



**Gartner**<sup>®</sup>

# Head of Shared Services Leadership Vision 2022

**3 Strategic Actions for Success**

### From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

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In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



**Chris Howard**  
Chief of Research, Gartner

# Shared Services Leaders Have a Complex Role

## Challenges and opportunities to get right



# Three Trends, Challenges and Actions for the Shared Services Leader

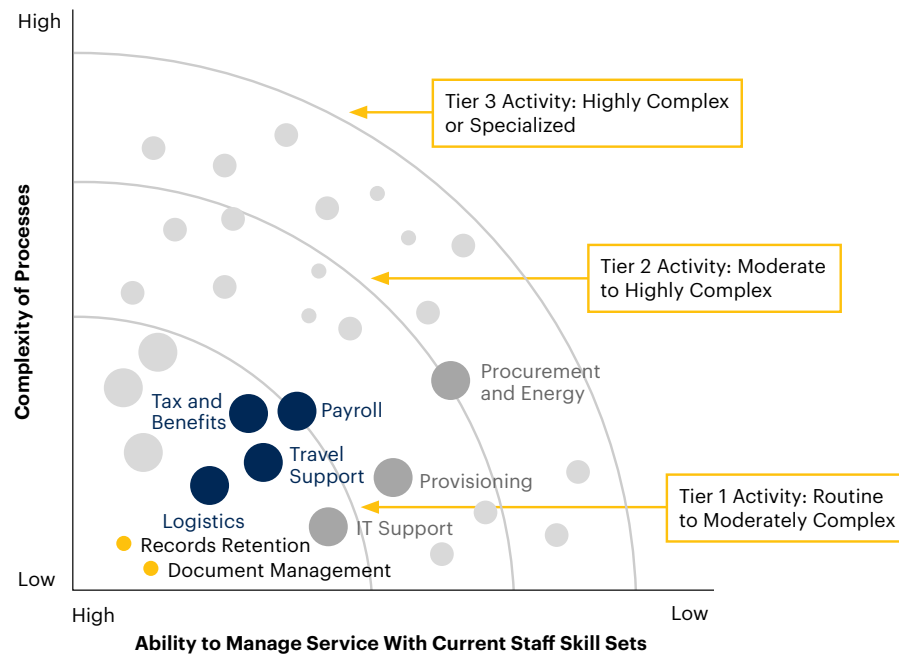


Source: Gartner

# Communicate the Value of Shared Services to Stakeholders

**A framework for identifying staff skill sets, complexity of processes, added value to customer and common customer needs allows shared services to do more if warranted — making the case for which processes to add to their scope of services.**

## Overview of a Client’s Approach to Identifying Service Integration Opportunities



### Potential to Add Customer Value

- **Low:** No impact on Customer’s Productivity
- **Medium:** Existing Service Which Significantly Improves Customer’s Productivity
- **High:** Caters to Unmet Need With Transformative Impact on Customer’s Productivity

### Common Customer Needs\*

- Mobility
- Records Management
- Equipment Upgrade

\* For the “High” Added Customer Value Potential Category

### How to Identify Common Customer Needs

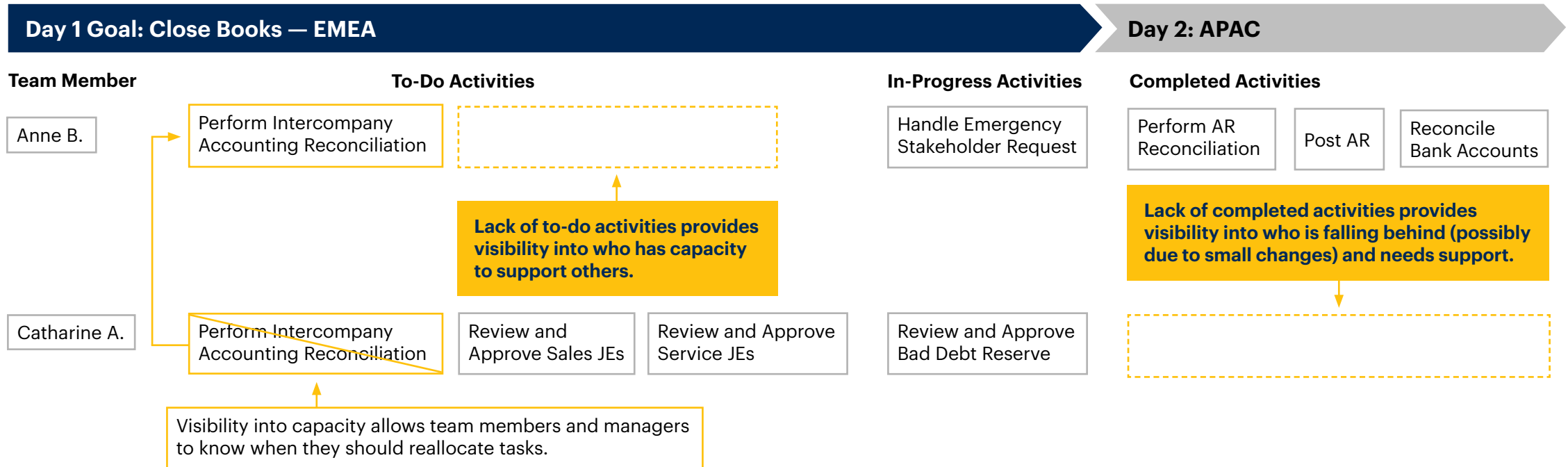
- Break down services into lowest-level process from the employee’s perspective.
- Identify known pain points or problems that exist but no one function owns.
- Match against problem areas surfaced through customer satisfaction and business alignment surveys.

Source: Gartner

# Create Better Work Structures and Peer Support Opportunities

To help employees cope with the impact on their mental energy, develop a way to share visibility into bandwidth to see if team members are over or under capacity.

## Team Capacity Transparency Boards Adapted From Scrum Boards



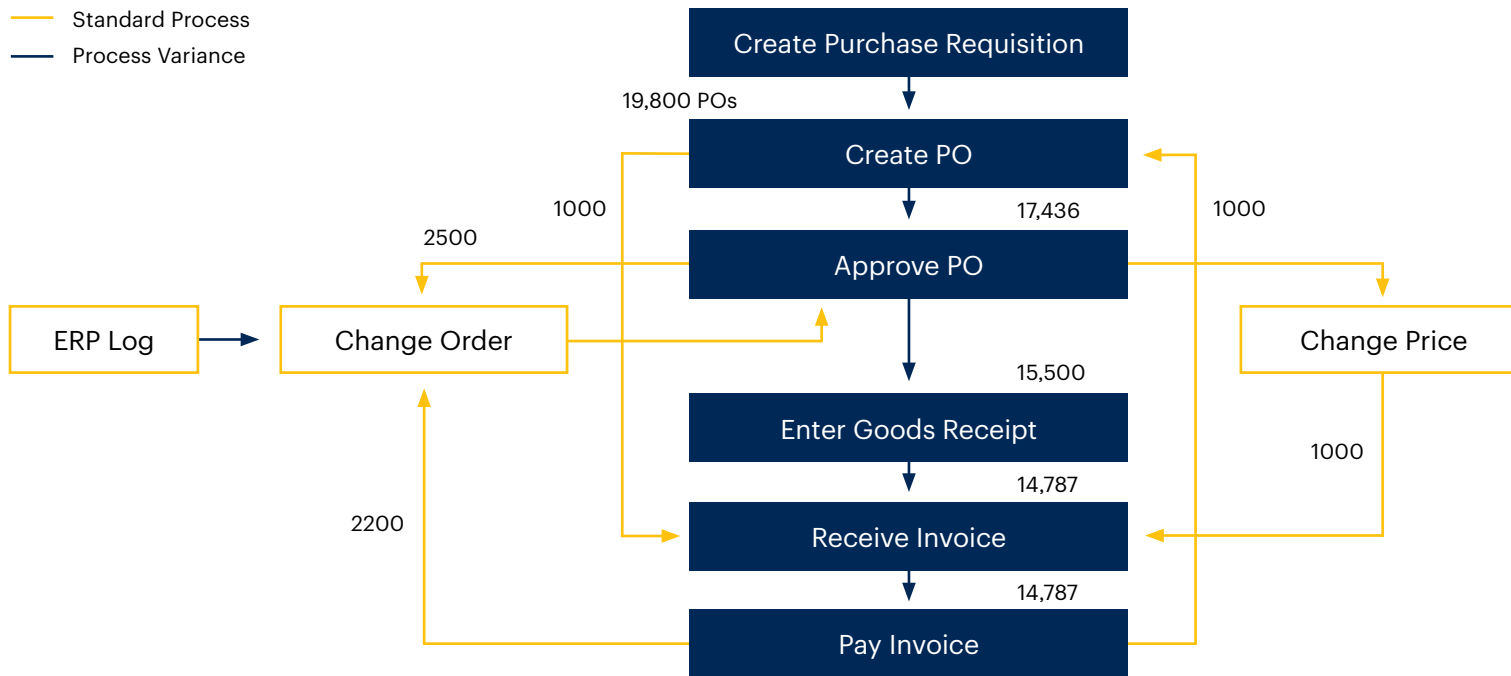
Source: Gartner

# Analyze and Isolate Process Problems With Data

**Eliminate the largest bottlenecks to prioritize technology investments and optimize scarce project resources — ultimately driving improvement.**

## Process Mining: Procure-to-Pay Example

— Standard Process  
— Process Variance



Insights Into Process Variability

### Rework by Root Cause

- Supplier change: 20% of total transactions
- Price change: 15% of total transactions
- Item change: 25% of total transactions
- Invoice with no PO: 30% of total transactions
- Invoice with incorrect item: 35% of total transactions

### Analysis by Company Code

Company Code	Number of POs	Rework Rate
1000	50,000	38%
2000	43,000	25%
3000	13,000	16%
4000	19,800	40%
5000	29,000	13%
6000	24,000	35%

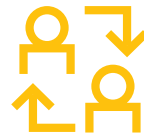
Deep Dive Into Root Cause

Source: Gartner

# Next Steps for Shared Services Leaders



**Identify Common  
Need Patterns**



**Create Visibility Into  
Team Capacity**



**Discover Issues Through  
Process Mining**



# Actionable, objective insight


Explore these additional complimentary resources and tools for shared services leaders:



**Research**  
Shared Services Model

Discover how to design, operate and evolve the shared services model to deliver greater business value.

[Download Guide](#)



**Research**  
Build a Better Strategic Plan for Your Function

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