DEFENSE LOGISTICS AGENCY
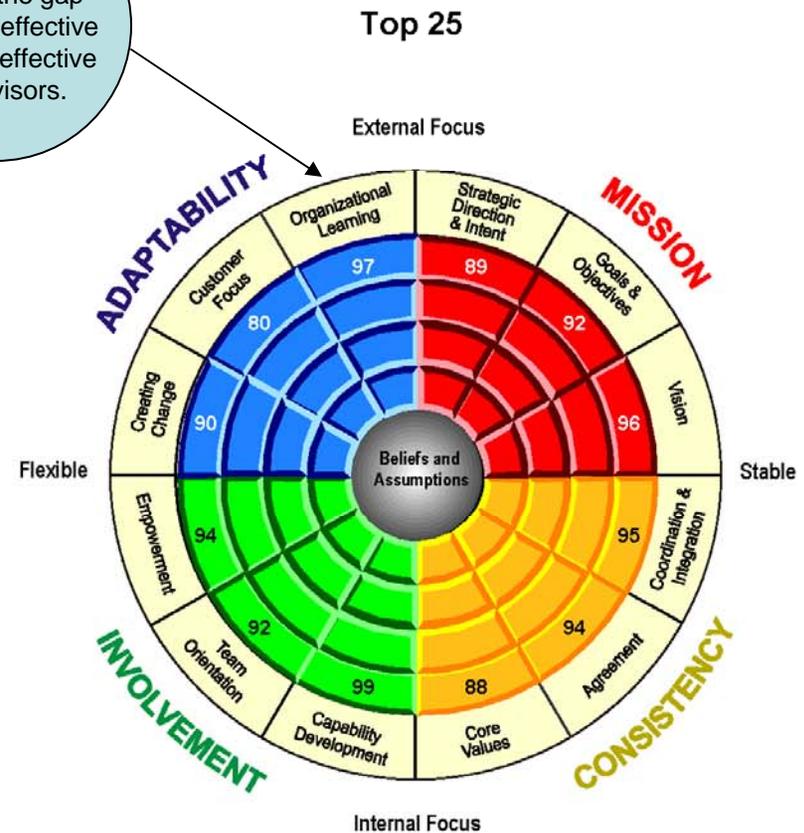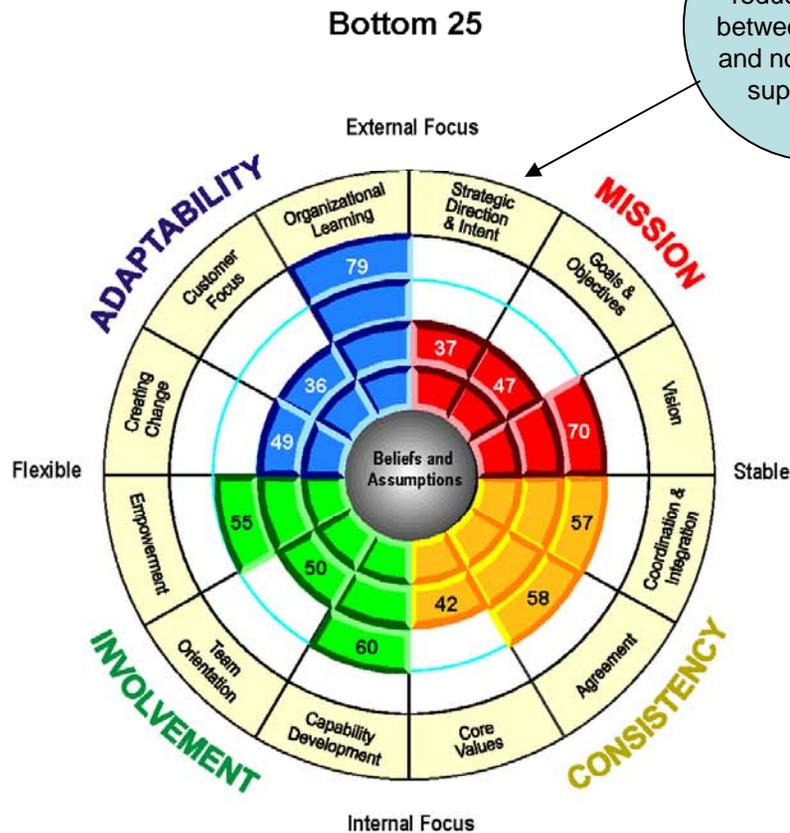The Warfighters Logistics Combat Support Agency

Can Leaders Get Better?

Comparison of Leadership Effectiveness Between 1st Time Participation (2005-06) vs. 2nd Time (2007-08)

Summary of Results

- Leadership Effectivenss Changes:
  - The gap between the Bottom 25% and Top 25% of supervisors was reduced 33.4 percentile points (46.2%)
  - Bottom 25% increased 31.8 percentile points (147.9%)
  - Middle 50% increased 9 percentile points (12.9%)
  - Top 25% decreased 1.6 percentile points (1.7%); however, still solidly in the 4th quartile of the Denison model

DLA MSF 2007Q1Q2 Top25 vs Bottom25

Goal is ts to reduce the gap between effective and non-effective supervisors.

Bottom 25

External Focus

ADAPTABILITY — MISSION

Organizational Learning — Strategic Direction & Intent — Goals & Objectives

Customer Focus — 79 — 37 — 47 — Vision

Creating Change — 36 — 70

49 — Beliefs and Assumptions — Stable

Flexible

Empowerment — 55 — 57 — Coordination & Integration

50 — 42 — 58

Team Orientation — 60 — Agreement

INVOLVEMENT — Capability Development — Core Values — CONSISTENCY

Internal Focus

Top 25

External Focus

ADAPTABILITY — MISSION

Organizational Learning — Strategic Direction & Intent — Goals & Objectives

Customer Focus — 97 — 89 — Vision

80 — 92

Creating Change — 90 — 96

Beliefs and Assumptions — Stable

Flexible

Empowerment — 94 — 95 — Coordination & Integration

92 — 94

Team Orientation — 99 — 88 — Agreement

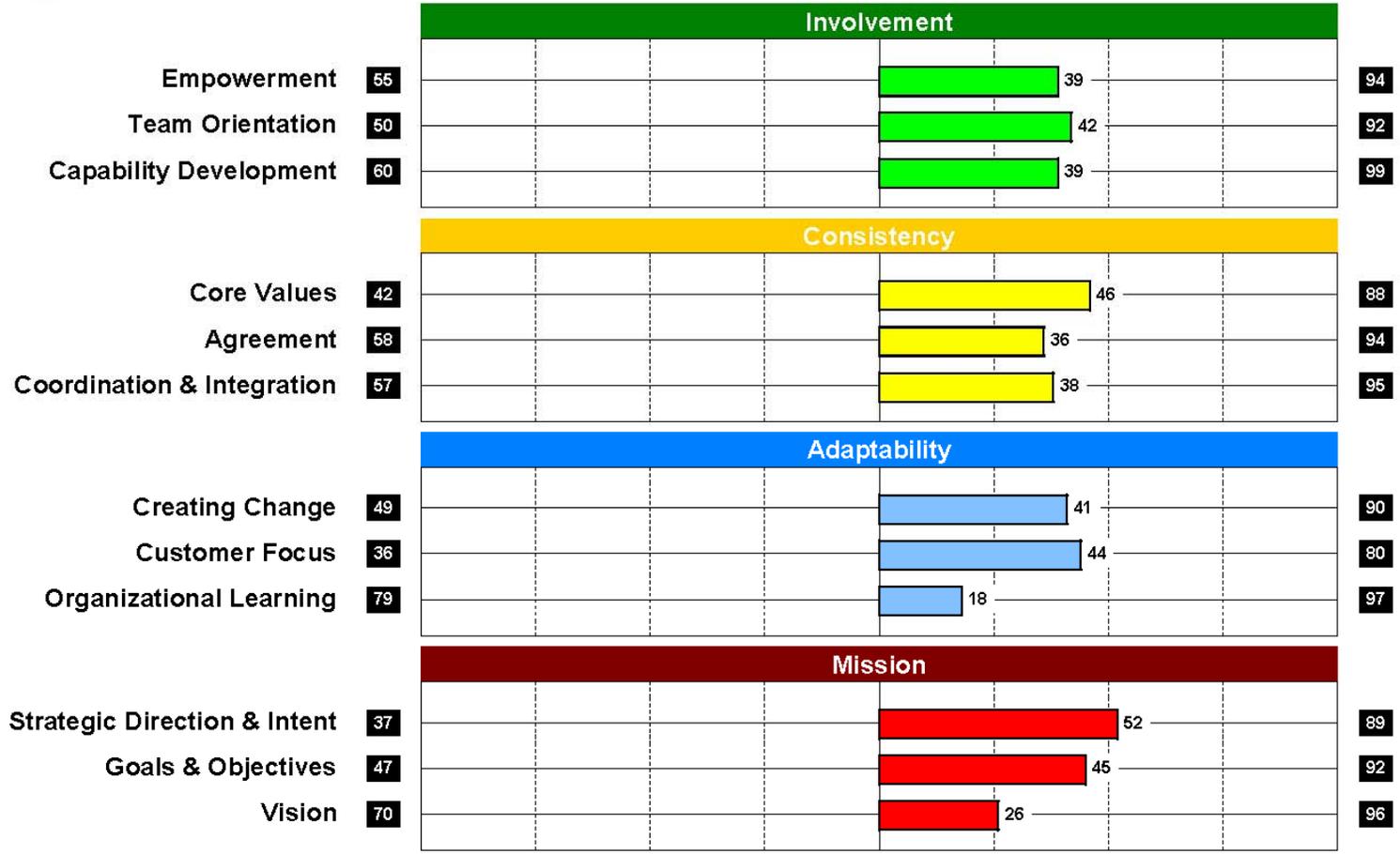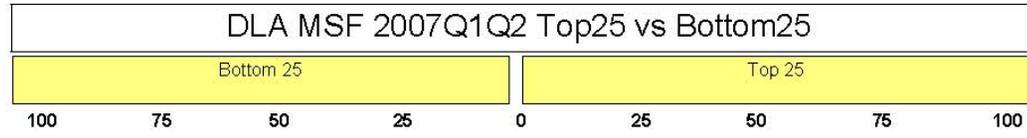INVOLVEMENT — Capability Development — Core Values — CONSISTENCY

Internal Focus

2005-06 Comparison:

- No attributes at the same quartile level.
- There was a gap of 55 to 79 percentile points on all attributes
- 10 of 12 (84%) attributes were 3 quartiles below that of effective leaders.
- 2 of 12 (16%) attributes were 2 quartiles below that of effective leaders.
- **Average Percentile Score Gap: 72.3**

2007-08 Comparison:

- 1 attribute is at the same quartile level. (Org Learning)
- There was a gap of 18 to 52 percentile points on all attributes.
- 6 of 12 (50%) attributes are 2 quartiles below that of effective leaders.
- 5 of 12 (42%) attributes are 1 quartile below that of effective leaders.
- **Average Percentile Score Gap: 38.9**

Gap Report

Bottom 25	Top 25
100 75 50 25 0	25 50 75 100

Involvement

Measure	Bottom 25	Bar	Top 25
Empowerment	55	39	94
Team Orientation	50	42	92
Capability Development	60	39	99

Consistency

Measure	Bottom 25	Bar	Top 25
Core Values	42	46	88
Agreement	58	36	94
Coordination & Integration	57	38	95

Adaptability

Measure	Bottom 25	Bar	Top 25
Creating Change	49	41	90
Customer Focus	36	44	80
Organizational Learning	79	18	97

Mission

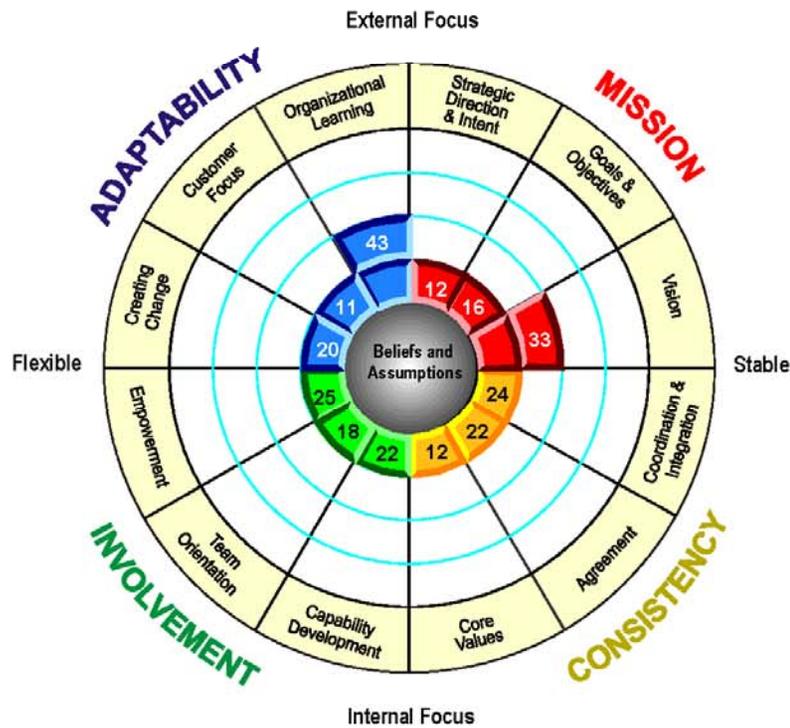| Measure	Bottom 25	Bar	Top 25
Strategic Direction & Intent	37	52	89
Goals & Objectives	47	45	92
Vision	70	26	96

Percentile Score for group on left

Bar on left indicates this group has a higher percentile score
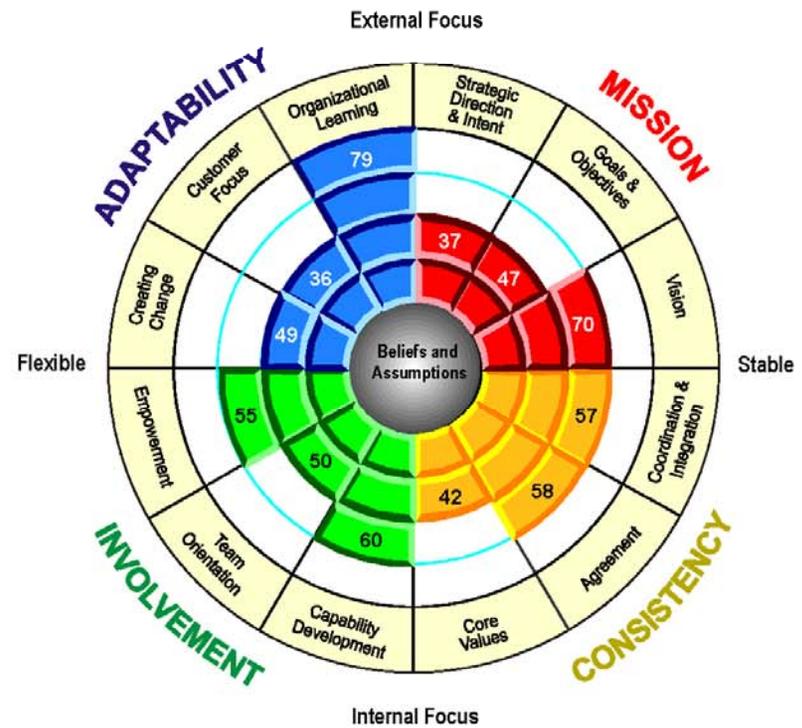
Bar on right indicates this group has a higher percentile score

Percentile Score for group on right

denison

Bottom 25 First Survey

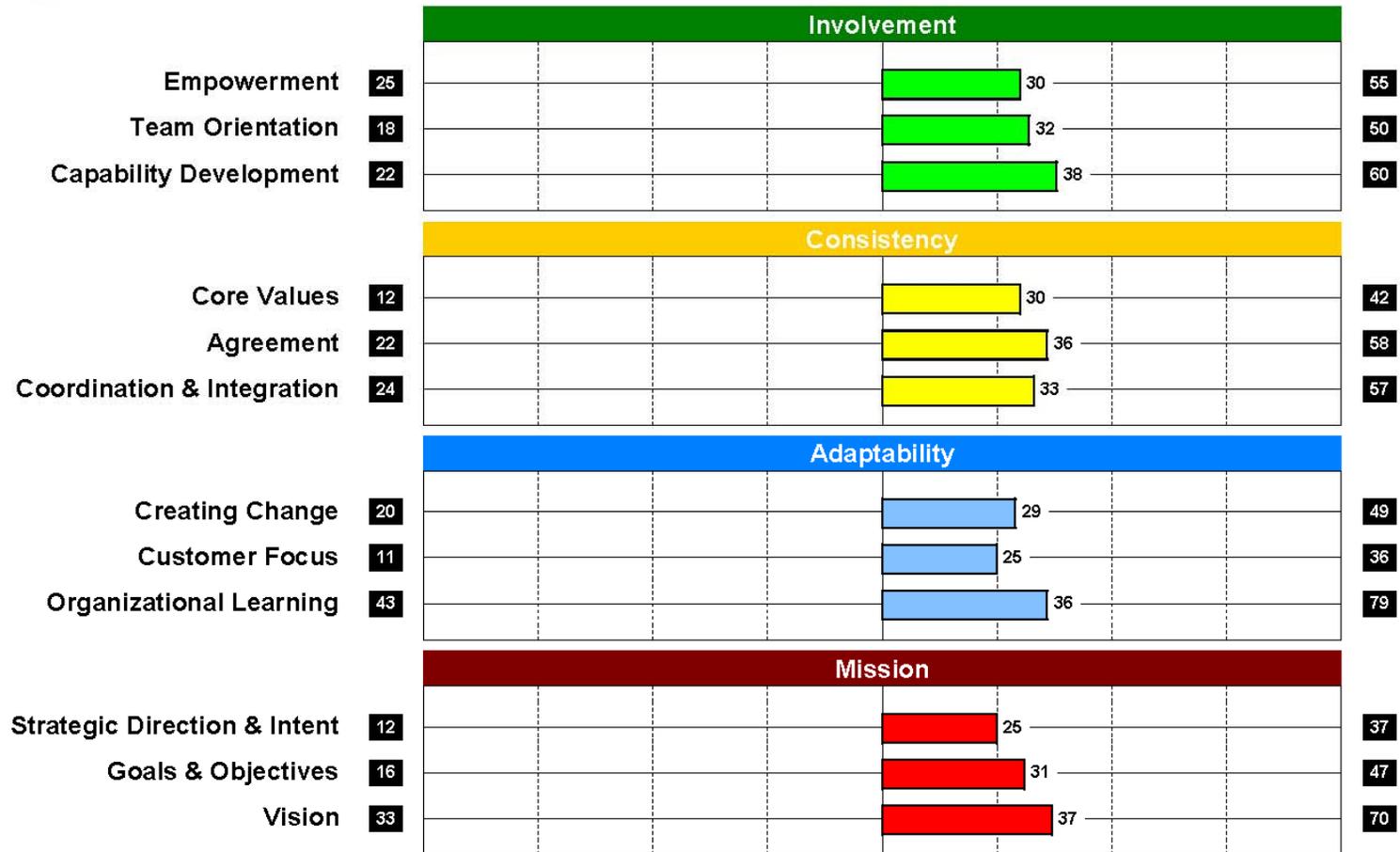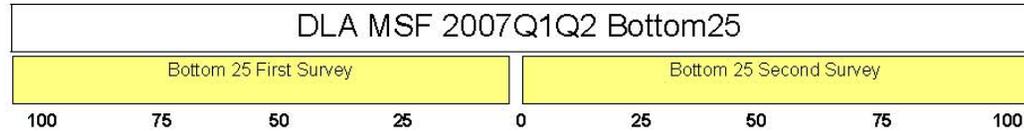## Bottom 25 Second Survey

Bottom 25% of Leaders (1st Survey):

- 10 of 12 (83%) attributes in 1st quartile.
- 2 of 12 (17%) attributes in 2nd quartile.
- Organizational Learning, Adaptability, and Flexibility
  are strongest leadership skills.
- Customer Focus, Consistency, and Stability are the
  most challenging leadership skills.
- Average Percentile Score: 21.5

Bottom 25% of Leaders (2nd Survey):

- 1 of 12 (8%) attributes are in the 4th quartile.
- 5 of 12 (42%) attributes are in the 34d quartile.
- 6 of 12 (50%) attributes are in the 2nd quartile.
- Organizational Learning, Involvement, and Flexibility
  are the strongest leadership skills.
- Customer Focus, Mission, and Stability are the most
  challenging leadership skills.
- Average Percentile Score: 53.3

Gap Report

Bottom 25 First Survey	Bottom 25 Second Survey

100	75	50	25	0	25	50	75	100

Involvement

	First	Second
Empowerment	25	30 → 55
Team Orientation	18	32 → 50
Capability Development	22	38 → 60

Consistency

	First	Second
Core Values	12	30 → 42
Agreement	22	36 → 58
Coordination & Integration	24	33 → 57

Adaptability

	First	Second
Creating Change	20	29 → 49
Customer Focus	11	25 → 36
Organizational Learning	43	36 → 79

Mission

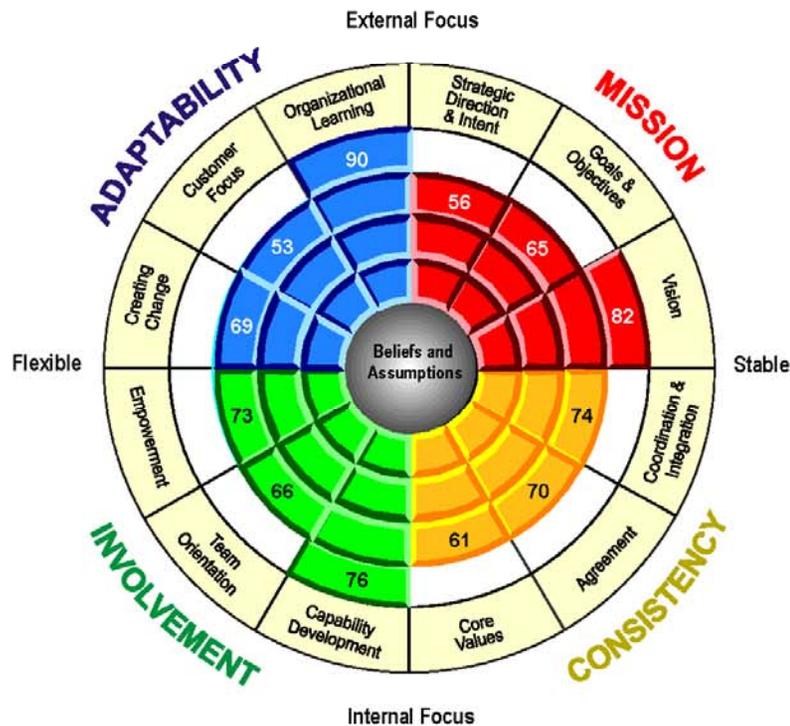|	First	Second
Strategic Direction & Intent	12	25 → 37
Goals & Objectives	16	31 → 47
Vision	33	37 → 70

Percentile Score for group on left

Bar on left indicates this group has a higher percentile score

Bar on right indicates this group has a higher percentile score

Percentile Score for group on right

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DLA MSF 2007Q1Q2 Middle50

Middle 50 First Survey

Middle 50 Second Survey
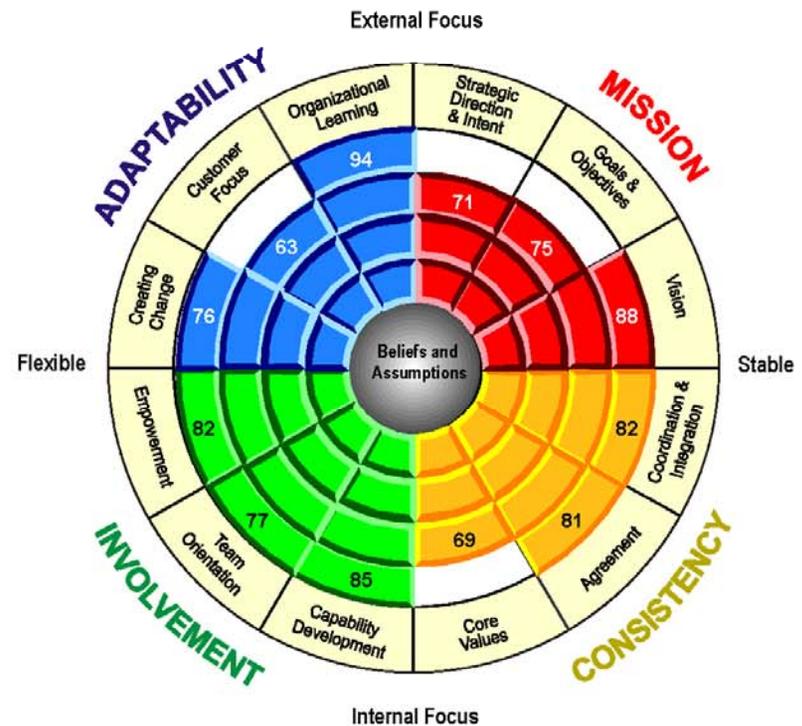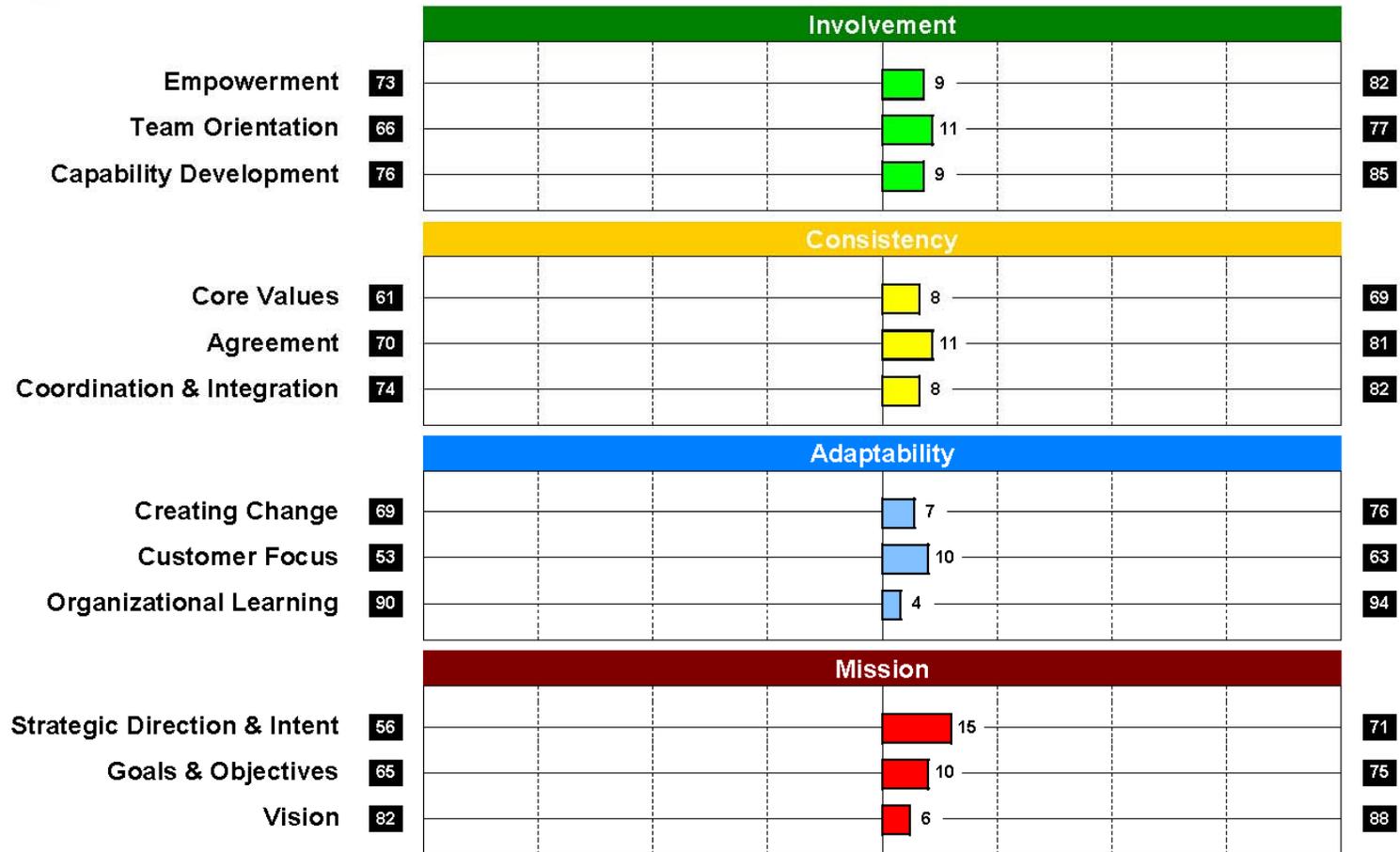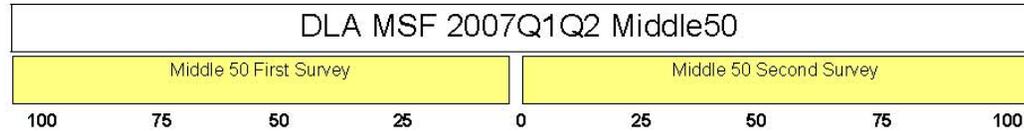
Middle 50% of Leaders (1st Survey):

- 3 of 12 (25%) attributes in 4th quartile.
- 9 of 12 (75%) attributes in 3rd quartile.
- Organizational Learning, Involvement, and Flexibility are strongest leadership skills.
- Customer Focus, Mission, and Stability are the most challenging leadership skills.
- Average Percentile Score: 69.6

Middle 50%of Leaders (2nd Survey):

- 8 of 12 (67%) attributes are in the 4th quartile.
- 4 of 12 (33%) attributes are in the 3rd quartile.
- Strengths in leadership skills remained the same.
- Customer Focus, Consistency, and Stability are the most challenging leadership skills.
- Average Percentile Score: 78.6

Gap Report

DLA MSF 2007Q1Q2 Middle50

Middle 50 First Survey	Middle 50 Second Survey

100 75 50 25 0 25 50 75 100

Involvement

	First	Gap	Second
Empowerment	73	9	82
Team Orientation	66	11	77
Capability Development	76	9	85

Consistency

	First	Gap	Second
Core Values	61	8	69
Agreement	70	11	81
Coordination & Integration	74	8	82

Adaptability

	First	Gap	Second
Creating Change	69	7	76
Customer Focus	53	10	63
Organizational Learning	90	4	94

Mission

	First	Gap	Second
Strategic Direction & Intent	56	15	71
Goals & Objectives	65	10	75
Vision	82	6	88

Percentile Score for group on left
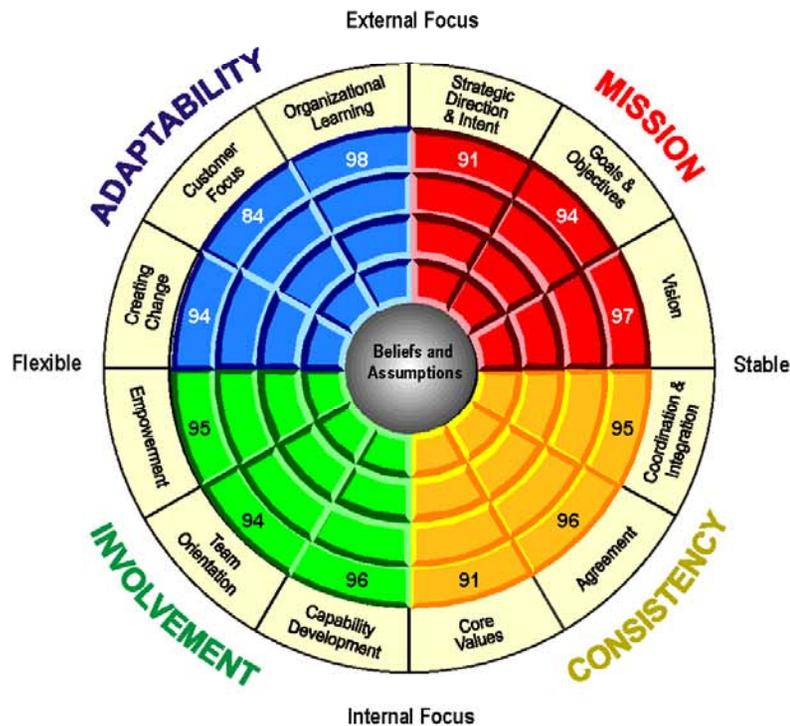
Bar on left indicates this group has a higher percentile score

Bar on right indicates this group has a higher percentile score
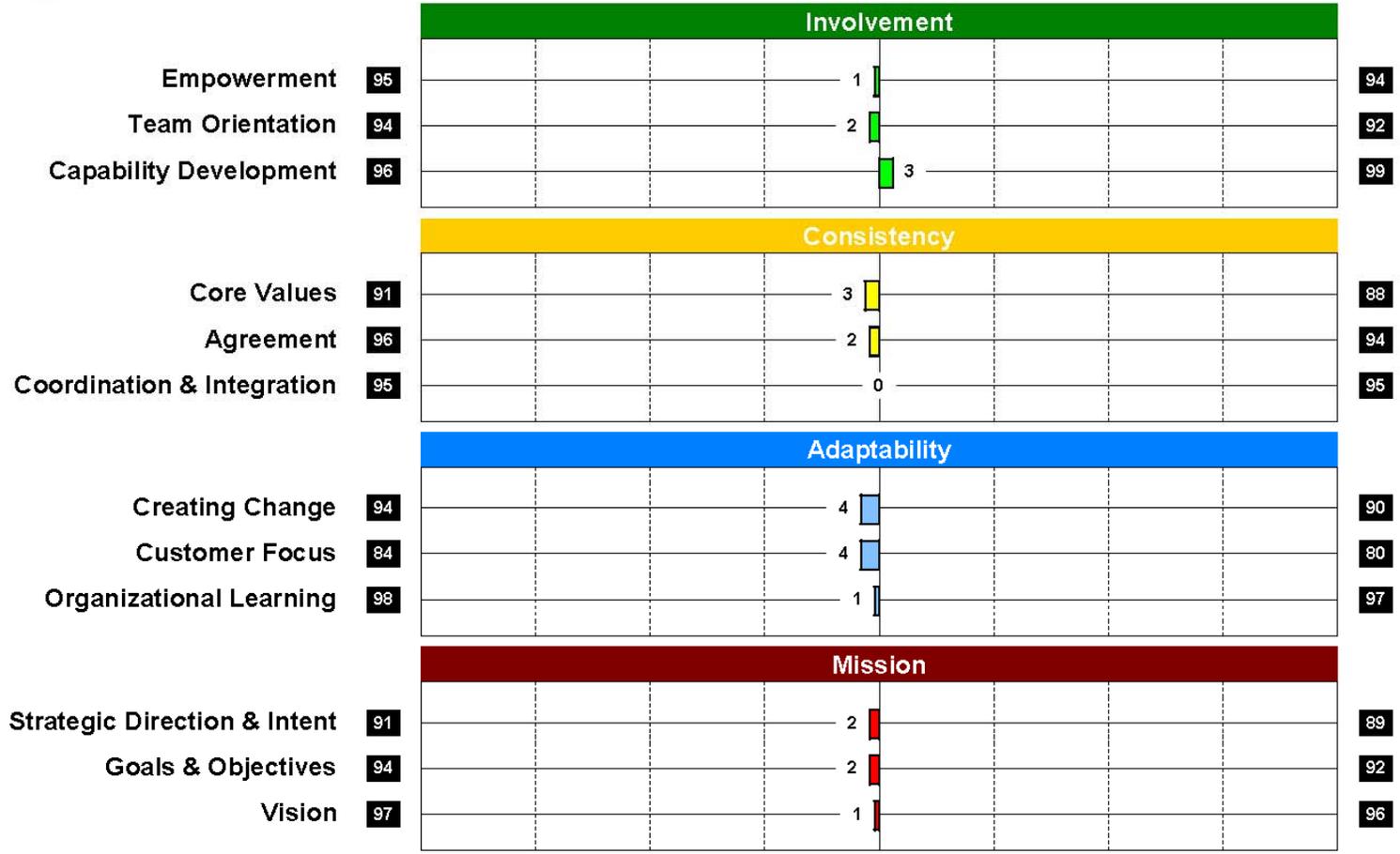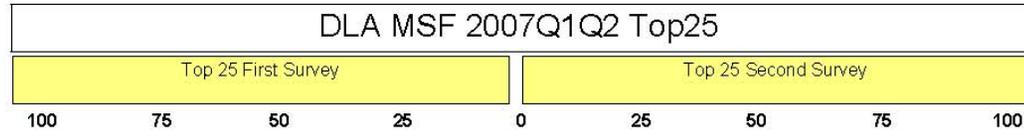
Percentile Score for group on right

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DLA MSF 2007Q1Q2 Top25

Top 25 First Survey

Top 25 Second Survey

Top 25% of Leaders (1ˢᵗ Survey):

- 12 of 12 (100%) attributes in 4th quartile.
- Organizational Learning, Involvement, and Internal Focus are strongest leadership skills.
- Customer Focus, Adaptability, and External Focus are the most challenging leadership skills.
- Average Percentile Score: 93.8

Top 25% of Leaders (2ⁿᵈ Survey):

- 12 of 12 (100%) attributes are in the 4ᵗʰ quartile.
- Capability Development, Involvement, and Internal Focus are the strongest leadership skills.
- Challenges in leadership skills remained the same.
- Average Percentile Score: 92.2

Gap Report

DLA MSF 2007Q1Q2 Top25

Top 25 First Survey	Top 25 Second Survey

Scale (left): 100 75 50 25 0
Scale (right): 0 25 50 75 100

Involvement

Dimension	First Survey	Gap	Second Survey
Empowerment	95	1	94
Team Orientation	94	2	92
Capability Development	96	3	99

Consistency

Dimension	First Survey	Gap	Second Survey
Core Values	91	3	88
Agreement	96	2	94
Coordination & Integration	95	0	95

Adaptability

Dimension	First Survey	Gap	Second Survey
Creating Change	94	4	90
Customer Focus	84	4	80
Organizational Learning	98	1	97

Mission

Dimension	First Survey	Gap	Second Survey
Strategic Direction & Intent	91	2	89
Goals & Objectives	94	2	92
Vision	97	1	96

Percentile Score for group on left

Bar on left indicates this group has a higher percentile score

Bar on right indicates this group has a higher percentile score

Percentile Score for group on right

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