

# Orchestrating Digital Transformation: **Cloud Skills Training** in the Context of Change Management



training and  
certification

# Executive Summary

***Digital transformation offers the promise of new business opportunities, increased agility and productivity, reduced risks and expenses, as well as improved customer service, brand relevancy, and customer loyalty. All of these are necessary for the continued success of a given enterprise. In turn, a successful transformation leads to improved employee experiences and a more collaborative, innovative corporate culture.***

Achieving digital transformation can be challenging: it's not just about technology, it's about people-centric change and establishing a new mindset and culture across the organization. More than digitizing and migrating data and workloads, it requires modernizing rigid, legacy platforms and applications in parallel with organizational changes.

To take full advantage of technological breakthroughs, digital transformation must be implemented through an innovative approach. This approach should combine technology with organizational processes for developing and delivering new services. It also requires changes in policy, procurement, talent, and culture—and a people-centric approach that prioritizes training new and existing talent in cloud skills.

Training helps motivate and empower employees to solve problems and innovate faster. Managed carefully, continuous learning facilitates adoption of both current and future technologies. It also makes employees more productive—one of the major goals of any technology shift—and even increases employee loyalty and retention.

Strategic use of an established change management framework, coupled with a comprehensive approach to cloud skills training and certification, can ensure successful digital transformation.

# Introduction

*Organizations invest in digital transformation to become more competitive, relevant, and resilient. Research from IDG found that 59% of all organizations' digital business funds will go toward new solutions, enhancements, and upgrades, while 41% will be dedicated to acquiring new talent and developing existing talent.<sup>1</sup>*

Successful digital transformation through a people-centric approach creates lots of values for enterprises. The management consulting firm Inc.Digital found that organizations that successfully completed these transformations reduced operating expenses three times more effectively than other organizations. More than half saw sales performance and customer satisfaction rise in unison. Furthermore, 42% discovered and solved new and previously unrecognized digital challenges, and 87% reported enhanced growth in demand.<sup>2</sup>

**In the services sector, IT decision makers plan to spend 44% of their digital business budgets—more than the industry average—on people and skills. By contrast, in the manufacturing sector, only 34% of budgets will go toward the workforce.<sup>1</sup>**



Forrester predicted that, in 2019, the employee experience would begin to take center stage in digital transformation.

“It is extraordinarily hard, expensive, and frustrating to move people from context A to context B without a customer-obsessed, digitally ready culture in place,” Forrester noted.<sup>3</sup>

More than ever, large organizations are realizing that employee experience and enablement, as well as organizational culture, are crucial to successful digital transformation.

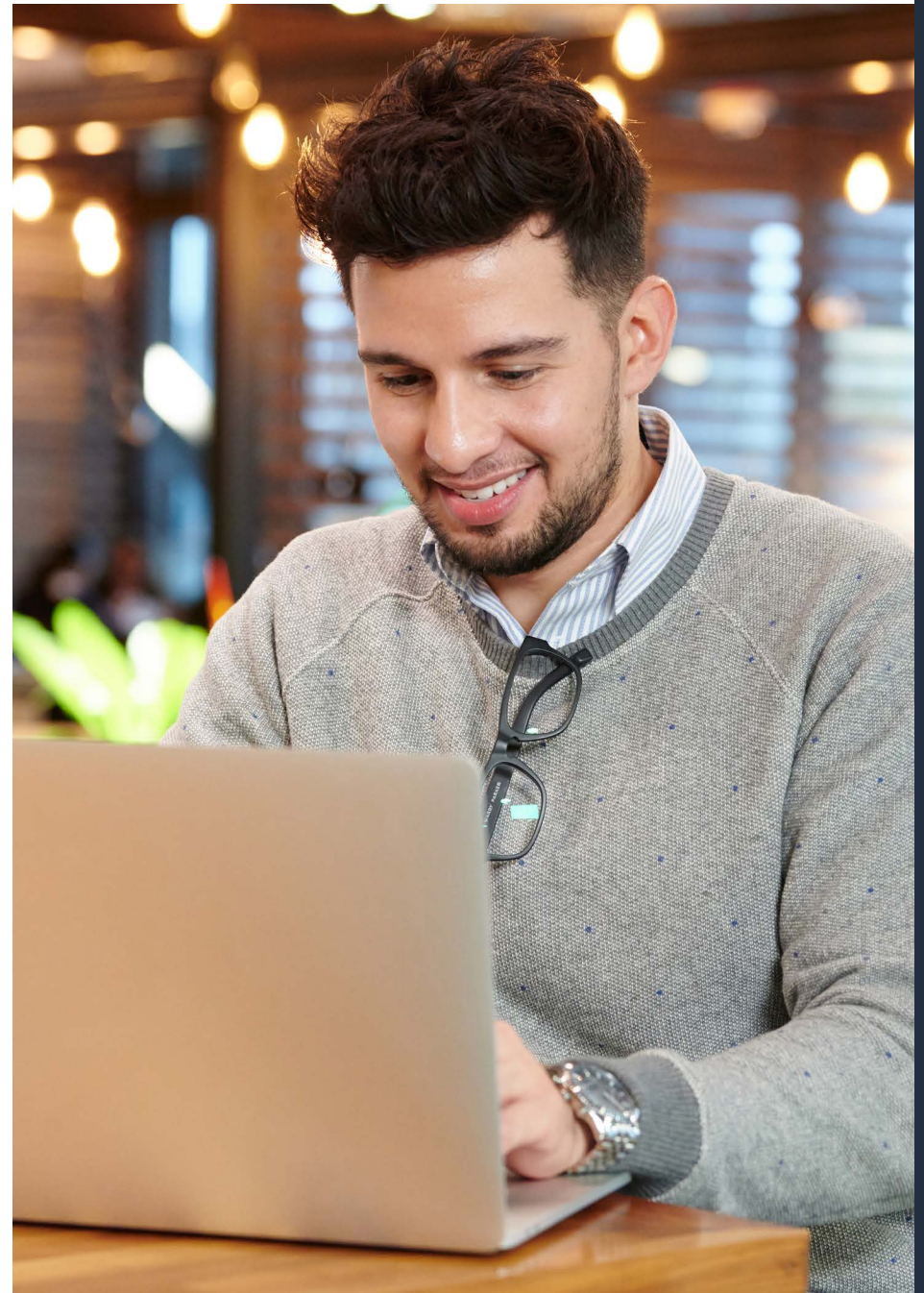


Allowing people in an organization to collaborate and innovate with digital technology supports continuous improvement of the customer experience. In particular, cloud services support the agility that enables enterprises to streamline and tailor customer service, anticipate and respond to customer needs, and innovate to solve customer problems.<sup>4</sup>

IDC research found that by offering comprehensive cloud skills training organizations are more likely to:<sup>5</sup>

- **Accelerate cloud adoption.** Comprehensively trained organizations adopt the cloud 80% faster and are nearly 2x as likely to move beyond limited deployment.
- **Achieve business and internal objectives.** Comprehensively trained organizations are nearly 3x as likely to agree that cloud services can jumpstart innovation—and nearly 5x as likely to agree that the cloud can improve IT staff productivity.
- **Overcome internal concerns.** Comprehensively trained organizations are nearly 4x more likely to meet cloud ROI requirements—and 4.4x more likely to overcome operational and performance concerns.

Low digital literacy restrains an organization's ability to respond to new customer expectations through innovation. Fortunately, training and certification in cloud technology skills can help people throughout the enterprise navigate digital transformation.







Michael Gale, co-author of *The Digital Helix*, found that training is a defining variable for successful digital transformation. According to his research, only 28% of organizations that attempt digital transformation actually succeed. However, those successful organizations have at least one thing in common: they invest 3x as much in technology education and training for their personnel than organizations that lag behind in digital transformation. “Successful digitally transforming organizations understand that you can buy technology, but you have to train people,” Gale said. “Their ‘digital DNA’ comes from education. Tools alone can’t teach people how to think and act differently.”<sup>6</sup>

Finally, digital transformation is ongoing. Done right, it becomes a permanent feature of organizational culture. Thus, training and certification should also be ongoing.

When considering a significant, permanent investment in workforce technology training, organizations should consider its ultimate effect on the customer experience. Forrester noted: “People are the key, not technology. The two biggest factors we found were culture and talent. These are central reasons why digital transformation may not be taking us as far as we want to go. For companies that aren’t seeing the fruits of their digital transformation labors, a fresh look at their culture and talent may be in order.”<sup>7</sup>

# Training-Inclusive Strategic Change Management

*Since digital transformation is a sweeping, enterprise-wide change, it warrants a holistic strategy. Piecemeal, ad hoc deployment of limited tools is less likely to shift organizational processes and culture in ways that help enterprises become more innovative and nimble. Training and certification, especially in cloud skills and technologies, can bring coherence to the process of implementing digital transformation.*

Mark Peacock, a principal with The Hackett Group, told CIO, "Digital transformation is not just an IT strategy. Some people equate digital transformation with analytics on steroids. If that's all you're thinking, you're not going to achieve that fundamental business change. You need a strategy. It has to be business-led, and it has to be supported and enabled by IT. Pulling that together requires an overall strategy from an enterprise level that can then be cascaded down."<sup>8</sup>





A change management framework can drive success by supporting the individual transitions that organizational projects and initiatives require. “All change initiatives are personal,” said Amanda Rankin, cloud transformation and culture change leader, AWS Web Services. “Change is an individual, personal experience for employees. When a business mandate is communicated, the organization as a whole doesn’t make a group decision how to react. Reactions are individualized. The collective result of how people process that experience determines success.”<sup>9</sup>

A variety of change management frameworks—ADKAR, the Lewin Model, McKinsey 7-S, and others—are being adapted and applied to digital transformation. These can enhance success as long as people are valued and prioritized over technology as agents of change. To humanize change management, it helps to remember that learning and progress tend to be iterative processes, not linear.

Regardless of which change management framework an organization selects, training and certification must be an essential driver of the cultural change that digital transformation requires. Also, a robust program to enable digital skills and peer-to-peer knowledge transfer can help an organization maintain alignment of its strategies for talent, technology and business. Through training, enterprises must upskill their current employees and transform new talent—and validate those skills through certification.

## ***Build a Culture of Continuous Learning***

Central to digital transformation is a cultural shift to foster continuous learning. This learning is valued, encouraged, engaging, and directly beneficial to employees. Training and certification programs support this goal by providing new skills and knowledge, as well as enhancing employee confidence in the purpose of digital transformation.<sup>10</sup>



These psychological benefits are crucial for delivering change. In particular, increased confidence and efficacy can combat change fatigue, a common and powerful symptom of resistance to change. When workers are asked to make too many changes in quick succession, especially when they've seen prior change initiatives fail, they often start to feel burnt out, apathetic, and frustrated. This decline in the employee experience can yield declines in productivity, retention, and possibly in the customer experience.<sup>11</sup>

The Altimeter Group noted how training can mitigate resistance and strengthen support for digital transformation. “Helping employees develop critical digital literacy—and training, retraining, and engaging them around a digital transformation vision—empowers them and turns them into capable allies in your transformation and innovation efforts.”<sup>12</sup>

### ***Shape Tomorrow's Workforce***

Strategic change management for digital transformation must support the development of the kind of workforce that can see the enterprise's future needs. Training and certification support a sustainable long-term talent strategy by fostering what has become the most valuable and desirable trait of 21st-century talent: the capacity to learn and adapt.

“Helping employees develop critical digital literacy—and training, retraining, and engaging them around a digital transformation vision—empowers them and turns them into capable allies in your transformation and innovation efforts.”

Employees who can easily apply newly acquired skills tend to offer the greatest long-term value to organizations. This is why major technology companies have begun to hire more in alignment with the organization's agility and cultural tenets, and less for specific roles. People with a strong capacity to learn and collaborate tend to work well within digitally transformed organizations since they can be deployed more flexibly as circumstances and technologies evolve.

Training and certification enables existing workers to expand their capacity to learn and adapt. This can help organizations address the shortage of digital talent by growing another important resource that is often overlooked: older, more experienced workers.<sup>13</sup>





Hiring is also an essential part of any talent strategy, and training and certification for in-demand cloud skills can be an attractive component of employer branding. Cloud skills training can be presented as a demonstration that an organization:<sup>14</sup>

- Maintains a culture of learning
- Invests in its employees by actively supporting their professional advancement
- Treats innovation and leadership in the cloud seriously

A prominent, ongoing commitment to training and certification, especially for cloud skills, can empower companies to mitigate future risks as competition for talent is likely to remain fierce. This strategy helps ensure that a company can continually develop the skilled workforce it needs to leverage technology well and to keep adapting to change. Thus, people-centric change management can keep a digital transformation focused on the long term and the big picture, yielding the greatest benefits.

# Lay the Groundwork for Digital Transformation



*People-centric digital transformation begins with a very human process: conversation. When people share where they want to go together, and what they will need to get there, decisions around strategies, tactics, and tools often become clearer and easier to implement.*

The first conversations should generate sponsorship at the top. Building a strong consensus among top executives is essential to achieving the organization's digital transformation and business goals. That buy-in and commitment, in turn, can help generate engagement and enthusiasm across the organization. While digital transformation is often championed by IT or technology executives, it should be seen as an enterprise-wide change initiative rather than a series of "IT projects."



## ***Engage the Entire Organization***

Once leadership is motivated to pursue digital transformation, it's essential to engage the entire organization. Forming a digital transformation initiative is an opportunity to hold open, forward-looking discussions about the mission and vision of the enterprise. These questions might include:

- Why does the enterprise exist, and what should be its mission and vision today?
- Which paths should the enterprise take to realize that vision, and why?
- How can leadership and the workforce collaborate to achieve that goal?
- How can technology support everyone's success across the organization?



Conversations and surveys about the enterprise's transformation should give everyone an opportunity to speak, listen, consider, and reconsider. They should occur across the entire organization (perhaps at company retreats or other in-person gatherings), as well as within specific departments and privately between individuals. They can happen synchronously and in person, or virtually and asynchronously. They might also include customers and other external stakeholders to ensure that digital transformation benefits them as well.

These discussions about enterprise vision have two goals that are relevant to planning and implementing digital transformation:

- **Obtain buy-in and generate enthusiasm across the workforce.** This creates momentum for people to learn to adopt new digital tools and ways of working.
- **Ensure practicality and relevance.** The people who will be using the new tools and processes are uniquely qualified to express their current needs and challenges. Thus, they can help shape those decisions.

To set the stage for successful adoption of cloud technology, it helps to first ask questions about how digital transformation may affect individuals in the workforce:

- How does everyone think the cloud might help them as individual, as well as their department and the enterprise as a whole?
- What additional resources, skills, or knowledge do they think they would need to adopt cloud tools and services effectively?
- What are their concerns about adopting cloud services?
- What would reassure them that they will not be left behind as their company moves toward the cloud?
- What pitfalls do they foresee, especially with migrating from legacy systems?
- How might cloud services, as well as training and certification programs, be designed to address all these issues?

Data systematically gathered from these discussions can help clarify what digital transformation should look like in that organization, how it should happen, and how it might affect and benefit everyone involved.

This process is also an opportunity to identify potential ambassadors and evangelists for digital transformation, as well as to recognize useful ideas from individual participants. Recognizing and rewarding individuals helps reinforce the core premise that digital transformation is meant to serve people, not vice versa.



It also can help build trust, collaboration, and mutual understanding—which can be especially helpful in organizations that previously operated in silos.

### ***Plan How Change Management Will Work***

Once a change management framework has been selected and adapted for digital transformation, it will be implemented through a series of steps. These include:

- **Define goals and metrics to track progress.** This includes the goal of shifting organizational culture and mindset, as well as measuring the results of training programs and other projects.
- **Designate a change management team.** It should include department leaders representing technology, business, human resources, and learning and development.
- **Redefine roles and processes for cloud-first operations.** People across the organization will do their jobs differently and more collaboratively. Teams will reorganize accordingly as they align with current projects and goals.
- **Design continuous feedback loops.** These should span all parts of the enterprise and involve key stakeholders. This will help the change management team steer the initiative efficiently to achieve goals and avoid pitfalls. It will also reveal new opportunities and allow for progress goals and metrics to be adjusted as needed.



Rethinking IT processes is an important part of planning how change management for cloud adoption and digital transformation works. Shifting to pay-as-you-go, scalable IT resources in the cloud changes the nature and speed of decision-making.

Joe Chung, enterprise strategist for Amazon Web Services, explained: “Introducing the cloud changes the culture of IT and of business. It introduces a culture of experimentation, rapid iteration and decentralization—as the organization’s ability to provision and instantiate these resources grows, and as costs are sharply reduced.



There's now dramatically less ceremony behind IT decisions. Also, IT roles and responsibilities will evolve as application teams take more control over their own infrastructure and workloads.”<sup>15</sup>

### ***Communicate Strategically***

Digital transformation warrants a coordinated internal and external communication strategy. This can smooth the process of change, highlight benefits of digital transformation, and increase awareness of progress made toward that goal. (AWS Training and Certification offers an **Internal Communication Kit** to support this strategy.)

This communication strategy should reflect the cross-disciplinary nature of digital transformation. Human resources and marketing may take the lead on crafting messaging, defining channels, and developing internal and external campaigns. Additionally, other departments can be enlisted to share stories, experiences, and successes as the digital transformation process unfolds.

The communication strategy should feature newer, more collaborative communication tools that are essential to a digitally transformed organization. This strategy should also help create awareness of, and encourage the use of, these tools. Consider using apps for messaging and collaboration, as well as internal newsletters or email blasts, to convey messaging and success stories.



Training and certification programs should be highlighted in internal communications about digital transformation. Messaging, news, and campaigns can:

- Help workers find and get started with relevant training and certification
- Frame required training and certification as an opportunity, not as a burden
- Share experiences about what employees are learning and how new skills are helping them do the job
- Convey how these opportunities can benefit individuals, teams, departments and the enterprise
- Connect the process of digital transformation to the experience of employees, customers, and stakeholders

Additionally, this messaging can be woven into the delivery of training and certification. For example, it may be included in descriptions or promotions of learning modules or classes, alerts for new offerings, announcements of certification exams or classes, and more. All internal communications should tie back to the overall strategy to build relevance in the minds of employees.



For clarity and cohesion, it helps to brand or name the digital transformation initiative. This creates a shorthand way for people to refer to this collection of activities. It reminds them of the larger goal while fostering a sense of team spirit. For example, National Australia Bank branded their upskilling program as the “Cloud Guild” to spark cohesion and enthusiasm around its cloud skills training program.<sup>16</sup>

A branded digital transformation initiative also can become a featured part of a successful employer brand. An AWS whitepaper explained, “A robust cloud skills development program demonstrates how an organization values and invests in people. This can enhance recruitment of new talent by establishing an organization’s

reputation as an ambitious, forward-looking enterprise. Companies that are considered 'cloud employer of choice' are typically seen as more desirable places to work, and new tech talent tends to value companies that support their growth as professionals."<sup>17</sup>

### ***Assess Readiness for Digital Transformation***

Some parts of an organization may be better prepared to navigate digital and cultural transformation than others. Thus, it helps to assess the readiness of employees, leadership, and legacy systems and processes.

"Each organization has unique characteristics that make change management either easy or challenging," writes Tim Creasy, chief innovation officer of Prosci (developer of the ADKAR framework for change management). "These attributes are important to understand so that you can educate your team and sponsors about potential obstacles."<sup>18</sup>

The change management team can use both qualitative and quantitative methods to assess readiness for digital transformation. Surveys, structured interviews, and focus groups can assess the ability to accept digital transformation. Also, inventory tools can enumerate existing skills and capacities—and clarify the gaps that must be filled. Once analyzed, this information can steer the choice

of initial focus areas, including specific projects and products for which new processes and tools will first be applied.

Two sample resources that can be helpful in this assessment and can give you some ideas about best practices that can help your organization:

- **Organizational Change Management Readiness Guide** from the California Department of Technology. It defines and addresses five pillars of readiness: communication, readiness, sponsorship, stakeholder management, and training.
- **Digital Transformation Checklist** from Amazon Web Services. It features readiness checklists for transforming the enterprise vision, shifting culture, changing cost models, evaluating collaboration, and more.

### ***Assess Skills and Capacities***

The workforce of a digitally transformed organization will require a different and more flexible range of capacities. AWS Training and Certification offers learning paths and digital training that introduce common job roles in the cloud. Also, AWS Training and Certification offers a Learning Needs Assessment: a survey can identify cloud skill gaps, which helps enterprises create their own training programs.



Digitally transforming organizations must assess their workforce's capacity for learning. This applies to both existing workers and potential new hires. HR adviser and author John Sullivan explained what a capacity for learning looks like:

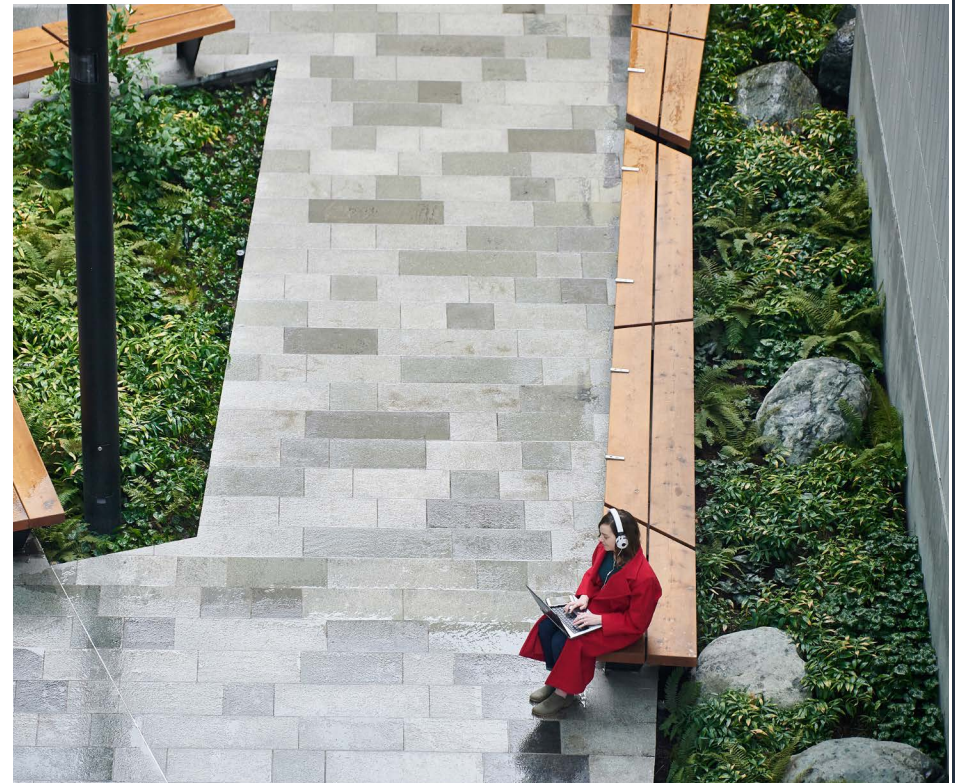
"Learning ability starts with a demonstrable track record of the early identification of current and emerging corporate problems and opportunities. The individual then acts proactively to continually find, understand, and connect seemingly unrelated leading-edge knowledge, information, best practices, and solutions. Then they must put together these disparate bits of information so that they can be applied to corporate problems and opportunities. Learning ability may be increased more by using the right learning approaches and sources than by inherent mental ability."<sup>19</sup>

Here are some ways that, through interviews and questionnaires, managers or HR can assess the learning capacity of new hires or existing employees:

- Ask a technical question that would involve learning something new
- Have them identify learning targets for their current or new job
- Ask them which learning sources they regularly consult

- Have them describe an example of how they learned something useful for work
- Ask whether they currently have their own plan for learning or certification

Certifications are key to validating the skills of existing workers. Thus, to identify skills gaps, organizations can also inventory existing cloud skills certifications among its workforce. This can help shape the organization's certification goals and guide hiring choices for new talent.



# Implement Digital Transformation

*After discussing and learning about what digital transformation should achieve, and how ready the organization is to achieve it, implementation begins in earnest. This can be marked by a formal kickoff event for the branded digital transformation initiative, coinciding with the launch of content, resources, and communication channels to support it.*

Visible and vocal leadership support is essential to both the launch and the entire process. Executives and managers across the organization should clearly express their support for digital transformation and the employees helping to implement it. Preparing leaders for this task should be part of the communication strategy. Also, leaders can be coached on how to recognize employees and teams who have made valuable progress toward digital transformation.

In addition to expressing a vision of the future, executives must be prepared to explain how digital transformation is already affecting



key decisions, plans, and processes across the organization. Digital transformation is more likely to succeed when leaders and managers invest time and attention to learn more about the technologies and skills that support this change. According to Michael Gale, "We know from our own research, executives are investing on average 20 hours a week of their time to the drivers, challenges, and enablement for a successful digital transformation for their organization."<sup>20</sup>

It can also be helpful for leaders to participate in training courses, on their own or alongside employees. This lends credibility to their vocal support for digital transformation, and it can also help leaders articulate the benefits of new technologies.

For instance, many executives and managers benefit from the AWS Training and Certification [learning path for cloud practitioners](#). Courses like this are designed to provide business decision makers with an overall understanding of the AWS Cloud. This includes cloud concepts, AWS services, security, architecture, pricing and support.<sup>21</sup> Upon successfully completing this learning path, leaders can opt to become an [AWS Certified Cloud Practitioner](#). This industry-recognized credential validates their cloud expertise, adding credibility to their support for digital transformation.<sup>22</sup>

### ***Design and Deploy Training***

Many online, on-demand digital training courses offer strong foundational knowledge. However, these usually do not have the benefits of the classroom training in getting organizations to change fast and consistent.

Many enterprises consider classroom training programs for cloud services to build a firm, uniform foundation of skills, as well as a common cloud language and conceptual grounding. In the long run,

this is the best way to support an agile approach to product and service development. It also can foster alignment with new ways of working across the enterprise.

Once this foundation is established, it can be augmented with on-demand learning and independent exploration. Trained employees can receive “sandbox” cloud accounts for experimenting with new tools and features. This can increase learning and encourage them to try ideas without disrupting existing infrastructure or operations.





IDC recommends a comprehensive training approach. This includes training on cloud fundamentals for a wide range of stakeholders, plus deep cloud training for key technical teams. It also involves “eight or more hours of training in a topic, across multiple target audiences (individual team members, IT teams, non-IT employees and teams, and groups of related teams), and also across four primary topics: cloud technologies or platforms, methodologies or processes, organizational objectives, and potential use of cloud.”<sup>23</sup>

“ According to Global Knowledge, IT professionals report increased effectiveness on the job after obtaining a new certification. ”

IDC also notes that partnerships can aid in effective training. “Work with your training provider to consider your organization’s level of expertise, your timeline for cloud adoption, and the objectives you hope to achieve. Look across both technical and nontechnical stakeholders to develop a plan that is relevant to each audience. In many cases, a successful training strategy will involve a combination of training resources and may involve multiple training partners to develop and provide training to all target learner populations.”<sup>24</sup>

### ***Validate Skills with Certification***

Industry-recognized certifications helps assess how to place new and existing talent into certain roles. They also validate the quality and depth of an organization’s digital expertise. According to Global Knowledge, IT professionals report increased effectiveness on the job after obtaining a new certification:

- 52% say colleagues across the enterprise are more likely to seek their expertise
- 45% implement new efficiencies
- 43% perform job tasks faster
- 23% report that product and service deployments proceed more smoothly

Furthermore, Global Knowledge notes that certified professionals tend to be better at closing skills gaps and meeting client requirements. They also are generally more productive, take less time to troubleshoot issues, and complete projects more quickly.

# Reinforce Change and Maintain Success



*Digital transformation is never “one and done.” Once this change starts, it requires reinforcement to be sustained and deepened. Continuing training and certification can reinforce and update skills and knowledge, while also supporting creativity and innovation. Once everyone in an organization becomes accustomed to this new “perpetual learning mode,” learning will become part of their everyday workflow—and cease being an extra task.*

Part of this mindset involves including continuous reinforcement and monitoring in an organization’s change management strategy. These steps can help spot gaps and reversions to older processes and tools as they emerge. Alongside other business-centric metrics, this can indicate how far an organization has progressed toward making the cloud its new normal.

Organizations should also regularly update their skills development plans and offerings, based on emerging factors such as:

- New tools and processes
- Changing customer expectations and requirements
- Gaps or challenges in talent or skills
- Employee feedback on the quality and usefulness of training

AWS enterprise strategist Mark Schwartz explained that the continuous nature of digital transformation is empowering and prepares organizations for the future. “It makes change inexpensive, fast, and low risk. That is agility, and it is the hallmark of companies that are successful and sustainable in the digital age.”<sup>25</sup>

### ***Celebrate Success***

Every milestone along an organization’s path to success should be celebrated. Recognizing and rewarding progress motivates employees to make their digital transformation as successful as possible. They see how they and their enterprise, customers, and stakeholders benefit from this effort. Celebration and rewards can also motivate people to learn and do more, experiment and collaborate, and contribute their creativity and expertise.

This includes recognizing achievements in training and certification. Daniel Newman, principal analyst at Futurum Research, suggested, “Employees that take the time to learn or hone their skills should be recognized and praised in some way. Some employees might come away from a class inspired to take action; let them. As you work to foster a culture of continuing certification and growth, make sure you celebrate each initiative they try, even if they fail.” He continued, “These moments are learning opportunities that are invaluable for those involved and the company as a whole. Make it a priority to talk about the why when projects fail. Help your team to learn something, no matter the outcome, that they can use for the next thing they take on.”<sup>26</sup>

Celebrating these successes can also be a compelling part of employer branding. Those who are celebrated may bring their enterprise’s reward initiatives to the attention of their colleagues inside and outside the organization. This, in turn, can help enhance the organization’s reputation in the talent pool via positive word of mouth. This process may also yield engaging personal stories that can be showcased in recruitment.





# Conclusion

*Investing in skills enablement through training and certification can help organizations address the talent shortage and close the skills gap—and achieve their business goals. They can help existing workers become more flexible, productive, and satisfied, while creating a culture of continuous learning that can attract eager new talent.*

*Here are the key steps in this process:*

1. Select and adapt a change management framework to smooth the process of digital transformation.
2. Build a culture of continuous learning through training and certification programs.
3. Engage the entire enterprise in the process of updating and clarifying today's vision for the organization to include digital transformation.
4. Develop a coordinated communication strategy for digital transformation, emphasizing the importance of cloud skills training and certification.

5. Take an inventory of existing cloud skills and certifications, assess digital transformation readiness, and identify gaps that can be addressed through training, certification, and recruiting.
6. Design and deploy programs for training and certification.
7. Celebrate progress and achievement by both individuals and the organization as a whole, to positively reinforce change and maintain success.

Technological change happens at a dizzying pace. While progress toward digital transformation is imperative, it's also important that organizations not rush this process. Gale observed, "Traditionally, 'go fast' is the mantra for change. But at least at the planning stage, we need to train people to slow down. Organizations that took twice as long in the planning stage actually finished digital transformation projects twice as fast (74 days compared to 145 days)."<sup>27</sup>

Digital transformation that prioritizes people over technology—and is managed correctly and consistently—is most likely to succeed. The workforce challenges an organization will inevitably experience around digital transformation and change management are not unique. Fortunately, there is an abundance of expertise and resources available to help organizations navigate bumps along the road.

AWS Training and Certification supports business achievement by building cloud fluency across global organizations. It offers the resources to create a culture of innovation, develop adaptable and continuous learning mechanisms, and transform and modernize enterprises.



Organizations that took twice as long in the planning stage actually finished digital transformation projects twice as fast.



Learn more about [\*\*AWS Training\*\*](#), including private on-site training, classroom training, and digital training.

[\*\*Private on-site training\*\*](#) can be especially useful for large organizations looking to jumpstart cultural change by providing a common language and knowledge base around cloud services.

[\*\*AWS Certifications\*\*](#) can help an organization both develop its cloud talent and convey its cloud expertise to customers and stakeholders.

# Sources

1. **The State of Digital Transformation 2019**, Altimeter Group, January 2019 (emphasis added).
2. **Why people matter far more than digital technology or capital for digital transformation**, by Michael Gale, published in Strategic HR Review, Feb. 12, 2018. (**Summary** available on Slideshare.)
3. **Predictions 2019: Transformation goes pragmatic**, Forrester, November 2018.
4. **Train to Accelerate Your Cloud Strategy**, IDC, October 2017.
5. **Train to Accelerate Your Cloud Strategy**, IDC, October 2017.
6. Michael Gale, **Inc.Digital** and co-author, **The Digital Helix: Transforming Your Organization's DNA to Thrive in the Digital Age**. Interviewed Aug. 18, 2019.
7. **Forrester's 2019 CIO Predictions Redux: Innovation And Adaptiveness Accelerate**, by Matthew Guarini (vice president, research director) and Pascal Matzke (vice president, research director), May 6, 2019.
8. **Change management for digital transformation: What's different?** By Thor Olavsrud, CIO, Aug. 3, 2017.
9. **How to Manage Organizational Change and Cultural Impact During a Cloud Transformation**. AWS webinar, 2017. Presentation by Amanda Rankin, Lead Consultant, Migrations, AWS Professional Services.
10. **Culture's role in enabling organizational change**, by DeAnne Aguirre, Rutger von Post and Micah Alpern, PwC, Nov. 14, 2013.
11. **Change Fatigue: Taking Its Toll on Your Employees?** By Ken Perlman of Kotter International, published in Forbes, Sept. 5, 2011.
12. **The State of Digital Transformation 2019**, Altimeter Group, January 2019.
13. **Disrupting Aging in the Workplace: Profiles in Intergenerational Diversity Leadership**, AARP, October 2016.
14. **Cloud Skills Training: The Key Pillar of Your Employer Brand**, AWS Training and Certification, 2019.



15. AWS webinar: **How to Manage Organizational Change and Cultural Impact During a Cloud Transformation**, Oct. 27, 2017.
16. **The NAB Cloud Guild: Accelerating Cloud Adoption Through Large-Scale Training Program**, video by Amazon Web Services, March 5, 2019.
17. **Cloud Skills Training: A Key Pillar of Your Employer Brand**, AWS Training and Certification, July 2019.
18. **When Should You Use a Change Management Readiness Assessment?** By Tim Creasy, Chief Innovation Officer, Prosci, accessed Aug. 25, 2019.
19. **Want Top-performing Hires? Learning Ability May Be The No. 1 Predictor**, John Sullivan, published in ERE Recruiting Intelligence, Dec. 21, 2015.
20. **Why people matter far more than digital technology or capital for digital transformation**, by Michael Gale, published in Strategic HR Review, Feb. 12, 2018. (Summary available on Slideshare.)
21. **AWS Cloud Practitioner Essentials**, by Amazon Training and Certification, accessed November 2020.
22. **AWS Certified Cloud Practitioner**, from Amazon Training and Certification, accessed Aug. 20, 2019. Train to Accelerate Your Cloud Strategy, IDC, October 2017.
23. **Train to Accelerate Your Cloud Strategy**, IDC, October 2017.
24. **Train to Accelerate Your Cloud Strategy**, IDC, October 2017.
25. **Continuous Transformation: Stop Stopping**, by Mark Schwartz, AWS Cloud Enterprise Strategy blog, Aug. 7, 2019.
26. **Want Digital Transformation? Encourage Continuous Learning For All Employees**, by Daniel Newman, Futurum Research. Forbes, Oct. 30, 2018.
27. **Why people matter far more than digital technology or capital for digital transformation**, by Michael Gale, published in Strategic HR Review, Feb. 12, 2018. (Summary available on Slideshare.)