

Social Style Profile

Can an online questionnaire improve your workplace and interpersonal effectiveness?

The Supplier

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MOST COMPANY EXECUTIVES understand the importance of interpersonal skills in the workplace, but often feel they have neither the time nor the budget to address them. They also aren't convinced that they can quantify the impact of interpersonal skills training. In response to those organizational challenges, The TRACOM Group, a workplace performance company, recently introduced the Online Social Style Self-Perception Profile. The new Profile is inexpensive, takes just 15 minutes to complete, and is the only tool of its kind to measure both a person's behavioral style and her Versatility, a measure of how well she works with others, which research proves has a direct impact on performance.

With virtually 100 percent of companies connected to the Internet through broadband, it's easier than ever for employees to go online and complete a 15-minute questionnaire. The Profile includes a guide that provides an introduction to the world-renowned Social Style Model™, an interpersonal effectiveness model that has been used by millions to improve effectiveness in working with others.

"TRACOM's new Social Style Online Self-Perception instrument is miles ahead of competing instruments," said Steve Kirkpatrick, executive vice president of Regis Learning Solutions, who has used TRACOM profiles and those of competitors. "It's easy to use, and it's the only one that includes Versatility, which is the high-impact piece of interpersonal skills training."

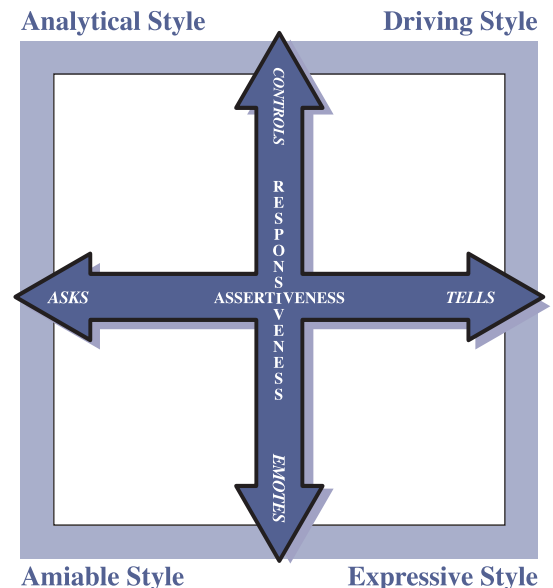
After participants complete the online questionnaire, they receive a personalized 24-page color Profile, distributed via email as a PDF document. The Profile reveals

their Social Style and Versatility ratings, explains the Social Style Model and Versatility concepts in detail, and provides style-specific insights for successful interactions. Self-perception instruments can be easily built into existing training classes or used in coaching sessions. They require no prework, certification, or instruction to administer. For employees without access to computers, TRACOM offers paper-based, self-scoring versions of the Self-Perception Profile.

The four Social Styles

The Social Style Model identifies four behavioral styles, each with positive and negative attributes related to productive work relationships. The model charts behaviors on two scales related to an individual's assertive and responsive behaviors. When combined, those scales reveal the four quadrants of behavioral patterns, or Social Styles: driving, expressive, amiable, and analytical. (See chart below.)

After participants first discover their Social Style using the Online Self-Perception Profile, the guide then walks them



through the behavior and communication tendencies of each style to help them recognize and improve their interpersonal effectiveness in business settings. The guide also provides tips for working effectively with people of each Social Style. Originally developed by TRACOM in the 1960s, the Social Style Model has been continually improved and successfully used worldwide. Thousands of companies including Accenture, GE, Starwood Hotels, Johnson & Johnson, Nike, and Microsoft use TRACOM's Social Style instruments and programs.

Versatility: high-impact interpersonal skill

"Understanding behavior is great," Kirkpatrick said. "But if you don't understand how to modify behavior to improve your effectiveness, you won't make a difference. That's what Versatility offers."

The key concept of applying Social Style is understanding Versatility, a measure of how well a person works with others. It stems, in part, from how much a person focuses on making others feel comfortable more than his- or herself. Versatility is closely related to Emotional Intelligence, a concept that has become more popular in recent years as research continues to quantify its value in the workplace. Numerous independent studies have shown that EI is related to workplace effectiveness, and actually predicts performance better than personality. Similarly, research by TRACOM proves that people with high Versatility are more effective than people with low Versatility.

TRACOM's latest research study shows that interpersonal skills are directly related to effective managerial job performance. The study points out that managers with higher Versatility perform better in critical business areas. Managers with higher Versatility are

- 27 percent better at leading teams
- 25 percent better at coaching others
- 22 percent better at managing conflict
- 22 percent better at impacting the



organizational commitment of their direct reports

- 19 percent more likely to be promoted to the next level.

"Clients tell us, and research shows, that Versatility makes a difference in the workplace," said TRACOM President John Myers. "Our new Online Self-Perception Profile is the first online, self-assessment to measure both Style and Versatility. It has comparatively more impact than self-perception reports like DiSC or Myers-Briggs, which help a person understand [himself or herself], but don't address working better with others."

Self-perception vs. multirater profiles

While the new Online Social Style Self-Perception Profile provides a fast, inexpensive way to introduce Social Style concepts and measure a person's own view of his behavior, a multirater questionnaire will provide a more accurate view of a person's behavior. With a multirater, a participant invites others—colleagues, superiors, direct reports, and so forth—to complete a questionnaire about that participant's behavior. The combined scores from this group are then reported and compared with the person's own rating. Multirater profiles add a high degree of value by providing a comprehensive view of behavior, but are

more expensive and typically take longer to administer.

The availability of both self-perception and multirater profiles lets organizations select the most appropriate option for their various development needs. Some companies use self-perception profiles for one set of workers or as part of a specific initiative, and use multirater profiles for others. As the importance of interpersonal communications increases in a project or a job role, it may become more appropriate to choose the multirater tool. TRACOM offers a variety of training classes and resources to maximize impact of the Social Style programs at all organizational levels and can consult with organizations to best match their available resources with the desired results.

Where training has impact

"When participants first learn about Social Style and Versatility with a tool like the Online Self-Perception Profile, they often get very excited," said Steve Hannes, TRACOM director of product development. "It gives them a common language and a framework for understanding behavior and conflict. Many of our clients use Social Style in the development programs for coaching, leadership, teams, sales, communication, and supervisory training."

To increase the impact of learning, it's important that participants continue to apply new skills in the workplace. TRACOM also provides follow-on courses and support tools aimed at continued learning and daily application. The courses range in length, depth of information, and method of delivery, and can be customized to suit the needs of specific organizations. TRACOM also offers custom workplace performance services, sales effectiveness programs, and a wide array of other packaged training courses.

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For more information on Social Style and TRACOM products visit www.Tracomcorp.com or call 800-221-2321 or 303-470-4900