



## Why is the term Global Mobility being more widely adopted?

Even if both terms are used to describe foreign assignments programs the term of International Mobility has been within many companies rebranded to Global Mobility in an era where everything is or is becoming "Global". Global market, global approach, global presence, global issue, global challenge, global employment ...

It is possible that the word "International" does not reflect companies' business or Human Resources reality anymore. The notion of International has perhaps become too narrow portraying a one to one relation primarily based on employees' home and host country conducting to patterned answers.

Global, on the contrary, automatically awakes a notion of diversity, openness, a web of parties with a multitude of possible combinations and need for comprehensive answers.

Behind these two words actually stands the transformation and increase of companies' expatriate population over the last 20 years. Whether you call it International or Global Mobility, it is no longer a one way road going from and administered by headquarters, with preformatted packages for a defined status of expatriate.

It is an incredible pool of profiles, skills, backgrounds, career expectations and business cultures, bustling all around the globe.

Companies seeking their mobility programs to become global are also after greater inclusion and cementing the company's culture within their expatriate population. They are motivated by optimizing and securing processes, reducing the number of stakeholders and upscaling the entire employee's experience to an adequate and consistent level of services and expertise. A subtle dosage between human relations and technology over all their affiliates offering homogenous employment contract, remuneration structure, benefits and social coverage.

Getting to that level does not happen overnight just by adding the "Global" label to your mobility program. Along with this transformation we have seen the flourishing of management structures such as Centers of Expertise, Global Employment Companies, Shared services, Regional Hubs... On the other hand the traditional denomination of expatriate population has been sliced into many different categories like Global nomads, Local +, Self initiated or Voluntary expatriation, Expatriate (traditional), Career expats, Project assignment...

Many companies trip over this transformation as they do not have fully attained a strong global culture or lack the internal resources to reach and maintain such level.

In that domain, the Mobility function which is always eagerly looking to be recognized as a strategic contributor can be a fantastic laboratory of ideas and project incubator where companies can over a representative sample try new communication forms, onboarding process, new technologies and services before spreading them out to a country, region or entire group.

Building a "global" Global Mobility program takes time and must be supported and seen as of added value by both corporate HR and business operations. It requires to be led by people holding a large mobility expertise, a global understanding of the organization and the ability to carry transformation over the company, its functions, internal and external stakeholders.

Global Mobility relies largely on external service providers who shall abide by the same state of mind, standards, processes, expertise and technology.

Being Global shall be visible in every step of a company's mobility program. From how you promote and communicate on your policies, packages, employment conditions, cooperation with operations and other stakeholders, your receptiveness to changing and adapting as well as how inclusive and comprehensive your program is. Every aspect of Mobility programs must attain and maintain a certain level to justify the "Global" label.

*About the author*

*Gordon Zovko is a recognized expert in Global Mobility and Global Employment Companies matters with significant collaboration on behalf of Blue-Chip companies. He also intervenes as Corporate Advisor for International Human Resources key topics such as Compensation & Benefits, Global Mobility policies and transformation, international working contracts, management of TCNs, Quality Management Services, rebilling and control, cost containment vs package "attractiveness" and expatriation process efficiency. His profile combines in-house, consulting and client services delivery expertise.*

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