GOAL: Having the right talent in the right places, at the right times, and at reasonable cost

What are the implications for global mobility programme design?

How can the global mobility function play both strategic and tactical roles?
“The world is moving from capitalism to talentism”

~ Klaus Schwab, Founder & Executive Chairman of the World Economic Forum
MERCER/WEF TALENT MOBILITY RESEARCH
EXPANDING THE DEFINITION OF ‘TALENT MOBILITY’

Talent Mobility:
\[ \text{tal} \cdot \text{ent } \text{mō} \cdot \text{bil} \cdot \text{ētē} \]
The movement of workers between organizations or among locations of an international organization.

The physical movement of workers within or across organizations, industries or countries, and globally, or the professional movement of workers across occupations or skill sets.
Mobility may be temporary or permanent and may also involve moving people from unemployed to employed, moving jobs to people, or allowing for virtual mobility.
CHANGING LANDSCAPE OF CORPORATE TALENT MOBILITY
USING TALENT MOBILITY TO FUEL CORPORATE GROWTH

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**TRADITIONAL MOBILITY**
- Transactional
- Focused on costs
- One size fits all
- An island within HR

**NEW MOBILITY**
- Strategic
- Focused on value creation
- Segmented by talent type
- Connected to human capital and business goals

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**CATALYSTS**
- Globalization
- Organizational complexity
- Demographic changes
- Cost pressures
In your organization, to what extent do the various functions within HR collaborate to support talent management and mobility?

(Please reply in the box to the right of your screen)
These two areas, Mobility & Talent Management, are working much closer together.
FUTURE STATE:
THREE STAGES TO FULL GLOBALIZATION OF TALENT MOBILITY

From this … to this … to this

Energy trader in Houston needed in Alaska to manage an exploration project

French attorney needed in Côte d’Ivoire because she knows the local language (French)

Nicaraguan Engineer who knows how to manage Latin American health & safety compliance, needed in Brazil for 6 months

From anywhere … to anywhere.
The right talent, right place, right purpose, right cost, etc.
MANAGING THE TALENT GAP: NEW FOCUS ON MOBILITY

**CAREER MOBILITY**
Movement of people across skill sets or jobs

**GEOGRAPHIC MOBILITY**
Movement of people to where the jobs are located

**JOB MOBILITY**
Movement of jobs to where the right talent is located
BUT WE STILL THINK OF MOBILITY TOO NARROWLY

Describe your organization’s working definition of talent mobility, as reflected in your existing HR programs and policies (Americas; multiple responses allowed)

- Moving workers to different locations globally/across borders
  - Americas: 80%
  - EMEA: 81%

- Moving workers to different locations domestically
  - Americas: 58%
  - EMEA: 39%

- Moving workers to different organizational units/functions
  - Americas: 47%
  - EMEA: 47%

- Moving workers to different jobs or skill sets
  - Americas: 49%
  - EMEA: 45%

- Allowing for virtual mobility
  - Americas: 27%
  - EMEA: 20%

- Moving jobs to people (creating/moving jobs where talent is in good supply)
  - Americas: 22%
  - EMEA: 20%

February 2012. Mercer
WORKFORCE STRATEGIES MUST GO BEYOND ATTRACTION, RETENTION AND DEVELOPMENT

... focus on new approaches to mobility
POLLING QUESTION

To what extent do other functions and line managers collaborate with HR to support talent management and mobility within your organization?

(Please reply in the box to the right of your screen)
New Mercer research: competencies for excellence in global leaders

- Attributes to assess among candidates for global leadership roles

### Global Skills & Knowledge
- Ability to lead multicultural teams
- Sophisticated networking competence
- Cultural literacy

### Global Mindset
- Comfort with cultural complexity and its contradictions
- Opportunity sensing for uncertainty of global markets
- Systems thinking in global contexts
- Extended time perspective

### Baseline Attributes
- Catalytic learning capability
- Sense of adventure
- Entrepreneurial spirit
- Sensitivity and responsiveness to cultural differences

### Specific
- Context-specific leadership capabilities
TALENT MOBILITY STRATEGY
SUCCESS THROUGH CLEARLY LINKED PROGRAMS

The right PEOPLE …
Talent segmentation
Talent identification
Candidate profiles
Selection criteria
Selection process

in the right PLACES and ROLES …
Identification of need and locations
Critical roles
Key skill requirements

at the right COST …
Contract type
Remuneration, benefits, allowances and support
Funding arrangements
Management of other related costs

for the right length of TIME and RESULT …
Assignment purpose
Type and length of assignment
Assignment lifecycle management
Transition management

TOTAL REWARDS

PLANNING

INVESTMENT

Executed through Administration, Communication, Functional Excellence, Measurement
Process, Policy, HR service delivery, Outsourcing
MOBILITY PROGRAM DESIGN: TALENT SEGMENTATION
DIFFERENTIATION BY BUSINESS AND TALENT PURPOSE

Segmentation by purpose, noting business and talent value

- How a business need is met, why people move
- How assignments differ in value, helps prioritize relative investment
- How different groups need to be managed, rewarded and retained

Emerging/ High Potential Talents
International learning and development to grow the next generation of leaders

Strategic Business Leaders
Fill mission-critical roles and deliver specific, strategic business results.

Career-Building Volunteers
(e.g., Generation Y)
International experience to fulfill personal life objectives (opportunistic, employee-driven moves)

Seasoned Technical Experts
Providing specialist skill, resource or expertise to fill local gap; complete specific project or task

Corporate-led career pathways and succession management

Business-led resource planning and deployment
The Talent Mobility Committee sets and drives the Talent Mobility Strategy:

- Align global mobility planning with strategic workforce planning
- Focus on value not cost; view global talent as an asset to be maximized
- Manage the overall talent portfolio, not individual assignments
- Have a centralized global talent P&L spend
- Use evidence-based approaches to balance cost and return
- Establish objective measures to track the return on investments

To get the right **people** at the right **time** at the right **cost** in the right **places**!
POLLING QUESTION

To what extent do you use workforce analytics or other quantitative methods to measure and model your talent pipelines and forecast potential talent gaps?

(Please reply in the box to the right of your screen)
IMPROVING PROGRAM EXECUTION: GAUGING ASSIGNMENT EFFECTIVENESS

Improved diagnostics
• Compare workforce patterns and gaps against priorities
• Evidence of internal trends to direct or refine talent mobility

Ongoing mobility monitoring
• Better program governance
• Measuring outcomes from management practices
ASSIGNMENT PLANNING

IMPROVING PROGRAM EXECUTION: INTERVENTIONS TO IMPROVE DELIVERY

MOBILITY STEPS AND ROLES

ONLINE MULTI-RATER ASSESSMENT TOOL
SUMMARY

• Talent Mobility is here; concept is becoming widely acknowledged by large multinational organizations as a collaborative effort between many stakeholders to achieve business results.

• Much closer alignment of Talent and Mobility functions.

• Global Mobility is evolving to address many Talent objectives.

• The business value vs. development value proposition is/should be a key determinant of the structure of employee mobility programs. One approach may no longer fit all.

• Multi-layered (tiered) policies are becoming common.

• Knowledge (information) is king.
QUESTIONS

Please type your questions in the Q&A section of the toolbar and we will do our best to answer as many questions as we have time for.

To submit a question while in full screen mode, use the Q&A button at the top of your screen.

To submit a question while in half-screen mode, use the Q&A panel on the bottom right-hand side of your screen.

CLICK HERE TO ASK A QUESTION TO “ALL PANELISTS”

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