

The Versatility of Industries 2018 Research Report





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
- 2. Healthcare
- 3. Media
- 4. Legal
- 5. Telecommunications
- 6. Accounting
- 7. Consulting Services
- 8. Entertainment/Leisure
- 9. Hospitality
- 10. Business Services
- 11. Pharmaceuticals
- 12. Government
- 13. Marketing
- 14. Computers
- 15. Non-profit
- 16. Transportation
- 17. Finance & Banking
- 18. Insurance
- 19. Consumer Products
- 20. Chemicals
- 21. Retail
- 22. Defense
- 23. Utilities
- 24. Construction

- 25. Automotive
- 26. Aerospace
- 27. Publishing
- 28. Manufacturing
- 29. Electronics
- Energy
 Extractive Industries
- 31. EXITACLIVE INDUSTRIES
- 32. Research & Development



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SOCIAL STYLE and Versatility in Education

HOW DO YOU RANK?

TRACOM Industry Research

About SOCIAL STYLE

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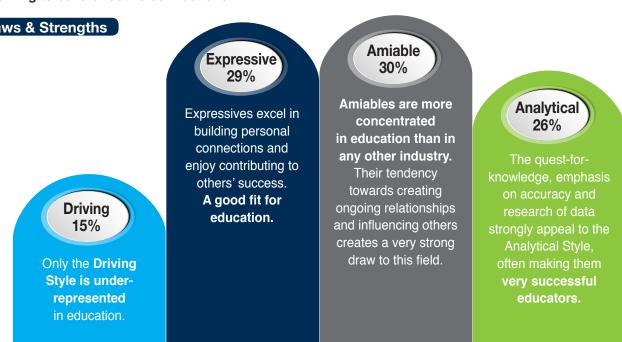
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Industry Insights & Recommendations

- » 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.

Draws & Strengths

DISTRIBUTION OF STYLES







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SOCIAL STYLE and Versatility in Pharmaceutical

HOW DO YOU RANK?

TRACOM Industry Research

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Industry Insights & Recommendations

- » 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.

Draws & Strengths

previous years.

DISTRIBUTION OF STYLES

Expressive 33% Analytical The pharmaceutical 27% industry has large populations of sales Pharmaceutical's and marketing long-term viability professionals. These is dependent on occupations are primary research appealing to the Driving Amiable and scientific **Expressive Style** 20% 20% inquiry, areas person. where the Analytical While under-represented The Amiable Style's Style thrives. ability to foster longin the overall employee population, Driving term. cross-functional Style is growing collaboration is relatively to data from especially valuable in

VERSATILITY RANK OF 32



this industry.



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SOCIAL STYLE and Versatility

TRACOM Industry Research

HOW DO YOU RANK?

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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.

Draws & Strengths

Driving 23%

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

DISTRIBUTION OF STYLES

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. VERSATILITY RANK OF 32



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

HOW DO YOU RANK?

TRACOM Industry Research

About SOCIAL STYLE

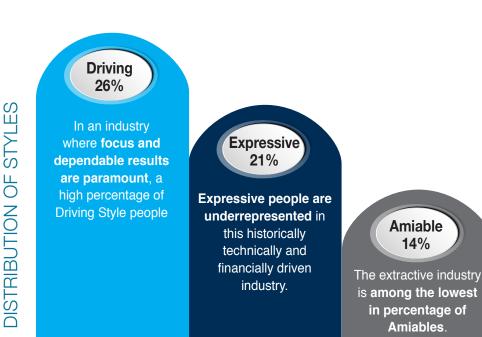
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Industry Insights & Recommendations

- » 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.

Draws & Strengths



VERSATILITY RANK OF 32



Analytical 39%

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



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social STYLE and Versatility in Consulting

TRACOM Industry Research

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

No.

About SOCIAL STYLE

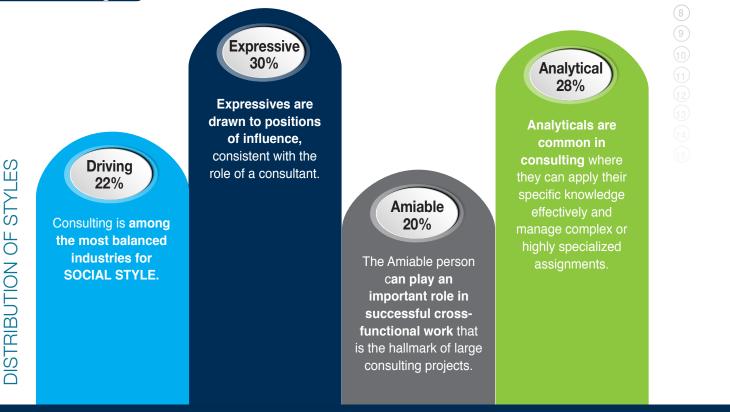
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Industry Insights & Recommendations

- » 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





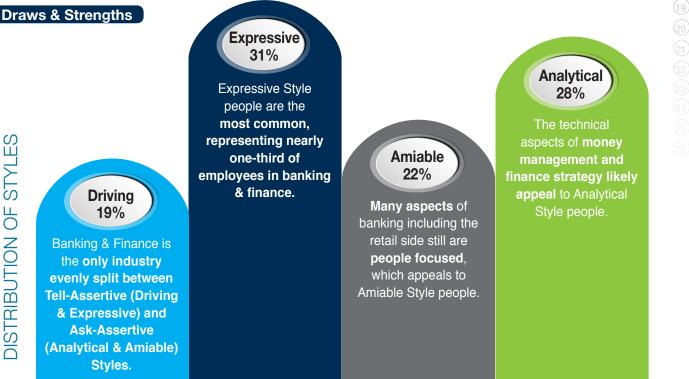
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Industry Insights & Recommendations

- » 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.



SOCIAL STYLE and Versatility in Banking & Finance

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

No



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Industry Insights & Recommendations

- » 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



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



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



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

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SOCIAL STYLE and Versatility in Healthcare



VERSATILITY RANK OF 32



31%



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SOCIAL STYLE and Versatility in Telecom

HOW DO YOU RANK?

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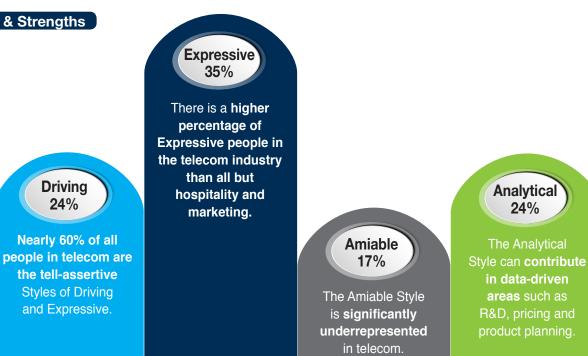
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Industry Insights & Recommendations

- » 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.

Draws & Strengths

DISTRIBUTION OF STYLES







About SOCIAL STYLE

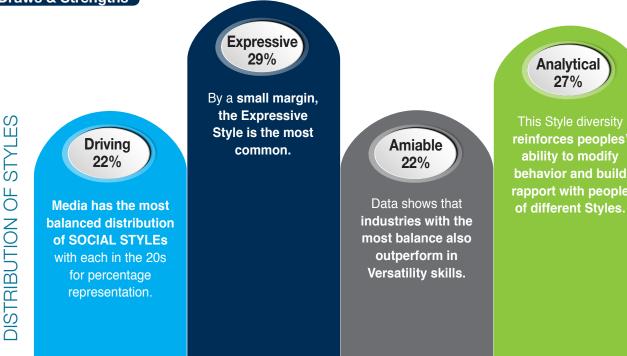
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Industry Insights & Recommendations

- » 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 highperforming competitors.

Draws & Strengths



VERSATILITY RANK OF 32

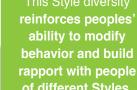
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SOCIAL STYLE and Versatility

in Media

HOW DO YOU RANK?





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SOCIAL STYLE and Versatility in Accounting

HOW DO YOU RANK?

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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.







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social STYLE and Versatility

HOW DO YOU RANK?

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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.

Draws & Strengths

VERSATILITY RANK OF 32



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.

Driving 23%

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

DISTRIBUTION OF STYLES



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

> Amiable Style people are rare in government.

Amiable

16%



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Industry Insights & Recommendations

- » 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.

Draws & Strengths

DISTRIBUTION OF STYLES



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SOCIAL STYLE and Versatility in Entertainment & Leisure

HOW DO YOU RANK?



ranked

No.



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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.

Draws & Strengths

DISTRIBUTION OF STYLES



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



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.

VERSATILITY RANK OF 32

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SOCIAL STYLE and Versatility

in Business

Services

HOW DO YOU RANK?



Analytical 32% Analytical Style people are skilled at establishing routines that can deliver quality service in an efficient and profitable manner.



About SOCIAL STYLE

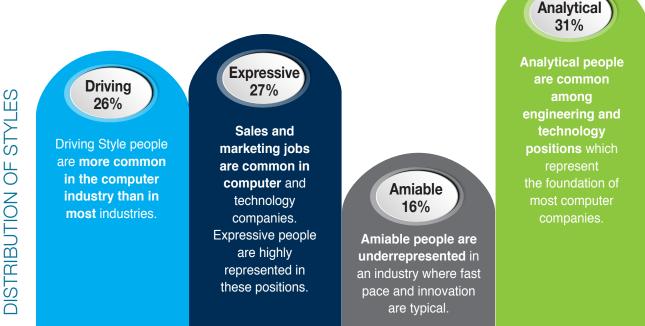
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Industry Insights & Recommendations

- » 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.

Draws & Strengths



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SOCIAL STYLE and Versatility in Computer Industry





Analytical



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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.

Draws & Strengths

Driving 17%

DISTRIBUTION OF STYLES

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.

ranked

VERSATILITY RANK OF 32





SOCIAL STYLE and Versatility

in Marketing &

Advertising

HOW DO YOU RANK?



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SOCIAL STYLE and Versatility

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.

Draws & Strengths

DISTRIBUTION OF STYLES



20%

Driving Style people

can help

nonprofits deliver

on their stated missions.

a forum to pursue exciting ideas are draws for the Expressive Style person.

Expressive

27%

The opportunity

for creativity and

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.





About SOCIAL STYLE

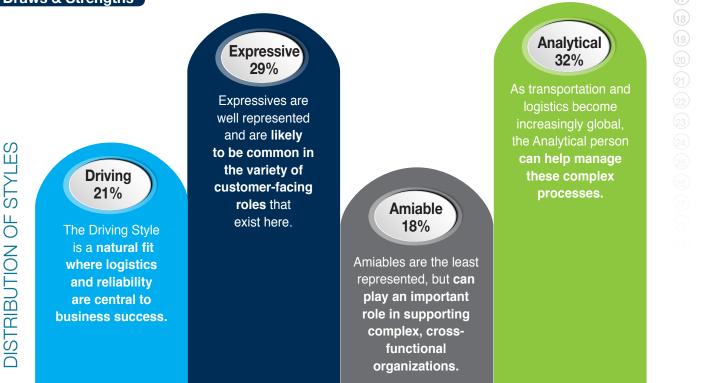
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Industry Insights & Recommendations

- » 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.

Draws & Strengths



social STYLE and Versatility in Transportation

> HOW DO YOU RANK?







TRACOM GROUP

in Consumer Products

> HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

No

TRACOM Industry Research

About SOCIAL STYLE

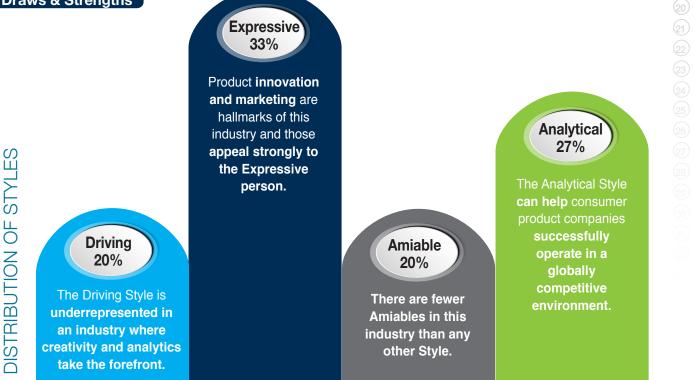
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Industry Insights & Recommendations

- » 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.

Draws & Strengths





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Industry Insights & Recommendations

- » 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.

Draws & Strengths

in Insurance than

the related industries

of banking or

accounting.

It is likely that a Driving 21% There are more **Driving Style people**

Expressive 28%

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.

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SOCIAL STYLE and Versatility in Insurance

HOW DO YOU RANK?

VERSATILITY RANK OF 32



Analytical 32%

It's not surprising that Analyticals are the most common Style as accurate, complex analysis and mitigating risk are the keys to longterm viability in insurance.



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Industry Insights & Recommendations

- » 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



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SOCIAL STYLE and Versatility in Retail

HOW DO YOU RANK?





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SOCIAL STYLE and Versatility in Utilities

HOW DO YOU RANK?

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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.

Expressive

27%

All other Styles

outnumber

Amiables in the

utilities industry-

at least 2-1.

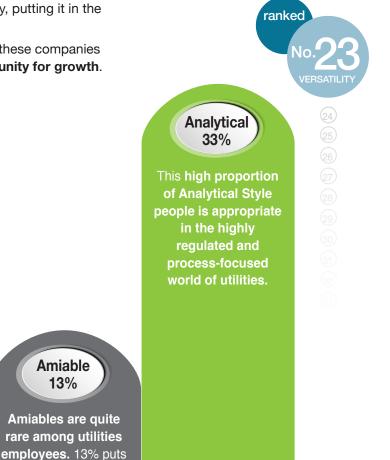
Draws & Strengths

DISTRIBUTION OF STYLES



in the utilities industry than 30 others, trailing only automotive.





Amiable 13%

it in the bottom four.



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SOCIAL STYLE and Versatility

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

TRACOM Industry Research

About SOCIAL STYLE

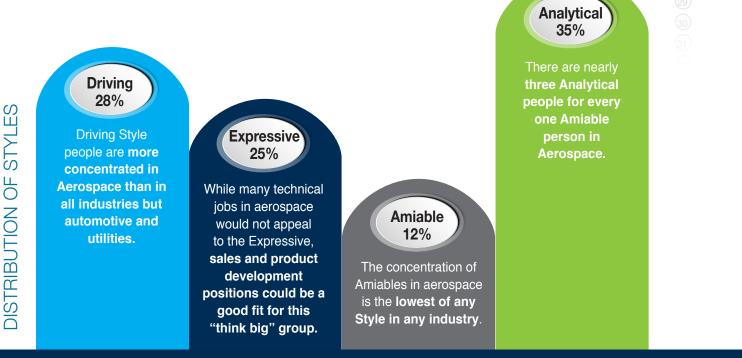
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Industry Insights & Recommendations

- » 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.

Draws & Strengths





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SOCIAL STYLE and Versatility

HOW DO YOU RANK?

TRACOM Industry Research

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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



Analytical 32%

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

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.



About SOCIAL STYLE

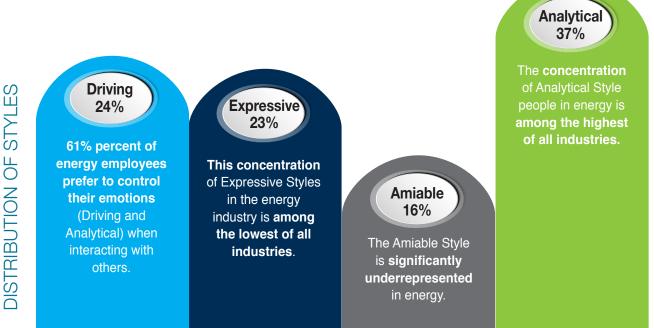
SOCIAL STYLE is the world's leading interpersonal skills model. There are four SOCIAL STYLEs which represent the different behavioral preferences each of us have. Versatility is the key to SOCIAL STYLE. It is a measure of the ability to work effectively with others.

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

- » 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.

Draws & Strengths



HOW DO YOU RANK?

TRACOM GROUP THE SOCIAL INTELLIGENCE COMPANY

SOCIAL STYLE and Versatility

in Energy





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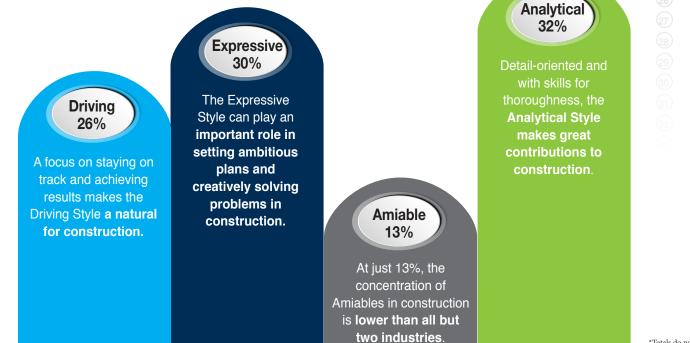
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Industry Insights & Recommendations

- » 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.

Draws & Strengths

DISTRIBUTION OF STYLES



TRACOM GROUP

SOCIAL STYLE and Versatility

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

*Totals do not equal 100% due to rounding



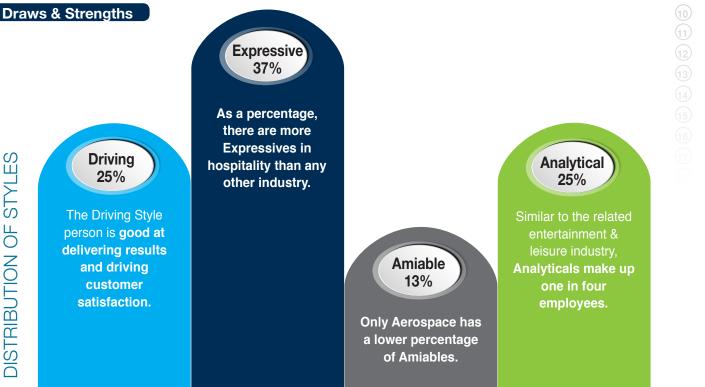
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Industry Insights & Recommendations

- » 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.



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SOCIAL STYLE and Versatility in Hospitality

HOW DO YOU RANK?

VERSATILITY RANK OF 32





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social STYLE and Versatility

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

TRACOM Industry Research

About SOCIAL STYLE

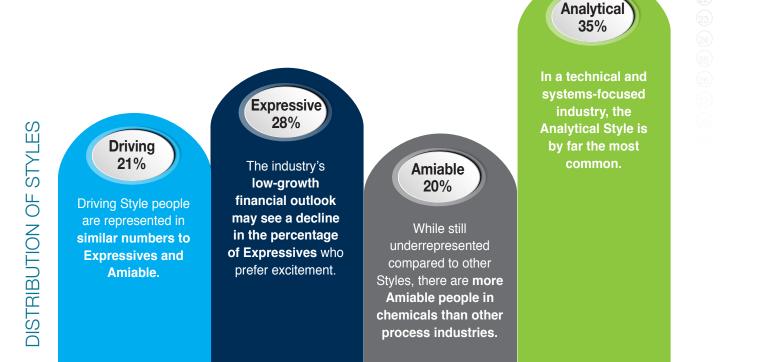
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Industry Insights & Recommendations

- » 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 underperforming competitors in an industry facing slow sales growth and low margins.







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SOCIAL STYLE and Versatility

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked

TRACOM Industry Research

About SOCIAL STYLE

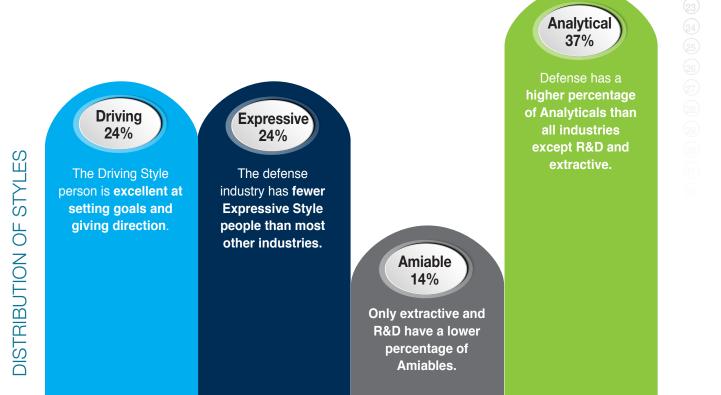
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Industry Insights & Recommendations

- » 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.

Draws & Strengths





About SOCIAL STYLE

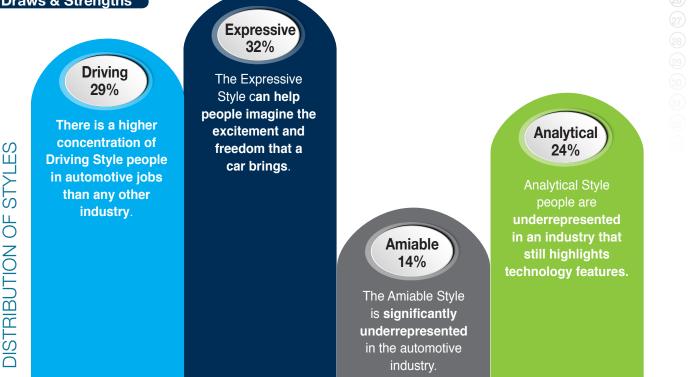
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Industry Insights & Recommendations

- » 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.





SOCIAL STYLE and Versatility in Automotive



VERSATILITY RANK OF 32

ranked

About SOCIAL STYLE

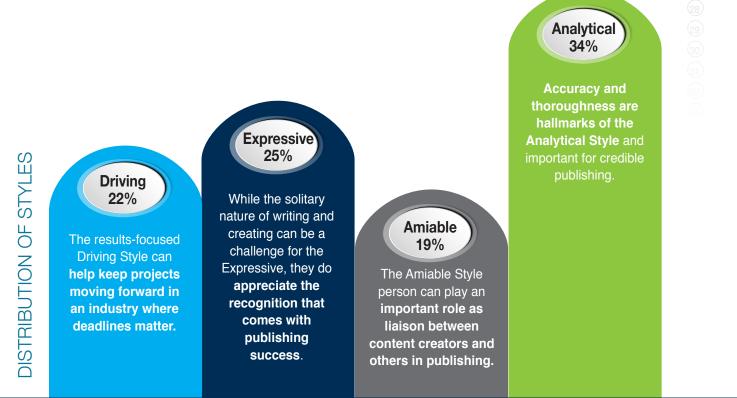
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Industry Insights & Recommendations

- » 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.

Draws & Strengths



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social STYLE and Versatility

HOW DO YOU RANK?

VERSATILITY RANK OF 32

ranked



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SOCIAL STYLE and Versatility

HOW DO YOU RANK?

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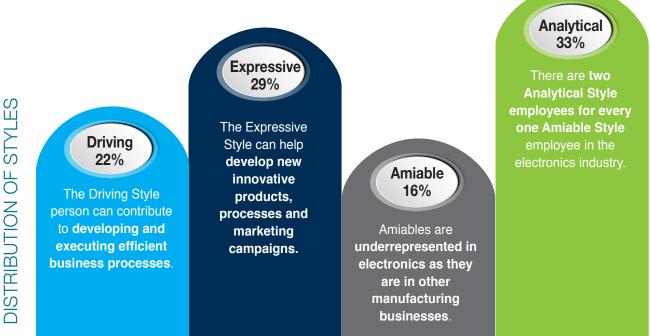
Industry Insights & Recommendations

- » 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



Draws & Strengths





TRACOM[®] GROUP

in Research & Development

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

Analytical 38%

This concentration

of Analyticals in

R&D is the 2nd highest for any

Style in any

industry.



Draws & Strengths



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



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



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

ABOUT TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY®

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.

For more information, visit WWW.TRACOMCORP.COM or call (303) 470-4900 — (800) 221-2321 (U.S. only)