

SOCIALSTYLESM

TRACOM Sneak Peek

Excerpts from

Facilitating a Workshop Using the SOCIAL STYLE Self-Perception Guide

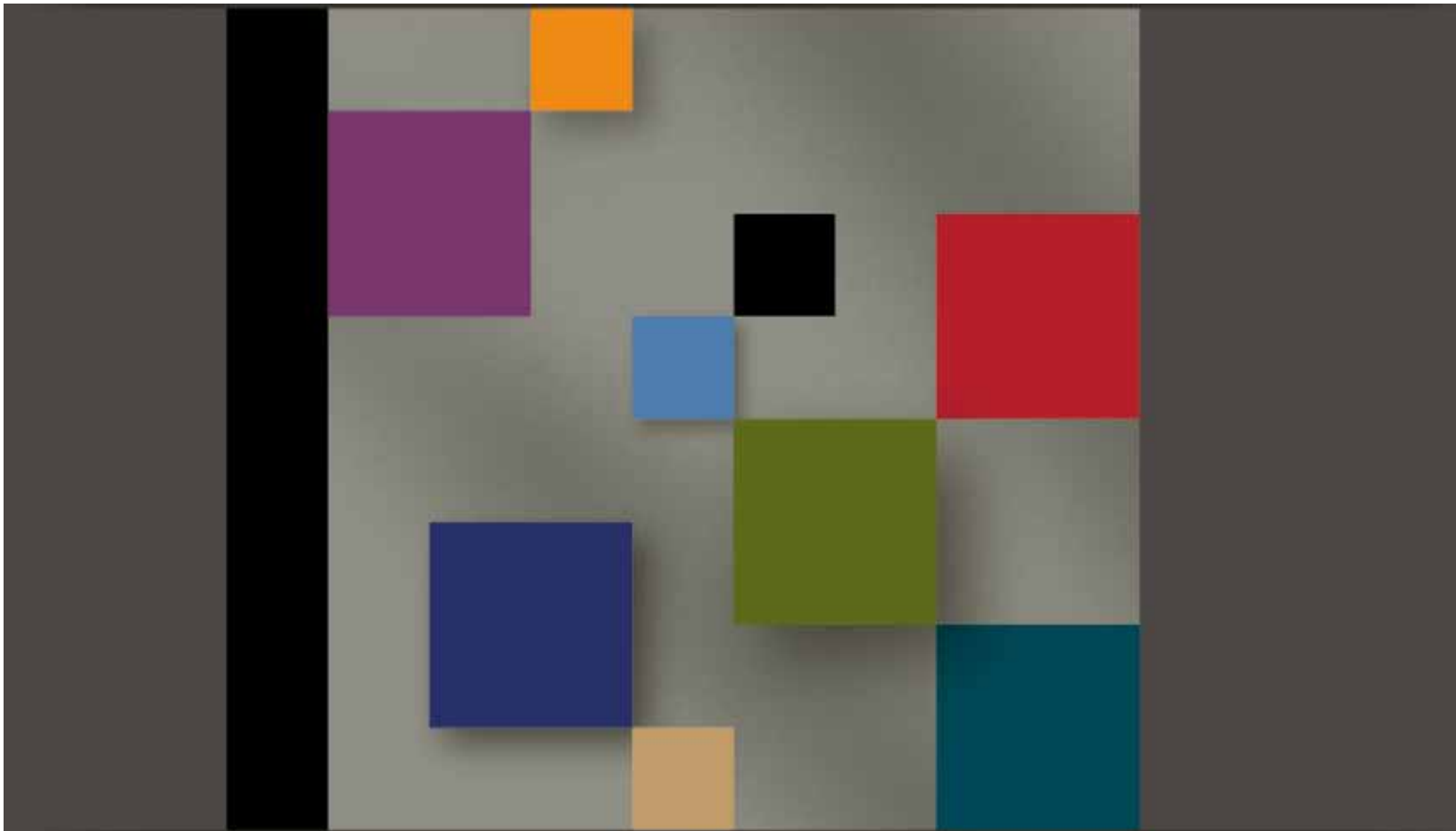
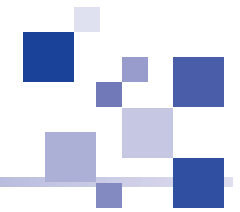




Table of Contents

Introduction	1
Understanding and Using your SOCIAL STYLE sm Workshop Overview	1
Roots of the SOCIAL STYLE Model TM	1
The Model Comes Together	2
Workshop Materials	3
Course Material Overview	3
Two-Hour Version and Four-Hour Version	3
The Self-Perception Questionnaires	4
The Self-Perception Guide	4
Resource CD	5
Additional Materials Available for Supplemental Exercises	6
Preparation for the Self-Perception Workshop	7
Additional Facilitator Preparation Materials	7
Suggested Workshop Timing	9
Self-Perception Workshop Timing for the Two-Hour Version	9
Self-Perception Workshop Timing for the Four-Hour Version	10
Alternate Optional Exercises	11
Understanding and Using Your SOCIAL STYLE Workshop — Two-Hour Version	13
Section I: Introduction, Overview, and Self-Perception Questionnaires	13
Section II: SOCIAL STYLE Fundamentals	19
Section III: Improving Your Effectiveness & Versatility sm	35
Optional Exercises Available — Four-Hour Version	47
Identify the Facilitator's Style	48
Style Observation Rules	49
Style Forum	50
Developing Actions Toward Others Using the Improving Personal Effectiveness with Versatility Guide	51
Developing Actions Toward Others Using the Style Dial	53
Strategies for Doing Something for Others	54
Do Unto Others — Accepts/Reject Card	55
Self-Assessment of your Image, Presentation, Competence and Feedback	56



Introduction

UNDERSTANDING AND USING YOUR SOCIAL STYLE WORKSHOP OVERVIEW

The SOCIAL STYLE Model is easy to understand and provides an effective framework and specific techniques for helping people to improve their interpersonal skills.

This guide provides you, the workshop leader, with the necessary information for conducting either a basic or expanded workshop using TRACOM's Self-Perception Guide and accompanying Questionnaires. The workshop focuses on the essentials of Style and incorporates well over forty years of collective instructional and facilitative experience with the SOCIAL STYLE Model.

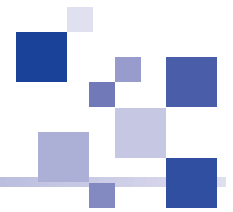
To orient you to the Style legacy, the guide begins with a brief history of the SOCIAL STYLE Model. Next, it provides a game plan for successfully conducting both a basic and an expanded version of the workshop. The guide suggests instructional options depending on the amount of time set aside for training. Finally, the guide includes important facts about the SOCIAL STYLE Model to prepare you for many of the questions typically asked by participants.

This guide lays out instructions and activities in a way to give you maximum flexibility in delivering the program elements. It is up to you to decide what level of understanding and skill development are necessary for your participants and to adjust the presentation accordingly.

ROOTS OF THE SOCIAL STYLE MODEL

Shortly after World War II, the Office of Naval Research attempted to answer what seemed like a simple question: "What are the behaviors of a successful leader?" The Navy's research focused on first reaching a consensus on behaviors that leaders exhibit and then on placing those behaviors into meaningful categories or scales. From this research, it developed several leadership questionnaires.

University researchers later determined that the Navy's research was interesting, but ultimately flawed in its approach. Two problems stood out: (1) the early research included subjective measures that the researchers could not objectively quantify and, more fundamentally, (2) the research failed to take into consideration a rather significant variable, namely, the circumstances under which the behaviors are exhibited. The researchers observed that a leader who succeeds under one set of circumstances might fail under a different set of circumstances. For example, they found that a relationship-oriented leadership Style seemed to work for some people in some situations and that a task-oriented leadership Style seemed to work better in other situations.



Workshop Materials

COURSE MATERIAL OVERVIEW

The following pages will review all of the materials that are available for delivering this program. By understanding these materials you will learn how they are used in the workshop and will then have the ability to select the most appropriate timed agenda and supplemental exercises to create either a two-hour or four-hour version of the program.

Specifically, we will cover the following items:

- Self-Perception Questionnaires
- Self-Perception Guide
- Resource CD (PowerPoint slides, participant handouts, marketing materials)
- Optional exercise materials available for purchase
- Additional facilitator preparation materials

TWO-HOUR VERSION AND FOUR-HOUR VERSION

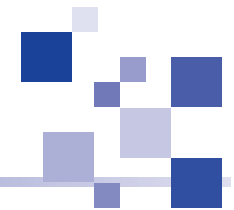
This facilitator guide was designed to provide you quite a bit of flexibility in delivering this program. You will find that we have provided a suggested workshop outline and timing for both a two-hour workshop and a four-hour workshop.

Two-Hour Workshop

The two-hour workshop is designed to provide an introduction to SOCIAL STYLE and Versatility. The workshop will teach your students about the fundamental concepts of behavior versus personality, will provide insight into the four SOCIAL STYLES, and demonstrate the impact that their SOCIAL STYLE behavior has on others through the concept of Versatility.

Four-Hour Workshop

The four-hour workshop will expand the students' understanding of the concepts in the two-hour version through the use of several hands on experiential exercises that you may choose from. There is also significant additional content that is added to the program regarding the application of SOCIAL STYLE and Versatility concepts back on the job.



Suggested Workshop Timing

SELF-PERCEPTION WORKSHOP TIMING FOR THE TWO-HOUR VERSION

SEGMENT	ACTIVITY	BASIC VERSION RUNNING
TIME		TIME: 2 hrs.
Section I: Introduction, Overview, and Self-Perception Questionnaires		
0:10	Welcome, Objectives, and Overview	0:10
0:10	The SOCIAL STYLE and Versatility Self-Perception Questionnaires	0:20
Section II: SOCIAL STYLE Fundamentals		
0:05	Behavior vs. Personality	0:25
0:05	Observable Say and Do Behaviors	0:30
0:20	Dimensions of Behavior, Assertiveness, Responsiveness	0:50
0:05	The Four SOCIAL STYLE Positions	0:55
0:05	Your SOCIAL STYLE Position	1:00
0:20	Exercise: Learn More About Your SOCIAL STYLE Position	1:20
0:05	SOCIAL STYLE Summary	1:25
SECTION III: Improving Your Effectiveness & Versatility		
0:05	Improving Your Effectiveness with Others	1:30
0:03	The Four Sources of Versatility	1:35
0:05	Versatility	1:40
0:05	Your Versatility Score	1:45
0:05	Versatility Components	1:50
0:10	Program Summary, Next Steps, and Key Learning	2:00

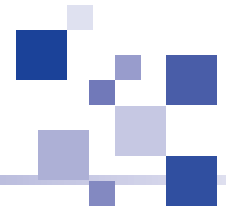
Remember: you can add or delete optional exercises to meet the needs of your participants.

Suggested Workshop Timing

SELF-PERCEPTION WORKSHOP TIMING FOR THE FOUR-HOUR EXPANDED VERSION

SEGMENT	ACTIVITY	EXPANDED VERSION RUNNING
TIME		TIME: 4 hrs.
	Section I: Introduction, Overview, and Self-Perception Questionnaires	
0:10	Welcome, Objectives, and Overview	0:10
0:10	The SOCIAL STYLE and Versatility Self-Perception Questionnaires	0:20
	Section II: SOCIAL STYLE Fundamentals	
0:05	Behavior vs. Personality	0:25
0:05	Observable Say and Do Behaviors	0:30
0:20	Dimensions of Behavior, Assertiveness, Responsiveness	0:50
0:05	The Four SOCIAL STYLE Positions	0:55
0:05	Your SOCIAL STYLE Position	1:00
0:20	Exercise: Learn More About Your SOCIAL STYLE Position	1:20
0:10	<i>Optional Exercise:</i> Identifying the Facilitator's Style	1:30
0:10	<i>Optional Exercise:</i> Style Observation Rules	1:40
0:05	SOCIAL STYLE Summary	1:45
0:30	<i>Optional Exercise:</i> Style Forum	2:15
0:10	Break	2:25
0:40	<i>Optional Exercise:</i> Developing Actions Toward Others Using the Improving Personal Effectiveness with Versatility Guide	3:05
	SECTION III: Improving Your Effectiveness & Versatility	
0:05	Improving Your Effectiveness with Others	3:10
0:05	The Four Sources of Versatility	3:15
0:05	Versatility	3:20
0:05	Your Versatility Score	3:25
0:05	Versatility Components	3:30
0:20	<i>Optional Exercise:</i> Self-Assessment of Your Image, Presentation, Competence, and Feedback	3:50
0:10	Program Summary, Next Steps and Key Learning	4:00

Remember: you can add or delete optional exercises to meet the needs of your participants.

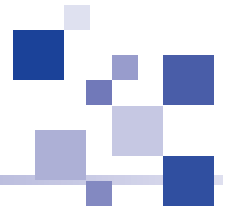


Suggested Workshop Timing

ALTERNATE OPTIONAL EXERCISES

Time:	Activity
0:20	Strategies for Doing Something for Others
0:25	Do Unto Others—Accepts/Reject Card
0:30	Developing Actions Toward Others Using the Style Dial

Understanding and Using Your SOCIAL STYLE Workshop — Two-Hour Version



***Exercise: Learn More About Your SOCIAL STYLE Position
(20 Min)***

Purpose

- The purpose of this exercise is to allow participants to learn more about their SOCIAL STYLE and to encourage them to begin thinking about how they can use their Style to be more effective.

Recommended Time:

- Twenty minutes

Materials Needed

- Flip chart

Directions

1. **ASK** participants to read more about their Style in the Self-Perception Guide and to complete the two questions contained in each section. (10 Min)
 - a. Driving Style pages 8-9
 - b. Expressive Style pages 10-11
 - c. Amiable Style pages 12-13
 - d. Analytical Style pages 14-15
2. **ASK** if anyone has any questions about their SOCIAL STYLE regarding (a) strengths of their Style and (b) things they need to work on.
3. **ASK** participants to share what they learned about their SOCIAL STYLE. Draw SOCIAL STYLE quadrants on the flip chart and record their answers for all to see and consider. (10 Min)

Understanding and Using Your SOCIAL STYLE Workshop — Two-Hour Version

5 Min



Next Steps and Key Learning

As participants take their knowledge of Style back into the workplace, suggest that they do the following:

- **SHARE** their Style with their colleagues and ask them for additional insights into how they can interact together more effectively.
- If you distributed the Skills Guide Cards, suggest that participants keep their cards handy to help them properly identify the Style of others.
 - **REMINDE** them that the most objective way to properly identify a colleague's Style position is by first looking for behavior along each of the two behavioral dimensions of the SOCIAL STYLE Model—Assertiveness and Responsiveness.
- **SUGGEST** to participants that once they feel confident in their assessment of a colleagues' Style, they should take steps to adjust their Style by following the suggestions on the Do Unto Others – Accepts/Rejects Card (if used in this workshop). Remind participants that others view even small accommodations positively.
- If you distributed the Improving Personal Effectiveness with Versatility Guide or the Style Dial as a part of this workshop, suggest that participants keep these handy.
 - **POINT OUT** to participants that they can use the information in the guide to help make their interactions with others more productive by following the guidelines for “Knowing Yourself, Controlling Yourself, Knowing Others, and Doing Something for Others.”
- Finally, **UNDERSCORE** that being able to predict the probable future Style behavior of their colleagues is a powerful tool for interpersonal success. Participants now have valuable information to use in developing themselves into more effective and productive individuals.

Congratulate and thank participants!



Optional Exercises Available — Four-Hour Version

You can draw upon the following exercises to enhance your Self-Perception workshop to best meet the needs of your participants. See the first section of this guide for suggested outlines for conducting a two-hour (basic) or four-hour (expanded) version of the Self Perception Workshop. Note that some of these exercises require additional materials not included with the Self-Perception Admin Kit.

The table below shows the optional exercises and their suggested running times:

	Optional Exercises	Description	Running Time:
•	Identifying the Facilitator’s Style	Skill practice in identifying SOCIAL STYLE	10 Min
•	Style Observation Rules	Discussion of rules for observing behavior to determine another person’s Style	10 Min
•	Style Forum	Style forum to discuss strengths and weaknesses of each Style	30 Min
•	Developing Actions Toward Others Using the <i>Improving Personal Effectiveness with Versatility</i> Guide	Skill Practice in applying Style concepts using the <i>Improving Personal Effectiveness with Versatility</i> Guide	40 Min
•	Developing Actions Toward Others Using the <i>Style Dial</i>	Skill Practice in applying Style concepts using the <i>Style Dial</i>	30 Min
•	Strategies for Doing Something for Others	Additional information on using ABC’s of Style	20 Min
•	Do Unto Others—Accepts/Reject Card	Skill practice in using Accept/Rejects Card	25 Min
•	Self-Assessment of Your Image, Presentation, Competence, and Feedback	Develop personal action list for improving Versatility	20 Min

Optional Exercises Available — Four-Hour Version

2. Ask participants to read about the Style of the person they are thinking of by turning to the appropriate page in their "Improving Personal Effectiveness with Versatility" Guide. (5 Min)
 - a. Driving Style: Pages 5-6
 - b. Expressive Style: Pages 7-8
 - c. Amiable Style: Pages 9-10
 - d. Analytical Style: Pages 11-12(write page numbers on the flip chart)
3. Answer any questions that participants might have about the information in the guide. Use the flip chart as necessary.
4. Based on what they have read in the Self-Perception Guide, ask participants to develop a list of specific actions that they can take to improve their relationship with this person in each of the ABC areas: Actions toward others, Best use of time, and Customary approach to decision making.
5. After five to 10 minutes, ask participants to share their action items with members of their group and to discuss and fine tune them based on the input and feedback they receive.
6. Suggest that when participants return to work, they carry out the items on their lists.

Available for Purchase

