Integrating IT and GBS

Effectively integrating IT and GBS organizations is key to maximizing their symbiotic value. Key elements include:

- Embed IT roles within GBS service teams for business alignment rather than separate IT silos.
- IT partners with GBS to enable new capabilities and automation to transform service delivery.
- GBS should have input to IT priorities based on business-driven roadmaps.
- Joint governance model balancing agility, innovation, risk management and compliance.
- GBS leverages reusable IT platforms, solutions and components vs. custom builds.
- IT focuses on cross-GBS infrastructure, apps and integration. GBS manages service-specific solutions.
- Common metrics framework linking IT platforms health to GBS service performance.
- GBS talent should have broad automation and tech literacy not just process skills.
- GBS provides use cases, prototypes and pilots for IT platforms.
- Consultative design thinking approach rather than order-taker relationship.

Benefits:
- Improved GBS service quality, cost and business alignment
- Faster speed of capabilities deployment
- Higher system reliability and compliance
- Reduced redundant efforts and contradictions
- Superior end-to-end accountability

Challenges:
- Mismatched priorities without integrated planning
- Unclear accountability and blurred lines
- Technology-driven versus business-driven focus
- Lack of cross-skilling and rotational opportunities
- Bureaucratic governance throttling agility

In summary, tightly integrating IT and GBS, while recognizing their distinct expertise, enables harnessing their complementary strengths for greater business impact.