denison™
CULTURE

DENISON CONTENT MODULES:
TRANSFORMING ORGANIZATIONAL CULTURES

STRATEGIC ALIGNMENT

MERGER & ACQUISITION

TRANSFORMATION & TURNAROUND

TALENT MANAGEMENT

The supplementary **Denison Culture Content Modules** are additional assessment components that can be added to the **Denison Organizational Culture Survey** (DOCS) to provide greater insight into the following areas:

• Employee Commitment
• Employee Engagement
• Organizational Trust
• Organizational Innovation
• Safety Management
• Risk Management
• Diversity and Inclusion
• Action Planning

Each module is benchmarked against a database of organizations, providing you with greater clarity about about how yours stacks up to other higher and lower performing organizations in regard to each subject.

EMPLOYEE COMMITMENT

Are your employees emotionally attached to the organization? Are they committed out of necessity? Do they have thoughts about employment elsewhere?

This module is designed to assess how much and in what ways employees are committed to your organization—whether by emotional attachment or out of necessity (or a combination of both). This tool can also provide further insight into employees' turnover intentions.

The Content

1. I am highly committed to this organization.

2. I would recommend working for this organization to others.

3. I feel a strong personal connection to this organization.

4. It would be difficult for me to leave this organization.

5. I continue to work here more out of choice than necessity.

6. I rarely think about looking for a job with another organization.

EMPLOYEE ENGAGEMENT

Do your employees have pride in what they do? Are they interested in and passionate about their work? Does your organization foster excitement and enthusiasm in its workforce?

This module measures the positive emotional relationship your employees have with your organization and provides deeper insight into employees' emotional resonance with their jobs. It enhances information about organization-level work practices gathered by the Organizational Culture Survey by capturing the discretionary effort and energizing aspect of engagement in individuals in relation to their work and organization.

The Content

1. My work drives me to go the extra mile.
2. I am enthusiastic about working for this organization.
3. I am proud to work for this organization.
4. I am passionate about my work.
5. My work energizes me.

ORGANIZATIONAL TRUST

Do your employees believe that their best interests are considered? Do people communicate honestly and openly? Is business conducted with integrity by adhering to moral and ethical standards?

This module is designed to assess your organization's level of trust: the belief that co-workers have positive motives and intentions and that others can be relied upon. It enhances information gathered by the Organizational Culture Survey about the reliability and competence components of trust. It captures employee perceptions of several additional key components: organizational honesty, openness, integrity and benevolence/compassion.

The Content

1. In this organization, decisions are made with employees' best interests in mind.
2. People in this organization have good motives and intentions.
3. This organization conducts business with integrity.
4. The people who work here are honest.
5. Employees consider this organization to be trustworthy.

ORGANIZATIONAL INNOVATION

Does your organization have the capacity to generate creative ideas, and the ability to implement them? Do those implementations lead to positive outcomes? Does your organization have the skills and creativity to meet tomorrow's challenges?

This module is designed to assess innovation: your organization's ability to successfully implement creative ideas. Your organization can enhance information gathered by the Organizational Culture Survey and learn about the values and behaviors that are important to facilitating innovation by measuring your capacity to make productive use of new ideas.

The Content

1. People are encouraged to be creative.
2. We are able to implement new ideas.
3. New ideas are continually evaluated and improved upon.
4. Support for developing new ideas is readily available.
5. Innovation is a large part of our business activities.

SAFETY MANAGEMENT

Does your organization have effective safety management practices? Are your leaders committed to safety as a priority? Are employees able to report safety issues quickly, and are leaders quick to act?

This module measures how effectively organizations support safe behaviors and work practices. It is designed to complement the Organizational Culture Survey, and it provides deeper insight into other centrally-related components of safety management.

The Content

1. All leaders demonstrate strong commitment to safety.
2. Safety is the number one priority in everything we do.
3. We have all the tools and resources needed to work safely.
4. Employees take personal ownership for each other's safety.
5. Employees contribute to the development of our safety practices.
6. We always work safely, even under high pressure.
7. We continually look for new ways to work safely.
8. We work to gain a deep understanding of all near-misses (or "close calls").
9. People from different parts of the organization work together in a way that ensures their safety.
10. All safety issues are reported quickly to leaders and managers.
11. Leaders and managers act quickly to resolve all safety issues.
12. Considering everything, this organization is a very safe place to work.

RISK MANAGEMENT

How does your organization manage risk? How effective are your risk management practices? Does your organization successfully identify and analyze potential risks? Do employees know how to handle risks when they arise?

This module measures the effectiveness of risk management practices in an organization. It is designed to complement our Organizational Culture Survey by specifically capturing employee perceptions of various aspects of risk management.

The Content

1. We continually look out for new risks.
2. We monitor all risks, even when they seem minor.
3. We gather useful information to better understand the risks we face.
4. Employees are comfortable speaking up about risks.
5. Leaders ask employees about risks in a way that encourages open and honest discussion.
6. We have a thorough process for deciding how to respond to potential risks.
7. There is wide agreement about how much risk we are willing to take.
8. How we handle risk is consistent and predictable.
9. We have a proactive planning process for the risks we face.
10. Considering everything, we manage our risks very effectively.

DIVERSITY & INCLUSION

The Diversity & Inclusion (D&I) Module is intended to complement the Organizational Culture Survey by measuring how effectively an organization fosters diversity (diverse representation of people) and inclusion (an inclusive and supportive work environment). While our stock instructions will specify the major three categories that are typically referenced in corporate D&I programs (race, gender, and age), we envision the instructions allowing these categories to be tailored to the specific ones that may be of interest to each client. This strategy is consistent with the notion that there are several common values and practices that support diversity in organizations (e.g., fair and equal access to opportunities), while the specific manner in which diversity is defined may vary some across organizations and cross-culturally.

The Content

1. People with different backgrounds are treated with respect.

2. People with different backgrounds are made to feel included and like they belong.

3. Even subtle forms of discrimination are not tolerated.

4. Our recruiting and hiring practices enhance our diversity.

5. People with different backgrounds have fair and equal access to personal and professional development.

6. People with different backgrounds have fair and equal opportunities for promotion.

7. There is good support for learning about diversity.

8. We can be proud of our diversity.

9. Leaders are committed to diversity and inclusion as top priorities.

10. We do a good job of rewarding positive diversity efforts

ACTION PLANNING

For repeat surveys, the Action Planning Module complements the Organizational Culture Survey by measuring how effectively an organization communicated and implemented the action plans derived from the last survey cycle.

This module helps organizations determine the degree to which action has been taken across the organization. The following items help identify how action links to culture improvement over time and builds accountability within the organization when moving from data to action. Ultimately, organizations have more impact by tracking action (in addition to culture and performance), because what gets measured, gets done.

The content items refer to what was done with the results of the previous (most recent) culture survey that was completed by the organization.

The Content

1. The results of the survey were communicated with everyone.
2. Managers and employees had open discussions about the survey results.
3. Detailed action plans were created to address the specific issues identified by the survey.
4. Senior leaders were highly engaged in all aspects of the process.
5. The actions taken had a positive impact on the organization.

Note: The Action Planning Item Set is not benchmarked. Action Planning results will be reported back as mean and/or percent favorable scores, not percentiles.

FOR MORE INFORMATION

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