




Talent Management That Supports Global Growth

Agenda


- Talent Crisis
- Why Expat Assignments?
- Expat Challenges
- Mitigation Strategies
- Manage for Success

Impact of Globalization


Sources, markets, and headquarters have stretched to opposite ends of the earth



International growth has increased focus on supply chain performance



A global supply chain has intensified demand for international talent



Recruiting, hiring, and retaining supply chain talent have become a key differentiator

What Skills Are In Demand?*

Not Just A Numbers Game – Hard and soft skills required

Navigate In A Fog – Managing in uncertainty

Multi-Level Communicator – Communicate up and down the organization and across communities

A World Citizen – Manage teams located in multiple countries

The Background Puzzle – Compromise between a solid grounding in supply chain and more general experience

A Binding Constraint?

From *Developing Global Leaders* in June 2012 McKinsey Quarterly:

76 percent believe their organizations need to develop global-leadership capabilities

But only 7 percent think they are doing so very effectively¹

And some 30 percent of US companies admit they have failed to exploit their international business opportunities because of internationally competent personnel²

¹ *Developing the Global Leader of Tomorrow*, a joint project of Ashridge Business School as part of the European Academy of Business in Society (EABIS) and the United Nations Global Compact Principles for Responsible Management Education (PRME), based on a survey conducted in 2008.

² Shirley Daniel and Ben L. Kedia, *US Business Needs for Employees with International Expertise*, Conference on Global Challenges and US Higher Education at Duke University, Durham, NC, January 23–25, 2003.

Sources of Talent

External

- Educational Institutions
- Other Companies
- Professional Recruiters
- Outsourcing SC Activities

Internal

- Continuing Education and Training
- Cross-functional Teams/Projects
- Expatriate Assignments

Why Expat Assignments?

Supply and Demand Mismatch

- The demand for experienced SC professionals far exceeds the supply, and expat appointments widen the field for companies in need of talent.

Global Supply Chains Call for Global Experts

- SC professionals gain knowledge about markets, logistics challenges, local resources, and labor issues in multiple countries by living and operating in different countries.

Ground Level View of Talent

- An expat deepens the understanding of the talent available locally while building trust and strength- ending the overall supply-demand relationship.

Direct Line Operation and Control of Local Activities

- A day-to-day person provides an accurate assessment of the business and bridges the gap between local practices and global processes and procedures.

Expatriate Challenges

Employee

Out-of-Sight, Out-of-Mind

Home/Work Dependency

Unplanned Costs

Leveraging Increased
Expertise

Employer

High Cost

Employee Retention

Family Member Satisfaction

Safety and Security
Responsibility

What strategies can be used to mitigate challenges?

- Think about what strategies can be used to mitigate the challenges.
- Pair with someone close and discuss your answers.
- Share your views with the group.

Mitigation Strategies

Career Scenario Planning

- Create multiple scenarios
- Manage actively

What-if Contract Clauses

- More than job description and finances
- Identify solutions prior to crisis

Spousal Support

- Spousal jobs often overstated
- Network with other companies

Key Tether

- Connection back to home
- Proactively looking for ways to re-integrate when time comes

Shorter Expat Terms

- Can deliver same benefits
- Minimizes relocation and repatriation challenges

Manage for Success

Talent is a critical resource and creates a supply chain for the supply chain.

Expatriate assignments can be a key source in the talent supply chain.

Expatriate assignments demand significant investment by employee, family, and employers.

Recognizing the issues and initiating mitigating strategies will increase retention and improve business performance.

Thank you!

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