Principle-Based Design

Principle-based design provides guiding tenets for developing the GBS roadmap and operating model. Key principles include:

- Scale work across enterprise, business units, departments.
- Optimize for enterprise-level benefits.
- Run GBS as an independent business unit.
- Make it easy for business units to use GBS services.
- Maintain transparency as the foundation.
- Move people, work, and budgets together.
- Start small, build momentum before larger transitions.
- Establish baseline service levels and costs before transitioning services.
- Design GBS sourcing strategy upfront aligning insourcing, outsourcing, and automation.
- Set up GBS with internal capabilities like HR, legal, finance.
- Provide clear, actionable metrics to all stakeholders.
- Cascade GBS strategy and plans across the organization.

These principles enable:

- Smooth transition of services to GBS with maintained (or improved) service levels.
- Positioning GBS as an independent business unit with appropriate capabilities.
- Phased transitions starting small before larger shifts.
- Transparency to secure stakeholder alignment.
- Performance management emphasizing end-to-end accountability.

Adhering to principle-based design is crucial for developing comprehensive and structured GBS roadmaps. It addresses stakeholder concerns upfront, while maintaining flexibility for customization. With strong principles, GBS transformations can drive efficiency and enterprise synergies without business disruption.