



SOCIAL STYLE[®]

Multi-Rater Profile



Rhonda Wallace

Axtion Toys

12 Apr 2021

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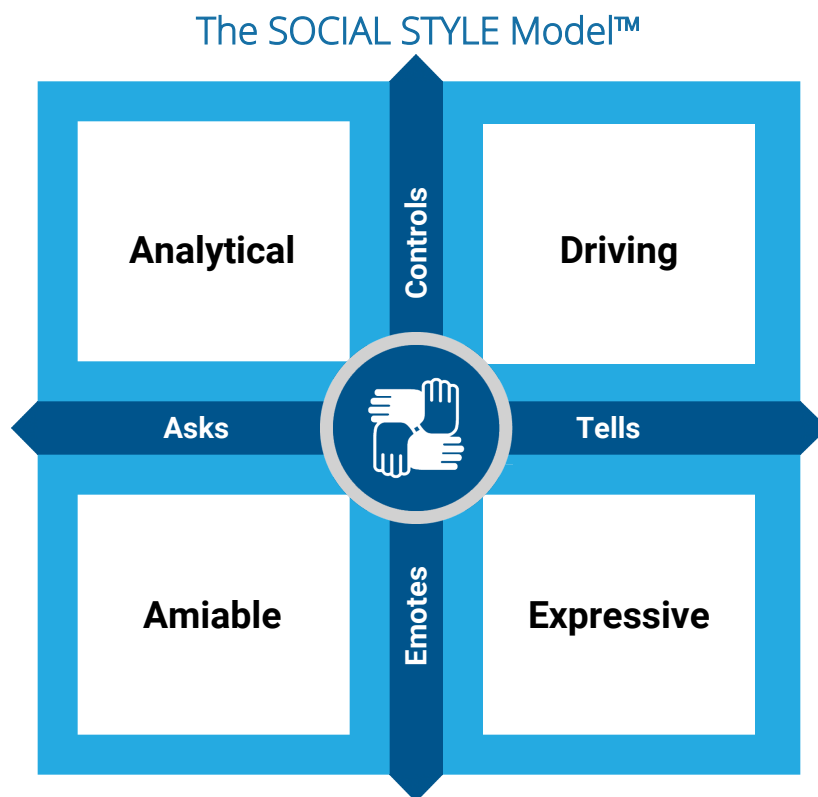
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Introduction

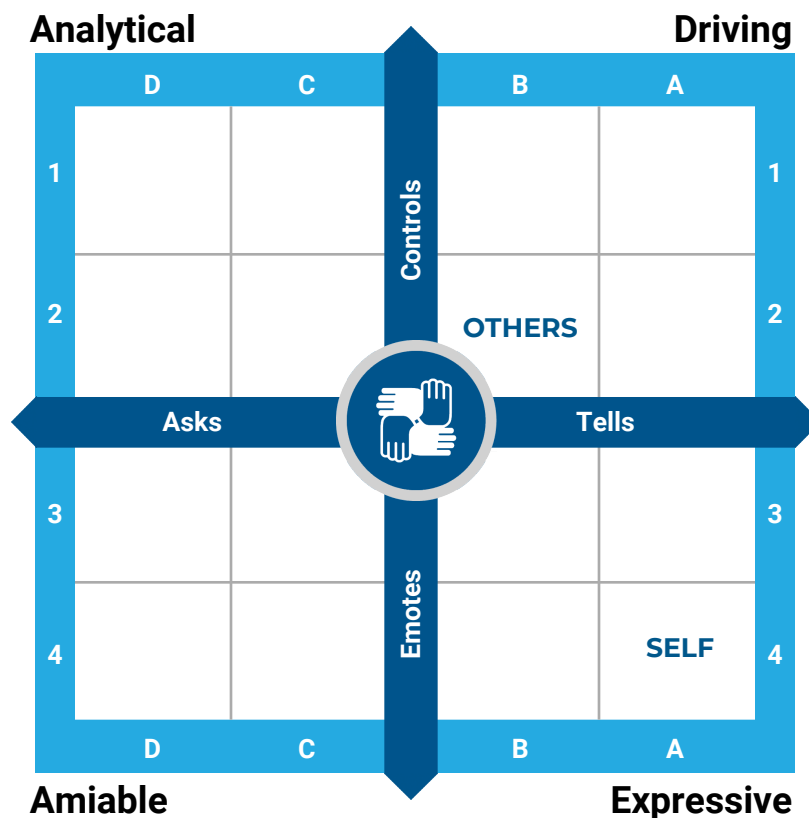


SOCIAL STYLE® is a model for understanding people’s behavioral styles. This awareness helps people to interact more effectively with one another. Our Style is determined by observable “say and do” behavioral habits we develop over our lifetimes. Once you understand a person’s typical behavior you can predict how they might act most of the time, which helps you build better and more productive relationships. Treating others the way they want to be treated, or showing Versatility, is a choice you control.

The model was created by TRACOM’s founders, Dr. David Merrill and Roger Reid, and is based on empirical research of behavior and performance. It was among the first psychological assessments to measure behavior instead of personality, and to use a multi-rater approach that measures co-worker perspectives instead of self-evaluation only. The SOCIAL STYLE Model™ has been continuously refined since its discovery. Today, it is available in more than 20 languages and is used by thousands of organizations in over 100 countries.



Your SOCIAL STYLE®



Driving B2

Others see you as behaving with a Driving Style, which may or may not be how you see yourself. Research shows that people’s own perception of their SOCIAL STYLE is different from how others see them about 50 percent of the time. This corresponds with research showing it is common for people to have a self-perception bias: we tend to view ourselves differently than how others see us.

Read your Profile carefully and consider how it describes your behavior. While every statement may not describe you perfectly, there is a theme to your behavior that others agree on. In particular, you will learn:

- How others perceive your behavior and how you see yourself
- How you prefer to use time, make decisions, and act when under stress
- Your Style strengths and weaknesses, and how those affect others
- The key characteristics of the other three Styles and what they value

More About the Driving Style

To better understand your SOCIAL STYLE, you need to gain insight into what shapes your behavior. The following helps you understand why you behave in the ways you do, and how others see you. It provides insight into how you prefer to do things, as well as the source of your Style's strengths and weaknesses.



Style Need: Results

A Style need is the underlying motivator for each Style and what drives their behavior at work. Driving Style people believe their key contribution to business success is their determination to always move forward and get things done. They believe that setting and striving toward meaningful goals leads to focus and accountability.



Orientation: Action

People meet their need through a common set of behaviors. Driving Style people put significant effort into making things happen and pushing for results.



Growth Action: To Listen

Driving Style people are so concerned about achieving results that they will prioritize taking immediate action over other things, such as making certain they have all the necessary information to make decisions or listening to others' opinions. Their growth action is to more actively listen.



Backup Behavior: Autocratic

When Driving Style people are feeling tension because results aren't being achieved quickly enough, they will try to take control of the situation rather than allow others to make decisions or be in charge.

These are core elements underlying your SOCIAL STYLE. As you read about your Driving Style in the rest of this report, you'll see how these elements are reflected in your interactions with others.

Driving Style In-Depth

Driving Style People

Driving Style people appear to know what they want and will openly express their opinions. They are goal-oriented and desire to get things done quickly. They often initiate projects or plans and help move ideas forward. Driving Style people:

- Are focused on achieving their goals
- Are direct with others, which helps others to be clear on goals and opinions
- Are formal and faster paced, which can create a busy and productive environment
- Focus on the present, encouraging others to deal with current problems and opportunities
- Often want to initiate change by taking risks and challenging the status quo
- Are comfortable with debate, wanting to reach outcomes that have a high probability of success

Driving Style B2

Within the Driving Style quadrant, you are less likely to influence others through “tell” statements, using more questions, and more likely to share your emotions verbally and non-verbally. Others see you as:

- Confident, authoritative and seeking to get things done
- Diligent and personable, helping others stay focused and engaged
- Willing to take charge when work needs to be done or a project needs direction
- Sometimes opinionated and overbearing toward others
- More interested in achieving results than gaining personal recognition
- Sometimes believing your approach is best and discounting input from others

Style in Action

Each Style prefers to use time, make decisions, and respond to stress in their own ways. This section describes each of these for your Style.



How You Prefer to Use Time

You:

- Like to use time efficiently because you value making progress toward goals
- Want others to move quickly and share your emphasis on achieving results
- Want to contribute to the team's success through your decisive action and measurable results
- Are faster to accomplish objectives, even if there's risk of moving quickly without considering all information or perspectives



How You Prefer to Make Decisions

You:

- Evaluate options and base decisions on information that is factual and practical
- Make decisions quickly based on immediate concerns and how the decision advances your goals
- Are willing to take risks, especially if there is a good probability of success
- Will make decisions independently, sometimes ignoring important information or alternative perspectives



When Under Stress or Tension

You:

- Will take over projects and situations when you think progress is too slow and other efforts to influence the outcome have failed
- Will argue unproductively by being impatient, bluntly expressing your dissatisfaction and telling others what to do
- Will rush into action without listening to others, limiting your understanding of issues
- Will end conflicts quickly as long as there is agreement on a plan to move forward

Strengths and Weaknesses

Your Style has unique strengths and weaknesses, or areas where you could adjust your behavior for different situations and needs. While it can be difficult to accept information about weaknesses, it is important to be aware of how others see your behavior in order to improve.

Your Style Strengths

You:

- Move things forward by being energetic, helping teams meet goals and deadlines
- Base your arguments on logic, which helps lead to objective decisions
- Can effectively organize work, which helps others direct their activities
- Can complete work independently, helping to achieve results without consuming others' time
- Thrive on competition, which can inspire others to contribute

Your Style Weaknesses

You:

- Neglect others' needs because you're so focused on achieving your own goals
- Expect maximum effort from others when this may be unrealistic
- Are impatient in your need for results, running over others and not considering their input
- Can come across as uninformed and critical
- Want control of situations and outcomes, which can result in micro-managing

How Your Strengths Affect Others

You:

- Help teams be organized and efficient
- Create an environment where people get things done
- Inspire commitment from others when you listen and consider their opinions
- Maintain a productive atmosphere with tangible accomplishments
- Help others stay focused and productive

How Your Weaknesses Affect Others

You:

- Frustrate others when you try to exert too much control
- Can make people feel like decisions are imposed upon them
- Decrease your effectiveness when you don't listen to others
- Lessen your support from others when you don't take time to get to know them
- Can believe that conflict is resolved when others are still upset

Understanding the Other Styles

This section describes the key characteristics of the other three Styles and what they value.

Amiable Style

Key Characteristics

- Relationship oriented and concerned with harmony among co-workers
- Good team players who like to get things done by involving others
- Look for personal motives in how others act
- Avoid making decisions that might create conflict or damage relationships
- Can be slow or reluctant to change

What They Value

- People who collaborate and offer recommendations before making decisions
- Colleagues who are friendly and personable
- Colleagues who are cooperative, not competitive
- A focus on collaboration to achieve goals
- Colleagues who value their input

Analytical Style

Key Characteristics

- Information oriented and concerned with facts, logic and consistency
- Are often good planners who work systematically
- Won't typically jump to conclusions and will take time to get things right
- Can appear detached and aloof
- Can be reluctant to declare an opinion or make decisions

What They Value

- A steady, unrushed pace to gather and evaluate all information before making decisions
- People who listen closely and pay attention to details
- Colleagues who are cooperative, not competitive
- Processes that are organized and logical
- Colleagues who are patient with their processes

Expressive Style

Key Characteristics

- Recognition oriented with a focus on being spontaneous
- Can be imaginative, enthusiastic, and can generate excitement among others
- Make decisions quickly, based more on feelings than facts
- Can change direction quickly
- Can be critical toward others

What They Value

- People who provide energy and a fast pace to advance ideas and make decisions
- Colleagues who are stimulating and help bring ideas to life
- A healthy sense of competition
- A focus on the big picture without too many details
- Colleagues who recognize their contributions

Key SOCIAL STYLE® Reminders

Your Style is the theme of your behavior

All of us behave along the range of both the Assertiveness and Responsiveness scales. Your Style is your “comfort zone,” where you are seen as behaving most of the time.

Every Style has growth actions

Each Style has weaknesses – areas where we can adjust our behavior to help meet others’ needs. This knowledge helps you understand others and work more effectively with them.

There is no best SOCIAL STYLE

Each Style can be effective, regardless of role or position. The purpose of learning about Style is to increase awareness and understand how you can be more effective when working with others.

Every Style can be successful

Research shows that people of all Styles can succeed in any field or industry. What matters is the level of Versatility that a person shows when working with others.

Style is about your behavior

The SOCIAL STYLE Profile describes the behavior you show to others, which is only one part of your personality. The profile does not describe your entire personality, which is unique to you.



Versatility

Multi-Rater Profile



Rhonda Wallace

Profile Test

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Overview of Versatility



The need for soft skills has been steadily rising in the modern workplace. Independent research has found:

- 92% of executives believe soft skills are equal to or more important than technical skills.
- Soft skill intensive jobs are expected to grow at 2.5 times the rate of other jobs.
- By 2030 soft skill intensive occupations are predicted to make up almost two thirds of all jobs.

Understanding your SOCIAL STYLE® and becoming aware that other people may have different behavioral preferences is a good way to start building stronger relationships with others. To improve your performance, however, you need to improve your Versatility—the ability to adjust to the Style needs of others. Versatility is a strong predictor of job performance, and is comparable to intelligence, education and personality.

Similar to SOCIAL STYLE, many people do not have a firm understanding of their Versatility. In fact, research has shown that about two out of three people see their Versatility differently from how others see it. Therefore, it is critical to receive feedback on our ability to adjust our behavior to meet the needs of others. That is exactly the information your Versatility Profile provides.

Your Versatility Profile Feedback

The good news is that your Versatility is within your control. You can increase your effectiveness by becoming aware of and acting on the insights that are provided on the following pages. This includes:

- A general description of high and low Versatility for your Style
- How other people view your Versatility
- Detailed interpretations of your level of Versatility in the areas of Presentation, Competence and Feedback
- Specific and actionable strategies designed to improve your Versatility

Versatility and the Driving Style

This section will help you understand what high and low Versatility look like for your Style. These are general descriptions and not based on your specific results, which are described in the next section.



High Versatility

When behaving with high Versatility, Driving Style people are able to keep projects moving ahead by inviting input from others. They:

- Actively listen to others, recognizing their viewpoints and why they have them.
- Get to know others personally, helping to establish relationships and team camaraderie.
- Are transparent in how they share information and opinions, leading to higher trust.
- Encourage others to express their ideas and opinions.
- Make decisions that incorporate input from multiple sources, resulting in higher quality outcomes.
- Are patient, moving things forward without unnecessarily rushing.



Low Versatility

Low Versatility contains elements of Driving Style people's backup behavior (being autocratic) and growth action (to listen). They:

- Listen superficially and come across as insensitive or uncaring.
- Are so focused on short-term concerns they don't recognize long-term consequences of their actions.
- Rush into decisions without considering all information or others' opinions.
- Try to control processes, people and outcomes.
- Try to dominate discussions and decisions, undermining support from others.
- Value rationality at the expense of other ways to approach issues, alienating people of other Styles.

Overall Versatility

Your Consistency in Displaying Versatility

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
			SELF				OTHERS

Your Versatility as Described by Others: Z

Your results place you in the top quartile of Versatility, meaning you frequently adapt your behavior to others' Styles and needs, helping meet their priorities along with your own. While you have high Versatility, you can enhance your effectiveness even further by consistently adapting your behavior to the requirements of the situation. Everyone has the ability to be more versatile, it simply requires making an effort to adjust your behavior more frequently. Remember, it's normal to view ourselves differently from how others see our Versatility.

A large part of increasing Versatility is monitoring the impact you have on others. When you focus mostly on your needs, it can frustrate others and lead them to work around you instead of with you. People may try to accomplish objectives without involving you and this can weaken your effectiveness and influence within the team.

Read your Profile carefully and consider how it describes your Versatility. While every statement may not describe you perfectly, there is a theme to your behavior that others can observe. The Ways to Improve section provides specific strategies to enhance your effectiveness in each source of Versatility. You don't have to utilize every strategy; choose the ones that will have the greatest impact on your effectiveness. These strategies are specific to your Style, so you may notice common themes across different strategies. By acting on this advice, you will increase your Versatility.

Versatility in Detail

Presentation: Z

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
			SELF				OTHERS

Competence: Z

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
			SELF				OTHERS

Feedback: Z

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
			SELF				OTHERS

Next Steps to Understanding Versatility

This section describes your results in Presentation, Competence and Feedback. For each area, there's an *Interpretation* followed by *Ways to Improve*. The Interpretation section describes how your behavior is perceived by others and the effects your behavior can have on them. This is written specifically for your Style so you can understand how your Versatility is related to your Style-based behaviors. It provides you with insights into how others benefit from, or are challenged by, your behaviors.

The *Ways to Improve* section provides specific strategies you can use to enhance your effectiveness in each source of Versatility. You don't have to utilize every strategy; choose the ones that will have the greatest impact on your effectiveness. These strategies are also specific to your Style, so you may notice common themes across different strategies. By acting on this advice, you will increase your Versatility.

Presentation



Presentation measures how well you deliver information to others during meetings or other group interactions. It includes how clear and organized your thoughts are when you communicate them, and your ability to adjust to the needs of your audience. Presentation is important for helping you communicate effectively with groups.

Your Results

At this moment, others see you in the “Z” quadrant of Presentation, meaning that you are highly effective when speaking to groups. To determine where you can improve, it’s important to understand how your Style might influence people’s perceptions.



As a Participant. You make your points without dominating the discussion or trying to achieve the outcome you want. This enhances your effectiveness, since you are getting important input from others.

- When you ask questions, you come across as thoughtful and sincere, seeking clarity on issues. This helps others feel heard and able to express themselves safely.
- Your language and examples are clear to others. You take time to make your points and clarify things for others.
- You offer your opinions while still listening closely to others’ input. This increases the effectiveness of decisions since others’ opinions are being considered.



As a Presenter. You want to be quick and efficient and are able to do this in a way that still allows others enough time to have conversation and make decisions.

- Though you can be brief and direct in how you present information, others feel engaged. They feel like their opinions matter and they have some influence over situations or decisions.
- You provide clear answers to people’s questions, leaving them feeling certain about your viewpoints.
- While you probably have strong opinions, you are open to what others say. This helps others feel comfortable and willing to share their opinions.

Ways to Improve Presentation

You can improve in Presentation by making simple adjustments to your behavior. Since your growth action is to “listen,” consider these actions to improve your performance:



Ask for input.

You might wish to rush through meetings, so be sure to pause and clearly ask others for their opinions and questions. This will help you avoid making incorrect assumptions and provides you with information you may not have considered.



Add structure.

Take time in advance of meetings to structure your presentation or the points you want to make. This is especially important when people might not be familiar with the topic.



Allow time for discussion and disagreement.

Different people have different perspectives and knowledge you might not be aware of. Build in time for extra discussion and prepare for disagreement. Clearly answer people’s questions so they have the knowledge they need.



Balance tasks with people.

You can stay focused on an agenda and the purposes you want to achieve while still taking time to be personable and engaging.



Be aware of others' Styles.

When possible, adapt your delivery to people’s Styles. Sometimes you will need to prioritize for the Styles of key stakeholders and decision makers.

Competence



Competence measures your conscientiousness and perseverance, flexibility, optimism, and creativity. It is important to overall effectiveness and helping teams achieve their goals. Note that Competence does not measure your technical skills or job knowledge.

Your Results

At this moment, others see you in the “Z” quadrant of Competence, meaning that you consistently and frequently show your abilities in this area. This helps your co-workers and teams meet their needs and it increases their confidence in you. Of course, there is always room to improve. To do this, it's important to understand how your Style might influence people's perceptions.



Conscientiousness and Perseverance. You are motivated to achieve your own goals and are able to do this while still paying attention to others' needs and recognizing how they can help you.

- While you tend to persevere through problems independently, you still seek help from others when needed. This is appreciated by people who also want to contribute and share their perspectives.
- You fulfill obligations and meet others' expectations. While you are quick to accomplish tasks, people of other Styles still view your work as complete and of a high standard.



Flexibility. Driving Style people like to move forward, and you are flexible when priorities change.

- You adjust well to new priorities, meeting obligations quickly and effectively even when you aren't in control of decisions and processes.
- You adapt to unexpected problems. People of other Styles appreciate your willingness to move forward deliberately and enthusiastically.



Optimism. Driving Style people often show optimism through the energy they devote to their work and others can see this in you, particularly during difficult times.

- When others are counting on your support, you do this without challenging their decisions or viewpoints. You do this even when you are hesitant about a decision, which helps the team move forward.
- During times of adversity, you stay active and engaged. Though your behavior is more controlled than many others, your outward support positively affects team engagement.



Creativity. You are open to new approaches and contribute your own ideas.

- You like to offer ideas to improve processes, especially when this will improve efficiency or keep things moving forward. This increases your influence within the team.
- You provide opportunities for others to present their ideas and are open to others' input. This is respected by people who want their ideas considered.

Ways to Improve Competence

Small adjustments to behavior will enhance your Competence. Since your growth action is to “listen,” consider these actions to improve your performance:



Ask questions.

You might make quick decisions without exploring other ideas or approaches, which can weaken your effectiveness and the support you receive from others.

- Practice your listening skills by taking time to ask others for their input.
- Listen intently and withhold judgment about others’ ideas until they are fully explored.



Be prepared.

Driving Style people are sometimes so rushed they can be unprepared for conversations and meetings.

- In addition to your own agenda, recognize that other people also have their own priorities and goals.
- When meetings require you to prepare ahead of time, be sure to do this so your co-workers don’t become frustrated.



Get to know people.

Building good relationships helps others to trust you and feel more open to exploring ideas with you. This helps to achieve results.

- Balance your need for results with others’ needs to build relationships. While most people want to have good relationships with co-workers, it’s especially important for Amiable and Expressive Style colleagues.
- Devote time to develop relationships without having a business agenda; spend this time solely on getting to know others, without discussing work.



Seek out new ideas.

To become more comfortable with new ideas, go out of your way to find different ways of doing things.

- Challenge yourself to do something new every week. This can be something small until you get used to the process and recognize the benefits; then move on to larger issues.
- If you are in a leadership position, allow your team to pursue ideas even if you don’t see the immediate value. Your focus on practicality can complement others who are focused on pursuing innovative or fun ideas, resulting in change that is feasible.



Help others achieve their goals.

Show flexibility and optimism by helping others.

- People are more likely to help you when you help them. Offer to help others with their problems and goals without asking for anything in return.
- Being a team player is an excellent way for Driving Style people to show their optimism; it communicates that you care about others and the work culture, in addition to results.

Feedback



Feedback measures your ability to listen, communicate with people in ways they understand, show empathy toward others and develop good relationships. When you can empathize and communicate in ways that appeal to others' Styles, you are more likely to develop good relationships.

Your Results

At this moment, others see you in the "Z" quadrant of Feedback, which means you communicate effectively with others by considering people's Style preferences and by listening closely. Improving Feedback is a matter of making small changes in behavior and by doing this you will develop even better, more productive relationships. To determine how you can improve, consider how your Style might influence people's perceptions.



Listening and Communication. You want to make your case and influence others and do this in ways that lead to mutual understanding.

- While you tend to focus on attaining the end result, you usually show an awareness of others' viewpoints during the process of achieving those results. This leads to better decisions and enhanced trust.
- Although you work at a fast pace, you listen well to others; this is noteworthy because listening is your growth action. People feel you pay attention to them and hear what they're trying to communicate. You are careful not to be too forceful with your opinions and you acknowledge others' viewpoints, which helps you be more influential.



Empathy and Relationships. Even though you don't focus as much on relationships as some other Styles, you are still able to build relationships through your empathy with others.

- While concerned about achieving your own goals, you consider other people's needs, ensuring that you understand their perspectives. You communicate directly but come across as caring and concerned about others, making it easier for them to develop a relationship with you.
- Though you are focused on work priorities, you still pay attention to people's personal lives and needs. This helps you develop relationships that are important for collaborating and achieving results.

Ways to Improve Feedback

To improve your Versatility in Feedback, exercise your growth action to “listen” and control your backup behavior of becoming “autocratic.” The following strategies will help you in this area.



Be transparent and an intentional listener.

Listening is a skill that requires practice, especially for Driving Style people. By deliberately practicing this skill it will become more habitual and natural, leading to important benefits for you.

- When listening to someone, stop all other tasks and focus on what the person is trying to communicate. Otherwise, you may come across as distracted and disrespectful.
- Ask questions to clarify your understanding but resist the urge to judge what people are saying or respond with contradictory arguments. Initially, simply accept what is being said.
- Anticipate others’ concerns or questions about issues, and proactively address these concerns. This is especially important if you are in a leadership role, since others may be reluctant to state their true opinions.



Show Style-specific empathy.

Empathy is sometimes Style-specific and related to situational constraints.

- You value results and efficiency but need to reassure people of other Styles by showing you understand their needs, such as team cooperation, spontaneity and following rational processes.
- Showing your empathy and understanding of others’ needs does not necessarily mean that you agree with them. Express your disagreement tactfully, with an awareness of others’ opinions.



Accept conflict.

Sometimes conflict happens, regardless of the empathy you may show.

- When you are feeling tense, you may revert to your “autocratic” backup behavior and come across as demanding and unapproachable. Recognize when this is happening and the effect it can have on yourself and others.
- Take time to become aware of the other sides of an issue. Doing this not only leads to better understanding but gives you the information and support from others needed to achieve the best possible outcomes.



Recognize and respond to backup behaviors.

When people become highly stressed, they may go into backup behavior. When possible, help them get through these tense moments.

- The backup behavior for Expressive Style people is more obvious because of their Tell Assertiveness: they “attack.”
- The backup behavior for Ask Assertive people can be harder to recognize: “avoiding” the situation (Analytical) and “acquiescing” (Amiable).
- Keep the person’s Style in mind, focus on their needs and reassure them that those needs will be considered.
- Temporarily adjust your behavior to meet others’ needs. Doing this doesn’t have to mean you agree with them, but you’re making an effort to get back to a productive state.

Key Versatility Reminders

Versatility is a choice

Unlike your Style, the behaviors leading to high Versatility are within your control. Making the effort to improve is up to you.

Versatility is all about consistency

A lower Versatility score does not mean you lack ability or never demonstrate these abilities. It means you are not showing consistency in your behavior. By making small changes to your behavior and acting with more consistency, you can increase your Versatility.

Versatility can vary with different groups

You can be highly versatile with one group and show low Versatility with another group. It depends on the circumstances and how much you value your interpersonal effectiveness with each group. Again, Versatility is always a choice.

Versatility is different from likeability

A person can be well liked but not have high Versatility. The opposite can also be true. Versatility helps you develop better working relationships, but it is separate from your personal likeability.

Focus on one thing

It can feel overwhelming to receive input on Versatility. Make it manageable by choosing one specific area in which to improve, and the specific actions you'll take. Determine actions that are meaningful and achievable.



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Through our learning solutions, TRACOM has helped millions of people around the world to uncover hidden barriers and identify strategies that enable more positive outcomes and professional success. Our Social Intelligence solutions include learning and development programs in the areas of Resiliency, Agility, Emotional Intelligence and Behavioral Style – all focused on helping our customers create a more engaged, productive and effective environment.

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