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2017

TALENT MOBILITY
TRENDS SURVEY

CHANGING THE
CONVERSATION:

Transforming Mobility
for the Future

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Today's Presenters

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BGRS

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Lockheed Martin

Global Mobility Leader



Agenda

Future of Mobility

2017 TMTS & Key Highlights

Preparing for Transformation

Corporate Guest: Lockheed Martin

Key Areas of Change

Role of Talent Mobility




Q&A



Future of Mobility

- What does transformation mean?
- Large-scale or iterative change

Change can take many forms

-  Policies, programs
-  Alignment
-  Outsourcing
-  Delivery model
-  Technology



2017 Talent Mobility Trends Survey (TMTS)

22nd ANNUAL REPORT

Insights from **124 global companies**
representing more than **12 million employees**

Four Key Areas for Transformation

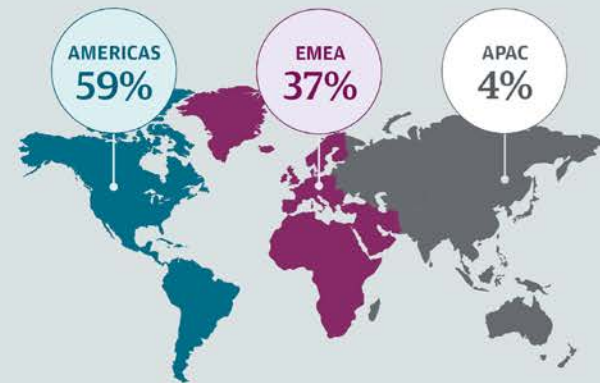
Cross Functional and Talent
Management Alignment

Mobile Employee Experience

Mobility Technology, Data
and Analytics

Talent Mobility Function
and Program

Respondents' Company Headquarters



Respondents'
Mobility
Program Size

Lower Volume/
Complexity
46%



Higher Volume/
Complexity
54%



Key Highlights

- Aspiration to action
- Theoretical to practical application
- Recurring finding from Survey indicate strategic shift in function's purpose

Result

63%

Mobility high on their SLT agenda

85%

Making strategic enhancements or changes to way mobility managed

58%

Changes are transformational



Polling Question

What are the top enablers for Mobility transformation/change in your organization?

1. Leadership endorsement
2. Strong business case
3. Change management support



Change Management

- Building a successful business case for Mobility transformation/change

Enablers for successful change

- Leadership support
- Organizational change management processes
- Data availability

Top tactics

- 33% Building business case
- 17% Rallying stakeholder support
- 9% Effective change management process



Lockheed Martin

- Global Mobility transformation
- Building the case for change
- Phases: alignment, technology and program
- Success factors & obstacles
- Next phase



Cross Functional Alignment

Top 3 types of change

1. Career progression/repatriation
2. Scale compensation and benefits
3. Integrate mobility software with HRIS technology

DRIVER:
Leadership
visibility/
involvement with
mobility with
investment

Current state of alignment

- 70% Somewhat aligned to Talent Development
- 59% Somewhat aligned to Succession Planning
- 57% Somewhat aligned to HRIS
- 91% Still in progress and will grow



Employee Experience

Top 3 types of change

1. Improve communication channels
2. Educate leadership on mobility's value
3. Measure engagement/satisfaction

Drivers

- 49% Improve employee satisfaction
- 18% Improve communication with mobile employees
- 8% Improve mobile employee experience



Technology, Data & Analytics

Companies addressing technology needs

38% Transforming companies invested in past 3 years

50% Companies in change process will invest in technology within 12-18 months

Technology gaps

35% Systems integration

19% Lack of workflow functionality to automate processes

11% Inaccurate data

Driver

67% Requests for data, analytics and benchmarks by senior management regarding mobility has increased

DATA GAPS:
Employee retention stats, aggregate cost, employee career progression stats



Mobility Program & Function

Top 3 types of change

1. Policy revisions (59%)
2. Full policy suite review (58%)
3. Service delivery review (56%)

Drivers

- 18% Employee experience
- 17% Need to improve policy suite for more flex
- 17% Enhance mobility management
- 16% Reduce cost
- 15% Optimize mobility's functional value



Evolving Role of Talent Mobility



Session Takeaways

- Mobility transformation has begun in all areas
- Strategic approach toward all changes types
- 2017 TMTS Key Findings Report and additional resources available at www.bgrs.com/survey



Q&A



Thank you for attending!

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