

Remote, hybrid & virtual work: Talent implications

The offer of flexibility in work location – whereby employees can work remotely, virtually, or carry out some of their work from home – has become a major factor within talent management and development programmes.

TALENT ATTRACTION & RETENTION

Potential recruits may seek out job roles that provide some elements of hybrid or remote work or even jobs that they can fulfil on a virtual basis permanently from home or their home country.

Employers should recognise that the best talent in the marketplace is likely to seek some form of flexibility in their work location. They should also recognise that existing employees may also wish to have a more flexible work location and may look at other employment opportunities that offer such possibilities.

ADVANTAGES & DISADVANTAGES

Hybrid working typically involves employees working from home for part of the week and working physically on-site at the employer's premises for the remainder of the time. This reduces the time and cost associated with commuting. Employees can manage family and domestic responsibilities while also having the benefits of socialisation at the worksite.

For employers, hybrid working can boost employee engagement. It does have some serious drawbacks though – team members may not all be on-site

at the same time and this may hinder working collectively.

Working remotely refers to opportunities to work from a different base location, even a different country, for specified periods. This enables employees to spend time with families and friends and/or extend time in a vacation location while working for their employer. While this arrangement provides work-life balance benefits for employees, it does raise compliance (tax/visa) issues both for employees and employers.

Virtual work indicates a job role that is carried out permanently in a different location – an example is an international role that is serviced from the home country. Those working virtually do not physically attend the worksite and so, while this can appeal to employees, employers might not benefit from the creativity that comes from work and social groups mixing and generating new ideas. It is not considered helpful for leadership roles.

TALENT DEVELOPMENT IMPLICATIONS

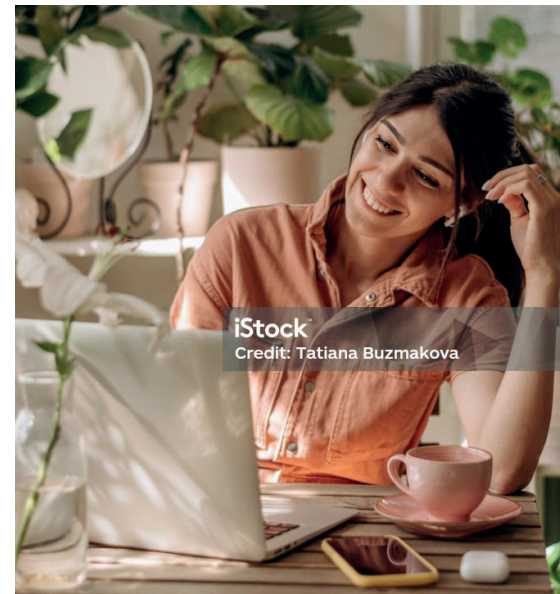
While organisations may be keen to develop their employees while being seen as an employer of choice, it is important to set sensible parameters around the offer of alternative work locations to ensure a competitive talent development strategy.

Line managers need to be aligned with organisational objectives and associated policy provision. If line managers engage well with the ethos of these arrangements, talent development actions are likely to be more successful in practice.

It is also important that any flexible work location arrangements are offered on an equitable basis such that employees feel that access to these arrangements is fair. Any staff undertaking these types of work should not suffer any

detriment in performance management, development interventions, and career progression opportunities.

Recording parameters within a policy framework is a sensible approach. In this way employees can see eligibility criteria and how talent management and development is managed linked to such alternative ways of working.



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