Capgemini

CR008

The Cloud Value Flywheel Effect pt.2 with Anderson, McCann & O'Reilly

CR008

The Cloud Value Flywheel Effect pt.2 with Anderson, McCann & O'Reilly

Disclaimer: Please be aware that this transcript from the Cloud Realities podcast has been automatically generated, so errors may occur.

[00:00:00] Yeah, and then there's, and then we, of course, what we did at the start was we wordly mapped the book, which was very meta. Oh, of course. That feels like a perfect epilogue to the book. It is, it actually is. That's the end of the book, the wordly map of the book.

Welcome to Cloud Realities, a conversation show exploring the practical and exciting alternate realities that can be unleashed through cloud driven transformation. I'm David Chapman. I'm Sjoukje Zaal, and I'm Rob Kernahan.

And we are back with part two of our conversation with David Anderson, Mark McCann and Mike O'Reilly, authors of The Flywheel Effect.

In part one, we found out about how they met and the pioneering work they did at Liberty Mutual. In the second part, we're going to explore the [00:01:00] model that they generated from that experience and the process of encoding that into a book. Hey y'all, all ready for round two? Ready to go. Let's go. Okay. So in the first part of the conversation, we talked about your cloud learning journey.

Think starting in around 2014, the beginning of adoption of the cloud in Liberty Mutual, but was also built on a very strong baseline already of pioneering activity and a sort of thoughtfulness and curiosity in in how the organization was developing software and using new thinking as it was coming along.

So maybe just to kick this off. Give us an idea of, from a personal point of view, what was that learning journey experience like and how long did that go on for and when did the first kernels of maybe we should try and codify and write some of this down occur? I would say it's still happening.

That's a true. Yeah. I think one of the things that, that has happened. a lot of time that we were [00:02:00] probably too naive to know if stuff was working or not. So we get involved in a lot of the early service conferences. We'd see someone, we think, wow, that person's fantastic. We'd go and we find that they're actually really nice and really friendly.

And there's lots of stuff we have in common. So this kept happening again and again. Though, but sorry to interrupt because I just, you said a word in there that I think is actually so critical to some of this pioneering transformation. Naivety goes a long way, right? Oh yeah. Completely. Complete beginner's mindsets.

Yeah. At all times. I remember when I was in school studying computer science and that you're always in the steep part of the learning curve. That's where you stay. But it's probably around, and we were always trying to we, it's called sense making, stepping back and trying to make sense of what we were doing.

We were always drawing crazy stuff on the whiteboard, trying to put a shape to our thinking. And I think it was in 2019 and we started to Start with this idea of a model. We called it the building blocks and then I remember it very clearly. It was actually when COVID started, lockdown started.

And I remember Mark and I were [00:03:00] talking and I said I, this building block thing, I, this is either brilliant or it's complete nonsense. I can't work it out, and we were talking and we Cockcroft. We'd been watching his stuff for years. Massive fan and any of his talks, he was just so far ahead.

Blew our minds. We always were like. super fans of Adrian. And I said to Mark, I said, I wonder, could we get Adrian on the phone for half an hour? Cause he's probably not traveling though. So we could maybe get him on zoom for half an hour. I just want to show him this

picture. It's just, I'm interested in what he says is nonsense.

He's going to say that's nonsense. That's not I'm good. Cause I want the feedback. So we managed our, we had a brilliant account manager who set up the call with himself, Adrian, Mark, and I was talking through this building blocks picture I had. and all the things that we talked about.

And he's going, Adrian was going yep. And I was like, oh, here comes. And he, and at the end of the call, he went, this is brilliant. You're probably one of the most advanced customers I've ever met. Can we meet every month? And you can tell me how you did this. And I was like okay. We then [00:04:00] became good friends and we used to meet him all the time.

And we, we started doing stuff with Simon Wardley. And then as we started to really explore and get the coaching around how we could make sense to this, we started to realize maybe we had something slightly different and it wasn't just a bunch of crazy ideas. That's amazing. And what was the process then of writing the book from that point?

Cause I know a lot of people may think about. Going into such an endeavor I assume it was sitting by the same smoking chitons. It was funny because like after I'd been at Liberty 14 years and I decided fantastic time. I think I'll just, I'll close it. I had natural pause.

I'll close out now. I'm really happy with everything. I'll just, I'll take a break for a few months and then I'll do something else. So I finally stopped and, I spoke to Adrian just as I was finishing and he said, what are you going to do now? And I said, just going to take a break. And Adrian straight away says, you have to write a book.

I was like, no, I don't think so. He said no. I'll send you my [00:05:00] book writing blog post and you have to do that. It'll be hard, but you won't regret it. And then I thought I'll tell you what I'll do. I'll write for a month. I'll see what happens. And I spoke to Mark and Michael and we worked out a process between the three of us.

And we spent a month through stuff. And then I met Adrian and I give myself a deadline. I'll meet Adrian again in a month's time and say, this is what I have. And I said, what do you think? And he said, yeah, he said, I think this has got potential. And was it a, like a nine to five, like I'm going to sit down and try and get so much out today, like a structured approach?

Yeah. What I would do is I think I can write a thousand words a day. So rather than, that was my, I wouldn't leave my chair until I wrote a thousand words. And then we had a feedback loop that we were working, but that was my sort of, and even sometimes you write more, but I wouldn't log off until I had a thousand words written.

As we were starting to, have something, I was talking to some of the publishers and always massive fans of Gene Kim and IT Revolution. Oh yeah. And the DevOps Enterprise Summit is an unbelievable event. I've been [00:06:00] reading that material since the very first book. I eventually had a call with Gene Kim and Gene was funny.

He says he says, yeah, this is a serverless thing. I don't really get it. It's I don't know. It's a bit buzzwordy and, it was a lot of, I was like, yeah, no, that's fair enough. And he said, the wordly mapping thing is a bit weird. And I was like, okay, that's not going to happen.

And he says, so I don't think this is for us. And then he says, actually, while we're sitting here, I'd love to do a map someday of IT revolution. And the DevOps Enterprise Summit. And I was like, oh sure, we have a call when we did now. We're sitting here, we should just do it. So I said, really? He said, do you mind?

I said no. So I said you talk for 10 minutes about what's in your head and I'll map it and

then we'll have a conversation. So he did. And I scrolled at a map on, I think it was on Excel, Excelidraw or something. And I basically just was able to summarize all his thinking in three value streams and exactly what he needs to do.

And he just went, wow. He was like, he's holy cow, convincing Gene Kim of something is that's a [00:07:00] score. He was brilliant. He was of such admiration for him and he just, he turned around and says, We should publish this book. And I was like, okay. That's a brilliant moment. Dave maybe we could start off the conversation on the content of the book itself then by just getting a summary of the model that you guys ended up with.

So really started using like the value flywheel. And really what that's about is that idea of joining business and technology strategy, right? So there's four phases in this flywheel. The first is clarity of purpose. We think of what is the purpose? Why are we doing what we need to do? The second is challenge, which is, do we have the right environment to achieve what we need to do?

So those first two phases are very business focused. I would say the third is next best action. It's really, do we have the right developer experience and that service first, technology landscape to execute quickly. And then the fourth phase is long term value. which is really well architected and architecting for the long term.

So phases three and four are more kind of technology focused and we navigate that flywheel [00:08:00] through worldly mapping, which gives us the kind of insights to do what we need to do. And the whole idea is that moves quickly and you remove inertia in that kind of progress. What have you encoded in the model about the purpose driven nature of it?

What did you distill from it? Purpose is absolutely the biggest phase. The first question you should ask any business leader, CEO, team is what's your purpose? Why are we doing this? And it's a great ask for, do we know what we're doing? And it's such a simple question, but so powerful.

And what challenges are inherent in the model? So when you stepped back and looked and you thought these are the sort of things that you might need to tackle and He's our advice on tackling them. One of the things that we did as we created the model is we looked at personas. As software engineers, we would always focus on the delivery part, writing the code and getting it out.

I think it was Marty Kagan that did a great talk a few years ago in the Silicon Valley product group. But a lot of the challenges are further up the cycle. [00:09:00] Before things get to the teams, so we wanted to make sure we covered some key personas like say the CEO the chief of products, the chief, the CTO, and the the engineer manager.

So really the focused on and those clear personas. So we get that full kind of cycle as you're solving a problem. I'm interested, specifically on a personal level, I'm interested in the upstream issues in the way that you described them there, because actually you can have a huge amount of goodness going on tacitly, but unless that's got some sort of framework of support and the sort of, CEO level, literally CEO level actually understand what the motion is, you often hit blockers, right?

And it's, I think it's why I think it's fascinating as well. You see why a lot of these big companies, the CEO was the person who created the idea and they're the actual driver of the concept. And often the second or third CEO is the salesperson who runs the company into the ground. That Mark's been brilliant at this that whole day of North Star and really [00:10:00] focusing on the, what's the metric that matters.

And it's all about all of this, it's about creating the right environment for success. We've all been in teams where you're just doing stuff and knocking out tickets or knocking out code. And there's no clarity of purpose. There's no tying that to any sort of tangible benefit to a real user.

So like really, that's finding that North star and finding who your users are and what their needs are helps drive everything else, right? It's one of those, it's, and it does open up so many good thinking in people's heads. When you just. And we don't do it two teams. We don't do it two orgs.

We do it with them in a collaborative way. It's always very collaborative and facilitated. And there's typically, and Mike calls me out at this point, there's typically lots of awkward silences when people are thinking about what is our purpose? I say, how do we measure that? Do we have any measures to say, yeah here are our customers, right?

How do we know if we're successful? Are they leading metrics versus lagging metrics? These are really [00:11:00] fundamental things that all organizations should have, very clear. Yeah. But typically they don't. Or it's vague. Or some special exec somewhere in the ivory tower understands this and they just tell you what it's, so it's really bringing teams on that journey.

And we like all the things, we do, all the things. We talk with the book, they're all collaborative facilitated practices you do with teams. They're not things that you do individually. And so once you've got clear, you've started a tech and business conversation and joined that up and you've gone wide in terms of talking about what you're trying to achieve and dealt with some of those broader actions, which might not feel, intuitive or actually might feel a little bit daunting, the architecture group going to try and talk to the CEO about doing something that can feel very daunting, but it's such a critical step. How do you then move into first action and then through into strategic action to get the flywheel fully spinning?

Yeah. And I think that's the time to value becomes a critical conversation. You start this probe about how long [00:12:00] does it take you to make a change? How quickly can you get something into the hands of your users? So it's no point having these grandiose ideas, but if you can't execute, if you can't get value out quickly.

Then, you're stuck, right? And then there's a thing about you have to call it like challenge or landscape is what's the kind of lay of the land, and and one of the things that we talk about the idea of socio technical, it's not just. Your software system, there's a whole bunch of people around that doing different things.

So what does that look like? And if you think from an architect's perspective, when you look at the people on the tech and the business, you can see that kind of picture of higher things moving through that. And there's warning signs or weak signals that you'd see, are people voicing their concerns or people being productive, are they showing up, or is there, there's a whole bunch of different ways.

Someone just sitting around and they're testing or do they have a purpose? So all those things start to tie in. So some of the ideas of mapping the team capabilities and making sure the teams are effective and even around team topologies, are they doing the right thing? So for me, there's a piece around looking at that landscape to see [00:13:00] that we have the right kind of organizational structure in place along with the technology kind of architecture.

Yeah. The strategy piece is it's actually really interesting. And it's what we talked about there on the first phase with clarity of purpose is North stars and lead leg measures and how

the work actually tracks to those lead leg measures out to the, the success measures, the business kind of describe, but sometimes what you find in certainly larger organizations is, you may run into sort of trouble with maybe investment or.

Are we investing in the right parts of the platform? For example, if you're wanting to build something out at the econ level, at the edge, you have a product that has all these internal dependencies. So like what we used to do was map the whole value stream, from the product you say on the, at the top to.

So all these internal dependencies and sometimes we would have to make the case to invest in, we need to improve this part of the system, this part of the system is maybe in a custom kind of phase, but in order for us to realize the true value up in here this has [00:14:00] this dependency down here, which is holding us back.

So it could be a scaling problem. It could be a skills problem. We didn't have the right people to extend it, to do something that we needed. So then that kind of really opened up that. Strategy conversations, so we didn't necessarily commit to something we, without really understanding, how do we move this along?

How do we move these internal components and have those proper conversations, and the word system is very deliberate there. This is system thinking. Yeah. And you talked about sort of the CIO cycle, which is very powerful, which is they start out with clarity and purpose. They build something and then the organization matures, gets more complex and purpose gets lost through complexity.

I think it feels like you're calling out the need for the organization to have the mechanisms as you're talking about the mapping structures, et cetera, to understand, to go back, to keep that purpose clear. when everything gets very complicated and expands and teams grow and you get the fog that can come over a complex organizations.[00:15:00]

Yeah it's aligned autonomy, right? You want high performing autonomous teams, but you want to make sure they're aligned to the global purpose, right? So every team should have an R star. They should have input metrics, but they should then relate to the higher levels. North Star and their input metrics, right?

So there's a cascading from the top, but also from the bottom. All of these input metrics, North Stars, their purpose should all be related to the overall clarity of purpose for the organization and the mission for the team. I think that's a great bridge into adaptive organization.

So how do you characterize adaptive organization and how in your experience did you go from. Successfully getting the flywheel that we've just talked about running through to the wider organizational change that you're describing. One of the things that I remember a few years ago, a lot of the leaders would say, we're going to, we're going to do agile.

And it's no, we're going to be responsive. We're not doing agile. We're going to actually be adaptive and responsive in how you behave. So let's be very clear. And this is where I think orderly [00:16:00] mapping comes in. You be very clear on that customer and that customer need. And you figure out how you can meet that need.

And for me, that's the adaptiveness of it. One of the things that we talked quite a lot and was a great rallying cry for us as we moved to serverless and that next best action phase was the idea of this code is a liability. The system is the asset. So we'll I'll not define myself and I'm a Java programmer, but my contribute, my contribution is the help.

build the system that meets his business need. And if that is right in Java, great. But if it's

doing something else we'll figure that out. So that putting that purpose before my individual capability I came in with. So that I think that mindset is absolutely critical. You could talk about as a growth versus fixed mindset, but it's really putting the system before your local function.

And I think you mentioned like adaptive organizations and Mike talks about this a lot about mitosis. Once you have. One team working well and are high [00:17:00] performing, you can then start to spread that practices and techniques. And some of the times that people can then form a new team. So there's a mitosis there where the new team then takes on those practices and helps build a new team that can deliver them the same way.

And once you get one or two of those, it just grows and grows. So that sort of like cell like structure and that expansion feels like a very resilient way to do it because the autonomy that exists when each of those cells can stand alone almost and lots of things can happen.

So you get this maybe massive parallelism that can start to occur in the organization. Was that your experience and is that how you would characterize it? I think towards the the end of our time there, it definitely felt that was what we were experiencing. And certainly when we talk about the fly away, that's ultimately the aim.

When we talk about we get into the last phase there, the long term value, we want these teams to be.[00:18:00] There's a lot of investment that goes into building these sorts of squads and invest in these sorts of squads that we talk about the culture, the psychological safety, developer experience, developer enablement.

The idea is they're all working differently, consistent standard and delivering products. To a very high engineering standards so that they are built for the long term. And we are reducing the operational kind of overheads of running these things over the long term.

But yeah, in order to in order to build that sort of autonomous. Adaptive org, it does, we did have to, there's lots of cycles around the flywheel. And certainly with experience. Yeah. That's something we, we shoot for. Like we, we were we didn't ever want to be the bottleneck.

We want the teams to be autonomous and not need our input anymore. And a lot of that was trying to shift left. A lot of the, just in the general engineering culture, right? We were shifting a lot more things under the teams. So things like security, things like performance, things like, cost optimization, they were all team [00:19:00] concerns.

The user experience, product thinking, they were all things that we wanted our teams to be skilled in. And I think as well, when you talk with that cell based system and some of the practices or the behaviors, one of the things you talk about in that fourth phase around long term value, for me, this is where the architects come in and the architects don't come in to draw the architecture diagram and say, that's fine.

It's more about creating that problem prevention culture. Yeah. You create that mindset about we're going to prevent problems. We're not going to celebrate we Jimmy who stayed up all weekend fixing a bug that maybe he should have fixed two months ago if he hadn't done his design right. It's about how can we celebrate no issues.

And that's around taking things like the well architected framework, creating a way to roll nuts and given that to the teams, creating things like engineer excellence and given that to the team. So creating the right environment, creating the right policies, the right platforms that it's.

Teams will do the right thing and it's the easiest thing to do. So that's where the architects

can come in with experience and see that path and remove potential banana skins before anyone [00:20:00] slips on them. A lot of this is around putting in good mechanisms that you can continuously do, right?

One off practices. Come and go, right? But we were starting to establish really good mechanisms that we continuously deliver. North Stars, architected reviews, threat modeling, you name it. We were applying them, but there were good mechanisms that teams then adopted and then we didn't need to do them anymore for the teams were doing them.

We've alluded to that. continuous nature of this, I think a couple of times in, in, in both parts of the conversation. It seems to me that the flywheel itself there's a number of elements that we've talked through that you need to get in place to actually start the virtuous cycle, but it's an ongoing process, isn't it Dave?

Yeah, absolutely. And you hit the nail on the head of that virtuous cycle. That's exactly what it is. It's not intended to go around once over a couple of years. It, it's all about creating momentum and removing any kind of inertia or any kind of thing that will stop that, that fast runner. And certainly we find is that as you come up with these ideas, that you design them to scale [00:21:00] without you individually.

Do you have a, outside of Liberty, do you have a model that you look at and think? Yeah. They're doing it. They're doing it really well. Have you got like an example that you were holding in your head? I think we're, one of the things that we've been talking about in the book is that flywheel exists in all organizations, but are you actually aware of it and are you looking at the right things?

So I think there's many companies that are doing it well. I think Lego have a great example of how and Lego's example is brilliant. It's been talked about many of the serverless days events. She and Brazil has talked about it. The fact that they had a scale issue with their websites and they made a quick transition to serverless and that started the journey of becoming more event driven.

And it's an unbelievable journey of kind of enterprise serverless and that. really embracing the core cloud principles into a kind of modern software system. It's fantastic story. And I would thoroughly advise you watch Sheen Brazil's talk, if you can catch you anywhere. And maybe just to bring the [00:22:00] conversation to a close, organizations might be listening to this, who've maybe approached cloud transformation differently than they've approached it with a cost centric mindset or a data center movement and more infrastructural mindset.

Does that preclude them from this? Or does this become another modernization step for them? How, what advice would you give? That's absolutely the best first step. And that is the first step. It's the move to the cloud is not one and done. The mental model I have in my head is that there's migration, measurement, and then modernization.

You don't modernize and migrate because you don't really know what you're modernizing for, so really and as lots of companies in the data center don't really know what they have, there's just something running in the corner. 20 years of organic. Exactly. And that's not a bad thing.

It happens every day. Yeah. But once you move in the public cloud, you need to have tagging, you need to get on top of cost. It's a different way of thinking about OpEx. You start to see more and then if you take a good [00:23:00] measurement approach and start seeing what's happening, then you start this tactical modernization.

Some people think of serverless as we're going to take all our applications and take all our functions, turn them into lambda. That's not what it is. You might have an entire system that

you lovingly handcrafted for 15 years, but you can replace with S3. So it's that's the thinking. What are the capabilities?

Oh, the pain, but there's almost that sunk cost fallacy. That's what modernization is think of your capabilities and then go find them from a provider. So then you focus on your core offering and not supporting or enabling offering.

Sjoukje, what's trending? Each week I will do some research and want to And this week's trend is about 70 percent of tech infrastructure will be cloud based within three years. This is according [00:24:00] to a global cloud services study by the Hackett Group. And the study examines results from more than a thousand organizations and looked at more than 4, 000 migrated applications in 15 different categories.

And that study found that 70 percent of all technology infrastructure will be cloud based within two to three years. So it's now quickly becoming the corporate norm, and it's being used heavily by many companies to drive their improvements, not only for scalability and cost reduction, but also heavily for increased innovation, a faster time to market and enhanced cybersecurity.

It sounds as much as I'm an advocate of it, of course, literally. Do a podcast on cloud. So I'm about as big an advocate as you possibly can. Says it in my job title sort of thing. It sounds a tad ambitious to me and what I find sometimes with analyst reports is they're they overemphasize the speed at which.

a technology will be adopted. And if you look at, [00:25:00] the cloud has maybe been knocking around now for, let's say 10 and at the most 15 years. And I'm probably being generous in that. And we're probably, what, 30, 40 percent of the way there when you look at the world's workloads. So to me, as much as I'm an advocate for that, it sounds like we'd have to do twice the level of current adoption within a three year period, which seems ambitious but maybe post pandemic, that's where we are.

Rob, we've got a view. For me, it's the delay for the masses of to catch up with the thinking of what you can do with cloud, decouple, go fast, massively parallel. So I see that everybody's there. They get it now, and now they're into the execution phase of how do I do it? Whereas before, a couple of years back people were still asking, why should I bother with cloud?

So I think we've hit a watershed point in the thinking of how industry views it. And so how fast can I get there? But it's now, how fast can I get there? And then to the point measure and then modernize. So [00:26:00] people see that architectures fundamentally need to change. So I think we've hit a point in our thinking on mass that says we need to do things differently.

We all understand it's much better. The results are in cloud as one agile thinking as one new architectures of one. Now we just. have to sort out all the spaghetti mess that we have in our legacy. And I think that's fundamentally different from what I've observed from how people talk about cloud.

And even in the last three years that's shifted significantly. I totally agree with that. A couple of years ago, we were still talking about lift and shift migrations, right? And now we are talking about security and we are talking about cloud native. And I'm very happy to see that really unlocking the full potential of the cloud.

I think there's also the, what's called the higher order services, where a few years ago we were building things and building complex things in the cloud. But now you can get things like push button call centers and stuff. So I think that's a big trend you can see in some of the big [00:27:00] events over the past six months.

Yeah. Reinvent major on simplicity, didn't it? Yeah. Oh yeah. And I think there's. We often talk about early mover advantage, there's a almost a late mover advantage in some of these cloud transformations as well. Yeah, leapfrog, leapfrog the thinking and get past all that pain that somebody else discovered on your behalf.

Yeah, and we have a book that can help you with that.

But yeah, I think one of the, one of the big challenges that I, I see with, them all going on the cloud is the skills. And getting the people to help them with that as well. I think, doing this properly is hard, right? So you need the right teams and the right skills to be able to do that.

So I think there's going to be a global challenge around getting the skills to make these things. And you might really hit upon something there that the speed of migration and the ease of migration I've got a big bug bear about lift and shift to me is a slightly undervalued mechanism because actually it should be automated and you can't modernize everything all in one go.

And you can't be between two [00:28:00] stools for too long because it's too expensive. But maybe all of this, and therefore, by the way, probably should be automated more than it is today. It would be fantastic, I think, to be able to automate a loader lift and shift and then focus all of your sort of primary transformational effort on some of the things we've been talking about over the course of the last two episodes.

But maybe that late adopter advantage that you talked about, Mark, and the fact that knowledge of early adoption is being encoded in books like yours. It might mean that three or four years to do the same amount as was done in the first 10 years is actually viable. Yeah. I think lift and shift isn't the bad thing because it gets you into that ecosystem where a lot of these higher order services are now available to you and it makes that evolution of that next step.

easier, because you have all the telemetry, you have all the observability, you have all the modern cloud capabilities at your fingertips. So it's not a bad place to start from, moving it all in, and then doing your evolutionary journey, right? Yeah, and I think it's fascinating. I love the idea of late mover [00:29:00] advantage.

Like for once, the technology industry has not been exclusive, been inclusive. We can, people who are led to the party can massively benefit. And I've seen loads of companies stance of up really quickly, which is brilliant to see the innovation and the energy they put behind that. So Sjelke, what was the summarized position in the report in terms of, why they think the 70 percent is going to happen?

Organizations are much more experiencing the true value of cloud. It is really here to stay now, and it's now time to really make a move into this new world and new way of thinking. Thanks Sjelke. We like to end. every episode of this show by asking our guests what they're excited about. In part one of this conversation, we heard from Mark and Mike, and now we're going to hear from Dave.

So Dave, what are you excited about doing next? Oh, good question. I think what's really exciting at the minute is people are starting to get the book in their hands. So we're seeing a lot of feedback and conversations on social media with people highlighting things, thinking that's brilliant. [00:30:00] And then of course our reaction is, I can't remember writing that, but.

So I think that's it's fantastic seeing the feedback, but for me it's nice to hear people getting value from the model we've created. We've got a blog, which is the serverlessage. com where

we're capturing a lot of our thinking. We also do a podcast called serverless crack.

So that's good. And then another thing I think is really important is that the sense of building community. So we were organizing myself and a few others are organizing Serverless Days Belfast, which is at serverlessdaysbelfast. com at the end of February, 20th of February. It's in the Game of Thrones studio.

So it will be absolutely incredible. Is the throne there? Like where the throne is? Yeah. Is that where you're going to sit when you introduce yourself? Sit near a throne and I talk about serverless transformation and digital transformation. You could cut yourself on that thing. I don't know if you've seen House of the Dragon, but that dude is cutting himself off.

There is actually a throne you can sit on. So we're going to do a tour as well. It will be absolutely incredible. [00:31:00] Thrones. So bring in, 250 serverless enthusiast, enthusiastic. Shalk, Rob and I await our invitations though. Yeah, absolutely. Absolutely. That's good. But for me, there's a sense of building the community and continuing the conversation.

How do we help companies with this modernization and also even with the publisher's IT revolution, I've been fantastic about, using their broad reach as well, globally about, about, about sharing the message. So for me. It's going to be a very busy year and I'm also going to do some work with globalization partners and the two guys here.

So I'm looking forward to that. Brilliant. Look, thank you so much guys for spending time with us over these two episodes to share your experiences and tell us about the great work you're doing actually now spreading the word and helping other organizations like really move through what is a highly complex and challenging piece of work.

So many congratulations for what you've what you've achieved. Thank you. I appreciate it. A huge thanks again to our guests this week, Dave, Mark, and Mike. Thank you so much for [00:32:00] being on the show, Thanks to our producer Marcel, our sound and editing wizards, Ben and Louis, and of course, to all of our listeners.

We're on LinkedIn and X, Dave Chapman, Rob Kernahan, and Sjoukje Zaal. Feel free to follow or connect with us and please get in touch if you have any comments or ideas for the show. And of course, if you haven't already done that, rate and subscribe to our podcast.

See you in another reality next week

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

Get The Future You Want | www.capgemini.com