



ONLINE
DISC
PROFILE



DISC Basic™ + Emotional Intelligence

Sample Report

Style: SDI

Date: 5/20/2024

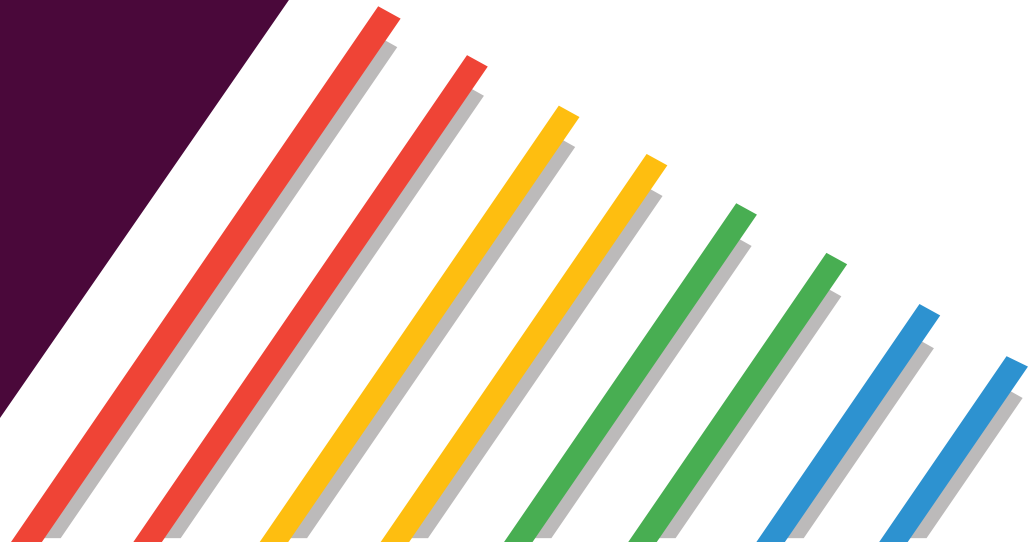




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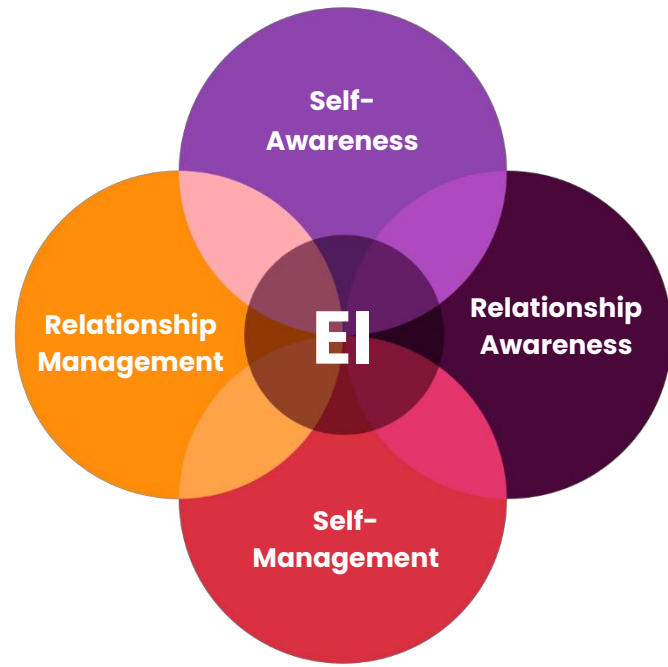
What is Emotional Intelligence?

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-Awareness 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 Relationship Awareness and Relationship Management.



| | Awareness | Management |
|--------|--|---|
| Self | <p>Self-Awareness</p> <p>Accurately recognizing one’s emotions and behaviors</p> | <p>Self-Management</p> <p>Productively managing one’s emotions and behaviors</p> |
| Others | <p>Relationship Awareness</p> <p>Accurately perceiving and understanding the emotions and behaviors of others</p> | <p>Relationship Management</p> <p>Understanding how one’s emotions and behaviors impact others</p> |

Self-Awareness 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.

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

Relationship 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-Awareness 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-Awareness 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 Clarity

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

Self-Reflection

Self-Reflection: 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

Confidence

Confidence: A feeling of certainty, trust, and positive regard of oneself and one’s ability

Relationship Awareness 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

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

Service Mindset

Service Mindset: Supporting others by anticipating their stated and unstated needs

Team Dynamics

Team Dynamics: Understanding a group’s needs and expectations while effectively reading their energy and morale

Perception

Perception: 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.

Discipline: Controlling one’s actions to stay on track and avoid temptations

Drive: Creating and continuing a course of action towards a goal, despite difficulty or setbacks

Accountability: Taking ownership of words, actions, and outcomes when solving problems

Adaptability: Quickly adjusting to new conditions or what is needed in the moment

Optimism: Maintaining a positive mindset and hopefulness by seeing opportunities and successful outcomes



Relationship 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. Relationship Management utilizes the skills of influence and personal leadership to act collaboratively, engage in healthy conflict, and build strong connections.

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

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

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

Connection: Understanding how to grow and nurture healthy relationships with others

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

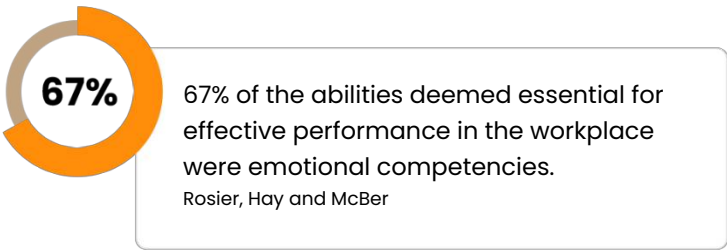
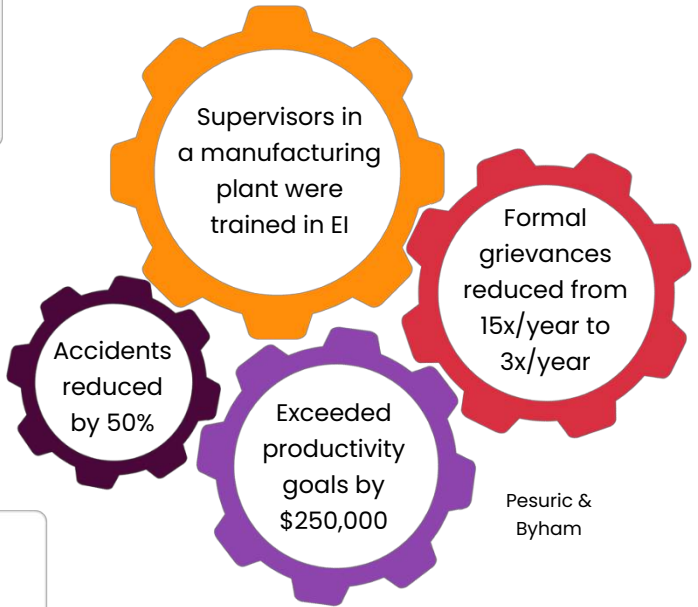
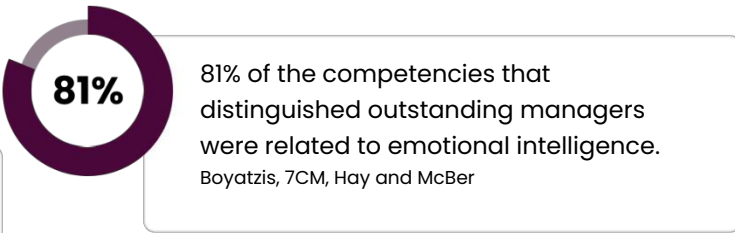
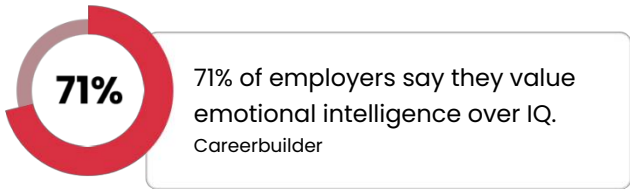
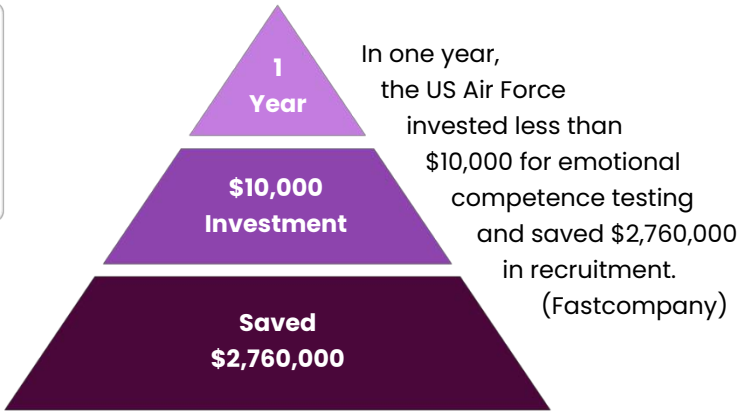
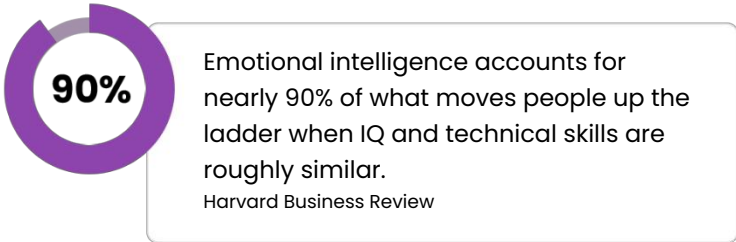




The Impact of Emotional Intelligence

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:



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

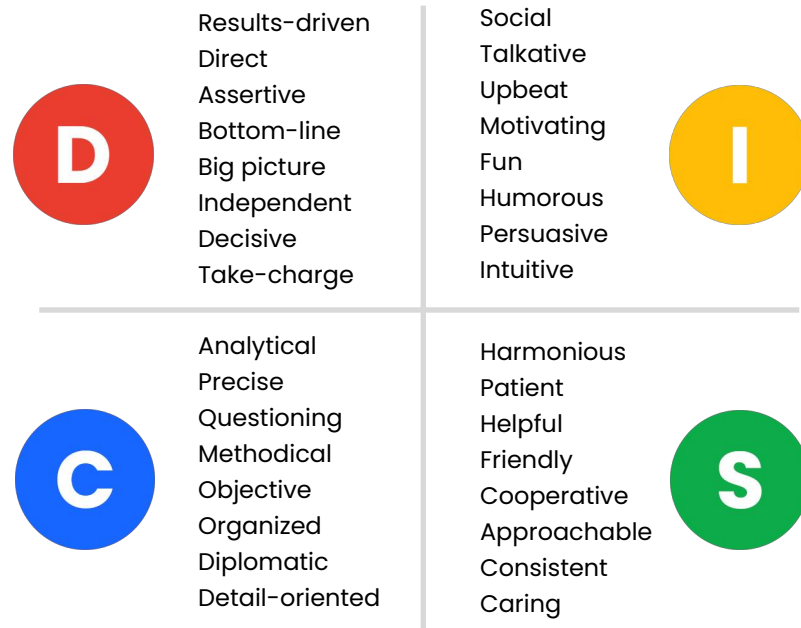
| Style | Tendencies |
|----------------------|--------------------------------|
| Dominance | Tends to be direct & guarded |
| Influence | Tends to be direct & open |
| Steadiness | Tends to be indirect & open |
| Conscientious | Tends to be indirect & guarded |

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

A few thoughts on DISC and Emotional Intelligence:

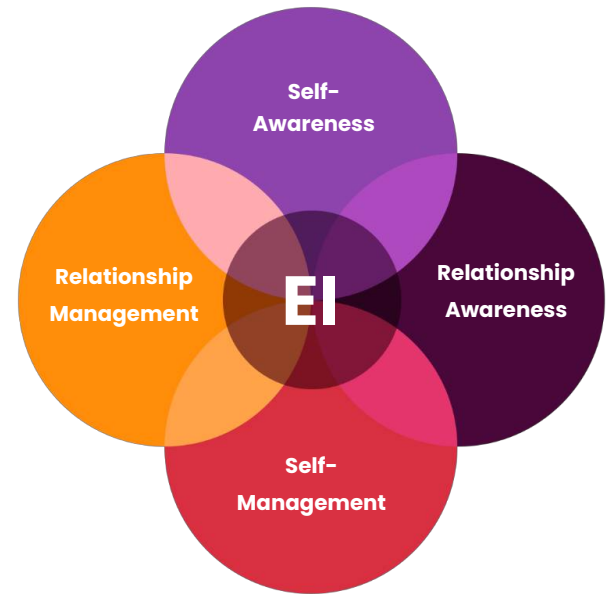
- We all come into the world with a style (or blend), though that style can change over time
- EI can be consciously developed and increased
- DISC Style explains what you do and how you do it
- EI can predict how successful you will be
- Combining DISC and EI can help you be the truest and best version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



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

Decreases

| | |
|---|---|
| <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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.

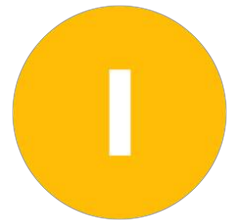


| Self-Awareness | Relationship Awareness | Self-Management | Relationship Management |
|---|---|---|--|
| Self-Reflection Low | Empathy Low | Discipline Task: High Interpersonal: Low | Connection Low Emotional Rapport and Resonance |
| Cause & Effect Low | Service Mindset Low | Drive High | Influence Task Oriented: High Team Oriented: Low |
| Confidence Task: High Interpersonal: Low | Communication Sending: High Receiving: Low | Accountability Not related to Specific Style | Change Catalyst Task Oriented: High Team Oriented: Low |
| Assertiveness High | Perception Verbal: High Non-Verbal: Low | Optimism Task: High Interpersonal: Low | Conflict Management Strategy/Tactics: High Interpersonal: Low |
| Emotional Clarity Low | Team Dynamics Low | Adaptability Task: High Interpersonal: Low | Collaboration 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-Awareness | Relationship Awareness | Self-Management | Relationship Management |
|---|--|---|--|
| Self-Reflection Moderate | Empathy Moderate | Discipline Task: Low Interpersonal: Low | Connection High Emotional Rapport and Resonance |
| Cause & Effect Low | Service Mindset High | Drive Low | Influence Task Oriented: Low Team Oriented: High |
| Confidence Task: Low Interpersonal: High | Communication Sending: High Receiving: Low | Accountability Not related to Specific Style | Change Catalyst Task Oriented: Low Team Oriented: High |
| Assertiveness Moderate | Perception Verbal & Non-Verbal: Low to Moderate | Optimism Task: Low Interpersonal: High | Conflict Management Strategy/Tactics: Low Interpersonal: High |
| Emotional Clarity Low to Moderate | Team Dynamics Moderate to High | Adaptability Task: Low Interpersonal: High | Collaboration 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-Awareness | Relationship Awareness | Self-Management | Relationship Management |
|--|---|--|---|
| Self-Reflection High | Empathy High | Discipline Task: High Interpersonal: High | Connection High Emotional Rapport and Resonance |
| Cause & Effect High | Service Mindset High | Drive Moderate | Influence Task Oriented: Low Team Oriented: High |
| Confidence Task: Moderate Interpersonal: Moderate | Communication Sending: Low Receiving: High | Accountability Not related to Specific Style | Change Catalyst Task Oriented: Moderate Team Oriented: Moderate |
| Assertiveness Low | Perception Verbal: High Non-Verbal: High | Optimism Task: High Interpersonal: High | Conflict Management Strategy/Tactics: Moderate Interpersonal: High |
| Emotional Clarity Moderate | Team Dynamics Moderate | Adaptability Task: Low Interpersonal: Low | Collaboration Moderate |



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-Awareness | Relationship Awareness | Self-Management | Relationship Management |
|--|---|---|--|
| <p>Self-Reflection Low</p> | <p>Empathy Low</p> | <p>Discipline Task: High Interpersonal: High</p> | <p>Connection Low Emotional Rapport and Resonance</p> |
| <p>Cause & Effect Moderate</p> | <p>Service Mindset Moderate</p> | <p>Drive Moderate</p> | <p>Influence Task Oriented: High Team Oriented: Low</p> |
| <p>Confidence Task: Moderate Interpersonal: Low</p> | <p>Communication Sending: Low Receiving: Low</p> | <p>Accountability Not related to Specific Style</p> | <p>Change Catalyst Task Oriented: High Team Oriented: Low</p> |
| <p>Assertiveness Low</p> | <p>Perception Verbal: Low Non-Verbal: Low</p> | <p>Optimism Task: High Interpersonal: Low</p> | <p>Conflict Management Strategy/Tactics: Low Interpersonal: Low</p> |
| <p>Emotional Clarity Low</p> | <p>Team Dynamics Low</p> | <p>Adaptability Task: Moderate Interpersonal: Moderate</p> | <p>Collaboration Low</p> |

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-Awareness



Relationship Awareness



Self-Management



Relationship Management



Sample's Emotional Intelligence Talents Summary

The following graphs represent a summary of your EI Talents.

Self-Awareness

Emotional Clarity - 80



Self-Reflection - 87



Cause & Effect - 80



Confidence - 80



Relationship Awareness

Empathy - 85



Service Mindset - 80



Team Dynamics - 87



Perception - 93



Self-Management

Discipline - 73



Drive - 80



Accountability - 80



Adaptability - 73



Optimism - 75



Relationship Management

Collaboration - 87



Influence - 80



Change Catalyst - 87



Connection - 85



Conflict Management - 85

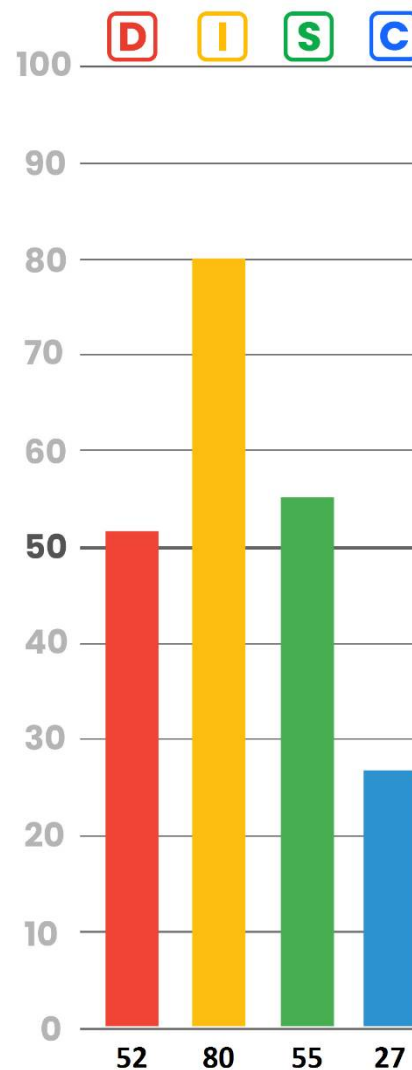


Sample’s Style Overview

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, your bold, vibrant personality moves full steam ahead. Confident in your abilities and driven to do big things, you crave exploration, experimentation, and disruption. Easily bored, you create action and excitement wherever it’s lacking. You make quick decisions and give brief commands but still make time for banter and storytelling. Doubt, fears, and uncertainty rarely factor into your experience. Your challenge is to cultivate patience and accept differences in perspective rather than give emotions an all-or-none treatment.

You dream big and rarely run out of optimism. It can be frustrating when other people’s emotions seem to get in the way of your aspirations. You want to leave the starting block first and figure out everything else along the way. Rather than drag people on your journey, invite them with empathy. Hear their doubts and accept that some personalities value predictability, routine, and sameness. Embrace the discomfort of uncertainty, stasis, and boredom. Doing and saying less, rather than more, might allow a deeper emotional connection with yourself and others.



Sample’s Self-Awareness Scores



The Self-Awareness scale is based on . . .

| | | |
|---|---|--|
| <ul style="list-style-type: none"> • Learning Style • Attitude • Comfort & discomfort • Strengths & weaknesses • Mindfulness | <ul style="list-style-type: none"> • Self-acceptance • Self-esteem • Tension/stress levels • Conscience • Emotional well-being | <ul style="list-style-type: none"> • Assertiveness • Authenticity • Confidence • Internal empathy • Self-perception |
|---|---|--|

Self-Awareness Overall Score



Emotional Clarity



Self-Reflection



Cause & Effect



Confidence



Self-Awareness includes:

- **Emotional Clarity:** 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-Reflection:** Taking the time to actively examine thoughts and emotions. Reflecting on the emotions that drive personal needs and desires. Exploring behaviors and how they influence 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.
- **Confidence:** Knowing one can achieve what is desired. Believing in oneself. Expressing certainty in words and actions.

Self-Awareness and Your Style

Sample, in a state of high self-awareness, you communicate your goals and aspirations with contagious passion. You know where you stand but don't demand that others immediately grasp and adopt your viewpoint. Though biased towards action, you remind yourself to slow down and welcome deliberation. When struggling with self-awareness, you may feel extremely impatient – and make sure that others know it. Easily triggered, you may react to small roadblocks with disproportionate intensity. Rather than hearing what people really say, you may cherry-pick whatever confirms your vision and plan of action.

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

- Feel emotions deeply and express them in tone and body language
- Build self-belief in what is possible
- Understand when emotions are guiding decisions rather than logic
- Understand the needs of a group and can build morale or generate excitement
- Comfortably acknowledge the emotions of the group
- Understand how words, tone, and body language impact the emotional state of others
- Recognize the need to let others speak and share their stories, ideas and opinions
- Enjoy high self-confidence in interpersonal skills
- Understand that others may have different emotional needs and boundaries
- Recognize that the emotions of others are an important component of decision making
- Reflect on positive and negative emotions
- Assertively and articulately ask for what is desired

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

- Become puzzled why others are upset
- Unaware of how negative moods or emotions impacts job performance
- Overestimate skills and abilities
- Lack nuance when describing emotions for something felt deeply
- Unable to prevent emotions from getting out of control
- Believe that others do not share the same level of competence
- Feel emotions at extremes whereby something could be the best or worst thing ever!
- Fail to spend time on self-reflection to examine how emotions impact others
- Believe that others do not share the same level of competence
- Dominate during a crisis because others are perceived as incapable of handling the situation
- Project an overabundance of confidence that can be perceived as arrogance
- Have a hard time acknowledging emotions that don't align with goals



Self-Awareness in Action

| Self-Awareness | Low | High |
|---------------------------|---|--|
| Emotional Clarity | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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-Reflection | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Confidence | <ul style="list-style-type: none"> • Unsure of self • Engages in consistent negative self-talk • Has low self-confidence • Sensitive to criticism • Takes things personally | <ul style="list-style-type: none"> • 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-Awareness Action Plan

Identify times when your ego may have gotten in your way. What can you do to make sure you're using your self-confidence to best serve you and others?

What can you do to make sure you've considered all of the implications of your decisions before acting?

What can you do to identify when stress is building so you remain grounded and do not exacerbate the situation for others?

Identify times in which your positivity led to being overly optimistic. How can you better channel your optimism to see the world realistically?

Sample’s Relationship Awareness Scores



The Relationship Awareness scale is based on . . .

| | | |
|--|--|---|
| <ul style="list-style-type: none"> • Empathy • Sensitivity • Thoughtfulness • Rapport • Tolerance | <ul style="list-style-type: none"> • Connection • Relationships • Compassion • Inclusion • Constructive interaction | <ul style="list-style-type: none"> • Listening • Manners and etiquette • Organizational savvy • Respect • Warmth |
|--|--|---|

Relationship Awareness Overall Score



Relationship Awareness includes:

- **Empathy:** 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 Mindset:** 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.
- **Team Dynamics:** 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.
- **Perception:** Easily sensing how others are feeling. Recognizing when the emotional state changes in others. Noticing when someone’s words do not match their emotions.

Relationship Awareness and Your Style

Sample, with high social awareness, you create a culture of transparency where people share congratulatory and constructive feedback. Rather than assume you know how others feel, you state your emotions openly and thereby encourage others to speak up. You want your team to feel heard. When your social awareness is lacking, you may surround yourself with “yes people” and create an us-versus-them dynamic. Unable or unwilling to sense hesitation, you may push people too far beyond their comfort zones. Teammates might feel that you want obedience rather than partnership and collaboration.

Sample’s style with high EI in the area of Relationship Awareness:

- Tune into what others are thinking or feeling
- Mobilize people to achieve big things
- Know what to say and how to say it
- Recognize the needs of others and therefore know how to motivate and inspire others
- Separate large issues from small ones and know which battles to fight
- Communicate respectfully when engaging in conflict
- Confirm that others are aligned without making assumptions
- Listen to others fully before speaking
- Recognize situational feelings and moods to know if there’s something off with someone else
- Connect to the feelings of others to generate alignment and acceptance
- Let others share their ideas first so their assurance doesn’t take over and shut down conversations
- Show concern for the thoughts and opinions of others

Sample’s style with low EI in the area of Relationship Awareness:

- Interject thoughts or ask questions before others have shared all of the information
- Draw conclusions without asking clarifying questions
- Mistake silence of others for agreement or alignment
- Make assumptions about what other people are feeling
- Neglect the feelings of others when making decisions that impact them
- Express surprise if someone has a negative emotional reaction to something perceived as obvious
- Be closed to feedback if it’s from someone who is not respected
- Impose their need for direct communication on others
- Quickly endorse ideas from others without vetting them
- Express surprise if someone has a negative emotional reaction to something perceived as obvious
- Mistake silence of others for agreement or alignment
- Get caught up in personal goals and neglect the needs of others

Relationship Awareness in Action

| Relationship Awareness | Low | High |
|------------------------|---|---|
| Empathy | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 Mindset | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Team Dynamics | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Perception | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |

Relationship Awareness Action Plan

How can you remind yourself to slow down and consider how your message is being received?

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

How can you remind yourself to listen without interrupting?

What steps can you take to be just as good at receiving information as you are at giving information?

Sample’s Self-Management Scores



The Self-Management scale is based on . . .

| | | |
|---|---|---|
| <ul style="list-style-type: none"> • Flexibility and adaptability • Enthusiasm • Optimism • Stress management • Initiative | <ul style="list-style-type: none"> • Restraint • Discipline and control • Resolve • Direction and purpose • Emotional management | <ul style="list-style-type: none"> • Focus • Goal setting • Impulse control • Agility • Resilience |
|---|---|---|

Self-Management Overall Score



Self-Management includes:

- **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.
- **Drive:** 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.
- **Accountability:** 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.
- **Adaptability:** Flexing and adjusting as conditions change. Seeking opportunities to grow and improve. Taking positive steps to change one’s frame of mind when needed.
- **Optimism:** 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 your emotions skillfully, you think before acting or speaking. You know that filtering can work in your favor, even if you have something hilarious or memorable to say. Rather than flee from boredom and tedium, you accept these emotions without judging them as good or bad. However, when your emotions go unmanaged, you tend to make impulsive, high-risk decisions. Unwilling to accept responsibility for failures, you may blame other people or external factors and double down on your course of action. As detractors make their feelings known, you may lash out or try to flex your authority.

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

- Allow others to take control and have decision-making power
- See problems as possibilities and is energized by taking charge to fix it
- Juggle many things at once through successful multitasking
- Set exciting, visionary goals, and have high expectations of success
- Strive to gain more power and status in a way that benefits the organization and its people
- Take charge when there is a vacuum of leadership
- Make effective decisions in challenging times or during a crisis
- Communicate directly, respectfully, and candidly
- Revel in the spotlight without diminishing the light of others
- Thrive when breaking new ground and carving a new path
- Maintain control when the behaviors of others is perceived to be irrational
- Excel at communicating big strategic goals

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

- Seem lazy, bored, or uninspired, if they're working on something perceived as unimportant
- Lose focus and become scattered
- Make rash decisions because they lose the patience to consider alternative options
- Cut people off or not listen to them if they provide too much detail
- Become stressed if surrounded by negativity or high levels of complexity
- Be so consumed by personal tasks that other people's priorities are viewed as a distraction
- Overestimate personal abilities and underestimate potential pitfalls
- Become stubborn or closed-minded by locking in on strongly held beliefs
- Lose emotional control if power is diminished
- Refuse to admit that an opinion is incorrect
- Refuse to admit that an opinion is incorrect
- Blame others when problems occur without acknowledging personal contribution

Self-Management in Action

| Self-Management | Low | High |
|-----------------------|--|--|
| Discipline | <ul style="list-style-type: none"> • Lacks self-control • Acts in an unpredictable way • Gets easily distracted and pulled away from the main objective • Gets easily frustrated • Gives up easily | <ul style="list-style-type: none"> • 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 |
| Drive | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Accountability | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Adaptability | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Optimism | <ul style="list-style-type: none"> • Fears the worst will happen • Displays pessimism during challenges • Assumes negative outcomes • Engages in negative self-talk • Assumes worst-case scenarios | <ul style="list-style-type: none"> • 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?

People with your style generally prefer speaking to listening. What techniques can you practice to enhance your active listening skills?

People with your style are not known for appreciating the fine details and specifics of certain projects, preferring to focus on the big picture instead. How can you better appreciate the nuances, data, and details that will help you accomplish your goals?

Consider how you feel when working with someone who moves at a slower pace. How can you better balance your desire for quick results and a fast pace with the needs of those who are taking a more steady approach?

Sample’s Relationship Management Scores



The Relationship 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 |
|--|--|---|

Relationship Management Overall Score



Relationship Management includes:

- **Collaboration:** Helping others to accomplish their objectives. Seeking different perspectives when solving problems. Sharing information to keep people in the loop.
- **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.
- **Connection:** 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.
- **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.

Relationship Management and Your Style

Sample, when you manage relationships well, teammates appreciate your high expectations for their success and concern for their wellbeing. You express confidence in their abilities and encourage their independence. Conflicts become a chance to learn rather than a match to win. However, when struggling with relationships, you may fall into a zero-sum mindset. Teammates may begin to feel like competitors and enemies. Your need to win debates and have the last word may alienate some colleagues who prefer to have courteous, rational conversations. They will soon grow tired of the “Sample Show.”

Sample’s style with high EI in the area of Relationship Management:

- Use candor to be honest and genuine
- View change as an opportunity and can get others motivated for the change
- Find meaning and satisfaction when they help others to meet their goals
- Communicate confidently while leaving room for the ideas of others
- Understand how to redirect the energy of an individual or a team
- Inspire and push others to do more
- Persuade others to move in a positive direction
- Develop and maintain a robust network of people
- Empower others to take responsibility without getting overly involved
- Create a positive environment where team members thrive
- Generate an environment where people feel creative and willing to take risks
- Inspire and push others to do more

Sample’s style with low EI in the area of Relationship Management:

- Tell other people what to do rather than empowering and enabling them
- Fast-forward to the end of conversation without listening to the detail or logic
- Jump at the first idea rather than listening fully to everyone’s perspective
- Seek attention to fulfill the overriding need to be liked
- Act before thinking things through, creating a chaotic environment that wastes time and frustrates team members
- Manipulate others to meet personal objectives
- Become so self-promoting that the contributions of others get overlooked
- Monopolize the conversation and not give others the chance to speak
- Share ideas as if there are decisions that have already been made
- Exaggerate to gain social acceptance
- View relationships as transactional, where it’s more about meeting mutual goals than building a partnership
- Communicate abruptly and use few words to make their point

Relationship Management in Action

| Relationship Management | Low | High |
|----------------------------|---|---|
| Collaboration | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Influence | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |
| Connection | <ul style="list-style-type: none"> • 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" | <ul style="list-style-type: none"> • 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 |
| Conflict Management | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |



Relationship Management Action Plan

How can you reduce your need for competition and look for solutions where everyone wins?

How can you express your confidence in a way that puts others at ease?

How can you support others who prefer stability while still expressing your desire for creativity and innovation?

Many people with your style can become easily sidetracked or distracted when working with others. How can you be in your most productive state when working in a team?

General Tips for Self-Improvement

Emotional Clarity

Self-Reflection

Cause & Effect

Confidence

Self-Awareness 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

Service Mindset

Team Dynamics

Perception

Relationship Awareness 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

Discipline

Drive

Accountability

Adaptability

Optimism

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.

Collaboration

Influence

Change Catalyst

Connection

Conflict Management

Relationship 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.

- Before sharing your ideas, emotionally prepare for risks, flaws, and gaps others may see in them.
- Scale your candor for each style. What you consider “feedback” can feel like an attack.
- Elicit critique and feedback without the intention to “defeat” critics. Let people feel what they feel.
- Note when your optimism is misplaced and try to identify the warning signs you’ve missed.
- Practice asking people what they need from you versus stating what you expect from them.
- Do not mask difficult emotions to please and attract others—they’ll eventually see through you.
- Under pressure, take stock of your options. Your first instinct isn’t necessarily the right move.
- If you’re doing all the talking, others are not having their emotional needs met. Let them speak.

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.”