

SOCIALSTYLESM

TRACOM Sneak Peek

Excerpts from

Improving Managerial Effectiveness with Versatility

The Application of SOCIAL STYLE



APPLICATIONS GUIDE

 TRACOM GROUP

The creator of SOCIALSTYLE



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Introduction

PREREQUISITES:

This application guide is designed to provide you specific guidelines for applying SOCIAL STYLEsm and Versatility concepts in a variety of specific management situations with direct reports of different Social Styles. The guide assumes that you have already attended a training session, been profiled using a SOCIAL STYLE Instrument, and have a solid grounding in both SOCIAL STYLE and Versatility concepts.

A GUIDE FOR YOU

This application guide on “*Improving Managerial Effectiveness With Versatility*” helps you to apply your knowledge of SOCIAL STYLE and Versatility in ways that will increase the interpersonal effectiveness and productivity of both you and your direct reports. The guidelines provided here take into consideration the very important fact that every interaction involves at least two SOCIAL STYLES: yours and your direct reports. Depending on your SOCIAL STYLE, you have ways that you prefer to act and interact with your direct reports. Similarly, they have preferences, too. This guide shows you how different styles can work together to become mutually effective and productive and how, in the process, you can become a better manager of your people.

WHY LEARN TO BECOME A HIGHLY VERSATILE MANAGER?

While SOCIAL STYLE and Versatility concepts can certainly help you to improve your interpersonal effectiveness most of the time, you should not expect them to work magically all the time. However, TRACOM’s research shows that a manager’s Versatility Rating, which is an indicator of the support and respect granted by direct reports to the manager, tends to go up when direct reports see the manager as sincerely trying to improve in the Versatility Rating areas of Image, Presentation, Competence and Feedback.

So, as you work to apply the concepts to improve your interactions with your direct reports, chances are you will gain more cooperation, support, and respect from your direct reports and thereby become a more effective manager.

Your knowledge of SOCIAL STYLE and Versatility concepts puts you in a superior position to guide the interplay of your style with those of your direct reports to get things done at work and to grow your mutual effectiveness.

The application of SOCIAL STYLE and Versatility concepts and techniques can help you more effectively do such things as delegate, give corrective feedback, increase the personal productivity of your direct reports as well as coach and mentor them to help them grow in their capabilities and increase their value to the organization. In addition, Versatile Managing can help you to resolve, or even head off, unnecessary conflict caused by “interpersonal friction.”

Applying Versatile Managing Techniques

Versatile Managing is a process of using your knowledge of your own SOCIAL STYLE and knowledge of the SOCIAL STYLE of the people who report to you in order to manage in ways that allow your people to meet their style need as you mutually achieve your goals.

Versatile Managing can help to increase the support and respect (social endorsement) given to you by your direct reports thereby making them more receptive to following you as a competent manager and trustworthy leader.

HERE'S LOOKING AT YOU

Every interaction with the people who report to you involves two styles: yours and theirs. As you consider how to adjust your behavior based on their SOCIAL STYLE need and orientation, keep in mind that your direct reports perceive you in particular ways, based on your style.

Managers with a **Driving Style** are seen by their direct reports as active, forceful, and decisive. These managers are direct; they initiate social interaction; and they focus their efforts and the efforts of their direct reports on the goals and objectives that need to get accomplished now. Managers with a Driving Style can be seen and described by the people who work for them as cool, distant, guarded, and aloof at times, as they control their feelings and do not reveal the depth of their emotions.

Managers with an **Expressive Style** tend to be much more willing to make their inner feelings known to those who report to them. Rather than controlling emotions, managers with this style can sometimes appear proactive and impulsive about showing both positive and negative feelings. Managers with an Expressive Style can be seen and described by the people who work for them as personable, talkative, competitive and sometimes, opinionated.

Managers with an **Amiable Style** also openly display their feelings to those who report to them. However, they appear less opinionated and generally more agreeable. These managers tend to be most sensitive to keeping relationships with their direct reports on an informal, friendly and personal basis. They seem very interested in achieving a rapport with their direct reports, sometimes at the expense of getting things done effectively and efficiently.

Managers with an **Analytical Style** are typically described by their direct reports as quiet, logical and sometimes, reserved. These managers tend to be cool toward their direct reports and may not communicate with them unless there is a specific need to do so. They tend to listen to others, make management decisions thoughtfully, and act at a slower pace. The people who work for them usually view them as conscientious, prudent, and thorough.



Applying Versatile Managing Techniques

If you are a manager with an **Analytical Style**, take these actions to work more effectively with a direct report who has the style indicated:

<p style="text-align: center;">ANALYTICAL STYLE</p> <ul style="list-style-type: none"> ■ Like you, this person has the need to “get it right” ■ Do not get bogged down in detail ■ Help this person to reach decisions ■ Encourage big-picture thinking ■ Encourage risk taking 	<p style="text-align: center;">DRIVING STYLE</p> <ul style="list-style-type: none"> ■ Pick up the pace ■ Demonstrate high energy ■ Provide clear options ■ Focus on needed conclusions and outcomes ■ Don’t get bogged down in details or theory ■ Say what you think ■ Speak in results-oriented terms ■ Allow this person to decide what to do from options you provide
<p style="text-align: center;">AMIABLE STYLE</p> <ul style="list-style-type: none"> ■ Make genuine personal contact ■ Focus more on feelings ■ Offer assistance regarding work to be done ■ Provide a structure with an emphasis on people ■ Don’t overdo facts and logic ■ Pay attention to relationships 	<p style="text-align: center;">EXPRESSIVE STYLE</p> <ul style="list-style-type: none"> ■ Make personal contact ■ Pick up the pace ■ Demonstrate high energy ■ Allow feelings and opinions to be expressed ■ Accept this person’s spontaneity ■ Allow for some fun ■ Say how you feel and give your opinion ■ Recognize this person’s work ■ Acknowledge the big picture ■ Encourage fact finding to support ideas

Managerial Competencies

No matter how skilled you are at tasks such as planning or budgeting, or how knowledgeable you are about the work itself, you must be able to accommodate the SOCIAL STYLE needs and orientation of your direct reports. This includes taking action to earn their support and respect (social endorsement) for them to see you as a Versatile Manager.

This section provides guidelines for managing people with each of the styles in a variety of common managerial situations.

- **Communication competencies**

- Communicating more effectively with direct reports
- Giving positive feedback
- Giving corrective feedback

- **Productivity competencies**

- Delegating to direct reports
- Creating a productive work environment

- **Coaching competencies**

- Helping direct reports achieve higher levels of effectiveness
- Mentoring/coaching career development

Managerial Competencies - Communication

GIVING POSITIVE FEEDBACK

We sometimes may say that a certain person “doesn’t know how to take a compliment.” However, in some cases the person is simply not receptive to the way in which feedback is presented. Following these guidelines will help to ensure that your direct reports continue to behave in ways that are beneficial to themselves and the organization.

<p style="text-align: center;">ANALYTICAL STYLE</p> <ul style="list-style-type: none"> ■ Take the time to tell this person why you are giving them positive feedback and cite specific examples ■ This person does not always need to be publicly praised, a private word will often do ■ Congratulate this person for paying attention to important details and for attempting to get things right ■ This person welcomes positive feedback in writing ■ Avoid discussing how this person feels about the feedback 	<p style="text-align: center;">DRIVING STYLE</p> <ul style="list-style-type: none"> ■ Praise this person for keeping their eye on the ball and for getting things done ■ Acknowledge this person’s ability to set aside “personalities” and superfluous details ■ Congratulate this person publicly and privately for their accomplishments (results) ■ Commend this person’s drive and ability to get things done quickly ■ Avoid appearing gushy or emotionally “moved” by their good performance and let them know there are more challenges for them
<p style="text-align: center;">AMIABLE STYLE</p> <ul style="list-style-type: none"> ■ Be warm and sincere ■ Affirm this person’s ability to keep others engaged and motivated ■ Praise this person’s ability to organize the work or play of others and maintain harmony in the workplace ■ This person appreciates immediate, genuine verbal feedback ■ Publicly and sincerely acknowledge this person’s interpersonal skills ■ Avoid doing anything, such as rushing, that might indicate you are insincere 	<p style="text-align: center;">EXPRESSIVE STYLE</p> <ul style="list-style-type: none"> ■ Make personal contact, show warmth and enthusiasm ■ Applaud this person’s contribution in public ■ Praise this person’s sense of fun and spontaneity ■ Acknowledge the validity of this person’s feelings and opinions ■ Commend this person for seeing the big picture ■ For this person, it is usually better to err on the side of too much praise