

SOCIAL STYLE >> MANAGERIAL REFERENCE LIST

Instructions: This document is to be used with the Excel Upload spreadsheet with Norms and Languages Managerial Products. Managerial Products include Multi-Rater SOCIAL STYLE and Enhanced Versatility Profile for Managers and Self-Perception SOCIAL STYLE and Versatility Profile for Managers.

Column F EMAIL LANGUAGE LIST	
All Products	
Bulgarian	bg
Chinese (Simplified)	zh
English (International)	en_GB
English (US)	en_US
French (Canadian)	fr_CA
French (European)	fr
German	de
Greek	el
Italian	it
Japanese	ja
Korean	ko
Portuguese (Brazilian)	pt_BR
Romanian	ro
Russian	ru
Spanish (European)	es_ES
Spanish (Latin American)	es
Spanish (Mexican)	es_MX
Swedish	sv
Thai	th
Turkish	tr

Column G NORM LIST			
All Managerial Products			
Country		Region	
Australia	35	Africa (Eastern)*	117
Brazil	36	Africa (Middle)*	118
Canada (French-speaking)	46	Africa (Northern)*	119
China	37	Africa (Southern)*	120
France	38	Africa (Western)*	121
Germany	39	America (Central) & Mexico*	122
India	40	America (North)	24
Italy	41	America (South)*	123
Japan	54	Asia (Central)*	124
Netherlands	42	Asia (East)*	125
South Africa	43	Asia (South Central)*	55
Spain	44	Asia (Southeast)*	126
Sweden	53	Caribbean*	127
United Kingdom	45	Europe (Eastern)*	128
		Europe (Northern)*	129
		Europe (Southern)*	130
		Europe (Western)*	131
		Middle East*	56
		Oceania*	132

Column H REPORT LANGUAGE LIST	
All Managerial Products	
English (US)	en_US

*DENOTES NORMS USING A BACK-UP VALUE (I.E., THE UNIVERSAL NORM).