

# Deloitte.



## Global Workforce Labs

Designed to initiate and accelerate change

#GlobalWorkforce | [www.deloitte.co.uk/globalworkforce](http://www.deloitte.co.uk/globalworkforce)

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# Introduction

Organisations today are faced with an increasingly complex global talent landscape. **The workforce is becoming more agile, diversified and on demand,** leading organisations to re-evaluate their views on global mobility and their global workforce.

In this ever changing environment, organisations must not only discover enhancement opportunities but to also ensure their moves are compliant and meet the needs of both the employees and the business.

**A Global Workforce Lab can help organisations on their continued global mobility journey to address and overcome a range of challenges.** Each Lab is tailored to the organisation's culture, global mobility programme and particular challenge using our tried and tested methodology and documented throughout.

Participants are able to fully immerse themselves in the Lab experience knowing that all their innovative thoughts and ideas will be captured in the Lab output document.



# Is a Global Workforce Lab applicable to you?

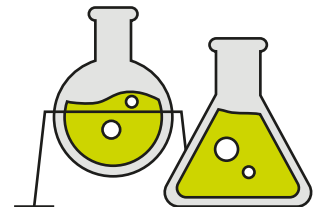
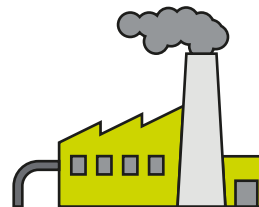
# YES!

## Labs can be designed:

1

### Across industries

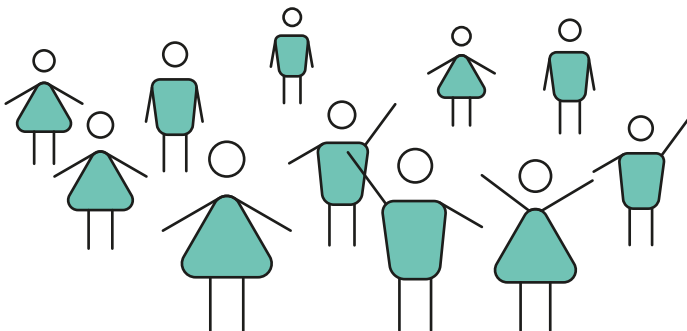
With the applicable Deloitte industry subject matter experts attending.



2

### For any global workforce population size or dynamic

We have designed Global Workforce Lab for organisations who have just started sending employees abroad to organisations who have over 500 expatriates.



3

### In any geographies

We can facilitate a Global Workforce Lab within the country that best suits your needs.



# The elements of a Global Workforce Lab

A Lab is an opportunity to **take time out of business as usual** to:



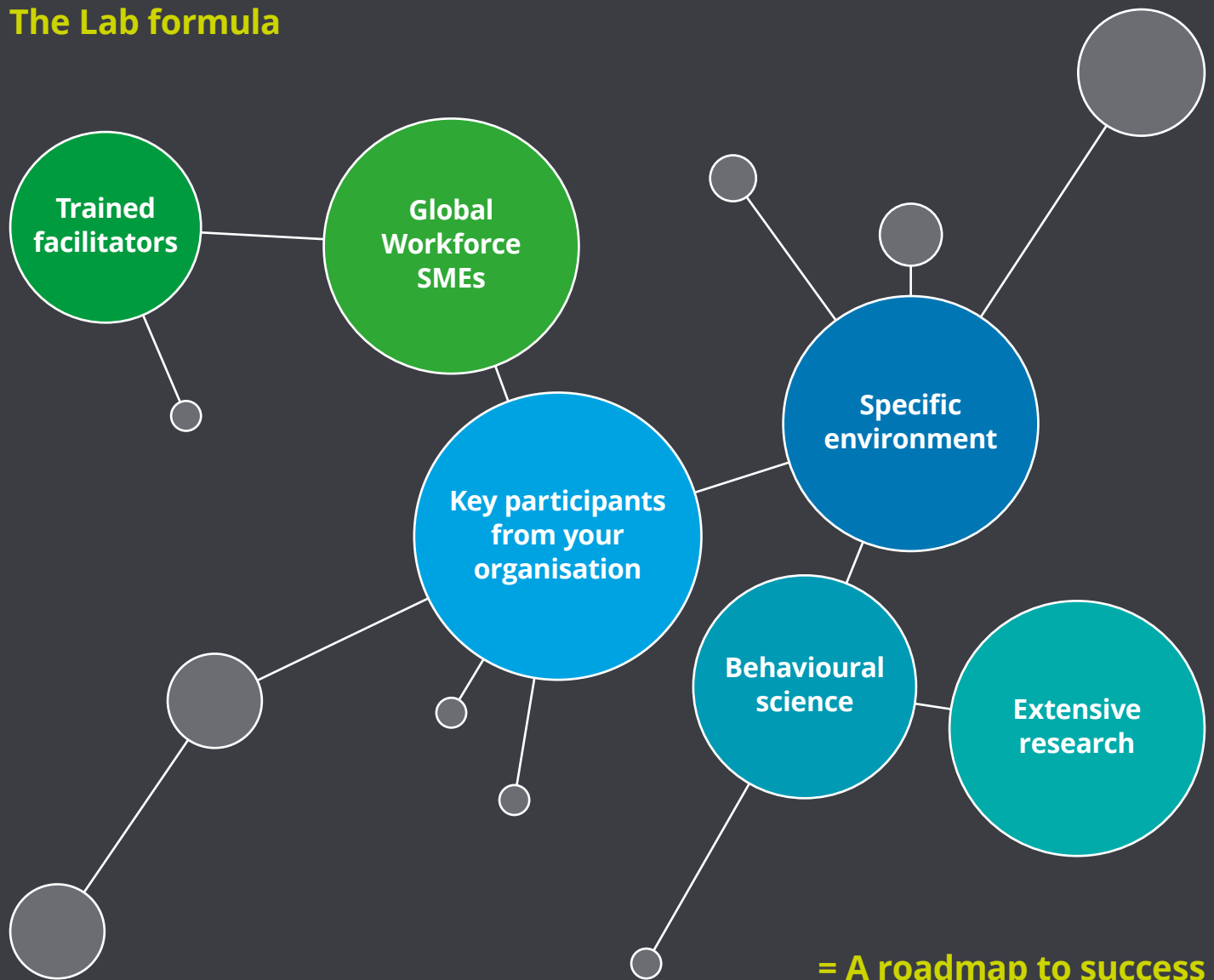
A Lab is also an opportunity to achieve a

## BREAK / THROUGH

A breakthrough is a fundamental shift in mindset or perspective

A sense of hope, optimism and a path forward

## The Lab formula



**= A roadmap to success**

# Topics that are relevant for a Lab

We have a range of Global Workforce Labs that vary between evaluating and designing a global mobility strategy to focusing on a specific global mobility challenge or opportunity. During all our Labs we encourage participants to fall in love with the problem. The below are just a few areas a Global Workforce Lab can focus on.

**Automation** **Identification**  
Vendor Experience **Business Travel**  
**Digital Mobility** **Mobility Talent Mobility**  
Talent Selection **New to Role**  
**Global Workforce Analytics**  
**Policy** **Process Enhancements**  
Rebrand **Virtual Reality**  
**Compliance** **Employee Experience**  
Leadership Programmes **Service Delivery Design**  
**Global Mobility Strategy**  
**Innovation** **Technology Solutions**



# Lab takeaways

Organisations attend Global Workforce Labs for a number of reasons and each takeaway will be different. During the Lab planning stage, we work with organisations to ensure the Lab covers all their requirements and they walk away knowing the immediate next steps. The below gives an example of some of the key takeaways an organisation can expect to receive.

**Market Trends** **Barriers to Change**  
**Assignee Segmentation** **Stakeholder**  
**Mobility Vision** **Maturity Models** **Communication Plan**  
**Prioritisation** **Action Plan**  
**Short Term Wins**  
**Long Term Wins** **Risk** **Management**  
**Mobility Priorities** **Mapping**  
**Strategy** **Customer Journey Map**  
**Technology Specification**

# What to expect during a Lab

Labs can take place within a Deloitte Greenhouse or in a standard meeting room – all we require is enough space to create a collaborative environment! Typical Labs last between ½ and 1 day depending on the particular challenge and business requirements.

The below is typical baseline of our Lab approach.



## Lab input

2-3 weeks pre Lab

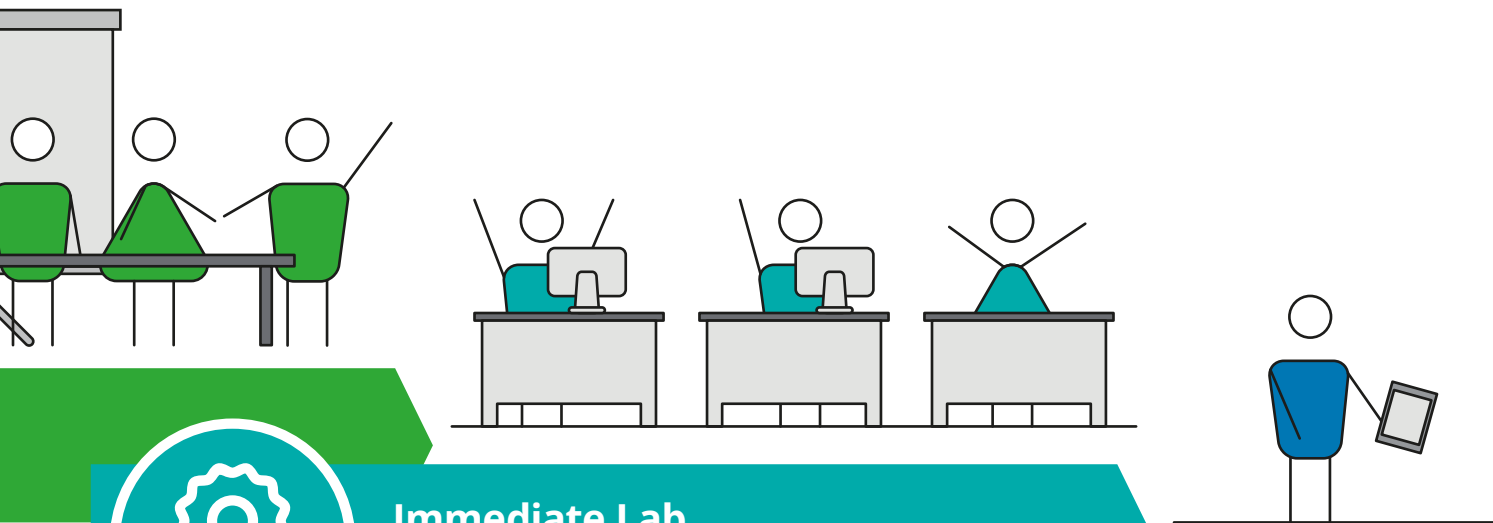
- **Kick-off call to understand main objectives** – what questions would you like to receive answers to during the Lab?
- **Background information** – this can take the form of stakeholder interviews and/or current state programme data.
- **Programme Analytics** – who currently makes up your Global Workforce?



## On the Day

½ – 1 day Lab

- **Market trends and insights** – understand how others in your industry operate & general global workforce, future of work and HC trends.
- **Facilitated discussions** – exercises designed around Lab objectives to solve challenges and find opportunities.
- **Action planning** – make sense of all the actions captured during the Lab.



## Immediate Lab takeaways

- **Energised team** from taking time out of business as usual & owning any challenges or opportunities together.
- **Common goals and a common vision** setting everyone off on the same path to reach your business priorities.



## Documented Lab output

1 week post Lab

- **Business case** – Executive summary explaining current state, the vision for the future & the necessary steps to get there.
- **Action plan** – a prioritised roadmap.

## Case study

# A Lab that uncovered **great practices** and even **greater opportunities**

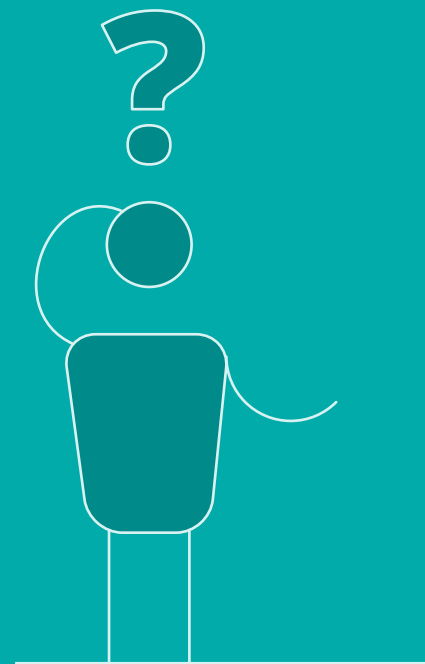
### Company overview and objectives

A worldwide charity with extensive experience moving their employees abroad, be it long term, indefinite or humanitarian moves.

### The problem

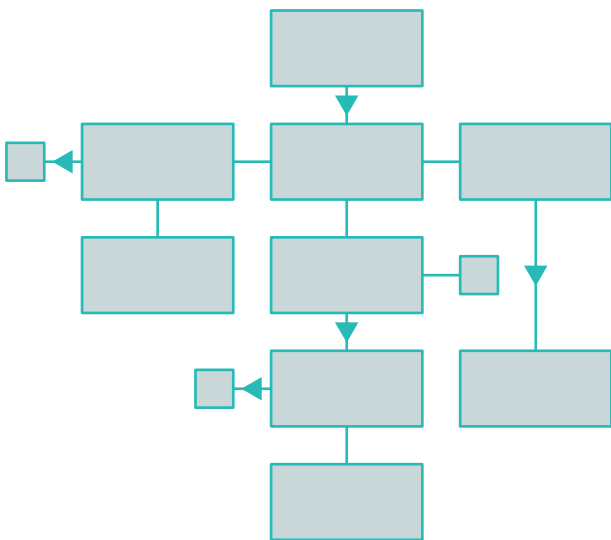
The global mobility function itself was relatively new, and previous to its set up, global mobility processes were relatively unstructured with limited flexibility; thus sometimes leading to frustration for the business and good talent leaving the organisation due to the inability to flex.

The charity also needed to ensure the global mobility programme was fit for purpose whilst meeting the expectations of their employees, the business and donors.



## The solution

Stakeholder interviews took place to understand the purpose/strategic role of global mobility, current operational effectiveness and the link between global mobility and talent.



During a tailored one day Lab participants...



Evaluated their current state to determine good practice to build upon;



Reviewed market trends in order to benchmark their programme with corporate organisations and to discover the changing make up of employees;



Determined global mobility priorities for their core move types (standard global mobility moves and humanitarian moves);



Reviewed their workforce segmentations for both now and in the future; and



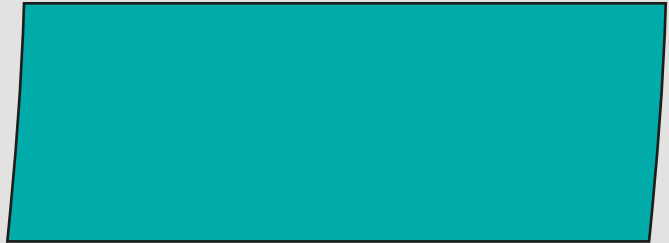
Mapped out how global mobility can support their talent strategies.

### The outcome

The Lab was an opportunity to remind the various functions that attended (HR, Mobility, Reward & Talent) that they all share the same vision; their purpose for not only global mobility but for all that they do.

Our Deloitte professionals were able to create a global mobility proposal document capturing all the actions and decisions from the Lab.

# Global mobility proposal document



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# Lab **BREAK / THROUGH**

**1**

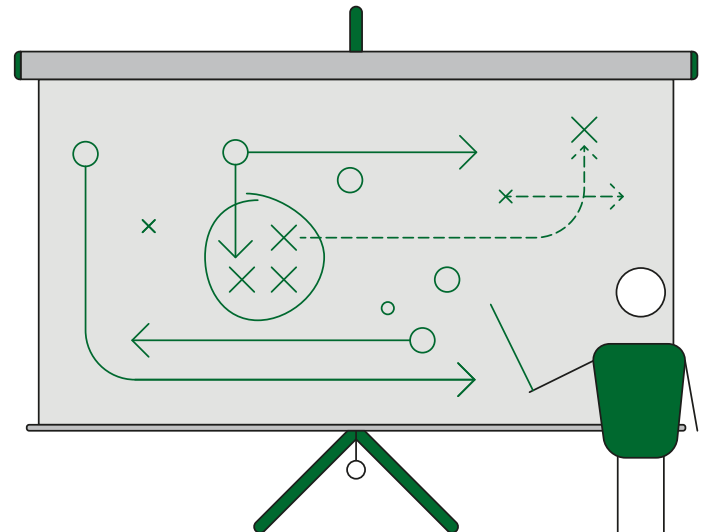
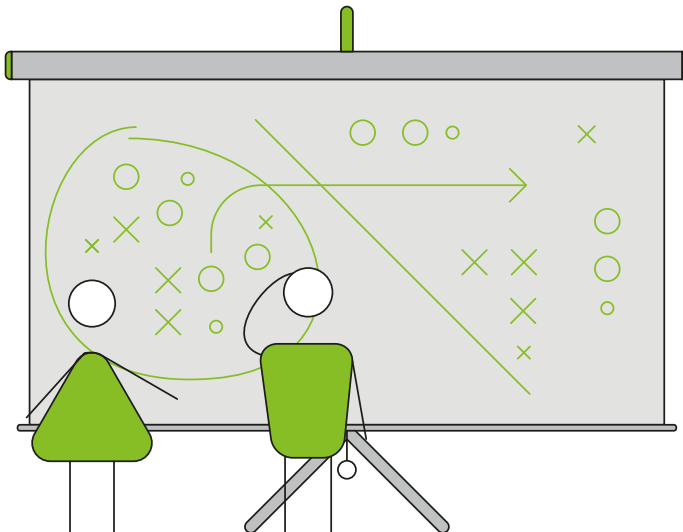
The client had been trying to **group all their moves as one type**, treating them all as **urgent**.

**2**

What they **discovered in the Lab** was that in reality **some moves can follow a different approach** as the **drivers for these moves are different**.

**3**

By adding this level of flexibility into their programme they saved on costs and reduced unnecessary administrative time pressure.



## Case study

# Enhancing global mobility **service delivery** and **relationships**

### **Company overview and objectives**

A multinational oil and gas company with a mature mobility programme required our assistance in developing a customer-facing mindset for their Mobility team. This would help to foster deep relationships with their key stakeholders.

In addition to looking for ways to enhance the delivery of global mobility services and to build upon their International Mobility and policy fundamentals, the organisation wanted a market leading assignee experience and were looking to partner with the wider business.



## Solution

Deloitte sought to develop Labs that not only drew upon our years of research and thought leadership, but also provided practical solutions to help the client identify key stakeholder relationships and offer more consultative value-driven services to both their customers and their wider business.

Deloitte actions...



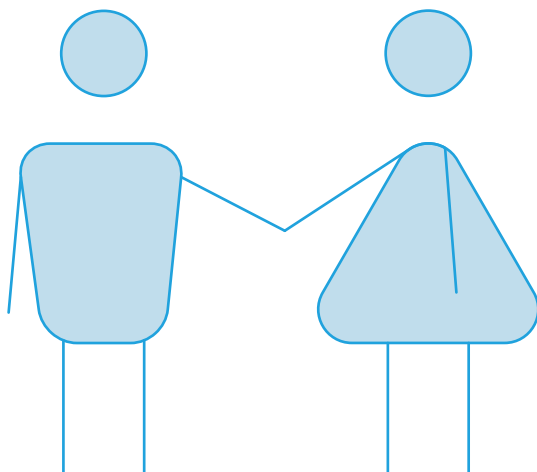
Prepared and designed a fully customised Lab programme;



Developed key communications and pre-Lab materials/exercises;



Delivered 4 Labs in the UK and 1 further lab in the US.



## Outcome



4.8 (out of 5) average rating based on feedback from over 50 participants



Training Lab included in learning architecture for all mobility professionals



Lab materials that are ready to be embedded alongside the client's own existing material and practice



Common understanding of effective customer service and consultative support



Clear and accessible action plan to achieve customer relationship goals



Tools and resources for the IM team to use going forward and to monitor service effectiveness

# Lab **BREAK / THROUGH**

**1**

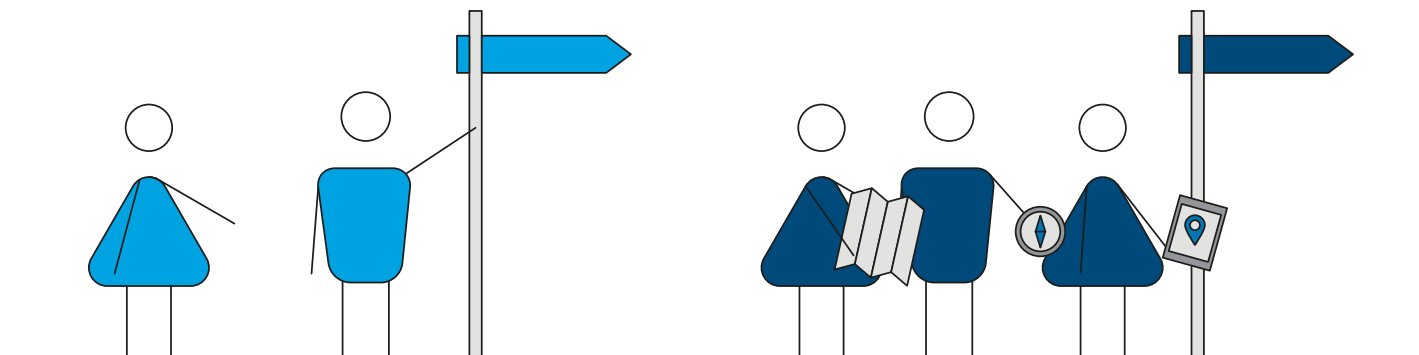
With the aim to reduce costs, ensure compliance and drive consistency of process, participants realised that they were providing Mobility services in one way.

**2**

The light bulb moment for participants in the Lab was that whilst following a process was important, flexing the process to both the particular assignment scenario, but also flexing their style to their stakeholder's personality would be key to delighting their customers and driving a consultative approach.

**3**

The Global Mobility team members agreed they need to fully embed Business Chemistry in their day to day work so that this becomes the norm and is unconsciously considered in their interactions with stakeholders.



# Participant quotes

**"Thank you very much for the Lab output report. It is extremely exciting to see our thinking crystallised on paper! Thank you and the team again for hosting and delivering an excellent workshop for us all."**

**Head of Global Mobility | Not for profit organisation | UK**

**"Thank you for taking the time to share with us your insights and expertise and for structuring the day in a very innovative and engaging fashion."**

**Global Head of Talent & Development | Financial Services | UK**

**"In terms of understanding what other organisations are doing, it's a great format to swap notes without having to individually meet peers in Global Mobility."**

**Head of Mobility | FS organisation | UK**

**“The thought leadership from Deloitte helps me think about what is best practice and the direction from the Global perspective.”**

**Global Mobility Advisor | Consumer Business organisation | Singapore**

**“Format and environment encourages innovative thinking. Facilitation was excellent!”**

**Head of People and Organisations | Pharmaceutical | Germany**

**“Right size, right participants and right activities.”**

**Head of Reward and Mobility | Technology organisation | UK**

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