

SOCIALSTYLESM & Versatility

Multi-Rater

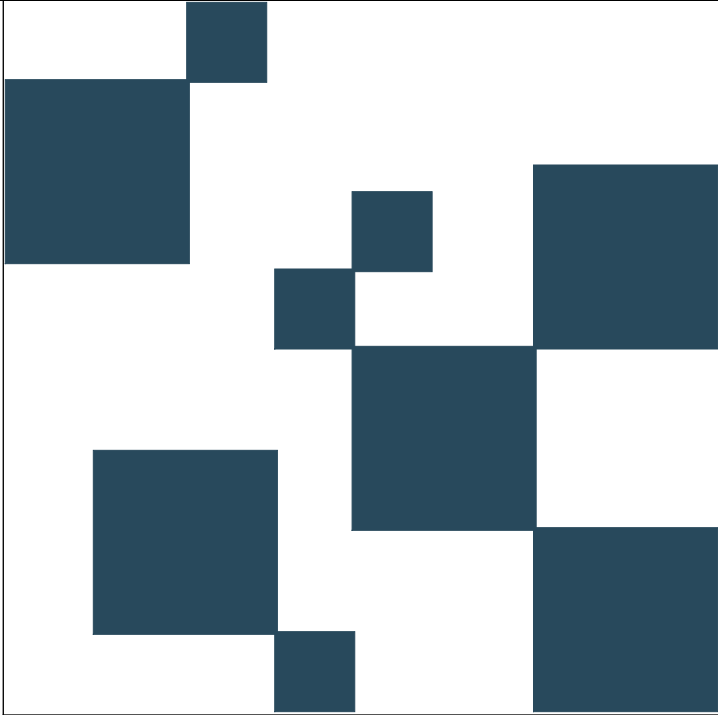
SOCIAL STYLE

Profile

Prepared for:
Jane Style
Highlands Ranch, CO

By:
TRACOM Group

02 Apr 2009



FOR MANAGERS

ENHANCED



What is SOCIAL STYLE?

The SOCIAL STYLE Profile is a picture of how others see your actions. The profile is based on decades of research, and has proven valid for adults of all ages and backgrounds.

How Should You View the Profile?

The Profile and the report represent a consensus generalization about your actions as viewed by an audience of three or more of your direct reports. They responded to a series of items that describe day-to-day behavior. They described 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 managers who show a similar SOCIAL STYLE position.

Cautions for You

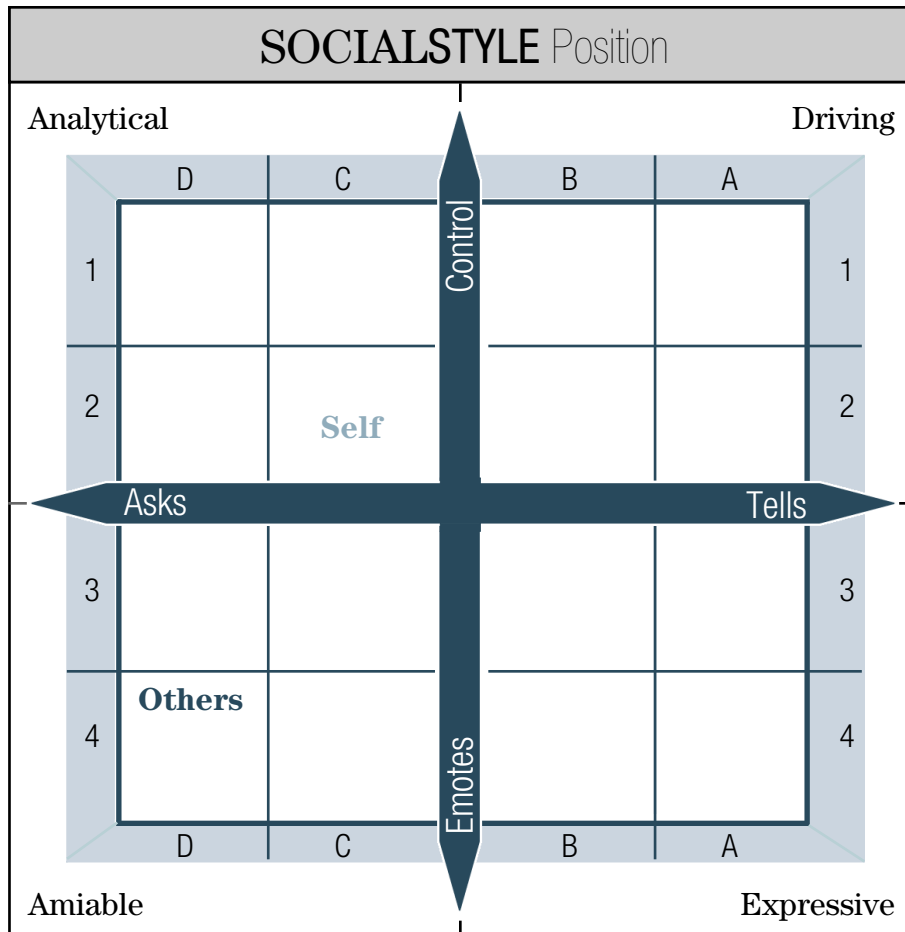
You should view your position in the Profile as the center of the range of behaviors which others see as typical of you. To a large degree these typical behaviors are what your direct reports expect of you. The lines in the Profile separating categories A, B, C, D and 1, 2, 3, 4 are for convenience in 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 your direct reports might have described you as they did. 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 your direct reports. 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 awareness of your own style, is the best foundation for making appropriate adaptations to deal with others.



■ SOCIAL STYLE Position: **Amiable D4**

Review the Style narrative for the quadrant in which your SOCIAL STYLE score placed you. Then learn the behavioral pluses & minuses of your SOCIAL STYLE.

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.



■ Your direct reports describe your behavior as:

"Good-natured, informal, and easygoing." To them, you are a pleasant, friendly manager.

You appear to accept your direct reports as they are, without making demands that they change, consequently, they are likely to seek you out in social situations. However, they may feel it is difficult for you to promote your own ideas, and your easy and casual manner may at times make you appear to be a "softy."

■ Your Behavioral Pluses:

Your observable willingness to stick to a prescribed course of action is an asset. You seem to be able to easily establish and maintain close, personal relationships. Thus, your direct reports see you as most effective when staying on course and displaying personal support of your team members is important.

The people who report to you are likely to feel comfortable socializing with you and confiding in you. Your friendly manner helps them feel at ease, so they tend to share their concerns and discuss their problems with you. This self-disclosure can provide you with the opportunity to broaden your understanding of many situations and manage more effectively.

■ Your Behavioral Minuses:

You, and other managers with similar behavior patterns, may appear to have difficulty taking initiative, especially to build recognition for yourself. Your direct reports may see you as preferring to manage in the background. Consequently, they might not see you as particularly goal-oriented.

To some of your direct reports you may seem to have difficulty taking a firm, independent stand when the job demands it. Therefore, more assertive people on your team may feel they can easily ignore your direction because you appear to readily accept their rationales for their actions. Your direct reports may also feel that you avoid or overlook conflict in order to preserve relationships. Such seeming acquiescence might give the impression that you can be ineffective in difficult situations.

When making decisions you may rely too much on the opinions of others, especially when building consensus is not necessary for moving ahead. In addition, you may have an undisciplined use of time, and your apparent reluctance to take personal risks may cause your direct reports with an analytical or driving style to find you less effective as a manager.



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.

■ 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 an 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 Expressives' 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.

SELF-PERCEPTION AND THE PERCEPTIONS OF OTHERS

Your profile results show how others view your behavior, which may or may not be the same as how you see yourself. The TRACOM Group's research has consistently shown that self-perception is different from the perceptions of others more than 50% of the time. Carefully consider how others view your behavior. The more similar your self-perception is to the perceptions of others, the more you increase your chance of gaining support and respect in the workplace.

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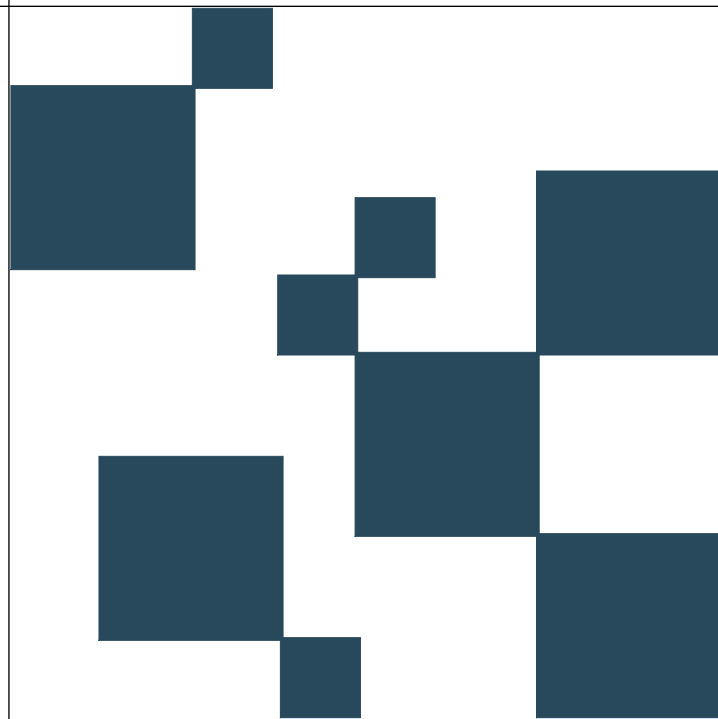
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What is Versatility?

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. Keep in mind that this profile is a general picture of your behavior achieved by a consensus of your direct reports.

How should You View the Versatility 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

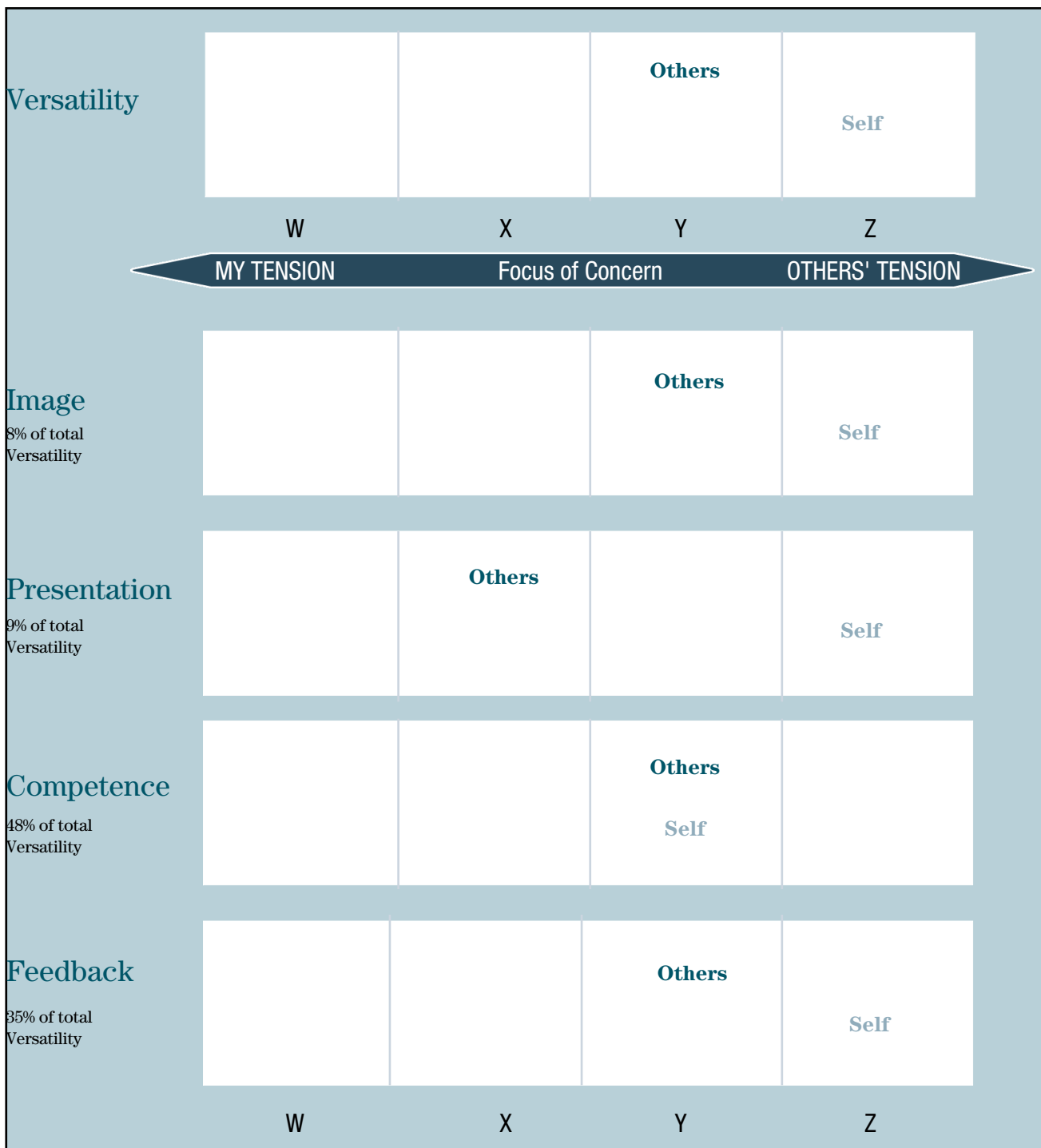
Following a broad indicator of your overall Versatility, which is simply an average of the four dimensions, each of the four Versatility dimensions is defined and specific results are given. You should focus on what is said within each dimension. If your results are in the higher range (Z), this indicates that you have many of the qualities that will help you perform most effectively at work. If your results are in the medium range (X and Y), you have some of the personal qualities that will help you perform most effectively. Results that are in the lower range (W) suggest that you may find it harder to perform effectively in certain areas of work. That is, 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 that are in the lower range, this does not necessarily mean that you cannot perform effectively in that particular area, since 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





Overall Versatility : **Y**

Versatility is a measure of the level of support that others give you. Earning support hinges on your ability to impress others, and the extent to which others see you working to make a relationship mutually productive. Earning support is a key to developing and maintaining successful professional and personal relationships.

People who report to you indicate that, in general, you seem to be perceptive about the impact your behavior has on members of your team. This creates the impression that you are aware of the style needs and orientation of your direct reports. People who report to you also indicate that you tend to accommodate the style needs of your direct reports while ensuring that you fulfill your own style needs. You seem to be flexible and understanding when dealing with members of your team whose styles are different from your own.

Because the overall Versatility Profile is based on a broad range of behaviors, it is only a general indicator of your Versatility and the support you receive from your direct reports. For more specific information about how your direct reports perceive you, review each of the Versatility Profiles below. These Profiles suggest your areas of relative strength and weakness and can help you identify opportunities for developing behaviors that will increase your Versatility.



Image : Y

Image is an evaluation of the appropriateness of your dress and the organization of your work area. Image indicates your capacity for dressing in accordance with established norms, and the physical appearance of your work environment.

People who report to you view you as a manager who generally dresses appropriately for the given situation. Your dress and grooming are in line with the expectations of your reference group. Further, you typically adjust your dress and appearance to fit different situations and settings, for example, dressing more formally when the situation warrants.

In addition to dress, other factors can affect your team's perceptions of your Image. For instance, you can affect the initial impression you make on your direct reports by the way you carry yourself when entering a room, or by the way you sit and respond during a meeting. The expectations your direct reports have about your role or title can also affect their initial perception of your Image. For instance, a manager who wears khaki slacks and a polo shirt to a client meeting would convey a very different Image from a manager who dresses in a full business suit.

Your personal work area can also affect how your direct reports perceive your Image. For example, a cluttered and disorganized area might feel acceptable and comfortable for you but it can be highly distracting to others and impact their effectiveness when working with you. Additionally, a closed-off environment, such as a desk that creates a barrier between you and others, can be intimidating or alienating, while a more open environment promotes shared interaction and greater productivity.

Because every industry has norms of dress, you need to be aware that dressing against the norm calls attention to yourself. Even though you typically dress and present yourself in ways that conform to the expectations of your direct reports, it is a good idea to do periodic self-checks to ensure that your Image helps to promote your interpersonal effectiveness.



Presentation : X

Presentation is an evaluation of your ability to deliver information in formal or business settings. Presentation includes your comfort level when presenting to groups, and your ability to clearly articulate information in a way that your audience can understand and respond to. Presentation also indicates your level of knowledge about your topics, how organized your delivery is, and how comfortable you make the audience feel.

When presenting to groups, the people who report to you indicate that you mostly are clear and effective in communicating your ideas. You speak in an appropriate tone of voice and at a level appropriate to the group. In particular your direct reports indicate that you are typically able to adapt your language and communication style to fit your audience. For example, you will usually be able to adapt if the situation calls for the use of simple language instead of technical jargon.

While you generally present yourself well, you may want to be extra attentive when speaking on topics outside your area of expertise or to unfamiliar audiences; be aware of your body language and ask your audience questions to ensure that you are communicating effectively.



Competence : Y

Competence is an evaluation of a number of capacities that can affect your direct reports abilities to achieve their goals. Competence includes your dependability, contribution to the group, and ability to change priorities when necessary. Competence also gauges your level of optimism, ability to help solve problems, and level of perseverance in challenging circumstances.

People who report to you describe you as a dependable and conscientious manager in most situations. In your specific areas of expertise, they are likely to consider you as highly reliable when it comes to helping your team succeed. Your direct reports perceive you as a manager who takes responsibility for overseeing the team's work and, generally, does such things as help the team to meet important deadlines, particularly when circumstances are under your control. In most situations, people who report to you feel comfortable relying on you when important work needs to be managed since you fulfill your commitments to your team and you complete tasks that you reserve for your self. In other situations, where they are less sure about your capabilities as a manager, you might consider what specific competencies you need to strengthen and what actions you might take to enhance those abilities. For example, you might consider ways that you could improve your presentation skills or how you might improve your feedback skills when interacting with your direct reports. People who report to you indicate that you usually manage well in unfamiliar situations and that you can quickly transition your team to new work requirements or priorities to help your team succeed. Your direct reports feel that you tend to be flexible in your viewpoints and that you consider their perspectives in most situations. They indicate that you display comfort with ambiguity and for the most part, you remain calm when faced with unexpected challenges.

Your team sees you as a manager who has the ability to offer creative or original solutions and ideas. You are typically able to identify key issues and encourage creative input from your direct reports. They do not believe that you necessarily rely on "tried and true" approaches without first thinking about whether alternate or newer methods might be more appropriate.

Your direct reports describe you as an optimistic manager in most circumstances. They say that you approach situations with a positive outlook and that you maintain your optimism during times of adversity. They also indicate that you are able to perceive setbacks as due to manageable circumstances and are not likely to automatically blame your direct reports for problems. Maintaining your optimism can help you gain support because it makes the work environment more pleasant and it conveys a positive tone to your direct reports, increasing the likelihood that they will accomplish difficult tasks successfully.



Feedback : **Y**

Feedback evaluates your verbal and non-verbal communication skills that affect your ability to listen and understand others' points of view, respond accordingly, and develop mutually beneficial relationships.

People who report to you perceive you as a manager who, in most situations, displays concern for members of your team and an awareness of, and sensitivity to, their emotions. Your interpersonal communication style likely contributes to your direct reports' awareness of your empathy for them. They see you as normally able to adjust your approach to communicating with different individuals, depending on the circumstances, and the people you manage feel that you generally listen to them and understand their needs or priorities.

It is important to make a distinction between understanding and agreement. Understanding how your direct reports feel does not necessarily mean that you agree with them. Demonstrating an understanding of your direct reports' perspectives can contribute to more skillful management and better working relations. Putting effort into understanding people who report to you, and effectively demonstrating that understanding, directly affects your ability to offer useful feedback and timely coaching; this effort can be particularly important for successful managing. Likewise, your ability to empathize affects your ability to fully understand your direct reports' needs and your ability to support their style needs and orientation.

People who report to you indicate that you are a sociable manager who frequently cultivates and maintains good relations with members of your team. You put appropriate effort into associating with your direct reports and building relationships, and this effort may have ongoing benefits for you. Under most circumstances, your interpersonal skills help you to accurately read and understand important relationships within your organization. To maintain useful feedback from your direct reports, continue to develop strong interpersonal working relationships with them.



■ Tips for Interacting with Direct Reports

Understanding your Social Style is key to working more effectively with others. As a manager, you have a particularly strong impact on your direct reports, and your behavioral style and preferences can sometimes be an asset or a hindrance, depending largely on the particular styles of your direct reports. Therefore it is important to take into account not only your own preferences, but also the styles of your direct reports. Below are some key considerations when interacting with direct reports of each style. When providing your direct reports with performance feedback, assigning new projects, or simply working with them on a daily basis, it will be helpful for you to consider your style-related interactions.

Amiable Style

Like you, your Amiable Style direct reports might typically prefer less structured interactions. When interacting with them, recognize their need for a bit of informal “small talk” about subjects not directly connected to the topic at hand, a reliance on feelings, and the need to maintain a good working relationship with you and others on your team. These individuals will appreciate it when you verbally recognize your positive working relationship with them, and give them opportunities to express their feelings. Since Amiable Style direct reports might sometimes be hesitant to speak up, it is important to provide them opportunities to express their opinions about work activities and projects. These individuals tend to excel at organizing activities, and you should publicly praise this talent. Sincerity is critical for Amiable Style individuals, and if they are rushed in their interpersonal interactions with you, they might feel somewhat disengaged; be sure to devote time to indicate your genuineness. These direct reports will usually have a natural affinity for working cooperatively, so team-based activities will generally be motivational for them. Meet regularly to establish progress and maintain contact, and keep in mind that enthusiasm and two-way dialogue are important. Be aware that your mutual affinity for personal security might at times hinder you from making decisions that involve your Amiable Style direct reports. The growth action for Amiable Style individuals is "to initiate," and you can encourage their growth action by helping them take necessary risks. Be aware when interacting with your direct reports with an Amiable Style that your common tendency to build relationships, seek the opinions of others, and avoid personal risks may result in more discussions and interactions than accomplishments.

Analytical Style

Direct reports with an Analytical Style have a need for accuracy, and generally want to ensure that work processes and projects flow logically. Analytical Style individuals tend to be relatively slow to act, which might be similar to your own Amiable Style tendencies. However, Analytical Style direct reports might be more detail-oriented than you. As a manager it is important to make decisions within an appropriate time frame, and you can accomplish this by relying on these direct reports to provide information and options, and then acting on that information. Direct reports of this Style will tend to communicate formally, and will focus on details and logic. Analytical Style individuals are usually receptive to information about the quality of their work, whether this is praise or suggestions for change. These direct reports are most receptive if the information is presented logically, with specific rationales, and addressed to specific issues and behaviors. It is important to keep Analytical Style direct reports needs and orientation in mind when giving feedback or coaching these individuals. Analytical direct reports have a strong preference for reviewing information and then taking time to determine a course of action. When giving projects or assignments, provide Analytical Style individuals with all necessary background information and, in particular, time frames and other requirements. The growth action for Analytical individuals is "to declare," and you can help them achieve their growth action by encouraging these direct reports to make decisions at times without having to consider all bits of information. Your Amiable Style may create difficulties for your Analytical Style direct reports if you spend too much time discussing opinions and building relationships, or if you do not provide them with sufficient detail.



Driving Style

Direct reports with a Driving Style tend to prefer a faster pace, and want to take action without exploring all the details. These individuals generally focus on results rather than process. As an Amiable Style manager, this focus might be at odds with your preference for a slower pace, less risk tolerance, and need for good working relationships among your team. These individuals will react positively when you display a high energy level, are results oriented, and clearly state your opinions. Many Driving Style direct reports may seek autonomy, which you can foster by providing them with options and then allowing them to make decisions and take action within their areas of responsibility. When communicating with Driving Style direct reports, focus on objectives and plans for achieving them, and keep in mind that Driving Style individuals tend to speak quickly and pointedly. At times this intensity can come across as impersonal and rushing, but it is simply a characteristic of their Driving Style. Driving Style individuals prefer to receive recognition about their ability to maintain focus and get things done. Encourage Driving Style direct reports to listen to others' input (their growth action), and to use this information to help them achieve the goals of the team. Your Amiable Style may create difficulties for some of your direct reports with a Driving Style if you seem to be non-committal on your expectations of results. Driving Style individuals might also see your informal, interpersonal approach as inefficient and unnecessary for getting things done.

Expressive Style

Expressive Style direct reports will generally prefer a fast pace. These direct reports sometimes act on intuition without a lot of consideration of details, and need your personal approval as well as the approval of their coworkers. Like many people with an Amiable Style, Expressive Style people display their emotions, therefore it is important to allow these direct reports opportunities to express their feelings and opinions. Expressive Style individuals will generally react well when you approach them with enthusiasm and light-hearted friendliness, and they appreciate public acknowledgement of their contributions. When communicating project plans, it will usually be best to highlight the "big picture," only mentioning details when necessary. Expressive Style direct reports are usually motivated by tasks and projects that are personally rewarding, and will appreciate opportunities for displaying creativity in their work. Since Expressive Style individuals are sometimes motivated by personal gain, it might help if you explain to them how certain assignments could be personally beneficial. You can encourage Expressive Style direct reports to take their growth action of "checking" by examining the advantages and disadvantages of their plans prior to implementing them, and by appropriately considering details at specific stages of a process. Some of your direct reports with an Expressive Style may reject the slower pace at which you make decisions, take actions, and your tendency to avoid taking actions that involve personal risks.