

# Shared Services Talent

The **workforce** is changing...

By 2025 millennials will comprise 75%\* of the global workforce

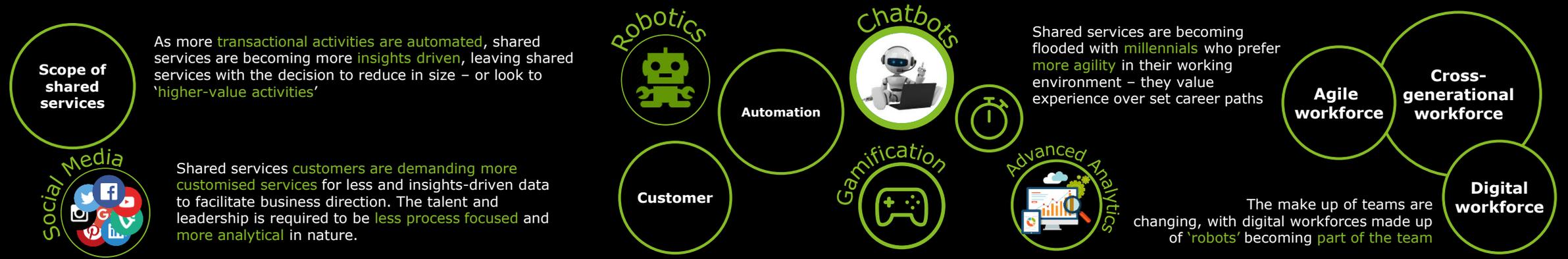
The **skills** they require are changing...

More than half of employees (54%\*) feel that they have no programmes in place to build the skills of the future

Their **demands** are changing...

Only 8%\* of employees report that their rewards programme is "very effective" at creating a personalised, flexible solution

## What is driving the change in shared services?



## Behaviour and demands of today's workforce      Actions GBS leaders should take immediately

- Prefer to be motivated by working environment through new technology and ways of working
- Want the same technology and user experience at work as they have at home
- Need leadership to be agile and disruptive
- Prefer to focus on strategic and value added work – happy for robots to perform repetitive tasks
- Are appreciative when their innovative ideas are heard and especially when they are acted upon
- Recognise the importance of well-being and mental health at work, and expect their organisation to support their needs



- Create an innovative and agile culture which encourages experimentation, agility and a 'succeed fast' mind-set
- Become more digitally savvy by driving the experimentation and implementation of new technology
- Focus on new roles, skills and competencies with the right balance of business and technical skills, and look at how to source talent differently
- Invest in development opportunities that include experiential learning and coaching to help the team 'prepare', 'do', and 'be' digital
- Master the art of people management across all generations in your organisation to drive innovation and constant change
- Redesign roles to ensure people work effectively and do not hesitate to work in conjunction with robots – use shared services as a testing ground for an adaptable organisation model