

The Denison Organizational Culture Survey

The Denison Organizational Culture Survey, developed by Daniel Denison and William S. Neale, provides a way to link organizational culture to tangible bottom-line performance measures such as:

- profitability
- innovation
- sales growth
- quality
- market share
- employee satisfaction

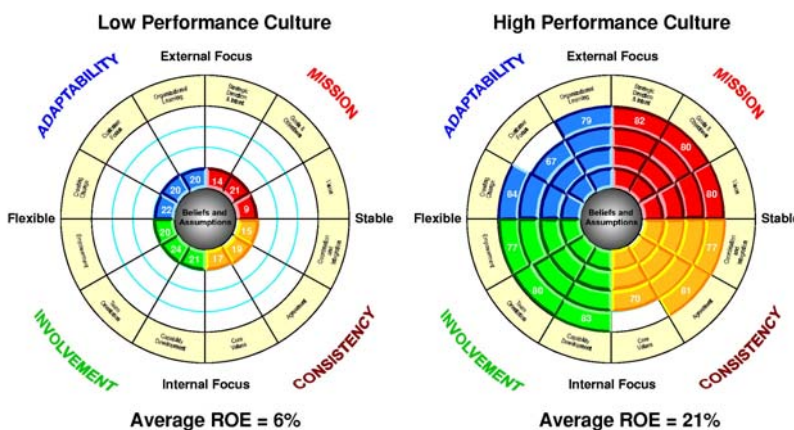
Based on over 25 years of research involving over 5,000 organizations, Dr. Daniel Denison, formerly of the University of Michigan Business School, and currently Professor of Organizational Development at IMD - International Institute of Management Development in Lausanne, Switzerland, has studied the cultures of high and low-performing organizations. He has found that the four culture traits *Mission*, *Consistency*, *Involvement* and *Adaptability* can have a significant impact on organizational performance.

Traditionally, organizational culture surveys have taken a behavioral approach making it difficult to link the results back to business. This survey enables leaders, key stakeholders and employees to understand the impact their culture has on their organization's performance and learn how to redirect their culture to improve organizational effectiveness.

The Denison Organizational Culture Survey has 60 items that measure specific aspects of an organization's culture in each of the four traits and twelve management practices identified in Dr. Denison's research. Individual surveys are collectively tabulated into a graphic profile that compares your organization's culture to that of higher and lower-performing organizations.

Repeated use of the Denison Organizational Culture Survey provides a measure of the organization's progress toward achieving a high-performance culture and optimum performance. The survey and the prescriptive suggestions are written in easily understood business terms, making it a powerful and user-friendly tool.

Return on Shareholder's Equity



Applications

- Benchmark your organization's culture to other cultures in higher and lower-performing organizations.
- Administer the survey to various departments and workgroups to examine the organization's sub-cultures.
- Incorporate with existing employee opinion surveys to add value and impact.
- Measure an organization's existing culture and predict its impact on performance.
- Implement suggested action steps for tangible performance improvement.
- Determine organizational development and training needs necessary for culture change.
- Used to help manage the merger & acquisition process.

How It Works

Survey Instrument - Each participant fills out an individual survey, either electronically or paper & pencil, which is returned for confidential input into your company's data file.

Summary Report - Provides a graphic profile, line-item feedback, and prescriptive guidelines for change to assist in an action planning process.

Electronic Copies - A majority of our customers prefer receiving their reports from us electronically. They are able to download for free all reports and print as many copies as needed.

Costs - The Denison Organizational Culture Survey has been priced in a way to allow for a wide range of use within organizations of all sizes. Please call or send an e-mail for detailed information about pricing.

Facilitator's Guide - Provides administrative guidelines including background information on the research, a discussion of various applications, description of higher and lower-performing companies, and suggestions on how to develop an action plan.

On-line Capability - The Denison Organizational Culture Survey and the Denison Leadership Development Survey are available on-line. If your employees don't have internet access, we can also make it available on your organization's intranet.

Customization - Organizations are able to add customized questions to the surveys that allow them to capture information unique to their situation such as: questions pertaining to employee's understanding of a merger or acquisition, new compensation system, or any new policy, procedure or initiative. Also, some organizations prefer to combine the Denison Organizational Culture Survey with an annual employee opinion or employee satisfaction survey. We are able to work with them so that the survey has one look and feel so employees are not burdened with completing more than one survey.

Translations - In addition to several common world languages, including (Arabic, Chinese, English, French, German, Hindi, Japanese, Portuguese, Russian, and Spanish) the Denison surveys are also available in Dutch, Finnish, Greek, Indonesian, Korean, Malay, Polish, Thai, Vietnamese and dozens of other languages. For information on these translations and other customizations, please contact us at TalktoUs@denisonculture.com.