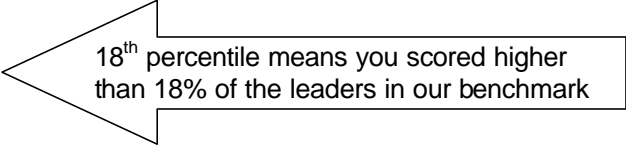


## Interpreting Percentiles on the Denison Leadership Development Survey (DLDS)

- ❖ DLDS ratings are made on a 7-point scale ranging from “Strongly Disagree” to “Strongly Agree.” It is typical in most 360 feedback systems to see **more frequent responses at the high end** of the rating scale (e.g., 5 or 6) **than at the low end** of the rating scale (e.g., 1 or 2).
- ❖ A percentile is not just an average of your boss, peers, or direct reports ratings but how their ratings about you **compare** to other leaders’ ratings from their boss, peers, and direct reports.

**Consider the following example for the item “Knows when to use a team approach to solve problems.”**

- ❖ For **Self ratings** on an item there are only 7 possible percentiles because, for each item, there are only 7 possible scores an individual can give him/herself.

Self rating of 1 or 2 = 1 <sup>st</sup> percentile (no leaders in the normative database self-rated 1 or 2)	 <p>18<sup>th</sup> percentile means you scored higher than 18% of the leaders in our benchmark</p>
Self rating of 3 = 2 <sup>nd</sup> percentile	
Self rating of 4 = 5 <sup>th</sup> percentile	
Self rating of 5 = 18 <sup>th</sup> percentile	
Self rating of 6 = 56 <sup>th</sup> percentile	
Self rating of 7 = 91 <sup>st</sup> percentile	

- ❖ For **direct report and peer ratings** of the same item, there a large number of possible percentiles that a leader can obtain because a leader is usually rated by several peers and direct reports and scores from multiple raters are averaged together.

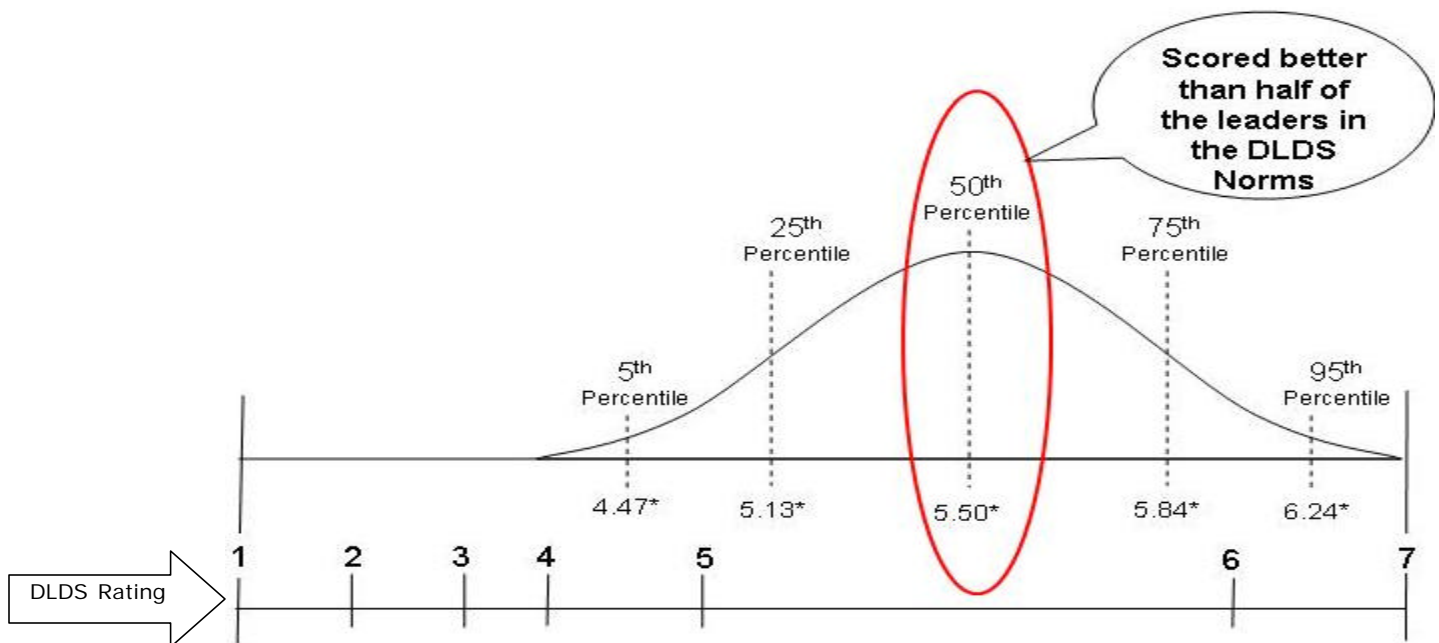
Peer 1 rating = 5  
 Peer 2 rating = 4  
 Peer 3 rating = 5  
 Peer rating for item is 4.67 = 12<sup>th</sup> percentile

- ❖ Most leaders are rated by only one **Boss**, so like self ratings, there are only 7 possible scores a leader can receive from his/her boss on each item.

Boss rating of 1 or 2 = 1<sup>st</sup> percentile  
 Boss rating of 3 = 3<sup>rd</sup> percentile  
 Boss rating of 4 = 8<sup>th</sup> percentile  
 Boss rating of 5 = 23<sup>rd</sup> percentile  
 Boss rating of 6 = 61<sup>st</sup> percentile  
 Boss rating of 7 = 94<sup>th</sup> percentile

## Percentiles for DLDS Indexes

The figure below describes the percentile distribution for a typical index. Ratings at the left end of the scale (e.g., 1, 2) are not chosen as frequently as ratings at the right end of the scale (e.g., 5, 6). Because ratings of 5 and 6 are so common, if a manager rated him/herself four ratings of '5' and four ratings of '6' on the eight items that make up the this index then this leader's average rating on this index would be a 5.50 which would place them at the 50<sup>th</sup> percentile.



\*These numbers are averages of the ratings on the items within this index

## Evaluating Results

The Denison Leadership Development Survey is intended for developmental purposes. If you have questions or concerns about your ratings, ask for guidance from your Manager. These results can help start a valuable conversation and put you in the right direction for improving your talent as a leader. When evaluating your results consider the following tips:

- ❖ The numbers by themselves do not explain everything. Examine the pattern of ratings to get a full picture of your leadership ability.
- ❖ Try to identify your strengths. Ask yourself "What dimensions did I perform well on?"
- ❖ Identify development opportunities. Select two or three areas that you could improve upon.

**Need more information? We are happy to talk with you or to provide a more detailed explanation.**