

Denison Model Description

ADAPTABILITY- <i>Translating the demands of the business environment into action.</i>		
<u>Management Practice</u>	<u>Definition</u>	<u>Culture Survey Item</u>
Creating Change	<i>The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, quickly react to current trends, and anticipate future changes.</i>	<p>This organization is very responsive and changes easily.</p> <p>This organization responds well to competitors and other changes in the external business environment.</p> <p>This organization continually adopts new and improved ways to do work.</p> <p>Attempts to change this organization usually meet with resistance.</p> <p>Different units in this organization often cooperate to create change.</p>
Customer Focus	<i>The organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customer.</i>	<p>Customer comments and recommendations often lead to changes in this organization.</p> <p>Customer input directly influences our decisions.</p> <p>All members of this organization have a deep understanding of customer wants and needs.</p> <p>We encourage direct contact with customers by members of the organization.</p> <p>The interests of the final customer often are ignored in our decisions.</p>
Organizational Learning	<i>The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.</i>	<p>This organization encourages innovation and rewards those who take risks.</p> <p>We view failure as an opportunity for learning and improvement.</p> <p>Lots of things "fall between the cracks" in this organization.</p> <p>Learning is an important objective in our day-to-day work.</p> <p>We make certain that the "right hand knows what the left is doing."</p>

MISSION - *Defining a meaningful long-term direction for the organization.*

<u>Management Practice</u>	<u>Definition</u>	<u>Culture Survey Item</u>
Strategic Direction & Intent	<i>Clear strategic intentions convey the organization's purpose, make it clear how everyone can contribute and "make their mark" in the industry.</i>	<p>This organization has a clear mission that gives meaning and direction to our work.</p> <p>This organization has a long-term purpose and direction.</p> <p>The strategic direction of this organization is unclear to me.</p> <p>This organization has a clear strategy for the future.</p> <p>Our organization's strategy is leading other organizations to change the ways that they compete.</p>
Goals & Objectives	<i>A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.</i>	<p>There is widespread agreement about the goals of this organization.</p> <p>The leaders of this organization set goals that are ambitious, but realistic.</p> <p>The leadership of this organization has "gone on record" about the objectives we are trying to meet.</p> <p>We continuously track our progress against our stated goals.</p> <p>The people in this organization understand what needs to be done for us to succeed in the long run.</p>
Vision	<i>The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.</i>	<p>We have a shared vision of what this organization will be like in the future.</p> <p>The leaders in this organization have a long-term orientation</p> <p>Short-term thinking often compromises long-term vision.</p> <p>Our vision creates excitement and motivation for our employees.</p> <p>We are able to meet short-term demand without compromising our long-term vision.</p>

CONSISTENCY - *Defining the values and systems that are the basis of a strong culture.*

<u>Management Practice</u>	<u>Definition</u>	<u>Culture Survey Item</u>
Coordination & Integration	<i>Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.</i>	<p>Our approach to doing business is very consistent and predictable.</p> <p>There is good alignment of goals across levels of this organization.</p> <p>People from different organizational units still share a common perspective.</p> <p>It is easy to coordinate projects across functional units in this organization.</p> <p>Working with someone from another part of this organization is like working with someone from a different agency.</p>
Agreement	<i>The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.</i>	<p>When disagreements occur, we work hard to achieve "win-win" solutions.</p> <p>This organization has a strong culture.</p> <p>There is clear agreement about the right way and the wrong way to do things in this organization.</p> <p>It is easy for us to reach consensus, even on difficult issues.</p> <p>We often have trouble reaching agreement on key issues.</p>
Core Values	<i>Members of the organization share a set of values which create a sense of identity and a clear set of expectations.</i>	<p>There is a clear and consistent set of values in this company that governs the way we do business.</p> <p>This company has a characteristic management style and a distinct set of management practices.</p> <p>The managers in this company "practice what they preach."</p> <p>This organization has an ethical code that guides our behavior and tells us right from wrong.</p> <p>Ignoring the core values of this organization will get you in trouble.</p>

INVOLVEMENT - Building human capability, ownership and responsibility.

<u>Management Practice</u>	<u>Definition</u>	<u>Culture Survey Item</u>
Empowerment	<i>Individuals have the authority, initiative and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization</i>	<p>Most employees in this organization are highly involved in their work.</p> <p>Decisions in this organization are usually made at the level where the best information is available.</p> <p>Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed.</p> <p>Everyone in this organization believes that s/he can have a positive impact.</p> <p>Business planning in our organization is ongoing and involves everyone in the process to some degree.</p>
Team Orientation	<i>Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.</i>	<p>Cooperation and collaboration across functional roles are actively encouraged in this organization.</p> <p>Working in this organization is like being part of a team.</p> <p>Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.</p> <p>Teams are the primary building block of this organization.</p> <p>This organization relies on horizontal control and coordination to get work done, rather than hierarchy.</p>
Capability Development	<i>The organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.</i>	<p>This organization delegates authority so that people can act on their own.</p> <p>The capability of the people in this organization is viewed as an important source of competitive advantage.</p> <p>This organization continuously invests in the skills of its employees.</p> <p>The "bench strength" of this organization is constantly improving.</p> <p>Problems often arise in my organization because we do not have the skills necessary to do the job.</p>