

# Anchoring Professional Careers in Shared Service Centres (SSCs): Reflections on Contemporary Practice

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[www.shared-services-research.com](http://www.shared-services-research.com)

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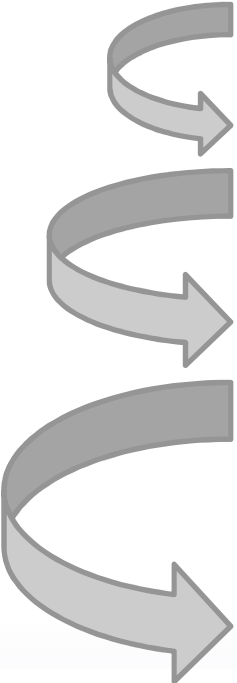


# What Is The Issue Here?



*Careers within a  
deprofessionalised  
environment...*

# Working Through The Problem

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1. Changing Professionalism
  2. Professionals Embedded Within Organisations
  3. Finance Professionals Within the Shared Service Centre
  4. Managing Careers, Managing Knowledge; The Relevance of Career Anchor

# Changing Professionalism

- Why is professionalism changing?
  - Firstly, what constitutes a professional?
    - Learned professionals (Covert, 1917)
    - Millerson's trait theory (1964)
  - What has changed?
  - How does this impact the professional person?



# Professionals Embedded Within Organisations



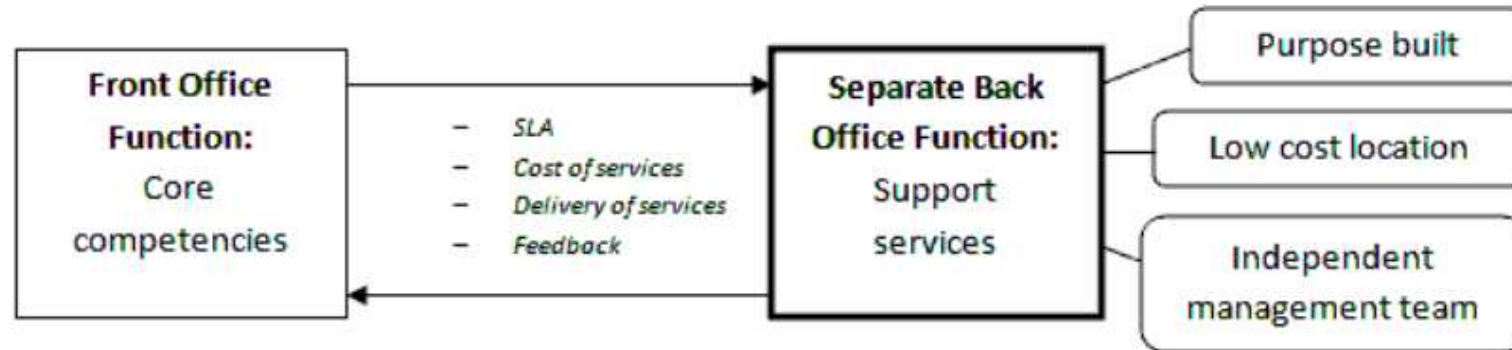
- Why is this different?
  - Where does the professional stand within an organisation?
  - What value can they bring to an operation?

# Finance Professionals Within the Shared Service Centre

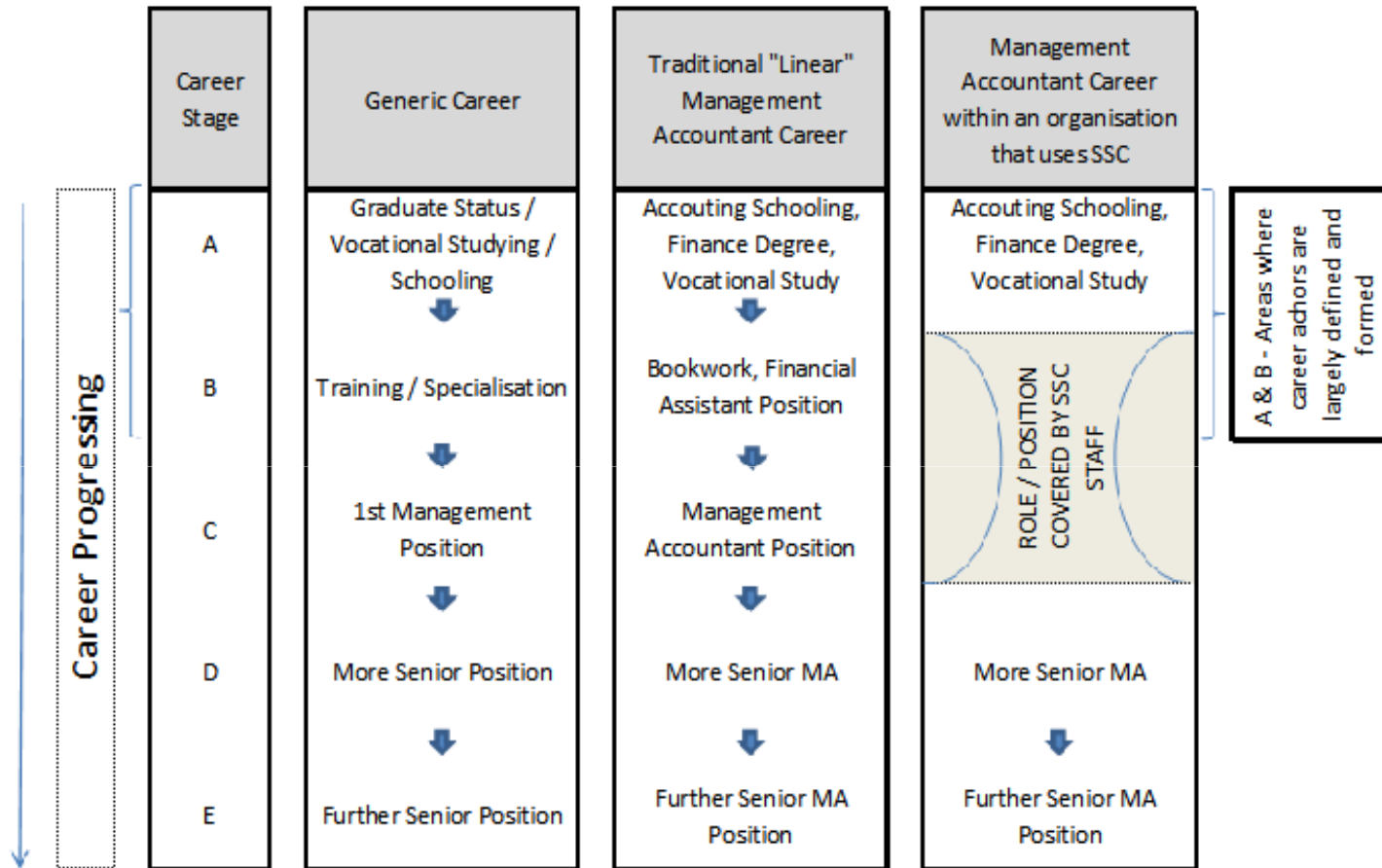
- The SSC
  - What is an SSC?
  - How do finance staff fit into this model?
  - How is it impacting the role?



# The SSC



# Career Progression and Roles Within the SSC



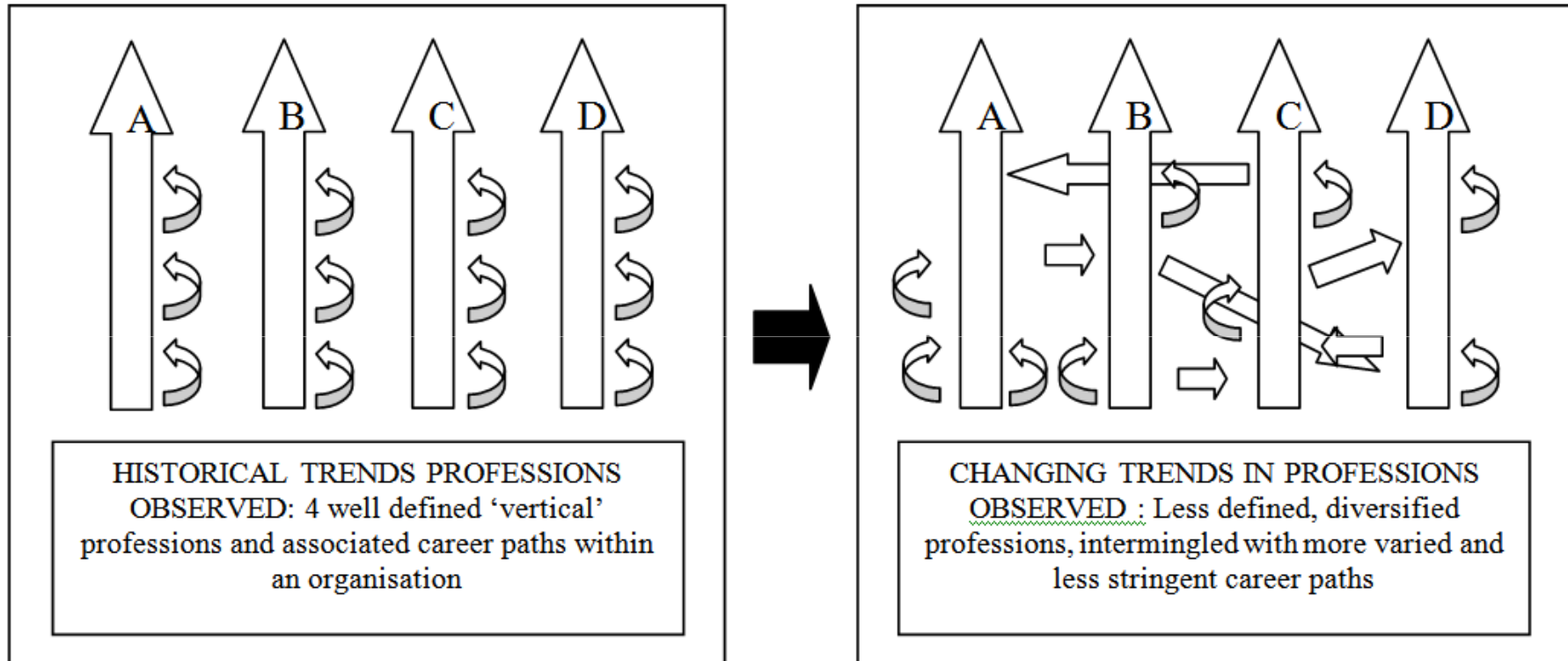


# Managing Careers, Managing Knowledge; The Relevance of Career Anchors

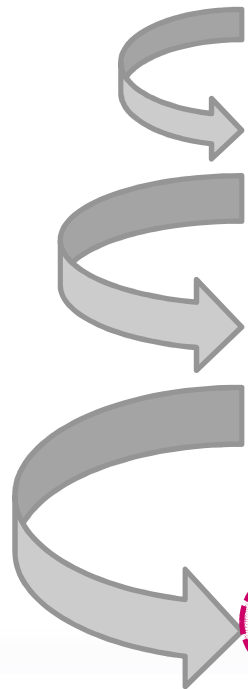
- What is the impact on careers of professionals working within the SSC?
  - Changing trends in career paths
  - Changing trends in career management
  - How does the professional understand this?



# Changing Trends in Professional Careers



# What Next?

- 
1. **Professional roles** are changing
  2. Changes to **organisational forms** are intensifying these changes for professionals embedded within them
  3. This is demonstrated within the **SSC**
  4. So how will professionals navigate these **new careers**?  
How do they understand them?

# Further Study

The 'Traditional' Professional Within Organisations		The 'Strategic' Professional Within Organisations	
<i>A directed professional worker conducting applied tasks with practical responsibility.</i>		<i>Semi-independent professional worker with practical, strategic, commercial responsibilities and activities.</i>	
Technical Focused Role	A directed employee with a technical expertise using specific skills to complete tasks diligently, to a high standard.	Managerial Focused Role	Concerned with problem-solving on a broad scale. A major part of their role will require successful people management and communication skills. Thrives on responsibility.
'Security / Stability' Guiding Career Path	Primary driver is stability and continuity in career choices and risk avoidance.	'Pure Challenge' Guiding Career Path	Individuals driven by new challenges and self-fulfilment; may move to different jobs when satisfied and therefore their career may be varied.
Autonomy / Independence in Role	Manage their own <i>workload</i> with their own rules within an organisation.	Autonomy / Independence in Career	Managing their <i>career</i> as an individual agent; fitting in to new roles.



**Thank you...**

**Questions, suggestions or feedback?**