



Introduction to GBS Leadership

GBS (Global Business Services) Leadership is focused on transforming leadership and strategy to enable exponential value creation from GBS. It covers 3 core areas:

Operational Leadership & Strategy:

This involves defining an end-state vision and crafting strategy to achieve it. Key frameworks are the 70-20-10 model (70% operations, 20% continuous improvement, 10% disruption) and principle-based design. Roadmapping the journey to Stage 4 GBS maturity is critical.

Continuous Improvement Strategy:

The goal is to re-engineer processes end-to-end, adopt an automation-first approach via RPA and AI/ML, tightly integrate IT and GBS, and leverage reporting to prescriptive analytics. This evolves GBS every 18-24 months.

Future State Strategy:

Stage 4 GBS sets up the company as a digital transformation engine, by completely reimagining work. The 5E model (Envision, Enable, Ecosystem, Execute, Expand) provides the framework to become a Stage 4 GBS. Managing change involves new skills, methods, and technologies.

GBS Leadership requires articulating an ambitious end-state vision, crafting a strategic roadmap to achieve it, relentlessly driving automation and analytics, and using exponential technologies to completely reimagine work.

The GBS operating model must be designed for business impact, not as a corporate function. Communication, organization structure and processes need to be business-focused, not bureaucratic.

Getting to Stage 4 GBS involves expanding skills and talent, leveraging an ecosystem of partners, using iterative methods like design thinking and agile, and identifying disruptive ideas to execute.

In summary, GBS Leadership requires end-state back strategy, continuous re-engineering via automation and analytics, and disruptive thinking powered by ecosystem partnerships and exponential technologies. This can transform GBS into a value creation engine.