What is Organizational Alignment Survey™?

Organizational Alignment Survey™ (OAS) surveys employees to discover how closely aligned a company is in 12 key areas that affect business results. Unlike typical surveys that merely report data, OAS provides knowledge as well. Its proprietary expert software system benchmarks a company’s results against an extensive database of more than 400 “best-in-class” companies. OAS further analyzes a company's data and selects from 250 best-in-class practices to provide specific actionable advice on how to achieve closer alignment.

OAS is not a “climate survey,” nor is it a traditional “customer satisfaction survey.” The focus of OAS is internal, to align employees along the paths that correspond to organizational performance. Employees answer 60 questions, five in each of the 12 key areas. The data collected form the basis of the alignment assessment. Additionally, managers answer questions related to six key results areas, such as “meeting profit targets.” This 13th dimension determines whether managers’ perceptions of what is an important performance result are in alignment with actual corporate performance.

Using these data, OAS identifies the gap between performance and perception, and through statistical analysis, gives a company a very clear read on where weak alignment is preventing the company from being a peak performer.

Hundreds of major corporations have used OAS benchmark data results to create a department-by-department roadmap for achieving internal alignment with company strategy and external customer requirements.

CASE STUDY

Glaxo SmithKline (GSK)

◆ SITUATION
Glaxo Singapore (part of the merged GSK), a $29.5 billion pharmaceutical powerhouse, was facing increasing competition in the Singapore market. Glaxo Singapore sought a means to bring its staff into closer alignment with its customers.

◆ COURSE OF ACTION
Glaxo surveyed 2,000 Singapore physicians and pharmacists to better understand its customers’ needs. At the same time, Glaxo Singapore implemented Persona GLOBAL’s Organizational Alignment Survey™ (OAS) to identify its degree of internal and external alignment rated by the organization’s employees and the market.

◆ RESULTS
The results of both the customer and OAS research were used by Glaxo Singapore’s senior management to redefine the company’s mission. Management and employees then planned how they would re-align their own objectives to match their customers’ needs. The intervention which followed significantly raised the level of pharmaceutical sales.

OAS Competitive Benefits for Management and/or the Board of Directors

- ACTIONABLE. Expert system software analyzes data and provides usable best-in-class tactics.
- BEST-IN-CLASS COMPARISON. Companies can compare themselves to top performers, often in their own industry.
- EASILY UNDERSTANDABLE. Quantifiable, easy-to-read results facilitate information sharing.
- FAST FEEDBACK. Online or optical scanning of survey responses provides quick turnaround.
- ONLINE ASSESSMENT CENTER. Internet access enables 24/7 usage of assessment tool.
- RESULTS-DRIVEN DATA. Managers can discover whether their perceptions of the importance of six key performance results are in alignment with actual corporate performance.
- SPECIFIC. Data can be stored by department or location to pinpoint areas of improvement.
- THOROUGH DOCUMENTATION. A variety of graphs, charts, and statistical reports are available.
Corporations that have benefited from Persona GLOBAL®'s Programs include:

- BMW
- Mitsubishi
- Disney
- Coca-Cola
- Hitachi
- Applied Materials
- Dell Computer
- IBM
- Alcatel
- Motorola
- British Airways
- Japan Airlines
- Credit Suisse
- American Express
- SONY Music Entertainment

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