

***Targeted Benchmarking on
Personalized Development at Scale***



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.



Personalized Development at Scale | Benchmarking Findings

We benchmarked against 7 companies and found that they generally fall somewhere on the spectrum below (with larger companies leaning more towards a structured approach). Most companies we spoke to are moving focus away from long-term career planning and toward short-term role based planning and just-in-time development experiences.

Development resources organized along a few specific pathways (ranging from 3-5) as well as by sector or function

Example:



Combination of enterprise-wide and business unit-specific career development tools and resources, with a few opportunities to get individualized support

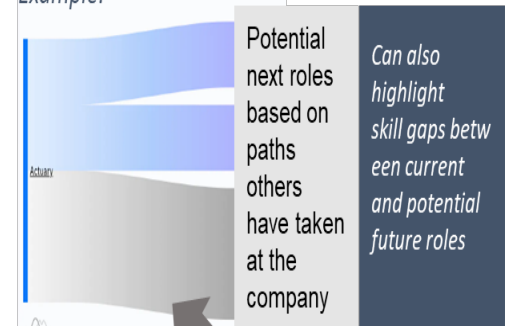
Example:

Central career development resources with coaching, networking, and job rotations in specific business units

Tech-driven gig marketplace and manager skills endorsement to help employee find growth experiences

Career paths taken from similar roles (based on internal mobility data) that helps employees reflect on opportunities, and highlight skill gaps for aspirational roles leading to a truly personalized experience for every employee

Example:



Suggestions for Dev Resources, Mentors, gigs to help navigate

More Structured

More Personalized