

# The Versatility of Industries

## Research Report



**TRACOM® GROUP**

THE SOCIAL INTELLIGENCE COMPANY®





# Ranking Industries by Versatility

## TRACOM SOCIAL STYLE and Versatility Research

SOCIAL STYLE is a four-quadrant behavioral preferences model which identifies the patterns of behavior that people prefer. Millions of people around the world have completed SOCIAL STYLE Profiles which both identifies them as having one of four specific SOCIAL STYLES and measures their overall interpersonal effectiveness compared to others. This measurement is known as Versatility.

### Research Methodology and Findings:

Having this robust set of data allows TRACOM to perform research and analysis about trends in leadership and interpersonal skills. In January, TRACOM released a new analysis of interpersonal skills and vertical industries. This includes ranking industries from highest to lowest on Versatility. Using data from more than 400,000 people, an average Versatility score for each industry was calculated and 32 industries were ranked. The Education industry was ranked highest while Research & Development was lowest.

The following pages summarize the findings of this research and provide:

- The distribution of each SOCIAL STYLE among workers (self-identified)
- The Versatility position of each industry among 32 industries ranked
- A discussion of SOCIAL STYLE considerations and recommendations

### Industry Rankings from Highest to Lowest:

- |                          |                       |                       |                            |
|--------------------------|-----------------------|-----------------------|----------------------------|
| 1. Education             | 9. Hospitality        | 17. Finance & Banking | 25. Automotive             |
| 2. Healthcare            | 10. Business Services | 18. Insurance         | 26. Aerospace              |
| 3. Media                 | 11. Pharmaceuticals   | 19. Consumer Products | 27. Publishing             |
| 4. Legal                 | 12. Government        | 20. Chemicals         | 28. Manufacturing          |
| 5. Telecommunications    | 13. Marketing         | 21. Retail            | 29. Electronics            |
| 6. Accounting            | 14. Computers         | 22. Defense           | 30. Energy                 |
| 7. Consulting Services   | 15. Non-profit        | 23. Utilities         | 31. Extractive Industries  |
| 8. Entertainment/Leisure | 16. Transportation    | 24. Construction      | 32. Research & Development |

## SOCIAL STYLE and Versatility in Education

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » From traditional K-12 to higher and adult ed, the education industry is comprised of people in both teaching roles and administration.
- » **Education tops the list for Versatility**, besting 32 other industries.
- » This high performance likely results from both the people drawn to the field and skills developed on the job. The need to develop connections with students from a wide range of backgrounds and behavioral profiles requires advanced, on-the-job and ongoing training in these skills.
- » With increasing emphasis on evaluating performance, **teachers can benefit from Versatility training to build effective connections.**

ranked

No. **1**  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
15%

Only the **Driving** Style is under-represented in education.

**Expressive**  
29%

Expressives excel in building personal connections and enjoy contributing to others' success.  
**A good fit for education.**

**Amiable**  
30%

Amiables are more concentrated in education than in any other industry. Their tendency towards creating ongoing relationships and influencing others creates a very strong draw to this field.

**Analytical**  
26%

The quest-for-knowledge, emphasis on accuracy and research of data strongly appeal to the Analytical Style, often making them **very successful educators.**





## SOCIAL STYLE and Versatility in Pharmaceutical

HOW DO  
YOU RANK?

### TRACOM Industry Research

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#### Industry Insights & Recommendations



VERSATILITY RANK OF 32

- » The Pharmaceutical industry falls just out of the top 10 for Versatility skills. It ranks #11 of 32 industries analyzed.
- » Pharmaceutical companies employ large number of **scientists and researchers who typically have lower Versatility scores** whereas **marketing/sales professionals within pharmaceuticals often show higher Versatility**.
- » As the oversight and regulatory environment changes, **Versatility skills are an opportunity for pharmaceutical firms to achieve competitive advantage**.

ranked

No. **11**  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
20%

While under-represented in the overall employee population, **Driving Style is growing relatively to data from previous years.**

**Expressive**  
33%

The pharmaceutical industry has **large populations of sales and marketing professionals**. These occupations are appealing to the Expressive Style person.

**Amiable**  
20%

The Amiable Style's **ability to foster long-term, cross-functional collaboration** is especially valuable in this industry.

**Analytical**  
27%

Pharmaceutical's **long-term viability is dependent on primary research and scientific inquiry**, areas where the Analytical Style thrives.



## SOCIAL STYLE and Versatility in Legal

HOW DO  
YOU RANK?

### TRACOM Industry Research

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#### Industry Insights & Recommendations

- » Legal is **one of the top industries for Versatility**, ranking #4 of 32 industries analyzed.
- » **Professionals in the legal industry show the ability to work effectively with others**, adjusting their own behaviors to the needs of clients, colleagues and even litigants or jurors.
- » Organizations in this industry need Versatility training or risk being at a competitive disadvantage.

VERSATILITY RANK OF 32

ranked

No. **4**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
23%

Work in the legal industry is a good fit for the Driving Style person looking to achieve results.

**Expressive**  
34%

Expressive people are **drawn to positions that offer the opportunity for personal accomplishment and visibility** such as lawyer.

**Amiable**  
13%

The legal industry is **among the lowest in percentage of Amiable people.**

**Analytical**  
30%

Analyticals, with their emphasis on accuracy, are a **natural fit for an industry built on specialized knowledge and subject matter expertise.**

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## SOCIAL STYLE and Versatility in Extractive

HOW DO  
YOU RANK?

### TRACOM Industry Research

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#### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » Extractive is **among the worst industries for Versatility**, ranking #31 of 32 industries analyzed. Versatility is often lowest among workers in highly technical or highly regulated fields.
- » In an industry criticized for its impact on the environment and local communities, **Versatility skills are an opportunity for extractive companies to achieve better relationships**.
- » Interpersonal skills can help companies better explain their efforts around new technologies and processes.

ranked

No. **31**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
26%

In an industry where **focus and dependable results are paramount**, a high percentage of Driving Style people

**Expressive**  
21%

**Expressive people are underrepresented** in this historically technically and financially driven industry.

**Amiable**  
14%

The extractive industry is **among the lowest** in percentage of Amiables.

**Analytical**  
39%

As a highly technical business, the extractive industry has a **higher percentage of Analytical people** than any other.





## SOCIAL STYLE and Versatility in Consulting

HOW DO  
YOU RANK?

### TRACOM Industry Research

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations



VERSATILITY RANK OF 32

- » In an industry where people are essentially the product, Versatility skills are high. Consulting ranks #7 of 32 industries.
- » Consulting firms are **among the most frequent customers of SOCIAL STYLE** and Versatility training as a way to develop long-term client and sales success.

#### Draws & Strengths

ranked  
No. **7**  
VERSATILITY

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DISTRIBUTION OF STYLES

**Driving**  
22%

Consulting is **among the most balanced industries for SOCIAL STYLE.**

**Expressive**  
30%

Expressives are drawn to positions of influence, consistent with the role of a consultant.

**Amiable**  
20%

The Amiable person can play an important role in successful cross-functional work that is the hallmark of large consulting projects.

**Analytical**  
28%

Analytics are common in consulting where they can apply their specific knowledge effectively and manage complex or highly specialized assignments.



## SOCIAL STYLE and Versatility in Banking & Finance

HOW DO  
YOU RANK?

### TRACOM Industry Research

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » As banks have grown in both size and scope of offerings, the industry includes people in a wider range of positions and roles, making an average score more likely.
- » Recent scandals have the banking industry under scrutiny from regulators and customers. **Versatility skills are an opportunity for banks to distinguish themselves from competitors. And in fact, banks are among the largest investors in SOCIAL STYLE training.** All Versatility data in this analysis is calculated prior to training. Post-training Versatility scores improve.

VERSATILITY RANK OF 32

ranked

No. **17**  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
19%

Banking & Finance is the **only industry evenly split between Tell-Assertive (Driving & Expressive) and Ask-Assertive (Analytical & Amiable) Styles.**

**Expressive**  
31%

Expressive Style people are the **most common, representing nearly one-third of employees in banking & finance.**

**Amiable**  
22%

**Many aspects of banking including the retail side still are people focused, which appeals to Amiable Style people.**

**Analytical**  
28%

The technical aspects of **money management and finance strategy likely appeal to Analytical Style people.**



## SOCIAL STYLE and Versatility in Healthcare

HOW DO  
YOU RANK?

### TRACOM Industry Research

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#### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » **Healthcare is one of the top industries for Versatility**, ranking #2 of 32 industries analyzed. Only education ranks higher.
- » Healthcare professionals show the ability to work effectively with others, adjusting their own behaviors to the needs of patients, customers and colleagues. **Physicians, nurses and other healthcare service workers all rank high for Versatility.**
- » Organizations in this industry **need high Versatility skills or risk being at a disadvantage** in the face of rising competition and health delivery changes.

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
20%

With a **focus on action and achieving results**, the Driving Style are important in healthcare.

**Expressive**  
27%

Healthcare is among the **most balanced industries** because of the wide range of jobs included.

**Amiable**  
22%

Amiable Style people are **natural caregivers** with strong empathy.

**Analytical**  
31%

Healthcare is among the **most balanced industries** because of the wide range of jobs included.

ranked

No. **2**  
VERSATILITY

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## SOCIAL STYLE and Versatility in Telecom

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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#### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » At #5 of 32, telecom industry professionals are **much better than most at working effectively with others**.
- » This ranking is **influenced by the industry shift to highly competitive and technology focused industry** from its more regulated "utility" past.
- » **Organizations in this industry need Versatility training or risk being at a disadvantage to more skilled competitors.** Versatility can help organizations facing a changing technology landscape and customer demand.

ranked

No. **5**  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
24%

Nearly 60% of all people in telecom are the tell-assertive Styles of Driving and Expressive.

**Expressive**  
35%

There is a **higher percentage of Expressive people in the telecom industry** than all but hospitality and marketing.

**Amiable**  
17%

The Amiable Style is **significantly underrepresented** in telecom.

**Analytical**  
24%

The Analytical Style can **contribute in data-driven areas** such as R&D, pricing and product planning.





## SOCIAL STYLE and Versatility in Media

HOW DO  
YOU RANK?

### TRACOM Industry Research

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Ranked #3 of 32 industries for Versatility, **media trails only education and healthcare.**
- » **Professionals in the media industry show the ability to work effectively with others**, adjusting their own behaviors to the needs of others such as experts, interview sources and vendors.
- » Organizations in media need to develop Versatility skills to keep up with high-performing competitors.

VERSATILITY RANK OF 32

ranked

No. **3**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
22%

Media has the most balanced distribution of SOCIAL STYLES with each in the 20s for percentage representation.

**Expressive**  
29%

By a small margin, the Expressive Style is the most common.

**Amiable**  
22%

Data shows that industries with the most balance also outperform in Versatility skills.

**Analytical**  
27%

This Style diversity reinforces peoples' ability to modify behavior and build rapport with people of different Styles.

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## SOCIAL STYLE and Versatility in Accounting

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The accounting industry **falls just outside the top five** for Versatility skills, ranking #6 of 32 industries.
- » In addition to number crunching, accounting industry professionals **often perform consultative and selling work that relies on good interpersonal skills.**
- » **Accounting organizations frequently invest in Versatility skills training** as a way to augment traditional accounting and financial know-how.

VERSATILITY RANK OF 32

ranked

No. **6**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
17%

Accounting has **fewer Driving Style people than any industry** except education.

**Expressive**  
29%

Expressive people are common in the accounting industry, probably in **positions related to sales, marketing or consulting.**

**Amiable**  
24%

The Amiable Style is **surprisingly common** in an industry where data and analytical skills are so significant.

**Analytical**  
30%

**Analyticals, with their emphasis on accuracy, are a natural fit for accounting where specialized knowledge is crucial.**

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## SOCIAL STYLE and Versatility in Government

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Our research shows that **government workers have good interpersonal skills despite a reputation otherwise.**
- » This industry ranks **#12 of 32 industries for Versatility** although that is down from **previous years' rankings** including as high as #4 in 2012 and #8 in 2015
- » The **change in government's Versatility ranking is among the most significant.** Most industries have stayed in similar positions over time.

VERSATILITY RANK OF 32

ranked

No. 12  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

Driving  
23%

The appeal of delivering services to constituents is a good fit for the results-focused Driving Style.

Expressive  
25%

The opportunity to develop and implement big ideas appeals to the Expressive Style person.

Amiable  
16%

Amiable Style people are rare in government.

Analytical  
36%

There are more than two Analytical people for each Amiable person in the government data sample. That could contribute to a slow pace of action.

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# SOCIAL STYLE and Versatility in Entertainment & Leisure

HOW DO  
YOU RANK?

## TRACOM Industry Research

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » Entertainment/Leisure is in the **top 25% for Versatility skills**, ranking #8 of 32 industries.
- » **These professionals show the ability to work effectively with others**, adjusting their own behaviors to the needs of customers and colleagues.
- » **Versatility skills represent an important part of the value** that entertainment organizations can provide in a highly competitive marketplace.

ranked

No. **8**  
VERSATILITY

### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
22%

In an industry where execution matters, the **Driving Style** is good at delivering results.

**Expressive**  
34%

Expressives are the **most common Style** in an industry that often seeks to deliver the “wow factor” and memorable customer experiences.

**Amiable**  
19%

Where customers are considered guests, **Amiables** can make people feel welcome and valued.

**Analytical**  
25%

Analytical Style people are **skilled at creating processes and executing effectively.**

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## SOCIAL STYLE and Versatility in Business Services

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Business services include a wide range of companies that **typically rely on good service as their product**. Such companies include delivery services, equipment leasing and supplies.
- » **This industry just makes it into the Top 10 of Versatility** rankings out of 32 total industries.
- » **Versatility skills can be a significant advantage** here where customer satisfaction can be a key factor in repeat business.

VERSATILITY RANK OF 32

ranked

No. **10**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
19%

Business services has the **3rd lowest concentration of Driving Style** people across all 32 industries.

**Expressive**  
28%

The opportunity for **new challenges and working in varied settings** has appeal to the usually creative Expressive person.

**Amiable**  
21%

Amiable people are **interested in providing good service and building relationships**.

**Analytical**  
32%

Analytical Style people are **skilled at establishing routines** that can deliver quality service in an efficient and profitable manner.

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## SOCIAL STYLE and Versatility in Computer Industry

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The computer and technology industry **falls in the middle of the pack for interpersonal skills**, ranking #14 of 32 industries.
- » **These companies are among the largest consumers of SOCIAL STYLE training** as they seek to develop the Versatility skills of employees who often have specific technical or functional skills.
- » **Versatility skills are especially important as employees advance** in their careers moving beyond the technology job and into broader management responsibilities.

VERSATILITY RANK OF 32

ranked

No. **14**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
26%

Driving Style people are **more common in the computer industry than in most industries.**

**Expressive**  
27%

**Sales and marketing jobs are common in computer and technology companies.** Expressive people are highly represented in these positions.

**Amiable**  
16%

**Amiable people are underrepresented** in an industry where fast pace and innovation are typical.

**Analytical**  
31%

**Analytical people are common among engineering and technology positions** which represent the foundation of most computer companies.

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## SOCIAL STYLE and Versatility in Marketing & Advertising

### TRACOM Industry Research

HOW DO  
YOU RANK?

#### About SOCIAL STYLE

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#### Industry Insights & Recommendations

- » While almost all industries have some marketing & advertising function, these companies provide marketing services or technologies as their primary product.
- » At #13 of 32 industries, **marketing & advertising industry is close to average for Versatility.**
- » Above average Versatility is not surprising in a communication and customer-relationship focused business.

VERSATILITY RANK OF 32

ranked

No. **13**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
17%

Driving Style people are **rare in a business** focused on delivering measurable results.

**Expressive**  
36%

Expressives, with their desire for creativity and big ideas, are the **most common Style**. Only **hospitality** has a higher percentage.

**Amiable**  
24%

Amiable people are common in marketing and advertising. They're **good at developing strong customer relationships**.

**Analytical**  
23%

The Analytical Style plays an important role in **evaluating campaigns and developing new technologies**.

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## SOCIAL STYLE and Versatility in Nonprofit

HOW DO  
YOU RANK?

### TRACOM Industry Research

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#### Industry Insights & Recommendations

- » Nonprofits fall **squarely in the middle of the pack of interpersonal skills**, ranking #15 of 32 industries.
- » This spot represents a **decline from being the top quarter for Versatility in 2012** rankings.
- » **Given the importance of constituent and donor relationships, Versatility skills represent an opportunity** for organizational success among nonprofits.

VERSATILITY RANK OF 32

ranked

No. **15**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
20%

Driving Style people can help nonprofits deliver on their stated missions.

**Expressive**  
27%

The opportunity for creativity and a forum to pursue exciting ideas are draws for the Expressive Style person.

**Amiable**  
23%

The Amiable Style's emphasis on relationships and helping others makes nonprofits a good fit.

**Analytical**  
30%

The Analytical Style is the most common in the well-balanced nonprofit industry. They can help demonstrate the impact and value of their programs.

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# SOCIAL STYLE and Versatility in Transportation

HOW DO  
YOU RANK?

## TRACOM Industry Research

### About SOCIAL STYLE

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### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » The transportation industry **ranks in the middle** (#16) of 32 industries for interpersonal skills.
- » This middle score is not surprising given the wide range of company types and job roles included here.
- » **Versatility skills represent an opportunity for companies to distinguish themselves** in an industry where technology is changing the competitive landscape.

ranked

No. **16**  
VERSATILITY

### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
21%

The Driving Style is a **natural fit** where **logistics and reliability** are central to **business success**.

**Expressive**  
29%

Expressives are well represented and are **likely to be common** in the variety of **customer-facing roles** that exist here.

**Amiable**  
18%

Amiables are the least represented, but **can play an important role** in supporting **complex, cross-functional organizations**.

**Analytical**  
32%

As transportation and logistics become increasingly global, the Analytical person **can help manage these complex processes**.

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

## SOCIAL STYLE and Versatility in Consumer Products

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » **Consumer product companies fall just below average in their interpersonal skills,** ranking #19 of 32 industries for Versatility.
- » The **ability to develop effective connections through Versatility can be a distinguishing advantage** for these companies as consumers increasingly desire "relationships" with their brands.

VERSATILITY RANK OF 32

ranked

No. **19**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving  
20%**

The Driving Style is underrepresented in an industry where creativity and analytics take the forefront.

**Expressive  
33%**

Product **innovation and marketing** are hallmarks of this industry and those **appeal strongly to the Expressive person.**

**Amiable  
20%**

There are fewer Amiables in this industry than any other Style.

**Analytical  
27%**

The Analytical Style **can help** consumer product companies **successfully** operate in a **globally** competitive environment.

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## SOCIAL STYLE and Versatility in Insurance

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » Insurance companies **rank in the middle third for Versatility**, coming in at #18 of 32 industries. This **position has remained consistent over the years**, in an industry built on long-term analysis and stability.
- » **Average Versatility scores are common for industries with large numbers of employees in highly specialized roles.** In this case data analysts with typically low Versatility scores and sales professionals with typically high scores tend to balance each other out.

ranked

No. **18**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
21%

There are more **Driving Style** people in Insurance than the related industries of banking or accounting.

**Expressive**  
28%

It is likely that a high percentage of **insurance sales professionals** fall into the Expressive Style.

**Amiable**  
19%

The Amiable Style person **values security** and this industry is all about financial security.

**Analytical**  
32%

It's not surprising that **Analytics** are the most common Style as **accurate, complex analysis and mitigating risk** are the keys to long-term viability in insurance.

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## SOCIAL STYLE and Versatility in Retail

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations



VERSATILITY RANK OF 32

- » Retail data **includes both traditional stores** as well as the faster-expanding **online retail companies**.
- » **Interpersonal skills are undervalued** here as these companies increasingly compete primarily on price with a service focus declining.
- » Interpersonal skills **training is less common among individual contributors** in retail, with **greater attention given to management and corporate executives**.

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
20%

Driving Style people are typically **good at achieving efficiency and focus in a changing retail world.**

**Expressive**  
34%

Generally good with **customers**, the concentration of Expressives in retail is among the highest of all industries.

**Amiable**  
20%

The Amiable Style's **emphasis on relationships is an asset** in the sales and service positions common in retail.

**Analytical**  
26%

The Analytical Style can help **identify trends from purchasing data and develop effective retail strategies.**

ranked

No. **21**  
VERSATILITY

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## SOCIAL STYLE and Versatility in Utilities

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The utility industry ranks #23 of 32 industries for Versatility, putting it in the **bottom third for interpersonal skills**.
- » As the competitive and regulatory environment changes, these companies may find that **Versatility training can provide an opportunity for growth**.

VERSATILITY RANK OF 32

ranked

No. **23**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
28%

Driving Style people are **more common in the utilities industry than 30 others**, trailing only automotive.

**Expressive**  
27%

All other Styles outnumber Amiables in the utilities industry at least 2-1.

**Amiable**  
13%

Amiables are quite rare among utilities employees. 13% puts it in the bottom four.

**Analytical**  
33%

This high proportion of Analytical Style people is appropriate in the highly regulated and process-focused world of utilities.

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## SOCIAL STYLE and Versatility in Aerospace

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The aerospace industry ranks #26 of 32 industries for Versatility, putting it into the **bottom quarter of all industries for interpersonal skills.**
- » This low performance is due to a **high percentage of technical workers who typically rank lower on Versatility.**
- » **Developing better Versatility skills represents an opportunity** for companies to distinguish themselves from poor competitors.

VERSATILITY RANK OF 32

ranked

No. **26**  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
28%

Driving Style people are **more concentrated in Aerospace than in all industries but automotive and utilities.**

**Expressive**  
25%

While many technical jobs in aerospace would not appeal to the Expressive, **sales and product development positions could be a good fit for this "think big" group.**

**Amiable**  
12%

The concentration of Amiables in aerospace is the **lowest of any Style in any industry.**

**Analytical**  
35%

There are nearly **three Analytical people for every one Amiable person in Aerospace.**



## SOCIAL STYLE and Versatility in Manufacturing

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Manufacturing ranks in the bottom five of all industries for Versatility skills at #28 of 32 industries.
- » This low performance on interpersonal skills has been consistent over time. But **as customers seek more nimble and flexible providers, manufacturers could benefit from improved Versatility.**
- » Global manufacturing sales are stagnant and **collaborative partnerships are increasing, making relationships more important.**

VERSATILITY RANK OF 32

ranked

No. 28  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

Driving  
26%

This higher concentration of Driving Style people makes sense where creating plans and delivering on them is critical.

Expressive  
27%

Even in the process-focused manufacturing world, the Expressive Style can help develop new innovations or facilitate team problem solving.

Amiable  
15%

The Amiable Style is underrepresented in manufacturing where process may be prioritized over people.

Analytical  
32%

Analytical Style people represent nearly a third of all workers, drawn to the intellectual challenges of a more technology-focused manufacturing environment.





## SOCIAL STYLE and Versatility in Energy

### TRACOM Industry Research

HOW DO  
YOU RANK?

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » At #30 of 32 industries for Versatility, energy employees' **interpersonal skills are far below average.**
- The energy industry **closely tracks the extractive industry both in low Versatility performance and Style distribution.**
- New energy sources and technologies are transforming the competitive landscape. **Motivated energy companies can pursue Versatility training as a way to separate themselves from competitors** weak in this area.

ranked

No. **30**  
VERSATILITY

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32

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
24%

61% percent of energy employees prefer to control their emotions (Driving and Analytical) when interacting with others.

**Expressive**  
23%

This concentration of Expressive Styles in the energy industry is **among the lowest of all industries.**

**Amiable**  
16%

The Amiable Style is **significantly underrepresented** in energy.

**Analytical**  
37%

The **concentration** of Analytical Style people in energy is **among the highest of all industries.**





## SOCIAL STYLE and Versatility in Construction

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The construction industry ranks #24 of 32 industries for Versatility, putting it in the bottom third.
- » **Collaborative project management is projected as a significant construction industry trend.** Versatility skills will become increasingly important in that environment and likely a competitive advantage.

VERSATILITY RANK OF 32

ranked

No. **24**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
26%

A focus on staying on track and achieving results makes the Driving Style a natural for construction.

**Expressive**  
30%

The Expressive Style can play an important role in setting ambitious plans and creatively solving problems in construction.

**Amiable**  
13%

At just 13%, the concentration of Amiables in construction is lower than all but two industries.

**Analytical**  
32%

Detail-oriented and with skills for thoroughness, the Analytical Style makes great contributions to construction.

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\*Totals do not equal 100% due to rounding.



## SOCIAL STYLE and Versatility in Hospitality

### TRACOM Industry Research

HOW DO  
YOU RANK?

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Hospitality is ranked #9 of 32 industries for Versatility.
- » This **top-ten ranking** makes sense for an industry focused on creating pleasant experiences for guests.
- » **Versatility skills** help hospitality workers establish rapport and achieve high customer satisfaction.

VERSATILITY RANK OF 32

ranked

No. **9**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
25%

The Driving Style person is **good at delivering results and driving customer satisfaction.**

**Expressive**  
37%

As a percentage, there are more Expressives in hospitality than any other industry.

**Amiable**  
13%

Only Aerospace has a lower percentage of Amiables.

**Analytical**  
25%

Similar to the related entertainment & leisure industry, **Analytics** make up one in four employees.

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## SOCIAL STYLE and Versatility in Chemicals

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The chemical industry ranks #20 of 32 industries for interpersonal skills.
- » While this puts them near the lower third of industries, it is **better performance than other process industries such as extractive, energy and manufacturing.**
- » **Versatility skills are an opportunity for these companies to stand out from under-performing competitors** in an industry facing slow sales growth and low margins.

VERSATILITY RANK OF 32

ranked

No. **20**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
21%

Driving Style people are represented in similar numbers to Expressives and Amiable.

**Expressive**  
28%

The industry's low-growth financial outlook may see a decline in the percentage of Expressives who prefer excitement.

**Amiable**  
20%

While still underrepresented compared to other Styles, there are more Amiable people in chemicals than other process industries.

**Analytical**  
35%

In a technical and systems-focused industry, the Analytical Style is by far the most common.

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## SOCIAL STYLE and Versatility in Defense

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Defense is ranked #22 for interpersonal skills of 32 industries.
- » Versatility skills are less important when times demand immediate action, but **can be important in keeping high morale over time.**
- » **The defense industry has a more extreme Style distribution than most industries.**

VERSATILITY RANK OF 32

ranked

No. **22**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
24%

The Driving Style person is **excellent at setting goals and giving direction.**

**Expressive**  
24%

The defense industry has **fewer Expressive Style people** than most other industries.

**Amiable**  
14%

Only extractive and R&D have a lower percentage of Amiables.

**Analytical**  
37%

Defense has a **higher percentage of Analyticals** than all industries except R&D and extractive.

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## SOCIAL STYLE and Versatility in Automotive

### TRACOM Industry Research

HOW DO  
YOU RANK?

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The automotive industry falls in the bottom quarter for interpersonal skills, ranking #25 of 32 industries for Versatility.
- » This is the **lowest Versatility rank for any industry that is focused on consumer sales.**
- » **Industries with many sales-focused employees typically have higher Versatility skills** which measures the ability to build rapport and good working relationships.

VERSATILITY RANK OF 32

ranked

No. **25**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
29%

There is a higher concentration of Driving Style people in automotive jobs than any other industry.

**Expressive**  
32%

The Expressive Style can help people imagine the excitement and freedom that a car brings.

**Amiable**  
14%

The Amiable Style is **significantly underrepresented** in the automotive industry.

**Analytical**  
24%

Analytical Style people are **underrepresented** in an industry that still highlights technology features.

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## SOCIAL STYLE and Versatility in Publishing

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » Publishing ranks #27 of 32 industries for Versatility, putting it firmly in the bottom quarter of industries for interpersonal skills.
- » Versatility skills are developed through practice and this **low performance is related to the often independent nature of writing and editing.**

VERSATILITY RANK OF 32

ranked

No. **27**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
22%

The results-focused Driving Style can help keep projects moving forward in an industry where deadlines matter.

**Expressive**  
25%

While the solitary nature of writing and creating can be a challenge for the Expressive, they do appreciate the recognition that comes with publishing success.

**Amiable**  
19%

The Amiable Style person can play an important role as liaison between content creators and others in publishing.

**Analytical**  
34%

Accuracy and thoroughness are hallmarks of the Analytical Style and important for credible publishing.

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## SOCIAL STYLE and Versatility in Electronics

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLES which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » The electronics industry ranks number of 29 of 32 for Versatility, placing in the **bottom four of 32 industries for interpersonal skills.**
- » In terms of Versatility and SOCIAL STYLE distribution, **electronics is more similar to manufacturing than to consumer products companies.**
- » But the proliferation of electronics into everyday devices through the **internet of things (IoT), will necessitate more collaborations in manufacturing and distribution.** Versatility skills can lead to beneficial relationships with partners and customers.

VERSATILITY RANK OF 32

ranked

No. 29  
VERSATILITY

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#### Draws & Strengths

DISTRIBUTION OF STYLES

Driving  
22%

The Driving Style person can contribute to **developing and executing efficient business processes.**

Expressive  
29%

The Expressive Style can help **develop new innovative products, processes and marketing campaigns.**

Amiable  
16%

Amiables are **underrepresented in electronics as they are in other manufacturing businesses.**

Analytical  
33%

There are two **Analytical Style employees for every one Amiable Style employee** in the electronics industry.



## SOCIAL STYLE and Versatility in Research & Development

HOW DO  
YOU RANK?

### TRACOM Industry Research

#### About SOCIAL STYLE

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TRACOM analyzes data for 32 different industries to identify the percentage of each SOCIAL STYLE working in that industry and the average Versatility compared to other industries.

#### Industry Insights & Recommendations

- » R&D has the **lowest average Versatility of all 32 industries analyzed.**
- » The ability to develop effective working relationships with others is lower here than any other industry.
- » While low interpersonal skills are not as important for an individual researcher, the **results of development teams are hampered by low Versatility.**

VERSATILITY RANK OF 32

ranked

No. **32**  
VERSATILITY

#### Draws & Strengths

DISTRIBUTION OF STYLES

**Driving**  
19%

Only four of 32 industries have lower concentrations of **Driving Style** people than R&D.

**Expressive**  
28%

The creative and idea-focused Expressive **can find satisfaction in the development of new products or concepts.**

**Amiable**  
15%

The Amiable Style is by far the **minority in R&D.**

**Analytical**  
38%

This concentration of **Analyticals** in R&D is the 2nd highest for any Style in any industry.



# ABOUT **TRACOM<sup>®</sup> GROUP**

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

We provided the “AH HAs” to people as to how and why they act and interact with the world around them the way they do. We do this by teaching people about the core elements of an individual: their behavior, their emotions and their mindset and the impact these elements have on them each and every day. We call these core elements Social Intelligence. Most people are completely unaware of the impact that these elements have on them each and every day in how they interact with others and how they frame what is happening in the world around them.

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or call (303) 470-4900 — (800) 221-2321 (U.S. only)