

## [This Week in EAR](#)

Network Engagement  
Can you see culture?  
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In the Vault

## [Articles](#)

*Recognising GM Challenges*  
*Flexibility Balance*

## Recognising Global Mobility Challenges

We came across this great article from Global Expat Pay articulating the ongoing challenges for GM operations. You can access it [here](#).

They also provide an excellent [self diagnostic tool](#) if you're looking for further insight into your program's challenges

## Striking the right flexibility balance

Flexibility is nothing new to Global Mobility teams, but finding organisations that have produced the right balance of flexibility, factoring in assignee needs and budget, is a challenge.

Check out this [article from Mercer](#) which gives it a very good try.



## Intro

Summer Holidays are almost done and the prospect of a quieter house, and hearing “Daaadddd, can I...?” a lot less, is something that cannot be understated. Whilst many of us enjoy the vacation time, summer holidays, and time spent on our own or with family, I find there's something ‘new’ and ‘fresh’ about moving into the end of summer and the start of September. If nothing else the weather is cooler!!

We've got a bunch of updates and goodies in this weeks EAR to ease you back into this next part of the year, and I certainly can't wait to meet many of you at the upcoming events (check them out on Page 2). Enjoy!!

## We've been speaking (and listening) to you all...

Our amazing account managers **Cass Machaka** (Club 100) and **Sugi Thatcroos** (Symposium) have been reaching out to all members in our networks over the summer to introduce themselves and engage with what's going on across our **community**. We've also been learning more about your programs, what's giving you headaches and what the future holds, so we thought we'd share some of our insights so far.

Cass has had some brilliant calls from members within our **Club 100 Network**. The network has been incredibly open with their feedback regarding our event agendas and for preferences for more learning sessions in our events. **Learning** through Expat Academy in general is also a huge plus for peoples membership so far. Loads of you have feedback that the **benchmarking service** is invaluable to your programs, helping you understand the GM landscape regarding issues and assisting you in key decision making (more on benchmarking later). We also heard that you'd like the benchmarking service to be **more intuitive** and easier to navigate – so we have added this to our list of developments. Finally we've heard you loud and clear that you LOVE attending **face to face events** and are excited for the upcoming conference and huddles over the coming months.

Sugi has been speaking to our **Symposium Network** over the last couple of months. We've seen a trend in this network consistent across our entire member population that **traditional assignment numbers continue to decline** offset by a consistent increase in **Permanent Transfers/International new hires**. We've heard that our members are increasingly seeking **Tech Solutions for GM** across the wide variety of GM tasks within our members teams, not just assignment management software. One area of contentious discussion not making it's way to GM teams is **Short Term Business Visitors**. 67% of our engaged members to date don't see STBV's sitting with GM and think that it should sit with Travel instead, who would have thought hey ;-).

We've got more members to speak to over the coming months so watch out for any calls going into the diary with Cass or Sugi, and please continue to be open and honest in our community to ensure we're providing you the **best in class content, events and networking opportunities**.





## EAR for Yourself

Come and boost your technical knowledge through one of [our events](#):

26 September 2022 – [Expat Academy 2022 Annual Conference: Get on Board](#) - London

29 September 2022 – [Global Mobility Policies Training Course](#) - Virtual

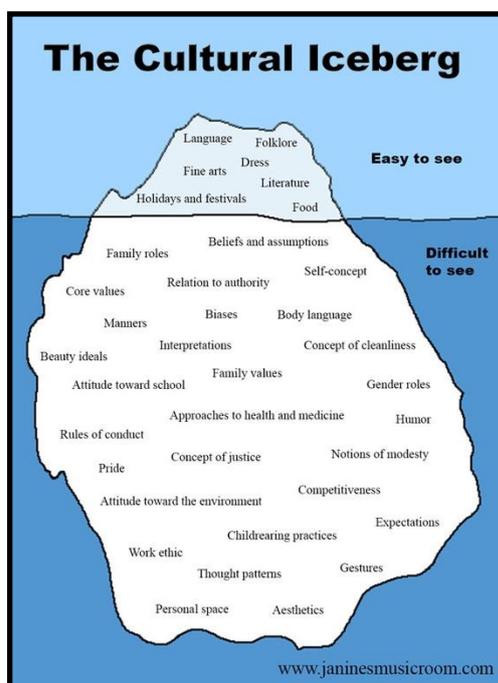
3 October 2022 – [European Super Huddle](#) - Amsterdam

13 October 2022 – [APAC Super Huddle](#) - Singapore

2 November 2022 – [US Huddle](#) - New York

8 November 2022– [Symposium Network Huddle](#) - London

10 November 2022– [Club 100 Network Huddle](#) - London



## Can we see culture??

Cultural Training, Orientation and Pre-Move visits are some ways companies can assist individuals in their integration into a new country and more importantly their **new culture**.

However, as the picture to the left demonstrates, culture is quite often unseen or difficult to see. We recently came across this [golden nugget of an article](#) from 2016 which turns **cultural understanding** into a game to encourage the participants to truly see underneath the surface level cultural differences.

Maybe we can design some of our own GM **'Scavenger Hunts'** to help our employees moving to new locations, see beneath the cultural surface and **acclimatise** to their new country and surroundings.

Just a little bit of fun for an important and serious topic. Watch out for more on **cultural adaptation** in future Club 100 and Symposium Events in the near future.

## Who's your Players Player of 2022?

There may be many reasons why you will think someone you have met over the last year, through the Expat Academy, is worthy of being named the 2022 Players' Player. Before you make your nomination, here are a few suggestions from us:

- who has **inspired** you in your career?
- who has helped you approach situations in a different way and **challenged** you to think strategically?
- who is a **team player** - they put aside their personal goals, work well with others, listen, and contribute to help others in the Expat Academy community?
- who is friendly and makes coming to Expat Academy events **fun** and worthwhile?
- who has gone out of their way to help you **build your network**?
- who is always ready to share their **knowledge and experience** with the Expat Academy community?

It means a lot to be recognised by your peers.

[Vote for your Players' Player of 2022](#)



### Quote of the week...

**If I had asked people what they wanted, they would have said FASTER HORSES!!**

Henry Ford



### Author



The slightly follicly challenged gentlemen above is Chris Blair, Head of Client Services – Club 100 Network. He has 8 years' in-house GM experience in financial services and enjoys talking music and football (and in general).



## Benchmarking

Wow!! You guys have been busy these last few weeks. We've had loads of your questions coming through here at Expat Academy HQ so we'll keep this brief to get as many in!!

We've had a real breadth of responses to [this question](#) on **Inflation and fluctuating FX rates** which may get you thinking about how often you review your rates and whether a policy shift is needed. **Points based policies** as a mechanism for **core/flex** is an approach that intrigues me greatly, but [this question](#) here gives an indication that not many have cracked it!!! A huge opportunity for those that might be able to work it out, particularly on an assignment basis!!

**Sabbaticals and assignments** is not something I've really come across before so I was intrigued by [this benchmark](#) and the responses of our members. And finally, **Remote working** is constantly in our Benchmarking of late and [this question](#) on whether policies are going to become standard within our members organisations is an interesting one.

We've also got a couple of [questions](#) needing some **loving from our community** check them out below:

[New York City - Reimbursement of third-party guarantor costs](#)

[Bhutan - Immigration knowledge or support needed](#)

Give them some loving in the form of responses, if applicable to your company, please :-)

## In the Vault..

Not a great deal of additions to the vault over recent weeks so we thought we'd highlight some of the excellent content still available for you and your teams.

First up we've got our [GloMo online training](#) which is absolutely essential for anyone **new to the industry** who needs help with the Rubik's cube of acronyms which GM professionals love to raise on any and every call (LTA, STA, PR, RW, IS, STBV, NAC, LTE, UHQ.. Now I'm just making them up!) . Not only that but you can get a shed load of **GMPD points** for completing the full GloMo training... RESULT!!

Recently collated data on our members tell us that a fair chunk of you still don't have a **remote working policy** (48% to be exact) so probably a good time to highlight our [Remote Working Policy template](#)!! Now we understand there's more to a policy than a template but at least this helps a little, and may go a bit of the way in trying to get some sort of company position on remote working signed off.

An emerging conversation we're having is the broader scope within GM Teams, including responsibility for **Immigration**. Now it's UK focussed, but this [Mock Audit question set](#) will help you in making sure your processes are robust and compliant.

There's loads more... like LOADS!! So go check out [the Vault](#) and see what other goodies you can find.