

EXECUTIVE COACHING

MAKE THE BEST EVEN BETTER

“Executive coaching achieves maximum impact when linked to business strategy and challenges, managerial input, feedback from colleagues, core leadership skills, development planning, and committed follow-up.”
 – Ellen Kumata, Partner, Cambria Consulting

THE COACHING ENGAGEMENT

Cambria draws from a global network of over 150 coaches to provide business-focused, goal driven coaching to senior managers and executives. We partner with you to select coaches whose expertise and experience best meet your individual and organizational needs.

The goal of each coaching engagement is to increase individual performance and capabilities in the context of business strategy. Coaching engagements are an ongoing process, with coaches working one-on-one with clients to maximize their leadership potential.

WHY USE CAMBRIA?

With over 20 years of coaching, organizational development, and change management experience, Cambria is a leader in strategic Executive Coaching. We incorporate our methods into your existing executive development framework and use our global coach network to ensure coaching achieves maximum impact. In addition, we design and implement coaching initiatives, offer methods for measuring coaching effectiveness, and enable you to track coaching engagements with our Coaching Director.

USE EXECUTIVE COACHING TO:

- Provide individualized development
- Connect development to critical leadership skills or strategic skill gaps
- Prepare leaders to adapt to changes in business strategy, direction, or challenges
- Translate feedback from managers, peers, and direct reports into action
- Reinforce leader alignment with organizational values
- Facilitate challenging and cost-efficient on-the-job learning
- Foster an organizational coaching culture from the top down

According to a Cambria benchmarking study, the best coaching engagements are:

MATCHED	CONTRACTED	DATA-DRIVEN	GOAL-ORIENTED	CONTEXTUAL	EVALUATED	REINFORCED
Pair executives and coaches based on goals and personal fit	Set engagement ground rules (e.g., confidentiality, objectives, and timeframes)	Gather feedback from managers, peers, and direct reports	Determine measurable goals and develop action plans	Focus on development within organizational context	Track outcomes against objectives and goals	Ensure partnerships of all stakeholders in the development process

CASE IN POINT

EXECUTIVE COACHING IN A GOVERNMENT AGENCY

Challenge:

A prominent U.S. government agency selected Cambria as the sole provider for agency-wide executive coaching. Their goal was to use business-focused coaching as a leadership development tool that supported an initiative to align the agency's regional branches.

The agency determined that a successful coaching initiative would require coordinated, agency-wide efforts that standardized the process, centralized oversight, and combined financial resources in order to maximize efficiency and impact.

Approach:

Using our extensive coach network and centralized management capabilities, we partnered with the agency to ensure each regional branch is able to maintain a superior team of experienced executive coaches. As coaching candidates are identified, Cambria provides a small selection of coaches from these teams for each candidate to consider.

Once a candidate selects a coach, the pair collaborates to develop a formal written agreement using a customized template that sets the parameters and objectives for the coaching engagement. Coaching sessions then begin, each focusing on achieving defined objectives within a set time period.

Outcome:

Cambria has coached over 30 senior managers and executives nationwide across the agency.

"Many [agency managers and executives] have reported significant benefits from the opportunity to work one-on-one with a uniquely qualified individual. ...Coaching has helped them to identify their leadership strengths, challenges and preferences so that they can more effectively accomplish the organization's mission."

– Program Manager

About Cambria Coaching

Cambria Coaching is a division of Cambria Consulting, Inc., a human resource and management consulting firm specializing in developing people solutions that drive business performance. Our organizational development and leadership foundation enables us to approach coaching from both the individual and organizational levels. We focus on bench strength development; key leader development linked to succession planning; high-potential development; and strategically-targeted efforts where behavior-change is critical. We partner with clients to put in place the strategy, process, supporting tools, and coaches – both internal and external – to accomplish this work. For more information about Cambria's range of solutions, visit our website or call (617) 523-7500.