2009 Faculty & Staff Denison Organizational Culture Survey

UNTHSC

Getting Ready for Feedback: What is the Purpose?

- The purpose of feedback is to *improve* UNTHSC's effectiveness and performance

- Feedback helps people to get a better picture of their organization's strengths and challenges

OSM

To What Benchmark Is My Organization Being Compared?

- The database includes about 888 organizations; over 350,000 total respondents; 20 years of research

- The sample includes organizations from all over the world. About 75% of them are from North America

- Education, government, healthcare, pharmaceutical and social service organizations account for approximately 22% of the organizations in the 2007 Normative Database

Organizational Culture

- *Culture impacts organizational performance and effectiveness*

- *The culture of a high performing organization must be strong in all of the traits and indices measured*

- *Results show how we rank compared to other organizations who have taken the survey*
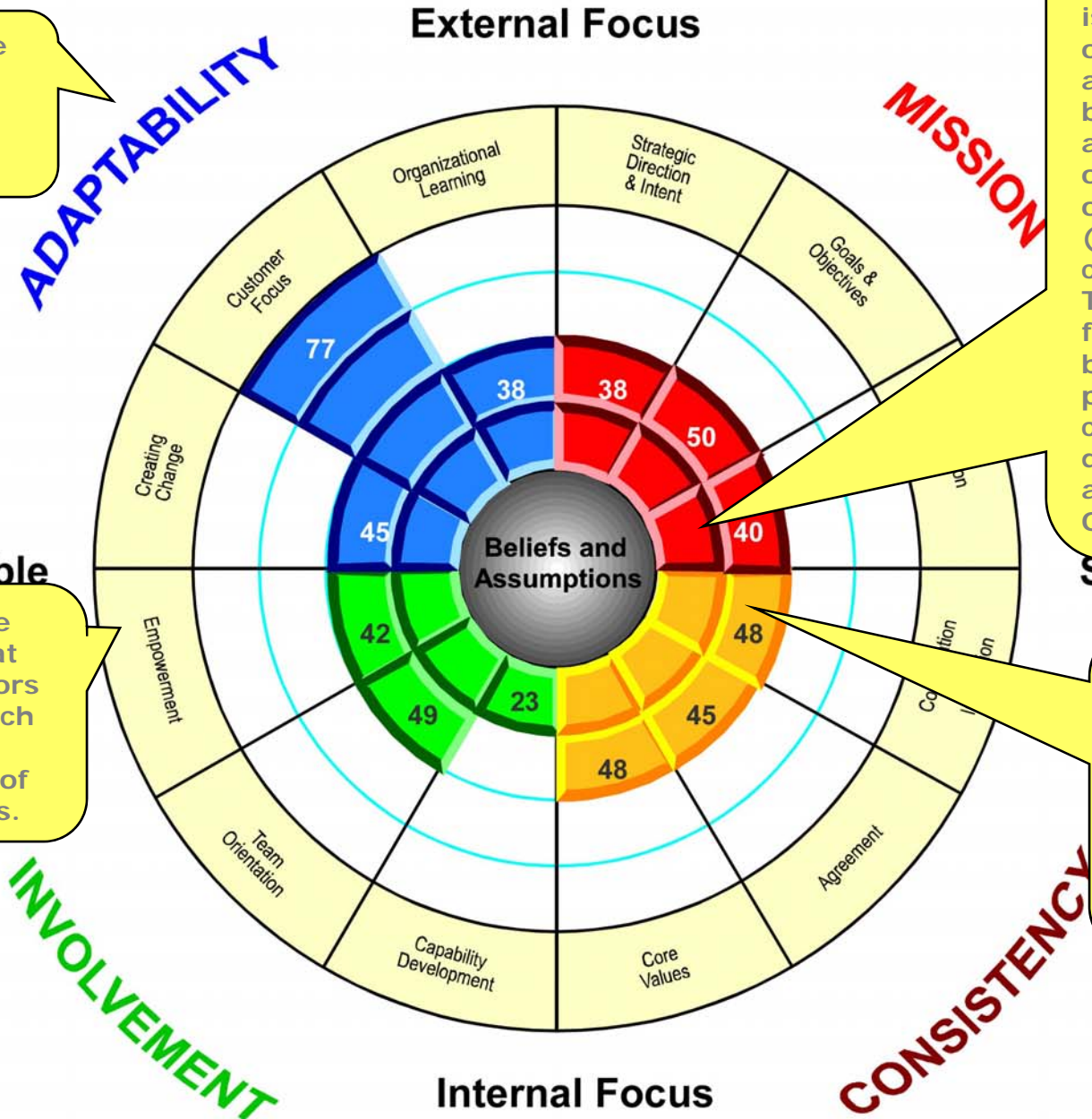
Understanding Your Results

This is one of the four key traits that impact performance.

This is a percentile score. A percentile is your organization's score as a percentage benchmarked against the average of other organizations. (This average is called a norm.) This organization, for example, scored better than 50 percent of all of the companies in the database in the area of Goals and Objectives.

This is one of the three indices that measure behaviors for this trait. Each of the twelve indices consists of five survey items.

The profile is colored to show the quartile in which the percentile falls. This score, for example, falls in the second quartile.

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Customer Focus

Goals & Objectives

Creating Change

77

38

38

50

45

40

Flexible

Beliefs and Assumptions

Stable

Empowerment

42

48

49

23

45

48

Team Orientation

Capability Development

Core Values

Agreement

INVOLVEMENT

CONSISTENCY

Internal Focus

Your Organization Name

Note: Numbers denote percentile values

SB 2002

22-Apr-04

Denison

Understanding Your Results
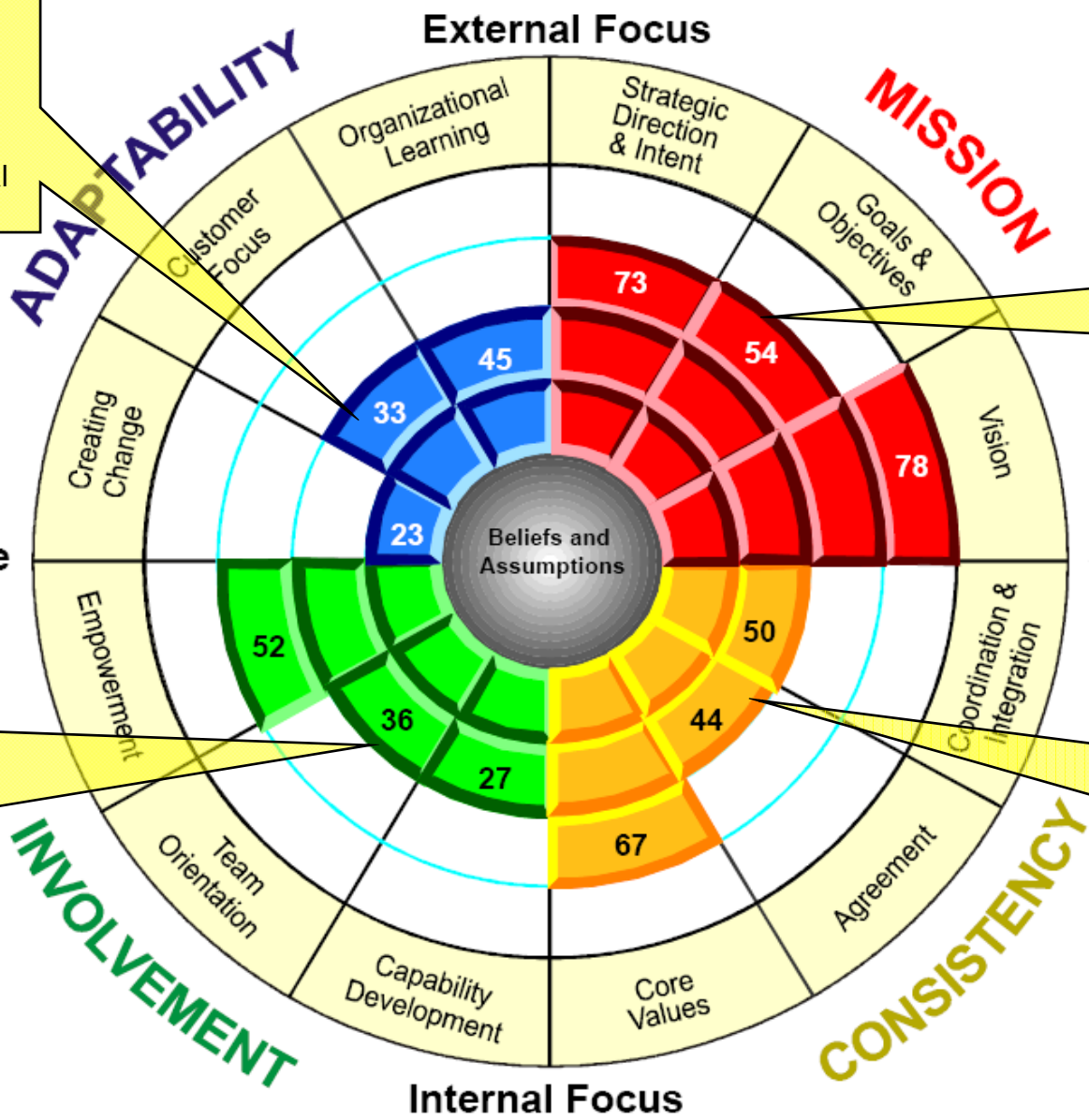
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There are opportunities to increase **Adaptability**: Creating Change, Customer Focus, and Organizational Learning

We are highest for **Mission**: Vision, Strategic Direction & Intent, and Goals & Objectives

There are opportunities to improve levels of **Involvement:** Empowerment, Team Orientation & Capability Development

We need to keep building our **Consistency**: Core Values, Coordination & Integration, and Agreement

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Goals & Objectives

Customer Focus

73

54

45

33

Vision

78

Creating Change

23

Beliefs and Assumptions

Flexible

Stable

Empowerment

52

50

Coordination & Integration

36

44

27

67

Team Orientation

Agreement

INVOLVEMENT

Capability Development

Core Values

CONSISTENCY

N=714

Internal Focus

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Numbers denote percentiles

SB 2004

03-Mar-09

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UNTHSC Comparison

2007

2009
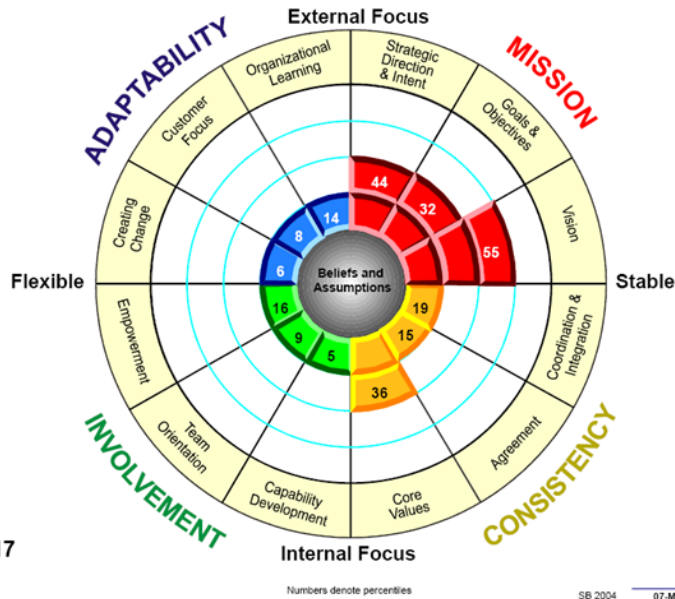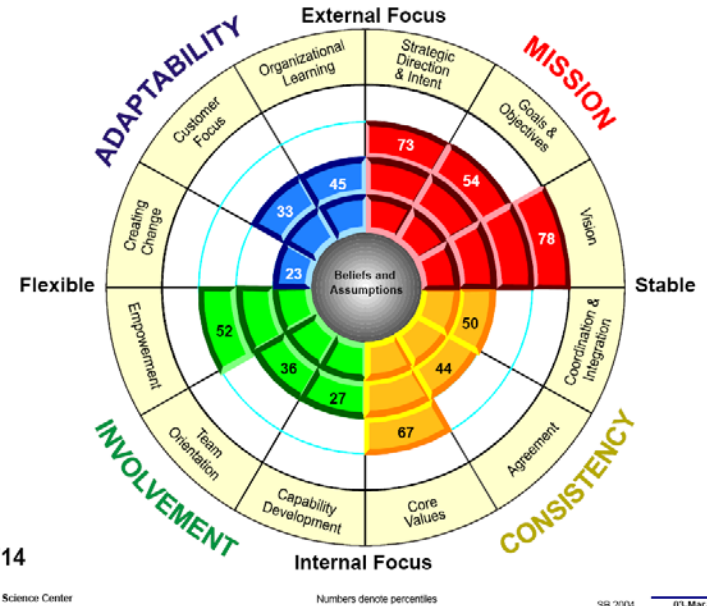
Strengths:
- Vision
- Strategic Direction & Intent
- Core Values
- Goals & Objectives
- Empowerment

Opportunities for Improvement:
- Enhance capacity to respond to change and to anticipate future changes
- Invest in the development of employee skills to stay competitive & meet needs
- Develop understanding of, and ability to react to, customers
- Develop sense of team, team skills, and mutual accountability
- Ability to reach agreement on critical issues and reconcile differences
- Use shared experiences to encourage innovation, gain knowledge, & develop capabilities
- Reduce organizational boundaries to enhance ability to achieve common goals
- Develop and deploy a leadership approach

Contributing Factors to Cultural Change

- Evolution of strategic planning system

- Development of leadership team (LDI)

- Professional development & training classes

- Stabilization of organizational change

- New faculty & staff

Highest Scores

86	Leaders have a long-term viewpoint.
85	Ignoring core values will get you in trouble.
85	There is a clear strategy for the future.
84	We have a shared vision of what the organization will be like in the future.
78	Our vision creates excitement and motivation for our employees.

These are the five items for which UNTHSC received the highest percentile scores. They are listed in order from highest to lowest score.

These are the five items for which UNTHSC received the lowest percentile scores. They are listed in order from lowest to highest score.

Lowest Scores

11	Attempts to create change usually meet with resistance.*
14	The interests of the customer often get ignored in our decisions.*
16	Problems often arise because we do not have the skills necessary to do the job.*
20	Working with someone from another part of this organization is like working with someone from a different organization.*
21	The capabilities of people are viewed as an important source of competitive advantage.

The colors indicate the traits to which each item is attributed for easy identification of patterns and trends.
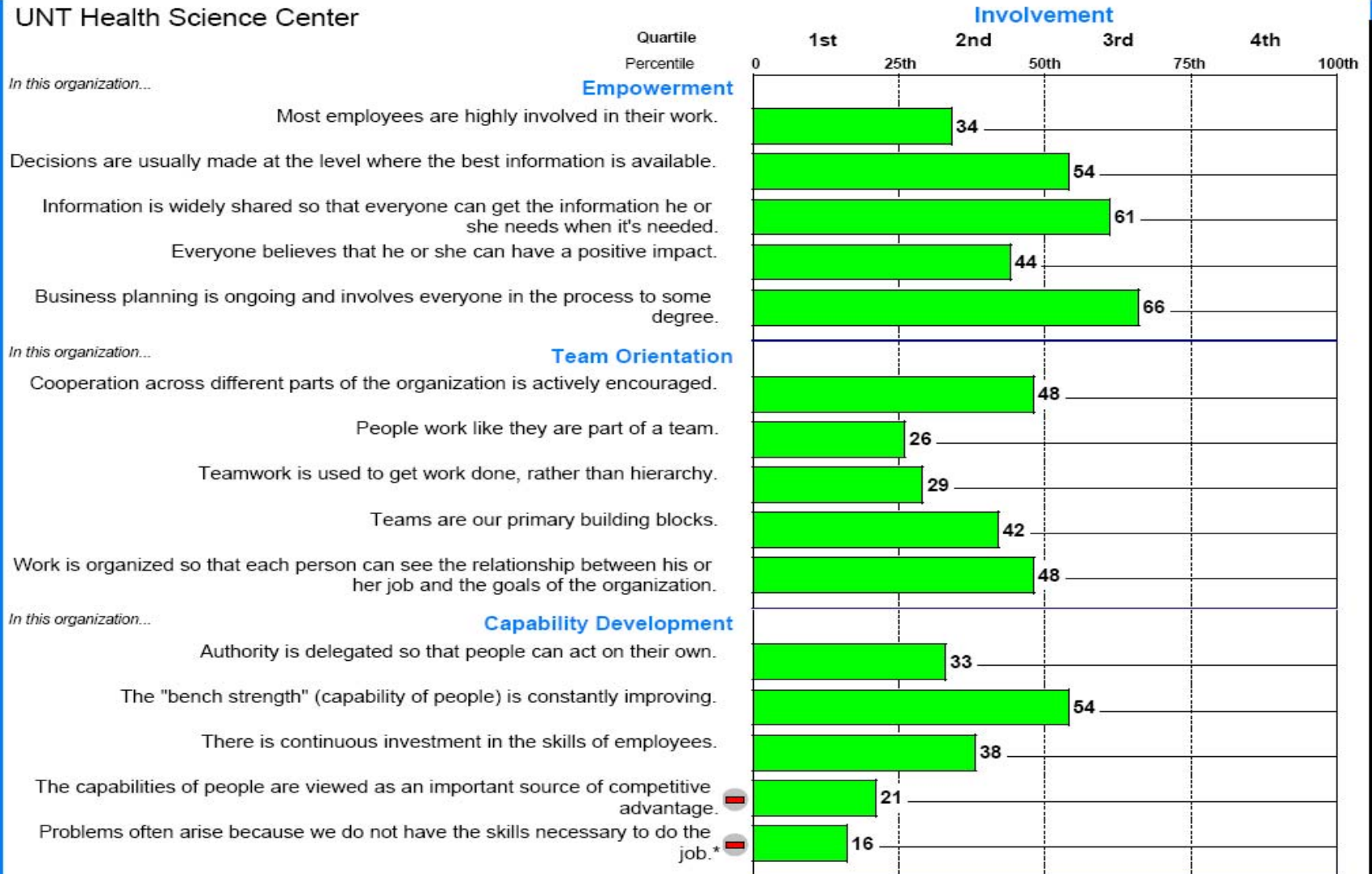
Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R
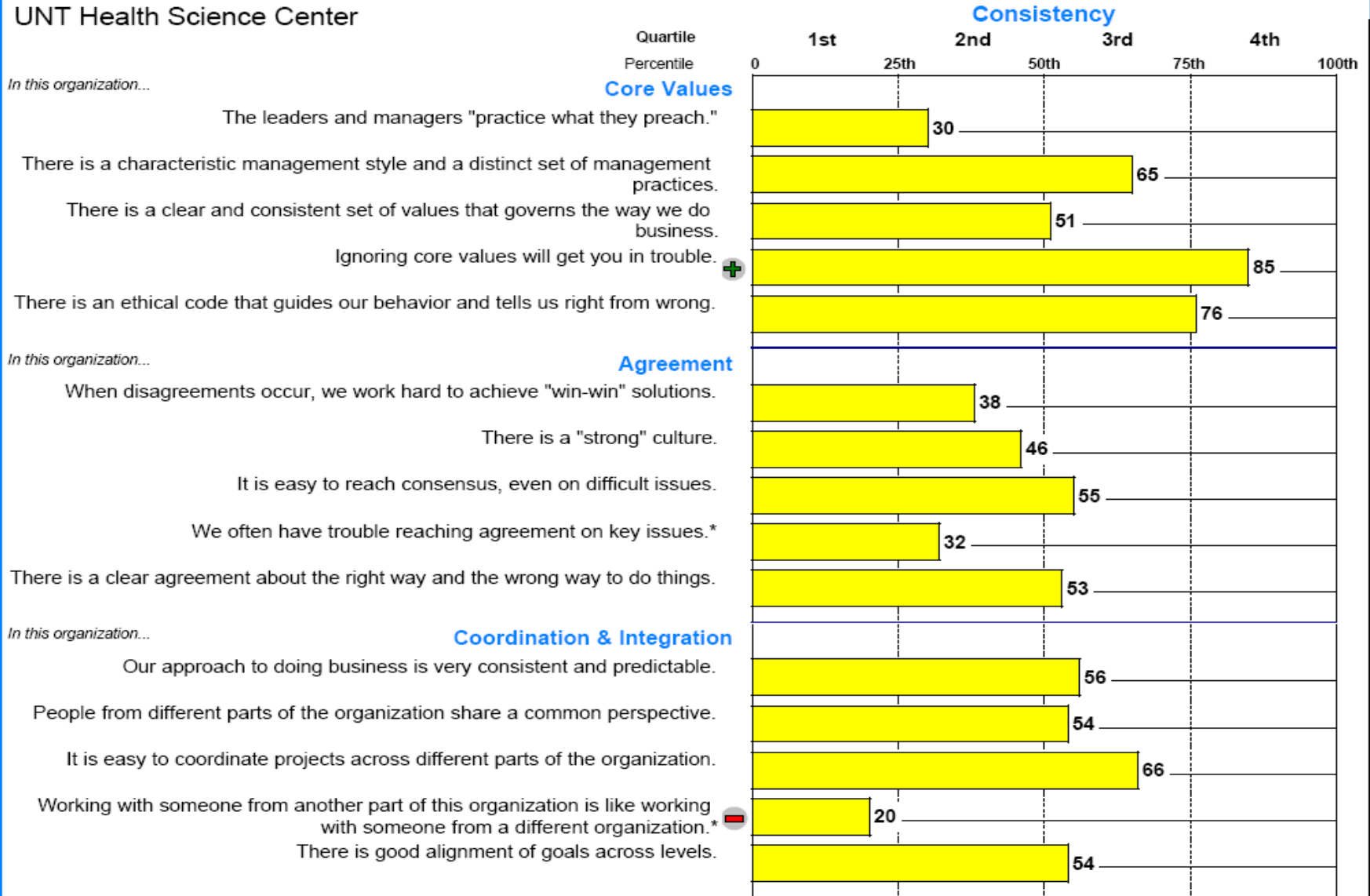© Daniel R. Denison, Ph.D. All rights reserved

http://www.DenisonCulture.com

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

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03-Mar-09

Involvement

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Involvement

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

In this organization...

Empowerment

Most employees are highly involved in their work. — 34

Decisions are usually made at the level where the best information is available. — 54

Information is widely shared so that everyone can get the information he or she needs when it's needed. — 61

Everyone believes that he or she can have a positive impact. — 44

Business planning is ongoing and involves everyone in the process to some degree. — 66

In this organization...

Team Orientation

Cooperation across different parts of the organization is actively encouraged. — 48

People work like they are part of a team. — 26

Teamwork is used to get work done, rather than hierarchy. — 29

Teams are our primary building blocks. — 42

Work is organized so that each person can see the relationship between his or her job and the goals of the organization. — 48

In this organization...

Capability Development

Authority is delegated so that people can act on their own. — 33

The "bench strength" (capability of people) is constantly improving. — 54

There is continuous investment in the skills of employees. — 38

The capabilities of people are viewed as an important source of competitive advantage. — 21

Problems often arise because we do not have the skills necessary to do the job.* — 16

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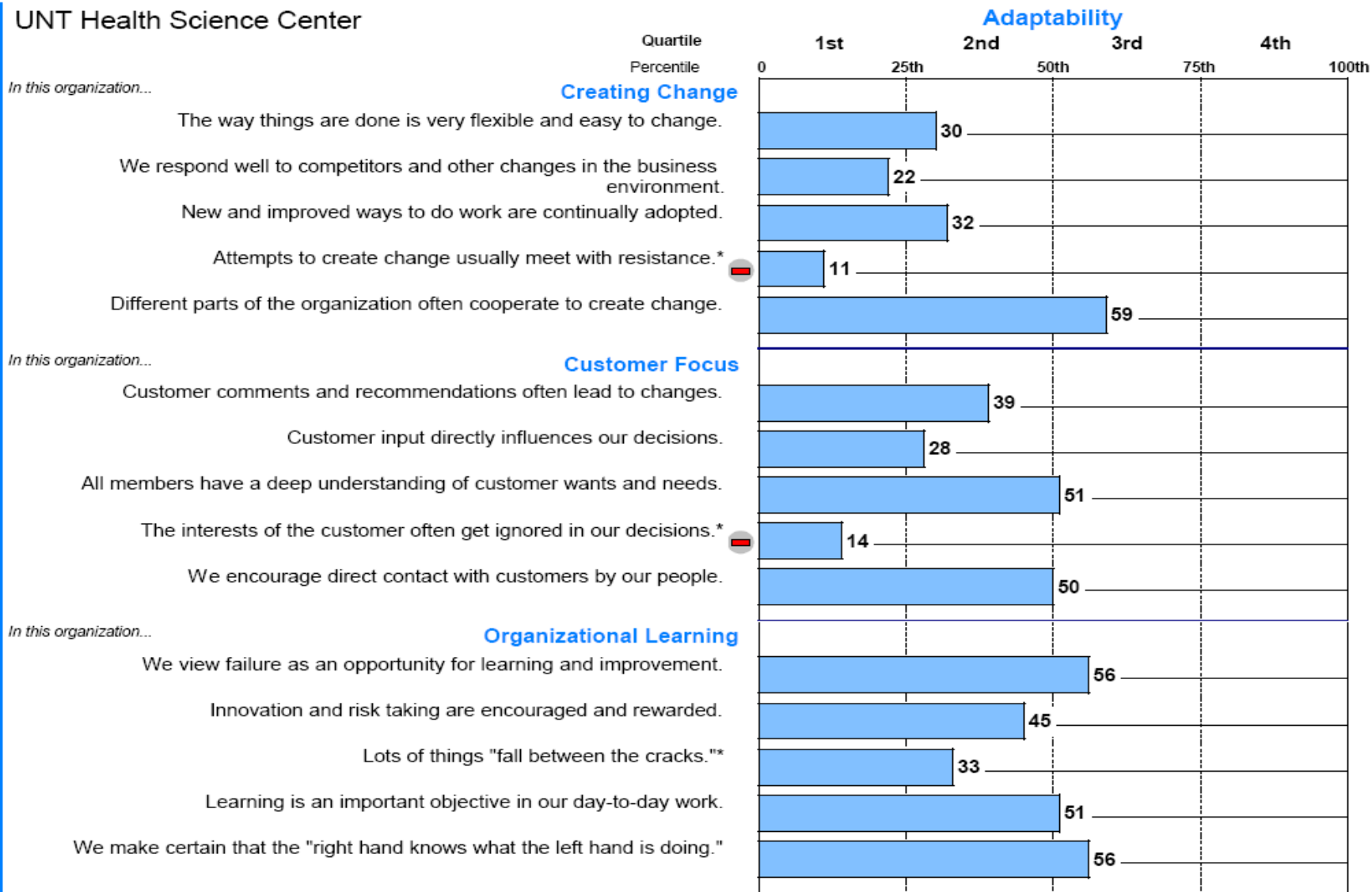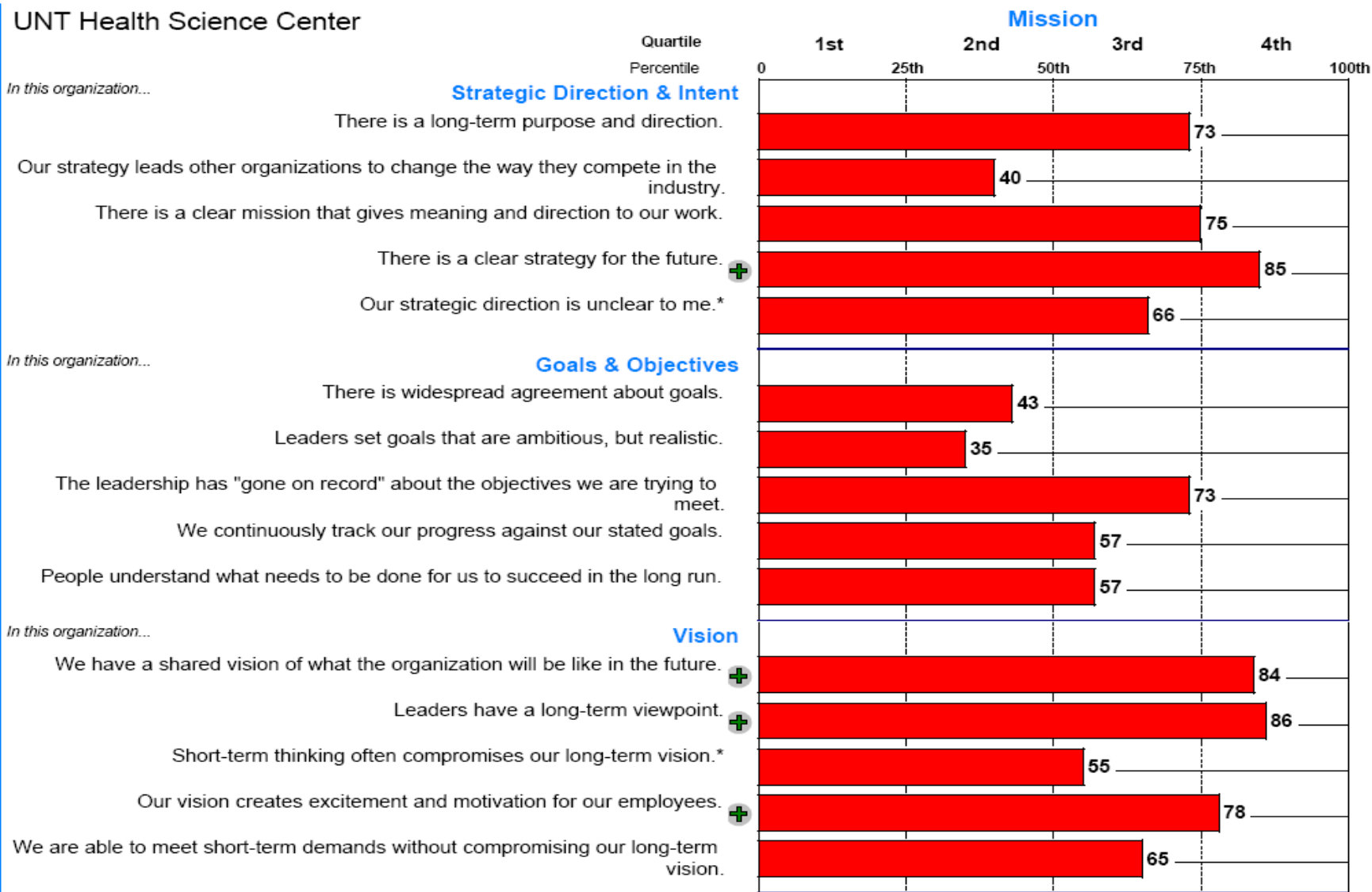
Numbers denote percentiles

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Consistency

Adaptability

UNT Health Science Center

Adaptability

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

Creating Change

In this organization...

- The way things are done is very flexible and easy to change. — 30
- We respond well to competitors and other changes in the business environment. — 22
- New and improved ways to do work are continually adopted. — 32
- Attempts to create change usually meet with resistance.* — 11
- Different parts of the organization often cooperate to create change. — 59

Customer Focus

In this organization...

- Customer comments and recommendations often lead to changes. — 39
- Customer input directly influences our decisions. — 28
- All members have a deep understanding of customer wants and needs. — 51
- The interests of the customer often get ignored in our decisions.* — 14
- We encourage direct contact with customers by our people. — 50

Organizational Learning

In this organization...

- We view failure as an opportunity for learning and improvement. — 56
- Innovation and risk taking are encouraged and rewarded. — 45
- Lots of things "fall between the cracks."* — 33
- Learning is an important objective in our day-to-day work. — 51
- We make certain that the "right hand knows what the left hand is doing." — 56

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

Numbers denote percentiles

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Mission

External Focus

Adaptability

Creating Change
- – Attempts to create change usually meet with resistance*
- – We respond well to competitors & other changes in the environment

Customer Focus
- – Customer input directly influences our decisions
- – The interests of the customer often get ignored in our decisions*

Mission

Vision
- ✚ We have a shared vision of what the organization will be like in the future
- ✚ Leaders have a long-term viewpoint
- ✚ Our vision creates excitement & motivation for our employees

Strategic Direction & Intent
- ✚ There is a clear strategy for the future
- ✚ There is a clear mission that gives meaning & direction to our work
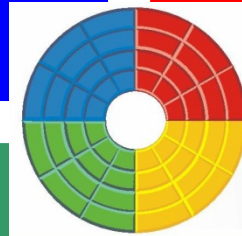
Flexible

Stable

Involvement

Team Orientation
- – People work like they are part of a team
- – Teamwork is used to get work done, rather than hierarchy

Capability Development
- – Problems often arise because we do not have the skills necessary to do the job*
- – The capabilities of people are viewed as an important source of competitive advantage

Consistency

Core Values
- ✚ Ignoring core values will get you in trouble
- ✚ There is an ethical code that guides our behavior & tells us right from wrong
- – The leaders & managers "practice what they preach"

Coordination & Integration
- – Working with someone from another part of this organization is like working with someone from a different organization*

* Negatively worded item

Internal Focus

Where do we go from here?

- *Maintain strengths*

- *Address opportunities to become a high performing organization in the areas <u>leadership</u> , <u>team orientation</u>, and understanding our <u>customers</u>*

- *Link strengths and opportunities to strategy maps and action plans*