



# THE PEOPLE SIDE OF CLOUD TRANSFORMATION

It's a cultural shift that can boost collaboration, job satisfaction, and business results.



## WHEN YOU'RE FOCUSED ON VISION, DON'T LOSE SIGHT OF YOUR PEOPLE.

The allure of the cloud can be intoxicating to business leaders—the potential for a leap forward in agility, faster development, superior customer experiences, stronger security, cost savings, efficiency gains, the list goes on. It's easy to focus on building a business case for cloud transformation and lose sight of the key to achieving those benefits: Your people.

Cloud transformation will dramatically alter the culture of your organization. Therefore success will depend on far more than support from other business leaders and the board. It will depend primarily on support from your people. And not just passive, shoulder-shrugging, submissive backing from a few selected stakeholders. True success with cloud transformation requires that your teams actively, strongly embrace the initiative.

That means your people need to understand what cloud transformation means to them, what it entails, and how it will benefit them—with clear communication every step of the way.

Here are specific recommendations for how to include the people part of cloud transformation in every aspect of the journey—from the vision to the business case to staffing—so your employees, contractors, and partners will actually welcome this transformation rather than resist it.

### Ask the right questions upfront

Effective change management starts with business leaders understanding precisely what the change will be and how it will impact employees. C-suite executives need to address the following questions:

- How will a cloud operating model impact our operations, and how will that change day-to-day life for our employees?
- What will our teams look like, compared to now?
- What attitude & behavioral changes do we expect to see?
- What new skills and capabilities will our teams need to acquire?
- What is the likely reaction to the new skill requirements among existing staff?
- How could we take this opportunity to improve morale?
- How will our leaders help indoctrinate change?
- How will we engage with our internal customers to create a better output for external customers?

### Align leadership on a talent strategy

Once business leaders understand the big picture of how cloud transformation will impact employees, the focus should shift to an honest assessment of current skill levels, cloud skill gaps, and how to address them.

HR executives and other business leaders need to acknowledge the cloud talent gap and play their part in narrowing it. Leadership will also have to play a greater role in seamlessly integrating new cloud talent into the existing workforce. Dealing with a multi-generational workforce requires greater awareness of employee strengths, their working styles, and their aspirations.

Organizations should think creatively about where to look for talent, as opposed to just focusing on which talent to look for. Focus on establishing

offices or recruitment efforts in technology hubs that are more accessible to cloud talent.

Organizations can also collaborate with educational institutions to develop the pipeline and recruit new talent and leverage social media, other digital channels, and “gamification” or gaming techniques.

### Communicate with employees clearly, honestly, and frequently

Departmental leaders should make a point of communicating openly and often with individual employees about the impact of cloud transformation on their day-to-day tasks, requirements, and expectations—and listen carefully to employee questions and concerns.

It is also important to make sure employees understand how the new processes will improve their daily workflows rather than dwell on temporary disruptions or the need to learn new routines. To cite just a few examples of how employees can benefit:

- Consider the potential impact of cloud transformation on a member of the DevOps team. In the past, the employee may have had to spend two days per sprint on regression testing. Under the cloud model, that process can finally be automated, reducing the testing time to a few hours.
- An HR manager may be accustomed to multiple siloed and inconsistent processes for a wide range of tasks, including case management, knowledge management, benefits management, surveys, reporting & analytics, and more. With the cloud model, these capabilities can now be integrated and coordinated, so information can flow. The HR manager could potentially see a dashboard of activity and reporting by employee, team, department, or line of business. This empowers HR staff to manage more cases far more efficiently over multiple channels, saving time and boosting both productivity and morale.

- A security manager needs to deploy updates to policies efficiently. Previously, this could require dozens of separate deployments across incompatible systems within departments or lines of business. With the cloud model, policies can be centralized, so they can be deployed once across all clouds. The employee's job is easier; productivity increases; and the business is better protected.

## Showcase the potential for better collaboration

While the advantages of the cloud model vary considerably depending on the specific job, one common benefit the cloud can offer all employees is more and better collaboration.

Employees typically want to work together. Most enjoy productive teamwork and brainstorming with their colleagues. Collaboration can improve job satisfaction, productivity, process efficiency, and innovation. Yet all too often, entrenched processes encourage individualized tasks.

The cloud facilitates connection and teamwork both inside and outside the organization. It enables more people to work together from more locations—including remote sites—and brings together all the resources they need to collaborate. Data, applications, infrastructure, policies, and more can all become accessible from a common platform, and that means teams can share resources quickly, easily, and securely.

## Create an environment that prioritizes and rewards learning

Make sure your people feel supported in their decision to participate in learning and development. Part of that effort is building a culture where failure is completely acceptable—because cloud talent thrives in an environment that provides the freedom to experiment, fail, and explore new ideas quickly and without negative consequences. Innovation will also thrive in a culture of experimentation.

Another way to encourage learning is to develop a self-help knowledge base with detailed documentation. The cloud itself facilitates this effort because it makes it easier to connect the data, applications, content, and reporting that supports self-help capabilities. This can also help offload overburdened support and training staff during the transition, so they can focus on urgent priorities.

## Allow teams do some of the heavy lifting of implementing change

It often pays to let individual teams take responsibility for leading and executing the transition to the cloud model rather than dictate tasks and timelines. Support staff from the Cloud Center of Excellence (CCoE) should be available to provide hands-on support and coaching, and teams should be encouraged to leverage their deep expertise in all cloud-related tasks, including architecture, cloud operating models, individual cloud types and deployment options, using AI in analytics, containers, microservices, cloud security, and more.



## CONNECT WITH OUR PEOPLE AND MAXIMIZE THE SUCCESS OF YOUR PEOPLE.

Delivering on the promise of the cloud is ultimately in the hands of your skilled employees. Make sure they're on board for your cloud journey. Give them the resources, the attention, and the

support they need to maximize their comfort level and competencies in the cloud model. Connect with Capgemini—and see how we can help boost productivity, morale, and business results for your enterprise.

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