Denison Website
Organizational Culture Survey
Overall
In this organization...

**Strategic Direction & Intent**
- There is a long-term purpose and direction. [18th percentile]
- Our strategy leads other organizations to change the way they compete in the industry. [37th percentile]
- There is a clear mission that gives meaning and direction to our work. [50th percentile]
- There is a clear strategy for the future. [66th percentile]

**Goals & Objectives**
- There is widespread agreement about goals. [82nd percentile]
- Leaders set goals that are ambitious, but realistic. [50th percentile]
- The leadership has clearly stated the objectives we are trying to meet. [81st percentile]
- We continuously track our progress against our stated goals. [81st percentile]

**Vision**
- We have a shared vision of what the organization will be like in the future. [56th percentile]
- Leaders have a long-term viewpoint. [37th percentile]
- Our vision creates excitement and motivation for our employees. [45th percentile]
- We are able to meet short-term demands without compromising our long-term vision. [30th percentile]
In this organization...

Core Values
The leaders and managers "practice what they preach."
There is a clear and consistent set of values that governs the way we do business.
When people ignore core values, they are held accountable.
There is an ethical code that guides our behavior and tells us right from wrong.

Agreement
When disagreements occur, we work hard to achieve "win-win" solutions.
There is a clearly defined culture.
It is easy to reach consensus, even on difficult issues.
There is a clear agreement about the right way and the wrong way to do things.

Coordination & Integration
Our approach to doing business is very consistent and predictable.
People from different parts of the organization share a common perspective.
It is easy to coordinate projects across different parts of the organization.
There is good alignment of goals across levels.
In this organization...

**Empowerment**

- Decisions are usually made at the level where the best information is available.
- Information is widely shared so that everyone can get the information he or she needs when it's needed.
- Everyone believes that he or she can have a positive impact.
- Business planning is ongoing and involves everyone in the process to some degree.

**Team Orientation**

- Cooperation across different parts of the organization is actively encouraged.
- People work like they are part of a team.
- Teamwork is used to get work done, rather than hierarchy.
- Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

**Capability Development**

- Authority is delegated so that people can act on their own.
- The "bench strength" (capability of people) is constantly improving.
- There is continuous investment in the skills of employees.
- The capabilities of people are viewed as an important source of competitive advantage.
In this organization...

**Creating Change**
- The way things are done is very flexible and easy to change.
- We respond well to competitors and other changes in the business environment.
- New and improved ways to do work are continually adopted.
- Different parts of the organization often cooperate to create change.

**Customer Focus**
- Customer comments and recommendations often lead to changes.
- Customer input directly influences our decisions.
- All members have a deep understanding of customer wants and needs.
- We encourage direct contact with customers by our people.

**Organizational Learning**
- We view failure as an opportunity for learning and improvement.
- Innovation and risk taking are encouraged and rewarded.
- Learning is an important objective in our day-to-day work.
- We make certain that everyone is informed about what is going on across the organization.
In this organization...

**HIGHEST SCORES**

97  All members have a deep understanding of customer wants and needs.

95  Different parts of the organization often cooperate to create change.

95  Learning is an important objective in our day-to-day work.

92  We view failure as an opportunity for learning and improvement.

90  It is easy to reach consensus, even on difficult issues.

**LOWEST SCORES**

17  There is an ethical code that guides our behavior and tells us right from wrong.

18  Customer comments and recommendations often lead to changes.

18  There is a long-term purpose and direction.

24  There is a clear strategy for the future.

29  There is a clearly defined culture.