



## For Cloud Professionals, part of the On Cloud Podcast

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**Title:** Cloud-based HR: rethinking the future of work

**Description:** In light of the COVID-19 pandemic, as well as non-pandemic market forces, companies are rethinking and simplifying their operations. Human resources is no exception to that. Companies must reshape their HR function to enable more connection, flexibility, and clarity for their workforce, while still maintaining a talent pool that meets their needs. Cloud can help. In this episode of the podcast, David Linthicum and guests, Deloitte's Andy Peck and Telstra's Julian Clarke and Darren Fewster, discuss how Telstra has implemented a cloud-based HR system from Workday that enables them to rethink and democratize their workforce and forge deeper connections with their employees, while building a more flexible workforce strategy that has enormous benefits for both employees and management.

**Duration:** 00:34:45

**Operator:**

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**David Linthicum:**

Hey, welcome back to the On Cloud podcast, your one place to find out how to make cloud computing work for your enterprise. This is an objective discussion with industry thought leaders who provide their own unique perspective around the pragmatic use of cloud-based technology. Today on the show, we have Andy Peck, Partner at Deloitte Consulting, Julian Clarke, and Darren Fewster, who are both executives at Telstra, and we're going to get to know these guys and also talk about some pretty exciting technology trends that are going on in the industry. So, first let me get the panel to introduce themselves. So, Andy, why don't you tell us what you do at Deloitte and what's a typical week in the life of Andy Peck?

**Andy Peck:**

Thanks, David, and it's a pleasure to be on the podcast. And I sit in our consulting business and have a specialization in human capital, as we refer to it, but that's quite a broad ranging set of things. It's a lot of work around big organization transformation, leadership support, workforce remodeling, looking at how capabilities and skills of the future can be realized today, all kinds of really interesting things that from my perspective are really about helping organizations figure out how to get the most out of their people and support their people to be fantastic at the work that they actually do. And I'm really proud to be a part of the conversation today. Telstra has been one of my clients for the past six or seven years, and it's been a real highlight of my career to have had the opportunity to work with these guys over an extended period of time on lots of different pieces of work, including the significant Workday implementation, which has been going on for several years now. So, really excited to be here today to talk with these guys about their story.

**David Linthicum:**

Yeah, and just to put an exclamation point on the area that you work in, I've been in the cloud business for a long time, and the biggest thing I used to get asked on engagements was how to change the organization around the use of new technology, in this case, cloud computing. And it was a huge set of issues that people have to go through to optimize the op models to optimize the talent acquisition, skills matrixing, things like that, and I've just got a lot of respect for what you guys do after fumbling through that a few times. And the great thing about being at Deloitte is I have you guys available to us if we need you. So, Julian, tell us about you and what you do at Telstra?

**Julian Clarke:**

Good day, David. So, yeah, thanks for having me on, and I work in Telstra in a group called Transformation, Communications, and People, but it's really the people part of the business that excites me. And I look after things like employee experience, all of our HR product management. We're working a lot on how we do end-to-end product management and really think about how we drive employee experience and then the customer experience through that. And I look after things like talent, performance and D&I, and in particular been working with Darren and with Andy on how we actually optimize Workday to really drive a different experience for our managers and employees.

**David Linthicum:**

That's great. So, tell us something about what do you do for fun? What kinds of things do you do if you're not working at Telstra?

**Julian Clarke:**

If I'm not working at Telstra, I love cooking. I probably love cooking good Australian wine a little bit too much as well, and at the moment, I'm kind of enjoying the garden and walking a lot because here we're in lockdown still in Victoria in Australia, and so, there's not that many places you can go right now.

**David Linthicum:**

Yeah, we share the same hobbies certainly, wine and food are something I love as well. So, moving on to Darren, what do you do at Telstra and tell us a little bit about yourself. What's your daily responsibilities?

**Darren Fewster:**

Oh, hi, David. Thank you. So, I work in the same team as Julian, so Transformation, Communications, and People. I have accountability for things such as global health and safety of our people, which has been a real focus this year, of all years, employee relations and also excitingly I have digital experience, data analytics and insights, so working very closely of course with Andy over the last few years in terms of leading the Workday implementation at Telstra. I've been with Telstra for 18 years. Like Julian, we both came across to Telstra as attorneys and somehow ended up in human resources, and it's been an incredible experience. Outside of work, I also like to dabble in Australian wine, like Julian, learning to play the piano, and also living in lockdown with my family, including kids who are finishing up high school this year.

**David Linthicum:**

Yeah, everybody's in lockdown. Hopefully we get out of here pretty quick and the world can get back to normal, but I think it's going to take some time. So, the Telstra story, ultimately this is about how you're leveraging technology as a force multiplier to improve employee experience, deliver operational benefits, I'm assuming return value back to the shareholders. That's the ultimate objective of a business. So, Julian, go to you first. What is the Telstra story, and kind of give us the high level in terms of how you got into leveraging this technology in this specific way and what were the expectations and, maybe a couple of things that you learned along the way.

**Julian Clarke:**

Yeah, sure. So, Telstra's an old company in Australia in terms. We've been around for a very long time. We were the original kind of postmaster general and telecommunications provider that used to connect Australia with—a vast country, different parts with each other, and then back to the rest of the world. And of course, with being a legacy provider can come a lot of complexity and legacy systems. And so, a couple of years ago, we launched a new strategy as an organization called T-22, Telstra 2022, in the longer version, and a lot of that was really about how do we simplify our business for our customers. And obviously a key part of simplification is around digitization.

And so, there's been a lot of work that we've been doing to digitize the front end so the interfaces that we actually have for our customers to speak with us, but then also there's work to do in simplifying the back end, and that includes for employees. And so, for me, the journey that we've been on with Workday in the cloud has actually been a key part of that. How do we lift our employee experience? One of the targets we set ourselves when we started this transformation was to lift employee engagement to global high performing norm levels, which we kind of pegged it around 84. And so, a lot of that has been focusing on that employee experience and saying what are those things that we can do to enable our people better, both our managers and employees, and I think Workday's been a key part of that journey.

**David Linthicum:**

So, Darren, what's your take on your journey down this particular path and leveraging technology, in this case, Workday ERP as a force multiplier? And what were some of the concerns you had in kind of going into the adoption of this technology and getting it up and running in a business that's very foundational in Australia?

**Darren Fewster:**

Really good questions, David. I think for us, when we were kicking off on the T-22 customer journey that Julian spoke about there, one of the questions, or the pitch that I made to our leadership team is, well, why aren't we contemplating the same sort of approach and experience with our employees? At the time, we probably had, as a big, old company, created this very complex world for our employees, so we have over 40 bespoke systems and tools across the company. We'd have a system for learning, we'd have a system for talent, we'd have systems for every part of the employee life cycle, and none of them really spoke to each other or hung together. So, our decision was basically like, "How do we transform this and go out of the box for our people and deliver something that's an (Inaudible) solution and delivers the same sort of experiences to them that we're trying to deliver for our customers?"

So, we did go down this path with Workday, and we went out of the box, which was the biggest challenge of all because Telstra is historically a company of engineers, essentially, who are very talented and gifted engineers, but they like to play with and change everything. We called our project, (Inaudible) project vanilla, which was essentially we are taking this out of the box, we are going to change the company to meet this solution, not to tinker with the solution to meet the company. So, that was probably the biggest challenge, and when we went live in August last year, we essentially turned off all of those 40 bespoke systems. We went live across our 20-plus global countries in which we operate for over 70,000 employees. So, it was a big-bang approach, and to me, unless we took that big bang approach, we probably wouldn't have got to where we are today.

**David Linthicum:**

So, Andy, playing this trusted advisor role here, your ability to kind of guide them to the right solution, and that's always something – that's something that I do as well, and I think you end up having a passion for it once you do it a few times. So, tell us from your perspective what the story was in terms of how they got to the technology solution and some of the benefits you noticed and, perhaps some of the limitations that you had to work around when implementing any technology.

**Andy Peck:**

Yeah, I think it's been a really interesting journey, for the organization in a couple of ways. I think both Darren and Julian have painted, from my perspective, a very accurate picture of what the organization was facing, what were some of the essential decisions that they made and how they've been really adding over time a new approach and a new capability to be able to get to that point of simplification. I think, in addition to what they've said, I think that they've done an amazing job in a couple of different ways as a whole organization. One is that I think that they've taken a fantastic but difficult holistic approach to change, so this journey has not just been about the technology.

The technology has been a key enabler, and they've made choices around Workday, as a product, based on the outcomes of employee experience and simplification. So, they really chose what they wanted their technology to be able to enable as the critical kind of catalyst for looking at change. But to build on Darren's point around big bang, they've also looked holistically at how do we consider the operating model of the organization and align an agile way of working with how the technology's actually being supported and how teams are using it as well as individuals at the manager and people level.

I think for me, one of the other big things aside from looking holistically at an operating model shift and some of the important change levers around that is that Telstra's also made a significant investment in looking at how to repivot its capability. And so, to build on Darren's point around the role of engineers, there's been fantastic work done over a period of time to look at critical workforce segments, how do they actually identify the inherent skill capability and competencies that those segments need to have, and where can we make sure that we are looking at the right way to place those segments or those capabilities in different parts of the organization so that we're trying to actually get people who can work effectively together on common problems, on end-to-end solutions, on clear customer objectives, and bring them together around teams that are based on capability more so than based on role.

And I think that's been a really essentially shift, one that there's still, I think, opportunity for them to improve upon, and part of the journey around the next evolution of Workday's capability will support that. But beyond the technology, there's been incredibly conscious focused and considered approach around how do we also support the change of the organization as a system around process integration, around capability of our people, around how we actually look at the role of vendors and external providers and the way we actually build and create teams that are aligned to organizational outcomes more so than to functional or process-centric outcomes. And all those shifts, I think, are essential for an organization to really be able to create value through the technology capabilities that it's put in place.

**David Linthicum:**

So, Julian, I'm going to pick on you a bit. I did some research in the higher education space, and basically, they have to reinvent how they're going to deliver education going forward, and I think we're all going to experience that having kids that eventually go to college. They're going to have to either experience or reexperience in how we do training, and one of the things that I discovered was a lot of them are leveraging artificially-intelligent, machine learning-based technology to in essence guide the students through.

And I remember when I went to college, or even worked at an employer, the HR department was something you typically didn't interact with. When you interacted with them, it usually was very complex, they threw a lot of forms at you, things like that. And the ability to kind of have, for lack of a better term, user-focused experience without having to deal with human beings all the time, but having it a pleasant experience, basically having it help you moving forward, really kind of seems to be the objective of Workday going forward. How did you implement that there and what did you discover that was a core benefit where the light came on, and what things could have worked out better?

**Julian Clarke:**

Yeah, absolutely. Gosh, there's so much I could talk about there, David. I mean, I think linking it back to just what Andy talked about before, one of the things we did in this transformation was move probably about 7,000 of our 26,000 employees into full-scale agile, and then we've also really flattened our structure, so we've moved from about ten layers in the organization to six layers. And what that's done is actually mean we've had to kind of totally reimagine the way that people's careers work. And so, we're kind of working on this premise that we want employees to be able to own their careers and then for us as an organization and for managers to enable that. And I think it's the technology that actually helps us do that in so many ways.

So, if I just take a few examples, the first one I would say is previously our view of talent in a deep way through the organization, it just wasn't there. When you did talent review, it was in little patches of the organization, it tended to be at a very senior level, and so, if you were further down in the organization, it often felt like your career wasn't as important, or you didn't know where you were going. What I think technology like Workday does is it democratizes that experience because everybody you can put through a standard experience, and it is simple to do, so long as you've got some good change in place and

simple instructions. Managers can self-serve, employees can self-serve, and the great thing for the organization then is we get this huge lake of data that we can then do other things on our AI with. So, we've spent a lot of time this year rewriting all of the role profiles that we have in the organization to align with the Workday skills cloud, so moving away from a competency model and moving to describe work in relation to skills.

And that enables a few things. So, firstly, it's going to enable us in an agile organization to get people matched to the right work a lot more quickly. So, once we understand your skills, we can then use AI to actually go, "Okay well, there's somebody over here in Business Unit A who actually need to match to some prioritized work over here," and we can move them around a lot more easily. For employees, it's really great because the AI will help them see potential career paths through showing them what are the skills that I need for these roles that I'm aspiring to, and then we can link it through to learning that's tagged again to these skills so people can kind of say, okay, I know that to get from A to B, I've got to do these particular things. And again, it's all just enabled through the system. It's self-serve, it's easy, you don't need somebody to tell you what to do. So, it does drive for me this very different career experience where you as an employee feel that you can own it, but equally you feel like the company actually is caring about you and helping you along the journey.

**David Linthicum:**

So, Darren, as I'm rolling out cloud solutions, we're doing things like AIOps now, which is artificially-intelligent operations. We're binding different ML systems to analytical systems, we're leveraging everything that's leveraging AI technology to move things forward. And I find that there's some acceptance of it, but there's also some skepticism as well. And when this was produced, or basically laid out, within Telstra and you had to adopt the technology, was anybody pushing back? Were they concerned that this AI system would send out letters of hire to too many people, or fire too many people automatically or something would go horribly wrong?

**Darren Fewster:**

Look, I think there's always going to be that level of skepticism, David, and I think Andy touched on one point. One was the criticality of the change associated with this as well. But the key as well, as Julian has touched upon, is this was coinciding at a time in the company when we were changing the way we operated as a company in terms of moving to an agile world, which is a totally different approach. You know, you're essentially becoming a learning organization with a short-term sprint focus on what you do, where it's okay to make mistakes, where it's okay to experiment. And that was, for this organization, a massive shift. And I think Julian put it really well. I liked what he said about democratizing the experience of both employees and our managers. What we've been trying to do is show how this new technology really empowers them as well.

So, you're seeing HR – traditional HR — change in the organization as well and almost moving to a finance and productivity traditional spheres of operation. So, being able to understand the demand for resources in our internal environment on a prioritized basis is something we've never been able to do before. And that is a benefit for both employees and the company. It's a win-win situation. You know the capabilities and aspirations of your people, and at the same time the prioritization and utilization of work and the availability of work across the company. So, you've been able to tell a coherent story here about the value of the technology to people and their careers, but also to the organization in terms of a total view of resource allocation and enablement in this new agile world in which we're operating. As I said before, when we come from a history of engineers, traditional engineers who their mindset is, give me the data, I need to assess the data. Then I'll test my assumptions and I'll make my decisions. It's a very different world, and so, the whole change in the company's direction when it comes to products and customers has been perfectly aligned to what we try to do with employees.

**David Linthicum:**

So, Andy, I'm going to pick on you a bit moving forward. So, going forward, I'm an employee working for Telstra or working for anybody who's leveraging the Workday solution. What's my experience like? So, what am I typing in every day? How am I interacting with Workday and how am I getting information into it and getting information out to it and how is it helping me become a better employee and how is it basically providing value back to the business?

**Andy Peck:**

So, I think along this theme, David, of democratizing experiences for employees and managers. Workday as a tool is very powerful around the user interface and how individuals can tap into different parts of the data set or different parts of the functionality in many different ways. It's incredibly versatile. It's really well-known for having, I think, a fantastic app and mobile experience as a part of how employees can do that, but I think what's really clear about it, and I'll come back to the point around the change journey in a second, but I think what's really clear about it is that individuals can create entry to the system through any kind of question or query that they have.

They're able to actually go to tailored reporting tiles and views of information in dashboards and reports that align to what their critical and kind of frequent activities are, whether that's a learning tile as an employee, whether that's a reporting tile as a manager, and really try and create a simple interface for themselves. I think the idea behind the technology and really what Telstra's trying to do around experience is make it very simple for people to be able to get access quickly to the information and insights that they want to be able to use for the thing that they're actually trying to focus on in the moment. And the advent of AI and how ML will, I think, continue to evolve will only make that easier, faster and more effective for individuals.

And I think that that's really one of the true powerful things about a cloud-oriented capability is that it actually simplifies how a range of different information sources and what have been, as these guys have described, quite disaggregated, fragmented legacy systems can now be easily aligned and brought together in a whole range of query kind of approaches. So, I can click on a link, I can put in a simple word search, I can do a whole variety of things depending on who I am and what I'm trying to achieve in order to actually get something that's relevant and timely for me, based on what that activity is. And those moments that matter are the foundation of how Telstra just thought about creating experience.

At this point in time when I'm going through a recruiting process, at this point in time when I need to face into a performance conversation. At this point in time when I'm trying to figure out who's available to support a new strategic initiative, how do I make sure that I can make easy, quick, informed choices based on the accuracy of information that's multidimensional? And I think that that's really where the foundation that's in place today and the next horizon of capability that Telstra's building will continue to really drive, I think, a fantastic experience for managers and employees alike. But the whole idea is that it's democratized in a context, or in a format, that allows individuals to do the thing that they need to be able to do in those moments.

**David Linthicum:**

So, Julian, I'm going to ask a question for you, pick on you a bit. And so, we move this into an operational state, and ultimately, we're going to have to continuously improve this, maintain it moving forward, things like that. How do we fold in changes that we're looking to desire within the Workday product based on employee feedback? In other words, we're discovering things it does well, we're discovering things it may not do so well. The great thing about leveraging cloud computing is it's malleable, the ability to kind of configure and leverage things and put volatility into it and everything's on demand in the mobile experience, in a web-based experience, things like that. Say in a year, what are some of the issues you're going to be working through in terms of operating the system?

**Julian Clarke:**

Yeah, David, it's such a good question, and I think one of the things I've really learned on this journey is you've kind of got to balance your ambition in these things with what the organization can actually consume and what they're asking for as well. So, I get very excited every time I sort of sit down and look at a Workday roadmap. I'm like, oh my God, yeah, we can do this, we can do that, this is going to be so cool. But of course, you go and talk to the business and there's only so much change that they can ever consume at once, and so, we've had to be very selective about the order in which we do things. So, in my space, there's two things on the roadmap that we've been looking at. One is the talent marketplace, which you know is – it's kind of partly recruitment, how do you actually match people to right roles, but then there's also other stuff in talent marketplace around stuff like gigs. Then we'd be looking at another module that actually I don't think has launched yet. It launches next year, but we're hopefully getting some early access to, which is the career hub, which brings together kind of performance and development and mentoring and check-ins all in one user interface. So, it's been great.

We've talked to Workday and then we also look at the feedback we get from our employees in our pulse surveys to kind of decide what's the order that we actually want to do these things in. So, back in – I think it was in May, we did a big survey with the organization, got 16,000 verbatims we searched through, and one of the things that kind of came out of that was that real need for us to help people with their career journey. And it was where we scored lower, and so, we look at those verbatims, we analyze them, and it's really helped us now map out the kind of journey over the next year. So, a lot of people have implemented talent marketplace first and are putting a career hub next.

That's what Workday have told us many other employers are doing. We've actually flipped it around the other way because, for our employees, they actually want to bring together that whole development piece and where their career is going, so we're going to be an early adopter for the career hub and hopefully launch that in the next couple of months. And then the talent marketplace will actually come later, but it will help match up with some other work we're doing around resource allocation. So, that's kind of the way that we've used these things. I don't honestly know what will come beyond that. I mean, for me, it's perhaps looking at things like learning and badging and micro-credentialing and how we can kind of do that, and then potentially linking through skills to pay and things like that. But they're pretty thorny HR issues that we have to work through in how we get there, but that's kind of the basic process we look at. We look at the roadmap, we listen to our employees, and then we kind of work out what's the right design.

What I also like with the product is you can kind of turn on what you need to turn on, so you don't have to switch everything on if it doesn't work for you. So, when we turn talent marketplace on, for example, we'll turn on the things that match people to roles that will help our recruiters and will help employees see opportunities. If we're not ready yet for gigs, because that's something that we need to do later, that's fine. We don't have to turn it on. So, I love that optionality also in the system of choosing what works for you and what doesn't.

**David Linthicum:**

So, Darren, we're in the middle of lockdowns now we discussed at the beginning of the podcast. What did you learn around COVID with the Workday product? Where did it help you and did it hurt you in any way?

**Darren Fewster:**

COVID, well, for us it's now been about – where Julian and I live, about six months of lockdown, and we sent all of our employees to work from home on I think it was about the 12<sup>th</sup> of March, so it's been a long period of time now. What we've learned really, if you talk people thinking about themselves first, is they're really wanting to stay connected to their workplace and their work colleagues. They're seeking guidance like they never have before, they're seeking advice and support, and managers are seeking how do we continue to basically ensure that our business operations are up and running and as unaffected as we can make them.

So, people are utilizing technology in so many different ways over this period of time to stay in touch with each other and to stay connected to the workplace. It's allowed us to care for people in different ways as well, so you know, putting aside Workday, we have other cloud tools that we utilize that allow us to know basically their health and wellbeing, whether it be physical or mental wellbeing, of every employee in our workplace. We know where they're working, we know if they need to access our workplaces, our offices which are closed, so technology has been a key enabler in keeping people both mentally and physically connected and safe and well over this what's been an incredible period of time.

It's also making us think very differently about what the workplace actually is and what it will look like in the future. So, we know through some of the survey that Julian is doing that almost 70 percent of people are actually feeling like they're more productive now working away from the office environment. More than half are saying that they intend to work from home, as opposed to an office, in the future three days a week or more. So, we have to actually now rethink our technology and our technological solutions, our AI, our cloud, our products in an entirely different way, but it's been such an incredibly important part of keeping our people safe, healthy and well. And Julian spoke about our engagement scores earlier, which have absolutely surged during this last six-month period in this really challenging time.

**David Linthicum:**

Absolutely. So, Julian, how does Telstra want to continue to evolve with this product going forward and basically continuously to improve it?

**Julian Clarke:**

Yeah, so I think having a good relationship with Workday and continuing to help them with their design. We talk with them regularly about where we want to take it, but I think the thing for me is it is iterative development, and I think if there's one thing I'd say about today's world, is it changes so quickly, and so, you've got to be constantly rethinking that experience, listening to what's important to your employees, and then we will certainly feed back to Workday what it is that we want to see in the future.

**David Linthicum:**

So, Andy, kind of same question, but do so from the perspective of your other clients who are leveraging this technology as kind of a force multiplier. How do you think things are going to evolve, and let's get it down to three things. Three things that are going to evolve over time that they need to kind of pay attention to.

**Andy Peck:**

There're two obvious ones, David, off the top of my mind. As I speak, I'll see if I can identify a third. I think one of the most fundamental shifts that Telstra has started to make, but I think objectively is still in early days shift, but one that's I think going to be absolutely essential for the success moving forward is how they actually embrace the power of multidimensional teams to be the new vehicle and kind of way that employees actually find energy, where they find support, how they actually continue to learn, to Darren's point, the way they actually create and maintain connections, and I think that that's something that, as an organization, you guys can still do quite a lot of work to actually really define how that, as a part of the experience, becomes much more meaningful and is much more, I think, consistent on a scalable basis.

The environment around how you pivot to agile gives you the right context for that, but I think that there's still lots of opportunity for you to think about what does it mean to be a high-performing team, how do we really help a whole range of people learn how to do that in a compelling way at different levels within the organization. And I think the virtual nature of the world now is only going to accelerate the opportunity and the demand for that. Again, I think you guys have taken some steps in that regard, but I think as a learning process and as a way to actually create value out of the way that technology's helping operationalize experiences, simplify products, et cetera, I think dialing up an emphasis on how teams play a role in helping people continue to learn and get that support that they need is going to be another significant part of your journey moving forward.

**Julian Clarke:**

I was going to interrupt and say I do totally agree with you there, and I think the challenge for us, particularly, is what is a team. Because one of the things we're seeing with agile is, because your resource moves around so much, and this is interesting because we've had feedback from employees about this – sometimes we do our prioritization on a quarterly basis, so you can move your resource on a quarterly basis, and the team is constantly changing. So, that challenge of keeping the team high-performing when the resource might be always on the move is a particularly hard one. So, yeah, I just wanted to amplify that.

**Andy Peck:**

It is, Julian, and I totally agree with you. And as you guys know, we've done a tremendous amount of individual leadership labs and development exercises across the organization, probably 175 Telstra leaders at different points in time. And when we ask them the question, who is their team, they inevitably speak to the people that report to them in a direct hierarchical context. And that's one of the fundamental cultural challenges that I think you need to address, which is to point what is that definition of team. I think to your question, David, that is an issue that I see in many organizations. Teams are defined to be organizational and hierarchical constructs.

And what's true is that, as the world continues to evolve, and as work continues to become automated and democratized, teams have to be increasingly defined around horizontal or multidimensional domains. And that's one of the challenges that I think you need to think about in terms of how do we create a team construct, a frame for understanding what it means to be a good team, where leaders don't necessarily define who the team is, and the identity of the team isn't necessarily defined by organizational boundaries. Doing that around employee-experience outcomes and doing that around customer outcomes I think has to be the focus, and I think that that's a significant evolution for you guys as an organization.

My second point was going to be really then around the kind of, I think, quality and consistency of the communications around both why these things are important but how they actually add value to the individual. And you know, for me, on a journey of change, David, when we think about organizations as systems that are many moving parts trying to actually all improve themselves, each component part trying to improve itself at a point in time, communication is the thing that really has to continue to evolve around people's appreciation of what is often described as the upstream and downstream locations of the work that individuals are doing.

And again for me, an orientation to team is the easiest way to be able to define that so that teams understand where they fit into an ecosystem, the organization thinks of itself as a team of teams, and people have an appreciation of how they actually are working in collaboration with others around some of those critical strategic imperatives. And I think that that's a point of maturity that few organizations have developed, but I think Telstra, given all the other things it's done, is set up really well to be able to, I think, take that next step in its journey in how it thinks about the way to evolve the way that it operates, but how the tool and the client technology that it has inherently designed can enable that to actually happen I think more seamlessly and effectively.

**David Linthicum:**

We're going to leave it there. That's great conversation. I learned a lot and hope the listeners learned a lot as well. You guys are a great team and enjoyed hearing about your success over at Telstra. So, if you enjoyed this podcast, make sure to like and subscribe on iTunes or wherever you get your podcasts. Also don't forget to rate us. Also check out our past podcast episodes, including the On Cloud podcast hosted by my good friend, Mike Kavis, and his show, "Architecting the Cloud." If you'd like to learn more about Deloitte's cloud capabilities, check out [www.deloittecloudpodcast.com](http://www.deloittecloudpodcast.com). If you'd like to contact me directly, I'm at [dlinthicum@deloitte.com](mailto:dlinthicum@deloitte.com). That's L-I-N-T-H-I-C-U-M. Until next time, best of luck with your cloud projects. We'll talk again very soon. You guys take good care. Be safe.

**Operator:**

Thank you for listening to On Cloud for Cloud Professionals with David Linthicum. Connect with David on Twitter and LinkedIn and visit the Deloitte On Cloud blog at [www.deloitte.com/us/deloitte-on-cloud-blog](http://www.deloitte.com/us/deloitte-on-cloud-blog). Be sure to rate and review the show on your favorite podcast app.

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