



The egg-breaker

- Style is to upend every aspect of GBS strategy and operations in the name of making change. He/she works fast to impose structure and get some early wins on the board.
- Comes in from another organization, considered a rock star in GBS circles, and is capable not only of making change but getting an organization to operate to best practice level.

Best for

- New build GBS, or reboots that require a major rethink...usually in a hurry
- Enterprises with a strong GBS mandate and sponsor who doesn't care if there is initial collateral damage
- Shared services organizations ready to pivot to a true GBS model

Success can be illusive when

- Sponsors like the idea of GBS but are not fully onboard or don't understand GBS is messy
- Working within the corporate context is critical; the egg breaker doesn't have time to learn
- The enterprise does not easily accept and embrace outsiders



The governor

- Takes a top-down approach, focused on stabilizing relationships in order to improve communication and make incremental changes. Delivering as promised is his/her mantra.
- Safe pair of hands who has either been asked to calm the waters after a torrid period of too rapid change or babysit a mature operation that's seen as reliable.

Best for

- Enterprises taking a pause in their GBS evolution or have limited ambition to evolve the model
- GBS organizations with the imperative to institutionalize the model
- GBS teams that need better care and feeding

Success is difficult when

- The enterprise pushes GBS to deliver more than the status quo
- There is no apparent career upside to playing a babysitter
- The business is playing a wait-and-see game relative to support of GBS

The orchestrator

- Connects the dots between individual shared services towers to create incremental value
- Builds the case for investment in enablers such as analytics, service management or change management programs

Best for:

- Enterprises with high levels of business unit autonomy taking first steps towards creation of a GBS model
- Enterprises that are starting to ask, "how do I get more value from my operations?"
- Organizations with functional stakeholders that are happy with the status quo

Success will likely be illusive when

- The functions have outsize power
- The GBS tower leads identify themselves as working for the function with limited allegiance to GBS
- No funds are available to invest in business enablers



The fix-and-runner

- Move fast and roll-up-your-sleeves approach to leadership
- Singularly focused on righting the ship, not creating a GBS empire

Best for

- GBS and shared services organizations that need to get back on the quality track
- Enterprises that see the model primarily as a no-noise transactions factory, not a lever for transformation
- Highly regulated industry back offices

Fixers may find themselves on the back foot when

- The GBS or shared services conversation moves beyond tactics, techniques and technology
- Business conditions put pressure on the model to deliver agility and new thinking
- A top-down management style no longer delivers value

The presider

- Trusted internal executive experienced in implementing large enterprise-wide programs
- Sees his or her job as getting the GBS party started before moving on to bigger and better things

Best for

- Initial establishment of a GBS model as a part of larger transformation program
- Enterprises that have experienced a merger, acquisition or spin off and must deliver cost savings to the street
- Organizations with a talent bench that performs well

Presiders need to be leery when

- Selling the change becomes more important than having the mechanisms to deliver
- Business case is based upon a blueprint that is difficult to deliver
- They only wish to "preside" over their team without any interest in actual operations



Any of these resonate?