
AWS
re:Invent
NOV. 28 – DEC. 2, 2022 | LAS VEGAS, NV

ENT217

Learning at the speed of cloud: Turning employees into entrepreneurs

Phil Le-Brun

Director, Enterprise Strategy
Amazon Web Services

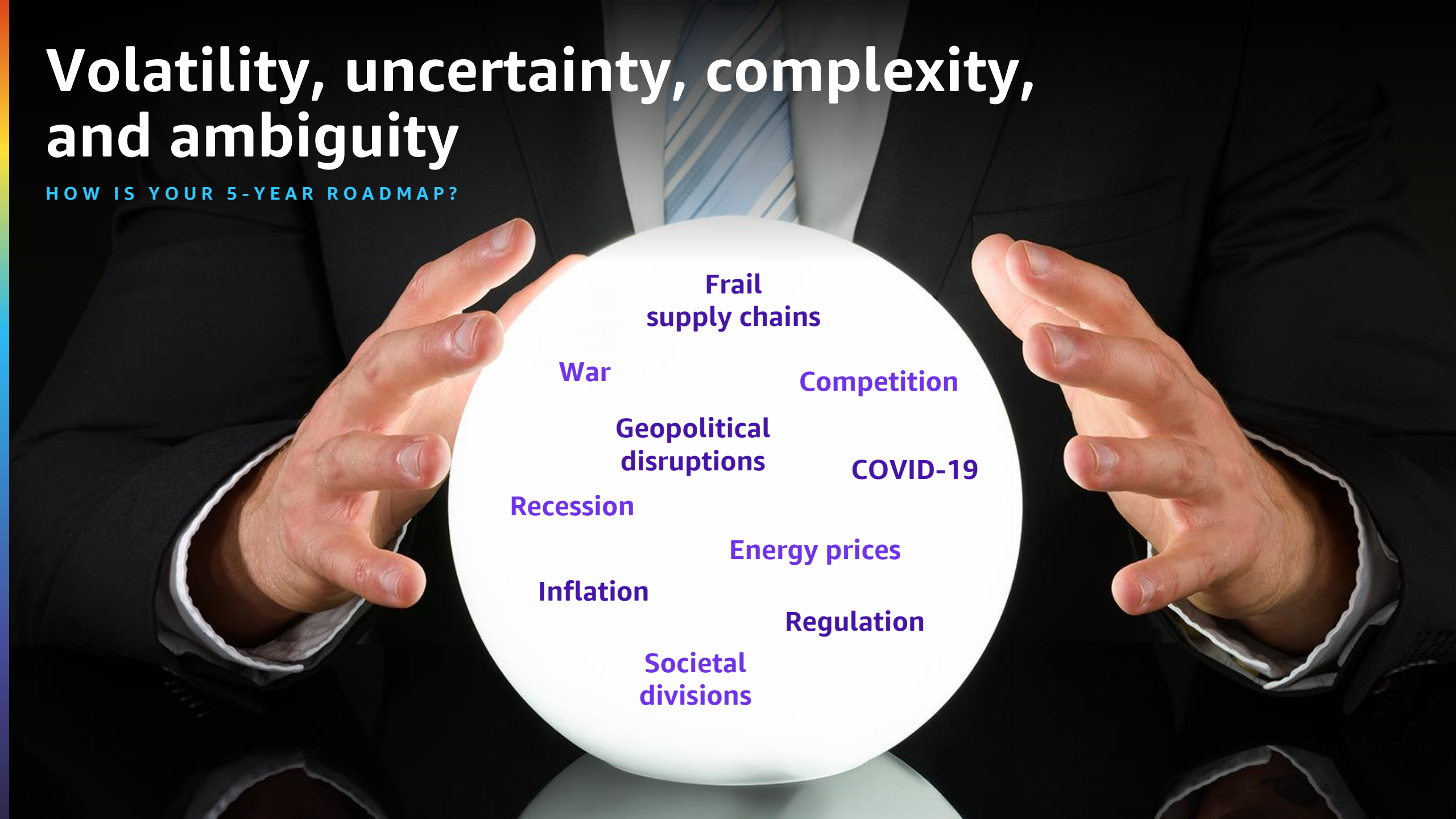
Luc Hennekens

Director, Enterprise Strategy
Amazon Web Services

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Volatility, uncertainty, complexity, and ambiguity

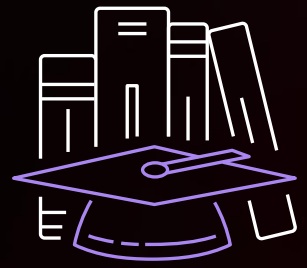
HOW IS YOUR 5-YEAR ROADMAP?



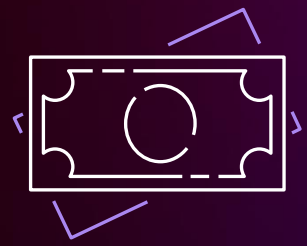
Technology has traditionally lifted all boats



Health and longevity



Level of education



Gross national income

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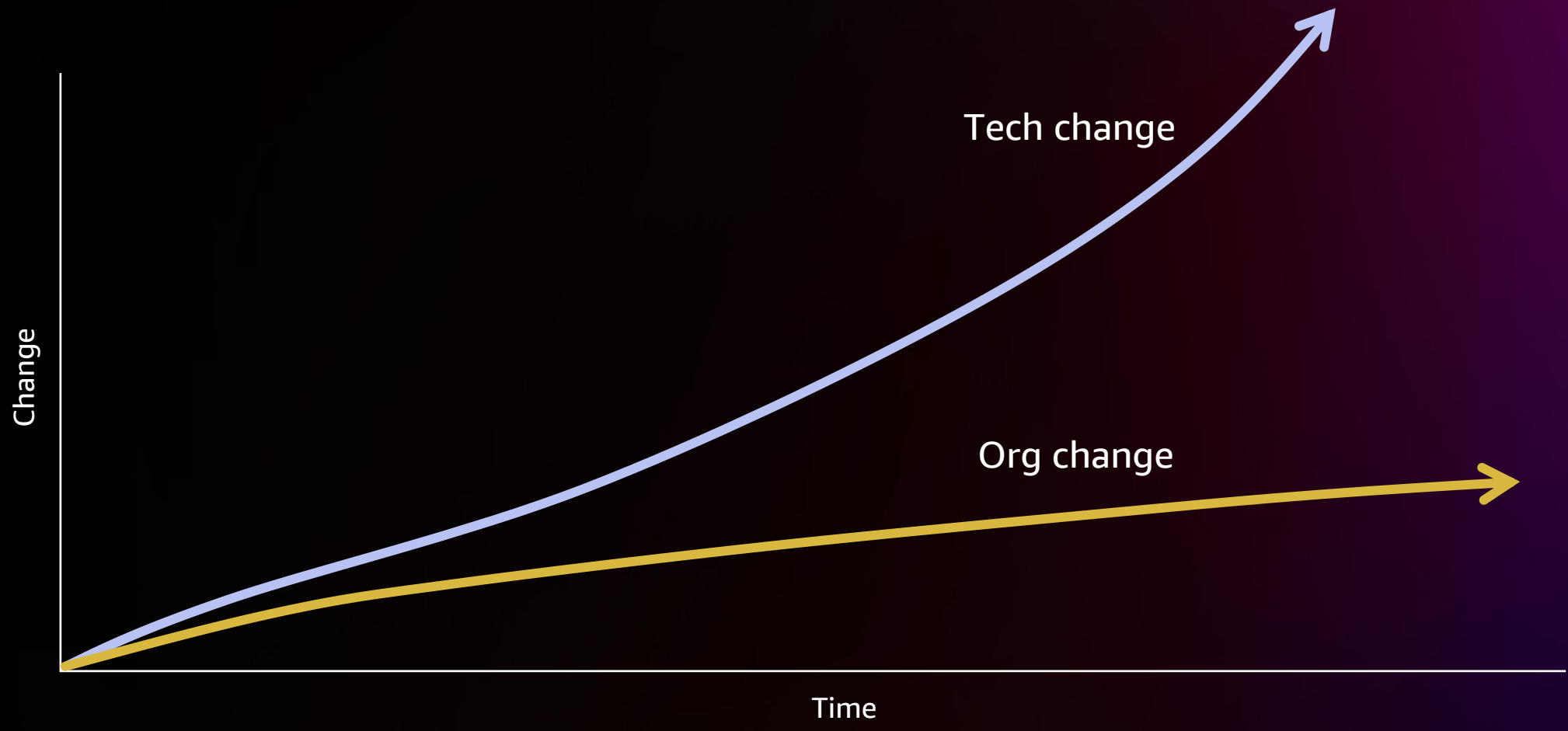


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Source: Cloud's trillion-dollar prize is up for grabs, McKinsey 2021; Gartner 2022

Technology evolution

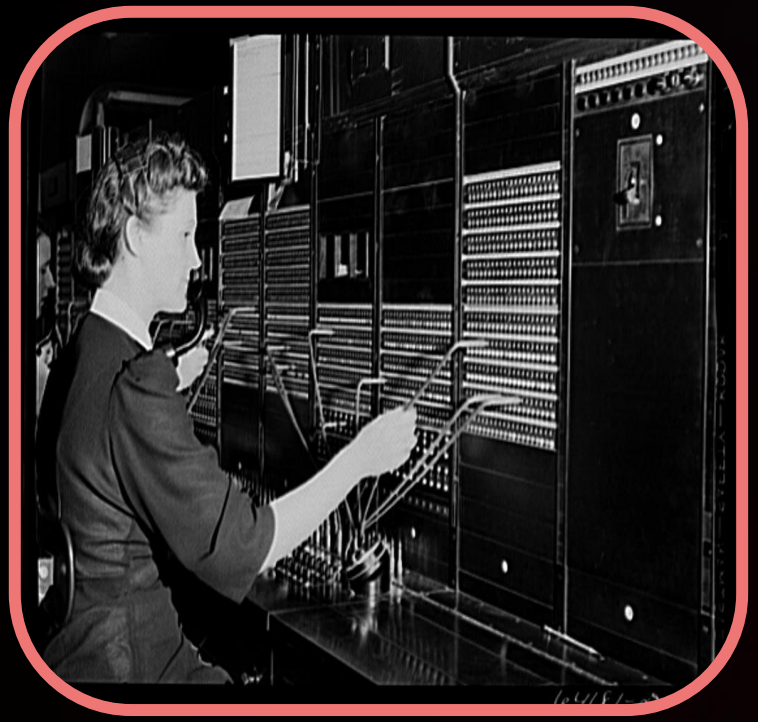
MARTEC'S LAW



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Avoiding Engels' pause

New technology innovation values new skills





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Technology evolution

SKILLS (NOT) REQUIRED

50%

of employees will need reskilling in the next 5 years . . . and growing

60%

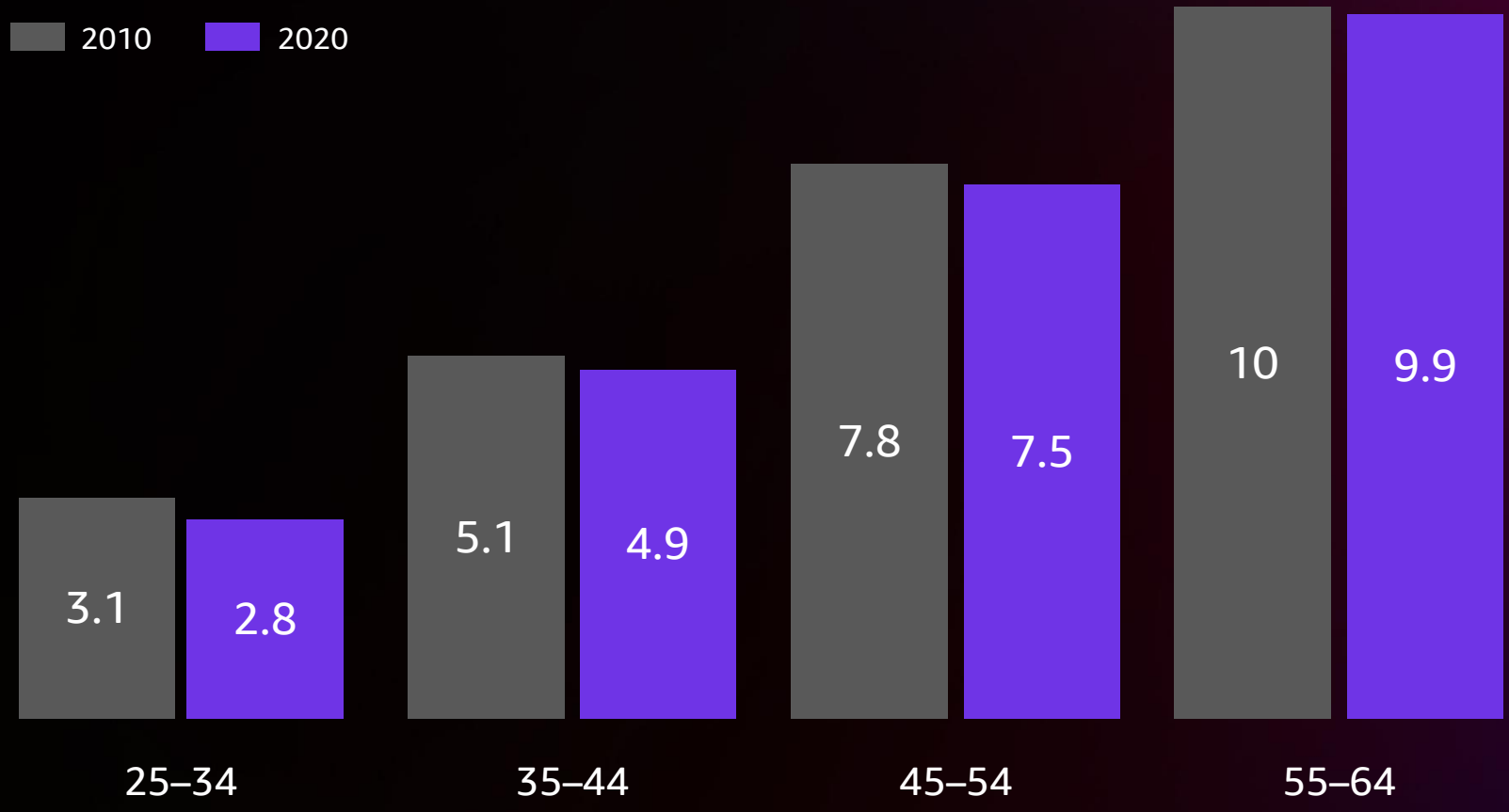
of occupations could have 30%+ of activities automated

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Sources: The Future of Jobs Report, World Economic Forum, 2020; How many of your daily tasks could be automated? McKinsey 2015

Technology evolution

SKILLS (NOT) REQUIRED

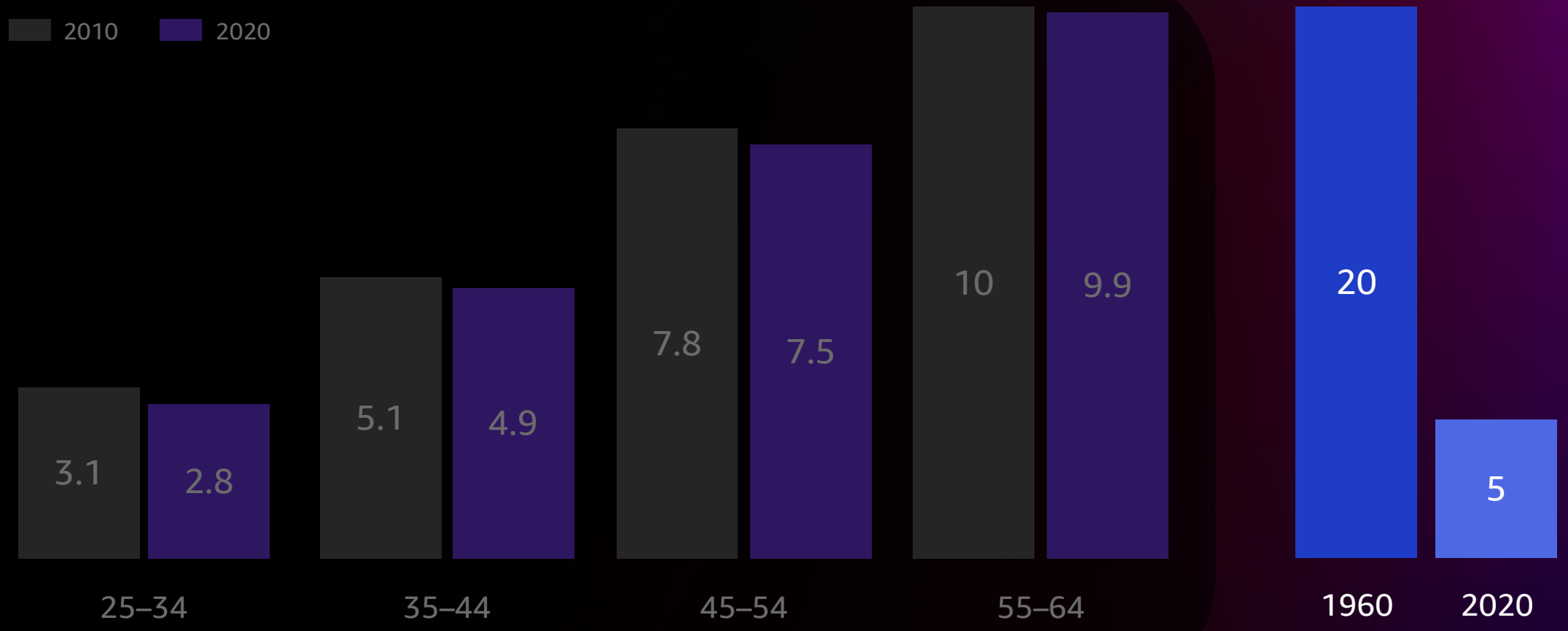


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Sources: The Future of Jobs Report 2020, World Economic Forum (WEF); Skill, re-skill and re-skill again., 2017 WEF; Digital America: A tale of the haves and have-mores, McKinsey Global Institute, 2015; The Technology Fallacy, Kane et al; US Bureau of Labor Statistics 2020

Technology evolution

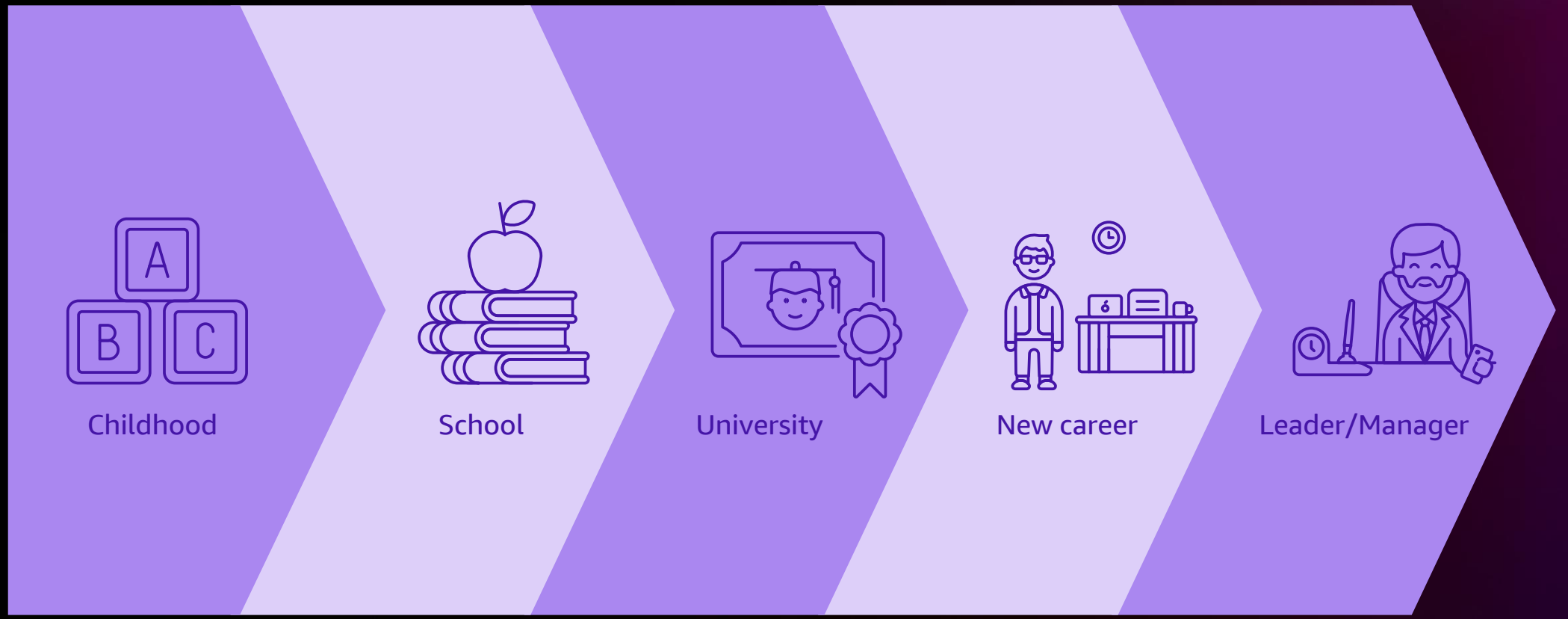
SKILLS (NOT) REQUIRED



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Sources: The Future of Jobs Report 2020, World Economic Forum (WEF); Skill, re-skill and re-skill again., 2017 WEF; Digital America: A tale of the haves and have-mores, McKinsey Global Institute, 2015; The Technology Fallacy, Kane et al; US Bureau of Labor Statistics 2020

Traditional career



Wonderment
Curiosity
Questioning

Interest
Rote learning
Getting “the” answer

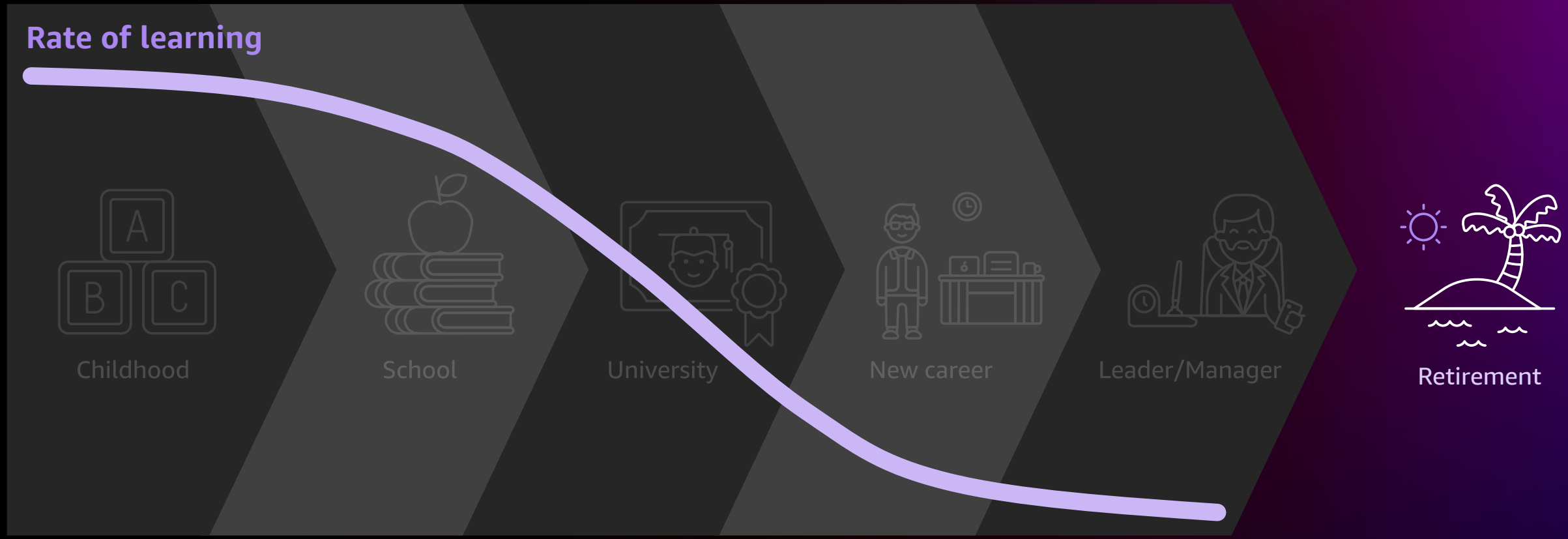
Specialization

Command of skills

Being right
Expert power

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Traditional career



Wonderment
Curiosity
Questioning

Interest
Rote learning
Getting “the” answer

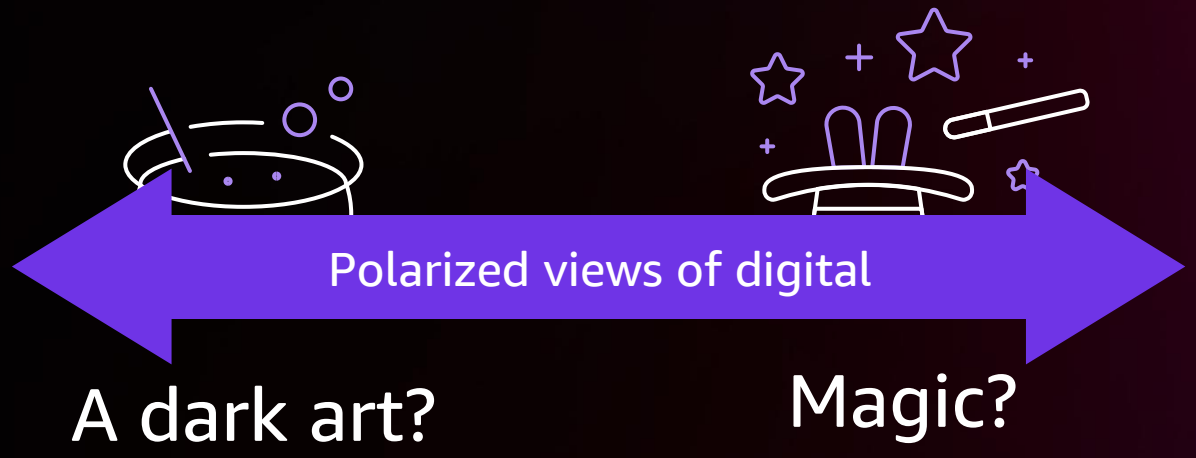
Specialization

Command of skills

Being right
Expert power

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Digital IQ and senior leaders



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Digital IQ and senior leaders

<24%

of leaders are digitally fluent

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Sources: Does your c-suite have enough digital smarts? MIT Sloan Management Review, 2021

Digital IQ and senior leaders

<24%

of leaders are digitally fluent

1

digitally fluent board member doubles the inclusion of tech in strategic discussion

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Sources: Does your c-suite have enough digital smarts? MIT Sloan Management Review, 2021, Elevating technology on the boardroom agenda, McKinsey 2012

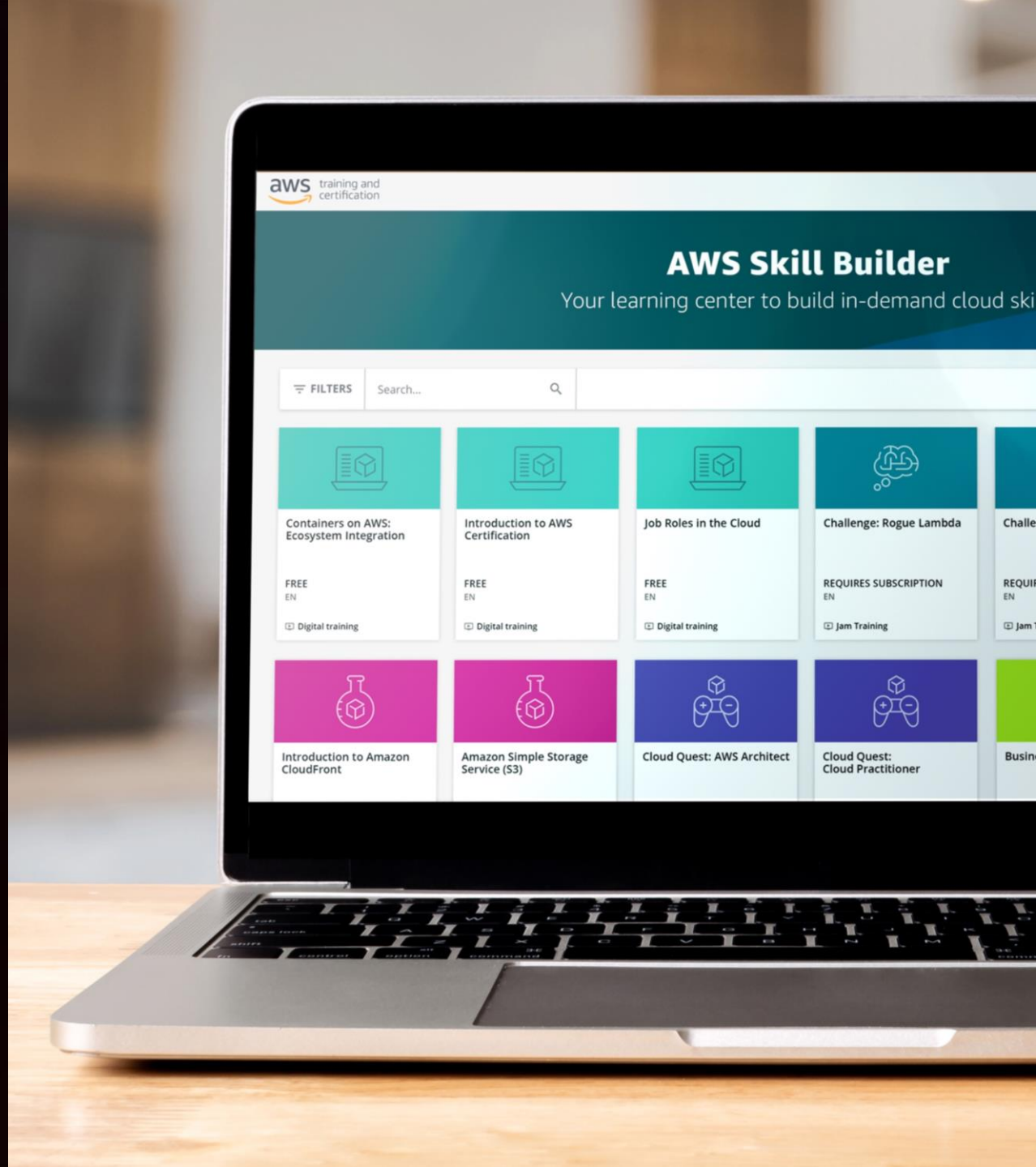


A learning organization

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AWS Skill Builder

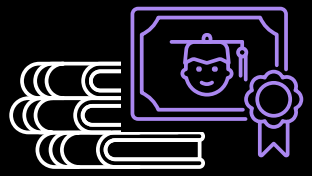


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Amazon will help
29 million
people around the world
build cloud skills with
free training
by 2025

Training is important but inadequate alone





Formal Training Course



“Expert”

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Training is important but inadequate alone





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“There is no compression algorithm for experience”

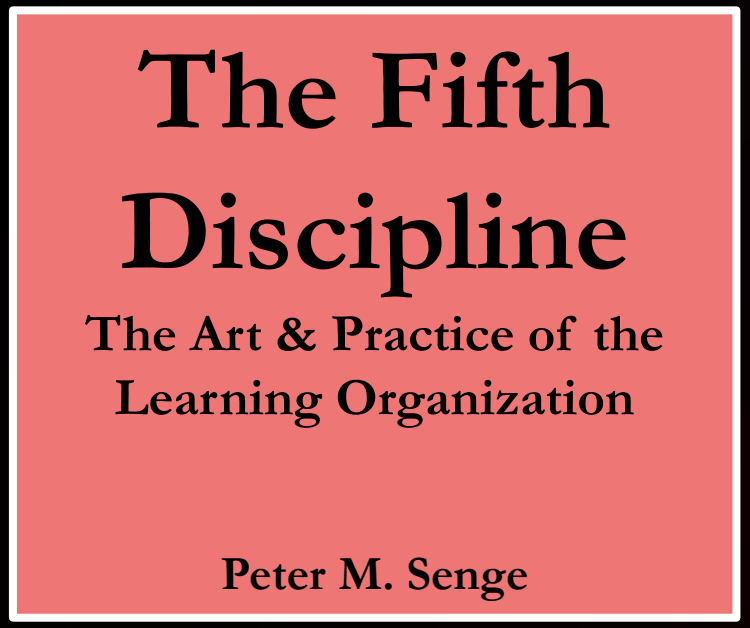


Andy Jassy

CEO, Amazon.com

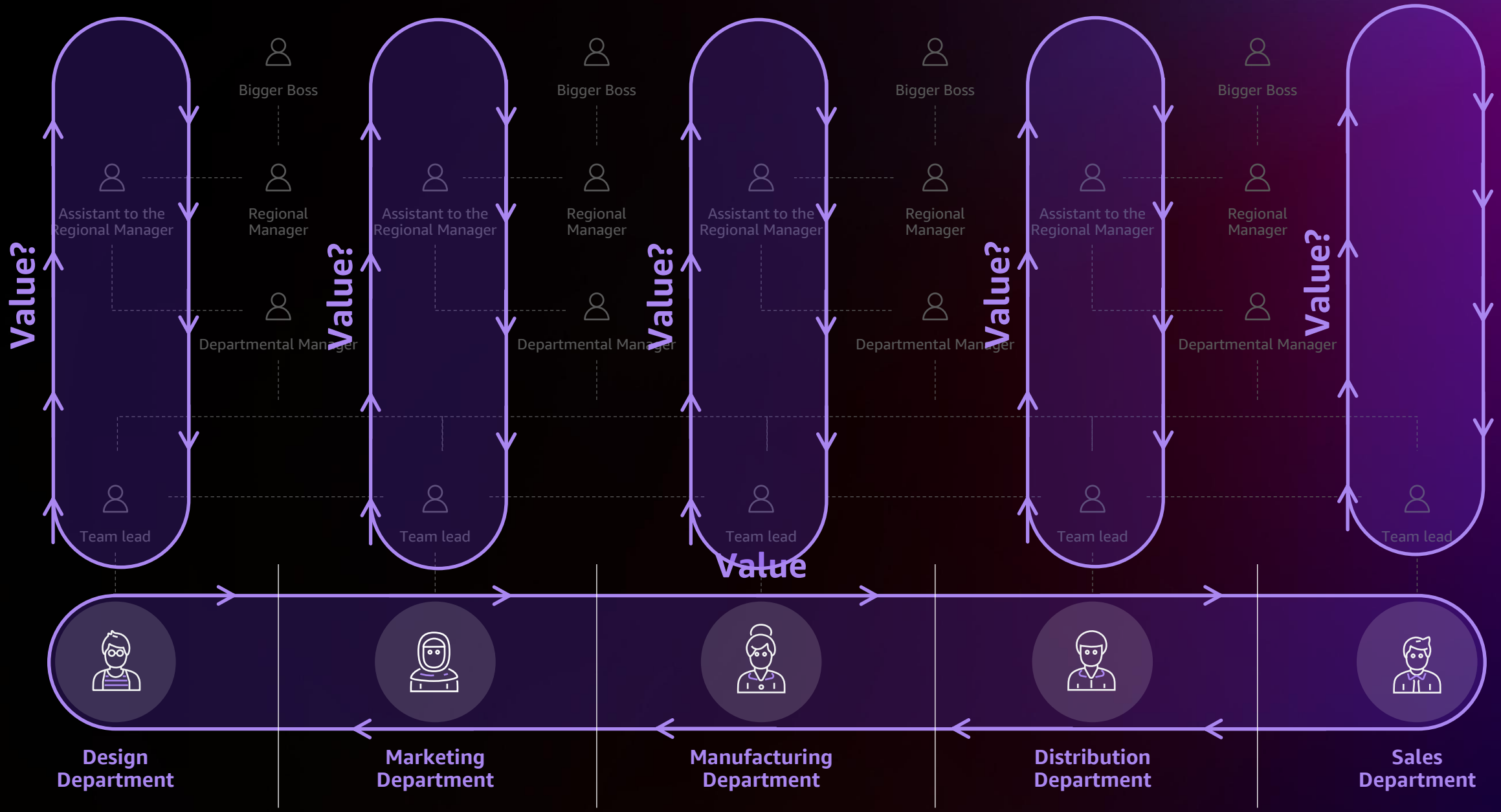
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What does it take to build a learning organization?



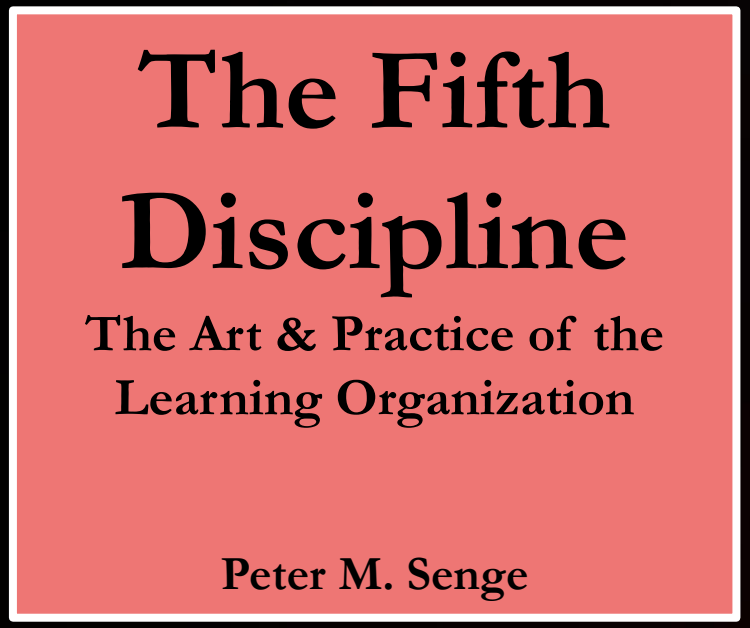
- [x] Systems thinking
- [ ] Shared vision
- [ ] Personal mastery
- [ ] Mental models
- [ ] Team learning

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What does it take to build a learning organization?



- [x] Systems thinking
- [x] Shared vision
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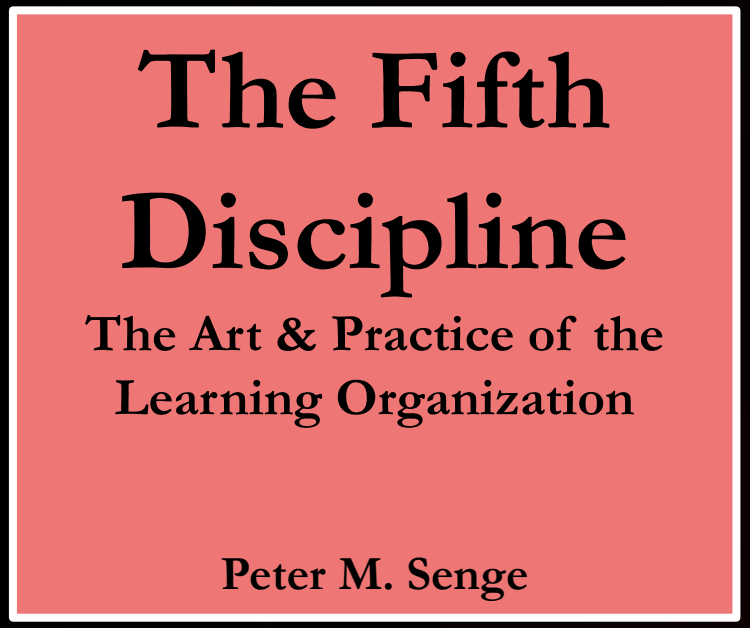


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What does it take to build a learning organization?



- [x] Systems thinking
- [x] Shared vision
- [x] Personal mastery
- [ ] Mental models
- [ ] Team learning

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Your people – and you – should spend at least 30% of your time learning



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“The workplace has become a place to perform, not a place to learn.”

Aaron Dignan

Author, Brave New Work

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The skills needed



Functional/ technical skills

Management and organizational analysts

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Source: The Future of Jobs Report 2020, World Economic Forum

The skills needed



Business skills

How do you make money?

How does work really get done here?

How does technology support our goals?

Who are our customers?

What do our customers want?

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Immutable leadership skills

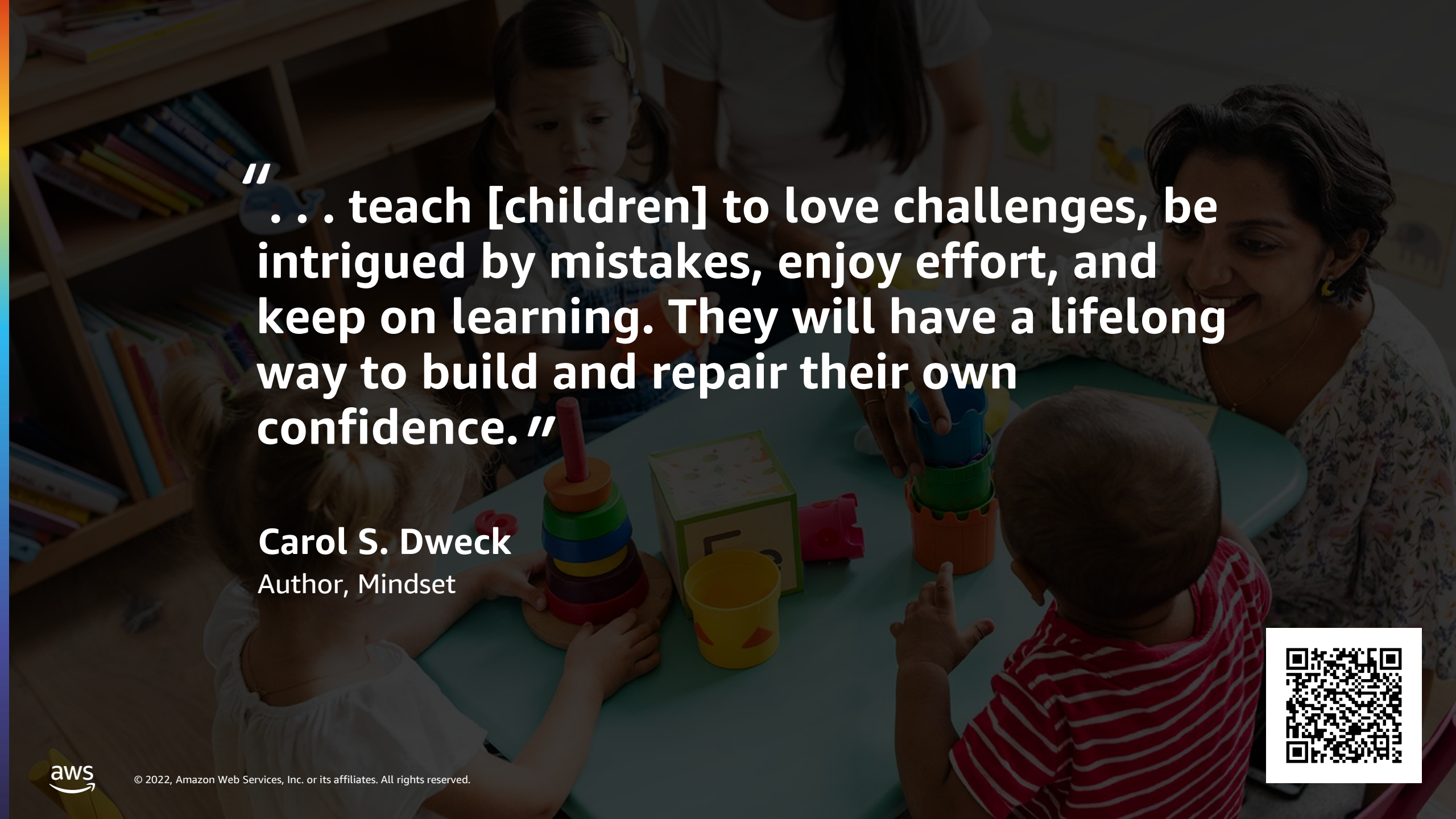


Leadership skills

[redacted]back

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“. . . teach [children] to love challenges, be intrigued by mistakes, enjoy effort, and keep on learning. They will have a lifelong way to build and repair their own confidence.”

Carol S. Dweck
Author, Mindset

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Learn and Be Curious

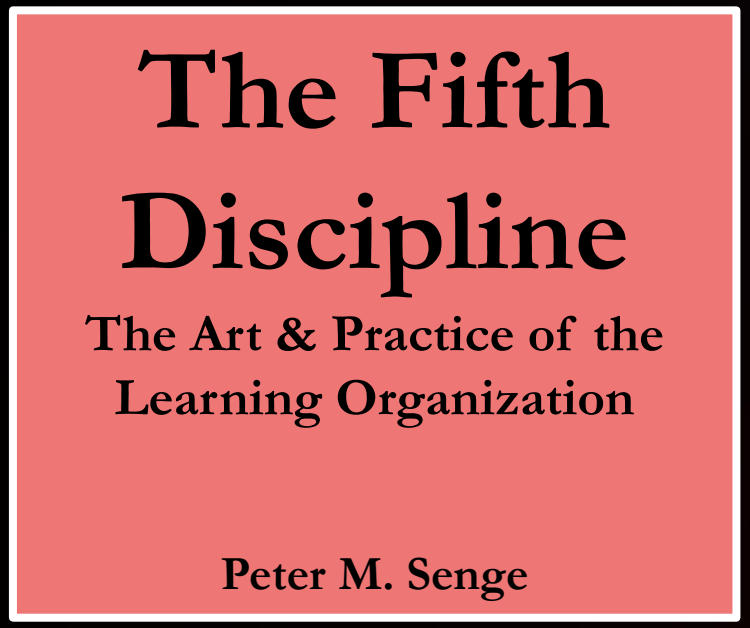
Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.



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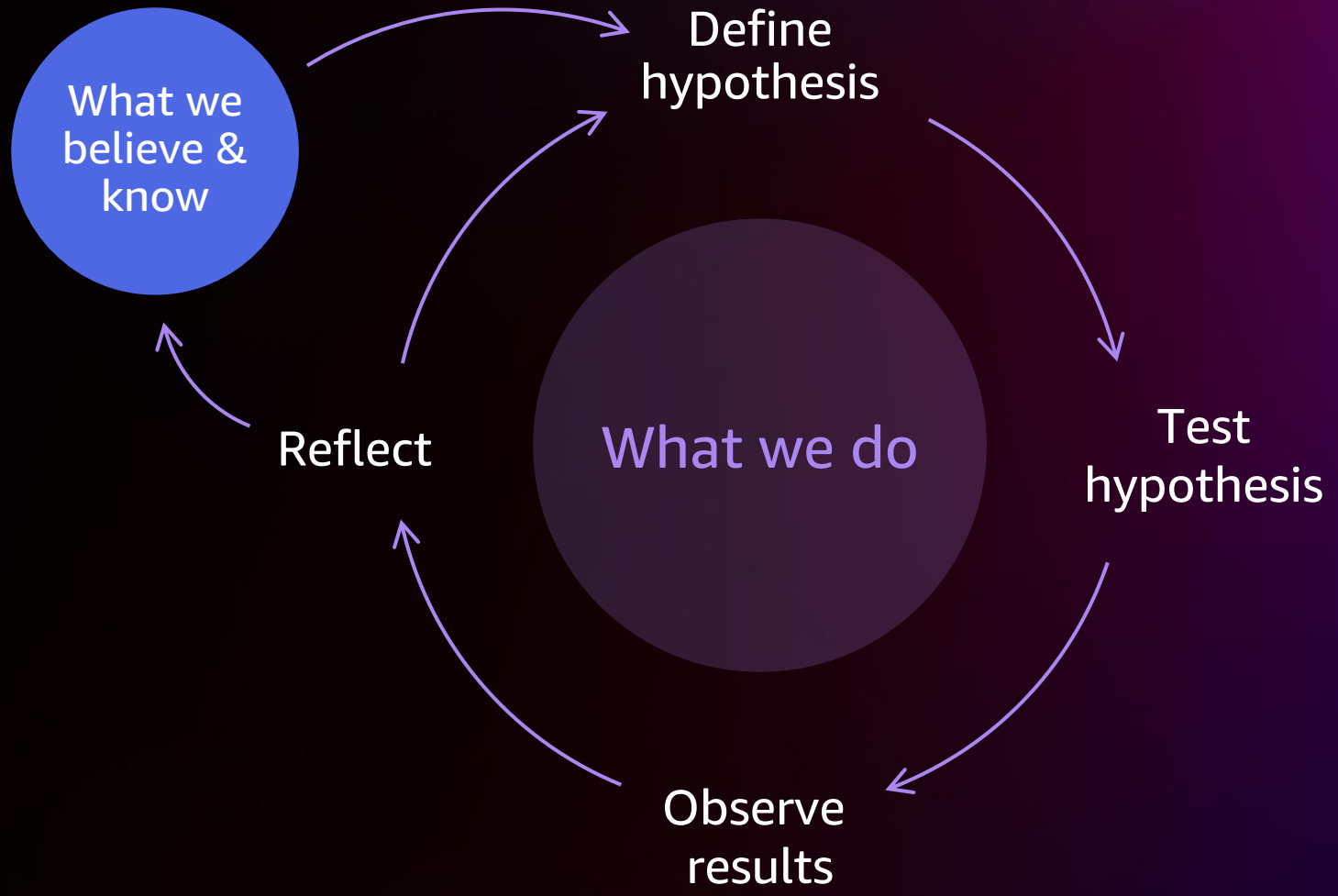
What does it take to build a learning organization?



- [x] Systems thinking
- [x] Shared vision
- [x] Personal mastery
- [x] Mental models
- [ ] Team learning

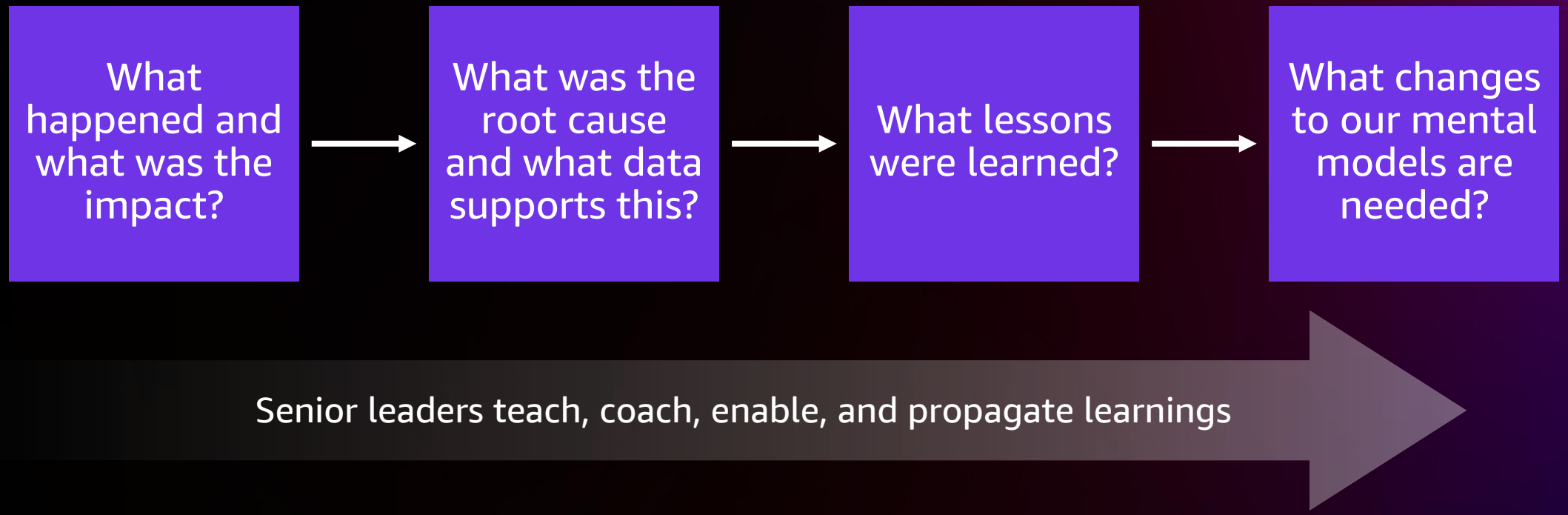
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Double-loop learning



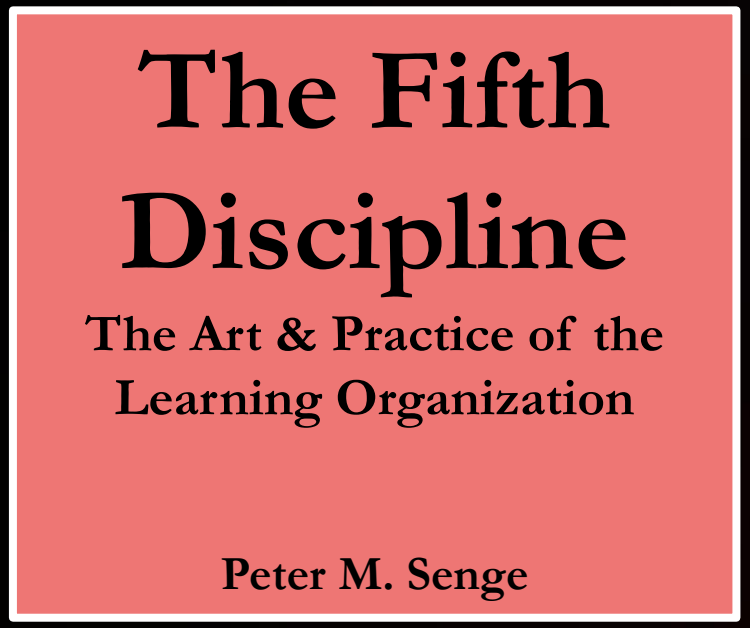
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Example: AWS Correction of Errors process



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What does it take to build a learning organization?



- [x] Systems thinking
- [x] Shared vision
- [x] Personal mastery
- [x] Mental models
- [x] Team learning

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“Teams, not individuals, are the fundamental learning unit in modern organizations . . . unless teams can learn, the organization cannot learn.”

Peter Senge

Systems Scientist, Author, and Senior Lecturer, MIT Sloan School of Management

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What promotes team learning?



Job autonomy



Interesting, complex problems



Purpose

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What promotes team learning?

Psychological Safety



Job autonomy



Interesting, complex problems



Purpose

Feedback designed to improve



Debriefs



Sharing mental models



Using retrospectives

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Yes, but . . .

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Learning Myth

1 2 3 4 5

"I cannot afford all the skills I need"

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Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and **willingly move them throughout the organization**. Leaders develop leaders and take seriously their role in coaching others.

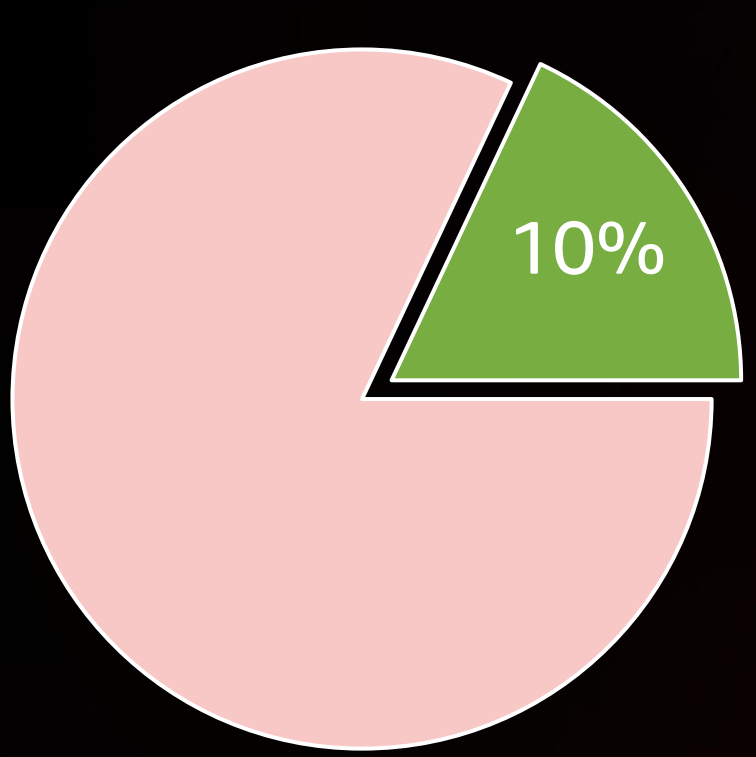


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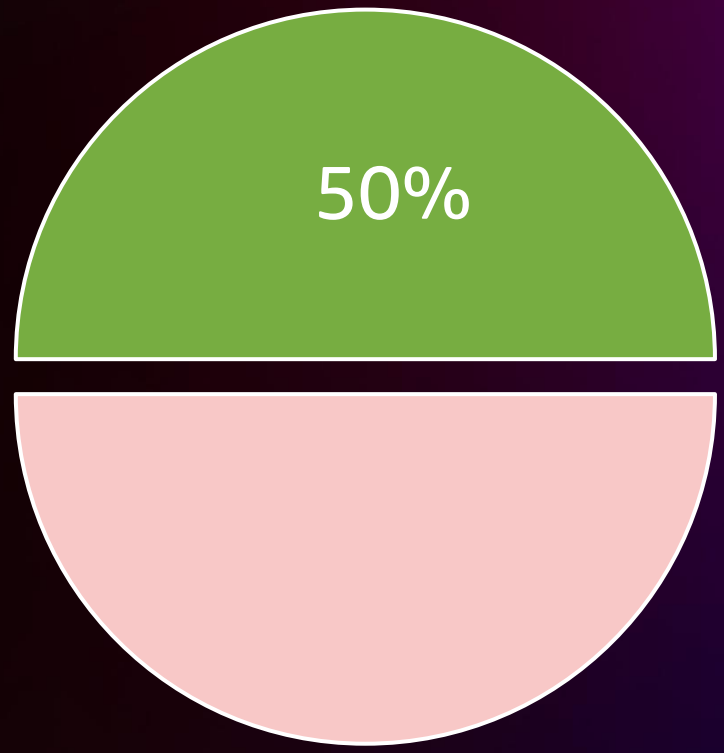
Focus on the right skills and right people

People



=

Results

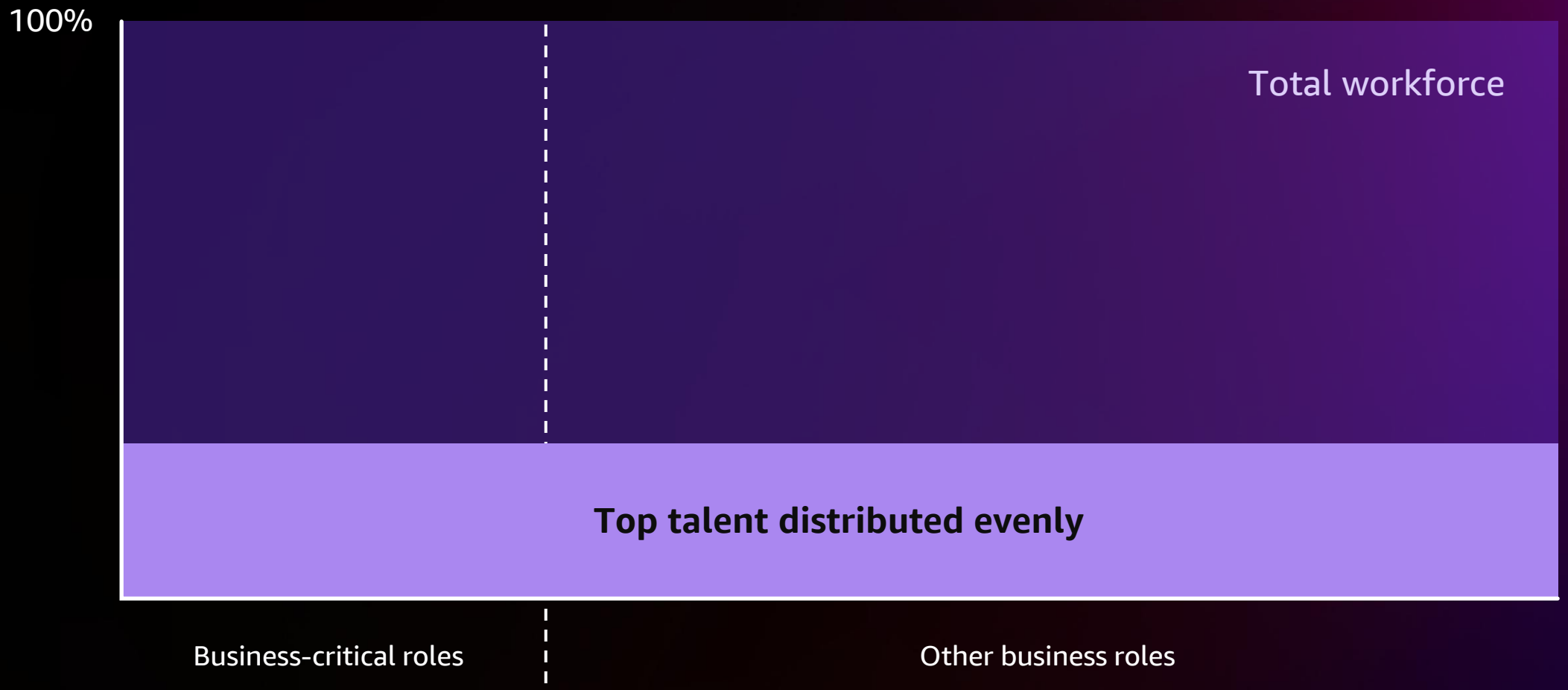


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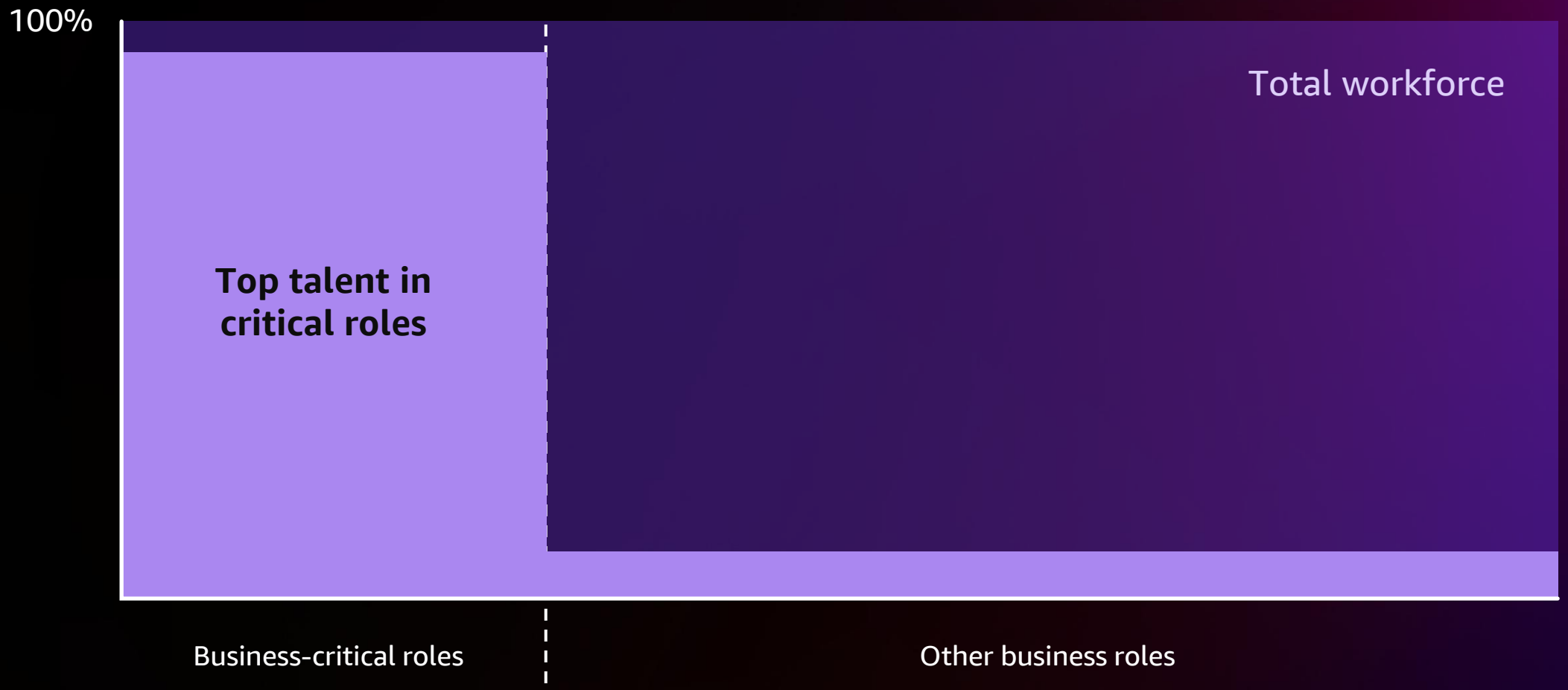
Source: Time, Talent, Energy (Mankins & Garton)

Traditional talent management



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Digital talent management

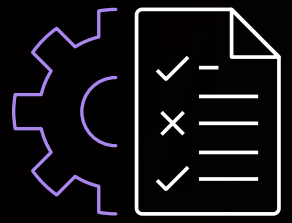


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Source: Future-proofing your organization, HBR 2021

Strategic workforce review

QUESTIONS PROGRESSIVE ORGANIZATIONS ASK THEMSELVES



What is my inventory of skills?



How will my skills needs change over time?

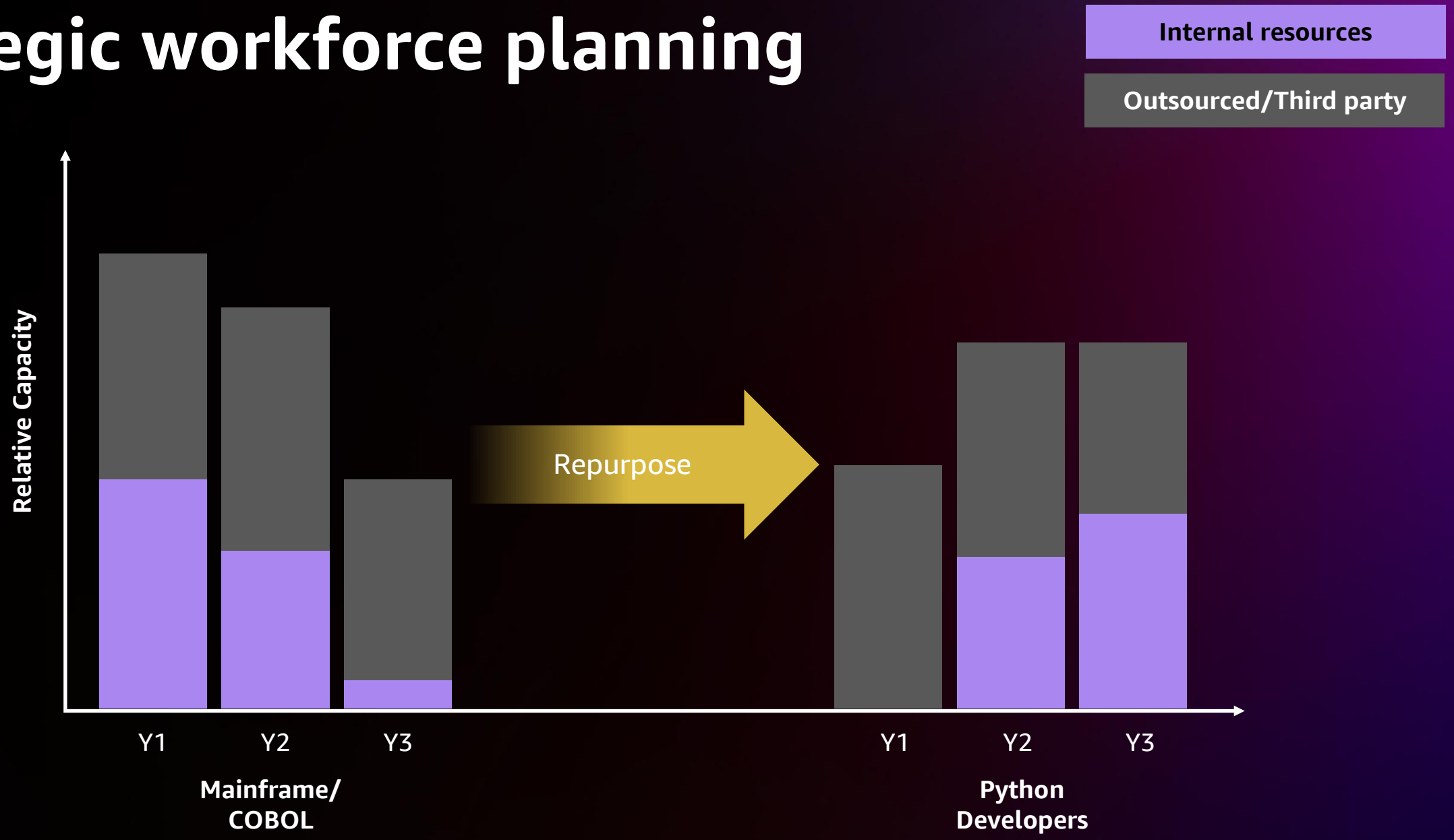


How are our industry and business model changing the skills required?

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Strategic workforce planning



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Learning as a P&L



Profit

Improve productivity

Fewer mistakes and less waste

Higher morale

Recruitment success

Less regretted attrition

Brand reputation

Optimize costs



Loss

Temporarily lost productivity

Cost of coaches

Cost of formal training

Management attention

Cost of certifications

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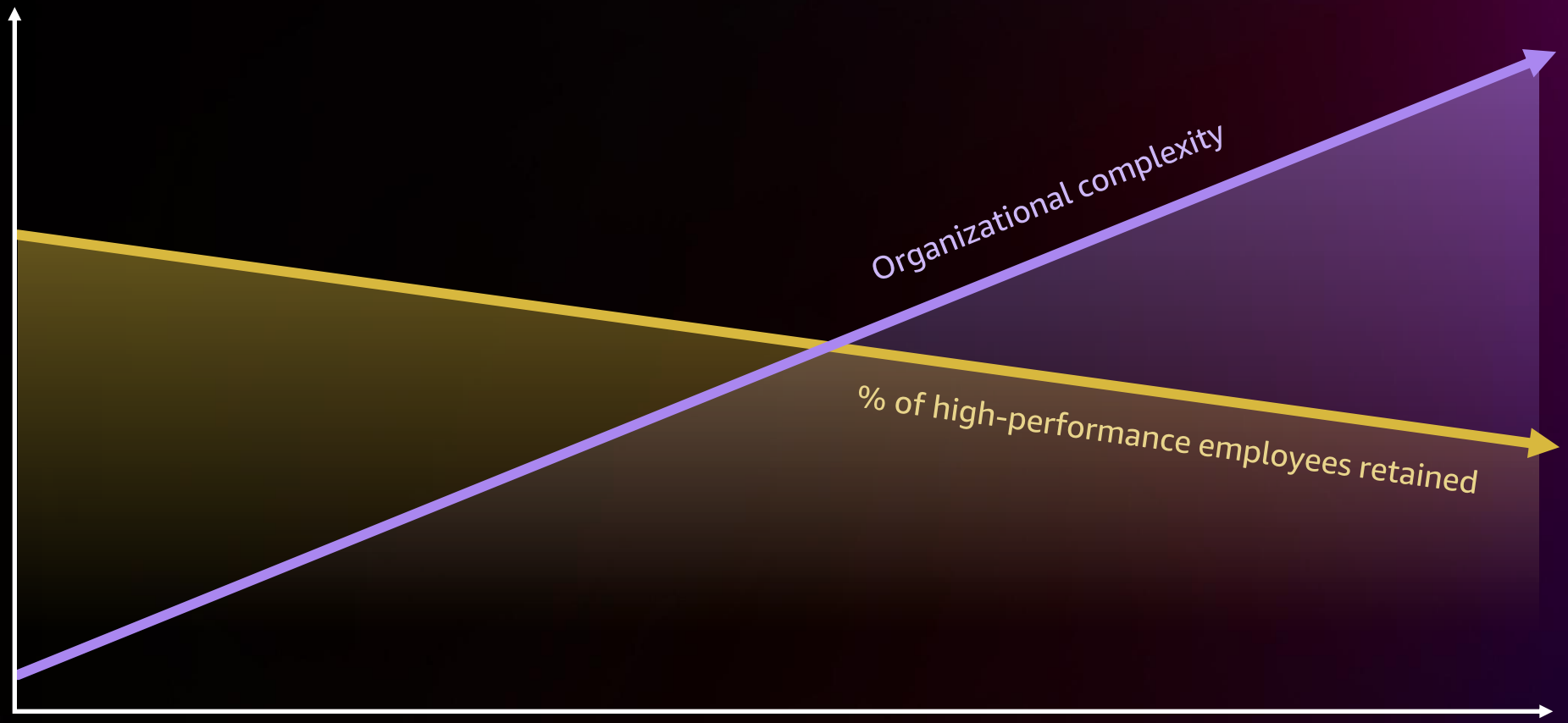
Learning Myth

1 2 3 4 5

"We don't have the time to invest in learning"

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Complexity kills



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Decomplexify

"There is one kind of robber whom the law does not strike at, and who steals what is most precious to men: time."

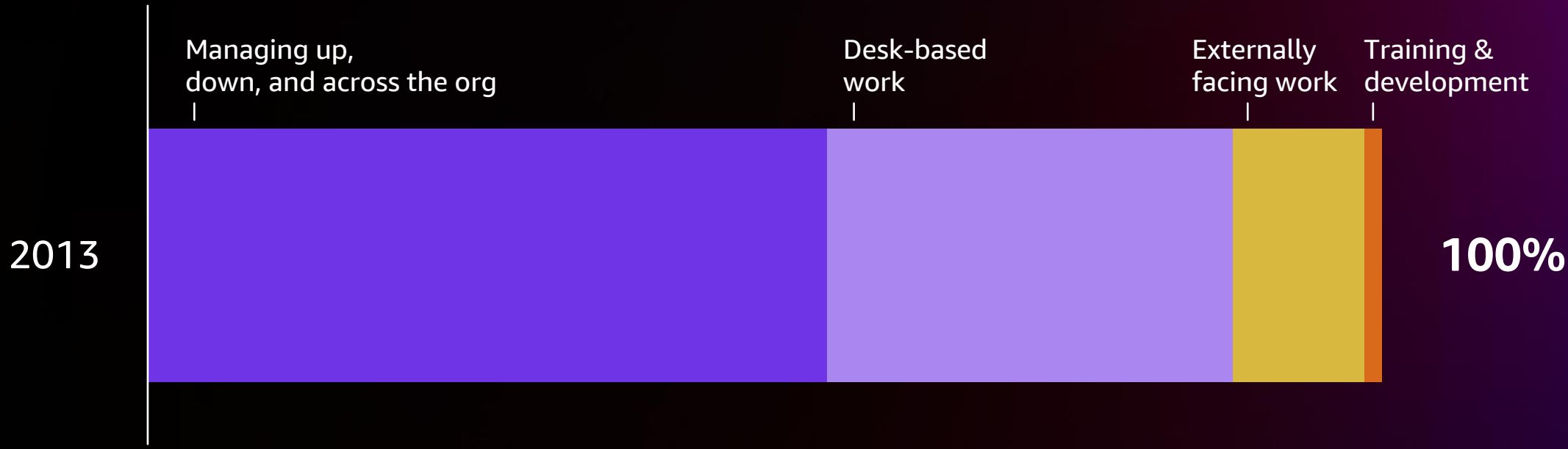


Napoleon Bonaparte

French Military & Political Leader

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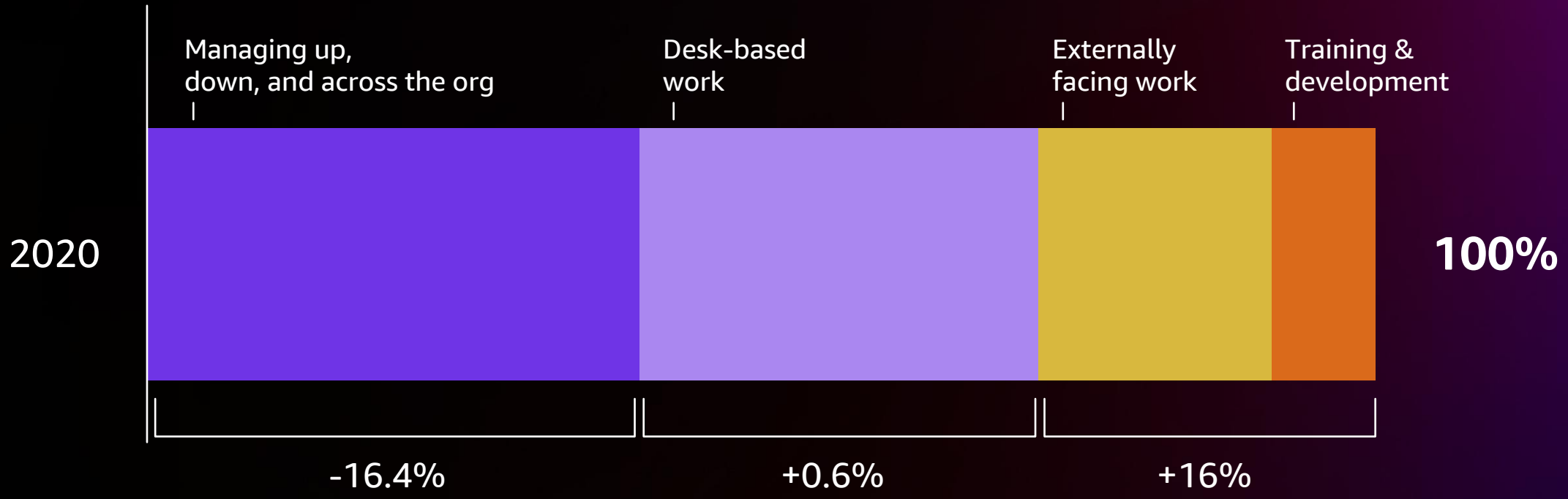
Decomplexify



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Source: How knowledge work has changed in the pandemic, HBR, 2021

Decomplexify

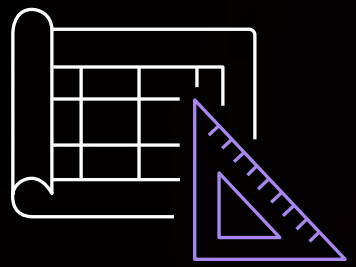


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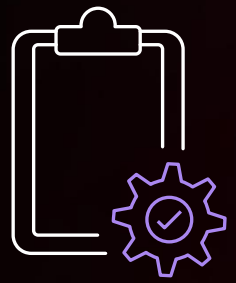
Source: How knowledge work has changed in the pandemic, HBR, 2021

Decomplexify

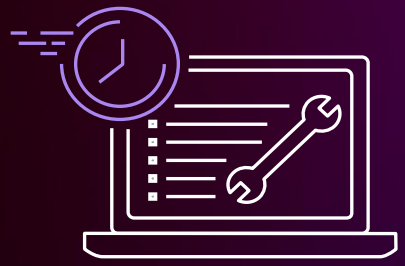
ELIMINATE AND AUTOMATE WORK



Redesign work



Optimize work



Automate work

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Learning Myth

1 2 3 4 5

"I can't get the right people"

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“Let’s just hire digital talent”

You think you’re so special!



Existing org



Digital unit

We’re here to save your legacy souls!

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The team you need is the team you have



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Learning Myth

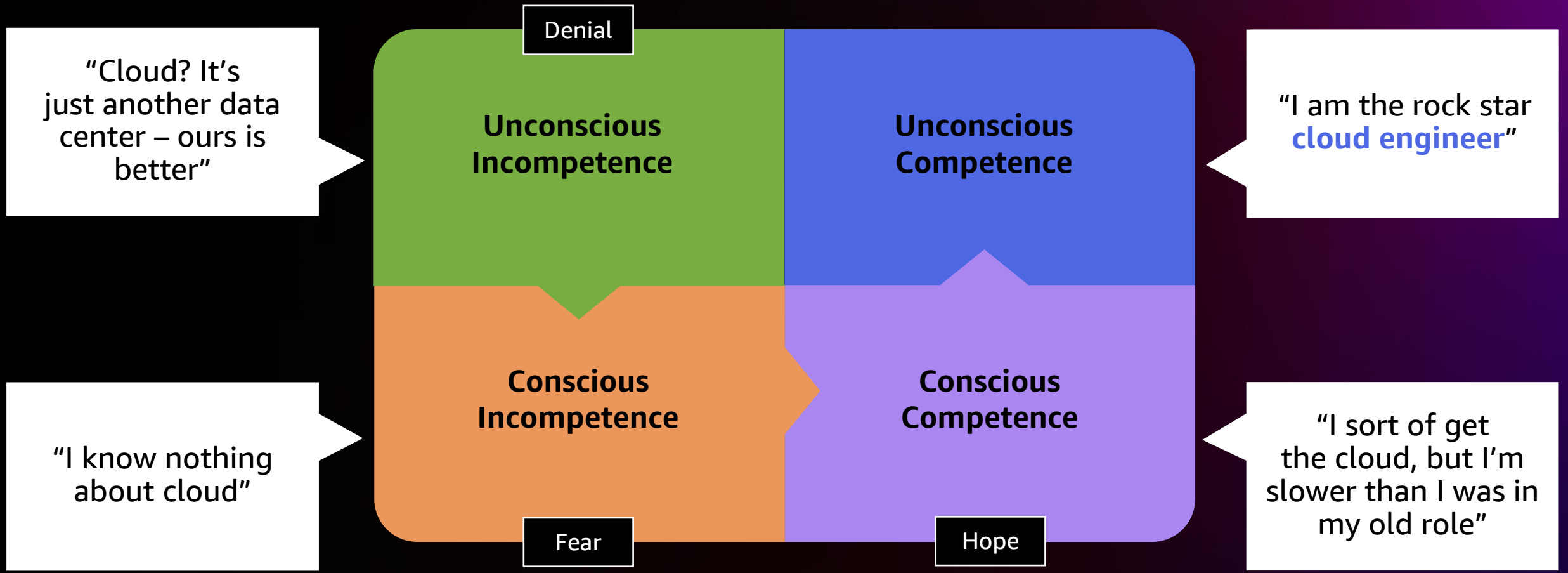
1 2 3 4 5

"My employees aren't motivated to learn"

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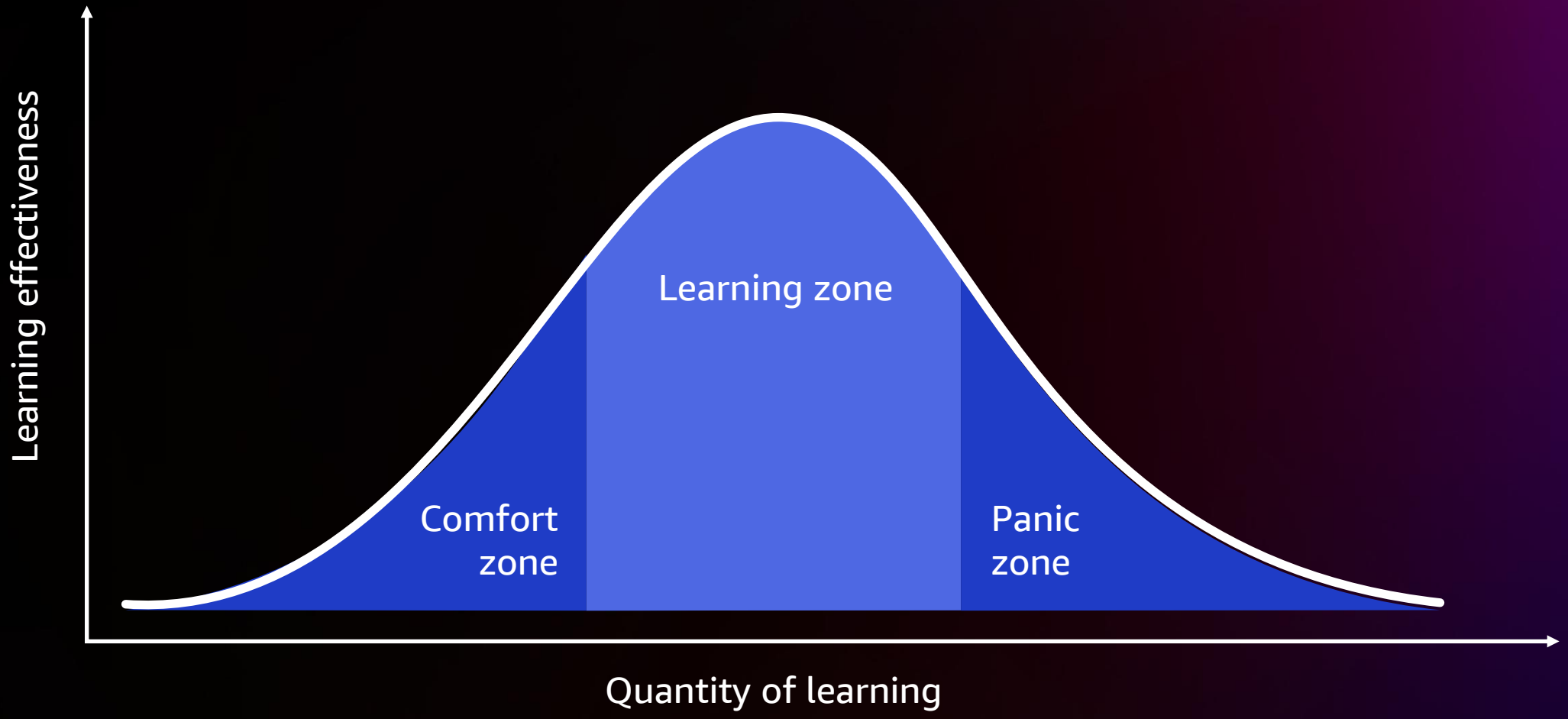
Motivate

IGNITE MOTIVATION



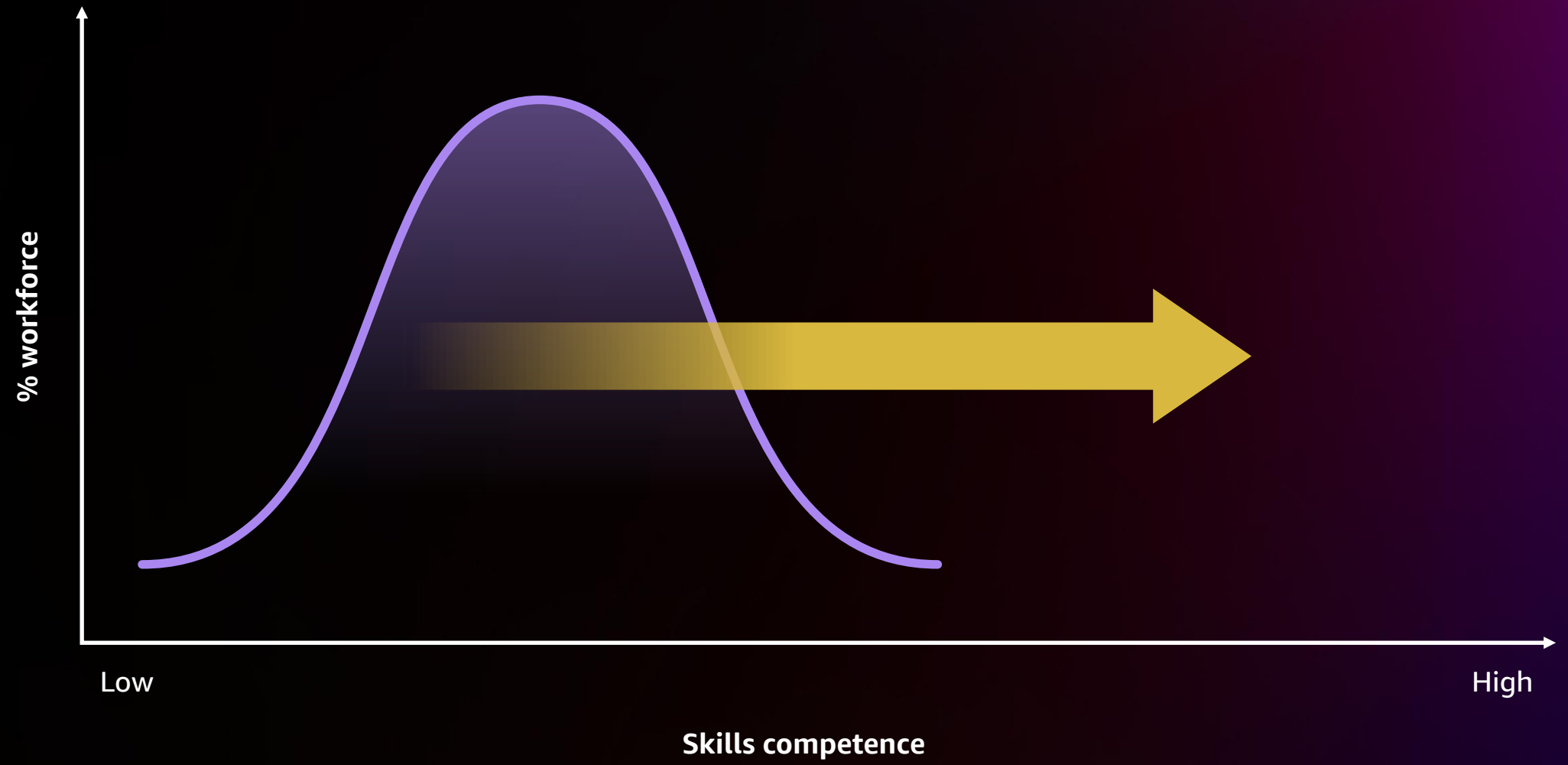
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Pace training: the Goldilocks zone



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Continuously learning and improving



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Motivate

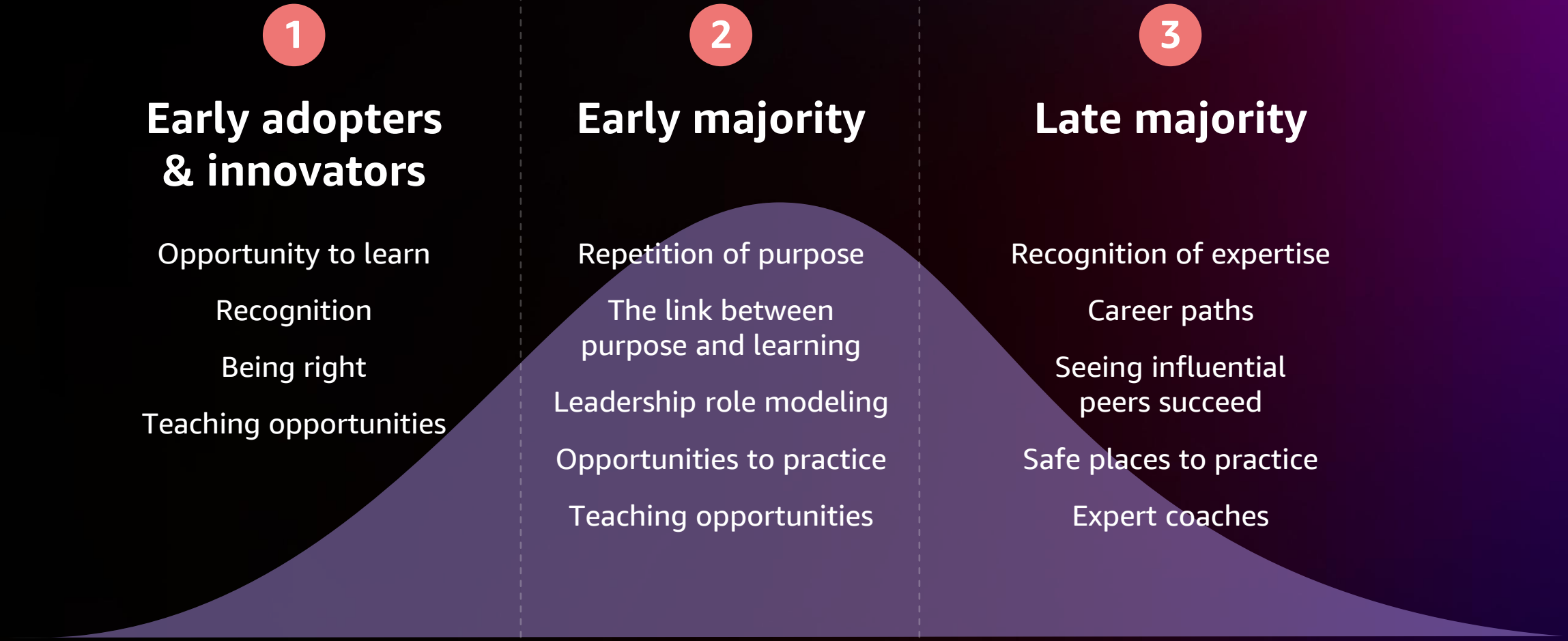
INCENTIVIZE LEARNING

"Do rewards motivate people? Absolutely. They motivate people to get rewards."

Alfie Kohn

Author

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Learning Myth

1 2 3 4 **5**

"People will leave if we train them"

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CFO
“I’m worried that if we train our people, they’ll leave”
“I’m worried that if we don’t, they will stay”
CEO

“Attrition will always happen.
It’s better to lose 20% and have 80%
that are competent than it is to have
10% that are skilled and lose no one.”



Luc Hennekens

Enterprise Strategist and former CIO

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Cloud: A learning accelerator

- On demand
- Lowers cost of experimentation
- Reduces routine work
- Architected for continuous change
- Accelerates value



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Shifts in learning



20th century

21st century

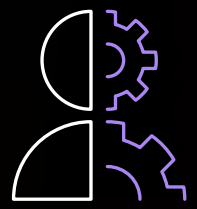


Education as a life stage	Continuous education
Large chunks of learning	Microlearning
Work or learning	Learning as work (in flow of work)
Training classes as an expense	Multimodal learning as an investment
Learning as an individual activity	Team and collaborative learning

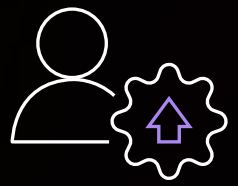
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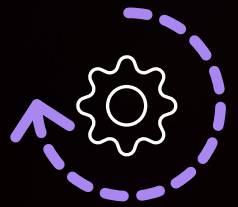
Broad options



Retain skills as is



Upskill to add additional skills



Reskill for new functional responsibilities



Retire unneeded skill sets and repurpose roles



Recruit new skills



Redesign roles to reflect priorities and reduce cognitive load

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“The capacity to learn is a gift; the ability to learn is a skill; the willingness to learn is a choice.”

Brian Herbert

Author

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Your learning journey

Map out your path

Sketch out the big changes in skills over five years

Conduct a Learning Needs Analysis

Tell the story of how you adapt your organization to changing needs



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Your learning journey

Mix them up

Bring together experienced staff and graduates and technical and nontechnical staff, and give them shared objectives



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Your learning journey

Show what's important

Appoint a single-threaded leader

Create mechanisms to get senior leaders involved in the details

Model learning from mistakes

Set targets in relative KPIs, not absolutes



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Your learning journey

Nurture a culture of learning

“How we make money for non-finance managers”; ”understanding cyber attacks for non-technologists”

Retrospectives all the time

Hire for curiosity

Make learning fun

paymerang



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Your learning journey

Give power to the people

Build specialist career paths

Communities of practice and guilds defining their own standards

Pearson



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We are here to help

Need peer-level executive guidance?

aws Enterprise Strategy

- ✓ Mental models and strategies based on the first-hand experience of former CXOs
- ✓ Get peer-level sounding board and sparring partner

Want to build org-wide cloud fluency?

aws Skills Guild

- ✓ Accelerate cloud adoption with a comprehensive skills enablement program that builds cloud fluency across your organization

Need customized training solutions?

aws Partner Network

- ✓ AWS Training Partners
- ✓ Flexible modalities: classroom, digital, and customized learning plans

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re:Invent 2022 Enterprise Strategy Track

ENT217	Learning at the speed of cloud: Turning employees into entrepreneurs	Phil Le-Brun & Luc Hennekens	Nov. 29 @ 11:45 AM	Wynn Encore, Encore Ballroom 2
ENT218	The architect elevator: Connecting the boardroom and IT	Gregor Hohpe	Nov. 30 @ 5:30 PM	Wynn Encore, Lafite 5
ENT219	Everybody wins: Real-world business value for CIOs and CFOs with the cloud	Chris Hennesey & Jake Burns	Nov. 28 @ 5:30 PM	Venetian, Lido 3106
ENT220	Shipping securely: How strong security can be your strategic advantage	Clarke Rodgers	Dec. 1 @ 2:00 PM	Wynn Encore, Lafite 5
ENT228	Succeeding in economies of speed: Rethinking your levers	Miriam McLemore	Nov. 30 @ 3:15 PM	Wynn Encore, Encore Ballroom 2
ENT231-R, R1	Becoming an organization that attracts top talent (Chalk Talk)	Jake Burns	Dec. 1 @ 2:45 PM*	Caesars Forum, Alliance 305
ENT232-R, R1	Accelerating your migration journey (Chalk Talk)	Mary McDaniel & Jonathan Allen	Dec. 1 @ 4:15 PM*	Caesars Forum, Summit 221

*Repeat times not listed

Additional Enterprise Strategy Breakouts

SVS301-R, R1	Refactoring to serverless	Gregor Hohpe, Sindhu Pillai	Nov. 29 @ 5:00 PM*	MGM Boulevard Ballroom 167
API308	Are you integrating or building distributed applications?	Gregor Hohpe	Nov. 30 @ 1:45 PM	Caesar's Forum Summit 228
ARC207	Modern cloud applications: Do they lock you in?	Gregor Hohpe	Dec. 1 @ 11:45 AM	Wynn Encore, Ballroom 2

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Resources

aws Executive Insights

Self-service digital content written for executives

conversations with LEADERS — aws Executive Insights

Podcast: Featuring discussions with executive leaders

aws Executive Connection

LinkedIn: Community for business and technology leaders

aws Enterprise Strategy Blog

Blog channel for technical and non-technical executives in an enterprise

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Thank you!

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