

Issue  
RES Forum Research  
February 2020

5

Managing Global Mobility  
in Hostile Environments -  
Exploring the physical, social  
and psychological threats

# Infographic

This infographic is based on the report authored by Professor Michael F. Dickmann,  
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To read the full report, please email us- [office@theresforum.com](mailto:office@theresforum.com)



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# Infographic

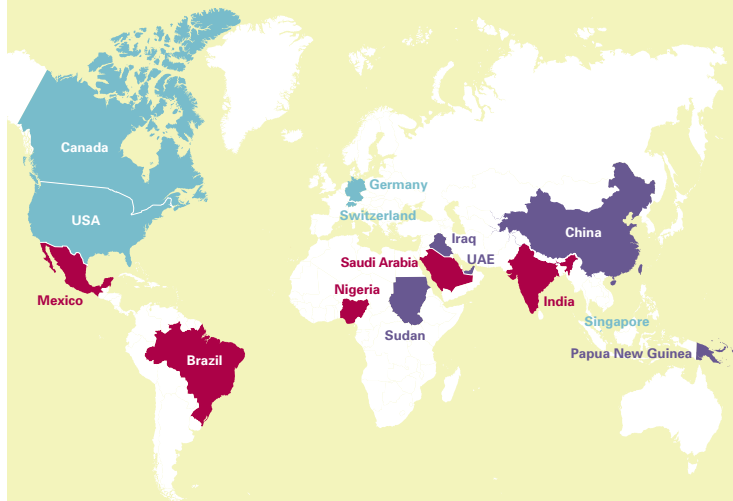
Issue 5

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## Safest and most hostile countries that respondents send assignees to

- Safest Countries
- Most Hostile Countries
- Other Hostile Countries



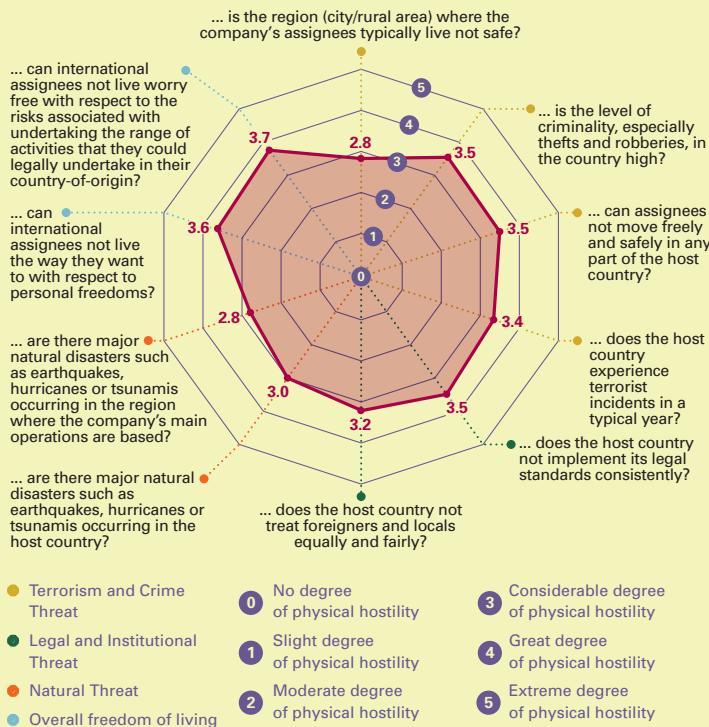
## Friendliest and least friendly countries that respondents send assignees to

- Friendliest Countries
- Least Friendly Countries
- Other Unfriendly Countries



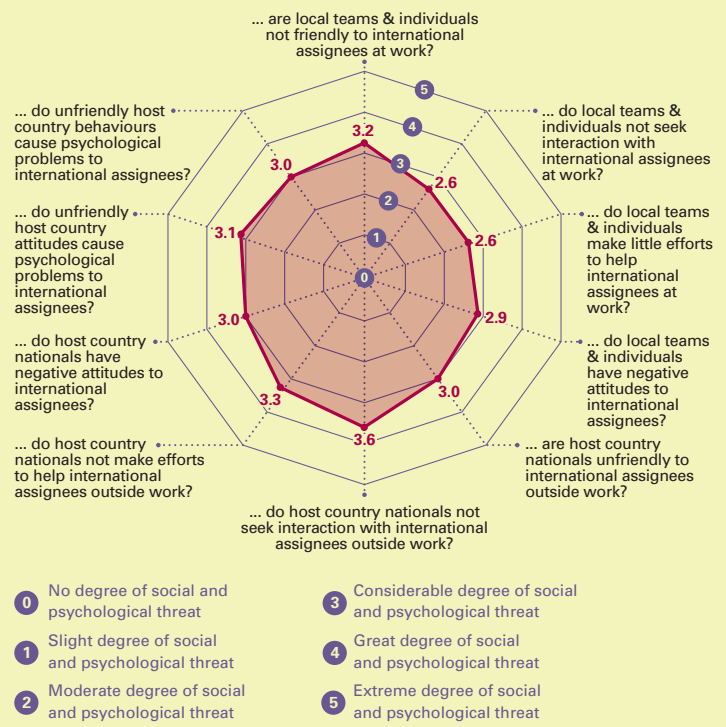
## Understanding threat levels in physically hostile environments

Question: For the most hostile countries, to what extent...



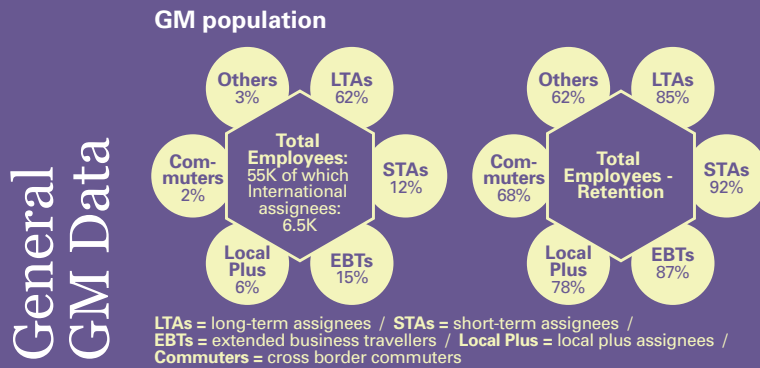
## Understanding threat levels in socially and psychologically hostile environments

For the least friendly host environments, to what extent...

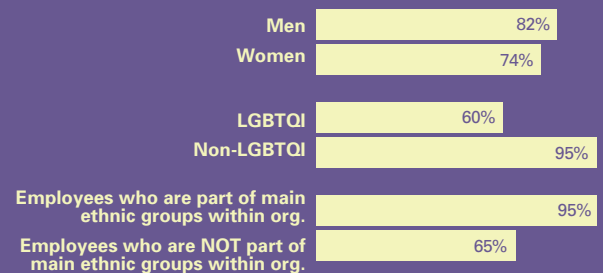


# 10 GM Metrics for working in Hostile Environments

A Sample Dashboard. What should your department be aiming for?



Percentage of staff in each of group that perceives company diversity policies relating to GM opportunities to be fair...



1. Number of countries rated as hostile in which the organization operates and number of expatriates in hostile locations

37  
/ 645

45%

2. Localization goals: Percentage of local successors in hostile environments

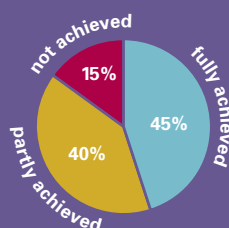
3. International Assignee Attraction: Percentage of vacant IA positions in hostile environments that are open for longer than three months

18%

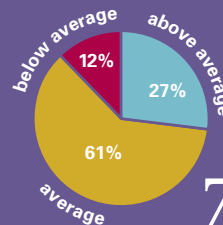
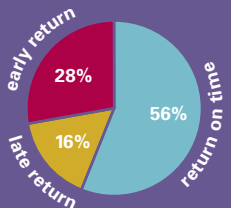
62%

4. Percentage of IAs in hostile environments who have a mentor / local buddy

5. Objectives achieved: Percentage of expatriates in hostile environments who achieve their primary assignment objectives



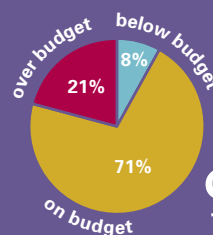
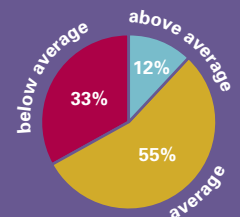
6. Early Return: Percentage of IAs who return early from their assignments in hostile environments versus planned return



7.

**Long-term Performance:** Percentage of repatriates from hostile environments who have above average / average / below average performance in comparison to non-expatriated peers (after 3 years)

8. Long-term Retention: Higher / similar / lower retention amongst repatriates from hostile environments compared to non-expatriated peers



9.

**Staying in budget for hostile environment assignments**

10. Assignees in Hostile Locations with Serious Health Issues

