

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.



Managerial Effectiveness Benchmarking Summary

CAHRS Participating Companies: Software Development, Banking/Financial Services, Pharmaceutical, Computer Hardware

All 4 Companies:

- Have a leadership capability/competency model; no separate model for managerial effectiveness
- Vary in the way the model is executed by role/band
- Are in process of changing or updating their leadership model/approach
- Use various surveys to gather feedback including questions related to employee engagement and leadership effectiveness
- Have a new leader training program with at least one face-to-face component

3 Companies:

- Indicated their leadership model applies to both people leaders and individual contributors
- Use their leadership model primarily for employee development purposes
- Indicated no required training program for embedded leaders other than corporate initiatives; optional programs and resources are available

2 Companies:

- Indicated leadership is included in performance evaluations

1 Company:

- Has a specific 16 point model for new first line managers
- Offers 360 assessments to new leaders after one year as a people manager
- Has a leadership academy for all employees; differs by role
- Indicated a required program for new middle managers-leaders of leaders