

# Skilling Strategies for GBS Organizations | Pinnacle Model® Analysis 2021

July 2021: Complimentary Abstract / Table of Contents



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# Pinnacle Model® research methodology

## Definition of Pinnacle GBS™ firms

Everest Group Pinnacle Model assessments identify Pinnacle GBS firms as organizations that achieve superior business outcomes because of their best-in-class skilling strategies. The journeys of these best-of-the-best companies provide insights into the key enablers needed to achieve desired outcomes and point to the investments required for the greatest speed to impact. Whether companies want to make incremental changes or achieve major transformations, Pinnacle GBS organizations exemplify the way to success.

	<b>Define the topic</b>	We evaluate multiple topics to identify hot topics that resonate globally with sourcing leaders. We work with internal and external SMEs to define the topic and set boundaries.
	<b>Survey enterprises</b>	We use surveys, Requests For Information (RFIs), and other data collection methods to gather information from enterprises on the capabilities and outcomes associated with the topic under evaluation.
	<b>Interview participants</b>	We then conduct interviews/roundtables with a subset of participants to gain deeper perspectives on their experiences, challenges, and journeys.
	<b>Form hypotheses</b>	We form an emerging point of view on the correlations between capabilities and outcomes, adoption trends, and key success factors.
	<b>Validate and refine</b>	A cross-section of SMEs from various practices debates and refines the emerging hypotheses.
	<b>Publish and educate</b>	We compile and share the results with the participants, our members, and other stakeholders in the global services sector. Participants also receive a high-level customized analysis.



In the current Pinnacle Model analysis, we look at skilling strategies that GBS organizations have adopted and compare outcomes with associated capabilities



Pinnacle GBS differentiators



Accelerating your talent skilling journey



Implications for GBS

## Context for the study



- Before COVID-19, organizations were already struggling with how to future-proof their talent models – new digital technologies, rising consumer expectations, increasing demand for analytics, and rapidly transforming business models all contributed to the challenge. COVID-19 has accelerated these trends, exacerbated by changing employee preferences and aspirations
- Realigning employee skills to emerging business needs and future opportunities for personal growth is the only viable way to attain the necessary skill base to remain competitive in light of increasing talent mobility. Many organizations have been undertaking skilling efforts to future-proof their talent models
- However, there is limited understanding and research into what factors **create an effective and scaled skilling program**. With this study we plan to close some of that gap and shed light on what practices lead to better skilling outcomes

## Definition of skilling

Skilling efforts are post-onboarding interventions focused on improving employees' skills and competencies to better deliver existing work and/or to deliver more complex or new work. The mode of intervention can range from self-learning to classroom-based training and beyond, including job rotation and cross-functional assignments.

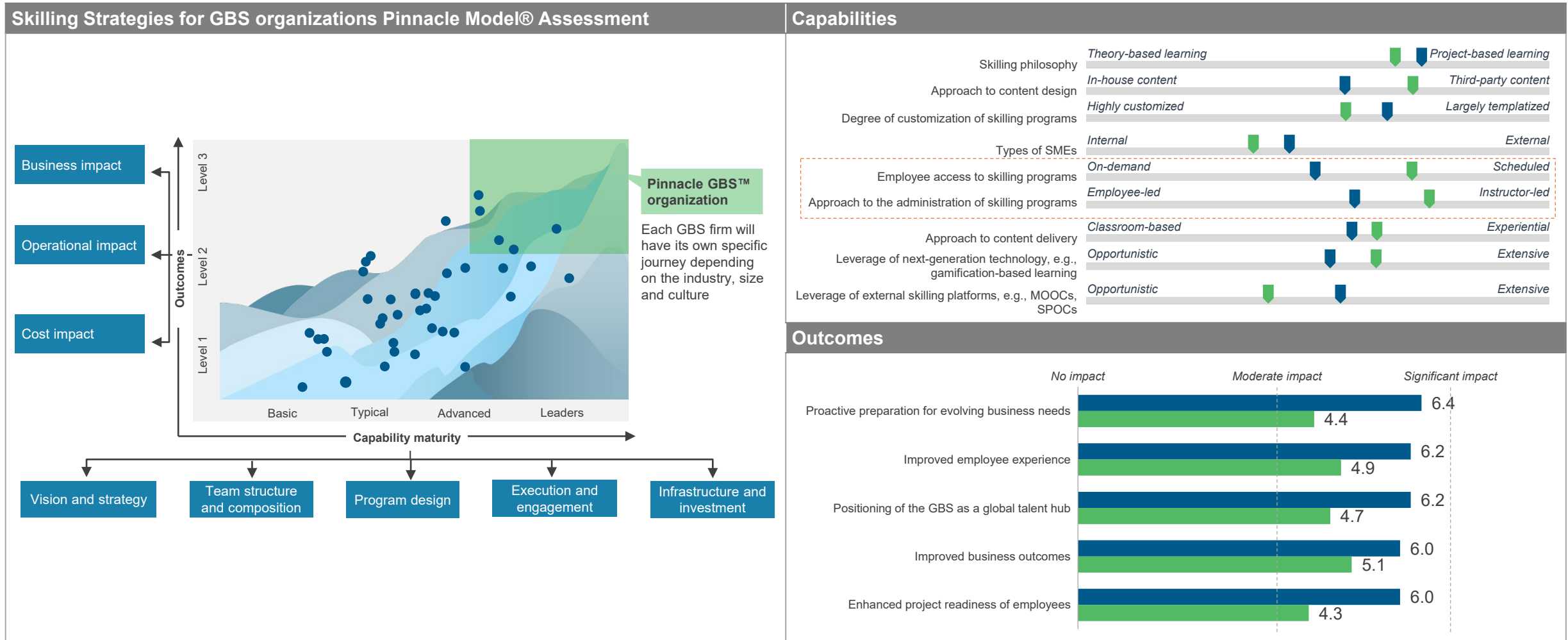


# We have measured various aspects of skilling strategies in GBS organizations through specific factors in our research

## Enterprise capability maturity comparison



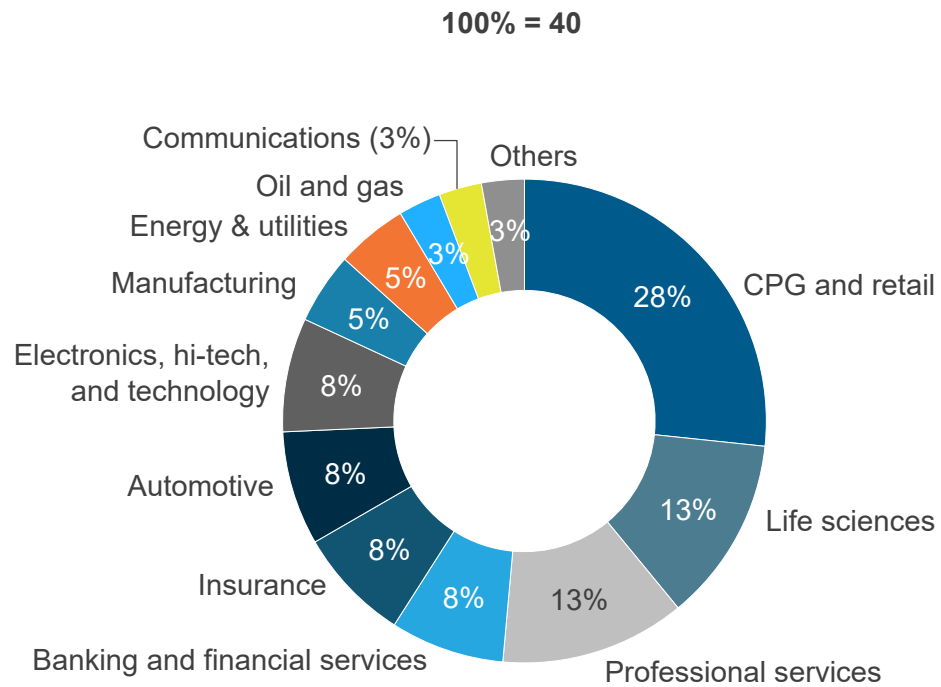
# This study provides a deep dive into key aspects required to create a scaled and effective skilling program in GBS organizations; below are 3 charts to illustrate the depth of the report



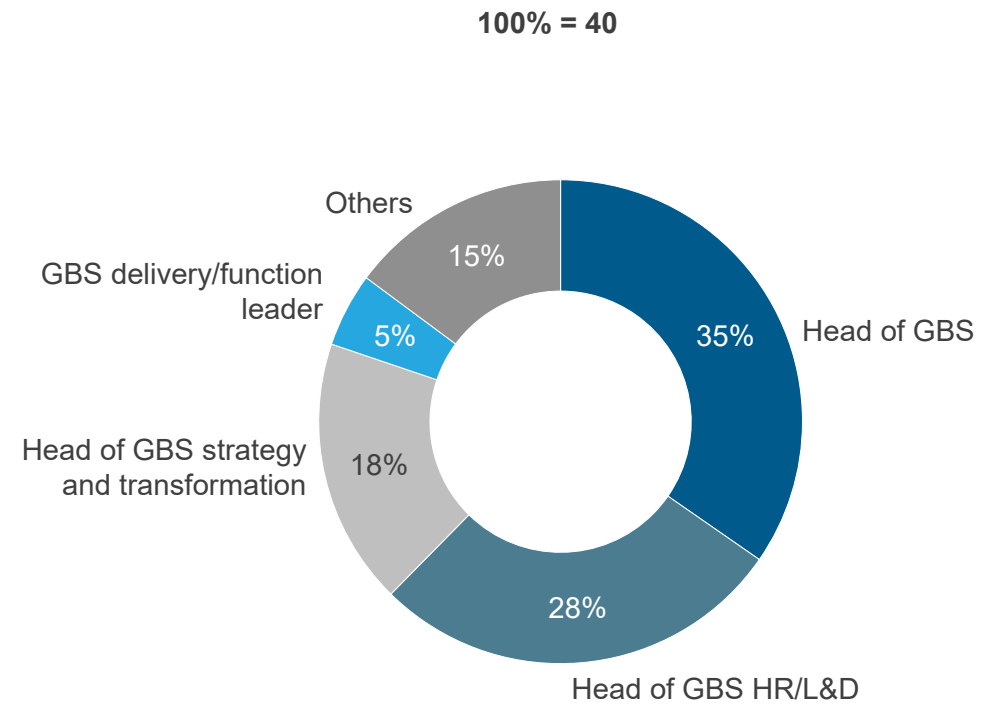


## Demographics

**Respondent profile by industry**  
Percentage of respondents

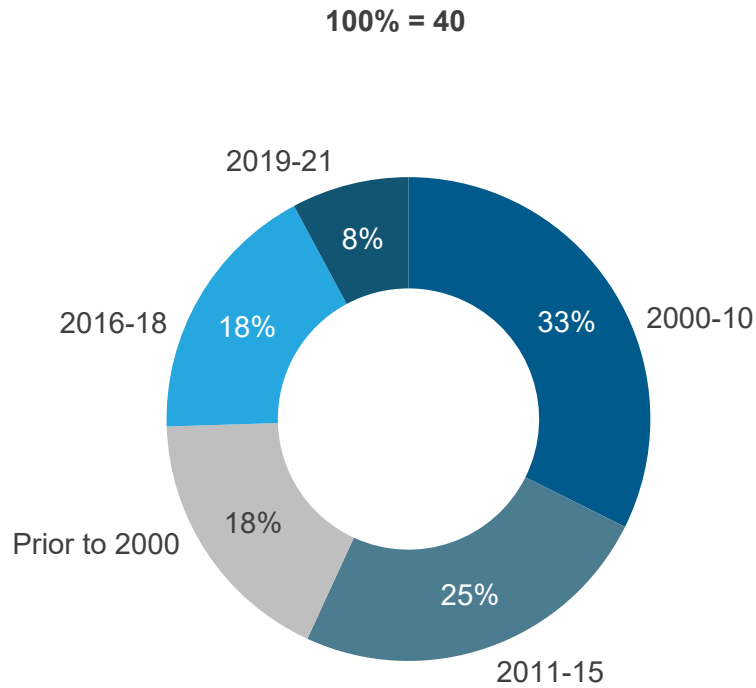


**Respondent profile**  
Percentage of respondents

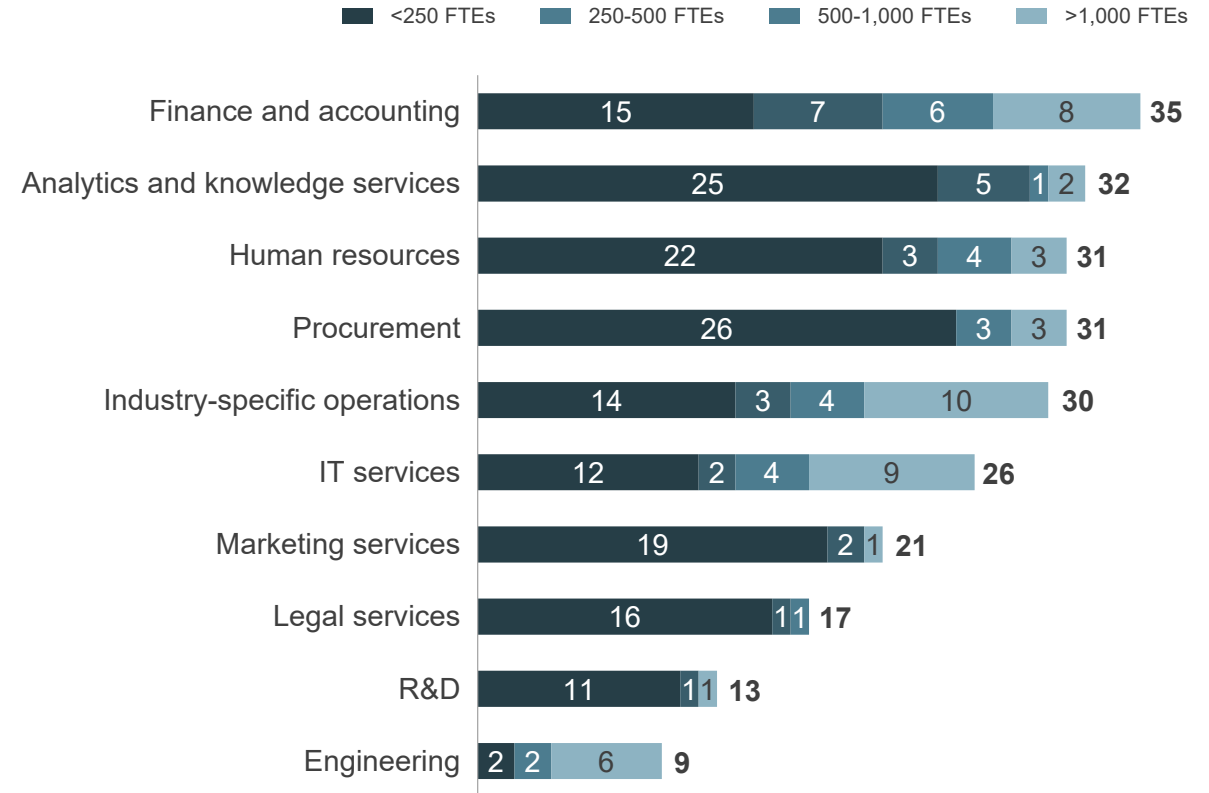


## Demographics

**Respondent by year of GBS organization establishment**  
Percentage of respondents



**Respondent profile by function and number of FTEs**  
Number of respondents





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