



# SOCIAL STYLE<sup>®</sup>

Multi-Rater Profile



Unique Name Field

Unique Organization Name Field

Specific Date

**TRACOM<sup>®</sup> GROUP**

THE SOCIAL INTELLIGENCE COMPANY<sup>®</sup>

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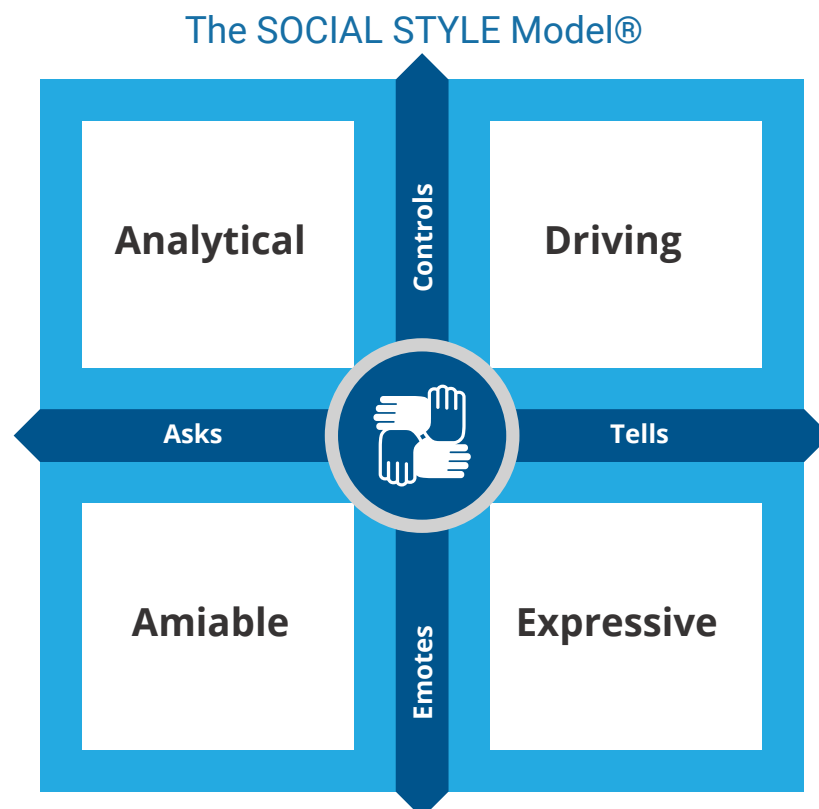
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# Introduction

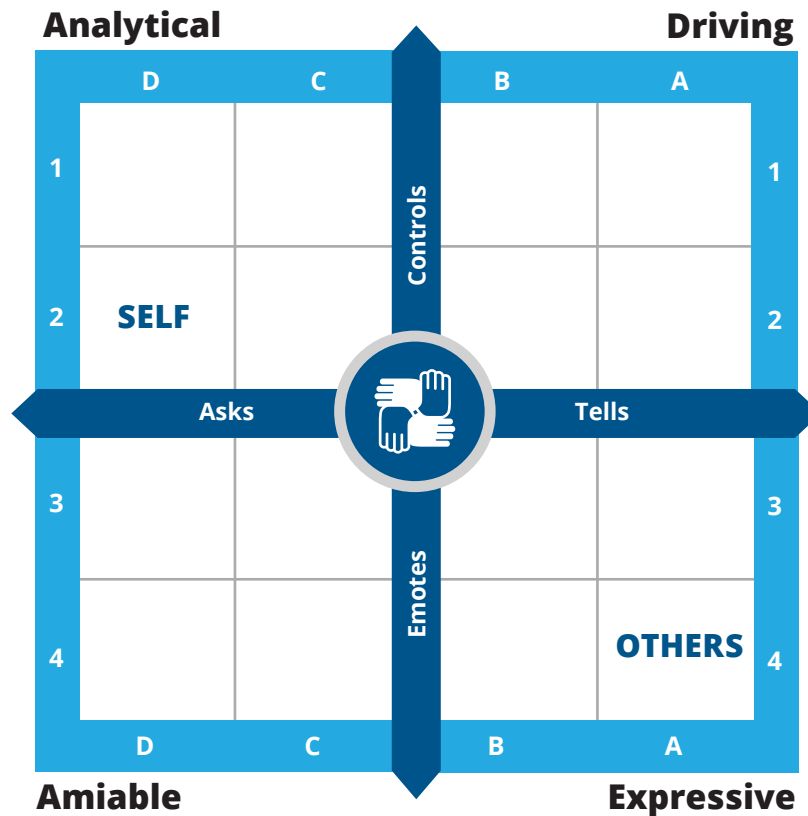


SOCIAL STYLE® is a model for understanding people's behavioral styles. This awareness helps people to interact more effectively with one another. Our Style is determined by observable "say and do" behavioral habits we develop over our lifetimes. Once you understand a person's typical behavior you can predict how they might act most of the time, which helps you build better and more productive relationships. Treating others the way they want to be treated, or showing Versatility, is a choice you control.

The model was created by TRACOM's founders, Dr. David Merrill and Roger Reid, and is based on empirical research of behavior and performance. It was among the first psychological assessments to measure behavior instead of personality, and to use a multi-rater approach that measures co-worker perspectives instead of self-evaluation only. The SOCIAL STYLE Model™ has been continuously refined since its discovery. Today, it is available in more than 20 languages and is used by thousands of organizations in over 100 countries.



# Your SOCIAL STYLE®



## Expressive A4

Others see you as behaving with an Expressive Style, which may or may not be how you see yourself. Research shows that people's own perception of their SOCIAL STYLE is different from how others see them about 50 percent of the time. This corresponds with research showing it is common for people to have a self-perception bias: we tend to view ourselves differently than how others see us.

Read your Profile carefully and consider how it describes your behavior. While every statement may not describe you perfectly, there is a theme to your behavior that others agree on. In particular, you will learn:

- How others perceive your behavior and how you see yourself
- How you prefer to use time, make decisions, and act when under stress
- Your Style strengths and weaknesses, and how those affect others
- The key characteristics of the other three Styles and what they value

# More About the Expressive Style

To better understand your SOCIAL STYLE, you need to gain insight into what shapes your behavior. The following helps you understand why you behave in the ways you do, and how others see you. It provides insight into how you prefer to do things, as well as the source of your Style's strengths and weaknesses.



## Style Need: Personal Approval

A Style need is the underlying motivator for each Style and what drives their behavior at work. Expressive Style people believe their key contribution to business success is creativity, innovation, and a fun approach to issues or opportunities. They believe this leads to differentiation, which allows them, their team, or even their organization to stand out.



## Orientation: Spontaneity

People meet their need through a common set of behaviors. Expressive Style people put significant effort into exploring new ideas and bringing excitement to work.



## Growth Action: To Check

Expressive Style people place such high importance on being outgoing and persuasive that they can come across as overly forceful or opinionated, and their behavior is sometimes inappropriate for the situation. Their growth action is to check their behavior before expressing themselves.



## Backup Behavior: Attacks

When Expressive Style people are feeling tension, they will verbally attack others. Rather than taking a calm approach and listening to others they will press their viewpoints, often in a personal way.

These are core elements underlying your SOCIAL STYLE. As you read about your Expressive Style in the rest of this report, you'll see how these elements are reflected in your interactions with others.

# Expressive Style In-Depth

## Expressive Style People

Expressive Style people are sociable and approachable, showing great energy and sharing their emotions. They are often idea generators who spark enthusiasm in others to reach outcomes that are imaginative. Expressive Style people:

- Want to move quickly and in ways that are bold and innovative
- Are approachable and warm, which puts others at ease when interacting with them
- Are comfortable with debate and want recognition for their ideas
- Are informal and faster paced, which can create a fun and busy environment
- Focus on the future, encouraging others to be forward-thinking and look for opportunities
- Often want to initiate change by taking risks and challenging the status quo

## Expressive Style A4

As an Expressive Style A4, your behavior is subtly different from other Driving/Amiable/Analytical Style people. Within the Expressive Style quadrant, you are more likely to influence others through “tell” statements rather than questions, and more likely to share your emotions verbally and non-verbally. Others see you as:

- Persuasive, outgoing and seeking to be appreciated for your contributions
- Enthusiastic and active, helping others to be engaged and productive
- Sometimes aggressive and overbearing toward others
- Excited by big projects and ideas, and new ways of doing things
- Eager to influence events and people, especially those in power
- Sometimes competitive with others in a way that is counterproductive and alienating

# Style in Action

Each Style prefers to use time, make decisions, and respond to stress in their own ways. This section describes each of these for your Style.



## How You Prefer to Use Time

You:

- Like to spend time collaborating with others and exploring ideas
- Want others to be excited by your contributions and work together to move forward
- Want to contribute to the team's success through your spontaneity and decisive action
- Are faster to accomplish objectives, even when there may be risk of acting too impulsively



## How You Prefer to Make Decisions

You:

- Evaluate options and base decisions on opinions from people you believe are important and influential
- Make decisions quickly, based on how exciting the outcomes will be for yourself or the team
- Are willing to take risks if you believe there's immediate reward, personally or for the team
- Will disregard facts and make impulsive decisions when there's the likelihood for personal satisfaction



## When Under Stress or Tension

You:

- Will personally attack others when you disagree with a decision or direction, if other efforts to promote your own position have failed
- Can appear irrational, bringing up issues unrelated to the matter and arguing non-productively
- Will rush into action without considering alternative opinions or ways of doing things
- Will end conflicts quickly as long as you feel you've been heard and recognized

# Strengths and Weaknesses

Your Style has unique strengths and weaknesses, or areas where you could adjust your behavior for different situations and needs. While it can be difficult to accept information about weaknesses, it is important to be aware of how others see your behavior in order to improve.

## Your Style Strengths

You:

- Are highly energetic, helping teams develop ideas and make progress
- Are determined to succeed, which can help other team members receive recognition
- Can influence others through your energy and commitment to ideas
- Are sociable and enthusiastic, helping teams to be more engaged
- Like to generate ideas, which can help teams to be more innovative

## How Your Strengths Affect Others

You:

- Help teams have fun, which can also help them be productive
- Create an innovative environment when you allow others to contribute equally
- Generate confidence in your abilities when you focus energy on important projects and tasks
- Make significant contributions when you execute on ideas and deliver results
- Help others stay enthusiastic and engaged

## Your Style Weaknesses

You:

- Are so concerned with personal recognition that you put your goals ahead of everything else
- Are so carried away with your own ideas that you overlook others' contributions
- Ingratiate yourself to people in important positions, even if you don't agree with them
- Are disorganized which makes you appear unproductive or unprepared
- Are overly forceful, dominating meetings and conversations

## How Your Weaknesses Affect Others

You:

- Can come across as unfocused to people who are more organized in how they get work done
- Rely so much on your emotions and intuition that others can view you as erratic
- Can intensify conflict when you verbally attack others
- Can frustrate others who want decisions to be made more slowly and objectively
- Can diminish others' enthusiasm when you talk too much and dominate conversations



# Understanding the Other Styles

This section describes the key characteristics of the other three Styles and what they value.

## Amiable Style

### Key Characteristics

- Relationship oriented and concerned with harmony among co-workers
- Good team players who like to get things done by involving others
- Look for personal motives in how others act
- Avoid making decisions that might create conflict or damage relationships
- Can be slow or reluctant to change

### What They Value

- People who collaborate and offer recommendations before making decisions
- Colleagues who are friendly and personable
- Colleagues who are cooperative, not competitive
- A focus on collaboration to achieve goals
- Colleagues who value their input

## Analytical Style

### Key Characteristics

- Information oriented and concerned with facts, logic and consistency
- Are often good planners who work systematically
- Won't typically jump to conclusions and will take time to get things right
- Can appear detached and aloof
- Can be reluctant to declare an opinion or make decisions

### What They Value

- A steady, unrushed pace to gather and evaluate all information before making decisions
- People who listen closely and pay attention to details
- Colleagues who are cooperative, not competitive
- Processes that are organized and logical
- Colleagues who are patient with their processes

## Driving Style

### Key Characteristics

- Results oriented and want things done quickly and efficiently
- Direct communicators
- Focus on the present and are decisive
- Can appear impatient and unconcerned about relationships
- Can try to control situations through the use of authority

### What They Value

- Quickly getting options and probabilities from others to make decisions
- Colleagues who are organized and focused on tasks
- A healthy sense of competition
- People who get to the point quickly and back up opinions with examples
- Colleagues who show progress and results

# Key SOCIAL STYLE® Reminders

## Your Style is the theme of your behavior

All of us behave along the range of both the Assertiveness and Responsiveness scales. Your Style is your “comfort zone,” where you are seen as behaving most of the time.

## Every Style has growth actions

Each Style has weaknesses – areas where we should adjust our behavior to help meet others’ needs. This knowledge helps you understand others and work more effectively with them.

## There is no best SOCIAL STYLE

Each Style can be effective, regardless of role or position. The purpose of learning about Style is to increase awareness and understand how you can be more effective when working with others.

## Every Style can be successful

Research shows that people of all Styles can succeed in any field or industry. What matters is the level of Versatility that a person shows when working with others.

## Style is about your behavior

The SOCIAL STYLE Profile describes the behavior you show to others, which is only one part of your personality. The profile does not describe your entire personality, which is unique to you.



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Through our learning solutions, TRACOM has helped millions of people around the world to uncover hidden barriers and identify strategies that enable more positive outcomes and professional success. Our Social Intelligence solutions include learning and development programs in the areas of Resiliency, Agility, Emotional Intelligence and Behavioral Style – all focused on helping our customers create a more engaged, productive and effective environment.

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# Versatility

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# Overview of Versatility



The need for soft skills has been steadily rising in the modern workplace. Independent research has found:

- 92% of executives believe soft skills are equal to or more important than technical skills.
- Soft skill intensive jobs are expected to grow at 2.5 times the rate of other jobs.
- By 2030 soft skill intensive occupations are predicted to make up almost two thirds of all jobs.

Understanding your SOCIAL STYLE and becoming aware that other people may have different behavioral preferences is a good way to start building stronger relationships with others. To improve your performance, however, you need to improve your Versatility—the ability to adjust to the Style needs of others. Versatility is a strong predictor of job performance, and is comparable to intelligence, education and personality.

Similar to SOCIAL STYLE, many people do not have a firm understanding of their Versatility. In fact, research has shown that about two out of three people see their Versatility differently from how others see it. Therefore, it is critical to receive feedback on our ability to adjust our behavior to meet the needs of others. That is exactly the information your Versatility Profile provides.

## Your Versatility Profile Feedback

The good news is that your Versatility is within your control. You can increase your effectiveness by becoming aware of and acting on the insights that are provided on the following pages. This includes:

- A general description of high and low Versatility for your Style
- How other people view your Versatility
- Detailed interpretations of your level of Versatility in the areas of Presentation, Competence and Feedback
- Specific and actionable strategies designed to improve your Versatility

# Versatility and the Expressive Style

This section will help you understand what high and low Versatility look like for your Style. These are general descriptions and not based on your specific results, which are described in the next section.



## High Versatility

When behaving with high Versatility, Expressive Style people generate enthusiasm while helping others move projects forward. They:

- Check their outgoing behavior, especially toward people who could be overwhelmed by them.
- Contribute meaningful information and effort in addition to spontaneity.
- Allow others to receive recognition for their contributions.
- Show appropriate humor and spontaneity to help build relationships and team camaraderie.
- Are prepared to contribute to projects, helping others feel confident in their abilities.
- Accept logical approaches and recognize the strengths other Styles bring to projects.



## Low Versatility

Low Versatility contains elements of Expressive Style people's backup behavior (attacking) and growth action (to check). They:

- Are often unprepared and will improvise their way through situations.
- Need attention and will discuss their own achievements while neglecting others' contributions.
- Will bring up unrelated issues and personally criticize others when attacking.
- Won't commit to specifics or follow through on commitments.
- Are disrespectful of others' time by being late to meetings or extending time beyond what's scheduled.
- Disregard logical approaches to situations, leaving people of other Styles feeling discounted and frustrated.



## Overall Versatility

### Your Consistency in Displaying Versatility

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
OTHERS					SELF		

### Your Versatility as Described by Others: W

Your results place you in the lowest quartile of Versatility, meaning you tend to focus on your own comfort and priorities instead of adapting your behavior to others' Styles and needs. Of course, it's necessary to meet your own needs, but it's also important to be aware of others and adjust your priorities to help them. This is a matter of showing your Versatility more consistently. You have the ability to be more versatile, it simply requires making an effort to adjust your behavior more frequently. Remember that it's normal to view ourselves differently from how others see our Versatility.

A large part of increasing Versatility is monitoring the impact you have on others. When you focus mostly on your needs, it can frustrate others and lead them to work around you instead of with you. People may try to accomplish objectives without involving you and this can weaken your effectiveness and influence within the team.

Read your Profile carefully and consider how it describes your Versatility. While every statement may not describe you perfectly, there is a theme to your behavior that others can observe. The Ways to Improve section provides specific strategies to enhance your effectiveness in each source of Versatility. You don't have to utilize every strategy; choose the ones that will have the greatest impact on your effectiveness. These strategies are specific to your Style, so you may notice common themes across different strategies. By acting on this advice, you will increase your Versatility.

## Versatility in Detail

### Presentation: W

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
OTHERS				SELF			

### Competence: W

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
OTHERS				SELF			

### Feedback: W

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
OTHERS				SELF			

## Next Steps to Understanding Versatility

This section describes your results in Presentation, Competence and Feedback. For each area, there's an *Interpretation* followed by *Ways to Improve*. The *Interpretation* section describes how your behavior is perceived by others and the effects your behavior can have on them. This is written specifically for your Style so you can understand how your Versatility is related to your Style-based behaviors. It provides you with insights into how others benefit from, or are challenged by, your behaviors.

The *Ways to Improve* section provides specific strategies you can use to enhance your effectiveness in each source of Versatility. You don't have to utilize every strategy; choose the ones that will have the greatest impact on your effectiveness. These strategies are also specific to your Style, so you may notice common themes across different strategies. By acting on this advice, you will increase your Versatility.

# Presentation



Presentation measures how well you deliver information to others during meetings or other group interactions. It includes how clear and organized your thoughts are when you communicate them, and your ability to adjust to the needs of your audience. Presentation is important for helping you communicate effectively with groups.

## Your Results

At this moment, others see you in the “W” quadrant of Presentation. Speaking in groups can be uncomfortable for many people, even during team meetings with familiar people. To determine where you can improve, it's important to understand how your Style might influence people's perceptions.



**As a Participant.** You might overwhelm others by stating your opinions without leaving room for them to express themselves. This can decrease your influence and support from others who also want to offer their input.

- When you ask questions, you might come across as challenging even if your intent is to gain clarity on issues. For some people this approach can be too direct and they may see you as overbearing.
- There may be times when you use language or examples that confuse others. This might happen if you get off topic, frustrating others who value a more methodical approach to discussions.
- You readily offer your opinions but might not give others the opportunity to contribute. This can decrease the effectiveness of decisions if others' opinions are not considered.



**As a Presenter.** You want to be exciting and inspiring, while people of other Styles may want to make decisions in a more rational way.

- You may be so blunt or talkative in how you present information that others don't feel engaged. They might feel unheard or believe the meeting isn't an effective use of their time.
- When people ask questions, your answers might be unclear or lacking in detail. Other Styles value clarity, so this can leave them confused.
- You might come across as antagonistic, possibly even challenging others. Not all people appreciate such directness, which can make them uncomfortable and unwilling to engage in the discussion.

# Ways to Improve Presentation

You can improve in Presentation by making simple adjustments to your behavior. Since your growth action is to “check,” consider these actions to improve your performance:

**Balance telling with asking.**

When you are forceful and try to influence people directly, it can be overbearing to others. Instead, supplement your “telling” approach with more “asking,” drawing out people’s opinions and questions so you can respond to their needs.

**Include details.**

You might speak in generalities, which can confuse or frustrate others. Slow down and clearly explain your points.

**Listen patiently.**

Give others time to speak and listen to them without interrupting. Practice repeating or clarifying what others say to ensure you understand before responding.

**Add structure.**

Take time in advance of meetings to structure your presentation or the points you want to make. This is especially important when people might not be familiar with the topic.

**Be aware of others’ Styles.**

When possible, adapt your delivery to people’s Styles. Sometimes you will need to prioritize for the Styles of key stakeholders and decision makers.

# Competence



Competence measures your conscientiousness and perseverance, flexibility, optimism, and creativity. It is important to overall effectiveness and helping teams achieve their goals. Note that Competence does not measure your technical skills or job knowledge.

## Your Results

At this moment, others see you in the “W” quadrant of Competence, which doesn’t mean you don’t have abilities in this area—it simply indicates you can be more consistent in displaying those abilities. Showing your capabilities more frequently in this area helps your co-workers and teams meet their needs, so being more consistent in Competence will increase their confidence in you. To determine where you can improve it’s important to understand how your Style might influence people’s perceptions.



**Conscientiousness and Perseverance.** You like to show your abilities; however, you might be so concerned with gaining personal recognition that you don’t pay attention to others’ contributions or needs.

- You might persevere through problems by trying to dominate the process to achieve your own vision. This can cause tension for others who also want to be involved and contribute ideas.
- You might not always fulfill obligations according to others’ expectations. This can happen when you leave work incomplete or don’t finish within project timeframes.



**Flexibility.** Expressive Style people enjoy novelty, but when requirements change you might be less flexible.

- You might adjust to new priorities reluctantly, withholding effort and restraining your enthusiasm because you don’t agree with the change or did not have input into the decision.
- When unexpected problems arise, you don’t always adapt willingly. People of other Styles will want to move forward more quickly with a focus on team cooperation.



**Optimism.** While there may be times when you are enthusiastic and energetic, you aren’t showing optimism in ways that support others, particularly during difficult times.

- At times you can be antagonistic toward decisions or viewpoints when others are counting on your support. This probably happens when you don’t agree with a decision and want to express your displeasure.
- During times of adversity, you might respond with negativity instead of enthusiasm. Your lack of support can frustrate other team members and affect team engagement.



**Creativity.** You might resist new approaches, especially if you were not involved in developing the ideas.

- You may be reluctant to try new things or offer ideas to improve processes, especially when you feel you don't have influence over how your ideas might be accepted. This can undermine your influence within the team.
- You might not encourage others to propose ideas, possibly because you are competing for creative acknowledgment. This can be frustrating for others who also want to show their creativity and have their ideas considered.

# Ways to Improve Competence

Small adjustments to behavior will enhance your Competence. Since your growth action is to "check," consider these actions to improve your performance:



## **Involve others.**

Your approach can sometimes overshadow the contributions others want to make.

- You value recognition. Remember, however, that others also want to have input and display their ideas and talents.
- Let others take the lead sometimes, even though their ideas and processes are different from your own. This will show your flexibility and openness to others' creativity.



## **Be organized and prepared.**

Expressive Style people are sometimes so rushed they can be disorganized and unprepared for conversations and meetings.

- People's time is valuable, and others can feel frustrated if you aren't prepared for meetings.
- Prepare ahead of time and organize your thoughts and materials so you can effectively present your ideas to others. This is a good way of showing that your creativity can help solve business issues.



## **Check your response.**

Expressive Style people can sometimes come across as critical and even offensive.

- This is usually a temporary reaction to someone or something, but your response can have lasting impacts on others' opinions about you.
- Instead of giving in to an immediate negative response, take time to consider the most productive reply that will lead to good relationships and business effectiveness. This is an excellent way of showing optimism.



## **Remember the details.**

While you might be clear on what you want to achieve, you won't get there without a plan.

- You might need to go beyond your comfort zone and plan how you're going to accomplish your vision by creating project plans.
- Being aware of details will lead to increased confidence from others in your abilities and is a way of showing your conscientiousness and perseverance.

# Feedback



Feedback measures your ability to listen, communicate with people in ways they understand, show empathy toward others and develop good relationships. When you can empathize and communicate in ways that appeal to others' Styles, you are more likely to develop good relationships.

## Your Results

At this moment, others see you in the "W" quadrant of Feedback, which means you are communicating in ways that aren't always effective for others. It may be that you're simply not considering their Style preferences or making the effort to listen closely. Improving Feedback is a matter of making small changes in behavior and by doing this you will develop better, more productive relationships. To determine how you can improve, consider how your Style might influence people's perceptions.



**Listening and Communication.** You want to make your points but are likely communicating in ways that interfere with mutual understanding.

- You tend to focus on the big picture while not attending to the people or process details that others are concerned about. You may unintentionally be communicating that these are not important concerns, undermining the acceptance of your ideas.
- Because of your fast pace, listening may be challenging for you. Though unintentional, people might feel you don't pay attention to them or truly hear what they're trying to communicate. This can happen when you dominate discussions and don't give others time to speak.



**Empathy and Relationships.** You value close relationships, but others might feel you're not being sincerely empathetic.

- This can happen when you are so focused on your own priorities you don't consider other people's needs, leaving them feeling like you don't understand their perspectives. You can communicate bluntly, and this may come across as being uncaring and unconcerned about others. While it may be unintentional, this is the behavior others see, making it harder for them to develop a relationship with you.
- You want to have fun and be stimulating and at times may use inappropriate humor or disclose too much personal information about yourself to others.



# Ways to Improve Feedback

To improve your Versatility in Feedback, exercise your growth action to “check” and control your backup behavior of “attacking.” The following strategies will help you in this area.



## **Get the facts.**

Balancing your enthusiastic and fast approach by recognizing others' concerns will help you be more empathetic.

- When listening to others, pay attention to details. People can make casual statements that include important information that is easy to overlook unless you are consciously paying attention.
- Resist the urge to judge what people are saying and argue your points. Simply accept what is being said, at least initially. People feel respected when they are heard and understood.
- When planning projects, take time to interview other people who are involved or might be affected by your plans. This ensures you will get the information you need to succeed.



## **Monitor your energy.**

Expressive Style people are the most outgoing and energetic of the Styles, which at times can overwhelm others.

- Recognize other people's Styles and find clues that your behavior might be overbearing, particularly for Analytical and Driving Style people.
- Although unintentional, you may come across as dramatic or even insincere to some people. Balance your animated behavior with more serious interactions when appropriate, which will help you build good relationships with people of all Styles.



## **Show Style-specific empathy.**

Empathy is sometimes Style-specific and related to situational constraints.

- You value spontaneity and creativity but need to reassure people of other Styles by showing that you understand their needs, such as team cooperation, following rational processes and focusing on results.
- Showing you understand what others need doesn't have to mean you agree with them. Express your disagreement tactfully, with an awareness of others' opinions. Others will appreciate this, and it will help to develop understanding.



## **Accept conflict.**

Sometimes conflict happens, regardless of the empathy you may show.

- When you are feeling tense, you may revert to your backup behavior of “attacking” and come across as aggressive and stubborn. Recognize when this is happening and the effect it can have on yourself and others.
- Take time to become aware of the other sides of an issue. Doing this not only leads to better understanding and relationships but gives you the information and support from others needed to meet your goals.

**Recognize and respond to backup behaviors.**

It's important to recognize when people go into backup behavior and, when possible, help them get through these tense moments.

- When people become highly stressed, they may go into backup behavior.
- The backup behavior for Driving Style people is more obvious because of their Tell Assertiveness: they become "autocratic."
- The backup behavior for Ask Assertive people can be harder to recognize: "avoiding" the situation (Analytical) and "acquiescing" (Amiable). Changes in their normal communication, such as frequency, quality or depth of conversation, are clues that someone is in backup behavior.
- Keep the person's Style in mind, focus on their needs and reassure them that those needs will be considered.
- Temporarily adjust your behavior to meet others' needs. Doing this doesn't have to mean you agree with them, but you're making an effort to get back to a productive state.

# Key Versatility Reminders

## Versatility is a choice

Unlike your Style, the behaviors that lead to high Versatility are within your control. Just learning about Versatility can be enlightening, since you may have never thought about your behavior in this way. Making the effort to improve is up to you.

## Versatility is all about consistency

A lower Versatility score does NOT mean you lack ability or that you never demonstrate these abilities. What it DOES mean is that you aren't showing consistency in your behavior. By making small changes to your behavior and acting with more consistency, you can increase your Versatility.

## Versatility can vary with different groups

You can be highly versatile with one group and show low Versatility with another group. It depends on the circumstances and how much you value your interpersonal effectiveness with each group. Again, Versatility is always a choice.

## Versatility is different from likeability

A person can be well liked but not have high Versatility. The opposite can also be true. Versatility helps you develop better working relationships, but it is separate from your personal likeability.

## Focus on one thing

It can feel overwhelming to receive input on Versatility. Make it manageable by choosing one specific area to improve and the specific steps you'll take. Make these steps meaningful but achievable.



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