

N=277

Numbers denote percentiles

Global Technology Sample

Involvement

Quartile
Percentile

1st

2nd

3rd

4th

0

25th

50th

75th

100th

Empowerment

In this organization...

Most employees are highly involved in their work.



Decisions are usually made at the lowest level where the information is available.



Information is widely shared so that everyone has the information he or she needs when it's needed.



Everyone believes that his or her work makes a positive impact.



Business planning is ongoing and everyone is involved in the process to some degree.



In this organization...

Team Orientation

Cooperation across different departments is actively encouraged.



Employees like they are part of a team.



Work is done, rather than hierarchy.



Employees are our primary building blocks.



Work is organized to emphasize the relationship between his or her work and the goals of the organization.



In this organization...

Capability Development

Employees are encouraged so that people can act on their own.



The capability (ability of people) is constantly improving.



There is investment in the skills of employees.



The capabilities of employees are viewed as an important source of competitive advantage.



Problems often arise because employees do not have the skills necessary to do the job.*



BILINGUAL REPORTS

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Quartile

Percentile

1st

2nd

3rd

4th

0

25th

50th

75th

100th

Core Values

In this organization...

The leaders and managers "practice what they preach."



There is a characteristic management set of management practices.



There is a clear and consistent way we do business.



...will get you in trouble.



There is an ethical code that keeps us right from wrong.



In this organization...

Agreement

When disagreements, we achieve "win-win" solutions.



There is a "strong" culture.



...consensus, even on difficult issues.



...reaching agreement on key issues.*



There is a clear and consistent way and the wrong way to do things.



In this organization...

Coordination & Integration

...process is very consistent and predictable.



People from different organizations share a common perspective.



It is easy to communicate across different parts of the organization.



Working with someone from another part of this organization is like working with someone from a different organization.*



...there is good alignment of goals across levels.



ONLINE ADMINISTRATION

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Quartile
Percentile

0 1st 25th 2nd 50th 3rd 75th 4th 100th

In this organization...

Creating Change

The way things are done is very flexible and easy to change.



We respond well to changes in the business environment.



New and improved products are continually adopted.



Attempts to change meet with resistance.*



Different parts of the organization cooperate to create change.



In this organization...

Customer Focus

Customer complaints often lead to changes.



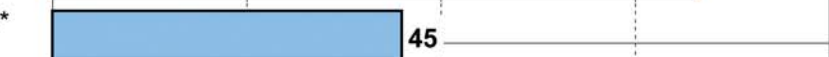
Customer feedback directly influences our decisions.



All members of the organization are aware of customer wants and needs.



The needs of customers often get ignored in our decisions.*



Direct contact with customers by our people.



In this organization...

Organizational Learning

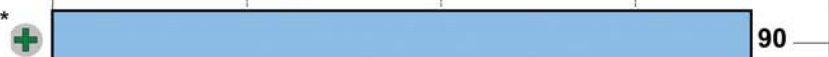
There is an opportunity for learning and improvement.



Work taking are encouraged and rewarded.



Lots of things "fall between the cracks".*



Learning is an important objective in our day-to-day work.



We make certain that the right hand knows what the left hand is doing."



LOW-COST SOLUTIONS

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Global Technology Sample

Mission

Quartile

1st

2nd

3rd

4th

Percentile

0

25th

50th

75th

100th

In this organization...

Strategic Direction & Intent

There is a long-term purpose and direction.



Our strategy leads other organizations to change the way they compete in the industry.



There is a clear mission that gives meaning and direction to our work.



There is a clear strategy for the future.



Our strategic direction is unclear to me.*



In this organization...

Goals & Objectives

There is widespread agreement about goals.



Leaders set goals that are ambitious, but realistic.



The leadership has "gone on record" about the objectives we are trying to meet.



We continuously track our progress against our stated goals.



People understand what needs to be done for us to succeed in the long run.



In this organization...

Vision

We have a shared vision of what the organization will be like in the future.



Leaders have a long-term viewpoint.



Short-term thinking often compromises our long-term vision.*



Our vision creates excitement and motivation for our employees.



We are able to meet short-term demands without compromising our long-term vision.



*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Highest Scores

92	We often have trouble reaching agreement on key issues.*
90	Lots of things "fall between the cracks".*
87	Problems often arise because we do not have the skills necessary to do the job.*
86	It is easy to coordinate projects across different parts of the organization.
86	It is easy to reach consensus, even on difficult issues.

Lowest Scores

6	Customer input directly influences our decisions.
14	Customer comments and recommendations often lead to changes.
15	Authority is delegated so that people can act on their own.
20	Our strategy leads other organizations to change the way they compete in the industry.
31	The way things are done is very flexible and easy to change.



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	Mean	Percentage					ValidN	n/a
		1	2	3	4	5		
1								
Our company promotes diversity in the workplace.	3.00	9	32	21	26	12	277	0
2								
I feel comfortable discussing issues with my manager.	3.14	5	29	25	29	12	277	0
3								
I am treated with dignity and respect in the workplace.	3.16	6	12	45	30	5	277	0
1								
Sales / Revenue Growth	3.54	4	11	33	31	21	224	53
2								
Market Share	3.34	5	15	36	32	13	213	64
3								
Profitability / ROA	3.63	3	6	33	38	20	205	72
4								
Quality of Products or Services	3.59	4	10	30	33	22	250	27
5								
New Product Development	3.25	11	12	32	34	12	226	51
6								
Employee Satisfaction	2.92	18	16	35	18	13	261	16
7								
Overall Organization Performance	3.50	5	9	33	35	17	260	17

Legend:Percentage

Percentage of valid responses for each answer category

ValidN

Total number of valid responses

n/a:

Number of no answers or blanks