Organizational Agility Survey[™]



What is Organizational Agility Survey™?

The Organizational Agility Survey™ (OA) is a comprehensive survey instrument that effectively measures an organization's ability to adapt to the ever-changing business environment. It focuses on identifying and successfully closing the gap between how business units currently deal with the changing market environment and those cultural practices of highly effective and profitable companies.

Based on the results of extensive theoretical and empirical research on corporate culture and organizational behavior, OA identifies 48 behavioral practices characteristic of adaptive (successful) companies and categorizes them into eight fundamental principles: Commitment, Creating Value, Initiative, Support for Change, Leadership, Learning, Openness, and Respect and Challenge – which can be used to effectively assess an organization's ability to adapt to continually changing conditions. The OA is based on the premise that the practices and behaviors comprising an organization's culture are even more important in successfully dealing with constant change than the skills and competency of its people, which are important in their own right.

As a survey instrument, OA provides businesses of all sizes with a systematic, objective, and on-going way to measure an organization's agility. It allows management to gather information in a timely and accurate manner to take steps necessary to create an agile business culture, and set a course of actions to strengthen long-term effectiveness.



SITUATION

SITA is the world's leading data telecommunication network in the air transportation industry – a sector characterized by growing globalization, deregulation, and fierce competition. Despite its tough business environ-ment, SITA has successfully transformed itself from a steady, reliable bureaucracy to a customer-focused solution provider, based on data and recommendations from **Persona** GLOBAL^{®'}s Organizational Agility instrument.

COURSE OF ACTION

SITA started to implement **Persona** GLOBAL[®]'s Organizational Agility instrument with its employees to determine their existing cultural practices. The feedback gathered from the survey enabled management to clarify the SITA brand and brand characters. The company then established a value system that enabled change management and implementation.

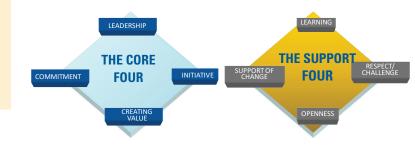
• **RESULTS**

The following year SITA's revenue topped \$1.2 billion, representing a 12% increase from the previous year. The company has also been able to expand its international coverage to over 700 members in over 220 countries and territories. In the past few years, SITA has enabled the airline industry to generate over \$485 billion revenue in each year.

OA Benefits for the Surveyed Organization

- ANALYTICAL. OA uses well-developed questionnaires and surveys that effectively measure a company's organizational agility in quantitative terms, making it easy to pinpoint areas for improvement.
- COMPREHENSIVE. OA covers 48 behavioral practices crucial to business success in today's world.
- EASY-TO-USE. OA uses a proprietary, cutting-edge computer program to analyze survey data and generate detailed reports in minutes, not days.
- FAST FEEDBACK. Online or optically scanned survey responses enable fast turnaround.
- **PERFORMANCE-BASED**. OA focuses solely on observable human behaviors that reflect a firm's corporate culture.
- RESEARCH BASED/FIELD TESTED. OA is based on and supported by extensive academic and empirical research by world-renowned management experts.
- TESTED AND PROVEN. OA has been adopted as a survey instrument across various industries in different countries.

OA Survey Model







"Organizational Agility helped to clear the air so we could proceed with necessary changes in strategies and practices that reflect the basic values of our company."

John Young • Former CEO, Hewlett Packard

OA Enables Client Companies to:

- Get a quick and clear "snap-shot" of their organizational agility by examining their corporate culture.
- Make them aware of their challenges in their behavioral practices and take remedial actions.
- Focus on 48 practices that are crucial to their corporate culture.
- Measure the extent to which their corporate cultures adapt to changing conditions.
- Prepare them for change in proactive way.
- Be flexible enough to take advantage of new opportunities as they arise.

Unique Value Proposition for Consultants

- **OA CERTIFICATION.** Experienced consultants can complete OA certification in one day. OA certificates will be awarded to consultants upon successful completion of training.
- **COMPLETE CERTIFICATION DELIVERABLES.** Consultants applying • for OA certification will receive an information package containing all the support materials.
- GLOBAL REACH. OA has been adapted to different cultures and is • available in several languages.
- **ON-LINE CAPABILITY.** Survey allows for data collection via the Internet effectively.
- UNIVERSALITY. Can be used by companies across various • industries.

Selected OA Users

Abbott B.V. Cathay Pacific Airways Ltd. Lazard Asset Management MDBA PMEE Optisen Alan Muutosvalmius Furniture

Health Care Services Sweden Transportation Hong Kong Bank, Finance & Insurance Scotland France Military Finland

SITA Telecommunications U.S. The Siam Fibre-Cement Construction Thailand Vermeire **Office Products/Services** Belgium Wcclesiasical Insurance Bank, Finance & Insurance U.K.

Credentials

Dr. Donald T. Tosti and Stephanie F. Jackson, both well-known experts with organizational recognition in the field of management behavior, organizational systems and human resources development, developed Organizational Agility Survey™. OA seeks to assess a company's organizational agility by examining its overall corporate culture in 48 behavioral practices. In addition to their own applied research they consulted the writings of Built to Last by Collins and Porras, Corporate Culture and Performance by Kotter and Heskett, and The Fifth Discipline by Senge.

ABOUT THE AUTHORS

Dr Donald T. Tosti & Stephanie F. Jackson Founding Partners, Vanguard Consulting, Inc.

Dr. Donald T. Tosti, Ph.D., is an educator and internationally recognized pioneer in performance-based approaches to organizational effectiveness. T&D Magazine and the American Society have recognized him as a key contributor to Human Performance Improvement (HPI) technology in the United States.

Dr. Tosti has consulted on a wide range of organizational change programs for companies in Asia, Europe and the United States. His clients include British Airways, Honeywell Bull, IBM, General Motors, Hewlett Packard, American Express, Bank of America, etc.

Organizational Agility Survey™ co-author, Stephanie F. Jackson, specializes in the evaluation of performance and organizational systems, and in the design of behavioral and skills based change programs.



For more information about **Persona** GLOBAL®, Inc.'s metrics and methodologies, please contact info@personaglobal.com or visit www.personaglobal.com



ABOUT Persona GLOBAL®

Persona GLOBAL® is a worldwide provider of assessment tools and methodologies for corporations facing challenges in change leadership, communication, organizational alignment, sales, customer service and management. Persona GLOBAL®, Inc.'s metrics and methodologies are currently available in 72+ countries; its programs have been translated in up to 38 languages. More than 1,700 certified Persona GLOBAL® practitioners around the world serve their clients as strategic business partners

Corporations that have benefited from Persona GLOBAL® Programs include:

- Applied Materials
 British Airways
- BMW Mitsubishi • **Dell Computer**
- IBM Disney

Hitachi

Coca-Cola Alcatel Motorola Credit Suisse

American Express

Japan Airlines

SONY Music Entertainment