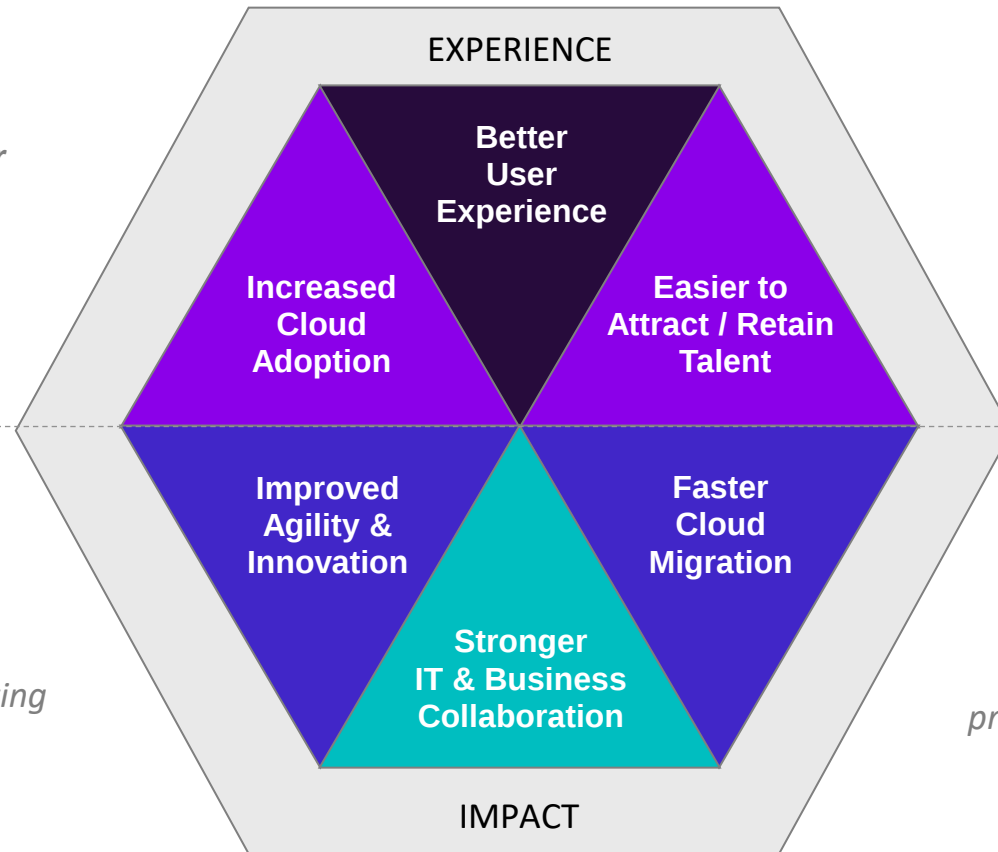
CHANGE ACCELERATION IS CRITICAL TO ACHIEVE CLOUD TRANSFORMATION OUTCOMES

*Change Acceleration prepares and enables users, resulting in **better adoption** and **faster time-to-value***

ADOPTION

BUSINESS OUTCOMES

*Change Acceleration facilitates **stronger partnerships** between IT and Business, resulting in **more agility and innovation***



*Change Acceleration designs **superior user experiences** as well as **new career opportunities**, attracting top talent*

SENTIMENT

TECHNOLOGY OUTCOMES

*Change Acceleration reduces the likelihood of program delays, turf wars and confusion, resulting in **faster cloud migration***

HOW DO WE KNOW IT'S WORKING?

KEY CLOUD CHANGE METRICS



HUMAN SYSTEMS TRANSFORMATION

ACCELERATES 360-DEGREE VALUE

SELECT CLIENT EXAMPLES

DIGITAL
TALENT & CULTURE
CHANGE
OUTCOMES

20-30%

INCREASED
SPEED TO
COMPETENCY

5-7%

IMPROVED
TALENT
RETENTION

35-40%

INCREASED
PRODUCTIVITY

10-20%

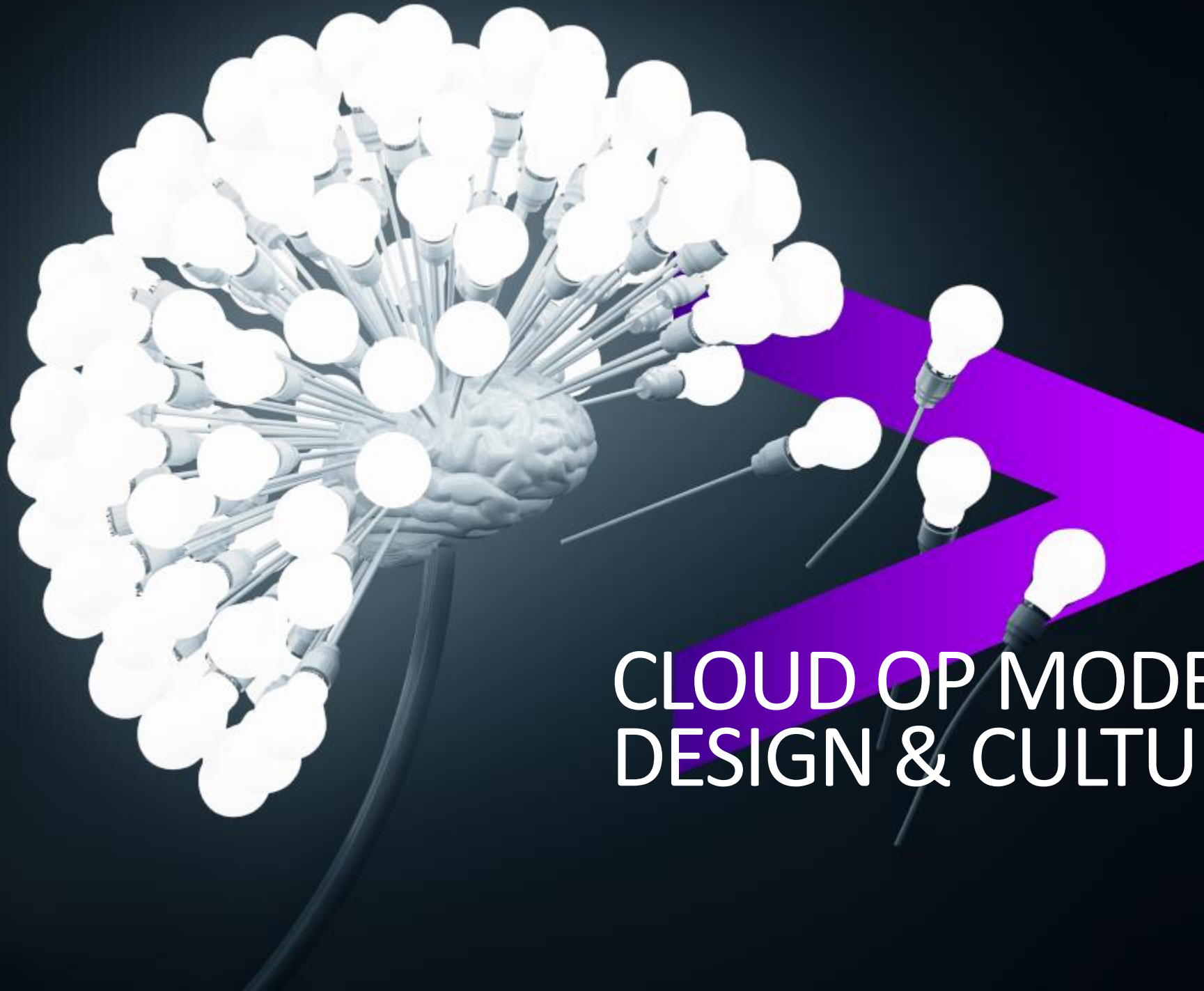
LOWER COST
OF TRAINING &
DEVELOPMENT

30-50%

BETTER
EMPLOYEE
EXPERIENCE

Related Reading:

1. *Why Competing for New Talent is a Mistake.* Harvard Business Review, 2020.
2. *Source: Gallup Q12 meta-analysis report, 2016*
3. *What is your Quality of Life at Work?* HBR.org & The Energy Project (=19,900+)



CLOUD OP MODEL, ORG DESIGN & CULTURE

CLOUD ORGS NEED AN INTELLIGENT OPERATING MODEL TO EMBED PURPOSE AND TRANSFORM PERFORMANCE

Accenture research has identified **five characteristics** of Intelligent operating models:



HUMAN

- Purpose-driven
- Personalized, authentic work experiences
- Entrepreneurial learning



LIQUID

- Talent marketplace
- Shared or rented assets
- Ecosystems and co-opetition



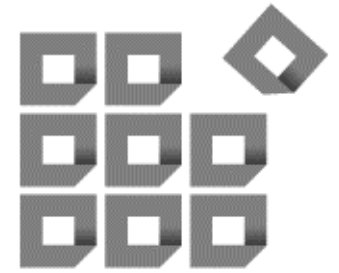
ENHANCED

- Intelligent automation and augmentation
- Data and insight for action
- Connected working and workspaces



LIVING

- Self-organizing and agile teaming
- Stakeholder-centric
- Sense and experiment



MODULAR

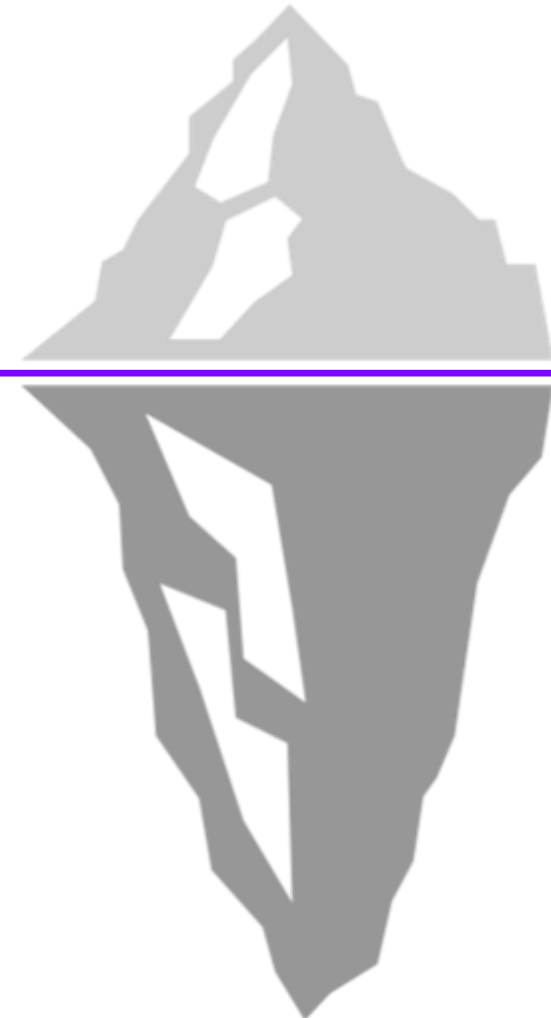
- Multi-engine models
- Strategic venturing
- 'Plug and play' capabilities (org. APIs)

OUR APPROACH TO CLOUD OP MODEL & ORG DESIGN BUILDS ON THESE CHARACTERISTICS

CULTURE TRANSFORMATION IS DRIVEN BY VISIBLE BEHAVIORS AND UNDERLYING MINDSETS

Behaviors are the observable, measurable actions and patterns that will generate sustained organization-wide culture shifts to expedite cloud transformation

Mindsets are the underlying, often unstated assumptions and beliefs that drive company-wide behaviors and internal optimism and acceptance towards cloud adoption



5 KEY CULTURE PRINCIPLES TO ENABLE CLOUD NATIVE WAYS OF WORKING

	CUSTOMER OBSESSION	ALWAYS LEARNING	CONTINUOUS INNOVATION	AGILE BY DEFAULT	COLLABORATION AT SCALE
Observable Behaviors	Design for customer experience	Seek and apply new ideas	Challenge the status quo	Iterate with data	Work in cross-functional teams
	Organize via products & value streams	Build T-shaped skills (depth & breadth)	Hypothesize, experiment & refine	Make decisions faster	Empower teams to embrace risk
	Use data to drive customer success	Share knowledge with others	Think big, start small and scale	Deploy in smaller increments of value	Accountable for outcomes
Underlying Mindsets	Believe the customer is the priority	Embrace growth mindset	Resilient - know failure is essential to mastery	Bias for action	Trust each other
	Understand the “flywheel effect”	Curious, passionate, open to new ideas	Embrace autonomy	Believe that speed is critical to success	Willing to engage in healthy debate
	Open to outside perspective	Believe new abilities can be developed	Value calculated risk-taking	Willing to adapt & change course	Foster climate of inclusion & diversity

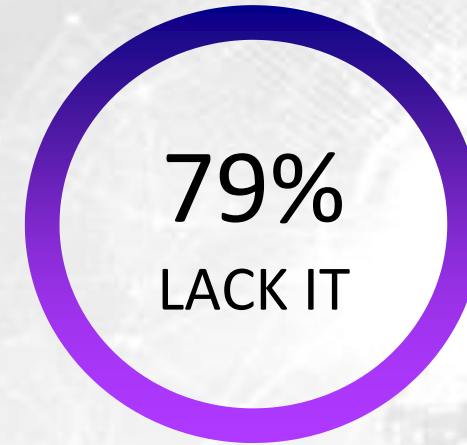


CLOUD LEADERSHIP & TALENT

CLOUD COMPUTING TALENT - EVERYONE WANTS IT, FEW HAVE IT



We know that
CLOUD COMPUTING
is the most in-demand
hard skill out of the 50,000 skills
assessed,
according to [LinkedIn](#)



But the majority of IT leaders report
**LACK OF CLOUD
RESOURCES / EXPERTISE**
is one of the top barriers to
enterprise cloud adoption,
according to [RightScale](#)

YOUR CLOUD TALENT STRATEGY

A NEW ERA DRIVEN BY CLOUD

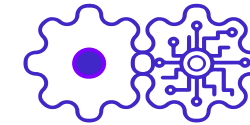
IN TODAY'S HYPER FAST-PACED MARKET, THE NEED FOR COMPANIES TO EVOLVE THEIR WORKFORCE IS REAL. CLOUD TALENT IS HARD TO FIND, AND HARD TO RETAIN.



Accelerated
Technology Waves



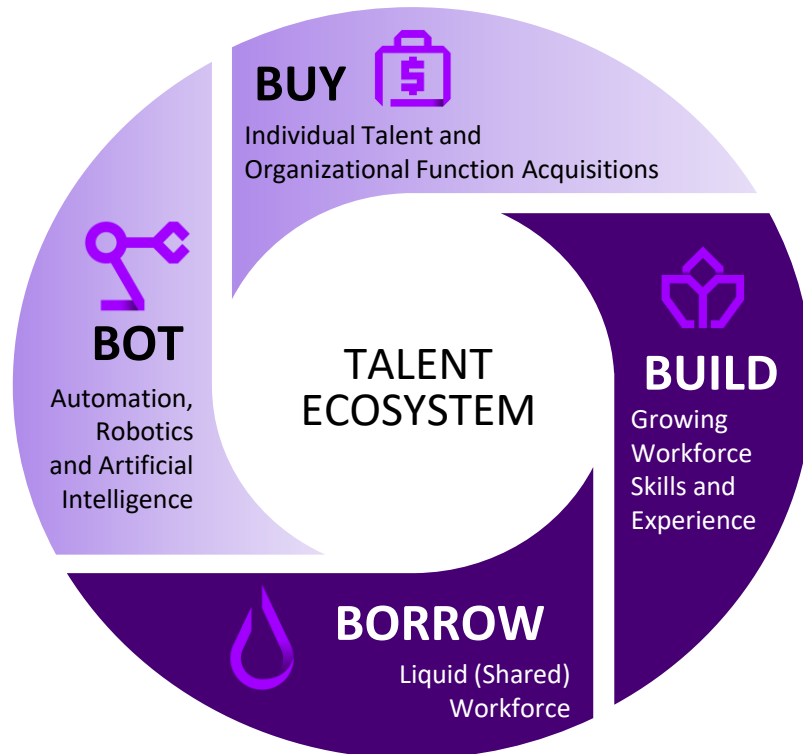
E2E Product
& Service
Digitization



Lack of Role & Skill
Digital Readiness



Increasing
Talent Costs



The key to achieve competitive cloud talent advantage is to

CULTIVATE YOUR DIGITAL A-TEAM

Start with dedicated investment to **BUILD** cloud skills in your existing workforce + intentional investment to **BORROW** targeted experts via strategic vendor partners

IN ADDITION TO EXEC SPONSORS, START WITH THESE KEY CLOUD ROLES



STRATEGY & GOVERNANCE



CLOUD TRANSFORMATION LEAD

Leads cloud transformation and CCOE; manages cloud vendor relationship, as well as project and roadmap



CLOUD ENTERPRISE ARCHITECT

Drives a common vision across each architectural domain to enable technology implementation across value streams



CLOUD STRATEGY LEAD

Develops cloud strategy, service portfolio, and operating model in alignment with wider enterprise architecture roadmaps



CLOUD VALUE ARCHITECT

Defines and manages cloud business case, KPIs, and financial metrics; establishes value tracking processes; builds cloud Opex model



BUSINESS ENABLEMENT LEAD

Interfaces with business groups to gather requirements and ensure all initiatives leverage supported technology strategies and goals



DATA LEAD

Designs and manages database services to optimize data strategy and derive additional value from data



PEOPLE



CLOUD OCM LEAD

Develops organizational change management, talent and culture objectives and strategies and oversees their execution across Business and IT



PLATFORM



CLOUD PLATFORM LEAD

Executes design and planning of scalable platforms; Drives the end-to-end target state architecture of applications within a cloud footprint; Consults with development teams on best practices



OPERATIONS



CLOUD OPERATIONS LEAD

Executes management, maintenance and support of scalable platforms; Builds and implements Cloud solutions

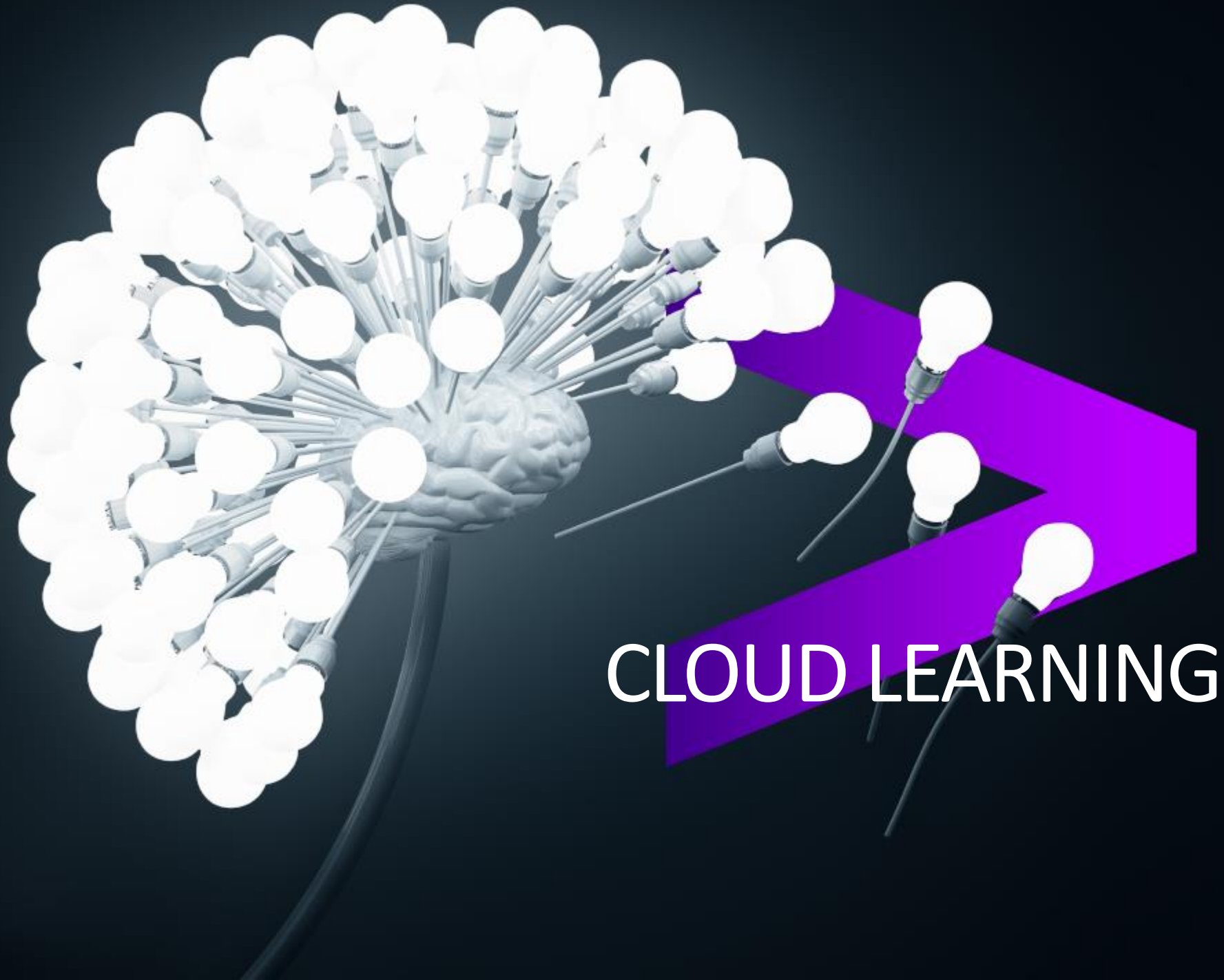


SECURITY



CLOUD SECURITY LEAD

Sets direction and standards for cloud security controls including identity and access management; Identifies and prioritizes enterprise level cloud security threats and risks



CLOUD TRANSFORMATION

CORE PERSONAS

The Cloud Change Acceleration Program will customize the change journey to fit the unique needs of each stakeholder represented by a persona

Each persona needs tailored:

- Messaging
- Expectation setting
- Skills
- Roles, jobs and/or career paths
- Learning paths with multiple entry points, depending on skill level
- Incentives & rewards



TECHNOLOGY
LEADER



CLOUD
DEVELOPER



CLOUD
OPERATOR



FINANCE
PARTNER



BUSINESS
PARTNER



HR
PARTNER



DATA
MANAGER



CLOUD GOVERNANCE
PARTNER



AGILE
PROJECT MANAGER

CLOUD NEW SKILLING JOURNEY OVERVIEW

Map Cloud skills and level of competency by Persona/Role



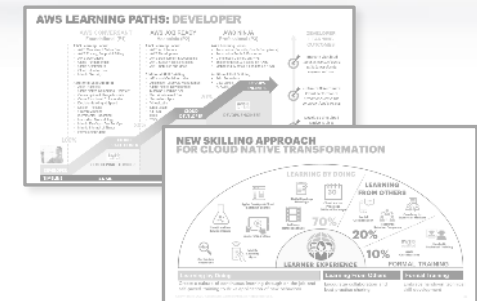
Persona/Role	Cloud Skills	Competency Level
Cloud Architect	Cloud Architecture, Cloud Security, Cloud Migration	Advanced
Cloud Engineer	Cloud Infrastructure, Cloud Networking, Cloud Storage	Intermediate
Cloud Developer	Cloud Applications, Cloud DevOps, Cloud Testing	Intermediate
Cloud Analyst	Cloud Monitoring, Cloud Logging, Cloud Billing	Beginner

Assess current workforce against Cloud skills and competencies



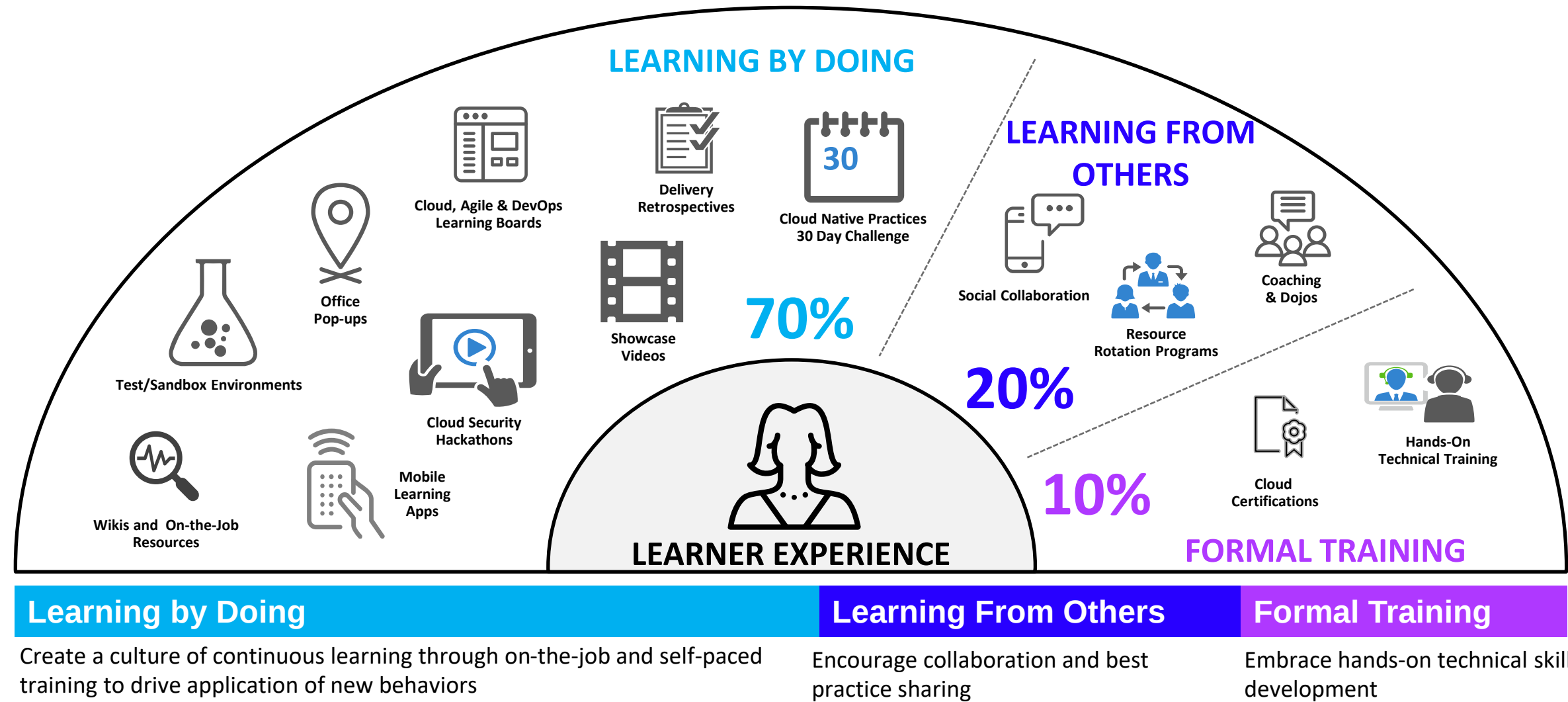
Accelerate New Skilling with Cloud Certifications and critical business and culture skills needed to drive true Cloud transformation

Customize Learning Paths, Approach, and Outcomes by Persona/Role with multiple entry points based on current proficiency



NEW SKILLING APPROACH FOR CLOUD TRANSFORMATION

ILLUSTRATIVE





CLOUD CHANGE & ADOPTION

CLOUD CHANGE ACCELERATION = PROVEN APPROACH, DELIVERED IN A NEW WAY TO PROMOTE SPEED & AGILITY



THE “SCIENCE” OF CLOUD CHANGE ACCELERATION = PREDICTIVE ANALYTICS TO CUSTOMIZE THE CHANGE

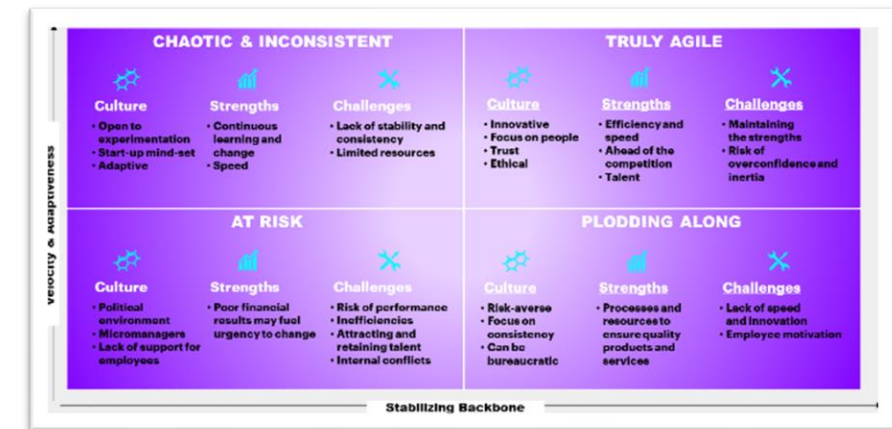
TRANSFORMATION GPS

BENCHMARKS & GUIDES THE JOURNEY

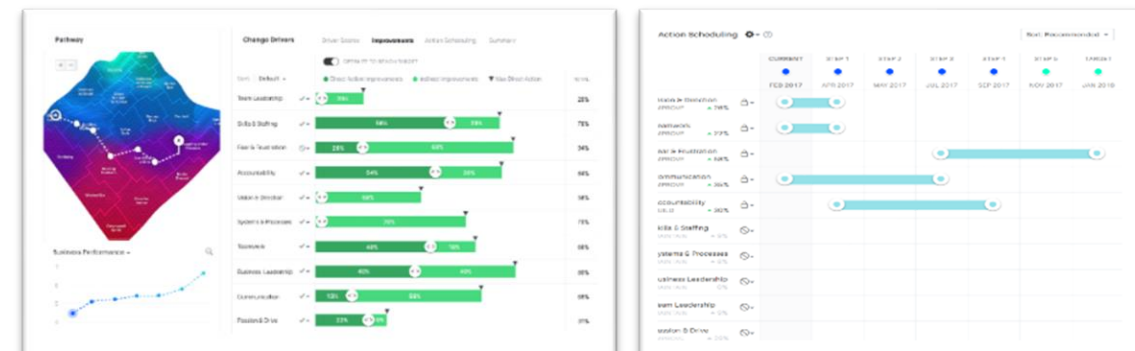


ORG AGILITY INDEX

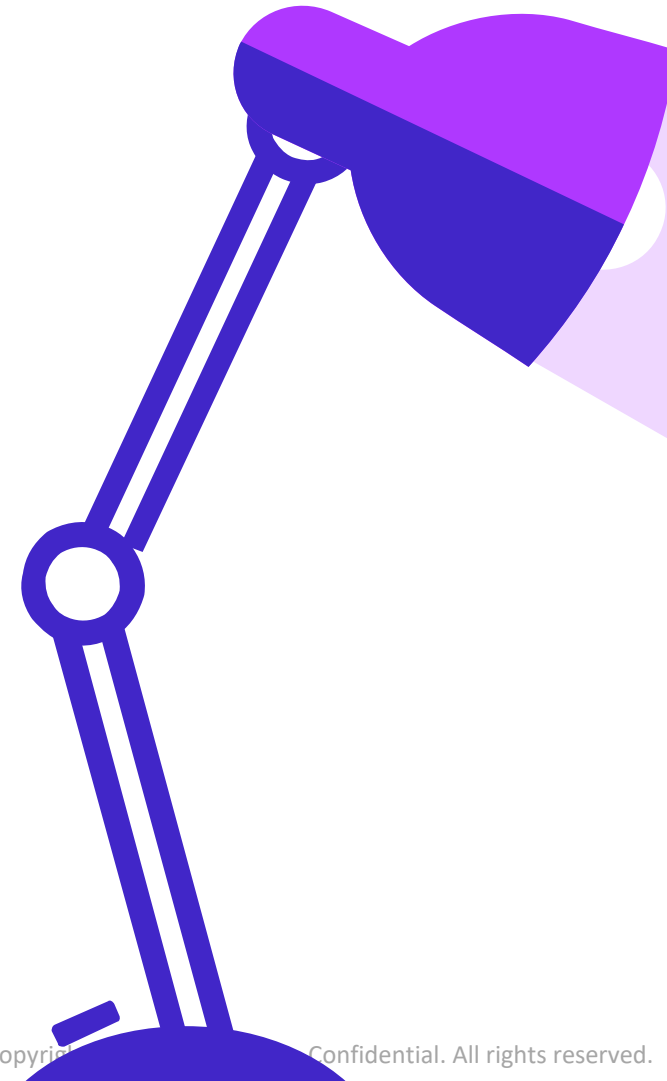
MEASURES THE CHANGE ENVIRONMENT



AUTOMATED CHANGE PLAN
TAILORED FOR CLIENT'S UNIQUE JOURNEY & CULTURE



THE “ART” OF CLOUD CHANGE ACCELERATION = BEHAVIORAL PSYCHOLOGY TO SHIFT MINDSETS



Ensure **leadership** is **aligned** and modelling new behaviors.

Keep it **small & manageable**, build on progress and successes over time.



Create a **growth mind-set** by focusing on the learnings and showcasing successes



Use gamification to tap into **rational and emotional** behavior drivers

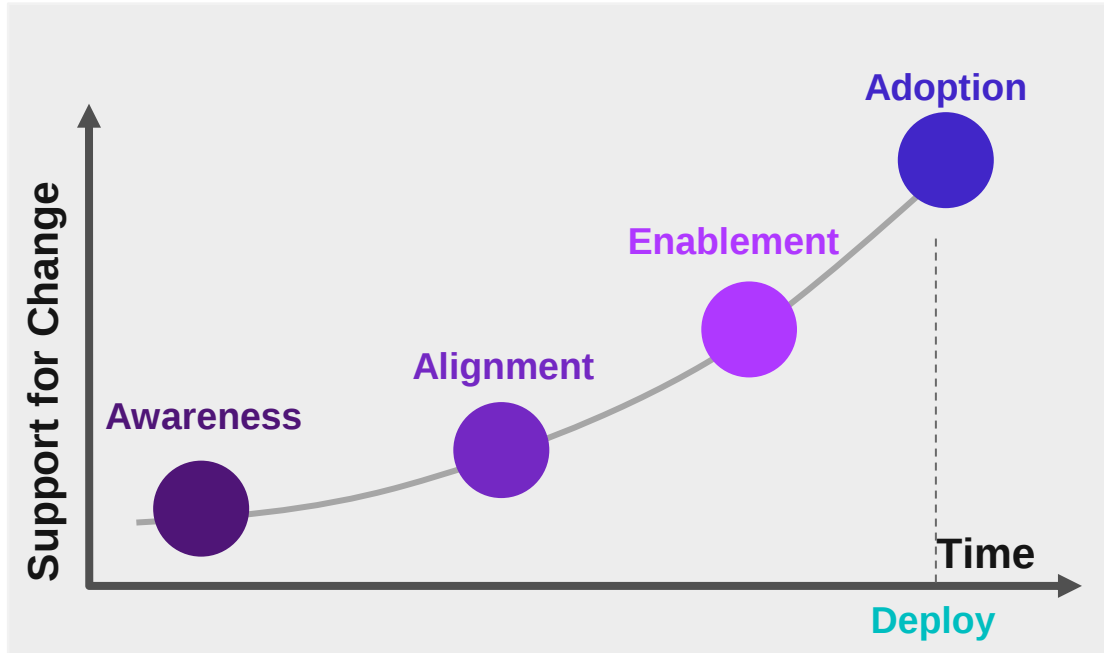
Use social, digital and experiential training so users can **make their own connections**



Use **data and measurement** as “persuasive social proof” to accelerate adoption

CLOUD CHANGE ACCELERATION USES AGILE PRINCIPLES TO FAST-TRACK TRANSFORMATION

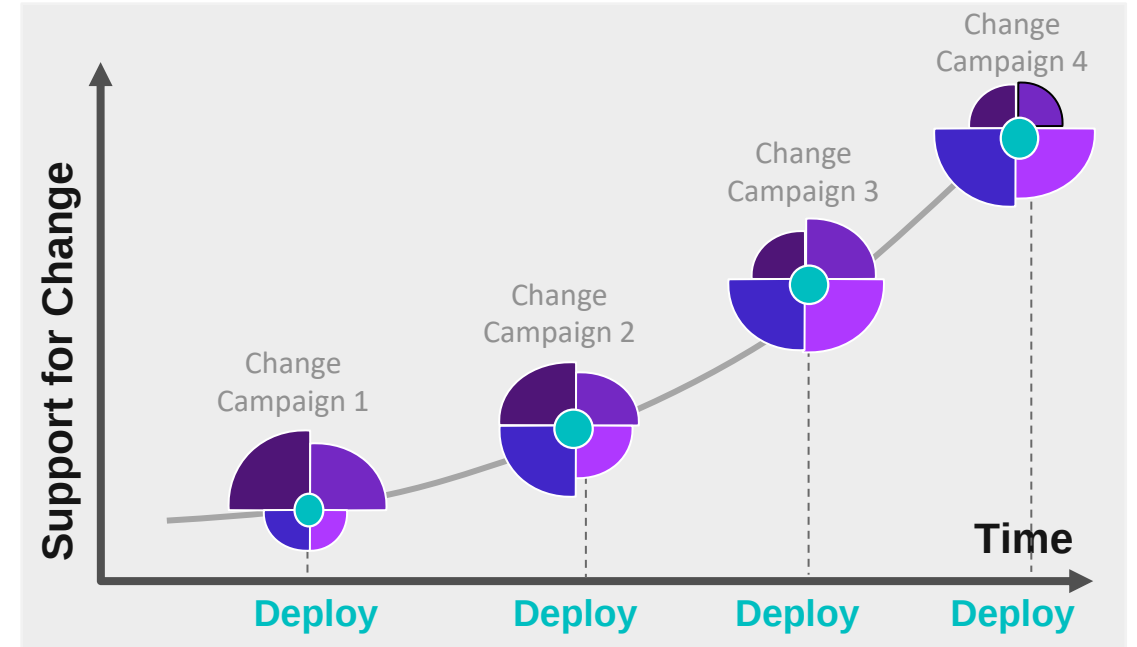
Traditional Change Curve



Characteristics:

- Linear, structured, sequential change activities
- Lagging measurement to track historical progress
- Large-scale, big-bang deployment
- Track and manage change activities via spreadsheets
- Collect user feedback post-deployment

Cloud Change Acceleration Approach



Characteristics:

- Rapid, iterative, focused change management campaigns
- Predictive analytics to target and prioritize effort
- Smaller, incremental deployments (earlier 'hands-on' experience)
- Track and manage change activities via backlog and digital tools
- Feedback loops to improve and refine along the journey



THANK YOU!