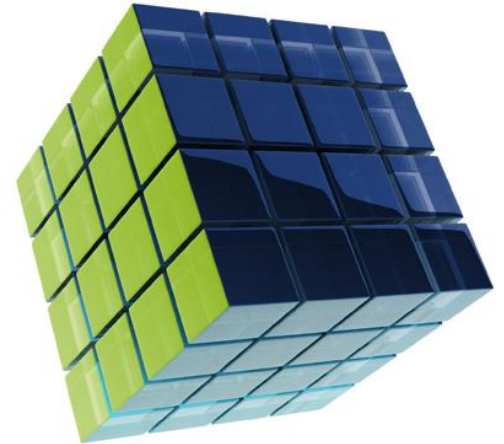


## Annual Shared Services and BPO Conference 2013

What kind of shared services leaders  
are you? Four career pathways for  
shared services high flyers

Deborah Kops & Suzanne Wood



# What kind of a shared services leader are **you**?

Deborah Kops

Deloitte Shared Services & BPO Conference

26<sup>th</sup> September 2013




It all started with an  
“a-ha!” moment


No one grows up saying “I wanna be  
a shared services leader”.


Are there different pathways to shared services leadership...with each suggesting a different mandate and degree of change?


To find out, Sourcing Change and Deloitte collaborated on a survey.

# Postulated four different paths

 Lifers

 Loyalists

 Moonlighters  
or

 Experts



The Moonlighter



The Loyalist



The Expert



The Lifer

***And postulated that each career path suggests a different approach to change***

Lifers



The Lifer

- **Moved up the ranks in one organization**-- at least 10-15 years of in one company, starting out in a junior functional position
- **Manage a narrow scope**—often focused in same area of competency
- **Have superb stakeholder relations**—strong peer network
- **Are known to be dependable**—deliver without a lot of fuss
- **Expand scope because you are a steady hand**—not actively building an empire
- **Have golden handcuffs**—ambition is to continue in place
- **Decorate the office with lots of office golf paraphernalia**—will retire from post

# Loyalists



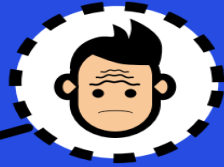
- **Know where the lavatories are**--some but not excessive tenure
- **Sat elsewhere in the organization**—either a line or staff job—before taking on shared services
- **Are looking at a fix-it opportunity** -- operational mess, screaming stakeholders, or sudden resignation at the top
- **Are charged with getting back on track**--no expectation for more than stabilization/expansion
- **Rock the boat just enough** -- seen as ambitious but dependable
- **Have been promised bigger and better things**—short term trial with the next job in sight
- **Work for someone who covers their back**--strong patron/mentor in place



The Loyalist



# Moonlighters

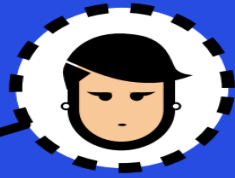


- **Have little sponsorship/no blockage** –boss is “indulgent” but not convinced
- **Put their careers on the line**—fix it or you move on
- **Both run the function/change the function**—scope encompasses day-to-day responsibility
- **Are blessed with a strong team**--safe to turn attention to transformation
- **Use their networks**—deployment is opportunistic, not strategic
- **Go it alone**--little corporate support so third parties are key
- **Are looking for a new challenge**—boredom “drove you to it”



The Moonlighter

# Experts



- **Believe that the status quo is not acceptable**—the more feathers ruffled, the better
- **Have top sponsorship in place**—with full hunting rights
- **Were external hires**--power base comes from successful implementation or expansion of other shared services program
- **Are old shared services hands**--continually increasing responsibility, and honing tools/methodologies
- **See themselves as shared services rock stars**--much in demand as speaker at industry conferences and roundtables
- **Are on headhunters' speed dials**-- always keeping eyes out for the next opportunity
- **Hold platinum frequent flyer status**—flight attendants bow down

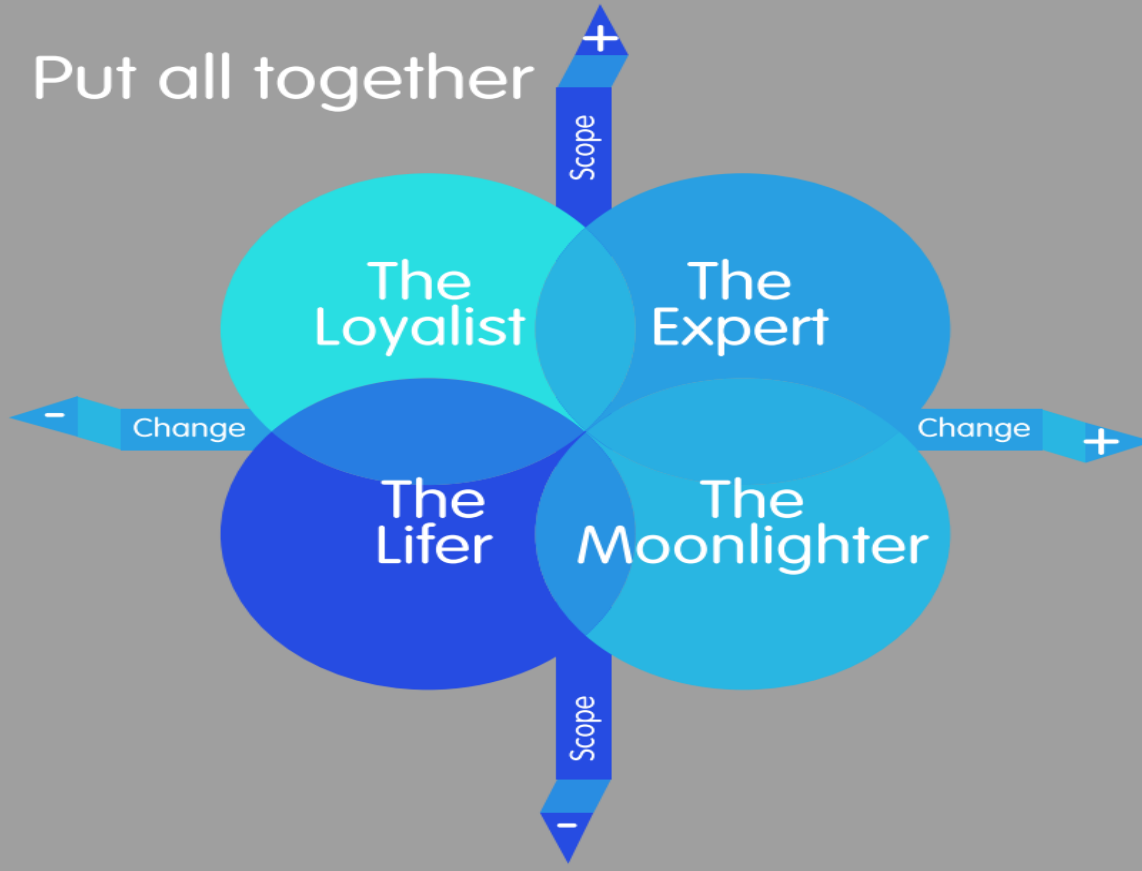


The Expert





Put all together



# About the survey responses

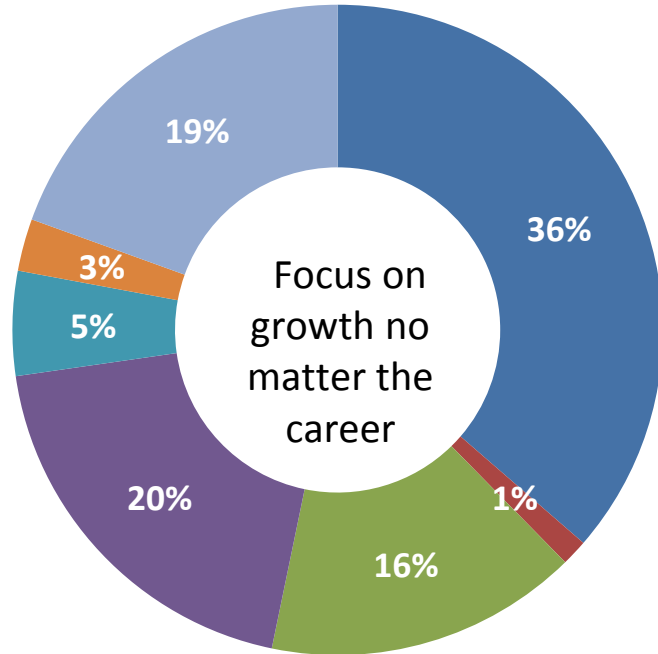
- Select bunch: 77 respondents
- Across all industries: manufacturing primary industry
- Good distribution by revenue: 57% greater than \$3 billion
- Singular focus: 34% responsible for only one function in one or more centers while 1890 are truly global
- Relative newcomers: 79% have 2-5 years experience in role; 49% have 5 years or less in any shared services role

## What did we find?

One overarching mantra: **Expand the existing shared services model, maintaining the same quality of operations**

*No matter the career path, tenure, or experience in the organization!*

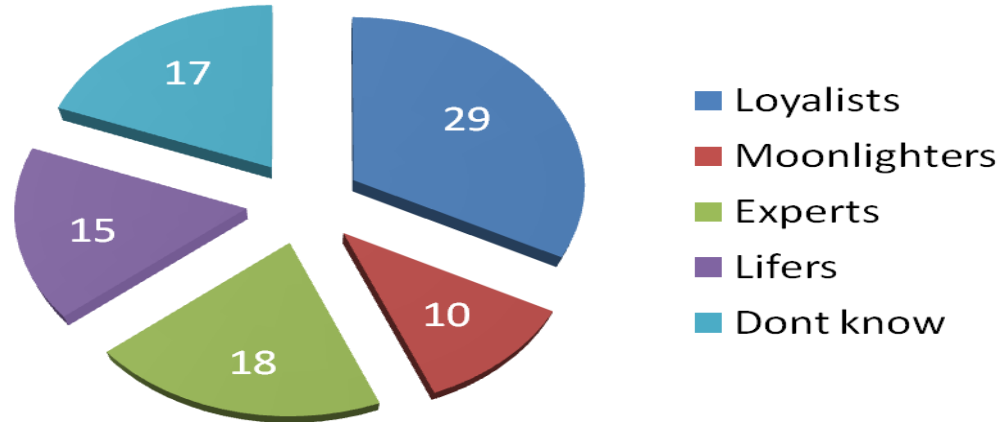
# What did we find?



- Expand the existing shared services model, maintaining the same quality of operations
- Maintain shared services delivery at the same quality of operations
- Make radical change in delivery within one corporate function
- Make radical change in the operating model across the organisation
- No response
- Stabilise existing operations, maintaining the status quo in terms of scale and scope
- Stabilise existing operations, then grow the model

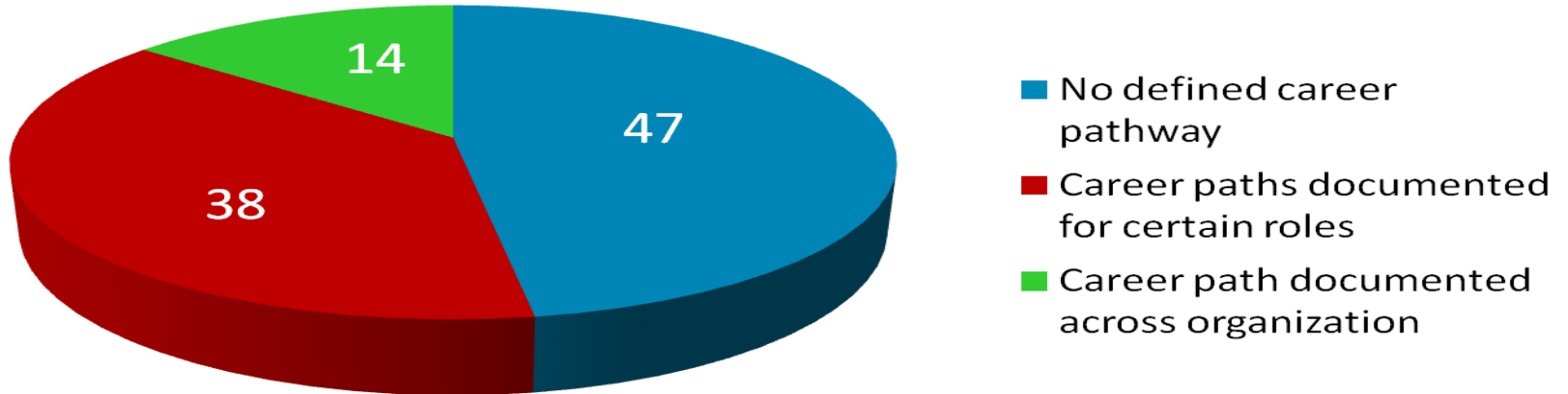
# What did we find?

Career paths  
evenly distributed

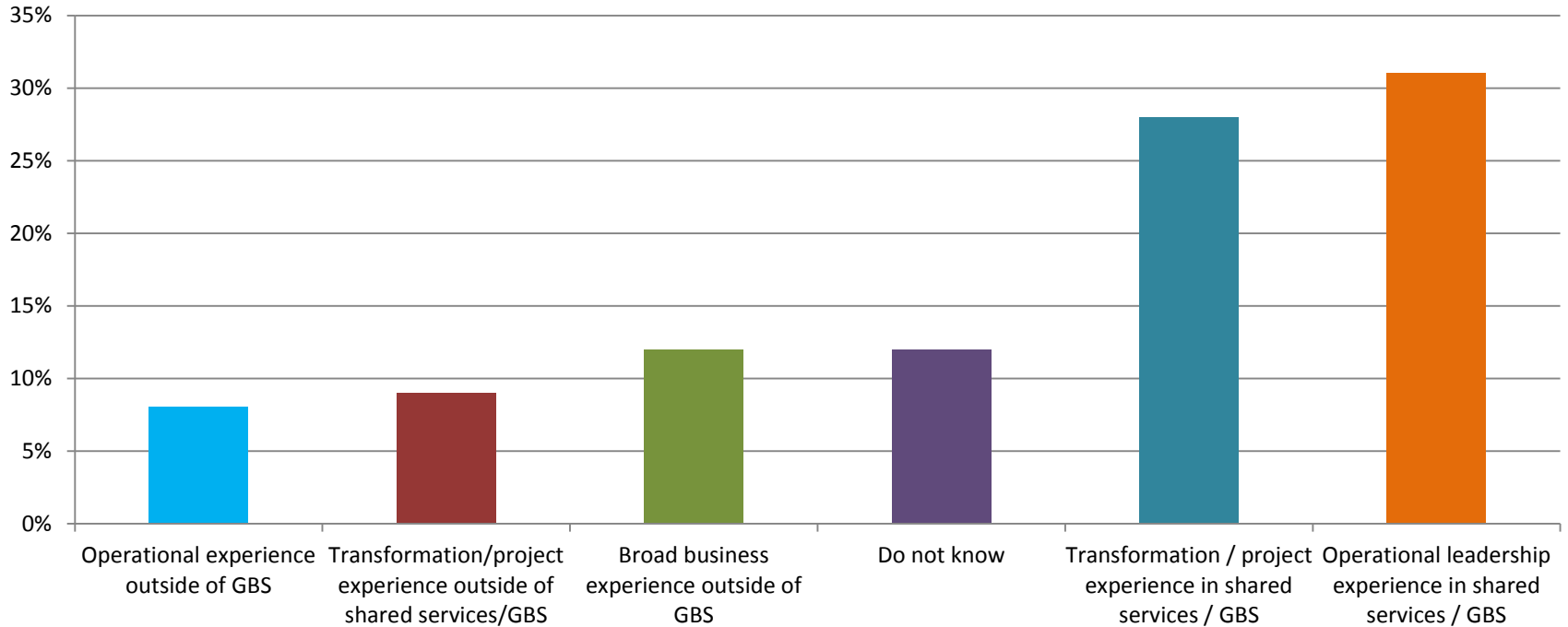


# What did we find?

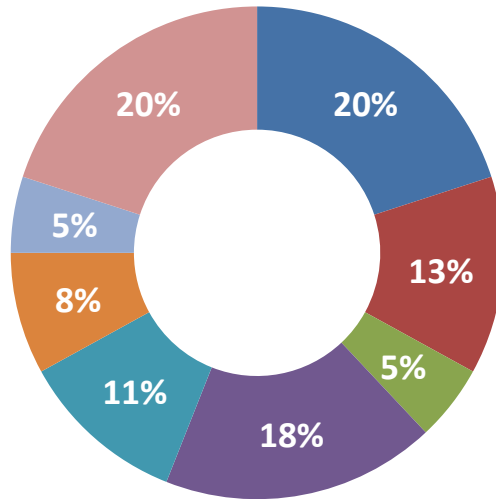
## Few defined career paths



# What does the organization value?



# What is the next career step?



- An alternative role outside of shared services in your organisation
- Enterprise wide leadership role across shared services or in a GBS organisation
- Expanded functional responsibility
- Expanded geographic responsibility
- Expanded responsibility for processes within my current function
- Move to a new role in shared services in another organisation



# Implications for organizations

- **No obvious leader**--no industry ahead of others
- **Bigger is better**—obtaining scale main focus
- **Keep calm and carry on**--silent running still the expectation
- **Talk is cheap**--buzz about transforming business processes not yet reality
- **Organizational change not around the corner**—active embrace of GBS some years off
- **To move up, move out**

# Implications for shared services leaders

- **Knowing the secret handshake critical** -- Tribal knowledge valuable
- **Safe pair of hands valued**—expectations of change are low
- **Many internal imports into shared services**—companies look outside the function/within the company
- **Change agents need not apply (yet)**—operations track record still more important
- **There's no place like home**--Best career opportunities may be down the hall!

Questions:

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# Shared Services- The Leader



## Composite

- Male
- Late 40s
- Has been in Shared Services role for under 10 years
- Has worked in multiple industries
- Has been with current company under 8 years
- Progressed their career with a role change every 3.2 years
- Likely comes from a finance background

## Study Findings

**15%** executives have made a career at One company.

**37%** had IT backgrounds prior to Shared Services Appointment.

**66%** had a finance background (the Controller background was slightly more predominant).

# Shared Services – Board room whispers



Shared services are increasingly being discussed in board rooms BUT there is often a disconnect between the target operating model and the current state. GBS models are frequently discussed but few organizations have the cross functional alignment to realize the vision

To bridge the gap companies are looking to hire transformational leaders BUT external hires face the challenge of building business insight and gaining trust.

Sponsorship and reporting lines remains contentious – CEO / COO / CFO reporting lines?

The market for Shared Service leads is fast moving but relatively immature. Senior leaders are global with the ability to work across industry and function. The market for such talent is increasingly becoming 'searchable'





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