2011 Denison Organizational Culture Survey
Objectives

• Discuss OUR Denison Culture Survey Results
• Create a common understanding of the results
• Reach agreement on the need to change
• Establish areas of priority
• Develop OUR action plan
Ground Rules

- **ELMO**
  - Enough Let's Move On

- **DAVE**
  - Does Added Value Exist
Background
What is the Denison Organizational Culture Survey?

- Designed to measure specific aspects of an organization’s culture in each of four areas
  - Mission
  - Adaptability
  - Involvement
  - Consistency
- Will compare our organization’s culture with over 1100 other organizations
- Will provide us with a measure of our organization’s progress toward achieving a high-performance culture
Why Conduct the Denison Organizational Culture Survey?

• Organizational culture has a very significant impact on behavior and performance of faculty and staff

• Organizational culture is closely linked to:
  • Organizational strategy and performance
  • Management practices
Purpose of Denison Organizational Culture Survey

• Designed to measure opinions and perceptions of employees about:
  • The underlying beliefs, values, and assumptions that are held by our faculty and staff
  • Practices and behaviors that exemplify and reinforce them
• There are NO “right” or “wrong” responses
Purpose of Denison Organizational Culture Survey

• Denison model and survey are intended to:
  • Facilitate important conversations
  • Generate thoughtful actions that drive change
The Parallel Paths Approach to Driving Culture Change

- Organization-Wide Actions
- Department/Function Actions
- Team Actions
- Leader/Manager Actions
Linking Culture Survey and Denison 360 Survey

- Denison Organizational Culture Survey and Denison Leadership Development Survey are based on the same model.

- Examining both individual results and organizational results, leaders are better able to understand the impact their leadership has on the culture within the context of the organization.
LDI Bridges Denison & Excellence in Higher Education

Mission

Vision

Goals & Objectives

Strategic Direction & Intent

Consistency

Core Values

Agreement

Coordination & Integration

Involvement

Empowerment

Team Orientation

Capability Development

Adaptability

Creating Change

Customer Focus

Organizational Learning

Leadership

Strategic Planning

Student & Customer Focus

Organizational Learning

Process Improvement

Teamwork

Communication

Leadership Development

Performance Measures

Process Management & Improvement

Faculty & Staff Focus

Measurement & Analysis

Strategic Planning

Leadership

Excellence in Higher Education

Denison Traits

Communication

Teamwork

Process Improvement

Leadership Development

Performance Measures

Process Management & Improvement

Faculty & Staff Focus

Student & Customer Focus

Strategic Planning

Leadership

Excellence in Higher Education
This is one of the four key traits that impact performance.

This is a percentile score. A percentile is your organization’s score as a percentage benchmarked against the average of other organizations. (This average is called a norm.) This organization, for example, scored better than 50 percent of all of the companies in the database in the area of Goals and Objectives.

This is one of the three indices that measure behaviors for this trait. Each of the twelve indices consists of five survey items.

The profile is colored to show the quartile in which the percentile falls. This score, for example, falls in the second quartile.
What Counts

Adaptability

Patterns...Trends... Market Place
Translating the demands of the business environment into action
“Are we listening to the marketplace?”

Indices:
- Creating Change
- Customer Focus
- Organizational Learning

Mission

Direction...Purpose...Blueprint
Defining a meaningful long-term direction for the organization
“Do we know where we are going?”

Indices:
- Strategic Direction and Intent
- Goals and Objectives
- Vision

Involvement

Commitment...Ownership...Responsibility
Building human capability, ownership and responsibility.
“Are our people aligned and engaged?”

Indices:
- Empowerment
- Team Orientation
- Capability Development

Consistency

Systems...Structures...Processes
Defining values and systems that are the basis of strong culture
“Does our system create leverage?”

Indices:
- Core Values
- Agreement
- Coordination and Integration

Each index consists of five survey questions for a total of sixty questions
What are our results for the 2011 Denison Survey and what do they mean?
Key Steps in the Culture Development Process

We are Here

What → So What → Now What

Step I
Assessment (collecting survey data)

Goal: To fully explore the current culture. To surface overall strengths and weaknesses and identify possible subcultures/areas of opportunity

Step II
Creating Understanding

Goal: To create a common understanding of the data and the associated beliefs & assumptions driving the current cultural strengths and weaknesses

Step III
Choosing to Shift the Culture?

Goal: To establish true alignment around the need for culture change AND to focus efforts on areas of maximum impact

Step IV
Action Planning

Goal: To generate ideas for moving the culture forward; prioritizing and developing specific action plans

Step V
Implementation & Evaluation

Goal: To execute against the action plans and measure progress – with a constant link back to organizational or group performance

What So What Now What

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Getting Ready for Feedback: What is the Purpose?

• The purpose of feedback is to improve UNTHSC’s effectiveness and performance

• Feedback helps people to get a better picture of their organization’s strengths and challenges
To What Benchmarking is UNTHSC Being Compared?

- Denison uses normative scoring or benchmarking to display the survey results. The results are displayed as a ‘percentile’ in relation to the Denison global database.

- Norms are based on 1,100 organizations as rated by over 490,000 total respondents.

- Every organization included is rated by at least 6 respondents and as many as 65,000 respondents.

- On average, organizations in the benchmark were rated by 450 participants.
What do the colors mean?

The more color you see, the more **clarity** there usually is regarding important issues such as direction, priorities, customer needs, and how to collaborate within the organization.

The less color you see, the more **uncertainty** there usually is regarding important issues such as direction, priorities, customer needs, and how to collaborate within the organization.
As you look at your survey results, remember...the more **Color** the better!

A profile of a **high** performing culture

A profile of an **average** performing culture

A profile of a **low** performing culture
Contributing Factors to Cultural Transformation and Performance

**Internal**
- Stabilization of organization change
- Evolution of strategic planning system
- Professional development of key leaders
- New leadership
- New faculty and staff
- Annual Performance Measures

**External**
- State budget
- Accrediting bodies
- Federal funding agencies
- Changing practice of clinical care
- UNT System
- Changing stakeholder expectations
Denison Response Rate by School/Unit

Overall Response Rate - 58%

- Academic Affairs: 82.0%
- Administration: 95.7%
- Community Engagement: 92.3%
- Finance: 92.5%
- GSBS: 63.7%
- Office of the President: 87.5%
- Operations: 43.1%
- Research: 64.8%
- SHP: 87.5%
- SPH: 76.3%
- Strategy & Measurement: 100.0%
- TCOM: 39.1%
- UNTHealth: 47.8%
- UNT System: 62.5%
## Number and Rate of Responses by Unit

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<th>Department/School</th>
<th>Staff</th>
<th>Faculty</th>
<th>Staff/Faculty</th>
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<td>Academic Affairs</td>
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<td>SPH</td>
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<td>66.7%</td>
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<td>Strategy &amp; Measurement</td>
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<td>100.0%</td>
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<td>TCOM</td>
<td>86</td>
<td>47</td>
<td>54.7%</td>
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<td>UNT Health</td>
<td>318</td>
<td>150</td>
<td>47.2%</td>
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<tr>
<td>UNT System</td>
<td>8</td>
<td>5</td>
<td>62.5%</td>
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<td>Not Identified</td>
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<td><strong>Total</strong></td>
<td>1057</td>
<td>644</td>
<td>60.9%</td>
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* Two faculty self-identified with UNT Health via mail-in surveys
Denison Responses by Employment Classification

- Staff: 77.5%
- Faculty: 22.4%
- Not Identified: 0.1%
Denison Responses by Length of Service

**Staff**
- 2-5 years: 40.8%
- 6-10 years: 19.4%
- 11-15 years: 10.6%
- >15 years: 12.7%
- Less than 2 years: 16.5%

**Faculty**
- 2-5 years: 32.3%
- 6-10 years: 26.3%
- 11-15 years: 4.8%
- >15 years: 19.4%
- Less than 2 years: 17.2%
- No Response: 0.1%

**Staff/Faculty**
- 2-5 years: 38.9%
- 6-10 years: 20.9%
- 11-15 years: 9.3%
- >15 years: 14.2%
- Less than 2 years: 16.6%
UNTHSC Results 2011

N = 831
UNTHSC Results Over Time

2007

2009

2011
## Involvement – 2009 and 2011

**Internal Focus/Flexible**

<table>
<thead>
<tr>
<th>In this organization...</th>
<th>Empowerment</th>
<th>Team Orientation</th>
<th>Capability Development</th>
<th>Problems often arise because we do not have the skills necessary to do the job.*</th>
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<td>In this organization...</td>
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<td>2009</td>
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<td>Most employees are highly involved in their work.</td>
<td>34</td>
<td>31</td>
<td>54</td>
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<td>Decisions are usually made at the level where the best information is available.</td>
<td>36</td>
<td>36</td>
<td>81</td>
<td>60</td>
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<tr>
<td>Information is widely shared so that everyone can get the information he or she needs when it's needed.</td>
<td>33</td>
<td>44</td>
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<td>Everyone believes that he or she can have a positive impact.</td>
<td>33</td>
<td>39</td>
<td>66</td>
<td>60</td>
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<tr>
<td>Business planning is ongoing and involves everyone in the process to some degree.</td>
<td>35</td>
<td>42</td>
<td>48</td>
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<td>Cooperation across different parts of the organization is actively encouraged.</td>
<td>26</td>
<td>43</td>
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<td>People work like they are part of a team.</td>
<td>26</td>
<td>43</td>
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<td>Teamwork is used to get work done, rather than hierarchy.</td>
<td>29</td>
<td>43</td>
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<td>Teams are our primary building blocks.</td>
<td>22</td>
<td>42</td>
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<td>Work is organized so that each person can see the relationship between his or her job and the goals of the organization.</td>
<td>32</td>
<td>48</td>
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<td>Authority is delegated so that people can act on their own.</td>
<td>33</td>
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<td>The &quot;bench strength&quot; (capability of people) is constantly improving.</td>
<td>33</td>
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<td>There is continuous investment in the skills of employees.</td>
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<td>The capabilities of people are viewed as an important source of competitive advantage.</td>
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*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.*
Consistency – 2009 and 2011
Internal Focus/Stable

![Graph showing consistency in core values, agreement, and coordination & integration between 2009 and 2011.](image-url)
Adaptability – 2009 and 2011
External Focus/Flexible

In this organization...

**Creating Change**
- The way things are done is very flexible and easy to change. (30% in 1st quartile in 2009 vs. 24% in 2011)
- We respond well to competitors and other changes in the business environment. (22% in 1st quartile in 2009 vs. 24% in 2011)
- New and improved ways to do work are continually adopted. (32% in 1st quartile in 2009 vs. 31% in 2011)
- Attempts to create change usually meet with resistance.* (11% in 1st quartile in 2009 vs. 10% in 2011)
- Different parts of the organization often cooperate to create change. (31% in 1st quartile in 2009 vs. 59% in 2011)

**Customer Focus**
- Customer comments and recommendations often lead to changes. (14% in 1st quartile in 2009 vs. 39% in 2011)
- Customer input directly influences our decisions. (28% in 1st quartile in 2009 vs. 43% in 2011)
- All members have a deep understanding of customer wants and needs. (33% in 1st quartile in 2009 vs. 61% in 2011)
- The interests of the customer often get ignored in our decisions.* (14% in 1st quartile in 2009 vs. 14% in 2011)
- We encourage direct contact with customers by our people. (20% in 1st quartile in 2009 vs. 50% in 2011)

**Organizational Learning**
- We view failure as an opportunity for learning and improvement. (49% in 1st quartile in 2009 vs. 56% in 2011)
- Innovation and risk taking are encouraged and rewarded. (45% in 1st quartile in 2009 vs. 45% in 2011)
- Lots of things “fall between the cracks.”** (33% in 1st quartile in 2009 vs. 41% in 2011)
- Learning is an important objective in our day-to-day work. (42% in 1st quartile in 2009 vs. 51% in 2011)
- We make certain that the “right hand knows what the left hand is doing.” (46% in 1st quartile in 2009 vs. 56% in 2011)

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

**Note:** The chart includes data from UNT Health Science Center.
Mission – 2009 and 2011
External Focus - Stable

UNT Health Science Center

**In this organization...**

**Strategic Direction & Intent**
There is a long-term purpose and direction.

Mission

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

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

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There is a clear strategy for the future.

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Our strategic direction is unclear to me.*

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**Goals & Objectives**
There is widespread agreement about goals.

Mission

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Leaders set goals that are ambitious, but realistic.

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The leadership has "gone on record" about the objectives we are trying to meet.

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We continuously track our progress against our stated goals.

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People understand what needs to be done for us to succeed in the long run.

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

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Leaders have a long-term viewpoint.

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Short-term thinking often compromises our long-term vision.*

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Our vision creates excitement and motivation for our employees.

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

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*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.
### Highest & Lowest Percentiles

#### Highest Scores

**2009**

- 86
  - Leaders have a long-term viewpoint.

- 85
  - Ignoring core values will get you in trouble.

- 85
  - There is a clear strategy for the future.

- 84
  - We have a shared vision of what the organization will be like in the future.

- 78
  - Our vision creates excitement and motivation for our employees.

**2011**

- 71
  - Leaders have a long-term viewpoint.

- 70
  - The leadership has “gone on record” about the objectives we are trying to meet.

- 69
  - We have a shared vision of what the organization will be like in the future.

- 68
  - There is a clear strategy for the future.

- 66
  - We continuously track our progress against our stated goals.

#### Lowest Scores

**2009**

- 11
  - Attempts to create change usually meet with resistance.*

- 14
  - The interests of the customer often get ignored in our decisions.*

- 16
  - Problems often arise because we do not have the skills necessary to do the job.*

- 20
  - Working with someone from another part of this organization is like working with someone from a different organization.*

- 21
  - The capabilities of people are viewed as an important source of competitive advantage.

**2011**

- 19
  - The capabilities of people are viewed as an important source of competitive advantage.

- 20
  - The interests of the customer often get ignored in our decisions.*

- 22
  - Teamwork is used to get work done, rather than hierarchy.

- 24
  - Working with someone from another part of this organization is like working with someone from a different organization.*

- 24
  - The way things are done is very flexible and easy to change.

The colors indicate the traits to which each item is attributed for easy identification of patterns and trends.

---

Authors: Daniel R. Denison, Ph.D.  William S. Neale, M.A., M.L.I.R

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http://www.DenisonCulture.com
2011 Length of Service: Faculty and Staff

Less than 2 years

2-5 years

6-10 years

N = 138

N = 324

N = 174
2011 Length of Service: Faculty and Staff

- **11-15 years**
  - *N = 77*

- **More than 15 years**
  - *N = 118*
2011 Length of Service: Faculty

11-15 years

More than 15 years

UNT Health Science Center
2011 Length of Service: Staff

Less than 2 years

External Focus

Mission

Adaptability

Involvement

Consistency

Less than 2 years, N=106

2-5 years

External Focus

Mission

Adaptability

Involvement

Consistency

2-5 years, N=263

6-10 years

External Focus

Mission

Adaptability

Involvement

Consistency

6-10 years, N=125

Note: The diagrams show the distribution of staff beliefs and assumptions across various categories such as Core Values, Capability Development, Strategic Direction, and Operational Effectiveness.
2011 Length of Service: Staff

11-15 years

More than 15 years

- **Adaptability**
  - Flexible: 29%
  - Stable: 71%

- **Mission**
  - External Focus: 45%
  - Strategic Direction & Intent: 13%
  - Objectives: 44%

- **Involvement**
  - Team Orientation: 20%
  - Capability Development: 22%
  - Core Values: 37%
  - Agreement: 33%

- **Consistency**
  - Organizational Learning: 22%
  - Creating Change: 18%
  - Empowerment: 43%

**Internal Focus**
N=68

- **Adaptability**
  - Flexible: 36%
  - Stable: 64%

- **Mission**
  - External Focus: 46%
  - Strategic Direction & Intent: 24%
  - Objectives: 39%

- **Involvement**
  - Team Orientation: 39%
  - Capability Development: 27%
  - Core Values: 49%
  - Agreement: 57%

- **Consistency**
  - Organizational Learning: 36%
  - Creating Change: 22%
  - Empowerment: 41%

**Internal Focus**
N=82
School/College and Department Results 2011

Overall Response Rate - 58%

- Academic Affairs: 82.0%
- Administration: 95.7%
- Community Engagement: 92.3%
- Finance: 92.5%
- GSBS: 63.7%
- Office of the President: 87.5%
- Operations: 43.1%
- Research: 64.8%
- SHP: 87.5%
- SPH: 76.3%
- Strategy & Measurement: 100.0%
- TCOM: 39.1%
- UNT Health: 47.8%
- UNT System: 62.5%
Denison Organizational Culture Survey from *What*...to *So What*...to *Now What* 2011

N = 831
Key Steps in the Culture Change and Improvement Process

Step I
Assessment (collecting survey data)

**Goal:** To fully explore the current culture. To surface overall strengths and weaknesses and identify possible sub-cultures/areas of opportunity

Step II
Creating Understanding

**Goal:** To create a common understanding of the data and the associated beliefs & assumptions driving the current cultural strengths and weaknesses

Step III
Choosing to Shift the Culture?

**Goal:** To establish true alignment around the need for culture change AND to focus efforts on areas of maximum impact

Step IV
Action Planning

**Goal:** To generate ideas for moving the culture forward; prioritizing and developing specific action plans

Step V
Implementation & Evaluation

**Goal:** To execute against the action plans and measure progress – with a constant link back to organizational or group performance
UNTHSC Goals and Tactical Initiatives

• What are OUR key goals over the next 12-24 months?
• Do we have agreement that making progress with respect to our culture will better position us to reach OUR critical organizational goals and tactical initiatives?
Interpretation Guidelines: A suggested process for interpreting our results

**Big Picture**

**Strengths & Challenges**
- What are main areas?
  - Strong = more color
  - Weak = less color
- Are these clustered?
  - Flexible?
  - Stable?
  - Externally Focused?
  - Internally Focused?
  - Involvement?
  - Consistency?
  - Adaptability?
  - Mission?

**Summarize Strengths**
- Review the 12 Indexes
  - Which are strongest?
  - Most important to organizational strategy?
  - Clustered in one trait?
- Review the Items
  - Top five?
  - Most important to organizational strategy?
  - Clustered in one trait?

**Summarize Challenges**
- Review the 12 Indexes
  - Which are lowest?
  - Most important to organizational strategy?
  - Clustered in one trait?
- Review the Items
  - Bottom Five?
  - Most important to organizational strategy?
  - Clustered in one trait?

**Overall Patterns**

**Key Patterns**
- **Foundation Skills:**
  - What are the key capabilities that are the foundation of your organization's strengths?
- **Areas to Improve:**
  - What capabilities are important to improve?
  - Short and Long-term?
- **Impact of strengths and weaknesses on performance measures:**
  - Employee Satisfaction?
  - Quality?
  - Innovation?
  - Financial performance?
What Do You Think?

What are your first impressions of the data?

- What you expected? Why or why not?
- Other impressions?

What do the results suggest in regards to strengths and strengths and challenges related to:

- Mission?
- Consistency?
- Involvement?
- Adaptability?
What Do You Think?

• What key themes seem to be emerging?

• What might be some of the underlying beliefs and assumptions that may have led to OUR current results?
Small Group Exercise
Now What: Culture Prioritization

• Identify two Denison Indices that you believe will best help us achieve our goals and FY12 Tactical Initiatives over the next 12-24 months

• Which indices are critical to achieving our goals and FY12 Tactical Initiatives AND are currently strengths of our group? (Areas to ‘keep doing what we’re doing’)

• Which indices are critical to achieving our goals and FY12 Tactical Initiatives AND are weaker based on the survey findings? (Areas that require our attention and action planning - these typically become the highest priority areas)
### Cultural Index Prioritization
(Small Group Exercise)

**Denison Cultural Index**

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*Place a check mark (✓) in the space provided below for the **TWO** culture indices that you believe should be prioritized areas of focus over the next 12 months.*

**NOTE:** Lower priority does not = low importance. **All areas are important for performance.** The checked indices reflect those areas that you believe need the most attention because they are critical to our ability to achieve our current objectives **AND** may be areas of relative weakness.
Action Plan - Levers for Change

N = 831
Now What: Culture Prioritization

• **Goal:** Translate OUR culture results into **action**

“What gets measured is what gets done”

Tom Peters
Now What: Culture Prioritization – Reaching Agreement

• What are the two Denison Indices identified by each group?
  • Which indices are critical to achieving our goals and FY12 Tactical Initiatives AND are currently strengths of our group? (Areas to ‘keep doing what we’re doing’)
  • Which indices are critical to achieving our goals and FY12 Tactical Initiatives AND are weaker based on the survey findings? (Areas that require our attention and action planning - these typically become the highest priority areas)
  • Will best help us achieve our goals and FY12 Tactical Initiatives over the next 12-24 months
Action Plan – Levers for Change

• Create an Action Plan for 2 or 3 areas of focus
• Focusing on 2 or 3 areas of the culture model does not mean that you will not see progress in the other areas
  • Often if an organization raises their capabilities in one area it often has a positive impact on other areas of the organizational culture model.
Action Planning – Levers for Change

Summarize the overall challenges that you see in the Denison results in terms of key traits and items. Next, suggest a set of action steps that will begin to address these important issues.

### Adaptability/Customer Focus

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Responsibility Person/Group:
**Action Planning – Levers for Change**

Summarize the overall challenges that you see in the Denison results in terms of key traits and items. Next, suggest a set of action steps that will begin to address these important issues.

**Mission/Goals & Objectives**

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**Responsibility Person/Group:**
Summarize the overall challenges that you see in the Denison results in terms of key traits and items. Next, suggest a set of action steps that will begin to address these important issues.

### Involvement/Team Orientation

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Responsibility Person/Group:
### Action Planning – Levers for Change

Summarize the overall challenges that you see in the Denison results in terms of key traits and items. Next, suggest a set of action steps that will begin to address these important issues.

**Consistency/Agreement**

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**Responsibility Person/Group:**
Where Do We Go Next?

• What are the next steps we need to take?
Thank You

Great partnerships — share common goals.