International Norms for SOCIAL STYLE

Because the SOCIAL STYLE Model and SOCIAL STYLE Profile are used around the world, TRACOM offers many different international norms to account for cultural differences and their impact on behavior. Norms, or normative comparisons as they are technically called, provide a mechanism for people to compare themselves with one another. For example, telling somebody that they have an Amiable Style is helpful, but it is much more effective if you can tell them that they are more Ask Assertive than 75% of the population and more Emote Responsive than 50% of the population. This information is provided on our Multi-Rater Profiles, and gives individuals powerful information about exactly how their behavior is perceived in relation to others, even others who share their same Style.

All of TRACOM's online profiles use norms for accuracy. In addition to our standard North American norm, TRACOM has developed a variety of international norms to reflect the culture and behavioral standards of individual countries and geographic regions. In doing so, people receive profiles that are most meaningful for them.

Our international cultural norms are currently available for Universal, Managerial and Sales.

1. Why are international norms important?

TRACOM's research shows that Style is a global concept; it exists across nationalities. However, every culture is unique, and this is sometimes reflected in the way Style and Versatility are displayed. For this reason it is important for people to use norms that reflect their specific cultures.

For example, in China displays of Assertiveness are generally more direct than in western societies. If we compared China and the U.S. on this dimension, the Chinese average would be higher (more Tell Assertive) than the U.S. average. Therefore, we develop norms for China that adjust for their unique culture. This provides a more meaningful measure of Style and Versatility for people in China because they are being measured relative to others within their culture. The availability of norms also helps build the acceptance of learners because they feel the data is specific to their location and situation.

Some companies that develop behavioral style and personality measures do not provide cultural norms, claiming that behavior is so similar across cultures that norms aren't necessary. However, TRACOM's research has shown that this is not the case, and cultural norms address critical differences in how behavior is displayed and interpreted.

2. How are TRACOM's norms organized and how do I choose a norm?

Where possible we have developed specific country norms. We continue to add new norms as the necessary data becomes available. However, for individuals in countries where we don't have a norm, we have developed regional norms. For example, while we have a norm specifically for Spain, we do not currently have a norm for Portugal. Therefore, a Portuguese individual should use our norm for Southern Europe, which will reflect his or her culture to a closer degree than any other norm.

Choose appropriate norms for your specific needs and the profile that you are using :

UNIVERSAL, SALES, MANAGERIAL (see below for norms available for each profile type)

Learners and raters can choose whatever language they would like to complete the questionnaire in the TRACOM Learning system. This helps them to understand and interpret the questionnaire in a way that leads to accurate responses. Meanwhile, using our MAX session management system an administrator can determine which norms to use and what languages the reports should be produced in by selecting appropriate combination from the drop down list of available Profile reports.

3. Can I mix and match norms and languages?

TRACOM's language options are independent from the norm options. This allows each individual or organization to flexibly choose the best option. For example, a native Spaniard who works as a manager in Madrid might want to both complete the questionnaire and receive her SOCIAL STYLE Profile in Spanish and be compared using our Spain norm. But consider the same manager who works in a U.S. operation. Her Style Questionnaire and Profile could use Spanish language but use the North American norm. This provides information about her Style and Versatility compared to her colleagues.

Watch a short video which explains norms in more detail.

Universal SOCIAL STYLE Norms

The following Regional and Country norms are available in addition to TRACOM's Universal Global norm.

REGIONAL NORMS	COUNTRIES INCLUDED IN REGIONAL NORMS		
Africa (Eastern)	Burundi Comoros Djibouti Eritrea Ethiopia Kenya	Madagascar Malawi Mauritius Mozambique Rwanda Seychelles	Somalia Uganda Tanzania Zambia Zimbabwe

Africa (Middle)	Angola
	Cameroon
	Central African
	    Republic
		Chad
		Congo (Brazzaville)
		Congo (Kinshasa)
			Equatorial Guinea
			Gabon
			Sao Tome and
			    Principe

Africa (Northern)	Egypt Morocco	Algeria Libya	Sudan Tunisia
Africa (Southern)	South Africa Botswana	Lesotho Namibia	Swaziland

Universal SOCIAL STYLE Norms

REGIONAL NORMS	COUNTRIES INCLUDED IN REGIONAL NORMS		
Africa (Western)	Benin Burkina Faso Cape Verde Cote d'Ivoire Gambia Ghana	Guinea Guinea-Bissau Liberia Mali Mauritania	Niger Nigeria Senegal Sierra Leone Togo
America (Central) & Mexico	Belize Costa Rica El Salvador	Guatemala Honduras Mexico	Nicaragua Panama
America (North)	Canada (English-Speaking)	United States	
America (South)	Argentina Brazil Chile Colombia	Peru Venezuela Bolivia Ecuador	Guyana Paraguay Suriname Uruguay
Asia (Central)	Kazakhstan Kyrgyzstan	Tajikistan Turkmenistan	Uzbekistan
Asia (East)	China Hong Kong Japan	Korea South Macau Mongolia	Taiwan Korea North
Asia (South Central)	India Maldives Sri Lanka	Pakistan Bangladesh Bhutan	Nepal Afghanistan
Asia (Southeast)	Brunei Cambodia Indonesia Laos	Malaysia Philippines Singapore Thailand	Vietnam Burma East Timor
Caribbean	Antigua and Barbuda Bahamas Barbados Cuba Dominica	Dominican Republic Grenada Haiti Jamaica St Kitts and Nevis	St Lucia St Vincent and Grenadines Trinidad and Tobago
Europe (Eastern)	Belarus Bulgaria Czech Republic Hungary	Moldova Poland Romania	Russia Slovakia Ukraine

Universal SOCIAL STYLE Norms

REGIONAL NORMS	COUNTRIES INCLUDED IN REGIONAL NORMS		
Europe (Northern)	Denmark Estonia Finland Iceland	Ireland Latvia Lithuania	Norway Sweden United Kingdom
Europe (Southern)	Albania Croatia Greece Italy Portugal Spain	Serbia Montenegro Andorra Bosnia and Herzegovina Holy See	Kosovo Macedonia Malta San Marino Slovenia
Europe (Western)	Austria Belgium France	Germany Netherlands Switzerland	Lichtenstein Luxembourg Monaco

Middle East	Armenia
	Azerbaijan
	Bahrain
	Cyprus
	Georgia
	Iran
	Iraq
		Israel
		Jordan
		Kuwait
		Lebanon
		Oman
		Qatar
		Saudi Arabia
			Turkey
			United Arab
			   Emirates
			Yemen
			Palestinian
			   Territories
			Syria

Oceania	Australia Fiji Kiribati Marshall Islands Micronesia	Nauru New Zealand Palau Papua New Guinea Samoa	Solomon Islands Tonga Tuvalu Vanuatu

INDIVIDUAL COUNTRY NORMS		
Argentina	India	Portugal
Australia	Indonesia	Puerto Rico
Austria	Ireland	Romania
Belgium	Israel	Russia
Brazil	Italy	Saudi Arabia
Bulgaria	Jamaica	Singapore
Canada (English-Speaking)	Japan	Slovakia
Canada (French-Speaking)	Jordan	South Africa
Chile	Kazakhstan	Spain

Universal SOCIAL STYLE Norms

INDIVIDUAL COUNTRY NORMS cont'd		
China	Korea (South)	Sweden
Columbia	Lebanon	Switzerland
Costa Rica	Luxembourg	Taiwan
Czech Republic	Malaysia	Thailand
Denmark	Mexico	Trinidad and Tobago
Egypt	Netherlands	Turkey
El Salvador	New Zealand	Ukraine
Finland	Nigeria	United Arab Emirates
France	Norway	United Kingdom
Germany	Pakistan	United States
Greece	Peru	Venezuela
Hong Kong	Philippines	Vietnam
Hungary	Poland	Zimbabwe

Sales SOCIAL STYLE Norms

REGIONAL NORMS

- America (Central) & Mexico*
- America (North)
- America (South)*
- Asia (Central)
- Asia (East)*
- Asia (South Central)*
- Asia (Southeast)*
- Caribbean*
- Europe (Eastern)*
- Europe (Northern)
- Europe (Southern)*
- Europe (Western)
- Middle East*
- Oceania*

COUNTRY NORMS

- Australia
- Canada (English Speaking)
- Canada (French Speaking)
- France
- Germany
- India
- United Kingdom
- United States

*Denotes norms using a back-up value (i.e., the Universal SOCIAL STYLE norm).

TRACOM® GROUP

THE **SOCIAL INTELLIGENCE** COMPANY®

Managerial SOCIAL STYLE Norms

REGIONAL NORMS

- America (Central) & Mexico*
- America (North)
- America (South)*
- Asia (Central)*
- Asia (East)*
- Asia (South Central)*
- Asia (Southeast)*
- Caribbean*
- Europe (Eastern)*
- Europe (Northern)*
- Europe (Southern)*
- Europe (Western)*
- Middle East*
- Oceania*

COUNTRY NORMS

- Australia
- Brazil
- Canada (French Speaking)
- China
- France
- Germany
- India
- Italy
- Japan*
- Netherlands
- South Africa
- Spain
- Sweden*
- United Kingdom

*Denotes norms using a back-up value (i.e., the Universal SOCIAL STYLE norm).