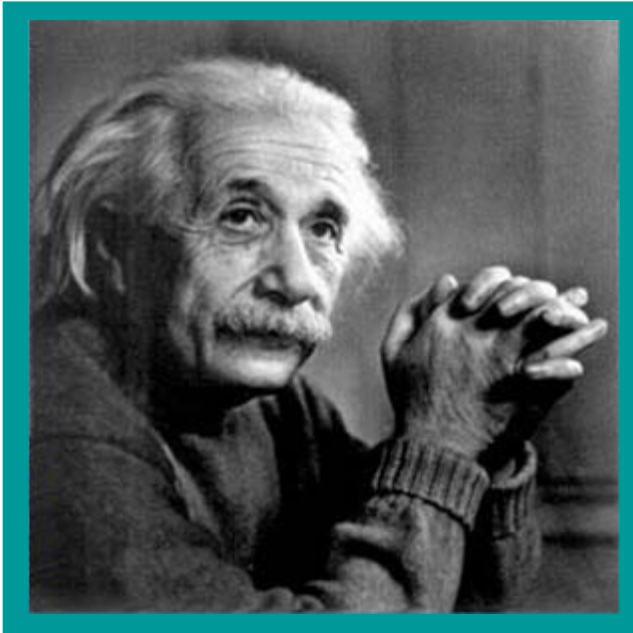# Objectives

1. **Understand the DLA Multi-Source Feedback Process**

2. **Understand the Denison Model**

3. **Understand the Survey Process**

4. **Understand the Coaching Process**

The Key

*"Things never stay the same…
You either get better,
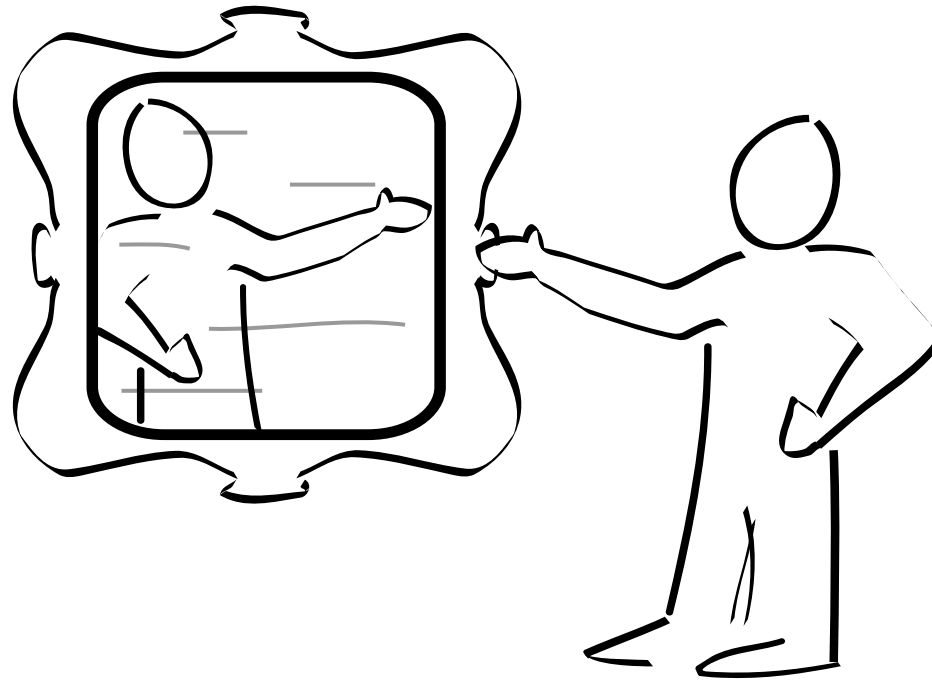or you get worse."*

Challenge the Status Quo

Insanity:

"Doing the same thing over and over again and expecting different results."

- Albert Einstein

Step One:
LOOK IN THE MIRROR

IT'S ALL ABOUT YOU!

Supervisors and Managers cannot improve without feedback!!

Understanding The DLA/Denison Multi Source Feedback Model

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?"

External Focus

Flexible

Promotes Organizational Learning

Emphasize Customer Focus

Creates Change

Defines Strategic Direction & Intent

Defines Goals & Objectives

Creates Shared Vision

Beliefs and Assumptions

Empowers People

Builds Team Orientation

Develops Organizational Capability

Defines Core Values

Works to Reach Agreement

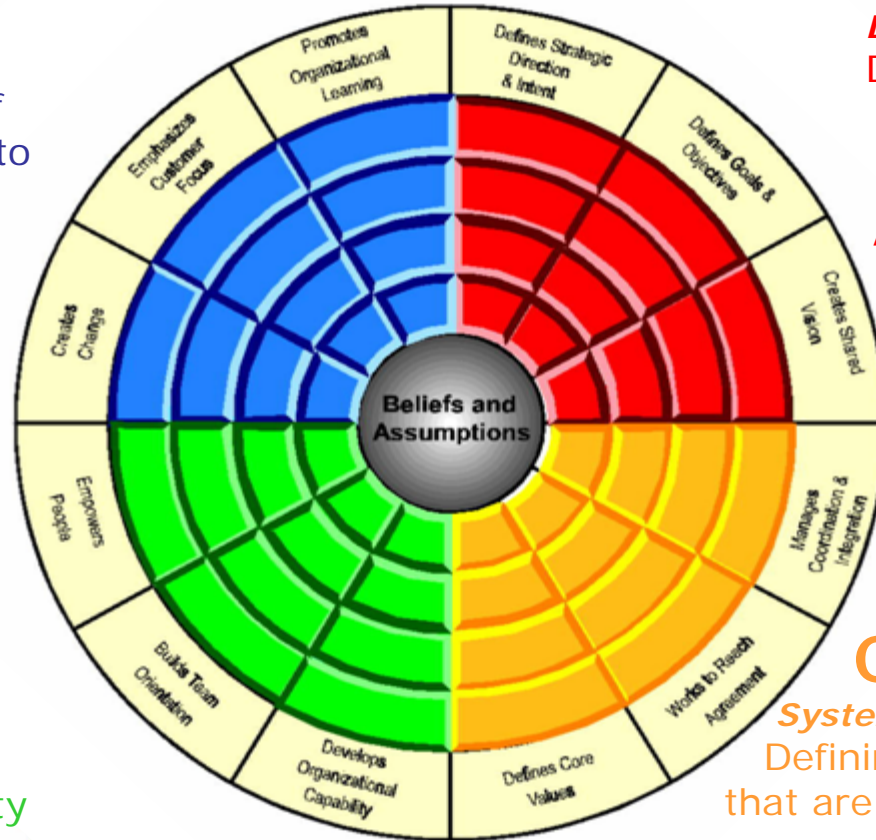Manages Coordination & Integration

Stable

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?"

Internal Focus

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

1-5

Understanding the MSF Feedback Process

Getting Ready for Feedback
What's the Purpose?

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

Who are the Raters?

1. Raters - DLA civilian or military employees only.

2. Direct Reports – Persons who consider the ratee to be their first line supervisor. Each ratee should invite all of their direct reports to rate them. (Exception: If a ratee has less than 3 direct reports they should invite up to 4 other subordinates to rate them.)

3. Peers – Persons who are at the same grade, one grade lower or one grade higher than the ratee and are not in the ratee's chain of command. Ratees should invite 5 peers to rate them.

4. Boss – Ratee's immediate supervisor

How to Prepare Raters

1. Inform people about why you are seeking feedback – how is it adding value to you and the organization.

2. Let people know the purpose of your seeking their feedback and how it fits into DLA's business objectives and your development plans.

3. Let people know that you are serious about wanting feedback. Share your development goals and what you hope to achieve so they understand the purpose.

4. 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).

5. Thank people ahead of time. It's not always easy giving feedback. Let them know you appreciate the time they will spend helping you. Indicate your willingness to return the favor for their assistance.

Potential Impact of Feedback Continued

1. **Shock** *(This can't be me!)*

2. **Denial** *(This must be someone else's report!)*

3. **Anger/Hurt/Elation** *(After all I've done for them, how could they say that about me?)*

4. **Rationalization** *(My boss makes me act this way, or the organization doesn't support my efforts)*

5. **Awareness** *(There is a gap between how I see myself and how others see me that I need to understand)*

6. **Acceptance** *(I may not like this, but it is what it is)*

7. **Action** *(I need to develop a plan for change and a follow-up plan for tracking change over time)*

Denison Leadership Development Multi-Source Feedback

Understanding the DLA Survey Process

File   Edit   View   Favorites   Tools   Help

Back   Search   Favorites   Media

Address   http://63.74.121.196/Denison360/ThreeClickMain.asp   Go   Links

Main Screen

3 click
Denison Consulting

Info   Help

Main Page

Welcome jay1 richards!

Your survey deadline: 24 January 2003
Extend My Deadline date (click here)

Click button 1, 2 or 3. For detailed instructions, click the Info button above.
For information on your current status, check the status table at the bottom of the page.

Status*

1   Define and edit your raters

2   Take the on-line survey

3   Check survey counts and
     Generate your report (see example report)

Change your survey DEADLINE date (click here)

*Status Legend: Not Started   Incomplete   Finished   --

Survey Settings

Survey Deadline: 24 January 2003

Done   Internet

start   2 Micr...   Microsof...   Present...   2 Micr...   Microsof...   Microsof...   Denison ...   Denison ...   3:52 PM

The Survey

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 the Report to Tier 11 Supervisors 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
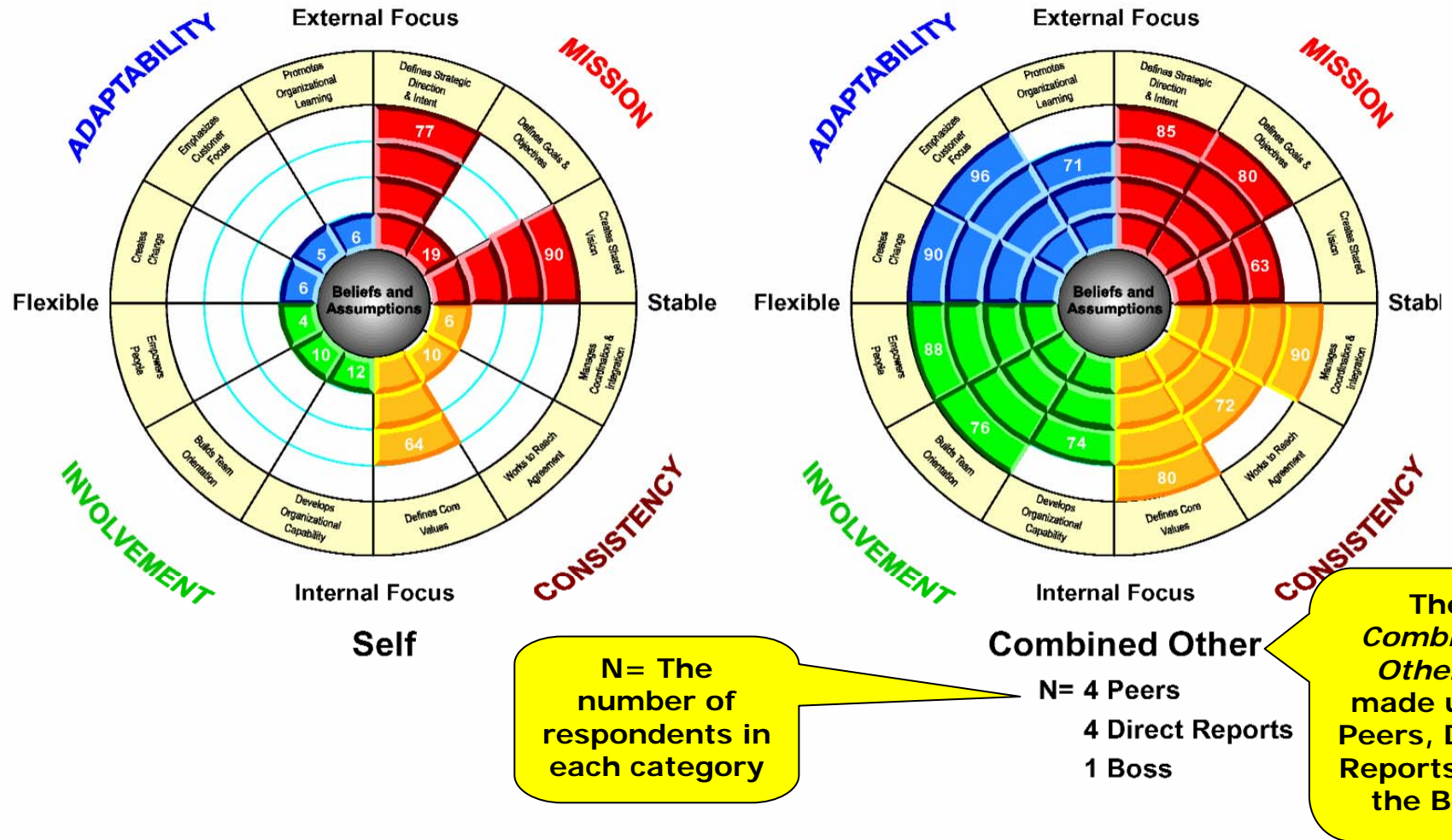
Each response category (Self, Boss, Peer, etc.) uses a separate benchmark. So, self scores are compared to self, peer to peer, and so on.

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

Peer
N = 4
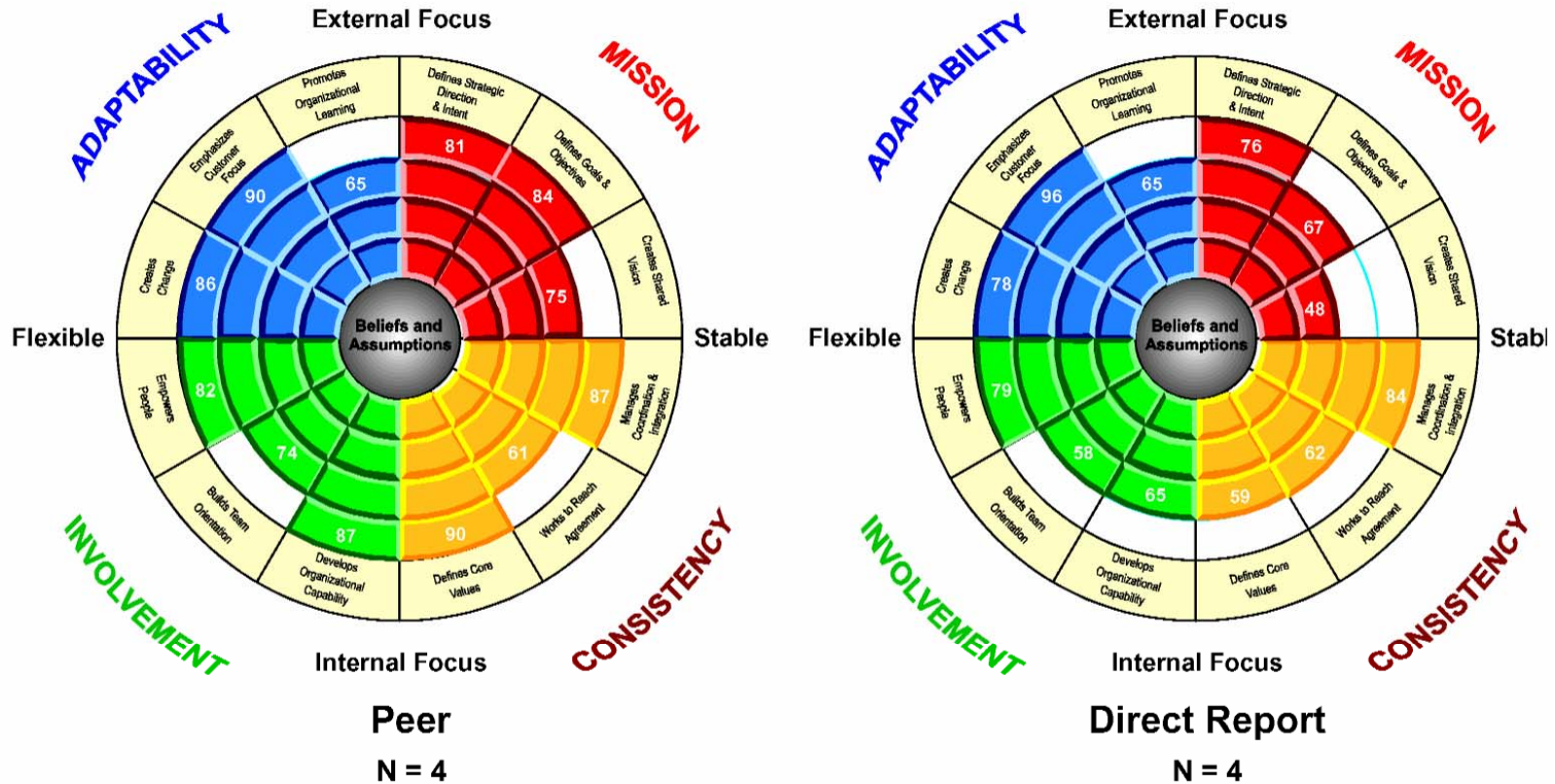
Direct Report
N = 4

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*

1-11

SB05

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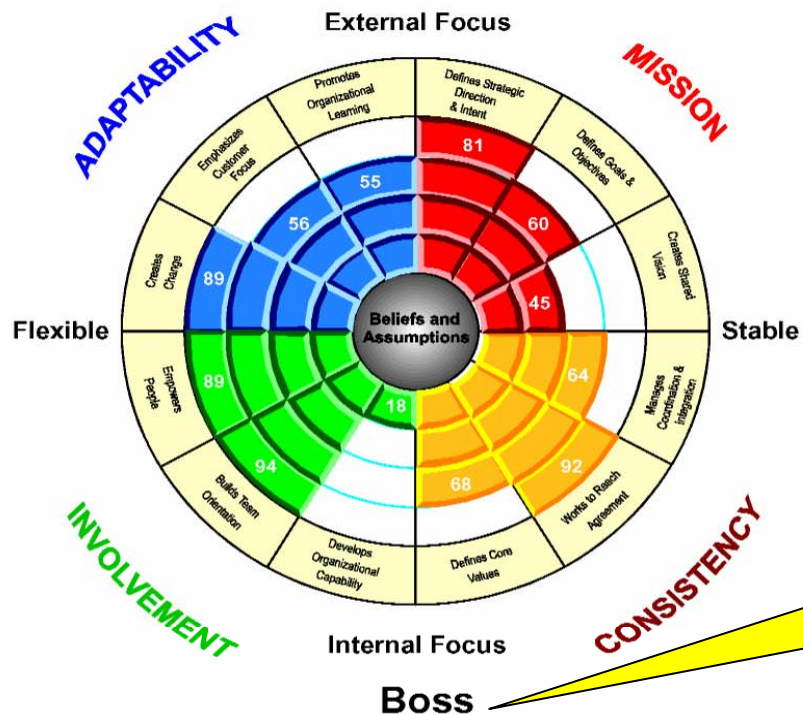
The Boss is the only category for which a separate profile will be presented for a group with less than 3 respondents.

Understanding the Gap Report

Capabilities and Gap Report

Matched Perceptions

Strengths*

		Percentile	
	Gap	Self	Others
Promotes Organiza... Learning	-20	57	77
Builds Team Orien...			
Develops Organiza...			
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 Goa... & 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.

Line Item Reports

INVOLVEMENT					
Sample Leader	Self	Combined Other*	Peer	Direct Report	Boss
Empowers People					
Sees that decisions are made at the lowest possible level. ➖	24	52	66	29	73
Shares information so that everyone gets the information s/he needs. ➕	11	89	78	98	91
Creates an environment where everyone feels that his/her effort can make a difference.	2	76	67	75	92
Involves everyone in shaping the plans and decisions that affect them.	2	66	81	56	94
Ensures that the necessary resources are available to do the job. ➕	52	88	86	97	62
Conveys confidence in people's competence to do their job.	3	76	90	56	60
Encourages others to take responsibility.	7	68	75	61	54
Delegates authority so that others can do their work more effectively.	50	81	61	90	66

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 goa...
22	Foresees problems before they arise.
24	Establishes...
26	Effectively allocates resources in line with strategic pri...
26	Recognizes the need to respond quickly to customer co...
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.

Interpretation Guidelines

Big Picture

High Skill Areas

Low Skill Areas

Perception Gaps
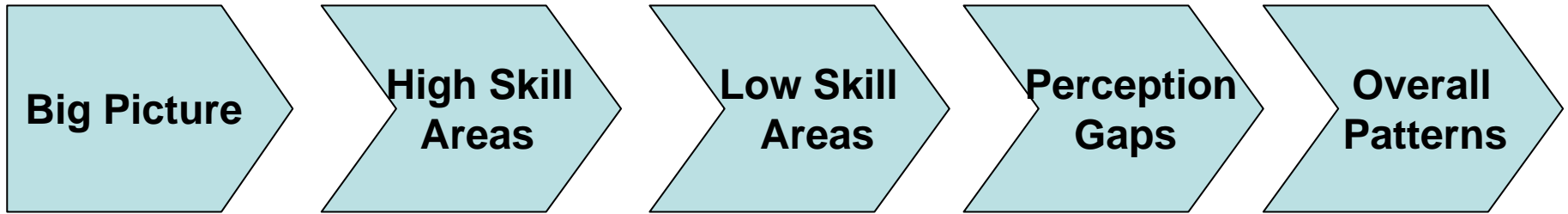
Overall Patterns

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.   _____

Tier 11 Leadership Composite

DLA Tier II 1st Time Composite to 2006
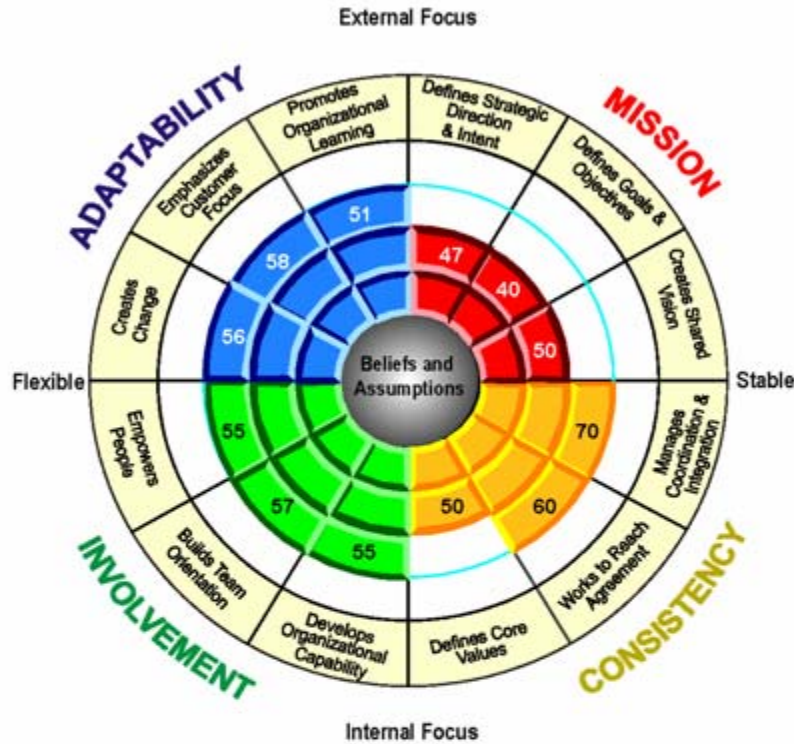
Self

N = 105
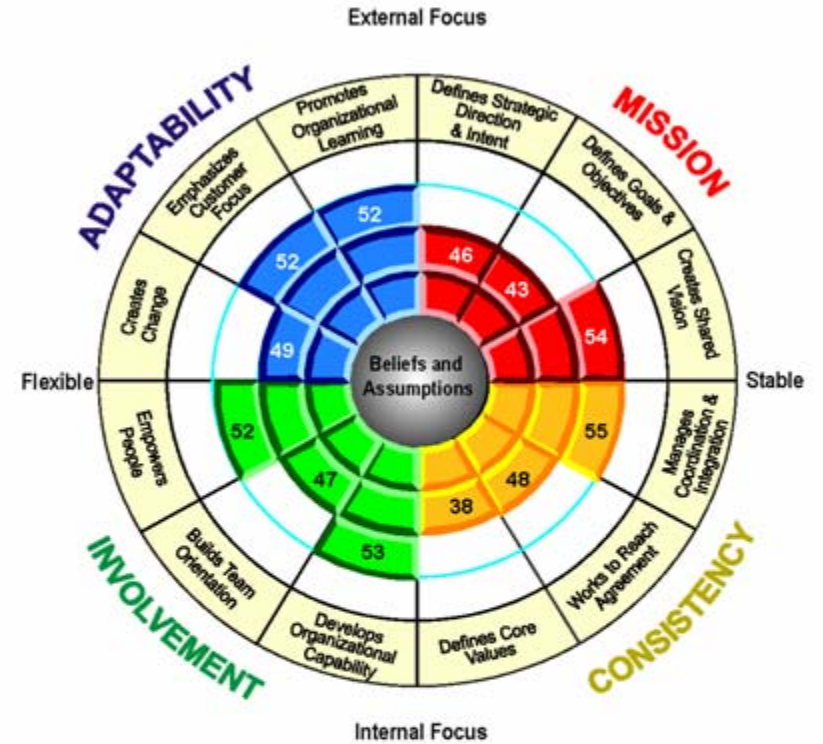
Combined Other

411 Peers
842 Direct Reports
142 Bosses
74 Other

denison

DLA Tier II 1st Time Composite to 2006
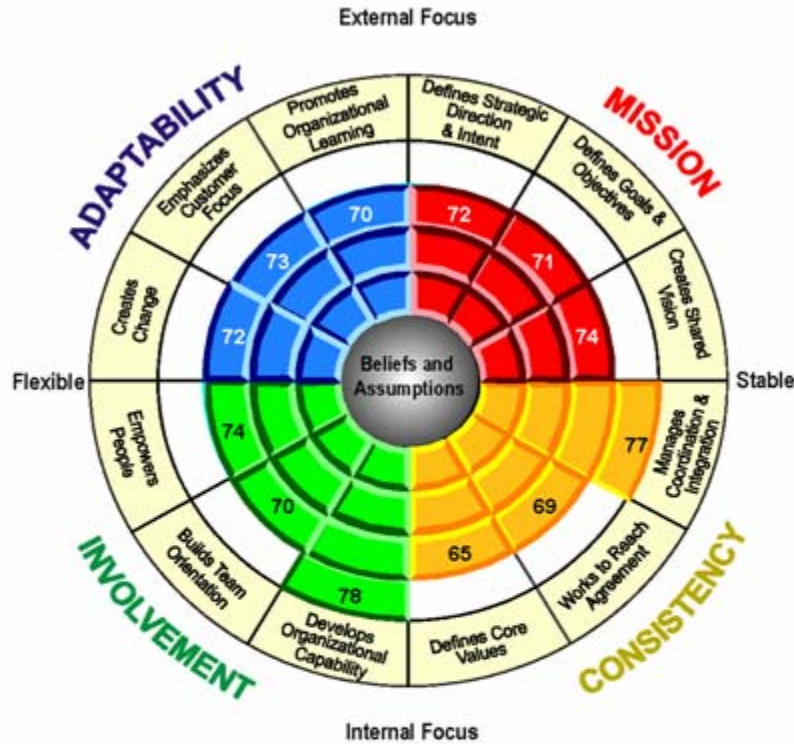
Peer

N = 411
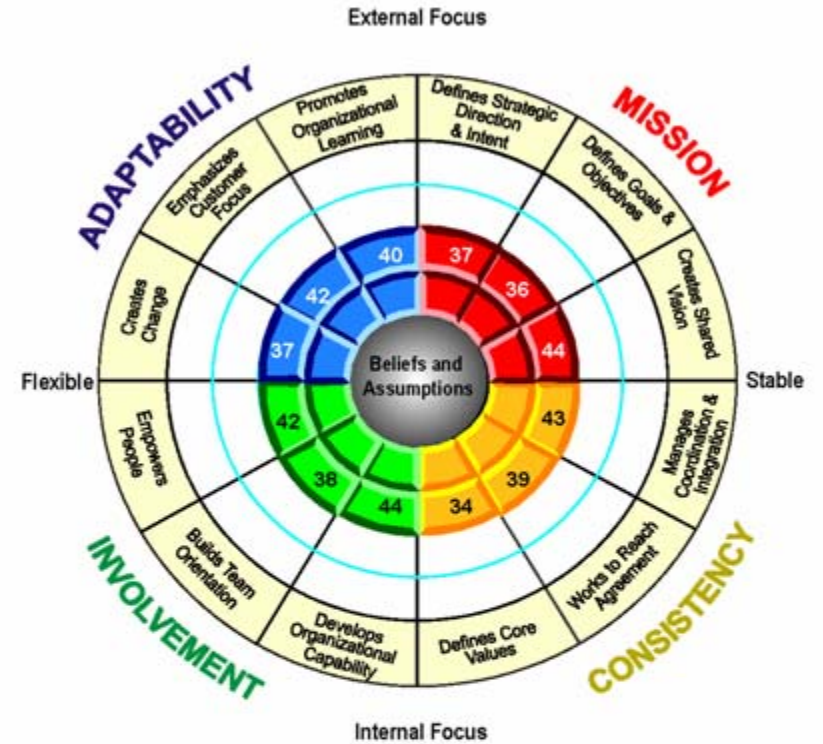
Direct Report

N = 842

DLA Tier II 1st Time Composite to 2006
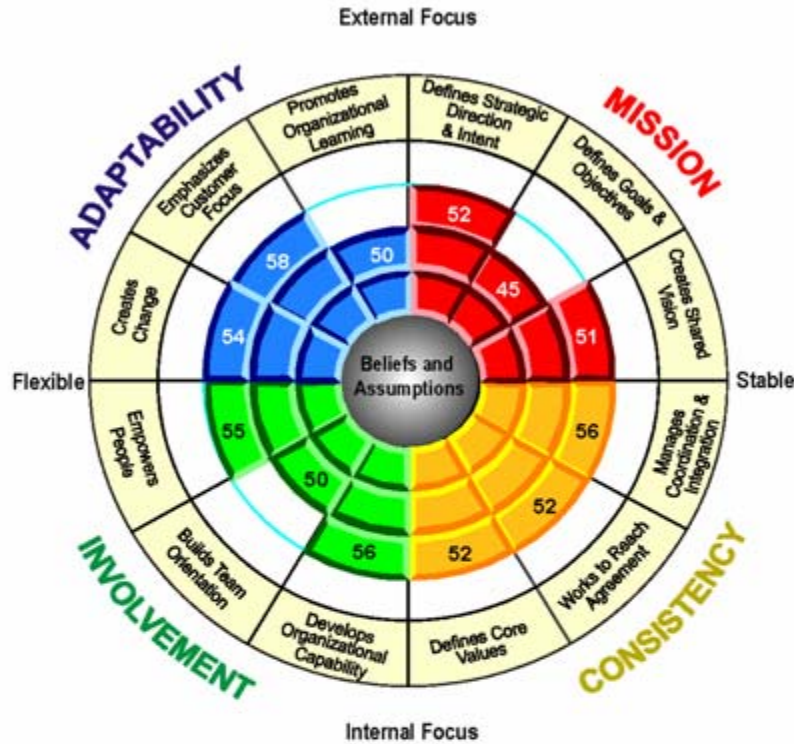
Boss

N = 142

Other

N = 74

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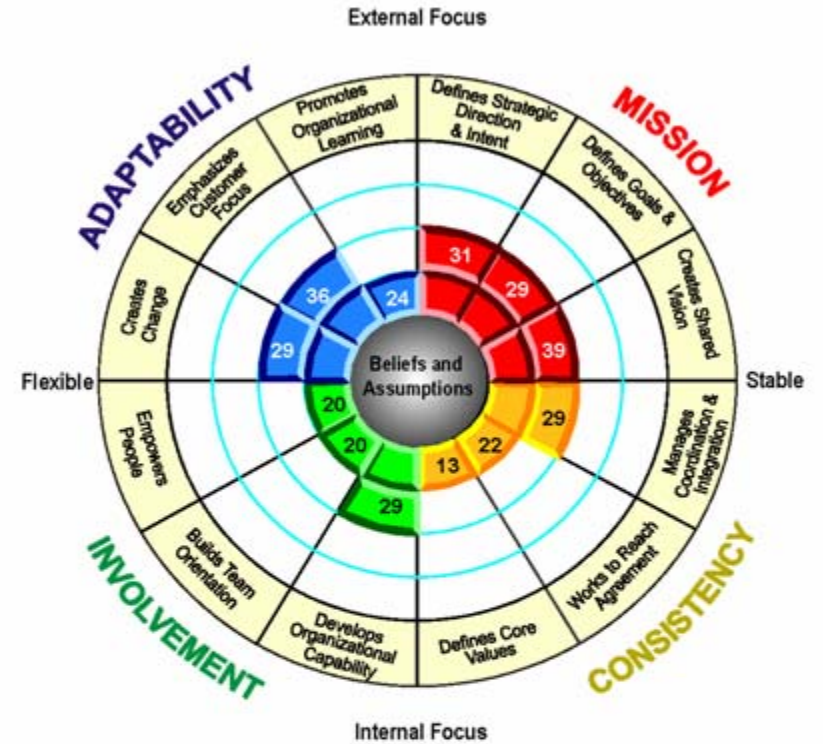
High and Low Line Item Scores (Based on Combined Other)

DLA Tier II 1st Time Composite to 200612

Highest Scores

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

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.

http://www.DenisonCulture.com

denison

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

ADAPTABILITY — Promotes Organizational Learning, Emphasizes Customer Focus, Creates Change: 51, 58, 56

MISSION — Defines Strategic Direction & Intent, Defines Goals & Objectives, Creates Shared Vision: 47, 40, 50

CONSISTENCY — Manages Coordination & Integration, Works to Reach Agreement, Defines Core Values: 70, 60, 50, 55

INVOLVEMENT — Empowers People, Builds Team Orientation, Develops Organizational Capability: 55, 57, 55

Beliefs and Assumptions

Flexible — Stable

Internal Focus

Self

N = 105

2nd Survey

External Focus

ADAPTABILITY — Promotes Organizational Learning, Emphasizes Customer Focus, Creates Change: 59, 58, 56

MISSION — Defines Strategic Direction & Intent, Defines Goals & Objectives, Creates Shared Vision: 55, 47, 50

CONSISTENCY — Manages Coordination & Integration, Works to Reach Agreement, Defines Core Values: 70, 60, 59, 65

INVOLVEMENT — Empowers People, Builds Team Orientation, Develops Organizational Capability: 55, 57, 65

Beliefs and Assumptions

Flexible — Stable

Internal Focus

Self

N = 114

denison

DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Self Scores

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

1st Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning

Emphasizes Customer Focus

Creates Change

Defines Strategic Direction & Intent

Defines Goals & Objectives

MISSION

Creates Shared Vision

52
52
49
46
43
54

Beliefs and Assumptions

Flexible

Stable

Empowers People

52
47
53
38
48
55

INVOLVEMENT

Builds Team Orientation

Develops Organizational Capability

Defines Core Values

Works to Reach Agreement

Manages Coordination & Integration

CONSISTENCY

Internal Focus

Combined Other

411 Peers
842 Direct Reports
142 Bosses
74 Other

2nd Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning

Emphasizes Customer Focus

Creates Change

Defines Strategic Direction & Intent

Defines Goals & Objectives

MISSION

Creates Shared Vision

68
66
62
63
58
70

Beliefs and Assumptions

Flexible

Stable

Empowers People

66
59
72
51
64
66

INVOLVEMENT

Builds Team Orientation

Develops Organizational Capability

Defines Core Values

Works to Reach Agreement

Manages Coordination & Integration

CONSISTENCY

Internal Focus

Combined Other

455 Peers
1036 Direct Reports
163 Bosses
28 Other

denison

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
Empowers People
74
70
Builds Team Orientation
78
Develops Organizational Capability

INVOLVEMENT

Internal Focus

Defines Strategic Direction & Intent
Defines Goals & Objectives
72
71
Creates Shared Vision
74

MISSION

Beliefs and Assumptions

Stable

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

CONSISTENCY

Flexible

Peer

N = 411

2nd Survey

External Focus

ADAPTABILITY
Promotes Organizational Learning
Emphasizes Customer Focus
Creates Change
78
74
75
Empowers People
79
74
Builds Team Orientation
85
Develops Organizational Capability

INVOLVEMENT

Internal Focus

Defines Strategic Direction & Intent
Defines Goals & Objectives
79
78
Creates Shared Vision
78

MISSION

Beliefs and Assumptions

Stable

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

CONSISTENCY

Flexible

Peer

N = 455

denison

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

0 10 20 30 40 50 60 70 80 90 100

1st Survey

External Focus

Flexible — Stable

Internal Focus

Direct Report

N = 842

2nd Survey
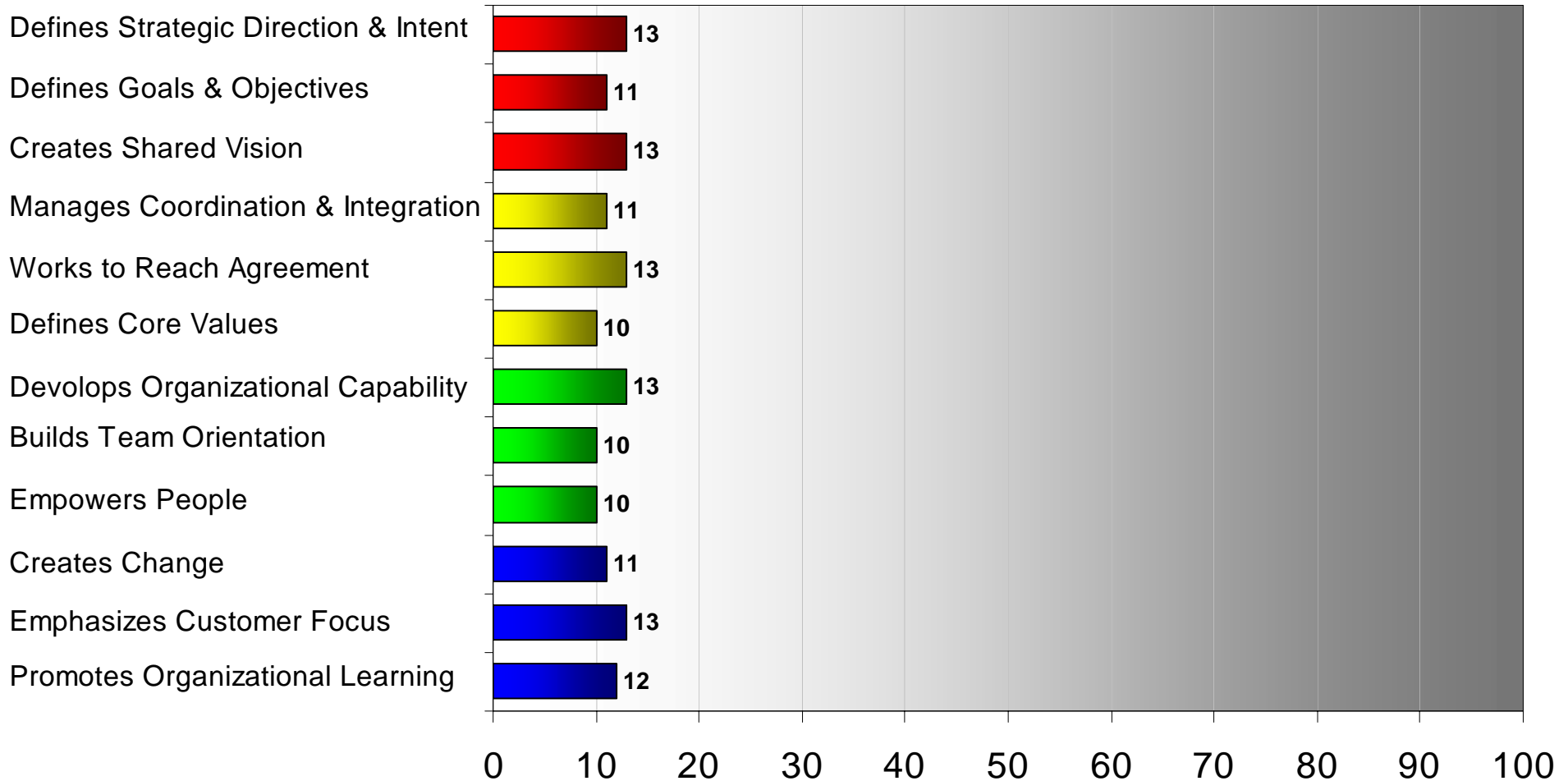
External Focus

Flexible — Stable
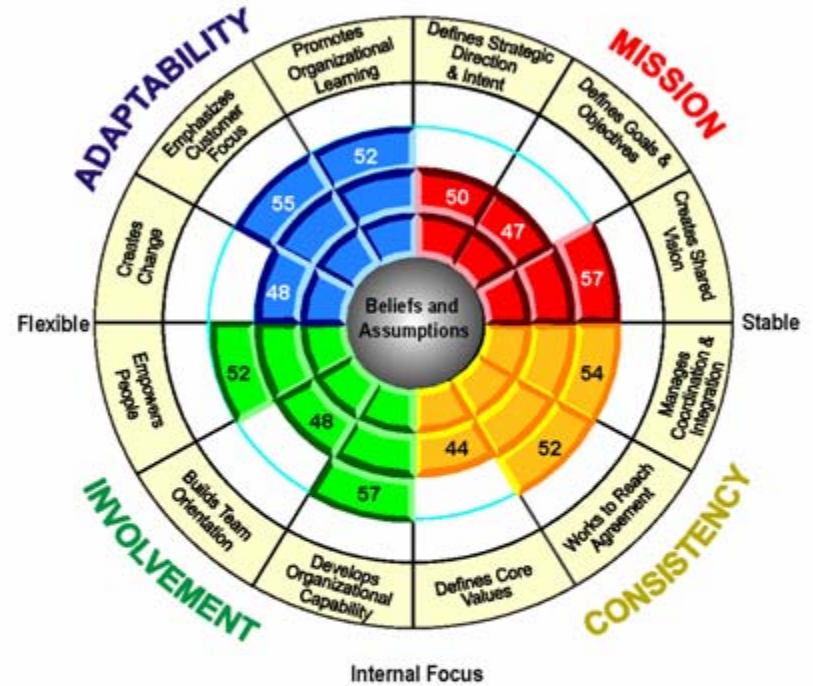
Internal Focus

Direct Report

N = 1036

denison

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

1st Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning

Emphasizes Customer Focus

Defines Strategic Direction & Intent

Defines Goals & Objectives

MISSION

Creates Change

Creates Shared Vision

58 · 50 · 52

54 · 45

51

Flexible — Beliefs and Assumptions — Stable

Empowers People

Manages Coordination & Integration

55 · 56

50 · 52

Builds Team Orientation

Works to Reach Agreement

56 · 52

INVOLVEMENT

Develops Organizational Capability

Defines Core Values

CONSISTENCY

Internal Focus

Boss

N = 142

2nd Survey

External Focus

ADAPTABILITY

Promotes Organizational Learning

Emphasizes Customer Focus

Defines Strategic Direction & Intent

Defines Goals & Objectives

MISSION

Creates Change

Creates Shared Vision

66 · 73

71 · 68

61 · 69

Flexible — Beliefs and Assumptions — Stable

Empowers People

Manages Coordination & Integration

75 · 68

69 · 60

Builds Team Orientation

Works to Reach Agreement

79 · 64

INVOLVEMENT

Develops Organizational Capability

Defines Core Values

CONSISTENCY

Internal Focus

Boss

N = 163

denison

DLA Tier II Repeat Composite
Percentile Differences between Repeat Surveys

Boss Scores

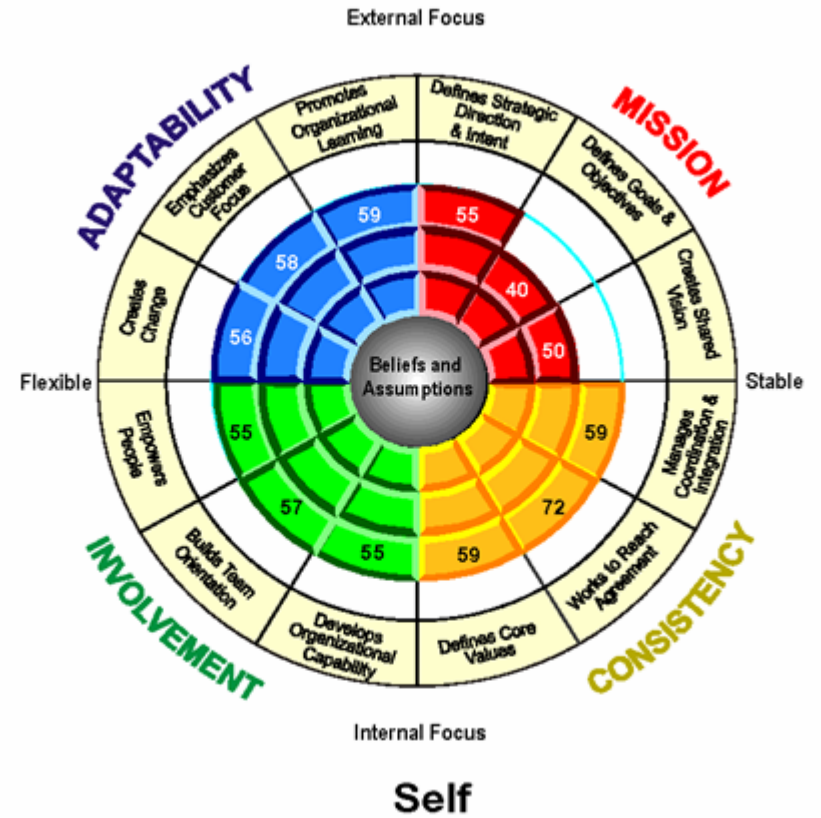| Category	Score
Defines Strategic Direction & Intent	21
Defines Goals & Objectives	23
Creates Shared Vision	18
Manages Coordination & Integration	12
Works to Reach Agreement	8
Defines Core Values	12
Devolops Organizational Capability	23
Builds Team Orientation	19
Empowers People	20
Creates Change	7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

Tier 11
Leadership Effectiveness

Tier II Comparison By Effectiveness Scores
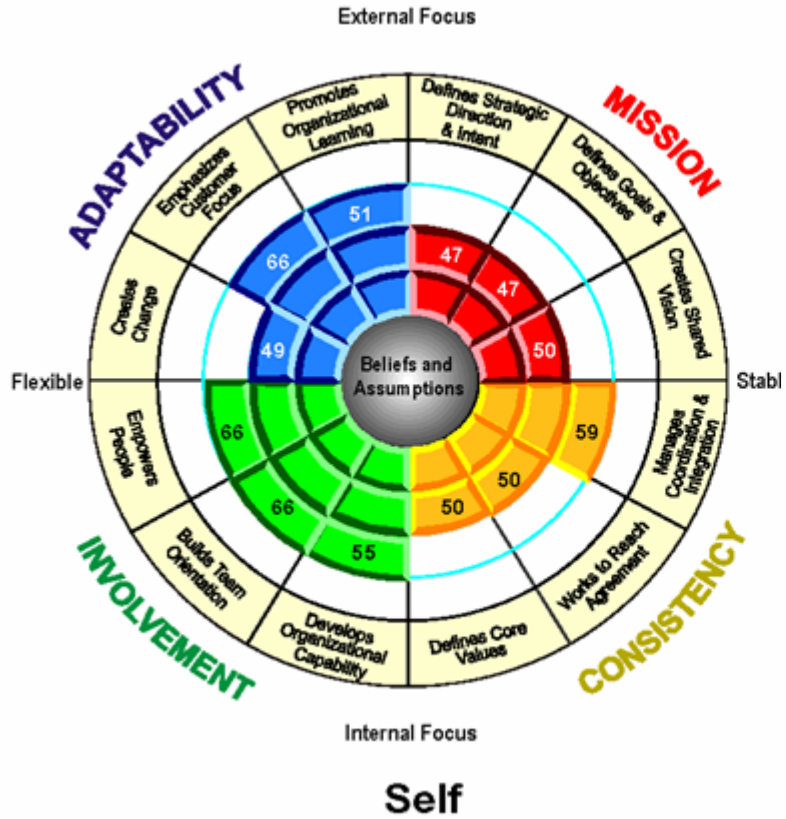
Top 25%
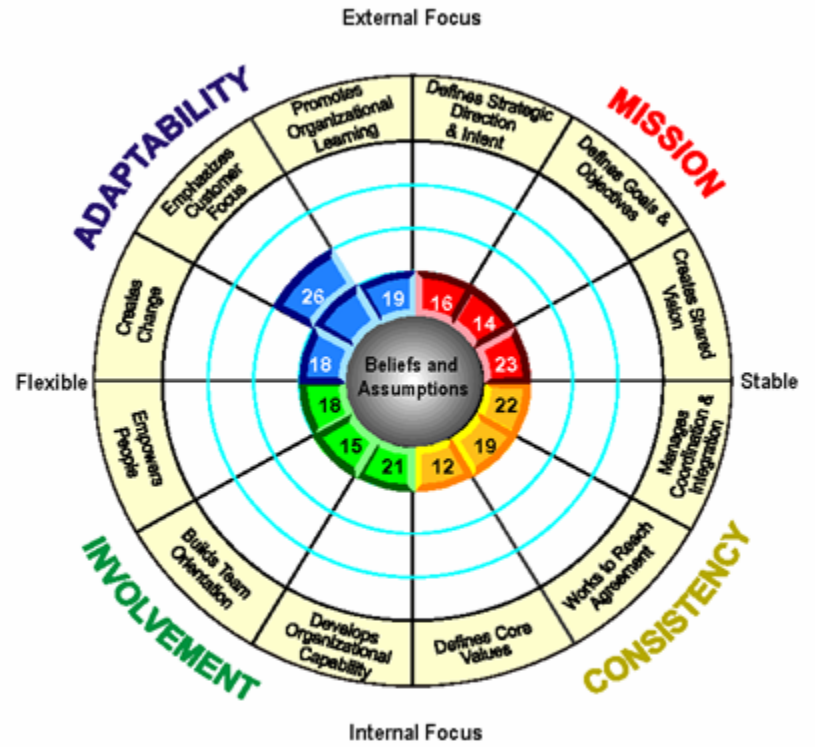
Bottom 25%

Tier II Comparison By Effectiveness Scores
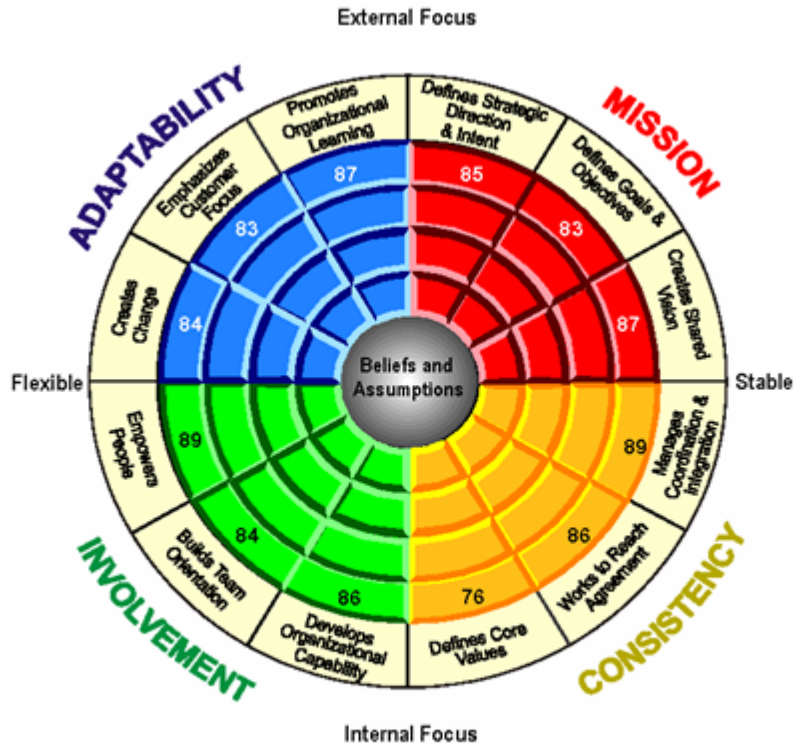
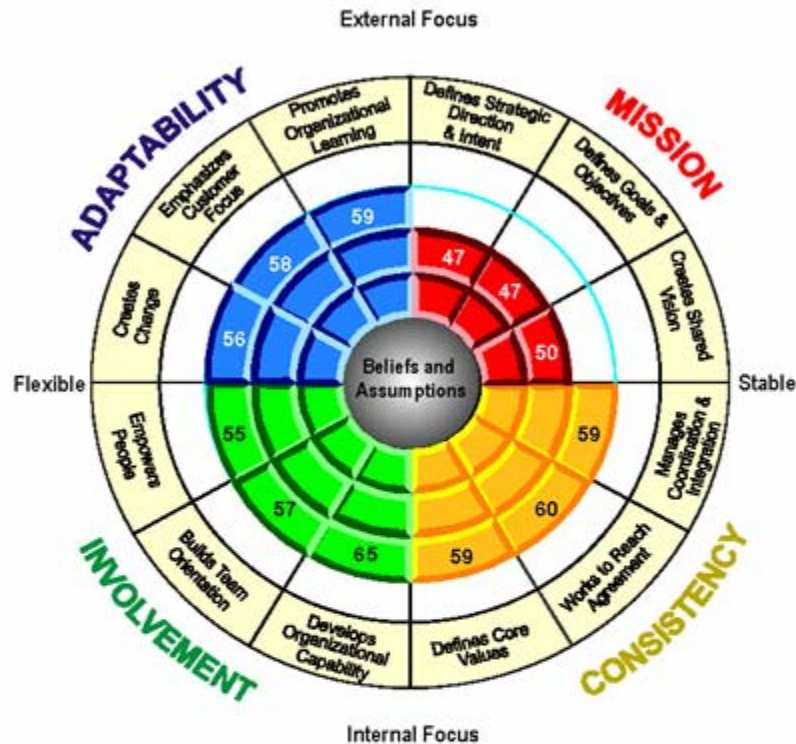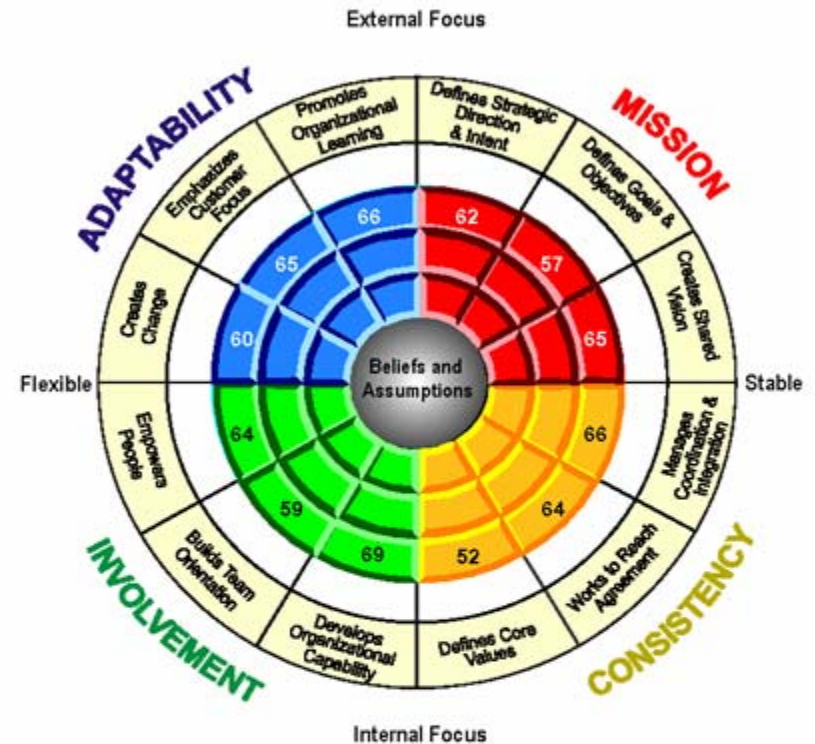Top 25%   Bottom 25%

Current DLA Multi-Source Group Composite

Defense Logistics Agency 2005 Participants

Self

N = 1153

Combined Other

4381 Peers
7067 Direct Reports
1604 Bosses
471 Other