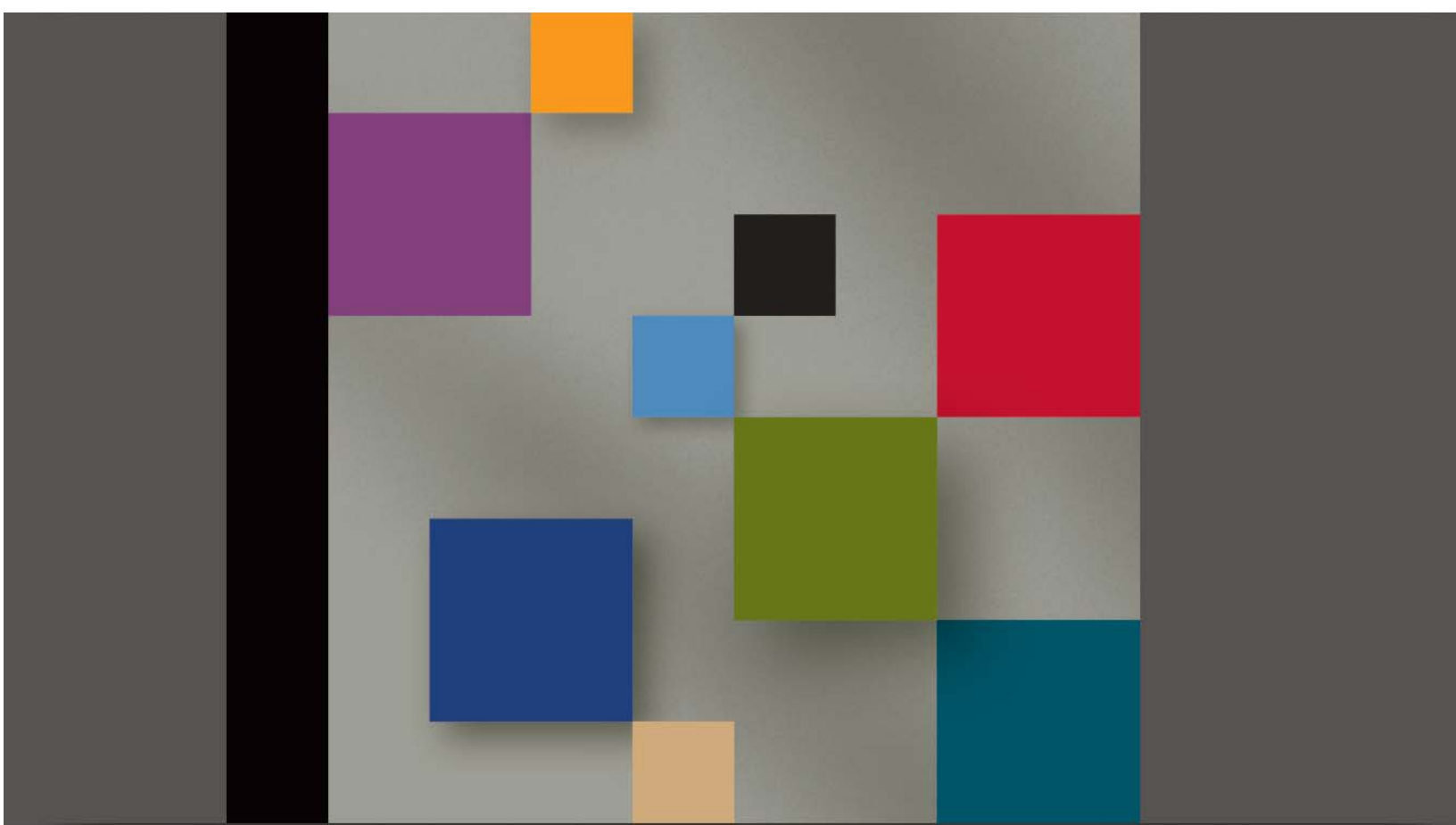


SOCIALSTYLESM

TRACOM Sneak Peek

Excerpts from

Self-Perception Guide



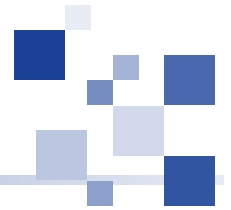
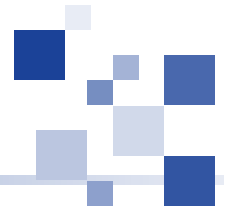


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Introduction

THE SOCIAL STYLE MODEL

This guide is designed to teach you about SOCIAL STYLE concepts and how they can help you develop skills that will make you more effective in the workplace. So, what does this mean and why should you care? The short answer is, by applying the SOCIAL STYLE concepts you will learn throughout this guide, you can get more done, faster and with less effort.

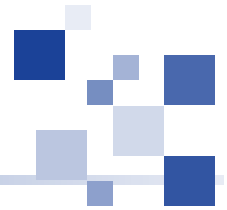
TRACOM's SOCIAL STYLE Model is an easy-to-use tool for learning about your behavioural preferences. It will help you understand why you find some relationships more productive than others. It will help you develop insight to your behavioural strengths and weaknesses. It will help you develop a way of communicating with others, knowing that behavioural Styles are not good or bad, just different. The Model stresses the value of diversity as a way to build upon your strengths and the strengths of others to develop productive relationships.

The SOCIAL STYLE Model, which you will use as a reference for looking at how you see yourself, is one of the most widely used and highly regarded behavioural models in use today. Originally developed in the 1960s by TRACOM Founder and Industrial Psychologist David W. Merrill, Ph.D., the SOCIAL STYLE Model is studied and used in both public and private sector organisations and by individuals like yourself, not only in the United Kingdom, but around the world. Millions of people have experienced some form of Social Style training or exposure. With just a little effort, you will be able to readily apply the Social Style concepts to any relationship. The results should prove rewarding.

WHERE DID YOUR STYLE COME FROM?

If several of your friends or colleagues were to follow you around for a couple of days and record your behaviour, you would see some interesting results. First of all, they would say that you engage in a wide range of different behaviours. Next, they would notice that you use some behaviours more than others; some a lot more. Why do you suppose this is the case?

Simply put, you use some behaviours more than others because they are the ones which make you most comfortable in relating to people. These behaviours became comfortable for you early in life. As you used them more often, they became your behavioural habits. It's unlikely you will dramatically change these ways of responding to others.



SOCIAL STYLE Fundamentals

BEHAVIOUR VS. PERSONALITY

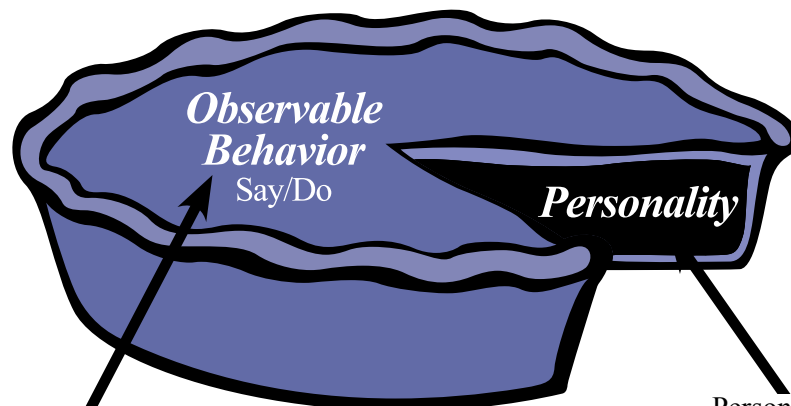
As an individual, you have a unique personality made up of a collection of emotional patterns, mental processes, thought patterns, values and behaviour patterns, which are all influenced by genetics and personal experience. Accurately describing and explaining your personality would not just be difficult, it would be impossible.

It's little wonder that the great minds of those like Albert Einstein stuck to simpler tasks like figuring out the nature of matter and energy in the universe. The SOCIAL STYLE Model, following this wise example, doesn't try to figure out your personality either.

SOCIAL STYLE only deals with your behaviours, that part of your personality that can be objectively observed. The word *personality* comes from the Latin word "persona," which means "mask." This is appropriate, since personality comprises both visible and hidden qualities. In a simple analogy, personality can be compared to a pie. The inside of the pie, like much of your personality, is out of direct view and contains a mix of ingredients that gives the pie a unique texture and flavour. Behaviour is like the crust, the outer part of the pie that everyone can see and describe in more or less the same way.

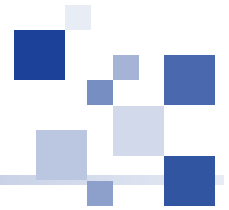
Like the crust of the **Personality Pie**, SOCIAL STYLE behaviours are particular patterns of action that people can observe and agree upon for describing a person's behaviour.

PERSONALITY PIE



Style is like the crust of the personality pie. It's the part that can be seen — the observable behaviour.

Personality includes inner qualities, attitudes, aptitudes, dreams, values, and abilities.



SOCIAL STYLE Fundamentals

DIMENSIONS OF BEHAVIOUR

Your SOCIAL STYLE Self-Perception Profile is a summary of how you see yourself interacting with others along two very strong dimensions of human behaviour. These dimensions are called Assertiveness and Responsiveness.

ASSERTIVENESS* is a measure of the degree to which you see yourself as tending to ask or as tending to tell as you interact with others. It is a reflection of how you see yourself influencing others. If you see yourself as more tell assertive, you tend to state your opinions with assurance, confidence and force. You make positive statements and declarations and attempt to direct the actions of others. If you see yourself as more ask assertive, you tend to be more cautious and reserved about sharing your opinions. You attempt to influence the thinking and actions of others in a more quiet, low-key, questioning manner.

*NOTE: This definition is different from the one found in assertiveness training. Here, we are measuring the different degrees to which you see yourself as tell assertive or ask assertive.

RESPONSIVENESS is a measure of the degree to which you see yourself as tending to control (i.e., keeping your feelings and emotions inside of you). Or, it is the degree to which you emote (i.e., outwardly display your feelings and emotions with others). It is also, in part, a measure of the extent to which you react to emotional influences, appeals or displays. If you see yourself as one who controls your feelings, you tend not to react readily to these emotional appeals and are more likely to focus on ideas, things, data and tasks. You are also less likely to share your feelings publicly. If you see yourself as more emoting, you tend to share your emotions and readily express anger, joy, happiness or hurt feelings. You are also more likely to respond to emotional appeals and influences.

Your SOCIAL STYLE — “The Driving Style”

The Driving Style: “Let’s get it done, now.”

People with a **Driving Style** are seen by others as active, forceful, and determined. People with a Driving Style are direct. They initiate social interaction and they focus their efforts and the efforts of others on the goals and objectives they wish to get accomplished now. People with a Driving Style are typically described by others as somewhat cold, less personable, guarded and, at times, aloof, as they typically do not openly show their feelings or reveal the depth of their emotions.

People seen as having a **Driving Style** appear to:

- Know what they want
- Have little difficulty conveying their conclusions about anything that concerns them
- Focus on the immediate timeframe with relatively little concern for the past or future
- Be swift, efficient and to the point
- Be impatient with delays
- Show less concern for the feelings of others or for personal relationships
- Be harsh, severe or critical due to their limited attention to relationships
- Be efficient and decisive
- Seek control through the use of power
- Use time in a disciplined manner

DRIVING STYLE HIGHLIGHTS

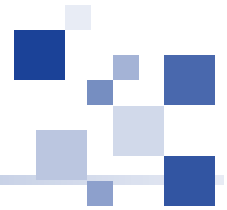
- Faster paced
- Make efforts to set the pace
- Less concerned for the value in relationships
- Work in the present timeframe
- Tend to direct the actions of others whether or not they are the leader
- Tend to avoid inaction

❖ Ask-Tell Behaviour

Your self-description indicates that you see yourself as more telling and less asking. This involves your being quick to interact with others, eager to get your ideas on the table, and energetic in the action you take with them. You see yourself as forceful in your relationships with others, willing to deal with competition, and steadfast in the positions you take.

❖ Control-Emote Behaviour

You describe yourself as being less emoting and more controlling. You also see yourself as disciplined in the time you spend working with others and deliberately businesslike. You are independent, controlled, reserved, and prefer to work alone if necessary rather than have to deal with others who are not as time- and task-oriented as you are. You see yourself as factual, stern, and straightforward. You tend to avoid emotional involvement with others, particularly in business settings.



Your SOCIAL STYLE — “The Driving Style”

❖ **Getting the Job Done**

When working with others to complete a task, you see yourself taking the lead to establish direction and pace. Your attention to the task frequently places you in control of the situation. You find that your willingness to make decisions is accepted by others who fall in line with your approach. You may take the “I’d rather do it myself” approach to completing a task instead of waiting for someone else to take responsibility to get the job done.

You are likely to experience tension when others cannot reach what you see as a timely decision to set a goal and decide on an action. You may find it very frustrating when a course of action is subjected to endless debate and detailed analysis. Individuals may irritate you when they do not take a serious approach to the achievement of the objectives you have established.

At times, people might see you as telling others what to do without listening to their points of view. This can make it difficult for you to get the cooperation and support of others. You can give others the impression that you are willing to run over them in an impatient drive for results. You may also come across as arbitrary and critical.

❖ **Build on Your Assets**

You can be very effective with others by properly using your telling behaviour. Others may wait for you to express yourself so they can take the lead from you. Be sure you have your thoughts collected. Also, your Driving Style can help others keep their focus. So, find the best manner for expressing yourself and be the person who sets the pace. Your manner must not create interpersonal tension, which will cause others

to spend their energy resisting you instead of supporting goal achievement.

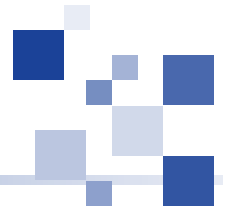
To improve interpersonal effectiveness, accept the value of others’ opinions. Listen to the ideas expressed by others even when the ideas seem to be based on subjective feelings. Be sure to really hear what they say . . . don’t just listen to know when they are finished talking. Incorporate the data they provide into a mutual problem-solving process. Adapt your pace to the slower pace of others. Make them more comfortable and gain their voluntary cooperation.

❖ **Things to Remember about Your SOCIAL STYLE Behaviour**

You have just read your narrative report. There are probably some things you agree with and a few you are not too sure about. Take a few minutes to think about and answer the following questions:

1. As I reflect on my narrative report, what are the strengths I can build upon in dealing with other people?

2. To be more effective with those around me, it would be helpful if I changed the following things about the way I deal with people:



The Four Sources of Versatility

So, how do you know if the things you are “doing for others” are meeting their needs while also helping you achieve yours? When people interact with one another, they consciously and subconsciously observe and evaluate each other’s behaviours. TRACOM’s research has shown that the behaviours others often evaluate can be categorised into four broad areas: Image, Presentation, Competence, and Feedback. The impact of your behaviour on others in these four areas is called “Versatility.”

DOING SOMETHING FOR OTHERS

