

MAY I STEAL YOUR TALENT?

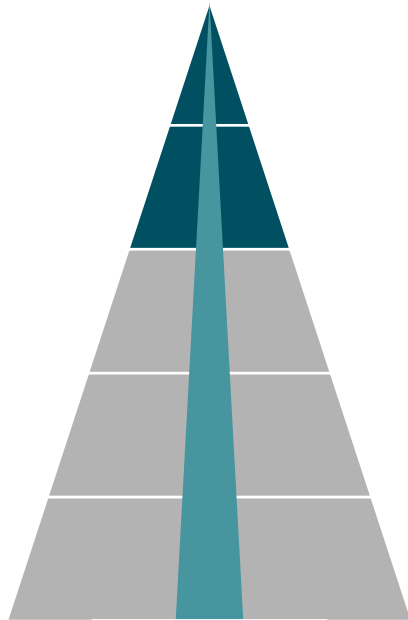
Between January and April 2017, undconsorten interviewed Talent Management executives from 22 large international corporations about how to promote internal mobility.



HERE ARE SOME OF THE KEY INSIGHTS:

DIMENSIONS OF INTERNAL MOBILITY

Generally, internal mobility applicable for all employees in companies. However, 64% focus on specific target groups



23%
Only managers / executives

41%
Talents / high potentials

36%
All employees

80% of the companies incorporate both, short- and long-term, moves

90% have cross-regional moves in scope



Cross-functional and cross-business unit second highest attention with **85%**

20% of the companies have (strategic) projects or specific roles in focus.



TOP 3 INSTRUMENTS TO PROMOTE INTERNAL MOBILITY



KEY CHALLENGES: LIFE STAGE OF EMPLOYEES AND LINE MANAGER'S MINDSET



SIX KEY LEVERS HAVE BEEN DETERMINED TO REACH MEDIUM OR EVEN HIGH MATURITY OF INTERNAL MOBILITY

FROM LOW TO MEDIUM

Transparency via internal job market, defined application process and regular report of mobility situation of employees

Career rules and consideration of talents in every placement decision to increase enforcement

Availability of information and clear **communication** of success cases and role models in organization

FROM MEDIUM TO HIGH

Strategic stance on moves incl. targeted strategies regarding focus group with clear link to organization performance and business cases.

Flexible operations via fluid learning mode, unification of internal and external recruiting and self-nomination rather than push

Personalization of offers, communication and individual benefit to address individual needs and barriers