



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



## Question:

How are comparable company leadership development programs structured? What factors play a role in creating a successful program?

## Objective:

- Determine the average length of a rotational development program
- Identify key stakeholders and project management touch points
- Identify factors and themes for a successful program

## Benchmarked Companies

Data was collected during May and June 2023 in 1:1 virtual interviews with members of the Human Resources function and/or Program Managers directly involved with the Leadership Development Rotational Programs.

Company	Industry	Company Population (Global)	Talent Education Level	Est. Yearly Cohort Size
Company A	Banking and Financial Services	39,854	MBA	n/a
Company B	Information Technology Products and Services	738,000	Bachelor and Masters	23
Company C	Drugs & Biotechnology	20,580	Master's	9
Company D	Banking & Financial Services	26,000	MBA	4-8
Company E	Information Technology Services	65,000	Bachelor and Master's	8-15

## Executive Summary

**4 out of the 5 companies** confirmed that a leadership development rotational program provided a strong return on investment and helped to build a strong pipeline of talent for the organization.

Program managers (or equivalent) described various success factors that helped contribute to developing strong talent throughout the duration of the program. The factors that had the most impact to program success were (1) having a 2 to 3 year rotational program where talent were able to dig deep into their spaces and work with their teams; (2) Companies that had dedicated Program managers also contributed to the program's success by enhancing oversight, monitoring progress of Rotational Development Associates through professional and leadership conversations, and maintaining timely and consistent, 360-degree touchpoints with stakeholders to ensure the fulfillment of progress and objectives; (3) Lastly, performance based promotions also helped to ensure that talent was contributing to real-time business needs and rewarded for their efforts.

## Common themes

Several themes were identified as key factors that determined the program's success:

### Talent Criteria

1. Talent had more years of experience
  - a. Success was attributed to talent having a minimum of 2 years of related work experience
    - i. Talent knew or had a better understanding of what was needed to succeed in the workplace

### Determining Cohort Size

1. Rotational program headcount is based on organizational need
  - a. Companies based headcount on yearly projected attrition and retention rates of their function to ensure there are sufficient placement opportunities for talent post-program. This also played a role in creating a personalized experience for the rotational associate.

## **\*Length and Duration**

1. Rotational programs averaged 2 to 3 years long
  - a. Each rotation consisted of 3 core rotational experiences with each rotation being 8 to 12 months long. This gave talent enough time to experience working with their team and building core capabilities.

## **\*Performance Based Promotions**

1. Promotions are performance-based
  - a. Companies are acknowledging talent who have made real-time business impact with monetary promotions after a fiscal year.
  - b. Title changes and additional monetary promotions are decided at the end of their rotational program.

## **\*Program Management**

1. Having a dedicated program manager
  - a. Program managers have a sole responsibility of running the program from start to finish.
  - b. Responsibilities also include professional and career coaching, touchpoints with rotational managers, onboarding for stakeholders, assessment of talent.
2. Driving Consistency with a Program Manager
  - a. Consistent touchpoints with rotational managers and key stakeholders
    - i. Key stakeholders include:
      - Program managers, sponsors & mentors at the Executive level, Advisory councils, Global exec sponsors & co-sponsors
  - b. 360 Performance check-ins pertaining to rotations are assessed with key stakeholders in:
    - i. Performance management and coaching (rolling basis)
    - ii. Mid - year checkpoint
    - iii. Final year end process
    - iv. Talent ending process

## **Other opportunities**

1. Introducing internal employees
  - a. 2 out of the 5 Companies are acknowledging their high potentials as a funnel for leadership.
  - b. Programs give high potential talent a reason to stay and channel their leadership skills.