

# Internal Mobility Insights & HR Investment Recommendations

Using descriptive, rule-based mobility personas to guide internal  
mobility strategy

# Internal Mobility: Where to Invest, Where to Maintain

- Mobility risk is highest in early and mid-career populations; later-career populations are stable
- Training alone does not consistently reduce job-change risk without visible opportunity
- Targeted mobility pathways outperform uniform, one-size-fits all investments

## **Recommendation**

Prioritize mobility pathways for early- and mid-career populations; maintain (not expand) investment elsewhere.

# Why This Matters

- Internal mobility is a key driver of retention and workforce agility
- Uniform investment dilutes impact and spreads resources thin
- HR needs population-specific guidance to allocate mobility resources effectively

# What the Data Shows

- Mobility risk peaks early in careers and declines with tenure
- Mid-career mobility is elevated and most preventable
- Training modifies mobility readiness but is not a standalone retention lever
- Later-career populations show stable, low mobility risk

# Mobility Personas

## Early-Career Explorer

- ≤1 year since last job change
- Highest mobility readiness

## Mid-Career Plateau Risk

- 2-3 years since last job change
- Elevated, preventable mobility

## Anchored Contributor

- 4-5+ years since last job change
- Stable, low mobility risk

*Personas reflect timing and opportunity—not performance or potential.*

# HR Strategy Recommendations

## Prioritize investment

- **Early-Career Explorers:** structured pathways, rotations, career visibility
- **Mid-Career Plateau Risk:** lateral moves, role enrichment, manager-led career conversations

## Maintain investment

- **Anchored Contributors:** sustainability, burnout prevention, knowledge transfer

Avoid uniform training investments as a retention strategy.