



# DISC Sales & Emotional Intelligence EIQ

A Dual Evaluation of Behavioral & Emotional Intelligence Styles

Report For: **Sample Report**

Focus: **Work**

Date: **12/28/2022**

YOUR COMPANY  
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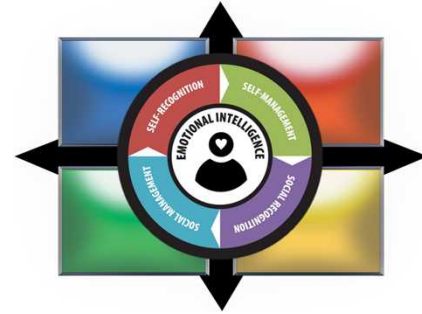
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# DISC & EIQ Integration Report

## INTRODUCTION

**DISC** is a simple, practical, easy to remember, and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles: **Dominance, Influence, Steadiness, and Conscientious**. Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others.



**Emotional Intelligence** is a way of recognizing, understanding, and choosing how we think, feel, and act. It shapes our understanding of ourselves and our interactions with others. It defines how we grow and what we learn about ourselves and those around us; it allows us to set the right priorities and determines the majority of our daily actions and interactions.

The Emotional Intelligence (EIQ) portion of the report introduces the EIQ model and provides personalized and comprehensive development information in each of the four quotients: **Self-Recognition (SeR), Social Recognition (SoR), Self-Management (SeM), Social Management (SoM)**. With this report, you will learn about the characteristics and factors that make up each of the measured quotients in greater detail and receive deeper insight to recognize and manage your own EIQ.

Additionally, you can evaluate your own scores in each quotient, identify ways to improve your score in each, and explore developmental suggestions specific to each quotient to help you be your very best you. You'll also be given an opportunity to reflect on some important considerations for each quotient to help you find ways to bring your learning to life and incorporate it into your own growth for maximum effect.

Finally, bringing the **DISC Styles and Emotional Intelligence Quotients** together allows an examination of how each style embraces and expresses EIQ. All factors of EIQ are present for every DISC style; however, how they are each expressed and managed is specific to the D, I, S, and C characteristics. *Remember: people are a blend of D, I, S, and C; likewise, expression of both intrapersonal and interpersonal recognition and management may be blended as well.*

## HOW TO USE THIS REPORT

With this personalized and comprehensive report, you have tools to help you become a better you – to develop and use more of your natural strengths while recognizing, improving upon, and modifying your limitations. We can quickly and accurately “read” other people and use our knowledge to enhance communication and grow our relationships.

With the integration information, you can determine your most likely behavioral tendencies, create clearer awareness of your own EIQ tendencies, and begin to understand the behavioral tendencies and EIQ tendencies for others.

**Please Note:** Any behavioral descriptions mentioned in this report are only **tendencies** for your style group and may or may not specifically apply to you personally.

## Understanding DISC

### BEHAVIORAL STYLES

Historical and contemporary research reveal more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into **four basic categories**.

The DISC styles are **Dominance, Influence, Steadiness, and Conscientious**. There is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth.

The DISC and EIQ assessment examines external and easily observable behaviors and measures tendencies using scales of **directness** and **openness** that each style exhibits.

### BEHAVIOR DESCRIPTORS OF EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem-Solver	Sociable	Steady	Fact-Finder
Results-Oriented	Trusting	Team Player	Objective

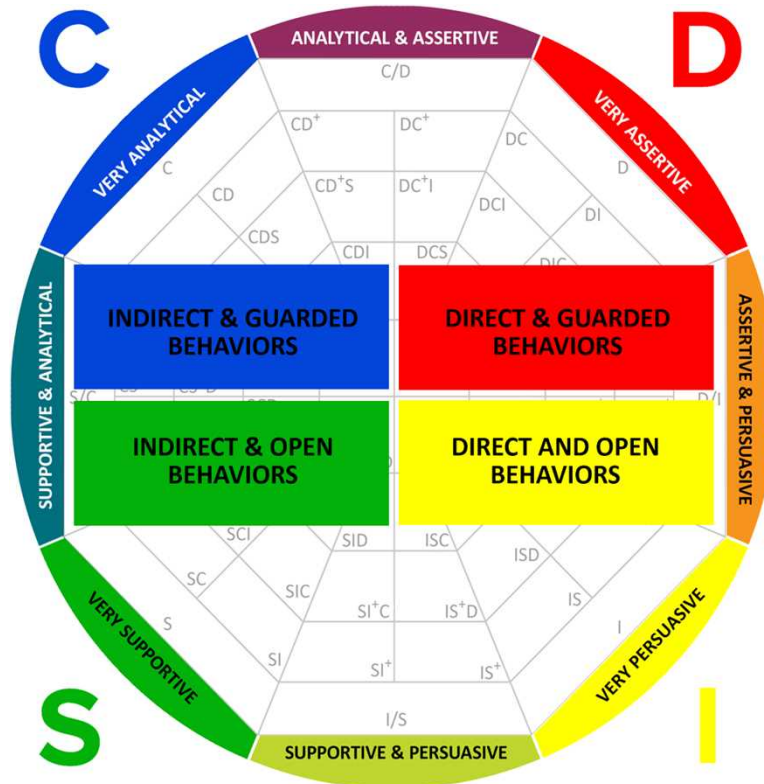
#### DIRECTNESS AND OPENNESS OF EACH STYLE

STYLE	TENDENCIES
DOMINANCE	Tends to be direct and guarded
INFLUENCE	Tends to be direct and open
STEADINESS	Tends to be indirect and open
CONSCIENTIOUS	Tends to be indirect and guarded

#### PACE AND PRIORITY OF EACH STYLE

STYLE	TENDENCIES
DOMINANCE	Fast-paced and task-oriented
INFLUENCE	Fast-paced and people-oriented
STEADINESS	Slow-paced and people-oriented
CONSCIENTIOUS	Slow-paced and task-oriented

**SLOWER-PACED  
TASK-ORIENTED**



**FASTER-PACED  
TASK-ORIENTED**

**SLOWER-PACED  
PEOPLE-ORIENTED**

**FASTER-PACED  
PEOPLE-ORIENTED**

- D&C and I&S have different **PACES**: D and I are faster-paced, and S and C are slower-paced.
- D&I and S&C have different **PRIORITIES**: D and C are task-oriented, and I and S are people oriented.
- D&S and I&C have **BOTH PACE AND PRIORITY DIFFERENCES**.

## A DEEPER LOOK AT THE FOUR DISC Styles

Below is a chart to help you understand some characteristics of each of the Four Basic DISC Styles so you can interact with each style more effectively. Although the behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in personal, social and work situations.

	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
<b>Tends to Act</b>	Assertive	Persuasive	Patient	Contemplative
<b>When in Conflict, this Style</b>	Demands	Attacks	Complies	Avoids
<b>Needs</b>	Control	Approval	Routine	Standards
<b>Primary Drive</b>	Independence	Interaction	Stability	Correctness
<b>Preferred Tasks</b>	Challenging	People related	Scheduled	Structured
<b>Comfortable with</b>	Being decisive	Social friendliness	Being part of a team	Order and planning
<b>Personal Strength</b>	Problem-solver	Encourager	Supporter	Organizer
<b>Strength Overextended</b>	Preoccupation-goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing everything
<b>Personal Limitation</b>	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
<b>Personal Wants</b>	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
<b>Personal Fear</b>	Losing	Rejection	Sudden Change	Being Wrong
<b>Blind Spots</b>	Being held accountable	Follow-through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
<b>Needs to Work on</b>	Empathy, Patience	Controlling emotions, Follow-through	Being assertive when pressured	Worrying less about everything
<b>Measuring Maturity</b>	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
<b>Under Stress May Become</b>	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
<b>Measures Worth by</b>	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results

## COMMUNICATING WITH THE DISC Styles

### Communicating with the **DOMINANT** Style

<b>D CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
Concerned with being #1	Show them how to win, provide new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

### Communicating with the **INFLUENCING** Style

<b>I CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress, and other genuine appreciation

## Communicating with the **STEADY** Style

<b>S CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or step-by-step instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

## Communicating with the **CONSCIENTIOUS** Style

<b>C CHARACTERISTICS:</b>	<b>SO YOU SHOULD...</b>
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire, and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"

**The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.**



# Understanding Yourself

## General Characteristics

*The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the following report, and provides a framework for understanding and reflecting on your results. To maximize your success, you will periodically find coaching ideas so that you can leverage your strengths whenever possible.*

Sample, you score like those who have a high degree of self-discipline. This comes from three primary traits: your somewhat strong tendency toward risk avoidance, your high degree of patience, and your overall detail orientation. These three traits in combination are somewhat rare, but they converge in ways that provide a versatile strength for you. This strength can be used in both personal and business ventures.

You show excellent emotional control, even during tense situations. In some cases/circumstances you tend to be more quiet than talkative, and more reflective than spontaneous. This allows you to take the emotions down a notch or two, and let others vent while you analyze the situation internally. This also gives you an analytical edge over others who may be reacting only from an emotional level.

You are persistent and tenacious when it comes to solving complex problems. Along with your competitive spirit comes a high degree of patience when dealing with detailed problems and situations. Your high attention to quality control also motivates you to solve problems accurately.

You tend to provide an objective and vocal opinion when you feel strongly about an issue or procedure. The interesting point here, Sample, is that while you may remain somewhat quiet through much of the team's deliberation, you have the ability to present your case with vigor when you have an idea. This may sometimes take team members by surprise.

You persuade others with patience and persistence rather than emotion and coercion. Logic, facts, data, examples, and supporting evidence are the tools of your persuasion toolkit. This gives you a remarkable ability to persuade others without "jumping on the desk" and shouting enthusiastically. Your internal enthusiasm is fueled when you deliver the message in a direct, patient and factual manner.

You tend to make decisions through logic, rather than emotion. This can be very important in negotiation situations. When others may get emotionally involved, you tend to remain factual, deliberate, and objective.

You tend to be less talkative in work or social situations. This is not a reflection on ability or interest, just that you allow others be the more vocal participants. Even though they share your risk-taking attitude, those who score like you will frequently admit to feeling a bit introverted. They analyze situations internally rather than "thinking out loud," as others may do. When they arrive at a solution, they have a sound plan, a carefully thought-out design, and a pathway to achievement.

You possess a sense of urgency that is sometimes not readily visible to others. Your sense of urgency is masked a bit by your high level of patience and detail orientation. This subjects others to the illusion that they can be more laid back on a project you're working on or are in charge of. It may come as a surprise to them that, in reality, you expect them to proceed full-speed ahead.

## Style Overview

DISC describes you based on your observable behavior. It can provide insights for others regarding your communication preferences and how you will likely interact with and respond to them.

Through this report you will discover (observe and evaluate) your behavioral responses in various environments. You can explore your reactions to a variety of situations and contexts, including the actions and reactions of others, to determine the most effective communication strategy or course of action.

## Your Behavioral Style: Examiner

Examiners are steady, objective and analytical. They are successful due to their strong persistence in pursuing their objectives. They can excel in complex and/or technical projects. They rely upon logic rather than emotion. They like working alone and do not feel the need to engage or be involved with others. They can sometimes be viewed as lacking tact and/or warmth.

Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** May appear disinterested and behaviorally restrained.
- **Goals:** To gain the authority from identified organization structures and positions.
- **How others are valued:** Other's ability to effectively use logic and data.
- **Influences group:** Through persistence, tenacity and steady focus.
- **Value to the organization:** Brings a fact-based grounding to a team combined with the ability to work individually or with others effectively.
- **Cautions:** Can become undiplomatic and question other motives.
- **Under Pressure:** Can internalize stress, be slow to let go of mistakes and become non-communicative.
- **Fears:** Loss of ability to focus individually on the facts and supporting theoretical rather than practical concepts

## WORD SKETCH - Adapted Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

DISC	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
<b>6</b>	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
<b>5</b>	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
<b>4</b>	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
<b>3</b>	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
<b>2</b>	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
<b>1</b>	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## WORD SKETCH – Natural Style

DISC is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

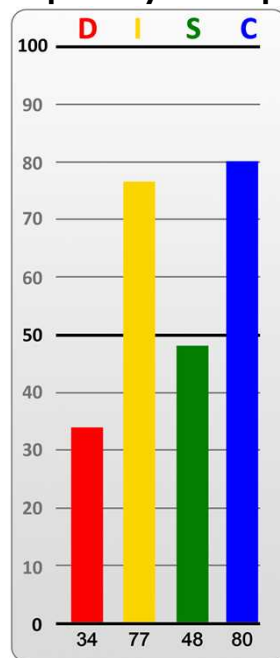
DISC	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
<b>Needs</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
<b>Emotions</b>	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
<b>Fears</b>	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
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<b>1</b>	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## DISC Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the CI style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Sc style(s).

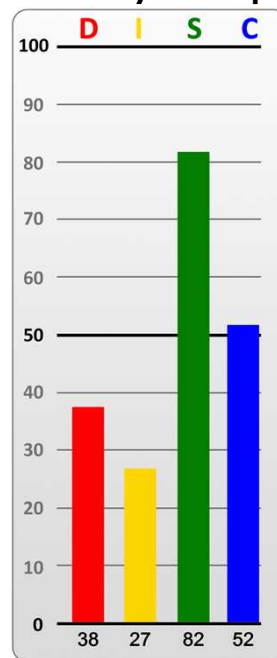
Your Adapted Style is the graph displayed on the left. It **is your perception of the behavioral tendencies you think you should use in your selected focus** (work, social, or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style **and indicates the intensity of your instinctive behaviors and motivators**. It is often a better indicator of the “real you” and your knee-jerk, instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. The Natural graph tends to be fairly consistent, even in different environments.

**Adapted Style – Graph I**



**Pattern: CI**  
**Focus: Work**

**Natural Style – Graph II**



**Pattern: Sc**

If you have scores under 10 or over 90, these are extended scores where the behavior becomes a **need**. If expressing that behavior isn't possible, you'll likely create situations where that *behavioral need* can be met.

If the bars of the same style are similar in both graphs, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, you may experience increased stress if adapting over a long period of time. You are then using behaviors that are not as comfortable or natural for you which takes extra energy.

The higher or lower each D, I, S, C point is on your graph, the greater or lesser your behavior impacts your results at work and with others around you. Once aware, you can adapt your style to be more effective. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice.

## Behavioral Pattern View (BPV)

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two, and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. The plus sign + indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

### THE SCORING LEGEND

**D = Dominance:** How you deal with Problems and Challenges

**I = Influence:** How you deal with People and Contacts

**S = Steadiness:** How you deal with Pace and Consistency

**C = Conscientious/Compliance/Structure:** How you deal with Procedure and Constraints

Efficient, Analytical, Organized, Factual,  
Aware of the Consequences of their Actions,  
Practical and Innovative.

Data, Fact, & Analysis  
Based. Precise & Accurate  
Trusts in the Value of  
Structure, Standards &  
Order. Sees the value of  
"Rules".

Assertive, Results-Focused,  
Rapid Decision-maker, Seeks  
Challenges, Can be Aggressive  
and Impatient, Desires to Lead.

Balances & Values Data &  
Diplomacy, Mindful of the  
"Rules". Will be Goal-  
Focused, Dislikes  
Confusion and  
Ambiguity.

Both Assertive and  
Persuasive, Likely to  
embrace New Concepts,  
Often a Mover and a Shaker,  
Can be very outgoing with  
High Energy and Engaging  
Effort.

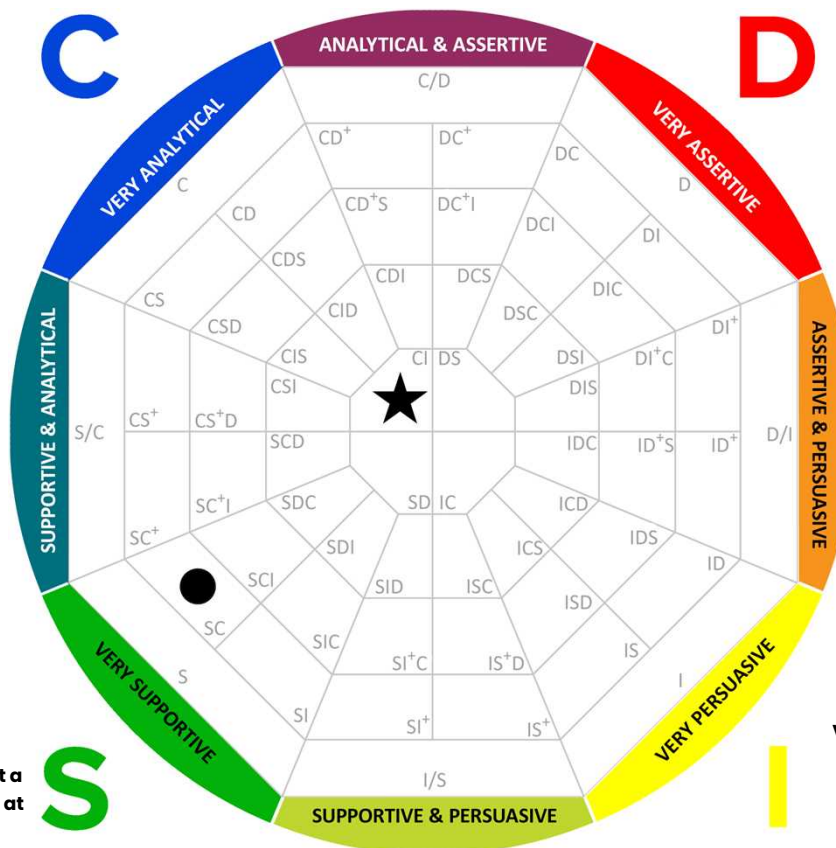
Very Patient & Favors  
Stability and Structure. Not a  
Risk Taker, Likes to operate at  
a Steady, Even Pace.

Very Outgoing & Persuasive, Very  
People-Oriented, Optimistic  
Outlook, Strong Communication  
Skills, Likes to have Variety in  
their day.

● = Natural Behavioral Style

★ = Adapted Behavioral Style

Supportive & Persuasive, Good Team  
Player, Creates Good Will & provides  
Good Customer Service.



## Communication Tips for Others

*The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.*

*Check the two most important ideas when others communicate with you (dos & don'ts), and transfer them to the Summary of Your Style page.*

### **When Communicating with Sample, *DO*:**

- Ask 'how' oriented questions to draw out Sample's opinions.
- Do your homework, because Sample's homework will already be done.
- Be candid, open, logical, and patient.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Sample will follow through, so be certain to follow through on your part.
- Give Sample time to verify the issues and assess potential outcomes.

### **When Communicating with Sample, *DON'T*:**

- Be rude, abrupt, or too fast-paced in your delivery.
- Be domineering or demanding.
- Be sloppy or disorganized.
- Threaten with position or power.
- Manipulate or bully Sample into agreement.
- Engage in rambling discussion, and waste Sample's time.
- Forget or lose things necessary for the meeting or project.



## Your Motivators: Wants and Needs

*Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.*

*Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.*

*Choose your two most important wants and two most important needs and transfer them to the Summary of Your Style page.*

### **You Tend to Be Motivated By:**

- Procedures that support a quality initiative and have the flexibility to be changed when necessary.
- A strong, visible group or organization to identify with.
- A supportive and encouraging working environment.
- Social recognition for success on a project, or in achieving a goal.
- Having sufficient time to consider all options before making a final decision.
- Awards that recognize ability, competence, or achievements.
- A variety of activities involving interpersonal contact, both on and off the job.

### **People With Patterns Like You Tend to Need:**

- Streamlining of some systems and procedures to allow additional time for complex analysis.
- A supervisor who delegates by using specifics, not ambiguities.
- Minimal hostility or conflict within the team or organization.
- A supportive team that is tolerant of the occasional blunt or critical remark.
- An occasional revalidation of your contribution to the team or organization at large.
- A support system to eliminate some of the repetitive or routine parts of the job or project.
- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.



## What You Bring to the Organization

*The following listed talents and tendencies provide insight on what you bring to a job, or when working on a team or family project. When used in environments where you are most effective, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check your two most important strengths, two most important work style tendencies, and two most important environmental factors; transfer them to the Summary of Your Style page.*

### **Your Strengths:**

- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You bring a high degree of objectivity to the organization's systems and projects.
- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You always follow through, with a strong emphasis on completeness.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You provide excellent support and expertise to challenging problems and assignments.
- You demonstrate a high degree of expertise in the operations which you choose to perform.

### **Your Work Style Tendencies:**

- You have the ability to carry out detailed action plans, and verbalize the steps in an articulate manner.
- You make job-related decisions by gathering facts and considering the needs of the people involved.
- You may tend to overuse your power in order to get your way.
- You may be overly afraid of losing on a project or proposal.
- You have the ability to contribute to a pleasant and efficient work environment, due to your attention to people and knack for quality control.
- You have the ability to handle both the "people side" and the detail side of a project with equal skill and confidence.
- When urgency reaches a high point, you can work with the team to restore comfort, while also obtaining good results.

### **You Tend to Be Most Effective In Environments That Provide:**

- Complete explanations of areas of responsibility and control.
- Variety in work tasks and projects.
- A democratic environment with participatory management.
- Public recognition for accomplishments.
- An environment that supports your critical thinking skills.
- Projects requiring you to motivate and persuade people.
- Activities including many opportunities for interaction with people.

## The S Style

### Under Stress – Perceptions, Behavior, and Needs for the S

*Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness – both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.*

#### Potential Self-Perception:

- High degree of focus
- Patient with others
- High level of determination toward goals
- Tenacious on follow-through

#### Under Stress, May be Perceived by Others:

- Possessive with own domain
- Backs down to pressure situations
- Resists ideas of others
- Grudge-holder

#### Under Stress You Need:

- Relationships
- A slower pace for comfort and security
- Reassurances that you are liked

#### Your Typical Behaviors in Conflict:

- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.
- You are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.
- The anger and dissatisfaction that you have been repressing builds up inside of you and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once you have vented this built up emotion, you return to your normal behavior.

#### Strategies to Reduce Conflict and Increase Harmony:

- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Share your needs, feelings and expectations with your friends and coworkers.

## Potential Areas for Improvement

*Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, a High D style's directness may be a strength in certain environments, but when overextended they may tend to become bossy.*

*As you consider ways to improve your communication, we recommend you focus on no more than two at a time, practice, and strengthen them, and then choose another area to focus on and improve.*

*Check the two most important areas you are committed to improving and transfer them to the Summary of Your Style page.*

### **Potential Areas for Improvement:**

- You may become rather stubborn once your mind is made up on a decision.
- You tend to be a selective listener, hearing only what you want to hear.
- You may be indecisive at times and need help learning to set priorities.
- You may dispense strong criticism, and even sarcasm, when others don't measure up to your standards.
- You could use better "people skills" when it comes to motivating and managing others.
- You may take some criticism personally, even if it was directed at a work process and not you.
- You may provide a false sense of buy-in to others on the team, then sometimes resist passive-aggressively.

## 12 Behavioral Tendencies – Summary

The primary styles – **D, I, S, and C** – are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Adapted
<b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i>	Cautious (S)	Impulsive (I)
<b>Change Resistance</b> <i>How this individual resists engaging with change.</i>	Reluctant to Change (S)	Situational
<b>Work Process Alignment</b> <i>How this individual focuses on process to follow through on work.</i>	Consistency (S)	Accuracy (C)
<b>Reasoning</b> <i>How this individual uses evidence to think through and solve problems.</i>	Evidence-based (C)	Situational
<b>Prioritizing</b> <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Situational	Rules (C)
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	Situational	Collaborative (I)
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	Situational	Relationships-Focused (I)
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	Situational	Reserved & Detailed (C)
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	Structural (C)	Situational
<b>Accuracy</b> <i>How this individual focuses on correctness and exactness.</i>	Predictability (S)	Precision (C)
<b>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	Others-driven (S)	Situational
<b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i>	Supporting (S)	Engaging (I)

## 12 Behavioral Tendencies – Details & Graphs

For each of the 12 behavioral tendencies, you will see a graph and personalized statement for your Natural and Adapted styles. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

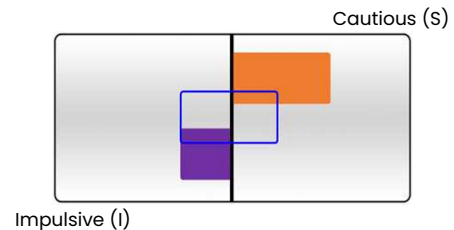
### Interpretation Notes:

1. **Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
  - o **HI** – Clearly observed in most situations, seen more often
  - o **HM** – Frequently observed in many situations
  - o **MOD** – May or may not be observed depending on the situation
  - o **LM** – Sometimes observed in some situations
  - o **LOW** – Absence of the behavior in most situations
2. **Direction of your score** – As the graph **moves to the right or left**, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
3. **General Population Comparison** – The **blue box** represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

### Careful Decision Making

**Natural (HM):** You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.

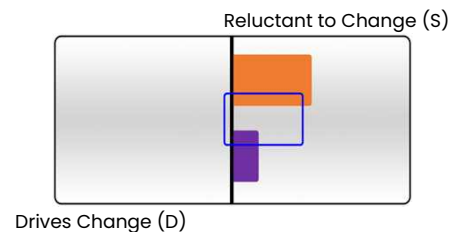
**Adapted (LM):** You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.



### Change Resistance

**Natural (HM):** You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit.

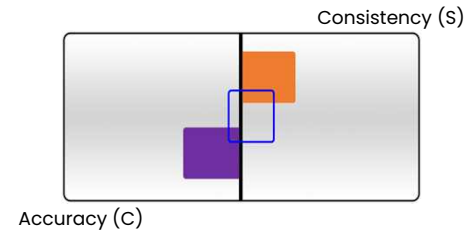
**Adapted (MOD):** You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.



## Work Process Alignment

**Natural (HM):** Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

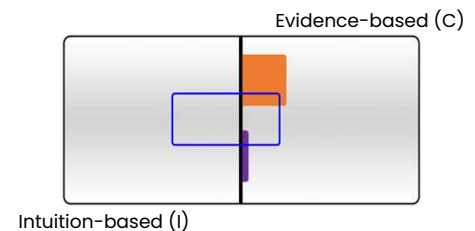
**Adapted (LM):** Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.



## Reasoning

**Natural (HM):** You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.

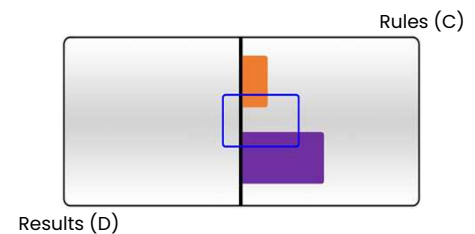
**Adapted (MOD):** You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.



## Prioritizing

**Natural (MOD):** You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

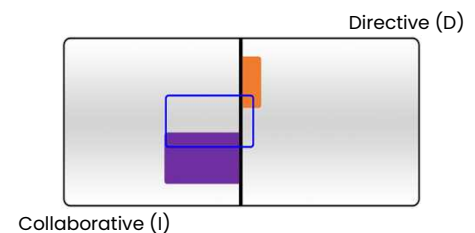
**Adapted (HM):** You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.



## Self-Reliance

**Natural (MOD):** You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.

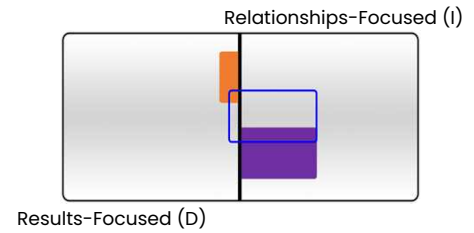
**Adapted (LM):** You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.



## Building Rapport

**Natural (MOD):** Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!

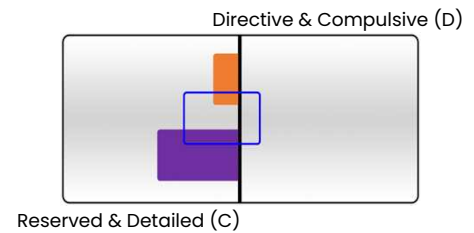
**Adapted (HM):** You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.



## Providing Instruction

**Natural (MOD):** You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

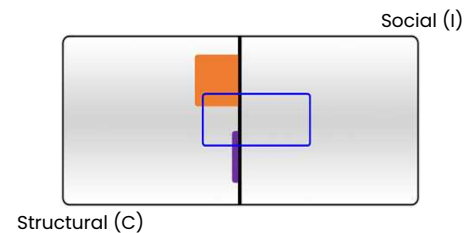
**Adapted (LM):** You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.



## Expressing Openness

**Natural (LM):** You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.

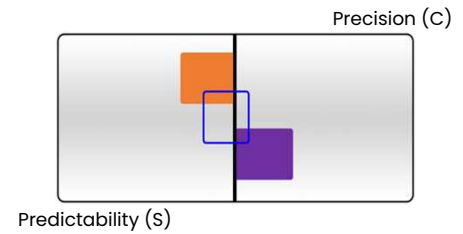
**Adapted (MOD):** Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.



## Accuracy

**Natural (LM):** Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.

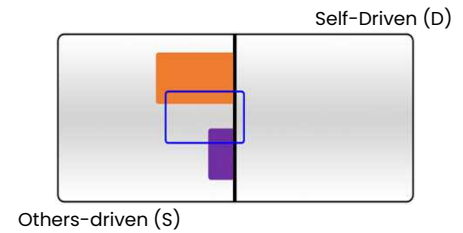
**Adapted (HM):** You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.



## Personal Drive

**Natural (LM):** Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.

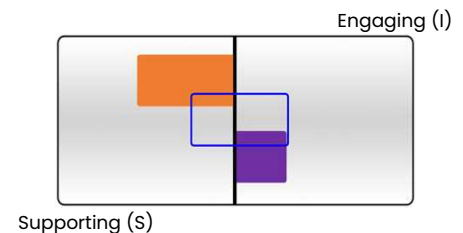
**Adapted (MOD):** Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.



## Customer & Team Interaction

**Natural (LM):** You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.

**Adapted (HM):** You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.





## Summary of Sample Report's Style

*Communication is a two-way process. Encourage others to complete their own DISC Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs, and wants of the people you work with, socialize with, and live with, you can enhance relationships and turn what might have been a stressful relationship into a more effective one. This can be done just by understanding and applying the DISC information. Complete the worksheet below using the previous pages of this report.*

### COMMUNICATION DOS & DON'TS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR MOTIVATIONS: WANTS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR MOTIVATIONS: NEEDS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR STRENGTHS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR WORK STYLE TENDENCIES

1. \_\_\_\_\_
2. \_\_\_\_\_

### EFFECTIVE ENVIRONMENTAL FACTORS

1. \_\_\_\_\_
2. \_\_\_\_\_

### POTENTIAL AREAS FOR IMPROVEMENT

1. \_\_\_\_\_
2. \_\_\_\_\_

## Understanding Others and Adaptability

Understanding your own behavioral style is just the first step to enhancing relationships. To fully use the power of behavioral styles, you also need to know how to apply the information to other people and situations. Good relationships can get better and challenging relationships may become good.

**People want to be treated according to their behavioral style, not yours.**

People generally make the mistake of assuming that others interact and think the same way they do, and many of us grew up believing in The Golden Rule: treating others the way you would like to be treated. Instead, we encourage another practical rule to live by – what Dr. Tony Alessandra calls **The Platinum Rule®: to treat others the way THEY want to be treated**. This practice requires strategic adjustment made on a case-by-case basis, and adjusting your own behavior to make people feel more at ease with you. This is known as **Adaptability**.

It is important to remember that adapting our styles is not always easy! It may take some time, feel very difficult, or seem especially foreign in certain situations. Give it time, practice, patience, and diligence, and you will see relationship benefits.

## ADAPTABILITY

### ***THE SECTION INCLUDES:***

- What is Adaptability?
- How to Identify Another Person's Behavioral Style
- Communicating with Each Style
- How to Adapt to the Different Behavioral Styles
  - Modifying Directness/Indirectness
  - Modifying Openness/Guardedness
  - Modifying Pace & Priority
- Adapting in Different Situations
  - At Work
  - In Sales and Service
  - In Social Settings
  - In Learning Environments
- Application Activities

## What is Adaptability?

Adaptability is based on two elements: **Flexibility and Aptitude**. **Flexibility** is your **Willingness**, and **Aptitude** is your **Capability** to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something you must **cognitively choose to apply** to yourself (to your patterns, attitudes, and habits), not expect from others.

***We practice adaptability each time we slow down for a C or S style; or when we move a bit faster for the D or I style. It also occurs when the D or C styles take the time to build the relationship with an S or I style, or when the I or S style focuses on facts or gets right to the point with D or C styles.***

Adaptability does not mean an "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity. Adaptable people know how to negotiate relationships in a way that allows everyone to win.

Your adaptability level influences how others judge their relationship with you. Raising your adaptability will increase trust and credibility; if you lower your adaptability, trust and credibility will decrease. Being more adaptable enables you to interact more productively with difficult people and helps you to avoid or manage tense situations.

### Important Considerations:

- Adaptability is important to **all** successful relationships.
- No one style is naturally more adaptable than another.
- Adaptability is a choice:
  - You can choose to be adaptable with one person, and not so with others.
  - You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.
- People often adopt a different style in their professional lives than they do in their social and personal lives.
  - We tend to be more adaptable at work and with people we know less.
  - We tend to be less adaptable at home and with people we know better.

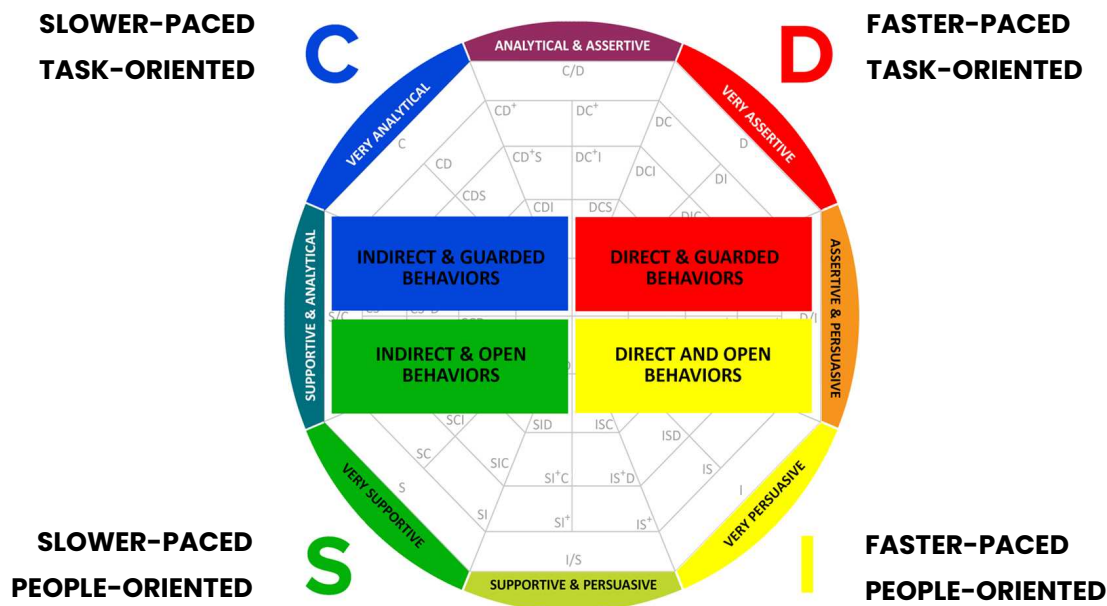
### Words of Advice:

Adaptability at its extreme could appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

# Recognizing Another Person's Behavioral Style

## The Two Power Questions:

1. Are they **DIRECT/FAST-PACED** or **INDIRECT/SLOWER-PACED** in their communications?  
(Directness is the 1<sup>st</sup> predictor of Style. Direct plots on the right, Indirect on the Left).
2. Are they **GUARDED/TASK-ORIENTED** or **OPEN/PEOPLE-ORIENTED** in their communications?  
(Openness is the 2<sup>nd</sup> predictor of Style. Open plots on the Bottom, Guarded on the Top).



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN**, it forms the foundation and the basis for plotting each of the four different behavioral styles:

### Directness & Openness

- D** Tends to be **direct** and **guarded**
- I** Tends to be **direct** and **open**
- S** Tends to be **indirect** and **open**
- C** Tends to be **indirect** and **guarded**

### Pace & Priority







- Fast**-paced and **task**-oriented
- Fast**-paced and **people**-oriented
- Slow**-paced and **people**-oriented
- Slow**-paced and **task**-oriented

The behavioral intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The plots towards the edge of the BPV reflect **MORE INTENSITY** and those plotting closer to the center reflect **MODERATE INTENSITY** of both characteristics.

## Communicating with each Style

With D Styles	With I Styles	With S Styles	With C Styles
<ul style="list-style-type: none"> <li>Show them how to win</li> <li>Display reasoning</li> <li>Provide concise data</li> <li>Agree on goals and boundaries</li> <li>Vary routine</li> <li>Compliment them on what they have done</li> <li>Provide opportunities for them to lead, impact results</li> </ul>	<ul style="list-style-type: none"> <li>Show them that you admire and like them</li> <li>Be optimistic</li> <li>Support their feelings and ideas</li> <li>Avoid involved details</li> <li>Focus on the big picture</li> <li>Interact and participate with them - do it together</li> <li>Provide acknowledgements, accolades, and compliments</li> </ul>	<ul style="list-style-type: none"> <li>Show how your idea minimizes risk</li> <li>Demonstrate interest in them</li> <li>Compliment them on follow-through</li> <li>Give personal assurances</li> <li>Provide a relaxing, friendly, stable atmosphere</li> <li>Act non-aggressively, focus on common interests</li> <li>Provide opportunities for deep contribution and teamwork</li> </ul>	<ul style="list-style-type: none"> <li>Approach indirectly, non-threatening</li> <li>Show your reasoning, logic, give data in writing</li> <li>Allow them to think, inquire, and check before they make decisions</li> <li>Tell them "why" and "how"</li> <li>Provide opportunities for precision, accuracy, and planning for quality results</li> </ul>

## Tension Among the Styles

<b>PACE</b> <i>Direct, Fast-Paced</i> <b>vs.</b> <i>Indirect, Slower-Paced</i>	<b>PRIORITY</b> <i>Guarded, Task-Oriented</i> <b>vs.</b> <i>Open, People-Oriented</i>	<b>PACE &amp; PRIORITY</b> <i>Direct, Fast-Paced, Guarded, Task-Oriented</i> <b>vs.</b> <i>Indirect, Slower-Paced, Open, People-Oriented</i>
 <p><b>High S + High I</b>  (Lower Left vs. Lower Right Quadrant).</p>	 <p><b>High D + High I</b>  (Upper Right vs. Lower Right Quadrant)</p>	 <p><b>High S + High D</b>  (Lower Left vs. Upper Right Quadrant)</p>
 <p><b>High C + High D</b>  (Upper Left vs. Upper Right Quadrant)</p>	 <p><b>High C + High S</b>  (Upper Left vs. Lower Left Quadrant)</p>	 <p><b>High C + High I</b>  (Upper Left vs. Lower Right Quadrant)</p>

## To Modify Directness and Openness

### DIRECT/INDIRECT

With D Styles DIRECT	With I Styles DIRECT	With S Styles INDIRECT	With C Styles INDIRECT
<ul style="list-style-type: none"> <li>Use a strong, confident voice</li> <li>Use direct statements rather than roundabout questions</li> <li>Face conflict openly, challenge and disagree when appropriate</li> <li>Give undivided attention</li> </ul>	<ul style="list-style-type: none"> <li>Make decisions at a faster pace</li> <li>Be upbeat, positive, warm</li> <li>Initiate conversations</li> <li>Give recommendations</li> <li>Don't clash with the person, but face conflict openly</li> </ul>	<ul style="list-style-type: none"> <li>Make decisions more slowly</li> <li>Avoid arguments and conflict</li> <li>Share decision-making</li> <li>Be pleasant and steady</li> <li>Respond sensitively and sensibly</li> </ul>	<ul style="list-style-type: none"> <li>Do not interrupt</li> <li>Seek and acknowledge their opinions</li> <li>Refrain from criticizing, challenging, or acting pushy – especially personally</li> </ul>

### GUARDED/OPEN

With D Styles GUARDED	With I Styles OPEN	With S Styles OPEN	With C Styles GUARDED
<ul style="list-style-type: none"> <li>Get right to the task, address bottom line</li> <li>Keep to the agenda</li> <li>Don't waste time</li> <li>Use businesslike language</li> <li>Convey acceptance</li> <li>Listen to their suggestions</li> </ul>	<ul style="list-style-type: none"> <li>Share feelings, show more emotion</li> <li>Respond to expression of their feelings</li> <li>Pay personal compliments</li> <li>Be willing to digress from the agenda</li> </ul>	<ul style="list-style-type: none"> <li>Take time to develop the relationship</li> <li>Communicate more, loosen up, and stand closer</li> <li>Use friendly language</li> <li>Show interest in them</li> <li>Offer private acknowledgements</li> </ul>	<ul style="list-style-type: none"> <li>Maintain logical, factual orientation</li> <li>Acknowledge their thinking</li> <li>Downplay enthusiasm and body movement</li> <li>Respond formally and politely</li> </ul>

## To Modify Pace and Priority

### PACE

With D Styles FASTER	With I Styles FASTER	With S Styles SLOWER	With C Styles SLOWER
<ul style="list-style-type: none"> <li>Be prepared, organized</li> <li>Get to the point quickly</li> <li>Speak and move at a faster pace</li> <li>Don't waste time</li> <li>Give undivided time and attention</li> <li>Watch for shifts in attention and vary presentation</li> </ul>	<ul style="list-style-type: none"> <li>Don't rush into tasks</li> <li>Get excited with them</li> <li>Speak and move at a faster pace</li> <li>Change up conversation frequently</li> <li>Summarize details clearly</li> <li>Be upbeat, positive</li> <li>Give them attention</li> </ul>	<ul style="list-style-type: none"> <li>Develop trust and credibility over time, don't force</li> <li>Speak and move at a slower pace</li> <li>Focus on a steady approach</li> <li>Allow time for follow through on tasks</li> <li>Give them step-by-step procedures/instructions</li> <li>Be patient, avoid rushing them</li> </ul>	<ul style="list-style-type: none"> <li>Be prepared to answer questions</li> <li>Speak and move at a slower pace</li> <li>Greet cordially, and proceed immediately to the task (no social talk)</li> <li>Give them time to think, don't push for hasty decisions</li> </ul>

### PRIORITY

With D Styles TASK	With I Styles PEOPLE	With S Styles PEOPLE	With C Styles TASK
<ul style="list-style-type: none"> <li>Get right to the task</li> <li>Provide options and let them decide</li> <li>Allow them to define goals and objectives</li> <li>Provide high-level follow-up</li> </ul>	<ul style="list-style-type: none"> <li>Make time to socialize</li> <li>Take initiative to introduce yourself or start conversation</li> <li>Be open and friendly, and allow enthusiasm and animation</li> <li>Let them talk</li> <li>Make suggestions that allow them to look good</li> <li>Don't require much follow-up, details, or long-term commitments</li> </ul>	<ul style="list-style-type: none"> <li>Get to know them personally</li> <li>Approach them in a friendly, but professional way</li> <li>Involve them by focusing on how their work affects them and their relationships</li> <li>Help them prioritize tasks</li> <li>Be careful not to criticize personally, keep it specific and focused</li> </ul>	<ul style="list-style-type: none"> <li>Be prepared with logic and practicality</li> <li>Follow rules, regulations, and procedures</li> <li>Help them set realistic deadlines and parameters</li> <li>Provide pros and cons and the complete story</li> <li>Allow time for sharing of details and data</li> <li>Be open to thorough analysis</li> </ul>

## Adapting in Different Situations: AT WORK

### DOMINANT STYLE

#### HELP THEM TO:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

### INFLUENCING STYLE

#### HELP THEM TO:

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

### STEADY STYLE

#### HELP THEM TO:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

### CONSCIENTIOUS STYLE

#### HELP THEM TO:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything



# Adapting in Different Situations: IN SALES AND SERVICE

## DOMINANT STYLE

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences, as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

## INFLUENCING STYLE

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

## STEADY STYLE

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

## CONSCIENTIOUS STYLE

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

## Adapting in Different Situations: IN SOCIAL SETTINGS

### DOMINANT STYLE

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

### INFLUENCING STYLE

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail, or long-term commitments
- Give them your attention, time, and presence

### STEADY STYLE

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

### CONSCIENTIOUS STYLE

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

# Adapting in Different Situations: IN LEARNING ENVIRONMENTS

## DOMINANT STYLE

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

## INFLUENCING STYLE

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

## STEADY STYLE

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

## CONSCIENTIOUS STYLE

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or online
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

# DISC Application Activities

## Adaptability Practice

Spend some time with people at home and at work that you know and trust who are different styles than you. Explore ways to communicate more effectively with them. Ask for support and feedback as you try new ways to communicate. Remember- tell them this is a skill you are building so they aren't surprised when you are behaving differently. They can provide helpful feedback!

- **Practice Identifying their style** based on observable behavior
- **Practice Modifying your Directness and Openness** in conversation with them
- **Practice Modifying your Pace and Priority**
- **Ask for feedback** on your effectiveness in communicating with them
- **Take some time to reflect on your experience** and what worked or didn't work for you and for them
- **Consider** what you should repeat, and what you need to modify further to communicate as effectively as possible.

**As you begin feeling more comfortable with adaptability and the needs of each style, try it with others!**

## Adaptability Activity

Select a relationship in which things have not gone as smoothly as you would like. Make a commitment to take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship.

- 1 Identify the behavioral style of the other person using The Two Power Questions:
  - Are they DIRECT or INDIRECT in their communication?
  - Are they GUARDED or OPEN in their communication?
- 2 Brush up on their style and look at ways to adapt your Directness and Openness when working with them.
- 3 To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority, and modify accordingly.
- 4 Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

## Tension Among the Styles Exercise

Even if you have the highest regard toward a person, tension can exist in a relationship where styles are different. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated - may be helpful. Complete this exercise to gain insights on how to improve tense relationships. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

<p>My Style: _____</p> <p>My Pace: _____</p> <p>My Priority: _____</p>	<div style="border: 1px dashed black; padding: 10px;"> <p><b>RELATIONSHIP</b></p> <p><b>Name:</b> <i>John Doe</i></p> <p><b>Style:</b> <i>High I</i></p> <p><b>Pace:</b> <i>Faster-paced</i></p> <p><b>Priority:</b> <i>People-oriented</i></p> <p><b>Difference:</b> <i>Pace and Priority</i></p> <p><b>Strategy:</b> <i>Be more personable, social, upbeat, and faster-paced with John</i></p> </div>
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RELATIONSHIP 1	RELATIONSHIP 2
<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>	<p><b>Name:</b> _____</p> <p>Style: _____</p> <p>Pace: _____</p> <p>Priority: _____</p> <p>Difference: _____</p> <p>Strategy: _____</p> <p>_____</p> <p>_____</p>

## Create a DISC POWER TEAM

Wouldn't it be amazing to have a DISC POWER TEAM where all members brought their best strengths to the table, and each of our challenges could be supported by someone who was skilled in the areas we struggle?

Considering the strengths and workplace behaviors for each style, who would be an ideal DISC POWER TEAM Member?

	DOMINANT STYLE	INFLUENCING STYLE	STEADY STYLE	CONSCIENTIOUS STYLE
STRENGTHS	Supervising Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
WORKPLACE BEHAVIORS	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
TEAM MEMBER				

For an upcoming project, consider how your DISC POWER TEAM could accomplish greatness!

- Assign responsibilities based on strengths
- Determine what opportunities or challenges exist or may come up
- Give each Team Member the opportunity to showcase their skills and experience
- Check in regularly and discuss as a team how it's going
- Provide feedback regarding roles, strengths, needs, and any additional support required

# Building and Maintaining Rapport Throughout the Selling Cycle

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

**1. Connecting:** Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business with.

The purpose of making contact with your prospect is to begin opening up lines of communication. Great listeners make the best salespeople... period. Master the skill of effective listening and every other aspect of your relationships will improve.

**2. Exploring:** The purpose of Exploring is to get an accurate picture of the customer's needs and what it will take to provide an effective solution. To do so, you need to listen to what the customer says as well as know how to ask the right questions to get the information you need.

Asking intelligent questions is a critical sales skill. It does not require asking many questions – just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

**3. Collaborating:** During this phase, you and your prospect collaborate to find a solution that meets the prospect's needs. It is a process of taking your prospect's ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you.

The give-and-take exchange can be thought of as an opportunity to "switch heads" with your prospect. Imagine saying this to your customer: "If you and I could switch heads, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs."

That's your goal – to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your client's business, industry, trends and challenges; and they have to know as much as possible about your products and services and how they can help them. As you propose a solution, relate it to the prospect's needs discovered in the Explore phase and explain how it will work in your prospect's environment.

**4. Confirming:** Gaining commitment flows naturally out of the Exploring and Collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the prospect should close.

The Confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn't make sense... and it most certainly doesn't work when you're trying to build long-term customer relationships rather than simply closing one-shot sales.

**5. Assuring:** A great weakness of most salespeople is the way they handle the Assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer's life, leaving service, installation, training and follow-up to others.

One "old-school" method of selling has an adage that the sale begins when the customer says "no." In direct contrast, the real job of selling starts when the customer says "yes."

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get super service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.



## Phase 1: Building Rapport During Initial Contact

Connecting with the C Style	Connecting with the D Style
<ul style="list-style-type: none"> <li>• C styles don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.</li> <li>• Avoid making small talk, except to initially establish your credibility.</li> <li>• Speak slowly, calmly and economize on words.</li> <li>• C styles are precision-oriented people who want to do their jobs in the best possible manner.</li> <li>• Build your credibility by thinking with your head, not your emotions.</li> <li>• Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.</li> <li>• Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.</li> </ul>	<ul style="list-style-type: none"> <li>• D styles want to know the bottom line.</li> <li>• Just give them enough information to satisfy their need to know about overall performance.</li> <li>• They do not want you to waste their time giving them a bolt-by-bolt description of your product, presenting a long list of testimonials from satisfied clients, or getting too chummy with them – always remember that they are Direct and Guarded.</li> <li>• When you write, call, or meet a "D", do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.</li> <li>• Refer to bottom line results, increased efficiency, saved time, return on investment, profits, and so on. In other words, tell him what's in it for him.</li> <li>• If you plan to sell something or present a proposal to a "D", take care to be well organized, time-conscious, efficient, and businesslike.</li> <li>• They do not want to make friends with you; they want to get something out of you if they think you have something of value to offer.</li> </ul>
Connecting with the S Style	Connecting with the I Style
<ul style="list-style-type: none"> <li>• S styles are Indirect and Open. However, keep the relationship businesslike until they warm up to you.</li> <li>• They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for details and logical action plans.</li> <li>• Organize your presentation: list specifics, show sequences, and provide data.</li> <li>• Treat them with honesty, sincerity, and personal attentiveness.</li> <li>• Listen patiently to their stories, ideas and answers.</li> <li>• Express your appreciation for their steadiness, dependability, and cooperativeness.</li> <li>• Present yourself to be non-threatening, pleasant, friendly, but still professional.</li> <li>• Develop trust, credibility, and friendship at a relatively slow, informal pace.</li> <li>• Communicate with them in a consistent manner on a regular basis... especially at the outset.</li> </ul>	<ul style="list-style-type: none"> <li>• Remember that they are Direct and Open.</li> <li>• When you meet an "I", shake hands firmly, introduce yourself with confidence, and immediately show personal interest.</li> <li>• Let him set the pace and direction of the conversation.</li> <li>• Be an especially attentive listener with the I style.</li> <li>• Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.</li> <li>• Tell humorous or unusual stories about yourself, to win their heart.</li> <li>• Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.</li> <li>• Since I styles typically enjoy talking about themselves, ask questions about them, but be prepared for lengthy answers. Plan to have as many meetings as necessary to build the relationship and gather information.</li> </ul>

## Phase 2: Maintaining Rapport in the Assessing Needs & Wants Stage

Exploring with the C Style	Exploring with the D Style
<ul style="list-style-type: none"> <li>• C styles don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.</li> <li>• C styles often like to answer questions that reveal their expertise, so they can be very good interviewees.</li> <li>• As long as you ask logical, fact-oriented, relevant questions, they will enjoy speaking with you.</li> <li>• Phrase your questions to help them give you the right information.</li> <li>• Ask open and closed questions that investigate their knowledge, systems, objectives and objections.</li> <li>• Make your own answers short and crisp.</li> <li>• If you do not know the answer to something, do not fake it. Tell them you'll get the answer for them by a certain time, and then do it.</li> </ul>	<ul style="list-style-type: none"> <li>• To head off the D styles impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information.</li> <li>• D styles need to view the meeting as purposeful, so they want to understand where your questions are leading.</li> <li>• When asking a "D" question, make them as practical and logical as possible. Aim questions at the heart of the issue and ask them in a straightforward manner.</li> <li>• Only request information that is unavailable elsewhere.</li> <li>• When gathering information, ask questions showing you have done your homework about their desired results and current efforts.</li> <li>• Be sure to make queries that allow him to talk about his business goals.</li> <li>• Gear your exploring toward saving the D style time and energy.</li> </ul>
Exploring with the S Style	Exploring with the I Style
<ul style="list-style-type: none"> <li>• S styles can be excellent interviewees, so talk warmly and informally and ask gentle, open questions that draw them out (especially around sensitive areas).</li> <li>• Show tact and sincerity in exploring their needs.</li> <li>• If they do not have a good feeling about your product, company, or even you, they are not likely to take the chance of hurting your feelings by telling you so.</li> <li>• They want to avoid confrontations, even minor ones. So S styles may tell you what they think you want to hear, rather than what they really think.</li> <li>• They may not tell you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the "S" may be hesitant about saying anything negative about them.</li> <li>• Allow for plenty of time (possibly multiple meetings) for the S style to open up to you and reveal their innermost desires and pains.</li> <li>• The more time you spend with an "S" exploring, the higher the odds you'll be landing them as a customer.</li> </ul>	<ul style="list-style-type: none"> <li>• I styles get bored quickly when they're not talking about themselves.</li> <li>• Strike a balance between listening to their life's stories and gathering the information you need to be an effective sales consultant.</li> <li>• When asking business questions, keep them brief. If you can, work these exploratory questions in with social questions.</li> <li>• The better your relationship with an "I" is, the more willing he'll be to cooperate and talk about the task at hand.</li> <li>• I styles can be so open they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product—and you—that they're likely to sell you and your products and services to everyone else in their organization.</li> </ul>

## Phase 3: Maintaining Rapport in the Solving & Collaborating Stage

Collaborating with the C Style	Collaborating with the D Style
<ul style="list-style-type: none"> <li>• Emphasize accuracy, value, quality and reliability.</li> <li>• They dislike talk not backed up by evidence.</li> <li>• Describe a process will produce the results they seek.</li> <li>• Elicit specific feedback by asking, "So far, what are your reactions?" or "Do you have any questions that you'd like me to clear up?"</li> <li>• Present your solution that shows them they'll be correct in making the purchase.</li> <li>• Base your claims on facts, specifications and data that relate specifically to their needs.</li> <li>• C styles are cost-conscious; increase their perceived value with facts and ROI data.</li> <li>• C styles are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative trade-offs when choosing between competing (yet imperfect) products or services</li> </ul>	<ul style="list-style-type: none"> <li>• Your presentation must be geared toward the D styles priorities.</li> <li>• Gear your presentation toward how they can become more successful, save time, generate results, and make life easier and more efficient; you'll get their attention.</li> <li>• Zero in on the bottom line with quick benefit statements.</li> <li>• They want you to do the analysis and lay it out for them to approve or reject.</li> <li>• D styles like rapid, concise analyses of their needs and your solutions.</li> <li>• D styles like being in control, so give them choices backed with enough data and analysis to allow them to make an intelligent decision.</li> <li>• Then, be quiet and let them make their decision. If you speak or interrupt while they are buying, you will dramatically decrease the odds of making this sale</li> </ul>
Collaborating with the S Style	Collaborating with the I Style
<ul style="list-style-type: none"> <li>• Show how your product or service will stabilize, simplify, or support the S styles procedures and relationships.</li> <li>• Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.</li> <li>• Present new ideas in a non-threatening way.</li> <li>• Provide them time to adjust to changes in operating procedures and relationships.</li> <li>• When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.</li> <li>• Design your message to impart a sense of stability and security.</li> <li>• S styles like to be shown the appropriate steps to follow, so share those with them.</li> <li>• Involve them by asking their opinions and encourage them to give you feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Show how your product would increase the I styles prestige, image, or recognition.</li> <li>• Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.</li> <li>• Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.</li> <li>• Presentations need impact for people with short attention spans, so involve as many senses as possible.</li> <li>• Show them how your solution will save them effort and make them look good.</li> <li>• Back up your claims with testimonials from well-known people or high-profile corporations.</li> <li>• Name satisfied acquaintances they know and admire.</li> <li>• Sprinkle in "visualizing future ownership" questions, such as: "If you were already running this software, how would you use it?"</li> </ul>

## Phase 4: Maintaining Rapport in the Confirming Stage

Confirming with the C Style	Confirming with the D Style
<ul style="list-style-type: none"> <li>• Emphasize accuracy, value, quality and reliability.</li> <li>• Provide logical options with appropriate documentation and time to analyze their options.</li> <li>• They're uncomfortable with snap decisions and when they say they will think about it, they mean it!</li> <li>• If pressured by people or excessive demands, they may use "I'll think about it," as a stalling tactic.</li> <li>• C styles are educated, logical, comparative "shoppers." Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company's strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.</li> <li>• Be willing to explore the subject of a conditional, "pilot program" as a way of reducing their risk.</li> </ul>	<ul style="list-style-type: none"> <li>• With the D style, you come right out and ask if they are interested. A "D" will tell you "yes" or "no".</li> <li>• You can easily lose the attention and/or interest of a "D" by presenting your information too slowly or by spending too much time discussing minute details.</li> <li>• When you draw up a commitment letter, don't spend too much time on points the "D" may not care about.</li> <li>• Present them with options and probable outcomes. D styles like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.</li> <li>• We have found that it is effective to present a "D" with two or three options. Provide a short summation of each option, along with your recommendation of each.</li> <li>• While the "D" is reviewing your proposal, don't interrupt them. The odds are high that they will find an option that appeals to them and closing the deal themselves.</li> </ul>
Confirming with the S Style	Confirming with the I Style
<ul style="list-style-type: none"> <li>• S styles are slower, deductive decision makers who listen to the opinions of others and take the time to solicit those opinions before deciding. So, make a specific action plan and provide personal guidance, direction or assurance as required for pursuing the safest, most practical course to follow. Arm them with literature, case studies and any documentation available, because they'll be "selling" your proposal to others within their organization.</li> <li>• When you do reach agreement, carefully explore any potential areas of misunderstanding or dissatisfaction.</li> <li>• S styles like guarantees that new actions will involve a minimum risk, so offer assurances and support.</li> <li>• Try not to rush them, but do provide gentle, helpful nudges to help them decide (when needed).</li> <li>• Involve them by personalizing the plan and showing how it will benefit them and others.</li> <li>• When asking for a commitment, guide them toward a choice if they seem indecisive.</li> </ul>	<ul style="list-style-type: none"> <li>• Show how your product would increase the I styles prestige, image, or recognition.</li> <li>• Be open and ask, "Where do we go from here?" or "What's our next step?"</li> <li>• If they like something, they buy it on the spot (all other things being equal).</li> <li>• You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors that both of you may live to regret.</li> <li>• I styles dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.</li> <li>• Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.</li> <li>• Make sure that you agree on the specifics in writing or, later on, you can almost bet on some degree of misunderstanding and/or disappointment.</li> </ul>

## Phase 5: Maintaining Rapport in the Assuring Stage

Assuring the C Style	Assuring the D Style
<ul style="list-style-type: none"> <li>• Set a specific timetable for when and how you will measure success with the "C". Continue proving your reliability, quality and value.</li> <li>• Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.</li> <li>• If you have tips for improved usage or user shortcuts, email them to your "C" customers.</li> <li>• You should also ask for their ideas and opinions for how to improve your products and/or services.</li> <li>• When they offer you their suggestions, get back to them about how your company is incorporating their ideas into upgrades into future upgrades, revisions or new products.</li> </ul>	<ul style="list-style-type: none"> <li>• D styles usually do not look for personal relationships at work due to their focus on accomplishing tasks.</li> <li>• With the D style, do not rely on past sales to ensure future purchases. Follow up to find out if they have any complaints or problems with your product. If they do have complaints, address them immediately.</li> <li>• Impress upon your customer your intent to stand behind your product or service.</li> <li>• Stress that you will follow-up without taking much of their time.</li> <li>• You may also want to offer a money-back guarantee.</li> <li>• Whatever the promise, make sure you deliver everything you offer!</li> </ul>
Assuring the S Style	Assuring the I Style
<ul style="list-style-type: none"> <li>• Follow-up consistently with an "S".</li> <li>• Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an "as needed" basis.</li> <li>• S styles like to think they have a special relationship with you; that you are more than just another business acquaintance; they prefer a continuing, predictable relationship.</li> <li>• Give them your cell number, along with an invitation to call you any time with any concern. They will rarely use it, but will feel secure knowing it's available to them.</li> <li>• They dislike one-time deals, so follow up to maintain your relationship.</li> <li>• Impersonal, computerized follow-up is not very appealing to the S style, so continue building your relationship with low-key, personalized attention and assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• I styles frequently buy before they're sold which may lead to buyers' remorse.</li> <li>• I styles can benefit from ongoing reminders that they have made the right decision.</li> <li>• Reinforce their decision by giving plenty of assistance immediately after the sale.</li> <li>• Be certain they actually use your product or they may get frustrated from incorrect usage and either put it away or return it for a refund.</li> <li>• Since they mingle with so many people, you can even ask the I style if they'd be willing to share their glowing testimonials about you and your product with others.</li> <li>• If they are feeling smart for using your product or service, most I styles will give you more referrals than the other three styles combined!</li> </ul>

PHASE	With the D Style	With the I Style	With the S Style	With the C Style
<b>Connecting</b>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Lead with the main point</li> <li>• Show up fully prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Allow for time and stories before turning focus to business at hand</li> <li>• Let them set the pace of the conversation</li> </ul>	<ul style="list-style-type: none"> <li>• Stick to business until they warm up to you</li> <li>• Don't rush into agenda first</li> <li>• Take an active interest in them</li> </ul>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Bring an agenda</li> <li>• Remain cool, calm and professional</li> </ul>
<b>Assessing</b>	<ul style="list-style-type: none"> <li>• Let him/her know where the questions are headed</li> <li>• Only ask for information that's unavailable elsewhere</li> <li>• Answer their questions directly</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate questions between them personally and business</li> <li>• Gently guide them back to the topic</li> <li>• Keep the focus on their vision and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Be sincerely interested in their answers</li> <li>• Never interrupt them</li> <li>• Ask nonthreatening questions to draw them out over time</li> </ul>	<ul style="list-style-type: none"> <li>• Ask questions that reveal their expertise</li> <li>• Keep the questions focused on the topic</li> <li>• Alternate open and closed-ended questions</li> </ul>
<b>Solving</b>	<ul style="list-style-type: none"> <li>• Make any presentation brief</li> <li>• Focus on the bottom line and/or time savings</li> <li>• Provide concise analysis of needs along with your professional recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Involve as many senses as possible</li> <li>• Ask for their ideas often</li> <li>• Sprinkle in testimonials</li> <li>• Provide incentives for making decisions</li> <li>• Show how the solution enhances their image and/or saves them effort</li> </ul>	<ul style="list-style-type: none"> <li>• Show how solution will simplify, add stability or support their goals</li> <li>• Present new ideas in a non-threatening way</li> <li>• Never rush them, but provide gentle, helpful nudges toward a decision</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasize value, accuracy, precision, quality and reliability</li> <li>• Stick to facts and logic; attempt to reduce risks when possible</li> <li>• Never pressure for any decision</li> <li>• Remain cool and emotionally detached</li> </ul>
<b>Confirming</b>	<ul style="list-style-type: none"> <li>• Flat out ask if they are interested</li> <li>• Present two or three options with recommendations and summaries</li> <li>• Be quiet while they review and decide</li> </ul>	<ul style="list-style-type: none"> <li>• Openly ask, "Where do you see us going next?"</li> <li>• Be ready to take their order</li> <li>• Slow them down if they're buying too quickly</li> <li>• Do the paperwork for them</li> </ul>	<ul style="list-style-type: none"> <li>• They are slow decision makers and like to consult opinions of others</li> <li>• Don't press for a decision</li> <li>• Focus on a guarantee if relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Provide logical options with documentation</li> <li>• Give them both time and space to make their decisions</li> <li>• Point out any glaring downside to deal if one exists</li> <li>• Suggest a pilot program or warranty to reduce risk</li> </ul>
<b>Assuring</b>	<ul style="list-style-type: none"> <li>• Follow-up to ensure they're 100% satisfied with solution</li> <li>• Keep the relationship all business</li> <li>• Make certain you deliver on every small promise</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce their decision by providing ample assistance after the sale</li> <li>• Make sure they don't get frustrated (they don't read instructions)</li> <li>• Help them use the product/service to reduce anxiety</li> </ul>	<ul style="list-style-type: none"> <li>• Provide consistent follow-up along with personal assurances</li> <li>• Give them private phone number to reach you</li> <li>• Remind them that you also desire a long-term business relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Share your process and/or timetable for your follow-up</li> <li>• Double-check their method for measuring satisfaction</li> <li>• Email them ideas and shortcuts</li> <li>• Reinforce value, quality and reliability.</li> </ul>

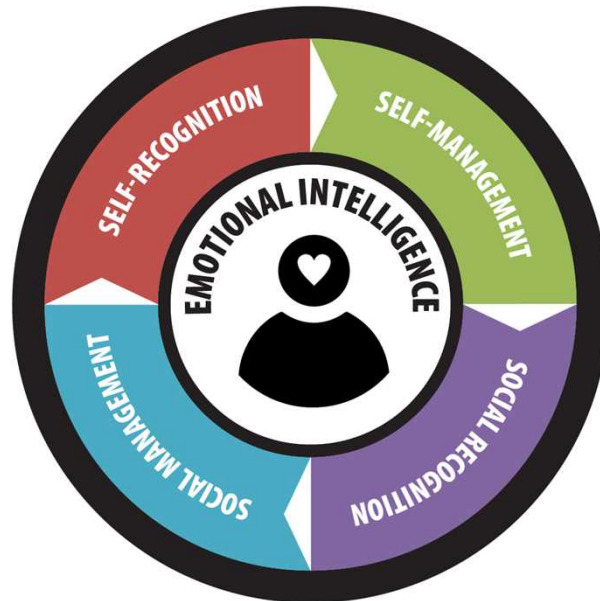
# Emotional Intelligence Report & DISC/EIQ Integration

**Emotional intelligence is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth (Mayer & Salovey, 1997).**

Research indicates that emotional intelligence can be learned and improved, seen as measurable differences directly associated with professional and personal success. Furthermore, it may be responsible for up to 80% of the success we experience in life!

This assessment serves to:

- **Heighten awareness of the four areas of emotional intelligence**
- **Highlight relative strengths, weaknesses, and areas of focus**
- **Provide a framework for personal and professional improvement**



*"Emotional intelligence counts more than IQ or expertise for determining who excels at a job -- any job. For outstanding leadership, it counts for almost everything."* - **Daniel Goleman**

*"In leadership positions, 85% of the competencies for success lie in the EI domain, rather than in technical or intellectual abilities."* - **Daniel Goleman**

*"People typically attribute the lion's share of their success personally and professionally to their mental intelligence, or IQ. Research in psychology and human performance over the last twenty years indicates that mental intelligence does contribute to success BUT the far more significant intelligence that accounts for personal and professional success is emotional intelligence!"* - **Michael Rock**



## EIQ Benefits

Emotional intelligence recognizes feelings and responds in an appropriate, attentive way. These skills and abilities heighten personal performance, empower relationships, and guide teamwork in a more people-centric and results-oriented manner.

Some of the areas influenced by Emotional Intelligence include:

- |                          |                                    |
|--------------------------|------------------------------------|
| ✓ <b>Communication</b>   | ✓ <b>Productivity/Performance</b>  |
| ✓ <b>Decision-Making</b> | ✓ <b>Relationship Satisfaction</b> |
| ✓ <b>Leadership</b>      | ✓ <b>Customer Service</b>          |
| ✓ <b>Sales</b>           | ✓ <b>Conflict Management</b>       |
| ✓ <b>Teamwork</b>        | ✓ <b>Overall Effectiveness</b>     |

At work, the benefits are numerous. There are both **increases and decreases** that **positively** impact performance when EIQ is strong:

- **Enhanced Employer/Employee Relations**
- **Improved Performance/Productivity**
- **Higher Attention to Task/Focus**
- **Greater Motivation and Satisfaction**
- **Improved Confidence and Self-Efficacy**
- **Better Problem Solving and Creativity**
- **Enhanced Leadership, Influence, and Team Performance**
- **Increased Collaboration and Synergy**
- **Improved Work Climate and Culture**
- **Better Interpersonal Connection and Effectiveness**
- **Greater Initiative and Commitment**

- **Reduced Stress**
- **Lower Levels of Bias and Mistrust**
- **Reduction in Absenteeism**
- **Significant Decrease in Turnover**
- **Decreased Burnout**
- **Minimized Negative Emotions**
- **Decreased Negative Interactions Due to Stress**
- **Fewer Aggression and Hostility Issues**
- **Less Safety-Related Violations**
- **Fewer On-the-Job Accidents**
- **Lower Worker's Compensation**
- **Fewer Disengaged Workers**



## Emotional Intelligence is a way of recognizing, understanding, and choosing how we think, feel, and act.

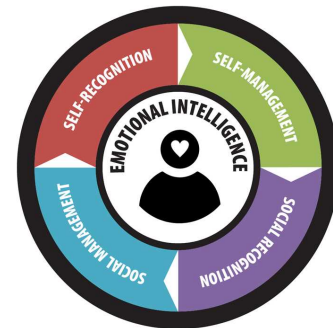
- It shapes our understanding of ourselves and our connections with others
- It defines how we grow and what we learn about ourselves and those around us
- It allows us to set the right priorities
- It determines the majority of our daily actions and interactions

### How It Works:

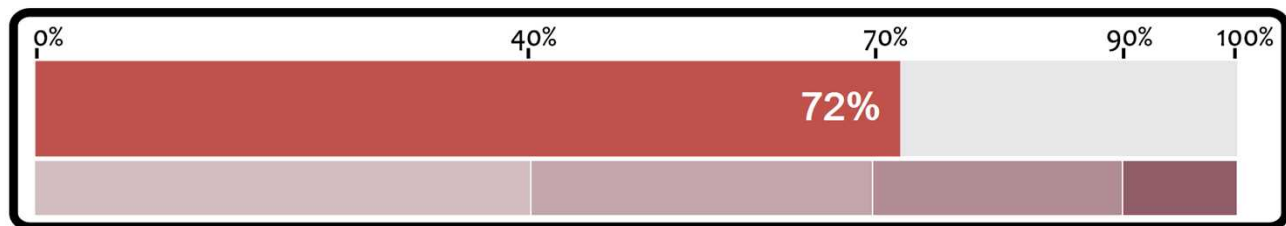
EIQ is based on an internal loop. It begins with **awareness** of emotions and temperament. It continues on through **understanding** and moves towards **discipline** and **management**. After the initial personal cycle, it **connects** to the emotions of others.

This assessment measures and provides insight into four areas of Emotional Intelligence:

- **Self-Recognition**
- **Self-Management**
- **Social Recognition**
- **Social Management**



*The below graphic uses each of these areas to provide you with a comprehensive score of Your Overall EIQ:*



**RAW SCORE: 3.61**

Note: The Raw Score gives an average based on a scoring range from 1-5

### Your Overall Score is:

Proficient: High degree of competence and depth of understanding – sees the big picture and holistically addresses complex situations with accountability and confidence

# The Emotional Intelligence Quotients (EIQ)

EIQ is based on two competencies, measured in **Recognition** and **Management**:

- The ability to recognize, understand, and manage emotions (**self or intrapersonal**)
- The ability to recognize, empathize, and relate to the emotions of others (**social or interpersonal**)

The scale descriptors on the right explain the continuum of EIQ 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.

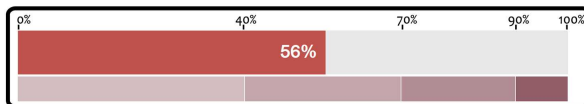
<b>90-100</b>	<b>Optimal:</b> Has comprehensive and extensive knowledge. Intuitively grasps the totality of the situation and responds instinctively and sensibly with ease.
<b>70-89</b>	<b>Proficient:</b> Has a high degree of competence and depth of understanding. Sees the big picture and holistically addresses complex situations with accountability and confidence.
<b>40-69</b>	<b>Vulnerable:</b> Some working knowledge, and beginning to gain a deeper understanding. Limited experience with only foundational knowledge of the key aspects.
<b>0-39</b>	<b>Novice:</b> New or inexperienced with little knowledge. Minimal conception of the complexity of these skills. Very basic understanding.

## SELF

## SOCIAL

### Self-Recognition (SeR)

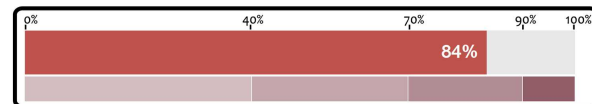
Awareness/Identification  
Self-Understanding  
Personal Confidence  
Motivation/Drive



**RAW SCORE: 2.78**

### Social Recognition (SoR)

Empathy  
Service Orientation  
Organizational Awareness  
Connection

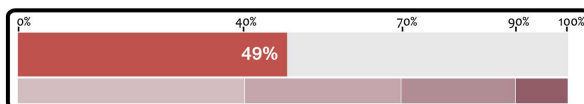


**RAW SCORE: 4.22**

RECOGNITION

### Self-Management (SeM)

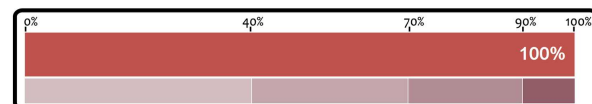
Self-Control/Discipline  
Transparency  
Adaptability  
Achievement



**RAW SCORE: 2.44**

### Social Management (SoM)

Leading/Coaching/Mentoring  
Championing Change  
Building Relationships  
Teamwork & Collaboration



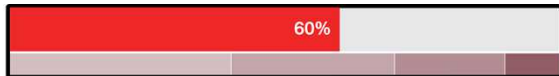
**RAW SCORE: 5**

MANAGEMENT

Each of the four Quotients are then broken down into individual sub-categories to further determine the strengths and challenges associated with each quotient.

### Self-Recognition (SeR)

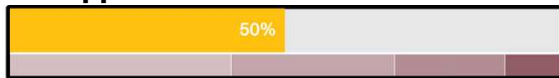
#### Self-Awareness



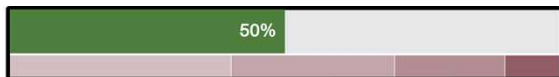
#### Cause and Effect



#### Self-Appreciation



#### Consciousness & Assertiveness



#### Emotional Identification



### Social Recognition (SoR)

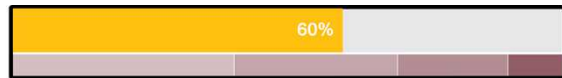
#### Empathy, Sensitivity, Appreciation



#### Service, Compassion, Benevolence



#### Holistic Communication



#### Situational Perceptual Awareness



#### Interpersonal Development



### Self-Management (SeM)

#### Self-Control, Discipline



#### Goal-Directed Performance, Action



#### Self-Integrity, Trustworthiness



#### Motivation, Positive Psychology



#### Creativity, Agility, Flexibility



### Social Management (SoM)

#### Developing Relationships



#### Leadership & Influence



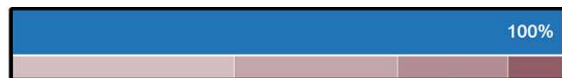
#### Change Catalyst & Response



#### Negotiation & Conflict Management



#### Teamwork & Collaboration



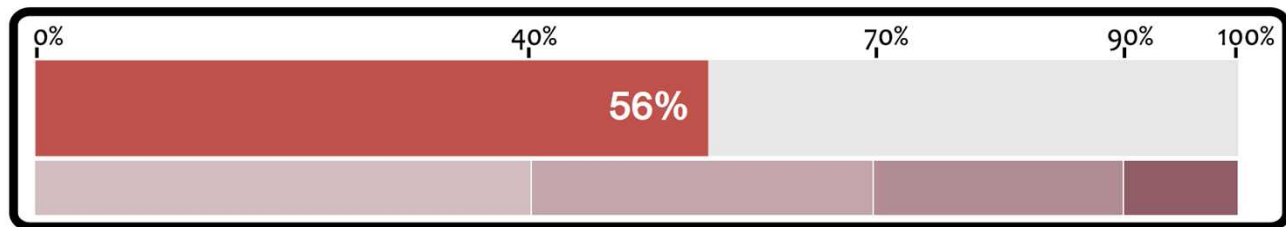
## Quotient 1: Self-Recognition (SeR)

The Self-Recognition Quotient reflects self-awareness and understanding, personal acceptance, and an overall understanding of one's attitudes and mindset. Remember, this Quotient is foundational to Social Recognition, Self-Management, and Social Management.

**Some factors included in Self-Recognition scores:**

- Learning Styles
- Attitude/Outlook
- Comfort and Discomfort
- Strengths/Weaknesses
- Mindfulness
- Self-Acceptance
- Tension/Stress Levels
- Spirituality
- Conscience
- Emotional Well-Being
- Assertiveness
- Authenticity
- Character
- Confidence
- Self-Perception

### Your SeR Quotient

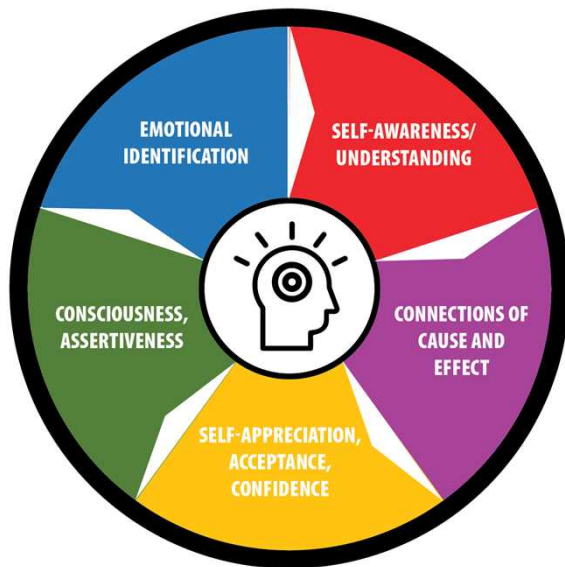


**RAW SCORE: 2.78**

### Your score in Quotient 1 is:

Vulnerable: Limited experience and some working knowledge - beginning to gain a deeper understanding with only foundational knowledge of the key aspects

## Self-Recognition (SeR) Scores



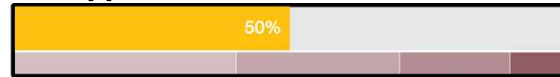
### Self-Awareness



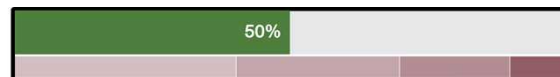
### Cause and Effect



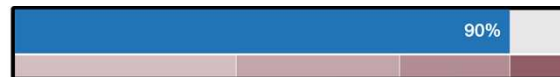
### Self-Appreciation



### Consciousness & Assertiveness



### Emotional Identification



### Self-Recognition is comprised of 5 sub-categories:

- **Self-Awareness and Understanding:** a conscious, deliberate reflection on personal identity, image, feelings, motives, desires, and how these are associated with perceptions of self in various situations; empathy and understanding of self; knowing why specific emotions occur
- **Connections of Cause and Effect:** recognition of the impact and consequences of behaviors on feelings and moods; separating external and internal factors affecting emotions; knowing how feelings affect performance
- **Self-Appreciation, Acceptance, and Confidence:** development of self-esteem, personal worth, and value; acknowledging personal attributes; recognizing personal strengths, weaknesses, and limitations; operating with realistic self-assurance
- **Consciousness and Assertiveness:** intentional establishment of personal boundaries and appropriate limits; choosing a path that expresses self-worth through personal care and outward presence
- **Emotional Identification:** ability to identify and name personal feelings; broad vocabulary and definition of emotions; purposeful choices and responses based on reflection and intrapersonal information

## Details of Your Self-Recognition Scores

### Self-Awareness/Understanding: 60%

While you are somewhat aware of your feelings and emotional patterns, you can develop better control through a deliberate investment in self-understanding. Make consistent time to become more reflective and self-aware. Be more intentional and conscious. Developing skills in this area empowers improvement in self-consciousness, inner empathy, self-leadership, and a greater ability to connect with your own feelings.

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### Connections of Cause and Effect: 30%

You may not channel positive feelings to their optimal effect. Let optimism and positive expectations set the tone for constructive action and nurture patterns that energize and enhance your quality of life. Generate realistic expectations of personal achievement. Anticipate good things and cultivate a mindset that makes these reasonable outcomes. Let go of doubts and seek to minimize negative thoughts.

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### Self-Appreciation, Acceptance, and Confidence: 50%

You may experience self-doubt sometimes, which limits your possibilities. Success at the highest level requires courage and boldness. Negativity and questioning occur when losses are magnified and victories are minimized. Cultivate internal and external environments that encourage and support you. Inaction, procrastination, doubt, and perfectionism are the big opponents of top-level winning. Look to facilitate your own success.

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### Consciousness & Assertiveness: 50%

Depending on the situation and relationships, your assertiveness may shift or flow accordingly. It's generally easy for you to differentiate relationships and varying circumstances. Healthy assertiveness requires that you become comfortable with yourself regardless of adjustments that may be required.

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### Emotional Identification: 90%

You have an excellent grasp of what you are feeling and why. Use emotional experiences and emotional energy to open pathways of creativity and provide new vehicles for self-actualization.

## Suggestions to Improve Self-Recognition

### Self-Awareness/Understanding: 60%

- Find activities that are engaging physically, mentally, and emotionally. Work with your memory and problem-solving skills (puzzles) and limit/eliminate multitasking when possible. Create patterns toward achievement. Tenacity, mental toughness, and focus are the stuff of winners. Exercise dynamic creativity and decision-making.
  - Make self-awareness a consistent discipline. Manage your moods and temperament. Listen to yourself. Pay attention to your inner dialogue and take active command of your self-talk. Program your language for self-worth and achievement. Apply self-imagery and affirmations to enliven your energy.
  - Let go of worry and anxiety and replace them with planning and preparation. Take time for fun and happiness while building success. Take command of the present and the future. Focus self-awareness on achieving the most, right here and now.
- 

### Connections of Cause and Effect: 30%

- Emotional expression has consequences. Recognize how yours creates impact. Positive emotions have constructive outcomes. High-energy feelings initiate momentum and powerful performance. Nurture and celebrate what you want to increase in your life.
  - Be accountable for engagement and motivation. Cultivate a high internal locus of control. Believe in yourself. Generate realistic positive expectations. Look to accountability partners, scheduling, budgeting, and greater structure to keep on track.
  - Take action. Thoughts, feelings, and productive plans give way to performance. Anticipate success. Compete with yourself to outperform yesterday, and focus on being the change you want to see.
- 

### Self-Appreciation, Acceptance, and Confidence: 50%

- Validate your authentic feelings. Appreciate yourself. Find your passion and pursue it with zest and vigor. Choose to have fun and be happy. Personally and professionally act with enthusiasm.
- Build self-worth and esteem. Enjoy your own company. Make time to just be you. The permission and approval of others are not necessary. Recover from setbacks and disappointments with grace and self-forgiveness. Be resilient.
- Focus on your growth to be more self-assured and confident. Be deliberate and focused. Act with professionalism. Know your abilities and play to your strengths. Go after what you want.

**Consciousness & Assertiveness: 50%**

- Cultivate your standards, values, and principles. Ethics and values should not be situation dependent. Be certain to internalize your standards and not adjust to accommodate others. Integrity means being who you are regardless of the situation.
  - Adjust boundaries as you deem fit. With different people, it's appropriate to have varying boundaries. Make sure you feel comfortable and safe and speak up when you do not.
  - Honor your self-value. Treat yourself right and require that others do the same. Consider your needs and feelings. Consider what you need in terms of self-respect and leadership, and communicate it accordingly.
- 

**Emotional Identification: 90%**

- Transform feelings into development. Recognize specific feelings that lead to unrecognized potential and consider how to turn them into an opportunity. Revel in learning and growth.
- Challenge the breadth and depth of your emotions. Expand emotional experiences. Recognize the full impact of specific feelings. Honor the feelings you have, and connect to what they mean to you.
- Allow feelings to create connections with new experiences that stimulate a variety of emotions. Enjoy the journey as an adventure, exploring and discovering more about yourself as you interact with the world emotionally.



## Self-Recognition (SeR) Quotient Worksheet

**How conscious are you of your different emotions and feelings consistently?**

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**How can you better identify your different emotions based on their intensity and what causes them?**

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**How do your emotions, moods, and temperament affect your personal life and professional performance?**

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**How can you become more conscious of your feelings and more aware of their influence?**

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**What is one way you can more frequently choose positive emotions and minimize negative emotions?**

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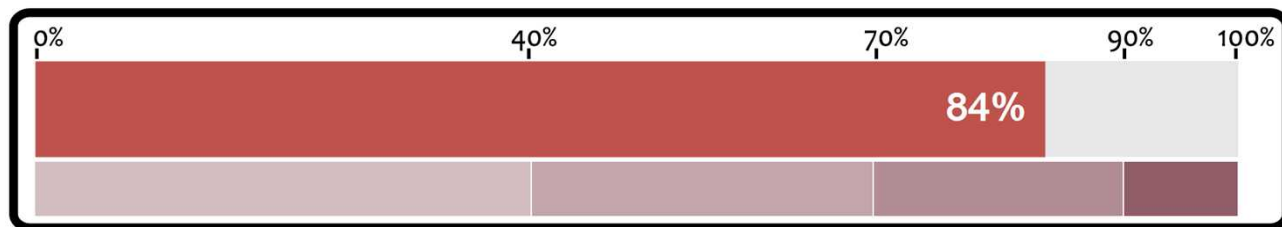
## Quotient 2: Social Recognition (SoR)

The Social Recognition Quotient reflects awareness, consideration, and response to the emotions of others. The ability to empathize and maintain sensitivity to the moods and feelings of others allows for superior engagement and connection.

### Factors include:

- Empathy & Compassion
- Understanding
- Thoughtfulness
- Appreciation
- Holistic Communication
- Service Mindset
- Building Rapport
- Diversity/Tolerance
- Constructive Interaction
- Adding Value
- Genuine Listening
- Manners & Etiquette
- Respect
- Kindness
- Organizational Savvy

### Your SoR Quotient

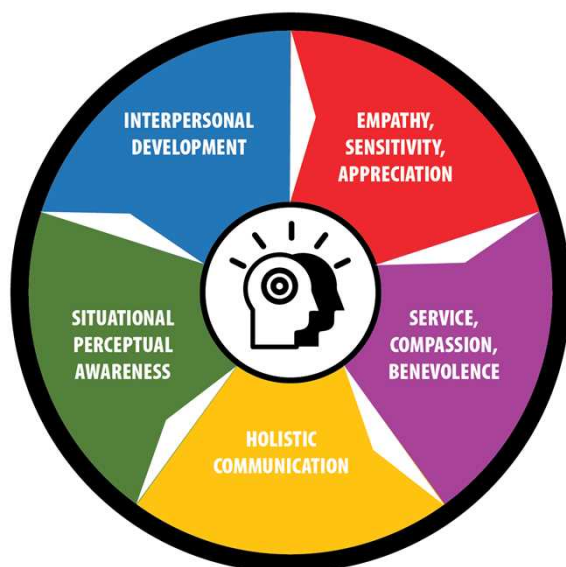


**RAW SCORE: 4.22**

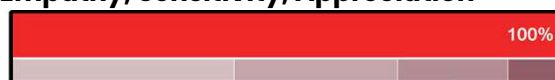
### Your score in Quotient 2 is:

Proficient: High degree of competence and depth of understanding - sees the big picture and holistically addresses complex situations with accountability and confidence

## Social Recognition (SoR) Scores



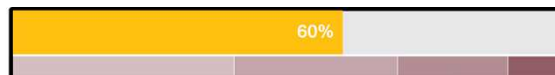
### Empathy, Sensitivity, Appreciation



### Service, Compassion, Benevolence



### Holistic Communication



### Situational Perceptual Awareness



### Interpersonal Development



### Social Recognition is comprised of 5 sub-categories:

- **Empathy, Sensitivity, Appreciation:** understanding others; accurately picking up emotional cues from communication (including words, tone, and nonverbal signals); managing direct and indirect feedback effectively; being attentive, sensitive, aware, and appreciative of the emotional signals of others
- **Service, Compassion, Benevolence:** operating with a sense of contribution; aiding, helping, coaching, and developing others; giving; beneficially contributing to another's emotional state; recognizing needs, wants, and desires; relating to alternative thoughts, perceptions, and perspectives
- **Holistic Communication:** the abilities to effectively send and receive information (including emotional content); genuinely and curiously listening; engaging and connecting with others; sending and receiving verbal and nonverbal signals constructively
- **Situational Perceptual Awareness:** recognizing and processing dynamic and shifting emotional data; communicating with attention, focus, and awareness; adapting to situational variables and changes; understanding which factors and influences matter and how much, and then responding with reasonable behavior
- **Interpersonal Development:** growing and nurturing constructive connections; setting the tone for long-term depth and breadth in relationships; working with quality in personal and professional interactions; building and maintaining resonance and rapport

## Details of Your Social Recognition Scores

### Empathy, Sensitivity, Appreciation: 100%

You're the person others want to engage with and talk to; you are trusted and valued as a support system. You can make the impossible - possible. Continue to be the person who translates thoughts and feelings into results. Be active, proactive, and responsive. Let your influence flow and become the master of relationship synergy. Nurture the achievement of others.

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### Service, Compassion, Benevolence: 100%

You adjust and accommodate based on connecting with others, both individually and collectively. Enjoy the fruits of interaction. Accept the service and gifts of others with appreciation and grace. Show thankfulness. Allow others to help you. Let them understand what you need and what you appreciate.

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### Holistic Communication: 60%

Develop a persona and presence that provides quality and balance. You may not always come across as completely approachable, interested, or caring. Willingness to listen, despite what you are experiencing, and warm approachability lead to being respected and trusted. In turn, this leads to leadership, teamwork, and more opportunity.

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### Situational Perceptual Awareness: 80%

You can anticipate change and adjust accordingly. Heightened awareness is at the base of personal programming, mental toughness, and the skills necessary to succeed at higher levels. Commit to mastering these skills and applying them.

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### Interpersonal Development: 90%

Use your interpersonal nurturing skills to empower synergy and abundance continuously. You are adept at setting the tone for long-term depth and breadth in relationships and can identify when support needs to look different to get different results from others. Keep the commitment to growing the success of others, and you'll reap the rewards of their achievement too.

## Suggestions to Improve Social Recognition

### Empathy, Sensitivity, Appreciation: 100%

- Listen with purpose and intent. Convert thoughts and feelings to action and results.
  - Be available, accepting, and approachable. Show connection through positive emotions and optimistic feedback.
  - Make an effort to remember what you've been told and add value. Be sensitive to what they consider important and deliver accordingly.
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### Service, Compassion, Benevolence: 100%

- Work with others. Cooperate and engage in activities that generate mutual gain. Think abundance. Take joy from motivation, engagement, interaction, and involvement. Relationships enhance happiness.
  - Explore higher levels of connection. Focus on quality, not just quantity. Ask people what they'd need and like. Be involved at more than a superficial level. Make opportunities to enhance relationships.
  - Develop a reputation for offering personal, high-value care. One size does not fit all. Prepare to give personalized attention and effort.
- 

### Holistic Communication: 60%

- Quality listening involves continuous improvement and development. It builds on understanding to facilitate better connections and more empowered relationships.
- Take extra time to energize connections. Do special things to demonstrate an interest in and involvement with others. Ask questions. Restate. Paraphrase. Focus.
- Follow-up and follow-through. Take the time to make the connection more significant by delivering on promises. Make sure the connection is satisfied by reconnecting and verifying satisfaction.

**Situational Perceptual Awareness: 80%**

- Interpersonal dynamics program relationships for success or failure. Choose to be perceptive, adaptable, and effective. Don't merely have the information; apply it well when situations require it.
  - Cultivate a network that serves both today and tomorrow. Expand by finding common ground for conversations and connection. Emphasize quality interactions and learn to adjust your approach on the fly when needed.
  - Expand your repertoire of information. Generate data, connect with current events, and collect a wide array of specific knowledge to help you manage change with agility and efficiency.
- 

**Interpersonal Development: 90%**

- Recognize personal mastery as a vehicle to achieve dreams. Take the time to dream bigger and explore more. Self-actualize. Be all that you can be. Leverage mentors, trainers, and feedback to expand your potential.
- Utilize a positive perspective to create habits of winning. Determine what works and makes you happiest. Nurture constructive feelings and relationships. Listen to what valued friends and colleagues say.
- Recognize what you can control and what you cannot. Live every day to the fullest. Determine what counts and how much (and go for it). Allow synergy to expand the realm of the possible.

## Social Recognition (SoR) Quotient Worksheet

**In what ways do you notice others revealing their feelings to you?**

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**When you notice shifting or differences in emotions of those around you, how do you respond?**

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**How do the emotions and moods of others affect your interaction with them?**

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**How can you improve your awareness of other people's feelings?**

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**How does awareness of others' feelings impact collective performance, teamwork, and success?**

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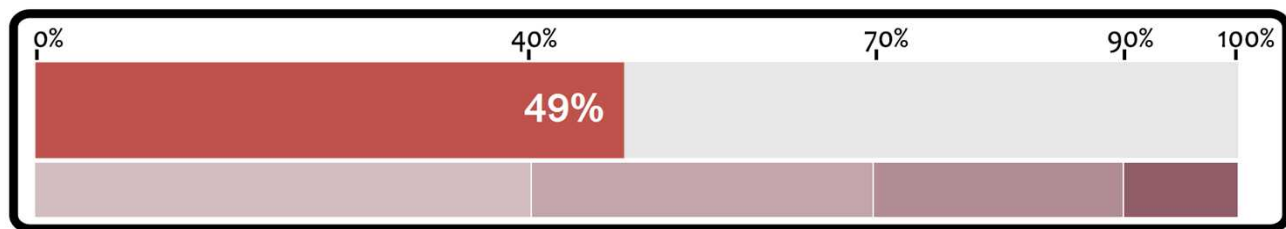
## Quotient 3: Self-Management (SeM)

The Self-Management Quotient adds to self-evaluation by coupling with self-regulation. The awareness and discipline to control and harness feelings directly impacts one's ability to achieve personal objectives and develop determination and drive. Satisfaction, happiness, and fulfillment are known results of strong Self-Management.

### Factors include:

- Control/Restraint
- Discipline
- Resolve
- Direction/Purpose
- Emotional Management
- Flexibility/Adaptability
- Enthusiasm/Excitement
- Stress Management
- Initiative
- Agility
- Focus
- Goal Setting
- Impulse Control
- Learning
- Resilience

### Your SeM Quotient



**RAW SCORE: 2.44**

### Your score in Quotient 3 is:

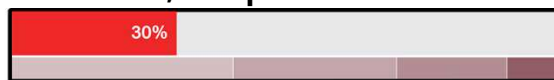
Vulnerable: Limited experience and some working knowledge – beginning to gain a deeper understanding with only foundational knowledge of the key aspects



## The Self-Management (SeM) Scores



### Self-Control, Discipline



### Goal-Directed Performance, Action



### Self-Integrity, Trustworthiness



### Motivation, Positive Psychology



### Creativity, Agility, Flexibility



### Self-Management is comprised of 5 sub-categories:

- **Self-Control, Discipline:** effectively handling impulses; maintaining composure while experiencing stressful, trying emotions; preparing for and managing performance; actively choosing direction and path; self-directing; emotionally persisting to achieve strategic objectives
- **Goal-Directed Performance, Targeted Action:** focus to achieve long-term desired goals; emotional tenacity and persistence; drive to choose challenging objectives and assume acceptable risks; staying the course to completion; resilience in the face of obstacles and setbacks; seizing opportunities
- **Self-Integrity, Trustworthiness:** the ability to work with conscience, internal ethics, and integrity; operating with personal standards, principles, and values; being dependable, reliable, and authentic while holding boundaries; keeping promises and accepting personal responsibility
- **Motivation, Positive Psychology, Initiative:** Self-energizing; the ability to be mentally and emotionally engaged; attitude; passion; choosing productive and constructive feelings; being responsible for personal success; acting in accordance with positive emotions, optimism, and constructive feelings; limiting negative emotions, patterns, and spirals
- **Creativity, Agility, Flexibility, Adaptability:** coping with change, transition, and development; adjusting to situations, relationships, and feelings; handling curiosity and the imagination to create, discover, and explore opportunities; innovation for progress; embracing cognitive and emotional shifts to augment and manage change; the ability to problem solve and 'think outside the box'

## Details of Your Self-Management Scores

### Self-Control, Discipline: 30%

Demanding the best and settling for nothing less leads to excellence. Be sure you have clearly defined goals that fully motivate and engage your heart. Energize yourself regularly to stay on track, avoid multitasking, and have more fun on the journey! Targeted objectives lead to success, but coordinating the effort and staying on task are essential. Develop a strong commitment, excitement, and enthusiasm to stay the course, even in the face of setbacks and disappointments.

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### Goal-Directed Performance, Targeted Action: 70%

While you may find it easy to start and finish, you likely find it difficult to remain disciplined through the long haul. Find ways to maintain passion and enthusiasm when things are challenging. Remember, most projects are hardest at the start and finish- it's easier to maintain momentum when you see evidence that things are moving along. Set a positive tone to keep up your excitement, drive, and motivation to get the targeted results.

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### Self-Integrity, Trustworthiness: 80%

You're comfortable with who you are, your values, and your purpose, and standing your ground when necessary. Character, personal integrity, and honesty are your commitments. Authenticity and personal excellence in the journey assure quality and satisfaction in the outcomes. Your reputation and integrity set the foundation for inner satisfaction and positive relationships.

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### Motivation, Positive Psychology, Initiative: 20%

You expect other people and external rewards to motivate and engage you. Expecting situations or other people to motivate you or make you happy will fail. Accept personal responsibility for energy, excitement, motivation, and engagement. Happiness and positive emotions come from within. Take initiative.

---

### Creativity, Agility, Flexibility, Adaptability: 30%

You're willing to adjust if and when the path and the rewards are well-defined. Change is the norm in life but it requires initiative to shift to improvement and a mindset of authenticity when embracing the chance. Exercise creativity and agility to be sure of progress. Don't be limited by past experience. Strive for continuous learning and development of new perspectives and options.

## Suggestions to Improve Self-Management

### Self-Control, Discipline: 30%

- Find the right balance for you. Recognize the exchange value of time, talent, and treasure. Value yourself and your time and commit to what matters. Use your personal passion to keep things on track.
  - Set clear goals that are important and meaningful. Avoid overextending yourself. Be consistent, focused, and deliberate. Commit to learning and continuous improvement to expand potential.
  - Take time to assess and evaluate. Review your efforts and performance on a regular basis. Solicit feedback. Commemorate and recognize success with personal pride. Take pictures or make notes. Make victory tangible and memorable.
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### Goal-Directed Performance, Targeted Action: 70%

- Keep the goals in plain sight. It's easy to lose focus when things get tough or when new things arise. Find ways to keep your passion for a project fresh and stay committed until the end.
  - Use tools to keep on track and stay accountable (write progress reports, have accountability partners, keep a journal). Overcome hurdles and maintain momentum. Deal with mental, physical, and emotional barriers as they arise. Give yourself credit for overcoming, and keep moving forward.
  - Balance your emotional investment and commitment. Remember that success is not final and failure is not fatal. Develop and follow through on your course, adjusting as needed.
- 

### Self-Integrity, Trustworthiness: 80%

- Your reputation and attitude serve to create your model of character and excellence. Be aware of your impact and commit to matching your actions to your intentions.
- Be consistent – internally and externally. There is ease and peacefulness in living with integrity by doing the right thing, no matter who is or isn't watching.
- You are the master of your fate. By assuming self-responsibility, you choose your own destiny and path. Commit to your greatness and embrace your purpose. Work towards it every single day.

**Motivation, Positive Psychology, Initiative: 20%**

- Choose positive emotions, optimism, and happiness. Feelings are subject to individual focus and mindfulness. No matter the circumstances, you can always choose your attitude.
  - Make active choices about performance. Create positive patterns that continuously generate achievement. Take charge and initiative to perform with excellence by investing complete, energized effort.
  - Motivation and engagement are internal catalysts for energy and action. They come through creating the right systems, finding the right initiatives, and growing your intrapersonal skills.
- 

**Creativity, Agility, Flexibility, Adaptability: 30%**

- Generate new experiences and try new things. Set aside the tried and true to expand possibilities. Push beyond your comfort zone.
- Think in terms of 'what if.' Ask yourself 'why' and 'why not?' Become a master of questions and listen attentively for fresh answers. Instead of saying 'no' or thinking something is impossible, think in terms of how it could work and what the impact will be. Leave doubt and constraints behind.
- Make small, significant improvements daily. Commit to both big and small gains and focus on something that has the potential to make a meaningful difference. Do things that will expand your possibilities tomorrow.

## Self-Management (SeM) Quotient Worksheet

**How can you maintain control of your emotions and express them in a kind and effective way?**

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**What messages are you sending with your self-talk, and how can you make them more positive?**

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**What can you do to be more proactive and prepare for whatever may come?**

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**When you dwell on positives or negatives, how can you make this more constructive?**

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**What steps can you take to actively make choices to control your emotions?**

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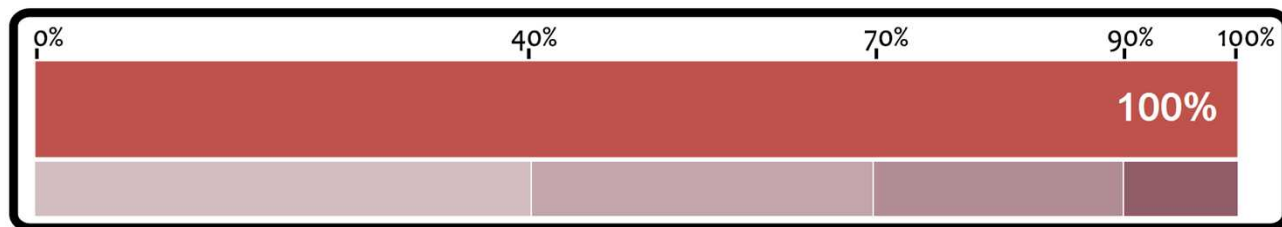
## Quotient 4: Social Management (SoM)

Social/Relationship management includes interpersonal skills and focuses intelligence on generating results. This social intelligence fosters collaboration and connection to tap the power of synergy.

### Factors include:

- Directing
- Supporting
- Encouragement
- Building Friendships
- Social Poise
- Warmth
- Team Results
- Collaboration
- Change Catalyst
- Conflict Management
- Developing Others
- Influence
- Leadership
- Negotiation
- Teamwork & Collaboration

### Your SoM Quotient



**RAW SCORE: 5**

### Your score in Quotient 4 is:

Optimal: Comprehensive and extensive knowledge – intuitively grasps the totality of the situation and responds instinctively and sensibly with ease

## The Social Management (SoM) Scores



### Developing Relationships



### Leadership & Influence



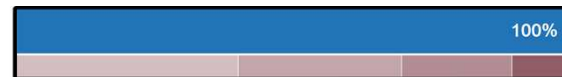
### Change Catalyst & Response



### Negotiation & Conflict Management



### Teamwork & Collaboration



### Social Management is comprised of 5 sub-categories:

- **Developing Relationships, Getting Along with Others:** cultivating, nurturing, and maintaining long-term personal and professional relationships; having quality connections and friendships
- **Leadership and Influence:** operating with warmth, presence, charisma, and approachability; paying attention and focusing on results and relationships; being involved, engaged, passionate, and influential; engaging in purposeful persuasion; delivering solutions when needed, or guidance when appropriate; partnering with others to reach targeted outcomes
- **Change Catalyst and Response:** recognizing the need for change and championing action and interaction; developing interpersonal skills and abilities; initiating and encouraging growth and progress on individual, team, and organizational levels; facilitating mature interaction and communication; focusing on positive results
- **Negotiation and Conflict Management:** bargaining with abundance thinking for mutual gains; coping with conflict through positive proactive and reactive techniques; effectively dealing with difficult people and situations; creating unity, balance, and mutual benefit
- **Teamwork and Collaboration:** building bonds to transform groups into teams; fostering unified, engaged effort; generating collaboration, cooperation, participation, and high-quality results; nurturing and developing synergy; fostering interpersonal emotional effectiveness

## Details of Your Social Management Scores

### Developing Relationships, Getting Along with Others: 100%

You enjoy people and find satisfaction in creating and nurturing quality relationships. You gain happiness through relationships and experiences, not things. Focus on connections where you can make the greatest contribution and receive the most significant payoffs. Invest yourself in quality relationships.

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### Leadership and Influence: 100%

You are the person others look to for guidance and direction. Be the leader who builds long-term investment in people and success. Coach, share, and transform the ordinary into the extraordinary. See potential and possibility in everyone. Set the path and tone for reaching and achieving high-level success internally and externally, and show them the way.

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### Change Catalyst and Response: 100%

You take responsibility for your role and influence in change and have a plan for proactive, positive change experiences. You know that the fire must come from within, not from outside, so continue to create environments where you and others can thrive in change, rather than struggle. Find causes and missions that excite passion and dedicate yourself to meaningful change. Be the catalyst for the change you want to see, and help others get involved.

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### Negotiation and Conflict Management: 100%

You apply effective conflict management skills to creatively resolve problems, improve relationships, and create abundance. Interaction always involves differences and you promote constructive engagement to make things better, knowing that these give connections greater value. Hostility and anger are negatives to minimize, but you encourage discussion and interaction that generates higher returns for all.

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### Teamwork & Collaboration: 100%

You are a collaborative team player who can assume various roles to generate optimal results. As teams succeed, they expand their mission and climb to new heights. You are an example that will support the mission as it expands and the team grows. Achievement creates new possibilities and horizons. Success inspires motivation, engagement, and high-quality impact.



## Suggestions to Improve Social Management

### Developing Relationships, Getting Along with Others: 100%

- Relationships work best when they emphasize similar interests and experiences. Over time, quality is added through shared projects and adventures. The little details are important. Remember friends and be attentive.
  - Refresh old connections. Invest the time in reconnecting. Let people know you care and that they are valued with no expectation of reciprocation.
  - Share conversations and ideas. Communication is the currency of all success. Time, availability, and meaningful discussion contribute to continued connections.
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### Leadership and Influence: 100%

- Invest time and effort into the aspirations of others. Be a contributor. Connect on a personal level to become a catalyst for the individual, team, and organizational achievement. How can you serve those you lead?
  - Learn how to coach and mentor with different topics and for varying audiences. Nurture and cultivate the best in others. Make praise, encouragement, and celebration a regular part of your routine.
  - Connect with a long-term vision and mission. Look to leave a legacy. Set strategies and systems in place that generate sustained patterns of excellence.
- 

### Change Catalyst and Response: 100%

- Take some time to reflect on the potential for the future focus. What positive changes does the future hold? How can these shifts be capitalized upon for optimum impact? Commit to making your part of the world better one step at a time.
- Reflect on changes you've experienced in the past. What changes have been the easiest? Most difficult? Most impactful? Translate the lessons of learning and development into continued self-actualization.
- Develop ways to make others (personal and professional) better. Think in terms of improvement, and seek to leave all situations and relationships better than you found them.

**Negotiation and Conflict Management: 100%**

- Invite discussion and constructive critique. Information and real feedback generate the fuel for improvement.
  - Steer clear of initially evaluating, probing, advising, and interpreting what is being shared – just listen. Use reflective listening strategies to be sure you are understanding all perspectives. Seek first to understand, then to be understood. Watch out for language that could seem like condescension or judgment and just be present and open to hearing what is said.
  - Develop friendships and understanding through communication. Resolved conflicts may turn into strong connections when handled with dignity and grace.
- 

**Teamwork and Collaboration: 100%**

- As the team achieves, how are investments made in improvement and growth? How is achievement recognized, celebrated, and capitalized on?
- Synergy is a dynamic process. It is sustained through a positive climate and culture. Contribute to group success through realistic optimism and positive emotions.
- Great teams manage both internally and externally. They create inner systems to support victory and satisfaction. External structures generate quality service and promote high value.

## Social Management (SoM) Quotient Worksheet

**How do you allow the actions and feelings of others to affect your emotions?**

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**How can you be sure you are reading the feelings of others accurately?**

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**How do you adapt to others' needs based on your ability to empathize with them?**

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**How can you be more purposeful by responding intentionally and deliberately, rather than with instinctive reactions?**

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## EIQ and the D Style

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



Self-Recognition	Social Recognition	Self-Management	Social Management
<b>Self-Awareness</b> Low	<b>Empathy/Appreciation</b> Low	<b>Self-Control/Discipline</b> Task: High Interpersonal: Low	<b>Getting Along w/Others</b> Low Emotional Rapport and Resonance
<b>Cause &amp; Effect</b> Low	<b>Service/Compassion</b> Low	<b>Goal Orientation</b> High	<b>Leadership/Influence</b> Task Oriented: High Team Oriented: Low
<b>Self-Esteem/Confidence</b> Task: High Interpersonal: Low	<b>Holistic Communication</b> Sending: High Receiving: Low	<b>Self-Integrity</b> Not related to Specific Style	<b>Change Catalyst</b> Task Oriented: High Team Oriented: Low
<b>Assertiveness</b> High	<b>Situational Perception</b> Verbal: High Non-Verbal: Low	<b>Motivation/Initiative</b> Task: High Interpersonal: Low	<b>Conflict Management</b> Strategy/Tactics: High Interpersonal: Low
<b>Emotional Identification</b> Low	<b>Interpersonal Development</b> Low	<b>Creativity/Adaptability</b> Task: High Interpersonal: Low	<b>Teamwork/Collaboration</b> Low

## EIQ and the I Style

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



Self-Recognition	Social Recognition	Self-Management	Social Management
<b>Self-Awareness</b> Moderate	<b>Empathy/Appreciation</b> Moderate	<b>Self-Control/Discipline</b> Task: Low Interpersonal: Low	<b>Getting Along w/Others</b> High Emotional Rapport and Resonance
<b>Cause &amp; Effect</b> Low	<b>Service/Compassion</b> High	<b>Goal Orientation</b> Low	<b>Leadership/Influence</b> Task Oriented: Low Team Oriented: High
<b>Self-Esteem/Confidence</b> Task: Low Interpersonal: High	<b>Holistic Communication</b> Sending: High Receiving: Low	<b>Self-Integrity</b> Not related to Specific Style	<b>Change Catalyst</b> Task Oriented: Low Team Oriented: High
<b>Assertiveness</b> Moderate	<b>Situational Perception</b> Verbal & Non-Verbal: Low to Moderate	<b>Motivation/Initiative</b> Task: Low Interpersonal: High	<b>Conflict Management</b> Strategy/Tactics: Low Interpersonal: High
<b>Emotional Identification</b> Low to Moderate	<b>Interpersonal Development</b> Moderate to High	<b>Creativity/Adaptability</b> Task: Low Interpersonal: High	<b>Teamwork/Collaboration</b> High

## EIQ and the S Style

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



Self-Recognition	Social Recognition	Self-Management	Social Management
<b>Self-Awareness</b> High	<b>Empathy/Appreciation</b> High	<b>Self-Control/Discipline</b> Task: High Interpersonal: High	<b>Getting Along w/Others</b> High Emotional Rapport and Resonance
<b>Cause &amp; Effect</b> High	<b>Service/Compassion</b> High	<b>Goal Orientation</b> Moderate	<b>Leadership/Influence</b> Task Oriented: Low Team Oriented: High
<b>Self-Esteem/Confidence</b> Task: Moderate Interpersonal: Moderate	<b>Holistic Communication</b> Sending: Low Receiving: High	<b>Self-Integrity</b> Not related to Specific Style	<b>Change Catalyst</b> Task Oriented: Moderate Team Oriented: Moderate
<b>Assertiveness</b> Low	<b>Situational Perception</b> Verbal: High Non-Verbal: High	<b>Motivation/Initiative</b> Task: High Interpersonal: High	<b>Conflict Management</b> Strategy/Tactics: Moderate Interpersonal: High
<b>Emotional Identification</b> Moderate	<b>Interpersonal Development</b> Moderate	<b>Creativity/Adaptability</b> Task: Low Interpersonal: Low	<b>Teamwork/Collaboration</b> Moderate

## EIQ and the C Style

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



Self-Recognition	Social Recognition	Self-Management	Social Management
<b>Self-Awareness</b> Low	<b>Empathy/Appreciation</b> Low	<b>Self-Control/Discipline</b> Task: High Interpersonal: High	<b>Getting Along w/Others</b> Low Emotional Rapport and Resonance
<b>Cause &amp; Effect</b> Moderate	<b>Service/Compassion</b> Moderate	<b>Goal Orientation</b> Moderate	<b>Leadership/Influence</b> Task Oriented: High Team Oriented: Low
<b>Self-Esteem/Confidence</b> Task: Moderate Interpersonal: Low	<b>Holistic Communication</b> Sending: Low Receiving: Low	<b>Self-Integrity</b> Not related to Specific Style	<b>Change Catalyst</b> Task Oriented: High Team Oriented: Low
<b>Assertiveness</b> Low	<b>Situational Perception</b> Verbal: Low Non-Verbal: Low	<b>Motivation/Initiative</b> Task: High Interpersonal: Low	<b>Conflict Management</b> Strategy/Tactics: Low Interpersonal: Low
<b>Emotional Identification</b> Low	<b>Interpersonal Development</b> Low	<b>Creativity/Adaptability</b> Task: Moderate Interpersonal: Moderate	<b>Teamwork/Collaboration</b> Low

## Additional Ideas for Improvement

### Self-Recognition:

1. Accept your personal feelings as information without judgment or rejection.
2. Connect emotions, thoughts, and actions. Think about the causes and impacts of feelings.
3. Tune into the subconscious patterns by recognizing your initial emotional responses.
4. Recognize both positive and negative emotions. Reinforce the positive and minimize the negative.
5. Support growing intrapersonal effectiveness through positive self-talk, personal affirmations, constructive visualization, and/or journaling.
6. Establish a practice of relaxing, refreshing, and renewing through daily meditation and reflection.

### Social Recognition:

1. Be curious and genuinely interested in learning about other people.
2. Focus your attention on others and what they are willing to share. Examine both verbal and nonverbal communication.
3. Be sensitive, appreciative, validating, and respectful of others. Value both the person and the message they send.
4. Show support and encouragement. Display understanding through physical and verbal communication.
5. Reflect on information to adjust your communication and behaviors. Adapt to different environments, situations, and relationship dynamics.
6. Express feelings in kind, appropriate, useful, and honest ways. Empathize with others. Seek to ensure the connection remains healthy and strong.

### Self-Management:

1. Develop active habits of self-control and personal discipline, even when it seems tough.
2. Accept responsibility for behavior, communication, performance, and impact.
3. Foster your conscience, morality, and integrity. Act consistently with personal values and principles.
4. Determine personal boundaries and act assertively (rather than passively or aggressively).
5. Actively set goals and objectives. Reach for achievement with diligence, tenacity, and personal drive.
6. Intentionally make and execute decisions. Think, feel, and perform with the best you can offer, always. Seek to avoid regret, anxiety, and worry over the things you cannot control.

### Social Management:

1. Resolve conflict judiciously through seeking double wins.
2. Promote change management and continuous learning to optimize effectiveness and generate high-value returns. Engage in coaching and mentoring to develop and expand your potential.
3. Involve others through teamwork. Generate synergy through cooperation, participation, and utilization.
4. Design both intrinsic and extrinsic reward systems to support successes. Celebrate achievement for all, at all levels, and encourage all efforts.
5. Create environments and situations that promote reasonable risk taking. Allow failure and mistakes to be learning experiences rather than disasters.
6. Strengthen interactions with difficult people in tough situations through positive interaction, empathy, dialogue, negotiation, and emotional connection.



## Now What?

*"The longest journey on earth begins with a single step." – Ben Sweetland*

After taking this assessment and reading your report, you are probably even more interested in learning as much as possible to improve your emotional intelligence (EIQ). You might believe you can absorb the suggested improvements quickly and retain them until they become second nature, right? Not necessarily! You must improve your EIQ through ongoing practice. Competence breeds confidence, which leads to increased inner motivation.

The key to making EIQ easier to master is to break the improvement suggestions into simple, bite-size pieces that can be readily digested and successfully implemented in your life. Work on one area and incorporate that into your life consistently before moving on to the next one. This will begin a "spiral of success" – you learn something new, try it out, and experience some success which gets you charged up about learning and applying even more.

The speed with which you apply your new EIQ knowledge should change your behaviors gradually, not radically, to affect your life permanently – not as quick fixes learned today and forgotten tomorrow. Training, learning, and practicing must become an "all the time" behavior.