

Attracting, Developing & Retaining Talent through Global Rotations & Exchanges



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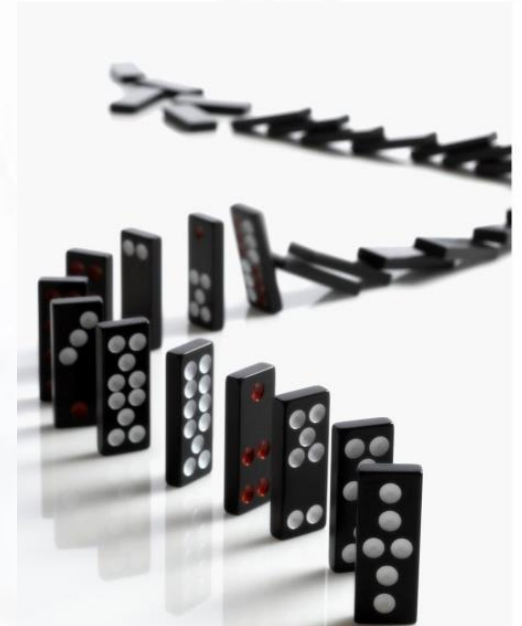
IOR Global Services

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Objectives for this Session

- Importance of Rotations & Exchanges
- How to Choose?
- Getting Started and Moving Forward
- Measuring Progress
- Better Practices



The Importance of Rotations & Exchanges

Attracting

Engaging

Rotating

Developing

Retaining

Exchanging

Talent Management

Mobility

- Rotations & Exchanges are some of the best ways to drive Talent Mobility and demonstrate value!
- Engagement surveys indicate Millennials and Boomers increasingly desire this kind of international experience



Survey Question

What's the difference
between rotations and
exchanges?



Rotations

- Often formal programs and usually for higher profile talent (hi pos; future leaders)
- Can be positioned during onboarding or as part of succession planning
- Lots of variables:
 - Length
 - Regions
 - Roles



A Tale of Two Rotations

- **Avery Dennison:**
 - Formal rotation program to attract high potential talent
 - 2 years long; transition after 1 year
 - Within region and functional area, but change of location and role
- **Workday**
 - Informal program “Sprint to Europe”
 - 3-4 weeks in Dublin or Munich offices
 - Software developers
 - “Experience new office and culture”



Exchanges

- More informal, very cost effective and easier to set up since it's a “swap”
- Business units really like them – no “talent deficit” sending someone on a rotation
- Less options:
 - More targeted roles
 - Not as diverse in terms of experience (depends on the business units and their needs)
- Usually under 3 months



A Story of Talent Exchange

Starcom Mediavest Group (Publicis umbrella)

- Driven by employee engagement survey results, avg. age is 27
- **Wide range of locations which vary year to year, depending on needs**
- Usually from 1-3 months
- **Started small with 10 participants in first year**
- So popular it doubled in the second year



Starcom
Mediavest
Group™



How to Get Started?

Alignment!

- You need to talk to organizational stakeholders in talent management
- If you want that seat at the table, here is your chance to grab it!
- Find out what HR, TM, OD, L&D, business units are facing in the talent space
 - Do some interviews, set up meetings, bring them together
 - Look for common patterns, areas of need e.g. struggling with regional manufacturing in China and our commercial center in San Jose
 - If common themes are not emerging, consider doing an employee engagement survey



Branding Matters!

- Develop a name for this type of initiative e.g. GTX – Global talent exchange; Workday – Sprint To Europe
- Partner with IT to create an internal website that describes the program, highlights criteria and how to apply
- Have senior leaders record video testimonials and post on the site
- Talk to the regions and encourage them to offer up talent



Is Your Talent Ready for an International Experience?

As we know, working and living internationally requires important attitudes and skills

Which ones do you think are important?



Key Qualities for International Assignments

- Tolerance of Ambiguity
- Self Awareness
- Optimism
- Relationship Interest
- Global Mindset



Key Qualities Can Be Measured and Developed

Assessment Instruments:

- Global Competencies Inventory
- Intercultural Development Inventory
- Tucker Assessment Profile
- Self Assessment for Global Endeavors
- Global Mindset Inventory

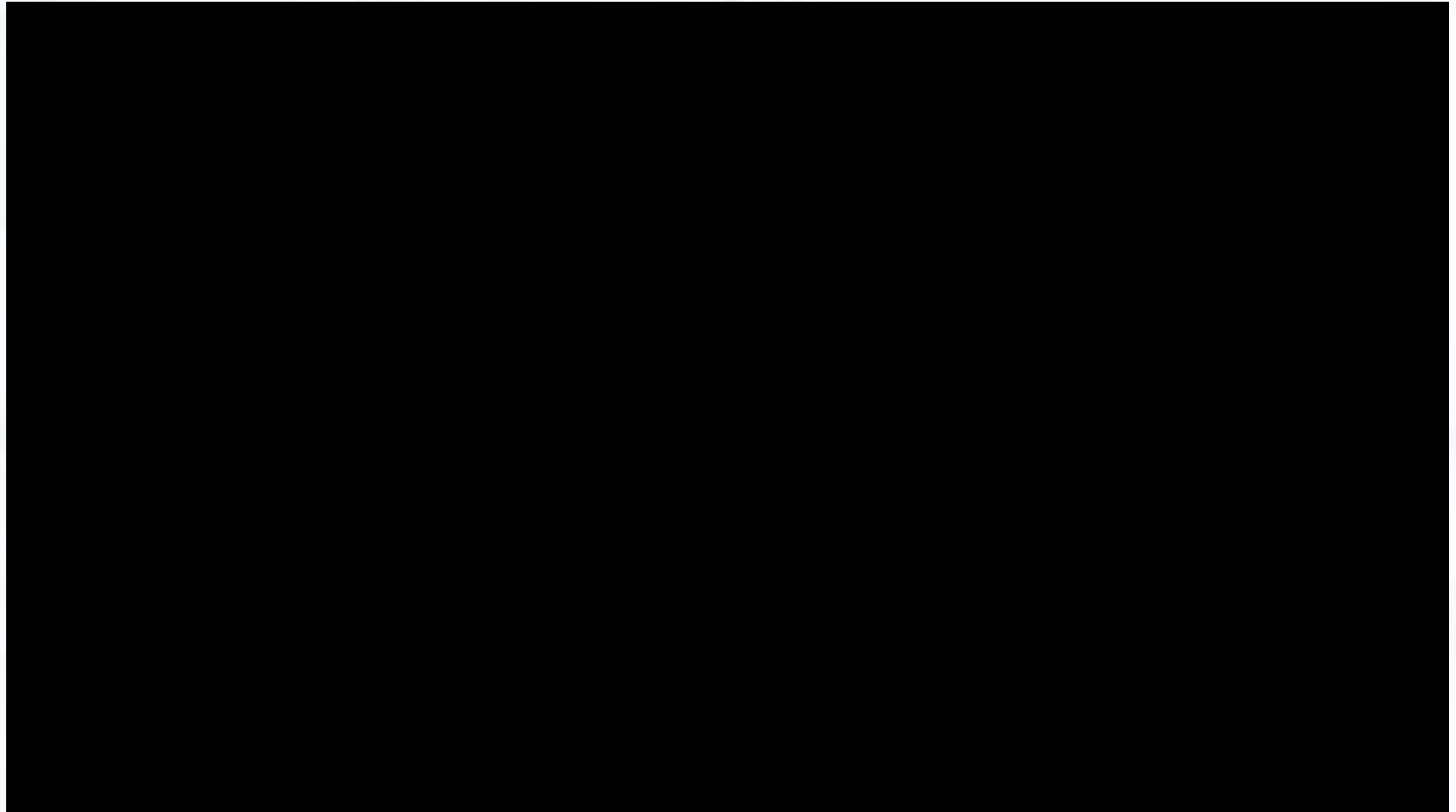


How Kohler Measures Talent on Rotation

- Short term assignments for talent development (3-6 months)
- Use Intercultural Development Inventory to measure Global Mindset
- Before leaving, participants take tool, have debrief, set developmental targets
- During assignment, participants check in with mentor
- Upon completion and return they take the IDI again to see if there was improvement

The Kohler logo consists of the word "KOHLER" in a bold, white, sans-serif font, set against a black rectangular background. A registered trademark symbol (®) is located at the end of the word.

Better Practices: Edelman



<https://www.youtube.com/watch?v=JtZmqazuENk>



Better Practices: Edelman

Edelman

- Have a global mobility policy that outlines clear steps for employees to pursue new opportunities
 - Intra-regional mobility programs which transfer top performers to better serve a client or help build presence in a new market
- Global Fellows Program (2010) sends employees abroad for up to 12 months in different markets
 - Advances a global company culture
 - Transfers knowledge across the regions
 - Fellows gain valuable global work experience
 - Better understand and leverage company network
 - Upon return matched with key global clients



Summarizing Better Practices

- Make sure you identify, communicate and have alignment with key Talent stakeholders
- Decide between rotation or exchange
- Determine how best to brand the program and position it within the organization
- Leverage IT for management and communication in the program
- Track participants to measure development, performance, engagement and retention
- Have meaningful next steps for participants



Additional Questions?



Thanks & Enjoy the Conference!

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