



A LITTLE HELP
FROM A FRIEND

SETTING THE STAGE FOR EXECUTIVE COACHING

At Brimstone Consulting Group, we believe that for organizations to change, people must change—and people have more success changing when they have someone to help them with that effort. Call them a coach, an advisor, or something else -- with the challenges of business and leadership today, sometime, somewhere, having such a resource may be helpful.

People lead organizations—and people, however competent they are, can improve their performance in each of their areas of responsibility. While no one can excel at everything, we do believe that anyone can improve in almost any field.

Executive coaching should be a positive, transparent and customized investment in a leader's growth and development. It should improve the chances of success for that individual—and, ultimately, for the business and organization.

WHO WE COACH

Typically Brimstone consultants work with high-level executives—CEOs, C-Suite and business leaders—who seek some outside perspective on their effectiveness. We are often engaged after an assessment or an on-the-job experience has revealed a “blind spot” that needs to be addressed.

We also work with many high-potential individuals who have taken, or are preparing to take, a new role—one that requires new capabilities and/or increased leadership responsibility—or who want to be more productive in their existing role.

Above all, we work with leaders who are eager to improve their performance—and willing to look in the mirror. For coaching engagements to be successful, the clients must want the help—they must understand and agree with the rationale for the coaching recommendation; they must work collaboratively to define success; and they must commit to a consistent series of interactions. When coaching is done to someone, rather than with someone, the results are invariably poor.

HOW WE COACH

A DISCIPLINED PROCESS

Brimstone's approach to executive coaching is structured and disciplined; we rely on a proven core methodology to guide all our engagements.

1. Job One is contracting—helping the client to define success. What are the client's goals for the coaching engagement? What are the desired results? Sometimes the contracting occurs between client and coach; more commonly, however, contracting requires an explicit, face-to-face conversation among the client, coach, and supervisor in order to clarify the desired outcomes of the coaching relationship. Over the course of an initial 180-day engagement, the supervisor is included in assessing progress and results. In this way, the supervisor (and the organization) explicitly value and support the work being done and share responsibility for achieving the desired outcomes. Our approach ensures that the client and their boss stay aligned around expectations and outcomes.

2. Brimstone then helps the client to define particular areas for improvement, clear, measurable targets, and specific actions to be taken. Our executive coaching is always rooted in “pushing against” business-focused objectives. (The goal is not some fuzzy notion of “self-actualization.”) Improved personal performance that drives better business results is at the heart of all our coaching engagements.
3. Finally, Brimstone agrees with the client on a timeline for the coaching engagement. A typical engagement runs 90 days and includes a series of face-to-face meetings and teleconferences. To lay a solid foundation for lasting results, the engagement must have a strong start marked by quick wins that build confidence and momentum.

A PROVEN TOOLKIT

During most engagements, Brimstone coaches employ a variety of tools to both diagnose and address specific areas for improvement. Our toolkit includes:

- **Diagnostic Tools**—data-driven analyses of a leader’s strengths and weaknesses, such as 360-degree feedback
- **Executive Assessments**—generated by Brimstone after interviewing key stakeholders
- **The Brimstone Executive Leadership Plan™**—for articulating and tracking specific actions, and building a roadmap for execution
- **Time Management**—for organizing and prioritizing time, effort and initiatives
- **Calendar Management**—for creating a “rhythm of the business” and developing transparency
- **“Work Out”**—for eliminating unnecessary work, meetings and reports

A FLEXIBLE APPROACH

While a clear, consistent process and established tools are important, we also recognize that each executive coaching engagement is unique and each client has a distinct set of strengths and gaps, so our approach is versatile and flexible. Our coaches take a holistic view of each client’s situation, and recognize that the root of an issue is usually more complex than simply changing a behavior. We observe clients, seek data from stakeholders, and draw on personal experiences to drive to a desired outcome.

We also understand that we do not have an intimate and specific knowledge of the business: our clients will always know more than we do about their jobs. We are outsiders—and we use our external and unbiased perspective to reflect what we see and hear, and to help a leader see other possible ways of doing things. We do this by working directly with an individual, making observations and recommendations intended to help people change their behaviors and leadership patterns in order to achieve specific results.

ABOUT OUR COACHES

Ultimately, what differentiates Brimstone is the maturity, executive experience and skill of our coaches—and the personal relationships they form with clients to help them achieve the desired results.

Brimstone consultants are former business executives, entrepreneurs, educators, community leaders and athletes, united in the belief that every individual has the capacity to improve performance and excel in key areas. We have coached hundreds of senior executives and high-potential leaders around the world.

We take a hands-on approach to executive coaching—we work side by side with clients on their critical issues and opportunities; we engage at a personal level and genuinely care about our clients' success; and we recognize that “fit” is essential. If you have not already, contact us and we are sure you will find a match.



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