

2022 / 23  
paper

# IV



# *North America*

regional research special

Written by Professor Michael Dickmann and Dr. Benjamin Bader



*“America is another name for opportunity,”*

*- Ralph Waldo Emerson*

*American essayist, lecturer, philosopher, abolitionist and poet*





# Introduction

Ralph Waldo Emerson's words are certainly still true for many. Even in the year 2023. Indeed, from a business perspective there are plenty of opportunities out there, just waiting to be seized. And not just in the USA but in all North America.

In fact, Canada, the US, and Mexico have been, and still are, major markets for organizations from all over the world. It is only natural that this also has implications for Global Mobility (GM). The demand for talent from diverse skill sets and different cultural backgrounds has grown significantly, and COVID-19 has emphasized this further. With a rise in cross-border movement- particularly in North America, a long-standing hub for international migration- we asked the most pressing questions currently facing people who work in and with North America. Based on academic research and a quantitative study, we collected primary data from experts in the field of HR and GM, which we present in this regional research special.

More specifically, we examined the trends and patterns of GM in North America, considering the factors driving this movement and the implications for businesses and individuals. Our research draws on a comprehensive analysis of data from a variety of sources, including our survey, perspectives from the RES Forum's SAB, and academic research.

Our findings show that GM in North America is a complex and dynamic phenomenon, shaped by a range of economic, social, and political factors. We have identified key drivers of GM, looked at the main challenges connected to it, and accounted for the effect GM has on assignees' careers, including repatriation. By exploring the changing nature of GM in North America, this report provides insights into how organizations can effectively manage and leverage this trend to drive growth and innovation.

Overall, this paper provides a holistic overview of GM in North America, highlighting the opportunities and challenges that this trend presents, including a brief special emphasis section on the US. Based on our academic research, we derived three categories – Strategy and Objectives, Operations and Management, and Employee Experience and Communication – along which we structured our report.

We hope that our research will provide a valuable resource for organizations who are navigating the complexities of GM in North America. Based on our findings, we conclude our report with an extensive checklist to help you determine the extent to which your GM operations in North America are on the right track.

# Strategy and objectives

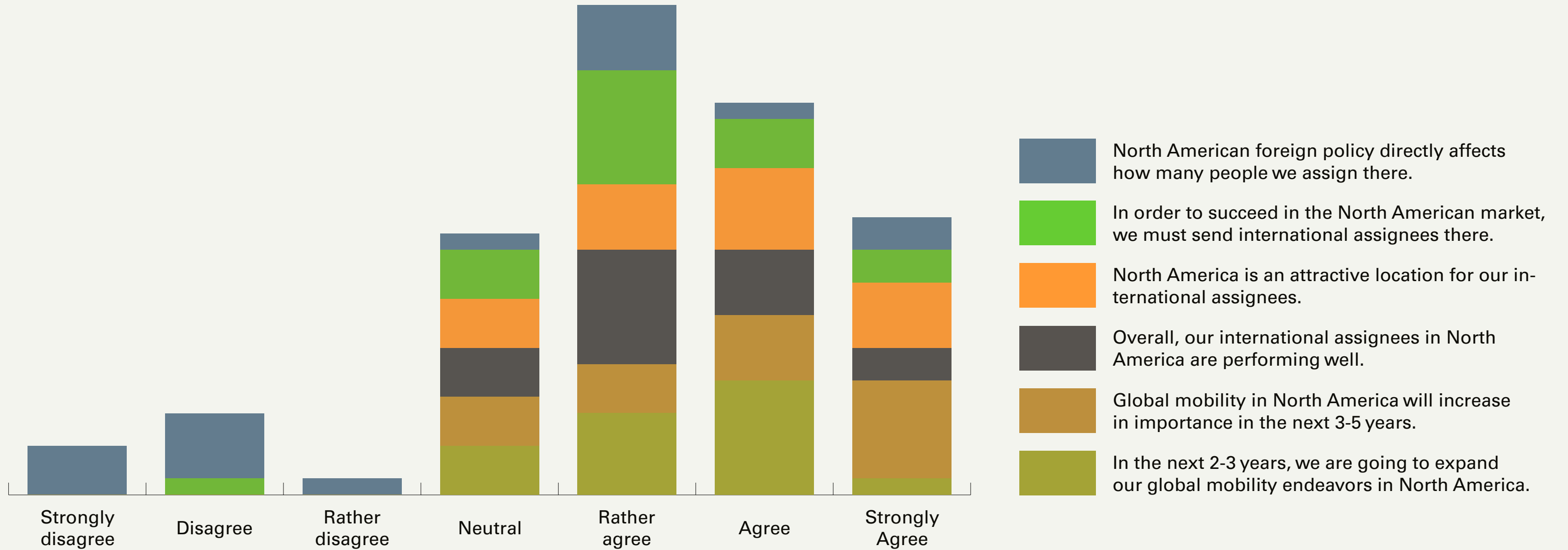
Starting with a birds-eye perspective, we first investigate organizations' higher-level considerations. Consequently, this category focuses on the strategic aspects of GM operations in North America.

Clear objectives are essential for any successful mobility program and are necessary for an alignment with the organization's overall strategy. Integration of GM activities with HR strategy can help ensure that talent management objectives are supported, and that the development and retention of key talent is considered. In fact, integrating GM into HR strategy is becoming increasingly important in today's business environment. We consider it essential for key markets such as North America.

Through this integration, organizations can align talent management practices with business objectives, develop a more diverse and inclusive workforce, and enhance employee engagement and retention. A comprehensive approach also enables organizations to manage costs and mitigate risk by effectively tracking and managing their mobile workforce.



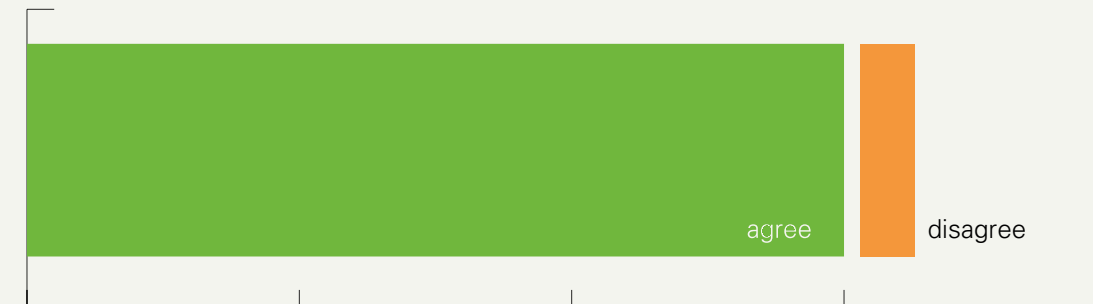
To account for these important considerations, we asked our respondents, when looking at GM in North America, to what degree they agree or disagree with the following six statements.



First, we wanted a mid-term prediction of GM expansion. More than 80% of respondents' organizations plan to expand their GM endeavours in North America in the next 2-3 years. The same percentage- regardless of their own activities – of respondents believe that GM in North America will increase in importance in the next 3-5 years. Interestingly, 38% agreed very strongly, with a quarter strongly reasserting how important it is to understand and shape GM in North America.

Looking at the performance of their own international assignees in North America, the respondents had a cautiously optimistic assessment. 44% 'rather agreed' that assignees in North America are performing well, with one quarter agreeing and only 1 in 8 strongly agreeing. Almost two thirds of organizations see North America as an attractive location for international assignees, with the rest neutral.

Our fifth question in the Strategy and Objectives category asked whether international assignees are essential to success in the North American market. Three quarters of respondents agreed, while only 1 in 16 (6.25%) disagreed.



Research tells us that there are likely to be a combination of reasons for this. It seems to be clear that, to thrive in the biggest economy on Earth, they need some degree of inbound assignments to exert some control, facilitate cultural coordination, strengthen knowledge exchange, and provide their talent with unique learning opportunities.

Finally, we wanted to know whether North American foreign policy directly affects how many people are assigned there. Interestingly, we see a quite diverse picture here. While half the respondents stated that foreign policy does not affect this decision at all, looking exclusively at business reasons, close to 44% indicated that US foreign policy does affect their decision.

There are possibly many underlying reasons behind responses to this question, likely to be influenced by the national origin of the company, its industry and particular policy decisions that the organization has already made. Chinese and Russian organizations particularly will have encountered a foreign policy context that is highly challenging for them.

In the wake of the most intensive phase of the COVID pandemic, not to mention the many geopolitical challenges the world is currently facing (the Ukraine War, China tensions, on-going civil wars in Africa and Syria, and the never-ending struggle for political influence by key powers in various countries), the lure of the major North American market is continuing to attract investment and global assignments. The high capacity for innovation and the dynamic developments in North America provide learning and business opportunities that multinational corporations want to exploit. While this desire is not new, it does not show any signs of abating.

“We strive to build a diverse workforce, promote equity in our practices, and create inclusive communities where all Twilions can thrive.

It has been proven that a diverse workplace is more creative, and generates more ideas based on the varied experiences and perspectives of employees from different locations and backgrounds, thereby leading to better results and increased productivity. For this reason, it is important that we are bringing talent from around the world into our HQ and operations in North America.”

Tanya Mariottini  
Director of Global Mobility, Twilio



# Operations and management

This category emphasizes the operational and management aspects of GM activities. Metrics can help track GM's performance and impact, and compliance with legal and regulatory requirements is crucial to avoid any legal issues. Cost management is also essential to ensure that mobility expenses are effectively managed and monitored. Effective supplier management can ensure quality service and cost-effectiveness when working with external suppliers such as relocation companies and immigration lawyers.

In essence, there are several value drivers that help GM professionals smoothly and successfully run their operations. We asked our respondents, based on a pre-selection from academic research, to rank both the value drivers and the motives behind relocating employees to North America.

To determine a ranking across all responses, we counted how often a respective value or motive was rated on each position (from 1 to 6). We then allocated points, based on the inverted rank, and summed it up.

This is depicted in the following formula, where n = number of respondents and k = rank given by respondent n:

$$\text{Total points per motive} = \sum_{k=1}^n 7 - k_n$$

Considering the value drivers, this yields the following ranking table:

- |   |   |
|---|---|
| 1 | Increasing flexibility in the workforce                           |
| 2 | Including foreign languages and global knowledge in the workplace |
| 3 | Building global remote teams with localized offerings             |
| 4 | Unlocking new creative ideas and problem-solving mechanisms       |
| 5 | Unique skills that are in shortage in North America               |
| 6 | International talent pool to strengthen the workforce             |

The data shows that the first driver is by far the strongest one- flexibility considerations are particularly strong value drivers for organizations. This is also connected to the building of global remote teams, a common trend in many industries and across many regional areas in the wake of the Covid pandemic.

Knowledge drivers and ideation to solve problems are also highly important. Interestingly for us was to observe that the last driver – international talent pools – was by far the least important. This might indicate a rethinking process in Multinational Corporations (MNCs) where talent and its management is being re-defined and re-conceptualized.

Considering the motives for sending international assignees to North America, the ranking table looks as follows:

- 1 Filling vacant positions
- 2 Control & Coordination
- 3 Knowledge Transfer
- 4 Technical Skills Development
- 5 Personality Growth
- 6 Leadership Development

The most important motive shows that organizations are doing the basics and concentrating on operational drivers.

The next motives are associated with a clear assignment driver and constitute diverse goals. It is interesting to note that control and coordination objectives are so strong in the minds of our respondents – the literature would have indicated more learning motives given the high development of the North American market. One explanation might simply be that we witness a shift of learning and interaction approaches fuelled by new technologies and virtual communication.

Leadership development – by far the lowest ranked driver – might point to organizations concentrating on new forms of (virtual) leadership and / or exposing their leadership talent to other challenges in different countries.

# Employee experience and communication

This category reflects our research on the individuals who relocate to North America and focuses on the importance of employee experience and communication for successful GM management.

“We are focused on the Employee Experience, by creating flexibility and choice in our program and in how we provide support, while also balancing this with being fiscally responsible. As a GM team we are continuously looking at improvement opportunities on how to better care for our mobile employees.”

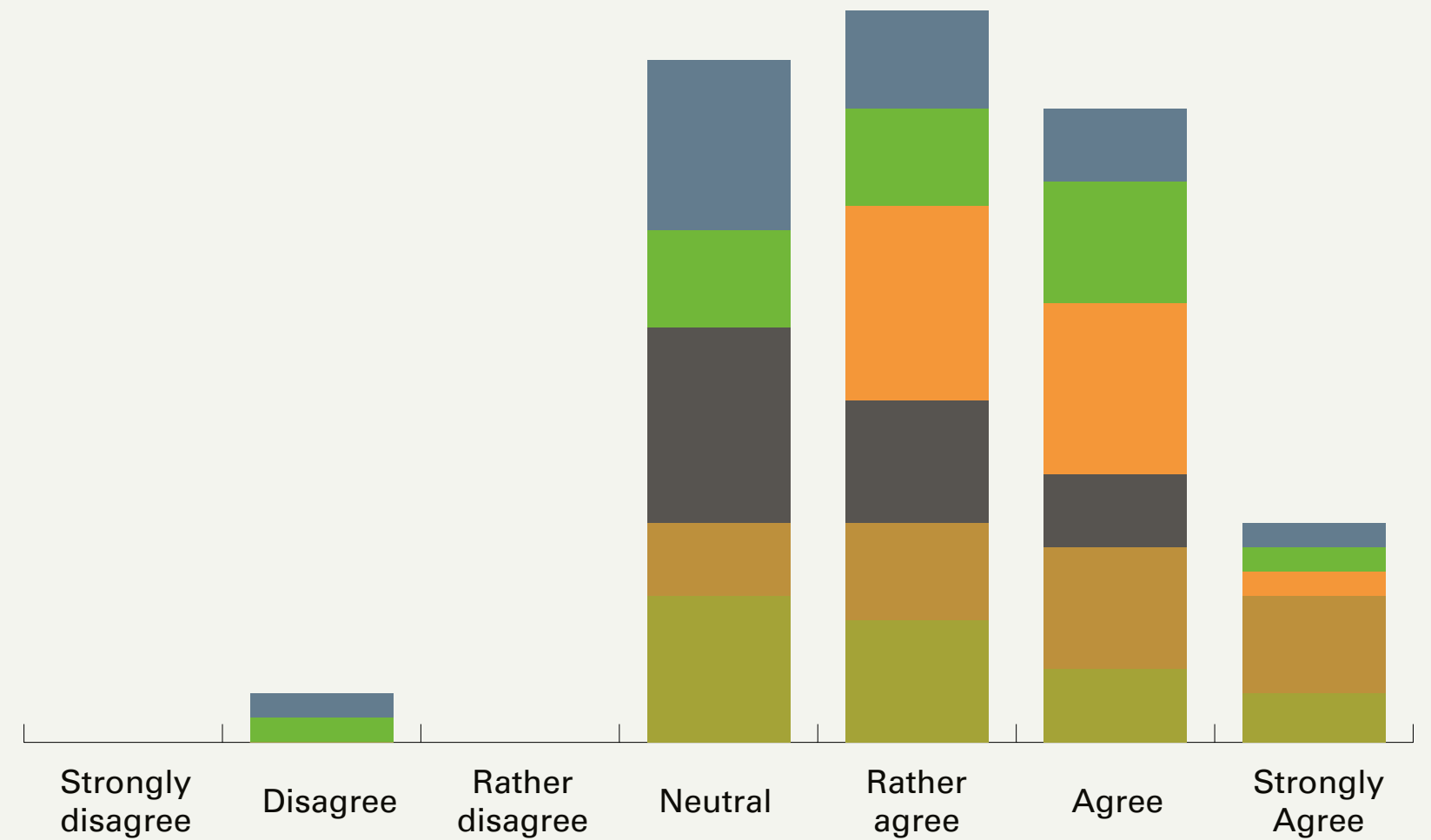
Tanya Mariottini



Employee satisfaction is crucial, and organizations need to monitor employee feedback to ensure the program is meeting employees' needs. Effective communication is also essential for employees and stakeholders to understand program policies, processes, and changes. Pre-departure preparation and support can help employees adjust to the

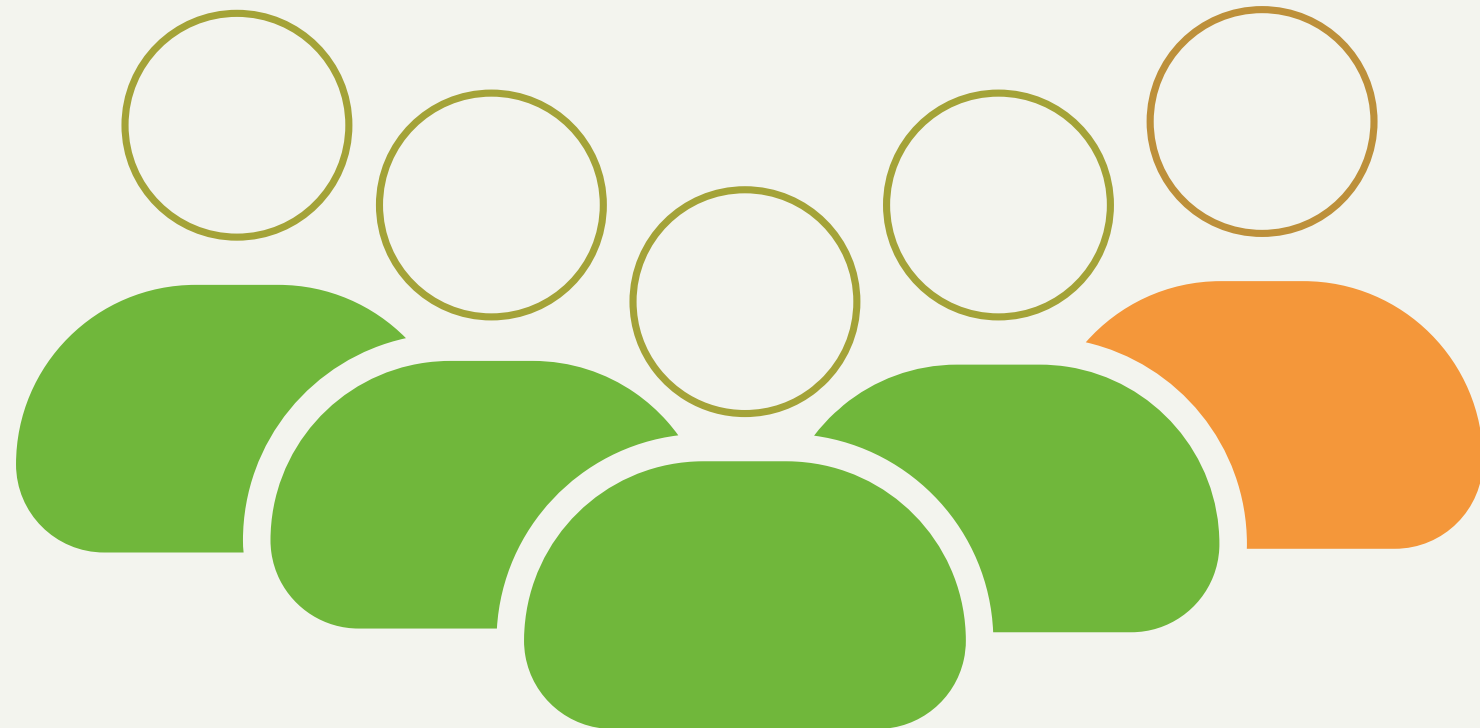
new cultural environment, while repatriation support can help employees transition back to their home country smoothly after their assignment. In this regard, we asked our respondents to indicate to what extent they disagree or agree with six statements.

- 1. Repatriates from North America have, on average, a better chance to continue to work for the organization for the long term. ■
- 2. Repatriates from North America have, on average, a better chance to continue to work for the organization for the short term. ■
- 3. Being assigned to North America is, on average, more beneficial for the development and learning of assignees. ■
- 4. Being assigned to North America is, on average, more beneficial for the long-term performance of assignees. ■
- 5. Being assigned to North America is, on average, more beneficial for the long-term pay of assignees. ■
- 6. Being assigned to North America is, on average, more beneficial for the long-term careers of assignees. ■



We set out to explore the impact of international assignments to North America on the assignees' careers.

63% of respondents stated that an international assignment to North America is beneficial for the long-term career of assignees, while more than four out of five (82%) found that there are also positive effects on long-term pay.



Only half of GM leaders believe that an international assignment to North America has positive impacts on the performance of assignees.

Everyone, however, observed a positive effect of work experience in North America, regarding learning and development.

To provide a more rounded picture, we also asked to consider the situation after repatriation. This is a fundamental factor regarding the War for Talent and employee retention. We wanted to know if an international assignment to North America increased the chances of the repatriate remaining in the organization.

Two thirds of GM heads (67%) agreed that this is the case in the short term, while half believe that this is also the case in the long term.



This data shows that working abroad in a highly developed market economy which we're all highly aware of through movies, TV and music, is still not an easy ride.

In fact, issues such as cultural adjustment, the complications involved in international relocation, or the challenge to build new social and work networks, mean that only a half of assignees to North America actually increase their performance while working there. It is reassuring, however, that this 'high density learning experience' - in which most assignees take on more responsibilities, work longer hours and experience more autonomy - is seen by all GM leaders as positive for the personal and professional development of staff.

Thankfully, the retention – and thereby the transfer and use of some of the business acumen generated in North America – is regarded as relatively high.

# *Nuances of North America*

by  **STERLING**  
LEXICON



**newwork**  
RES FORUM **series**

Like all continents, the countries defining North America have plenty in common, including similar governmental foundations and reciprocity agreements supporting cross-border business, trade and the movement of people. Many of these are dictated by the agreement that replaced NAFTA in 2020: the US-Mexico-Canada Agreement (USMCA), the Canada-US-Mexico Agreement (CUSMA) or the Tratado entre México, Estados Unidos y Canadá (T-MEC).

As the three distinct names for the same document imply, however, there are significant differences and traits that define each location, too. Plenty of unique cultural, topographical, social, political, regulatory and language nuances can be found not only when crossing borders, but while traveling within the different regions and even individual neighborhoods in each country.

An in-depth exploration is beyond the scope of this feature, but here is a high-level synopsis of some key things to understand when preparing for a North American move.

# LAWNS

The US and Canadian legal systems are deeply rooted in British common law, while Mexico follows a more Roman-influenced civil law tradition. The US system is made up of federal and 50 states' worth of independent laws. Canada is a bi-jural state where common law and civil law coexist. The common law tradition applies throughout Canada in all matters of public law in each of its ten provinces, apart from Québec, as well as all three territories. The civil law applies in Québec for all types of private law, such as family matters. While each of the 32 politically divided states in Mexico has its own civil code, they tend to be very similar, following the statutory-based nature of the system.

Some of the more prominent legal differences for GM to consider are those that dictate:

- **Property purchases and rentals**, including various state, provincial or local regulations and whether any restrictions apply to foreign nationals.

In Canada, for example, non-Canadians are currently prohibited from purchasing a primary residence until they achieve permanent residency status. There are both lease and rental options, with leases offering more long-term security and stability, and rentals providing more flexibility, as they are often month-to-month.

In Mexico, property rentals are regulated in each state. There are no restrictions for expats buying or leasing property, but landlords may require foreign nationals leasing or renting to have a local guarantor.

In the US, there are no restrictions for foreign nationals wishing to purchase or rent either, but in many areas near major employment centers, demand is high and availability is low. A persistent challenge in the US is the difficulty expatriates have in establishing credit – key to securing housing and other large purchases.

## Laws, cont...

- **Immigration**, including the types of visas and authorizations required for assignments and business travel, maximum allowable stays and work/salary requirements, definitions around dependent family members eligible for accompaniment, and average document processing times and fees.

One of the biggest challenges remains the long lead times required for processing in all three regions, and particularly in the US. While pandemic-era backlogs are easing, long waits and processing times generally continue to plague employers attempting to fill assignments throughout North America.

- **Employment**, including agreements, severance, termination, payroll and other compensation, and typical payments into health insurance, retirement and social security programs. It's important to educate assignees on whether their origin country has reciprocal agreements in place with North American countries to alleviate dual taxation on income, and if not, how the company may address this.
- **Banking/finance and insurance**, including what documents are required to open accounts, regulations regarding fund transfers, payroll and direct deposit, currency fluctuations and exchange rates. In all three North American countries, expats are eligible to enroll in company-sponsored and private health insurance plans, and many will opt for additional private insurance to ensure full medical coverage.

# LANGUAGES

English is spoken in all three countries. The official languages of Canada are English and French, and the official language of Mexico is Spanish. Hundreds of indigenous languages are also spoken across North America.

- Different regional accents and local colloquialisms can pose challenges for even the most advanced non-native speakers. Embracing the adventure of living and working in North America with open minds, keen ears and a good dose of patience is key.



# CULTURES & MANAGEMENT STYLES

GM professionals are wary of generalizations – if anything, we’re emphasizing the importance of appreciating differences here. However, there are some prominent cultural traits that tend to shape business practices and daily life worth noting:

- Despite its incredibly diverse blend of cultures and celebration of individual state’s freedoms, a dominant cultural trait in the US is a strong sense of national identity. Personal responsibility and a belief that individuals determine their own success are deeply ingrained. Since its inception, the US has celebrated individualism, change and future-focused questioning that challenges limits, authorities, barriers and frontiers.
- Throughout Canada, national pride also prevails, but overall priorities tend to focus more on securing the collective good and a shared sense of values vs. celebrating the individual. The country’s world view is shaped by its vast geographical reach and diverse history, including striking a balance between securing peaceful independence from Britain while maintaining a level of allegiance that endures.
- Mexico embraces its identity as both a North and Latin American country, in which many traits of the latter prevail. The country also celebrates its long and rich history and traditions and is generally known for what might be considered an “old world” formality, including deep respect for title, position and seniority. The family is of prominent importance in Mexico, and the lines between personal and professional relationships tend to be much more blurred than perhaps those witnessed in the neighboring countries to the north.

# CONCLUSION

As indicated throughout this report, there are plenty of reasons for GM professionals to be optimistic about expanding business in North America. It's a region ripe with opportunity and skilled talent, with support mechanisms in place to help businesses flourish.

For expatriates and their families, living and working in any of the region's countries can be a rewarding experience, especially when prepared to embrace the similarities and differences.



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# United States of America

As one of the world's largest economies and a hub for innovation and business growth, the US continues to attract a significant number of professionals from around the globe.

However, the path to working in the US can be very challenging, as assignees and employers must overcome various obstacles related to work visas, tax regulations and the intricacies of the social security system.

Therefore, we included a specific section on what typically are perceived to be the unique challenges when assigning employees in the US. We wanted to know how our respondents consider navigating the complexities of visa, taxation, and social security processes in the United States. Our analysis aims to shed light on these challenges, offering valuable insights for successfully navigating GM in the US.

Regarding US immigration policy, the visa process for international assignees to work in the US can be more complex, time-consuming, and expensive compared to some other countries.

While it is difficult to provide a definitive comparison, the US visa process can be considered relatively challenging. This is due to factors such as the variety of visa categories, quota limitations in some of these categories, and costs. In addition, since the processing times for US work visas can be lengthy, often taking several months, this is problematic if an assignment needs to be realized on short notice.

Therefore, it is not surprising that all our respondents rated the US working visa process – when compared to other countries – as more difficult. 63% even said it is a lot more difficult.

And it explains why “immigration to the US” was repeatedly mentioned in the open-text field querying the biggest challenges facing GM in North America.

“Our biggest challenge to bringing talent into the US is our antiquated immigration system.

The only option for many new hires into the US is the H-1B visa, which has been capped at the same level since the early 1990’s, and is also a lottery; while the demand for global talent has continued to grow exponentially. The inability to hire global talent into the US can have a significant impact on a company’s overarching talent strategy. This is especially apparent at technology companies seeking employees with specialized education and skills. And this is in addition to the lack of technology being utilized by the US immigration authorities, and a process that still requires a significant amount of paper and the mailing of original documents.”

Tanya Mariottini



# Tax

In a similar vein, the taxation process for international assignees working in the US can be more complicated and burdensome than for some other countries. While it is important to note that each country has its own taxation system and complexities, again, the taxation of international assignees in the US has been rated more difficult by 94%, and a lot more difficult by 56% of our respondents.

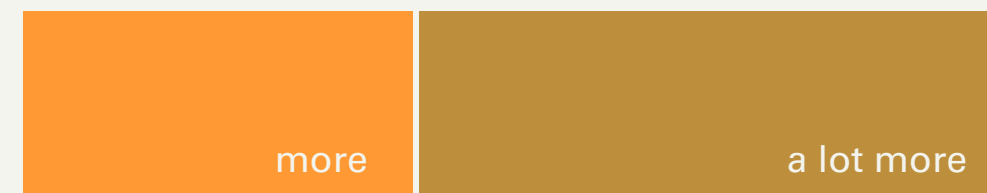
The requirement of both citizens and resident aliens, such as international assignees, to file an annual tax return with the Internal Revenue Service (IRS) is challenging. This applies even if people live and work abroad or, in the case of assignees, also when they have returned for fractions of the tax year they spent in the US.

Additionally, assignees may also be subject to state and local income taxes, depending on their residency status and the location of their work. While these issues may not be unique to the US, they are seen as being very demanding.

# Social Security

Finally, the social security process for international assignees working in the USA can also be more complicated than other countries. The ease or difficulty of the process depends on various factors, including the home country of the assignee, the existence of a totalization agreement (between the US and the assignee's home country, preventing double taxation on social security contributions), and the duration of the assignment.

However, since an international assignee will need to obtain a Social Security Number (SSN) to work in the USA – which may take some time and can be a bureaucratic hurdle for some – this issue must be addressed with priority. Like the previous points, our respondents perceive this process as more (25%) and even a lot more difficult (38%).



## A look back

In the 1990's in Canada, companies primarily relocated middle-aged employees (typically men) accompanied by their spouse and children. They were typically offered a Guaranteed Home Sale program, and the relocation packages were quite robust.

The companies that relocated most frequently were Canada's five chartered banks, oil companies, and pharmaceutical companies. Resistance to relocating was almost unheard of and offering spousal support was considered "out there" as a benefit.

Renters were considered less than equal to homeowners – at a late 1980's to early 90's conference of the Canadian Employee Relocation Council (CERC), there was a session titled "Renters are People Too."

Relocation Management Companies (RMCs) earned their bread and butter from rich home sale programs.

How our industry has changed, particularly in this post-pandemic world!

Prior to the pandemic, Guarantee Home Sale Programs were on the decline. Marketing Assistance Only and Managed Capped moves were the norm, and one-way international permanent moves were increasing while assignment-based relocations were declining.

# GM's future, a Canadian view

by Lisa Hulet,  
VP of Business  
Development, Sirva

# GM's future, a Canadian view

## Where we are now

Today, employees expect choice and flexibility in their benefits. Many worked remotely during the pandemic, and they liked it. Their work-life balance was better and flexibility in the workforce became a mantra. With workforces becoming more flexible, GM is now a key business strategy. Canada is experiencing a shortage of skilled workers and have set immigration goals to bring them in. Mobility policies need to be part of the recruitment strategy, and enhanced destination support is key.

In 2023, we are seeing an increase in companies changing their relocation policies completely, wanting their policies to be both flexible and cost effective. Core-Flex policies are becoming extremely popular, and full benefit packages are typically only being offered to senior leadership. We are also seeing a focus on Executive VIP programs, which companies are willing to pay for to ensure the success of key leadership. As in the pre-pandemic years, there are fewer assignments and more one-way permanent moves, with fewer of the benefits that are common to long-term assignments.

The Canadian Government passed legislation effective January 1st, 2023, "Prohibition on the purchase of residential property by Non-Canadians Act." This legislation was in

response to a surge of offshore investors buying properties and leaving them vacant in Canada's major cities, particularly Toronto, Ontario, and Vancouver British Columbia. This had huge ramifications for the local housing markets.

However, according to CERC's recent survey, employers feel that the legislation will have a negative impact and deter foreign nationals from relocating to Canada. According to Steve Cryne, President and CEO of CERC, "this is an unneeded strategy that is already causing friction in the labour market, and employers urge the Canadian Government to change this new legislation." Many foreign nationals who relocate to Canada wish to purchase a home, and under the new legislation, they cannot purchase a property for two years. The relocation industry in Canada, in partnership with CERC, are working together to lobby the Canadian government to change this legislation.

Canada is still an attractive country to relocate to and US visa hurdles are pushing more companies to relocate foreign talent to Canada. According to a survey produced by immigration services firm Envoy Global Inc., Canada is the top destination to relocate foreign workers, with 62% of responding companies choosing to send workers here.

# Conclusion

Our study on GM in North America highlights the growing significance of international assignments and their role in shaping the future of the workforce. As the region continues to integrate further into an even more global economy, the benefits of GM for both assignees and companies are becoming increasingly apparent. Assignees gain valuable international experience, develop intercultural skills, and advance their careers, while companies benefit from diversified teams, the exchange of knowledge, and the ability to penetrate new markets.

Despite these advantages, we revealed certain challenges faced by both assignees and companies in the region, particularly regarding immigration and taxation. However, carefully weighing the results, we believe that the benefits of GM in and with North America ultimately outweigh the challenges. This suggests that North America, and especially the United States, continue to be a region where international assignees can thrive, and companies can effectively make the most of their global workforce.

We can conclude that Emerson's quote still holds true in 2023: America is another name for opportunity. You just have to make sure to use it.

In light of this, it is essential for both the public and private sectors to work together to develop strategies that facilitate GM and further enhance the region's attractiveness to international talent.





# The RES Forum

## North America GM Checklist

In our North America GM checklist, we incorporate the three categories:

- **Strategy and Objectives**
- **Operations and Management**
- **Employee Experience and Communication**

This should help determine the extent your GM operations in North America are on the right track. The combined results will highlight the level of preparedness in your organization for each category.

Rate each of the following statements based on their importance to your organization. Issues in the 'unimportant' half of the scale may be used to analyse the GM activities in North America in more detail.

## Strategy and Objectives

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
We have clear objectives for our GM activities in North America.					
Our objectives are aligned with the company's overall strategy.					
Our GM program is integrated with the overall HR strategy, including recruitment, performance management, and career development.					
Our GM activities support talent management objectives in North America, including the development and retention of key talent.					
Our GM supports the development of cultural awareness and competence among employees.					

## Operations and Management

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There are established metrics in place to track the performance and impact of our GM activities in North America.					
These metrics are regularly reviewed and analysed.					
We comply with all relevant legal and regulatory requirements related to GM in North America, including immigration, tax, and employment laws.					
We are effectively managing and monitoring mobility costs, including relocation expenses, tax equalization, and other related costs.					
External suppliers, such as relocation companies and immigration lawyers, are effectively managed and monitored to ensure quality of service and cost-effectiveness.					

## Employee Experience and Communication

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our employees are satisfied with our GM activities in terms of support, communication, and overall experience.					
There are feedback mechanisms in place to monitor employee satisfaction.					
Employees and stakeholders are effectively communicating with each other about mobility program policies, processes, and changes.					
Employees are provided with adequate pre-departure preparation and support, including information about the destination country's culture, customs, and lifestyle.					
There is a clear plan in place to support employees when they repatriate after the end of their assignment.					

This fifteen-point checklist provides a useful overview of the different aspects of GM in North America. Plus, it can help organizations evaluate their program's success and identify areas for improvement.

Use the following numerical values to calculate your score: strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), strongly agree (5).

Anything below 45 shows that your organization needs to review / refocus their GM approaches in North America.

A value between 45 and 59 needs to be carefully analysed and aligned with your priorities for individual items- for example, any item that scores 4 or above should be considered a priority.

A value of 60 and above indicates a sophisticated approach to GM in North America.

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# The RES Forum

The **RES Forum** has the **tools, knowledge** and **community** to help mobility professionals keep pace with changes in the industry, and help the industry keep pace with the needs of mobility professionals

Through research, analytics, eLearning, events, and policy templates & consultancy, we provide support and guidance to help mobility professionals navigate the ever-changing GM landscape.

We enjoy the exhaustive knowledge of our consultants, academics, Strategic Advisory Board and Technical Partners, as well as our international community of senior in-house HR and GM professionals, which includes 1,000 members in over 45 countries.

In conversation with leaders and experts from across the industry, our academics study the most pressing topics within the world of GM and cross-border working. Then we share their collective insight to provide clarity, tools and advice to help our members through the many challenges they face.

The RES Forum is an independent organization. We are not influenced by external parties or third-party vendors.



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