



CULTURE

POST SURVEY COMMUNICATION EXAMPLES



STRATEGIC ALIGNMENT



MERGER & ACQUISITION



TRANSFORMATION & TURNAROUND



TALENT MANAGEMENT

EXAMPLE 1. CEO Email

The ABC Company results from the Denison Organizational Culture Survey are now complete. Nearly 2000 employees completed the survey back in late February/early March and I thank you for your participation. Due to the disaster in Japan, we experienced a delay in providing this feedback to you and appreciate your patience. As you may recall, the Survey results are designed to measure the underlying beliefs, values, and assumptions that are held by members of an organization, as well as the practices and behaviors that exemplify and reinforce them.

Our survey results identified that we can improve in the areas of Empowerment and Capability Development which could be a result of the residual effects of going through a rough business climate. We will try to gain further insight from you on specific actions to improve these areas and will monitor this in future surveys.

The third area of improvement is Goals and Objectives that indicates not everyone is clear about the mission and strategic objectives of our Company. In response to this, we will organize team meetings to discuss and refresh Our Mission statement. We will also include Our culture, priorities and strategic objectives in monthly communication meetings to solicit your feedback and involvement. Some of our higher scores were in the area of Creating Change and Customer Focus highlighting our Adaptability. We make certain that the right hand knows what the left hand is doing. Additionally, with respect to Consistency, we scored high in Agreement, identifying that there is a clear agreement about the right way and the wrong way to do things.

So that we may monitor the progress of our organizational culture we will request all employees to complete the Denison Survey again at the end of this year.

We will continually monitor our progress annually and look forward to your continued participation and I want to thank you again for taking the time in completing the survey.

[name]
President & CEO
ABC Company

EXAMPLE 2. CEO Email

To: All employees who received a survey invitation
Subject: Denison Culture Survey Results

Just a few short weeks ago, many of you participated in the Denison Culture Survey. I want to thank you for your enthusiasm and input—we achieved an 80% response rate! That's a tremendous reflection of your participation, as many organizations our size only hope to reach 60%.

I'd like to share the high-level results of the survey and what we learned from them. Overall, ABC's culture is remarkably healthy and balanced, particularly given the recent merger activity. However, it appears that our considerable strengths are being challenged by three issues: healthy collaboration across boundaries, adequate input into decisions from those who are closest to the work, and thorough, comprehensive explanation of the “why” behind decisions, especially as they relate to the customer.

Below is a more detailed list of key findings and what we need to work on:

- **Core values** are strong, and provide a base for agreement about how things should be done, but people find it difficult to work across organizational boundaries.
- **Learning** is valued and information is distributed well throughout the organization, but people struggle to convert what they learn into new and improved practices.
- **Short term goals** are understood and tracked, but are not seen to align with a longer term vision and strategy.
- **Skills** are invested in and improving, but something is preventing them from being used effectively.
- **The customer** is thought of as understood, but often ignored in the decisions that are made

In coming weeks, your leaders will receive results more specific to their teams. As they receive those results, they will be sharing them with you, asking for your input on what should improve and how to make those changes.

Thank you again for your participation in the survey and for your continued commitment to making ABC the best it can be through your feedback.

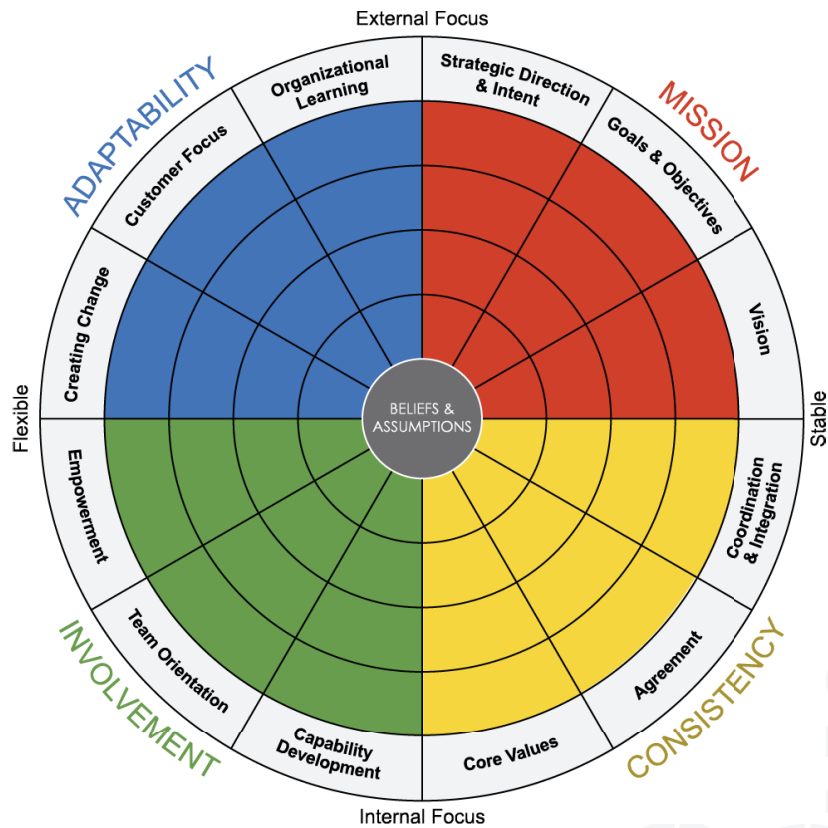
President
ABC Company

EXAMPLE 3. Communicating the Overall Results (Circumplex)

A video presentation was shared on the intranet, in an employee newsletter, and during departmental and/or organizational presentation as well as posters placed in common employee areas.

The message focused on areas of strength, challenge and brief explanation of percentiles/benchmark.

They also shared that the Business unit/Departmental results will be accessible. They wrapped up with a brief description of next steps (e.g., "Honest conversations at Executive level, Department levels, focus groups will be conducted to determine the root causes and generate action plans for development").



FOR MORE INFORMATION

United States

121 W. Washington Street
Suite 201
Ann Arbor, MI, 48104
Phone: +1 (734) 302 4002

Europe

Freiestrasse 7
CH-8570 Weinfelden
Switzerland
Phone: +41 71 552 0571

United Kingdom

36 Coquet Terrace
Newcastle upon Tyne
Heaton, NE65LE England, UK
Phone: +44 7961 974 568