



SOCIAL STYLE®

Self-Perception Profile



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Norm:
United States

TRACOM® GROUP
THE SOCIAL INTELLIGENCE COMPANY®

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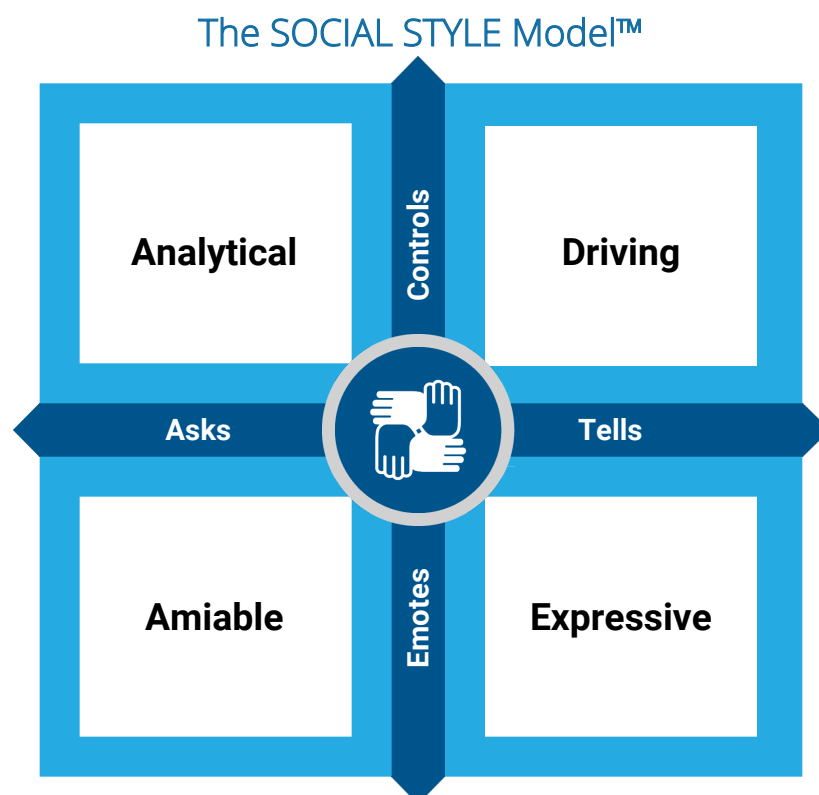
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Introduction

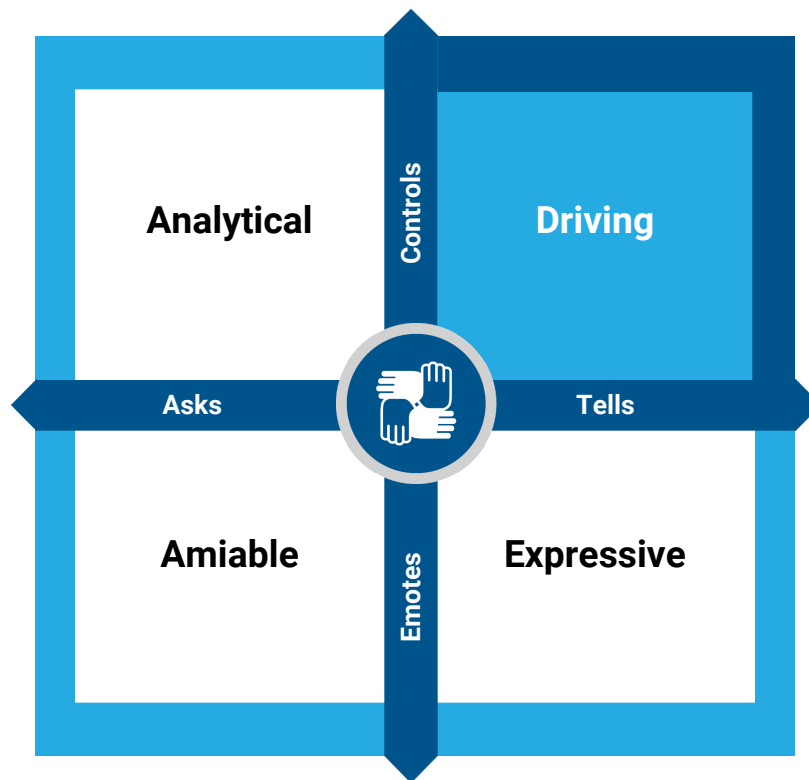


SOCIAL STYLE® is a model for understanding people's behavioral styles. This awareness helps people to interact more effectively with one another. Our Style is determined by observable "say and do" behavioral habits we develop over our lifetimes. Once you understand a person's typical behavior you can predict how they might act most of the time, which helps you build better and more productive relationships. Treating others the way they want to be treated, or showing Versatility, is a choice you control.

The model was created by TRACOM's founders, Dr. David Merrill and Roger Reid, and is based on empirical research of behavior and performance. It was among the first psychological assessments to measure behavior instead of personality, and to use a multi-rater approach that measures co-worker perspectives instead of self-evaluation only. The SOCIAL STYLE Model™ has been continuously refined since its discovery. Today, it is available in more than 20 languages and is used by thousands of organizations in over 100 countries.



Your SOCIAL STYLE®



You see yourself as behaving with a Driving Style, which may or may not be how others view you. Research shows that people's own perception of their SOCIAL STYLE is different from how others see them about 50 percent of the time. This corresponds with research showing it is common for people to have a self-perception bias: we tend to view ourselves differently from how others see us.

Driving Style people appear to know what they want and will openly express their opinions. They are goal-oriented and desire to get things done quickly. They often initiate projects or plans and help move ideas forward. Driving Style people:

- Are focused on achieving their goals
- Are direct with others, which helps others to be clear on goals and opinions
- Are formal and faster paced, which can create a busy and productive environment
- Focus on the present, encouraging others to deal with current problems and opportunities
- Often want to initiate change by taking risks and challenging the status quo
- Are comfortable with debate, wanting to reach outcomes that have a high probability of success

More About the Driving Style

To better understand your SOCIAL STYLE, you need to gain insight into what shapes your behavior. The following helps you understand why you behave in the ways you do, and how others see you. It provides insight into how you prefer to do things, as well as the source of your Style's strengths and weaknesses.



Style Need: Results

A Style need is the underlying motivator for each Style and what drives their behavior at work. Driving Style people believe their key contribution to business success is their determination to always move forward and get things done. They believe that setting and striving toward meaningful goals leads to focus and accountability.



Orientation: Action

People meet their need through a common set of behaviors. Driving Style people put significant effort into making things happen and pushing for results.



Growth Action: To Listen

Driving Style people are so concerned about achieving results that they will prioritize taking immediate action over other things, such as making certain they have all the necessary information to make decisions or listening to others' opinions. Their growth action is to more actively listen.



Backup Behavior: Autocratic

When Driving Style people are feeling tension because results aren't being achieved quickly enough, they will try to take control of the situation rather than allow others to make decisions or be in charge.

These are core elements underlying your SOCIAL STYLE. As you read about your Driving Style in the rest of this report, you'll see how these elements are reflected in your interactions with others.

Style in Action

Each Style prefers to use time, make decisions, and respond to stress in their own ways. This section describes each of these for your Style.



How You Prefer to Use Time

You:

- Like to use time efficiently because you value making progress toward goals
- Want others to move quickly and share your emphasis on achieving results
- Want to contribute to the team's success through your decisive action and measurable results
- Are faster to accomplish objectives, even if there's risk of moving quickly without considering all information or perspectives



How You Prefer to Make Decisions

You:

- Evaluate options and base decisions on information that is factual and practical
- Make decisions quickly based on immediate concerns and how the decision advances your goals
- Are willing to take risks, especially if there is a good probability of success
- Will make decisions independently, sometimes ignoring important information or alternative perspectives



When Under Stress or Tension

You:

- Will take over projects and situations when you think progress is too slow and other efforts to influence the outcome have failed
- Will argue unproductively by being impatient, bluntly expressing your dissatisfaction and telling others what to do
- Will rush into action without listening to others, limiting your understanding of issues
- Will end conflicts quickly as long as there is agreement on a plan to move forward

Strengths and Weaknesses

Your Style has unique strengths and weaknesses, or areas where you could adjust your behavior for different situations and needs. While it can be difficult to accept information about weaknesses, it is important to be aware of how others see your behavior in order to improve.

Your Style Strengths

You:

- Move things forward by being energetic, helping teams meet goals and deadlines
- Base your arguments on logic, which helps lead to objective decisions
- Can effectively organize work, which helps others direct their activities
- Can complete work independently, helping to achieve results without consuming others' time
- Thrive on competition, which can inspire others to contribute

Your Style Weaknesses

You:

- Neglect others' needs because you're so focused on achieving your own goals
- Expect maximum effort from others when this may be unrealistic
- Are impatient in your need for results, running over others and not considering their input
- Can come across as uninformed and critical
- Want control of situations and outcomes, which can result in micro-managing

How Your Strengths Affect Others

You:

- Help teams be organized and efficient
- Create an environment where people get things done
- Inspire commitment from others when you listen and consider their opinions
- Maintain a productive atmosphere with tangible accomplishments
- Help others stay focused and productive

How Your Weaknesses Affect Others

You:

- Frustrate others when you try to exert too much control
- Can make people feel like decisions are imposed upon them
- Decrease your effectiveness when you don't listen to others
- Lessen your support from others when you don't take time to get to know them
- Can believe that conflict is resolved when others are still upset

Understanding the Other Styles

This section describes the key characteristics of the other three Styles and what they value.

Amiable Style

Key Characteristics

- Relationship oriented and concerned with harmony among co-workers
- Good team players who like to get things done by involving others
- Look for personal motives in how others act
- Avoid making decisions that might create conflict or damage relationships
- Can be slow or reluctant to change

What They Value

- People who collaborate and offer recommendations before making decisions
- Colleagues who are friendly and personable
- Colleagues who are cooperative, not competitive
- A focus on collaboration to achieve goals
- Colleagues who value their input

Analytical Style

Key Characteristics

- Information oriented and concerned with facts, logic and consistency
- Are often good planners who work systematically
- Won't typically jump to conclusions and will take time to get things right
- Can appear detached and aloof
- Can be reluctant to declare an opinion or make decisions

What They Value

- A steady, unrushed pace to gather and evaluate all information before making decisions
- People who listen closely and pay attention to details
- Colleagues who are cooperative, not competitive
- Processes that are organized and logical
- Colleagues who are patient with their processes

Expressive Style

Key Characteristics

- Recognition oriented with a focus on being spontaneous
- Can be imaginative, enthusiastic, and can generate excitement among others
- Make decisions quickly, based more on feelings than facts
- Can change direction quickly
- Can be critical toward others

What They Value

- People who provide energy and a fast pace to advance ideas and make decisions
- Colleagues who are stimulating and help bring ideas to life
- A healthy sense of competition
- A focus on the big picture without too many details
- Colleagues who recognize their contributions

Key SOCIAL STYLE® Reminders

Your Style is the theme of your behavior

All of us behave along the range of both the Assertiveness and Responsiveness scales. Your Style is your “comfort zone,” where you are seen as behaving most of the time.

Every Style has growth actions

Each Style has weaknesses – areas where we can adjust our behavior to help meet others’ needs. This knowledge helps you understand others and work more effectively with them.

There is no best SOCIAL STYLE

Each Style can be effective, regardless of role or position. The purpose of learning about Style is to increase awareness and understand how you can be more effective when working with others.

Every Style can be successful

Research shows that people of all Styles can succeed in any field or industry. What matters is the level of Versatility that a person shows when working with others.

Style is about your behavior

The SOCIAL STYLE Profile describes the behavior you show to others, which is only one part of your personality. The profile does not describe your entire personality, which is unique to you.



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Through our learning solutions, TRACOM has helped millions of people around the world to uncover hidden barriers and identify strategies that enable more positive outcomes and professional success. Our Social Intelligence solutions include learning and development programs in the areas of Resiliency, Agility, Emotional Intelligence and Behavioral Style – all focused on helping our customers create a more engaged, productive and effective environment.

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Versatility

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Overview of Versatility



Versatility

The need for soft skills has been steadily rising in the modern workplace. Independent research has found:

- 92% of executives believe soft skills are equal to or more important than technical skills.
- Soft skill intensive jobs are expected to grow at 2.5 times the rate of other jobs.
- By 2030 soft skill intensive occupations are predicted to make up almost two thirds of all jobs.

Understanding your SOCIAL STYLE® and becoming aware that other people may have different behavioral preferences is a good way to start building stronger relationships with others. To improve your performance, however, you need to improve your Versatility—the ability to adjust to the Style needs of others. Versatility is a strong predictor of job performance, and is comparable to intelligence, education and personality.

Similar to SOCIAL STYLE, many people do not have a firm understanding of their Versatility. In fact, research has shown that about two out of three people see their Versatility differently from how others see it. As you read your profile, consider how others would feel about your ability to adjust your behavior to meet their needs.

Your Versatility Profile Feedback

The good news is that your Versatility is within your control. You can increase your effectiveness by becoming aware of and acting on the insights that are provided on the following pages. This includes:

- A general description of high and low Versatility for your Style
- How other people view your Versatility
- Specific and actionable strategies designed to improve your Versatility

Versatility and the Driving Style

This section will help you understand what high and low Versatility look like for your Style. These are general descriptions and not based on your specific results, which are described in the next section.



High Versatility

When behaving with high Versatility, Driving Style people are able to keep projects moving ahead by inviting input from others. They:

- Actively listen to others, recognizing their viewpoints and why they have them.
- Get to know others personally, helping to establish relationships and team camaraderie.
- Are transparent in how they share information and opinions, leading to higher trust.
- Encourage others to express their ideas and opinions.
- Make decisions that incorporate input from multiple sources, resulting in higher quality outcomes.
- Are patient, moving things forward without unnecessarily rushing.



Low Versatility

Low Versatility contains elements of Driving Style people's backup behavior (being autocratic) and growth action (to listen). They:

- Listen superficially and come across as insensitive or uncaring.
- Are so focused on short-term concerns they don't recognize long-term consequences of their actions.
- Rush into decisions without considering all information or others' opinions.
- Try to control processes, people and outcomes.
- Try to dominate discussions and decisions, undermining support from others.
- Value rationality at the expense of other ways to approach issues, alienating people of other Styles.

Overall Versatility

Your Consistency in Displaying Versatility

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
SELF							

Your Versatility: W

Your results place you in the lowest quartile of Versatility, meaning you tend to focus on your own comfort and priorities instead of adapting your behavior to others' Styles and needs. Of course, it's necessary to meet your own needs, but it's also important to be aware of others and adjust your priorities to help them. This is a matter of showing your Versatility more consistently. You have the ability to be more versatile, it simply requires making an effort to adjust your behavior more frequently. Remember that it's normal to view ourselves differently from how others see our Versatility.

A large part of increasing Versatility is monitoring the impact you have on others. When you focus mostly on your needs, it can frustrate others and lead them to work around you instead of with you. People may try to accomplish objectives without involving you and this can weaken your effectiveness and influence within the team.

The next sections describe specific ways you can enhance your effectiveness in each source of Versatility. You don't have to utilize every strategy; choose the ones that will have the greatest impact on your effectiveness. These strategies are specific to your Style, so you may notice common themes across different strategies. By acting on this advice, you will increase your Versatility.

Presentation



Presentation measures how well you deliver information to others during meetings or other group interactions. It includes how clear and organized your thoughts are when you communicate them, and your ability to adjust to the needs of your audience. Presentation is important for helping you communicate effectively with groups.

Ways to Improve Your Presentation

You can improve in Presentation by making simple adjustments to your behavior. Since your growth action is to “listen,” consider these actions to improve your performance:



Ask for input.

You might wish to rush through meetings, so be sure to pause and clearly ask others for their opinions and questions. This will help you avoid making incorrect assumptions and provides you with information you may not have considered.



Add structure.

Take time in advance of meetings to structure your presentation or the points you want to make. This is especially important when people might not be familiar with the topic.



Allow time for discussion and disagreement.

Different people have different perspectives and knowledge you might not be aware of. Build in time for extra discussion and prepare for disagreement. Clearly answer people's questions so they have the knowledge they need.



Balance tasks with people.

You can stay focused on an agenda and the purposes you want to achieve while still taking time to be personable and engaging.



Be aware of others' Styles.

When possible, adapt your delivery to people's Styles. Sometimes you will need to prioritize for the Styles of key stakeholders and decision makers.

Competence



Competence measures your conscientiousness and perseverance, flexibility, optimism, and creativity. It is important to overall effectiveness and helping teams achieve their goals. Note that Competence does not measure your technical skills or job knowledge.

Ways to Improve Your Competence

Small adjustments to behavior will enhance your Competence. Since your growth action is to “listen,” consider these actions to improve your performance:



Ask questions.

You might make quick decisions without exploring other ideas or approaches, which can weaken your effectiveness and the support you receive from others.



Be prepared.

Driving Style people are sometimes so rushed they can be unprepared for conversations and meetings.



Get to know people.

Building good relationships helps others to trust you and feel more open to exploring ideas with you. This helps to achieve results.



Seek out new ideas.

To become more comfortable with new ideas, go out of your way to find different ways of doing things.



Help others achieve their goals.

Show flexibility and optimism by helping others.

Feedback



Feedback measures your ability to listen, communicate with people in ways they understand, show empathy toward others and develop good relationships. When you can empathize and communicate in ways that appeal to others' Styles, you are more likely to develop good relationships.

Ways to Improve Your Feedback

To improve your Versatility in Feedback, exercise your growth action to "listen" and control your backup behavior of becoming "autocratic." The following strategies will help you in this area.



Be an intentional listener.

Listening is a skill that requires practice, especially for Driving Style people. By deliberately practicing this skill it will become more habitual and natural, leading to important benefits for you.



Be transparent.

People won't always recognize when you are feeling empathetic, so be thoughtful about showing people you understand their issues.



Show Style-specific empathy.

Empathy is sometimes Style-specific and related to situational constraints.



Accept conflict.

Sometimes conflict happens, regardless of the empathy you may show.



Recognize and respond to backup behaviors.

It's important to recognize when people go into backup behavior and, when possible, help them get through these tense moments.

Key Versatility Reminders

Versatility is a choice

Unlike your Style, the behaviors leading to high Versatility are within your control. Making the effort to improve is up to you.

Versatility is all about consistency

A lower Versatility score does not mean you lack ability or never demonstrate these abilities. It means you are not showing consistency in your behavior. By making small changes to your behavior and acting with more consistency, you can increase your Versatility.

Versatility can vary with different groups

You can be highly versatile with one group and show low Versatility with another group. It depends on the circumstances and how much you value your interpersonal effectiveness with each group. Again, Versatility is always a choice.

Versatility is different from likeability

A person can be well liked but not have high Versatility. The opposite can also be true. Versatility helps you develop better working relationships, but it is separate from your personal likeability.

Focus on one thing

It can feel overwhelming to receive input on Versatility. Make it manageable by choosing one specific area in which to improve, and the specific actions you'll take. Determine actions that are meaningful and achievable.



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