ILR CAHRS

Cornell's Center for Advanced Human Resource Studies

Targeted Benchmarking on Enterprise Senior Executive Mentoring

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.

Enterprise Senior Exec Mentoring Priorities

Enhance

- Leadership capability in participants

- Percentage of minorities and women being mentored

- Mentor and mentee cross-cultural development

- Mentee job satisfaction and engagement

- Retention of high-potential employees

Create a mutually beneficial mentoring experience

Partnered with the following industries to Identify Best Practices

- Human Resource Consulting

- Computer Hardware

- Food Processing

- Heavy Equipment

- Aerospace

- Telecommunications

What we need: the "Ask"

HRLT Support

Support from HR Senior Leadership
- Enthusiastic Buy-in
- HR resources to ensure purposeful matching

We've earned the right to aspire higher—and our future demands it

Executive Mentoring Program

Pre-Matching Activities

- Mentee Preference Survey - Enhance and continue as a participant *requirement*

Matching Process

- HR and Talent Management support vital
  - Connect with Mentors
  - Communicate mentee preference input to create purposeful mentor-mentee matches

Enhanced Communication – Status & Program Resources

- Orientation and training materials
- Online resources and tools emphasized

Measuring Program Effectiveness

- Evaluations – mentor and mentee engagement surveys
- Measure mentee professional development

Emphasis: Purposeful Matching & Mentoring with Results

Mentoring is one of the best things we can do for ourselves and for one another.

Purposeful Matching (Non ExCo)

- Talk to the mentor about desired mentoring experience
  - Is the mentor seeking a cross cultural experience - encouraged
  - Does mentor prefer a mentee who is:
    - From the same or a different business unit
      - Preferably not in the mentor's chain of command
      - Encourage different business units
    - From the same or a different geographic location
      - Will determine if mentoring sessions will be in person or virtual
    - At a certain job level
      - E4 mentors should select mentees at lower levels
  - How many candidates does he/she want to review
  - Include Talent Profile for each candidate
  - InSite Profiles
- Use identified criteria to provide the executive with a focused candidate list

Maintain Focus on Diversity and Leadership Development