



ONLINE
DISC
PROFILE



DISC Basic™ Awareness

Sample Report

Style: Sdi

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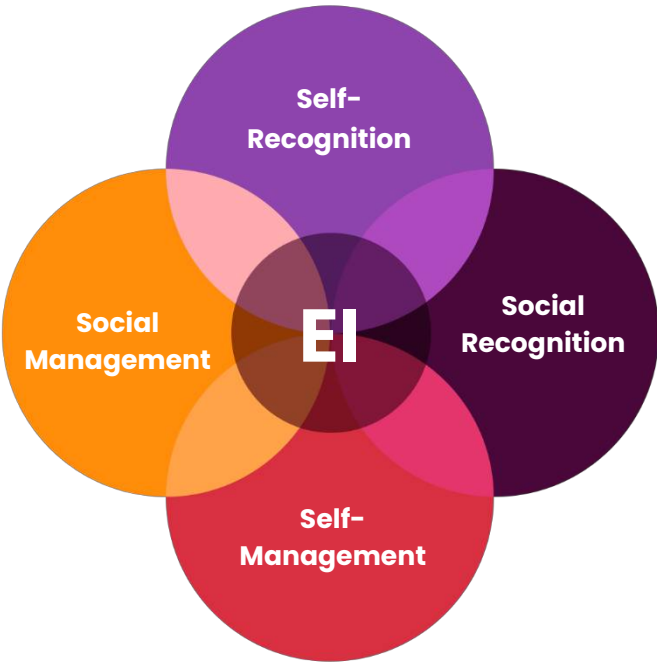
What is Emotional Intelligence?

Emotional intelligence, often referred to as EI, refers to the ability to perceive, recognize, evaluate, understand, and control our emotions. EI allows us to choose how we think, feel, and act. Emotional intelligence gives us the ability to manage our own emotions and positively influence the emotions of others.

The Four Components of EI

There are four components of emotional intelligence. The first two are based on the ability to recognize and understand our emotions and then manage how those emotions are displayed. These components are represented by Self-Recognition and Self-Management.

The third and fourth components of emotional intelligence are based on the ability to read and interpret the emotions and behaviors of others, then flexibly adapt to honor their emotional state and needs. These components are represented by Social Recognition and Social Management.



	Recognition	Management
Self	Self-Recognition Accurately recognizing one’s emotions and behaviors	Self-Management Productively managing one’s emotions and behaviors
Others	Social Recognition Accurately perceiving and understanding the emotions and behaviors of others	Social Management Understanding how one’s emotions and behaviors impact others

Self-Recognition is the ability to perceive and understand your own emotions and their effect on your performance and others.

Self-Management is the ability to manage emotions and impulses, suspend judgment, and think before speaking or acting.

Social Recognition is the ability to understand the needs and concerns others, as well as pick up on group and organizational dynamics.

Social Management is the ability to develop and maintain positive relationships by responding to the emotional needs of others in a healthy way.



The Talents for Each Component of Emotional Intelligence

Self-Recognition is being mindful of character, temperament, feelings, motives, values, and desires leading to the ability to be more authentic, self-appreciative, and self-actualizing. Self-Recognition is an inner understanding of unique, personal factors leading to self-acceptance, recognition of feelings and their effects, and the ability to manage these factors for well-being, happiness, and success.

Emotional Identification

Emotional Identification: Clearly identifying and naming a range of feelings and needs

Self-Awareness

Self-Awareness: Engaging in introspection by thinking about feelings, desires, and behaviors and the reasons behind them

Cause & Effect

Cause & Effect: Understanding the relationship between feelings, behaviors, performance, and their triggers

Self-Appreciation

Self-Appreciation: A feeling of certainty, trust, and positive regard of oneself and one's ability

Social Recognition is driven by the accurate observation and interpretation of interactions with others. By leveraging empathy and paying attention to the needs of individuals and dynamics of groups, socially aware people gain the foundation to connect and collaborate with others and build meaningful relationships.

Empathy, Sensitivity, Appreciation

Empathy, Sensitivity, Appreciation: Understanding the needs and emotions of others by picking up on verbal and non-verbal cues

Service, Compassion, Benevolence

Service, Compassion, Benevolence: Supporting others by anticipating their stated and unstated needs

Interpersonal Development

Interpersonal Development: Understanding a group's needs and expectations while effectively reading their energy and morale

Situational Perceptual Awareness

Situational Perceptual Awareness: Interpreting and comprehending shifting emotional data or information

Self-Management is the ability to assume control of thoughts, feelings, communication, and behaviors to produce desired results. Self-management is grounded in taking personal responsibility and leverages self-discipline, goal setting, resilience, problem solving, and stress management to achieve personal mastery and command one's destiny.

Self-Control, Discipline: Controlling one's actions to stay on track and avoid temptations

Self-Control, Discipline

Goal-Directed Performance: Creating and continuing a course of action towards a goal, despite difficulty or setbacks

Goal-Directed Performance

Self-Integrity: Taking ownership of words, actions, and outcomes when solving problems

Self-Integrity

Creativity, Agility, Flexibility: Quickly adjusting to new conditions or what is needed in the moment

Creativity, Agility, Flexibility

Motivation, Positive Psychology: Maintaining a positive mindset and hopefulness by seeing opportunities and successful outcomes

Motivation, Positive Psychology

Social Management is building lasting relationships by using your emotions and awareness of the emotions of others to communicate and interact with people in a way that honors their emotional needs. Social Management utilizes the skills of influence and personal leadership to act collaboratively, engage in healthy conflict, and build strong connections.

Teamwork & Collaboration: Working together in a positive way to achieve a common purpose

Teamwork & Collaboration

Leadership & Influence: Inspiring and persuading others to take action to achieve their goals

Leadership & Influence

Change Catalyst: Promoting and encouraging change by championing, enabling, and supporting the process and emotions of those involved or impacted

Change Catalyst

Developing Relationships: Understanding how to grow and nurture healthy relationships with others

Developing Relationships

Negotiation & Conflict Management: Fairly examining and handling disputes to reduce friction and create positive outcomes

Negotiation & Conflict Management

The Impact of Emotional Intelligence

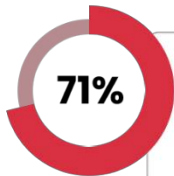
Unlike cognitive intelligence, emotional intelligence is not fixed. You can increase your EI by heightening your awareness of yourself and others and adjusting your thoughts and actions.

Emotionally intelligent people build healthy relationships and achieve success. The following studies demonstrate the impact of EI:



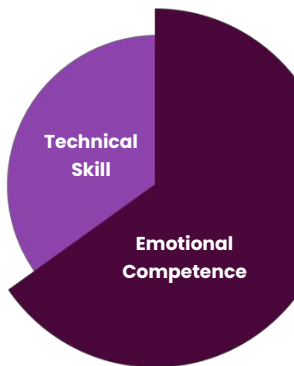
Emotional intelligence accounts for nearly 90% of what moves people up the ladder when IQ and technical skills are roughly similar.

Harvard Business Review



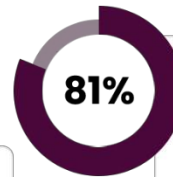
71% of employers say they value emotional intelligence over IQ.

Careerbuilder



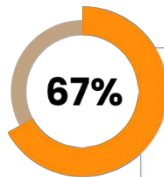
Top performing salesclerks are **12 times** more productive than those at the bottom and **85% more productive** than the average performer. About 2/3 of this difference is due to EI.

Daniel Goleman



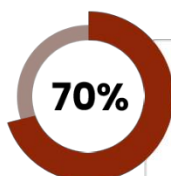
of the competencies that distinguished outstanding managers were related to emotional intelligence.

Boyatzis, 7CM, Hay and McBer



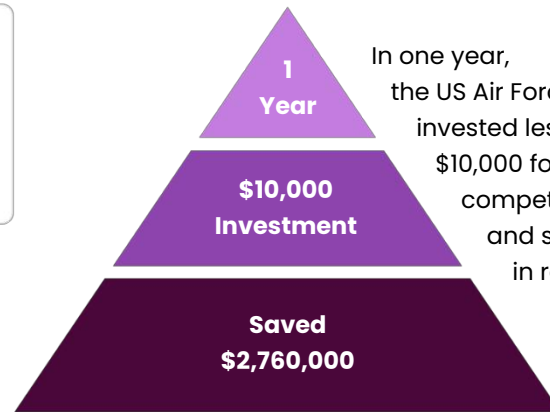
67% of the abilities deemed essential for effective performance in the workplace were emotional competencies.

Rosier, Hay and McBer

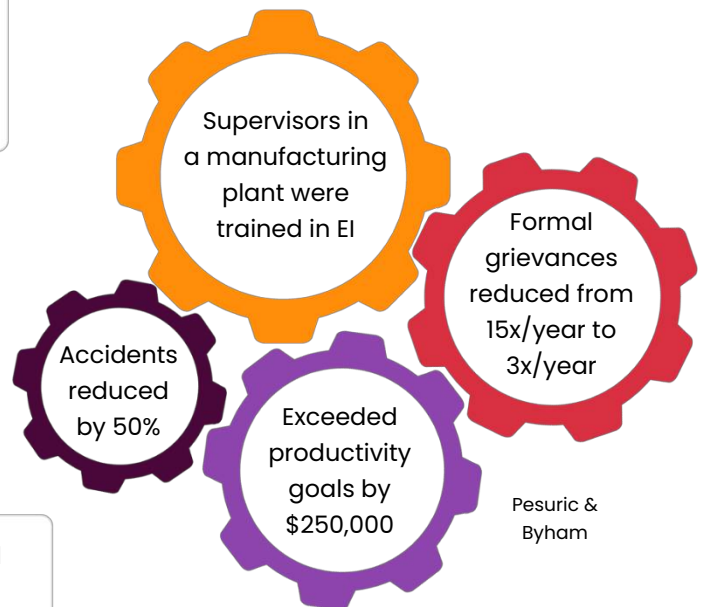


The reasons for losing customers and clients are 70% EI related.

Forum Corporation on Manufacturing and Service Companies



In one year, the US Air Force invested less than \$10,000 for emotional competence testing and saved \$2,760,000 in recruitment. (Fastcompany)



Pesuric & Byham



The Power of Emotions and Feelings

People often use the words, “feelings” and “emotions” interchangeably. However, they are not the same. Emotions are associated with bodily reactions that are activated through neurotransmitters and hormones released by the brain. Feelings are the conscious experience of emotional reactions. Essentially, emotions come first, then feelings arise as emotion chemicals go to work in our bodies. Moods then develop from a combination of feelings.

There are eight basic emotions as identified by Psychologist Robert Plutchik:

Anger, Anticipation, Fear, Joy, Trust, Surprise, Sadness, and Disgust.

Each primary emotion has a polar opposite based on the physiological reaction each emotion creates.

- **Fear and anger:** Physiological reaction: Get small and hide vs. get big and loud
- **Joy and sadness:** Physiological reaction: Connect with others vs. withdraw or give up
- **Anticipation and surprise:** Physiological reaction: Examine closely vs. jump back/pay attention
- **Disgust and trust:** Physiological reaction: Reject vs. embrace

Emotions can be complex, and being able to recognize when an emotion is a combination of two or more emotions is beneficial in your understanding. Enhancing your Emotional Intelligence begins with recognizing your emotions, understanding the nuances between emotions, and exploring how your emotions may change over time.

Why is this important?

Emotions provide information or data about yourself and others, and help drive our behaviors, our communication, and our decisions. They help focus our attention on what is important and motivate us into action. It is time to get curious about your emotions!

It is important to note that emotions can intensify, sometimes in unexpected or unintended ways, if not recognized and managed. Dr. Daniel Siegel, a neuroscientist, phrased it well: “Name it to Tame it.” When we stop and name our emotions, we activate the rational part of our brain, helping to tame the intensity of the emotions.

Remember, emotions are highly contagious. We can pick up on other people’s emotional states through a neurobiological process called Mood Contagion. For example, research states that happy people in the workforce help to deliver higher results and will help to spread that happy emotional state to others.

What is DISC?

Many people are familiar with the four styles represented by the letters **D**, **I**, **S**, and **C**. These styles have been around for a long time, beginning with the ancient Greek and Chinese civilizations around 2,500 years ago. Hippocrates described the four humors: Choleric, Sanguine, Phlegmatic, and Melancholic. In China, they used elements including, Wood, Fire, Water, and Metal. The Native Americans represented the styles by four animals including the Eagle, Coyote, Buffalo, and Bear. William Marston, in his book, *The Emotions of Normal People*, represented the styles as **Dominant**, **Inducement**, **Submissive**, and **Conscientious**. Millions of people are familiar with Marston’s DISC letters, though the words have been changed over time.

In the 1950’s Roger Sperry was studying the brain, and he described what he called, the bi-lateral brain. In other words, there are left-brained people (**D styles** and **C styles**) and right-brained people (**I styles** and **S styles**).

Later research revealed that there are two types of extroverts: task-oriented and people-oriented. **D styles** are task-oriented extroverts, known as agentic extroverts. **I styles** are people-oriented extroverts, known as affiliative extroverts.

There are also two types of introverts: task-oriented and people-oriented. **C styles** are task-oriented introverts, known as thinking introverts. **S styles** are people-oriented introverts, known as social introverts.

Further research revealed that brain chemistry played a role in creating the four styles. **D styles** have low serotonin. **I styles** have high levels of acetylcholine, while that neurotransmitter is low for **C styles**. **S styles** are high in oxytocin. Why are there four styles? Our brain chemistry and structure make it so.

DIRECTNESS AND OPENNESS OF EACH STYLE

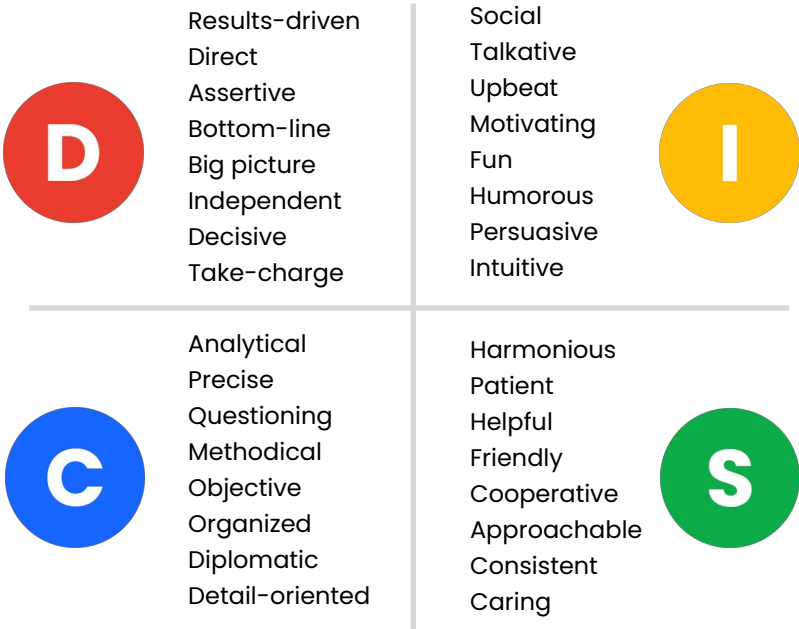
Style	Tendencies
Dominance	Tends to be direct & guarded
Influence	Tends to be direct & open
Steadiness	Tends to be indirect & open
Conscientious	Tends to be indirect & guarded

PACE AND PRIORITY OF EACH STYLE

Style	Tendencies
Dominance	Fast-paced & task-oriented
Influence	Fast-paced & people-oriented
Steadiness	Slow-paced & people-oriented
Conscientious	Slow-paced & task-oriented

Behaviors and Expressions of Each Style

Just as anyone can experience varying emotions, anyone can display varying behaviors. However, there are certain behaviors that each style tends to display more naturally. Further, when they display these behaviors, they do so with greater ease. Common behaviors of each style include:



Our emotions influence how we are perceived and are reflected in our behaviors. Each DISC Style tends to have a primary emotion that may be expressed in a variety of ways. Like the behaviors above, these are some common expressions of emotions that are experienced more often for each respective style.

Primary Emotions		
	Anger & Urgency	Brave, confident, secure, assured, determined, bold, empowered, convinced, powerful, strong, successful, tenacious, valuable, proud, certain, self-reliant
	Optimism & Trust	Positive, joyful, amused, delighted, energized, invigorated, inspired, celebratory, enthusiastic, exhilarated, festive, playful, eager, encouraged
	Patience & Non-expression	Calm, peaceful, relaxed, open-hearted, serene, accepting, contented, compassionate, loving, warm, empathetic, devoted, sympathetic, appreciative
	Fear & Concern	Curious, engrossed, careful, reflective, pensive, informed, apprehensive, interested, organized, prepared, rational, autonomous, cautious, contemplative

Fears of Each Style

	Losing control, being seen as vulnerable, being taken advantage of, appearing weak, falling into a routine, vulnerability, failure, indecisiveness, complacency, getting off track, indirect communication, being constrained, issue avoidance
	Loss of influence and recognition, conflict, disapproval, being ignored, lack of social support, lack of acceptance, public criticism, negativity, boredom, silence, rigidity, closed-mindedness, being predictable, fixed environments
	Sudden change, disruption to routine, loss of stability, offending others, aggression, lack of harmony, letting people down, interpersonal conflict, insensitivity, dissension, causing harm to others, pressuring people, public speaking, personal attacks
	Making mistakes, criticism, being wrong, strong displays of emotion, irrationality, poor quality, disorganization, inferior standards, trading speed for quality, antagonism, large group interaction, failing to meet expectations, lack of structure

Intense Emotional Reactions of Each Style

When emotions get elevated, we may overuse our strengths, and they become our weaknesses. In other words, too much of a good thing is not a good thing. The assertive **D** can become aggressive. The optimistic **I** can become unrealistic. The caring **S** can become smothering. And the accurate **C** can become the perfectionist and fail to complete their work.

You may have noticed in the previous examples that people who dial up the intensity of their strengths fail to self-regulate their behaviors. This is a quick overview of what each looks like when they push their strengths into a risk zone:

Typical Emotional Reaction		Intense Emotional Reaction	
Assertive, direct, confident, results-driven, risk-taking		Aggressive, blunt, arrogant, reckless, short-sighted	
Visionary, multi-tasking, persuasive, optimistic, enthusiastic		Unrealistic, disorganized, manipulative, impractical, self-promoting	
Collaborative, patient, cautious, tolerant, trusting		Dependent, smothering, complacent, fearful, permissive	
Analytical, discerning, focused, process-oriented		Indecisive, judgmental, critical, detached, bureaucratic	

Integrating Style and Emotional Intelligence

The American Psychological Association defines personality as the individual differences in characteristic patterns of thinking, feeling, and behaving. The **D styles**, **I styles**, **S styles**, and **C styles** explain how people think, feel, and act. Emotional intelligence captures the ability to perceive, understand, evaluate, and manage emotions. When combined, we get a more holistic view of how an individual with a specific style is likely to understand themselves and others, and how they are likely to control their emotions and build relationships.

People with all four styles can have high or low emotional intelligence. Anyone with any style can have high Self-Recognition. Anyone with any style can have low Self-Recognition. Style comes into play when we examine what each style looks like with both low and high Self-Recognition, as each style tends to display EI in different ways. For example, a **D style** with high emotional intelligence in Social Management will go about building and nurturing relationships differently than an emotionally intelligent **S style**.



A few thoughts on DISC and Emotional Intelligence:

- We all come into the world with a style (or blend), though that style can change over time
- EI can be consciously developed and increased
- DISC Style explains what you do and how you do it
- EI can predict how successful you will be
- Combining DISC and EI can help you be the truest and best version of yourself

If you guide someone to improve their behavior by speaking to them in a way that resonates with their style, you trigger their natural hardwiring, and they can process and correctly interpret what you are saying. This increases the likelihood that they will apply new insights. If you provide guidance that is out of their style, it won't resonate with them, as it may feel like you are not speaking their language. It will be perceived as onerous to implement, as it will be too much of a stretch and take too much energy to adapt to the new behaviors.

For example, if you tell a talkative **I** to “be quiet and listen,” they might be overwhelmed and never make the attempt. But if you tell an **I style**, “You are an amazing storyteller. Other people have great stories, too. Let them fully finish their stories before you share yours.” Since this is spoken in **I** language, it will sound more doable and achievable. Subsequently, the **I style** puts more effort into becoming a better listener and thus, increases their emotional intelligence.

The DISC Awareness Profile will help you:

- Access and understand your EI through the lens of the four styles
- Heighten awareness of the various components of emotional intelligence
- Identify EI and style-driven strengths and areas for development
- Provide a framework for personal and professional growth

Benefits of Integrating Emotional Intelligence and the Four DISC Styles

Emotional intelligence recognizes feelings and responds in an appropriate, focused way. These abilities heighten personal performance, strengthen relationships, and direct teamwork to achieve results.

Your style and your emotional intelligence are displayed in almost everything you do, including:

	Communication		Productivity and performance
	Decision-making		Personal & professional relationships
	Leadership		Customer service
	Sales		Conflict management
	Teamwork		Overall effectiveness

The work benefits are numerous. There are both **increases and decreases** that positively impact relationships and performance when you utilize the DISC styles and EI is strong:

Increases

- Enhanced employer/employee relations
- Improved performance/productivity
- Higher attention to task
- Greater motivation and satisfaction
- Increased confidence
- Better problem solving and creativity
- More effective leadership
- Increased influence
- Better collaboration and synergy
- Improved culture
- Improved interpersonal effectiveness
- Greater initiative and commitment
- Heightened engagement

Decreases

- Reduced conflict
- Lower levels of bias and mistrust
- Fewer health issues
- Decreased stress, anxiety, and burnout
- Minimized negative emotions
- Fewer aggression and hostility issues
- Fewer silos and less fragmentation
- Fewer safety-related violations
- Decreased feelings of isolation
- Fewer on-the-job accidents
- Fewer disengaged employees
- Reduced absenteeism
- Decreased turnover

Emotional Intelligence and the **D Style**

The following chart is based on someone with a strong **D style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **D styles**. The information is sorted into the four components of emotional intelligence with each of the talents that make up that component. In each box, you will find the name of the talent and a description of whether the **D style** is likely to naturally exhibit high, moderate, or low EI in that area.



Self-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness Low	Empathy, Sensitivity, Appreciation Low	Self-Control, Discipline Moderate	Teamwork & Collaboration Low
Emotional Identification Low	Situational Perceptual Awareness Moderate	Goal-Directed Performance High	Leadership & Influence High
Cause & Effect Low	Service, Compassion, Benevolence Low	Motivation, Positive Psychology Moderate	Change Catalyst High
Self-Appreciation High	Interpersonal Development Moderate	Self-Integrity Moderate	Negotiation & Conflict Management Moderate
–	–	Creativity, Agility, Flexibility High	Developing Relationships Low

Emotional Intelligence and the I Style

The following chart is based on someone with a strong **I style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **I styles**. The information is sorted into the four components of emotional intelligence with each of the talents that make up that component. In each box, you will find the name of the talent and a description of whether the **I style** likely to naturally exhibit high, moderate, or low EI in that area.



Self-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness Moderate	Empathy, Sensitivity, Appreciation Moderate	Self-Control, Discipline Low	Teamwork & Collaboration High
Emotional Identification Moderate	Situational Perceptual Awareness Moderate	Goal-Directed Performance High	Leadership & Influence High
Cause & Effect Low	Service, Compassion, Benevolence Low	Motivation, Positive Psychology High	Change Catalyst High
Self-Appreciation High	Interpersonal Development High	Self-Integrity Moderate	Negotiation & Conflict Management Moderate
–	–	Creativity, Agility, Flexibility High	Developing Relationships High

Emotional Intelligence and the **S Style**

The following chart is based on someone with a strong **S style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **S styles**. The information is sorted into the four components of emotional intelligence with each of the talents that make up that component. In each box, you will find the name of the talent and a description of whether the **S style** is likely to naturally exhibit high, moderate, or low EI in that area.



Self-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness High	Empathy, Sensitivity, Appreciation High	Self-Control, Discipline High	Teamwork & Collaboration High
Emotional Identification High	Situational Perceptual Awareness High	Goal-Directed Performance Low	Leadership & Influence Low
Cause & Effect High	Service, Compassion, Benevolence High	Motivation, Positive Psychology Moderate	Change Catalyst Low
Self-Appreciation Low	Interpersonal Development High	Self-Integrity Moderate	Negotiation & Conflict Management Moderate
–	–	Creativity, Agility, Flexibility Low	Developing Relationships High

Emotional Intelligence and the C Styles

The following chart is based on someone with a strong **C style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **C styles**. The information is sorted into the four components of emotional intelligence with each of the talents that make up that component. In each box, you will find the name of the talent and a description of whether the **C style** is likely to naturally exhibit high, moderate, or low EI in that area.



Self-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness Low	Empathy, Sensitivity, Appreciation Low	Self-Control, Discipline High	Teamwork & Collaboration Low
Emotional Identification Low	Situational Perceptual Awareness High	Goal-Directed Performance Moderate	Leadership & Influence Low
Cause & Effect High	Service, Compassion, Benevolence Low	Motivation, Positive Psychology Low	Change Catalyst Low
Self-Appreciation Low	Interpersonal Development Low	Self-Integrity High	Negotiation & Conflict Management Low
–	–	Creativity, Agility, Flexibility Low	Developing Relationships Low

Sample’s Emotional Intelligence Overview

EI is based on awareness of ourselves and others, and the ability to manage our emotions and behaviors for ourselves and the people we encounter. The ability to identify, understand, and manage emotions represents our **intrapersonal skills**. The ability to recognize, empathize, and relate to the emotions of others represents our social or **interpersonal skills**.

The scale descriptors on the right explain the continuum of EI knowledge and skill. As you read them, think of Emotional Intelligence as a skillset that can be developed. Scores are based on one’s current level of understanding, competence, and focus. Unlike cognitive intelligence, emotional intelligence can be increased through willingness, insight, and application.

90–100	Optimal: Comprehensive and extensive knowledge – intuitively grasps the totality of the situation and responds instinctively and sensibly with ease
70–89	Proficient: High degree of competence and depth of understanding – sees the big picture and holistically addresses complex situations with accountability and confidence
40–69	Vulnerable: Limited experience and some working knowledge – beginning to gain a deeper understanding with only foundational knowledge of the key aspects
0–39	Novice: Very basic understanding – new or inexperienced with little knowledge and minimal conception of the complexity of these skills



Overall Score



Self-Recognition



Social Recognition



Self-Management



Social Management

Sample’s Emotional Intelligence Talents Summary

The following graphs represent a summary of your EI Talents.

Self-Recognition

Emotional Identification – 80



Self-Awareness – 87



Cause & Effect – 80



Self-Appreciation – 80



Social Recognition

Empathy, Sensitivity, Appreciation – 85



Service, Compassion, Benevolence – 80



Interpersonal Development – 87



Situational Perceptual Awareness – 93



Self-Management

Self-Control, Discipline – 73



Goal-Directed Performance – 80



Self-Integrity – 80



Creativity, Agility, Flexibility – 73



Motivation, Positive Psychology – 75



Social Management

Teamwork & Collaboration – 87



Leadership & Influence – 80



Change Catalyst – 87



Developing Relationships – 85



Negotiation & Conflict Management – 85

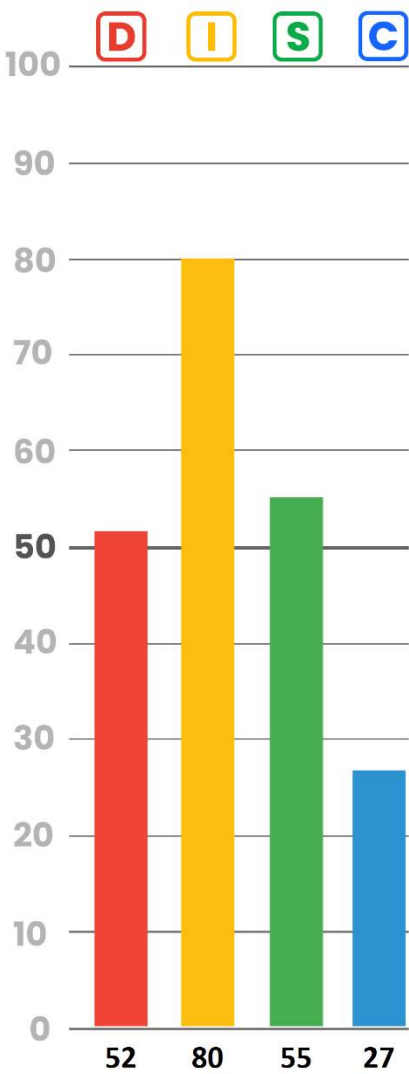


Sample’s Style Overview

The following graph represents your style. Note that anyone can display any of the styles, but those that are above the midline of 50 are likely to energize you when you use them. For those styles that are below the midline, those styles are likely to drain your energy when you use them.

Sample, you fight relentlessly for your beliefs. You are empowered to be understanding yet uncompromising, approachable yet intense, humble yet confident. Highly principled, you care deeply about matters of justice and human dignity. You put immense pressure on yourself to stand up for what is right and challenge moral wrongs. You have an eloquent, emotionally rich way of stating what you believe and what should be done. Your challenge is to cope with competing emotions or hold firm perspectives that burden you and your relationships.

Your style can be emotionally isolating and heavy. Others may not share your intense feelings about what is right and wrong. They may be reluctant to take responsibility for the massive social issues that you are willing to shoulder. By allowing their emotions – and yours – to inhabit shades of grey, you can find some lightness. There is only so much emotional energy you can invest without draining yourself. The feeling you should always do more and care more can become hard to bear. Give yourself a break and remember to celebrate small victories.



Sample’s Self-Recognition Scores



The Self-Recognition scale is based on ...

• Learning Style • Attitude • Comfort & discomfort • Strengths & weaknesses • Mindfulness	• Self-acceptance • Self-esteem • Tension/stress levels • Conscience • Emotional well-being	• Assertiveness • Authenticity • Confidence • Internal empathy • Self-perception
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Self-Recognition Overall Score



Self-Recognition includes:

- **Emotional Identification:** Understanding the difference between intense feelings and passing moods. Accurately describing one’s emotions with a broad vocabulary. Clearly identifying one’s needs based on emotions.
- **Self-Awareness:** Taking the time to actively examine thoughts and emotions. Reflecting on the emotions that drive personal needs and desires. Exploring behaviors and how they drive actions.
- **Cause & Effect:** Paying attention to and understanding emotional triggers. Being aware of how emotions, thoughts, and actions are related. Recognizing how emotions impact results.
- **Self-Appreciation:** Knowing one can achieve what is desired. Believing in oneself. Expressing certainty in words and actions.



Self-Recognition and Your Style

Sample, with heightened self-awareness, you recognize your emotional triggers and the impetus to act decisively. You believe in your ability to enact change but know that it may take time, collaboration, and strategy. You cultivate hope, even if others see insurmountable challenges. When lacking in self-awareness though, you may feel drawn to extreme positions and goals. The emotional need to do something can override strategic planning. Unrealistic expectations may set you up for failure and self-doubt. Nothing you do will feel like enough.

Sample's style with high EI in the area of Self-Recognition:

- Build self-belief in what is possible
- Set emotional boundaries so that the situations of others do not create emotional distress
- Recall the positive and negative emotions of past situations
- Take responsibility when discussions get out of control
- Understand how feelings relate to performance
- Hold a strong belief in the ability to accomplish tasks and achieve goals
- Inspire others with self-assurance
- Think before speaking and therefore measures words carefully
- Experience both positive and negative emotions at the same time
- Comfortably acknowledge the emotions of the group
- Recognize when a current event is similar to something in the past and can decide how to proceed based on the emotions it will create
- Trust others to play their assigned role without micromanaging

Sample's style with low EI in the area of Self-Recognition:

- Ruminates on something someone said if it perceived to be unkind or disrespectful
- Overestimate skill level or the ability to achieve a goal
- Lack awareness of how negative moods or emotions impacts job performance
- Engage in negative self-talk that creates feelings of inadequacy
- Take strengths for granted assuming that if it seems easy for me then it must be easy for everybody
- Miss the growth and learning benefits of self-reflection for situations that are not positive
- Stop listening when wanting to share a story
- Get aggressively involved in a conflict situation to defend a loved one
- Assume that others have negative intentions if emotional needs are not considered
- Express as "I'm awesome at this" or "I horrible at this" with little to no middle ground
- Fail to see the link between emotional reactions and performance
- Overemphasize negative experiences

Self-Recognition in Action

Self-Recognition	Low	High
Emotional Identification	• Difficulty recognizing and identifying emotions in themselves • Has trouble articulating their emotions with a limited emotional vocabulary • Denial of their emotions and their nuances • Has trouble differentiating between passing moods and intense emotions • Has difficulty identifying personal needs	• Clearly recognizes and understands their emotions • Clearly communicates emotions to self and others • Understands the nuances of changing emotions • Has the ability to perceive emotions • Can clearly identify their needs
Self-Awareness	• Does not take time to consider emotions and their impact • Repeats unhealthy patterns or ineffective behaviors • Fails to recognize and correct mistakes • Vague about their emotions • Stagnant in their growth and maturity	• Takes time to objectively consider thoughts, feelings, and actions • Reflects on emotions and outcome of the situation • Thinks about their behaviors and their impact • In touch with their emotions • Digs into the why behind their emotions
Cause & Effect	• Difficulty understanding the triggers to their emotions • Doesn't understand how their emotions affect the outcome • Can't recognize how their emotions affect others • Doesn't understand the relationship between emotions and actions/outcomes • Doesn't link thoughts to their actions	• Understands the triggers and causes to their emotions (the why) • Clear when they are being triggered • Understands how their emotions impact others • Recognizes how emotions impact results • Understands how their emotional state drives behaviors
Self-Appreciation	• Unsure of self • Engages in consistent negative self-talk • Has low self-confidence • Sensitive to criticism • Takes things personally	• Displays self-assurance • Maintains a positive belief in self • Maintains high confidence in their abilities • Does not give up easily • Doesn't compare themselves with others

Self-Recognition Action Plan

What can you do to balance your intense feelings with objective decision-making?

Identify the kinds of things that trigger your emotions. What can you do to prevent emotional reactions that do not serve you or others in a productive way?

Describe how you manage feelings of frustration. How can you channel that frustration into constructive action?

Identify times in which self-doubt caused you to hesitate when making a critical decision. What can you do to ensure that you act decisively and confidently?

Sample's Social Recognition Scores



The Social Recognition scale is based on . . .

• Empathy • Sensitivity • Thoughtfulness • Rapport • Tolerance	• Connection • Relationships • Compassion • Inclusion • Constructive interaction	• Listening • Manners and etiquette • Organizational savvy • Respect • Warmth
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Social Recognition Overall Score



Social Recognition includes:

- **Empathy, Sensitivity, Appreciation:** Having awareness of how others are feeling based on their words and nonverbal cues. Relating to the emotions of others. Seeing things from others' perspectives. Remaining fully present when listening to others.
- **Service, Compassion, Benevolence:** Feeling genuine concern for the greater needs of the group or organization. Actively considering how to support others. Anticipating the needs of others, even if they are unstated. Making oneself available to others who need assistance or support.
- **Interpersonal Development:** Reading the energy and needs of the group. Sensing the morale and satisfaction of the team. Understand the unwritten ground rules and expectations within a group.
- **Situational Perceptual Awareness:** Easily sensing how others are feeling. Recognizing when the emotional state changes in others. Noticing when someone's words do not match their emotions.



Social Recognition and Your Style

Sample, at peak social awareness, you tune in deeply to people's struggles, needs, and grievances. You feel their pain and channel that into action. To rally others to your cause, you define the problem eloquently and communicate why solving it is morally imperative. With low social awareness, however, you may feel a deep sense of outrage that others do not share. They may feel that you're failing to distinguish between immediate crises and longer-term problems. Rather than elaborate on your perspective, you may grow frustrated that no one else gets it.

Sample's style with high EI in the area of Social Recognition:

- Mobilize people to achieve big things
- Understand how to respond assertively and respectfully
- Genuinely accept others for who they are
- Validate emotions of others when they are upset
- Appreciate people who speak directly and confidently
- Allow others to play a leadership role and does not overstep boundaries
- Let others share their ideas first so their assurance doesn't take over and shut down conversations
- Recognize the information that others need to do their jobs
- Accurately read the intensity of emotions of others
- Validate emotions of others when they are upset
- Help others solve problems without taking their power
- Stay calm and rational during conflict

Sample's style with low EI in the area of Social Recognition:

- Come across as distracted when listening to others
- Be closed to feedback if it's from someone who is not respected
- State opinions as facts
- Draw conclusions without asking clarifying questions
- Assume people know their unstated desires and needs
- Strive for independence and therefore may avoid group activities that create connection
- Impose their need for direct communication on others
- Respond passive-aggressively when others are not responsive to their needs
- Struggle to recognize, understand, and appreciate what others are thinking and feeling
- Mistake silence of others for agreement or alignment
- Lack awareness of body language and tone
- Interject thoughts or ask questions before others have shared all of the information



Social Recognition in Action

Social Recognition	Low	High
Empathy, Sensitivity, Appreciation	• Misreads social cues by failing to read the feelings of others • Has difficulty relating to others • Doesn't ask many questions about what others need • Accuses others of being overly sensitive • Disassociates from the emotional needs of others	• Picks up on social cues by tuning into what's not being said • Puts themselves into another's shoes • Asks questions to understand the emotional state of others further • Feels the feelings that others are experiencing • Anticipates the reactions of others
Service, Compassion, Benevolence	• Entertains a more individualistic view of the world • Hesitant to commit to activities that help those in need • Receives little joy when others meet their own objectives • Focuses only on their own needs • Doesn't look for ways to support others	• Acts altruistically to help others • Proactively responds to the needs of others • Experiences satisfaction when others succeed • Puts other people's needs ahead of their own • Makes a concerted effort to support those in need
Interpersonal Development	• Unable to read the energy of the room • Fails to understand what pushes the buttons of others • Does not understand the norms based on organizational hierarchy • Unaware of and may violate unspoken rules within the team • Lacks the political savvy to influence the team	• Aware of the energy and emotional state of a group • Fosters an emotional climate to help others accomplish their best work • Creates positive energy within the group • Understands and enforces the unstated ground rules within the team • Senses the emotional climate and morale of the group
Situational Perceptual Awareness	• Doesn't notice when others are upset • Gets distracted by their own needs • Fails to interpret others' emotions • Gets surprised by the reactions of others • Fails to notice inconsistencies between what others say and how they act	• Aware of the triggers that may stir emotions in others • Able to read facial expressions, body language, and tone • Excels at accurately reading the emotions of others • Accurately identifies changes in shifting emotional states • Draws accurate conclusions from a small amount of emotional data

Social Recognition Action Plan

How can you tell if someone is looking for empathy rather than an actionable solution so that you can respond in kind?

How can you prevent yourself from over-empathizing with the needs of others?

How can you build better connections with people who are not as direct or empathetic as you?

While you're probably incredibly perceptive of when people need help, how can you prevent yourself from inadvertently trying to impose your ideas for solutions on others?

Sample's Self-Management Scores



The Self-Management scale is based on . . .

• Flexibility and adaptability • Enthusiasm • Optimism • Stress management • Initiative	• Restraint • Discipline and control • Resolve • Direction and purpose • Emotional management	• Focus • Goal setting • Impulse control • Agility • Resilience
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Self-Management Overall Score

Self-Control, Discipline



Goal-Directed Performance



Self-Integrity



Creativity, Agility, Flexibility



Motivation, Positive Psychology



Self-Management includes:

- **Self-Control, Discipline:** Doing the important things even when it's inconvenient or uncomfortable. Forgoing immediate gratification for greater long-term gain. Staying focused by avoiding temptation and distraction.
- **Goal-Directed Performance:** Working constantly and diligently to achieve one's goals. Consciously creating one's desired life instead of waiting to see what happens. Asserting oneself by respectfully stating personal needs. Persisting in the face of adversity or opposition.
- **Self-Integrity:** Maintaining consistency between words and actions. Focusing on solving the problem rather than placing blame. Taking ownership and accepting the consequences for choices and behaviors. Admitting when one is wrong and apologizing when needed.
- **Creativity, Agility, Flexibility:** Flexing and adjusting as conditions change. Seeking opportunities to grow and improve. Taking positive steps to change one's frame of mind when needed.
- **Motivation, Positive Psychology:** Focusing on opportunities and possibilities rather than challenges. Looking for the best in people and situations. Regularly engaging in positive self-talk. Seeing negative events as temporary, rather than permanent setbacks.



Self-Management and Your Style

Sample, when managing emotions skillfully, you seek to understand people's intentions. You gather additional information and context before casting moral judgment. You then translate emotions into direct and assertive statements about what you believe and what should be done. When struggling to manage emotions though, you are likely to overreact. You may express yourself in an accusatory, antagonistic tone. The need to direct your disapproval of something or someone may interfere with your efforts to find a practical solution.

Sample's style with high EI in the area of Self-Management:

- Strive to gain more power and status in a way that benefits the organization and its people
- Communicate with careful consideration of their words so as not to offend anyone
- Tap into the power of the team to overcome obstacles and move things forward
- Stand up for others when they are treated unfairly or disrespectfully
- Create a transparent and safe environment where people can be themselves
- Compartmentalize emotions to make sound, objective decisions that aren't influenced by the high energies displayed by others in times of crisis
- Allow others to take control and have decision-making power
- Maintain self-control even in the most tumultuous situations
- Manage emotions so they don't get in the way of achieving objectives
- Set strong boundaries
- Maintain confidence and inspire belief in others when faced with adversity
- Allow others to share complete information without cutting them off or jumping to the end

Sample's style with low EI in the area of Self-Management:

- Overreact to insensitivity, aggression, or anticipated harm to others
- Be so consumed by personal tasks that other people's priorities are viewed as a distraction
- Lose impulse control during stressful times, which can come across as a lack of empathy or patience
- Become stubborn or closed-minded by locking in on strongly held beliefs
- Impose helpfulness, even if it's not requested or wanted
- Seek short-cuts to get answers by bypassing established processes
- Speak so confidently and decisively that it causes others to stop sharing their ideas and opinions
- Lose patience and say something blunt or abrasive
- May become short-sighted and lose sight of the strategic plan
- Have low flexibility on the target goal even if the situation changes
- Jump to a solution, conclusion, or action due to an overriding sense of conviction
- Get burned out by trying to achieve something that is out of reach

Self-Management in Action

Self-Management	Low	High
Self-Control, Discipline	• Lacks self-control • Acts in an unpredictable way • Gets easily distracted and pulled away from the main objective • Gets easily frustrated • Gives up easily	• Acts with composure and control • Able to resist impulses/temptation • Stays focused by avoiding distractions • High tolerance for stress and frustration • Displays a high level of patience
Goal-Directed Performance	• Lacks motivation • Passive recipient of what happens in their life • Gives up when things get challenging • Procrastinates on undesirable tasks • Doesn't deploy full effort	• Works with unwavering commitment to reach a goal • Intentional with fulfilling their needs in life • Persists in the face of adversity • Always forging forward • Consistently gives it all they've got
Self-Integrity	• Blames others for their own failures or inadequacies • Makes excuses and plays the victim role • Avoids making emotionally charged decisions • Fails to apologize when they have wronged someone • Lacks follow through on what they say	• Takes responsibility for actions and outcomes • Tackles challenging issues • Makes tough decisions even if emotionally difficult • Responsive to the need of others • Follows through on commitments
Creativity, Agility, Flexibility	• Rigidly adheres to the status quo • Approaches change with hesitation • Feels uneasy and nervous with change • Unwilling to take risks to accomplish something new • Unable to modify emotions or thoughts in response to change	• Changes course easily to adapt to situations • Approaches change with an open mind • Takes positive steps to change frame of mind when needed • Open to new experiences • Able to step out of their comfort zone
Motivation, Positive Psychology	• Fears the worst will happen • Displays pessimism during challenges • Assumes negative outcomes • Engages in negative self-talk • Assumes worst-case scenarios	• Looks for opportunities and possibilities in life • Remains positive despite obstacles • Sees the best in self and others • Uses a positive vocabulary • Exudes joy and happiness

Self-Management Action Plan

What can you do to ensure that you give others the opportunity to take the lead and make decisions?

Many people with your style feel a pull between wanting to jump in to provide immediate solutions for others and wanting to listen and be supportive. How can you best determine what the other person needs so you can respond accordingly?

Many people with your style feel a keen sense of what is right and wrong or fair and unfair. What can you do to make sure you have gathered all the evidence before passing judgment?

Many people with your style feel a need to intervene in situations even if that help is unsolicited. How can you best determine where and when your unique talent for mediation is needed and welcome?

Sample's Social Management Scores



The Social Management scale is based on . . .

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Directing • Encouragement • Building friendships • Supporting • Social poise | <ul style="list-style-type: none"> • Warmth • Cooperativeness • Collaboration • Change catalyst • Conflict management | <ul style="list-style-type: none"> • Developing others • Influence • Leadership • Negotiation • Teamwork |
|--|--|---|



Teamwork & Collaboration



Leadership & Influence



Change Catalyst



Developing Relationships



Negotiation & Conflict Management



Social Management includes:

- **Teamwork & Collaboration:** Helping others to accomplish their objectives. Seeking different perspectives when solving problems. Sharing information to keep people in the loop.
- **Leadership & Influence:** Inspiring others to take action and achieve goals. Persuading others through a balance of logical and emotional appeals. Displaying charisma when influencing others.
- **Change Catalyst:** Supporting the emotions and needs of those impacted by change. Clearly communicating the rationale behind changes. Championing organizational decisions and changes, despite one's personal opinion.
- **Developing Relationships:** Building collaborative relationships throughout the organization. Creating a safe space for authentic communication. Allowing oneself to be vulnerable with others. Communicating respectfully in times of high stress.
- **Negotiation & Conflict Management:** Seeking win-win solutions when engaged in conflict. Addressing uncomfortable issues rather than minimizing or avoiding them. Picking one's battles to fight for what's most important. Validating the emotions of others during conflict.



Social Management and Your Style

Sample, when managing relationships well, you instill loyalty and a strong sense of community. Teammates respect how you take responsibility for failures but share credit for successes. You reconcile team conflicts graciously and save the fighting spirit for your goals. When struggling to manage relationships though, you may question people's loyalty and dedication. Collaborators may feel like you're too demanding and unreasonable. You may alienate potential allies with us-versus-them that leaves no room for nuance.

Sample's style with high EI in the area of Social Management:

- Negotiate win/win outcomes so both parties get their needs met
- Act assertively to stand up for what is needed or what is right
- Make changes that shake up the status quo when they will lead to better results
- Let go of negative feelings towards others without harboring them
- Get people back on track if they encounter roadblocks
- Talk directly with the person with whom there is an issue
- Say no to requests when it would be too much of a burden
- Find the right words and right time to express themselves appropriately
- Know what to say and how to say it when people are upset
- Speak freely during team meetings and gatherings
- Find meaning and satisfaction when they help others to meet their goals
- Provide feedback to others even if it's uncomfortable

Sample's style with low EI in the area of Social Management:

- View conflict and negotiation as a win/lose situation and only focus on personal objectives
- Avoid making decisions that have a negative impact on others, even if it would help in the long run
- Maintains the status quo to avoid making others upset with change
- Act passive aggressively when others don't communicate respectfully or lack fairness
- Come across as smothering or overbearing by imposing helpfulness when it's not wanted or needed
- Share ideas as if there are decisions that have already been made
- Communicate abruptly and use few words to make their point
- Negotiate poorly so as to satisfy the needs of the other party
- Appear socially withdrawn and lacking of desire for interaction
- Assert needs and solutions rather than soliciting solutions and ideas from others
- Tell other people what to do rather than empowering and enabling them
- Assume that everyone shares the same feelings and therefore doesn't express them

Social Management in Action

Social Management	Low	High
Teamwork & Collaboration	• Not interested in doing things to enhance the relationship • Does not reveal their true needs • Focuses on personal rather than group goals • Does not enjoy being part of a team • Says no to helping others when they could provide support	• Celebrates the successes of others • Freely shares information • Cooperatively helps others to meet their goals • Views the team as equally as important as themselves • Feels genuine concern for the group and wants to help
Leadership & Influence	• Fails to understand what is emotionally important to others • Shares ideas without energy and enthusiasm • Has difficulty getting buy-in • Neglects to articulate how their solutions will impact others • Fails to inspire commitment to ideas	• Confidently communicates their point of view • Persuades others to establish perspectives and make decisions • Gains the support of others for ideas and actions • Exudes energy that motivates others • Inspires action in others
Change Catalyst	• Fails to recognize the emotional need for change • Displays resistance and hesitancy to change • Fails to recognize and support others' emotional needs during change • Personal needs override the collective need for change • Seeks to maintain the status quo	• Proactively identifies the need for change • Navigates emotional resistance to change • Encourages others to talk about their feelings during times of change • Initiates change that will have a positive effect on others • Challenges the status quo
Developing Relationships	• Communicates ineffectively or disrespectfully during difficult times • Doesn't share feelings or ask others about their feelings • Fails to see how others can enhance their life • Doesn't engage others in conversation • Focuses on "me" instead of "we"	• Proactively works to develop new relationships • Communicates authentically in all situations • Opens oneself to be vulnerable to establish trust • Builds lasting relationships • Expresses genuine concern and interest in others
Negotiation & Conflict Management	• Becomes emotional and fails to maintain composure during a conflict • Fails to prioritize what's most important to address with others • Avoids uncomfortable topics or responds aggressively • Doesn't recognize the emotional needs of others during conflict • Doesn't understand how their body language affects others	• Calmly brings up and discusses interpersonal issues • Seeks win-win solutions to resolve the conflict • Communicates directly to the person with whom they have an issue • Listens openly to the needs of others • Speaks respectfully during disagreements

Social Management Action Plan

How can you help other team members to feel more comfortable expressing their feelings and needs to the group?

How can you best help your team look for solutions where everyone wins?

How can you help your team balance the competing needs of stability and innovation?

How can you use your keen sense of zeroing in on solutions to help solve conflicts while also allowing your sense of empathy to shine through?

General Tips for Self-Improvement

Emotional Identification

Self-Awareness

Cause & Effect

Self-Appreciation

Self-Recognition Tips:

1. Accept personal feelings as information without judgment or rejection.
2. Connect emotions and thoughts. Think about the causes and impacts of feelings.
3. Tune into your subconscious mind by recognizing the physical impacts of emotions.
4. Recognize both positive and negative emotions. Reinforce the positive and lessen the negative.
5. Support a healthy mindset through positive self-talk, constructive visualization, and journaling.
6. Establish the practice of relaxing, refreshing, and renewing through meditation.

Empathy, Sensitivity, Appreciation

Service, Compassion, Benevolence

Interpersonal Development

Situational Perceptual Awareness

Social Recognition Tips:

1. Be curious and interested in other people.
2. Focus attention on others and what they are willing to share. Tune into verbal and nonverbal communication.
3. Be sensitive, appreciative, and respectful of others. Value both the person and their message.
4. Show support and encouragement. Display understanding and acceptance through your words and body language.
5. Reflect on information to adjust communication and behaviors. Adapt to different personalities, situations, and dynamics.
6. Express feelings in sensitive, appropriate, useful, and honest ways. Empathize with others and let them know and feel the connection.



General Tips for Self-Improvement Continued

Self-Control, Discipline

Goal-Directed Performance

Self-Integrity

Creativity, Agility, Flexibility

Motivation, Positive Psychology

Self-Management Tips:

1. Develop habits of self-control and personal discipline.
2. Accept responsibility for behavior, communication, performance, and impact.
3. Live with integrity by acting consistently between personal values, words, and actions.
4. Determine personal boundaries and act assertively (rather than passively or aggressively).
5. Actively set goals and objectives. Support achievement with diligence, tenacity, and the personal qualities necessary to succeed.
6. Actively make and execute decisions. Think, feel, and perform with the best information available. Avoid regret, anxiety, and worry.

Teamwork & Collaboration

Leadership & Influence

Change Catalyst

Developing Relationships

Negotiation & Conflict Management

Social Management Tips:

1. Resolve conflict judiciously through attention, focus, problem solving, and seeking win-win solutions.
2. Promote change management and continuous learning to generate high-value returns.
3. Coach and mentor others to develop and expand potential.
4. Involve others through teamwork. Generate synergy through cooperation and participation.
5. Create both intrinsic and extrinsic rewards. Celebrate achievement and effort at all levels.
6. Create environments and situations that promote risk taking. Allow failure and mistakes to be learning experiences rather than disasters.
7. Get along with difficult people in tough situations through positive interaction, empathy, dialogue, negotiation, and emotional connection.



Personalized Tips for Self-Improvement

Based on your style, the following tips will help you increase your emotional intelligence. Take the time to review them, post them in places you will see them, and commit to investing in your emotional intelligence. The time and energy you spend will be returned in the form of stronger relationships, a career well-managed, and a joyful life.

- Identify your boundaries and stick to them. Practice saying “no” to requests that cross your line.
- Before sharing your ideas, emotionally prepare for risks, flaws, and gaps others may see in them.
- Elicit critique and feedback, and remember that the feedback people give you has nothing to do with your self-worth.
- Don’t assume that others will give to relationships the way you do. There’s not one best way.
- Before agreeing to something, imagine your future self. If you anticipate regrets, keep negotiating.
- Conversations that feel uncomfortable are the most worth having. Practice starting them.
- Differentiate between what you assume people feel and what they say. They’re often different!
- Practice asking people what they need from you versus stating what you expect from them.

Onward and Upward

With your newfound understanding about your style, emotional intelligence, and style intelligence, you have gained the wisdom to transform how you feel, think, and act in the world. Take the time to consider how you use this insight to honor your natural gifts as you do so in others. Consider how you can continue to develop your emotional and style intelligence. Take the time to think about how you can best capitalize on your style to build the relationships and life you wish to lead.

As Johann Wolfgang von Goethe said, “Knowing is not enough, we must apply. Willing is not enough, we must do.”