



For Cloud Professionals, part of the On Cloud Podcast

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Title: Rethink your talent strategy to help accelerate cloud value

Description: Many companies struggle with technology in general, and cloud migration in particular. What's needed is a fresh perspective—a new look at how to accelerate what's possible. Savvy companies understand that to be able to drive increased value, they should increase diversity in the tech workforce. They also recognize the need to better understand and navigate the massive disruptions and cultural changes that come with their cloud computing journey. In this episode, David Linthicum and guest, industry thought leader Rashim Mogha, discuss ways companies can build a more inclusive, diverse workforce and manage the disruption that comes with digital transformation. Mogha's recipe for success: give everyone a seat at the table, automate, manage disruption, and focus relentlessly on building an adaptive culture from the top down.

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Operator:

The views, thoughts, and opinions expressed by speakers or guests on this podcast belong solely to them, and do not necessarily reflect those of the hosts, the moderators, or Deloitte. Welcome to On Cloud, the podcast for cloud professionals, where we break down the state of cloud computing today and how you can unleash the power of cloud for your enterprise. Now here is your host David Linthicum.

David Linthicum:

So, 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 Rashim Mogha, and she's an influencer and a thought leader, bestselling author, speaker and a women-in-tech evangelist, as well as a technology leader. She empowers professionals by articulating complex technology capabilities into crisp, clear and obtainable business benefits. Her extensive career portfolio includes leadership roles in companies such as Oracle, Amazon Web Services, and VMWare, where she built high-performing teams to support over a \$2 billion business – or \$2 billion businesses. How are you doing?

Rashim Mogha:

I'm doing great, David. Thank you.

David Linthicum:

So, what's the story behind this? And, also, what are you doing now and what are you working on, what's your passion lately in terms of technology and also not technology? What are some of the things you like to do personally?

Rashim Mogha:

Yes. So, basically, I like to enable and empower people. That's what I like to do. And as of late, I have been actually working on RPA technology, robotic process automation, and it's all about how to automate the mundane and the operational aspect of your work so that you can go and be creative, to basically find out new solutions and solve the bigger problems of the world, as opposed to doing the mundane. So, of late, that's what I have been working on. I'm passionate about bringing more women into technology, and that's where it all starts.

David Linthicum:

How should we do that? did some blogging about that and did some speaking about that a while ago in terms of getting more women into tech. So, what's the current thinking on how we're gonna do that?

Rashim Mogha:

Yeah, every time I'm asked this question, I go back to what Mihir Shukla, who is the CEO of the company that I work for, which is Automation Anywhere right now, says often, which is talent is equally distributed, opportunities are not. And the whole idea behind bringing more women into technology is about providing equal opportunity, is making sure that women have the same opportunities as men have, be it in the technology field, or be it in any other field. I don't think it's just on to corporations or big organizations to solve that problem. I don't think it's also on women to solve this problem, but we collectively have to solve this problem. And part of it also lies in terms of how women should naturally gravitate toward these jobs.

From an organization perspective, there are a lot of organizations now that are coming up with programs like women back to work, which give an opportunity for women to come back into the workforce. If you look at robotic process automation as a technology, what it is doing is, by enabling a lot of these tasks to be operationalized, it's giving that ability to be able to find unique solutions, to be able to carve out more time during their day to be more productive, to be able to do what they want to do. But I think there's a multi-pronged approach that we need as opposed to just saying, "Oh, organizations can do this, a woman should do this, or the society should do this." I think it's a problem that we need to solve collectively.

David Linthicum:

So, say I'm a technology company and I don't have a tremendous amount of women in the technology organization in IT, and I'm trying to balance things out and kind of get into the fact that I'm trying to incentivize hiring more women as well as making sure people are on very similar and equal tracks in the company so they can get to a degree of success. What are some of the programs I should put in place and what are some of the cultural changes that need to change?

Rashim Mogha:

Yes, that's a very interesting question, because it all starts from you know, leveling the playing field, if you will, at the hiring process.

So, there's a different approach that's required by the recruiters and they need to be trained on how to go and reach out to women talent. Because there's plenty of talent that's out there. The outreach isn't there. Often, recruiters are slammed with the number of positions that they have to fill or gather the resumes for, and they don't have that time to go in and look and persuade the candidates to come into the talent pool. So, that's one aspect in terms of how to get those resumes and put them in front of the hiring managers.

Now, also hiring managers need to be trained on unconscious bias as well. And then interview process has to be made conducive to both men and women. So, there are various steps that you can take during that hiring process to make sure that you give women equal opportunity to apply for these jobs and also to be screened and brought into the interview process.

David Linthicum:

Yes, one of the things I found out when I did research in this area, this is a matter of survival for tech companies, because right now there's not a lot of men who are graduating college with technical degrees than not. And, so, we have more qualified women out there than men if you look at the candidates, and certainly the people who are graduating from college with technical degrees, and so, your ability to do this is not only just the right thing to do, which I believe it to be, but it's also the survival of the company. Ultimately, you need to be able to have lots of talented people from everywhere who are able to contribute to the success of the organization and I just kind of when I explain it as a business problem, I think people pay a little bit more attention to it. So, it's a business problem that requires some systemic changes going forward and the ability to kind of approach things in more of a fair way than we had in the past and the ability to kind of accommodate things and accommodate different styles and approaches. Is that a good way to describe it?

Rashim Mogha:

Yes, absolutely. And another thing you rightly mentioned, David, when you put it up as a business problem and this is what businesses are going to get if we bring in more women, obviously we get more traction from the industry. You cannot have less than 50 percent of the population creating solutions for the entire world. You need to bring in that diversity and perspective from a representation of the entire demographic.

David Linthicum:

Yes, and just from a business perspective, you're eliminating 50 percent of the market in some cases, depending on the product and the service more than that. So, you're going to knock yourself out of business if you don't understand the holistic aspect of this. So, changing gears a bit...

Rashim Mogha:

And actually it's 51 percent. Men are 49 percent of the population and women are 51 percent of the population.

David Linthicum:

So, kind of switching gears a bit, you wrote an article which I kind of gravitated to because a lot of the cloud migration stuff, and I'd love to get your perspective on inside a successful cloud migration strategy was the article, but what are some of the things that you've noticed in terms of what drives success in cloud migration through the years? And it looks like you've worked for a number of tremendous companies that have kind of made innovations in this area, so you probably have some good data points. Love for you to share them with the audience.

Rashim Mogha:

Yes, absolutely. A few things that come up in every conversation is that moving to cloud is not just about moving to a specific technology, upcoming technology. It's a combination of driving a cultural change, enabling your team, setting right expectations with the stakeholders. It's not just about technology, it's about culture, people, processes and tools. So, essentially, when I talk to industrial leaders and leaders who have done it successfully in their organization, it's about a good combination of all these things. If you just go after technology, it's not going to cut it for you. It's basically change management. You are driving your team to a different way of doing things, and you need to make sure that you have buy-in from the stakeholders, you have buy-in from your team. You have to make sure that your teams are enabled to embark on this journey to the cloud.

David Linthicum:

So, what would be some of the key advice that you would give to people who are moving from this journey? And right now we're kind of into the second phase of this, and so we may have moved a thousand applications, and the point you make in the article is absolutely true, we're at about 20 to 30 percent workloads migrated into the cloud and we have another – depends on where we're going to hit the saturation point, that could be at 90 percent for some companies, 70 percent for others. So, a lot of processes and a lot of stuff that's moving into the cloud, and typically the second wave is kind of the hard stuff where you actually make them cloud native and do the remediation, things like that.

And it is, really, I think the key to success and you just hit upon it because you always kind of understand this from a business perspective, understand exactly what you're trying to accomplish, the ability to kind of change processes, the ability to get to a to-be state that's going to be much better, ten times at least in order to justify the cost, and so what are the – what's the secret sauce in doing that? Is this a cultural change? Is this an expectation change? Is this a money change? How are people failing versus how are they succeeding? And I'm seeing both out there.

Rashim Mogha:

Yes, so in my experience, while typically the conversations start from, hey, how much dollars can we save, per year, or over a period of five years by bringing in – by moving to the cloud? It's actually, it gets deeper. It boils down to how can we bring agility in our work environment in the business that we operate? How do we bring in more customer satisfaction? How do we bring in more innovation? How do we change the perspective of our customers and how do we basically make it easy for customers to do business with us? And that's what the conversation boils down to. The places where I have seen cloud migrations be successful is where these – where the organizations go in with a set of things that they want to see and impact on. The times when I talk to the customers and they say we want to digitally transform ourselves, we want to embark this journey to the cloud, and when you ask them why they want to do it, they're like, "Because everybody else is doing, because our competitors are doing it." And that's not the right answer. It's more about what you want to achieve, because digital transformation means different things to different people. Moving to cloud means different things to different people.

So, a good example is I was working with one of our customers and they wanted to move to cloud because their data center lease was expiring, and they really wanted to think about whether they want to renew that lease and go with the on-prem solution that they offered, or they wanted to move to the cloud. And, when they started looking at it, a great way to do it that, when we started the conversation, was about picking up one workload and moving it to the cloud and see what impact it had and then deciding whether they wanted to move ahead with it or not. So, many times we open up, or we have this many applications that we want to move to cloud. We have hundreds and thousands of workloads that we want moved to cloud, and that scares people, that scares teams. You don't have a base line; you don't understand what it'll take to move to cloud.

Every workload is different and every company's experience is different, and I just think it would be to pick up a couple of small projects or workloads that you want to move to cloud, you identify who are these stakeholders going to be, you set the expectation around what the move is going to look like, you form a center of excellence which has team members from IT, from the security team or from an end user component or a member that represents end

users in your company. And you bring in the team together and then you move that small little workload to cloud, see what the impact of that is and then get the stakeholder buy-in to expand that. So, land and expanse strategies work the best when it comes to the move to cloud.

David Linthicum:

So, people don't typically think in those ways, and so the – it seems to me this is occurring with lots of decoupled sprints, lots of different technology solutions, and many instances are getting to a multi-cloud, not necessarily through a plan, but because so many different project teams decided on moving to what they consider the best-of-breed technology, and so we're getting into some complexity issues around this stuff, but at the end of the day, this is about the ability to provide a company with a platform for innovation, and I think we're truly going to see – I read this article called "The Brandpocalypse" and pushed it down and it talked really about how these everyday brands are in trouble ultimately because they're exposed to being disrupted in the field, and typically the disruptors are going to be able to weaponize technology.

Cloud computing's one of them, but certainly subsets of cloud computing like machine learning and predictive analytics and IoT-based systems, whatever it is. But at the end of the day, what they're doing is they're giving people within the companies, and in these case typically small companies, the typical disruptors and your ability to kind of take things to a much better, much more productive and much more attractive level and I think a lot of companies over the next five to ten years are going to be displaced because of this.

Because they're not necessarily stepping up and looking at this stuff as what it should be, a strategic technology that provides them with the ability to have not only agility, but the ability to do things innovatively and grow fast to get into the area to make sure that they're able to own their stake in the market before they're disrupted out of it. And I see this in the insurance industry, the banking industry, the healthcare industry. And pretty much a lot of things that people typically attribute to a dozen or so brand name household name systems that I think may be displaced in the next five to ten years. What's your take on this?

Rashim Mogha:

That's absolutely correct, because it's not about the technology. It's not about the products that you're bringing to the market. It's about the business value that you're providing to your customer. And if you get stuck on product and technology, you're not innovating enough, you're not being disruptive enough. We are moving toward the fourth industrial revolution. We hear that term quite often, and it's truly coming. I was attending a conference where the CIO of Palo Alto city was speaking and he mentioned that essentially, the way the disruption in the industry is having, our kids may not even need a driver's license by the age of 16 or 17 when they normally go for a driver's license because there will be self-driving cars.

Cities have to start thinking differently when they plan for infrastructure. So, that is the level of disruption that we are talking about. Netflix, Airbnb has changed how the hospitality industry, the entertainment industry works. I mean, if you look at it, the block chain technology, the AI technology and the machine learning technology is going to change the way I think people work. RPA technology is going to change the kind of jobs that we do. In the next two to three years, there are going to be 4 million bots that are going to do the work of human beings, the operational work that human beings did. So, we have to come up and foster solutions to reskill ourselves so that we are, you know, upscale for the jobs of the future, we are ready for those jobs of the future that are going to focus on soft-skill aspects, the analytic aspect, creativity, how to work with digital and human workforce.

David Linthicum:

Yes, this is going to be the big game changer coming forward, and I think you just kind of said it, and that's kind of a whole other set of podcasts and really kind of talking about automation changes and the ability to kind of change cultures around automation, the ability to actually deal with a displaced workforce. I think that was kind of – I attended a conference a couple weeks ago and that was a core set of thinking that people were trying to put behind it. So, really enjoyed talking with you. Where can we find more of your writing and things on the web and what kind of events coming up you would direct people to attend and what blogs do you read, things like that?

Rashim Mogha:

Yes, so people can find me on my web site, rashimmogha.com. I also have a weekly podcast that I do. It's called "EWOW" or "Empowered Women of the World" podcast. Then there's Twitter @rmogha that I can be found at. And the conferences that I'm speaking at. November 8th, I will be in Virginia talking about leadership and women in tech at the Woman Veterans Interactive. And I'll also be speaking at Women in Tech at the East Coast in Boston. So, those are some of the upcoming conferences where I'll be at.

David Linthicum:

Well, go check her out, go see her in person, or just read her blog. So, if you enjoyed this podcast, make sure to like and subscribe on iTunes or wherever you get your podcasts. Also check out our past episodes, including the On Cloud podcast hosted by my friend and colleague, Mike Kavis, on his shoe, "Architecting the Cloud," also his book. If you'd like to learn more about Deloitte's cloud capabilities, check out DeloitteCloudPodcast.com, all one word. If you'd like to contact me directly, you can reach me at dlinthicum, that's L-I-N-T-H-I-C-U-M, dlinthicum@deloitte.com. So, until next time, best of luck building your cloud projects. We'll talk to you very soon. Cheers.

Operator:

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