

Getting Started with Your Denison Organizational Culture Survey Results

What your organization needs to know to implement successful culture change and improvement.

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Introduction

“The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.”

- Edgar Schein, Ph.D., Professor at MIT and a recognized authority on Organizational Culture and Leadership

We know that every organization has a culture. In recent decades, most organizations have come to understand just how important the health of their culture is to their success. What's more, they are recognizing the need to manage their culture with the same skill and attention they pay to their strategy, their financials, and other key performance measures.

However, many organizations are still uncertain how to 'manage' their culture. They ask: "how do we measure it? How do we track it? How do we develop it?" Fortunately, The Denison Model, developed by Daniel R. Denison, Ph.D. and the Denison Organizational Culture Survey, co-authored by Dan Denison and William S. Neale, M.A., M.L.I.R., are designed to address that uncertainty. The Model and surveys provide you with a common language and structure to talk about culture in meaningful and productive ways in your organization. Benchmarking your cultural strengths and weaknesses against our global database of organizations allows you to manage your culture, leverage your human capital and better serve your clients, customers and your key stakeholders. This guide is designed to help you maximize the use of the Denison model and survey and to translate your results into action.

What is in this guide?

Much like the "pocket guide" that came with your latest cell phone or laptop, etc., this guide is designed to get you started and support you through the major milestones of the culture development process. It is designed to be modular. Each section can stand on its own so that you can access it at the point that makes the most sense for your organization or team. It is also designed to be scalable, meaning you can stay at a high level or you can take a deeper dive by referencing additional tools, resources and articles mentioned in the text.

We also recognize that there are many facets to culture improvement and change. This guide is not meant to replace an organizational development (OD) or consulting professional working in or with your organization. If at any point in the process you would like additional information or assistance, Denison Consulting is happy to assist you in identifying the appropriate resources to meet your specific needs.

Who is this guide for?

We designed this guide for the culture facilitators and leaders in your organization. You may be a senior executive in the company, an HR/OD professional, a team lead or an external consultant to an organization. Your objective is to understand how the organization's culture is supporting or hindering its ability to achieve the organization's strategies and goals, and to facilitate the changes necessary to achieve high-performance. Your charge may be to: "take the pulse of the organization"; to aid in a turnaround; to facilitate the merging of two (or more) cultures; to establish a baseline for the effectiveness of your human capital; or to help a new CEO or senior executive understand the effectiveness of the organization or

group that he or she is now leading. Whatever your goal, our intent is to help you navigate this process and to provide you with some tools that will assist you on your journey.

Why Culture Matters

Why Culture Matters In Your Organization

In this section, you will learn why understanding culture and proactively managing the culture of your organization is an important strategy to your organization's success.

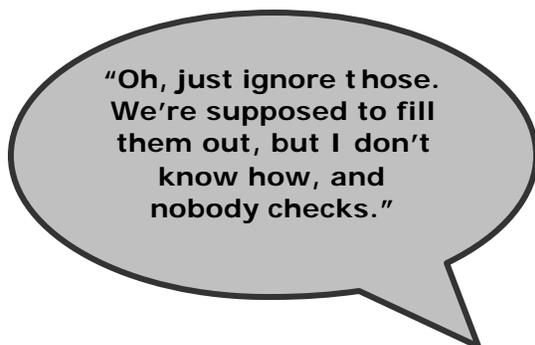
What is culture?

Simply put, "culture is the way things are done around here." An organization's culture is the beliefs, values, and behaviors that a group has adopted over time as a way to survive and succeed.

Why does culture matter to your organization? We all know subconsciously that culture matters because we experience its effects on performance every day.

Here are two ways we experience culture.

Example 1:



What's the cultural message?

- Rules aren't followed.
- Training is inadequate.
- There's no feedback loop to inform decision-makers.

Example 2:



What's the cultural message here?

- Everyone feels like they make a difference.
- People work well in teams.
- Everyone understands what they need to do to achieve success for the company.

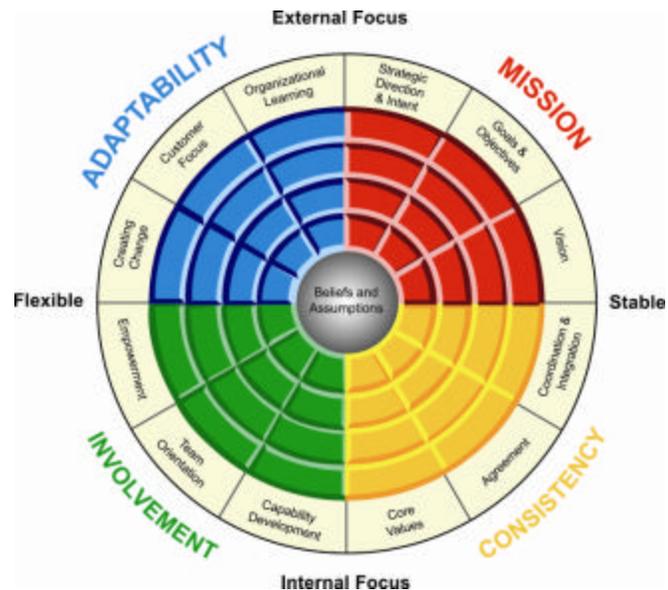
We can see from these two examples that the culture will make or break any strategy, system, or structure your organization has in place. Just as Edgar Schein, a recognized

authority on organizational culture and theory, points out, if leaders aren't carefully managing their culture their culture will indeed manage them. When the people in the organization believe that culture matters, they will work to make changes and improve that culture.

The Denison Model

In this section, you will learn the basics of the Denison model and what it can tell you about critical aspects of your organization's culture.

The Denison model is based on over two decades of research linking culture to bottom-line performance measures. The Denison model was developed by Dr. Daniel Denison, formerly of the University of Michigan Business School, and currently Professor of Organization Development at IMD - International Institute of Management Development in Lausanne, Switzerland. Dr. Denison's research focuses on the link between organizational culture and bottom-line performance measures such as profitability, growth, quality, innovation, and customer and employee satisfaction.



Beliefs and Assumptions

At the center of the model are "Beliefs and Assumptions." Each of us have deeply held beliefs about our organization, our coworkers, our customers, our competitors and our industry. These beliefs and assumptions, and their associated behaviors, determine the culture of an organization. The Denison model and surveys allow us to reveal the underlying belief and assumptions in recognizable and measurable ways that impact organizational performance.

Traits and Indexes

The Denison model answers four key questions about your organization:

- **Mission:** Do we know where we are going?
- **Adaptability:** Are we listening to the marketplace?
- **Involvement:** Are our people aligned, engaged, and capable?
- **Consistency:** Do we have the values, systems and processes in place to execute?

These are the *traits* in the Denison model. Each of these organizational traits is further broken down into three indexes. These indexes describe specific behaviors in business language to make the results both relevant and actionable in your organization. Let's take a closer look at each index.

Mission: Defining a meaningful long-term direction for the organization.

- **Strategic Direction & Intent:** Do employees understand the strategies identified by the organization and do they think the strategies will work?
- **Goals & Objectives:** Are there short-term goals that help link what employees do on a day-to-day basis to the strategy and vision of the organization? Do employees understand how their job fits in?
- **Vision:** Do employees share a common desired future state for the organization? Do they understand the vision? Does it motivate and excite them?



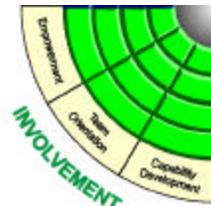
Adaptability: Translating the demands of the external environment into action.

- **Creating Change:** Can employees read the external environment and react to trends and changes? Do employees constantly look for new and improved ways to do their work?
- **Customer Focus:** Do we understand the needs of our customers? Are employees committed to responding to their ever-changing needs? Is customer focus a primary concern throughout the organization?
- **Organizational Learning:** Is importance placed on learning in the workplace? Do we create an environment where reasonable risk taking and innovation can occur? Do we share knowledge across the organization?



Involvement: Building human capability and creating a shared sense of ownership and responsibility throughout the organization.

- **Empowerment:** Do employees feel informed and involved in the work that they do? Do they feel they can have a positive impact on the organization?
- **Team Orientation:** Is teamwork encouraged AND practiced in the organization? Do employees value collaboration and feel mutually accountable for common goals?
- **Capability Development:** Do employees believe that they are being invested in and that their skills are improving? Is the organization's bench strength improving? Does the organization have the skills it needs to be competitive today and into the future?



Consistency: Defining the values and systems that are the basis of the culture.

- **Core Values:** Do employees share a set of values that create a strong sense of identity and a clear set of expectations? Do leaders model and reinforce those values?
- **Agreement:** Is the organization able to reach agreement on critical issues? Can employees reconcile differences in a constructive way when problems arise?
- **Coordination & Integration:** Do employees from different parts of the organization share a common perspective that allows them to work effectively across organizational boundaries? Do they work to



eliminate 'silos' and promote actions that are in the best interest of the organization as a whole?

Dynamic Tensions

Leaders, managers and employees often feel as though they are being pulled in different directions during the natural course of doing business. This push/pull or dynamic tension is normal and it forces us to think about the external environment *and* internal operation while maintaining consistency *and* being adaptive. The Denison model and surveys capture these dynamic tensions and offer valuable insight about how effectively we are managing them.

Flexible and Stable

- **Flexible (Adaptability and Involvement):** Organizations that are strong in these traits can change quickly in response to their environment. They tend to be successful at being innovative and satisfying their customers.
- **Stable (Mission and Consistency):** These organizations tend to be focused and have some level of predictability. They know where they are headed and have the tools and systems in place to get there. They create alignment that results in efficient, profitable performance.



External Focus and Internal Focus

- **External Focus (Adaptability and Mission):** These organizations have an eye towards the market and are able to adapt and change in response to what they see. The result is the ability to grow as they meet the current and future needs of the marketplace.
- **Internal Focus (Involvement and Consistency):** These organizations' focus is on the alignment of internal systems, processes and people of the organization. High scores in Internal Focus typically predict efficient operating performance, higher levels of quality and increased employee satisfaction.



Cross Patterns

- **Top-down Bottom-up Alignment (Mission and Involvement):** Organizations must have a balance between the Mission (top-down) and employee Involvement (bottom-up). They need to learn how to link the purpose and strategies of the organization to the shared sense of responsibility, ownership and commitment of the employees. When there is balance between these traits, we see effective two-way communication and an engaged, focused workforce.
- **Customer Value Chain (Adaptability and Consistency):** This is represented by the tension created between Adaptability, which is largely concerned with the market, and Consistency, which looks at the internal values, systems and processes. High performing organizations must be able to adapt and respond to the market and develop



systems and processes that allow them to execute in a way that produces quality products and services.

The Link to Performance

In this section, you will learn about the research linking the Denison model to bottom-line business performance metrics.

The Denison model is based on over two decades of research on how an organization's culture relates to performance. Denison's research has found notable links between organizational culture scores and important performance measures such as Profitability (ROE, ROA, ROI), Growth (Sales Growth, Market Share), Quality, Innovation, Customer and Employee Satisfaction.

We have been able to correlate the cultural traits of the model with performance metrics important to organizations. High scores on the stable side of the model tend to have the strongest relationship to measures of profitability (ROI, ROS, ROE) while the flexible side has a strong relationship to performance measures such as innovation and customer satisfaction.

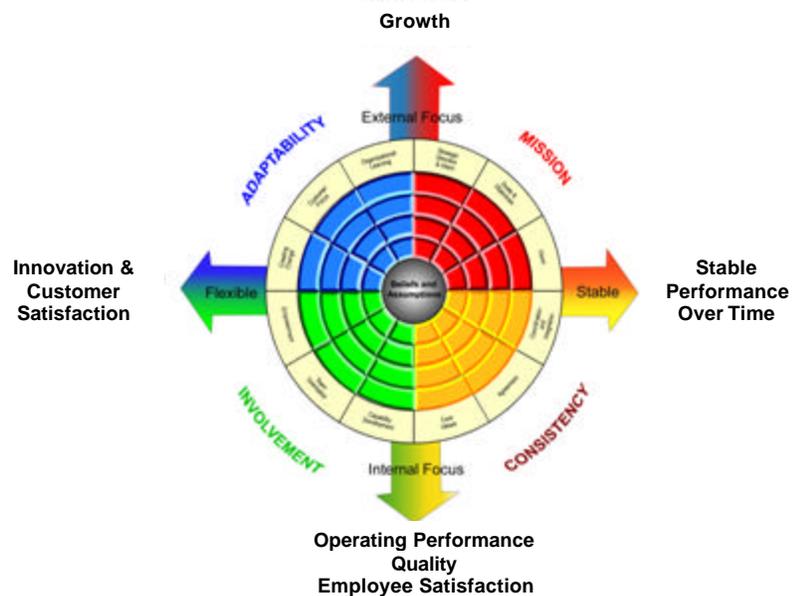
We have also found that the cultural traits that represent external focus tend to be more strongly related to overall growth while those traits associated with internal focus have a relationship to performance measures such as operating performance, quality and employee satisfaction.

Continuing to research the links between organizational culture and performance remains the cornerstone of Denison Consulting's work. As part of your culture work we encourage you to contact our Research Department to explore ways in which you can establish important links between your organization or group's performance and specific metrics of interest. We also have additional slides available to help you illustrate the Links to Performance. Contact your Denison Client Manager or access the online version for a copy.

A Well-Rounded Profile

Successful organizations have strengths across all four traits of the Denison model:

- they know where they are going and how they are going to get there



- they continually seek to understand the external environment and meet the needs of their customers
- they involve and engage their employees and build a sense of shared ownership and teamwork
- they have values, systems and processes in place to promote consistent behavior and to execute against the mission

The Denison model captures the unique tensions that most of us face every day and presents them as not an “either/or” but rather an “and”. Research has found that organizations that best manage these dynamic tensions outperform the organizations that do not. While overall balance is the goal, as you work with your culture results and assess your current business needs, you may focus on just one or two areas to build your strength. Many times, building strength in one or two areas of the model will make positive and sometimes dramatic changes in other areas of the culture.

Your Business Case for Culture

In this section, you will learn best practices to gaining buy-in to your culture initiative across various audiences.

At different points along the process, you may be asked to clarify “why culture matters.” You may be presenting to a top management team, debriefing a business unit, or you may be talking informally to a business unit about ‘why we’re doing this culture stuff.’ Here are a few points to get them more interested and involved in the culture conversation.

- **Reinforce the connection to their business goals** - For any initiative to stick, it needs to make sense to the people you are trying to reach. They need to see clearly how this activity will help them address their business needs. Take the time to talk to the people you are trying to impact and listen to their concerns. Tailor your message so that it is appropriate to your audience and make it relevant to their issues. You can use the Link to Performance Slides to make a visual link between Culture and Bottom-Line performance.
- **Incorporate culture into existing processes** - Successful organizations incorporate culture change into their existing processes and activities. The initiative needs to be integrated with the existing goals of the leader, team, business unit, or organization to maintain relevance and urgency. Take stock of what you are already doing in the organization and look for how it might support or inhibit your culture change efforts. Chances are you are already doing things intended to improve your culture. Assess what is already working and where the gaps for improvement exist and take action accordingly.

Let’s look at an example: an organization has the goal of increasing their sales by 7% over the next year. We know that the External traits of the model offer opportunities to impact sales growth. One of the current activities in place might be to increase the knowledge sharing between sales department and production so that the sales people have more information about what they are selling, and the production people have feedback from the market about the product. Helping people in the organization draw the connection between an existing process and how it might improve their culture and performance is important. A better understanding of the model and the links to performance might also spark conversations and actions designed to increase the understanding of the strategy and goals or to create change to enhance the likelihood of achieving their 7% growth target.

Interpreting Your Results

How to Understand Your Results

After completing this section, you will be able to define best practices when approaching your reports and analyzing your data.

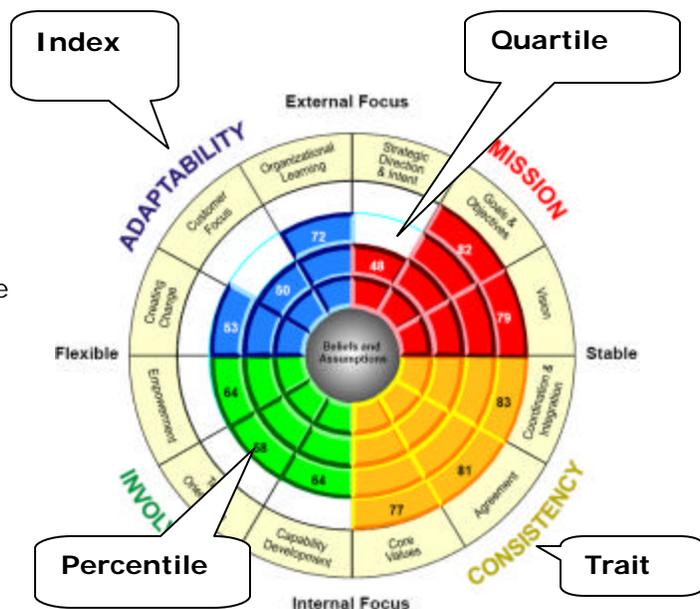
Understanding Your Reports

You have your reports, now where do you start? Your standard culture report contains three core sections: The Circumplex Report; the Line Item Report and the High Low Report. Two good rules of thumb are to remember that “More Color is Better!” and “More Balance is Better!”

The Circumplex Report

The circumplex displays the results for each of the twelve indexes that measure the behaviors that impact performance: Mission, Adaptability, Involvement and Consistency. The scores are represented as percentiles. Percentiles let you compare your organization or group’s performance to the other organizations in our Global Database.

This report gives you an overview of what your organization or group looks like as a whole. You can use this to determine overall patterns of strength and weakness in the data.



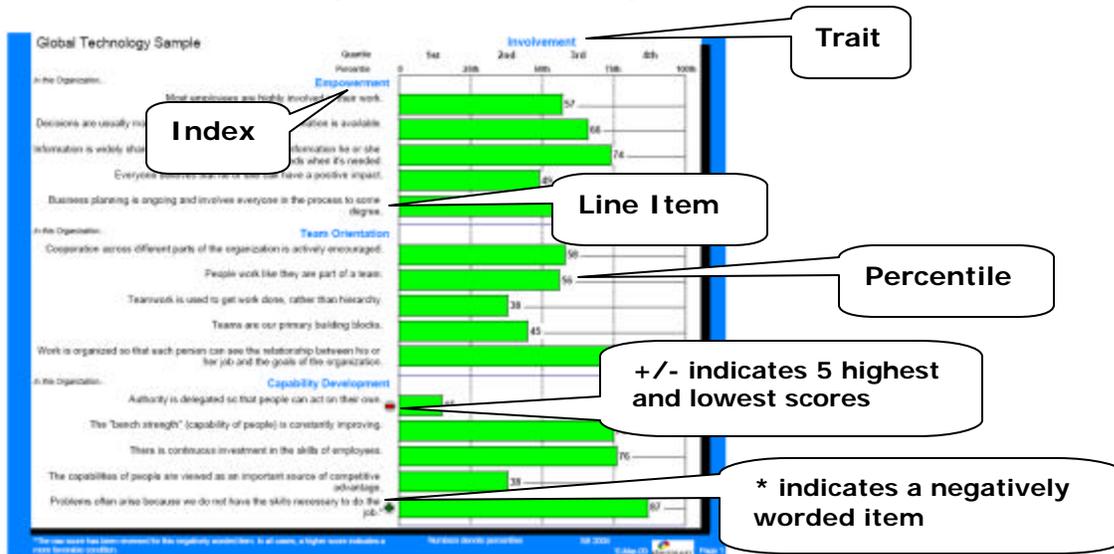
Percentiles and the Global Normative Database are used to show how your organization scored compared to others in our database. Similar to how scores on standardized tests are reported in schools (like ACT and SAT), we compare your score to our extensive database that represents a subset of over 5000 organizations. We use percentiles because:

- they put data into an easy-to-interpret format
- they provide information about how your organization compares to other organizations
- they allow you to make comparisons between items on the survey and across different areas of the organization with ease and confidence

For example, the organization above scored at the 58th percentile in Team Orientation. This means that they scored higher than 58% of the organizations in the Global Database on that Index. More information is available on the normative database by contacting your Denison Client Manager.

The Line Item Report

The next four pages of the standard report show how your organization scored on each question, or line item, on the survey. The results are sorted and color coded by Trait and Index to make them easy to read and identify. The Line Item results provide a more in-depth look at how the survey respondents scored in each Index. These pages include the actual statements as they appear on the survey.



Use these pages to dig deeper into the patterns you see from the circumplex report. As you get more comfortable with reading the reports, you will naturally start to identify common patterns among some of the line items as well.

Tip: Negatively-worded items - Using negatively worded items is a common construct in surveys to increase the reliability of the survey results. For these items, responses of "strongly agree" or "agree" actually indicate a less desirable perception of culture. To stay consistent in reporting, we "reverse code" the negatively worded items so that your scores are always read the same way in the report, that is "more color is always better." For example, if an organization scored in the 78th percentile on "Lots of things 'fall between the cracks'." That is considered a high score and means that employees generally do not believe that things fall between the cracks. This organization is doing better on this item than 78% of the organizations in our database.

The High Low Report

This report summarizes and lists the five items from the survey with the highest scores and the five items with lowest scores. This page is also useful for identifying trends and patterns in your results. The color coding allows you to quickly key in on patterns among the line items.

Lowest Scores

5	Customer input directly influences our decisions.
14	Customer comments and recommendations often lead to changes.
15	Authority is delegated so that people can act on their own.
20	Our strategy leads other organizations to change the way they compete in the industry.
21	The way things are done is very flexible and easy to change.

Interpreting Your Results

Remember that the color patterns and scores your organization or group receives are the starting point for interpreting and understanding your results. Some organizations focus on the colors and patterns that are revealed in the circumplex while others focus on the specific percentiles and conduct a detailed analysis of the line items. We suggest that you look at the patterns revealed in the circumplex AND spend time analyzing the line item data for deeper insights and greater specificity. The data is intended to do two things: 1) start honest conversations within your organization or group regarding the current reality of the culture and 2) drive informed change.

When looking at your data it may be helpful to start with the big picture and work down to the detail offered by the specific line items. Here are four steps that might prove useful:

Step 1: 'Big Picture' Strengths and Challenges (circumplex)

- What are the areas of strength (more color)? Which reflect possible challenge (less color)?
- Are there basic patterns or clusters?
 - Flexible vs. Stable, External Focus vs. Internal Focus?
 - Are there strengths across all four traits (Involvement, Consistency, Adaptability or Mission) or are there obvious areas of weakness (gaps)?

Step 2: High Scores – Summarize Your Strengths

- Review the 12 Indexes (i.e. Creating Change, Empowerment, Vision, etc)
 - Which indexes are the strongest?
 - Which are the most important to achieving your current business objectives?
 - Is there a pattern (relationship) among the areas of strength?
- Review the line items
 - Are there additional insights about your strengths that can be gained from the line items?
 - What are the top five line items? (summarized in your High/Low report)
 - What do they tell you about your focus as an organization/team?
 - Is there a pattern among your line item strengths?

Step 3: Low Scores – Summarize Your Challenges

- Review the Indexes
 - Which indexes are the lowest?
 - Which of these have the greatest implications for your business objectives?
 - Is there a pattern (relationship) among the areas of weakness?
- Review the Line Items
 - Are there additional insights that can be gathered from reviewing your lower line items?
 - What are the five lowest line items (summarized in your High/Low report)?
 - What do they tell you about your focus as an organization/team?
 - Is there a pattern among your lower line items?

Step 4: Summarize the Insights and Possible Impact on Performance

- **Strengths:** What does the data tell you about the organization's (or group's) strengths?

- **Challenges:** What does the data tell you about the organization's (or group's) challenge areas?
- What areas are important to develop in order for your organization (or group) to achieve your strategies and objectives?
- What might be the impact of your key strengths and weaknesses on your key performance measures:
 - Efficiency?
 - Growth?
 - Customer Satisfaction?
 - Innovation?
 - Quality?
 - Employee Satisfaction?

Beware of Analysis Paralysis

Analyzing the data can be informative and interesting. Remember, the data is intended to facilitate conversations in the organization AND to help drive change. Organizations will occasionally find themselves caught in "analysis paralysis", that is, spending a great deal of time having conversations about the data and what it means. Keep in mind, the data itself cannot bring about change. It is important to create a common understanding of the data and then move to implications and actions. NOTE: We have noticed that organizations that score lower in Adaptability (and Creating Change in particular) are more inclined to fall into the analysis-paralysis trap.

It is possible that there will be aspects of your data that requires additional insight. Culture is a complex area to explore. If there are lingering questions, reach out to the people in the organization to create greater clarity. Not only does this reduce the likelihood of further analysis-paralysis but it also generates additional involvement and promotes action planning within the group.

Looking at Multiple Segments

Most organizations will gather data for the overall organization as well as a variety of sub-units. Among the most common sub-units are organizational level, function or business unit, region/location, and tenure. Each sub-unit can utilize the data analysis process outlined in **Interpreting Your Results** to create understanding and action within their group.

It is common to see variations among the different sub-units examined. These variations create opportunities to ask questions about how things are done within these units, what these units have in common with the overall organization and where there are areas of difference. The units may decide to take action based on some of the unique differences that appear in their data.

Organizational Level

Looking at the patterns between segments of organizational level will often give you a good idea of how well information is flowing up and down the organization. Comparing the different organizational levels will give you a good idea of how each level sees the organization. Large gaps or an inconsistent pattern indicate an opportunity to dig deeper.

Departments, Functions, Business Units, Locations

There are a variety of reasons why you might see variations in these areas such as differences in leadership skills and experience, the nature of the work (e.g. manufacturing,

finance, sales, etc.), or changes that a particular group might be going through (e.g. a recent downsizing/ restructuring, a new technology implementation, etc.). It is helpful to ask:

- What are the commonalities among groups?
- What are the differences?
- How similar or different are they from the overall profile of the organization?
- Are the results for a particular sub-unit or group different from what you expected?

Remember, these questions are opportunities to facilitate honest conversations and to begin 'informed' change efforts within these groups.

Defining Patterns, Trends and Themes

In this section, you will see some of the common patterns, trends and themes to look for in the data.

The more you work with the Denison model, the more you will see the interconnectedness of the various traits and indexes. Taking action in one area will often have impact in other areas. Likewise, not paying attention to an area may also impact other areas of the model. For example, if an organization focuses only on short term goals with little or no emphasis on the longer term vision and strategies, it is common to see weaknesses in areas such as Coordination & Integration (employees do not know how their job fits into the bigger picture so they focus on what is right in front of them), Creating Change (what are we changing for?) and Capability Development (what skills and capabilities do we need for the future?).

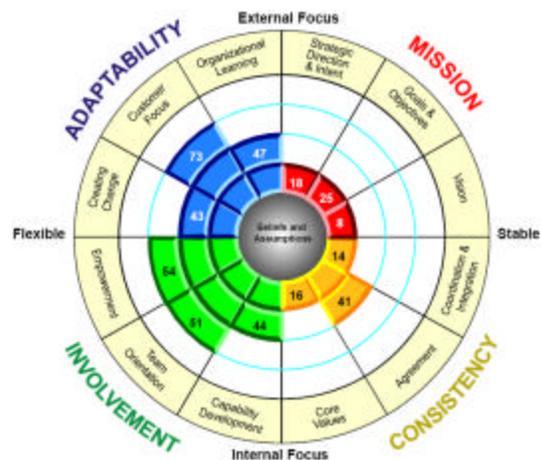
Let's look at a couple of sample profiles.

The "Fits and Starts" Organization

This global high-tech organization took the survey to get a baseline of their organizational culture.

Based on their profile, we see some overarching characteristics and behaviors:

- Low Mission scores suggest no clear sense of direction for the organization; Leaders may be either too weak or too disengaged to set a direction or hold people accountable
- With the unbalance we see in Mission and Involvement we can predict that decisions are made in a vacuum with no clear line of site to the larger goals
- High Flexible side compared to low Stable side with relatively high Involvement suggests smart, entrepreneurial people who believe in 'working harder and faster' (not smarter)
- Low Goals & Objectives and low overall Consistency suggest the organization has a hard time 'operationalizing' ideas; With the high Flexibility, side it seems ideas are plentiful but follow through is rare



- Low Mission and low Coordination & Integration suggest that business units and functions may be pursuing their own 'self' interests rather than the interest of the whole company; this idea is strengthened when we see the high scores in Team Orientation next to the low Coordination and Integration. This further suggests that relationships are developed within teams, not across the organization

What are some of the possible business implications for this organization?

- There is a strong entrepreneurial environment which results in innovative ideas that employees can 'run with' (higher Adaptability, weaker Mission) but they often find themselves 'flying blind' due to the lack of strong direction and coordinated effort. The result is failed or weak execution
- The inability to create and articulate a shared direction results in limited growth potential
- The inefficient processes lead to an inefficient/unprofitable organization
- The customer in this organization is someone to 'react' to (higher Customer Focus, low Mission)
- Company resources are not effectively coordinated and best practices are not leveraged
- Compensation and incentive plans are 'all over the place' (low Coordination & Integration and Goals & Objectives), which may result in decreased employee satisfaction

The "Status Quo" Organization

This organization is a 100-year-old manufacturing organization. Based on their profile, what are the overarching trends and themes?

- The strong stable side compared with the weaker flexible side suggest that decisions are made at the 'top' without relevant information from employees or the marketplace
- The pattern we see in Mission – high Goals and Objectives with low Strategic Direction and Vision – typically suggests that leaders focus on next week or next month's operation without any long term focus. Employees may work in teams (high Team Orientation) but their focus is short term
- The low Adaptability scores show that external perspectives are not valued
- The very high Consistency trait compared to the relatively low scores in the other traits tells us many things. Core Values is their highest score telling us that values and behavior expectations are well entrenched. This profile displays the classic "That's not the way we do things around here" organization
- The low Capability Development and Empowerment compared to High Team Orientation, Agreement and Core Values suggest that the organization has their own



way of doing things; 'self-starters' or anyone who challenges this norm are likely weeded out quickly

- Employees who stay are 'comfortable,' but certainly not challenged

Implications for the organization if they continue to do the same things they are doing:

- They are efficient at producing the same products and same services
- They are slow to respond to changes in the marketplace
- Their future growth potential is almost non-existent
- Innovation is neither valued nor delivered in this organization
- Top talent is hard to attract and harder to keep
- Quality and value are defined internally – not by the marketplace
- Customer Satisfaction is assumed but not measured by the external market

The High Performance Organization

High performing organizations show a high degree of balance in all areas of the model. They understand where they are going, their people are aligned and engaged, they are listening to the market place and they have the values, systems and processes to get them there.

In the balanced organizations, we see characteristics and behaviors such as:

- The balance between Involvement and Mission traits show that information flows freely in all directions
- The balance between Involvement and Adaptability suggest that risk taking and innovation are encouraged; there is no fear of blame
- The strong External Focus (Mission and Adaptability) suggest that strategies and goals are based on 'informed' consideration and understanding of the marketplace
- Accountability is expected in this organization as evidenced by the high Empowerment, Capability Development, Goals & Objectives and Core Values
- Strong and balanced Adaptability trait tell us that customer understanding and responsiveness is paramount; 'Creating' change is valued rather than just reacting to change
- Strong Team Orientation and Coordination & Integration tell us that collaboration within and across teams is encouraged and rewarded
- Strong Capability Development and Empowerment suggest that talent development is considered a critical leadership requirement



The implications for this organization include:

- This organization is able to innovate AND execute; turning ideas into profitable products and services
- They are responsive to the marketplace and achieve growth by translating what they learns into a cohesive strategy and clear goals

- Employees are developed and collaborate to meet common objectives, resulting in higher satisfaction AND higher quality
- Everyone understands the 'big picture' and how their work contributes to the organization's success – there is clear line-of-sight resulting in an efficient operation

Powerpoint versions of these cases are available at Denison. Contact your Denison Client Manager or access the online version of the Getting Started Guide to access a copy.

Designing Your Rollout and Debriefing Plan

This section is intended to offer ideas for the design of your survey data rollout plan.

Designing an effective rollout strategy takes careful thought and preparation. Successful organizations design a comprehensive survey process that addresses the post survey communication and debrief plans as well as plans for initiating action.

Building Understanding

Your main objectives in the debriefing process are to communicate and discuss the data and create a common understanding of the current culture.

Debriefing the Leadership Team

The first step in the survey rollout process is typically a debriefing session with the Leadership Team or survey sponsor group. This initial meeting often includes a brief review of the Denison model followed by sharing the survey results for the overall organization and various sub-units (functions, levels, locations, etc.). The primary goal is to facilitate a thoughtful exploration of the data and generate agreement regarding the findings.

The Leadership Team (or sponsor group) may decide that there are some findings that require further exploration and may request that some focus groups and/or interviews be conducted to help understand the 'why' behind the 'what' of the data. It is also quite common for the Leadership Team to select one or two organization-wide areas of focus for action planning and improvement. These priorities are based on the careful consideration of the survey data and the perceived implications for the business.

An important aspect of the meeting with the Leadership Team is the discussion and agreement regarding how much data will be shared throughout the organization and when. Options include:

- conducting 'town hall' meetings to share and discuss the results with employees
- a webcast by Sr. Leadership during which the high-level results are presented
- providing a summary of the findings via the intranet
- some combination of each of the above

The communication should include an acknowledgement of employees for their participation, a recap of why the assessment was conducted, insights gathered thus far by the Leadership Team, and next steps in the communication and action planning process.

Debriefing Units and Sub-Units

A common next step in the process is to conduct meetings with the various sub-units and their leaders to take a deeper look at their data. As with the Leadership Team debrief, the intent is to facilitate a thoughtful exploration of the data and generate agreement regarding the findings for this unit. A common approach to these meetings includes:

- a review of the Denison model
- a recap of the organization-wide data
- a detailed analysis of that unit's data

A similar prioritization process and selection of action areas usually follows. It is important to remember that there will likely be a few key organization-wide actions already identified, and so it is important that each sub-unit select just one or two additional areas of focus based on strengths and weaknesses that are unique to their unit. A determination about how much data will be shared throughout the unit is also needed.

Results for the organization as a whole as well as the various sub-units can be communicated through the organization's intranet, newsletters, webinars, all-staff meetings and/or town hall meetings. Use the full spectrum of communication channels available within your organization and determine the appropriate level of data to be shared through each channel. Interactive meetings lend themselves to more detailed data presentations while one-way communication channels may be better suited for higher-level results and summaries.

Planning a Successful Debriefing Session

The question of 'why share the results?' is more common among organizations and groups with lower scores, although it can come up in any setting. First, employees have taken the time to participate in the assessment process. There is an implicit (and often explicit) understanding that they will get some feedback regarding the results. Leaders who openly share results and focus on involving employees in actions plans sustain higher levels of employee engagement in the process and demonstrate the cultural attributes that they are trying to foster.

Who should be involved?

Successful culture debriefs and action planning sessions should include as many people as possible. Remember that Involvement is one of four critical traits in the Denison model. Deciding who will be involved in the data discussions and subsequent action planning is an important step in the process. Some options for consideration might include:

- How accessible is the employee population of interest? Can we meet face-to-face? Is a video conference an option? What creative ways can be used to make sure everyone is involved in the debriefing meetings?
- Who needs to be involved in the preparation and rolling out of the results? Are there additional employees and/or functions you may need to include in the process? (Key Functional and/or Regional Leaders, the Communication/Marketing function, HR/OD Function, Leadership team members, high-potential employees, etc.)
- Who will facilitate (or co-facilitate) the debriefing meetings? Do they need additional training?

- Who will the results be shared with? All employees in a specific group or location? All managers? A cross-section of employees?

Put together a timeline for this process to make sure all the sessions are thoughtfully planned and timed. Mapping out when debriefing meetings should happen and what data will be shared will help ensure that each unit is receiving similar information in a reasonable time frame.

What will you communicate?

What will you communicate during the debriefing meetings? Remember your audience and what you hope to accomplish in the time that you have available. We suggest that you include:

- **The Model:** An overview of the Denison model and perhaps a case study in order to make sure that everyone understands how to read and interpret the reports.
 - *Tip: Use a case study from a different organization so that participants can 'objectively' review and analyze the data.*
- **Your Reports:** Share the overall organizational data and then any additional data segments that this group will be responsible for addressing. It is common to share the circumplex, line item and high low reports.
- **Your Business Goals:** Articulate and discuss your business goals and any specific areas of focus identified for the organization as a whole. Try to establish a common perspective regarding critical business objectives and the implications of the culture data on those objectives.
- **Action Planning Basics:** Use the Business Goal discussion to create the criteria for selecting the cultural areas of action. Stay focused: select just one or two areas of action. Utilize a basic action planning process that results in the identification of the action tasks as well as assigns responsibilities and deadlines. Determine how you will monitor and measure your progress.
 - *Tip: Experience has shown that it is most effective to choose just one or two areas of focus along with the overall organizational focus areas. Focused attention in one or two areas as opposed to a laundry list of areas will bring you better results.*

How will you follow up on the results?

Communicating the results is the critical first step in the process. The next step is to create meaningful action plans for the organization and your target areas with a clear connection to your key business goals. The **Leading Culture Change** section gives more information on successful action planning in your organization.

Leading Culture Change

The Action Planning Cycle

After finishing this section, you will be able to describe the Denison Action Planning Cycle for your organization.

Tying your Survey Results to your Business Goals

You have your results. You've identified and discussed your cultural strengths and challenges as an organization. Now what? The combination of your cultural insights and your business objectives should drive any subsequent actions you take. Effective culture change – whether it be incremental improvements or needed transformations – requires the involvement of employees from throughout the organization. There are no secret recipes or silver bullets for successful change. While we can offer some suggestions and starting points, we have found that the organizations who have been truly successful have built their solutions from the ground up. The solutions that come from the thoughtful participation of employees in the organization have the best chance of long term adoption and success.

The Denison Culture Change Cycle

Let's take a step back and look at the broader picture of the Denison Culture Change Cycle. This cycle maps out the important milestones in the culture change process. You'll see that it is a cycle – it's iterative. Culture change doesn't happen overnight. It takes time and effort. It also takes thoughtful evaluation at each step. Up to this point you have done a lot of work assessing your organization, putting it in the larger context may help you understand the next steps for your organization in the action planning process.



Assess the Organization

The Denison Culture Change Cycle starts with assessing the organization. What are the cultural strengths and challenges of the organization today? Administering the Denison Organizational Culture Survey helps you diagnose and benchmark your organization's culture.

Identify the Gap – What needs to change?

Looking at your survey results and linking them to your business goals allows you to identify gaps that need to be addressed. Gaps can be

identified at the organizational and sub-unit levels. Qualitative data gathered through custom questions, focus groups and interviews can help clarify the existing gaps.

Build the Team – Who will lead the change?

John Kotter, author and recognized authority on leadership and change, refers to this as "Creating the Guiding Coalition" – it's about putting together the right people with the desire, respect, and authority to lead change in the organization. Building this group – or collection

of groups – and getting them started as a team is critical to demonstrating the importance of the effort.

Create the Vision – How will the future look?

What is the desired state of the culture? The team(s) should create a compelling picture of the culture and the desired behaviors needed for future success. The future state should include a vivid description of how the desired culture will support the accomplishment of the organization's (or group's) key business objectives.

Drive Action – How will we get there?

What specific actions will be taken to achieve the desired changes? Focus on the key activities that will make your cultural vision a reality. While it is tempting to try to work on many things at once, most organizations that have been successful in creating meaningful and sustained cultural change choose two to three key areas to focus their energies. Often you'll find that concentrated efforts in key areas will help create change in other areas.

Track Progress – What's worked? What hasn't?

What's working in your organization and what is less effective? Identify best practices in the areas that are working and share them across the organization. Make course corrections in the areas where your actions are less effective. Use the Denison Organizational Change Monitor to track your progress at regular intervals between full surveys to measure the impact of your change efforts.

It's important to remember that change of any kind – especially culture change – takes time. There are going to be successes and areas of great challenge along the way. One thing that most people agree on when it comes to culture change is that it takes passion. According to Carol Lavin Bernick, Vice Chairman and Director, Alberto-Culver Co., "Passion is probably the single prerequisite to cultural change, for those inclined to attempt it. If you're not passionate about it, don't even bother" ('When Your Culture Needs a Makeover', Harvard Business Review/June 2001). Remember that there are going to be ups and downs along the way. Depending on where your organization is in the change process, employees may rate your organization higher or lower than at other points along the change continuum. That is why it is important to measure your organization's culture regularly and keep at it!

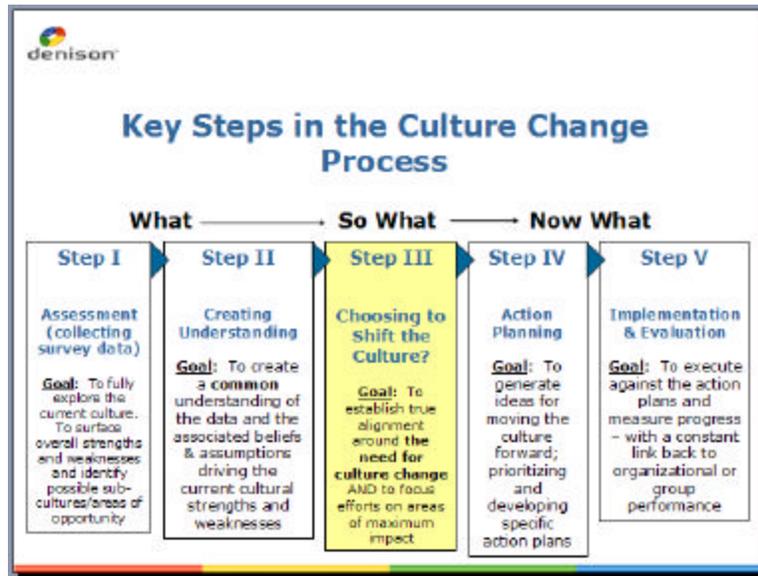
Key Steps in the Change Process

This section is intended to help you establish the step-by-step process as you go forward and to help gain everyone's commitment to the process.

This process outlines the key steps in the Culture Change and Development process. It is useful to have a basic road map of key steps in the process and the purpose associated with those steps laid out clearly for everyone in the organization.

The process begins (**Step I**) with the assessment of the current culture, which is done using the culture survey and may be supplemented by qualitative data gathered through focus groups and/or interviews. **Step II** is where the data is shared and discussed with the intention of creating a 'common understanding' of the culture.

Step III is a critical step. This is where the implications of the current culture are discussed and an explicit decision is made regarding the need to change. After that decision is made the attention turns to usually 2 or 3 areas that are believed to offer the best leverage for the organization as they seek to achieve their business objectives. After the decision is made to move forward and the areas of priority are identified, specific action plans are developed (**Step IV**). In **Step V** the focus is on execution and monitoring progress.



Creating Action Plans

This section is intended to support you in the creation of your action plans.

Successfully achieving culture change will require the effort of many people working together toward common goals. Tracking your action plans can help you build accountability into the change process as well as provide you with valuable information about what's working and what is less effective. The following suggestions are offered to support your action planning and tracking process.

Have a Process for Developing Clear Action Plans

We believe that there is value in setting SMART goals, goals that are: Specific, Measurable, Achievable, Realistic, and Timely. An action planning process that has been used successfully to create SMART goals includes the following steps:

1. **Identify a Facilitator:** Select a team lead who will assist and oversee the process
2. **Clarify the Issue:** Ensure that everyone on the team understands the nature of the cultural issue being addressed and why it is important
3. **Create a Vision:** What does success look like? Discuss and establish a vision for what will be different if you are successful
4. **Define Success:** Establish criteria for selecting the actions that will be selected by the group (the SMART framework offers some key criteria to start with)
5. **Brainstorm Possible Options:** Brainstorm as many possible actions for improvement as you can; at this stage focus on quantity of ideas, not quality

6. **Focus Your Actions:** From your list of possible options, select the specific actions that you believe will have the greatest impact. This is where quality becomes extremely important. Focus on a small number of actions – avoiding the tendency to over commit and under deliver
7. **Develop the Specific Actions to Address Your Issue:** Questions to consider include:
 - o Who will do what and by when?
 - o What needs to be communicated out to the larger group/organization?
 - o What are some possible barriers to our success and how will we overcome them?
 - o Who else needs to be involved as we move forward?
 - o What support do we need from others?

Below are some examples of 'more effective' and 'less effective' action items. You will note the differences in specificity and the ability to measure progress.

Index: Customer Focus	Index: Capability Development	Index: Strategic Direction and Intent
<p>Less Effective: Increase communication with customer.</p> <p>More Effective: Distribute informational packets describing product/service enhancements to customers every quarter. Meet face-to-face with at least one Key Client per month to gather insights regarding our current performance and the client's current and future needs.</p>	<p>Less Effective: Increase the level of training of employees.</p> <p>More Effective: Conduct on-site training seminars every two months for the next year. Topics should include: Leading Change, Team effectiveness, Building Trust and Financial Acumen.</p>	<p>Less Effective: Increase the communication regarding our Vision and Strategy.</p> <p>More Effective: Hold vision & strategy 'town hall' meetings in every region within the next 3 months. Prepare a clear presentation of the road map for the future and include time at each location for Q&A with a Sr. Leader.</p>

Review Your Progress

An important aspect of any change effort is the need to review your progress at regular intervals. Ask yourselves:

- Have we been able to execute our plans as originally planned? If not, why not?
- Are our actions having the desired impact?
- Are we maintaining momentum?
- What do we do about barriers that are hindering our progress?
- Are we keeping everyone informed about our progress?

Remember to celebrate wins along the way and to reinforce desired behavior changes as they occur.

To assist you in the Action Planning process, we have developed the *Denison Action Planner*. It was designed to help you capture and track your action plans using a web-based format that allows access by team members anywhere and at anytime. Ask your Denison Client Manager for a demonstration of the Action Planner.

Moving the Needle

A common question after receiving and interpreting the survey results is 'Now what?' Experience tells us that there aren't any 'silver bullets' that can easily solve your culture challenges. Remember that culture is 'the way we do things around here.' So the actions taken should reflect changes to the way people do things in the organization. Therefore, the best solutions are often those that are developed and owned by the people who have to make the changes. Use the culture data to initiate thoughtful conversations that lead to informed actions. We offer some best practices (Levers for Change) to inspire your conversations. These Levers can be a starting point, and we strongly encourage you to focus on solutions that you believe will work in your organization and that will help you achieve your current and future business goals.

Moving the Needle in Mission

High Performing organizations have a **Mission** that tells employees *why* they are doing the work they do and how the work they do each day contributes to the *why*. The Mission includes a **Vision**: the ultimate reason you are in business or your purpose. It also includes your **Strategic Direction**, those longer term (2 - 5 year) strategies and key priorities established to focus people and resources and to 'operationalize' the vision. The final component of Mission is **Goals and Objectives**. These reflect the short-term, goals that help every employee connect their day-to-day activities to the longer term strategy and vision of the organization.

Some strategies that might support your efforts in this area include:

Vision:

- **Vision Creation:** Engage in a Vision creation process if a current vision does not exist
- **Vision Clarification:** Leaders can utilize a facilitated process to clarify and articulate the Vision
- **Vision Communication:** Roll-out the vision to employees throughout the organization; engage in Q&A; and solicit feedback
- **Share the Vision/Connect the Dots:** Continually remind employees of the vision and how it links to their current activities
- **Vision as a Litmus test:** Evaluate potential strategies against their contribution to the Vision
- **Link Vision to Employee Performance Reviews:** Ask employees to share their understanding of the vision and how they are contributing to its fulfillment
- **New Employee Orientation:** Start employee orientations with a review of the Vision and explaining why the organization exists

Strategic Direction & Intent:

- **Strategic Planning:** Develop two to three key strategies that offer focus regarding what to do and just as importantly...what not to do
- **Strategic Alignment:** Facilitate explicit agreement among leadership team members regarding key strategies

- **Strategy Communication:** Roll-out the strategy and vision to employees throughout the organization, engage in Q&A, and solicit feedback
- **Share the Strategies/Connect the Dots:** Continually remind employees what the key strategies are and how they link to their current activities
- **Link Strategy to Employee Performance Reviews:** Ask employees to share their understanding of the key strategies and how they are contributing to the fulfillment of those strategies
- **Strategy & Skills Alignment:** Link proposed training and skill development programs to the strategies of the organization
- **New Employee Orientation:** Review the Vision and strategy at the start of every new employee orientation
- **Customer Check-ins:** Discuss current strategies with key customers to determine your alignment with the market place

Goals & Objectives:

- **Annual Goal Setting:** Engage employees in a bottoms-up goal setting process – both individual and team goals
- **Align goals with Employee Development:** Create employee development plans that support the goals, strategies and vision of the organization
- **Reward Systems:** Align reward systems so that they support goal achievement
- **Check-ins:** Meet with employees on a regular basis to assess progress against stated goals
- **Learn from Successes & Failures:** Monitor progress of goals and conduct after-action reviews to learn from what worked and what did not
- **Cross-Functional Projects:** Utilize cross-functional teams to identify, share and address important business goals and reduce the likelihood of having competing goals across the organization
- **Customer Check-ins:** Discuss current goals and strategies with key customers to determine your alignment with the market place

Moving the Needle in Adaptability

High performing organizations are **Adaptive** in that they look for new and improved ways to do their work. They welcome new ideas and are willing to try new approaches to doing things. In short, they **Create Change**. Another core capability in adaptive organizations is **Customer Focus**. Employees recognize that they are in business to serve their customers: both internal & external. They continually look for new and improved ways to meet and exceed customer expectations. Organizational Learning is another critical aspect of adaptability. 'Thoughtful' risk taking is encouraged. **Organizational Learning** means we gain knowledge from successes and failures. Our first reaction to reasonable mistakes is not 'Who is to blame?', but rather 'What can we learn?'

Some strategies that might support your efforts in this area include:

Creating Change:

- **Communicate a Vision for the Change:** Employees are much less likely to resist change if they understand *why* the change is important. Address the 'what's in it for me?' OR 'why should I care?' questions that employees will be thinking about

- **Facilitate 'Change' Discussions:** Provide forums for employees and leaders to discuss pending changes
- **Get Employees Engaged in the Changes:** Changes are easier to accept when they are happening 'with you' rather than 'to you'. Engage employees in the changes and ask for their help and input in order to create some employee ownership and support
- **Identify Key Stakeholders:** Determine who needs to be 'on board' with the changes and seek out their support and feedback
- **Identify Some 'Quick Wins':** Identify some quick wins that will highlight the positive aspects of the changes
- **Recognize Behaviors and Actions that Support the Desired Changes:** Reward and reinforce behavior and actions that are consistent with the changes desired
- **Adjust and Persevere:** Be willing to make adjustments as the change moves forward and stay focused on the improvements needed
- **Offer Change Skills Training:** Many employees lack the skills and experience to effectively manage change. Offer skills, tools and guidance to employees to help them throughout the change process

Customer Focus:

- **Customer Check-ins:** Discuss current strategies with key customers to determine your alignment with the market place
- **Develop Customer Feedback Processes:** Develop tools for customers to provide regular feedback and a process for evaluating/utilizing that feedback
- **Develop Customer Focus Programs:** Designed to generate internal agreement regarding customer wants and needs
- **Customer Appreciation Initiatives:** Create ways to recognize customers and express appreciation for their business
- **Engage Customers in New Product/Service Development:** Utilize customers in the creation and design of new products and services
- **Learn About Your Customer's Business:** Develop an understanding of your customer's business to inform your solution offerings
- **Reward Customer Focus:** Recognize and reward individuals and teams that demonstrate exceptional customer focus

Organizational Learning:

- **Learn from Successes & Failures:** Monitor progress of goals and conduct after-action reviews to learn from what has worked and what did not
- **Create Incentives for Innovation:** Develop reward systems that recognize innovative ideas and actions
- **Develop Customer Focus Programs:** Designed to generate internal agreement regarding customer wants and needs
- **Engage Customers in New Product/Service Development:** Utilize customers in the creation and design of new products and services
- **Learn About Your Customer's Business:** Develop an understanding of your customer's business to inform your solution offerings
- **Cross-Functional Task Forces:** Present employees with the opportunity to work with colleagues from other parts of the organization to expand their understanding of the organization and provide exposure to others in the organization
- **Encourage Participation in Industry Groups/Associations:** Encourage professional development so that the employee is aware of industry trends and developments

- **Mentoring Programs:** Offering mentoring and coaching particularly to high-potential employees
- **Annual 360 Assessments:** Providing feedback to leaders and managers from their Direct Reports, Peers and Boss
- **Cross-Functional Task Forces:** Present employees with the opportunity to work with colleagues from other parts of the organization to expand their understanding of the organization and provide exposure to others in the organization

Moving the Needle in Involvement

High performing organizations encourage and support employee **Involvement**. They clarify those areas where employees can make decisions, have input, or those areas that are beyond an employee's scope of responsibility. This promotes 'informed' **Empowerment**. Also important to involvement is creating a sense of **Teamwork**. Collaboration is encouraged so that creative ideas are captured and employees support one another in accomplishing the work that needs to get done. **Capability Development** is core to communicating to employees that their skills are valued. Capability development can be practiced in a variety of ways including training, coaching, mentoring, the opportunity to participate in external groups/communities, and giving employees exposure to new roles and responsibilities.

Some strategies that might support your efforts in this area include:

Empowerment:

- **Empowerment Clarification Process:** Engage employees in a discussion about what empowerment means and where they can make decisions; influence decisions; and what decisions are beyond their influence
- **Stretch Assignments:** Establish projects and assignments that stretch the individuals capabilities
- **One-on-One check-ins:** Regular meetings used to check-in with the employee on a number of issues including their ongoing development
- **Information Sharing:** Utilize multiple communication avenues to share and disseminate information to create a common understanding of key business issues
- **Mentoring Programs:** Offer mentoring and coaching particularly to high-potential employees)
- **Promote from Within:** Promoting employees from within communicates that they are valued and perceived as capable of taking on greater responsibility
- **Cross-Functional Task Forces:** Present employees with the opportunity to work with colleagues from other parts of the organization to expand their understanding of the organization and provide exposure to others in the organization
- **Encourage Participation in Industry Groups/Associations:** Encourage professional development so that the employee is aware of industry trends and developments

Team Orientation:

- **Establish Performance Management System:** Establish a system that includes accountability for team performance
- **Team Goal Setting:** Establish team goals that are created by the team and are aligned with the organization's vision and strategy

- **Engage in Give/Get discussions:** Work with other teams – upstream and downstream - to assess how well you are meeting their needs and how well they are meeting your needs
- **Create Team Agreements:** Identify the behaviors and practices that will guide team interactions
- **Conflict Management:** Use a variety of interpersonal communication and personality assessment tools to highlight differences among individual styles and how to leverage those differences among the team
- **Align Reward Systems with Teamwork:** Align reward systems with the desired team behaviors
- **Teambuilding Activities:** Engage in teambuilding activities designed to enhance team performance and strengthen team relationships

Capability Development:

- **Establish a Performance Management System:** Create a system that includes regular feedback and a clear development plan
- **Establish Stretch Assignments:** Establish projects and assignments that stretch the individuals capabilities
- **One-on-One check-ins:** Regular meetings used to check-in with the employee on a number of issues including their ongoing development
- **Mentoring Programs:** Offer mentoring and coaching, particularly to high-potential employees)
- **Annual 360 assessments:** Provide feedback to leaders and managers from their Direct Reports, Peers and Boss
- **Cross-functional Task Forces:** Present employees with the opportunity to work with colleagues from other parts of the organization to expand their understanding of the organization and provide exposure to others in the organization
- **Promote from Within:** Promoting employees from within communicates that they are valued and perceived as capable of taking on greater responsibility
- **Encourage Participation in Industry Groups/Associations:** Encourage professional development so that the employee is aware of industry trends and developments

Moving the Needle in Consistency

All high-performing organizations have aspects of their culture that provide **Consistency** and stability. Specifically, they have a clear set of **Core Values** that help employees and leaders make consistent decisions and behave in a consistent manner. They also engage in dialogue and get multiple perspectives on the table so that they are able to reach **Agreement** when difficult issues and problems arise. It is important that employees understand the 'big picture' and how the work that they do impacts others as well as how other's work impacts them. They do not just 'throw things over the fence'. They make sure that work is **Coordinated and Integrated** to promote efficiency and serve the organization as a whole.

Some strategies that might support your efforts in this area include:

Core Values:

- **Conduct a Values-Clarification Process:** Allow for discussion about what a value means and the desired behaviors associated with that value
- **Create Team Agreements:** Identify the behaviors and practices that will guide team interactions
- **Share Your Values with Clients and Vendors:** Our interactions with clients and vendors are critical to our ongoing success. Share what values guide your actions and seek to understand the values that guide the behavior of your key stakeholders
- **Orient to the Values:** Share and discuss the values during new employee orientations; consider a 'Breakfast with the CEO' for new employees where the values are discussed and their importance reinforced
- **Include Values in your Performance Review Process:** Provide feedback to employees regarding their behavior and how well the 'walk the talk' of the core values
- **Recognize 'Value-based' Behaviors and Actions:** Reward and reinforce behaviors and actions that are consistent with the core values
- **Focus on both 'What' and 'How':** Recognize good performance with respect to both *what* was accomplished as well as *how* it was accomplished
- **Call out Behavior and Actions that are Inconsistent with the Core Values:** Remember that core values should be 'non-negotiable' when it comes to behavior

Agreement:

- **Decision Making Process:** Conduct a decision-making workshop to explore the types of decisions made and how they will be addressed
- **Create Team Agreements:** Identify the behaviors and practices that will guide team interactions
- **Make Goal Setting a Transparent Process:** Share goals and objectives throughout the organization so that employees at every level understand the key areas of focus
- **Information Sharing:** Utilize multiple communication avenues to share and disseminate information to create a common understanding of key business issues
- **Conflict Management:** Use a variety of interpersonal communication and personality assessment tools to highlight differences among individual styles and how to leverage those differences in the workplace
- **Conduct a Values-Clarification Process:** Allow for discussion about what a value means and reach agreement with respect to the desired behaviors associated with that value
- **Develop Customer Focus Programs:** Designed to generate agreement regarding customer wants and needs
- **Conduct Functional and Project Roundtables:** Create an interactive forum for employees from other functions and teams to hear what you are doing, share ideas and discuss how your work impacts them

Coordination & Integration:

- **Engage in Give/Get Discussions:** Engage in dialogue with other functions, locations, etc. to assess how well you are meeting their needs and how well they are meeting your needs
- **Create Cross-Functional Team Agreements:** Identify the behaviors and practices that will guide your cross-functional team interactions

- **Conduct Functional and Project Roundtables:** Create an interactive forum for employees from other functions and teams to hear what you are doing, share ideas and discuss how your work impacts them
- **Cross-functional Projects:** Utilize cross-functional teams to identify and address business goals and issues
- **Annual 360 Assessments:** Include feedback from Peers and other constituents you serve in the organization
- **Make Goal Setting a Transparent Process:** Share goals and objectives throughout the organization so that employees at every level understand the key areas of focus
- **Information Sharing:** Utilize multiple communication avenues to share and disseminate information to create a common understanding of key business issues

Supporting Your Change Efforts

The information in this guide is meant to get you started on making the changes necessary to improve your organization's (or group's) performance. We recognize that the path to culture improvement and transformation can be challenging. While there is no single recipe for a healthy and effective organization, we do know that successful culture change is possible and that it is typically brought about by committed leaders and employees at every level of an organization who want to find better ways of working together to accomplish something of value and meaning.

Denison Consulting is dedicated to providing you with flexibility and choices regarding the level of support you need to start and sustain your culture change efforts. The range of support services we offer includes but is not limited to:

- Access to additional support materials including presentation materials, case studies, research documents, and more
- Access to and support from our Global Consulting Network. If you are not currently working with a consultant with expertise in using the Denison Model and surveys, we can connect you with a skilled professional who can help guide you through the culture change process
- Access to additional training through monthly webinars, on-site training, or participation in one of our Denison Workshops
- Access to research expertise through our team of Ph.D. level researchers

Contact your Denison Client Manager to discuss your organization's needs and we will work with you to help you determine the appropriate level of support needed.

We appreciate the opportunity to work with you and look forward to supporting you on your journey towards creating and maintaining a 'high performance' organization.