



SOCIAL STYLE®

Selling for Results™

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TRACOM® GROUP

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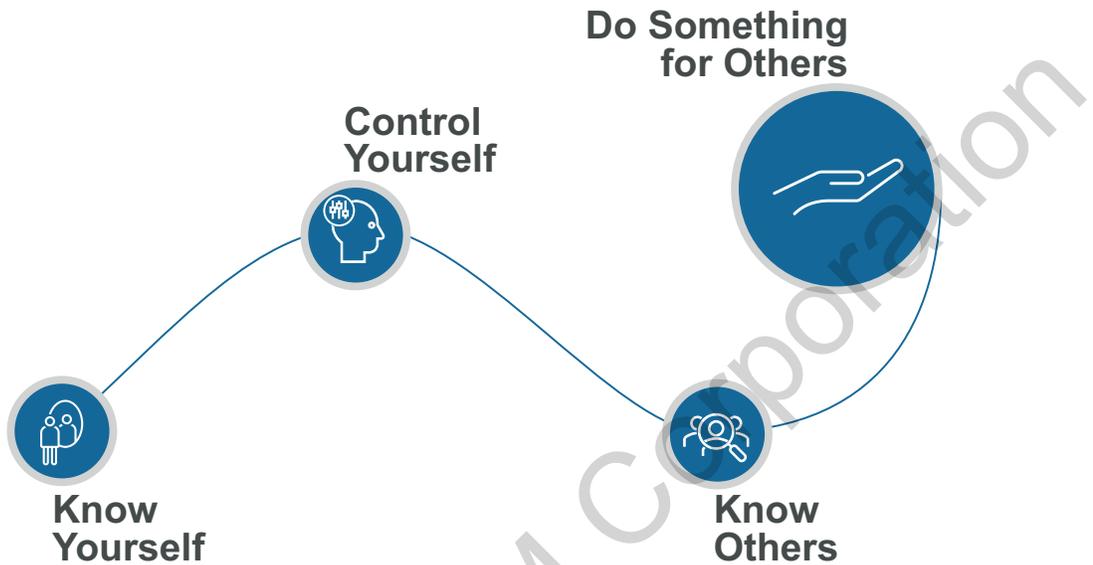
Introduction

WELCOME

Welcome to the Selling for Results™ program, a course based on TRACOM's SOCIAL STYLE® and Versatility Model. This program will give you insight into your behavioral strengths and weaknesses as a salesperson. Most importantly, it will help you understand the behavior and preferences of your customers and others. This allows you to practice Versatility by adjusting your behavior to meet other people's Style preferences. Research has found that salespeople who practice SOCIAL STYLE and Versatility have more success, and that people who consistently show Versatility are more effective in their jobs than people who don't show Versatility.

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STEPS FOR INCREASING INTERPERSONAL EFFECTIVENESS



This program will bring you on a journey. The ultimate goal is to work more effectively with your customers and others. You'll get there through a process that starts with understanding yourself and how your behavior affects your productivity and relationships. We refer to these as "know yourself" and "control yourself."

Most importantly though, you'll begin to focus on understanding others and their preferences for getting work done: "know others." With this understanding of others' behavioral styles, you'll begin to practice your Versatility, which is "do something for others."

We'll talk more about these four steps later, but as we progress through the program, you'll see how they are applied. By the end of the program, you'll have insight into your own Style and behavior, and the Styles of your customers. You'll build on this knowledge to develop more effective ways of working with your customers through practicing Versatility.

WHAT YOU'LL LEARN

The purpose of this course is to help you have more success with your customers. In particular, you're going to learn specific strategies:

1. How to predict your customers' behavior, and an understanding of why they behave that way.
2. What causes customers to become stressed, and how your own behavior can contribute to this.
3. How to recognize their needs and meet those needs.
4. How to prepare for meetings and tailor your communication to different customers.
5. How to use Versatility to earn customers' trust.

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VERSATILITY: A KEY ELEMENT OF SUCCESS

TRACOM's research has shown the value that practicing SOCIAL STYLE and Versatility has for salespeople. After going through a program, sales participants felt significantly more skilled in the areas below.

EFFECTIVENESS OF SOCIAL STYLE FOR SALESPEOPLE

key findings*	percentage
More conscious about how this behavior impacts this customers	94%
Applied SOCIAL STYLE to this sales job	93%
Developed more positive relationships with customers	92%
Increased ability to influence or persuade customers or prospects	87%
Believe that this customers now have a greater sense of confidence and trust in them	87%
Improved ability to gain ongoing sales	78%
Build relationships with prospects more quickly	76%
Customers now more willing to disclose relevant information	75%
Convert prospects to customers more quickly	69%
Closed sales they otherwise might not have	58%

*TRACOM Group, Centennial, CO. The percentage reflects salespeople who either strongly agreed or agreed to the statements. Visit tracom.com for research reports.

MY CUSTOMER – FIRST IMPRESSIONS

We form first impressions of others almost immediately, then treat them based on those impressions. If our impressions are accurate, we can communicate effectively. However, if we have misjudged an individual, our relationship will probably run into trouble. The same holds true when our customers form impressions of us and when we form impressions of them. Sometimes, we come to learn that our first impressions were misleading.

Think about the customer you identified earlier. Give them a fictional name and fill-in the following information:

Fictional Name:

First impressions you had of that person (from your first meeting):



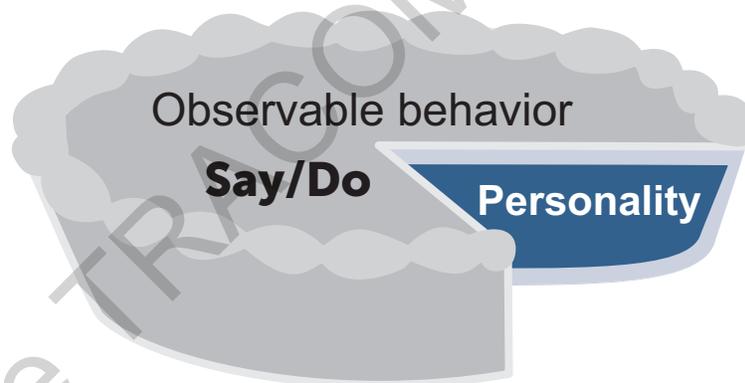
Dimensions of Behavior

OBSERVABLE BEHAVIORS

Think about your favorite kind of pie. What makes it unique and special? Is it the taste, aroma, texture, or appearance? The essence of the pie is contained in all these qualities. Likewise, people's personalities are complex. Much of our personality is like the inside of the pie, containing characteristic patterns of thinking and feeling. These are unique to each of us and difficult for others to observe.

The outside crust of the pie is similar to another component of personality: behavior. It is the part of personality that is easiest for others to observe and understand. SOCIAL STYLE refers only to a person's pattern of behaviors that others can observe.

By observing someone's behavior, we can describe what we see and hear, and understand the effect that person's behavior has on others. Objective observation is the first step to building greater understanding.



Behavior

What you say (verbal) and do (non-verbal)



SOCIAL STYLE®

A pattern of actions others can observe and agree on for describing one's behavior



Interpersonal Behavior

What you say and do when interacting with other people



Personality

Everything a person is: their ideas, values, hopes and dreams

SAY AND DO BEHAVIORS

It is human nature to make judgments about people based on first impressions. This happens almost immediately upon meeting someone. Such judgments are subjective and based on our own unique set of life experiences. Sometimes, these impressions become lasting opinions. If you stereotype a person and allow your personal feelings and judgments to affect your interactions, you risk damaging your relationship with that person.

Unlike subjective feelings, Say and Do behaviors are observable and help us make more objective conclusions about customers. When these behaviors form a pattern, this can help determine someone's SOCIAL STYLE. Once you know how a person typically behaves, you can predict how they will probably behave in the future, and this helps you understand the person and build an effective relationship.

There are two dimensions of behavior that make up SOCIAL STYLE—Assertiveness and Responsiveness.

Traits	Observable Behavior		Judgments
Honest	Quiet	Loud	I like him
Intelligent	Slower-paced	Faster-paced	He annoys me
Arrogant	Facially controlled	Facially animated	She interests me
Motivated	Less-inflected voice	More-inflected voice	He irritates me
Self-centered	Less eye contact	More eye contact	I distrust her
Sincere	Casual posture	Rigid posture	I hate him
Critical	Leans back	Leans forward	I trust him

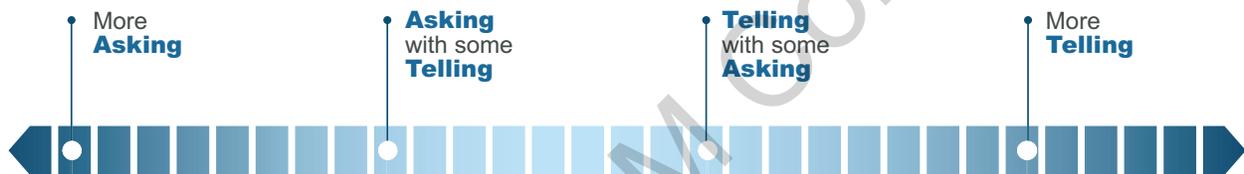
SAY
DO

ASSERTIVENESS

Assertiveness is the degree to which you “Ask” or “Tell” when interacting with others. It is a measurement of how we try to influence others to take action.

If you are more Tell Assertive, you state your opinions directly. You tend to declare your viewpoints and try to direct the actions of others. For example, if you want to have lunch with someone, you might say, “Let’s have lunch today!”

If you are more Ask Assertive, you tend to be more cautious and reserved about sharing your opinions. You attempt to influence others in a quieter, low-key, questioning manner. For example, if you want to have lunch with someone, you might ask, “Would you like to have lunch with me today?”

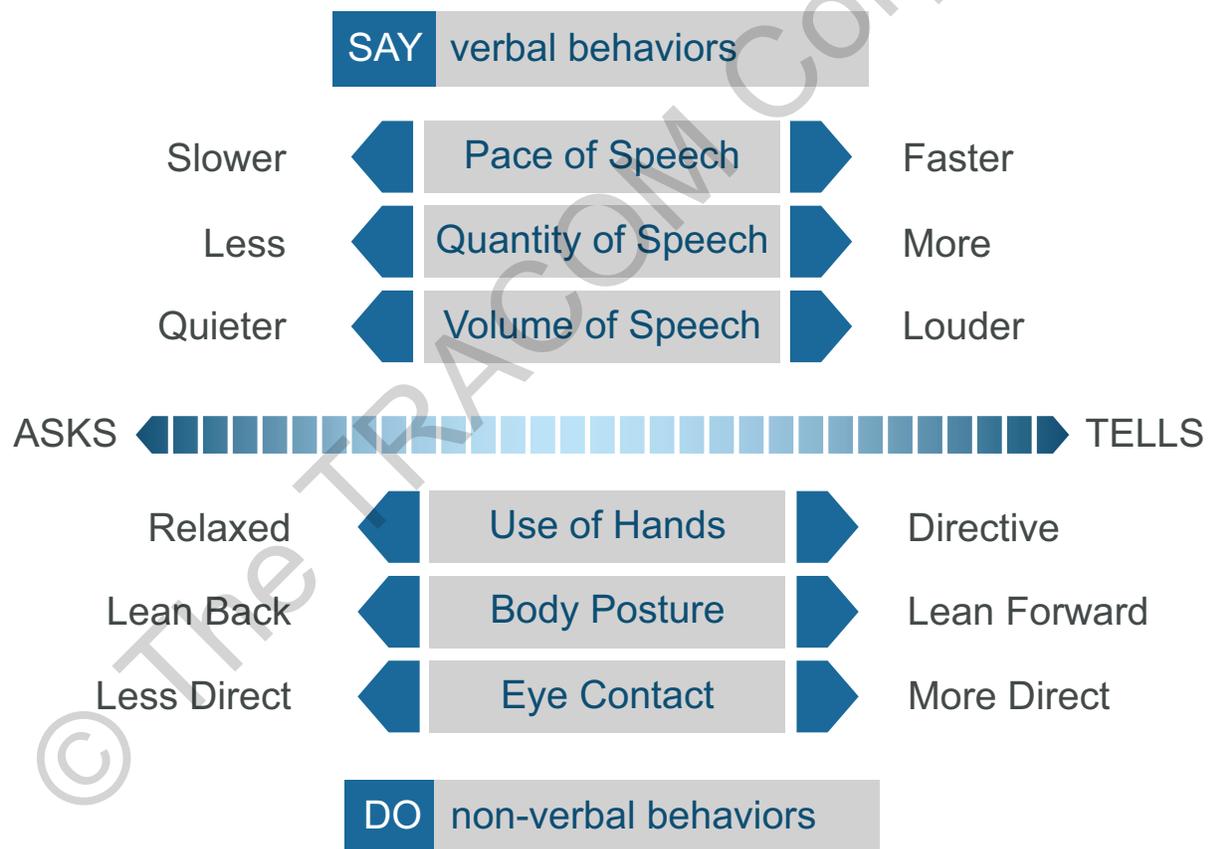


ASSERTIVENESS BEHAVIORS

The Assertiveness scale represents a “theme” or typical pattern of behavior. There are verbal and non-verbal clues to indicate a person’s Assertiveness.

Verbal (Say): Ask Assertive individuals use a slower pace, less quantity (fewer words), and speak in a quieter volume. Tell Assertive individuals use a faster pace, talk more, and speak in a louder volume.

Non-Verbal (Do): Ask Assertive individuals show relaxed hands and gestures, lean back, and use less direct eye contact. Tell Assertive individuals have a directive use of hands, lean forward, and maintain direct eye contact for longer periods.



ASSERTIVENESS OBSERVATIONS

As you watch the video again, note the verbal and non-verbal clues to Assertiveness in each character. To the best of your understanding, where does each character fall on the Assertiveness scale—more Asking or more Telling? Remember, Assertiveness is neither positive nor negative, it is neutral. There is no good or bad place on the scale.

	Verbal Clues Pace, quantity, and volume	Non-Verbal Clues Use of hands, posture, and eye contact
 Kyle	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
 Lana	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
 AJ	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
 Abby	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>

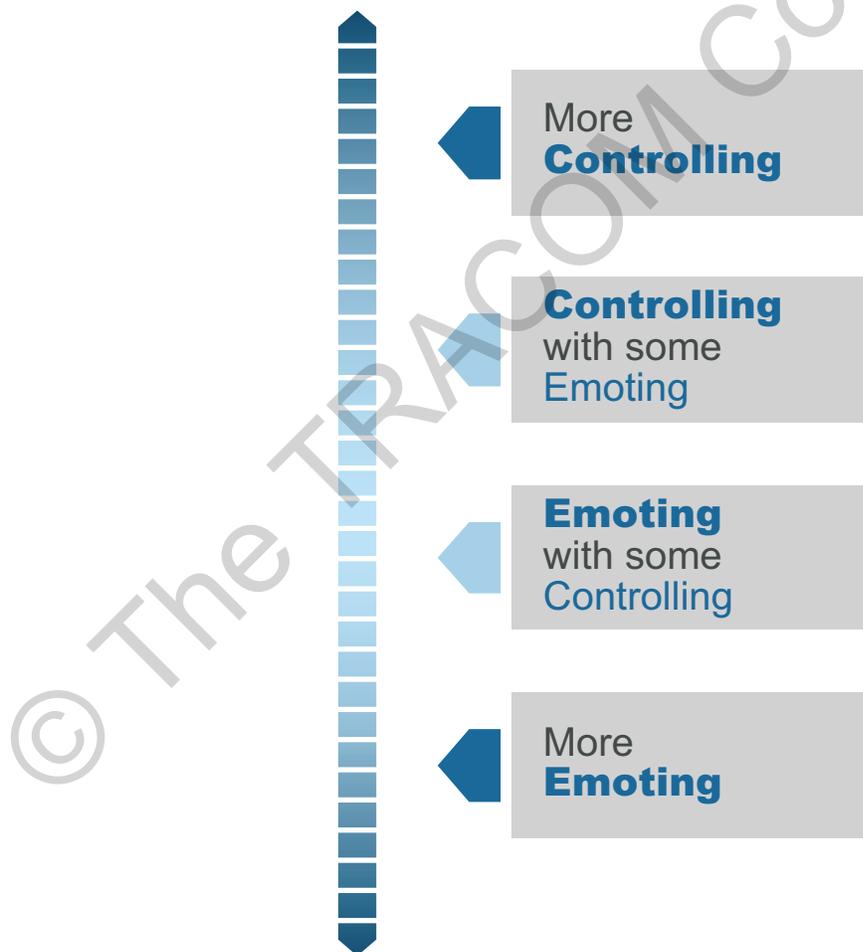
RESPONSIVENESS

Responsiveness is the degree to which people tend to control (don't outwardly display emotions) or emote (outwardly display emotions).

Responsiveness is also the extent to which you react to emotional appeals or displays. If you control your emotions, you usually don't react to emotional appeals and are more likely to focus on ideas, data, and tasks. You are less likely to share your feelings publicly.

If you are more emoting, you share and display your emotions with others. You are more likely to respond to emotional appeals and displays from others.

It's important to understand that this is not a measure of the emotions you experience. All people experience a variety and intensity of emotions. Responsiveness is how much you show your emotions behaviorally.

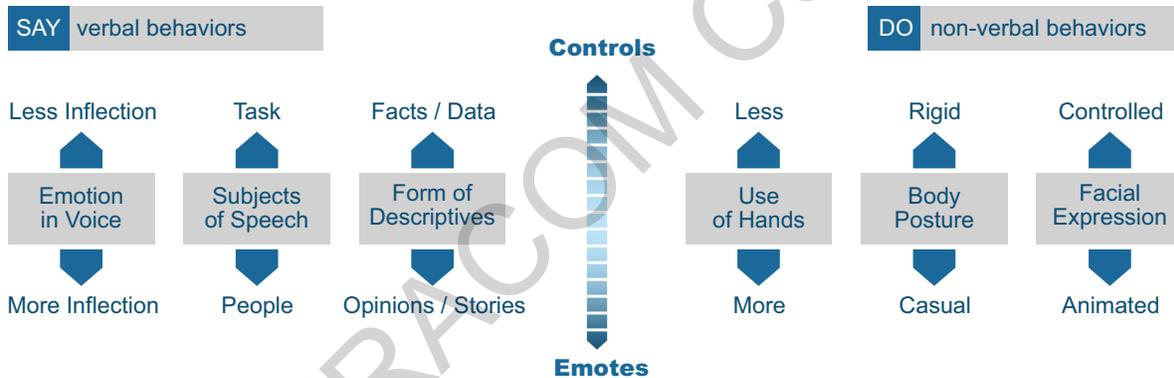


RESPONSIVENESS BEHAVIORS

The Responsiveness scale, like the Assertiveness scale, helps us to predict a person’s behavior because it is a “theme” or typical pattern.

Verbal (Say): Control Responsive people use less inflection when speaking, and focus on tasks, facts, and data. Emote Responsive people modulate their voices more often, focus on people, and often share their opinions versus relying on facts and data.

Non-Verbal (Do): Control Responsive people have a body posture that is more rigid, with less movement of their hands and less facial expressiveness. Emote Responsive people gesture with their hands more often, have a more casual body demeanor, and have more animated facial expressions.



RESPONSIVENESS OBSERVATIONS

As you watch the video again, note the verbal and non-verbal clues to Responsiveness in each character. To the best of your understanding, where does each character fall on the scale—more Controlling or more Emoting?

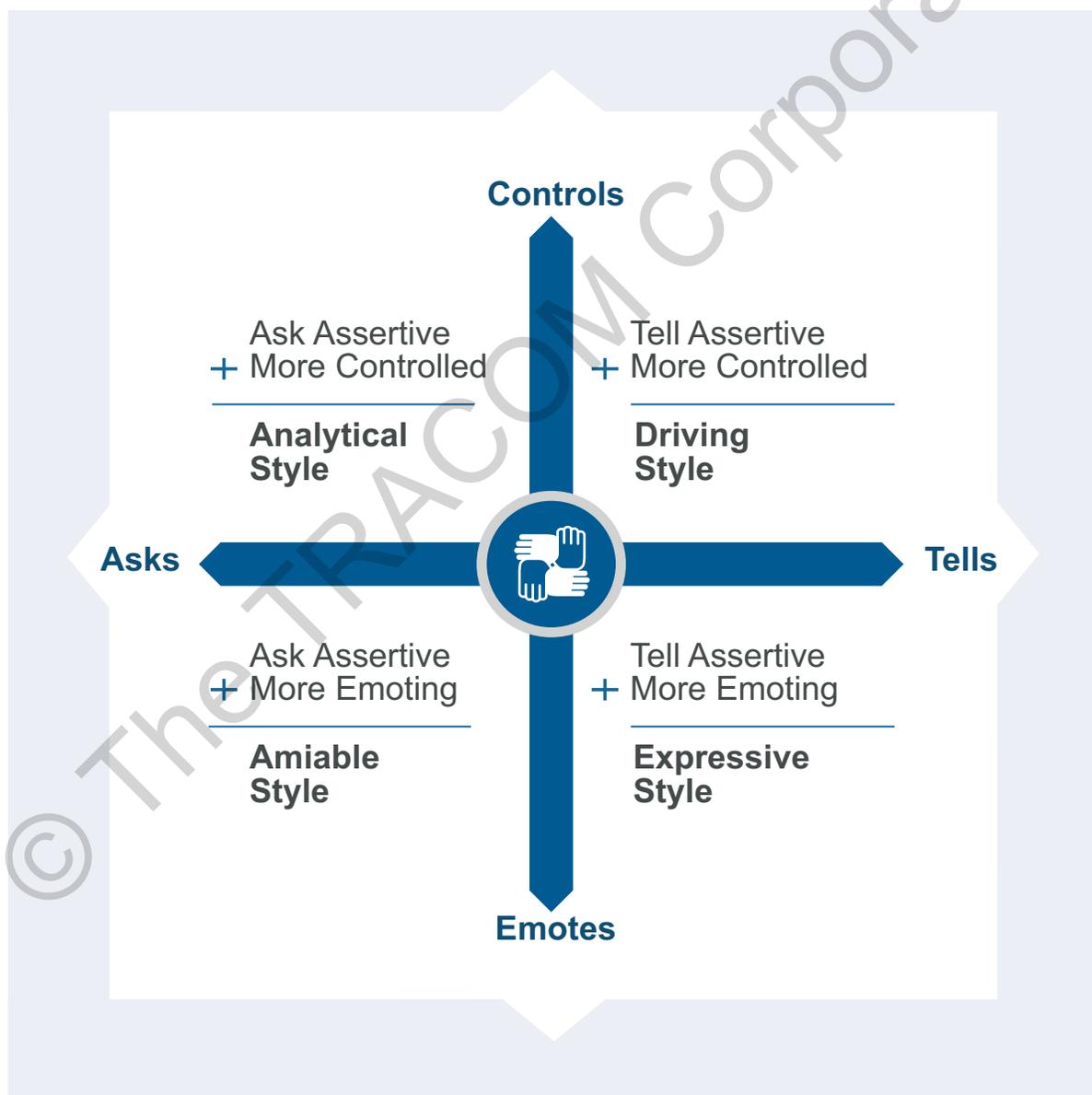
Remember, Responsiveness is neither positive nor negative, it is neutral. There is no good or bad place on the scale. The Assertiveness and Responsiveness dimensions measure behavior, not personality or intelligence, and they are independent of each other.

	Verbal Clues Emotion in voice, subjects of speech, form of descriptives	Non-Verbal Clues Use of hands, posture, and facial expressions
 Kyle	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
 Lana	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
 AJ	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
 Abby	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

SOCIAL STYLE Model™

By combining the Assertiveness and Responsiveness Scales, four SOCIAL STYLEs are formed. Each quadrant represents a particular pattern of Assertiveness and Responsiveness that describes behavior.

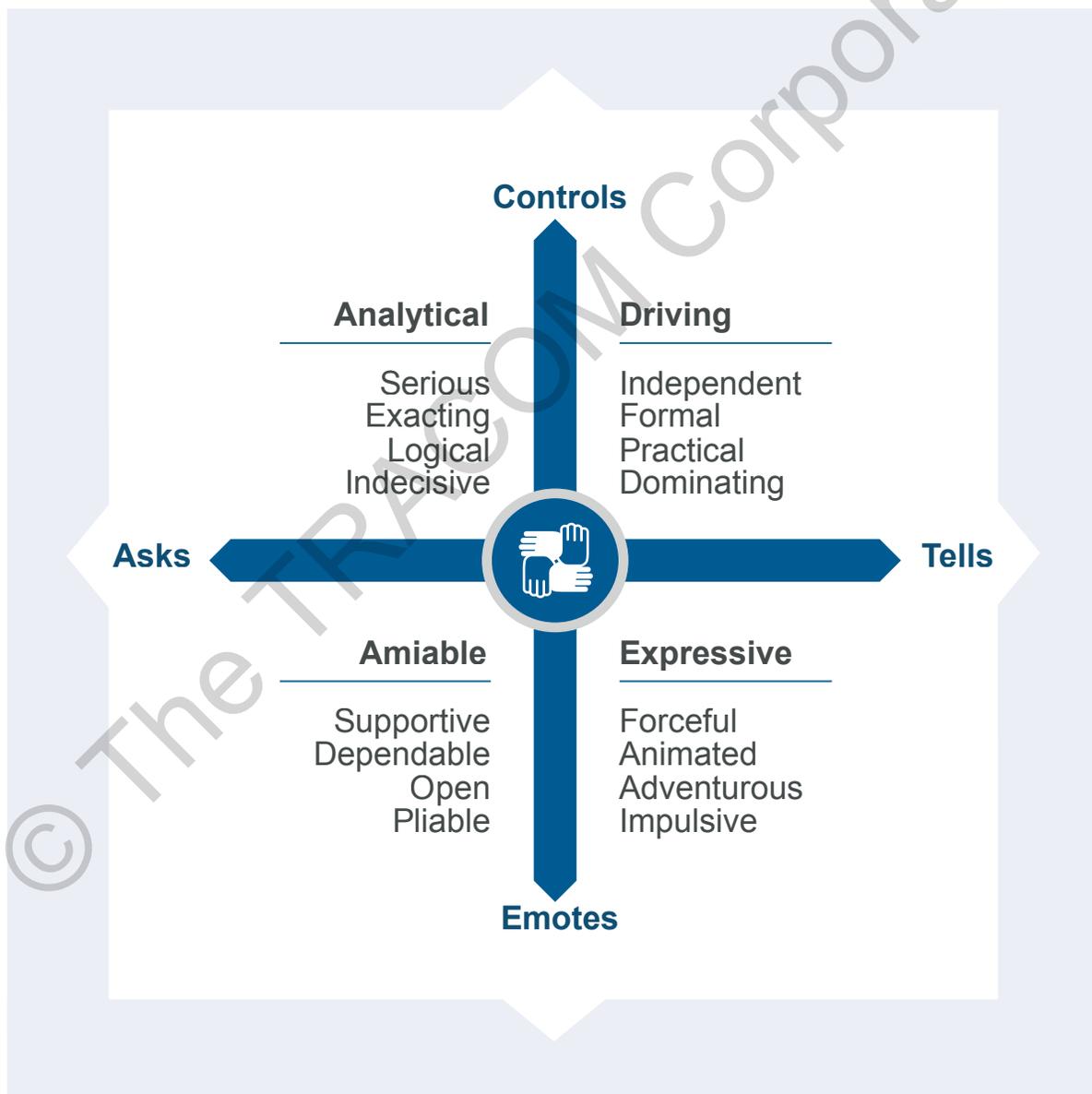
It's important to understand that people can behave in each of the four quadrants. However, we all have a comfort zone of behavior that is most common for us. This is our SOCIAL STYLE.



SOCIAL STYLE DESCRIPTIONS

Below are some common words that describe each Style. Note that each Style contains positive descriptors and one negative descriptor. This illustrates the significance of perception. A Driving Style might see themselves as independent, formal, and practical, while others might perceive the same behavior as dominating.

Style descriptions are generalizations about each Style, they do not describe every person. People with the same Style exhibit similar behaviors, but are still individuals. Remember that your self-perception can be different from how others see you. What you see as strengths in yourself, others might view negatively.



STYLE IN ACTION

What do you think the SOCIAL STYLE of each video character is? Identify each person's Style.



Kyle



Lana



AJ

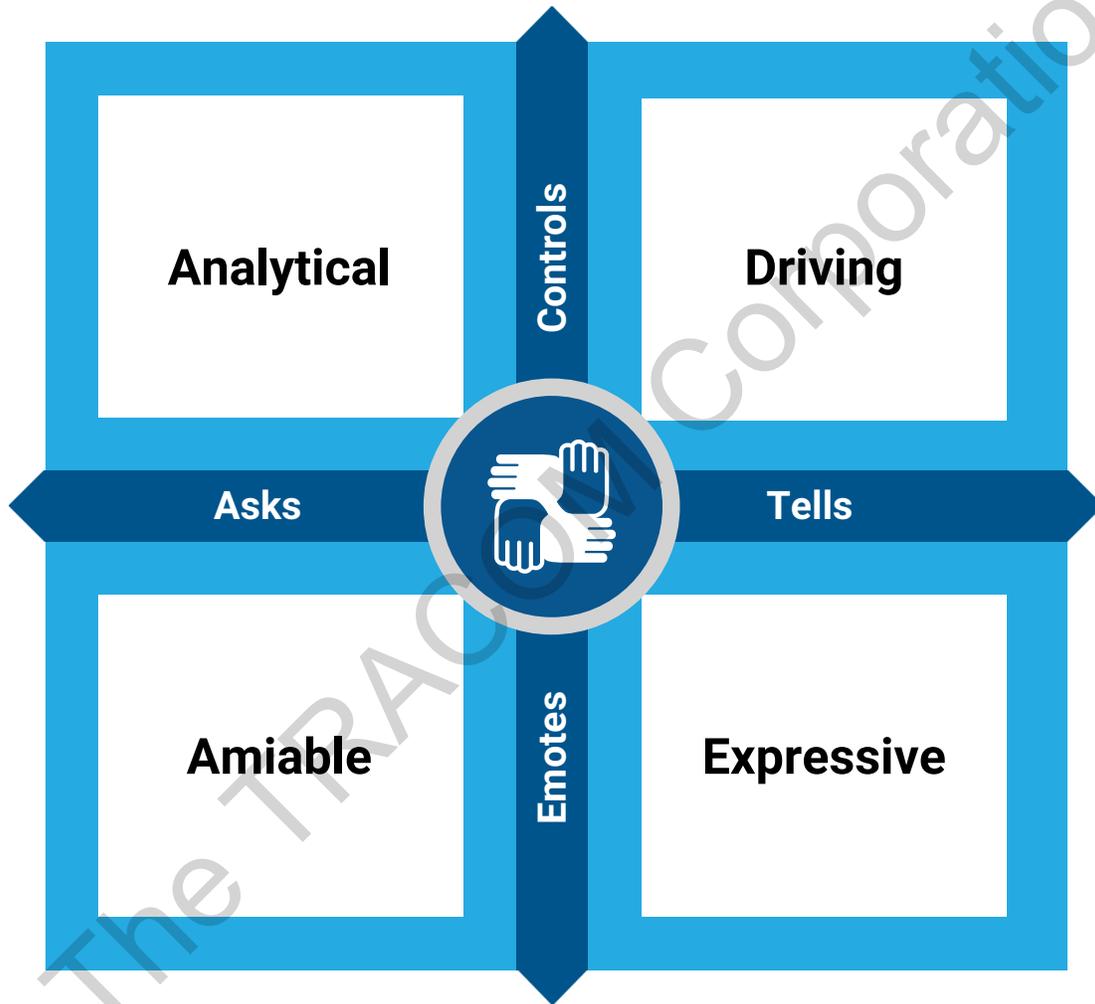


Abby

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CUSTOMER'S SOCIAL STYLE

Determine the Style of the customer you identified earlier and mark it below. This is only a preliminary estimate. As we continue through the program, you might re-estimate the person's Style.



KEY CHARACTERISTICS: NEED, ORIENTATION, AND GROWTH ACTION

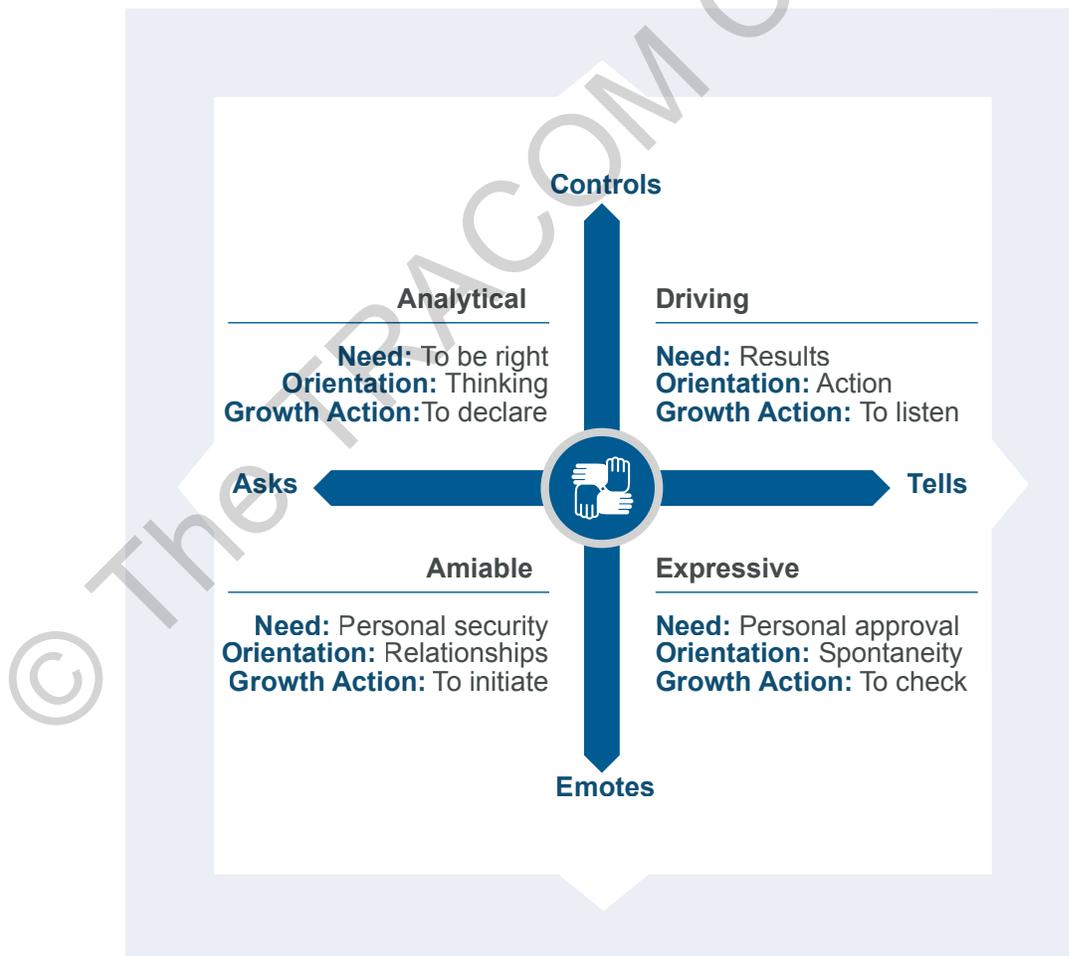
Each Style has a set of key characteristics: a Style Need, Orientation, and Growth Action. By recognizing these things about each Style, we can understand their motivations and what drives their behavior. This is very helpful for beginning to understand how to meet each Style's needs and preferences.

Need – The goal of each Style.

Orientation – The common behavior used to achieve the need.

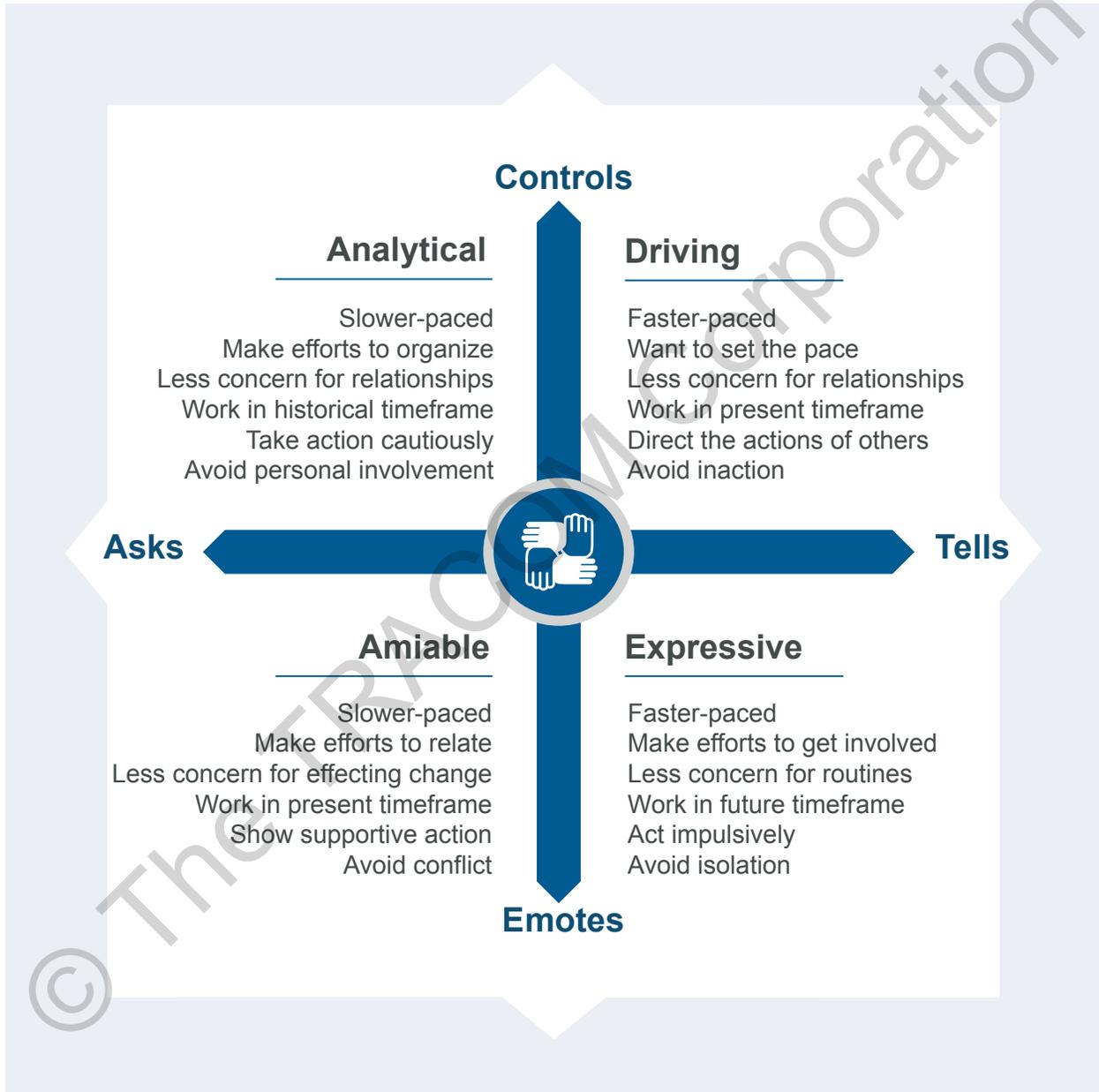
Growth Action – Behavior that is rarely used by each Style. Using this behavior more often would increase this Style's effectiveness.

Understanding the need, orientation, and growth action of each Style will help you better relate to others' Styles and enhance your effectiveness with them.

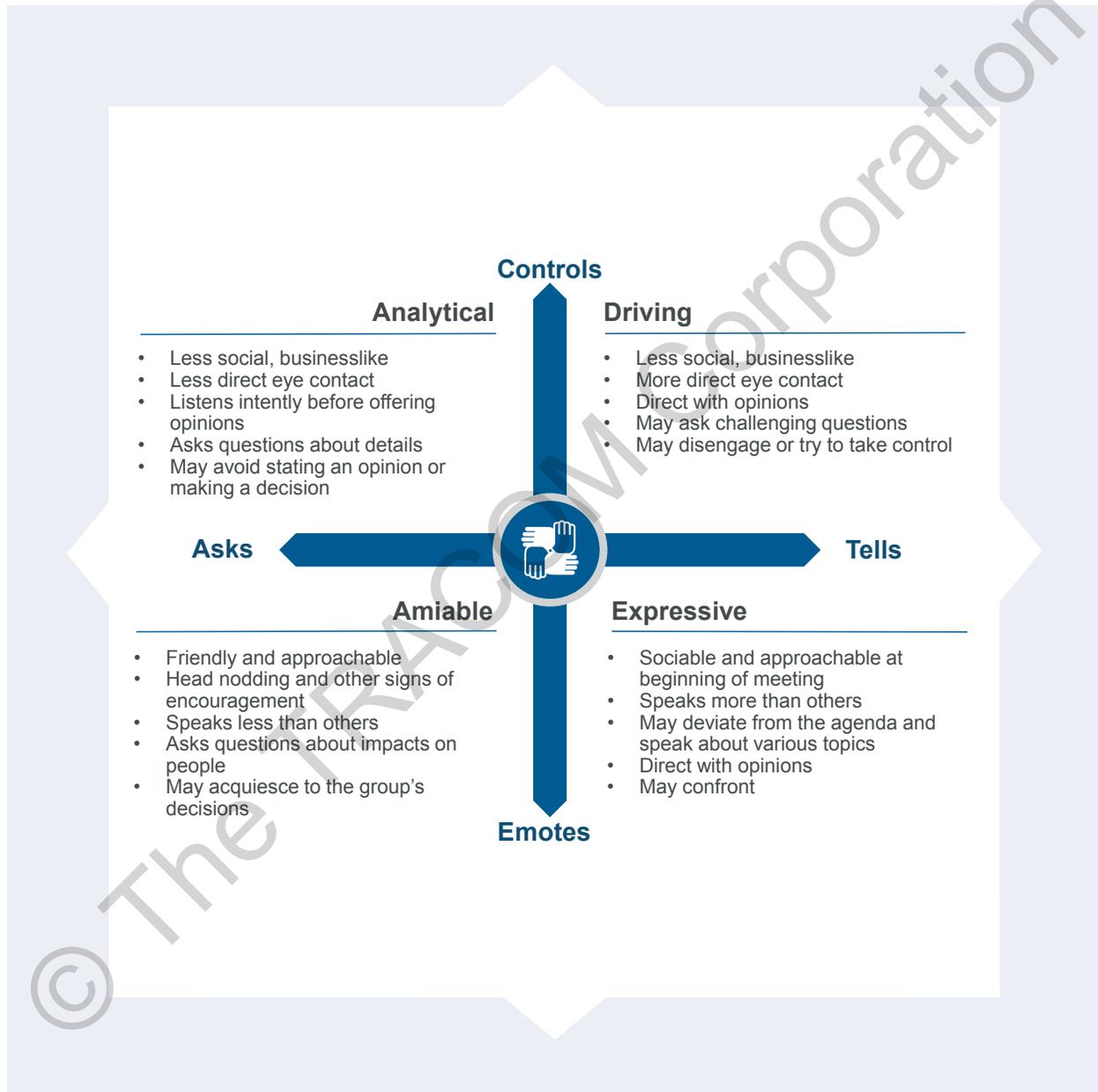


SOCIAL STYLE BEHAVIORS

Each Style has unique and predictable behaviors. You can use this model to predict and understand how your customers will behave.

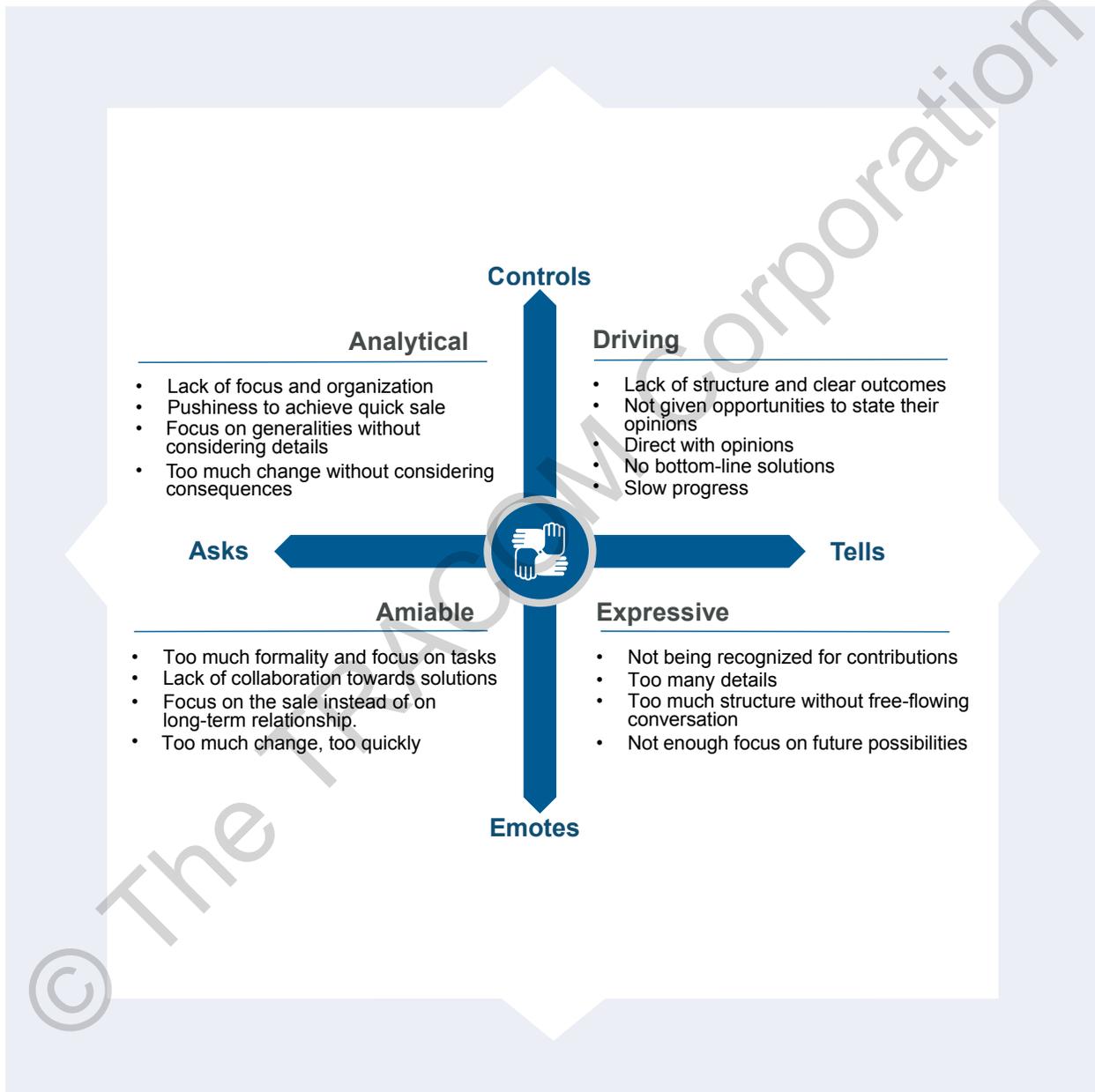


CUSTOMER BEHAVIORS



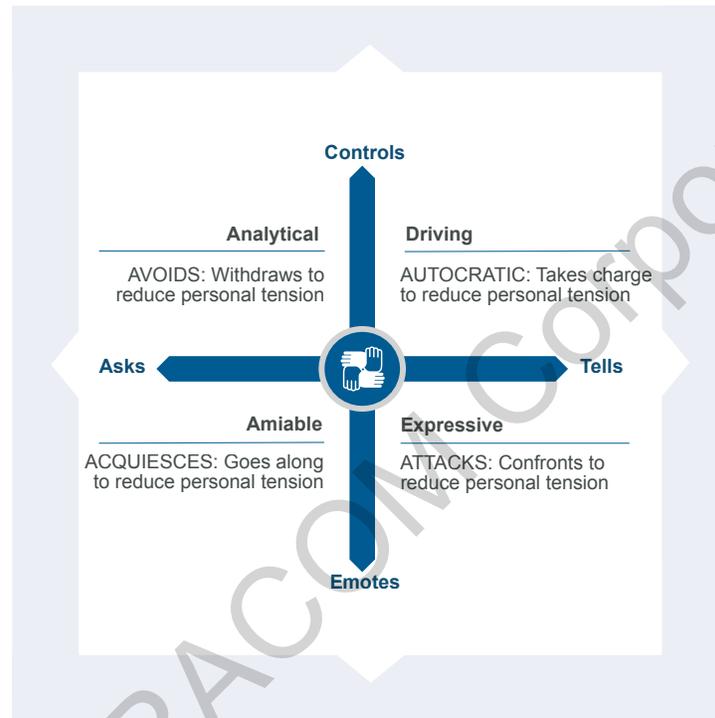
CUSTOMER TENSION

Your customers will sometimes be under stress, which is sometimes due to circumstances outside of your control. However, when you're meeting with them, it is helpful to anticipate the things that will cause them stress and mitigate those by planning ahead.



BACKUP BEHAVIOR

When interpersonal tension is high, we try to reduce it in order to meet our own Style needs. People often move into some sort of extreme behavior to help them deal with the tension buildup and to try and get their Style need met. This is called Backup Behavior, an attempt to achieve a Style need that is done without regard for others, possibly causing damage to interpersonal relationships.



What are some common ways that each Style might show their backup behavior?

Driving Style people will get frustrated by slow progress or barriers, and will try to take control of the situation.

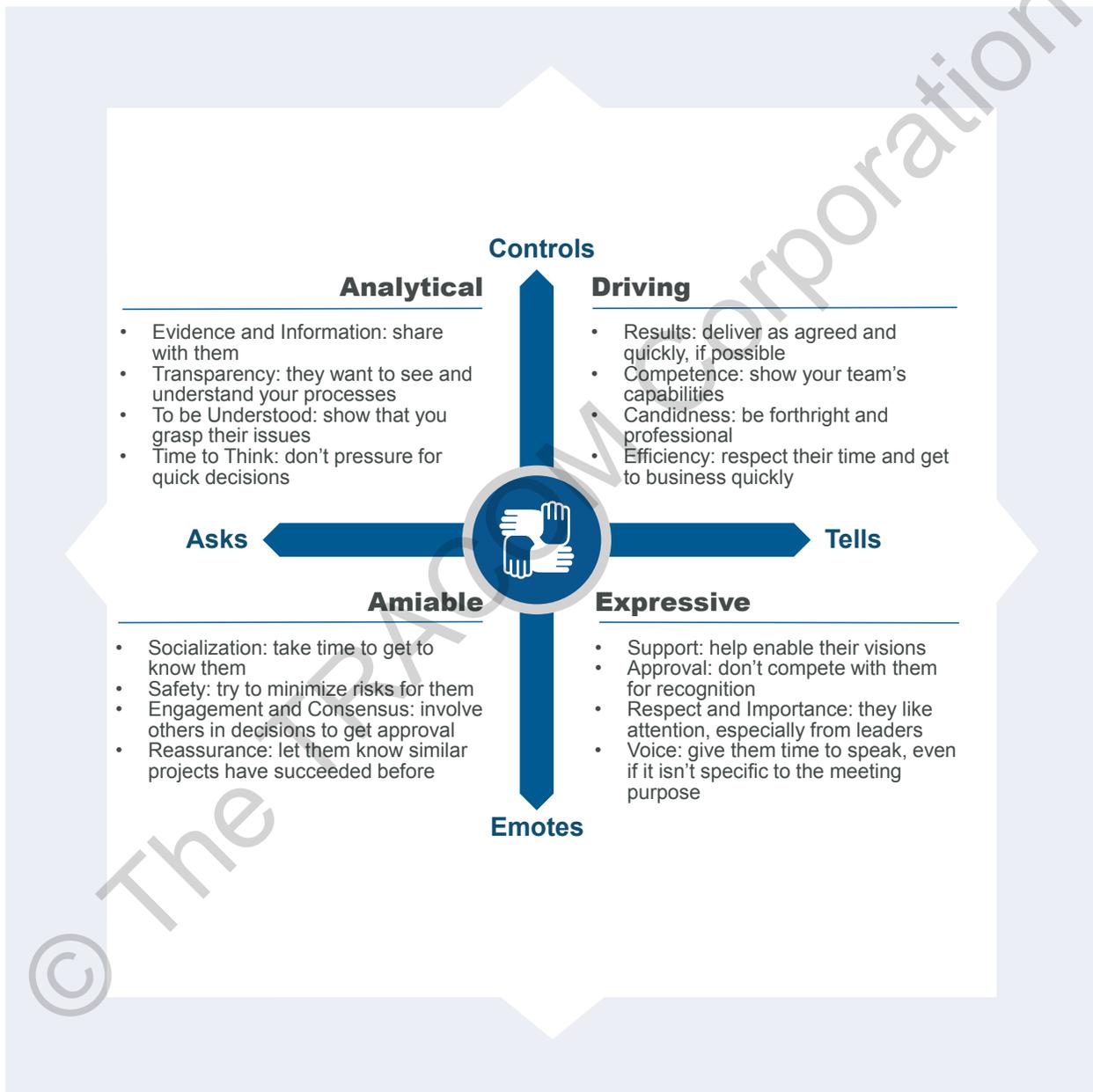
Expressive Style people will get upset if they aren't given opportunities to express themselves or show their contributions, and might verbally confront others.

Amiable Style people will become uncomfortable if they feel that a relationship is being threatened, and will stay quiet and acquiesce instead of firmly stating their opinions.

Analytical Style people will become stressed if they feel that things are moving too fast without taking into account important details. They will withdraw and stop contributing.

MEETING CUSTOMER NEEDS

To increase your effectiveness, recognize when your customers are becoming stressed. Remember, each Style's goal is to meet their Style need. Below are some strategies for meeting each Style's needs, which will reduce their tension.



When a customer goes into backup behavior, there are things you can do to help the situation. First, recognize the behavior. Then, support their Style strength. The table below lists some simple strategies you can use for each Style.

STYLE	BACKUP	BEHAVIOR	RESPONSE
Driving	Autocratic	Stops actively listening; less discussion, more one-sided input; tries to take control.	State that you understand their need for progress, and are committed to helping. Show how you can help them achieve their goals or results. Collaboratively review the tasks necessary to accomplish the goal.
Expressive	Attacks	Dominates discussion; speaks loudly and emphatically; more hand gestures and facial expressions; takes the situation personally.	Allow them to vent without undermining the team discussion. Acknowledge their contributions and concerns so they feel heard. Collaborate in a discussion to move toward actions that will benefit them personally, while moving toward goals.
Analytical	Avoids	Stops talking or gets quieter; avoids the subject; becomes stubborn; consistently looks away; walks away.	Reinforce the value of their facts and opinions. Ask to compare their information with your requirements objectively and unemotionally. Recognize them for their attention to detail and collaboratively explore a process for arriving at a solution.
Amiable	Acquiesces	Appears to give-in to others' ideas or decisions; makes half-hearted statements instead of firm commitments; appears more disengaged than usual.	Proactively encourage them to offer their opinions and, if they are disengaged, reassure them to feel safe in becoming involved again. Encourage them to offer constructive criticism of decisions or ideas. Recognize them for their contributions to the team and collaborate with them to ensure their involvement.

KEY POINTS

Let's review some of the key points about SOCIAL STYLE.

- Style is not personality.
- Style refers only to observable behavior.
- Behavior is a continuum, not an "either/or."
- People behave with one Style most of the time.
- There is no "best" Style.

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KNOW AND CONTROL YOURSELF

Each of us has behavior that frustrates others. Write down a brief list of your Style behaviors that frustrate customers of other Styles. Then, for each Style, determine one specific thing you can do to control this behavior. Use the insights you discovered from your profile to help.

SOCIAL STYLE	My Style behaviors that frustrate people of this Style	One thing I can do to control my Style behavior
Driving 		
Expressive 		
Amiable 		
Analytical 		

KNOW OTHERS: TECHNIQUES FOR OBSERVING STYLE

The more accurately you're able to observe your customers' Styles, the better you'll be able to adjust your behavior and "do something for others" to increase Versatility. Below are techniques for observing others' Behavior.

1. Don't jump to conclusions about someone's Style
2. Be an objective observer
3. Separate Style behavior from someone's role or position
4. A moderate amount of stress can clarify someone's Style
5. Get out of the way (be an observer)

Versatility

You've learned about Style behavior, how our natural preferences can cause stress for others, and some techniques for preventing this. We're now going to delve further into interpersonal effectiveness and how to develop even more productive relationships with others. This is accomplished by practicing Versatility—a measure of your consistency in adjusting to the Style needs of others.

Keep in mind these important points about Versatility:

- Research has found that salespeople who have learned about Versatility are more likely to succeed than they were before the training program. In addition, Versatility is a strong predictor of successful job performance. Managers who consistently show Versatility are rated more effective in their job performance than managers who are inconsistent in their Versatility.
- Versatility is completely within your control, so it is your choice to be versatile with others. 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.
- Versatility is completely independent of SOCIAL STYLE: Any Style can show Versatility and be successful.
- Versatility is NOT the same as 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.

FOUR SOURCES OF VERSATILITY

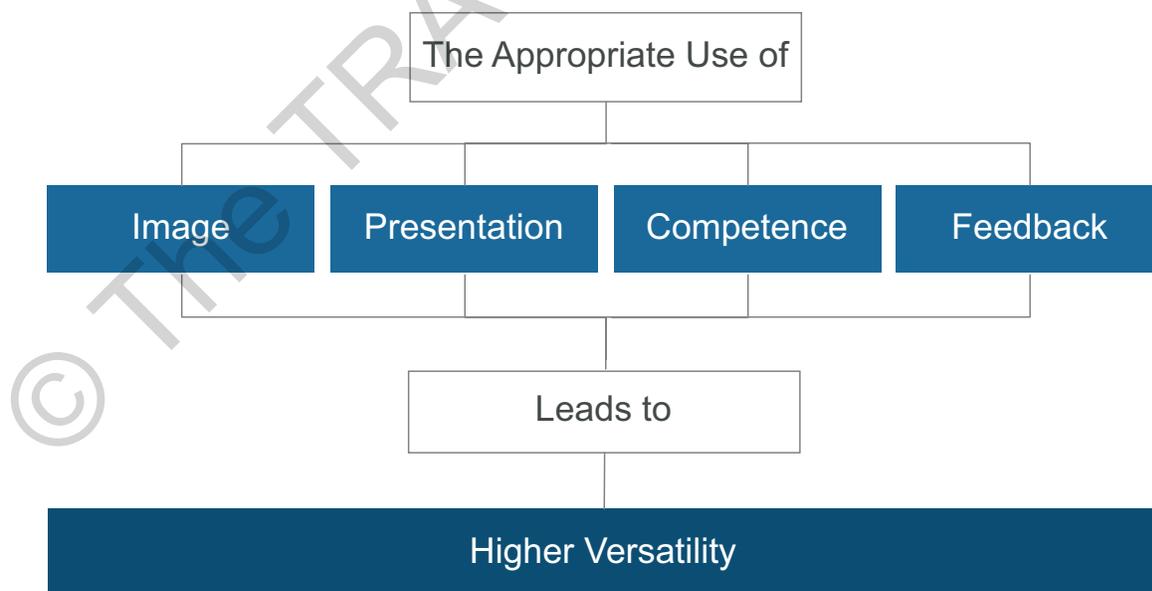
Versatility reflects how much you focus on your own Style needs versus recognizing and focusing on others' Style needs. You show Versatility in four areas:

Image: How appropriately you dress for a given situation, such as your specific work culture, client meetings, and so on. Essentially, Image is the initial impression you make on others. Over time, as you get to know your customers and others, Image usually decreases in importance.

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.

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.

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.



VERSATILITY IN ACTION

As you watch the video, pay attention to the behavior of the characters and write down:

- What did each person do to act with Versatility?
- What were their specific behaviors?



Kyle



Lana



AJ



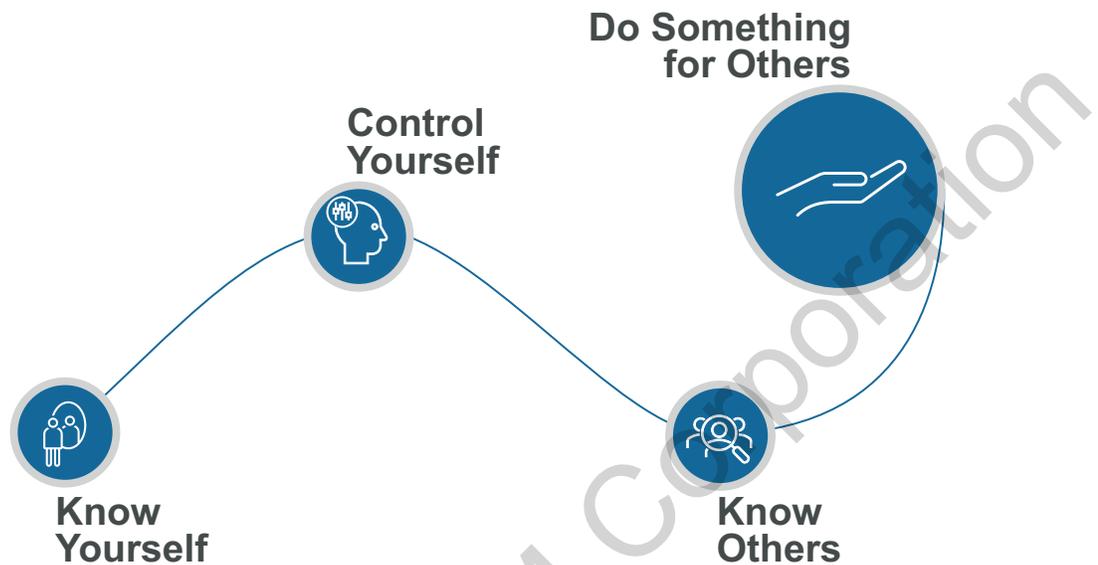
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Versatile Actions

Specific Behaviors

Versatile Actions	Specific Behaviors
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STEPS FOR INCREASING INTERPERSONAL EFFECTIVENESS



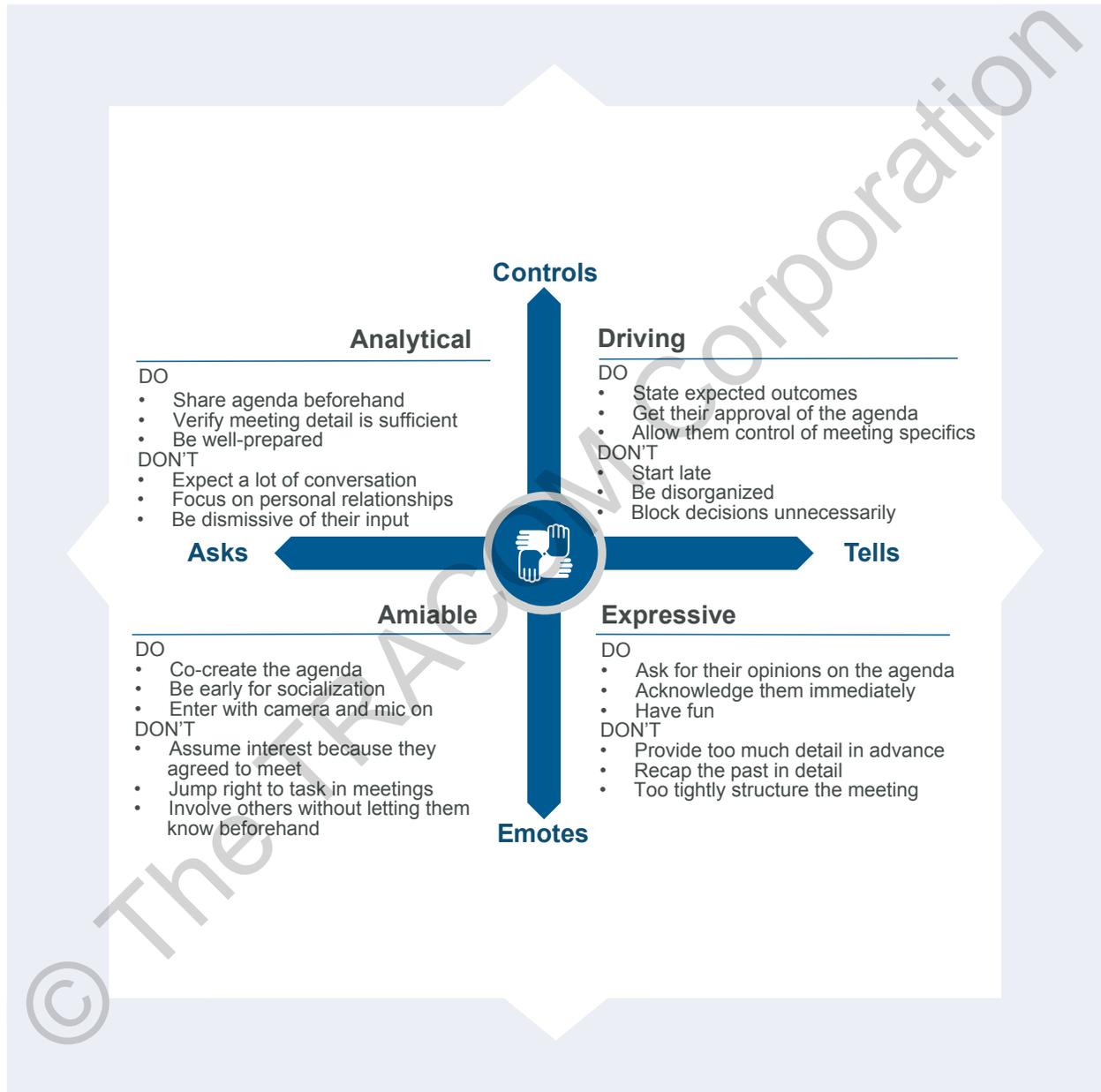
You've been on a journey to increase your effectiveness with customers and others. It began with understanding yourself and how your behavior affects your productivity and relationships—Know Yourself and Control Yourself.

Then, you began to focus on understanding others and their preferences for getting work done—Know Others.

To finish the program, we're going to focus on Doing Something for Others. You're going to create an action plan to increase Versatility with your customers. First, we'll review some strategies for showing Versatility towards each Style. This will give you important information for creating your action plan.

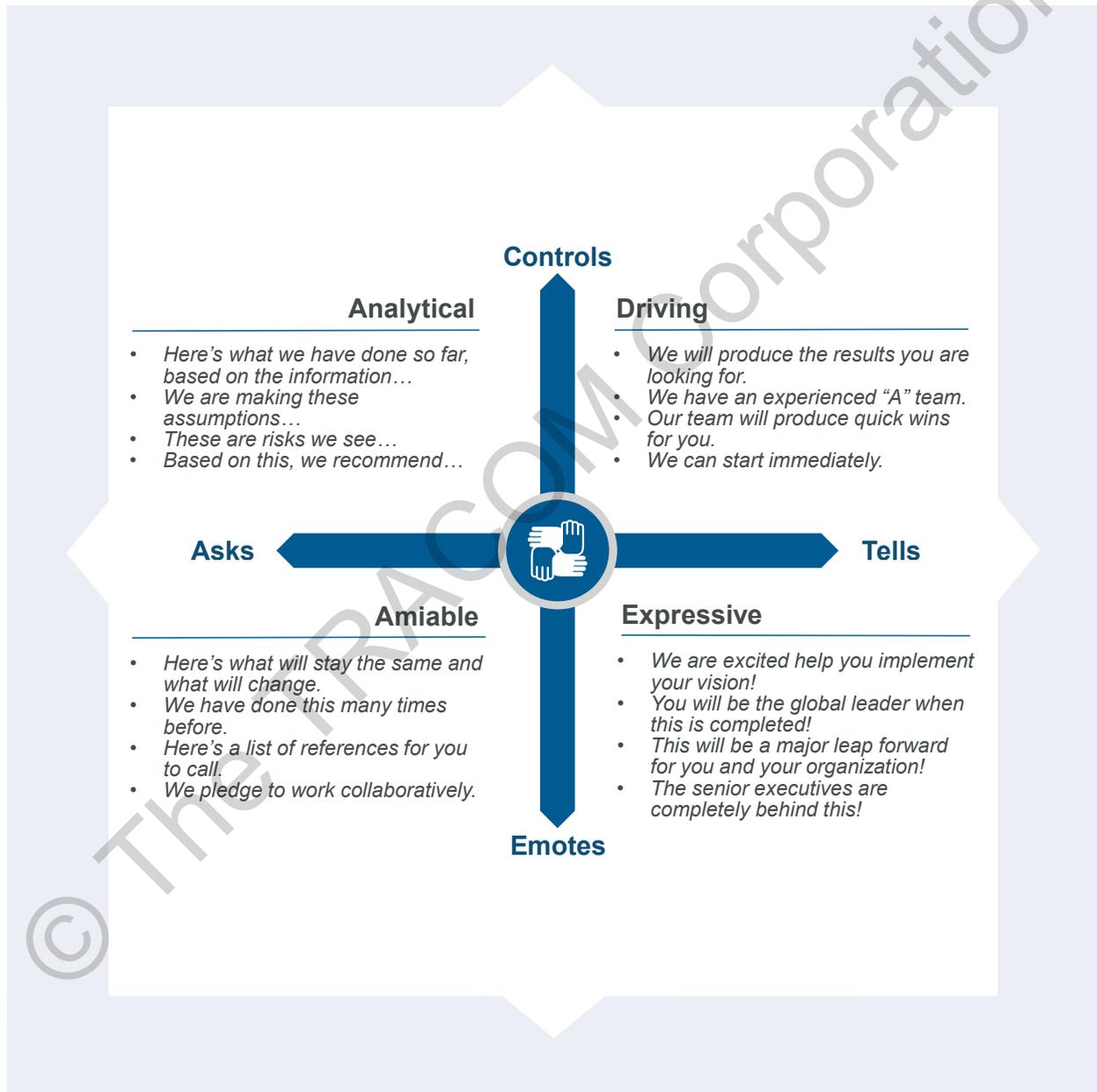
PREPARING FOR MEETINGS

Part of showing Versatility is recognizing customers' needs and preparing ahead of time. Here are some meeting strategies for each Style.



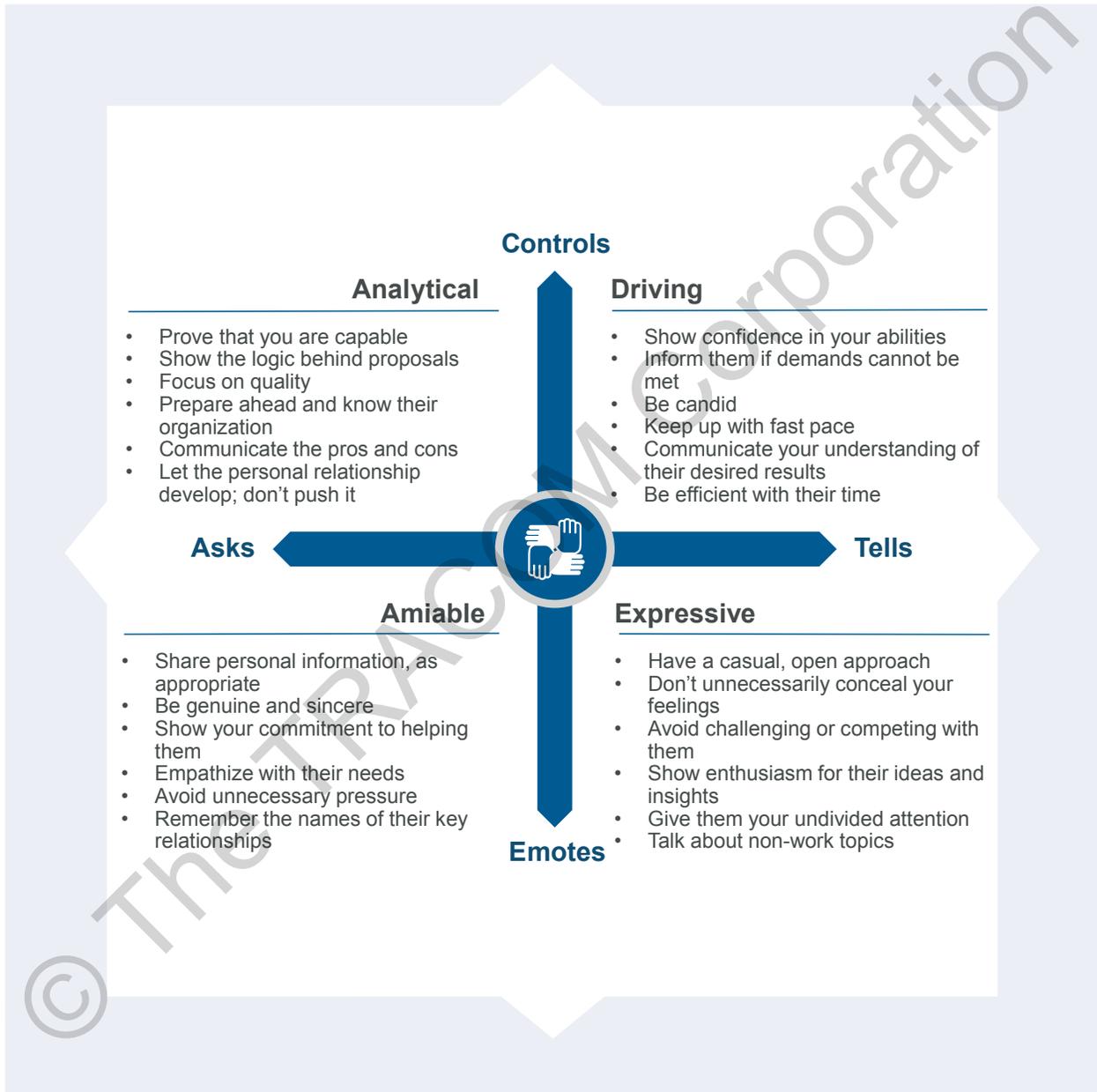
TAILORING MESSAGES

Most of us fall into the habit of communicating with people in ways that are comfortable for us, without thinking of the needs of the customer. This is often because we're rushed and send out quick emails. Communicating in Style-specific ways is very important for meeting your customers' needs. Here are some simple strategies for tailoring your messages to each Style.



USING VERSATILITY TO EARN TRUST

What are some ways to earn Versatility from people of each Style? Think about their Style needs—what do they value from salespeople? Below are some ideas.



VERSATILITY ACTION PLAN

Using the insights you've gained, create a specific action plan for yourself. Research has found that writing down your intentions, as opposed to merely thinking about them, is a way to make sure you act on those goals.

Decide on just one or two things you can do differently with your customers. Choose behaviors that will have an impact on your effectiveness and relationships, even if these behaviors seem minor. Even small change can have a big impact.

Remember your Style growth action, since managing your own Style behavior is an important part of being Versatile.

When you've finished this, get together in a breakout group and share your insights with others. Listen to everyone's plans and give feedback to one another. You may have specific insights about working with customers who are the same Style as you.

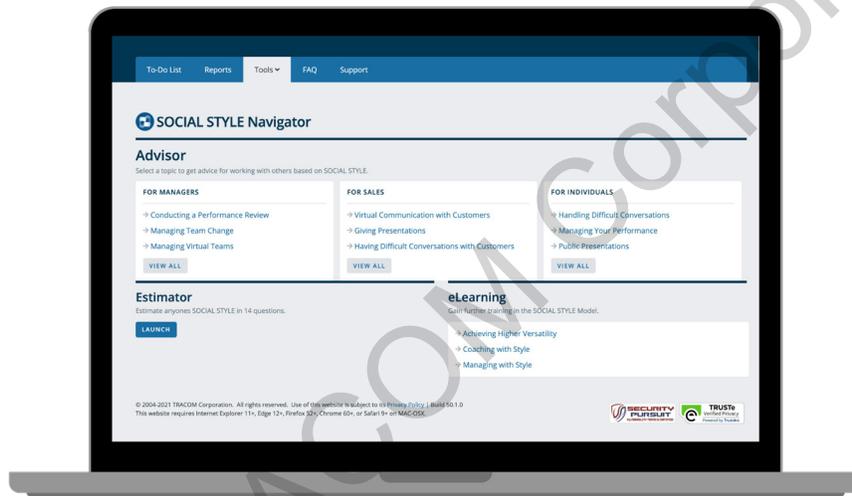
MY VERSATILITY ACTION PLAN

Customer's Style	
Your Style and Growth Action	
Action 1	
Action 2	

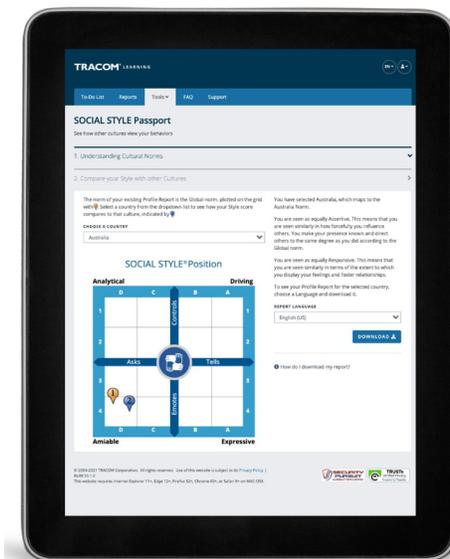
Next Steps

Congratulations on completing this program on Selling for Results! The key to more effective performance is to practice what you've learned. Keep your Versatility Action Plan nearby as a reminder. As you begin to experience positive results, this will reinforce your commitment to practice Versatility.

There are additional resources that will help you. TRACOM's SOCIAL STYLE Navigator contains advice for working with customers in a variety of situations, such as communicating virtually with customers, advancing the sale, and having difficult conversations. You can access this resource by logging in at tracomlearning.com.



SOCIAL STYLE Passport allows you to see how you would profile in another country. It's also available at tracomlearning.com.



Don't Stop Here... There's More to Discover

A wide variety of SOCIAL STYLE® & Versatility products are available to meet the needs of your organization, department, or team! SOCIAL STYLE & Versatility skills apply to all workplace interactions including management, leadership, team development, coaching, conflict, communication, customer service, and sales. Never underestimate the power of your behavior or your ability to respond appropriately to the behavior of others.

To learn more about these and other TRACOM products, visit tracom.com.

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