

Perception Analysis Methodology (PAM)

Overview

Perception Analysis Methodology (PAM) is a system dedicated to gathering and analyzing workforce beliefs and perceptions within organizations. Developed by Perception Management, this methodology helps uncover the 'ground truth' by surfacing insights across all organizational levels.

The Iceberg of Ignorance

- Only 9% of problems are known to middle management
- 74% of problems are known to supervisors
- 100% of problems are known to front-line employees

What PAM Provides

PAM provides access to information that is closer to the truth than information that passes along reporting lines of the hierarchy. This information, frequently referred to as the 'ground truth,' is passed directly to the top by the individuals who are in direct contact with issues. It is their true perception of what is going on and not contaminated by those in the hierarchy as it is passed along.

PAM Structure

The Electronic Interview (EI) is created with the Perception Analysis Software (PAS) using an Excel template. PAS:

1. Uploads the EI to dual servers
2. Provides a link for respondents
3. Monitors the response activity
4. Develops a relational database for analysis

The 4 Major Steps of a PAM Program

- Program Design - Objectives Identification, Management Issues, Interview Questions Development and
- Information Collection - Web Interview, Issues Evaluation, Management Alignment
- Interactive Analysis - Issues Analysis, Group Analysis, Process Analysis
- Action Plans Management - The 'What/How', Schedules, Responsibilities, Solutions Implementation M

Perception Measures

The charts and graphs are color-coded to represent various measures of perceptions (scores).

Responses are converted to numbers with '1' being the worst or most negative response and '100' being the best or most positive response. Demographic averages are response averages.

Core Components and Functions

- Gathering the real perceptions people have about issues
- Minimizing the effects of political pressures on employee communications
- Structuring intelligence data for effective analyses
- Enabling ALL stakeholders to participate in change definition and implementation
- Removing the fear of retribution for expressing unpopular opinions
- Identifying ineffective processes, rules, and protocols

Technical Implementation

PAM is non-labor intensive. Using the Perception Analysis Software (PAS), an Electronic Interview (EI) is created and enabled over the Internet.

Application Areas

PAM has been used for a variety of programs including Planning (Business Operations Review, Change Management, Employee Satisfaction) and Execution (Merger Management, Process Reengineering, Risk Mitigation, Supply Chain Improvement).

Understanding Organizational Reality

The actual rules of engagement are different throughout an organization. The hierarchy creates smaller organizational elements in which the members band together for a common cause.

How PAM Works

PAM brings to light the inconsistencies of perceptions embraced by various parts within an organization. This process increases the 'Situational Awareness' for all levels of the hierarchy by illuminating what is really going on.

Key Organizational Questions PAM Helps Answer

- What are the top concerns challenging your organization?
- How do you know these are the top concerns?
- What is causing these concerns?
- What is going best in your organization and why?

Contact Information

For more information about PAM:

Email: JStanton@PerceptionMgmt.com

Phone: 708-209-0801