

The Denison Leadership Development Survey

INVOLVEMENT

Empowers People

1. See that decisions are made at the lowest possible level.
2. Share information so that everyone gets the information s/he needs.
3. Create an environment where everyone feels that his/her effort can make a difference.
4. Involve everyone in shaping the plans and decisions that affect them.

5. Ensure that the necessary resources are available to do the job.
6. Convey confidence in people's competence to do their job.
7. Encourage others to take responsibility.
8. Delegate authority so that others can do their work more effectively.

Builds Team Orientation

9. Build effective teams that get the job done.
10. Encourage effective teamwork by others.
11. Know how to use a team approach to solve problems.
12. Know when to use a team approach to solve problems.

13. Foster teamwork within the work unit.
14. Know how to design work so that it can be done by a team.
15. Value the contributions of the people I work with.
16. Acknowledge and celebrate team accomplishments.

Develops Organizational Capability

17. Build the capabilities of employees into an important source for competitive advantage.
18. Know how to utilize the diversity of the workforce.
19. Coach others in the development of their skills.
20. Am sensitive and responsive to diversity issues when dealing with others.

21. Help direct reports create realistic development plans and create opportunities for them.
22. Use rewards and recognition to motivate good performance.
23. Develop my own people so that they are ready for promotion.
24. Build employee skills so that the organization always has good "bench strength."

Defines Core Values

25. Do the "right thing" even when it is not popular.
26. "Practice" what I "preach."
27. Have an ethical code that guides my behavior.
28. Help define the organization's culture, values, and ethical standards.

29. Help employees learn to apply the organization's values when dealing with others.
30. Live up to promises and commitments.
31. Have earned the confidence and trust of others.
32. Clearly articulate a set of fundamental beliefs that are not negotiable.

Works to Reach Agreement

33. Help people to reach consensus, even on difficult issues.
34. Work to find alternatives that will benefit all when confronted with a disagreement.
35. Help people in this organization be effective at reaching agreement on key issues.
36. Incorporate diverse points of view when making decisions.

37. Promote constructive discussion among people with conflicting ideas.
38. Am willing to compromise when necessary in order to reach agreement.
39. Work toward win/win solutions when disagreements occur.
40. Reconcile differences by seeking to clarify and understand other's points of view.

Manages Coordination & Integration

41. Work hard to foster the alignment of goals across all functional areas.
42. Build coordination across departmental boundaries.
43. Use informal networks to get things done.
44. Build relationships with key people in other functions and levels.

45. Help create an environment that facilitates coordination of projects across functional units.
46. Make certain that things do not "fall between the cracks."
47. Build support for ideas through contacts with other departments.
48. Establish mechanisms that facilitate effective cross-functional communication.

Creates Change

49. Continuously look for new and better ways to do work.
50. Encourage creative thinking.
51. Challenge the way that things have always been done and look for a better way.
52. Champion change that goes beyond the scope of my job.

53. Challenge organizational practices that are nonproductive.
54. Foresee problems before they arise.
55. Serve as a model that creates change in other parts of the organization.
56. Generate innovative ideas and solutions to problems.

Promotes Organizational Learning

57. Deal constructively with failures and mistakes.
58. View failure as an opportunity for learning and improvement.
59. Create a working environment in which learning is an important objective.
60. Openly accepts criticism without being defensive.

61. Work well under conditions of ambiguity and uncertainty.
62. Know the strengths and weaknesses of the competition.
63. Encourage others to learn about the best practices in the industry.
64. Help others to understand "the big picture."

Emphasizes Customer Focus

65. Encourage direct contact with customers.
66. Respond quickly and effectively to customer feedback.
67. Ensure that employees have a deep understanding of customer wants and needs.
68. Use customer comments and recommendations to change organizational practices.

69. Actively seek feedback from customers.
70. Continuously try to improve service to customers.
71. Incorporate customer input into the planning process.
72. Recognize the need to respond quickly to customer concerns.

Creates Shared Vision

73. Help create a shared vision of what this organization will be like in the future.
74. Communicate the organizational vision to my employees.
75. Use the vision to create excitement and motivation for employees.
76. Realize short-term goals without compromising long-term vision.

77. Organize work so that everyone sees the connection between the vision and daily activities.
78. Translate the vision into reality in a way that helps guide individual action.
79. Inspire others with his/her vision of the future.
80. Engage others in ways that ensure buy-in and commitment.

Defines Strategic Direction & Intent

81. Provide employees with a clear mission that gives meaning and direction to their work.
82. Implement strategies by developing clear goals, objectives, and tactics.
83. Focus on long-term strategies, rather than quick fix "band-aid" solutions.
84. Effectively allocate resources in line with strategic priorities.

85. Help define strategies and tactics that keep my organization competitive.
86. Have a clear strategy for the future of my own part of the organization.
87. Am able to meet short-term demands without losing sight of the long-term strategy.
88. Communicate a clear and compelling rationale for the business strategy.

Defines Goals & Objectives

89. Set clear goals that are ambitious, but realistic.
90. Hold individuals and teams accountable for achieving goals and objectives.
91. Provide clear directions and priorities for employees.
92. Establish high standards of performance.

93. Involve employees in the goal-setting process so goals & objectives are understood & shared.
94. Track progress against stated goals.
95. Effectively communicate the goals and objectives of the organization.
96. Align goals and objectives with the strategy and vision.

CONSISTENCY

ADAPTABILITY

MISSION

Denison Leadership Development Model & Link to Performance

Adaptability

Pattern, Trends & Market

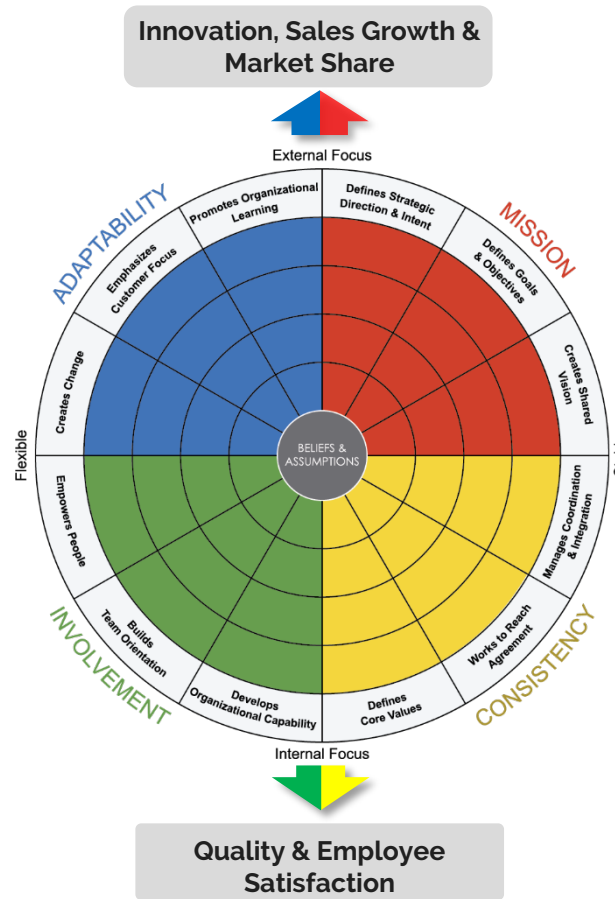
"Are we listening to the marketplace?"

Creativity & Customer Satisfaction

Involvement

Commitment, Ownership & Responsibility

"Are our people aligned and engaged?"



Mission

Direction, Purpose & Blueprint

"Do we know where we're going?"

Profitability (ROI, ROS, ROE)

Consistency

Systems, Structures & Processes

"Does our system create leverage?"

Quality & Employee Satisfaction

Key Organizational Performance Metrics

	Profitability	Sales Growth	Market Share	Customer Satisfaction	Employee Satisfaction	Innovation
Flexible vs. Stable						
Internal vs. External						
Top 2 Culture Traits						
Top 3 Culture Indexes	<p>Defines Strategic Direction & Intent</p> <p>Works to Reach Agreement</p> <p>Creates Shared Vision</p>	<p>Defines Strategic Direction & Intent</p> <p>Creates Shared Vision</p> <p>Creates Change</p>	<p>Defines Strategic Direction & Intent</p> <p>Defines Goals & Objectives</p> <p>Capability Development</p>	<p>Emphasizes Customer Focus</p> <p>Manages Coordination & Integration</p> <p>Empowers People</p>	<p>Empowers People</p> <p>Develops Organizational Capability</p> <p>Defines Core Values</p>	<p>Emphasizes Customer Focus</p> <p>Promotes Organizational Learning</p> <p>Creates Change</p>

Note: The table focuses attention on the strongest culture - performance linkages within the Denison model. Our research also shows that the most effective organizations have a balanced profile with culture strengths reflected in all parts of the Denison model.