

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.



People Leadership Summary for CAHRS

- ‘Leaders of people’ is a big focus area for many companies given their impact on culture
- Common themes for these companies include bringing clarity to the role, defining what being a good leader means contextually and getting more transparent on expectations
- Many companies have leadership frameworks with behavioral expectations that apply to all employees and strive for these to be role modelled by leaders of people
- Additional leadership expectations for leaders of people are used by some companies, which can differ by band. These expectations are integrated into talent processes to different degrees of formality.
- Inconsistency in leaders of people delivering against expectations is a common theme
- Generally, an opportunity across the board for holding leaders of people more accountable
- Less clear on performance measurement for leaders of people, many companies not where want to be and considering a refresh
- Learning and practicing skills at scale is a common challenge
- Role modelling from the top has been found to be an effective technique
- Training being considered by some companies to build a foundational set of skills and capabilities (e.g., live, recorded sessions, simulations)
- Mandatory 101 training for new leaders of people is the works for many companies (either in place or being developed)
- Behavioral expectations are used by some companies in 360 assessments for developmental purposes
- Central communications, campaigning and system nudging being used to build more accountability and lesson the burden on HR, however a large degree of HR ‘chasing’ is still being experienced
- AI virtual support also in the works by some companies (either in place or being developed)