



# 360 SURVEYS Help Realign Organizational Dynamics, **'DEFANG' CEO**

## The **SITUATION:**

A beverage wholesaler was struggling with hostility, push back and absenteeism amongst management.

Prior to the involvement of **Value Added Associate Robert Alderman**, the East Coast-based company was experiencing "breakdown" due to the president's overall personality conflict with the eight-member senior management team.

Despite the company generating **\$800 million in annual revenue** and an imminent merger that would **catapult revenues to \$1.6 billion annually**, it was clear organizational dynamics needed to realign.

## The **SOLUTION:**

The process began in earnest in 2012 after Alderman was invited by the CEO to conduct a fact-finding meeting with the company president and senior vice president of HR. While the meeting was only scheduled for an hour, it wound up lasting four-plus hours.

Afterward, the CEO took Alderman aside and asked him if he could develop a plan to help the president remedy his faults and focus on being a more effective leader.

During this stage in the turnaround process, Alderman said he couldn't determine whether this plan was achievable, but suggested he could design a plan and within 60-90 days could determine with "absolute certainty if the president had the attitude to turn himself around."

The first step in the process was the **facilitation of a set of assessments to determine the president's inherent behaviors and values**, followed up with an OD/360 Survey.

Following the 360 and assessment review, Alderman sat down with the president during a one-hour weekly coaching call by SKYPE.

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**—Robert Alderman**  
VALUE ADDED ASSOCIATE

## The RESULTS:

Alderman, president and CEO of Performance 2000, Inc., also used TTI's ODS/360 survey to solicit comments from management about the president's leadership style and gauge overall discord — and the results weren't pretty.

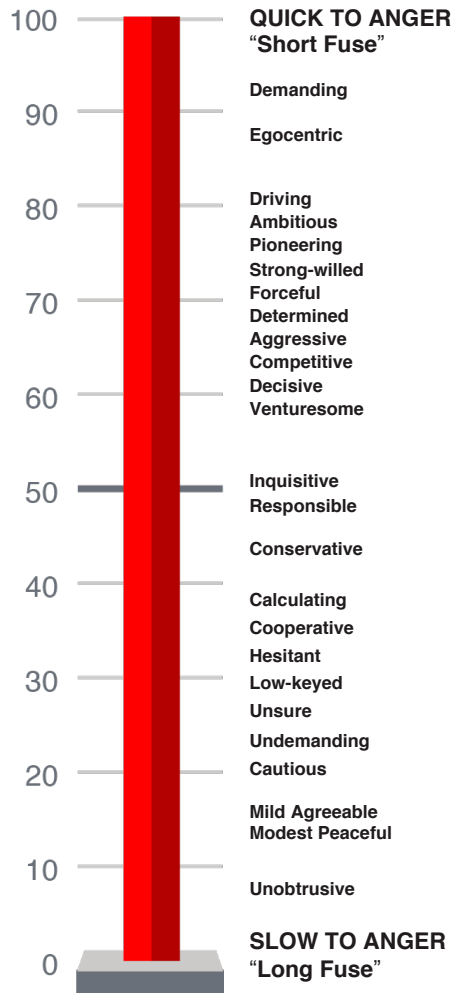
"These employees were so angry that they used the 360 to get even with the president, because it was a chance to remark on issues anonymously," Alderman said. "The results were demeaning and hurtful, and I remember him calling me up and saying, 'I can't sleep.' I responded with, 'Now you know how your people feel when you treat them the way you do and they can't sleep.'"

Alderman noted the president, a high-achieving and very motivated individual, wanted to overhaul his overall demeanor and image.

"When I pointed out to him that pushing people around wasn't the most effective leadership strategy, he completely bought into softening his style," he said.

Alderman designed additional strategies to implement with each of the executives. The core principle of the exercises was to allow each individual to see a different side of the president.

## HIGH D: DOMINANT



## More RESULTS:

The president gradually began to regain the respect of his eight fellow executives. Within three months, Alderman said the president had a complete transformation, with the CEO remarking how Alderman had "defanged him."

The CEO was thrilled with this breakthrough, as he did not want to find a new president. He wanted the president to eventually become his successor.

"You don't treat somebody like dirt for years and then wipe it away with a 360 report," he said. "But, one by one, step by step, we were able to bring management closer to the president."

Alderman said he developed a strong liking for the president, as he felt his pain and observed how hard he was working to make personal improvements. The process of self-actualization was opened with the profiles, ODS/360 and leadership coaching.

During his most recent coaching call with the president, Alderman said the president had tears in his eyes and told him how much his efforts meant to him.

"He said, 'You saved my career, boosted company profits, enhanced the synergy throughout the entire company, and made coming to work fun again,'" Alderman said. "And, most of all, my family relationships have improved immensely.

### *What's NEXT?*

Alderman said he wants to create a company culture "where someone cares about them."

Today, each candidate taking part in the company's selection process goes through TriMetrix HD. When the CEO asked, "How long will we need to use these assessments," Alderman answered, "as long as you are in business."

Alderman concedes the overall organizational turnaround process has taught him a lot and is rewarding, but says it isn't a quick fix.

"It's amazing how you can take someone who knows absolutely nothing about assessments and self and turn them into self-actualized educators who are capable of going out and changing people's lives, their companies and their future," he said.

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