ILR CAHRS

Cornell's Center for Advanced Human Resource Studies

Targeted Benchmarking on
Human Resources – Talent Strategy
Leadership Enablement
External Scan

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.

Human Resources – Talent Strategy
Leadership Enablement
External Scan
Benchmarking Executive Summary

Today's Discussion

External Scan Objective	General conversation to capture insights and practices that have either proven to be successful or are part of a plan • About their leadership population – size, location, levels • Use of leadership philosophy and/or set of expectations • Methods used to solidify and improve leadership performance • Critical watch points or lessons learned
CAHRS Partner Companies	• Company A • Company C • Company D • Company E* • Company F • Company B
Today's Discussion	• Share out of themes • **Hear your perspectives (your experiences, must-haves, nice-to-have, won't stick at COMPANY X) for consideration as we build out strategy**

Key Themes | Some common practices build upon COMPANY X existing focus while others may represent a notable cultural change for COMPANY X

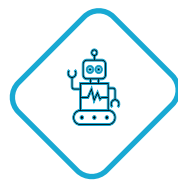Higher investment in leadership development, with some being mandatory

Significant involvement and visible leadership from the CEO / ELT / SLT to drive adoption, along with focused change management and sustainability investments

Grounded in simple, well-defined expectations; measured outcomes

Use of data to assess gaps and improved outcomes

Use of Artificial Intelligence emerging to scale coaching & analyze talent data

Visibility & celebration of leader accomplishments & professional growth

Key themes & examples

Higher Investment in Leadership Development

- **In-person learning,** despite being more geographically dispersed and much larger companies, **was central to most strategies,** creating more vivid, enriching experiences while developing networks
  - **Company B:** programs vary in duration, from a 12-month program with 3-4 in-person engagements to 3-day in-person programs; recent Technology & Data SLT 3-day onsite
  - **Company F:** 6-week program that brings together cohorts of about 50 people from different lines of business, both virtually and in-person, in six global locations; dinner with senior leaders
- Company A has **quarterly leader check-ins to promote accountability** and accelerate development
- More use of **assigned & required learning**
- Most **segmented general leadership development into three tiers**: front-line, mid-level, and senior leader

Involvement of CEO and ELT/ Change Management Efforts

- Most leadership expectations and development **opportunities announced and reinforced by CEO and ELT**
- Company A uses "Leader Faculty" - **leaders teaching leaders** and tracks who is doing it; used in talent review sessions to see who **"pays it forward"**
- Roles to "activate" leader development
  - Company C has **Business Unit Learning Leader** – a "local leader" that can apply enterprise standards at a local level
  - Company D has "**activation role**" fulfilled by leaders accountable to drive and support leadership development
  - Company F introducing a **role dedicated to "storytelling and connecting the dots for leaders"** on the importance of their role and development of self and others
- Company A's **roll out took over two years;** Company C identified their biggest challenge as **raising awareness about the importance of leadership** and development offerings

Key themes & examples (Continued)

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Grounded in
Leadership Expectations
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- **Frameworks** for major leadership accountabilities with drill down to specifics (*language varied*)
  - **Company C:** Deliver for our Customers, Lead Self, Lead Others, Lead Enterprise
    - Demonstrate resilience and adaptability
    - Develop and inspire diverse and dispersed teams
    - Be an accountable leader
    - Drive enterprise results
  - **Company B:** Results Leadership, People Leadership, Team Leadership
    - Care for people + Make tough Business Decisions,
    - Keep Customer Promises + Deliver Shareholder Value,
    - Knowledge about our business + External Thought Leadership,
    - Own Your Function + Enterprise First
  - **Company F:** Leadership DNA: Energize, Connect, and Excel
    - Energize - setting a strategic vision and enabling change
    - Connect - coaching, feedback & relationship management
    - Excel - achieving results through people

Key themes & examples (Continued)

Use of Data to assess and measure	AI Emerging

Assessment used to inform areas of focus for individual and leadership development

- **Company D:** leaders take a **self-assessment** against leadership model, which is then used to determine development priorities
- **Company C:** developing **a scalable assessment using Workday Skills Cloud**, which gathers baseline data to inform future critical capability building or advance learning strategies
- Multiple companies use well-known 360 Assessments such as Hogan

- **Measuring impact of development**
  - **Company F:** measures network growth and metrics such as retention, engagement, and performance
  - **Company A:** requires a development plan following completion of an assessment and tracks progress

- Most companies **did not directly tie compensation or promotion to learning achievements / development**

- **Artificial Intelligence** is implemented in various capacities and is part of multiple strategies, yet it has **not yet become a primary tool for leader development**.

  - **Company D:** has introduced "**Career Hub" in Workday**, which they describe as a transformative tool, using AI to align employees' skills with relevant learning programs and career paths.

  - **Company B:** piloting AI Coach which learns the company's values & competencies to provide individualized coaching assistance, on-demand

  - **Company A:** utilizes an AI solution for delivering feedback, which has notably decreased the time required for this process. They also incorporate AI in recruitment, scheduling, and internal assistance.

  - **Company E** leverages AI to analyze 360 feedback and identify recurring themes.

Key themes & examples (Continued)

Visibility and celebration of Leader Accomplishments & Growth

- Use of **digital badges or visual representation for skills or accomplishments** gained through learning experiences
    - **Company D:** Leaders completing Company D **"Licensed to Lead" badge**, which tracks and acknowledges leaders' completion of development programs; **Badge information is currently being integrated into their talent discussions tool**
    - **Company A:** Leaders **post badge to LinkedIn and Company A likes every single one**