



ORGANISATIONAL ALIGNMENT SURVEY

'In the business world, the rear view mirror is always clearer than the windshield.'

Warren Buffett

Lead Indicators for Management

Management and execution in many organisations depends heavily on lagging indicators eg. expenditure and revenue against budget, staff turnover. This is like driving forward while only being able to see the rear view mirror. The Organisational Alignment Survey (OAS) provides lead indicators that pinpoint what an organisation needs to do to achieve better results

A major international study of OAS results by the University of San Francisco demonstrated that the output from the OAS can be used to predict business results. For example, we can show you the top 10 drivers where you must have strong scores across the organisation to -

- Retain employees
- Meet customer requirements
- Achieve profit targets

The OAS is not a "climate survey", nor is it a traditional "customer satisfaction survey". We survey your employees to discover how closely aligned your organisation is in 12 key areas that affect business results. The output provides not merely data, but also specific recommendations on what actions to take in order to achieve closer alignment across your organisation.

Our report will also compare your organisation with "best in class" organisations in the database of international users of the OAS.

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

Benefits

- **Identify Roadblocks.** Survey will identify specific areas where your people know the organisation is not properly meeting the needs of your market.
- **Actionable.** We recommend best in class tactics to help you improve alignment and performance.
- **Sense and Respond.** Once your organisation is truly aligned it will be able to rapidly "sense and respond" to changes in the needs of your customers or stakeholders.
- **Culture.** Strong alignment helps create a powerful culture, vital to achieving business outcomes.
- **Rapid.** Survey can be conducted online with fast turnaround of results
- **Best Practice.** We also benchmark your organisation against best practice organisations in the international database.



CASE STUDY: GLAXO SMITH KLINE (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 International's Organisational Alignment Survey (OAS) to identify its degree of internal and external alignment rated by the organisation'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.



Persona programs have been used by 6 out of the top 10 Global Fortune 500 businesses to improve performance.



"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

Organisations Use OAS to:

- Identify how organisation strategy can be turned into front-line performance
- As a "health check" to spot specific problems and identify the need for change
- As a comprehensive attitudinal survey prior to introducing organisational development or change initiatives
- Align organisation performance with customer needs
- Survey employee perceptions and opinions
- Strengthen brand delivery
- Benchmark performance
- Align employee performance with organisation mission and values
- Identify training needs and priorities for action
- Encourage employee buy-in on organisational change
- Monitor change and progress over time

Features

12 dimensions of alignment are surveyed:

External

- Market Orientation, Product Differentiation, Monitoring Environment, Performance Tracking

Internal

- Vision, Mission & Strategy, Culture & Leadership, TQM, People Policies, Climate, S&P, Service Delivery
- **Online Assessment.** Internet access enables 24/7 completion of survey.
- **Easily Understood.** Quantifiable, easy to read results facilitate information sharing.
- **Thorough Documentation.** A variety of graphs, charts, statistical reports and text are provided.
- **Tracking.** OAS provides for longitudinal tracking so you can check progress over time.

Validation

Dr. David Matsumoto, Department of Psychology, San Francisco State University, evaluated the relationship between employees' answers to the 12 key OAS dimensions and Managements' assessment of business results. He analysed 23,000 responses from 52 organisations in 20 countries, and concluded that the responses to the 12 key OAS dimensions were very reliable predictors of six key business results. According to Dr. Matsumoto, "My conclusions are that all of the correlations are statistically significant and seem to predict the desired business results."

About Us

Dawson McDonald is the Australian Partner of the internationally recognised Persona International group, that offers business solutions to organisations throughout 40 countries. Company Principals, John Dawson and Carmel McDonald have been recruiting, consulting, training and coaching for Australian businesses for over a decade, following extensive industry experience.

About Persona

Persona International is a worldwide provider of learning, development and assessment tools and methodologies for organisations facing challenges in change leadership, communication, organisational alignment, sales, customer service, and management.

Organisations that have used Persona programs to improve performance

BMW	JP Morgan	SONY Music Entertainment
Mitsubishi	IBM	Chase Manhattan Bank
Disney	Shell	British Airways
Coca Cola	Motorola	Japan Airlines
Hitachi	American Express	Credit Suisse
CGU	Newsweek	Zurich Financial Services



DAWSON McDONALD & ASSOCIATES PTY. LTD.

Management Consulting Services

Level 11, 179 Queen Street, Melbourne Victoria 3000

Phone: (03) 9602 4858

Fax: (03) 9602 4677

E-mail: info@dawson-mcdonald.com.au Web: www.dawson-mcdonald.com.au