

# CUSTOMIZED TRAINING


## MAXIMIZING THE DEVELOPMENT INVESTMENT

Cambria Consulting develops customized training programs with interactive learning experiences that capture the realities of the client's organization and challenges.

Cambria Consulting has been creating training programs for client organizations for more than two decades. We have a strong track record in designing and implementing executive, management and professional development programs for a wide variety of clients, including Alcoa, Cisco Systems, ConocoPhillips, Eisai Pharmaceuticals, ExxonMobil, Federal Deposit Insurance Corporation, Federal Mediation and Conciliation Service, JPMorgan Chase, Manheim Auctions, Prudential Securities, United Technologies, US Customs Service, and Wachovia.

### TRAINING DESIGN OPTIONS AND FEATURES

All of the training and development programs we have created have been custom designed, utilizing a wide range of training design options. Depending on the specific educational goals of the client organization, Cambria determines which design option or combination of options will best address the needs of the company. The exhibit below illustrates a continuum of training design options that Cambria employs in creating customized programs. There are many possible combinations of design features; Cambria does not adhere to any static approaches. The options on the continuum provide a useful framework for presenting the range of Cambria's program design experience.

Connected Modules	Building Block Simulations	Continuous Simulations	Taking the Job to the Classroom	Taking the Classroom to the Job
<ul style="list-style-type: none"> <li>▪ Experiential exercises drawn from a variety of real work situations</li> <li>▪ Wide range of content in various formats</li> <li>▪ Combines a wide range of content with elements of doing and practicing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Links simulated elements of real job into a series of connected simulations which are more complex</li> <li>▪ Modular (vs. continuous) design allows discrete content components and opportunities for integration and reflection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realistic simulation ("days in the life") of a complex job</li> <li>▪ Provides reality and intensity</li> <li>▪ "Gotchas," simulate authentic and disruptive challenges</li> <li>▪ Just-in-time coaching</li> <li>▪ Complex in-baskets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Real on-the-job work issues</li> <li>▪ Relevant and constructive use of classroom time</li> <li>▪ Input from peers creates group and/or cross-functional problem solving</li> <li>▪ Immediate transfer back to the job</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-the-job coaching</li> <li>▪ Analysis and action planning for actual tasks</li> <li>▪ Team input to solving real problems</li> </ul>
Sampling Key Issues				"Day in the Life of..."

- **Connected Modules.** This approach builds the understanding of, and experience with, critical business practices through a specially designed sequence of activities. The design resembles a traditional workshop, balancing lecture and discussion, with exercises and practice sessions. Workshop modules are linked through the design of exercises and simulations that reinforce key learning points from discussions. Learning activities are a balance of “listening and discussing” and “doing and practicing”; students understand conceptually what is required to accomplish a specific task and, pragmatically, what they will need to do back on the job. Pre-classroom e-learning modules can be used to introduce (and test learning of) content, models and tools that will be utilized/practiced during classroom modules.
- **Building Block Simulations.** This design approach presents real job situations and problems in a series of connected simulations. The simulations contribute to a cumulative end point, but because they are also individually focused, course activities can be interspersed that allow for relevant content review and debriefing. Simulations feature specific tasks and key competencies in real life situations, emphasizing the relevance of the course content and providing opportunities for integration and reflection.
- **Continuous Simulations.** This type of program promotes learning-by-experience with “just-in-time” coaching that can be immediately applied. Program content is based on “days in the life” of an organization’s managers, and includes real tasks and problems that require skills, knowledge and competencies. The simulation can be designed around multiple businesses and functions, or participants can be organized into teams with one person acting as the manager. Continuous simulations are intense and demanding of participants, and promote the immediate application of learning points.
- **Taking the Job to the Classroom.** Class time focuses on discussion and resolution of real-time work issues (i.e., critical issues or tasks that present obstacles to people in a job), and strategies for handling those issues effectively. Group problem solving and presentation of strategies deployed by high performers form the basis for instruction. Materials combined with structured problem-solving exercises are used to guide the process toward development of effective strategies that can be deployed immediately back on the job. This approach requires skilled facilitation to draw out and organize the ideas and experiences of class participants. This training design is optimal when similar tasks or obstacles are encountered by many in a particular job or organization, and when handling them well is integral to personal development or organizational success.
- **Taking the Classroom to the Job.** Taking the classroom to the job involves on-the-job coaching and problem solving. This approach ensures application of learning points on the job via an onsite coach who expects the participants to use the newly learned skills. He/she is available to point out opportunities where new skills can be applied, and to give feedback on ways skills can be used most effectively. The presence of the on-site coach can help break old, ineffective habits and establish early successes with the new skills.

## **FOR FURTHER INFORMATION, CONTACT:**

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