



Bringing Organizational Culture and Leadership to the Bottom Line

# DLA/Denison Multi-Source Leadership Development Feedback Information Session

**Bill Neale**

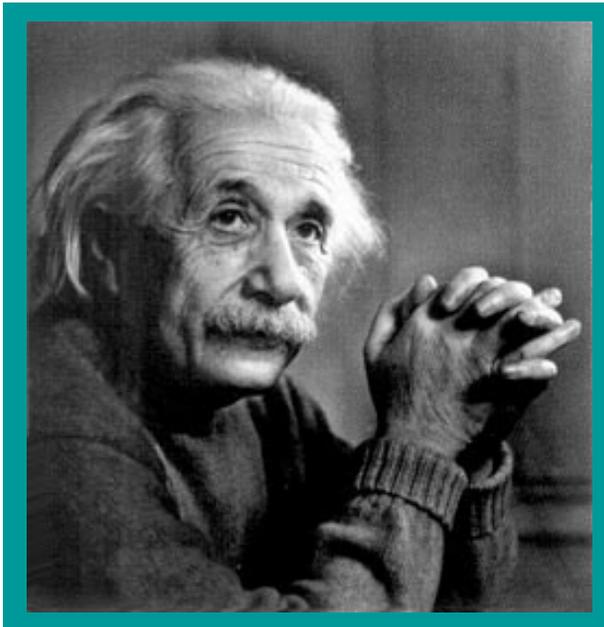
*Founding Partner, Denison Consulting*



# The Key

*“Things never stay the same...  
You either get better,  
or you get worse.”*

# Challenge the Status Quo

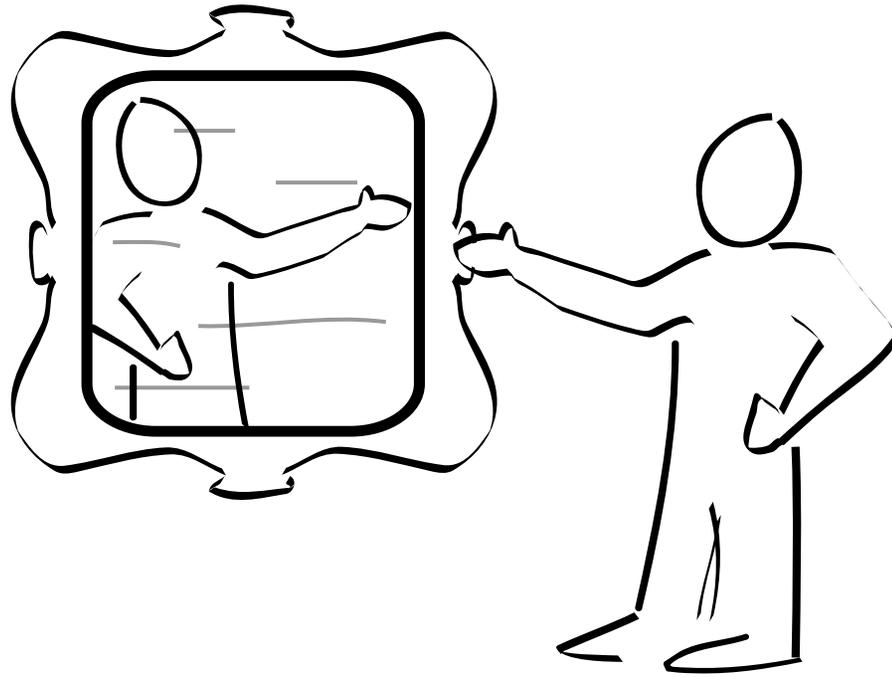


## **Insanity:**

“Doing the same thing over and over again and expecting different results.”

- Albert Einstein

**Step One:**  
*LOOK IN THE MIRROR*



# Objectives

- 1. Understand the DLA Multi-Source Feedback Process**
- 2. Understand the Denison Model**
- 3. Understand the Survey Process**
- 4. Understanding YOUR role in the Process**
- 5. Look at DLA Overall Results so far**

“It’s a manager!”

**IT’S ALL ABOUT YOU!**

**Supervisors and Managers cannot improve without YOUR feedback!!**



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# ***Understanding The DLA/Denison Multi Source Feedback Model***

# Overview of the Denison Model

## The Model is Based on Four Key Concepts

### Adaptability

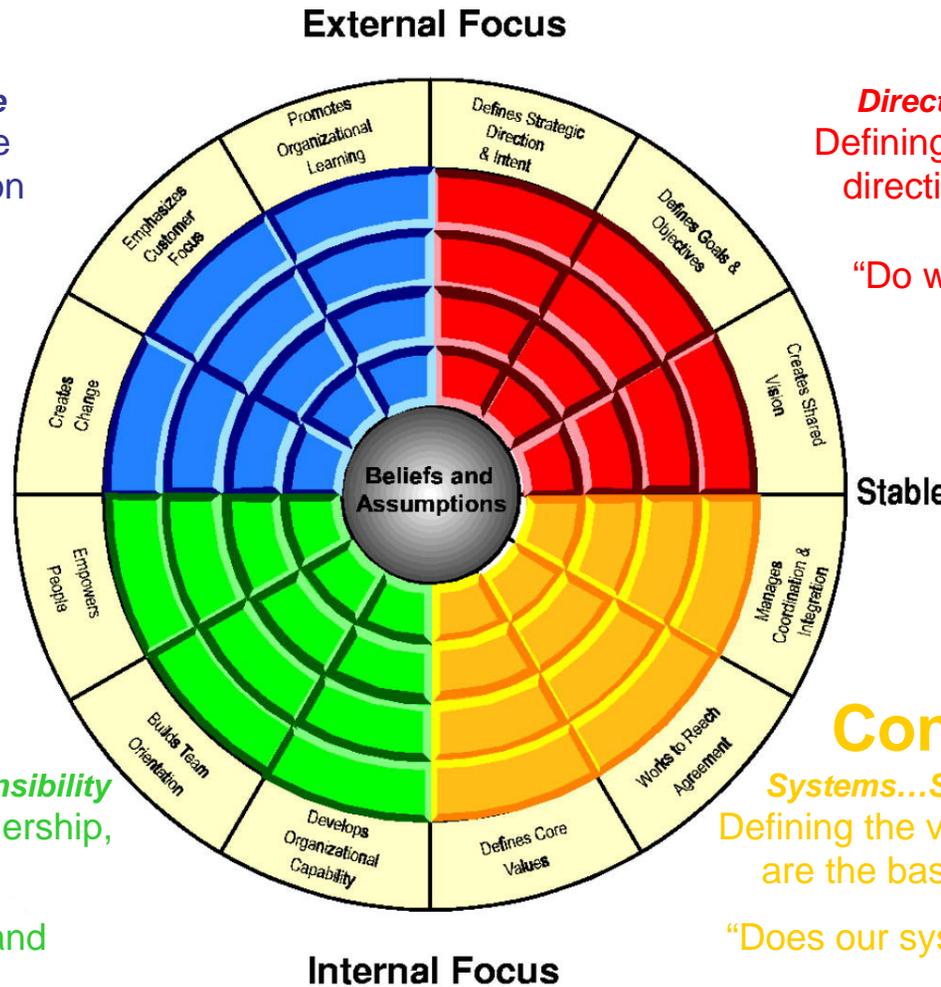
*Patterns...Trends... Market Place*  
Translating the demands of the business environment into action

“Are we listening to the marketplace?”

### Mission

*Direction..Purpose..Blueprint*  
Defining a meaningful long-term direction for the organization

“Do we know where we are going?”



### Involvement

*Commitment..Ownership..Responsibility*  
Building human capability, ownership, and responsibility

“Are our people aligned and engaged?”

### Consistency

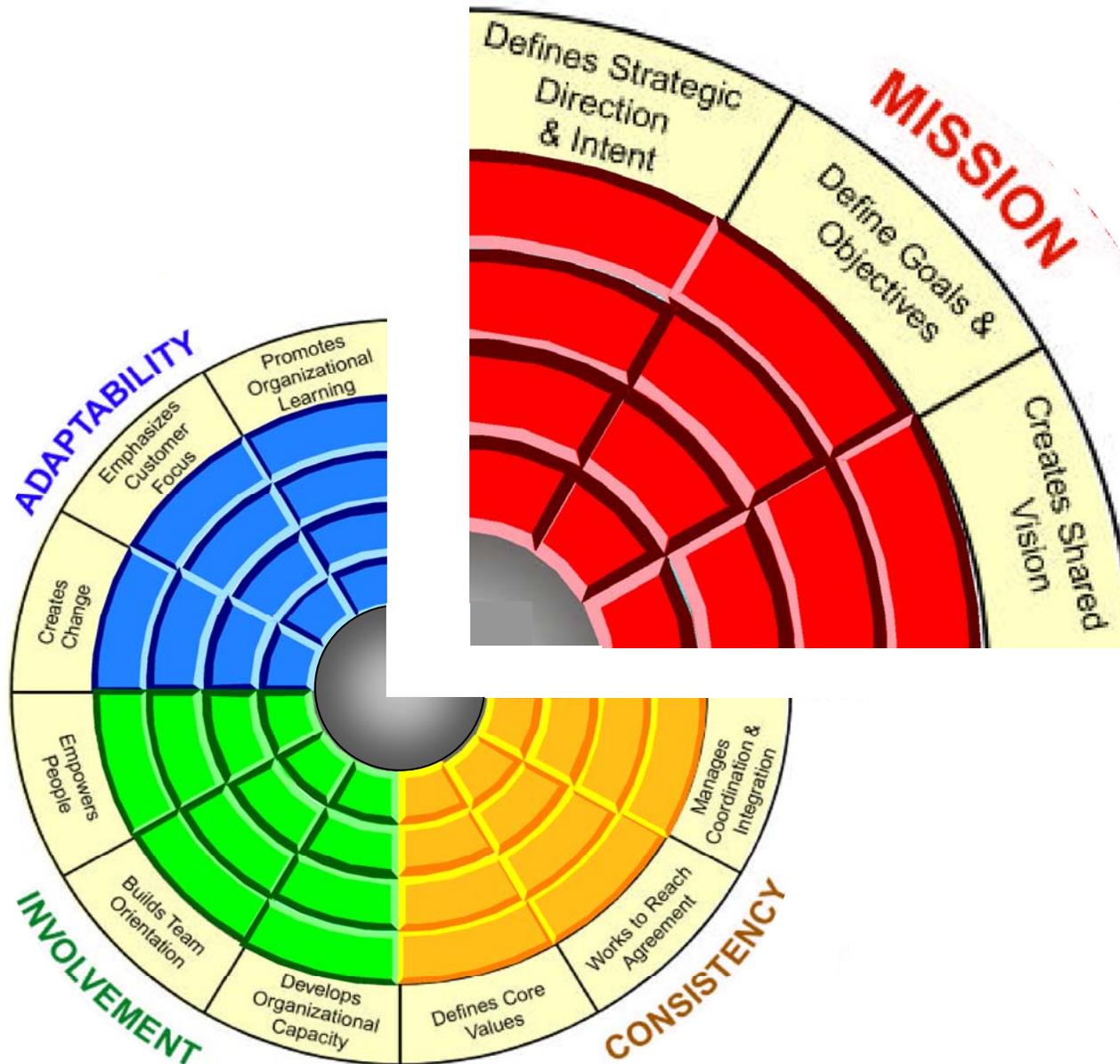
*Systems...Structures...Processes*  
Defining the values and systems that are the basis of a strong culture

“Does our system create leverage?”

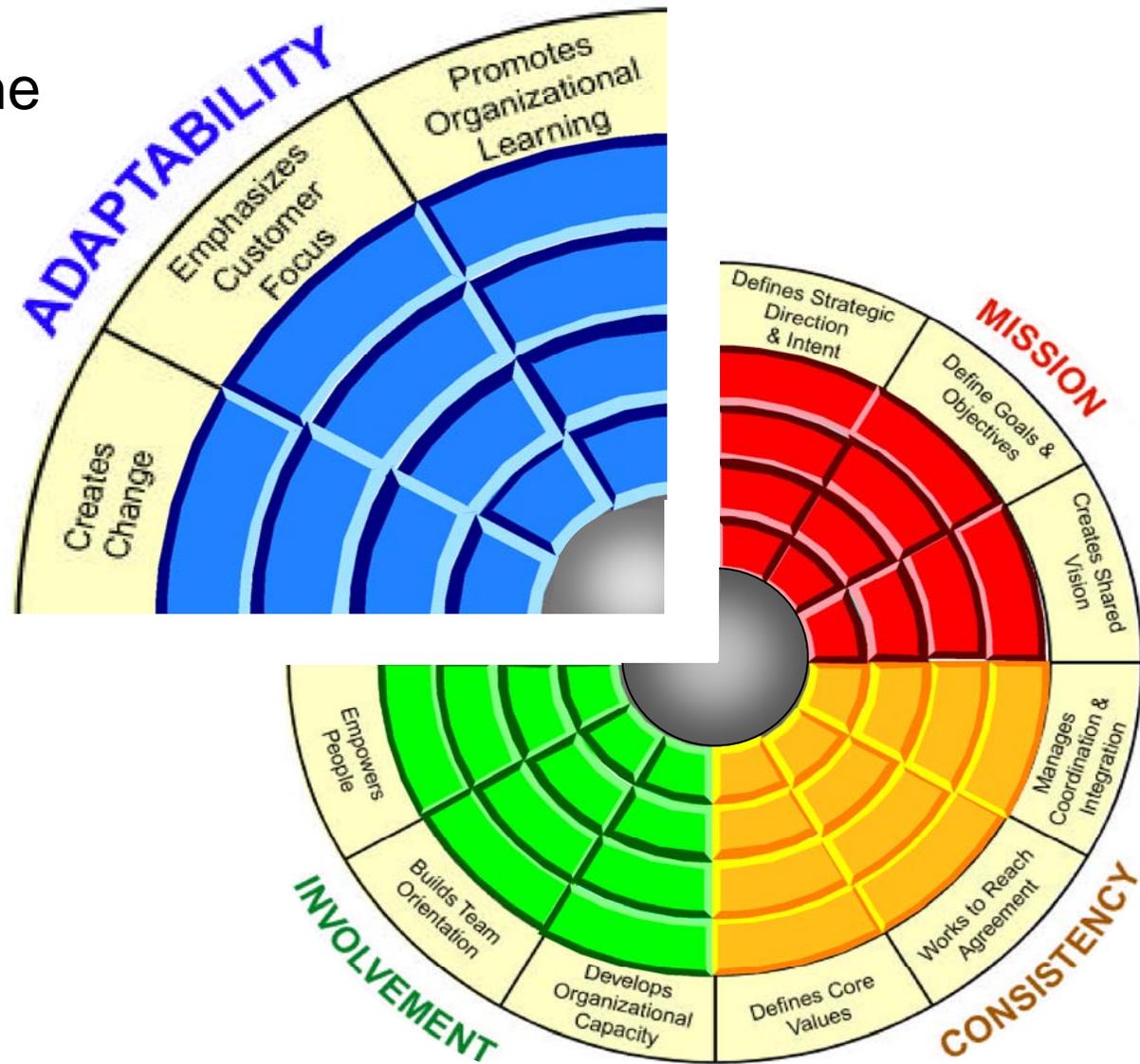
**Every Leader Needs to Have Skills in These Four Areas!**

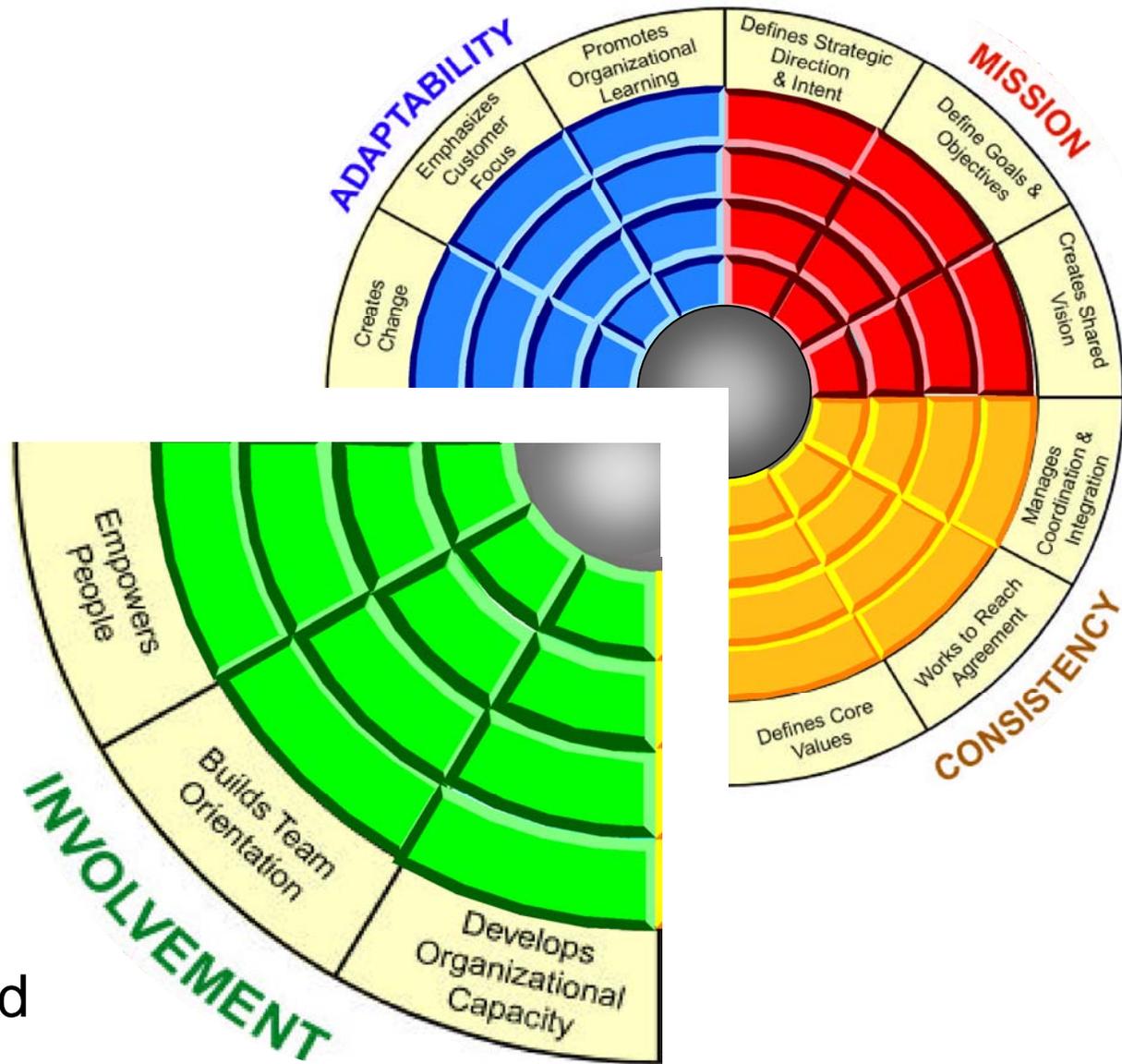
**These Four Concepts are Used to Define Leadership Skills**

Do you know where you are going?

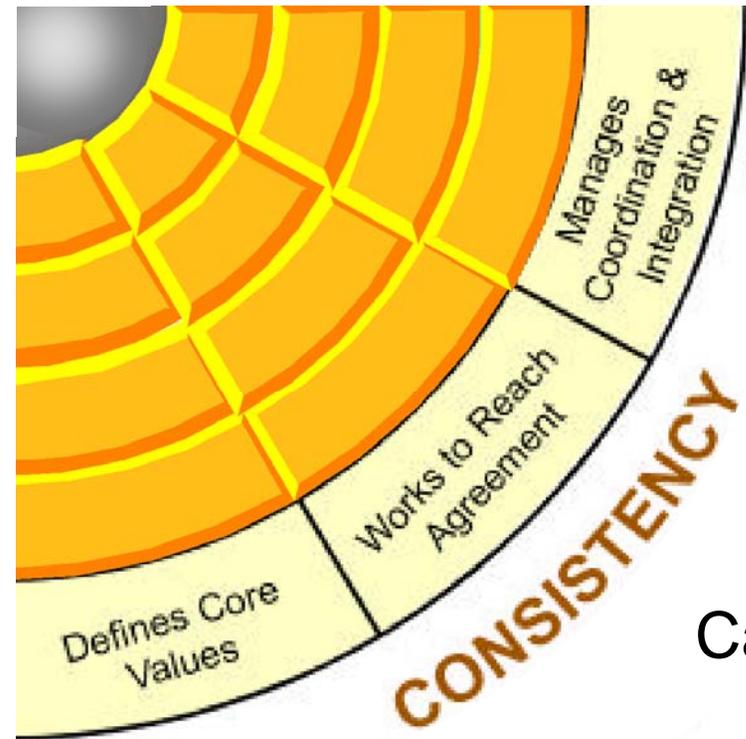
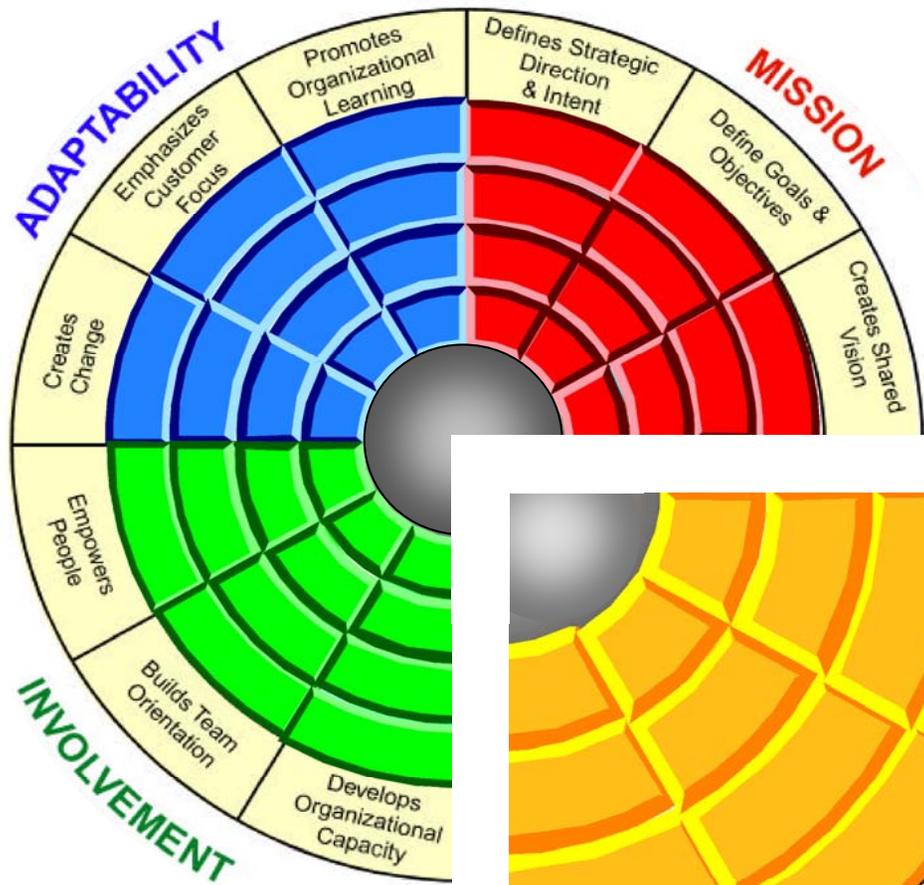


Are you listening to the customer?





Are people engaged and committed?

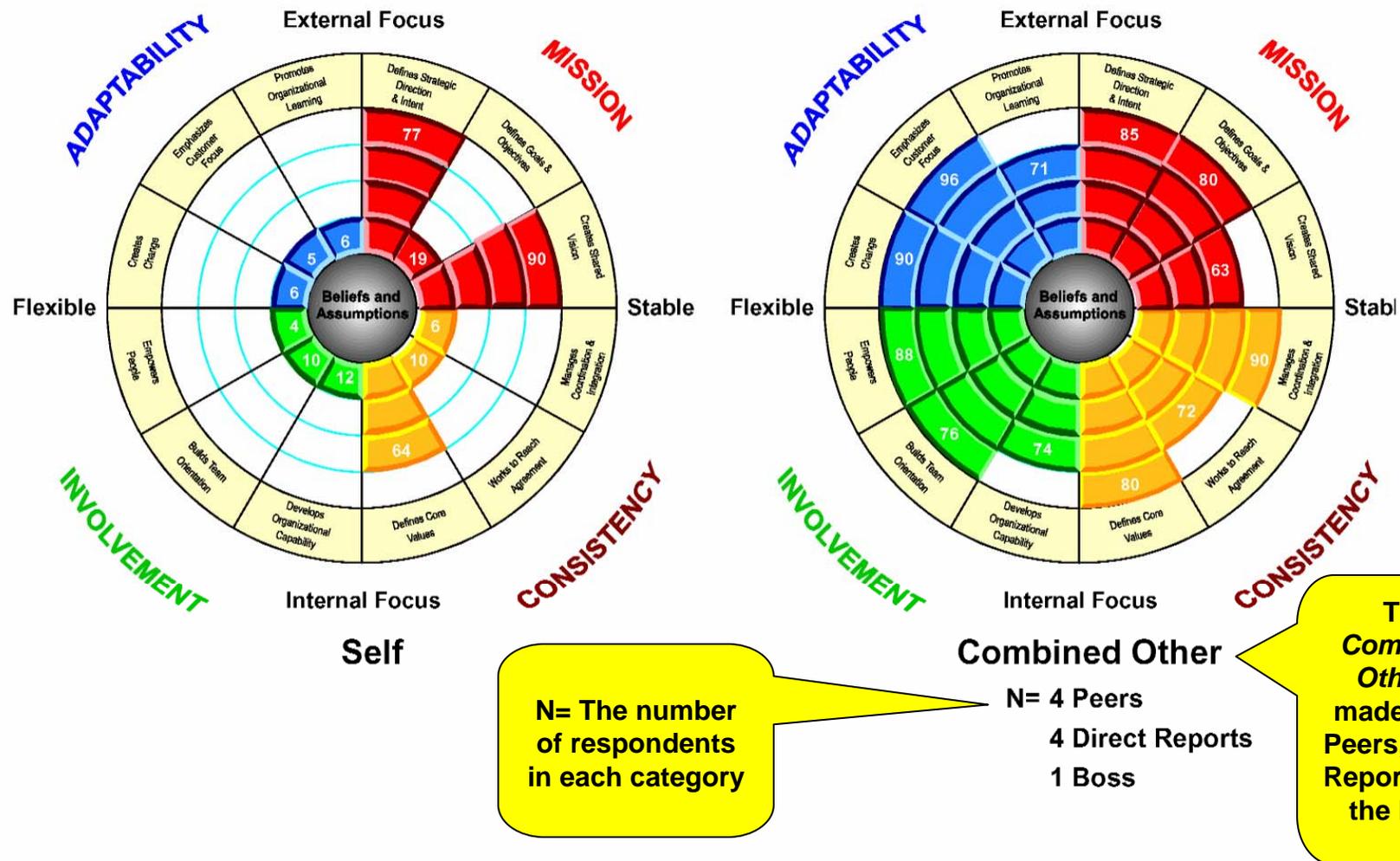


Can you execute?

# What the Report to Supervisors & Managers Will Look Like

# Your Results Come from Multiple Respondents

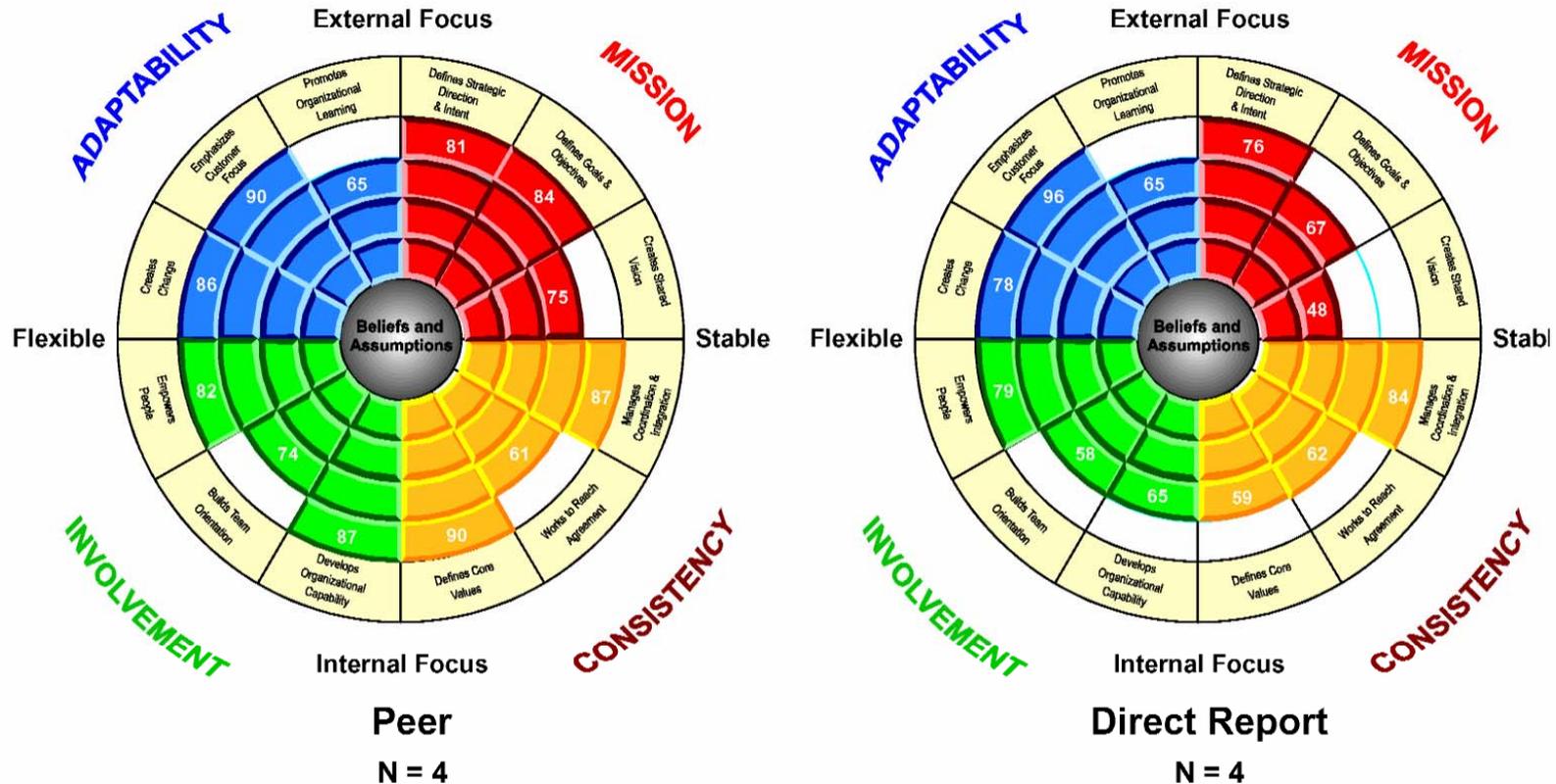
The First Page Shows the Results for the Self and the Combined Other



Each response category (Self, Boss, Peer, etc.) uses a separate benchmark. So, self scores are compared to self, peer to peer, and so on.

# Your Results Come from Multiple Respondents

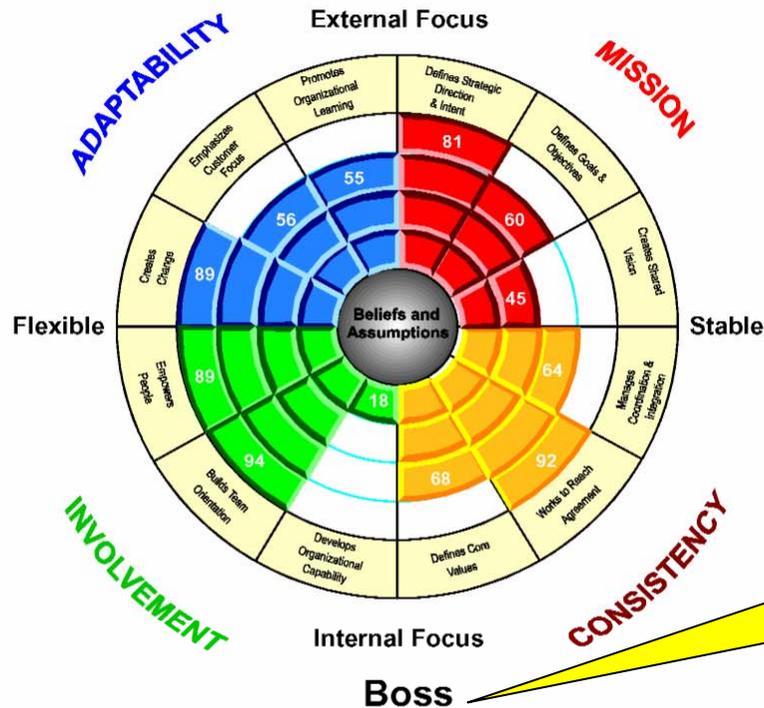
The Second Page Shows the Results for Peers and Direct Reports



When Peers or Direct Reports have less than 3 respondents, separate profiles are not generated for that group. These responses will be included in the *Combined Other*

# Your Results Come from Multiple Respondents

The Third Page Shows the Results for the Boss



The Boss is the only category for which a separate profile will be presented for a group with less than 3 respondents.

# Line Item Reports

INVOLVEMENT						
Sample Leader	Self	Combined Other*	Peer	Direct Report	Boss	
<b>Empowers People</b>						
Sees that decisions are made at the lowest possible level.	-	24	52	66	29	73
Shares information so that everyone gets the information s/he needs.	+	11	89	78	98	91
Creates an environment where everyone feels that his/her effort can make a difference.		2	76	67	75	92
Involves everyone in shaping the plans and decisions that affect them.		2	66	81	56	94
Ensures that the necessary resources are available to do the job.	+	52	88	86	97	62
Conveys confidence in people's competence to do their job.		3	76	90	56	60
Encourages others to take responsibility.		7	68	75	61	54
Delegates authority so that others can do their work more effectively.		50	81	61	90	66

# High and Low Results

High and Low Line Item Scores (Based on Combined Other Percentiles)

## Sample Leader

### Highest Scores

	Shares information so that everyone gets the information s/he needs.
	Sees that decisions are made at the lowest possible level.
	Serves as a model that creates change in other parts of the organization.
	Acknowledges and celebrates team accomplishments.
	Establishes mechanisms that facilitate effective cross-functional communication.
	Uses rewards and recognition to motivate good performance.
	Builds coordination across departmental boundaries.
	Does the "right thing" even when it is not popular.
	Communicates the organizational vision to his/her employees.

### Lowest Scores

	Works to find alternatives that will benefit all when confronted with a disagreement.
	Involves employees in the goal-setting process so goals & objectives are understood & shared.
	Recognizes the need to respond quickly to customer concerns.
	Conveys confidence in people's competence to do their job.
	Values the contributions of the people s/he works with.
	Knows how to use a team approach to solve problems.
	Works well under conditions of ambiguity and uncertainty.
	Encourages creative thinking.
	Continuously tries to improve service to customers.
	Encourages effective teamwork by others.

# Gap Analysis

Sample Leader

## Capabilities and Gap Report

### Matched Perceptions

#### Strengths\*

	Gap	Percentile	
		Self	Others
 Defines Core Values	-13	55	68
 Develops Organizational Capability	5	57	52
 Builds Team Orientation	5	64	59
 Defines Goals & Objectives	-5	63	68
 Emphasizes Customer Focus	3	75	72
 Creates Shared Vision	-2	56	58

#### Challenges\*\*

	Gap	Percentile	
		Self	Others
 Empowers People	-2	34	36
 Promotes Organizational Learning	-4	43	47
 Defines Strategic Direction & Intent	24	61	37

### Mismatched Perceptions

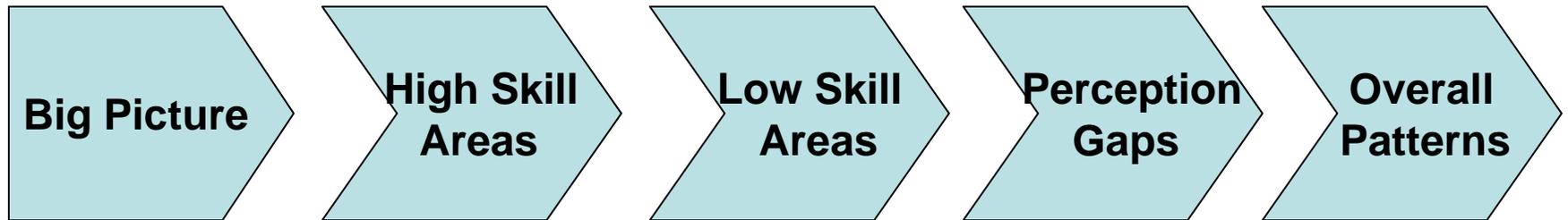
#### Underestimated Capabilities\*\*\*

	Gap	Percentile	
		Self	Others
 Creates Change	-28	38	66
 Works to Reach Agreement	-28	23	51

#### Overestimated Capabilities\*\*\*\*

	Gap	Percentile	
		Self	Others
 Manages Coordination & Integration	44	79	35

# Interpretation Guidelines



**Where is there  
more color?  
Less color?**

**Where are the  
strengths?**

**Where are the  
challenges?**

**Where are  
the gaps?**

**What patterns  
do you see?**



# Action Planning

First, summarize the overall patterns that you see in your data in terms of five *talking points* that highlight the major issues. Next, suggest a set of *action steps* that you can suggest that will begin to address these important issues. Below is a space to summarize these, but you may want to write out your notes in greater detail.

## ***Talking Points***

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## ***Action Steps***

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

# Understanding the MSF Feedback Process

# Getting Ready for Feedback

## What's the Purpose?

- The purpose of feedback is to help us to develop as leaders
- Feedback helps us get a better picture of our own strengths and challenges
- Feedback helps us to understand how we are viewed by others that you work with
- A little “bad news” usually helps because it makes us focus on areas of improvement
- Feedback is an important step in creating an action plan for our own development

# How NOT To Use Your Feedback

- **The HERO**

- You have confirmed what I always knew: I am the greatest!

- **The DETECTIVE**

- Who the \*#&% said that about me!?

- **The ANALYST**

- What about the validity and reliability of these measures?

- **Too BUSY**

- No time for this – more important things to do!!

## **Favorite Excuses:**

- My respondents don't really know me that well.
- DLA makes me act this way; I'm not really like that.
- My respondents don't like me!
- The data about my strengths are accurate, but not the data about my weaknesses.
- I used to be this way, but I have changed very recently...
- This must be someone else's report! This can't be me!
- All the data are accurate – but who cares?

## Who are the Raters?

1. Raters - DLA civilian or military employees only.
2. Direct Reports – Persons who consider the ratee to be their first line supervisor. Each ratee should invite all of their direct reports to rate them. (Exception: If a ratee has less than 3 direct reports they should invite up to 4 other subordinates to rate them. )
3. Peers – Persons who are at the same grade, one grade lower or one grade higher than the ratee and are not in the ratee's chain of command. Ratees should invite 5 peers to rate them.
4. Boss – Ratee's immediate supervisor

# **Denison Leadership Development Multi-Source Feedback**

## **Understanding the DLA Survey Process**

# Main Screen

**3 click**  
Denison Consulting

[Info](#) [Help](#)

**Main Page**

Welcome jay1 richards!

Your survey deadline: 24 January 2003

[Extend My Deadline date \(click here\)](#)

Click button 1, 2 or 3. For detailed instructions, click the Info button above.  
For information on your current status, check the status table at the bottom of the page.



	Status*
Define and edit your raters	
Take the on-line survey	
Check survey counts and Generate your report <a href="#">(see example report)</a>	
<a href="#">Change your survey DEADLINE date (click here)</a>	

\*Status Legend:

Not Started   
 Incomplete   
 Finished   
 --

### Survey Settings

Survey Deadline: 24 January 2003

# The Survey

...	1	2	3	4	5	6	7	-
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	Can not answer

(use the scroll bar to the right to move down the page - click on "Next" button to continue...)

1 See that decisions are made at the lowest possible level.

2 Share information so that everyone gets the information s/he needs.

3 Create an environment where everyone feels that his/her effort can make a difference.

4 Involve everyone in shaping the plans and decisions that affect them.

5 Ensure that the necessary resources are available to do the job.

6 Convey confidence in people's competence to do their job.

7 Encourage others to take responsibility.

8 Delegate authority so that others can do their work more effectively.

9 Build effective teams that get the job done.

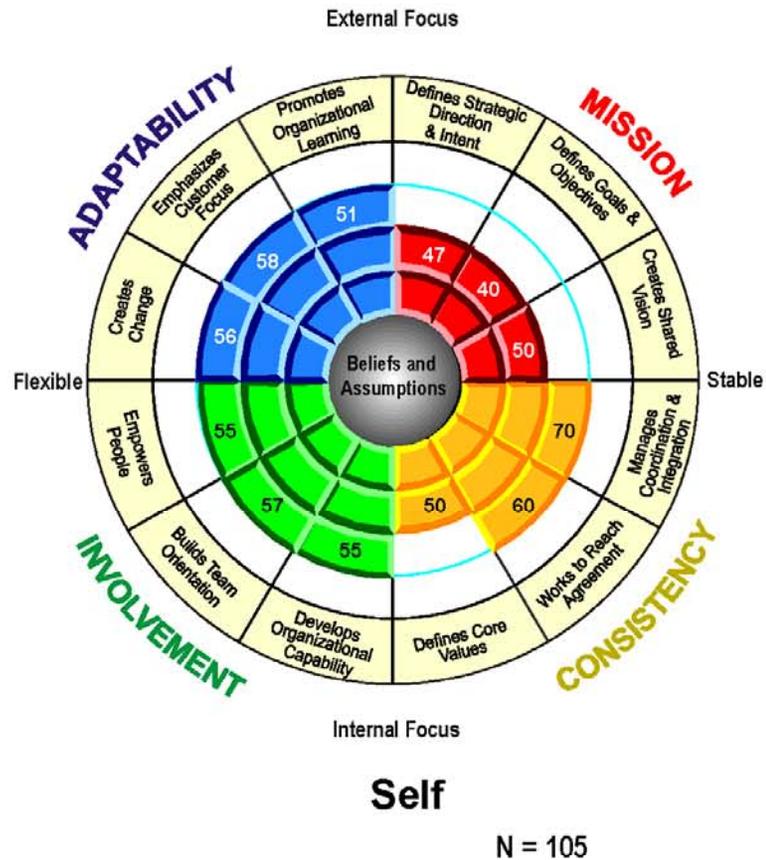


# DLA Denison Leadership Results Can People Change?

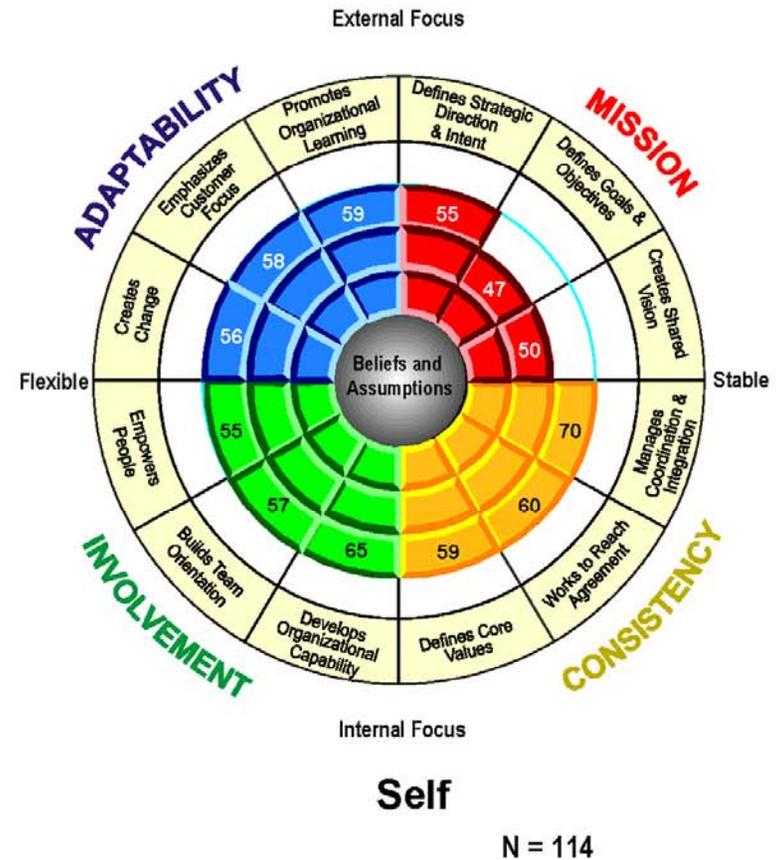


# DLA Tier II 1st Survey vs 2nd Survey

## 1st Survey

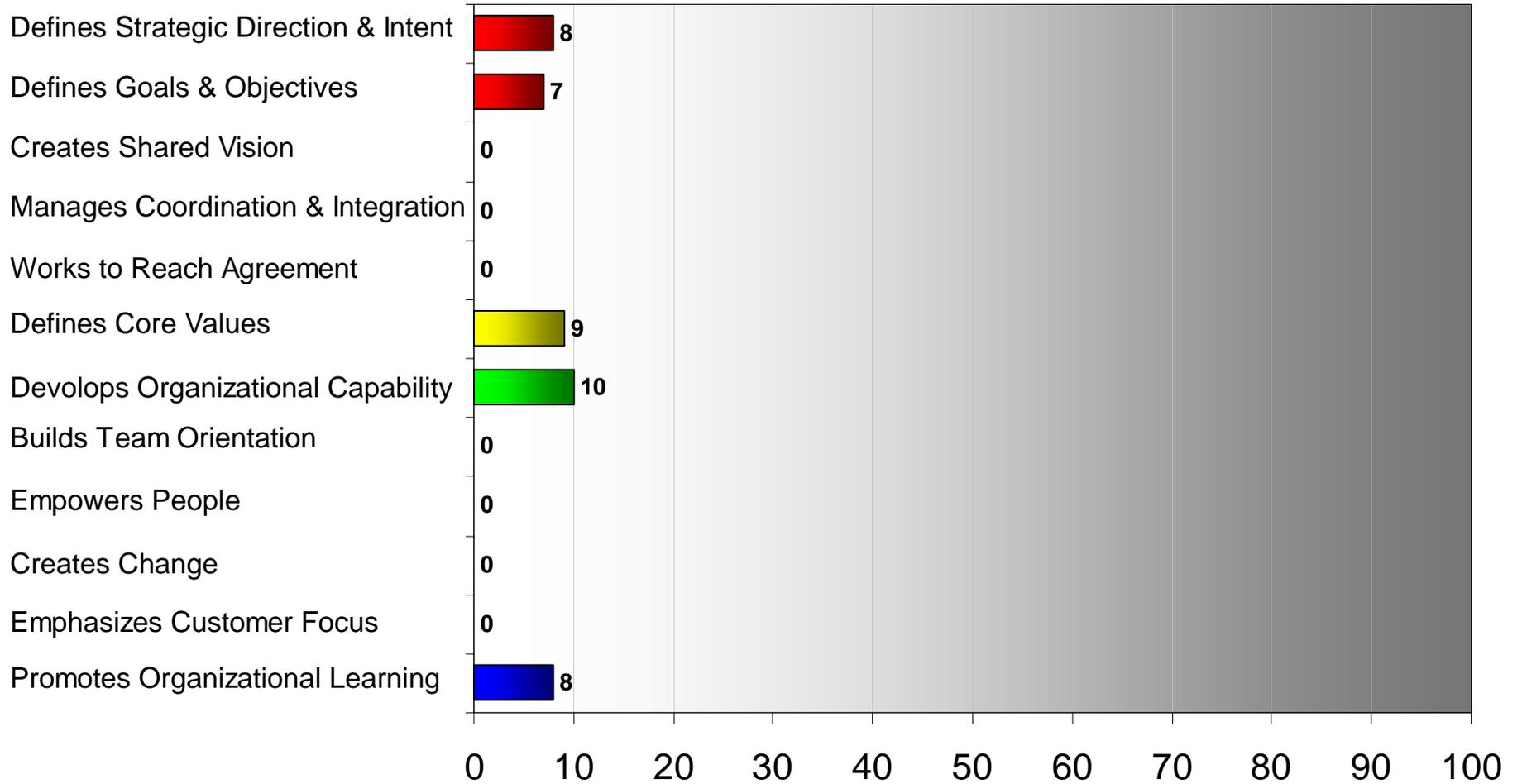


## 2nd Survey

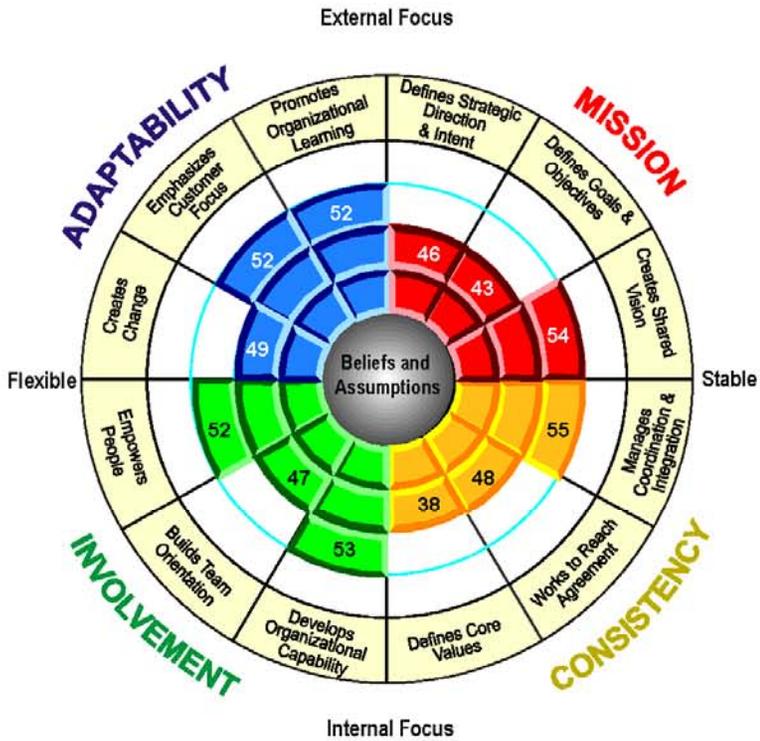


# DLA Tier II Repeat Composite Percentile Differences between Repeat Surveys

## Self Scores



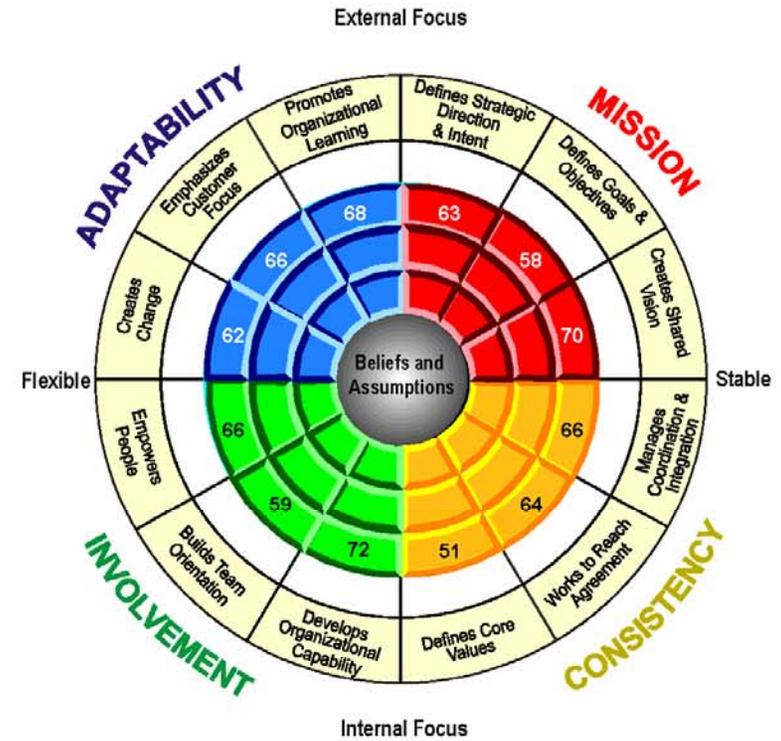
## 1st Survey



### Combined Other

411 Peers  
842 Direct Reports  
142 Bosses  
74 Other

## 2nd Survey

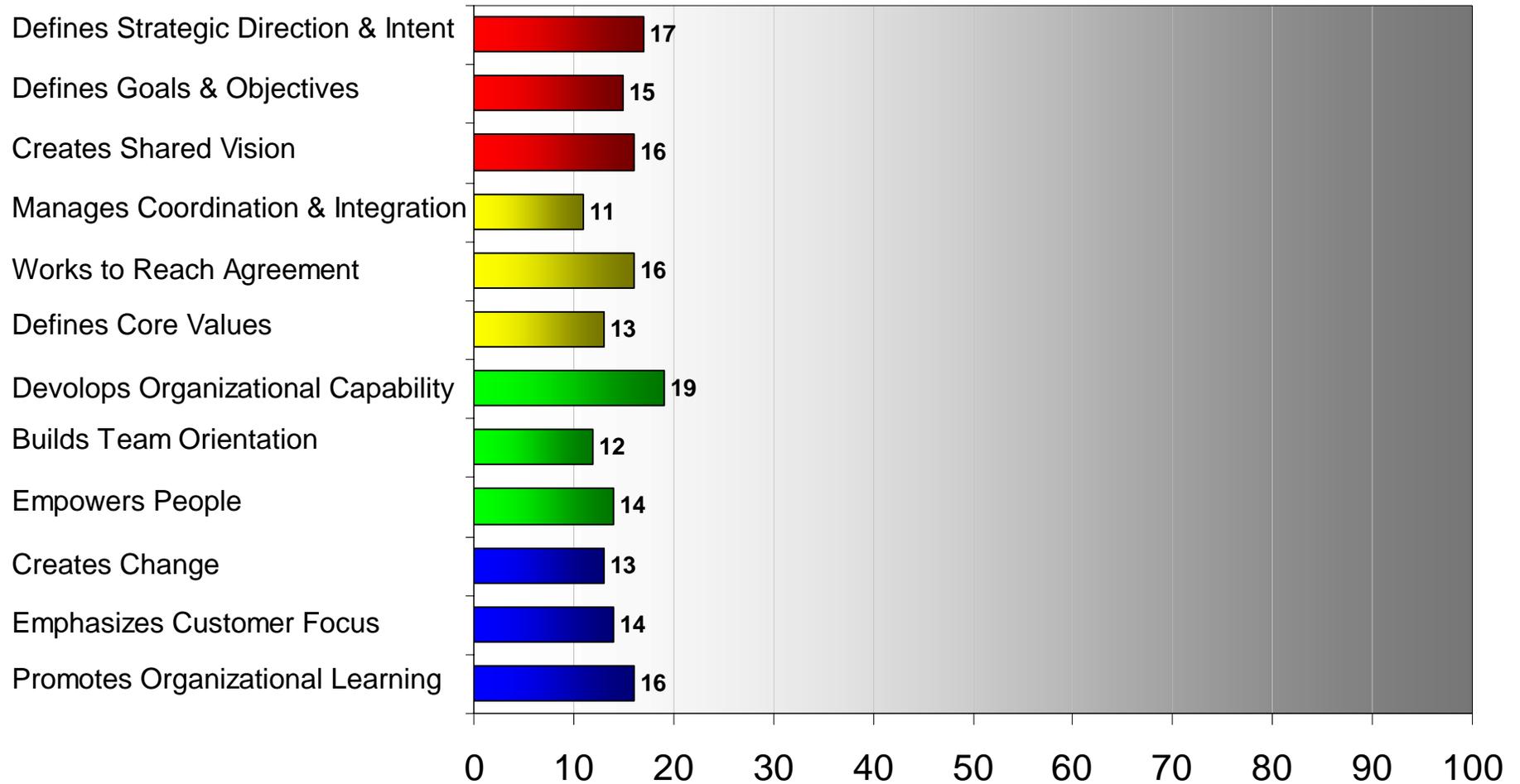


### Combined Other

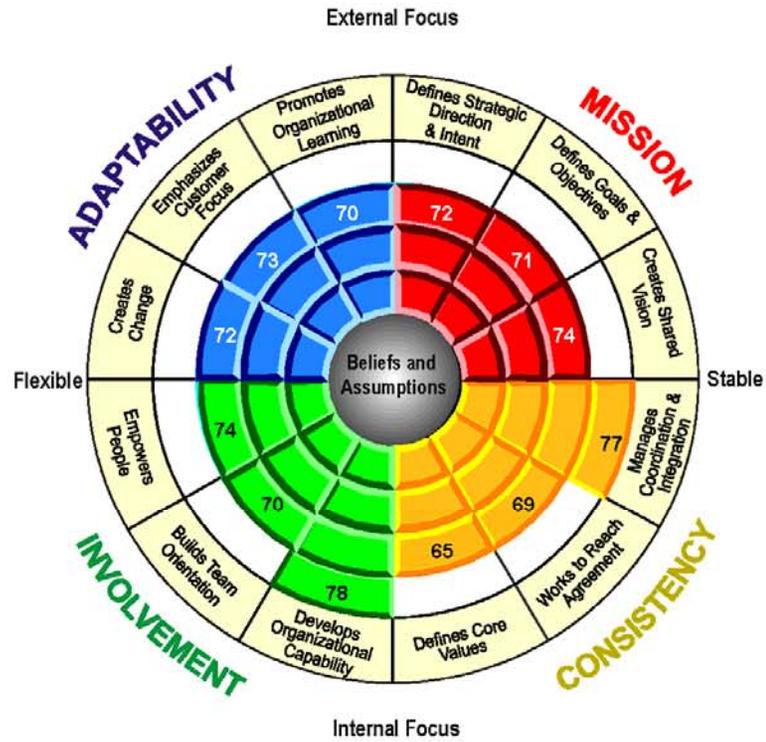
455 Peers  
1036 Direct Reports  
163 Bosses  
28 Other

# DLA Tier II Repeat Composite Percentile Differences between Repeat Surveys

## Combined Other Scores



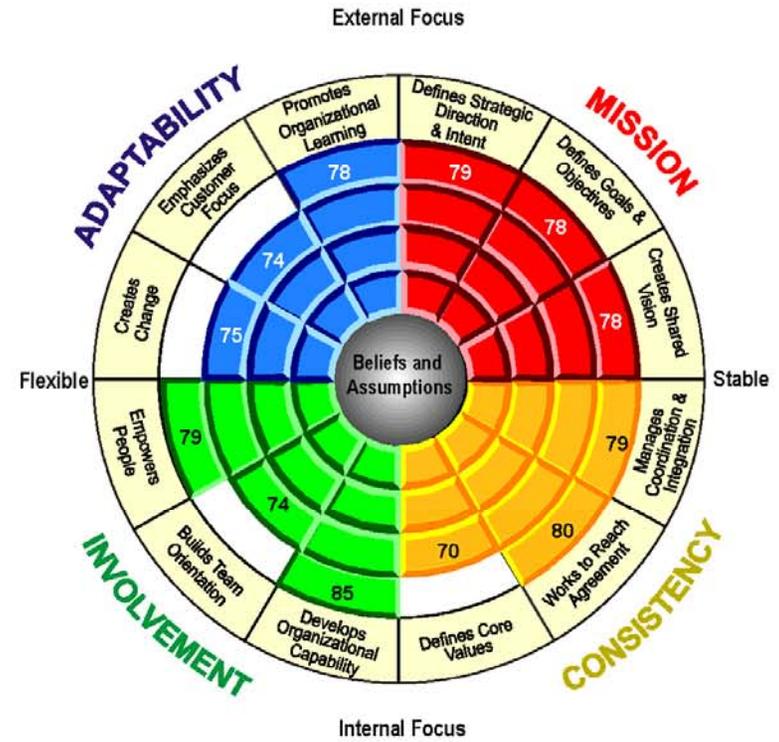
# 1st Survey



Peer

N = 411

# 2nd Survey

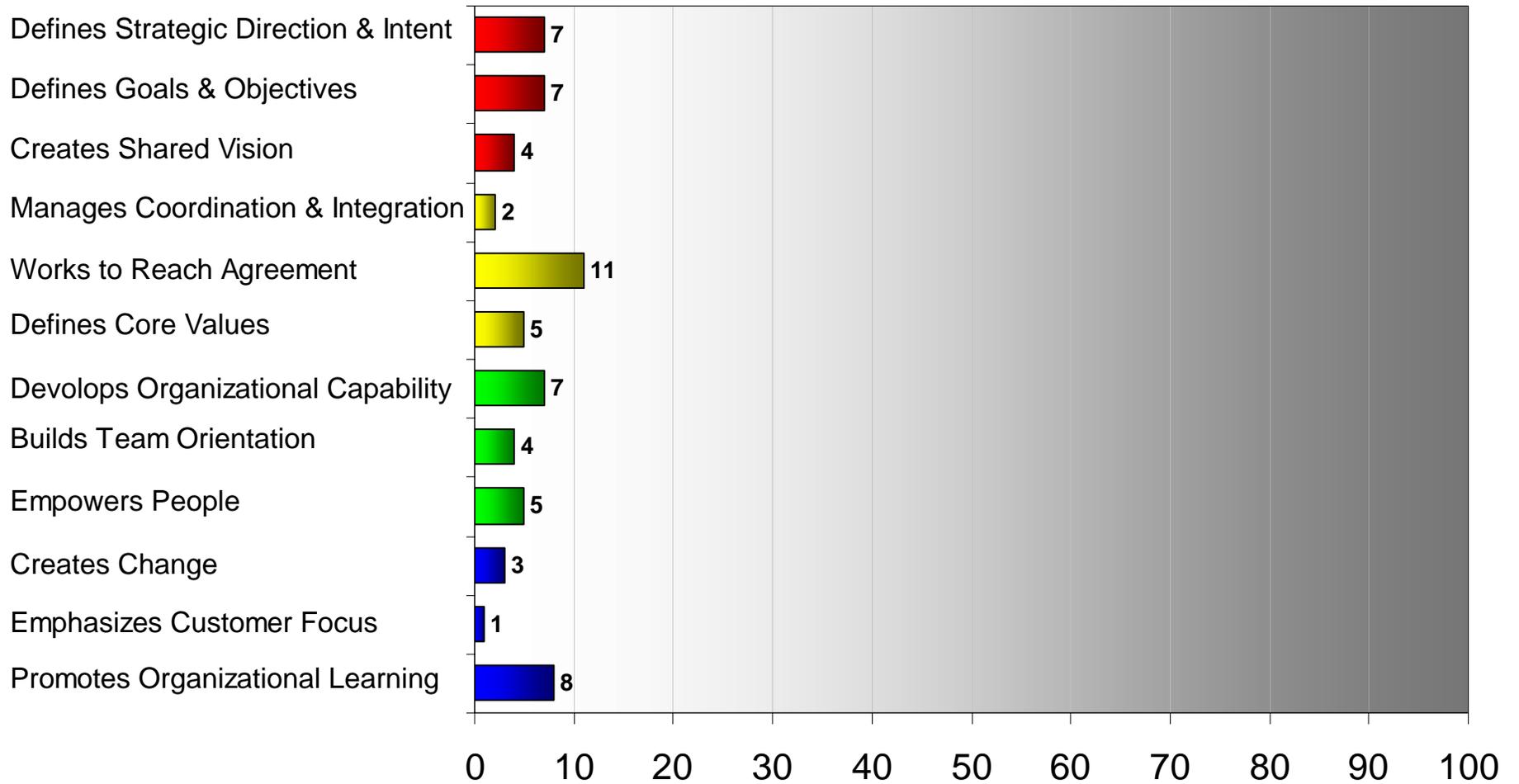


Peer

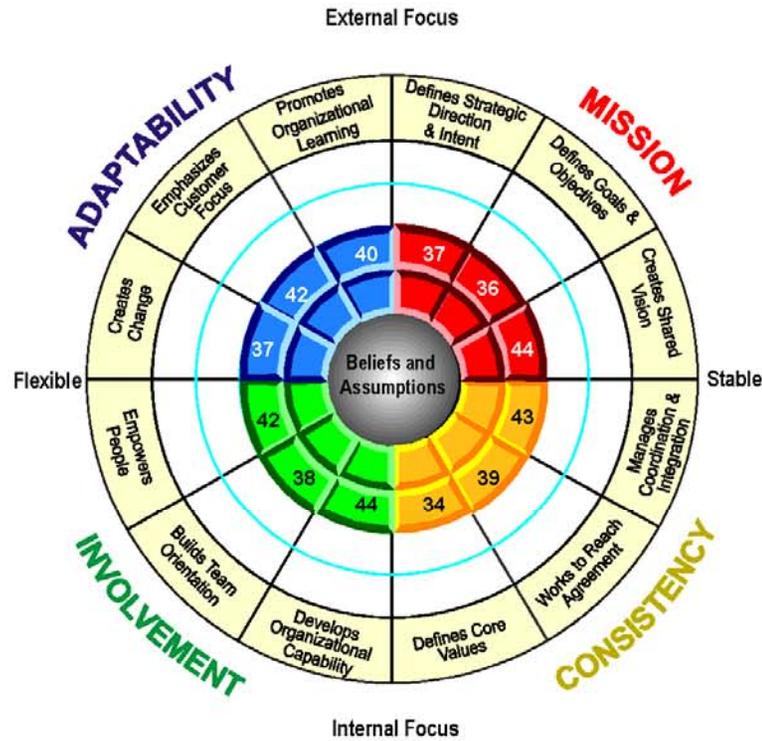
N = 455

# DLA Tier II Repeat Composite Percentile Differences between Repeat Surveys

## Peer Scores



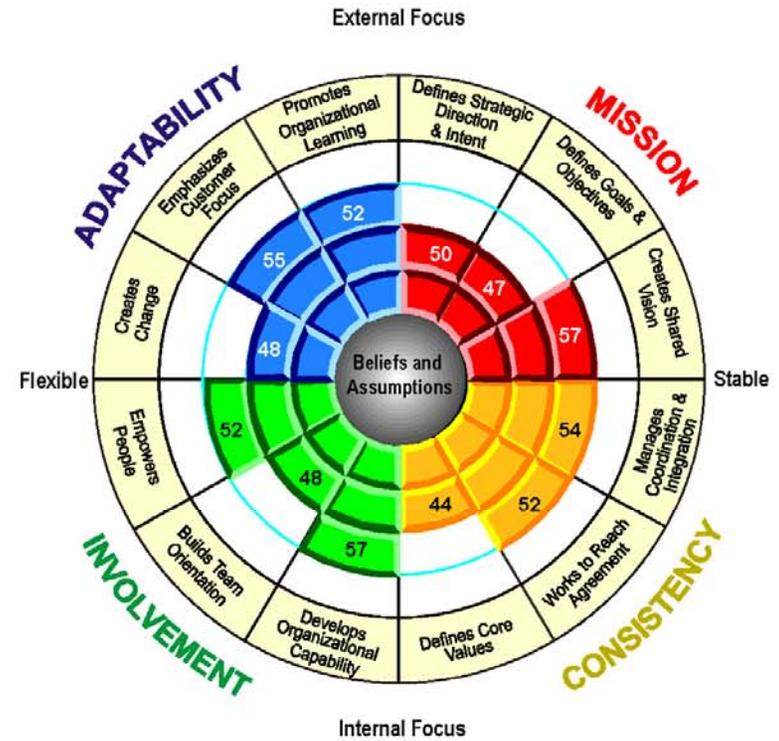
# 1st Survey



## Direct Report

N = 842

# 2nd Survey

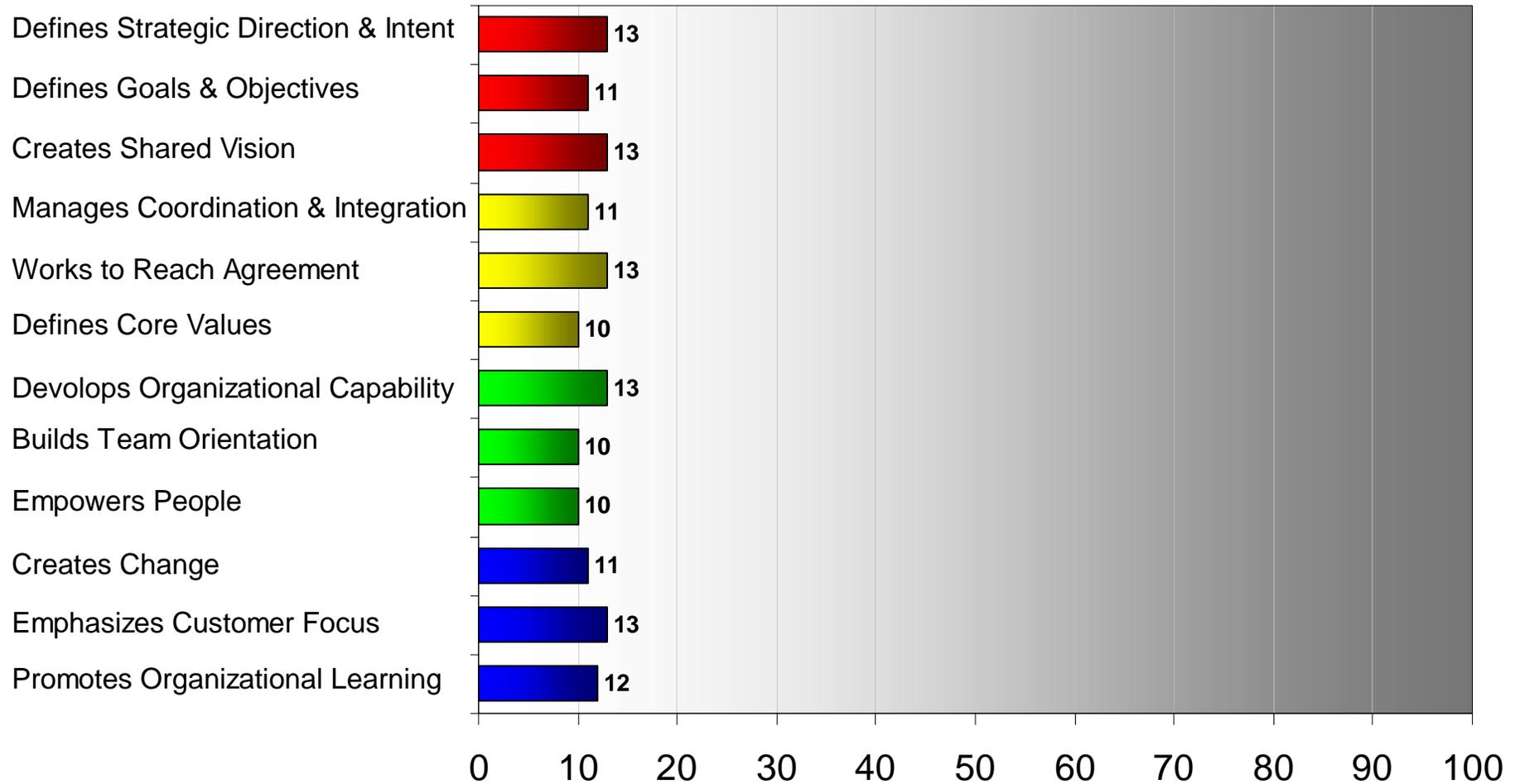


## Direct Report

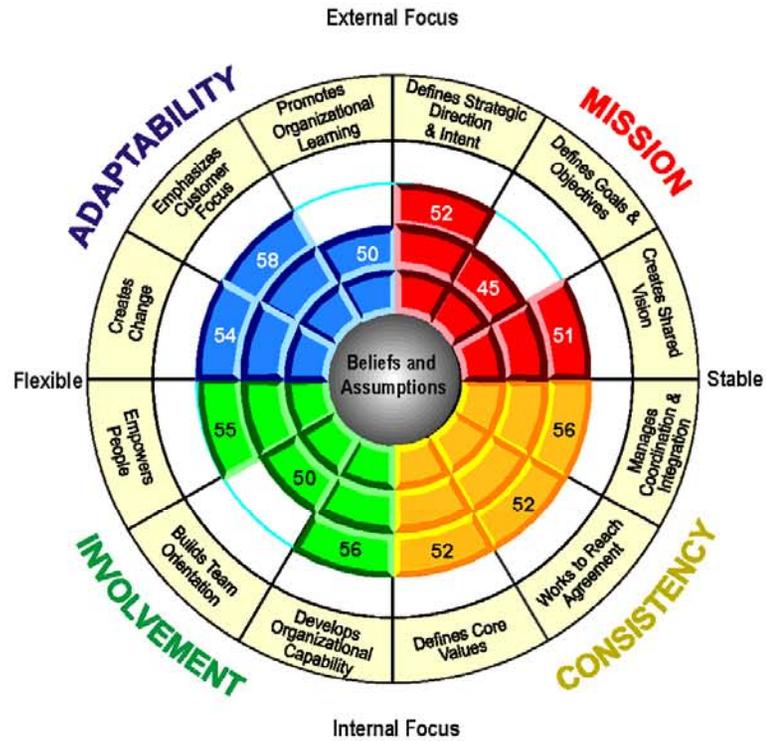
N = 1036

# DLA Tier II Repeat Composite Percentile Differences between Repeat Surveys

## Direct Report Scores



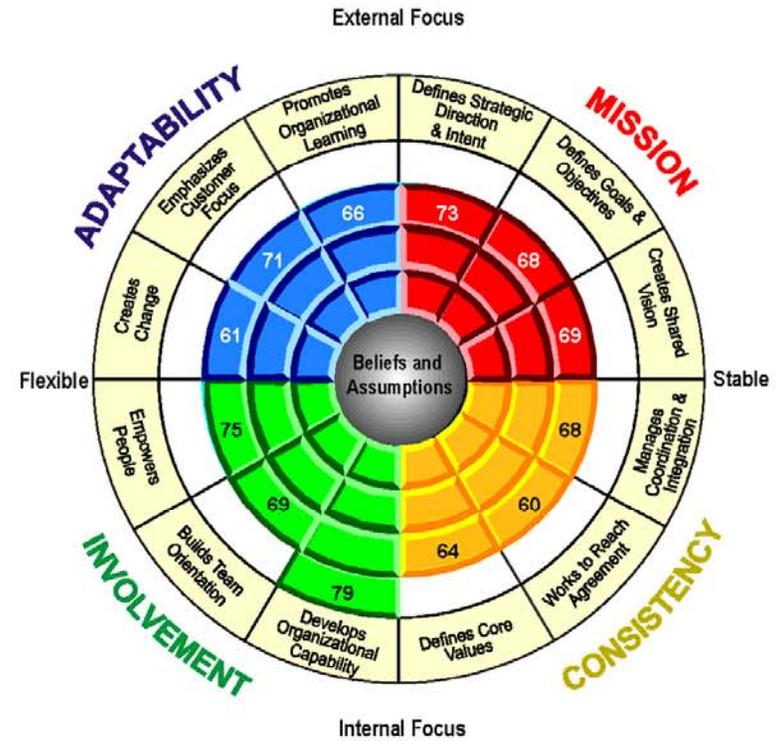
# 1st Survey



**Boss**

N = 142

# 2nd Survey

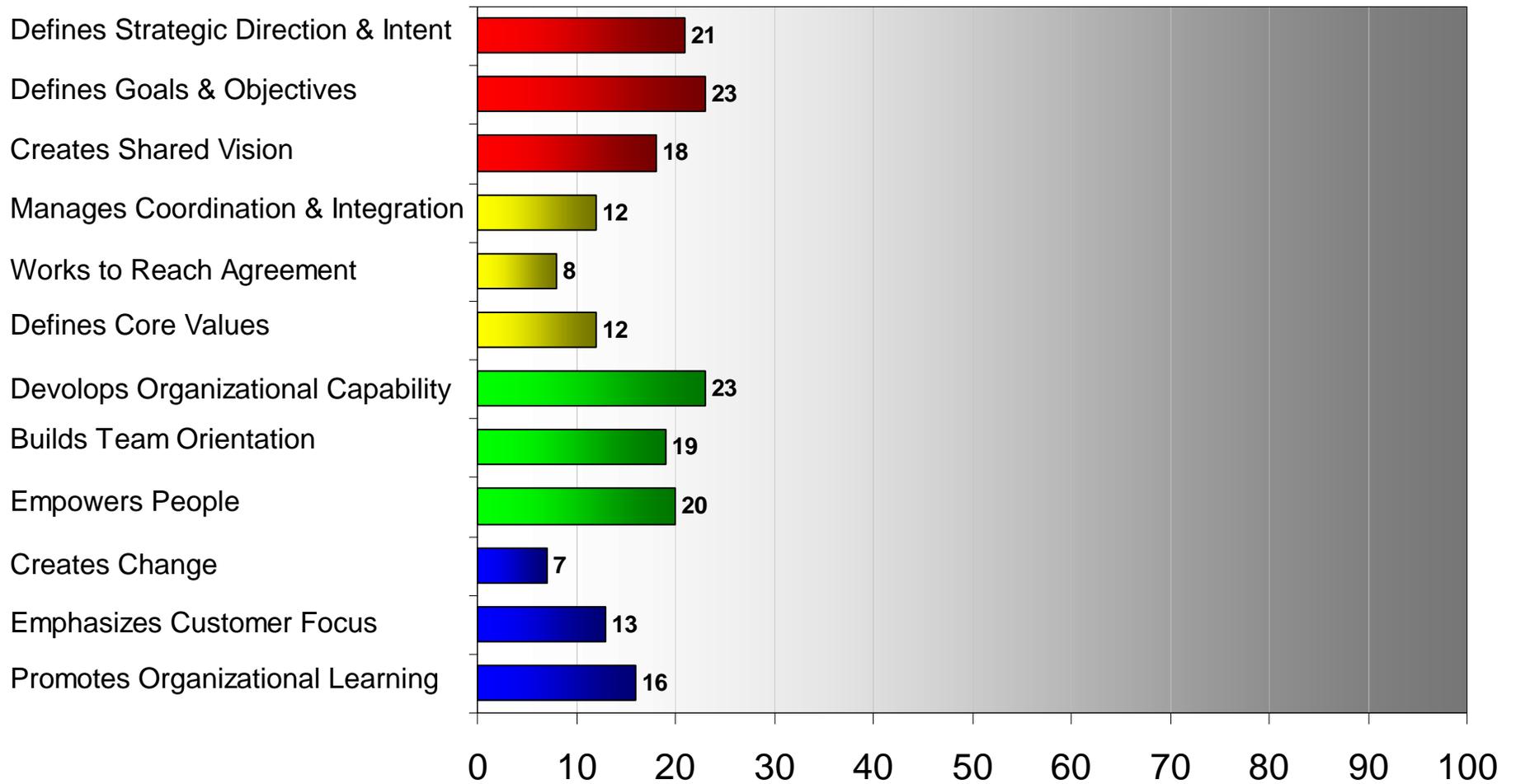


**Boss**

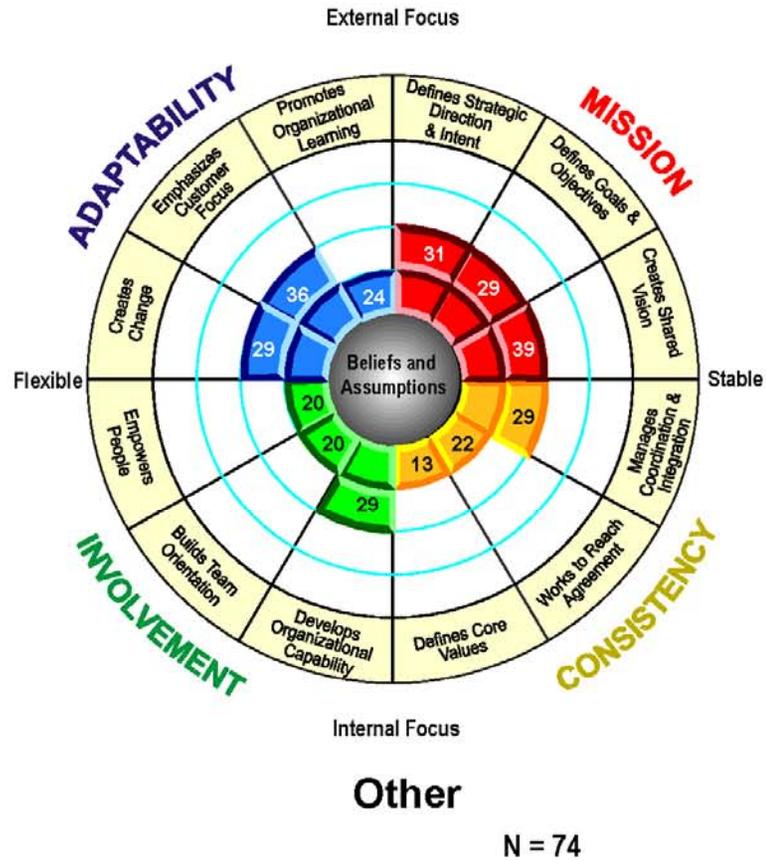
N = 163

# DLA Tier II Repeat Composite Percentile Differences between Repeat Surveys

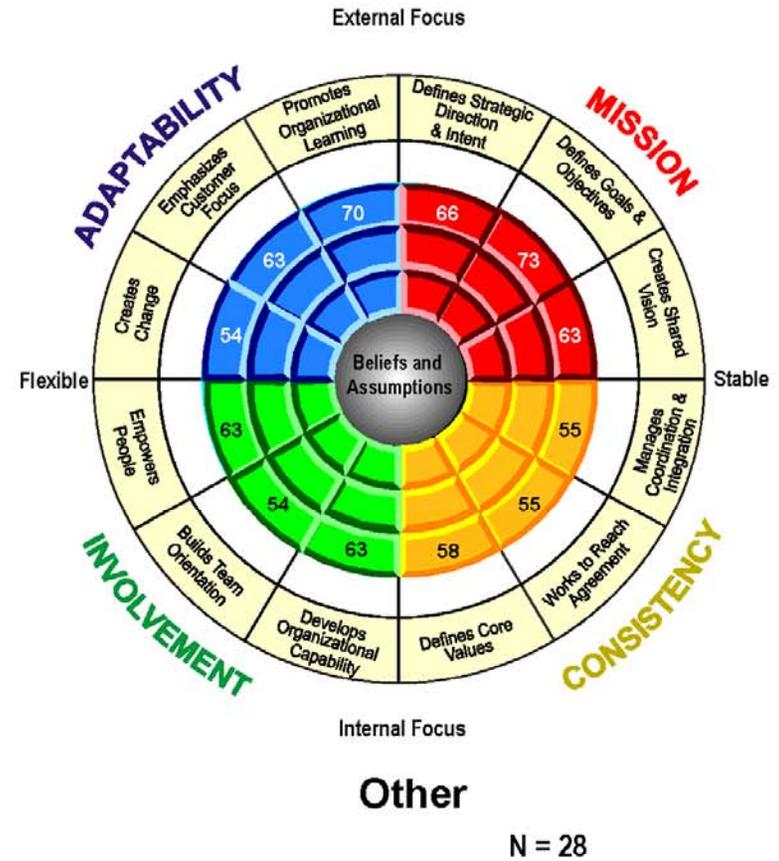
## Boss Scores



# 1st Survey

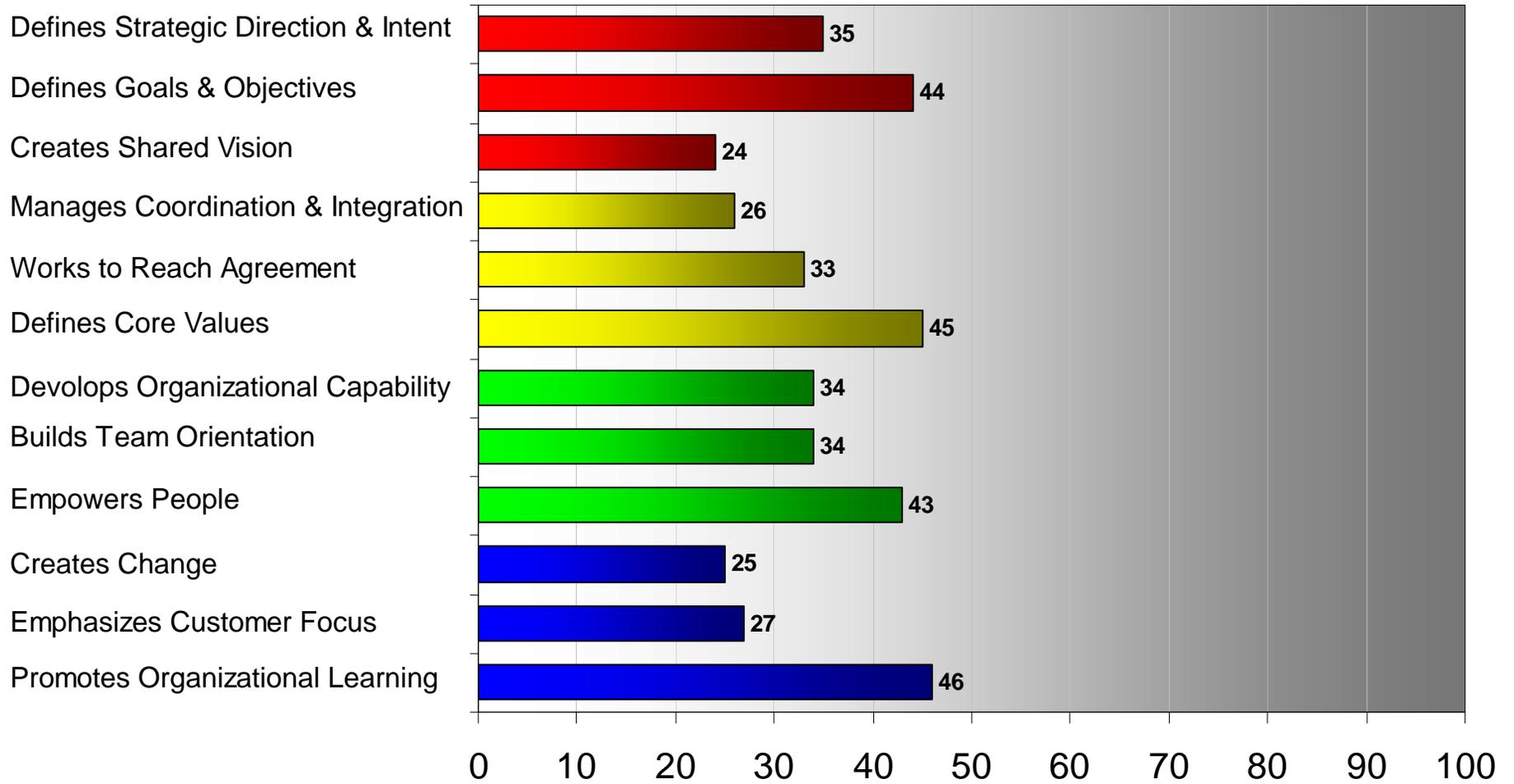


# 2nd Survey



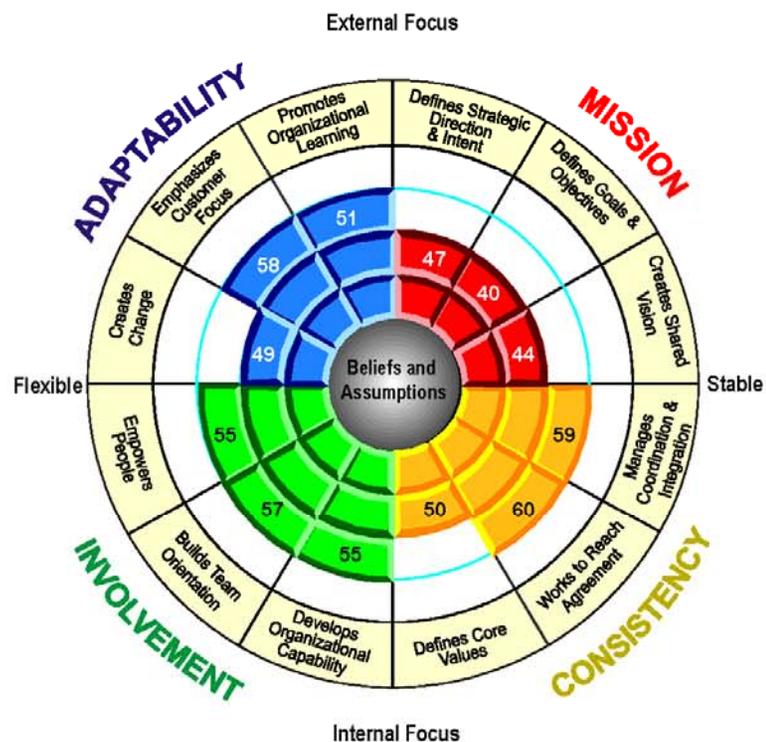
# DLA Tier II Repeat Composite Percentile Differences between Repeat Surveys

## Other Scores

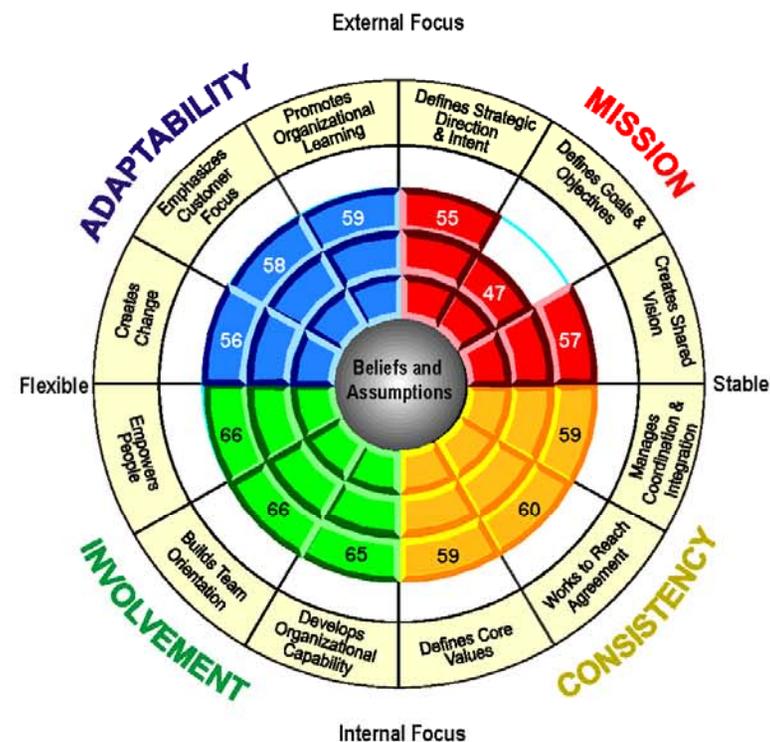


# Leadership Effectiveness at DLA

# Contrast Between Ineffective & Effective Leaders: DLA "Self" Data



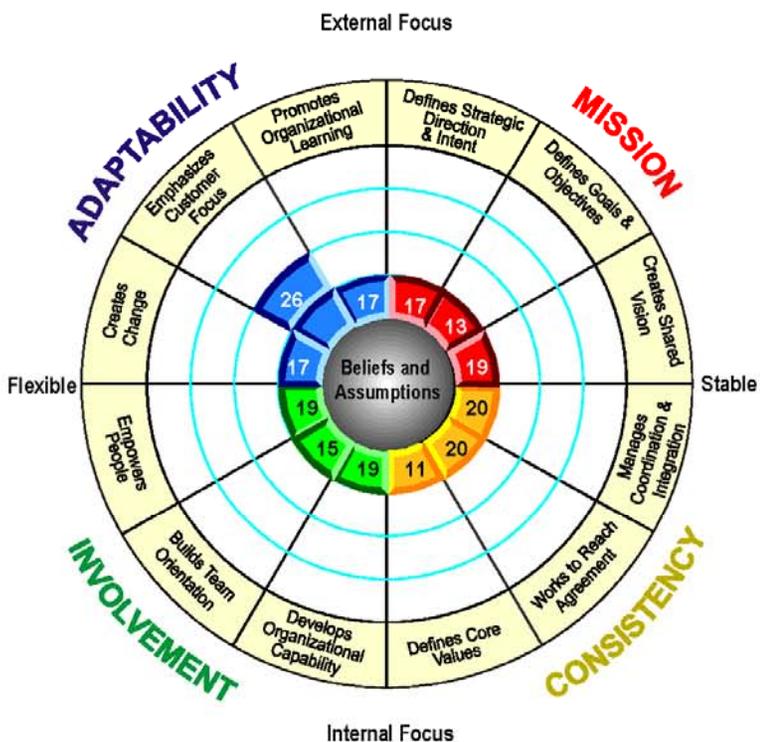
**Bottom 25%**



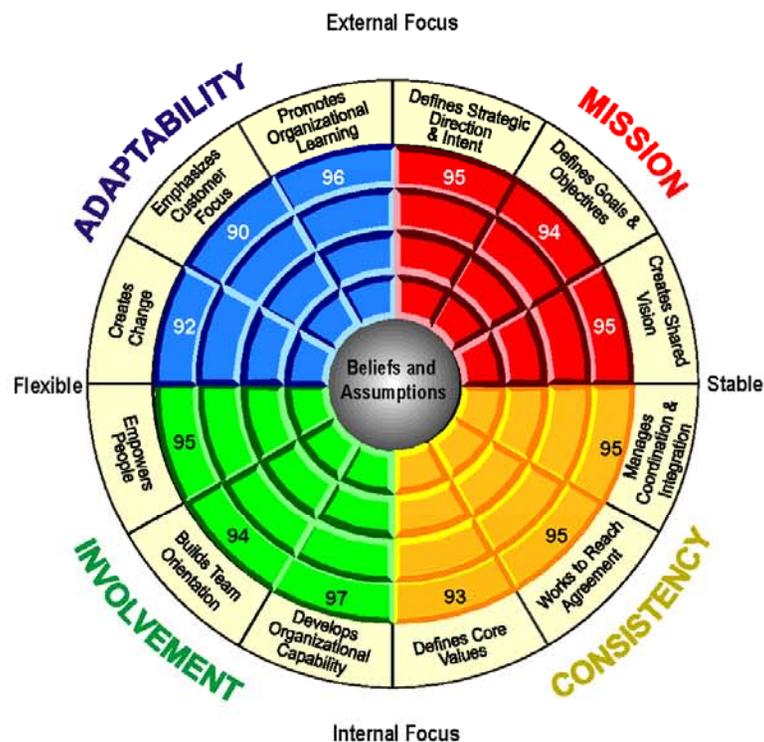
**Top 25%**

- Comparison of the top 25% and bottom 25% of leaders
- Leaders rated by others on their overall effectiveness
- Sample of 737 leaders and 9,045 others

# Contrast Between Ineffective & Effective Leaders: DLA "Combined Other" Data



**Bottom 25%**



**Top 25%**

- Comparison of the top 25% and bottom 25% of leaders
- Leaders rated by others on their overall effectiveness
- Sample of 737 leaders and 9,045 others

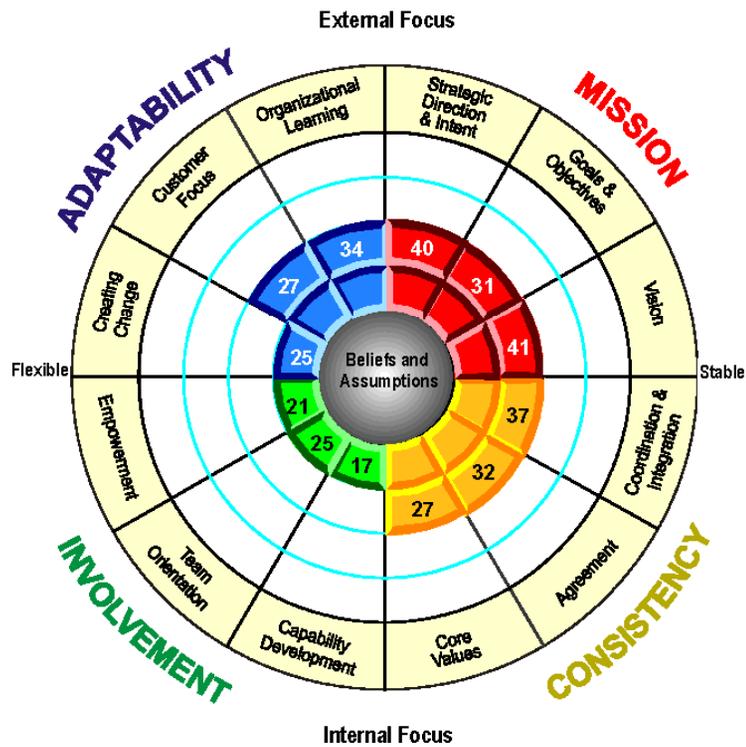


# DLA Culture Results 3 Year Trend



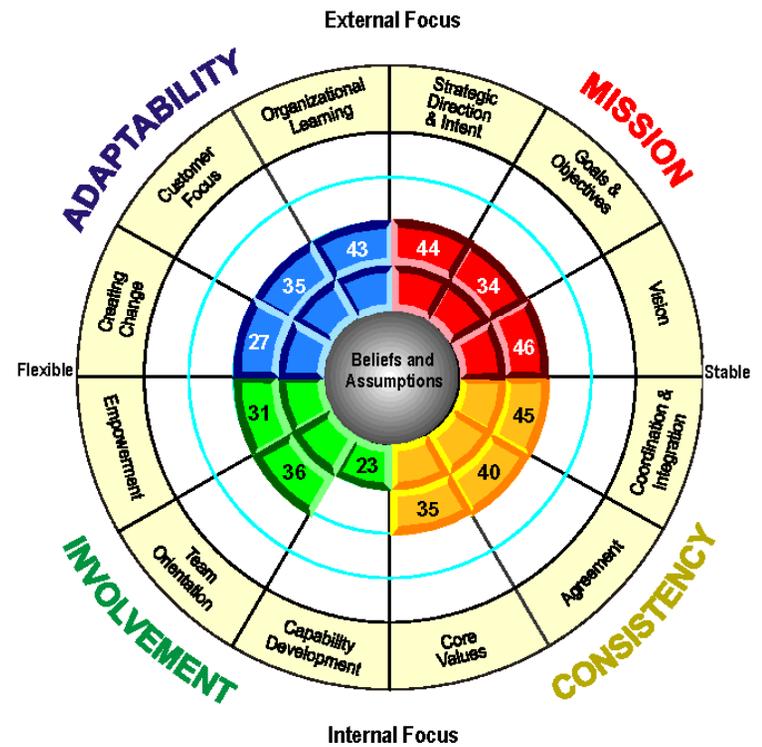
# Defense Logistics Agency

2004



N = 13711

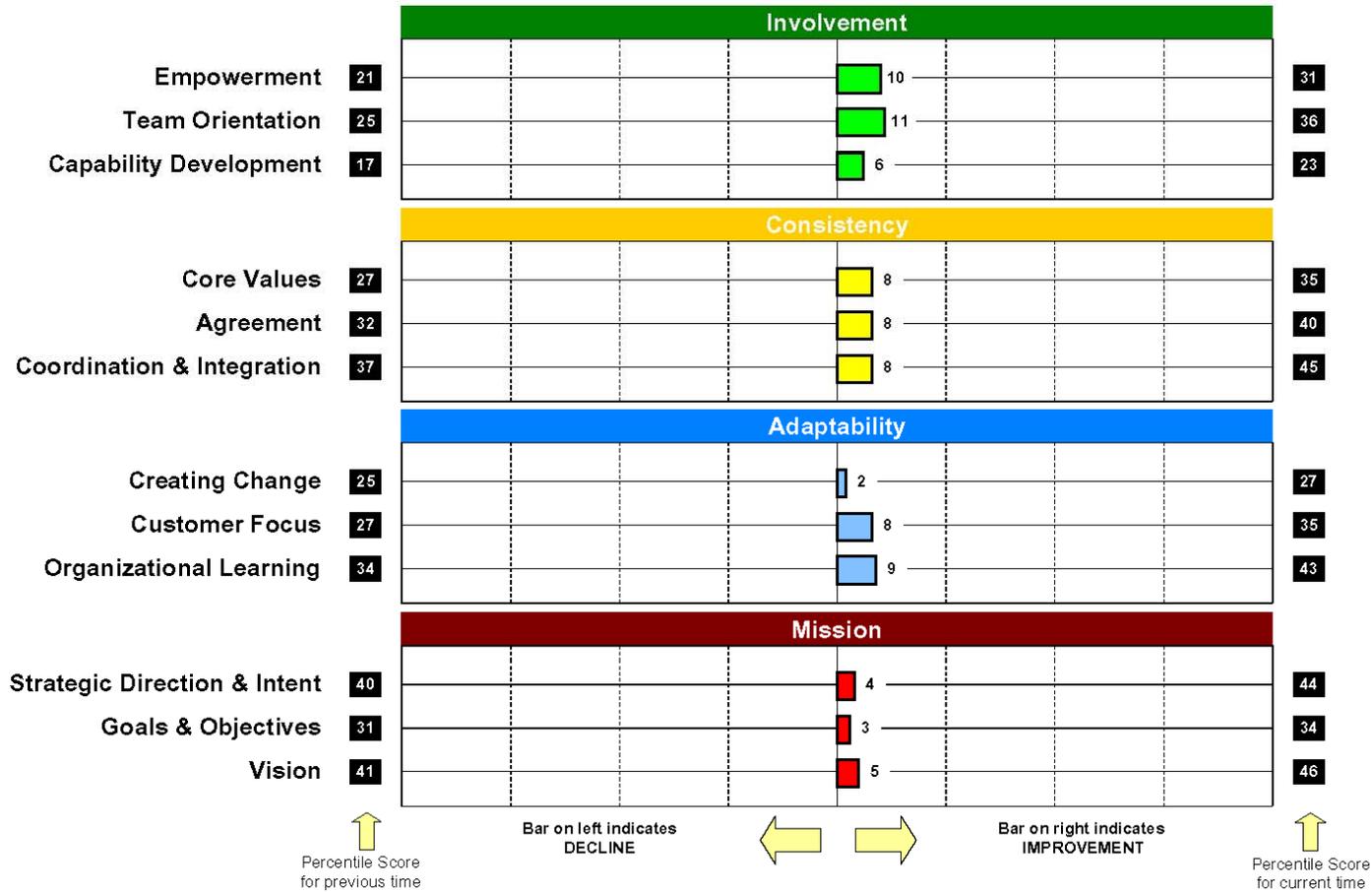
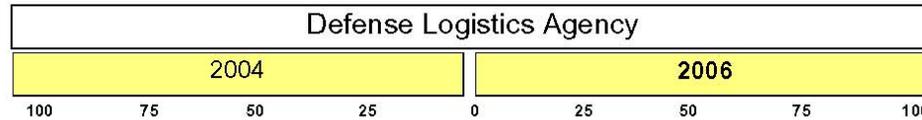
2006



N = 17435

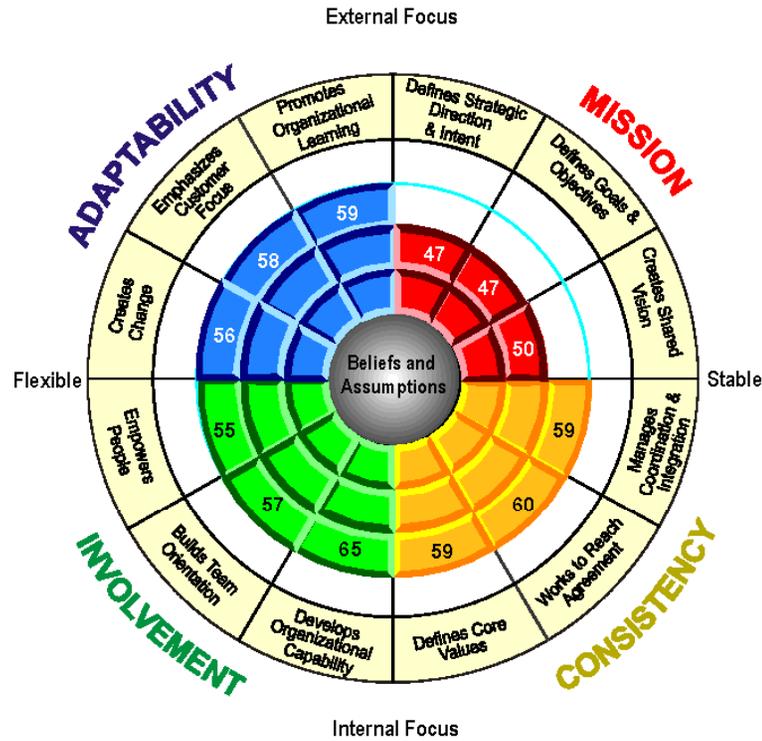


# Change Report



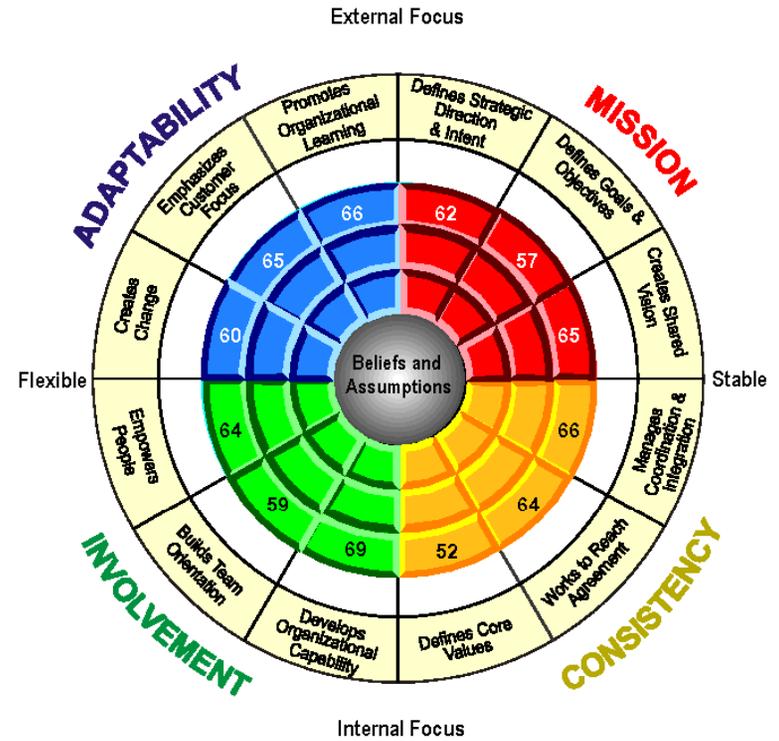
# Current DLA Multi-Source Group Composite

# Defense Logistics Agency 2005 Participants



**Self**

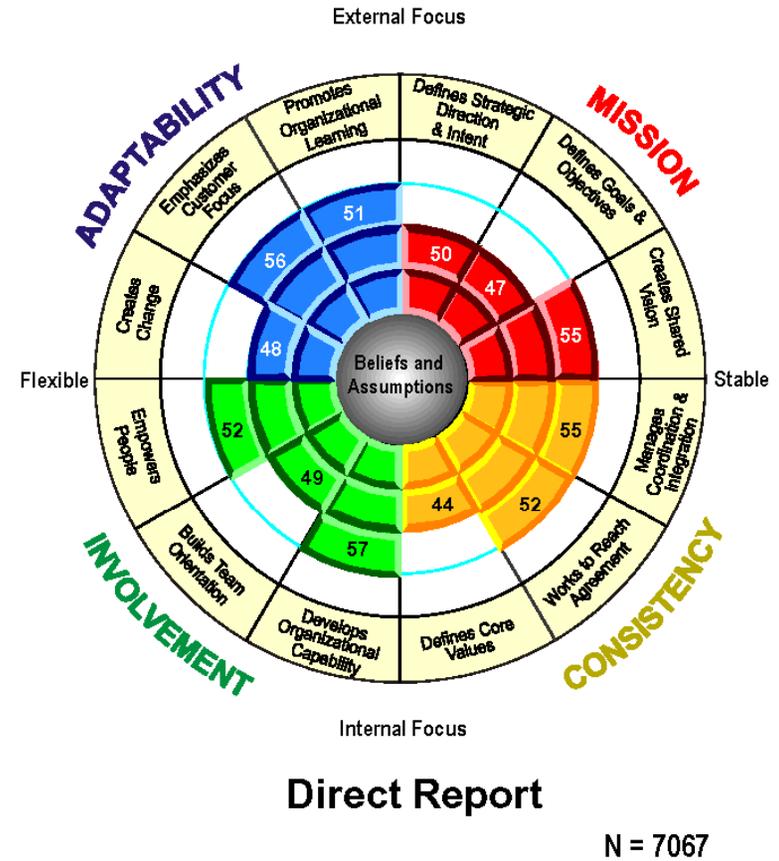
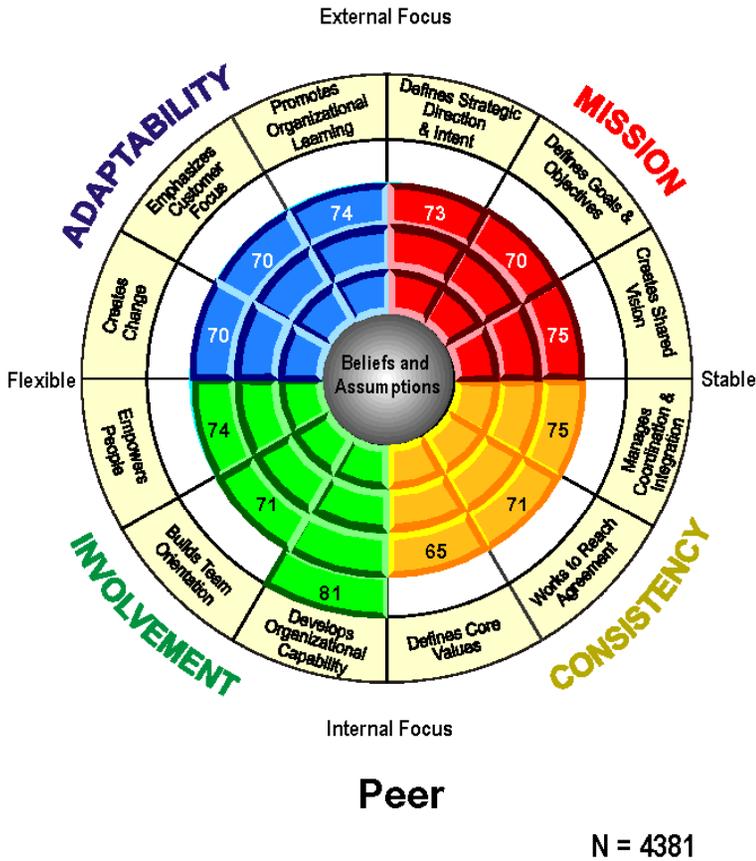
N = 1153



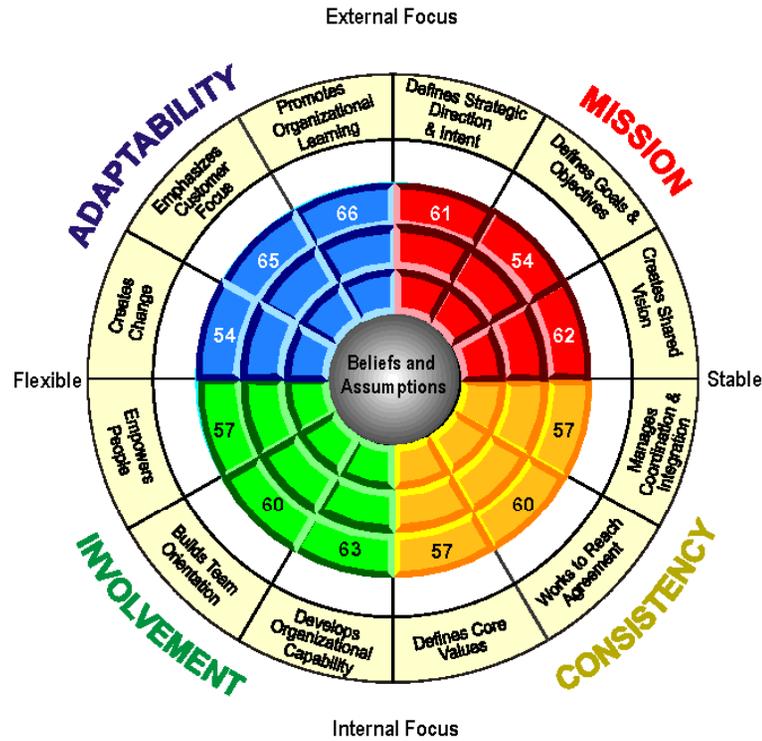
**Combined Other**

- 4381 Peers
- 7067 Direct Reports
- 1604 Bosses
- 471 Other

# Defense Logistics Agency 2005 Participants

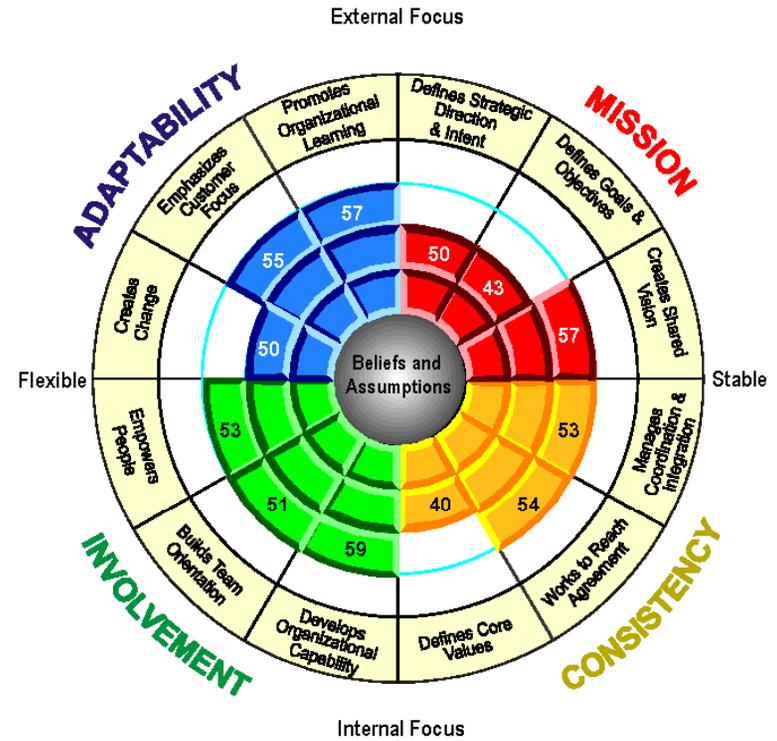


# Defense Logistics Agency 2005 Participants



**Boss**

N = 1604



**Other**

N = 471