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MEET THE DEMANDS OF 2020 WITH  
A GLOBAL MOBILITY PLAYBOOK

Shape the future of your global mobility function

Relocate  
G L O B A L

# Meet the Demands of 2020 with A Global Mobility Playbook

28 April 2020

**Host:**

**Fiona Murchie**, Managing Editor, Relocate Global

**Presenter:**

**Morgan Crosby**, Global Growth Leader, AIRINC



# STAY CONNECTED

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*'Connecting you with global leaders, stakeholders, thought-leaders and decisions makers'*



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Global People 



## Fiona Murchie

Managing Editor, Relocate Global

Fiona has over 25 years' experience in management and HR publishing and global mobility. She is passionate about inspiring, connecting and celebrating global people

From this unique perspective, she combines understanding of the HR and global mobility market with knowledge of business drivers and an appreciation of management thinking and the wider influences on company and regional growth brought about by changing global markets, demographics, economics and geo-political factors.

She launched Relocate magazine in 2004, to promote creativity and best practice in mobility. Relocate Global has become the leading multimedia for international managers, HR, global mobility and relocation professionals, with a growing international reputation for thought leadership, innovation and people support.

Fiona is inspired to stimulate individual growth and flourishing organisations via webinars, content, the Relocate Awards, Festival of Global People and her vision for the Think Global People Community to support international professionals to do their best work.



## Morgan Crosby

Global Growth Leader - AIRINC

Morgan is passionate about helping clients. She shares her experiences, bringing possibilities to life. She excels at deeply understanding each client's unique needs, implementing practical solutions that increase the success of mobility programs.

As a seasoned professional with more than 20 years of global mobility experience, she has supported companies across all industries. Morgan is a frequent speaker and published author on global mobility issues, including innovation, international compensation, and leading practice trends.

She recently created an In-Talent Group whose purpose is to inspire talent innovation amongst forward-thinking mobility professionals. Morgan holds a master's degree in International Relations from Boston University, and she is based at AIRINC's headquarters office in Cambridge, MA. Morgan leverages her experiences advising clients to help AIRINC grow and to better serve all clients. Responsible for the strategic intersection of marketing, business development, and product development, she ensures AIRINC's solutions meet clients' needs today and in the future. Her role includes developing AIRINC's thought leadership, leading the global advisory function, and setting AIRINC's global growth strategy.

# Mobility Playbook

Presented by:

**Morgan Crosby**  
*Global Growth Leader*  
**AIRINC**

# Agile mobility: advising, aligning, advocating

## Advising:

Proactive engagement  
of customers



## Aligning:

Offering products and  
services to meet needs



## Agile

*Nimble ability to  
meet ever-changing  
needs*



## Advocating:

Influencing change

# Understanding is critical

As a result of this crisis we will not return to business as usual.  
You will need to:

-  Engage your customers
-  Listen actively
-  Truly understand the changes needed
-  Be prepared for change as a constant

# Poll Question #1

Do you plan to revise your mobility programme this year as a result of COVID-19?

Poll Response	
Yes	46%
No	11%
Maybe	42%

# Focus on advising and aligning



# Current focus

2020 Mobility Outlook Survey	ALL COMPANIES	FIN SERV	O&G	FMCG	TECH	MFCT/AUTO	PHARM
Proactive engagement with clients/customers (e.g., partnering with the business on program improvements)	41%	41%	39%	42%	29%	48%	38%
Routine or reactive problem solving activities (e.g., issuing a missed allowance payment)	59%	59%	61%	58%	71%	52%	62%

Proactive engagement can lead to better talent mobility outcomes for the organization

# Advising: proactively engaging the customer base

## Mobility professionals

will need to:

- Have “client” engagement skills
- Be able to actively listen
- Discern patterns
- Form strategic relationships



### Identify your clients

- ✓ The Business, Talent Acquisition, HR, Finance, Leadership, the Employee
- ✓ Identify your executive champions - If you don't have the power to influence leadership, find someone who does



### Form relationships with key clients

- ✓ Understand their needs
- ✓ Regularly engage them
- ✓ Use data and insights to influence
- ✓ “Mine” your partner network

Define and Articulate Clearly  
The Vision for Successful Mobility

# Client engagement tips

-  Proactively seek out feedback
-  Ask open ended questions
-  If needed, ask clarifying questions
-  Resist the temptation to “jump in”
-  Summarize to test understanding



# Business feedback

Knowing what success means at your organization can help you aim towards the right goals and measure your success

Case 1: Business Accelerated by Crisis  
Critical Talent Shortage May Lead to Enhanced Offerings

Case 2: Business Decreased by Crisis  
Cost Effectiveness May be The Focus

What do you consider to be the most important purpose of an international assignment/transfer?

## Sample Survey Results

Scale: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree	Average Rating
<b>To help the company meet long-term talent objectives</b>	<b>1.4</b>
To provide professional development opportunities for employees	1.5
To fill staffing needs in locations where skills or knowledge are not available	1.8
To provide strategic business direction	2.2
To spread organizational values and culture	2.3
To provide training/development for staff in host offices	2.3

# Employee feedback

Knowing what the employee values as well as what hinders them will allow you to focus on human centric design that increases **perceived value** and **better investments**

## Why did you take an international assignment/transfer?

	Average Rating
To enhance my long-term career	1.1
To gain professional development	1.2
I raised my hand/volunteered to take an international assignment/transfer	1.7
To experience cultural enrichment	1.8
I was asked by my manager to take an international assignment/transfer	3.0
For financial reasons	3.2

## What did you view as barriers to accepting an international assignment/transfer?

	Average Rating
Disruption to my family	2.4
Financial setback	2.6
Loss of partner career opportunities	2.6
Concerns about medical care and company support for wellbeing	2.8
Not understanding the terms and provisions	3.2
Concern that an international assignment/transfer will not further my career aspirations	3.6

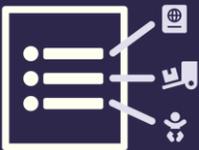
# Considering all the Client “Personas”



**TALENT ACQUISITION**  
 I need to hire 100 engineers this year and send them to San Francisco



**EMPLOYEE**  
 A mid-career LGBTQ employee assigned to London



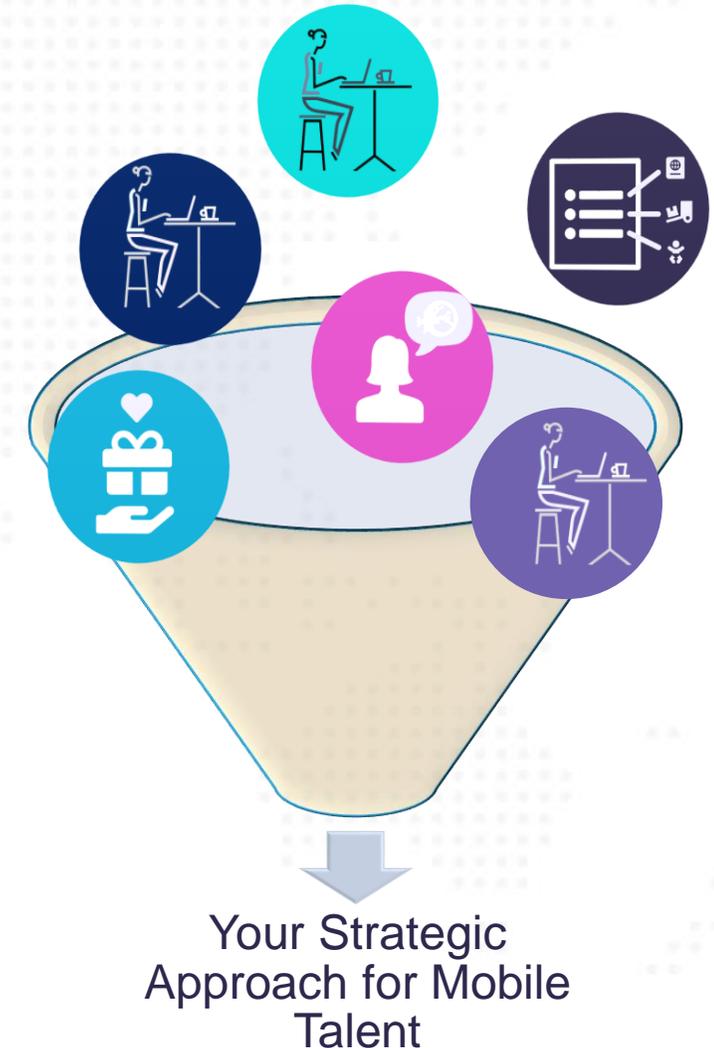
**THE BUSINESS**  
 I need an array of mobile talent options at different price points

**EMPLOYEE**  
 A single female, mid-career, assigned to China from the UK



**THE ENTERPRISE**  
 Our strategy is to attract the best talent and retain them with personalized work opportunities

**EMPLOYEE**  
 An Eastern European national with partner and 2 young children assigned to Argentina



# Case 1 Aligning: Understanding value and delivering it

We enable the business to make different talent investments

We offer a **Core/Flex Policy** so the business can choose from a guided spectrum of cost

Global mobility promotes our talent agenda

The employee's **short and long term career objectives** are considered when choosing the assignment type

We engage talent through personalized experiences

Employees are given a **Flexible Spending Allowance** allowing them to spend company funds their way

Our approach is inclusive

We consider **diversity needs** when crafting employee support, providing equal mobile talent opportunities

# Case 2 Aligning: Understanding value and delivering it

Duty of care is our primary goal

We offer very robust assistance for health coverage, **well-being** readiness, and repatriation if needed for medical reasons

We are purposeful in selecting assignments

We first try to find **local talent**, when that is not possible we leverage an assignment that also **promotes our talent agenda**

Our approach is cost effective

Our policy is **balanced** to offer employee support at reasonable cost to the business

Global mobility is agile

Our business is ever changing, our global mobility function is resilient and at the **ready to change**

# Measuring success



## Start collecting and reporting talent data now

### Start with descriptive

- ✓ Employees deployed
- ✓ How long
- ✓ Performance

### Build a database

- ✓ More data
- ✓ Over longer period
- ✓ Repatriation rates
- ✓ Promotion rates

### Start Influencing with data

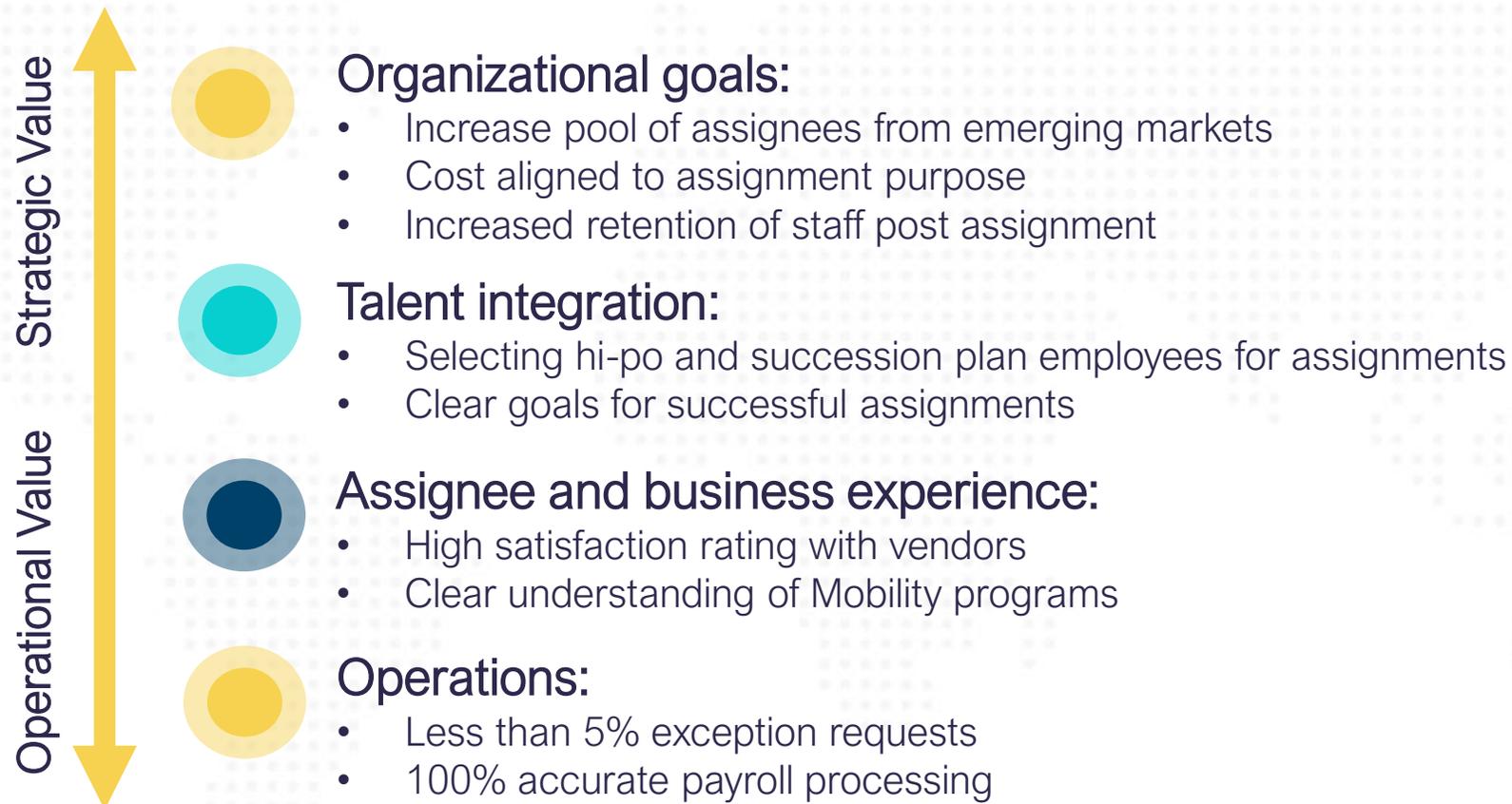
- ✓ Earn the right to talk talent issues
- ✓ Add more information
- ✓ Prescriptive
- ✓ Predictive over time



## Influence

- Understand motivations
- Use data and stories to show needs and progress
- Regularly communicate with key stakeholders

# Sample success definitions



# Using metrics for success

1. Define success
2. Describe state of Mobility
3. Diagnose patterns
4. Predict outcomes
5. Make changes to increase success

Mobility functions using metrics are largely focused on descriptive reporting  
**78% are using descriptive reporting**

As data becomes more readily housed in HRIS and assignment management systems, Mobility will increasingly be able to move into higher value metrics  
**34% are using predictive analytics**

# Poll Question #2

Given Global Mobility's increased visibility within company, do you think mobility will continue to 'have a seat at the table' post COVID-19?

Poll Response	
Yes	55%
No	13%
Maybe	31%

# Advocating: Making the impossible possible

Today



✓  
Quick wins

**Mobility  
Roadmap**

✓  
Achievable in 1-3  
years

Not yet possible /  
solution does not exist

Future



Vision

Strong internal and external  
advocacy to influence change

# Advocating

Key leaders – form relationships, learn to influence

Partner networks – get on client advisory boards

Industry groups – ERC, local groups, etc.

# Agile Mobility: Advising, aligning, advocating

**Advising:**  
Proactive engagement  
of customers



**Aligning:**  
Offering products and  
services to meet needs



**Agile**  
*Nimble ability to  
meet ever-changing  
needs*

**Advocating:**  
Influencing change



# Your playbook



- ✓ Understand your clients' needs
- ✓ Form relationships and actively listen



- ✓ Clearly articulate your vision for mobility
- ✓ Measure and report on success



- ✓ Set a path for progress
- ✓ Set up an evergreen plan designed for agility along the way

# Questions?

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Please feel free to reach out to AIRINC if you would like to explore further the topics discussed today.

**THANK YOU FOR ATTENDING!**

## RELOCATE GLOBAL RESOURCES

### Resources include:

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