SOCIALSTYLE℠ & Versatility

Multi-Rater

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SOCIAL STYLE
Profile

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TRACOM GROUP
The creator of SOCIALSTYLE

Your report is organized into two parts:

Part 1: Your SOCIAL STYLE

This section provides your SOCIAL STYLE Multi-Rater Profile results, based on the input of your reference group. It also includes your self-perception of your own behavioral style. You will see a SOCIAL STYLE profile graph that displays your SOCIAL STYLE position, followed by interpretation of your results. This section also includes information about how to understand your results, explanations of other SOCIAL STYLE positions, and "key reminders" about SOCIAL STYLE.

Part 2: Your Versatility

This section contains your Versatility Multi-Rater Profile results. You will be provided with information about how you interact with your reference group, regardless of your particular SOCIAL STYLE. You will learn how you generally focus on meeting your co-worker's needs versus focusing on meeting your own particular needs.

■ Part 1: Your SOCIAL STYLE

What is the SOCIAL STYLE Profile?

The SOCIAL STYLE Profile is a description of how others see your behavior. It is based on decades of research and has proven valid for adults of all ages and backgrounds. The profile describes how a person's behavior, not personality, is seen by others.

How Should You View the Profile?

The profile and the report present a consensus generalization about your behavior from the perspective of the references you invited to complete the questionnaire. They responded to a series of items that describe day-to-day behavior. They were describing what they saw. The attached report is a description of the Profile category most typical of your actions and is not a personalized description of you. Your report is identical to the report received by all persons who show a similar SOCIAL STYLE position.
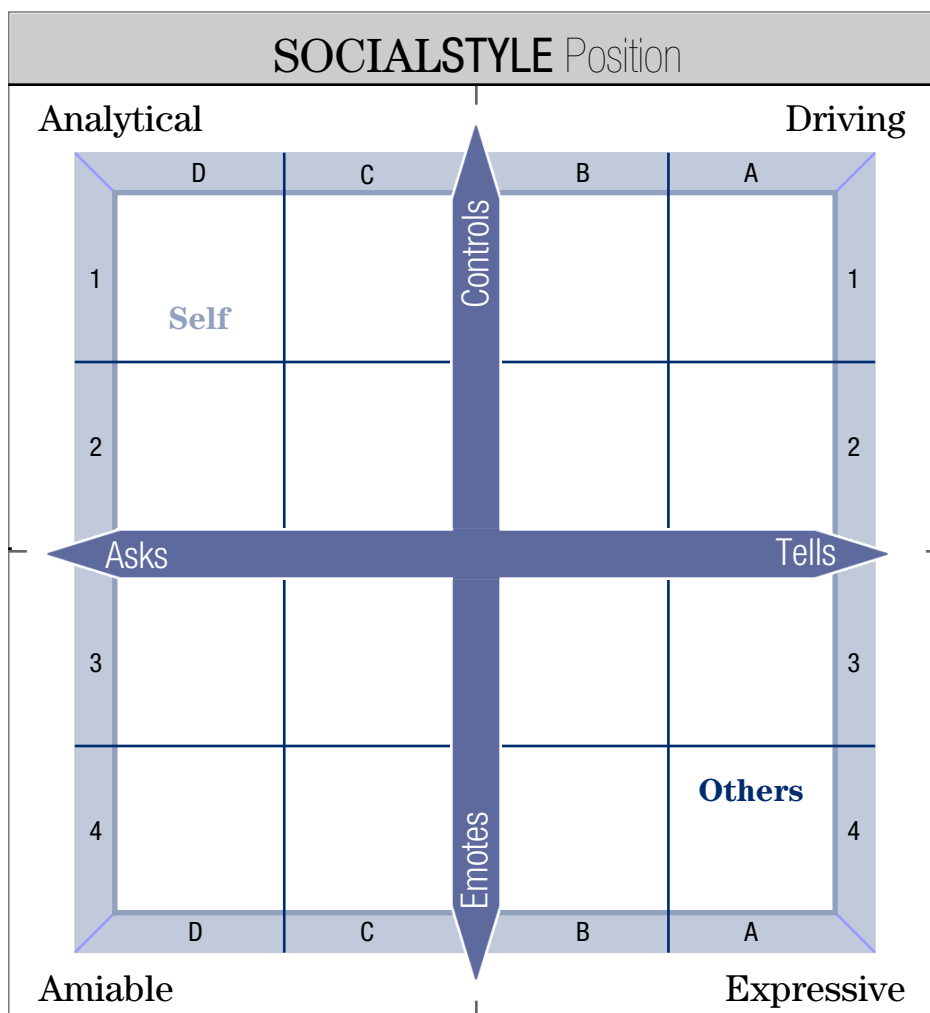
Cautions for You

You should view your position in the Profile as the center of the range of behaviors which others see as typical of you. To a large degree, this is what your acquaintances expect of you. The lines in the Profile separating categories A, B, C, D, and 1, 2, 3, 4 are for convenience in identification and should not be thought of as limiting you. They do not form boxes in which all people are alike, but areas where behavioral similarities can be seen. You also will be seen as similar to persons in adjacent categories, but the more distant the category in the profile model, the more dissimilar the observable behavior will be from yours.

Recommendations to You

You will find some of the statements in the report easy to accept and others less so. You may wish to accept some of the comments as true of the category, but not of you as an individual. Be careful about rejecting the report too quickly. Ask yourself why others might see you this way. Much of what you think and feel about yourself may not be observable to others. What you believe about yourself might be obscured from others by your more observable, habitual actions. The greatest significance of the SOCIAL STYLE Profile is that it will focus your attention on what others see and react to rather than on your feelings. Your inner feelings are important, but so is the reality of others' perceptions.

Final Note

If you can come to accept the description of your observed behavior, your SOCIAL STYLE position, you will know something of your own impact on others. To create productive relationships you must show enough concern for other people to behave in a manner appropriate for them. Knowing how others differ from you, based on being aware of your own Style, is the best foundation for making appropriate adaptions in dealing with others.

SOCIALSTYLE Position

Analytical

Driving

	D	C	B	A	

Controls

1 — Self

2

Asks ———————— Tells

3

Others

Emotes

4

	D	C	B	A	

Amiable

Expressive

■ SOCIAL STYLE Position: **Expressive A4**

Review the Style narrative for the quadrant in which your SOCIAL STYLE score placed you. It will also be informative to review the other Style Categories.

EXPRESSIVE STYLE = Tell Assertive + More Emoting Behavior

People with Expressive Style focus their attention on the future with intuitive visions and outspoken spontaneity. They can be seen as imaginative and creative as they interact with others. Expressive Style people can generate enthusiasm. Their behavior can be intensely stimulating, exciting, and fun for those who get caught up in their dreams. They tend to make decisions quickly based on how they feel about relationships. Some see Expressive Style behavior as flighty, impractical, and overly emotional. Because of their desire to act on opinions, hunches, and intuitions, rather than the hard facts, Expressive Style behavior can lead to mistakes and frequent changes in direction.

SOCIAL STYLE Position: **Expressive A4**

Review the information below to learn more about the behavioral pluses and minuses of your SOCIAL STYLE

Others describe your behavior as:

"Persuasive, emphatic, and outgoing." References indicate that someone with your behavioral style can get excited for unusual and ambitious projects. Others may indicate you sometimes let enthusiasm overwhelm logic.

You appear willing to get personally involved with others, and people report they see you as often taking the initiative to influence their decisions and actions. Others feel you move quickly and that you usually tend to carry them with you.

Your behavioral pluses:

Your observable high levels of energy and activity will be definite assets in your efforts to influence others. Others say you can dramatize your feelings to make a point, which serves to increase your impact with many people.

You appear determined and intense in your efforts to achieve success. Others observe that you willingly use those qualities to accomplish a task that will help you get the recognition you want.

Your behavioral minuses:

You, and similar individuals, can give the impression you are overly concerned with gaining personal recognition. This can give people the impression you put your own goals ahead of everyone and everything else.

You can seem so carried away with your own ideas that you pay little attention to others' thoughts, unless you think a person holds a position of importance. You offer opinions readily, but can give the feeling you are expressing ideas and attitudes "off the top of your head." Thus, you can appear disorganized and ill-prepared in situations calling for a systematic approach.

AMIABLE STYLE = Ask Assertive + More Emoting Behavior

The Amiable Style person is relationship oriented. Amiable Style individuals interpret the world on a personal basis and get involved in the feelings and relationships between people. They prefer to get things done with and through others. The Amiable Style looks for personal motives in the actions of others. They may find it difficult to understand that some people react purely from the information at hand or the practicality of the situation or from a desire to make the future more interesting and exciting. The Amiable person's sensitivity for others often lends joy, warmth, and freshness to a social situation. They are often good team players. People tend to readily communicate and share with Amiable Style people. They frequently stick with the comfortable and the known. They tend to avoid decisions which might involve personal risks and conflict. As a result, they can appear slow or reluctant to change when the situation demands it.

ANALYTICAL STYLE = Ask Assertive + More Controlled Behavior

The Analytical Style person appears to live life according to the facts, principles, logic, and consistency one can find in reality. People with the Analytical Style tend to behave in ways that fit into their overall theory and ideas about the world. Others may view them as lacking enthusiasm or appearing cold and detached. They project the image of good planners, organizers, and problem solvers with the ability to work out tasks systematically. Because of their apparent concern for facts, logic and serious organization of thought, coupled with a desire to be "right," the Analytical Style often displays a reluctance to declare a point of view. They have a need to analyze all significant possibilities in an attempt to avoid any chance of making illogical or inconsistent decisions. A faith in principles appears to assume greater importance than personal gratification to an Analytical Style.

DRIVING STYLE = Tell Assertive + More Controlled Behavior

People with a Driving Style appear to know what they want and seem to display little difficulty expressing their conclusions about anything that concerns them. Their slogan is "Let's get it done and get it done now." They tend to focus primarily on the immediate timeframe with little concern for past or future. Driving Style people appear swift, efficient, and to the point. They know what they want and become impatient with delays. They tend to show little concern for the feelings of others or for personal relationships. Some consider their actions harsh, severe, or critical, since they give such limited attention to relationships. Others may see this behavior as efficient and decisive. This style seeks control through the use of power in situations which might deny them freedom to act as they wish to achieve their perceived objectives.

SELF-PERCEPTION AND THE PERCEPTIONS OF OTHERS

Your profile results show how others view your behavior, which may or may not be the same as how you see yourself. The TRACOM Group's research has consistently shown that self-perception is different from the perceptions of others more than 50% of the time. Carefully consider how others view your behavior. The more similar your self-perception is to the perceptions of others, the more you increase your chance of gaining support and respect in the workplace.

Key Reminders

There Is NO Best SOCIAL STYLE Position

The purpose for learning about your Style is to know more about yourself. With the new knowledge, you can grow and develop into a more productive and effective individual.

Your SOCIAL STYLE Is NOT Your Whole Personaility

Some people like to refer to SOCIAL STYLE as personality. Your personality encompasses more than just your SOCIAL STYLE. It includes your hopes, your dreams, your intelligence, your values and all of those things that make you uniquely you! Said another way, your SOCIAL STYLE is only a part of your personality, although a very important part.

Your SOCIAL STYLE Profile Represents a Theme in Your Behavior

All of us have, at one time or another, displayed behaviors that fall all along the assertiveness and responsiveness dimensions. But SOCIAL STYLE is the way you see yourself behaving, or preferring to behave, most of the time; it is your behavioral comfort zone.

Your SOCIAL STYLE Has Growth Actions

Each of us has behavioral weaknesses. The Driving Style tends to rush into action and dictate activities without listening to others. The Amiable Style tends to acquiesce and go along with others, even though they might not agree with a course of action. Expressive Style people can be very impulsive, not thinking through all the implications of their actions. Analytical Style individuals get bogged down in details and options, without taking a definitive stand on issues. All of these Style-related tendencies can cause tension for others.

Your Challenge: Take Initiative to Build Effective Relationships With Others

Don't expect the other person to go out of his or her way to accomodate you. You must decide what you are going to do to meet the needs of others and make the relationship mutually productive.

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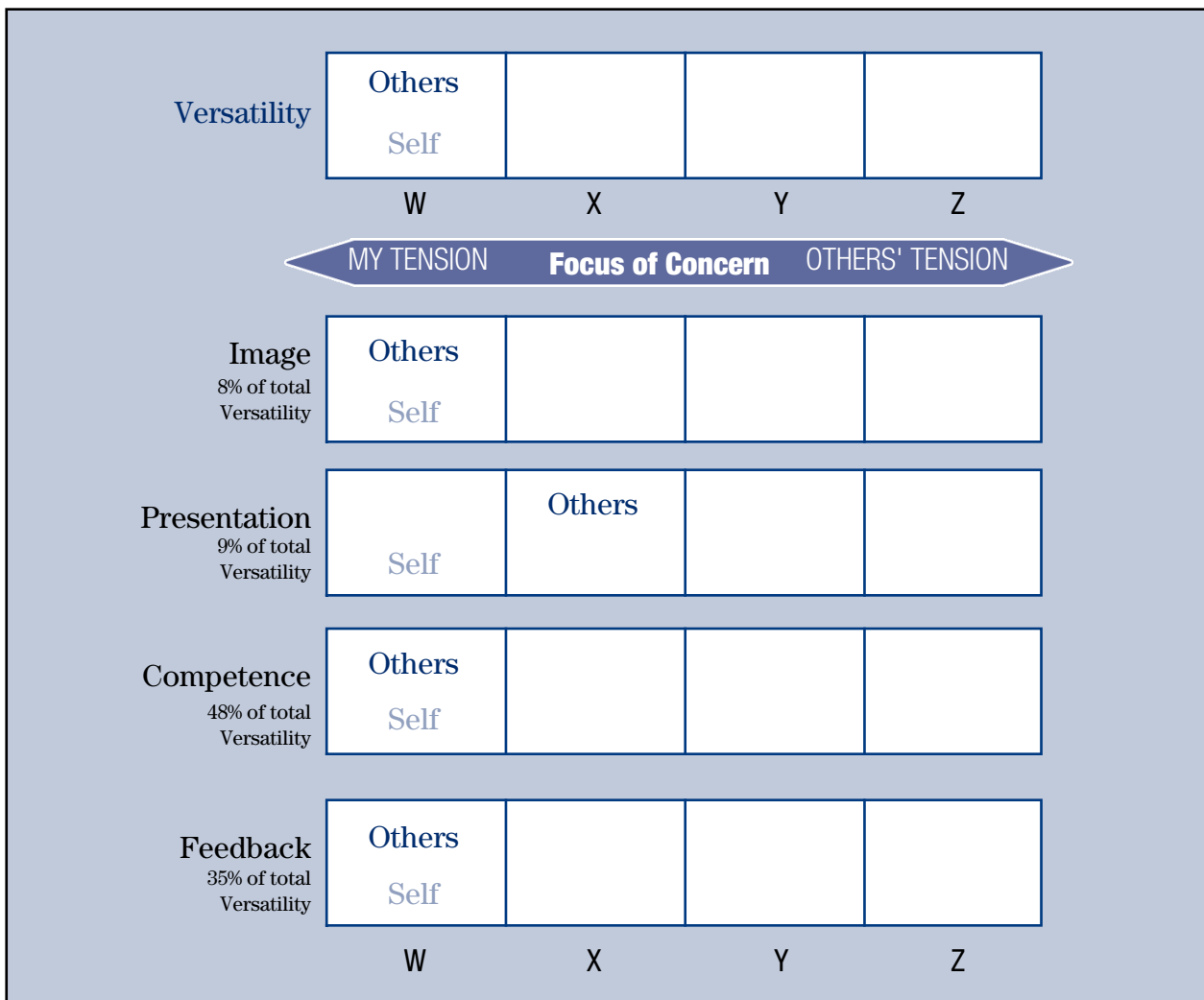UNIVERSAL

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Part 2: Your Versatility

What is Versatility?

Versatility profiles are based on responses provided by your references (colleagues, associates, and others whose names you supplied) to a series of questions about how they perceive your behavior in the workplace. These responses were combined to develop a consensus about your behavior and should provide insight into your perceived level of versatility and social endorsement. A brief overall Versatility Profile is provided below, followed by specific profiles for Image, Presentation, Competence, and Feedback.

	W	X	Y	Z
Versatility	Others / Self			

MY TENSION — **Focus of Concern** — OTHERS' TENSION

	W	X	Y	Z
Image — 8% of total Versatility	Others / Self			
Presentation — 9% of total Versatility	Self	Others		
Competence — 48% of total Versatility	Others / Self			
Feedback — 35% of total Versatility	Others / Self			

Overall Versatility: **W**

Your references indicate that in your interactions, you sometimes appear to spend most of your effort maintaining your own comfort level rather than adapting your behavior to the Social Style of others. When this is the case, you may not be seen as effectively monitoring the impact your behavior has on others. Your references also indicate that, generally, you seem to stick consistently to your objectives, although while doing so, you may not adequately adapt your Social Style to others whose Styles are different from your own. Thus, you might be seen as focusing only on your own Style needs. To increase your social endorsement in this area, consider how you might demonstrate your receptiveness to the ideas and Style needs of others.

Because the overall Versatility Profile is based on a broad range of behaviors, it is only a general indicator of your Versatility and the endorsement you receive from others. For more specific information about how others perceive you, review each of the Versatility Profiles below. These profiles suggest your areas of relative strength and weakness and can help you identify opportunities for developing behaviors that will increase (or maintain) your Versatility and social endorsement.

Image: **W**

Your associates view you as someone who is not overly concerned with the impact of your appearance. At times you may dress more informally than what is expected. You may have a tendency to challenge expressed or implicit dress codes and dress in a way that is most comfortable for you, even when the norms may suggest otherwise.

In addition to dress, other factors can affect people's perceptions of your image. For instance, the initial impression you make on others can be affected by the way you carry yourself when entering a room, or by the way you sit and respond during a meeting. The expectations others have about your role and/or title can also affect their initial perception of your image. For instance, a senior manager who wears khaki slacks and a polo shirt to a client meeting would convey a very different image from a senior manager who dresses in formal business attire. In some industries, such casual dress is acceptable and goes unnoticed; in others, it calls attention to itself and adversely affects a person's image.

Dressing as you please and projecting an image that others may feel is not totally appropriate to your role or title is not necessarily a problem, unless it adversely affects your ability to communicate effectively. If that's the case you might want to consider how enhancing your image might improve your Versatility and add to your social endorsement.

Presentation: **X**

When presenting to groups, your references indicate that most of the time you are clear and effective in communicating your ideas. You speak in an appropriate tone of voice and at a level appropriate to the group. In particular, when presenting to a group, your references indicate that you are typically able to adapt your language and communication style to fit your audience. For example, if the situation calls for the use of simple language instead of technical jargon, you will usually be able to adapt to this requirement.

While you generally present yourself well to groups, you may want to be extra attentive when speaking on topics outside your area of expertise or to unfamiliar audiences by doing such things as observing body language and asking others questions to ensure that you are communicating effectively.
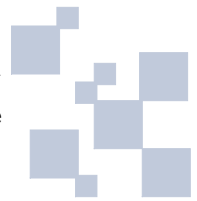
Competence: **W**

Your references indicate that, in general, you are a person on whom they would rely to complete tasks in your areas of personal competence and expertise. However, in situations where you have not displayed the specific expertise needed, they are less likely to seek you out. This may be because you sometimes hesitate or avoid situations where you do not feel totally competent and comfortable. Enhancing your skills in areas that are outside of your usual specialties, or gaining confidence in skills you already possess, might provide you with opportunities to display a greater degree of competence.

Your references indicate that there may be times when you do not readily adapt to unfamiliar situations, and that sometimes you might require extra time to transition to new work requirements or priorities. Changes from your normal way of doing things may cause a certain degree of discomfort for you, and this might affect the quality and timeliness of your work. For example, when adjusting to a sudden shift in priorities, you might deal with problems by falling back on your primary backup behavior (i.e., Attacks). Under such circumstances, you should attempt to be aware of these tendencies and make a conscious decision to deal with the problem in a manner that is most advantageous to adjusting to the new situation.

When you are problem solving, your references indicate that you may occasionally rely on well-established and comfortable methods when new approaches might be the best solution. At times, you may be too quick to rely on "tried and true" approaches without fully considering different or unique ways of handling new situations or challenges. Instead of immediately relying on the way things have been done in the past, you might want to take the time to think about alternative solutions and to seek the creative input of others.

Your references suggest that at times you might not come across as very optimistic. This may simply be a reflection of your style of behaving and interacting with others, or it may be a result of the types of work demands or challenges you face. Optimism is important not only because it makes the work environment more pleasant, but it also conveys a positive tone to others that increases the likelihood that difficult tasks will be accomplished successfully. Increasing your awareness of your behavior and demonstrating your confidence in the likelihood of positive outcomes can help to increase social endorsement.

Feedback: **W**

Your references perceive you as someone who at times does not openly display concern for other people (although you might actually feel concern for others). You may be of the opinion that it is unnecessary, or even inappropriate, to show concern for the feelings of others at work – or you simply may not be aware of other people's emotions. Regardless of your awareness or intent, this might at times affect your interactions with others. Displaying an awareness and understanding of the emotions of others can help increase your effectiveness and gain a higher level of social endorsement.

Your references indicate that you may have a tendency to communicate with everybody in the same way without adjusting your approach to different individuals' needs. (This may be different from your approach to delivering formal presentations to groups). This communication style may be deliberate on your part, or you may be largely unaware that this is occurring. On an interpersonal level, you may not feel the need to adjust your communication style to different people. Your associates indicate that in some circumstances people may not feel assured that you listen carefully to them or fully understand their needs or priorities. Therefore, at times you might come across as uncaring or indifferent, which in turn can make others less communicative with you. Taking the time to restate main points and asking for clarification may help others to feel that you listened to them and that you understand them.

It is important to make a distinction between understanding and agreement. Understanding how others feel does not necessarily mean that you agree with them. Making the effort to understand others' perspectives can contribute to more skillful management and better working relations. Putting effort into understanding others, and effectively demonstrating that understanding, directly affects your ability to offer useful feedback and timely coaching. This can be important, particularly if you supervise others. Likewise, your ability to empathize impacts your ability to fully understand others' needs and your willingness to offer them ideas or services that match those needs.

Others see you as someone who keeps workplace relationships primarily at a professional level. Your references indicate that you do not go out of your way to develop strong interpersonal relationships at work. It could be that you have low affiliation needs and that cultivating relationships might not be a priority for you. However, you should be aware that such behavior might at times cause others to believe that you are somewhat indifferent towards them. This can cause others to give less feedback which, in turn, can make it difficult for you to accurately read and understand important relationships. To increase the quantity and quality of feedback from others, you might consider taking steps to develop stronger interpersonal relationships with co-workers.