



# Global Talent Mobility: The 21<sup>st</sup> Century Business Imperative



Friday September 5<sup>th</sup>, 2008



## Session Objectives

### Global Talent Mobility: The 21<sup>st</sup> Century Business Imperative

- > Understand the new demands and environmental pressures for talent mobility
- > Zero in on successful approaches to refocus the corporate mobility function on new roles in the organization
- > Share experiences of successfully integrating mobility with other strategic HR functions in order to deliver competitive advantage
- > Examine a pathway to refocusing, transforming and rebranding the talent mobility function

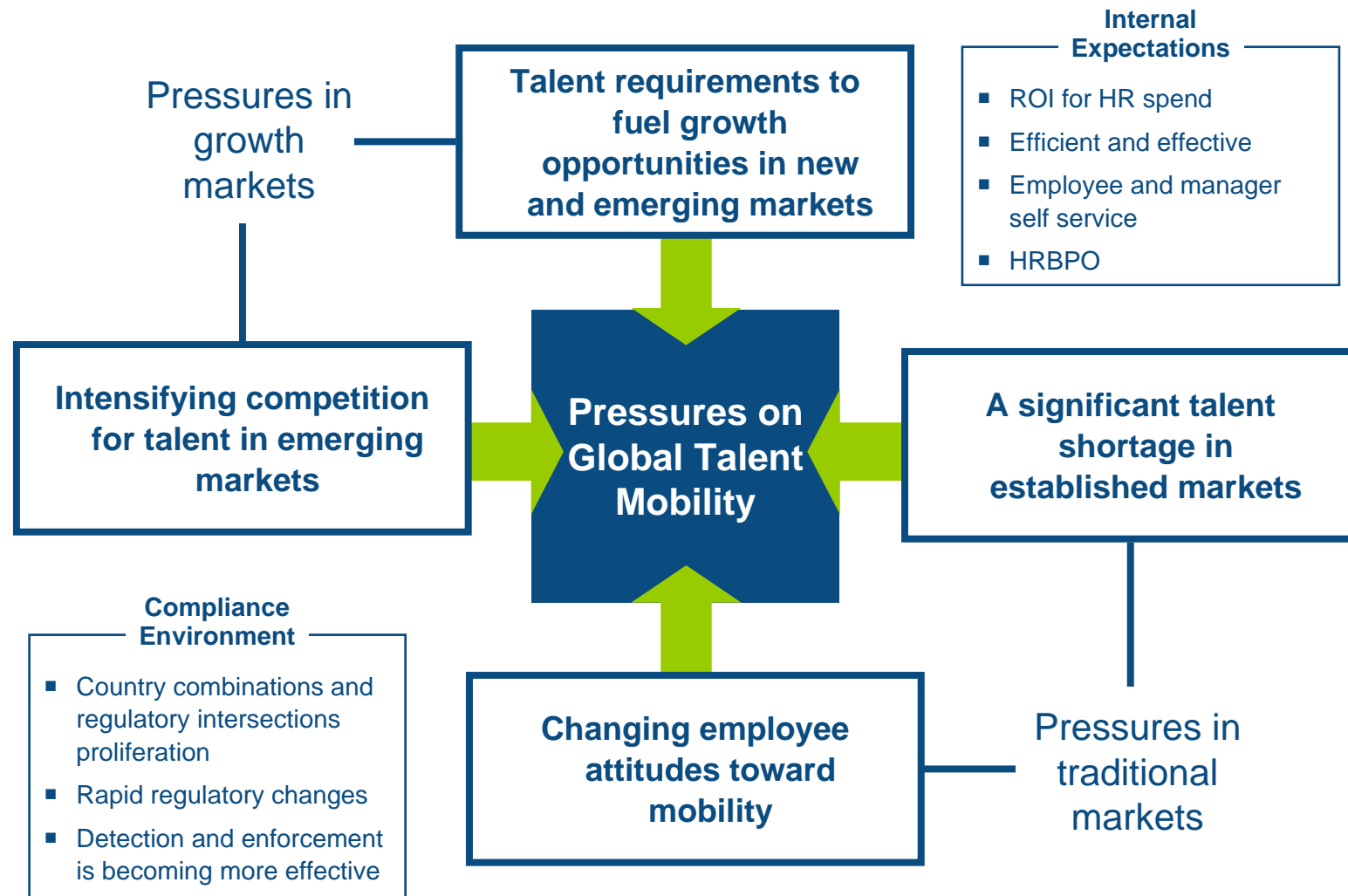
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# Mobility: The Talent Challenge of the 21<sup>st</sup> Century

- At the close of the 20<sup>th</sup> century, it was quickly becoming apparent that the talent landscape was shifting
  - > Emerging markets began to produce some of the most highly sought-after talent in industries ranging from engineering to professional services, health sciences to computer programming
- Nearly a decade into the 21<sup>st</sup> century, the competition for critical talent continues to intensify
  - > Business objectives continue to focus on growth in emerging and other non-traditional markets
  - > Organizations search and compete globally for new workforces
- The challenges of Global Talent Mobility:
  - > Acquiring the best talent regardless of geography
  - > Deploying the best people from the global talent pool against the best business opportunities
  - > Developing leaders with the global insight and experience to manage across cultural and geographic barriers
- Companies that master these talent challenges will dominate markets in the 21<sup>st</sup> century

# Environmental Pressures on Talent Mobility



# Growth Opportunities in Emerging Markets

**Talent requirements to  
fuel growth  
opportunities in new  
and emerging markets**



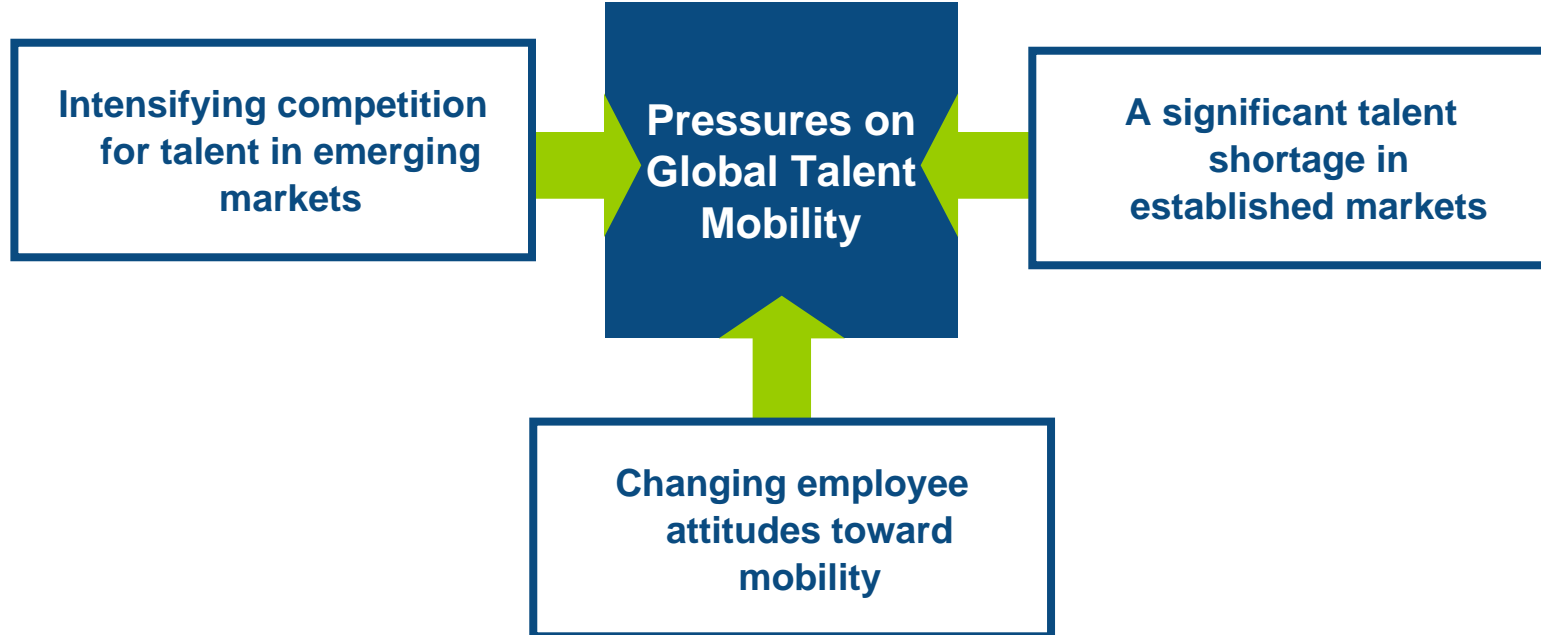
**Pressures on  
Global Talent  
Mobility**



# Growth Opportunities in Emerging Markets

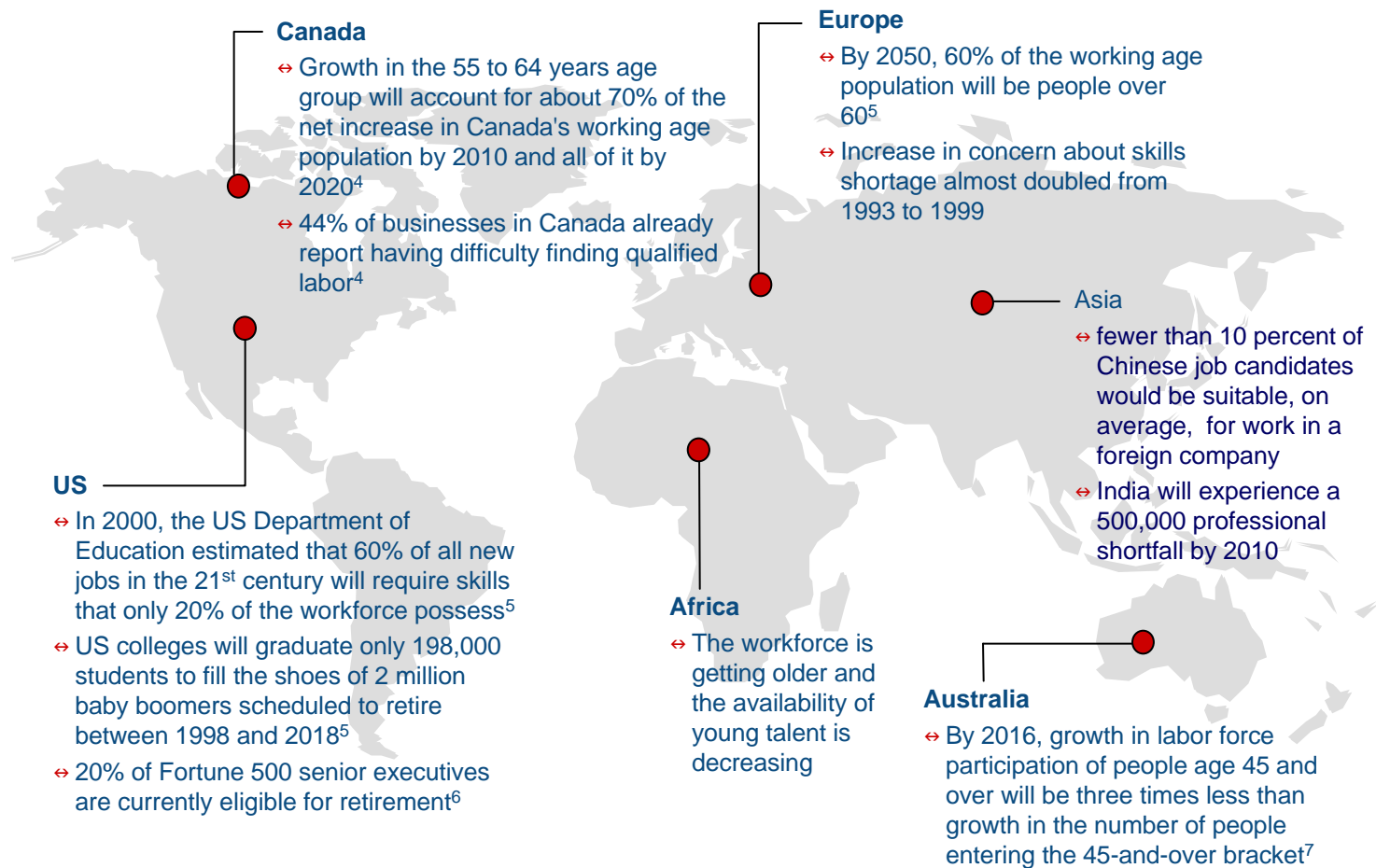
- In 2003 Goldman Sachs highlighted Brazil, Russia, India, and China (BRIC) as the key emerging markets<sup>1</sup>
- Foreign Direct Investment (FDI) in BRIC economies doubled from \$69.5 billion in 2003 to \$135.2 billion in 2006<sup>2</sup>
- Goldman Sachs predicts the Gross Domestic Product (GDP) of BRIC economies will surpass the combined GDP of the G6 countries (France, Germany, Italy, Japan, UK, and US) by 2040<sup>3</sup>

# Intensifying Global Competition for Talent





- Critical talent is becoming increasingly scarce due to two looming trends – the retirement of the baby boom generation, and a growing skills gap





*"Reversing the Earth's rotation to go back in time can't be your answer to every talent issue, Hendricks"*

- Global Talent Mobility focuses on both the short-term and long-term impacts of talent pressures





# The *Short-Term* Talent Challenge for Global Mobility

- The short/medium challenge for Global Mobility is to effectively support business-driven moves
  - > Move the people to the business opportunities or move the work to where the people are
  - > Business-driven moves are based on sourcing and deploying people to fill open positions – “fitting people to jobs”
  - > The Global Mobility function is often required to develop new mobility approaches to support the business line in the new talent environment (short-term, rotational, commuter, virtual, and project-based)
  - > Provide choices and a decision-making structure for the business line
- Getting the people to the work in emerging markets
- To succeed, Global Mobility must understand business growth opportunities and work with line HR and staffing to build appropriate mobility platforms



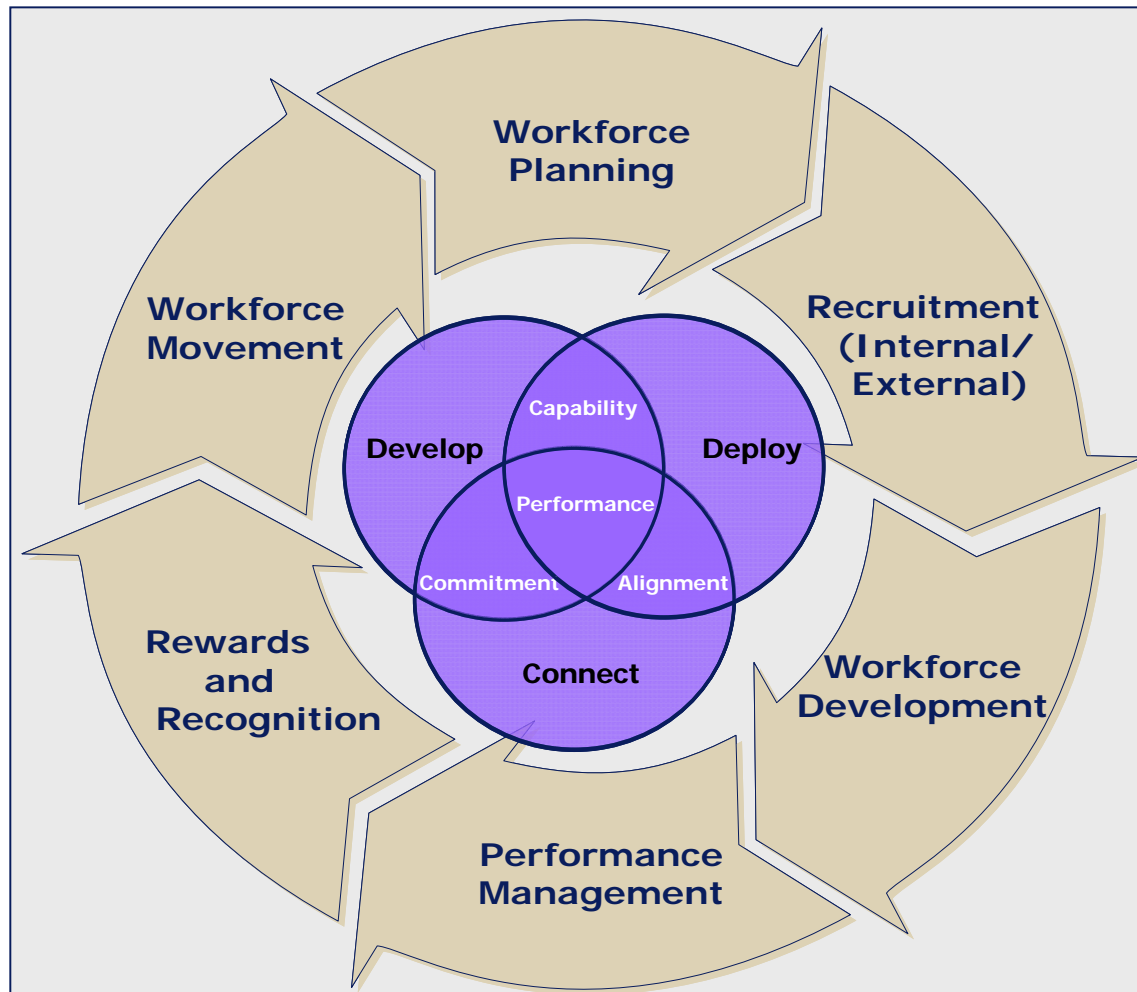
# The *Long-Term* Talent Challenge for Global Mobility

- Support the development of new competencies around the world to support business objectives
  - > Talent-driven moves are based on identifying top talent and then finding the right jobs to develop target competencies – **not “fitting people to jobs” but “fitting jobs to people”**
  - > Develop new mobility approaches to attract top talent into the program and maximize development potential of the assignment opportunity
  - > Talent-driven mobility is often in the opposite direction to business-driven mobility (growing competency in new markets)
  - > Making the mobility investment in the right people

## What Are Leading Organizations Doing To Address These Challenges?

## 1. Recognize Mobility's Interactions with the Talent System

- Talent Mobility touches every aspect of the talent cycle





## 2. Understand the Critical Talent Constituents

- To effectively address talent challenges, the Global Mobility function must refocus on its value for the three talent constituents:

Line of Business	<ul style="list-style-type: none"><li>• Understand business growth objectives and opportunities</li><li>• Assist in the development of staffing strategies</li><li>• Implement policies and programs to help the business extract maximum value from mobility investments</li></ul>
Corporate	<ul style="list-style-type: none"><li>• Understand the broad talent objectives of the organization</li><li>• Assist in the integration of international experience in global competency development</li></ul>
Employee	<ul style="list-style-type: none"><li>• Change the mobility value proposition for the employee</li></ul>

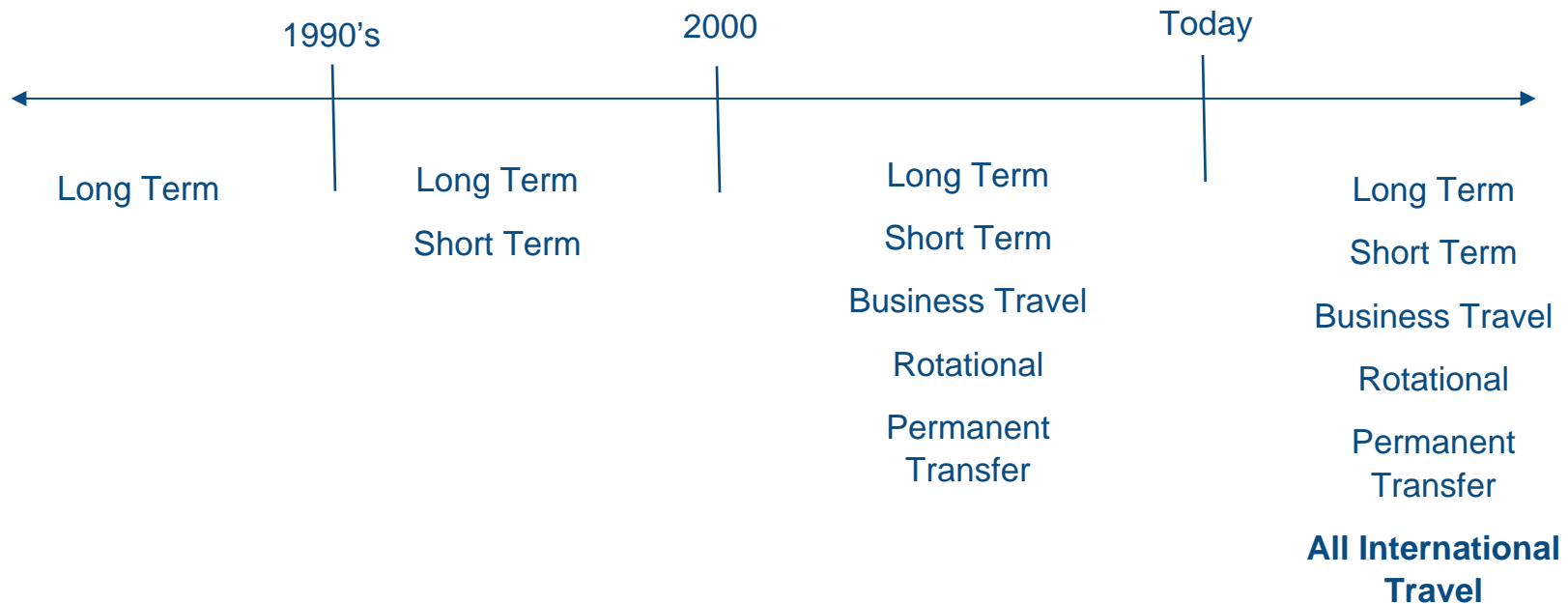
**Global Mobility must balance needs/focus of all three groups**



### 3. Define the Challenge Broadly

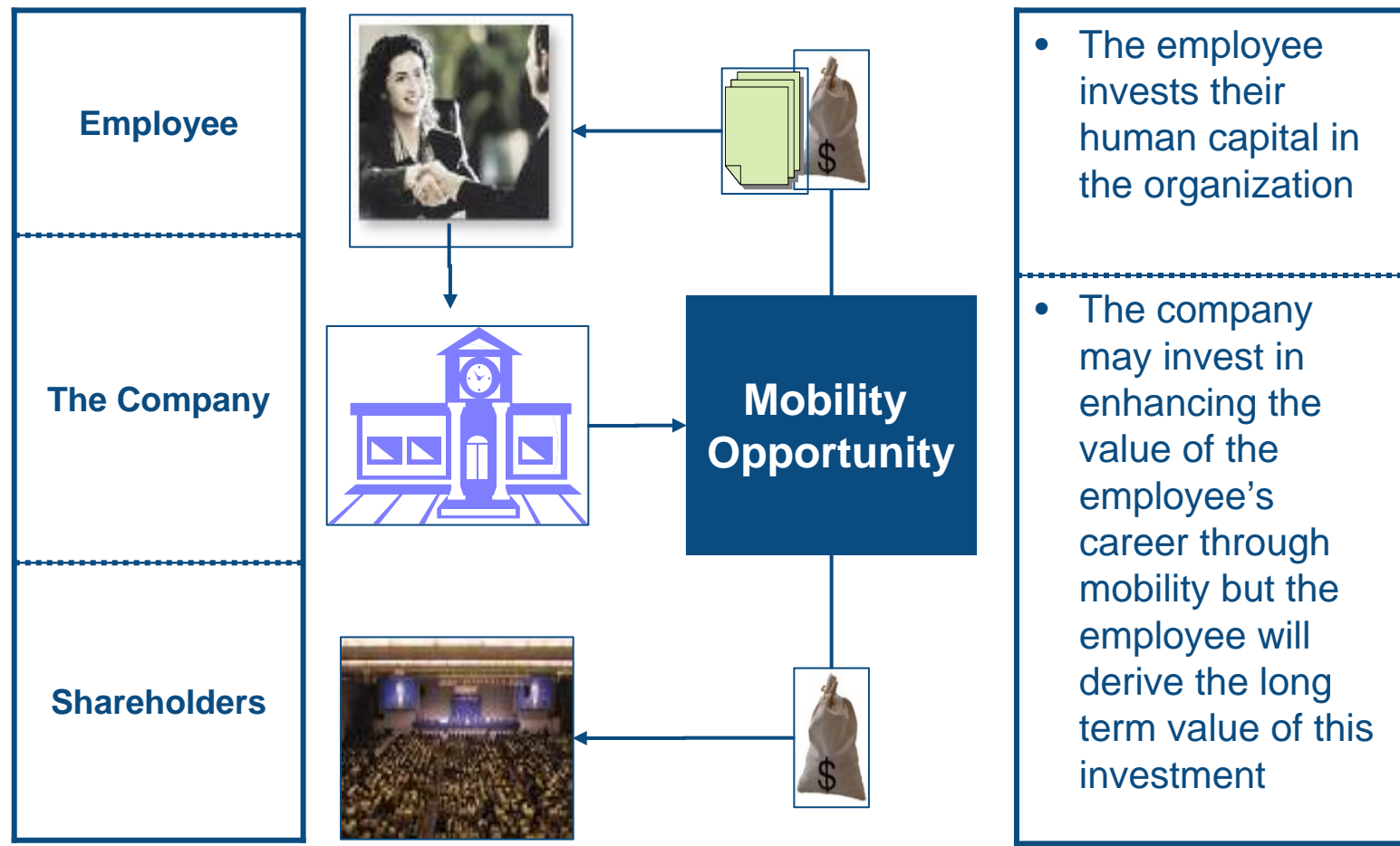
- Many organizations' Global Mobility functions describe their scope narrowly – “outside of the program is not my problem”
- However sophisticated organizations use an expansive definition driven by business objectives

#### Changing Landscape of Assignment Types



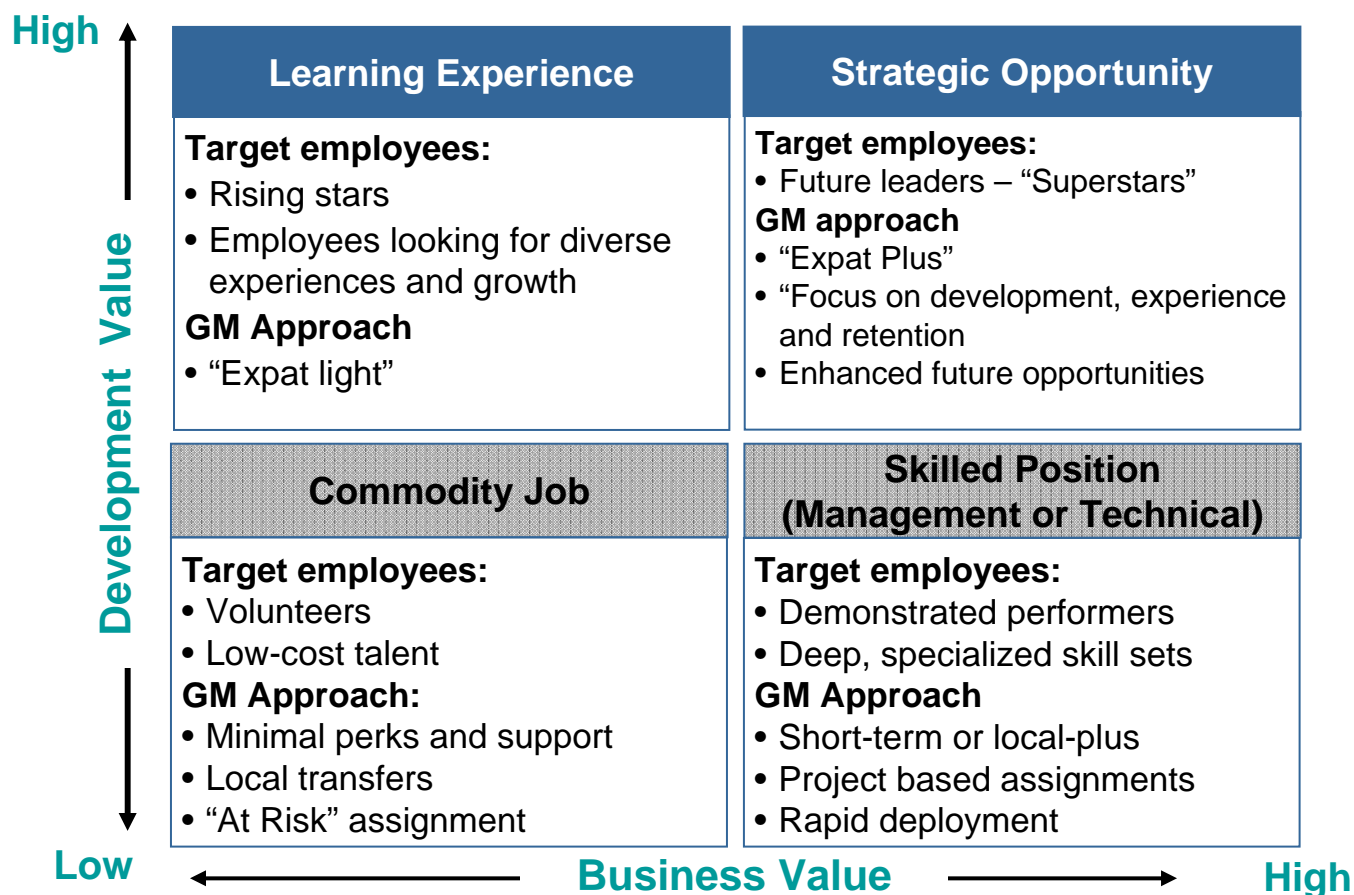
## 4. Change the Employee Value Proposition

- Viewing the organization as a human capital bank



## 5. Develop a Talent-Based Mobility Framework

- An example framework designed to support both short- and long-term talent objectives



## 6. Redefine Mobility as a Talent Cycle



## How Do You Align The Global Mobility Function With Its New Strategic Importance?

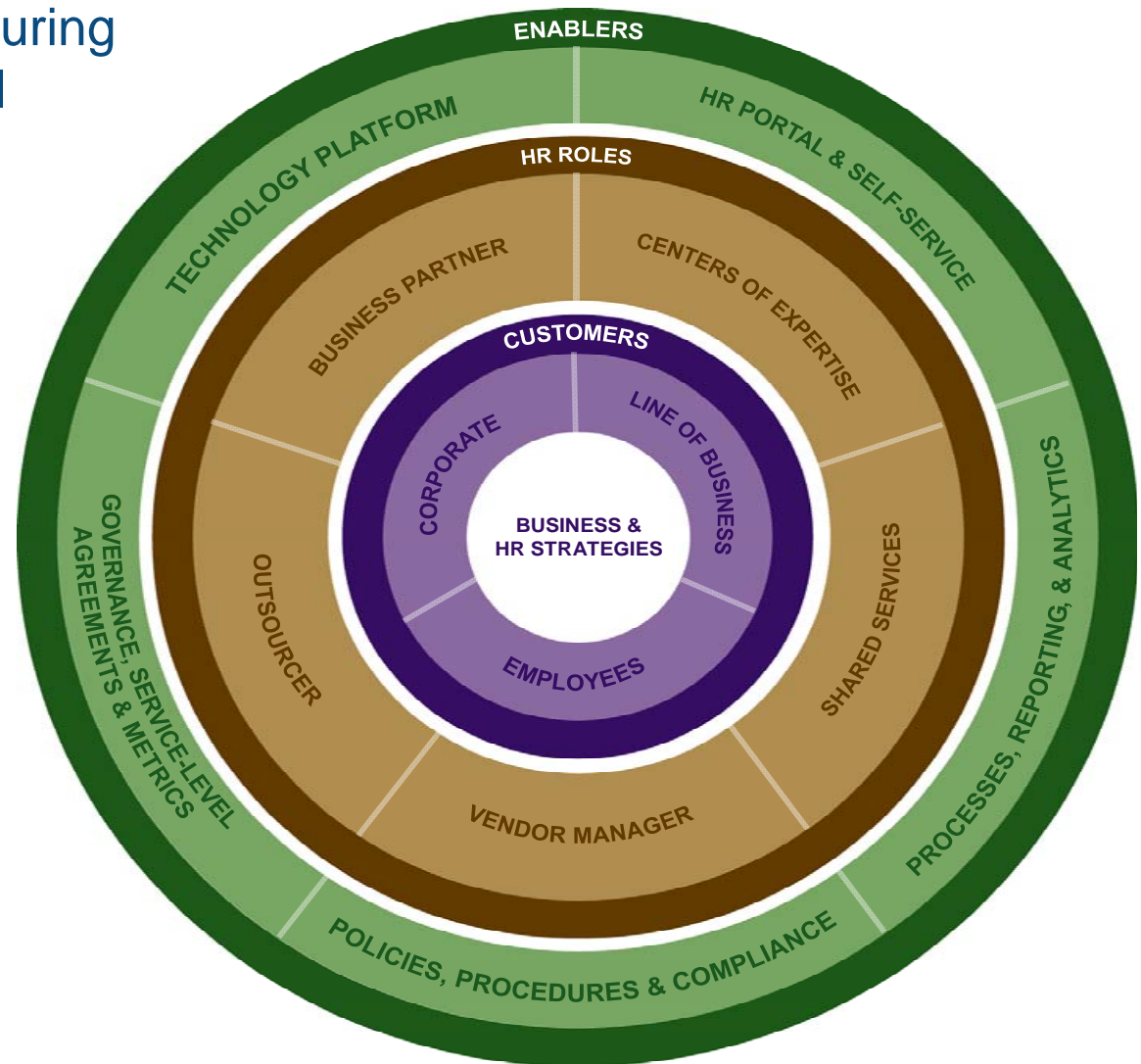


# Addressing Mobility's Reputation Problem

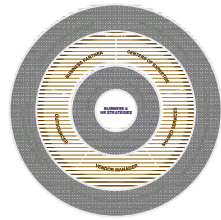
- Global Mobility is often not structured, focused and equipped with the capabilities and tools to support the talent challenge
- In a recent Deloitte survey HR executives listed their three most important priorities to support the company's Global Mobility efforts as:
  - > Working with the business to proactively anticipate and fulfill talent needs
  - > Assignment candidate selection
  - > Maintaining legal and regulatory compliance
- When asked how closely their company's Global Mobility activities align with these priorities, more than 60% of respondents said that there is not good alignment
- We also found contrasting views on whether mobility should be or is a top strategic objective:
  - > 43% of the HR respondents believe Global Mobility to be a top strategic objective to achieving competitive advantage
  - > But only 10% responded that their organizations are using Global Mobility to develop the global capabilities, necessary for competitive advantage



- A framework for structuring the future-state Global Mobility organization:

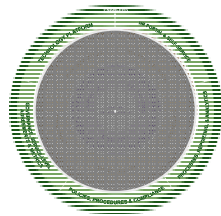


# Addressing the GM Business Imperative



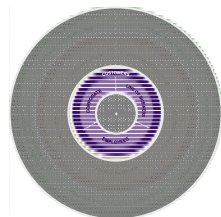
## Refocus

- ▶ Align with business & HR strategies
- ▶ Define customer expectations and needs



## Transform

- ▶ Introduce talent-focused approaches, policies and processes
- ▶ Proactively align with talent management groups and initiatives



## Rebrand

- ▶ Redefine value in talent terms
- ▶ Enhance strategically-focused capabilities



- Establish Global Mobility as a core business function rather than a peripheral activity. Global Mobility must take the initiative to:
  - > Align with business and HR strategies
  - > Define customer needs and establish expectations
  - > Develop business partner relationships
  - > Become the center of expertise for global talent development ideas

### **Business Value**

- Alignment of Global Mobility strategy with overall business strategy for attainment of long-term global goals
- Global talent pool established and expanded to better meet demand for talent across borders
- Globally consistent and locally appropriate services and consultation



## *Transform Global Mobility*

- Review/change policies, processes and technology to support global talent strategy and sourcing needs
  - > Determine what policy structure/component changes are needed to support global talent strategy
  - > Technology platform for planning and tracking “right people in the right place at the right time”
  - > Align selection, performance management, repatriation processes, reporting and analytics with global talent strategy
  - > Establish metrics to assess results and impact

### **Business Value**

- Mechanisms established to achieve global talent strategy
- Support the HR roles in delivering Global Mobility talent services and support through various tools and technologies
- Assess global talent ROI of programs, services and policies



## *Rebrand Global Mobility*

- Shift conception of Global Mobility to a high-value and necessary talent development partner
  - > Corporate
  - > Line of business
  - > Employee

### **Business Value**

- Communication of the value of Global Mobility and its ability to bring business-focused solutions
- Change the value proposition of mobility for employees – an opportunity not a hardship
- Integration of the Global Mobility brand and services with broader global talent strategy
- Platform to be involved as a partner in other key global strategic initiatives

- The pressure of global talent challenges  
...has resulted in the need for...
- Companies to identify and address talent issues urgently from the perspective of the employee, the line of business and the organization
- The mobility function must become more strategically involved  
...which can be accomplished by...
- Refocusing, transforming and rebranding the Global Mobility function to meet the needs of the global talent challenge



Thankyou

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