



ADAPTIVE MINDSET[®]

for RESILIENCE

Negativity Bias Profile

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Sample Organization

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TRACOM[®] GROUP

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Overview



You've probably experienced something stressful not so long ago and had a reaction to it. Maybe it was your company announcing a new process for doing things ("This is going to take forever!"), needing to solve a difficult issue ("We are never going to figure this out!"), or maybe you had to move ("The to-do list is endless!").

In today's world we are constantly dealing with change. A steady stream of innovations is altering how we work, play, and interact with one another. While this change certainly has its benefits, it can also lead to a lot of stress, since our brains are not designed to adapt to rapid change.

Here's why: there is a mechanism at work in our brains, called the Negativity Bias, that evolved to help keep us safe from danger. While our relationship with the world has changed over time, this mechanism has remained relatively unchanged; it's constantly at work, monitoring for life-threatening danger. In the modern world, it rarely finds such physical threats to our safety; instead, it is bombarded with psychological challenges (daily stressors, long-term problems, and significant failures) that impact how we perceive ourselves and the world around us.

Unfortunately, our brains have a hard time differentiating between life-threatening challenges and these psychological challenges. In fact, we magnify these daily events out of proportion to their real meaning. Research has shown that 91% of the problems people worry about on a daily basis do not come true, and of the remaining 9% of problems that do come true, the outcome is often better than expected. We spend so much time worrying because our brains believe the threats are real when they're nearly always false alarms.



91% of the problems people worry about on a daily basis do not come true.

Overcoming the Negativity Bias leads to Resilience.

Automatic Thoughts

Your Mind at Work

We spend all our waking moments thinking. Research shows that people have upwards of 6,000 unique thoughts every day. We don't verbalize most of these thoughts; instead, we say them silently to ourselves, and most of them are negative.

Fortunately, the negative, unproductive thoughts that are triggered by the Negativity Bias fall into distinctive patterns that, with practice, can be recognized. By recognizing when the Negativity Bias is impacting you, you can interrupt the effect it is having on your thoughts and feelings. This helps you become more resilient. In the short-term, you see challenges as more manageable and within your control. In the long-term, you are more proactive and confident that you can handle any challenge that may arise.

Impact of the Negativity Bias

The ability to not only recover, but grow from these daily stressors is resilience, a skill that can help you across all aspects of your life. Resilience is like a muscle: the more it is properly fed, exercised, and stretched, the more flexible and stronger it becomes. However, when your Negativity Bias goes unmanaged, it can atrophy the resilience muscle, making it weaker and less flexible.

When left unmanaged, the Negativity Bias lowers our ability to successfully navigate new situations—or interpret and manage new information about existing circumstances—and ultimately has a detrimental long-term impact on our resilience. Multiple studies show that having resilience is important for managing day-to-day situations, and when people lack this ability, they are often overwhelmed by life's challenges, including everyday business challenges.

Resilience

Resilience Can Be Developed

The good news is that resilience can be developed; it just takes recognition of the presence of the Negativity Bias and practice in defeating it. By learning how the Negativity Bias operates, you can develop the power to overcome it by interpreting and responding to new situations and unexpected events better than you otherwise would.

It is worth developing your resilience as research shows that resilient people:

- » are better able to manage their work and personal commitments;
- » adapt better to adversity and change;
- » have less depression and anxiety;
- » and are more satisfied with their lives.

Negativity Bias Patterns

There are six Negativity Bias patterns, and when you completed the survey for this profile, you answered questions about all of them to determine your dominant one. This section describes the specific Negativity Bias that impacts you the most. You'll read about the effect it has on you and how you interact with others. Most importantly, you'll discover how to recognize when it is impacting you and what techniques you can use to overcome it.

	Assuming		Comparing
	Blaming		Internalizing
	Catastrophizing		Magnifying

Your Primary Negativity Bias



Internalizing

Your primary Negativity Bias pattern is Internalizing. You attribute a disproportionate amount of blame to yourself when things go wrong, and often don't accept that some events are out of your control.

Internalizing at work

As an example, if your project hits unexpected roadblocks, you'll think you're responsible or blame yourself more than you should, considering the circumstances and other people involved. When this happens, you might feel guilty and work even harder, obsessing over the issue.

When you internalize, you are taking on a mental burden that is beyond what you deserve, and this can lead to:

- » Feeling inadequate or even depressed.
- » Trying to take on more responsibility for projects, or trying to control outcomes, more than is necessary or helpful.
- » A self-perpetuating cycle of holding yourself accountable and trying harder to influence events that are only partly in your control.

The Negativity Trap

Taking personal responsibility is admirable; it helps you control your work and show accountability. However, your Negativity Bias is constantly on alert, and when it's triggered by something that goes wrong, you may immediately say things to yourself that aren't realistic or helpful, such as:

- » How did I cause this to happen?
- » Why didn't I work hard enough?
- » This is all my fault! I'm responsible!
- » I really messed up. I'm no good!

When you say things like this to yourself, you're falling into the Negativity Trap: you're being undermined by your own thinking. When this happens, actively challenge your thinking to improve your mindset and behavior.

SOCIAL STYLE® Connection



The Negativity Trap can affect anyone, but it can affect people differently depending on their SOCIAL STYLE. Each Style has unique stressors, and this influences how you think and behave when experiencing the Negativity Trap.

Your Style

In a past assessment, you were profiled as an Expressive Style person. Your Style Need is Personal Approval—you want to be recognized for your efforts. When you are **internalizing**:

- » You're especially hard on yourself, possibly obsessing over perceived mistakes.
- » You question your ideas and how your actions could have gone wrong.
- » You might confide in others, who may be able to provide perspective and advice.

You take pride in your ability to develop ideas and contribute to projects, and you feel that your approach is effective. But you can't always account for all factors, like unexpected obstacles, the work of other people who are involved, and competing priorities. By accepting these unknowns, you can still contribute and make progress.

Interacting with Others

Your Style influences your interactions. You will find that:

- » You might go into your Backup Behavior: verbally confronting people you hold responsible. In the short-term this might offer some relief, but you risk damaging relationships with people who can help you.
- » To recover and keep moving forward, you might move even faster than usual, though you risk ignoring important information.
- » You might try to involve others in your efforts, which can be helpful for sharing responsibilities and gathering additional ideas.

Overcoming Your Negativity Trap

You can pull yourself out of the Negativity Trap by recognizing your negative thoughts as they occur. With practice, you'll be able to identify these thoughts, which is the critical first step in reversing their influence on your attitude and behavior.



01

Challenge your Automatic Negative Thoughts

Evaluate the situation objectively, and actively challenge your assumptions:

- » Am I being accurate? What are the objective facts? Are there other reasons for what's happening?
- » Am I looking at all the evidence, or just what supports my thoughts?
- » What are the circumstances and how are they affecting the situation? What is in my control and outside of my control?



02

Use Active Thinking to Replace your Automatic Thoughts

When you've challenged your thoughts, move forward by developing new thoughts and plans:

- » Build new thoughts that are based on real evidence, that are objective and don't leave room for misinterpretation, and that are constructive.
- » For those things that are outside of your control, what can you do to either influence them, adjust to them, or simply accept them?
- » Moving forward, be proactive by continuing to challenge your automatic thoughts. With practice, this process will become more comfortable and normal.

Using Style to Help

Overcome Your Style Weaknesses

- ❌ **Confronting others.** This is your Backup Behavior, and though it might provide a temporary release of your stress, it harms relationships and your ability to fight your Negativity Bias.
- ❌ **Impatience.** Getting things done is important, but always rushing through your days can drain your energy and prevent you from thinking through your decisions and actions.
- ❌ **Emotional reasoning.** You rely on intuition to make decisions. Sometimes this works, but when you are internalizing and criticizing yourself, you should slow down and engage rational thinking.

Utilize Your Style Strengths

- ✅ **You're sociable.** Your enthusiasm toward others is a natural resilience booster, for yourself and others. Rely on this when you're being influenced by your Negativity Bias.
- ✅ **You're energetic.** You can develop ideas, influence others, and make progress. Focus on keeping your energy positive to battle your Negativity Bias.
- ✅ **You're competitive.** Use your natural competitiveness as a sort of game. When you're being self-critical, challenge yourself to outwit these thoughts.

Additional Style Tips

- ⊕ **Be funny.** You can show humor, and this can benefit you immensely during stressful times. When you're feeling your Negativity Bias, find something about the situation to laugh about.
- ⊕ **Ask and give.** Seeking assistance helps build resilience and is a way to get new ideas. Helping others also builds resilience and is an excellent way to combat your Negativity Bias.
- ⊕ **Focus.** When you focus your energy on important tasks, you build your resilience. This is also a good way of disrupting your self-criticism through taking action.

Other Negativity Bias Patterns

Assuming

Assuming the worst without evidence. Thinking that single negative events apply to your entire life. Examples:

- » This happens a lot to me; I fail most of the time.
- » I'm not going to ask for a promotion because I won't get it.

Blaming

Blaming others for negative events and not taking appropriate responsibility. Examples:

- » This project failed because the vendor messed up.
- » My presentation was a disaster and it's my co-workers' fault.

Catastrophizing

Believing that what has happened or will happen will be awful. Wondering about "what if" something happens. Examples:

- » If I do poorly on this project, my career will be ruined.
- » I got laid off and will never work again.

Comparing

Interpreting events using unrealistic standards. Focusing on others who seem to do better. Examples:

- » My colleagues are more talented than me.
- » Our competitors have better products than us.

Magnifying

Magnifying the negatives and minimizing the positives. Interpreting events in terms of how things *should* be, rather than focusing on what is. Examples:

- » I got lucky with my successes, so they don't count.
- » I should be doing better in my job. If I don't, then I'm a failure.



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

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ADAPTIVE MINDSET[®]

for RESILIENCE

Resilience Skills

Multi-Rater Profile

Sidney Jones

Sample Organization

12 Sep 2023

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Resilience Skills

You've learned about your Negativity Bias, how your automatic thoughts influence you, and how you can use active thinking to develop more realistic responses. This section describes skills that help you manage your Negativity Bias and become more resilient. These skills are proactive habits: As you develop them, you can create positive actions for yourself when challenges arise. It's important to understand that you do not need to excel in all these areas—you can become resilient through any of them. As you read your results, decide which skills are most important for you and focus on the strategies that will work best for you.

Since this part of the profile is normed, you will see how you compare to others in the population. If you scored in the top third, this is a strong source of resilience; if you scored in the middle third, this is a developing source; and if you scored in the bottom third, this is an undeveloped source.

Your results are based on how your raters evaluated you: the "Others" position. This is because their perceptions are most valuable for understanding how you come across at work and where you might want to improve.

Differences in how you see yourself and how your raters see you is common, so be prepared for this. These differences in perception are perfectly normal and provide valuable insight into how others perceive your behavior.

Strong Sources of Resilience	Developing Sources of Resilience	Undeveloped Sources of Resilience
<div data-bbox="170 1312 227 1365"></div> <p>Problem Solving</p> <p>Your results in these areas are above average.</p>	<div data-bbox="609 1312 665 1365"></div> <p>Self-Assurance</p> <div data-bbox="609 1381 665 1434"></div> <p>Self-Composure</p> <div data-bbox="609 1451 665 1503"></div> <p>Goal Orientation</p> <div data-bbox="609 1520 665 1572"></div> <p>Social Support</p> <p>Your results in these areas are moderately strong.</p>	<div data-bbox="1047 1312 1104 1365"></div> <p>Realistic Optimism</p> <div data-bbox="1047 1381 1104 1434"></div> <p>Courageous Communication</p> <p>These are areas you might want to develop.</p>

Realistic Optimism



Realistic Optimism is being positive while remaining grounded in reality.

Optimism improves flexible thinking and creativity to handle challenges and staying grounded helps you manage adversity in a thoughtful, pragmatic way.

Your Results

Strong	Developing	Undeveloped
		SELF
		OTHERS

Undeveloped Source of Resilience

You might focus mostly on your day-to-day activities instead of putting energy into goals, and you may feel that making long-term strategic goals isn't a priority or is mostly out of your control. Whatever the reason, keep in mind that setting goals is a valuable strategy for making progress and building resilience.

It is easy to underestimate the importance of realistic optimism, but research shows that optimistic people perform better across a variety of situations. For instance, optimistic doctors make accurate diagnoses 19% faster than other doctors, and optimistic salespeople sell 56% more than their pessimistic counterparts. This is true for many occupations and situations.

Impact of Your Style

Expressive Style people share their emotions, so when you're feeling optimistic others will notice this. This is important to recognize since your optimism can benefit others as well as yourself.

You'll show optimism through your energy and enthusiasm about projects. When you aren't feeling optimistic, you might show this in obvious ways, like expressing your dissatisfaction to others. This can lead to a cycle where you're obsessing about your mood, leading to even more pessimism that can affect others' moods as well.

Improving Realistic Optimism

In-the-Moment Strategies

Try these strategies when you are faced with a specific situation where more optimism would help:



Fake it till you make it. Behavior influences attitude—when you act self-assured, you'll begin to feel that way. When you're not feeling capable or confident, act like you are. For example, model your behavior after someone you admire. In a short amount of time, you'll become comfortable in this role, and it will feel natural.



Get feedback. Asking for input in the moment will help you understand strengths you might not be aware you have. In areas where you don't feel confident, others might be able to help, by supporting your opinions during meetings and offering suggestions about how to be more influential.



STYLE TIP: Aligning your strengths with your work helps build meaning and optimism. For example, you might enjoy learning new things, so maybe you can start a book club with co-workers. Whatever your interests happen to be, find a pursuit that will help reconnect your work with your strengths.

Long-Term Strategies

Proactively practice these strategies to help change your mindset long-term, building your optimism and resilience:



Practice gratitude. Actively considering the things you are grateful for is a proven resilience enhancer. A simple way to do this is to write, or talk with others, every day about something for which you're grateful. This subtly rewires your brain to recognize and create positive moments, increasing optimism.



Pay it forward. Helping others is one of the best ways to increase optimism. For example, mentoring can help your mood while also developing others. Sharing your knowledge with a mentee can bring fulfillment, along with getting exposure to new and different perspectives from your mentee.



STYLE TIP: Aligning your strengths with your work helps build meaning and optimism. For example, you might enjoy learning new things, so maybe you can start a book club with co-workers. Whatever your interests happen to be, find a pursuit that will help reconnect your work with your strengths.

Self-Assurance



Self-Assurance is the belief in oneself to successfully perform at work.

When you believe that circumstances are under your control, you'll feel confident in your ability to manage your environment, and you're less likely to feel overwhelmed by adversity.

Your Results



Developing Source of Resilience

Most of the time, you feel in control of your circumstances, but be aware that sometimes you might believe that events are in other people's hands. Even when this is true, find something that you *can* influence. By taking even small steps, you'll enhance motivation and ability to cope with adversity, and this adds to your resilience.

Self-assurance is important: research has shown that people with high self-assurance have more success at school and work, better social relationships, and enhanced mental and physical health. Importantly, these advantages continue from adolescence into old age.

Impact of Your Style

Expressive Style people often come across as self-assured, and you might feel confident when you're able to socialize and interact with others, since these types of environments help you feel in control.

You share your opinions without reservation, and this can help your confidence simply by getting others' reactions to your ideas. It also helps you to be influential. At times though, you can come across as aggressive, which can alienate people; they may see your behavior as combative rather than self-assured, and they might not be willing to support your ideas.

Improving Self-Assurance

In-the-Moment Strategies

Try these strategies in situations where you want more self-assurance:



Fake it till you make it. Behavior influences attitude—when you act self-assured, you'll begin to feel that way. When you're not feeling capable or confident, act like you are. For example, model your behavior after someone you admire. In a short amount of time, you'll become comfortable in this role, and it will feel natural.



Get feedback. Asking for input in the moment will help you understand strengths you might not be aware you have. In areas where you don't feel confident, others might be able to help, by supporting your opinions during meetings and offering suggestions about how to be more influential.



STYLE TIP: Challenge yourself to listen to others' ideas without interrupting with your own opinions. For instance, talk as little as possible in a meeting. This goes against your Style preferences, so it may be uncomfortable, but you will learn from others, which increases your knowledge and self-assurance.

Long-Term Strategies

Proactively practice these strategies to help build self-assurance:



Take risks. Confidence is largely a choice, and you can improve your self-assurance by going outside your comfort zone. Do something that you've avoided, such as giving a public presentation or promoting your ideas to your boss. Personal growth is built by challenging ourselves and even emerging from failure.



Take action. Self-assurance is built on getting things done. Set small goals for your days and weeks. By achieving these little goals, you'll continually make progress and eventually achieve larger goals, and this increases your belief in yourself to control your life.



STYLE TIP: Think through the long-term implications of your ideas and decisions. Consider objective data in addition to your intuition, since this shows that your plans are well thought-out. Over time, this type of forethought will build your expertise and self-assurance.

Self-Composure



Self-Composure is the ability to manage stress and remain calm under pressure.

When you stay composed during stressful situations, you can deal with challenges rationally instead of letting your emotions control your behavior and decisions.

Your Results

Strong	Developing	Undeveloped
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SELF

OTHERS

Developing Source of Resilience

In most situations, you stay composed. During especially difficult times you might get upset and allow your negative emotions to dominate your behavior and interactions. Be cautious during these times, because negative interactions make a greater impression on people than positive interactions.

Negative emotions can be paralyzing and limit your ability to think flexibly, whereas staying composed activates the rational regions of the brain that help you maintain focus, strategize, and stay committed. Another benefit is that when you model self-composure for others you also help them stay resilient.

Impact of Your Style

Because Expressive Style people freely share their emotions, self-composure is a natural challenge for them. When feeling stressed, your ability to rationally solve problems and develop new ideas is compromised, and over time this can affect your mood and relationships.

When your stress increases, you may become verbally confrontational, which is your normal Backup Behavior. This might offer some immediate relief but can create even worse long-term issues. In these situations, you might think you've influenced others, but it's possible you've simply damaged relationships.

Improving Self-Composure

In-the-Moment Strategies

Try these strategies when more self-composure would help:



STOP. Use this technique to disrupt your autopilot system. **Stop** what you're doing and pause for a moment. **Take** a breath to anchor yourself to the present moment. **Observe** what is happening, inside and outside of you. Where has your mind gone? What do you feel? **Proceed** or change course and do it mindfully.



Surf the need. You might feel like you need to act when you have strong negative emotions, but emotions will subside on their own. Ruminating—reliving difficult emotions and past events—stifles problem-solving and leads to a downward spiral. Instead, accept your feelings and take time to switch to calmer, more rational thinking.



STYLE TIP: When initiating the conversation, be organized by stating the reasons you're having the conversation, your goals, and desired outcomes. Then invite the other person to state their opinions and what is important for them. This is the first step in creating two-way dialogue and a good outcome.

Long-Term Strategies

Proactively practice these strategies to help build self-composure:



Reframe stress. Stress is only unhealthy when you *believe* that stress is harmful. If you interpret moments of stress as non-harmful or even helpful, you can change your physiological response to them. Reframe these anxious moments: think of your heart rate and rapid breathing as your body's way of preparing you to succeed.



Focus. Our brains are designed to focus on one thing at a time; multi-tasking slows us down and is inefficient. Choose a task and set a timer for 25 minutes. When the time is up, take a 5-minute break, then repeat. This strategy will help you make progress and build long-term self-composure.



STYLE TIP: Write down stress triggers that might make you become emotional; for instance, feeling frustrated when you feel like people aren't listening to you. Then write down how you want to conduct yourself. This will help you practice, so in the actual situation you know how to respond.

Problem Solving



Problem Solving is the ability to plan and effectively resolve problems, generating innovative solutions that help you succeed.

When you develop good solutions, you feel capable and competent, and this enhances your belief in yourself to manage issues in the future.

Your Results

Strong	Developing	Undeveloped
--------	------------	-------------

SELF

OTHERS

Strong Source of Resilience

When solving problems, you stay in a positive mindset and maintain your energy and creativity. In unusual circumstances and when under extreme pressure, you might rely on solutions you've used in the past instead of examining other possibilities.

Success builds on success, so effectively solving problems can become a habit over time. When new problems emerge, you'll have the resources to succeed, manage your Negativity Bias, and move to a positive mindset.

Impact of Your Style

Expressive Style people view problems as nuisances that get in the way of achieving goals, so you try to solve issues quickly. This method helps you feel like you're focusing on important things.

You don't like to be involved in the details, so you might prefer to make quick decisions or to let others handle the more intricate parts of an issue. This process can work for you, but sometimes you might gloss over important information, and this can lead to hasty decisions that are less effective than they could be.

Improving Problem Solving

In-the-Moment Strategies

Try these strategies when you need to solve a problem:



Slow down. While you might feel pressured to make quick decisions, take time when possible to gather information and consider multiple solutions. It's acceptable to consider solutions that have worked before, but deliberately think of newer and unique options that might have distinct benefits.



Make it real. To make better decisions, move your choices from the abstract to the concrete. In detail, visualize the consequences of each option for everyone and everything that might be affected. When you make the options "real," you can make better decisions.



STYLE TIP: When initiating the conversation, be organized by stating the reasons you're having the conversation, your goals, and desired outcomes. Then invite the other person to state their opinions and what is important for them. This is the first step in creating two-way dialogue and a good outcome.

Long-Term Strategies

Practice these strategies to build your problem-solving capability:



Collaborate. Most problems aren't solved in isolation. Collaborating with others helps you refine ideas and get new perspectives. Working with others also creates healthy debate and can spur solutions you wouldn't think of on your own.



Change the question. Problem solving is largely about asking the right questions or asking the same questions differently. Doing this can dramatically change the response and lead to new ideas. For example, instead of asking, "How can I get a promotion?" you might ask, "How can I be more creative?"



STYLE TIP: You like to think about future possibilities, but take time to write down more immediate implications of your ideas. What impacts will happen quickly? How will others be impacted? How can my idea go wrong? These aren't meant to stifle you, but rather to provide new information to consider.

Goal Orientation



Goal Orientation is setting appropriate goals, monitoring progress, and adjusting as needed.

When you set goals, you make your future concrete by developing specific and achievable plans instead of passively hoping that the future will work out.

Your Results

Strong	Developing	Undeveloped
--------	------------	-------------

SELF

OTHERS

Developing Source of Resilience

You make goals and plan your efforts to meet those goals. Develop this ability by making long-term strategic goals that will help you continue to make progress, and remember that setting goals is a valuable strategy for building resilience.

Research on goal setting is clear: people who set goals and make plans to achieve them are much more likely to realize their objectives than people who do not take these steps. Goal setting helps you stay focused and persistent, especially during difficult times and setbacks, thus increasing resilience.

Impact of Your Style

Expressive Style people are excited by achieving goals that are unique and lead to personal recognition, and you feel enthusiastic about working toward these types of payoffs.

You like to present ideas for goals, which is beneficial; however, sometimes you focus solely on the big picture without recognizing the details necessary to achieve the outcomes. When you don't put effort into planning the processes and steps required for a goal, you risk falling short of your expectations.

Improving Goal Orientation

In-the-Moment Strategies

Try these strategies when you need to set goals:



Approach goals. When you pursue a goal, you're building resilience. However, when your goal is to *avoid* something, this increases anxiety. Design goals so that you're moving toward something rather than avoiding something. For example, instead of setting a goal to avoid making mistakes, make it to succeed on a project.



Reward yourself. Giving yourself immediate rewards enhances motivation to continue making progress. Reward yourself for achieving milestones. For example, if your goal is to achieve a certain sales figure, give yourself an immediate reward after making five sales calls each day.



STYLE TIP: When initiating the conversation, be organized by stating the reasons you're having the conversation, your goals, and desired outcomes. Then invite the other person to state their opinions and what is important for them. This is the first step in creating two-way dialogue and a good outcome.

Long-Term Strategies

Practice these strategies to succeed with long-term goals:



Influence what is in your control. It may be that setting larger goals is someone else's responsibility. Even if this is the case, search for smaller goals you can set that will influence those larger goals. Be proactive with your boss about developing these goals and the actions you will take to achieve them.



Perfect is the enemy of good. While it's admirable to achieve perfection, it can keep you from completing what is most important. The largest amount of effort is often spent on the final 10% of projects, so decide whether the effort is necessary for a good outcome, since this may free you to work on other important goals.



STYLE TIP: Though you may want to express your opinions as forcefully and quickly as you can, ask the other person to help solve the issue by contributing their own ideas. This will help them become a willing participant and can help you by bringing forward ideas and information you may not have considered.

Courageous Communication



Courageous Communication is speaking candidly during difficult times and when the situation requires it.

As you succeed with courageous conversations you'll feel more confident, which will help you have dialogue in the moment -more effective than delaying discussions.

Your Results

Strong	Developing	Undeveloped
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SELF

OTHERS

Undeveloped Source of Resilience

You might feel anxious in situations where having challenging conversations would help you in the long run. Avoiding the conversation might put off the anxiety for a short while, but it will usually result in longer-term frustration since the issue is not remedied, and you are left with unresolved tension.

These discussions are challenging since it's possible that relationships can be harmed, and the outcomes might not be what you're trying to achieve. However, the other person will value the conversation, and over time this helps you become more resilient by instilling confidence in your ability to meaningfully communicate with others.

Impact of Your Style

Expressive Style people are spontaneous and typically won't hesitate to have difficult conversations. You are usually direct, and this can help you make your points clearly.

Though being direct can sometimes help, your approach can be abrupt and take others by surprise. You want to resolve your emotions by having the conversation, but this can leave others feeling mistreated and you won't achieve positive outcomes.

Improving Courageous Communication

In-the-Moment Strategies

Try these strategies when there is an immediate need to have a difficult conversation:



Think with empathy. Before the conversation, think of the other person's point of view and what their perspectives might be on the topic. This will help you plan for the conversation and can help you avoid being defensive.



Be curious instead of critical. It's hard to see issues from another person's perspective without asking. Adapt an attitude of curiosity and understanding without being critical. Ask for their opinions, listen carefully, and acknowledge what you've heard so the other person feels understood.



STYLE TIP: When initiating the conversation, be organized by stating the reasons you're having the conversation, your goals, and desired outcomes. Then invite the other person to state their opinions and what is important for them. This is the first step in creating two-way dialogue and a good outcome.

Long-Term Strategies

Practice these strategies for more effective communication:



Clarify your goals and expectations. Write down your goals - this will help you get to the core of the issue. What kind of emotion do you want to convey and how will you create this emotional tone? How will you prepare and what are the essential issues that must be discussed?



Be aware of triggers. Anticipate emotional challenges and rehearse how you will behave. When you envision yourself remaining calm and positive in uncomfortable moments, you're priming your mind to behave that way during the actual conversation, giving you a plan to follow.



STYLE TIP: Though you may want to express your opinions as forcefully and quickly as you can, ask the other person to help solve the issue by contributing their own ideas. This will help them become a willing participant and can help you by bringing forward ideas and information you may not have considered.

Social Support



Social Support is having at least one person with whom you can have meaningful and supportive discussions.

High-quality relationships are more important than having *many* relationships, so having just one person to confide in provides the type of support that will boost your resilience.

Your Results

Strong	Developing	Undeveloped
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SELF

Developing Source of Resilience

You feel that you're getting good support, and it's possible there are even others who could be in your support network. It's a personal choice; just remember that most people are receptive and helpful, so there may be people who would be glad you put your trust in them.

The support you get from others (and give back) is a proven way to develop resilience, and resilient people know when to ask for help. Confiding in others helps by getting their perspectives on the bigger picture, receiving helpful advice, and by simply expressing yourself to someone who is a good listener.

Impact of Your Style

Expressive Style people are sociable and are usually open to having relationships with co-workers. You can be quite open and spontaneous, even with people you've just met, and this can help you develop social connections that benefit you during difficult times.

On the other hand, you can be overwhelming to some people, especially people with other Styles, and they might hesitate to have conversations or close relationships with you because they don't open up as easily. In these cases, you will need to be slower and less forceful if you want to develop a relationship.

Improving Social Support

In-the-Moment Strategies

Try these strategies to make connections with others:



Small moments Connecting with others is about sharing small positive feelings. When you do this, by laughing or smiling, for example, your emotional and physical health increases. Small interactions are opportunities to connect with others in simple but meaningful ways.



Show courage through vulnerability. You can do this by reaching out for help when needed; responding to adversity with honest emotions (concern, disappointment) but without overwhelming others; taking responsibility for your mistakes; and appropriately sharing aspects of your personal life.



STYLE TIP: You might come across as light-hearted and fun, but others will also feel comfortable if they see your serious side on occasion. It's important for others to see this part of you so they can feel confident in the relationship.

Long-Term Strategies

Practice these strategies to help develop your social support system:



Be proactive about meeting with others. The more people you meet, the more likely you are to expand your network. You can join professional organizations or get involved with others in a hobby. Another idea is to be proactive about socializing with co-workers, if you feel this will benefit you.



Display your abilities. Showing your competence helps build relationships because it increases others' confidence in you and opens them to getting to know you more personally. Displaying your abilities is an excellent way to initiate social connections.



STYLE TIP: You like to think about future possibilities, but take time to write down more immediate implications of your ideas. What impacts will happen quickly? How will others be impacted? How can my idea go wrong? These aren't meant to stifle you, but rather to provide new information to consider.



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