



## IT-GBS Integration Challenges

Despite the clear synergies, integrating IT and GBS effectively poses organizational and cultural challenges including:

- Misaligned priorities and poor planning integration
- IT pushes technology solutions lacking business context
- GBS customizes vs. leveraging standard platforms
- Unclear accountabilities between IT and GBS
- Ambiguity on who owns solutions, issues, improvements
- Finger-pointing rather than joint ownership
- Technology-driven mindset overriding business needs
- IT favors technical elegance over pragmatic solutions
- GBS lacks tech savvy to guide IT priorities
- Bureaucratic governance throttling agility
- Excessive transparency and approval requirements
- Slow or reactive decision-making
- Lack of integrated strategic planning
- Disjointed target-setting and investment planning
- Mismatched roadmaps and timelines
- Talent and skill gaps
- IT lacks business and process understanding
- GBS lacks adequate technical knowledge
- Cultural mismatch and trust deficit
- 'Order-taker' rather than consultative relationship

### Mitigation Strategies:

- Executive sponsorship and joint accountability
- Cross-functional teams and rotations
- Training and upskilling talent
- Agile rituals for collaboration
- Showcasing quick wins and success stories
- Ongoing communications and change management

In summary, organizational misalignments, mindset differences, governance challenges, and talent gaps need mitigation for IT-GBS integration to work effectively.