

# TARGETED COACHING

## JUMPSTART BEHAVIOR-CHANGE

“Targeted Coaching addresses discrete, well defined organizational issues such as conducting better performance reviews or implementing specific business process changes. A team of coaches uses precise tools and tactics to reach many people within a short timeframe, creating an immediate impact.”

– Ellen Kumata, Partner, Cambria Consulting

### WHAT IS TARGETED COACHING?

Integrating more than two decades of experience in coaching, organizational development, and change management, Cambria Coaching utilizes Targeted Coaching to help organizations jumpstart efficient and focused behavior change in support of development related to specific business or process issues. Coaches work one-on-one with individuals to focus on their development needs in relation to a common strategic theme.

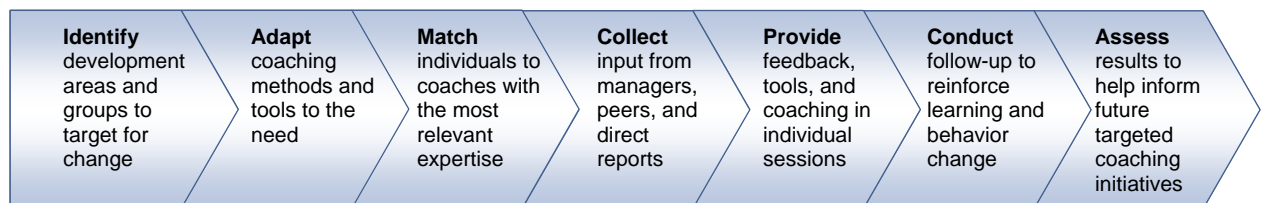
Cambria works with client organizations to identify the most important areas for development from a business perspective. We help source and manage a team of expert coaches who use a common language and consistent, customized tools to coach groups of individuals in those development areas.

### HOW DOES TARGETED COACHING WORK?

Targeted Coaching creates an effective and lasting impact on an organization. It is a customized process adapted and optimized for each situation. However, the process typically includes:

#### USE TARGETED COACHING TO:

- Address a discrete organizational issue or challenge
- Reinforce a new strategy or change initiative
- Respond to a key issue or crisis that demands immediate behavior-change
- Close an organizational skill gap
- Provide personalized development linked to a common strategy



## CASE IN POINT

### TARGETING PERFORMANCE REVIEWS

#### Challenge:

A leading financial institution committed to changing the way the organization's managers conducted performance reviews; attempts at training, e-learning, and other efforts had not produced changes in behavior.

#### Approach:

Ninety of the most senior managers were identified as the primary audience to set an example for the rest of the organization. A team of coaches with performance management expertise was formed, and each coach worked one-on-one with a set of ten managers from within a business unit.

Following a clearly defined process, coaches provided each manager with two focused coaching sessions. The first session prepared them for their upcoming performance review and development planning discussions; it included an analysis of the prior year's reviews and collected feedback from their direct reports. The second session occurred mid-way through the performance review process and provided an opportunity for just-in-time coaching on issues faced in the discussions. Each manager also received easy-to-use tools to facilitate their learning, including brief instructional guides on topics such as goal setting and conducting difficult discussions. Upon completion of the performance review process, the managers provided feedback on the initiative's success.

#### Outcome:

Within five weeks, Cambria had coached 90 senior managers and reached 1,000 employees, accelerating the organization's movement towards a performance-oriented culture. Performance feedback quality improved, individual accountability increased, and the organization measurably felt the impact.

**"I walked into this as a skeptic. ...Since [my manager] said it was important, I took the time to meet with you. When I walked out, the pendulum had swung from 'I can't believe I have to do this' to 'Let me have a meeting and teach this to my direct reports.' The feedback from my team was terrific. They said with relief, 'I have never known how to do this before. Now I have a framework for organizing my thoughts.' This came even from experienced managers."**

*– Coaching Participant*

### 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.