



48th Annual Conference | Victoria Conference Centre

# In Search of a Happier Workplace:

## *An Introduction to Social Style*

**TRACOM® GROUP**  
THE SOCIAL INTELLIGENCE COMPANY®

**JKW** | **JOHN K. WHITEHEAD**  
& ASSOCIATES



**SOCIAL STYLE®**

## Introduction to **SOCIAL STYLE™**

**“In Search of a Happier  
Workplace: an introduction  
to SOCIAL STYLE®”**  
**BCCPA Conference**  
**June 2025**



Open  
Mouth,  
Remove  
foot!

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1983

## What we say to dogs

Okay, Ginger! I've had it!  
You stay out of the garbage!  
Understand, Ginger? Stay out  
of the garbage, or else!



## What they hear

blah blah GINGER blah  
blah blah blah blah blah  
blah blah GINGER blah  
blah blah blah blah...



# A Communications Analysis

What is your preferred way of dressing?

- A. Designer, classy, more formal
- B. Bold colours, trendy, informal, lots of black
- C. Gentle, muted colours, casual, loose sweaters, track suits.
- D. Conservative, classic, practical business like.

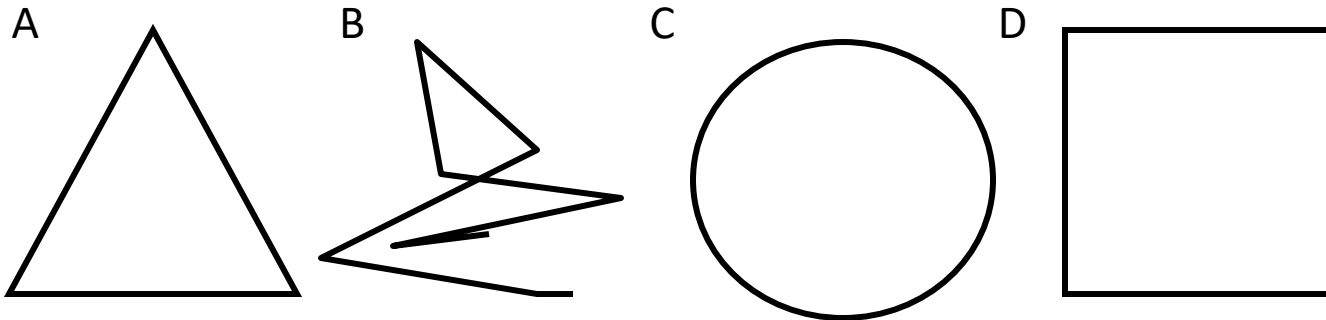
# A Communications Analysis

In meetings, are you more?

- A. Direct and to the point?
- B. Animated, excitable, friendly
- C. Dreamy thoughts, peacemaker, casual
- D. Specific, concise, accurate

# A Communications Analysis

Which of the following would be your preferred shape?



# A Communications Analysis

When making critical decisions, you require?

- A. Options for various courses of action
- B. Testimonials from trusted others
- c. Assurances and support
- D. Evidence and proof

# A Communications Analysis

If given free choice, where would you most prefer to live?

- A. Suburban palace, 2-story, 4-bedroom, paved driveway
- B. Country home on acreage with friendly neighbours
- C. Cabin in the woods with peace and tranquility
- D. Condo or townhouse in a downtown area, eat out a lot

# A Communications Analysis

Your most favoured vacation would be?

- A. Adventure and Travel
- B. Caribbean resort-sun, sand, lounging
- c. At home or at a cottage-rest, reading, and friends
- D. Organized city or country tour

# A Communications Analysis

When attending a seminar, you would prefer?

- A. Practical information that is brief and summarized, few workshops
- B. Lots of fun learning, jokes, analogies
- C. Comfortable, low-pressure environment, no role playing, nice people
- D. Logically laid out, no ambiguous information, follow the agenda

# A Communications Analysis

Which of the following motivates you more than the others?

- A. Getting and seeing results
- B. Recognition and applause
- C. Personal attention and friendship
- D. Lots of organized activity going on

# A Communications Analysis

Is your office more?

- A. Neat and organized
- B. Disorganized with fun stuff, files in piles
- C. Friendly with comfortable chairs and personal pictures
- D. Working environment, laid out, practical, wall board

# A Communications Analysis

Your preferred way to sleep?

- A. On your back, straight out
- B. In a cuddling or almost fetal position
- C. On your side with your knees slightly bent
- D. On your stomach with your arms up by your head

# A Communications Analysis

Are you more?

- A. High assertive and reserved
- B. High assertive and outgoing
- C. Less assertive and outgoing
- D. Less assertive and reserved

# A Communications Analysis

An appropriate summary of your strengths, not the role you play in your profession, would be?

- A. Getting to the bottom line of complex problems and making critical decisions
- B. Seeing the bigger picture, conceptualizing, using your intuition and being creative
- C. Interpersonal relationships, helping others get along, expressing feelings as comfortably as ideas, working in teams
- D. Establishing standards, maintaining self-discipline, admiring others who maintain a sense of discipline and quality about their work

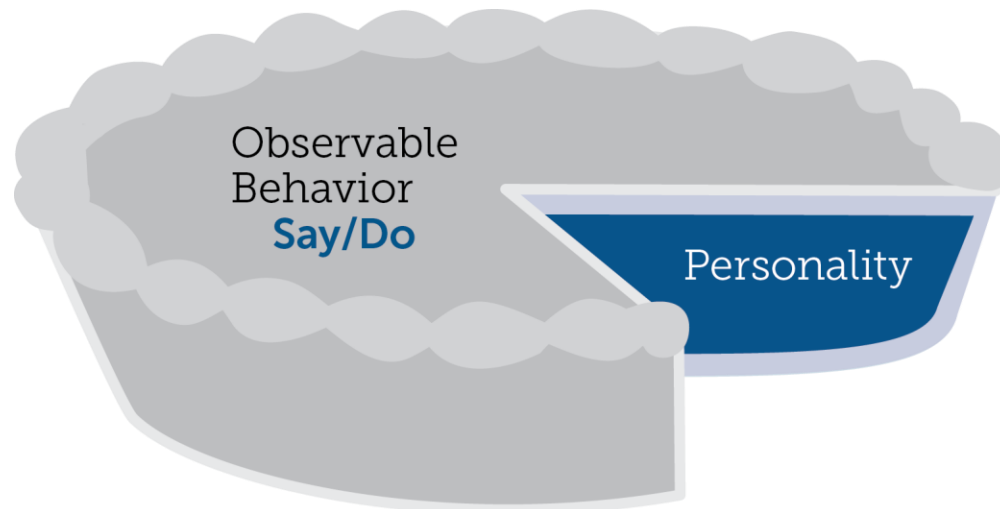
# Definitions

**Behavior** — What you say (verbal) and do (non-verbal)


**Interpersonal Behavior** — What you say and do when interacting with one or more people

**SOCIAL STYLE®** — A particular pattern of actions that others can observe and agree upon for describing one's behavior

**Personality** — Includes everything a person is: their ideas, values, hopes, and dreams.

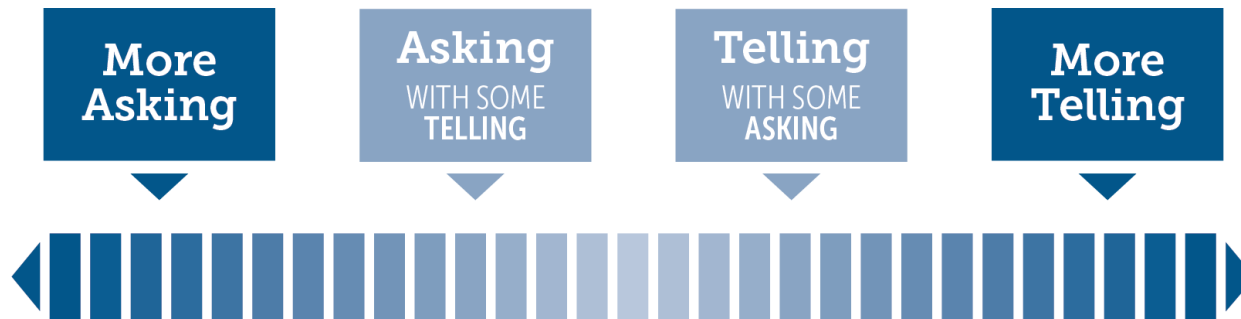


# Say and Do Behavior

| 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.      |
|  |                      |                      |                   |

# Assertiveness

A dimension of behavior that measures the degree to which others perceive a person as tending to ask or tell in interactions with others.



# Assertiveness Behaviors

**SAY**

verbal behaviors

Slower

**PACE OF  
SPEECH**

Faster

Less

**QUANTITY  
OF SPEECH**

More

Quieter

**VOLUME OF  
SPEECH**

Louder

ASKS



TELLS

Relaxed

**USE OF  
HANDS**

Directive

Lean Back

**BODY  
POSTURE**

Lean Forward

Less Direct

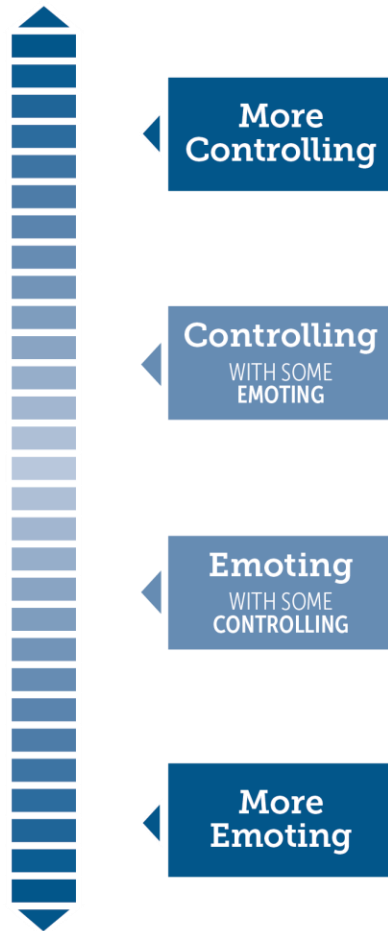
**EYE  
CONTACT**

More Direct

**DO**

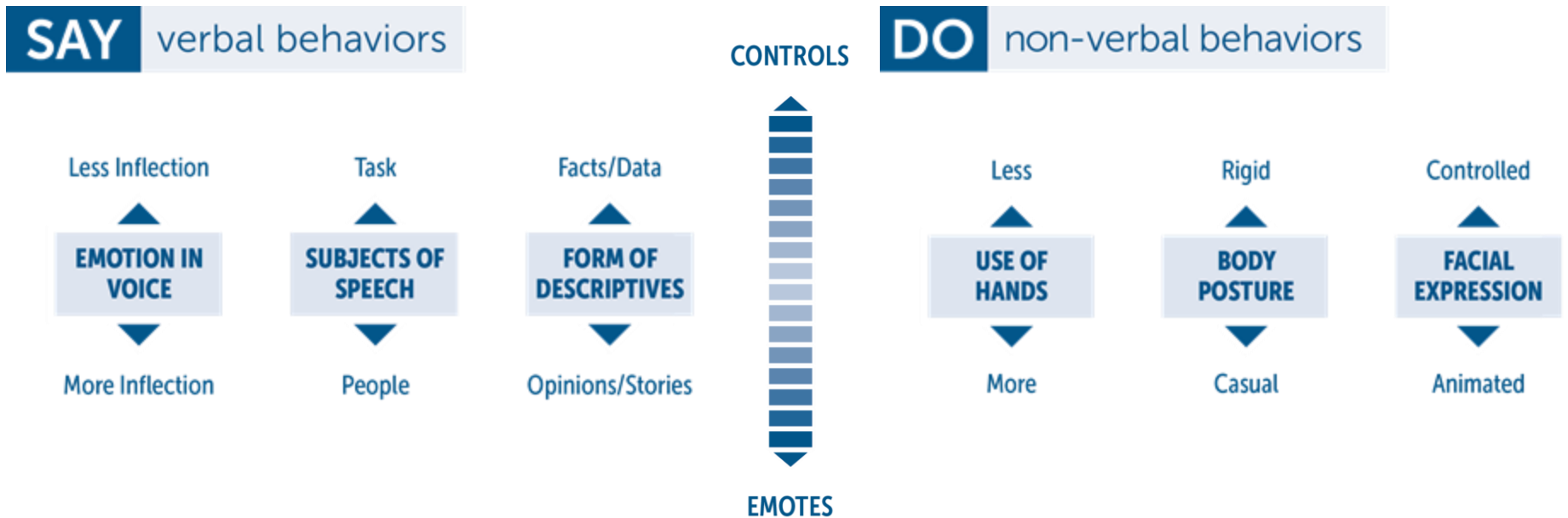
non-verbal behaviors

# Responsiveness

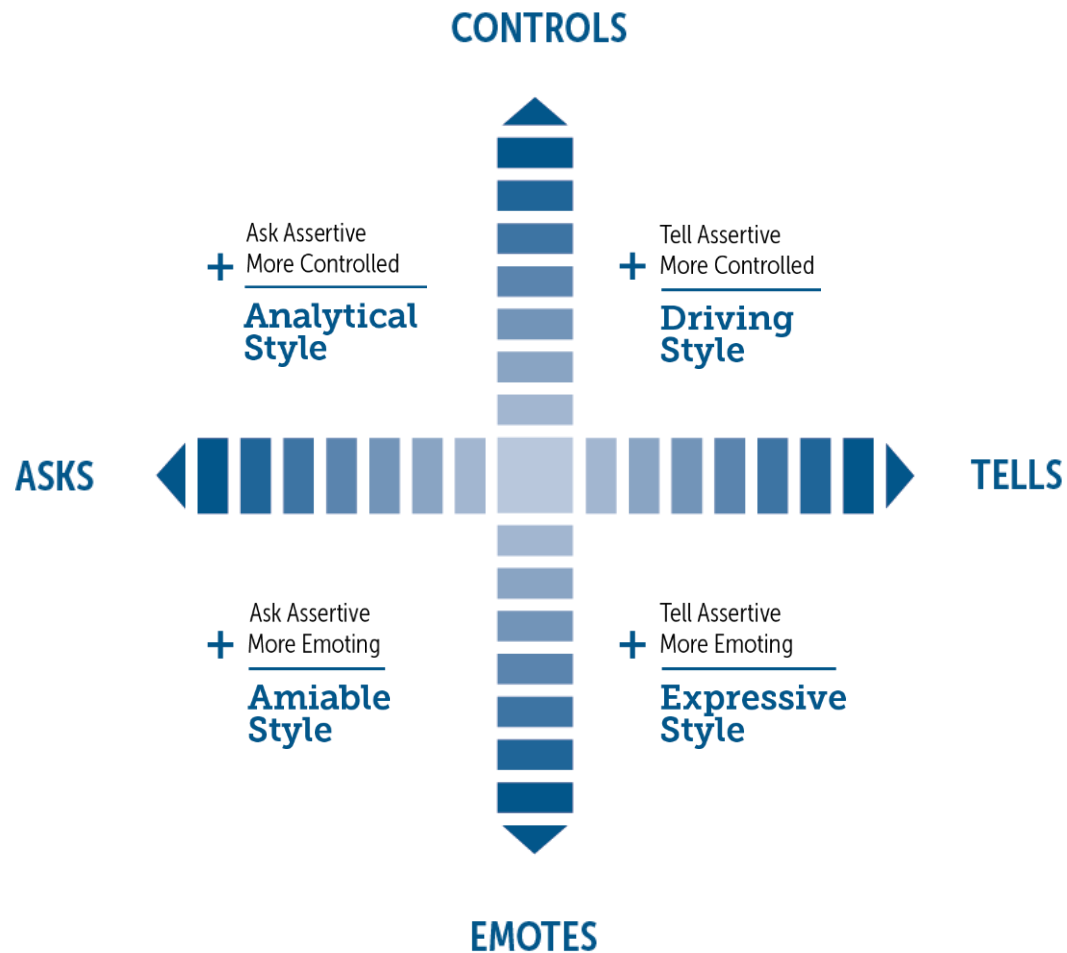


A dimension of behavior that measures the degree to which others perceive a person as tending to control or display emotions in interactions with others.

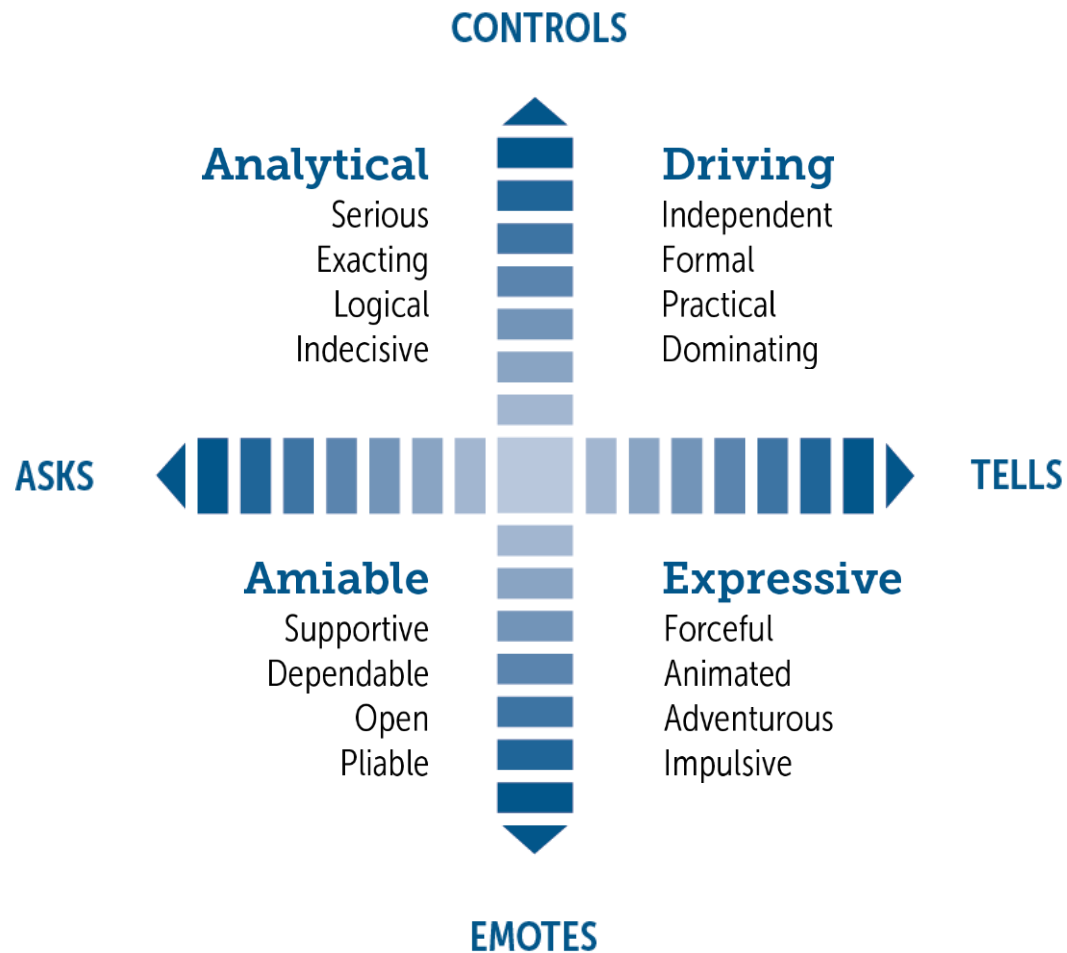
# Responsiveness Behaviors



# SOCIAL STYLE Model™



# SOCIAL STYLE Model™



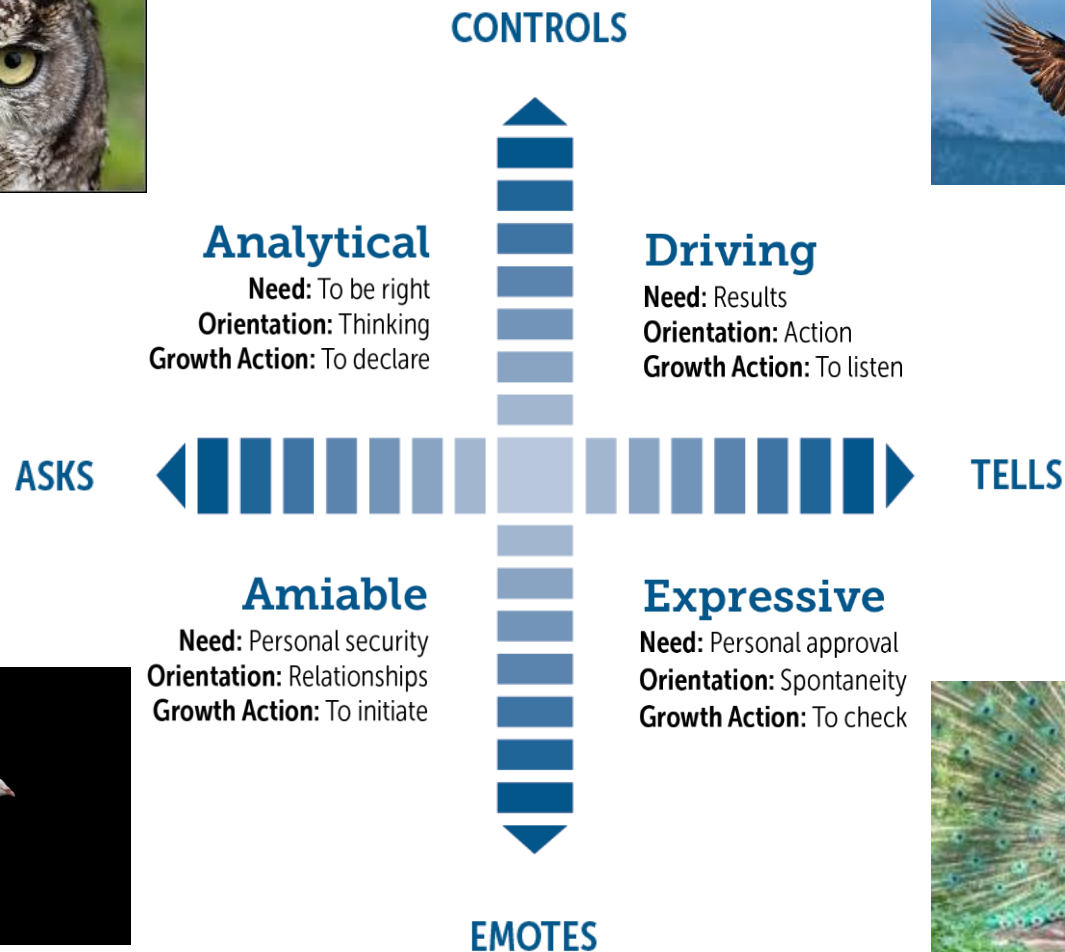
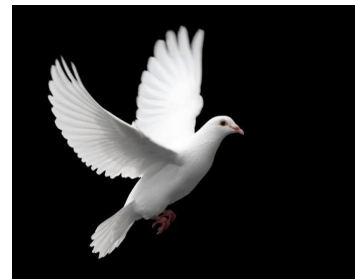
# SOCIAL STYLE Model™



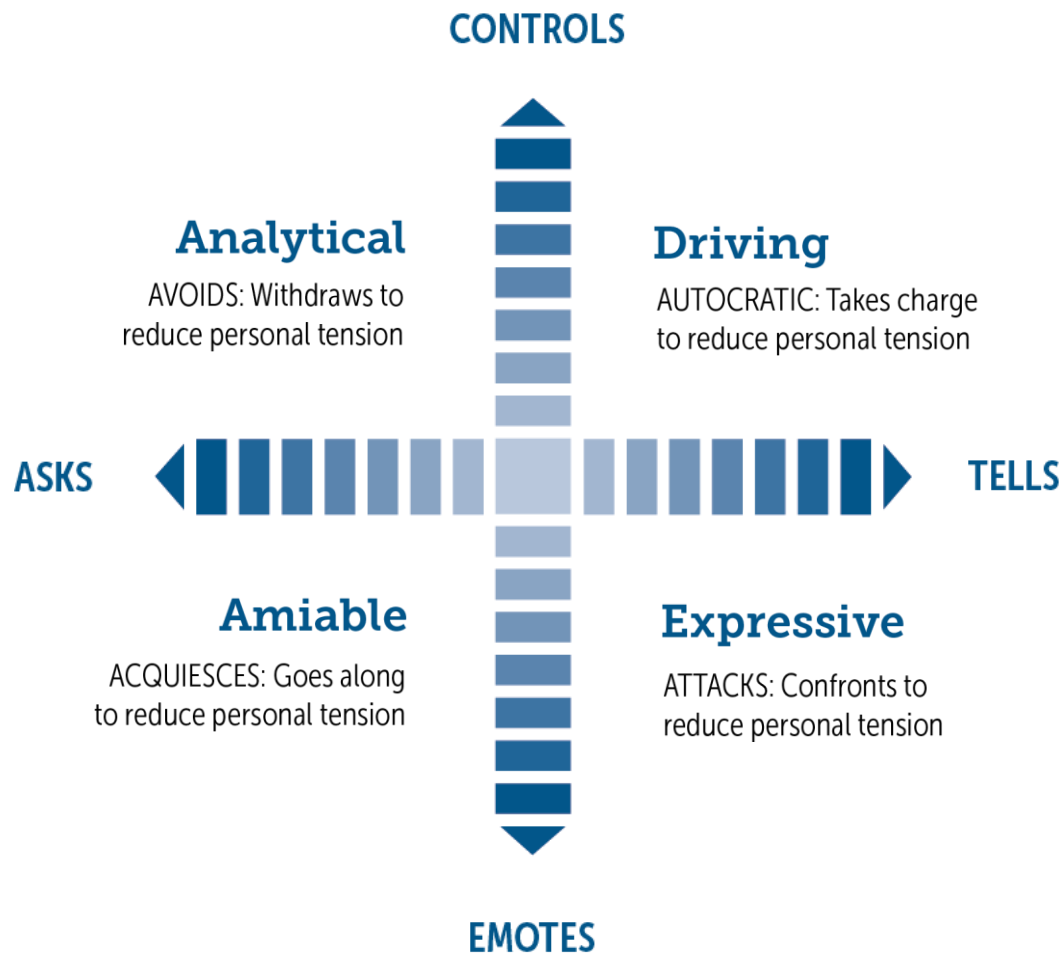
## Need, Orientation, and Growth Action

- **Style Need** – The general goal of each Style, indicated by the observed behaviors associated with that particular Style.
- **Style Orientation** – The typical/observed behavior of each SOCIAL STYLE, used to obtain the Style need.
- **Style Growth Action** – Those behaviors that are infrequently used in favor of the preferred behaviors of each Style; viewed by others as the greatest weakness of that particular Style. Not taking our Style growth action can lead to unproductive interpersonal relationships.

# Key Characteristics of the SOCIAL STYLE® Positions



# Backup Behavior Model



**Backup Behavior** — An exaggerated form of Style behaviors used by a person to reduce tension within the relationship that caused the tension.

# Tips for Dealing with Backup Behavior

|                                |  |
|--------------------------------|--|
| <b>Driving =</b><br>Autocratic | Show this Style how you can help them achieve the results or goals they are committed to achieving.  |
| <b>Expressive =</b><br>Attacks | Listen sympathetically, without evaluating or defending. Accept the emotion expressed without getting involved or committed by it.   |
| <b>Amiable =</b><br>Acquiesces | Encourage this Style to feel safe in becoming involved again and initiating points of view. Invite him or her to offer constructive criticism.   |
| <b>Analytical =</b><br>Avoids  | Emphasize/reinforce the value of their facts and data. Avoid focusing on personalities or emotional issues, and ask to compare their facts with yours in a non-confrontational manner. |

# Six Best Practices for Observing Others' Styles

|  |  |
|--|--|
| <b>1. Avoid trying to define a Style too quickly.</b>                  | If you force Style identification too quickly, you might create a self-fulfilling prophecy. Use a suspended reaction to confirm the validity of observations. Avoid taking sides in an interaction: hang back, get out of the picture as much as possible. |
| <b>2. Get out of the way.</b>  | Don't let your feelings interfere. Concentrate on how the other person is acting. Give people a "second chance" to display more behavior.  |
| <b>3. Avoid early "good," "bad," or "why" judgments.</b>               | Describe a person's actions objectively, in a way that others can readily agree. For example, the observation that "Charlie sat quietly during the meeting and had an expressionless face" can quickly be verified or denied.                              |
| <b>4. Separate Style clues from assigned authority or role.</b>        | Conclusions based on a person's role are not necessarily true (e.g., all competitive football players have a Driving Style).   |
| <b>5. Observe others under moderate stress to clarify their Style.</b> | Watch people "snap back" to old habits when the situation is uncomfortable, and you will be able to make a more accurate observation.  |
| <b>6. Set the stage for the person being observed.</b>                 | If someone is busy reacting to you and your Style, you will find it very difficult to observe that person's Style. Thus, you must give the other person a chance to show their Style by effectively allowing them to be themselves.                        |

## Key Points

- SOCIAL STYLE is not the same thing as personality.
- SOCIAL STYLE refers only to surface behavior — a person's observable actions.
- SOCIAL STYLE is not an absolute. It is, instead, a matter of degree.
- Most people behave in a way that will reflect one Style most of the time.
- There is no “best” Style.

# Next Steps and Key Learning



Share your SOCIAL STYLE with your colleagues and ask them for insights.



Predict probable future behavior of your colleagues.



Look for two behavioral dimensions: Assertiveness and Responsiveness.



Take steps to meet your colleagues' SOCIAL STYLE needs as you interact with them.

# Session Wrap-up

- Final Questions?
- Session Feedback
- Next Steps?

[john@johnkwhitehead.ca](mailto:john@johnkwhitehead.ca)

[www.johnkwhitehead.ca](http://www.johnkwhitehead.ca)

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**Thank You!**