

Issue
RES Forum Research
July 2019

2

Utilizing GM Insights

Efficient Global People
Effectiveness Expert & the
Employee Value Proposition

Authored by Professor Michael F. Dickmann, Professor of International HRM,
Cranfield University, School of Management, United Kingdom

RES FORUM

 Harmony
Relocation
Network

 Reedge

 STERLING
LEXICON

Contact

The RES Forum cooperates with leading academics in the field of Global Mobility. The main goal is to enhance the practical perspective of the RES Forum with a more academic research approach. We aim to match the understanding of pressing issues in HR management with research expertise in order to achieve academic thought leadership in the field of global HR management.

The RES Forum

T +44 20 7127 8075

E office@theresforum.com

www.theresforum.com

About The RES Forum

The RES Forum is an independent, highly engaged and international community of senior in-house International Human Resources professionals with more than 1600 members in over 45 countries. We are not influenced by external parties or third-party vendors. We share information to make our working lives easier and to assist in solving difficult work challenges. We collaborate on shared projects and initiatives, and we learn together. Our agenda, set entirely by our membership, is delivered through a spectrum of services including data analytics, Global Mobility and International HR thought leadership and advanced learning and accreditation programmes in the area of Global Mobility management.



This report is authored by

Professor Michael F. Dickmann

*Professor of International HRM,
Cranfield University, School of
Management, United Kingdom*

Strategic Advisor to The RES Forum

Note from the author

*Due to rounding, percentages in
all figures and tables in this report
may not total 100%*

Acknowledgements

Thank you to the following who supported the writing and production of this report:

- Vanessa Cremers & Merel Verlinden, Harmony Relocation Network
- Melanie Klaschka, Sterling Lexicon
- Andrea Piacentini & Heather Hughes, The RES Forum

Thank you to all of The RES Forum Members who took part in the research for this report. Without you, this report would not have been possible.

In association with:



Harmony Relocation Network

Paul Bernardt
Managing Director
T +31 294 415 012
E p.berhardt@harmonyrelo.com
www.harmonyrelo.com

About Harmony

Harmony is a global network of locally owned relocation companies, upholding strong family values through generations of heritage. We are a network of committed partners, brought together in one truly global and solid infrastructure with cutting edge technology, an ISO-tested quality system and leading sustainability criteria. Our network (founded in 1992) consists of over 140 members in 60 countries, serving 180 countries across 6 continents, providing the same level of high quality services, local expertise and personal commitment. All our members are co-owners of Harmony Relocation Network.

.....



ReedgeHR

T +44 207 127 8075
E office@theresforum.com

About ReedgeHR

ReedgeHR provides Digital Global Mobility management solutions powered by Robotic Process Automation. An electronic communications platform provides a personalized employee experience and programme-wide compliance oversight at a glance. ReedgeHR is the employee-centred future of digital mobility management.

.....



Sterling Lexicon

Peter Sewell
Managing Director, EMEA
T +44 7939 552081
E peter.sewell@sterling.com
www.sterlinglexicon.com

About Sterling Lexicon

Sterling Lexicon offers end-to-end relocation solutions that enhance and optimize your mobility experience. We deliver happy, productive employees through a personalized, high-touch approach. Whether you're mobilizing talent for a new office, managing overseas assignees, or recruiting college graduates, a partnership with Sterling Lexicon means you have integrated solutions tailored to fit your business goals. Discover the positive impact Sterling Lexicon can have on your global mobility programme.

Introduction

Global People Effectiveness (GPE) Experts Understand Assignees and Improve the Effectiveness of Global Work

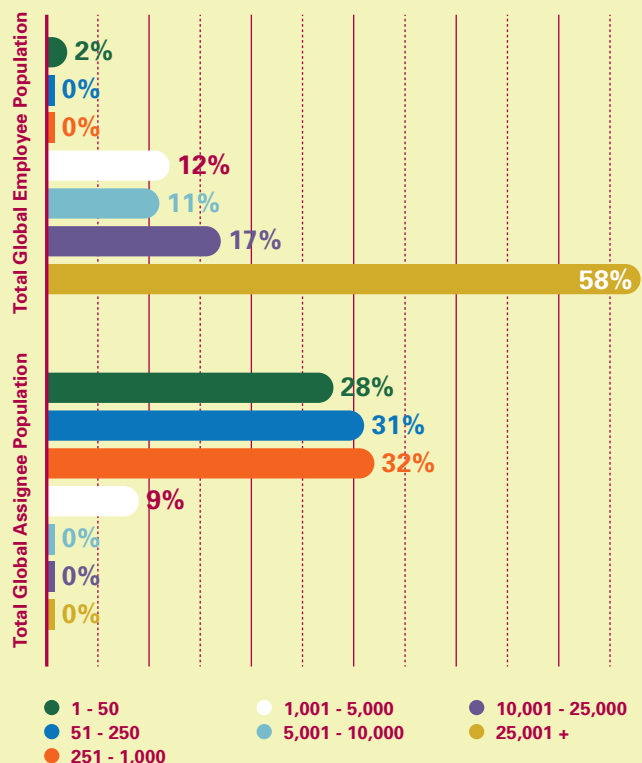
For some years, the RES Forum has made the case that there are many requirements placed upon Global Mobility (GM) experts. These include the requirement to have a detailed knowledge of people and GM operations to attract, select, and enable good global performance management and to draw up efficient reward approaches for international workers. Understanding the motivational structures of potential and actual assignees, their strengths and weaknesses, their cultural agility and behavioural flexibility, allows organizations to draw up sophisticated and ultimately more successful GM approaches (Dickmann, Brewster and Sparrow, 2018). We have developed an in-depth model describing the GPE role (RES Forum, 2018). In this chapter, we want to deepen these insights and explore the status quo of GPE data. In addition, we make the case that GPE approaches must incorporate both organizational and individual perspectives which can be guided by analysing this area through the lens of the Employee Value Proposition (EVP). Lastly, we formulate some recommendations and draw up a GPE expert dashboard.

Using the Global Employee Value Proposition (EVP) Increases GM Quality.

In order to attract, engage, motivate and retain staff, a detailed understanding of EVPs is important. EVPs have been used to design the overall human resource management (HRM) approaches of organizations. They are derived from the marketing literature and constitute the perceptions of the firm's brand. People evaluate an organization in terms of the opportunities that it offers, including how work is structured, what it entails, the remuneration on offer, colleagues and culture and wider elements that are communicated by the organization and that are important to the (potential) employee. Based on their own assessment they then decide whether to apply for a particular job in a company or whether to continue to work for that company if they are currently staff. Organizational and people outcomes are strongly linked to the EVP

(Heger, 2007); including motivation, commitment and effort. In short, multinational corporations (MNCs) are encouraged to develop and communicate an attractive and consistent EVP that they actually operationalize. The recent **RES Forum quarterly report** authored by Bader and Oldenburg (2018) and other chapters of this annual report are amongst the first works to apply the EVP concept to the realm of international mobility. In this chapter we outline the Global EVP and apply it to the GPE expert role.

Figure 1: Total Global Employee Population vs. Total Global Assignee Population of organizations that responded to our survey



High Quality Global People Effectiveness (GPE) Expert Data Source

This chapter uses data from the key RES Forum survey. The survey methodology, the companies that have responded, their sizes and GM approaches are detailed in the annex to this research report, 'RES Forum Research Reports 2019 - Data Sources & Methodology' which is available on the [website](#).

More than 80 companies, represented by middle to senior management representatives, participated in this research providing quantitative and qualitative information and providing rich data sources on which we were able to draw solid conclusions. The respondents work in industries including Aerospace & Aviation, Banking & Finance, Chemical & Pharmaceutical, Construction, Consulting, Energy, FMCG, Healthcare, Manufacturing, Professional Services, Retail and Technology. Many of the companies have had international operations for significantly more than ten years, some for more than a century. Therefore, the data is based on firms that have had a lot of time and worldwide GM experience to refine their global work approaches.

Global EVP allows a superior operationalization of the SAFE Model

The **RES Forum Annual Report 2018** drew up a detailed framework in relation to the many roles that GM professionals need to cover. It clearly recognizes the many stakeholders that mobility experts have to deal with. These range from senior and executive management and their strategic vision for the organization, the receiving units, the line managers, to the expatriates themselves, including their families. In addition, there are further stakeholders such as governments with their laws, rules and regulations as well as external service providers. The 2018 framework depicts how GM experts working within MNCs can successfully manage the global talent interface, work as a strategic advisor on GM topics, draw up high quality GM programmes, and provide global people effectiveness insights. The RES Forum Annual Report 2018 provided ten recommendations for each of the quadrants of this model (see Figure 3). They tackle a range of strategic and operational challenges covering people and process perspectives. This chapter goes one step further. It explicitly identifies tangible and intangible elements in relation to assignee and organizational GM challenges. In so doing, it allows a more detailed view of GM in the four crucial areas, helping to formulate further activities to improve the design and management of assignees. We will concentrate first on the data relating to GPE and then outline the EVP implications. Towards the end of the chapter, we will develop ideas in relation to a GPE dashboard that will allow GM professionals to monitor, assess and refine GM approaches.



Figure 2: For each of the following assignment types, what is the TOTAL global assignee population of your organization?

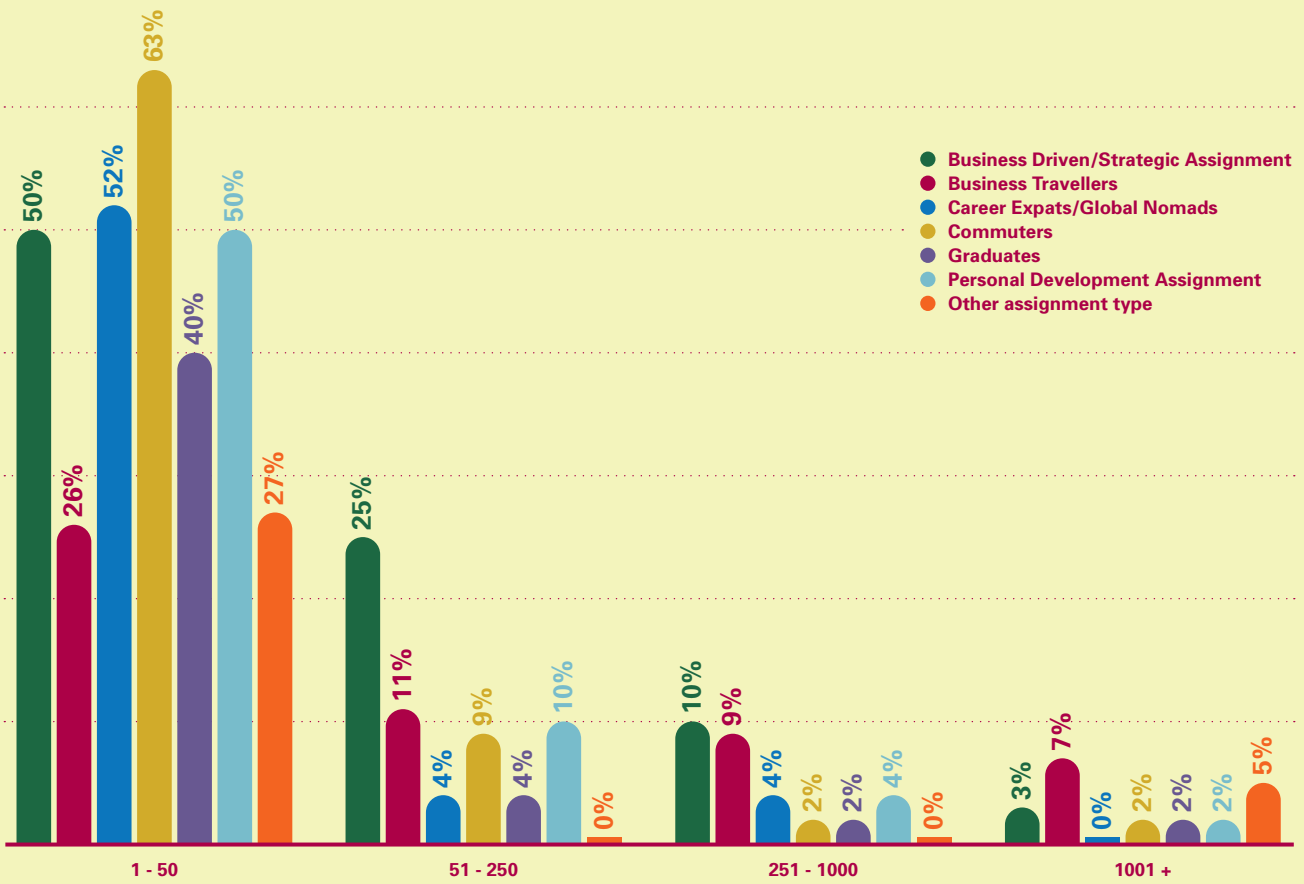
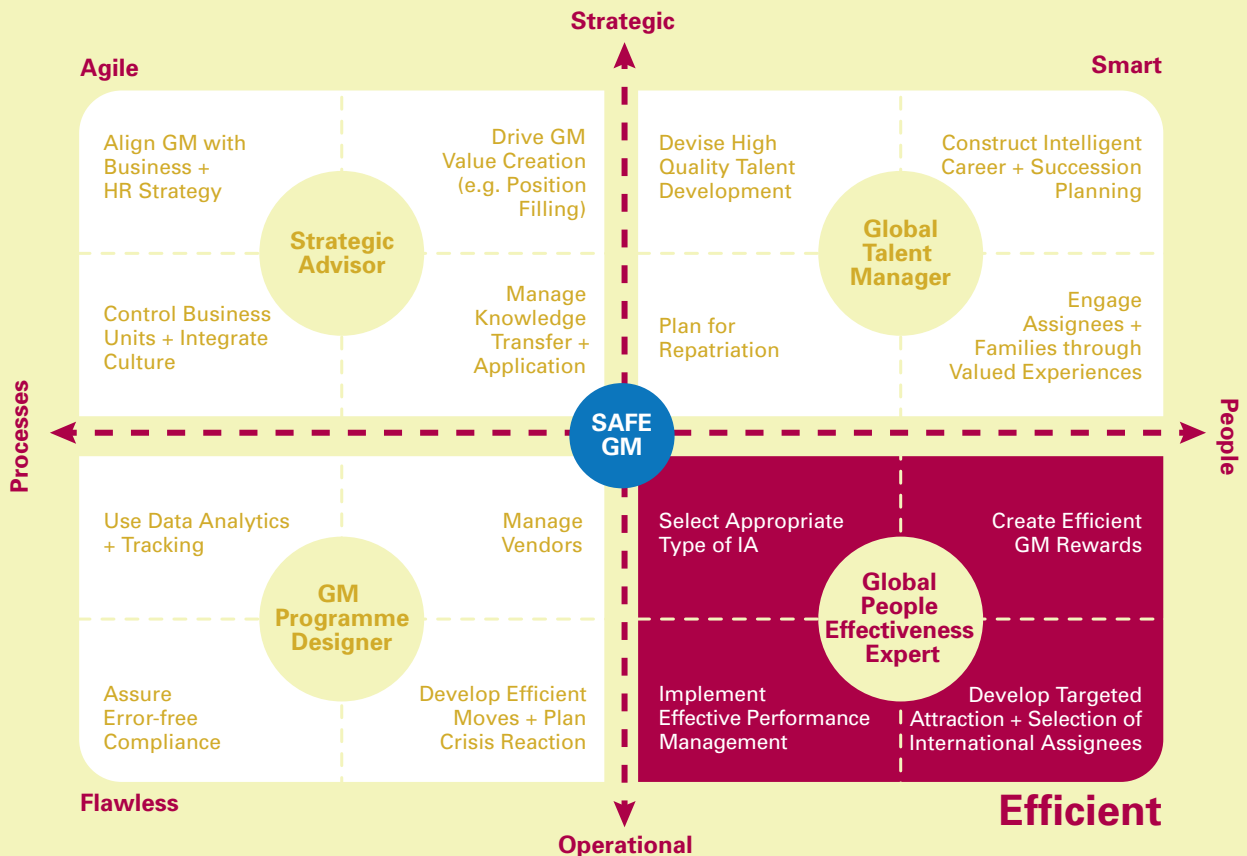


Figure 3: Efficient Global People Effectiveness Expert



Efficient People Effectiveness Expert - The Status Quo

A. Reward Management of Assignees

Assignment durations are varied with a substantial percentage being longer than three years. The RES Forum survey explored assignment duration patterns within the categories of long-term assignments (LTAs), short-term assignments (STAs), local plus assignment (LPAs), developmental as well as business driven/strategic assignments. There were a number of gentle surprises emerging that may constitute some reversing trends. Firstly, it has been argued that LTAs were getting shorter with average expatriation durations of between two and three years (Doherty and Dickmann, 2012). Our survey, however, seems to indicate that a third of long-term assignees (32%) stayed abroad for between three and five years. Secondly, STAs are often shorter than six months (36%). Thirdly, developmental assignments are often quite long, with about half lasting for up to three years (48%) and a further 9% up to five years. Further, LPAs are often very long (47% more than three years and a further 24% potentially longer) which is less of a surprise. Lastly, business driven assignments have very similar patterns to LTAs. So, long-term moves are not out of fashion.

“Business Travellers fall under our travel policy. They get a per diem and of course we pay travel and hotel etc.”

GM Consultant, APAC Region

Many MNCs recognize several assignment types and have developed separate policy guidelines. There is a substantial percentage of firms that have become

more sophisticated in terms of distinguishing between different assignment types and drawing up separate GM approaches for these. Only fourteen percent of companies now have a one size fits all GM policy. The most frequently recognized distinct assignment types to which MNCs have tailored their GM guidelines were: commuter assignments (47%), extended business trips (34%), rotational assignees (31%) and personal request transfers (31%). In addition, about one in seven MNCs recognized intra-regional moves, specific graduate assignments, personal development and business critical expatriation as well as global nomad moves.

Some companies are tailoring their incentive mechanisms to the assignment type but there is still much room for improvement. In terms of developmental assignment support, many firms have diminished their support levels. A substantial percentage of MNCs have decreased assignment allowances (50%), accompanying family support (30%), shipment of household goods allowances (30%), host housing allowances (27%) and home leave payments (23%). In turn, companies were more generous with respect to business critical/strategic assignments where decreased allowances were incredibly rare. Instead, more than one in ten organizations increased their payments in the areas of assignment allowances (20%), host housing allowance (13%), pre-departure support (11%) and accompanying family support provision (11%). This shows that GM reward mechanisms in some companies have become more sophisticated and tailored in terms of generic differences. While these mechanisms do not normally incorporate diverse motivations and mobility interests of assignees, they do present approaches that are geared to readily observable differences and they utilize assumptions, such as the fact that developmental assignees may get a better learning

deal, have a stronger interest in going abroad and may not have to be compensated in the same manner as business critical expatriates. The advantage is that these are more likely to be consistent and regarded as fair. These guidelines and policy provisions are outside the actual expatriate reward negotiations which may take account of individual differences. Overall, however, while there are some positive initiatives there is much more room for improvement for the majority of MNCs who could develop more tailored guidelines and GM approaches.

MNCs distinguish between assignment types when deciding to give cash allowances or other support elements. There is a range of allowances that companies pay to their assignees. The data clearly shows that firms distinguish between LTAs, STAs, LPAs, commuter assignments and business travel when deciding whether to offer money to their international workers. There are a number of observations. Firstly, LTAs most frequently receive more allowances than other global workers. They almost always get cost of living, home leave and host housing allowances.

Figure 4: How does DEVELOPMENTAL assignment support in your organization differ from your standard long-term assignment support?

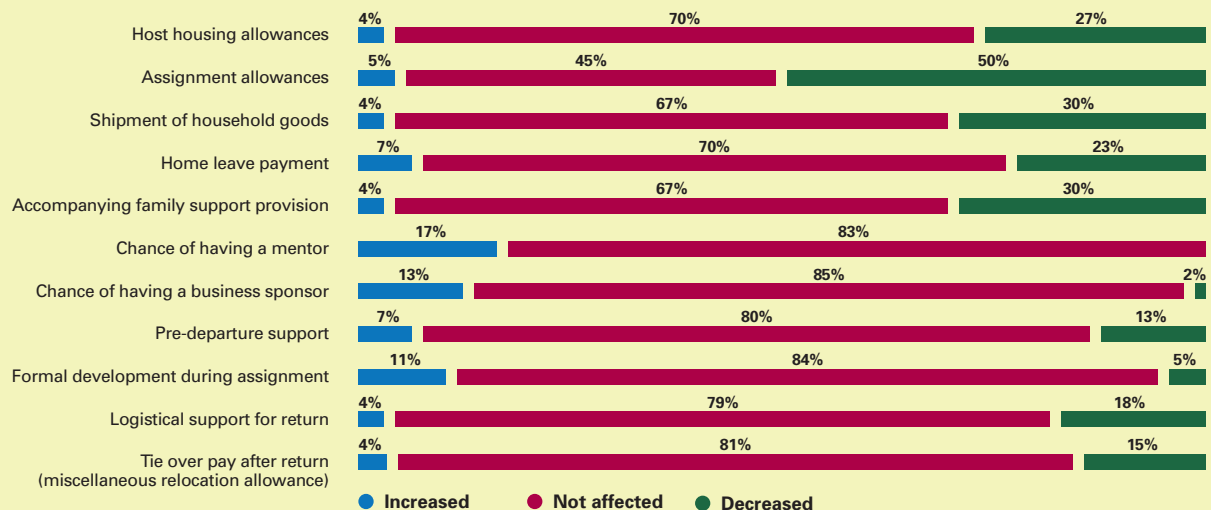


Figure 5: How does the BUSINESS CRITICAL/STRATEGIC assignment support within your organization differ from your standard long-term assignment support?

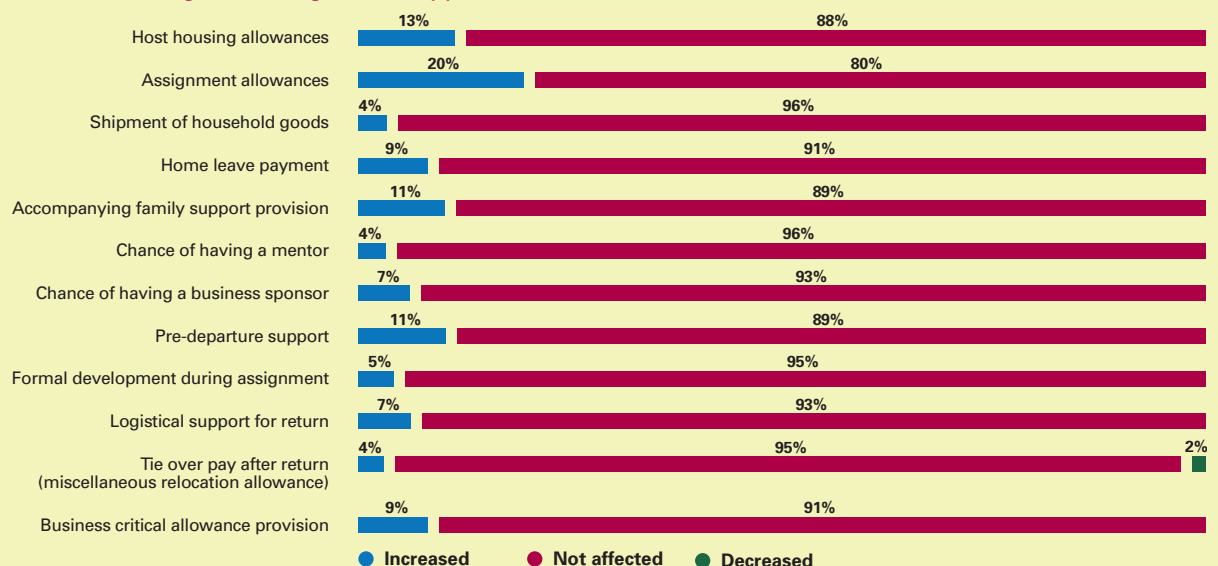
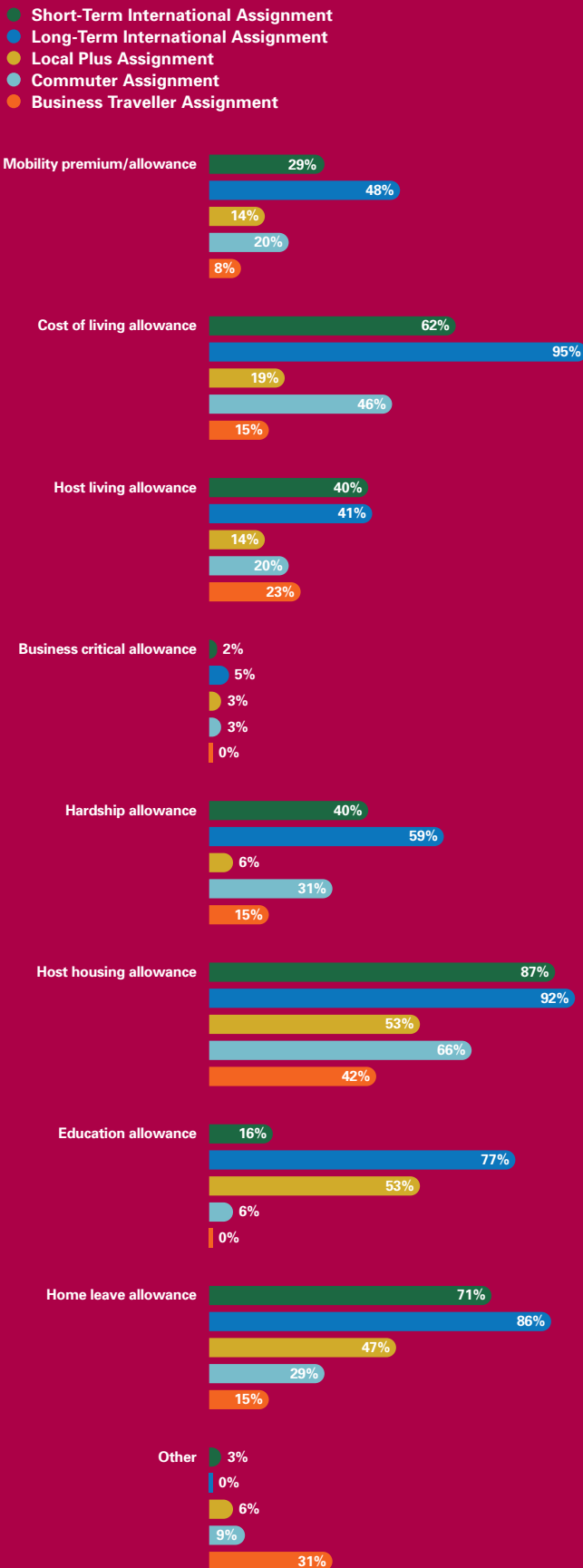


Figure 6: Which of the following cash allowances or support elements are payable in your organization for each of the assignment types listed?



In addition, three quarters of firms offer them education allowances (77%) and about half pay a mobility premium (48%). The second most likely group to receive allowances is STAs with almost nine out of ten getting an host housing allowance (87%), about three quarters a home leave allowance (71%) and more than six out of ten (62%) a cost of living allowance. Thirdly, LPAs receive allowances in a surprising number of MNCs. In around half the firms, LTAs get host housing allowances (53%), education allowances (53%) and home leave allowances (47%). Fourthly, on average, the lowest number of companies pay commuter assignees and business travellers allowances. Business travellers especially may get a comparatively 'raw' deal because in only eight percent of MNCs do they receive a mobility premium and only rarely do they get a hardship allowance (15%). In addition, there is normally no partner support for STAs, commuters or business travellers. Given the increased work pressures, stress, fatigue, burn-out, adverse family impacts and loneliness that are often associated with frequent business travel, this clearly is an area worthy of the attention of GM departments.

Above, we have distinguished between short and long-term expatriation, commuter, local-plus and business traveller assignments, and distinguished between different support and cash elements. These indicate the levels of strategic importance of each category as well as showing how organizations support the diverse context and situation their assignees find themselves in. We will now explore performance management associated with international work.

B. Performance Management of Assignees

Assignees overachieve against their objectives.

It has long been argued that global workers should have assignment objectives – agreed between home and host – to create a common focus between the international units and to encourage stronger performance. With this background, it is surprising that about two in five respondents did not know whether objectives were achieved or claimed that these were not defined in the first place. Based on our data with respect to short- and long-term assignees, we believe that in many MNCs it is line management who drive the objective setting. Thus, the lack of data in about 40% of organizations indicates that coordination between HR, talent, Global Mobility and line management could be intensified and that the setting of assignment objectives should be encouraged.

Given the recent **RES Forum quarterly report** (Bader and Oldenburg, 2018) the mantra of communicate, communicate, communicate, does not just extend to assignees but also to other significant stakeholders in the process. However, if we concentrate on those who did have the data to respond to the question regarding the achievement of assignment objectives, we can identify a number of insights. First, more than half of all assignees – irrespective of the assignment’s principal goals – overachieve their objectives either slightly or substantially. Second, objective achievement is highest in assignments whose principal goal is knowledge acquisition/transfer (63%) followed by those aiming at position filling (60%). Third, the underachievement of objectives is very rare (2%-5%). While in almost two thirds of companies, assignment compensation is not linked to performance abroad, the chance for this link to exist is highest amongst LTAs (40%) and STAs (37%).

“Business traveller assignments are not managed by Global Mobility. (This leaves us open to compliance risks).”

Senior GM Manager, EMEA Region

Extremely strong performance of both women and men working abroad.

It has long been known that working abroad is often not an ‘easy ride’ but is associated with long hours, higher stress and worse work-life balance for many assignees, especially in hostile or dangerous environments. From those who provided the data, it emerged that both male and female performance was, for about nine out of ten expatriates, either good or above average, exceptional or outstanding. While there are often solid or outstanding performers selected to go on assignments, this extremely good performance data shows that global mobility pays off in terms of job content and objectives. Given the persistently low female expatriation rates – they tend to be between 20%-25% – this is another factor that points to the benefits that organizations are likely to reap when encouraging more women to work abroad.

In turn, it has been argued that the ‘riskiest assignment of them all’ would be a return home. Repatriation is fraught with dangers including not having a job to return to, demotion and career disadvantages, having to work on unattractive tasks – given that the assignee is seen to have had a ‘jolly’ abroad – suffering from disengagement working in an uninspiring context, experiencing reverse culture shock and earning comparatively less money than before. At present, many assignment candidates will have to assess these risks in advance and will want to avoid a potential ‘self-harm’ element of working abroad and subsequent repatriation. All the more important, therefore, that an organization proactively formulates an attractive Global Employee Value Proposition.

Figure 7: On average, in comparison to their non-expatriated peers, what is your MALE assignees’ performance like when they are on the following?

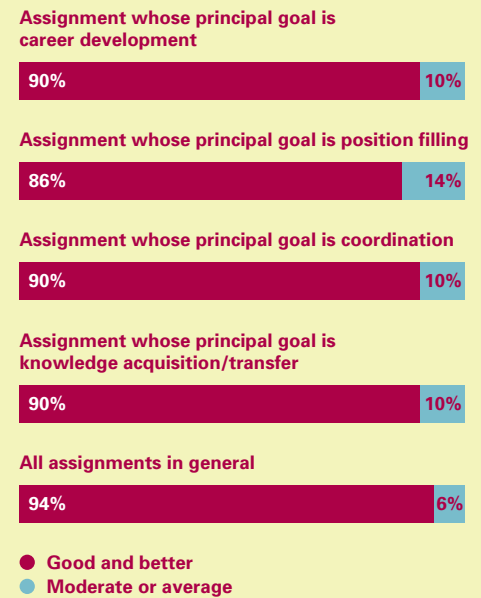
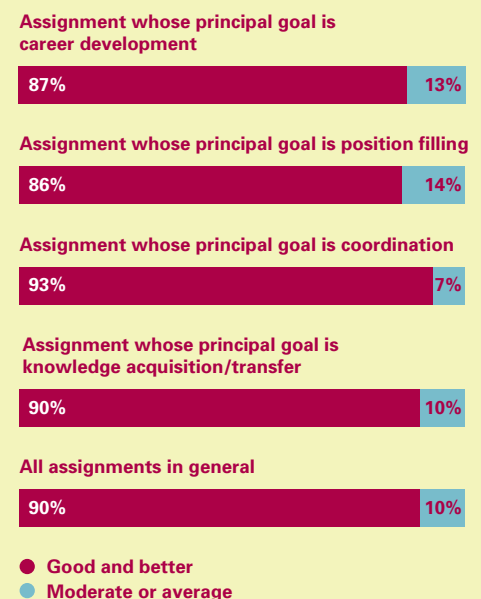


Figure 8: On average, in comparison to their non-expatriated peers, what is your FEMALE assignees’ performance like when they are on the following?





What the experts say

Building cultural fluency and a global mindset is a proven way to help drive a business or international organization forward – the ability to reason with people from other cultures, appreciate and interpret different behavioural and professional styles, and to find collectively a way forward and to take a Geocentric approach to organizational management has long been acknowledged (Perlmutter EPRG Model) as a winning formula for an international organization.

However, personal benefits aside, many organizations may be missing a trick by on the one hand not setting softer targets for personal & professional growth alongside business targets, but also by failing to track and derive insight from the reams of data available regarding performance and retention for top talent and/or international assignees pre, during and post assignment.

I have seen in my own professional experience, as well as through many RES Forum members worldwide, many organizations have no visibility of such data and consequently continue to run the risk of either a) sending the wrong people overseas or b) failing to retain and profit from their significant investment in sending talent overseas.

Indeed, one long term RES Forum member began to address this matter only when confronted with statistics which showed that the organization was expatriating employees purely based on short-term skills needs rather than long-term potential of employees. They were failing to energize and motivate their real top talent and then were surprised by a high resignation rate during assignment, a significant resignation rate in the 12-24 months post assignment, yet they were also struggling to fill international roles in the fullness of time due to key talents ultimately departing the organization and seeking opportunities elsewhere as they felt they were overlooked versus less capable colleagues.

*David Enser
Co-founder &
Head of Cross-Border Employment and Reward Innovation,
The RES Forum
Munich, Germany*

Using the Global EVP as a People Effectiveness Expert

Creating an attractive Global Employee Value Proposition (EVP) in the Global People Effectiveness (GPE) area

GPE is concerned with understanding international assignees and their aspirations in order to be able to attract/offer them the right kind of global experience. This starts with the selection of the appropriate kind of international assignment – be it for reasons of position filling, control and coordination, knowledge transfer or a developmental purpose – and matching the ‘right’ candidate to it. This involves targeted attraction and selection of assignees and the creation of a fit for purpose reward package. The costs, obviously, have to be balanced with the associated benefits in order to create value. This is supported by effective performance management systems, integrating global and local perspectives, and a good liaison with host management. There is a strong temptation to simply incorporate a company perspective when setting up approaches such as global reward systems. Indeed, a solid EVP helps an organization to further its competitive advantage. Luckily, human resource management (HRM) can be

“While we are moving at pace within our culture generally towards one that embraces flexible ways of working, we are yet to see this translate to our international assignee population.”

GM Manager, APAC Region

an instrument to generate unique, difficult to copy, non-substitutable and valuable resources that may lead to superior, dynamic capabilities (Bowman and Ambrosini, 2010). These insights have been applied in the area of global competition and international assignments (Dickmann, Parry and Keshavjee, 2019). But a company perspective is not enough as any EVP is a value proposition directed at potential and current employees. Therefore, individual interests and behavioural preferences must be factored in.

The Global EVP must be motivating to individuals to accept assignments and to perform highly

The global talent management chapter of this report outlines the severe talent shortages in GM, especially those at higher hierarchical levels in organizations. It is paramount that any global recruitment approach, reward and performance management system must be attractive to expatriation candidates and assignees working abroad. Therefore, the design must incorporate not just organizational interests but also those of Gen X, Gen Y, Millennials and Gen Z being employees that an MNC intends to expatriate. These people will evaluate their personal costs of working internationally, such as their increased efforts on the job, the career and networking risks they may encounter, potential family problems and the disruptions to their lives. In turn, they will factor in their drivers such as their own specific ethical and life drivers, their interests of working abroad, the potential for higher earnings, quicker or more substantial career development opportunities, their willingness to learn, possible interests in adventure and the joys of new cultural experiences. It has become clear from the global talent management chapter that in terms of pure career advancement,

Figure 9:

Efficient Global People Effectiveness - Employee Value Proposition



global assignments normally 'pay off', i.e. are beneficial for individuals and organizations. In addition, it is also normally the case that LTAs and STAs benefit financially from working abroad. And yet, there are many other factors that impact on the decisions of individuals to seek and accept work in a foreign country. To alleviate the massive global talent shortages that companies experience, GM departments need to actively manage their organizations' Global EVPs. This means that MNCs need to assess both tangible and intangible aspects of their GM offer while factoring in both individual and organizational perspectives (see Figure 9).

Efficient Global People Effectiveness (GPE) – Managing *tangible, organizational* aspects of the EVP

Tangible, organizational reward and performance management should be expressed through clear frameworks and transparent approaches with respect to the strategies, policies and practices associated with efficient GPE management.

GM Strategies to manage GPE:

- Design attractive reward strategies. The first step towards the right kind of reward strategy is to select the appropriate type of international assignment that supports the overall business and the sending/receiving units' goals. We have seen above that some MNCs already recognize a variety of assignment types and we suggest that this is a good approach that allows tailoring of the reward elements towards the specific business goals, individual drivers and the assignment type. The acid test would be the availability of sufficient high-quality talent for global assignments and the retention of assignees during and after their work abroad (see Figure 10).
- Explore global attraction and performance management strategies. Attraction is partly shaped by global talent management factors (development, career progression) but also by the reward package and the way that trailing partners, dual career partners and families are being taken care of. Understanding the expectations and motivational patterns of potential and current assignees is paramount when creating an efficient and attractive global reward mix.

GM Policies and Practices to manage GPE:

- Ensure transparent and fair selection. Too often selection is done by the 'coffee machine' approach (Harris and Brewster, 1999), whereby staff are informally approached by peers or seniors and then convinced to go and work abroad. It is usually fairer and also more beneficial to the organization to have an open and transparent expatriate selection approach – with the possible exception of high talent who are closely managed by their organization – where people can apply out of their own volition and initiative. It also often means that the assignment package can be less generous.
- Coordinate GM objective setting with all parties. About two in five companies' GM experts did not know whether assignment objectives were set. This does not bode well for an international coordination of goal setting and value between host, home and, potentially, head office. If objectives are not set or not aligned, the potential for lack of focus,

What the experts say

“In the engineering consulting sector, Talent & Mobility don't yet tend to work hand in hand. Our international assignments are generally driven by the need for someone with highly specialized skills that we can't find in the host location. If that person can be encouraged to relocate and is a good fit for the role then we have secured an assignee. It's currently simplistic but I know Mott MacDonald and others in our sector are working on introducing Talent criteria into selection processes.”

***Caroline Thorley-Farrer
Head of Global Mobility
Mott MacDonald
Singapore***



units pulling in different directions and expatriate confusion is high. This is also not attractive to affected assignees and potential expatriation candidates who hear about this confused situation.

Efficient Global People Effectiveness (GPE) – Managing *intangible, organizational* aspects of the EVP

Intangible elements of attraction, reward and performance management are important to the standing of the GM department and to assignees. It is akin to the culture of GM work in the organization and is reflected in the reputation and success stories associated with GM work.

GM Successes and Reputation:

- Having sufficient GM candidates of high calibre. This might be the key factor shaping how senior management views GM experts and their work. The senior leaders in an organization would want high quality resources available when needed and would then assume the smooth execution of moves, compliance while working abroad and an efficient return. Gaining people willing to work abroad does not start with a job vacancy but with the initial recruitment of a candidate to join the company and the on-going communication of the EVP.
- Designing attractive cost/benefits of GM rewards. Global reward experts have on the one hand the enduring pressures by senior management to contain costs and to support value creation. On the other hand, many assignment candidates love to negotiate their expatriation terms. In the tangible GM strategy section of this report, we discussed the design of reward strategies. This section on intangible rewards builds on the actual reward strategy but goes further in that it manages the impression and communication about remuneration of global workers. It is about understanding how the global reward package is viewed by stakeholders and how their attitudes can be shaped in a positive way.

GM Leadership:

- Draw up consistent and fair GM rewards. In terms of rewards it is often not the absolute remuneration but the relative perceived fairness to others that determines whether people feel that their psychological contract is broken. Thus, GM leadership teams need to ensure fairness within assignment categories (and, ideally, between them) and consistency over time. While this is easier said than done, the potential downsides of having

employee who are demotivated, who underperform, or who consider leaving the organization are obviously worth avoiding.

- Engage in effective communication with expatriates. The intangible aspects also include expatriate feelings of whether ‘they’ – the GM professionals – seem to really care about them. Seeking an on-going dialogue can help GM professionals to understand assignees better, may give insights into the refinement of GM practices and can improve the opinion of expatriates about GM experts.

Efficient Global People Effectiveness (GPE) – Managing *tangible, individual* aspects of the EVP

Individuals may have unclear expectations before they go on an assignment, but they certainly have much clearer impressions of what they (would have) wanted during and after working abroad. The dialogue mentioned above can help GM experts to understand these expectations and to shape their international mobility work to increase satisfaction levels.

Individual GM Purpose:

- Ensure that there is a strong correlation between effort and pay. This is a natural approach to work and giving the right incentives to elicit certain behaviours is factored into the design of reward systems. As outlined in the GM strategies, there is an incentive for organizations to create a fair and motivating expatriation package that is also associated with organizational benefits.
- Ensure a strong alignment of international assignment to personal goals. This is certainly more difficult to design into the people effectiveness approach as there is a lack of information about true personal and professional drivers. Moreover, the individual’s motivators may be outside the sphere of organizational influence or simply beyond the willingness of the firm to provide for them. Nevertheless, designing more autonomy into jobs and flexible, cafeteria-style reward systems can go some way towards this.

GM Opportunities:

- Work with personal strengths. Giving some choice about how assignees want to shape their job and how they intend to tackle the main challenges may be important to the satisfaction of expatriates as well as their adjustment and performance. Communicating the degrees of freedom within

global assignments might make assignments more attractive to candidates.

- Use effective performance management. GM may have an input into the design of general performance management systems and also some interface with performance assessment of assignees. It is crucially important to understand the ‘softer’ capability development of global business acumen and also to understand which cultural competencies are important to assess (and use for further expatriation decisions).

“We need to work on our selection approach, so that we understand who the best candidates are to go on assignment. We need to ensure that we give opportunities to all employees and not just a select few.”

Senior GM Manager, Americas Region

Efficient Global People Effectiveness (GPE) – Managing *intangible, individual* aspects of the EVP

Intangible, individual aspects are by their nature highly difficult to assess. They are a mixture of expectations guided by the tangible organizational expatriation strategies, policies and practices as well as personal beliefs, values, prior experiences and expectations associated with working abroad in a particular location.

Valued GM Experiences:

- Feel motivation through a good job fit. Next to the actual drivers of individuals that were discussed under GM purpose, people are motivated by being in a job and having interesting experiences that they enjoy. Paired with the ability to be capable of doing something well and the opportunity to implement it, the motivation to do something is seen to lead to successful action. Therefore, giving realistic job and country previews and allowing job incumbents to experiment is likely to increase how assignees value their GM experiences, job and assignment satisfaction.

- Prosper in a different context. A good, sophisticated selection system and realistic job and country previews are seen to help individuals to prosper in different countries, sometimes even in highly adverse contexts (Dickmann and Watson, 2017). Moreover, companies can use cultural training to help them identify culturally acceptable behaviours. However, many of these experiences are beyond the realm of influence of organizations as they are often private and highly unpredictable.

Social System Embeddedness:

- Thrive in the local team/with the new leader. It would be good to have supportive local teams and effective local line managers who are good leaders. Some authors suggest that MNCs should prepare their local teams for the new arrivals and draw up support mechanisms (Toh and De Nisi, 2005). Thereby, the company has some impact on managing the intangible EVP of individuals.
- Pursue own interests together with locals. In this area, organizations realistically have little chance of designing general approaches that would support this. While it would be possible, it assumes a very high degree of flexibility and autonomy in the job and understanding of the expatriate's interests; this is probably one step too far to expect companies to accommodate this. Nevertheless, where assignees manage to do so – be it travel within their host country, cultural activities, etc. – this would be a step towards the purpose and valued experiences that many global workers seek.

Assessing the Value of Global People Management Effectiveness. Figure 10 depicts a simplified approach to measuring the impact of the GPE strategies, policies and practices in an organization which would be indicative of the state of the Global EVP. It assesses the GM attractiveness, selection approaches, rewards, retention and engagement of the firm i.e. some of the key indicators of GM success. This is only one quadrant of the SAFE model which interacts with other quadrants and, therefore, other GM approaches. The GPE dashboard is highly generic while the GM strategies and objectives in firms differ substantially. Therefore, the depicted dashboard outlines broad categories that may serve as an inspiration to GM experts.

In summary, the SAFE concept of international mobility allows for design and delivery of high quality and more holistic GM strategies, policies and practices. Factoring in EVP ensures that individual perspectives are not overlooked and that the real GM approaches are constructed to be attractive to assignees and supportive of a consistent global employer brand. Ultimately, they are aimed at increasing the attractiveness of global work. The underlying corporate GM processes (such as choosing the right kind of international assignment and selecting assignees in a fair and transparent way) as well as the actual global reward package will shape the Global EVP in the area of GPE. Designing it in a way that is highly attractive yet motivational can make a substantial difference to the global success of the organization.





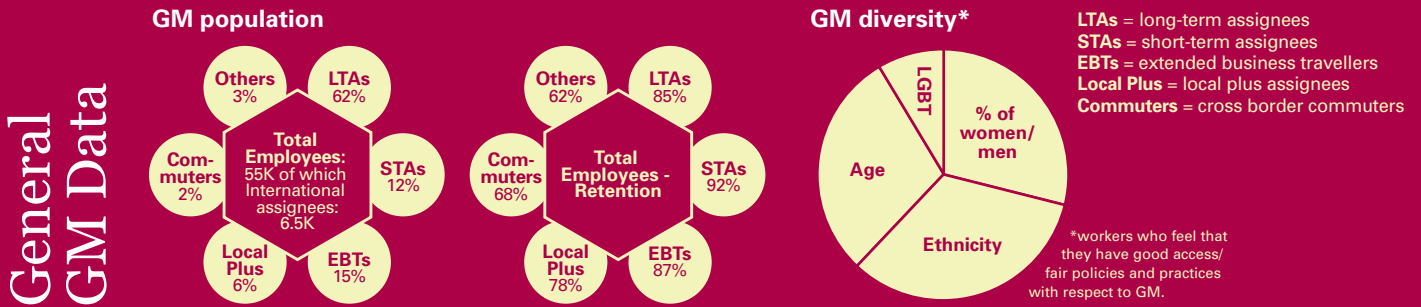
What the experts say

"As our organization completes the transition of operational work to our 2 shared service centres, we hope to start to unlock our potential in the Global Talent Manager and Global People Effectiveness expert roles, as we move forward in defining our focus."

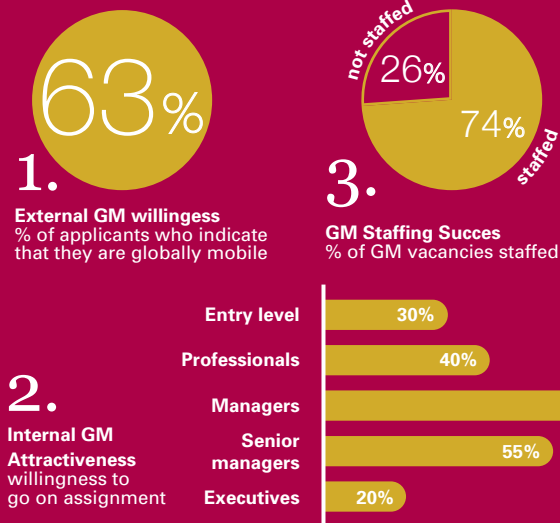
***HR Specialist,
APAC Region***

10 Global People Effectiveness Metrics

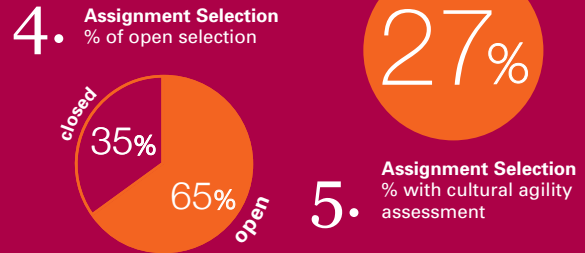
A Sample Dashboard. What should your department be aiming for?



GM Attractiveness



GM Selection



GM Engagement & Retention

