



DISC Awareness (EI)

A Dual Evaluation of Behavioral & Emotional Intelligence Styles

Report For: **Sample Report**

Style: **Cd**

Date: **1/5/2026**

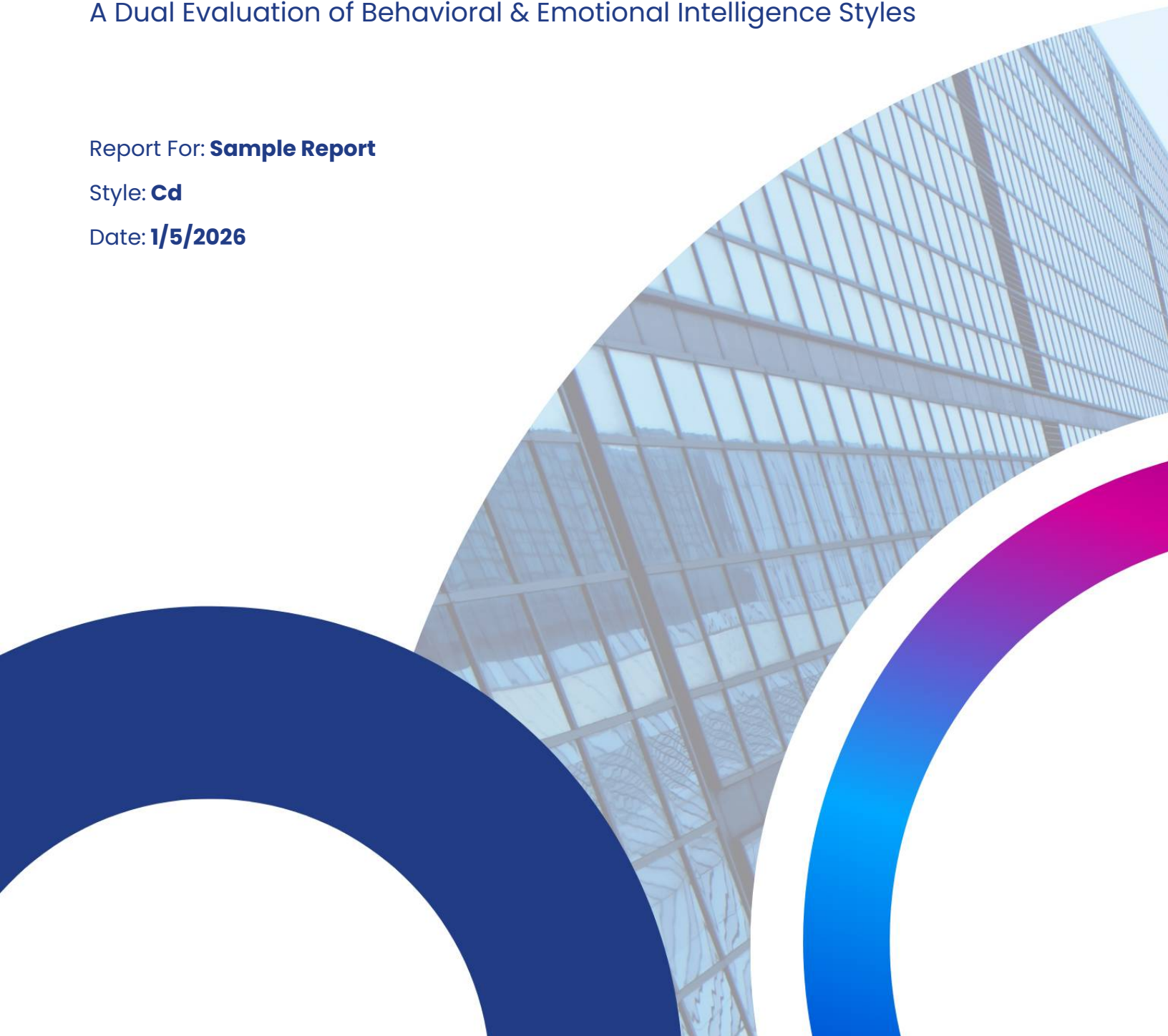


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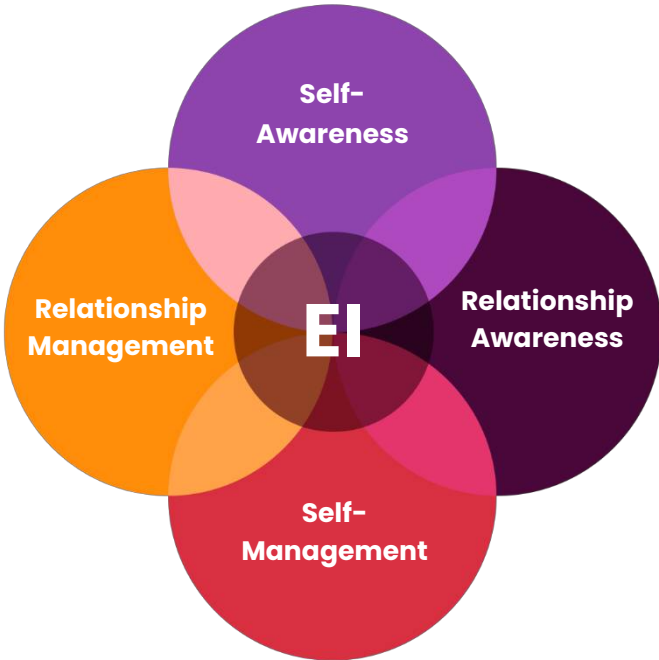
What is Emotional Intelligence?

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

The Four Components of EI

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

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



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

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

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

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

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



The Talents for Each Component of Emotional Intelligence

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

Emotional Clarity

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

Self-Reflection

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

Cause & Effect

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

Confidence

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

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

Empathy

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

Service Mindset

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

Team Dynamics

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

Perception

Perception: Interpreting and comprehending shifting emotional data or information



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

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

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

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

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

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

Discipline

Drive

Accountability

Adaptability

Optimism

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

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

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

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

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

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

Collaboration

Influence

Change Catalyst

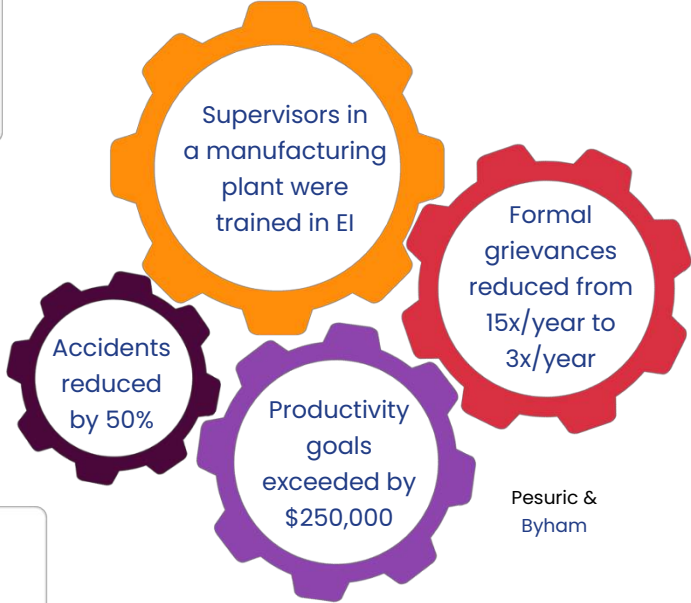
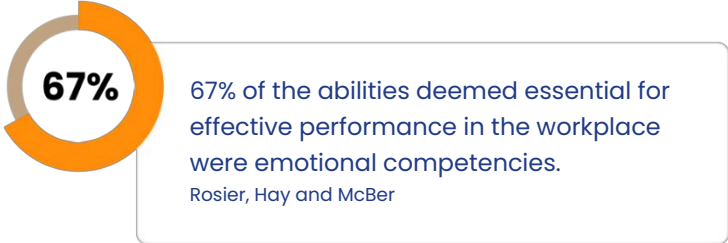
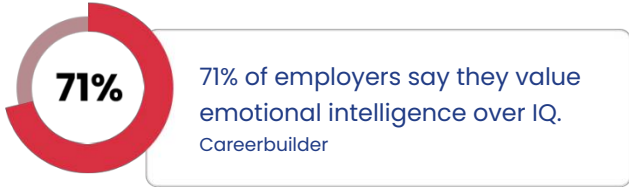
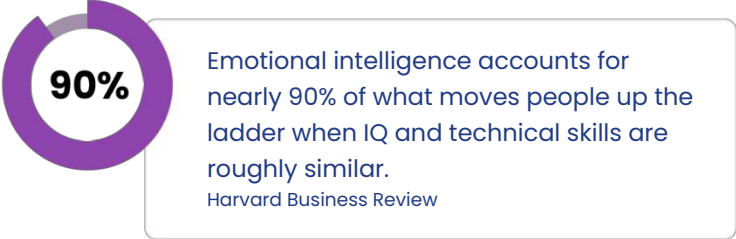
Connection

Conflict Management



The Impact of Emotional Intelligence

Unlike cognitive intelligence, emotional intelligence is not fixed. You can increase your EI by heightening your awareness of yourself and others and adjusting your thoughts and actions. Emotionally intelligent people build healthy relationships and achieve success. The following studies demonstrate the impact of EI:





The Power of Emotions and Feelings

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

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

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

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

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

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

Why is this important?

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

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

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



What is DISC?

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

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

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

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

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

Directness and Openness of Each Style

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 and Priority of Each Style

D	Fast-paced and task-oriented
I	Fast-paced and people-oriented
S	Slow-paced and people-oriented
C	Slow-paced and task-oriented



Behaviors and Expressions of Each Style

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

	Analytical Precise Questioning Methodical Objective Organized Diplomatic Detail-oriented		Results-driven Direct Assertive Bottom-line Big picture Independent Decisive Take-charge
	Harmonious Patient Helpful Friendly Cooperative Approachable Consistent Caring		Social Talkative Upbeat Motivating Fun Humorous Persuasive Intuitive

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

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

Fears of Each Style

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

Intense Emotional Reactions of Each Style

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

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

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



Integrating Style and Emotional Intelligence

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

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

A few thoughts on DISC and Emotional Intelligence:

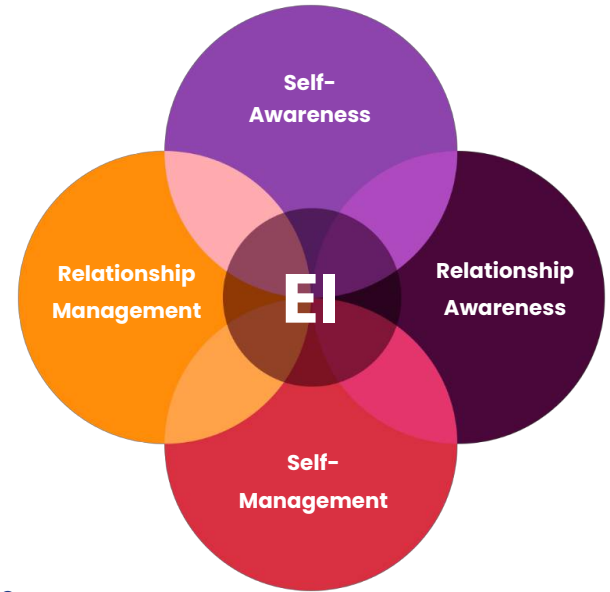
- We all come into the world with a style (or blend), though that style can change over time
- EI can be consciously developed and increased
- DISC Style explains what you do and how you do it
- EI can predict how successful you will be
- Combining DISC and EI can help you be the truest and best version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

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

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

The DISC Awareness Profile will help you:

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





Benefits of Integrating Emotional Intelligence & the DISC Styles

Emotional intelligence recognizes feelings and responds in an appropriate, attentive way. These skills and abilities heighten personal performance, empower relationships, and guide teamwork to achieve results.

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



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

↑ Increases

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

↓ Decreases

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



Emotional Intelligence and the D Style

The following chart is based on someone with a strong **D style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **D styles** 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 EI in that area.



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



Emotional Intelligence and the I Style

The following chart is based on someone with a strong **I style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **I styles** 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 EI in that area.



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



Emotional Intelligence and the S Style

The following chart is based on someone with a strong **S style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **S styles** 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 EI in that area.



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



Emotional Intelligence and the C Style

The following chart is based on someone with a strong **C style**. While you may have higher or lower EI in any area listed below, this chart represents typical EI for **C styles** 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 EI in that area.



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



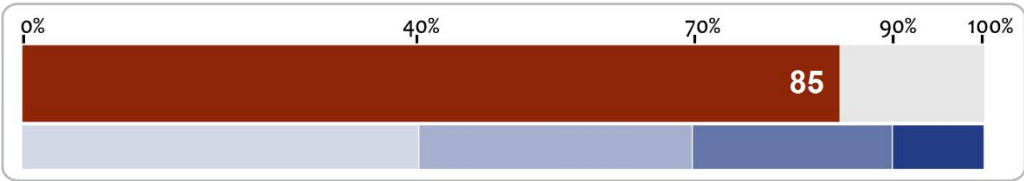
Sample's Emotional Intelligence Overview

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

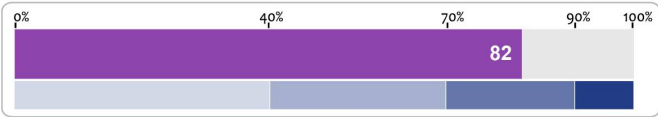
The scale descriptors on the right explain the continuum of EI knowledge and skill. As you read them, think of Emotional Intelligence as a skillset that can be developed. Scores are based on one's current level of understanding, competence, and focus. Unlike cognitive intelligence, emotional intelligence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

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

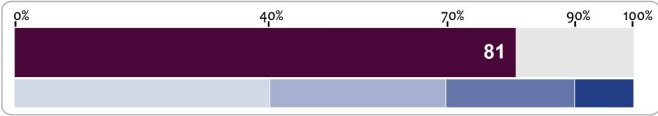
Overall Score



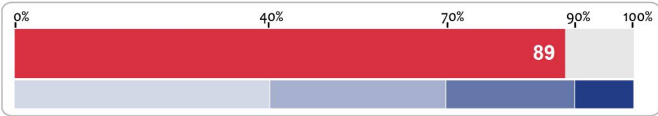
Self-Awareness



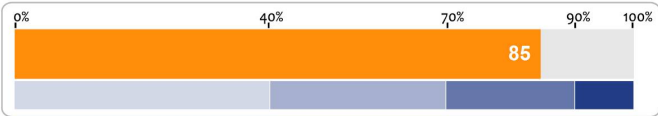
Relationship Awareness



Self-Management



Relationship Management





Sample's Emotional Intelligence Talents Summary

The following graphs represent a summary of your EI Talents.

Self-Awareness

Emotional Clarity - 67



Self-Reflection - 80



Cause & Effect - 93



Confidence - 87



Relationship Awareness

Empathy - 80



Service Mindset - 80



Team Dynamics - 100



Perception - 67



Self-Management

Discipline - 93



Drive - 95



Accountability - 80



Adaptability - 87



Optimism - 90



Relationship Management

Collaboration - 80



Influence - 87



Change Catalyst - 87



Connection - 90



Conflict Management - 80





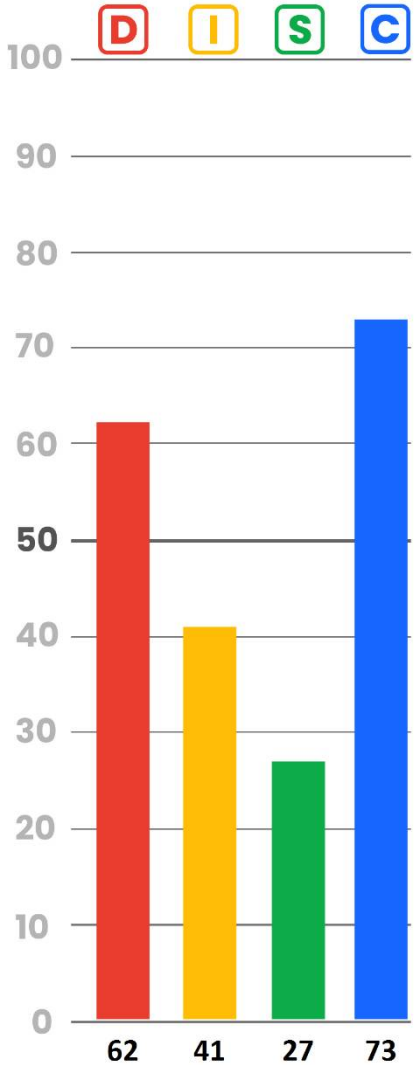
Sample's Style Overview

The following graph and descriptive statements represent your Natural DISC Style. As the baseline of your behavior, this sets a foundation for your most likely style expression when coupled with your EI scores.

Note: Anyone can display any combination of DISC styles, and behavioral shifts can occur when adapting to environments, situations, or relationships around you. You can learn more about Adapted scores in the DISC Self report.

Sample, you set high expectations for yourself and others. Driven both by achievement and quality, you want things done quickly and correctly. Often, you'd rather work independently than trust others to perform to your standards. You speak briefly but listen deeply, contextualizing useful information and plotting your next move. Usually, you'd rather ask questions than give answers. Clear on your goals and methodical about reaching them, you act on strategy rather than intuitions and feelings. Your challenge is to empathize with people and not box their emotions into being right or wrong.

You have the building blocks of high achievement and strategic thinking. But sometimes, your way of asking questions, discussing decisions, and giving feedback can be intimidating. You can trigger intense, negative emotions just by saying what you mean without tact. Rather than expect people to be rational and emotionless, try to anticipate how differently personalities will react to you. The more you respect the role of emotion in decisions, relationships, and team dynamics, the more you will accomplish.



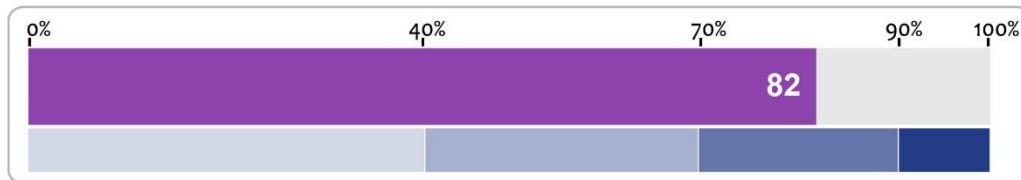
Sample's Self-Awareness Scores



The Self-Awareness scale is based on ...

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



Emotional Clarity



Self-Reflection



Cause & Effect



Confidence



Self-Awareness includes:

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



Self-Awareness and Your Style

Sample, in a state of self-awareness, you recognize how tone and body language can soften or harden your words. You ask questions to confirm that others have understood your directions and expectations. You remind yourself to look for signs of progress and improvement, not just weaknesses or deficiencies. In a state of low self-awareness, you may seem impatient and unapproachable. Emotions may seem frivolous and irrational to you rather than valid and instructive. Wherever you look, you find reasons not to trust in others. You may feel like no one else is thinking as clearly as you or working as hard.

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

- Think before speaking and therefore measures words carefully
- Follow appropriate social constructs of what to say and how to say it
- Raise competitiveness by displaying the belief that a goal is achievable
- Accurately read the tone and body language of others
- Carefully analyze the source of an emotion
- Excel at getting to the cause and effect of an emotion
- Recognize that there is often a gray area in situations
- Excel at objectively looking at situations without getting caught up in the emotional drama
- Have a deep sense of personal value and contribution to the workplace
- Understand that a focused emotional state can lead to better concentration on tasks
- Understand what needs to be done during a crisis
- Have strong boundaries and can ignore an emotion if it does not add value

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

- Miss subtle changes in why one event requires a different emotional response than a similar event in the past
- Over-rationalize feelings with logic
- Believe that the only way to get what is desired is to be aggressive
- Have a hard time acknowledging emotions that don't align with goals
- Dislike considering the emotions of others in decision making as they lack predictability
- Get annoyed when dealing with emotions gets in the way of accomplishing goals
- Place blame for failures on external factors and doesn't take responsibility
- Have low empathy for people experiencing deep emotions that are based on something illogical
- Become puzzled why others are upset
- Communicate objectively and does not understand how tone impacts the perceptions of others
- Take statements literally or at face value so subtle undertones and nuances are missed
- See things in a dichotomy of right or wrong



Self-Awareness in Action

Self-Awareness	Low	High
Emotional Clarity	<ul style="list-style-type: none"> • Difficulty recognizing and identifying emotions in themselves • Has trouble articulating their emotions with a limited emotional vocabulary • Denial of their emotions and their nuances • Has trouble differentiating between passing moods and intense emotions • Has difficulty identifying personal needs 	<ul style="list-style-type: none"> • Clearly recognizes and understands their emotions • Clearly communicates emotions to self and others • Understands the nuances of changing emotions • Has the ability to perceive emotions • Can clearly identify their needs
Self-Reflection	<ul style="list-style-type: none"> • Does not take time to consider emotions and their impact • Repeats unhealthy patterns or ineffective behaviors • Fails to recognize and correct mistakes • Vague about their emotions • Stagnant in their growth and maturity 	<ul style="list-style-type: none"> • Takes time to objectively consider thoughts, feelings, and actions • Reflects on emotions and outcome of the situation • Thinks about their behaviors and their impact • In touch with their emotions • Digs into the why behind their emotions
Cause & Effect	<ul style="list-style-type: none"> • Difficulty understanding the triggers to their emotions • Doesn't understand how their emotions affect the outcome • Can't recognize how their emotions affect others • Doesn't understand the relationship between emotions and actions/outcomes • Doesn't link thoughts to their actions 	<ul style="list-style-type: none"> • Understands the triggers and causes to their emotions (the why) • Clear when they are being triggered • Understands how their emotions impact others • Recognizes how emotions impact results • Understands how their emotional state drives behaviors
Confidence	<ul style="list-style-type: none"> • Unsure of self • Engages in consistent negative self-talk • Has low self-confidence • Sensitive to criticism • Takes things personally 	<ul style="list-style-type: none"> • Displays self-assurance • Maintains a positive belief in self • Maintains high confidence in their abilities • Does not give up easily • Doesn't compare themselves with others

Self-Awareness Action Plan

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

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

What can you do to make sure you're considering your emotions as well as your intellect when making decisions?

Many people with your style prefer to keep their emotions private, even when they are excited or proud of something. How can you better demonstrate your passion and energy to generate enthusiasm in others?



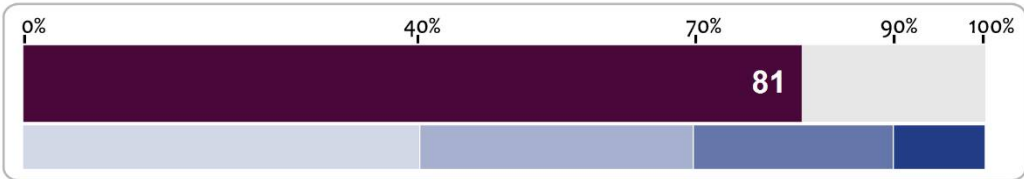
Sample's Relationship Awareness Scores

The Relationship Awareness scale is based on . . .



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



Empathy



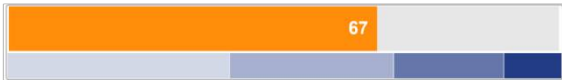
Service Mindset



Team Dynamics



Perception



Relationship Awareness includes:

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



Relationship Awareness and Your Style

Sample, with high social awareness, you pay attention to body language, tone, and social cues, not just the content of what people say. You notice when teammates feel differently than you do and strive to address those divides. You recognize that achieving alignment is more important than getting your way. With low social awareness, your confidence can come across as arrogance. You may offend or demoralize teammates by being too blunt or overly critical. The resulting culture of fear can discourage teammates from seeking your help and input. They may try to work around you rather than with you.

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

- Methodically dissect a situation to understand the emotions of others
- Provide information to others to help meet their needs or move things forward
- Confirm that others are aligned without making assumptions
- Help others solve problems without taking their power
- Recognize the information that others need to do their jobs
- Allow others to play a leadership role and does not overstep boundaries
- Recognize the need to evaluate emotions to understand the entire situation
- State opinions with confidence but leave room for discussion
- Consider situational variables that explain a person's reaction
- Separate large issues from small ones and know which battles to fight
- Build mutual respect and trust with others
- Assertively deal with issues that may be emotionally charged

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

- Express surprise if someone has a negative emotional reaction to something perceived as obvious
- Draw conclusions without asking clarifying questions
- Come across as distracted when listening to others
- Focus on facts and words and may not even recognize the social cues, tone, body language of others
- Fail to consider situational variables or extenuating circumstances that led to the reaction of someone else
- Struggle to recognize, understand, and appreciate what others are thinking and feeling
- Fail to see the perspectives held by others if those views are based on intuition and lack data
- Find it difficult to listen to people who are highly emotional
- Disconnect from people who display emotions to a high degree
- View the emotional responses of others as a nuisance that gets in the way of the real work
- Mistake silence of others for agreement or alignment
- Strive for independence and therefore may avoid group activities that create connection



Relationship Awareness in Action

Relationship Awareness	Low	High
Empathy	<ul style="list-style-type: none"> • Misreads social cues by failing to read the feelings of others • Has difficulty relating to others • Doesn't ask many questions about what others need • Accuses others of being overly sensitive • Disassociates from the emotional needs of others 	<ul style="list-style-type: none"> • Picks up on social cues by tuning into what's not being said • Puts themselves into another's shoes • Asks questions to understand the emotional state of others further • Feels the feelings that others are experiencing • Anticipates the reactions of others
Service Mindset	<ul style="list-style-type: none"> • Entertains a more individualistic view of the world • Hesitant to commit to activities that help those in need • Receives little joy when others meet their own objectives • Focuses only on their own needs • Doesn't look for ways to support others 	<ul style="list-style-type: none"> • Acts altruistically to help others • Proactively responds to the needs of others • Experiences satisfaction when others succeed • Puts other people's needs ahead of their own • Makes a concerted effort to support those in need
Team Dynamics	<ul style="list-style-type: none"> • Unable to read the energy of the room • Fails to understand what pushes the buttons of others • Does not understand the norms based on organizational hierarchy • Unaware of and may violate unspoken rules within the team • Lacks the political savvy to influence the team 	<ul style="list-style-type: none"> • Aware of the energy and emotional state of a group • Fosters an emotional climate to help others accomplish their best work • Creates positive energy within the group • Understands and enforces the unstated ground rules within the team • Senses the emotional climate and morale of the group
Perception	<ul style="list-style-type: none"> • Doesn't notice when others are upset • Gets distracted by their own needs • Fails to interpret others' emotions • Gets surprised by the reactions of others • Fails to notice inconsistencies between what others say and how they act 	<ul style="list-style-type: none"> • Aware of the triggers that may stir emotions in others • Able to read facial expressions, body language, and tone • Excels at accurately reading the emotions of others • Accurately identifies changes in shifting emotional states • Draws accurate conclusions from a small amount of emotional data

Relationship Awareness Action Plan

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

People with styles different from yours are often less direct about expressing their needs and feelings. What can you do to remind yourself to consider the emotional needs of others when communicating?

People with your style may sometimes overlook subtle social cues that convey how others are feeling. What can you look for to read people better and create more successful interactions?

How can you better interact with people who make intuitive rather than fact-based decisions?



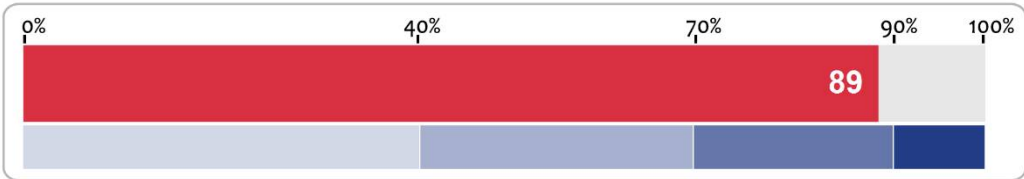
Sample's Self-Management Scores

The Self-Management scale is based on . . .



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



Discipline



Drive



Accountability



Adaptability



Optimism



Self-Management includes:

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



Self-Management and Your Style

Sample, when managing yourself skillfully, you ask questions to understand how people feel. You deal with setbacks calmly and keep failures in perspective. Before laying blame on others, you reflect on how your decisions and words may have contributed. You take responsibility for how people react to you. When struggling with self-management though, anger, dismissiveness, and disappointment dominate your emotions. You may blow up at the smallest errors and view isolated incidents as proof of incompetence. The need to prove yourself right and others wrong may become emotionally draining.

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

- Display comfort in delaying decision making in order to weigh all options
- Stay focused and objective during a crisis
- Notice things that are working in addition to things that are broken or inefficient
- Focus team discussions on reasonable risk factors
- Compartmentalize emotions to make sound, objective decisions that aren't influenced by the high energies displayed by others in times of crisis
- Take charge when there is a vacuum of leadership
- Allow others to share complete information without cutting them off or jumping to the end
- See problems as possibilities and is energized by taking charge to fix it
- Make objective decisions without getting caught up in drama or emotionality
- Communicate directly, respectfully, and candidly
- Dissect problems, plan solutions, and move forward in a timely manner
- Strive for high quality work and ensure that it is achieved

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

- Be so consumed by personal tasks that other people's priorities are viewed as a distraction
- Seem lazy, bored, or uninspired, if they're working on something perceived as unimportant
- Seek power by stepping on others
- Cut people off or not listen to them if they provide too much detail
- Fail to appreciate that some tasks may be emotionally challenging for others
- Lose emotional control if power is diminished
- Have low flexibility on the target goal even if the situation changes
- Become stubborn or closed-minded by locking in on strongly held beliefs
- Mistrust others until they have definitively proven themselves to be trustworthy
- Lose impulse control during stressful times, which can come across as a lack of empathy or patience
- Avoid self-improvement opportunities as they are perceived as unnecessary
- Blame others when problems occur without acknowledging personal contribution



Self-Management in Action

Self-Management	Low	High
Discipline	<ul style="list-style-type: none"> • Lacks self-control • Acts in an unpredictable way • Gets easily distracted and pulled away from the main objective • Gets easily frustrated • Gives up easily 	<ul style="list-style-type: none"> • Acts with composure and control • Able to resist impulses/temptation • Stays focused by avoiding distractions • High tolerance for stress and frustration • Displays a high level of patience
Drive	<ul style="list-style-type: none"> • Lacks motivation • Passive recipient of what happens in their life • Gives up when things get challenging • Procrastinates on undesirable tasks • Doesn't deploy full effort 	<ul style="list-style-type: none"> • Works with unwavering commitment to reach a goal • Intentional with fulfilling their needs in life • Persists in the face of adversity • Always forging forward • Consistently gives it all they've got
Accountability	<ul style="list-style-type: none"> • Blames others for their own failures or inadequacies • Makes excuses and plays the victim role • Avoids making emotionally charged decisions • Fails to apologize when they have wronged someone • Lacks follow through on what they say 	<ul style="list-style-type: none"> • Takes responsibility for actions and outcomes • Tackles challenging issues • Makes tough decisions even if emotionally difficult • Responsive to the need of others • Follows through on commitments
Adaptability	<ul style="list-style-type: none"> • Rigidly adheres to the status quo • Approaches change with hesitation • Feels uneasy and nervous with change • Unwilling to take risks to accomplish something new • Unable to modify emotions or thoughts in response to change 	<ul style="list-style-type: none"> • Changes course easily to adapt to situations • Approaches change with an open mind • Takes positive steps to change frame of mind when needed • Open to new experiences • Able to step out of their comfort zone
Optimism	<ul style="list-style-type: none"> • Fears the worst will happen • Displays pessimism during challenges • Assumes negative outcomes • Engages in negative self-talk • Assumes worst-case scenarios 	<ul style="list-style-type: none"> • Looks for opportunities and possibilities in life • Remains positive despite obstacles • Sees the best in self and others • Uses a positive vocabulary • Exudes joy and happiness



Self-Management Action Plan

Identify times when being assertive was pushed into the red zone and you became aggressive. How can you better manage your level of assertiveness when speaking to and dealing with others?

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

Many people with your style have very exacting standards. When used well, this leads to high quality in their work, but when it's overused, others see it as being picky and critical. How can you make sure that you are seeking excellence and not perfection?

Those with your style tend to be very self-sufficient and private. How can you better connect with others while still honoring your independent nature?



Sample's Relationship Management Scores



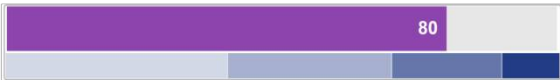
The Relationship Management scale is based on ...

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



Collaboration



Influence



Change Catalyst



Connection



Conflict Management



Relationship Management includes:

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



Relationship Management and Your Style

Sample, when managing relationships well, you give both positive and constructive feedback. In discussions and debates, you respect others as your equals. Understanding where people stand comes before validating or invalidating their viewpoint. Your nonjudgmental stance can spark genuine, powerful conversations. However, when you struggle to manage relationships, teammates may feel that you are indifferent to their needs. Your decisions can seem harsh. Teammates might feel like you attack their ideas and try to micromanage everything they do. It may seem like every conversation with you devolves into a debate.

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

- Communicate vision with specific steps towards achieving it
- Keep people focused on goals
- Fill a leadership vacuum when there's a crisis
- Have a clear vision of reality
- Support team members during times of change
- Communicate confidently while leaving room for the ideas of others
- Get people back on track if they encounter roadblocks
- Find highly qualified people and put them in the correct roles
- Consider all ideas before making a decision
- Negotiate confidently and assertively by clearly stating needs and outcomes
- Respectfully communicate disagreement by clearly stating thoughts, ideas, and feelings
- Help teams to quickly establish roles and target goals

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

- Assert their view so strongly they come across as inflexible
- Focus on solving a problem rather than expressing an emotion which can create a perception of detachment
- Have a smaller vocabulary to express emotional needs, concerns, and fears
- Communicate abruptly and use few words to make their point
- Appear socially withdrawn and lacking of desire for interaction
- Appear distrusting because of the need to verify facts before buying into an idea
- Have a difficult time opening up and being emotionally vulnerable
- Share ideas as if there are decisions that have already been made
- Seek to have power over others and tell people what to do
- Fail to generate buy-in by focusing on data rather than the emotions of others
- Come across as highly independent with little need for relationships
- Be hard to get to know as personal information is kept close and not shared



Relationship Management in Action

Relationship Management	Low	High
Collaboration	<ul style="list-style-type: none"> • Not interested in doing things to enhance the relationship • Does not reveal their true needs • Focuses on personal rather than group goals • Does not enjoy being part of a team • Says no to helping others when they could provide support 	<ul style="list-style-type: none"> • Celebrates the successes of others • Freely shares information • Cooperatively helps others to meet their goals • Views the team as equally as important as themselves • Feels genuine concern for the group and wants to help
Influence	<ul style="list-style-type: none"> • Fails to understand what is emotionally important to others • Shares ideas without energy and enthusiasm • Has difficulty getting buy-in • Neglects to articulate how their solutions will impact others • Fails to inspire commitment to ideas 	<ul style="list-style-type: none"> • Confidently communicates their point of view • Persuades others to establish perspectives and make decisions • Gains the support of others for ideas and actions • Exudes energy that motivates others • Inspires action in others
Change Catalyst	<ul style="list-style-type: none"> • Fails to recognize the emotional need for change • Displays resistance and hesitancy to change • Fails to recognize and support others' emotional needs during change • Personal needs override the collective need for change • Seeks to maintain the status quo 	<ul style="list-style-type: none"> • Proactively identifies the need for change • Navigates emotional resistance to change • Encourages others to talk about their feelings during times of change • Initiates change that will have a positive effect on others • Challenges the status quo
Connection	<ul style="list-style-type: none"> • Communicates ineffectively or disrespectfully during difficult times • Doesn't share feelings or ask others about their feelings • Fails to see how others can enhance their life • Doesn't engage others in conversation • Focuses on "me" instead of "we" 	<ul style="list-style-type: none"> • Proactively works to develop new relationships • Communicates authentically in all situations • Opens oneself to be vulnerable to establish trust • Builds lasting relationships • Expresses genuine concern and interest in others
Conflict Management	<ul style="list-style-type: none"> • Becomes emotional and fails to maintain composure during a conflict • Fails to prioritize what's most important to address with others • Avoids uncomfortable topics or responds aggressively • Doesn't recognize the emotional needs of others during conflict • Doesn't understand how their body language affects others 	<ul style="list-style-type: none"> • Calmly brings up and discusses interpersonal issues • Seeks win-win solutions to resolve the conflict • Communicates directly to the person with whom they have an issue • Listens openly to the needs of others • Speaks respectfully during disagreements

Relationship Management Action Plan

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

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

While many people with your style may prefer independence, connections are often vital to success. What can you do to grow your social network?

Many people with your style are known for driving accuracy and productivity. How can you balance your desire for quality results with the need to create an engaging work environment?



General Tips for Self-Improvement

Emotional Clarity

Self-Reflection

Cause & Effect

Confidence

Self-Awareness Tips:

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

Empathy

Service Mindset

Team Dynamics

Perception

Relationship Awareness Tips:

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



General Tips for Self-Improvement (Continued)

Discipline

Drive

Accountability

Adaptability

Optimism

Self-Management Tips:

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

Collaboration

Influence

Change Catalyst

Connection

Conflict Management

Relationship Management Tips:

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



Personalized Tips for Self-Improvement

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

- If you feel isolated in pursuit of your goals, consider how your actions might have alienated allies.
- Elicit critique and feedback without the intention to “defeat” critics. Let people feel what they feel.
- When stress becomes overwhelming, identify one next step. What action can reduce the intensity?
- Practice translating facial expressions and body language. What is being communicated silently?
- Practice asking people what they need from you versus stating what you expect from them.
- Consider why people share their emotions. Usually, they are not asking for you to solve a problem!
- Try engaging people for no other reason than to have fun and connect. Those are valid purposes too.
- Do not treat relationships as zero-sum games. Everyone can feel like they have won.

Onward and Upward

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

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