



# OVERVIEW

# THE DENISON LEADERSHIP DEVELOPMENT 360 SURVEY



STRATEGIC ALIGNMENT



MERGER & ACQUISITION



TRANSFORMATION & TURNAROUND

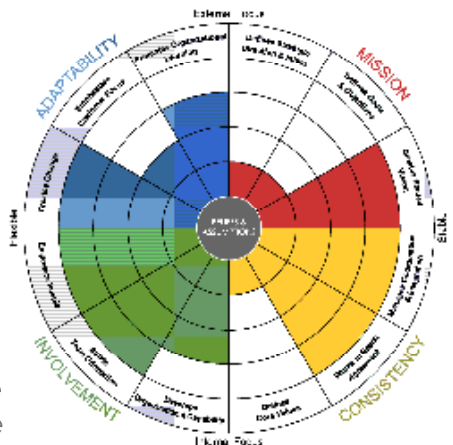


TALENT MANAGEMENT

## Introduction to the Survey

The Denison Leadership Development Survey (DLDS), developed by Daniel Denison, PhD, and William S. Neale, M.A., M.I.L.R., provides leaders and managers with an analysis of twelve leadership skills and practices that have the greatest impact on bottom-line organizational performance. This instrument is the result of over 25 years of research by Dr. Denison, formerly of the University of Michigan Stephen M. Ross School of Business, and the International Institute of Management Development in Lausanne, Switzerland. Dr. Denison's research examines the relationship between leadership, organizational culture, and organizational effectiveness.

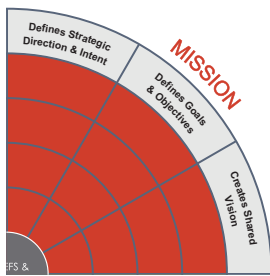
In a series of research studies, Dr. Denison found that four leadership and culture traits - **Mission**, **Consistency**, **Involvement**, and **Adaptability** - can have a significant impact on organizational performance. The survey results are presented in a "circumplex" profile, with a *Mission, Consistency, Involvement, and Adaptability* quartile. More color in each of those segments represents a higher score in that area.



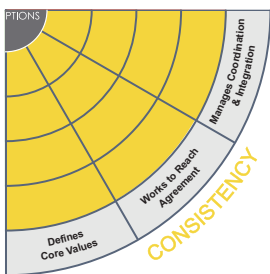
The DLDS measures an individual's skills and practices as they relate to these key traits. Each individual's scores are benchmarked against a database of leaders from across the globe. The survey provides participants with 360 degree feedback from a number of perspectives including from their supervisor, peers and direct reports. This provides the leader with a comprehensive view of their leadership strengths and potential areas for improvement. The DLDS leverages the Denison Model of High Performance, a model that has been linked to key performance metrics such as profitability, quality, innovation, market share, sales growth, and employee satisfaction.

The Denison Model provides organizations with an easy-to-interpret, business-friendly approach to performance improvement that is based on sound research principles.

*The Denison Leadership Development Model targets the following competencies:*



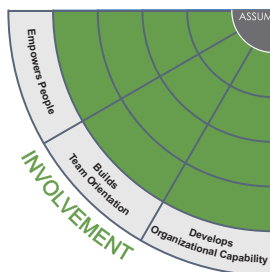
**MISSION:** The Mission Trait of the Denison Model explores the extent to which you are creating clarity and alignment among employees about the ultimate **Vision** of the organization and the key **Strategies** that you are trying to accomplish. It also focuses on the extent to which your colleagues are clear about the shorter-term **Goals and Objectives** that help connect their day-to-day activities to the priorities of their work group, business unit and the organization as a whole.



**CONSISTENCY:** The Consistency Trait of the Denison Model recognizes that employees need some stability and consistency in how they operate to drive important outcomes such as quality, safety, and employee satisfaction. In this section, you will gain insights regarding your ability to help reach **Agreement** as problems and issues arise and to **Coordinate** the efforts of employees and teams across organizational boundaries. You will also receive insight with respect to how well you model and practice the **Core Values** of the organization and help others to do the same.



**ADAPTABILITY:** The Adaptability Trait of the Denison Model recognizes that, just as organizations need some level of consistency as they conduct business, they must also be responsive to changes in the business environment. The leadership insights captured offer insight into how well you promote and model **Change** as a leader. Also captured are insights regarding how you promote **Learning** in response to successes and failures, and the extent to which you create an environment in which **Customer** needs are understood and responded to.



**INVOLVEMENT:** The Involvement Trait of the Denison Model looks at the extent to which you are helping to develop the **Capabilities** of the workforce, have relevant information in a timely fashion, and create an environment in which employees feel valued, **Empowered** and believe they can make a difference in the workplace. Your ability to know when and how to use **Teamwork** is also an area of focus.

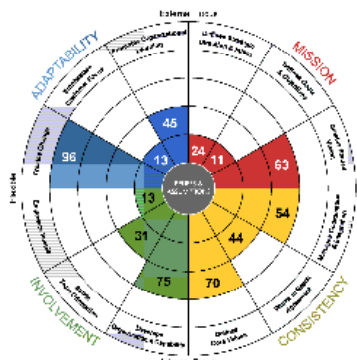
**This tool is valuable for:**

- Benchmarking an individual leader's skills against leaders from across the globe
- Identifying leadership needs for individual leaders and the organization as a whole
- Establishing a leadership effectiveness model to improve individual and organizational performance

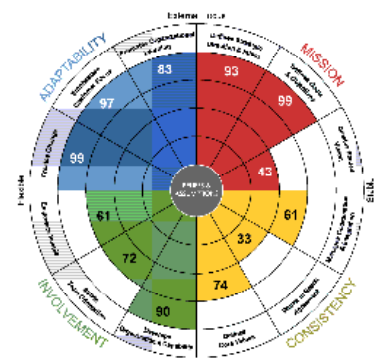
**The DLDS helps managers and leaders:**

- Identify areas of specific strengths and opportunities for improvement using a performance-based model
- Establish an action plan for individual development
- Develop leadership skills necessary to adapt to a changing environment
- Understand their roles in creating a high-performance culture

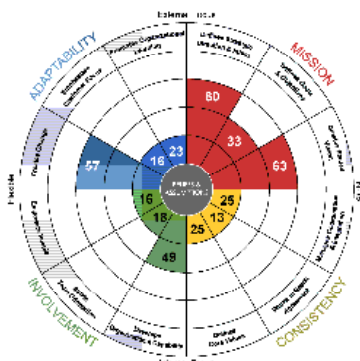
**These circumplexes** represent an individual leader's DLDS 360 results, where the leader scored them self ("Self"), and was scored by their boss ("Boss"), coworkers ("Peers"), and by those who report directly to them ("Direct Reports"). The composite of Boss, Peers, and Direct Reports is the "Combined Other" circumplex.



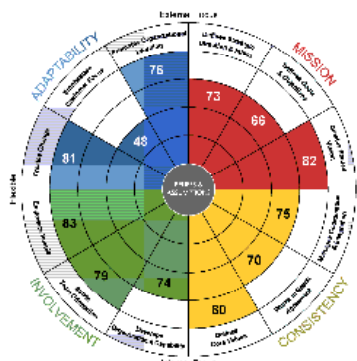
Self



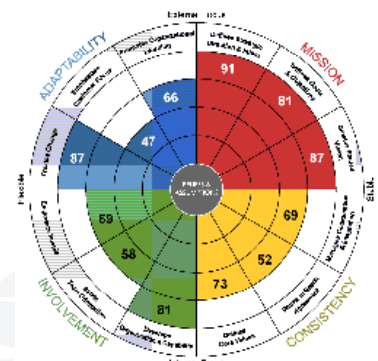
Boss



Peer



Direct Report



Combined Other

The DLDS contains 96 survey items designed to give leaders specific, actionable feedback. It provides the leader with the ability to see how their "self" perception compares to the perspective of their colleagues. The data is presented using a combination of graphics and percentile scores that provides feedback regarding both "content" (the specific areas measured by the Model) and "context" (the perspectives from various constituent groups). Together, the insights provide a powerful platform for leadership development.

Surveys are collectively tabulated into the individual's data file, and results are graphically presented in a Summary Report. The survey and summary report are written in easily understood business terms, making the Denison Leadership Development Survey a powerful tool for your leadership development.



## Report Delivery

The DLDS Reports are available in PDF form. Supporting materials are also available to guide your development.

The Denison Leadership Development Survey is available in most languages. For more information about the Denison 360 and our leadership development solutions, including our coaching options, please contact your Denison Sales Representative.

## FOR MORE INFORMATION

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