

Talent Management Strategies and Mobility: Collaboration with Impact



As more companies emphasize the importance of a global workforce experienced in working in other countries, the connection between Talent Management and Mobility disciplines continues to grow.



Either informally, through increased collaboration, or more formally – by establishing Talent Management functions within Mobility programs – companies recognize the importance of selecting and supporting their globally mobile employees through structured policies and programs.

Centers of Excellence (COEs)

With increasing regularity, Mobility programs are establishing Talent Management COEs tasked with developing, maintaining and refining a company's expatriate talent selection process. At their core are consistent company-wide talent principles and goals the COE uses to implement programs. Corporate principles can guide selection and types of assignments, and can foster comprehensive repatriation strategies.

Graebel can help by providing recommendations and custom programs

Expatriate pre-screening assessments and development planning

Coordinated talent selection processes

Pre-assignment training, including family and cultural assimilation

Formal mentoring for assignees of all levels – from leaders to short-term rotational employees

Defined milestones for successful repatriation or continued assignments in other host locations

Succession planning reviews that connect with corporate programs

Collaboration with policy development to ensure policies reflect talent management philosophy

Talent Movement Analytics

Graebel has partnered with Corporate Talent functions to increase their collaboration with Mobility and HR to foster the development of meaningful “Talent Movement Analytics,” moving beyond baseline data towards deeper views into a company’s global talent strategy. To the right are some examples.

- > Common database of HR / mobility data and tools
- > Agreed-to set of metrics that support strategic talent KPIs and goals
- > Key stakeholder buy-in to promote acceptance of this new way of measuring success
- > Close collaboration with the Relocation Management Company (RMC) on data, timing, access and security
- > Shared definitions of “success” and talent strategy “return on investment”

Graebel provides strategic consultation, program and project expertise in helping clients establish closer connections between Talent Management and Mobility.

Start Small and Build

A good Talent Movement analytics strategy starts small and sets the foundation for future and growth. Focusing on too many measures at the outset can result in frustration and delays in eventual success. Picking a core set of meaningful metrics that help measure the value of global assignments or programs designed to select and nurture expatriates is the recommended place to start this journey.

TALENT MANAGEMENT METRICS	
Retention by move type/policy	Performance by move type/policy
Promotion by move type/policy	Engagement by move type/policy
Attrition by move type/policy	Exceptions by move type/policy
Cost by move type/policy	Cost by destination
Cost by division/product line	Relocated intern “conversion” rate
Attrition by time since move	Forecasted temporary housing, based on historical data
Internal movement (e.g., job, family) by move type/policy-post assignment	Mobility services participation (language, cultural training) by various measures
Expat or domestic move analytics compared to employee population at large	