



SOCIAL STYLE[®]

Improving Sales Effectiveness with Versatility[™]

TRACOM[®] GROUP

THE SOCIAL INTELLIGENCE COMPANY[®]

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Version 4.0

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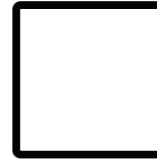
1

**Buy SOCIAL STYLE
Admin Kit**
(completed, thanks!)



2

**Register for FREE
Certification**



REGISTER AT [SOCIALSTYLECERTIFICATION.COM](https://socialstylecertification.com)

WHY GET CERTIFIED?

- Completing your certification prepares you to facilitate any SOCIAL STYLE and Versatility program using Multi-Rater or Self-Perception profiles.
- It's easy! Certification is held completely online with a live facilitator and allows you to participate with other certification candidates to learn the foundational concepts of SOCIAL STYLE and Versatility.
- You will receive an electronic badge that you can display on social media sites.
- Certification takes your facilitation to the next level by teaching with maximum impact and effectiveness!

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Program Overview

Improving Sales Effectiveness with Versatility™ (ISEV) teaches salespeople about SOCIAL STYLE® and Versatility in order to work more effectively with their customers.

The program can be conducted in as little as 90 minutes virtually and two hours in person, with optional exercises that can be incorporated for a longer program at the facilitator's discretion. It is most effectively facilitated with a group of 6 to 25 participants. A minimum number of participants is required to achieve a mix of Styles and an adequate level of interaction in group discussions, while too many participants may create logistical problems that lessen the program's impact.

VIRTUAL AND IN-PERSON DELIVERY

The program can be delivered either virtually or in-person. This guide provides instructions on both modalities. When specific slides or instructions are necessary for virtual delivery, those are indicated in the "Notes" section. With virtual delivery, the exercises can be conducted using "chat" and virtual meeting rooms.

Agendas are included for both a 90-minute virtual program and a 120-minute in-person version. A number of supplemental exercises are included at the end of the program in case the facilitator wants to extend the length and depth of learning.

Program Objectives

Participants will:

- Gain an understanding of the SOCIAL STYLE Model™.
- Estimate their SOCIAL STYLE by completing a Self-Perception assessment.
- Increase understanding of their behavior and how Customers view people with their Style.
- Increase their Versatility to become more effective with Customers.

Materials and Preparation

IMPORTANT ACTION REQUIRED: Download all facilitator resources (slide deck, participant workbook sample, et al) for this program at:

teach-ISEV.com

To ensure a successful program, TRACOM recommends that you complete certification in SOCIAL STYLE and become familiar with all materials, including the SOCIAL STYLE & Versatility Facilitator Handbook. If participants complete an online profile, familiarize yourself with the Session Composite Report so you'll know the Style and Versatility breakdowns of the class.

If you're teaching virtually, familiarize yourself with the technology and use multiple screens so you can see the learners along with the PowerPoint deck. Keep people engaged by using the "chat" feature and interactive exercises. For more advice on teaching virtually, see the section titled "Tips for Virtual Delivery" later in this guide.

Profiles

This program uses a self-perception profile, completed online or, as an alternative when online profiling is not possible, via paper.

1. Online Self-Perception. This is completed as pre-work prior to attending the program and is self-perception only (no input is collected from raters). This profile is normed and provides detailed information on SOCIAL STYLE and Versatility, including specific strategies to improve Versatility.

2. Paper Self-Perception. This is completed during the in-person program and is a basic profile. It is not normed and does not provide the depth of information available with the online profile.

The profile comes in two parts: SOCIAL STYLE and Versatility. The two parts should be delivered at separate times as indicated in the “notes” section of the guide. For in-person delivery, this simply requires having the profiles printed and organized for handing out to participants.

VIRTUAL DELIVERY PROFILE OPTIONS

When delivering the program virtually, there are two options for distributing online profiles to participants. Note that when participants download their profiles, they receive both SOCIAL STYLE and Versatility sections – these cannot be downloaded separately.

Recommended process: Participants download their Learner profile reports before the program.

- The program administrator can set up your MAX session to automatically send notifications to participants that their profiles are available to download once they are generated.
- Alternatively, the administrator can select a specific date for profiles to be available for download. When using this option, the notification to the Learner must be sent manually as the MAX system does not currently provide notification emails on a specific date.

Note: Both options allow participants to view their results before learning about Style and Versatility in the training so communications to learners should clearly indicate that the profile will be discussed and explained during the program.

Optional process: Participants download their Learner profile reports during the program.

- This option requires that each participant access tracomlearning.com during the program to download their profile.
- Participants will need to login using their username and password (unless they are a single sign-on client, whereby they access their profile via the SSO link).

Note: For sessions with more than 25 people, we do not recommend this process because participants often forget their usernames and passwords, which can disrupt the delivery of the program.

Supporting Reports

If participants completed online profiles, there are two reports available to help facilitators prepare for the program: the Session Status Report and the Session Composite Report.

SESSION STATUS REPORT

This report is available in the weeks leading up to a program and describes the number of learners enrolled in the program and each individual's progress toward completing the profile process. It indicates whether each person has adequate data to generate a profile and whether their profile is available for download. It reports how often learners will be reminded and the initial date when profiles will generate.

SESSION COMPOSITE REPORT

This report would be downloaded after learner profile reports have been generated. It helps you understand and plan for group dynamics by showing the number of participants in each Style and Versatility category. Visual displays show each person in their Style quadrant and their Versatility quadrant.

HOW TO DOWNLOAD REPORTS IN MAX

Instructions on how to download these reports can be found through the [Need Help?](#) link in TRACOM's MAX Survey Administration system.

- Log into tracommax.com
- Select [Need Help?](#) in the top right hand corner of the screen
- Select the MAX Session Management section
- Select the video or instruction guide that corresponds to your MAX privileges - either [Download Session Reports for Facilitators](#) or [Download Session Reports for Administrators](#)

Post-Training Application Tools

Participants with generated profiles can login at tracomlearning.com to access SOCIAL STYLE Navigator and Passport.

SOCIAL STYLE NAVIGATOR[®]

To reinforce and apply learning beyond the classroom, participants have free and unlimited access to SOCIAL STYLE Navigator, a resource that is accessible on phone, tablet or computer. The SOCIAL STYLE Navigator includes:

- **SOCIAL STYLE Estimator**, a brief survey to quickly estimate another person's Style.
- **SOCIAL STYLE Advisor**, to help apply learning in the workplace. Topics are organized into Managerial, Sales and Individual categories, and provide specific advice for working with people of all Styles.
- **E-Learning** modules in three topics: Working in Teams, Coaching and Managing Conflict.

SOCIAL STYLE PASSPORT

Participants also have access to SOCIAL STYLE Passport, a feature that allows them to view how their profile would be scored using norms from another country or region. Participants choose a country and the tool shows their results as scored using that country's norms. This is particularly helpful for people who travel and work internationally.

NOTE: Participants who complete the paper survey can register for SOCIAL STYLE Navigator using a subscription code. See the facilitator PowerPoint deck for details. They do not, however, gain access to SOCIAL STYLE Passport.

Tips for Virtual Delivery

This course can be delivered virtually, as outlined in the PowerPoint deck and notes. Virtual training is cost-effective, efficient, flexible, and it expands your teaching skills.

For your learners, virtual training allows them access to coursework and classes from a comfortable, familiar setting—some people actually feel more compelled to contribute when they're in a virtual meeting.

Some common missteps that facilitators make are: eliminating the “icebreaker” to kick things off; allowing too many people to attend; and not seeing the need to be formal.

To avoid these missteps and improve the session, you'll want to:

Manage the content

- Engage your audience early and often
- Design short, engaging segments of 90 minutes or less

Limit class size to 25 or fewer learners

- Otherwise, you're conducting a webinar

Be poised, prepared and professional

- Dress a step above your audience
- Start and end on time
- No distractions on your side of the camera

Make it interactive

- Chats, breakouts, polls
- Ask learners to post their reactions: chat, polls, hand-raising, emojis, etc.

Pre- and post-training assignments

- Online assessments, pre-learning, follow-up exercises

Digitize materials that learners can complete online before, during or after the training

Non-verbal behaviors make it feel personal

- Stand up if possible; give yourself space to emote
- Use your hands, nod, smile, enunciate and make eye contact to break through the screen

Read the room

- Ask people how they're feeling rather than assuming their emotions
- Use 'uncomfortable pauses' to draw engagement
- Call on people who are not contributing
- Listen... *actively*

To make *yourself* better, try:

- Rehearse and record yourself
- Create an environment around you—it's your brand!
- Light yourself from the front
- Invest in an external microphone
- Use additional computer monitors if possible
- Create a pre-session checklist
- Have a backup plan ready in case of technical issues
- Log onto the session 15 minutes prior to its start
- Open all documents prior to entering
- Organize all screens prior to entering and practice beforehand
- Ensure you enter with camera and microphone on
- Ensure you are not showing the "nostril view"
- Ensure your face is well illuminated and you are framed well

How to use SOCIAL STYLE Beyond this Program

This program teaches people how to communicate and work together more effectively, but SOCIAL STYLE and Versatility can affect entire cultures for the better. The skills taught in this program affect areas such as team effectiveness, conflict, coaching, delegation, and emotional intelligence.

Look for opportunities to expand the impact of this program. Here are some ideas:

1. Become familiar with **SOCIAL STYLE Navigator** and make sure your learners know about it and how to access it. This resource contains a wealth of advice that can be used by people in any role or industry. It also contains the Style Estimator, a brief survey to estimate the Style of another person, helping to understand and work more effectively with others.
2. Schedule **regular training programs**, for example quarterly “booster” programs. You can leverage the SOCIAL STYLE Navigator for content.
3. Schedule **eLearning courses** between regular scheduled trainings. In SOCIAL STYLE Navigator there are three additional eLearning modules that you can assign to learners: Coaching with Style, Managing Conflict with Style and Working in Teams with Style.
4. **Tie SOCIAL STYLE and Versatility into other training programs** you are conducting. Whether you are doing technical training, position-specific training, or another soft skills program, you can create conversations and set up exercises where learners discuss Style concepts and how they relate to the topics being discussed.
5. Leverage the Advice section in SOCIAL STYLE Navigator and write down **52 different topics** that are critical to the success of your team members. Turn those 52 topics into a 52-week email campaign where each week you send team members short emails about different topics relating to their SOCIAL STYLE.
6. **Use Style identifiers** in face-to-face and virtual meetings. For face-to-face meetings, print table tents for each person with their Style on it. For virtual meetings, ask team members to edit their name and add their Style at the end of their name. Even if you do not talk about Style specifically, the visuals will serve as a reminder and keep Style relevant in your meetings.
7. **Kick off meetings** by asking team members to share a “SOCIAL STYLE Story” of a situation they experienced recently where they observed Style and Versatility dynamics. This will give people an opportunity to share success stories and learning opportunities.
8. Last, but not least, **TALK ABOUT SOCIAL STYLE**. The more you learn about SOCIAL STYLE and Versatility, the more you will realize it is relevant in every interaction you have and the goals you need to achieve. Imagine teams and organizations of people who understand their Style and consider the Style of others while working with them.

Recommended Agenda

This agenda can be printed as an aid to help you keep track of time during the program. Fill in the specific times for your course in the left column.

Time	Topic(s)	Virtual Time (90 minutes)	In-Person Time (120 minutes)	Slides
	Introduction and Objective <ul style="list-style-type: none"> If using Paper profile, distribute and complete 	10 Minutes	10 Minutes 20 Minutes (if using paper profile)	1-2
	SOCIAL STYLE Fundamentals <ul style="list-style-type: none"> Versatility Research Observable Behavior vs. Personality Say and Do Behaviors Dimensions of Behavior: Assertiveness and Responsiveness SOCIAL STYLE Model If using online profile: hand out participant profiles If using paper profile: score profiles Profile Exercise 	33 Minutes	43 Minutes 53 Minutes (if using paper profile)	3-20
	Tension <ul style="list-style-type: none"> Need, Orientation, and Growth Action Key Characteristics Tension and Productivity Backup Behavior Managing Backup Behavior Potentially Toxic Relationships Key Reminders 	26 Minutes	26 Minutes	21-27
	Versatility <ul style="list-style-type: none"> Versatility Overview Four Sources of Versatility Versatility Profile 	23 Minutes	33 Minutes 20 Minutes (if using paper profile)	28-41
	Session Conclusion <ul style="list-style-type: none"> Learning Objectives Next Steps and Key Learning SOCIAL STYLE Navigator 	8 Minutes	8 Minutes	42-51
	TOTAL TIME	90-100 Minutes	120 Minutes 127 (if using paper profile)	

Slide 1

**5 MINUTES (Workbook, pages 1-3)**

WELCOME participants and provide a brief overview of the session.

ASK participants to turn to Pages 1, 2 and 3 in the Participant Workbook to follow along.

- Stress the importance of active participation.
- Briefly review the history of SOCIAL STYLE.
- Cite the proven effectiveness of increased Versatility on page 3 in the Participant Workbook.
- Explain what SOCIAL STYLE is all about. Say something like, “Did you ever notice that customers have certain patterns of behavior: some are animated and loud, some treat you like a friend from the start, others are all business? SOCIAL STYLE gives you a way of identifying a customer’s pattern of behavior, and of interacting with them in ways that will help you to increase your effectiveness in your selling process.”
- Ask participants to think about their past customers. Ask, “Besides, ‘they bought from me,’ what made your good customers good? And, what made the difficult ones difficult to sell to?” Use the participants’ responses to identify issues that will be addressed in this training.



SOCIAL STYLE

Learning Objectives

1. Gain an understanding of the SOCIAL STYLE Model™.
2. Determine your SOCIAL STYLE by completing a Self-Perception questionnaire.
3. Increase understanding of your behavior and how Customers view people with your Style.
4. Increase your Versatility to become more effective with Customers.

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15 MINUTES TOTAL

5 MINUTES

Going through this session you will:

- Gain an understanding of the SOCIAL STYLE Model.
- Determine your SOCIAL STYLE by completing a self-perception questionnaire.
- Increase your understanding of your behavior and how Customers view people with your Style.
- Increase your Versatility to become more effective with Customers.

SAY I want to emphasize the last point, number 4. While you'll learn a lot about yourself, the goal of this program is to learn about your customers and how you can adjust your behavior to work more effectively with them. Versatility is about adjusting your behavior to help others meet their Style needs. When you do this, you increase your effectiveness and also make it easier for others to show Versatility toward you.

If your participants completed the Online Self-Perception assessment:

- Make sure you have a profile for each participant who completed the assessment.
- DO NOT pass out the profiles at this time.
- VIRTUAL: Participants should already have their profiles available.

10 MINUTES

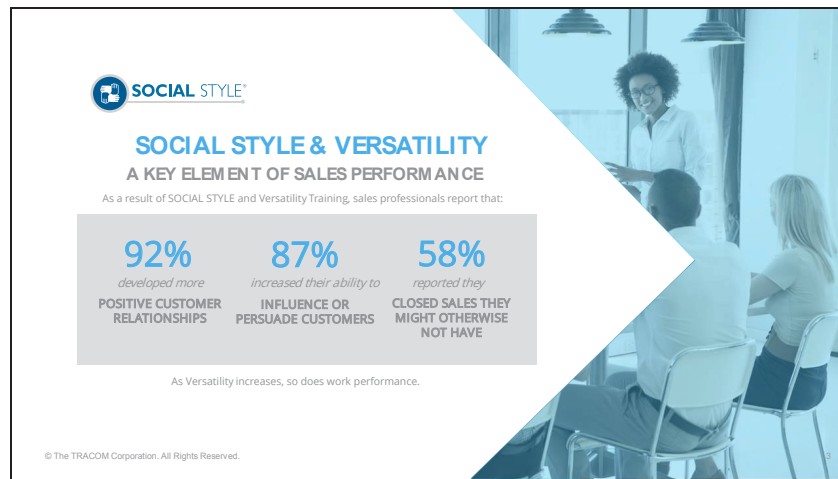
If you are using the Paper profile:

SAY It's critical that individuals understand their own behavior and how it affects others. So we're going to do an exercise that will give you insights about yourself. You're each going to complete a self-assessment of your SOCIAL STYLE. With that knowledge as a foundation, we'll then look at how you can work more effectively with others.

1. **DISTRIBUTE** questionnaires.
2. **ASK** participants to complete the SOCIAL STYLE and Versatility Questionnaires.
3. **DO NOT** ask participants to score their questionnaires at this time.

VIRTUAL PROGRAM

If delivering virtually, you will not be able to use paper questionnaires and will need to prepare ahead of time to deliver online profiles. Arrange to have a notification sent to learners so they can download their profiles prior to the session.

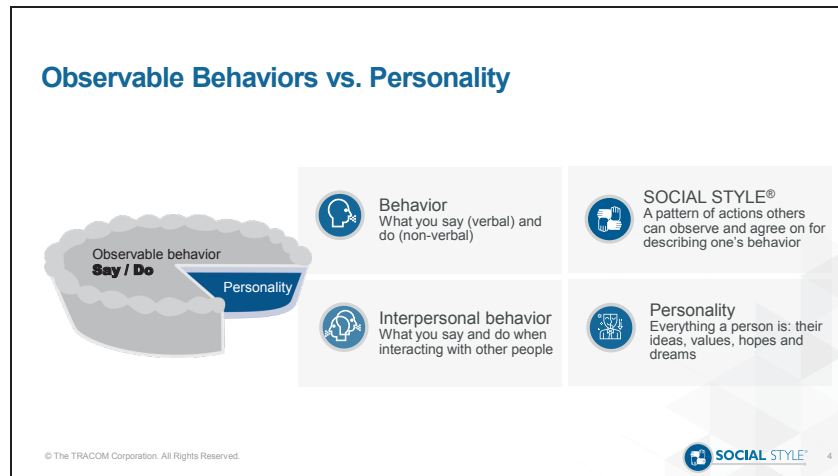


2 MINUTES

SAY In the first part of the program, you'll learn about Style. This will help you understand your customers and how they prefer to interact with you.

- The second part of the program focuses on Versatility, which is how well you meet others' Style needs.
- Versatility is the application of SOCIAL STYLE—when you understand your customers' Style needs, you can help them meet those needs. This helps them feel more valued and sets the stage for them to have a better relationship with you. If you consistently show Versatility, you can be more effective.
- You can read the stats on this slide. Research has found that SOCIAL STYLE and Versatility is a strong predictor of successful sales performance.

Slide 4

**4 MINUTES (Workbook, page 5)**

ASK participants to turn to page 5 of the Participant Workbook to follow along.

SAY Behavior and personality are not the same things. Observable behavior is like the crust of a pie. Personality is like the inside and outside of the pie.

ASK What makes up personality?

CONDUCT a quick facilitated discussion to solicit participants' responses. They should say things such as:


- Values, hopes, attitudes, beliefs.
- Things that are not necessarily observable.
- These internal qualities are more subjective in nature.

SAY Style is like the crust, because it's on the outside and observable. By observing behavior, we can find ways to define and discuss what we see. Then, we can begin to understand how this behavior affects ourselves and others.

Slide 5

Say & Do Behaviors

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

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4 MINUTES (Workbook, pages 6-7)

ASK participants to turn to pages 6 and 7 of the Participant Workbook to follow along.

SAY When we first meet people we often form immediate impressions, even after just a few seconds. This is sub-conscious (below our awareness) and happens immediately.

DESCRIBE

Traits Column: What we think we know about a person, based on interactions; subjective opinions.

Judgments Column: Our reactions to others; conclusions or evaluations we make, based on our subjective opinions.

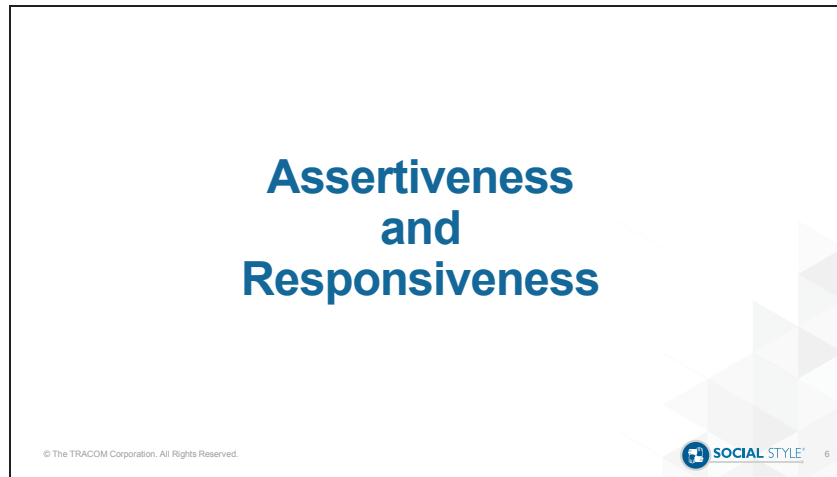
Observable Behavior Column: Things others “Say and Do”; more objective and observable behaviors.

SAY Traits and Judgments are most subjective in nature and contain positive or negative descriptions.

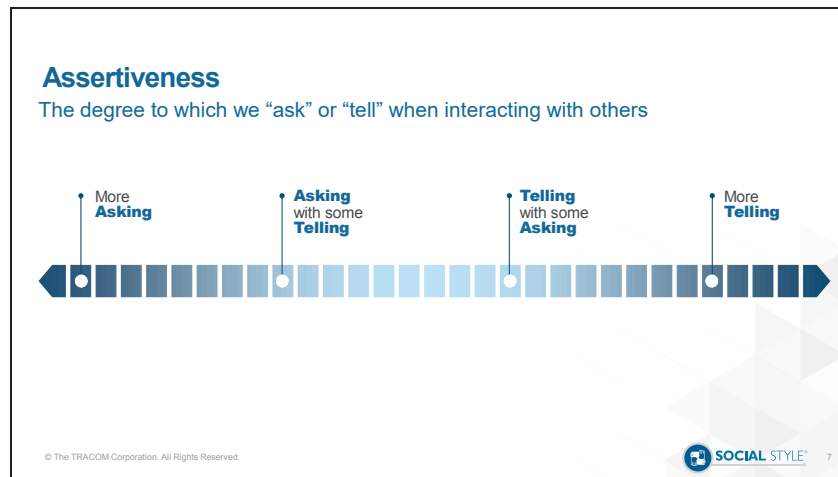
Observable Behavior is objective and contains no positive or negative value.

Observable Behavior is an important tool for assessing others’ Styles. By focusing on Observable Behavior, you gain objectivity, which is critical for understanding people’s Styles.

Slide 6



SAY We measure observable behavior on two dimensions: Assertiveness and Responsiveness



4 MINUTES (Workbook, pages 8-9)

ASK participants to turn to pages 8 and 9 of the Participant Workbook.

SAY To become more effective with others, we follow a behavioral model. There are two dimensions of behavior that define SOCIAL STYLE: Assertiveness and Responsiveness.

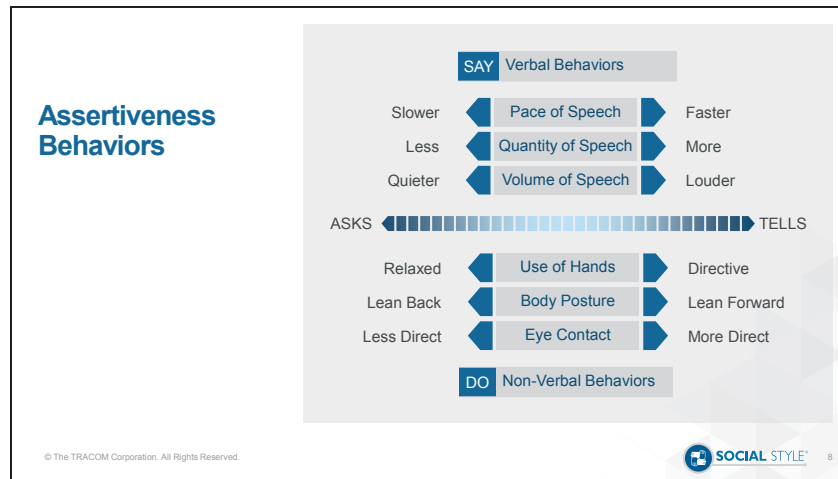
Assertiveness is the degree to which we ask or tell when interacting with others. The two anchors for Assertiveness are **Ask** on the left side of the continuum and **Tell** on the right side of the continuum.

Assertiveness 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 more quiet, low-key, questioning manner.

For example, if you want to have lunch with someone, you might say, “Would you like to have lunch with me today?”



3 MINUTES

SAY The Assertiveness scale helps predict a person's behavior because it represents a "theme" or typical pattern. There are verbal and non-verbal clues to indicate a person's Assertiveness.

DESCRIBE the verbal and non-verbal indicators of Assertiveness:

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

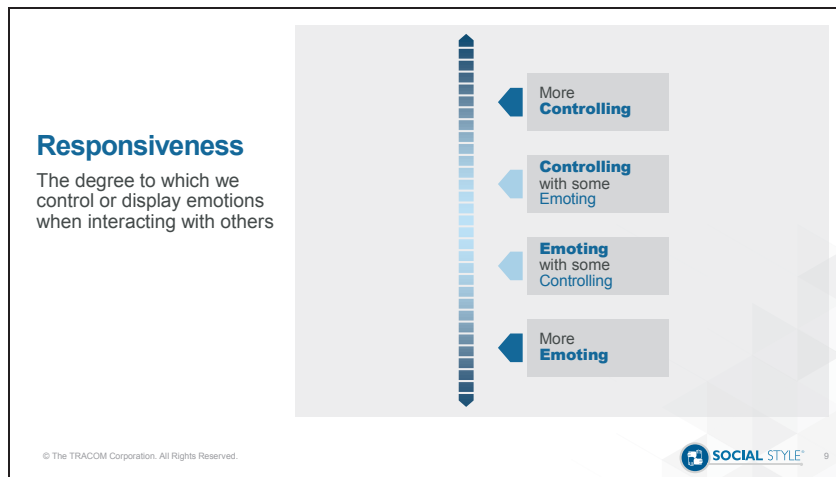
Non-Verbal: Ask-Assertive individuals show relaxed hands and gestures, lean back, and use less direct eye contact. Tell-Assertive individuals have a directive use of hands, lean forward, and use more direct eye contact.

Optional Exercise: Do You Ask or Tell?

- **ASK** participants to chat whether they see themselves as more asking or more telling, and to give examples of why they see themselves this way.

In-person activity:

1. **ASK** participants to go toward either the left side or right side of the room to indicate whether they see themselves as "more asking" (left) or "more telling" (right).
2. **ASK** participants to introduce themselves to people around them and to share examples of what they feel makes them more asking or more telling.
3. **ASK** participants to validate their self-assessment based on whether they asked questions or made statements during their discussions. (Ask Assertive individuals will tend to ask more questions; Tell Assertive individuals will tend to make more statements).
4. **ASK** if anyone feels as though they might have gone to the wrong place.



4 MINUTES (Workbook, pages 10-11)

ASK Participants to turn to pages 10 and 11 of the Participant Workbook.

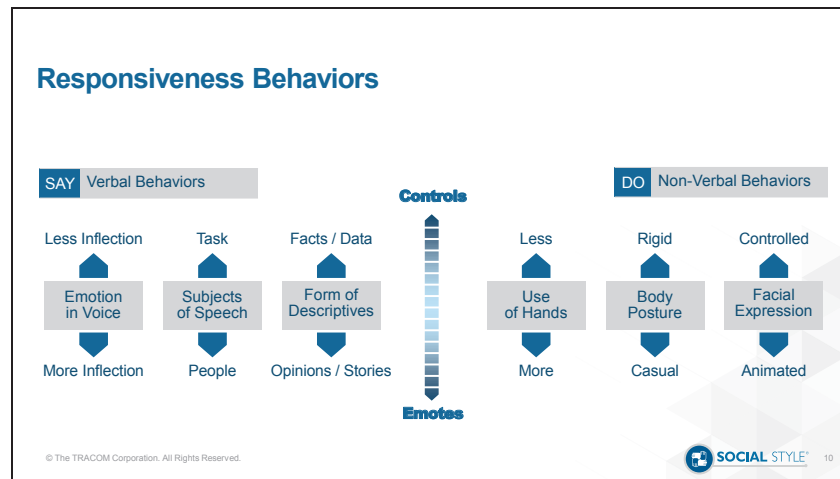
SAY Responsiveness is the degree to which people tend to control (don't outwardly display emotions) or emote (outwardly display emotions).

The two anchors are **Controls** on the top of the continuum and **Emotes** on the bottom of the continuum.

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.

**3 MINUTES**

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

DESCRIBE the verbal and non-verbal clues to responsive behavior as noted on the slide.

SAY Responsiveness is neither a positive nor a negative quality; it is neutral.

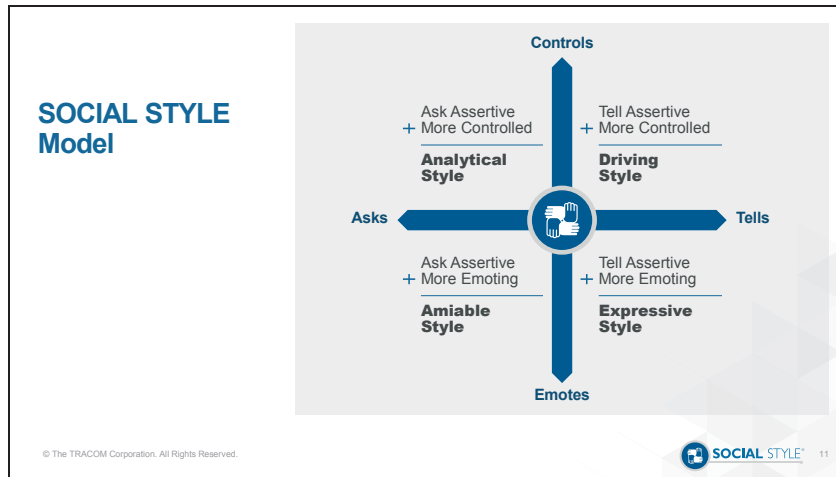
Assertiveness and Responsiveness do not affect each other — they are independent of each other.

Optional Exercise: Do You Control or Emote?

- **ASK** participants to chat whether they see themselves as more controlling or more emoting, and to give examples of why they see themselves this way.

In-person activity:

1. **ASK** participants to go toward the front of the room if they feel they are “more controlling” of their emotions or to the rear of the room if they feel that they are “more emoting” (display their emotions).
2. **ASK** participants to validate their self-assessments. Typically, “more emoting” individuals will be talking with one another more than the “less emoting” ones.
3. **ASK** if anyone feels as though they went to the wrong place.



4 MINUTES (Workbook, page 12)

ASK participants to turn to page 12 of the Participant Workbook.

EXPLAIN how the SOCIAL STYLE Model is built by combining the Assertiveness and Responsiveness scales and how that forms the four SOCIAL STYLES.

CLICK TO REVEAL EACH QUADRANT

SAY By combining Assertiveness and Responsiveness, the four SOCIAL STYLES are formed.

No individual will display one Style exclusively; but, over time, you can determine a person’s Style. Once you know a person’s Style, you can adjust your behavior to develop a more effective relationship.

Note that there is no good or bad Style; each can be equally effective.



If using the online profile, use the following slides.

Note that if delivering virtually, participants will need to have received their profiles prior to the program.

Check the Session Status Report and Composite Report to understand which participants have completed their profiles, and the breakdown of Style within your program.

FACILITATOR NOTE: By completing an online profile, Learners will immediately have free, unlimited access to SOCIAL STYLE Navigator through tracomlearning.com to help extend their learning beyond the classroom. See Slide #45 for details.



15 MINUTES (5 MINUTES if Virtual Program)

Purpose

- The purpose of this exercise is to help participants learn more about their SOCIAL STYLE and to encourage them to think about how they can adjust their behavior to be more effective.

Materials Needed

- SOCIAL STYLE profile

Virtual Directions:

ASK participants to chat their Style along with one adjustment to their behavior they can make to enhance their effectiveness with customers and prospects.

In-Person Directions:

ASK participants to read their Style profile and begin to determine ways they can adjust their behavior to meet customers' or prospects' Style needs. (They will continue this exercise when they read their Versatility profiles).

ASK participants to share what they learned about their Style and how they can adjust their behavior.

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 "top and bottom" 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 allowing somebody to treat you the way you want to be treated, 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.

The SOCIAL STYLE Model®

Analytical Driving
Amiable Expressive

Your SOCIAL STYLE®

You see yourself as behaving with an Expressive Style, which may or may not be how others see you. 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.

Expressive Style people are friendly and approachable, showing great energy and sharing their emotions. They are often old generation who speak enthusiastically for much situations that are magnificent. Expressive Style people:

- Want to move quickly and in ways that are bold and innovative
- Are approachable and warm, which puts others at ease when interacting with them
- Are comfortable with debate and want recognition for their ideas
- Are critical and faster paced, which can create a fun and busy environment
- Focus on the future, encouraging others to be forward-driving and look for opportunities
- Often want to increase change by saving risks and challenging the status quo

These slides show pages of the SOCIAL STYLE profile and can be displayed to assist with conversation during the exercise debrief.

More About the Expressive Style

To better understand your SOCIAL STYLE, you need to gain insight into what drives your behavior. The following helps you understand why you behave the way 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: Personal Approval

A Style need is the underlying motivator for each Style and what drives their behavior at work. Expressive Style people believe their key contribution to business success is creativity, innovation, and a fun approach to issues or opportunities. This belief also leads to differentials, which allow them, their team, or even their organization to stand out.

Orientation: Spontaneity

People meet their need through a common set of behaviors. Expressive Style people put significant effort into exploring new ideas and bringing excitement to work.

Growth Action: To Check

Expressive Style people place such high importance on being outgoing and passionate that they can come across as overly forceful or opportunistic, and their behavior is sometimes inappropriate for the situation. Their growth action is to check their behavior before expressing themselves.

Backup Behavior: Attack

When Expressive Style people are feeling stressed, they will verbally attack others. Rather than taking a calm approach and listening to others they will press their viewpoints often in a personal way.

These are core elements underlying your SOCIAL STYLE. As you read about your Expressive Style in the rest of this report, you'll see how these elements are reflected in your interactions with 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 spend time collaborating with others and exploring ideas
- Have others to be excited by your contributions and work together to meet them
- Want to contribute to the team's success through your spontaneity and decisive action
- Are faster to accomplish objectives, even when there may be risk of acting too impulsively

How You Prefer to Make Decisions

You:

- Evaluate options and base decisions on opinions from people you believe are important and influential
- Make decisions quickly, based on how exciting the outcomes will be for yourself or the team
- Are willing to take risks if you believe there's immediate reward, personal or for the team
- Will disregard facts and make impulsive decisions when there's the likelihood for personal satisfaction

When Under Stress or Tension

You:

- Will personally attack others when you disagree with a decision or decision if other efforts to promote your own position have failed
- Can appear emotional, bringing up issues unrelated to the matter and acting non-productively
- Will rush into action without considering alternative options or ways of doing things
- Will end conflicts quickly as long as you feel you've been heard and recognized

These slides show pages of the SOCIAL STYLE profile and can be displayed to assist with conversation during the exercise debrief.

Strengths and Weaknesses

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

Your Style Strengths

- Are highly energetic, helping teams develop ideas and make progress
- Are determined to succeed, which can help other team members receive recognition
- Can influence others through your energy and commitment to ideas
- Are capable and enthusiastic, helping teams to be more engaged
- Like to generate ideas, which can help teams to be more innovative

How Your Strengths Affect Others

You:

- Bring teams back to work, which can allow them to be productive
- Create an informal environment when you allow others to contribute equally
- Generate confidence in your abilities when you focus energy on important projects and tasks
- Make significant contributions when the team is under and deliver results
- Help others stay enthusiastic and engaged

Your Style Weaknesses

You:

- Are so concerned with personal recognition that you put your goals ahead of everything else
- Are in control and seem that you know that you overtake other's contributions
- Ingrate yourself to people in important positions, even if you don't agree with them
- Are disappointed when it makes your belief unproductive or disoriented
- Are overly forceful, dominating meetings and conversations

How Your Weaknesses Affect Others

You:

- Can come across as unfocused to people who are more organized in how they get work done
- May be much on your emotions and intuition that others can view you as erratic
- Can strongly conflict when you verbally attack others
- Can frustrate others who want decisions to be made more directly and quickly
- Can diminish others' enthusiasm when you talk the team and dominate conversations

Understanding the Other Styles

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

Analytical Style

Key Characteristics

- Information oriented and concerned with facts, logic, and consistency
- Are often good planners who work systematically
- Work 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 clearly articulated plan to gather and evaluate all information before making decisions
- People who listen closely and pay attention to detail
- Colleagues who are cooperative, not competitive
- Processes that are organized and logical
- Colleagues who are patient with their processes

Driving Style

Key Characteristics

- Results oriented and want things done quickly and efficiently
- Direct communicators
- Focus on the present and are decisive
- Can appear impatient and unconcerned about relationships
- Can try to control situations through the use of authority

What They Value

- Quickly getting options and provisions from others to make decisions
- Colleagues who are organized and focused on tasks
- A healthy sense of competition
- People who get to the point quickly and back up opinions with examples
- Colleagues who show progress and results

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These slides show pages of the SOCIAL STYLE profile and can be displayed to assist with conversation during the exercise debrief.

The image displays two pages from a SOCIAL STYLE profile report. The left page is titled 'Amiable Style' and lists key characteristics and values. The right page is titled 'Key SOCIAL STYLE® Reminders' and contains several key takeaways.

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 conflicts 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

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.

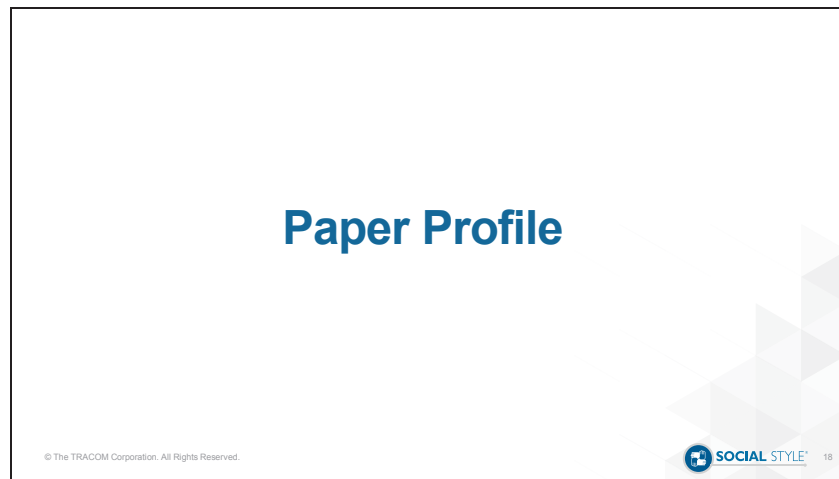
Every Style has growth actions
Each Style has weaknesses - areas where we should adjust our behavior to fully meet others' needs. This knowledge helps you understand others and work more effectively with them.

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.

These slides show pages of the SOCIAL STYLE profile and can be displayed to assist with conversation during the exercise debrief.



If using the paper profile, use the following slides.

FACILITATOR NOTE: To extend their learning beyond the classroom, participants who complete the Paper Survey can register for free, unlimited access to SOCIAL STYLE Navigator. See Slide #46 for details.

Your SOCIAL STYLE Self-Perception

1. Tear open the perforation
2. Transfer response for each question
3. Add up column totals
4. Plot your SOCIAL STYLE

EXAMPLE:

Your self-perception may differ from others' views!

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SOCIAL STYLE 19

10 MINUTES – PAPER PROFILE ONLY

If your participants completed the **Online Profile**:

- **DO NOT DISPLAY** this slide.
- **FOLLOW INSTRUCTIONS** in “Online Profile” section.

If your participants are using the **Paper Profile**:

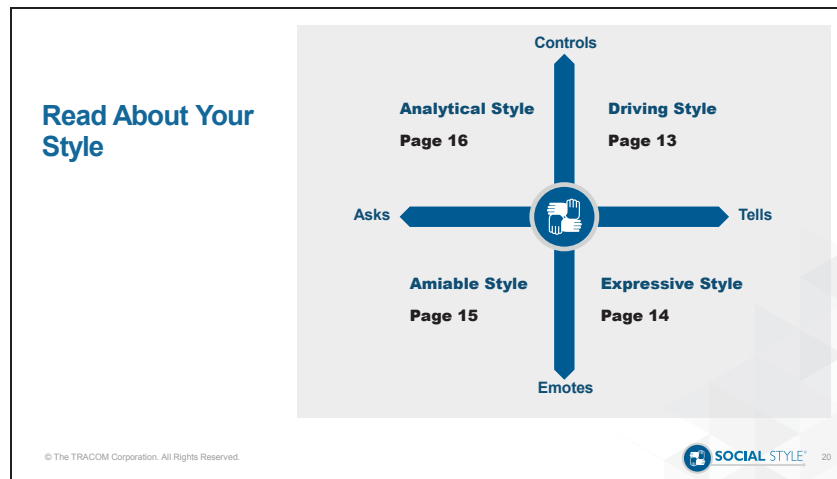
- **SAY** now, it's time to score the SOCIAL STYLE questionnaire that you completed earlier. Score your questionnaire following the instructions on this PowerPoint.
- **ASK** participants to plot their Assertiveness (A, T) score and Responsiveness (C, E) score as shown on the PowerPoint.

SAY The SOCIAL STYLE Self-Perception Profile reflects how you see yourself. Keep in mind that others may see you differently. TRACOM's research indicates that about 50% of those who complete Self-Perception Questionnaire differ in their perceptions from their reference group who complete a Multi-Rater Profile about them.

Leader Tip: You may get asked the question, “If the research indicates 50% of people see themselves differently, then what value does it have?”

Answer: The format of this course did not allow us to use the multi-rater profile. The reason we gave you a profile is that you can start to realize that others might see you differently than you see yourself. Even though receiving a multi-rater profile would give you more insight into how others perceive your behavior, this session is still useful and practical. By following the suggestions in this session, you will be able to observe other people's behavior to determine their SOCIAL STYLE. Then you can adjust your behavior to work more effectively with them.

Slide 20



15 MINUTES – PAPER PROFILE ONLY

Purpose

- The purpose of this exercise is to allow participants to learn more about their SOCIAL STYLE and begin thinking about how they can use their Styles to be more effective salespeople.

Materials Needed

- Flip chart
- Visual: "Read About Your Style"

Directions

1. **ASK** participants to read about their Styles in the Participant Workbook.
2. **ASK** participants to identify their top three perceived strengths and weaknesses as salespeople.
3. **ASK** if anyone has any questions about their SOCIAL STYLE regarding (a) strengths of their Style and (b) things they need to work on.
4. **ASK** participants to share what they learned. Draw SOCIAL STYLE quadrants on the flip chart and record their answers for all to see and consider.

Need, Orientation, and Growth Action

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

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2 MINUTES (Workbook, page 18)

ASK participants to turn to page 18 of the Participant Workbook.

SAY Each Style has a Need, an Orientation, and a Growth Action.

DEFINE:

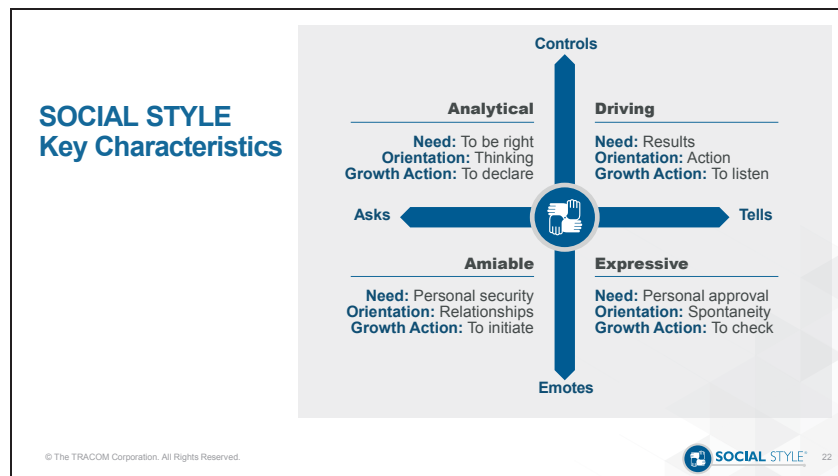
Need – The goal of each Style.

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.

SAY Understanding the Need, Orientation, and Growth Action of each Style will help you better relate to others' Styles and enhance your effectiveness with them.

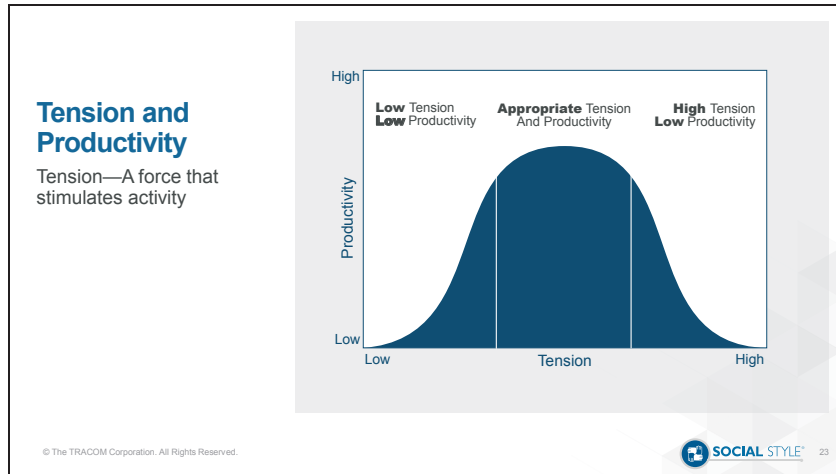
Slide 22

**4 MINUTES****CLICK TO REVEAL THE TEXT IN EACH QUADRANT.**

Correlate Assertiveness and Responsiveness behaviors to Style Need and Orientation:

- Have participants think about how Style Need and Orientation directly correlate to the Assertiveness and Responsiveness behaviors that were discussed earlier. For example, the Analytical Style's need for time to think is consistent with getting things done at a slower-pace, being more interested in facts, and displaying less emotion.
- In the diagonally opposite corner, the Expressive Style's need for approval and Orientation toward spontaneity is consistent with being louder and using more hand gestures.
- Ask participants to point out correlations they see between the Driving Style's Need and Orientation and the Assertiveness and Responsiveness behaviors ...same question regarding the Amiable Style.

Leader Tip: The key characteristics of Style are only a convenient way of summarizing basic Style characteristics. The descriptions of key characteristics are generalizations of behavior that fit most characteristics of each Style. They do not perfectly describe any single individual.



5 Minutes (Workbook, page 20)

ASK participants to turn to page 20 of the Participant Workbook.

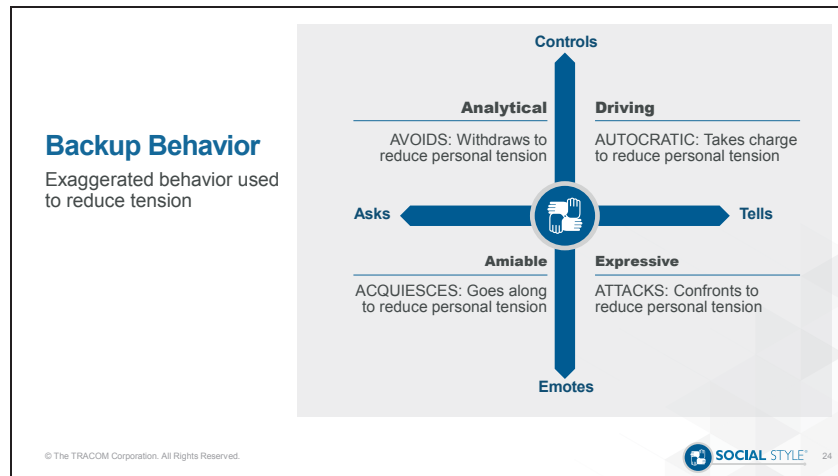
SAY Tension is a force that stimulates activity, and it has an effect on behavior. Managing tension during the sales process is important to ensure that the customer is feeling motivated enough to proceed with the buying process but not so tense that negative emotions grow and get in the way.

DESCRIBE the Tension Productivity Model.

SAY Tension exists in every relationship. Managing it productively is the key. Low tension, the sale stalls; appropriate levels of tension, the sale proceeds; high tension, the sale comes to a stop as the customer goes into Backup Behavior (more on this in the next section).

Sometimes tension cannot be turned into productive effort, so it is misdirected and released in random or harmful ways. When tension is too great, we want to reduce it. This is called Backup Behavior.

Leader Tip: Clearly define Tension. Tension can occur in both positive and negative forms. A certain degree of tension is positive and can be productive. Don't overemphasize or focus solely on the negative forms of tension.



4 MINUTES (Workbook, page 21)

ASK participants to turn to page 21 of the Participant Workbook.

SAY Backup Behavior occurs when people are frustrated in trying to get their Style need met. Backup Behavior is an exaggerated form of Style-related behavior used by a person to reduce tension within the relationships that caused the tension.

- To increase your effectiveness, recognize when you are affected by tension.
- Recognizing the Backup Behavior for each Style can also help you to deal effectively with others who are experiencing tension and behaving in Style-bound ways.

REVIEW the Backup Behavior for each Style.

Managing Backup Behavior

Exaggerated behavior used to reduce tension

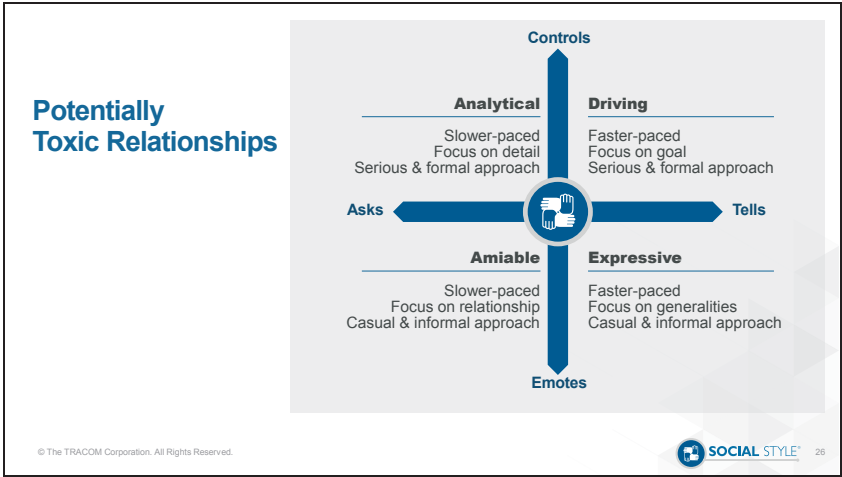
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SOCIAL STYLE™ 25

4 MINUTES

DESCRIBE some simple strategies for managing individuals who are using their backup behavior as shown on the slide.

Leader Tip: Backup Behavior is always self-serving. Reinforce the notion that Backup Behavior is selfish and never results in positive outcomes. There is nothing that is mutually productive in this form of behavior.



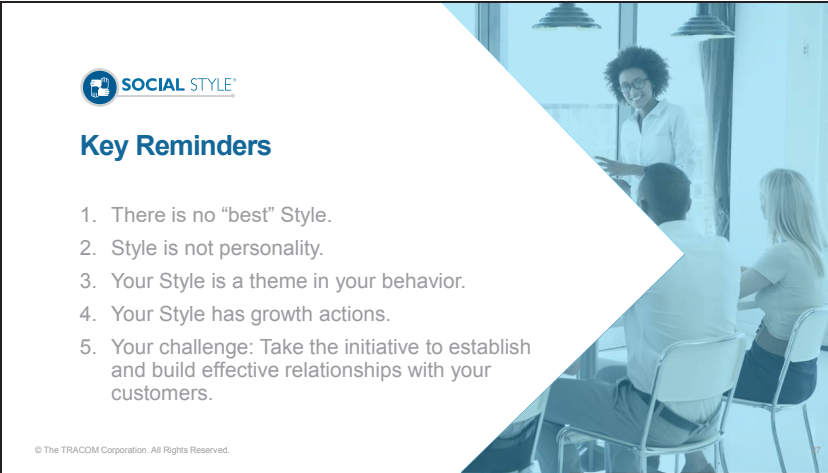
5 Minutes (Workbook, pages 22-23)


CLICK TO REVEAL THE TEXT IN EACH QUADRANT.

ASK participants to turn to pages 22 and 23 of the Participant Workbook.

SAY toxic relationships can occur when you and your customer interact in “Style-bound” ways: You both act according to your own Style Need and Orientation and make little or no attempt to accommodate the Style of the other person. A Toxic Relationship can jeopardize or, more likely, kill the sale!

Relationships that are diagonal to each other often have the potential to be toxic because they are the most opposite in their behavioral preferences (Driving vs. Amiable and Analytical vs. Expressive). However, toxic relationships can develop for any Style combination, including people of the same Style.



 **SOCIAL STYLE**

Key Reminders

1. There is no “best” Style.
2. Style is not personality.
3. Your Style is a theme in your behavior.
4. Your Style has growth actions.
5. Your challenge: Take the initiative to establish and build effective relationships with your customers.

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2 MINUTES

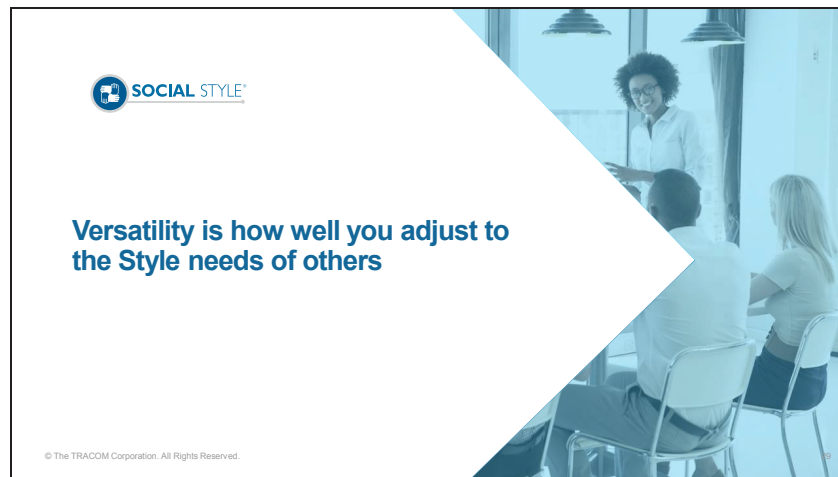
REVIEW what has been covered so far, discussing Key Reminders as presented on the slide.

The slide features a white background on the left and a photograph on the right. The photograph shows three people in a meeting: a woman standing and pointing at a screen, and two others seated at a table. The text 'SOCIAL STYLE' is in the top left, and 'Versatility' is in the center. A copyright notice is at the bottom left.

SOCIAL STYLE

Versatility

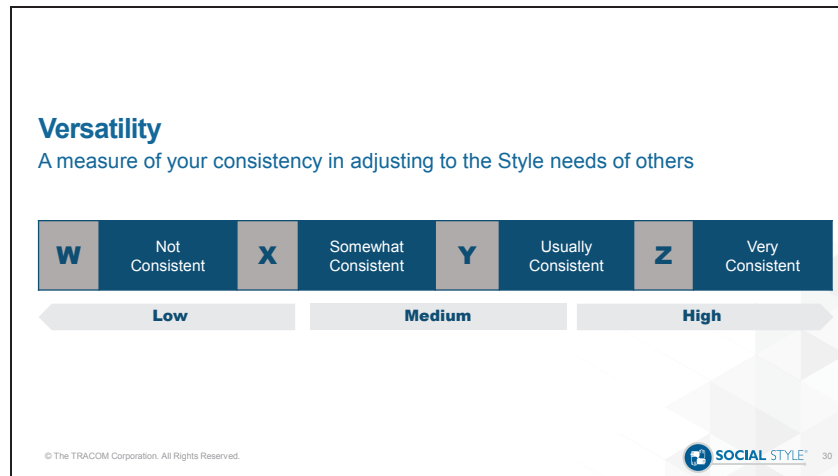
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2 MINUTES

SAY Versatility is a measure of your consistency in adjusting to the Style needs of others.

- At the beginning of the program, we reviewed some statistics on Versatility. Research has found that Versatility is a strong predictor of successful job performance. People who consistently show Versatility are more effective in their job performance than people who are inconsistent in their Versatility.
- Salespeople who have been through SOCIAL STYLE and Versatility training have rated the experience as having a significant impact on their performance in key areas.
- 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.
- It 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.



3 Minutes (Workbook, page 24)

ASK participants to turn to page 24 of their Participant Workbook.

Online Profile Only:

SAY We measure Versatility on a scale ranging from W to Z. These are normed quartiles, just like Assertiveness and Responsiveness.

When you aren't consistent in your behavior, you're usually focusing on your own Style needs. When you consistently show Versatility, you're focusing on meeting others' Style needs.

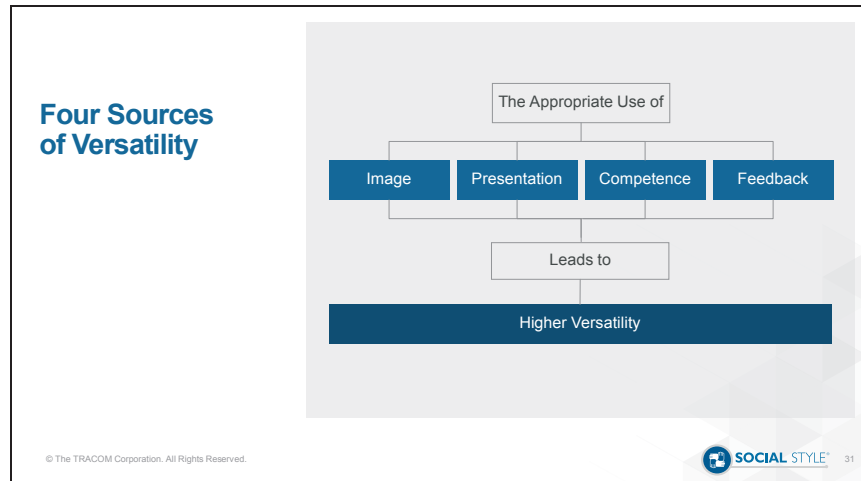
Your profile will show your results on this scale, ranging from W (not consistent) to Z (very consistent).

Paper Questionnaires Only:

Will measure High, Medium or Low

Click to show next graphic

Your workbooks might show a graphic similar to this, with low, medium, and high. This is just another way of explaining Versatility. Just remember, the key point is that Versatility is under your control, and the more consistently you behave with Versatility the more effective you will be.



5 MINUTES (Workbook, pages 25-28)

ASK participants to turn to pages 25 through 28 in the Participant Workbook.

Image remains a part of the Versatility model because it's important for building relationships. Describe Versatility in a timeline:

SAY You show Versatility in four areas. Let me describe these as a timeline.

Image – When you first meet a new person at work, you form an impression about this person based on what you see, consciously or not. Essentially Image is a first impression: Are you dressed appropriately for the situation, for the work culture, for the client, and so on?

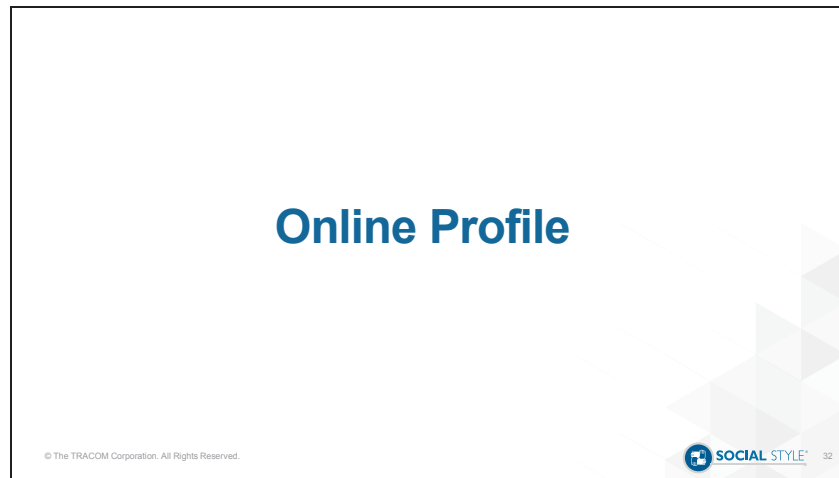
ONLINE PROFILE: Note that **Image is not measured as part of your Profile**. This is because:

- Image is difficult to observe in virtual environments. We can't observe very well how people are dressed, and because there are a wide variety of dress codes, even within companies and teams, it is less relevant to measure Image in this way.
- Raters don't always like answering questions about people's Image without understanding the context of how Image is explained in training.
- Image is still important for many people and companies, which is why it's part of the model. However, you won't receive a measure of your Image.

Presentation – When that person communicates in meetings or other public venues, you'll notice how clear they are at helping people understand their points. Do they use clear language? Are their examples effective? Do they take others' Styles into account?

Competence – Over time, you'll observe this person in a variety of situations. Are they reliable and do they persevere during difficult times? Are they flexible when change happens? Are they optimistic most of the time? Do they show creativity?

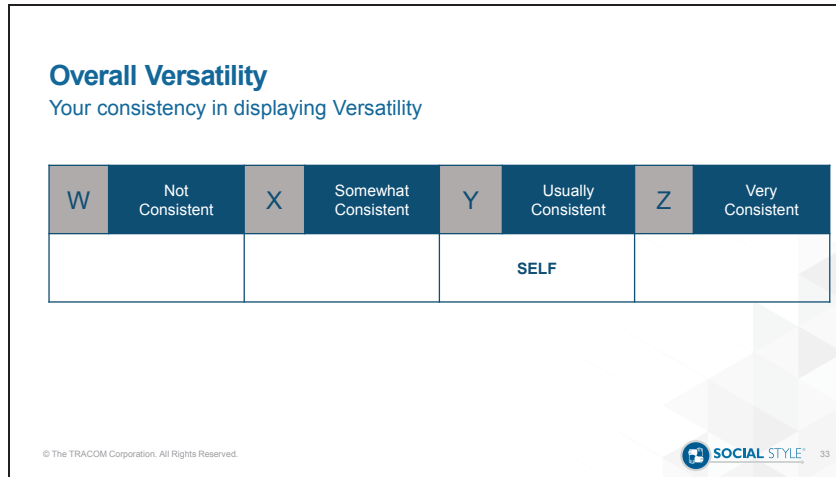
Feedback – Finally, this is the most interpersonal part of Versatility. Are they a good listener? Do they show empathy for others' situations? Do they meet the needs of other people's Styles? Do they develop good relationships with others?



If using the online profile, use the following slides.

Note that if delivering virtually, participants will need to have received their profiles prior to the program.

Check the Session Status Report and Composite Report to understand which participants have completed their profiles, and the breakdown of Versatility within your program.



5 MINUTES

THIS SLIDE ONLY USED WITH ONLINE PROFILE.

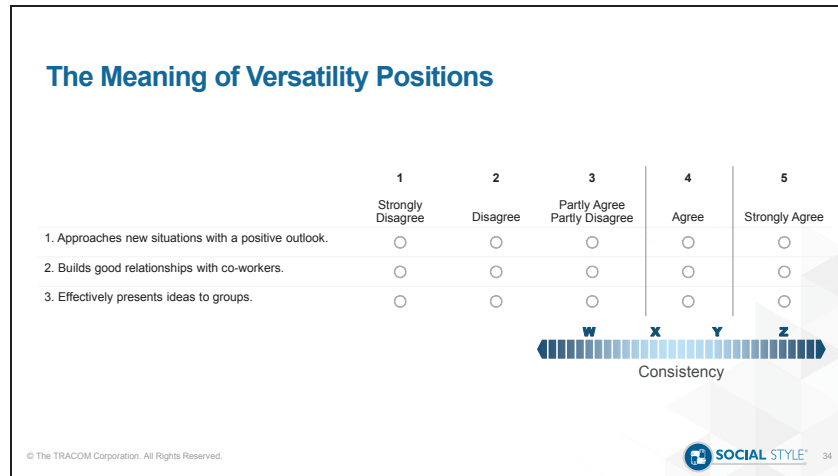
SAY We measure Versatility on a scale ranging from W to Z. These are normed quartiles, just like Assertiveness and Responsiveness.

When you are not consistent in your behavior, you're usually focusing on your own Style needs. When you consistently show Versatility, you're focusing on meeting others' Style needs, which reduces their tension. When you are consistent, the more effective you will be.

Your profile will show your results on this scale, ranging from W (not consistent) to Z (very consistent).

Versatility is all about consistency of behavior. A lower Versatility score does NOT mean you lack ability or that you never demonstrate these abilities. What it DOES mean is that you aren't showing consistency in your behavior.

By making small changes to your behavior and acting with more consistency, you can increase your Versatility. (Recall that the difference in values between W and Z are small but meaningful.)



3 MINUTES

THIS SLIDE ONLY USED WITH ONLINE PROFILE.

Before delivering Versatility profiles, explain the meaning of the positions.

SAY Before reviewing your results in more detail, let's put your results into context. This graph shows several sample items that measure Versatility.

You responded to these items using the scale ranging from 'strongly disagree' to 'strongly agree'. TRACOM assigns values to each of these scale points: 1 to 5. When rating Versatility, most people respond at the higher end of the rating scale. This makes sense since most people have at least some abilities in these areas. This means that the cutoff for achieving Z Versatility is very high, approximately 4.5 or higher. Similarly, to score either an X or Y requires scores between 3.5 and 4.5. These are approximate values used for purposes of explanation.

Importantly, if you receive a W in any area of Versatility, this **DOES NOT** mean that you evaluated yourself at the low end of the rating scale. On the contrary, almost nobody scores at the lowest end – 1 or 2. For people with a W result, most of their ratings fluctuate between 2 and 4, resulting in an average score of slightly less than 3.5.

So, putting this into context, a W rating means that you are not showing as much consistency in these behaviors as you could. With effort and more consistency, your evaluation would improve.

Set the context:

- W does not mean that you lack ability.
- It doesn't mean that you evaluated yourself at the lowest end of the rating scale.
- It **does** mean that you're not highly consistent in your behavior; you do these things some of the time but could do them more often.
- It **does** mean that you evaluated yourself between 'disagree' and 'agree', on average.
- Note that these cutoff values (3.5 and 4.5) are only for demonstration – they aren't the exact values in TRACOM's norms, but they are close.

Giving the context is critical because it helps to ease people's automatic reactions to the profile.

Then:

- Help people focus on just one area to improve. This increases chances of success.
- What is 'low hanging fruit?' Something they can improve quickly.



15 MINUTES (5 MINUTES if Virtual Program)

Purpose

- The purpose of this exercise is to help participants develop an action plan for showing Versatility more consistently.

Materials Needed

- Versatility profile

Virtual Directions:

ASK participants to chat one way they can adjust their behavior to be more consistent in their Versatility. Encourage them to choose just one or two concrete steps they can take, based on the strategies they read about in their profiles.

In-Person Directions:

DISTRIBUTE the Versatility profiles.

ASK participants to read their profiles and consider ways they can adjust their behavior to be more consistent in their Versatility. Encourage them to choose just one or two concrete steps they can take, based on the strategies they read about in their profiles.

VIRTUAL DELIVERY: If delivering virtually, learners will have downloaded their profiles earlier.

Overview of Versatility

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

- 50% 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 2020 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 first step toward 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 use their Versatility differently from how others need it. To you need your profile, consider how others would best about your ability to adjust your behavior to meet their needs.

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 you view your Versatility
- Specific and actionable strategies designed to improve your Versatility

Versatility and the Expressive 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, Expressive Style people generate enthusiasm while helping others move projects forward. They:

- Check their outgoing behavior, especially toward people who could be overwhelmed by them.
- Contribute meaningful information and effort in addition to spontaneity.
- Allow others to receive recognition for their contributions.
- Show appropriate humor and spontaneity to help build relationships and team cohesiveness.
- Are prepared to contribute to projects, helping others feel confident in their abilities.
- Accept logical approaches and recognize the strengths other Styles bring to projects.

Low Versatility

Low Versatility contains elements of Expressive Style people's backup behavior (backing and growth action its checks). They:

- Are often unprepared and will improve their way through situations.
- Spend excessive and will discuss their own achievements while neglecting others' contributions.
- Will bring up unrelated issues and personally criticize others when attacking.
- Won't commit to specifics or follow through on commitments.
- Are disrespectful of other's time by being late to meetings or extending time beyond what's scheduled.
- Disregard logical approaches to situations, leaving people of other Styles feeling discouraged and frustrated.

These slides show pages of the Versatility profile and can be displayed to assist with conversation during the exercise debrief.

Report Prepared for: unique name Report Date: 06/11/2011

Overall Versatility

Your Consistency in Displaying Versatility

W Self Consistent	X Intermittent Consistent	Y Usually Consistent	Z Not Consistent
SELF			

Your Versatility: W

Your results place you in the lowest quartile of versatility, meaning you tend to focus on your own comfort and priorities instead of adapting your behavior to others' styles and needs. Of course, it's necessary to meet your own needs, but it's also important to be aware of others and adjust your priorities to help them. This is a matter of showing your versatility more consistently. You have the ability to be more versatile, simply requires making an effort to adapt your behavior more frequently. Remember that 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.

The next sections describe specific ways you can 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 consistent themes across different strategies; by acting on the advice you will increase your versatility.

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Report Prepared for: unique name Report Date: 06/11/2011

Presentation

Ways to Improve Your Presentation

You can improve on Presentation by making simple adjustments to your behavior. Since your growth actions to think, consider these actions to improve your performance:

- Balance talking with asking.**
When you are finished and if you influence people directly, it can be overbearing to others. Instead, supplement your "telling" approach with more asking. Drawing out people's opinions and questions so you can respond to their needs.
- Include details.**
You might speak in generalities, which can confuse or frustrate others. Slow down and share in your own details.
- Listen patiently.**
Don't allow time to speak and listen to them without interrupting. Practice repeating or clarifying what others say to ensure you understand before responding.
- Add structure.**
Take time in advance of meetings to structure your presentation on the points you need to make. This is especially important when people might not be familiar with the topic.
- Be aware of others' styles.**
When possible, adapt your delivery to people's styles. Sometimes you will need to practice the styles of key stakeholders and decision makers.

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These slides show pages of the Versatility profile and can be displayed to assist with conversation during the exercise debrief.

Competence

Competence measures your interpersonal skills and performance, flexibility, openness, and capacity. It is important to social effectiveness and helping others to meet their needs. Slide for Competence does not measure your technical skills or job knowledge.

Ways to Improve Your Competence

Small adjustments to behavior will enhance your level of Competence. Since your growth action is to "check," consider these actions to improve your performance:

- Involve others.**
Your approach can sometimes overshadow the contributions others want to make.
- Be organized and prepared.**
Extraverted Style people are sometimes so rushed they can be disorganized and unprepared for conversations and meetings.
- Check your responses.**
Extraverted Style people can sometimes come across as abrupt and even offensive.
- Remember the details.**
When you sign for class or what you want to achieve, you won't get there without a plan.

Feedback

Feedback measures your ability to listen, communicate with people in social settings, understand other viewpoints, and address your own needs. While you are in meetings and conversations, it helps you appear reasonable. While you are in meetings and conversations, it helps you appear reasonable. While you are in meetings and conversations, it helps you appear reasonable.

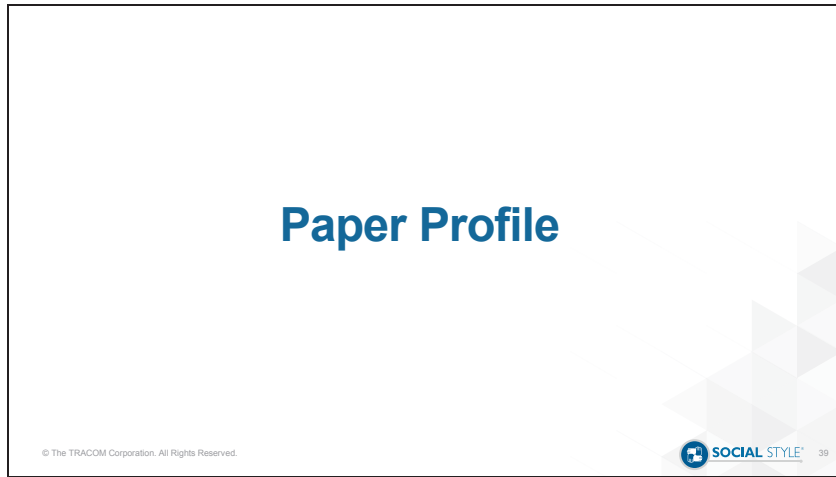
Ways to Improve Your Feedback

To improve your versatility in feedback, consider your growth action to "check" and control your backup behavior or "checking." The following strategies will help you in this area:

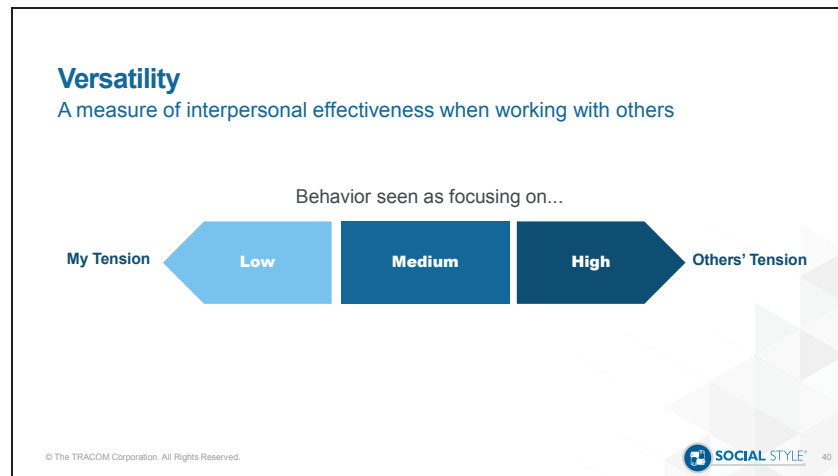
- Get the facts.**
Seeking your authentic and full approach by recognizing other concerns will help you be more empathetic.
- Monitor your energy.**
Extraverted Style people are the most outgoing and energetic of the Styles, which at times can overwhelm others.
- Show high specific empathy.**
Empathy is sometimes Style specific and related to situational concerns.
- Accept conflict.**
Competitive conflict happens, regardless of the empathy you may show.
- Recognize and respond to backup behaviors.**
It is important to recognize when people get into backup behavior and, when possible, help them get through these tense moments.

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These slides show pages of the Versatility profile and can be displayed to assist with conversation during the exercise debrief.



If using the paper profile, use the following slides.

**2 MINUTES****THIS SLIDE ONLY USED WITH PAPER PROFILE.**

SAY while identifying your SOCIAL STYLE can help you understand your behavioral preferences, by itself, knowing your Style doesn't necessarily help you be more effective. As I've said, there is no good or bad Style. What is important is how you adjust your behavior when working with others. That's where Versatility comes in.

Versatility is your ability to adjust your behavior to meet others' Style preferences in the areas of Image, Presentation, Competence, and Feedback.

SAY When you are not consistent in your behavior, you're usually focusing on your own tension and Style needs. When you consistently show Versatility, you're focusing on meeting others' Style needs, which reduces their tension. When you are consistent, the more effective you will be.

Your Versatility Self-Perception


1. Tear open the perforation
2. Add up the check marks in the shaded column
3. Circle the letter of your Versatility score

EXAMPLE:
 If 7 or less = Low (circle the "L")
 If 8-14 = Medium (circle the "M")
 If 15-21 = High (circle the "H")

L	M	H
---	---	---

Your self-perception may differ from others' views!

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8 MINUTES

THIS SLIDE ONLY USED WITH PAPER PROFILE.

1. **ASK** participants to score their Versatility Questionnaires following the instructions on the PowerPoint.
2. **SAY** before we discuss Versatility, I'd like you to score your Versatility Questionnaire.

After scoring is complete, **ASK** Is anyone surprised? Are there any questions or concerns?

The Versatility profile reflects how you see yourself. Keep in mind that others may see you differently.



 **SOCIAL STYLE**

Learning Objectives

1. Gain an understanding of the SOCIAL STYLE Model.
2. Determine your SOCIAL STYLE by completing a Self-Perception questionnaire.
3. Increase understanding of your behavior and how Customers view people with your Style.
4. Increase your Versatility to become more effective with Customers.

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2 MINUTES

REVIEW the learning objectives.

ASK Did we meet them?

HIGHLIGHT key points learned.

EMPHASIZE importance of comparing self-perception data with multi-rater.



 **SOCIAL STYLE**

Next Steps and Key Learning

1. Share your SOCIAL STYLE with your colleagues and ask them for insights.
2. Look for two behavioral dimensions: Assertiveness and Responsiveness.
3. Take steps to meet customers' SOCIAL STYLE needs as you interact with them.
4. Predict probable future Style behaviors of customers and prospects.

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2 MINUTES

As participants take their knowledge of Style back into the workplace, suggest that they do the following:

- **SHARE** their Style with their colleagues and ask them for additional insights into how they can interact more effectively.
- **REMIND** them that the most objective way to identify a customer's Style is by looking for behavior along Assertiveness and Responsiveness.
- Finally, **UNDERScore** that being able to predict the probable future Style behavior of others is a powerful tool for interpersonal success. Participants now have valuable information to use in developing themselves into more effective salespeople.



SOCIAL STYLE Navigator®

SOCIAL STYLE Estimator
A brief survey that estimates the Style of others

SOCIAL STYLE Advisor

- Prep for meetings, negotiations, presentations
- Style & Versatility best practices for many situations

eLearning Modules
Apply Style concepts to teams, managing conflict and coaching

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SOCIAL STYLE® 4

1 Minute

SAY You now have free and unlimited access to SOCIAL STYLE Navigator, the on-demand micro-learning tool that helps you apply Style and Versatility.

SOCIAL STYLE Navigator includes:

SOCIAL STYLE Estimator

The Estimator survey provides users with an interactive tool that evaluates observable behavior in others to determine their Style and helps you plan ahead for successful interactions.

SOCIAL STYLE Advisor

Use Advisor topics to prepare “just-in-time” for meetings, negotiations or sales presentations with advice on navigating Style and Versatility best practices to maximize high-performing relationships.

eLearning modules

Continue your learning journey via micro-learning that reinforces ways to apply SOCIAL STYLE and Versatility to Working in Teams, Coaching and Managing Conflict.

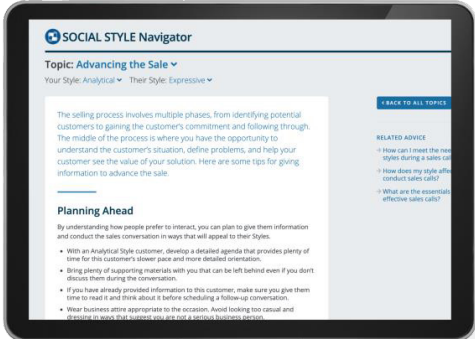
SOCIAL STYLE Navigator® Access

(online profiles only)

Available through
tracomlearning.com

Log in with your Username and
Password for **FREE, UNLIMITED**
access to SOCIAL STYLE
Navigator

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1 Minute
THIS SLIDE FOR ONLINE PROFILES ONLY

SAY Available through www.tracomlearning.com
Enter your username and password for free, unlimited access to SOCIAL STYLE Navigator®

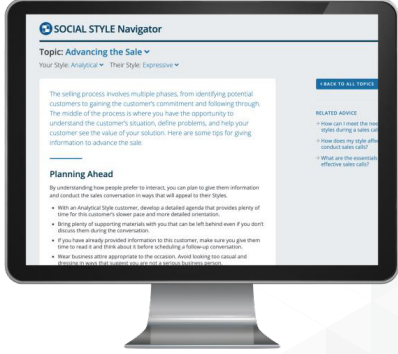
Slide 46

SOCIAL STYLE Navigator® Access
(paper profiles only)

Go to:
tracomlearning.com/registration-paper

Register with your email address and
Subscription Code _____ - _____
for FREE, UNLIMITED access to
SOCIAL STYLE NAVIGATOR

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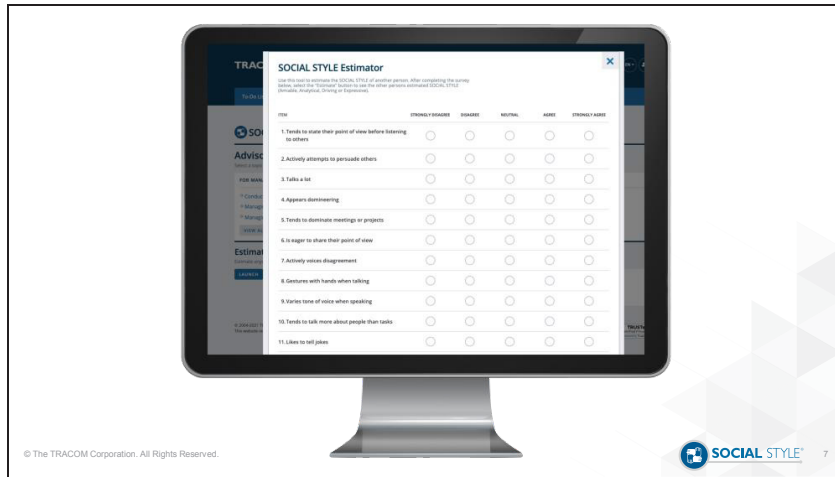
1 Minute***THIS SLIDE FOR PAPER SURVEYS ONLY***

SAY Go to tracomlearning.com/registration-paper and register with your email address and subscription code _____ - _____ for free, unlimited access to SOCIAL STYLE Navigator®

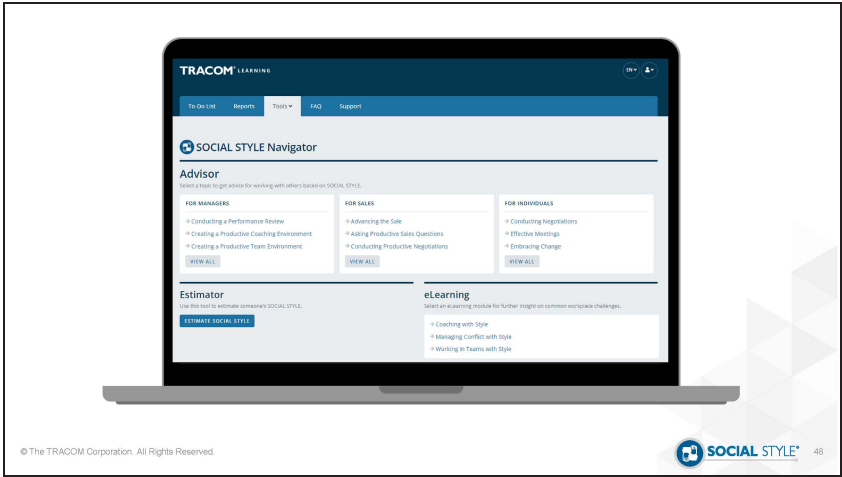
IMPORTANT FACILITATOR NOTE REGARDING SUBSCRIPTION CODES:

Your subscription code can be found on the “ATTENTION” colored flyer included in your participant materials shipment. The code is formatted in two sets of 4 numbers separated by a hyphen (EXAMPLE: xxxx-xxxx). If you do not have the “ATTENTION” flyer included with your materials shipment, please contact TRACOM to receive your subscription code.

Slide 47

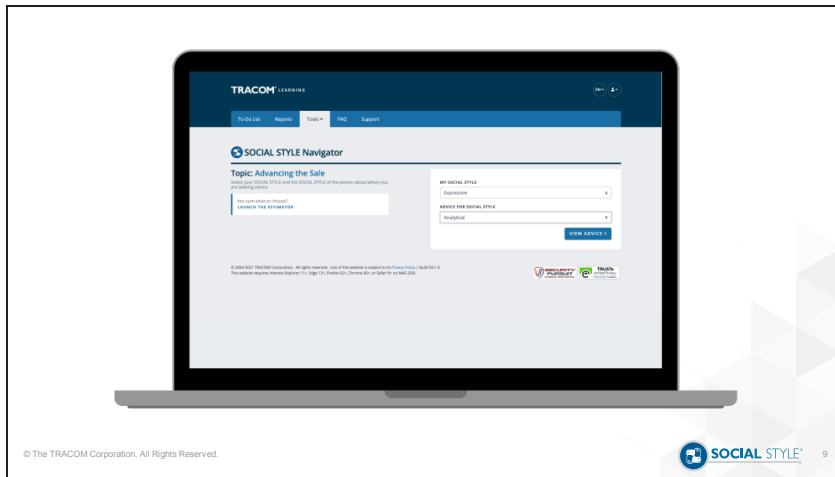


Optional demonstration, time permitting

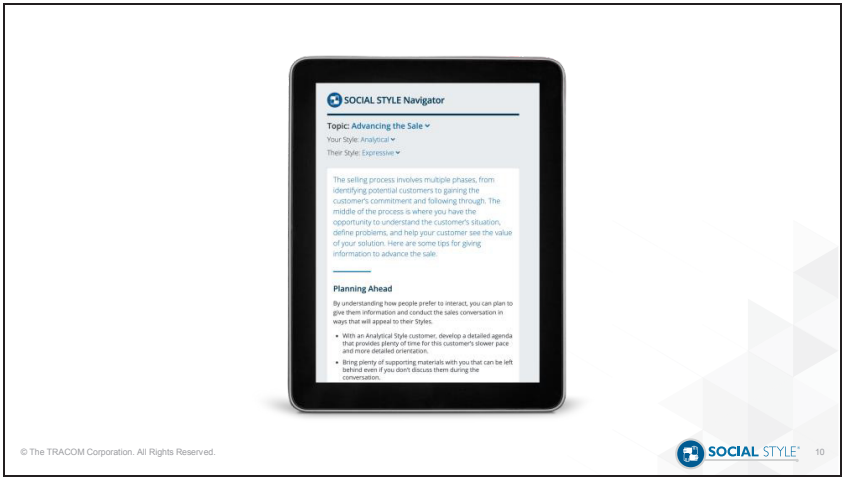


Optional demonstration, time permitting

Slide 49

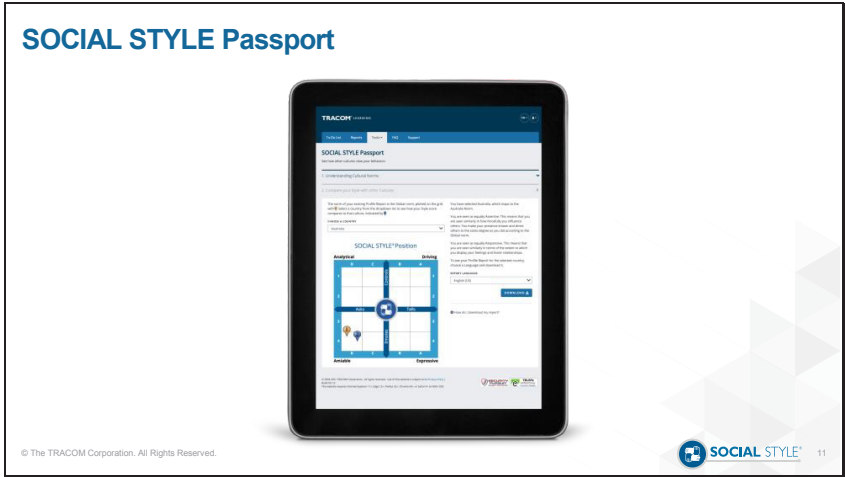


Optional demonstration, time permitting



Optional demonstration, time permitting

Slide 51



Optional demonstration, time permitting

Slide 52



2 MINUTES

Thank you. Do you have final questions / feedback.

SOCIAL STYLE

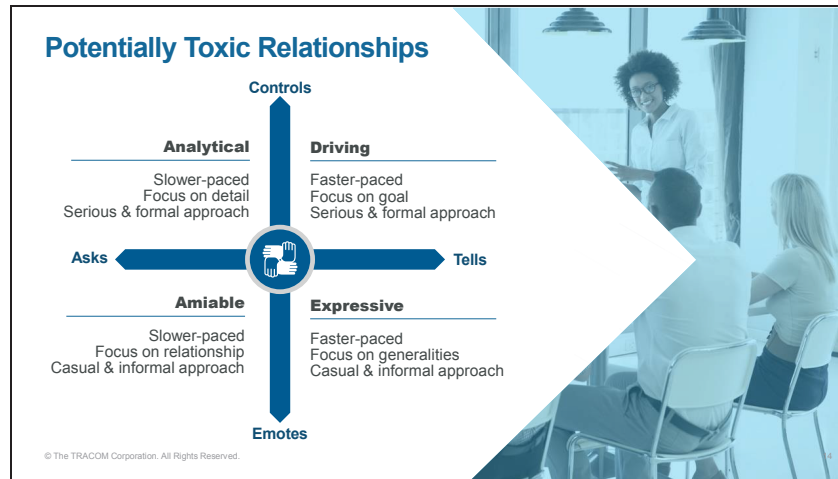
Optional Exercises

Select optional exercises based on your needs and time available.

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You can draw upon the following exercises to enhance your session to best meet the needs of your participants.



Potentially Toxic Relationships

Purpose

- To determine if they have a toxic relationship with a customer.

Recommended Time

- 10 minutes

Materials Needed

- None

Directions

- **ASK** participants to turn to pages 21 through 23 of the Participant Workbook.
- **DESCRIBE** the possibility of Toxic Relationships occurring when both the salesperson and the customer act in Style-bound ways.
- **SAY** Toxic relationships can occur when you and your customer interact in “Style-bound ways.” That is, you both act according to Style Need and Orientation and make little or no attempt to accommodate the Style of the other person.
- **ASK** participants to take a few moments to consider whether they have a toxic relationship with a customer.
- **ASK** participants to write notes about ways they can resolve these relationships.
- **DEBRIEF** the exercise by asking participants to share their insights.


Style Forum

Purpose: To give you an opportunity to describe what it is about the opposite SOCIAL STYLE position that creates tension for you and to develop insights into how to be more productive with a customer who has that Style.

Directions:

- In your assigned group, discuss and develop a list of behaviors that the opposite SOCIAL STYLE exhibits that creates tension for you.
- Share your list with the group of the opposite Style.
- In your group, discuss what you can do to interact better with the opposite Style.
- Share your information with the opposite Style and the whole class.

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Style Forum

Purpose

- The purpose of this exercise is to give participants an opportunity to describe what it is about the opposite SOCIAL STYLE position that creates tension for them when working with customers of that Style and to develop insights into how to be more productive with a person who has that Style.

Recommended Time

- 30 minutes

Materials needed

- None

Directions

- Break participants into groups by SOCIAL STYLE position with a maximum of six per group.
- Give each group 10 minutes to discuss and develop a list of behaviors that the opposite SOCIAL STYLE position manifests to create tension that leads to unproductive relationships.
- After each group has developed its list, ask the Amiable and Driving Styles to get together to share their lists. Ask the Expressive and Analytical Styles to do the same thing. Each Style should spend five to ten minutes sharing its list and answering clarifying questions. Caution the groups that this is not a time to get defensive.
- After each group has heard the other's list, the original groups should get together by themselves to discuss what they can do to interact better with the opposite Style (e.g., those with Expressive Styles would develop a list of what they could do to make the relationship more productive with Analytical Styles). As each group shares its list of what it could do better, the opposite Style group should provide feedback and suggestions as to how appropriate the lists are.
- After all groups have shared their information with the opposite Style, the whole class discusses what has been learned.
- At the conclusion of the exercise, each group should have valuable information as to how to behave more appropriately with the diagonally opposite Style. In addition, after the general class discussions, each Style should have valuable information for working with each of the other SOCIAL STYLE positions.

Versatility Forum

Purpose: To give you an opportunity to describe a challenging relationship and work as a group to identify specific steps you can take to show more Versatility with that customer.

Directions:

- Divide into four Style groups.

One at a time, each person:

- Describes a customer they have a difficult relationship with and tries to identify their Style.
- Shares what the customer does that frustrates them.
- As a group, help the person identify specific actions to show more Versatility to their customer.
- Nominate a spokesperson: is there anything unique or insightful that you want to share with the whole group?

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Versatility Forum

Purpose

- This exercise helps learners prepare to apply Versatility with a challenging relationship. Each Style group helps one another identify specific actions they can take to show more Versatility.

Recommended Time


- 30 minutes

Materials needed

- Style and Versatility profiles, to help discover specific strategies for showing Versatility.

Directions

- **DIVIDE** participants into Style groups and assign them to virtual breakout rooms (or separate areas of a physical space).
- **PROVIDE** instructions on the slide.
- **SAY** Nominate a spokesperson to represent your Style group. Take note of anything unique or insightful that you want to share with the whole group. We don't want you to repeat everything that was said, only key takeaways.
- **CONDUCT** the activity, carefully monitoring time and adding value as appropriate.
- **CLOSE** the Versatility Forum by **ASKING** for questions and **EMPHASIZING** any key insights participants made.



SOCIAL STYLE Navigator

Purpose: To use Navigator to improve your effectiveness.

Directions

- Determine a customer or situation (such as meetings) where you want to improve your effectiveness.
- Login to tracomlearning.com and select SOCIAL STYLE Navigator from the Tools tab.
- Use the “Estimator” to estimate the Style of the person you identified. If multiple people are involved, do this for each person or skip this step for now.
- Examine the list of topics under the “Advisor” tab to find the relevant advice area and click on it.
- Read the advice and print the page if needed to keep with you.
- As a group, discuss any insights that were learned.

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SOCIAL STYLE Navigator

Purpose

- To use SOCIAL STYLE Navigator to improve your effectiveness.

Recommended Time


- 30 minutes

Materials Needed

- Login to tracomlearning.com

Directions

- Determine a customer or situation (such as meetings) where you want to improve your effectiveness.
- Login to tracomlearning.com and select SOCIAL STYLE Navigator from the Tools tab.
- Use the “Estimator” to estimate the Style of the person you identified. If multiple people are involved, do this for each person or skip this step for now.
- Examine the list of topics under the “Advisor” section to find the relevant advice area and click on it.
- Read the advice and print the page if needed to keep with you.
- As a group, discuss any insights that were learned.



Versatility Action Plan

Purpose: To develop an action plan for increasing your Versatility.

Directions

- Read your Versatility profile to understand your behavior. *(online profile only)*
- Review the strategies provided in the three sections: *Ways to Improve Presentation, Ways to Improve Competence, and Ways to Improve Feedback.* *(online profile only)*
- Within each area, decide on one or two specific actions that you will take, and write these down.
- Pair up with another person (or small group) and discuss your plan.

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Versatility Action Plan

Purpose

- To develop a specific action plan for increasing your Versatility.

Recommended Time

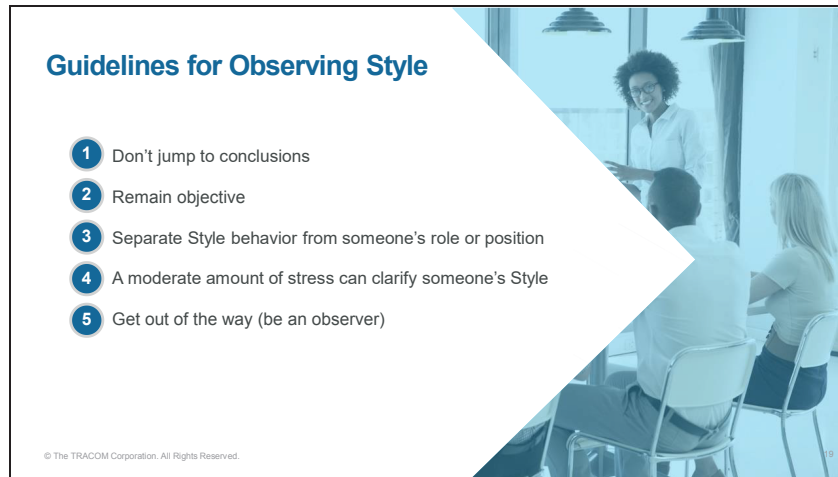
- 30 minutes

Materials Needed

- Versatility Profile

Directions

- Read your Versatility profile to understand your behavior. *(online profile only)*
- Review the strategies provided in the three sections: *Ways to Improve Presentation, Ways to Improve Competence, and Ways to Improve Feedback.* *(online profile only)*
- Within each area, decide on one or two specific actions that you will take, and write these down.
- Pair up with another person (or small group) and discuss your plan.



Guidelines for Observing Style

Purpose

- The purpose of this exercise is to familiarize participants with the six rules for identifying another person's SOCIAL STYLE.

Recommended Time:

- 10 minutes

Materials Needed

- None

Directions

SAY The more accurately we are able to observe our colleagues' Styles, the better we will be able to adapt our own behavior to earn greater Versatility.

ASK participants to take notes on ways of implementing the best practices.

DESCRIBE the best practices:

- Don't jump to conclusions
- Remain objective
- Separate Style behavior from someone's role or position
- A moderate amount of stress can clarify someone's Style
- Get out of the way (be an observer)

ASK if there are any questions.



Taking My Growth Action

Purpose: To identify specific ways you can take your Growth Action in order to enhance your effectiveness with customers.

Directions:

- Estimate the Style of one of your customers (using the “Style Estimator” within SOCIAL STYLE Navigator, if available).
- Record the Style Need and Orientation of the customer.
- Identify specifically how you can take your Growth Action with the customer.
- Tell why taking the Growth Action you identified will be particularly effective with this customer.

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Taking My Growth Action

Purpose

- To get participants to think about how taking their Growth Action (in specific ways) could help to enhance their effectiveness with a customer.

Recommended Time

- 20 minutes

Materials Needed

- ISEV Participant Workbook
- SOCIAL STYLE Navigator (“Style Estimator”)

Directions

1. Ask participants to estimate the Style of a customer. This can be done using the “Style Estimator” of the SOCIAL STYLE Navigator. If participants don’t have online access, they can refer to the graphic on page 12 of the Participant Workbook for help in determining the customer’s Style.
3. After about five minutes, ask for volunteers to identify their Style and, specifically, how they thought they could take their growth action with the customer.
4. Ask participants why taking the growth action they identified would be particularly effective with the Style of the customer they selected.
5. Provide feedback to participants based on the specifics of the action they identified.

SOCIAL STYLE

**Improving Sales Effectiveness
with Versatility™**

TRACOM GROUP
THE SOCIAL INTELLIGENCE COMPANY™

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