

## Rethinking Global Mobility: Integrating GEC Efficiency with Human Outcomes

Global Mobility has undergone a quiet but profound transformation over the years. What was once primarily an administrative function focused on coordination, logistics and compliance, has evolved into a strategic lever for deploying talent, enabling growth, and building global leadership capabilities.

For several decades, Global Employment Companies (GECs) have been the beating heart of international deployments in hundreds of global organizations. By centralizing employment, management, and deployment, GECs provide a robust, scalable, and compliant infrastructure, simplifying cross-border hiring, streamlining mobility processes, and delivering governance, compliance and consistency. In fact, for many organizations, the GEC represents the foundation of operational maturity in Global Mobility. The question then arises: how to take global mobility programs even further?

Despite the superior operational effectiveness of GECs in employing and deploying talent across the world, the performance of each assignee ultimately depends on human factors. An assignment that is flawlessly executed from a compliance and administrative perspective can still fall short of expectations, if the assignee is not adequately prepared and supported.

In most cases of “assignment failure”, the reasons are human, rather than technical. Cultural misalignment, lack of integration into the host environment, and dissatisfaction within the assignee’s family unit are



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among the most common drivers of underperformance or early repatriation. These factors are often underestimated because they are harder to quantify and do not fit neatly into traditional mobility metrics. Yet their impact is significant, both in financial terms and in lost strategic opportunity.

When a robust framework like a GEC is complemented with a strong focus on the assignee and family experience, the result is much more likely to be not just successful deployment, but sustained performance and long-term value. This requires the integration of a “human outcomes” layer into the mobility model.

When this integration is achieved, the impact is tangible. Assignment completion rates improve, the risk of costly failures decreases, and assignees are more likely to perform effectively in their roles. Organizations also see stronger retention of internationally mobile talent, as employees are more willing to accept and complete future assignments when their overall experience, and that of their families, has been positive.

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The combination of a GEC model with structured cultural and family integration support represents a natural next step in the evolution of Global Mobility, bringing together operational excellence and human sustainability, and ensuring that talent is not only deployed efficiently, but also enabled to succeed.

***If you wish to discuss how your organization could enhance the effectiveness of its Global Mobility programs, please feel free to [reach out to an ITX consultant](#) for a free consultation.***