

The Denison Leadership Development Survey

The Denison Leadership Development Survey, developed by Daniel Denison and William S. Neale, provides leaders and managers with an analysis of the twelve leadership skills and practices that have the greatest impact on bottom-line organizational performance. This 360-degree instrument is the result of over 25 years of research by Dr. Daniel Denison, formerly of the University of Michigan Business School, and currently Professor of Organizational Development at the International Institute of Management Development in Lausanne, Switzerland. Dr. Denison's research examines the relationship between leadership, organizational culture and organizational effectiveness.

In a series of research studies, Dr. Daniel Denison found that four leadership and culture traits, including: Mission, Consistency, Involvement and Adaptability can have a significant impact on organizational performance.

The Denison Leadership Development Survey measures an individual's leadership skills and practices as they relate to these key traits. Each individual's scores are benchmarked against a database of other leaders from various organizations. The survey also provides the participants with the ability to receive feedback from a number of different perspectives, thus making certain that they receive an accurate picture of their abilities.

The Denison Leadership Development Survey provides a way to link leadership development and organizational culture to tangible bottom-line performance measures such as profitability, quality, innovation, market share, sales growth, and employee satisfaction.

The Leadership Survey helps managers and leaders to:

- identify specific areas of individual strength and weakness, and establish an action plan for individual development
- learn how specific management skills and practices impact leadership performance
- develop leadership skills necessary to adapt to a changing environment
- understand their roles in creating a high-performance culture

The Leadership Survey is a valuable tool for:

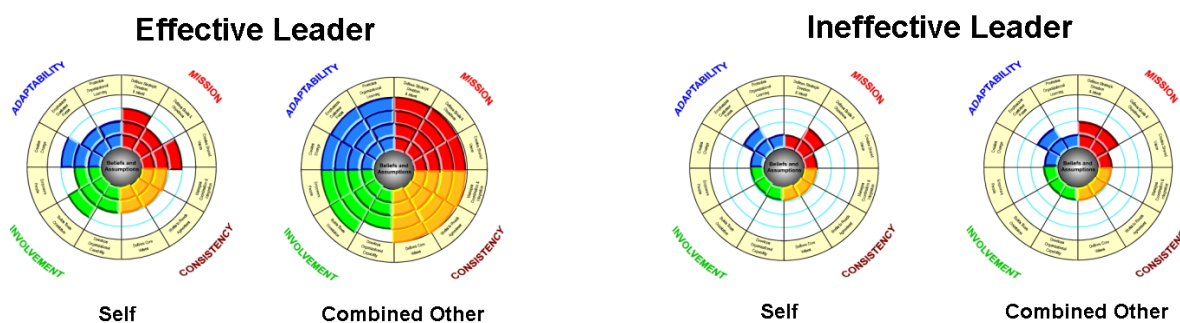
- Benchmarking an individual manager's leadership skills with leaders in other organizations.
- Identifying leadership needs for individual leaders and the organization as a whole.
- Comparing the leadership skills of different organizational units or functions within the organization.
- Establishing a leadership effectiveness model to improve individual and organizational performance.
- Tracking leadership development progress with pre- and post-testing.

Interpreting the Results

The survey results are presented in a *circumplex* profile. In this profile, the red area represents *Mission*, the yellow area represents *Consistency*, the green area represents *Involvement*, and the blue area represents *Adaptability*. More color in an area represents a higher score for that area.

Below are the profiles of two individuals. One of the individuals was rated by her coworkers as an ineffective leader, while the other was rated as a very effective leader. The "self" profiles for these individuals reflect how they rated themselves on the survey, while the "combined other" profiles reflect how the individuals were rated by their bosses, peers and direct reports.

In comparing the Denison circumplexes of each individual, it is clear that the effective leader scored much higher than the ineffective leader in each of the four traits.



Survey Administration

The Denison Leadership Development Survey is available online, using our web-based 3Click™ system. For individuals who do not have internet access or do not have their own e-mail accounts, the survey is also available in paper format.

Reports

Results are presented either electronically or as bound paper copies. Each individual report is accompanied by an Interpretation Guide, an Action Planning worksheet, and other information to help with the implementation of the change and improvement process.

Facilitator Guide

A Facilitator Guide is also available and includes information about administering individual Denison Leadership Development Surveys, Denison research, and various applications of the survey. The guide also provides prescriptive guidelines for individual improvement, suggestions on conducting a feedback or action-planning session with a manager/leader, and other information that is useful for managing the Denison Leadership Development Survey Process.

Survey Customization

Customized questions may be added to the survey in order to capture unique information. Additional questions often pertain to a participant's understanding of a merger or acquisition, a new compensation system, or any new policy, procedure or initiative. The Leadership Survey is also available in the following languages, English, Chinese (Simplified and Traditional), Dutch, French, German, Japanese, Italian, Korean, Polish, Portuguese, Portuguese Brazil, Russian, Spanish and Thai. For more information about survey customization, please contact us at TalktoUs@denisonculture.com