



Accelerating Talent Development

Beyond Borders: *Developing Globally Adaptive Leaders*

A powerful new framework for helping leaders navigate global challenges and develop global leadership capacity.

by Lori Brewer Collins

EXECUTIVE SUMMARY

Competence leading in a global context is fast becoming a must-have for many executives in today's business environment. Leaders increasingly are challenged to address unique problems and cross-cultural issues in a climate that's more volatile, uncertain, and complex than it's ever been.

As globalization proliferates and the world's economic center of gravity shifts, global companies compete intensely with fast-growing local companies for a limited pool of executive talent. Prime targets are leaders who can span different cultures, economies, politics, and geographies; who can think systemically across multiple networks, deal with rapid change and layers of complexity; and who can speak the language of global business.

A growing number of organizations are hard-pressed to find leaders who can both adapt to these complexities and excel at helping those around them be similarly adaptive and agile. But the good news is that global leaders can develop the qualities they need to meet this growing demand.

Beyond Borders: Developing Globally Adaptive Leaders explores a powerful framework for helping leaders navigate global challenges and develop global leadership capacity.



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INTRODUCTION

Many factors contribute to the urgent need for globally adaptive leaders. Chief among them is technology's rise and the instant-on nature of 24/7 connections to anyone in the world. Unlike in the recent past, if your organization today has any global connection, you're affected — there's no skirting global effectiveness as a requirement.

Today's leader must carry the mantle of global responsibilities, a reality that leaders from countries outside the US (e.g., Europeans, Latin Americans, Indians, Australasians, Middle Easterners, Japanese, Africans, Chinese, etc.) have known for several generations now. Global, or at least transnational, interdependence is now a matter of economic survival.

A critical question for US organizations is how to accelerate the development of globally adaptive leaders to make up for a serious lag compared to much of the rest of the world. Global leadership needs to become an integral part of any large US organization's DNA if they are to compete in today's world. The role requires that they meld with all leaders everywhere while also being equipped for the *new normal* inherent in global realities.

Given the shortage of talent with sufficient global experience and acumen, organizations are forced to dispatch people abroad who are ill-equipped to adapt to local norms and business practices. They might have the right expertise, but they too often show up with a management/leadership style that served them well in their home country but is ineffective — or worse — in another.

In the past, we could rely on a relatively predictable set of conditions to base organizational leadership recommendations upon, but that's no longer the case. Things have changed rapidly from what they were and are changing even more rapidly as we look to the future.

Other global leadership development frameworks have proven inadequate to fill the needed pipeline. We're running short of leaders who have already lived and worked in different countries, mastered a second language, and worked effectively across cultures. Relying on experience is no longer sufficient.

A Different Kind of Leadership

What we need is a different form of leadership. This is not about adding "Global Acumen" or "Global Mindset" to a deck of existing leadership

competencies. What's needed is not *additive*; it's not bolting on another leadership tool. Instead, this is about *transforming* leadership for wholly new contexts, adapting where needed, while assisting the development of an embodied leadership that is authentic and an expanded version of a leader's truest self.

Up to now, we've relied primarily on approaches I refer to as "*leadership plus*." Many of us have years of experience designing leadership programs and initiatives for cross-cultural leaders and their teams. A common question that has consistently surfaced the past several years is, "How do we develop leaders for global responsibilities?" Invariably, the common solution we inevitably came back around to was this: Global leaders need to do what any effective leader does — just more of it. We've learned that this *leadership-plus* solution isn't sufficient for developing globally adaptive and successful leaders. What's needed is a *something else* solution that is designed specifically to meet the challenges of leadership on a global scale.

Time to Change the Approach

In developing the framework for what we are calling the "Globally Adaptive Leader," we explored and distilled a wide array of existing competency-based frameworks and models. We studied dozens of related articles from well-known journals and business publications and reviewed several of the most widely-used global leadership assessments (Bennett's Intercultural Development Inventory, Thunderbird's The Global Mindset Inventory, IMD's Cultural Intelligence Development, to name a few).

Additionally, we examined our own database of several dozen in-depth critical incident interviews with global leaders from a variety of multinational companies (e.g., Accenture, Cisco, Intel, ExxonMobil, Alcoa, United Technologies). Our focus was on what these highly effective leaders do and the skills and attributes they possess and demonstrate to be effective in living and moving among different contexts. And I relied on my own and others' first-hand experiences and observations working with hundreds of global leaders from years of living and working outside the United States.

For the distillation process, we started by looking at overall aptitude, interests, and motivations and how they led to choices and experiences that set a leader on a positive global path. We also noted how these individuals acquired new knowledge and mindsets to master their expanding roles along the way.



Two critical factors consistently emerged: a deep commitment to their own self-awareness and ongoing growth, and the ability to empathize and see the world from the perspective of others.

Two critical factors consistently emerged: *a deep commitment to their own self-awareness and ongoing growth, and the ability to empathize and see the world from the perspective of others.* These two components led to important developmental progress that continued to shape and enlarge their views of themselves and the people and cultures around them.

These steps taken together are necessary for developing the globally adapted leader. From them, we derived a new framework, one based on essential attributes that enliven and fuel an overarching process of development that increases leadership capacity.

The key that unlocked the black box was developmental psychology and an understanding of adult stage development. This is a body of work that we and others refer to as “vertical development.” It’s triggered when we recognize that our current thinking no longer helps us solve our current problems. This recognition, followed by a willingness to challenge our existing approaches and perspectives, kick-starts an inner process of developmental progression. Researchers at the Center for Creative Leadership, including Nick Petrie, John McGuire and Gary Rhodes, have been writing about this concept in recent years. McGuire and Rhodes write, “When you are confronted with increased complexity and challenge that can’t be met with what you know and can do at your current level, you are pulled to take the next step”¹ and call this “creating additional head space.” Within the discomfort and frustration of trying to solve problems in known ways, and running into brick walls, lies an opportunity for vertical development.

THE GLOBALLY ADAPTIVE LEADER FRAMEWORK

Our distillation of all of this resulted in an adaptive framework for effective global leadership. Rather than being based on defining the outcome of effectiveness through the experiences that make for effective global leadership (a competency-based approach), it describes five dimensions of aptitude and inclination that predict the ability to work effectively in a global and/or transnational environment and move among different cultures, norms, and contexts as needed in the world of business. It emphasizes how effective global leaders got that way from the start and drove them into situations and challenges that burnished their leadership skills and added an entirely new dimension to what is thought of as the common currency of effective leadership in general.

1 McGuire, J. & Rhodes, G.
Transforming Your Leadership Culture. Jossey-Bass, San Francisco, CA. March 2009.

Nick Petrie, *Future Trends in Leadership Development*, Center for Creative Leadership, December 2011.

Globally Adaptive Leaders: Five Attributes

Our framework focuses on the *globally adaptive* leader, not the *already developed* leader. Our aim is to enrich the pipeline of talent with leaders demonstrating embedded attributes that make for effective global leaders.

1 **Cosmopolitanism** *Being at home in the world*

What It Is

Cosmopolitanism refers to the ability to be at home anywhere and to see oneself as a “citizen of the world” rather than of one country or place. It includes the ability to understand, appreciate, and embrace differences across cultures, to make deep human-to-human connections with all types of people, and to find commonalities amongst those differences.

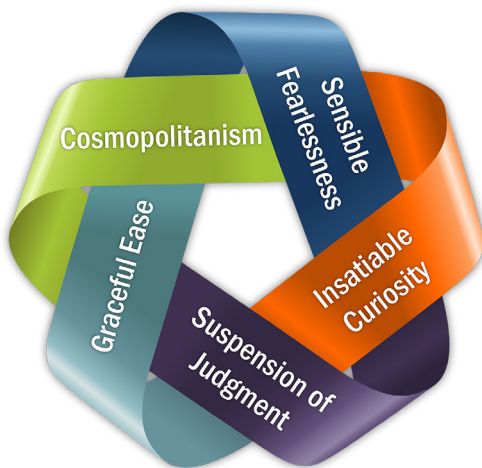
Cosmopolitans recognize that people and cultures vary greatly, and they are able to grasp the realities, perspectives, complexities, and paradoxes that people face within and across cultures. They are interested in understanding and functioning effectively in the whole world rather than just a few select parts. Cosmopolitans are able to look at issues from the perspective of people in other cultures, and they can problem-solve with “cultural humility” by not assuming that ideas from their own culture are superior to those from other cultures. They tend to be sociable, open, and interested in forming relationships.

Lastly, cosmopolitans enjoy living and working in a wide variety of cultures, learning how others live, work, think and feel, and adapting in ways that are mutually beneficial.

What It Looks Like

Cosmopolitan leaders consistently seek out opportunities to expand their global awareness on their own and often indicate a keen interest in international assignments.

Extensive international travel is not the only way to demonstrate this passion for making deep human-to-human connections across cultures, however. Individuals who openly explore other cuisines, languages, and belief systems while living and working “at home” also demonstrate this talent for engaging with new people. They experience unique forms of expression and lifestyles with a similar sense of wonder.



The concept of “home” has become relative, and the edges of country-centricity have blurred over time.

You seldom hear cosmopolitan leaders comparing their current situation or experiences to their own “home” culture. Typically, they are clear about their own cultural identity while also thinking transnationally — and attaching less and less significance to a particular place as their centering point of reference and identity in the world. The concept of “home” has become relative, and the edges of their own country-centricity have blurred over time. Cosmopolitan leaders seldom experience people, places, or events as “foreign.” And they tend to have a broad and expanding network of authentic relationships in many places.

About Developing Cosmopolitanism

Because cosmopolitanism is more a mindset than a set of behaviors, some ways that one can develop this attribute include:

- Connect with other people merely for the sake of connecting with them, with no other agenda.
- Deliberately socialize with people who don’t belong to your usual “tribe.”
- Take part in projects that require interactions and meetings with people from other parts of the world, either inside or outside your organization.
- Make it known you would like an assignment in another country, or that you would like to work on a project that requires international travel.
- Jot down your internal responses to situations when you feel like the outsider or the person who is different from everyone else. Notice what it’s like to be the outsider or “the other.” Over time, notice any change in your reactions to unfamiliar settings or people.

2 Sensible Fearlessness *Taking risks that expand rather than limit*

What It Is

This attribute refers to the ability to be courageous in volatile or chaotic environments, to be comfortable with ambiguity and stress, and to be confident enough to try new approaches or solutions in unfamiliar situations.

Sensible fearlessness is not about taking unnecessary or uncalculated risks. It’s about facing fears and being able to cope with stressors and ambiguities, especially when living, travelling, and working internationally.

Globally adaptive leaders have the wherewithal to know when to ask for advice, a guide, or to say “no” to an enticing possibility.

This is about being comfortable with, or energized by, dealing with what’s new and different. It includes the ability to grasp the complexities and uncertainties involved in unfamiliar situations and challenges, and the courage to take calculated risks to solve difficult problems, seize new opportunities, or achieve challenging goals.

Sensible fearlessness involves having “cultural street smarts” to determine what makes sense in different situations and cultures, as well as resourcefulness to navigate and find solutions. It does not mean “going it alone,” but includes knowing when you need advice or help and how to get it in order to take effective actions.

What It Looks Like

Leaders get opportunities to face their fears on an ongoing basis — which is even more the case for global leaders. A key distinguishing trait of globally adaptive leaders is their ability to accurately discern what is “safe” and “acceptable” (and what isn’t) in different contexts before trying out new ideas, approaches, and ways of doing things.

Why does this matter? Consider the fearless leader who loves taking risks but who applies the same problem solving ease and skills to every situation. Their over-confidence (and possibly cultural hubris) blinds them to the realities they now operate within. They make what seem to be reasonable choices in the context of the culture they know, but lack the cultural antennae to know what may or may not be safe, legal, or simply more effective in their current context.

People who demonstrate a high degree of *sensible* fearlessness seek out high-contact experiences. Even if they are introverted, they engage in new social settings to learn the ways of those around them. They are comfortable with discomfort and are sensitized to look for signals and ask questions before leaping into action or unusual situations. The fact is that many areas of the world operate in very non-Western ways with entirely different safety standards and operating protocols. Leaders stepping blindly into situations assuming they are somehow protected from possible negative consequences is naïve at best, and damaging or even dangerous, at worst.

Globally adaptive leaders temper their self-confidence with humility. They do what it takes to effectively learn and adapt to local cultures. They listen for underlying beliefs and attitudes; they observe behaviors for patterns, habits, and norms. And they have the wherewithal to know when to ask for advice, a guide, or to say “no” to an enticing possibility.

About Developing Sensible Fearlessness

One can develop this attribute in a variety of ways, including

- Challenge yourself to be transparent about learning something in a completely new environment, i.e., be willing to demonstrate *public wobbling* of not doing something you're already good at, and not doing it in a comfortable setting. Take the risk of *not knowing* in front of a group.
- Purposely place yourself in a location or situation that would generally cause you some amount of discomfort.
- Drive to an unfamiliar part of a city without your GPS and see how well you navigate from point A to point B. If you get twisted around, stop to ask someone for directions. Jot down what it felt like to get lost, to admit you needed assistance, and to engage with a *helper-guide*. What did you learn about yourself? What did you learn about the person who helped you?
- Use public transportation when you travel. Pay attention to the similarities and differences between the metro systems of different cities or countries. Develop a back-up plan for what you would do if the schedules changed, a station was closed, a labor strike took place, there was a citizens' protest outside your destination, etc.

3 **Insatiable Curiosity** *Exploring the world in every moment*

What It Is

This attribute refers to an intense desire for learning in general, and for learning about other countries and cultures in particular. It's often demonstrated through reading and studying other countries and cultures and by engaging in international and multi-cultural experiences.

Leaders with insatiable curiosity exhibit a genuine interest in people, especially those from countries other than their own. They make it a point to learn as much as they can through conversations and questions, as well as insightful observation.

Insatiably curious people are always inquisitive, during and beyond work hours. Their curiosity is not instrumentally tied to a business goal — it is genuine and lies at the core of who they are. Their curiosity shows respect and appreciation for the people and cultures they are learning about — they really want to understand them. The insatiably curious among us go out of their way to learn about new cultures by *going where the locals go and doing what the locals do* in order to get below the surface and beyond the superficial.

They actively look to learn as much as they can from local peers and experts.

Insatiable curiosity enables leaders to be sensitive to the subtleties of what's different and what's similar across people and cultures. It helps them understand what it means to be a "citizen of the world" and it helps them become comfortable working within and across geographies and cultures.

What It Looks Like

It's a safe bet that a trait most common to all effective global leaders is a passion for learning. In addition to soaking up the book knowledge of an academic, they develop a real-world awareness of themselves and the world around them.

Executives are generally enthusiastic and interested in discovering what's "true," what's "acceptable," and what's "known" for each country in which they'll operate — before they leave home. When they arrive at their destination, they intentionally place themselves in social and business situations to learn regional norms and conventions. They actively look to learn as much as they can from local peers and experts.

Globally adaptive leaders, however, go further. They intentionally seek out the facts about global issues. They commit to understanding how the politics, history, economies, and societies of different nations are inter-related. They integrate knowledge about global finance, global macroeconomics, global strategy, and global marketing into their thinking and interactions.

About Developing Insatiable Curiosity

The idea of helping someone develop this attribute may seem unrealistic, i.e., we might assume that a person is either curious or they're not. Nonetheless, here are some ideas that might help one expand their capacity for curiosity:

- Seek opportunities to work in a diverse or cross-cultural group. Make it a point to engage and learn as much as you can about the other individuals, *with no agenda in mind*.
- Learn something new — anything. Be the beginner again and develop your "beginner's mind." Study something that intrigues you and then share what you learned, especially your personal insights, with another person.
- When on a road trip, leave the highway and take a few side streets. Develop a practice of discovering alternative paths.
- When in a new city, eat where the locals eat and engage in conversation with someone from the region. Or go to a different part of town from where you live, and eat at a popular watering hole.

4 Suspension of Judgment

Learning before advocating a point of view

What It Is

This attribute refers to the ability to put aside opinions and assumptions in situations, to listen to others, and to think before acting. It includes being sensitive to unwritten rules, assumptions and interpretations, being considerate of other beliefs and values, and being patient with the process of building trust — which is usually iterative and takes time.

Rather than prejudging people based on generalizations and assumptions, non-judgmental leaders focus on exploring the contexts in which others operate so they can understand what is true for them. They are fully aware of their country-of-origin yet detached from it as a default position of “rightness.” They understand that what’s “true” and what’s “acceptable” varies by culture. They are willing to engage with other perspectives and able to understand and represent another’s point of view without having to agree with it.

Suspending judgment does not mean abandoning one’s own values and beliefs — it means being able to recognize, acknowledge, and accept differences as legitimate based on the context of the cultures that produced them. In this way they are able to generate ideas or agree on plans and solutions that work for both, or multiple, cultures.

What It Looks Like

Suspending judgment has many faces, but at its heart, it’s the capacity to build trust — the currency of leadership. Deep listening and being fully present are the core building blocks. It’s about withholding our opinions long enough to pay full attention to the other person, both to what they’re saying, and to what they’re not saying. In an increasingly connected world where more and more conversations are happening virtually, this isn’t as straightforward as it may sound.

Being able to read what’s behind people’s words becomes a critical competency for global leaders. It’s the unwritten rules, the untested assumptions, faulty interpretations, assessments, and generalizations that each of us bring to a conversation that shapes what we see as being possible. To quote Anaïs Nin, “We see the world not as it is, but as we are.”

Adaptive leaders slow down and listen for what informs people’s choices and responses. Instead of responding instantaneously, they typically breathe and pause before speaking. Adaptive leaders are receptive to

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— Anais Nin

exploring diverse ideas, approaches, and solutions that come from atypical sources. They simultaneously observe and participate. Even if what they're noticing appears to have no obvious logic, they look for and tend to find connection in what appear to be completely disparate data points. Because they are so open and attuned to the nuance around them, these leaders often find unusual and innovative solutions to complex challenges.

About Learning to Suspend Judgment

As with any of the attributes discussed here, learning to suspend judgment takes shape over time and with conscious effort. Possible ways to develop in this area include:

- Develop your listening skills. The mere intention of wanting to be a better listener has a positive effect. You know you've fully listened to someone if you can accurately repeat back their point of view. This is a transformative practice for any leader.
- More specifically, develop your telecommunications listening skills. On your next conference call, pay close attention to the nuances beyond the words being spoken.
- Learn to be a witness to another person's experience while also noticing your own reality, i.e., hold yourself in both places at once.
- Similarly, practice being both the observer and the observed of your own experience. During a meeting, imagine yourself watching the room from a corner of the ceiling, i.e., observe the meeting taking place, with you as one of the players. What do you notice about this person you call “me”?
- Examine times when you make faulty assumptions or inaccurate inferences that affect your relationships or results. Learn to test your assumptions and intentions by stating them out loud and questioning them. Make them audible.
- Find ways to gather ongoing feedback. Expand your ability to listen to and understand the perceptions others have of you without becoming defensive.
- Engage an executive coach to help you see your blind spots and be able to see, understand, and integrate valuable nuggets from other people's perspectives.

5 Graceful Ease

Finding simplicity within complexity

What It Is

This attribute refers to the ability to move from one region or culture to another with ease and finesse and to navigate the complexity of different cultural situations without losing one's bearings.

Leaders with graceful ease are comfortable with uncertainty and change, remaining who they are while adapting to new situations. They are authentic. They are able to understand and acknowledge the truth that can lie in polar opposites and be comfortable with the ambiguities of what's knowable and what's not knowable.

Leaders who have developed this attribute at high levels work with emotions as well as logic. They're able to find clarity within chaos. They exhibit emotional stability and Zen-like patience. They can be themselves while remaining open to others who are very different. They can be creative — able to consider complex situations from different perspectives and generate multiple solutions or approaches to a given situation.

People with graceful ease are not simply accommodating, nor do they avoid conflict, but they are able to stay centered and diplomatic when dealing with it. They are flexible and resourceful and move gracefully from one challenging situation or culture to another without losing their center.

What It Looks Like

Accepting complexity as it is — with all its inherent contradictions — may seem like a sure route to being overwhelmed. Yet with acceptance comes the capacity to move from complexity to complexity with finesse. And it's in this move that we eventually find simplicity.

Executives with this graceful ease calmly hold paradox and polarities and stay true to themselves while they assess what's needed most in a highly complex situation. The equanimity and relaxed strength these leaders exude act as a magnetic force, especially when unpredictable things happen. Their talent for gracefully handling miscues and misinterpretations builds trust. And rebuilds damaged relationships.

A hallmark of the globally adaptive leader is the ability to build connections where none existed before.



About Developing Graceful Ease

Here are a few ways to move in the direction of graceful ease:

- Develop personal practices that grow your capacity to remain centered in the midst of turbulence or disruption. This could include breathing exercises, yoga, mindfulness training, guided visualization, etc.
- Identify how actions, interactions, and decisions would change if you were in another culture. Identify the various systems affected and play out the ripple effect as far as you can. For example, think through how an action might affect other parts of the business, what it might convey symbolically to other teams, to other organizations, how families of team members might be affected, how the community might be affected, what the potential impact might be on local economics, or even national policy-making, etc.

ATTRIBUTE	DEFINITION	WHAT IT LOOKS LIKE
Cosmopolitanism	<ul style="list-style-type: none"> ▪ Ability to be at home anywhere ▪ Proficient at finding commonalities among differences ▪ Sees self as part of a shared global community 	<ul style="list-style-type: none"> ▪ "Citizen of the world" ▪ Forms deep human-to-human connections ▪ Embraces differences ▪ Unfazed by paradox ▪ Self-aware
Sensible Fearlessness	<ul style="list-style-type: none"> ▪ Ability to take risks with unfamiliar situations or challenges ▪ Skillful discerning of how deep to dive before seeking help when working with the new, strange, and peculiar 	<ul style="list-style-type: none"> ▪ Energized by the challenge of the new ▪ Courageous in volatile, ambiguous, or chaotic environments ▪ Comfortable with ambiguity and stress ▪ Confident, yet humble
Insatiable Curiosity	<ul style="list-style-type: none"> ▪ Passion to explore the world in every moment ▪ Penchant for learning to understand why things are the way they are ▪ Excitement in the process of discovery 	<ul style="list-style-type: none"> ▪ Appreciative of the authentic and genuine ▪ Collaborative ▪ Innovative ▪ Has a deeply inquiring mind; enjoys figuring things out ▪ Insightfully observant
Suspension of Judgment	<ul style="list-style-type: none"> ▪ Ability to put own opinions and assumptions aside ▪ Propensity to listen to others and reflect before acting ▪ Ability to judge without being judgmental 	<ul style="list-style-type: none"> ▪ Sensitive to unwritten rules, assumptions, interpretations ▪ Appreciative of the need for time to build trust ▪ Considerate and respectful of others' beliefs and values
Graceful Ease	<ul style="list-style-type: none"> ▪ Ability to move from complexity to complexity with finesse ▪ Proficient at discerning what's needed most in complex situations ▪ Ability to face problems and pressures with equanimity 	<ul style="list-style-type: none"> ▪ Authentic ▪ Relaxed and outwardly calm in the midst of uncertainty ▪ Centered and self-controlled ▪ Flexible, adaptable, and resourceful

- Record a video of your interactions with people outside your usual “tribe” — however you want to define that — and see what you discover about your impact on others based on your own observations.
- Engage an executive coach who can assist you in developing your “mood management” and the capacity to remain composed in stressful, highly charged situations.

GLOBALLY ADAPTIVE LEADERSHIP: IMPLICATIONS FOR ORGANIZATIONS

A growing number of organizations view globally adaptive leadership as a must-have strategic competency in order to meet challenges around the world. Most are active in exploring the best roadmap of development aimed at preparing agile, flexible leaders for global leadership responsibilities.

The biggest growth opportunities for many US-based companies are clearly outside the United States. To stay relevant in the global marketplace, they have to be skillful at “riding the wave” of opportunity; if they don’t, the wave will come crashing down on them, and they will lose their relevancy. For leaders and organizations facing this challenge, globally adaptive leadership offers the combination of attributes that will allow them to be more sensitive to emerging opportunities and have the skill, dexterity, and aplomb to capitalize on them.

Multinational organizations have a choice. They can hope to attract and retain enough executives with relevant international experience from the dwindling pool of senior leadership talent. Or, in an effort to fortify their own internal leadership pipeline, they can begin to create a cadre of future leaders ready to develop their global mindset and embody the globally adaptive attributes described here.

The key to that development is providing the opportunities to lead and have impact at the international level. More and more savvy organizations are supporting executives with well-matched mentors, coaches, and guides. Those efforts and more will help leaders construct a developmental roadmap towards becoming highly effective, globally adaptive leaders.

We want to acknowledge the thought leaders on whose shoulders our work rests — those who have helped us understand “vertical” development, including Kohlberg, Loevinger, Perry, Fowler, Torbert, Wilber, Graves, Cook-Greuter, Joiner, Laskey, Kegan, Lahey, et al.



About the Author

Lori Brewer Collins has worked for more than 20 years in over 20 countries on four continents as a certified executive coach and leadership educator. Her awareness of the intricate dynamics and complexities of global organizational systems and cultures informs the design, delivery, and management of the large-scale leadership development and culture change initiatives she undertakes for multinational organizations.

About Cambria Consulting, Inc.

Since 1985, Cambria has helped Fortune 500 companies, government agencies and non-profit organizations accelerate the development of individuals and teams. Extensive experience creating and applying best practices in all facets of talent management and development enables Cambria to rapidly implement innovative solutions tailored to each client's business objectives.

With a worldwide network of consultants and partners, Cambria is recognized for its expertise in executive coaching, talent assessment, competency modeling, role profiling, succession planning, blended learning, and online talent development systems.

