



Leadership Coaching, Lean & a High-Performance Culture

Challenge

The creation of a high-performance culture at California Coast Credit Union was a top priority. To transform from good to high performance, executives needed to be pro-active, decisive leaders who “owned” the activities and results of their departments, be accountable and encourage and demand their people to do the same. The executive suite also had to create a culture of learning and improving that embraced best practices - no matter where they were developed and first deployed.

Solution

Our team of Senior Corporate Executive Coaches helped executives articulate the expectations for leaders in fostering and demanding high performance at Cal Coast. Focus groups with middle managers, as well as 360-degree assessments, generated the data needed for focused, individual coaching for members of the leadership team. The aim was to improve their performance in support of this culture change. At the same time, our team’s Lean coach launched a training and development program focused on the application of best practices for process improvement.

Results

See it. Acknowledge it. Fix it. Leadership Coaching helped executives move more quickly through these steps to remove obstacles blocking high performance. Leadership Coaching, when integrated with Lean practices, resulted in significant operational improvements. These lessons went viral. “I am already thinking of ways to improve work processes in my daily job,” said one manager. Executives are addressing less than optimal performance more directly and quickly while setting high expectations across the organization. After one significant change on the leadership team, an employee was heard saying, “They are serious about this high-performance culture stuff.”

About California Coast Credit Union

California Coast Credit Union, with \$2 billion in assets and 22 branches in San Diego County, has a track record of combining high marks from regulators with outstanding financial results.



“ We found substantial value from the CUSTOMatrix engagement.

CUSTOMatrix helped us begin transforming our culture so all leaders are decisive problem solvers who embrace new approaches, like Lean, while responsibly balancing risk and reward.

I have referred CUSTOMatrix to several organizations because they helped us become better leaders and not just technicians.

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