

Strategic Communication - A Key Expectation From A Global Mobility Leader

Global Mobility professionals find themselves in the middle of ever - changing landscapes in immigration regulations in countries which are strategic markets, continuous changes in the taxation landscape and emerging security threats across the world. These changes can create disruptive outcomes for our organisations and our clients. The biggest challenge faced by mobility leaders is how can we “anticipate change” and be an effective “trusted advisor” to our business stakeholders in keeping them informed on impact in a real-time manner. This article proposes to share some of the experiences and initiatives, a global mobility leader can consider to demonstrate value to their stakeholders – Business Leaders, Employees, Regulators, Global Mobility Team and Vendors. It elucidates the use of “communication strategy” as a key lever for managing the expectations of the stakeholders.

Business Leaders:

The Global Mobility leader is now a “trusted advisor” on co-developing the talent mobility framework and proactively advising the business leaders on changes affecting their commitments to their clients. It becomes critical especially where mobility is linked to generating revenue for the organisation. Recent transformational changes in immigration landscape in United States of America, United Kingdom, Singapore, Australia etc., represent significant opportunities for mobility leaders to help business leaders navigate these changes with limited impact to their businesses. An effective approach would be to appoint mobility business partners for each business who can develop sound knowledge of the vertical and can marry the mobility changes with the business impact. It is critical to have an established communication framework where such transformational changes and its granular impact are communicated on a real-time basis

to business leaders through mobility business partners - e.g. recent immigration changes in Australia classify the employees deployed into long-term and short-term based on skills and this in-turn has an limit on the duration of work visas. This change will have impact to long-term deployment plans for businesses and its client commitments.

Employees:

Talent is the biggest asset of any organisation, especially in a services industry, and it is imperative that mobility processes reflect the sensitivity towards employees deployed away from home. It is critical that the mobility team is fully aware of its mobile population through global tracking tools etc., especially in the current environment where terrorist attacks are on the rise and not limited to any geography. Ensuring effective communications like online training programmes to manage such emergency situations is indispensable for any mobility function. Further, ensuring constant and proactive communication with the mobile population to communicate changes which will personally impact them e.g. changes in tax regulations, any change in net take home as an outcome of immigration or income-tax laws will create a seamless experience without any surprises. Use of Analytics, Digital tools, Apps, Robotic Process Automation and Artificial Intelligence to create employee-centric solutions will define the next level of employee experience (“EX”) for the mobility function.

Regulators:

Governments across the world are increasingly moving their operations to digital platforms and integrating data from different sources to generate a holistic view of the assignment population - e.g. sharing of immigration data by Immigration authorities with Employee Provident Fund Authorities in India to ensure compliance with the social security regulations. It is critical for mobility leaders to match the requirements from the Government regulators as well ensure that the data systems within the organisation are integrated to ensure full disclosure of information required.

The mechanisms for regulations change also provide a unique opportunity for the mobility leaders to partner with Governments to co-develop policies and regulations. It provides

a space to communicate thought leadership and industry challenges to Governments to help them amend policies to facilitate trade and investment. It also acts as a medium to keep updated on the upcoming changes and socialise the impact with the business leaders on a timely basis - e.g. the changes in international tax regulations on Base Erosion and Profit Sharing (“BEPS”) will have a disruptive impact on the organisation structure and the documentation generated by mobility processes.

Global Mobility Team And Vendors:

It is equally critical for mobility leaders to have a continuous communication with the mobility team coaching them on the changing landscape in the context of business challenges and process challenges. Each team member must be informed of the impact they create for the organisation to enable them to understand the big picture. Vendors like global immigration and tax firms are an extension of the mobility team and mobility leaders rely on constant communications from these vendors to understand and anticipate change. It is critical for the mobility leader to set expectations with global vendors on the communication framework to ensure effectiveness in identifying change.

In summary, the role of a Global Mobility Leader as a “trusted advisor” is based on the strategic and timely communications to business leaders backed by well-integrated data systems, digital tools, effective partnering with Governments, global vendors and a proactive mobility team.



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