

## IT Workforce Enablement: How Cloud Computing Changes the Competence Mix of the IT Workforce

**Authors :** Dominik Krimpmann

**Abstract :** Cloud computing has provided the impetus for change in the demand, sourcing, and consumption of IT-enabled services. The technology developed from an emerging trend towards a 'must-have'. Many organizations harnessed on the quick-wins of cloud computing within the last five years but nowadays reach a plateau when it comes to sustainable savings and performance. This study aims to investigate what is needed from an organizational perspective to make cloud computing a sustainable success. The study was carried out in Germany among senior IT professionals, both in management and delivery positions. Our research shows that IT executives must be prepared to realign their IT workforce to sustain the advantage of cloud computing for today and the near future. While new roles will undoubtedly emerge, roles alone cannot ensure the success of cloud deployments. What is needed is a change in the IT workforce's business behaviour, or put more simply, the ways in which the IT personnel works. It gives clear guidance on which dimensions of an employees' working behaviour need to be adapted. The practical implications are drawn from a series of semi-structured interviews, resulting in a high-level workforce enablement plan. Lastly, it elaborates on tools and gives clear guidance on which pitfalls might arise along the proposed workforce enablement process.

**Keywords :** cloud computing, organization design, organizational change, workforce enablement

**Conference Title :** ICCIET 2015 : International Conference on Computer, Information and Education Technology

**Conference Location :** Zurich, Switzerland

**Conference Dates :** January 13-14, 2015