

Setting the tone



Strong leadership with clear objectives and alignment with broader organisational goals

1

Look beyond the traditional competencies

2

Live and breathe the brand and culture

3

Build a peer not a cost centre

Laying the foundation



The governance, structure, and process design required to support a flexible, influential GBS organisation

4

Run it like a business

5

Implement cross-functional structures

6

Cultivate tomorrow's talent

7

Design for operational agility

Unlocking value



Radical transformation that unlocks real, measurable business value

8

Measure what matters

9

Lead the digital revolution

10

Push for data driven capabilities

In our experience, all ten of these practices should be in place at some level for an organisation to realise the full potential of GBS. However, leaders should view these ten practices through the lens of their organisation's specific goals, dialling some up and some down on the way to achieving outcomes in line with broader organisational strategies.