

Special Webcast

Streamlining and Scale:

The Power and Potential of Shared Services

March 05, 2024



Today we will be discussing...

- What is a Shared Service
- Evaluating Fit For Purpose
- Designing Your Shared Services Organization
- Enabling Success Through Effective Implementation
- Q & A



Today's Speakers



Rebecca Ellis
Principal & Client Executive
AlignOrg Solutions



Patti P. Phillips, PhD
(Moderator)
President & CEO
ROI Institute, Inc.

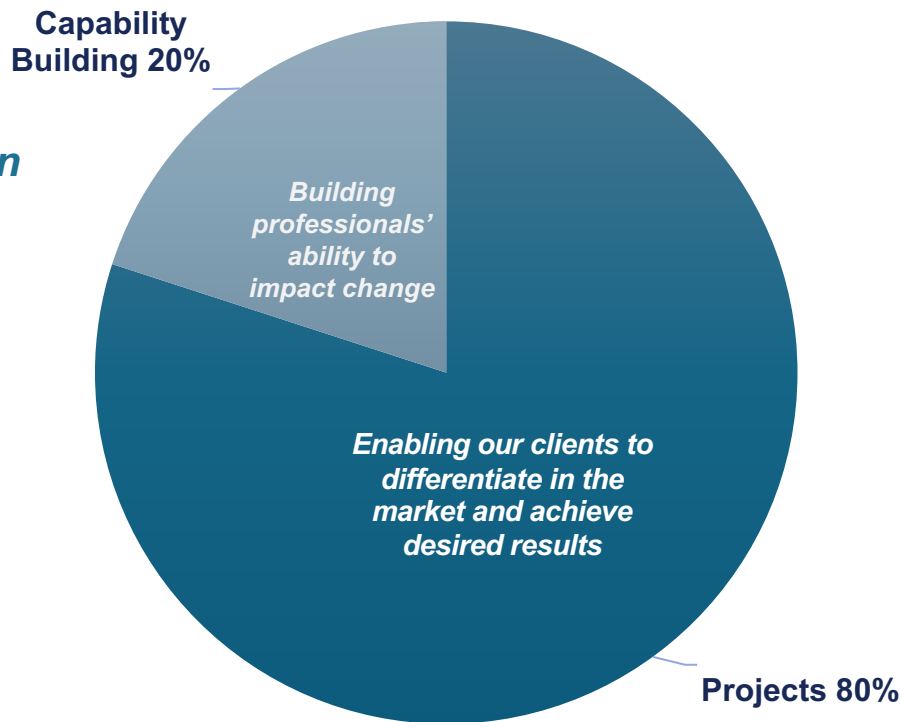


AlignOrg Solutions: What We Do

A client-focused firm specializing in...

- *Strategy & Marketplace Differentiation*
- *Diagnosis & Assessment*
- *Organization Design*
- *Change Leadership*
- *Leadership Alignment*

To drive differentiation through alignment



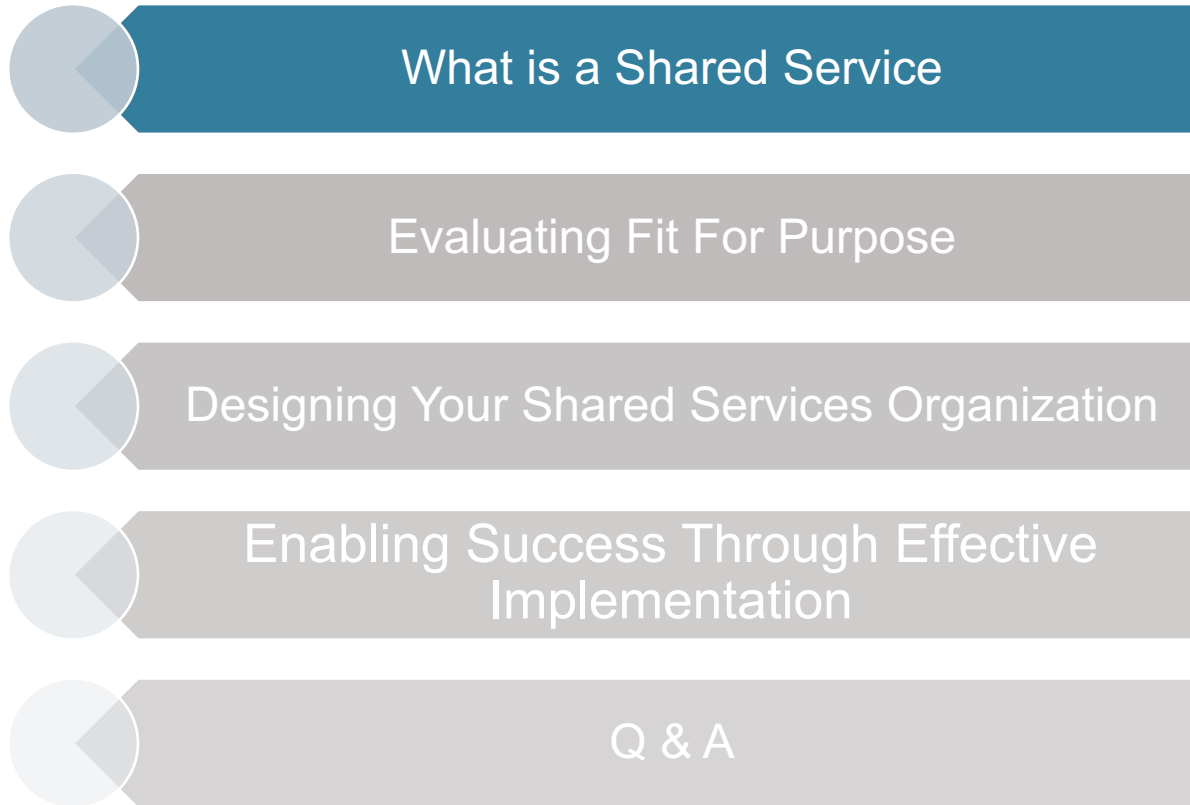


Learning from Many Great Organizations





What is a Shared Service?





“...a function that has been established to serve the organization from a collected, centralized point.”

When a shared service has enterprise-wide, multi-function activities rolled into one place, it is commonly referred to as **global business services (GBS)**.



Shared Services are not just...

- Centralized Work
- Outsourcing
- Centers of Excellence

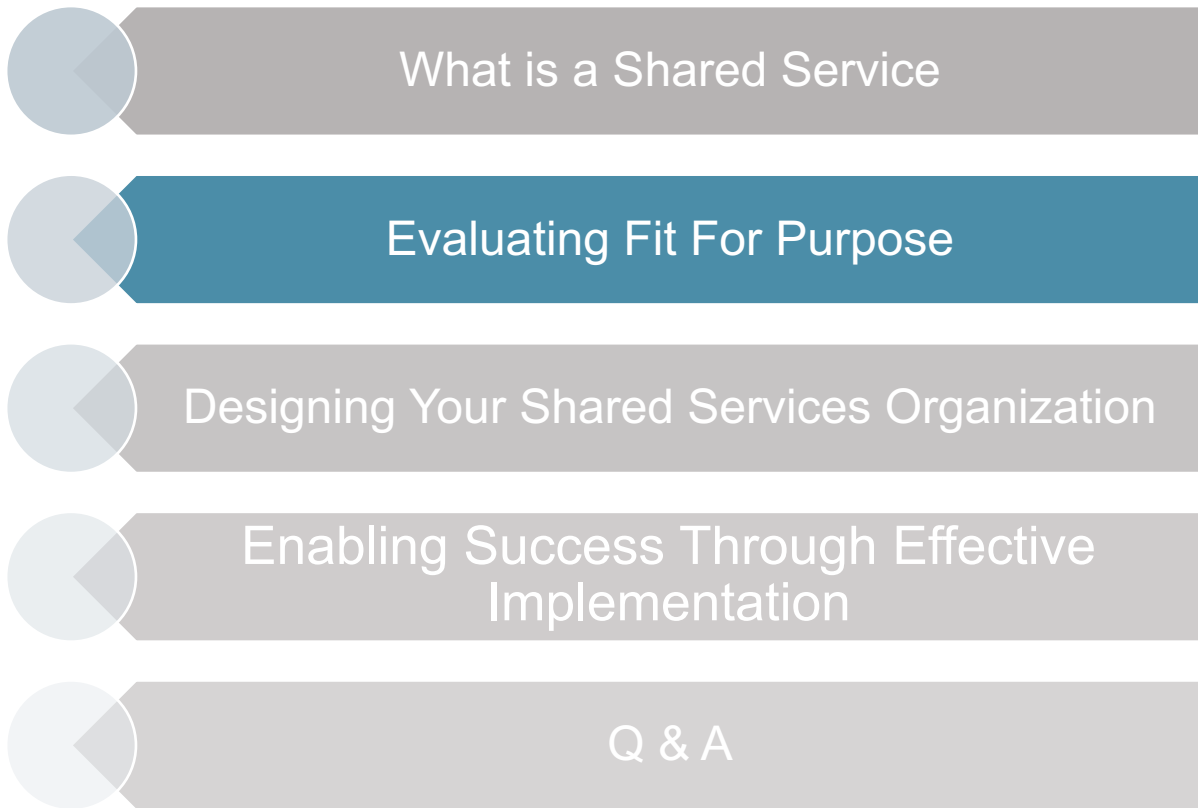


Potential risks...

- Siloed thinking
- Complex decision rights & approvals
- Redundancy
- Decreased responsiveness
- Significant resources and time to implement



Evaluating Fit For Purpose





Why implement Shared Services?



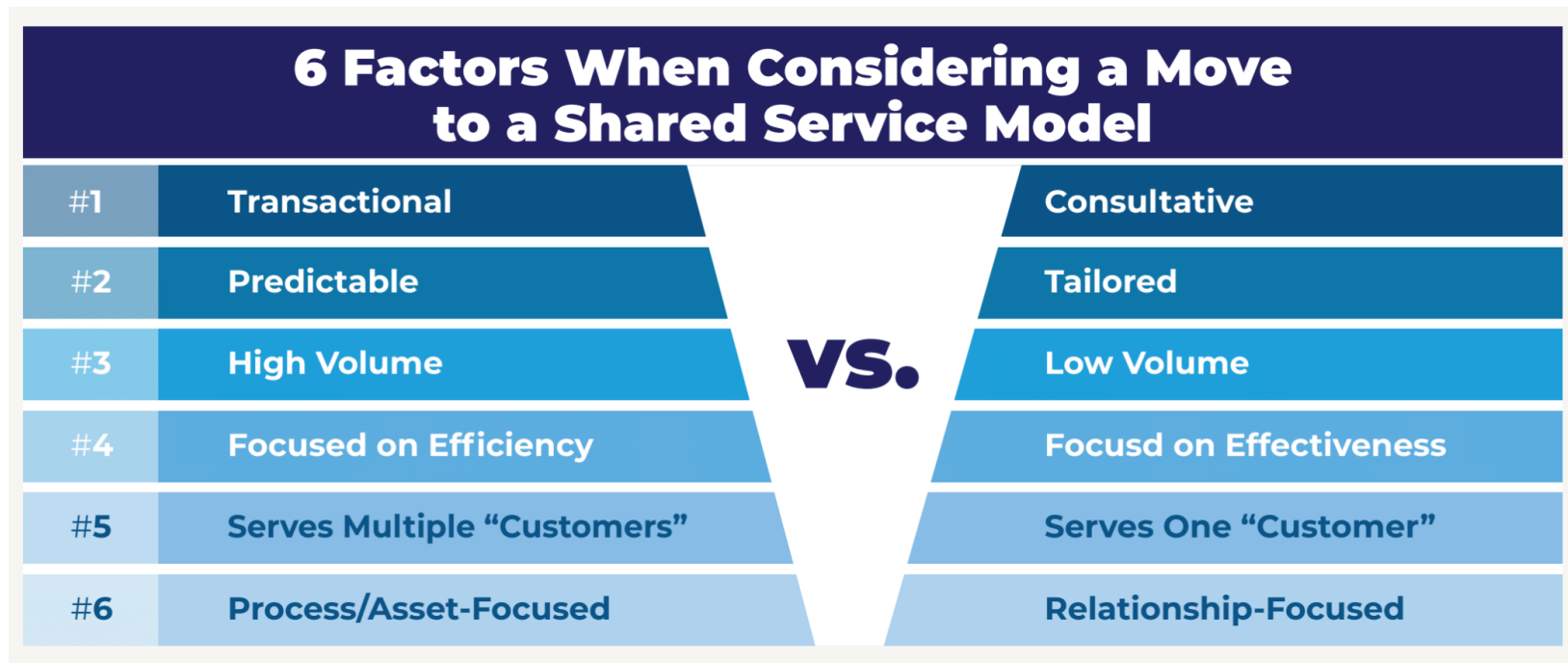
- ❑ Reducing cost
- ❑ Gaining standardization and process efficiency
- ❑ Developing capabilities
- ❑ Driving business value
- ❑ Reducing risk
- ❑ Accelerating the digital agenda
- ❑ Accessing a larger talent pool

Choices that reduce cost...

- ❑ Consolidating transactional tasks
- ❑ Increasing efficiencies through process standardization
- ❑ Eliminating the need for redundant staff performing the same functions in different Business units
- ❑ Driving economies of scale
- ❑ Increasing consistency and standardization of service
- ❑ Tracking and trending KPIs and service levels for continuous improvement

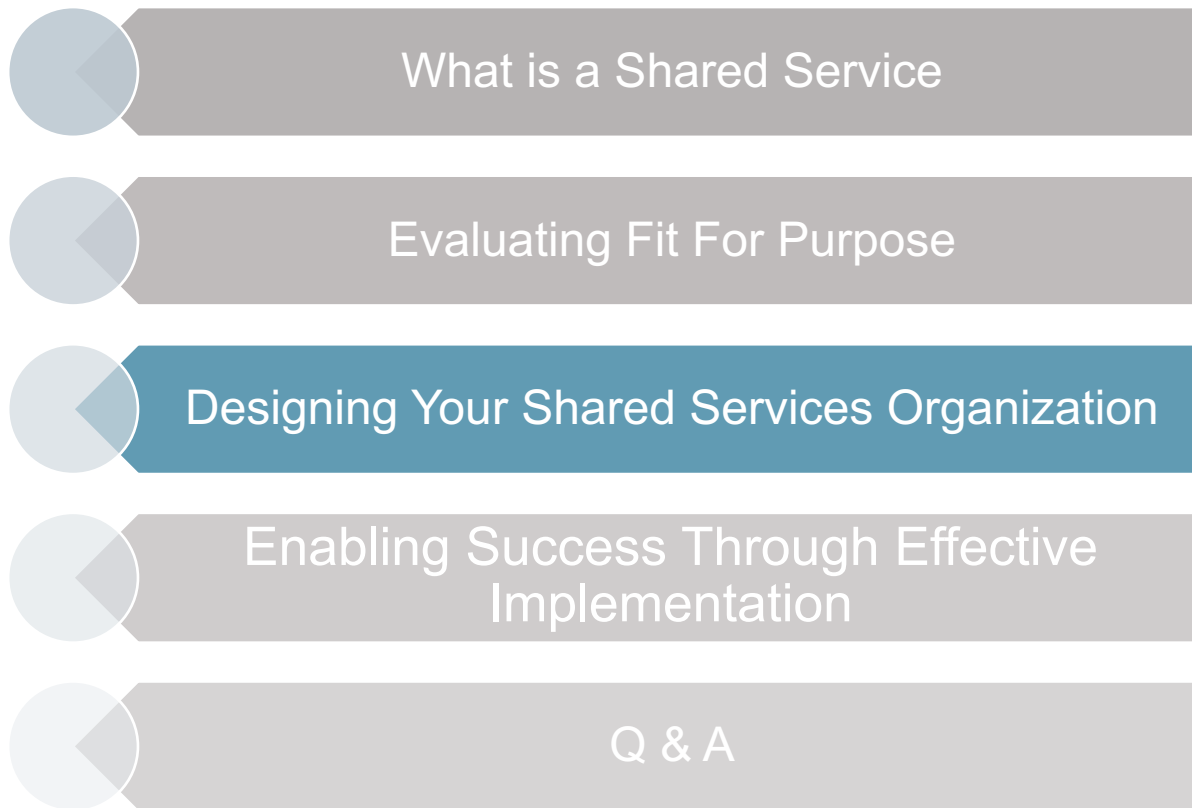


Six Factors to Consider





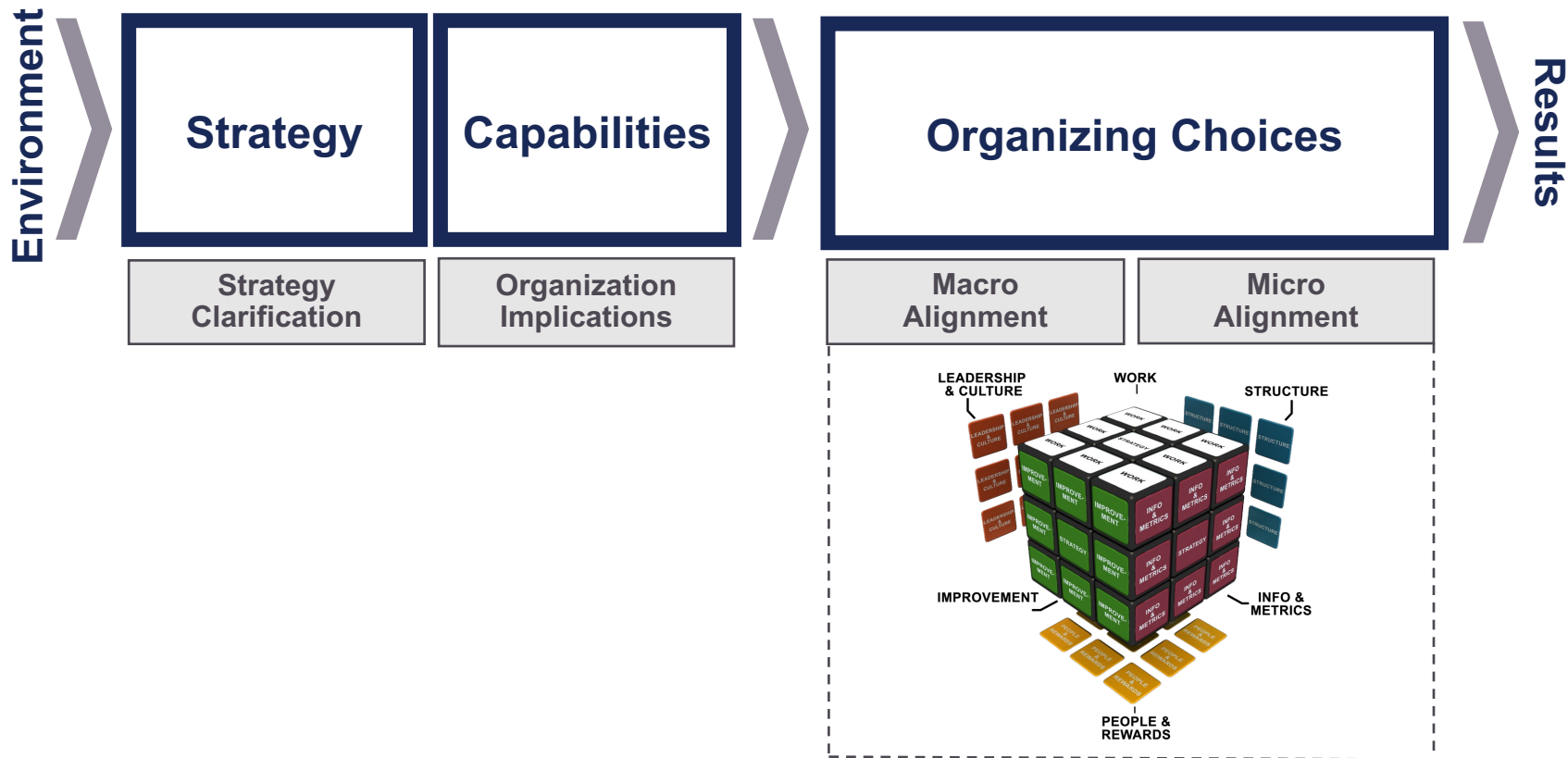
Designing Your Shared Services Organization





Step 1: Determine Design Criteria

AlignOrg Solution's Organization Design Model





Step 2: List the Work or Capabilities You Want to Consider

Common Capabilities Found in Shared Services





Step 3: Use the Six Decision Factors to Determine Best Fit

#	Shared services decision criteria...	It's a "no" for...
1	Is the work transactional?	Strategic Planning
2	Could the work be repeatable / predictable?	Talent Consulting
3	Is there a high volume of work?	Customized Order Entry
4	Could the work be built for speed?	New Reports / Analytics
5	Does it serve multiple customers?	Cash Management
6	Can any team member perform this work instead of a consistent person?	Network Firewall Configuration



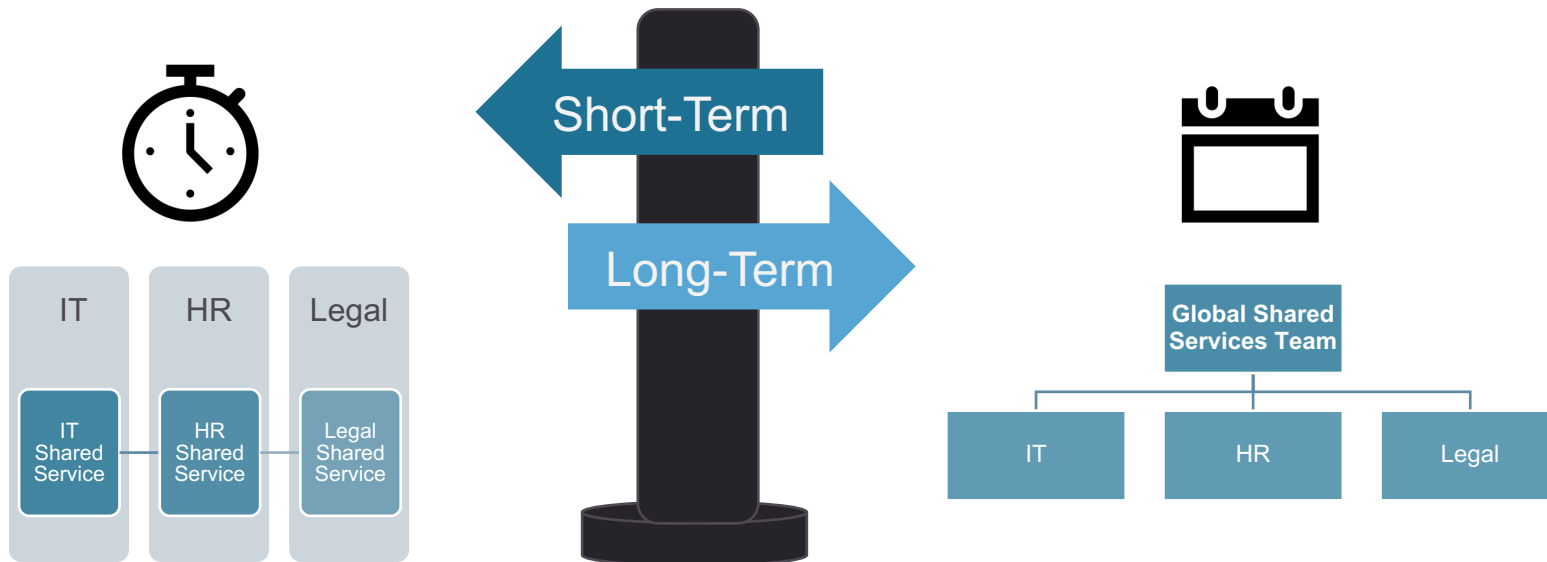
Step 4: Prioritize Implementation by Examining Impact vs. Effort

Value/Cost Analysis of Prospective Common Services





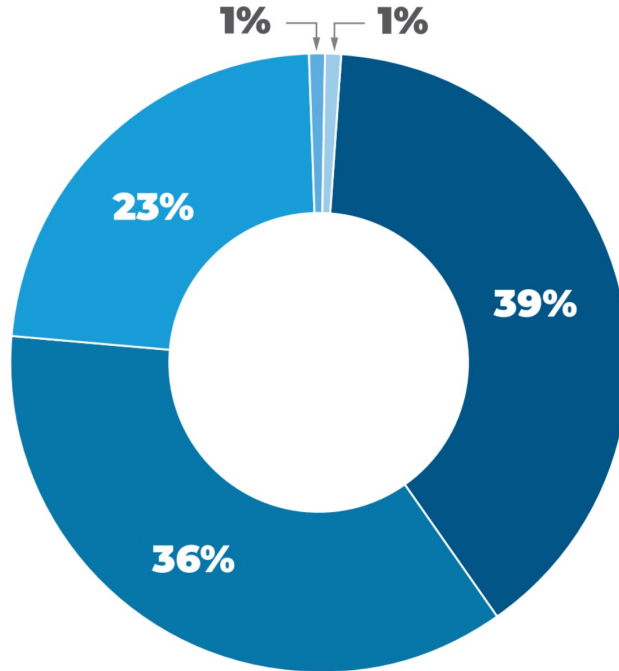
Step 5: Create Short-Term & Long-Term Strategy





Step 6: Design the Shared Services Organization

Executive Leading Shared Services



Who do resources within your Shared Services organization report to?

Head of Shared Services

Respective Functional Leaders

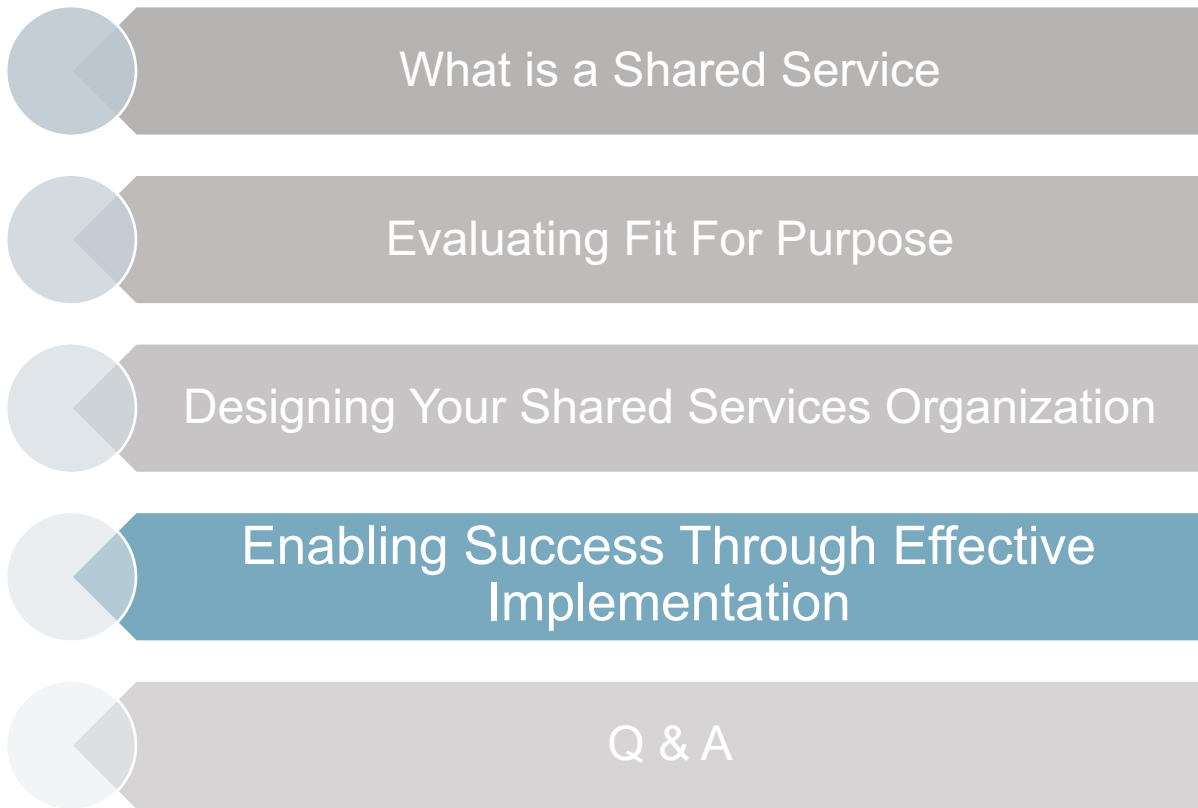
Chief Financial Officer

Chief Operations Officer

Chief Information Officer



Enabling Success Through Effective Implementation





Enabling Success Through Effective Implementation



- SLAs
- Metrics / Scorecards
- Knowledge Management
- Continuous Improvement Processes & Systems
- Governance & Decision Rights



- Overbuilt
- Disconnected from needs
- Dashboard looks green but stakeholders feel it is red
- Shadow teams are popping back up
- Lack of key stakeholder engagement



Successful Leadership Requires These Competencies

Methods of a Successful Change Leader

Makes Choices & Trade-offs

- Talks the language of choices & trade-offs
- Champions choices that enable performance and mitigates misaligned choices
- Embodies the yeses and nos of strategy
- Protects emerging porcesses/structures while keeping the business running

Ensures Alignment

- Sees all sides of the cube (alignment mentality) and looks for patterns
- Helps others consider the impact of choices on the whole system

Drive Change

- Recognizes change and how it will ripple across the business
- Funds/sponsors change management all the way to implementation
- Enables Change Leaders

Builds Capability

- Builds capability in the organization to maintain alignment and manage change
- Knows that this is their real work



Determining if Shared Services is Right for Your Organization

If properly designed and implemented, shared services can help your organization operate efficiently and reduce costs.



Action Items

- ✓ Build a strong case for change
- ✓ Assemble a team that will see your implementation through to success
- ✓ Consider both long- and short-term goals in structure
- ✓ Employ the right linkages to govern, measure progress, and transfer knowledge
- ✓ Ensure incorporation of processes and systems for continuous improvement



Personal Reflection

Think of a current challenge that could potentially be solved by standing up a Shared Services team:

1. Consider the factors that would contribute to building a business case
2. Make notes of how you would run the project
 - Determine where to start
 - Create a charter
 - Select tools/processes
 - Sequence the activities



What was your number one learning or insight from the workshop?

A year from now, what do you want to be sure that you have not forgotten? Why?



Questions?



What is a Shared Service



Evaluating Fit For Purpose



Designing Your Shared Services Organization



Enabling Success Through Effective
Implementation



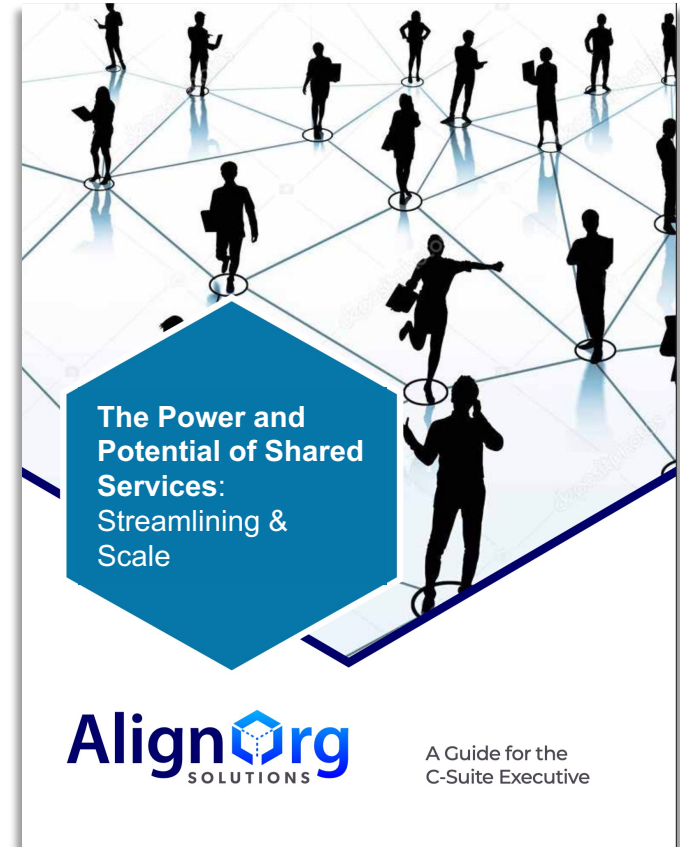
Q & A



Executive Guide: Shared Services

The Power and Potential of Shared Services: Streamlining & Scale

Watch your email or scan the QR code to request the link to this practical guide that can help you determine if a shared service is right for your organization.





Rebecca Ellis

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Rebecca Ellis has more than 20 years of progressive experience in HR and change consulting. Rebecca optimizes client outcomes through effective implementation of organization-wide strategic initiatives and is an expert at uncovering the systemic nature of complex problems and finding practical, sustainable solutions. Having spent her career in the energy, financial, manufacturing, healthcare, and education fields, she understands the complexity and pace of change faced by highly regulated environments.

Dr. Ellis has led transformation projects this last year at Chick-fil-A, Medtronic, Danaher (multiple operating companies and platforms), PG&E, Micron, and Allison Transmission. Rebecca also enjoys work in strongly positioned mid-market organizations and has recently worked on projects at growing technology and electrical components organizations.

Rebecca is an expert in practicing and leading organizational change management, organization design, global learning, leadership development, and performance management. She has a Ph.D. in Organization Development from Benedictine University at Springfield, an M.S.Ed. in Instructional Systems Technology from Indiana University and a Bachelor's in Mathematics Education from the University of Evansville.



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