

The Versatility of Industries

2018 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 2018, 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

VERSATILITY RANK OF 32

- » 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.

ranked

No. **4**
VERSATILITY

- 5
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- 11
- 12
- 13

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.

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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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.

ranked

No. 7
VERSATILITY

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- 14
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Draws & Strengths

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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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

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.

ranked

No. **2**
VERSATILITY

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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.

SOCIAL STYLE and Versatility in Telecom

HOW DO YOU RANK?

TRACOM Industry Research

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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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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

ranked

No. **3**
VERSATILITY

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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.

SOCIAL STYLE and Versatility in Accounting

HOW DO
YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

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

TRACOM Industry Research

HOW DO YOU RANK?

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

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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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

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

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

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

ranked

No. **14**
VERSATILITY

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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.



SOCIAL STYLE and Versatility in Marketing & Advertising

HOW DO
YOU RANK?

TRACOM Industry Research

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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

VERSATILITY RANK OF 32

- » 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.

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

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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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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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- 31
- 32



SOCIAL STYLE and Versatility in Insurance

HOW DO YOU RANK?

TRACOM Industry Research

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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

- 19
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- 21
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- 31
- 32

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 Analyticals are the most common Style as **accurate, complex analysis and mitigating risk** are the keys to long-term viability in insurance.



SOCIAL STYLE and Versatility in Retail

HOW DO
YOU RANK?

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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**.

ranked

No. **21**
VERSATILITY

- 22
- 23
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- 26
- 27
- 28
- 29
- 30
- 31
- 32

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.**



SOCIAL STYLE and Versatility in Utilities

HOW DO YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.**

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.

- 24
- 25
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- 32
- 33

SOCIAL STYLE and Versatility in Aerospace

HOW DO
YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

ranked

No. 26
VERSATILITY

27

28

29

30

31

32

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

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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

- » 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

- 29
- 30
- 31
- 32

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

HOW DO YOU RANK?

TRACOM Industry Research

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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

31

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

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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.

25
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*Totals do not equal 100% due to rounding.



SOCIAL STYLE and Versatility in Hospitality

HOW DO YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.**

ranked

No. 9
VERSATILITY

- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18

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, **Analyticals** make up one in four employees.

SOCIAL STYLE and Versatility in Chemicals

HOW DO
YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.

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.

21
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SOCIAL STYLE and Versatility in Defense

HOW DO YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

VERSATILITY RANK OF 32

- » 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.**

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

HOW DO
YOU RANK?

TRACOM Industry Research

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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.

26
27
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SOCIAL STYLE and Versatility in Publishing

HOW DO YOU RANK?

TRACOM Industry Research

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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.

28
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SOCIAL STYLE and Versatility in Electronics

HOW DO
YOU RANK?

TRACOM Industry Research

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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

30
31
32

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

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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.



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