


Chapter 7

Strategic Talent Management in the Era of Global Mobility

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ABSTRACT

The convergence of strategic talent management and global mobility signifies a pivotal area where organizational necessities align with overarching trends in international migration. This paper analyzes how multinational corporations can utilize sociological insights regarding migration trends, cultural adaptation, and transnational networks to improve their talent management strategies. This study integrates human resource management literature and sociological theories of migration to formulate a comprehensive framework for analyzing talent mobility as both an organizational strategy and a reflection of current global migration trends. The analysis indicates that effective talent management in global contexts necessitates comprehension of migration as a multifaceted social process encompassing individual agency, structural limitations, and cultural dynamics that transcend conventional human resources frameworks.

INTRODUCTION

The estimated number of international migrants have increased from 150 million (2.8% of world population) in 2000 to 281 million (3.6% of world population) in 2024 (IOM, 2024). Within this broader migration context, skilled professionals constitute a growing proportion of mobile workers, creating both opportunities and challenges for organizations seeking to develop effective tactics in the increasing competition for “global talent” (Bhuyan et al, 2015; De Lange and Vankova, 2022). Given the concepts of talent and talent management remain contested, this study adopts the inclusive approach to talent management (Lazarova et al. 2023) and builds on the idea that strategic management of talent constitutes parts of creating value within organizations (Huselid and Becker, 2011). The debates around talent management are extensive within the human resource management literature (Mellahi & Collings, 2009). Nevertheless talent man-

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agement has become a strategic objective in addition to being a function within human resource management, and is expected to impact organization performance, innovation capacity and long-term sustainability. Against this background, the strategic significance of global talent mobility has intensified in recent years due to multiple converging factors such as demographic shifts including aging and declining fertility in developed economies and youth bulges in developing regions which make projections for the future on labour demand and supply highly challenging (OECD, 2025; McKinsey, 2025). Technological and digital advancements have accelerated the demand for new skills and job roles (Böhmer and Schinnenbur, 2023) and have enabled new designs of work that decouple talent from a fixed location. There is limited research on how strategic talent management and global mobility intersect from an analytical perspective integrating views from migration studies, human resource management and international organizations. This study aims to contribute to the debate on how patterns of international migration can be integrated into thinking through talent management strategies (King and Vaiman, 2019; Claus, 2019; Schinnenburg and Böhmer, 2025).

METHODOLOGY

This study aims to present an analysis of strategic talent management in the context of global mobility by addressing several key questions: How do contemporary patterns of international migration shape organizational talent strategies and what theoretical frameworks from sociology provide insights into these dynamics? What strategic human resource management approaches enable organizations to develop sustainable competitive advantage through global talent mobility? How do policy frameworks from international organizations and regulatory environments influence organizational talent management practices? What insights do leading consultancy firms provide regarding practical implementation of global talent strategies? What emerging trends and challenges will shape the future of strategic talent management in global contexts?

The analysis draws on a selected review of the scholarly literature on migration theory and strategic talent management which focus on the theme of global talent mobility. The empirical data concerning the principles and frameworks on global talent mobility is collected from policy documents published by the International Labour Organization (ILO), Organisation for Economic Co-operation and Development (OECD), World Bank, and International Organization for Migration (IOM) in the post-2000 period. These organizations represent the most global coverage among international organizations which collect, analyze and disseminate data as well as evidence on global talent mobility. The research incorporates findings of research and reports from leading consultancy firms such as PwC, Deloitte, and McKinsey & Company covering themes of strategic talent management and global talent mobility. The rationale for selecting these firms is as follows. First, these firms act as intermediaries between scholarly knowledge and organizational practice. Their research bridges the “implementation gap” by translating theoretical frameworks into actionable strategies that organizations deploy in complex, real-world contexts (Kitay & Wright, 2007). This positioning provides valuable insights into how strategic talent management theories are interpreted, adapted, and implemented across diverse organizational settings, geographic contexts, and industry sectors. Second, consultancies produce and utilize organizational data at a large scale necessary for the analytical purposes of this study. For example, PwC's Global Mobility Survey encompasses over 1,000 organizations across multiple industries and

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