

TRANSITION COACHING

LEAP INTO THE NEXT PHASE

“No matter how talented executives are, they are at risk during a transition. It’s not a question of technical skill or capability – it’s about quickly understanding and adapting to a new environment. Transition Coaching helps executives seamlessly come onboard.”

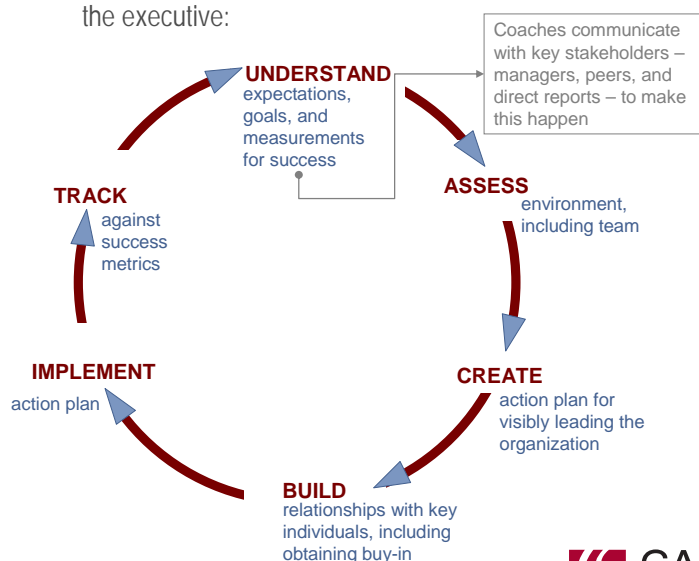
– Ellen Kumata, Partner, Cambria Consulting

WHAT IS TRANSITION COACHING?

Transition coaching helps executive leaders successfully leverage their skills and experience in new situations or environments. New executives are immediately under pressure to make an impact, and transition coaches facilitate the process leading to their success. Whether moving from one company to another or transitioning within, Cambria coaches help executives understand the expectations for their new roles, assess the current state of their organizational domains, and implement roadmaps for change.

A TRANSITION COACHING ENGAGEMENT

Because each Transition Coaching engagement has a unique set of challenges to coach to, at the outset of every engagement, we work with executives and their organizations to determine specific coaching objectives. Many engagements, however, due to the nature of a transition, contain common elements. The typical engagement spans 6-9 months with the coach helping the executive:



HELP A NEW EXECUTIVE; USE TRANSITION COACHING TO:

- Accelerate effectiveness as an organizational leader
- Deliver results over the first few, critical months
- Integrate effectively into existing team and organizational dynamics
- Create effective communication paths across an organization
- Reinforce an organization’s strategy, culture, and values
- Minimize the negative “ripple effect” often associated with change

WHY COLLABORATE WITH CAMBRIA?

With over 20 years of experience in organizational development, change management, and coaching, we are ideally positioned to help executives understand and transition into new business environments. Drawing from our network coaches – many of whom have considerable experience and expertise in transitioning executives – we find the one who best meets your needs.

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CASE IN POINT

COACHING A TRANSITIONING CIO

Challenge:

A large multinational firm hired a new CIO into one of their major divisions. The role was a challenging position requiring the individual to straddle both the technology and line of business "worlds." In addition, in the five years preceding the hiring, two executives failed to successfully transition into the CIO role, creating a climate of skepticism and lack of receptivity for the new executive.

Approach:

Transition coaching was deemed appropriate for a six-month on-boarding process. Not only was the role exceptionally challenging, but this executive was moving from a northeastern-U.S. based company to a southern company, both with strong and distinct corporate cultures. The cultural issues as well as the business issues related to the CIO role were the focal point for coaching.

Cambria's coach initially worked with the CIO to establish expectations for the role, including defining what success in the role would look like. As part of this process, the coach spent time with the key people impacted by the CIO role to learn their perspectives and expectations. With this information, the coach helped the executive better understand how to effectively build relationships with colleagues and how to work within the business strategies and environment.

The second and third phases of the transition coaching process focused on assessing and optimizing the CIO's core team and creating and implementing an action-oriented roadmap for the group's success. Coaching during these phases tapered off as the executive became more acclimated to the role; initially, it occurred once a week, but by the end of the six months, the coach and CIO only spoke once every three weeks.

Outcome:

The CIO transition was seamless, a particularly difficult feat to achieve given the past history of the role. The roadmap implementation continues to be extremely successful, and the support and approval received from both the technology and line of business groups is demonstrative of the CIO's full integration.

"She is a great, true partner who has done an amazing job in such a short amount of time."

– Senior Vice President

Transitioning Out

Coaching is also available for transitioning executives out of organizations. Coaches help these individuals prepare others for their departure, establish appropriate legacies on their way out, and plan for their next roles, including determining how to maintain their legacies through future contact with their organizations – for example, as consultants or coaches.

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.