



SOCIAL STYLE[®]

FOR MANAGERS

TRACOM Sneak Peek

Excerpts from

**Improving
Managerial**

Effectiveness With

Versatility[™]



TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY[®]

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Introduction

PREREQUISITES

This Applications Guide is designed to provide you specific guidelines for applying SOCIAL STYLE® and Versatility concepts in a variety of specific management situations with direct reports of different SOCIAL STYLES. The guide assumes that you have already attended a training session, been profiled using a SOCIAL STYLE Instrument, and have a solid grounding in both SOCIAL STYLE and Versatility concepts.

A Guide for You

This Applications Guide helps you apply your knowledge of SOCIAL STYLE and Versatility in ways that will increase the interpersonal effectiveness and productivity of you and your direct reports. The guidelines provided here take into consideration the very important fact that every interaction involves at least two SOCIAL STYLES: yours and your direct reports.' Depending on your SOCIAL STYLE, you have ways that you prefer to act and interact with your direct reports. Similarly, they have preferences too. This guide shows you how different Styles can work together to become mutually effective and productive and how, in the process, you can become a better manager.

Why Learn to Become a Highly Versatile Manager?

While SOCIAL STYLE and Versatility concepts can certainly help you improve your interpersonal effectiveness most of the time, you should not expect them to work magically all the time. However, TRACOM's research shows that a manager's Versatility, which is an indicator of the support and respect granted by direct reports to the manager, tends to go up when direct reports see the manager as sincerely trying to improve in the areas of Image, Presentation, Competence and Feedback.

As you work to apply the concepts to improve your interactions with your direct reports, chances are you will gain more cooperation, support, and respect from your direct reports and thereby become a more effective manager.

Your knowledge of SOCIAL STYLE and Versatility concepts puts you in a superior position to guide the interplay of your Style with those of your direct reports to get things done at work and to grow your mutual effectiveness.

The application of SOCIAL STYLE and Versatility concepts and techniques can help you more effectively do such things as delegate, provide feedback, and increase the personal productivity of your direct reports. You will also learn how to coach and mentor them to help them grow in their capabilities, increasing their value to the organization. In addition, Versatile Managing can help you resolve, or even avoid, unnecessary conflict caused by interpersonal friction.

Expressive Style



Direct reports with an **Expressive Style** appear communicative, fun, exciting, warm, approachable, and competitive. They generally approach situations in a more casual manner than those with other Styles. These individuals often openly share their feelings and thoughts with others. The actions of these individuals typically suggest that they want others as friends—but in the role of followers, in the case of co-workers, or as personal supporters of their aspirations, in the case of managers.

Expressive Style direct reports consider power and politics important because they can enhance personal recognition and help recruit supporters to their cause. While relationships and people are meaningful to them, these relationships may lack depth and can be short-lived.

Expressive Style people tend to get along well with managers and co-workers who provide support for their desires and intuitions. They willingly share future goals and opinions about what they think others need to do to achieve objectives. If asked, they will also tell what they are doing personally to reach objectives. In fact, they prefer discussions about people and their future goals to discussions about specific actions that they must take to achieve an end result.

Expressive Style individuals sometimes commit to a goal without necessarily agreeing to the specifics required to achieve the goal. This can lead to problems if, for example, you make an assignment and assume that everything will proceed according to plan. Because these individuals typically do not show a great deal of interest in planning they usually pay less attention to details such as “who,” “when,” “what,” and “how.” As a manager, you may need to take the initiative with these direct reports to spell-out the details and follow up to ensure that all necessary steps are actually taken.

Expressive Style direct reports typically like to spend time exploring mutually stimulating ideas and possible solutions. They do not like to be rushed or take part in conversations that do not allow them to contribute and build on ideas. These individuals also like to get some credit for their contributions to efforts. Remember, these people thrive on fun and excitement and they seek support for their aspirations from others.

Expressive Style individuals feel a strong need to defend personal positions they have taken, so use appropriate tact when interacting with them. For example, instead of challenging them, offer alternative solutions that you can both share and enthusiastically support. To keep interpersonal tension on a productive level, take care to avoid unnecessarily competing with Expressive Style direct reports, even when their behavior seems to encourage competition.

Analytical Style

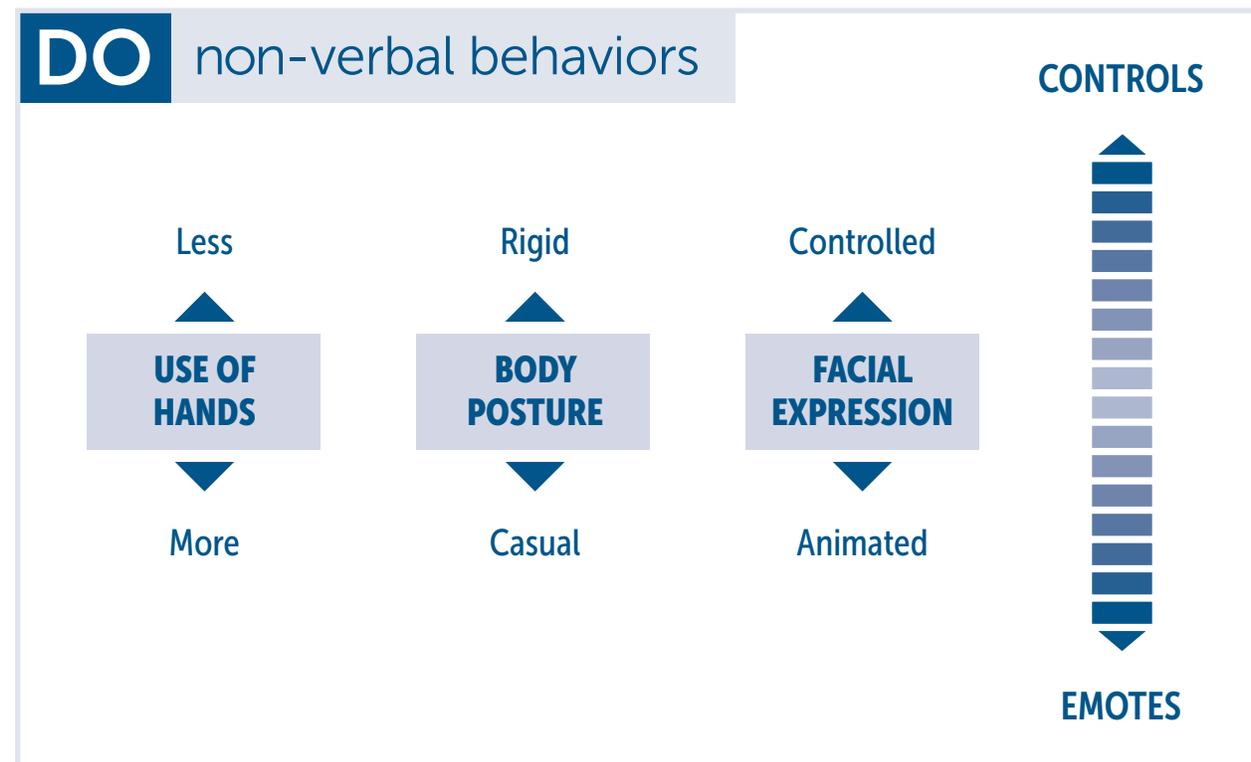
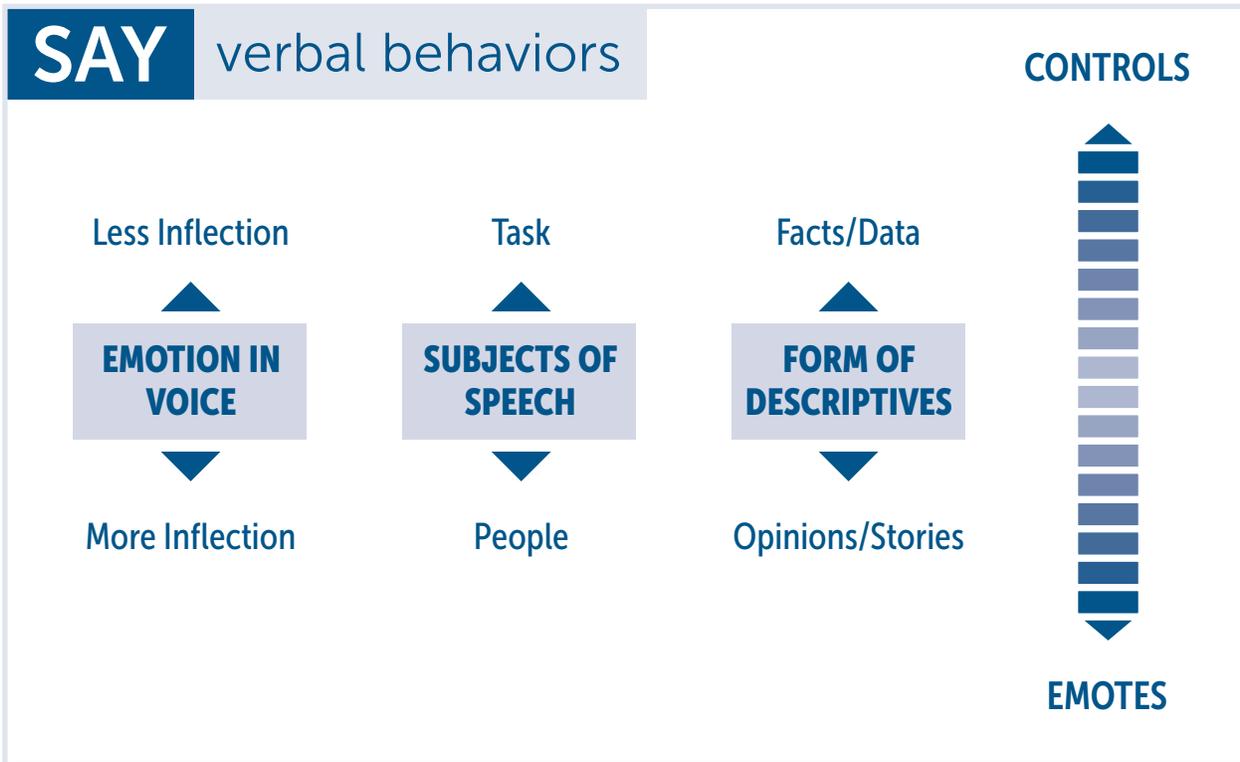


Analytical Style direct reports have a strong time discipline, coupled with a slow pace to take action. They move with deliberateness and take the time to carefully review all available facts. As a manager, you may need to be patient. They do not respond well if you rush them. If you use your managerial authority to take a forceful approach or insist on immediate action, you will likely alienate your Analytical Style direct reports.

These individuals appreciate it when you take the time to prepare well. They can become irritated if they feel that you are attempting to substitute thinking on your feet, social skills, or personal charm for effective management planning. Even though these individuals can sometimes be uncommunicative and distant, they are likely to be cooperative. Be careful not to mistake their slow actions with uncooperativeness.

These direct reports prefer you to take a business-like, realistic approach. Your presentations to them will work best when they are well-planned, based on common sense, and not too flashy. They appreciate it when you, as a manager, give them sufficient time to consider the details and to reflect and think things through.

BEHAVIORS ON THE RESPONSIVENESS SCALE



Applying Versatile Managing Techniques

Versatile Managing is a process of using your knowledge of your own SOCIAL STYLE and knowledge of the SOCIAL STYLE of the people who report to you in order to manage in ways that allow your people to meet their Style need as you mutually achieve your goals.

Here's Looking at You

Every interaction with the people who report to you involves two Styles: yours and theirs. As you consider how to adjust your behavior based on their SOCIAL STYLE need and orientation, keep in mind that your direct reports perceive you in particular ways, based on your Style.

Managers with a **Driving Style** are seen by their direct reports as active, forceful, and decisive. These managers are direct, they initiate social interaction, and they focus their efforts and the efforts of their direct reports on the goals and objectives that need to get accomplished. Managers with a Driving Style can be seen and described by the people who work for them as distant, guarded, and aloof at times, as they control their feelings and do not reveal the depth of their emotions.

Managers with an **Expressive Style** tend to be much more willing to make their inner feelings known to those who report to them. Rather than controlling emotions, managers with this Style can sometimes appear proactive and impulsive about showing both positive and negative feelings. Managers with an Expressive Style can be seen and described by the people who work for them as personable, talkative, competitive and opinionated.

Managers with an **Amiable Style** also openly display their feelings to those who report to them. However, they appear less opinionated and generally more agreeable. These managers tend to be most sensitive to keeping relationships with their direct reports on an informal, friendly and personal basis. They seem very interested in achieving a rapport with their direct reports, sometimes at the expense of getting things done effectively and efficiently.

Managers with an **Analytical Style** are typically described by their direct reports as quiet, logical and reserved. These managers tend to be distant toward their direct reports and may not communicate with them unless there is a specific need to do so. They tend to listen to others, make management decisions thoughtfully, and act at a slower pace. The people who work for them usually view them as conscientious, prudent and thorough.

When a Style Meets a Style

Making interactions as productive as possible is a balancing act between controlling your Style tendencies, knowing the characteristics of other's Style tendencies, and making adjustments in your behavior to ensure you are taking advantage of their Style's strengths.

To increase your interpersonal effectiveness, apply the guidelines on the following pages.

