

The Dark Side of Global Mobility

All that glitters...



...is not gold

#1: The paradox of cost

#2: The paradox of experience

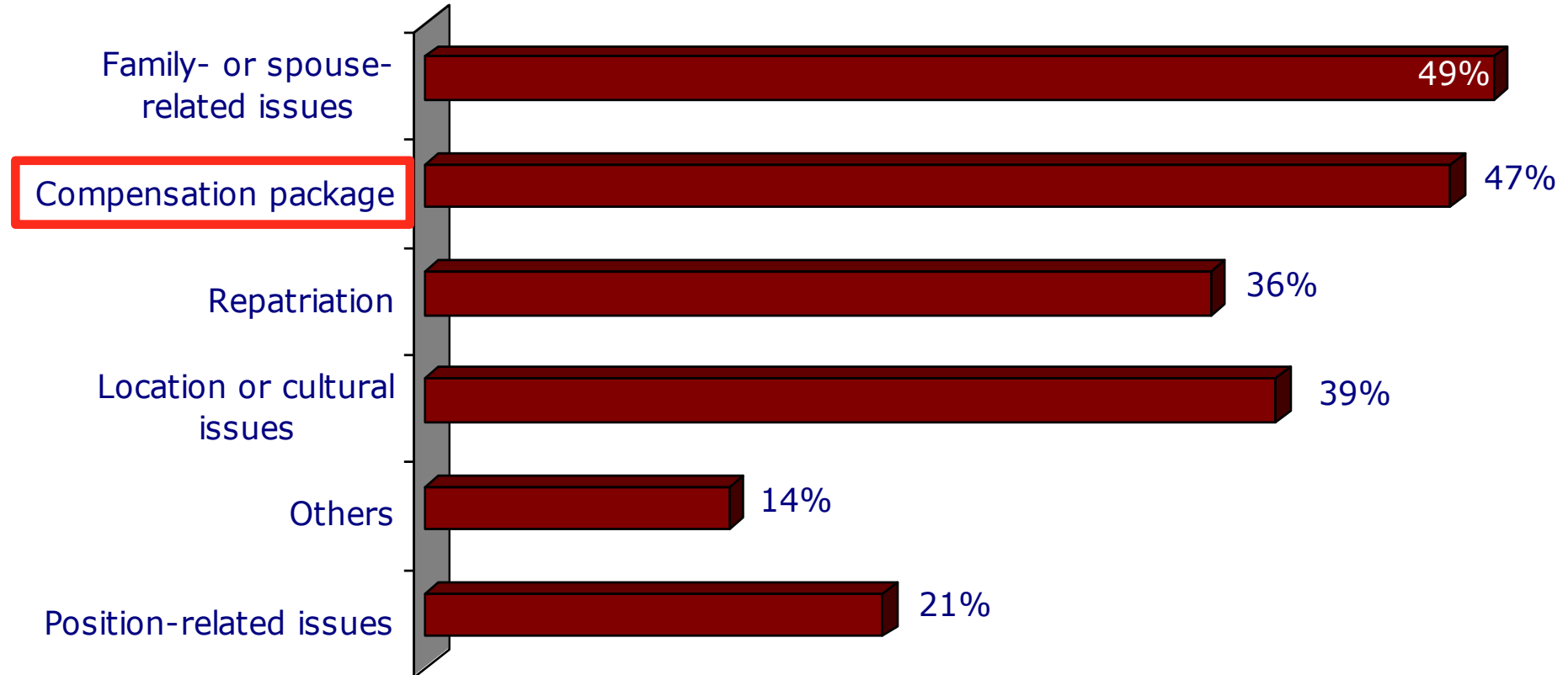
#3: The paradox of resilience

#4: The paradox of career
progress

#1: The paradox of cost



What is on global assignees' minds?



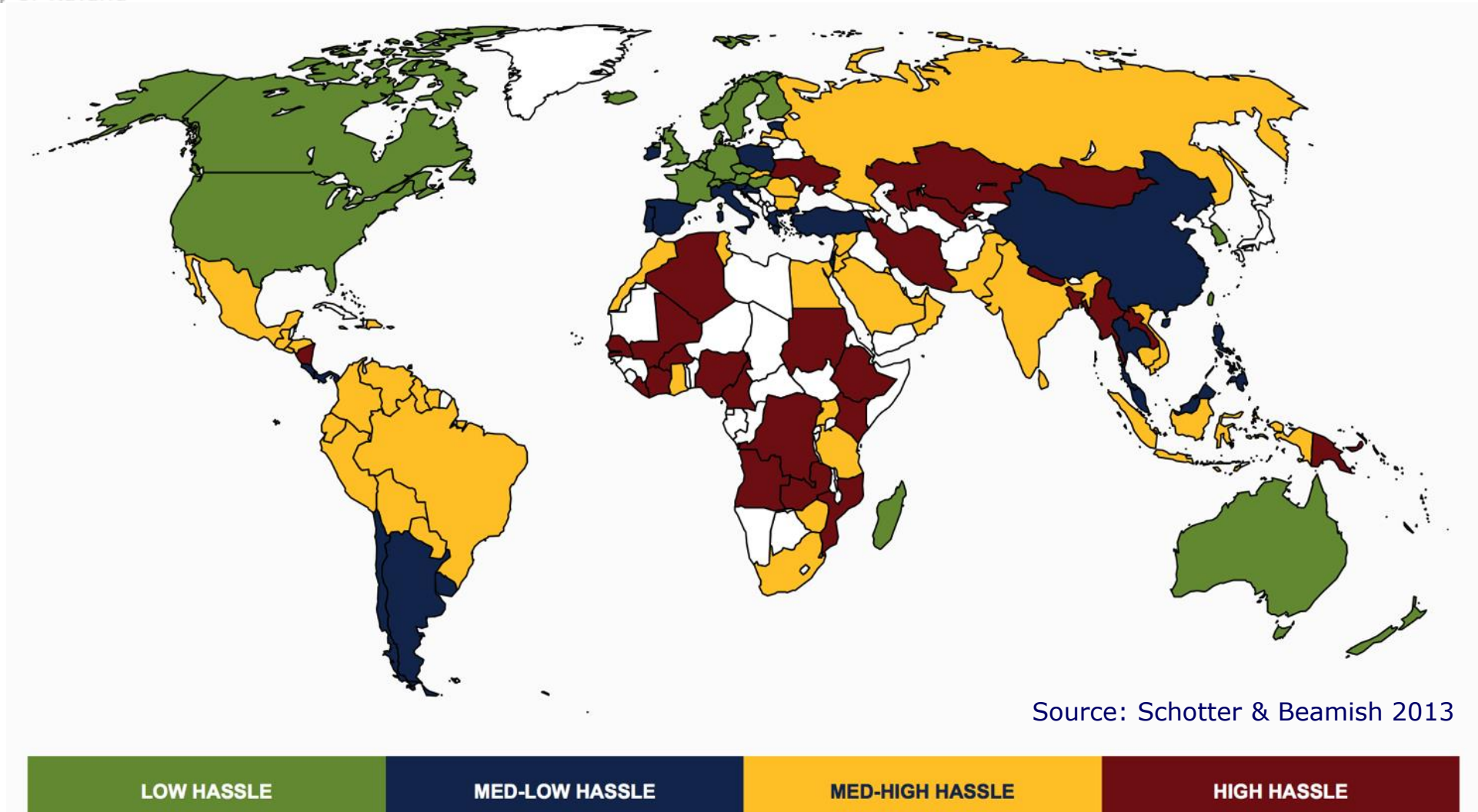
Source: E&Y Global Mobility Effectiveness Survey



The return of the expat allowance



The hassle factor



A “*familial*” picture...

- ❖ Rate of expats accompanied by their children has continuously decreased since 1994
- ❖ Rate of married expats has decreased from 74% to 60% over past 12 years
- ❖ 20% split-family assignments
 1. Family at home / expat in host location
 2. Family in tier 1 location / expat commutes to host location
 3. Family in ‘livable’ country / expat commutes to other country

Source: Brookfield Global Relocation Trends Surveys

#2: The paradox of experience



International experience overrated?

1. You confuse *guanxi* with *wasta*.

Context
Matters



2. Your home is the expat community.

3. You are trapped in too much experience.



#3: The paradox of resilience



RESEARCH ARTICLE

Open Access

Expatriates ill after travel: Results from the Geosentinel Surveillance Network

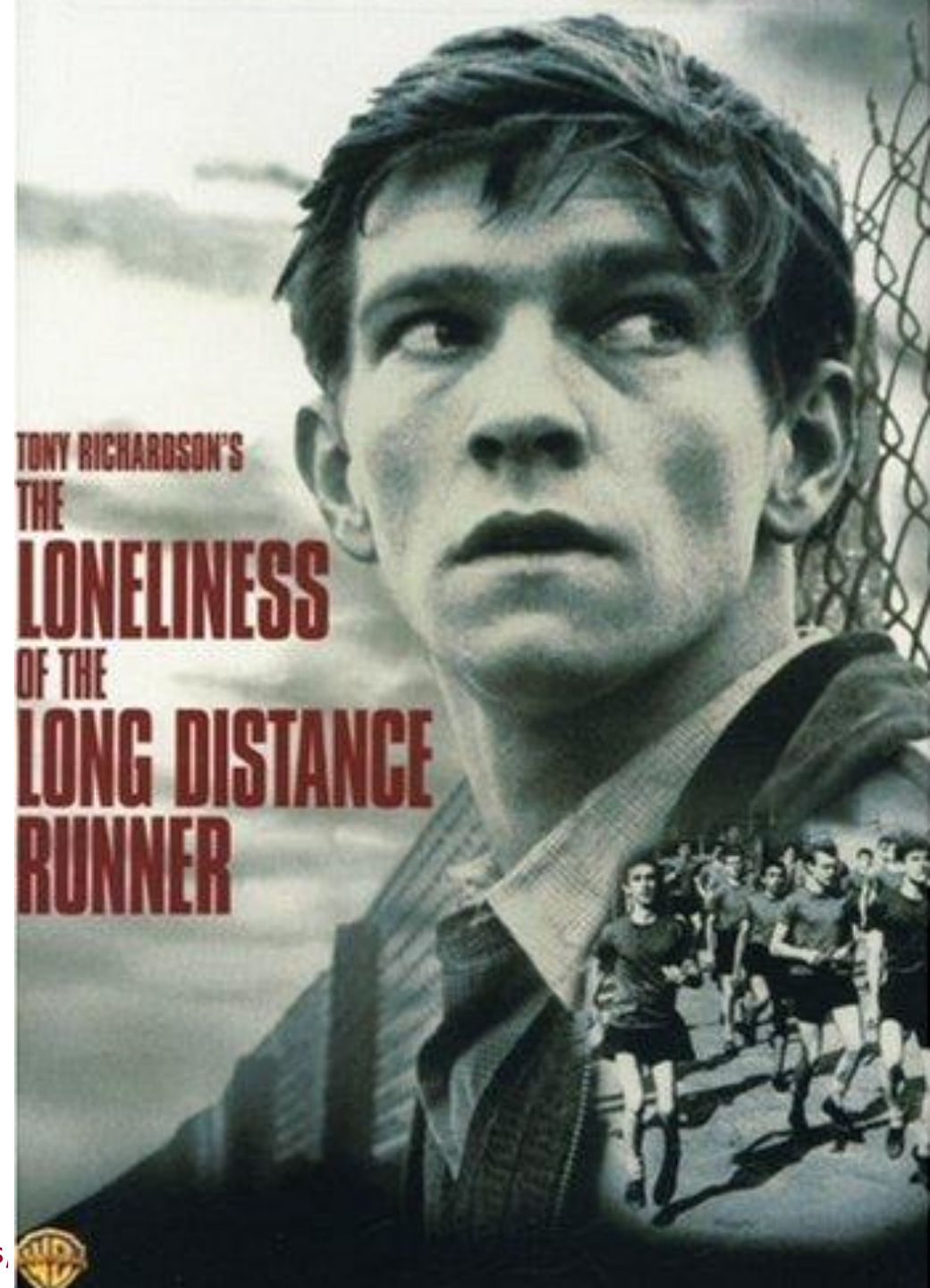
Poh-Lian Lim^{1*}, Pauline Han², Lin H Chen^{3,4}, Susan MacDonald⁵, Prativa Pandey⁶, DeVon Hale⁷, Patricia Schlagenhaut⁸, Louis Loutan⁹, Annelies Wilder-Smith¹⁰, Xiaohong M Davis² and David O Freedman¹¹ for the GeoSentinel Surveillance Network

Abstract

Background: Expatriates are a distinct population at unique risk for health problems related to their travel exposure.

Methods: We analyzed GeoSentinel data comparing ill returned expatriates with other travelers for demographics, travel characteristics, and proportionate morbidity (PM) for travel-related illness.

Travel, social isolation and physical well- being



Family and work performance



#4: The paradox of career progress



Career advancement in large organizations in Europe and the United States: do international assignments add value?

Monika Hamori^{a*} and Burak Koyuncu^b

^aDepartment of Human Resource Management and Organizational Behaviour, IE Business School, Madrid, Spain; ^bDepartment of Human Resource Management and Organizational Behaviour, IE Business School, Madrid, Spain and Rouen Business School, Mont-Saint-Aignan, France

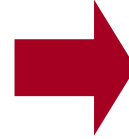
We look at the relationship between the number of assignments, the length of international assignment experience, the type of employer commissioning the international assignment, the individual's career stage at the first assignment, and career advancement: the time that the executives took to be appointed to the CEO position from the start of their career. Our sample of 1001 chief executives, based in 23 countries and affiliated with the 500 largest corporations in Europe and the 500 largest in the United States, allows us to examine important individual- and organization-level contingencies that affect the relationship between international assignment experience and career advancement. We find that international experience slows the executives' ascent to the top, longer assignments and a larger number of assignments being detrimental to their speed of ascent to top corporate positions. Further, international assignments at corporations other than the CEOs' current employer and assignments taken at later stages of executives' careers damage career advancement.

Repatriation challenges



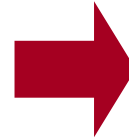
How to escape the dark side?

#1: The paradox of cost



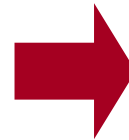
Better serve other motivations

#2: The paradox of experience



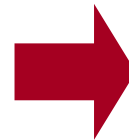
Provide more holistic preparation and support

#3: The paradox of resilience



More systematically plan and distribute global work

#4: The paradox of career progress



Manage talent in a more integrated and strategic manner