Internal Mobility

Identifying Opportunities to Unlock Aspects of Mobility

Talent Hoarding - Manager Self Assessment

Visibility Management. You intentionally keep some of your most talented team members' achievements and capabilities less visible to the broader organization.

In-team Development Focus. When discussing career development with high-performing team members, you emphasize growth opportunities within your team rather than exploring possibilities elsewhere in the organization.

Ownership Mindset. You feel a sense of ownership over team members you've invested in developing and are reluctant to "give them up" to other departments.

Strategic Avoidance. You delay or reschedule talent meetings/discussions when you suspect other managers might be interested in recruiting members of your team.

Risk Amplification. When high-performing team members express interest in roles outside your team, you highlight the risks and challenges of the move rather than the potential benefits.

Readiness Gatekeeping. You've justified keeping top talent in their current roles by claiming that they are "not quite ready yet" for advancement opportunities elsewhere in the organization.

Information Control. You selectively share information about cross-functional projects or organizational initiatives with your team, limiting exposure for your top performers.

Succession Planning for Outside Teams. When engaging in succession planning discussions, you're more comfortable recommending external candidates rather than internal team members who could be promoted out of your team.

Retention Tactics. You create special assignments, titles, compensation arrangements, or other incentives to retain your top talent when they might otherwise pursue development opportunities elsewhere in the organization.

Transition Obstacles. You require longer transition periods when talented team members are selected for opportunities in another group, compared to average performers.

Policies that Can Hinder Internal Mobility

Manager Approval. Employee must inform / receive approval from manager before applying for a role. **Why?** Can unintentionally promote talent hoarding and place manager needs over enterprise talent needs.

Tenure: Employee must be in current role for (X time) before applying to a new internal role.

Level: Employees may only apply for roles one level above their current position.

Performance. Employees must be meeting performance expectations in their current role to apply to another internal role. **Why?** Can block mobility for individuals who may perform better in a different role/context.

New Hires. New hires must wait (X time) before applying to other roles.

Compensation: Salary increases for internal moves are capped or limited regardless of the role's scope or market rate.

Organizational Barriers to Internal Mobility

Lack of Transparency and Visibility into Opportunities. Employees often do not know about internal opportunities or career paths due to limited information.

Lengthy or Complex Processes. Internal moves require complicated or unnecessary steps, discouraging both managers and employees.

Insufficient Technology. Lack of platforms or tools for matching employees with internal opportunities.

Overly Narrow Selection Criteria. The criteria for internal roles are too specific or not relevant, unnecessarily limiting the talent pool.

Recruiter Focus on External Talent. Recruiters prioritize external candidates and lack visibility of internal talent.

Limited Employee Career Mindset. Employees focus only on promotions or roles in their current area, overlooking lateral or cross-functional moves.

Incomplete or Outdated Information. Organizations lack up-to-date information on employees' skills, experiences, and interests.

Sample Internal Mobility Metrics

Internal Fill Rate: The percentage of open positions filled by internal candidates vs. external hires.

Time-to-Fill for Internals. The average time it takes to fill an open position with an internal candidate vs. external hiring.

Time-to-Productivity for Internal Moves: The average time it takes for an internally moved employee to reach full productivity in their new role compared to external hires.

Internal Mobility Rate: The percentage of employees who changed positions within the organization in a given time period.

Performance of Internal Placements: The average performance ratings of employees who have moved internally compared to external hires in similar roles.

Skills Gaps Closure Rate: The percentage of critical skill gaps filled through internal mobility and development programs.

Internal Application Rate: The number of internal applications received for open positions as a percentage of total applications.

Cost Saving from Internal Hires: The difference in costs associated with hiring internally versus externally, including recruitment, onboarding, and training expenses.

Net Exporter of Talent: The extent to which a leader or department develops more high-performing individuals who move on to roles in other groups or functions than they receive in return.