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Inside Outsourcing™



INTERVIEWED BY JOLIE NEWMAN

Inside with:

Larry Janis, Managing Partner, Integrated Search Solutions Group

The Shared Services and Outsourcing Network (SSON) recently interviewed Larry Janis, Managing Partner of Integrated Search Solutions Group (www.issg.net), an executive search firm specializing in the outsourcing, shared services, consulting and technology industries, on services delivery job success.



Following are excerpts from that interview:

SSON: What are the most valuable qualities, characteristics and skills in "star" services delivery performers?

LJ: In many respects, senior service delivery executives - whether they operate in an internal captive, manage the relationship with an outsourcing service provider, or work for a third-party provider organization - are like COOs. They are responsible for multi-million dollar businesses, for revenue and profitability growth, for enhancing and expanding the business model, and for end-customer satisfaction. As a result, they need to have a strong operational background, and must understand statements of work, governance, the contract management principles required to negotiate optimal terms and conditions and P&L. The "P" side of the P&L equation is, of course, very important, and so they must be skilled in decreasing the operational costs of service delivery. They must also possess the relationship management skills required to influence C-level client and unit leadership to affect necessary cultural and organizational changes. Their approach should be consultative, which should enable them to effectively work with the C-suite to identify additional service delivery opportunities within the organization. .

FROM THE EDITOR

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Inside Outsourcing's goal is to provide you with articles of interest and with a forum for the exchange of information in this rapidly evolving industry.

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Mid-level service delivery personnel must be highly proficient in forecasting, pricing, costing and budget management, and aware of revenue responsibilities. They also need to understand contracts and contract structuring, as well as how to negotiate to ensure adding more services adds to, rather than detracts from, the existing contract. Finally, they must be subject matter experts in the services they deliver, not only to ensure superior customer satisfaction but also to be able to communicate with business unit or functional heads in business terms that resonate, and to understand how the service being provided affects the end-customer group and the overall business.

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SSON: What types of reskilling and/or additional training do you believe would assist services delivery personnel and management in retaining their current job or obtaining a new one at a different organization?

LJ: Service delivery jobs are performance-based, and the career path is growth, whether it be managing a larger account or multiple accounts, managing people who manage accounts, or broadening the service delivery relationship to other parts of the organization that aren't currently using the services of the captive center. Therefore, enhancing consultative skills, knowledge of customer satisfaction best practices, and ability to effectively capture and present P&L successes, e.g., in a particular division you're reduced costs by 12 percent and increased customer satisfaction by 10 percent, are extremely important. In addition, managing both up and down effectively, and being perceived as an asset by both groups, is critical to ensuring career success and growth.



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SSON: What advice would you give to services delivery personnel and management on how to package and present their capabilities and value, either to their current organization or another with which they are pursuing a new opportunity?

LJ: Organizations retain or hire new service delivery personnel based on accomplishments and potential for future success. With this in mind, you should emphasize specific successes you've achieved, e.g., increasing margins or profitability by 15 percent in less than three years, or customer satisfaction by 20 percent over an 18-month period. You must also highlight your ability to be a team player while also serving as a strong individual contributor to the business. You should also demonstrate your ability to take on challenges. Finally, highlight both in discussions with your current or potential future employer as well as in your resume, what makes you special and differentiates you from others. As your own best selling tool, you must emphasize what's important about you, as an individual, and how your own talents, skills and capabilities can deliver short- and long-term value to the organization.

“ You should also demonstrate your ability to take on challenges.”

Integrated Search Solutions Group

We are a retainer based executive search firm with over a decade of experience in successfully attracting top talent in the areas of Outsourcing (IT, BPO and BPM), Consulting (Strategy & Technology) and traditional corporate functions (CIO, CTO, CFO, etc). We have worked effectively with major corporations as well as venture capitalized start-ups. Executive recruiters typically pride themselves in their ability to recruit top executives, irrespective of the industry. Leaders tell us a different story; they value what we do because we understand their business.

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