



The Cambridge Perspective

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How Will You Focus on Profitability in 2009? Executive Coaching Solutions



In today's economy, managers must run lean and profitable operations. Often, this involves **leadership challenges** such as:

- controlling costs and focusing employees on bottom line accountability;
- being productive with fewer resources; and
- maintaining effective employee teamwork and morale while dealing with layoffs and restructuring.

Winning In Today's Economy

Many businesses are facing a choice: Identify, develop and reward their top talent or risk losing them to the

1976-2008

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Years

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growing number of competitors who are hungry for high quality, **experienced performers who will be successful in one of the most uncertain economic periods in history.**

In difficult times, it's even more critical to provide leaders with the support they need to perform at their best. Business use executive coaches to support leaders who are committed to achieving highly profitable operations, regardless of the economy.

Executive Coaching

An executive coach works with a leader to identify and deliberately practice new leadership behaviours. Assessment and 360° tools can help to streamline the process of discovering and identifying top priorities.

The critical first step is for executives to reflect on how well they inspire employees to work at a higher level of quality, commitment and effectiveness. Once executives commit to specific goals, coaching ensures that they maintain the focus, intensity and perseverance required to realize lasting results.

The Benefits of Executive Coaching

The benefits of executive coaching include:

- greater accountability and sharper focus on high impact goals;
- enhanced emotional intelligence leading to stronger relationships; and
- improved anticipation and readiness to tackle ever-changing business demands.

The best people in any field are those who devote the most hours to what researchers call "deliberate practice". This means activity that is explicitly intended to improve performance, that reaches for objectives just beyond one's level of competence, provides feedback on results, and involves high levels of repetition.

-- Geoffrey Colvin
*"What it takes to be great".
FORTUNE. October, 2006.*

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www.cambridgemgmt.com
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**Seven Critical Leadership
Questions for 2009**

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An executive coach can also assist in developing specific leadership or managerial competencies, working through a problem or conflict, improving communications or building a better team, developing strategies and blueprints for change, and establishing a balance between work and personal life that keeps executives performing at their best. In addition, coaches help to model a process of inspiring improvement that can be replicated throughout the company.

Quality, Consistency, and Accountability of Coaching

Many organizations are interested in coaching, but worry about a lack of control over the direction, measurement and quality.

To evaluate coaching programs, you should be sure there is a process to link the individual's development to the organization's corporate goals; coaching must benefit both the corporation and the executive. In addition, consider the balance between confidentiality and accountability. Coaching sessions are confidential, but coaches should track executives' progress and help executives

build a success model that can be shared with appropriate people.

The level of comfort and confidence the executive has with the coach is also a critical determinant of success. A meeting should be arranged prior to signing an agreement to confirm that there is good chemistry between the two parties. References should give you a sense of what to expect, in terms of the coach's style and methods.

Executive coaching programs must have a process to track executives' progress. To realize outstanding results, top performing business leaders will focus on a specific improvement until it is automatic under mission critical conditions. Keeping a daily or weekly journal is one way to monitor progress and focus on ingraining changes in behaviour that produce lasting results.

Lean & Profitable Operations in 2009

Executive coaching improves the performance of high potential leaders whose effectiveness significantly impacts the results of the organization. By supporting your key leaders, you can

dramatically improve their ability to keep employees focused on business priorities, work through challenges, and achieve lean and profitable results in 2009.

Cambridge Management Planning's executive coaching programs focus on identifying and connecting personal goals to corporate objectives, and use the GOALTracker online system to provide real-time reporting and feedback.

Our structured, comprehensive process enables us to achieve rapid and lasting results, and allows you to measure the quality of coaching and the return on your investment.

Call us for more information at 416-484-8408 or visit our web site at <http://www.cambridgmgmt.com>.

Cambridge Management Planning offers a full suite of services including Executive Search, Director Search, Interim Management, Executive Coaching and Career Transition services. Call us for more information:

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Selecting the right person for the right job is the largest part of coaching.

-- Philip Crosby, Reflections on Quality