

# STRATEGIC COACHING INITIATIVES

## ALIGN COACHING INITIATIVES

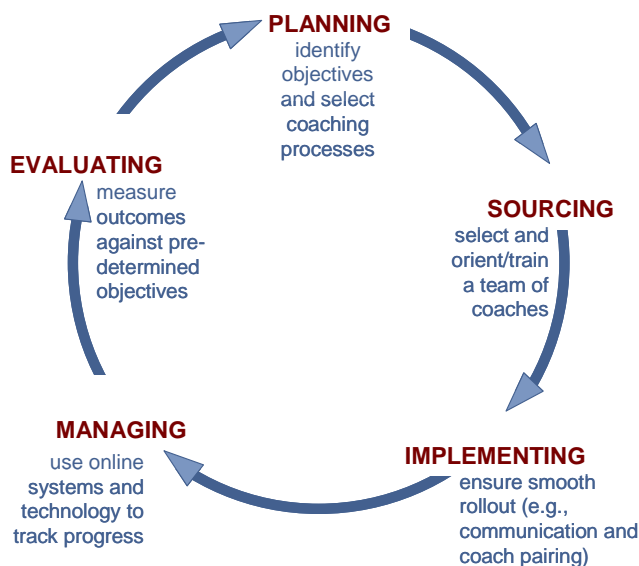
“Businesses have higher expectations and demand more rigor from executive coaching. With our Strategic Coaching Initiatives, Cambria helps organizations move from a series of one-off coaching engagements toward a systematic and strategic way of coaching.”

– Ellen Kumata, Partner, Cambria Consulting

### HOW DO YOU IMPLEMENT A COACHING INITIATIVE?

Cambria works with you to design and implement efficient, well-managed coaching initiatives. We help you optimize coaching in your organization by aligning it with organizational strategy, culture, and values. In doing so, we incorporate the collective insights and suggestions of your company's coaches and employees.

Our approach involves a multi-phase process that ensures coaching is integrated with business objectives and occurs consistently across an organization. The design of each phase is tailored to the unique needs of each organization; however, the phases generally include:



### USE STRATEGIC COACHING INITIATIVES TO:

- Align coaching with a common strategy and approach
- Achieve deeper insight into strategic issues or emerging problems
- Enhance leadership capabilities
- Increase organizational commitment, loyalty and retention
- Maintain employee motivation during periods of transition
- Track coaching activities and measure their effectiveness

### WHY USE CAMBRIA?

Cambria's approach to coaching is broader than the usual practice. Applying over 20 years of coaching and organizational development experience, our Strategic Coaching Initiatives emphasize individual development in the context of business strategy. We work with our clients to design, align, implement, and manage organization-wide coaching initiatives that achieve maximum impact and reinforce strategic needs and goals.

“I probably would have learned these things without coaching, but it would have taken me three or four years and I would have made mistakes along the way.”

– *Coaching Participant*

“This was the first time my company really invested in me. I really appreciated it; it made me think differently about working here.”

– *Coaching Participant*

### Coaching High-Potential Individuals

Cambria frequently helps implement high-potential development initiatives. High potentials are coached to accelerate their development and prepare them for leadership positions. Managing these engagements strategically allows the organization to emphasize key messages consistently throughout the coaching.

#### 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.

## CASE IN POINT

### ALIGNING EXISTING COACHES

#### Challenge:

A global financial services firm wanted to enhance the leadership abilities of a group of high-potential executives by providing focused, individualized development.

#### Approach:

Cambria facilitated a working session that produced a plan for using coaches to improve the leadership skills of these executives. Together we discussed all major considerations for a strategic coaching initiative – including the business context; target population; objectives and timeline; method for organizing and managing coaches; and tools and resources required to support the initiative. At the end of the session, our client walked away with a detailed project plan as well as the necessary communication messages for implementing the initiative.

Coaches already working in the organization were brought together in support of this initiative. An orientation meeting provided them with the organizational context for the initiative, the process framework for individual coaching engagements, and the supporting tools needed to implement them. Coaches were then matched to executives, and the initiative was launched.

At the outset, coaches gathered feedback on each individual from his or her manager, direct reports, and peers. It was compiled into individualized feedback reports and used as input for creating coaching objectives and development plans. Building on this foundation, coaching sessions continued over a six month period.

#### Outcome:

Coaches worked with over 50 Director-level executives, many of whom were subsequently promoted to Managing Director roles. Enthusiastic feedback from participants has resulted in an expansion of the coaching initiative to a wider population.