

Building a smarter workforce mobility program

Foundational steps for advancing to a more modern model

AI adoption is accelerating, yet most global mobility programs are not positioned to take full advantage of it. Before investing in new technology, mobility leaders need to understand where their program stands today and what foundational work must happen first to enable advancing to a more modern approach.

What You Need to Know

- > **Clearly define what you want AI to do.**
Despite the rapid pace of AI acceleration across HR and other business functions, its use in global mobility specifically has not been as robust in many organizations. Though that appears to be quickly changing, if slower rates of adoption still exist, it's often due more to things like a reliance on service providers' use, competing priorities, program variability and definitional ambiguity than it is to a lack of readiness. Take the time to assess how and where you want AI to add the most value to your program.
- > **Focus on your application programming interfaces.**
APIs act as the connective infrastructure that allows systems to share data in real time, giving AI the accuracy and completeness it needs to perform well.

- > **Get the foundations right first.**
Data fragmentation, not technology, is the real barrier to effective AI use in mobility programs. When visa, tax, payroll, housing and logistics data live in disconnected systems, mobility teams are working with assumptions rather than data, and no amount of AI can fix that.



Ready to find your next step?

Every mobility program's path forward looks a little different. Our team can help you walk through the maturity model, pinpoint where your program stands today and build a practical roadmap toward a more connected, intelligent approach.

Connect with our mobility experts today.

Schedule a call with our team



Key Takeaways for Mobility

As technology, communications and workforce deployment models keep evolving, so must talent mobility programs. But where do you start?

Most programs sit somewhere on this five-level journey:

- Level 1: Reactive administration** – Manual, email- and spreadsheet-driven with limited reporting.
Goal: standardize the basics.
- Level 2: Operational excellence** – Defined workflows and consistent measurement of cost and cycle times.
Goal: repeat and scale.
- Level 3: Integrated ecosystem** – HRIS, payroll and vendor systems connect through APIs, eliminating data silos. **Goal:** increase visibility.
- Level 4: Data-driven** – Accurate executive dashboards and predictive forecasting replace static reporting.
Goal: predict, don't just report.
- Level 5: Intelligent, employee-centric** – A truly AI-enabled system delivers personalization paired with human support for the moments that matter most.
Goal: tailor and adapt.

Each level builds on the one before it. Programs that try to jump straight to AI without a solid foundation typically find the technology underdelivers, not because it's flawed but because it lacks the fully integrated data it needs to function well.

Where does your program stand?

Ask yourself these five questions, in order. The first one you answer "no" to marks exactly where your next investment should begin.

- Are our core policies, workflows and data captured in one system rather than spreadsheets and inboxes?
- Can we consistently measure cycle times, SLAs and cost at scale?
- Do our HRIS, payroll, immigration and expense systems share data automatically?
- Can leadership see mobility cost, trends and assignment ROI, and use it to forecast what's ahead?
- Do employees receive personalized, AI-assisted journeys while consultants focus on the human interactions that matter?

Remember the human element.

Technology should own the transaction. People should own the relationship. Compliance complexity, cultural nuance and genuine empathy for employees and their families remain irreplaceable, no matter how advanced your systems become.