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# Working Towards 'Top Class' Global Mobility

SMART Global Talent Management  
and the Employee Value Proposition

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# Introduction

## Winning the War for Global Talent

The well-known HR guru Dave Ulrich observed that, “Through ensuring talent, HR enters the business game; through building organizations, HR wins the business game. The wars for talent will be changed into victories through organization.” The RES Forum’s SAFE Global Mobility (GM) model has applied insights on talent management and organization to the work of GM professionals and global assignees and has created a strong base from which to build successful GM programmes (RES Forum, 2018). It is essential that organizational and talent development programmes support purposeful GM and are designed in a focussed and smart way to gain competitive advantage through identifying and engaging global talent.

## SMART Organizational Development (OD) is a Competitive Advantage

SMART organizational development and talent management goes beyond simply being ‘clever’ and ‘insightful’ – although this is certainly important – to underpin GM programmes that have specific, measurable, achievable, results-focussed and time-bound objectives. The way we discuss OD here is by using a global perspective. This means that we are interested in all strategies, structures, policies and practices geared towards planning and managing international workers, be they current or former long term assignees (LTAs); short-term assignees (STAs); extended business travellers (EBTs), cross-border commuters (CBCs) or virtual team members. We are well aware that there are also other categories (e.g. global nomads, self-initiated expatriates, globetrotters, seconded experts). What is common to them all is that they have accumulated some international work experience so that we capture these people as international (or global) workers. In **the last annual report**, a range of ten recommendations was developed to aid the GM department to shape SMART OD. This year we are going even further by integrating individual as well as organizational perspectives.

## Identifying a Global Employee Value Proposition

Employee Value Propositions (EVPs) are highly important tools to help organizations to attract, engage, motivate and retain staff. As such, they are linked to the brand of an organization. Individuals assess the opportunities that organizations can offer, work content, work patterns and interactions with colleagues, the reward mix, the people they would work with and further organizational elements such as reputation, ethics and sustainability when deciding to apply, work for or leave the corporation (Ingham, 2006). It is clear that a range of organizational outcomes are linked to the EVP (Heger, 2007). **Bader and Oldenburg (2018)** are amongst the first to apply the EVP concept to GM work. In this report we further develop the concept of Global EVP and apply it to the SAFE GM model and its four key areas of mobility work.

## Towards a Sophisticated Global Mobility EVP Concept

Crucially, the EVP concept is closely related to the psychological contract (Ingham, 2006; Conway and Briner, 2009) so both individual and organizational perspectives need to be factored in. Nowhere in corporate life are the dependencies between individuals and their employers more pronounced than in GM (Holt Larsen, 2004), therefore, the key to better performance and outcomes lies in understanding all stakeholders and developing appropriate approaches (Dickmann and Baruch, 2011). It is clear that organizations who have better insights into their internal and external talent markets can develop more successful Global Talent Management approaches. These can be used to attract external candidates (Point and Dickmann, 2012) as well as convincing internal staff of the benefits of working abroad (Scullion and Collings, 2011).

## SAFE GM and Global EVP

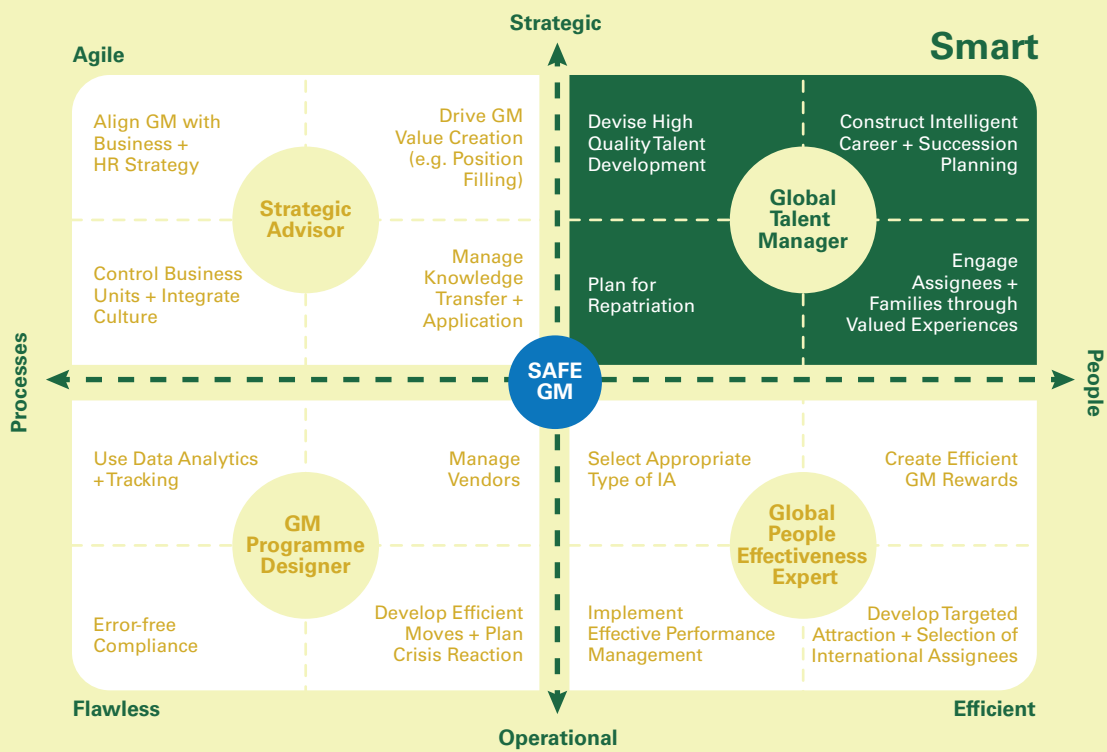
The RES Forum data and a wide range of other academic research and insights have allowed us to develop a refined framework of the four key roles of GM professionals (RES Forum, 2018). The SAFE model developed in the 2018 RES Forum Annual Report outlines in detail each of the roles of a smart global talent manager (agile strategic advisor, flawless GM programme designer and efficient global people effectiveness expert), and formulates ten recommendations for each of these roles. It covers a wide array of strategic and operational challenges, as well as people and process dimensions. Further developing the Global EVP concept and applying it to the GM arena goes beyond a strong focus on organizational mobility to factor in more individual perspectives as called for by Holt Larsen (2004). In addition, we refine the underlying EVP dimensions to include both tangible and intangible elements. This is outlined in more depth in Figure 1.

## High Quality GM Data Source

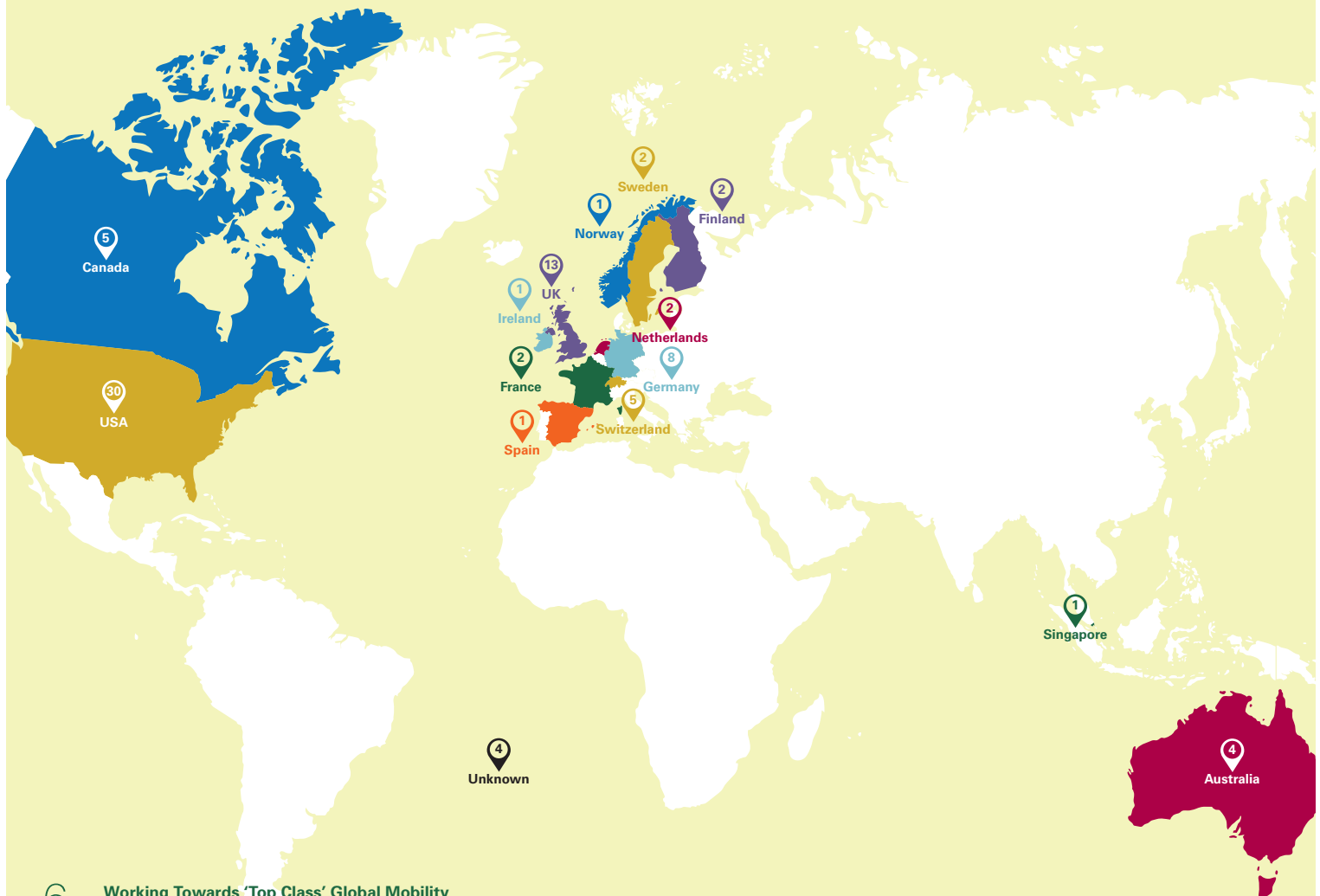
In-depth detail regarding the data sources of this report, the responding companies and their expatriate populations are outlined in a separate methodology chapter available on the [RES Forum website](#). Suffice to say that this year we have relied predominantly on one large survey that was answered by more than 80 international companies and who are all long standing RES Forum members. Many of the companies are household names from sectors such as Aerospace & Aviation, Banking & Finance, Chemical & Pharmaceutical, Construction, Consulting, Energy, FMCG, Healthcare, Manufacturing, Professional Services, Retail and Technology. The survey was aimed at key global mobility decision makers such as Heads of GM or Heads of Global Reward. Most of the responding organizations have very large expatriate populations and operate in dozens of countries. It can be said that the RES Forum members who answered the survey often had a global footprint. More than a third of multinational corporations (MNCs) operated in over 50 countries. One in seven even had operations in more than 100 countries. Subsequently, sending international assignees to more than five countries was extremely common. Almost one in five firms would have global assignees in more than 50 countries. Thus, the data presented can be said to give a picture of highly international firms' cross border working strategies, policies, practices and experiences.



**Figure 1: SAFE Model with SMART Global Talent Management Focus**



**Figure 2: Geographical Distribution of Head Offices of Respondents' MNCs**



# The Status Quo of SMART Organizational Development

## A. Global Talent Willingness

**A large shortage of employees who are willing to be internationally mobile.** For many years, the trend has been that firms have not had sufficient numbers of employees who are willing to work for them abroad. More than half of the companies surveyed have at least a 20% gap in their requirements (for entry-level professionals) and a shortage of more than two thirds for professionals, managers and senior managers. Multinational corporations (MNCs) encounter the biggest challenge at the executive manager level where three quarters have at least a 20% gap and more than half a 40% gap in requirements. However, while we appreciate that some locations are less attractive to candidates than others (Dickmann and Parry, 2019; Dickmann, 2013), it seems that only a few companies are successful in having a large enough pool of staff willing to expatriate. Around one in 16 MNCs has more than enough managers, senior managers and executives and around one in six has sufficient professional and entry-level professional employees who would work abroad. For the others, urgent action to increase the attractiveness of global work is needed.

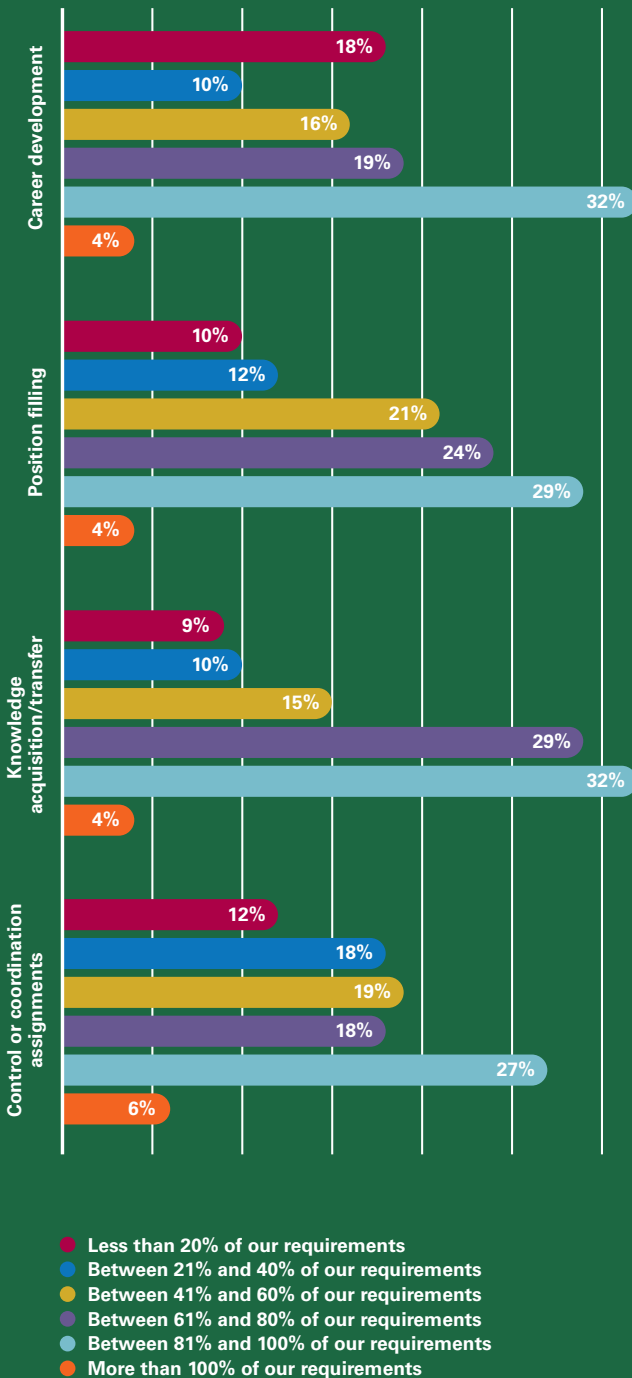
**The purpose of the assignment has little influence on candidate shortages.** Whether the assignment was geared at position filling, knowledge transfer and acquisition, or control and coordination did not matter much – MNCs experienced a shortage of people willing to work abroad across all categories. Even assignments with the primary goal of career development, one that should be attractive to staff, were difficult to fill. This is a new insight as many writers assume that where individuals are seen to benefit most obviously – in their own career and professional development – they have the greatest incentive to engage in working in other countries (Scullion and Collings, 2011; Dowling, Festing and Engle, 2013). These candidate shortages persist

although we know that acquiring professional skills, capabilities and improving one's careers are strong motivators to work abroad (Hippler, 2009; Doherty, Dickmann and Mills, 2011). It seems that companies need to do more to make global work attractive.

## Urgent action to increase the attractiveness of global work is needed.

**The spectrum of activities available to increase the attractiveness of GM is huge and a detailed analysis of Global EVP is needed.** There is a vast number of activities that can be undertaken to increase the attractiveness of international work, starting with the communication of global opportunities to external applicants and the wider population. Unfortunately, global careers do not feature prominently – or not at all – on websites of many large firms (Point and Dickmann, 2012). In addition, firms have a huge spectrum of activities in the areas of job design, rewards, career and development, move and compliance, local and international leadership, crisis and other support mechanisms, etc. to make the case that global moves are attractive and beneficial for staff. What is interesting is that the primary objectives of the assignments do not seem to have a decisive influence in terms of the candidate pool. It might be other factors – including the actual career outcomes, the business case and the location – that have the strongest impact on candidate willingness to work abroad! To be able to use these factors effectively, companies need to have an in-depth understanding of the drivers of their staff and their assessment of tangible and intangible elements in GM. The Global EVP section will go into much more detail.

Figure 3: To what extent can you source globally mobile talent to meet the following business objectives?



## B. Importance of Global Work for Careers

**Global work experience increases in importance with seniority.** In the last two decades, we have increasingly heard that working abroad has a positive influence on staff careers and that for some, a global career is now expected (Stahl, Miller and Tung, 2002; Jokinen, Brewster and Suutari, 2008). But how important is it, and are there diverse patterns amongst different staff categories? Being asked how important for career progression it is to be internationally mobile, the survey answers showed that in 71% of organizations it was very or extremely important for executive managers to be globally mobile\*. In more than half of MNCs (56%) this was the case for senior managers while in more than a third of firms (36%) it was highly important for the career progression of managers to work abroad. In marked contrast, it was not at all or only slightly important for about half of professionals' or entry-level professionals' career progression to be internationally mobile. Only in about a quarter of companies was it highly important for their staff career advancement to have global work experience. Thus, it is still the case that the more employees aspire to reach senior management positions the more important international opportunities will be for them. Moreover, it is clear from earlier RES Forum reports that the importance of global work for career progression is increasing (see RES Forum Annual Report, 2016). Given the increased prevalence of Millennials in organizations and their stronger push to want to work abroad, and the current shortage in workers willing to move abroad, this might increase dramatically in the coming years.

### 'Key decider' roles increasingly need global insights.

For two thirds of executive managers (68%) and half of senior managers (52%), it is highly important to have had international assignment experience prior to being promoted to a senior leadership role. This percentage decreases dramatically at lower levels of seniority with only one in five (17%) managers and one in thirty (3%) professionals needing global work experience before being promoted. While these are the requirements for promotion in diverse companies, what does this mean for the general career advancement patterns after working abroad?

\* Where we have the categories 'very' important and 'extremely' important we will, at times, use 'highly' important to combine these for the ease of reading.

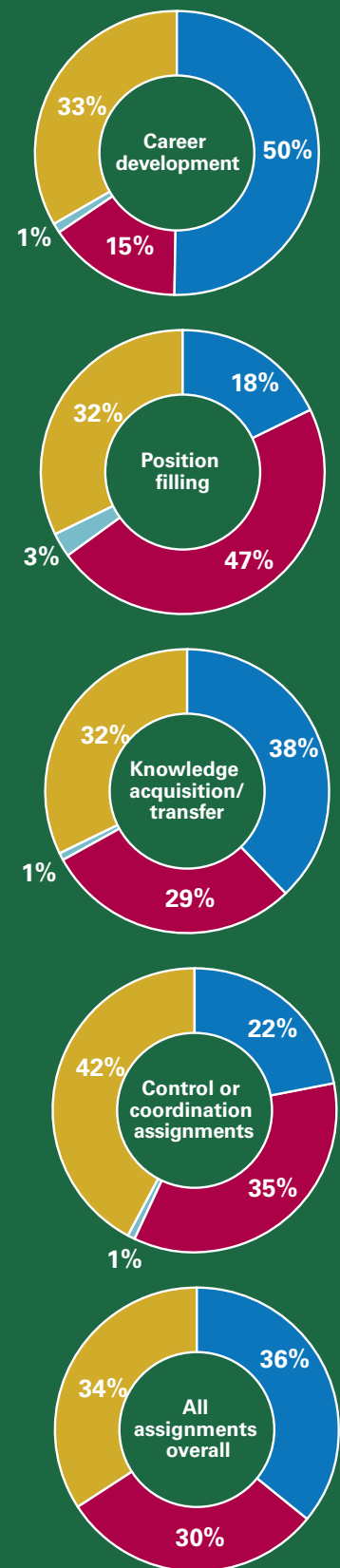


**Global work results in better career progression especially for career development and knowledge assignments.** It is hard to evaluate career progression of repatriates if their careers are not compared to those of their peers who have not worked abroad. The RES Forum survey has contrasted these two groups for several years now and one piece of good news is that only in very few cases do the careers of repatriates (provided they stay with the organization) turn out to be worse than those of their non-expatriated peers. While in some organizations the career impact of people with and without global work experience is similar – especially for those on position filling (47%) and control and coordination (35%) assignments – there are many repatriates whose careers benefit from working abroad. Even though many respondents were unsure about career development (about a third), one in two repatriates on career development assignments and one in three (38%) on knowledge acquisition/transfer assignments experience a career that is better than that of non-expatriated peers. In addition, one in five repatriates on other types of international work gained career benefits when compared to peers who have never worked abroad. The better career progression of repatriates is a strong argument for GM departments to demonstrate the attractiveness of working abroad.

### C. The Impact of International Assignments

**Remuneration, promotion and performance are often good in the first year after return.** MNCs could improve their GM insights of the effects of working abroad. Between a third and half of companies do not distinguish/track important HR data of repatriates. While the number of firms who know whether repatriates have left the organization in the first year after return is comparatively high, a surprising 31% do not have this data. Of those who provided data, we collated the answers to sometimes, mostly and always. 61% of organizations experienced repatriate churn (staff turnover of repatriates) in the first year, 80% of MNCs saw repatriates sometimes or more frequently promoted, 86% had many repatriates who received higher performance ratings and 74% had frequent instances of faster compensation increases in comparison to non-expatriated peers. While many employees frequently change employer when seeking new challenges or other opportunities, the propensity of repatriates to leave their organization is still higher compared with their non-expatriated peers in many firms. Overall, we can observe some positive trends in the last ten years in this area though. It seems that the ‘career wobble’ and problems during the first year after return do exist, but companies have learnt how to better manage these over the last decade (see Doherty and Dickmann, 2007).

**Figure 4:** In your opinion, how do the careers of returning international assignees in your organization unfold? Assignments with a primary focus on...



- Better than their non-expatriated peers
- Equal to their non-expatriated peers
- Worse than their non-expatriated peers
- Unsure

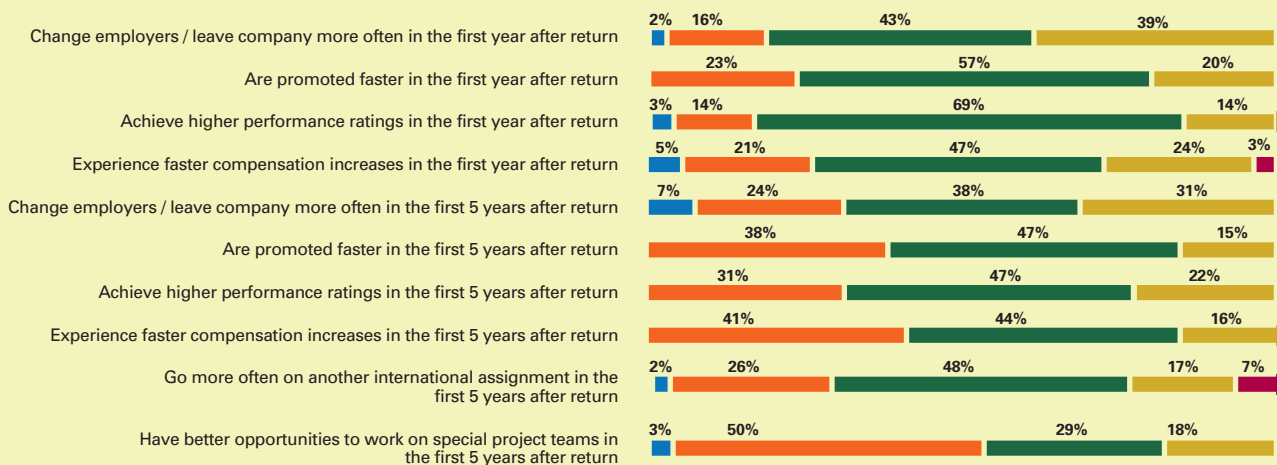
### Exploring the Impact of International Assignments.

Only one in three repatriates (31%) always or mostly changed their employer in the first five years after return which is an encouraging statistic. Adding in the sometimes category, 85% of the responding organizations' repatriates were promoted faster, in 78% of cases they had higher performance ratings, in 84% they experienced faster compensation increases, in 76% they went more often on another international assignment and in 82% of cases they had better opportunities to work on special projects.

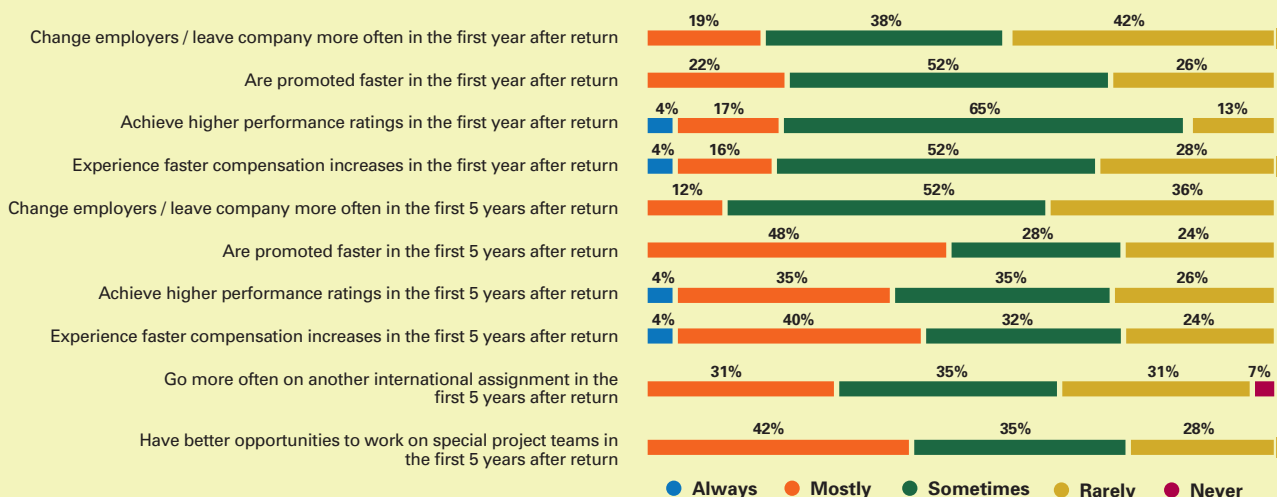
**Women repatriates experience slightly worse HR outcomes.** The survey also explored the differences in short and long term outcomes experienced by repatriates between men and women. Again, the overall trend was highly positive for both genders. In comparison, two areas stood out where women's outcomes were more positive for the organizations:

repatriate churn (in the first year and within 5 years) and performance in the first year after return. For the other HR indicators, the respondents documented that more men gained higher rewards, performance ratings and promotions. However, the differences were statistically small, with the biggest not being very pronounced (11% of respondents indicated that less women than their overall populations would have better opportunities to work on special projects and 9% fewer getting promoted faster in the first five years). Nevertheless, these are areas of possible concern in which a GM department could explore whether there is institutional bias or discrimination. It would certainly be interesting to evaluate whether the Global EVP can more strongly take account of women's differing interests, situations, global experiences and outcomes to make working abroad more attractive (see also [RES Forum Annual Report 2016](#), Chapter 1 on diversity).

**Figure 5: Exploring the Impact of International Assignments in comparison with non-expatriated peers, on average, REPATRIATES...**



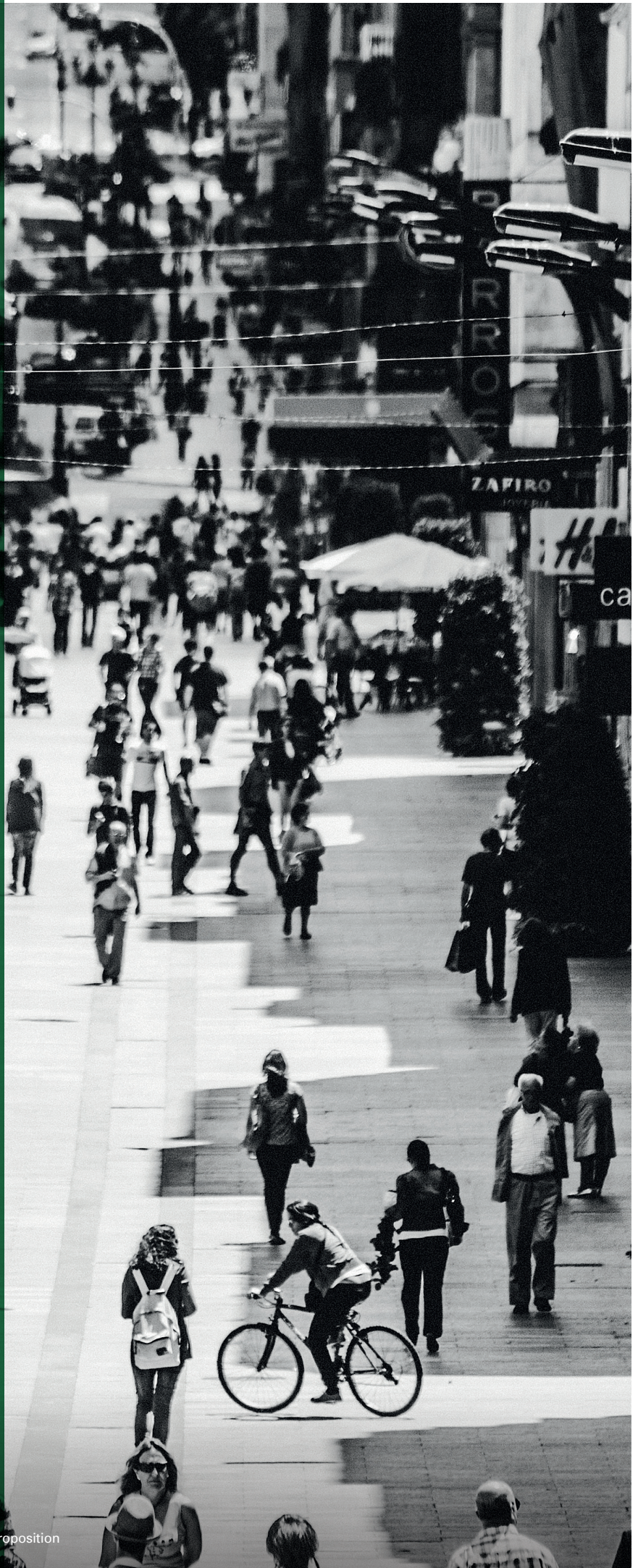
**Figure 6: Exploring the Impact of International Assignments in comparison with repatriated men, on average, repatriated WOMEN...**



# What the experts say

It has been widely reported that by 2025, 75% of the global workforce will be comprised of millennials. It is important for organizations to consider now how to manage different workforce generations in a meaningful way to enable employers to engage and retain employees as the war for talent continues to rage. Millennials are typically searching for meaningful, developmental experiences through work abroad, and a fulfilling career at home upon repatriation. Companies need to design their EVP accordingly if they are to recruit and retain the right employees to their organizations.

*Jose Segade*  
Co-founder  
The RES Forum  
London, UK



# Smart global Talent Management and How to Use the Global EVP

## **Creating an attractive Global EVP is of paramount importance**

For employees to choose to work in an organization, the EVP must be meaningful to them and attractive – individuals must find it valuable to work there (Barney, 2001; Bader and Oldenburg, 2018). In order for an EVP to become a lasting competitive advantage for an organization, it must be unique, non-substitutable and difficult to copy. Human resource management can be a powerful instrument in generating an attractive EVP and in creating dynamic capabilities that enable the firm to have superior capabilities over time (Ingham, 2006; Ambrosini and Bowman, 2001; Bowman and Ambrosini, 2010). These principles can also be applied in the realm of global competition (Li, 2010) and specifically in terms of expatriation (Dickmann, Parry and Keshavjee, 2019). Generally, a Global EVP should be part of the overall EVP of an organization so that it is attractive for individuals. These should include Gen X, Gen Y, Millennials and Gen Z, i.e. the wide population groups that firms want to expatriate. We have clearly seen from the shortage of assignment candidate data above that most MNCs need to improve the attractiveness of their GM programmes.

## **Individuals must find the Global EVP compelling. 'It takes two to tango' in terms of a Global EVP**

Just as the psychological contract captures an exchange relationship between organizations and individuals, the EVP must be attractive to GM candidates and expatriates who assess the relationship of their inputs (efforts at work, flexibility in terms of life disruptions, family issues, risks, etc.) to expected

outputs (remuneration, development, career, cultural and other experiences, etc.). Given the 'new normal' in global careers (Baruch, Altman and Tung, 2016) it is increasingly crucial for individuals to embark on global work. The RES Forum data shows how important working abroad actually is in order to accelerate career progression – especially for higher seniority levels. Thus, GM has a good starting point. In addition, it has become clear that in many leading organizations, GM experience is valued so that individuals who envisage a high-flying career beyond their current employer also have strong incentives to embark on global work (McNulty, 2014). And yet, organizations cannot rest on their laurels and must manage their Global EVPs to win the war for global talent.

## **Managing Global EVPs requires organizations to focus on all four areas of SAFE GM**

Organizations need to think about their GM holistically which makes the SAFE model so powerful. It captures the wide aspects of the inputs, mechanisms and results of GM as individuals experience them. In addition, it does not neglect other stakeholders such as the corporate leadership, line managers, GM service providers and the wider public. Within the SAFE model there are four areas; strategic advisor, global talent manager, GM programme designer and global people effectiveness expert, that provide touch points with global assignees and those who consider international work in any shape. Within each of these four areas the EVP has four segments: organizational and individual as well as tangible and intangible elements. Incorporating intangible aspects shows the complexity



of the GM challenges and a systematic analysis allows a variety of potential strengths, weaknesses, opportunities and threats to emerge. Here, we discuss the organizational perspective followed by individual insights.

### **SMART Global Talent Management – Managing tangible, organizational aspects of the EVP**

Tangible, organizational global talent management will be influenced by both the talent management specialists and GM professionals in an organization. Depending on the actual HR and GM department structures, it will vary how much influence GM professionals have and whether their work is restricted to coordination with talent or includes the ability to shape global talent approaches. Global Talent Management strategies, policies and practices need to be formulated so that they are appealing to GM candidates and assignees, perceived as fair across different employee categories and consistent over time. Below, we always identify two key generic demands on an attractive Global Talent Management EVP.

#### **GM Strategies to manage Global Talent Management:**

- Devise/coordinate a global talent management approach that ensures sufficient international talent for the organization to thrive in the highly competitive global market. This means that mechanisms are built into Global Talent Management that allow individuals to acquire learning agility, global business acumen and cultural understanding.
- Construct meaningful global careers that satisfy the talent pipeline and succession demands of the organization.

#### **GM Policies and Practices to manage Global Talent Management:**

- Integrate global talent management and careers into overall talent and career planning. Piecemeal planning has been shown to lead to strong frictions upon return as well as to perceptions of unfairness, frustration and disengagement (Dickmann and Baruch, 2011). Devising integrated systems with talent mentors, as well as shadow or global career planning in combination with career sponsors is associated with superior career, succession and performance data.
- Plan repatriation a long time before the actual move and engage in long term developmental planning

for high potentials. Repatriation has consistently been a hotspot of discontent amongst repatriates and earlier RES Forum Annual reports have outlined a variety of activities that can be devised to address this issue (e.g. tie-over pay, long term job and career planning; [RES Forum 2017, 2016, 2015](#)). Structured policies and practices are important to reduce repatriate turnover and to increase the motivation of returnees (Dickmann, 2017).

## **SMART Global Talent Management – Managing intangible, organizational aspects of the EVP**

Managing less tangible aspects of EVPs is highly important as assignment candidates are likely to observe these aspects within organizations before they commit to working abroad. Akin to organizational culture, these aspects can have a high influence on employees. Reflecting on the now famous quote attributed to Peter Drucker, the American management consultant: ‘Culture eats strategy for breakfast.’ The two key aspects we discuss are related to the Global Talent Management ‘brand’ - its reputation and successes - and leadership.

### **Global Talent Management Reputation and Successes:**

- Engineer rapid career success for global talent. A compelling Global EVP clearly shows how internationally mobile staff benefit. One part of this is that GM is seen to be associated with career success. This is especially important for early and early-mid career professionals and can be a stronger global driver than money (Dickmann, Doherty, Mills and Brewster, 2008).
- Retain repatriates. Having invested substantially into GM it is often highly important to retain global workers over the long term, especially where assignments are geared to developmental or knowledge acquisition/transfer purposes. Repatriate retention also gives a strong message to assignment candidates that ‘the deal’ works out in the wlong term.

### **Global Talent Management Leadership:**

- Build learning-orientated home and host leaders. To strengthen global talent management, it is important that support structures and supportive leaders aid assignees in their talent journeys and support the overall talent culture in the organization. While policies and practices could integrate talent support in the firm’s talent management strategies, it is the daily behaviours and leaders’ values that are likely to make the difference.
- Ensure flexible and focussed cooperation between GM professionals, talent specialists and global (unit) leaders. It is not only at the level of strategy and policy setting that cooperation is needed. The attention to detail and periodic interest in the talent journey of assignees is highly likely to unearth potential learning challenges earlier and may allow a better Global Talent Management.

# What the experts say

**“In the 90s we called it Total Rewards, and today we hear the term Employer Value Proposition. Both were and are used to determine the tangible and intangible benefits of working for a Company. I call it ‘the employee deal’. Learning, and an environment in which people can grow professionally and personally, is a key thread in both concepts. For those employees who value both professional and personal growth in an international context, the talent who would value and benefit from such experiences. ”**

***Andrea Piacentini***  
***Co-founder &***  
***Senior Reward Professional***  
***The RES Forum***  
***Glasgow, UK***

Figure 7:

# Smart Global Talent Manager - Employee value proposition





## SMART Global Talent Management – Managing tangible, individual aspects of the EVP

There is, of course, a strong interplay between individual and organizational perspectives in the EVP. Where individuals desire things to happen, it is the organization that may enable them. At the same time, it is the firm that ‘offers’ individual assignees a specific deal that hopefully is attractive to them. The valued experiences and purpose that the assignee sees in global mobility are increasingly important ([RES Forum, 2018](#)).

### Individual GM Purpose:

- Develop professional and global capabilities. Strongly linked to the reputation of organizational Global Talent Management, this is of paramount importance for company-sent assignees. Almost always, professional development is amongst the three most important factors for individuals when deciding to accept an assignment, and it is often the most important one (Doherty et al, 2011).
- Advance global career. Global assignments are associated with stronger career progression in many companies. This ‘pay off’ is extremely important to assignees and is crucial for the EVP and attractiveness of GM. While there are some ‘remuneration mercenaries’, career advancement is a necessary if not sufficient attraction for most early and mid-career staff.

### GM opportunities:

- Master specific job/tasks abroad. The specific shape and demands of a job abroad are highly important for the perceived attractiveness of accepting the role (Dickmann et al., 2008). While some people seek big challenges, it has been argued that a job that is relatively similar to the one that the candidate has ‘at home’ often seems more manageable to them and is good for adjustment and performance (Dowling et al, 2013; Haslberger and Dickmann, 2016). Companies need to provide attractive foreign jobs to individuals.
- Use learning on the job in diverse contexts. Obviously, working abroad changes the context of that work. This can represent on-the-job learning opportunities and cultural learning chances that are beyond the organized seminar experiences. This is normally valued by both organizations and individuals. Making clear exactly how cultural learning and increased global business understanding is beneficial for individuals and their on-going careers, would increase the attractiveness of assignments.

## SMART Global Talent Management – Managing intangible, individual aspects of the EVP

Intangible individual elements have become much more important for individuals as the war for talent has intensified and as the expectations of younger professionals have changed towards self-fulfilment, self-actualization and a purpose at work (Ng, Schweitzer and Lyons, 2010; Eisner, 2005).

### Valued GM Experience:

- Enable authenticity within a clear role. The EVP benefits from having a clear role and defined role expectations, especially if that means that the incumbent has much more autonomy. More importantly, however, is that Millennials and early/mid-career professionals increasingly seek authenticity (Huyler, Pierre, Ding and Norelus, 2015) in order to value their GM experience more highly.
- Increase the feeling of purpose. The purpose that individuals seek at work varies. Nevertheless, where employees identify with the vision and purpose of the organization, this is beneficial for their engagement and commitment, resulting in extra effort. Younger workers are seen to be more purpose-driven (Soria Rojo, 2018) and identifying a positive individual or organizational purpose associated with the work abroad will strengthen the case for the global assignment.

### Social System Embeddedness:

- Support valued family experiences abroad. Amongst the intangible factors are those that relate to how an assignee's family lives and interacts abroad and how these experiences are evaluated. In themselves, these experiences are difficult to influence for an employer. Drawing up lists of cultural, natural or learning experiences and giving opportunities to engage in these can also help the attractiveness of that particular location.
- Encourage international and local friendships. Encouraging host teams and their families to interact in an open, friendly and supportive way with assignees and their families is likely to augment positive outcomes. Enabling assignees to meet with locals, e.g. by sponsoring membership of local clubs, etc. may also increase the chance of contact, mutual understanding and friendships.

## Measuring the Success of Global Talent Management

Figure 8 outlines a simplified approach to measuring the impact, pervasiveness and communication of Global Talent Management. For GM professionals, this indicates the state of the Global EVP in relation to the Global Talent Management role. We suggest that the areas of GM staffing, performance, rewards, careers and communication are especially important to managing Global Talent Management from the perspective of a GM expert. Obviously, the distribution of responsibilities between talent and GM departments varies, as does what is seen as important by them. The suggested generic dashboard on the following page is meant to be less prescriptive but more drawn up as a source of inspiration. Where firms implement such an evidence-driven GM approach it allows them to assess, challenge and refine their GM and, ultimately, to deliver superior value through international work.

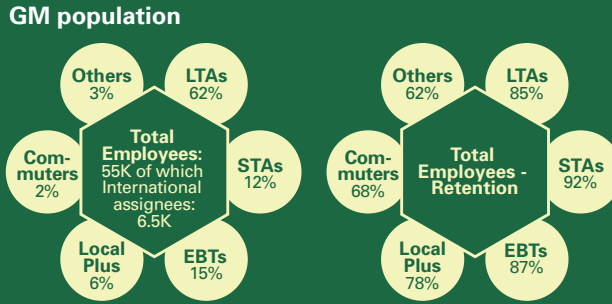
Overall, the SAFE model allows GM departments to shape and deliver superior and more holistic global mobility approaches. Pairing it with ideas regarding the EVP allows firms to more consciously manage the global employer brand and to increase the attractiveness of working abroad. Focussing on the Global Talent Management role of GM we have outlined a number of important organizational and individual factors that allow HR professionals to refine their GM objectives and point out some ways to approach these. The situation in each company will be different and, therefore, each MNC must understand the different requirements of their departments and the drivers of their talented individuals. It is then of paramount importance to develop Global Talent Management that is broad-spanning yet flexible and individualized to take account of the drive for purpose amongst expatriates. At the same time it is essential that the Global Talent Management approach fulfils the many objectives and talent/succession demands that organizations have. Once a Global Talent Management approach that covers all four quadrants of the EVP concept has been defined, it should be communicated and its outcomes assessed as a matter of course. Through this approach, global talent management and the attractiveness of working abroad can be refined, strengthening the global competitive position of the organization.

**Figure 8: Measuring World Class Global Talent Management.**

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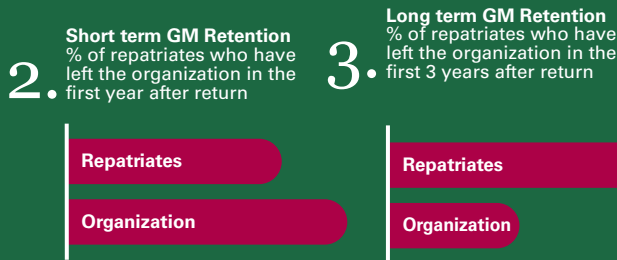
LTAs = long term assignees  
 STAs = short term assignees  
 EBTs = extended business travellers  
 Local Plus = local plus assignees  
 Commuters = cross border commuters

General GM Data

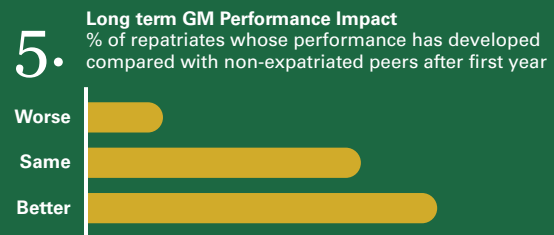
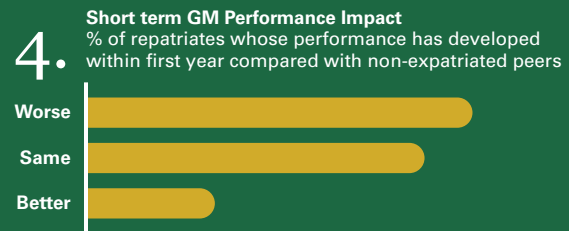


# 10 Global Talent Management Metrics

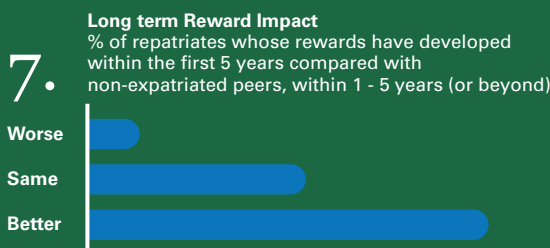
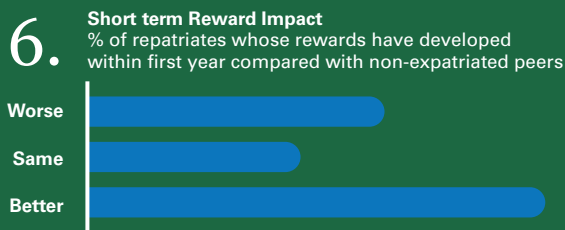
## Staffing



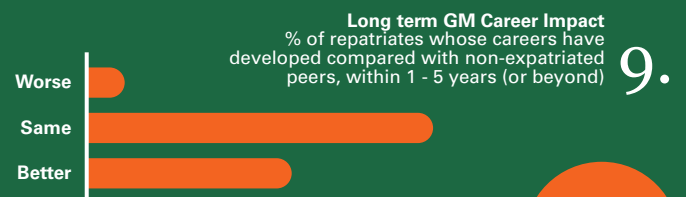
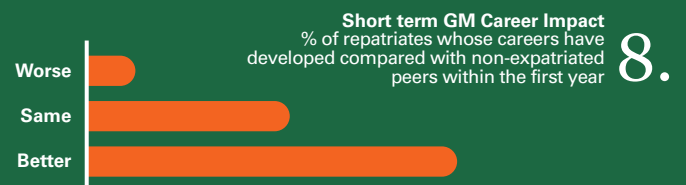
## Performance



## Reward



## Career & Communication



32%