The Denison Model and DSCC

- The Denison Model recognizes that cultural traits, managerial behaviors, and even organizational strategies can all be linked to a core set of beliefs and assumptions about the organization and its environment.

- These core beliefs and assumptions lie at the heart of an organization's culture.

- In the Denison Organizational Culture Model, these core beliefs and assumptions are summarized in terms of four main cultural "traits" that appear, through research, to have an impact on organizational performance.

    Adaptability - Translating the demands of the business environment into action.

    Mission - Defining a meaningful long-term direction for the organization

    Involvement - Building human capability, ownership and responsibility.

    Consistency - Defining the values and systems that are the basis of a strong culture.

- The circular profile displays these four traits and three indexes within each trait and provides a powerful graphic representation of an organization's culture

- The 2003 and 2004 DLA Employee Climate/Culture Survey has defined the culture at the Defense Supply Center Columbus (DSCC).

- The Climate/Cultural Survey has disclosed that "The relentless pursuit of customer satisfaction built upon individual accountability, teamwork, speed, quality of mutual trust and respect" is not perceived to be the culture at DSCC.

- The DSCC-Way is a *vision* of the organization's culture that is based more on hope than a vision grounded in objective facts.

- The DSCC-Way is where we strive to be as an organization and what values we hope to endorse.

- Unfortunately, the Climate/Cultural Survey clearly indicates the values, beliefs and norms we hope to endorse are different from the values, beliefs, and norms expressed in our actual practice and behavior.

- The Denison Model provides a method to measure data obtained from cultural assessments of real organizational values and norms. It awakens management (emperor) and helps to dispel some of management's illusions about what really matters in the organization and how far off the mark things really are.

- **Note:** Awakening the emperor to the fact that he/she has no clothes is often a risky and delicate first step in closing the gap between the real and the ideal (**vision**).

- Vision- The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

- Providing vision and direction is best achieved when there is a nexus between individuals. This is why equal representation is also critical to the success of the council. Effective Communication does not occur between people who see the world differently as it relates to their ethnic experiences.