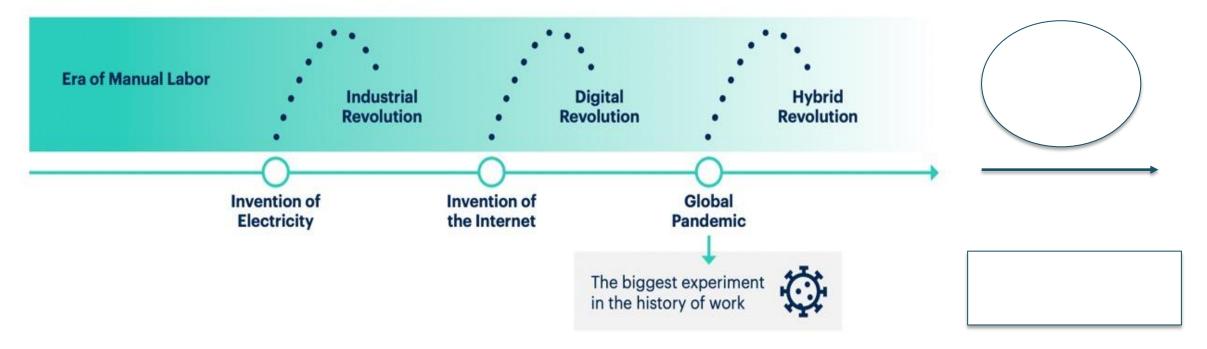# ROUX
CONSULTING

**NSSO
Conference**

**The future of work in
Shared Services for
an AI world**

Dr. Marianne Roux

Every so often, something seismic happens to the way we work

The pandemic created a sudden shift — with lasting impact.

Era of Manual Labor

Industrial Revolution

Digital Revolution

Hybrid Revolution

Invention of Electricity

Invention of the Internet

Global Pandemic

The biggest experiment in the history of work
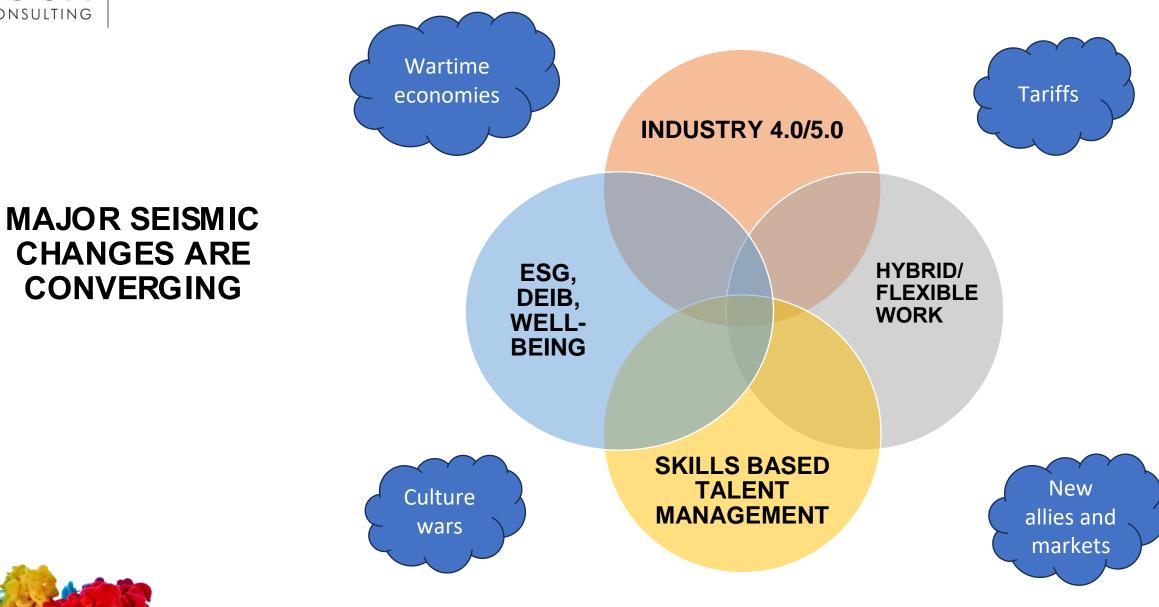
Source: Adapted from Gartner

Early reports from Goldman Sachs already indicate that 300 million jobs will be affected by generative AI across major economies. On the other hand, it is estimated that it could boost global GDP by 7% because of productivity gains.

MAJOR SEISMIC CHANGES ARE CONVERGING

Wartime economies

Tariffs

INDUSTRY 4.0/5.0

ESG, DEIB, WELL-BEING

HYBRID/ FLEXIBLE WORK

SKILLS BASED TALENT MANAGEMENT

Culture wars

New allies and markets

INDUSTRY 4.0/5.0

✅ **McKinsey (2017, updated 2023):**
Their research suggests that **about 60% of occupations** have at least **30% of activities** that could be automated with current technologies. In back-office, administrative, and Shared Services functions — including government — this percentage can rise much higher, often **60–70%** for routine tasks like data processing, reporting, compliance, and transactional work.
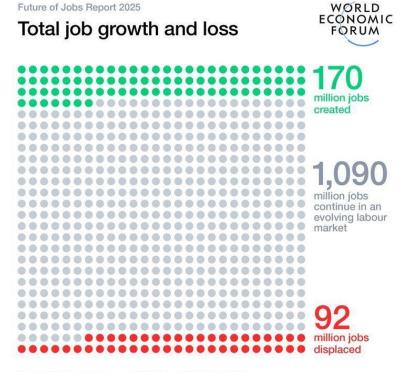
✅ **OECD (2021):**
Reports that public sector organizations face **major automation potential**, especially in routine administrative roles, but emphasize that successful implementation depends on leadership, digital capability, and public trust.

INDUSTRY 4.0/5.0

Future of Jobs Report 2025

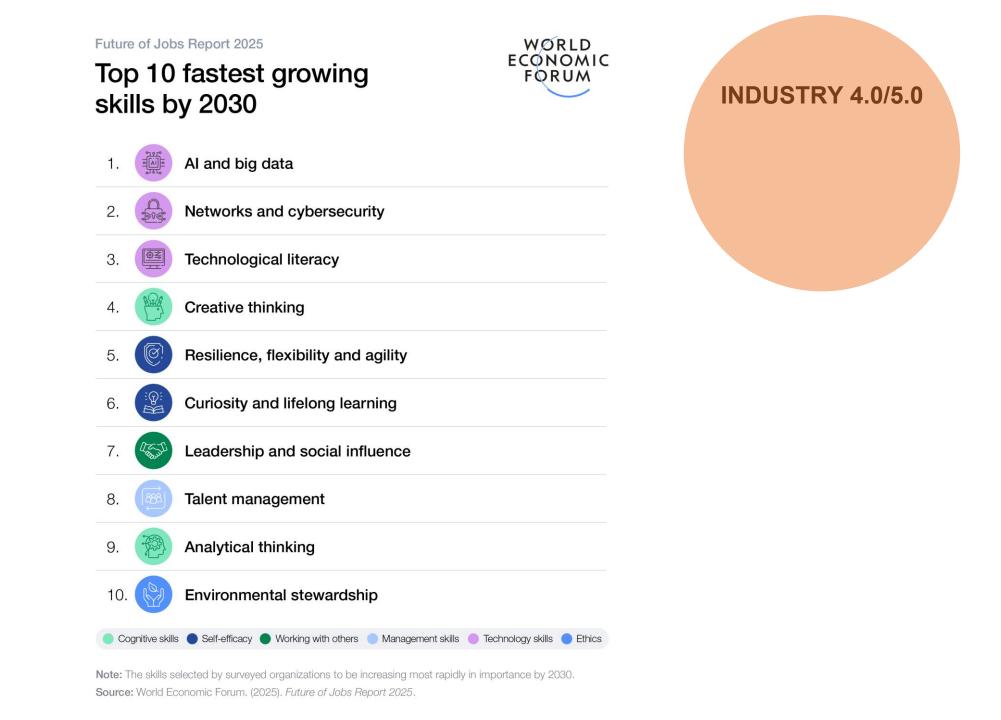## Total job growth and loss

WORLD ECONOMIC FORUM

170 million jobs created

1,090 million jobs continue in an evolving labour market

92 million jobs displaced

Source: World Economic Forum. (2025). *Future of Jobs Report 2025.*

Future of Jobs Report 2025

Fastest growing and declining jobs by 2030

WORLD ECONOMIC FORUM

	Top fastest growing jobs		Top fastest declining jobs
1	Big data specialists	1	Postal service clerks
2	FinTech engineers	2	Bank tellers and related clerks
3	AI and machine learning specialists	3	Data entry clerks
4	Software and applications developers	4	Cashiers and ticket clerks
5	Security management specialists	5	Administrative assistants and executive secretaries
6	Data warehousing specialists	6	Printing and related trades workers
7	Autonomous and electric vehicle specialists	7	Accounting, bookkeeping and payroll clerks
8	UI and UX designers	8	Material-recording and stock-keeping clerks
9	Light truck or delivery services drivers	9	Transportation attendants and conductors
10	Internet of things specialists	10	Door-to-door sales workers, news and street vendors, and related workers
11	Data analysts and scientists	11	Graphic designers
12	Environmental engineers	12	Claims adjusters, examiners and investigators
13	Information security analysts	13	Legal officials
14	DevOps engineers	14	Legal secretaries
15	Renewable energy engineers	15	Telemarketers

Note: The jobs that survey respondents report the highest and lowest net growth (%) by 2030.
Source: World Economic Forum. (2025). *Future of Jobs Report 2025.*

Top 10 fastest growing skills by 2030

WORLD ECONOMIC FORUM

1. AI and big data

2. Networks and cybersecurity

3. Technological literacy

4. Creative thinking

5. Resilience, flexibility and agility

6. Curiosity and lifelong learning

7. Leadership and social influence

8. Talent management

9. Analytical thinking

10. Environmental stewardship

● Cognitive skills ● Self-efficacy ● Working with others ● Management skills ● Technology skills ● Ethics

Note: The skills selected by surveyed organizations to be increasing most rapidly in importance by 2030.

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

INDUSTRY 4.0/5.0

CASE EXAMPLE: SINGAPORE'S SHARED SERVICES AND AI INTEGRATION

Background:
Singapore's government, known for its smart nation strategy, has been consolidating Shared Services for over a decade, covering HR, finance, payroll, procurement, and citizen services.

Key initiative:
In 2018, the Singapore Ministry of Finance launched the **Robotic Process Automation (RPA) Centre of Excellence** within the public sector Shared Services division.

This was designed to automate routine, repetitive processes across ministries and agencies — things like claims processing, invoice reconciliation, data entry, and report generation.

HYBRID & FLEXIBLE WORK

✅ **Deloitte (Global Shared Services & Outsourcing Survey, 2023)**

- Over **80% of Shared Services organisations** globally (public and private sector) report adopting **hybrid working models** post-pandemic.
- Main drivers: talent attraction, cost reduction, and improved employee satisfaction.
- Top challenges: maintaining culture, collaboration, and productivity in a distributed environment.

✅ **SSON (Shared Services & Outsourcing Network, 2022 Europe Report)**

- In European Shared Services centers (public and private), **up to 90%** of transactional activities can be performed remotely.
- However, innovation, transformation, and leadership tasks still **benefit from in-person collaboration** — leading many organisations to adopt "purposeful presence" hybrid models (i.e., coming together when it adds value).

HYBRID & FLEXIBLE WORK

Background:
Finland's public administration has long championed digital services and flexible work.
The **Valtion talous- ja henkilöstöhallinnon palvelukeskus (Palkeet)** — the Finnish Government Shared Services Centre for Finance and HR — handles payroll, HR services, financial admin, and reporting for over 70,000 state employees.

✅ **Flexible work approach:**
Even before COVID-19, Palkeet allowed **extensive remote work**, thanks to strong digital platforms and trust-based management.
Post-pandemic, they formalized **hybrid models**, where most Shared Services staff work 2–3 days remotely per week, depending on tasks.

✅ **Key statistics:**
- Over **85% of staff** work remotely at least part of the week.
- Internal surveys show **increased employee satisfaction** (especially on work-life balance) without negative impacts on service quality.
- They've used hybrid models to **recruit outside Helsinki**, accessing wider talent pools across the country.

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HOW AI HAS AFFECTED SHARED SERVICES JOBS

SKILLS BASED TALENT MANAGEMENT

✅ 1 **Automation of Routine Tasks**
AI (especially robotic process automation, or RPA) has automated many repetitive activities in Shared Services, such as:
- Invoice processing
- Payroll reconciliation
- Data entry and validation
- Report generation

This has **reduced the need for manual clerical roles** but **increased demand for people who can manage, troubleshoot, and improve these systems.**

✅ ☐2☐ **Demand for Analytical and Judgment-Based Work**

With transactional work automated, Shared Services teams are increasingly asked to deliver **insights, not just outputs**.

- Finance Shared Services teams now provide predictive analytics, not just historical reporting.
- HR Shared Services units offer workforce planning insights, not just process leave forms.

✅ ☐3☐ **New Roles in Automation Oversight and Ethics**

AI in public sector Shared Services brings regulatory, ethical, and fairness concerns. There's growing need for roles in:

- AI governance
- Compliance and risk monitoring
- Data privacy management

✅ ☐4☐ **Reskilling and Workforce Shifts**

Workers displaced from routine roles need **reskilling pathways** toward digital literacy, process design, or analytical positions. Leadership increasingly focuses on **change management** and employee support.

SKILLS BASED TALENT MANAGEMENT

SG RESKILLING IN SINGAPORE'S PUBLIC SECTOR SHARED SERVICES

✅ **Strategic Context**
Singapore's government recognized early that automation and AI would **transform public sector roles**, particularly in finance, HR, procurement, and citizen services. Rather than treat this as a job-cutting exercise, they framed it as a **human capital upgrade**.

Digital Academy (launched by GovTech and Civil Service College)
- Provides **structured training** for public servants in areas like data analytics, RPA, AI literacy, agile development, and digital service design.
- Offers modular courses targeted to different roles, from operational staff to senior leaders.
- Includes "citizen developer" tracks where Shared Services staff learn to use low-code/no-code tools to improve their own processes

SKILLS BASED TALENT MANAGEMENT

🌍 MULTI-GENERATIONAL WORKFORCE (ESPECIALLY GEN Z)

✅ **Trends & Research:**
- **Gen Z** (born ~1997–2012) is entering public sector work with strong values alignment — they care deeply about purpose, ESG, flexibility, and inclusivity.
- European research (PwC, Deloitte, Eurofound) shows Gen Z places **higher importance on meaningful work, continuous development, and hybrid flexibility** compared to previous generations.
- Public sector Shared Services leaders are having to rethink **talent attraction and retention**, offering modern career paths, learning opportunities, and digital-first environments.

✅ **Case Example:**
The UK Civil Service launched **Fast Stream Digital, Data & Technology schemes** targeting Gen Z talent, offering hybrid work, agile teams, and purposeful projects in government modernisation — including Shared Services.

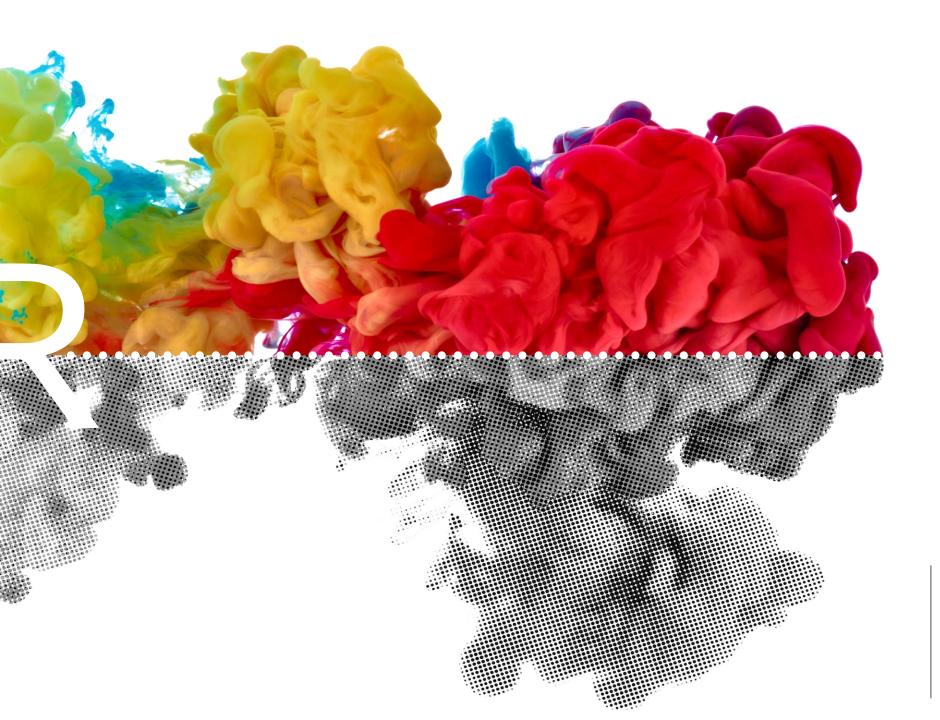**ESG, DEIB, WELL-BEING**

💚 **WELLBEING**

✅ **Trends & Research:**
- Post-pandemic, public sector employers face rising **mental health risks, burnout, and stress** among Shared Services staff — particularly where hybrid work blurs work-life boundaries.
- European research (Eurofound 2023) highlights the need for **systemic wellbeing supports**, including workload management, digital wellness policies, and employee assistance programmes.

✅ **Case Example:**
Finland's Palkeet (Shared Services Centre) invested in **employee wellbeing programmes**, offering flexible schedules, mental health resources, and regular feedback loops to ensure hybrid work enhances — not harms — wellbeing.
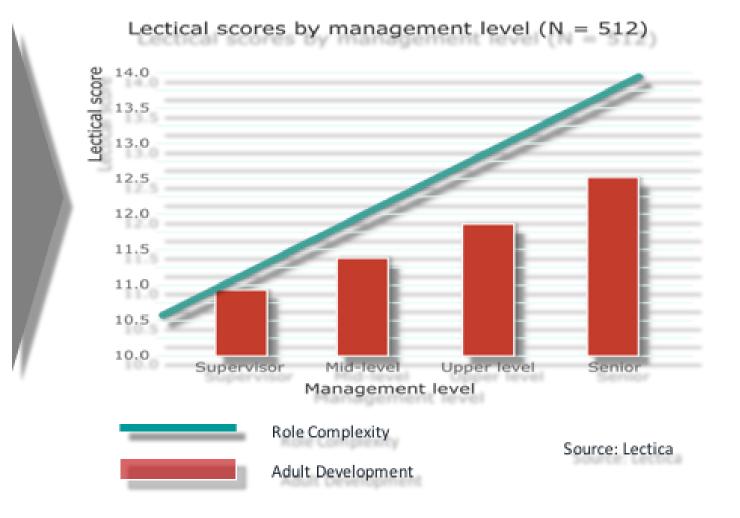
ESG, DEIB, WELL-BEING

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Becoming
complexity fit

LEADERS ARE IN OVER THEIR HEADS IN THE FOW
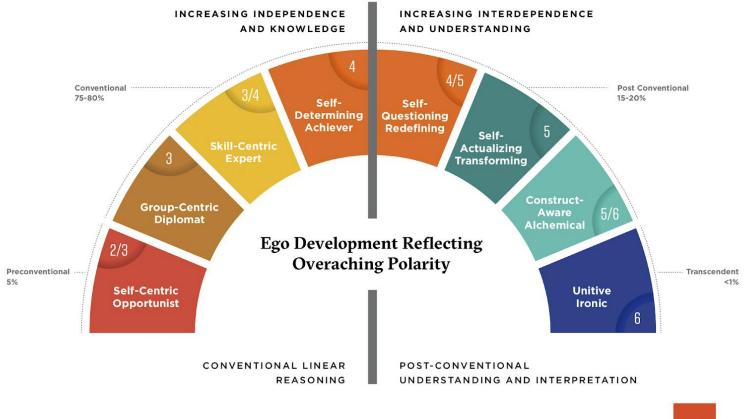

Lectical scores by management level (N = 512)

Source: Lectica

"The real voyage of discovery lies not in seeking new landscapes but in having new eyes." ~ Marcel Proust

LEADERSHIP MATURITY FRAMEWORK

INCREASING INDEPENDENCE AND KNOWLEDGE

INCREASING INTERDEPENDENCE AND UNDERSTANDING

Conventional 75-80%

Post Conventional 15-20%

4

3/4

Self-Determining Achiever

4/5

Self-Questioning Redefining

Skill-Centric Expert

Self-Actualizing Transforming

5

3

Group-Centric Diplomat

Construct-Aware Alchemical

5/6

2/3

Ego Development Reflecting Overaching Polarity

Preconventional 5%

Transcendent <1%

Self-Centric Opportunist

Unitive Ironic

6

CONVENTIONAL LINEAR REASONING

POST-CONVENTIONAL UNDERSTANDING AND INTERPRETATION

FÉNIX

Leadership & Development, LLC
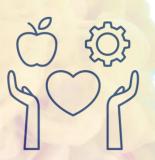
LEADERSHIP IS EVOLVING

LEADERSHIP 1.0

- Hero Leadership
- Trait Theory
- Command & Control
- Competencies
- Job Security
- Hierarchy
- Narrow Tasks & Roles
- Socialized
- For the Elite Few

LEADERSHIP 2.0 & 3.0

- Visionary
- Charismatic
- Transformational
- Behavioral
- Horizontal
- Competencies
- Empowerment
- Culture
- Socialized
- Situational

LEADERSHIP 4.0

- SHARED
- Human
- Integrative
- Holistic, Deep
- Eco Systemic
- Lifelong Journey
- Complex Social Context
- Neuroplasticity
- Horizontal & Vertical
- Agile & Adaptive
- Digital Technology
- Virtual & flexible
- Self-Authoring

LEADERSHIP FIT FOR THE FUTURE OF WORK

I make sense of and act on the changes around me – CONTEXTUAL INTELLIGENCE

I thrive in complexity and uncertainty PERSONAL AGILITY AND CURIOSITY

I display ETHICAL AND MORAL MATURITY consistently

I understand and evolve how I make meaning so I can work in more complexity IDENTITY

I learn to co-create and collaborate and share leadership COLLABORATIVE BEHAVIOURS

I keep my knowledge and skills relevant FUTURE FIT COMPETENCIES

WHAT DOES THIS MEAN IN PRACTICE?

✅ 1 **Mindset Shift: From Control to Empowerment**
- Old mindset: Focus on **process control, efficiency, and compliance**.
- New mindset: Focus on **empowering teams**, enabling continuous learning, and embracing experimentation.

Leaders must become **enablers**, not controllers — trusting their teams to co-design improvements, use automation tools, and drive innovation at the ground level.

✅ 2 **Practice Shift: From Cost-Driven to Value-Driven**
- Old practice: Measure Shared Services success mainly on **cost savings and headcount reduction**.
- New practice: Measure success by **value creation** — improved service experience, data insights, ESG impact, and employee engagement.

Leaders need to champion **broader KPIs** that include innovation, sustainability, DEI, and wellbeing, not just budget numbers.

✅ ③ **Behaviour Shift: From Technical Expertise to Human-Centric Leadership**
- Old behaviour: Prioritize technical mastery and functional knowledge (finance, HR, procurement).
- New behaviour: Prioritize **human connection**, emotional intelligence, adaptability, and ethical judgment.

Leaders must develop **soft power** — guiding teams through change, uncertainty, and ethical dilemmas (especially as AI introduces fairness and trust questions).

✅ ④ **Talent Approach: From Job Security to Skills Agility**
- Old approach: Promise job security by protecting roles and processes from change.
- New approach: Promise **career security through skills agility** — investing in upskilling, reskilling, and internal mobility, so employees thrive even as roles shift.

Leaders must become **talent stewards**, not job protectors.
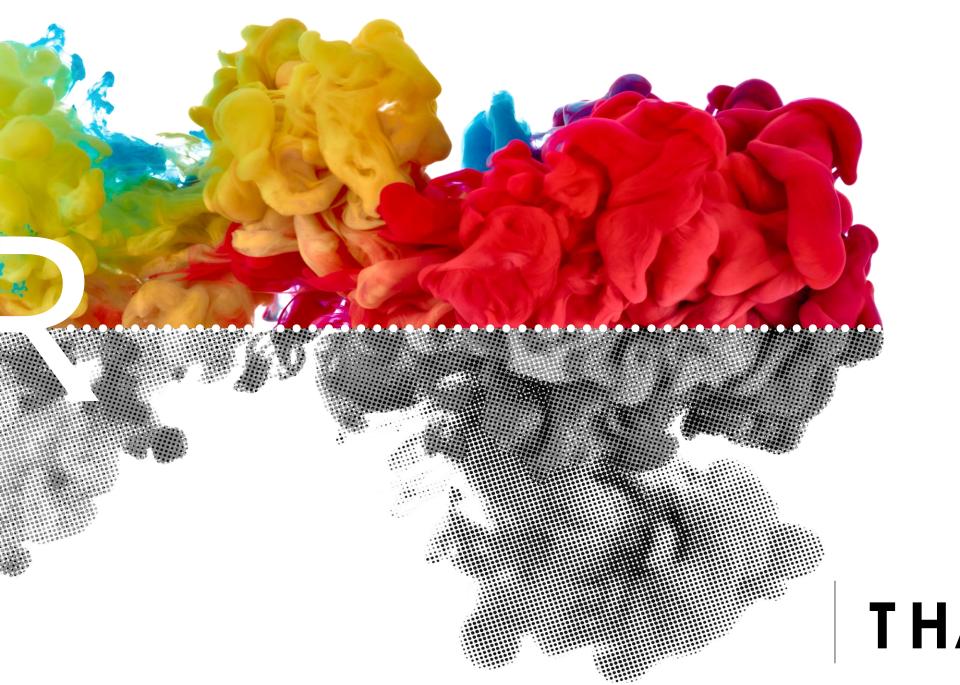
🔑 **Key Takeaway for Leaders:**

To become **complexity-fit**, leaders in Shared Services must adopt a **mindset of flexibility**, empower their teams to experiment and innovate, model resilience, and embrace a human-centered, ethical approach to digital transformation.

This requires cultivating a **balance of emotional intelligence, systems thinking, and technological adaptability** to guide their teams through the complexities of the future of work.

THANK YOU