



# THE CONNECTION BETWEEN EMOTIONAL INTELLIGENCE & VERSATILITY



**TRACOM® GROUP**  
THE SOCIAL INTELLIGENCE COMPANY®

Emotional Intelligence (EQ) focuses on how effectively people work with others. EQ skills are unique from a person's technical skills and cognitive abilities. Multiple studies have shown that Emotional Intelligence competencies often account for the difference between star performers and average performers, particularly in positions of leadership.

This paper discusses the relationship between EQ and the Versatility component of SOCIAL STYLE®.

## SOCIAL STYLE TEACHES US THAT PEOPLE ARE DIFFERENT

SOCIAL STYLE is based on people's Assertiveness and Responsiveness. Understanding SOCIAL STYLE allows people to identify the preferences of others and modify their behavior to make others more comfortable. This is known as Versatility, and it is the key to maximizing interpersonal effectiveness. Put simply, Versatility is a measure of how well one works with others, regardless of their Style. It allows people to navigate different situations effectively and garner respect and support from colleagues with a wide variety of needs and preferences. Research shows that managers with high Versatility are 27% better at leading teams, 25% better at coaching others, and 19% more likely to be promoted. Versatility has also been linked to higher job performance, with correlations similar to intelligence, education, and personality.

SOCIAL STYLE is based on the fact that there are fundamental behavioral differences among people. Some people speak quietly, some are louder, some are more rigid and concerned with facts and data, while others are more casual and focus on opinions and stories. Behavioral patterns and preferences are developed early in life based upon what behaviors prove to be successful for us.



SOCIAL STYLE is the world's most effective interpersonal skills model. The Connections Whitepaper Series looks at how SOCIAL STYLE complements and supports other popular workplace programs including SPIN Selling, Situational Leadership, Emotional Intelligence, Crucial Conversations and The Five Dysfunctions of a Team.

## CONTINUING TO IMPROVE

TRACOM developed Behavioral EQ® as a way to help people further explore and enhance their interpersonal effectiveness, in part by showing people “why” they react to others and behave in the ways they do. In this way, Behavioral EQ gives attention to people’s internal thoughts and emotions, while still remaining grounded in behavior. Behavioral EQ encompasses both our emotional and behavioral intelligence. While Emotional Intelligence refers to how we perceive and understand our own emotions and the emotions of others, Behavioral Intelligence is the behavioral manifestation of that awareness; it is our ability to use EQ to manage personal behavior and relationships.

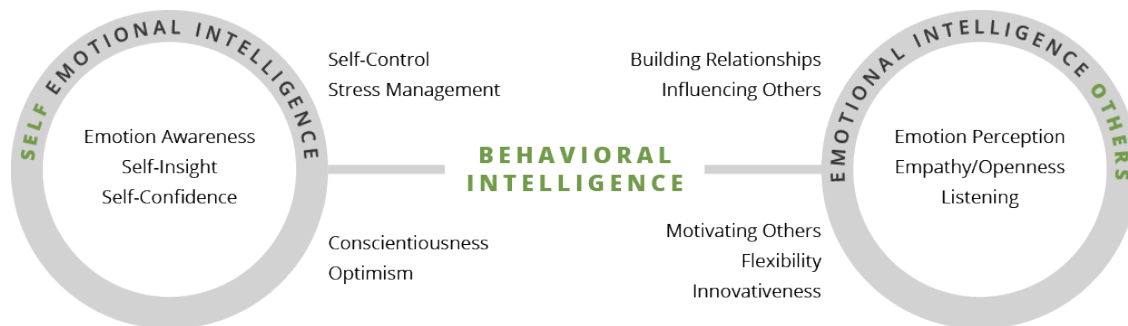
Certain competencies are common or overlapping across Behavioral EQ and Versatility, but Behavioral EQ expands upon Versatility to include other dimensions of interpersonal effectiveness. While Versatility is about how people can adjust their behavior to accommodate the preferences of others, Behavioral EQ gives people even more insight into how they can manage their own emotions and behaviors as well as interpret emotions expressed by others.



## BUILDING ON VERSATILITY

Behavioral EQ builds upon Versatility by providing people with fresh insights into their own mindsets and behaviors. Humans are wired with glitches in their thinking, certain maladaptive ways of interpreting the world that keep them from optimizing their interpersonal effectiveness. Through the Behavioral EQ course, learners begin to recognize these patterns in themselves and correct for them.

Importantly, the Behavioral EQ Model™ is based on the latest research in neuroscience and behavioral effectiveness. Neuroplasticity is perhaps the greatest insight of neuroscience over the past decade – this is the idea that our brains are flexible and can form new connections, even more so than previously thought. We also know that there are particular patterns of brain activity associated with effective emotion regulation, empathy, and other abilities. Research shows that we can implement interventions to improve circuitry in the brain. Neuroscientific research also suggests that when people consistently engage in behavioral change exercises, their brains begin to carve out new neural pathways that alter thought processes and build new habits. We initiate this process in the Behavioral EQ course by introducing learners to research-supported development strategies and having them generate specific goals for behavior change.



Behavioral EQ is particularly powerful because it utilizes only the best approaches from EQ science. Through our research, we eliminated extraneous competencies to retain only the most essential elements. Ultimately, we validated a Behavioral EQ Model that is much simpler and more manageable (and therefore, easier to understand and apply) compared to other models. This model is particularly valuable because it focuses on behavior, but also gives attention to internal thoughts, emotions and beliefs. The fact that the model elements cover both behavioral and emotional elements is critical, because it gives learners the opportunity to optimize their interpersonal effectiveness by working from the inside out, as well as the outside-in.



## HOW DOES BEHAVIORAL EQ ENHANCE EFFECTIVENESS BEYOND WHAT IS PROVIDED BY VERSATILITY?

Behavioral EQ provides specific and descriptive feedback to people about their abilities on each of fifteen skills. Behavioral EQ covers many elements within the Competence and Feedback portions of the Versatility model, including optimism, flexibility, innovativeness, empathy, listening, and building relationships. And, as mentioned before, Behavioral EQ expands upon these concepts to cover additional aspects of interpersonal effectiveness. While Versatility provides an introduction to interpersonal effectiveness via Image, Presentation, Competence, and Feedback, Behavioral EQ dives more deeply into the emotional and behavioral factors that relate to interpersonal skill.

Most importantly, TRACOM's Behavioral EQ course is highly prescriptive. The strategies for improvement are rich and specific, and they are organized according to the Behavioral EQ element that they primarily target. With all of these strategies in mind, as well as their survey feedback, learners identify the skills that they'd like to enhance and build personal development plans. Research shows that if people try to change too much, they are less likely to achieve their objectives. Through the Behavioral EQ Assessments, we encourage learners to take a look at their survey feedback, choose one skill that they would like to develop, and create a specific behavioral commitment around this skill area. All of the Behavioral EQ skills are interrelated, so learners will often find that working on one skill area will spill over and affect their performance in other skill areas.

The Versatility component of SOCIAL STYLE is powerful by itself; however, we all know that we can never rest on our laurels when it comes to working effectively with others. Behavioral EQ is an extension to Style and Versatility. By expanding upon the Versatility concepts and providing more descriptive and prescriptive information, Behavioral EQ provides the next level of instruction to improve interpersonal effectiveness at work.

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**THE TRACOM GROUP – THE SOCIAL INTELLIGENCE COMPANY  
– IS A WORKPLACE PERFORMANCE COMPANY AND A LEADING  
PROVIDER OF SOCIAL INTELLIGENCE SOLUTIONS.**

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 Mindset, Resiliency, Agility, Emotional Intelligence and Behavioral Style – all focused on helping our customers create a more engaged, productive and effective environment. Through interpersonal skills training, team development programs, sales effectiveness training, survey and assessment design, and consulting in the areas of performance management, leadership development, or employee engagement, we deliver positive, impactful solutions for our customers. Backed by years of research and proven methodology, TRACOM Group provides the “Ah Ha’s” that lead to high-performance.

**[WHY we do]** We believe that improving peoples’ understanding of themselves and others makes the world a better place.

**[WHAT we do]** We synthesize our discoveries into actionable learning and resources that improve an individual’s performance in all parts of their lives. We call this Social Intelligence

**[HOW we do it]** Through research and experience we uncover the hidden barriers to individuals achieving their maximum potential and identify how to help overcome them.

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