



SOCIAL STYLE[®]

Multi-Rater Profile



Unique Name Field

Unique Organization Name Field

Specific Date

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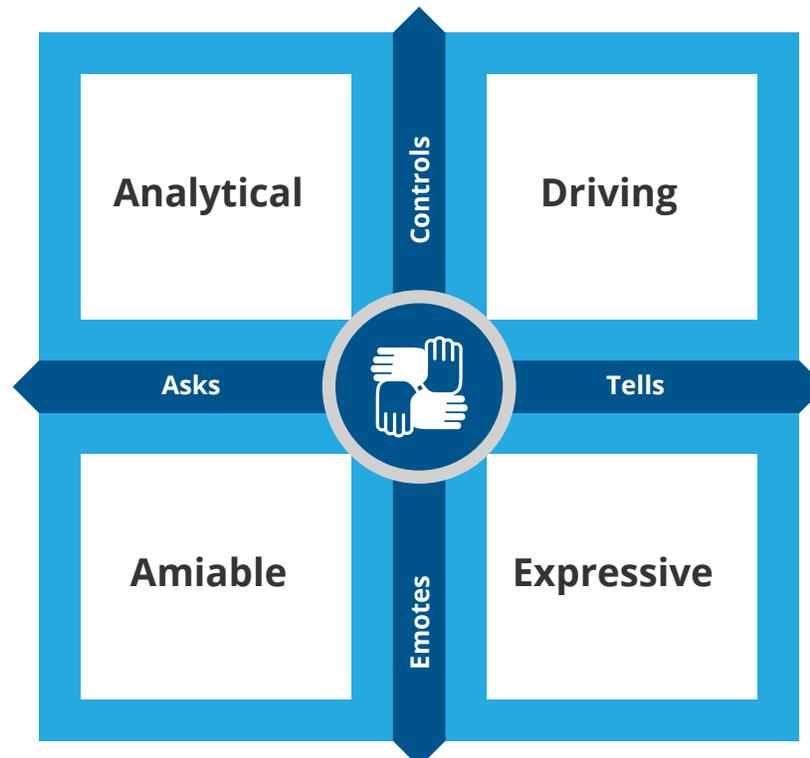
Introduction



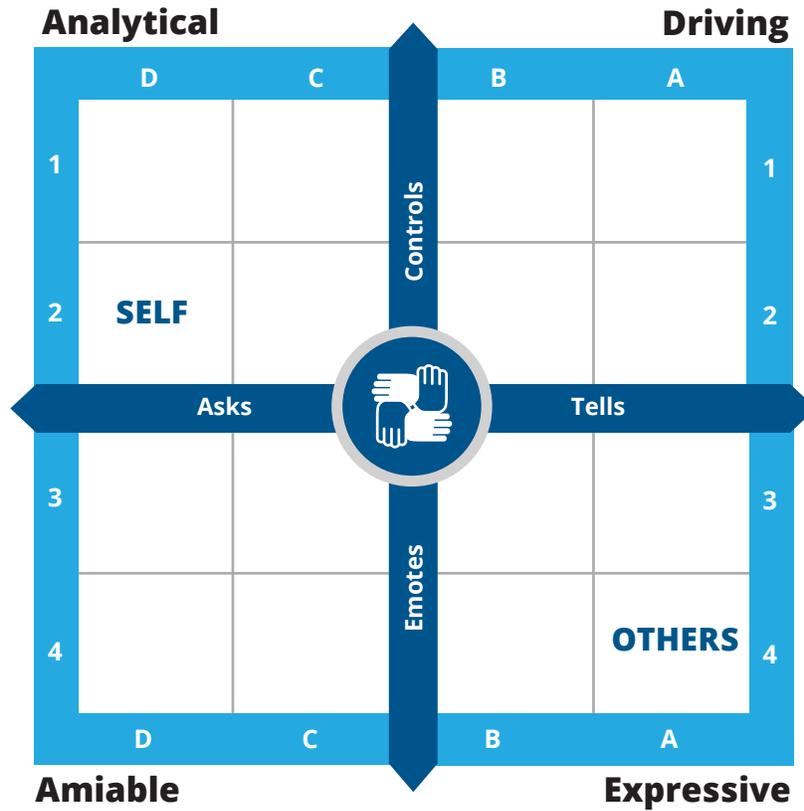
SOCIAL STYLE® is a model for understanding people's behavioral styles. This awareness helps people to interact more effectively with one another. Our Style is determined by observable "say and do" behavioral habits we develop over our lifetimes. Once you understand a person's typical behavior you can 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.

The SOCIAL STYLE Model®



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.



TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY[®]

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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