

Academics Validate *Persona* Social Styles Model



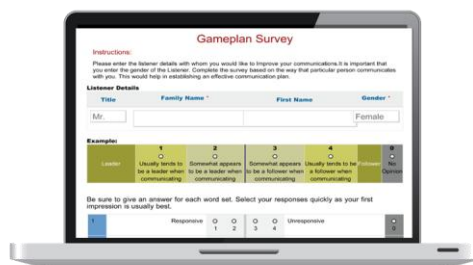
A team of experts from San Francisco State University's Inter-cultural and Emotion Research Laboratory has completed a significant validation study of the *Persona* Social Styles model using questionnaires completed by employees in Japan, Switzerland, and England. Organizations use the Social Styles questionnaire to help their employees identify the reasons people act as they do, and understand why behaviors change in different situations. This knowledge has been proven to have a profound impact on individuals' ability to communicate, negotiate, sell, manage, and lead. Companies around the world have used the Social Styles questionnaire to support a variety of corporate change and skill-building initiatives.

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Professor of Psychology David Matsumoto, Ph.D led the San Francisco State University team which included Professors Katy Azoury, Ph.D. and Jamie Eng, Sc.D. as well as area specialists for Japan, Switzerland, and England. The team's primary goal was to evaluate the adequacy of the use of the Social Styles descriptive labels (factors) Flexibility, Dominance, Emotionality, and Empathy in scoring the questionnaires.

The experts concluded that the scoring provided results that were reliable, justified, and accurate for each country. Moreover, they concluded that the percent of overlap with the original (key) Social Styles item-factor scoring procedure was remarkably high at 81% (Switzerland), 83% (Japan), and 95% (England).

Professor Matsumoto noted that overall, "I interpret these findings as quite robust evidence for the reliability of the factor labels used in computing scores according to the original criteria. Given (expected minor sampling and measurement) errors, I think the findings are quite remarkable.



Persona Social Styles questionnaire