



*“In the realm of leadership and management training, the focus on what you do versus what you know is a new idea for many.”*

**Michael Skirving** • MaST U.K., implemented Persona's LE methodology for Haden Drysys

## Methodologies in Practice

In the assessment phase of LE, subordinates are asked to answer a questionnaire designed to measure managers' skills in the six practice areas. LE analyzes this data and provides the manager with actionable feedback – things managers can do to immediately improve their own performance and the performance of their respective departments.

Organizational Alignment Survey™ is a significant added value of the LE methodology. The program creatively structures the workshop segment as both a “management meeting” and a training and development session. This dual structure enables managers from cross-functional areas to use the feedback as a starting point for discussion and achieving consensus on the best leadership practices for their respective departments, and for the company at large.

## Unique Value Proposition for Industry Professionals

- **CERTIFICATION.** Experienced professional trainers or consultants can complete LE certification in 2 days.
- **FAST FEEDBACK.** Easy-to-understand and administer questionnaire saves time and effort. Data can be collected over the Internet for fast processing.
- **GLOBAL REACH.** LE is available in most major European and Asian languages.
- **“MANAGEMENT MEETING” FORMAT.** Workshop leader facilitates a process whereby managers gain insights and skills while building consensus on how the company should be led.
- **REPEATABLE.** Numerical data allow for benchmarking and follow-up evaluation to track improvement in leadership performance.
- **SEAMLESS DELIVERY.** Program enables seamless application at multiple corporate sites worldwide and in different languages.
- **WELL-DOCUMENTED.** Comprehensive facilitator's guide enables easy implementation.
- **UNIVERSAL.** Any manager can quickly master the skills in the LE methodology. The LE model itself is applicable to any type of business.

## Recent LE Clients:

Alliant Tech Systems	Glaxo
BBV	Kellogg Company
Deutsche Postbank AG	Metelli S.p.A.

## Credentials

LE co-authors, Dr Donald T. Tosti and Stephanie F. Jackson, have numerous publications on the principles of performance-based leadership. Related works include Tosti, D. and Jackson, S., “Influencing Others to Act,” *Handbook of Performance Technology*, 1991, Jossey-Bass; Tosti, D., Article, “Global Fluency,” *Performance Improvement*, Feb 1999, and Tosti D., Book Chapter. “Organizational Scan”, *Intervention Resource Guide*, 1999, Jossey-Bass/Pfeiffer.

### ABOUT THE AUTHORS

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

**Dr. Donald T. Tosti** 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 the United States and Europe. His clients include British Airways, Honeywell Bull, IBM, General Motors, Hewlett Packard, American Express, and Bank of America.

LE co-author, **Stephanie F. Jackson**, is a Senior Partner at Vanguard, where she 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](mailto:Info@personaglobal.com) or visit [www.personaglobal.com](http://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 70+ countries; its programs have been translated in up to 38 languages. More than 1,500 certified Persona GLOBAL® practitioners around the world serve their clients as strategic business partners.

### Corporations that have benefited from Persona GLOBAL® Programs include:

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