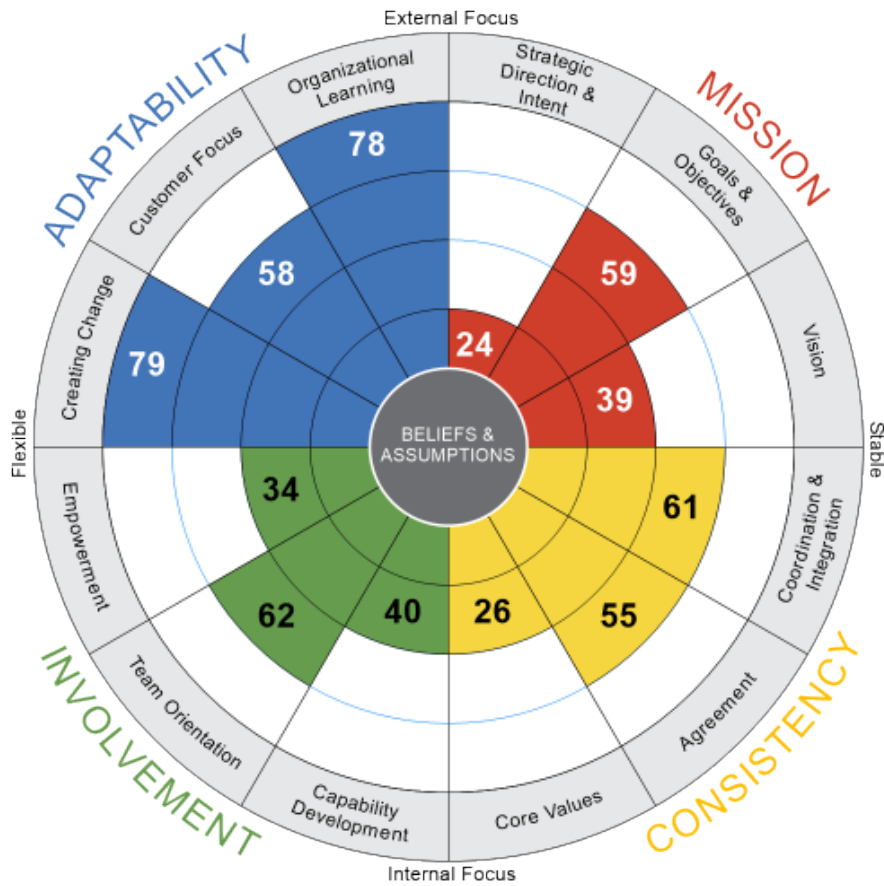




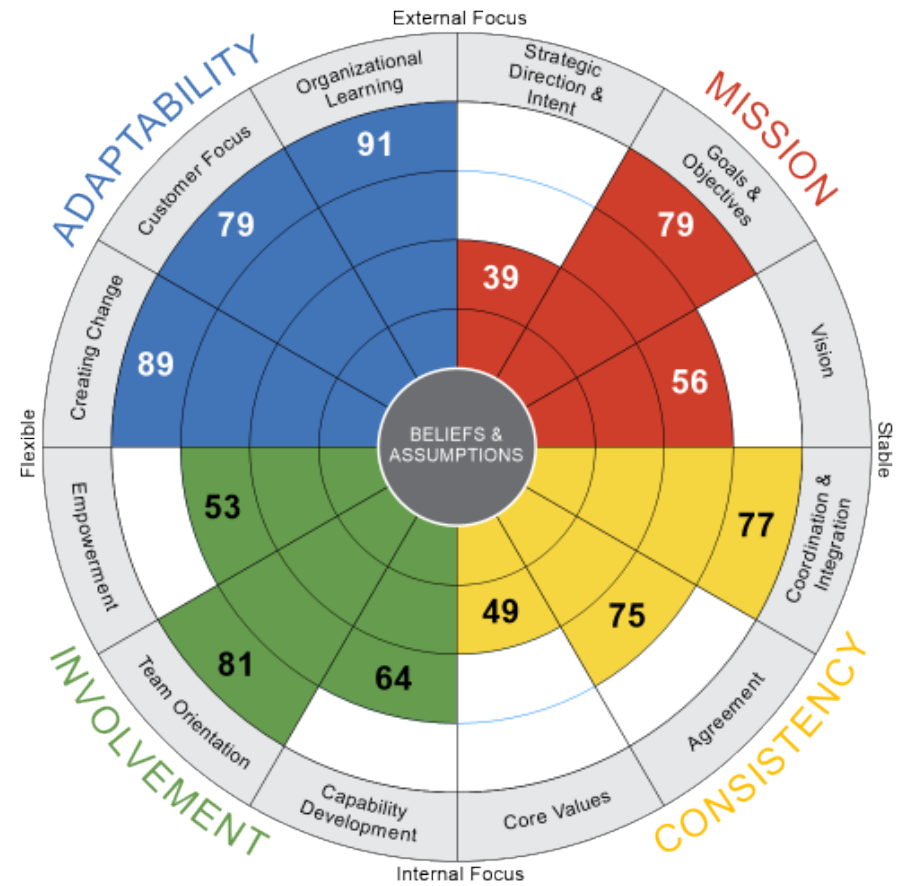
# Denison Website Organizational Culture Survey 2017-2018 Comparison

2017



N = 2817

2018



N = 3375

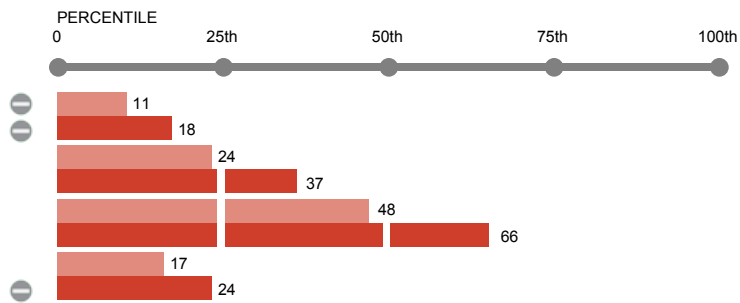




2017 (N = 2817)  
 2018 (N = 3375)

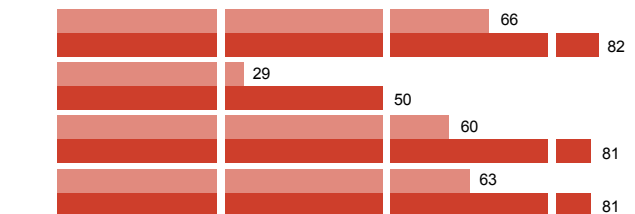
**Strategic Direction & Intent**

	DIFFERENCE
There is a long-term purpose and direction.	<b>+7</b>
Our strategy leads other organizations to change the way they compete in the industry.	<b>+13</b>
There is a clear mission that gives meaning and direction to our work.	<b>+18</b>
There is a clear strategy for the future.	<b>+7</b>



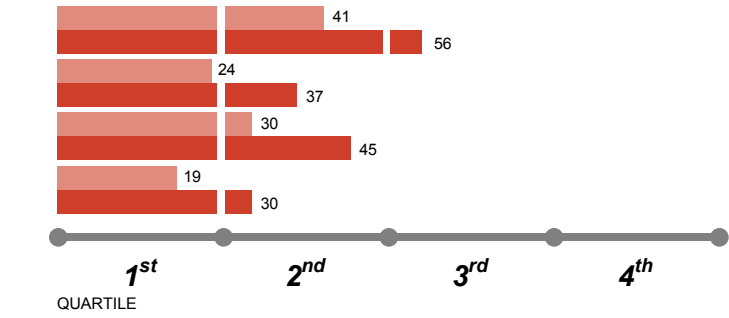
**Goals & Objectives**

There is widespread agreement about goals.	<b>+16</b>
Leaders set goals that are ambitious, but realistic.	<b>+21</b>
The leadership has clearly stated the objectives we are trying to meet.	<b>+21</b>
We continuously track our progress against our stated goals.	<b>+18</b>



**Vision**

We have a shared vision of what the organization will be like in the future.	<b>+15</b>
Leaders have a long-term viewpoint.	<b>+13</b>
Our vision creates excitement and motivation for our employees.	<b>+15</b>
We are able to meet short-term demands without compromising our long-term vision.	<b>+11</b>

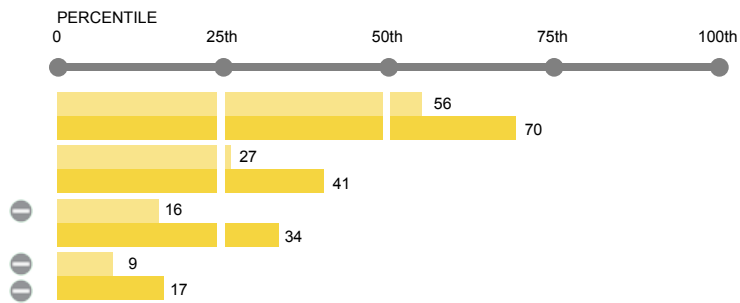




2017 (N = 2817)  
 2018 (N = 3375)

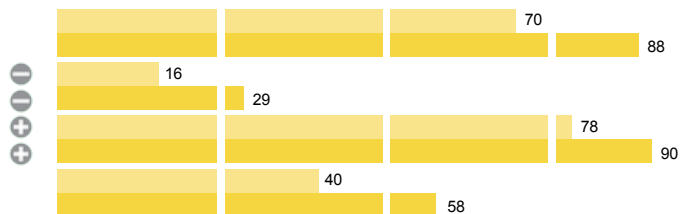
**Core Values**

	DIFFERENCE
The leaders and managers "practice what they preach."	<b>+14</b>
There is a clear and consistent set of values that governs the way we do business.	<b>+14</b>
When people ignore core values, they are held accountable.	<b>+18</b>
There is an ethical code that guides our behavior and tells us right from wrong.	<b>+8</b>



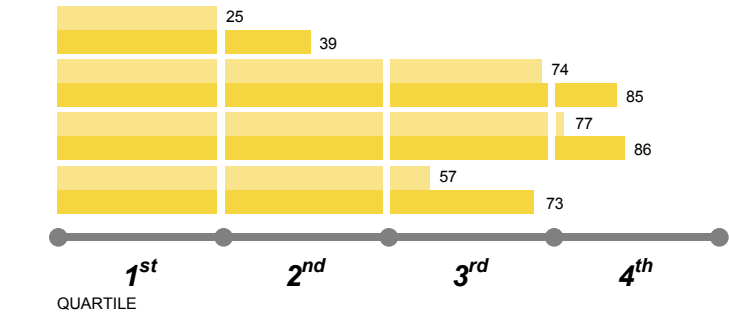
**Agreement**

When disagreements occur, we work hard to achieve "win-win" solutions.	<b>+18</b>
There is a clearly defined culture.	<b>+13</b>
It is easy to reach consensus, even on difficult issues.	<b>+12</b>
There is a clear agreement about the right way and the wrong way to do things.	<b>+18</b>



**Coordination & Integration**

Our approach to doing business is very consistent and predictable.	<b>+14</b>
People from different parts of the organization share a common perspective.	<b>+11</b>
It is easy to coordinate projects across different parts of the organization.	<b>+9</b>
There is good alignment of goals across levels.	<b>+16</b>



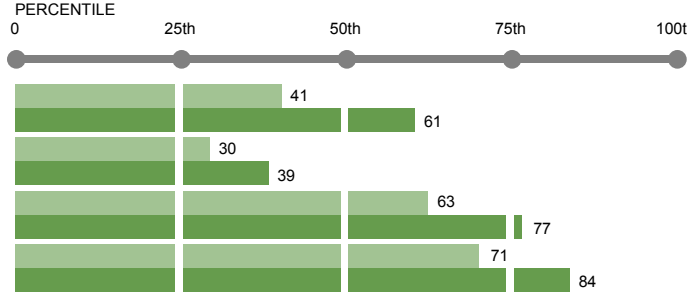


2017 (N = 2817)  
 2018 (N = 3375)

DIFFERENCE

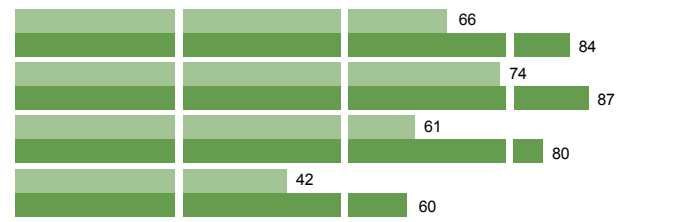
**Empowerment**

Decisions are usually made at the level where the best information is available.	<b>+20</b>
Information is widely shared so that everyone can get the information he or she needs when it's needed.	<b>+9</b>
Everyone believes that he or she can have a positive impact.	<b>+14</b>
Business planning is ongoing and involves everyone in the process to some degree.	<b>+13</b>



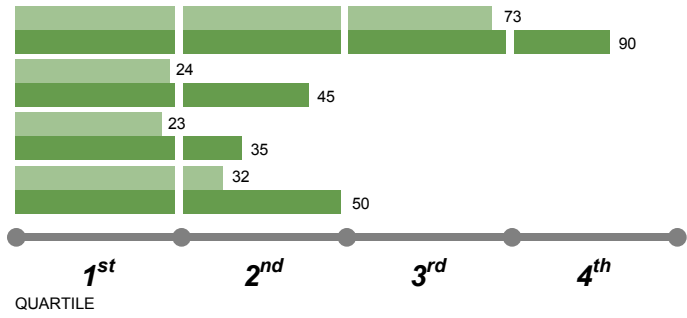
**Team Orientation**

Cooperation across different parts of the organization is actively encouraged.	<b>+18</b>
People work like they are part of a team.	<b>+13</b>
Teamwork is used to get work done, rather than hierarchy.	<b>+19</b>
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	<b>+18</b>



**Capability Development**

Authority is delegated so that people can act on their own.	<b>+17</b>
The "bench strength" (capability of people) is constantly improving.	<b>+21</b>
There is continuous investment in the skills of employees.	<b>+12</b>
The capabilities of people are viewed as an important source of competitive advantage.	<b>+18</b>

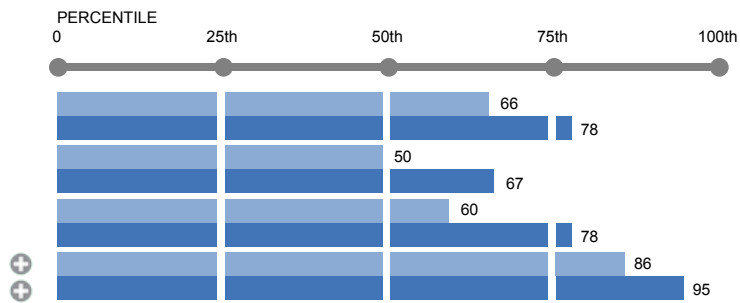




2017 (N = 2817)  
 2018 (N = 3375)

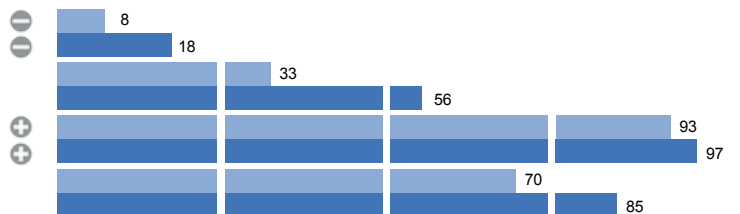
**Creating Change**

	DIFFERENCE
The way things are done is very flexible and easy to change.	<b>+12</b>
We respond well to competitors and other changes in the business environment.	<b>+17</b>
New and improved ways to do work are continually adopted.	<b>+18</b>
Different parts of the organization often cooperate to create change.	<b>+9</b>



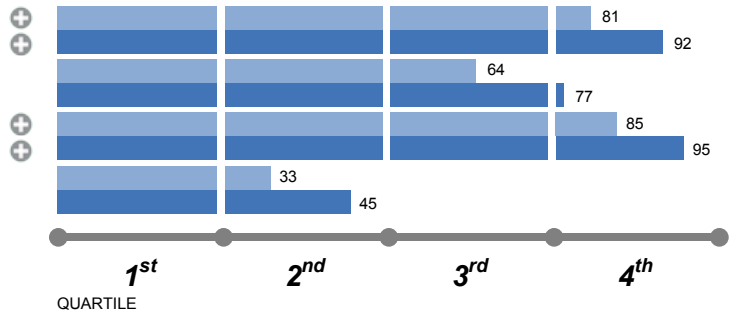
**Customer Focus**

Customer comments and recommendations often lead to changes.	<b>+10</b>
Customer input directly influences our decisions.	<b>+23</b>
All members have a deep understanding of customer wants and needs.	<b>+4</b>
We encourage direct contact with customers by our people.	<b>+15</b>



**Organizational Learning**

We view failure as an opportunity for learning and improvement.	<b>+11</b>
Innovation and risk taking are encouraged and rewarded.	<b>+13</b>
Learning is an important objective in our day-to-day work.	<b>+10</b>
We make certain that everyone is informed about what is going on across the organization.	<b>+12</b>





# Highest & Lowest Scores

## 2017

### HIGHEST SCORES

- 93** All members have a deep understanding of customer wants and needs.
- 86** Different parts of the organization often cooperate to create change.
- 85** Learning is an important objective in our day-to-day work.
- 81** We view failure as an opportunity for learning and improvement.
- 78** It is easy to reach consensus, even on difficult issues.

## 2017

### LOWEST SCORES

- 8** Customer comments and recommendations often lead to changes.
- 9** There is an ethical code that guides our behavior and tells us right from wrong.
- 11** There is a long-term purpose and direction.
- 16** There is a clearly defined culture.
- 16** When people ignore core values, they are held accountable.

## 2018

### 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.

## 2018

### 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.