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Agile Strategic Advisor and the Employee Value Proposition

Enhancing and Documenting
GM Success

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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.



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Note from the author

*Due to rounding, percentages in
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Introduction

Challenges for GM Professionals

The demands on Global Mobility (GM) departments are vast and GM professionals have to identify and successfully deal with a multitude of stakeholder interests. Assignees strive to secure a great deal for themselves and their families. They want the process of relocating to be smooth, and they want to gain work experience abroad and to fulfil many other individual interests associated with a stay in their host environment. Above all, we know that most people seek a valued experience, on top of professional and career development, leading to positive change to their lives in their home countries. Their employers, meanwhile, experience intense competition and need their assignee programmes to be of high quality, legally compliant, business-relevant and leading-edge. In short, they want to gain as much current and future value as possible from their GM initiatives while achieving an international workforce that is highly capable, engaged, committed and high-performing. This is a steep challenge to master for GM departments – and it is not even the full picture. The political and legal environment that multinational corporations (MNCs) are operating in is constantly shifting. Governments are seemingly constantly changing their immigration, residency and work permit rules. Hyper-competition and a stronger involvement

“With our strategy of leveraging our shared service centres, we will be reframing our roles in the organisation and rebranding GM with the intention that we will start to see a deliberate ‘pull’ on our expertise across these roles.”

HR Specialist, APAC Region

of state and city administrations in macro-talent management approaches designed to attract particular firms and individuals to work in their regions, modifies the economic attractiveness of locations (Dickmann and Parry, 2019). Social and cultural trends can make a particular host population seem more or less welcoming or even hostile. Technological trends, such as artificial intelligence and robotics, are changing our working lives and have substantial impacts on Global Mobility (Bader and Oldenburg, 2019). It has become clear that not changing will lead to either sudden death or a slow withering of an organization. Or as Benjamin Franklin said: “When you’re finished changing, you’re finished.”

The Role of GM Strategic Advisor needs to incorporate a Global Employee Value Proposition (EVP)

One way to incorporate the many different interests of stakeholders into GM work, either directly or indirectly, is to identify a Global EVP. Positive mobility experiences and outcomes are extremely important to individuals and as such are captured by the Global EVP. The Global EVP embodies the brand of the GM department, the impressions that individuals have about the assignment package and a host of other pertinent tangible and intangible aspects associated with living and working abroad. Within a rapidly changing, volatile and uncertain environment, it is highly important to be proactive. This means that on the one hand, GM professionals need to understand the business demands and how to fulfil these in the context of global, national and local regulations and wider contextual aspects. On the other hand, they need to have insights into the global drivers, preferences, strengths and weaknesses of their staff in order to bring these different sets of interests together. It is well known that the psychological contract has changed and that loyalty of staff cannot simply be taken for granted. Many employees are happy to go on an international assignment as they believe that the monetary, career and experience benefits outweigh costs. However, this does not mean that they are willing to stay with the organization if the job challenge and variety upon

repatriation is lacking. The ‘deal’ is different and people seek employability (to cushion themselves from potential redundancies or other career shocks) and valuable experiences; whatever is meaningful to them. Overall, there is a truly important mutual dependency. The Global EVP allows GM professionals to analyse the various factors and to formulate superior approaches (**Bader and Oldenburg, 2018**).

SAFE GM and the Role of Agile Strategic Advisor

The RES Forum annual reports have developed and refined a four-quadrant model of SAFE GM. This consists of four roles:

- Smart Global Talent Manager
- Agile Strategic GM Advisor
- Flawless GM Programme Designer
- Efficient Global People Effectiveness Expert.

It is important to recognize in Figure 1 that the lines between the four areas are non-continuous. There are some activities that span several quadrants. This is most obvious with respect to agile strategic GM advisory as it often needs information (such as key performance indicators or GM metrics) and ideas from the other three areas to cooperate and advise senior HR and business management. While we have already

formulated ten recommendations for each of these areas, this report goes beyond this to operationalize each of these quadrants through building a compelling Global EVP, and develops a set of measures to assess the value and success of firms’ GM programmes. Crucially, this combines business and individual perspectives.

High Quality GM Data Source

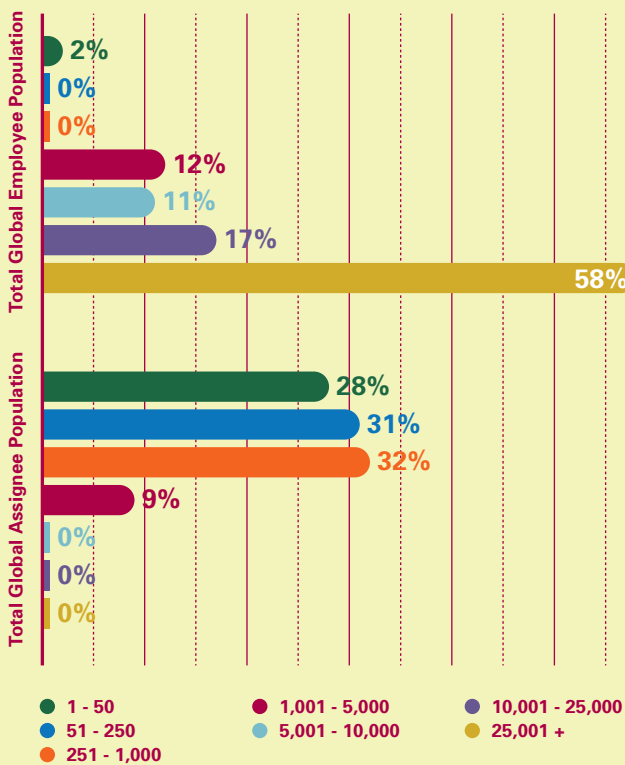
Both the bibliography and in-depth information regarding the data sources and the methodology we base our research on are available on the **RES Forum website** in the document entitled ‘RES Forum Research Reports 2019 - Data Sources & Methodology’. Some key information is outlined in Figure 2. We approached the RES Forum members with an integrated survey that was used as the key data source for all four quadrants of the SAFE model. Our quantitative and qualitative data is a rich source for insights that allows us to make solid conclusions and meaningful suggestions. More than 80 MNCs filled out the survey – many of these firms are very well known around the world. The sectors they operate in include Aerospace & Aviation, Banking & Finance, Chemical & Pharmaceutical, Construction, Consulting, Energy, FMCG, Healthcare, Manufacturing, Professional

Figure 1: SAFE Model with Agile Strategic Advisor Focus



Services, Retail and Technology. Many of these organizations operate around the globe – over one third have operations in more than 50 countries and some 14% in 100+ countries. Sending assignees to five or more countries was normal for the respondents who tended to be either heads of Global Mobility or heads of Global Reward in their firms. A substantial portion of the MNCs have had global operations for dozens of years, which means that they have had time to analyze their GM policies, react to issues and to refine their approaches. Given the number of years of international experience and the high rank within their organizations of respondents, we are certain to have captured highly valuable insights into GM strategies, structures, policies and practices.

Figure 2: Total Global Employee Population vs. Total Global Assignee Population of responding organizations



The Status Quo and Future of GM Strategic Advisory

Much stronger focus on the Strategic Advisor Role

In the RES Forum survey, we explored which roles current GM leaders are enacting. In comparison to five years ago, the focus on being a strategic GM advisor has increased substantially. GM leaders still view themselves predominantly as due diligence experts (73% occupy this role always or mostly) followed by being a strategic advisor (65%). However, almost one in five (19%) see themselves as always or mostly acting as a global people effectiveness expert while only 13% (itself a slight improvement on 2015) fulfil the role of global talent manager. Our data clearly shows that senior management outside of GM value two roles most strongly: Expert on due diligence (67% to a great or very great extent) and strategic advisor (64%). While also important, the other roles seem to be valued greatly by fewer people. About a third value the global people effectiveness expert (36%) and global talent manager (32%) role to a great or very great extent. Over the next three years, the responding GM leaders expect that the strategic advisory role will become even more important to them. An overwhelming 93% believe that they will be doing this role always or mostly in the mid-term future.

The key strategic and value creating activities of GM advisors

There are a large number of activities that could be seen as creating value and giving strategic GM advice. The survey explored which of these were most used and which were seen as most important. The most used activities are explored below and depicted in Figure 3. The most frequently used advisory activity was suggesting opportunities for GM cost-saving (67% always or mostly). This reflects the strong efficiency pressures in organizations. Furthermore, highly used advisory activities included working with senior

“How the programme is used now (almost totally reactive) is NOT how we would like the programme to be used in the future.”

Mobility Lead, Americas Region

managers to align GM strategy with business and HR strategy (47%) which moves beyond a cost focus to hone in on value creation. It has the potential to go beyond cost to focus on other sources of competitive advantage such as global knowledge creation and exploitation, business continuation, or growth and innovation. The third most frequently used advisory activity was understanding where assignments need to aim for control and coordination (42%). Depending on the structure and objectives of the MNC, the need for financial and process control and integration of organizational culture is different. Where a firm strives to be highly integrated, it normally standardizes approaches. This ‘one size fits all’ approach allows an MNC to compete on worldwide efficiency. Achieving a high degree of global control and coordination is especially important for its corporate success. Other frequently used advisory activities include supporting leadership development through mobility analytics and talent metrics (34%). The increased use of metrics can lead to superior, evidence-led decision-making and this has been advocated in [the RES Forum Annual Reports \(e.g. 2017\)](#) for several years. Clearly, there are many ways in which GM professionals can give valuable insights to their HR and business leaders, and because the context and strategic drivers of MNCs are so different, the area of advice and importance

will vary. Nevertheless, it seems to be in the talent and position-filling areas where GM experts operate least often strategically. Only a tiny minority identify suitable candidates from the home country who are willing to work abroad (4% always or mostly), select candidates who are experts in knowledge acquisition and transfer (5%), identify local talents who are willing to work abroad (6%) or explore value increasing opportunities such as filling positions with the right candidates (8%). While these may certainly be highly valuable activities, the GM leaders who responded to the RES Forum survey normally did not spend much time working on them. Either this was done elsewhere in the organization – e.g. by HR business partners – or they had probably delegated these activities to others, concentrating on activities that they might have perceived as more valuable and strategic.

“We have invested significant resources over the last 18 months exploring and developing a set of GM Metrics. We believe this will provide us with an opportunity to shape our role with business stakeholders”

HR Specialist, APAC Region

Importance of activities to be perceived as strategic advisor by senior management

There is some disconnect with regard to the activities that senior GM professionals actually undertake (always or mostly), and those activities that are important for them to undertake in order to be perceived by their senior managers as being a strategic advisor. Obviously, this is only an approximation; even infrequently undertaking an activity such as GM location planning could still be enough to be perceived as acting as a valuable strategic advisor. Figure 4 shows the ranking of the top ten activities in terms of perceived strategic importance by senior management, versus frequency that GM professionals carry out such activities.

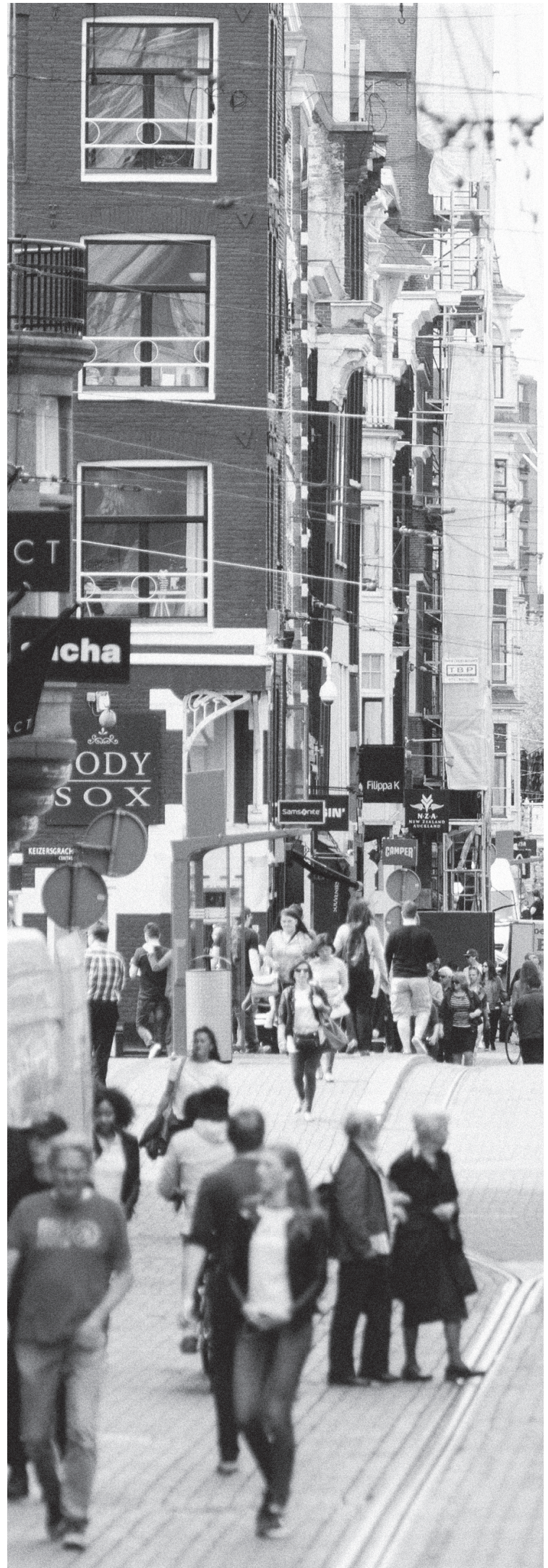


Figure 3: Frequency of Use of Strategic GM Advisory Activities

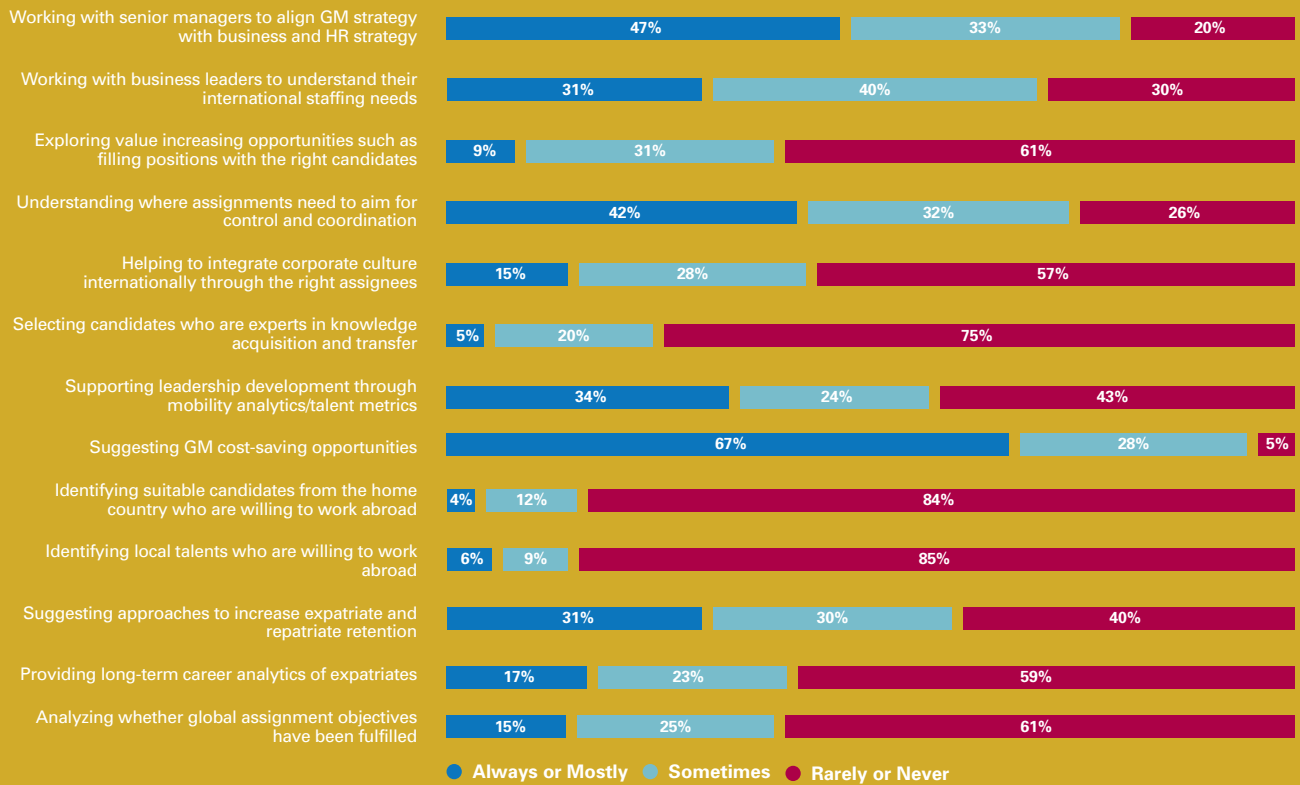


Figure 4: The Activities that Senior Managers value as providing Strategic Advice, versus Frequency of Implementation by GM Experts

Strategic Advice Activities	RANK ORDER:	
	Activity Very to Extremely Important to be Perceived as Strategic Advisor by Senior Management	Activity Mostly to Always Undertaken by GM Experts
Working with senior managers to align GM strategy with business and HR strategy	1	2
Working with business leaders to understand their international staffing needs	2	5
Suggesting GM cost-saving opportunities	= 2	1
Supporting leadership development through mobility analytics/talent metrics	4	4
Providing long-term career analytics for expatriates	5	7
Suggesting approaches to increase expatriate and repatriate retention	6	6
Analysing whether global assignment objectives have been fulfilled	7	9
Exploring value increasing opportunities such as filling positions with the right candidates	= 7	10
Understanding where assignments need to aim for control and coordination	= 7	3
Helping to integrate corporate culture internationally through assignees	10	8

What the experts say

As we can see from this Chapter, the expectations of what is expected from a 'strategic' GM advisor, as well as where GM advisors can add the most value, continues to evolve and the movement away from an operations-based, compliance focused, cost managing specialist role to one where there is more linkage to talent management capabilities is a change process that needs to be managed over time.

Whether or not GM advisors can, or will, function in this space will depend on a multitude of factors including the capabilities and strengths of the individuals themselves. Just as important is the readiness of their employer and the organizational readiness for such a role. An honest assessment of the organizational and functional maturity is required before embarking on this journey. Without the pre-requisite stable operational infrastructure, it is extremely difficult to provide the strategic value-add. Functional credibility, internal authority, as well as a seat at the management table are required to drive this agenda forward. Furthermore, if the company does not have the maturity or readiness for such conversations regarding strategic talent mobility discussions, any attempts at meaningful discussion will inevitably end up with 'spinning' conversations with managers that go nowhere.

For younger functions, it might take time to build this credibility and gravitas within the organization. However, grasping the right opportunities may help accelerate this process, for example the flawless management and intelligent discussions with senior leaders going on international assignment themselves may help significantly in this regard. Indeed, in my organization we relocated our Global HR internationally between regions and the opportunity for the Mobility function to work with colleagues across functions and seniority gave our team an opportunity to show the capabilities of the function as more than just 'relocation experts'. We now have a seat at the senior management table, linking functional teams and stakeholders across geographies to ensure the right conversations are happening to maximize employee and employer welfare and value to the business.

Roy Fu
Asia Pacific Mobility Lead
Hong Kong

Strategic Advisory is focussed on GM strategy, international staffing and on identifying GM value opportunities

It seems that the key GM advisory activities are embodied by the strategic support of the business, international staffing coordination, GM cost saving ideas and evidence-based GM planning informed by analytics. In terms of what GM leaders should do more of, it appears that, first, they would benefit from truly understanding in depth how their own strategy and activities fit into the bigger picture in terms of increasing the competitive advantage of the organization. For this, the linkages of GM activities to outcomes must be clearly articulated, assessed and integrated into GM business cases. Second, understanding international staffing needs will depend on a realistic assessment of the business and talent landscapes. This requires strong communication, networking and liaison skills. Third, providing information about GM career outcomes and assignment objective fulfilment again needs a strong handle on GM and HR analytics. Overall, this is a wake-up call for GM departments to engage in the strategy process more strongly, to network and liaise frequently with a myriad of stakeholders and to identify and market their value for the organization through systematically assessing the contribution of GM to business outcomes.

While the SAFE model outlines a range of roles and activities of GM professionals, the reality in companies is that both senior managers and GM leaders have preferences for their roles and a range of capabilities that may define their choices. In addition, the existing power structures in their organizations and the reputation and trust levels of the GM function will have an impact on what is feasible in terms of GM roles. In many organizations it might be that the strategic advisory and the GM programme designer roles are seen as most valuable. In other words, it might be that GM professionals could benefit from focusing on becoming strategic GM consultants. Over time, this role would run in coordination with other hands-on activities that might increasingly include the global people effectiveness expert role as it makes use of a wide range of GM and people knowledge, as well as using many skills. The global talent management role might be filled by 'talent' in organizations and establishing seamless interfaces and co-determining the international elements might be what GM professionals can achieve, depending on the reality in their organization.

In our conversations throughout the years we, at the RES Forum, have observed an increasing trend for mobility professionals to define themselves as talent mobility professionals. Given the above data and insights, GM leaders who see themselves as talent mobility experts might ask if this is a truly honest reflection of their activities and their role. Does this reflect what their organization is aiming to achieve? Does calling themselves talent mobility professionals help them tactically and strategically to position their work and the value they add to their organisation? As we continue in this report, we develop further insights into how to manage and assess the value of GM and suggest various metrics to be able to construct evidence-based GM approaches.

What the experts say

I think implementing a robust system with more of the onus being on Line Managers and People Teams will allow Global Mobility professionals to play a different role within the organisation.

GM Manager

What the experts say

Whilst there are always seemingly a multitude of challenges and concerns facing GM functions, reacting to a rapidly evolving world is one area that GM needs to ensure it embraces in order to remain relevant and 'fit for purpose.' What does this mean for GM? Most experts would seem to agree that the future is going to be dominated by the ever-increasing automation of work, greater use of technology to enhance the customer experience, plus the exploitation of data and analytics to provide real-time insights and metrics to support decision-making and strategy. One key question to pose is 'does the GM function of today possess the necessary skills to capitalise on these future trends?' If the answer is yes, your GM function is a significant way towards future-proofing itself from the evolving world of tomorrow.

Jose Segade
Co-founder
The RES Forum
London, UK



Agile Strategic Advisor and How to Use the Global Employee Value Proposition (EVP)

Many of the strategic advisor activities concentrated on tangible GM aspects that covered organizations and, at times, individuals. As it is natural for wide-ranging, strategic themes, several of these had linkages to other areas of GM work such as programme design, GM people effectiveness and global talent management, especially when issues such as costs and analytics were concerned. The Global EVP can delineate the value of the GM work covering organizational and individual perspectives, i.e. those of senior managers, line management, assignees or other HR professionals. In addition, one of the strengths of the Global EVP is that it also captures intangible aspects of GM work. While these are often forgotten, it is clear that GM culture, inter-unit linkages in the organization, cross-cultural adjustment of assignees, encouraging cross-border knowledge flows and having the necessary insights into global markets (to name but a few) are important factors for the success of MNCs that operate globally. Below, the global EVP for the strategic advisor role is outlined.

Agile Strategic GM Advisory – Managing *tangible, organizational* aspects of the EVP

Tangible, organizational EVP aspects seem to be the areas that are most frequently on the minds of GM leaders, as Figure 4 has shown. These are not simply the most easily assessed, they are rightly at the forefront of the minds of GM experts as they represent the core of Strategic Advisory EVP. If this part of the quadrant is of low quality, the whole GM department's reputation in the business is damaged.

GM Strategies to manage Strategic Advisory:

- Align GM to business goals. Above all, GM's role is to strengthen the organization internationally. One of the ways to do this is to truly understand how GM can support competitive advantage. Most often, this is translated into assignment objectives such as knowledge and skills transfer (including market entry, fire-fighting, innovation, scarce engineering capabilities), control and coordination of host units, developmental and leadership goals.
- Align GM to HR and talent strategy. The next strategic milestone is to coordinate GM with HR learning and development, succession, performance and reward strategies.

GM Policies and Practices to manage Strategic Advisory:

- Coordinate global resources and staffing. Understanding global staffing needs and resource implications is highly important and the operationalization of GM strategies through policies and practices must incorporate these fundamentals.
- Coordinate with (global) talent. The alignment of GM and HR as well as talent strategies leads to the need to periodically assess the overall talent landscape and to reaffirm the GM role in fostering global talent. It is key to align GM work strongly with the talent strategy so that it becomes a lever of talent management. This would then enable and enhance the delivery of the talent strategy. Doing so leads to a host of activities in other quadrants that aim at better management of career planning and retention.

What the experts say

Essentially, our function helps our businesses to plan and strategize. We identify and mitigate compliance and security risks, we plan project assignments and manage tax costs, and we analyze data to determine trends in migration and workforce needs. However, more often than not, Mobility is relied on to fix problems that have surfaced from lack of planning, because our businesses have viewed us as trouble-shooters rather than planners. Of course, we need to solve problems, but wouldn't it be better to prepare adequately and prevent problems arising? I'd like to spend more time planning with our business, and less time fixing avoidable issues. Our business should thrive because they understand and are prepared for risks and costs, and are not floored by a big tax bill because they "didn't realize they should involve the Mobility team". To achieve this, Mobility must be part of business planning conversations as strategic advisors. It's not just about getting a seat at the table; it's about getting the RIGHT seat.

Natalie Agostinho
Global Head of Mobility Services
British Council
Manchester, UK

Agile Strategic GM Advisory – Managing *intangible, organizational* aspects of the EVP

Less tangible organizational aspects of the Global EVP are often recognized by senior management and other key stakeholders but they are less easily evaluated through KPIs. Nevertheless, if there is a perception of shortcomings, the standing of the GM department may be affected.

GM Reputation and Successes:

- Improve global inter-unit linkages. In order to achieve a good degree of worldwide cooperation, firms normally have to overcome the local-global dilemma of diverging interests. While different stakeholders may pursue a wide array of diverse agendas, with regard to GM it is important to bring home and host together to explore and agree on common interests. By expanding the time perspective to the long term after repatriation it might be possible to identify further cooperation opportunities. Some companies such as HSBC or Procter & Gamble have international work for their graduate talent as part of their normal career progression. This can serve as a strong attraction mechanism – almost like a lighthouse signal for high potential talent who seek to rise to the very top in organizations. This 'international elite' contributes to greater cross-border and inter-unit understanding.
- Increase cross-border knowledge flows. GM often tackles key problems associated with an assignment. Nevertheless, increasing knowledge flows throughout the MNC will lead to innovation and improvement and, often, to a higher degree of cultural understanding and integration within the firm.

GM Leadership:

- Create superior insights into global markets. While one of the goals of an assignment is often to build global leaders, GM leaders themselves would benefit from understanding the global market and what makes talent successful in the international sphere. This would be useful for GM managers to enable them to input into global talent discussions.
- Augment cultural sensitivity of leaders. Cultural sensitivity – and even better cultural understanding – allows leaders to be more effective and improves the outcomes of diverse teams.

What the experts say

We have all been at global mobility conferences in the last five to seven years in which the term 'Talent Management' or the other nom de tendance 'Talent Mobility' has been bandied about, with a steer (if not a mandate) that we 'need to align programmes with Talent programmes', in-line with long-term thinking on the subject that GM is both a key developmental opportunity for future leaders (what we might consider the elite 1% of organizations) and that GM also aligns with the development of human resources/human capital/people (delete as appropriate) populations more generally.

I have two questions for the GM community:

1. How much time are Talent Management professionals talking about GM (which we know as a development opportunity that typically comes at a cost to Company of 3 or 4 x basic salary) at their conferences?
2. If we (the GM community) focus our programmes on a 'cost' rather than 'value' basis how are we ever going to present mobility as part of the employee and talent management/ leadership value proposition i.e. the one thing on which companies spend their leadership development dollars versus other leadership development initiatives and interventions?

These are two points which need extensive debate. In many ways the second point provides the answer: focussing on 'cost' will inevitably lead to a race to the bottom. It implies GM management commoditising the value chain and ultimately leading to the whole programme being considered a kind of version of the Travel and Expenses policy. Focussing on 'value' is the obvious option but is significantly challenging to articulate. How do you get your HR leadership colleagues to buy into the concept? What measurements, data and concepts can you share with them? The RES Forum 2019 programme of research will give you the basis and ideas to build out the case for the Global Mobility Employee Value Proposition.

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

Figure 5:

Agile Strategic Advisor - Employee Value Proposition



Agile Strategic GM Advisory – Managing tangible, individual aspects of the EVP

perspectives; it delineates how a firm can design its broad GM approaches factoring in assignee interests. Similar to the concept of the psychological contract, the value is a product of the actual strategy, policy or practice of an organization and how an individual perceives it in relation to his/her preferences. After all, in GM it is the drivers of staff that determine what individuals seek and how attractive they find the expatriate experience to be. With respect to GM strategic advisory, the organizational perspective is very strong. Nevertheless, some individual tangible and intangible interests do come into play.

Individual GM Purpose:

- Manage, control and coordinate internationally. Understanding the diverse interests of assignees is the first step to being able to manage the global EVP and how attractive staff perceive it to be to work abroad.
- Attain a meaningful global position. People increasingly want a sense of purpose and identification with their work. In relation to the global business, HR and talent strategy, assignees ideally like to see how their position working abroad serves to meet the firm's objectives.

GM opportunities:

- Develop personally and professionally. Assignees' EVPs also includes a strong interest in personal and professional development through working abroad. Their development and career plan needs to satisfy and inspire them for the time they work abroad and, crucially, for the long term after repatriation.
- Apply knowledge abroad and upon return. Being able to use capabilities and insights abroad is a good way to earn the respect of host teams. Importantly, in the long run, it is the way in which the host country knowledge acquired can be applied after return that will both determine the repatriate's standing in the home country team, in addition to influencing further work and career opportunities.

Agile Strategic GM Advisory – Managing intangible, individual aspects of the EVP

There has been much attention given to generations in the workplace, which has especially focussed on the interests of Millennials. It is now clear that self-actualization and self-fulfilment, through a purpose and through valuable experiences at work,

are paramount to engaging and retaining younger generations of assignees.

Valued GM Experience:

- Increase commitment. Commitment is often seen as comprising of three elements. Affective commitment is facilitated through the individual's identification with the global business objectives of the firm. Continuance commitment means that staff want to stay and work for the long term in the firm – which is supported by long term career planning and rewards. Normative commitment indicates that the assignee feels an obligation towards the firm to work hard on its behalf and to display discretionary effort. Good GM strategies, policies and practices as well as good line management in the home and host units can enhance levels of commitment.
- Give opportunity to practice new behaviours. The ability to learn and the motivation to do so is not enough to display learning. The AMO (Ability – Motivation – Opportunity) theory by Appelbaum and Berg (2000) shows that assignees also need the opportunity to implement and practice new behaviours. This shows that assignees are keen to acquire transferable new competencies that they can use throughout their careers, including when they have returned 'home'.

“We are introducing new metrics for the following:
- Providing long-term career analytics of expatriates
- Analysing whether global assignment objective have been fulfilled.”

GM Manager, EMEA Region

Social System Embeddedness:

- Enable cross-cultural experience and adjustment. Almost all individuals need social contact to thrive in an environment and given that organizations are social contexts, individuals will have many opportunities to communicate. Individuals seek cross-cultural experiences abroad and organizations normally require employees to hone their cultural

skills. To successfully acculturate, assignees normally go through intellectual, emotional and behavioural adjustment. This allows them to be more effective (and normally more content) abroad. Organizational selection, preparation, development, job design, talent and repatriation approaches all have an influence upon this process, though it can never be totally managed by an organization on behalf of an employee.

- Trigger change in individual's values and norms. These adjustment processes lead to developments in an individual's identity, and make assignees 'changed individuals' while working abroad and upon return. It is healthy for people who want to develop to challenge their own persuasions, values and norms, to invest in their own learning and to build new, more global leadership personalities. The way that the organization is seen to encourage and facilitate these learning processes will have an impact on the MNC's global EVP.

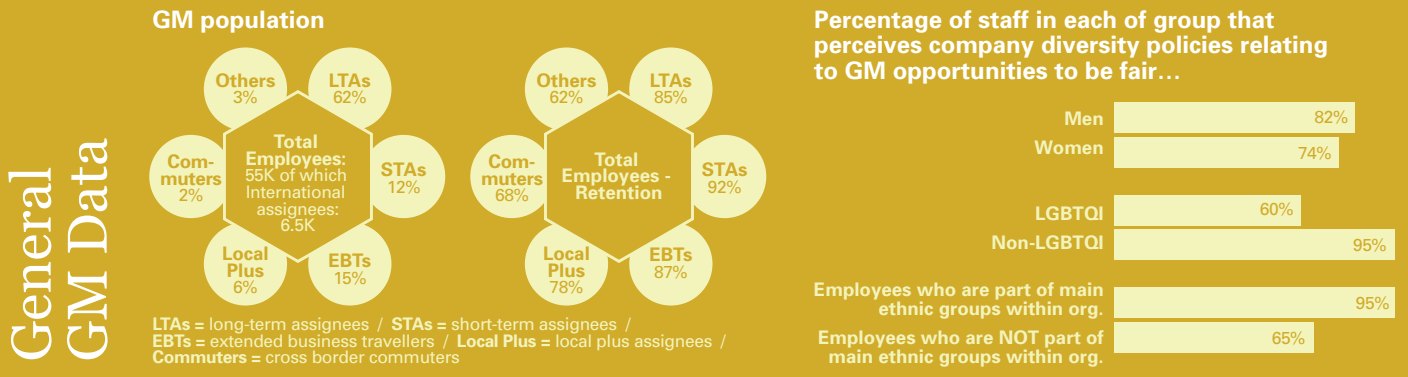
Figure 6 depicts some of the many metrics that could be used to shape and assess GM advisory work. The **RES Forum Annual Report 2017** identified many GM analytics that could also be featured in such a dashboard. Whatever is included will depend on the specific goals and situation of the MNC. It is important to be conscious of all four SAFE GM model areas, and to develop a global EVP that factors in the wide array of aspects outlined in the model. In addition, the global EVP needs to be operationalized through policy recommendations and key GM metrics. This spans a wide array of GM operations in relation to work with assignees, outsourcing providers, senior management within the organization and other stakeholders such as governments. However, this does not cover one important other group – the GM professionals themselves. GM leaders and their teams have one further, important role: to invest in their own teams and their capabilities. There is a vast amount of GM expertise residing in the function, spanning from compliance insights, the understanding of expatriates, the management of vendors to the design of global reward systems. Truly successful GM leaders will invest in themselves and their teams to continue to achieve outstanding work and to future proof their organizations in terms of their international mobility offering. Through these activities, they will manage to enhance the standing of their departments in order to build a strong reputation and a successful GM brand, both within and outside of their organizations.



Figure 6:

10 Global Mobility Strategic Advisor Metrics

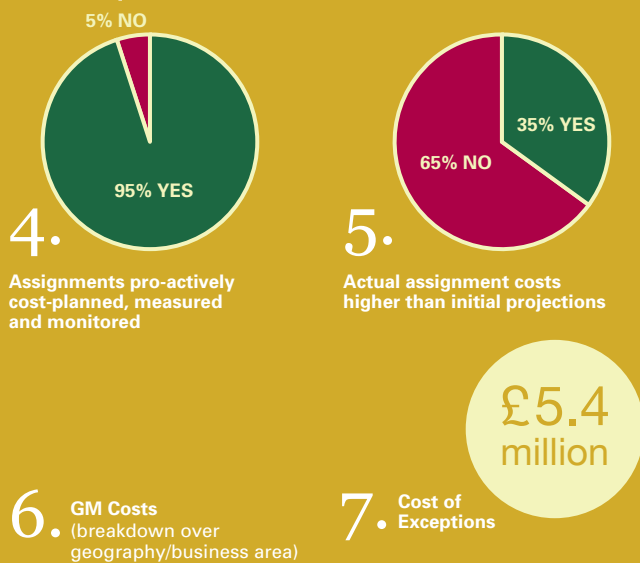
A Sample Dashboard. What should your department be aiming for?



Strategic Integration



Cost/Value and Risks



Assignment Objectives

