

Inside Edge[®]



Competitive Advantage with Internal Coaching

A comprehensive suite of services designed
to sharpen organizational excellence
in internal coaching.

Organizations are increasingly recognizing the value of individualized development through coaching.

Developing internal managers, HR professionals, and OD consultants to coach helps drive talent strategies further into the enterprise, increases the power and scalability of coaching throughout the organization (often while reducing the expense of external coaches), and embeds a “coaching culture.”

A solid business case.

Internal coaching can deliver long-term value for organizations by:

- **Building manager coaches**, a shift that fosters employee growth and autonomy, improves their judgment and decision-making, builds their self-confidence, and encourages focus on self-development.
- **Developing leaders faster** so they can ramp up quickly to meet today’s business challenges and pace of change.
- **Fostering a coaching culture** by instilling coaching behaviors throughout the organization to better support, engage and develop employees at all levels.
- **Stretching development budgets** so organizations can scale coaching to a broader population, dramatically expanding the impact of coaching at a far lower price point.
- **Honing HR’s strategic role** by adding coaching skills and practices to their toolkits and deploying them strategically to address business-critical talent priorities.

A tool for talent development.

Internal coaching offers a strategic approach to developing talent by:

- **Leveraging Managers as coaches to develop Key Talent.** When managers are skilled at coaching, they are well positioned to identify and work with key talent on a regular basis to assist in their development.
- **Strengthening the succession pipeline.** Internal coaches understand the talent strategies of the organization and, when coaching at mid- to upper-levels, can help leaders identify and develop the competencies that will be critical to future roles.
- **Embracing and adapting to change.** The rate of change for most organizations today is unprecedented. Internal coaches can help leaders understand the impact of change on their team, assist in identifying the new behaviors needed for the change to succeed, and how to model the new behaviors while making the transition.
- **Aligning and executing on strategy.** Internal coaching can help to identify and build behaviors that align with and reinforce business strategy, and to shift those that don’t.
- **Onboarding mid-career hires.** Internal coaches are well suited for onboarding support especially in light of studies that show high “organ rejection” rates for leaders hired in from the outside.

Inside Edge helps organization

We offer a strategic view of coaching that targets key talent and business drivers, a seasoned training faculty of practicing executive coaches — many of whom have been internal coaches themselves — and a track record of implementing, managing, and enhancing internal coaching practices with high business credibility and impact.

Tailored to specific needs, our holistic approach draws on expertise across six key focus areas:

Practice Strategy

- Identifying needs and objectives
- Designing required structures and processes
- Building internal support, visibility, and credibility for the practice
- Crafting roadmaps and action plans to achieve objectives with support and guidance as the work unfolds

Coach Cadre Formation

- Determining the optimal structure
- Establishing the criteria for coaches
- Designing assessment and selection processes
- Planning candidate and stakeholder group messaging

Modular Curriculum

- Determining optimal mix and structure of learning modules based on current strategy
- Tailoring and facilitating highly-interactive training workshops
- Supervising rigorous module practicums

Coaching Management

- Establishing systems and processes for ongoing management of internal coaches and coaching activity across the enterprise,
- Developing and implementing tools and templates to support the processes

Coaching Evaluation

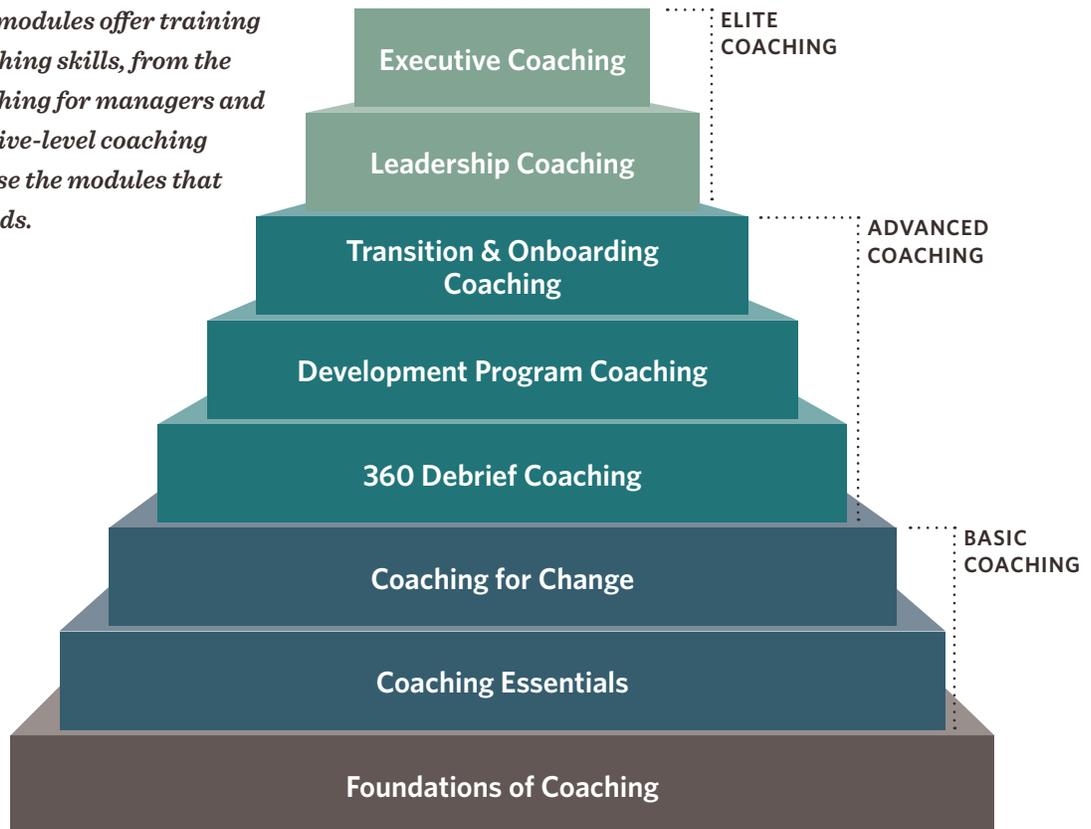
- Assessing internal coach candidates and certifying trainees,
- Evaluating the outcomes and impact of internal coaching initiatives
- Collecting developmental feedback for internal coaches

Community of Practice

- Fostering a vibrant community of internal coaches that promotes and provides continuing education and development, peer mentoring and coaching, collaboration to address organizational needs, and internal networking

ns excel at internal coaching.

Inside Edge learning modules offer training on a full range of coaching skills, from the fundamentals of coaching for managers and for HR to elite, executive-level coaching – organizations choose the modules that best support their needs.



Key Coaching Behaviors

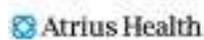
Leveraging decades of experience in behavioral research, we studied the behaviors of highly effective coaches, both internal and external. We identified **12 core behaviors** which are woven into our Inside Edge training content:

- Demonstrating Sensitivity and Respect
- Demonstrating Self-awareness
- Building Trusting Relationships
- Demonstrating Effectiveness Across Differences
- Listening Actively
- Asking Effective Questions
- Providing Candid Feedback
- Providing Insights and Suggestions
- Eliciting Possible Solutions
- Defining Goals and Outcomes
- Empowering and Motivating
- Ensuring Follow-through

Why clients partner with Cambria to develop their internal coaching capability:

- **Deep experience** with internal coach development, infrastructure, management and community of practice
- **Strategic philosophy and approach** to coaching that leverages a “menu” view of coaching to target key talent and business drivers
- Certified faculty who are master executive coaches in active practice in the field, bringing **uncommon depth of skill and experience** to the development process
- **Robust methods and technologies** to help manage large coach cadres and significant coaching activity, ensuring quality and long-term sustainability
- **Expertise in metrics and measurement**, including evaluation of coach effectiveness and business impact
- **Hands-on track record** of managing, guiding and growing large coaching practices — both internal and external — with high internal credibility and visible business impact

SELECT INSIDE EDGE CLIENTS



Get the competitive advantage
you're looking for.

Contact us to learn more about Inside Edge:

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