



## Architecting the Cloud, part of the On Cloud Podcast

Mike Kavis, Managing Director, Deloitte Consulting LLP

**Episode Title:** Doing Cloud Correctly Requires a Cloud Enabled Workforce

**Description:** Getting the technology right is often the main focus of cloud deployment. However, as organizations try to adopt the cloud at scale, they often run into workforce bottlenecks. In this episode of the podcast, Mike Kavis and guest, Deloitte's Martin Kamen, discuss how organizations that are adopting the cloud need to rethink their future workforce to create cloud fluency. Specifically, companies need to understand how work itself is changing, how the workforce is changing to keep up, and where that workforce will come from. Mike and Martin also discuss how leadership can address, manage, and take advantage of the huge cultural shifts that are inevitable as cloud adoption grows.

**Duration:** 0:20:28

**Operator:**

Welcome to Architecting the Cloud, part of the On Cloud Podcast, where we get real about Cloud Technology what works, what doesn't and why. Now here is your host Mike Kavis.

**Mike Kavis:**

Hey, everyone, and welcome back to Architecting the Cloud Podcast, where we get real about cloud technology. We will discuss what's new in cloud and how to use it and why with the people in the field who do the work. I'm Mike Kavis, your host and chief cloud architect over at Deloitte, and today I'm joined with colleague Martin Kamen, the human capital cloud leader at Deloitte. Welcome to the show, Martin, and tell us a little bit more about yourself and what the human capital cloud leader at Deloitte does.

**Martin Kamen:**

Yeah, sure. Thanks, Mike, and hello to everybody – so great to be here. So, like you mentioned, I'm the human capital cloud leader at Deloitte, and so basically what I do is we work with you, yourself, and all of our other folks across our cloud engineering and strategy practice and really help our clients along their journey to the cloud. And by that I really mean we help our clients create the cloud-enabled workforce. So, as an organization goes along their own journey from a platform or infrastructure-as-a-service perspective, we look at the people impacts. We look at skills. We look at culture. We look at leadership. We look at learning. We look at organization design. There are so many aspects to the workforce as you go along the journey to the cloud that is critical for a successful migration. And that's basically what we focus on. We do it across industry, we do it across technology, and we just think about the people.

**Mike Kavis:**

Yeah, and that's important. I say this often on my podcast. The technology part is the easier part; the people is the harder part. And a lot of companies have success with small teams moving to the cloud, but at scale, trying to get the organization to adopt, it runs into organizational and process bottlenecks. You and I have worked a lot on trying to help companies with that, so my first question here is, you know, companies are trying to adopt the cloud en-mass now. It's no longer, you know, the leading edge. Everyone in some capacity is moving to the cloud. And what I'm witnessing again is that there are small successes, but it's very hard for companies at scale, across large parts of the organization, to get there. So, what do we need to do from the people and culture side to help them get there?

**Martin Kamen:**

So, it's a good question, and the way I tend to like to think about it, Mike, is it's a journey. And this kind of IT transformation also is a workforce and an organizational transformation, and companies need to think that way. When a company starts their own journey to the cloud and thinks about, just their cloud strategy, for instance, you need to start thinking about the workforce strategy as well. You need to begin to engage leaders, so they understand how the workforce is going to change, but also the interaction models. And what we see is if you can start at the very beginning by thinking about the workforce and thinking about what kind of skills you have now and what skills you may need in the future—when you think about this concept – let's talk about it from a future of work perspective – it'll help set you up for success because it truly is a journey where you've got to understand from an organizational perspective what do my people know now? What kind of skills and capabilities across architecture, across infrastructure, across security do I have, and how are those capabilities or competencies going to change, and how do I change my workforce along with that? I mean, there are so many different things to think about.

There's not just the skills and capabilities that are changing, but how do I then source them? What do I want to skill up internally versus looking to a contractor market, for instance, or looking at bringing in new FTEs? What kind of center of excellence do I want to create to support my new platform? What kind of learning program do I need to create? How am I going to operate in an agile organization? What kind of decision-making criteria does there need to be and how does that need to change? There are so many different aspects to it that we like to think about it across a journey, to help our clients understand what do they need to tackle now, and what do they need to continually tackle as they go through their own cloud journey?

**Mike Kavis:**

You mentioned a lot of moving parts there, and my experience working with clients – usually the cloud is driven from IT, and a lot of those other parts aren't in consideration. And even, you know, cloud enables you to move fast, but if you're still doing waterfall or you're doing agile bad, you don't really get the benefits of that. There are so many moving parts here. Is your recommendation as a strategy to have an organizational change management training plan, like an umbrella of that that goes in sync with moving to the cloud?

**Martin Kamen:**

That's a great question, and the recommendation is two-fold really. So, one is there needs to be a workforce plan, and I don't want to call it just an organizational change management or training plan, because I do think it's a lot more than that. I think it's coming up with a plan around the workforce and around the organization that looks at – like I just mentioned before, around the skills, around organization design, and starting within the IT organization. But then, the second part of that recommendation is to look outside the IT organization. So, you've

got to start somewhere. Start again with the IT organization in terms of, what does the new organization design need to look like, what kind of new decision making processes do there need to be, what kind of capabilities and roles do we need to have, what kind of learning needs to happen. But then, as you truly make the most of this cloud-enabled organization and work in a DevOps or agile manner, you've got to look outside the IT organization.

And we see a few things. One is just setting up cloud fluency, for instance, within the organization and the business as a whole so folks understand how cloud and how agile will help them go to market in a faster way, let's say, be more nimble in terms of product development, be more nimble in terms of how they interact with their customers and what they can deliver to their customers. But then really understanding how roles even need to change in the business to truly work in an agile way, how a decision-making process needs to change, and thinking about kind of some certain traits as an organization that you may have and need to change so you can really change that nature and the type of work that you're doing, make information more available across the entire organization, synchronize ways of working, be more customer-centric, but doing this all in a new way where IT and the business kind of work in this unbounded way of behaving.

**Mike Kavis:**

And you talk a lot about the future of work, and I think a lot of times IT dives into the cloud without looking at where business is going. But in future of work there's a lot of elements to it. I'll let you describe it in detail. But some of the things I think about when we talk about future of work is, you know, more mobilized, there's more devices, there's a lot of IOT stuff, there's a workforce shift, right, where the younger generation coming in is used to, you know, easy-to-use tools. So, what is the future of work? Describe what that means, and how does that impact how we look at the organization?

**Martin Kamen:**

So, when I think about the future of work, when we think about really how IOT, how digital, how analytics, how cloud enables a whole new way of working and changes to the workforce and changes to even where work is done. So, when I break down future of work, we like to think about it in three ways. So, first is what's the actual work that's changing? So, what will be automated? What won't be automated? Where will you need to use data in a different way? So, how are the work outcomes different? How is the work that actually somebody is doing in the IT organization, or in the business, different? How are they leveraging technology and new devices in a new way and being more strategic, for instance? So, what is the work that's changing?

The next part of that is the workforce. So, as you think about work that's changing, and you think about things that may be automated, for instance, how can you leverage your workforce in a different way? And to that point, it may be, how do I change the way people are doing that work and tie into the actual people that are doing it? So, in other words, I have a balance sheet of X number of workers doing work in a historical way, right? As I think to a new cloud-enabled workforce, and I think to that future of work, and I see things that are becoming more automated, for instance, how does my workforce need to shift in terms of FTEs, versus contractors, versus the gig market? Where can I get more efficiencies from my workforce or how do I need to change the skills of my workforce to actually better operate?

And then finally where are folks doing that work? How are we working in a more digital or collaborative environment? How are we working in a more remote environment? How are we working more with offshore centers? There's kind of those three pillars to that future of work that all tie in really well as you think about your own cloud-enabled workforce and your journey into the cloud that you've got to think about that tie into your operating model, that tie into your organization design, and even tie into your culture in terms of the way you work. And if you're not thinking about those three things, like you mentioned before, are you really setting up your organization to succeed along your own cloud journey? Are you really setting up the business and IT to interact together and work in an agile environment?

**Mike Kavis:**

Yeah. And one use case I see emerging a lot is the use of bots, right, so – and call centers, for instance, that first level of support, engaging with smartbots, using AI behind the covers. Use that as an example to explain how you go in and help a client assess how work changes.

**Martin Kamen:**

So, let's dig into the bot example here. So, when we go in, first of all, let's take the call center example using a bot. We want to go in and understand what that work is that's changing. So, there's that first level of support that's now being completely automated. So, from a work perspective, how are you creating that automation, and who is doing that? What kind of skill set do you need to actually set up that fully-automated first level of support? But now, your first level of support has changed, so again your work outcomes are changing. So, the second level of support – how is that going to then change? How are the folks that were doing that first level of support – how am I going to retrain them, reskill them to move them into another part of the organization? So, I think that's what we need to think about. Just because you're adding in a bot doesn't mean that a worker needs to completely go away. A skill set, though, may need to change.

Let's take another example with that. So, I've got this center, right? Do I need to have people there all the time? Can I work in a virtual way? For my center, do I want to have full-time employees across the entire center, or do I want to leverage a contractor group because I know I'll have more demand at certain times, or I know I'll need specific skill sets based on, like what we talked about earlier, setting up the automation? So, if you think about it, you've got to dissect that and really start from those work outcomes and the work that's being done and changing to understand what the change in the workforce needs to be and where you may need to get those new workers, part-time workers, contractor workers, gig-based workers from, and then also reskill up current workers. So, there's a lot of different facets from it, but the first place we like to start is actually, again, what is the work that's changing? Then that dovetails into how are the people going to do that work differently, or how are they going to interact with the technology differently?

**Mike Kavis:**

That's a key differentiator there on the difference between success and failure. I've seen too often where a bunch of smart tech guys will build this great new automated self-service capability but never address the human side. And they go, "Hey, here it is," and then it just kind of dies on the vine because, first of all, no one knew it was coming, and second of all, there wasn't a plan for how to change the way we work every day.

**Martin Kamen:**

And how to change who's doing that work, too. So, it's a really interesting kind of connection point across all three.

**Mike Kavis:**

So, although we've kind of touched on this, but often, when I'm in a meeting with you we talk a lot about the importance of learning and the ability to learn. So, why is that so critical as we move into this digital age where everything's changing?

**Martin Kamen:**

So, a few things. One, in this digital age where everything's changing, there's a few aspects to it. Everything's changing all the time, so there needs to be this constant dynamic ability to build skills. There also needs to be this ability to create this notion of tech or cloud fluency across the organization. So, what we've seen is, well, a few things. One, we've actually gone in with organizations and helped build things like tech colleges, so an infrastructure in the organization so they can constantly skill up their IT organization and even the business around new technology, around cloud, around agile. So, folks with that tech college concept, helping them understand how they use technology in a new way to do work, creating that level of fluency so they can do work in a new way.

But then the other thing that'll happen a lot is – especially as you move into a cloud-enabled organization—is look at what new skills you need. So, again, from an architecture, native development perspective, what kind of new skills do you need, and then how do you need to build those skills from there. And from a learning standpoint there's lots of ways to do it, but what we find is a company needs to kind of create these learning paths for an architect from an infrastructure perspective, let's say, create a learning path and understand how to use different kinds of learning that can constantly change with the organization. So, we'll go to organizations and our own clients and talk to them about using different services, for instance, where you can tap into online in their own cloud-based way constant learning that changes as technology changes.

Understanding that you may not want to build and curate your own content all the time, but where could you go out and get it from lots of places in the market that's focused on cloud? But at the core of it understanding the personas, understand the learning paths, and using a platform so folks understand where they can get that learning and tie it to their performance, because that's really important, too: having the learning out there, but making sure people are using it, going to it, and making it very kind of part of their jobs and making it real for them. And that's where we'll work with leaders a lot to help them understand the importance of this constant learning and this dynamic skill building so they can work with their own teams to understand the importance of building that. And curating from lots of different places but making it available in one central place through a tech college concept, through a journey to the cloud or cloud fluency concept, making it there, real time.

**Mike Kavis:**

This is a challenge I have. So, at Deloitte, we do a great job of presenting a lot of topics to learn, but there's so much topics, right? And you have to have such a breadth, and you have to go deep in something. So, how do we help, or can we help our clients, you know, figure out what are the key things you have to know and then what are those things you should specialize, or go deep in?

**Martin Kamen:**

So, what we'll do is, to that point, we'll go in with our clients, understand, first of all, what cloud platform they're moving to. Second of all, really understanding and doing a competency assessment or a skill-based assessment of the IT organization is so critical, because when you understand the delta between what folks have now and what they need to have, you can automatically start to hone in.

But then also creating an understanding of I need, let's say, some foundational learning, some strategist-based learning, some architect-based learning. If you create those learning paths and understand the critical competencies that folks need to develop, you can then hone in exactly on what people need to take and you can create those individual learning paths by those personas. So, depending on whether you're a network specialist, a platform architect, a cloud architect, you'll fall into a persona where you will understand and know exactly what kind of learning you need to take, and you'll get it through different places, like A Cloud Guru, for instance, because there's so much out there, but what we find that's critical in helping our clients figure out where do I go for all of that, and what do I actually need to give to my people?

**Mike Kavis:**

Last question – I have a saying and my listeners are probably bored of it by now. But tech is easy; people are hard, right? And what are some of the biggest shifts in culture these days that we should be concerned about or we should be addressing head-on?

**Martin Kamen:**

So, it's really interesting when you think about this. Culture is at the core to it, and culture frankly is not easy to change. But there are certain traits at an organization's DNA, so we have this thing called Digital DNA where you'll need to make sure that you're honed in on to really behave in this new digital way. Like dynamic skill building that we talked about. Like being agnostic from a geographic perspective. Like being customer-centric, being able to easily morph team structures especially in an agile environment, being more fluid, being intentionally collaborative. And those are two important words – intentionally collaborative. So, getting IT and the business to collaborate in a new way and creating a decision making framework that allows them to do that, that allows people to fail fast and then continue to move forward, to synchronize new ways of working. These are all traits from a cultural perspective that an organization needs to adopt. And it's not – we can say this, but, in reality, it's not that easy. It needs to start from a leadership level, it takes time, and there needs to be governance around it.

**Mike Kavis:**

Yeah, I agree. It's very hard, which is why a lot of companies don't invest in it. And if you look at the companies that are successful in – even though it may take a lot of lumps and a lot of years, the ones that are successful actually focus on the future of work and these types of things.

**Martin Kamen:**

Agreed.

**Mike Kavis:**

So, thanks for your time today, Martin. This is the end of our episode today on Architecting the Cloud, but to read today's show notes or see more podcasts like this you can go to [www.DeloitteCloudPodcast.com](http://www.DeloitteCloudPodcast.com) where you'll find this podcast and more by myself and my colleague David Linthicum just by searching Deloitte on Cloud podcast on your iTunes or whatever method you use to listen to your podcasts. I'm your host Mike Kavis. You can find me on Twitter @MadGreek65 or you could reach out to me directly at [MKavis@Deloitte.com](mailto:MKavis@Deloitte.com). Thanks for listening to this episode and we'll see you next time on Architecting the Cloud.

**Operator:**

Thank you for listening to Architecting the Cloud, part of the On Cloud Podcast with Mike Kavis. Connect with Mike on Twitter, 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.

Visit  
the  
On

Cloud library

[www.deloitte.com/us/cloud-podcast](http://www.deloitte.com/us/cloud-podcast)

As used in this podcast, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.  
Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

Copyright © 2019 Deloitte Development LLC. All rights reserved.