

N=345

# Metropolitan Library System

## Highest Scores

87	We encourage direct contact with customers by our people.
85	It is easy to coordinate projects across different parts of the organization.
85	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.
83	There is a clear mission that gives meaning and direction to our work.
81	There is continuous investment in the skills of employees.

## Lowest Scores

25	The capabilities of people are viewed as an important source of competitive advantage.
32	The way things are done is very flexible and easy to change.
33	Innovation and risk taking are encouraged and rewarded.
35	Attempts to create change usually meet with resistance.*
37	Most employees are highly involved in their work.



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<http://www.DenisonCulture.com>

*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.

*In this organization...*

Cooperation across 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.

*In this organization...*

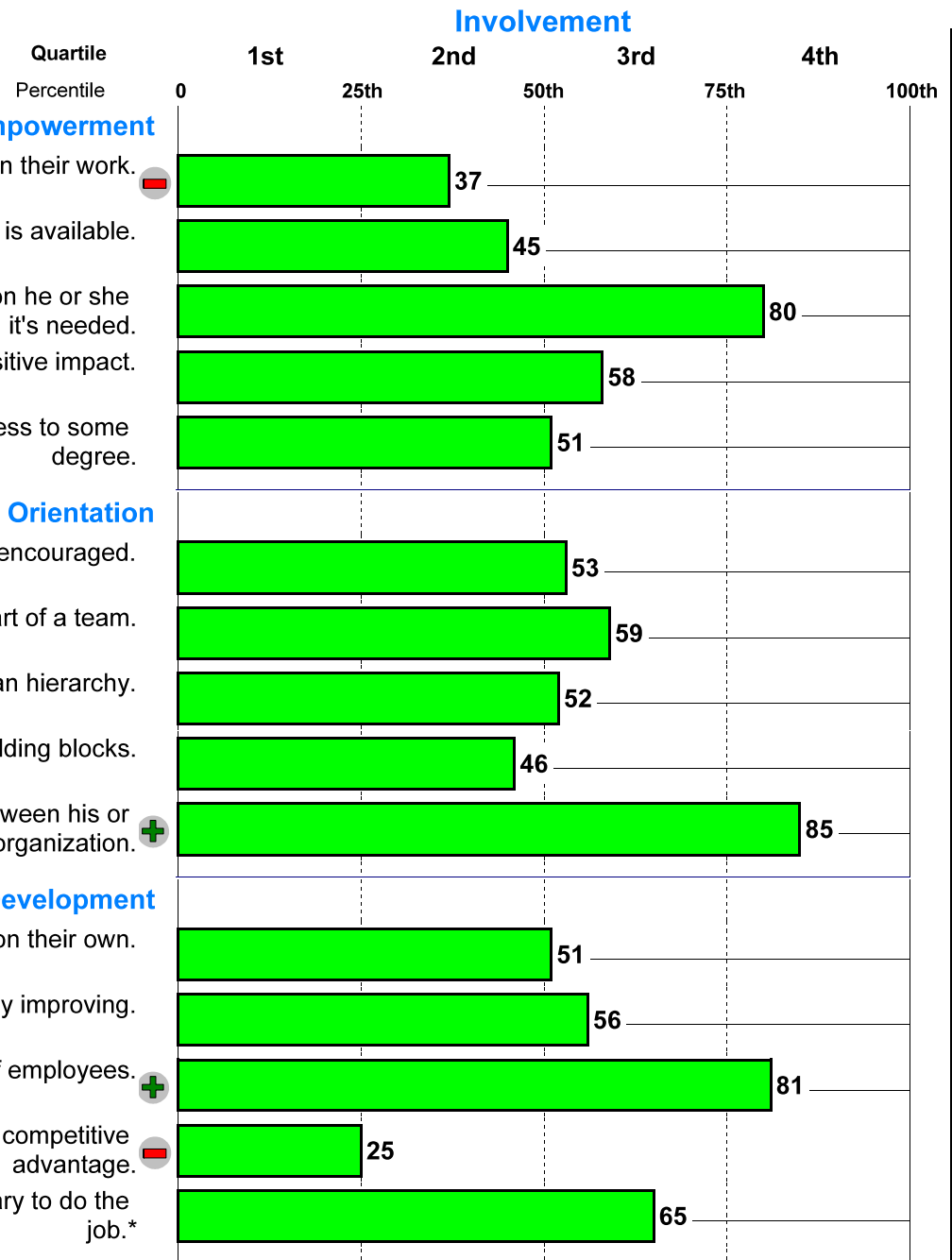
Authority is delegated so that people can act on their own.

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

There is continuous investment in the skills of employees.

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

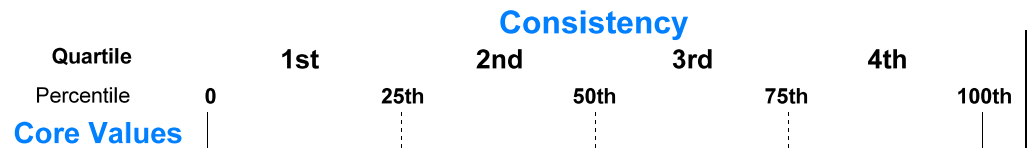
Problems often arise because we do not have the skills necessary to do the job.\*



\*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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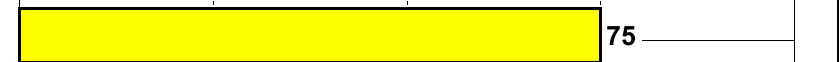
In this organization...



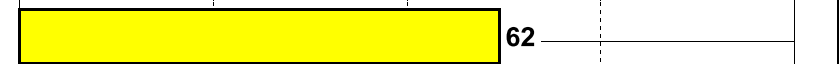
The leaders and managers "practice what they preach."



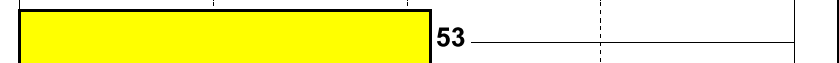
There is a characteristic management style and a distinct set of management practices.



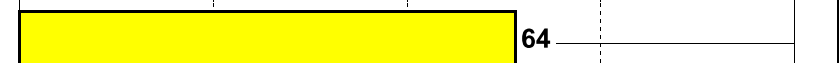
There is a clear and consistent set of values that governs the way we do business.



Ignoring core values will get you in trouble.



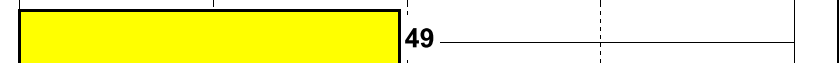
There is an ethical code that guides our behavior and tells us right from wrong.



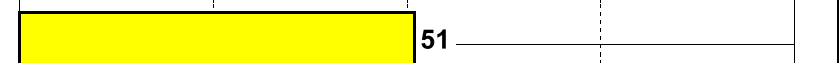
In this organization...

## Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.



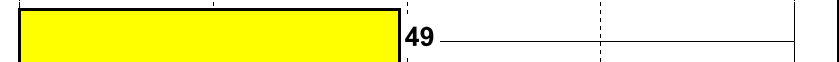
There is a "strong" culture.



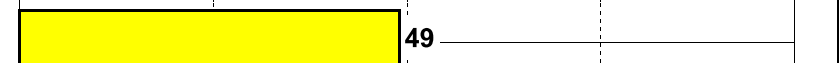
It is easy to reach consensus, even on difficult issues.



We often have trouble reaching agreement on key issues.\*



There is a clear agreement about the right way and the wrong way to do things.



In this organization...

## Coordination & Integration

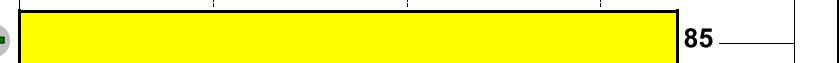
Our approach to doing business is very consistent and predictable.



People from different parts of the organization share a common perspective.



It is easy to coordinate projects across different parts of the organization.



Working with someone from another part of this organization is like working with someone from a different organization.\*



There is good alignment of goals across levels.



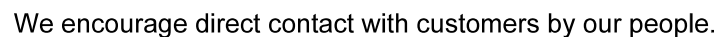
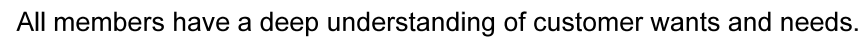
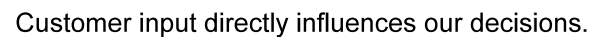
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*In this organization...*

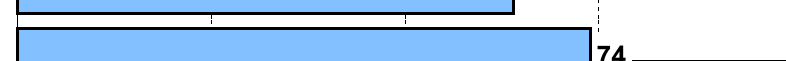
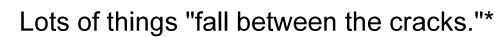
## Adaptability



Customer comments and recommendations often lead to changes.



We view failure as an opportunity for learning and improvement.



5-Mar-09

# Metropolitan Library System

## Mission

In this organization...

### Strategic Direction & Intent

There is a long-term purpose and direction.

Our strategy leads other organizations to change the way they compete in the industry.

There is a clear mission that gives meaning and direction to our work.

There is a clear strategy for the future.

Our strategic direction is unclear to me.\*

In this organization...

### Goals & Objectives

There is widespread agreement about goals.

Leaders set goals that are ambitious, but realistic.

The leadership has "gone on record" about the objectives we are trying to meet.

We continuously track our progress against our stated goals.

People understand what needs to be done for us to succeed in the long run.

In this organization...

### Vision

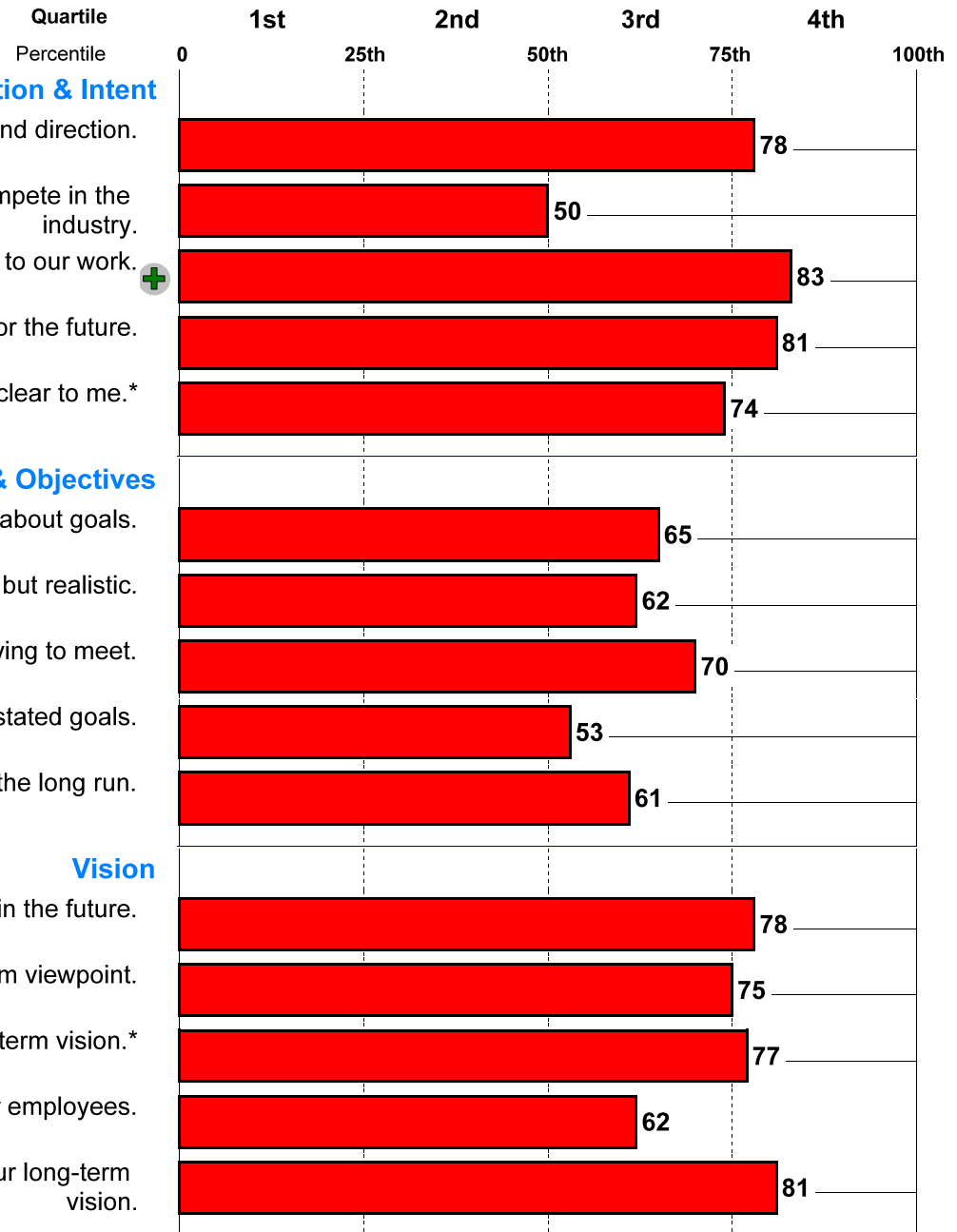
We have a shared vision of what the organization will be like in the future.

Leaders have a long-term viewpoint.

Short-term thinking often compromises our long-term vision.\*

Our vision creates excitement and motivation for our employees.

We are able to meet short-term demands without compromising our long-term vision.



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## Summary of the Open-Ended Questions

### What is the greatest strength of the Metropolitan Library System?

- Our wonderful, knowledgeable, and dedicated staff...
- We meet the needs of our community...
- We have excellent resources for our customers...
- Good relationships among staff members...
- We provide outstanding customer service...
- We have a stable source of funding...

### What is the greatest weakness of the Metropolitan Library System?

- Administration is perceived as not backing up front line staff when they make decisions...
- Some feel that the public is unaware of all of the great services we offer...
- Under-performing staff members are not held accountable...
- Some commented that Ad Team seems distant / out-of-touch...
- Many staff members feel they are not shown enough appreciation...

### What one thing would you do (or change) if you were director of the Metropolitan Library System?

- Visit the offices and libraries more often...
- Insist that policies are consistently applied by each location...
- Create an anonymous channel for staff concerns...
- Work on succession planning...
- Provided benefits to P/T staff...
- Increase awareness of MLS...
- Increase accountability at all levels...