Summary of SOCIAL STYLE® Concepts

This summary, along with your SOCIAL STYLE Profile report, will help you understand and apply the SOCIAL STYLE Model™ in your business and personal life. By understanding the concepts, the effectiveness of your interactions can be greatly improved. This interpersonal effectiveness is reflected in what TRACOM Group refers to as Versatility.

Versatility represents how skilled others perceive you at:

- ❑ Working with others in a way that creates comfort and non-defensive reactions

- ❑ Adapting to others and dealing with relationships effectively

- ❑ Reading the environment and appropriately adjusting your behavior

- ❑ Focusing on tension, needs, or concerns of another

- ❑ Managing tension that is created by differing behavioral preferences as you work with others towards a goal

- ❑ Working to make a relationship succeed and the extent to which these efforts are successful

Increasing the level of support and respect others give you is a four-step process:

1. Know Yourself

2. Control (Manage) Yourself

3. Know Others

4. Do Something for Others

Know Yourself = knowing yourself more objectively or "as others know you." Developing an awareness of your habitual patterns of behavior and how others perceive you based upon those behaviors.

Control (Manage) Yourself = controlling your behavior so it does not get in the way of productive interactions. Learning to be tolerant of others' behaviors without experiencing too high a degree of tension.

Know Others = observing and perceiving others more accurately or objectively. Understanding others' behavioral preferences, thereby understanding what you can do to make the relationship more productive.

Do Something for Others = taking into account the specific needs and preferences of the situation and people involved. It is about interacting with others, as they prefer to be interacted with.

Where did your Style Come From?

If several of your friends or associates were to observe you for a period of time, recording how you behaved, the results would be interesting. First, you would see that you engage in a wide range of different behaviors. Next, you would notice that you tend to use some behaviors more than others—some, a lot more. Why do you suppose this is the case?

Simply put, you use some behaviors more than others because they are most comfortable for you when relating to people and approaching goals. These behaviors become comfortable for you early in your life, and it is unlikely you will dramatically change these ways of responding. They are your behavioral habits, patterns or preferences.

Dimensions of Behavior

Your SOCIAL STYLE is a description of the pattern of behaviors others observe you demonstrating (what you say and do and how you say and do it.) One important clarification—this is not a personality model. It only reflects actual displayed or observable behavior. It is comprised of two strong dimensions of outward behavior: Assertiveness and Responsiveness.

1. **Assertiveness** is how others perceive your preference to ask or tell when interacting with them or others. It is the degree to which you state your opinions with assurance, confidence or force, make direct statements or declarations, and attempt to overtly direct others. If you are seen as more Tell Assertive, you directly attempt to influence the thoughts and actions of others. If you are seen as more Ask Assertive, you attempt to influence others in a more subtle manner.

2. **Responsiveness** is how others perceive you as displaying or "emoting" your feelings as opposed to not displaying or "controlling" your feelings. It is the degree to which you react readily to influences, appeals or stimulation with a display of feelings, emotions and impressions. If you are seen as more Emote Responsive, you share your emotions and readily express anger, joy or hurt feelings. If you are seen as more Control Responsive, you are more likely to focus on ideas, things, data and tasks rather than sharing your feelings.

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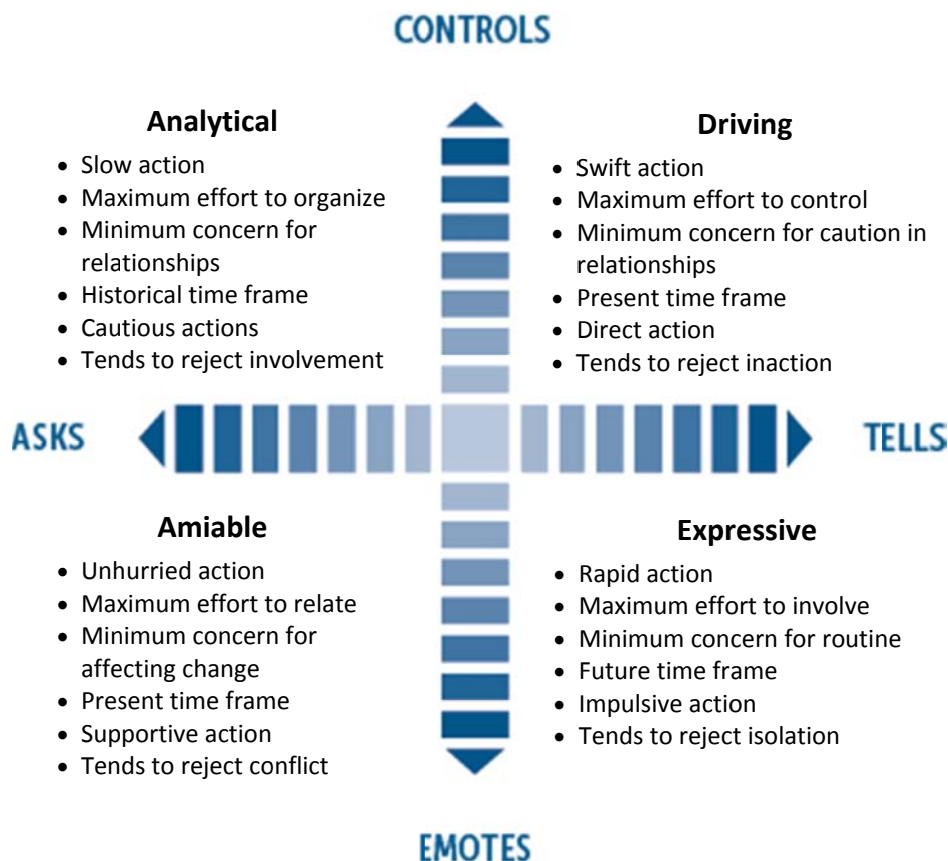THE **SOCIAL INTELLIGENCE** COMPANY
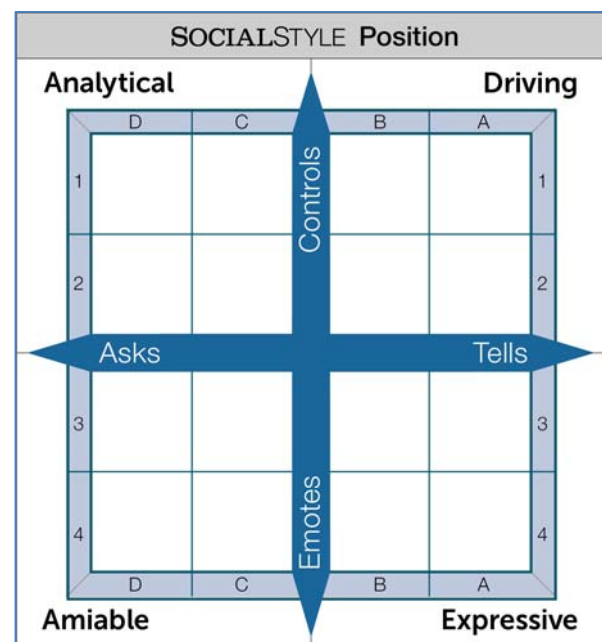
The Four Styles

The SOCIAL STYLE Model provides a simple, easy-to-apply system for understanding yourself and others. The Styles are referred to as Driving, Expressive, Amiable and Analytical.

ANALYTICAL STYLE =
More Asking (Ask Assertive) + More Controlled of their Emotions (Control Responsive)

Analytical Style individuals are most comfortable working towards goals and approaching interpersonal relationships by asking (Ask Assertive) and controlling their emotions (Control Responsive). As a result, they appear to live life according to the facts, principles, logic and consistency one can find in reality. Because of this approach, others may view the Analytical Style person as lacking enthusiasm or appearing cold or detached. They project an image of good planners, organizers and problem solvers with the ability to work out tasks systematically. Because of their apparent concern for facts and logical, serious organization of thought, coupled with a desire to be "right," Analytical individuals often display a reluctance to declare or commit to a position. They have a need to analyze all significant possibilities in an attempt to avoid any chance of making illogical or unfitting decisions. Facts, logic and faith in principles appear to assume greater importance than personal friendships or personal gratification to an Analytical Style person.

DRIVING STYLE =
More Telling (Tell Assertive) + More Controlled of their Emotions (Control Responsive)

People with a **Driving Style** are most comfortable working towards goals and approaching interpersonal relationships by telling (Tell Assertive) and controlling their emotions (Control Responsive). As a result, they 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. Because of this, they are seen as having little concern for the past or future. People who are described as a Driving Style appear swift, efficient and to the point. They know what they want and become impatient with delays. Because of their focus on result and goals, they seem 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 consider this behavior efficient and decisive. The Driving Style individual seeks control through the use of power in situations that might deny them freedom to act as they wish to achieve their objectives.

AMIABLE STYLE =
More Asking (Ask Assertive) + More Displaying of Emotion (Emote Responsive)

Amiable Style individuals are most comfortable working towards goals and approaching interpersonal relationships by asking (Ask Assertive) and displaying their emotions (Emote Responsive). As a result, they are seen as interpreting the world on a personal basis and getting involved with feelings and relationships. Those described as Amiable look for personal motives in the actions of others. They may find it difficult to believe that some people react purely from personal principle, practicality, or simply from a desire to make the future sound more exciting. They are usually concerned with the impact of decisions on other people. The Amiable person's concern for others often lends joy, warmth and freshness to situations. They promote teamwork and collaboration. Amiable individuals frequently stick with the comfortable and known, tending to avoid decisions that might involve risks with the reactions of people. As a result, they can appear slow or reluctant to change.

EXPRESSIVE STYLE =
More Telling (Tell Assertive) + More Displaying of Emotion (Emote Responsive)

Expressive Style individuals are most comfortable working towards goals and approaching interpersonal relationships by telling (Tell Assertive) and displaying their emotions (Emote Responsive). As a result, some see the Expressive style person's behavior as flighty, changeable, impractical, emotional and opinionated. They tend to appear more imaginative and creative with their ideas than other Styles. Expressive Style individuals can generate enthusiasm in others and their behavior can be intensely stimulating, exciting and fun for others who get caught up in the Expressive Style person's dreams. They tend to make decisions quickly based on their intuition, focusing their attention upon the future with intuitive visions. They appear warm and approachable, yet outspoken and competitive for recognition in relationships. Because of their desire to act on opinions, hunches and intuitions, rather than hard facts, the Expressive behavior can easily lead to mistakes.

As you see, each of the four SOCIAL STYLE positions can impact productivity and relationships positively or negatively. Depending on this impact, behavior is seen as a strength or weakness. No Style position is more successful than another. And no person is identical to another. If you put ten Expressive Style individuals in a room, you would find common Style-related characteristics, but they would still be ten separate and distinct individuals.

On your SOCIAL STYLE Profile, you will notice that each quadrant is divided into four sections. This defines your SOCIAL STYLE position more precisely, as well as showing differences within each Style. For instance, an A4 Expressive Style person is perceived as more emoting and more telling than a B3 Expressive Style person, yet they both display common Style characteristics. Remember that your SOCIAL STYLE Profile reports how others perceive you behaving most of the time. It does not mean that you do not use behaviors from other Styles some of the time. You do! Also remember, SOCIAL STYLE is not a label but a descriptor of the patter of behaviors others observe and agree upon for describing the behaviors you demonstrate over time and situation. It is a descriptor or theme in the behavior that others have come to expect from you.

Knowing your SOCIAL STYLE is the first step in improving your interpersonal effectiveness. It is also essential to develop skills for determining the Style of others with whom you interact. These skills relate to your ability to observe others' behaviors accurately and determine their relative levels of Assertiveness and Responsiveness. Generally speaking, you should begin assessing behavior one dimension at a time. The following model gives you examples of the observable behaviors and approach that is typical for each Style.

CONTROLS

Analytical
- Slow action
- Maximum effort to organize
- Minimum concern for relationships
- Historical time frame
- Cautious actions
- Tends to reject involvement

Driving
- Swift action
- Maximum effort to control
- Minimum concern for caution in relationships
- Present time frame
- Direct action
- Tends to reject inaction

ASKS ◀   ▶ TELLS

Amiable
- Unhurried action
- Maximum effort to relate
- Minimum concern for affecting change
- Present time frame
- Supportive action
- Tends to reject conflict

Expressive
- Rapid action
- Maximum effort to involve
- Minimum concern for routine
- Future time frame
- Impulsive action
- Tends to reject isolation

EMOTES

Versatility – The Key to Interpersonal Success

The third dimension reported on your SOCIAL STYLE Profile is your level of Versatility. It measures how others view your ability and skillfulness in being appropriate with many different types of people in a variety of situations. It reflects how skilled others perceive you at:

- Being appropriate with many different types of people in a variety of situations
- Moving smoothly from situation to situation
- Adapting to others and dealing with relationships effectively
- Accurately reading the environment and appropriately adjusting your behavior
- Focusing on the needs, tension, and concerns of another
- Making a relationship succeed
- Managing behavioral preference when those habits create unproductive tension for another

If you have learned how to meet the needs of others in a variety of interpersonal settings, you will tend to receive more support and respect from others. If you appear less resourceful in meeting varied personal expectations and needs, you will tend to receive less support and respect from others.

Versatility is not a measure of good or bad. Rather, it measures others' perceptions of your appropriateness in meeting their interpersonal needs in an interaction. It looks at how well you use your Style, not what your Style is.

Why is Versatility so important? Research has demonstrated that people who have higher levels of Versatility have a greater likelihood of interpersonal success. How well you succeed with others can significantly impact your overall performance.

While it is unlikely that you will change your Style, it is possible to increase your Versatility. The major sources of Versatility are related to the appropriateness of your **image, presentation skills, breadth of competence and understanding**, and your ability to **give and receive feedback**. If you would like to improve your Versatility rating, take time to check on your appropriateness in each of these areas accordingly.

Key Reminders

If you're like most people, you are probably wondering whether or not your Style is good or bad, right or wrong. Here are some key reminders to keep in mind about your SOCIAL STYLE Profile:

1. There is no best SOCIAL STYLE position. The purpose of Style training is not to force you to change your behavior. It is to help you understand your behavior so you can use it appropriately.

2. Your SOCIAL STYLE Profile is not a report on your character or personality. It is a summary of your outward behavior—what you Say and Do. It is not a label, but a descriptor of your behavior. It is essential to look past the connotations that you may attribute to Analytical, Driving, Expressive and Amiable.

3. If you have taken the multi-rater survey, your SOCIAL STYLE Profile is a report of how others perceive you behaving. While you may see yourself differently, it's how others perceive you that determines how they react to you. Therefore, in order to build effective relationships, you must understand how you come across to others.

4. You cannot have too high a level of Versatility. Versatility is a measure of the support and respect you receive from others. Higher scores indicate a greater ability to effectively relate to a wide range of people, and more effective relationships result in more productive ones.

5. Often people say, "I behave differently at home," or "Different situations require different behaviors." These statements are more a reflection of one's Versatility than a change in their SOCIAL STYLE behavior. Although you may demonstrate the typical behaviors of various Styles, you are unlikely to change your Style.

Strategies for Doing Something for Others

Knowing your Style and having the skills to determine the Style of others now puts you in a position to make your relationships more productive by Doing Something for Others. The following guide helps you develop strategies for meeting the needs of each Style, thus increasing your Versatility.

ANALYTICAL STYLE	DRIVING STYLE
More Asking, More Controlled with their Emotions: Thinking oriented, statistical, distant, logical. Cool, independent, yet cooperative. Disciplined about time, somewhat slow to act. Uses facts and avoids risks. To be effective, you should: **Support** – Principles and thinking to establish rapport **Use Time** – To be accurate to build credibility **Provide** – Evidence with service to influence decision making	***More Telling, More Controlled with their Emotions:*** Action oriented, independent, cool, "do it my way," competitive, disciplined about time. Moves quickly and takes risks based on facts—makes his/her decisions that way. To be effective, you should: **Support** – Conclusions and action to establish rapport **Use Time** – To be efficient to build credibility **Provide** – Options with probabilities to influence decision making
AMIABLE STYLE	EXPRESSIVE STYLE
More Asking, More Displaying of Emotions: Relationship oriented, supportive, likeable, team player. Warm, approachable and cooperative. Slow to act and undisciplined about time. Avoids risks; actions based on opinions more than facts. To be effective, you should: **Support** – Feelings and relationships to establish rapport **Use Time** – To be agreeable to build credibility **Provide** – Guarantees with assurances to influence decision making	***More Telling, More Displaying of Emotions:*** Intuition oriented, stimulating, personable, impulsive. Warm, approachable and competitive. Fast to act while undisciplined about time. Takes risks, with many decisions based on opinions. To be effective, you should: **Support** – Dreams and intuitions to establish rapport **Use Time** – To be stimulating to build credibility **Provide** – Testimony with incentives to influence decision making

CHALLENGE: You must attempt to meet the needs of the other person to establish effective relations. In an ideal world, all of our relationships would be marked by mutual attempts to meet the needs of one another. Realistically, it is unlikely that all your colleagues will go out of their way to accommodate you and focus on your concerns. Start with your Style and the corresponding behaviors. Investigate how those behaviors are impacting your relationships and the productivity you desire. Decide what behavior you will have to manage or use more appropriately to obtain the results you want. The insights gained from your SOCIAL STYLE Profile will guide you in determining the amount of effort required for achieving effective relations.