



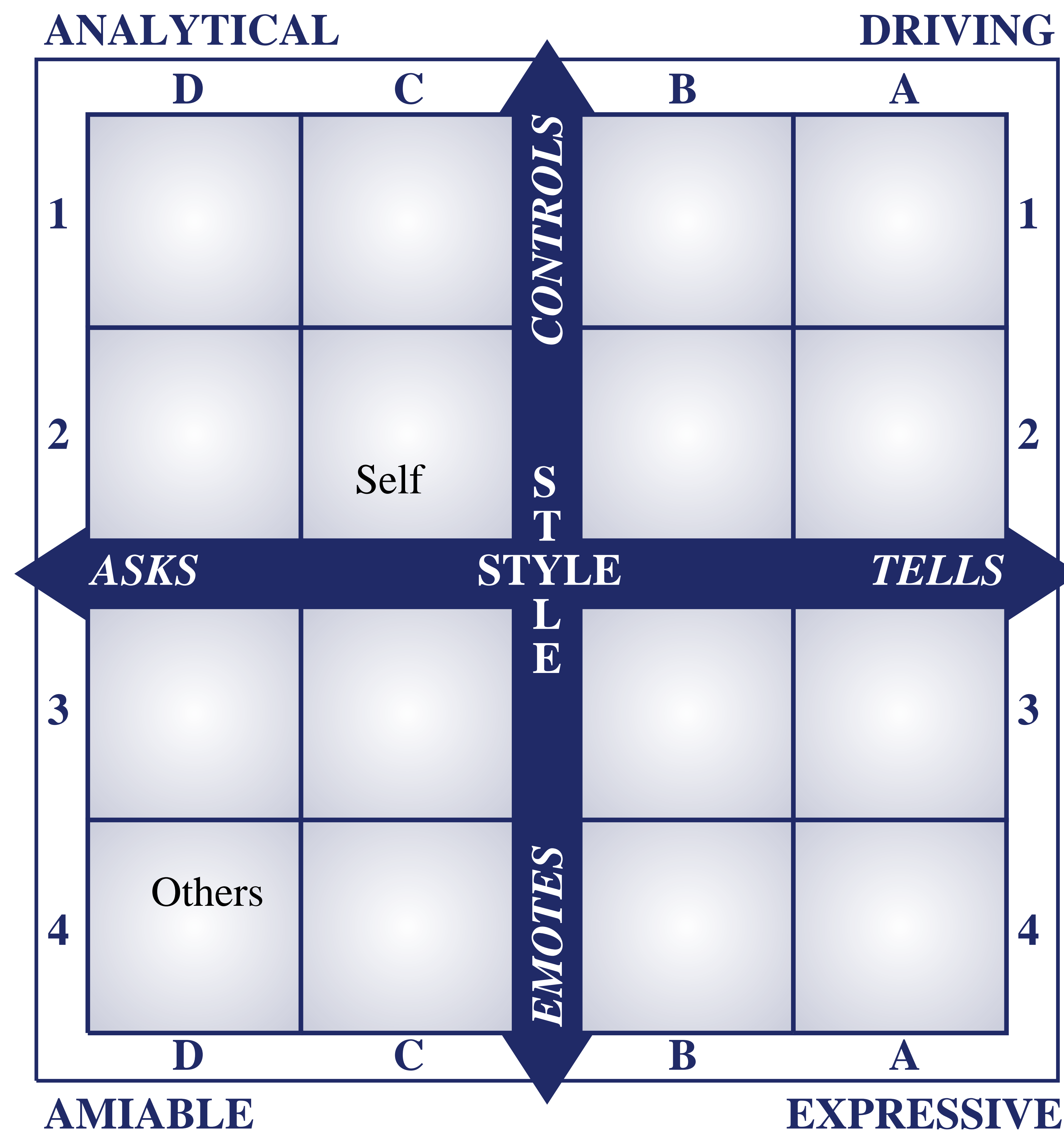
**Social Style Profile for Understanding and Managing Behavioral Differences**

**Prepared for:** Jane Style

**Exclusively made available to you by:**

TRACOM Group  
Sonia Purbrick-8888

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SOCIAL STYLE POSITION: Amiable D4

NAME: Jane Style  
 DATE: 10/20/06 9:39 AM  
 COMPANY: TRACOM Group  
 LOCATION: Sonia Purbrick-8888

**What is the SOCIAL STYLE Profile?**

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

**How should you view the Profile?**

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

**Cautions for you**

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

**Recommendations to you**

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

**Final note**

If you can come to accept the description of your observed behavior, your SOCIAL STYLE position, you will know something of your 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.

Review the following narrative for your SOCIAL STYLE position as seen by others. Also review the Style narrative for the quadrant in which your Self-Perception score placed you.

### **ANALYTICAL STYLE = Ask Assertive + Controlled Behavior**

The Analytical Style appears to live life according to the facts, principles, logic and consistency one can find in reality. People with Analytical styles tend to behave in ways which 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," Analyticals often display 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 friendships or personal gratification to an Analytical Style.

### **DRIVING STYLE = Tell Assertive + 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 time frame with little concern for past or future. Driving 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 + 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. Expressives can generate enthusiasm. Their behavior can be intensely stimulating, exciting and fun for those who get caught up in the Expressive's 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 the Expressive's 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 + Emoting Behavior**

The Amiable Style is relationship oriented. Amiables 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. Amiables look 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'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 Amiables. 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 possible that others see you behaving differently. TRACOM Group's research has shown that more than 50 percent 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.

**NAME:** Jane Style

**SOCIAL STYLE POSITION:** Amiable

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## **YOUR STYLE**

**Style Position** D 4

Others describe your behavior as:

"Good-natured, informal and easygoing." References indicate that someone with your behavioral Style is a pleasant, friendly person.

You appear to accept others as they are, without making demands that they change, so you are likely to be sought after in social situations. However, others may feel it is difficult for you to promote your own ideas, and your easy and casual manner may make you appear to be a "soft touch."

Your behavioral pluses:

Your observable willingness to accept direction and to stick to a prescribed course of action is an asset in group situations. You seem capable of easily maintaining close, personal relationships. Thus, others will see you as most effective when these two abilities are combined.

People report they like to socialize with you and are comfortable confiding their hopes and problems to you. Your friendly manner can disarm others so they are willing to share their concerns. This can provide you with the opportunity to broaden your understanding of many situations.

Your behavioral minuses:

You, and similar individuals, appear to have difficulty taking an independent or personal stand when the job demands it. Therefore, more aggressive people may feel they can easily override you because you appear to accept their ideas readily. Others also feel you will avoid or overlook conflict in an effort not to damage relationships, and such seeming acquiescence may make it possible for people to ignore you.

You seem to have difficulty taking the initiative to build recognition for yourself and are often seen as preferring to work in the background. You may be seen as unwilling to take positive, independent action in a job situation.



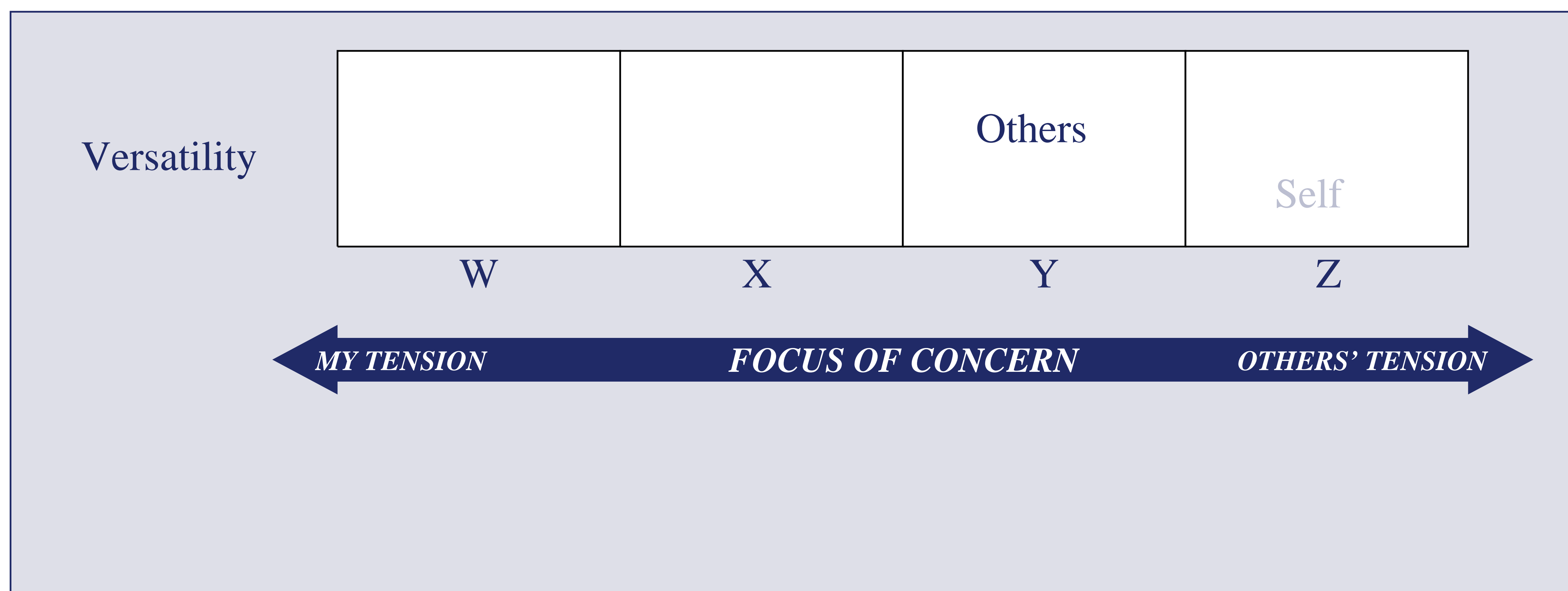
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**VERSATILITY**

Versatility Profiles are based on responses provided by your references (colleagues, associates, and others whose names you supplied) to a series of questions about how they perceive your behavior in the workplace. These responses were combined to develop a consensus about your behavior, and should provide insights into your perceived level of versatility and social endorsement.

**VERSATILITY – Y**

Your references indicate that, in general, you seem to be perceptive about the impact your behavior has on other people. This creates the impression that you are aware of the Style needs of others. Your references also indicate that you tend to fulfill the Style needs of others while ensuring that your own needs are met. You seem to be flexible and understanding when dealing with people whose styles are different than your own.

Keep in mind that Versatility is an indication of your behavior in four spheres: Image, Presentation, Competence, and Feedback. Your evaluation suggests that you are performing well in most of these areas. To better understand your Versatility results, consider each of these four areas, described below, and how your behavior may be impacting others' perceptions. Though you are generally perceived as functioning well, in any one area there are still opportunities for you to adjust your behavior to achieve more mutually beneficial relationships with others.

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.

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.

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.

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.

### Image – Things to Consider

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 by dressing 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 – Things to Consider

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 since 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 – Things to Consider**

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 ability 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 – Things to Consider

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 have low affiliation needs and that cultivating relationships might not be a priority for you. However, you should be aware that such behavior might at times cause others to believe that you are somewhat indifferent 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.

1. Avoid trying to define Style too quickly
2. Get out of the way
3. Learn to observe more accurately and describe what a person does without making early "good", "bad", or "why" judgements
4. Separate Style clues from assigned authority or roles
5. Moderate stress clarifies Style
6. Set the stage for the person being observed

7. Notes: \_\_\_\_\_

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	<b>Driving</b>	<b>Expressive</b>	<b>Amiable</b>	<b>Analytical</b>
Style Need	Results	Personal Approval	Personal Security	To Be Right
Style Orientation	Action	Spontaneity	Relationships	Thinking
Growth Action	To Listen	To Check	To Initiate	To Declare

Developing effective interpersonal skills is an ongoing process. New situations and new people require different means for success. You've taken a great first step in completing this Social Style Profile.

To continue your own development, consider additional Social Style learning. The TRACOM group offers a variety of additional programs to help you maximize your productivity. There is a program or class to suit every person and organization.

**Social Style Self-Perception Profiles** – Self-Perception Profiles introduce the concepts of Social Style and Versatility using easy-to-administer paper surveys or online questionnaires.

**Introduction to Social Style** – This half-day class uses video, interactive exercises and TRACOM's Self-Perception Profiles to improve the interpersonal effectiveness of participants.

**Producing Results with Others (PRO)** – This is an in-depth exploration of effective relationships designed to maximize individual and organizational productivity. It is a common part of leadership development programs at many global corporations. Participants complete a multi-rater Social Style Profile prior to class and receive Profiles with detailed feedback on their individual Social Style and Versatility scores.

PRO is offered as a two-day instructor-led class or as self-paced computer learning and a one-day class. These formats allow for maximum understanding of the concepts and the greatest results.

**Versatility Report and Improvement Guide** – This is a follow-on report for individuals that have previously received a multi-rater Social Style Profile. The Versatility Report provides a helpful refresher of Social Style concepts and a personalized analysis of the recipient's Versatility as seen by others. Participants complete a multi-rater Profile and receive a detailed report via e-mail.

**Selling To Achieve Success (STAR)** – This class tailors the concepts of Social Style to the specific responsibilities of sales professionals. Available as a one-day or two-day class, STAR helps participants shorten sales cycles, close more business and increase client satisfaction with the sales process.

**Relationship Selling** – A sales program for the financial services professional, Relationship Selling helps new insurance agents, stockbrokers and others quickly build their business. Self-paced learning, exercises and coaching sessions teach how to establish productive relationships with clients and prospects.

To learn more about or purchase any of these products, visit [www.tracomcorp.com](http://www.tracomcorp.com) or call us at 303-470-4928 or 800-221-2321.