DISC & Emotional Intelligence

A Dual Evaluation of Behavioral & Emotional Intelligence Styles

Report For: **Sample Report**

Style: **DIs/CD**

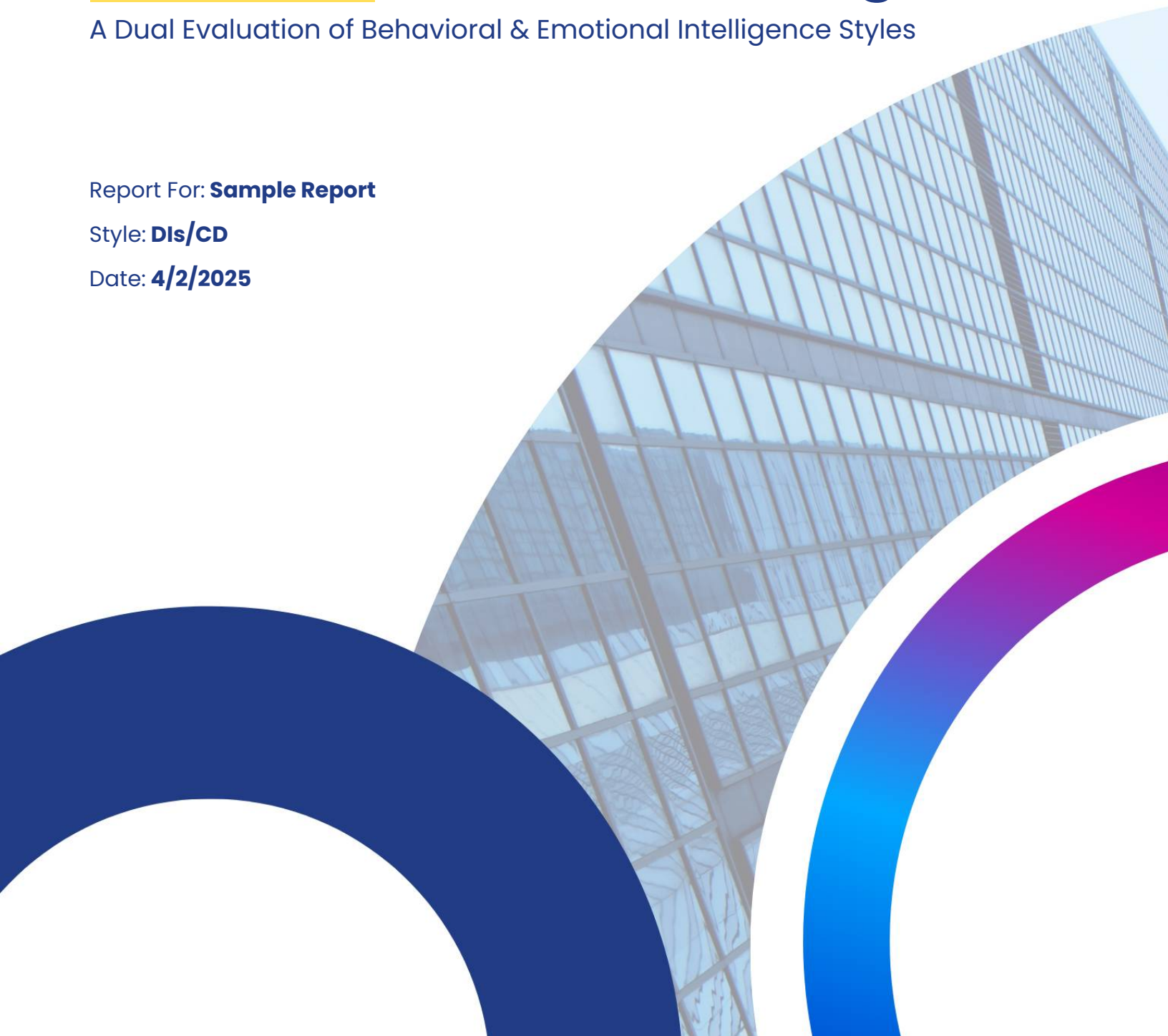Date: **4/2/2025**

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Introduction to the DISC & EIQ Integration Report

DISC is a simple, practical, easy to remember, and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles: **Dominance, Influence, Steadiness, and Conscientious**. Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others.
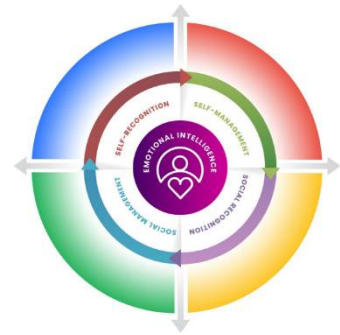
Emotional Intelligence is a way of recognizing, understanding, and choosing how we think, feel, and act. It shapes our understanding of ourselves and our interactions with others. It defines how we grow and what we learn about ourselves and those around us; it allows us to set the right priorities and determines the majority of our daily actions and interactions.

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

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

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

How to Use This Report

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

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

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

DISC & EIQ

Introduction to DISC

DISC is a simple, practical, easy to remember and universally applicable model. It focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

D Dominance   **I** Influence   **S** Steadiness   **C** Conscientiousness

Using the DISC model, it is easy to identify and understand our own style, recognize and cognitively adapt to different styles, and develop a process to communicate more effectively with others.

How to Use This Report

The DISC report is divided into 3 parts: introducing the DISC model, helping you understand your own style, and identifying ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of others.

- **Part I** focuses on understanding each of the DISC styles and identifying characteristics, including the tendencies of each behavioral style

- **Part II** is about understanding yourself and will reveal information about the tendencies that make you unique

- **Part III** examines and explores adaptability and offers actionable recommendations for you and others who interact with you

With this personalized and comprehensive report, DISC gives you tools to help you become a better you - to develop and use more of your natural strengths while recognizing, improving upon, and modifying your limitations. Then, because we can easily see and hear these behaviors, we can quickly and accurately "read" other people and use our knowledge to enhance communication and grow our relationships.

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

Understanding DISC

Behavioral Styles

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

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

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

Behavior Descriptors of Each

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

Directness and Openness of Each Style

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

Pace and Priority of Each Style

SLOWER-PACED TASK-ORIENTED **C**

ANALYTICAL & ASSERTIVE

FASTER-PACED TASK-ORIENTED **D**

VERY ANALYTICAL

VERY ASSERTIVE

SUPPORTIVE & ANALYTICAL

ASSERTIVE & PERSUASIVE

INDIRECT AND **GUARDED BEHAVIORS**

DIRECT AND **GUARDED BEHAVIORS**

INDIRECT AND **OPEN BEHAVIORS**

DIRECT AND **OPEN BEHAVIORS**

VERY SUPPORTIVE

VERY PERSUASIVE

SLOWER-PACED PEOPLE-ORIENTED **S**

SUPPORTIVE & PERSUASIVE

FASTER-PACED PEOPLE-ORIENTED **I**

PACE AND PRIORITY represent two of the main sources of tension between the styles.

- **D** & **C** and **I** & **S** have different *PACES*:
  - **D** & **I** are faster-paced
  - **S** & **C** are slower-paced.

- **D** & **I** and **S** & **C** have different *PRIORITIES*:
  - **D** & **C** are task oriented
  - **I** & **S** are people oriented.

- **D** & **S** and **C** & **I** have *BOTH PACE AND PRIORITY DIFFERENCES*.

A Deeper Look at the Four DISC Styles

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

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

Communicating with the DISC Styles

Communicating with the D style

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

Communicating with the I style

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

Communicating with the S style

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

Communicating with the C style

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

Understanding Yourself

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

You tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

Your responses to the instrument show that you tend to be non-aggressive with your input, in order to avoid making waves. You tend to be brief and concerned with the bottom-line, and thus may be perceived as abrupt.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

You make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.

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Style Overview

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

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

Your Behavioral Style: Explorer

Explorers are creative change agents. They bring decisiveness, a sense of urgency, and an eye on quality control to their projects. Explorers can spin many plates and projects simultaneously. There are two goals on their radar: quick results and high quality. When they achieve both, it's great; but sometimes these two goals may be an either/or situation. Explorers make routine decisions very quickly, but become more cautious on bigger, riskier ones. Explorers appreciate a wide berth of authority to carry out their responsibilities.

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

- **Personal direction:** Creatively solving difficult and complex problems

- **Strengths offered:** Creativity in generating new ideas and solutions after doing the homework

- **General characteristics:** Brings a sense of firm direction and an awareness of quality control

- **Contributions to others:** Creative problem-solving and bringing focus on direction and solutions

- **Getting along with others:** Strong ideas and opinions, but may vacillate between focus on direction and focus on quality issues

- **When stressed:** May withdraw from others or become indecisive

- **Keep in mind:** May become overly critical and sometimes distant when in disagreement

- **Additional notes:** Creates unique ideas for projects, but may vacillate at times about direction or quality focus

DISC & EIQ

Word Sketch – Adapted Style

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

This chart shows your ADAPTED DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	**D** Problems/Challenges	**I** People/Contacts	**S** Pace/Consistency	**C** Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality

	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

Word Sketch – Natural Style

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

This chart shows your NATURAL DISC Graph as a "Word Sketch." Use it with examples to describe why you do what you do and what's important to you when it comes **Dominance** of Problems, **Influence** of People, **Steadiness** of Pace, or **Conscientiousness** of Procedures. Share more about the specific needs that drive you in each area of FOCUS. If your DISC intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

Focus	**D** Problems/Challenges	**I** People/Contacts	**S** Pace/Consistency	**C** Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality

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DISC Graphs for Sample Report

Your Adapted Style indicates you tend to use the behavioral traits of the **DIs style(s)** in the focus area you had in mind when completing the assessment. Your Natural Style indicates that you naturally tend to use the behavioral traits of the **CD style(s).**

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

Adapted Style

D I S C

73	70	55	27
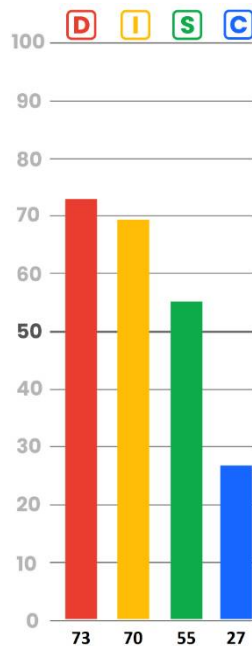
Pattern: DIs

Natural Style

D I S C

55	27	34	59
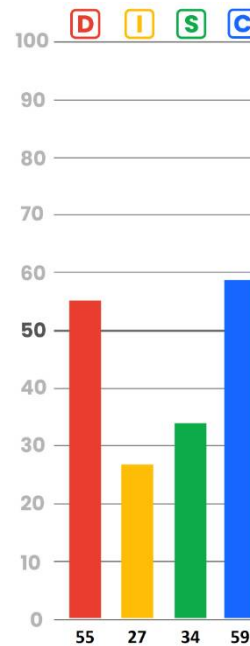
Pattern: CD

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

If the bars are similar, it means that you tend to use your same natural behaviors in either environment. If your Adapted Style is different from your Natural Style, this may cause stress if over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

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

DISC & EIQ

Behavioral Pattern View

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

THE SCORING LEGEND
Dominance: How you deal with Problems and Challenges
Influence: How you deal with People and Contacts
Steadiness: How you deal with Pace and Consistency
Conscientiousness: How you deal with Procedure and Constraints

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

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

Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead

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

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

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

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

Supportive & Persuasive, Good Team Player, Creates Good Will & Provides Good Customer Service

● = Natural

★ = Adapted

Communication Tips for Others

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

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

When Communicating with Sample, DO:

- Motivate and persuade Sample by pointing out objectives and expected results.
- Be prepared to handle some objections.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Give Sample time to verify the issues and potential outcomes.
- Remember these three rules: Be brief, be bright, and be gone.
- Do your homework, because Sample's homework will already be done.

When Communicating with Sample, DON'T:

- Forget or lose things necessary for the meeting or project.
- Confuse or distract Sample from the issues at hand.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussion, and waste Sample's time.
- Whine about all of the work you have to do.
- Provide incomplete or unclear directions or instructions.
- Use unreliable evidence or testimonials.

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Your Motivators: Wants and Needs

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

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

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

You Tend to Be Motivated By:

- Direct, factual answers to questions, supported by accurate data.
- Time to analyze facts and data prior to making a final decision.
- Efficient methods which get things done faster, without sacrificing quality.
- Things being done correctly the first time, so that later corrections aren't necessary.
- Authority equal to the responsibility you have been given.
- New experiences, and new challenges to meet.
- Time to react to sudden changes, and to analyze the impact on overall quality.

People With Patterns Like You Tend to Need:

- To seek more input from others for a more effective team cooperation.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To be able to trust the competence and high standards of others on the team.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.

What you Bring to the Organization

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

Your Strengths:

- You are able to make decisions having the bottom-line in mind.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.
- You are a very creative thinker and innovator.
- You tend to be a strong agent of change.

Your Work Style Tendencies:

- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- You motivate others on the team with a sense of competition and urgency.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You are motivated to be creative and tend to become bored with routine work.

You Tend to Be Most Effective In Environments That Provide:

- Freedom to create in new and different ways.
- Challenging assignments that are both detailed and wide in scope.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Opportunity for advancement to positions allowing for creativity.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Opportunities for one to work alone, and to think things through.
- Support of some occasional vacillation in decisions or ideas.

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The C Style

Under Stress - Perceptions, Behavior and Needs for the C

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

Potential Self Perception:

- Results-driven
- Wants clear, quick answers
- Quality control driven
- Cautious agent of change

Under Stress, May be Perceived by Others:

- Aloof and blunt
- Vacillates
- Plays favorites
- Condescending

Under Stress You Need:

- Accuracy
- A slow pace for "processing" information
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Strategies to Reduce Conflict and Increase Harmony:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.

Potential Areas for Improvement

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

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

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

Potential Areas for Improvement:

- You may need some improvement on your communication skills. It is important to share ideas with others on the team, allowing them to be a "sounding board" for your thoughts.
- You may sulk or withdraw if not given attention and/or credit for ideas submitted.
- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- You may appear indecisive to some because of the need to re-examine evidence, or even wait for new evidence prior to making decisions.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.
- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.
- You have a strong need for perfection and may not be satisfied until it has been reached.

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12 Behavioral Tendencies

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

Behaviors	Natural	Adapted
Reasoning *How this individual uses evidence to think through and solve problems.*	**Evidence-based (C)**	**Intuition-based (I)**
Self-Reliance *How this individual works within a team.*	**Directive (D)**	**Situational**
Accuracy *How this individual focuses on correctness and exactness.*	**Precision (C)**	**Predictability (S)**
Personal Drive *How this individual's own goals move things forward.*	**Self-Driven (D)**	**Situational**
Careful Decision Making *How this individual approaches decisions and actions.*	**Situational**	**Situational**
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.*	**Situational**	**Results (D)**
Providing Instruction *How this individual dictates directions and expectations.*	**Situational**	**Directive & Compulsive (D)**
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.*	**Situational**	**Situational**
Change Resistance *How this individual resists engaging with change.*	**Drives Change (D)**	**Situational**
Work Process Alignment *How this individual focuses on process to follow through on work.*	**Accuracy (C)**	**Consistency (S)**
Building Rapport *How this individual focuses when interacting with others.*	**Results-Focused (D)**	**Situational**
Expressing Openness *How this individual is most comfortable expressing themselves.*	**Structural (C)**	**Social (I)**

12 Behavioral Tendencies – Details & Graphs

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

Interpretation Notes:

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

Reasoning

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

Adapted (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.

Evidence-based (C)

Intuition-based (I)
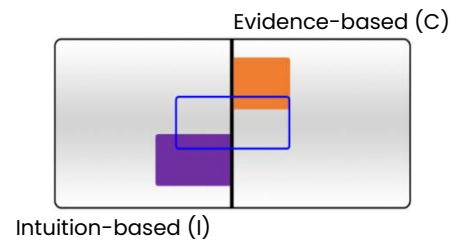
Self-Reliance

Natural (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directively. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.

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

Directive (D)

Collaborative (I)
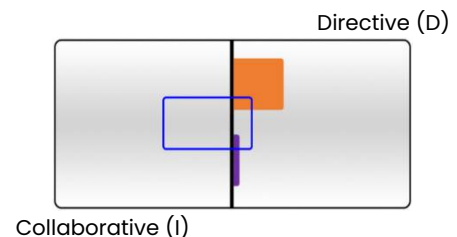
Accuracy

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

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

Precision (C)

Predictability (S)
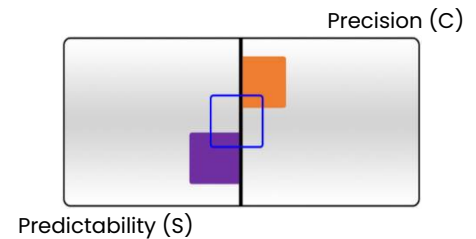
Personal Drive

Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

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

Self-Driven (D)

Others-driven (S)
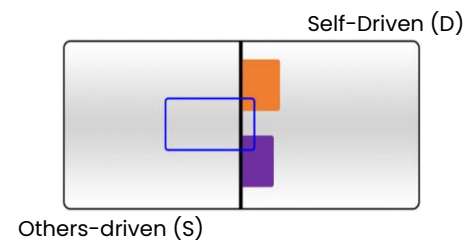
Careful Decision Making

Natural (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.

Adapted (MOD): Consistent with natural style

Cautious (S)

Impulsive (I)
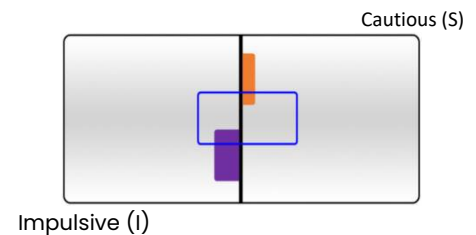
Prioritizing

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

Adapted (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

Rules (C)

Results (D)
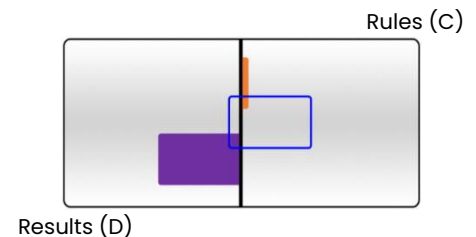
Providing Instruction

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

Adapted (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Directive & Compulsive (D)

Reserved & Detailed (C)
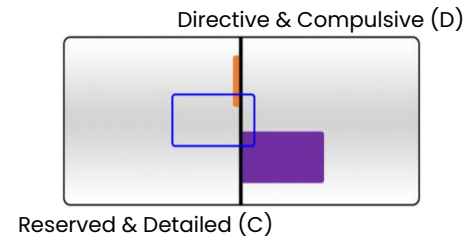
Customer & Team Interaction

Natural (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.

Adapted (MOD): Consistent with natural style

Engaging (I)

Supporting (S)
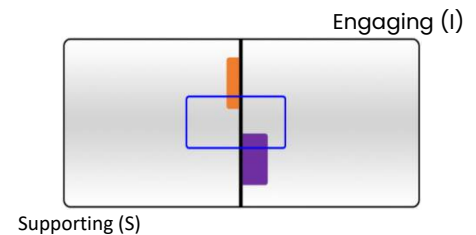
Change Resistance

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

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

Reluctant to Change (S)

Drives Change (D)

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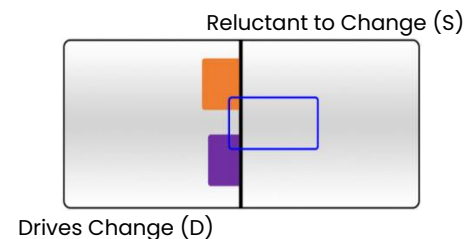
Work Process Alignment

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

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

Consistency (S)

Accuracy (C)
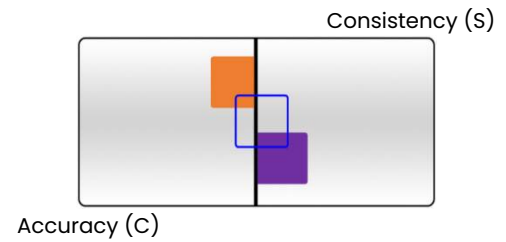
Building Rapport

Natural (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.

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

Relationships-Focused (I)

Results-Focused (D)
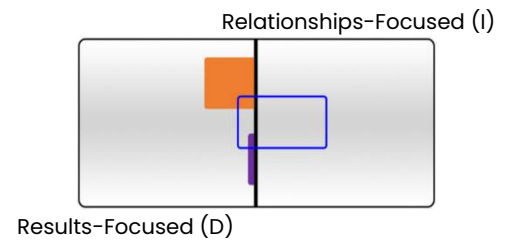
Expressing Openness

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

Adapted (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.

Social (I)

Structural (C)

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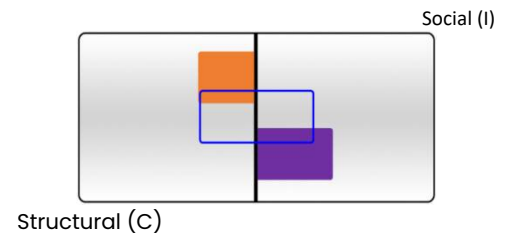
Summary of Sample Report's Style

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

Communication Dos & Don'ts
1._____
2._____

Your Motivations: Wants
1._____
2._____

Your Motivations: Needs
1._____
2._____

Your Strengths
1._____
2._____

Your Work Style Tendencies
1._____
2._____

Effective Environmental Factors
1._____
2._____

Potential Areas for Improvement
1._____
2._____

Understanding Others and Adaptability

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

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

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

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

Adaptability

The Application Section Includes:

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

What is Adaptability?

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

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

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

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

Important Considerations:

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

Words of Advice

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

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Recognizing Another Person's Behavioral Style

2 Power Questions:

1. **Are they DIRECT/FAST-PACED or INDIRECT/SLOWER-PACED in their communications?**
   (Directness is the 1st predictor of Style. Direct plots on the right, Indirect on the Left).

2. **Are they GUARDED/TASK-ORIENTED or OPEN/PEOPLE-ORIENTED in their communications?**
   (Openness is the 2nd predictor of Style. Open plots on the Bottom, Guarded on the Top).
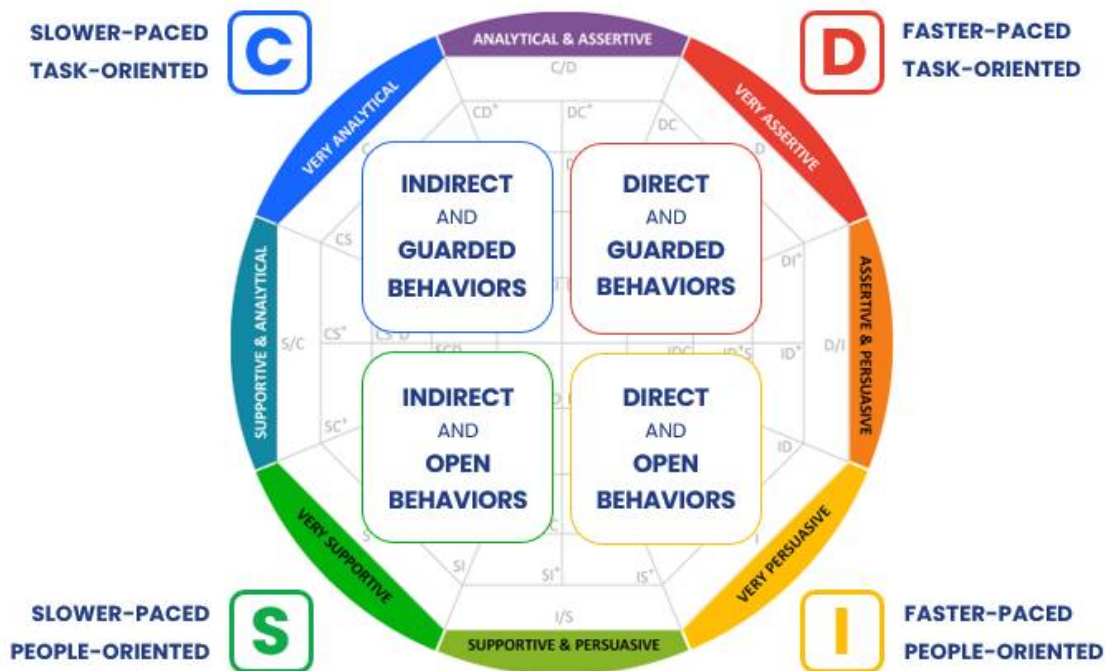
When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN**, it forms the foundation and the basis for plotting each of the four different behavioral styles:

	Directness & Openness	Pace & Priority
D	Tends to be **direct** and **guarded**	**Fast**-paced and **task**-oriented
I	Tends to be **direct** and **open**	**Fast**-paced and **people**-oriented
S	Tends to be **indirect** and **open**	**Slow**-paced and **people**-oriented
C	Tends to be **indirect** and **guarded**	**Slow**-paced and **task**-oriented

DISC & EIQ

To Modify Directness and Openness

Direct/Indirect

With **D** Styles **DIRECT**	With **I** Styles **DIRECT**	With **S** Styles **INDIRECT**	With **C** Styles **INDIRECT**
• Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention	• Make decisions at a faster pace • Be upbeat, positive, warm • Initiate conversations • Give recommendations • Don't clash with the person, but face conflict openly	• Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly	• Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging, or acting pushy – especially personally

Guarded/Open

With **D** Styles **GUARDED**	With **I** Styles **OPEN**	With **S** Styles **OPEN**	With **C** Styles **GUARDED**
• Get right to the task, address bottom line • Keep to the agenda • Don't waste time • Use businesslike language • Convey acceptance • Listen to their suggestions	• Share feelings, show more emotion • Respond to expression of their feelings • Pay personal compliments • Be willing to digress from the agenda	• Take time to develop the relationship • Communicate more, loosen up, and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements	• Maintain logical, factual orientation • Acknowledge their thinking • Downplay enthusiasm and body movement • Respond formally and politely

To Modify Pace and Priority

Pace

With **D** Styles FASTER	With **I** Styles FASTER	With **S** Styles SLOWER	With **C** Styles SLOWER
• Be prepared, organized • Get to the point quickly • Speak, move at a faster pace • Don't waste time • Give undivided time and attention • Watch for shifts in attention and vary presentation	• Don't rush into tasks • Get excited with them • Speak, move at a faster pace • Change up conversation frequently • Summarize details clearly • Be upbeat, positive • Give them attention	• Develop trust and credibility over time, don't force • Speak, move at a slower pace • Focus on a steady approach • Allow time for follow through on tasks • Give them step-by-step procedures/ instructions • Be patient, avoid rushing them	• Be prepared to answer questions • Speak, move at a slower pace • Greet cordially, and proceed immediately to the task (no social talk) • Give them time to think, don't push for hasty decisions

Priority

With **D** Styles TASK	With **I** Styles PEOPLE	With **S** Styles PEOPLE	With **C** Styles TASK
• Get right to the task • Provide options and let them decide • Allow them to define goals and objectives • Provide high-level follow up	• Make time to socialize • Take initiative to introduce yourself or start conversation • Be open and friendly, and allow enthusiasm and animation • Let them talk • Make suggestions that allow them to look good • Don't require much follow-up, details, or long-term commitments	• Get to know them personally • Approach them in a friendly, but professional way • Involve them by focusing on how their work affects them and their relationships • Help them prioritize tasks • Be careful not to criticize personally, keep it specific and focused	• Be prepared with logic and practicality • Follow rules, regulations, and procedures • Help them set realistic deadlines and parameters • Provide pros and cons and the complete story • Allow time for sharing of details and data • Be open to thorough analysis

Adapting in Different Situations

Adapting at Work

D DOMINANCE STYLE

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

I INFLUENCE STYLE

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

S STEADINESS STYLE

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

C CONSCIENTIOUSNESS STYLE

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

Adapting in Sales and Service

D DOMINANCE STYLE

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

I INFLUENCE STYLE

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

S STEADINESS STYLE

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

C CONSCIENTIOUSNESS STYLE

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

Adapting in Social Settings

D DOMINANCE STYLE

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

I INFLUENCE STYLE

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

S STEADINESS STYLE

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

C CONSCIENTIOUSNESS STYLE

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

Adapting in Learning Environments

D DOMINANCE STYLE

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

I INFLUENCE STYLE

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

S STEADINESS STYLE

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

C CONSCIENTIOUSNESS STYLE

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

DISC Application Activities

Adaptability Practice

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

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

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

Adaptability Activity

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

1. Identify the behavioral style of the other person using the 2 Power Questions:
   a. Are they DIRECT or INDIRECT in their communication?
   b. Are they GUARDED or OPEN in their communication?

2. Brush up on their style and look at ways to adapt your Directness and Openness when working with them.

3. To further understand the tension that may exist in the relationship, notice the difference in preference in pace and priority and modify accordingly.

4. Practice approaching them in the way you think **THEY want to be treated**. Remember, it may feel uncomfortable at first, but with practice and dedication to adapting, you will be amazed at the difference.

Tension Among the Styles Exercise

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

My Style:_____

My Pace:_____

My Priority:_____

RELATIONSHIP

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

Strategy: *Be more personable, social, upbeat, and faster-paced with John*

SAMPLE

Relationship 1

Name:_____

Style:_____

Pace:_____

Priority:_____

Difference:_____

Strategy:_____

_____

_____

Relationship 2

Name:_____

Style:_____

Pace:_____

Priority:_____

Difference:_____

Strategy:_____

_____

_____

Create a DISC Power Team

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

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

	D	I	S	C
Strengths	Supervising Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
Workplace Behaviors	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured
Team Member				

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

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

Emotional Intelligence Report & DISC/EIQ Integration

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

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

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

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

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

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

EIQ Benefits & Overall Score

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

Some of the areas influenced by Emotional Intelligence include:

- 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 performance when EIQ is strong:

⬆ Increases	⬇ Decreases
• Enhanced Employer/Employee Relations • Improved Performance/Productivity • Higher Attention to Task/Focus • Greater Motivation and Satisfaction • Improved Confidence and Self-Efficacy • Better Problem Solving and Creativity • Enhanced Leadership, Influence, and Team Performance • Superior Collaboration and Synergy • Improved Work Climate and Culture • Better Interpersonal Connection and Effectiveness • Greater Initiative and Commitment	• Reduced Stress • Lower Levels of Bias and Mistrust • Reduction in Absenteeism • Significant Decrease in Turnover • Decreased Burnout • Minimized Negative Emotions • Decreased Negative Interactions Due to Stress • Fewer Aggression and Hostility Issues • Less Safety-Related Violations • Fewer On-the-Job Accidents • Lower Worker's Compensation • Fewer Disengaged Workers

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

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

How It Works:

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

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

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

The below graphic uses each of these areas to provide you with a comprehensive score of Your Overall EIQ:
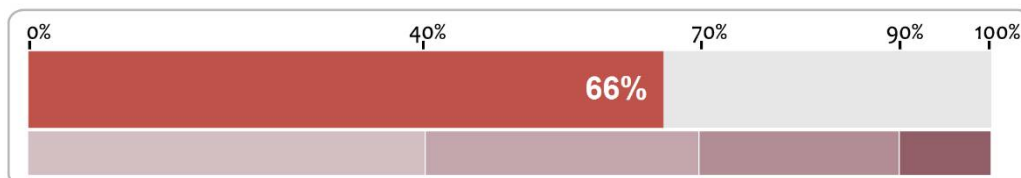
Raw Score: 3.28

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

Your Overall Score is:

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

The Emotional Intelligence (EIQ) Quotients

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

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

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

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
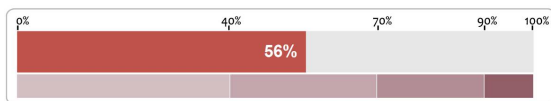
0-39 **Novice:** Very basic understanding - new or inexperienced with little knowledge and minimal conception of the complexity of these skills

Self

Social

Self-Recognition (SeR)

0%	40%	70%	90%	100%
56%				

Raw Score: 2.78

Awareness/Identification
Self-Understanding
Personal Confidence
Motivation/Drive

Social Recognition (SoR)

0%	40%	70%	90%	100%
78%				

Raw Score: 2.78

Empathy
Service Orientation
Organizational Awareness
Connection

Recognition

Self-Management (SeM)

0%	40%	70%	90%	100%
67%				

Raw Score: 2.78

Self-Control/Discipline
Transparency
Adaptability
Achievement

Social Management (SoM)

0%	40%	70%	90%	100%
62%				
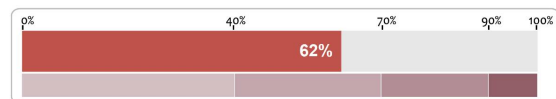
Raw Score: 2.78

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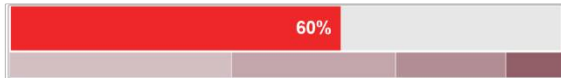Building Relationships
Teamwork & Collaboration

Management

DISC & EIQ

Each of the four quotients are then broken down into individual sub-categories to further determine the strengths and challenges associated with them.
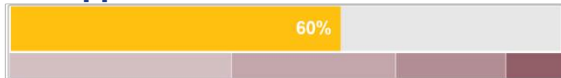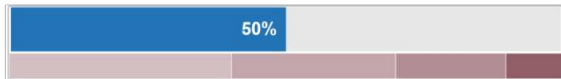
Self-Recognition (SeR)

Self-Awareness

60%

Cause and Effect

70%

Self-Appreciation

60%

Consciousness & Assertiveness

40%

Emotional Identification

50%

Social Recognition (SoR)

Empathy, Sensitivity, Appreciation
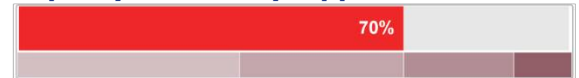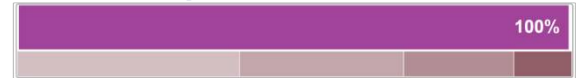
70%

Service, Compassion, Benevolence

100%

Holistic Communication

70%

Situational Perceptual Awareness

70%

Interpersonal Development

90%
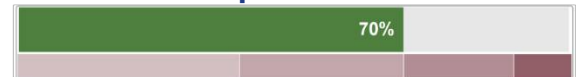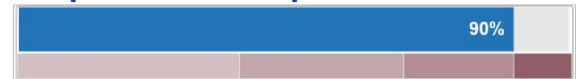
Self-Management (SeM)

Self-Control, Discipline
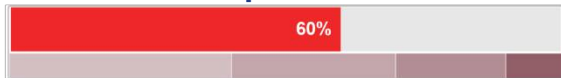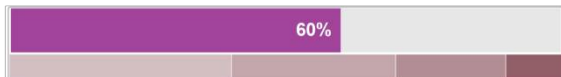
60%

Goal-Directed Performance, Action

60%

Self-Integrity, Trustworthiness

80%

Motivation, Positive Psychology

80%

Creativity, Agility, Flexibility

60%
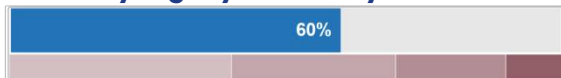
Social Management (SoM)

Developing Relationships
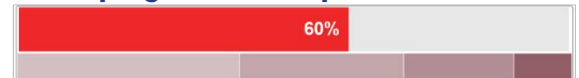
60%

Leadership & Influence

20%

Change Catalyst & Response

70%

Negotiation & Conflict Management

90%

Teamwork & Collaboration

50%
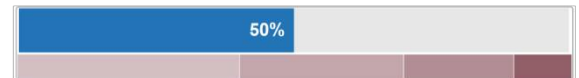
Quotient 1: Self-Recognition (SeR)

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

Some factors included in Self-Recognition scores:

- Learning Styles
- Attitude/Outlook
- Comfort and Discomfort
- Strengths/Weaknesses
- Mindfulness

- Self-Acceptance
- Tension/Stress levels
- Spirituality
- Conscience
- Emotional Well-Being

- Assertiveness
- Authenticity
- Character
- Confidence
- Self-Perception

Your SeR Quotient

| 0% | 40% | 70% | 90% | 100% |

56%
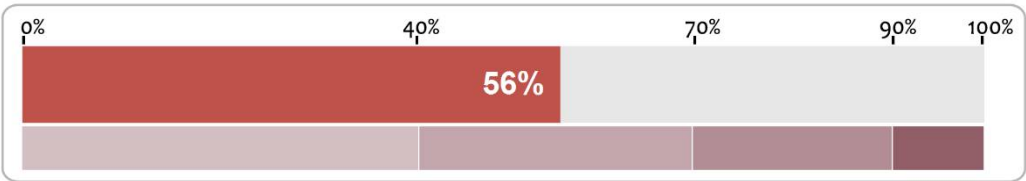
RAW SCORE: 2.78

Your score in Quotient 1 is:

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

Self-Recognition (SeR) Scores

Self-Awareness

60%

Cause and Effect

70%

Self-Appreciation

60%

Consciousness & Assertiveness

40%

Emotional Identification

50%
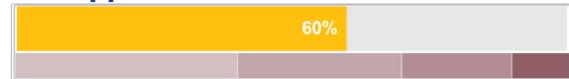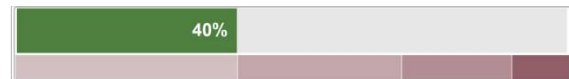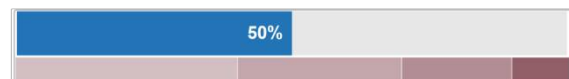
Self-Recognition is comprised of 5 sub-categories:

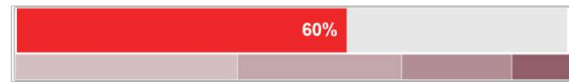- **Self-Awareness and Understanding:** a conscious, deliberate reflection on personal identity, image, feelings, motives, desires, and how these are associated with perceptions of self in various situations; empathy and understanding of self; knowing why specific emotions occur

- **Connections of Cause and Effect:** recognition of the impact and consequences of behaviors on feelings and moods; separating external and internal factors affecting emotions; knowing how feelings affect performance

- **Self-Appreciation, Acceptance, and Confidence:** development of self-esteem, personal worth, and value; acknowledging personal attributes; recognizing personal strengths, weaknesses, and limitations; operating with realistic self-assurance

- **Consciousness and Assertiveness:** intentional establishment of personal boundaries and appropriate limits; choosing a path that expresses self-worth through personal care and outward presence

- **Emotional Identification:** ability to identify and name personal feelings; broad vocabulary and definition of emotions; purposeful choices and responses based on reflection and intrapersonal information

Details of Your Self-Recognition Scores

Self-Awareness and Understanding: 60%

You have some self-understanding; still, there is room for growth and continued development. Take time to become more reflective and self-aware, recognizing the journey of self-discovery, healing, and growth. Healing and gracefulness for self will take you far as you explore the depths of your feelings.

Connections of Cause and Effect: 70%

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

Self-Appreciation, Acceptance, and Confidence: 60%

Some self-doubt and uncertainty may be preventing you from achieving great effectiveness. A lack of assurance can limit your efforts, which may cause others to doubt your abilities as well. You may become overly submissive and surrender your achievement to inner questions and concerns. Remember, people will believe in you when you believe in yourself.

Consciousness and Assertiveness: 40%

Find balance in being assertive by speaking up or taking action. Extremes in this area can be a danger. Subservience enables others and invites them to ignore your feelings. Timidity denies emotions and lowers self-esteem. Conversely, aggressiveness shows personal arrogance and a lack of consideration.

Emotional Identification: 50%

You may have some emotions you don't understand and cannot name. Examine your emotions intentionally, seeking to name and understand their depths. Continue to expand your emotional vocabulary to gain greater control of your feelings and emotional responses.

Suggestions to Improve Self-Recognition

Self-Awareness and Understanding: 60%

- Take time to relax. Be kind and compassionate with yourself. Calm your mind and breathe through and into your emotions. Continue to practice self-care; even just a few minutes here and there throughout the day can make a difference.
- Create positive thought and action patterns that improve both mental well-being and performance. Be patient and persistent with the journey.
- Emotions are always experienced in the present tense. Be aware of the influence of the past and the future with respect to your feelings. Choose to release emotional weight, but learn from the experiences. Choose to be present in the moment as much as possible.

Connections of Cause and Effect: 70%

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

Self-Appreciation, Acceptance, and Confidence: 60%

- Use affirmations and positive visualization to expand your supportive self-talk. The words you say to yourself have power. Be sure you are choosing to be kind and encouraging to yourself.
- Engage yourself and dedicate your effort to achievement. Create stepping-stone objectives and move from victory to victory. Remember to celebrate your accomplishments.
- Become more self-assured and confident. Be bold. Take action. See yourself as a champion and act accordingly.

Consciousness and Assertiveness: 40%

- Be brave and clearly communicate when a boundary is crossed early or consistently. If boundaries are clearly expressed, then they are easier to maintain.
- Protect and take care of yourself. Consider your needs and feelings. Figure out what feels okay and what does not. Recognize emotional needs and the ways to attend to them.
- Build an assertive personal presence. Integrate more assertiveness into your communication. Recognize your strengths and be comfortable with your own weaknesses/limits.

Emotional Identification: 50%

- Identify emotions in greater detail and more specifically. Work with a list of emotions to bring new language to your understanding of feelings. Watch for varying intensity in your emotional expression and notice when intensity changes.
- Be comfortable with yourself and how you feel. Emotions are information and energy. When you feel them, look for cause and effect rather than denying their existence. Consider how emotions serve you and if something should be expressed now, later, or not at all.
- Have a dynamic self-concept. Be ready to label and recognize how specific feelings impact you, both positively and negatively.

DISC & EIQ

Self-Recognition (SeR) Quotient Worksheet

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

_____
_____
_____
_____
_____
_____

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

_____
_____
_____
_____
_____
_____

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

_____
_____
_____
_____
_____
_____

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

_____
_____
_____
_____
_____
_____

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

_____
_____
_____
_____
_____
_____

DISC & EIQ

Quotient 2: Social Recognition (SeR)

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

Factors include:

- Empathy & Compassion
- Understanding
- Thoughtfulness
- Appreciation
- Holistic Communication

- Service Mindset
- Building Rapport
- Diversity/Tolerance
- Constructive Interaction
- Adding Value

- Genuine Listening
- Manners & Etiquette
- Respect
- Kindness
- Organizational Savvy

Your SoR Quotient

| 0% | 40% | 70% | 90% | 100% |

78%
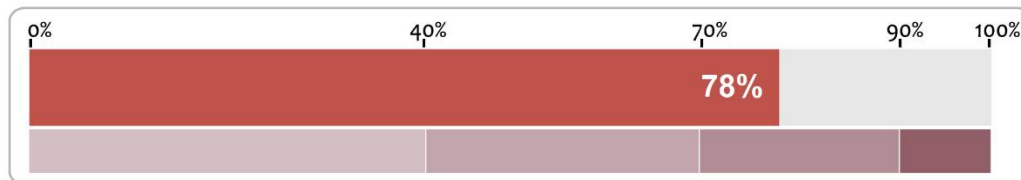
RAW SCORE: 3.89

Your score in Quotient 2 is:

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

DISC & EIQ

Social Recognition (SoR) Scores

Empathy, Sensitivity, Appreciation
70%

Service, Compassion, Benevolence
100%

Holistic Communication
70%

Situational Perceptual Awareness
70%

Interpersonal Development
90%

Social Recognition is comprised of 5 sub-categories:

- **Empathy, Sensitivity, Appreciation:** understanding others; accurately picking up emotional cues from communication (including words, tone, and nonverbal signals); managing direct and indirect feedback effectively; being attentive, sensitive, aware, and appreciative of the emotional signals of others
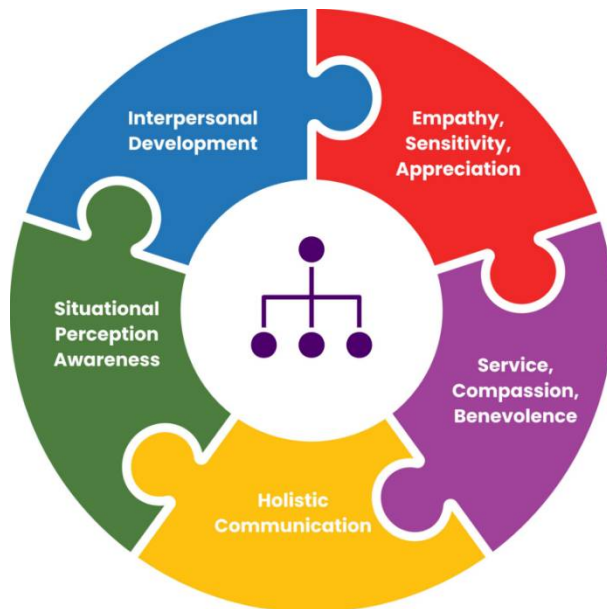
- **Service, Compassion, Benevolence:** operating with a sense of contribution; aiding, helping, coaching, and developing others; giving; beneficially contributing to another's emotional state; recognizing needs, wants, and desires; relating to alternative thoughts, perceptions, and perspectives

- **Holistic Communication:** the ability to effectively send and receive information (including emotional content); genuinely and curiously listening; engaging and connecting with others; sending and receiving verbal and nonverbal signals constructively

- **Situational Perceptual Awareness:** recognizing and processing dynamic and shifting emotional data; communicating with attention, focus, and awareness; adapting to situational variables and changes; understanding which factors and influences matter and how much, and then responding with reasonable behavior

- **Interpersonal Development:** growing and nurturing constructive connections; setting the tone for long-term depth and breadth in relationships; working with quality in personal and professional interactions; building and maintaining resonance and rapport

DISC & EIQ

Details of Your Social Recognition Scores

Empathy, Sensitivity, Appreciation: 70%

You may seem aloof and disconnected from others at times. Focus on building your quality relationships and invest in your connections. It's not about some people or under some circumstances; empathy is about connecting all the time. Elevate your game to continuously make people feel welcome and seek to understand them, no matter the situation.

Service, Compassion, Benevolence: 100%

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

Holistic Communication: 70%

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

Situational Perceptual Awareness: 70%

You may sometimes miss alternative perspectives and points of view. Note cause and effect in feelings to understand and anticipate performance. Listening with all the senses allows for higher levels of awareness. It empowers expectations and intuition through conscious and subconscious awareness of circumstances and shifts.

Interpersonal Development: 90%

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

Company Name Here   555-555-5555   www.YourWebsite.com

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Suggestions to Improve Social Recognition

Empathy, Sensitivity, Appreciation: 70%

- Reach out in a genuine way on a regular basis. Remember special dates and interests. Connect in a way that shows you are interested in them and their well-being.
- Create a two-way flow of communication. Send messages. Ask questions. Generate dialogue. Actively listen. Validate feelings and thoughts.
- Be supportive. Encourage movement and offer suggestions to facilitate the success of others. Offer feedback and help.

Service, Compassion, Benevolence: 100%

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

Holistic Communication: 70%

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

Situational Perceptual Awareness: 70%

- Make others feel valued by giving the gift of your attention. Continuous learning comes through practical experience as well as formal education. Use interaction for growth.
- Expand awareness, attention, and vigilance. Note subtle changes. Determine what is meaningful to engage with and how it applies.
- Allow your perceptions to flow and change. Comfort and relaxation are found in the familiar but growth comes through adaptation. Challenge personal beliefs and perceptions. Know their influence on performance, well-being, and happiness.

Interpersonal Development: 90%

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

Social Recognition (SoR) Quotient Worksheet

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

_____
_____
_____
_____
_____
_____

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

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

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

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

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Quotient 3: Self-Management (SeM)

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

Factors include:

- Control/Restraint
- Discipline
- Resolve
- Direction/Purpose
- Emotional Management

- Flexibility/Adaptability
- Enthusiasm/Excitement
- Stress Management
- Initiative
- Agility

- Focus
- Goal Setting
- Impulse Control
- Learning
- Resilience

Your SeM Quotient

0%		40%		70%		90%	100%

67%
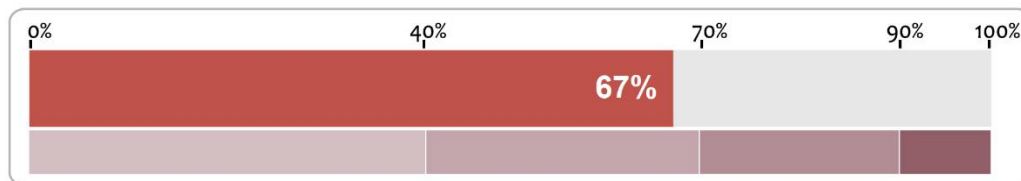
RAW SCORE: 3.33

Your score in Quotient 3 is:

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

DISC & EIQ

The Self-Management (SeM) Scores

Self-Control, Discipline
60%

Goal-Directed Performance, Action
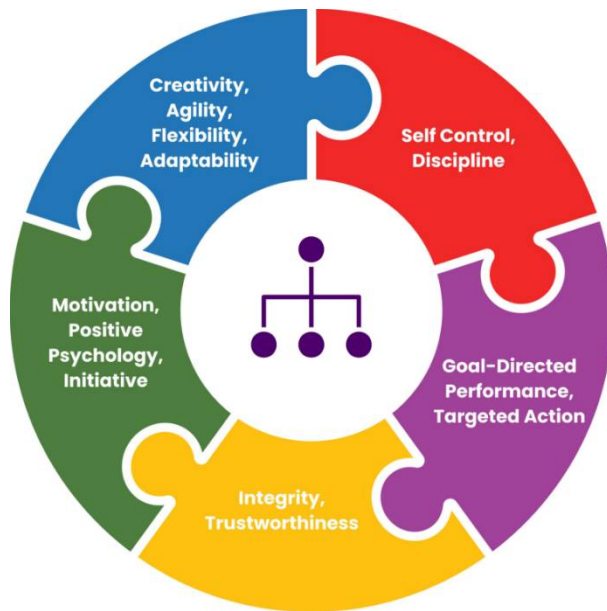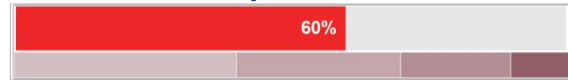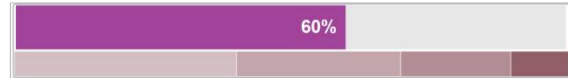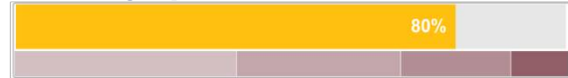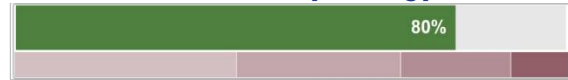60%

Self-Integrity, Trustworthiness
80%

Motivation, Positive Psychology
80%

Creativity, Agility, Flexibility
60%
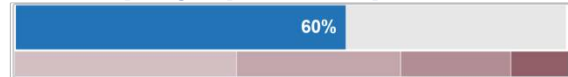
Self-Management is comprised of 5 sub-categories:

- **Self-Control, Discipline:** effectively handling impulses; maintaining composure while experiencing stressful, trying emotions; preparing for and managing performance; actively choosing direction and path; self-directing; emotionally persisting to achieve strategic objectives

- **Goal-Directed Performance, Targeted Action:** focus to achieve long-term desired goals; emotional tenacity and persistence; drive to choose challenging objectives and assume acceptable risks; staying the course to completion; resilience in the face of obstacles and setbacks; seizing opportunities

- **Self-Integrity, Trustworthiness:** the ability to work with conscience, internal ethics, and integrity; operating with personal standards, principles, and values; being dependable, reliable, and authentic while holding boundaries; keeping promises and accepting personal responsibility

- **Motivation, Positive Psychology, Initiative:** Self-energizing; the ability to be mentally and emotionally engaged; attitude; passion; choosing productive and constructive feelings; being responsible for personal success; acting in accordance with positive emotions, optimism, and constructive feelings; limiting negative emotions, patterns, and spirals

- **Creativity, Agility, Flexibility, Adaptability:** coping with change, transition, and development; adjusting to situations, relationships, and feelings; handling curiosity and the imagination to create, discover, and explore opportunities; innovation for progress; embracing cognitive and emotional shifts to augment and manage change; the ability to problem solve and 'think outside the box'

DISC & EIQ

Details of Your Self-Management Scores

Self-Control, Discipline: 60%

Vague goals and a lack of passion can lead to apathy and half-efforts that lead to poor outcomes. To reach your highest potential, invest in something important and meaningful that you care about and get clear on your "whys." Dedicate time and energy to managing your actions, persevering despite the circumstances, and creating a solid direction and a clear path to a fulfilling journey.

Goal-Directed Performance, Targeted Action: 60%

You may lack clearly defined, meaningful goals. Create actionable, tactical, and strategic goals. Not only do your goals need to be meaningful and performance-based, they need to inspire you. Goals should encourage passion and excitement. Set the course daily and develop a track record of success. Build from one level of achievement to the next.

Self-Integrity, Trustworthiness: 80%

Your values are clear but your character is still growing and in flux. Nurture the highest level of your character and well-being. Develop consistency in your expression and standards. Let your values and principles be the hallmark of your performance and interactions. Set the tone for excellence in your interactions through patterns and systems that clearly display your personal integrity.

Motivation, Positive Psychology, Initiative: 80%

You may allow other people and external situations to set the pace. Choose to be active rather than passive. Performance and energy are life-changers. By continuously recognizing options and possibilities, active decisions are made to choose a path and determine destiny. Avoid letting others take over and continuously assume control. Use discipline to focus on the tools to maintain passion and enthusiasm.

Creativity, Agility, Flexibility, Adaptability: 60%

You rely on previous experience and what has worked to set your course. Tradition offers comfort and familiarity. Creativity allows growth and improvement. Be bold. Fortune favors initiative. Move forward with a mindset to anticipate positive outcomes. Exercise creativity and consider calculated risks.

Suggestions to Improve Self-Management

Self-Control, Discipline: 60%

- Have a focus and enthusiasm to achieve whatever you desire. Visualize the impact of the results and create that picture in your mind. Prepare and plan to get closer to your goal, step by step.
- Invest in discipline and control. Set a schedule, agenda, and plan. Allocate enough resources. Prepare for success. Be consistent, committed, and diligent.
- Be responsible and hold yourself accountable for performance. Set measurable objectives. Achieve stepping-stone priorities. Celebrate and reward yourself when you reach a milestone.

Goal-Directed Performance, Targeted Action: 60%

- Set goals and systems to focus performance on significant outcomes and patterns of producing both quality and quantity. Articulate the goals in detail (write down an agenda, set a realistic schedule, etc.) This enhances achievement, lowers stress, and makes for simplicity in tracking productivity.
- Consider the mental and emotional factors that create fear, doubt, and negative emotions. Set a plan in place that accounts for these concerns and manages them. Acknowledge risks and take command over the things you can control.
- Avoid distractions, tangents, and activities not on task that drain energy and waste resources. Ask for support in maintaining focus if you get off target.

Self-Integrity, Trustworthiness: 80%

- Create systems and routines that are consistent with your mission, values, and principles. Set your agenda for meaningful performance by committing to regular implementation. Even dedicated small steps can lead to significant results.
- Be authentic. Do the right things, even when they are the hard things. Make empowered personal choices. Follow the path you select to create the life you choose, rather than one determined by others.
- Take command of your personal trustworthiness. Own when you are wrong, and make things right when you make a mistake. Learn from your experience to be better aligned next time.

Motivation, Positive Psychology, Initiative: 80%

- Left unattended, excitement usually dwindles and attitude or motivation wanes after a time. Passionate engagement requires regular attention to maintain energy and direction. Your attitude becomes an asset to determination, rather than a mere circumstance when you choose to move forward with optimism.
- Positive emotions are constructive and support goal achievement. Negative emotions are counterproductive, distracting, and impede progress. Pay attention to the negatives and work them out quickly so they cannot grow and fester. Don't let indifference creep in. Focus on being thankful, forgiving, and courageous.
- Take the initiative to exercise your passion in different venues. Examine your potential. Discover new possibilities. Take a step you may not have before. Then, recognize your progress and stay the course. Remember to celebrate and reward yourself.

Creativity, Agility, Flexibility, Adaptability: 60%

- Nurture your imagination and curiosity. Explore, adventure, and discover. Take time to consider what is possible that may seem impossible. Dream big and let the mind wander.
- Be prepared for, alert to, and ready for change. Embrace more powerful choices while letting go of things that no longer serve you. Look for new alternatives and paths.
- Develop new skills. Focus on not only growing your challenges, but growing your strengths even more.

Self-Management (SeM) Quotient Worksheet

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

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

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

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

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

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Quotient 4: Social Management (SoM)

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

Factors include:

- Directing
- Supporting
- Encouragement
- Building Friendships
- Social Poise

- Warmth
- Team Results
- Collaboration
- Change Catalyst
- Conflict Management

- Developing Others
- Influence
- Leadership
- Negotiation
- Teamwork & Collaboration

Your SoM Quotient

0%	40%	70%	90%	100%

62%
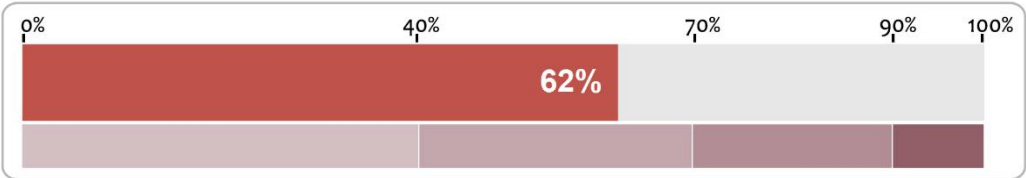
RAW SCORE: 3.33

Your score in Quotient 4 is:

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

The Social Management (SoM) Scores
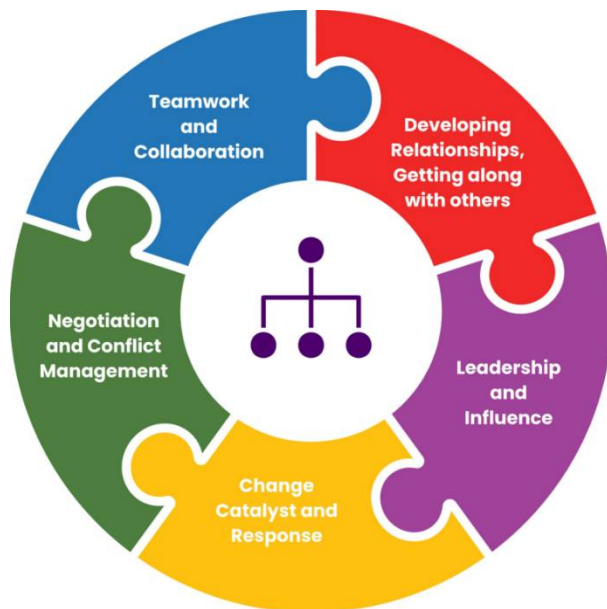
Developing Relationships

60%

Leadership & Influence

20%

Change Catalyst & Response

70%

Negotiation & Conflict Management

90%

Teamwork & Collaboration

50%
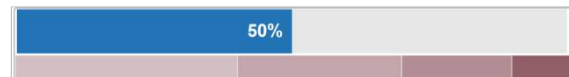
Social Management is comprised of 5 sub-categories:

- **Developing Relationships, Getting Along with Others:** cultivating, nurturing, and maintaining long-term personal and professional relationships; having quality connections and friendships

- **Leadership and Influence:** operating with warmth, presence, charisma, and approachability; paying attention and focusing on results and relationships; being involved, engaged, passionate and influential; engag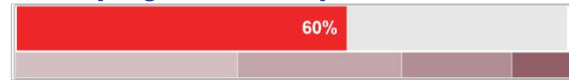ing in purposeful persuasion; delivering solutions when needed, or guidance when appropriate; partnering with others to reach targeted outcomes

- **Change Catalyst and Response:** recognizing the need for change and championing action and interaction; developing interpersonal skills and abilities; initiating and encouraging growth and progress on individual, team, and organizational levels; facilitating mature interaction and communication; focusing on positive results

- **Negotiation and Conflict Management:** bargaining with abundance thinking for mutual gains; coping with conflict through positive proactive and reactive techniques; effectively dealing with difficult people and situations; creating unity, balance, and mutual benefit

- **Teamwork and Collaboration:** building bonds to transform groups into teams; fostering unified, engaged effort; generating collaboration, cooperation, participation, and high-quality results; nurturing and developing synergy; fostering interpersonal emotional effectiveness

Details of Your Social Management Scores

Developing Relationships, Getting Along with Others: 60%

You have few friends or close relationships but may lack a wide, deep support group. Quality relationships create happiness, fulfillment, connection, and success. They result in improved health and well-being as well as longer life. Find those around you each day who bring quality and support to your life and goals.

Leadership and Influence: 20%

You may struggle to self-lead and instead, look for direction from others. Consider when it is time to lead, follow, and/or get out of the way. Remember, leadership doesn't only happen from the front. Being a servant leader is a great place to start building your leadership muscles.

Change Catalyst and Response: 70%

Rather than taking command and becoming the change you want to see first, you may drift from the sometimes proactive to the sometimes reactive. Development is certainly planned and structured, but also can be reactive and spontaneous. This can be confusing for others as change is navigated. Commit to creating the change that is improvement-centered. Take what you have learned today and apply it to the hopes and actions of tomorrow for yourself and others.

Negotiation and Conflict Management: 90%

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

Teamwork & Collaboration: 50%

Though you may not enjoy teamwork, collaboration, and interaction enough to engage often with others in optimizing returns, you may be able to see the value sometimes in working together. It may take some effort and energy to build strong, team connections, but more can be done together than on your own. Find opportunities to engage with others who bring something to the table that may be different from you, but that compliments and supports your skills and talents for greater achievement.

Suggestions to Improve Social Management

Developing Relationships, Getting Along with Others: 60%

- It's estimated that the average person has about 250 connections, but only 4 to 6 close friends. Make a concerted effort to connect on a strong basis with people you enjoy (both personally and professionally). Invest time in relationships.
- What are some things you notice that are difficult for you when meeting new people or developing relationships? Do you have any consistent places where your beliefs or fears stand in your way? What can you do to make those things easier to manage?
- How can you leverage more elements in your relationships for increased happiness and greater levels of success? Create a plan for measurable improvement with those who are a priority, always looking at what you can contribute first.

Leadership and Influence: 20%

- What kind of a leader do you want to be? What kind of a leader are you now? Are there gaps in your leadership skills that need to be addressed?   How can you start today to strengthen your leadership toolbox?
- Are you aware of how others perceive you as a leader? Bravely take some time to ask those with whom you interact what they think of your leadership skills and areas of potential improvement. Feedback is a gift, so listen with an open mind then consider which parts of the feedback you will engage and which you will let go.
- Who was the best leader you ever followed? What made them great? What can you implement that would help you to be a better leader based on that example? Who was the worst leader, and what made that so? What can you avoid based on that example?

Change Catalyst and Response: 70%

- When a change comes your way, it may be helpful to build some structure around HOW the change will take place. Do your part in making an agenda, finding out what needs to be done, and understanding any expectations. Then, actively contribute where you have skills or experience.
- Who have been your coaches, mentors, or examples you followed? How have these people made a positive impact on your life? What are you doing to pay it forward? Be creative and invest in others.
- When things change, how do you reinforce a productive and constructive transition? Do others rely on you to remain stable through change or to help move the change along? Which change behaviors are your greatest strengths and how can you leverage them to support changes now and in the future?

Negotiation and Conflict Management: 90%

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

Teamwork and Collaboration: 50%

- Independent effort and work can never generate the returns that teams achieve. Get involved in structures that allow everyone to bring their best and share in the outcomes. Encourage and support team dynamics.
- There's more satisfaction and valuable diversity in relationships and working together than trying to solve everything on your own. What connections can you leverage to bring strengths to the team where there may be weaknesses?
- What qualities make good teammates? Which are the barriers to success? Where do you excel? Where do you need to improve?

Social Management (SoM) Quotient Worksheet

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

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

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

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

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DISC & EIQ Integration Charts

EIQ and the D Style

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

D

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

EIQ and the I Style

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

I

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

EIQ and the **S Style**

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

S

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

EIQ and the C Style

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

Self-Recognition	Social Recognition	Self-Management	Social Management
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

Additional Ideas for Improvement

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

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

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

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

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So Now What?

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

This report offers powerful insights into both your behavioral style (through DISC) and your emotional intelligence (EIQ). Understanding your unique style is just the beginning—it's what you do with this knowledge that makes all the difference. This isn't a one-time read or a document to file away. It's a hands-on guide meant to be used, applied, and revisited regularly as you grow.

To get the most out of this information, commit to *doing* the exercises and recommendations included. Think of this report as a practical reference tool—something you return to often, using it to explore your tendencies, improve how you interact with others, and fine-tune your emotional intelligence. It's not meant to be absorbed all at once, but rather digested gradually and thoughtfully.

As you dive into the EIQ section, you may feel eager to absorb and apply everything right away. But real, lasting change doesn't come from rushing. Improving your emotional intelligence, much like understanding and adapting your DISC style, requires intentional, ongoing effort. Break down the suggestions into small, manageable steps. Focus on just one improvement at a time, implement it consistently, and observe how it affects your interactions and relationships.

This approach creates a "spiral of success"—each small win fuels your motivation to grow further. Over time, these changes build momentum, strengthening your confidence and deepening your self-awareness. Your goal isn't to become someone else, but to become the best version of yourself—more adaptable, emotionally aware, and effective in every relationship.

Both DISC and EIQ are tools for transformation—but only if you apply them. Let this be the beginning of a continuous journey, where learning, practicing, and evolving become part of your daily routine. Small, consistent improvements will lead to meaningful, lasting change.