1. **If I have high Versatility, do I still need to work on these skills?**
   
   Yes. The reason you have high Versatility is because you put effort into your interpersonal abilities, and it's paying off. Remember that your Versatility can change from situation to situation, so even though you are perceived well by one group this does not guarantee the same will be true in different circumstances. Versatility requires constant thoughtfulness about one's own behavior and how it impacts others.

2. **Is the fact that I see my Style differently from how others see me related to Versatility in any way?**
   
   Interestingly, the answer is no. TRACOM's research has shown that there is no meaningful difference between self-perception of Style and co-workers' perceptions of Style, as categorized by Versatility. People with low Versatility are just as likely to perceive their Style differently as are people with high Versatility.

   Self-awareness is a cornerstone of the Versatility concept, so people who have a good understanding of their own behavior are likely to perceive their Versatility more accurately than people who do not have high self-awareness. However, even people with high Versatility will not always see their own Style-related behaviors the same as those they work with.

3. **What percent of people see themselves differently from others on Versatility?**
   
   The most recent research shows that 65% of people see their Versatility differently from others. More specifically, about ¾ (72%) of people with low Versatility (“W”) rated themselves as having higher Versatility. In contrast, barely over 50% of people with high Versatility (“Z”) rated themselves lower. The other 50% had accurate self-appraisals.

4. **Are there different levels of Versatility between job levels (individual contributor, manager, and executive)?**
   
   Yes, this is partly true. TRACOM's research has found small but meaningful differences across job levels. On average, Versatility rises from individual contributors to managers and from managers to executives.

5. **Is it harder to identify the Style of a person with high Versatility?**
   
   In some circumstances this can be true. Some people with high Versatility are extremely adaptable to different situations and people, and therefore, it can be more difficult to pinpoint their Style. However, with enough observations, people's Styles will become apparent.
6. **Do people in the inner four quadrants (B2, B3, C2, and C3) receive higher levels of Versatility?**

   No. The variability of their Versatility scores is the same as for the other Styles. This question arises because these four Style sub-quadrants have close to average Assertiveness and close to average Responsiveness. Thus, their behavior patterns appear to be more like other Styles than the 12 Styles bordering the outside of the Model. Further, the four styles in the center of the Model are less opposite than the extremely opposite Styles (e.g., A1 Driving and D4 Amiable).

7. **Can a person have too much Versatility or adaptability (chameleon effect)?**

   Versatility is clearly a strength. Higher Versatility has been shown to be related to more successful job performance. People often confuse adaptability with Versatility. These are different sets of behaviors. A person who is too adaptable to situations or people can sometimes come across as fake and insincere. Versatility, on the other hand, is virtually always a strength.

8. **What cultural differences are there between countries?**

   TRACOM regularly analyzes data from countries throughout the world to examine the differences. We then develop country- or region-specific norms, as well as translated materials (e.g., China, French-speaking Canada). In general, there are always differences in the levels of Assertiveness, Responsiveness, and Versatility across cultures. For example, the average Assertiveness score in China is more Tell Assertive than the average score in the U.S.

   The model itself has been shown to be valid across cultures. This means that no matter what the country, Style and Versatility behaviors exist.

9. **What is the relationship between Versatility and Emotional Intelligence?**

   The concept of emotional intelligence (EI) became popular in the 1990s after Daniel Goleman and his associates published a series of books, articles, and research reports related to the importance of EI. However, this concept has existed under different names, Versatility included, for many years.

   When TRACOM updated and enhanced its Versatility model in the early 2000s, we utilized research on EI and incorporated some of these concepts into the existing model. The enhanced Versatility model measures those EI components that are especially important for success in the workplace (e.g., perseverance, optimism, flexibility, conscientiousness). Other parallels are obvious, notably the Versatility concepts of “know yourself, know others, control yourself, and do something for others” are mirrored by the more recent EI abilities: self-awareness, self-management, social awareness and relationship management.

   Recent research conducted at Colorado State University shows that Versatility is strongly related to EI. For further information about this research and to download whitepapers, refer to the TRACOM website: www.tracomcorp.com.