denison™

Bringing Organizational Culture and Leadership to the **Bottom Line**

DLA / Denison Multi-Source Leadership Development Feedback Information Session

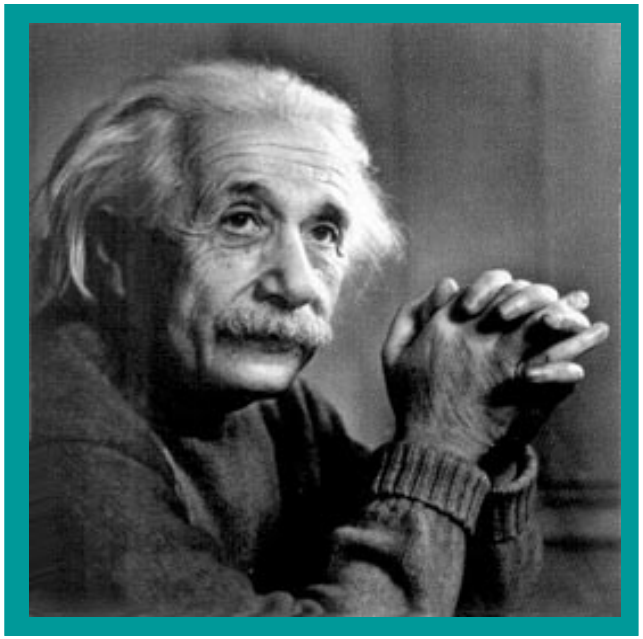
Bill Neale

Founding Partner, Denison Consulting

The Key

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

Challenge the Status Quo

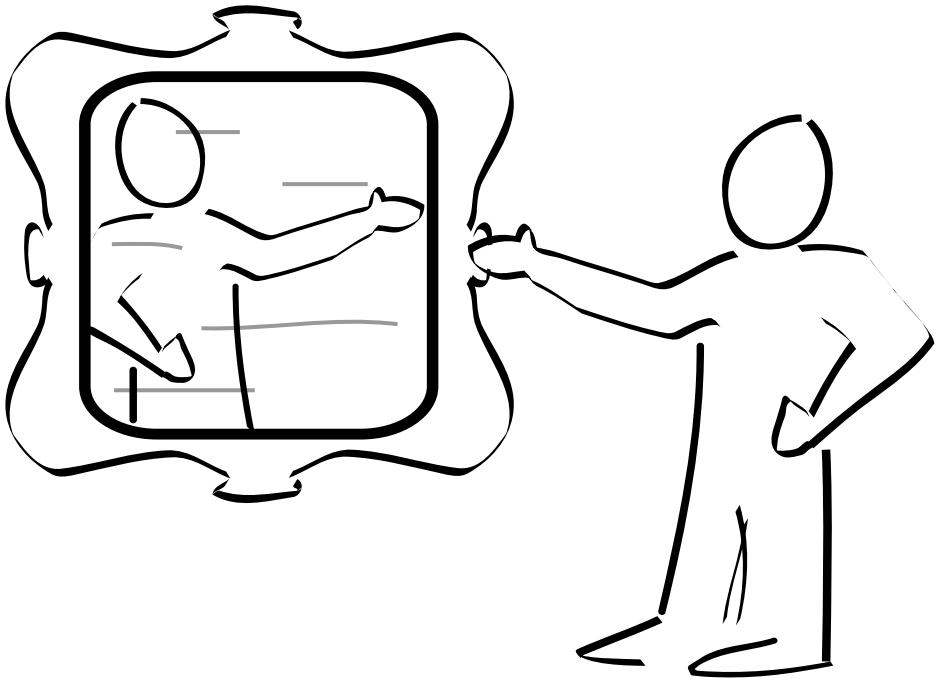


Insanity:

"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 ALL ABOUT YOU!

Supervisors and Managers cannot improve without 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

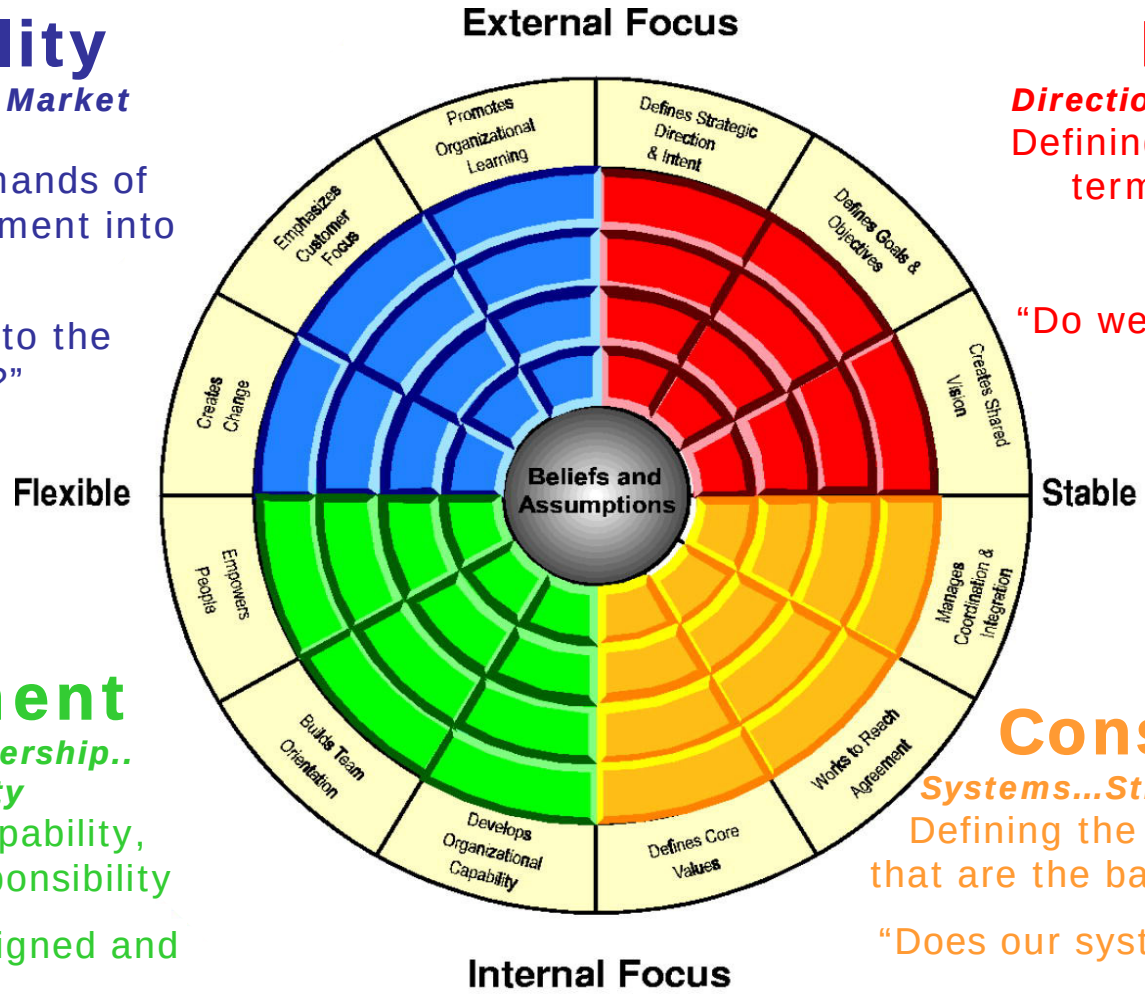
"Are we listening to the marketplace?"

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

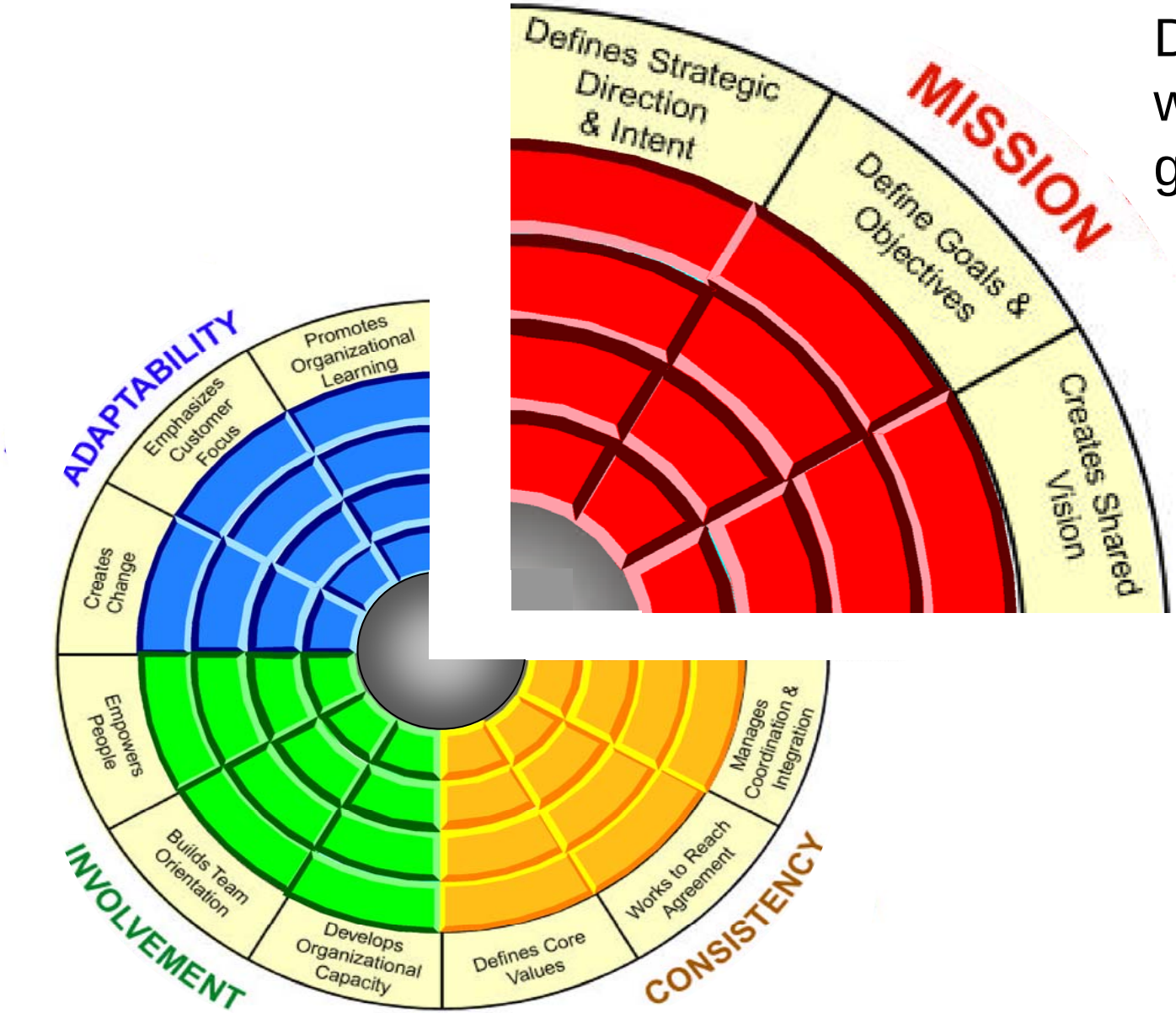
Systems…Structures…Processes

Defining the values and systems that are the basis of a strong culture

"Does our system create leverage?"

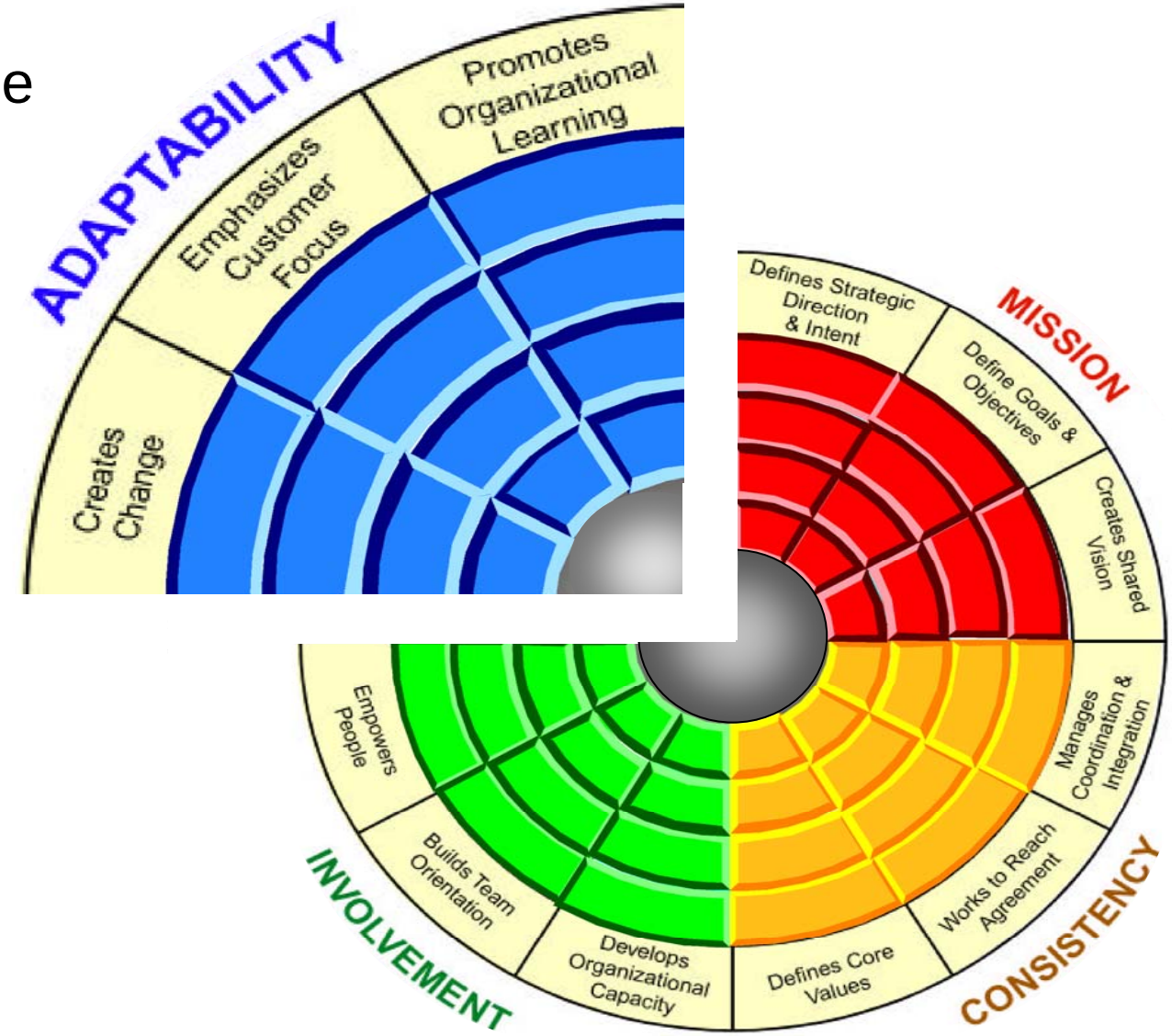
Every Leader Needs to Have Skills in These Four Areas!

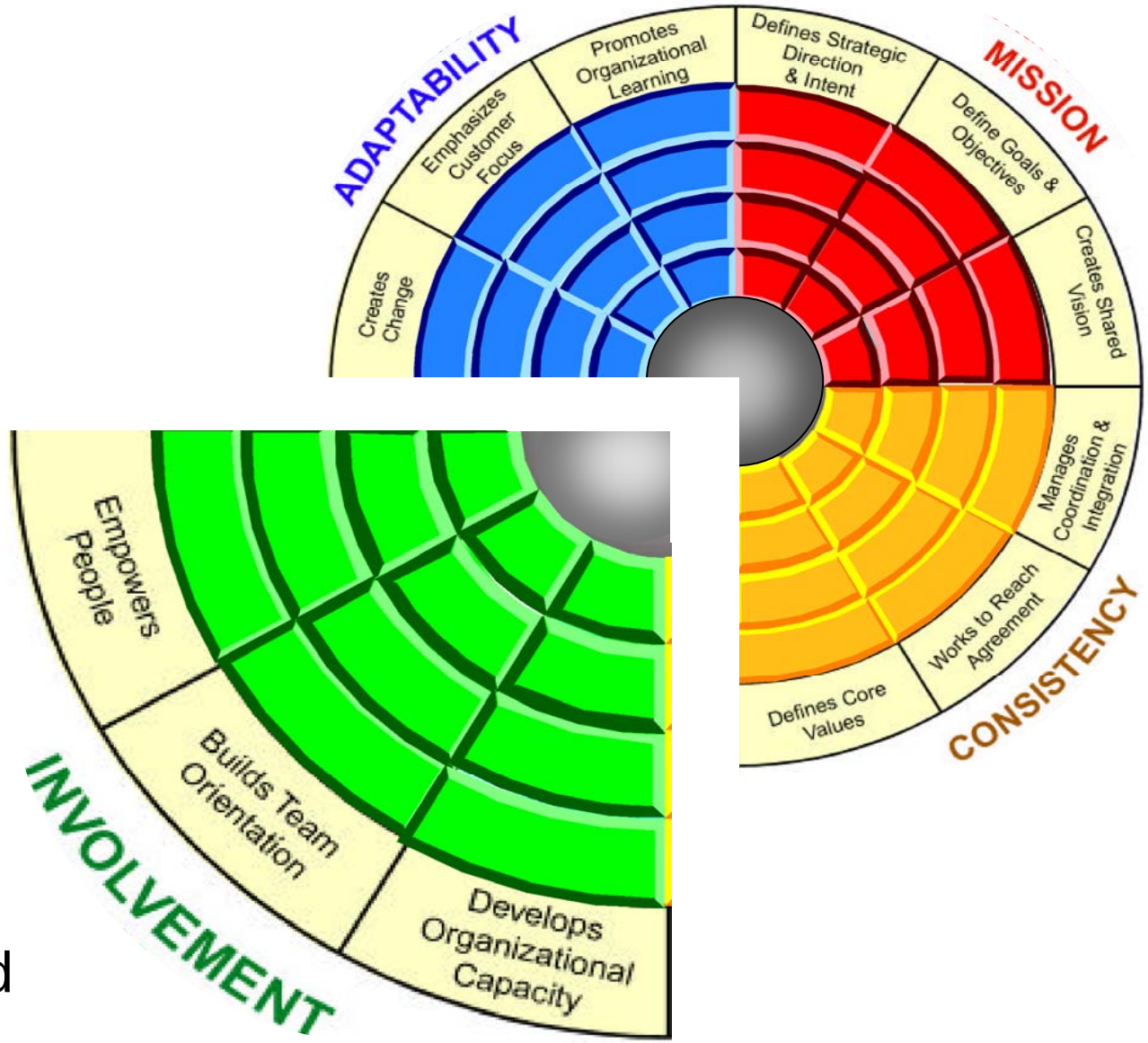
These Four Concepts are Used to Define Leadership Skills



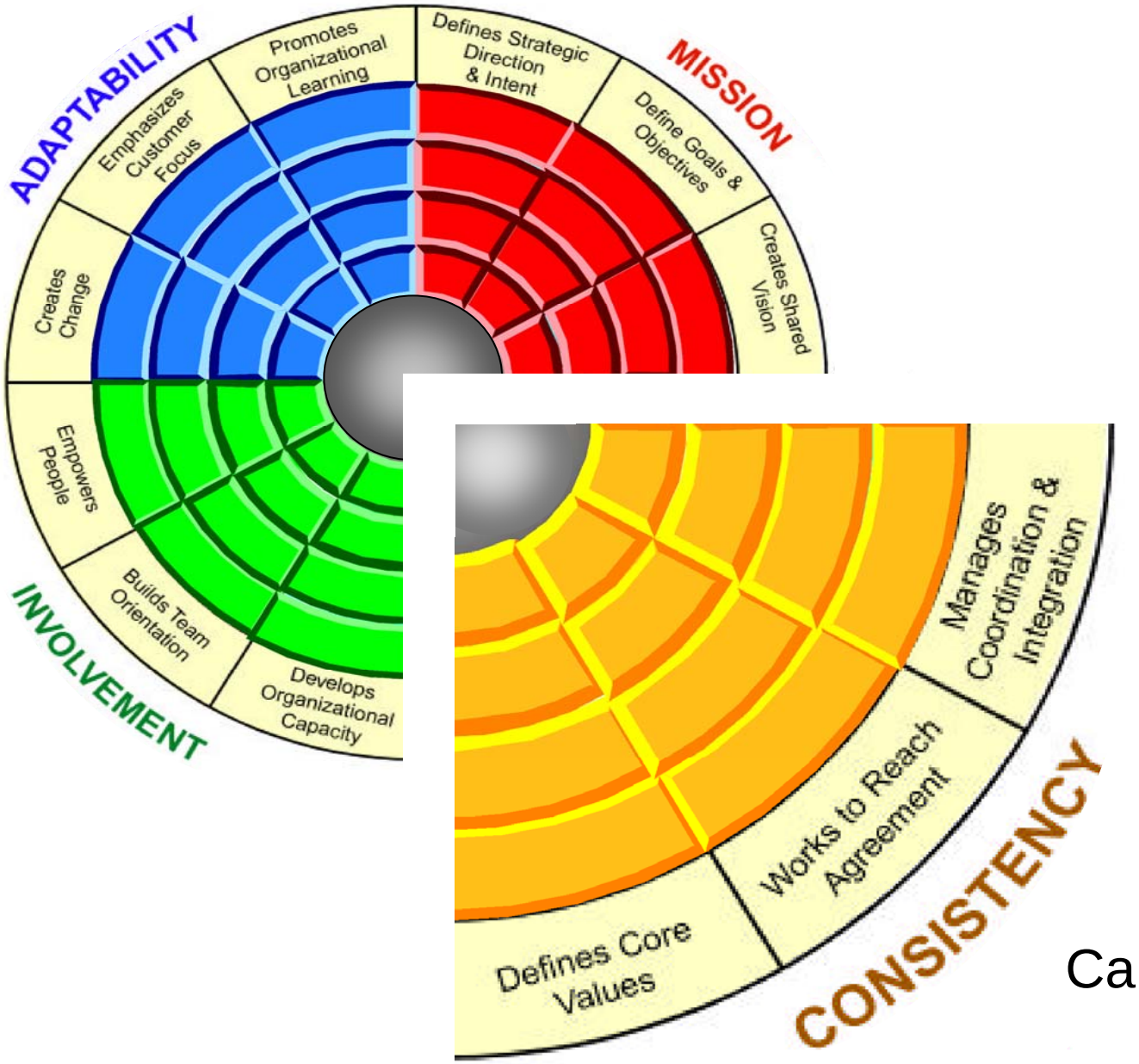
Do you know where you are going?

Are you listening to the customer?





Are people engaged and committed?



Can you execute?

Getting Ready for Feedback

What's the Purpose?

- The purpose of feedback is to help people develop as leaders
- Feedback helps supervisors get a better picture of their own strengths and challenges
- Feedback helps people to understand how they are viewed by others that they work with
- A little "bad news" usually helps because it makes supervisors focus on areas of improvement
- Feedback is an important step in creating an action plan for a supervisor's development

How NOT To Use Your Feedback

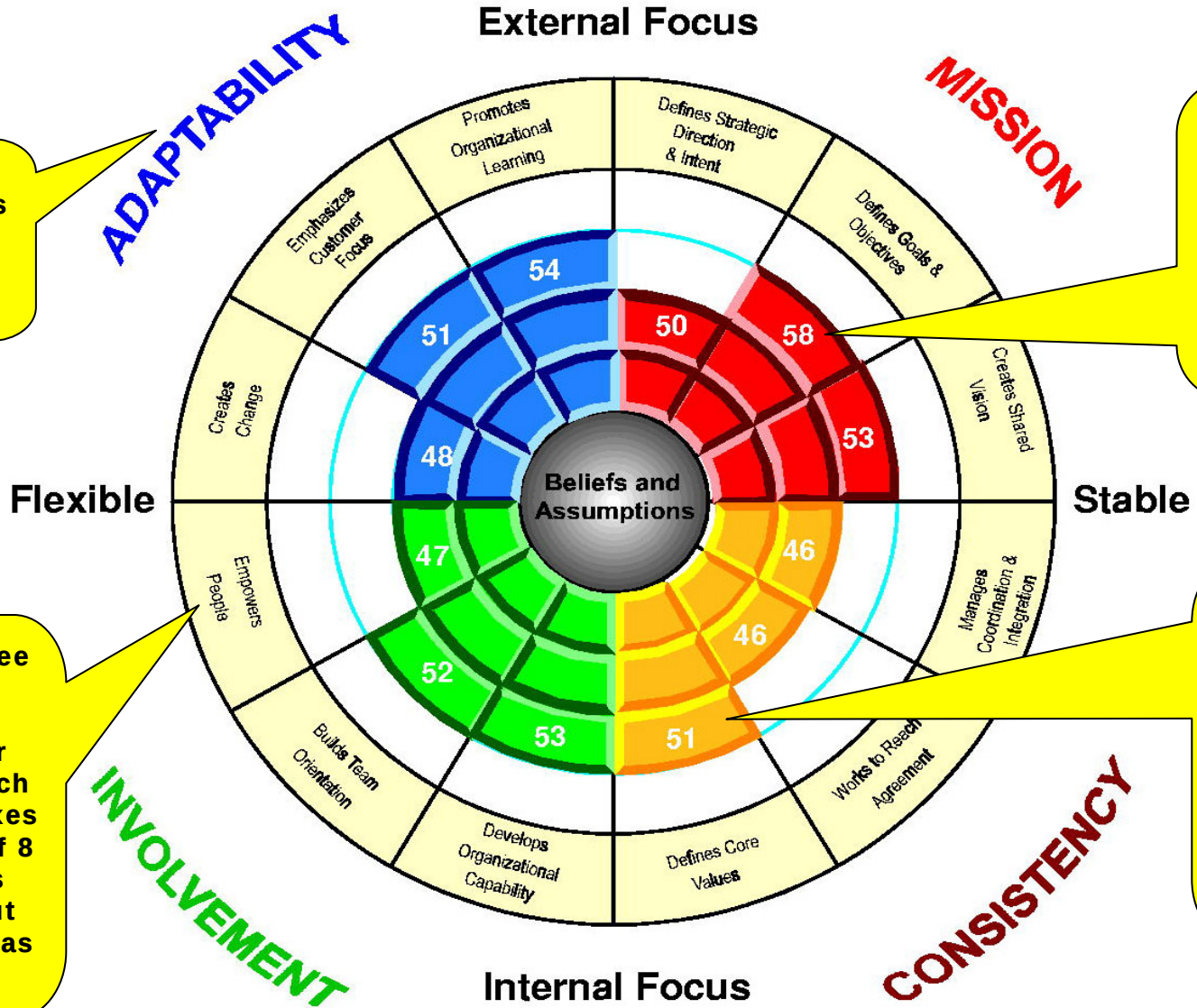
- **The HERO**
  - You have confirmed what I always knew: I am the greatest!
- **The DETECTIVE**
  - Who the *#&% said that about me!?
- **The ANALYST**
  - What about the validity and reliability of these measures?
- **Too BUSY**
  - No time for this – more important things to do!!

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?

What the Report to Supervisors & Managers Will Look Like

Understanding the Results



One of the four key traits that impact business performance

This percentile score is the percentage of leaders who scored lower than you in the benchmark database

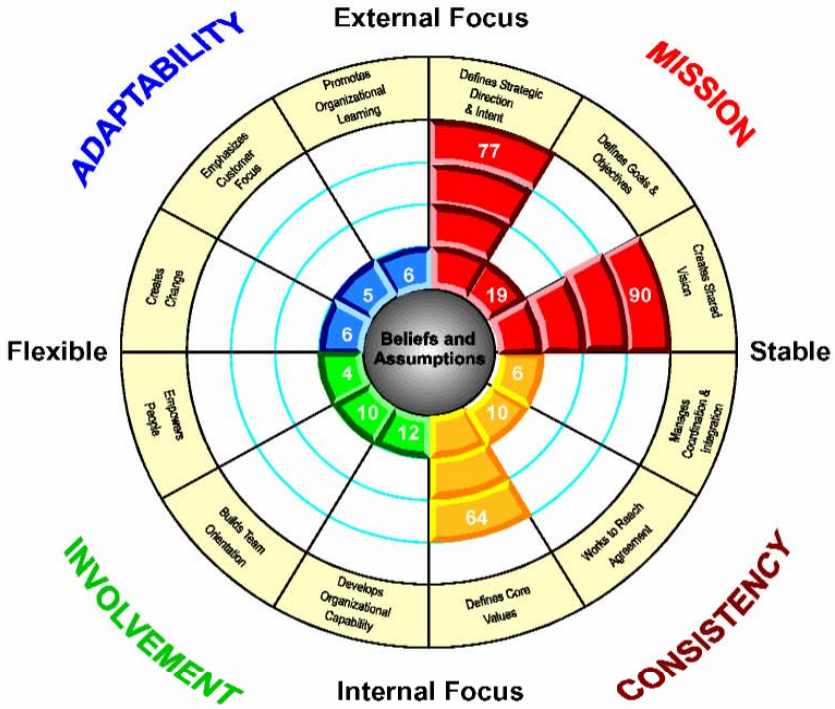
One of the three indexes that measure behaviors for this traits. Each of the 12 indexes are made up of 8 survey items that ask about your behavior as a leader

The profile is colored in to show the *quartile* that your percentile score falls in. This score, for example is in the 3rd quartile

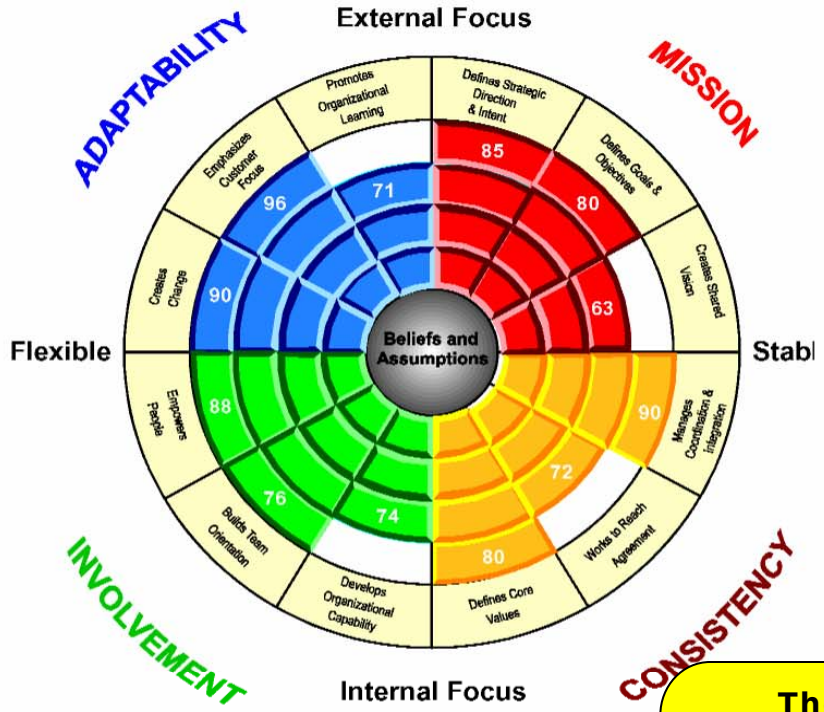
More detailed definitions of all of the these terms are available in your report

The Results Come from Multiple Respondents

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



Self



Combined Other

N= 4 Peers
4 Direct Reports
1 Boss

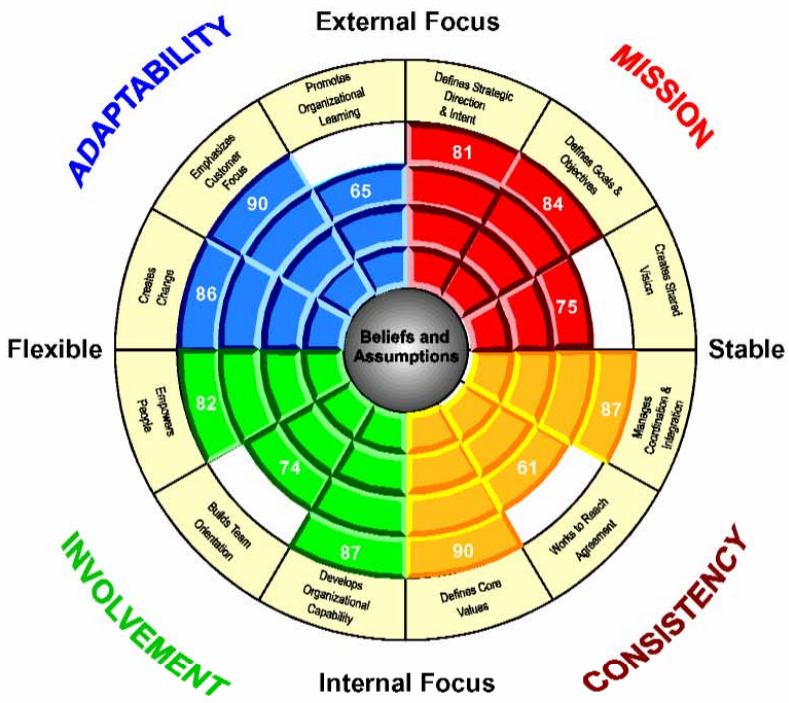
N= The number of respondents in each category

The *Combined Other* is made up of Peers, Direct Reports, and the Boss

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

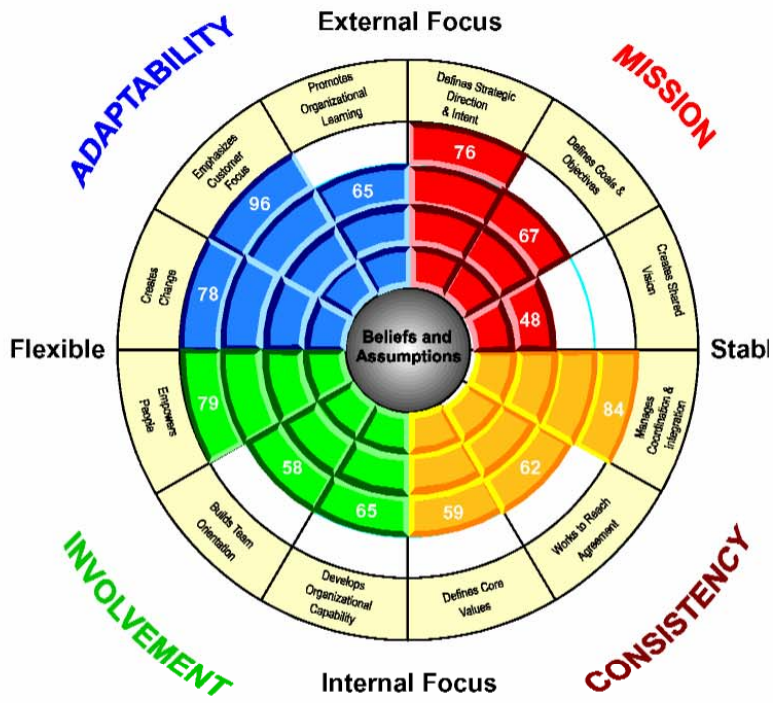
The Results Come from Multiple Respondents

The Second Page Shows the Results for Peers and Direct Reports



Peer

N = 4



Direct Report

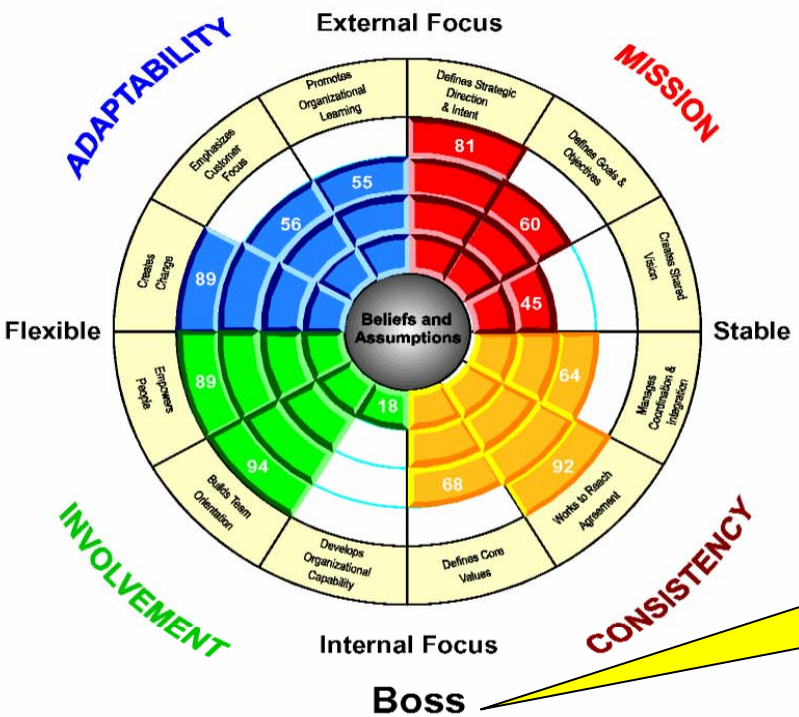
N = 4

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*

SB05

The Results Come from Multiple Respondents

The Third Page Shows the Results for the Boss



Boss

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

Understanding the Gap Report

Capabilities and Gap Report

Matched Perceptions

Strengths*

	Gap	Percentile Self	Percentile Others
Promotes Organizati[illegible]rning	-20	57	77
Builds Team Orient[illegible]			
Develops Organiz[illegible]			
Creates Shared V[illegible]			

Strengths:
Combined Other **score in 3rd or 4th Quartile and your *Self* score is within 25 points of "Combined Others" Score**

Challenges**

	Gap	Percentile Self	Percentile Others
Defines Goa[illegible] & Objectives	1	43	42
Creates Change [illegible]	-6	24	30
Defines Strategic Dire[illegible]ent	16	53	37
Defines Core Values	23	65	42

Challenges:
Combined Other **score falls in the 1st or 2nd Quartile and your *Self* score is within 25 points of *Combined Others* Score**

Mismatched Perceptions

Underestimated Capabilities***

	Gap	Percentile Self	Percentile Others
Empowers People	-59	9	68
[illegible]anages Coordination & I[illegible]	-36	9	45

Underestimated Capabilities:
Your self score is more than 25 points lower than the *Combined Other* score.

Overestimated Capabilities****

	Gap	Percentile Self	Percentile Others
Works to Reach Agreement [illegible]	28	83	55

Overestimated Capabilities:
Your *Self* score is more than 25 points higher than the *Combined Other* score

GAP: The difference between your self percentile score and combined others percentile score
(a positive gap indicates self score higher than others; a negative gap indicates self score lower)

* Strengths / Matched Perceptions: when "Others" score in 3rd or 4th quartile and "Self" score gap within +/- 25 points.
** Challenges / Matched Perceptions: when "Others" score in 1st or 2nd quartile and "Self" score within +/- 25 points.

*** Underestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points lower than "Others" score.
**** Overestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points higher than "Others" score.

Line Item Reports

INVOLVEMENT						
Sample Leader		Self	Combined Other*	Peer	Direct Report	Boss
Empowers People						
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

Understanding the Hi-Low Results

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

Highest Scores

90	Openly accepts criticism without being defensive.
85	Involves everyone in shaping the plans and decisions that affect them.
83	Conveys confidence in people's competence to do their job.
80	Creates a working environment in which learning is an important objective.
78	Encourages others to learn about the best practices in the industry.
77	Fosters teamwork within the work unit.
76	Creates an environment where everyone feels that his/her effort can make a difference.
76	Has an ethical code that guides his/her behavior.
73	Shares information so that everyone gets the information s/he needs.
71	Deals constructively with failures and mistakes.

These are the ten items for which you received the highest percentile scores from Combined Others. They are listed in order from the highest score to the 10th highest score.

Lowest Scores

14	Does the "right thing" even when it is not popular.
19	Challenges organizational practices that are nonproductive.
20	Continuously looks for new and better ways to do work.
20	Holds individuals and teams accountable for achieving goals.
22	Foresees problems before they arise.
24	Establishes high standards.
26	Effectively allocates resources in line with strategic priorities.
26	Recognizes the need to respond quickly to customer concerns.
29	Challenges the way that things have always been done.
31	Helps define strategies and tactics that keep his/her organization competitive.

These are the ten items for which you received the lowest percentile scores from Combined Others. They are listed in order from the lowest score to the 10th lowest score.

The color indicates to which trait the item is attributed for easy identification of patterns and trends.

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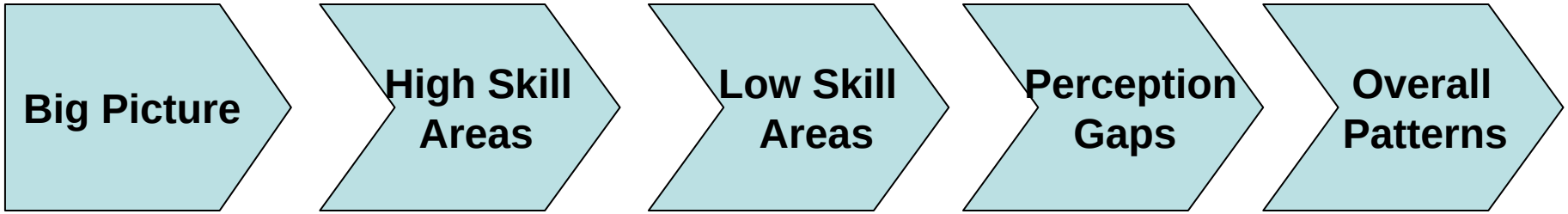
Interpretation Guidelines



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 and select 2 of the 12 Denison indices that you would like to improve and focus on. Next, go to Section Four (up to 10 years) or Five (more than 10 years) of your workbook to identify actions for improvement in both areas.

Denison index

1. _____
2. _____

Action Steps

1. _____
2. _____
3. _____
4. _____
5. _____

Understanding the MSF Feedback Process

Potential Impact of Feedback Continued

1. **Shock** *(This can't be me!)*
2. **Denial** *(This must be someone else's report!)*
3. **Anger/Hurt/Elation** *(After all I've done for them, how could they say that about me?)*
4. **Rationalization** *(My boss makes me act this way, or the organization doesn't support my efforts)*
5. **Awareness** *(There is a gap between how I see myself and how others see me that I need to understand)*
6. **Acceptance** *(I may not like this, but it is what it is)*
7. **Action** *(I need to develop a plan for change and a follow-up plan for tracking change over time)*

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

Denison 3Click Main Page - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://63.74.121.196/Denison360/ThreeClickMain.asp

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*

1 Define and edit your raters

2 Take the on-line survey

3 Check survey counts and Generate your report (see example report)

Change your survey DEADLINE date (click here)

*Status Legend: Not Started Incomplete Finished --

Survey Settings

Survey Deadline: 24 January 2003

Done Internet

start 2 Micr... Microsof... Present... 2 Micr... Microsof... Microsof... Denison ... Denison ... 3:52 PM

The Survey

360 Survey - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://63.74.121.196/360/LDS_Beta/LDS_Frame_Self.asp?Page=1&Section=1

I...	1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 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.	○	○	○	○	○	○	○	○

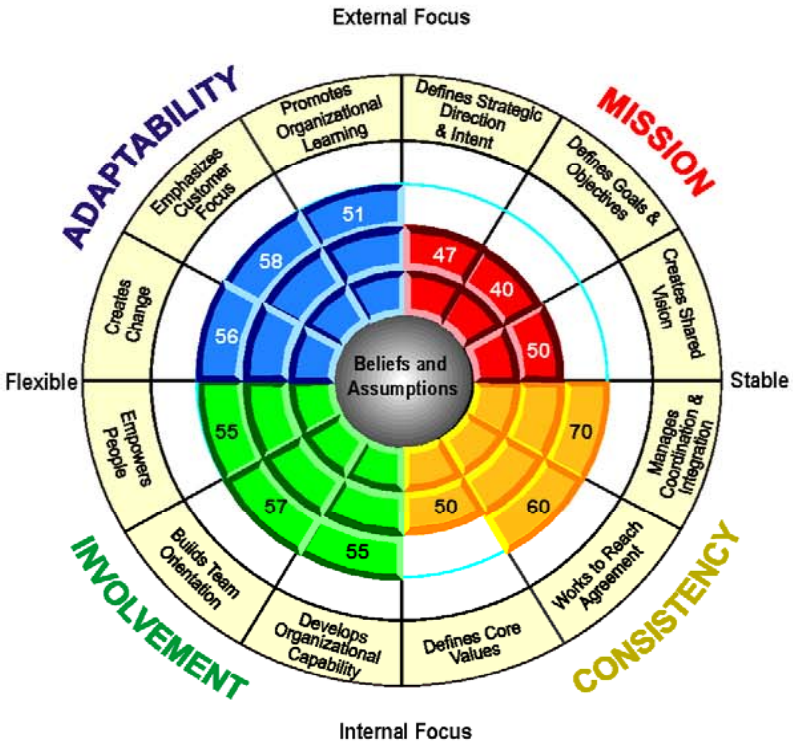
Internet

start 2 Micr... Microsof... Present... 2 Micr... Microsof... Microsof... Denison ... 360 Sur... 3:56 PM

DLA Denison Leadership Results
Can People Change?

DLA Tier II 1st Survey vs 2nd Survey

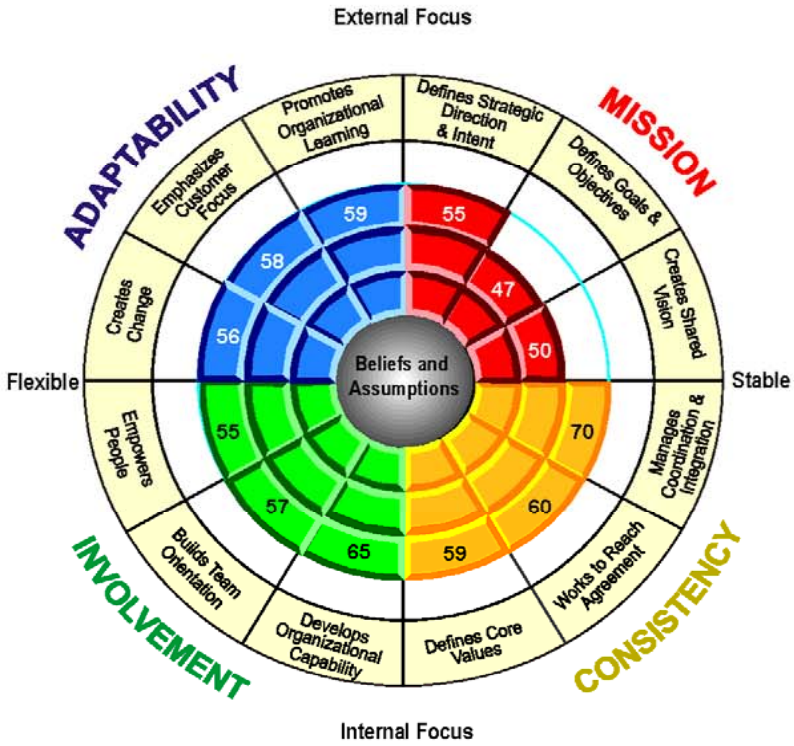
1st Survey



Self

N = 105

2nd Survey



Self

N = 114

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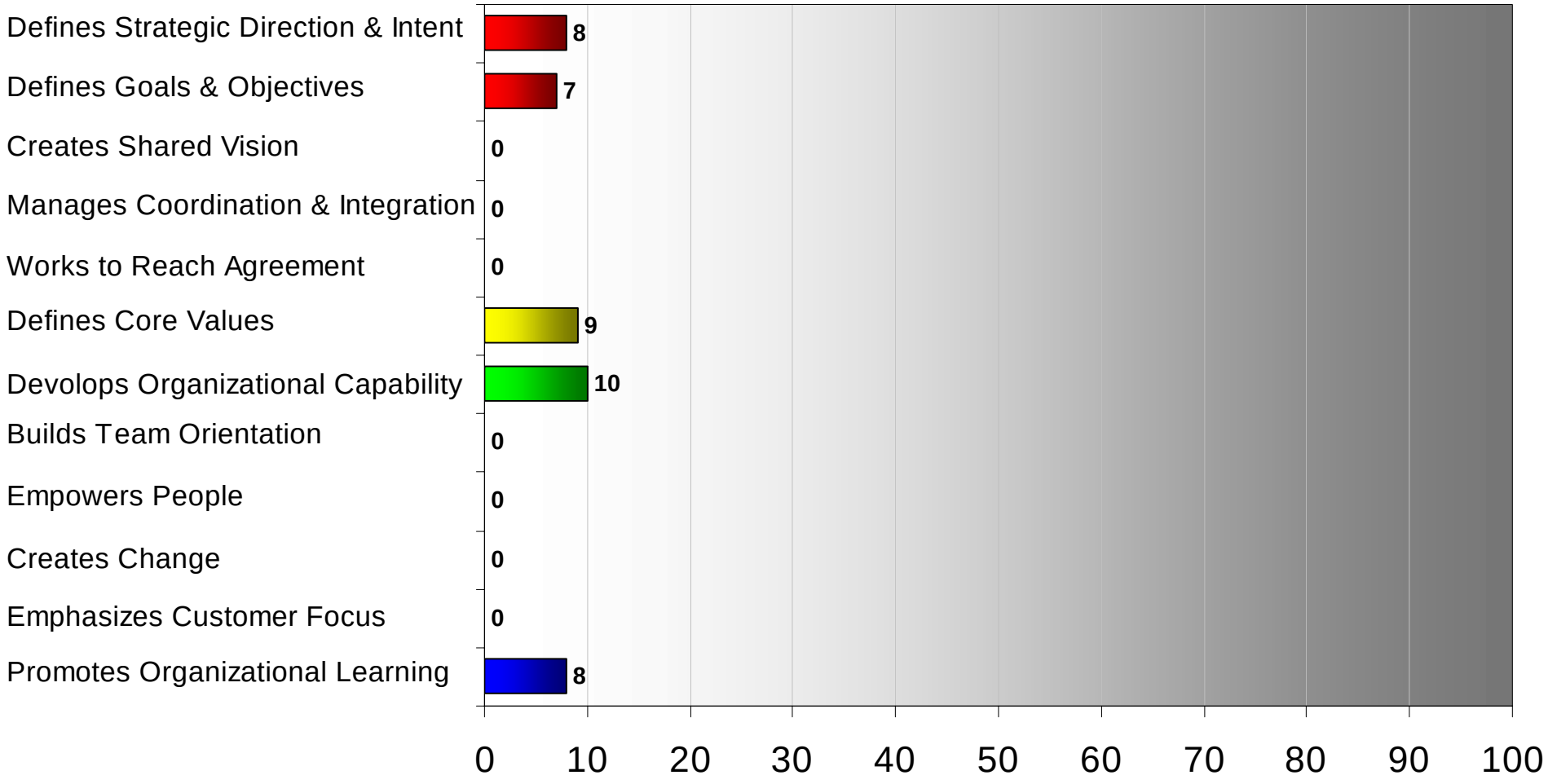
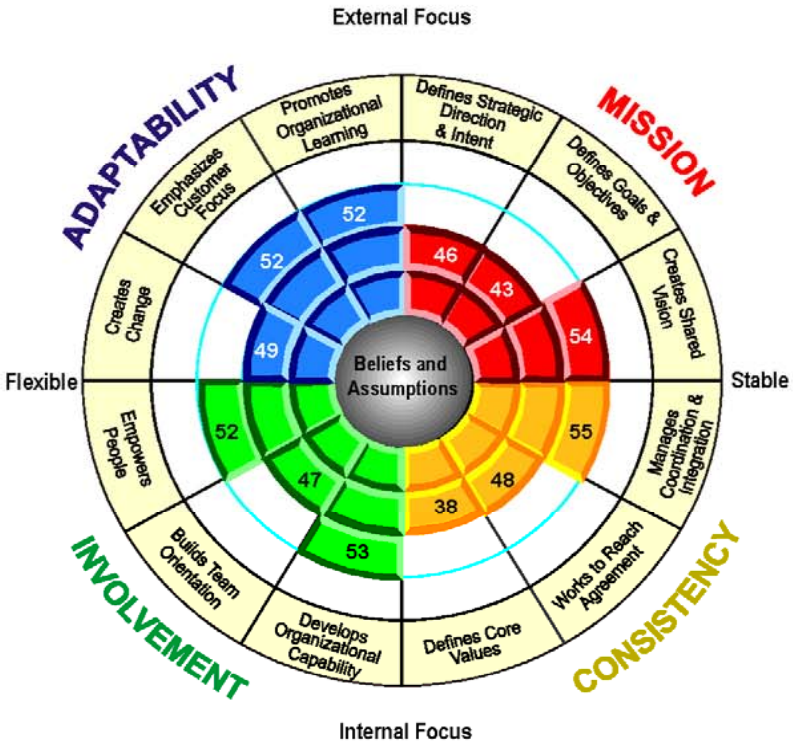
DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

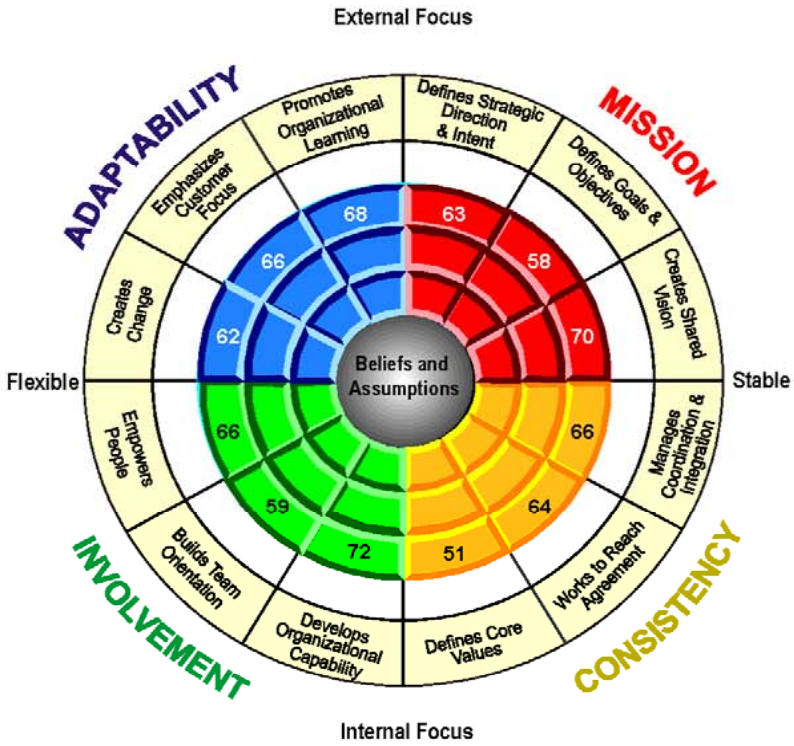
Self Scores



1st Survey



2nd Survey



Combined Other

411 Peers
842 Direct Reports
142 Bosses
74 Other

Combined Other

455 Peers
1036 Direct Reports
163 Bosses
28 Other

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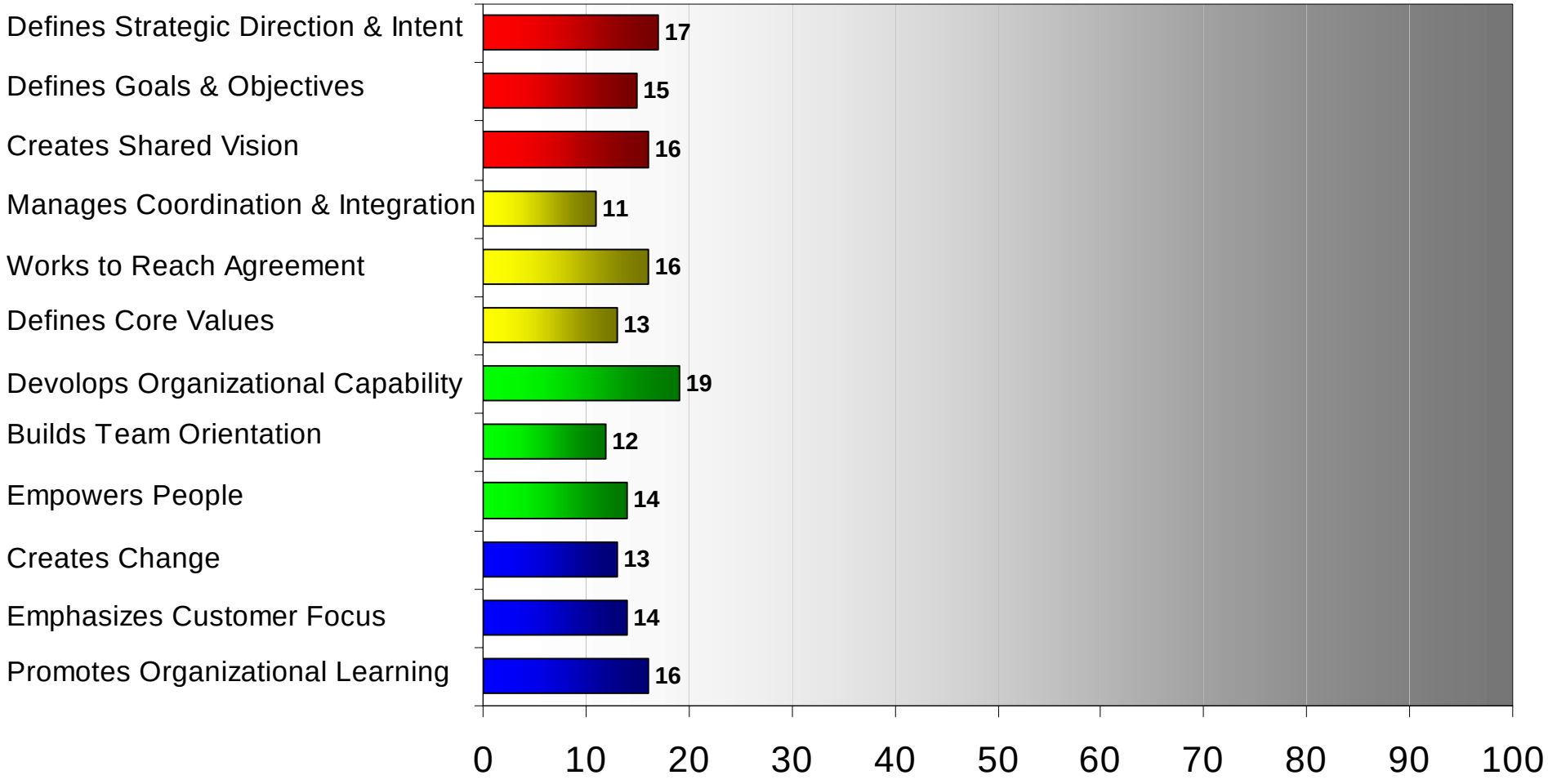
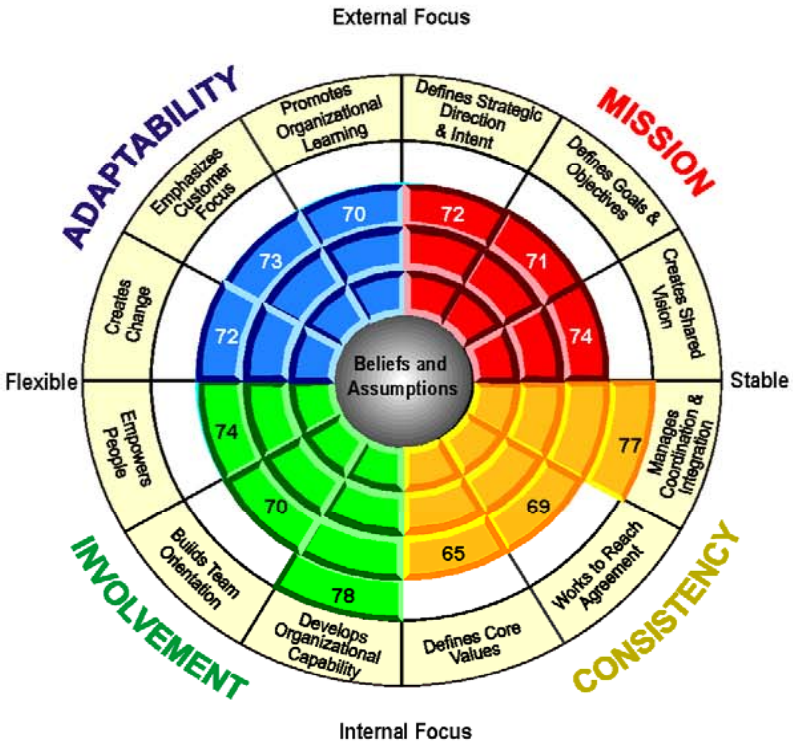
DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Combined Other Scores



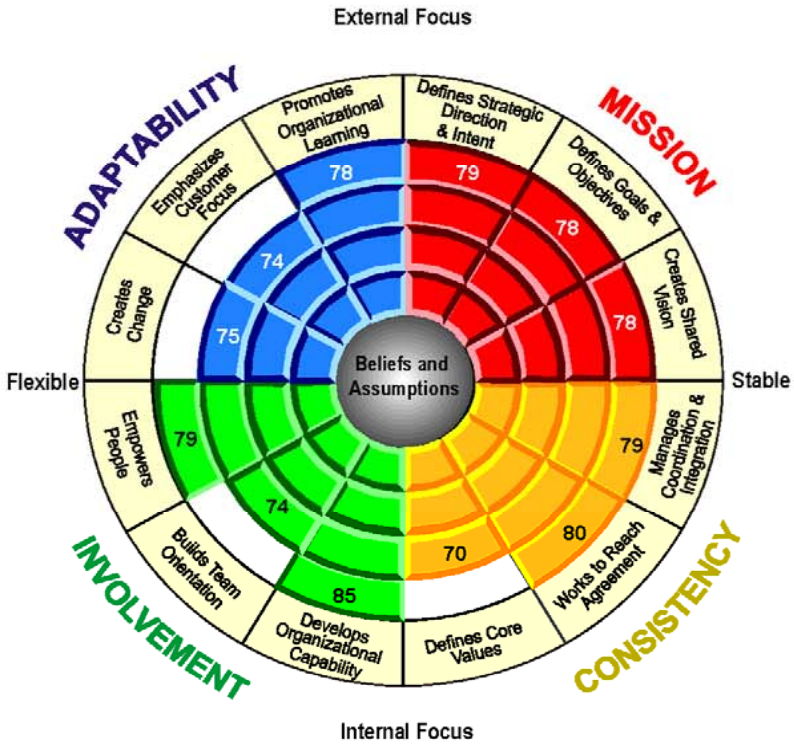
1st Survey



Peer

N = 411

2nd Survey



Peer

N = 455

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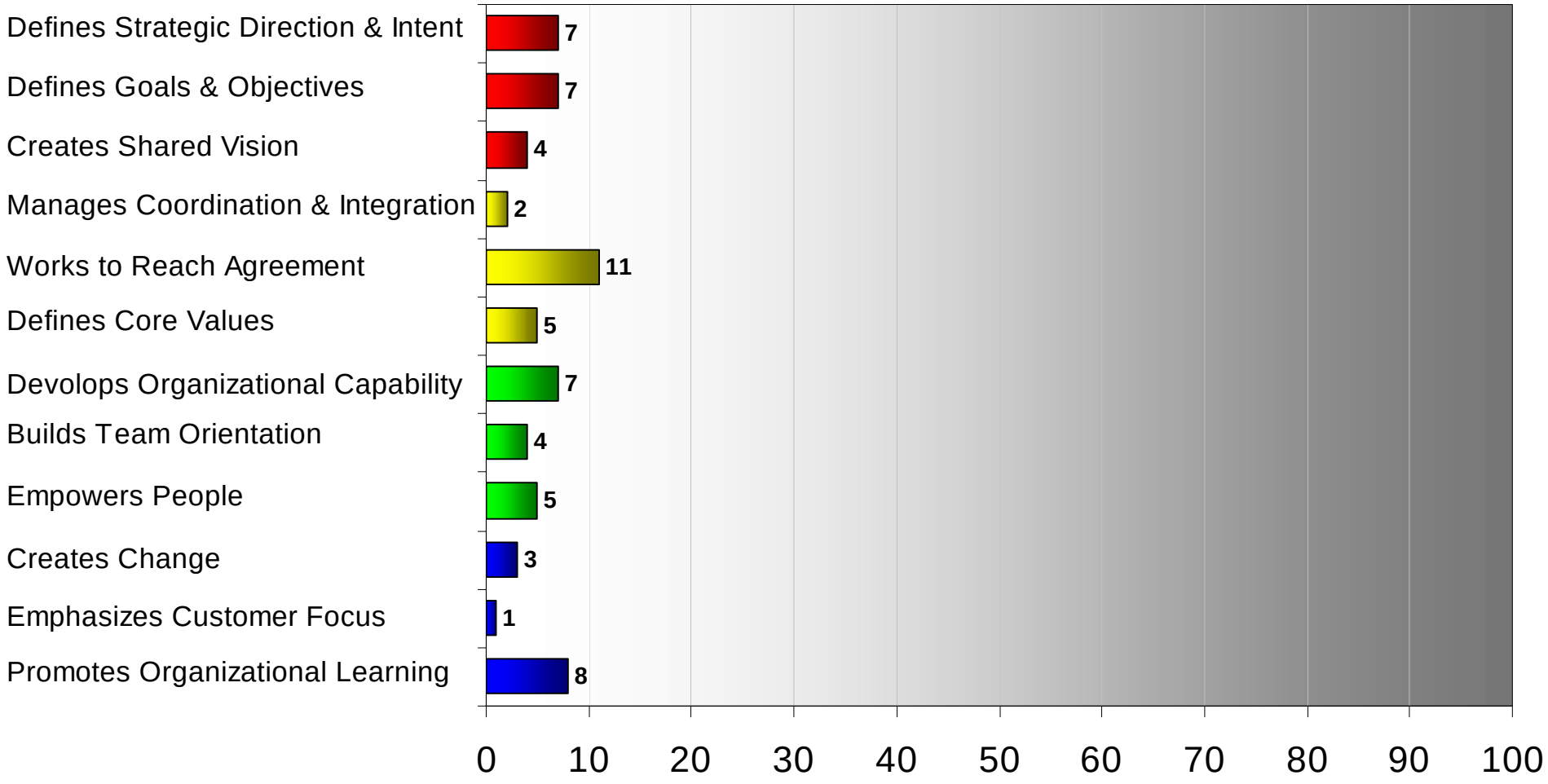
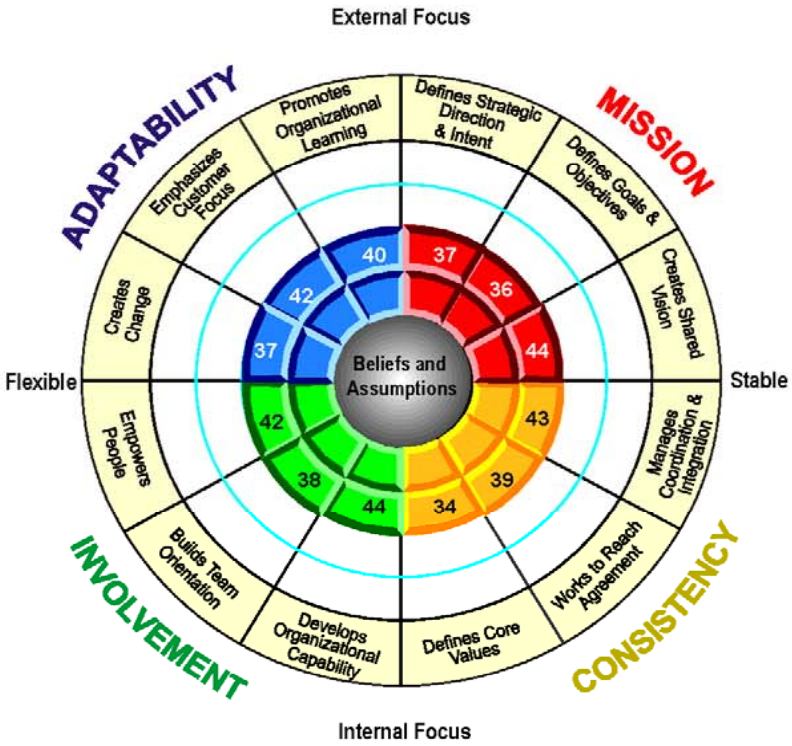
DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Peer Scores



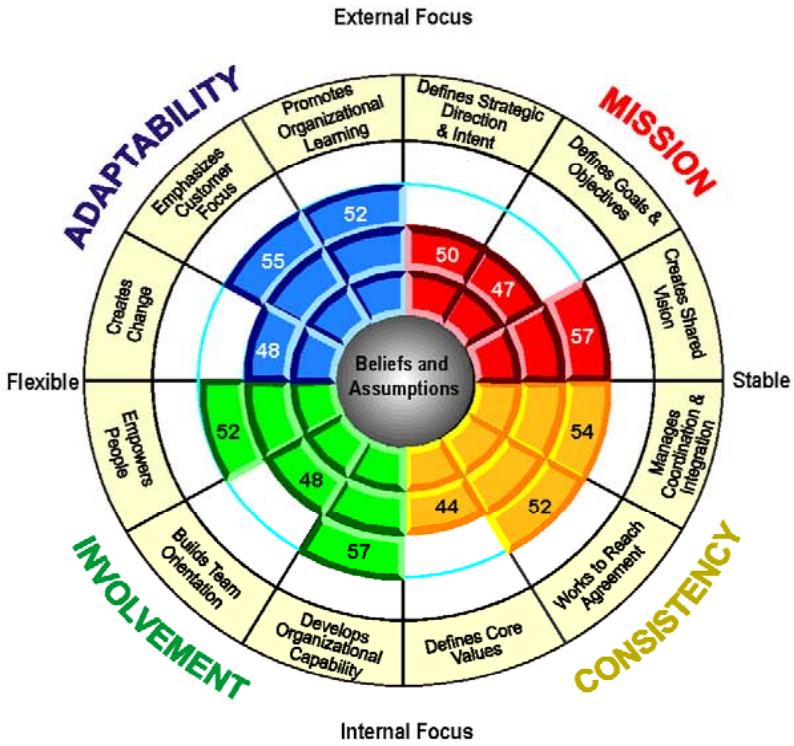
1st Survey



Direct Report

N = 842

2nd Survey



Direct Report

N = 1036

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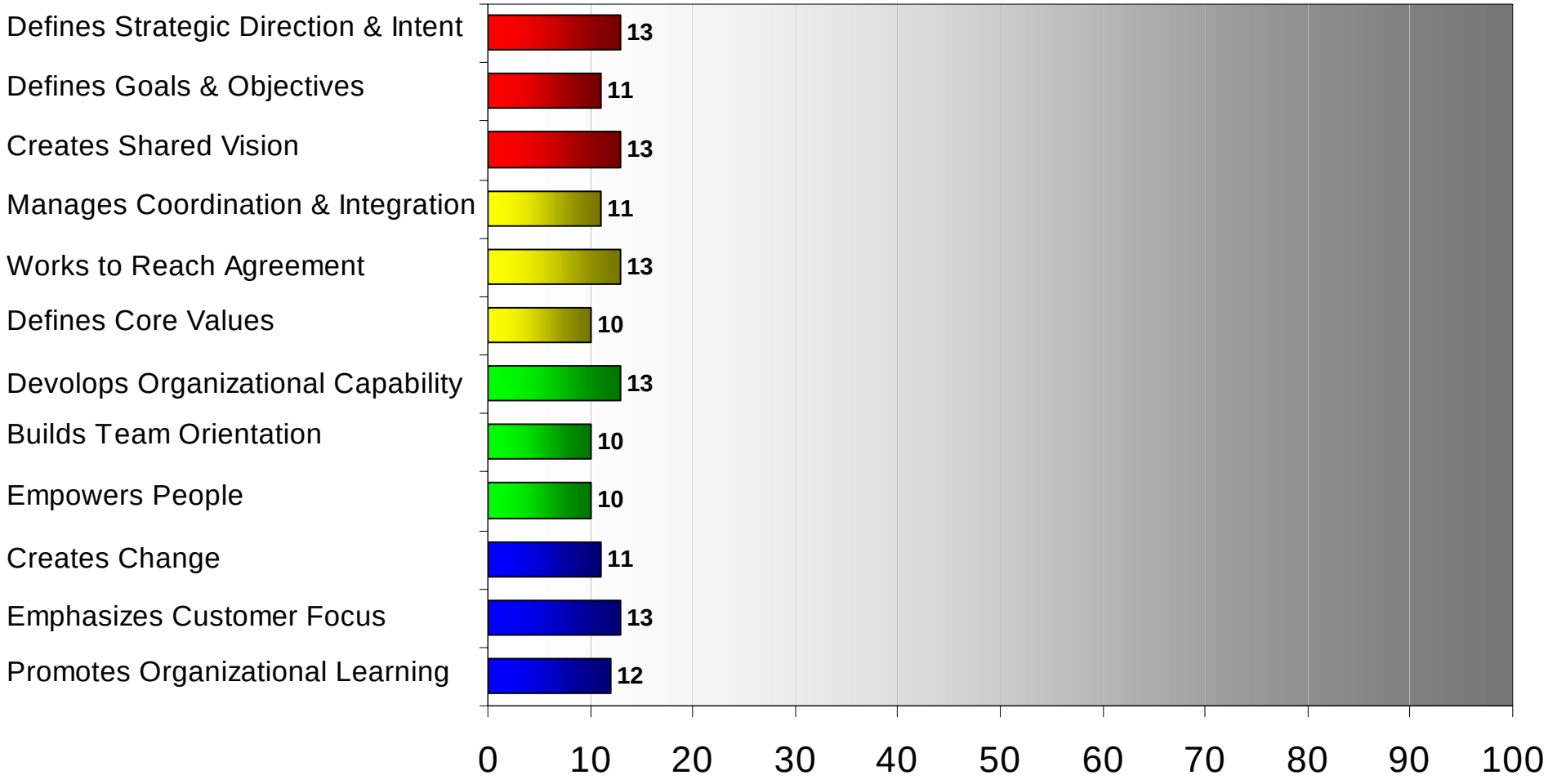
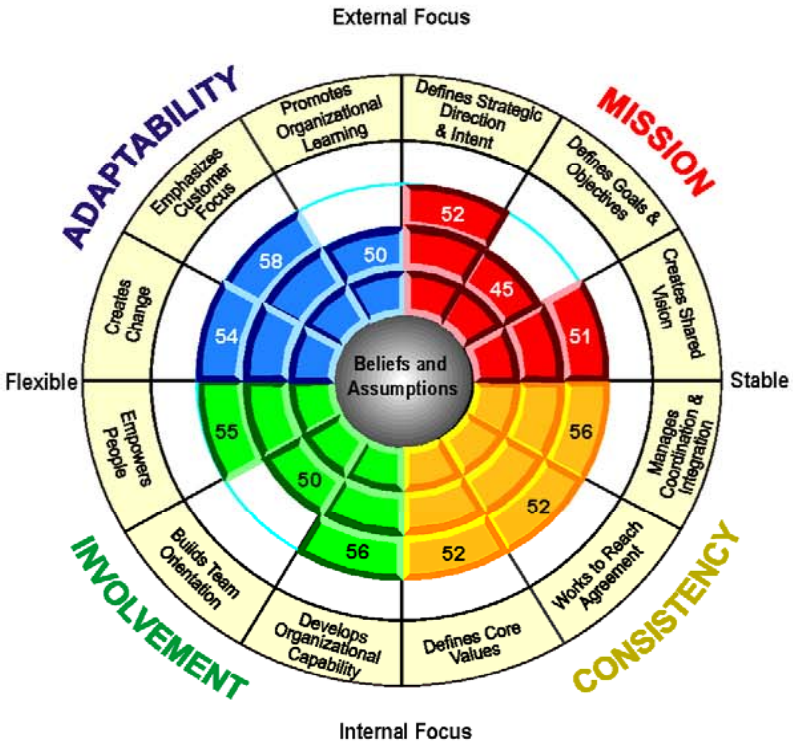
DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Direct Report Scores



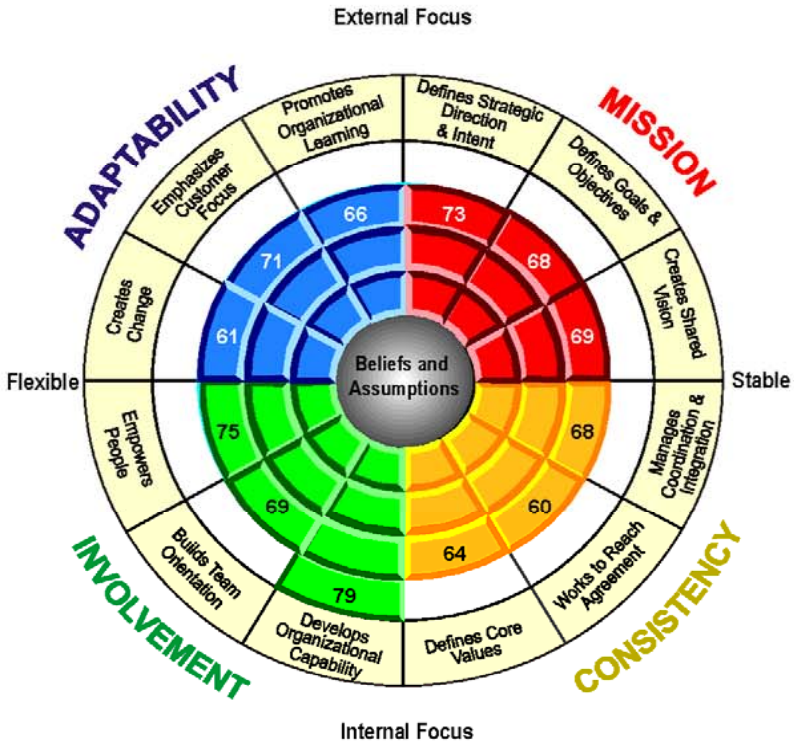
1st Survey



Boss

N = 142

2nd Survey



Boss

N = 163

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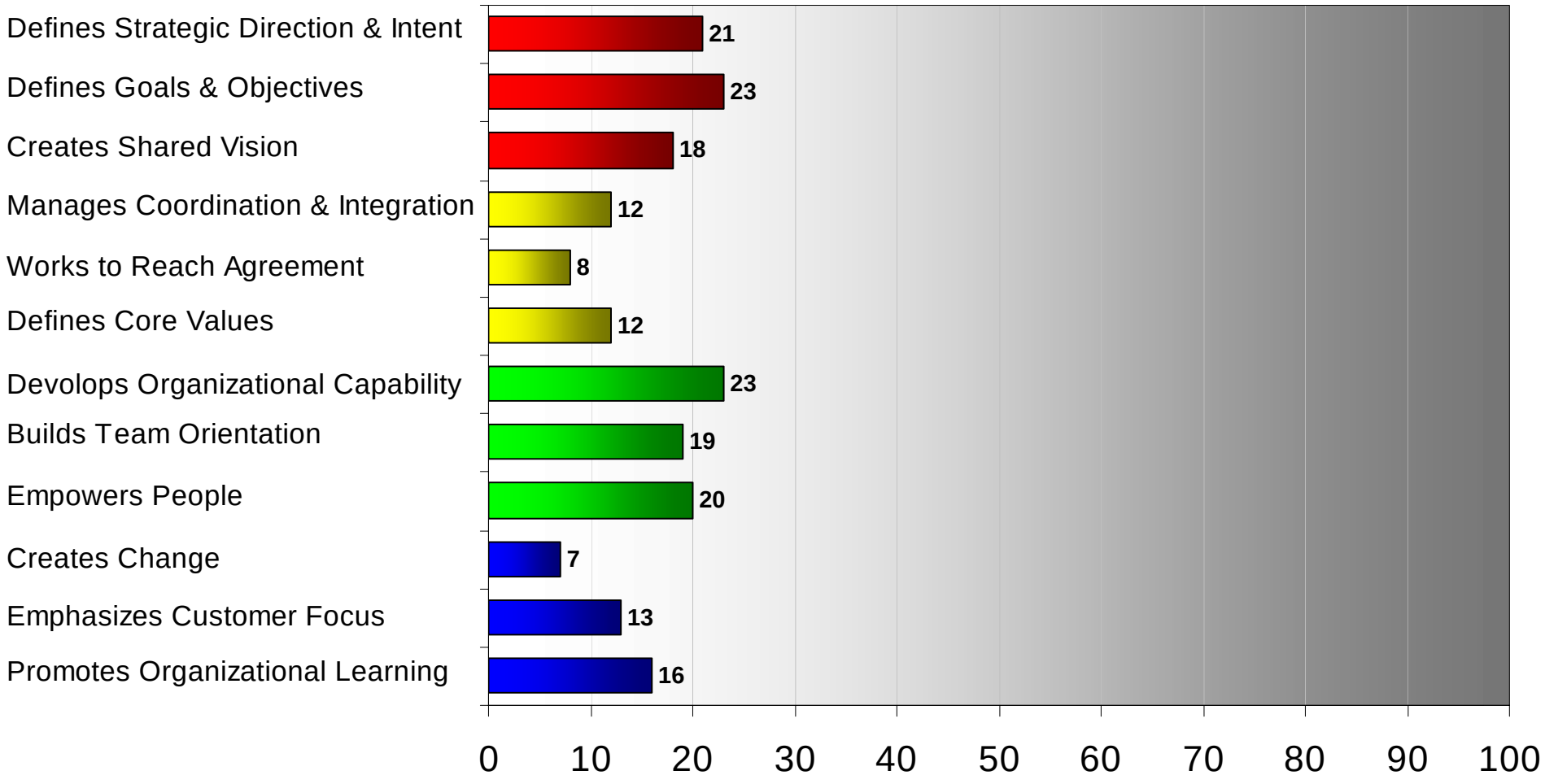
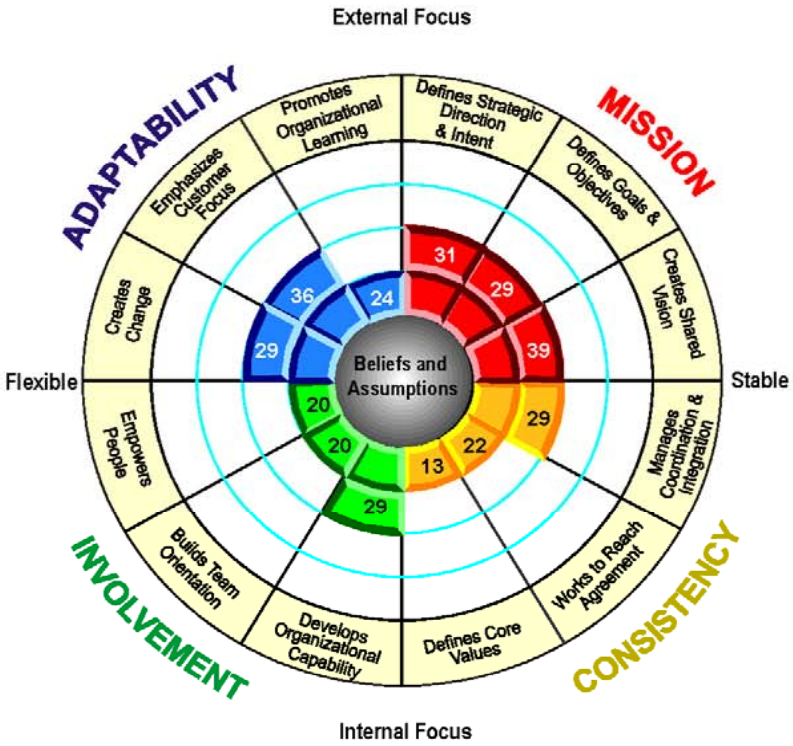
DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Boss Scores



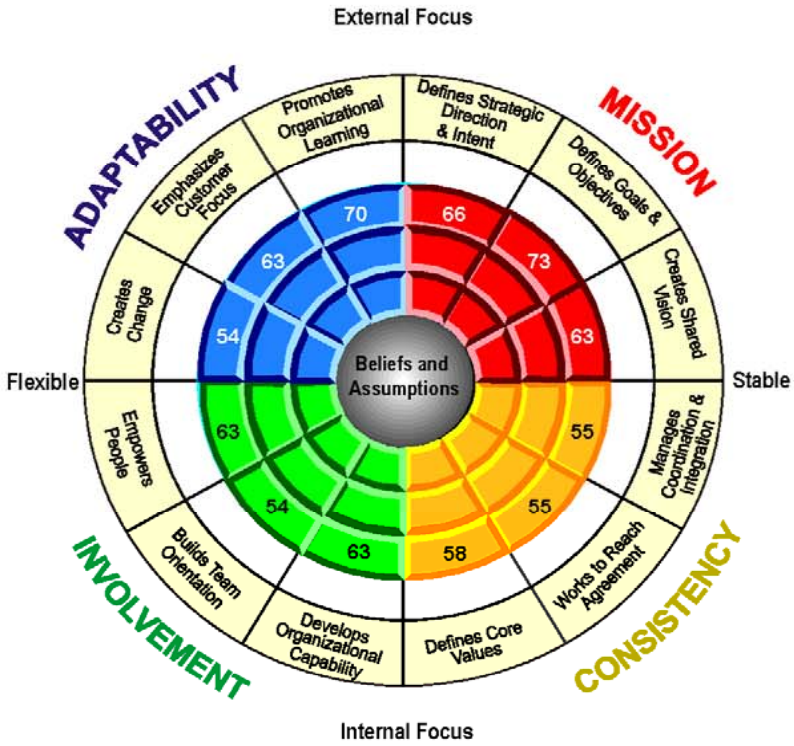
1st Survey



Other

N = 74

2nd Survey



Other

N = 28

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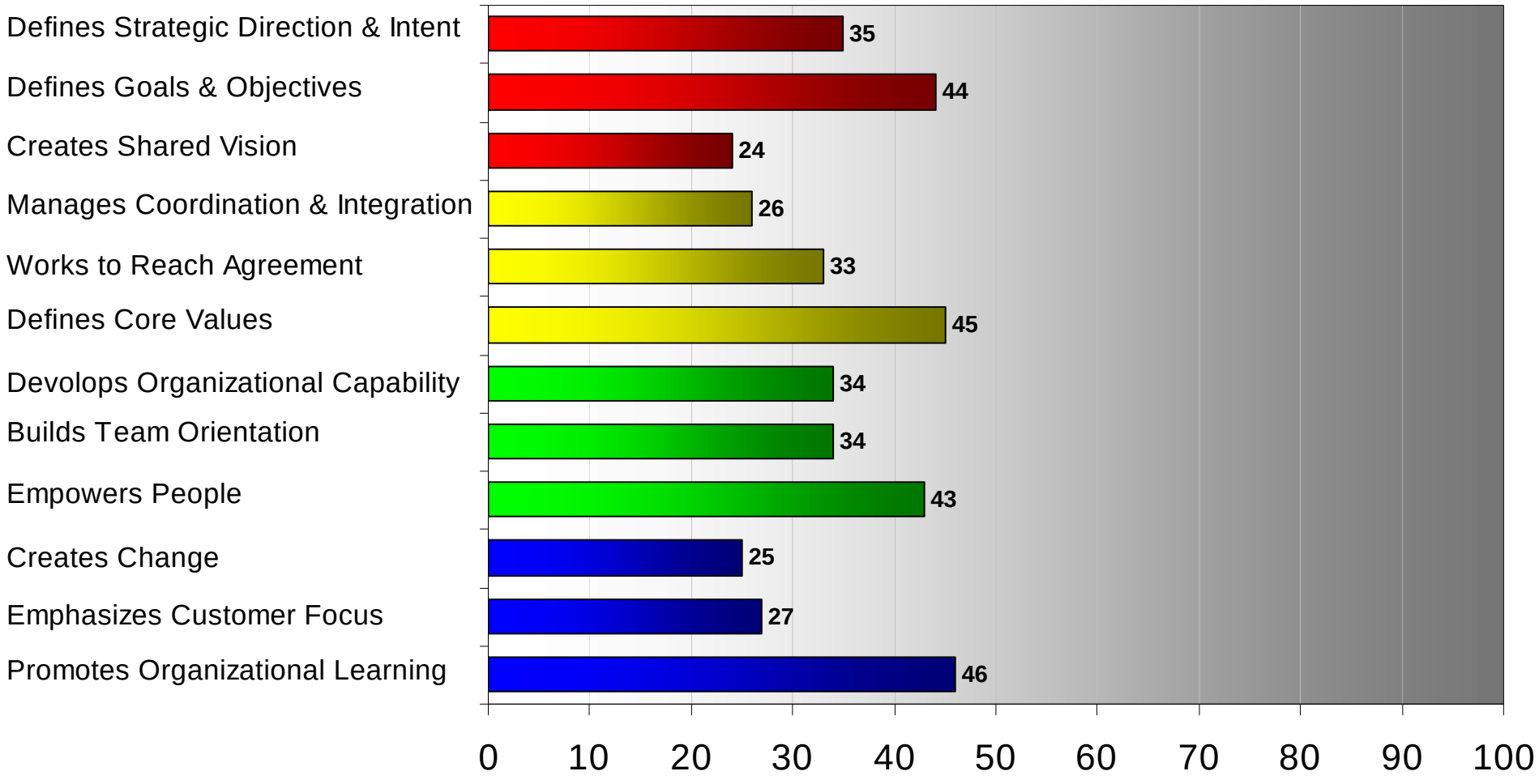
DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

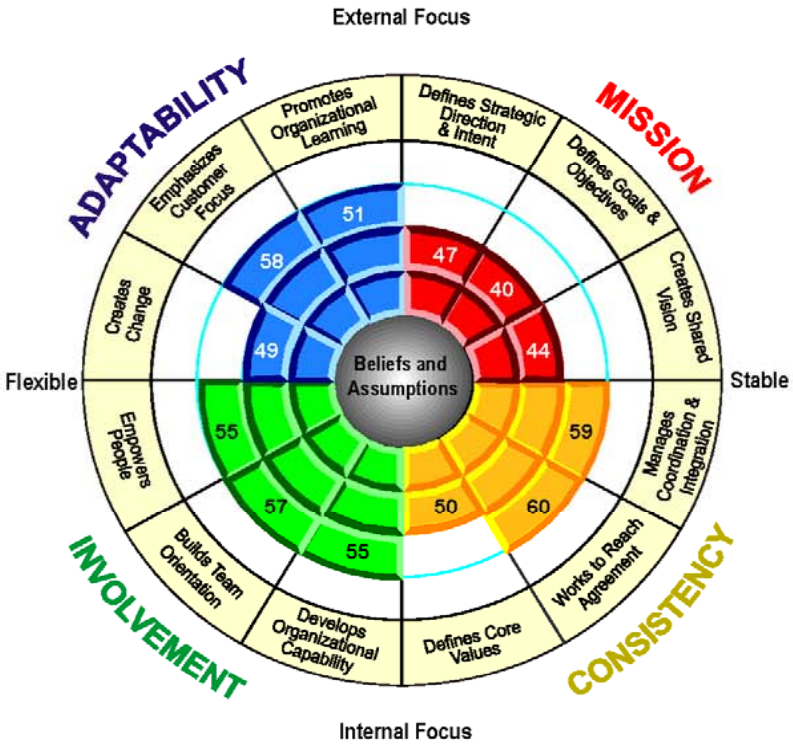
Other Scores



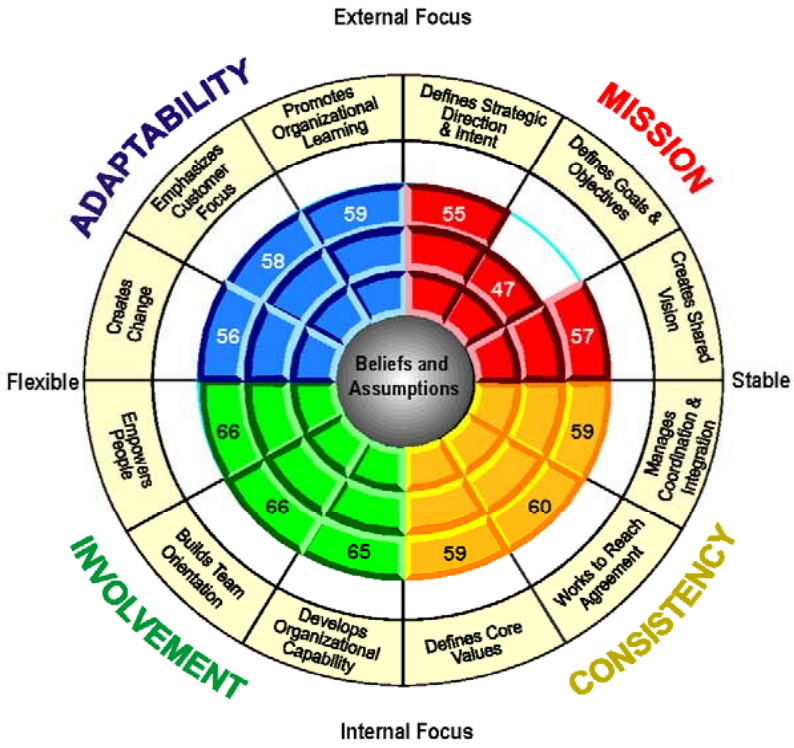
Leadership Effectiveness at DLA

Contrast Between Ineffective & Effective Leaders:

DLA ''Self'' Data



Bottom 25%

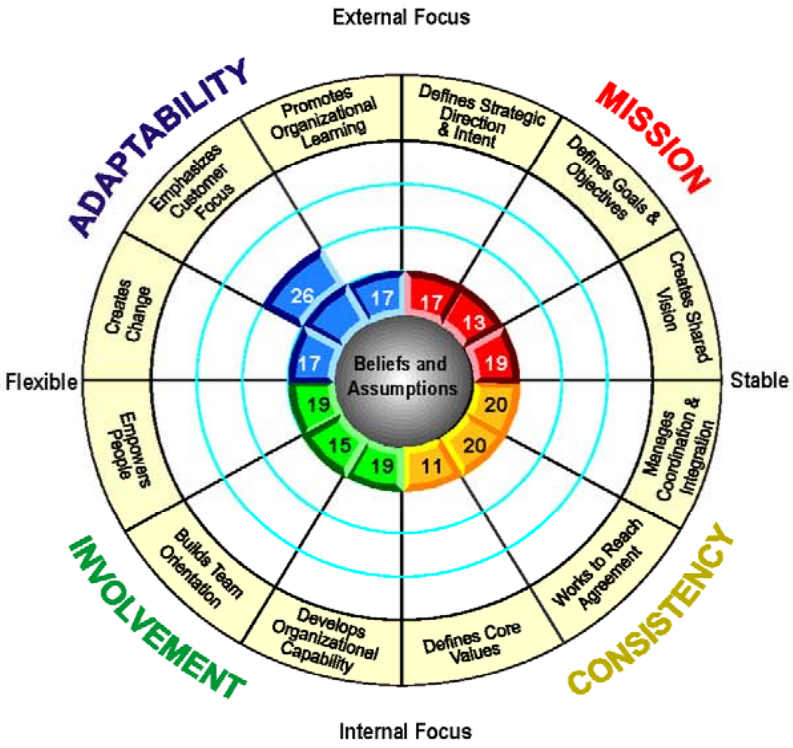


Top 25%

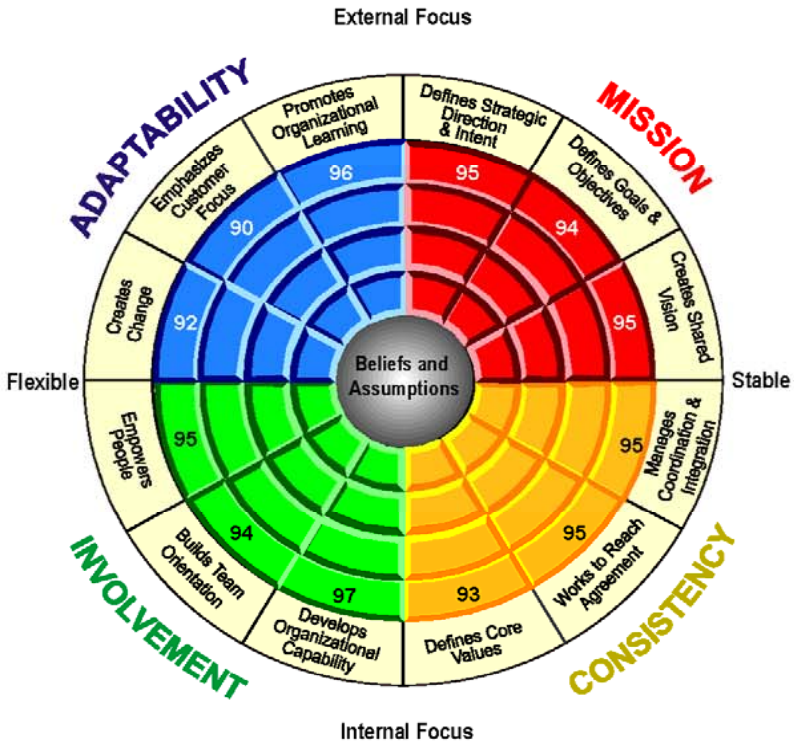
- Comparison of the top 25% and bottom 25% of leaders
- Leaders rated by others on their overall effectiveness
- Sample of 737 leaders and 9,045 others

Contrast Between Ineffective & Effective Leaders:

DLA ''Combined Other'' Data



Bottom 25%



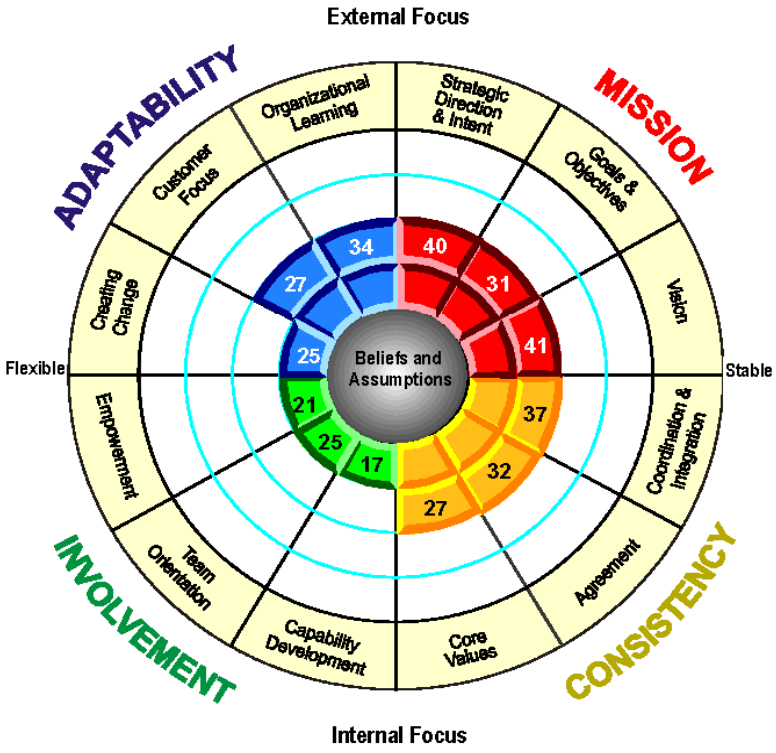
Top 25%

- 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

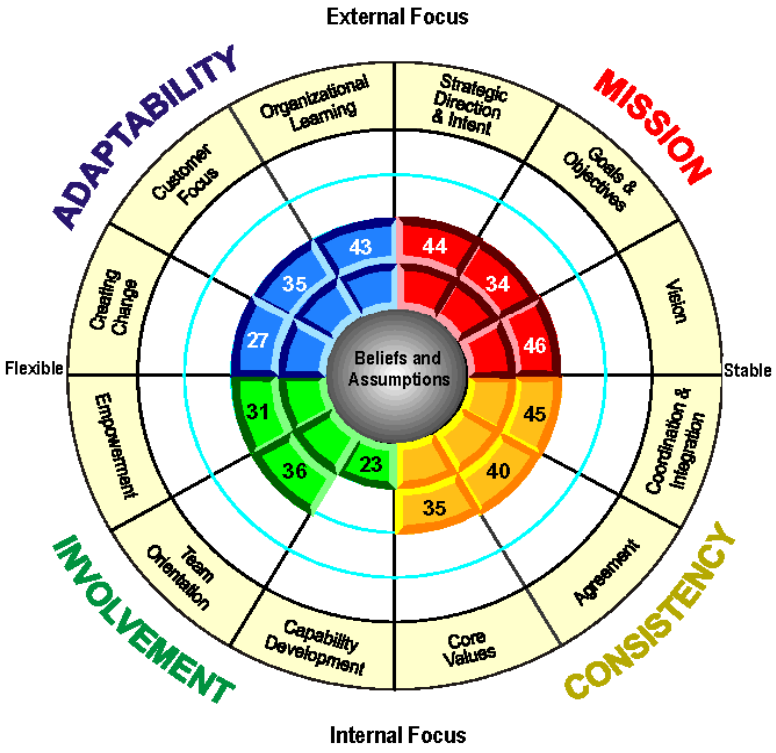
Defense Logistics Agency

2004



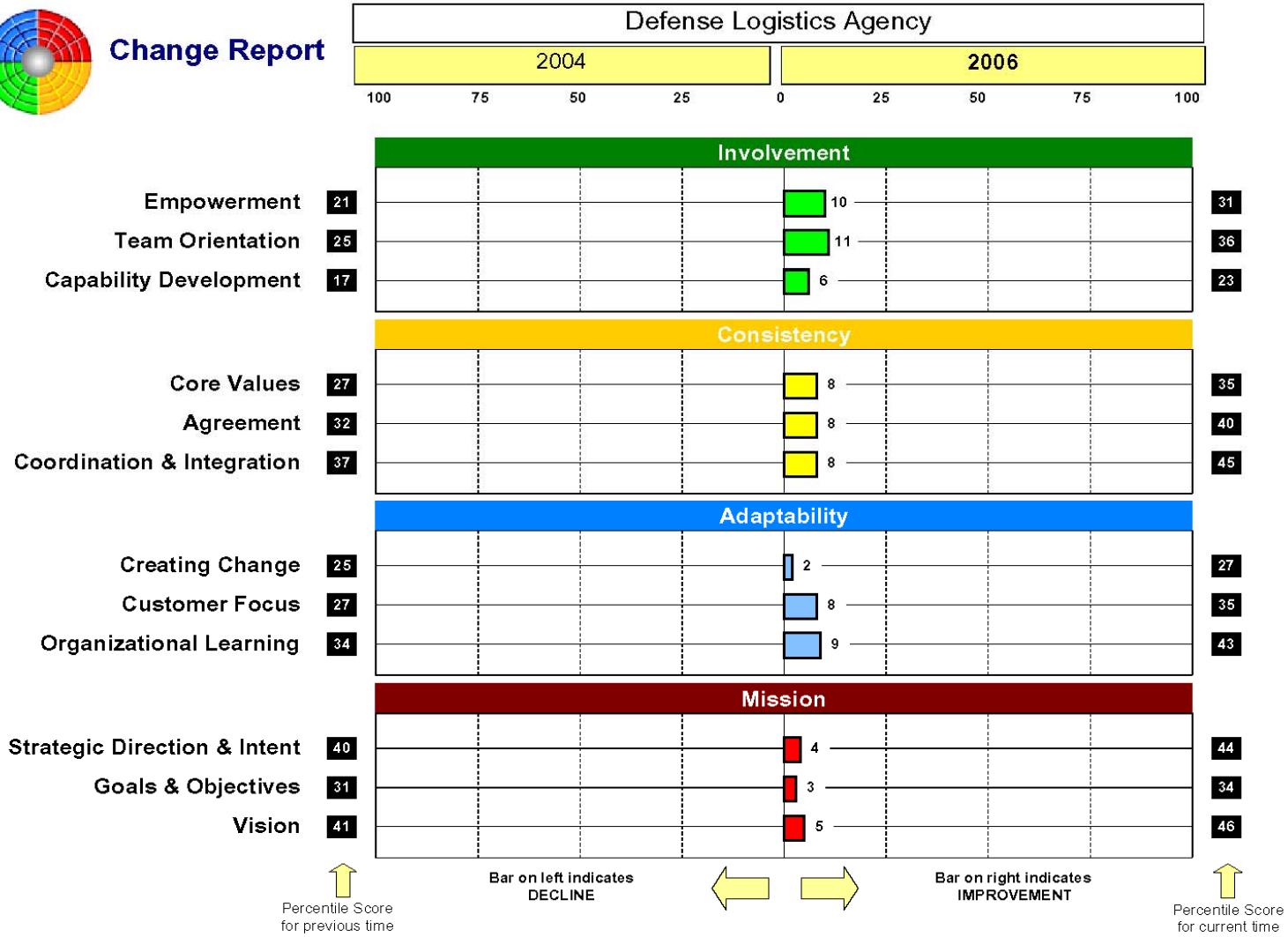
N = 13711

2006



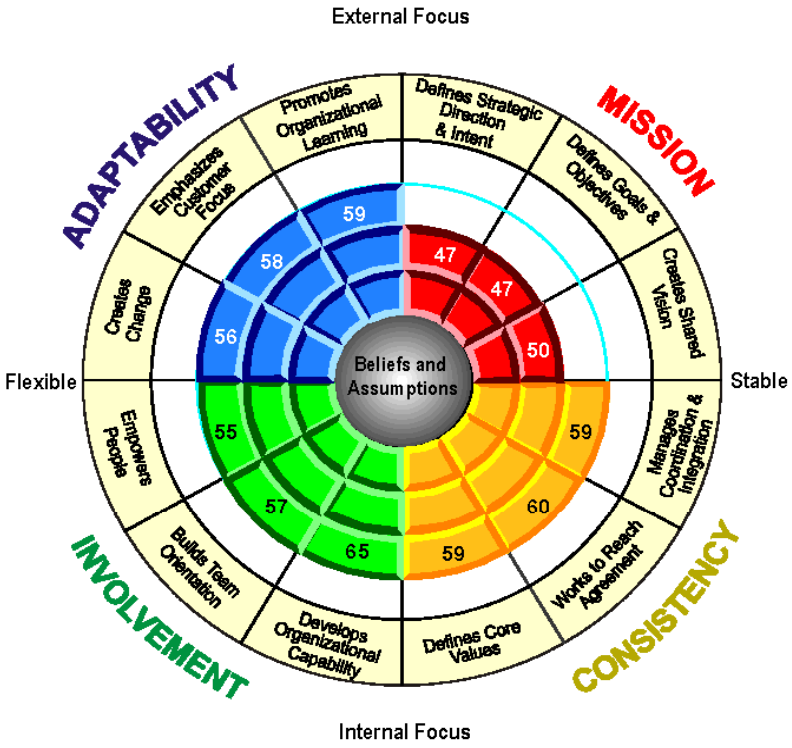
N = 17435

Change Report



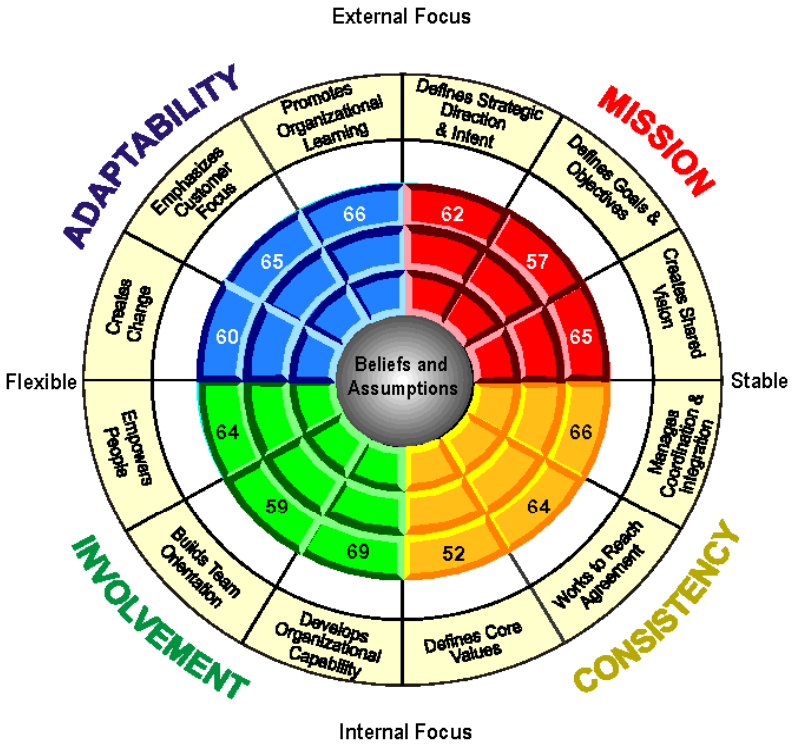
Current DLA Multi-Source Group Composite

Defense Logistics Agency 2005 Participants



Self

N = 1153



Combined Other

4381 Peers

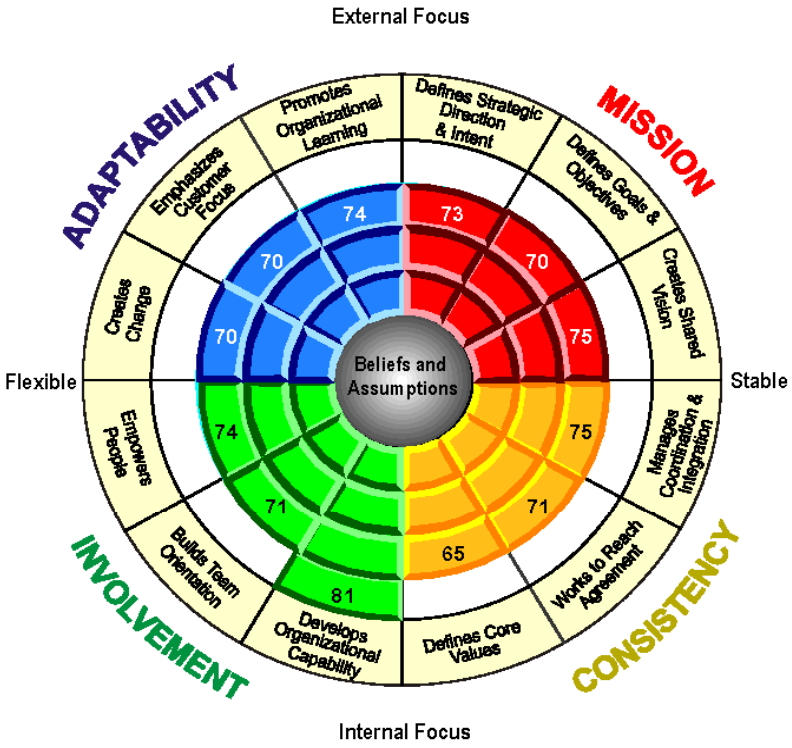
7067 Direct Reports

1604 Bosses

471 Other

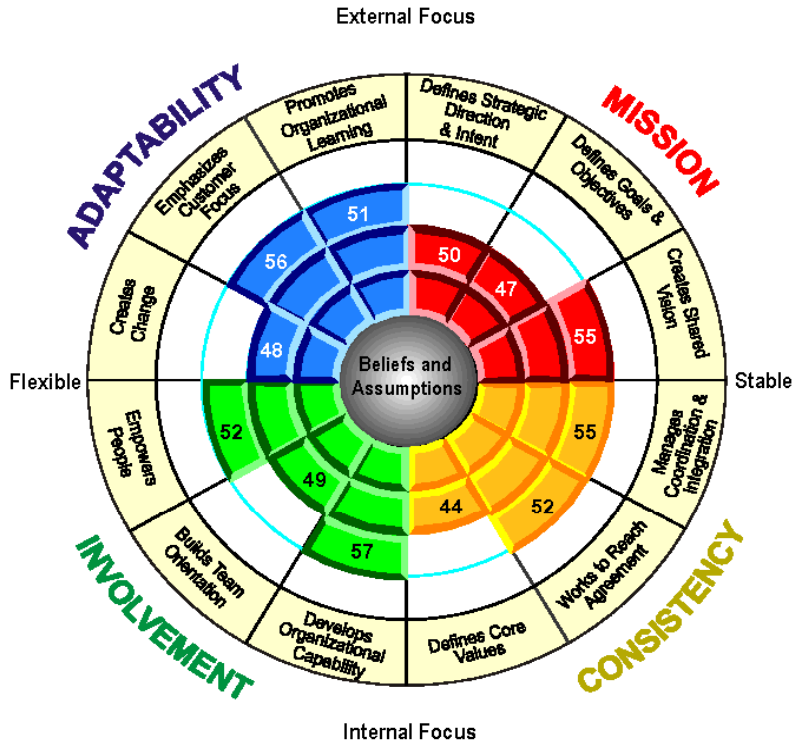
denison

Defense Logistics Agency 2005 Participants



Peer

N = 4381

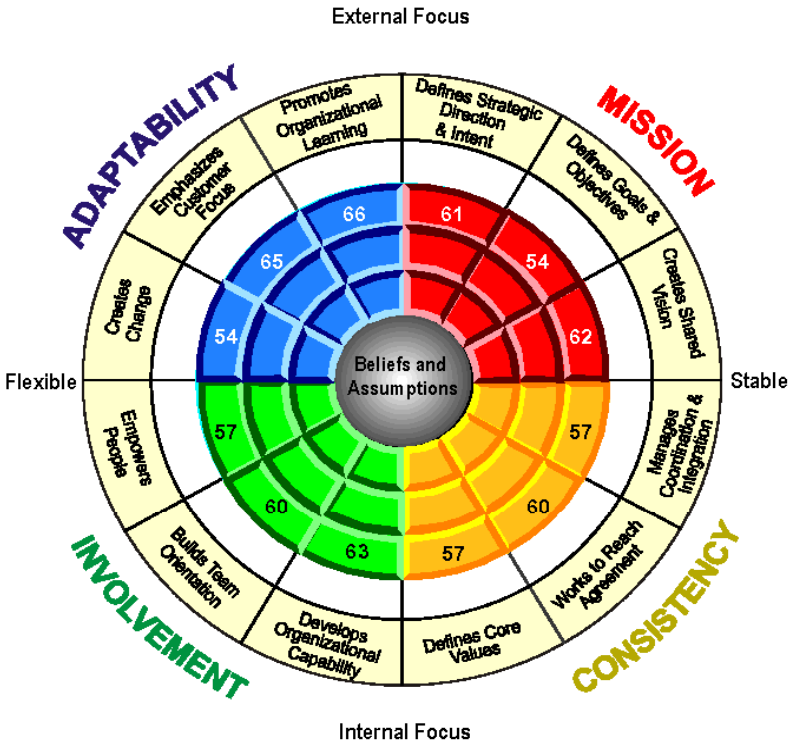


Direct Report

N = 7067

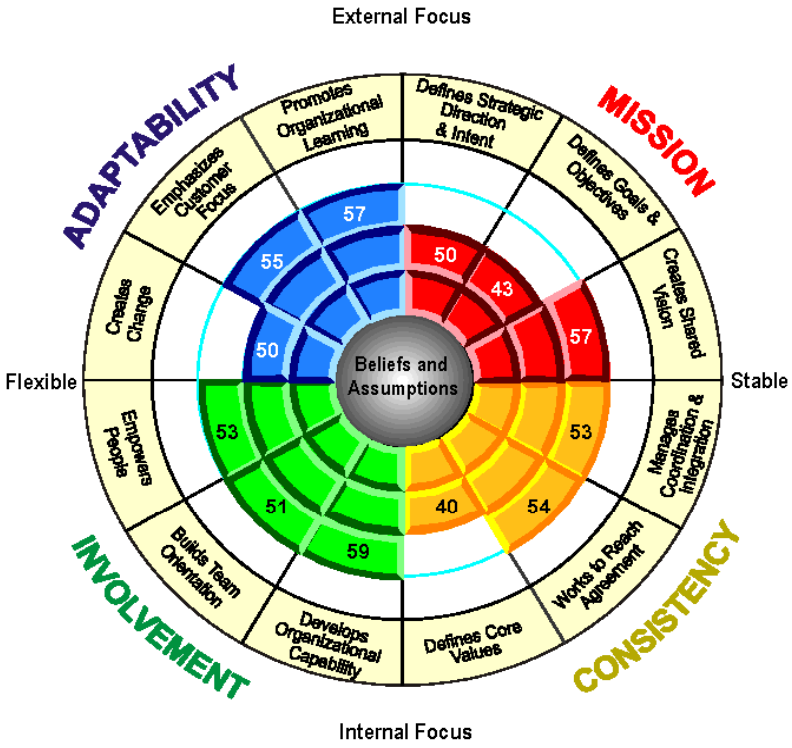
denison

Defense Logistics Agency 2005 Participants



Boss

N = 1604



Other

N = 471

denison