



9 Ways to Build an

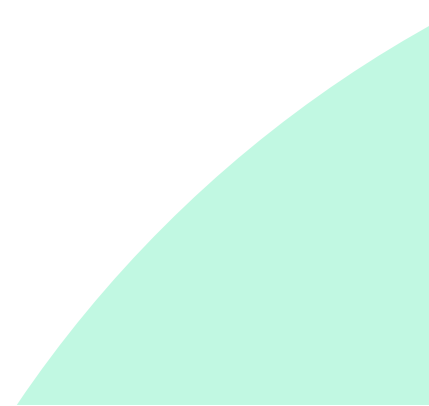
Internal Mobility Process

(Or Improve Your Current One)

Building a robust internal mobility process doesn't happen overnight.

It's a series of steps that together, improve the talent of your whole organisation. We've got a bit of experience in the area and we've done some research.

From that, we've defined 9 elements that need to happen to improve internal mobility.



1. Get Buy In From The Top

Implementing a successful internal mobility process is a culture change. To successfully change your culture, it must come from the top, and reach every level.

So, make everyone in senior management aware of internal mobility's benefits. Show them the stats and figures and encourage a culture where it's normalised and encouraged.

External hires perform worse than internal hires for the first two years of the job.

Wharton Management

2. Set Out the Exact Attributes for Every Role

At Solutions Driven we hold a meeting to discuss the attributes of an ideal hire for every role, right at the start.

During this “scoping call”, we determine what a successful placement looks like, setting the standards for the search.

This process works regardless of how the recruitment process is conducted. Hiring managers know exactly what they need in candidates and can identify if there’s already a fit internally or if they need to do external recruitment.

3. Map Your Internal Talent

If you're starting a new project, you start off by auditing the current situation.

It's the same for your people strategy - how does internal talent compare to the competition, do other locations have better talent pools, can diversity be increased by looking outside your area?

Companies often bring us in to do a Talent Map of their own employees and external candidates before actually searching for external candidates.



We can tell them how their skills match up to the market, benchmark salary ranges, and look at adaptability for the future.

Businesses can also use market-leading benchmarking organisations like Hays.

Their [Salary and Employment reports](#) can determine how a business performs against competitors and give a deeper market insight.

4. Improve Career Development Plans

Internal Mobility works in a circular way. The more people learn and develop, the more they're likely to stay in your company. And the more people learn and develop, the bigger quality internal talent pool will be.

That's why you need to consider implementing a career development strategy alongside your internal mobility strategy. It needs to be company-wide so every employee feels included and no one falls through the gaps.

There's a great plan here from [Investors in People](#) that can help you get started with implementation.

5. Make Jobs Visible Internally

Employees don't always explicitly state their desire to progress, so the business doesn't recognise internal opportunities.

And, if employees don't know about roles, they don't express their intentions to move up the ladder.

Consider setting up an internal job board where employees can see open roles first. If they're not the right fit, you can give them feedback and work on a plan, having identified who wants to go for this type of position.

This will also stop your people thinking "I didn't even know about this!" and feeling resentful to any new team members.

6. Promote Lateral Mobility

Lots of people are happy at the level they're at or just want to work in another department.

That's when lateral mobility becomes important. Lateral mobility is adjacent to internal mobility. The employee moves to a position with a similar salary or job title, but like upwards mobility, they can share skills and knowledge across teams. It's vital you also have the buy-in and processes to facilitate lateral mobility.

These processes look similar to upwards mobility: holding regular careers discussions with team members, facilitating inter-departmental cooperation, and making jobs visible internally.

Just make sure you're also focusing on allowing people to move across the ladder

7. Have a Backfill Plan

Sometimes even the best strategies fall through.

An employee leaves unexpectedly or goes on an extended period of absence. What's your plan to backfill that role? Or someone is promoted but there's no one to step into that role.

Here, a close recruitment partner can help. They'll be able to help you avoid these situation, and are primed to go and find candidates quickly if you need them.

This external talent team also helps free up time for your internal talent team to solve other issues that talent gaps can create; dealing with team restructuring, and putting plans in place to stop it happening again.

8. Don't Forget About Diversity

Recently, we did a podcast with Janet Onyia from Accenture who has taken up the mantle of diversity in her Accenture division.

Janet brought up some interesting points on Accenture's internal mobility... the importance of diversity in internal mobility - women are often in charge of childcare or work part time, meaning they can't join in the afterwork drinks or Friday Funtime.

That's problematic, because managers promote people they have a good relationship with. At Accenture, they try to mitigate this by providing management team mentors. They help employees grow in their roles and develop a good professional relationship.

So when internal promotion comes up, every candidate has a champion higher up.

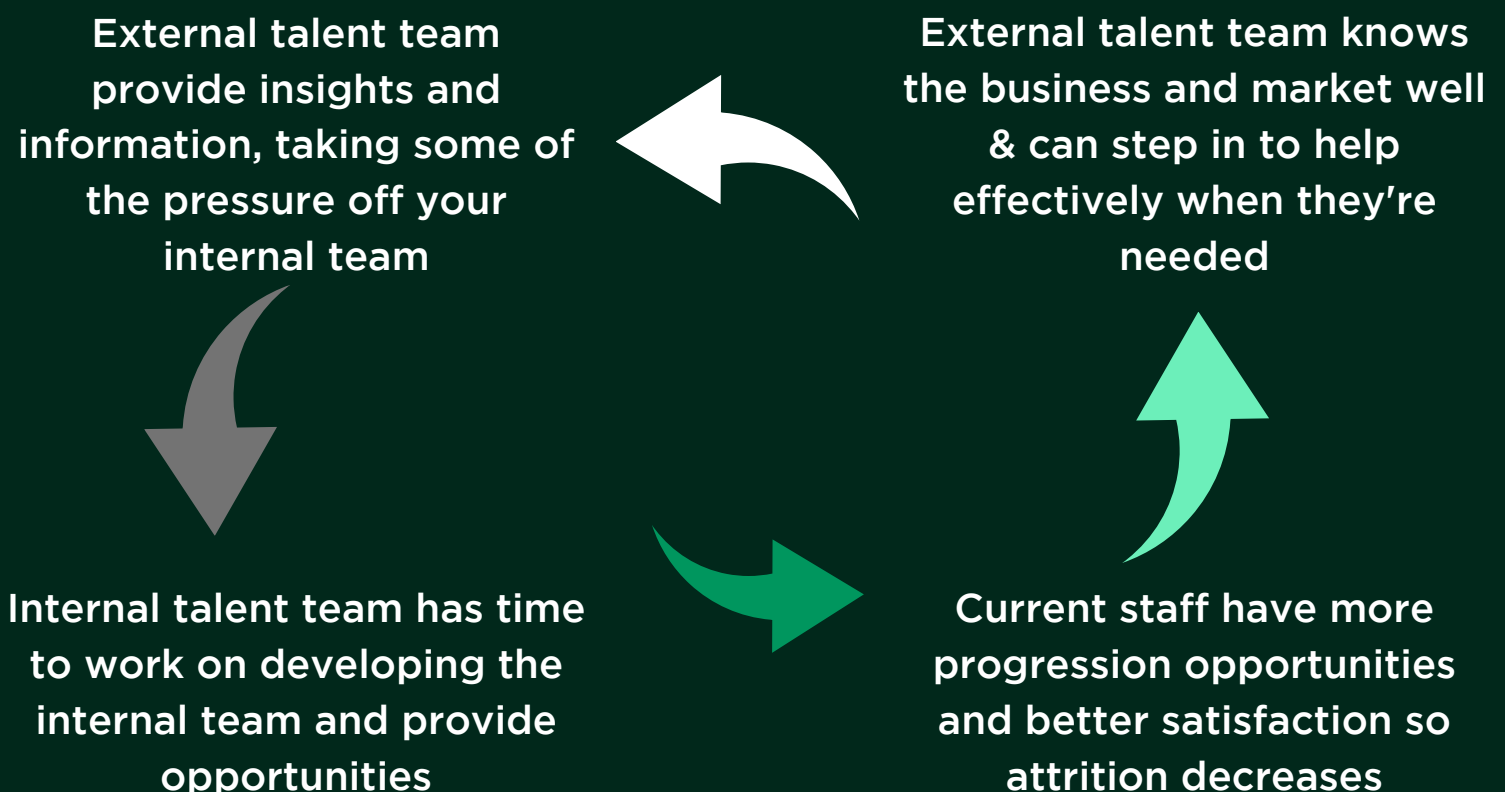
Employee + Mentor = path to success

9. Accept It Won't Happen Overnight


Internal mobility is a circular process. It can take months, or even years to get 100% right. What happens to your normal hiring during that process?

Taking on a recruiter who knows the ins and outs of your business and can work alongside your team, you can implement the internal mobility process smoothly.

There's no dip in your hiring quality and your CVP (candidate value proposition) never suffers.



**Want to guarantee the very
best talent for your
next hire whether internally
or externally? Solutions
Driven can help!**



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