SOCIALSTYLE℠ & Versatility

Self-Perception

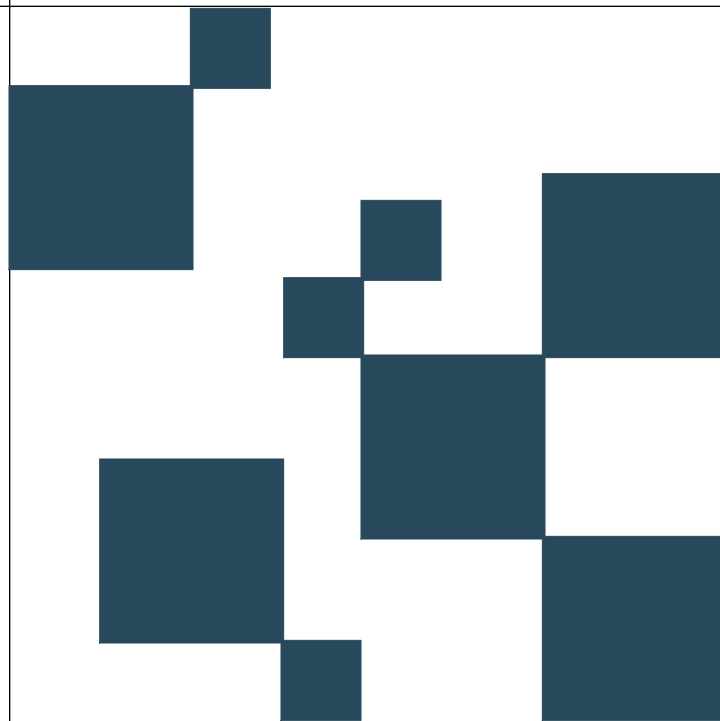## Social Style
Profile

FACILITATED

Prepared for

Jane Style

August 07, 2006

FOR MANAGERS

TRACOM GROUP

The creator of SOCIALSTYLE

■ Your SOCIAL STYLE

What is the SOCIAL STYLE Self-Perception Profile?

The SOCIAL STYLE Self-Perception Profile is a description of how you perceive your behavior. Based on decades of research, it has proven valid for adults of all ages and backgrounds. The Profile describes how you view your behavior, not your personality.

How Should You View the Profile?

The Profile and the report represent a generalization about your behavior from your perspective. You responded to a series of items that described 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 Social Style Position as the center of the range of behaviors that you view as typical of yourself. To a large degree this range 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 based on your perceptions of your behavior. The greatest significance of the SOCIAL STYLE Self-Perception Profile is to focus your attention 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 accept the description of your observed behavior, your SOCIAL STYLE Self-Perception Position, you will know something of your impact on your direct reports. To create productive relationships you must show enough concern for other people to behave in a manner appropriate for them. Knowing how your direct reports differ from you, based on being aware of your own SOCIAL STYLE, is the best foundation for making appropriate adaptations in dealing with them.

SOCIALSTYLE℠ Position

Analytical	Driving

Controls

Asks — Tells

Emotes

Amiable	Expressive
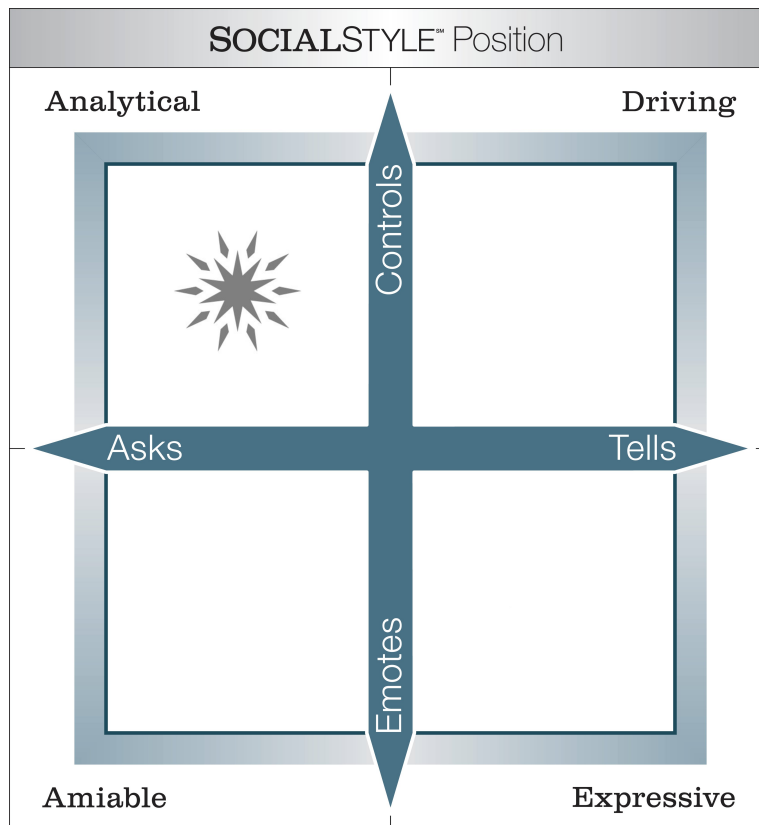
■ SOCIAL STYLE Position: **Analytical**

Ask-Tell Behavior

Your self-description indicates that you see yourself as more asking and less telling. You sometimes delay engaging the people you manage until you have the information you need to be comfortable. Asking detailed questions about the subject at hand is characteristic of your tendency to respond slowly. Taking the time to be sure of your position seems to be more important to you than getting off to a fast start.

Control-Emote Behavior

You describe yourself as being less emoting and more controlling. You view yourself as a manager who is under control and fact-oriented. You are comfortable in situations where the task or the process is the focus of your team's activities. You view a cautious and precise approach as essential to a conscientious work effort and you take pride in keeping yourself and your direct reports on a schedule and on a well-defined course of action.

Getting the Job Done

Your preference for planning and organizing your thoughts before jumping into a situation can be an asset for gaining the cooperation of your team members. Taking time to avoid the potential for error and wasted energy is your preferred way to carry out job tasks. Your direct reports are probably not surprised when you are able to provide an in-depth analysis of a situation.

You do not require a great deal of personal interaction to get things done. Your tension level rises when anyone who works for you rushes into action without thinking things though. It can be challenging for you to support direct reports who make requests without providing supporting information and logical rationales. You embrace challenges involving details and factual content, and tend to be quite uncomfortable in sorting out situations involving the feelings and opinions of your direct reports.

If you allow your tendency to consider all of the details to get in the way of declaring a position or making a decision, you can appear overly cautious to the people who report to you. In some cases, they might become frustrated and perceive you as indecisive.

Build on Your Assets

Your ability to keep your eye on the problem, when members of your team are impulsively jumping to solutions, can provide an important stabilizing influence. As you manage less analytical people, be sure to acknowledge and consider the value of their creative effort, even if it seems to be somewhat off target at the time.

Be willing to share what information you have with your direct reports, even if, in your own mind, it is incomplete; make your tentative conclusions available. Maintain credibility amongst your direct reports by letting them know when they are raising your tension level (as opposed to avoiding them). You can obtain a better relationship with amiable and expressive members of your team by letting some of your feelings show in your everyday reactions.

Managing Others

To increase (or maintain) your interpersonal effectiveness, you need to adjust your analytical style behaviors to accommodate their behavioral preferences. For an Analytical Style, be aware that your shared focus on thinking things through and getting things right may make it doubly difficult for either of you to take your Growth Action of declaring a position or making a firm decision. For Driving Style, allow for faster pace, the desire to take action without exploring all the details, and the focus on results rather than process. For Expressive Style, allow for faster paced interactions, the desire to act on intuition without due consideration of the details, and need for having your personal approval as well as the approval of their co-workers. For Amiable Style, allow for less structured interactions, the need for small talk about subjects not directly related to the problem at hand, a reliance on feelings, and the need to maintain good working relationships with you and those who report to you.

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

■ AMIABLE STYLE = Ask Assertive + More Emoting Behavior

Managers with an Amiable Style are relationship oriented. They tend to 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 their direct reports. Amiable Style managers look for personal motives in the actions of their direct reports. They may find it difficult to understand that some direct reports might 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 Style manager's sensitivity for their direct reports often lends joy, warmth, and freshness to a social situation. Amiable's are often good team players. Direct reports tend to readily communicate and share with their Amiable Style managers. Amiable Style managers frequently stick with the comfortable and the known. They tend to avoid decisions that 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 found in reality. Managers with the Analytical Style tend to behave in ways that fit into their overall theories and ideas about the world. Direct reports may view Analyticals as lacking enthusiasm or appearing cold and detached. Analyticals 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. Instead, Analyticals have a need to analyze all significant possibilities in an attempt to avoid any 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

Managers with a Driving Style appear to know what they want and seem to display little difficulty expressing their conclusions about anything that concerns them. They tend to focus primarily on the immediate time frame with little concern for past or future. Driving Style managers 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 their direct reports or for personal relationships. Some consider their actions harsh, severe, or critical since they give such limited attention to relationships. Your direct reports may see this behavior as efficient and decisive. This SOCIAL STYLE seeks control through the use of power in certain situations.

■ EXPRESSIVE STYLE = Tell Assertive + More Emoting Behavior

Managers 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 their direct reports. Expressive Style managers can generate enthusiasm. Their behavior can be intensely stimulating, exciting and fun for those who get caught up in their dreams. Expressives tend to make decisions quickly based on how they feel. They appear warm and approachable, yet competitive for recognition and involvement in relationships. Some direct reports see their manager's Expressive Style behavior as flighty, impractical and overly emotional. The tendency of managers with an Expressive Style to act on opinions, hunches, and intuitions, rather than hard facts, can lead to mistakes and frequent changes of direction.

■ Key Reminders

Self-Perception

Although how you view your behavior is significant, it is likely that your direct reports 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 similar to how your direct reports see you behaving, the more you increase your chance of gaining endorsement, or support and respect.

Critically consider your interactions with your direct reports and whether they are likely to view your behavior the same as you do.

TRACOM Group offers a variety of programs that use input from others to generate a fuller understanding of a person's SOCIAL STYLE and Versatility.

There is No Best SOCIAL STYLE Position

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

Your SOCIAL STYLE is Not Your Whole Personality

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 other things that make you uniquely you! SOCIAL STYLE is only a part of your total 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 we see ourselves behaving, or preferring to behave, most of the time; it is your behavioral comfort zone.

Your SOCIAL STYLE Has Growth Actions

While each of our SOCIAL STYLES have behavioral strengths, we also have behavioral weaknesses. The Driving Style manager tends to rush into action and dictate activities without listening to their direct reports. The Amiable Style manager tends to acquiesce and go along with their direct reports, even though they might not agree with a course of action. Expressive Style managers can be very impulsive, not thinking through all the implications of their actions. Analytical Style managers get bogged down in details and options, without taking a definitive stand on issues. All of these SOCIAL STYLE-related tendencies can cause tension for their direct reports.

Your Challenge:
Take Initiative to Build Effective Relationships with Your Direct Reports

Don't expect all of your direct reports to go out of their way to accommodate you. You must decide to meet their needs

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Versatility
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■ Your Versatility

What is Versatility?
Versatility represents your ability to relate to others in a manner that makes them feel comfortable and helps them achieve their own work-related goals.

How Should You View the Profile?
Like the SOCIAL STYLE section of the profile, the Versatility profile indicates how your direct reports view your behavior. In particular, it is a picture of your actions in four areas, collectively called "Versatility." The four dimensions of Versatility are: Image, Presentation, Competence, and Feedback. Understanding and enhancing your performance in each of these areas is helpful for greater effectiveness.

Cautions for You

Your particular style of behavior matters less than how you actually use your style to earn support when interacting with your direct reports.

Recommendations to You

If your results are in the high range, you have many of the qualities that help you perform most effectively at work. If your results are in the medium range, you have some of the personal qualities that will help you to perform most effectively. Results in the lower range suggest that you may find it harder to perform effectively in certain areas of work - some aspects of work that are influenced by your Versatility do not come naturally, but can be enhanced through awareness and practice. If you receive specific Versatility results in the lower range, this does not necessarily mean that you cannot perform effectively in that particular area; different styles can often achieve results using different methods. However, you should reflect on the information within the context of your role and the interactions you have with your direct reports.

Final Note

Unlike SOCIAL STYLE, which generally remains stable over time, it is important to note that Versatility can change over time and circumstances, and your results may vary depending on the particular group of individuals who rate you. 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.

■ Your Versatility : **Medium**

Versatility

My Tension	**Focus of Concern**	Others' Tension
	✷	
Low	Medium	High
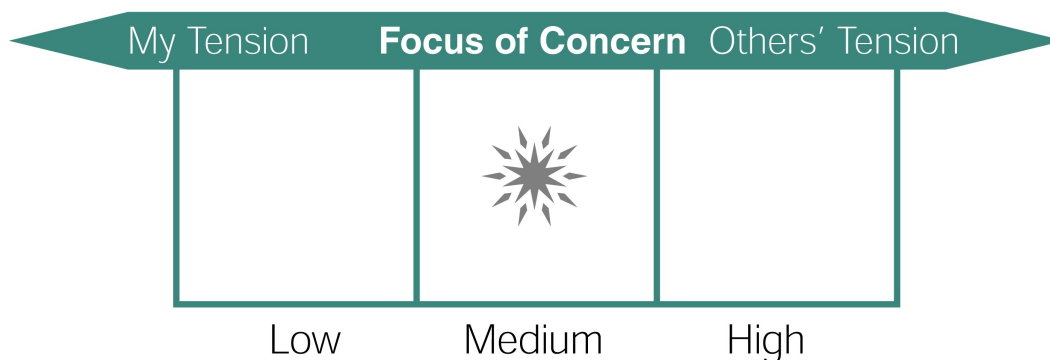
Medium Versatility

Your self-description indicates that you see yourself as sometimes achieving a balance between meeting your own style need and the style needs of the people you manage. You are most likely perceptive to the affects your behavior has on your direct reports, which indicates you are generally sensitive to their style needs and orientation. However, you may have a tendency to favor your own behavioral preferences and meet your style need in a less adaptive manner.

The Versatility Self-Perception Profile summarizes how you see yourself relating to the people who work for you, 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 and current behaviors in each of these four areas can help you identify opportunities for developing behaviors that will increase your Versatility and thereby positively affect how your direct reports see you as a manager.

Image

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

Do you dress appropriately for your work environment and the expectations of your coworkers? You may 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 your direct reports may feel is not totally appropriate to your role or title may not be a problem, unless it adversely affects your ability to communicate effectively or affects your direct reports' 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 your direct reports from their attempts to communicate? Although your work area may be organized to your liking, an area that appears excessively cluttered might be distracting to your direct reports, affecting their impression of you. Design the physical layout of your work area to maintain your own needs while maintaining comfort. In addition to dress and work area, other factors can influence your image. For instance, how you "carry yourself" and your physical presence will affect your direct reports' perceptions of your image. Your physical demeanor and attentiveness during one-on-one interactions and meetings, and even the tone of your voice can impact your direct reports' impressions of you. When interacting with new direct reports, 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.

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, your confidence will come across to the group and make it easier for you to speak.

Are you organized in your Presentation of information to groups? Providing a clear focus and an organized Presentation of information helps others 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 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 SOCIAL STYLE characteristics of your audience and tailor your Presentation to their needs.

Competence

Competence is an evaluation of several capacities that affect your direct reports' abilities to achieve their 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.

A number of factors 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 your level of optimism. Do you complete tasks and assignments late or below expected standards? Your dependability heavily influences your direct reports' 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. Your direct reports 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 your direct reports' perceptions of your competence. Make an effort to take an active role in generating creative ideas and displaying openness to new methods. Do you have a tendency to come across 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 your direct reports 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 increase social endorsement, or support and respect.

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 your direct reports in casual conversation, in topics outside of your normal business or personal focus, can help you establish common ground. 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 understand your direct reports and make yourself clear to them. Feedback includes the ability to listen and understand their points of view, respond accordingly, and develop mutually beneficial relationships.

When communicating with your direct reports, 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 your direct reports' points of view? Recognizing the needs, wants, and concerns of your direct reports is important. Understanding how they 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 ideas or services that match those needs.

Do you see yourself as approachable and working well with your direct reports? You may need little social interaction, and cultivating relationships might not be a priority for you. However, you should be aware that such behavior might at times cause your direct reports to believe that you are somewhat indifferent.

This perceived indifference can cause your direct reports 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 your direct reports, you might take steps to develop stronger interpersonal relationships.

Keep in mind that Feedback is a two-way process. You send and receive verbal and non-verbal signals when interacting with your direct reports, hopefully minimizing tension and maximizing understanding. Though some tension is desirable and inevitable, dealing with it appropriately and successfully as you communicate with your direct reports, is key in developing good Feedback skills.

■ Enhancing Your Versatility

Versatility, in contrast to your SOCIAL STYLE, comes from your ability to impress your direct reports by demonstrating a real competence in a variety of situations. You can improve endorsement, or your support and respect, most significantly by developing skills, capabilities, knowledge, and understanding to achieve a variety of objectives. Enhancing your Versatility is a four-step process:

1. Know Yourself:

Know the impression you make on your direct reports, how your behavioral preferences can cause tension for them; how your appearance, Presentation skills, breadth of Competence and Feedback skills affect your ability to communicate effectively.

2. Control Yourself:

Learn to be tolerant of your direct reports' behaviors without becoming tense. In a relationship, allow some time for them to respond to you in a non-defensive way.

3. Know Others:

By observing your direct reports' 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, or support and respect.

Enhancing Your Versatility

What specific actions can you take to earn greater social endorsement, or support and respect, from your direct reports? Here are some suggestions and examples.

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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 SOCIAL STYLE weakness is to interpret others' messages in terms of your own beliefs and prejudices, recognize this and try to prevent yourself from doing it.

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2. Control Yourself:

Give new direct reports 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 their ideas or suggestions.

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3. Know Others:

Develop insights about your direct reports 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 to participate in a discussion, call ahead and set up a time to talk. This notice will aid his or her comfort level and reduce tension.

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4. Do Something for Others:

Make a deliberate effort to adjust to the SOCIAL STYLE of your individual direct reports.

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 their preference.

If you **know yourself**, you are likely to do a better job of dealing with the tension you cause your direct reports; you adjust your behavior almost unconsciously. If you then make a conscious effort to **control yourself**, you'll see even better results. If you have insights about your direct reports (**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, or support and respect, will become greater still.