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Event Title: Getting Unstuck: Confronting the Emotions of Change in Turnaround

Management **Event Date:** 2/5/13

Yes, but NOT during a turnaround or bankruptcy NO A7.3 Which of the following is your organization's leadership most reluctant to do during a crisis? Wotes Received: 1,336 Divulge financial data to lenders C7.0 Update employees C8.6 Dealing with vendors C8.7 Address fellow management team concerns C8.9 Address fellow management team concerns C8.9 Don't know/NA C8.0 Don't know/NA C8.0 Don't know/NA C8.0 Don't know/NA C9.0 Dealing with vendors C9.0 Don't know/NA C9.0	Votes Received: 1,307	
Yes, but NOT during a turnaround or bankruptcy NO A7.3 Which of the following is your organization's leadership most reluctant to do during a crisis? Wotes Received: 1,336 Divulge financial data to lenders C7.0 Update employees C8.6 Dealing with vendors C8.7 Address fellow management team concerns C8.9 Address fellow management team concerns C8.9 Don't know/NA C8.0 Don't know/NA C8.0 Don't know/NA C8.0 Don't know/NA C9.0 Dealing with vendors C9.0 Don't know/NA C9.0	Yes, during a turnaround or bankruptcy	24.0%
Which of the following is your organization's leadership most reluctant to do during a crisis?  Votes Received: 1,336  Divulge financial data to lenders 6.7  Update employees 25.6  Dealing with vendors 3.7  Address fellow management team concerns 6.9  Admit personal contributions to problems 22.8  Don't know/NA 34.3  When you personally handle a crisis, which leadership approach do you normally take?  Votes Received: 1,387  Coercive — do what I say 4.0  Pacesetting — set the standard 27.3  Authoritative — follow me 16.4  Democratic — give people a voice 26.6  Affiliate — people come first 7.9  Don't know/NA 17.7  Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making 9.4  Building consensus 9.0  Establishing culture 8.2  Don't know/NA 11.1  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, but culture and financial performance are indirectly correlated positively or negatively 66.3  Yes, but culture and financial performance are indirectly correlated 5.7  Yes, but culture and financial performance are indirectly correlated 5.7  Establishing culture and financial performance are indirectly correlated 5.7  Yes, culture and financial performance are indirectly correlated 5.7  Yes, but culture and financial performance are indirectly correlated 5.7  Yes, culture and financial performance are indirectly correlated 5.7  Yes and Teach and Te	Yes, but NOT during a turnaround or bankruptcy	28.7%
Votes Received: 1,336  Divulge financial data to lenders 6.7 Update employees 25.6 Dealing with vendors 3.7 Address fellow management team concerns 6.9 Admit personal contributions to problems 22.8 Don't know/NA 34.3 When you personally handle a crisis, which leadership approach do you normally take? Votes Received: 1,387 Coercive — do what I say 4.0 Pacesetting — set the standard 27.3 Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change? Votes Received: 1,303 Decision making 19.3 Communication 43.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance? Votes Received: 1,218 Yes, culture and financial performance are indirectly correlated positively or negatively 66.3 Yes, but culture and financial performance are indirectly correlated 5.2 No 2.7	No	47.3%
Divulge financial data to lenders 6.7 Update employees 25.6 Dealing with vendors 3.7 Address fellow management team concerns 6.9 Admit personal contributions to problems 22.8 Don't know/NA 34.3 When you personally handle a crisis, which leadership approach do you normally take? Votes Received: 1,387 Coercive — do what I say 4.0 Pacesetting — set the standard 27.3 Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change? Votes Received: 1,303 Decision making 19.3 Communication 43.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance? Votes Received: 1,218 Yes, culture and financial performance are indirectly correlated positively or negatively 66.3 Yes, but culture and financial performance are indirectly correlated 21.2 No 2.7	Which of the following is your organization's leadership most reluctant to do during	a crisis?
Update employees 25.6 Dealing with vendors 3.7 Address fellow management team concerns 6.9 Admit personal contributions to problems 22.8 Don't know/NA 34.3 When you personally handle a crisis, which leadership approach do you normally take?  Votes Received: 1,387 Coercive — do what I say 4.0 Pacesetting — set the standard 27.3 Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change?  Votes Received: 1,303 Decision making 19.3 Communication 3.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 18.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance?  Votes Received: 1,218 Yes, culture and financial performance are directly correlated positively or negatively 66.3 Yes, but culture and financial performance are indirectly correlated 21.2 No 2.7	Votes Received: 1,336	
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Dealing with vendors Address fellow management team concerns Address fellow management team concerns Admit personal contributions to problems 22.8 Don't know/NA 34.3 When you personally handle a crisis, which leadership approach do you normally take?  Votes Received: 1,387 Coercive — do what I say 4.0 Pacesetting — set the standard 27.3 Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change?  Votes Received: 1,303 Decision making 20.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance? Votes Received: 1,218 Yes, culture and financial performance are directly correlated positively or negatively Ves, but culture and financial performance are indirectly correlated Ves, but culture and financial performance are indirectly correlated Ves, but culture and financial performance are indirectly correlated	Update employees	25.6%
Address fellow management team concerns Admit personal contributions to problems 22.8 Don't know/NA 34.3 When you personally handle a crisis, which leadership approach do you normally take? Votes Received: 1,387 Coercive — do what I say 4.0 Pacesetting — set the standard Authoritative — follow me 6.6 Affiliate — people a voice Affiliate — people come first 7.9 Don't know/NA 7.7 Which key leadership practice do you strive for during times of change? Votes Received: 1,303 Communication 43.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance? Votes Received: 1,218 Yes, culture and financial performance are directly correlated positively or negatively Ves, but culture and financial performance are indirectly correlated Ves, but culture and financial performance are indirectly correlated Ves, but culture and financial performance are indirectly correlated		3.7%
Admit personal contributions to problems  Don't know/NA  When you personally handle a crisis, which leadership approach do you normally take?  Votes Received: 1,387  Coercive — do what I say  Pacesetting — set the standard  Authoritative — follow me  16.4  Democratic — give people a voice  Affiliate — people come first  7.9  Don't know/NA  17.7  Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making  Communication  Goal setting  Building consensus  9.4  Building consensus  9.0  Establishing culture  8.2  Don't know/NA  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are indirectly correlated positively or negatively  7.2  No  No  2.7	<u> </u>	6.9%
Don't know/NA  When you personally handle a crisis, which leadership approach do you normally take?  Votes Received: 1,387  Coercive — do what I say	<u> </u>	22.8%
Votes Received: 1,387  Coercive — do what I say 4.0 Pacesetting — set the standard 27.3 Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making 19.3 Communication 43.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance?  Votes Received: 1,218 Yes, culture and financial performance are directly correlated positively or negatively 66.3 Yes, but culture and financial performance are indirectly correlated No	Don't know/NA	34.3%
Votes Received: 1,387  Coercive — do what I say 4.0 Pacesetting — set the standard 27.3 Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making 19.3 Communication 43.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance?  Votes Received: 1,218 Yes, culture and financial performance are directly correlated positively or negatively 66.3 Yes, but culture and financial performance are indirectly correlated No	When you personally handle a crisis, which leadership approach do you normally tak	ce?
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Authoritative — follow me 16.4 Democratic — give people a voice 26.6 Affiliate — people come first 7.9 Don't know/NA 17.7 Which key leadership practice do you strive for during times of change? Votes Received: 1,303 Decision making 19.3 Communication 43.0 Goal setting 9.4 Building consensus 9.0 Establishing culture 8.2 Don't know/NA 11.1 Can an organization's culture affect its financial performance? Votes Received: 1,218 Yes, culture and financial performance are directly correlated positively or negatively 66.3 Yes, but culture and financial performance are indirectly correlated 21.2 No 2.7	Pacesetting — set the standard	27.39
Affiliate — people come first  Don't know/NA  Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making  Communication  Goal setting  Building consensus  Establishing culture  Building consensus  Establishing culture  Building consensus  Setting  Seting  Setting	Authoritative — follow me	16.4%
Don't know/NA  Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making  Communication  Goal setting  Building consensus  Establishing culture  Bon't know/NA  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively Yes, but culture and financial performance are indirectly correlated No  17.7  19.3  19.3  43.0  43.0  43.0  43.0  43.0  43.0  43.0  50.1  60.2  60.3	Democratic — give people a voice	26.6%
Which key leadership practice do you strive for during times of change?  Votes Received: 1,303  Decision making 19.3  Communication 43.0  Goal setting 9.4  Building consensus 9.0  Establishing culture 8.2  Don't know/NA 11.1  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively 66.3  Yes, but culture and financial performance are indirectly correlated 21.2  No 2.7	Affiliate — people come first	7.9%
Votes Received: 1,303  Decision making 19.3  Communication 43.0  Goal setting 9.4  Building consensus 9.0  Establishing culture 8.2  Don't know/NA 11.1  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively 66.3  Yes, but culture and financial performance are indirectly correlated 21.2  No 2.7	Don't know/NA	17.7%
Decision making  Communication  Goal setting  Building consensus  Establishing culture  Bon't know/NA  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively  Yes, but culture and financial performance are indirectly correlated  No  19.3  43.0  9.0  8.2  9.0  8.2  11.1  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are indirectly correlated  21.2  No	Which key leadership practice do you strive for during times of change?	
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Building consensus  Building consensus  Establishing culture  Don't know/NA  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively  Yes, but culture and financial performance are indirectly correlated  No  2.7		43.0%
Establishing culture 8.2  Don't know/NA 11.1  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively 66.3  Yes, but culture and financial performance are indirectly correlated 21.2  No 2.7	0	9.4%
Don't know/NA  Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively  Yes, but culture and financial performance are indirectly correlated  No  11.1		9.0%
Can an organization's culture affect its financial performance?  Votes Received: 1,218  Yes, culture and financial performance are directly correlated positively or negatively  Yes, but culture and financial performance are indirectly correlated  21.2  No	<u> </u>	8.2%
Votes Received: 1,218         Yes, culture and financial performance are directly correlated positively or negatively       66.3         Yes, but culture and financial performance are indirectly correlated       21.2         No       2.7		11.19
Yes, culture and financial performance are directly correlated positively or negatively Yes, but culture and financial performance are indirectly correlated 21.2 No 2.7		
Yes, but culture and financial performance are indirectly correlated 21.2 No 2.7		22.22
No 2.7		66.3%
	·	·
	No Don't know/NA	2.79

More than 1,200 professionals from industries including financial services; consumer and industrial products; and technology, media and telecommunications responded to poll questions during a recent webcast, titled "Getting Unstuck: Confronting the Emotions of Change in Turnaround Management."

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