



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

Event Date: 2/5/13

Have you ever worked on a management team during a crisis?

Votes Received: 1,307

Yes, during a turnaround or bankruptcy	24.0%
Yes, but NOT during a turnaround or bankruptcy	28.7%
No	47.3%

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%
Pacesetter — 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	21.2%
No	2.7%
Don't know/NA	9.9%

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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