# Organizational Alignment Survey™



## What is Organizational Alignment Survey™?

Organizational Alignment Survey<sup>TM</sup> (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)





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.



"The OAS has served to validate a number of key assumptions as well as uncover areas of concern that are not currently on management's radar screen."

Martha Collard • Director – Human Resources Asia Pacific, Grey Worldwide

## **Companies Use OAS to:**

- Identify how company strategy can be turned into front-line performance.
- Align company performance with customer needs.
- Survey employee perceptions and opinions.
- Strengthen brand delivery.
- Benchmark performance.
- Align employee performance with company mission and values.
- Analyze training or consulting needs.
- Encourage employee buy-in on organizational change.
- Monitor change and progress over time.

## **Unique Value Proposition For Consultants and OD Practitioners**

- **CERTIFICATION**. Experienced trainers or consultants can complete OAS certification in one day.
- EASY-TO-UNDERSTAND, SIMPLE-TO-ADMINISTER. Questionnaire saves time and effort.
- FLEXIBLE. Trainer or consultant can add open-ended questions to address specific organizational concerns.
- GLOBAL REACH. Online capability allows for data collection from anywhere via the Internet.
- REPEATABLE. Benchmarking capability enables periodic reapplication to chart progress.

## Repeat users of the OAS include:

Bristol-Myers Squibb Leo Burnett

Walt Disney General Casualty

**Inchcape Testing Services** Crown Motors (Toyota)

Hong Kong International Terminals Toyota

#### **Credentials**

Dr. David Matsumoto, Department of Psychology, San Francisco State University, evaluated the relationship between answers to the 12 key OAS dimensions and answers to the 13th Alignment with Results. He analyzed 23,000 responses from 52 companies in 20 countries, and concluded that the responses to the 12 key OAS dimensions were very reliable predictors of the findings in the results dimension. According to Dr. Matsumoto, "My conclusions are that all of the correlations are statistically significant and seem to predict the desired business results."

#### **ABOUT THE AUTHOR**



**Shaun Smith** Founder, Smith+Co.

Shaun Smith is an internationally recognized authority on the subjects of customer experience and organizational alignment. He is the co-author of a number of best-selling books and speaks internationally on the subject of customer experience and employee alignment. His books include: "Uncommon Practice - People who deliver a great brand experience". "Managing the Customer Experience – turning customers into advocates". "See, Feel, Think, Do - the power of instinct in business", and "Bold - How to be brave in business and win" which won the "Management e-book of the year award for 2012. His latest book "On Purpose - how to deliver branded experiences people love" is published in October 2015. He is also contributing author to the Economist's "Brands and Branding." Mr. Smith has spent more than 30 years helping major corporations differentiate their brands through the experience they provide. He has spoken and consulted to companies such as Burberry, IHG, Toyota, Disney, SmithKline Beecham, British Airways, Leo Burnett, and Shangri-La Hotels and Resorts, and many others. He is the founder of the consulting company Smith+Co which consults to many of the leading brands world-wide.



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:

BMW

Mitsubishi

Coca-Cola

Disney

Hitachi

- Applied Materials
- Dell Computer
- IBM
- Alcatel
- Motorola
- British Airways
- Japan Airlines
- Credit Suisse
- American Express
- SONY Music Entertainment