

# Memorandum

Date: November 20, 2008

To: Greg Booth, CPUD

From: Don Murray

Re: Denison Culture Survey

---

Hello Greg,

The Denison Organizational Culture Survey, developed by Daniel Denison and William S. Neale, provides a way to link organizational culture to tangible bottom-line performance measures such as:

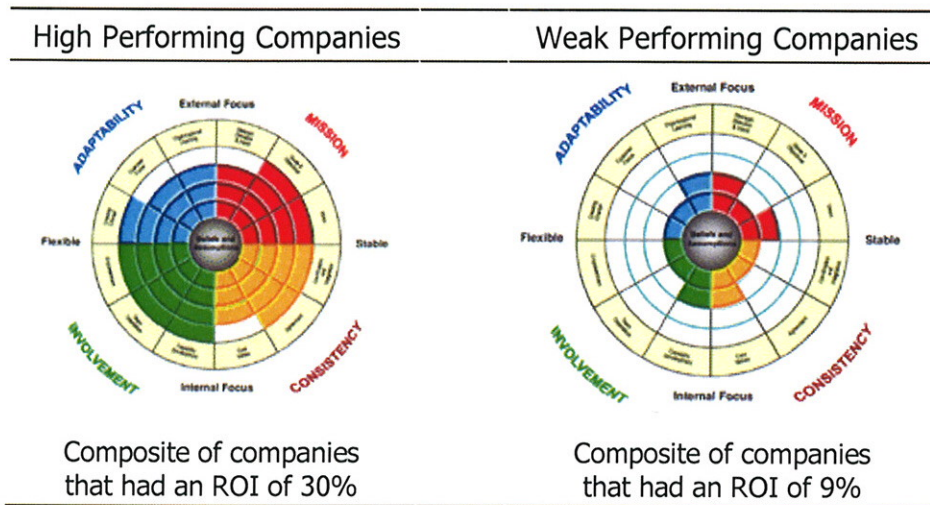
- profitability
- quality
- innovation
- market share
- sales growth
- employee satisfaction

Based on more than fifteen years of research involving over 1,000 organizations, Dr. Daniel Denison, formerly of the University of Michigan Business School, and currently Professor of Organizational Development at the International Institute of Management Development in Lausanne, Switzerland, has studied the cultures of high and low-performing organizations. He has found that the following four culture traits can have a significant impact on organizational performance:

1. Involvement
2. Adaptability
3. Consistency
4. Mission

The Denison Organizational Culture Survey has 60 items that measure specific aspects of an organization's culture in each of the four traits and twelve management practices identified in Dr. Denison's research. Individual surveys are collectively tabulated into a graphic profile that compares your organization's culture to that of higher and lower-performing organizations.

Repeated use of the Denison Organizational Culture Survey provides a measure of the organization's progress toward achieving a high-performance culture and optimum performance. The survey and the prescriptive suggestions are written in easily understood business terms, making it a powerful and user-friendly tool.



### **Applications**

- Benchmark your organization's culture to other cultures in higher and lower-performing organizations.
- Administer the survey to various departments and workgroups to examine the organization's sub-cultures.
- Incorporate with existing employee opinion surveys to add value and impact.
- Measure an organization's existing culture and predict its impact on performance.
- Implement suggested action steps for tangible performance improvement.
- Determine organizational development and training needs necessary for culture change.
- Used to help manage the merger & acquisition process.

### **Summary**

Each participant filled out an individual survey for confidential input into the data file. Then, we provided a graphic profile, line-item feedback, and prescriptive guidelines for change to assist in an action planning process. The process benchmarked CPUD against 770 companies. Your scale is "normed" – that is, 50 on the scale means 50% of the companies scored above and 50% scored below you.

As you can see, the "Management" group at CPUD scored you quite high against national norms. This is a healthy organization. The low scores point you toward the areas you might want to strengthen in the future. As you see, we chose to combine the Denison Organizational Culture Survey with your annual performance evaluation, measuring you as manager, leader, the company goal attainment as well as corporate culture. We trust this information will help you and your staff take a very good organization to even greater heights of performance.