

4 Talent Mobility Steps to Better Short Term Assignments



INNOVATE, INTEGRATE, MOTIVATE:
Together Towards Tomorrow

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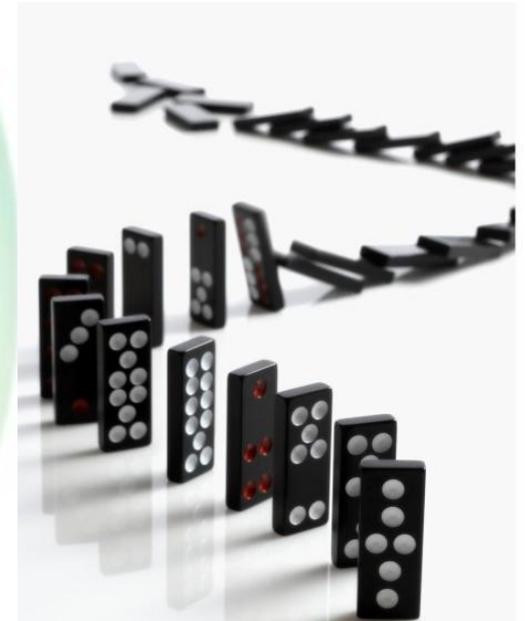
IOR Global Services

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Objectives for this Session

- Outline a practical and strategic 4-Step Talent Mobility process for short term assignments:
 - Alignment with Talent Management
 - Pre-assignment Selection
 - On-assignment Development
 - Post-assignment Retention



Survey Question

Are you experiencing talent challenges (attraction, engagement, retention) in your organization?



Talent Mobility Paths

- Offering Talent Mobility Paths attracts and engages talent – especially Millennials
- Common Paths include:
 - Extended business travel (several weeks)
 - Short term assignments (several months)
 - Rotations (talent exchange)
 - Long term assignments (over a year)
- Short term assignments and rotations are trending as more popular



Survey Question

Which Talent Mobility Path is most common in your organization?

- A) Extended business travel
- B) Short term assignment
- C) Rotations (talent exchange)
- D) Long term assignments



Strategic Talent Mobility Process

- Step 1: Alignment with Talent Management
- Step 2: Pre-Assignment Selection
- Step 3: On-Assignment Development
- Step 4: Post-Assignment Retention



Survey Question

Is your Mobility function aligned with Talent Management?

- A) Yes
- B) No
- C) Not sure



Step 1: Alignment with Talent Management

- **Identify stakeholders** for talent development i.e., Talent Management, Organizational Development, Human Resources, Leadership Development, BU leaders
- Meet with stakeholders to align processes
- **Get support from “the top”**
 - Budget / Visibility / Active participation
- Create and **BRAND Talent Mobility Paths** for the various regions in the organization
 - Make sure the regions are ready!
 - Work with IT to have a **social media site / internal website** for sharing of experience



Survey Question

Does your organization have a selection process for short term assignments?

A) Yes

B) No

C) Not sure



Step 2: Pre-Assignment Selection

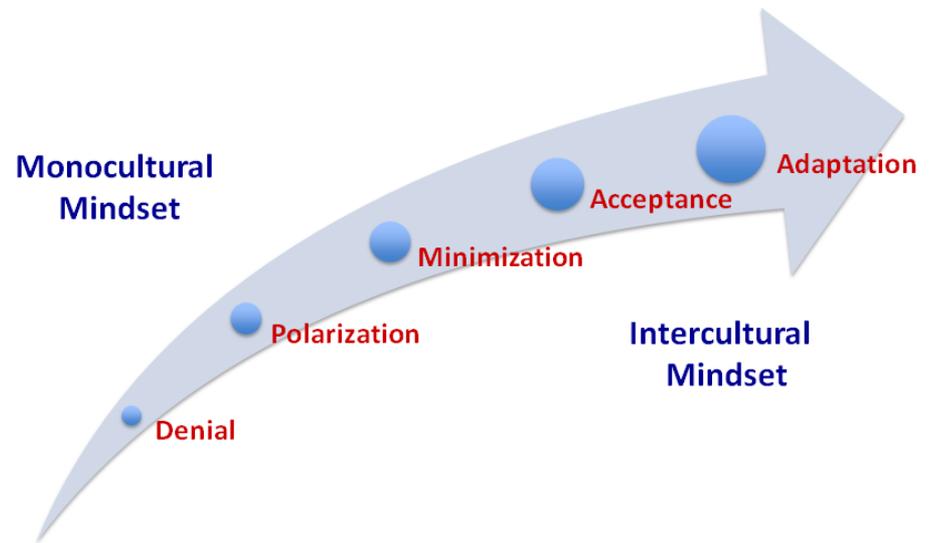
- Assess interest in employee population
- Recruit and prepare regions for talent exchange
- **Have business unit leaders identify and suggest candidates**
- Use assessment tools to create talent pools
 - Integrate reports and results with your talent management software platform or intranet
- Select candidates
- **Provide cultural training/coaching and language training in advance of departure**



Intercultural Development Inventory (IDI)

- Theory-based measure of how people (**groups and individuals**) **respond to cultural difference (attitude/perspective)**
- Based on **developmental model** of five stages
 - Denial
 - Polarization (Defense/Reversal)
 - Minimization
 - Acceptance
 - **Adaptation**

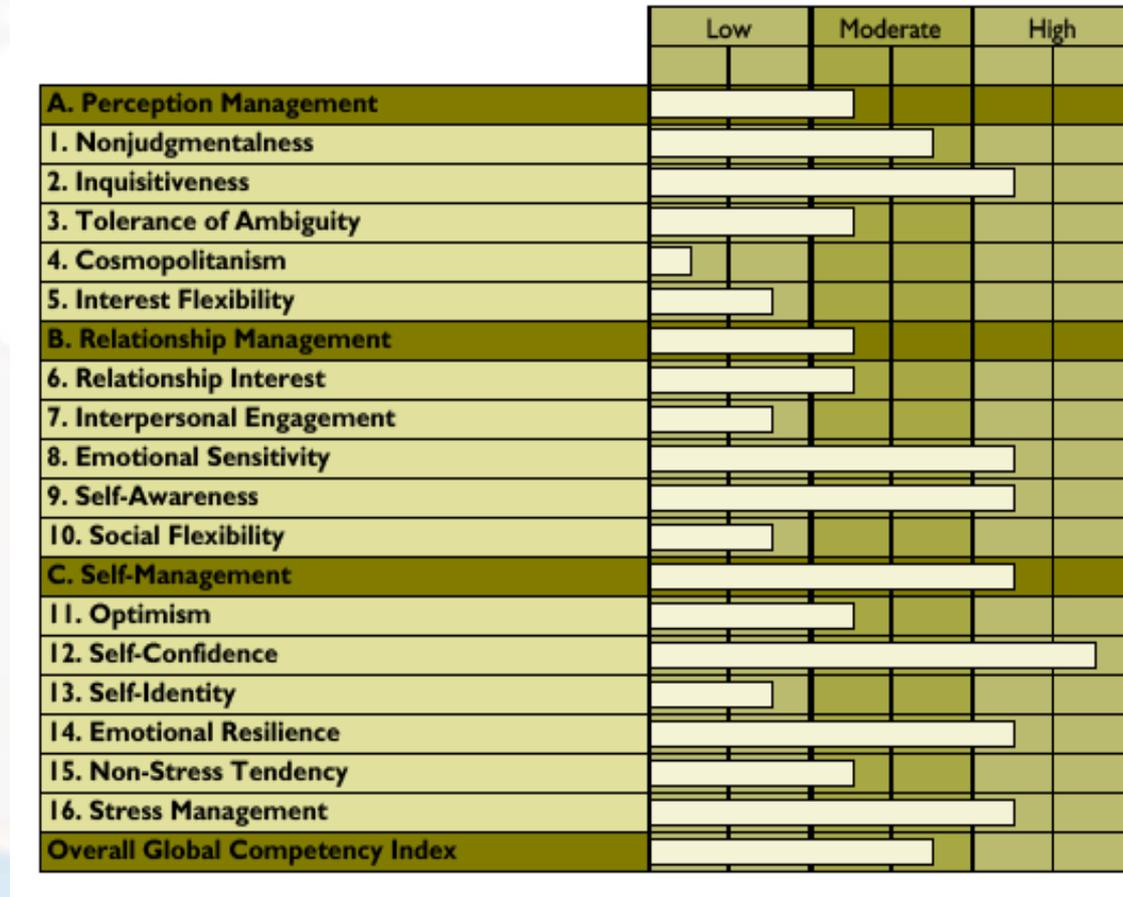
Intercultural Development Continuum



Global Competencies Inventory (GCI)

- Looks at 3 major abilities and 16 competencies:

1. Ability to learn
2. Ability to develop and manage relationships
3. Ability to manage self



Survey Question

Does your organization have a mentoring program?

A) Yes

B) No

C) Not sure



Step 3: On-Assignment Development

- Create and use development plans based on assessment tools and leadership competencies
- **Set up mentor/coach discussions on a regular basis**
 - Have a talent management process in place for your mentor/coach program (select / engage / retain)
- Use social media site or intranet to share resources and experiences



Survey Question

Does your organization share and leverage assignee knowledge and experience after short term assignments?

- A) Yes
- B) No
- C) Not sure



Step 4: Post-Assignment Retention

- Measure growth and development
 - Assessment tools (pre and post results)
 - Debriefs with assignees and mentors/coaches
- Develop and offer educational sessions **leveraging the experience of assignees**
 - Online learning forums / townhalls
- Meeting with Talent Management for **succession planning**



Summarizing the 4 Talent Mobility Steps

- Step 1: Alignment with Talent Management
 - Make sure you identify, communicate and have alignment with key Talent stakeholders
- Step 2: Pre-assignment Selection
 - Have processes and tools in place to make better decisions about candidates
- Step 3: On-assignment Development
 - Use development plans and mentors during assignments
- Step 4: Post-assignment Retention
 - Measure, leverage and share knowledge and skills of assignees upon return



Your Questions





Thanks & Enjoy the Conference!

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