2009 Faculty & Staff Denison Organizational Culture Survey

UNTHSC
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 Benchmark Is My Organization Being Compared?

- The database includes about 888 organizations; over 350,000 total respondents; 20 years of research

- The sample includes organizations from all over the world. About 75% of them are from North America

- Education, government, healthcare, pharmaceutical and social service organizations account for approximately 22% of the organizations in the 2007 Normative Database
Organizational Culture

• Culture impacts organizational performance and effectiveness

• The culture of a high performing organization must be strong in all of the traits and indices measured

• Results show how we rank compared to other organizations who have taken the survey
Understanding Your Results

External Focus

Beliefs and Assumptions

Internal Focus

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.

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

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

Adaptability & Mission take as their focus the relationship between the organization and the external environment.

Mission & Consistency emphasizes the organization’s capacity for stability and direction.

Involvement & Adaptability emphasizes an organization’s capacity for flexibility and change.

Consistency & Involvement addresses the internal dynamics of the organization, relationships between people and departments.
There are opportunities to improve levels of **Involvement**: Empowerment, Team Orientation & Capability Development.

There are opportunities to increase **Adaptability**: Creating Change, Customer Focus, and Organizational Learning.

We are highest for **Mission**: Vision, Strategic Direction & Intent, and Goals & Objectives.

We need to keep building our **Consistency**: Core Values, Coordination & Integration, and Agreement.

**N=714**

Numbers denote percentiles
**UNTHSC Comparison**

**2007**

**Strengths:**
- Vision
- Strategic Direction & Intent
- Core Values
- Goals & Objectives
- Empowerment

**Opportunities for Improvement:**
- Enhance capacity to respond to change and to anticipate future changes
- Invest in the development of employee skills to stay competitive & meet needs
- Develop understanding of, and ability to react to, customers
- Develop sense of team, team skills, and mutual accountability
- Ability to reach agreement on critical issues and reconcile differences
- Use shared experiences to encourage innovation, gain knowledge, & develop capabilities
- Reduce organizational boundaries to enhance ability to achieve common goals
- Develop and deploy a leadership approach

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**2009**

**N=714**

**UNTHSC Comparison**

**Mission**

**Adaptability:**
- External Focus
- Internal Focus
- Flexible
- Stable

**Involvement:**
- Numbers denote percentiles
Contributing Factors to Cultural Change

• Evolution of strategic planning system
• Development of leadership team (LDI)
• Professional development & training classes
• Stabilization of organizational change
• New faculty & staff
These are the five items for which UNTHSC received the highest percentile scores. They are listed in order from highest to lowest score.

<table>
<thead>
<tr>
<th>Score</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>86</td>
<td>Leaders have a long-term viewpoint.</td>
</tr>
<tr>
<td>85</td>
<td>Ignoring core values will get you in trouble.</td>
</tr>
<tr>
<td>85</td>
<td>There is a clear strategy for the future.</td>
</tr>
<tr>
<td>84</td>
<td>We have a shared vision of what the organization will be like in the future.</td>
</tr>
<tr>
<td>75</td>
<td>Our vision creates excitement and motivation for our employees.</td>
</tr>
</tbody>
</table>

These are the five items for which UNTHSC received the lowest percentile scores. They are listed in order from lowest to highest score.

<table>
<thead>
<tr>
<th>Score</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Attempts to create change usually meet with resistance.*</td>
</tr>
<tr>
<td>14</td>
<td>The interests of the customer often get ignored in our decisions.*</td>
</tr>
<tr>
<td>16</td>
<td>Problems often arise because we do not have the skills necessary to do the job.*</td>
</tr>
<tr>
<td>20</td>
<td>Working with someone from another part of this organization is like working with someone from a different organization.*</td>
</tr>
<tr>
<td>21</td>
<td>The capabilities of people are viewed as an important source of competitive advantage.</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Involvement</th>
<th>Quartile Percentile</th>
<th>Involvement</th>
<th>Quartile Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most employees are highly</td>
<td>34</td>
<td>2nd</td>
<td>54</td>
</tr>
<tr>
<td>involved in their work.</td>
<td></td>
<td>50th</td>
<td>61</td>
</tr>
<tr>
<td>Decisions are usually made at</td>
<td></td>
<td>75th</td>
<td></td>
</tr>
<tr>
<td>the level where the best</td>
<td></td>
<td>100th</td>
<td></td>
</tr>
<tr>
<td>information is available.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information is widely shared so</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>that everyone can get the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>information he or she needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>when it's needed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Everyone believes that he or</td>
<td>44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>she can have a positive impact.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business planning is ongoing</td>
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<td></td>
<td></td>
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<tr>
<td>and involves everyone in the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>process to some degree.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperation across different</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>parts of the organization is</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>actively encouraged.</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>People work like they are</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>part of a team.</td>
<td>29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teamwork is used to get work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>done, rather than hierarchy.</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teams are our primary building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>blocks.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Work is organized so that each</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>person can see the relationship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>between his or her job and the</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>goals of the organization.</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authority is delegated so that</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>people can act on their own.</td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The “bench strength” (capability</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>of people) is constantly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>improving.</td>
<td>38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is continuous investment</td>
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</tr>
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<td>in the skills of employees.</td>
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<td></td>
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<td>do not have the skills necessary</td>
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<td>to do the job.</td>
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</tbody>
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Consistency

**Core Values**
- In this organization...
  - The leaders and managers "practice what they preach."
  - There is a characteristic management style and a distinct set of management practices.
  - There is a clear and consistent set of values that governs the way we do business.
  - Ignoring core values will get you in trouble.
  - There is an ethical code that guides our behavior and tells us right from wrong.

**Agreement**
- In this organization...
  - When disagreements occur, we work hard to achieve "win-win" solutions.
  - There is a "strong" culture.
  - It is easy to reach consensus, even on difficult issues.
  - We often have trouble reaching agreement on key issues.¹
  - There is a clear agreement about the right way and the wrong way to do things.

**Coordination & Integration**
- In this organization...
  - 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.
  - Working with someone from another part of this organization is like working with someone from a different organization.
  - There is good alignment of goals across levels.

¹The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.
Adaptability

UNT Health Science Center

Adaptability

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.
- Attempts to create change usually meet with resistance.*
- 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.
- The interests of the customer often get ignored in our decisions.*
- 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.
- Lots of things “fall between the cracks.”**
- Learning is an important objective in our day-to-day work.
- We make certain that the “right hand knows what the left hand is doing.”

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Numbers denote percentiles

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3-Mar-09
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Mission

UNT Health Science Center

**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.
- Our strategic direction is unclear to me.*

**Goals & Objectives**
- There is widespread agreement about goals.
- Leaders set goals that are ambitious, but realistic.
- The leadership has "gone on record" about the objectives we are trying to meet.
- We continuously track our progress against our stated goals.
- People understand what needs to be done for us to succeed in the long run.

**Vision**
- We have a shared vision of what the organization will be like in the future.
- Leaders have a long-term viewpoint.
- Short-term thinking often compromises our long-term vision.*
- Our vision creates excitement and motivation for our employees.
- We are able to meet short-term demands without compromising our long-term vision.

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Strategic Direction & Intent
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Core Values
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- There is an ethical code that guides our behavior & tells us right from wrong
- The leaders & managers “practice what they preach”

Coordination & Integration
- Working with someone from another part of this organization is like working with someone from a different organization*

* Negatively worded item

Flexible

Involvement

Team Orientation
- People work like they are part of a team
- Teamwork is used to get work done, rather than hierarchy

Capability Development
- Problems often arise because we do not have the skills necessary to do the job*
- The capabilities of people are viewed as an important source of competitive advantage

Internal Focus

Stable
Where do we go from here?

• Maintain strengths

• Address opportunities to become a high performing organization in the areas leadership, team orientation, and understanding our customers

• Link strengths and opportunities to strategy maps and action plans