



**BUILDING  
WORLD-CLASS  
LEADERS**

# DEVELOP THE NEXT GENERATION OF LEADERS FOR YOUR ORGANIZATION

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Most of our clients tell us that developing strong succession candidates for the senior-most levels is one of their critical issues. And with their feedback, we've developed a program that addresses the challenge—Leadership Forum.

The Forum is Brimstone's framework that helps organizations develop, align, and prepare the next generation of leaders for expanded roles at the next level. The Forum provides the senior executive team with a platform for transforming the organization, its people, and delivering breakthrough financial improvements.

## WHY THE FORUM WORKS

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The Leadership Forum is effective for one simple, powerful reason—senior business leaders teach the program.

Rather than transferring the responsibility for talent development to the Human Resource function or outsourcing it to external advisors, Forum executives see it as one of their top goals and responsibilities. They remain front and center throughout the program and embrace the opportunity to teach the next generation of leaders themselves.

Forum executives teach what they know about the business, what they believe as leaders, and what has made them successful—not the latest business school theory or consulting approach. Brimstone's simple framework allows the Forum to be designed and delivered in a way that reflects the unique needs of the organization, and that helps deliver the outcomes that the organization wants.

## “ME, TEACH?”

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It's a familiar question to us. And our response is “Yes, you—Who would you rather have?”

What makes Leadership Forum powerful is not polished delivery and studied technique. It is authenticity. You know your business and you have demonstrated success—your people want to hear it from you!

Brimstone will help you to crystallize what is really important to you—your business, the experiences you've had, the principles you hold—and build a program around them. Through the Forum Framework, Brimstone helps senior executives organize their ideas; our process and teaching tools make those ideas engaging and actionable.

## HOW THE FORUM WORKS

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Leadership Forum typically involves an eight to 12-month commitment by the senior executive(s) and selected high-potential leaders.

Brimstone uses the initial coaching session with the senior leader to determine the issues and capabilities that need to be addressed. We also provide assistance selecting the 12 to 24 individuals who will participate in the program. In our experience, the Forum works best when the participants are direct reports of your direct reports—i.e., when it's a skip-level program.

Employing the Forum Framework, Brimstone recommends agendas, teaching modules, assessment tools, and compelling readings. In most cases, we have a module template that can be customized; others can be created. We work with the senior executive to develop teaching points that play to your strengths. The actual Curriculum is your decision.

### ***Examples of some teaching modules are:***

**Business Ideas**—To develop sound strategy, executives must consistently re-examine the underlying purpose of their businesses and the external forces that threaten them. Can you explain why your organization is in business and articulate your value proposition? Can you identify the market trends that will pose risks and opportunities, and develop strategies that respond to them accordingly?

**Financial Measures**—There are countless ways to measure an enterprise's size, growth, speed, and prospects. Which do you value and why? How do you use your basic measures of success to make decisions that inspire the confidence of your employees and investors?

**The Corporation, the Community, and Social Responsibility**—Do you feel there is a moral obligation to consider the impact of the organization on community and the environment, or is it just good for business? Where did you form the opinion, and how do you use it? What are the questions you think emerging leaders need to ask when making investments, closing plants, developing products, or advocating strategy?

*There are hundreds of books, articles, and experts offering perspectives on these (and other) critical issues. But our experience tells us that people in your organization want to hear what you think.*

Putting your lessons into action is a key element of Leadership Forum, and Brimstone helps you choose critical business projects that will give participants the opportunity to put their new perspectives and skills to the test in the “real world”. Of course, these projects also are designed to deliver financial results to your organization’s bottom line.

After developing the curriculum and selecting projects and participants, we bring together “the class” for a series of offsite meetings—monthly two-day sessions, for example, or a few days each quarter. Early sessions focus on teambuilding and business leadership models; later sessions revolve around solving business problems and career planning. An undercurrent of individual leadership development runs throughout the program.

## THE ROI FOR YOUR ORGANIZATION

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Leadership Forum delivers results in several areas:

- **Development and Retention of Key Players.** These individuals have the highest standards for relevant training. They don’t want another classroom seminar: they want an experience from someone who has been there, a chance to explore difficult topics, and an opportunity to build networks with peers and seasoned leaders.
- **Financial Performance.** The strategic projects undertaken by Forum participants typically pay for the cost of the program—and then some. Brimstone will help you choose projects that can be completed in the appropriate time frame and will generate real savings or revenues greater than the cost of running the program.
- **Talent Review and Assessment.** The Forum executive gets a close, first-hand look at the organization’s best and brightest, which allows a clear evaluation of bench strength. The program’s “skip-level” selection puts you in close contact with the future of the company. Having the opportunity to study the bench yourself tells you about much more than the talent you are evaluating—it also tells you about the ability of your direct reports to judge talent.
- **Unfiltered Sounding Board.** By establishing a high level of candor with the skip-level participants, the Forum executive can learn the unvarnished truth about what’s going on at the front lines of the organization. Forum participants also typically serve as a think tank for generating innovative ideas—and a reality check on their viability within and outside the company.



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