

SOCIALSTYLESM & Versatility

Multi-Rater

Versatility Checkup

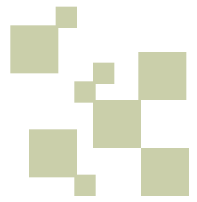
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By:
Sample Organization

Session:
Style at Work

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UNIVERSAL



Introduction

Effective performance at work depends on a variety of abilities. While technical skills are important, interpersonal skill is also significant for functioning effectively. The SOCIAL STYLE training program that you participated in identified four distinct behavioral Styles: Driving, Expressive, Amiable, and Analytical. Each of these Styles represents a particular pattern of actions that others can agree upon for describing a person's behavior. At the time of your training, you received a SOCIAL STYLE Profile that indicated your style position, as seen by your group of references.

Research conducted by TRACOM has shown that self-perception matches others' perceptions of behavior only about 50% of the time. Since awareness of the views of your coworkers is key to understanding your impact on them, the interpretations on your Versatility Checkup are based on the input of your reference group and not your own self-report. As you read these interpretations, consider how you interact with your coworkers and what may have led to your results.

Versatility consists of four dimensions: Image, Presentation, Competence, and Feedback. These aspects of performance are helpful for effective performance at work. As a follow-up to training, this report was produced to provide you with a status check on your Versatility, and more importantly as a tool to provide pragmatic suggestions to continue to increase your interpersonal effectiveness.

It is important to note that Versatility can change over time and circumstances, and your results may vary depending on the particular group of individuals who rate you. Versatility is a choice, and people who know themselves well can determine when to use specific skills in order to achieve particular tasks or goals.



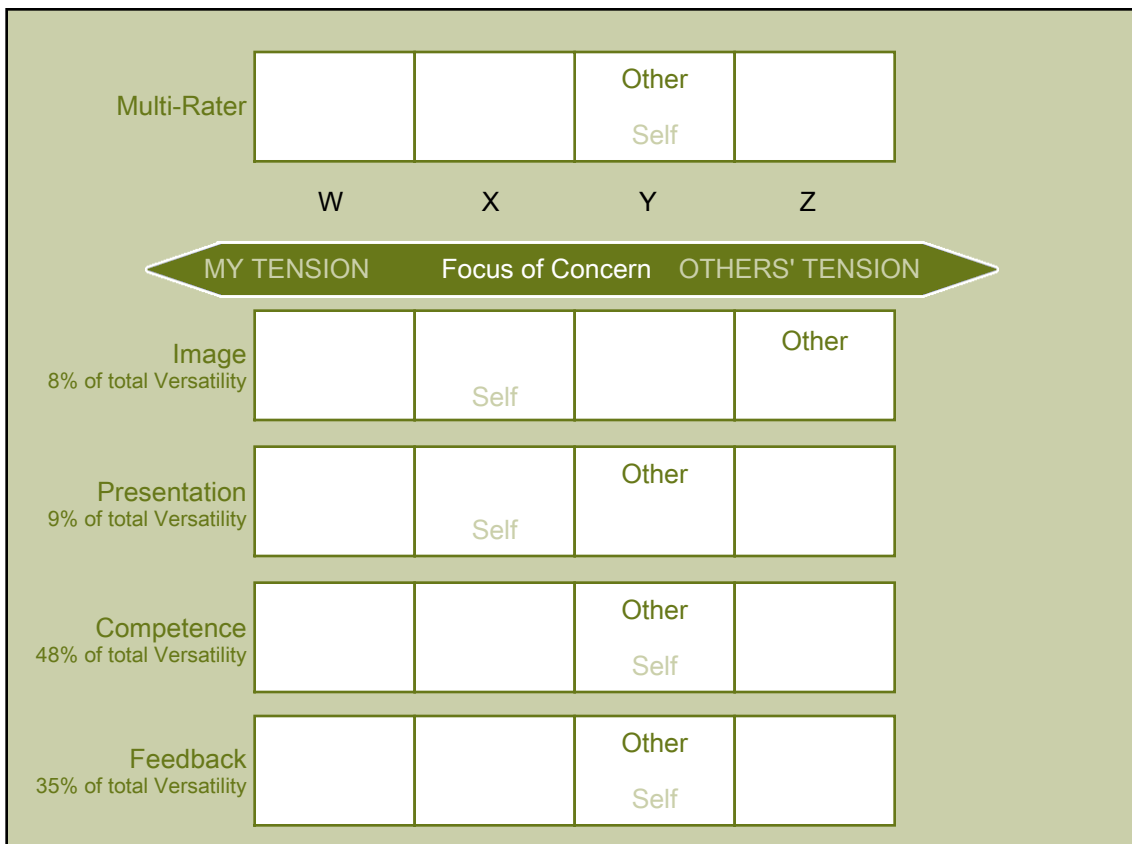
Your Style

You identified yourself as an Amiable Style person.

The Amiable Style person is relationship oriented. Amiable Style individuals interpret the world on a personal basis and get involved in the feelings and relationships between people. They prefer to get things done with and through others. The Amiable Style looks for personal motives in the actions of others. They may find it difficult to understand that some people react purely from the information at hand or the practicality of the situation or from a desire to make the future more interesting and exciting. The Amiable person's sensitivity for others often lends joy, warmth, and freshness to a social situation. They are often good team players. People tend to readily communicate and share with Amiable Style people. They frequently stick with the comfortable and the known. They tend to avoid decisions which might involve personal risks and conflict. As a result, they can appear slow or reluctant to change when the situation demands it.

Your Versatility

The graph below displays your results on each of the four dimensions of Versatility.



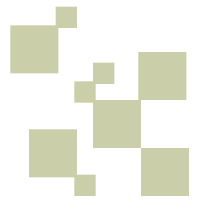


Image Results

Image is an evaluation of the appropriateness of your dress and demeanor, and indicates your capacity for dressing in accordance with established norms.

Results and Interpretation

Your evaluation suggests that others feel that you effectively manage your image. You give special attention to your dress and grooming. Your image choices enhance your influence with others. You accurately read the impact of your appearance on people, given expectations and established norms. You take into consideration the impact of your image on a broad range of people, not just a few. And you know when you need to give special attention to your image. You understand how it can affect your ability to accomplish things with others.

As an Amiable Style, you probably value your qualities of being dependable, cooperative, and team-oriented. Your Style likes to build personable relationships with others. As a result, you may prefer an informal image. You usually dress appropriately for your role or position. When necessary, you dress and act more formally for certain social and work situations.

You understand the impact that your preferred appearance has on others. You realize that there are varying expectations for attire, from casual to formal. You most likely adapt your appearance appropriately for specific events, for meetings at different levels, or for different functions. When meeting someone for the first time, you know the importance of first impressions. Although you may prefer to dress in a casual, comfortable, and unpretentious way, you adjust this for different situations. You know that dressing in ways that make others comfortable, such as in formal business attire, may be more important than dressing for your own comfort. This enhances your initial rapport and credibility with others.



Actions for Improvement

The Image Dimension of Versatility is a consistent strength for you. You can continue to increase your effectiveness by taking your Style's Growth Actions. As an Amiable Style, your primary need is personal security, your orientation is relationships, and your Growth Action is to initiate. To exercise your Growth Action of initiating and gaining feedback about your image from others, try the following:

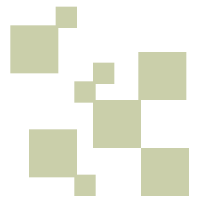
Project a more secure, energized, and proactive presence, rather than an overly careful, hesitant, or acquiescing one.

Develop a range of attire, from informal to formal, or from conventional to individualistic, for different situations.

Determine when you may need to balance dressing in a group or professional uniform, with times that may require a unique personalized statement, or a conservative one.

Study the social norms in the professional environments in which you find yourself, including unique norms in cross-cultural or global meetings.

Check expectations about your appearance. This is especially important when your position changes, or when changes in leadership or organizational culture occur.



Presentation Results

Presentation is an evaluation of your ability to deliver information in formal or business settings. It includes your comfort level when presenting to groups, and your ability to clearly articulate information in a way that your audience can understand and respond to. It also indicates your level of knowledge about your presentation topics, how organized your delivery is, and how comfortable you make the audience feel about the interaction.

Results and Interpretation

Your results indicate that you are perceived as moderately effective when presenting to groups. You are seen as generally successful in presenting information to a variety of audiences, including audience members with whom you might not be familiar.

Your colleagues perceive that most of the time, you are able to present information in a clear, logical manner while keeping the needs of your audience in mind. As a result, your audience is generally interested and motivated to participate. Your presentation skills, combined with your collegial approach help co-workers frequently see you as a key member of the team when opportunities arise to represent the team or organization.

Other team members are typically somewhat confident in your ability to verbally communicate key information in a way that others can relate to and understand. By doing so, you are able to reduce the tension your audience feels and cause them to be open to your message. Because of your sensitivity to the needs of individuals within your audience, you are able to respond to questions in a way that makes them feel comfortable.

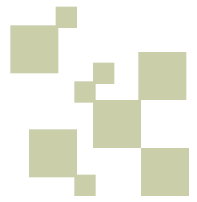
Your Amiable Style's concern for others helps you to present information while providing a context for your audience, enabling them to understand how your key points will affect them and their personal situations. You are seen as able to articulate what you need from your audience and what action you would like them to take as a result of your presentation.

Because you like to get things done through others, you sometimes solicit participation in your presentations to help the group arrive at an outcome that all can support.

You most likely take the time to establish rapport with your audience. You are seen as able to make personal connections by disclosing some personal information. This helps audience members get to know and relate to you.

Your co-workers perceive you to be effective in using appropriate grammar, diction, and vocabulary to convey your message with clarity.

Your sensitivity to others helps you to diagnose concerns that might arise based on the content you are presenting. Most of the time you are able to read others' reactions, and you are perceived as creating a generally secure, comfortable environment in which co-workers can share their thoughts or concerns. This allows you to address issues as they arise, and thus keep your presentations on track while meeting the needs of co-workers.



Actions for Improvement

While the Presentation dimension of Versatility is a moderate strength for you, you can further your effectiveness by taking your Style's Growth Actions, which will lead to even greater productivity in this area. As an Amiable Style, your Growth Action is to initiate.

To further enhance your presentation skills, you might occasionally take additional risks when presenting controversial or difficult information. Remember that others generally trust you and your motives, and thus you will likely gain a good amount of support even when presenting unpopular decisions or positions.

Your Amiable Style's tendency might be to avoid conflict, which could cause you sometimes to smooth over audience disagreements without fully exploring them. More frequently, apply your diplomacy skills to ask appropriate questions and gain agreement when possible.

More frequently, try to ask questions and seek clarification. This will help you to avoid making assumptions that your audience has understood what you have to say.

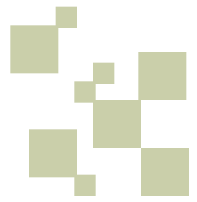
Sometimes, your presentations might take longer than planned because of your Style's need to enhance the personal or social comfort of your audience. While inviting participation is positive, allowing the audience to change or extend the agenda might work against your goals for the presentation. Try to balance personal interactions and rapport building with a steady task focus.

More frequently, take your Growth Action of initiating. You can do this by taking a direct approach to show your personal commitment to your presentation's key points, and directly asking for others to make a commitment as well.

Because you might sometimes desire to avoid imposing on others, you might take on more than is required or desirable. To reduce this, more often and more directly ask for audience members to take responsibility for action items that result from your presentation, rather than personally accepting the entire burden.

To enhance the interest and motivation of your audience, consider their level of knowledge about the topic. More often, try to adjust your word choice and depth of presentation based on your assessment of the audience.

Consider whether you might add a bit more structure to your presentations, especially when audiences are unfamiliar with your topics. This will help reduce their tension and increase both their motivation to listen and their retention of the information you've covered.



Competence Results

Competence is an evaluation of a number of capacities that can affect your coworkers' abilities to achieve their goals. It includes your dependability, perseverance, and ability to change priorities when necessary. It also gauges your level of optimism and ability to help solve problems.

Results and Interpretation

Your results indicate that you are perceived as demonstrating a moderate degree of competence. This perception generally has a positive effect on your colleagues' ability to achieve their own goals. You are seen as dependable, self-confident, and relatively flexible with regard to changing work priorities. Colleagues see your positive attitude and flexibility as contributing to group goals, which encourages them to contribute at a higher level.

Your Amiable Style helps contribute to the perception that you care about the success of others and the organization. On occasion, others might see you as a bit hesitant to resolve issues or problems by applying new approaches that could negatively affect your own sense of security or individuals on a personal level. Your Amiable Style's preferred methods of problem solving - discussion and compromise -- might occasionally be perceived as less than ideal in all situations.

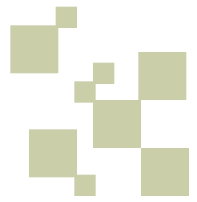
Because your Style's focus tends towards cooperation and relationships, both supervisors and peers generally trust you to make recommendations or take actions that have their best interests in mind.

Your supportive nature encourages others to pursue their objectives. Your Style's desire is to enhance understanding, and as a result colleagues generally believe your opinions and actions are sincere.

Your Amiable Style leads you to establish common ground among your colleagues, and you generally make efforts to uncover and share ideas or topics of mutual interest.

Your Amiable Style might sometimes contribute to the perception that you are slightly reluctant to make decisions that have negative impacts on yourself or others. Because of your concern for the feelings, beliefs, and needs of others, you might sometimes delay decision-making to avoid producing a negative effect. This could at times hinder your strength in the Competence dimension.

Your Style's strength is to foster productive relationships. At times, you might be seen as someone who contributes a moderate degree of experience, drive, and creativity to tasks to which you are assigned. While your "ask" assertive approach yields some cooperation from colleagues, the amount of cooperation from co-workers who are highly task- or goal-focused might at times vary. Others rely fairly consistently on your contributions and typically see you as a dependable colleague with whom they can collaborate.



Actions for Improvement

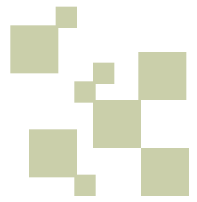
While the Competence dimension of Versatility is a moderate strength for you, increase your effectiveness by taking your Style's Growth Action (to initiate) which will lead to greater productivity in work relationships.

To address the perception that you at times might make slower decisions to protect your security or the feelings of others, you should display greater confidence in your expertise and occasionally take risks and initiate decisions without first generating full consensus.

You might also consider increasing the balance between making speedy and efficient decisions with your need to foster good will in your interactions. Enhancing this balance will help you avoid extending timelines and project completion, leading to enhanced results.

At times, your commitment to considering and meeting co-workers' needs might contribute to the perception that you are not as "business focused" as others, and thus some colleagues might not give your ideas and opinions as much weight as they deserve. To address this potential concern, continue to articulate your commitment to and confidence in your own ideas, in addition to supporting others' ideas, needs, and opinions within the organization.

As you manage your relationships, you can enhance your supervisors' and co-workers' perception of your competence by more frequently demonstrating creativity and openness to new methods. On a more frequent basis, offer new approaches to problems, rather than maintaining "tried and true" methods of doing things.



Feedback Results

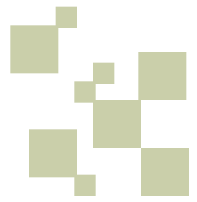
Feedback evaluates your verbal and non-verbal communication skills that affect your ability to listen and understand others' points of view, respond accordingly, and develop mutually beneficial relationships.

Results and Interpretation

Your evaluation suggests that others feel that you're fairly effective with interpersonal communication. Feedback consists of abilities in the areas of active listening, empathy, interpersonal relations, and adaptive communication.

Active Listening

Engaging in feedback requires active listening. Because Amiable Style individuals are often good-natured and tolerant, others may come to you for support. They know you'll listen. As an Amiable Style, you probably have a casual and flexible pace. Because of this, you sometimes may be slow to act on what others tell, or request of, you. Along with giving personal support, you usually listen to issues about tasks. Generally, you show your commitment to action and deadlines. If you don't, people may feel you're being too easy-going, or too non-committal. When listening, Amiable Styles sometimes only pay attention to feelings and opinions, along with any rules and procedures. This can make action-oriented people feel frustrated. Be sure to also listen and react to ideas, details, deadlines, and the need for action. Along with responding to personal needs and concerns, you probably respond to work priorities. When you don't, people may feel that you're too soft-hearted, and that they can't expect much from you with regard to action. So, make sure that you keep working at adding some task emphasis along with your warm concern for relationships.

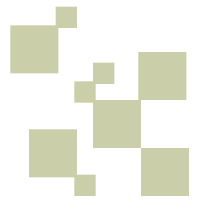


Empathy

Amiable Style individuals are usually friendly and thoughtful. Generally, you like to focus on people and feelings. This is definitely admirable, and people usually like you for it. But sometimes, it can also lead to two kinds of misunderstandings. First, people may feel that you're occasionally trying to be overly helpful, rather than trying to help them work things out for themselves. Second, they sometimes may feel that you don't understand their concerns about detailed planning, quick decisions, or timelines. As an Amiable Style, you probably prefer to avoid disagreement and conflict. But your voice, gestures, and facial expressions, may have "transparency" that shows what you're really thinking. When these "transparent" signals occasionally conflict with your words, others may be confused, or they may feel that you're not really committed to what you're saying. It's important to further develop "balanced transparency"--the capacity to use a range of verbal and nonverbal behaviors to communicate to different Styles what you're thinking and feeling. Otherwise, people may sometimes think you're holding back your true feelings, or that you're agreeing with them just to avoid conflict.

Interpersonal Relations

Your references suggest that you generally work well with others, though you might occasionally have trouble building effective working relationships. This sometimes keeps you from being able to deliver expected results. This may actually be a result of one of your strengths--you prefer cooperation, agreement, and teamwork. Generally, you value being casual and social. In your attempt to build rapport, this sometimes can lead you to spend too much time sharing stories or anecdotes, or to disclose too much about yourself. In tense situations, Amiable Styles often speak too casually or tentatively, and this can make them seem apathetic or hesitant. So, in high-stress situations, you try not to revert to your acquiescing backup behavior and seem to be glossing problems over. When this happens, you try not to ignore issues, and you sometimes can "rock the boat" when needed. If you can't, you know that others may then stop sharing information that you need to do your work and to influence others.



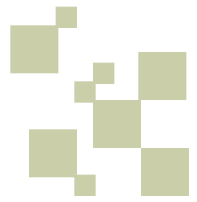
Adaptive Communication

As an Amiable Style, you usually value service and harmony. You're generally patient and cooperative when working with others. When you feel tension in yourself or others, you sometimes may tend to lower your voice, and not hold eye contact. Generally, you may see this as being cautious and respectful. But sometimes, others may see it as being unsure and indecisive. When giving positive feedback, you usually try to be concise and specific about the things you're praising, rather than overenthusiastic and general. Occasionally, you see what happens when you aren't. You may notice, and probably compliment others, for their support and caring. Also look for and compliment their contributions reflecting thoughtful analysis, innovation, and planning.

On the other hand, when giving constructive and corrective feedback, continue to raise your awareness. For example, are you being specific, rather than general, about the behaviors that you're seeing? Generally, when you need to take action, you address problems. But sometimes, you need to give feedback and move forward without the assurance of others' opinions and support. Instead of your preferred quiet and tentative delivery, you may want to pick up the pace. You usually are goal-oriented. Occasionally, you may need to seek more timely completion of tasks. Prepare to decide and to implement changes more quickly. If you show more often a deliberate pace and confidence to others, they'll be much more likely to listen to your direction and feedback.

When receiving feedback, you typically show that you're being attentive. But to show more interest, try leaning forward, holding eye contact, and responding often enough to show that you're listening. Most of the time, you receive positive feedback graciously. But sometimes, you may tend to minimize what you've done. Continue to work on trying not to feel awkward when you're being acknowledged one-on-one, or in public.

When you get constructive feedback, you sometimes may tend to immediately agree with everything, to avoid conflict. Or occasionally, you might fall back into your backup behavior of acquiescing. Continue to work on not making quick concessions to minimize conflict and smooth things over. If you agree too readily with everything, people generally may feel you're playing it safe, or that you don't really understand what they're saying. Instead, clarify your understanding of what you are hearing. You try to show that you're listening to facts and rationale, or views of you and your work that the other person is presenting. Typically, you first make an effort to indicate where you're in agreement. But then, try more often to share your concerns for yourself and others, while also sharing your thinking and feelings. By clarifying more often--where you both agree and disagree when receiving feedback--you can increase your influence with others.



Actions for Improvement

The Feedback Dimension of Versatility is a moderate strength for you, and you can increase your effectiveness when giving and receiving feedback. To improve your feedback versatility, exercise your Growth Action of initiating, and control your backup behavior of acquiescing. To do this, try the following:

Active Listening

Pay more attention to verbal and non-verbal signals. Look for signs of interest or restlessness in others. As needed, pick up the pace by leaning forward, keeping eye contact, and speaking more quickly. Ask about plans, details, and action steps. If others withhold these from you, you won't learn what you need to do your work.

Be more aware of your impact on others. Listen with a task-orientation. Along with feelings, tune into other people's logic and action plans. This helps other people see that you're really listening--on many levels.

Show your full concern for others. Summarize what you've heard. Tell them what you can and can't support. Clear up things you're not sure about. Use your words, facial expressions, and posture to show that you're open to others and what they say. This doesn't mean you have to agree with everything. But you should show that you understand where they stand.

Empathy

Try to see things from others' points of view. Recognize their needs, wants, and concerns, along with their feelings. You value relationships and cooperation. Show that you also appreciate others people's analysis and practical planning.

Even though you might feel defensive about what someone has said, show interest and curiosity in it. Respond effectively to other people's backup behaviors--this can help them feel more understood. Show that you understand their feelings and points of view. Remember, showing that you understand doesn't have to mean that you agree.

Reflect back what you hear others saying, and how they think and feel about it. You can be objective, even while being empathetic. Along with understanding others' feelings, help them to meet objectives. Make sure your words and non-verbals are consistent with each other. Seek appropriate, balanced openness. Avoid the tendency to disclose everything you're thinking and feeling. Some things are unnecessary, or inappropriate, to reveal.



Interpersonal Relations

Take initiative. Show that you're action-oriented, as well as people-oriented. Show that you can give direction, as well as take it. Seek effective working relationships with a wide range of Styles, both within and outside your organization. Use language that is appropriate for each person and situation.

Avoid coming across as being too agreeable or conforming. Don't minimize conflict when you, or others, are feeling tension. When you and others express feelings and disagreements, it can help clear the air and avoid misunderstandings. When others challenge rules and processes, avoid taking fixed positions, such as "It's always been done this way." Statements like "Let's discuss this" or "How can I help?" can help you bring open-mindedness, and a willingness to talk and listen into your conversations.

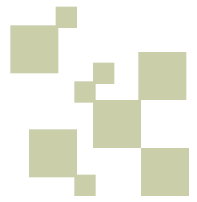
Help others get through tension-filled moments and reactions. Skillfully respond to other people's backup behaviors--such as demanding, attacking, acquiescing, and withdrawing. Focus on others' tension, rather than your own. By noticing when others are tense, you can choose reactions that will help lead others to desired outcomes.

Adaptive Communication

Make meaningful contact with a wide range of Styles. Notice tension in others. Look for when to increase or decrease emotional tension in yourself and others. Say what you're thinking and feeling. This is important both during meetings, and while you're carrying a project out or working with others one on one.

Give frequent positive feedback, focused on specific behaviors. Show that you respect and appreciate others, and that you notice and reward their contributions. Do this promptly and often, both privately and publicly. If you build a foundation of respect and recognition, others will be more receptive to your constructive feedback when needed.

When giving constructive--or corrective--feedback, balance speaking and listening. Be concise and respectful, but also deliberate. Don't avoid giving feedback because you're afraid of hurting others' feelings. Like you, they need the feedback to consider making changes, necessary to succeed. When you give feedback, pick up the pace, and vary your eye contact. Speak precisely, and focus on specific behaviors, rather than being general.



Key Reminders

Working to increase Versatility is a choice.

Unlike your Style, the behaviors that lead to high Versatility are within your control. People of all Styles have a range of Versatility. Once you learn about Versatility, you will be able to consciously think about your behavior and work on skills that lead to higher Versatility. By applying the new behaviors, people can often see immediate results.

People's perceptions of your Versatility often remain unspoken.

If you are displaying low Versatility, others might be hesitant to tell you this outright. However, they might let you know that they don't approve of your behavior by avoiding you.

Perceptions of your Versatility fluctuate with different groups of people.

When it comes to Versatility skills, we sometimes behave differently with different groups of people. Do you act the same way around your boss or other people in positions of authority as you do with your peers or with your own direct reports? Depending on how you behave around others at different times and circumstances, they may have different perceptions of your Versatility.

It is not always possible to display high Versatility consistently.

Even people with very high Versatility occasionally slip up. This is expected and normal. The goal is to try to act with high Versatility as often as possible, though this is not always possible.

Versatility is perceived differently by people of different Styles.

For example, people with Expressive and Analytical Styles sometimes approach priorities differently. An Expressive Style person might judge dependability by placing emphasis on getting information quickly, whereas an Analytical Style person might emphasize accuracy over speed. It is important to pay attention to people's Styles when applying Versatility.

Versatility is different from likeability.

A person can be well liked by others, but not necessarily display high Versatility. The opposite can also be true. It is important to distinguish people's intentions from their behavior. We sometimes have very good intentions in mind when working and interacting with others, but our behavior can be interpreted as derogatory or unconstructive.