

BECOMING A SALES LEADER

CASE STUDY

How the beauty and personal care division of a global packaging company increased sales by aligning the leadership team, establishing operating mechanisms, and establishing accountability.

The interim president of the beauty and personal care division of a global packaging company engaged Brimstone to build an aligned and high-performing team of motivated leaders who could not only implement the strategic plan, but also lead and transform the division.

In the six months since the president of the division had left, market pressures had mounted across the organization. These pressures combined with the leadership transition had brought to the surface critical issues including a lack of role clarity, little to no trust amongst the leadership team, and the absence of operating mechanisms. The result was numerous obstacles that were impeding the operation and success of the division.

Brimstone began by taking the division's leadership team through the Senior Team Alignment Process (STAP). The STAP is Brimstone's proven methodology to help organizations gain – and sustain – the coordination, collaboration, and clarity that deliver results. It is designed to align the senior team by clarifying strategy, to set the stage for strategy implementation by engaging and aligning the organization, and to drive the senior team to high performance.





Brimstone began by introducing us to the GRPI (Goals, Roles, Processes and Interpersonal Relationships) model and by encouraging us to establish ground rules. I was skeptical of this approach, but very quickly realized its value. Through using the GRPI model and by working collaboratively to establish ground rules we were able to identify how we were going to work together not just while we were working with Brimstone, but also going forward. This process truly transformed the way we worked together.

– Interim Division President

The STAP helped the leadership team within the division to increase trust, establish operating mechanisms, and to unify the group around a single strategic view of the division and its future. As part of the STAP, Brimstone facilitated the process through which the leadership team worked together to create a Strategic Business Framework (SBF).

The SBF outlines objectives and measures and, more importantly, it prioritizes the strategic imperatives and outlines exactly what the team needs to do to succeed. The SBF ensures the entire team owns the strategy.

The senior leadership team then went through Brimstone's Performance Leadership (PL) program. The PL program addresses the most critical issues facing the organization, while changing the way people work and by developing new leadership capabilities.

As part of the PL program, the team conducted an extensive calendar management exercise. The exercise focused on scheduling and prioritization. Through the work, it was clear that the team did not have enough days in the week to do everything they were trying to do.

RESULTS



"The Brimstone process ensures that everyone up and down in the organization is involved. This helped to build trust and aligned the team. Most importantly, the process increased engagement."

- Interim Division President



RESULTS

The division prioritized certain segments of the business. Within one year, sales in these segments grew by nine percent. This was driven by the radical improvement in the division's alignment, trust, and team performance, as well as clarification of roles and establishment of ground rules and operating mechanisms.

The division reduced emphasis on less profitable segments of the business. These segments were later sold.

The results were also driven by the interim president taking ownership and being accountable:

Through the PL program, it was clear that several people distinguished themselves and positioned themselves as high-potential, while in at least one case a leader considered to be high-potential was deemed not promotable. This was a significant learning for the company.

"Through the STAP, I learned I was overscheduled to the point of hindering the ability of my team to get things done. I realized I was part of the problem and that if we wanted to succeed, I needed to change. When I changed how I managed my time and my calendar, not only was I able to connect with my leadership team in a bigger way, we were also able to grow – and grow faster."

– Interim Division President



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Brimstone is a global leader in business consulting. We work side by side with our clients, moving from strategy to execution and uncovering the pivot points for true business growth and transformation. Our straightforward methodology simultaneously aligns the organization and develops leaders while accelerating growth, performance, and profitability.

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Consultants tend to go into an organization and say, 'this is the answer.' This approach doesn't work. 'The answer,' typically sits on the shelf and change does not happen. Brimstone takes a different approach. Brimstone works with leaders and with organizations. The Brimstone process is built on engagement and on multi-level feedback. It truly involves the entire team. The result is lasting transformation.

– Interim Division President