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Common Cause: Shared Services for Human Resources Essentials of Shared Services Shared Services Shared Services As a New Organizational Form Shared Services Shared Services Standard Requirements Shared Services Center the Ultimate Step-By-Step Guide Shared Services Center A Complete Guide - 2020 Edition Shared Services Or Shared Services Center a Complete Guide - 2019 Edition Strategic Decision Making Model for Shared Services Shared Services a Complete Guide - 2019 Edition Shared Service Centres Shared Services Or Shared Services Center A Complete Guide - 2020 Edition Shared Services Center a Complete Guide - 2019 Edition Shared Services Leaders A Complete Guide - 2019 Edition Shared Services Centre A Complete Guide - 2020 Edition Shared Services Area Third Edition Shared Services - Foundation, Practice and Outlook Public-Sector Shared Services Adopting and Implementing Shared Services Karen V. Beaman Bryan Bergeron Daniel C. Melchior, Jr. Barbara Quinn Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Jaszmina Szendrey Gerardus Blokdyk Andrew Kris Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Franz Hollich Society of Management Accountants of Canada

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collection of essays explore shared services in the human resources environment

what works why it works and how to evaluate a shared services program shared services a form of

internal outsourcing enables corporations to achieve economies of scale by creating a separate entity within the company to perform specific internal services such as payroll accounts payable travel and expense processing etc essentials of shared services provides a quick concise overview of shared services fundamentals bringing senior level executives up to speed so that they make the right decision bryan bergeron provides a foundation of shared services from a historical economic technical and customer perspective showing how shared services can impact a corporation s bottom line both long and short term he delivers specific recommendations that can be used to establish and manage a shared services effort and includes a variety of examples of programs that work and those that do not

praise for shared services a manager s journey in shared services a manager s journey dan presents the real business cultural challenges along with human factors when taking on such a change in a company s processes a must read for any executive manager or team member who is considering decided to or is already in the process of converting a company from a decentralized organization to a shared services environment katherine m ericsson vice president of membership project management institute of south florida and director of a project management office in a shared services environment within the distribution industry a how to survival guide for those thinking about entering shared services or beginning the journey for the rest of us an entertaining look back at our journey both professionally and personally a great read steve k stone senior vice president and cfo newspapers and shared services morris communications company over the past fifteen years i ve had the pleasure of working directly with hundreds of companies who are implementing shared services what is striking is how very different real experiences are from the stories spun by consultants or keynote speakers at conferences getting to the real truth of how to put the pieces together will help you keep consulting fees low and the probability of success high this book is a practical guide created by someone who has been there it is the truth mike hostetler managing director shared services roundtable corporate executive board

annotation organizations increasingly establish shared service centers either for transactional administrative or transformational organizational change purposes their popularity originates from a combination of efficiency gains and an increase in service quality without giving up control of the organizational and technical arrangements the belief is that shared services should maximize the advantages of centralized and decentralized delivery of business functions the volume deals with sample questions including what do shared service models involve what are the structural arrangements between shared services and the organizations which business processes can and or should be shared what are the structural differences between shared services in different business processes this asm volume intends to move towards more systematic research action five main theoretical priorities shape the content of the volume conceptualizing shared services for different types of business processes business strategy and shared services shared services and

performance pluralism in organizing shared services and governance of shared services in different types of organizations

with shared services readers can discover what shared services means and how it differs from yesterday's bureaucratic centralized support functions includes in depth coverage of sizing determining what to share and what to outsource establishing the infrastructure and changing the company's internal culture to support shared services

what is our shared services strategy does our organization need more shared services education how can we incorporate support to ensure safe and effective use of shared services into the services that we provide do we monitor the shared services decisions made and fine tune them as they evolve what problems are you facing and how do you consider shared services will circumvent those obstacles this one of a kind shared services self assessment will make you the dependable shared services domain standout by revealing just what you need to know to be fluent and ready for any shared services challenge how do i reduce the effort in the shared services work to be done to get problems solved how can i ensure that plans of action include every shared services task and that every shared services outcome is in place how will i save time investigating strategic and tactical options and ensuring shared services costs are low how can i deliver tailored shared services advice instantly with structured going forward plans there's no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all shared services essentials are covered from every angle the shared services self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that shared services outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced shared services practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in shared services are maximized with professional results your purchase includes access details to the shared services self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book

what problems are you facing and how do you consider shared services center will circumvent those obstacles how do we keep improving shared services center how will you know that the shared services center project has been successful how would one define shared services center leadership who is the shared services center process owner this powerful shared services center self assessment will make you the credible shared services center domain specialist by revealing just what you need to know to be fluent and ready for any shared services center challenge how do i reduce the effort in the shared services center work to be done to get problems solved how can i ensure that plans of action include every shared services center task and that every shared services

center outcome is in place how will i save time investigating strategic and tactical options and ensuring shared services center costs are low how can i deliver tailored shared services center advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all shared services center essentials are covered from every angle the shared services center self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that shared services center outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced shared services center practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in shared services center are maximized with professional results your purchase includes access details to the shared services center self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book

did the subordinate receive enough information to be able to complete the task which factors are most likely to retard your organizations decision to pursue or expand its adoption of shared services what is your annual percent in employee turnover by center how to share services cooperative hub or administrative network how do you plan daily and weekly activities for the team this astounding shared services center self assessment will make you the established shared services center domain leader by revealing just what you need to know to be fluent and ready for any shared services center challenge how do i reduce the effort in the shared services center work to be done to get problems solved how can i ensure that plans of action include every shared services center task and that every shared services center outcome is in place how will i save time investigating strategic and tactical options and ensuring shared services center costs are low how can i deliver tailored shared services center advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all shared services center essentials are covered from every angle the shared services center self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that shared services center outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced shared services center practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in shared services center are maximized with professional results your purchase includes access details to the shared services center self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the

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how will staff and users know when services are shared and whom to call if there are problems with services are you making progress and are you making progress as shared services or shared services center leaders for estimation problems how do you develop an estimation statement what borders can technology erase what is the real value this exclusive shared services or shared services center self assessment will make you the credible shared services or shared services center domain veteran by revealing just what you need to know to be fluent and ready for any shared services or shared services center challenge how do i reduce the effort in the shared services or shared services center work to be done to get problems solved how can i ensure that plans of action include every shared services or shared services center task and that every shared services or shared services center outcome is in place how will i save time investigating strategic and tactical options and ensuring shared services or shared services center costs are low how can i deliver tailored shared services or shared services center advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all shared services or shared services center essentials are covered from every angle the shared services or shared services center self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that shared services or shared services center outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced shared services or shared services center practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in shared services or shared services center are maximized with professional results your purchase includes access details to the shared services or shared services center self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific shared services or shared services center checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime

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shared services can be conceptualised as a consolidation of support processes scattered and duplicated all around the organisation into a new semi autonomous unit using collaborative strategy the aim of the organisation is to reengineer its business processes whilst improving them and to reorganise its structure according to the shared services concept whilst keeping control over processes and keeping competences in house in this research i developed a shared services decision model which provides a formal approach to the evaluation of shared services opportunities of an organisation the drive to be able to respond to the challenges of the chaotically changing business environment has forced organisations to re draw their boundaries and to make decisions quickly to be able to make profound shared services decisions quickly organisations need appropriate decision support tools which can help them evaluate the process es under scrutiny in the shared services literature consensus is reached about the importance of the shared services decision also some general factors are being outlined in this context this suggests that the main gap in the literature is the lack of a structured and comprehensive framework which describes the decision making process and integrates the key factors of the shared services decision in order to gain a better understanding of the shared services concept and develop a comprehensive decision model i designed a unique research process incorporating multiple research methods and data triangulation because of the nature of the research question i chose a multiple case study research design with four european companies for the same reason i was only interested in rich and complex qualitative data provided by expert participants of the decision making process therefore i used qualitative research methods such as the expert group own development and semi structured interviews in order to overcome some of the weaknesses of the research such as the high demands in terms of the time and resources of data generation and analysis and the ambiguity of the interpretation and analysis of this data i used a knowledge based expert system to process the collected data the deepened understanding of the shared services concept the generic decision model and the meta level of the model i e the way how to build such a model has relevance both for academia and for business practice academics can use the results as starting point or framework for their own research while practitioners can enhance their decision making about shared services the new method and the unique research process are primarily relevant for researchers in the area of shared services and more generally to those who study organisational structures

do significant stakeholders have an especially strong attachment to or sense of ownership of a particular service area and regard it as turf what complications might arise when employees in different entities sharing services belong to different unions how will this affect the organizations service to the public how will staff and users know when services are shared and whom to call if

there are problems with services how will sharing services affect minority representation and attention to minority needs this best selling shared services self assessment will make you the principal shared services domain visionary by revealing just what you need to know to be fluent and ready for any shared services challenge how do i reduce the effort in the shared services work to be done to get problems solved how can i ensure that plans of action include every shared services task and that every shared services outcome is in place how will i save time investigating strategic and tactical options and ensuring shared services costs are low how can i deliver tailored shared services advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all shared services essentials are covered from every angle the shared services self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that shared services outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced shared services practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in shared services are maximized with professional results your purchase includes access details to the shared services self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific shared services checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime updates and lifetime free updated books lifetime updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

as organisations struggle to create and sustain shareholder value executives are continually challenged to deliver effective business processes increasingly today s market requires companies to standardise operations in order to remain competitive and an effective way of keeping costs down and improving efficiency is by moving certain functions to one central location an increasingly popular and effective way of meeting this challenge is to establish a shared service centre this briefing explains how and why more and more organisations are turning to shared services solutions it explains how organisations can tap into the wealth of opportunities that shared services provides by clearly outlining processes for evaluation planning and implementation it examines the structural diversity of shared service centres and the role that good centre design plays in the quest for really effective shared services shared service centres considers the face of shared services today and tomorrow and looks at the challenges posed by the market place increased outsourcing and the

consulting boom providing practical experience driven examples and offering sample presentations tools and templates for immediate use this briefing offers expert advice on the process tools design and implementation of shared service centres essential reading for those considering implementing sscs as well as those interested in revamping existing ssc operations this briefing will help you to understand the shared services approach explore the strategic issues that inform the ssc decision become familiar with the management technological and process challenges develop a unique methodology or framework to support ssc deployment deploy a shared services culture which supports sustainable value creation employ best practice processes and systems investigate the opportunities for e shared services and business process outsourcing

what role does innovation play regarding organization of sscs and success should your organization join a shared laundry how long have your organizations sscs been operating what percentage of the sscs are multifunctional what is the essence of shared services defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role in every group company organization and department unless you are talking a one time single use project there should be a process whether that process is managed and implemented by humans ai or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions someone capable of asking the right questions and step back and say what are we really trying to accomplish here and is there a different way to look at it this self assessment empowers people to do just that whether their title is entrepreneur manager consultant vice president cfo etc they are the people who rule the future they are the person who asks the right questions to make shared services or shared services center investments work better this shared services or shared services center all inclusive self assessment enables you to be that person all the tools you need to an in depth shared services or shared services center self assessment featuring 973 new and updated case based questions organized into seven core areas of process design this self assessment will help you identify areas in which shared services or shared services center improvements can be made in using the questions you will be better able to diagnose shared services or shared services center projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in shared services or shared services center and process design strategies into practice according to best practice guidelines using a self assessment tool known as the shared services or shared services center scorecard you will develop a clear picture of which shared services or shared services center areas need attention your purchase includes access details to the shared services or shared services center self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example

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how may the new services system be perceived and used since initial positive reaction to the change is important for achieving long term benefit of the change what are the career implications for hr staff in the shared services center will there be a local process developed to periodically evaluate the results and effectiveness of a shared services property tax savings plan based on the situation do other steps need to be implemented what are the central goals of sharing services defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role in every group company organization and department unless you are talking a one time single use project there should be a process whether that process is managed and implemented by humans ai or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions someone capable of asking the right questions and step back and say what are we really trying to accomplish here and is there a different way to look at it this self assessment empowers people to do just that whether their title is entrepreneur manager consultant vice president cxo etc they are the people who rule the future they are the person who asks the right questions to make shared services center investments work better this shared services center all inclusive self assessment enables you to be that person all the tools you need to an in depth shared services center self assessment featuring 844 new and updated case based questions organized into seven core areas of process design this self assessment will help you identify areas in which shared services center improvements can be made in using the questions you will be better able to diagnose shared services center projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in shared services center and process design strategies into practice according to best practice guidelines using a self assessment tool known as the shared services center scorecard you will develop a clear picture of which shared services center areas need attention your purchase includes access details to the shared services center self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific shared services center checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes

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are risk triggers captured an organizationally feasible system request is one that considers the mission goals and objectives of the organization key questions are is the shared services leaders solution request practical and will it solve a problem or take advantage of an opportunity to achieve company goals if you got fired and a new hire took your place what would she do different are task requirements clearly defined what causes innovation to fail or succeed in your organization defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role in every group company organization and department unless you are talking a one time single use project there should be a process whether that process is managed and implemented by humans ai or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions someone capable of asking the right questions and step back and say what are we really trying to accomplish here and is there a different way to look at it this self assessment empowers people to do just that whether their title is entrepreneur manager consultant vice president cxo etc they are the people who rule the future they are the person who asks the right questions to make shared services leaders investments work better this shared services leaders all inclusive self assessment enables you to be that person all the tools you need to an in depth shared services leaders self assessment featuring 940 new and updated case based questions organized into seven core areas of process design this self assessment will help you identify areas in which shared services leaders improvements can be made in using the questions you will be better able to diagnose shared services leaders projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in shared services leaders and process design strategies into practice according to best practice guidelines using a self assessment tool known as the shared services leaders scorecard you will develop a clear picture of which shared services leaders areas need attention your purchase includes access details to the shared services leaders self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific shared services leaders checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime updates and lifetime free updated books lifetime updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

how does the cost compare with that of outside providers is there likely to be a need to involve emergency services are agreements in place that clearly set out the responsibilities and obligations of the shared services centre and its clients should it be in a place where your organization already had an existing site or should it be a greenfield operation how can a shared services centre manage and engage the external stakeholders defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role in every group company organization and department unless you are talking a one time single use project there should be a process whether that process is managed and implemented by humans ai or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions someone capable of asking the right questions and step back and say what are we really trying to accomplish here and is there a different way to look at it this self assessment empowers people to do just that whether their title is entrepreneur manager consultant vice president cxo etc they are the people who rule the future they are the person who asks the right questions to make shared services centre investments work better this shared services centre all inclusive self assessment enables you to be that person all the tools you need to an in depth shared services centre self assessment featuring 952 new and updated case based questions organized into seven core areas of process design this self assessment will help you identify areas in which shared services centre improvements can be made in using the questions you will be better able to diagnose shared services centre projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in shared services centre and process design strategies into practice according to best practice guidelines using a self assessment tool known as the shared services centre scorecard you will develop a clear picture of which shared services centre areas need attention your purchase includes access details to the shared services centre self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific shared services centre checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime updates and lifetime free updated books lifetime updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

who are the shared services area improvement team members including management leads and coaches how will you measure your shared services area effectiveness what are the key elements of your shared services area performance improvement system including your evaluation

organizational learning and innovation processes how do you cross sell and up sell your shared services area success what relationships among shared services area trends do you perceive defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role in every group company organization and department unless you are talking a one time single use project there should be a process whether that process is managed and implemented by humans ai or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions someone capable of asking the right questions and step back and say what are we really trying to accomplish here and is there a different way to look at it this self assessment empowers people to do just that whether their title is entrepreneur manager consultant vice president cxo etc they are the people who rule the future they are the person who asks the right questions to make shared services area investments work better this shared services area all inclusive self assessment enables you to be that person all the tools you need to an in depth shared services area self assessment featuring 673 new and updated case based questions organized into seven core areas of process design this self assessment will help you identify areas in which shared services area improvements can be made in using the questions you will be better able to diagnose shared services area projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in shared services area and process design strategies into practice according to best practice guidelines using a self assessment tool known as the shared services area scorecard you will develop a clear picture of which shared services area areas need attention your purchase includes access details to the shared services area self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific shared services area checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime updates and lifetime free updated books lifetime updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

this book examines shared services moving deeper than politics and marketing hype it includes a number of real life interviews with senior practitioners and studies experiences from the sap best practice network for finance and hr it provides a conceptual framework to assess today s and future best business practices in shared services shared services serve to reorganize and manage business processes this involves reengineering simplification harmonization consolidation centralization and standardization this is the essence of shared services human interaction is

gradually being replaced by interactive information and communication system support leading in some cases to full automation technology advances in recent years are the main drivers for this breakthrough in shared services

the challenges with shared services initiatives are many how do you keep your workforce engaged and how do you deliver real value to your organization how do you transition from a conventional to a shared services structure how do you measure and demonstrate success whether you re new to shared services or an experienced practitioner leading an established shared services centre public sector shared services how to deliver value for your organization offers valuable information you won t find anywhere else

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