



One organization in India reported that 73 percent of employees who wanted labor mobility within the organization received it, either through postings abroad or transfers to headquarters. In this way, the organization demonstrated both a responsiveness to employee goals and a commitment to their development that goes a long way toward creating a positive employment brand.



## 1 Solving the talent challenge

Most companies encourage employees to suggest process improvements, offering dedicated tools to solicit and implement employee proposals. The buy-in of leaders and senior managers is critical. Some SSCs / GBS create specialized teams to implement process improvements suggested by employees.

For instance, one Latin American leader told us successful process improvements call for "contingency planning for when things go wrong," and "remembering what you are trying to achieve. Get the metrics right!"

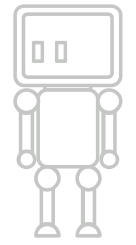
In Latin America, one organization adopted a new talent management strategy featuring internal promotions and partnerships with academic institutions. Offering strong career paths and spaces for collaboration among employees can help reduce attrition and improve performance.

## 2 Bridging the cultural divide



One leader in India put it this way: "We absolutely do not want to replicate corporate culture. We aspire to develop a separate culture. Our organization has its own culture which is much younger with a higher proportion of women to maintain and boost our diversity ratios."

## 3 Developing skills around integrating technology



Interviews revealed that automation and process standardization consistently fell short in meeting expectations, indicating that organizations continue to struggle to incorporate technology improvements effectively as part of their transitions.

# Reaching the next level of maturity

Transitioning from cost center and service provider to value creator and technology pioneer