



CULTURE SURVEY 2017:

Understanding how the survey works



University of
South Australia

What is organisational culture?



According to Schein:

Organisational culture is the pattern of shared basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

In simpler terms, culture is...



*‘The way we do
things around here.’*

Culture & performance

UniSA uses the *Denison Organisational Culture Survey*, which is based on a unique culture model designed to shine light on how an organisation's culture promotes or inhibits its performance.

Denison's research suggests that high performing organisations find ways to:

- empower and engage their people (*involvement*)
- facilitate co-ordinated actions and promote consistency of behaviours with core values (*consistency*)
- translate the demands of the organisational environment into action (*adaptability*)
- provide a clear sense of purpose and direction (*mission*).

For Denison; it is not only possible for an organisation to display strong internal and external values, stability and flexibility, *it is of critical importance to an organisation's long term effectiveness.*

Our Survey

The survey:

- was designed by academics at the University of Michigan and has been tested extensively for its validity and reliability
- has been used by over 5,000 organisations worldwide since first becoming available over 25 years ago
- is built around 60 core questions measured on a five point Likert scale
- results are benchmarked against those of around 500,000 individual survey returns from the last two years.

To the base 60 benchmark questions, we have added 5 questions about innovation, 5 about trust, 5 related to equity and diversity for the *Science in Australia Gender Equity (SAGE) Pilot* and 4 open text questions.

Denison Organisational Culture Model

Adaptability
Pattern, Trends, & Market

“Are we listening to the marketplace?”

Mission
Direction, Purpose, & Blueprint

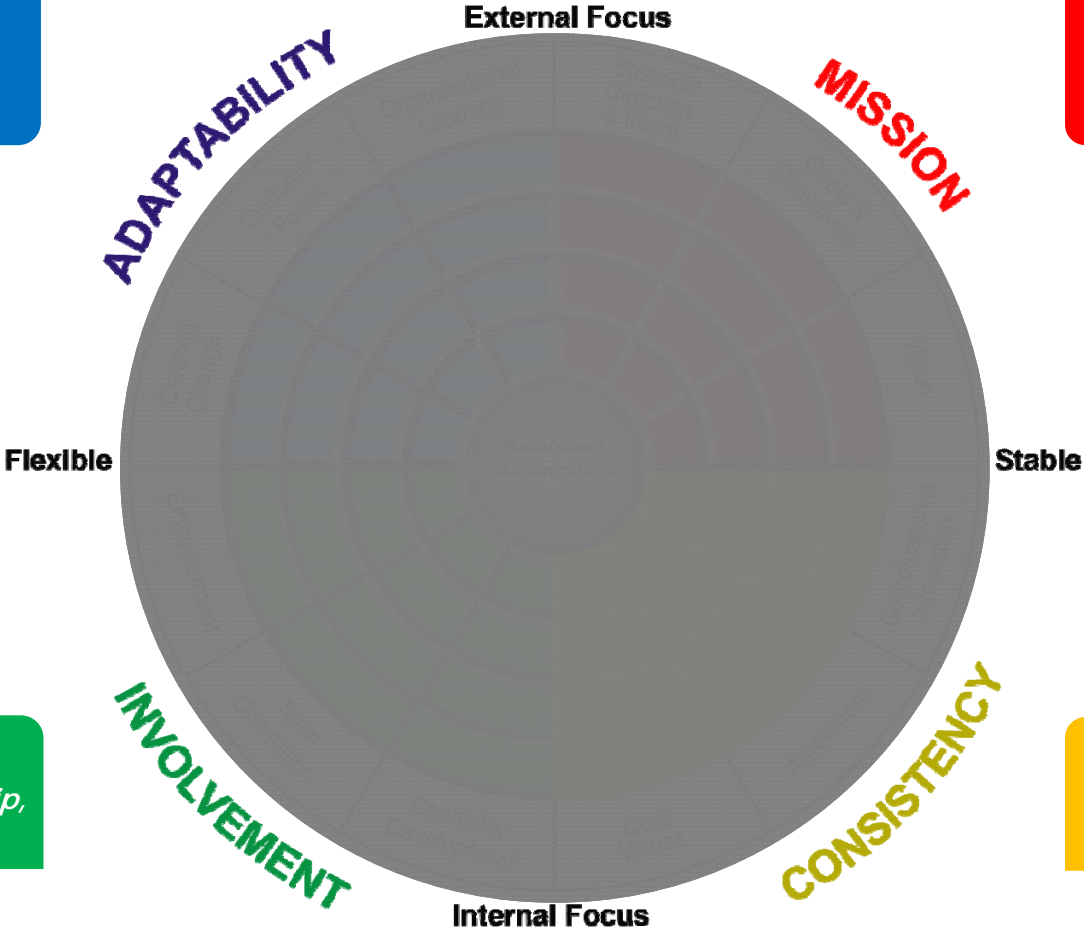
“Do we know where we are going?”

Involvement
Commitment, Ownership, & Responsibility

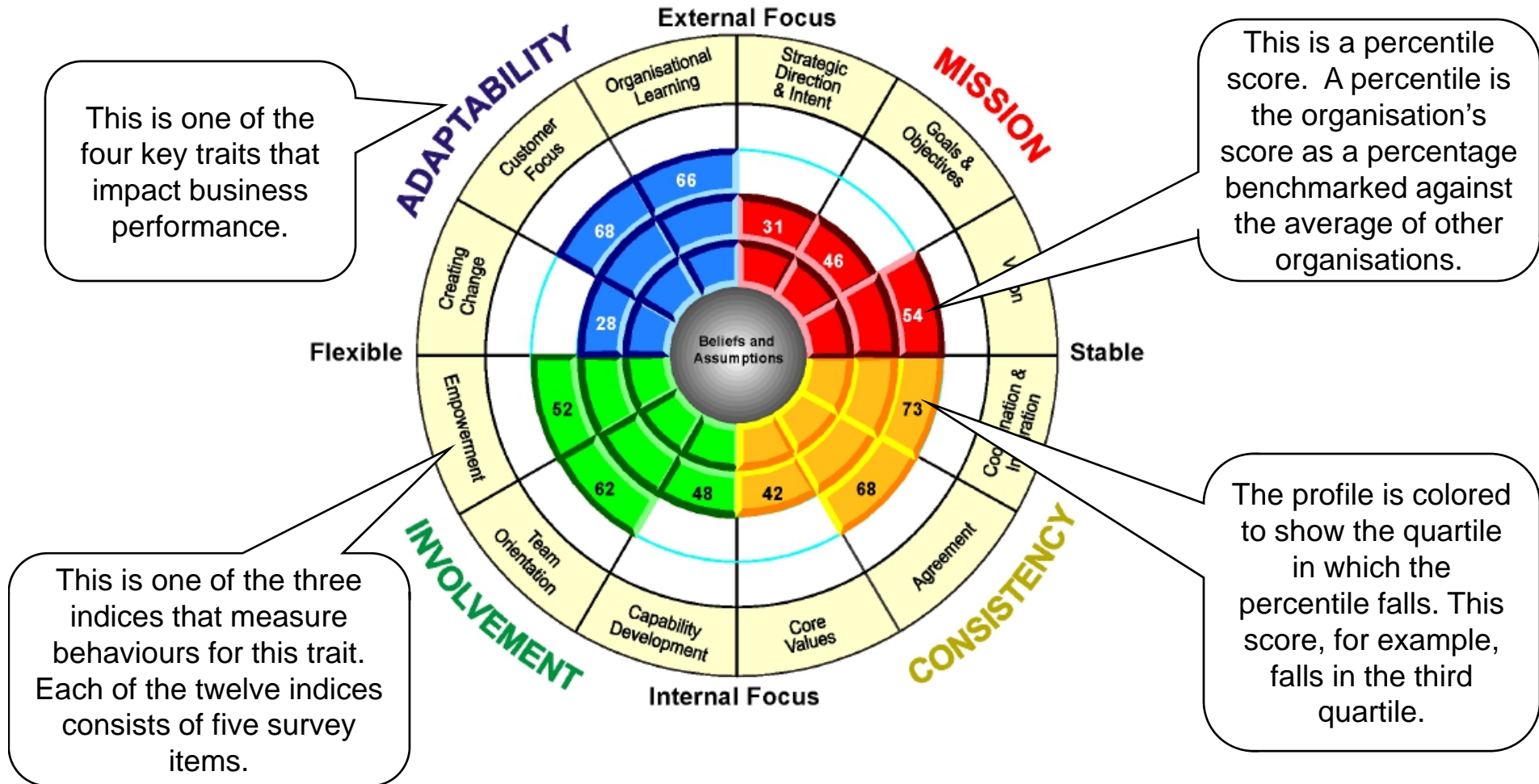
“Are our people aligned and engaged?”

Consistency
Systems, Structures, & Processes

“Does our system create leverage?”



Understanding the results



Global Technology Sample

In this organization...

Most employees are highly involved in their work.

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

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

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

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

Business at different parts of the organization is actively encouraged.

People work like they are part of a team.

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

Teams are our primary building blocks.

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

Development

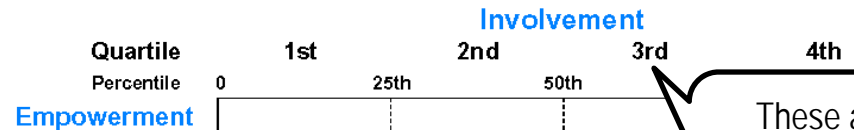
Employees are encouraged to take responsibility for their own development.

Employees are encouraged to improve their skills.

Employees are encouraged to take on new challenges.

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

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



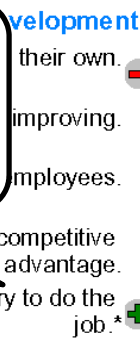
These are the four quartiles in which your percentiles may fall.

These are the benchmarked percentile scores for each line item.

The +/- symbols indicate that this item was one of the top five (+) or bottom five (-) scores on the survey.

These are the items as they appear on the survey.

The raw score has been reversed for this negatively worded item marked with an asterisk (*). In all cases, a higher score indicates a more favorable condition.



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Numbers denote percentiles

Global Technology Sample

Highest Scores

92	We often have trouble reaching agreement on key issues.*
90	Lots of things "fall between the cracks".*
87	Problems often arise because we do not have the skills necessary to do
86	It is easy to coordinate projects across different parts of the organization.
86	It is easy to reach consensus, even on difficult issues.

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

Lowest Scores

6	Customer input directly influences our decisions.
14	Customer comments and recommendations often lead to changes.
15	Authority is delegated so that people can act on their own.
20	Our strategy leads other organizations to change the way they compete in the industry.
31	The way things are done is very flexible and easy to change.

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

The colors indicate the traits the items are attributed for easy identification of patterns and trends.



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<http://www.DenisonCulture.com>

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