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RES-Forum Research Report 2024

ARTIFICIAL INTELLIGENCE

AND ITS (MIS-)USE IN GLOBAL MOBILITY

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INTRODUCTION

“Artificial Intelligence (AI) is transforming global assignments by enhancing efficiency, reducing costs, and improving employee experiences. For companies managing international assignments, AI-driven tools streamline the process of relocating employees, from selecting suitable candidates to managing logistics and compliance.

AI assists in candidate selection by analyzing skills, performance data, and suitability for specific roles, ensuring the right fit for global positions. Predictive analytics help forecast assignment outcomes, enabling organizations to make informed decisions and reduce risks. During the relocation process, AI-powered platforms automate tasks such as visa applications, housing arrangements, and cultural training, simplifying the complex logistics involved in international moves.

In managing global assignments, AI facilitates real-time communication and collaboration across different time zones and languages. AI-driven translation tools and virtual assistants support seamless interactions, enhancing productivity and integration for expatriates. Furthermore, AI helps monitor the well-being and performance of employees on international assignments, providing insights into their adaptation and engagement levels.

AI also enhances compliance and risk management by tracking local regulations and ensuring adherence to legal requirements in different countries. This reduces the administrative burden and mitigates potential legal risks.

Overall, AI's integration into global assignments is revolutionizing how organizations manage international talent, leading to more efficient, cost-effective, and successful global mobility strategies.”

What you have just read is ChatGPT’s answer when prompted to construct 200 words on "Artificial Intelligence and its Use in Global Assignments." Let’s be honest, it sounds quite attractive and informative at first reading. And it was created in a matter of seconds!

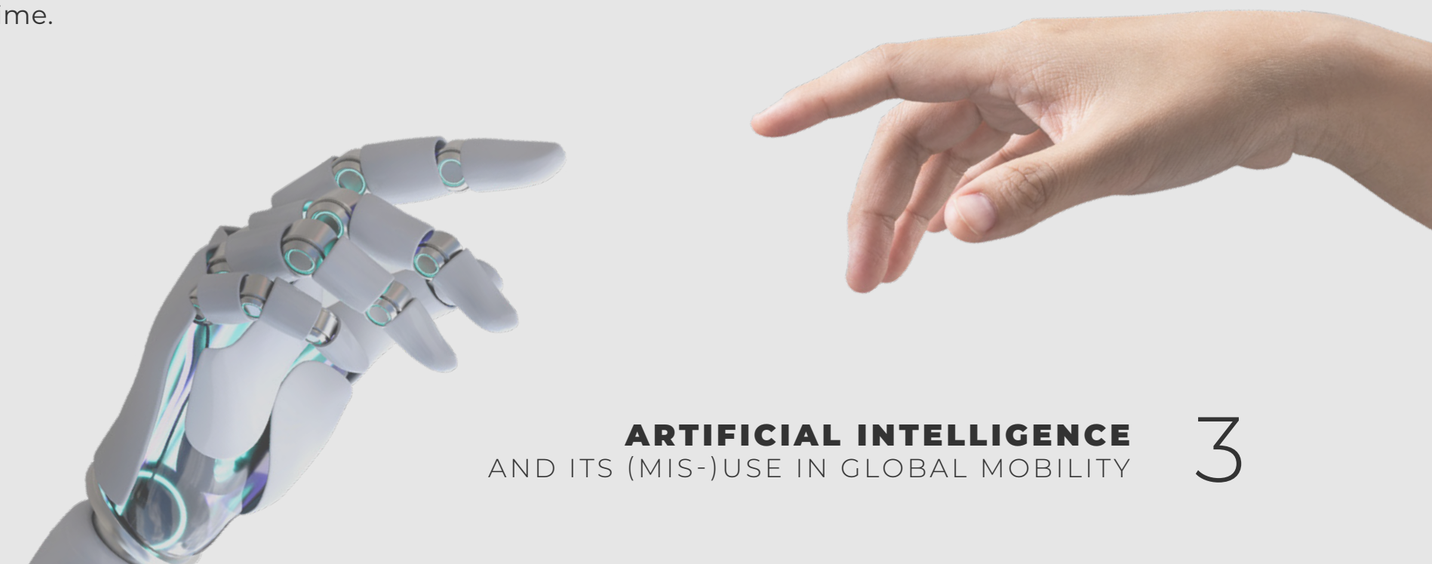
In no small part because of this immediacy, AI has reached the stage where it integrates into the daily lives of millions of people worldwide. From virtual assistants like Siri and Alexa that help manage schedules and control smart home devices, to personalized recommendations on streaming platforms and e-commerce sites, AI enhances convenience and efficiency in everyday tasks.

In healthcare, AI-driven diagnostics and personalized treatment plans are revolutionizing patient care. Meanwhile, in transportation, AI-powered navigation and ride-sharing services optimize routes and reduce travel time.

This pervasive presence of AI underscores its transformative impact, making sophisticated technology accessible and beneficial to people in their routine activities.

It should come as no surprise then that not only can AI write about Global Mobility (GM) but it has already embedded itself in the industry. The question this poses, therefore, is, where does your organization stand with respect to AI?

To answer this, we’ll consider the above text in the context of your organisation and investigate how far you still need to travel to reach this AI-generated ‘promised land.’



AI DISRUPTION IN GLOBAL MOBILITY

HR OPPORTUNITIES AND RISKS

WRITTEN BY A HEAD OF GLOBAL MOBILITY, BIG TECH, LONDON, UK

Artificial intelligence has been the subject of books and movies for decades. We have long been intrigued by the continuing advances of technology, and debated about the prospect of creating a form of intelligence which could grow to surpass, or even replace us. This interest has reached fever-pitch over the last two years, ever since Chat GPT burst into the consciousness of the public in November 2022. The world of HR and Global Mobility has certainly not been immune to this trend, and it is now rare to see any summit, workshop or speaker series go by without some mention of AI and its current or expected future impact upon the profession.

The question I and many are still asking ourselves is, how much of the speculation is based upon reality, and how much is hype, driven by a mix of mass hysteria and unbridled optimism? I suspect it's too early to say for sure.

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AI DISRUPTION IN GLOBAL MOBILITY

BY A HEAD OF GLOBAL MOBILITY, BIG TECH, LONDON, UK

THIS REVOLUTION WILL BE AUTOMATED

What is clear to me is that the AI revolution is coming. Some say it's already here. The sheer processing power, speed and adaptability of the technology means that we, as a profession will have to understand and adapt to it ourselves, in one way or another. To bury our heads in the sand is not a wise option. I have heard some colleagues say that they do not feel comfortable engaging with new technology, and I empathize. However, it is important for all Global Mobility professionals to have someone, internal or external, looking carefully at what is going on in the field of AI and how others are beginning to adapt it to the workplace, to anticipate potential opportunities and impacts. The key is for us to be as proactive - not reactive - as possible.

Looking back over the last two centuries, we have already seen so much change. Many jobs that were a staple of modern life are either completely redundant or greatly reduced in scope. I watched an old movie once, where I saw a lamp-lighter using flames to light the lamps on London's streets at night. Of course, with the advent of electricity, we have no more need for lamplighters. Where are the chimneysweeps today? We hardly need them, because we aren't reliant on burning coal in fireplaces to keep warm. On the flip side, there were no Social Media Managers, App Designers, CrossFit instructors, UI/UX designers, etc. just 30 years ago. What's my point? While technology relentlessly marches on, so do we as humans. We adapt. We find new ways to blend human lifestyles and the cycle of production and consumption into the new world in which we find ourselves.

As Global Mobility professionals, we need to understand the technology available today, including what it can do to enhance our productivity and improve our efficiency. As we monitor continuous development in the field, we will be in a better position to make data-based, reasonable assumptions to help us plan for what a future HR/Global Mobility function might look like. And if that function looks very different from what it is today, that's okay too. The goal is not to preserve the past, but to anticipate the needs of the future, align the sum of our skills and experience towards the meeting of those needs and to execute a strategic plan in that direction. All supported by the technology available to us, whether it be AI or the next big technological breakthrough.

Once we have formed an opinion of what a future function needs to look like, we start / continue building skills in that direction. This will help make ourselves, our teams and our functions resilient and relevant as the revolution rolls on.

LET THE ROBOTS DO THEIR THING

What are my predictions regarding the impact of AI on global mobility and HR in general? I believe that HR functions will increasingly hand repeatable, transactional work over to the machines. This has already been happening before the AI revolution began. I also expect that we will get better at using AI-enabled data analytics to tell our stories, and to add value to our internal clients and our globally mobile workforce. I also predict that people will still prefer, where possible, to have a friendly human to speak with. Someone who can empathise with their issues. This “human touch” will be layered on top of the enhanced technological support available, providing an altogether better experience for the traveller and internal stakeholders.

By way of comparison, let’s consider the impact of chatbots and robot answerphones on the customer service industry. While these tech tools are globally prevalent, everyone I know would still rather get through to a real human where possible. The robots are given the first opportunity to solve the problem. If they are unable to, the call is passed to a human.

HAVE NO FEAR

When all is said and done, if we engage healthily with the emerging technology, I believe we will ultimately be able to do more, and do it better, with less. I don’t believe we will ever be fully replaced by the robots / AI in the HR space as this would diminish the human experience and would amount to technological advancement at the cost of human regression. On the contrary, I believe we will co-exist as we humans continue to creatively make space for ourselves to do meaningful and strategic work that meets the needs of the time.
Let’s not fear AI. Let’s embrace it and co-create a better tomorrow.

QUESTIONS REGARDING THE ACTUAL USE OF AI IN GLOBAL MOBILITY

We could ask more questions relating to the claims made by these 200 AI-generated words. The assertions are strong after all, and they point to a decidedly positive impact of AI on GM. What's more, while this may not yet be widespread, the genie is out of the bottle and we're seeing little evidence that it'll be squeezed back in anytime soon. However, it is important to distinguish between the art of the possible (in the near future) and the reality on the ground (your current work), which may point to manifold opportunities for using AI in the GM field.

To what extent has AI enhanced efficiency and reduced costs in your organization? As a sub-question, do you have business data / ROI information that proves this?

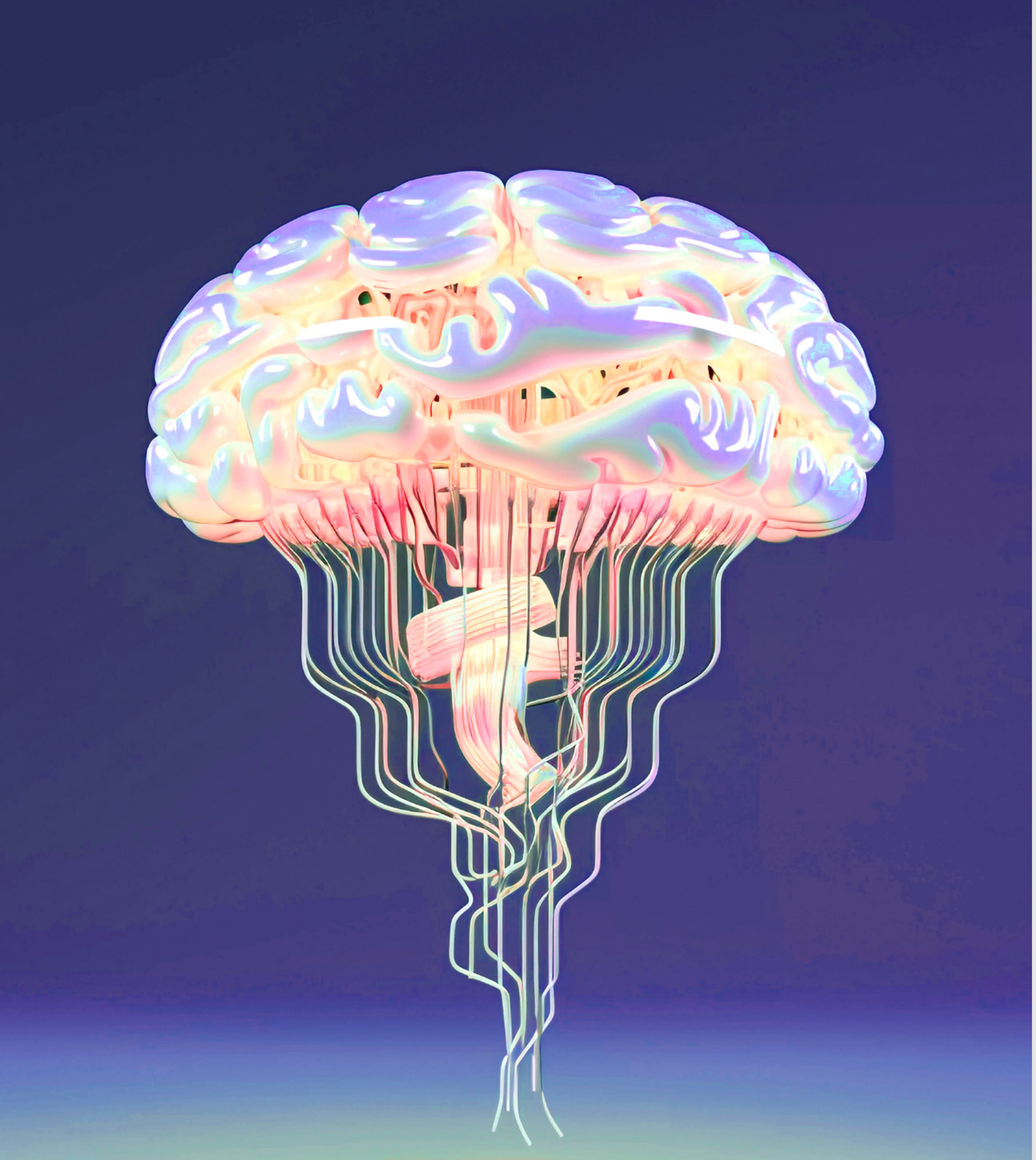
Has the use of AI improved employee experiences. If so, in what way?

Does AI completely automate tasks such as housing arrangements or cultural training in your firm?

How does AI help your organization select assignees, analyse their performance and assess their suitability to overseas positions?

How do you use AI to monitor well-being of assignees or to assess their engagement levels?

Do you run predictive analyses regarding assignee performance forecasts using AI?



RESEARCH FINDINGS

The topic of AI has come up more and less explicitly in our research over recent years. However, it is by no means the case that we woke up one day to find AI suddenly there. In fact, its appearance has been gradual and unavoidable, to the point that we have no choice but to channel these conversations into a dedicated piece of research.

In carrying out our research, we spoke with many GM leaders and experts in the field, including the RES Forum Strategic Advisory Board. We also explored the opinions of technical experts and AI champions. Based on these human (!) observations, we narrowed down the key themes and present them here as the core findings of our research.

AI CAN RESULT IN ENHANCED DATA ANALYSIS

Software using AI can analyze large volumes of data to identify trends and patterns and provide insights into potential challenges with locations and/or the fit with, say, security-conscious potential assignees. Overall, software enables more informed decisions regarding employee assignments in several areas, including selection. Companies could also design dynamic compensation packages that embody preference patterns and an envisaged pay-off for assignees.

AI LEADS TO AN AUTOMATION OF ROUTINE GM TASKS

It can handle repetitive administrative tasks, such as document processing, scheduling, and potential checks in several areas of compliance, as well as some relocation logistics. This reduces the time and effort required from GM staff, and leads to fewer errors - if the data used is appropriate - and an efficiency gain for organizations.

AI COULD SUPPORT AGILE TALENT MANAGEMENT

Software using AI can provide insights into long-term trends and help organizations refine their GM strategies accordingly. This is one of relatively few areas where AI moves from the operational to the strategic realm. Furthermore, AI can assist in identifying and developing talent for international assignments. While this is likely to be geared to indicators such as individual capabilities, their cultural agility or career goals, an even more successful assignee identification and selection would also need to factor in elements of personal situational readiness and evolving goals or career aims. This may be hard to capture for an organization without suspicion of ‘Big Brother’ tactics.

AI SHOULD IMPROVE RISK MANAGEMENT

As the software is able to quickly and thoroughly predict risk and/or raise warning flags. In addition, AI software can simulate different scenarios and their potential impact, helping organizations prepare for and mitigate risks. Most experts cautioned, however, against leaving the risk assessment entirely to AI as the access to data, the context of the organisation and its assignees, its location and other factors might not be sufficiently factored into the AI-suggested solutions. In addition, it is important in high-risk situations that powerful stakeholders take and implement emergency-related decisions.

AI CAN ALSO BE EMPLOYED TO IMPROVE COMPLIANCE

AI software could manage and verify GM-related documents and reporting obligations which would ensure better compliance.
Additionally, it could monitor the compliance and wider legal environment and suggest (or maybe even implement) adjusted, novel processes to ensure high quality.

AI MAY ENHANCE THE ASSIGNEE EXPERIENCE

First, if AI manages to correctly match potential assignees with overseas postings, then the experience of the assignee (or, for that matter the business traveller) should benefit. Second, AI-powered chatbots and virtual assistants can provide instant support and information to assignees. Particularly in unusual or time-sensitive situations, this could improve their overall experience. Third, the software may use feedback from assignees to continuously suggest improvements to the support and services provided by the organization. Lastly, AI may make overseas work experiences more personalized. For example, the software can provide individual support and tailored solutions for expatriates based on their past experiences and specific needs, if this data is systematically stored and made available for analysis.

AI IS LIKELY TO RESULT IN COST SAVINGS

AI software could increase GM efficiency through some of the process optimization implied above. In fact, if AI results in better decisions and process improvements then it will also lead to better resource allocation.

Obviously, the identification and realization of such opportunities depends on firms systematically transforming the necessary data into GM relevant insights. This means that organizations need to link Macro-level Assignment Data to Meso-level Information and connect these to Micro-level Data. In other words, there is a tremendous need for assignment success modelling and a true understanding of GM factors.

MACRO-LEVEL ASSIGNMENT DATA	MESO-LEVEL INFORMATION	MICRO-LEVEL DATA
Country location, specific city or rural area, crime levels and other security-relevant information, schooling data, support and protection arrangements, political, economic, social, technological, ecological, legal laws and regulations, etc.	Host unit, host team, skills and capability requirements, etc.	The individual's competencies, language abilities, tolerance for insecurity, pro-activeness, self-confidence, performance, family situation, health, etc.

It is important to realise that these opportunities are almost exclusively operational rather than strategic. What's more, in the absence of reliable, accurate data on individuals, their families and friends, and their shifting emotions and interests over time, a GM approach that is heavily reliant on AI is likely to be strongly geared towards the interest of companies rather than individuals. This is especially so where those interests are divergent from the 'normal' interests encountered within the firm. In the end it will be the efficacy of the modelling – and its place in the strategic GM direction of the organization – that will determine how useful AI actually is in your organization's GM work.

AI IN THE REAL WORLD

BY SEAN COLLINS, CO-FOUNDER AND MANAGING PARTNER AT TMS AND DIRECTOR, ESG AT ATMA

Mobility teams are increasingly under pressure to do more with less, with new forms of mobility and increased complexity managed by the same or reduced levels of resource. To enable teams to manage programs effectively at scale, technology becomes essential. Especially when business travel and remote work becomes part of the mobility team's purview.

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AI IN THE REAL WORLD

BY SEAN COLLINS, CO-FOUNDER AND MANAGING PARTNER AT TMS AND DIRECTOR, ESG AT ATMA

Let's not forget, Global Mobility (GM) teams have been using technology for many years, with assignment management tools enabling workflow automation, cost estimates, offer document creation and compliance tracking. Some pioneering companies are now taking it a step further by implementing chatbots and AI into their intranet portals. Here at TMS we are working with a client to help populate and map a chatbot within their Human Resource Information System (HRIS) to link queries to their internal GM portal. This will save the GM team time by enabling more self-serve by key stakeholders, whilst also being able to track the enquiries. An important feature of the chatbot is always to provide the option to reach out to a mobility team member if there is a further need, thus keeping the human touch and customer experience.

One of the best examples I have seen of using technology and AI in enabling internal mobility is in a leading transportation technology company. They have created an internal talent marketplace whereby managers post projects or "gigs" they need help with. Employees can log onto the tool and link their LinkedIn profile or manually input their skill sets as well as areas they wish to develop. On the back end, AI will map and match the skill sets and learning objectives and connect projects with employees, who can then pursue the opportunity. The time commitment is 6 hours per week for up to 6 months, thus cost effective (no need for an assignment) and a great development and retention tool. Once the project completes, the employee profile is updated with the new skillsets and experience. An effective and cost-efficient initiative that leverages global skillset and supports talent development.

THE DARK SIDE OF AI

Despite the technical advancements that AI embodies, there are significant risks that must be identified, evaluated and, ultimately, addressed. Amongst the most well-known of these are algorithmic biases that may result in discrimination and unfair treatment. For instance, software can perpetuate existing biases in the data it is trained on (Zafar et al., 2017). This is a perennial problem for research which may have explored GM issues such as location choice on a small number of (often Western) countries. Using only AI-inspired information might mean that some biases in relation to Western societal structures and preferences are integrated in the suggested solution. Unfortunately, such bias is very hard to identify due to the mostly 'absolutist' arguments of the AI output. In a similar vein, AI can struggle with fairness. For instance, AI can result in unfair treatment of certain demographic groups, impacting diversity and inclusion efforts.

Another concern while using **AI relates to ethics.** Specifically, AI decision-making processes are often in a 'black box', and this can lead to ethical dilemmas as it becomes difficult to understand and explain decisions. In fact, AI may tempt some individuals to be intellectually lazy or to be overly reliant on its suggestions. Lastly, determining accountability for decisions made by AI can be challenging, raising issues of responsibility in the vein of "AI told me so".

Next is the issue of **AI and Data Security.** As with all IT systems, AI may be vulnerable to attacks from competitors, hackers or other ill-meaning adversaries. These may manipulate inputs so that outputs are incorrect, compromising the integrity and reliability of AI systems. In addition, the GM data – in fact, all company data – may be targeted by hackers and cyber-attacks leading to data breaches with substantial negative outcomes. Clearly, unauthorized access to confidential data is an important issue challenging the reputation of organizations and the well-being of individuals.

AI may also lead to a massive Workforce Impact in that jobs may be lost or deskilled. The automation of tasks by AI can lead to job displacement, causing anxiety and resistance among employees (Parry & Battista, 2023). Within the changing world of work, rapid AI implementation can create a mismatch between job requirements and available skills, necessitating reskilling.

AI may face regulatory and compliance challenges. Navigating the complex landscape of local and international regulations on data protection, employment law, and AI usage can present massive challenges, especially when organizations lose oversight of where they obtain information or in what jurisdiction (Gasser & Almeida, 2017). This may be especially pertinent for GM work as it involves many legal environments and would entail cooperation of GM professionals and software specialists from other departments.

AI development and implementation faces operational hurdles. Firstly, integrating AI with existing systems and processes can be technically challenging and costly. Further, poorly managed AI implementation can disrupt operations and negatively impact productivity.

Finally, there is a real danger of over-reliance on AI. Excessive dependence on AI can reduce human oversight and critical thinking. This also poses the danger of lazy approaches to everything, as anything can be 'ChatGPT'ed'. Overall, this may result in oversights and errors as well as a blind trust in some unaccountable software decisions. Crucially, AI can lack the nuanced judgment and contextual understanding that human employees provide. This is particularly important in the GM field as context-sensitive experience is often critical, together with an open, honest and focussed discussion with affected assignees. Overall, the use of AI can, therefore, result in substantially less than optimal decisions.

These risks underscore the importance of a comprehensive approach to AI deployment, including robust security measures, ethical guidelines, transparent processes, continuous monitoring and self-reflective analysis to mitigate the drawbacks of using AI. Nevertheless, there are already writers who do not just assume that AI will change our working lives forever but go one step further. As noted by Agrawal and colleagues (2024)

> ***"The question is not whether AI will be good enough to take on more cognitive tasks and will replace human effort, but rather how we as a (working) human race will adapt."***

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CONCLUSION

So, what can we conclude from our research?

- The integration of AI into GM is a transformative force, redefining how organizations manage international assignments.
- Our research highlights the multifaceted benefits AI brings to the table, from enhancing efficiency and reducing costs, to significantly improving the employee experience.
- AI-driven tools streamline complex processes such as candidate selection, relocation logistics, and compliance management, ensuring a smoother and more effective GM strategy.
- AI's ability to analyze vast amounts of data provides organizations with predictive insights, enabling better decision-making and risk mitigation.
- This technological advancement allows for more personalized and adaptive solutions, catering to the unique needs of expatriates and optimizing their overall experience.
- AI supports real-time communication and collaboration, bridging time zones and language barriers, which is crucial for the success of global assignments.

In short, our research participants very much believe that the potential and opportunities are tremendous.

However, it is important to point out that they also acknowledged the challenges and risks associated with AI deployment.

• Algorithmic bias, ethical concerns, data security, workforce displacement, and regulatory compliance are significant issues that must be addressed.

• Organizations must implement robust security measures, establish ethical guidelines, and ensure transparency in AI processes to mitigate these risks.

• The human element remains essential, as AI lacks the nuanced judgment and contextual understanding that human expertise provides.

As AI continues to evolve, its role in GM will likely expand, offering even greater opportunities for efficiency and innovation. To make the most of this, organizations must strike a balance between leveraging AI capabilities and maintaining critical human oversight. The future of AI in GM promises a landscape where technology and human intelligence coalesce to create more effective, responsive, and humane GM practices.

For you to determine where your organization currently stands, we have developed an AI Capability Mapping Tool. Included at the end of this paper, it is designed to help organizations assess their current and desired AI capabilities in the context of GM. By providing a structured and systematic approach, this tool enables organizations to identify strengths, gaps, and opportunities for growth.

ACCELERATING THE AI JOURNEY FOR GLOBAL MOBILITY

BY GREG VERT, LEADER, HUMAN CAPITAL PRACTICE, DELOITTE
AND JOD GILL, GLOBAL EMPLOYER SERVICES PARTNER, DELOITTE

The 2024 RES-Forum Research Report on Artificial Intelligence – and its (mis)-use in Global Mobility highlights several opportunities to use AI and outlines risks to consider along the way, but why is this important? How do you put these ideas into practice? What are successful organizations doing differently to harness the power of AI to create business outcomes? Our goal with this addendum is to provide GM professionals with additional insights to start or accelerate your journey to creating value with AI.

WHAT IS DIFFERENT NOW? WHY IS THERE SO MUCH HYPE AROUND AI?

AI has been around (in theory) since the 1950s, but recent breakthroughs in Generative AI and continued maturation of traditional forms of AI (e.g., Machine Learning, Natural Language Processing) have combined to create a wave of new solutions and commercial applications with direct impacts on professional, knowledge-based fields, such as Global Mobility. Additionally, the public release and rapid adoption of ChatGPT in October 2022[1] triggered significant public interest and a spike in capital investment in AI innovation, leading to an "arms race" between big tech firms to preserve and grow their market position and shareholder value. The result? AI is **everywhere** and it has become an inevitable force aimed at transforming enterprise and evolving industry for years to come. It also appears the hype is not subsiding any time soon, as 67% of organizations reported in August 2024, they are increasing investments in Generative AI (in particular) given strong value to date[2].

ACCELERATING THE AI JOURNEY FOR GLOBAL MOBILITY

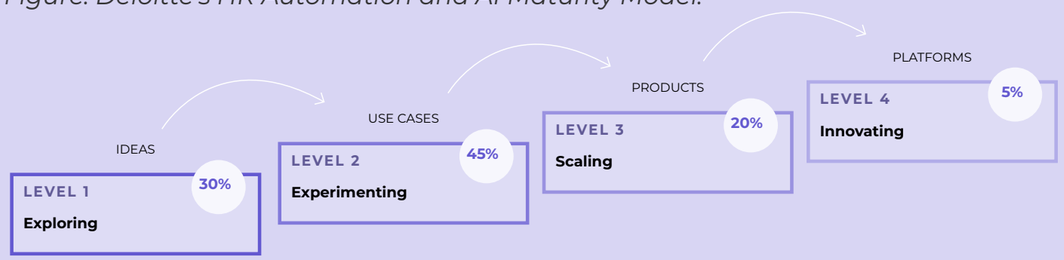
BY GREG VERT AND JOD GILL, DELOITTE

WHAT IS THE CURRENT STATE OF AI ADOPTION IN HR AND WHAT DOES THAT MEAN FOR GLOBAL MOBILITY?

Our research indicates approximately 75% of HR teams are in an "exploring" or "experimental" stage of AI adoption[3]. In other words, they've started to think about and play with AI in a safe environment but have not deployed production solutions in a meaningful way. The findings are consistent for Global Mobility as many teams are focused on adopting new enterprise productivity tools and co-pilots before investing in domain-specific solutions. We expect things to change and investments to increase heading into 2025 as HR organizations strive to reach a "scaling" or "innovating" level of maturity where AI is driving significant efficiencies, radically improving the digital experience, and delivering insights to improve decision-making and operational performance.

To make this transition in maturity, we are seeing an increased focus on AI "products" that offer robust capabilities to support end-to-end processes and functional areas, compared to discrete use cases and proofs-of-concept (POCs) that may be easier to deploy, but are generally limited to creating incremental value in return. Global Mobility teams can lean into the product-driven approach by identifying and prioritizing high value use cases, finding ways to leverage available enterprise and HR capabilities, and exploring the marketplace for innovative solutions.

Figure: Deloitte's HR Automation and AI Maturity Model:



WHAT ARE MATURE HR ORGANIZATIONS DOING TO SCALE AI?

When we conducted our research on the maturity of AI adoption in HR, we also sought to understand the underlying factors separating "exploring" and "experimenting" organizations from "scaling" and "innovating". There were six key indicators that emerged:

1. **Strategic Focus** – high maturity HR teams are aligned on how AI will advance their strategy and ambitions. They are intentional and coordinated with their investments and focused on creating measurable and demonstrable value with AI.

2. **Data Readiness** – high maturity HR teams understand data is the lifeblood and fuel of any AI solution. They are focused on increasing structured and unstructured data quality, making fragmented data more integrated and accessible, and expanding available data sets to enable more sophisticated use cases.

3. **Enterprise Tools** – high maturity HR teams recognize AI is not "one solution" and it will require an ecosystem approach to harness and embed its capabilities to the full potential. They seek to leverage and maximize the AI offerings of their core HR technology, while opportunistically extending enterprise tools into HR and exploring the marketplace for innovative and differentiated solutions.

4. Agile Delivery – high maturity HR teams know the AI journey never ends, and they are focused on continuously sensing business and workforce needs to drive the ongoing enhancement of AI solutions. They apply agile, product management disciplines and principles to effectively deploy and maintain AI in strong partnership with IT. They also recognize the need for new human skills and capabilities and have created strategies to address critical talent gaps required to scale AI programs.

5. Governance – high maturity HR teams understand the risks and limitations of AI and proactively implement policies, guardrails, and mechanisms to protect the enterprise and the workforce. They are invested in using AI responsibly (despite a lack of comprehensive laws and regulations) and regularly monitor AI outputs to mitigate unintended outcomes. They also understand the importance of tracking and articulating the value produced from AI investments to help secure funding and support for future initiatives.

6. Workforce Enablement – high maturity HR teams recognize there is a strong correlation between end-user adoption and value creation with AI solutions. They understand adoption is dependent on the ability to foster a culture of experimentation, build trust in AI with the workforce, and increase the fluency and proficiency of AI consumers.

The journey to create value with AI is ongoing and we are in the early stages of widespread HR adoption. For Global Mobility teams, we believe creating and executing an action plan around the 6 key dimensions of maturity noted above will help accelerate the path to value. Even if "scaling" or "innovating" feels out of reach today, it is important to get started to avoid falling behind in a competitive, global talent market.

At Deloitte, we are refreshing our research on the state of Generative AI in the enterprise on a quarterly basis to track the rapid pace of change and to share helpful perspectives. Please stay tuned, ask questions, seek out learning opportunities, and share your experiences to help the Global Mobility community evolve and thrive with AI.

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GLOBAL MOBILITY AI CAPABILITY MAPPING TOOL

This tool consists of twelve questions, divided into two sections: current capabilities and desired capabilities.

Each question is rated on a scale from 1 to 7, where 1 indicates strong disagreement and 7 indicates strong agreement. The questions cover key areas identified in our research, such as technology infrastructure, data management practices, employee training programs, ethical guidelines, leadership support, and alignment with business goals.

After completing the assessment, you can calculate your total scores for both current and desired capabilities. These scores are then plotted on a 2x2 matrix, which categorizes organizations into one of four quadrants:

1. Advanced Implementers
2. Aspirational Developers
3. Satisfied Sustainers
4. Emerging Adopters

This categorization helps organizations understand their current position and desired future state regarding AI integration in GM.

By using the AI Capability Mapping Tool, you can gain valuable insights into your AI readiness, set strategic priorities, and develop actionable plans to achieve your desired AI capabilities. This tool also serves as a vital resource for organizations committed to leveraging AI to drive innovation and success in GM initiatives.

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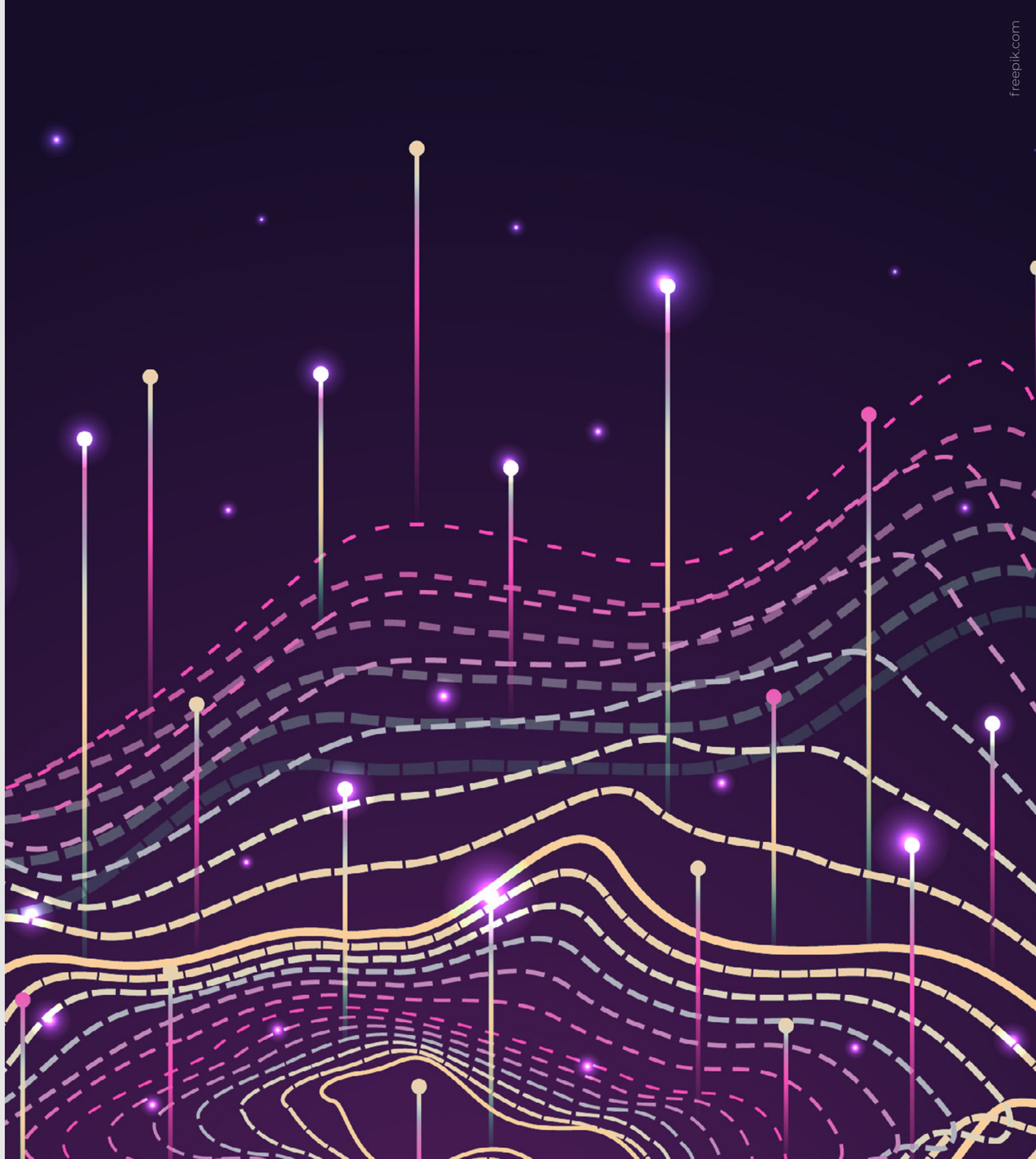


To get started, please answer the following questions based on your organization's current and desired AI capabilities in GM.

For each question, rate your organization on a scale of 1 to 7, where 1 = Strongly Disagree and 7 = Strongly Agree.

1) **Employee Training Programs:** Our employees are well-trained in using AI tools and technologies for GM.

1	2	3	4	5	6	7

2) **Future Technology Infrastructure:** We aim to enhance our technology infrastructure to better support AI in GM.

1	2	3	4	5	6	7

3) **Data Management Practices:** We effectively manage and use data for AI applications in GM.

1	2	3	4	5	6	7

4) **Robust Ethical Guidelines:** We aim to develop and enforce robust ethical guidelines for AI use in GM.

1	2	3	4	5	6	7

5) **Leadership Support:** Our leadership actively supports AI initiatives in GM.

1	2	3	4	5	6	7

6) **Advanced Data Management:** We seek to improve our data management practices to fully leverage AI in GM.

1	2	3	4	5	6	7

7) **Current Technology Infrastructure:** Our organization has the necessary technology infrastructure to support AI in GM.

1	2	3	4	5	6	7

8) **Strong Leadership Support:** We seek to cultivate strong leadership support for AI initiatives in GM.

1	2	3	4	5	6	7

9) **Ethical Guidelines:** We have clear ethical guidelines in place for the use of AI in GM.

1	2	3	4	5	6	7

10) **Integration with Business Goals:** Our AI initiatives in GM are aligned with our overall business goals.

1	2	3	4	5	6	7

11) **Comprehensive Training Programs:** We plan to implement comprehensive training programs for employees on AI tools and technologies.

1	2	3	4	5	6	7

12) **Alignment with Strategic Goals:** We aim to ensure our AI initiatives in GM are closely aligned with our strategic goals.

1	2	3	4	5	6	7

To determine your organization's current and desired AI capabilities in GM, follow these steps:

Assuming you have answered each of the 12 questions, rating your organization on a scale from 1 to 7 as per the above instructions.
Next, calculate your Current Capabilities Score by summing the scores from questions 1, 3, 5, 7, 9, and 10.

Then, calculate your Desired Capabilities Score by summing the scores from questions 2, 4, 6, 8, 11, and 12.

Finally, interpret your scores using the following guidelines:

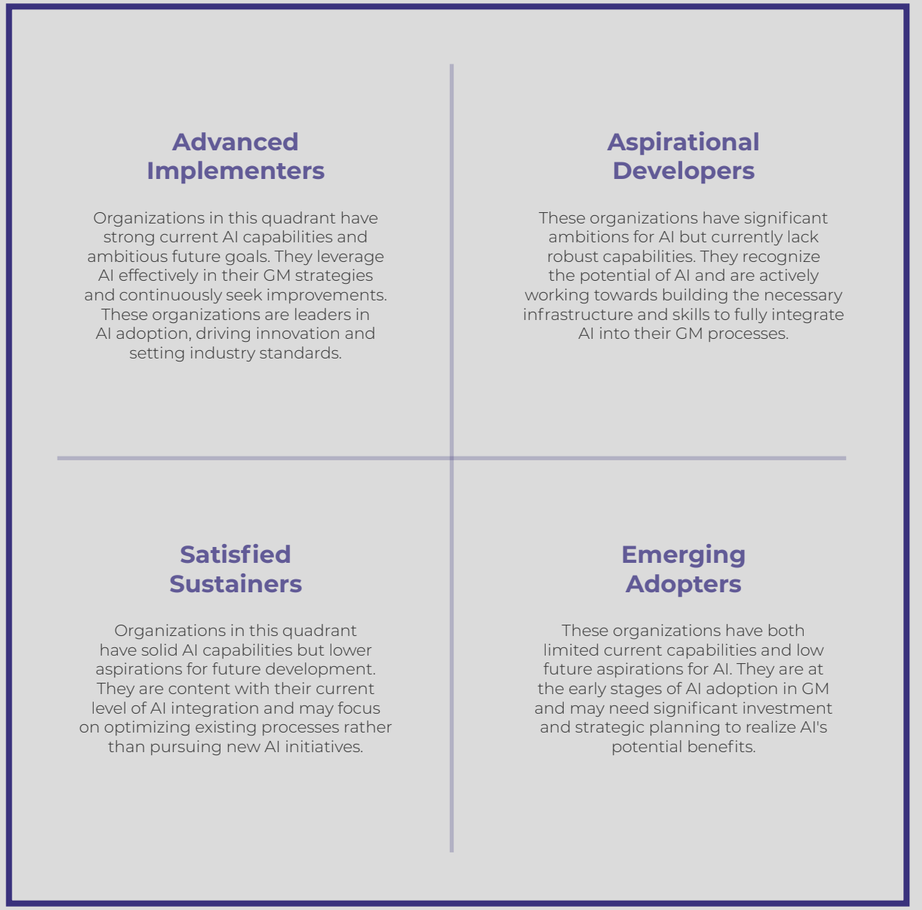
- If your Current Capabilities Score is 22 or higher and your Desired Capabilities Score is 22 or higher, your organization is an ***Advanced Implementer.***

- If your Current Capabilities Score is less than 22 and your Desired Capabilities Score is 22 or higher, your organization is an ***Aspirational Developer.***

- If your Current Capabilities Score is 22 or higher and your Desired Capabilities Score is less than 22, your organization is a ***Satisfied Sustainer.***

- If both your Current and Desired Capabilities Scores are less than 22, your organization is an ***Emerging Adopter.***

By following these steps, you can assess and interpret your organization's AI capabilities in GM, guiding your strategic planning and investment decisions effectively.



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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.

References available on request.

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