

The Definitive Guide to
**Strategic
Mobility**

BREAK BARRIERS. BRIDGE GAPS.

GRAEBEL®

WORKFORCE
MOBILITY



YOU'RE ON THE MOVE

Are you heading in the right direction?

This e-book is designed specifically to help you find out. It details the barriers that can hold your Mobility Program back. More importantly, it offers insight into what you should look for as you transform your program into a key differentiator for your company.

Begin your journey here by clicking on a section below. Each section asks an important question — and offers a clear path for answering it.

Why is Mobility important?

What can Mobility do for you?

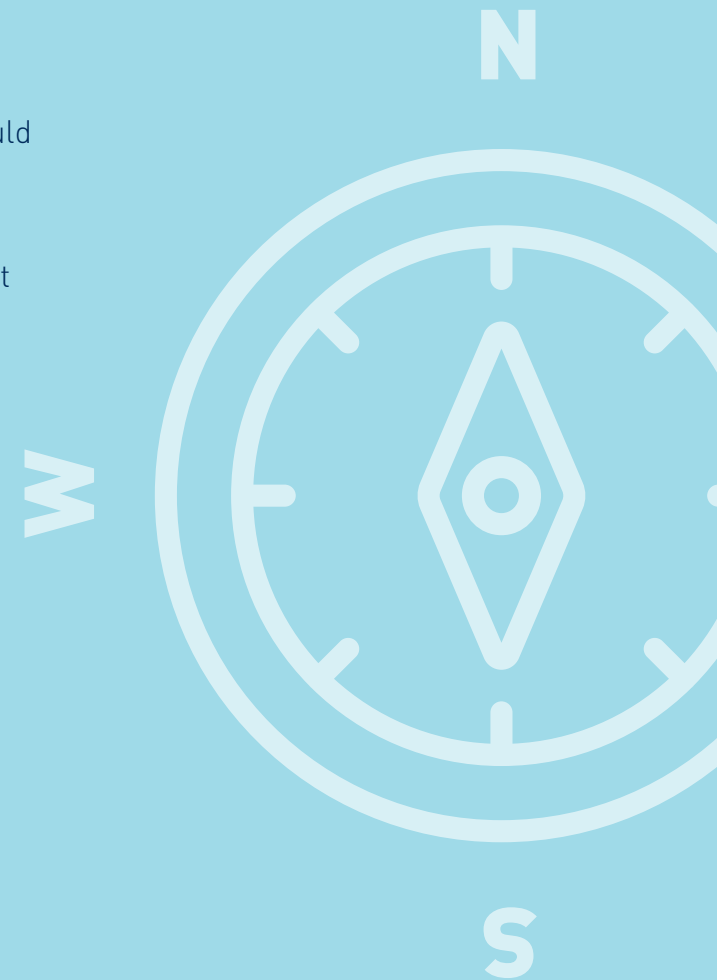
What is the future for Mobility?

Who needs to be involved in your Mobility strategy?

Where do you start?

How do you do it?

Where can you learn more?





Why is Mobility Important?



Embrace a new world of work

RADICAL INNOVATIONS, PERVASIVE POLICIES AND EXPANSIVE GLOBAL ECONOMIES HAVE CHANGED THE WAY WE COMMUNICATE AND COLLABORATE.

To keep pace, your organization has deployed talented professionals into new markets to meet emerging business needs and to capture dynamic new opportunities. As the world around you becomes more connected, you're tasked with bridging gaps between talent, expectations and performance.

Whether your organization is a global Fortune 500 icon or a promising small firm seeking growth, you want to send your best and brightest professionals to embark on these new engagements. You're confident in your world-class roster. How confident are you that your Mobility Program is robust enough to empower that talent — both stateside and abroad?



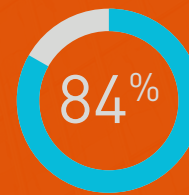


Grow your Mobility brand

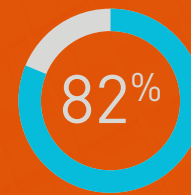
Most top talent have a global mindset. They're smart. They're savvy. They realize the unique opportunities that a Mobility engagement offers. Technology connects us to the world abroad. Travel is easier and less intrusive.

THEY'RE READY TO MOVE. ARE YOU? Because your Mobility Program comprises more than sending talent to faraway lands. Its impact hits a lot closer to home. Most of your engagements may be transfers within the U.S., which have similar challenges involving home sales, moving trucks, school changes and much more.

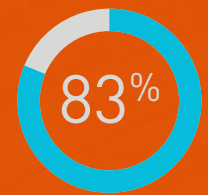
Does your Mobility Program ease the burdens for you and your workforce? Or is it a burden all its own? Your program must align with the overall vision for your company. Because it's about more than moving boxes. It's about moving ideas, breaking barriers, advancing careers and improving your business. Use Mobility to embrace change and enhance your brand.



of millennials will
relocate for a job.*



of millennials believe
relocation will be necessary for
career advancement.*



would give preference to
prospective employees with
global experience*

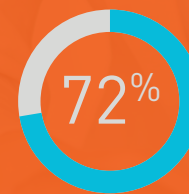


What Can Mobility Do for You?

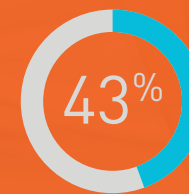
You're fearless. You're relentless.

As a result, opportunities are limitless. Use Mobility to make the most of them. For many companies, Mobility is grouped with other Human Resources functions, such as accounts payable, payroll or benefits. It might be relegated to operations — where staff merely moves employees from Point A to Point B. But you know that it can be much more than an operational function. **BY ENHANCING YOUR MOBILITY PROGRAM, YOU CAN USE IT AS A DIFFERENTIATOR FOR YOUR COMPANY — AND FOR YOUR CAREER.**

Mobility shouldn't be an afterthought for your HR team. Make it a highly visible initiative supported by HR to improve talent management, promote branding and growth strategies and initiate revenue-generating activities in existing and emerging markets.



of executives expect more need for global employees over the next two or three years.*



of respondents indicated their organization does not have a Mobility strategy in place.*



Prove it can help the company

You're not alone. There are other visionaries in your company. Make a business case to earn their advocacy. Use insight supported by tangible metrics and leverage information and feedback from every functional unit integrated with Mobility. Include high-level justifications for improvements and estimated costs. Mobility has already proven to be advantageous for talent management. Show them how it promotes expansion. **TURN YOUR MOBILITY PROGRAM INTO A TRANSFORMATIVE BUSINESS STRATEGY THAT PRODUCES MEASURABLE RESULTS.**

Give these other innovators — whether they're business unit heads or C-suite executives — a reason to discover their own "Aha! So that's what Mobility can do for us" moment.



PREPARE TO CHANGE

Conduct an assessment of your Mobility Program. Find out where you are, and where you want to be. Then, create a roadmap with a prioritized list of initiatives to expedite improvement, with these goals in mind:

- Shift away from tactical, transitional and operational activities immediately.
- Find cost savings through policy recommendations, operations, supply chain optimization and other sources.
- Reduce risks for non-compliant tax and immigration issues.
- Anticipate and respond to changing market conditions immediately with little or no noticeable disruption for employees or assigned tasks.
- Retain more talent — and accompanying accrued knowledge — after relocation.
- Promote program successes inside/outside the organization.



Go to the source

It's been estimated that up to 85% of relocations for U.S. companies are interstate transfers.* **BUT GLOBAL ENGAGEMENTS CONTINUE TO RISE.** In fact, Global Mobility has increased by 63% over the past two or three years, and mobility professionals expect even more demand moving forward. Whether across the state or across the pond, outsourcing has become more prevalent for companies both big and small as key stakeholders realize the significant advantages it can offer.



Cost savings

It's about more than resources and training. Whether it's recommending policies or avoiding compliance or tax penalties, outsourced agencies offer unique expertise cultivated via many engagements in many locations.



Informed decisions

Few in-house programs have clear, proven processes for tracking costs, so how can they make the most informed and accurate Mobility decisions?



Compliance

Tax and compliance requirements change frequently. Where in-house personnel may lag making adjustments, outsourced agencies are acutely aware of the latest worldwide developments.



Core competencies

Stick to what you do best. Let your HR, compensation, benefits and other groups focus on core competencies instead of tedious administrative tasks. In addition, members of your internal Mobility team can focus on tracking performance and driving initiatives that support your overall strategy.



What is the Future for Workforce Mobility?



What happens next?

Arguably, the most pressing question for Mobility professionals is, “What happens next?” In the past, you’ve heard countless sermons about one incarnation or another of the evolving workplace. And they were largely accurate.

Recent developments, however, are not only threatening to upend Mobility as we know it, they may change entire economies and market conditions. Whether it’s proposed U.S. immigration executive orders, changes in public sentiment, the future of the European Union, potential future crises, yet-to-be-determined political shifts or other uncertainties or fears, your job and that of your team is impacted by many complex dynamics.* Compliance and tax implications could change overnight. After years or even decades of stability in many parts of the world, tenuous political and social environments might necessitate additional security measures for global workers.

YOU AND YOUR TEAM ARE TASKED WITH FIGURING OUT HOW RAPID CHANGE AFFECTS YOUR WORKFORCE. Are you capable of accommodating these market changes without compromising your entire Mobility Program?



FAST-ACTING PRAGMATISM?

Otherwise known as “wait-and-see-and-act-quickly mode.” Amid a wide range of emotionally-charged issues, declarations and orders, old-fashioned patience should take precedence. Remove the emotional elements of political issues by staying committed to your Mobility strategy. Remain focused on your primary tasks:

- Ease the burden for your global workforce.
- Combine Mobility and talent management to drive business forward.

*McKinsey Global Institute; “The brightening mood of European business — and what it means for investment” (2017)



Accommodate the generational divide

With each passing year, the workplace evolves into something we haven't seen previously. To be more precise, it's happening daily. Even though about 10,000 Baby Boomers become eligible for retirement every day, many are extending their careers in the workforce by several years.* Meanwhile, Generation Z — which accounts for about 25% of the population — is entering the workforce.**

THERE ARE NOW FOUR UNIQUE GENERATIONS OF WORKERS COLLABORATING. Each one has specific preferences about assignments that can complicate everyday interactions, both here and around the world, and add a layer of complexity to your Mobility strategy.

BABY BOOMERS (1946 – 1965)



PROFILE: Highly experienced. Productive. “Workaholics.” Least accommodating of change.

MOBILITY ASSIGNMENTS: Limited opportunities abroad. Many have grown children. Growing trend for empty nesters to work globally.

GENERATION X (1966 – 1979)



PROFILE: Responsible for revenue generation. Respect/loyalty earned, not expected. Nearly 2/3 manage the work of others. Entrepreneurial.

MOBILITY ASSIGNMENTS: Seek work/life balance more than any other group. Families and home ownership complicate deployments abroad.

MILLENNIALS (1980 – 1996)



PROFILE: Projected to be up to 75% of workforce by 2025. Collaborative. Most likely to change jobs. Technology-dependent.

MOBILITY ASSIGNMENTS: Expect to relocate for career advancement. Seek career development. New opportunities. Adventure.

GENERATION Z (1997+)



PROFILE: Largely entry level. Ready for mentorships. Less favorable of fast-paced workplace. Extremely entrepreneurial.

MOBILITY ASSIGNMENTS: Few limitations, but considered too “green” for many deployments.



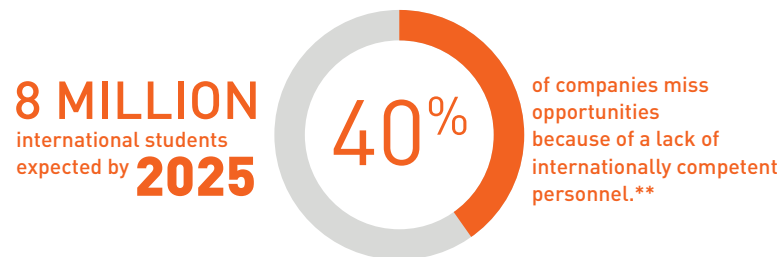
Work with an evolving workforce

With millennials comprising the majority of the workforce, their influence on strategies and initiatives has expanded. The traditional business climate largely created by the Baby Boomers has been transformed into an information-rich mecca devoted to ease and immediacy. The Internet of Things (IoT) allows workers to share ideas anywhere, at any time. In many ways, today's younger workers have adopted a mobile ideology that transcends technology.

THEY'RE MORE WILLING TO RELOCATE FOR WORK THAN ANY PREVIOUS GENERATION.

Emerging Mobility trends

The global economy and marketplace have expanded opportunities to every corner of the world while bringing companies, people and industries closer together to share knowledge, technology and goods with unprecedented agility. It's led to more worldwide talent deployments. As a result, Mobility and talent professionals face a wider range of challenges and expectations.



*The Organization for Economic Co-operation and Development (OECD)

**Internationalization of U.S. Education in the 21st Century — A Research Conference on National Needs and Policy Implications



Shorter assignments. The average length of assignment is about 18 months. It affords employees enough time to assimilate to the new environment and embark on clearly defined initiatives before returning home — or moving to the next assignment. These shorter deployments have nearly doubled in the past decade.



Project-based. Employers are deploying talented workers with specific skill sets to fill gaps quickly and economically. Employees accept this plug-and-work model because it offers an exciting opportunity for something “new” as well as global experience, without requiring a significant commitment.



Rotational. Shorter domestic and global engagements are specifically designed to encourage collaboration with a wide range of diversified workgroups. Employees cultivate insight and skills while developing leadership skills they can use upon their return.



Larger cities, more jobs

Worldwide population continues to expand exponentially. Projections indicate that the population in urban areas will reach 2.5B by 2050, with close to 90% of the increase in existing or new cities in Asia and Africa.* In some countries, emerging cities are afforded government-issued grants and tax incentives to attract businesses. **OPPORTUNITIES FOR MOBILITY WORKFORCE EXPANSION ABOUND.**

Megacity	Est. Population	Expected Percentage Rate of Growth
1 - Karachi, Pakistan	20.88M	80.5%
2 - Shenzhen, China	12.51M	56.1%
3 - Lagos, Nigeria.....	12.09M	48.2%
4 - Beijing, China.....	18.24M	47.6%
5 - Bangkok, Thailand.....	14.54M	45.2%
5 - Dhaka, Bangladesh.....	14.34M	45.2%
7 - Guangzhou-Foshan, China.....	17.69M	43.0%
8 - Shanghai, China.....	21.77M	40.1%
9 - Delhi, India	22.83M	39.2%
10 - Istanbul, Turkey.....	12.92M	25.3%



Source: Forbes (online): The World's Fastest Growing Megacities. (based on population data from Demographia World Urban Areas)

[* UN DESA's Population Division "World Urbanization Prospects," 2014]



Adapt to market changes quickly

Speed saves. Use it to strike quickly and capitalize on new opportunities as they emerge. More importantly, use speed and agility to make necessary adjustments along the way, so you can adapt to market changes before the competition.

Today, you need to respond to a changing marketplace within weeks. Or days. Possibly, even hours. It's easier when you're prepared with a centralized Mobility strategy.

BETTER INFORMATION LEADS TO BETTER DECISIONS.

That's why it's important to use your wealth of knowledge (and knowledge workers) to compile accurate data and feedback now. Prepare to use it. Don't worry. It doesn't have to be the daunting task you imagine if you follow a few guidelines, including:



Align your functional units. Traditionally, Mobility Programs operated as and relied on silos of information from many stakeholders. You don't have time for that. By the time information is shared from one group to the next, any chance to strike at the opportune moment is lost. Use functional integration to simplify the flow of information between your Mobility Program and functional units. Begin by assessing where there are gaps between each individual unit.



Give everybody a voice. Let those who are most affected by gaps in your Mobility strategy help define it. Your organization has a wide range of internal functional units intricately involved in Mobility. You also have relocated employees. Each group can cite specific examples to reveal where your program is lacking, where it's improving — and where opportunities will surface.



Maintain control. By developing a comprehensive Mobility strategy or process, you can use proven technologies and communications to control information at every step and bridge any gaps along the way.



Prove your point with metrics. People respond to the obvious. Give your stakeholders a clear view of your Mobility Program with metrics that reveal where it's flawed — and where it excels. Use that knowledge to know where to turn for valuable feedback and where to avoid delays.



Who Needs to Be Involved in Your Mobility Strategy?



You're not alone

Global Mobility includes many people from many parts of your organization. **IS THAT GOOD? OR BAD?** For most organizations, the answer probably depends on how functionally aligned the various business units are with one another. With so many players involved, silos of information form quickly. These silos prevent the unfettered sharing of important information. As a result, it's easy to see why new implementations lag and key decisions are delayed.

Bring your world closer

Let's be clear — there's only one way to bridge the cross-functional gaps in your organization. At the very least, every stakeholder must be driving toward the same goal. As a result, it's imperative that you develop a stated common purpose for your Mobility Program. Is it to increase the amount of talent domestically? Globally? Is it to push business initiatives in new markets? Deploy people at low costs? Expand the knowledge of your workforce? Or something else?

Once you've developed your primary objective, only then can you identify and develop interconnected processes. You'll also have created an environment where you can substantiate accountability by comparing where you are with where you want to be.

KEY STAKEHOLDERS

Mobility Team
Senior HR Leadership
HR Business Partner
Staffing/Recruiting
Procurement
Travel
Payroll
Rick/Compliance
Talent Management
Compensation/Benefits
Finance
Immigration
Tax
Accounts Payable
Transferees
Assignees
Managers





Find the experts — Become the expert

You're confident in your own abilities. Your teammates are just as confident in theirs. The key is unlocking all of the information quickly and easily so you can enhance your Mobility Program to embrace more talent as you engage with new clients and opportunities.

Think of your Mobility Program comprising five groups, with each relying on the others to function effectively.

1

Centralized Subject Matter Expert (SMEs)

Nobody knows Mobility better than you do. Likewise, your organization has lawyers and tax specialists and many others who are more knowledgeable in their own specific area of expertise. The information you need to make faster, smarter decisions begins here.

2

Talent Acquisition

Your organization is only as strong as the sum of its parts. That's why it's always seeking talented prospects to hire, develop and retain. Often, the best and brightest interact with this functional team first, before moving to yours.

3

Global Mobility

As the Mobility leader, it's up to you to balance investment and project priorities and share your vision with not only the rest of leadership, but with the Mobility team and functional leaders who need to buy in to the strategy.

4

Mobility Data Users

Better information leads to the best decisions. Track Mobility data, so every stakeholder and decision-maker can use it to be more informed — and effective — for each subsequent engagement.

5

HR Leaders

You need strong leadership to figure out how to get things done today — and how to prepare for tomorrow. Your HR leaders are the day-to-day talent that can help you devise a more thorough Mobility strategy



Go global with help from the locals

If you want to gauge the effectiveness of your Mobility Program, wouldn't it make sense to consider the feedback from those most affected by it? **RELOCATED EMPLOYEES ARE THE ONES WHO EXPERIENCE THE CONSEQUENCES OF A NON-INTEGRATED MOBILITY STRATEGY.** They're the ones in limbo waiting for information as it's delayed or lost between functional units. They're the ones trying to adjust abruptly to outdated policies that don't account for tax, compliance and other changes in the region.

Take a more measured approach

How much information is gathered or documented by your regional offices? Some regional offices manually track only the very basics about the program. You might be hard-pressed to know exactly how much a regional office spent on Mobility last year. That lack of information will also affect your ability to uncover challenges and gaps for that location.

MAKE IT EASIER FOR YOUR TEAM — AND FOR YOURSELF.

Rely on your local and regional leadership teams. Find tools that can simplify reporting for them.

Build credible data sets and metrics that can highlight and substantiate what's happening. Analyze the data when revising Mobility initiatives and strategies. Best of all, when you have a well-integrated Mobility Strategy, you can do it all without compromising daily operational tasks.





Transform policies into strategy

EVERY ORGANIZATION HAS POLICIES. In fact, they're so entwined into our everyday lives that it's easy to not even think about them after awhile. That's a problem, especially when it comes to a Mobility Program facing ever-changing market, political and talent conditions.

Workforce Mobility policies are in place to help regulate — or normalize — the relocation experience for dozens, hundreds or maybe even thousands of employees. They're designed to limit what can go wrong. They also limit what your program can become and how far you can take it. This isn't to suggest that policies should be eliminated. Only that they should be a byproduct of a data-driven and agile Mobility strategy that complements and enriches every part of your organization.

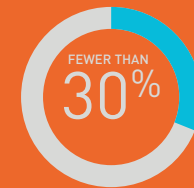


Aligning Mobility with the big picture

Think about all of the planning and strategy sessions your organization conducts throughout the year. Month. Week. Each one is specifically designed to strategically improve the business and realize new growth opportunities. So why isn't the program designed to send promising employees into areas of new opportunities intricately aligned with the overall company strategy? With millions of dollars invested in your Mobility Program, it's time to find out if you're getting your money's worth.



of organizational strategists believe a Global Mobility strategy makes an impact on the organization's financial performance.



of organizations proactively measure "cost vs. benefit" impact for its Mobility program.*

A man in a dark suit and glasses is walking from left to right, looking down at a smartphone. He is wearing white sneakers and has a yellow bag slung over his shoulder. The background is a large, modern building with a facade of horizontal metallic panels. The lighting is warm, suggesting sunset or sunrise. An orange banner with a light blue arrow pointing right is overlaid on the bottom half of the image.

Where Do You Start?



Use what you know to drive strategy

If your organization is like most, nearly every day — whether you realize it or not — you probably collect talent analytics data via human resource information systems (HRIS). With the rapid development of other technological innovations, there are countless ways to stay connected and to capture and analyze data. **BUT WHICH DATA IS MOST IMPORTANT?** And how can you use it to improve your Mobility Program?

Many view this influx of technology as a challenge to the previously non-technological roles of Talent Management and Global Mobility. But it's here to stay. So, whether you're using new technologies to track the progress of individuals in the global workforce, to simplify reporting, to measure impact with tangible metrics or to share feedback instantly with other key stakeholders, you can deliver far more value by embracing it. Use a wide range of connected technologies to better identify candidates for employment, gauge their effectiveness while deployed, and even measure the success of your program in relation to business objectives.

Even more importantly, you'll have tangible results to share with C-suite and other business leaders to prove the viable connection between your mobile workforce and measurable business value.


2 BILLION
connected devices in
2006

↓

15 BILLION
connected devices in
2015

↓

UP TO
200 BILLION
connected devices in
2020*

* Intel: "A Guide to the Internet of Things"



Fill the gaps

Whether it's one employee, hundreds or even thousands, your entire organization is intricately tied to every mobile engagement. **DOES EVERY GROUP KNOW ITS ROLE?** Does it have a voice? Gaps expand, leading to inefficiencies that compromise employee satisfaction, global initiatives and talent retention — unless they're identified and strategically resolved. Diagnostic tools that can accurately identify and even measure the level of disconnect between stakeholders can save you an enormous amount of time, energy and investment chasing the information on your own.

What are gaps costing you?

TIME/RESOURCES



- Process inefficiencies, e.g., manual vs. automated processes.
- Program inefficiencies. Inconsistent policies lead to wide variations, inconsistencies and mistakes — and an inordinate amount of time spent correcting them.

TALENT



- Acquisition. You want the best and brightest. Do they want you?
- Retention. If you have gaps, your talent will be the first to know. And that might make them the first to leave.

REPUTATION



- Non-compliance in tax or immigration areas can lead to fines.
- Heightened scrutiny that could compromise future relocations.
- Talent management is adversely affected by poor feedback from employees/customers.
- Poor Mobility can harm company branding/reputation.



How Do You Do It?



Speed or complexity — Now you can have both

You're facing a whirlwind of moving parts, including market changes, constant cost pressures, talent demographics, technological innovations, global expansion and more. How are they affecting your Mobility Program? How can you overcome them? There's no longer only one way to find out.

CONSULTING.

You know your job. Consultants know theirs. Together, you can uncover critical information in your organization. Through comprehensive interviews, research and analysis, consultants can gather an incredible amount of information about your Mobility workforce, policies, strategies and organization. The best ones also have the industry expertise to identify key challenges and even pinpoint emerging opportunities.

STRENGTHS:

Knowledgeable. Thorough. Expert analysis and advice.

BENCHMARKING.

Find out how your Mobility Program stacks up vs. the competition. Or, go outside your own industry and measure yourself against a wider range of world-class organizations with more strategic benchmarking. For the most effective benchmarking, it's important to understand company guidelines and practices thoroughly, including where process performance gaps exist.

STRENGTHS:

Obtain tangible data — metrics — to highlight strengths and weaknesses. Validate assumptions. Prioritize challenge areas or improvement opportunities. Fast turnaround.

DIAGNOSTIC + STRATEGIC MIX.

Technology allows for a burgeoning new category that marries diagnostic and expert advice. Find a provider that offers diagnostic tools to measure your program's performance via an in-depth, 360-degree, cross-functional assessment. Then, let the experts take those tangible results and offer customized strategic insights and recommendations to improve deficiencies, prioritize initiatives and realize new opportunities.

STRENGTHS:

Non-intrusive. Few meetings/interviews. Fast: may take only weeks to complete. Receive expert recommendations based on important metrics to build your roadmap.



What are you looking for?



PROOF

How do you gauge your program's performance to create a strategic improvement plan that can be shared with executives? Give them something to look at. Give them proof of performance.



SPEED

The world is changing. Global Mobility needs to change. Quickly. Will you be scheduling meetings and conducting countless interviews while everything — and everybody — passes you by? Adapt to the changing world. Now.



CUSTOMIZATION

You like that your company is different. Embrace it. What's worked for other companies won't necessarily work for yours. You want recommendations that are specific to your program, talent and initiatives.



Conclusion

IS YOUR GOAL TO MOVE PEOPLE? OR IDEAS? The days of Global Mobility operating in a silo are over.

As you try to recruit, develop and retain more knowledgeable, discerning talent — amid an expansive sea of political, logistical and economic change — your entire organization must be aligned. You need a robust, agile Mobility Program that integrates seamlessly throughout your organization.

Fortunately, there are solutions and tools available to help you identify the functional gaps in your Mobility Program — and experts who can offer strategic recommendations for bridging gaps to move forward.

[Advancing the Art of Mobility](#)

[Consequences and Impacts of Global Megacities](#)

[Millennials See Mobility as Essential for Career Advancement](#)

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