



# Versatility

Self-Perception Profile



Unique Name Field

Unique Organization Name Field

Specific Date

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# Overview of Versatility



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

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

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

Similar to SOCIAL STYLE, many people do not have a firm understanding of their Versatility. In fact, research has shown that about two out of three people see their Versatility differently from how others see it. As you read your profile, consider how others would feel 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 camaraderie.
- 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 (attacking) and growth action (to check). They:

- Are often unprepared and will improvise their way through situations.
- Need attention 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 others' time by being late to meetings or extending time beyond what's scheduled.
- Disregard logical approaches to situations, leaving people of other Styles feeling discounted and frustrated.

# Overall Versatility

## Your Consistency in Displaying Versatility

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
<b>SELF</b>							

### 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, it simply requires making an effort to adjust 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 common themes across different strategies. By acting on this advice, you will increase your Versatility.

# Presentation



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

## Ways to Improve Your Presentation

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



### **Balance telling with asking.**

When you are forceful and try to 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 clearly explain your points.



### **Listen patiently.**

Give others 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 or the points you want 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 prioritize for the Styles of key stakeholders and decision makers.

# Competence



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

## 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.**  
Expressive Style people are sometimes so rushed they can be disorganized and unprepared for conversations and meetings.
- Check your response.**  
Expressive Style people can sometimes come across as critical and even offensive.
- Remember the details.**  
While you might be clear on what you want to achieve, you won't get there without a plan.

# Feedback



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

## Ways to Improve Your Feedback

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

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

# Key Versatility Reminders

## Versatility is a choice

Unlike your Style, the behaviors that lead to high Versatility are within your control. Just learning about Versatility can be enlightening, since you may have never thought about your behavior in this way. Making the effort to improve is up to you.

## Versatility is all about consistency

A lower Versatility score does NOT mean you lack ability or 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.

## Versatility can vary with different groups

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

## Versatility is different from likeability

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

## Focus on one thing

It can feel overwhelming to receive input on Versatility. Make it manageable by choosing one specific area to improve and the specific steps you'll take. Make these steps meaningful but achievable.



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

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