SOLVING THE TALENT MOBILITY PUZZLE: IMPLICATIONS FOR GLOBAL MOBILITY MANAGERS

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**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
Talent Mobility:

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

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

CATALYSTS
- Globalization
- Organizational complexity
- Demographic changes
- Cost pressures

NEW MOBILITY
- Strategic
- Focused on value creation
- Segmented by talent type
- Connected to human capital and business goals
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 anywhere ... to anywhere.
The right talent, right place, right purpose, right cost, etc.
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: 80% Americas, 81% EMEA
- Moving workers to different locations domestically: 39% Americas, 58% EMEA
- Moving workers to different organizational units/functions: 47% Americas, 52% EMEA
- Moving workers to different jobs or skill sets: 45% Americas, 49% EMEA
- Allowing for virtual mobility: 20% Americas, 27% EMEA
- Moving jobs to people (creating/moving jobs where talent is in good supply): 20% Americas, 22% EMEA

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WORKFORCE STRATEGIES MUST GO BEYOND ATTRACTION, RETENTION AND DEVELOPMENT

Moving people within an organization
Moving people into an organization
Moving jobs to people
Virtual mobility

... 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
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
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

**MOBILITY PROGRAM DESIGN: TALENT SEGMENTATION DIFFERENTIATION BY BUSINESS AND TALENT PURPOSE**

<table>
<thead>
<tr>
<th>Development Value</th>
<th>Business Value</th>
</tr>
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<tbody>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>High</td>
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**Corporate-led career pathways and succession management**

- **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

**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**!
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

POLICY OVERVIEW AT A GLANCE

MOBILITY STEPS AND ROLES

ONLINE MULTI-RATER ASSESSMENT TOOL

MOBILITY INTRO & BRANDING

IMPROVING PROGRAM EXECUTION: INTERVENTIONS TO IMPROVE DELIVERY
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.

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CLICK HERE TO ASK A QUESTION TO “ALL PANELISTS”

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