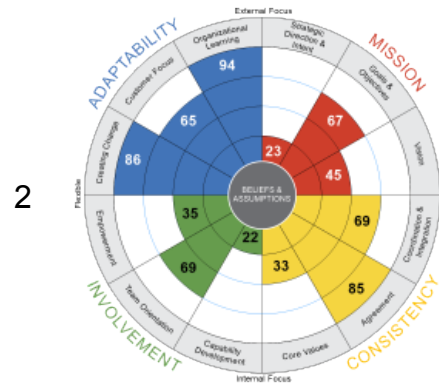
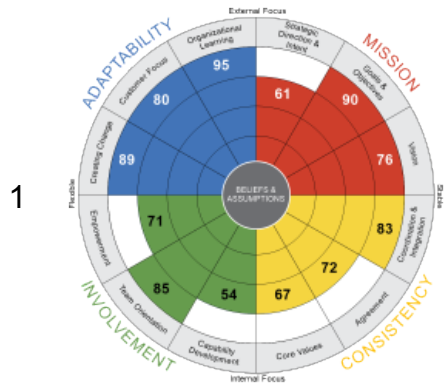




Denison Website

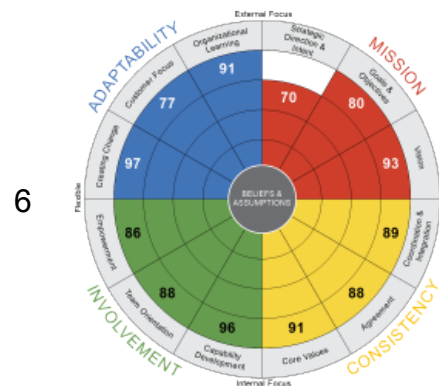
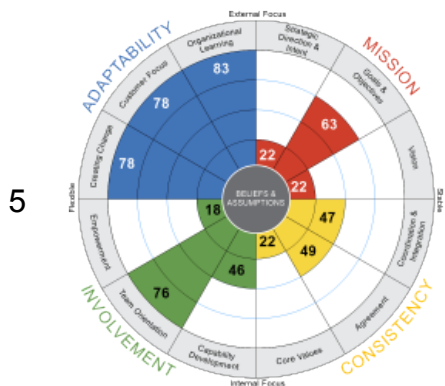
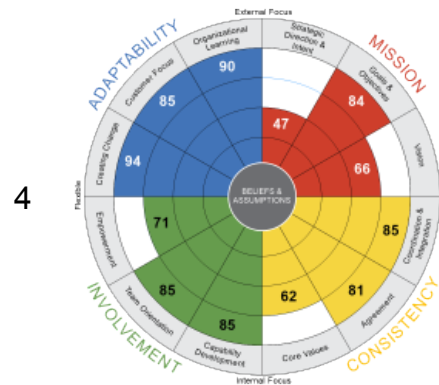
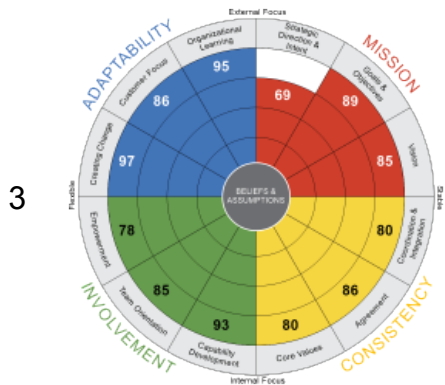
Organizational Culture Survey

Department Comparison



1. Marketing
2. Finance
3. Executive Team
4. Account Services
5. Information Technology
6. Purchasing

N = 665
N = 646
N = 14
N = 1381
N = 669
N = 675





QUARTILE

1st	2nd	3rd	4th
1st	2nd	3rd	4th
1st	2nd	3rd	4th
1st	2nd	3rd	4th

	Marketing	Finance	Executive Team	Account Services	Information Technology	Purchasing							
Mission N =	665	646	14	1381	669	675							
Strategic Direction & Intent	61	23	69	47	22	70							
Goals & Objectives	90	67	89	84	63	80							
Vision	76	45	85	66	22	93							
Consistency													
Core Values	67	33	80	62	22	91							
Agreement	72	85	86	81	49	88							
Coordination & Integration	83	69	80	85	47	89							
Involvement													
Empowerment	71	35	78	71	18	86							
Team Orientation	85	69	85	85	76	88							
Capability Development	54	22	93	85	46	96							
Adaptability													
Creating Change	89	86	97	94	78	97							
Customer Focus	80	65	86	85	78	77							
Organizational Learning	95	94	95	90	83	91							



QUARTILE

1st	2nd	3rd	4th
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Strategic Direction & Intent N =

There is a long-term purpose and direction.

Our strategy leads other organizations to change the way they compete in the industry.

There is a clear mission that gives meaning and direction to our work.

There is a clear strategy for the future.

Goals & Objectives

There is widespread agreement about goals.

Leaders set goals that are ambitious, but realistic.

The leadership has clearly stated the objectives we are trying to meet.

We continuously track our progress against our stated goals.

Vision

We have a shared vision of what the organization will be like in the future.

Leaders have a long-term viewpoint.

Our vision creates excitement and motivation for our employees.

We are able to meet short-term demands without compromising our long-term vision.

	Marketing	Finance	Executive Team	Account Services	Information Technology	Purchasing
N =	665	646	14	1381	669	675
There is a long-term purpose and direction.	31	5	60	27	16	32
Our strategy leads other organizations to change the way they compete in the industry.	72	27	69	38	18	68
There is a clear mission that gives meaning and direction to our work.	66	75	67	70	46	94
There is a clear strategy for the future.	51	7	64	31	12	52
Goals & Objectives						
There is widespread agreement about goals.	94	63	87	79	84	75
Leaders set goals that are ambitious, but realistic.	34	50	92	73	14	82
The leadership has clearly stated the objectives we are trying to meet.	94	87	81	78	49	87
We continuously track our progress against our stated goals.	91	48	83	84	81	56
Vision						
We have a shared vision of what the organization will be like in the future.	75	34	68	61	44	84
Leaders have a long-term viewpoint.	39	20	79	61	12	93
Our vision creates excitement and motivation for our employees.	72	33	80	54	11	83
We are able to meet short-term demands without compromising our long-term vision.	59	54	50	25	10	67

Consistency



QUARTILE

1st	2nd	3rd	4th
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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.

	Marketing	Finance	Executive Team	Account Services	Information Technology	Purchasing
N =	665	646	14	1381	669	675
88	75	89	61	65	92	
66	12	55	61	12	90	
36	37	67	37	24	37	
15	10	49	35	6	82	
90	95	95	90	59	95	
24	58	59	24	15	58	
90	76	91	93	88	97	
44	82	60	70	21	44	
50	28	38	82	1	90	
93	80	78	84	81	86	
81	85	88	90	79	95	
83	57	87	79	67	68	

Involvement



QUARTILE

1st	2nd	3rd	4th
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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.

	Marketing	Finance	Executive Team	Account Services	Information Technology	Purchasing
N =	665	646	14	1381	669	675
Empowerment	55	68	80	76	22	96
	75	11	75	51	18	56
	92	46	80	79	76	93
	80	87	94	94	25	94
Team Orientation	84	76	90	88	76	84
	94	87	77	83	87	86
	92	66	65	76	88	80
	36	37	93	84	36	94
Capability Development	89	80	97	93	89	98
	13	13	81	89	12	99
	20	10	74	62	27	68
	74	14	77	59	42	55



QUARTILE

1st	2nd	3rd	4th
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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.

	Marketing	Finance	Executive Team	Account Services	Information Technology	Purchasing
N =	665	646	14	1381	669	675
Creating Change	74	65	91	87	64	87
Customer Focus	21	9	59	24	16	22
Organizational Learning	85	65	84	72	85	71
	83	65	97	68	54	95
	71	42	88	93	53	97
	92	98	95	94	87	93
	96	96	97	98	96	96
	87	63	87	93	79	92
	98	96	82	85	85	84
	93	98	90	95	93	97
	55	57	90	55	9	56