

# Desarrollo Transversal del Talento – Impulsando la movilidad Interna y generando empleabilidad

Club Benchmarking RRHH IE University – 26 marzo 2025

# ¿Qué aporta la movilidad interna?

Retiene y transfiere las habilidades, el compromiso, el conocimiento organizacional y las redes existentes (networking)



Brinda la oportunidad de desarrollar líderes, alineados con la cultura organizacional



Impulsa la satisfacción de los empleados al dar respuesta a las necesidades de desarrollo profesional



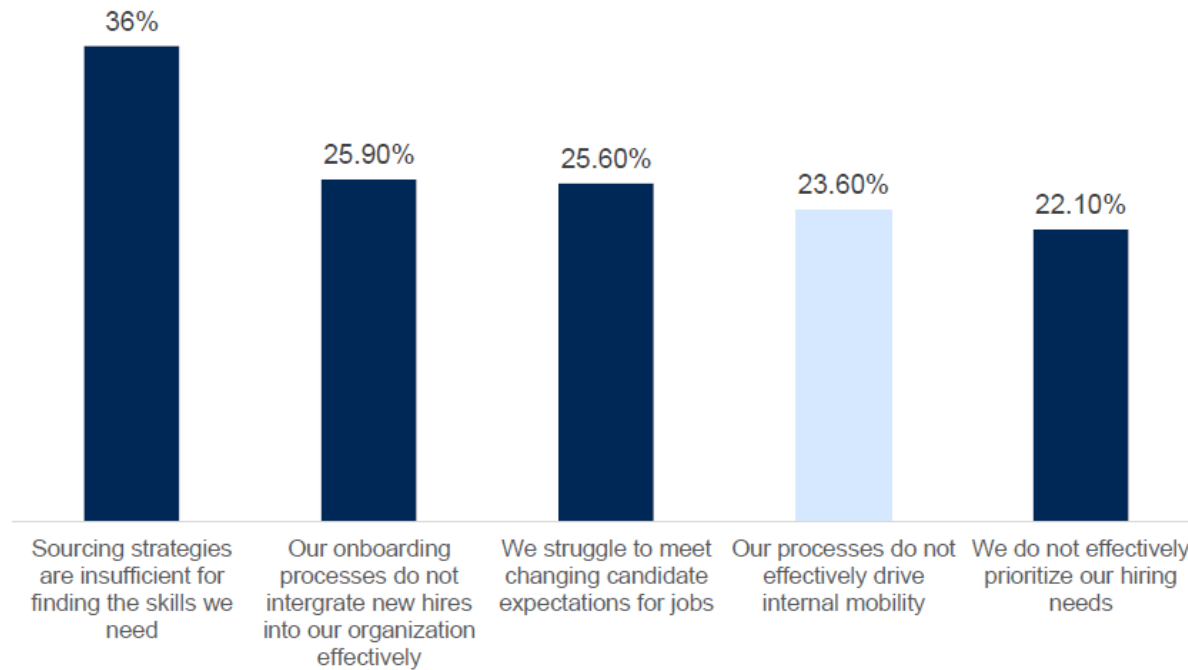
Reduce la dependencia del mercado laboral externo y proporciona oportunidades estratégicas para cubrir vacantes críticas



Fuente: Gartner

# Opinión sobre los procesos de “talent sourcing”

## Recruiters and Executives Don't Feel Supported



n = 394 HR Leaders

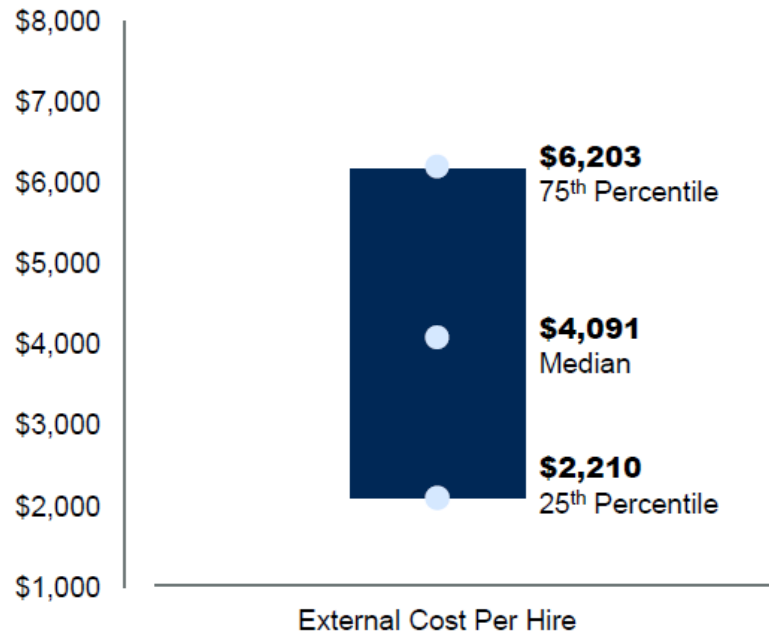
Source: Gartner

Question: "Please Select the Top 2 Problems That You Need to Make Significant Progress on Over The Next 12 Months."

# Análisis de costes internos vs externos

## Internal Mobility is Cost Efficient

External Cost Per Hire (in U.S. Dollars)\*



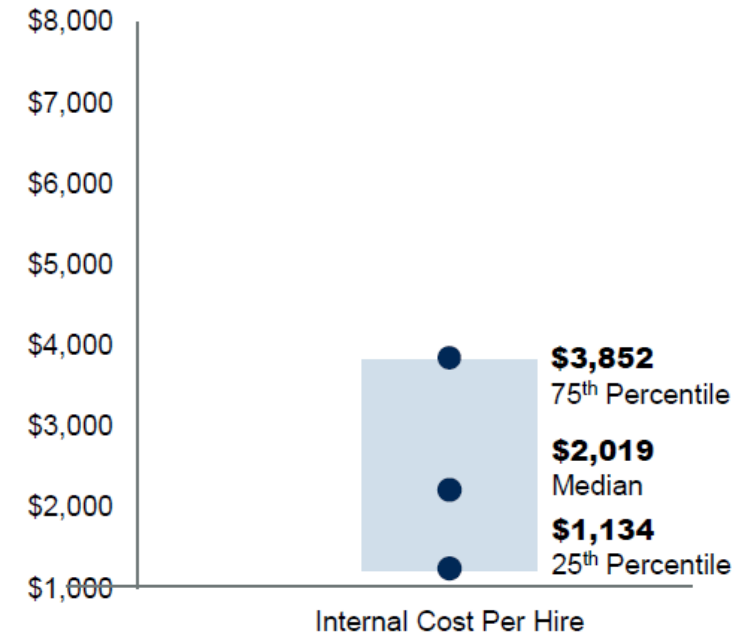
n = 36 Recruiting Executives

Source: 2021 Recruiting Executive KPI Benchmarking Survey

Note: Cost per hire is calculated by dividing total recruiting costs (see appendix) by the total number of hires.

\*See Appendix for Recruiting Cost Allocation

Internal Cost Per Hire (in U.S. Dollars)\*



n = 36 Recruiting Executives

Source: 2021 Recruiting Executive KPI Benchmarking Survey

Note: Cost per hire is calculated by dividing total recruiting costs (see appendix) by the total number of hires.

\*See Appendix for Recruiting Cost Allocation

Fuente: Gartner

# ¿Qué aporta la movilidad interna?

La "contratación silenciosa" ("quiet hiring") se refiere a una estrategia que permite a las organizaciones satisfacer la necesidad de nuevas habilidades y competencias desde dentro, sin necesidad de incorporar empleados adicionales a tiempo completo.

## Ventajas para las organizaciones:

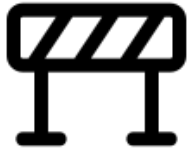
- Adquirir habilidades que están en demanda
- Priorizar necesidades redistribuyendo talento sin modificar la cantidad de empleados
- Mejorar la retención dl personal
- Fomentar el desarrollo de habilidades internas
- Mantener el control sobre los costos de nómina

## Ventajas para los empleados:

- Ampliar habilidades existentes
- Aprender nuevas competencias
- Prolongar trayectorias profesionales
- Aumentar su empleabilidad
- Reducir/minimizar la adaptación a la organización
- Generar networking estable

Fuente: Gartner

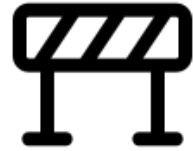
# Retos de la movilidad interna del talento



## Barrera 1

La cultura no apoya la movilidad - creencias y percepciones

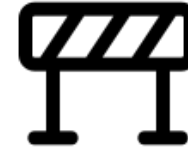
Involucrar a Candidatos Internos



## Barrera 2

Difícil para los empleados saber qué oportunidades están disponibles - asignación directa vs publicación

Accesibilidad a Empleos



## Barrera 3

Los empleados carecen de los conocimientos y experiencias al 100% - sobre-especificación requisitos  
Acercamiento a los requisitos

Requisitos de la necesidad a cubrir -  
Reskilling/upskilling



## Barrera 4

Falta de información sobre la trayectoria profesional e intereses empleados - CV y preferencias carrera empleados

Información del perfil e intereses de los candidatos

# Curate Internal Talent Mobility

An approach to creating an environment where employees can easily find jobs and roles within the company, where managers encourage them to make these moves and **they are qualified to succeed.**

## Benefits of Curating Internal Talent Mobility

	Traditional Role		Recommended Role
Job Accessibility	"I make jobs accessible to internal candidates"	▶	"I push the right roles to internal candidates"
Engaging Internal Candidates	"I encourage internal candidates to participate"	▶	"I simplify the hiring process for internal candidates"
Qualification Requirements	"I partner with L&D to provide learning opportunities"	▶	"I look for skills adjacencies across functions"

Fuente: Gartner

**Push Jobs to Employees**

Ease the Path to Participation

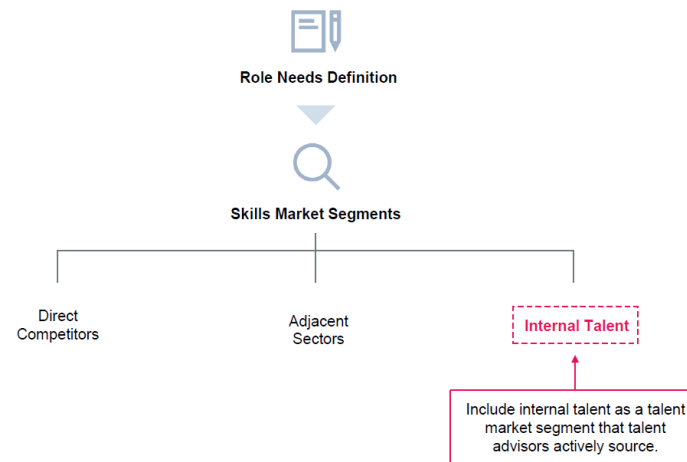
Target Adjacencies in Sourcing

Fuente: Gartner

**“Push Jobs” a los empleados**

- Utilizar el talento interno como un segmento de mercado que queremos prospeccionar (no solo ir a mercado externo).
- Habilitar y permitir que el empleado explore e indague sobre diferentes roles y carreras, en diferentes unidades de la Compañía.
- Equilibrar tácticas “push” y “pull” para el desarrollo de los empleados

**Source Internal Talent as a Market Segment**



Source: Gartner

**Enable Exploration of All Roles and Careers**

Template

Instructions: Give this template to employees to help them re-evaluate their priorities and preferences during each performance review cycle. This tool assists HR to better aid employees' careers and provides development continuity as employees transition from role to role

<p><b>I'd like a career that is</b></p> <ul style="list-style-type: none"> <li>• Focused</li> <li>• Traversed...</li> </ul>	<p><b>Preferred Next Roles</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p><b>Current Aspiration</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<p><b>Priorities for Next Role</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p><b>Openness to Change</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p><b>Mobility Factors</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

Source: Gartner



Push Jobs to Employees



Ease the Path to Participation



Target Adjacencies in Sourcing

# Balance ‘Push-Pull’ Tactics for Development

## Checklist to Initiate Employee Talent Mobility

**Instructions:** Choose the right mix of push and pull tactics that can both attract active job seekers and nudge nonseekers toward internal career and development opportunities. Some suggested tactics are provided, but you may wish to include others. Use this list to choose which talent mobility initiatives to implement.

**Pull tactics** can draw in active job-seekers:

- train job-seekers on how to write a resume and interview for internal positions through workshops and webinars
- distribute an opt-out email newsletter with the latest internal openings and tips on applying
- produce and advertise a digital guide on how to apply for internal positions
- provide “a day in the life of” information on critical or hard-to-fill roles through webpages, webinars and panels
- organize a shadowing program for employees to shadow colleagues in roles that they are interested in
- promote internal opportunities through in-person or online job fairs

**Push tactics** can engage employees who are not actively seeking a new position:

- push personalized career recommendations using matching algorithms or AI-based solutions
- encourage internal referrals by incenting both managers and employees to refer one another for open internal positions
- involve recruiters by adding internal fill targets to their performance goals and giving them access to employee information
- establish career conversations and development as a regular part of both performance reviews and informal exchanges between managers and employee

Push Jobs to  
Employees



**Ease the Path to  
Participation**



Target Adjacencies  
in Sourcing

### **Facilitar el camino para la participación en nuevas oportunidades de desarrollo**

- Permitir e impulsar que los empleados participen en el “internal labor market”
- Relajar la necesidad de lanzar notificaciones, en especial a los managers del empleado, permitiendo así la exploración y el avance en el proceso.
- Desplegar y “publicitar” proyectos de corta duración (como una asignación o colaboración temporal).
- Definir y desarrollar los procesos y las reglas del juego/criterios para generar estabilidad.
- Crear una política interna de movilidad con criterios robustos (evitar heterogeneidad y un proceso permanente de negociación entre PyO y los negocios/líderes).

Push Jobs to Employees



Ease the Path to Participation

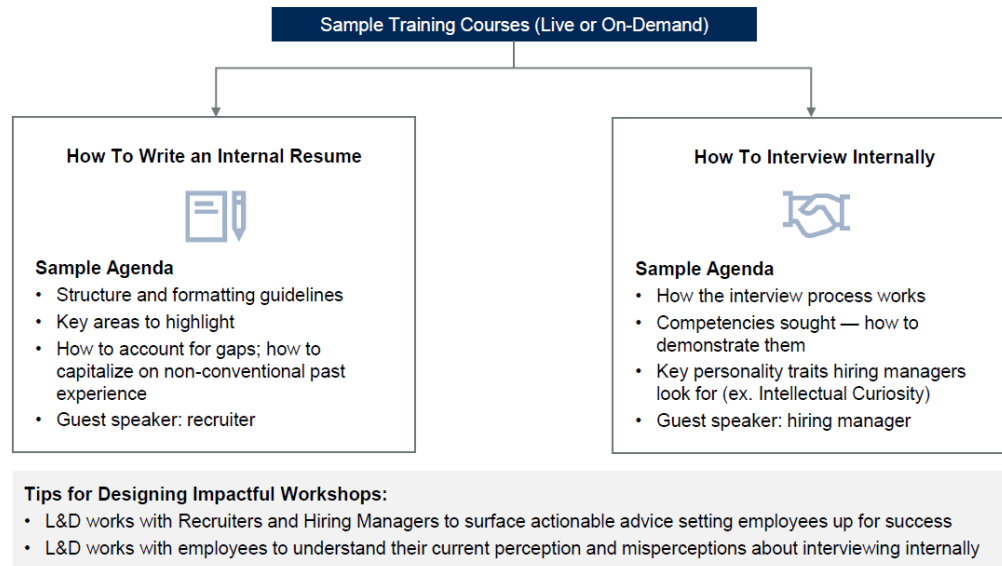


Target Adjacencies in Sourcing

Fuente: Gartner

## Enable Employees to Use Internal Labor Market

Employee Training Process Update




## Create an Internal Movement Policy

Checklist for Creating an Internal Movement Policy

- Define eligibility requirements such as job level, performance feedback, tenure in current role.
- Define the time period within which the employee has to accept or reject the offer.
- Identify which transfers will result in a compensation change.
- Define the process for obtaining exception approvals.
- Communicate when the internal movements become effective.
- Define the notice period that an internal candidate will be required to serve in their current role.
- Define the exceptions process (e.g., exceptions related to eligibility, notice period)
- Clarify what will happen if an internal candidate declines the offer.
- Define the evaluation process (e.g., number of assessments, types of assessments)
- Make clear guidelines related to interview panels.

Source: Gartner



Push Jobs to  
Employees



Ease the Path to  
Participation



**Target Adjacencies  
in Sourcing**

Fuente: Gartner

### **Buscar adyacencias en las fuentes de reclutamiento – job profile adjacencies.**

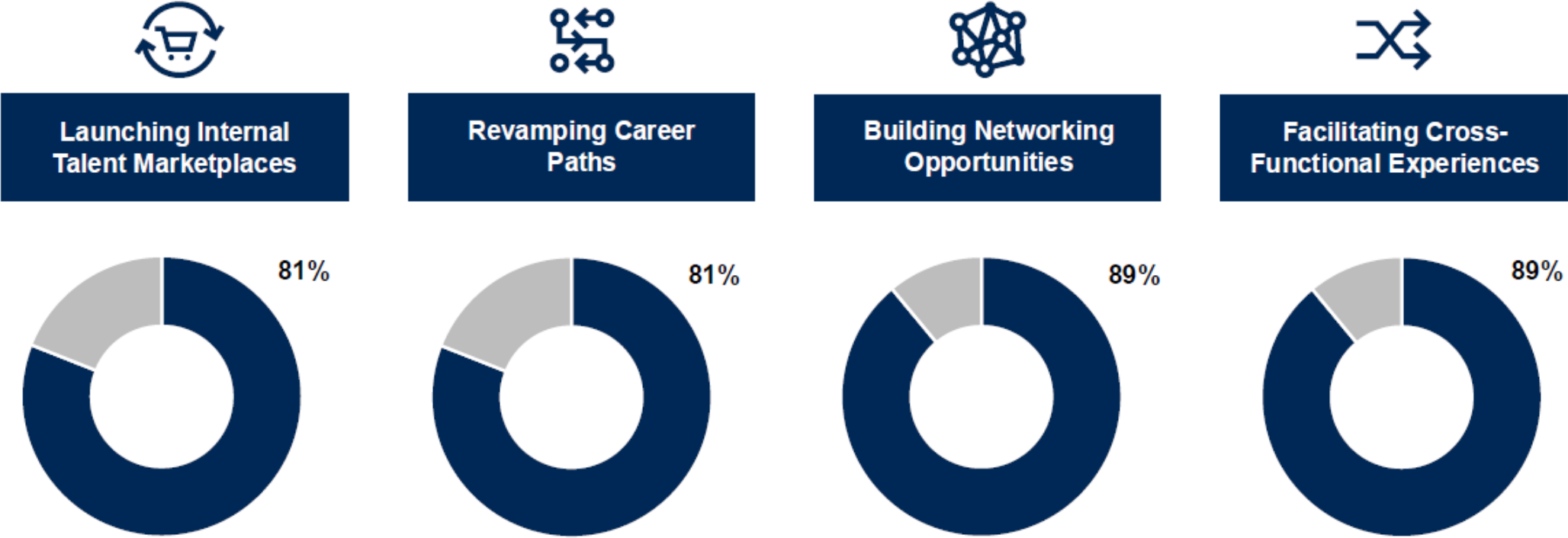
- Identificar adyacencias en habilidades/skills.
- Identificar talento aspirante adyacente.
- Evaluar la motivación del empleado para el desarrollo interno

## **What Are Adjacent Skills?**

**Adjacent skills** are skills related to other skills in one way or another. Employees with a particular skill would more likely have, or be familiar with, these other related skills.

# HR Investing In Employee-Driven Mobility

Percentage of Organizations Undertaking Mobility-Related Initiatives



n = 190 HR Leaders  
Source: 2024 Gartner Modernizing Talent Management HR Leader Survey