



Talent Mobility Career Playbook



TALENT MOBILITY SEARCH

Talent Mobility Career Playbook

Foreword

In 2020 the world faced a pandemic that impacted people and economies all over the globe, leading to job losses and job insecurity. More than ever we saw a need for pragmatic job search and career guidance. Our team at TMS has designed this playbook to help our community build a successful career and increase their chance of landing their next great role.

We are also using this toolkit to raise awareness and funds for Talent Beyond Boundaries, a charity organisation very close to our hearts who are helping refugees and displaced people leverage their skill sets to find work and secure their future. To find out more and how to donate please visit: <https://www.talentbeyondboundaries.org/>

“The team at TMS has designed this playbook to help our community build a successful career and increase their chance of landing their next great role”

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1 YOUR PERSONAL BRAND

The official definition of a personal brand is “a widely-recognized and largely-uniform perception or impression of an individual based on their experience, expertise, competencies, actions and/or achievements within a community, industry, or the marketplace at large”. Personal branding is the action of communicating and presenting your value to the world. Your brand is a crucial driver of your career growth and gaining success in the job market. Following are some key pointers:

- **Authenticity**

It is important to be true to your values and not try to be someone else (people will see through superficial branding). Determine what your core values are and mission is and keep those as your foundation. You can even create a brand statement, like an elevator pitch

- **Consistency & clarity**

Your brand needs to be clear and constant across all platforms, i.e. ensure you are using the same photo and bio across all media, so your audience start recognising and relating to your brand. If someone googles your name you want the results to be positive (ensure privacy settings on facebook, etc)

- **Publish**

A great way to build your brand and get noticed is to publish, whether on blogs, thought leadership articles, industry publications. These can be shared and posted through LinkedIn and other relevant forums. Ask your network to support you in commenting on and sharing your publications

- **Add value**

Post thoughtful comments and thought leadership to blogs or articles and share useful resources to your community. Ensure all your interactions are adding value to the community and create a positive impact

- **Key person of influence**

A well-managed brand will position yourself as a Key Person of Influence in the industry. This can be achieved through publishing, partnering with other influencers, having a strong pitch and if applicable developing products (templates, toolkits, webinars, etc)

- **Always update**

Your brand is something that you should continuously work on and is always visible. Update your profile and CV continuously as you gain new experiences and achievements. Always be aware of your brand, inside and outside of work

- **At work**

Your internal brand is just as important as your external. Do you have a reputation as being responsive and solutions orientated? Remember your internal clients, colleagues and stakeholders may one day be your next hiring manager

2 NETWORKING

A network is a set of people with whom you share the same passion, interest, career and education. Therefore, at every stage in your life, you will need to expand that network to share stories, experiences, tips, and potentially work opportunities.



- **Your comfort zone**

Find out what your preference is in terms of networking, whether it be a one-on-one coffee catch up or bigger events where you can see people within their community. Sometimes, supporting and commenting on people's successes or struggles, also strengthens your network as it shows you as being empathetic. Always remain authentic and true to your personal brand

- **Ask for insights**

A great way to start a networking opportunity is asking for someone's insights in their preferred field. This will enable the conversation to turn into a dialogue. Your network will more likely recommend you to their own network if you have built credibility and have shown to add value to the community

- **Present a success story**

Being positive about your career is a great way to position yourself as a person people want to refer. Focus on your achievements and aspirations - keep it positive!

- **Be yourself**

Be authentic to who you truly are and your values. Ensure this approach is consistent across all platforms

- **Keep it short and sweet**

Whenever you meet with people, make sure you keep it to reasonable amount of time as they are likely to take time away from their work or family. Recognise that generosity, thank them, and follow up with a thank you note

- **Ask suggestions**

The best networking opportunity is done when the discussion becomes a dialogue and the conversation flows because of shared interests, people, etc. Asking for help in terms of a specific question or idea makes it easier for both parties to commit to the discussion

- **Get referred**

A network grows exponentially when your network refers you to members of their network because they value your contribution, have worked with you, or see something in you. Don't be afraid to ask!

Give and take – Remember it goes both ways and whenever someone asks you for your insights, a referral, or help, be there for them. Tables do turn ...



3 LINKEDIN

LinkedIn is the most powerful and widely used tool available to job seekers and recruiters. In fact, over 90% of companies use LinkedIn to recruit for roles. It is therefore vitally important that your LinkedIn profile is strong, up to date and helps differentiate you. Here are some tips to achieve that:

- **Photo**

Ensure you have a professional looking profile shot. LinkedIn is not a social platform like Facebook, therefore do not use holiday photos. Also ensure the photo is consistent across all of your platforms to ensure consistency with your brand. Also add a background to personalize

- **Tagline**

This is one of the most important parts of your profile (potentially 80% of your success). Recruiters will most likely make split second decisions when scanning through long lists of candidates by making decisions on the tagline. Make sure you utilise this and describe your skill sets and roles you are looking for, instead of just listing your current role. i.e. International HR Professional | Global Mobility Manager | Policy design | Compliance and Risk | Data Analytics | Technology Implementation

- **Connections**

Make the right connections (i.e. people related to your industry or those that can help your career). Avoid connections that have no relevance to you. Look to expand your network and connect with peers, business leads, influencers and hiring managers. Add a personal message when you connect with someone to show the value of the connection

- **About**

This section is where you can differentiate yourself and describe who you are, your mission and what you are looking for. Avoid ambiguous phrases such as great communicator, etc, but be more specific about your experience and skill sets that set you apart. Limit this to one or two paragraphs or use bullet points

- **Experience**

Ensure this matches your resume in terms of dates and roles. Do not simply list out your roles and responsibilities. List out your achievements and experience and projects that will differentiate you from others, including key words that will be used by recruiters. This should be updated continuously with your professional experience and achievements

- **Skills**

Add relevant skills to help showcase your abilities and stand out to recruiters. You can also ask your connections to endorse you for those skills adding further credibility

- **Recommendations**

Ask for recommendations from colleagues, clients and stakeholders (the more renowned the person providing the recommendation, the more influential it will be). Also be willing to provide recommendations in return

- **Groups**

Join groups relevant to your career and post content and participate in discussions within the group. This will give you access and visibility to a much larger group outside your connections

- **Posts –**

Stay active and visible on LinkedIn by posting professional content and making thoughtful comments on other people's posts. This will help build your brand and make you visible to recruiters and peers in your industry

4 UPSKILLING

When a company interviews candidates, in most instances they are also asking 'Will this person be able to add value at a broader level'? Often, perhaps unfairly, mobility professionals are seen as deep subject specialists. Although undoubtedly a critical part of any people agenda, the lack of any broader experience can be a barrier into a new role and indeed, may create an artificial glass ceiling once in a role. It is important to create opportunities for yourself that will overcome these potential barriers.

- **Push for these opportunities**

Do not wait to be asked, if there is a project or workstream in the wider HR function which is of interest, make it clear that you want to be involved and be prepared to explain what skills you can bring

- **Take yourself out of your comfort zone**

The best leaders are those that can lead across a variety of functions, including those which they do not have a deep expertise in. Developing the skills and confidence to rely on your technical experts whilst being able to develop your own necessary levels of understanding is key

- **Listen to others**

All too often a person will go into a meeting with the agenda that relates to their work and objectives. Take time to understand as much as you can about the other attendees, their challenges and objectives, and actively seek ways in which you might be able to help

- **Learn**

There are so many resources available to further your understanding of any subject that you have an interest in. Invest the time to research as much as you can

- **Measure your progress in achievements not time**

Once you have established the areas in which you want to become more experienced, rather than give yourself a date to achieve this by, break it down into smaller steps and review these every few weeks

- **Volunteer**

In most locations, charities and NGOs are often looking for people to assist them. Regardless of being in a role or seeking your next role, this is a great opportunity to improve your skills and experience – and of course, give something back

- **Don't dwell on hierarchy**

Sometimes a move may appear to be lateral or even slightly downwards in terms of reporting or hierarchy. However, if this will subsequently provide you with the skills and experience to arrive at your intended goal, it should be considered

- **Business Acumen**

Understand what your company does, how it takes its goods or services to markets, key financial information and overall people strategy. This will enable you to take a top down and well as bottoms up approach to any work you undertake

- **Grow or go**

There may well come a time when you have achieved all you can in one organisation. Do not accept status quo, if you need to move to continue your growth journey, do so

- **Technology**

One of the hottest skillsets in demand right now is data analytics and AI, using tools such as Alteryx and Python as well as visualization tools such as Tableau and Power BI. Many of these companies provide free tutorials or find low cost courses on platforms such as <https://www.udemy.com/>

5 IDENTIFYING AND IMPROVING YOUR TRANSFERABLE SKILLS

Identifying and developing your transferable skills will help differentiate your profile and broaden your options in terms of career opportunities.

- **Identifying your transferable skills**

It is important to identify what your transferable skills are and which ones are relevant, i.e. transformation, tech implementation, project management, compliance, talent management, etc.

- **Stay relevant**

Build your knowledge and experience around current and future hot issues (i.e. remote workers and compliance, Brexit, posted worker, etc.) as organisations are currently looking for these skill sets

- **People leadership**

Being able to lead and develop people is one of the most sought-after skills. If you always think about the sum of the successes of your team versus your own, you will achieve better results and be recognised as a person that can influence, guide and develop your talent and deliver business results

- **Personal motivation**

Showing energy and positiveness is a key element in any job or role you hold, or indeed any role you apply for. It drives higher personal satisfaction as well as energising the people around you

- **Intellectual curiosity**

It is often said that you can train for skills but not for attitude. Yet, having an attitude for ongoing personal growth and improvement both in work and your interests/hobbies is absolutely a critical transferable attribute. Your current or potential employer will see this as a distinct advantage in terms of the value you can add to your own role and the broader organisation

- **Competitive advantage**

If you have it, flaunt it. Make sure your profile lists the core qualifications you have (as mentioned before), the skills and experience you have gained (be truthful) and core competencies both on the IQ and EQ side

*Training
and
Development*





6 THE JOB SEARCH

In 2020 the world witnessed the COVID 19 pandemic and people in all industries found themselves on the job market with limited opportunities. This challenging environment has led to high levels of anxiety, here we discuss ways to manage the job search process in a more structured way:

- **Agility**

Key to staying sane during an economic downturn is having an agile mindset and being able to adapt to the marketplace. Identify transferable skills and understand how these may apply to other roles outside your current role. Look at peripheral industries and articulate how you can pivot your skills and experience to add value to other roles

- **Customise**

Do not send out the same generic CV to 100s of roles. It can be extremely disheartening to get rejected and hear no response from countless applications, especially if applying blindly online. Be selective on the roles you apply for and customise your application every time to the role

- **Follow up**

After an interview, always either as a direct note or through your recruiter, thank them again for their time, say how interested you are in the role and remind again about the value you would bring

- **Research**

Spend time to research industries and companies that are hiring and take a proactive approach by leveraging your network or reaching out to contacts at target companies. Spend time researching the company prior to any application or interview

- **Network**

Leverage your network where possible when applying for roles. Instead of applying online try to engage a contact at the target company to refer your resume with a recommendation

- **Tracking**

Keep a spreadsheet listing where your CV has been sent (LinkedIn vs recruiter vs direct contact) recording dates, role and stage of the process. You can also start tracking where you are more successful (i.e. getting to interview stage, etc) and adjusting your approach

- **Support**

Look after your mental health during these challenging times. Seek support from friends and family and be kind to yourself – give yourself permission to take time off from job hunting and do something fun for yourself

- **Interviews**

Be prepared! Review the JD, preempt questions and prepare responses and case studies and examples. Also research the company and ask thoughtful questions regarding the role, the company and future strategy and plans. If video conferencing, ensure you have a professional set up with excellent audio and visuals. Also be mindful of the background, avoid distractions and keep eye contact with the camera

7 YOUR RESUME/CV

Your CV/Resume is a critical document in the job search process. It is typically the first impression you will make with talent acquisition, or a hiring manager. The two most important sections of your resume are your professional summary and work experience. Here are some key things to keep in mind as you update your resume:

Curriculum Vitae

Your professional summary begins with a **professional headline that summarises who you are**. It should be 3 or 4 words that capture who you are (i.e. Global Mobility Professional). The summary should be clear, concise and compelling. It should be no more than 3 or 4 sentences outlining the professional skills you have and the type of role you want next.

Your resume shouldn't read like a **job description**; instead focus on accomplishments and 'high scores' you've received. You'll want to share with numbers, as in dollars, saved, or increase percentage of customer satisfaction scores, to essentially show how well you did your job. You want to show evidence of what you are capable of.

Make sure it is clear what you want to do next. By showing what you have achieved, it is important to show what you are capable of.

Your resume/CV should ideally be no more than **2 pages**.

Success verbs for your resume

Achieved	Increased
Awarded	Maximised
Decreased	Optimised
Delivered	Produced
Eliminated	Reduced
Exceeded	Saved
Expanded	Streamlined

Ensure you remain consistent with your **"tenses"**. If you are currently in a role, ensure the tense of verbs is present. If you are not currently employed, change verbs to past tense.

Be factual with your job titles and dates of employment. Small inflations can come back to haunt you. You want to make sure your resume matches information with any background checks that may be performed.

In case of multiple roles, or promotions, at the same company over many years, it is best to **put the total number of years at the company** and then the actual years next to each title/role.

Be sure to include all **professional organizations you are a member of** or certifications you have (i.e. GPHR or Six Sigma).

In general, you only need to include details of the past 10 – 15 years of work experience. Beyond that, companies and titles can be listed, but description of role is less important. If you have 20+ years of professional experience, you can omit the year of college graduation

Spellcheck, spellcheck, spellcheck!!

8

BUILDING A PORTFOLIO CAREER

As a result of changing circumstances e.g. a redundancy, life circumstances, approaching the end of your career or just wanting to challenge yourself and do something different, you may wish to consider going freelance or developing a so-called Portfolio Career. With the 'Gig economy' there are many more opportunities for freelancers and contractors.

- **Considerations**

You will need to give some thought to how you will operate, as a freelance, through your own company or as an interim consultant doing project work. You may also want to consider whether you have multiple clients or prefer to work for a single client. There are plenty of options so it is important to think through what will suit you best and how this will impact your work life balance and personal financial position

- **Marketing yourself**

Once you have decided on the type of work you want to do and how you will operate you need to think about how you will get work. It won't automatically flow through the door so you need to leverage your network of contacts, register with agencies and ask your friends about possible opportunities. Create a priority list and reach out to contacts who may be interested in what you have to offer. Make yourself known!

- **Setting up**

If you elect to set up a company it is a relatively straightforward process in many countries, but it's important to obtain advice on your personal tax position, VAT and corporation tax filing requirements, etc. You also need to understand how you will be paid, e.g. draw down a salary, in which case you may need a payroll company to process. Alternatively, you may receive a fee which you invoice for or be paid through a service/umbrella company. This is a complex area, and it is important to get it right

- **Service offering**

You may have had a career in HR, Payroll, Global Mobility, etc. and have many skills to offer to your clients either on a full time, interim or part time basis. Many smaller companies frequently have a need for interim or part time resources which means you could end up supporting several clients. It is important to be clear what you offer and how much time you have available. Be careful not to over commit yourself

- **Skills analysis**

If you are not sure what area of work you want get involved in its worth doing an audit of your skills to understand your strengths and weaknesses. It will also help you in determining your service offering, so you do work that you enjoy

- **LinkedIn**

Update your profile on Linked In and ensure you have a professional photo and create a tagline that describes you/your business, also add your relevant skills (see section 3 above). Regularly scour LinkedIn and other sites for potential opportunities

- **Recommendations**

Ask for recommendations and endorsements from colleagues, clients and stakeholders (the more renowned the person, the more influential it will be)

- **Doing business**

Design your business stationary, including a logo (many cost-effective options online) and create an invoice for billing purposes to include the company registration, VAT number, bank account details, etc. You may want to create some marketing materials, or a proposal template. Prepare all of this in advance to ensure that when you start working you are set up to operate properly and professionally from Day 1

- **Getting paid**

When you take on a new client, agree the fee and the scope of work upfront. Be sure this is confirmed in writing and the payment terms are confirmed



9 LEVERAGING YOUR RECRUITER

Recruiters can be an invaluable partner during your career. Invest time with a recruiter that will partner with you throughout your career, as opposed to more transactional recruiters. Choose wisely and learn to both be attractive to them as well as ensuring that accountability is reciprocated on both sides. This will provide you with better research into interviews, better preparation specific to your strengths and weaknesses and someone you can trust to manage a complex job offer/ salary negotiation situation.

Know your recruiter:

- Do they know your industry? Ideally your recruiter would have experience working in your industry, understands the business, the roles and can coach you on your career.
- Ask them about their track record, the type of roles they focus on and their geographical footprint. If they do not work with the roles you are looking for or the location you are looking to work, then it is best to look for another firm that does.
- Find out if there is someone you know well that can give a good endorsement for that recruiter. If not, do your due diligence.

Stand out to the recruiter:

- If you have been referred to the recruiter, initially lead with this. It helps the recruiter quickly understand your network. Try and get a written reference from these referees.
- Outline your circumstances. What are you looking for and where you have flexibility (location, compensation, title, etc.)?
- Accountability of knowing where your CV has been sent over the past 24 months. Recruiters love organised candidates that know where their details have been sent and via which method.

Aim:

- Agree a specific period to work exclusively with one recruiter (usually 4-6 weeks will suffice).
- Ask for honest feedback on your CV and experiences. Ask them to benchmark you against your peers and learn where you could upskill.
- Agree that your CV will not be sent to any business without your specific knowledge and approval.

Offer management:

- If you end up with multiple offers, communication is key. Keep your recruiter in the loop here. Especially when a business is putting you under pressure to take it or leave it.
- Negotiating the right compensation requires a great deal of benchmarking in real-time. By working closely with your recruiter you should be able to get a better offer than going directly.
- A good recruiter at the negotiation stage is honest and cool as a cucumber. They are more inclined to slow things down until the right offer is achieved rather than speed it up to make a quick buck.

10 RESOURCES

Personal Brand:

<https://personalbrand.com/>

<https://www.ellierichpoole.com/2020/07/27/why-you-should-pimp-your-elevator-pitch/>

LinkedIn Profile:

<https://www.linkedin.com/help/linkedin/answer/112133/how-do-i-create-a-good-linkedin-profile-?lang=en#:~:text=Tips%20for%20creating%20a%20great%20LinkedIn%20profile%3A%20Add,more%20profile%20views%20that%20members%20without%20a%20photo.>

<https://www.linkedin.com/learning/learning-linkedin-3/get-started-with-linkedin>

Upskilling:

Alteryx (ADAPT program – free training for those affected by C19 - <https://www.alteryx.com/why-alteryx/alteryx-for-good/adapt-program>)

Python (free guides - <https://www.python.org/about/gettingstarted/>)

tableau (<https://www.tableau.com/learn>)

Udemy – online IT courses - <https://www.udemy.com/>

Transferable Skills:

<https://www.careeronestop.org/JobSearch/Resumes/ResumeGuide/TopResumeStrategies/identify-transferable-skills.aspx#:~:text=Transferable%20skills%20are%20used%20in%20many%20different%20careers%2C,-%20or%20action%20words%20-%20you%20wrote%20down.>

The Job Search:

<https://successinhr.com/>

Resume:

<https://www.linkedin.com/learning/search?keywords=Resume%20Writing>

Portfolio Career:

<https://www.livecareer.com/resources/jobs/search/portfolio-careers>

<https://getclientsnow.com/>

Talent Mobility Search



Talent Mobility Search (TMS) is an executive search firm focused on sourcing senior roles within the global mobility industry and international HR, both in-house and across the entire spectrum of the many service providers within our industry. The TMS team also provide consulting and business advisory within the talent mobility space.

< Click or scan this QR code for more information about us

Americas

Michelle Durkin, based in NJ, USA: Michelle@talentmobilitysearch.com

APAC

Vincent Tackoen, based in Melbourne, Australia: Vincent@talentmobilitysearch.com

Sean Collins, based in Singapore: Sean@talentmobilitysearch.com

Europe

Simon Rogers, based in London, UK: Simon@talentmobilitysearch.com

Siobhan Cummins, based in London, UK: Siobhan@talentmobilitysearch.com

Richard Hewer, based in London, UK: Richard@talentmobilitysearch.com

