ILR CAHRS

Cornell's Center for Advanced Human Resource Studies

Targeted Benchmarking on Tech Enabled Coaching

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.

Tech Enabled Coaching Benchmarking Summary

- **Segmentation**
  - Top executives typically tailored and higher touch
  - Some organizations have second tier of executives (e.g., Executive Committee -3, Senior Director and above) which use technology enabled partners or hybrid partners plus internal certified coaches (mostly informal manual matching)
  - For lower into organization some use technology enabled partners, others hybrid with partners plus internal certified coaches (mostly informal manual matching), others not doing lower into organization

- **Focus:**
  - Mostly focused on developmental growth
  - Sometimes identified through development actions from Talent Reviews
  - Generally linked to potential (often used in vetting)

- **Partners:**
  - Trend towards downsizing partner list to single partner or small number of select partners and centralization
  - Characteristics sought in partners include multiple offerings (executive and more general), scalable globally and cost effective
  - Some organizations using open enrollment others are nomination based
  - Some keeping single engagements, others building into cohorts
  - Typically, 6-month engagements lower into organization (may run longer for executives)

- **Leadership Model:**
  - All organizations had some form of leadership model, mostly behaviors driven
  - Some are formally integrating model into coaching engagements others are only loosely connecting

Tech Enabled Coaching Benchmarking Summary

- **Role of Leaders:**
  - Typically involved in up front assessment, mid-way checkpoint and follow up
  - Generally felt having leaders involved ultimately helps with employee's development as well as building coaching capability

- **Administration:**
  - Mostly very small coaching teams (typically 1, some more if larger organizations)
  - Usually, part of someone's time dedicated to administering partner/s (project management skillset helpful)

- **Other learnings:**
  - Data typically at aggregate level, so difficult to assess if helped with development and other trends (e.g., promotion, retention, engagement)
  - Volume may not be as high as expected, so be careful committing to volume with partner
  - Aspiration for employees to bring back coaching experience to organization to further build capability