

WORK REIMAGINED



**Exploring Innovative People Practices at GBS/
GCCs and Catalyzing Its Value Impact on
Enterprise Outcomes**

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As global business environments evolve, Global Business Services (GBS) and Global Capability Centres (GCCs) are undergoing a paradigm shift. No longer limited to cost arbitrage or back-office functions, these entities are becoming strategic enablers of value creation. Central to this transformation is the reimagining of people practices – managing, aligning, and empowering the human force behind the business to drive business outcomes.

This knowledge paper explores innovative people practices through a holistic approach encompassing employees, customers, suppliers, and investors. It examines the principles of leadership with a purpose, leadership and capability development, customer-centric strategies, ethical work practices, values-driven cultures, empowerment, innovation, and human bonding. Furthermore, it discusses how GCCs can translate intended people practices into policies and culture and serve as catalysts for enterprise-wide transformation.

Introduction

Designing a Holistic People Management Approach

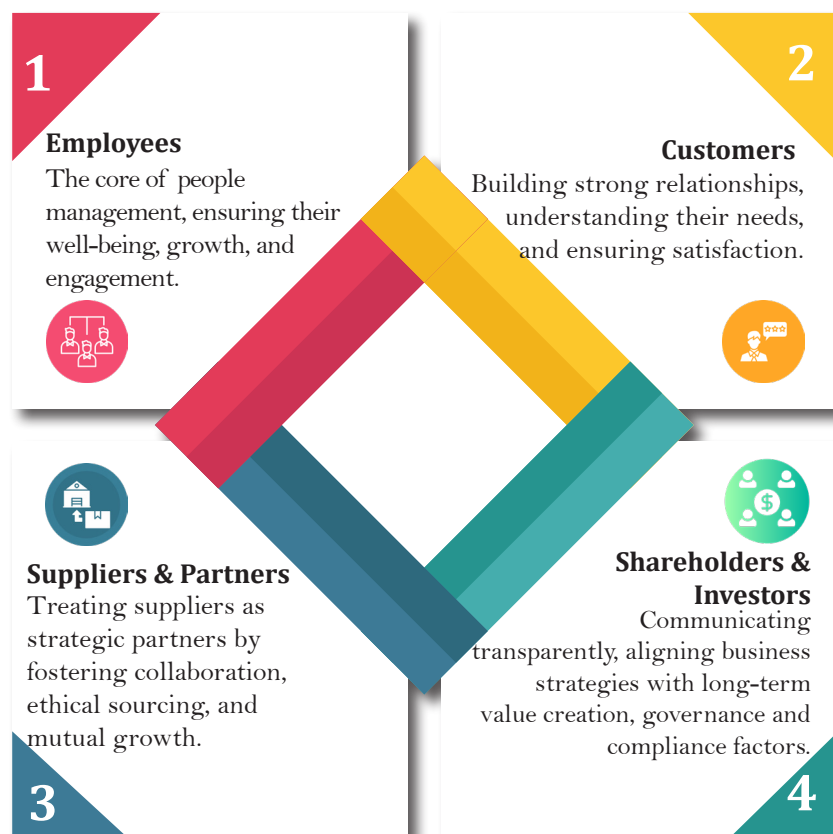
A holistic people management approach extends beyond employees to include customers, suppliers, and shareholders, especially in organizations that prioritize a people-centric culture. This broader approach recognizes that **all stakeholders** contribute to and are affected by the company's success. A holistic approach aligns all stakeholders with the organization's strategic goals. The key is to integrate people-centric policies to create a culture that drives both engagement and business success.

Naturally Holistic

A GCC operates as a strategic extension of the parent organization, often handling critical functions like IT, finance, HR, analytics, and customer support. A comprehensive methodology that establishes people practices which considers overall human well-being, professional growth, and contributions to the organization can foster long term success. Instead of focusing solely on performance and productivity, this approach can integrate multiple aspects of human needs, such as Physical & Mental Well-being, Professional Development, Engagement & Motivation, Diversity & Inclusion and Environment & Culture.

Stakeholder Fitment

A holistic approach can ensure that employees, customers, suppliers, and shareholders of the GCC as well as the parent company are aligned for optimal business outcomes. For each group the active focus that needs to be built is:



A truly holistic approach means recognising that all these stakeholders are interconnected. When employees are engaged, customers are satisfied, suppliers are valued, and shareholders are aligned, the organisation thrives sustainably.

Aligning People Practices with Business Outcomes

The alignment of people practices with business outcomes is no longer a strategic option but a necessity. To deliver measurable value, GCCs must integrate workforce strategies with business goals. This alignment starts with a deep understanding of objectives and translating them into actionable talent strategies.

Customer-Centric Approach

Traditional input or process metrics are now being augmented with KPIs tied to business outcomes. Organizations evaluate teams not just on efficiency but on the value they deliver to customers and enterprises.

CASE EXAMPLE

A GCC of a global automotive company evolved from a process standardization centre to a centre of excellence and then into an innovation hub. They were able to successfully achieve this by shifting their focus from tracking input widgets to tracking process/ output delivered to finally definitive value-based outcomes. They simply re-imagined their purpose and altered their priorities accordingly. This resulted in a centre-wide repositioning of employees, workforce policies, integrating cross-functional talent, AI-driven automation, and introduction of advanced analytics. This shift optimized production cycles, **reducing defects by 18%**, and accelerated time-to-market for new vehicle models. Scientifically designed workforce development programs focused on predictive maintenance, EV technology, and digital supply chain management, ensuring measurable contributions to the company's competitive edge.



Expanding the Performance Metrics

Ensures that every function at the GCC operates with the end customer in mind. Rather than focusing solely on process adherence, GCCs are learning to prioritize results-driven, customer focussed culture. Agile methodologies, which emphasize iterative progress and customer feedback, are particularly effective in fostering this shift.

CASE EXAMPLE

At a healthcare GCC, enhancing patient experience became the outcome-driven strategy. Initially tasked with managing patient data, the GCC shifted focus to analysing trends and improving care delivery. This strategic shift resulted in a **15% reduction of patient wait times** and a **20% decrease in administrative costs** by implementing data-driven patient care models. Additionally, the targeted interventions driven by data insights led to **operational cost savings of 12%**, achieved through optimized resource allocation and streamlined care coordination. This measurable impact not only enhanced care quality but also reinforced the GCC's role as a critical value driver for the healthcare provider.



Accountability, Agility & Empowerment

For a GCC to drive business outcomes and enhance customer experience, it must integrate the three pillars of individual and group Accountability, Agility and Empowerment. There is a need to ensure that every employee and leader not only owns their actions, but also its impact. At the same time the organisation must necessarily provide a conducive environment to adapt quickly to global demands and technology shifts, which should include, among other tools, the authority to innovate and experiment.

CASE EXAMPLE

A global logistics company's GCC implemented an outcome-based performance system where teams were empowered to, and held accountable to, deliver on business impact rather than process execution. Teams were allowed to solve issues without waiting for senior approvals; people were encouraged to voice ideas, take risks, and innovate. This led to a **25% improvement in on-time deliveries** and an increased workforce engagement.

TEAMWORK



Best & Next Practices in People Management

1. Everboarding (Continuous Learning & Engagement)



Many organizations focus on onboarding, but ‘everboarding’ – a sustained employee engagement and development practice – drives long-term value. It is an approach for business training that focuses on knowledge retention instead of completion. Employee skills should be continuously evolving – an effective everboarding program can help fill skills gaps and prepare for the future.

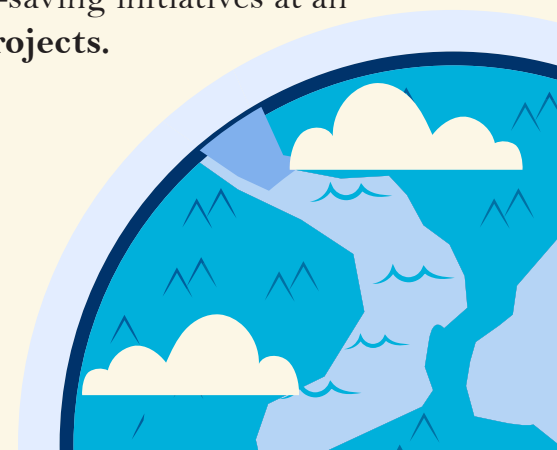
Personalized learning paths aligned with career aspirations have known to result in as much as a **35% increase in internal mobility** and higher employee satisfaction scores.

2. Total Rewards Strategies Tied to Value Creation

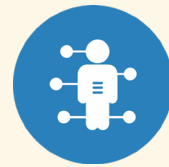


It is an approach to compensation combining financial, non-financial, and experiential benefits. For a GCC this strategy must be Flexible, globally competitive, and employee-centric to attract, retain, and engage top talent. The key is balancing compensation, benefits, career growth, recognition, and well-being to drive business success and workforce satisfaction.

In a GCC that linked employee rewards & recognition to cost-saving initiatives at an enterprise level, saw a **15% increase in innovation-driven projects**.

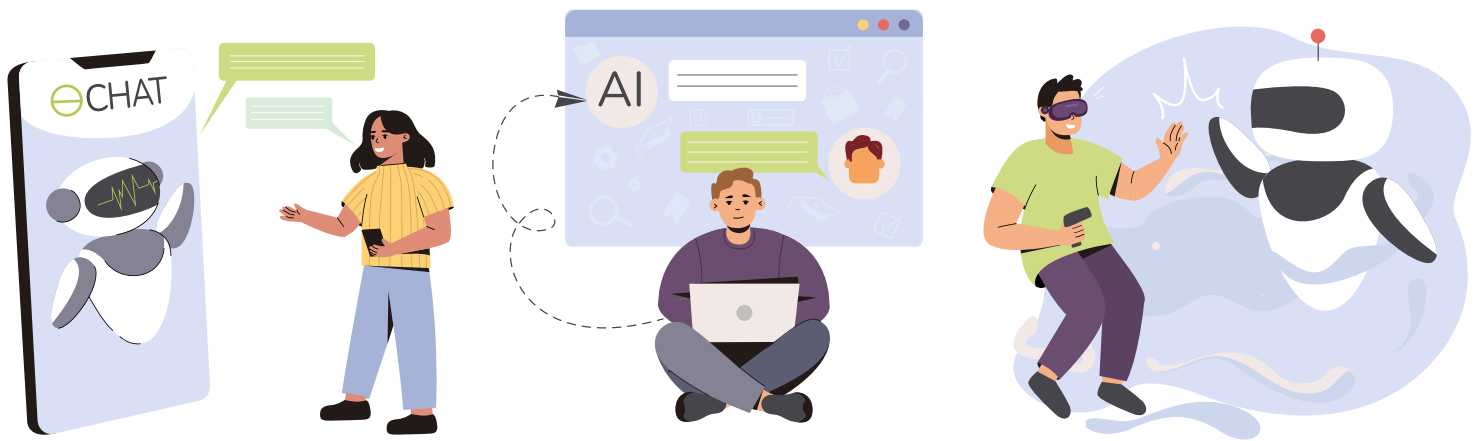


3. Augmenting Human Effort through Technology



Investing in technology that enhances human capabilities, rather than replacing roles, boosts productivity. It drives data-driven decision-making, enhances engagement, and builds a future-ready workforce. By adopting AI, automation, and cloud solutions, GCCs can optimize talent management, improve employee experiences, and align people strategy with business success.

A GBS implemented AI-driven tools to support customer service agents, impacting average handling time while improving **customer satisfaction by 20%**.



4. Transitioning from Hierarchy of Roles to Hierarchy of Skills



A skill-based talent strategy transforms a GCC from a role-centric to a capability-driven organization. By mapping skills, promoting internal mobility, leveraging AI-driven learning, and aligning performance with skill growth, GCCs can build a resilient workforce while reducing talent acquisition costs.

For example, an energy sector GCC prioritized skills such as data analysis and project management over traditional roles, enabling a **25% faster response to business needs**.



5. A Human at the Centre

A GCC should promote human centricity for all its actions and activities. It should promote inclusion, psychological safety, and open communication. The leadership should create listening mechanisms such as town halls and feedback loops. Enhancing employee and people experience could make the difference between being good and great.

For example, a financial services GCC gradually implemented a broad-based people practices program at its service centre. The program was so successful that it was invited by the Corporate Board to design a **People Manifesto playbook** for the entire organisation.

The Role of Leadership

Transformative people practices require strong, adaptive leadership that balances operational efficiency with innovation. GCC leadership plays a critical role in driving a holistic people management approach by fostering alignment between employees, customers, suppliers, and shareholders.

Defining a Clear Vision

Establishing a People-First GCC Strategy aligned with corporate goals and customer centricity



2

Enabling Strategic Decision-Making

Empowering teams with autonomy to foster innovation, accelerate growth, and enhance business impact.



Building an engaged workforce

Improving participation in governance and contribution towards making a real difference in the business outcomes.



4

Driving a Learning Culture

Introducing skill-based career progression and AI-driven insights to fuel continuous development, unlock innovation potential, professional growth, and long-term commitment



Instilling a Value-Centric Approach

Prioritizing value delivery ensuring talent investments drive measurable business impact while enhancing employee engagement and worth.



6

Strengthening Partner Ecosystem

Implementing outcome-based supplier engagement models



Enhancing investor and shareholder confidence

Provide real-time visibility into strategy and performance using data dashboards.



By adopting these practices, leadership teams can reposition the capability centres and business services teams as strategic growth engines that drive enterprise-wide transformation.

Catalyzing Culture Transformation Within the Organisation

Key Actions

EMBEDDING WHOLISTIC PEOPLE MANAGEMENT

Addressing employees, customers, suppliers, and investors through integrated policies.



REVOLUTIONIZING RECRUITMENT STRATEGIES

Prioritizing skill-based hiring and cultural alignment over traditional job descriptions.



CHAMPIONING THE HUMAN ELEMENT

Ensuring inclusivity, diversity, and equity across gender, preferences, and talent segments.



DRIVING MOBILITY AND CARRIER PATH PROGRAMS

Identifying and nurturing high-potential employees for future leadership roles, skill and potential based capability programs, and interest-based mobility programs.



INSTITUTIONALIZING ETHICAL PRACTICES

Establishing governance models that reinforce integrity and corporate responsibility.



A GCC can become a culture catalyst for the organisation by aligning its leadership, and talent strategies with the broader company's vision while infusing local insights and global best practices. Given GCCs' central role in delivering critical services and innovation, they are uniquely positioned to influence and propagate organizational culture across geographies.

Enterprise Transformation
Leading From the Front

SETTING GLOBAL STANDARDS

GCCs can establish and drive best practices that influence broader enterprise strategies.



LEVERAGING DATA FOR CONTINUOUS IMPROVEMENT

Analysing people metrics to drive engagement and innovation.



ENCOURAGING CROSS-ENTERPRISE COLLABORATION

GCCs can improve workforce cohesion across geographies and business units to enhance co-ownership of outcomes and create a unified culture of accountability and innovation.



A Case of Core Convictions

Reimagining work in GBS/GCCs goes beyond introducing new people practices, it requires institutionalising a mindset shift that aligns talent, technology, and business strategy. The transition from process efficiency to outcome-driven value creation demands a fundamental shift in leadership, performance measurement, and workforce engagement.

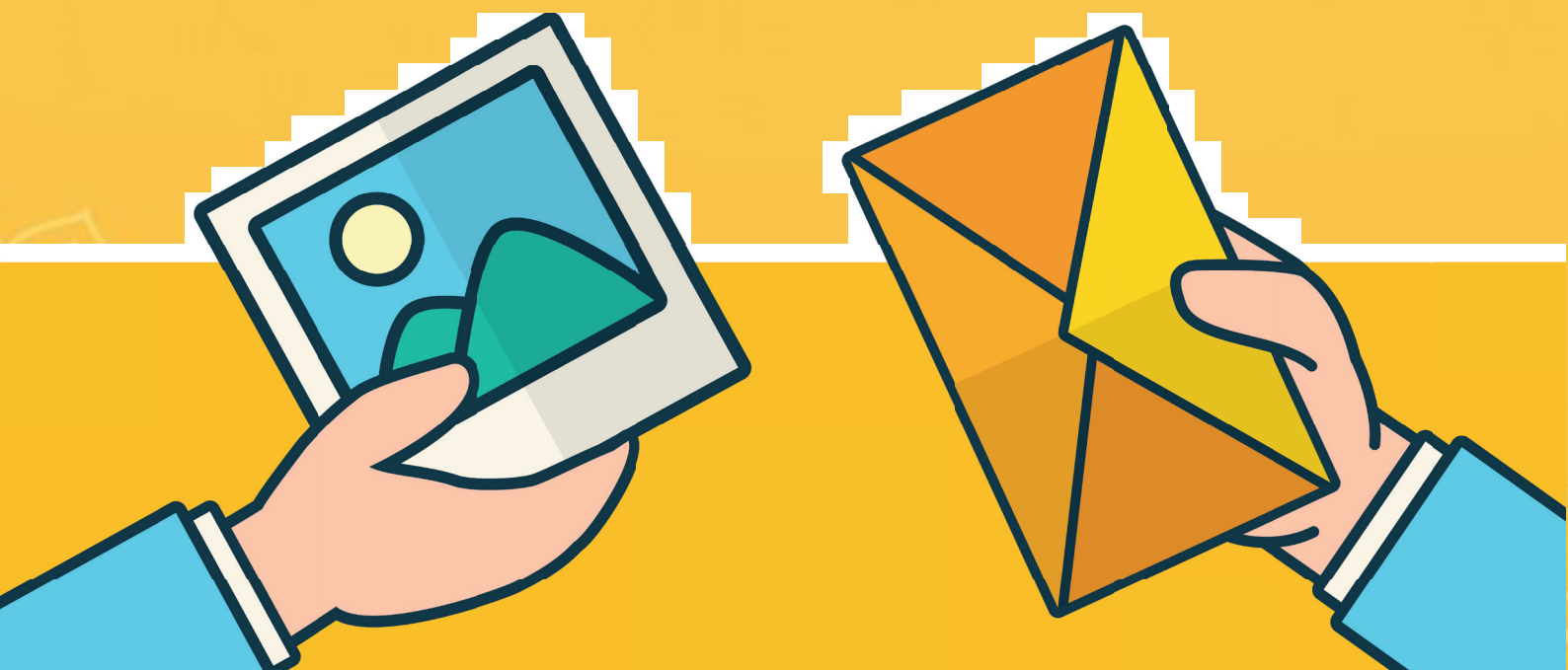
By prioritizing strategic alignment, fostering accountability, and enabling agile teams, GCCs can unlock new competitive advantages. The future of GBS/GCCs is not just about operational excellence but about becoming the nerve centre for enterprise-wide transformation. Continuous adaptation, leadership commitment, and challenging conventional norms will determine success in this journey.



Acknowledgment

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