STARTUP-ify your Global Workforce

Infuse your Global Mobility function with the agile spirit of start-ups!
Digital technology is disrupting business models, operational processes and talent engagement, and fundamentally transforming the way in which organisations operate.

In this context, a profoundly different mobility function incorporates design thinking and behavioral economics – social, mobile, analytics, and cloud (SMAC) technologies – to enhance employee experiences and increase the value they bring to organisations.
Expectations of Global Mobility function are evolving

Many research studies including our own have confirmed how important Global Mobility functions are to the CEO and the Board of big organisations. It is well accepted that a deliberate focus on the mobility agenda actually contributes to the sustained success of the organisation.

The Global Mobility functions have always been asked to align and contribute to the strategy of the business. In recent years where change is the only constant in the global marketplace, these functions are faced with a new set of emergent demands to help their organisation remain competitive.

They are being asked to be more **AGILE, USER-CENTRED, DIGITAL, EVIDENCE-BASED** and **SIMPLE**.

In summary, they are expected to be as nimble in their operations as start-ups.
The different roles of Global Mobility function going forward

Global Mobility professionals are being asked to play multiple roles to meet the expectations of the changing workforce and business leaders. Some of these roles are evergreen, whereas some are new and emerging. Global mobility function need to fully understand and embrace these new, emerging roles to make a bigger impact where it matters.

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<th><strong>Current</strong></th>
<th><strong>Emerging</strong></th>
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<td><strong>Trusted advisor</strong>&lt;br&gt;To be the trusted advisor to business leaders and managers, helping them to, in turn, better perform in their own roles as stewards of the people agenda.</td>
<td><strong>Delivery champion</strong>&lt;br&gt;To carry on moving the needle on efficient and effective delivery of core Global Mobility function processes and programmes to the employees.</td>
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<td><strong>Data scientist</strong>&lt;br&gt;A need to use analytics to successfully predict demand and supply of key skills within the industry, particularly given high retirement rates.</td>
<td><strong>Experience designer</strong>&lt;br&gt;To pick up and use design thinking at the heart of everything the Global Mobility function does. There is a need to be targeted in terms of core talent personas, and ensure a fantastic experience.</td>
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<td><strong>Organisation engineer</strong>&lt;br&gt;To be skilled at designing and implementing agile organisation structures including team based solutions that are impactful and scalable.</td>
<td><strong>Engagement architect</strong>&lt;br&gt;To drive recommitment of employees’ hearts and minds at a time of significant uncertainty through the use of innovation and digital technologies.</td>
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<td><strong>Ecosystem curator</strong>&lt;br&gt;To be adept at curating both the internal and external ecosystem of talent, especially as the gig workforce becomes a reality.</td>
<td><strong>Culture evangelist</strong>&lt;br&gt;To continue to carry the culture flag and partner with the leaders to articulate and make the desired culture in the organisation very real.</td>
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<td><strong>Digital pioneer</strong>&lt;br&gt;To understand and tap into emerging digital technologies that can enable efficient and effective delivery of strategies and programmes.</td>
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STARTUP-ify your Global Mobility function: Lab and sprint approach

How can you and your Global Mobility function think and operate like a nimble start-up?

**STARTUP-ify your Global Mobility function: Lab and sprint approach**

Led by the Global Workforce team, this approach is designed to bring the best of “start-up thinking”, using a powerful combination of user orientation, agility, design thinking and experimentation.

This unique lab and sprint approach helps Global Mobility function teams attack challenging problems in a fundamentally new and provocative way, using methods such as agile thinking, focus on end-user experience, experimenting and rapid prototyping.

**The result**

By learning and experiencing how to apply “start-up like” concepts to quickly solve longstanding mobility challenges, you will be able to do in days what has previously taken weeks, even months. You will:
- be able to disrupt linear and legacy thinking to reveal new possibilities and incite productive action.
- have completely different frames of reference, refreshed initiatives, rejuvenated team energy and ultimately, a significant higher Return of Investment (ROI).

**OVERVIEW**

**Rapid Discovery**

Current-state assessment through a combination of leadership interviews and focus groups with employees across functions and levels.

**The STARTUP-ify Lab**

Delivery of a 1 to 2 day highly experiential and outcome focused STARTUP-ify lab session with Mobility Leaders, Deloitte and our 3rd party tech entreprenuer ecosystem The Bakery.

**45-60 Days Experiments Sprint**

STARTUP-ify lab participants to conduct experiments and user testing sessions focused on getting agile and rapid feedback.

**The Activation Lab**

Participants come back together for a 1 day Activation lab session to consolidate lessons learnt from the experiments and prepare to launch new/refreshed initiatives.

**OUTPUTS**

- Interviews and focus group key themes
- High-level hypothesis of the current state of Global Mobility function issues and framework
- Launch of multiple “experiments”
- Refresh of the organisation’s Global Mobility function agenda
- Must-win mobility “personas”
- Renewed Global Mobility function narrative
- Multiple user testing labs
- Socialisation with key business stakeholders
- Practice of key capabilities picked up during the STARTUP-ify lab
- Kickstart new/refresher initiatives
- A brand new approach to Global Mobility function
An experience like never before for Global Mobility function teams

The high pace STARTUP-ify Lab is structured into six zones that help drive discussions and decisions. These zones are physically carved out with the lab premises and participants move from one zone to another during the session. Each zone has specific operating questions, experiential activities and distinct outcomes.

Day 1: Brand
- What will global mobility function in our organisation be known for?
- What will be our brand?
- What do we want to be world class in?

Day 1: Quest
- What do we want to be?
- What is our guiding philosophy?
- What do we want to deliver?
- What do we want to be world class in?

Day 1: Customer
- What are the talent personas in the organisation?
- Who are they and what are they concerned about?
- What excites them?

Day 2: Challenge
- What are the vital few things that we want to make a 10X impact on?

Day 2: Prototype
- How do we prototype the vital few?

Day 2: Momentum
- How do we launch the experiments?
- How do we engage the right people?
- How do we create rapid adoption and activation?
Built on anchor concepts to motivate “start-up thinking”

Experiments – Innovators and start-ups prefer to structure experiments as a way to answer critical questions and gather key learnings before they plunge into expensive design and launch efforts.

The STARTUP-ify lab and sprint approach uses the construct of experiments where the Global Mobility function teams test out potential solution designs with end users.

Personas – As representations of end users of Global Mobility function solutions, personas are useful in helping to understand the specific customer needs and desires to guide decisions about Global Mobility function processes and policies.

This helps Global Mobility function practitioners ground their thinking on the end user, rather than on the features of what they design and launch.

Rapid prototyping – This is a robust solution model development and technique in which participants develop and test the not-yet-perfect product for actual launch to customers through a fast, iterative testing cycle.

When Global Mobility products are reframed within this logic of product development, it will become clear that the right approach is one that is quick-reacting and imperfect.

Hackathon – Non-traditional and sprint-like, a hackathon is an event where Global Mobility function participants co-design initiatives or review effectiveness of existing products to create more “on-point” solutions in a constrained amount of time.

This approach to problem solving allows for cut-down time to develop and market Global Mobility function offerings, and paves the way for rapid and smoother implementation.

Digital mindset – Adopting a digital mindset means to adopt a set of behavioural and attitudinal approaches that enable individuals and organisations to see the possibilities of the digital era, and to use its affordances to design workplaces that are more human-centered, purpose-driven and connected.

Mobility business model canvas – This is used to visualise how organisations create value. This concept is also used to articulate how Global Mobility function creates value, and for whom.
Key features of STARTUP-ify your Global Mobility function:

**Lab and sprint approach**

- **User-centric design**
  Not only do we design the approach with the Global Mobility function teams in mind, we also design the approach alongside you. We engage and weave in your voices before, during, and after the lab session.

- **Dynamic environment**
  We combine dynamic room configurations, interactive activities and visuals to create a conducive space that encourages exploration and stimulates perspectives.

- **Emphasis on action**
  We harness the power of design thinking through activities that extract your knowledge and creativity to develop and test solutions quickly.

- **Drawing on data**
  Content is rooted in data, analysis and research that we compile, develop and customise based on your organisation’s specific needs.

- **Expert facilitation**
  Experienced facilitators with expertise in Global Workforce, Digital and Innovation will lead in the design and delivery of the approach. This multi-disciplinary experience is vital for strong outcomes.
Contact the Deloitte Global Workforce team to STARTUP-ify your Global Mobility function efforts:

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Andy leads Deloitte’s Global Workforce practice across EMEA where he assists companies in transforming their Global Workforce programmes by realigning their global mobility, talent and reward approach to their wider organisations business and talent objectives.

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Kevin leads on Innovation and Disruptive Technology within Deloitte’s Global Workforce practice across EMEA where he assists companies with the transformation of their Global Workforce programmes, working with our ecosystem of Alliance Partners and Tech Entrepreneurs.

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George leads multi-workstream mobility, talent and reward change and transformation projects.

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Beth leads Transformation projects for Mobility, Talent and Reward focusing on service delivery model optimisation and enhancing the customer experience.
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Cassandra manages mobility transformation projects involving policy & process design and implementation, organisational design and global employment companies

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Archit manages the Global Workforce Innovation and Disruptive Technology client project portfolio and the development of our ecosystem of relationships with third parties

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Deloitte Global Workforce

Deloitte’s market leading Global Workforce practice partners with individual organisations to navigate this increasingly complex environment and establish a futureproof global workforce strategy, tailored to each organisation’s specific strategic business and talent objectives. With specialists in transformation, analytics, technology and innovation, we are a truly multi-disciplinary team with a proven track record of delivering complex projects and providing unrivalled thought leadership.

Our integrated team of over 250 global professionals have vast experience in collaborating with organisations to help them secure, manage and optimise their global workforce. With a focus on both the operational and strategic aspects of global mobility and talent programmes, our unique approach offers not only industry specific and functional knowledge, but also data driven insights and innovative technology solutions.
Startupify your HR
Infuse your HR and Talent Management with the agility, digital mindset and the breakthrough spirit of Start-ups!