



SOCIAL STYLE®

Self-Perception Profile

Mutaaf Aziz

Disney Leadership Essentials (DLE)

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Norm:
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Contact Us

303-470-4900
(800) 221-2321 (US Only)
info@tracom.com
tracom.com

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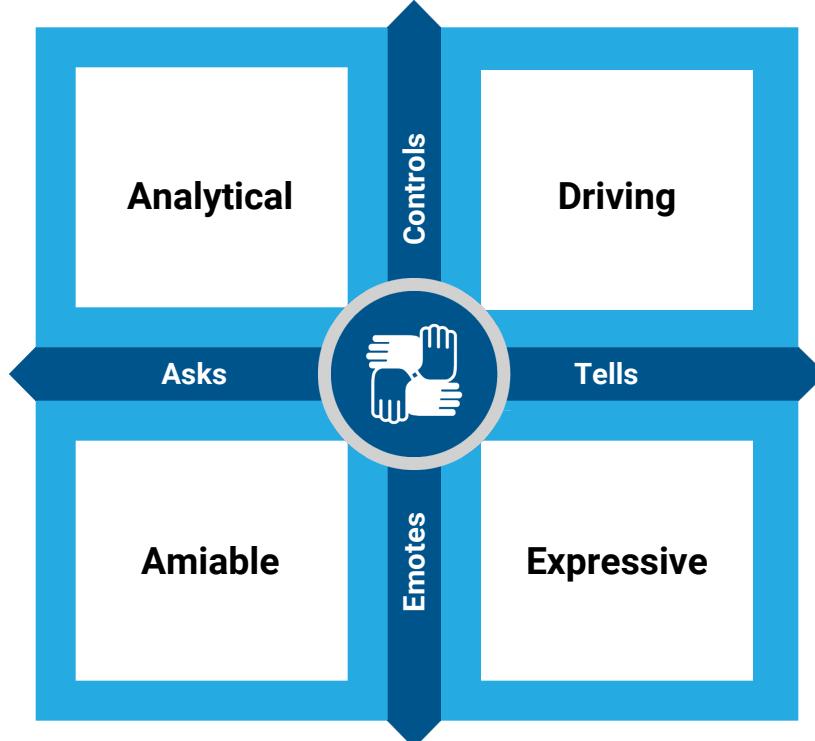
Introduction



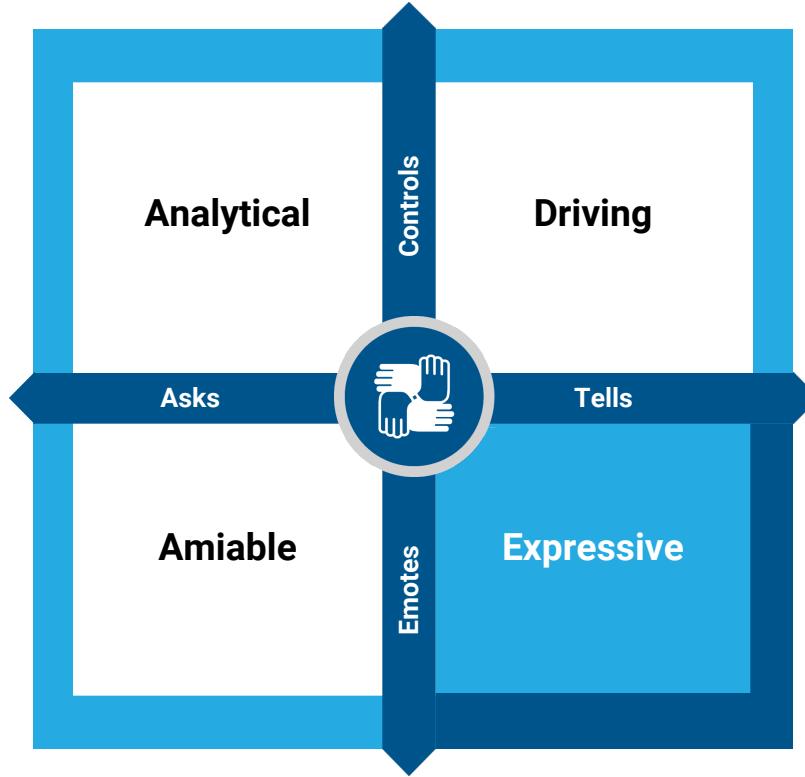
SOCIAL STYLE® is a model for understanding people's behavioral styles. This awareness helps people to interact more effectively with one another. Our Style is determined by observable "say and do" behavioral habits we develop over our lifetimes. Once you understand a person's typical behavior you can 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.

The SOCIAL STYLE Model™



Your SOCIAL STYLE®



You see yourself as behaving with an Expressive 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.

Expressive Style people are sociable and approachable, showing great energy and sharing their emotions. They are often idea generators who spark enthusiasm in others to reach outcomes that are imaginative. Expressive Style people:

- Want to move quickly and in ways that are bold and innovative
- Are approachable and warm, which puts others at ease when interacting with them
- Are comfortable with debate and want recognition for their ideas
- Are informal and faster paced, which can create a fun and busy environment
- Focus on the future, encouraging others to be forward-thinking and look for opportunities
- Often want to initiate change by taking risks and challenging the status quo

More About the Expressive 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: Personal Approval

A Style need is the underlying motivator for each Style and what drives their behavior at work. Expressive Style people believe their key contribution to business success is creativity, innovation, and a fun approach to issues or opportunities. They believe this leads to differentiation, which allows them, their team, or even their organization to stand out.



Orientation: Spontaneity

People meet their need through a common set of behaviors. Expressive Style people put significant effort into exploring new ideas and bringing excitement to work.



Growth Action: To Check

Expressive Style people place such high importance on being outgoing and persuasive that they can come across as overly forceful or opinionated, and their behavior is sometimes inappropriate for the situation. Their growth action is to check their behavior before expressing themselves.



Backup Behavior: Attacks

When Expressive Style people are feeling tension, they will verbally attack others. Rather than taking a calm approach and listening to others they will press their viewpoints, often in a personal way.

These are core elements underlying your SOCIAL STYLE. As you read about your Expressive 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 spend time collaborating with others and exploring ideas
- Want others to be excited by your contributions and work together to move forward
- Want to contribute to the team's success through your spontaneity and decisive action
- Are faster to accomplish objectives, even when there may be risk of acting too impulsively



How You Prefer to Make Decisions

You:

- Evaluate options and base decisions on opinions from people you believe are important and influential
- Make decisions quickly, based on how exciting the outcomes will be for yourself or the team
- Are willing to take risks if you believe there's immediate reward, personally or for the team
- Will disregard facts and make impulsive decisions when there's the likelihood for personal satisfaction



When Under Stress or Tension

You:

- Will personally attack others when you disagree with a decision or direction, if other efforts to promote your own position have failed
- Can appear irrational, bringing up issues unrelated to the matter and arguing non-productively
- Will rush into action without considering alternative opinions or ways of doing things
- Will end conflicts quickly as long as you feel you've been heard and recognized

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:

- Are highly energetic, helping teams develop ideas and make progress
- Are determined to succeed, which can help other team members receive recognition
- Can influence others through your energy and commitment to ideas
- Are sociable and enthusiastic, helping teams to be more engaged
- Like to generate ideas, which can help teams to be more innovative

How Your Strengths Affect Others

You:

- Help teams have fun, which can also help them be productive
- Create an innovative environment when you allow others to contribute equally
- Generate confidence in your abilities when you focus energy on important projects and tasks
- Make significant contributions when you execute on ideas and deliver results
- Help others stay enthusiastic and engaged

Your Style Weaknesses

You:

- Are so concerned with personal recognition that you put your goals ahead of everything else
- Are so carried away with your own ideas that you overlook others' contributions
- Ingratiate yourself to people in important positions, even if you don't agree with them
- Are disorganized which makes you appear unproductive or unprepared
- Are overly forceful, dominating meetings and conversations

How Your Weaknesses Affect Others

You:

- Can come across as unfocused to people who are more organized in how they get work done
- Rely so much on your emotions and intuition that others can view you as erratic
- Can intensify conflict when you verbally attack others
- Can frustrate others who want decisions to be made more slowly and objectively
- Can diminish others' enthusiasm when you talk too much and dominate conversations

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

Driving Style

Key Characteristics

- Results oriented and want things done quickly and efficiently
- Direct communicators
- Focus on the present and are decisive
- Can appear impatient and unconcerned about relationships
- Can try to control situations through the use of authority

What They Value

- Quickly getting options and probabilities from others to make decisions
- Colleagues who are organized and focused on tasks
- A healthy sense of competition
- People who get to the point quickly and back up opinions with examples
- Colleagues who show progress and results

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 Expressive 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, Expressive Style people generate enthusiasm while helping others move projects forward. They:

- Check their outgoing behavior, especially toward people who could be overwhelmed by them.
- Contribute meaningful information and effort in addition to spontaneity.
- Allow others to receive recognition for their contributions.
- Show appropriate humor and spontaneity to help build relationships and team camaraderie.
- Are prepared to contribute to projects, helping others feel confident in their abilities.
- Accept logical approaches and recognize the strengths other Styles bring to projects.

Low Versatility



Low Versatility contains elements of Expressive Style people's backup behavior (attacking) and growth action (to check). They:

- Are often unprepared and will improvise their way through situations.
- Need attention and will discuss their own achievements while neglecting others' contributions.
- Will bring up unrelated issues and personally criticize others when attacking.
- Won't commit to specifics or follow through on commitments.
- Are disrespectful of others' time by being late to meetings or extending time beyond what's scheduled.
- Disregard logical approaches to situations, leaving people of other Styles feeling discounted and frustrated.

Overall Versatility

Your Consistency in Displaying Versatility

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

Your Versatility: Z

Your results place you in the top quartile of Versatility, meaning you frequently adapt your behavior to others' Styles and needs, helping meet their priorities along with your own. While you have high Versatility, you can enhance your effectiveness even further by consistently adapting your behavior to the requirements of the situation. Everyone has the ability to be more versatile, it simply requires making an effort to adjust your behavior more frequently. Remember, 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 "check," consider these actions to improve your performance:



Balance telling with asking.

When you are forceful and try to influence people directly, it can be overbearing to others. Instead, supplement your "telling" approach with more "asking," drawing out people's opinions and questions so you can respond to their needs.



Include details.

You might speak in generalities, which can confuse or frustrate others. Slow down and clearly explain your points.



Listen patiently.

Give others time to speak and listen to them without interrupting. Practice repeating or clarifying what others say to ensure you understand before responding.



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.



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 "check," consider these actions to improve your performance:

 **Involve others.**

Your approach can sometimes overshadow the contributions others want to make.

 **Be organized and prepared.**

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

 **Check your response.**

Expressive Style people can sometimes come across as critical and even offensive.

 **Remember the details.**

While you might be clear on what you want to achieve, you won't get there without a plan.

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 "check" and control your backup behavior of "attacking." The following strategies will help you in this area.



Get the facts.

Balancing your enthusiastic and fast approach by recognizing others' concerns will help you be more empathetic.



Monitor your energy.

Expressive Style people are the most outgoing and energetic of the Styles, which at times can overwhelm others.



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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