

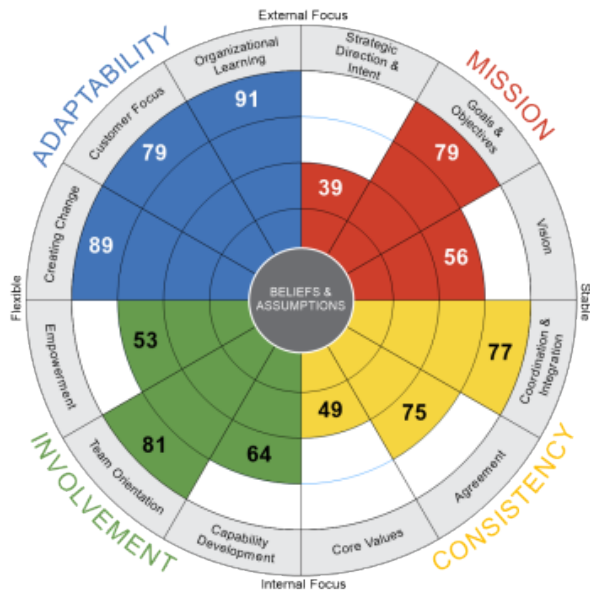


Denison Website

Organizational Culture Survey

Department Comparison - with Primary Segment

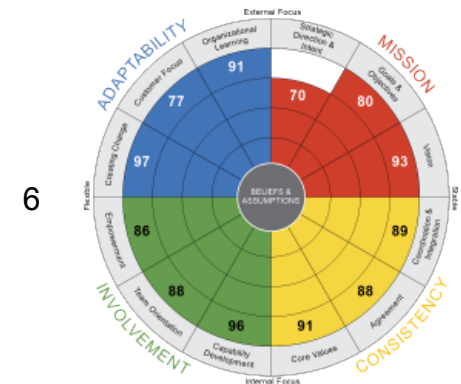
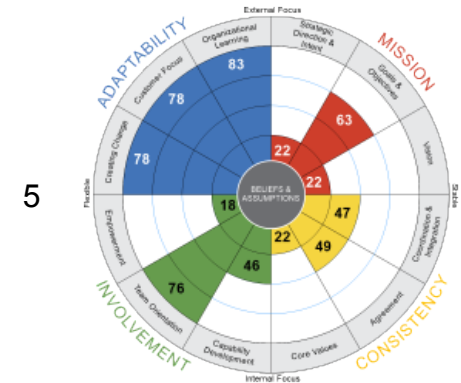
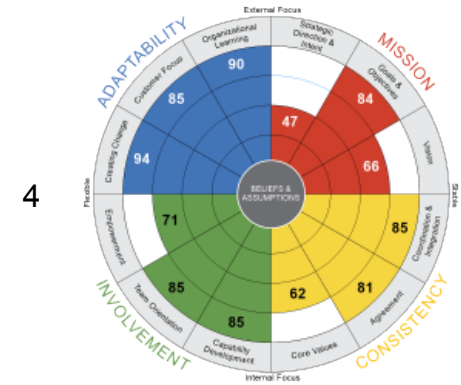
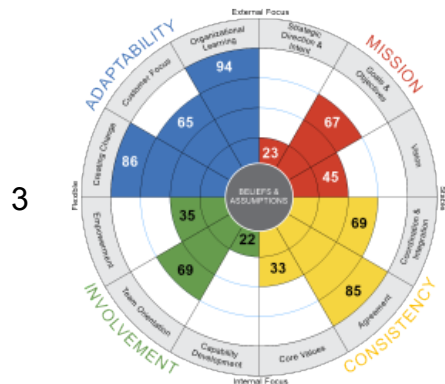
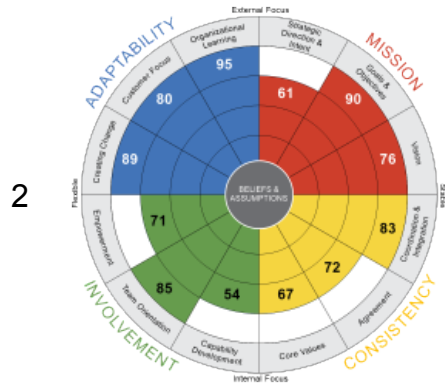
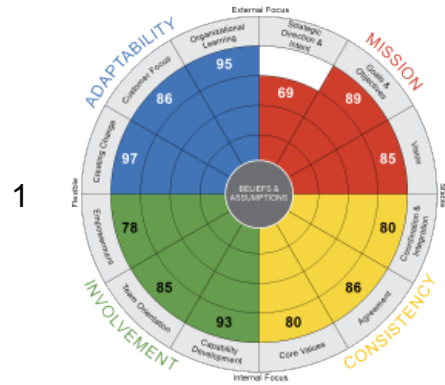




Overall
N = 3375

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

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





QUARTILE

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

	N =	Overall	Executive Team	Marketing	Finance	Account Services	Information Technology	Purchasing							
Mission	3375		14	665	646	1381	669	675							
Strategic Direction & Intent		39	69	61	23	47	22	70							
Goals & Objectives		79	89	90	67	84	63	80							
Vision		56	85	76	45	66	22	93							
Consistency															
Core Values		49	80	67	33	62	22	91							
Agreement		75	86	72	85	81	49	88							
Coordination & Integration		77	80	83	69	85	47	89							
Involvement															
Empowerment		53	78	71	35	71	18	86							
Team Orientation		81	85	85	69	85	76	88							
Capability Development		64	93	54	22	85	46	96							
Adaptability															
Creating Change		89	97	89	86	94	78	97							
Customer Focus		79	86	80	65	85	78	77							
Organizational Learning		91	95	95	94	90	83	91							

Mission



QUARTILE

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

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.

	Overall	Executive Team	Marketing	Finance	Account Services	Information Technology	Purchasing
N =	3375	14	665	646	1381	669	675
18	60	31	5	27	16	32	
37	69	72	27	38	18	68	
66	67	66	75	70	46	94	
24	64	51	7	31	12	52	
82	87	94	63	79	84	75	
50	92	34	50	73	14	82	
81	81	94	87	78	49	87	
81	83	91	48	84	81	56	
56	68	75	34	61	44	84	
37	79	39	20	61	12	93	
45	80	72	33	54	11	83	
30	50	59	54	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.

	Overall	Executive Team	Marketing	Finance	Account Services	Information Technology	Purchasing
N =	3375	14	665	646	1381	669	675
70	89	88	75	61	65	92	
41	55	66	12	61	12	90	
34	67	36	37	37	24	37	
17	49	15	10	35	6	82	
88	95	90	95	90	59	95	
29	59	24	58	24	15	58	
90	91	90	76	93	88	97	
58	60	44	82	70	21	44	
39	38	50	28	82	1	90	
85	78	93	80	84	81	86	
86	88	81	85	90	79	95	
73	87	83	57	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.

	Overall	Executive Team	Marketing	Finance	Account Services	Information Technology	Purchasing
N =	3375	14	665	646	1381	669	675
Empowerment	61	80	55	68	76	22	96
Information is widely shared...	39	75	75	11	51	18	56
Everyone believes that...	77	80	92	46	79	76	93
Business planning is...	84	94	80	87	94	25	94
Team Orientation	84	90	84	76	88	76	84
Cooperation across...	87	77	94	87	83	87	86
People work like...	80	65	92	66	76	88	80
Teamwork is used...	60	93	36	37	84	36	94
Work is organized...	90	97	89	80	93	89	98
Capability Development	45	81	13	13	89	12	99
Authority is delegated...	35	74	20	10	62	27	68
The "bench strength"...	50	77	74	14	59	42	55
There is continuous...							
The capabilities of...							



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.

	Overall	Executive Team	Marketing	Finance	Account Services	Information Technology	Purchasing
N =	3375	14	665	646	1381	669	675
Creating Change							
The way things are done is very flexible and easy to change.	78	91	74	65	87	64	87
We respond well to competitors and other changes in the business environment.	67	97	83	65	68	54	95
New and improved ways to do work are continually adopted.	78	88	71	42	93	53	97
Different parts of the organization often cooperate to create change.	95	95	92	98	94	87	93
Customer Focus							
Customer comments and recommendations often lead to changes.	18	59	21	9	24	16	22
Customer input directly influences our decisions.	56	45	61	47	48	72	32
All members have a deep understanding of customer wants and needs.	97	97	96	96	98	96	96
We encourage direct contact with customers by our people.	85	87	87	63	93	79	92
Organizational Learning							
We view failure as an opportunity for learning and improvement.	92	82	98	96	85	85	84
Innovation and risk taking are encouraged and rewarded.	77	84	85	65	72	85	71
Learning is an important objective in our day-to-day work.	95	90	93	98	95	93	97
We make certain that everyone is informed about what is going on across the organization.	45	90	55	57	55	9	56