

Case Study: Culture Assessment with 360° Leadership Intervention

Client:

- Small but growing start-up
- Industry: IT
- Engagement Length: 6 months; extended to 12
- Location: Miami, FL

The Challenge:

Initially brought on to support culture building and belonging, I quickly uncovered that the biggest barrier to a healthy environment wasn't unclear values—it was leadership behavior that conflicted with them. While the company had ambitious goals and brilliant talent, employee feedback revealed a pattern of low psychological safety, emotional volatility, and a deep sense of unspoken tension.

My Role:

To create a strong foundation for belonging, I needed to first identify and address the invisible undercurrents undermining trust within the team.

What I Did:

- Conducted an organization-wide culture survey to assess baseline belonging and engagement
- Facilitated private debriefs with cross-functional teams to gather emotional and behavioral data
- Discovered that one executive in particular:
 - Withheld praise for incremental wins, only acknowledging major milestones
 - Regularly criticized minor errors publicly, creating a climate of fear
 - Exhibited temperamental, reactive behavior, especially under pressure

The Inflection Point

Recognizing that team culture couldn't evolve without leadership alignment, I proposed a structured 360-degree review of the executive's leadership impact. With the CEO's buy-in, we launched a confidential, evidence-based feedback process.

The Results:

- Conducted a 360 feedback review that revealed critical leadership blind spots.
- Delivered coaching recommendations focused on emotional regulation and team recognition.
- Facilitated trust-building practices and internal communication improvements.
- Within 90 days, team members reported increased encouragement, initiative, and reduced tension.

The company's culture starts with leadership behavior. High-performing and engaged employees thrive in a psychologically safe workplace, which often begins with helping leaders recognize and adjust their impact.