



**CHANGE IS A
CAPABILITY**

WE HELP LEADERS EXCEL AT CHANGE

Brimstone Consulting Group was founded on the belief that the better you are at change, the better you are at business.

Change is a constant theme for every leader, and a complex and often messy undertaking for their organizations. For over twenty years, we have been partnering with some of the world's most respected leaders to bring a disciplined approach to transforming their businesses. The goal of every undertaking is to drive large-scale change that delivers breakthrough results, develops people, and aligns the organization.

We most often work with companies at the starting points of change.

Key events raise some big questions for organizations. For example, redefining a strategy might call into question the alignment of the leadership team. The rapid growth of a business might reveal weaknesses in a culture. A new product, capability, or acquisition can force an organization to rethink some of its fundamental processes. Introducing a new leader can reveal problems with communication, trust, and accountability. At these inflection points, an outside perspective can be the key to accelerating change.

At Brimstone, our role is to use perspective and process to help our clients think through their challenges in new ways. Our goal is to teach organizations the skills that will help them answer those big questions for themselves. The work we do addresses the most pressing business needs, but through a process that develops our clients' capabilities along the way.

Some of the key events that we help companies use as the starting points for deeper change include:

Business Alignment—as the speed of change increases due to globalization, new technology, disruptive business models, generational change, and other forces, we help clients learn to manage change with the same kind of discipline that great companies use to manage strategy.

New Leader Assimilation—when a new CEO (or other C-suite leader) gets hired or promoted, we can help them accelerate their entry and get their hands firmly on the levers of the organization.

Executive Team Alignment—as leadership teams struggle to stay aligned in times of change, we help them practice the individual and team dynamics that will propel them to a new level of performance and maintain their alignment over time.

Scaling Leadership—as leaders rise up through an organization, we help them to develop new ways to lead others and to scale their leadership as they move further away from the front lines.

Culture Change—as an organization grows or changes, we help leaders to both explicitly define the values and behaviors that will unify a high-performance organization and to model those attributes in the ways they lead.

Leadership Transition—when leaders are two to three years away from retirement, we help them codify their leadership lessons and transfer them to the next generation so that the organization continues to thrive after their departure.

We keep the business on track as it transforms.

To transform an organization, leaders must drive change at multiple levels. Brimstone helps clients by leveraging three core capabilities: Leading & Managing Change, Process Consulting, and Developing & Coaching Leaders. While each of these areas can serve as the starting point for change, we add the most value when all three are employed simultaneously in a comprehensive change effort.

Leading & Managing Change

Organizations that can adapt to new realities and implement smart strategies gain a competitive advantage. We help clients approach change with an eye to meeting their near-term goals and building the long-term capacity to adjust to (and anticipate) market shifts.

Process Consulting

How the work gets done is as important as what gets done. We help clients assess their processes and design new ways of working that resonate with the goals of the change process. This accelerates the velocity of change, improves the quality of results, and increases the magnitude of outcomes.

Developing & Coaching Leaders

Transforming an organization starts with its leaders. They must be willing to embrace new ways of working—even those that take them out of their comfort zones. We help leaders practice looking in the mirror to better understand their strengths and weaknesses, and then to engage and lead their teams in ways that match the future vision for the business.



A FEW THINGS WE BELIEVE

- First and foremost, our work is about driving business results. Everything we do is directly related to creating business value.
- Leaders must embody the change they want to see in their organizations. Others won't sign up for change until they believe it's for real and see it reflected in the actions and behaviors of their leaders.
- Successful change requires a disciplined process. To move a company from point A to point B, leaders need to learn how to drive change on multiple levels simultaneously.
- The keys to transformation reside within your organization. We don't show up with answers, but we do engage your leaders in the process of uncovering them.
- Change is a capability, a mindset, and a strategy. Great companies treat transformation as a core capability that they continually develop.
- We are successful when we've transferred skills and knowledge into our clients' organizations—so that they don't need external support for the next change effort.

AN EXPERIENCED TEAM FOCUSED ON RESULTS

Our team is made up of highly skilled, senior-level consultants from a wide range of backgrounds—educators at top universities, serial entrepreneurs, former C-suite executives, and seasoned process consulting experts. We bring maturity, candor, and a bottom-line focus to every engagement, along with our combined decades of business experience. We are passionate about our work, and this shows up in the energy, focus, and commitment we bring to every engagement.

Brimstone's team of over 40 senior-level consultants has been deployed around the globe and across a variety of industries to help some of the world's most highly regarded companies.

WHAT OUR CLIENTS ARE SAYING

“Brimstone has been a valuable partner for me and for the organizations I’ve led. Brimstone is extremely effective at helping executive teams develop and align to accelerate business performance. In my role as chief executive, their trusted counsel has helped me to hone my leadership instincts and more quickly drive results.”

— **Mary Dillon, Chief Executive Officer, Ulta Beauty**

“I chose to work with Brimstone because they think about consulting differently. The big strategy firms bring all sorts of analysis, but we already know most of what they have to tell us, because we are experts in our own business. Brimstone doesn’t try to solve our problems for us—that’s our responsibility. Brimstone helps us to solve our problems for ourselves, as effectively and quickly as possible.”

— **Mark Moon, Executive Vice President, President, Sales & Product Operations, Motorola Solutions**

THE COMPANY WE KEEP

We have partnered with clients in 30 countries on six continents and developed expertise on how to drive large-scale change in a variety of cultures. Some of the companies we’ve worked with include:

- **7-Eleven**
- **Arrow Electronics**
- **Biogen**
- **Burton Snowboards**
- **Express Scripts**
- **General Dynamics**
- **General Motors**
- **IATA**
- **Motorola Solutions**
- **The New York Times**
- **Pfizer**
- **Royal Dutch Shell**
- **Waste Management**
- **Western Union**



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