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Your DiSC® Profile

Mateo Vega

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Your DiSC® Style

INTRODUCTION

Mateo, when you think of your best work experiences, what do they have in common? Maybe you had a familiarity with your team, where everyone just clicked. Coworkers considered the way you liked to communicate and collaborate. Things got done, and even conflicts ended up being productive. The environment empowered you to stretch in new ways.

DiSC® helps you transform these "best" work experiences into everyday work life. It does this by helping you understand yourself and others better, improve your relationships, and become more effective in the workplace.

To get you started, this section will introduce you to the DiSC model, your DiSC style, and the story your style reveals about you. With this foundation, you'll be ready to explore how DiSC can help you grow and thrive across a variety of contexts.

YOU WILL LEARN

1. The basics of the DiSC model
2. Your DiSC style
3. What your style says about you

Fundamentals

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CORNERSTONE PRINCIPLES

- All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- Your work style is also influenced by **other factors** such as life experiences, education, and maturity.

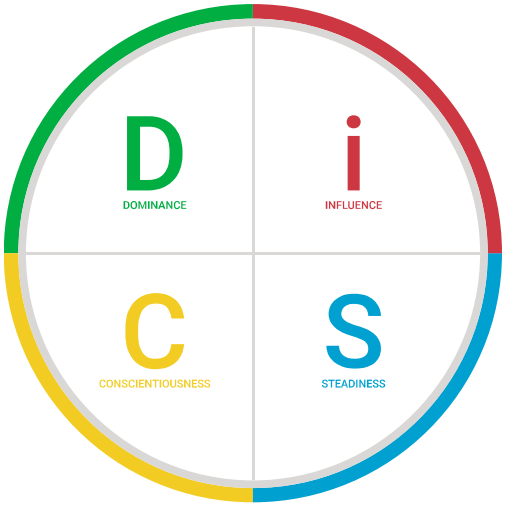
OVERVIEW OF THE DiSC® MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

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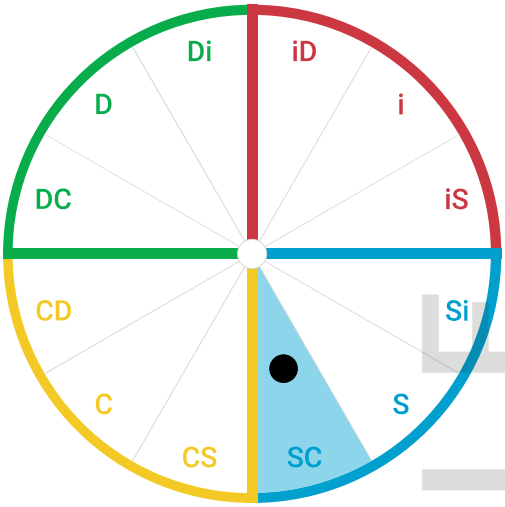
Your DiSC® Overview

YOUR DOT

This report is personalized to you, Mateo, based on your assessment results. In order to get the most out of your experience, you'll need to understand your personalized DiSC® map, pictured to the right. As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.



Your dot location shows your DiSC style. Because your dot is located in the S region but is also near the line that borders the C region, you have an SC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another.** All DiSC® styles are equal and valuable in their own ways.

Your DiSC® Style: SC

People with the SC style tend to be thoughtful, steady, and committed to being dependable for others.

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CLOSE TO THE EDGE OR CLOSE TO THE CENTER

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is about halfway between the edge of the circle and the center, so you are **moderately inclined** and probably relate fairly well to the characteristics associated with the SC style.

Now that you know a little bit about the personalization of your DiSC Map, you'll learn more about what your dot location says about you. You'll also learn some basic information about the other DiSC styles.

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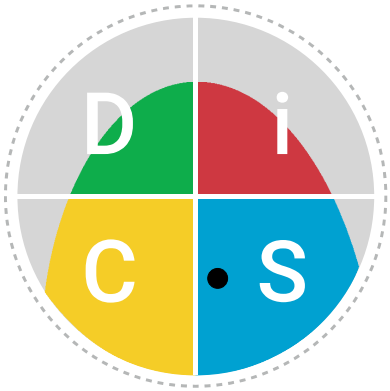
Your SC Style

YOUR DOT TELLS A STORY

Because you have an SC style, Mateo, you show steadiness and consistency, and you tend to be conscientious and reliable. Overall, you probably want to be known as someone people can count on. Compared to others, you have more patience for routine projects. Most likely, you plan ahead, allowing enough time to complete your responsibilities at the pace you prefer.

Likewise, you probably prefer a workplace that provides stability and a sense of security. Most likely, you enjoy having clearly defined expectations and procedures. Having ownership of specific tasks and responsibilities may be more comfortable for you than taking on high-pressure roles or projects. When you've established a comfortable routine, you probably feel most equipped to perform your best work.



Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.

In general, you want to process information carefully, and you usually avoid hasty decisions. You tend to steer clear of big risks, so when considering bold options, you probably take extra time to consider potential obstacles. Your commitment to proven, time-tested methods often causes you to resist new and innovative ideas. While your decisions are probably well thought out, others may feel that your caution can occasionally get in the way of progress.

You prefer to do things correctly the first time to avoid being criticized or letting other people down. Most likely, you tend to double-check your work, so others may be comfortable calling on you to complete projects that require care. However, while you tend to produce consistent results, you may occasionally focus on specifics at the expense of the big picture.

Like others with the SC style, you tend to be soft-spoken, and you don't want to force your ideas on others. Because you're fairly reserved, you may prefer to keep a low profile in meetings and social gatherings. While your unassuming nature probably makes you seem approachable, those who are more outgoing or forceful may struggle to read your more subtle communication style.

Because you're unlikely to focus primarily on status, power, or attention, you're probably fine working quietly behind the scenes. While you like to feel appreciated, you may get embarrassed if praise is too public or gushing. In fact, because you're fairly humble, you likely prefer to celebrate the accomplishments of your whole team or organization.

When communicating with others, you tend to maintain a diplomatic approach. Most likely, you avoid topics that could spark controversy. Rather, you strive to think carefully before speaking, and you admire others who share this tendency. Because you're focused on maintaining harmony, you sometimes may be taken aback by those who have less concern for diplomacy.

Because you're often uncomfortable with aggression and emotionally-charged situations, you probably dislike direct conflict. At times, you may feel that your need for stability and security is threatened when people don't get along. When things become heated, you may try to change the topic. If this doesn't work, you sometimes simply give in to relieve the tension.

Mateo, like others with the SC style, your most valuable contributions to the workplace may include your consistency, your humble approach to teamwork, and your eye for quality. In fact, these are probably some of the qualities that others admire most about you.

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Overview of DiSC®

The graphic below provides a snapshot of the four basic DiSC® styles.

Dominance

Values: getting immediate results, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

Characteristics: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Influence

Values: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

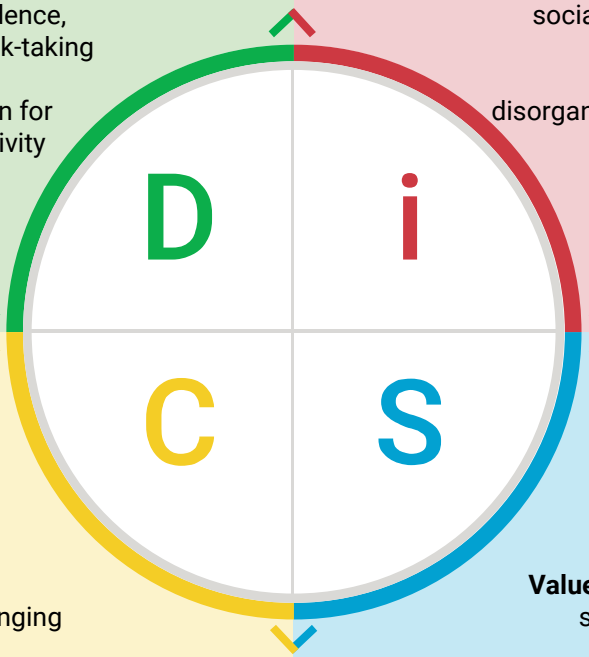
Fears: social rejection, disapproval, loss of influence, being ignored

Characteristics: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Active
Fast-paced
Outspoken
Dynamic
Bold

Questioning
Logic-focused
Objective
Skeptical
Challenging



Accepting
People-focused
Empathizing
Receptive
Agreeable

Thoughtful
Calm
Methodical
Moderate-paced
Careful

Conscientiousness

Values: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

Characteristics: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Steadiness

Values: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

Characteristics: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

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What Drives You

INTRODUCTION

Mateo, have you ever noticed that there are certain things you tend to focus on at work? Or that you're energized by some tasks but dread doing others?

We all bring different preferences and tendencies to the workplace. Some of us focus on making rapid progress. Others advocate for a more cautious approach. Some people seek out collaboration and interaction. Others prefer to go it alone.

In the pages that follow, you'll gain a deeper understanding of what you bring to the workplace. What do you care about? What motivates you? What frustrates you? Personalized strategies built on these insights will then help you increase your effectiveness and satisfaction at work.

YOU WILL LEARN

1. Your workplace priorities
2. Your workplace motivators
3. Your workplace stressors
4. Strategies to be more effective

Workplace

SAMPLE

THE DiSC® MODEL

Your dot location and style are shown below, along with information on what people with different DiSC styles often value in the workplace.

Dominance

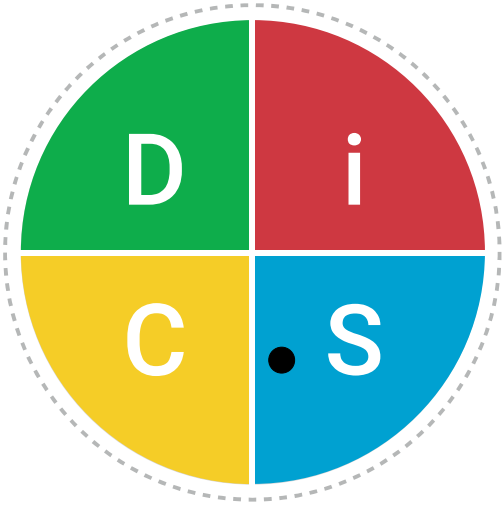
Cares about:

- Making quick progress
- Pushing through obstacles

Conscientiousness

Cares about:

- Getting things right
- Maintaining high standards



Influence

Cares about:

- Building strong relationships
- Being part of exciting new ventures

Steadiness

Cares about:

- Creating a harmonious environment
- Being a good teammate

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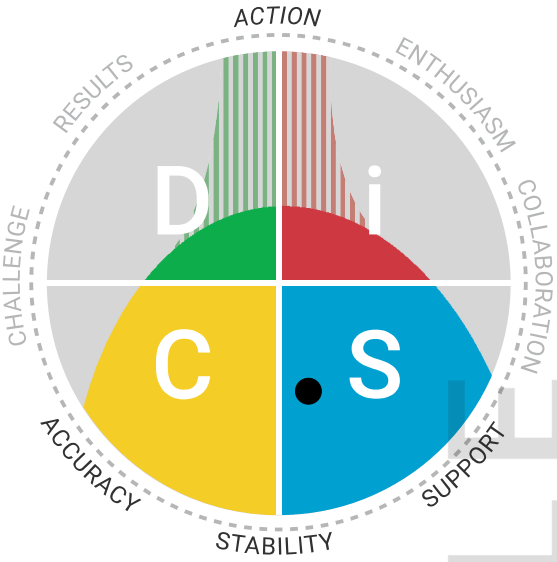
Your DiSC® Style at Work

WORKPLACE PRIORITIES

The eight words around the Everything DiSC® map are what we call priorities, or the primary areas where people focus their energy in the workplace. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience. The closer your comfort zone shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. Having five priorities is no better than having three, and vice versa.

Typically, people with the SC style have shading that touches Stability, Support, and Accuracy. Your shading stretches to include Action, which isn't characteristic of the SC style.



Maintaining Stability
Mateo, you're most comfortable in a calm, predictable setting. You probably do your best to minimize surprises and produce reliable outcomes. To that end, impulsivity usually makes you uncomfortable, and you prefer to work systematically without the distraction of a chaotic environment. You focus on maintaining stability, and people know that they can count on you to follow through.

Giving Support
People with the SC style tend to be calm and considerate. You prefer to have harmony in your relationships, and you like to know that the people around you are happy. As a result, you're usually willing to offer help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give the support that's needed.

Ensuring Accuracy
Like others with the SC style, you tend to be careful and methodical. You are uncomfortable with sloppy, subpar work, so you probably place pressure on yourself to get things right. Likewise, you prefer to study your options carefully and make decisions based on objective facts. Overall, you focus on being accurate to ensure predictable outcomes.

Taking Action
Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for the SC style. You probably prefer to get going right away, and you may become impatient with obstacles that stand in your way. You're unlikely to be intimidated by rapid change or the need to improvise. Once you've chosen a course of action, you tend to stick to it and keep moving.

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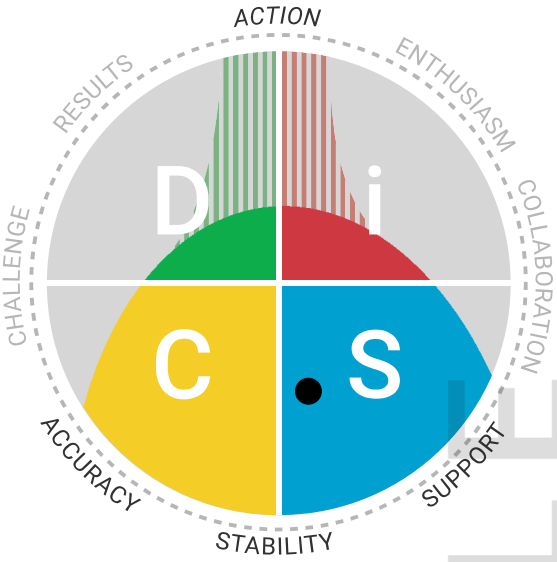
Motivators & Stressors

WHAT MOTIVATES YOU?



Different people find different aspects of their work motivating. Like other people with the SC style, you probably like to work in a stable, supportive environment where people are free to accomplish their tasks without a lot of pressure. Most likely, you prefer to maintain high standards and follow reliable, well-established procedures. However, you may also enjoy working in a fast-paced environment where progress happens quickly, and this is less typical of the SC style.

You probably enjoy many of the following aspects of your work:

- Working steadily toward a goal
- Supporting people when they face a challenge
- Following efficient systems or procedures
- Bringing organization to a project
- Catching errors or flaws in designs
- Providing accuracy and precision
- Maintaining high standards
- Getting things moving
- Initiating change

WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you value dependable outcomes, you may become anxious if you're thrown into an environment that is too unpredictable. You may find it hard to make important decisions before studying all your options. In addition, because you're uncomfortable with conflict, you may avoid people you see as overly argumentative or forceful. At the same time, unlike others with the SC style, you may become frustrated when things aren't moving as quickly as you would like.

Many of the following aspects of your work may be stressful for you:

- Making decisions without time to weigh the pros and cons
- Dealing with angry or argumentative people
- Working without clear guidelines
- Having to argue for your point of view
- Dealing with conflict
- Working in a chaotic environment
- Improvising a new course of action
- Moderating your quick pace
- Working methodically toward long-term goals

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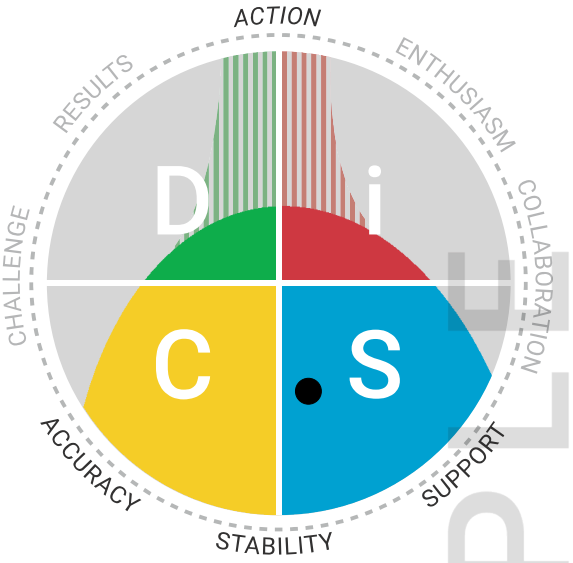
Strategies for Effectiveness

Mateo, the three key strategies below can help you apply what you've learned about your style to becoming more effective at work and positively contributing to your organization's culture.

1 SHOW MORE WILLINGNESS TO WORK AS PART OF A TEAM



Because you often like to use your own judgment and control your workflow, you may prefer to work independently. However, if people sense that you're closed off to teamwork, they're less likely to approach you for input and it may stifle the flow of ideas within your group. By showing more openness to collaboration, you can benefit from the talents of those around you.

- Invite people to share their opinions, and remember that asking for input is a sign of prudent decision-making.
- Focus on building a communication network that will help you make sound decisions and manage errors.

2 RECOGNIZE THE VALUE OF NETWORKING

You tend to be somewhat private, and as a result, you may fail to make important connections with people in your workplace. People who are expressive and outgoing may have an easier time networking. By opening up and letting people get to know you, you may be able to gain trustworthy allies who will help you achieve your goals in the organization.

- Consider how networking with others might lead to improved results for a project and stronger connections for you.
- Ask yourself whether you could be more expressive in certain situations, which could make it easier for others to connect with you.

3 BE FIRM AND STAND YOUR GROUND

You may find it hard to take a firm stance when you feel you're being pressured to take a different direction. As you've probably discovered, a lot of people are willing to push their plans on someone who they think will give in. If you continually back off from your own ideas too easily, people might assume you're generally indifferent, and they may have less regard for your preferences in the future.

- Remind yourself that just because others are confident doesn't mean their ideas are better than yours.
- Consider the long-term consequences of letting your ideas be stifled.

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You and Other Styles

INTRODUCTION

Mateo, have you ever wondered why you connect well with some people, but find it harder to relate to others?

DiSC® gives you insight into your relationships by helping you appreciate where others are coming from. In this section, you'll learn about the different DiSC styles, so you can see what you and your colleagues have in common and where you differ. You'll explore how others' priorities compare to yours, and what that means for your relationships.

Seeing these priorities for what they are—areas where work is most meaningful for each of us—creates opportunities to appreciate differences. This lays the groundwork for stronger relationships based on understanding and respect.

YOU WILL LEARN

1. The workplace priorities of other styles
2. How well you might relate to those priorities
3. Your similarities and differences

Workplace

SAMPLE

DiSC® MODEL AND WORKPLACE PRIORITIES

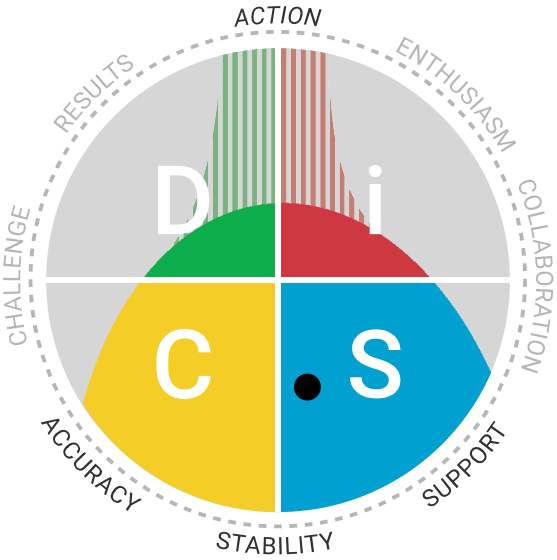
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Stability, Support, and Accuracy. Your shading stretches to include Action, which isn't characteristic of the SC style.

Dominance

You will notice:
- Driving toward results
- Taking quick and bold action
- Challenging things that aren't working

Conscientiousness

You will notice:
- Striving for accuracy and high quality
- Taking a systematic approach to ensure stability
- Challenging flawed ideas and approaches



Influence

You will notice:
- Maintaining enthusiasm
- Taking quick action toward exciting possibilities
- Collaborating and socializing

Steadiness

You will notice:
- Being supportive and patient with others
- Collaborating and cooperating
- Being dependable and even-tempered to ensure stability

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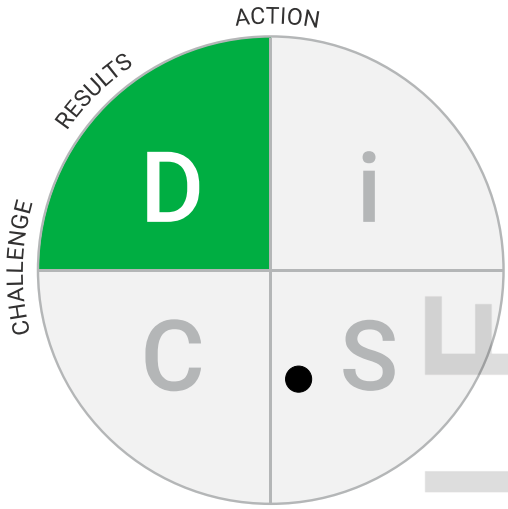
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you may find her direct, forceful approach to be too aggressive. Also, because you prefer a calm, stable environment, you may have trouble with her competitive push for results.

Unlike others with the SC style, you share her priority of action, so you may welcome her desire to move swiftly. To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change, and you're usually comfortable with this kind of fast-paced work environment. But since you prefer things to be orderly, you may wonder why she seems to push her ideas through without considering how her insistent approach might throw others off balance.

Furthermore, you probably have trouble relating to her skeptical and questioning nature, and you might think that she's overly pessimistic at times. She may be less interested in supporting others than you are, and you may find that her tendency to challenge ideas makes you a bit uncomfortable when you work with her on projects.



To you, people with the D style may seem:

- **Forceful**
- **Blunt**
- **Demanding**
- **Rash**

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WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Results
People with the D style tend to be strong-willed individuals who prioritize **Results**. Because they are so driven, they constantly look for new challenges and opportunities. They strive for success and won't give up just because they run into a few obstacles. Since you tend to focus more on supporting others, you may find their competitiveness difficult to relate to.

Action
In addition, they prioritize **Action**, so they focus on achieving their goals quickly and forcefully. Cautious and predictable environments are particularly tedious for them, and they may get impatient if others spend a lot of time analyzing ideas rather than acting on them. You're also comfortable moving at a fast pace, but you may prefer a bit more time to think things through.

Challenge
Furthermore, those with the D style also prioritize **Challenge**. Because they want to control outcomes, they're often questioning and independent-minded. They are unlikely to accept things they're unsure about, and they won't hesitate to challenge ideas that they don't agree with. Since you tend to be a little less critical, you may find it a bit difficult to relate to their challenging approach.

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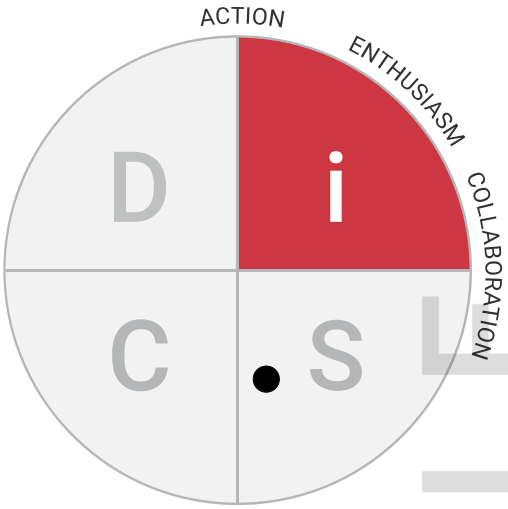
The i Style & You

HOW MIGHT YOU REACT TO THE i STYLE?

Now, imagine that you also work with someone with an i style. He seems to know everyone on a first-name basis and always has the latest scoop. While you may respect his positive outlook and enthusiasm, he may seem overly optimistic to you.

Unlike others with the SC style, you share his priority of action, and you may not even push back when he initiates rapid change. Most likely, you don't mind his on-the-go approach, and you probably respect his flexibility. However, you're more likely than he is to enjoy a predictable environment, so you probably have an easier time performing routine tasks.

To you, he may seem overly concerned with being in the spotlight, and you may wonder how he gets any work done with all that socializing and joke telling. He's more focused on collaboration than you are, so you may think that he suggests working together on projects too frequently. And, because you're fairly accommodating, you may end up carrying his weight behind the scenes after he's already moved on.



To you, people with the i style may seem:

- **Talkative**
- **Energetic**
- **Scattered**
- **Emotional**

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Enthusiasm
People with the i style put a high priority on **Enthusiasm** and tend to maintain an upbeat attitude. Because they get excited about new possibilities, they may be very expressive when communicating their ideas. Because you're usually less expressive than they are, you may find their high-spirited style to be a bit overwhelming at times.

Action
In addition, they prioritize **Action**, so they focus on making quick progress toward exciting solutions. Because they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. You're probably comfortable keeping up with their swift pace, but their frequent spontaneity may strike you as reckless at times.

Collaboration
Furthermore, those with the i style also prioritize **Collaboration**. They enjoy meeting new people, and they probably have a talent for getting everyone involved and building team spirit. They appreciate teamwork and often gather the group to work on projects collaboratively. Although you're usually not opposed to group efforts, you're probably more comfortable working alone than they are.

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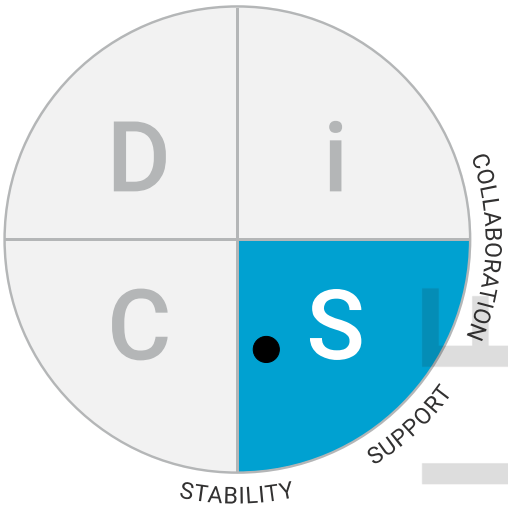
The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone who has an S style and shares your desire to support the needs of others. To you, he seems humble and easygoing, and you're never afraid to ask him a question because he's always patient and happy to help. And because you're both so accommodating, you probably find it easy to work together on projects.



Around the office he's often referred to as a "rock," and because you also like maintaining stability and order, you may appreciate his ability to keep the group on an even keel. He is well-liked by everyone, and like you, he can always be counted on to perform his job consistently.

Like you, he tends to keep a low profile and to seem embarrassed when someone showers him with praise. Since he's so agreeable and cooperative, working together never feels like a competition. However, you may sometimes wish he'd spend more time focusing on the facts and less time trying to please everyone.

To you, people with the S style may seem:

- **Caring**
- **Gentle**
- **Considerate**
- **Dependable**

SAMPLE

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Support
People with the S style place a high priority on providing **Support**. They tend to be good listeners, and as a result, they're often seen as patient and accommodating. They don't hesitate to help out when they can, and they value a warm and easygoing environment. You probably find it easy to relate to their laidback, helpful approach, although you may feel they try too hard at times to meet people's needs.

Stability
In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you also avoid risks, you probably appreciate their preference to study their options carefully.

Collaboration
Furthermore, people with the S style also prioritize **Collaboration**. They enjoy working with others in a trusting, warm environment, and they may go out of their way to make sure people feel included and accepted. Although you probably appreciate their focus on friendly teamwork, you may feel that they emphasize group efforts a little more than you would like.

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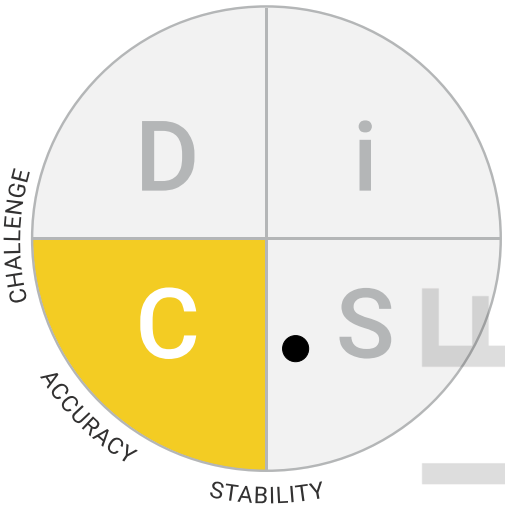
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone who has a C style and shares your priority of accuracy. Like you, she's not highly sociable, and you can probably relate to her dedication to getting things done right. Because she shares your desire for quality and precision, she tends to hole up in her office for long stretches of time, checking her work two or three times before being satisfied. You probably appreciate these high standards.



Like you, this colleague wants a stable environment where she can ensure reliable outcomes. She often seems precise and methodical, and since you're also cautious, you probably appreciate that she takes the time to evaluate big decisions. And, because she likes to analyze risks, she's unlikely to push for the bold ideas or drastic changes that you prefer to avoid.

However, if the two of you have conflicting viewpoints, you may be intimidated by her unyielding arguments. And because she's so independent and often seems so skeptical, you may be hesitant to approach her about collaborating. Still, you probably appreciate that she follows through on commitments.

To you, people with the C style may seem:

- Systematic
- Reliable
- Analytical
- Detached

WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

Accuracy
People with the C style place a high priority on **Accuracy**. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. They value being precise, and as result, they will often ask in-depth or skeptical questions. While you may relate to their emphasis on creating sound solutions, you may sometimes want to see more warmth from them.

Stability
In addition, they prioritize **Stability**. Because they tend to value follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. They tend to analyze all the options, and they often make decisions that promise predictable outcomes. Because you also spend time ensuring dependable results, you may find it easy to relate to their cautious approach.

Challenge
Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to be more accommodating, you may find them overly skeptical or fault-finding.

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Build Better Relationships

INTRODUCTION

While everyone wants good relationships in the workplace, we may disagree on what that really means. A first step is simply understanding what that looks like for each other—how do we want to be treated?

DiSC® helps you understand the various ways people approach communication and collaboration. In this section, you'll explore how to connect with your coworkers, based on strategies that take their style and priorities into consideration as well as your own.

With this information, you can meet your coworkers where they are, leading to smoother, more effective relationships and a work culture built on respect.

YOU WILL LEARN

1. How to be more effective with each DiSC style
2. How to solve problems when working with each DiSC style
3. How to manage tension with each DiSC style

Workplace

SAMPLE

DiSC® MODEL AND WORKPLACE PRIORITIES

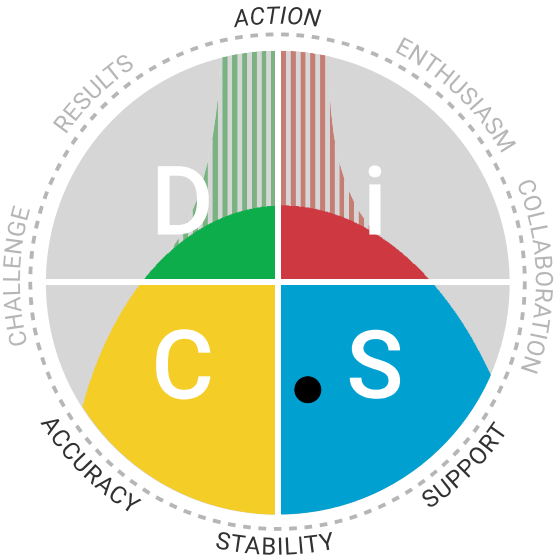
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Stability, Support, and Accuracy. Your shading stretches to include Action, which isn't characteristic of the SC style.

D style responds well to:

- Directness
- Confidence
- Ability to get to the point quickly

C style responds well to:

- Facts and logic
- Calm and order
- Time and space to think things through



i style responds well to:

- Enthusiasm and excitement
- Positivity and optimism
- Warmth and openness

S style responds well to:

- Patience and calm
- Warmth and acceptance
- Diplomacy and consideration

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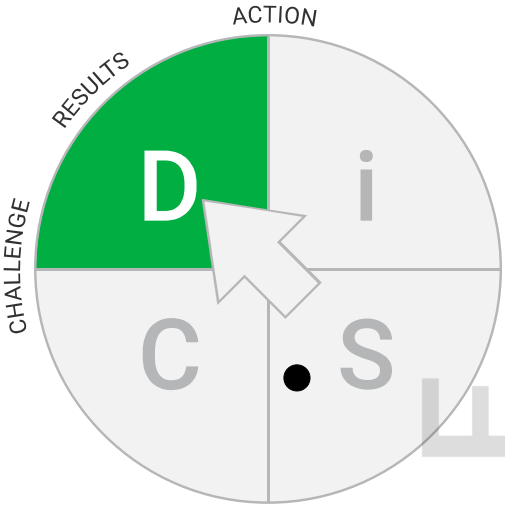
Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:



Mateo, people with the D style like to get right to the point, and this might affect the way you relate to one another. Since they're interested in rapid results, they're probably willing to be straightforward or even blunt. You're more likely to be cautious, so they may dominate discussions with you. While they may not see this as a problem, you probably feel somewhat intimidated by them. At the same time, they may grow frustrated by your hesitant approach.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- Talk to them about the big picture and the bottom line rather than getting caught up in the details.
- Speak up with your ideas and opinions early in the conversation.
- Acknowledge their desire for immediate results.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the D style make quick, firm decisions in order to make progress and keep moving. Unlike others with the SC style, you also prioritize action, so you can identify with their desire to solve problems rapidly. However, because you tend to look at ideas carefully and methodically, they may view your approach as too hesitant or risk-averse, and this may cause them to dismiss your concerns.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Take a firm stance when presenting your ideas.
- Speak up about your concerns, but remember to give their bold solutions a fair chance.
- Emphasize your shared desire to act quickly.

WHEN THINGS GET TENSE:

Because you want everyone to get along, you're less likely than your "D" coworkers to challenge ideas and address issues directly. They're probably very frank and even argumentative in conflict, and, because you're uncomfortable with aggression or emotionally-charged situations, you may avoid discussing problems altogether. They may misread your compliance as agreement, assuming the situation is resolved when you haven't even made your needs known.

Therefore, when things get tense with people who have the D style, consider the following strategies:

- Try not to give in to their assertiveness, recognizing that any resulting discomfort is temporary.
- Focus on being diplomatic but direct.
- Remember that hiding what you're thinking may just prolong the conflict.

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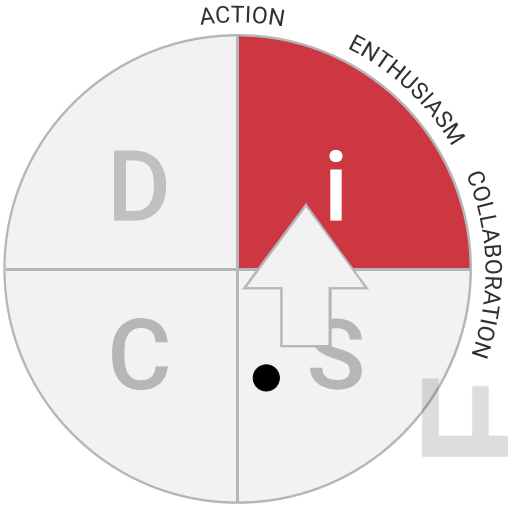
Connecting with i



WHEN YOU NEED TO BE MORE EFFECTIVE:

Because people with the i style are extremely outgoing, Mateo, they probably place a higher priority on collaboration than you tend to do. They want to create a lively team spirit, while you probably respond better to logic and consistency, which is typical of the SC style. As a result, they may see you as restrained or detached, while their push to collaborate and socialize might make you uncomfortable.

Therefore, when you need to be more effective with people who have the i style, consider the following strategies:

- Recognize the value of their interest in personal connections.
- Join their collaborative efforts to show that you don't discount the benefits of teamwork.
- Show respect for their spontaneity, high energy, and optimism.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style like to dive right in and move quickly, and unlike others with the SC style, you also prioritize action and want to progress rapidly toward a solution. However, while they're usually prepared to decide spontaneously, you tend to look at the options a bit more carefully when making major decisions. And even though you may agree on the need for swift action, their innovative solutions might clash with your preference for more traditional answers.

Therefore, when solving problems with people who have the i style, consider the following strategies:

- Be open to creative solutions, but help them see the potential pitfalls they may have overlooked.
- Avoid letting your desire for analysis and conventional ideas overrule strategies that could bring better outcomes.
- Capitalize on your shared energy, especially when the situation requires a quick resolution.

WHEN THINGS GET TENSE:

Because people with the i style want to maintain friendly relationships, they share your tendency to initially gloss over differences. However, they're so focused on being heard that they're more likely to become emotional and lash out when confronted. You're much more interested in order and harmony, so their outbursts may make you uncomfortable. In fact, you may give in or shut down just to avoid an emotionally-charged situation, which can cause the conflict to drag on unresolved.

Therefore, when things get tense with people who have the i style, consider the following strategies:

- Refrain from burying your own opinions just to keep the peace.
- Avoid giving in to their demands or withdrawing from the dispute too quickly.
- Let them know that facing the disagreement now will help you maintain a good relationship down the road.

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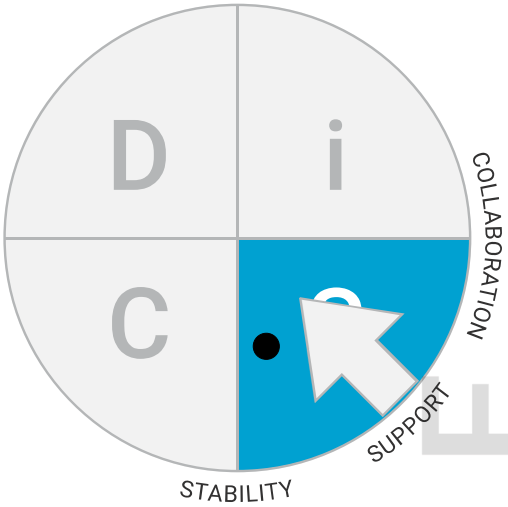
Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE:



People with the S style value cooperation and friendly interaction, Mateo, and this might affect the way you relate to one another. While you both like an orderly work environment, they're probably more interested in collaborating than you are. As a result, they may see you as somewhat detached. Furthermore, because the two of you value harmony, you may avoid unpleasant topics, and this may prevent necessary discussions from happening.

Therefore, when you need to be more effective with people who have the S style, consider the following strategies:

- Avoid being so accommodating to each other that you hide what you're really thinking.
- Don't let your shared diplomacy keep you from acknowledging real issues.
- Avoid coming across as overly reserved, and work collaboratively with them when possible.

WHEN PROBLEMS NEED TO BE SOLVED:

Like people with the S style, you probably hesitate before making decisions when it comes to solving problems. This is probably especially true when you're facing rapid change, and your focus on methodical analysis may also contribute to situations going unresolved. In addition, both of you may steer clear of bold decisions, and this could stunt growth and innovation.

Therefore, when solving problems with people who have the S style, consider the following strategies:

- Establish a deadline for coming to a solution, and find ways to make minor decisions more quickly together.
- Consider risks and weigh the evidence, but remember that more adventurous ideas sometimes yield better results.
- Share your concerns, but try not to get bogged down in the potential problems.

WHEN THINGS GET TENSE:

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You both shy away from open conflict, so you may tiptoe around disagreements rather than confront any issues between you. While you may think that you're simply maintaining order and harmony, your shared failure to address conflict directly may cause communication to break down and hidden hostility to intensify.

Therefore, when things get tense with people who have the S style, consider the following strategies:

- Take a more straightforward approach and show a desire to work through the conflict quickly but thoroughly.
- Be aware that holding in your feelings could be more harmful than speaking candidly.
- Even after you resolve the situation, check in with them to make sure the conflict is truly in the past.

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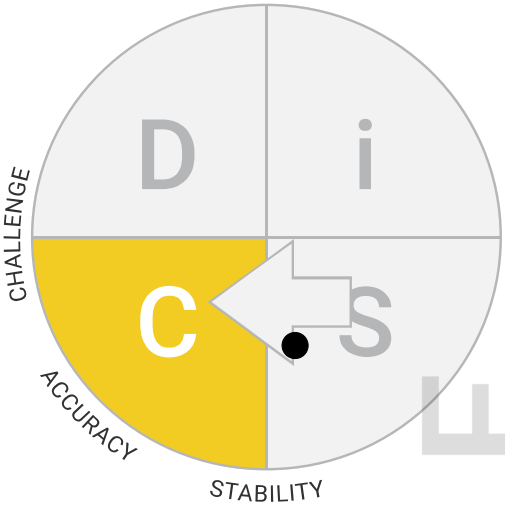
Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE:



Mateo, people with the C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They may appreciate your methodical, logical approach. However, they may ignore social niceties and get right to business, and this may feel somewhat impersonal to you. At the same time, you both tend to be fairly reserved, so communication between you may be more restricted and polite.

Therefore, when you need to be more effective with people who have the C style, consider the following strategies:

- Focus on logical ideas and rational plans.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect their preference to work independently and don't be put off by their more detached approach.

WHEN PROBLEMS NEED TO BE SOLVED:

When it comes to solving problems, you're probably concerned about how plans might affect other people, and you share your "C" coworkers' tendency to consider all the consequences before making a decision. As a result, the two of you may postpone decisions, especially if they involve a lot of change. This mutual caution may also cause you to overanalyze and second-guess plans. As a result, you may have trouble moving forward in the problem-solving process.

Therefore, when solving problems with people who have the C style, consider the following strategies:

- Set a timeline for finding a solution and, if necessary, look to external systems or people to provide a sense of urgency.
- Avoid getting bogged down in the details.
- Work toward the best solution, but remember that perfectionism could lead to missed opportunities.

WHEN THINGS GET TENSE:

Because people with the C style often view conflict as a disagreement over who is correct, they usually avoid direct aggression and focus on challenging the reasoning behind an argument. However, like you, they tend to withdraw from emotionally-charged situations. As a result, neither of you is likely to initiate confrontations, so you may fail to discuss difficult issues. In such cases, you may bury your feelings and allow the situation to linger.

Therefore, when things get tense with people who have the C style, consider the following strategies:

- Address the conflict directly rather than letting things simmer.
- Give them time to present their side, but avoid giving in just to avoid an unpleasant conversation.
- Support your opinion with logic and facts.

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Your Management Style

INTRODUCTION

Hopefully, you've had a few good managers in your life. But if you think about it, they probably didn't approach the job in the exact same way. That's because there are a lot of different ways to be a good, even great, manager. And you've got your own style—priorities you tend to emphasize, assumptions about how people should work together, thoughts about the kind of pace the team should keep.

The DiSC® model is a great tool to help you understand your unique approach to management. Of course, it won't tell you *everything* about how you manage. But this tool has helped millions of managers understand themselves and the impact of their actions. And this insight, in turn, has given them the power to better shape the kind of manager they want to be.

YOU WILL LEARN

1. How the DiSC model informs the role of manager
2. Your management style
3. The priorities that drive your management style

Management

SAMPLE

MANAGEMENT PRINCIPLES

- Your DiSC style has a strong influence on how you approach management. Other factors such as life experience, education, and maturity also play a role.
- People with all styles can be effective managers, even if they approach the role differently. No style is better than any other.
- No matter what your style, you'll need to adapt to the styles of the people you manage if you want to be effective.

THE DISC® MODEL AND MANAGING

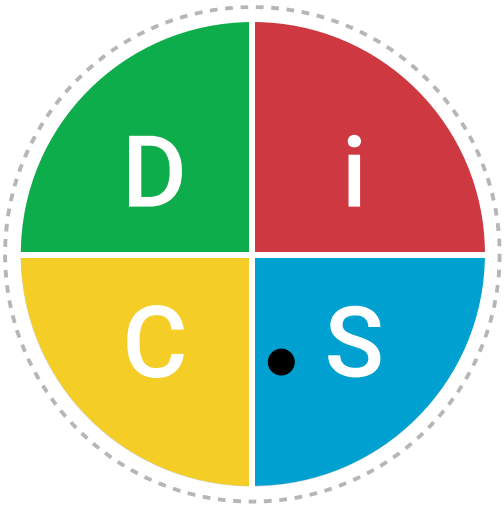
Your dot location and style are shown below, along with information on what managers with different DiSC styles often value.

Dominance

Cares about:
- Driving toward results
- Direct communication

Influence

Cares about:
- Encouraging passion
- Building team spirit



Conscientiousness

Cares about:
- Ensuring efficiency
- Maintaining high standards

Steadiness

Cares about:
- Supporting their team
- Meeting people's needs

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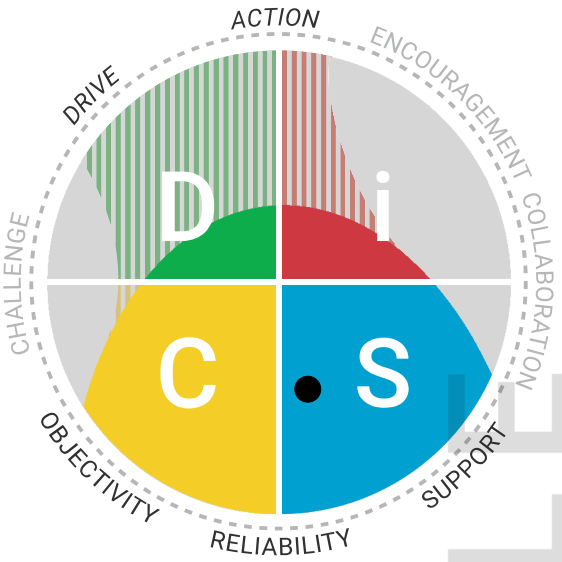
EVERYTHING DiSC A Wiley Brand

Your Management Priorities

WHAT PRIORITIES SHAPE YOUR MANAGEMENT STYLE?

The eight words around the Everything DiSC® map are what we call **priorities,** or the primary areas where people focus their energy. Your shading shows your comfort zone and the priorities that tend to shape your workplace experience and management style. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with your style have shading that touches **Reliability**, **Support**, and **Objectivity**. Your shading stretches to include **Drive** and **Action**, which isn't characteristic of your style.



Achieving Reliability
Mateo, like other managers with the SC style, you may feel most comfortable in a stable, predictable setting. Most likely, you can be counted on to work through issues systematically, and you probably do your best to eliminate impulsivity and chaos. Because you focus on maintaining reliability, you probably urge your team members to produce outcomes that are dependable and accurate.

Giving Support
You're probably a sincere, diplomatic manager, and you make sure that your team members have all the resources necessary to do their best work. Having harmony in your relationships is important to you, and people probably know you're ready to help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give support to others.

Ensuring Objectivity
Managers with the SC style usually make sure their decisions are backed up by logic and facts. Because you strive for quality, you tend to analyze options rationally before pursuing any course of action, and you probably encourage your team members to maintain the high standards that you set. Overall, you focus on providing objectivity to ensure accurate outcomes.

Displaying Drive
Furthermore, you tend to be highly driven, which isn't typical of someone with the SC style. Whether it's achieving your goals or pushing your team to reach the next milestone, you tend to prioritize getting things done. As a result, you keep striving until you reach your objectives, regardless of the obstacles in your way. Ultimately, you probably make it clear that you're determined to succeed.

Taking Action
Also, you appear to place a high value on swift, immediate progress, a characteristic that is unusual for someone with the SC style. You probably prefer to take command of situations and hit the ground running. Once you've chosen a course of action, you tend to keep moving forward while pushing your team members to keep up with your rapid pace.

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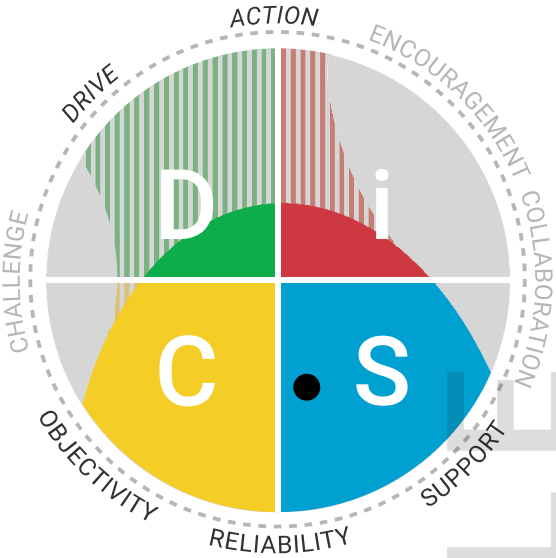
Your Management Preferences

WHAT DO YOU ENJOY ABOUT MANAGING?



Different people find different aspects of their work motivating. Like other people with the SC style, you may enjoy that managing allows you to give people the resources that can help them grow and succeed. Furthermore, you may appreciate the opportunity to guide a team in a dependable, steady way. Furthermore, you may also appreciate creating a fast-paced environment where you can lead a team toward efficient results, and this less typical of the SC style.

You probably enjoy many of the following aspects of your work:

- Helping a team progress steadily toward a goal
- Supporting people so they can do their best work
- Creating efficient systems or procedures
- Prioritizing tasks and agendas
- Catching errors or flaws in design
- Achieving results
- Working toward a challenging goal
- Keeping things moving
- Initiating change

WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you like consistency and dependability, you may have difficulty if forced to alter your course abruptly or make important decisions before studying all your options. Furthermore, you may become uncomfortable if you're called on to resolve a heated conflict or alleviate tension among people. At the same time, unlike others with the SC style, you may become frustrated if things aren't moving as quickly as you would like or if your drive for results is compromised by other people's hesitancy.

Many of the following aspects of your work may be stressful for you:

- Making quick, firm decisions for the group
- Dealing with angry or argumentative people
- Having to argue for your point of view
- Dealing with conflict
- Making decisions without time for analysis
- Facing the possibility of failure
- Accepting limitations
- Having to moderate your pace
- Being forced to give up on bold ideas

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Direct & Delegate

INTRODUCTION

As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a "please" and "thank you." Perhaps you've noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. In this module, you'll learn about a more systematic method for figuring out what your direct reports need from you during this process.

YOU WILL LEARN

1. Your natural directing and delegating style
2. The directing and delegating needs of different people
3. How to better direct and delegate to a person you manage

Management

SAMPLE

DISC® MODEL AND MANAGEMENT PRIORITIES

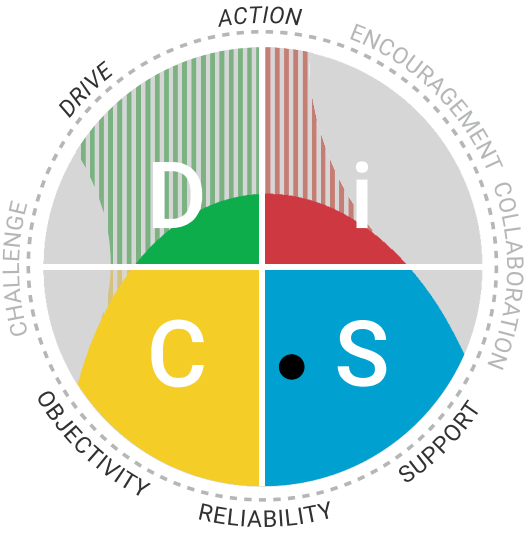
The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

Dominance

Responds well to:
- Autonomy
- Clear goals
- Immediate results

Conscientiousness

Responds well to:
- Independence
- Systematic methods
- Logical explanations



Influence

Responds well to:
- Exciting tasks
- Enthusiasm
- Encouragement

Steadiness

Responds well to:
- Reassurance
- Promise of support
- Clear guidelines

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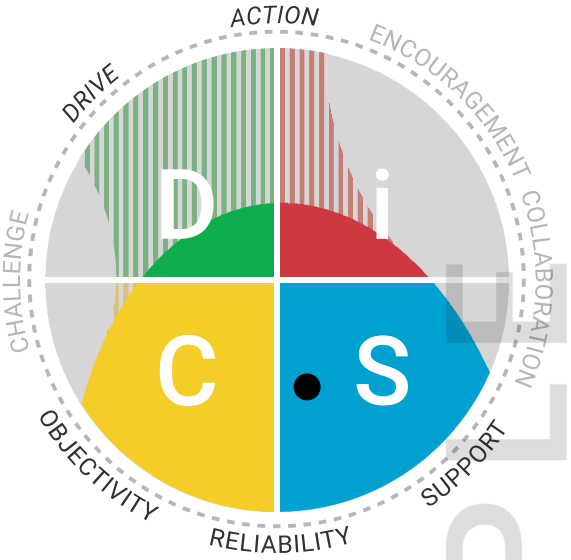
How You Direct & Delegate

Based on your DiSC® style and priorities, you have a natural approach to directing and delegating. However, it's important to consider how effective your approach may be with employees of different styles.



Mateo, because you place a **strong emphasis on reliability**, you tend to provide information clearly and systematically when directing people. You usually give the people you manage a dependable method for proceeding with assignments while stressing the importance of quality.

You also tend to **support team members** with all the information they need to perform their tasks to the best of their ability. You're unlikely to issue demands without making sure people understand them and know you're available to help if needed.

Because you **focus on objectivity**, you usually closely monitor people's progress while trying to ensure accuracy and precision. However, your methodical approach may occasionally limit the freedom of team members to come up with innovative or creative ways to execute tasks.

Furthermore, your directing and delegating style is probably influenced by your two extra priorities, which aren't typical of the SC style. You are driven to keep an eye on the bottom line and you push people toward ambitious goals. Also, you want to get things going quickly and usually direct people by instilling a sense of urgency.

SAMPLE

HOW DO YOU APPROACH DIRECTING AND DELEGATING?

Strengths

- Setting realistic goals
- Following up on a regular basis
- Giving direction in a non-threatening manner
- Being clear about your expectations and ensuring that people understand their responsibilities
- Ensuring that people understand the need for results
- Getting people moving

Challenges

- Offering ongoing encouragement
- Sharing positive emotion, which could boost morale
- Giving more structure to the people who need it
- Delegating rather than doing everything yourself
- Pushing people to complete their tasks
- Judging people's abilities or competencies, without overestimating them

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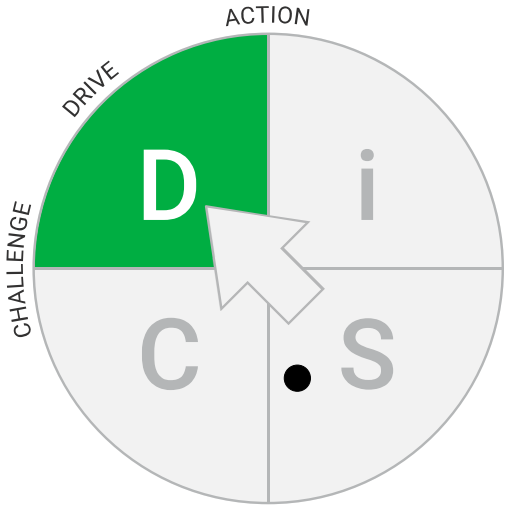
Direct & Delegate: You & the D Style

HOW THEY LIKE TO WORK

People with the D style prioritize the bottom line and are driven to get results, characteristics you share even though it's not typical of the SC style. However, while you both tend to be motivated by success, they may be willing to rock the boat in the interest of getting things done while you'd prefer to keep an orderly environment. Furthermore, they want a high degree of autonomy and like making decisions without having to ask for input from others. And while you may accept their desire for independence, their assertiveness may sometimes catch you off-guard.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

People with the D style are often challenging and skeptical, and they may openly question your command if they disagree with your decisions. They're usually very frank and can even become argumentative, while you tend to be uncomfortable with aggression or emotionally charged situations. They may make demands or fail to follow your instructions, believing that they know how to do things better than anyone else. To you, it may seem like they are constantly challenging your authority, and because you dislike confrontation, you may feel worn out from the continued need to assert your leadership.

HOW TO ADAPT

People with the D style are fast-paced, and unlike others with the SC style, you also prioritize action. Like you, they like advancing quickly and working on exciting projects. Therefore, allow them to tackle adventurous tasks, and show them how their efforts will contribute to innovative results. If they are inexperienced, remember that their self-assurance may compel them to make decisions they aren't qualified to make, so check in with them frequently to make sure they haven't bitten off more than they can chew.

If they're less experienced

- Don't confuse confidence with competence.
- Review their plans in detail before allowing them to move ahead.
- Clearly outline the boundaries of their authority, giving them options within those boundaries.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

If they're more experienced

- Make sure you see eye to eye on the goal of the assignment.
- Provide a broad overview rather than detailed tasks.
- Be direct about the results you expect.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.

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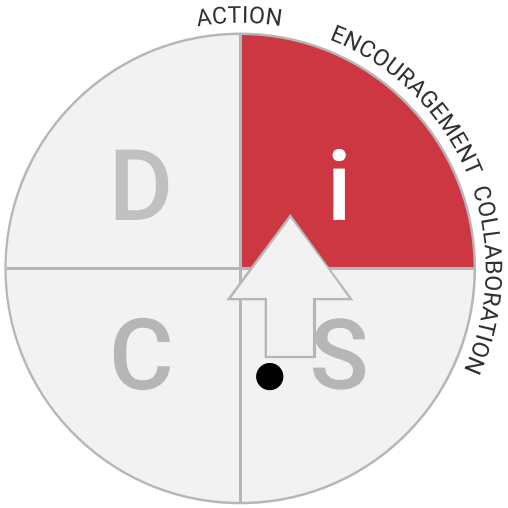
Direct & Delegate: You & the i Style

HOW THEY LIKE TO WORK

People with the i style tend to be upbeat and optimistic. They seem to love meeting new people and engaging in friendly chitchat. You will probably notice their high energy and excitement, and you may respect their positive outlook and enthusiasm. However, they require little prompting to express their feelings, so they may end up dominating discussions with you. You tend to be self-controlled and drawn to calm settings, so you may find their talkative nature and high-spirited approach to be a bit excessive at times.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

People with the i style want to work in a friendly environment where people are more important than the bottom line. While you may prefer having a certain degree of autonomy, they like to channel their high energy into collaborative efforts and dislike assignments that may isolate them. They probably view your emphasis on logic and consistency as restrained or detached. At the same time, you may think their frequent push to socialize and network is overdone.

HOW TO ADAPT

These individuals are action-oriented and spontaneous, and unlike others with the SC style, you share their tendency to move at a quick pace. They may be eager to tackle fun or exciting projects, and they probably want to get the gist of an assignment and dive right in. Those who lack experience may need your guidance when it comes to maintaining a productive schedule and keeping track of important details. For those with more experience, encourage creativity and experimentation, but hold them accountable for agreed-on deadlines.

If they're less experienced

- Let them collaborate when possible.
- Make sure they don't lose track of details.
- Help them prioritize.
- Ensure that they follow through on their tasks.
- Hold them accountable for missed deadlines or skipped steps.

If they're more experienced

- Allow them to take the lead in group settings.
- Make time to review the details with them.
- Acknowledge their contributions publicly.
- Set clear expectations ahead of time.
- Be open-minded to their more adventurous ideas.

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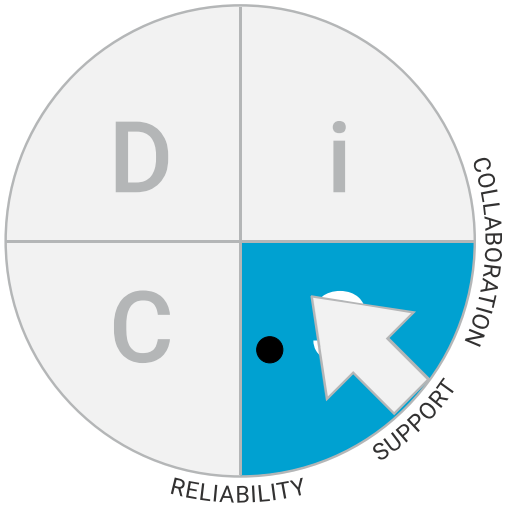
Direct & Delegate: You & the S Style

HOW THEY LIKE TO WORK

Like you, people with the S style are accommodating and flexible. Because they look for reassurances that they are doing a good job, they'll appreciate that you tend to offer genuine support. You both shy away from disagreements and confrontation rather than risk any sort of discord. However, their hesitation to speak up and assert themselves coupled with your own reserve may make it difficult for you to identify when they're ready for additional challenges.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

Like you, these individuals appreciate a methodical pace and prefer to study their options carefully while making steady progress. They look for a calm, orderly setting where tension is low, as high-speed environments may be stressful or intimidating. Because they share your tendency to avoid risks, you both might downplay innovation in favor of what has worked in the past. In addition, your mutual interest in steady progress means that neither of you may feel a sense of urgency, even if it's warranted.

HOW TO ADAPT

People with the S style may be most comfortable in friendly, cooperative environments. They are a bit more likely than you are to enjoy collaborative settings or group efforts, so they'll appreciate opportunities to contribute within a unified team. Furthermore, they like having step-by-step information, a clear picture of the desired result, and firm deadlines. If they have more experience, give them as much responsibility as you can, but make it clear that you are always available as an advisor or to act as a sounding board.

If they're less experienced

- Give clear directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Provide enough reassurance to make them comfortable with the role.
- Refrain from giving them too much responsibility too quickly.

If they're more experienced

- Ask for their input.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to help structure the overall plan.
- Keep them from getting bogged down when deadlines are tight.
- Ask them what kind of support they need.

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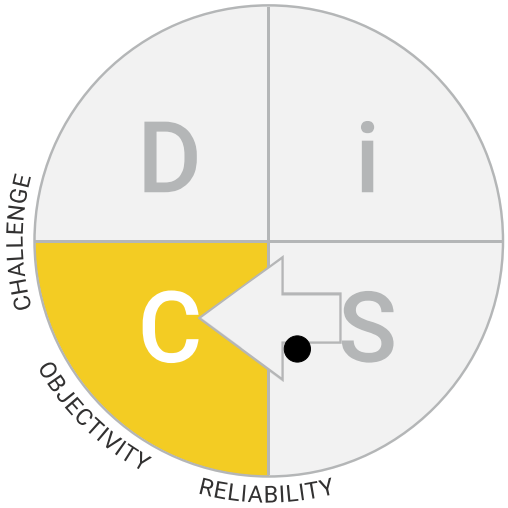
Direct & Delegate: You & the C Style

HOW THEY LIKE TO WORK

Like you, people with the C style relate best to rational objectives and fact-based ideas. They share your tendency to analyze concepts and carefully study proposals. These individuals are quite comfortable working alone, and since they prioritize objectivity over emotional needs, they probably require less support and reassurance than you tend to provide. They like having the independence and time to get things right, so they probably appreciate your tendency to give them space and avoid pressuring them.



POTENTIAL CHALLENGES WHEN WORKING TOGETHER

Like you, these individuals want to produce dependable outcomes, so they tend to thoroughly consider the consequences before choosing a plan. However, since you share their sense of caution, you both may overlook opportunities to develop innovative solutions. When it comes to risky or untested ideas, your mutual hesitancy may lead you to stall until all the facts are in. Furthermore, because you both like to keep a moderate pace, you may fail to kick things into high gear, even when a sense of urgency is necessary.

HOW TO ADAPT

People with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. They don't look for reassurance or support, but they do want to know that their expertise and competence are valued. Those with less experience may spend too much time analyzing their work, so be sure to check in frequently enough to keep them on track. Allow those with more experience to examine solutions for possible flaws and listen to their suggestions for improvements.

If they're less experienced

- Allow them to work independently whenever possible.
- Help them achieve quality without putting deadlines at risk.
- Point out the logical basis behind the task.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.

If they're more experienced

- Check in with them only to ensure forward progress.
- Let them come to you when they want more direction.
- Encourage them to study the overall plan for defects.
- Allow them to work independently when necessary.
- Give them opportunities to help solve complex issues.

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Motivation

INTRODUCTION

You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work. Of course, it's normal for humans to assume that the things that motivate us will automatically motivate others. So what you'll explore in this module is the type of environment you naturally create for those around you and how to adapt this environment to better meet the needs of the people you manage.

YOU WILL LEARN

1. How you affect the motivation of others
2. What different people find motivating and demotivating
3. How to create a more motivating environment for a specific person

Management

SAMPLE

DISC® MODEL AND MANAGEMENT PRIORITIES

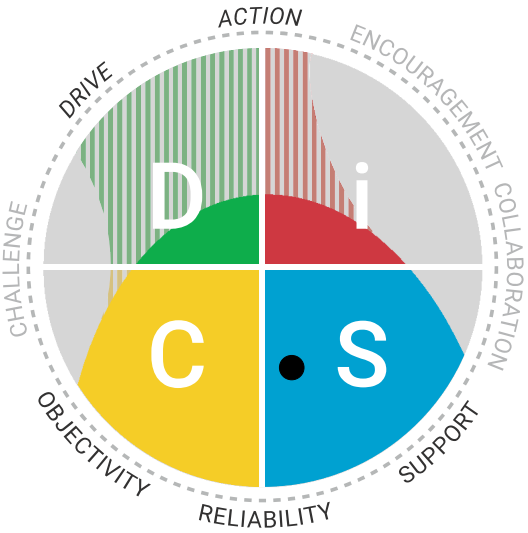
The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

Dominance

Motivated by:
- Challenges
- Chances to prove themselves
- Freedom

Conscientiousness

Motivated by:
- Problem-solving
- Using their expertise
- Clear standards



Influence

Motivated by:
- Enthusiastic praise
- Public recognition
- Passion

Steadiness

Motivated by:
- Sincere appreciation
- A pressure-free environment
- Teamwork

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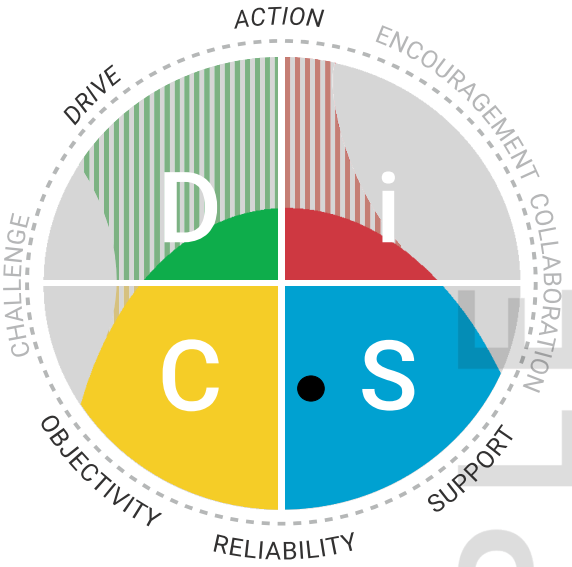
The Environment You Create

It's important to understand the nature of the environment you create because it has a major impact on the motivation of the people you manage.



Mateo, you probably provide a **reliable atmosphere** where others have a sense of consistency. People can feel comforted knowing what to expect and where they stand. By ensuring that people have the information and resources to do their job, you help maintain a sense of security.

Most likely, your **supportive nature** allows you to create a trusting environment where people feel comfortable coming to work every day. Just knowing that someone cares about them on the job can be extremely motivating for many people. Further, you readily offer credit and compliments so that others feel a greater sense of ownership in team success.

Your **strong focus on objectivity** means that you usually help create an environment where logic and rational thought are prized. Many people are motivated when they know that they can contribute to high-quality outcomes, and your focus on analysis and accuracy encourages them to work toward these high standards.

Furthermore, unlike others with the SC style, you have two extra priorities that may influence motivation and the environment you create. In your **drive for success**, you may lead the people you manage to strive for more ambitious goals than they would otherwise have considered. Your **preference for action** may be contagious, energizing and empowering the people you manage.

YOUR EFFECT ON OTHERS

- Because you are reliable, people know they can count on you.
- Because of your patience, people get less frustrated when trying new things.
- Because you provide stability, people don't need to worry about unwanted surprises.
- Because you value quality, people can work steadily toward long-term goals without feeling rushed.
- Because of your drive, people strive for success.
- Because you emphasize action, people feel a sense of urgency.

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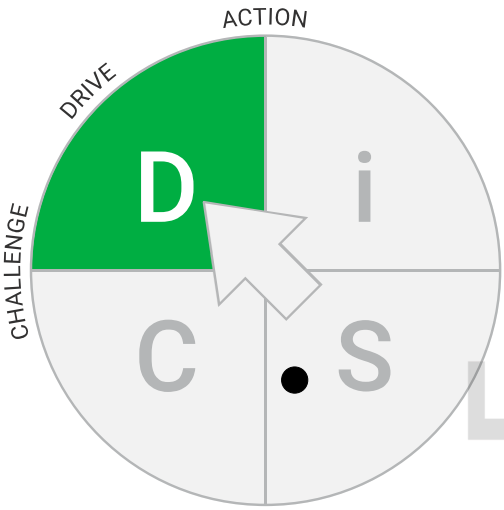
Motivation: You & the D Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. Like you, they're driven to achieve, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. In fact, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.



What demotivates the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.

SAMPLE

HOW TO ADAPT

Here's how to adapt your approach to help people with the D style find their own natural motivation.

How can you help create a motivating environment for the D style?

- Let them try innovative or untested approaches when possible, even if this is less comfortable for you.
- Explain the big-picture purpose of a project and minimize prescriptive directions.
- Give them reasonable freedom to control their work environment.
- Look beyond your own cautiousness to encourage their ambition and desire to advance.
- Trust them to follow through on critical assignments.
- Give them increasingly difficult challenges to appeal to their more competitive nature.

What's the best way for you to recognize and reward the D style?

- Recognize their innovative ideas that lead to better results.
- Reward consistently strong performances with more autonomy.
- Compliment them by focusing on the concrete results that they achieve.
- Give them opportunities to advance when they've mastered their role and a challenging position presents itself.

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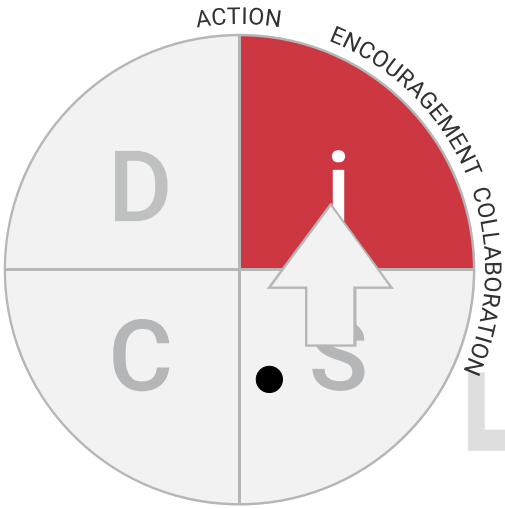
Motivation: You & the i Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. Unlike you, they're eager to collaborate, so they may put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly to indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition and appreciate a warm and encouraging environment, probably more so than you.



What demotivates the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.

SAMPLE

HOW TO ADAPT

Here's how to adapt your approach to help people with the i style find their own natural motivation.

How can you help create a motivating environment for the i style?

- Let them collaborate with others, but maintain your authority in group settings.
- Encourage their spontaneity without compromising essential systems.
- Limit the predictability and routine of their tasks when possible.
- Let them be in the limelight.
- Give them opportunities to express themselves.
- Acknowledge their need to maintain a fast pace.

What's the best way for you to recognize and reward the i style?

- Recognize their success with public praise, even if you avoid this type of attention personally.
- Thank them for the energy and enthusiasm that they bring to the table.
- Reinforce their strong people skills by giving them increased visibility within the organization.
- Reward their best work by recommending them for awards and advancement opportunities.

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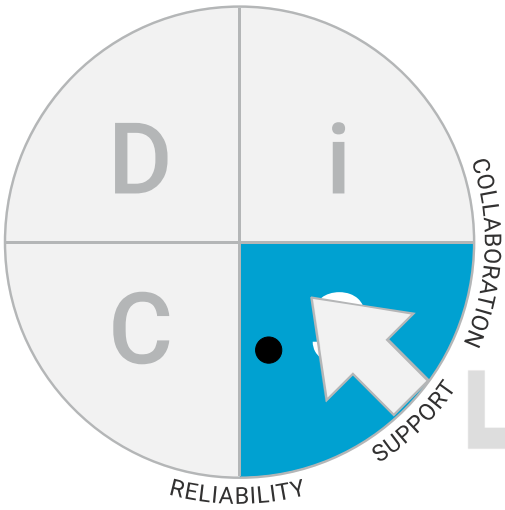
Motivation: You & the S Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. Like you, they tend to be supportive, and may even withhold their own opinions to accommodate or please other people. In addition, they like to connect with colleagues on a personal level, and they may value working in a collaborative setting more than you do. Furthermore, because they share your desire to be seen as reliable, they want enough time to perform their duties without being rushed or stressed.



What demotivates the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.

HOW TO ADAPT

Here's how to adapt your approach to help people with the S style find their own natural motivation.

How can you help create a motivating environment for the S style?

- Let them collaborate with others.
- Offer support by providing the information and resources they need to do their best work.
- Give plenty of warning when changes are coming.
- Use your own preference for stability to give them the structure and security they need to feel comfortable.
- Express sincere appreciation for their efforts.
- Ask for their ideas, which they might not share without encouragement.

What's the best way for you to recognize and reward the S style?

- Reward their steadiness and loyalty with warm and sincere praise in a one-on-one setting.
- Acknowledge the quality of their work by trusting them with increasingly important projects.
- Reassure them that their reliability and supportiveness is valuable.
- Discuss advancement opportunities when you both agree that they've mastered their current role.

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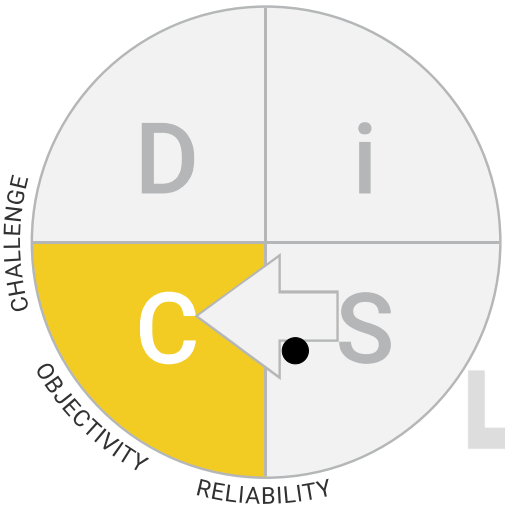
Motivation: You & the C Style

WHAT ARE THEIR MOTIVATONAL NEEDS?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. Like you, they want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution. Because they share your objective outlook, they like to weigh the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so they often challenge ideas to ensure accuracy, an approach you probably don't share.



What demotivates the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.

SAMPLE

HOW TO ADAPT

Here's how to adapt your approach to help people with the C style find their own natural motivation.

How can you help create a motivating environment for the C style?

- Give them time to ensure quality results, but enforce deadlines.
- Explain the purpose of tasks and assignments logically.
- Allow them to help define quality standards.
- Provide them with opportunities for independent work.
- Listen to their questions about projects or tasks, but keep them moving forward.
- Convey your expectations clearly and specifically.

What's the best way for you to recognize and reward the C style?

- Compliment their accomplishments privately and provide concrete examples.
- Thank them for the impact that their logical, analytical style makes on the organization.
- Reward the consistency of quality work by giving more autonomy and increasingly challenging projects.
- Recognize their expertise by seeking their help when problems arise.

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Develop Talent

INTRODUCTION

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting employees' long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your direct reports will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help your employees identify and build on their strengths, rather than trying to fix all of their weaknesses. This module will help you better understand their needs and how you can meet them where they're at.

YOU WILL LEARN

1. Your natural style of developing talent
2. The diverse development preferences
3. How to better develop a specific employee

Management

SAMPLE

DISC® MODEL AND MANAGEMENT PRIORITIES

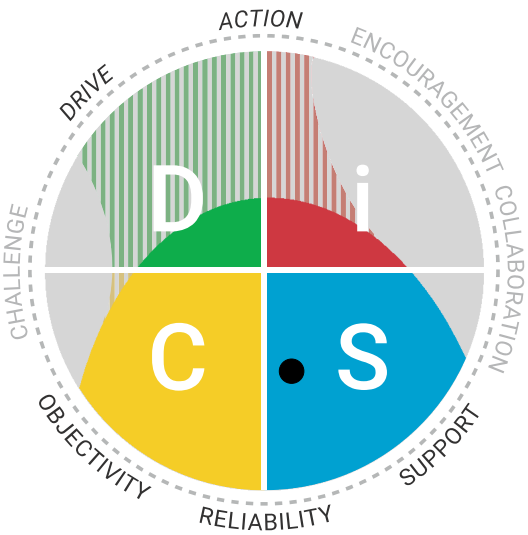
The priorities around the circle show what different managers tend to emphasize in their work, as well as what the people they manage value. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

Dominance

Appreciates:
- Big opportunities
- Advancement
- Being in charge

Conscientiousness

Appreciates:
- Building expertise
- Digging deep into a topic
- Self-sufficiency



Influence

Appreciates:
- Social and collaborative opportunities
- Novelty
- Chances to express themselves

Steadiness

Appreciates:
- Collaborative opportunities
- A safety net
- Stability

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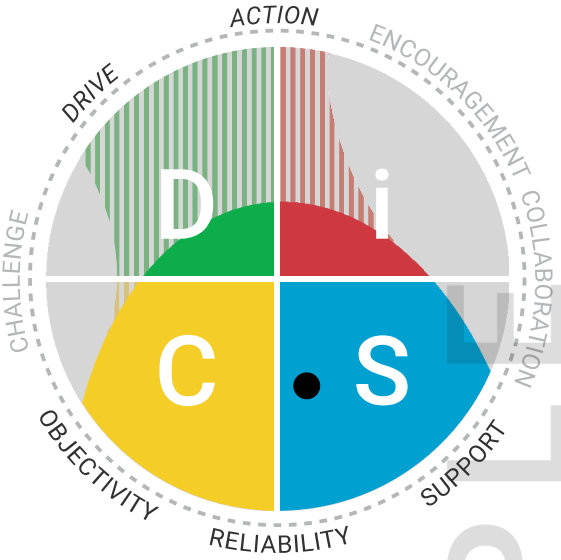
How You Develop Talent

Every manager has a natural approach to developing talent in others. Your approach is described below.

Mateo, because you prioritize reliability, you may provide a systematic environment in which the people you manage can expand on their strengths. This allows others to view development as a predictable, ongoing process. Because you balance your desire to support people with your objectivity, you tend to realistically assess what people do well and what they struggle with and then match these abilities with the organization's needs. Yet, you're usually open to input that may differ from your own assessments. Overall, people probably recognize that you care about them. To you, development is about support and structure, and people know you will assist them in finding their strengths.



Furthermore, unlike others with the SC style, you also have two extra priorities that might influence your approach to developing others. In your drive for results, you may lead people to strive for meaningful accomplishments rather than settle for modest goals. Your action-oriented nature may motivate people to pursue their goals with energy and immediacy.

HOW DO YOU APPROACH DEVELOPING OTHERS?

Advantages

- Creating methodical, concrete plans for development
- Using structured methods that are easy for another person to repeat
- Taking the time to listen to people's real concerns
- Helping people objectively identify their strengths and challenges
- Motivating people to hone their skills
- Pushing people to move quickly in their development

Disadvantages

- Being too tolerant when people fail to meet your expectations
- Insisting things be done the way they always have, regardless of a person's strengths and limitations
- Failing to push people to perform
- Neglecting to recognize strengths that seem unrelated to the person's current role
- Overwhelming people with responsibilities
- Pushing people at a pace that is too fast for them

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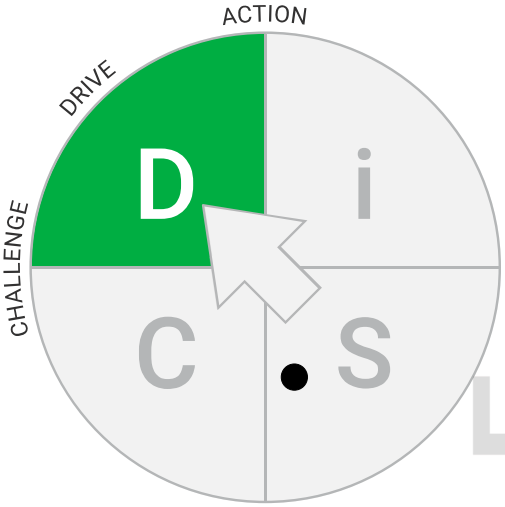
Develop Talent: You & the D Style



AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems

HOW TO ADAPT

Remember they're driven

People with the D style are driven to get results, a tendency you share even though it's not typical of the SC style. However, they may fixate on immediate goals that directly benefit themselves and may fail to recognize that team success could create exciting new opportunities for them. Before setting them loose on a plan, ensure that their priorities are aligned with those of the organization.

- Give them opportunities that have potential for the impressive results you're both after.
- Encourage flexibility and help them see how their goals fit within the big picture.
- Encourage their ambition and autonomy but be prepared to redirect their focus.

They're action-oriented

Like you, these individuals like to make things happen quickly, which is more typical of the D style than the SC style. Still, you may prefer more methodical development plans, which they are likely to dismiss. In pursuit of advancement, these individuals may take shortcuts that make you nervous, so you may need to remind them that success in the long run often requires a more sustained, calculated approach.

- When making long-term development plans, lay out milestones and concrete benefits.
- Help them identify new skills that will help their advancement.
- Consider their need to keep moving when devising development opportunities.

They have a challenging side

People with the D style may question long-standing procedures, structures that feel restrictive, and possibly even your authority. Since you are often easygoing, you may need to be more direct with these individuals to get through to them. Be sure to respect their autonomy without undermining your own authority, minimizing their resistance to your role in their development.

- Challenge yourself to give them frank, results-oriented feedback when necessary.
- Let them work independently, but help them see the value of multiple perspectives.
- Give them opportunities to exercise authority.

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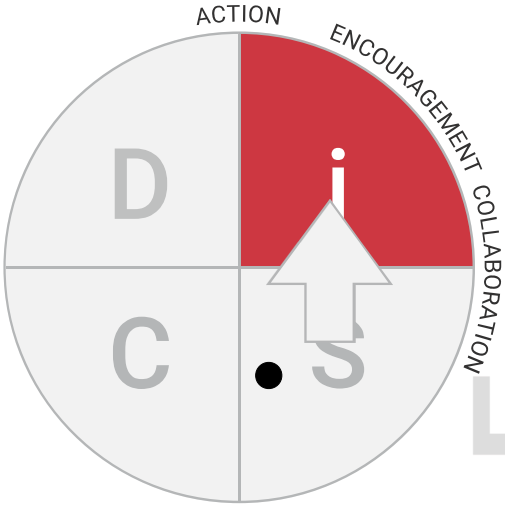
Develop Talent: You & the i Style



AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with different methods
- Tendency to give praise and encouragement to others
- Ability to rally people around an idea

HOW TO ADAPT

Remember they respond to encouragement

People with the i style are motivated by positive feedback, so they probably appreciate your tact. Because you avoid conflict, you may fail to offer them completely truthful insights when their performance is lackluster. This could be detrimental to them in the long run, as it won't push them improve.

- Take time to let them know that they are doing well.
- Continue to be polite in discussions, but don't ignore problems.
- Look for situations where they can mentor or help people.

They're action-oriented

While it's more typical for the i style than the SC style, you're both interested in fast-paced innovation. Still, compared to you, they require less evidence to be sure of themselves, so they may propose bold development plans when you think it would be best to exercise some caution. Help them strike a balance between adventurous ideas and a systematic approach.

- Show them the value of systematic developmental work, even if it's tedious in the short term.
- Be aware that rapid pace you both favor may cause the two of you to overlook promising options.
- Allow them to pursue some development opportunities that involve lots of action.

They thrive on collaboration

People with the i style love the energy of a dynamic group. However, they may resist individual accountability and hide weaknesses by collaborating too often. Since you are more reserved, you may question their need for group settings. Find a balance in which they can use their people skills while also focusing on individual growth.

- Encourage them to pursue opportunities that involve working with others.
- Remind them that their growth will also depend on independent work.
- Allow them to lead small groups.

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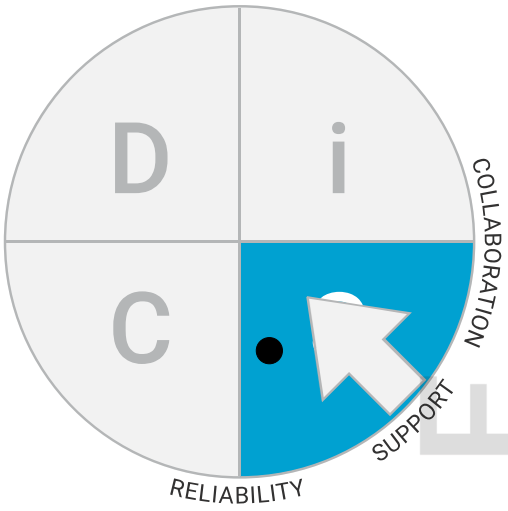
Develop Talent: You & the S Style

AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



HOW TO ADAPT

Remember they appreciate support

Like you, people with the S style appreciate a supportive environment, and they often focus on other people's needs, wanting everyone to get along. Still, because you tend to take a more hands-off approach, you may enable these individuals to focus on others at the expense of their own development.

- Look for situations where supporting others can boost their own development.
- Remind them that they have to address their own needs as well.
- Push them gently to grow and develop.

They strive to be reliable

These individuals stick with what works, and they're usually leery of opportunities that pose a risk. Since you share this tendency, the two of you may struggle to create bold development plans. Working together on their professional development will require a balance between respecting their comfort zone and looking beyond it.

- Encourage them to maintain their focus on reliable progress.
- Let them know that development often means moving in new directions.
- Refrain from letting your mutual interest in stability limit creative ideas.

They value collaboration

People with the S style may enjoy working with others more than you do, and they may put too much emphasis on collaboration in their development priorities. You both avoid interpersonal conflict, but your approach to their development may be more effective if you are willing to give constructive criticism.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Build on their ability to get along with diverse groups of people.
- Offer constructive feedback when necessary.

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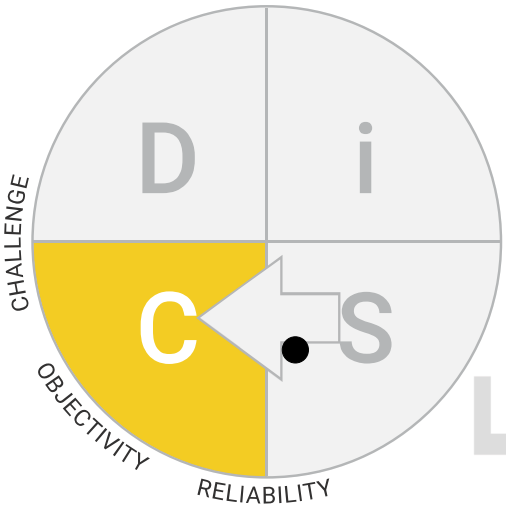
Develop Talent: You & the C Style

AREAS WHERE THEY HAVE STRONG POTENTIAL

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



HOW TO ADAPT

Remember they prize objectivity

Like you, people with the C style rely on logic to guide their actions, and they don't often turn to others for guidance. They also avoid coloring decisions with personal feelings, and they probably don't let their guard down often. Since you respect their autonomy, it may be difficult for you to assert yourself as a valuable resource for their development.

- Explain the rationale behind development opportunities that you propose.
- Respect their independence, but remind them that you can be an advocate for their development.
- Don't assume that they will come to you if they are struggling.

They expect reliability

Like you, people with the C style want development opportunities that are well planned and reliable, so they probably appreciate your emphasis on steady progress and stability. However, this might make it difficult for them to make significant development progress. You may need to help them identify more adventurous growth opportunities.

- Avoid getting stuck in a rut of safe or traditional development plans.
- Put development opportunities in a clear, well-organized framework.
- Be aware that they may have trouble admitting their limitations once they've started.

They have a challenging side

People with the C style are often skeptical, so they may question your ideas for their development. They may be uncooperative if they sense weakness in your rationale, so provide objective reasons for your decisions. Because you avoid conflict, you may need to push yourself to stand up to their questioning approach.

- Support your development ideas with facts and figures whenever possible.
- Listen to their questions, but hold them accountable if their resistance becomes unreasonable.
- Engage them in a constructive dialogue, but maintain your authority.

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Manage Up

INTRODUCTION

"Managing up" refers to working effectively with and influencing your manager. And though it's a frequently overlooked aspect of management, it's nevertheless critical. Your manager is often your link to other parts of the organization and to resources that your team needs, so it's vital to have a good working relationship with them. If this relationship is solid, you'll be much more effective at communicating the needs of your team and pushing for the changes that will help them succeed. You'll also have a much clearer picture of where the organization is headed and what your manager prioritizes. This module will help you better understand your manager and how you can work together more effectively.

YOU WILL LEARN

1. How your manager might see you
2. Different approaches for getting buy-in from your manager
3. How to work more effectively with your manager

Management

SAMPLE

DISC® MODEL AND MANAGEMENT PRIORITIES

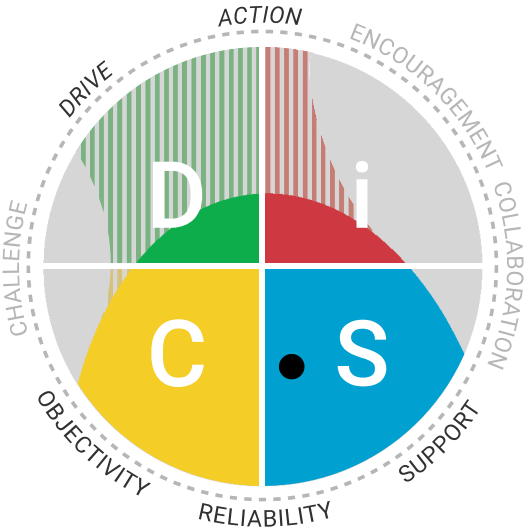
The priorities around the circle show what different managers tend to emphasize in their work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the SC style have shading that touches Reliability, Support, and Objectivity. Your shading stretches to include Drive and Action, which isn't characteristic of your style.

Dominance

Responds well to:
- Outcomes
- Urgency
- Confidence

Conscientiousness

Responds well to:
- Objectivity
- Logical arguments
- Evidence



Influence

Responds well to:
- Enthusiasm
- Open dialogue
- Immediate action

Steadiness

Responds well to:
- Predictability
- Sincerity
- Time to deliberate

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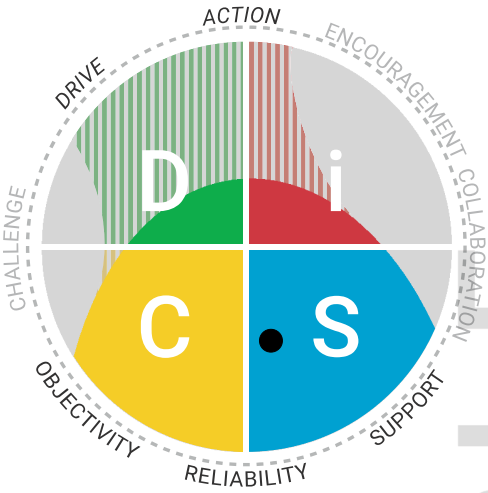
How Your Manager Sees You

Understanding how you come across to your manager is important, but sometimes difficult. This page provides insight into how your manager might see you.



Reliable

Mateo, since you have an SC style, you probably come across as practical and orderly. Because you tend to favor dependable solutions, your manager probably feels that projects are in good hands with you. On the other hand, your tendency to prefer safe options may cause some managers to see you as hesitant to capitalize on new opportunities, while others might view you as indecisive or overly conventional.

- Some managers may see your soft-spoken manner as too mild to create a sense of urgency.
- Your manager may see you as overly cautious.

Supportive

Because of your accommodating nature, many managers will appreciate that you don't challenge their authority or try to push your own ideas at the expense of others. They may also like that you're willing to patiently help people so they can do their best work. On the other hand, your manager may see you as too willing to compromise on goals rather than pressure others.

- Your manager may see you as overly lenient with people who are underperforming.
- Some managers are more likely to respect someone who shows more persistence than patience.

Objective

Because of your systematic nature, your manager probably feels confident that you will produce well-reasoned, logical solutions rather than getting carried away with excitement. Furthermore, many managers are likely to appreciate your tendency to study the specifics and take responsibility for accuracy. However, some managers may see you as too bogged down in details, which could slow forward progress..

- Your manager may believe that you prioritize the details at the expense of understanding the big picture.
- Because of your focus on facts, some managers may think you don't have the social presence that leaders need.

Driven

Many managers will appreciate that you tend to push for results that will affect the bottom line, which isn't typical for someone with the SC style. However, you may sometimes bite off more than you can chew, which could frustrate your manager.

- Your manager may worry that you take on more than you can handle.
- Some managers may believe that you're too focused on your own agenda.

Active

Unlike others with the SC style, you tend to be active, and many managers may appreciate that you take the initiative to make things happen quickly. However, some managers may worry that your rapid pace could lead to unstable outcomes.

- Your manager may think your propensity for action could cause you to skip over important steps.
- Some managers may have trouble keeping up with your quick pace.

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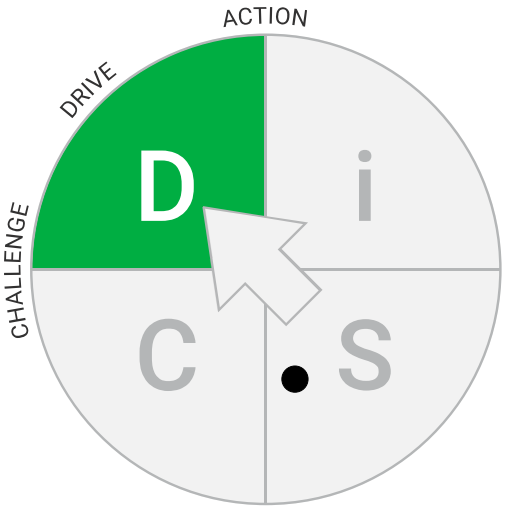
Manage Up: You & the D Style

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Like you, their driven nature means that they will do whatever it takes to reach their goals.
- Like you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.



HOW TO ADAPT

Getting buy-in

Managers with the D style want concrete results, and while it's unusual for someone with the SC style, you tend to be equally driven. As a result, you may get buy-in by showing how your plan will impact the bottom line. Yet, they may discount your ideas if you're not confident in your presentation. Furthermore, while it may come more naturally to you than to others with the SC style, you share the D-style manager's emphasis on forward progress at a rapid pace. Therefore, concentrate on laying out the big picture simply and directly, and remember that if the plan feels bogged down with complexities, they're likely to dismiss it. They want to feel in control, so show respect for their authority and offer them an ownership stake in the solution.

- Project confidence in your ideas.
- Frame discussions in terms of the immediate results that they can expect.
- Avoid dwelling on the specifics.

Dealing with conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. They tend to be very direct and may even become aggressive if they're directly challenged. Because you tend to take a more diplomatic, indirect approach, you're unlikely to provoke their more confrontational behavior. However, they may discount your concerns if you aren't clear, so state your points confidently and objectively. Remember that hiding your feelings may just prolong the conflict since resentment will probably emerge later.

- Don't hesitate to speak up and communicate your perspective.
- State your points directly rather than withdrawing and letting negative feelings build.
- Avoid becoming intimidated by their assertiveness.

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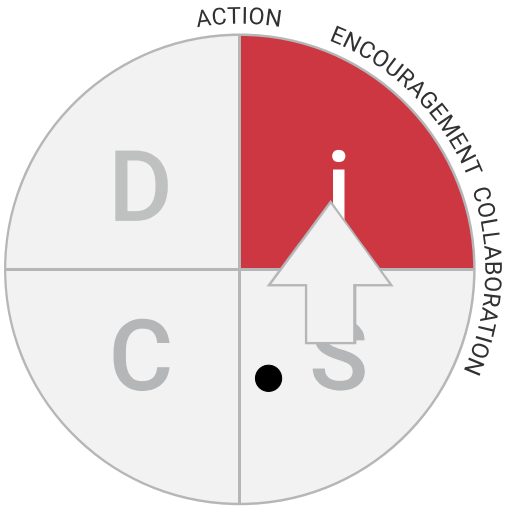
Manage Up: You & the i Style

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Unlike you, they focus on encouragement and celebrating group victories.
- Unlike you, they prefer to work with others and prioritize teamwork.
- Like you, they focus on action and move quickly while striving for forward progress.



HOW TO ADAPT

Getting buy-in

Managers with the i style look for cooperation. They believe that when group members put their heads together, it will lead to better outcomes, which may differ from your preference to reach goals independently. Keep in mind that i-style managers are interested in how your plans affect others, so show them that your solution has the power to invigorate people. And if you want their buy-in, show some excitement for your ideas. Furthermore, while it may come more naturally to you than to others with the SC style, you share the i-style manager's interest in fast movement. Therefore, communicate your desire for things to happen quickly. However, be aware that you may need to assert yourself in order to advocate effectively for your team.

- Show how your ideas can quickly energize people.
- Assert yourself to make sure they hear your ideas.
- Don't dwell on the details when they're looking for a summary.

Dealing with conflict

Managers with the i style want to maintain friendly relationships. However, they value self-expression and may insist on making their feelings clear in a confrontation. They may also lose their focus and stray into other areas of discontent. Because you tend to be more diplomatic and reserved, this kind of emotional reaction probably makes you quite uncomfortable. Yet, your tendency to internalize your feelings may allow resentment to build. Therefore, acknowledge the issues directly and don't withdraw from the situation. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. Let them know that you want to maintain a good relationship.

- Confront problems directly.
- Acknowledge the importance of everyone's feelings.
- Reassure them that your relationship is still strong despite your differences.

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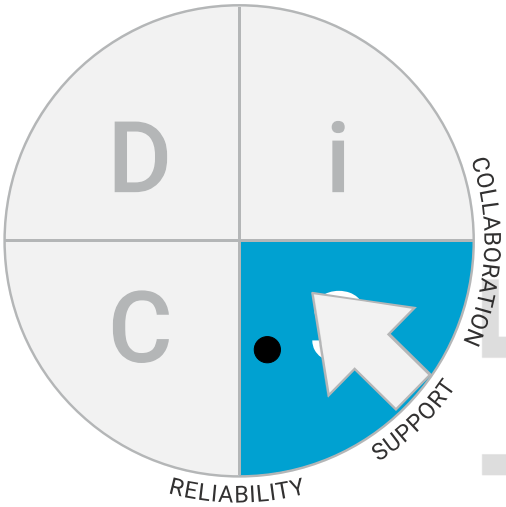
Manage Up: You & the S Style

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Like you, they emphasize supporting others and have empathy for people's needs.
- Unlike you, they would rather work collaboratively than independently.
- Like you, they want to avoid chaos and maintain a dependable setting.



HOW TO ADAPT

Getting buy-in

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. Like you, they're often hesitant when faced with daring or bold proposals. And because you share this sense of caution, you may fail to advocate for your plans effectively. Be more assertive and show confidence in your presentation to assure your more ambitious proposals are considered. Furthermore, they're interested in collaboration and team unity. Because you're probably more comfortable working independently, team effort may not be at the forefront of your proposal. However, if you want their buy-in, be aware that this is important to them, and point out how your plan can bring the group together.

- Lay out your plan in a step-by-step manner.
- Emphasize how your proposal helps other people.
- Follow up to make sure your idea is getting consideration.

Dealing with conflict

Like you, managers with the S style want to avoid conflict whenever possible, and the two of you may tiptoe around disagreements rather than confront the issues. In such cases, resentment may build and reappear later. Therefore, avoid internalizing your feelings and take a more direct approach. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. They may keep quiet just to avoid an unpleasant discussion, so after you've talked over the situation, check in with them to make sure the conflict has truly been resolved.

- Address the situation directly rather than masking your differences.
- Acknowledge the importance of everyone's feelings.
- Follow up to make sure the problem has been resolved.

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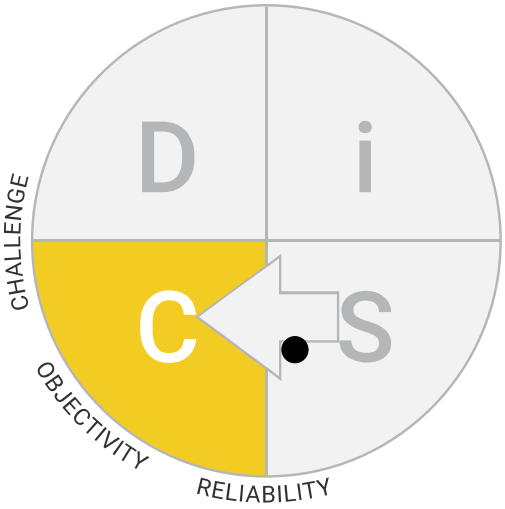
Manage Up: You & the C Style

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

THEIR PRIORITIES AND PREFERENCES

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Like you, they spend a lot of time on objective analysis to ensure accuracy.
- Like you, they want to think through all of the consequences to deliver a reliable outcome.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.



HOW TO ADAPT

Getting buy-in

Managers with the C style want to see how your ideas can lead to a high-quality solution. They want to anticipate potential complications, so they're likely to ask a lot of skeptical questions. Unlike you, they're more likely to be challenging than supportive. So to be an effective advocate, prove your competence by utilizing facts and logic. Furthermore, they're more interested in reliability than speed, so your methodical pace may assure them that you've thought through all of the consequences of your plan. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Be prepared for challenging questions.
- Present information clearly and logically.
- Ask for their opinions and incorporate their expertise into the solution.

Dealing with conflict

Managers with the C style may try to overpower opposing viewpoints with logic. Still, like you, they tend to avoid direct aggression and withdraw from emotionally charged situations. For this reason, you both tend to dodge confrontation and may fail to discuss difficult issues altogether. This may lead to buried feelings and lingering resentment. When working with them, be more assertive about your needs and state your position objectively. Give them time to present their side, but don't cave in just to avoid an unpleasant conversation.

- Support your opinion with logic and facts.
- Assert your own position instead of just giving in.
- Avoid withdrawing from the conflict until it is clearly resolved.

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Your EQ Strengths

INTRODUCTION

Mateo, you're probably pretty good at keeping a cool head and making space for other people's opinions. Did you know these are both forms of emotional intelligence (EQ)?

In fact, there are many ways to be emotionally intelligent. EQ involves reading the emotional and interpersonal needs of a situation and then choosing the most effective response.

We all have EQ strengths that serve us well in certain circumstances—that help us choose the best responses to achieve the results we want. The pages that follow will explore your EQ strengths and how they help you engage with the people and situations around you.

YOU WILL LEARN

1. EQ strengths (or "mindsets") that guide your interactions
2. Benefits and challenges associated with your mindsets
3. Ways your mindsets influence your responses

Agile EQ

SAMPLE

EQ PRINCIPLES

- Emotional intelligence (EQ) is about having the agility to read the emotional and interpersonal needs of a situation and respond accordingly.
- There are different ways to be emotionally intelligent. Some will come more naturally to you than others.
- No DiSC® style is inherently more emotionally intelligent than any other.

DiSC® MODEL WITH EQ STRENGTHS BY STYLE

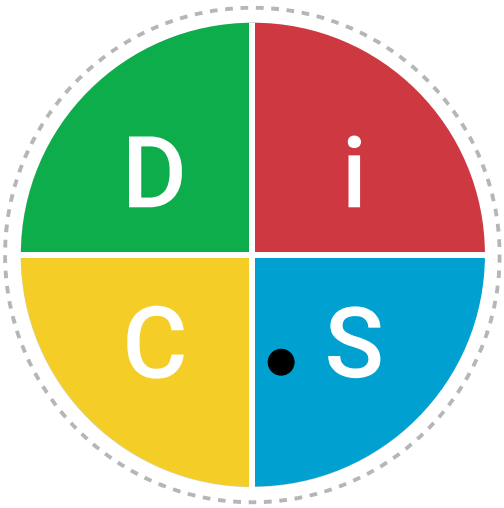
The information below shows your dot location and style as well as the strengths common to the different DiSC® styles.

D-style strengths

Being self-assured, resolute, and dynamic

i-style strengths

Being outgoing, dynamic, and empathetic



C-style strengths

Being objective, composed, and resolute

S-style strengths

Being receptive, empathetic, and composed

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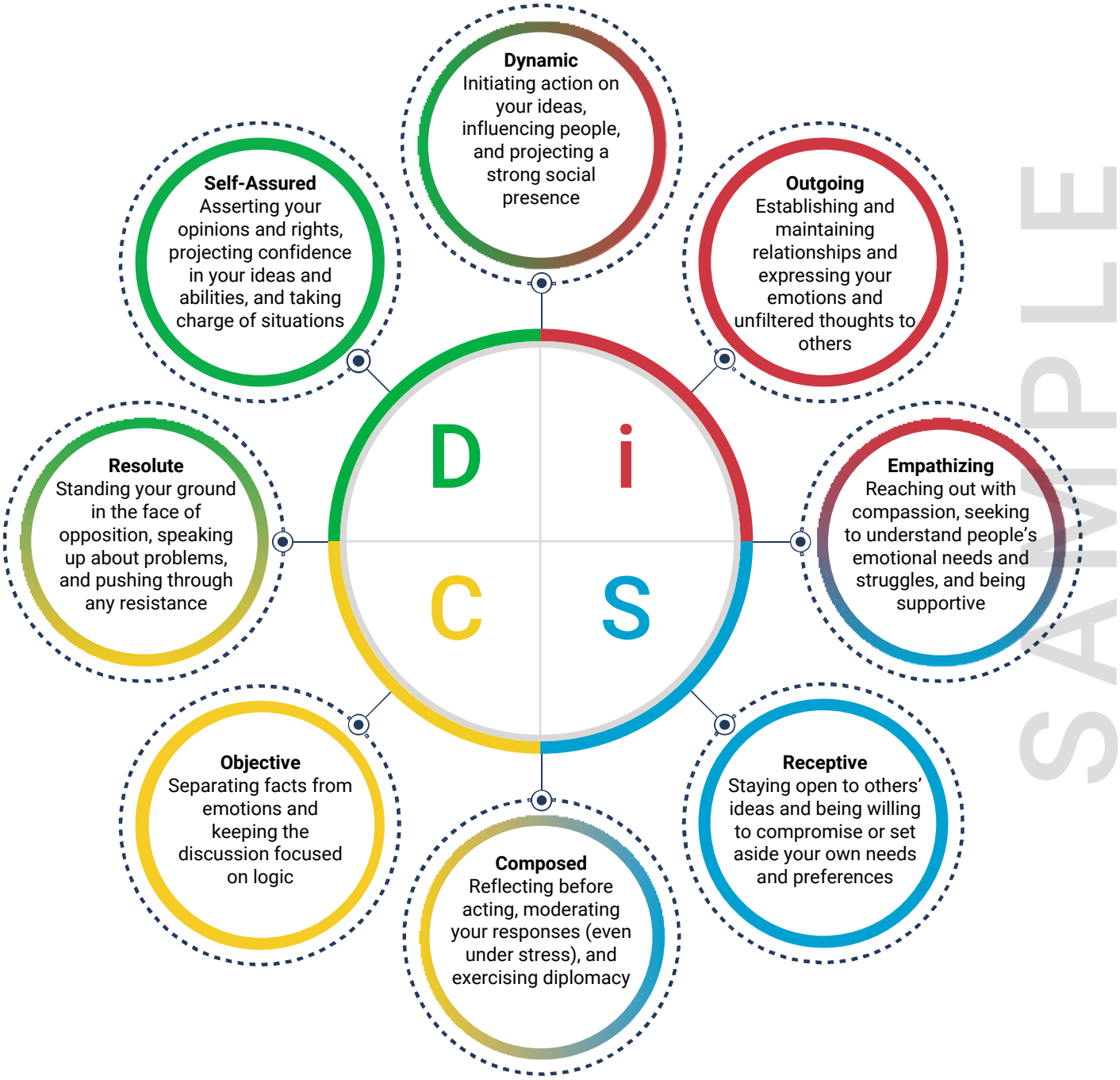
The EQ Mindsets

Each part of the DiSC® circle is associated with different EQ strengths, known as mindsets. No one mindset is more valuable than the next; rather, the needs of a particular situation will dictate which is appropriate.



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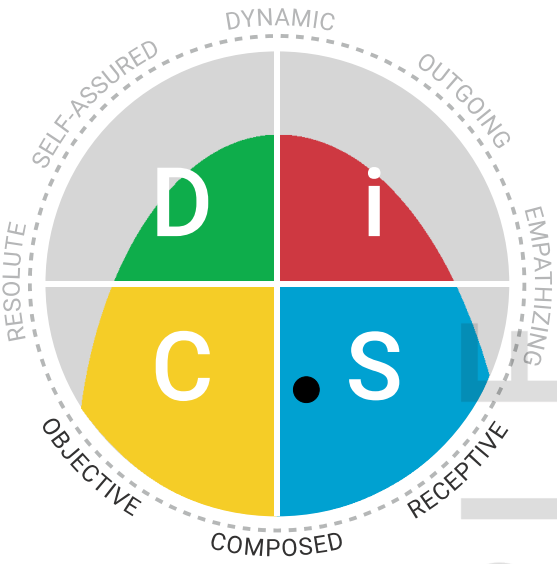
Your EQ Mindsets

WHAT MINDSETS MAY COME NATURALLY TO YOU?

We all have different EQ strengths—different forms of EQ that come naturally to us. One way to think of these strengths is as the mindsets that guide your interactions. Because you have an SC style, Mateo, you likely gravitate toward the Composed, Receptive, and Objective mindsets (shown by your shading at right).

These mindsets make up your comfort zone. They're the lenses through which you view various situations and interactions. And they influence the responses you automatically reach for, without conscious thought.

The text below will help you understand more about these mindsets and how they help you navigate your world. You'll learn about how they shape your tendencies and preferences, how they benefit you, and how they may hold you back if you over-rely on them.



COMPOSED MINDSET

Most likely, you radiate a sense of calm: reflecting before you speak or act and keeping emotions like frustration in check. Even under stress, you probably think through the implications of your words and strive to be tactful. This is driven, in part, by a strong need for stability. You likely crave a secure, predictable environment with minimal surprises or chaos. And you may have a related need for harmony—calm and friendly relationships free of drama and conflict. Any tension in your environment or relationships may be deeply unnerving, so you focus on maintaining balance and goodwill. Carefully considering your words helps minimize the risk that you'll say something you regret, upset someone, or disrupt your world. A strong desire to avoid blame may also come into play. To avoid making mistakes and letting people down, you probably work hard to get things right the first time. Controlling your responses is one way to ensure you never say anything that could invite criticism.

This mindset's benefits include being able to

- think through your words and actions so you can be intentional in your response
- stop yourself from charging forward with a knee-jerk reaction that could make a situation worse
- contribute to a state of calm around you

If you get stuck in this mindset, you might

- become so focused on weighing your words that you miss out on opportunities to have your say
- internalize your stress and concerns rather than sharing them, leading to burnout, resentment, or a sense of alienation
- overthink issues that might benefit from a more impromptu response

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Your EQ Mindsets (continued)

RECEPTIVE MINDSET

You tend to be courteous and receptive in your interactions, conscious that you're never forcing your opinions on others. In fact, you may often let coworkers share what's on their mind before you speak up. When they do, you likely show patience and interest and make a real effort to consider their perspectives. And since you're generally accommodating and supportive, you may willingly compromise or set aside your wishes to meet someone else's. You recognize that others' ideas and needs are as important as your own, but being receptive also encourages the stability and harmony you crave. Showing flexibility and leaving space for others to be heard help preserve a calm and friendly atmosphere Your need to avoid blame may also feed into your receptivity. Promoting your own ideas involves the risk that you'll be judged if you get something wrong. Letting other people's ideas take center stage, on the other hand, takes some of the pressure off of you.

This mindset's benefits include being able to

- tap into the insight, knowledge, and experiences of your colleagues
- arrive at stronger solutions that draw on the benefit of multiple perspectives
- contribute to a harmonious environment where people are respectful and cordial

If you get stuck in this mindset, you might

- give up too readily on your own ideas
- sacrifice your own needs or preferences, leading to resentment or frustration on your part
- support mediocre ideas or watered-down compromises to avoid tension

SAMPLE

OBJECTIVE MINDSET

Although you're considerate of other people's feelings, you tend to place a high value on remaining objective. Rather than allow emotions to guide your decisions, you probably prefer to focus on the facts of a situation when possible. Your need for stability is key: prioritizing logic often results in consistent, predictable outcomes, plus it avoids the chaos that can accompany strong emotions. Separating facts from emotions also helps you carefully process the relevant information in a situation—so you can make the choices most likely to keep your world running smoothly. Logic may also appeal because it helps you meet your own high standards, avoid embarrassing mistakes, and produce consistent, reliable results for your colleagues.

This mindset's benefits include being able to

- clear away some of the emotional fog that can keep you from seeing things clearly
- recognize when emotions or personal relationships might be impacting your judgment or the judgment of others
- zero in on the essential facts of a situation

If you get stuck in this mindset, you might

- discount the relevance of emotions to a given issue
- distrust your instincts or a more intuitive approach because the facts don't support a clear choice
- be so dispassionate or analytical that you're unable to let yourself go in the moment or throw yourself into an experience

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SC Style

My EQ Snapshot

MY EQ STRENGTHS

I'm receptive
I make people feel heard
I accommodate others' needs

I'm composed
I stay calm under pressure
I handle myself professionally

I'm objective
I consider all angles
I set aside my ego

MY NEEDS POWER MY EQ

I need...

- to be dependable
- stability and predictability
- harmonious relationships
- freedom from criticism and pressure

MY EFFECT ON OTHERS

Other people...

- appreciate my diplomacy
- count on me to follow through
- know I'm a good listener
- may miss out on my opinions
- might find me overly cautious

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Beyond Your Comfort Zone

INTRODUCTION

Emotional intelligence (EQ) involves knowing how best to respond to the emotional and interpersonal demands of a situation. Since different situations call for different responses, you probably excel at some forms of EQ, like reflecting before you act.

But some situations call for responses that may be more challenging for you—maybe standing up to an assertive personality or actively promoting your ideas. Like everyone, you may not always handle certain situations effectively because the optimal response is unfamiliar or uncomfortable.

This section will help you understand when to reach for responses outside your comfort zone. That's the first step in developing the agility to respond effectively to whatever situation or challenge you're facing.

YOU WILL LEARN

1. EQ mindsets outside your comfort zone
2. Benefits of stretching to these mindsets
3. Effort required to stretch to these mindsets

Agile EQ

SAMPLE

EQ PRINCIPLES

- Emotional intelligence (EQ) is about having the agility to read the emotional and interpersonal needs of a situation and respond accordingly.
- There are different ways to be emotionally intelligent. Some will come naturally. Others are more of a stretch.
- Your EQ is not fixed. Developing your EQ gives you the flexibility to adapt your responses to a variety of situations and challenges. This can improve your interactions, productivity, and outcomes.

DiSC® MODEL AND BENEFITS OF STRETCHING

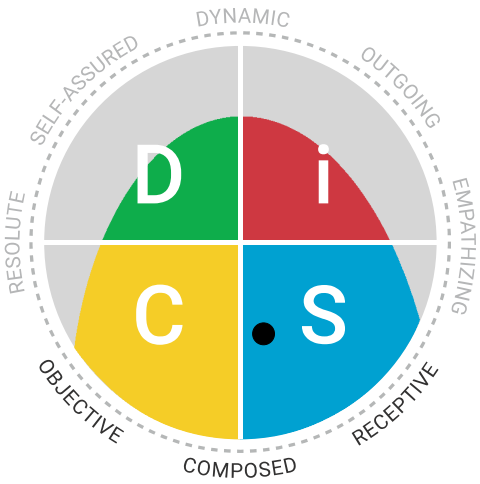
Each region of the DiSC® map is associated with different EQ strengths, shown around the circle below. Your dot and comfort zone are also shown, indicating your own EQ strengths. Read about the benefits of stretching to the different quadrants and consider which regions you'd like to stretch to.

Benefits of stretching to D

- Ensures your voice and ideas are heard
- Helps you overcome obstacles and drive toward goals

Benefits of stretching to C

- Helps you separate facts from emotions
- Allows you to stay rational under pressure



Benefits of stretching to i

- Develops and reinforces bonds with others
- Creates enthusiasm behind your ideas

Benefits of stretching to S

- Helps you keep an open mind
- Ensures you're supportive and approachable

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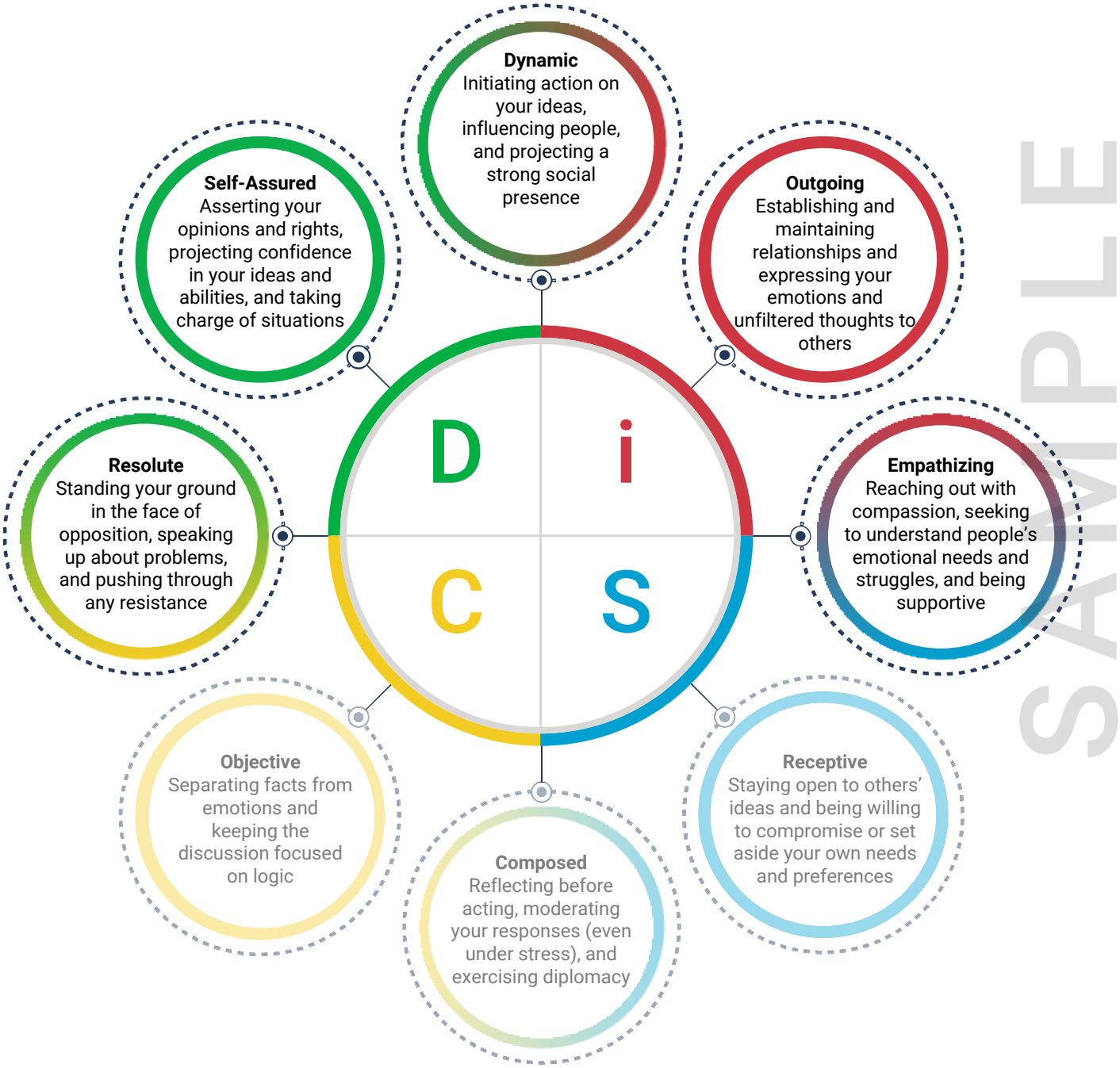
Stretch Mindsets

Each part of the DiSC® circle is associated with different EQ strengths (or "mindsets"). Because you have an SC style, your natural strengths likely include the Composed, Receptive, and Objective mindsets. The mindsets outside your comfort zone may require more effort, but can help you effectively navigate a variety of situations.



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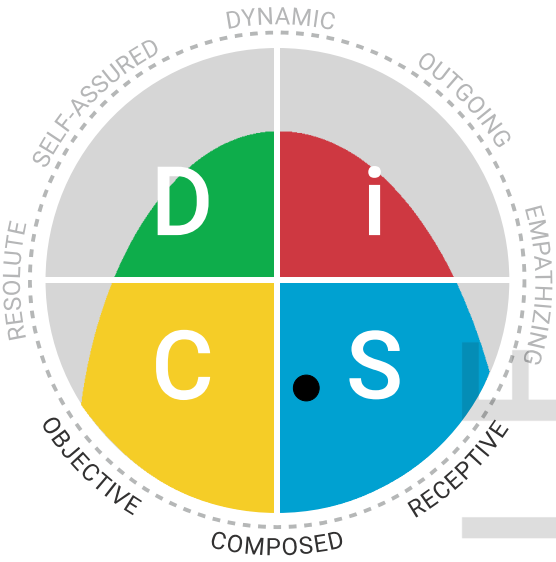
Stretch Opportunities

WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

Like others with the SC style, Mateo, you're probably pretty good at being composed, receptive, and objective.

The mindsets that might take more effort for you, however, are:

- Resolute
- Self-Assured
- Dynamic
- Outgoing
- Empathizing



Let's start by considering why you even need to stretch to these other mindsets. Being composed, receptive, and objective has probably served you well in many ways in life. But you can probably think of occasions where these qualities didn't really work all that well for you. Maybe you were so accommodating of someone else's ideas that your own fell by the wayside. Or maybe you spent so much time weighing your words that you missed your chance to have your say.

Like everyone else, when you over-rely on the mindsets that are comfortable for you, it can distort the way you look at the world. You might start to see other people's preferences as more important than your own, for example, or you might end up soft-pedaling your concerns when candid feedback is the better choice. And you may end up choosing ineffective or unhealthy responses—and not getting the results you want.

Learning to stretch to other mindsets, on the other hand, expands your range, giving you the agility to reach for a healthy, effective response whatever the circumstance. The pages that follow will help you understand more about the mindsets and how they can help you navigate your various interactions.

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Resolute Mindset

TRY THIS ON

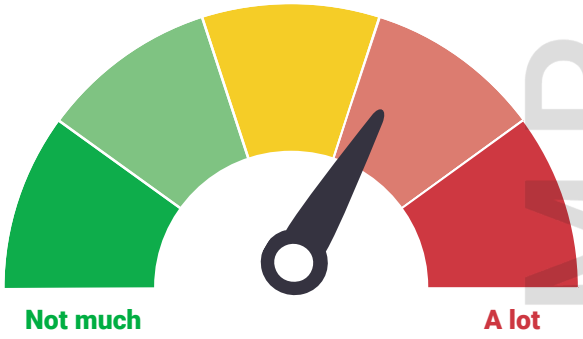
You're swamped, your attention spread across multiple assignments, when a teammate asks if you could take on just one more thing. At first, you gently refuse, apologetically explaining how much you've got on your plate. But the teammate asks if there's any way you can make this work. You're stretched so thin right now, but this person isn't backing off, and you really hate the thought of letting them down.

You're tempted to agree, even though it means more overtime and stress for you. Alternatively, you could tend to your own needs and gently but firmly stick with your "no."

WHAT IS IT?

Standing your ground in the face of opposition, speaking up about problems, and pushing through any resistance

How much effort does this take for you?



The Resolute mindset

- is about standing by your ideas and needs in the face of opposition
- helps you speak up about problems, even if it causes some interpersonal discomfort
- involves maintaining confidence in your perspective and opinions, even when others are casting doubt on them

WHY DO IT?

You're inclined to accommodate other people's needs, but if doing so means frequently suppressing your own wishes, you may start to grow resentful. And you could inadvertently contribute to unbalanced power dynamics and unhealthy working relationships. Coworkers might start to see you as indecisive or indifferent and start to unintentionally undervalue your needs. Standing firm protects your rights and ideas and communicates their importance to others. And though showing resolve may feel a little uncomfortable in the moment, it can yield benefits that keep your world in order. For example, refusing to cave when you see a flaw or potential problem is going to head off issues further down the road.

You might need to be Resolute when

- defending your ideas
- standing up to strong personalities
- resisting the influence of others
- initiating critical feedback
- protecting your time

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Self-Assured Mindset

TRY THIS ON

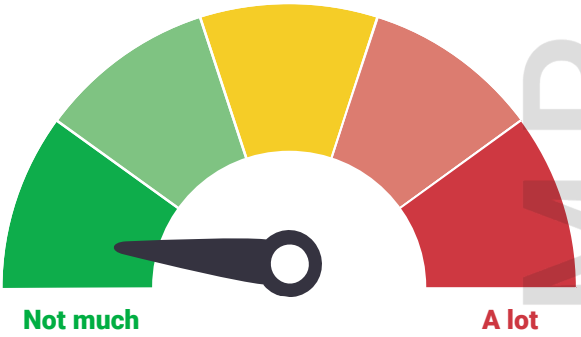
Your team is debating which direction to take on a project, and everyone has something to say. You also have an opinion, but you sense you're in the minority. And because your teammates seem so confident they know which way to go, it's causing you to question your own judgment. Still, you promise yourself, once there's a lull in the conversation, you'll mention it, making sure it's clear to people that this is just your opinion.

You could wait for that moment, or you could confidently break into the conversation, firmly state your idea, and outline why you think it warrants consideration.

WHAT IS IT?

Asserting your opinions and rights, projecting confidence in your ideas and abilities, and taking charge of situations

How much effort does this take for you?



The Self-Assured mindset

- conveys to others your conviction in your opinions and ideas
- ensures that others take what you say seriously and treat your rights with respect
- can inspire confidence in your ideas and abilities

WHY DO IT?

If you downplay your opinions, hedge, or speak tentatively, you're inviting people to doubt your conviction or dismiss or underestimate your ideas. In fact, some people won't really give your ideas or needs fair consideration unless you can speak about them with confidence. In general, colleagues will take your rights more seriously when you're clear, direct, and upfront about them. Similarly, you'll be far more successful taking charge of an assignment or group if you can project faith in your own abilities—even if you're second-guessing yourself on the inside.

You might need to be Self-Assured when

- making a case for a course of action
- making your needs known
- signaling your conviction in an idea or belief
- leading a team or project
- inspiring a sense of confidence in your abilities

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Dynamic Mindset

TRY THIS ON

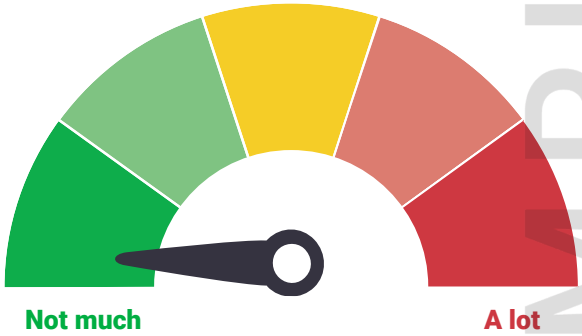
You think you may have hit on a solution for a longstanding problem in your department, but you can't be 100 percent sure. You've given it a lot of careful thought, but there's always the possibility you missed something or might be setting your coworkers down the wrong path. So, you're inclined to casually mention it in a meeting and see if anyone thinks it's worth pursuing. You're willing to trust that if your idea has merit, it will get people's attention. And if not, maybe it wasn't good enough to begin with.

Alternatively, you could go all in: trusting in the thought you've put into the idea, persuading people to embrace it, and taking concrete steps to move it forward.

WHAT IS IT?

Initiating action on your ideas, influencing people, and projecting a strong social presence

How much effort does this take for you?



The Dynamic mindset

- involves taking concrete steps to transform your ideas into reality
- requires you to proactively pursue and promote your ideas to create interest and momentum
- helps you take advantage of opportunities that might otherwise go untapped

WHY DO IT?

The people who see their ideas implemented are the ones who focus their energy on bringing their vision to light. And though they bring a lot of confidence to the table, that may say more about their personality than the merit of their ideas compared to yours. In fact, you may have lots of solid ideas, given the careful thought you bring to your work. But if you hold back because you're uncertain they're good enough or you're uncomfortable taking the lead, your ideas will never get a fighting chance. Instead, you need to be proactive and take a risk: promote your vision, make it clear how to bring it about, and then focus your attention on making it happen.

You might need to be Dynamic when

- persuading others
- promoting your ideas
- advocating for a change in your department or organization
- making an impression
- moving from an idea into execution

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Outgoing Mindset

TRY THIS ON

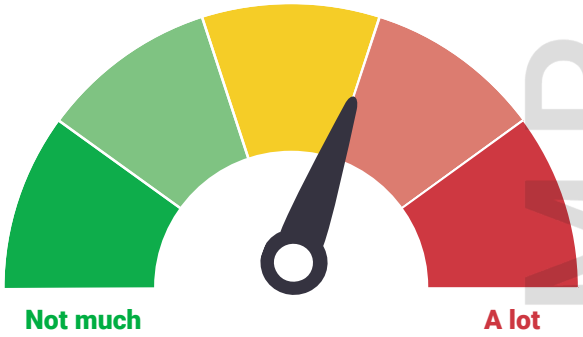
It's a company-sponsored social event, and you have to be here. You should probably firm up connections with some people in other departments, and it wouldn't be a bad idea to make a few new connections. But inserting yourself into conversations can be so awkward and draining.

You could probably get away with latching on to a few trusted colleagues for the evening. But it would mean missing an opportunity to make your other workplace relationships a little smoother and easier. Alternatively, you could push through the awkwardness and make an effort for this brief period to connect with people.

WHAT IS IT?

Establishing and maintaining relationships and expressing your emotions and unfiltered thoughts to others

How much effort does this take for you?



The Outgoing mindset

- prioritizes putting time and energy into creating and maintaining your connections with people
- means taking a bit of a social risk to reach out to others, express your honest thoughts and feelings, and allow people to see the real you
- builds trust and encourages open, active channels of communication

WHY DO IT?

To avoid saying the wrong thing or offending others, you're inclined to carefully weigh your words before you speak. But this can be an exhausting way to approach your interactions. If you can relax your guard, you may find your interactions require less energy and actually lead to stronger, more effortless relationships. Setting aside thoughts on how you're coming across to people lets you focus on just getting to know them better. And it gives others the opportunity to know the real you. Although you're probably approachable, you may not be proactive about reaching out. And some colleagues may be uncertain how to connect with you because of your reserve. Over time, this distance can limit your opportunities. Reaching out and lowering your guard can help bridge that gap.

You might need to be Outgoing when

- establishing new relationships
- solidifying working relationships
- networking
- developing trust
- generating enthusiasm or team spirit

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Empathizing Mindset

TRY THIS ON

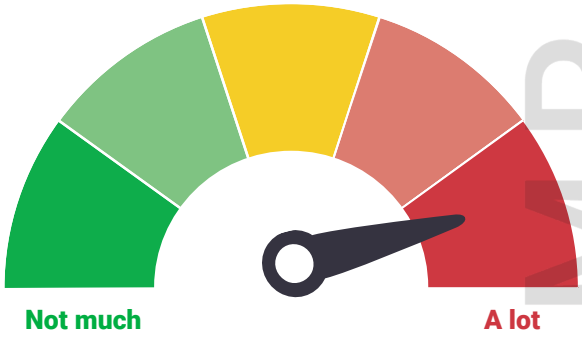
You stop by a coworker's desk to ask about an assignment they're handing off to you today. They seem visibly stressed out, but promise to get the file to you. You offer a heartfelt thanks, but are otherwise inclined to make a quick exit and give them some space. You don't want to intrude. After all, if you were upset, you wouldn't want an audience. And, honestly, you hope they're okay, but also worry that expressing interest could unleash a flood of emotions and make things worse.

You could walk away, maybe leaving the coworker to feel a little cast-off. Or you could ask in your tactful way if they're okay, try to understand if their stress is related to the assignment, and offer what support you can.

WHAT IS IT?

Reaching out with compassion, seeking to understand people's emotional needs and struggles, and being supportive

How much effort does this take for you?



The Empathizing mindset

- involves paying attention to verbal and nonverbal cues indicating something is amiss, and investing the energy in trying to understand what it is
- encourages you to reserve judgment, so you can give yourself space to imagine what another person might be going through
- contributes to a supportive environment where people feel safe speaking up about their concerns

WHY DO IT?

You're likely supportive and considerate of your colleagues when they come to you for help. But you may sometimes stop short of reaching out or engaging on a deeper level if there's a risk of strong emotions and the attendant disruption they cause. Failing to show empathy to a coworker in need, however, can mistakenly give the impression that you don't care about their well-being. Pushing past your discomfort, on the other hand, can benefit your working relationships in several ways. Empathy creates a harmonious, respectful environment where coworkers provide mutual support. It gives you deeper insight into your colleagues that can help you relate better and prevent misunderstandings. And it can make you more approachable to those who might find your reserve a little hard to read at times.

You might need to be Empathizing when

- anticipating how your actions or decisions might impact others
- trying to understand someone else's behavior or motivation
- supporting a coworker who is struggling
- being approachable
- gaining deeper knowledge of another person

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Develop Your EQ

INTRODUCTION

Developing your EQ allows you to adapt your responses so you can navigate a variety of interpersonal and emotional situations. This means sometimes stretching beyond your comfort zone to try approaches that can be effective, but may not always feel natural or easy.

With time and effort, however, you can increase your comfort using these approaches. The pages that follow will help you identify which EQ "mindset" to start with to begin increasing your range. You can then use the action steps provided to practice your chosen mindset.

The more comfortable you become adopting different mindsets, the more options you'll have as you navigate different situations. That gives you the agility to adapt to your circumstances, meet new challenges, and engage more effectively with the people around you.

YOU WILL LEARN

1. Steps to stretch to EQ mindsets outside your comfort zone
2. Internal resistance you may need to overcome to stretch

Agile EQ

SAMPLE

EQ PRINCIPLES

- Emotional intelligence (EQ) is about having the agility to read the emotional and interpersonal needs of a situation and respond accordingly.
- There are different ways to be emotionally intelligent. Some will come naturally. Others are more of a stretch.
- Your EQ is not fixed. Developing your EQ gives you the flexibility to adapt your responses to a variety of situations and challenges. This can improve your interactions, productivity, and outcomes.

DiSC® MODEL AND EQ CHALLENGES BY STYLE

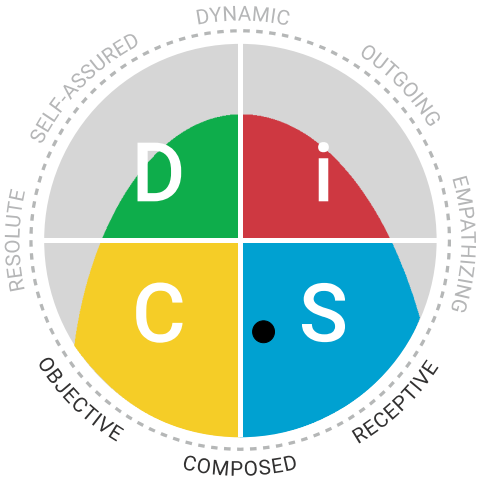
Each region of the DiSC® circle is associated with different EQ strengths (mindsets), shown below around the circle along with your dot and comfort zone. Also shown are challenges the different styles face when they over-rely on these mindsets. Learning to stretch to different mindsets can help overcome these challenges.

D-style challenges

- Asserting rights and opinions without overwhelming others
- Leaving space for others' views

C-style challenges

- Becoming overly focused on own logic
- Refusing to yield out of desire to be "right"



i-style challenges

- Not getting carried away by strong emotions
- Keeping focus on facts when feelings are at stake

S-style challenges

- Asserting own rights and needs
- Lowering guard to share honest thoughts

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Learning to Stretch

LEARNING TO STRETCH TO OTHER MINDSETS

Mateo, like others with the SC style, you're probably pretty comfortable adopting the Composed, Receptive, and Objective mindsets. But it may take more work for you to stretch to some of the other mindsets outside your comfort zone.

Becoming comfortable with a new mindset is a process that takes time, effort, and practice. You need to keep an open mind and try things that may feel a little uncomfortable at first. With effort, you can gradually increase your comfort adopting different mindsets, giving you the agility to adapt to whatever situation you're facing.

To get started, determine which mindset you want to work on first.

Want to get better at ...	Turn to ...
• Holding your ground? • Saying no? • Maintaining confidence in your perspective?	The **Resolute** mindset p. EQ-16
• Standing up for your rights? • Projecting confidence in your ideas? • Taking charge?	The **Self-Assured** mindset p. EQ-18
• Getting your projects off the ground? • Getting people excited about your ideas? • Persuading others?	The **Dynamic** mindset p. EQ-20
• Developing relationships with your coworkers? • Networking? • Letting down your guard?	The **Outgoing** mindset p. EQ-22
• Thinking through how your actions might impact others? • Being supportive? • Understanding where people are coming from?	The **Empathizing** mindset p. EQ-24

SAMPLE

WHAT'S NEXT?

You can start with the mindset of your choosing. Turn to the pages indicated above for the mindset and determine whether you should start with the Beginner, Intermediate, or Advanced step. Then read the strategies for that step. The action plan at the end of this section can help you think through your approach.

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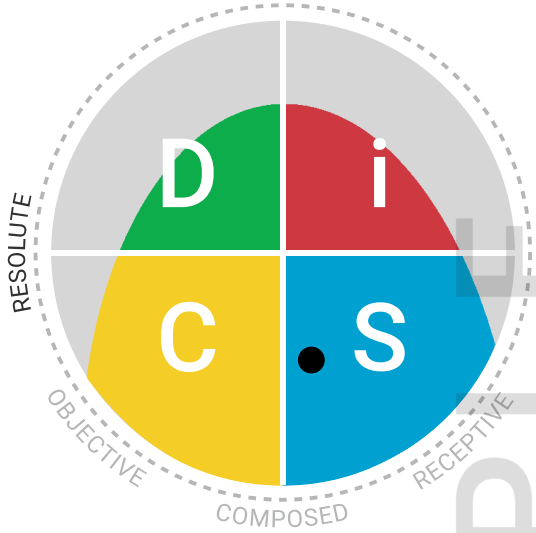
Resolute Mindset

Standing your ground in the face of opposition, speaking up about problems, and pushing through any resistance

GETTING INTO THE MINDSET

To promote harmonious relationships and surroundings, you may often be willing to put aside your own wishes and opinions to accommodate those of others. When someone pushes back against your ideas or preferences, your brain may be telling you to stand down. It might even feel selfish to insist on doing things your way if it feels like you're imposing on someone else. And since you tend to be modest, you may even start to question your own judgment in the face of a coworker's doubts. In addition, keeping things calm and peaceful may seem much more important in the moment than getting your way. So the thought of risking that stability to fight for your view might cause you a lot of inner turmoil.



Showing resolve may require you to overcome thoughts like:

- It's not worth rocking the boat.
- One of us is going to have to cave, and I don't want a battle.
- Maybe they're right and I'm missing something.
- I don't want them to think I'm rude or selfish.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I understand that it's often important to stick to my viewpoint even if it causes some tension.
- I'm fairly willing to say no to extra tasks when my to-do list is full.

Intermediate

- In most meetings, I tend to believe I'm as capable as anyone else there.
- I rarely give in to self-doubt about my abilities or ideas.

Advanced

- I stand behind my opinions, even if other people disagree with me.
- When appropriate, I set aside outside opinions and act independently.

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Take Action to Be Resolute

BEGINNER STEP

Discover the value of a little stubbornness. At times, giving in to others may feel like the easiest and even the right thing to do, but in some cases, a firmer stance is called for. Think of someone you admire for their willingness to say no to unwanted tasks or suggestions, or for their refusal to compromise their core values. The next time you're in a meeting or conversation with them, take special note of the following:

- What phrases do they use to communicate their position firmly?
- What nonverbal cues (gestures, tone, body language, etc.) do they use?
- How do others respond to their resolute demeanor?

INTERMEDIATE STEP

Challenge undermining thoughts. You tend to underestimate yourself sometimes, so you may be particularly susceptible to the doubts that creep in when you really should be standing firm. Learn to identify undermining thoughts and start challenging them with these steps:

- Take note of negative self-talk and critical thoughts as they come. These can be things like, "Do I really know what I'm talking about?" "I'm not in a position to say no to this," or "My idea isn't that great."
- Counter those thoughts with affirming statements like, "Yes, I know what I'm talking about," "I'm just as entitled to say *no* as anyone else," and "My idea is valuable." Say them aloud or in writing if needed. Over time, consciously counteracting undermining thoughts with positive ones can reduce their power.

ADVANCED STEP

Stand behind your opinions, even if they are unpopular. Sticking to your decisions and viewpoints can be difficult, especially if a consensus opinion points in a different direction. In situations where other people's opinions are holding you back from making a choice you think is right, ask yourself these questions:

- Do the people who disagree with me genuinely have insight into the situation that I lack?
- Am I truly convinced by the opposing arguments, and not just giving in to avoid unpleasantness?
- Are the consequences of acting alone severe enough to merit giving in for the sake of unity?

Unless the answer to at least two of these questions is "yes," hold firm in your viewpoint.

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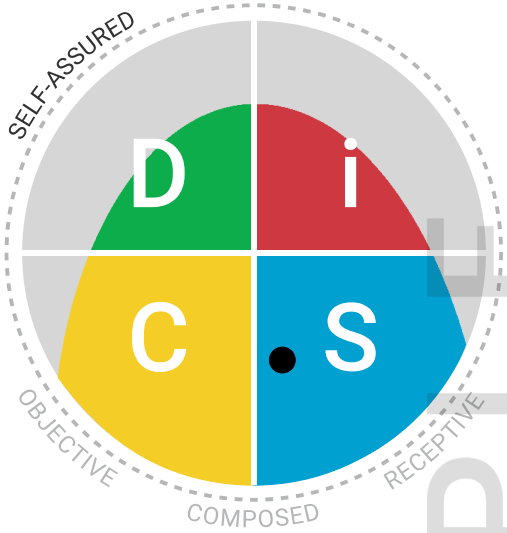
Self-Assured Mindset

Asserting your opinions and rights, projecting confidence in your ideas and abilities, and taking charge of situations

GETTING INTO THE MINDSET

Given your unassuming, accommodating nature, it may feel wrong to assert your needs or views if it means imposing on someone else's. And since you crave harmony, you may also hold back if speaking out could invite pushback or tension. You're also cautious, so you may not speak confidently about your ideas unless you're absolutely sure about them. Otherwise, being direct and firm with your opinion may feel like a risk—like you're making yourself a target, inviting others to criticize your ideas. So you may think through your ideas carefully, refining them and sharing them only when you're certain they're rock-solid. And even then, you may be inclined to speak hesitantly or qualify your statements.



To be self-assured, you may need to resist thoughts like:

- It's not that big of a deal if I don't get what I want.
- I don't want to be a pain/burden.
- It's arrogant to assume I know best.
- It's safer to just keep a low profile.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I usually share my opinions on subjects that really matter to me.
- I am comfortable being a little blunt with a colleague every once in a while.

Intermediate

- I frequently question ideas or policies that don't make sense to me.
- I tend to state my opinions firmly and confidently, even if I know they will be unpopular.

Advanced

- I'm comfortable giving input and direction even if I don't know everything about a subject.
- I typically take on leadership opportunities when they present themselves.

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Take Action to Be Self-Assured

BEGINNER STEP

Develop a realistic view of the stakes of sharing your opinion. Because you place such value on preserving stable, harmonious relationships with others, the imagined consequences of airing a controversial opinion may seem much worse than the actual risk involved. Here's one way to gain a more realistic sense of the stakes of speaking up:

- Think of a recent meeting or conversation where you had an opinion that you chose not to share. Why didn't you speak up?
- Now imagine that you had spoken up. Describe, in writing, the worst-case reaction you could have encountered, and the best-case reaction. Then describe a more realistic outcome that's somewhere between the two.
- The next time you have a similar opportunity to speak up, do it. Then compare the results to the outcomes you wrote down. How did the reality compare to what you had imagined?

INTERMEDIATE STEP

Project control and confidence in dialogue.

Ask more "why" questions. Asking "why" questions is a way to be more assertive in conversations without feeling like you're pushing too hard. By doing so, you question the reasoning behind opinions or circumstances rather than accepting them at face value. Over the next two weeks, look for at least five opportunities to ask follow-up "why" questions regarding plans or decisions you might otherwise have avoided challenging.

Reduce qualifying statements and other signs of hesitation when sharing your views. To project more confidence in your viewpoint, work on reducing your use of phrases like, "I'm no expert but…" "I just think…" "I guess…" and "I'm sorry."

Ask a friend or colleague to call you out when you use these kinds of phrases or other things that undercut appearances of confidence. Or, if possible, record video or audio of a meeting or conversation and keep track yourself. Make a conscious effort to use these less, and review your progress.

ADVANCED STEP

Take charge even if you don't feel like an expert. As someone with the SC style, you may have trouble jumping in and taking command of a situation, especially if you don't feel like one of the most knowledgeable people in the room. Here's one way to address that:

In the next month, find at least one opportunity to take a leadership role in an area that falls outside of your typical domain or expertise. This could be as formal as talking to your manager about serving as a point person for a new initiative, or as informal as taking it upon yourself to make sure you and a group of peers get a particular project done. Trust that once you've jumped in, your natural strengths, like seeking understanding, spotting issues, and planning for contingencies, will allow you to feel truly confident in your leadership role.

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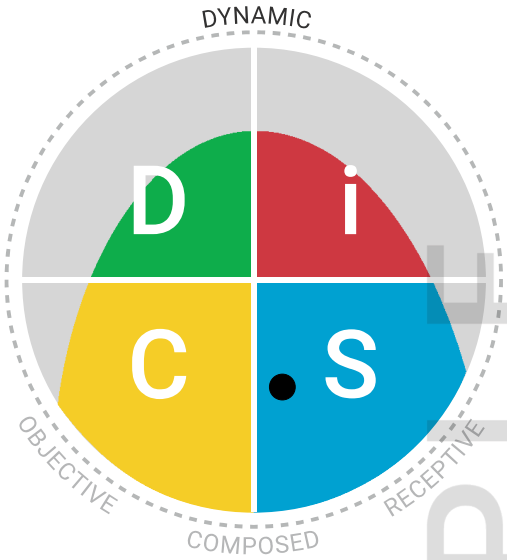
Dynamic Mindset

Initiating action on your ideas, influencing people, and projecting a strong social presence

GETTING INTO THE MINDSET



Given your cautious nature and need for stability, you may be more focused on the possibility of failure and all the turmoil it can bring than the potential for success. Rather than put yourself and your ideas on the line, it probably seems safer to stay in the background. You may worry, in particular, about letting others down or opening yourself up to criticism if you're mistaken in your vision. Even when you think your idea has promise, you may be more inclined to gently float it and hope others see its value rather than actively push for it. In fact, given your modesty, you may believe that if your ideas are good enough, they'll stand for themselves, without a lot of active promotion on your part.

To be dynamic, you may need to ignore thoughts like:

- I'm not going to put this out there and make myself a target.
- It's not my place to do something this bold.
- If no one else is jumping on board, it's probably not that great of an idea.
- It's going to take way too much energy to make my idea happen.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I consider my audience before pitching an idea or making a request.
- I know how to present ideas in ways that really resonate with people.

Intermediate

- I'm quick to share my ideas, even when they're a little off-the-wall or not fully thought out.
- I'm someone who tends to shape the direction of meetings.

Advanced

- I act decisively when needed.
- I'm comfortable taking action and working out the details later.

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Take Action to Be Dynamic

BEGINNER STEP

Personalize arguments to your audience. As someone with the SC style, it may be natural for you to put energy into getting along with others by understanding what they value, what bothers them, and how they tend to communicate. Applying this kind of thinking to situations where you're persuading people will help you advance your causes and ideas. The next time you need to ask a person for something or make a case, take time beforehand to answer these questions:

- What does this person value?
- What aspects of my argument should I focus on in order to align with these values?
- Is there an anecdote or other information that I can add to help them connect with my perspective?

INTERMEDIATE STEP

Be the first one to speak up with an idea. In most meetings, you may be someone who hangs back and lets others speak first. At times, you may even be reluctant to share an idea or opinion unless you already sense that people will be receptive to what you have to say. But those who speak up quickly tend to play an outsize role in shaping the overall direction of conversations, decisions, and projects. So, if you want that to be you, it's important to get comfortable with putting your ideas on the table. To practice, challenge yourself to be one of the first two or three people to speak up in a discussion—if not the very first—in each of your meetings for the next two weeks. Then pay attention to the way your ideas get incorporated into the rest of the conversation.

ADVANCED STEP

Make decisions faster. Part of adopting the Dynamic mindset is learning to reduce time spent analyzing and evaluating before making decisions so that you can take action more quickly. Give yourself a time limit for each decision, with an actual timer set—preferably with a limit that feels uncomfortably short. If you're feeling stuck and unable to move forward, ask yourself these questions:

- Is a wrong decision really worse than making a delayed decision or no decision at all?
- What is the one (not two, or three, or seven) biggest objective I'm trying to accomplish?
- What would I advise a friend or colleague to do in this situation?

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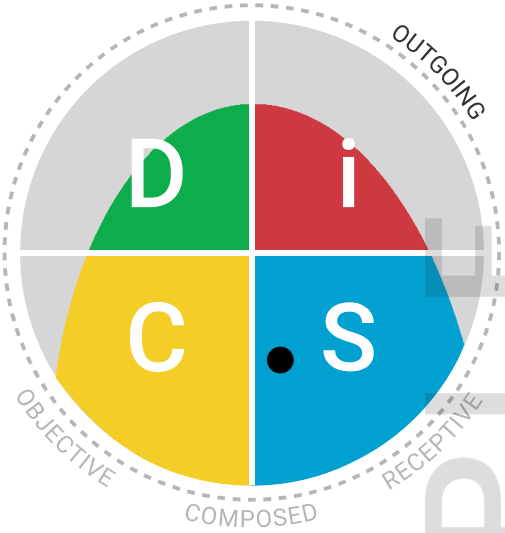
Outgoing Mindset

Establishing and maintaining relationships and expressing your emotions and unfiltered thoughts to others

GETTING INTO THE MINDSET



You tend to be modest and soft-spoken, so you may be inclined to let others take the lead in establishing a connection. And because you crave security and predictability, it may seem safest to just stick with the people you know rather than take a social risk by putting yourself out there. Your tendency to monitor your words may also make this mindset challenging. You may find it hard to let down your guard because you're hyperaware of the potential to say something embarrassing. This can make interaction with people you don't know well exhausting. It may also be draining because you're worried you won't live up to the other person's expectations or the conversation will fall flat.

So when striving to be outgoing, you may have to resist thoughts like:

- If they're interested, they'll come to me.
- I don't want to embarrass myself.
- I need to be careful about what I let slip out.
- I don't have anything interesting to say.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I understand which feelings are easy for me to share, and which take more effort.
- I don't hesitate to talk about myself in front of others.

Intermediate

- I'm willing to share my feelings with others, even the negative ones.
- I typically tell people what I really think, even when I can't predict how they will react.

Advanced

- I initiate outings and social events on a regular basis.
- I'm typically quite comfortable at networking events.

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Take Action to Be Outgoing

BEGINNER STEP

Understand how you express difficult emotions. An important part of adopting the Outgoing mindset is gaining awareness of the ways you communicate your feelings to those around you. Here's one way to get started:

- Choose two to three people who know you well, ideally from different contexts, like a family member, a friend, and a coworker. Ask them what signs you give off when you're feeling frustrated, feeling nervous, and feeling disappointed.
- If anything they say about how you come across surprises you—the way you react or don't react, the differences between different environments, etc.—pay special attention to these. Do you have opportunities to share your emotions more candidly than you currently do?

INTERMEDIATE STEP

Share your opinions openly. In most situations, you probably try to remain calm and diplomatic, serving as a reassuring and steadying influence on friends and colleagues. But this desire to preserve stability can get in the way of letting people know how you really feel. Sharing your underlying thoughts and feelings can be nerve-racking, but opening up to others, beginning with small steps, gives them the chance to know you more deeply.

In at least one conversation every day for the next two weeks, challenge yourself to express an opinion or emotion that you would normally keep to yourself. Resist the urge to qualify or undercut your expressions with minimizing statements, and see how people react.

ADVANCED STEP

Build a larger network of connections. When most people think of networking, they picture the dreaded conference hall filled with strangers and mountains of business cards. But you can also look for other opportunities to connect with people you don't know, like groups centered on hobbies, informal outings with colleagues, or even conversations that come up organically in unexpected places. These tips can help you make the most of any of these situations:

- Set a personal goal for the event or interaction: Maybe you want to have meaningful conversations with three people. Or maybe you're looking for one point of commonality that will allow you to follow up with someone later. Creating a specific, reasonable goal will help you define what a successful experience looks like.
- Follow up: Within one or two days of the conversation, reach out to the people you connected with, whether it's through an email, a text or a social media request with a personalized message. Bonus points if you include an article or other information that relates to something you discussed.

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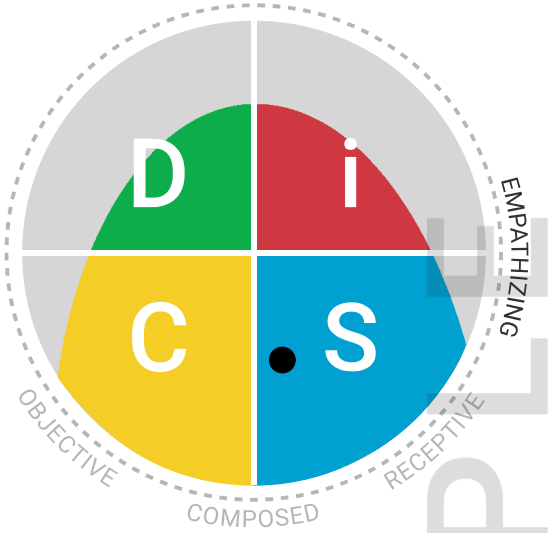
Empathizing Mindset

Reaching out with compassion, seeking to understand people's emotional needs and struggles, and being supportive

GETTING INTO THE MINDSET

You care about people's needs, but emotional scenes may make you uncomfortable. So you may sometimes resist reaching out or showing too much concern if there's a risk of opening up the floodgates and potentially making things worse. It may feel safer to maintain courteous relationships in which you don't push too far past certain boundaries. In addition, you tend to be both unassuming and fairly private about your own emotions and needs. Showing a lot of interest may feel like prying to you, so your natural instinct may be to politely give people space.



Empathizing may require you to overcome thoughts like:

- If I don't say the right thing, I might make it worse.
- This is so awkward.
- I need to get out of this conversation as quickly as possible.
- They'd probably rather just be left alone.

These are normal thoughts, and you should expect it to take some work to overcome them. The steps on the next page can help you get started.

WHERE SHOULD YOU START?

Start from the top of the list below. Is this something you already do? If so, go to the next item. Keep going down the list until you get stuck. Don't feel comfortable doing that one? Is it in the Beginner, Intermediate, or Advanced category? Go to that area on the next page for strategies to help you improve.

Beginner

- I'm good at setting aside other priorities to listen to people.
- I almost always feel comfortable talking with someone who is upset or emotional.

Intermediate

- I often think about what kinds of support different people need from me.
- I consistently prioritize helping people work through their feelings and problems.

Advanced

- I often support others even when it means stepping out of my comfort zone.
- I proactively model and encourage empathetic behavior within my team or organization.

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Take Action to Be Empathizing

BEGINNER STEP

Engage with others about their problems, even if things get tense. Because you tend to prefer a lot of calm and stability in your work environment, you may not always know what to say or how to act when people talk about problems, especially if they show a lot of anger or frustration while doing so. But overcoming your hesitation to dive into tense topics will help you support the people around you.

When you're hearing someone out, don't shut down or try to gloss over their problems or negative emotions. Listen without trying to smooth away any unpleasantness first, even if the tension feels uncomfortable. Then paraphrase back what they've said, and ask follow-up questions to confirm how they're feeling. If you're unsure what they're looking for from you—advice, a reality check, a place to vent—just ask.

INTERMEDIATE STEP

Learn to anticipate what people need from you. Developing the Empathizing mindset involves giving people the support they really need, not just what is natural for you to give. For example, if you see someone who is visibly upset, your first instinct may be to reassure them, when what they really want is honest feedback about the situation. So, the next time a friend or colleague seems frustrated, stressed, or troubled, use your knowledge of that person, the situation, and DiSC® principles to respond accordingly. Use these questions to consider your approach:

- How would I feel if I were in this person's position?
- How is this person different from me, and how might this difference affect their reactions or wishes?
- Given what I know, what kinds of responses from me would be most valuable?
- What signs will I look for to know whether my response is helpful?

ADVANCED STEP

Use your empathic insights to help people address problems. You may be someone who tends to leave other people to handle their own matters unless asked for your opinion. And while that may be a prudent strategy at times, there are also situations where your colleagues or teammates would benefit from a more proactive approach from you. You can use your ability to understand different perspectives to help other people build empathy and accept help, even if you feel a little uncomfortable getting involved. Some opportunities might include:

- Sticking up for a colleague who isn't present, and representing their perspective.
- Helping mediate a disagreement between two team members.
- Talking through a problem with someone whose first response is to brush off assistance.

Over the next couple of weeks, look for at least one chance to help a friend or colleague understand a differing viewpoint or address a problem in one of the ways mentioned above.

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Action Planning

By increasing your comfort adopting different mindsets, you can develop the agility to navigate countless situations. Fill out the following action plan for the mindset you want to work on first. Use information from the appropriate "Take Action" page to get started.

List the mindset you've chosen to work on first:

Why did you choose this mindset? List 1–2 examples, either from past interactions or future opportunities, where this mindset would be valuable.

1

2

Based on the corresponding "Where should you start?" statements, list the step you will start with:

What is your biggest obstacle to completing this step?

How will you overcome this obstacle?

Write down some changes you hope to see as you work on adopting your chosen mindset. What are some signs you will look for to know you're on the right track?

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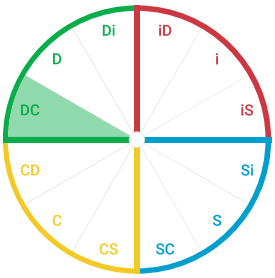
Personalized Style Index

DC STYLE



Goals: Independence, personal accomplishment

Judges others by: Competence, common sense

Influences others by: High standards, determination

Overuses: Bluntness; sarcastic or condescending attitude

Under pressure: Becomes overly critical

Fears: Failure to achieve their standards

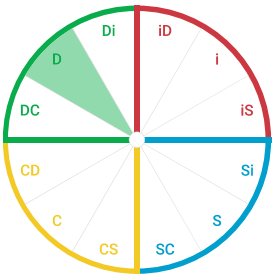
Would increase effectiveness through: Warmth, tactful communication

Mateo, people with the DC style want to explore all options and make sure that the best possible methods are used. As a result, they may be very questioning and skeptical of other people's ideas. You aren't as questioning as they are, so you may have trouble relating to their challenging approach.

In addition, they're also focused on getting results, so they're often very direct and straightforward. When they're concentrating on the bottom line, they may overlook the feelings of others. You may have trouble relating to what you see as an excessive drive for results.

Finally, those with the DC style also ensure accuracy. Because they want to control the quality of their work, they prefer to work independently, and they may focus on separating emotions from facts. Since you also like to maintain high standards, you can probably relate to their objective, analytical approach.

D STYLE



Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

Overuses: The need to win, resulting in win/lose situations

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

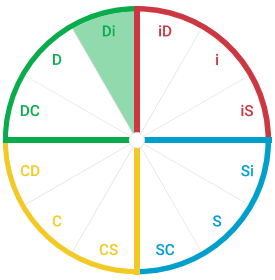
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize getting results. Because they want to make their mark, they constantly look for new challenges and opportunities. Since you tend to focus more on supporting others, you may find their competitiveness difficult to relate to.

In addition, they also tend to be action-oriented, so they often focus on achieving their goals quickly and forcefully. Since they are often very fast-paced, they like it when people cut to the chase. You're also comfortable moving at a fast pace, but you may prefer a bit more time to think things through.

Furthermore, those with the D style also speak up when they see a problem. Because they want to control outcomes, they're often questioning and independent-minded. Since you tend to be a little less critical, you may find it a bit difficult to relate to their challenging approach.

Di STYLE



Goals: Quick action, new opportunities

Judges others by: Confidence, influence

Influences others by: Charm, bold action

Overuses: Impatience, egotism, manipulation

Under pressure: Becomes aggressive, overpowers others

Fears: Loss of power

Would increase effectiveness through: Patience, humility, consideration of others' ideas

People with the Di style move at a fast pace, and they probably come across as adventurous and bold. Because they grow bored easily, these individuals often seek out unique assignments and leadership positions. Since you also like to maintain a fast pace, you can probably relate well to their high-energy approach to work.

In addition, they're focused on getting results, so they often work to accomplish their goals rapidly. While they are competitive, they can also use charm to persuade others to help them succeed. You may think they are too focused on results.

Finally, those with the Di style tend to be energetic and enthusiastic, so they may come across as charming and fun. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

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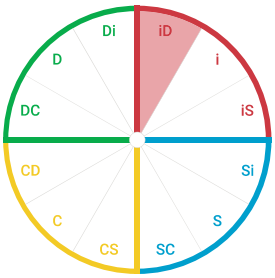
EVERYTHING DiSC A Wiley Brand

iD STYLE



Goals: Exciting breakthroughs

Judges others by: Ability to think creatively, charisma

Influences others by: Boldness, passion

Overuses: Impulsiveness, outspokenness

Under pressure: Becomes impulsive, lashes out at others

Fears: Fixed environments, loss of approval or attention

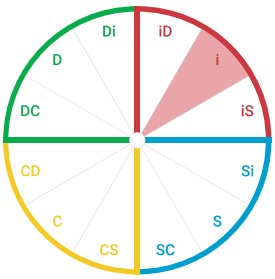
Would increase effectiveness through: Focusing on the details, patience, listening to others

Mateo, people with the iD style value taking action, so they tend to focus on moving toward their goals quickly. They like to maintain a fast pace, and they're probably comfortable making decisions on the fly. Because you share their active pace, you may join them in working to create momentum.

In addition, they tend to be enthusiastic, and they may come across as high-energy people who like to rally others around a common goal. Most likely, they maintain an upbeat attitude and bring a genuine optimism to their work. You may think their high level of enthusiasm is a bit distracting.

Furthermore, those with the iD style focus on getting results, so they may come across as ambitious and goal-oriented. Most likely, they enjoy leveraging relationships to achieve new accomplishments. To you, it may seem that their quest for results overlooks other important factors.

i STYLE



Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

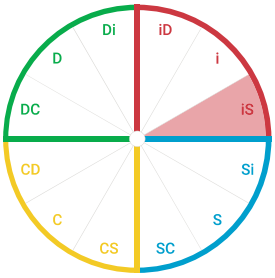
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you're usually less expressive than they are, you may find their high-spirited style to be a bit overwhelming at times.

In addition, they are action-oriented, so they often focus on making quick progress toward exciting solutions. Since they tend to be fast-paced, they may be eager to get going without spending a lot of time considering the consequences. You're probably comfortable keeping up with their swift pace, but their frequent spontaneity may strike you as reckless at times.

Furthermore, those with the i style also appreciate collaboration. They usually enjoy meeting new people, and they may have a talent for getting everyone involved and building team spirit. Although you're usually not opposed to group efforts, you're probably more comfortable working alone than they are.

iS STYLE



Goals: Friendship

Judges others by: Ability to see good in others, warmth

Influences others by: Agreeableness, empathy

Overuses: Patience with others, indirect approaches

Under pressure: Takes criticism personally, avoids conflict

Fears: Pressuring others, being disliked

Would increase effectiveness through: Acknowledging others' flaws, confronting problems

People with the iS style value collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis on team efforts.

In addition, they tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. You tend to be less expressive than they are, and you may have trouble relating to their happy-go-lucky approach.

Furthermore, those with the iS style tend to be flexible people who want what's best for the group. When others struggle, they tend to show concern and offer uncritical support. Since you share their desire to help others, you can probably relate to their patient, accepting approach.

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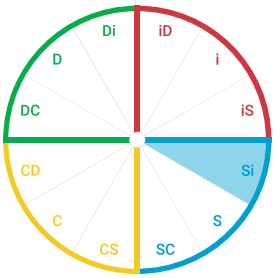
Si STYLE



Goals: Acceptance, close relationships

Judges others by: Receptivity to others, approachability

Influences others by: Showing empathy, being patient

Overuses: Kindness, personal connections

Under pressure: Avoids conflict, tries to make everyone happy

Fears: Being forced to pressure others, facing aggression

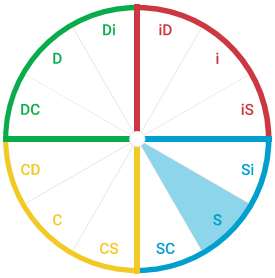
Would increase effectiveness through: Saying "no" if necessary, addressing issues

Mateo, people with the Si style are highly collaborative, and they like to involve others in making decisions. Most likely, they try to build team spirit and are less concerned with individual accomplishment. Because you tend to prefer working alone, you may have trouble understanding their strong interest in group efforts.

In addition, they're also supportive, so they tend to place a high importance on the needs of others. Because they have an accommodating nature, they're often willing to set aside their own opinions and needs to help others. Since you probably share their interest in people's feelings, you may find it easy to relate to their tendency to look out for others.

Furthermore, those with the Si style usually come across as cheerful and upbeat. They tend to see the positive in most situations, and they're encouraging of other people's ideas. Most likely, you have trouble relating to their expressive style.

S STYLE



Goals: Harmony, stability

Judges others by: Dependability, sincerity

Influences others by: Accommodating others, consistent performance

Overuses: Modesty, passive resistance, compromise

Under pressure: Gives in, avoids revealing true opinions

Fears: Letting people down, rapid change

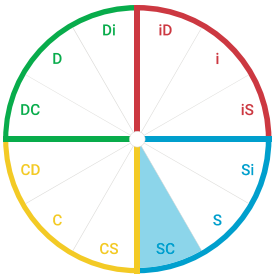
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

People with the S style place a high value on providing support. They tend to be good listeners, and as a result they're often seen as patient and accommodating. You probably find it easy to relate to their laidback, helpful approach, although you may feel they try too hard at times to meet people's needs.

In addition, they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you also avoid risks, you probably appreciate their preference to study their options carefully.

Furthermore, people with the S style also value collaboration. Because they appreciate a trusting, warm environment, they may go out of their way to make sure people feel included and accepted. Although you probably appreciate their focus on friendly teamwork, you may feel that they emphasize group efforts a little more than you would like.

SC STYLE



Goals: Calm environment, fixed objectives, steady progress

Judges others by: Reliability, realistic outlook, even temperament

Influences others by: Diplomacy, self-control, consistency

Overuses: Willingness to let others lead, humility

Under pressure: Becomes inflexible, hinders spontaneity, complies

Fears: Time pressure, uncertainty, chaos

Would increase effectiveness through: Initiating change, speaking up

People with the SC style place a high priority on stability and attaining consistent outcomes. Because they tend to be cautious, they may prefer to work in a predictable environment that won't bring a lot of surprises. Since you share their desire for stability, you can probably appreciate their careful, methodical approach.

In addition, they're supportive, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. They're usually patient and diplomatic, and they aren't likely to become overly emotional when pushed. Because you share a willingness to help others, you probably find it easy to relate to their patient, obliging approach.

Furthermore, those with the SC style focus on accuracy. They tend to work systematically to produce quality work and effective solutions, and they may be fairly analytical at times. You probably relate well to their interest in producing solid, error-free work.

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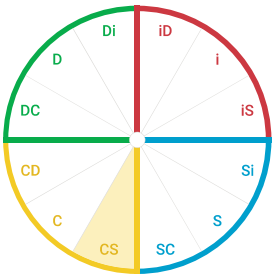
CS STYLE



Goals: Stability, reliable outcomes

Judges others by: Precise standards, orderly methods

Influences others by: Practicality, attention to detail

Overuses: Traditional methods, sense of caution

Under pressure: Withdraws, becomes hesitant

Fears: Emotionally charged situations, ambiguity

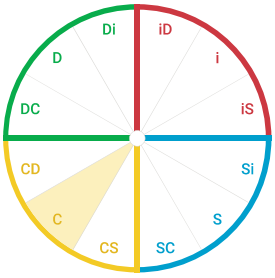
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

Mateo, people with the CS style value stability, so they probably come across as orderly and precise. Since they prefer to be well-prepared, they tend to avoid taking risks or making rapid changes. Because you share their interest in a stable environment, you may appreciate their tendency to focus on steady progress.

In addition, they also place a high priority on accuracy, so they tend to spend time refining their ideas before moving forward. Most likely, they rely on data before making decisions and tend to take an objective approach. Because you share their tendency to value accurate outcomes, you may appreciate their careful, methodical approach.

Furthermore, those with the CS style are usually ready and willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. Because you share their obliging approach, both of you may fail to assert your own needs to avoid rocking the boat.

C STYLE



Goals: Accuracy, objective processes

Judges others by: Expertise, systematic processes

Influences others by: Logic, exacting standards

Overuses: Analysis, restraint

Under pressure: Overwhelms others with logic, becomes rigid

Fears: Being wrong, strong displays of emotion

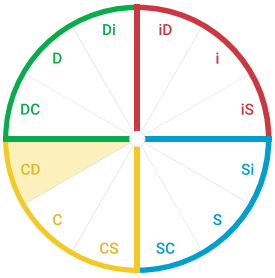
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

People with the C style focus on accuracy and getting things right. Because they want to ensure superior results, they tend to analyze options rationally and separate emotions from facts. While you may relate to their emphasis on creating sound solutions, you may sometimes want to see more warmth from them.

In addition, they also value stability. Since they tend to appreciate follow-through and restraint, they're uncomfortable with quick or risky decisions and prefer to take time to make an informed choice. Because you also spend time ensuring dependable results, you may find it easy to relate to their cautious approach.

Furthermore, people with the C style are attentive to uncovering problems and mistakes. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you tend to be more accommodating, you may find them overly skeptical or fault-finding.

CD STYLE



Goals: Efficient results, rational decisions

Judges others by: Competence, use of logic

Influences others by: Strict standards, resolute approach

Overuses: Bluntness, critical attitude

Under pressure: Ignores people's feelings, moves ahead independently

Fears: Failure, lack of control

Would increase effectiveness through: Cooperation, paying attention to others' needs

People with the CD style may come across as skeptical and determined in their focus on making sure things get done correctly. Most likely, they won't accept ideas without asking a lot of questions, and they like to uncover problems that could affect results. You tend to be more accepting, so you may find it hard to relate to their critical, questioning approach.

In addition, they also prioritize accuracy, and they focus on thinking logically to create the best solutions. They tend to avoid letting their emotions get in the way of making rational decisions. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

Furthermore, those with the CD style also value getting results and tend to be determined to deliver quality outcomes efficiently. Most likely, they're also willing to take charge of projects when necessary, and they can usually be counted on to keep things on track. Their determination to get results may seem stubborn or impatient to you at times.

SAMPLE

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