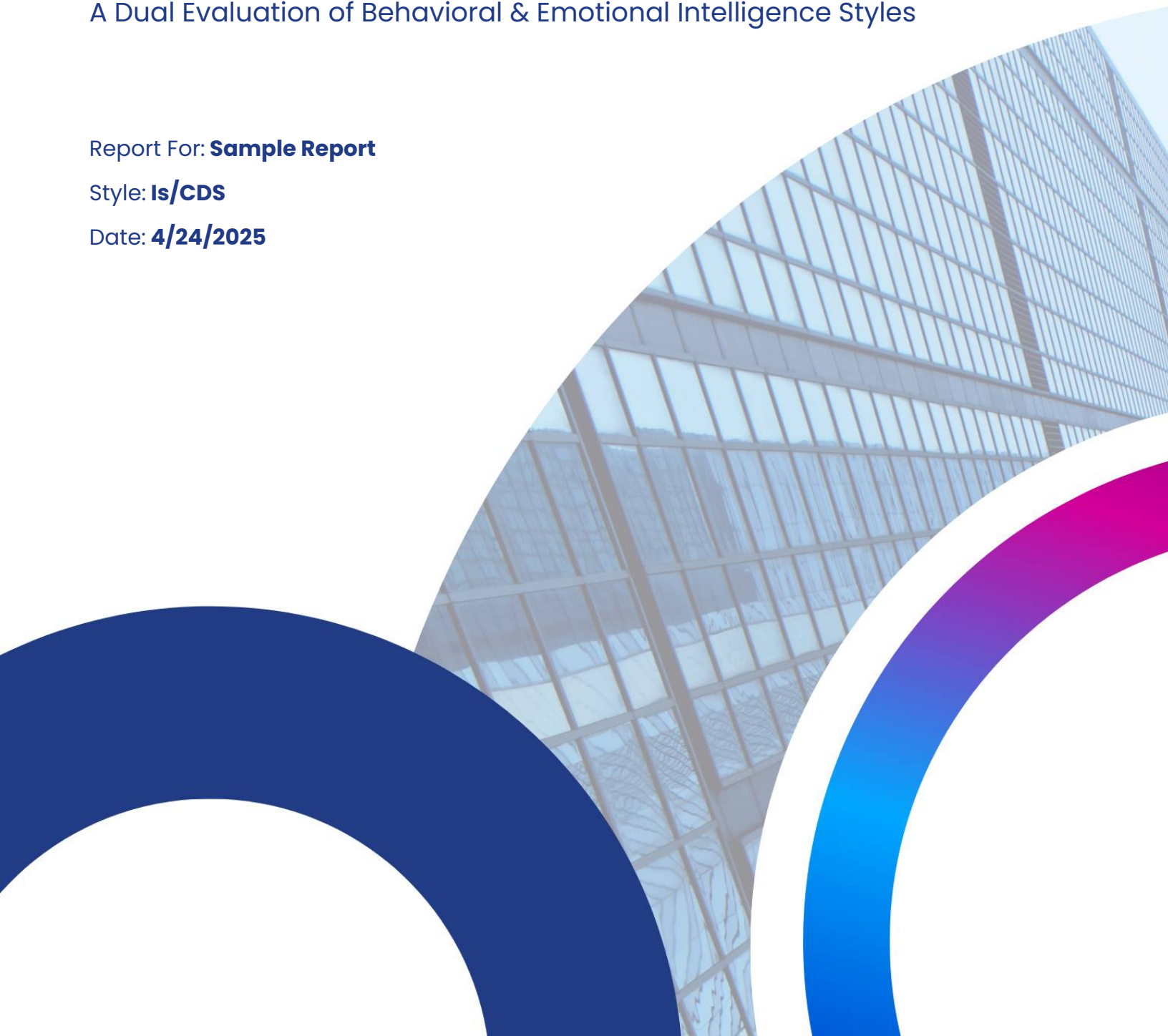# DISC Awareness (EI)

A Dual Evaluation of Behavioral & Emotional Intelligence Styles

Report For: **Sample Report**

Style: **Is/CDS**

Date: **4/24/2025**

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What is Emotional Intelligence?

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

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

The third and fourth components of emotional intelligence are based on the ability to read and interpret the emotions and behaviors of others, then flexibly adapt to honor their emotional state and needs. These components are represented by Social Recognition and Social Management.
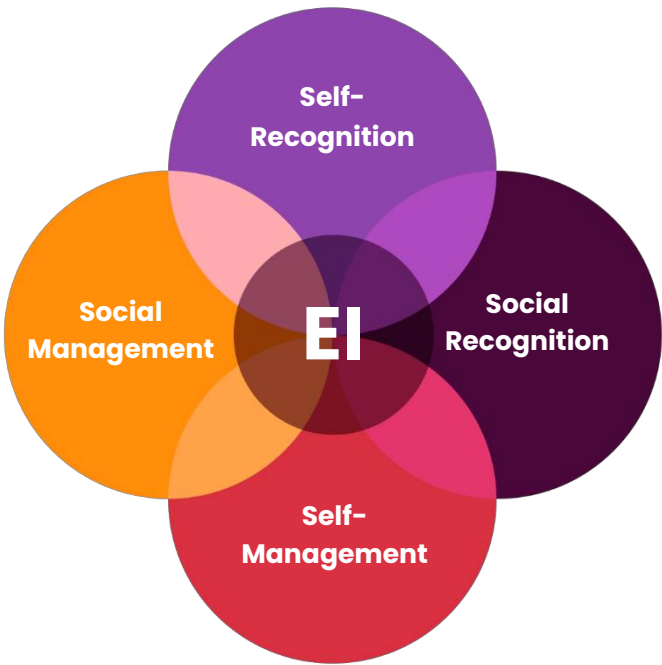
	Recognition	Management
Self	**Self-Recognition** Accurately recognizing one's emotions and behaviors	**Self-Management** Productively managing one's emotions and behaviors
Others	**Social Recognition** Accurately perceiving and understanding the emotions and behaviors of others	**Social Management** Understanding how one's emotions and behaviors impact others

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

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

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

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

The Talents for Each Component of Emotional Intelligence

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

Emotional Identification	**Emotional Identification:** Clearly identifying and naming a range of feelings and needs
Self-Awareness	**Self-Awareness:** Engaging in introspection by thinking about feelings, desires, and behaviors and the reasons behind them
Cause & Effect	**Cause & Effect:** Understanding the relationship between feelings, behaviors, performance, and their triggers
Self-Appreciation	**Self-Appreciation:** A feeling of certainty, trust, and positive regard of oneself and one's ability

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

Empathy, Sensitivity, Appreciation	**Empathy, Sensitivity, Appreciation:** Understanding the needs and emotions of others by picking up on verbal and non-verbal cues
Service, Compassion, Benevolence	**Service, Compassion, Benevolence:** Supporting others by anticipating their stated and unstated needs
Interpersonal Development	**Interpersonal Development:** Understanding a group's needs and expectations while effectively reading their energy and morale
Situational Perceptual Awareness	**Situational Perceptual Awareness:** Interpreting and comprehending shifting emotional data or information

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

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

Self-Control, Discipline

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

Goal-Directed Performance

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

Self-Integrity

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

Creativity, Agility, Flexibility

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

Motivation, Positive Psychology

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

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

Teamwork & Collaboration

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

Leadership & Influence

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

Change Catalyst

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

Developing Relationships

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

Negotiation & Conflict Management

The Impact of Emotional Intelligence

Unlike cognitive intelligence, emotional intelligence is not fixed. You can increase your EI by heightening your awareness of yourself and others and adjusting your thoughts and actions. Emotionally intelligent people build healthy relationships and achieve success. The following studies demonstrate the impact of EI:
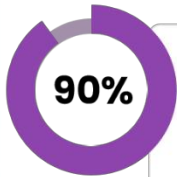
90% Emotional intelligence accounts for nearly 90% of what moves people up the ladder when IQ and technical skills are roughly similar.
Harvard Business Review
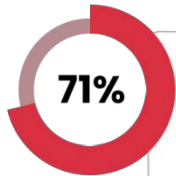
71% 71% of employers say they value emotional intelligence over IQ.
Careerbuilder

1 Year
$10,000 Investment
Saved $2,760,000

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

81% of the competencies that distinguished outstanding managers were related to emotional intelligence.
Boyatzis, 7CM, Hay and McBer

Technical Skill
Emotional Competence

Top performing salesclerks are **12 times** more productive than those at the bottom and **85% more productive** than the average performer. About 2/3 of this difference is due to EI.
Daniel Goleman
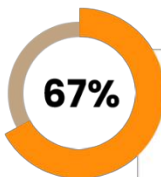
67% 67% of the abilities deemed essential for effective performance in the workplace were emotional competencies.
Rosier, Hay and McBer
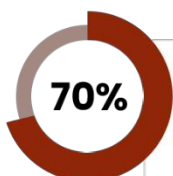
70% The reasons for losing customers and clients are 70% EI related.
Forum Corporation on Manufacturing and Service Companies

Supervisors in a manufacturing plant were trained in EI

Accidents reduced by 50%

Exceeded productivity goals by $250,000

Formal grievances reduced from 15x/year to 3x/year

Pesuric & Byham

The Power of Emotions and Feelings

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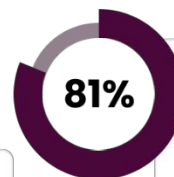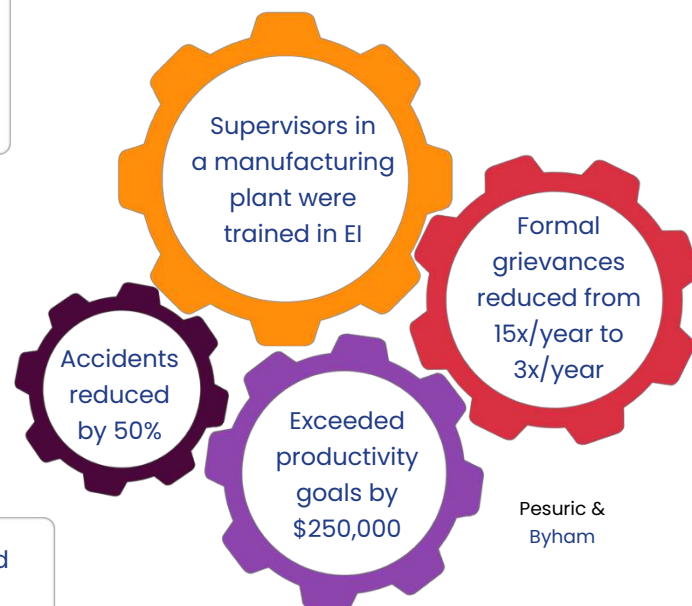come first, then feelings arise as emotion chemicals go to work in our bodies. Moods then develop from a combination of feelings.

There are eight basic emotions as identified by Psychologist Robert Plutchik:
Anger, Anticipation, Fear, Joy, Trust, Surprise, Sadness, and Disgust.

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

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

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

Why is this important?

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

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

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

What is DISC?

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

C

Analytical
Precise
Questioning
Methodical
Objective
Organized
Diplomatic
Detail-oriented

D

Results-driven
Direct
Assertive
Bottom-line
Big picture
Independent
Decisive
Take-charge

S

Harmonious
Patient
Helpful
Friendly
Cooperative
Approachable
Consistent
Caring

I

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

D	Anger & Urgency	Brave, confident, secure, assured, determined, bold, empowered, convinced, powerful, strong, successful, tenacious, valuable, proud, certain, self-reliant
I	Optimism & Trust	Positive, joyful, amused, delighted, energized, invigorated, inspired, celebratory, enthusiastic, exhilarated, festive, playful, eager, encouraged
S	Patience & Non-expression	Calm, peaceful, relaxed, open-hearted, serene, accepting, contented, compassionate, loving, warm, empathetic, devoted, sympathetic, appreciative
C	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-Recognition. Anyone with any style can have low Self-Recognition. Style comes into play when we examine what each style looks like with both low and high Self-Recognition, as each style tends to display EI in different ways. For example, a **D style** with high emotional intelligence in Social Management will go about building and nurturing relationships differently than an emotionally intelligent **S style**.
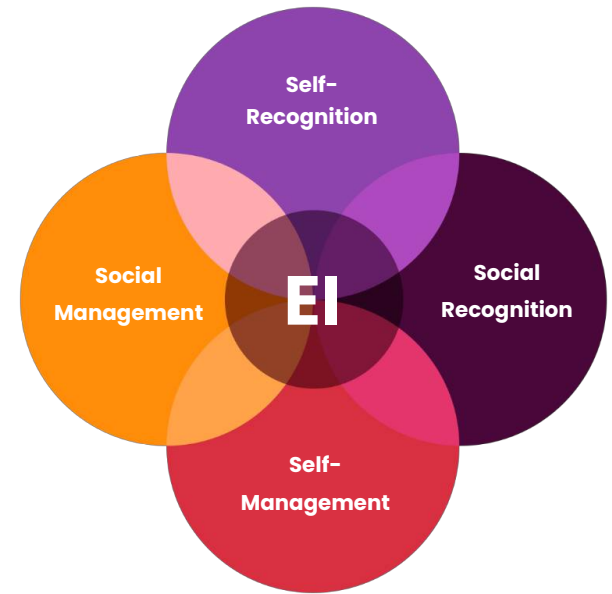
A few thoughts on DISC and Emotional Intelligence:
- We all come into the world with a style (or blend), though that style can change over time
- EI can be consciously developed and increased
- DISC Style explains what you do and how you do it
- EI can predict how successful you will be
- Combining DISC and EI can help you be the truest and best version of yourself

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

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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:

- Communication
- Decision-Making
- Leadership
- Sales
- Teamwork

- Productivity/Performance
- Relationship Satisfaction
- Customer Service
- Conflict Management
- Overall Effectiveness

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	⬇ Decreases
• Enhanced employer/employee relations	• Reduced conflict
• Improved performance/productivity	• Lower levels of bias and mistrust
• Higher attention to task	• Fewer health issues
• Greater motivation and satisfaction	• Decreased stress, anxiety, and burnout
• Increased confidence	• Minimized negative emotions
• Better problem solving and creativity	• Fewer aggression and hostility issues
• More effective leadership	• Fewer silos and less fragmentation
• Increased influence	• Fewer safety-related violations
• Better collaboration and synergy	• Decreased feelings of isolation
• Improved culture	• Fewer on-the-job accidents
• Improved interpersonal effectiveness	• Fewer disengaged employees
• Greater initiative and commitment	• Reduced absenteeism
• Heightened engagement	• 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-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness Low	**Empathy/Appreciation** Low	**Self-Control/Discipline** Task: High Interpersonal: Low	**Getting Along w/Others** Low Emotional Rapport and Resonance
Cause & Effect Low	**Service/Compassion** Low	**Goal Orientation** High	**Leadership/Influence** Task Oriented: High Team Oriented: Low
Self-Esteem/Confidence Task: High Interpersonal: Low	**Holistic Communication** Sending: High Receiving: Low	**Self-Integrity** Not related to Specific Style	**Change Catalyst** Task Oriented: High Team Oriented: Low
Assertiveness High	**Situational Perception** Verbal: High Non-Verbal: Low	**Motivation/Initiative** Task: High Interpersonal: Low	**Conflict Management** Strategy/Tactics: High Interpersonal: Low
Emotional Identification Low	**Interpersonal Development** Low	**Creativity/Adaptability** Task: High Interpersonal: Low	**Teamwork/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-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness Moderate	**Empathy/Appreciation** Moderate	**Self-Control/Discipline** Task: Low Interpersonal: Low	**Getting Along w/Others** High Emotional Rapport and Resonance
Cause & Effect Low	**Service/Compassion** High	**Goal Orientation** Low	**Leadership/Influence** Task Oriented: Low Team Oriented: High
Self-Esteem/Confidence Task: Low Interpersonal: High	**Holistic Communication** Sending: High Receiving: Low	**Self-Integrity** Not related to Specific Style	**Change Catalyst** Task Oriented: Low Team Oriented: High
Assertiveness Moderate	**Situational Perception** Verbal & Non-Verbal: Low to Moderate	**Motivation/Initiative** Task: Low Interpersonal: High	**Conflict Management** Strategy/Tactics: Low Interpersonal: High
Emotional Identification Low to Moderate	**Interpersonal Development** Moderate to High	**Creativity/Adaptability** Task: Low Interpersonal: High	**Teamwork/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-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness High	**Empathy/Appreciation** High	**Self-Control/Discipline** Task: High Interpersonal: High	**Getting Along w/Others** High Emotional Rapport and Resonance
Cause & Effect High	**Service/Compassion** High	**Goal Orientation** Moderate	**Leadership/Influence** Task Oriented: Low Team Oriented: High
Self-Esteem/Confidence Task: Moderate Interpersonal: Moderate	**Holistic Communication** Sending: Low Receiving: High	**Self-Integrity** Not related to Specific Style	**Change Catalyst** Task Oriented: Moderate Team Oriented: Moderate
Assertiveness Low	**Situational Perception** Verbal: High Non-Verbal: High	**Motivation/Initiative** Task: High Interpersonal: High	**Conflict Management** Strategy/Tactics: Moderate Interpersonal: High
Emotional Identification Moderate	**Interpersonal Development** Moderate	**Creativity/Adaptability** Task: Low Interpersonal: Low	**Teamwork/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-Recognition	Social Recognition	Self-Management	Social Management
Self-Awareness Low	**Empathy/Appreciation** Low	**Self-Control/Discipline** Task: High Interpersonal: High	**Getting Along w/Others** Low Emotional Rapport and Resonance
Cause & Effect Moderate	**Service/Compassion** Moderate	**Goal Orientation** Moderate	**Leadership/Influence** Task Oriented: High Team Oriented: Low
Self-Esteem/Confidence Task: Moderate Interpersonal: Low	**Holistic Communication** Sending: Low Receiving: Low	**Self-Integrity** Not related to Specific Style	**Change Catalyst** Task Oriented: High Team Oriented: Low
Assertiveness Low	**Situational Perception** Verbal: Low Non-Verbal: Low	**Motivation/Initiative** Task: High Interpersonal: Low	**Conflict Management** Strategy/Tactics: Low Interpersonal: Low
Emotional Identification Low	**Interpersonal Development** Low	**Creativity/Adaptability** Task: Moderate Interpersonal: Moderate	**Teamwork/Collaboration** Low

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DISC
Awareness

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 grasp the totality of the situation and responds instinctively and sensibly with ease
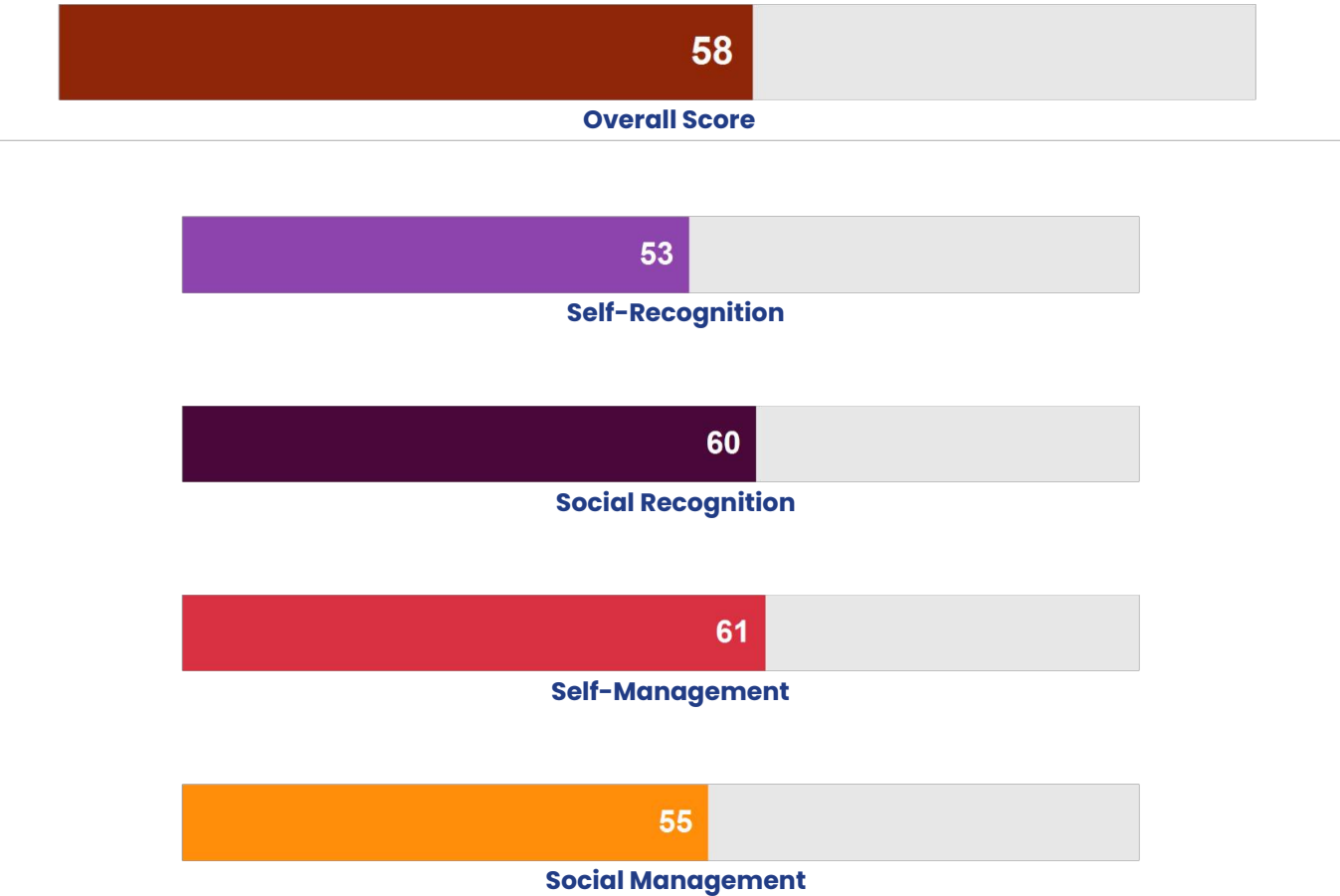
70-89 **Proficient:** High degree of competence and depth of understanding – sees the big picture and holistically addresses complex situations with accountability and confidence

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

58
Overall Score

53
Self-Recognition

60
Social Recognition

61
Self-Management

55
Social Management

Sample's Emotional Intelligence Talents Summary

The following graphs represent a summary of your EI Talents.

Self-Recognition

Emotional Identification - 53

53

Self-Awareness - 47

47

Cause & Effect - 47

47

Self-Appreciation - 67

67

Social Recognition

Empathy, Sensitivity, Appreciation - 55

55

Service, Compassion, Benevolence - 50

50
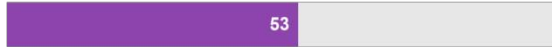
Interpersonal Development - 80

80

Situational Perceptual Awareness - 60

60

Self-Management

Self-Control, Discipline - 53

53

Goal-Directed Performance - 60

60

Self-Integrity - 70

70

Creativity, Agility, Flexibility - 47

47

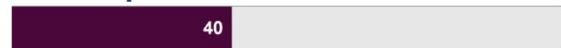**Motivation, Positive Psychology - 70**

70

Social Management

Teamwork & Collaboration - 47

47

Leadership & Influence - 40

40

Change Catalyst - 80

80

Developing Relationships - 50

50

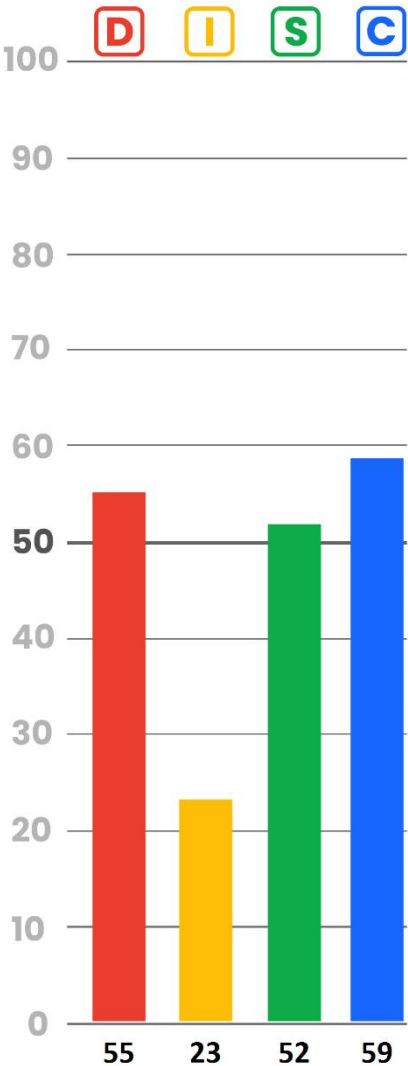**Negotiation & Conflict Management - 60**

60

DISC
Awareness

Sample's Style Overview

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

Sample, your patient, calm personality is a source of warmth and stability for others. You care deeply about people and strive to treat everyone with empathy. Rather than being first to speak or act, you prefer to listen, deliberate quietly, and rehearse before sharing your perspective. You likely find comfort in routine and consistency. Teammates know you to be approachable and feel they can count on you to help and collaborate. At times though, you may find yourself trying to please or support others at the expense of your own emotional health.

A challenge of your style is trusting fully in your emotions, opinions, and abilities. When you are too harsh with yourself, negativity can cloud your intuition and empathy. It is difficult to truly hear yourself and others over a noisy inner dialogue. When you find a balance between honoring yourself and serving others, you empower people to connect, reflect, and thrive. Teammates feel your support, know you listen, and in tough moments, that means the world to them. You have the potential to make people in your life feel validated and supported just by being your thoughtful self.

D	I	S	C
55	23	52	59

Sample's Self-Recognition Scores

The Self-Recognition scale is based on . . .

Self-Recognition

- Learning Style
- Attitude
- Comfort & discomfort
- Strengths & weaknesses
- Mindfulness

- Self-acceptance
- Self-esteem
- Tension/stress levels
- Conscience
- Emotional well-being

- Assertiveness
- Authenticity
- Confidence
- Internal empathy
- Self-perception

53

Self-Recognition Overall Score

Emotional Identification

53

Self-Awareness

47

Cause & Effect

47

Self-Appreciation

67
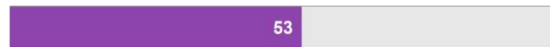
Self-Recognition includes:

- **Emotional Identification:** Understanding the difference between intense feelings and passing moods. Accurately describing one's emotions with a broad vocabulary. Clearly identifying one's needs based on emotions.

- **Self-Awareness:** Taking the time to actively examine thoughts and emotions. Reflecting on the emotions that drive personal needs and desires. Exploring behaviors and how they drive actions.

- **Cause & Effect:** Paying attention to and understanding emotional triggers. Being aware of how emotions, thoughts, and actions are related. Recognizing how emotions impact results.

- **Self-Appreciation:** Knowing one can achieve what is desired. Believing in oneself. Expressing certainty in words and actions.

Self-Recognition and Your Style

Sample, in a state of high self-awareness, you hold a positive inner dialogue that buoys your confidence. You are willing to ask for help and share your needs and desires. You also set boundaries, knowing that you cannot take on everyone else's problems and emotions. However, if your self-awareness dims, that inner dialogue may turn negative and disempowering. You may ruminate on insensitive comments, whether offense was intended or not. Unsure of yourself and afraid to say no to others, you may become overburdened and feel unheard. Even if you try to hide your stress, you may expect others to sense it.

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

- Feel and project confidence
- Validate the feelings of others with learned statements such as, "I understand."
- Understand that others may have different emotional needs and boundaries
- Think before speaking and therefore measures words carefully
- Have a strong emotional memory and link past events with current experiences
- Understand where core competencies lie and has a high level of self-trust to achieve a quality result
- Understand what needs to be done during a crisis
- Set emotional boundaries so that the situations of others do not create emotional distress
- Experience both positive and negative emotions at the same time
- Have awareness of how emotions are being displayed
- Advocate for needs and desires
- Understand how feelings relate to performance

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

- Fail to speak up to get needs met
- Lack awareness of how body language and tone impacts others
- See things in a dichotomy of right or wrong
- Have an internal self-monologue that speaks in negative self-talk
- Feel emotions after an event occurs, which can create a perception of indifference
- Focus on self-imposed limitations rather than strengths
- Dominate during a crisis because others are perceived as incapable of handling the situation
- Become puzzled why others are upset
- Fail to see the link between emotional reactions and performance
- Ruminate on something someone said if it perceived to be unkind or disrespectful
- Mistrust the intentions of others as self-serving
- Believe that others do not share the same level of competence

Self-Recognition in Action

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

DISC
Awareness

Self-Recognition Action Plan

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

Many people with your style feel uncomfortable saying, "No" to the requests of others. What can you do to set boundaries to balance your needs with those of others?

How can you be more assertive so you get your needs met?

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

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DISC
Awareness

Sample's Social Recognition Scores

The Social Recognition scale is based on . . .

Social Recognition

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

60

Social Recognition Overall Score

Empathy, Sensitivity, Appreciation

55

Service, Compassion, Benevolence

50

Interpersonal Development

80

Situational Perceptual Awareness

60

Social Recognition includes:

- **Empathy, Sensitivity, Appreciation:** Having awareness of how others are feeling based on their words and nonverbal cues. Relating to the emotions of others. Seeing things from others' perspectives. Remaining fully present when listening to others.

- **Service, Compassion, Benevolence:** Feeling genuine concern for the greater needs of the group or organization. Actively considering how to support others. Anticipating the needs of others, even if they are unstated. Making oneself available to others who need assistance or support.

- **Interpersonal Development:** Reading the energy and needs of the group. Sensing the morale and satisfaction of the team. Understand the unwritten ground rules and expectations within a group.

- **Situational Perceptual Awareness:** Easily sensing how others are feeling. Recognizing when the emotional state changes in others. Noticing when someone's words do not match their emotions.

DISC
Awareness

Social Recognition and Your Style

Sample, with full social awareness, you take in the stated and unstated emotions of your teammates. They can tell that you are attentive and empathic when listening. Rather than judge people, you offer the acceptance, appreciation, and connection they need to be vulnerable. Your concern is authentic. When your social awareness is strained, you may misread people's emotions and assume malintent if they don't behave as you would. Therefore, conflicts may feel much more intense to you than to others. You may come across as passive-aggressive as you avoid addressing the elephant in the room.

Sample's style with high EI in the area of Social Recognition:
- Ask excellent clarifying questions to better understand a situation
- Ask clarifying questions to gain a deeper understanding
- Let others share their ideas first so their assurance doesn't take over and shut down conversations
- Consider situational variables or extenuating circumstances
- Recognize disagreement by reading tone and body language
- Understand how to respond assertively and respectfully
- Recognize the need to evaluate emotions to understand the entire situation
- Ask a lot of questions to evaluate and assess the emotions of others
- Methodically dissect a situation to understand the emotions of others
- Show concern for the thoughts and opinions of others
- Help others without expecting anything in return
- Appreciate people who speak directly and confidently

Sample's style with low EI in the area of Social Recognition:
- Fail to understand or accept perspectives that are different from one's own
- Lack awareness of the messages that body language and tone are sending
- Fail to recognize how their unstated emotions impact a relationship or a team's dynamic
- Assume people know their unstated desires and needs
- Misread the subtext of what people are saying
- Seek to work in solitude to avoid dealing with the emotional reactions of others
- See all problems as major issues that should be debated
- Find it difficult to listen to people who are highly emotional
- Strive for independence and therefore may avoid group activities that create connection
- View the emotional responses of others as a nuisance that gets in the way of the real work
- Fail to consider situational variables or extenuating circumstances that led to the reaction of someone else
- Become overwhelmed by people whose emotions guide their opinions and decision making

Social Recognition in Action

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

Social Recognition Action Plan

While reading the emotional cues of others may be one of your strengths, how can you prevent yourself from inadvertently assuming something is a big deal when it's not?

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

People with your style tend to be present and attentive when listening. How can you make sure you are adding to the conversation by sharing thoughts and concerns as much as you add by actively listening?

A team without conflict is a team without creativity. How can you make sure you are not stifling discussion in the name of harmony?

DISC
Awareness

Sample's Self-Management Scores

The Self-Management scale is based on . . .

Self-Management

- Flexibility and adaptability
- Enthusiasm
- Optimism
- Stress management
- Initiative

- Restraint
- Discipline and control
- Resolve
- Direction and purpose
- Emotional management

- Focus
- Goal setting
- Impulse control
- Agility
- Resilience

61

Self-Management Overall Score

Self-Control, Discipline
53

Goal-Directed Performance
60

Self-Integrity
70

Creativity, Agility, Flexibility
47

Motivation, Positive Psychology
70

Self-Management includes:

- **Self-Control, Discipline:** Doing the important things even when it's inconvenient or uncomfortable. Forgoing immediate gratification for greater long-term gain. Staying focused by avoiding temptation and distraction.

- **Goal-Directed Performance:** Working constantly and diligently to achieve one's goals. Consciously creating one's desired life instead of waiting to see what happens. Asserting oneself by respectfully stating personal needs. Persisting in the face of adversity or opposition.

- **Self-Integrity:** Maintaining consistency between words and actions. Focusing on solving the problem rather than placing blame. Taking ownership and accepting the consequences for choices and behaviors. Admitting when one is wrong and apologizing when needed.

- **Creativity, Agility, Flexibility:** Flexing and adjusting as conditions change. Seeking opportunities to grow and improve. Taking positive steps to change one's frame of mind when needed.

- **Motivation, Positive Psychology:** Focusing on opportunities and possibilities rather than challenges. Looking for the best in people and situations. Regularly engaging in positive self-talk. Seeing negative events as temporary, rather than permanent setbacks.

Self-Management and Your Style

Sample, when skillfully managing your emotions, you compartmentalize negative feelings, freeing yourself to face obstacles and pursue goals. Although you strive for harmony with teammates, you speak up for yourself and others if necessary. You embrace difficult conversations rather than avoid them. While struggling to self-manage though, you may seek validation by forcing your help and support upon others. To avoid conflict, you might compromise, accommodate, and agree too easily, leading to regrets and resentment. Overwhelming emotions and fears may leave you feeling helpless and unable to act.

Sample's style with high EI in the area of Self-Management:
- Separate others' emotions from those being personally experienced
- Dissect problems, plan solutions, and move forward in a timely manner
- Compartmentalize emotions to make sound, objective decisions that aren't influenced by the high energies displayed by others in times of crisis
- Manage emotions so they don't get in the way of achieving objectives
- Accept that mistakes are part of the process
- Set strong boundaries
- Allow others to share complete information without cutting them off or jumping to the end
- Respect deadlines and be willing to submit work that is good enough but not perfect
- Communicate directly, respectfully, and candidly
- Strive for high quality work and ensure that it is achieved
- Make data-driven decisions without being influenced by the emotions of others
- Stay focused and objective during a crisis

Sample's style with low EI in the area of Self-Management:
- Make decisions based on what is happening right now, causing a divergence from the plan
- Insert oneself into other people's business
- Rigidly adhere to processes even when new ways are better
- Criticize personal performance even if others are satisfied
- Avoid making uncomfortable decisions
- Refuse to admit that an opinion is incorrect
- Put minimal effort into things that are perceived to have little or no value
- Surrender decision-making to others if there is a perception of not enough time to consider all the details
- Suffer from worry fatigue by focusing on worst case scenarios
- Have low flexibility on the target goal even if the situation changes
- Become stubborn or closed-minded by locking in on strongly held beliefs
- Be so consumed by personal tasks that other people's priorities are viewed as a distraction

Self-Management in Action

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

Self-Management Action Plan

How can you balance your need for stability and predictability with the constant changes life throws your way?

People with your style tend to avoid conflict. What can you do to ensure that you address issues that concern you?

Many people with your style prefer to read the room and gauge others' reactions before speaking. What can you do to make sure your ideas and opinions are heard?

Many people with your style are hesitant to tell someone an uncomfortable truth because you don't want to hurt their feelings, even if that truth may help them in the long run. How can you allow yourself to provide constructive feedback more freely?

Sample's Social Management Scores

The Social Management scale is based on . . .

Social Management

- Directing
- Encouragement
- Building friendships
- Supporting
- Social poise

- Warmth
- Cooperativeness
- Collaboration
- Change catalyst
- Conflict management

- Developing others
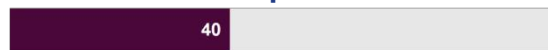- Influence
- Leadership
- Negotiation
- Teamwork

55

Social Management Overall Score

Teamwork & Collaboration
47

Leadership & Influence
40

Change Catalyst
80

Developing Relationships
50

Negotiation & Conflict Management
60

Social Management includes:

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

- **Leadership & Influence:** Inspiring others to take action and achieve goals. Persuading others through a balance of logical and emotional appeals. Displaying charisma when influencing others.

- **Change Catalyst:** Supporting the emotions and needs of those impacted by change. Clearly communicating the rationale behind changes. Championing organizational decisions and changes, despite one's personal opinion.

- **Developing Relationships:** Building collaborative relationships throughout the organization. Creating a safe space for authentic communication. Allowing oneself to be vulnerable with others. Communicating respectfully in times of high stress.

- **Negotiation & Conflict Management:** Seeking win-win solutions when engaged in conflict. Addressing uncomfortable issues rather than minimizing or avoiding them. Picking one's battles to fight for what's most important. Validating the emotions of others during conflict.

Social Management and Your Style

Sample, when managing relationships well, you create an environment where people feel safe and valued. You form loyal, meaningful relationships while still providing constructive feedback. Willing to speak up for your values, you can help the group resolve and grow from conflicts. Conversely, while struggling with relationship management, you may coddle teammates, shielding them from feedback, growth, and productive discomfort. Too quick to appease or too afraid to cause offense, you may struggle to advocate for what you believe. Rather than forgive people, you might hold grudges that prevent reconciliation.

Sample's style with high EI in the area of Social Management:
- Speak up in team meetings to share ideas and opinions
- Seek an appropriate amount of information prior to decision-making
- Make changes that shake up the status quo when they will lead to better results
- Consider all ideas before making a decision
- Work through conflict to build stronger relationships
- Keep people focused on goals
- Negotiate win/win outcomes so both parties get their needs met
- Take calculated risks to advance the team
- Talk directly with the person with whom there is an issue
- Dedicate time to cultivating relationships
- Respectfully communicate disagreement by clearing stating thoughts, ideas, and feelings
- Manage emotions when conflicts arise

Sample's style with low EI in the area of Social Management:
- Have a difficult time opening up and being emotionally vulnerable
- Overthink through communications before speaking
- Create a culture where people feel safe, but is reluctant to push them out of their comfort zone where growth happens
- Listen for goals or desired actions and doesn't tune into the speaker's emotional state
- Focus on solving a problem rather than expressing an emotion which can create a perception of detachment
- Appear distrusting because of the need to verify facts before buying into an idea
- Act passive aggressively when others don't communicate respectfully or lack fairness
- Communicate abruptly and use few words to make their point
- Reject solutions offered by others
- Accommodate others to the degree that personal needs are not met
- Assume that everyone shares the same feelings and therefore doesn't express them
- Cause people to fail in the long run by avoiding developmental conversations

Social Management in Action

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

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Social Management Action Plan

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

How can you balance your need for harmony with the knowledge that sometimes issues need to be addressed directly for the greater good?

How can you use your sympathetic and friendly nature to help aloof team members feel more included?

How can you make sure your desire for harmony does not stifle team discussion of critical issues?

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General Tips for Self-Improvement

Emotional Identification

Self-Awareness

Cause & Effect

Self-Appreciation

Self-Recognition Tips:

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

Empathy, Sensitivity, Appreciation

Service, Compassion, Benevolence

Interpersonal Development

Situational Perceptual Awareness

Social Recognition Tips:

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

General Tips for Self-Improvement (Continued)

Self-Control, Discipline
Goal-Directed Performance
Self-Integrity
Creativity, Agility, Flexibility
Motivation, Positive Psychology

Self-Management Tips:

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

Teamwork & Collaboration
Leadership & Influence
Change Catalyst
Developing Relationships
Negotiation & Conflict Management

Social Management Tips:

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

Personalized Tips for Self-Improvement

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

- Assume the best intentions in people who offend you. Speak up to change how they treat you.

- If you feel something you wish others would sense, say it! Don't expect them to read your mind.

- Before agreeing to something, imagine your future self. If you anticipate regrets, keep negotiating.

- Remind yourself that the feedback people give you has nothing to do with your self-worth.

- Conversations that feel uncomfortable are the most worth having. Practice starting them.

- Don't minimize conflict in the name of teamwork. Discussing different perspectives can lead to innovation.

- Identify your boundaries and stick to them. Practice saying "no" to requests that cross your line.

- Don't assume that others will give to relationships the way you do. There's not one best way.

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."