

# LEADING DIGITAL TRANSFORMATION

Advances in technology such as artificial intelligence, machine learning, the Internet of Things, and cloud-computing platforms are generating a vast amount of data. The ability to leverage this data is impacting traditional business models and processes. We have worked alongside defense contractors, state government agencies, and Fortune 50 companies to help them solve the challenges they face as they undertake digital transformation and the shift to data-based decision-making.

What falls under the umbrella of digital is seemingly endless. Digital can take many forms and can mean different things to different people. For digital transformation and the shift to data-based decision making to be successful, the first step is to identify what digital and data-driven decision-making mean to the organization.

Through our work with clients, we have found that getting the leadership team aligned on the “what,” while seemingly straightforward, is often complex and divisive. Gaining alignment and establishing a common understanding is critical to driving enduring transformation.

Also critical is the role of the leaders themselves. The leaders must find or develop the “guts” to lead large-scale change, and they must have the willingness and ability to deal with the fear and anxiety of the senior team, the organization, and other stakeholders. Further, they must commit to the effort and energy that will be required over the long-term. We work with leaders to both leverage and develop their skills so that they can drive the change they envision.

**We have seen that leaders who are most successful at leading a digital transformation, focus on four things simultaneously:**

- **Providing clear direction**
- **Providing resources**
- **Providing coaching**
- **Being decisive**

## **Building Trust and Alignment**

Speed and rapid pace are at a premium during digital transformation. At the same time, the transformation to digital and data-based decision-making can highlight significant challenges within the organization. For example, an organization may find that younger employees are more adept at digital and more willing to embrace transformation than older employees.

To help drive successful transformation, we work with the organization's leadership team to achieve (and sustain) alignment around the organization's strategies, vision, and key behaviors. Our alignment process drives better operating discipline, higher levels of trust, more open communication, and improved decision-making.

Once the leadership team is aligned, we focus on aligning all levels of the organization around the strategic direction and priorities and get them actively engaged in executing on those priorities, and we work with leaders to model "new ways" of leader behavior – and new ways of working – to the organization.

## **Developing Change Makers**

The transformation to digital and data-based decision-making requires a cultural shift within the organization. We work with the organization to develop a core group of change agents to drive transformation and to establish operating mechanisms that will ensure people in the organization drive successful implementation. These operating mechanisms bridge the gap between strategy and execution by embedding operating discipline into the day-to-day work of the organization.

## **Leadership Forums**

Our Leadership Forum methodology provides senior leaders in the organization with a platform for teaching their perspectives and building leadership capability at all levels in the organization. It helps cascade through the organization those leadership practices and behaviors that are required for successful execution of the transformation. And it develops the next generation of senior leaders through high-impact, action-based experiences that accelerate learning.

## Brimstone

To remain competitive, organizations must undertake digital transformation and shift to data-based decision-making. For more than twenty years, we have partnered with some of the world's most respected leaders and organizations to bring a disciplined approach to transforming their business.

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.

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