

***Targeted Benchmarking on
The Importance of New Leader Integration***



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.

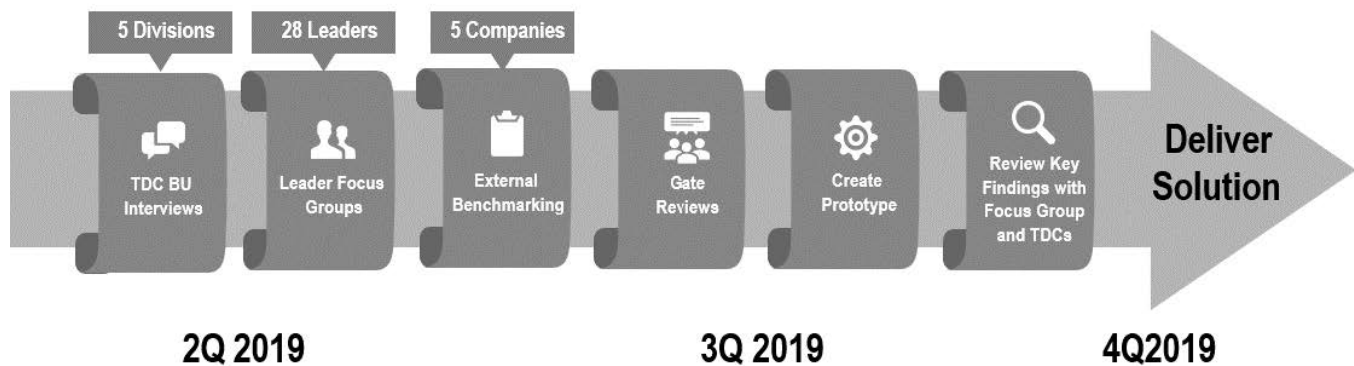


The Importance of Integrating a Manager

A managers' role in an organization cannot be understated. According to Gallup, "managers account for 70% of variance in employee engagement". This variance can directly impact business results produced by individual contributor.

Leader Integration Project

Our project objective in the New Leader Integration Program is to provide specific resources for new leaders to develop leadership capabilities and expertise during early stages of a new role. This would help leaders become productive in the most effective and efficient means possible. The primary target group is individual contributors who are transitioning into first line leadership roles for the first time. We conducted internal focus groups with new leaders and business unit learning professionals to identify gaps in our current onboarding and benchmarked externally to identify best in class resources, processes and topics.



The following information provides an external perspective and best practices in 5 main areas to help a construction machinery company design, measure, analyze, and deliver an effective leader integration program to the enterprise. The 5 companies that we benchmarked are anonymized and the following information shows aggregate results.

Benchmarking Key Findings

We categorized our key findings from the companies in 5 main areas.

1. Delivery Method
2. Facilitator
3. Structure
4. Topics
5. Assessments

Delivery Method

The delivery method of most leader integration programs is mixed between in person (classroom) and self-paced online (e-learning). According to the Association for Talent Development, “managerial training is far more likely to be carried out in the traditional classroom”. ATD also highlighted that nearly 54% of total learning for organizations were conducted in person. In our benchmarking, we noticed a large emphasis on in-person training with supplemental material and e-learning.



In Person

- 80% use some form of in-person training
- Scenario-based and interactive



Web-based

- 20% use mainly web-based training
- Self-paced material, videos, tutorials, etc.

Facilitator

Organizations who opted to conduct in-person offerings intentionally chose facilitators that can optimize the experience for participants. Companies that were benchmarked utilized learning professionals, direct leaders, retired employees, external consultants, and freelancers. The facilitation of the learning offerings provides participants with an opportunity to ask questions, experience scenarios (situational leadership), and learn from subject matter experts.

According to ATD, “job or function specific onboarding was owned or co-owned by talent development in 56 percent of organizations, whereas it was only a participant in 23 percent of organizations”.

Structure

All the organizations who participated in the benchmarking emphasized that integrating leaders into their positions involves a large time commitment and is not a one-time event. At the minimum, companies had a leader integration program that ranged from 0-6 months of time. Most companies had a program that had incremental lessons in the span of the first year of the leaders’ year. The largest span of integration was a 3-year program.

Topics

The topics that organizations covered when integrating new leaders provided them with information about systems, processes, and soft skills to lead a team effectively in their first role.

Topics	
Compensation	Legal Obligations
Situational Leadership	Building Teams
Coaching	Building Trust
Recognition	Accountability
Employee Lifecycle	Delegation
Buddy to Boss	Courageous Conversations
Moments of Impact	Leader Behaviors
Inclusion	Business Acumen

Assessments

Nearly every organization we benchmarked utilized assessments to provide leaders with feedback. The main form of feedback were 360 assessments conducted by peers, customers, leaders, and key stakeholders. Additionally, some companies offered DISC profile assessments and coaching with leaders.

Conclusion

There is a clear emphasis on integrating leaders into their roles as they transition from individual contributors to leaders. Companies are ensuring the investment of time, resources, and investment into their programs.