

TALENT DEVELOPMENT through GM:

KEY TO WINNING

THE WAR FOR TALENT?

BY PROFESSOR MICHAEL DICKMANN & PROFESSOR BENJAMIN BADER



***“HIDE NOT YOUR
TALENTS, THEY FOR
USE WERE MADE.***

***WHAT’S A SUNDIAL
IN THE SHADES?”***

BENJAMIN FRANKLIN, AMERICAN STATESMAN,
WRITER, AND INVENTOR

INTRODUCTION

In today's dynamic and competitive business environment, many argue that an organization's most valuable asset is neither technological prowess nor strategic blueprint. In fact, it is the talent it harnesses. Talent management has emerged as a paramount strategy, with research showing it as central to achieving sustainable organizational growth, innovation, and market leadership. A forward-looking enterprise recognizes that its workforce's skills, knowledge, and capabilities are the catalysts that transform its vision into tangible achievement. By effectively attracting, nurturing, and retaining the right individuals, businesses not only thrive but set new industry standards - better positioning themselves to succeed in the so-called War for Talent.

However, in an increasingly globalized world, talent management must not be confined to local boundaries. Not surprisingly, the connection of talent management to Global Mobility (GM) has often been considered an important one. Consequently, leveraging talent across international borders in a global intra-organizational network seems only natural. When executed proficiently, GM can amplify an organization's global competitiveness, introduce diverse perspectives, and cultivate an environment of learning and adaptability. Yet, many enterprises, despite recognizing the significance of global talent mobility, fall short in integrating it seamlessly into their talent management matrix. The consequence? A potential underuse of human capital, with employees either feeling stagnant or seeking opportunities elsewhere.

Benjamin Franklin's astute observation, "Hide not your talents, they for use were made. What's a sundial in the shades?" perfectly encapsulates this predicament. Just as a sundial hidden in the shadows fails to serve its purpose, so does talent that remains unrecognized, underused, or lost to competition. Organizations, by not effectively aligning their talent management and GM strategies, inadvertently cast a shadow on their own talent pool. The outcome is a dual loss: firstly, of not tapping into the latent potential of their employees, and secondly, the risk of watching these talented individuals move to competitors that promise brighter avenues. In this scenario, the onus is on organizations to ensure their talent does not remain "in the shades" but is illuminated by opportunities and growth paths that traverse beyond geographical borders.

In this research report, we dive into this important topic, investigating the links between talent management and GM. In our research, we used a variation of the Delphi method. This structured communication technique, originally developed as a systematic, interactive forecasting method, provided great insights from a panel of GM and talent management experts. Furthermore, we made use of a facilitated session during the RES Forum SAB meeting, determining assumptions and scenarios regarding our topic. This method allowed us to gain invaluable insights from specialists and, at the same time, expose them to predictions of the entire group to reach a satisfying joint answer. Their iterative feedback ensured comprehensive and refined perspectives, providing depth and clarity derived from seasoned industry professionals. By combining their collective wisdom, we have been able to paint a more holistic and informed picture of talent management and GM's intertwined landscape. Moreover, our report is informed by extant academic literature to further broaden our understanding.





GLOBAL MOBILITY AND TALENT MANAGEMENT ARE TWO DIFFERENT COINS

**BY STEPHEN FOGARTY,
SCALRR CO-FOUNDER AND EXECUTIVE RECRUITER**

While this research posits that Global Mobility (GM) is crucial for attracting diverse talent, I believe its focus is too narrow. I agree that GM is still an important factor, especially for multinational organizations, but I believe the paper overstates its relevancy in an immensely fast-changing landscape. There are many levers to address this across Talent Management. GM is a variable, but to state they are two sides of the same coin, I disagree.

The name Global Mobility itself is dated. In today's world, I'd say it's more about FLEXIBILITY than MOBILITY. The reality is that the current landscape is changing fast, and GM teams need to adapt and expand their footprint to manage a larger piece of the talent management puzzle. With technology, a higher tolerance for remote work, and workforces adapting to asynchronous work, managers are far more open to working with people from other places without needing them to be right outside their office door. Of course, this doesn't negate the fact that living and working somewhere else may be attractive to some candidates. It also doesn't negate the fact that there are still some old-school managers out there who believe if they can't physically see a person working, then they don't believe they are working (and apparently seeing them on Zoom doesn't count). But these can't be reasons alone to push for global mobility, especially given the cost and complexity.

GLOBAL MOBILITY AND TALENT MANAGEMENT ARE TWO DIFFERENT COINS

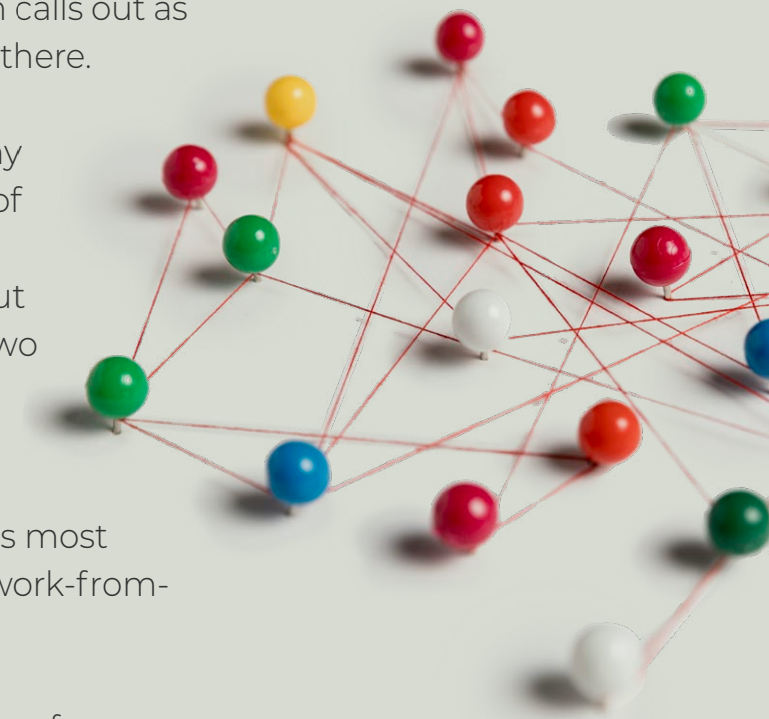
BY STEPHEN FOGARTY

Innovative companies are making it very easy for people to move around and spend time working from almost anywhere without all the complexities of a longer-term move. Take Airbnb, for example. When Brian Chesky announced that they were moving to fully remote, that they would have hubs that people could stop in and work out of and could work from anywhere a certain amount of time per year, they got 700K applicants within a few days following that announcement. If he announced a global mobility program, it wouldn't even be in the same universe of attractiveness to talent. The reason it's appealing is because it's flexible, not specific. If you work for Airbnb, you can be in Portland, work out of the Portland office, but in the summer, you could go live in Mexico and work from there for two months. Instead of the company spending tons of money on real estate, they can invest in bringing employees together for meaningful connections. In terms of cross-pollinating employees, as the research calls out as important, you can bring people together in many more configurable ways than just moving one person at a time to another country and planting them there.

In this approach, the company also saves money because the employee is making the move themselves; the company isn't moving them. The company also doesn't need as much physical space, so in the long run, they can invest this money elsewhere. Many studies have also shown higher productivity of remote work regardless of the naysayers out there who are not reading the zeitgeist in the room. Of course, there are still reasons to have people move to another country when there is a massive skill gap, and you need the talent there, or if it's just an incredible candidate who wants to live elsewhere. But this should just be part of the arsenal of tools that a GM team has in their back pocket. For these reasons, I'm not convinced of the premise that GM is two sides of the same coin as TM.

What GM teams should become is Global Workforce Flexibility teams, focusing on all the ways you manage flexibility and productivity. What GM teams should be focused on is the most cost-effective way to move people around and that leads to the highest productivity. They should be managing what's most important in building modern workforces and how to facilitate all types of flexibility, from rotational programs to long-term moves, to remote work, to work-from-anywhere policies, and they should be developing the tools to support it.

The other thing that needs to be taken into consideration is the fact that the lightbulbs are on globally about the inequities that are out there. Employees from many countries are tired of companies that have operations in their homeland putting in leaders from the parent organization with the impression that no locals could do the job. So, another part of GM should be monitoring the practices and the impact of these moves. It's not all rosy, and this should play a bigger role in GM. People want to feel respected, they want flexibility to manage their complex modern lives, and they want to do meaningful work that is based on output versus where, when, and how. They want the tools and culture that value and support this type of work. By embracing these changes, companies can create a more dynamic, inclusive, and productive workforce.



OUR CORE RESULTS: ROUND ONE

To help make sense of the future interplay between talent management and GM, our study is built on a quadrant analysis. This strategic tool is used to categorize and prioritize concepts, strategies, or assumptions based on two distinct dimensions. In this case, “Importance” and “Level of Certainty.” Initially, we asked our expert panel to articulate their assumptions about the evolving landscape of talent management as it concerns GM. With these assumptions in hand, we introduced a coordinate system and its axes. The experts, drawing on their knowledge and experience, used post-it notes to place their assumptions on the grid..

With the assumptions in place, the matrix’s underlying structure was revealed. This coordinate system was not just a simple X-Y plane but branched out into four defined quadrants, each resonating with a blend of importance and certainty, see Figure 1.

Importance

Ignoring certainty, how important is this assumption to our business?

Dangerous unknowns

Highly important but low certainty

Grounded beliefs

Highly important and some certainty

Potential distractions

Uncertain by relatively unimportant

Low-risk assumptions

Relatively unimportant and some certainty

Level of certainty

Ignoring certainty, how certain are we that this assumption is true?

Figure 1: Talent management and GM prediction positioning matrix

DANGEROUS UNKNOWNNS (LOW CERTAINTY, HIGH IMPORTANCE):

Perhaps the most challenging quadrant, the “Dangerous Unknowns” encompass assumptions that are crucially significant but shrouded in uncertainty. Their importance suggests that they cannot be ignored. However, their unpredictability makes them potential pitfalls. Addressing these areas often requires a combination of further research, risk mitigation strategies, and sometimes even a leap of faith. Organizations need to tread with caution, prioritizing the demystification of these unknowns and crafting strategies that acknowledge the inherent risks.

POTENTIAL DISTRACTIONS (LOW CERTAINTY, LOW IMPORTANCE):

This quadrant contains assumptions that could be seen as peripheral or speculative in nature. While they might spark intrigue or conversation, they lack the certainty and significance to warrant major attention. Investing too much time or resources in these areas could divert focus away from more pivotal matters. In other words, they have great potential to distract organizations with the danger of inadvertently consuming disproportionate energy or resources.

GROUNDLED BELIEFS (HIGH CERTAINTY, HIGH IMPORTANCE):

The assumptions in this quadrant are the cornerstones. They are both deeply understood and carry significant weight in their implications. These are the beliefs or predictions that organizations can bank on, using them as foundational pillars for their strategies. Grounded beliefs provide a sense of direction and stability. They are areas where investment, be it in time, resources, or capital, is likely to yield substantive and positive returns. As these form the bedrock of the expert consensus, they should be at the forefront of strategic considerations, guiding decision-making and resource allocation.

LOW-RISK ASSUMPTIONS (HIGH CERTAINTY, LOW IMPORTANCE):

These assumptions are characterized by clarity and understanding. They are areas where experts feel confident in their predictions or beliefs. However, their overall impact on the larger landscape of talent management and GM might be minimal. While it is reassuring to have such well-understood areas, it is also crucial that they don’t give organizations a false sense of security. The focus should be on leveraging these low-risk assumptions for steady but incremental improvements, without becoming complacent.



CASE STUDY:

ALIGNING CORPORATE MOBILITY AND TALENT MANAGEMENT INTO A SUCCESSFUL CROSS-BORDER EMPLOYMENT STRATEGY

**BY A GLOBAL HEAD OF CROSS-BORDER EMPLOYMENT
IN THE FMCG SECTOR**

As the Global Head of Cross-Border Employment for a leading global FMCG firm, I have overseen our strategic initiative to align the activities of our corporate mobility team with those of our internal recruitment and talent management teams. This alignment has yielded numerous benefits, significantly enhancing our capability to attract, develop, and retain top talent. Here are five clear observations from this experience, demonstrating the impact of this project.

CASE STUDY: **ALIGNING CORPORATE MOBILITY AND TALENT MANAGEMENT INTO A SUCCESSFUL CROSS-BORDER EMPLOYMENT STRATEGY**

BY A GLOBAL HEAD OF CROSS-BORDER EMPLOYMENT

1. ENHANCED COLLABORATION AND EFFICIENCY

By aligning our corporate mobility and talent management teams, we have created a more streamlined and efficient process workflow, integrated into our overall ~hire to retire~ framework. Previously, even my regional mobility teams operated in silos, often unaware of their internal talent team counterpart's goals and recruiting needs. Now, regular cross-functional meetings and integrated project management tools ensure both teams share critical insights about employee needs, skill gaps, and upcoming talent requirements. This collaborative approach has reduced redundancies, improved communication, and ensured that mobility programs align perfectly with our talent development goals.

2. IMPROVED TALENT RETENTION

A well-aligned mobility and talent management strategy directly impacts employee retention. Research from the Fraunhofer Institute for Industrial Engineering (IAO) in Germany highlights that employees are more likely to stay with an employer who offers clear career progression and international opportunities. By integrating mobility into our talent management framework as its own pillar – 'international careers', we provide employees with personalized career paths that include international assignments, which has been shown to increase engagement and loyalty. Since the implementation of this strategy, our voluntary turnover rate has decreased by 15%, indicating higher satisfaction and commitment among our workforce.

3. STRENGTHENED EXTERNAL EMPLOYER BRAND

The collaboration between our mobility and talent management teams has significantly bolstered our external employer brand. According to a study by the Chartered Institute of Personnel and Development (CIPD) in the UK, companies with robust international mobility programs are perceived as more attractive to potential candidates. By showcasing our integrated approach to career development and global mobility, we have positioned our firm as a premier destination for top talent and subsequently won several prestigious recruitment and international talent management awards. This has led to a 20% increase in applications from high-calibre candidates, particularly those seeking global exposure and professional growth.

4. CAREERS WITHOUT BORDERS

Aligning these teams has enabled a more holistic approach to talent development. Instead of viewing mobility as merely logistical support for international assignments, we now integrate it into our broader talent strategy. This includes identifying high-potential employees early and providing them with international experiences that develop crucial leadership and cross-cultural skills. Research by the German Institute for Economic Research (DIW Berlin) supports this approach, indicating that international assignments are critical for developing future leaders. Consequently, our leadership pipeline is stronger and more diverse, with 30% of our senior leaders now having substantial international experience.

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5. DATA-DRIVEN DECISION MAKING

A significant benefit of this alignment has been the improved use of data in decision-making processes. By combining data from both teams, we have gained richer insights into the effectiveness of our mobility programs and their impact on talent development and retention. For instance, we now track the post-assignment career progression of employees, correlating their experiences with performance metrics. This data-driven approach has allowed us to fine-tune our programs, ensuring they deliver maximum value. Recent research from the European Foundation for Management Development (EFMD) indicates that companies leveraging integrated data analytics in talent management achieve 25% higher employee performance rates.

CONCLUSION

Aligning our corporate mobility and talent management teams has proven to be a strategic advantage, delivering substantial benefits across multiple dimensions. Enhanced collaboration and efficiency, improved talent retention, strengthened external employer brand, holistic talent development, and data-driven decision-making are just some of the key outcomes. As we continue to refine and expand this alignment, we anticipate even greater success in attracting, developing, and retaining the best talent in our sector. This integrated approach is not just a competitive advantage but a necessity in today's global business environment.

OUR CORE RESULTS: ROUND TWO

Given this newly added layer of insight, the experts were encouraged to revisit their initial placements, adjusting if they felt another quadrant more appropriately reflected their belief about the assumption. This exercise was not just about categorizing but also introspection, ensuring that the experts truly resonated with where their assumptions stood.

This matrix, in essence, magnifies the weight and reliability of each assumption. It serves as a visual tool to prioritize and strategically address areas of importance and uncertainty. This categorization empowers decision-makers, allowing for a more calculated approach to strategies centred around talent management and GM. By distinguishing between grounded beliefs and dangerous unknowns, for instance, we can allocate resources and attention to areas that most urgently demand it. It is the basis for our key findings and our report shares some of the most important examples. We conclude with an easy-to-apply exercise for your own organization.

KEY FINDINGS

As we ventured to the core of our inquiry, a tapestry of insights began to emerge, painting a vivid picture of the nexus between talent management and GM. The findings presented herein, while not exhaustive, underscore some of the pivotal themes and patterns that surfaced from our expert panel's deliberations. It is important to underscore that these findings represent an exploration of an extremely complex topic. In fact, we could easily write a book about it. Therefore, for the sake of this report, our intention is to present those that stand out, and which have been further explored and supplemented by additional research. That said, we plan to delve deeper, using these insights as a springboard for more granular research in the future. With that perspective, let's unpack some of the most salient revelations that have come to the fore.

RES FORUM



DANGEROUS UNKNOWNNS

- Risk of pandemic resurgence affecting talent
- More talent from low-cost countries with better digital skills
- GM more widely used in talent attraction and retention
- Sustainability concerns challenging GM investments

You can imagine the above scenarios and the impact they may have. A resurgence of (another, maybe different) pandemic may again hit globally mobile staff and GM departments hard and in uncertain ways. Sustainability concerns may lead to so much pressure on firms that they must radically rethink their GM programmes, especially where frequent international business travel is concerned. Companies may also use GM more consciously as an employee value proposition, which could have significant consequences for talent attraction and retention. Lastly, the impact of talent from low-cost countries – especially where the professional use of AI and better digital skills are involved – may substantially change the way talent is used and developed. Our experts saw these potential shifts as highly important – yet they were unsure whether they would really happen. This means they were all considering – sometimes planning – how to prepare for such events and how best to use these potential developments for their organizations.

GROUNDLED BELIEFS

- Talent will be interested in taking up opportunities
- Budget will remain a key determining factor
- DE&I will become more important in the design and execution of GM approaches
- Stronger push for global staff dispersion and more local talent will emerge

Grounded beliefs are crucial for an organization and its GM choices. Our experts were certain that these four factors underpin their GM strategies, policies and practices. What's more, it is difficult not to agree that (most) talent wants to advance their careers and wants to learn by taking up opportunities; that budgets are key to determine how a GM programme can be designed and run; and that DE&I has increased substantially in its importance over the last years. All of which leads to the conclusion that GM approaches must mirror key considerations to maximise its impact to the business. What is interesting here is that the experts had such a strong belief that local talent is being identified and supported and that employees overall will be more globally dispersed. This runs counter to some voices that argue that the global world is in retreat and that national considerations are coming more to the fore. Indeed, it strengthens the argument of strategic configuration writers, such as Bartlett and Ghoshal, that the most successful multinational corporations can compete on all dimensions of cost, quality, and innovation and that their staffing must create a truly transnational workforce with a responsive, sensitive, and strong organizational culture - we have little reason to not believe our experts.



POTENTIAL DISTRACTIONS

- Use of virtual reality tools
- Mobility offered as an incentive, but employee numbers are decreasing
- More use of Short-Term Assignments (STAs) as talent development programmes
- Focus on younger generations due to lower costs

Our experts indicated these areas spark the imagination of employees. they, however, viewed virtual reality tools, the focus on younger generation, GM as incentive and even the move from Long-Term Assignments (LTAs) to STAs in their talent development programmes as of low importance. In addition, they felt that while some employees were invested in pushing these ideas, the actual realization was highly uncertain. Overall, they did not see a good business case for going ahead with them. Indeed, it is likely that firms need a specific context where, for instance, younger employees would provide massive cost savings in GM, or virtual reality tools enhance training substantially. The pursuit of these initiatives would have positive outcomes.

LOW-RISK ASSUMPTIONS

- GM will define talent widely to include all employees
- Mobility support more prevalent for international hires
- Jobs will be more distributed as global organizations shift to matrix structures
- Emphasis on remote talent acquisition for junior jobs

These elements of GM programmes are likely to crystalize and gain more prominence. However, given that most GM departments already define talents widely or that the pandemic, regional risks and hostile environments, and advances in talent acquisitions that use more remote selection approaches are already prevalent, the experts did not attach much importance to them. An increasingly global distribution of jobs, due to corporate learning in relation to more worldwide delegation of command and matrix structures, is especially surprising. It seems that some corporate changes - identified as highly important in academic literature - are seen as less impactful by corporate GM experts. In the absence of any investigation into their effects - accessible outside the organization - we have little reason to not believe our experts.

There are several principles that apply to an effective talent management approach that strengthens a multinational's culture, and which apply to GM and its SAFE(R) configurations. First, GM talent management needs to be aligned to its overall strategy. This means that GM talent management fits with the core goals of the organization and its implications regarding the drivers of global work: control and coordination of the organization and its worldwide operations and foreign operating units; leadership development; capability gap and successor filling; and learning and knowledge creation and exchange. Second, it needs to be internally consistent with wider approaches to attraction, learning, reward, performance, and retention. Third, it needs to be well embedded within the overall organizational culture. In fact, it is a means to shape the culture, with many of our respondents commenting how talent is becoming more diverse; how considerations of DE&I are increasingly important; and how staffing patterns are more distributed and geared towards skills needs rather than positional considerations, which means that individuals become more central in the GM talent picture. Thus, culture still 'eats strategy for breakfast' (Peter Drucker) and is crucial to GM talent programmes. Fourth, the involvement of key stakeholders is essential to the management of global and local needs. Lastly, GM branding – and the role that talent management plays within that - is highly important to attract and retain both internal and external talent. From the above graphic it becomes clear that these major considerations of how to design, implement and run effective GM are embedded in how our experts evaluated the current GM talent landscape and its opportunities and threats.

In echoing Benjamin Franklin's poignant observation, we are reminded of the latent potential that remains untapped in many organizations. The 'why' of it remaining untapped will vary from one organization to another and from one employee to another. Therefore, we hope that the principles of successful GM talent management and our classification are a useful starting point to review your own approach. Just as a sundial hidden in the shade loses its purpose and functionality, so does talent that is not optimally mobilized or managed. We believe that talent management and GM are two sides of the same coin. When harmoniously intertwined, they illuminate an organization's path towards seizing opportunities, fostering growth, and driving innovation. Today, it is not merely about attracting the best talent but astutely leveraging and mobilizing them to realize their full potential. Only by acknowledging and acting upon this symbiotic relationship can organizations truly triumph in the ever-intensifying war for talent.



WHAT'S A SUNDIAL IN THE SHADES?

BY CARLA FODEN,
GROWTH LEADER, GALLAGHER MOBILITY SOLUTIONS

***“Hide not your talents, they for use were made.
What’s a sundial in the shades?” - Benjamin Franklin***

There’s an expression in English: “[X] is as much use as a chocolate tea pot.” It means that whatever X is, it’s not much use at all. Potentially, it’s also quite messy. In his quote, Benjamin Franklin talks about hidden talents being as much use as a sundial in the shade. Perhaps not as messy, it’s certainly well within chocolate tea pot territory.

This latest research from the RES Forum puts an X on costly, unrecognized, underused or departing global talent. All of which are the equivalent of placing your sundial in the shade. While they won’t lead to hot chocolatey tea all over your kitchen, they’re still not the best use of the resources at your disposal. Worse still, it’s more common than you might otherwise believe.

Throughout my 20+ years in GM, tax and relocation, I’ve seen millions of client investment dollars lost to badly executed development-motivated GM programmes. Poor planning and poor candidate positioning are the usual suspects. Add to that an absence of talent brokering, as well as a lack of engagement with the international workforce before, during and after an overseas development opportunity. Each is a misuse of resources - a sundial in the shade. And each could so easily have been avoided with a different approach to strategic talent management. As the RES Forum’s report explains.

WHAT'S A SUNDIAL IN THE SHADES?

BY CARLA FODEN, GALLAGHER MOBILITY SOLUTIONS

CHALLENGE YOUR BELIEFS AND ASSUMPTIONS

Many of the conclusions from this study rang true for me. I particularly loved the simplicity of Dangerous Unknowns, Grounded Beliefs, Potential Distractions and Low Risk Assumptions. Much like the hidden talents I see so often, each of these are rife in business.

For example, I hear conversations about the Dangerous Unknowns of skills-based pay, despite the links to lower cost, better skilled talent. I don't understand the concern. Talent can and should flow from anywhere and price itself accordingly. It's up to the organisation to develop (and retain) that talent when it flows their way.

Then there is the Grounded Belief that, once you have it, your talent will be interested in taking up international opportunities. This isn't what I'm hearing from organisations struggling to motivate millennials to distance themselves from family, friends and support networks.

Potential Distractions include the obvious financial pressures facing many organisations right now. What's more, post-pandemic workforces haven't finished rightsizing, which takes attention from developing the talents that remain. Plus, while there is focus on younger generations, we're encouraging end of careers professionals to stick in the workforce longer. How do we continue to motivate and develop all of them?

In contrast, there is the Low Risk Assumption that jobs will be more distributed as global organisations shift to matrix structures. We already learned that there are better ways to share an organisation's knowledge during the pandemic. What we must consider now is, what does that mean for the role of GM?

WHAT'S A SUNDIAL IN THE SHADES?

BY CARLA FODEN, GALLAGHER MOBILITY SOLUTIONS

A ROSE BY ANY OTHER NAME

Back in the 80s it was called 'Relocation.' In the 90s and noughties it became Global Mobility. Over the last decade or so, we've become Talent Mobility. In some quarters, anyway, others are stubbornly refusing to go there.

So why not, as Steve Fogarty suggests in his piece, go with Global Workforce Flexibility Team? The world of work has changed beyond recognition. Sending a handful of people from a massive global workforce on an overseas development programme can bring limited gains. Enabling a workforce to define their own terms of service can alter outcomes, drive a talent agenda, and bring forward-thinking companies to the top of the rankings when it comes to attractiveness.

Empathy, internationalism, coaching and brokering, advocacy and representation, comprehensive compliance expertise, and that all important service mindset. All these core skills, innate within GM, are activated when you play to the strengths of your workforce. All that means is placing your sundial in the sun and brewing your tea in a proper tea pot. Both of which deliver the best possible results, without making a mess.





**THE RES FORUM GROUNDED
BELIEFS CALIBRATOR**

In the intricate web of Talent Management and GM, as outlined in our report, two elements continually emerge as foundational pillars. The interest of talent in seizing international opportunities, and the overriding influence of budgetary considerations. This concentrated focus allows organizations to tap into the inherent synergy between attracting top talent and ensuring that financial constraints do not stifle this potential.

Therefore, we have developed the RES Forum Grounded Beliefs Calibrator for you to analyse your organization.

Each statement should be rated on a scale of 1 to 10, where 1 signifies "Strongly Disagree" and 10 stands for "Strongly Agree." This assessment aims to provide clarity on where your organization stands and to illuminate areas of potential improvement.

Please rate your organization on the following statements pertaining to these two dimensions.

TALENT INTERESTED IN TAKING UP OPPORTUNITIES

1. Our organization actively promotes international opportunities to both potential and existing talent.

1	2	3	4	5	6	7	8	9	10
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2. We have witnessed significant interest from our talent pool in taking up global roles and assignments.

1	2	3	4	5	6	7	8	9	10
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3. Our recruitment and internal communication strategies highlight the benefits of international opportunities.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

4. Feedback mechanisms are in place to gauge talent's interest and concerns regarding global roles.

1	2	3	4	5	6	7	8	9	10
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5. We continuously innovate our approach to appeal to a broad spectrum of talent interested in global assignments.

1	2	3	4	5	6	7	8	9	10
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BUDGET AS THE KEY DETERMINING FACTOR

6. Our organization has a transparent and detailed budget allocation for global mobility programs.

1	2	3	4	5	6	7	8	9	10
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7. We prioritize ROI calculations when investing in talent management and GM initiatives.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

8. Budgetary constraints have directly impacted our GM decisions in the past year.

1	2	3	4	5	6	7	8	9	10
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9. Financial planning and GM strategy are closely interwoven in our organizational operations.

1	2	3	4	5	6	7	8	9	10
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10. We regularly reassess our budget allocation to GM, ensuring alignment with evolving talent management goals.

1	2	3	4	5	6	7	8	9	10
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SCORE ANALYSIS

Tally your scores for each dimension (Questions 1-5 for Talent Interest; Questions 6-10 for Budgetary Factors).

TALENT INTERESTED IN TAKING UP OPPORTUNITIES:

- **5-19: Low Score.** Your organization might be missing out on tapping into talent eager for global roles.

Action: Strengthen internal communication highlighting global opportunities and benefits.

- **20-39: Medium Score.** You have a moderate engagement level, but there's room to increase talent interest.

Action: Consider feedback mechanisms to understand and address potential concerns of talent regarding global roles.

- **40-50: High Score.** Your organization excels in piquing talent interest in global opportunities.

Action: Keep up the good work and continuously innovate to maintain this interest.

BUDGET AS THE KEY DETERMINING FACTOR:

- **5-19: Low Score.** . Budgetary considerations might not be at the forefront of your GM decisions.

Action: Reevaluate the importance of budgeting in GM and invest in transparent financial planning.

- **20-39: Medium Score.** Your organization balances between strategic goals and budget, but a clearer financial strategy could benefit GM.

Action: Prioritize ROI calculations and ensure budgetary considerations are interwoven into GM strategies.

- **40-50: High Score.** Budgetary considerations and GM are in sync in your organization, ensuring effective talent management.

Action: Maintain this alignment and periodically reassess to cater to evolving needs.

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As part of Gallagher Multinational Benefits and HR Consulting, our Global Mobility advisory teams are specialists, who can help clients translate intent into practice, by simplifying the complex, fast moving, costly and time-consuming world of Global Mobility. We work with our clients to identify opportunities for implementing the most practical approach for their company when redefining and developing agile strategies.

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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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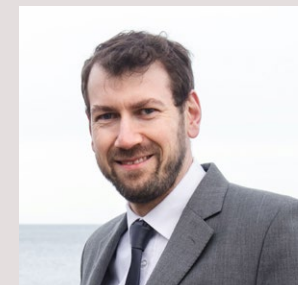
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