

***Targeted Benchmarking on
Senior HR Talent Development***



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.



Respondents Industries : Heavy Equipment, Computer Hardware/Software, Pharmaceutical and Oil and Gas

	Approach for HR talent Development	University Partnerships	Global Talent approach	Projects or plans	HR structure	Other Comments
A	By invitation, cross function Formal training for mid/ low career bands in HR, both technical and formal leadership training.	Stanford Duke	Strategy to grow global HR talent: assignment overseas	HR skills (Workday implementation) Use data to drive insights	HR reports into the businesses; CHRO at HQ level	Just launched new leadership attributes (cross functional)
B	Tiered approach by seniority CHRO pipeline: Focus on strategic thinking, business acumen and global mindset. Director: cross business development with projects Executive: accelerating readiness, profile of the leader of the future, in market immersions A coach is assigned to participants	Cornell Harvard	Work on CHRO pipeline at executive director band. Close involvement of the CHRO in the senior talent development. Must have market immersion experiences (global approach) Stretch assignments (use M&A)	Focused on data insights, indicators in HR to develop capability...how to identify managers that are good in capability development of the organization	HR Talent and Capability strategy for the whole enterprise Assessments, HR Academy linked to the core foundation of HR capabilities, certifications	
C	Targeted development, HR leadership forum for a community-based learning Bring senior HR population together every other year for management development: future of function, 2.5-day experience, capability building Formal succession plan tool offers differentiated development, CHRO exposure	E-Cornell	Talent identification through discussion with all CEOs and their senior HR Those identified at the succession plan for the CHRO will have projects to impact at global basis Top tier of talent is approx. 10% of the HR Directors	Metrics to measure success under discussion	Ad hoc use of executive coaches	

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D	Targeted succession planning for CHRO direct reports. Mostly internal succession	N/A	Discuss HR talent moves monthly. Collectively manage the pipeline as HR leadership team. Training individualized at senior level		CHRO direct reports – P&Ls, , functions, COEs	
E	HR Development mix of leadership development courses and experiences Bench good mix of internal and external, hired 10 years before succession	In-house	Identified critical experiences and rotate for those experiences. Stay networked externally.	All HR executive meeting 1x/year for 2-3 days		For HR development, identified high impact skills (e.g. design thinking, agile, analytics)