



LEADERSHIP

# DENISON LEADERSHIP 360 COMMUNICATION PLAN: PRE-DEFINED RATERS



STRATEGIC ALIGNMENT



MERGER & ACQUISITION



TRANSFORMATION & TURNAROUND



TALENT MANAGEMENT

## Table of Contents

Channel Management & Assignments	1
Timeline for Survey Communication	2
Sample Pre-launch Email to Leaders	3
Sample Pre-Launch Email to Raters	3
Standard Leader Invitation From Denison System	4
Sample Rater Invitation From Denison System	5

## Channel Management & Assignments

Channel	Communication Type	Author/Originators
Email	Message from executive on purpose of the Leadership 360	CEO/Exec
Email	Message to Leaders inviting them to the 360	CEO/Exec
Memo/Email	Message to Raters that a 360 request will be forthcoming	Leader
Email	Message from Leader to Raters requesting they fill out the Leadership 360 survey	Leader/Denison
Email	Reminder Email from Leader to Raters to fill out Leadership 360 Survey	Leader/Denison

### Timeline for Survey Communication

Communication	Due Date	Responsible	Channel
Pre-Launch Email to Leaders		(Executive or HR Contact)	Email
Pre-Launch Email to Raters		Leader/ Program Manager	Email

#### Sample Pre-Launch Email to Leaders

Dear Leader,

As part of our **Leadership Development Program**, you will be receiving an email invitation to participate in the Denison Leadership Development Survey on **[DATE]**.

The **Denison Leadership Development Survey** has 96 items that will measure specific aspects of your leadership capabilities in each of the four traits and twelve management practices that correspond with the *Denison Model*. Individual surveys are collectively tabulated into a graphic profile that will provide a comprehensive picture of your strengths and opportunities as a leader.

Your survey invitation will contain a link that you may click or copy and paste into your browser. This link will take you to a survey website that has been designed specifically for you.

**Be sure that you adequately prepare your raters so they will be able to effectively evaluate you.**

- Inform people about why you are seeking feedback.
- Let people know that you are serious about wanting feedback. Share your development goals and what you hope to achieve.
- Ask people to focus on your observable behaviors.
- Assure people that their feedback is confidential and that you will only see a group composite of results, not any one individual's responses (with the exception of the boss)
- Let them know how you will use the feedback.
- Thank people ahead of time as it's not always easy to give feedback.

**Receiving feedback is important because it allows you to:**

- See yourself as others see you. Your picture of yourself is incomplete without this piece.
- Check the accuracy of your own perceptions and actions.
- Find out whether you are on course and where to "course correct" if you veer off.
- Sustain your motivation and development. It lets you know if your efforts are making a difference.
- Discover differences in the way you interact with various groups. These differences must be understood in order to communicate more effectively.
- Align individual goals with organizational goals.

The survey measures opinions and perceptions, which means there are no "right" or "wrong" responses.

The information will be used to assist you in your personal growth by helping you to assess your management practices and the way you build relationships not only with employees, but also with our customers, suppliers, and other stakeholders. It is important that you are as honest as possible to get an accurate picture of your perceptions.

The results of your survey will be communicated to you during the week of **[DATE]**. At that point, you will have the opportunity to work together with your leadership coach develop a specific and targeted action plan to address key issues by no later than **[DATE]**.

If you would like further information about the Denison Leadership model, please visit [www.denisonconsulting.com](http://www.denisonconsulting.com). If you have any questions about the Denison Leadership Development Survey, please contact **[CONTACT NAME]** at [contactname@yourcompany.com](mailto:contactname@yourcompany.com).

Thank you for your time and consideration,

**[YOUR NAME]**

### Sample Pre-Launch Email to Raters

Dear Colleagues:

As part of my ongoing development activities I am participating in a 360 review of my leadership capabilities. In the next couple of days you will receive an invitation from Denison Consulting – the sponsors of the 360 tool that I am using – asking you to participate in the assessment. I very much appreciate your insights and value your feedback.

The survey is a confidential process and I will only see group ratings (with the exception of Boss feedback). Thank you in advance for your participation and please let me know if you have any questions regarding this process.

Regards,  
**[YOUR NAME]**

## Standard Leader Invitation From Denison System

Dear [PARTICIPANT NAME]:

You are participating in a Leadership Development 360 Degree assessment. The overall purpose of this assessment is to improve your leadership development by gathering feedback on your performance from people who work with you. The assessment tool is the Denison Leadership Development Survey, which measures key leadership traits that research has shown have an impact on organizational performance.

The deadline for all the surveys to be completed is [Deadline Date]

To complete your self-survey, click on the following link (if it appears in underlined) or carefully type or copy the entire link into your browser [Survey Link]. This is your individual survey link. Do not provide it to anyone else. If link above does not work, try copying this text link into your browser: <https://www.denisonsurveys.com/360/DLDS/?pw=7183F8&id=708531&x=0>.

### Troubleshooting:

Please do not reply to this e-mail. Contact Denison Technical support using their online support site: <http://www.denisonconsulting.com/contactus/ContactForm.aspx?type=2&prod=3>. (If you can not connect to the support site, send an e-mail to [TechSupport@denisonculture.com](mailto:TechSupport@denisonculture.com).) If the survey link does not work, please make sure your internet connection is working before contacting technical support (for example, can you connect to [www.yahoo.com](http://www.yahoo.com)?).

If you have a working internet connection and still can't connect, the site may be busy. Wait about 15 minutes or more and try again. If the page seems stuck or you get a "page not found" error, use the **Ctrl+R** key to refresh the page.

### JavaScript:

The survey uses JavaScript. If your browser has security settings at "High" or JavaScript disabled, the survey may not work properly.

### Display Resolution:

Make sure your monitor is set at 800x600 display resolution or above. Also, make sure your browser screen is maximized so you can see the entire survey page.

*If you still have problems, please contact Denison Consulting via their online support site at <http://www.denisonconsulting.com/contactus/ContactForm.aspx?type=2&prod=3>. If you can not connect to the support site, send an e-mail to [TechSupport@denisonculture.com](mailto:TechSupport@denisonculture.com). Please do not respond to this e-mail.*

### Standard Rater Invitation From Denison System

To: [Rater Name]  
From: [Participant Name]  
RE: 360 Degree Survey

I am participating in a **360 Leadership Development** program and would like you to assess my leadership skills. The assessment tool we are using is the **Denison Leadership Development Survey**, which measures key leadership traits that research has shown have an impact on organizational performance. The survey is done on-line and takes about 15 - 25 minutes to complete.

Please complete this survey before **[DeadlineDate]**. It is important to be timely in responding.

Thank you very much for taking the time to assist in my development.

(Note: Please do not reply to this email. Contact Denison Consulting via their online support site - see Troubleshooting section below)

#### Instructions:

1. Click on the following link (if it appears in underlined) or carefully type or copy the entire link into your browser. **[RaterSurveyLink]**

This is your individual link. Do not provide it to anyone else. If link above does not work, try copying this text link into your browser: **[RaterSurveyLink]**

2. You will see a confirmation window with my name and your relationship to me (**[RaterRelationship]**). You will confirm this information and continue until you have submitted your ratings. If this information is incorrect, do not take the survey and contact me immediately.

3. Please be candid, honest, and objective in your responses. The survey is administered by Denison Consulting and they keep all individual responses strictly confidential. Feedback will only be presented in aggregate form. (Note: If you are my Boss/Supervisor, your individual results will be displayed separately).

4. If you can not finish the survey or should be disconnected from the internet before your results are submitted, return to the survey link (above) and you will see the option to reload your answers. Finish the rest of the questions and then submit your results.

#### Troubleshooting:

*Please do not reply to this e-mail. Contact Denison Technical support using their online support site: <http://www.denisonconsulting.com/contactus/ContactForm.asp?type=2&prod=3>. If you can not connect to the support site, send an e-mail to [TechSupport@denisonculture.com](mailto:TechSupport@denisonculture.com).*

contacting technical support (for example, can you connect to [www.yahoo.com](http://www.yahoo.com)?). If you have a working internet connection and still can't connect, the site may be busy. Wait about 15 minutes or more and try again. If the page seems stuck or you get a "page not found" error, use the **Ctrl+R** key to refresh the page.

**Session Cookies:**

The survey uses session cookies. These are automatically erased when you close your browser. If session cookies are not enabled, you will have to change your browser settings.

**JavaScript:**

The survey uses JavaScript. If your browser has security settings at "High" or JavaScript disabled, the survey may not work properly.

**Display resolution:**

Make sure your monitor is set at 800x600 display resolution or above. Also, make sure your browser screen is maximized so you can see the entire survey page.

*If you still have problems, please contact Denison Consulting via their online support site at <http://www.denisonconsulting.com/contactus/ContactForm.asp?type=2&prod=3>. If you can not connect to the support site, send an e-mail to [TechSupport@denisonculture.com](mailto:TechSupport@denisonculture.com). Please do not respond to this e-mail.*

**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