



The impact of HR trends on Mobility, Talent and Reward

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Introduction

Deloitte’s Human Capital Trends annual survey is one of the largest HR studies. The report identified several potential workforce changes, which will have a fundamental impact on global deployments, international reward structures, and talent development programs now and in the future.

For further information, please follow this link:
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/gx-dup-global-human-capital-trends-2016.pdf>

7,000+ business and HR leaders 



in more than **13**  countries

 participating in the survey.

In this report, we have considered the trends identified and have evaluated the impact in a Mobility, Talent and Reward context. We believe the trends and their impact can be categorized into three areas, as shown below.



Strategy

Culture

Shape culture and drive strategy

People analytics

Gaining speed

Design thinking

Crafting the employee experience

The gig economy

Distraction or disruption?



Business partnering

Leadership awakened

Generations, teams, and science

HR capabilities

Growing momentum toward a new mandate

Engagement

Always on



Agility

Organizational design

The rise of teams

Digital HR

Revolution, not evolution

Learning

Employees take charge

While we have analyzed all of the top 10 HR trends in the report, we believe three of these could have a significant impact on Mobility, Talent and Reward. The key trends are highlighted above and further analysis is provided herein.

The key trends

Trend 1:

The complex workforce
(The gig economy)



There is a lack of understanding among leaders as to who and what their workforce comprises and how to manage today's diverse combination of worker types.

Impacts

Talent now need to understand a new cadre of individuals—those within the organization with a range of backgrounds, generations, aspirations, but also those outside the organization. Alongside this, Mobility may need to expand the range of assignments (e.g., swap schemes, project workers, and commuters) to encourage international moves.

Talent will face the initial task of attracting, managing, engaging, and retaining a diverse set of individuals with a range of contractual relationships with the organization. An increasing use of sources, such as LinkedIn and Topcoder, are likely to become commonplace.

Traditional Reward approaches may no longer be suitable. Challenges, such as compliance implications, associated with cross-border remuneration come to the surface, as well as the question of fairness in Reward for employees versus contingent workers.

Trend 2:

The lack of HR skills
and capabilities
(HR capabilities)



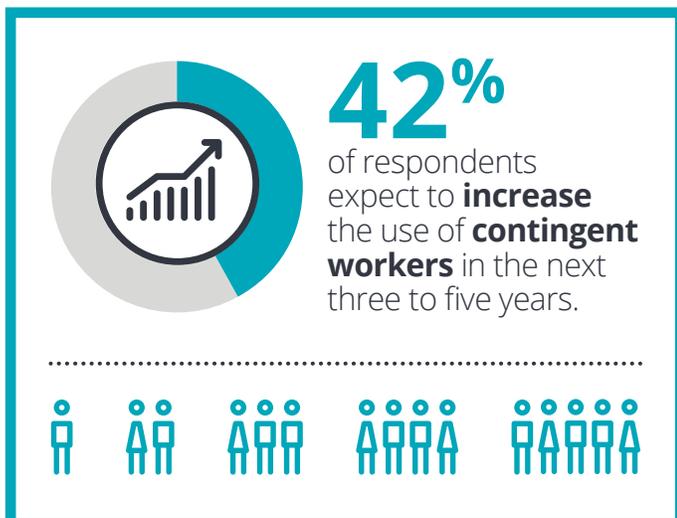
HR need to have skills, which facilitate the understanding of business strategy and allow HR to leverage future technology. There is a gap in the understanding of wider business strategies, preventing HR from effectively embedding and aligning themselves with the business.

Impacts

Talent need to focus on recruiting and training individuals across Mobility, Talent, and Reward with the future skills required. The brand of the organization will play an important role and so, the culture and strategy need to be clearly defined and communicated.

With the need to focus on strategic activities, it will be necessary for administrative processes and tasks to either be outsourced or offshored. Mobility will need to determine the right tasks to transition, depending on volume and level of standardization.

The Reward approach needs to be agile to support exponential changes to business strategy. As a first point, though, the wider business strategy needs to be understood by the Reward professionals to ensure the Reward strategy supports this.



Trend 3:
The rise of teams
(Organizational design)



There is a movement toward a network of teams, whereby small teams deliver results faster, engage people better, and stay closer to their mission. The digital revolution helps teams stay aligned.

Impacts

Traditional performance management will need to evolve to accommodate this shift in the organizational structure—global and more project-based objectives will become more important.

As we move toward a culture with less restriction on where talent comes from, organizations are starting to look at the global supply and demand matching. In particular, we have seen a rise in supply/demand technology tools taking a global approach.

This may mean a rise of employees (and contractors) in different locations, working together. This is likely to increase the volume of short-term, project-focused assignments and business travel.

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92% of companies believe that **redesigning the organization** is **very important** or important, making it **#1** in importance with respondents.



We are seeing a rise in **Mobility** becoming involved in business initiatives, including



cost reduction (43%) and **business transformation** (32%).

Strategy



Key: ■ High impact ■ Medium impact ■ Low impact



Culture

Culture can determine success or failure during times of change. However, leaders struggle to understand their culture and it is often poorly documented.

- The impact of this is that **Mobility, Talent, and Reward** may find it challenging to articulate a strategy which is successful and aligned to the organization's culture.
- **Mobility** can be utilized to help develop a global mind-set of their workforce and embed a global culture.



People analytics

There is a rapid adoption of integrated cloud-based systems and the recruitment of people with analytics backgrounds coming into HR, to be able to use people data to inform decisions.

- **Mobility** should ensure that the data they hold can be integrated with domestic people data to help inform decisions related to predicting factors for successful assignments, understand issues on repatriation, and start to be able to articulate the return on investment. Insightful data will also enable Mobility to engage with key business stakeholders and contribute to strategic partnering.



Design thinking

Organizations need to focus on the employee experience; however, processes are not designed with the user experience in mind.

- **Mobility, Talent and Reward** need to partner with HR to update processes that complement technology while confirming that the user experience is at the forefront.
- **Mobility** also need to determine if employee experience is a priority for the organization balanced with the need for consistency and cost control.



The gig economy

There is a lack of understanding among leaders as to who and what their workforce comprises. Corporate cultures are also unreceptive to part-time and contingent staff.

- **Mobility** should be able to provide a more globalized view of the workforce and enable getting the right talent to the right place, at the right time.
- **Talent** will face the task of attracting, engaging, and retaining a diverse set of individuals with a range of contractual relationships with the organization.
- **Reward** packages should be designed to meet the requirements of this diverse population (e.g., flexible options, lump sums, commuter packages).

Business partnering



Key: ■ High impact ■ Medium impact ■ Low impact



Leadership awakened

There are leadership gaps due to an aging population and a focus on positional leadership. Millennials need to develop their experience before they are ready to lead and there is a need for a more team-centric workforce.

- Investment can be made into **Mobility** to develop leadership pipelines earlier in careers by providing leadership and developmental assignments.
- In addition, **Mobility** can support in providing global mentoring and learning programs by facilitating assignments that focus on closing current and future leadership gaps.



HR capabilities

HR needs to have skills which facilitate the understanding of business strategy and allow HR to leverage future technology. They will need to be a valued talent, design, and employee-experience consultant.

- **Mobility, Talent and Reward** are experiencing the same capability gaps. There is a need to provide strategic, value-added support rather than a purely administrative function.
- **Talent** needs to focus on recruiting and training those individuals with the future skills required and utilizing the tools they have available to begin strategic business partnering.
- **Mobility** service delivery needs to be structured in order to optimize operations and facilitate strategic business partnering.



Engagement

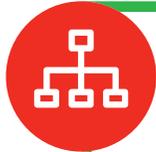
The needs of the workforce are changing where job changes happen rapidly and development is needed quicker. Employees want more flexibility, creativity, and purpose.

- **Mobility** touches every HR process, which provides the Mobility team with a privileged position of close interactions with the assignee.
- **Mobility** should adopt the “always on” approach to keep up with changing objectives of the assignee and coworker and be willing to adjust the level of support, as appropriate.
- Metrics are required in order to constantly measure engagement both within the **Mobility** life cycle of an assignment, as well as post-assignment.

Agility



Key: ■ High impact ■ Medium impact ■ Low impact



Organizational design

There is a movement towards a network of teams, whereby small teams deliver results faster, engage people better, and stay closer to their mission.

- This will mean a rise of employees (and contractors) in different locations working together. This is likely to increase the volume of short-term, project-focused **Mobility** assignments and business travel.
- **Mobility** also needs to ensure that they are considered one of the small teams that solves business problems by working closely with Talent, Reward, Tax, Finance, and the business.



Digital HR

With the emergence of digital HR solutions, HR has to rethink the way people work and understand the channel of preference for workers.

- The key challenge for **Mobility** is ensuring that the solutions adopted by the organization can track and store Mobility data due to the complex nature of assignments.
- Self-service platforms are now developing and **Mobility** should consider the best channel for interaction with their assignees depending on their Mobility drivers.



Learning

Organizations need to move toward providing innovative platforms that enable people to develop themselves. Skills are not being developed fast enough.

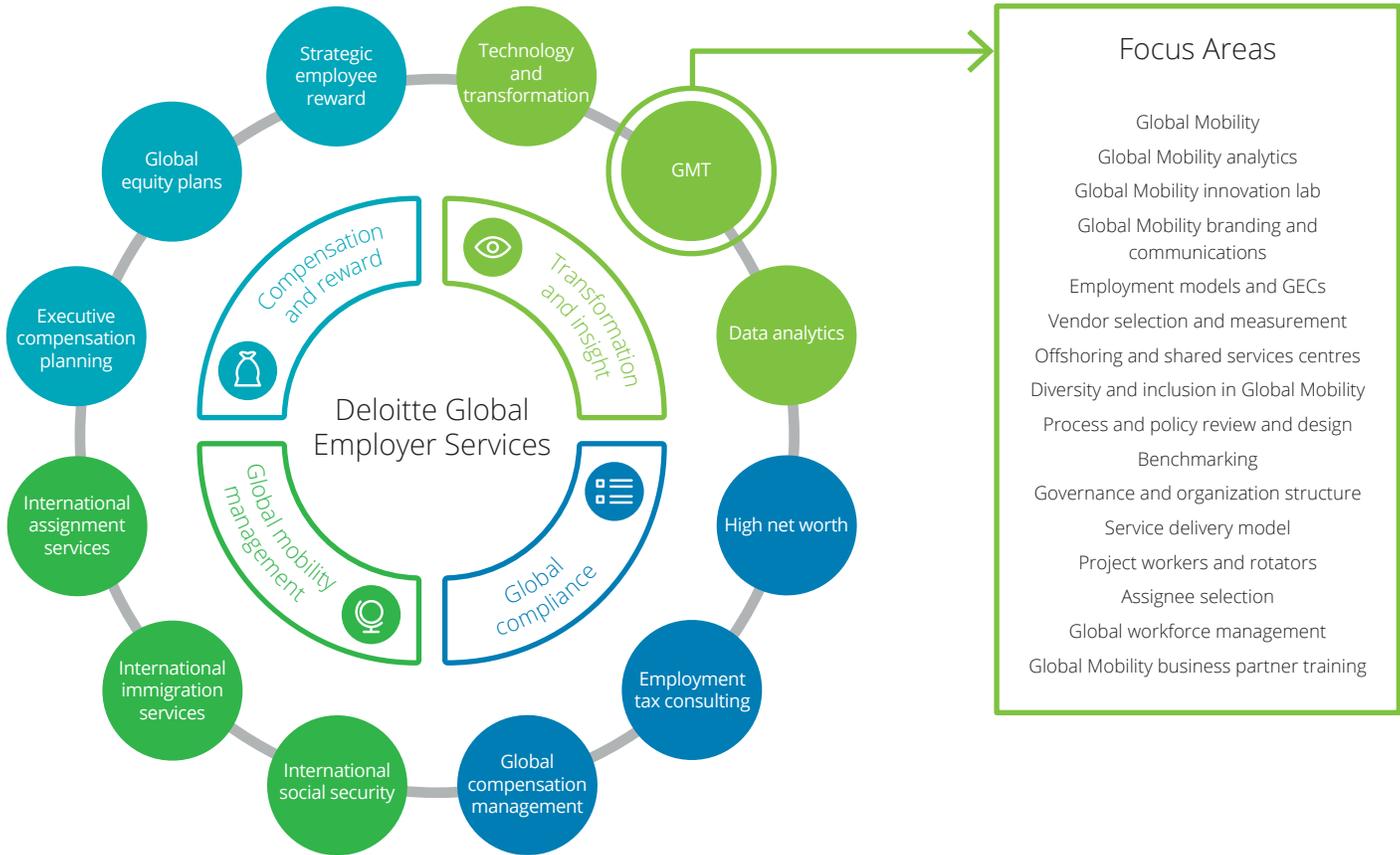
- Individuals want self-learning opportunities and self-select-type **Mobility** assignments will become more in demand as Gen Y and Gen Z enter the workplace.
- Skills gained via **Mobility** assignments contributing to the development of global leadership should be tracked and shared.
- **Talent** need to consider ways in which employees are trained and developed whilst on assignment (e.g., coaching, online courses).

About the Global Mobility Transformation (GMT) team

Our market-leading GMT team works with companies to enhance or set up their Mobility program.

We sit within Global Employer Services (GES) and provide consulting services for mature and emerging Mobility program in businesses of all sizes and from all industries.

We provide advice on a range of subjects, including policy and process benchmarking and design, enhancing Mobility team structure, cost reduction, program effectiveness measurement, and global talent strategy planning.



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