



DISC AWARENESS

A Dual Evaluation of Behavioral & Emotional Intelligence Styles

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Focus: **Work**

Date: **5/29/2022**

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE

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What is Emotional Intelligence?

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

The Four Components of EQ

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

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



	Recognition	Regulation
Self	Self-Awareness Accurately recognizing one's emotions and behaviors	Self-Management Productively managing one's emotions and behaviors
Others	Social Awareness Accurately perceiving and understanding the emotions and behaviors of others	Relationship Management Understanding how one's emotions and behaviors impact others

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

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

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

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

The Talents for Each Component of EQ

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

Emotional Clarity

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

Self-Reflection

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

Cause & Effect

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

Confidence

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

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

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

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

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

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

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

Discipline

Drive

Accountability

Adaptability

Optimism

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

Empathy

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

Service Mindset

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

Team Dynamics

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

Perception

Perception: Interpreting and comprehending shifting emotional data or information

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

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

Collaboration

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

Influence

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

Change Catalyst

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

Connection

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

Conflict Management

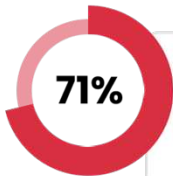
The Impact of EQ

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



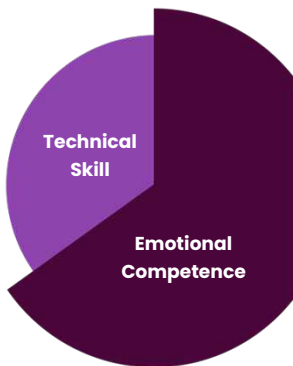
Emotional intelligence accounts for nearly 90% of what moves people up the ladder when IQ and technical skills are roughly similar.

Harvard Business Review



71% of employers say they value emotional intelligence over IQ.

Careerbuilder



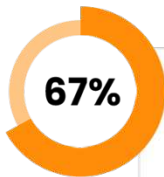
Top performing salesclerks are **12 times** more productive than those at the bottom and **85% more productive** than the average performer. About 2/3 of this difference is due to EQ.

Daniel Goleman



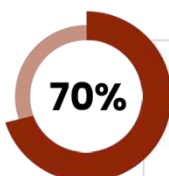
of the competencies that distinguished outstanding managers were related to emotional intelligence.

Boyatzis, 7CM, Hay and McBer



67% of the abilities deemed essential for effective performance in the workplace were emotional competencies.

Rosier, Hay and McBer

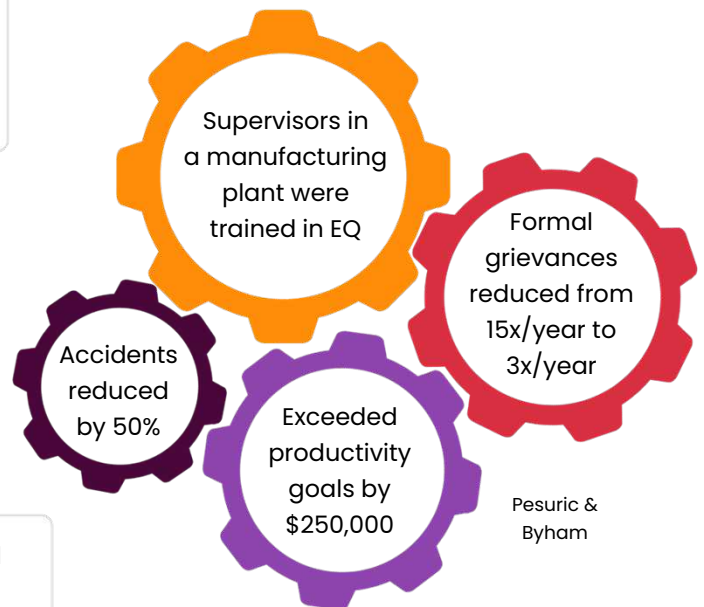


The reasons for losing customers and clients are 70% EQ related.

Forum Corporation on Manufacturing and Service Companies



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



Pesuric & Byham

The Power of Emotions and Feelings

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

There are eight basic emotions as identified by Psychologist Robert Plutchik: **Anger, Anticipation, Fear, Joy, Trust, Surprise, Sadness, and Disgust**. He organized them on a cone-shaped model based on the physiological purpose of each, but the model unfolds into a wheel for easier display.

Opposites:

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

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

The emotions between the petals on the wheel represent a combination of two primary emotions. For example, anticipation and joy combine to be optimism. Emotions can be complex, and being able to recognize when an emotion is a combination of two or more emotions is beneficial in your understanding.

Emotions intensify as they move from the outside of the wheel to the center. The darker the shade, the more intense the emotion. For example, anger at its lowest level of intensity is annoyance and at its highest intensity becomes rage.

Enhancing your Emotional Intelligence begins with recognizing your emotions, understanding the nuances between emotions, and exploring how your emotions may change over time. This wheel will help guide you through that process.

Why is this important?

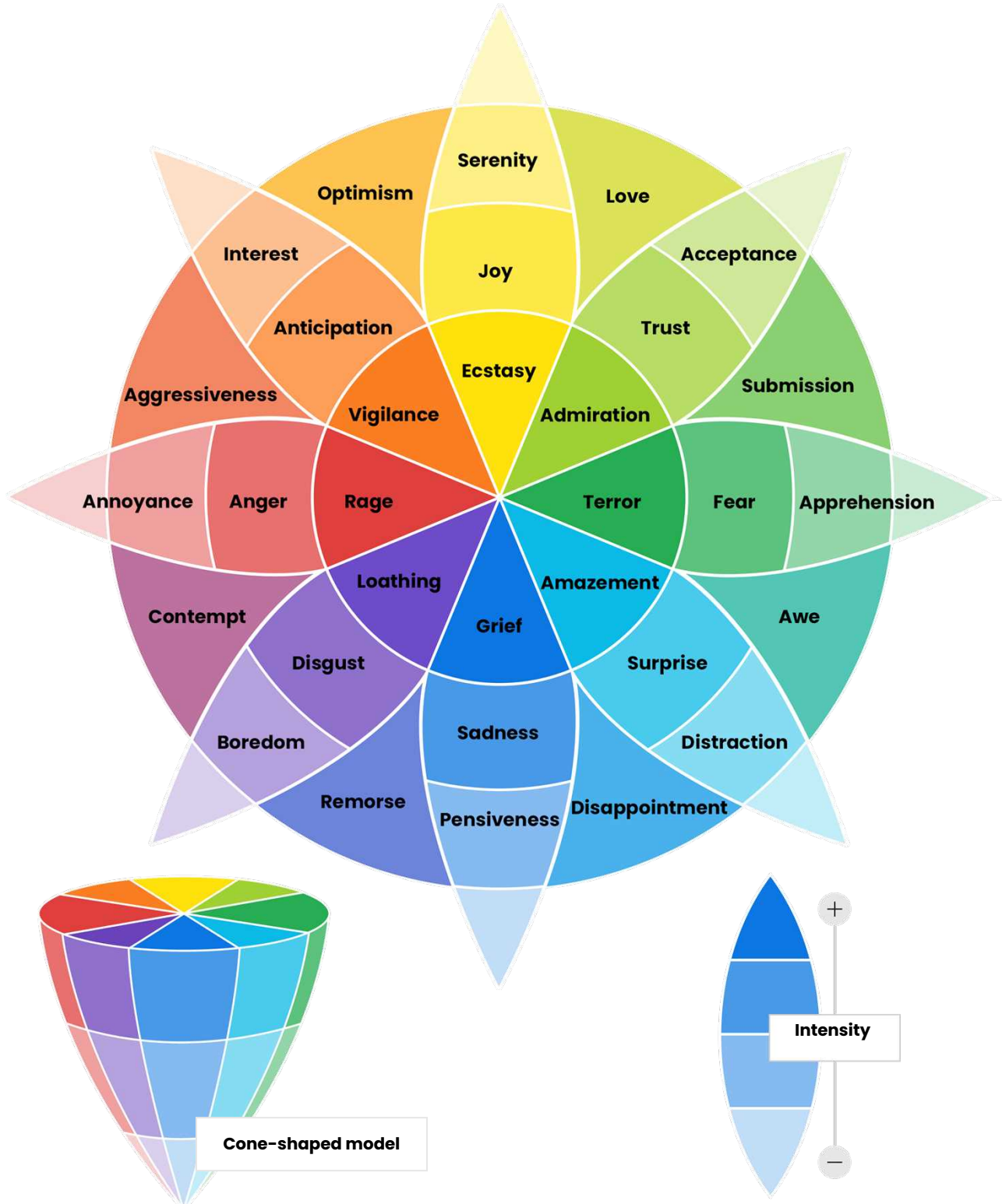
Emotions provide information or data about yourself and others, and help drive our behaviors, our communication, and our decisions. They help focus our attention on what is important and motivate us into action. It is time to get curious about your emotions!

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

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

Plutchik's Wheel of Emotions

There are over 3,000 words in the English language to describe human emotions. People with high EQ use descriptive, nuanced words to describe what they are feeling with great precision. People with low EQ tend to use more basic words that lack specificity.



What is DISC?

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

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

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

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

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

DIRECTNESS AND OPENNESS OF EACH STYLE

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

PACE AND PRIORITY OF EACH STYLE

Style	Tendencies
Dominance	Fast-paced & task-oriented
Influence	Fast-paced & people-oriented
Steadiness	Slow-paced & people-oriented
Conscientious	Slow-paced & task-oriented





Behaviors and Expressions of Each Style

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







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

Primary Emotions

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





Fears of Each Style

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

Intense Emotional Reactions of Each Style

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

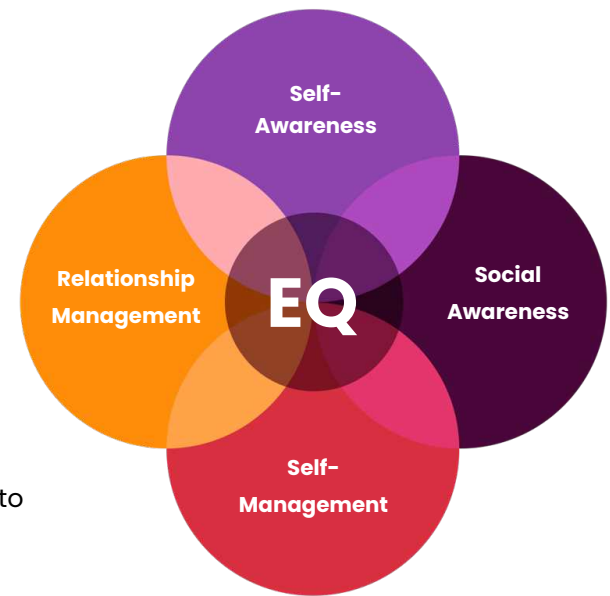
You may have noticed in the previous examples that people who dial up the intensity of their strengths fail to self-regulate their behaviors. Following is a quick overview of what each looks like when they push their strengths into a risk zone:

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

Integrating Style and EQ

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

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



A few thoughts on DISC style and EQ:

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

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

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






The DISC Awareness Profile will help you:

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

Benefits of Integrating Emotional Intelligence and the Four DISC Styles

Emotional intelligence recognizes feelings and responds in an appropriate, focused way. These abilities heighten personal performance, strengthen relationships, and direct teamwork to achieve results.

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

	Communication		Productivity and performance
	Decision-making		Personal & professional relationships
	Leadership		Customer service
	Sales		Conflict management
	Teamwork		Overall effectiveness

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

Increases

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

Decreases

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

EQ and the D Style

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



Self-Awareness	Social Awareness	Self-Management	Relationship Management
Self-Reflection Low	Empathy Low	Discipline Moderate	Collaboration Low
Emotional Clarity Low	Perception Moderate	Drive High	Influence High
Cause & Effect Low	Service Mindset Low	Optimism Moderate	Change Catalyst High
Confidence High	Team Dynamics Moderate	Accountability Moderate	Conflict Management Moderate
–	–	Adaptability High	Connection Low

EQ and the I Style

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



Self-Awareness	Social Awareness	Self-Management	Relationship Management
Self-Reflection Moderate	Empathy Moderate	Discipline Low	Collaboration High
Emotional Clarity Moderate	Perception Moderate	Drive High	Influence High
Cause & Effect Low	Service Mindset Low	Optimism High	Change Catalyst High
Confidence High	Team Dynamics High	Accountability Moderate	Conflict Management Moderate
–	–	Adaptability High	Connection High

EQ and the S Style

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



Self-Awareness	Social Awareness	Self-Management	Relationship Management
Self-Reflection High	Empathy High	Discipline High	Collaboration High
Emotional Clarity High	Perception High	Drive Low	Influence Low
Cause & Effect High	Service Mindset High	Optimism Moderate	Change Catalyst Low
Confidence Low	Team Dynamics High	Accountability Moderate	Conflict Management Moderate
–	–	Adaptability Low	Connection High

EQ and the C Styles

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



Self-Awareness	Social Awareness	Self-Management	Relationship Management
Self-Reflection Low	Empathy Low	Discipline High	Collaboration Low
Emotional Clarity Low	Perception High	Drive Moderate	Influence Low
Cause & Effect High	Service Mindset Low	Optimism Low	Change Catalyst Low
Confidence Low	Team Dynamics Low	Accountability High	Conflict Management Low
-	-	Adaptability Low	Connection Low

John's EQ Overview

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

The scale descriptors on the right explain the continuum of EQ 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

Expert: Has comprehensive and extensive knowledge. Intuitively grasps the totality of the situation and responds instinctively and sensibly with ease.

80-89

Proficient: Has a high degree of competence and depth of understanding. Sees the big picture and holistically addresses complex situations with accountability and confidence.

70-79

Competent: Good working knowledge & foundation of the various aspects of this area. Sufficiently able to understand and apply concepts. Copes with complex situations.

60-69

Developing Beginner: In the early stages of gaining a deeper understanding. Limited experience with only a foundational knowledge of the key aspects.

0-59

Novice: New or inexperienced with little knowledge. Minimal conception of the complexity of these skills. Very basic understanding.



Overall Score



Self-Awareness



Self-Management



Social Awareness



Relationship Management

John's EQ Talents Summary

The following graphs represent a summary of your EQ Talents.

Self-Awareness

Emotional Clarity - 60



Self-Reflection - 87



Cause & Effect - 80



Confidence - 73



Self-Management

Discipline - 67



Drive - 60



Accountability - 100



Adaptability - 73



Optimism - 80



Social Awareness

Empathy - 75



Service Mindset - 70



Team Dynamics - 80



Perception - 87



Relationship Management

Collaboration - 87



Influence - 67



Change Catalyst - 67



Connection - 60



Conflict Management - 75

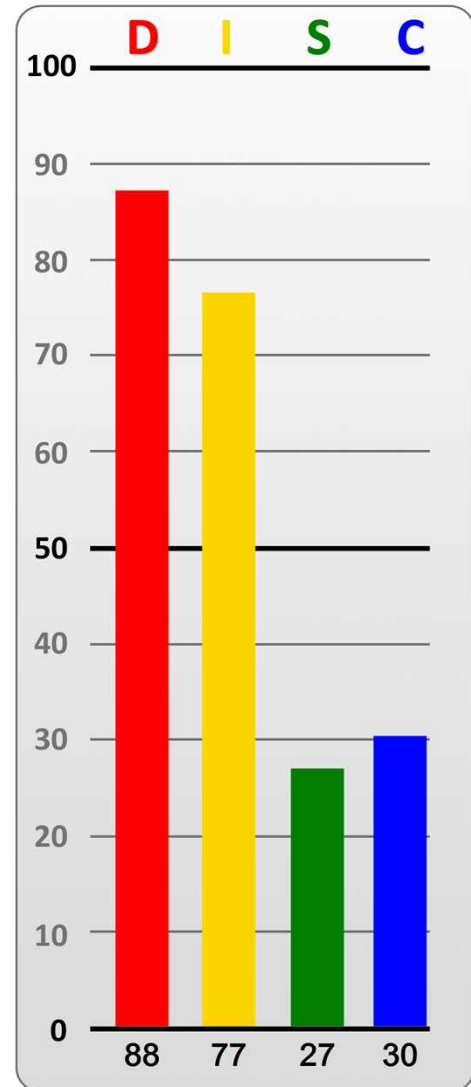


John's Style Overview

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

John, your confidence and optimism are an unstoppable combo. Competitive, risk-seeking, and persuasive, you set ambitious goals and convince others to come along for the journey. You're ready to take charge and get the job done. No obstacle or setback can dim your ambition and high spirits. You say what you believe unfiltered and do what you choose without asking permission. You want to be viewed as a high-achiever and surround yourself with people who have a can-do attitude. Your challenge is to accept and honor a full range of emotions, even when they seem "negative."

Your style has an unparalleled ability to get results. It can make you hostile to any emotions that aren't forward-looking, positive, and empowering. Emotions, though, are neither bad nor good – they're just there. And how you react to those feelings can be decisive. Anger and impatience can undermine a group's willingness to make tough decisions and take action. On the other hand, empathy and understanding can give teammates the space they need to rally and go forth. If you create space for emotional dialogue, you are far more likely to gain buy-in for your goals – and accomplish them.

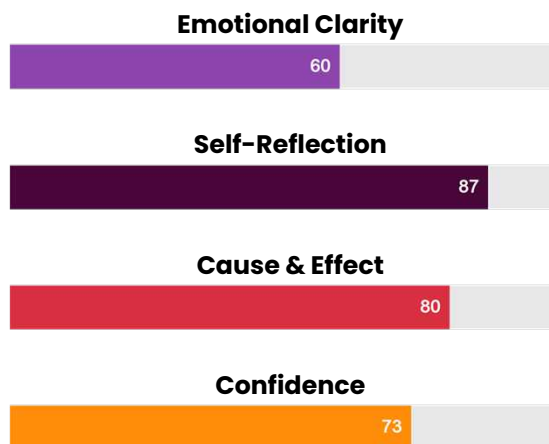


John's Self-Awareness Scores



The Self-Awareness scale is based on . . .

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



Self-Awareness includes:

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

Self-Awareness and Your Style

John, in a place of high self-awareness, you have realistic expectations about your skills, abilities, and capacity. You listen to yourself when you feel overworked or stuck. You know when it's time to ask for help or advice. You still project confidence and positivity, especially when the going gets rough. However, in a state of low self-awareness, you may deny yourself honest self-reflection. The need to appear that you're in charge may stifle vulnerability. Your drive for achievement can overpower your willingness to acknowledge mistakes and take responsibility. You may feel anger towards anyone who questions you or your course of action.

John's style with high EQ in the area of Self-Awareness:

- Think before speaking and therefore measures words carefully
- Know what is being felt and why it is being felt
- Feel and project confidence
- Understand that people who freely share emotions are not necessarily creating drama
- Recognize that the emotions of others are an important component of decision making
- Understand how to employ interpersonal skills to influence others
- Take responsibility when discussions get out of control
- Raise competitiveness by displaying the belief that a goal is achievable
- Control emotions so they don't reach extreme levels
- Have a high alignment between words, tone and behaviors
- Recognize that softening one's words does not equal weakness
- Consider how emotional reactions affect others

John's style with low EQ in the area of Self-Awareness:

- Project an overabundance of confidence that can be perceived as arrogance
- Overestimate skill level or the ability to achieve a goal
- Fail to recognize the trigger for emotional reactions
- Become puzzled why others are upset
- Unaware of how negative moods or emotions impacts job performance
- Overemphasize negative experiences
- Place blame for failures on external factors and doesn't take responsibility
- Fail to ask for help due to a lack of awareness of emotional needs
- Lack awareness of how body language and tone impacts others
- Fail to spend time on self-reflection to examine how emotions impact others
- Believe that people who share emotions are creating drama
- Speak in short sound bites and doesn't focus on how they're coming across

Self-Awareness in Action

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

Self-Awareness Action Plan

Identify the kinds of things that trigger your emotions. What can you do to prevent emotional reactions that do not serve you or others in a productive way?

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

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

What can you do to make sure you stay on task and follow through to achieve your goals?

John's Self-Management Scores

The Self-Management scale is based on . . .



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

Discipline



Drive



Accountability



Adaptability



Optimism



Self-Management includes:

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

Self-Management and Your Style

John, when managing your emotions well, you exercise patience, listen attentively, and communicate clearly. You accept that times of action and achievement need to be balanced with rest and refinement. Unafraid of being wrong, you approach dialogue as an opportunity to learn, not a debate to win. When struggling to manage emotions, you may behave impulsively or recklessly. You are likely to interrupt other people, disparage opinions that diverge from yours, and never back down. Confusing logical concerns for negativity, you may attack people for being pessimistic or having a “bad” attitude.

John’s style with high EQ in the area of Self-Management:

- Become fully invested in achieving goals
- Identify great possibilities that others do not see
- Take charge when there is a vacuum of leadership
- Revel in personal achievements and put them on display without seeming boastful
- Maintain confidence and inspire belief in others when faced with adversity
- Thrive when breaking new ground and carving a new path
- Juggle many things at once through successful multitasking
- Revel in the spotlight without diminishing the light of others
- Adequately assess the abilities of others
- Motivate and inspire others to help bring ideas into reality
- See successes as inevitable and setbacks as temporary
- Allow others to share complete information without cutting them off or jumping to the end

John’s style with low EQ in the area of Self-Management:

- Lose impulse control during stressful times, which can come across as a lack of empathy or patience
- Jump to a solution, conclusion, or action due to an overriding sense of conviction
- Overestimate personal abilities and underestimate potential pitfalls
- Make decisions based on what is happening right now, causing a divergence from the plan
- Become bored and appear uninspired
- Take action before thinking through all the alternatives or examining the consequences
- Be so optimistic ideas or expectations are unrealistic or impractical
- Blurt out ideas that may not be appropriate for the situation
- Lose patience and say something blunt or abrasive
- Monopolize conversations and cut off others to share own stories
- Have a thin filter between thinking and speaking which can lead to impulsively saying things that are later regretted
- Cut people off or not listen to them if they provide too much detail

Self-Management in Action

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

Self-Management Action Plan

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

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

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

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

John's Social Awareness Scores

The Social Awareness scale is based on . . .



- Empathy
- Sensitivity
- Thoughtfulness
- Rapport
- Tolerance

- Connection
- Relationships
- Compassion
- Inclusion
- Constructive interaction

- Listening
- Manners and etiquette
- Organizational savvy
- Respect
- Warmth



Social Awareness Overall Score



Empathy



Service Mindset



Team Dynamics



Perception

Social Awareness includes:

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

Social Awareness and Your Style

John, at peak social awareness, you value the well-being and camaraderie of your team. Although determined, you sense when to push hard and when to lighten the mood and express gratitude. You encourage people to share their thoughts, ideas, and emotions by listening attentively and asking questions. With low social awareness, however, you may monopolize conversations and appear uninterested and distracted when others speak. You speak with such self-assurance that others can mistake your ideas for decisions. You might assume that everyone agrees with you when in fact, they don't. By boasting and claiming credit for successes, you can make teammates feel underappreciated or used.

John's style with high EQ in the area of Social-Awareness:

- Ask clarifying questions to gain a deeper understanding
- Practice active listening skills by showing interest in the speaker
- State opinions with confidence but leave room for discussion
- Understand how to influence the mood of individuals or a group
- Recognize situational feelings and moods to know if there's something off with someone else
- Read the communication style of others and adapt language to fit the person or situation
- Recognize the emotional states of others
- Tune into what others are thinking or feeling
- Read the energy of the room by picking up on the subtle social cues
- Connect to the feelings of others to generate alignment and acceptance
- Communicate respectfully when engaging in conflict
- Show concern for the thoughts and opinions of others

John's style with low EQ in the area of Social-Awareness:

- Fails to read the lack of buy-in and support for an idea
- Come across as distracted when listening to others
- State opinions as facts
- Speak bluntly or insensitively without consideration of the emotional needs of others
- Lack of awareness of how body language and tone are being projected and received
- Impose their need for direct communication on others
- Interject thoughts or ask questions before others have shared all of the information
- Express ideas with so much optimism, it seems disingenuous
- Get immersed in one's personal feelings and forget about how others feel
- Draw conclusions without asking clarifying questions
- Make assumptions about what other people are feeling
- Mistake silence of others for agreement or alignment

Social Awareness in Action

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

Social Awareness Action Plan

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

How can you remind yourself to listen without interrupting?

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

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

John's Relationship Management Scores



The Relationship Management scale is based on . . .

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

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

Relationship Management and Your Style

John, when managing relationships skillfully, you work towards decisions that feel like a win-win for everyone involved. You value other people's goals and honor their definition of success. By allowing others to shine and promote their ideas, you help to build a sense of equity and shared purpose. But when struggling to manage relationships, you are likely to view teammates as threats and competitors. You may create unnecessary conflicts or press others into going along with what you want. Teammates may feel like you take more from relationships than you give.

John's style with high EQ in the area of Relationship Management:

- Persuade others to move in a positive direction
- Help teams to quickly establish roles and target goals
- Fill a leadership vacuum when there's a crisis
- View change as an opportunity and can get others motivated for the change
- Understand how to redirect the energy of an individual or a team
- Negotiate confidently and assertively by clearly stating needs and outcomes
- Address toxic issues in the workplace so they do not interfere with productivity
- Generate buy-in for new ideas
- Inspire and push others to do more
- Have a win/win mindset and genuinely seek balance and happiness for all involved
- Generate an environment where people feel creative and willing to take risks
- Create a positive environment where team members thrive

John's style with low EQ in the area of Relationship Management:

- Act before thinking things through, creating a chaotic environment that wastes time and frustrates team members
- Fast-forward to the end of conversation without listening to the detail or logic
- Become so self-promoting that the contributions of others get overlooked
- Create an environment based on intuitive decision-making that is not grounded in data
- View conflict and negotiation as a win/lose situation and only focus on personal objectives
- Monopolize the conversation and not give others the chance to speak
- Assert needs and solutions rather than soliciting solutions and ideas from others
- Communicate so directly that others may feel intimidated
- Fail to engage in due diligence when implementing new ideas or making changes
- Seek attention to fulfill the overriding need to be liked
- Assert their view so strongly they come across as inflexible
- Communicate abruptly and use few words to make their point

Relationship Management in Action

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

Relationship Management Action Plan

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

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

People with your style often speak with passion about important topics. However, too much volume and conviction can often be perceived as argumentative. How can you communicate with others, so they do not get overwhelmed by your intensity?

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

General Tips for Self-Improvement

Emotional Clarity

Self-Reflection

Cause & Effect

Confidence

Self-Awareness Tips:

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

Discipline

Drive

Accountability

Adaptability

Optimism

Self-Management Tips:

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

General Tips for Self-Improvement Continued

Empathy

Service Mindset

Team Dynamics

Perception

Social Awareness Tips:

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

Collaboration

Influence

Change Catalyst

Connection

Conflict Management

Relationship Management Tips:

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

Personalized Tips for Self-Improvement

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

- Under pressure, take stock of your options. Your first instinct isn't necessarily the right move.
- If you're doing all the talking, others are not having their emotional needs met. Let them speak.
- When struggling to achieve alignment, put your self-interest aside. Consider what other people need.
- Before sharing your ideas, emotionally prepare for risks, flaws, and gaps others may see in them.
- Scale your candor for each style. What you consider "feedback" can feel like an attack.
- Elicit critique and feedback without the intention to "defeat" critics. Let people feel what they feel.
- Do not take agreement for granted. Assume that others might be trying to avoid conflict with you.
- An emotion that is more intense isn't more likely to be based in fact. Be willing to question it.

Onward and Upward

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

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