

SOCIAL STYLE POSITION: Amiable D4

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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 + More 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 + 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 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 + More Emoting Behavior

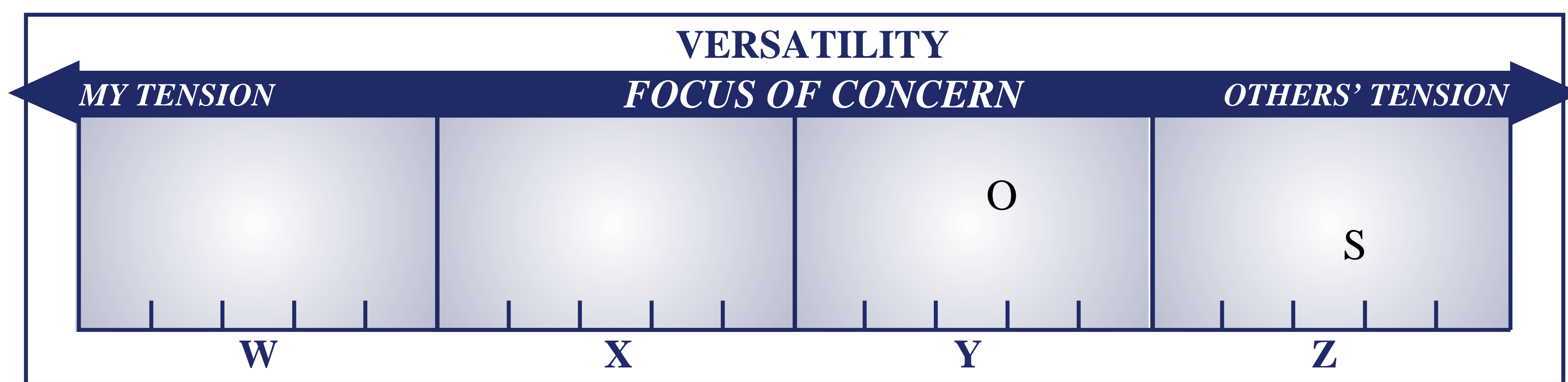
People with Expressive Style focus their attentions on the future with intuitive visions and outspoken spontaneity. They can be seen as imaginative and creative as they interact with others. Expressives can generate enthusiasm. Their behavior can be intensely stimulating, exciting and fun for those who 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 + More 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 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.



NAME: Jane Style

REPORT TYPE: PRO II/Social Style with Self

SOCIAL STYLE POSITION: Amiable

SOCIAL STYLE VERSATILITY: Y(65%)

**** Others describe your behavior as:**

"Informal, likable and easygoing." References indicate that someone with your behavioral style seems personable and easy to get to know.

Your behavior indicates that people and friendships count most with you, and that maintaining good relationships with others takes precedence over getting tasks accomplished in a timely manner. As a result, your easy and casual manner may make you appear to be a "soft touch."

**** Your behavioral pluses:**

Your open, friendly, accepting way with others is a definite asset in group situations. People report they find it easy to like you, and that you appear to be adaptable and a sympathetic listener.

Others observe you will support them wholeheartedly as they work to reach their goals, and never neglect the personal element in any situation. You can demonstrate initiative in directing others, but it appears that you do not prefer maintaining an authoritative position for long periods of time.

**** 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 observe that you often try to minimize what you perceive to be conflict, and that you don't always recognize when tension is productive. They see you as forcing an apparent calm without realizing or dealing with the reasons for disagreement. This can create discomfort for others, especially when they feel that in your eagerness to smooth over a situation, you have left issues unresolved.

**** To produce results with others:**

You should seek opportunities that enable you to appear objective about dealing with both people and issues in a variety of situations. When others see that creating a tension-free environment is not always your primary goal, they will be more likely to endorse you in a position that requires you to direct the activities of others.

You can encourage the support of others by demonstrating an ability to be both supportive and firm. You will probably be able to display improved skills most effectively in a situation that is service-oriented and permits you to maintain close friendships.

What is this?

The SOCIAL STYLE Profile is a picture of how others see your behavior. It is based on years of research with thousands of people. The Profile has been shown to be valid for multiple nationalities and cultures. The scales describe how others see a person’s behavior, not personality.

How should you view it?

The Profile and the report represent a consensus generalization about your actions as viewed by an audience of three or more acquaintances. They described you by completing a behavioral survey. You chose those persons, so you know how representative of a group they are. They were asked to respond to the items according to what they have seen in your 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. Increasing the effectiveness of your social interactions is largely a matter of increasing your versatility. 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.

Report Type	Comparison Group For Versatility
Personal Style	People attending training or other personal development experiences
Selling Style	People in sales careers
Managerial Development	People in management or being considered for a managerial or supervisory position

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YOUR VERSATILITY

Your respondents describe you as having a high–average level of versatility. Generally, you seem to be perceptive of the impact your behavior has on others, creating the impression that you are aware of their style priorities. To make a relationship work, you tend to balance your interest in fulfilling others' needs with your own needs. Your speech and manner tend to be appropriate to most situations, and you generally can move smoothly from one interaction to another. Also, because you can be flexible and understanding when dealing with persons whose styles are different from your own, you appear to be fairly attentive to their relationship priorities and accomplished in meeting those priorities.

YOUR INTERACTIONS WITH OTHERS—NOTE: This section of the report focuses on how others with specific styles might react to you.

Individuals who display **ANALYTICAL** characteristics might describe you as supportive and cooperative. Your low–keyed approach tends to appeal to analytical persons, but sometimes you may appear to them as too casual, easygoing and nontechnical. But, your high–average versatility suggests that, overall, analytical individuals feel your approach is formal and factual enough for the situation.

Cordial, encouraging and supportive are words your **DRIVING** contacts might use to describe your style. These people might also tend to see you as too open and personal. You appear to have a noncompetitive approach that can be an asset with some of those with this style. And your high–average versatility score suggests you prepare carefully for your interactions with drivers. However, you may sometimes give them the impression that you are not confident or decisive enough because of your informal approach.

Your **EXPRESSIVE** associates might describe you as personable and concerned. You appear to be interested in building friendly relationships, which can be an asset when dealing with expressive individuals. Your high–average versatility score indicates that you also stay alert to your hesitancy to act on new ideas. This tendency enhances your efforts to establish effective relationships with expressive individuals.

Individuals who display **AMIABLE** behavior might describe you as even–tempered, low–keyed and personable. Your apparent ability to make friends easily tends to create successful relationships with these people. However, you also may appear too easygoing and tentative, which may make it difficult to obtain results with them.

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. Seperate style clues from assigned authority or roles
5. Moderate stress clarifies style
6. Set the stage for the person being observed

7. Notes: _____

	Driving	Expressive	Amiable	Analytical
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