DEVELOPING NEXT GENERATION LEADERS WHILE DELIVERING TOP- AND BOTTOM-LINE RESULTS

Once a Senior Leadership Team has achieved alignment around the company’s business strategies, vision and values, it must confront the critical issues standing in the way of world-class performance and capitalize on the richest opportunities for growth and profitability. In this pursuit, the Senior Team should call on its best and brightest employees—not outside “experts”—to create solutions, and in doing so, provide these key people with coaching, guidance and an unparalleled leadership development opportunity.

The Performance Leadership (PL) program is our proven methodology for accelerating an organization’s ability to deliver real financial results while simultaneously developing the leadership skills of a core group of change agents. This disciplined approach to rapid change is designed to accomplish the following:

1. **ENHANCE THE COMPANY’S FINANCIAL PERFORMANCE**
   The Senior Team selects a handful of strategic issues that will deliver quantifiable benefits if solved; teams assigned to these projects are challenged to develop practical, actionable recommendations that promise quantifiable returns. Addressing real issues and opportunities in real time enhances the learning experience and delivers a payback on the investment of the organization’s human capital.

2. **DEVELOP AND ASSESS A CADRE OF HIGH-PERFORMING LEADERS**
   Working on major strategic projects with Senior Leaders and peers from across the organization gives each participant a unique opportunity to learn new skills, try new behaviors and gain a deeper, broader understanding of the enterprise. Members of the Senior Team, in turn, are able to coach, interact with and evaluate next-generation leaders from a variety of functions and regions.

3. **PROMOTE TEAMWORK AND BOUNDARYLESS BEHAVIOR**
   Project team assignments are made to maximize diversity of thought, experience and skills; this diversity generates better ideas, more balanced perspectives and stronger recommendations supported by more segments of the business. Just as importantly, each team’s makeup requires participants to embrace teamwork and reach across traditional boundaries to produce the best results. Through PL, participants dramatically expand their internal network, which they can leverage and call upon for years to come.
ELEMENTS OF THE PROCESS

• Launch projects to address the most critical issues facing company, while changing the way people work and developing new leadership capabilities
• Quick-cycle, iterative, 90-day process drives dialogue, alignment, and results
• Three workshops attended by Senior Team and project team members, with interim work between workshops
• Senior Team members serve as Sponsors of project teams
• Project teams composed of 6-8 of the organization’s “best and brightest” leaders
• Project teams are “leaderless”, self-managing, and empowered
• Project teams are tasked with delivering practical, actionable, measurable recommendations and implementation plans
• Project teams are tasked with managing stakeholders and ensuring alignment to recommendations
• Brimstone consultants design, facilitate, and support all aspects of the process
• Brimstone consultants coach Sponsors, project teams, and individual participants
The PL Roadmap: How the Process Typically Unfolds

**Overview**

Brimstone consultants facilitate Senior Team selection of projects and participants, as well as assist in the preparation of Scoping.

A two-to-three-day offsite workshop for the Senior Team and project teams designed (in conjunction with the leader) and facilitated by Brimstone.

Between Workshops, project teams execute on a workplan, manage key stakeholders, and develop a set of initial recommendations.

A second two- to three-day offsite workshop for the Senior Team and project teams, focused on sharing initial recommendations, soliciting feedback on team direction, and improving team effectiveness.

Between the second and third Workshops, project teams finalize a set of recommendations, build a business case, and advocate for their solution with key stakeholders.

In the final two- to three-day offsite workshop, the project teams present their final recommendations and business cases to the Senior Team. The Senior Team makes public decisions about the recommendations, as well as about how best to transition the recommendations into implementation.

**Process Flow**

- **Project Selection**: Day 1
- **Participant Selection**: Day 2
- **Project Scoping**: Day 1
- **Senior Team Coaching**: Day 2

**Description and Desired Outcomes**

- Brimstone consultants meet with the client’s Senior Team to ensure alignment on and understanding of the process. We also help the Senior Team select mission critical projects. Sponsors for each project, and participants for project teams.
- Brimstone consultants work with assigned Spokespersons to clearly scope the project for each team, identifying expected deliverables that will drive business results.
- Brimstone works with the Senior Leader and the Senior Team to finalize design of the Workshops, as well as determine tools and methods that will be taught to project team members during the process.
- Each project team is supported by a Brimstone consultant as they work on the first phases of their project. The consultant also helps ensure the team is managing stakeholders, as well as developing new leadership and team effectiveness skills.
- Project teams continue to receive support from a Brimstone consultant as they finalize project recommendations, prepare to present those to the Senior Team, ensure stakeholder alignment, and build a business case for their solution. Individual leadership skills and team effectiveness methods continue to be a focus.
- Brimstone facilitates the workshop, providing the Senior Team a platform for providing course correction and feedback to project teams. Project teams spend time improving team effectiveness and adjusting their approach to the projects.
- Brimstone leads the teams through a set of activities designed to improve the flow of feedback and coaching among team members.
- Brimstone provides additional tools that will help project teams successfully complete their assignments.

Brimstone consultants facilitate the workshop, providing the Senior Team and project teams designed (in conjunction with the leader) and facilitated by Brimstone. Between Workshops, project teams execute on a workplan, manage key stakeholders, and develop a set of initial recommendations. A second two- to three-day offsite workshop for the Senior Team and project teams, focused on sharing initial recommendations, soliciting feedback on team direction, and improving team effectiveness. Between the second and third Workshops, project teams finalize a set of recommendations, build a business case, and advocate for their solution with key stakeholders. In the final two- to three-day offsite workshop, the project teams present their final recommendations and business cases to the Senior Team. The Senior Team makes public decisions about the recommendations, as well as about how best to transition the recommendations into implementation.