SocialStyle ℠

Self-Perception Profile

Prepared for: Self-Perception Sample

SOCIAL STYLE℠ Self-Perception Profile

Your report is organized into four parts:

Part 1 - Your Style. This section provides your individual Social Style Self-Perception Profile results, based on your responses to an online questionnaire. You will see your Style profile graph that displays your Style position, followed by interpretation of your results. This section also includes information about how to understand your results, explanations of other Style positions, and "key reminders" about Social Style.

Part II - Your Versatility. This section contains your Versatility Self-Perception Profile results. This provides information about how you interact with others, regardless of your particular Style. You will learn how you generally focus your concern on meeting others' needs versus meeting your own particular needs.

Part III - Enhancing Your Versatility. In this section you will learn the four components of increasing your Versatility with others. Regardless of your Versatility results, understanding the steps for interacting effectively with others will lead to more satisfying and productive interpersonal relationships.

Part IV - Social Style Overview. This section describes details about how the Social Style Model is developed, and how it can be a useful tool for you in your everyday interactions.

What is the SOCIAL STYLE Self-Perception Profile?
The SOCIAL STYLE Self-Perception Profile is a description of how you perceive your own behavior. It is based on decades of research, and has proven valid for adults of all ages and backgrounds. The profile describes how you view your behavior, not personality.

How Should You View the Profile?

The Profile and the report represent a generalization about your behavior from your own perspective. You responded to a series of items that describe day-to-day behavior. 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 that you view as typical of yourself. To a large degree this is what you expect of yourself most of the time. The lines in the Profile 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.
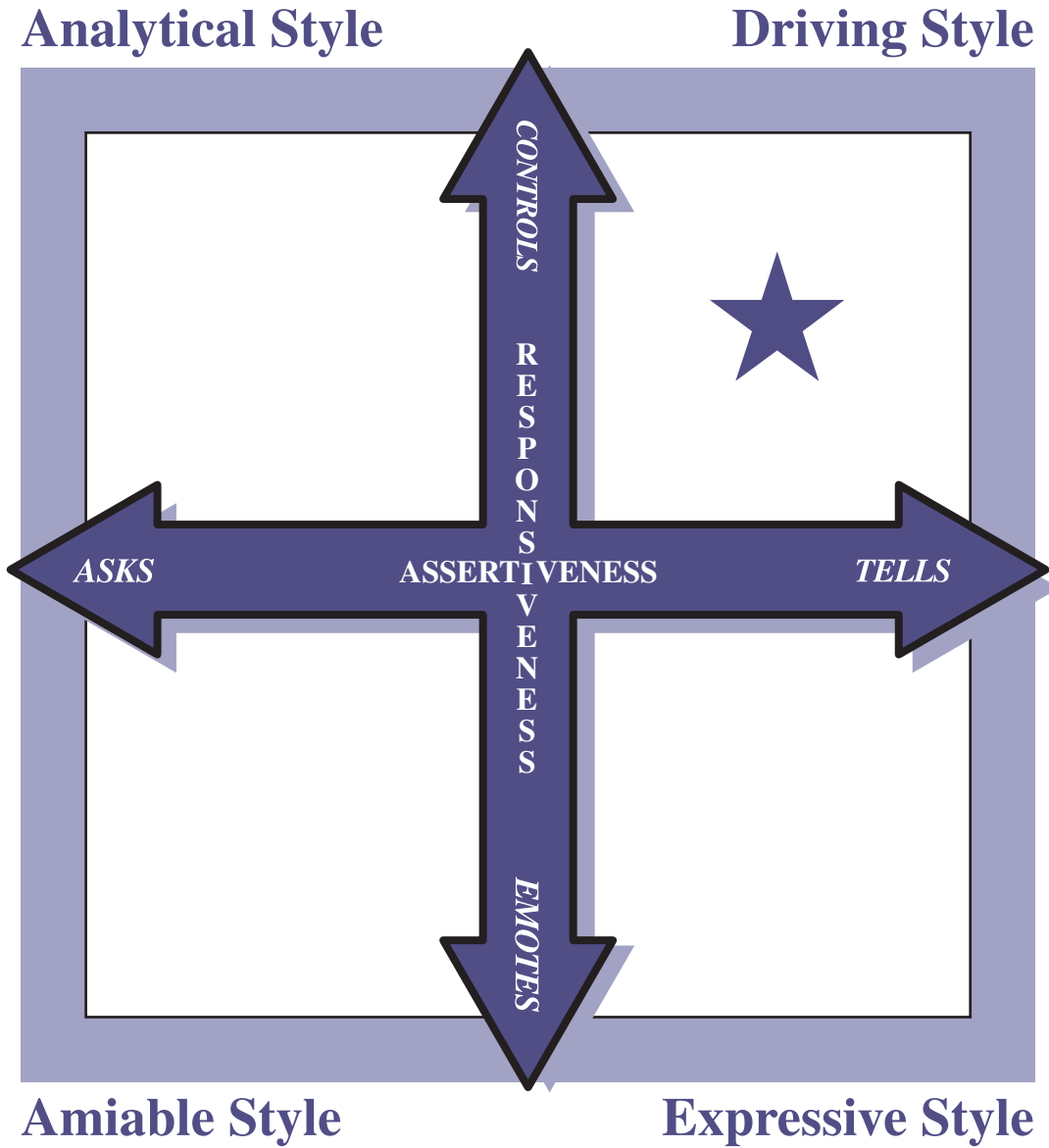
Recommendations to You

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. Keep in mind that the report is generated based on your own perceptions of your behavior. The greatest significance of the SOCIAL STYLE Self-Perception Profile is that it will focus your attentions on how you see your behavior rather than on your inner feelings. Your inner feelings are important, but so is the reality of your outward behavior.

Final Note

If you can come to accept the description of your observed behavior, your SOCIAL STYLE Self-Perception position, you will know something of your 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 adaptations in dealing with others.

Analytical Style　　　　　　　　　　**Driving Style**

CONTROLS

RESPONSIVENESS

ASKS　　　　　ASSERTIVENESS　　　　　TELLS

EMOTES

Amiable Style　　　　　　　　　**Expressive Style**

SOCIAL STYLE POSITION: DRIVING

Style Position - DRIVING

Ask-Tell Behavior

Your self-description indicates that you see yourself as more telling and less asking. You are generally quick to interact with others, eager to get your ideas on the table, and energetic in the action you take with them. You see yourself as forceful in your relationships with others, willing to deal with competition and steadfast in the positions you take.

Control-Emote Behavior

You describe yourself as being less emoting and more controlling. You also see yourself as disciplined in the time you spend working with others and deliberately businesslike. You are independent, controlled, reserved, and prefer to work alone if necessary rather than have to deal with others who are not as time and task oriented as you are. You see yourself as factual, stern, and straightforward. You tend to avoid emotional involvement with others, particularly in business settings.

Getting the Job Done

When working with others to complete a task, you see yourself taking the lead to establish direction and pace. Your attention to the task frequently places you in control of the situation. You see that your willingness to make decisions is accepted by others who fall in line with your approach. You may take the "I'd rather do it myself" approach in completing a task instead of waiting until someone else is willing to take responsibility to get a job done.

You are likely to experience tension when others cannot reach what you see as a timely decision to set a goal and decide on an action. You may find it very frustrating when a course of action is subjected to endless debate and detailed analysis. Individuals may irritate you when they do not take a serious approach to the achievement of the objectives you have established.

At times people might see you as telling others what to do, without listening to their points of view. This can make it difficult for you to get the cooperation and support of others. You can give others the impression that you are willing to run over them in an impatient drive for results. You may also come across as arbitrary and critical.

Build on Your Assets

You can be very effective with others by properly using your telling behavior. Others may wait for you to express yourself so they can take the lead from you. Be sure you have your thoughts collected. Also, your directive Style can help others keep their focus. So, find the best manner for expressing yourself and be a pacesetter. Your manner must not create interpersonal tension which will cause others to spend their energy resisting you instead of supporting a goal achievement.

To improve interpersonal effectiveness, accept the value of others' opinions. Discipline yourself to listen to the ideas expressed by others even when the ideas seem to be based on subjective feelings. Be sure to really hear what they say . . . don't just listen to know when they are through talking. Incorporate the information they provide into mutual problem-solving. Accommodate your pace to the slower pace of others. Make them more comfortable and gain their voluntary cooperation.

PART 1 : Your Style

Review the Style narrative for the quadrant in which your Self-Perception score placed you. It will also be informative to review the other Style categories.

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.

EXPRESSIVE STYLE = Tell Assertive + More Emoting Behavior

People with Expressive Style focus their attentions 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 the their dreams. They tend to make decisions quickly based on how they feel about a situation. They

appear warm and approachable, yet competitive for recognition and involvement in 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 hard facts, expressive behavior can lead to mistakes and frequent changes of direction.

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.

SELF-PERCEPTION

Although how you view your behavior is interesting, it is likely that others see you behaving differently. TRACOM Group's research has shown that over 50% of the time, self-perception is different than Social Style as seen by others. The more your perception of your behavior is the same as how others see you behaving, the more you increase your chance of gaining endorsement.

Critically consider your interactions with others and whether they are likely to view your behavior the same as you see yourself.

TRACOM offers a variety of programs that use input from others to generate a fuller understanding of a person's Social Style and Versatility. See page 21-23 for more information.

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 Style is not your whole personality**

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

✔ **Your 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 Style is the way we see ourselves behaving, or preferring to behave, most of the time; it is your behavioral comfort zone.

✔ **Your 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 accommodate you. You must decide what you are going to do to meet the needs of others and make the relationship mutually productive.

SOCIAL STYLE℠ Self-Perception Profile

PART 2 : Your Versatility

Learning how to identify the Style of your coworkers and interact with them appropriately is one of the cornerstones of increasing your interpersonal effectiveness. Your particular Style of behavior matters less than how you actually use your Style to earn endorsement when interacting with others. This second aspect of behavior - Versatility - represents your ability to relate to others in a tension-free manner that makes them feel comfortable and helps them to achieve their own work-related goals.
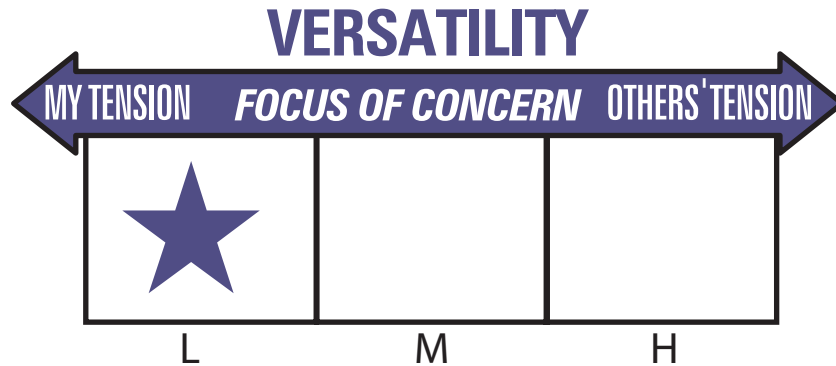
Versatility consists of four dimensions: Image, Presentation, Competence, and Feedback. These aspects of performance are helpful for effective performance at work.

It is important to note that Versatility can change over time and circumstances, and your results may vary depending on the particular set of circumstances in which you find yourself. Versatility is a choice, and people who know themselves well can determine when to use specific skills in order to achieve particular tasks or goals.

Versatility is measured separately from Assertiveness and Responsiveness and is statistically independent of Style. Of the three factors, Versatility is the most changeable and is more under our personal control than our Social Style.

VERSATILITY

← MY TENSION *FOCUS OF CONCERN* **OTHERS' TENSION →**

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VERSATILITY - LOW

Your self-description indicates that you see yourself as tending to focus more on your own needs and comfort than on the needs and Social Style of your coworkers. When this is the case, you may not effectively monitor the impact your behavior has on others. Thus, others might see you as focusing only on your own Style needs.

The Versatility Self-Perception Profile is a summary of how you see yourself relating to others in four areas: Image, Presentation, Competence, and Feedback. To more fully interpret this result, consider the four areas of Image, Presentation, Competence, and Feedback as described on the following pages. Examining your status in these four areas can help you to identify opportunities for developing behaviors that will increase your Versatility.

Image

Image is an indication of your capacity for dressing in accordance with established norms and the physical appearance of your work area. In addition to dress and work area, there are other factors that can affect your image. For instance, how you "carry yourself" and your physical presence will affect others' perceptions of your image.

Do you dress appropriately for your work environment and the expectations of your coworkers? 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. 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 or affects others' impressions of you. Experiment with developing a range of attire, from informal to formal, or from individualistic to conventional, for different situations.

Is your work area organized in a way that distracts others from their attempts to communicate with you? Although your work area may be organized for your own efficiency, an excessively cluttered area might be distracting to others and affect their impression of you. Consider how to design the physical layout of your work area in order to maintain your own needs while also making others comfortable.

In addition to dress and work area, there are other factors that can influence your image. For instance, how you "carry yourself" and your physical presence will affect people's perceptions of your image. Your physical demeanor and attentiveness during one-on-one interactions and meetings, and even the tone of your voice can have an impact on others' impressions of you. When interacting with others, particularly during first encounters with people who are unfamiliar with you, consider these aspects of image and the effect they will have on initial impressions and any follow-up exchanges.

Presentation

Presentation is an indication of your ability to deliver information in formal or business settings. It includes your comfort level when presenting to groups, how organized your delivery is, and how comfortable you make the audience feel about the interaction.

Are you somewhat uncomfortable when required to speak in front of groups, particularly when you are unfamiliar with them? If so, this might affect your ability to present yourself, and your information, effectively. While speaking in front of groups naturally comes more easily to some people than to others, keep in mind that if you are confident in your topic and material, this will come across to the group and make it easier for you to speak.

Are you organized in your presentation of information to others? Providing a clear focus and organized presentation of information helps others to follow your ideas and aids in the perception that you care about the topic.

Do you seek input from the audience by occasionally asking if they have questions or comments? Involving others as participants in meetings or presentations helps them to become engaged and interested. As you present information, continually assess the group for signs of confusion or boredom, and periodically ask whether they have any questions. This will keep them engaged and lead to discussion of different ideas and issues.

When speaking about a topic that is familiar to you but may be unfamiliar to others in the audience, do you use language and examples that they can understand? Using esoteric acronyms or highly technical language can leave people confused and frustrated, lowering your desired impact and creating a poor impression of you. It is critical to use language and examples that are clear and understandable to your audience, including appropriate grammar, vocabulary, and enunciation. When you present information during meetings or formal presentations, be sure to determine the knowledge levels and Style characteristics of your audience in order to tailor your presentation to their needs.

Competence

Competence is an evaluation of a number of capacities that affect others' abilities to achieve their own goals. It includes your dependability, contribution to the group, and flexibility. It also gauges your level of optimism, ability to help solve problems, and self-confidence.

There are a number of factors that can affect Competence, including your reliability in getting things done on time, your openness to new perspectives and ways of doing things, your creativity, and level of optimism. Do you tend to complete tasks and assignments either late or below expected standards? Your dependability heavily influences others' perceptions of your competence, particularly since it might affect their own work and priorities.

When difficult or challenging situations arise, do you become frustrated and find it difficult to persevere? Although this might be a natural immediate reaction, in the long-term this might lead to a persistent inability to complete tasks. Others may feel that they can't rely on you if you are consistently discouraged by challenging circumstances or shifting priorities.

Are you open to new ideas or to offering ideas of your own? The ability to develop original ideas, and particularly to be open to different methods of accomplishing objectives, can be critical in the workplace. Your flexibility and motivation for solving problems can affect others' perceptions of your competence. Make an effort to take an

active role in generating creative ideas and display openness to new methods.

Do you have a tendency to come across to your coworkers as unenthusiastic? While it's not necessary to be constantly upbeat and lively, an optimistic outlook is important. It makes the work environment more pleasant and conveys a positive tone to others indicating that difficult tasks will be accomplished successfully. Maintaining an awareness of your behavior and demonstrating your confidence in the likelihood of positive outcomes can help to increase social endorsement.

Beyond the purely work-related factors discussed above, competence can also be displayed through your knowledge of various subjects and ability to discuss a variety of topics in social settings. Your facility to engage others in casual conversation, in topics outside of your normal business or personal focus, can help you establish common ground with others. This in turn can lead to perceptions of competence among your colleagues and associates.

Feedback

Feedback evaluates your verbal and non-verbal communication skills that affect your ability to both understand others and in turn make yourself clear to them. This includes the ability to listen and understand others' points of view, respond accordingly, and develop mutually beneficial relationships.

When communicating with others, do you foster mutual understanding by asking questions and summarizing conversations? Oftentimes, after a conversation or other form of communication, two people might assume that there is mutual understanding when, in fact, perceptions can vary. Asking clarifying questions and summarizing conversations to ensure that both parties are on the same page can lessen this type of misunderstanding.

Do you attempt to see things from others' points of view? Recognizing the needs, wants, and concerns of others is important. Understanding how others feel does not necessarily mean that you agree with them. However, making the effort to understand others' perspectives can contribute to more skillful management and better working relations. Likewise, your ability to empathize impacts your capacity to fully understand clients' or customers' needs and your willingness to offer them ideas or services that match those needs.

Do you see yourself as working well with others and as approachable? It could be that you need little social interaction 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 toward them.

This can cause others to give less feedback that, 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 your coworkers.

It is important to keep in mind that feedback is a two-way process. You both send and receive verbal and non-verbal signals when interacting with others, hopefully minimizing tension and maximizing understanding. Though some tension is desirable and inevitable, dealing with it appropriately and successfully as you communicate with others is key in developing good feedback skills.

SOCIAL STYLE℠ Self-Perception Profile

PART 3 : Enhancing Your Versatility

Versatility, in contrast to your Social Style, comes more from your ability to impress others by demonstrating a real competence in a variety of situations. You can improve endorsement most significantly by developing skills, capabilities, knowledge, and understanding that is appropriate for achieving a variety of objectives. Enhancing your Versatility is a four-step process:

1. Know Yourself: Know the impression you make on others, how your behavioral preferences can cause tension for others; how your appearance, presentation skills, breadth of competence and feedback skills affect your ability to communicate effectively with others.

2. Control Yourself: Learn to be tolerant of others' behaviors without becoming tense. In a relationship, allow some time for the other person to respond to you in a non-defensive way.

3. Know Others: By observing others' behaviors, you can learn about their tension levels, how they respond to your messages, and what you can do to make the interaction more comfortable and effective.

4. Do Something for Others: Once you know what makes another person comfortable, try to accommodate his/her preferences.

Taking **even one** of these steps is bound to improve your level of endorsement.

SOCIAL STYLE℠ Self-Perception Profile

What specific actions can you take to earn greater social endorsement? Here are some suggestions and examples.

1. Know Yourself:

Make an effort to take advantage of your strengths and minimize your weaknesses.

For example, if your strength is the ability to present an idea well, don't hold back. Use that skill. If your weakness is to interpret others' messages in terms of your own beliefs and prejudices, recognize this and try to prevent yourself from doing it.

2. Control Yourself:

Give people some time - even just a few minutes - to become comfortable with you. You'll learn more about their preferred approach to others than if they must immediately react to you.

For example, if your preferred approach is to listen inattentively and interrupt others, restrain these usual approaches, stop, and make a solid effort to attend to others' ideas or suggestions.

3. Know Others:

Develop insights about other people so you will make an almost automatic adjustment to their needs and preferences.

For example, if you know that a colleague needs advance notice or preparation time prior to participating in a discussion, call him or her ahead of time and set up a time to talk. This will aid his or her comfort level and reduce tension.

4. Do Something For Others:

Make a deliberate effort to adjust to individuals.

For example, if you are most comfortable when dressed in a very casual way but the person you want to work with is more at ease with business attire, you can take measures to accommodate this preference.

If you **know yourself**, you are likely to do a better job of dealing with the tension you cause other people; you adjust your behavior almost unconsciously. If you then make a conscious effort to **control yourself**, you'll see even better results. Again, if you have insights about other people (**know others**), you will make an almost automatic adjustment to them. And, if you make a deliberate effort to adjust to these individuals (**do something for others**), then your level of endorsement will become greater still.

SOCIAL STYLE℠ Self-Perception Profile

How is it that knowledge of Social Style positions can help you understand your own behavior and its impact on others, as well as anticipate other people's behavior? Well, there are several basic truths about human nature that make it possible to predict how someone is likely to act in a future situation, and that makes it easier for you to understand and communicate with that person.

First - Humans are creatures of habit. We all use repetitive patterns of behavior in dealing with everyday situations, which makes many of our actions fairly predictable. If you resist this idea and feel that you are not predictable in your actions, take some time to reflect about other people you know. For example, if you know someone who usually "clams up" upon meeting new people, you can be pretty sure that person won't be the life of the party with an unfamiliar group. Or, if you know someone who is usually very talkative, the odds are that person will talk a lot next time you see him or her.

As you think about it, you will see that every person you meet will display some patterns of behavior that can help you predict how he or she will act. Social Style represents a persistent, socially evident pattern of behavior that a person demonstrates to others. Thus, once you have identified a person's Social Style, you will have a fairly good idea of how that person will behave in future situations.

Second - Humans behave in ways that meet their needs. Their habitual patterns reflect their need priorities. For example, some people place great value on being liked and accepted by others. Thus, these people will tend to go along with the opinions of those from whom acceptance is important. Other people, however, place a greater value on expressing individualistic points of view. These people will rarely attempt to gain favor with others. As you have seen, a person's priorities are reflected in his or her habitual patterns; and thus, his or her Social Style. Once you identify an individual's Social Style, you will know something about need priorities. For example, once you know that John has an Analytical Style, you will know that he places a great value on getting facts. Thus, you should be better prepared to deal with John and his priorities.

Third - Humans are always behaving; there isn't any such thing as non-behavior. Thus, just because Mary doesn't speak during an entire meeting doesn't mean she didn't exhibit behavior. Actually, she behaved just as much as Philip, who tried to monopolize the whole session. They both behaved in ways to meet their own need priorities.

Unfortunately, most of us tend to make rapid judgments about the behavior of others such as "good" or "bad" or "proper" or "improper." These judgments, or interpretations, can represent erroneous conclusions based on personal bias that you must learn to avoid if you want to be able to anticipate behavior and deal effectively with other people. To successfully predict the actions of others and work effectively with another person, **try to delay any judgment or evaluation until you have made careful observations**

of behavior. Then avoid good-bad distinctions; just classify behavior into Style. Do not attempt to determine why a person behaves as he or she does. The focus of your attention must be upon learning to describe what you can observe and what anyone else watching the same behavior could also observe and agree with. Thus, one crucial step to learning how to identify Social Style, and to anticipating behavior, is to learn how to be a good observer.

SOCIAL STYLE Model

Social Style is determined by a combination of two dimensions of behavior - Assertiveness and Responsiveness.

Assertiveness is depicted on a horizontal axis with more Ask-Assertive behaviors to the left, and more Tell-Assertive behaviors to the right. Responsiveness is depicted on a vertical axis with more Control-Oriented behavior at the top and more Emote-Oriented behavior at the bottom.
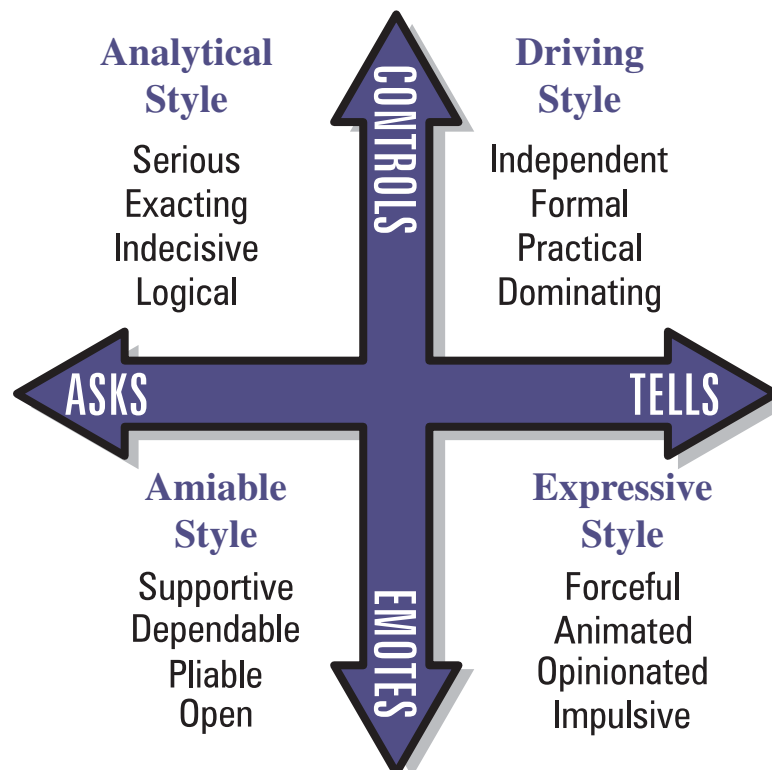
By combining behavioral characteristics from each of these two behavioral dimensions, the four Social Style positions are created.

Tell Assertive + Control Responsive = Driving Style

Tell Assertive + Emote Responsive = Expressive Style

Ask Assertive + Emote Responsive = Amiable Style

Ask Assertive + Control Responsive = Analytical Style

Analytical Style

Serious
Exacting
Indecisive
Logical

Driving Style

Independent
Formal
Practical
Dominating

CONTROLS

ASKS

TELLS

Amiable Style

Supportive
Dependable
Pliable
Open

Expressive Style

Forceful
Animated
Opinionated
Impulsive

EMOTES

PART 4 : Social Style Overview

No individual will display one Style exclusively; but, in a short time, you can determine the primary behavioral patterns that allow you to define the Style of a person. And, once you know a person's Style, you can structure your behavior to help ensure a productive and satisfying interpersonal relationship.

Analytical:

The upper left-hand quadrant of the Model includes both "asking" and "controlling" behaviors. A person with this Social Style position combines emotional control with Ask-Assertive behavior. Instead of displaying directive or forceful behavior, this person will tend to ask questions, gather facts, and consider and study the data.

Driving:

The upper right-hand quadrant of the Model brings together behavioral patterns described as predominantly "telling" coupled with firm "control" of the individual's display of feelings - in other words, a person who tends to appear as Tell-Assertive and emotionally controlled.

Amiable:

The lower left-hand quadrant of the Model combines typical behaviors best described as "asks" and "emotes." This individual typically displays feelings openly; however, he or she will tend to appear less forceful or direct. Instead, this person will probably seem more interested in being agreeable and cooperative.

Expressive:

The lower right-hand quadrant of the Model brings together the behaviors of a person who both "tells" and "emotes." While being Tell-Assertive like the Driving Style, an individual with this Style tends to be much more willing to share feelings with others. Instead of controlling emotions, this person will tend to clearly show both positive and negative feelings.

Your profile is an indicator of how you view your own behavior, as based on your responses to a questionnaire. How you see yourself is important, though you should also consider whether the people you work with perceive your behavior similarly.

SOCIALSTYLE℠
Offerings

Introduction to SOCIAL STYLE

This new half-day class covers the key concepts and benefits of SOCIAL STYLE. The class is ideal for organizations looking for a low-cost and less time-intensive way to incorporate SOCIAL STYLE fundamentals into the workplace, improving the interpersonal effectiveness and productivity of employees.
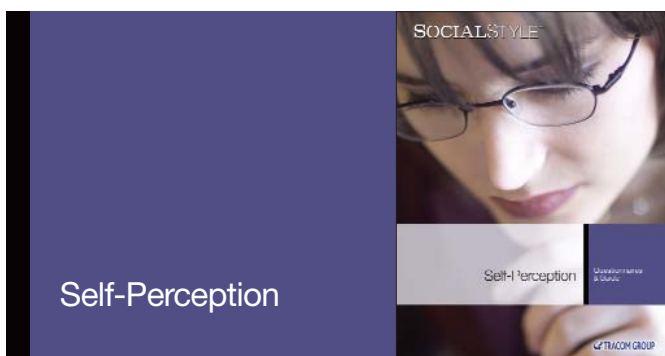
Introduction to SOCIAL STYLE uses video, interactive exercises and facilitated discussion. It incorporates a self-assessment of a person's SOCIAL STYLE, as well as a new Versatility self-assessment.

### Understanding and Managing Behavioral Differences

This one-day course allows for greater concentration on the SOCIAL STYLE MODEL™ and the concepts of SOCIAL STYLE and Versatility. The emphasis is on working effectively with others. Participants undergo a multi-rater SOCIAL STYLE and Versatility profile in advance of the class, with profiles distributed and discussed during the class. Interactive exercises, video and facilitated discussion are part of the class.

After completing the class participants will be able to:

- Understand different behaviors and how others view them.
- Understand why some relationships are more productive than others.
- Determine their own SOCIAL STYLE and Versatility based on a self-assessment and ratings from others.
- Effectively communicate with others using their behavioral preferences.

Self-Perception

The same assessments used in the Introduction to SOCIAL STYLE class are available for stand-alone use. SOCIAL STYLE and Versatility Self-Perception questionnaires are available as well as a Participant Guide that provides information on understanding the SOCIAL STYLE MODEL.™

Producing Results With Others
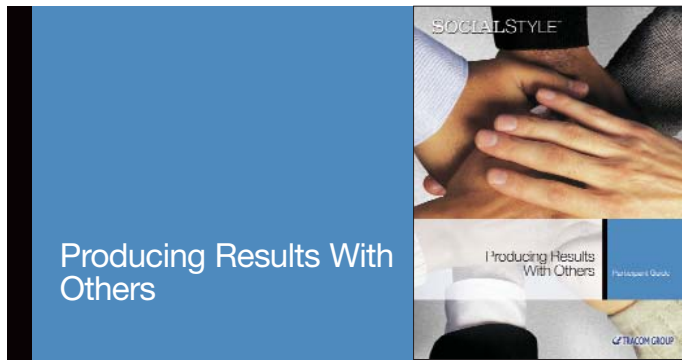
This is an in-depth exploration of the SOCIAL STYLE MODEL™ with an emphasis on exercises and role playing to fully build Style skills among participants. This course is designed to equip individuals and teams with the skills to successfully interact with others in a wide range of business situations. It is often included as part of leadership development and managerial skills training curriculum.

After completing the class participants will be able to:

- Understand different behaviors and how others view them.
- Understand why some relationships are more productive than others.
- Determine their own SOCIAL STYLE with enhanced Versatility based on self-assessment and ratings from others.
- Effectively communicate with others using their behavioral preferences.
- Learn about behavioral strengths and weaknesses.
- Modify behavior to maximize productivity.
- Obtain social endorsement from others.

The course is available in two formats:

Producing Results with Others Two-Day Class is a fully instructor-led experience that equips individuals to maximize their personal effectiveness. Participants undergo a multi-rater SOCIAL STYLE and Versatility profile in advance of the class. The first day is a detailed exploration of the SOCIAL STYLE MODEL™ and discussion of the personal profiles including enhanced Versatility. The second day provides opportunities for multiple exercises and role playing. The two-day format provides participants with a highly personalized and satisfying experience.

Producing Results with Others Self-Paced Study & One-Day Class combines computer-based study with instructor-led training. This format reduces the classroom time while still equipping participants with the skills to maximize their personal effectiveness. Participants receive a CD-ROM with an in-depth explanation of the SOCIAL STYLE MODEL™ and a series of video exercises to learn the concepts. They also undergo a multi-rater SOCIAL STYLE and enhanced Versatility profile in advance of the class. When the participants attend the class, there is a detailed discussion of their personal profiles and opportunities for interactive exercises and role playing.

Versatility Report & Improvement Guide

This follow-on product reinforces key concepts of SOCIAL STYLE and Versatility. TRACOM developed this unique report in response to client requests for a way to refresh SOCIAL STYLE concepts in their organizations outside of traditional training classes. The report boosts interpersonal effectiveness in those who have participated in multi-rater SOCIAL STYLE training within the last three years. It uses a multi-rater enhanced Versatility assessment and helps individuals refresh their understanding of Style and Versatility principles and further improve their own Versatility.

A participant completes the online Versatility questionnaire and identifies up to ten other individuals (raters) to assess their Versatility using the same questionnaire. Once the raters and participant have completed the questionnaire, a custom 40-page Versatility Report is generated and sent electronically to the participant.

This report includes:

- Review of SOCIAL STYLE and Versatility concepts.
- Personalized Versatility results addressing the specific components of social endorsement.
- Recommended action items to improve Versatility.
- "Doing Something for Others," a section that recommends ways to interact with people of each Style.

The SOCIAL STYLE MODEL™:

For nearly 50 years The TRACOM Group has been helping organizations improve their business performance by providing interpersonal and leadership tools. TRACOM's SOCIAL STYLE MODEL™ is recognized as an effective way to build interpersonal skills. Originally developed by industrial psychologists in the 1950s, the MODEL has been continuously refined and improved to meet the needs of today's organizations. It's the most rigorously tested and practical approach for identifying and building interpersonal skills in business settings.

Program Name	Format	Course Length	Type of Profile	Learning Objective
Introduction to SOCIAL STYLE	Instructor-led class	Half-day class	Self-perception profile	Understanding of Style fundamentals
Self-Perception	Stand-alone profiles	N/A	Self-perception profile	Self-understanding
Understanding and Managing Behavioral Differences	Instructor-led class	One-day class	Multi-rater profile	Using Style effectively with others
Producing Results With Others Self-Paced	Computer-based learning and instructor-led class	Self-paced computer learning and one-day class	Multi-rater profile with enhanced Versatility	Deep understanding of using Style to increase interpersonal effectiveness
Producing Results With Others	Instructor-led class	Two-day class	Multi-rater profile with enhanced Versatility	Deep understanding of using Style to increase interpersonal effectiveness
Versatility Report	Personalized report	N/A	Multi-rater profile with enhanced Versatility	Deep, personalized understanding of Versatility

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