

TUESDAY, 27 SEPTEMBER 2016

# WHAT DOES GLOBAL MEAN TO US?

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EMERGING TALENT PROGRAMME  
MANAGER  
BRITISH COUNCIL**

# AGENDA

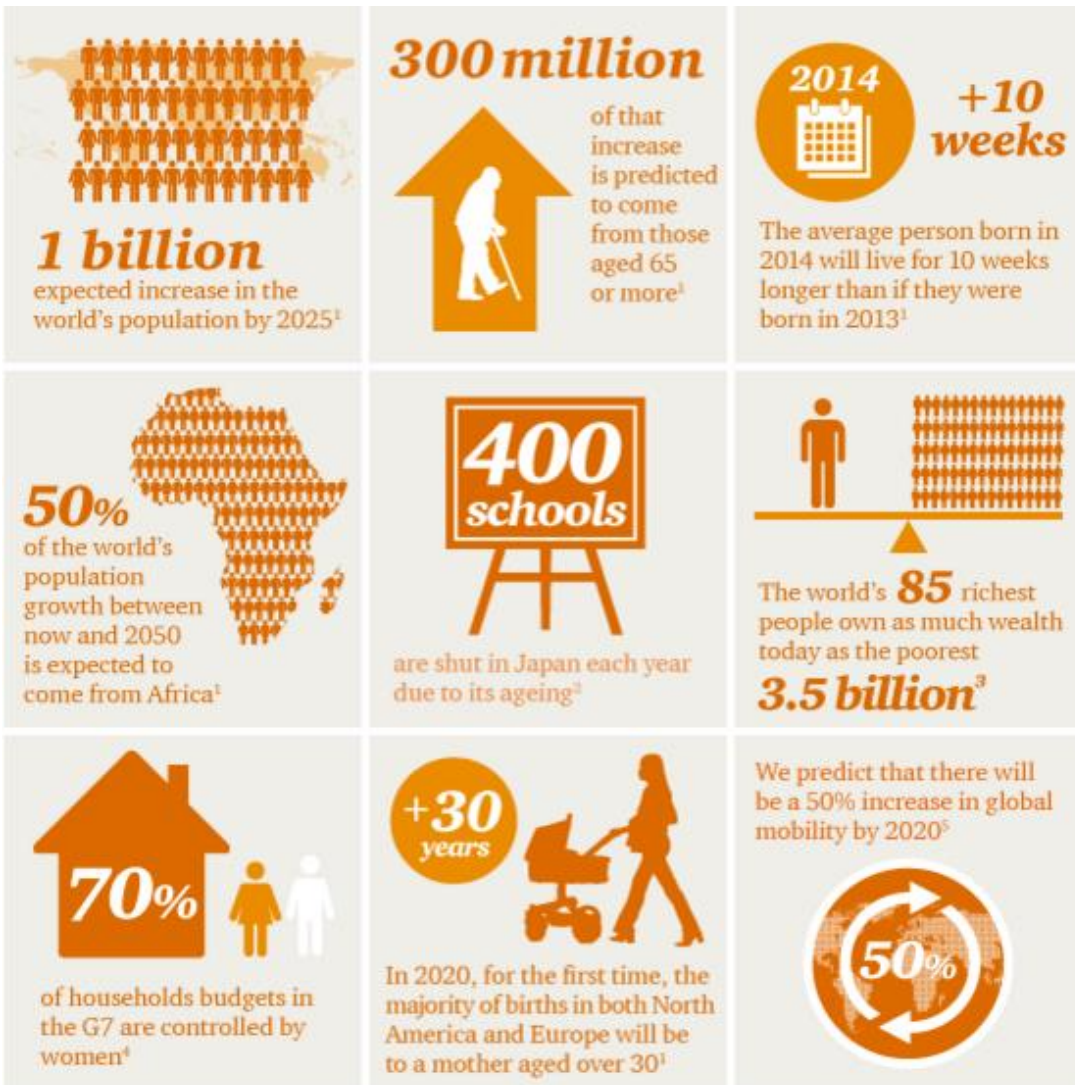
- A bit about the British Council
- The context we are operating in
- Challenges we are currently facing from a mobility perspective
- Impact on mobility
- How does this affect how we manage our talent?
- In focus: emerging talent
- Thorny questions for us to answer

# ABOUT US

- The British Council is the UK's international organisation for cultural relations and educational opportunities. We are on the ground in six continents and over 100 countries, bringing international opportunity to life, every day.
- We were founded to create friendly knowledge and understanding between the people of the UK and the wider world. We call this work cultural relations.
- We are working with less government grant and more income that is self generated.
- We are a matrix organisation organise our work and our people into 8 regions and 3 strategic business units: Arts, English and Exams and Education and Society.

# THE WORLD WE ARE OPERATING IN

# CHANGING DEMOGRAPHICS



# GLOBAL SKILLS MIS MATCH

## in 2020

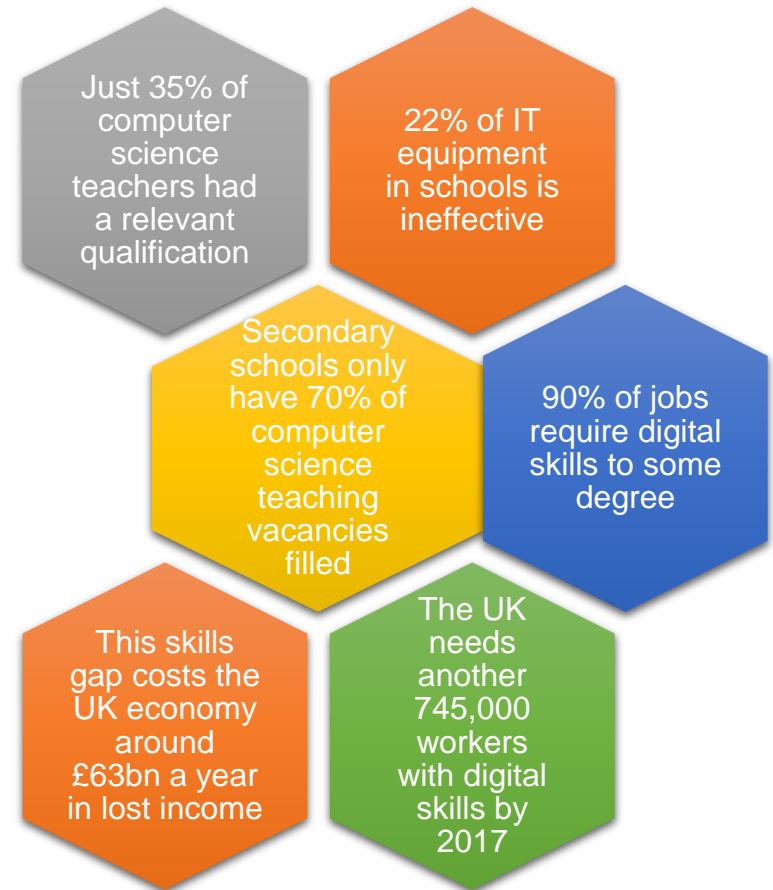
1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



Source: Future of Jobs Report, World Economic Forum

## in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



# WHAT DOES THIS MEAN?

*“The demographic changes that we see occurring in many of the regions where we operate – shrinking populations, an ageing workforce and diversifying demographics – compound the challenges we face and intensify the war for talent.” Dr Rüdiger Grube Chairman and CEO, Deutsche Bahn AG, Germany*

*Source: PwC talent insights report*



# OUR WORLD

# OUR GLOBAL PRESENCE

114 countries = 93% of the world's population

British Council Regions



# THE WORLD AROUND US

What is our context?

- Constant geopolitical shifts lead to changes to UK government prioritisation and changes to operating context
- Rise of mega cities means the location of our audiences is shifting and our greatest impact will not always be achieved in the cities where we are located.
- Technology changes mean that our target boundaries are not always defined by national boundaries anyway

How do we respond?

- Adapting our operating models: develop new and flexible ways of working across sectors and geographies
- Leveraging our talent: ensuring our global team has the right skills and behaviours
- Operating with flexibility: develop fit for purpose operating models

# HOW DOES THIS AFFECT MOBILITY?

# IT'S NOT JUST US...

*We really do need to staff up local businesses with people from those countries. It doesn't make sense to have large numbers of expats working all round the world as it's just very expensive, so we have to train, we have to develop and we have to attract the right local talent. For the most part these locations are in pretty wild places. And now most professionals want to be in urban locations, particularly if they have families. So it's an increasing challenge to induce people to work in those difficult locations."*

**Chief Executive, Rio Tinto, UK**

# MOBILITY IS CHANGING

## Global Mobility through the Ages (PwC)



1970-1990

HQ - Outbound, expat 2-5 year contract model



1990-2010

New mobile worker emerges, mainly West - East



2020 and beyond

Global mobility as the "new normal"

## Emerging Mobility Types

### Project-based assignments



Organisations are bringing selected employees from different parts of the organisation together for a specific project, requiring some to relocate temporarily, or travel frequently while the work is carried out.

### Commuting and extended business travel assignments



allows assignees to work in a specific location without relocating and has become a viable alternative to relocation for employees with family commitments, and in roles that require extensive travel by their nature.

### Intra-country mobility



is on the rise as organisations look to maximise their investment in mobility. It may be easier and more effective, for example, for a company to transfer skilled workers from Shenzhen to Huangshan or from Mumbai to Ahmadabad, than to move workers from the UK

### Virtual mobility and mobility without moves



Organisations are questioning whether, in this connected society, there's a pressing need for a worker to physically relocate for their work. The best candidates for overseas assignments may not be ready or willing to relocate, so alternatives to traditional mobility such as virtual meetings and teams are an efficient way of making sure that the best skills are made available.

### Global nomads



Regional leaders often find that their role requires extensive business travel and as a result they are constantly on the move. Similarly, some specialists move from project to project to the extent that they effectively have no 'home' country.



### One way relocation

as organisations move their regional or global headquarters in order to be closer to business interests and the fastest-growing markets, meaning the permanent relocation of key managers and their families.

### Contingent labour and deployment pools



is increasingly being used by organisations to meet short-term and specialist demand.



### Rotational employee programmes

often used in the development of high potential employees and in specific industries, are becoming increasingly internationalised.

Source : PwC 2020 talent mobility report

# WHAT DOES THIS MEAN FOR US?



# HOW DOES THIS AFFECT HOW WE MANAGE TALENT?

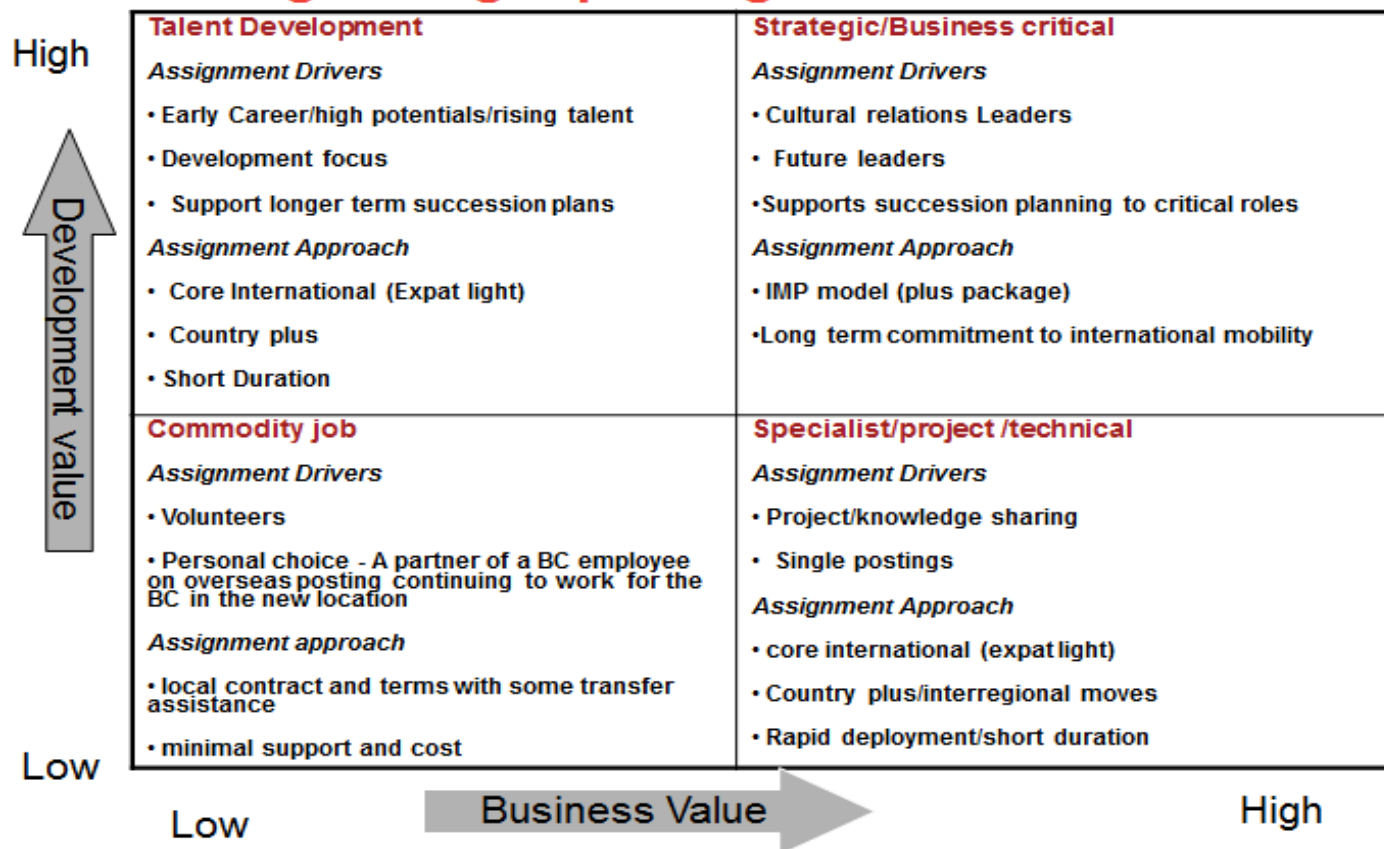


# A CHANGE IN MOBILITY PHILOSOPHY

- The need to develop well-rounded leaders of the future, with a truly international perspective.
- The need to offer exciting career opportunities to the best talent as competition to attract and retain the best intensifies.
- The recognition that an organisation can benefit from a two-way transfer of knowledge, skills and experience – every market is a fertile ground for new ideas.
- The cost drivers to engineer a more flexible approach to mobility facilitating more local hires and country to country moves as opposed to the traditional HR out approach

# EMERGING MODELS

## Selecting the right package



# MANAGING 'MILLENNIALS'

## Millennials keep one eye on the job market



*I am always actively on the lookout for other opportunities and keep an eye on the job market*



*I am not actively looking for another job, but would be open to offers*



*I plan to stay in my current job long-term*

# EMERGING TALENT – CASE STUDY

# DEVELOPING GLOBAL FUTURE LEADERS

Our emerging talent portfolio of programmes aims to create early career pipelines for a vibrant, diverse supply of talent drawn from both inside and outside the organisation. Our emerging talent approach should consistency mitigate workforce gaps through building this pool and investing in the growth and retention of programme participants. The programmes will have a particular focus on **broadening access** to opportunities at the British Council, responding to **key government priorities** and actively building a new generation of **leaders** for our globally mobile roles.

# OUR FUTURE LEADERS SCHEME

Corporate /  
HR Led

Management & Leadership

Personal effectiveness

Corporate induction

UK 6 month  
rotations in  
SBU's

Comprehensive Business insight through SBU submersion,  
building connections /network  
(avg. 4 days per week)

Oversees  
placements

Local induction and professional & technical skills required for role  
Performance management, work-based experiences built into role  
to gain evidence for development framework

Group

Complete 1 year virtual group project and participate fully in whole programme

# THINKING DIFFERENTLY

Actively developing a diverse pool of next generation, mobile leaders through enabling overseas experiences for high potential internal and external early careers professionals in line with new emerging models of mobility.

Our needs:

- ✓ More cost effective
- ✓ Inclusive of regional talent
- ✓ More flexible
- ✓ More regionally accessible/ transferable

Our solution:

- ✓ Internal talent programmes
- ✓ Understanding the potential of our more junior staff
- ✓ More flexible approaches to mobility
- ✓ Enabling job swaps and shadowing opportunities across borders
- ✓ Rolling out development elements on a global scale

# THORNY QUESTIONS



# OUTSTANDING QUESTIONS FOR US

- How do we use mobility to truly develop our talent?
- How do we know when to localise a mobile post?
- How do we assess potential for our global network?
- How can we be sure our emerging talent is globally mobile?
- Is our talent strategy build or buy? How do we know when to implement what?
- Should we be developing specialists or generalists from an emerging talent perspective?

**ANY QUESTIONS?**