

The Denison Organizational Culture Survey

INVOLVEMENT



Empowerment

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



Team Orientation

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



Capability Development

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

CONSISTENCY



Core Values

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



Agreement

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



Coordination & Integration

21. Our approach to doing business is very consistent and predictable.
22. People from different parts of the organization share a common perspective.
23. It is easy to coordinate projects across different parts of the organization.
24. There is good alignment of goals across levels.

ADAPTABILITY



Creating Change

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



Customer Focus

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



Organizational Learning

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

MISSION



Strategic Direction & Intent

37. There is a long-term purpose and direction.
38. Our strategy leads other organizations to change the way they compete in the industry.
39. There is a clear mission that gives meaning and direction to our work.
40. There is a clear strategy for the future.



Goals & Objectives

41. There is widespread agreement about goals.
42. Leaders set goals that are ambitious, but realistic.
43. The leadership has clearly stated the objectives we are trying to meet.
44. We continuously track our progress against our stated goals.



Vision

45. We have a shared vision of what the organization will be like in the future.
46. Leaders have a long-term viewpoint.
47. Our vision creates excitement and motivation for our employees.
48. We are able to meet short-term demands without compromising our long-term vision.

Denison Organizational Culture Model & Link to Performance

Adaptability

Pattern, Trends & Market

"Are we listening to the marketplace?"

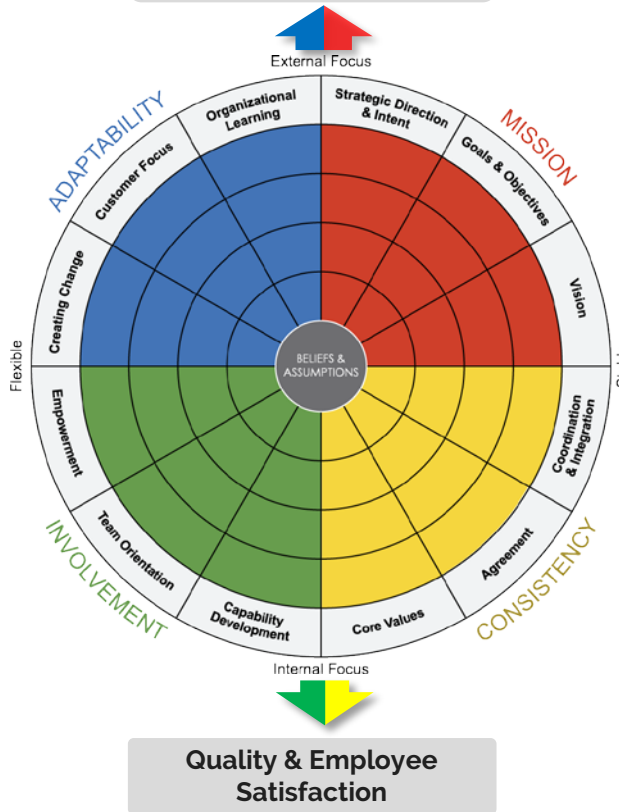
Creativity & Customer Satisfaction

Involvement

Commitment, Ownership & Responsibility

"Are our people aligned and engaged?"

Innovation, Sales Growth & Market Share



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	S	F	F	F	S	F
Internal vs. External	I	E	E	E	I	E
Top 2 Culture Traits						
Top 3 Culture Indexes	Strategic Direction & Intent Agreement Vision	Strategic Direction & Intent Vision Creating Change	Strategic Direction & Intent Goals & Objectives Capability Development	Customer Focus Coordination & Integration Empowerment	Empowerment Capability Development Core Values	Customer Focus Organizational Learning Creating Change

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.