



Section 1

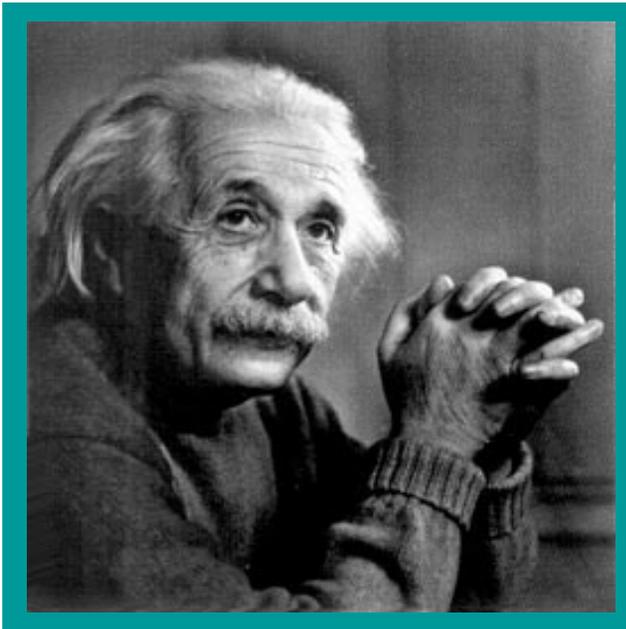
How to Interpret Your Denison Multi-Source Feedback (MSF) Assessment



The Key

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

Challenge the Status Quo

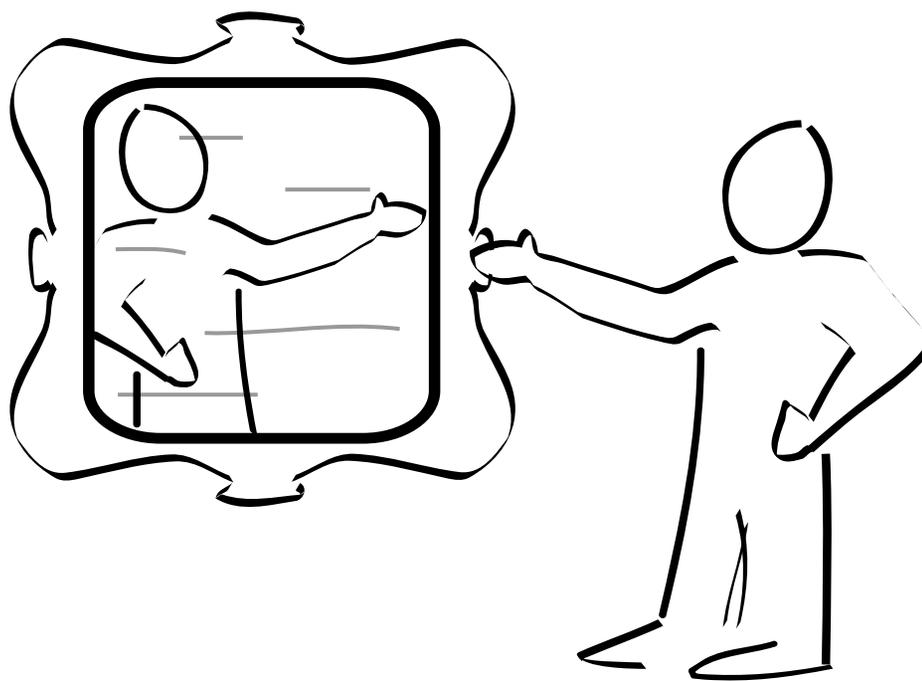


Insanity:

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

- Albert Einstein

Step One:
LOOK IN THE MIRROR



“It’s a manager!”

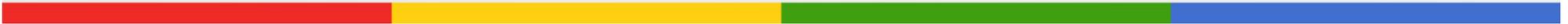
IT’S ALL ABOUT YOU!

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



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Understanding the Denison Multi-Source Feedback (MSF) 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?"

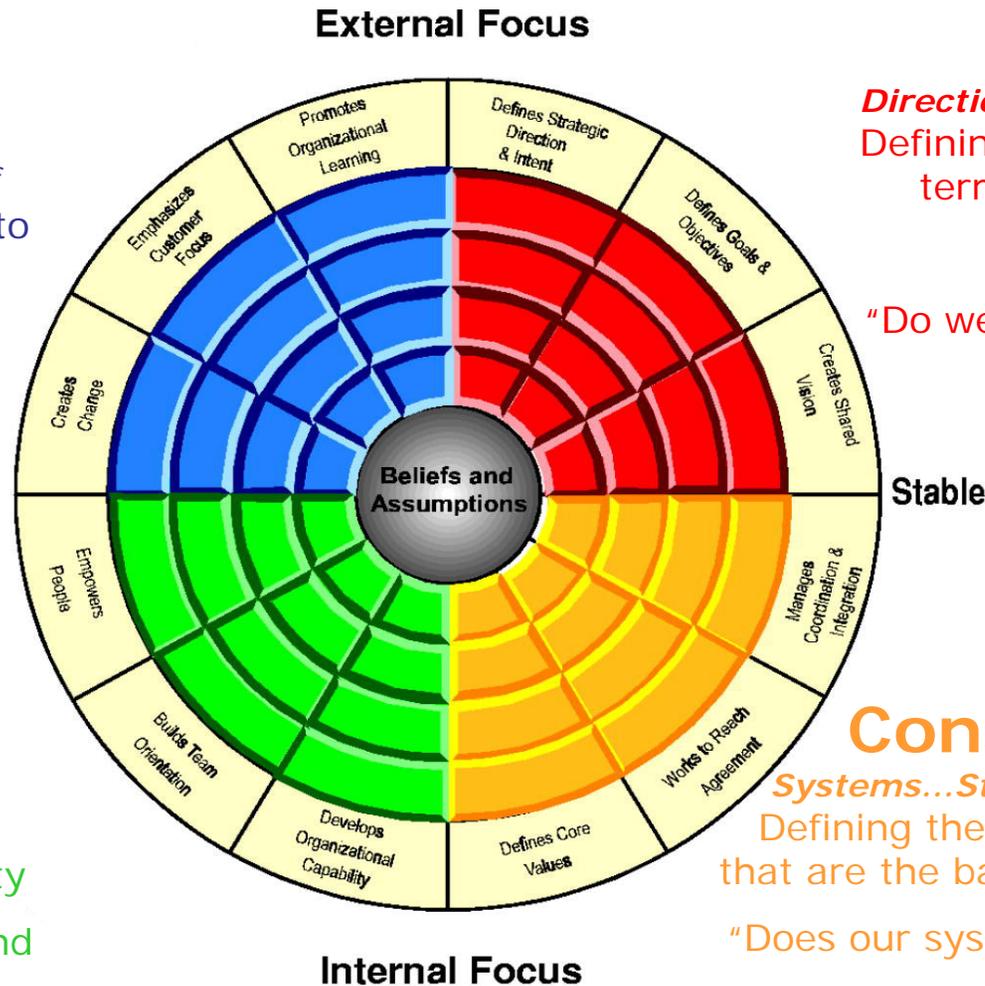
Flexible

Involvement

Commitment...Ownership.. Responsibility

Building human capability, ownership, and responsibility

"Are our people aligned and engaged?"



Mission

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

"Do we know where we are going?"

Consistency

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

"Does our system create leverage?"

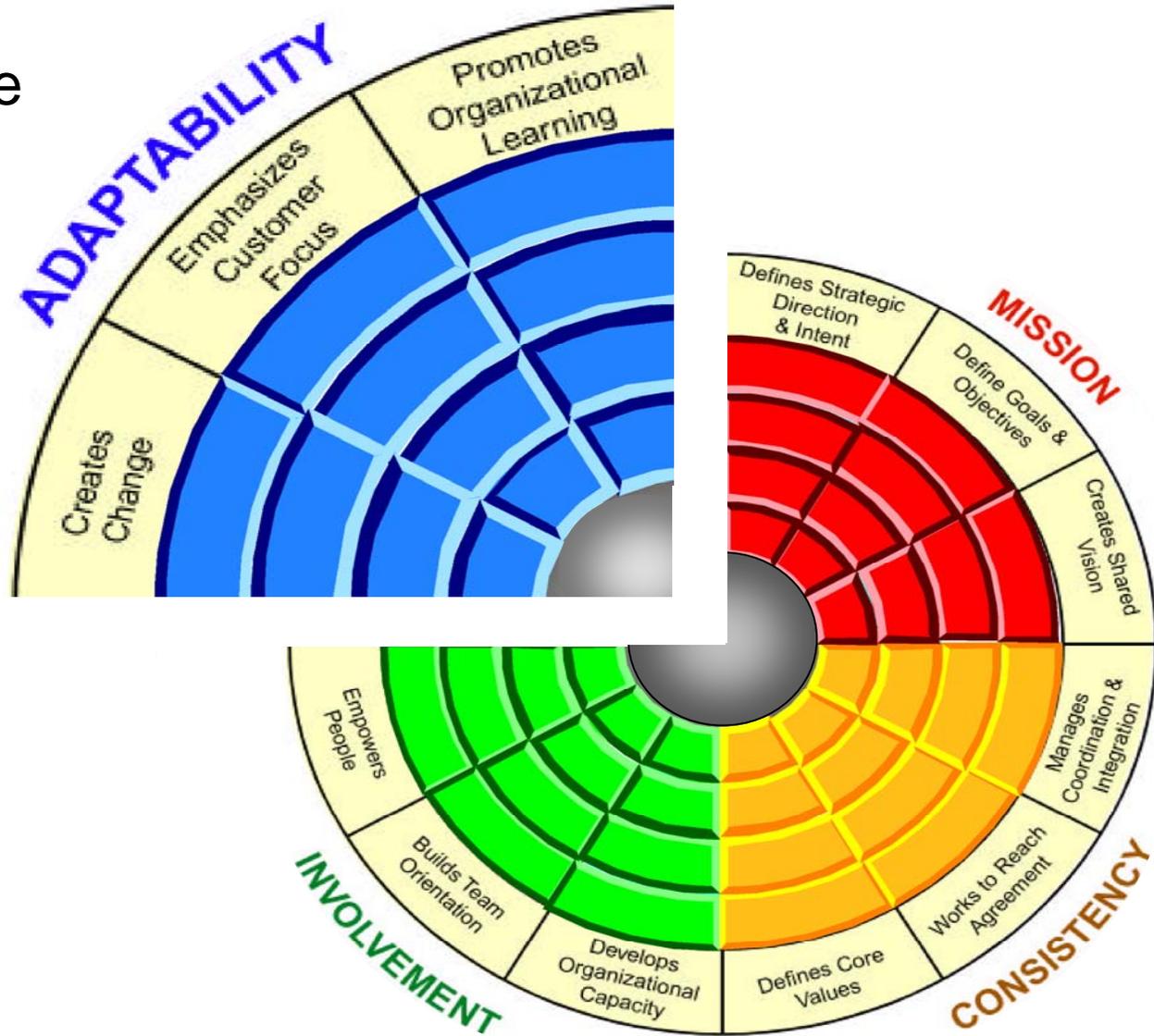
Every Leader Needs to Have Skills in These Four Areas!

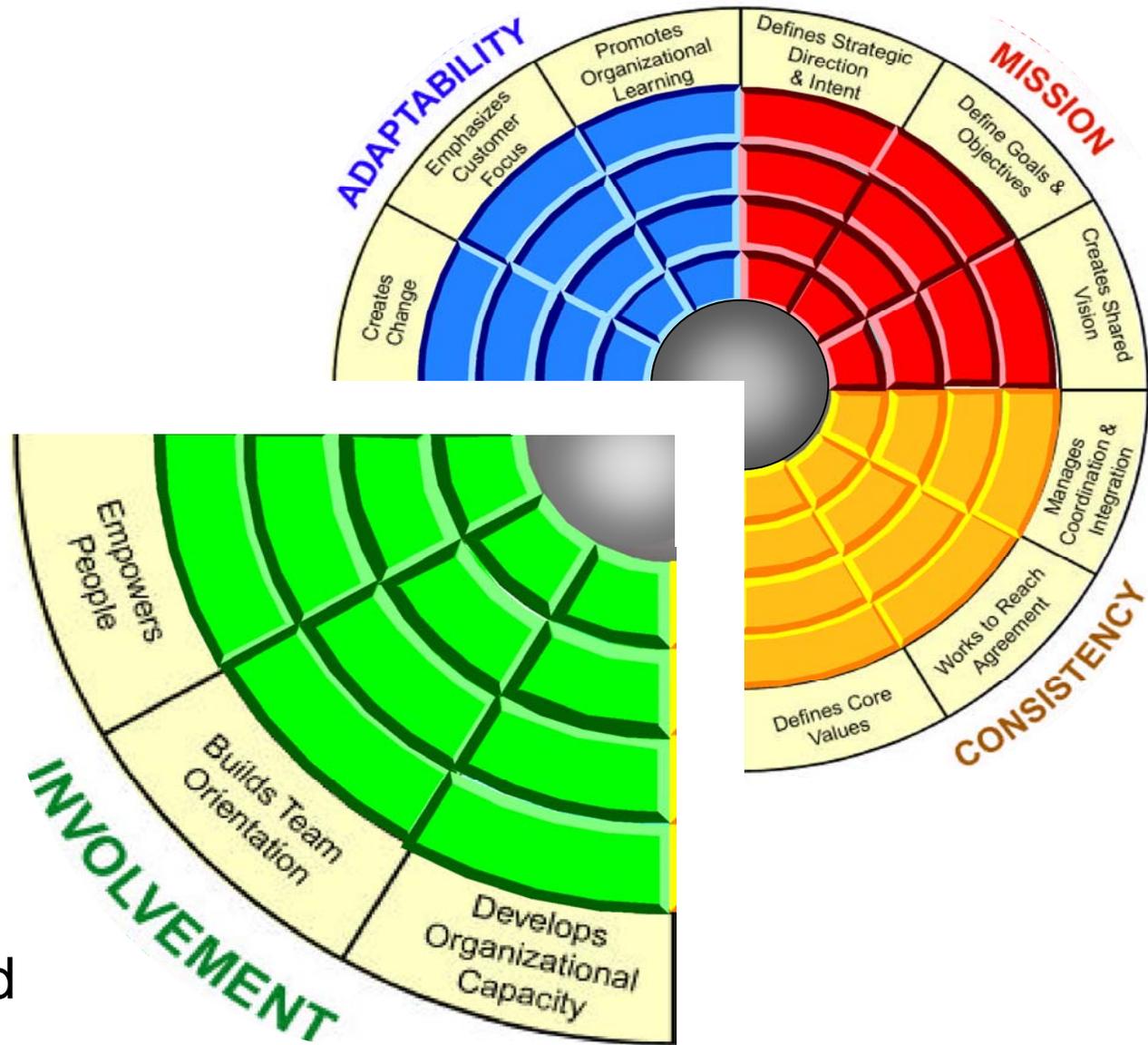
These Four Concepts are Used to Define Leadership Skills

Do you know where you are going?

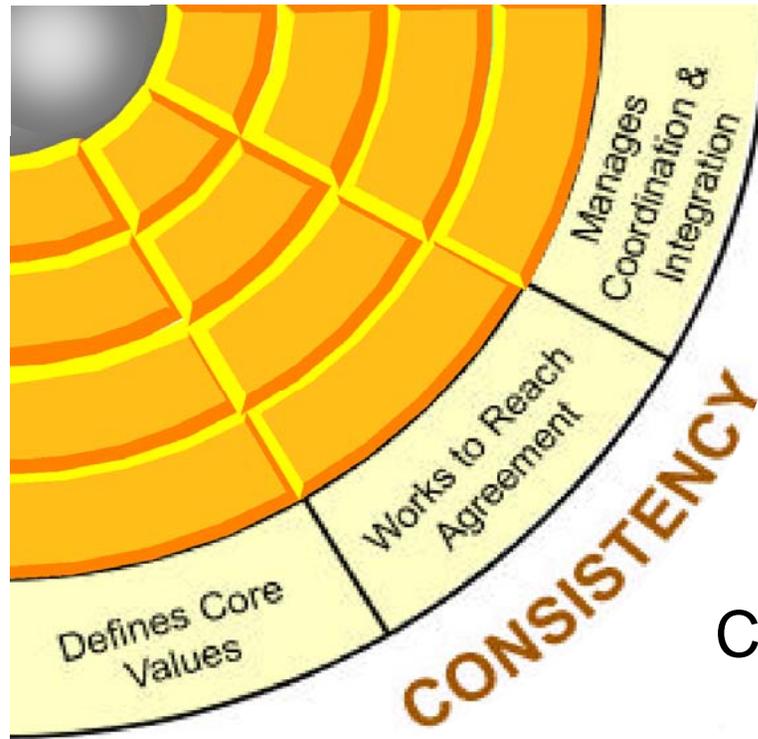
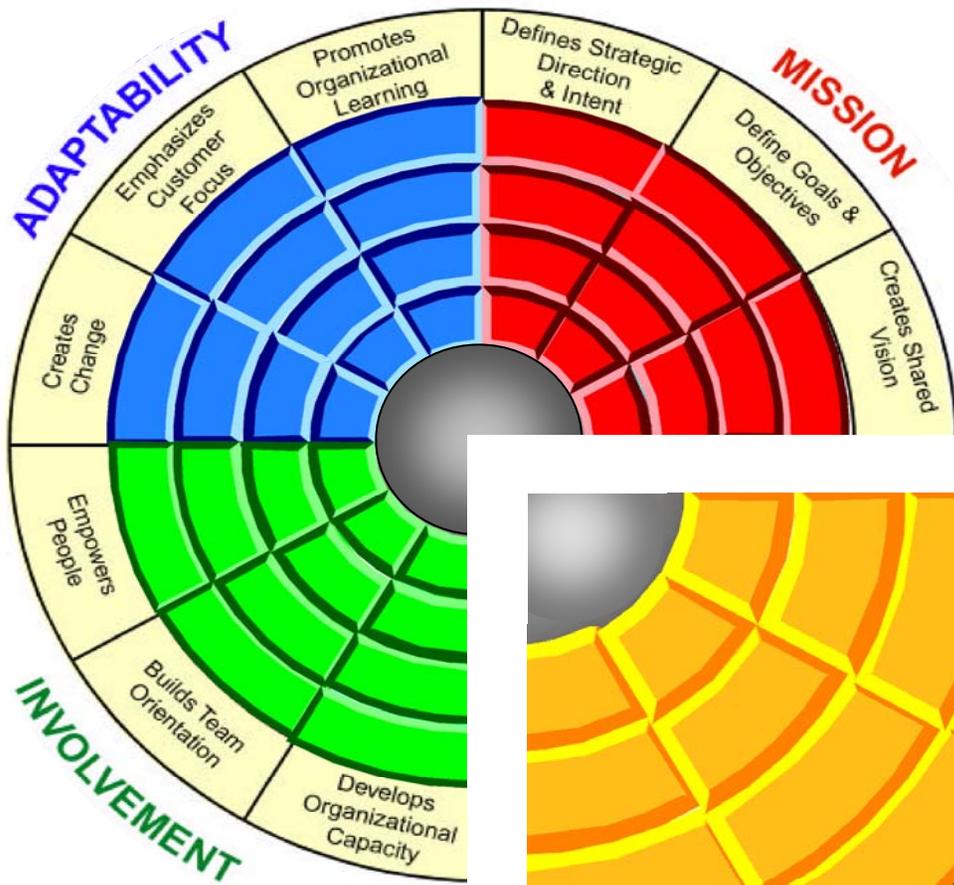


Are you listening to the customer?



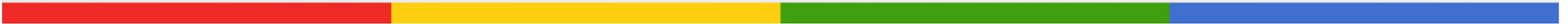


Are people engaged and committed?

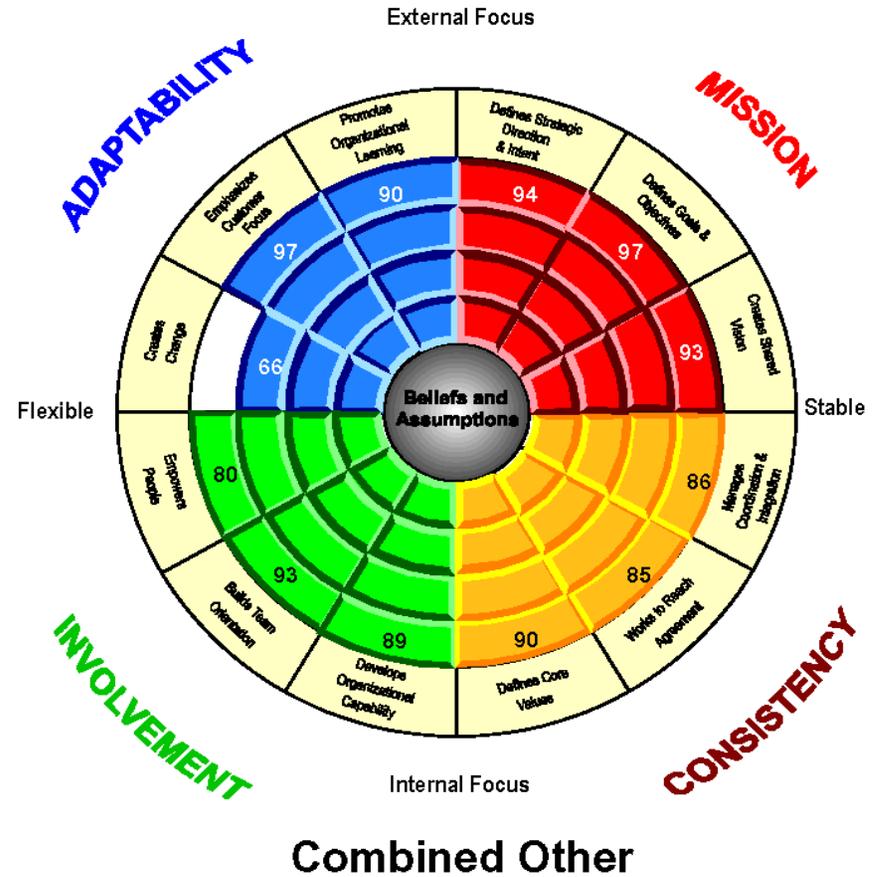
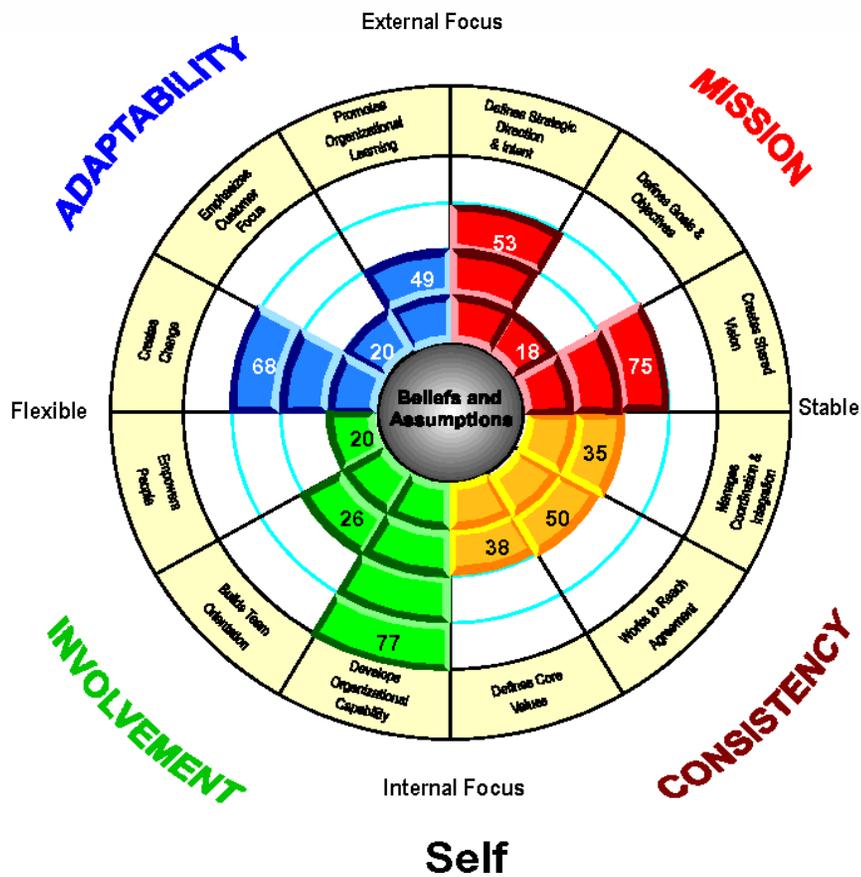


Can you execute?

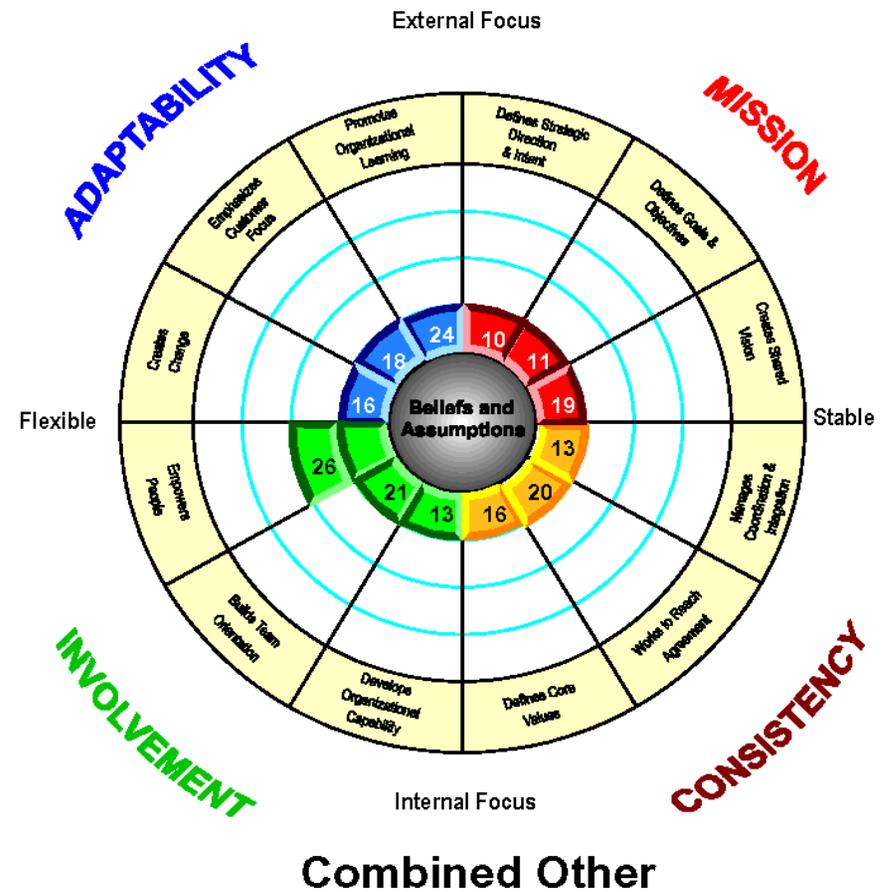
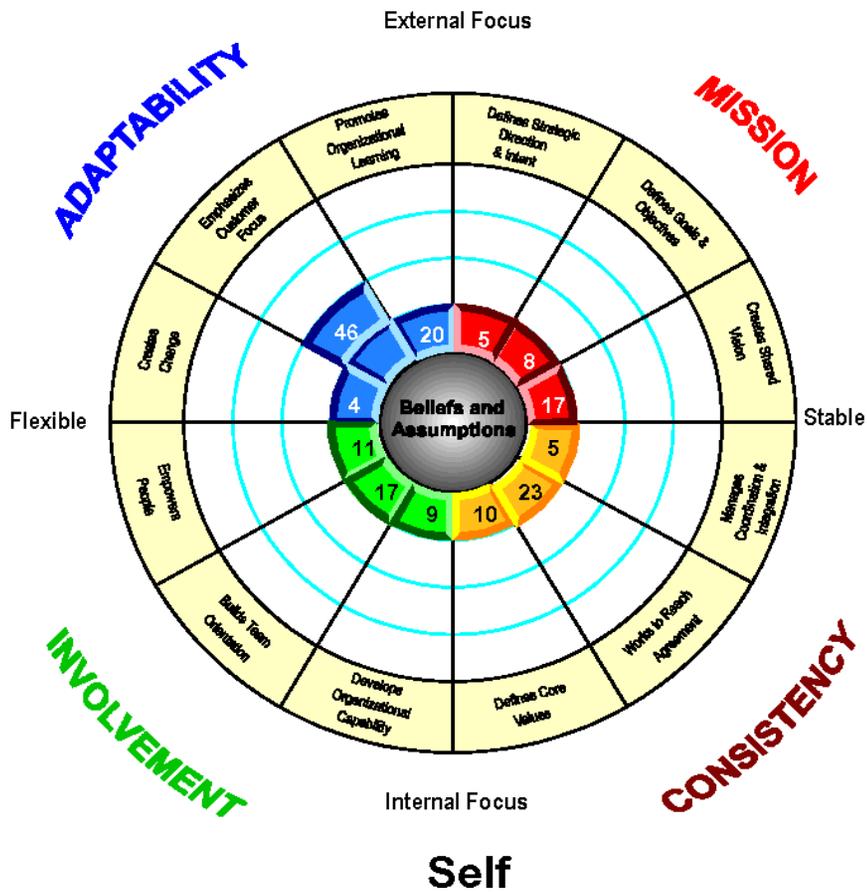
Leadership Perceptions



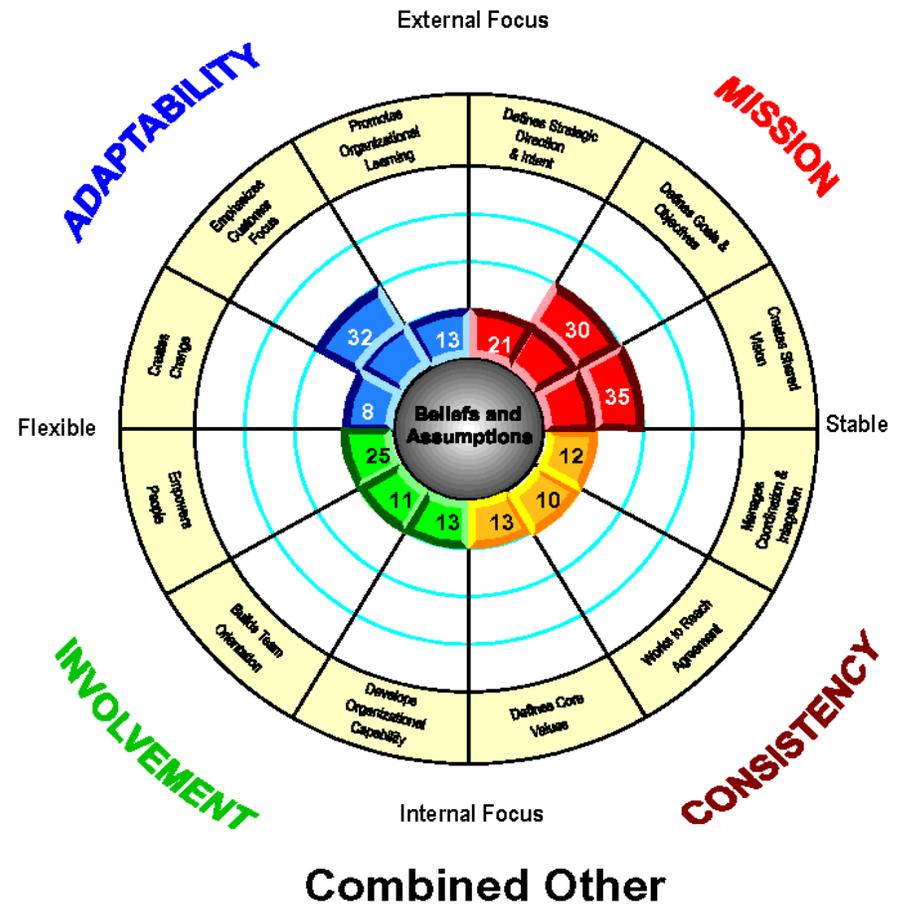
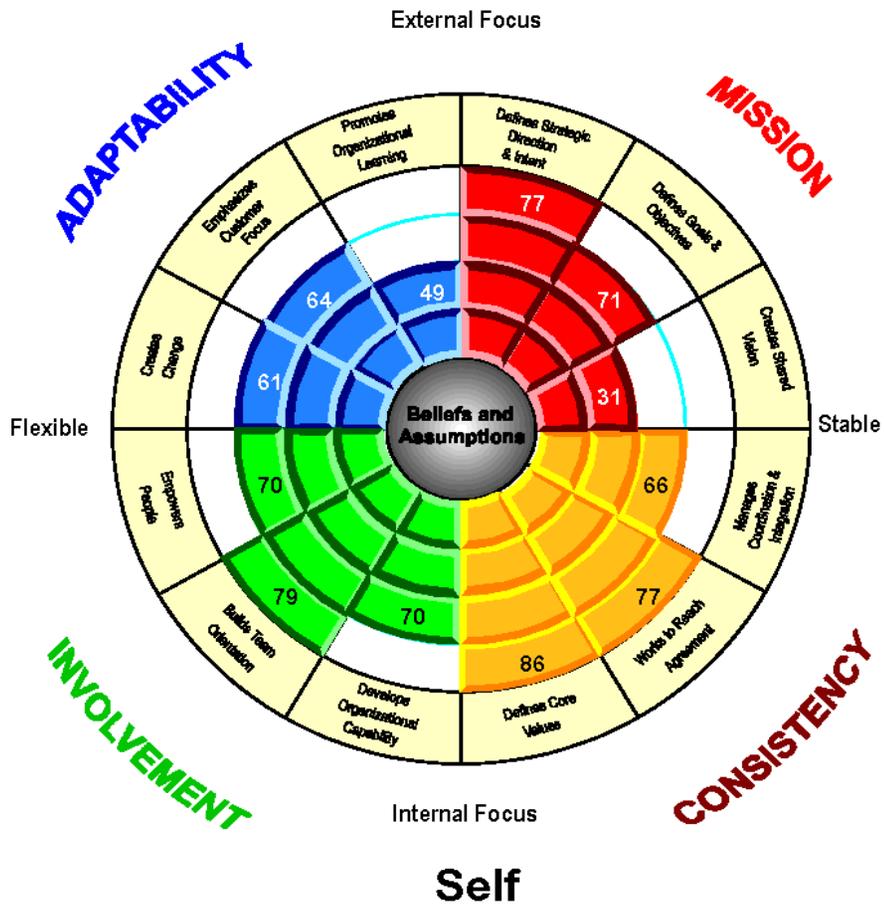
Effective Leader



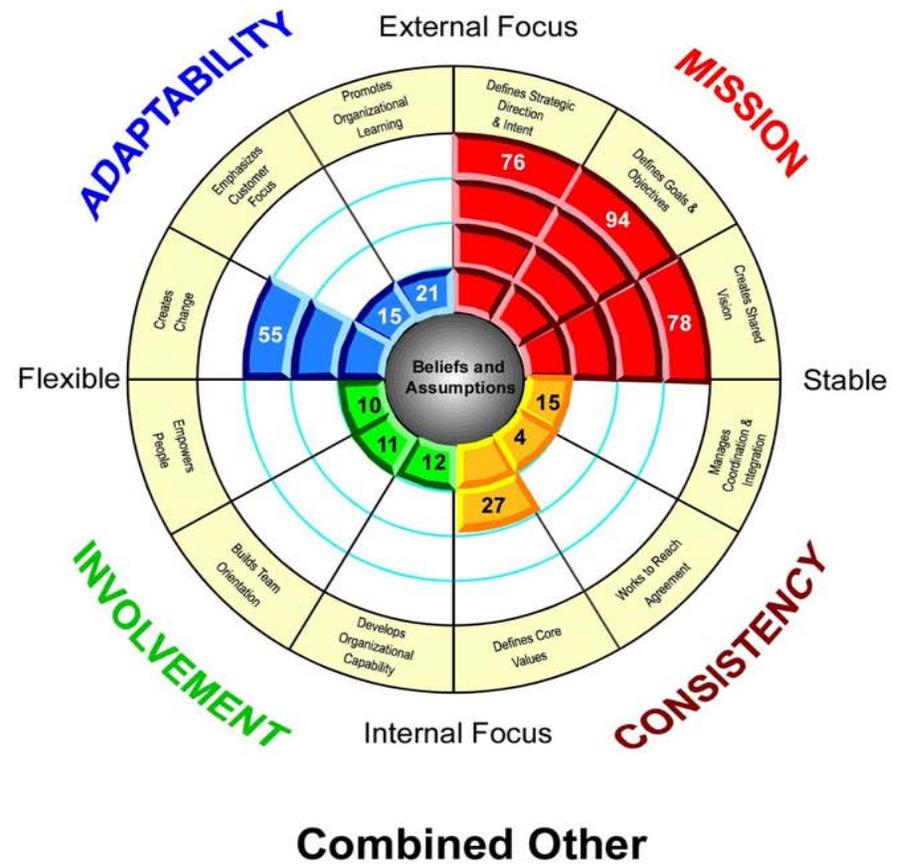
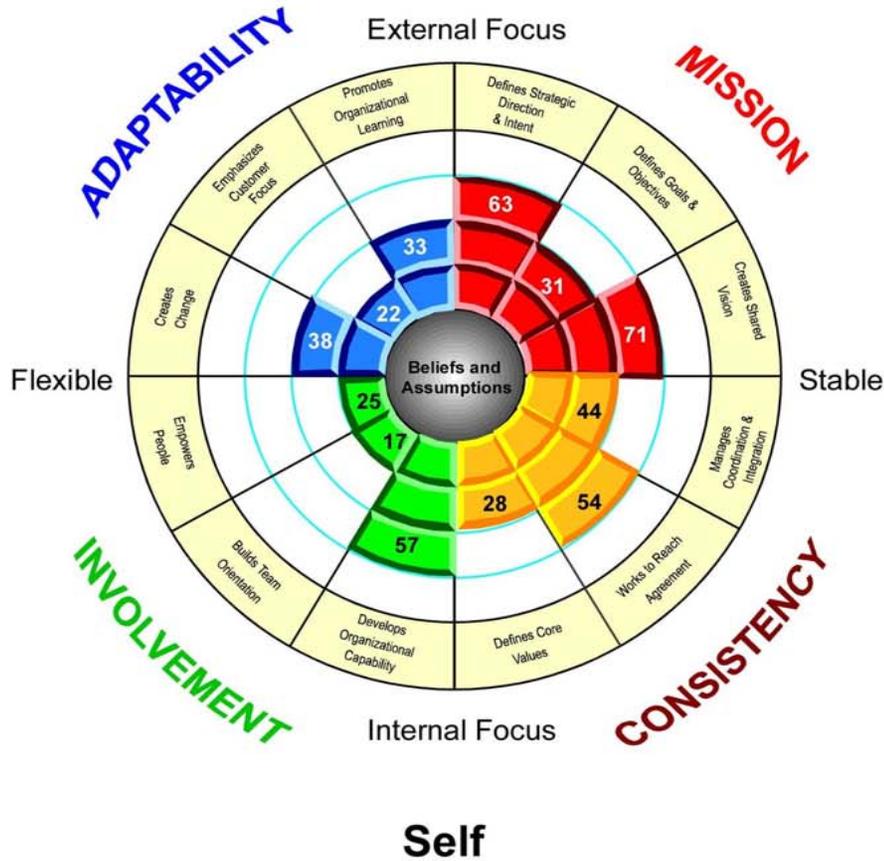
Ineffective Leader



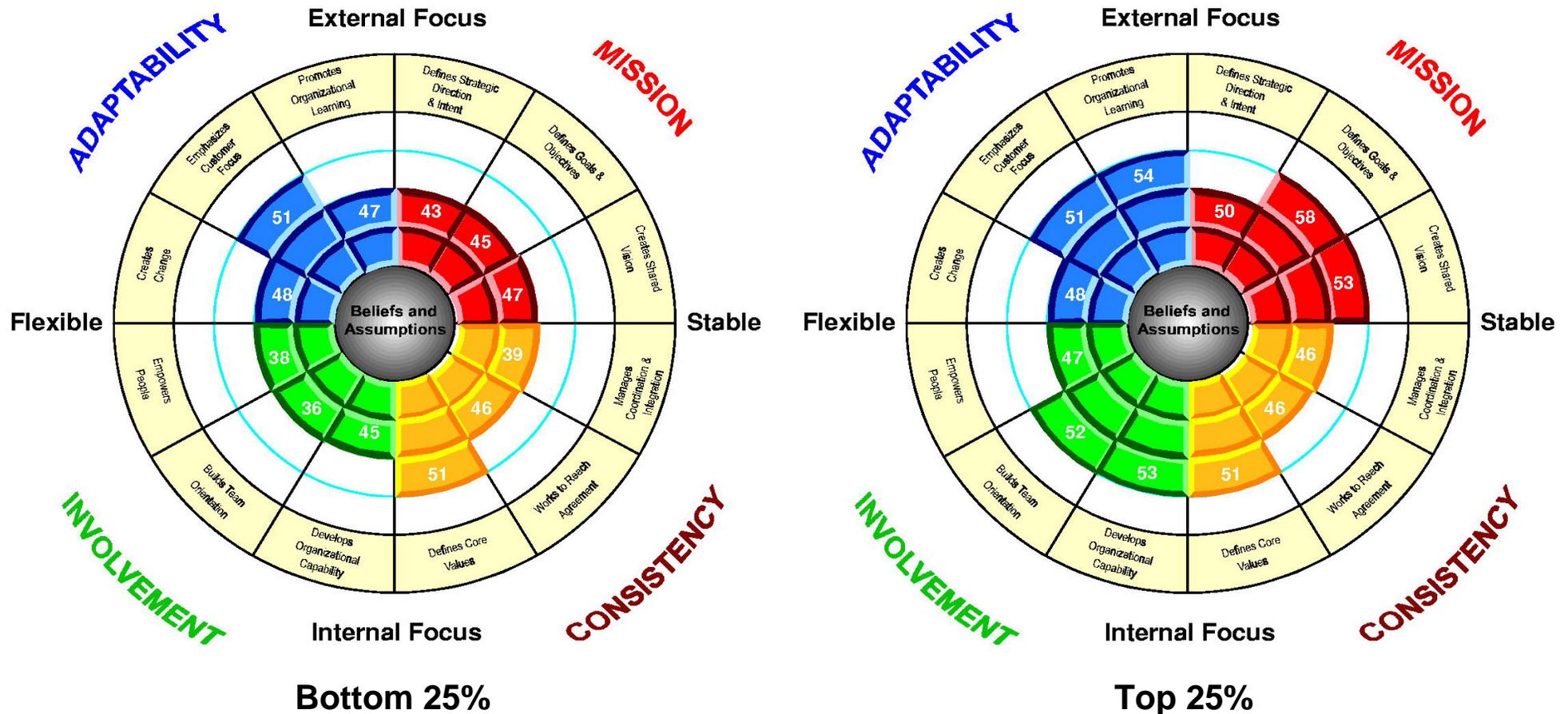
Large Perception Gap



“My Way or the Highway” Supervisor

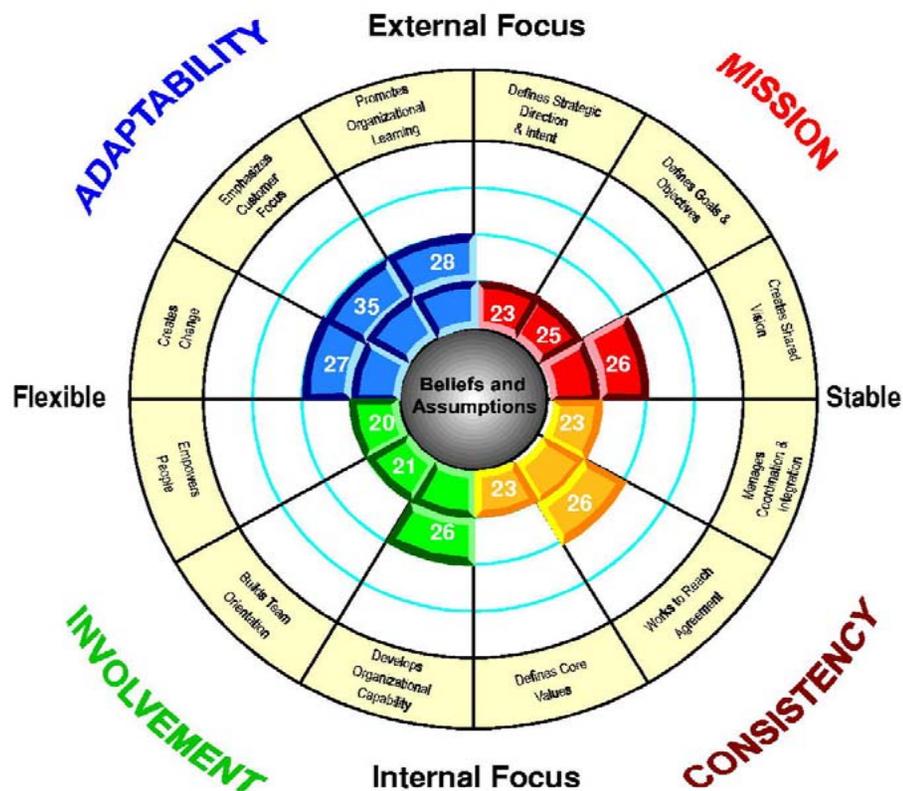


Contrast Between Effective & Ineffective Leaders: "Self" Data

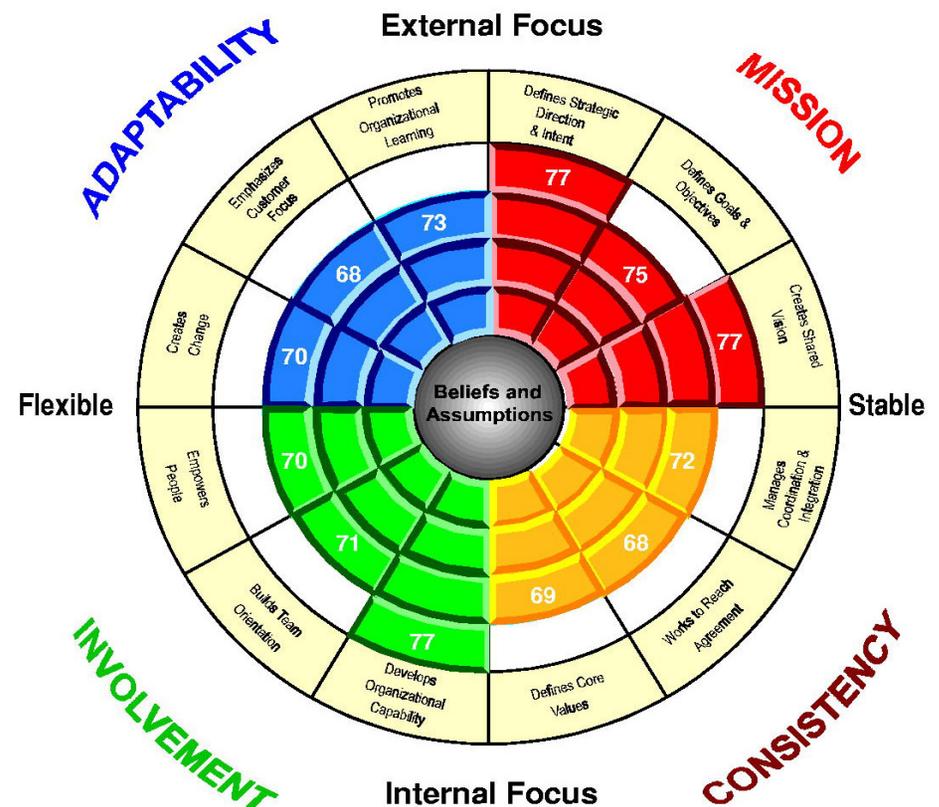


- Comparison of the top 25% and bottom 25% of leaders
- Leaders rated by others on their overall effectiveness
- Sample of 2500 leaders and 12,500 others responses

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



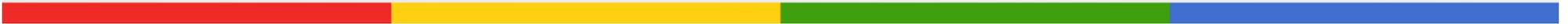
Bottom 25%



Top 25%

- Comparison of the top 25% and bottom 25% of leaders
- Leaders rated by others on their overall effectiveness
- Sample of 2500 leaders and 12,500 others responses

Understanding the Roles in the MSF Process



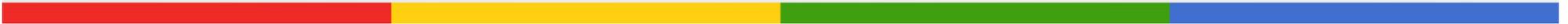
Who are the Raters?

1. Self (Ratee) – All DLA civilian and military supervisors below the rank of SES/General are required to participate every 2 years.
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 or other supervisors in chain of command.
5. Others – Persons, unlike Peers, are two grades or more lower or higher than the Ratee and are not in the Ratee's chain of command.

What are the Exceptions to Participating

1. ALL civilian and military employees invited to participate by their supervisor, peer, or other are required to provide feedback. Although, there will be no access to records to identify who did/did not participate.
2. Exceptions for Self/Ratees:
 - a. Within 4 months of retirement (must have formalized plans);
 - b. In their current position for 2 months or less (will be rescheduled);
 - c. Returning from long-term TDY or extended absence (will be rescheduled);
 - d. Supervisors participating in the Supervisor Certification (Tier II) Program (will be scheduled to participate by DTC as appropriate);
 - e. Completion of the Tier II Program within 18 months of the start of the survey period.

Preparing for Feedback



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

Potential Impact of Feedback

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*)

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.
- My job/boss/organization 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 Your Results Will Look Like



Understanding the Results

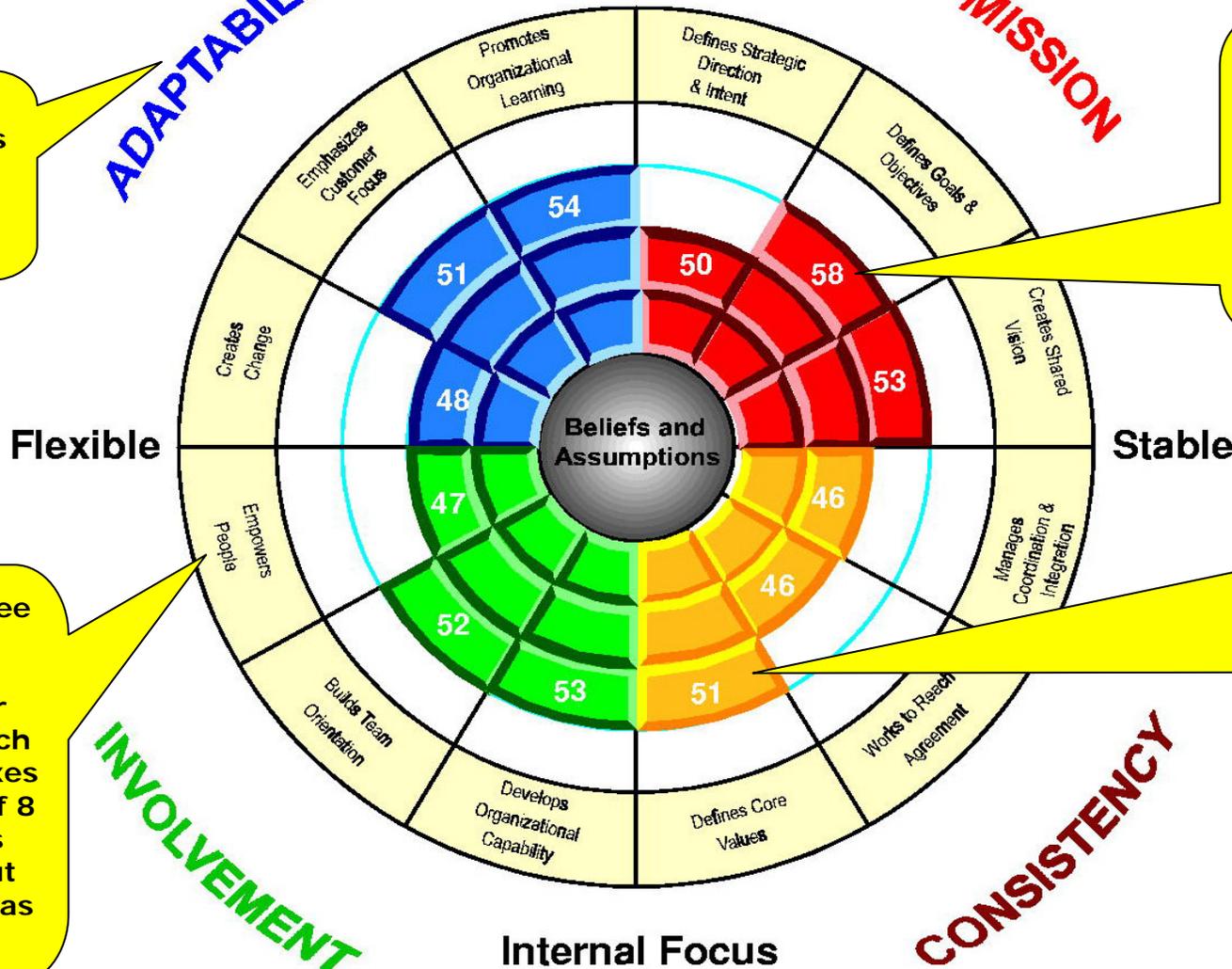
External Focus

ADAPTABILITY

MISSION

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

One of the four key traits that impact business performance



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

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

Flexible

Stable

INVOLVEMENT

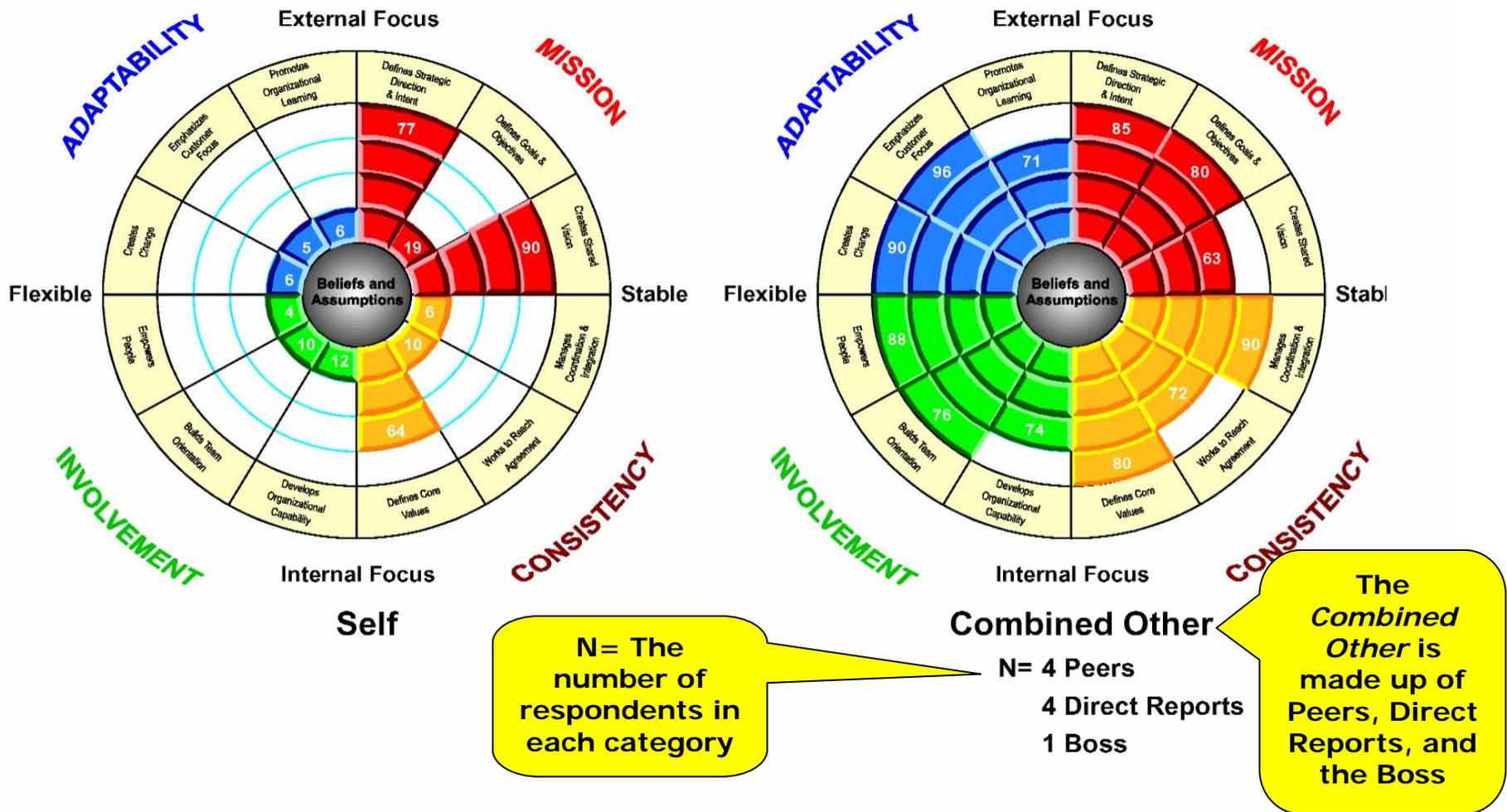
Internal Focus

CONSISTENCY

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

The Results Come from Multiple Respondents

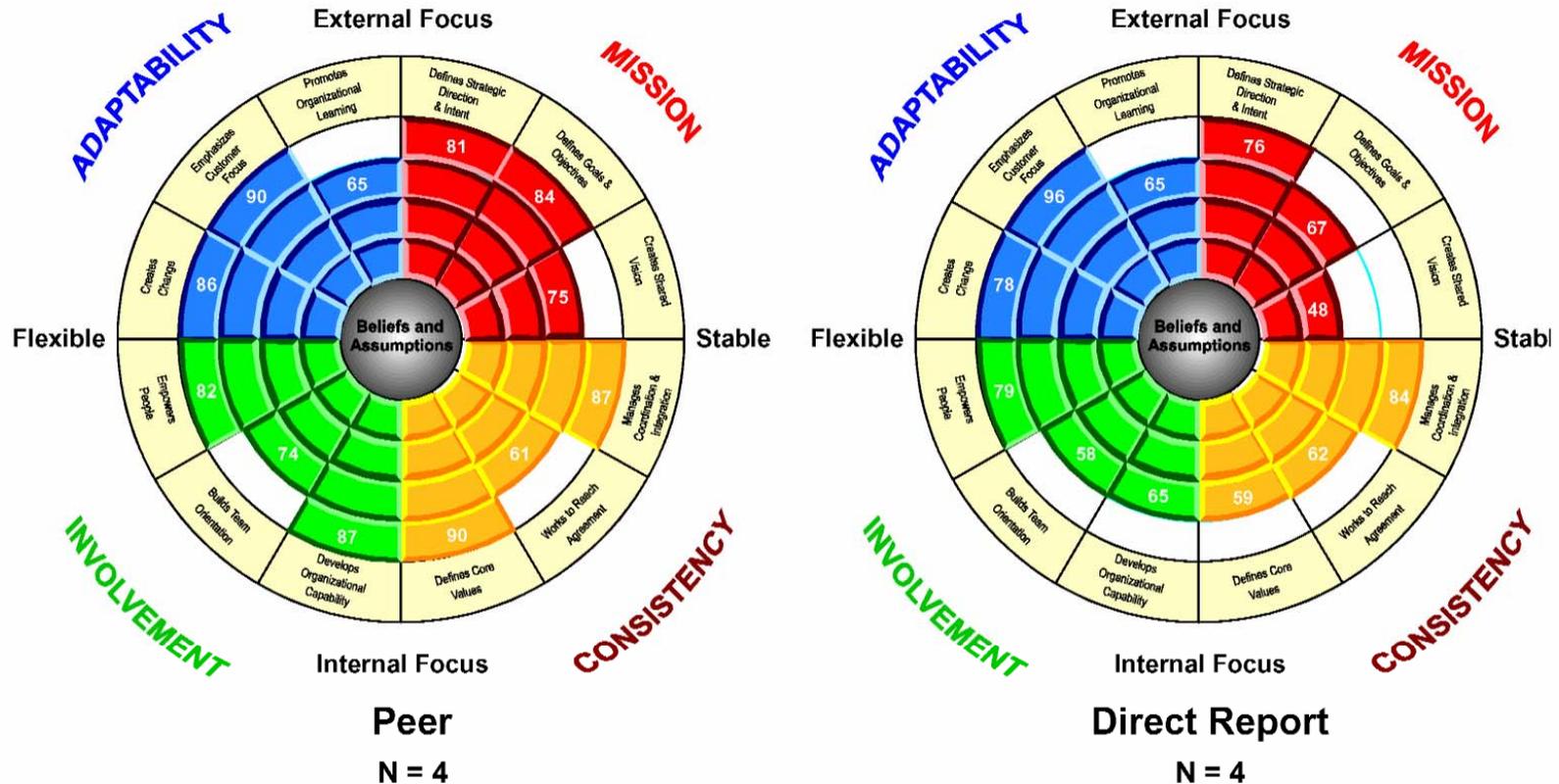
The First Page Shows the Results for the Self and the Combined Other



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

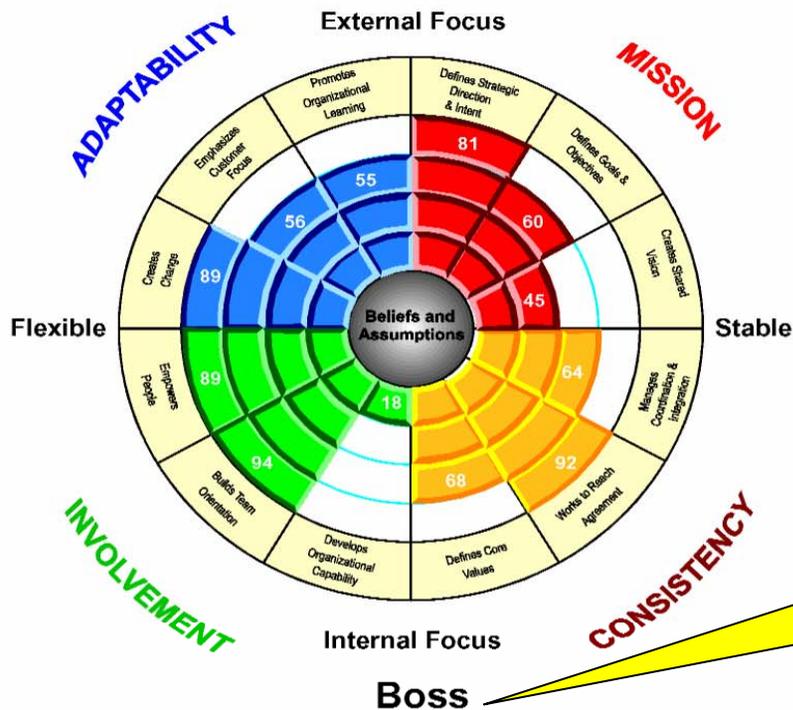
The Second Page Shows the Results for Peers and Direct Reports



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*

The 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.

Understanding the Gap Report

Capabilities and Gap Report

Matched Perceptions

Strengths*

		Percentile		
		Gap	Self	Others
	Promotes Organizational Learning	-20	57	77
	Builds Team Orientation			
	Develops Organizational Capabilities			
	Creates Shared Vision			

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

Challenges**

		Percentile		
		Gap	Self	Others
	Defines Goals & Objectives	1	43	42
	Creates Change	-6	24	30
	Defines Strategic Direction	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***

		Percentile		
		Gap	Self	Others
	Empowers People	-59	9	68
	Manages Coordination & Interactions	-36	9	45

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

Overestimated Capabilities****

		Percentile		
		Gap	Self	Others
	Works to Reach Agreement	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)

Understanding the Line Item Results

This is one of the four traits of the model.

INVOLVEMENT

Self

Combined Other*

Peer

Direct Report

Boss

Other

Empowers People

- Sees that decisions are made at the lowest possible level.
- Shares information so that everyone gets the information s/he needs.
- Creates an environment where everyone feels that his/her effort can make a difference.
- Involves everyone in shaping the plans and decisions that affect them.
- Ensures that the necessary resources are available to do the job.
- Conveys confidence in people's competence to do their job.
- Encourages others to take responsibility.
- Delegates authority so that others can do their work more effectively.

This is one of the 12 indices of the model.

These are the questions as they appear on the survey.

These are the percentile scores for each item for each of the categories of respondents.

	6	56	85	44	72	40
+	10	73	84	35	90	74
+	10	76	76	39	91	87
+	21	85	88	32	93	89
	18	34	40	13	58	42
+	85	83	65	85	92	90
	6	36	33	67	52	51
	51	51	50	82	64	45

Builds Team Orientation

- Builds effective teams that get the job done.
- Encourages others to work with others to solve problems.
- Encourages a team approach to solve problems.
- Encourages others to use a team approach to solve problems.
- Encourages others to work together within the work unit.
- Knows how to design work so that it can be done by a team.
- Values the contributions of the people s/he works with.
- Acknowledges and celebrates team accomplishments.

	87	39	19	27	92	54
	45	61	66	19	55	89
	19	53	31	37	60	92
	59	58	43	52	94	89
+	49	77	69	36	84	84
	70	54	61	15	65	65
	30	69	61	61	61	61
	18	70	61	61	61	61

Develops Organizational Capability

- Builds the capabilities of employees into an important source for competitive advantage.
- Knows how to utilize the diversity of the workforce.
- Coaches others in the development of their skills.
- Is sensitive and responsive to diversity issues when developing people.
- Helps direct reports create realistic development plans.
- Uses rewards and recognition to motivate good performance.
- Develops his/her own people so that they are ready to take on new challenges.
- Builds employee skills so that the organization always has the right people for the right jobs.

The +/-symbols indicate that this items was one of the top ten (+) or bottom ten (-) scores on the survey from Combined Others.

The shades of color represent the four quartiles. The lightest shade is the 1st quartile and the darkest shade is the 4th quartile.

	27	41	41	41	41	41
	26	47	47	47	47	47
	90	47	47	47	47	47
	88	53	53	53	53	53
	30	51	51	51	51	51
	64	49	70	13	93	50
	90	55	36	31	96	71
	26	55	40	39	96	68

Numeric results represent Percentile Scores (1 - 100) Quartiles: 1st 2nd 3rd 4th * Combined Other = Combination of all categories except "Self"

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 a clear vision for the organization.
26	Effectively allocates resources in line with strategic priorities.
26	Recognizes the need to respond quickly to customer complaints.
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.

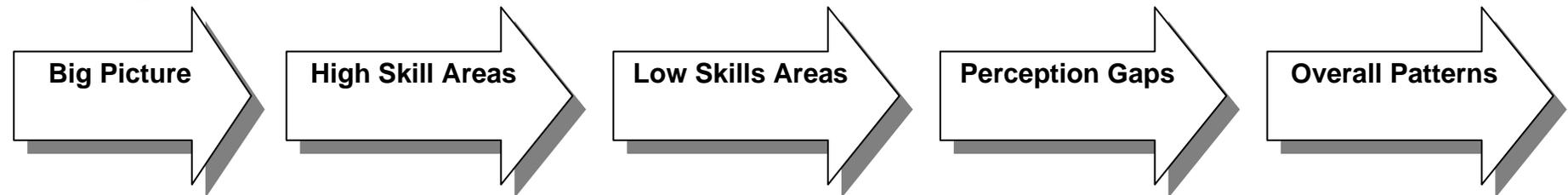


Using the Feedback Results to Develop an Action Plan



Interpretation Guidelines:

A suggested process for interpreting your results



Strengths & Challenges

What are main areas?

Strong = more color
Weak = less color

Are these clustered?

Flexible?
Stable?
Externally Focused?
Internally Focused?

Involvement?
Consistency?
Adaptability?
Mission?

Summarize Strengths

Review the 12 Indexes

Which are strongest?
Most important to job?
Important to career?
Clustered in one trait?

Review the Items

Top Ten?
Most important?
Clustered in one trait?

Summarize Challenges

Review the 12 Indexes

Which are lowest?
Most important to job?
Important to career?
Clustered in one trait?

Review the Items

Bottom Ten?
Most important?
Clustered in one trait?

Where are the Gaps?

Level of Agreement

Self vs. Combined Other
Self vs. Peers
Self vs. Direct Reports
Self vs. Boss
Self vs. Others
Boss, Peers, Others, Dr's

Vertical (boss)
Lateral (peers)

Perception Gaps

Over-estimated skills?
Under-estimated skills?

Key Patterns

Foundation Skills

What are the basic skills that are the foundation of your leadership style?

Areas to Improve

What skills are most important to improve?
Short-term? Long-term?

Self Perceptions

Accurate?
Overestimated?
Underestimated?

Mapping Denison Indices to DLA's Competency Model in Your Action Planning Guide

Section Four (< 10 yrs.)/Section Five (> 10 yrs.)

<u>Denison Index</u>	<u>DLA Competency (MSF Action Plan)</u>	<u>Page Sec. 4/Sec. 5</u>
<u>Involvement</u>		
Empowers People	Leadership	4/4
Builds Team Orientation	Teamwork	12/13
Develops Organizational Cap.	Resource Stewardship	60/58
<u>Consistency</u>		
Defines Core Values	Professionalism	52/52
Works to Reach Agreement	Oral/Written Com.	20/20
Manages Coord & Int.	Oral/Written Com.	20/20
<u>Adaptability</u>		
Creates Change	Innovation and Initiative	69/67
Emphasizes Customer Focus	Customer Service	46/45
Promotes Org. Learning	Innovation and Initiative	69/67
<u>Mission</u>		
Defines Strategic Direction/Int.	Strategic Focus	30/30
Defines Goals and Objectives	Responsibility & Acct.	38/37
Creates Shared Vision	Strategic Focus	30/30



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 Section 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. _____