



strategy—people—execution

CAM GRAHAM

management consultant and executive coach

biography

People and purpose are the engines that drive every great organisation. Cam partners with senior leaders in delivering dramatically improved results while building the organisational capability to keep doing it.

Transformation is tough—less than 20 percent deliver what they promise. Using a unique blend of consulting, coaching and action learning, Cam supports clients in developing and deploying their people in leading significant change—insourcing the change process. Better results, more commitment, increased capability.

Cam has partnered with some of the world's most prestigious independent, mid-tier and global consulting firms — a-connect, BSC Balanced Scorecard Collaborative (now Palladium), BST Behavioural Science Technology, Capgemini, CSC Index, Four Communications, IMD Switzerland, Ivey School of Business, Johnston Smith International (now Oliver Wyman), KBC Advanced Technologies, Ken Blanchard Companies, KPMG, NextGenLeaders, Partners in Change, PricewaterhouseCoopers, SAP, Solomon Associates, and Talent Institute.

what clients say

"In all circumstances, while challenging, testing, cajoling and supporting me, Cam has demonstrated exceptional respect and empathy, but he is also not afraid to confront me and more importantly, help me confront myself so that I can improve my leadership behaviours."

"As a coach, Cam develops trust quickly. He is behavioural in his approach, so the comments and feedback he provides are actionable. Cam seeks to understand, is an exemplary listener and operates from a position of supporting shared goals and processes. He uses a questioning, rather than a telling approach, encouraging those he is working with to self-discover the solution."

"Cam communicates with both passion and compassion. He is sincerely interested in helping you achieve your goals and understands the pressures and issues of top performers. He not only helps you identify the steps you will take to achieve your objective but helps you establish support structures to further increase your chances of success."

qualifications

Over 20 years of experience orchestrating and leading strategic change initiatives with annual earnings improvements as much as USD 500 million.

Over 10 years of line management experience with spans of influence from 20 to 2,000 people, including frontline supervision and managing managers in retail operations, marketing, advertising, engineering & maintenance and human resources development.

MBA Executive Management
[Royal Roads University](#) and
[Grenoble Graduate School of Business](#)

Certified Management Consultant (CMC)
[CMC-Canada](#)

Certified Executive Coach (CEC)
[Royal Roads University](#)

specialties

executive alignment and commitment

stakeholder engagement

large-scale organisational change

integration and restructuring
(strategy, people, processes, systems, structure)

organisational capability

performance improvement

leader effectiveness

group facilitation



strategy—people—execution

CAM GRAHAM

management consultant and executive coach

sample consulting projects

CFO of a 750-person shared services unit:

“I want to transform our culture and unify all the functional disciplines within my unit, and we need to find ways to absorb the cost of inflation.”

Cam worked with the CFO to develop and implement a 2-year plan focused on process redesign, leader effectiveness and organisational mindset—reinforced with strategy maps, balanced scorecards and compensation.

Cam helped the client source and partner with the Balanced Scorecard Collaborative to ensure that an appropriate level of third party expertise was available during year 2.

The CFO believes one of the most powerful signs of success came during a conference keynote address when a senior and influential line executive said, “I now see this group as a Strategic Business Unit rather than overhead expense.”

VP of a 600-person international lubricants business:

“I have 3 years to turn this unit around and we need to achieve break-even within a year. We have the right strategy but we need to make major changes in how we operate. I see 4 core business processes that need to be fully re-engineered and I can't afford to have the entire unit in turmoil at once.”

During the design phase of the 4 reengineering projects, Cam helped the client source and manage consulting firms with specific and targeted intellectual property.

A 4-year phased approach to reengineering manufacturing, integrated logistics, pricing and sales processes achieved breakeven within 2 years and an overall USD 80 million annual earnings improvement in 4 years.

CEO of a newly merged 1700-person refining and petrochemicals business:

“We must continue to supply the nation's fuels while eliminating our financial dependence on government support. We must improve annual earnings by USD 350 million within 2 years and build our capability to deliver USD 1 billion within 7 years.”

As part of an international consulting team orchestrating the merger, Cam first led a small internal team accountable for delivering earnings improvements of USD 25 million within 6 months. He then worked with the CEO to lead the overall 18-month integration and improvement initiative that followed.

Using a highly people-centered approach, within 24 months the organisation fully restructured, re-staffed, re-branded and delivered USD 500 million in annual earnings improvements without investing new capital.

CEO of a 60,000-member international certification association:

“International growth is critical to changing the vector of our steadily eroding membership levels. We have assessed 3 major markets and we have identified prospective partners in each. I need to know if we are ready to enter this market and if this partner is a good fit.”

Cam participated in a joint 4-month market and prospective partner assessment focused on economic viability, cultural fit and implementation requirements.

The assessment surfaced 2 pivotal insights for the CEO—a previously thought inconsequential third party would be critical to the prospective partnership, and his organisation was spread too thin to pursue 3 growth markets simultaneously.