

ASSESSING ORGANIZATION CULTURE

Denison Organization Culture Profile www.denisonconsulting.com

This widely used organization culture assessment translates questionnaire results into a graphic display. It is based on a typology, or mental model, of how an organization’s culture works.

How strong and healthy is your business culture? Does your culture drive and impede you business success? Will your culture ensure future success, or serve as a barrier to performance?

Healthy culture balances 4 major areas of focus:

External Focus

Adaptability

- Creating Change
- Customer Focus
- Organizational Learning

Mission

- Strategic Direction and Intent
- Goals & Objectives
- Vision

Internal Focus

Involvement

- Empowerment
- Team Orientation
- Capability Development

Consistency

- Core Values
- Agreement
- Coordination and Integration



Denison’s Findings on Culture’s Business Impact:

Profitability/ Return on Assets	Revenue Growth/ Sales Growth	Market Share	Innovation	Quality of Products & Services	Employee Satisfaction
<i>supported by</i> Mission	<i>supported by</i> Mission	<i>supported by</i> Mission	<i>supported by</i>	<i>supported by</i>	<i>supported by</i> [Mission]
Involvement			Involvement	Involvement	Involvement
Adaptability	Adaptability	Adaptability	Adaptability		[Adaptability]
Consistency				Consistency	Consistency

Source: Denison, D.R., & Neale, W.S. (1996). Denison organizational culture survey: Facilitators guide. Ann Arbor, MI: Aviat.