



# SETTING THE STAGE FOR ORGANIZATIONAL ALIGNMENT AND PEAK PERFORMANCE

An organization is the lengthening shadow of its Senior Team. When the Senior Team is not aligned, the organization cannot be aligned. And without alignment, performance suffers.

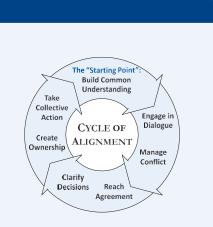
The Senior Team Alignment Process (STAP) is Brimstone's proven methodology to help clients gain— and sustain—the coordination, collaboration and clarity that deliver results. Successfully implemented in a wide range of organizations, STAP is designed to accomplish the following:

# 1. ALIGNING YOUR SENIOR TEAM BY CLARIFYING STRATEGY

In our experience, most organizations lack a clear, concise strategic roadmap that is grounded in an objective assessment of market realities and internal capabilities — and that helps all employees understand their role in that roadmap. We guide the Senior Team through the development of a "Strategic Business Framework," starting with a short list of the organization's key stakeholders, followed by an objective and set of measures of success for each. To help the organization hit these targets, the team agrees upon a set of overarching strategies, which are then amplified with long-term and short-term initiatives. The resulting one- or two-page document becomes a guide for decision-making and a bridge to successful execution.

# 2. SETTING THE STAGE FOR STRATEGY IMPLEMENTATION BY ENGAGING AND ALIGNING THE ORGANIZATION

While developing the Strategic Business Framework, Senior Team members cannot sequester themselves while the enterprise awaits its marching orders. Rather, they must repeatedly test their ideas in the organization—facilitating discussion, collecting feedback and revising the strategy accordingly. Through this iterative process, the team produces not only a cohesive, compelling Framework that fits the business, but also a cadre of engaged employees who are eager to implement the plans they had a role in developing.



Gaining and maintaining alignment requires the right organizational environment and clear, consistent process—as represented in this Cycle of Alignment diagram. Read more about the cycle on the next page.



#### 3. DRIVING YOUR SENIOR TEAM TO HIGH PERFORMANCE

The Senior Team Alignment Process is built on a platform that compels the Senior Team to surface and resolve its issues—to operate with a very high degree of explicitness, which enhances teamwork. We help the team engage in open dialogue, get into and out of conflict, reach agreements and enhance decision clarity. Drawing on our extensive global experience, Brimstone coaches both the team and individual leaders on improving their collective and personal performance.

### MORE ABOUT THE CYCLE OF ALIGNMENT



The Cycle of Alignment starts with the Senior Team developing a common understanding of the organization's external environment and internal realities. The team must have a candid conversation about what Jim Collins calls "The Brutal Facts"—and how best to respond to them. For this part of the process to be effective, the leader must encourage open dialogue and ensure that the team becomes comfortable getting into and out of conflict.

At the back end of the conflict, the Senior Team must come to an agreement. Good process often leads the team to reach consensus. When that cannot be achieved, however, the top leader must decide; team members need to agree to disagree—and still manage to speak with one voice to the organization in support of the decision. Just as importantly, all Senior Team members must be crystal clear on what will happen as a result of the decision, by when and by whom.

In creating an explicit roadmap for the way forward, the Senior Team also needs to find a way to engender collective ownership of the strategy and its implications. The broader the sense of ownership across the organization, the swifter the execution and the more concerted the effort. Coordinated, collective action can only happen if all key stakeholders are committed to the goal and plan.



## The STAP Roadmap: How the Alignment Process Typically Unfolds

Preparation **Interim Meetings Next Steps** Workshop 1 Workshop 2 Between Workshops 1 and 2, A second two-day offsite STAP often serves as a springboard for A two-day offsite workshop for the A series of one-on-one conversations between Brimstone Senior Leaders engage their workshop for the Senior team. additional transformation initiatives, typically consultants and members of the Senior Team, plus a brief set of pre-Senior Team designed (in conjunction teams around the organization's focused on sharing feedback designed to drive communication, alignment, work activities for leaders to complete in advance of Workshop 1. with the leader) and facilitated by strategy and culture, as on key documents and and results deeper into the organization. Brimstone expressed in the Case for Change discussing next steps in the and Strategic Business change process. Framework. Senior Team Coaching Diagnostic Interviews Ongoing Senior Team Alignment Senior Leaders Workshop Design Day 1 Day 2 Day 1 Day 2 Process Flow Pre-work Interim Meetings Organizational Alignment Meetings Level(s) Leaders Performance Leadership Brimstone consultants meet individually with ■ Brimstone helps the Senior Team to develop ■ Each Senior Team member meets Drawing on Interim Meeting STAP may continue past the initial two workshops, each member of the client's Senior Team to its Case for Change and Strategic Business with his/her direct reports to share feedback, the Senior Team as the Senior Team gains more clarity on its strengths Framework. Without a clear set of agreedthe work completed at Workshop reiterates the Case for Change and understand the organization and its challenges. and areas for improvement. Periodic offsites can keen upon documents. Senior Teams have These diagnostic interviews pinpoint key 1 and solicit their feedback. Strategic Business Framework. the team aligned strategically, focused operationally barriers to alignment and prepare members of trouble communicating to and engaging the These planned teaching sessions This process heightens the team's and working well together. organization around the transformation. the Senior Team for the STAP workshops foster engagement among the ownership of the change effort STAP also may serve as the precursor to additional organization's next layer of leaders. and results in a more focused, Description Each Senior Team member completes a Brimstone leads the team through a transformation programs designed to cascade the compelling strategy. customized series of readings and exercises set of activities designed to foster open In conducting these meetings, change message throughout the organization. and designed to jump-start their thinking and spark communication and other norms of high-Senior Team members ■ The Senior Team also takes time Examples include: Desired dialogue during Workshop 1. performing teams. demonstrate their personal to assess the organization's Values Outcomes · Performance Leadership, in which crosscommitment to the emerging and/or Critical Issues, and agrees Brimstone employs a proven set of feedback functional project teams composed of highstrategy. Their teams add upon go-forward options for the tools to encourage self-reflection and promote potential leaders develop solutions for the real value to the process by change effort. individual leadership development. organization's critical issues. recommending improvements to Brimstone continues individual the key documents. · Organizational Alignment Meeting, at which and team leadership development the Senior Team teaches and learns from its ton Brimstone provides the meeting using follow-on tools and managers through a series of presentation-anddesign to assist the leaders in activities. feedback sessions. carrying out this assignment.



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