Tier II MSF & One-on-One Coaching

- Transition point between 1st and 2nd year
- How the process works
  - Your MSF report sent from DTC, copy to coach
  - Bank of 4 hours, 5th hour optional
  - Telephonic sessions, every 2 - 4 weeks average
  - Involves some pre-work (apply to electives)
  - End-of-coaching feedback to DTC
- Feedback from other Tier IIs who have gone through the coaching activity

Feedback from a Tier II Supervisor

"I was a bit apprehensive and part certain this would be a waste of my time, a few more hours out of my life listening to psychobabble and management clichés. I was wrong. My coach, ever the gentle prodder, guided me through the process of really getting inside the 360 results and then moving forward in a constructive way. My coach helped me open my mind to different approaches and walk through new doors. He's given me the tools, the drills, the exercises, and experience in the initial use of them. The rest is up to me."

One-on-One Coaching, Connecting the Dots from Strategy to Action

● ● ● ● ●

Or….......where to place your crowbar!

- **Coaching overview**

    – **What is coaching**
    – **Who are the coaches**
    – **Why important to the entire Tier II development program**

- **WIIFM (What's in it for me?!!!)**

    – **First Session**
        - **Confidentiality**
        - **Tell me your story: a brief bio of what brought you here**
        - **What are your key challenges?**
        - **Where do you put your crowbar?   Choose the 2 most appropriate goals to focus your energy**

    – **Our Focus**
        - **Transition from Individual contributor to manager and Leader**
        - **Able to readily grow capacity to be Strategic and Tactical in how you operate moment by moment**
        - **Doing your job right vs. doing the right job**
        - **How do you attract, develop, and retain top talent?**

Step One:
LOOK IN THE MIRROR
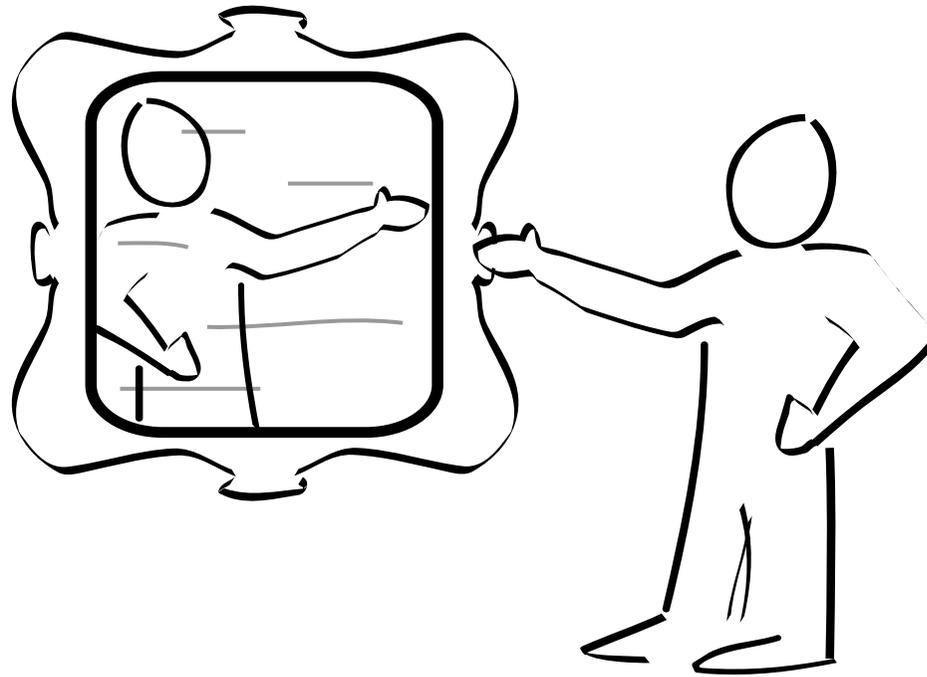
Objectives

1. **Understand Your Multi-Source Denison Feedback**

2. **Develop a Simple & Focused Action Plan**

3. **Prepare For Your Meeting With Your Coach**

4. **Start the Development Process – this is the Gift of Feedback for You**

IT'S ALL ABOUT YOU!

It's all about your development as a Tier 11 supervisor.

Understanding Your Best Selling Book about Yourself

Chapter One: How to Interpret Your Denison Multi-Source Feedback Assessment

Chapter Two: Understanding the Denison Leadership Development Model

Chapter Three: Understanding the Data

Chapter Four: Developing Your Multi-Source Feedback Action Plan (up to 10 years experience*)*

Chapter Five: Developing Your Multi-Source Feedback Action Plan (more than 10 years experience*)*

Chapter Six: Your Denison Multi-Source Feedback Assessment Results and Action Plan

Overview of the Denison Model
The Model is Based on Four Key Concepts

Adaptability
Patterns…Trends… Market Place
Translating the demands of the business environment into action

"Are we listening to the marketplace?"

Mission
Direction..Purpose..Blueprint
Defining a meaningful long-term direction for the organization

"Do we know where we are going?"

Involvement
Commitment..Ownership.. Responsibility
Building human capability, ownership, and responsibility

"Are our people aligned and engaged?"

Consistency
Systems…Structures…Processes
Defining the values and systems that are the basis of a strong culture

"Does our system create leverage?"

Every Leader Needs to Have Skills in These Four Areas!
These Four Concepts are Used to Define Leadership Skills

1-5

Getting Ready for Feedback
What's the Purpose?

- The purpose of feedback is to help us to develop as leaders
- Feedback helps us get a better picture of our own strengths and challenges
- Feedback helps us to understand how we are viewed by others that you work with
- A little "bad news" usually helps because it makes us focus on areas of improvement
- Feedback is an important step in creating an action plan for our own development

How <u>NOT</u> To Use Your Feedback

- **The HERO**
  - You have confirmed what I always knew: I am the greatest!
- **The DETECTIVE**
  - Who the *#&% said that about me!?
- **The ANALYST**
  - What about the validity and reliability of these measures?
- **Too BUSY**
 - No time for this – more important things to do!!

Favorite Excuses:
- My respondents don't really know me that well.
- DLA makes me act this way; I'm not really like that.
- My respondents don't like me!
- The data about my strengths are accurate, but not the data about my weaknesses.
- I used to be this way, but I have changed very recently…
- This must be someone else's report! This can't be me!
- All the data are accurate – but who cares?

What Your Report Will Look Like

The Results Come from Multiple Respondents
The First Page Shows the Results for the Self and the Combined Other

Self

Combined Other

N= 4 Peers
4 Direct Reports
1 Boss

N= The number of respondents in each category

The *Combined Other* is made up of Peers, Direct Reports, and the Boss
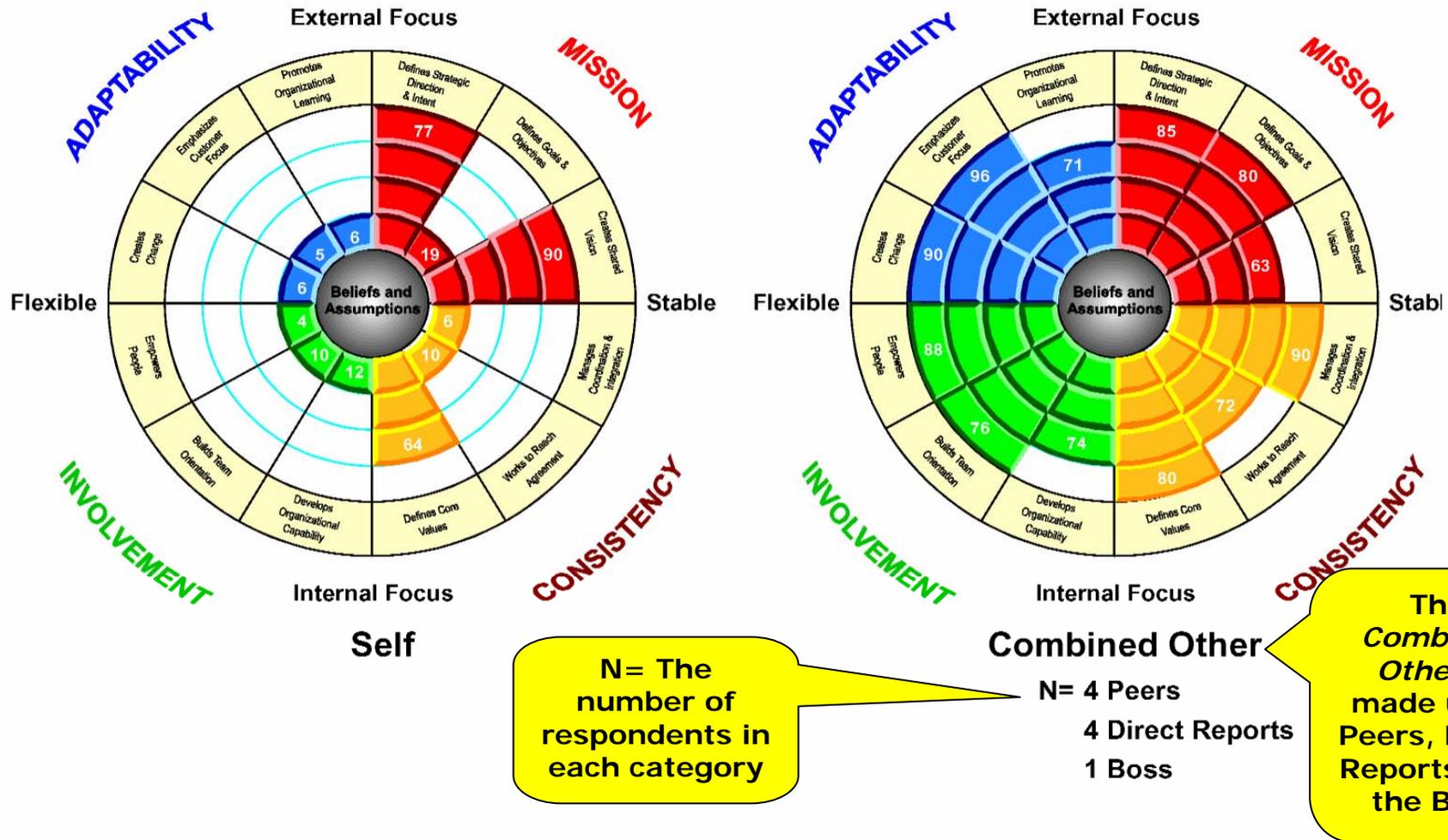
Each response category (Self, Boss, Peer, etc.) uses a separate benchmark. So, self scores are compared to self, peer to peer, and so on.

The Results Come from Multiple Respondents
The Second Page Shows the Results for Peers and Direct Reports

Peer
N = 4
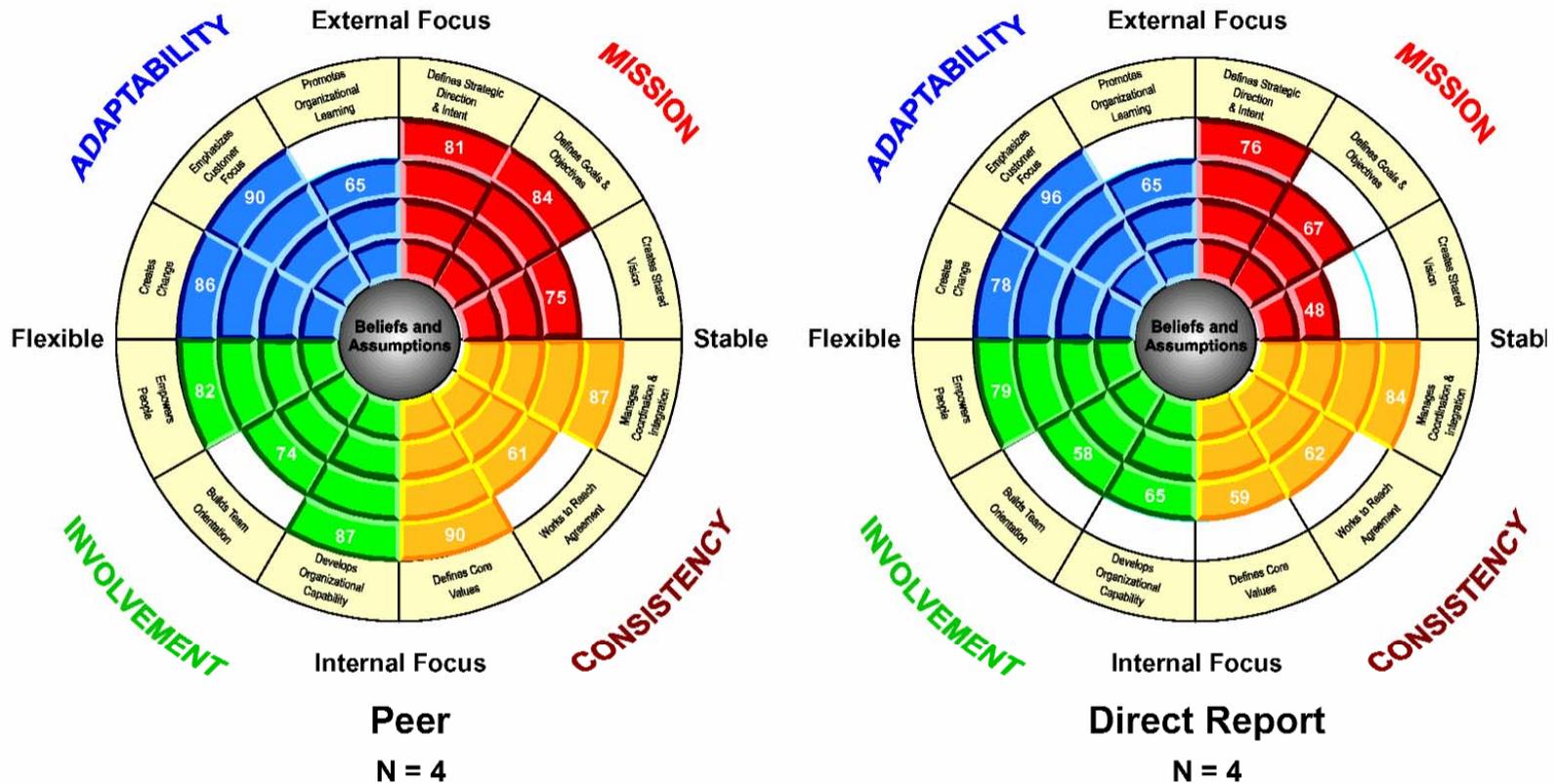
Direct Report
N = 4

When Peers or Direct Reports have less than 3 respondents, separate profiles are not generated for that group. These responses will be included in the *Combined Other*

SB05

The Results Come from Multiple Respondents
The Third Page Shows the Results for the Boss
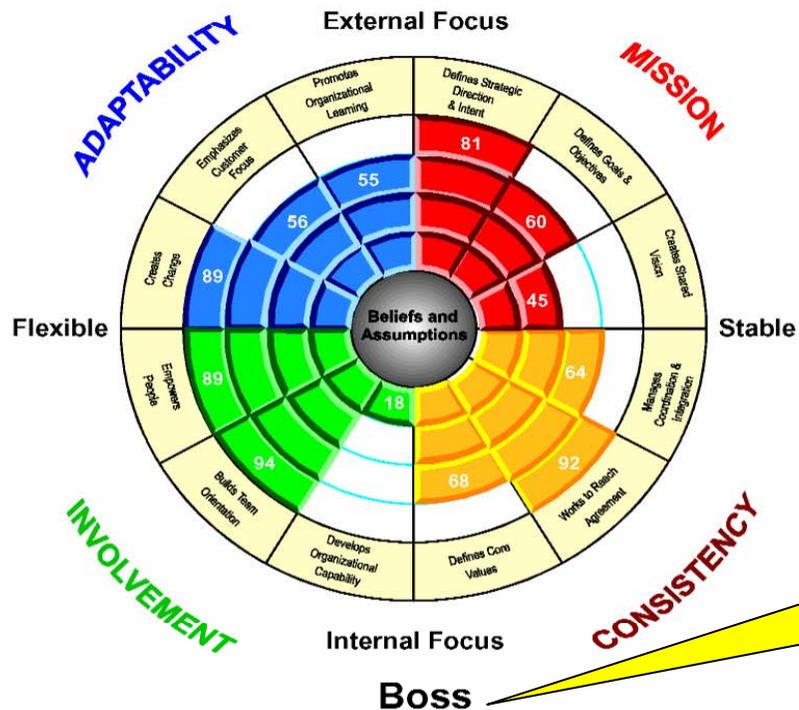
The Boss is the only category for which a separate profile will be presented for a group with less than 3 respondents.

Understanding the Gap Report

Capabilities and Gap Report

Matched Perceptions

Strengths*

		Percentile	
	Gap	Self	Others
Promotes Organiz... ...earning	-20	57	77
Builds Team Orien...			
Develops Organiz...			
Creates Shared V...			

Strengths:
Combined Other score in 3rd or 4th Quartile and your *Self* score is within 25 points of "Combined Others" Score

Challenges**

		Percentile	
	Gap	Self	Others
Defines Go... & Objectives	1	43	42
Creates Change	-6	24	30
Defines Strategic Dire... ...ent	16	53	37
Defines Core Values	23	65	42

Challenges:
Combined Other score falls in the 1st or 2nd Quartile and your *Self* score is within 25 points of *Combined Others* Score

Mismatched Perceptions

Underestimated Capabilities***

		Percentile	
	Gap	Self	Others
Empowers People	-59	9	68
Manages Coordination & I...	-36	9	45

Underestimated Capabilities:
Your self score is more than 25 points lower than the *Combined Other* score.

Overestimated Capabilities****

		Percentile	
	Gap	Self	Others
Works to Reach Agreement	28	83	55

Overestimated Capabilities:
Your *Self* score is more than 25 points higher than the *Combined Other* score

GAP: The difference between your self percentile score and combined others percentile score (a positive gap indicates self score higher than others; a negative gap indicates self score lower)

* Strengths / Matched Perceptions: when "Others" score in 3rd or 4th quartile and "Self" score gap within +/- 25 points.
** Challenges / Matched Perceptions: when "Others" score in 1st or 2nd quartile and "Self" score within +/- 25 points.

*** Underestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points lower than "Others" score.
**** Overestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points higher than "Others" score.

Understanding the Line Item Results

This is one of the four traits of the model.

This is one of the 12 indices of the model.

These are the questions as they appear on the survey.

These are the percentile scores for each item for each of the categories of respondents.

The shades of color represent the four quartiles. The lightest shade is the 1st quartile and the darkest shade is the 4th quartile.

The +/-symbols indicate that this items was one of the top ten (+) or bottom ten (-) scores on the survey from Combined Others.

INVOLVEMENT	Self	Combined Other*	Peer	Direct Report	Boss	Other
Empowers People						
Sees that decisions are made at the lowest possible level.	6	56	85	44	72	40
Shares information so that everyone gets the information s/he needs	10	73	84	35	90	74
Creates an environment where everyone feels that his/her effort can ma	10	76	76	39	91	87
Involves everyone in shaping the plans and decisions that affect them.	21	85	88	32	93	89
Ensures that the necessary resources are available to do the job.	18	34	40	13	58	42
Conveys confidence in people's competence to do their job.	85	83	65	85	92	90
Encourages others to take responsibility.	6	36	33	67	52	51
Delegates authority so that others can do their work more effectively.	51	51	50	82	64	45
Builds Team Orientation						
Builds effective teams that get the job done.	87	39	19	27	92	54
...ive teamwork by others.	45	61	66	19	55	89
...a team approach to solve problems.	19	53	31	37	60	92
...e a team approach to solve problems.	59	58	43	52	94	89
...within the work unit.	49	77	69	36		84
Knows how to design work so that it can be done by a team.	70	54	61	15		65
Values the contributions of the people s/he works with.	30	69				
Acknowledges and celebrates team accomplishments.	18	70				
Develops Organizational Capability						
Builds the capabilities of employees into an important source for competitive advantage.	27	41				
Knows how to utilize the diversity of the workforce.	26	47				
Coaches others in the development of their skills.	90	47				
Is sensitive and responsive to diversity issues when	88	53				
Helps direct reports create realistic development pla	30	51				
Uses rewards and recognition to motivate good perfo	64	49	70	13	93	50
Develops his/her own people so that they are ready	90	55	36	31	96	71
Builds employee skills so that the organization always	26	55	40	39	96	68

Numeric results represent Percentile Scores (1 - 100)   Quartiles: 1st   2nd   3rd   4th   * Combined Other = Combination of all categories exce

Understanding the Hi-Low Results

High and Low Line Item Scores (Based on Combined Other)

Highest Scores

Score	Item
90	Openly accepts criticism without being defensive.
85	Involves everyone in shaping the plans and decisions that affect them.
83	Conveys confidence in people's competence to do their job.
80	Creates a working environment in which learning is an important objective.
78	Encourages others to learn about the best practices in the industry.
77	Fosters teamwork within the work unit.
76	Creates an environment where everyone feels that his/her effort can make a difference.
76	Has an ethical code that guides his/her behavior.
73	Shares information so that everyone gets the information s/he needs.
71	Deals constructively with failures and mistakes.

> These are the ten items for which you received the highest percentile scores from Combined Others. They are listed in order from the highest score to the 10th highest score.

Lowest Scores

Score	Item
14	Does the "right thing" even when it is not popular.
19	Challenges organizational practices that are nonproductive.
20	Continuously looks for new and better ways to do work.
20	Holds individuals and teams accountable for achieving goals
22	Foresees problems before they arise.
24	Establishes
26	Effectively allocates resources in line with strategic priorities
26	Recognizes the need to respond quickly to customer concerns
29	Challenges the way that things have always been done
31	Helps define strategies and tactics that keep his/her organization competitive.

> These are the ten items for which you received the lowest percentile scores from Combined Others. They are listed in order from the lowest score to the 10th lowest score.

> The color indicates to which trait the item is attributed for easy identification of patterns and trends.

Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R
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1-15
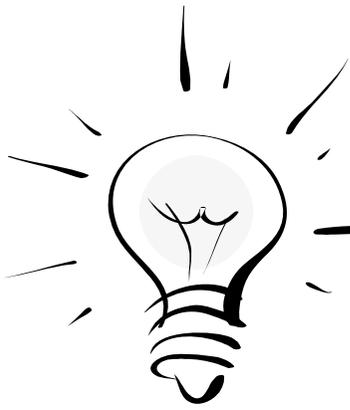
Interpretation Guidelines

Big Picture

High Skill Areas

Low Skill Areas

Perception Gaps

Overall Patterns

Where is there more color? Less color?

Where are the strengths?

Where are the challenges?

Where are the gaps?

What patterns do you see?

Action Planning

First, summarize the overall patterns that you see in your data and select 2 of the 12 Denison indices that you would like to improve and focus on. Next, go to Section Four (up to 10 years) or Five (more than 10 years) of your workbook to identify actions for improvement in both areas.

Denison index

1. _____

2. _____

Action Steps

1. _____

2. _____

3. _____

4. _____

5. _____

Mapping Denison Indices to DLA's Competency Model in Your Action Planning Guide
Section Four (< 10 yrs.)/Section Five (> 10 yrs.)

Denison Index	DLA Competency (MSF Action Plan)	Page Sec. 4/Sec. 5
Involvement		
Empowers People	Leadership	4/4
Builds Team Orientation	Teamwork	12/13
Develops Organizational Cap.	Resource Stewardship	60/58
Consistency		
Defines Core Values	Professionalism	52/52
Works to Reach Agreement	Oral/Written Com.	20/20
Manages Coord & Int.	Oral/Written Com.	20/20
Adaptability		
Creates Change	Innovation and Initiative	69/67
Emphasizes Customer Focus	Customer Service	46/45
Promotes Org. Learning	Innovation and Initiative	69/67
Mission		
Defines Strategic Direction/Int.	Strategic Focus	30/30
Defines Goals and Objectives	Responsibility & Acct.	38/37
Creates Shared Vision	Strategic Focus	30/30

Mini Case Studies

Effective Leader

Self
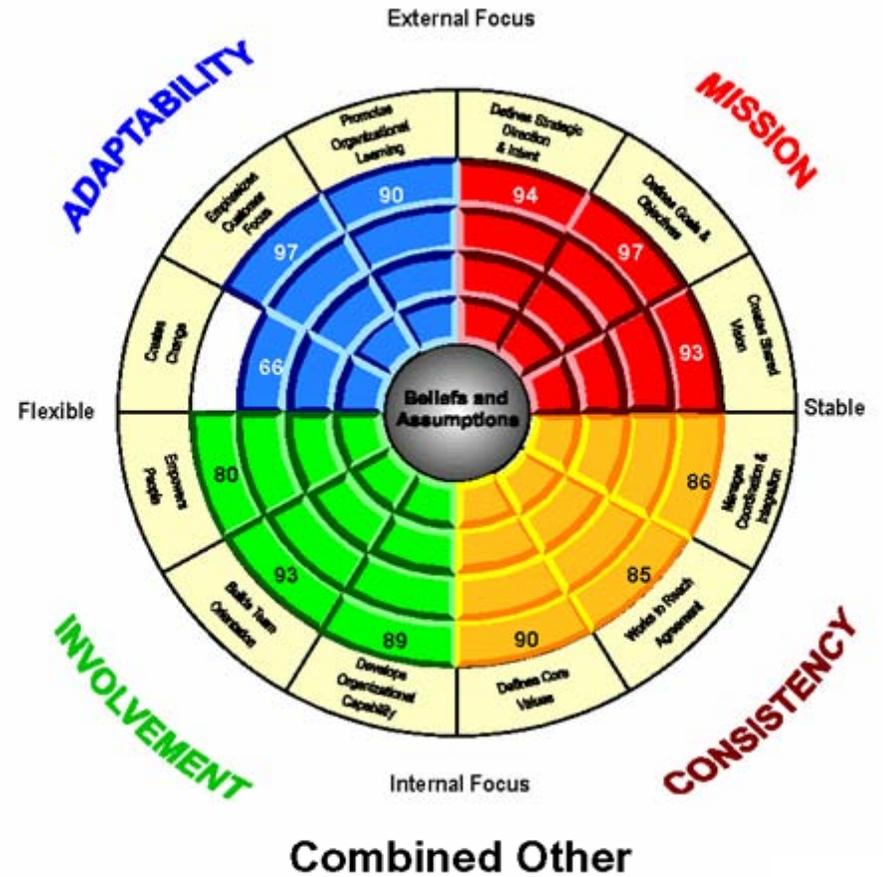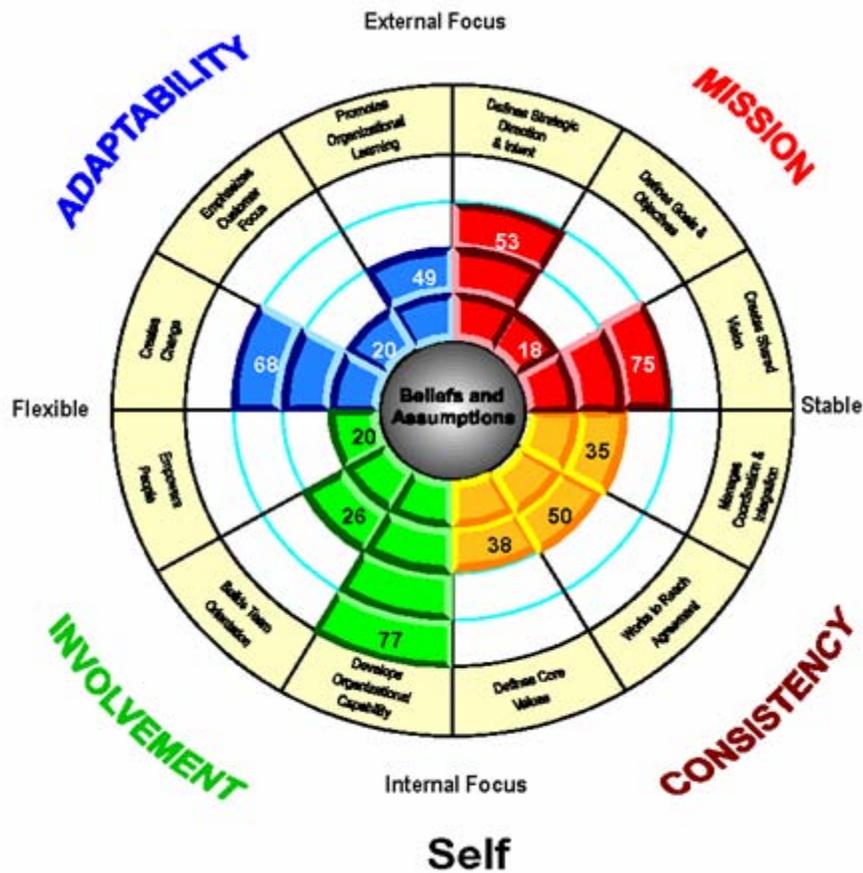
Combined Other

Ineffective Leader
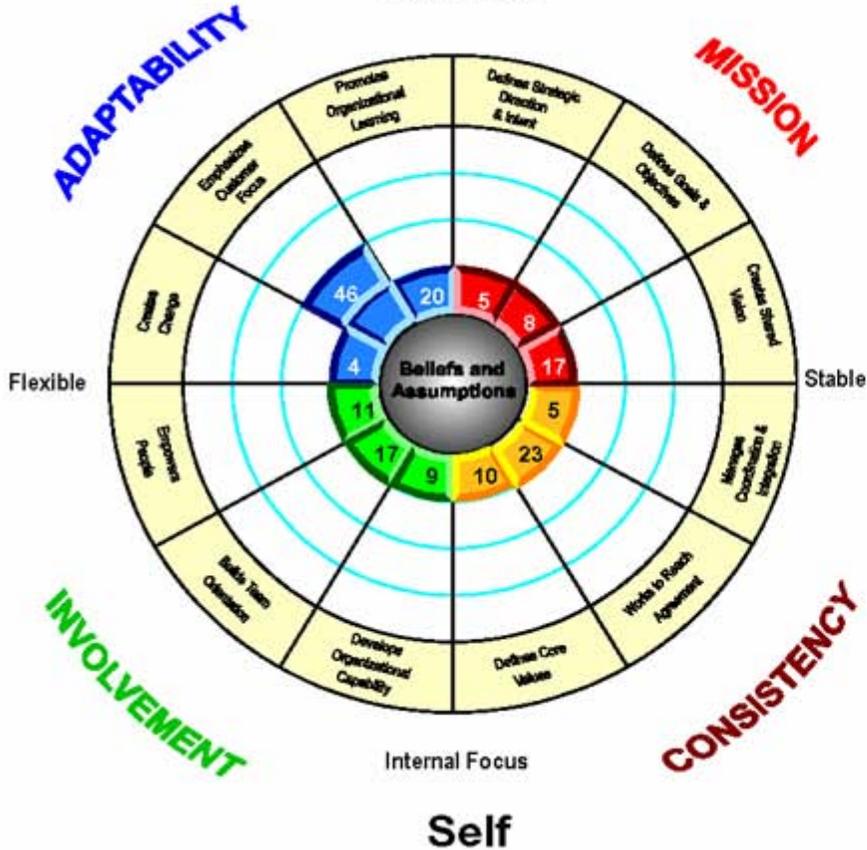
Self
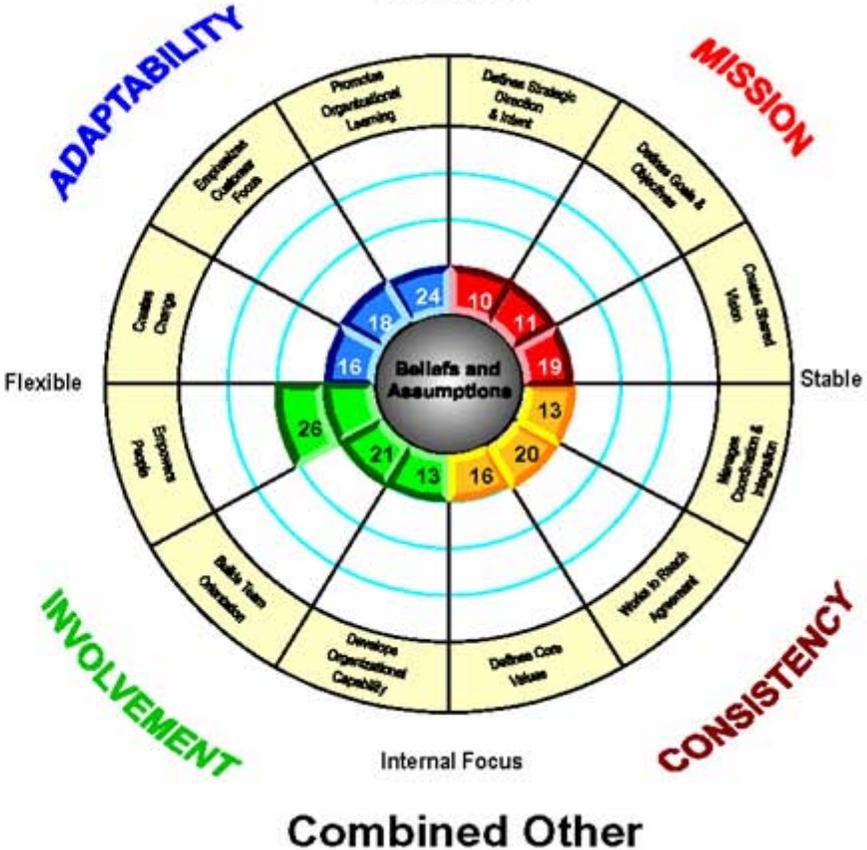
Combined Other

Large Perception Gap
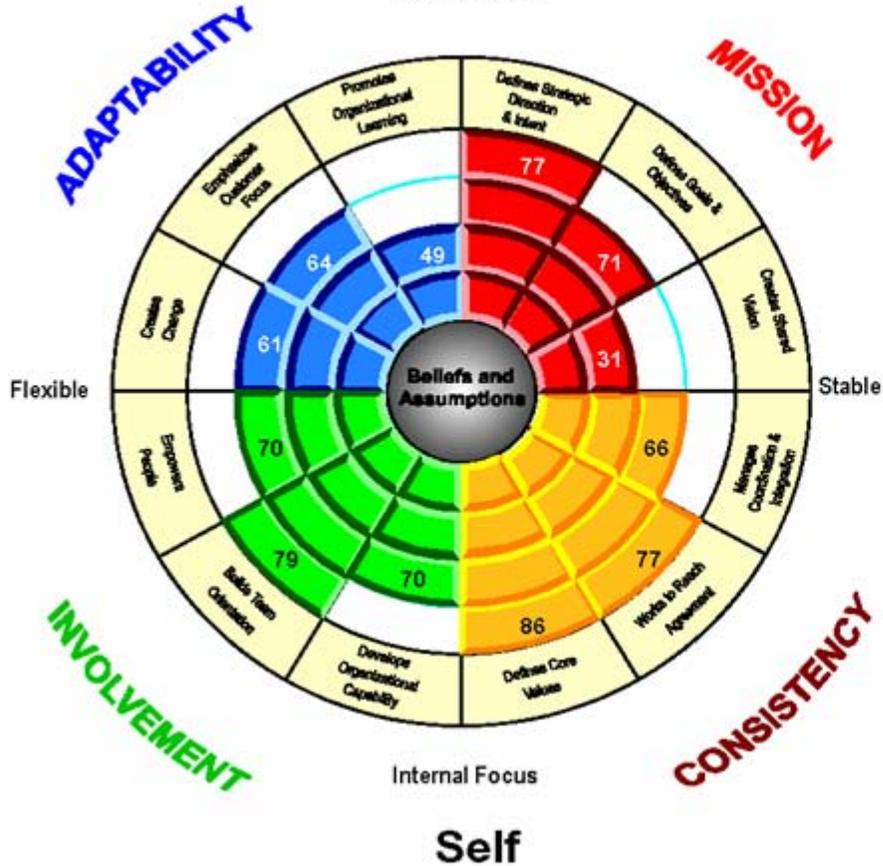
Self
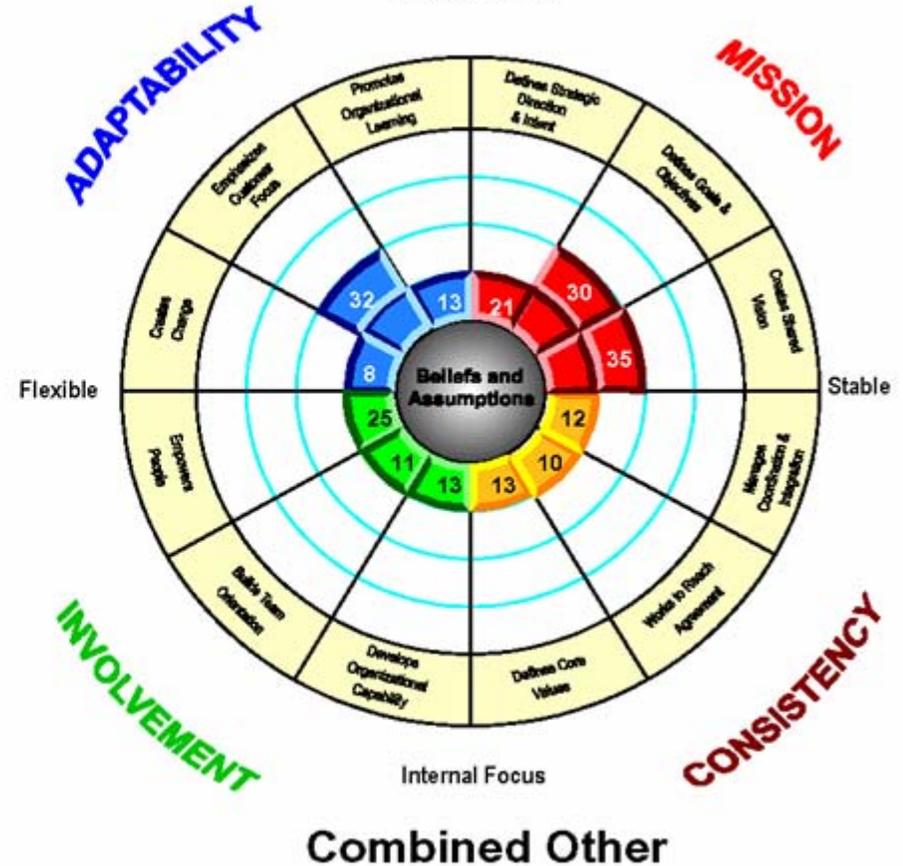
Combined Other

"My Way or the Highway" Supervisor

Self
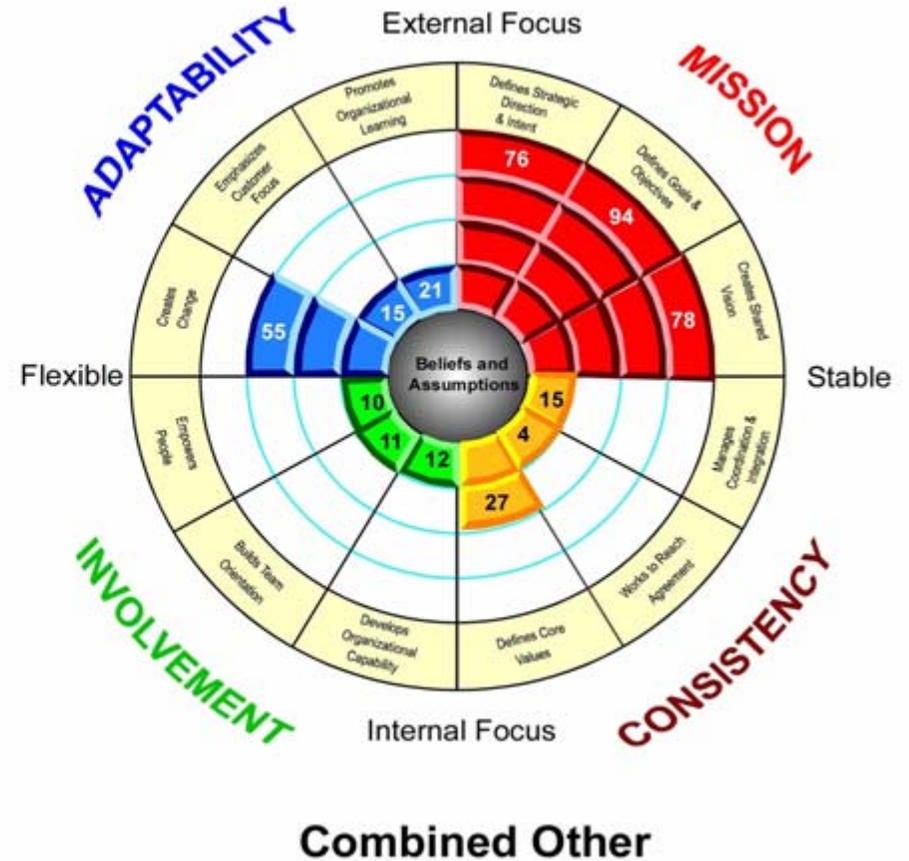
Combined Other

DLA Tier 11 Multi-Source Group Composite

DLA Tier II 1st Time Composite to 2006
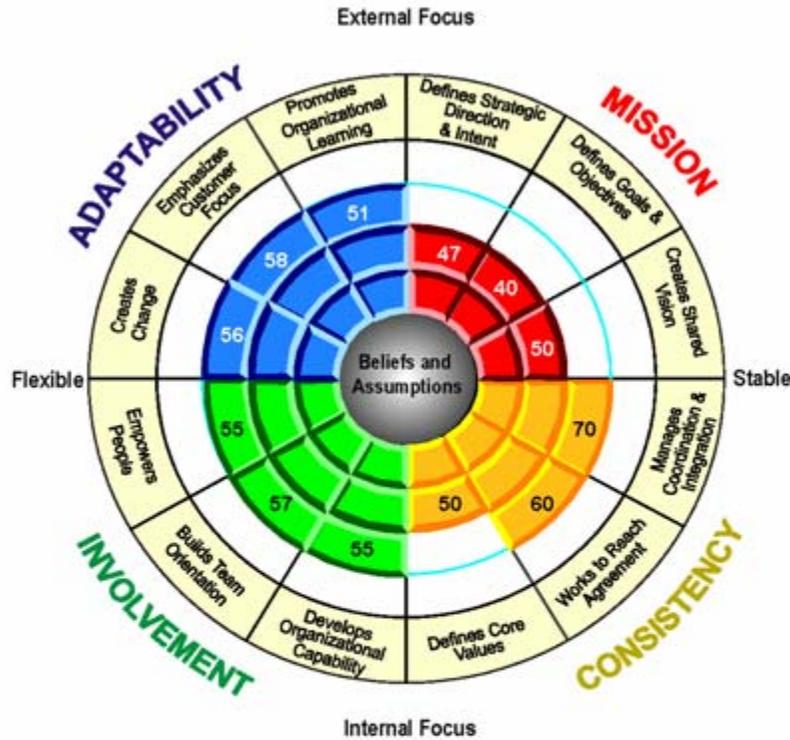
Self

N = 105
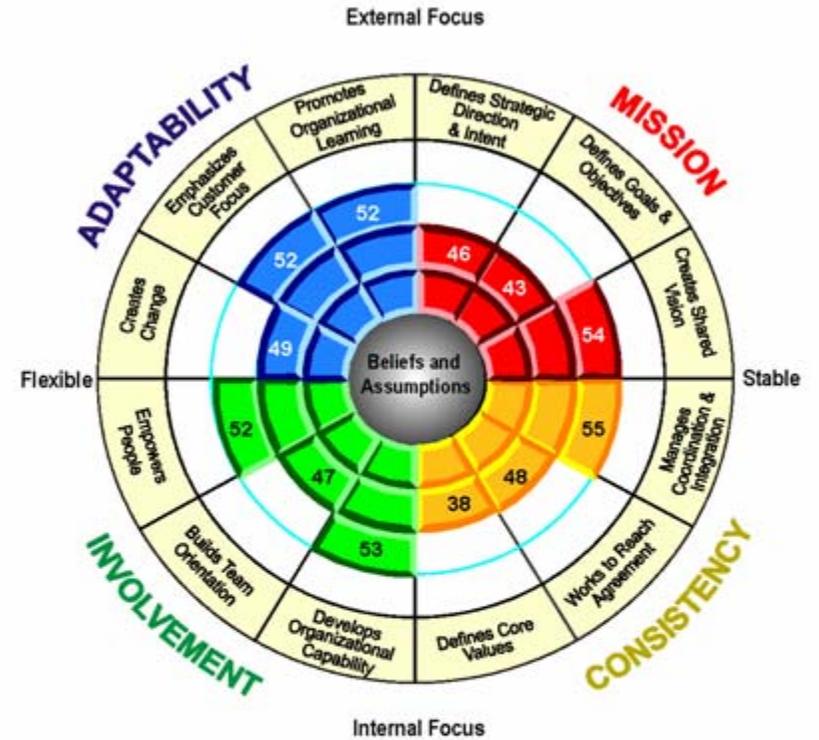
Combined Other

411 Peers
842 Direct Reports
142 Bosses
74 Other

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DLA Tier II 1st Time Composite to 2006
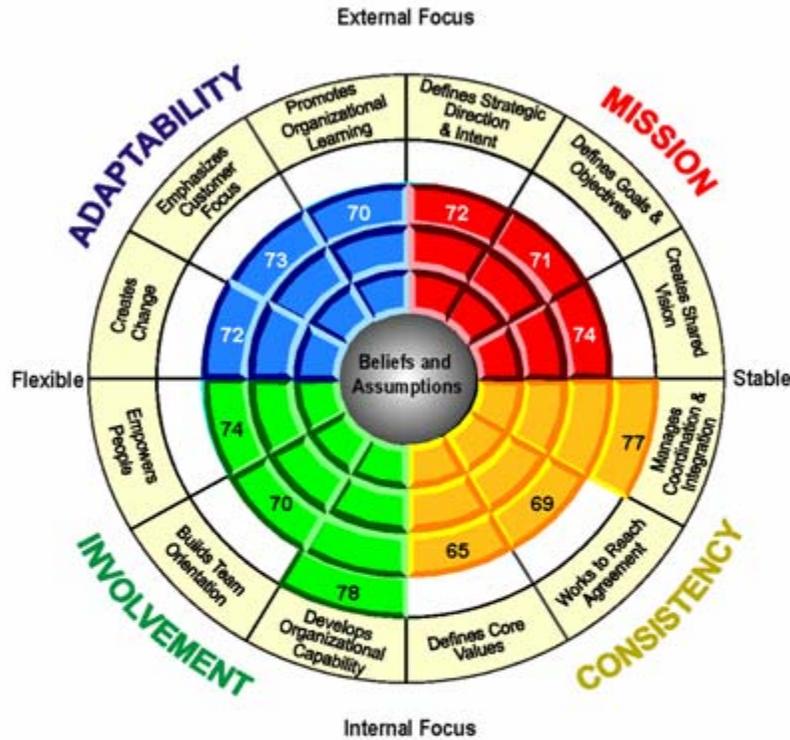
Peer

N = 411
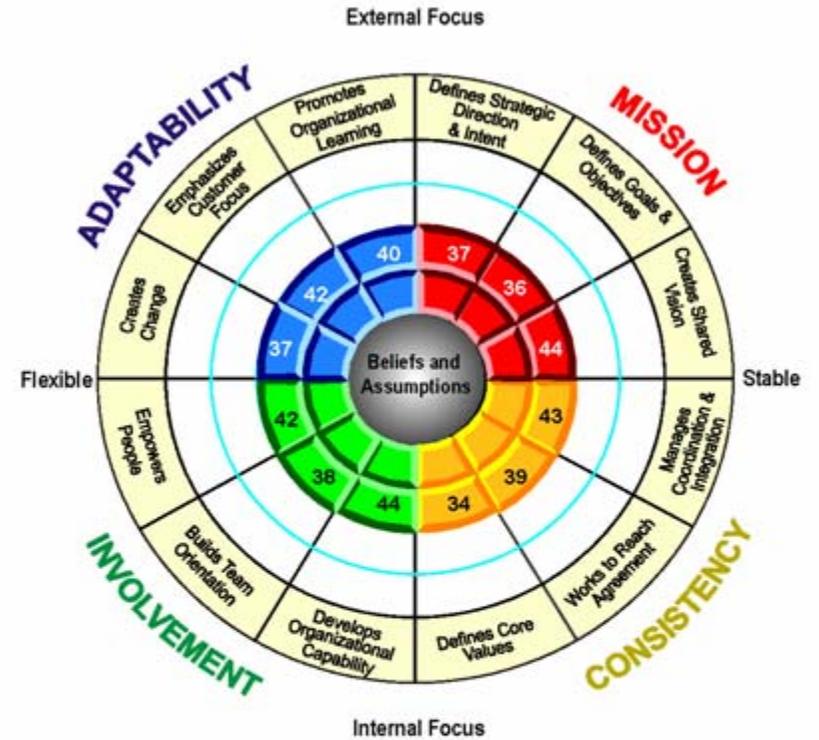
Direct Report

N = 842

DLA Tier II 1st Time Composite to 2006
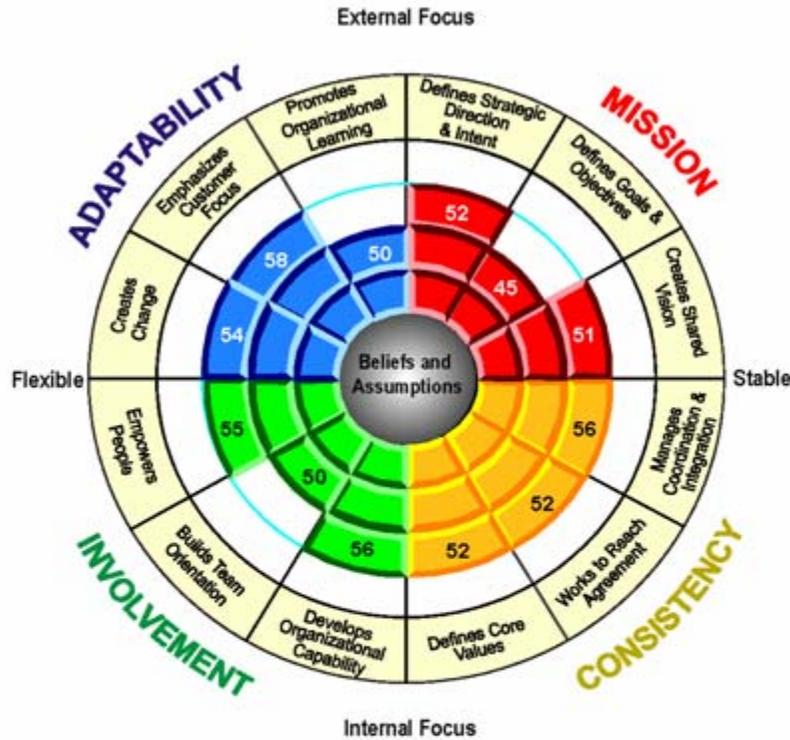
Boss

N = 142
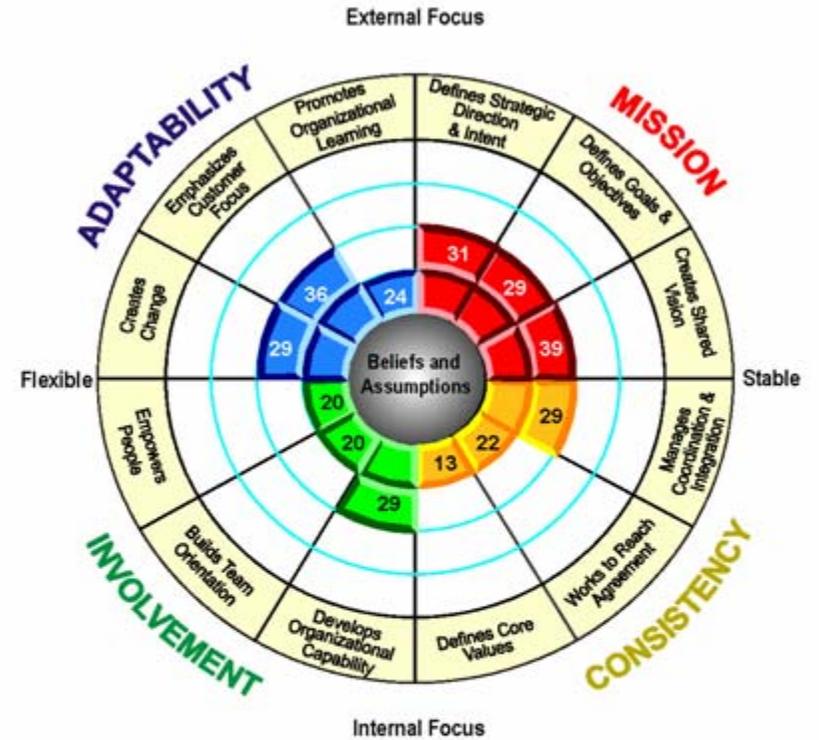
Other

N = 74

High and Low Line Item Scores (Based on Combined Other)

DLA Tier II 1st Time Composite to 200612

Highest Scores

Score	Item
63	Sees that decisions are made at the lowest possible level.
60	Establishes mechanisms that facilitate effective cross-functional communication.
58	Serves as a model that creates change in other parts of the organization.
56	Communicates the organizational vision to his/her employees.
55	Shares information so that everyone gets the information s/he needs.
55	Organizes work so that everyone sees the connection between the vision and daily activities.
55	Translates the vision into reality in a way that helps guide individual action.
54	Helps create an environment that facilitates coordination of projects across functional units.
54	Ensures that employees have a deep understanding of customer wants and needs.
54	Ensures that the necessary resources are available to do the job.

Lowest Scores

Score	Item
30	Has earned the confidence and trust of others.
32	Has an ethical code that guides his/her behavior.
35	Values the contributions of the people s/he works with.
36	"Practices" what s/he "preaches."
36	Establishes high standards of performance.
36	Lives up to promises and commitments.
38	Does the "right thing" even when it is not popular.
38	Involves employees in the goal-setting process so goals & objectives are understood & shared.
39	Sets clear goals that are ambitious, but realistic.
40	Clearly articulates a set of fundamental beliefs that are not negotiable.

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Do people change after 1 year?

DLA MSF

Tier II Composite of Repeats

DLA Tier II 1st Survey vs 2nd Survey

1st Survey

External Focus

Flexible

Stable
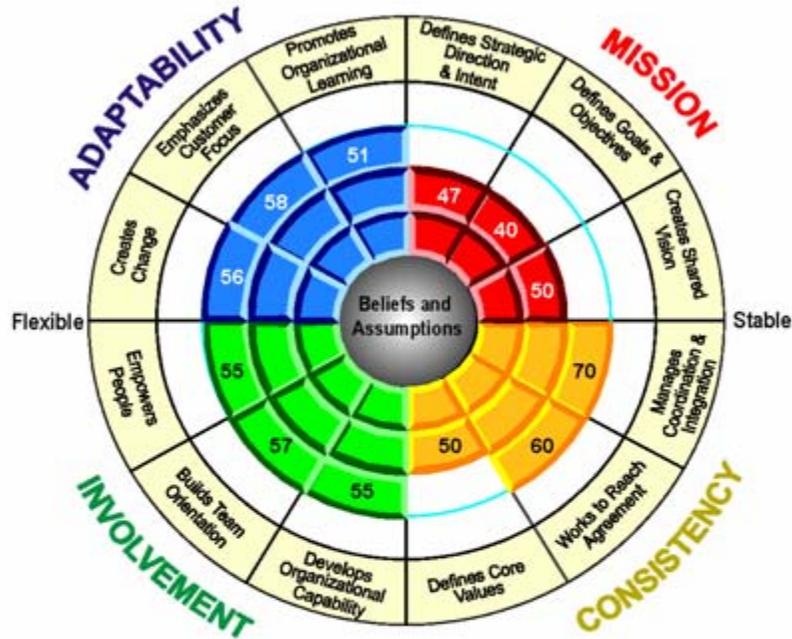
Internal Focus

Self

N = 105

2nd Survey

External Focus

Flexible

Stable
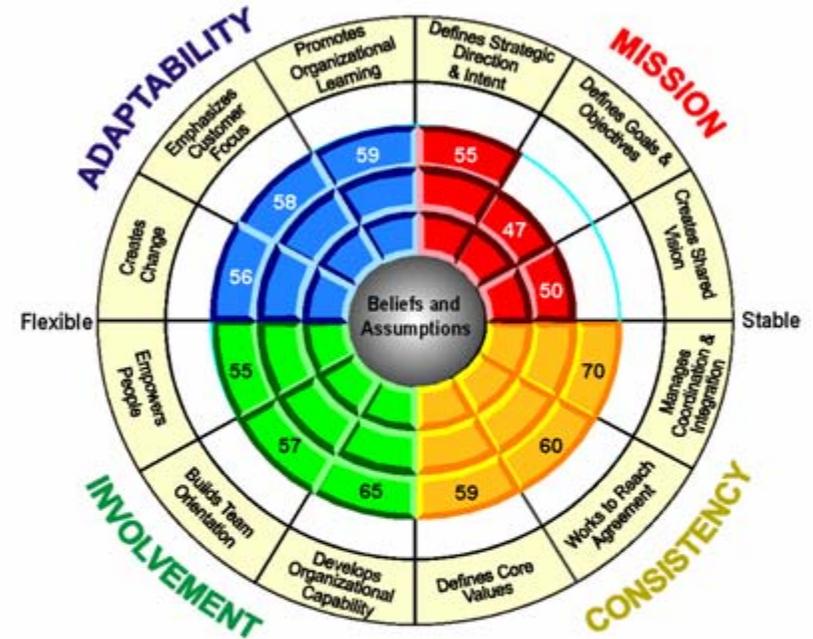
Internal Focus

Self

N = 114

DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Self Scores

Competency	Score
Defines Strategic Direction & Intent	8
Defines Goals & Objectives	7
Creates Shared Vision	0
Manages Coordination & Integration	0
Works to Reach Agreement	0
Defines Core Values	9
Devolops Organizational Capability	10
Builds Team Orientation	0
Empowers People	0
Creates Change	0
Emphasizes Customer Focus	0
Promotes Organizational Learning	8

0 10 20 30 40 50 60 70 80 90 100

1st Survey

External Focus

ADAPTABILITY — MISSION

Flexible — Stable

INVOLVEMENT — CONSISTENCY

Internal Focus

Promotes Organizational Learning · Emphasizes Customer Focus · Creates Change · Empowers People · Builds Team Orientation · Develops Organizational Capability · Defines Core Values · Works to Reach Agreement · Manages Coordination & Integration · Creates Shared Vision · Defines Goals & Objectives · Defines Strategic Direction & Intent

Beliefs and Assumptions

52, 52, 49, 46, 43, 54, 52, 47, 38, 48, 53, 55

Combined Other
411 Peers
842 Direct Reports
142 Bosses
74 Other

2nd Survey

External Focus

ADAPTABILITY — MISSION

Flexible — Stable

INVOLVEMENT — CONSISTENCY

Internal Focus

Beliefs and Assumptions

68, 66, 62, 63, 58, 70, 66, 59, 72, 51, 64, 66
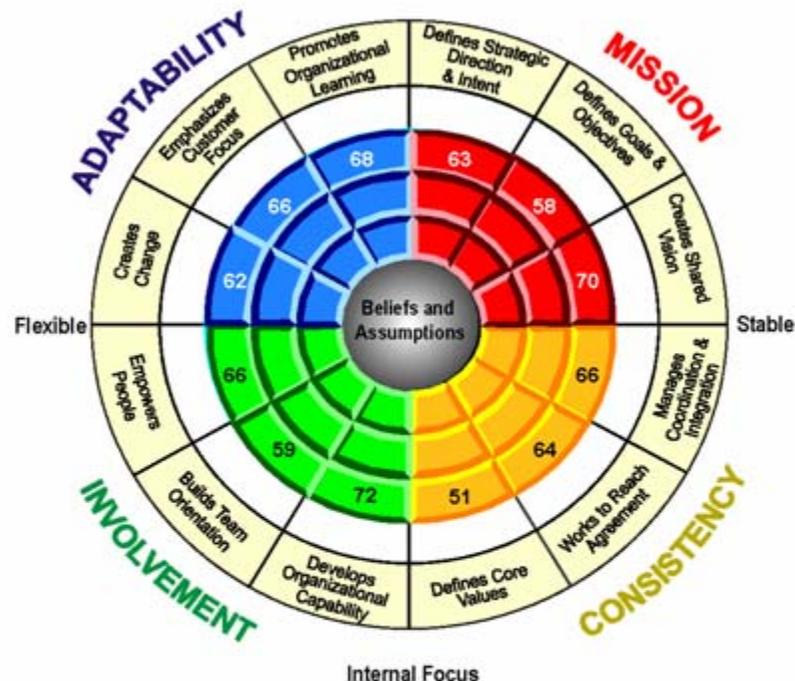
Combined Other
455 Peers
1036 Direct Reports
163 Bosses
28 Other

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DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Combined Other Scores

Category	Value
Defines Strategic Direction & Intent	17
Defines Goals & Objectives	15
Creates Shared Vision	16
Manages Coordination & Integration	11
Works to Reach Agreement	16
Defines Core Values	13
Devolops Organizational Capability	19
Builds Team Orientation	12
Empowers People	14
Creates Change	13
Emphasizes Customer Focus	14
Promotes Organizational Learning	16

0 10 20 30 40 50 60 70 80 90 100

1st Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning
Emphasizes Customer Focus
Creates Change

70
73
72

Defines Strategic Direction & Intent
Defines Goals & Objectives
Creates Shared Vision

MISSION

72
71
74

Flexible — Beliefs and Assumptions — Stable

Empowers People
74
Builds Team Orientation
70
Develops Organizational Capability
78

INVOLVEMENT

Manages Coordination & Integration
77
Works to Reach Agreement
69
Defines Core Values
65

CONSISTENCY

Internal Focus

Peer

N = 411

2nd Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning
Emphasizes Customer Focus
Creates Change

78
74
75

Defines Strategic Direction & Intent
Defines Goals & Objectives
Creates Shared Vision

MISSION

79
78
78

Flexible — Beliefs and Assumptions — Stable

Empowers People
79
Builds Team Orientation
74
Develops Organizational Capability
85

INVOLVEMENT

Manages Coordination & Integration
79
Works to Reach Agreement
80
Defines Core Values
70

CONSISTENCY

Internal Focus

Peer

N = 455

SB08

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DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Peer Scores

Category	Value
Defines Strategic Direction & Intent	7
Defines Goals & Objectives	7
Creates Shared Vision	4
Manages Coordination & Integration	2
Works to Reach Agreement	11
Defines Core Values	5
Devolops Organizational Capability	7
Builds Team Orientation	4
Empowers People	5
Creates Change	3
Emphasizes Customer Focus	1
Promotes Organizational Learning	8

1st Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning

Defines Strategic Direction & Intent

MISSION

Emphasizes Customer Focus

Defines Goals & Objectives

Creates Change

Creates Shared Vision

40
37
42
36
37
44

Flexible

Beliefs and Assumptions

Stable

Empowers People

43

Manages Coordination & Integration

42
39
38
34
44

Builds Team Orientation

Works to Reach Agreement

INVOLVEMENT

Develops Organizational Capability

Defines Core Values

CONSISTENCY

Internal Focus

Direct Report

N = 842

2nd Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning

Defines Strategic Direction & Intent

MISSION

Emphasizes Customer Focus

Defines Goals & Objectives

52

Creates Change

Creates Shared Vision

55
50
47
48
57

Flexible

Beliefs and Assumptions

Stable

Empowers People

54

Manages Coordination & Integration

52
48
44
52
57

Builds Team Orientation

Works to Reach Agreement

INVOLVEMENT

Develops Organizational Capability

Defines Core Values

CONSISTENCY

Internal Focus

Direct Report

N = 1036

DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Direct Report Scores

Category	Score
Defines Strategic Direction & Intent	13
Defines Goals & Objectives	11
Creates Shared Vision	13
Manages Coordination & Integration	11
Works to Reach Agreement	13
Defines Core Values	10
Devolops Organizational Capability	13
Builds Team Orientation	10
Empowers People	10
Creates Change	11
Emphasizes Customer Focus	13
Promotes Organizational Learning	12

0 10 20 30 40 50 60 70 80 90 100

1st Survey

External Focus

ADAPTABILITY — MISSION

Promotes Organizational Learning
Emphasizes Customer Focus
Defines Strategic Direction & Intent
Defines Goals & Objectives
Creates Change
Creates Shared Vision

Flexible — Stable

Empowers People
Manages Coordination & Integration
Builds Team Orientation
Develops Organizational Capability
Defines Core Values
Works to Reach Agreement

INVOLVEMENT — CONSISTENCY

Beliefs and Assumptions

Scores: 52, 45, 51, 58, 50, 54, 55, 50, 56, 56, 52, 52, 56

Internal Focus

Boss

N = 142

2nd Survey

External Focus

ADAPTABILITY — MISSION

Promotes Organizational Learning
Emphasizes Customer Focus
Defines Strategic Direction & Intent
Defines Goals & Objectives
Creates Change
Creates Shared Vision

Flexible — Stable

Empowers People
Manages Coordination & Integration
Builds Team Orientation
Develops Organizational Capability
Defines Core Values
Works to Reach Agreement

INVOLVEMENT — CONSISTENCY

Beliefs and Assumptions

Scores: 73, 68, 69, 66, 71, 61, 75, 69, 79, 68, 60, 64

Internal Focus

Boss

N = 163

SB08

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DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Boss Scores

Category	Score
Defines Strategic Direction & Intent	21
Defines Goals & Objectives	23
Creates Shared Vision	18
Manages Coordination & Integration	12
Works to Reach Agreement	8
Defines Core Values	12
Devolops Organizational Capability	23
Builds Team Orientation	19
Empowers People	20
Creates Change	7
Emphasizes Customer Focus	13
Promotes Organizational Learning	16

0 10 20 30 40 50 60 70 80 90 100

1st Survey

External Focus

ADAPTABILITY · MISSION

Promotes Organizational Learning · Defines Strategic Direction & Intent · Defines Goals & Objectives

Emphasizes Customer Focus · Creates Shared Vision

Creates Change

36 · 24 · 31

29 · 29

Flexible · 29 · 39 · Stable

Beliefs and Assumptions

Empowers People · 20 · 29

20 · 22 · Manages Coordination & Integration

13

Builds Team Orientation · 29

INVOLVEMENT · Works to Reach Agreement · CONSISTENCY

Develops Organizational Capability · Defines Core Values

Internal Focus

Other

N = 74

2nd Survey

External Focus

ADAPTABILITY · MISSION

Promotes Organizational Learning · Defines Strategic Direction & Intent · Defines Goals & Objectives

Emphasizes Customer Focus · Creates Shared Vision

Creates Change

70 · 66

63 · 73

54 · 63

Flexible · Stable

Beliefs and Assumptions

Empowers People · 63 · 55

Manages Coordination & Integration

54 · 55

Builds Team Orientation · 63 · 58

INVOLVEMENT · Works to Reach Agreement · CONSISTENCY

Develops Organizational Capability · Defines Core Values

Internal Focus

Other

N = 28

SB08

denison

DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Other Scores

Category	Score
Defines Strategic Direction & Intent	35
Defines Goals & Objectives	44
Creates Shared Vision	24
Manages Coordination & Integration	26
Works to Reach Agreement	33
Defines Core Values	45
Devolops Organizational Capability	34
Builds Team Orientation	34
Empowers People	43
Creates Change	25
Emphasizes Customer Focus	27
Promotes Organizational Learning	46

2005

External Focus

ADAPTABILITY

Promotes Organizational Learning

Emphasizes Customer Focus

Defines Strategic Direction & Intent

Defines Goals & Objectives

MISSION

Creates Change

Creates Shared Vision

Flexible — Beliefs and Assumptions — Stable

51
58
56
40
40
44

Empowers People

55
46
65
59
50
50

Manages Coordination & Integration

INVOLVEMENT

Builds Team Orientation

Develops Organizational Capability

Defines Core Values

Works to Reach Agreement

CONSISTENCY

Internal Focus

Self

N = 31

2006

External Focus

ADAPTABILITY

Promotes Organizational Learning

Emphasizes Customer Focus

Defines Strategic Direction & Intent

Defines Goals & Objectives

MISSION

Creates Change

Creates Shared Vision

Flexible — Beliefs and Assumptions — Stable

51
66
56
47
40
50

Empowers People

55
46
65
59
50
50

Manages Coordination & Integration

INVOLVEMENT

Builds Team Orientation

Develops Organizational Capability

Defines Core Values

Works to Reach Agreement

CONSISTENCY

Internal Focus

Self

N = 31

Tier II Repeats Q3 2006
Percentile Difference Between 2005/2006 MSF Scores

Self-Reported Scores

Category	Value
Organizational Learning	0
Customer Focus	8
Creating Change	0
Empowerment	0
Team Orientation	0
Capability Development	0
Core Values	0
Agreement	0
Coordination & Integration	0
Vision	6
Goals & Objectives	0
Strategic Direction & Intent	7

0   20   40   60   80   100

2005

External Focus

ADAPTABILITY · MISSION · INVOLVEMENT · CONSISTENCY

Promotes Organizational Learning · Defines Strategic Direction & Intent · Defines Goals & Objectives · Emphasizes Customer Focus · Creates Shared Vision · Creates Change · Empowers People · Manages Coordination & Integration · Builds Team Orientation · Develops Organizational Capability · Defines Core Values · Works to Reach Agreement

Beliefs and Assumptions

52, 59, 54, 49, 48, 57, 52, 46, 51, 38, 47, 59

Flexible · Stable · Internal Focus

Combined Other

114 Peers

288 Direct Reports

39 Bosses

9 Other

2006

External Focus

ADAPTABILITY · MISSION · INVOLVEMENT · CONSISTENCY

Promotes Organizational Learning · Defines Strategic Direction & Intent · Defines Goals & Objectives · Emphasizes Customer Focus · Creates Shared Vision · Creates Change · Empowers People · Manages Coordination & Integration · Builds Team Orientation · Develops Organizational Capability · Defines Core Values · Works to Reach Agreement

Beliefs and Assumptions

66, 68, 65, 65, 60, 71, 65, 62, 76, 52, 60, 69

Flexible · Stable · Internal Focus

Combined Other

132 Peers

334 Direct Reports

49 Bosses

7 Other

Tier II Repeats Q3 2006
Percentile Difference Between 2005/2006 MSF Scores
Combined Other Scores

Category	Value
Organizational Learning	14
Customer Focus	9
Creating Change	11
Empowerment	13
Team Orientation	16
Capability Development	25
Core Values	14
Agreement	13
Coordination & Integration	10
Vision	14
Goals & Objectives	12
Strategic Direction & Intent	16

2005

External Focus

ADAPTABILITY — Promotes Organizational Learning · Emphasizes Customer Focus · Creates Change
MISSION — Defines Strategic Direction & Intent · Defines Goals & Objectives · Creates Shared Vision

70 · 70 · 70 · 70 · 71 · 73

Flexible — Stable

INVOLVEMENT — Empowers People · Builds Team Orientation · Develops Organizational Capability
CONSISTENCY — Manages Coordination & Integration · Works to Reach Agreement · Defines Core Values

69 · 66 · 74 · 68 · 64 · 78

Internal Focus

Peer

N = 114

2006

External Focus

ADAPTABILITY — Promotes Organizational Learning · Emphasizes Customer Focus · Creates Change
MISSION — Defines Strategic Direction & Intent · Defines Goals & Objectives · Creates Shared Vision

85 · 86 · 80 · 84 · 85 · 84

Flexible — Stable

INVOLVEMENT — Empowers People · Builds Team Orientation · Develops Organizational Capability
CONSISTENCY — Manages Coordination & Integration · Works to Reach Agreement · Defines Core Values

86 · 84 · 93 · 77 · 82 · 87

Internal Focus

Peer

N = 132

Tier II Repeats Q3 2006
Percentile Difference Between 2005/2006 MSF Scores

Peer Scores

Category	Value
Organizational Learning	15
Customer Focus	10
Creating Change	14
Empowerment	17
Team Orientation	18
Capability Development	19
Core Values	9
Agreement	18
Coordination & Integration	9
Vision	11
Goals & Objectives	14
Strategic Direction & Intent	16

2005

External Focus

ADAPTABILITY | MISSION

Promotes Organizational Learning | Defines Strategic Direction & Intent

Emphasizes Customer Focus | Defines Goals & Objectives

Creates Change | Creates Shared Vision

39 | 39
49 | 38
40 | 46

Flexible — Beliefs and Assumptions — Stable

Empowers People | Manages Coordination & Integration

41 | 45
37 | 38
41 | 32

Builds Team Orientation | Works to Reach Agreement

Develops Organizational Capability | Defines Core Values

INVOLVEMENT | CONSISTENCY

Internal Focus

Direct Report

N = 288

2006

External Focus

ADAPTABILITY | MISSION

Promotes Organizational Learning | Defines Strategic Direction & Intent

Emphasizes Customer Focus | Defines Goals & Objectives

Creates Change | Creates Shared Vision

56 | 47 | 48
46
47 | 56

Flexible — Beliefs and Assumptions — Stable

Empowers People | Manages Coordination & Integration

49 | 53
48 | 45
58 | 41

Builds Team Orientation | Works to Reach Agreement

Develops Organizational Capability | Defines Core Values

INVOLVEMENT | CONSISTENCY

Internal Focus

Direct Report

N = 334

Tier II Repeats Q3 2006
Percentile Difference Between 2005/2006 MSF Scores
Direct Report Scores

Category	Value
Organizational Learning	8
Customer Focus	7
Creating Change	7
Empowerment	8
Team Orientation	11
Capability Development	17
Core Values	9
Agreement	7
Coordination & Integration	8
Vision	10
Goals & Objectives	8
Strategic Direction & Intent	9

0   20   40   60   80   100

2005

External Focus

ADAPTABILITY

MISSION

Promotes Organizational Learning

Defines Strategic Direction & Intent

Emphasizes Customer Focus

Defines Goals & Objectives

66

52

59

54

Creates Change

Creates Shared Vision

60

57

Flexible — Beliefs and Assumptions — Stable

Empowers People

Manages Coordination & Integration

67

68

60

53

Builds Team Orientation

Works to Reach Agreement

62

57

INVOLVEMENT

Develops Organizational Capability

Defines Core Values

CONSISTENCY

Internal Focus

Boss

N = 39

2006

External Focus

ADAPTABILITY

MISSION

Promotes Organizational Learning

Defines Strategic Direction & Intent

Emphasizes Customer Focus

Defines Goals & Objectives

80

67

71

70

Creates Change

Creates Shared Vision

70

80

Flexible — Beliefs and Assumptions — Stable

Empowers People

Manages Coordination & Integration

68

69

69

53

Builds Team Orientation

Works to Reach Agreement

80

65

INVOLVEMENT

Develops Organizational Capability

Defines Core Values

CONSISTENCY

Internal Focus

Boss

N = 49

Tier II Repeats Q3 2006
Percentile Difference Between 2005/2006 MSF Scores
Boss Scores

| Category	Value
Organizational Learning	1
Customer Focus	12
Creating Change	10
Empowerment	1
Team Orientation	9
Capability Development	18
Core Values	8
Agreement	0
Coordination & Integration	1
Vision	23
Goals & Objectives	16
Strategic Direction & Intent	28

Tier II Comparison By Effectiveness Scores

Top 25%   Bottom 25%

Tier II - Self
Percentile Differences between Bottom 25% and Top 25%
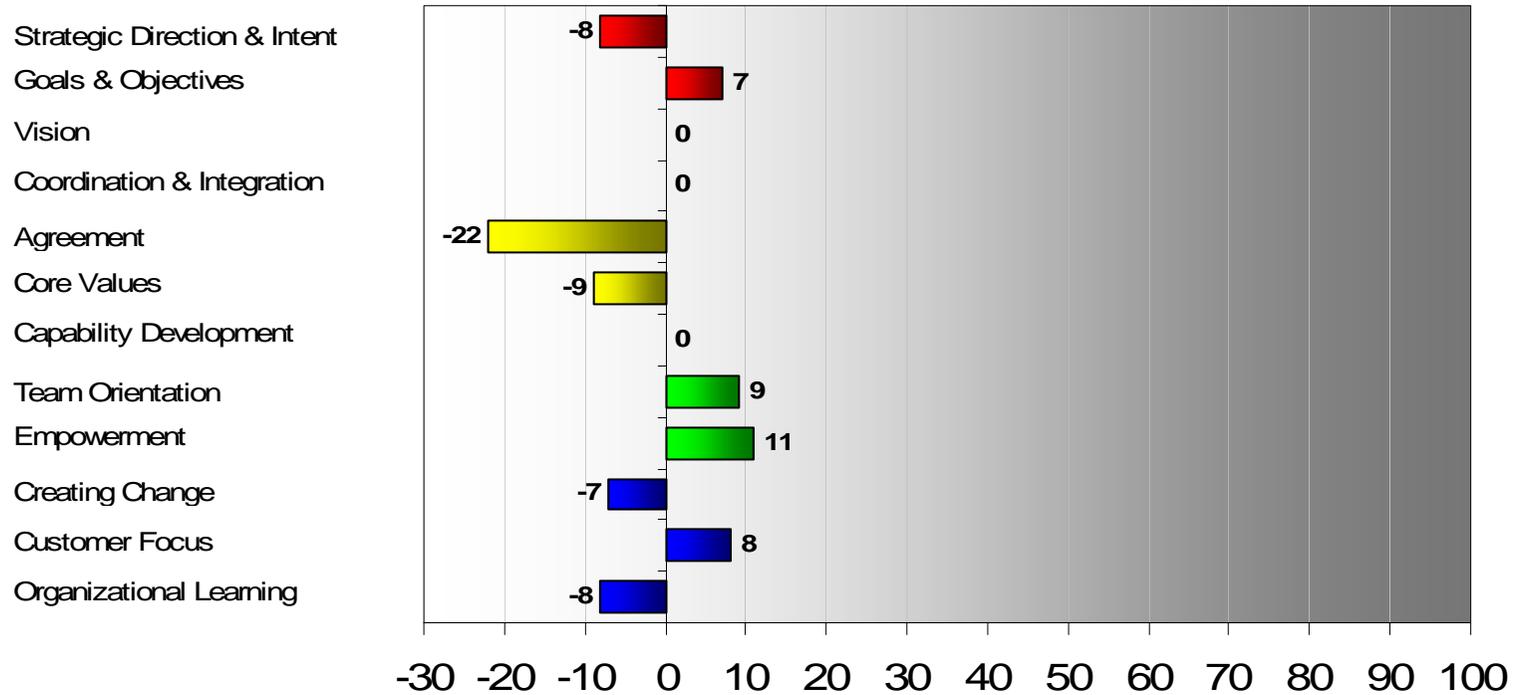
Category	Value
Strategic Direction & Intent	-8
Goals & Objectives	7
Vision	0
Coordination & Integration	0
Agreement	-22
Core Values	-9
Capability Development	0
Team Orientation	9
Empowerment	11
Creating Change	-7
Customer Focus	8
Organizational Learning	-8
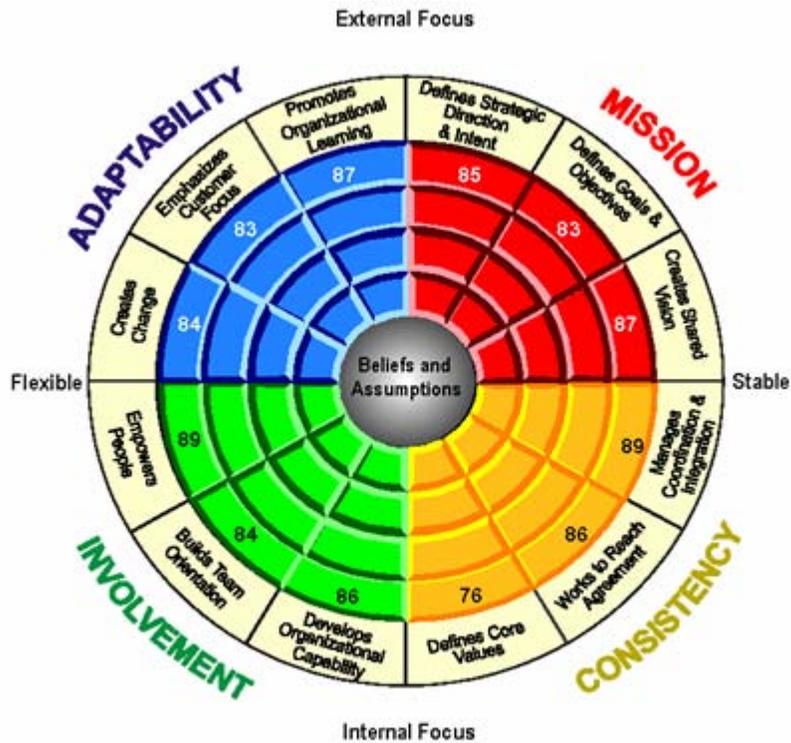
# Tier II Comparison By Effectiveness Scores
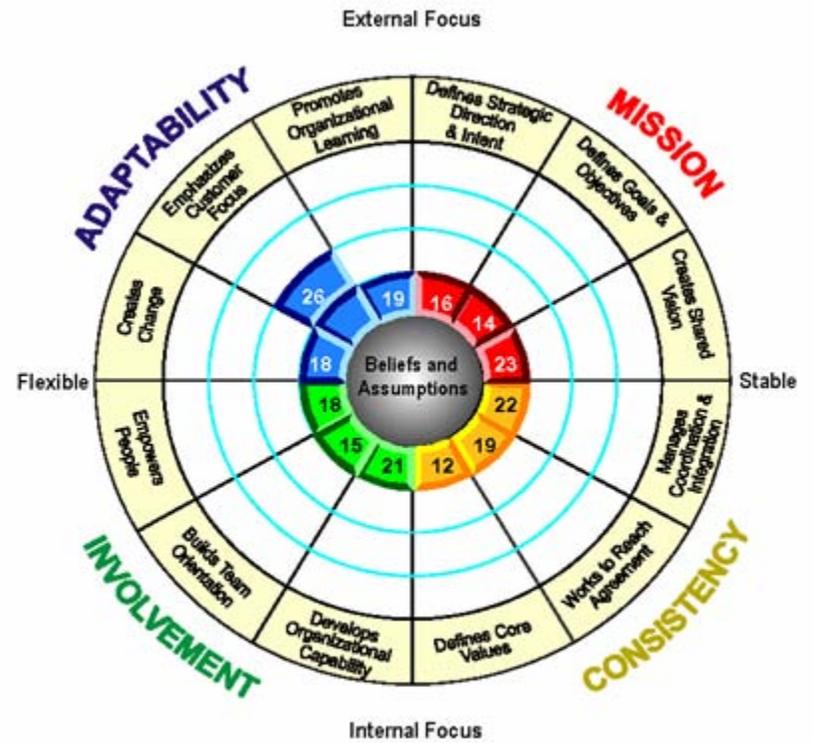
Top 25%

Bottom 25%

Tier II - Combined Other
Percentile Differences between Bottom 25% and Top 25%

Category	Value
Strategic Direction & Intent	69
Goals & Objectives	69
Vision	64
Coordination & Integration	67
Agreement	67
Core Values	64
Capability Development	65
Team Orientation	69
Empowerment	71
Creating Change	66
Customer Focus	57
Organizational Learning	68
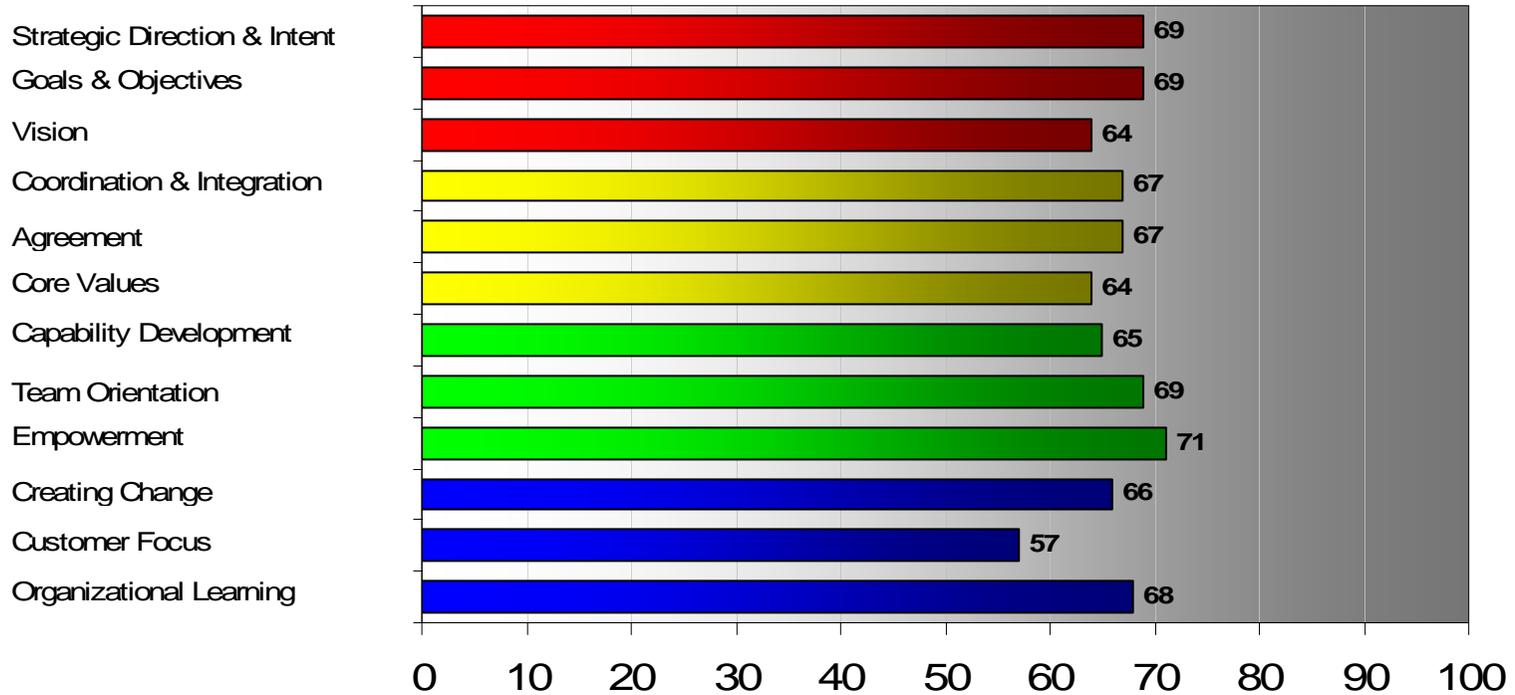
# Tier II Comparison By Effectiveness Scores
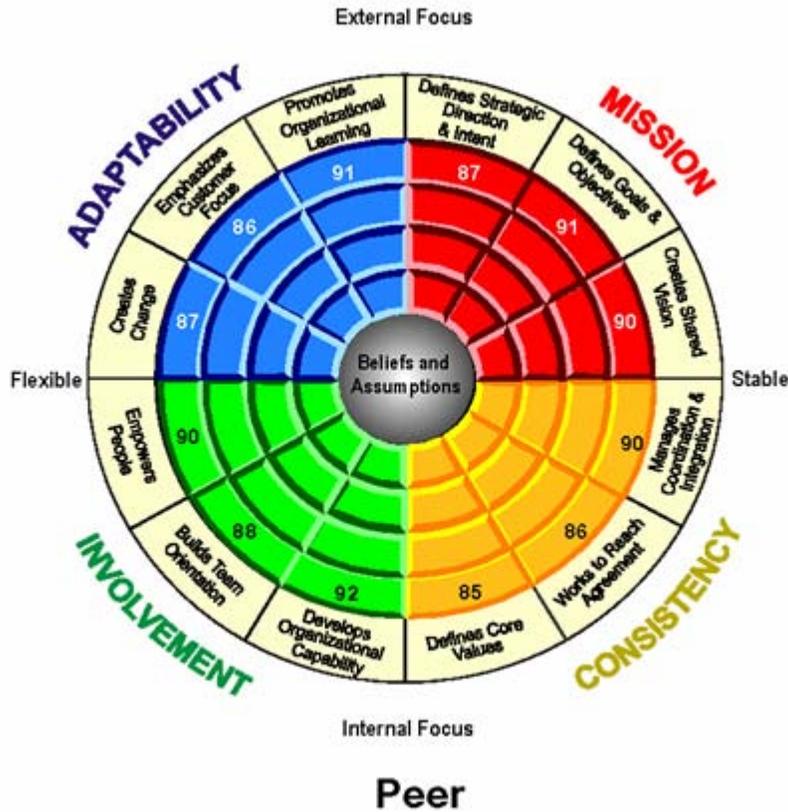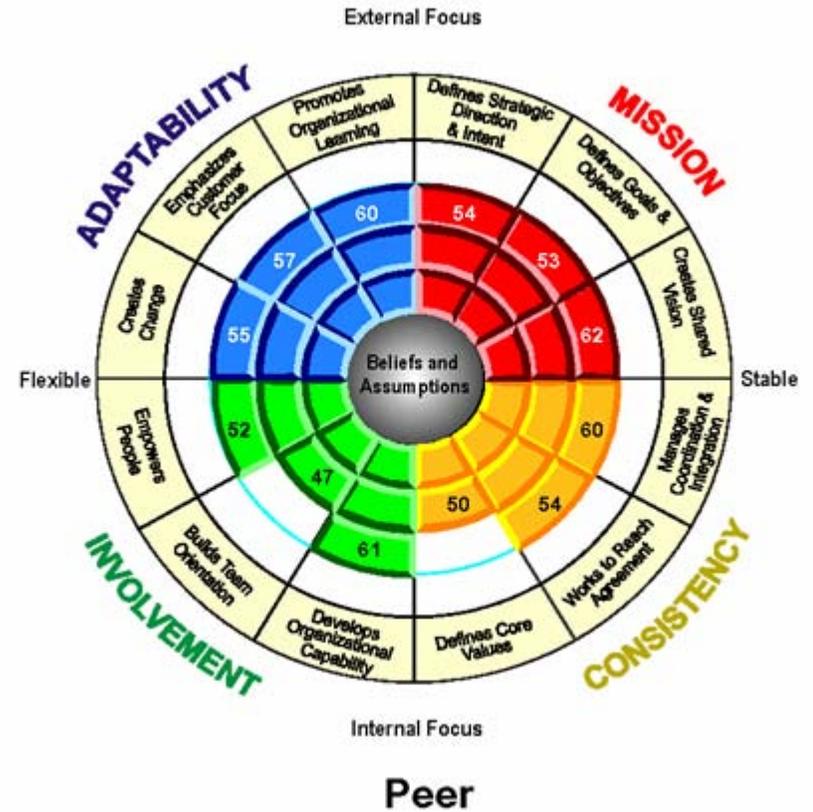
Top 25%

Bottom 25%

Tier II - Peer
Percentile Differences between Bottom 25% and Top 25%
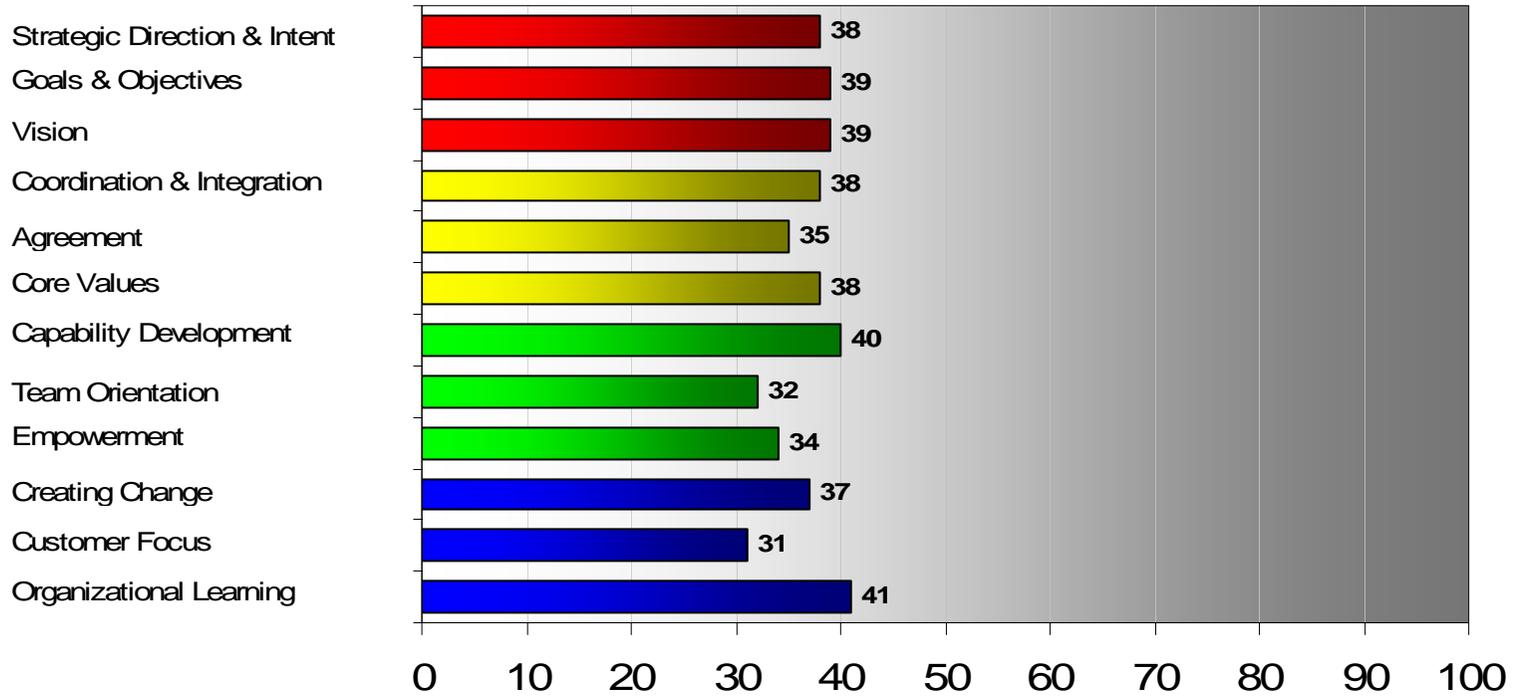
Category	Value
Strategic Direction & Intent	38
Goals & Objectives	39
Vision	39
Coordination & Integration	38
Agreement	35
Core Values	38
Capability Development	40
Team Orientation	32
Empowerment	34
Creating Change	37
Customer Focus	31
Organizational Learning	41
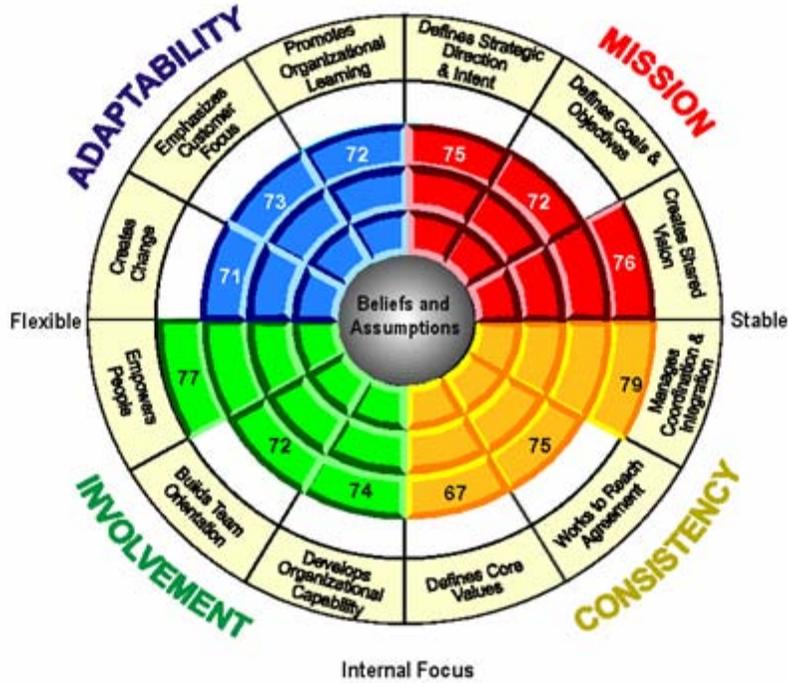
Tier II Comparison By Effectiveness Scores
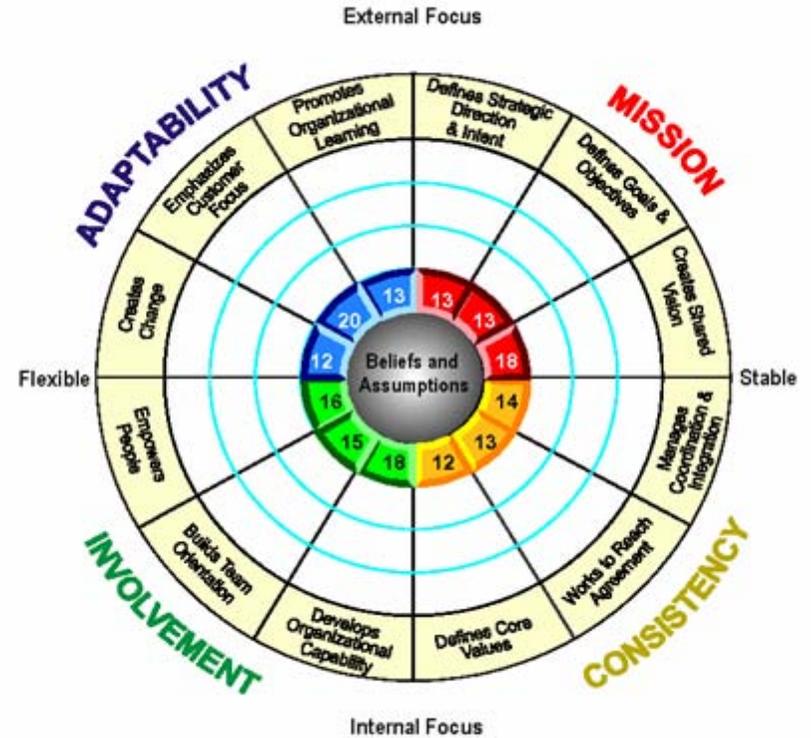
Top 25%

Bottom 25%

Tier II - Direct Report
Percentile Differences between Bottom 25% and Top 25%

Category	Value
Strategic Direction & Intent	62
Goals & Objectives	59
Vision	58
Coordination & Integration	65
Agreement	62
Core Values	55
Capability Development	56
Team Orientation	57
Empowerment	61
Creating Change	59
Customer Focus	53
Organizational Learning	59

0 10 20 30 40 50 60 70 80 90 100
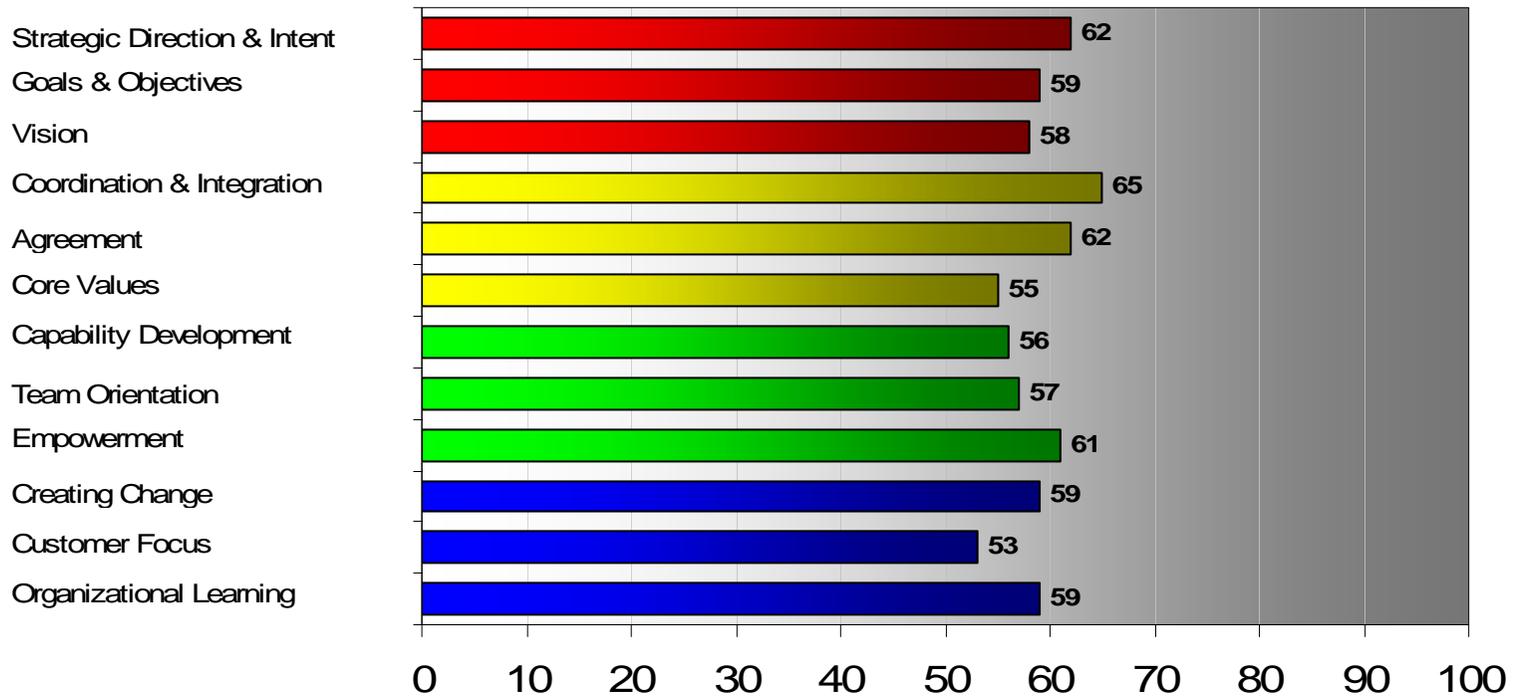
Tier II Comparison By Effectiveness Scores
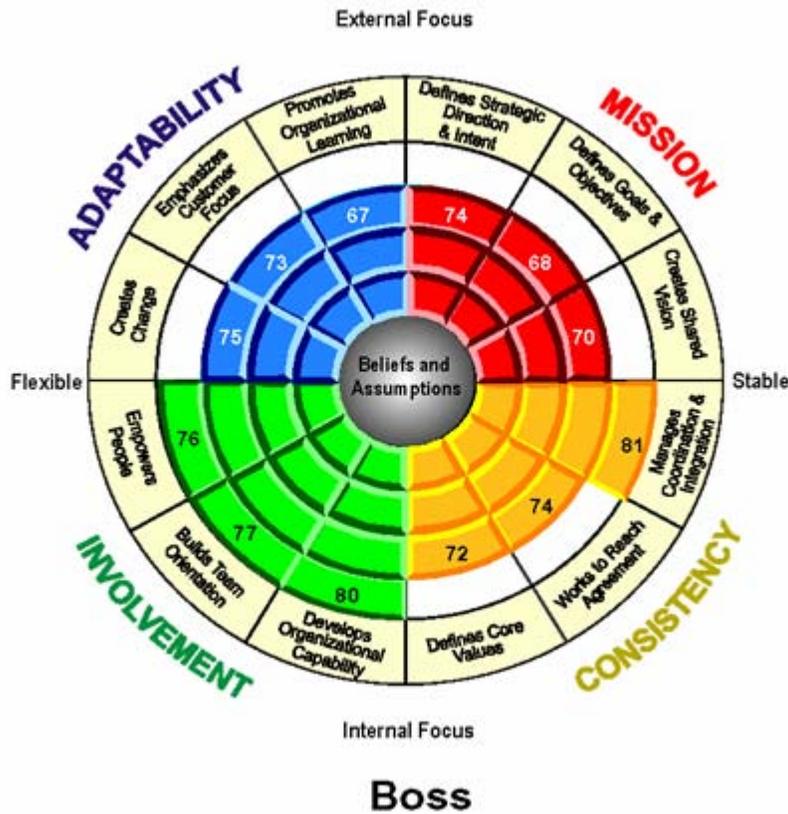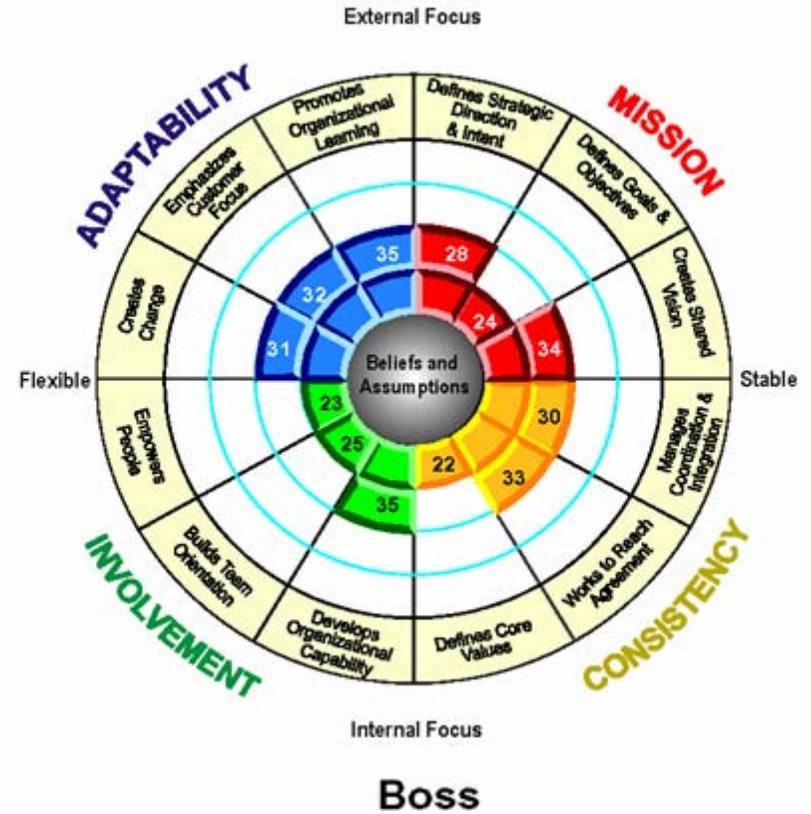
Top 25%

Bottom 25%

Tier II - Boss
Percentile Differences between Bottom 25% and Top 25%

Category	Value
Strategic Direction & Intent	46
Goals & Objectives	44
Vision	36
Coordination & Integration	51
Agreement	41
Core Values	50
Capability Development	45
Team Orientation	52
Empowerment	53
Creating Change	44
Customer Focus	41
Organizational Learning	32
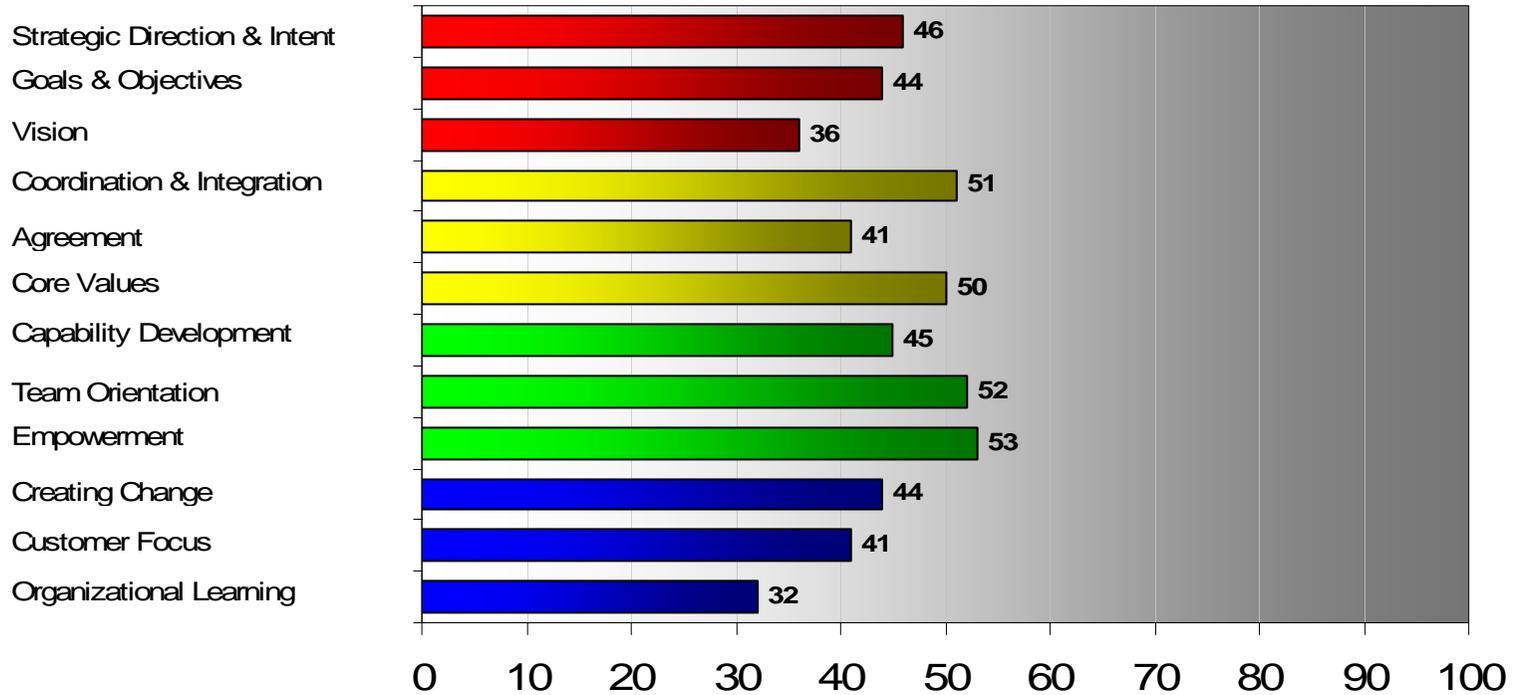
High and Low Line Item Scores (Based on Combined Other)

Tier II Top 25%

Highest Scores

92	Sees that decisions are made at the lowest possible level.
88	Establishes mechanisms that facilitate effective cross-functional communication.
87	Translates the vision into reality in a way that helps guide individual action.
87	Organizes work so that everyone sees the connection between the vision and daily activities.
86	Provides employees with a clear mission that gives meaning and direction to their work.
86	Helps create an environment that facilitates coordination of projects across functional units.
85	Communicates the organizational vision to his/her employees.
85	Serves as a model that creates change in other parts of the organization.
85	Works hard to foster the alignment of goals across all functional areas.
85	Knows when to use a team approach to solve problems.

Lowest Scores

62	Has an ethical code that guides his/her behavior.
63	Has earned the confidence and trust of others.
66	Does the "right thing" even when it is not popular.
70	Clearly articulates a set of fundamental beliefs that are not negotiable.
70	Values the contributions of the people s/he works with.
70	Acknowledges and celebrates team accomplishments.
71	Establishes high standards of performance.
72	Knows the strengths and weaknesses of the competition.
72	"Practices" what s/he "preaches."
73	Lives up to promises and commitments.

Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R

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High and Low Line Item Scores (Based on Combined Other)

Tier II Bottom 25%

Highest Scores

37	Encourages direct contact with customers.
35	Communicates the organizational vision to his/her employees.
32	Sees that decisions are made at the lowest possible level.
32	Is sensitive and responsive to diversity issues when dealing with others.
32	Actively seeks feedback from customers.
31	Openly accepts criticism without being defensive.
31	Encourages others to learn about the best practices in the industry.
29	Shares information so that everyone gets the information s/he needs.
28	Establishes mechanisms that facilitate effective cross-functional communication.
28	Champions change that goes beyond the scope of his/her job.

Lowest Scores

9	Has earned the confidence and trust of others.
12	Sets clear goals that are ambitious, but realistic.
12	Has an ethical code that guides his/her behavior.
13	Establishes high standards of performance.
13	Foresees problems before they arise.
14	Does the "right thing" even when it is not popular.
14	Clearly articulates a set of fundamental beliefs that are not negotiable.
14	Effectively allocates resources in line with strategic priorities.
14	Provides clear directions and priorities for employees.
14	Values the contributions of the people s/he works with.

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