

Shaping The Future Of Global Talent Mobility Through Generative AI

In October 2023, Deloitte engaged with talent mobility leaders on the topic of generative artificial intelligence (GenAI) during the Worldwide ERC (WERC) Global Workforce Symposium (GWS) in Boston, Massachusetts. This engagement included in-person Inspiration Labs comprised of representatives from over 40 different corporations, as well as a moderated plenary panel discussion open to all GWS attendees.

The interest level in GenAI has been higher than typical for emerging technology, and spans across industries and proficiency levels. When the plenary session audience of over 1,000 conference attendees was asked how many of them had participated in a session on GenAI at GWS, almost 100% raised their hands. By the time these experiences wrapped up, many participants' sentiment toward GenAI had shifted from anxious and hopeful to optimistic and excited.

Throughout these sessions, it was clear there is a high need for the mobility industry to move quickly to enable GenAI solutions. Deloitte identified the following critical areas where organizations are looking for more insights and support:

1. What is generative AI, and what are its capabilities? How is it different from the technology in use today?
2. What are the use cases for generative AI in global talent mobility?
3. What can I do to get started? How does this apply to me today?



What is generative AI and how is it different from the technology used today?

GenAI has brought a paradigm shift in the world of AI. It has become possible thanks to new systems like transformer architectures and foundation models. These technologies allow GenAI to create content on a large scale, rather than just detecting patterns or following rules as traditional AI does. Additionally, integrating GenAI with other technologies can automate processes and enable more natural, human-like interactions. GenAI can mimic the human creative process by constructing original content across various modalities (e.g., text, images, audio, code, voice, video) similar to the kind it was trained on, elevating AI from enabler to (potentially) assistant.

As with every new technology, there are some misconceptions that are important to remember:

Generative AI myths and facts

Myth

- **Generative AI will** make obsolete the need for humans to perform work.
- **Generative AI creates completely novel** and original content.
- **Generative AI is always accurate** or always produces high-quality content.
- **Generative AI models can replicate** human thought and emotion.

Facts

- ✓ **Generative AI complements** and accelerates the work of humans.
- ✓ **Generative AI are trained on existing data** and therefore produce content based on patterns learned from that data.
- ✓ **Generative AI models** are only as good as the data that they are trained on.
- ✓ **Generative AI** can mimic human actions but cannot replicate human emotional intelligence.



What are the capabilities of generative AI, and how can it be used in global talent mobility?

Integration of GenAI into the dynamic world of global talent mobility presents a transformative opportunity to drive personalized experience, improved efficiencies, and informed decision-making. The challenge is understanding the capabilities of GenAI and what types of use cases are appropriate for this technology. Where there are activities that still require significant human intervention, GenAI might not be the right fit. For example, the treatment of personally identifiable information (PII), interpreting how to advise an employee or business on a complex situation due to personal or technical considerations, and a need for high emotional intelligence are not optimal use cases. It might seem daunting at first because the technology is still nascent, and though it's still new, the technology is already rapidly evolving. However, beneath this initial apprehension lies a world of potential innovation and immediate use waiting to be explored.

Generative AI capabilities and examples:

Summarization
Generate a concise and coherent summary of a long text or a collection of texts.
E.g., summarizing policy benefits or compliance briefing

Q&A
Generate a natural language answer to a natural language question based on a given text or a knowledge base.
E.g., policy document review, search, chatbot

Transformation
Generate content by converting it into a new specified type, format, or style.
E.g., text into a table or graph depicting trends and insights

Reasoning
Generate logical analysis (inference, deduction, and/or explanation of relations) given a context or knowledge base.
E.g., legislation impact analysis or candidate selection based on skill sets

Gen AI
AI capable of generating novel content such as text, images and codes from existing content

Content generation
Generate content based on a set of input examples, documents, data, and/or a specific theme or topic.
E.g., offer letters, documentation, training materials, email drafts

Classification
Generate a category or label to a given input.
E.g., sentiment analysis, ticketing classification

Image generation
Generate images from text prompts (descriptions, edits, etc.).
E.g., video of destination location or onboarding video

Extraction
Generate specific information or entities from a given input.
E.g., tax form key information extraction

A key objective of the Inspiration Labs was to identify potential use cases for global talent mobility. To help inspire participants to brainstorm ideas, Deloitte demoed several proofs of concept such as simplifying and automating administrative tasks, querying data, policy and compliance Q&A, and ticketing summarization and classification.

Participants brainstormed 100+ ideas to leverage GenAI across the global talent mobility lifecycle, which aligned to the following three categories:

- 1

Enhancing the experience: GenAI can be used to create personalized and engaging experiences for employees and business stakeholders at every stage of the mobility process from pre-deployment to ongoing assessments and metrics.
- 2

Reducing administrative burden: GenAI can be used to automate many of the time-consuming and repetitive tasks associated with global talent mobility including applications, document processing, and compliance tracking.
- 3

Elevating the role of mobility professionals: GenAI can free up mobility professionals to focus on more strategic tasks like developing and implementing innovative mobility programs and providing critical trends and insights for business decisions.

The ideas identified by participants have been summarized and elaborated below for mobility leaders to assess where there may be opportunities to leverage GenAI in their program.¹

1



Enhancing the experience

- **Personalized interactions:** Policy benefits and communications tailored to employee preferences and cultural nuances, enhanced with real-time language translations.
- **Intelligent Q&A:** Conversational, intelligent responses to queries about status, policies, benefits, and other requirements and documentation.
- **Travel and destination/onboarding assistance:** Personalized, on-demand assistance and recommendations with schedules, action items, interactive and dynamic guides, virtual simulation of the destination location.
- **Destination integration:** Customized sensitivity training, language lessons, and recommendations for inclusive workplace culture.

2



Reducing administrative burden

- **First draft documentation:** Drafting and preparing forms, applications, offers, contracts, responses, presentations, and reports.
- **Compliance monitoring:** Monitoring and tracking local law changes and updates to identify and report non-compliance, risks, and identification of potential impact.
- **Ticketing triage:** Categorization, prioritization, triage, and tracking of tickets or inbox.
- **Customized responses:** Automated responses to frequently asked employee and stakeholder questions based on organizational culture and policy.
- **Expense management:** Automated reporting, receipt scanning, and reimbursement workflows.

3



Elevating the role of mobility professionals

- **Strategic data insights:** Consolidate data from disparate sources and query using natural language for strategic trends and insights.
- **Cost analysis and optimization:** Query existing cost data for historical cost patterns, predictive spend scenarios, and budgeting.
- **ROI and success metrics:** Purposefully track ROI and success metrics for global workforce mobility related to performance, spend, DEI, retention, and development.

By integrating GenAI thoughtfully into your talent mobility strategies, you're not just adapting to the future; you're actively shaping it. The journey begins now as an exciting voyage into the future of talent mobility.

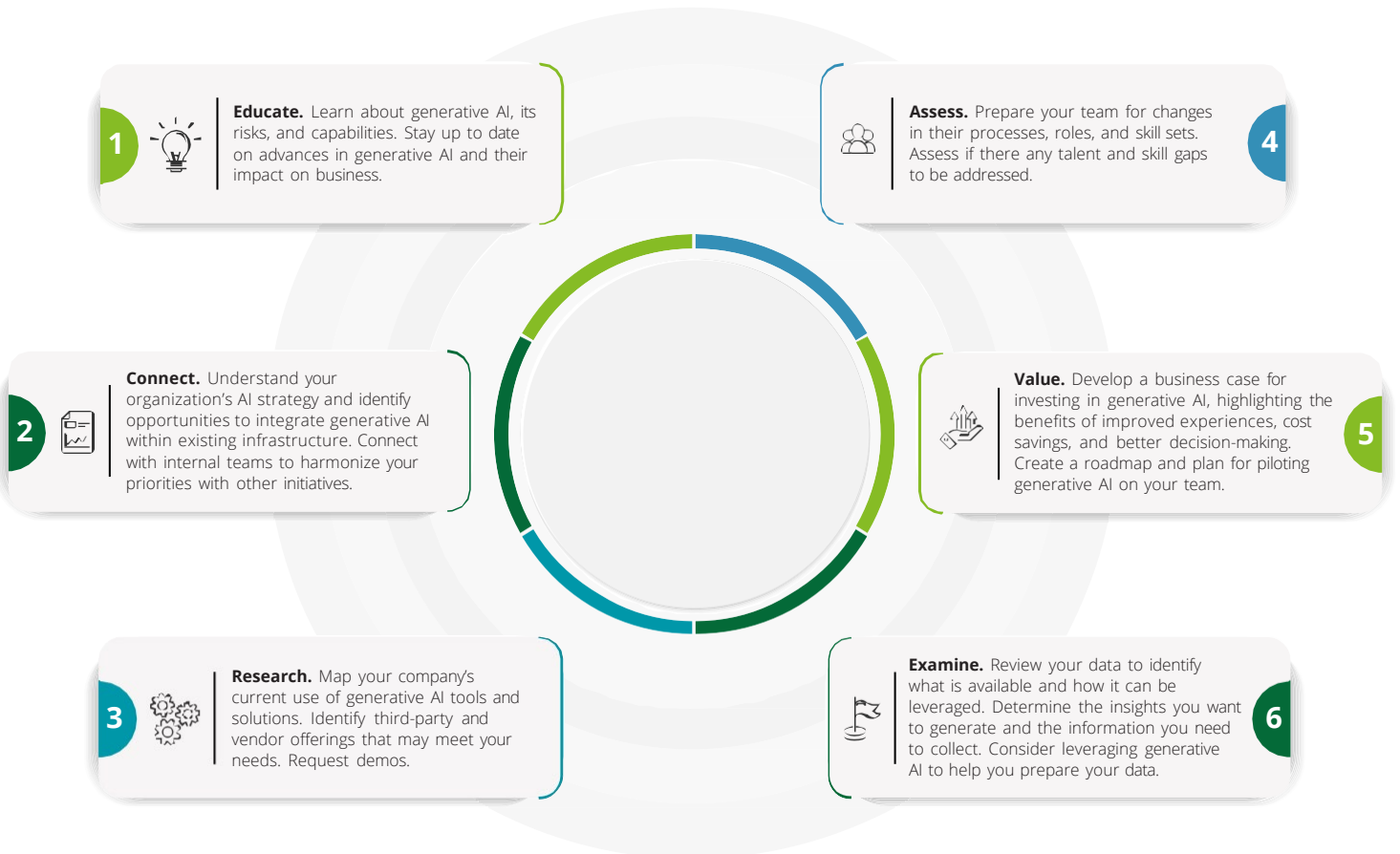
¹For those interested in seeing all of the ideas prior to summarization, please contact any of the Deloitte contacts at the end of the article.



What can I do to get started? How does this apply to me today?

As we navigate this transformative journey, it's crucial to acknowledge risks. Trust remains a significant concern. Risks involving data privacy, compliance around protecting PII, international regulations, bias and hallucination challenges, and misinformation should all be taken into consideration. A leading practice is that teams should involve various stakeholders at their company such as IT or technology departments, their company's GenAI Centers of Excellence (where companies have created one), their risk and legal departments, and their supervisors.

While it's important to keep in mind the potential risks and limitations of the technology, there are six actions that you can take to get started today:



GenAI will change the future of work; its rapid, unprecedented growth is fueled by its ability to enrich personalized experiences and drive efficiencies. While individual adoption is happening quickly, widespread adoption within organizations will take time. We need to remember that GenAI complements and accelerates the work of humans—it can be leveraged to aid humans to make the work experience and the work product better. We also heard loud and clear that global talent mobility is a highly emotive and personal industry, so it is important to select the uses of GenAI to keep empathy and human touch part of the overall process.

This journey toward integrating GenAI for global talent mobility is just beginning. There's much to explore, learn, and implement. The actions taken today can shape a future where generative AI and talent mobility seamlessly intertwine. As we go on this journey together, we can expect to see even more innovative and impactful use cases emerge for generative AI in global talent mobility.

Deloitte is excited to be part of this journey with you and can provide insights and solutions every step of the way. For more information, contact:



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