



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

International HR Management

An introduction to international HR management

Explore the people decisions that arise when an organisation operates across countries. Compare global consistency with local requirements, examine a cross-border expansion case and identify the evidence, responsibilities and specialist advice needed before action.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

International HR connects organisational strategy with different labour markets, employment arrangements and employee experiences. A policy that works in one location may require careful adaptation elsewhere. This introductory workshop helps participants frame cross-border people decisions, recognise important dependencies and ask better questions of local colleagues and qualified advisers.

Build a practical starting point for international HR discussions. Participants examine a fictional expansion, distinguish global principles from local implementation choices and map questions about resourcing, mobility, reward, culture and governance without attempting to resolve jurisdiction-specific employment or tax matters.

WHO IS IT FOR?

HR generalists, business partners, mobility coordinators and managers beginning to support multiple countries, international expansion or geographically dispersed teams. Specialist international employment or tax expertise is not required.

BY THE END OF THE DAY, PARTICIPANTS CAN:**01 Clarify the global need**

Describe the business reason for a cross-border people decision and identify which outcomes require coordination between global and local teams.

02 Map contextual differences

Identify relevant labour market, language, cultural and operational questions without treating nationality as a reliable explanation of individual behaviour.

03 Distinguish decision layers

Separate an organisation-wide people principle from local policy choices and specialist requirements using a fictional international expansion example.

04 Explore resourcing choices

Compare local hiring, internal mobility and distributed work at an introductory level, identifying dependencies that need specialist review.

05 Plan employee support

Identify information, management and practical support needs for employees affected by an international move or cross-border team arrangement.

06 Assign decision ownership

Draft an issue log that names a decision owner, local contributor, specialist adviser and evidence requirement for unresolved international HR questions.

A useful first application

The workshop introduces cross-border decision framing and coordination. It provides no country-specific legal, immigration, payroll or tax advice; actual arrangements require current local evidence and review by qualified specialists.

THE FRAMEWORK / WORKSHOP FOCUS

International HR decision map — workshop working model

This workshop working model maps six decisions: purpose, context, employment approach, employee experience, ownership and review. It helps participants organise international HR questions before specialist evaluation or local implementation begins.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Business purpose

Why is cross-border work needed, and which outcomes must it support?

02 Country and work context

What local evidence could materially change the proposed people arrangement?

03 Employment and resourcing

Which resourcing option needs assessment by local and specialist colleagues?

04 Employee experience

What support will people need before, during and after the transition?

05 Ownership and coordination

Who can decide, advise and implement across the relevant locations?

06 Review and adaptation

Which operational or employee signals should prompt reconsideration of arrangements?

The six questions are a learning aid for a fictional expansion, not a legal framework or country comparison. Country rules and employee circumstances must be checked separately with appropriately qualified local advisers.

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Sort global and local choices

Teams sort fictional policy decisions into shared principles, local implementation choices and specialist questions, then explain ambiguous cases and identify the evidence needed to resolve them.

02 Compare entry approaches

Groups examine local hiring, a temporary internal transfer and a distributed team for a fictional market entry, comparing coordination, capability transfer and employee support requirements.

03 Map the employee journey

Participants trace a colleague's proposed international move from initial discussion to return or local integration, identifying information gaps, family considerations and responsibilities for practical support.

04 Chair the cross-border meeting

A role-play brings global HR, a local manager and a specialist adviser together to resolve ownership gaps, agree information requests and prevent assumptions becoming implementation decisions.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A services company plans to enter a second country within six months. Leaders favour transferring several experienced employees while recruiting a local team. Reporting lines, reward principles and ongoing support are unclear. Global HR wants consistency, while the local manager anticipates different hiring conditions and employee expectations.

Groups compare the proposed resourcing approaches, identify global and local decisions and prepare an issue log that assigns unresolved questions to appropriate business owners and specialist advisers.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Frame the international HR challenge Explore participants' contexts and identify the business outcomes and people decisions within a fictional expansion into a second country.
09:20-10:15	Connect global principles and local needs Use policy examples to distinguish shared organisational principles, locally adaptable practices and matters requiring current jurisdiction-specific specialist review before implementation.
10:15-10:30	Break
10:30-11:30	Examine context without stereotyping Identify labour market, language and operating questions, then practise asking local colleagues for evidence instead of assuming national characteristics explain behaviour.
11:30-12:30	Compare international resourcing approaches Consider local hiring, internal transfer and distributed work for the case, recording capability, coordination and employee support dependencies for each option.
12:30-13:30	Lunch
13:30-14:30	Design a supported employee journey Map information and support needs before, during and after an international move, including manager responsibilities and routes for employee questions.
14:30-14:45	Break
14:45-15:30	Coordinate owners and specialist input Build a cross-border decision map covering business accountability, local implementation and specialist review, with clear evidence requests and escalation points.
15:30-16:10	Run the international HR case review Role-play a global and local planning meeting, compare options and agree which questions must be resolved before a people arrangement proceeds.
16:10-16:30	Plan a bounded workplace enquiry Select one international HR issue and identify the local colleagues, specialist advice and current information needed for a useful first conversation.

Connect international business aims with local evidence, supported employees and clearly owned decisions before arrangements are implemented.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 International decision brief

A draft statement of the expansion outcome, people decisions, locations and stakeholders, separating the business purpose from an assumed employment or mobility solution.

Give local and global colleagues a common starting point.

02 Global and local choice map

An exercise record distinguishing shared principles, local practice choices and specialist questions, including examples where further evidence is needed before the category can be decided.

Clarify where consistency matters and where adaptation needs discussion.

03 Resourcing comparison sheet

A provisional comparison of local recruitment, internal mobility and distributed work, highlighting capability transfer, coordination and support questions without claiming legal or financial feasibility.

Prepare a better brief for relevant business and specialist advisers.

04 Employee journey worksheet

A map of the information, relationships and practical support an employee may need through an international transition, with unresolved needs and potential owners recorded.

Check whether the employee experience has been considered throughout.

05 Cross-border issue register

A working register of unresolved questions, decision owners, local contributors, advisers and required evidence, designed to prevent uncertain assumptions being treated as approved arrangements.

Coordinate follow-up across locations without losing ownership of questions.

06 First enquiry plan

A focused follow-up plan for one real international HR issue, specifying the business sponsor, local contacts, evidence needed and boundaries of the participant's role.

Start one useful international HR conversation with appropriate support.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one cross-border people question and agree its business purpose. Use the issue register to bring global HR, local colleagues and relevant advisers together, checking current evidence before proposing changes to employment, mobility or support arrangements.

YOUR FIRST 30 DAYS

01

Days 1-7

Clarify the business purpose

Discuss one international HR issue with its sponsor. Confirm the countries, work and people involved, and distinguish the intended business outcome from the arrangement currently being proposed by managers.

02

Days 8-21

Build the local evidence

Ask local HR and relevant specialists to identify information requirements and dependencies. Record differences in operating context and employee needs without turning unverified assumptions into policy or implementation decisions.

03

Days 22-30

Agree a coordinated next step

Share the issue register with the sponsor and local colleagues. Confirm who owns each unresolved decision, which specialist review is required and whether the proposed approach is ready for further development.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client outlines its international footprint and relevant HR responsibilities. Participants may bring a general cross-border scenario, excluding personal mobility or pay details; all exercises use fictional locations and require no knowledge of particular national legislation.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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