



**In the office of the
CEO**

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MONEY & INVESTMENT



IN THE OFFICE OF THE CEO

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“Welcome, Denis and Gwen. I hear you provide psychological reports? I think we have a problem in our organisation. Can you help?”

As we sat before the senior of the two leaders of the company in a major Australian city, I [Hi E] quickly surmised that I was facing a ‘Hi D’ as he quickly went to what he perceived was his challenge. His associate nodded agreement.

“Well, what do we do?”

I gave them each a survey form to complete and told them I would return the next morning with my response. The reports told me we did indeed have a 'Hi D' and a 'Hi E!'

There was no real value in spending time on their personality strengths as we were sitting in his central office on the sixth floor of the building owned by his international company. I complimented them on their surroundings and then went straight to the 'Hi D' with my areas of concern.



"You could tend to delegate responsibility without the commensurate authority," I responded.

"I've been trying to tell you that," interjected the 'Hi E.'

"Relax," I responded, "we'll get to you soon." The 'Hi E' relaxed.

I shared four other concerns and then outlined the challenges the 'Hi D' had evidently been facing over the past three months. "How can you know that?" the Hi D guardedly responded. "Because I'm brilliant," I smiled in my response. He sat there quietly thinking.

It was now time for the 'Hi E.' "OK, what are my problems," he quickly asked. "Well, for one thing, your staff members would find it difficult to predict how to respond to you because one day you come in as the 'Great Dictator' and the next day you are everybody's friend."

The 'Hi D' quickly remarked, "I've told you that so many times!" We quickly went down four other challenges and the 'Hi E' said, "I need to know more about this."

"No problem," Gwen [Hi P] responded, "we can sit down together and I'll explain it all to you."

"What do I do next?" the 'Hi D' asked.

Tell me about your organisation,” I enquired.

“Well, we have 10 managers in ‘matrix-form’ leadership roles. What do you think of that?” the ‘Hi D’ responded sinking back into his luxurious chair.

“It can be a possible scenario for lack of synergy unless they are all committed to common vision, mission and goals,” I said as I looked him straight in the eye.



“Well, you certainly go straight for the jugular, don’t you?” He placed his elbows on the desk. “Point taken; can I get a report on my senior staff members?”

“No problems, let’s do it.” As Gwen and I moved around the other staff members we explained what we were doing and there was an immediate positive response from the group. The next day we commenced our personal feedbacks and once again PDP was ‘spot on’ in its accuracy.

I returned to the CEO. “Well, here is my summary – you do have some challenges and a couple appear to be heading toward burnout while one is doing extremely well.”

“Which one?” he enquired

“Your Personal Assistant is the one. She [‘Hi D’] presents herself just like you do in her report – she is the glue holding all of your people together.”

“Yes, she is quite bossy, but I couldn’t do without her. But tell me about Richard*, how is he doing?”

We discovered that Richard was his son and was one of the most challenged of the group. Following a Priority Analysis Report and counselling with him, we discovered that he was next in line to inherit the business, should his father die. This was challenging him.

I placed the father and son’s ProScan Data sheet side by side on the desk in front of him. “Good grief,” the father shouted, “we are chalk and cheese!”



"Yes. And why are you in business," I enquired.

"To make money!"

"Why?"

"To have nice things!"

"Why?"

"So I can enjoy life – why are you asking me these questions?"

"Just to find out your core values and motivation," I quietly responded. "And what happens if you get run over by a bus this afternoon?"

"My Will covers it all – my son gets the Company!"

I pointed out the Data Sheets again and explained why his son was almost at burn-out.

"Then, what should I do?" questioned the CEO.

I explained that that decision was beyond my pay-scale and he needed to make that decision himself.

Two months passed and we returned for a follow-up visit. We entered the CEO's office.

"Thankyou you had the courage to call me out," was his opening remark.

I protested that I had not done this, but realised this was a 'Hi D' talking. "Yes you did and you know it!" he quickly replied.

"And what have you done as a result of the report I gave you?"

He quickly summarised the changes he had made within the company. "But I need to tell you about my son."

He had changed his Will to sell off the Company when he died and pass on 'liquid assets' to his children. "And my son is working so well at present."

"And what was his response when you told him all this?" I enquired.

He explained how his son had fallen into his arms and expressed his love and appreciation of his father and that no longer was the 'Sword of Damocles' ** hanging over his head.



As Gwen and I shared our farewells following the visit we once again were appreciative of simplified inventories, accurate reports and another opportunity in using PDP for over 35 years to assist people on their journey of life.

*Not his real name

** an allusion to the imminent and ever-present peril faced by those in positions of power and the sense of foreboding engendered by a precarious situation, especially one in which the onset of tragedy is restrained only by a delicate trigger or chance.

