

***Targeted Benchmarking on
Emerging Leader and New Leader 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.



Overall themes heard:

- Companies tending to find a partner for curation of content, i.e. Degreed, MindGym
- Most companies were designing in flexibility to deliver similar content in different ways, to accommodate functions, geographies, etc.
- Experiences leveraged as an intentional part of the overall development program (i.e. stretch assignments, special project work, conferences, exposure to leadership)
- Quality measurement is a challenge across companies

Company A	Company B
<ul style="list-style-type: none"> • Mapped out a global, holistic, timely and interactive development process for new managers across the span of one year • Targeted at newly promoted or hired managers of people with less than 5 years' supervisory experience • Intended to be taken within the first few months of promotion or hire • Content includes setting direction, delegation, coaching and feedback 	<ul style="list-style-type: none"> • No formal development for emerging leaders, but often this is crafted at the business unit/function level. Instead, focus is on those with potential to be promoted 1-2 levels. • Program is a mix of in-class training and immersive experiences, as well as meetings/exposure to senior leaders, mentorship and challenging work/differential experiences • Challenge has been in identification and engagement of mentors/sponsors • Measure success through retention and engagement of top talent • Program is completed within 2-3 years and developed/executed completely internally
Company C	Company D
<ul style="list-style-type: none"> • Recently launched several learning pathways – aspiring and new leaders being two of them • Using Degreed as a large source of content, for almost two years now. Turning attention to getting more learners access to content and determining strategy for how and how much to use. Degreed has allowed for “plug and play” of resources • Still emphasizing 70/20/10 model • Aspiring leaders – pulled a few supervisor modules forward, to explain what the role of a supervisor really is (moving from buddy to boss, accountability, etc.) • Leveraging their talent review process to identify and assess, using the 4-box • Supplement with articles, videos • Investigating a coaching vendor partner – working to find the right length of coaching engagement (3 months vs. 1 year, as an example) • Building in flexibility of delivery by creating a powerpoint with a toolkit of information to turn into a group discussion for those who want a face to face option (can also be a reinforcement opportunity) 	<ul style="list-style-type: none"> • Currently creating and deploying a digital campus, structured around the Five Moments of Need • Thinking through what the right balance is for global reach of “traditional” programs (in person) <ul style="list-style-type: none"> ○ What is best for in-person, global group? ○ What is best offered locally – closer to the moment of need? • Recently started using Degreed, and currently building pathways. Degreed offers a variety of methods – visual, auditory, quick-hit types of learning • Measurement – have historically used custom surveys and course evaluations, but doesn't offer an apples to apples comparison <ul style="list-style-type: none"> ○ Working with People Analytics to move from descriptive to predictive, enabling program owners to make data-driven decisions • Accelerating Leaders of the Future (ALF) <ul style="list-style-type: none"> ○ 1-week immersive course for future leaders ○ “choose your own journey” ○ Year 1 – self discovery ○ Year 2 – business/enterprise perspective