



# SOCIAL STYLE® & Versatility

**Multi-Rater**

## SOCIAL STYLE

### Profile

**Prepared for:**

Jamie Morgan

**By:**

Sample Organization

**Session:**

Improving Interpersonal Effectiveness

**SALES**

**ENHANCED**

14 Mar 2019



## ■ Your SOCIAL STYLE

### What is the SOCIAL STYLE Profile?

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 is a consensus generalization about your actions as viewed by an audience of three or more people. 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 salespeople who show a similar SOCIAL STYLE position.

### Cautions for You

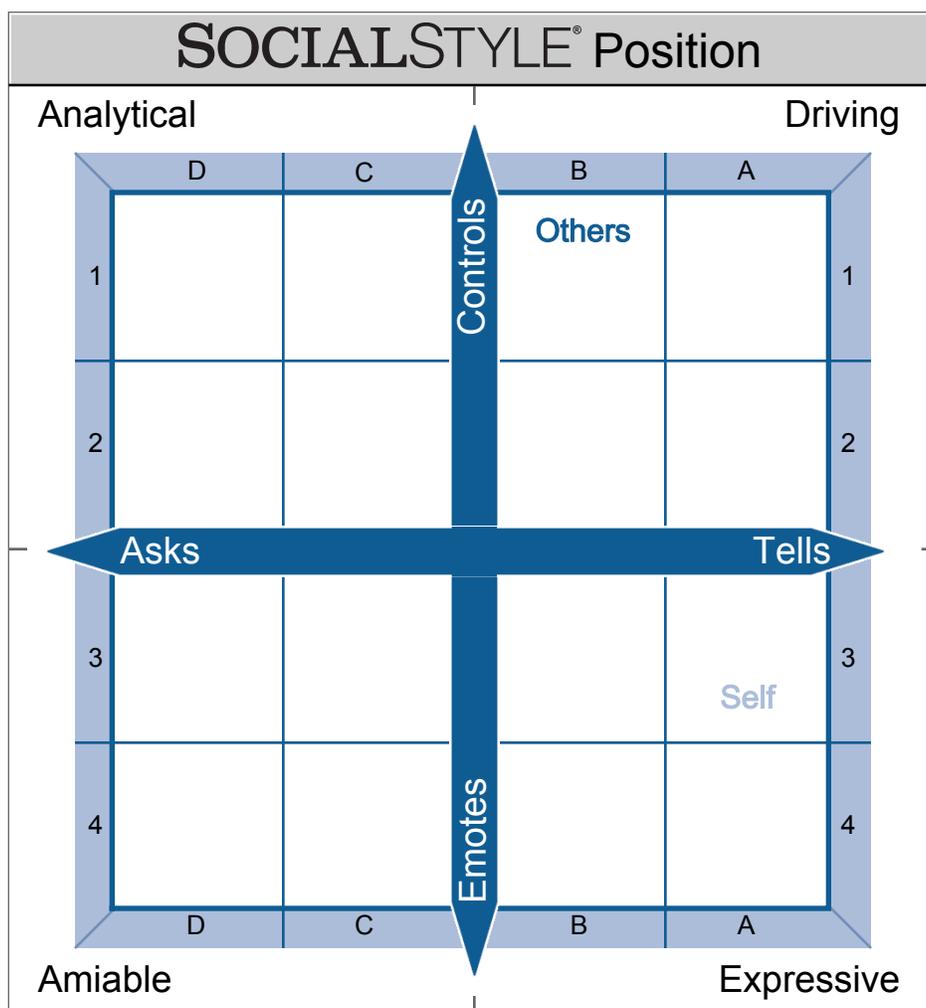
You should view your position in the Profile as the center of the range of behaviors which others see as typical of you. To a large degree, these typical behaviors are what your customers expect of you. The lines in the Profile separating categories A, B, C, D and 1, 2, 3, 4 are for convenience in identification 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 will also 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 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 about your impact on your customers. 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: **Driving B1**

Review the Style narrative for the quadrant in which your SOCIAL STYLE score placed you. It will also be informative to review the other Style Categories.

### **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 Style 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.



## ■ SOCIAL STYLE Position: Driving B1

Review the information below to learn more about the behavioral pluses and minuses of your SOCIAL STYLE.

### Others describe your behavior as:

"Serious-minded, determined, and forward." To your customers, you are a salesperson who appears to analyze ideas and problems in-depth and makes the effort to understand situations and needs thoroughly before you attempt to find solutions.

Your no-nonsense manner and the attention you pay to facts are benefits when you are selling in specialized situations. You appear to enjoy challenging conditions that allow you to achieve success by demonstrating your technical know-how and skills, rather than garnering status or recognition as top salesperson. You can come on strong when necessary; however, some of your customers may feel that you sometimes appear aloof, distant, and reserved.

### Your behavioral pluses:

You seem willing to put forth great personal effort to achieve results, and this is definitely an asset in many sales situations. Because you are capable of paying close attention to the details of a project, you are often aware of difficulties or issues before they become evident to customers.

Your customers see you acting in a dominant manner when necessary to get the job done. They also recognize your ability to apply logic, reasoning, and objectivity in many situations.

### Your behavioral minuses:

You, and salespeople with similar behavioral patterns, can appear to have "tunnel vision" during the sales process. Some of your customers may think that you see only the problem, from your point of view, and may not really understand their needs.

By devoting such intense personal effort to each job, you may not appear to be willing to give up control of some aspects of the selling situation. Some of your customers believe you must do or oversee each portion of a sales process yourself in order to maintain control.



## AMIABLE STYLE = Ask Assertive + More Emoting Behavior

The Amiable Style person is relationship oriented. Amiable Style individuals 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. The Amiable Style looks 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 person'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 Amiable Style people. 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.

## ANALYTICAL STYLE = Ask Assertive + More Controlled Behavior

The Analytical Style person appears to live life according to the facts, principles, logic, and consistency one can find in reality. People with the Analytical Style tend to behave in ways that 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," the Analytical Style often displays 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 gratification to an Analytical Style.

## EXPRESSIVE STYLE = Tell Assertive + More Emoting Behavior

People with Expressive Style focus their attention on the future with intuitive visions and outspoken spontaneity. They can be seen as imaginative and creative as they interact with others. Expressive Style people can generate enthusiasm. Their behavior can be intensely stimulating, exciting, and fun for those who get caught up in their dreams. They tend to make decisions quickly based on how they feel about relationships. Some see Expressive Style behavior as flighty, impractical, and overly emotional. Because of their desire to act on opinions, hunches, and intuitions, rather than the hard facts, Expressive Style behavior can lead to mistakes and frequent changes in 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.



## ■ Key Reminders

### There Is NO Best SOCIAL STYLE Position

The purpose for learning about your Style is to know more about yourself. With the new knowledge, you can grow and develop into a more productive and effective individual.

### Your SOCIAL STYLE Is NOT Your Whole Personality

Some people like to refer to SOCIAL STYLE as personality. Your personality encompasses more than just your SOCIAL STYLE. It includes your hopes, your dreams, your intelligence, your values and all of those things that make you uniquely you! Said another way, your SOCIAL STYLE is only a part of your personality, although a very important part.

### Your SOCIAL STYLE Profile Represents a Theme in Your Behavior

All of us have, at one time or another, displayed behaviors that fall all along the assertiveness and responsiveness dimensions. But SOCIAL STYLE is the way you see yourself behaving, or preferring to behave, most of the time; it is your behavioral comfort zone.

### Your SOCIAL STYLE Has Growth Actions

Each of us has behavioral weaknesses. The Driving Style tends to rush into action and dictate activities without listening to others. The Amiable Style tends to acquiesce and go along with others, even though they might not agree with a course of action. Expressive Style people can be very impulsive, not thinking through all the implications of their actions. Analytical Style individuals get bogged down in details and options, without taking a definitive stand on issues. All of these Style-related tendencies can cause tension for others.

### Your Challenge: Take Initiative to Build Effective Relationships With Others

Don't expect the other person to go out of his or her way to accommodate you. You must decide what you are going to do to meet the needs of others and make the relationship mutually productive.



# SOCIAL STYLE® & Versatility

**Multi-Rater**

**Versatility**

**Profile**

**Prepared for:**

Jamie Morgan

**By:**

Sample Organization

**Session:**

Improving Interpersonal Effectiveness

Europe (Western)

**SALES**

**ENHANCED**

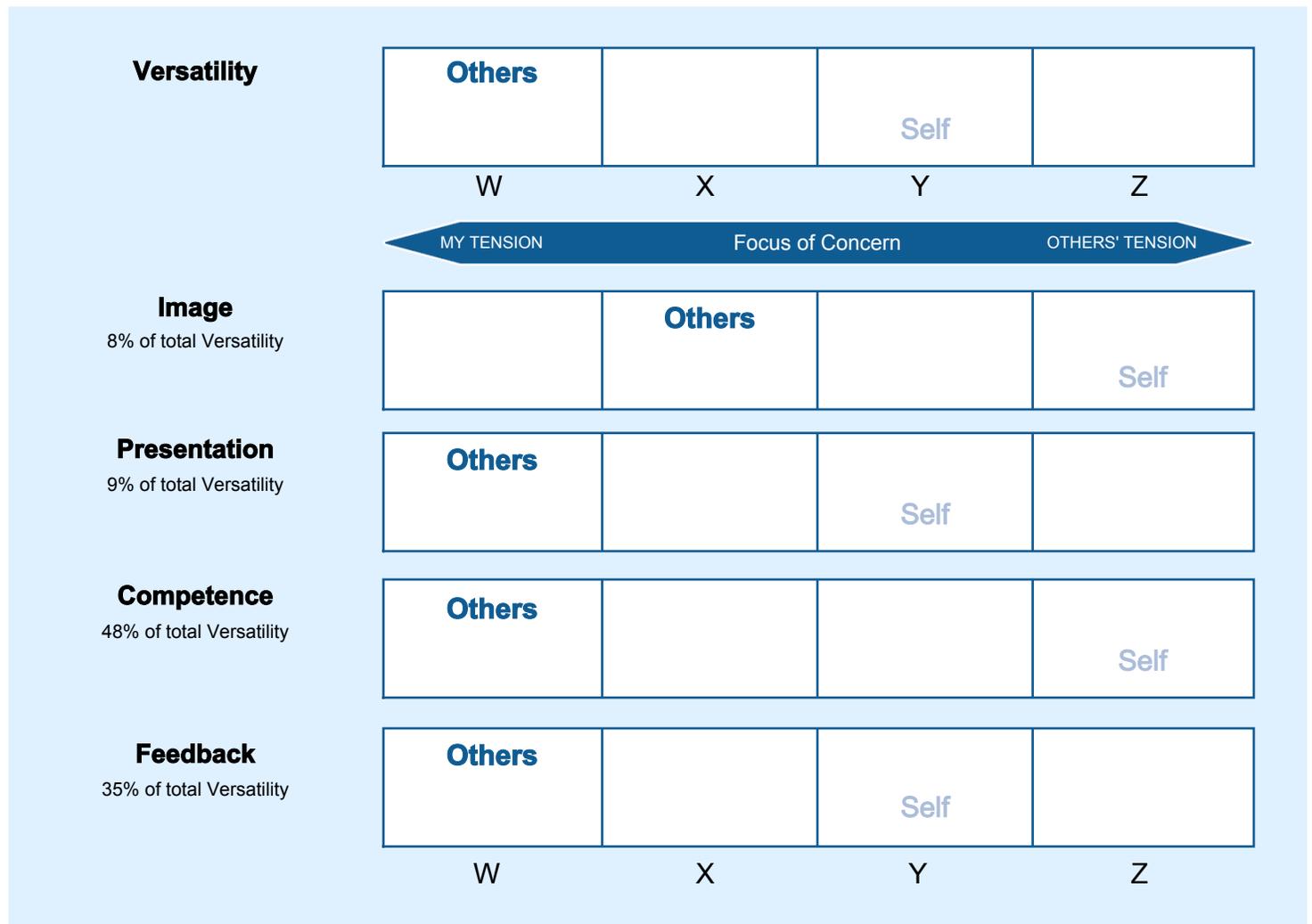
14 Mar 2019



## Your Versatility

### What is Versatility?

Versatility profiles are based on responses provided by others to a series of questions about how they perceive your behavior in the workplace. These responses were combined to develop a consensus about your behavior in order to provide insight into your perceived level of Versatility. A brief overall Versatility Profile is provided below, followed by specific profiles for Image, Presentation, Competence, and Feedback.





## Overall Versatility: W

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

Responses to your profile indicate that in your interactions you sometimes appear to focus on maintaining your own comfort level rather than adapting your behavior to the Style Needs and preferences of your customers. When this is the case, your customers may feel that you are not effectively monitoring the consequences your behavior has on them. You generally stick to your objectives, although you might cause unnecessary tension by not adequately adjusting your behavioral approach to customers whose behavioral styles are different from your own. Consequently, some of your customers might see you as focusing mostly on your own objectives, rather than their needs. To increase support from your customers, consider how you might demonstrate your receptiveness to their ideas, needs, and behavioral style preferences.

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 customers. For more specific information about how your customers may perceive you, review each of the Versatility Profiles on the following pages. These profiles suggest your areas of relative strength and weakness and can help you identify opportunities for developing behaviors to increase your Versatility.



## Image: X

Image is an evaluation of the appropriateness of your dress for different situations. Image indicates your capacity for dressing in accordance with established norms, and your general demeanor.

Responses to your profile indicate that you are seen as a salesperson who tends to dress appropriately for most situations. Your dress and grooming are in line with the expectations of your customers and others. 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 customers' perceptions of your Image. For instance, the initial impression you make on customers can be affected by the way you carry yourself when you enter a room or by the way you sit and respond during a meeting. The expectations your customers have about your role or title can also affect their initial perception of your Image. For instance, a salesperson who dresses in business casual attire for a client meeting conveys a very different Image from a salesperson who dresses in formal business attire.

Your personal work area can also affect how your customers perceive your Image. Your customers might not see you at your office, but they see other things, for example how long it takes you to find things in your briefcase and whether you remember to bring everything you need to meetings. You appear to be comfortable with a basically organized approach, and your customers appear to be comfortable with the overall Image that you present.

As you are probably aware, every workplace has Image norms, and dressing and presenting yourself within those norms helps ensure that your customers are comfortable with you in this regard. Even though you typically dress and present yourself in ways that conform to the expectations of your customers, it is a good idea to do periodic self-checks to ensure that your Image does not interfere with your interpersonal effectiveness.



## Presentation: W

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.

Others indicate that your group presentations are clearest when you are comfortable with the topic and/or audience. However, they also indicate that you are not always at ease when speaking on topics outside your area of expertise or to an unfamiliar audience. In such uneasy situations, you may have a tendency to speak in a manner that hampers communication between people (such as too softly, loudly, slowly, or rapidly).

When presenting to groups, others indicate that you sometimes do not adequately adapt your language or communication style to fit the needs of your audience. For example, you might use technical jargon with a client who requires simpler terms, or vice versa. In such circumstances, you might try to ask questions to ensure that you are getting your points across and engaging your audience. Also, be aware of the body language and other sources of feedback from your audience to help ensure that you are communicating effectively.



## Competence: W

Competence is an evaluation of a number of capacities that can affect how others, such as your customers, feel about your abilities to help them achieve their goals. Competence reflects your dependability, flexibility, perseverance, optimism, and creativity.

Responses to your profile indicate that, in general, you are a salesperson who can conscientiously sell items in your areas of personal competence and expertise. However, in situations where you have not displayed the specific expertise needed, they are less likely to have a high level of confidence in your abilities. This may be because you sometimes hesitate or avoid situations where you do not feel totally competent and comfortable. Enhancing your skills in areas that are outside of your usual specialties, or gaining confidence in skills you already possess, might provide you with opportunities to display a greater range of abilities to your customers.

There may be times when you do not readily adapt to unfamiliar situations, and you might require extra time to transition to new requirements or priorities. Changes from your normal way of selling or doing business may cause a certain degree of discomfort for you, and this might affect the quality and timeliness of interacting with or responding to your customers. For example, when adjusting to a sudden shift in priorities, you might deal with problems by falling back on your primary Backup Behavior. Under highly stressful circumstances, try to be aware of these tendencies and make a conscious decision to deal with the problem in a manner that is most likely to help you and others adjust to the new situation.

When you are problem solving, you may occasionally rely on well-established and comfortable methods when new approaches might be the best solution. At times, you may be too quick to rely on "tried and true" approaches without fully considering different or unique ways of selling, or helping customers meet their needs in new or challenging situations. Instead of immediately relying on the way you have approached and sold to your customers in the past, you could benefit by taking the time to think about alternative approaches and to seek the cooperation and creative input of your customers on what their needs and preferences are.

There may be times when you come across to others as not very optimistic. This may simply be a reflection of your sales approach when interacting with your customers, or it may be a result of the types of work demands or challenges you face. Optimism is important because it makes the sales process more pleasant, and it conveys a positive tone to your customers that increases the likelihood of your sales success. To change your customers' perceptions in this area, you could probably benefit from increasing your awareness of your behavior and from making a conscious attempt to demonstrate your confidence to your customers.



## Feedback: W

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.

Responses to your profile indicate that you are seen as a salesperson who, at times, does not openly display awareness of others' needs or feelings (although you might actually feel concern for them). You may be of the opinion that it is unnecessary, or even inappropriate, to show concern for the feelings of your customers and others—or you simply might not be aware of their feelings. Regardless of your awareness or intent, at times, this might affect your interactions with your customers. Displaying an awareness and understanding of the needs and concerns of your customers can help to increase your effectiveness and gain a higher level of support from them.

You may have a tendency to communicate with everybody in the same way without significantly adjusting your approach to different individuals' behavioral styles. Your communication style may be deliberate on your part, or you may be largely unaware of it. On an interpersonal level, you may not feel the need to adjust your communication style to different individuals. In some circumstances you may not listen carefully to others or fully understand their needs or priorities. Therefore, at times, you might come across as uncaring or indifferent, which can make your customers less communicative with you. Taking the time to restate main points and asking for clarification may help your customers feel heard and understood.

It is important to make a distinction between understanding and agreement. Showing that you understand what others are feeling and experiencing does not necessarily mean that you need to agree with them. Demonstrating an understanding of your customers' perspectives can contribute to better customer relations. Putting effort into understanding them and effectively demonstrating that understanding directly affects their ability to accept your sales recommendations. Likewise, your ability to empathize affects your ability to fully understand your customers' needs and your ability to meet those needs.

You are seen as a salesperson who keeps relationships primarily at a professional level. Others indicate that you do not go out of your way to develop strong interpersonal relationships with them. It could be that you do not have a great need to interact with others and that cultivating relationships might not be a priority for you. However, you should be aware that such behavior might, at times, cause some customers to believe that you are somewhat indifferent toward them. This can cause them to give you less feedback which, in turn, can make it difficult for you to accurately read and understand important signals in the sales process. To increase the quantity and quality of feedback from your customers, you might consider taking steps to develop stronger interpersonal relationships with them, such as asking questions and paying closer attention to their body language.



## ■ Tips for Interacting with Customers

Understanding your SOCIAL STYLE is key to working more effectively with others. As a salesperson, you have a particularly strong impact on your customers, and your behavioral style and preferences can sometimes be an asset or a hindrance, depending largely on the particular Style of your customers. Therefore, it is important to take into account not only your own preferences, but also the individual Style of each of your customers. Below are some key considerations when interacting with customers of each Style.

### Amiable Style

Customers with an Amiable Style typically prefer less structured interactions than you, as a Driving Style salesperson, might be most comfortable with. 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. Since these customers might sometimes be hesitant to speak up, it is important to provide them opportunities to express their opinions during the sales process. 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 customers will usually have a natural affinity for working cooperatively, so group-based interactions will be motivational for them. If possible, meet regularly with these customers to establish progress and maintain contact, and keep in mind that enthusiasm and two-way dialogue are important. The growth action for Amiable Style individuals is "to initiate," so be aware that you may need to provide support and assurance that minimize risk in taking action. Your Driving Style may create difficulties for these customers if you take a one-sided approach to developing plans and executing them. They might also see your task orientation as controlling and be frustrated by any apparent lack of concern for people.

### Analytical Style

Customers with an Analytical Style have a need for accuracy and, generally, want to ensure that sales processes flow logically and that their decisions are fully informed and correct. This exacting aspect of their behavior should correspond with your Driving Style tendencies. However, unlike you, Analytical individuals tend to be slower to act and more risk-averse. Provide them with detailed information about your products and services, and allow them time to think and decide. Customers of this Style will tend to communicate formally and will focus on details and logic. When giving information (such as product information), provide these individuals with all necessary background information and, in particular, timeframes and other parameters for responding to you. Because the growth action for Analytical individuals is "to declare," you may need to provide extra support and encouragement to them to make timely decisions without having to consider all bits of information. Be aware that some of your Analytical Style customers may reject being hurried or being pushed into making a decision or taking action.



## Driving Style

Like you, customers with a Driving Style prefer a faster pace and may want to take action without exploring all the details. These individuals generally focus on results rather than process. These customers will react positively when you display a high energy level, are results-oriented, and clearly state your opinions. Be aware that your shared focus on outcomes and your mutual affinity for taking risks can at times be a liability. Involve others in decision-making to gain additional perspective on issues. Many Driving Style customers like to be in control, which you can foster by providing them with options and then allowing them to make their own decisions. When communicating with these customers, focus on objectives and plans for achieving them, and keep in mind that they 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 Style. Because their growth action is “to listen” to others’ input, customers with this Style may need extra support and encouragement from you to actually listen to what you are saying and then use this information to move the sales process forward. Because you also have a Driving Style, be careful to ensure that you and your customers focus on the same goals or you may find that you are opposing each other rather than pulling in the same direction.

## Expressive Style

Like the Driving Style, Expressive Style customers generally prefer a fast pace. These individuals sometimes act on intuition without a lot of consideration of details, and they need your personal approval as well as the approval of others with whom they work. Expressive Style people display their emotions; therefore, it is important to allow these customers opportunities to express their feelings and opinions. These 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 product benefits, it will usually be best to highlight the big picture, only mentioning details when necessary. Since they are sometimes motivated by personal gain, it might help if you explain to them how they might personally benefit from working with you or your organization. Because their growth action is “to check,” these customers may need extra support from you in appropriately considering details and in getting a realistic view of what you or your organization can deliver. Your Driving Style may create difficulties for these customers if you ignore their creativity and need to express their opinions. These customers might also see your task and goal orientation as overly rigid and lacking excitement.