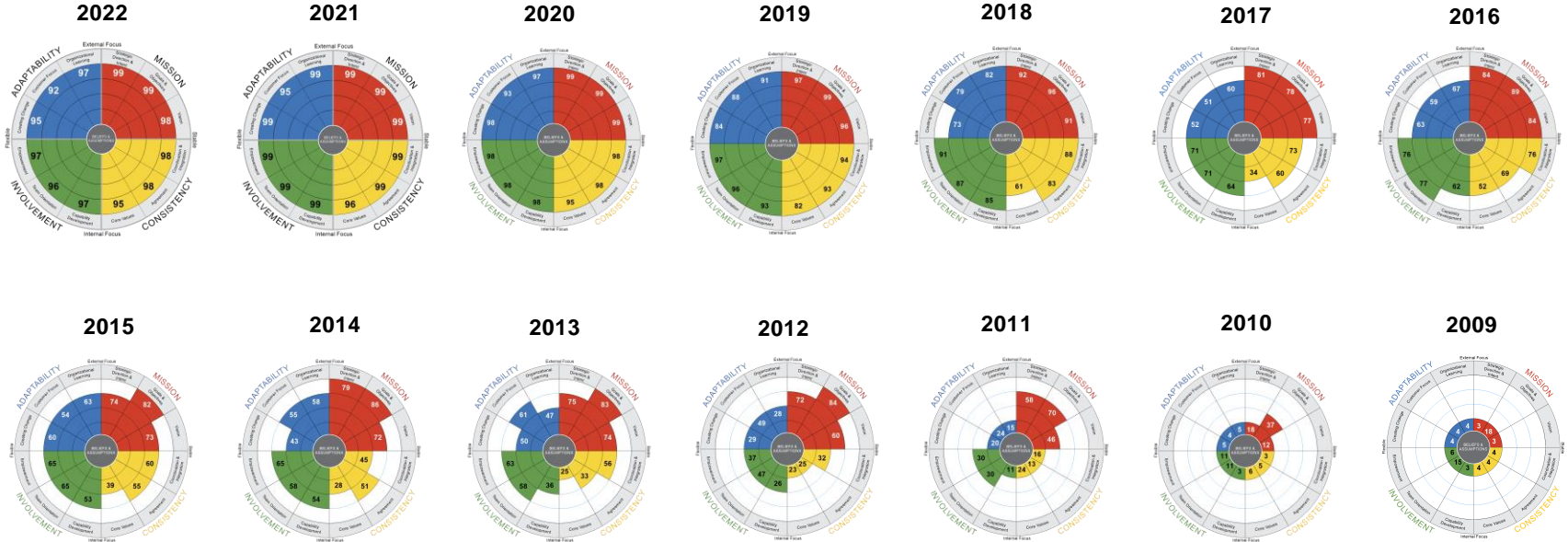




**The identification of everything  
makes anything possible.**

# Denison Score History

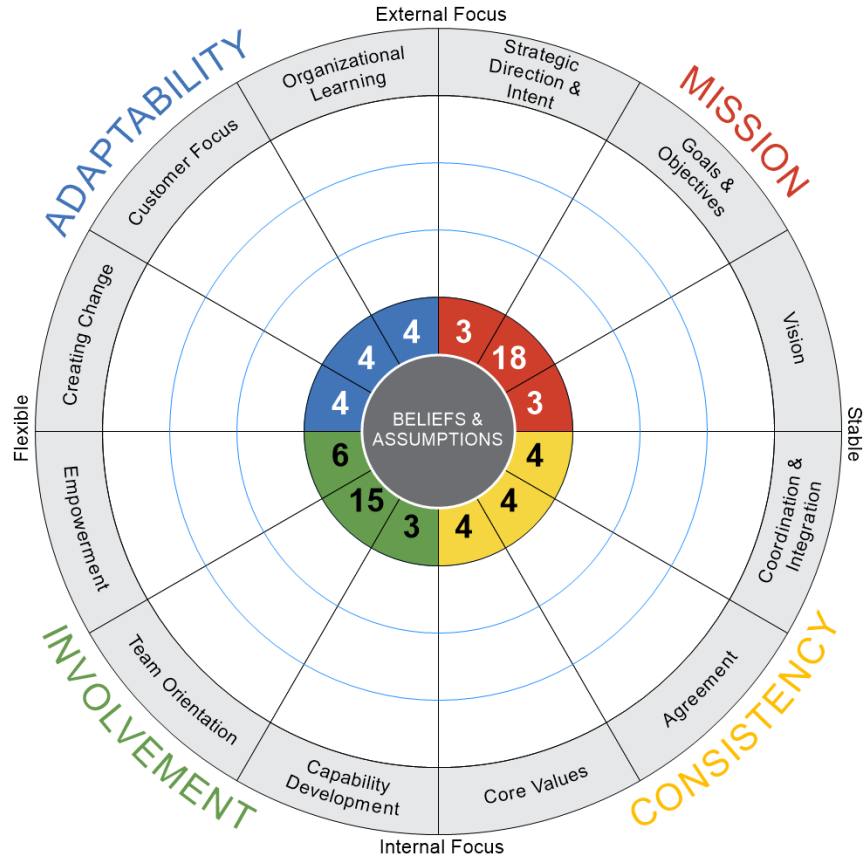


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The Global Language of Business

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# 2009



# Tips from the Early Days

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- It took time to build trust
- Relentless prioritization
- Thousands of moments
- Mission was the first among equals

# Example Actions from 2009 Feedback

**Objective:** This is the objective summary.

## Goals

- Goal 1 (How do you know you've met the objective)
- Goal 2
- Goal 3

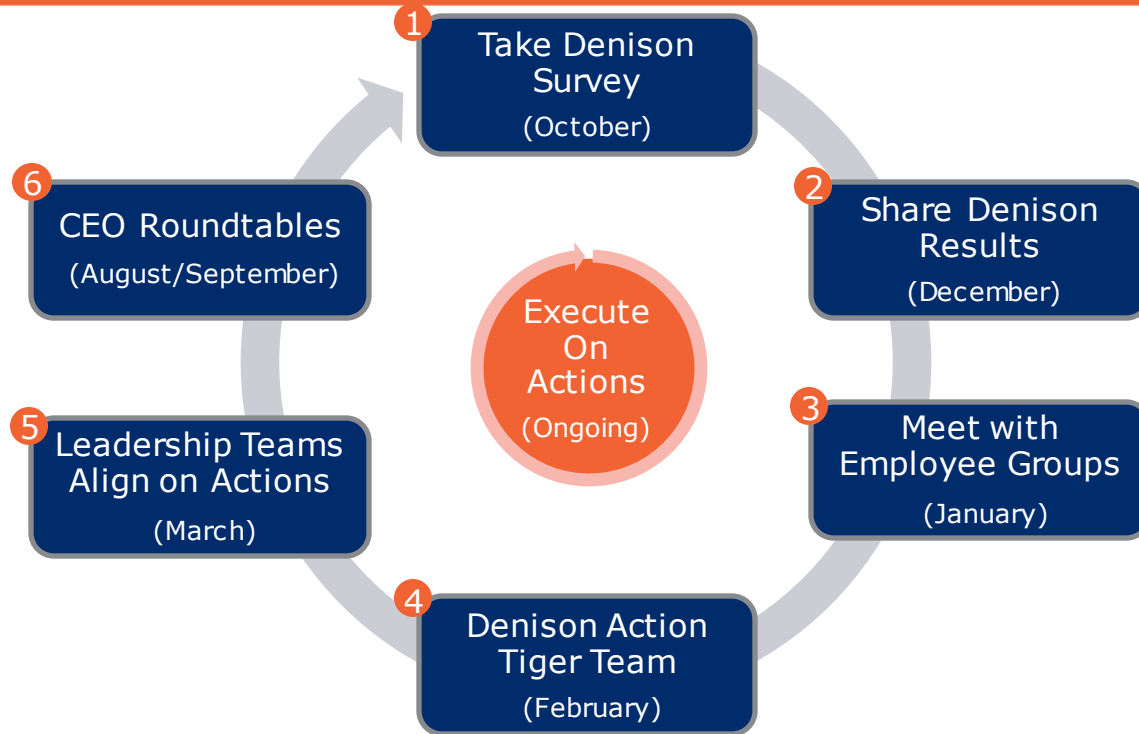
## Strategies

- Strategy 1 (Strategy to achieve goal(s))
- Strategy 2
- Strategy 3

## Measures

- Measure 1 (How do you know strategy is successful)
- Measure 2a
- Measure 2b
- Measure 3a
- Measure 3b

# Feedback Response Process



# Feedback Response Process





# Examples of Actions

<b>Adaptability</b>	<ul style="list-style-type: none"><li>• Aligned customer-facing departments</li><li>• Created Innovation department</li><li>• Modernized technology to support customers</li></ul>
<b>Mission</b>	<ul style="list-style-type: none"><li>• Bi-Weekly 30-minute Town Halls</li><li>• Semi-Annual State of the Company</li><li>• Quarterly business planning reviews</li></ul>
<b>Consistency</b>	<ul style="list-style-type: none"><li>• 360-degree feedback process</li><li>• Updated and refreshed GS1 US Core Values</li><li>• DiSC® Assessment and Training</li></ul>
<b>Involvement</b>	<ul style="list-style-type: none"><li>• CEO Round-tables</li><li>• Peer-to-peer recognition system</li><li>• Expanded bonus program participation</li></ul>

# GS1 US Core Values



We lead with the highest level of integrity, inclusiveness, and care.

We instill trust by delivering on our commitments.



We work together to enable the best outcomes for our customers.

We communicate openly to encourage dialogue and learning.

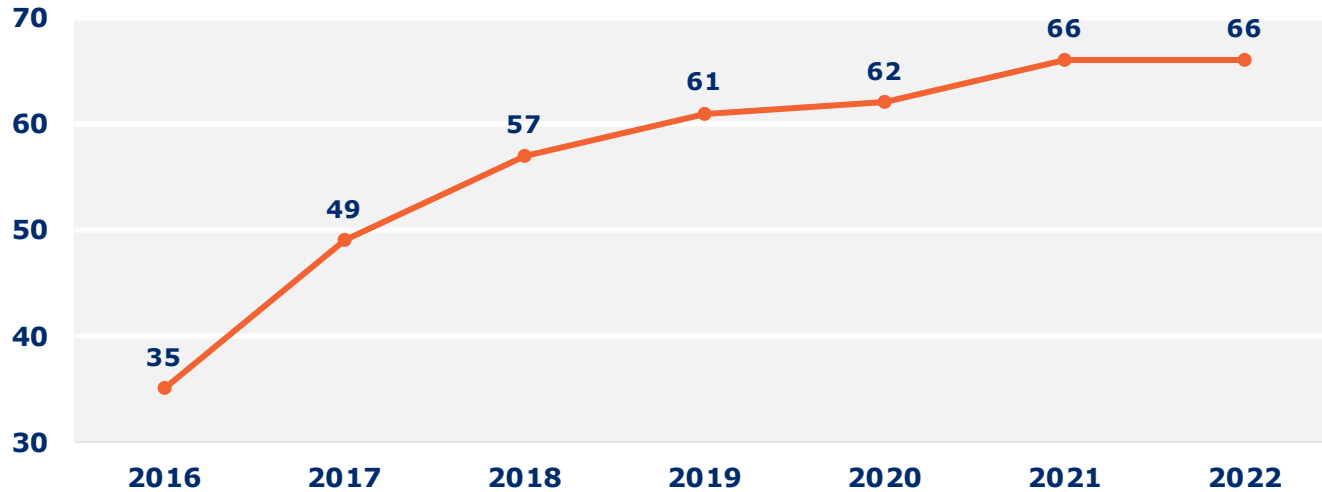


We are resilient in the face of change—always moving forward.

We have passion for the possible—revolutionizing how work is done.

# Business Impact - Net Promoter Score Results

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# May 2020

## The New York Times | <https://www.nytimes.com/2020/05/28/us/minneapolis-police-man-died.html> **'I Can't Breathe': 4 Minneapolis Officers Fired After Black Man Dies in Custody**

"Being black in America should not be a death sentence," the city's mayor said of the arrest was widely shared.

By Christine Hanser, Derrick Bryson Taylor and Neil Vigdor  
Published May 28, 2020 Updated Aug. 11, 2022

## The New York Times | <https://www.nytimes.com/2020/05/28/us/minneapolis-police-george-floyd.html> **Ex-Officer Charged in Death of George Floyd in Minneapolis**

City officials on Friday were urging calm the day after protests turned violent and a police precinct went up in flames.

By Neil MacFarquhar, Tim Arango and Manny Fernandez  
Published May 29, 2020 Updated May 24, 2021

## The New York Times | <https://www.nytimes.com/2020/05/29/us/politics/congress-hearings-racial-violence-police-force.html>

### **Congress Plans Hearings on Racial Violence and Use of Force by the Police**

A top Democrat said the House would likely weigh a federal chokehold ban as leaders in the House and Senate announced hearings on race and policing.

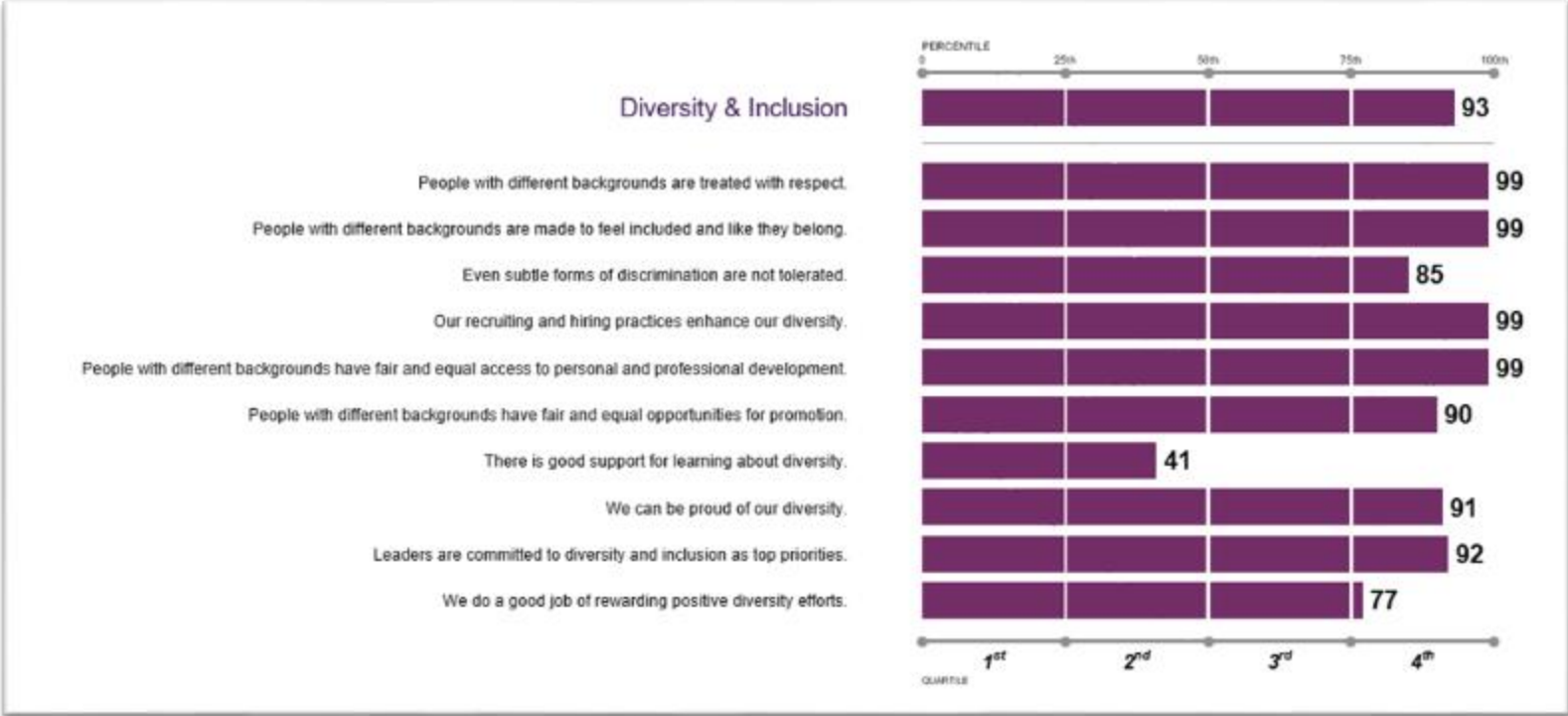
 By Nicholas Fandos

Published May 29, 2020 Updated Oct. 18, 2021

Top lawmakers in both parties, spurred to action by the death of a black Minnesota man in the custody of white police officers, said on Friday that they would hold hearings in the coming weeks on the use of excessive force by law enforcement and on racial violence.



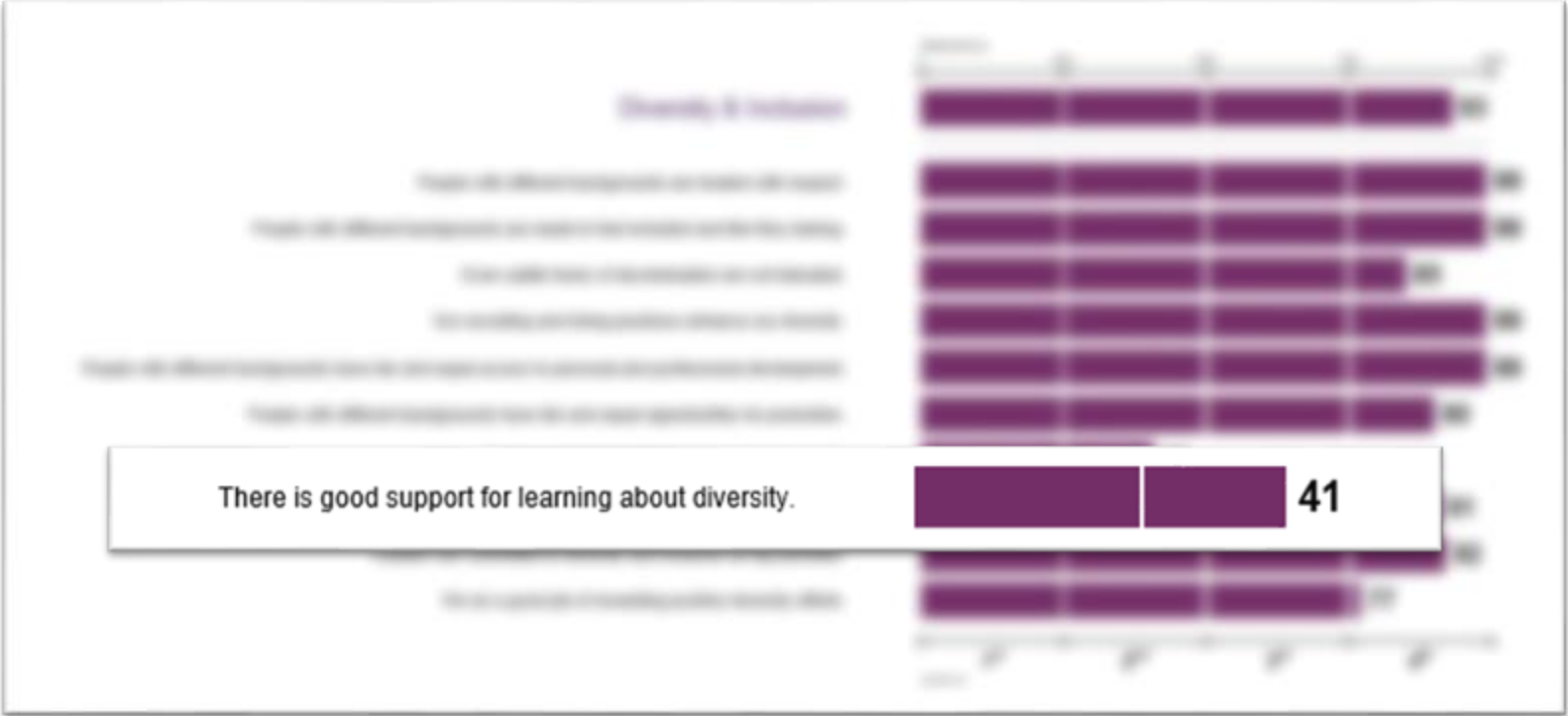
# June 2020 – Diversity and Inclusion Module



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# June 2020 – Diversity and Inclusion Module

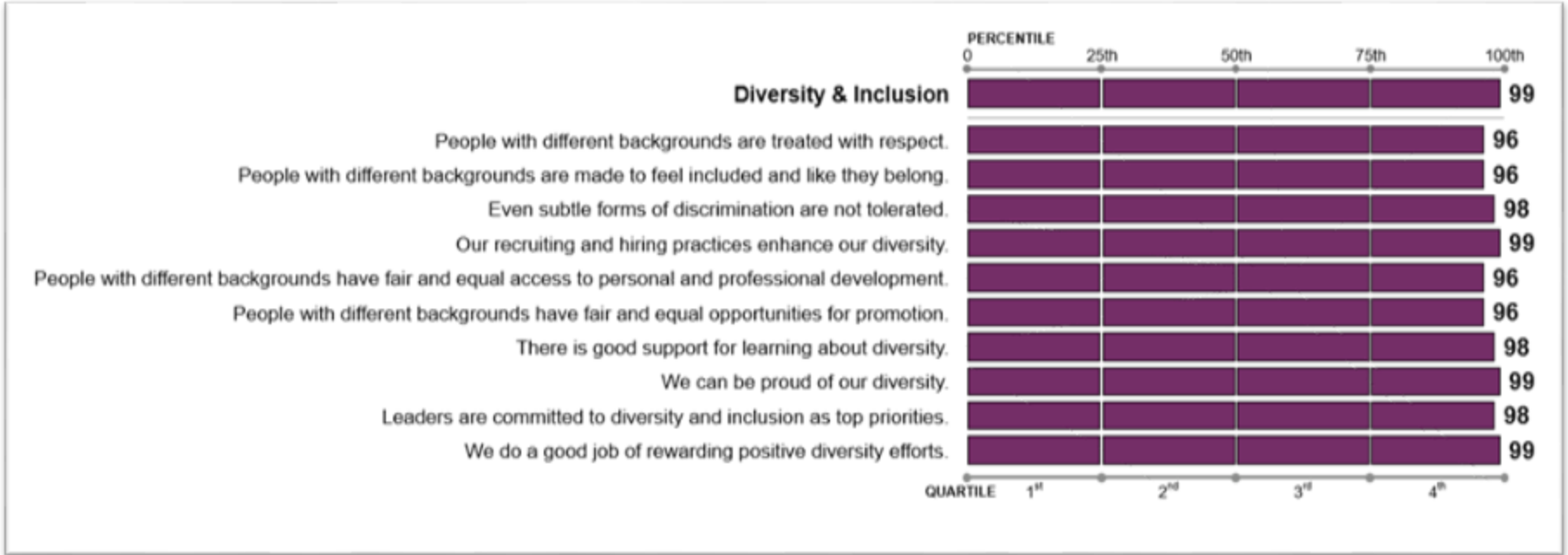


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# Response to Diversity & Inclusion Results

Date	Topic
Fall 2020	Inclusive Leadership Program
Spring 2021	Crucial Conversations Program for all Employees
Fall 2021	Hired Diversity, Inclusion and Belonging Leader
Winter 2022	Identified a partner to facilitate diversity and inclusion discussions
Spring 2022	Psychological Safety Discussions
Summer 2022	Current Event Discussion Groups
Fall 2022	Allyship and Advocacy
Spring 2023	Cultivating Psychological Safe Feedback for Leaders
Spring 2023	Fishbowl Event – The Benefits and Limitations of Heritage Months

# 2022 Diversity & Inclusion Results



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# Successful Because of the Process

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- We Listen
  - January Kickoff Meetings
  - CEO Roundtables in September
- We Communicate Action
  - Updates at the State of the Company (June and December)
  - Joint Team Meetings – (Every 6 Weeks)
- Our Leadership believes culture is important
- We relentlessly prioritize

# Why Continue

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- Culture is everyone
  - New team members from growth and attrition
- Employee needs/ideas can change