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Your DiSC® Profile

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In Your Report



FUNDAMENTALS

Your DiSC® Style FN-1



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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.



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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.

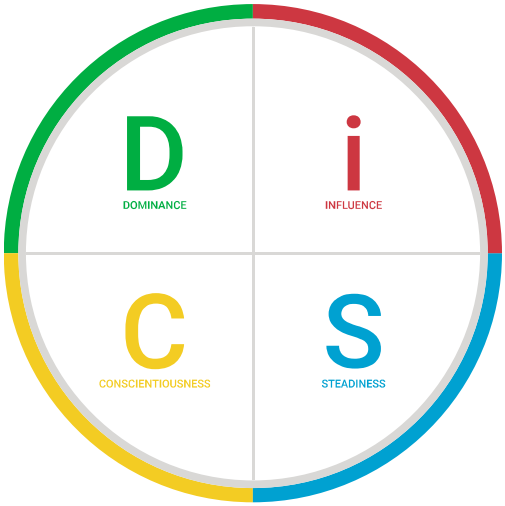
OVERVIEW OF THE DiSC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

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

Steadiness

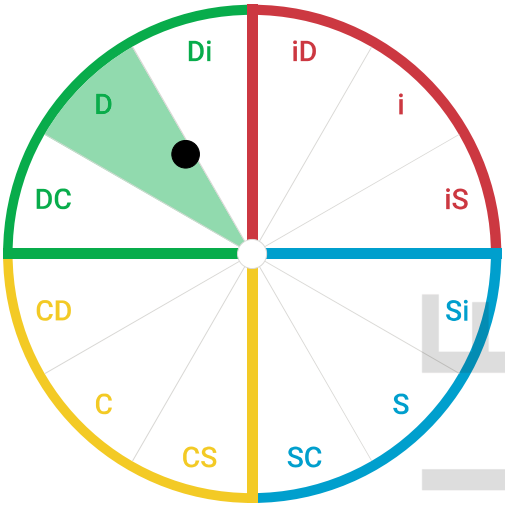
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

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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 middle of the D region, you have a D 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: D

People with the D style tend to be direct, strong-willed, and driven to achieve.

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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 D 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.

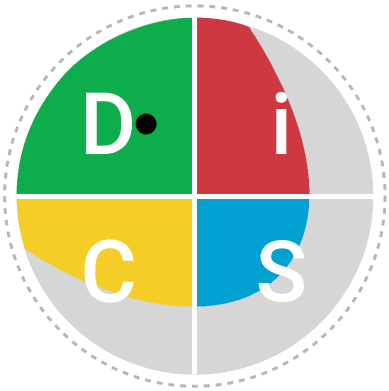
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Your D Style

YOUR DOT TELLS A STORY

Mateo, one of the words that best describes people with your D style is driven. You probably prefer to have variety and forward momentum. Because of this, you may become bored or restless if forced to slow down for too long. Sitting still may be difficult for you. When you reach your goals, you may not always take time to celebrate. Instead, your attention tends to quickly shift to the next goal.

You probably like to get things out the door quickly, and you may emphasize results over how you get there. Consequently, you're probably willing to question the rules if you think they don't make sense. And when you sense something is wrong, you may do whatever it takes to save the situation. At times, you may fail to realize that this forceful approach can be stressful for the people around you.



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.

People with the D style have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You probably dislike working with people whom you see as incompetent, and it may be hard for you to hide your annoyance at times. When you get really upset, you may let your irritation show in your body language and facial expressions.

You have a fairly strong competitive side, and at times, you may be fueled by disagreements or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're unlikely to take kind words at face value, tending to look for the intentions behind them.

You tend to speak up when you see a problem, even when no one else will. And although you may realize that others can be taken aback by your directness, you're probably unwilling to compromise what you see as honesty. Because you can be fairly intense, others may sometimes feel that you're irritated with them.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Those with the D style usually exude self-confidence. This can be infectious, allowing other people to feel good about your bold plans. However, your belief in your opinions may make it difficult for you to admit that you sometimes need to depend on others.

Like others with the D style, you probably like to be in charge. At times, you may even take control over projects where authority was meant to be divided, alienating some people. This is particularly true when you feel that others are not competent to carry out your vision or don't see it as clearly as you do. When there is no question that you are in command, you may encourage input, but you may disregard those opinions that conflict with your ideas. Once you've had your say in the important decisions, however, you may be more than willing to delegate.

Mateo, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. 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

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Active
Fast-paced
Outspoken
Dynamic
Bold

Influence

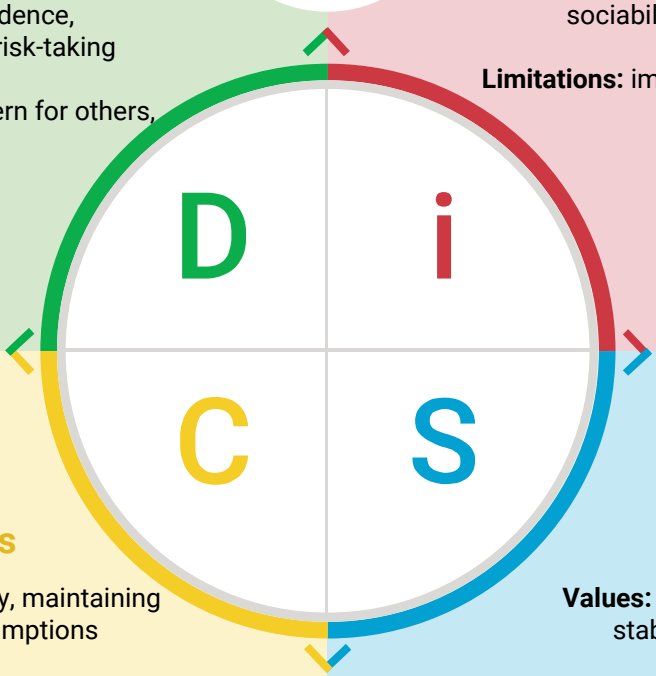
Values: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

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

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, lack of follow-through, disorganization



Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

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

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Thoughtful
Calm
Methodical
Moderate-paced
Careful

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

You will notice: 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.



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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

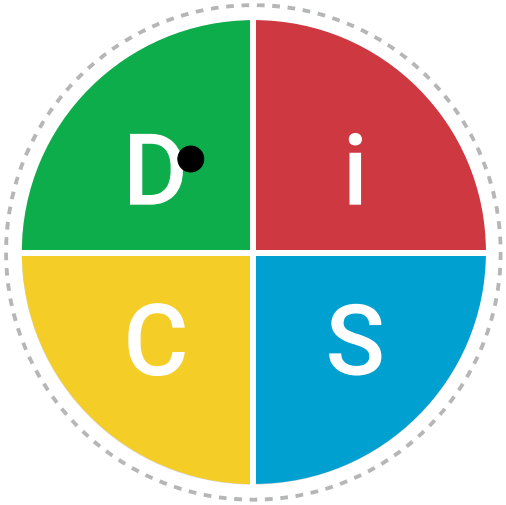
Cares about:

- 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

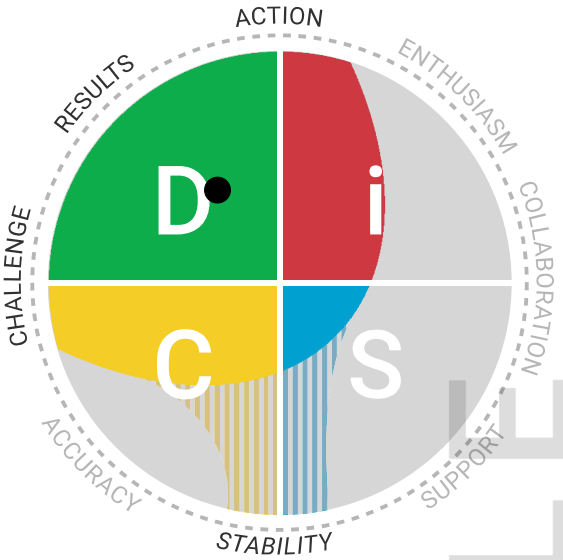
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Your DiSC® Style at Work

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 D style have shading that touches Results, Action, and Challenge. Your shading stretches to include Stability, which isn't characteristic of the D style.



Getting Results
Mateo, you're willing to do what it takes to reach your goals. Once you've established what needs to be done, you go after it, and you're not going to let a few obstacles stand in your way. Furthermore, you aren't likely to make excuses for failure, nor to accept any. You focus on getting results and showing the ambition it takes to succeed.

Taking Action
People with the D style are eager for success and like to hit the ground running. You're likely to make rapid decisions so you can advance at a fast pace. As a result, you have little patience for people's hesitancy or other obstacles that stand in the way of immediate progress. Once you choose a course, you want to take quick action and keep things moving.

Offering Challenge
Like others with the D style, you're likely to speak up when you see flaws and inefficiencies. You don't beat around the bush, and others might find your bluntness intimidating. However, you probably don't see the benefit of sugar-coating things. To you, being straightforward is realistic and saves time. You value efficiency and candor, and you aren't afraid to challenge others with tough questions to get things done.

Maintaining Stability
As well, you probably place a high value on maintaining a calm, secure environment, and this is not typical for someone with the D style. You may not respond well if things become chaotic, and as a result, you may put quite a bit of energy into creating a stable setting. And because you're probably seen as reliable, people likely know they can count on you to follow through on projects or tasks.

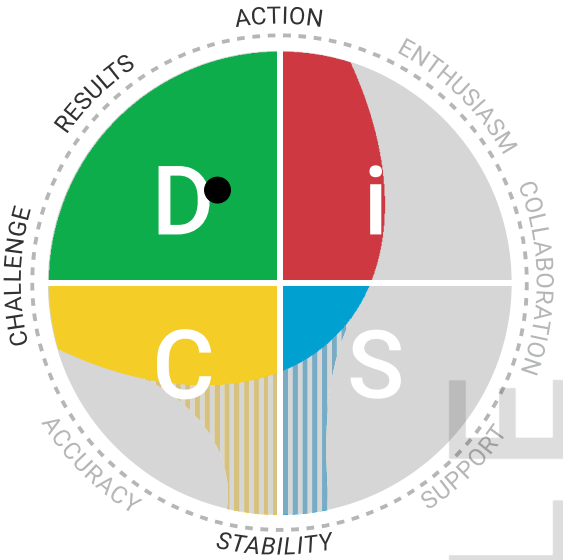
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Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the D style, you probably enjoy situations that allow you to take charge and have authority. Most likely, you prefer working in a high-energy environment, and you're often willing to do whatever it takes to get the impressive results you're after. However, you may also appreciate an environment that allows you to work steadily and stay on-task, and this is less typical of the D style.



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

- Implementing ideas
- Having authority
- Achieving results
- Overcoming obstacles
- Working in an innovative setting
- Making key decisions
- Getting things moving
- Creating a safe, predictable environment
- Working steadily toward a goal

WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to focus on the end result and achieving your goals, you may find it particularly frustrating when your authority is challenged or you feel you don't have control over your own success. In addition, you probably get irritated when you feel bogged down with tasks or procedures that waste your time. At the same time, unlike others with the D style, you may avoid situations that involve unclear direction.

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

- Following strict rules or protocols
- Getting bogged down in inefficient procedures or meetings
- Having your ideas or authority challenged
- Having little independence or autonomy
- Lacking control over situations
- Slowing down your pace
- Dealing with people who don't meet your standards
- Dealing with a chaotic environment
- Working without clear guidelines

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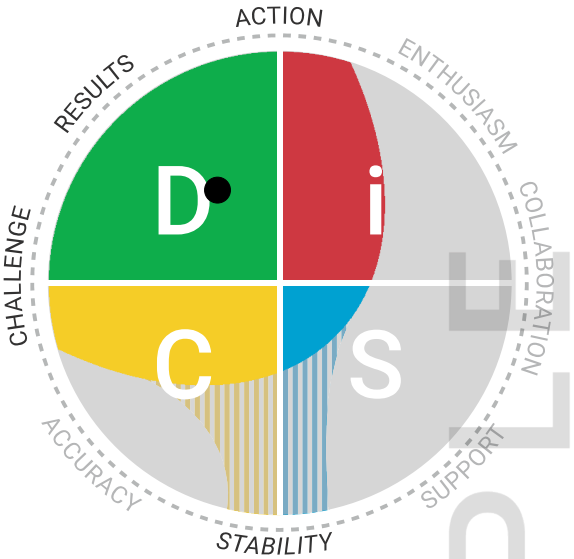
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Strategies for Effectiveness

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 GIVE OTHERS A CHANCE TO SHARE THEIR IDEAS

You may have a tendency to dominate conversations so that others don't have the opportunity to speak up. Keep in mind that not everyone is as outspoken as you tend to be, and you may end up missing out on their valuable insights. By inviting more collaboration and dialogue, you can benefit from the talents of those around you.



- Consciously seek out the opinions of those who tend to be more soft-spoken.
- Listen actively and acknowledge everyone's contributions, even if you disagree.

2 SHARE YOUR ENTHUSIASM WITH OTHERS

You can probably come across as a bit intimidating at times. While you might not hesitate to be outwardly expressive with your frustration or impatience, you may internalize more positive emotions. However, when people can see what excites you rather than just what upsets you, it can be very motivating for them, and you may even seem more approachable.

- Recognize people for good work and be more open with compliments.
- Celebrate what's going right instead of focusing on what's going wrong.

3 TAKE CARE TO GET THINGS RIGHT THE FIRST TIME

You probably want to move things along quickly, so you may get frustrated with delays caused by others' need for precision. However, people who are more accuracy-focused may feel that you don't respect their work if you move ahead too quickly, especially if it causes rework. Taking the time to analyze deeper issues will help you get to the root of problems and minimize wasted time and effort.

- Be willing to sacrifice immediate progress to examine the details and get things right.
- Give recognition to people for their focus on quality by letting them know that you value their precision.

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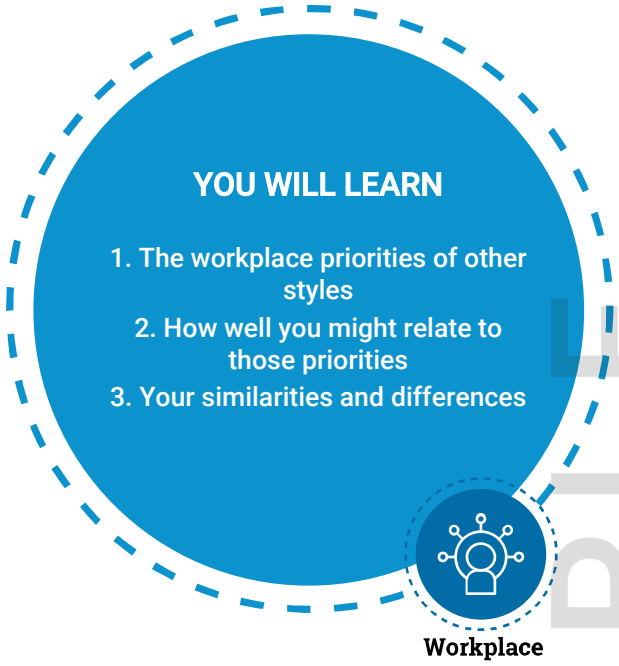
You and Other Styles

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.



DiSC® MODEL AND WORKPLACE PRIORITIES

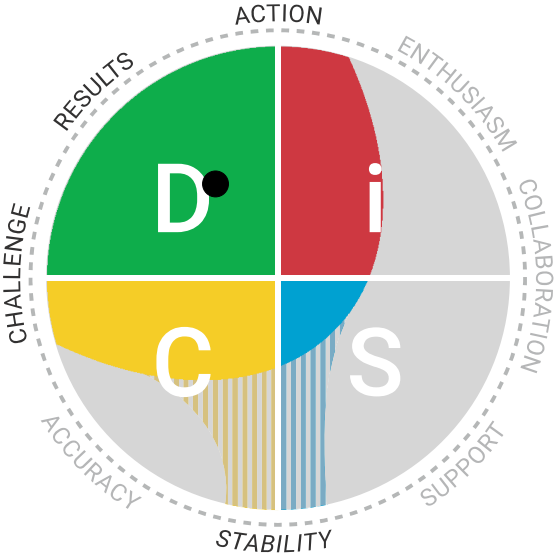
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Results, Action, and Challenge. Your shading stretches to include Stability, which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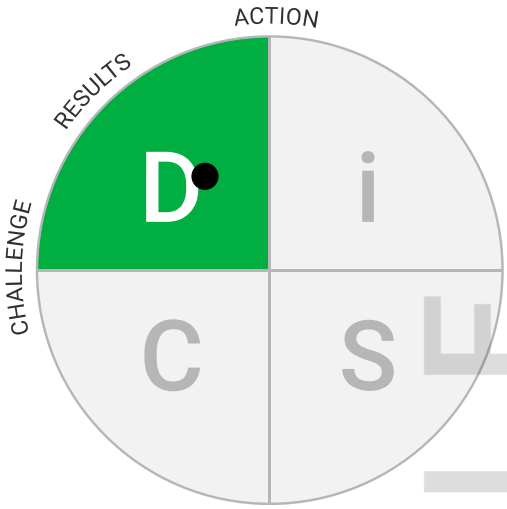
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone who also has a D style. Like you, she's focused on results and wants to see big things accomplished, and you probably share her initiative and strong determination. She's well-respected by the organization as a go-getter who delivers on her promises, and you probably have no trouble relating to her direct, forceful approach.

Like you, this colleague seems confident, assertive, and ready to tackle anything head-on. Because you both prefer an action-oriented and demanding work environment, you're probably comfortable with her fast pace and intensity.

Furthermore, the two of you share a questioning nature and a desire to challenge the status quo, so you're likely to appreciate the healthy sense of skepticism she brings to a situation. However, because you both like to control how things are done, you may butt heads at times, and you may prefer to fly solo on important projects.



To you, people with the D style may seem:

- **Driven**
- **Competitive**
- **Forceful**
- **Strong-willed**

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. Most likely, you can relate well to their goal-oriented nature and may even compete with them at times.

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. Since you share their bold style, you can probably relate well to their desire to keep moving.

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 probably share these qualities, you may find that the two of you get locked into stubborn arguments at times.

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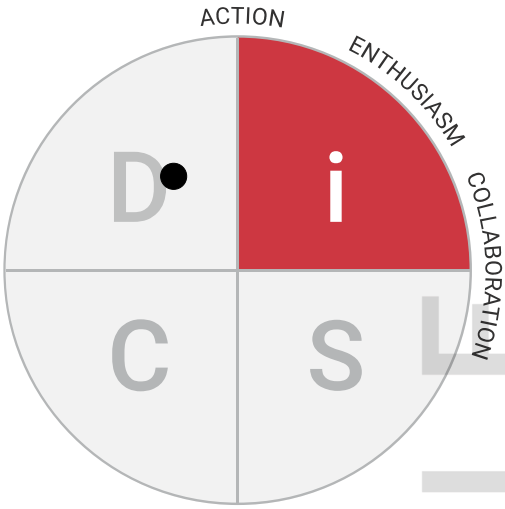
The i Style & You

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. You probably don't share his positive approach and enthusiasm, and you may find him to be overly optimistic.

Because you share his priority of action and interest in rapid change, you probably admire his spontaneity and flexible approach. However, you're likely more concerned with getting tangible results than he is. And while you both enjoy coming up with bold ideas, you're probably more driven to implement them.

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. Since you tend to be fairly independent and want to control how things get done, you may not appreciate his desire to work collaboratively.



To you, people with the i style may seem:

- **Talkative**
- **Optimistic**
- **Naïve**
- **Passionate**

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 probably focus more on achieving success and getting concrete results, you may not relate well to their desire to create a lively atmosphere.

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. Since you also tend to move swiftly and decisively, you may relate well to their spontaneous approach.

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. Since you tend to be more interested in individual accomplishments, you may not relate to their need to promote teamwork.

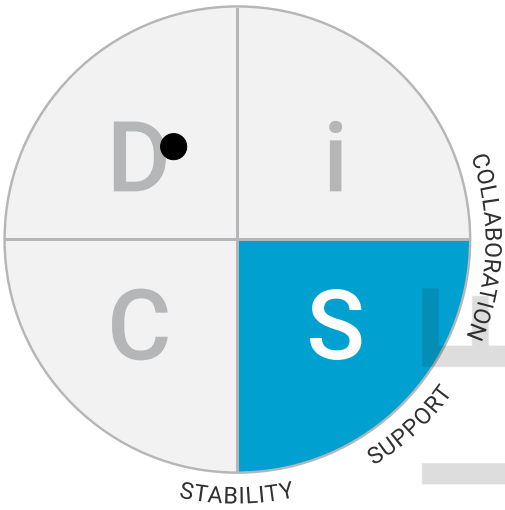
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The S Style & You

HOW MIGHT YOU REACT TO THE S STYLE?

Now, let's imagine that you regularly interact with someone with an S style. To you, he seems calm and compliant, and whenever you ask him a question, he's always patient and eager to help. However, since you're most interested in bottom-line results, you may become frustrated by his tendency to worry about keeping everyone happy.



He's considered a "rock" around the office, and unlike others with the D style, you share some of his desire for stability. He is well-liked by everyone and can always be counted on to perform his job consistently. However, he's not likely to make bold decisions confidently or push others to achieve, like you tend to do.

You may find that he's much more concerned with including everyone than you are. While you tend to be outspoken and assertive, he seems more easygoing and concerned with group harmony. He doesn't share your interest in victory, but instead he keeps a low profile and seems embarrassed when someone showers him with praise. In response to this kind of recognition, he tends to say, "It's really not a big deal."

To you, people with the S style may seem:

- **Soft-spoken**
- **Indecisive**
- **Unassertive**
- **Trusting**

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. Because you tend to strive for quick results, you may find it difficult to relate to their laidback approach, which may get in the way of immediate progress at times.

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. Although you share their desire for dependability, you may think they are too hesitant to accept change.

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. Because you tend to focus more on individual accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

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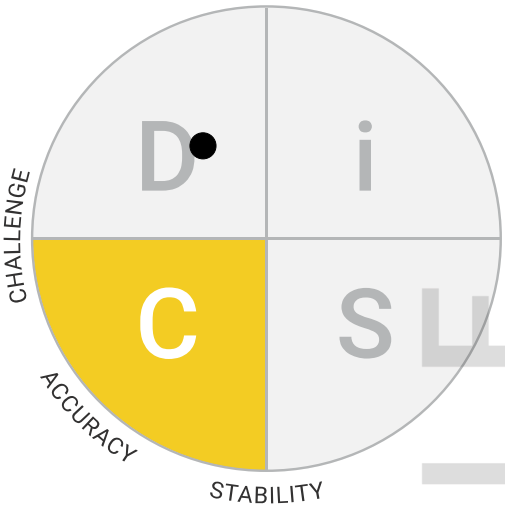
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

Imagine that you regularly interact with someone with a C style. She's not highly sociable, and she insists on working tirelessly on tasks until they're done according to her high standards. Because she wants quality and accuracy, she tends to hole up in her office for long stretches of time. You may be frustrated by her tendency to check her work two or three times before being satisfied, since it seems to cause unnecessary delays.

She prefers a predictable setting where she can do her best work, and even though it's not typical of someone with the D style, you share her priority on stability. To you, this colleague often seems careful and methodical, and you may appreciate her dependability. However, you still want to see plans become reality quickly, so you may think her nitpicking can sometimes stand in the way of progress.

Furthermore, you both may have strong feelings about how things should be done, and the two of you may be equally challenging and determined that your way is the right way. However, you can trust that when she does commit to something, she will follow through.



To you, people with the C style may seem:

- Analytical
- Private
- Precise
- Methodical

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 can probably relate to their detached approach, you may find their systematic nature to be too tedious to get the quick results you seek.

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. You also like to ensure dependable results, but you may become frustrated if they seem overly cautious.

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. While you usually share their tendency to ask questions, you may find their skepticism frustrating when it stands in the way of quick forward progress.

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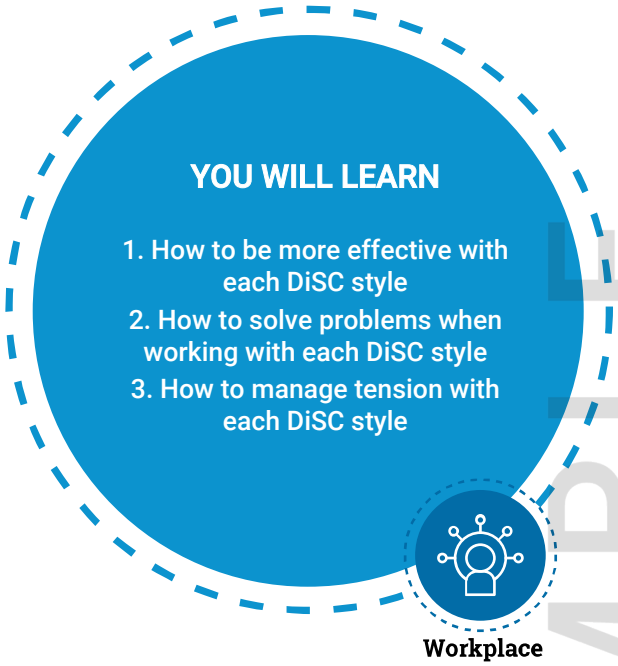
Build Better Relationships

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.



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DiSC® MODEL AND WORKPLACE PRIORITIES

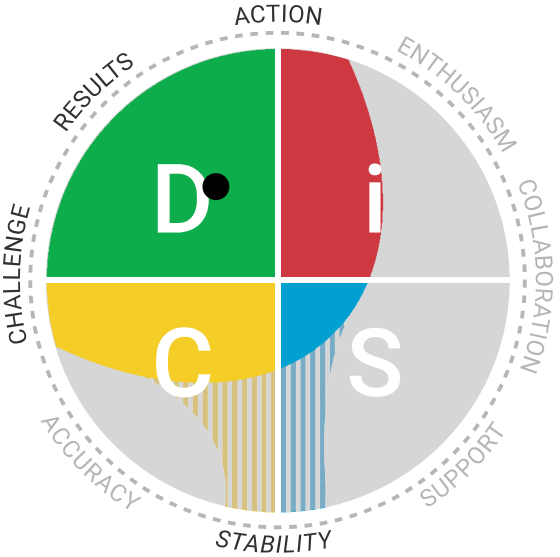
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the D style have shading that touches Results, Action, and Challenge. Your shading stretches to include Stability, which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

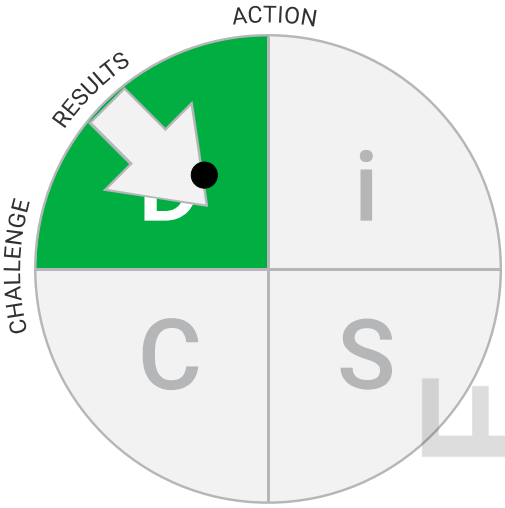
- Patience and calm
- Warmth and acceptance
- Diplomacy and consideration

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Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:

Mateo, people who share your D style usually like to get right to the point, and this might affect the way you relate to one another. Because you both tend to be straightforward, the two of you may try to clear the air and get things moving. However, since you also share a strong-willed and competitive nature, you may end up overwhelming each other's ideas with your own opinions. As a result, neither of you may listen to what the other has to say.



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

- Focus on dialogue rather than talking over each other.
- Acknowledge your shared desire to move things forward.
- Give them time to present their case without interruption before offering your own ideas.

WHEN PROBLEMS NEED TO BE SOLVED:

People who share your D style make quick, firm decisions, and they want to make progress and keep moving. Because you're both eager to confront issues head-on and overcome obstacles rapidly, you may agree on the need for immediate action and bold ideas when solving problems. However, if the two of you disagree on the proper course of action, your mutual drive to be in charge may cause a power struggle.

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

- Don't be so insistent on your own solutions that you dismiss the merit of their ideas.
- Remember that the goal is to solve problems together, not for either of you to win as an individual.
- Be willing to compromise at times to ensure a swift solution.

WHEN THINGS GET TENSE:

Because neither of you is inclined to gloss over differences or avoid confrontation, both you and your "D" coworkers may challenge ideas and even become argumentative in conflict. The two of you can become competitive, creating win-lose scenarios in which compromise is seen as a sign of weakness. As a result, disagreements between you may become heated, and you may fail to find the common ground needed to come to a resolution.

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

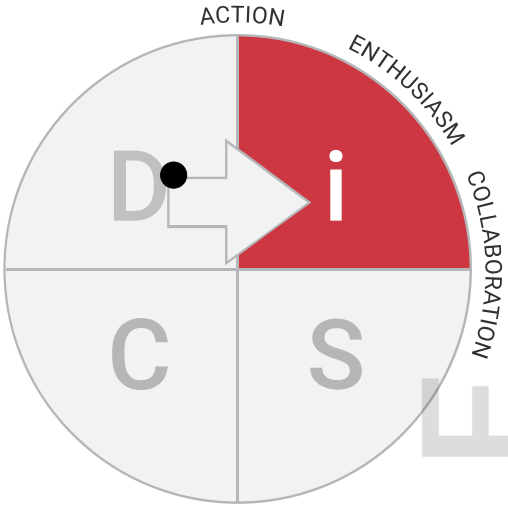
- Address the situation directly but avoid becoming overly insistent.
- Focus on resolving the issue rather than on winning.
- Resist the urge to escalate the conflict.

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Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE:



Because people with the i style want to collaborate on fun or exciting projects, Mateo, they probably don't share your focus on bottom-line results. Therefore, they may want to spend time being sociable while you just want to get down to business. While you may have little patience for their efforts to build team spirit, they might find your frank and forceful approach to be pushy or insensitive.

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

- Find ways to recognize them so they feel well-liked and appreciated.
- Avoid dampening their enthusiasm.
- Show more willingness to engage in friendly small talk before launching into the business at hand.

WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style like to dive in and move quickly when confronting a problem, so your tendency to pick a course of action decisively may appeal to them. However, they also want to consider people's needs, so they may see your push to implement unpopular solutions as insensitive. In turn, you may think that they worry too much about what other people think.

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

- Avoid insisting on tough-minded solutions that might alienate others.
- Use your shared energy to maintain momentum.
- Show that you understand the value of taking relationships into account.

WHEN THINGS GET TENSE:

Because people with the i style want to maintain friendly relationships, they're more likely to initially gloss over differences, while you tend to address issues head-on. However, self-expression is very important to them, so they may insist on being heard in confrontations, even if it means that they become emotional and lash out at others. Since you can become forceful in conflict and may argue passionately for your opinion, the two of you might end up escalating the situation.

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

- Be careful that your directness doesn't come across as a personal attack.
- Express a desire to work through the conflict quickly but thoroughly.
- Let them know that a disagreement now doesn't mean a poor relationship down the road.

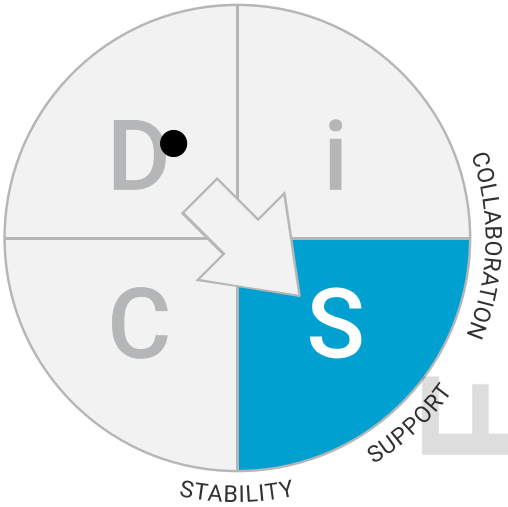
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Connecting with S

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. You aren't as concerned with personal connections as they are, and they may see your matter-of-fact approach as callous at times. In addition, your tendency to be straightforward may overwhelm them, and your sometimes aggressive manner may discourage them from offering their opinions and collaborating with you.



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

- Provide a safe environment so they feel comfortable speaking up when something is bothering them.
- Show a willingness to collaborate rather than just pushing for results.
- Be proactive in seeking their ideas and opinions.

WHEN PROBLEMS NEED TO BE SOLVED:

While it's uncommon for someone with the D style, you share your "S" coworkers' priority on stability, and this may affect the way you solve problems. Since you seem to prefer some predictability, you may share their sense of caution when making important decisions. However, you're probably more comfortable taking some risks, especially for a bigger payoff. Also, because they like to make decisions collectively, they may think your hard-charging approach overlooks others' input.

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

- Consider establishing a mutually agreed-upon deadline rather than pushing them to act.
- Acknowledge their desire to work together and consider other people's feelings when making decisions.
- Respect your mutual desire for stability, but work together to make decisions more efficiently.

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. In conflict situations, you tend to confront issues more directly than they do. As a result, you may overpower them and cause them to give in to avoid prolonging the disagreement. While you may win arguments by being forceful, this aggressive approach could undermine their trust, and they may end up burying their growing resentment.

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

- Take a more diplomatic approach and focus on uncovering the true source of the conflict.
- Keep in mind that forceful tactics may leave them feeling anxious or resentful.
- Don't interpret their silence as a resolution to conflict, as they may be hiding bitterness.

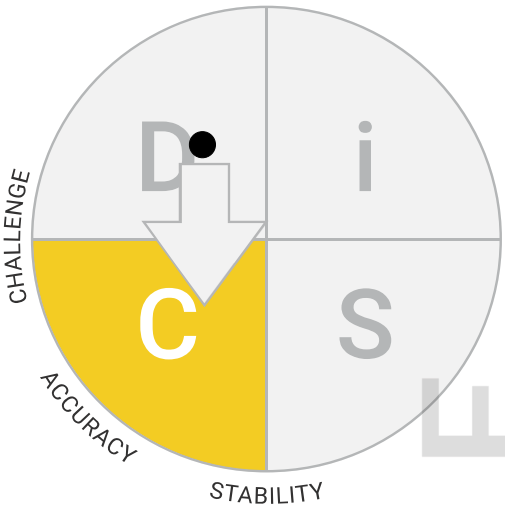
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Connecting with C

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 probably appreciate your tendency to concentrate on the task at hand. However, they like to carefully analyze ideas, while you're more likely to want things to happen quickly. As a result, they may find your more forceful approach to be too pushy and reckless, and you might think their tendency to be systematic delays forward progress.



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

- Talk to them about the objective, fact-based aspects of ideas and projects.
- Avoid pressuring them for immediate action.
- Give them time to analyze their options.

WHEN PROBLEMS NEED TO BE SOLVED:

When it comes to solving problems, your "C" coworkers want to thoroughly consider all the consequences before choosing a plan. Unlike others with the D style, you also prioritize stability, so you probably like to exercise some caution during the problem-solving process. However, you may be more willing than they are to take risks, which may seem reckless to them. At the same time, it may frustrate you if they second-guess your ideas.

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

- Reinforce a faster pace if things get too bogged down.
- Show appreciation for their logical viewpoint by backing up your arguments with evidence.
- Set a timeline for finding a solution and balance your shared sense of caution with the need for urgency.

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. On the other hand, you tend to be quite blunt and outspoken in a confrontation. Since they prefer more time to process and consider the situation objectively, they may withdraw or become defensive in response to your sometimes forceful tactics.

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

- Keep in mind that a forceful approach may make them defensive.
- State your position objectively and give them time to present their side.
- Support your opinions with logic and facts, and avoid pushing them to settle the matter immediately.

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Your EQ Strengths

INTRODUCTION

Mateo, you're probably pretty good at speaking your mind and driving your ideas forward. 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.



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

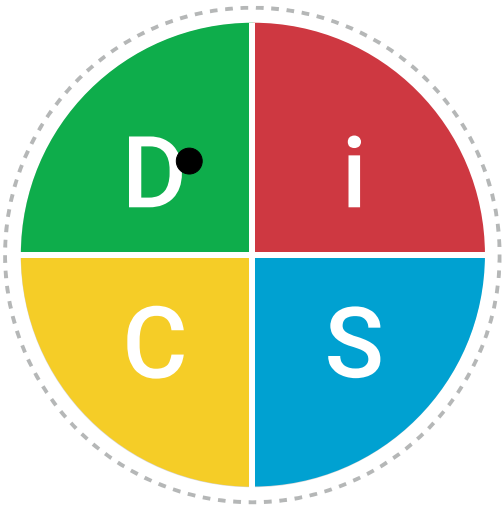
The information below shows your dot location and style as well as the strengths common to the different DiSC® styles.

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

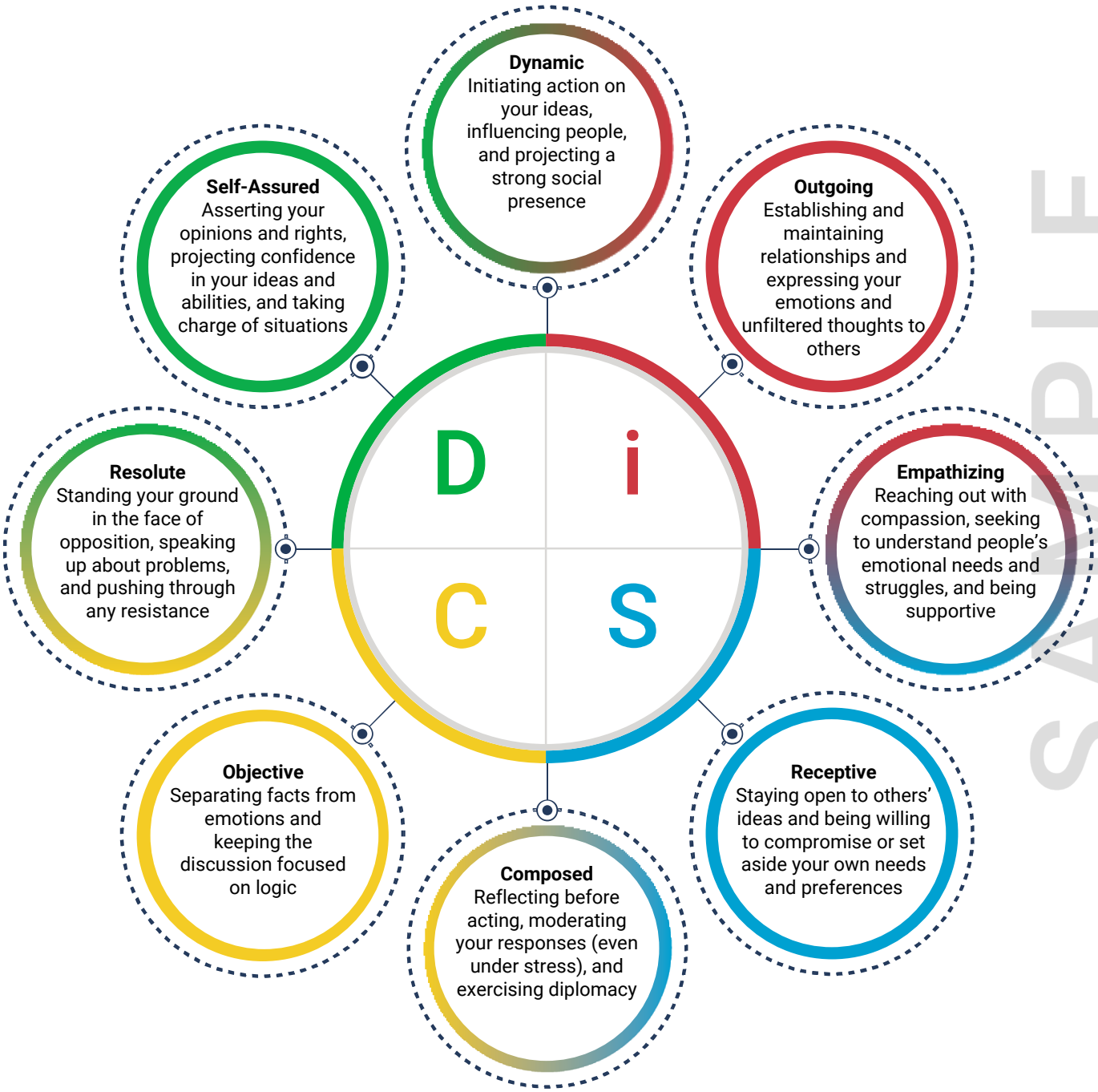
S-style strengths

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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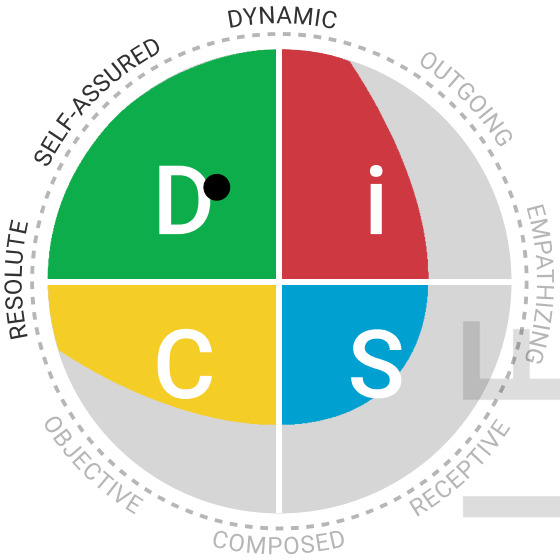
Your EQ Mindsets

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 a D style, Mateo, you likely gravitate toward the Self-Assured, Dynamic, and Resolute 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.



SELF-ASSURED MINDSET

As someone who is self-assured, you probably confidently stand up for what you want. Most likely, you state your opinions directly and forcefully, even when there's risk of pushback or anger. This assertiveness may be driven, in part, by a need for self-determination. Like others with the D style, you're intent on setting your own course, free from the influence of others, so you're determined to make yourself heard. You likely also have a need for control. You may often have a clear vision of how things should be, and you want the power to bring that vision to life. You might not always trust that others are going to fully "get it" the way you do. Being forceful and direct with your views helps you take charge so you can shape things the way you want.

This mindset's benefits include being able to

- ensure that others take what you say seriously and treat your ideas and rights with respect
- convey to others your conviction about your opinions and ideas
- inspire confidence in your ideas and abilities

If you get stuck in this mindset, you might

- intimidate or overpower more reserved colleagues, preventing them from speaking up about their ideas and needs
- steamroll over other people's needs, leading to frustration, resentment, and unhealthy dynamics
- assume control over situations where power is meant to be shared

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Your EQ Mindsets (continued)

DYNAMIC MINDSET

With your determination to take charge of your fate, you're probably intent on making your mark in life—and confident in your ability to do so. So you may set ambitious goals for yourself, seize opportunities, and take initiative to make things happen. You may feel a driving internal pressure to keep achieving and moving forward. In fact, you might grow restless or feel a nagging sense that something is wrong when you aren't making progress. As a result, when you see what you want, you probably take bold action to implement your vision and get quick results. And you likely call on your confidence and strong personality to get others on board as well: promoting your vision, urging people forward, overriding any hesitancy.

This mindset's benefits include being able to

- take concrete steps to transform your ideas into reality
- create interest and momentum to help move your ideas forward
- take advantage of opportunities that might otherwise go untapped

If you get stuck in this mindset, you might

- disregard others' objections or concerns in your urge to move forward
- push others to move ahead without giving them adequate time to consider an issue
- allow your drive to cloud your judgment



RESOLUTE MINDSET

Because you often have a strong vision and a drive to make things happen quickly, you're unlikely to back down easily in the face of opposition. So you may be inclined to push through any obstacles or resistance that might keep you from moving forward and accomplishing your goals. And when challenged, you tend to stand your ground. Your desire to take charge of the situation and your resistance to being controlled by others may even fuel a tendency to be competitive. So at times, you may dig your heels in to retain power over the situation because you're likely to chafe at anything that threatens your ability to direct your own fate.

This mindset's benefits include being able to

- stand firm with your ideas and needs
- confront obstacles that could derail your goals
- maintain confidence in your perspective and opinions, even when others are casting doubt on them

If you get stuck in this mindset, you might

- refuse to back down out of a desire to "win"
- refuse to consider or engage with facts or opinions that contradict your own
- become so inflexible that you alienate colleagues

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D Style

My EQ Snapshot

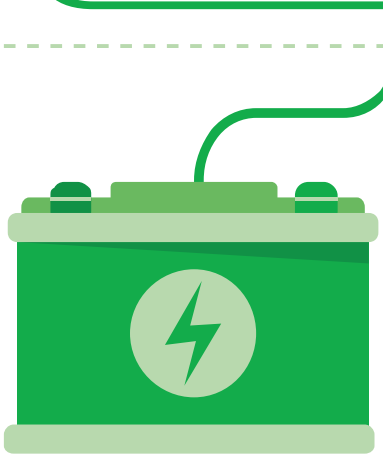
MY EQ STRENGTHS

I'm resolute
I persist through resistance
I speak up about problems

I'm self-assured
I have the courage to take charge
I make my voice heard

I'm dynamic
I rally people to take action
I jump on opportunities





MY NEEDS POWER MY EQ

I need...

- independence
- to be strong
- to make progress
- control and influence

MY EFFECT ON OTHERS

Other people...

- respect my candor
- feed off my confidence
- follow my lead
- may have an instinct to shut down
- can feel intimidated



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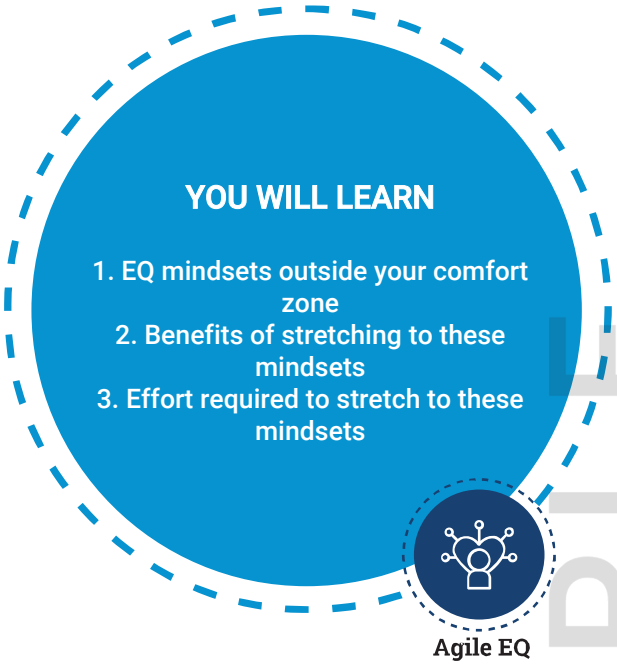
Beyond Your Comfort Zone

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 holding your ground when others push back.

But some situations call for responses that may be more challenging for you—maybe staying calm when things get tense or compromising when you have strong preferences. 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.



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

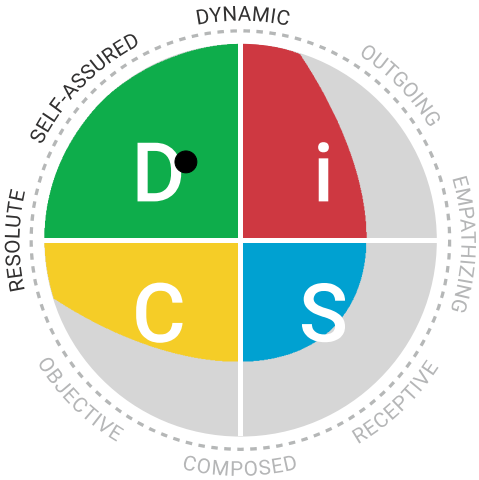
Each region of the DiSC® map is associated with different EQ strengths, shown around the circle below. Your dot and comfort zone are also shown, indicating your own EQ strengths. Read about the benefits of stretching to the different quadrants and consider which regions you'd like to stretch to.

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

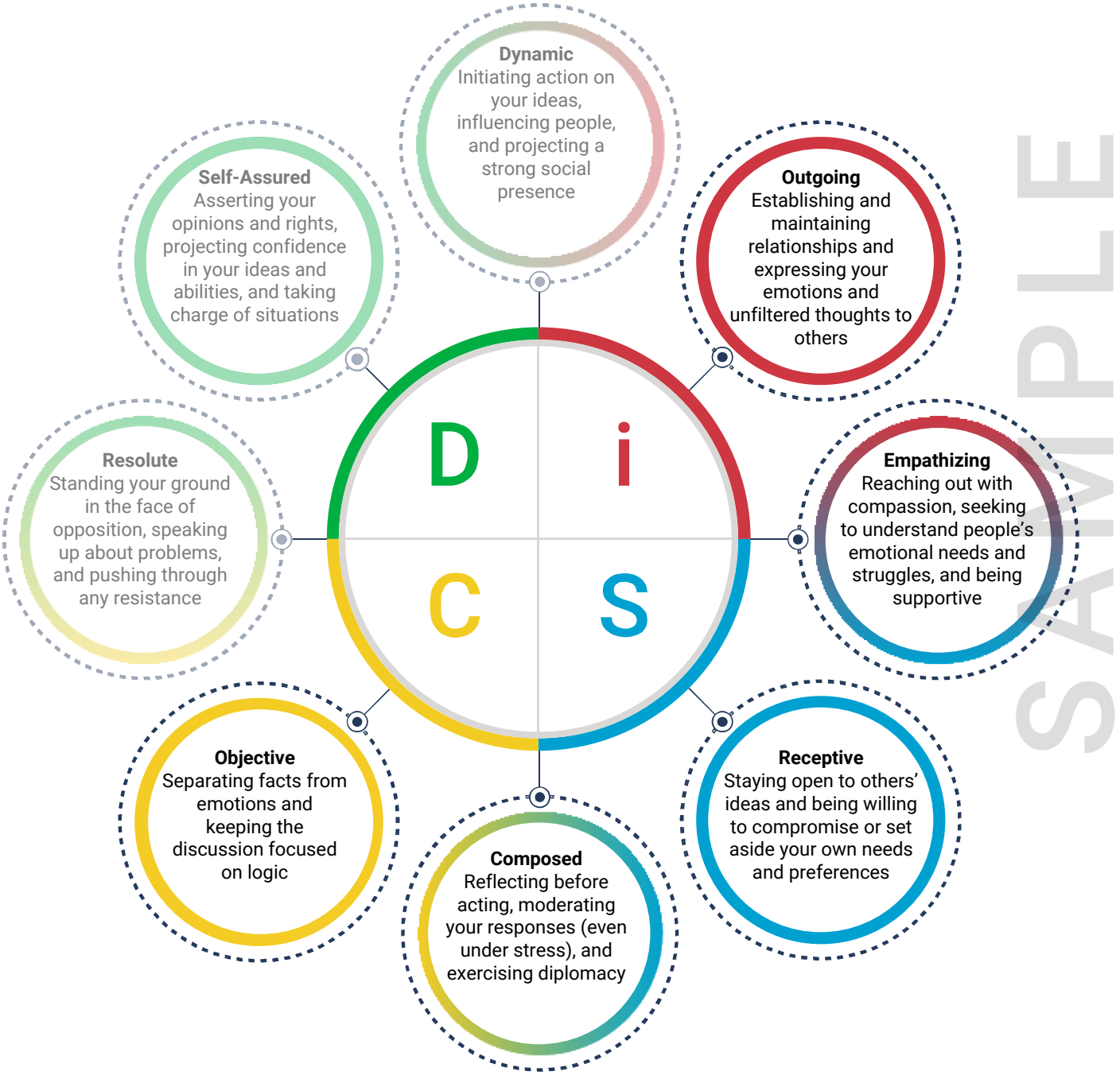
- Helps you keep an open mind
- Ensures you're supportive and approachable

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Stretch Mindsets

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



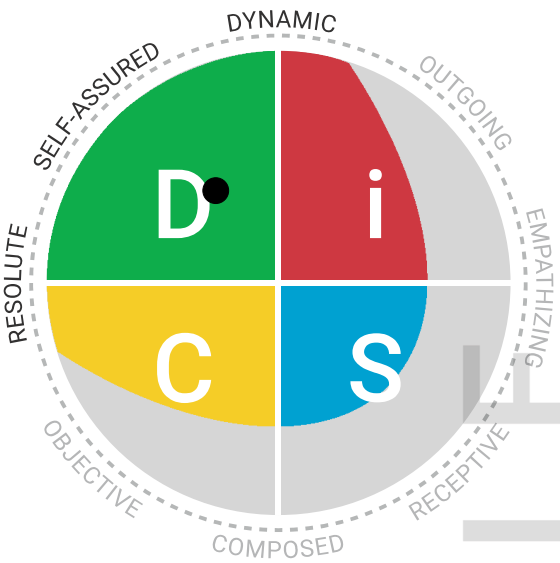
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Stretch Opportunities

WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

Like others with the D style, Mateo, you're probably pretty good at being self-assured, dynamic, and resolute.



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

- Outgoing
- Empathizing
- Receptive
- Composed
- Objective

Let's start by considering why you even need to stretch to these other mindsets. You've probably found that being self-assured, dynamic, and resolute has often helped you achieve your goals. But you can probably also think of occasions where these approaches didn't work all that well for you. Maybe being overly assertive kept more reserved colleagues from speaking up with critical information. Or maybe in your drive to move forward you forgot to consider all of your options.

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 a need for assertiveness where there isn't one, for example, or see a need to hold your ground where compromise 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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Outgoing Mindset

TRY THIS ON

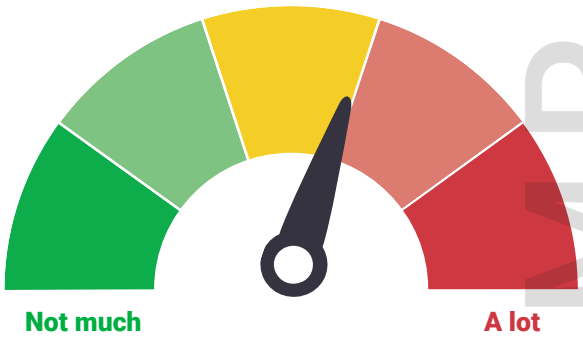
It's your semiannual team-building event. There are a million and one other things you could be working on instead, but this is what you're doing with your morning. So when it's your turn to speak up about high points on the team, you're tempted to toss out something short and bland and definitely not sappy so you can just get on with it.

Alternatively, you could make an effort to share something that's actually meaningful—that gives your teammates insight into what's going on in your mind, invites them to know you a little better, and might even strengthen your relationships with them.

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 let down your guard, express your honest thoughts and feelings, and allow others to see the real you
- involves reaching out to others, expressing interest, and inviting them to open up in turn

WHY DO IT?

You're focused on getting results quickly, and though you might prefer to rely only on yourself, the truth is almost no one works alone. Strong working relationships are foundational to reaching the end goal. Taking the time to connect with people improves communication in general, increases mutual trust and understanding, and generally makes for smoother interactions. All of these things help minimize the inefficiencies and misunderstandings that can eat up so much time and energy in the workplace.

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

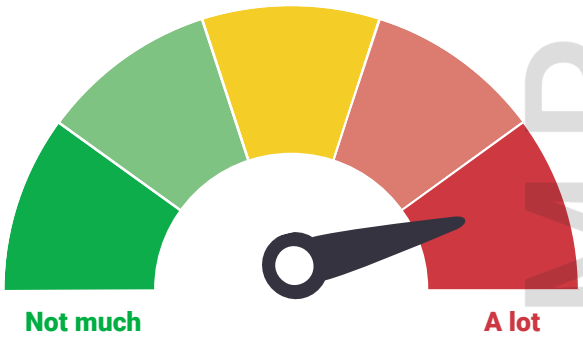
You're waiting on a coworker to hand off their assignment so you can get started on yours. But when you ask them about it, they look a bit frazzled and seem to be hinting they'd appreciate more time. You're not about to let your work suffer because someone else can't hold up their end. You work hard to meet your deadlines and expect others to do the same. So you're inclined to ignore the hint and make it clear they need to get going with this.

Alternatively, you could look beyond your immediate concerns and make an effort to understand what they're going through. And you can determine whether there's a way to cut them some slack.

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 aren't afraid to speak up about their concerns

WHY DO IT?

When you try to imagine and understand what someone is going through, you're less likely to dismiss their needs or become frustrated with them. This helps safeguard your relationships and makes for a healthier work environment. It also provides additional benefits that may be less obvious. Empathy can help you appreciate different angles and viewpoints, giving you a fuller picture of an issue. This may ultimately lead you to make better choices and find more effective paths to results. Showing empathy also makes you more approachable to others. And if people don't feel comfortable approaching you, they aren't going to share information that may be critical to your goals.

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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Receptive Mindset

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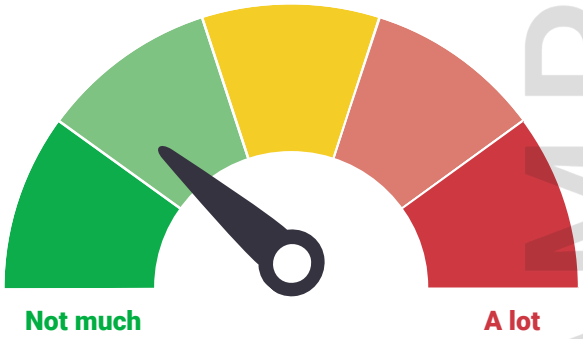
You know exactly how to move forward with a new assignment. It's crystal clear in your head, but your teammate is eager to try a different direction. They're obviously excited about their idea, and they've been looking for a chance to make an impact. You can see how their idea could work, but you like your way better and are determined to take the reins. And you know from experience that if you push hard enough, this person will give in.

You can push ahead, probably get your way, and leave your teammate to manage their disappointment. Or you could set your own ideas aside for a moment to really give some thought to theirs. And you could consider whether there might be some sort of compromise or solution that you can both get behind.

WHAT IS IT?

Staying open to others' ideas and being willing to compromise or set aside your own needs and preferences

How much effort does this take for you?



The Receptive mindset

- allows you to maintain an open mind so you have space to truly consider other people's ideas
- recognizes that other people's ideas and rights merit consideration alongside your own
- makes it possible to set aside your own needs or compromise on what you want for the good of the group or another person

WHY DO IT?

You tend to be outspoken or even forceful with your opinions. So, for some colleagues, it might be daunting to face off against you and assert their own views. As a result, their ideas may get buried, leading to resentment, frustration, and low morale. This can threaten both your relationships and your goals. Making space for other perspectives can yield long-term benefits such as greater trust or a shared sense of investment in a group decision. You may even find that people are more likely to buy in to your ideas when they feel they've been heard. In addition, by genuinely engaging with others' views, you're going to discover different angles or approaches you may not arrive at on your own. That might reveal information critical to your goals or even a better path to the end result.

You might need to be Receptive when

- collaborating in a healthy and respectful way
- seeking out the strongest solution when multiple ideas are on the table
- balancing the needs of multiple parties
- making it easier for other people to feel heard
- considering an issue from a different perspective, free of your own assumptions

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Composed Mindset

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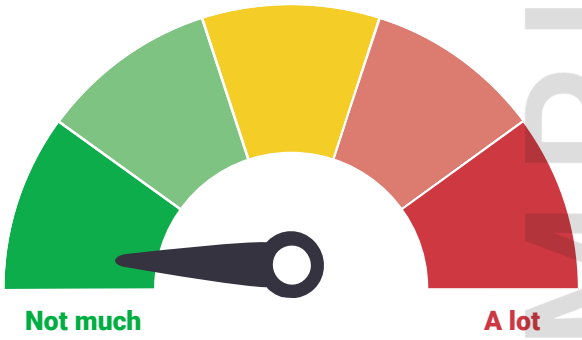
You're in a meeting, making a case for your plan. You're building to the heart of your argument when a colleague interrupts you to start outlining their idea. You feel an immediate flash of irritation, and your first instinct is to shut them down with a sharp comment.

You could act on that impulse, possibly creating bad feelings in the process and maybe even turning the debate into a battle for control. Or you could take a breath and calmly ask them to let you finish before presenting their idea.

WHAT IS IT?

Reflecting before acting, moderating your responses (even under stress), and exercising diplomacy

How much effort does this take for you?



The Composed mindset

- allows you to insert some space between your instinctive response and your actions, even when you're upset
- keeps you from charging forward with a knee-jerk reaction
- helps you think through what you want to say and exercise diplomacy

WHY DO IT?

Like others with the D style, you're inclined to act on your emotions and trust your instincts. When you're frustrated or angered, this can cause you to rush in and make choices that seem right and necessary in the moment, but may actually derail your goals. Composure helps you choose intentional, thoughtful responses, preventing tense situations from becoming worse. And it keeps you from overwhelming or intimidating more reserved colleagues, who might keep silent on information relevant to your goals rather than engage with you.

You might need to be Composed when

- avoiding rash choices in the heat of the moment
- allowing yourself or others space for careful thought and consideration
- de-escalating tension
- discussing a sensitive topic
- keeping those around you calm

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Objective Mindset

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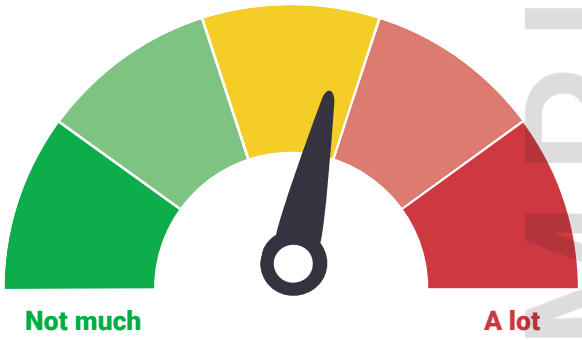
You're working with your team to develop long-term goals, and you've made a suggestion you believe is ambitious but doable. Your colleagues, however, don't agree. They're so focused on the risks that they can't see the payoff. Your gut tells you this is a winner, and you're not about to let other people's hesitancy hold you back.

So you could call on the force of your personality to drive people to accept your vision. Or you could step back from your conviction, give yourself space to process what your teammates are telling you, and consider whether those risks really are greater than you're allowing.

WHAT IS IT?

Separating facts from emotion and keeping the discussion focused on logic

How much effort does this take for you?



The Objective mindset

- encourages a focus on facts and logic over emotions or intuition
- lifts some of the emotional fog that can keep you from seeing things clearly
- helps you recognize when emotions, bias, or personal affiliations might be impacting your and others' judgment

WHY DO IT?

You tend to trust your instincts and have a lot of confidence in your judgment and abilities. But if you get carried away with your own certainty, you risk allowing your biases or strong emotions to distort the picture. And you may be tempted to discard or undervalue facts that don't support your point of view. As a result, you may miss out on critical information that's relevant to your goals. Striving to be objective can help ensure that you're making choices based on a better understanding of the whole picture.

You might need to be Objective when

- stepping back from your emotions or those of others
- distancing yourself from your own biases
- gaining insight into a subject that creates strong emotions in others
- convincing someone who tends to be objective
- identifying the critical facts in a complicated or confusing situation

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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.



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

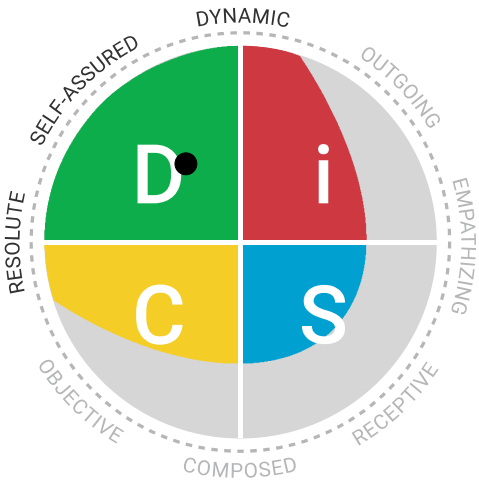
Each region of the DiSC® circle is associated with different EQ strengths (mindsets), shown below around the circle along with your dot and comfort zone. Also shown are challenges the different styles face when they over-rely on these mindsets. Learning to stretch to different mindsets can help overcome 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 D style, you're probably pretty comfortable adopting the Self-Assured, Dynamic, and Resolute 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 ...
• Developing relationships with your coworkers? • Networking? • Letting down your guard?	The **Outgoing** mindset p. EQ-16
• Thinking through how your actions might impact others? • Being supportive? • Understanding where people are coming from?	The **Empathizing** mindset p. EQ-18
• Keeping an open mind? • Considering others' perspectives? • Compromising?	The **Receptive** mindset p. EQ-20
• Reining in knee-jerk responses? • Reflecting before rushing in to act? • Exercising diplomacy?	The **Composed** mindset p. EQ-22
• Separating facts from feelings? • Gaining perspective on your own biases? • Identifying the critical facts of a situation?	The **Objective** mindset p. EQ-24

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WHAT'S NEXT?

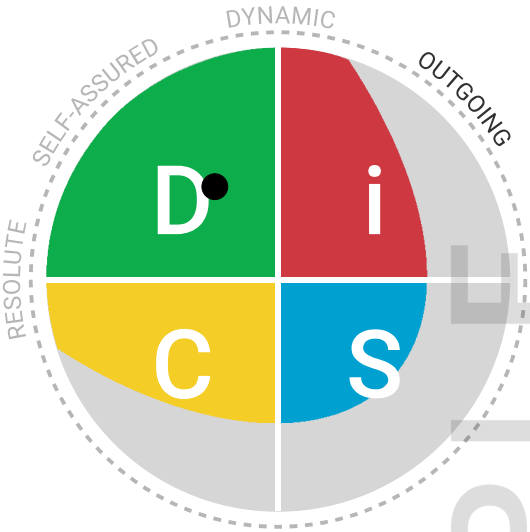
You can start with the mindset of your choosing. Turn to the pages indicated above for the mindset and determine whether you should start with the Beginner, Intermediate, or Advanced step. Then read the strategies for that step. The action plan at the end of this section can help you think through your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

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Outgoing Mindset

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

GETTING INTO THE MINDSET



You put a lot of energy into achieving concrete end goals. Taking time to build and nurture relationships may feel like an unnecessary distraction from the work of making progress. And whereas you probably have no trouble being direct about your views, opening up at work about anything related to feelings may make you a bit squeamish. It may seem like you're making yourself vulnerable in a way that could undermine your credibility or even dignity.

So to be outgoing, you may need to battle inner voices telling you:

- I've got way more important things I need to be doing.
- This is a workplace, not a social club.
- There's no way I'm letting them see this side of me.
- These people aren't going to respect me if I lower my guard.

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 aware of the ways I might sometimes come across as closed off or impatient to others.
- When appropriate, I adapt my communication style to make others more comfortable.

Advanced

- I go out of my way to make it easy for others to approach me.
- I often carve out time to give encouragement to my colleagues and teammates.

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Take Action to Be Outgoing

BEGINNER STEP

Identify your emotions and communicate them to others. People often assume that we go through our lives with perfect awareness of our own feelings, but in truth this isn't usually the case. Before we can start expressing ourselves honestly to others, we need to build that self-awareness. At regular intervals during the day, or when you feel a surge of emotion, take a moment to put a name to what you're feeling, the more specific the better. So instead of just *angry*, you might realize that you're *frustrated* or *alienated.*

Then, when a friend or coworker asks how you are, don't just say "fine." Give them an honest answer. Doing so will not only build a connection between you, but will also allow you to be more aware of your feelings and how they might be influencing your interactions.

INTERMEDIATE STEP

Recognize patterns in the way you express yourself and opportunities to improve. People use different strategies to communicate emotions, and might even unconsciously emphasize some kinds of expression over others. For example, as someone with the D style, you may put less energy than some into expressing positivity or encouragement. The following exercise can help you work on that:

- **Identify emotional patterns in others.** Think of someone you know who comes across as personable and upbeat, and someone who comes across as more critical or pessimistic. Write down the specific things (phrasing, facial expressions, body language, etc.) these people do differently.
- **Think about how the items you listed in the previous step apply to you.** Choose two behaviors from the positive person to adopt, and one negative behavior from the critical person to discontinue. Integrate them into at least three conversations per week. If you're having trouble figuring out which of the behaviors you listed actually apply to you, ask a friend or trusted colleague for their input.

ADVANCED STEP

Make it easy for other people to open up. Part of building strong connections with others involves helping people to share about themselves. This means adopting a welcoming and nonjudgmental attitude, and avoiding pitfalls that can shut down conversation. Here are some tips for getting started:

- Smile. It sounds simple, but it takes effort to maintain the kinds of open facial expressions that can make you seem more approachable.
- Ask follow-up questions to show your interest in what the other person has said, and to propel the conversation forward.
- Be judicious with your opinions. Honesty is important, but before you share your unfiltered opinions, take a moment to consider whether doing so is likely to encourage the other person to clam up, or keep talking.

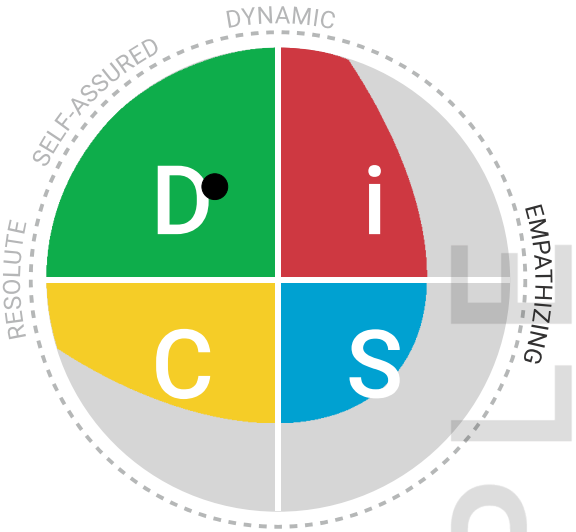
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Empathizing Mindset

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

GETTING INTO THE MINDSET



You're focused on getting results quickly, so slowing down for someone's emotional needs may feel like a distraction. And because you believe in projecting strength, you may be inclined to associate a focus on feelings with weakness. Showing a softer side to your colleagues may feel like you're making yourself vulnerable. And since you tend to be a bit skeptical of other people's motives, you may worry that signaling concern or a more supportive side may be inviting people to influence you against your own interests.

So when reaching for empathy, you may need to fight back thoughts like:

- I need to wrap this conversation up as quickly as possible.
- This is ridiculous.
- It's not my job to coddle people.
- If I soften, they'll take advantage of me.

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 regularly check in with people to see if they need help.
- I respond to others' needs and preferences without trying to take over.

Intermediate

- I can put aside my own perspective and biases to understand how others feel.
- I consistently look out for the subtle signals people may give off when they're upset.

Advanced

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

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Take Action to Be Empathizing

BEGINNER STEP

Reach out to offer support to colleagues who need it. Your contributions to your team or organization's success might typically include taking charge and keeping things moving. But sometimes, the most helpful thing you can do is provide support in ways that might not feel so natural for you. Here are just a few of examples of what that might look like:

- Checking in with colleagues who seem stressed.
- Advocating for someone to make sure they are treated fairly.
- Slowing your pace to make sure others can get their concerns addressed.

INTERMEDIATE STEP

Gather information about underlying emotions. Use your knowledge of people, circumstances, and of DiSC® principles to better understand the emotions, fears, and motivations that drive others beneath the surface.

Think of a recent time when you struggled to understand or empathize with someone else's behavior or emotions. With that event in mind, answer these questions:

- How would I have felt if I were in the other person's position?
- How is that person different from me, and how might this difference have affected their attitudes or responses?
- Given what I know, what kinds of responses from me would have been helpful vs harmful in that situation?

Tip: Keep these questions handy and review them after at least three tough or frustrating conversations you experience.

ADVANCED STEP

Take time to attend to others' emotional needs. Over time, once you've learned to truly listen and to read subtler emotional cues, you'll be able to demonstrate to others that you understand what they're feeling and respond to their needs accordingly. To get started, answer the following:

In the last month, how many times have you:

- Set aside other priorities and made time for conversations about how people are feeling?
- Proactively reached out to others when you noticed signs that something was off?
- Asked questions that would invite them to share insecurities or personal stressors?

Now, how can you double that number this month? As you work on it, keep track of positive experiences that come out of adopting the Empathizing mindset and use them as motivation to continue your efforts.

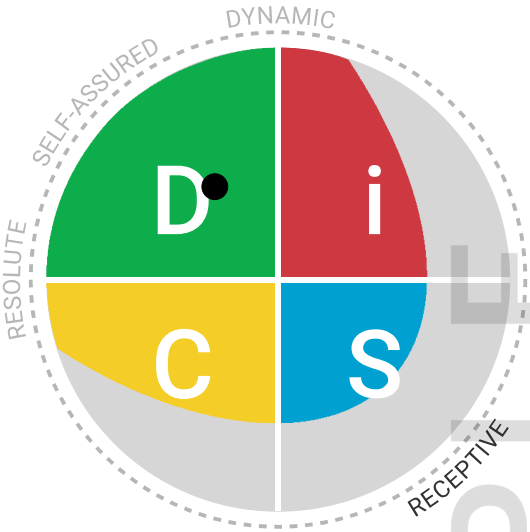
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Receptive Mindset

Staying open to others' ideas and being willing to compromise or set aside your own needs and preferences

GETTING INTO THE MINDSET



Because you have a strong desire for self-determination, you may chafe at the thought of giving up control in order to go along with someone else's ideas. You may be particularly resistant if you believe compromising will threaten your goals. You also tend to be confident in your abilities, and you may not always trust that others can see things as clearly as you do. So it might sometimes be difficult to set aside your opinions long enough to truly evaluate someone else's ideas and understand the priorities and assumptions behind them. Your competitive instincts can also work against you if you associate letting go with admitting defeat.

To be receptive, you may need to ward off thoughts like:

- I'm not going to slow down to listen to someone else's opinion when I already know the right decision.
- I'm not about to give up what I want just to give them what they want.
- There's no way I'm letting them win this one.
- If we would just do this my way, we'd get the best result.

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 distractions and listening to others.
- I ask thoughtful questions to make sure I understand what people are telling me.

Intermediate

- I make sure everyone has a say in group decisions.
- I'm comfortable deferring to others if it serves the common good.

Advanced

- I routinely give ideas fair consideration even when they conflict with something I believe.
- I value and seek input from people with very different skills or priorities from mine.

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Take Action to Be Receptive

BEGINNER STEP

Become an authentic listener. Authentic listening is about giving your full attention to what the other person is saying—rather than simply waiting for your turn to talk. Here are some strategies to make it happen:

- Starting with one conversation per day and working up from there, practice listening without interrupting, even once. Resist the urge to redirect the conversation to a different topic, and monitor yourself for signs of skepticism you may give off without realizing it.
- Once the other person has finished talking, paraphrase what they said in your own words to make sure you understood.
- Before reacting against something that bothers you, pause and consider the biases that you may bring to the conversation, such as personal opinions about the people involved.

INTERMEDIATE STEP

Promote shared decision-making. One important part of being receptive is helping others feel heard during the decision-making process. This means resisting the urge to forcefully push for your own preferences or agenda and instead taking a more collaborative approach.

To help with this process, solicit opinions from others *before* you share your own. It may be tempting to begin discussions by sharing your opinion and letting others agree or disagree from there. But this can shape conversations in ways that might prevent more hesitant colleagues from challenging your assumptions. The next three times you have the opportunity to share your opinion in a meeting, practice being the last one to speak. Then, take note of who steps in to share and what the result is.

ADVANCED STEP

Discover the value of different priorities and areas of expertise. As someone with the D style, you probably appreciate people who want to move quickly, or who keep their eyes on the big picture. But when it comes to people who usually focus on other things, like analyzing risk or exploring the minute details around an issue, you may have more trouble seeing the full value of their perspective. Harnessing the power of the Receptive mindset involves learning to appreciate all points of view, even those that are very different from yours.

Think of a couple people within your organization with whom you have the most trouble seeing eye to eye, and answer these questions:

- What does each of these people tend to prioritize?
- What areas do they have a lot of experience in, or know a lot about? How does that expertise benefit you and your organization during the decision-making process?
- What concrete things can you do differently in your interactions based on those considerations?

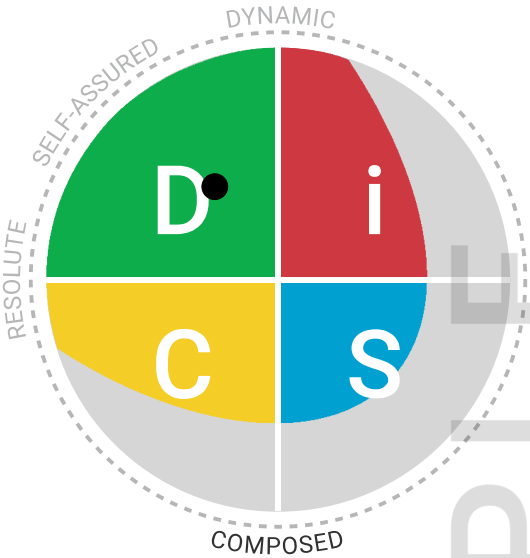
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Composed Mindset

Reflecting before acting, moderating your responses (even under stress), and exercising diplomacy

GETTING INTO THE MINDSET



You're inclined to assert yourself, so it's probably most natural for you to just stand up and say what's on your mind. It's hard to resist that instinct to speak out and unleash emotions that may feel extremely urgent in the moment. Checking your initial response may also be difficult because it feels like you're being forced to rein yourself in and surrender some control over the situation. And since you're intent on making progress, speaking what's on your mind may seem like the most efficient way to move forward.

Staying composed on the surface can be tricky when you're simmering underneath. You may have to fight off thoughts like:

- They're going to hear me now.
- I'm not about to hold my tongue for anyone.
- The way I feel right now is how I will always feel.
- I have to act on this right now.

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 the things that tend to set me off.
- I do what I can to be prepared for situations that are likely to upset me.

Intermediate

- I know the consequences of losing my composure and I keep them in mind when it counts.
- I'm good at taking a breath before I react to something that bothers me.

Advanced

- I know how to talk myself down and maintain an even keel in most situations.
- I almost never let my emotions get the best of me.

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Take Action to Be Composed

BEGINNER STEP

Identify your triggers. The first step in learning to stay calm under stress is understanding the kinds of situations that are most likely to upset you. On a separate sheet of paper, complete the following:

- Make a list of recent situations where you had difficulty maintaining your composure.
- Look for common themes across the incidents. Are there certain personalities, circumstances, or environments around which you find it particularly difficult to remain calm?
- Consider whether any of these triggers are optional or avoidable. Are there any changes you could make to your schedule or habits that would address the triggers you identified?

INTERMEDIATE STEP

Create space between the stressor and your response. Interrupting your natural response to stressful situations, even by delaying an instinctive reaction by just a few seconds, can be the difference between staying calm and saying something you'll regret. Here's how to do it:

- **Buy time with a diplomatic default response.** Think of a neutral word or phrase, like "Okay," "Interesting," or "Let me think about that," that you can use reflexively in a conversation when you might otherwise be tempted to lose your cool. Then, over the next two weeks, practice defaulting to that response in different situations where you don't know what to say, or feel tension, to give yourself additional time to formulate a composed reaction.
- **Envision how a loss of composure will play out.** In that extra moment between the trigger and your response—or when revisiting conversations after the fact—imagine what acting out the way you're tempted to would actually look like. Consider how this action would line up with your overall goal for the situation. Would reacting help or hurt your cause?

ADVANCED STEP

Maintain control by relabeling your emotions. The language we use to describe our emotions has a real impact on how we experience them, so choosing different words to refer to them by has the power to reduce the intensity of our emotional responses.

Write down five negative emotions you feel on a regular basis. Relabel each one using less intense or more positive alternatives. For example, *angry* might become *passionate*, or *flustered* might become *excited.* Keep this list nearby or set reminders for yourself to review the labels every day. Identify the relabeled emotions as you feel them, and pay attention to the impact of the name changes on the intensity of your feelings.

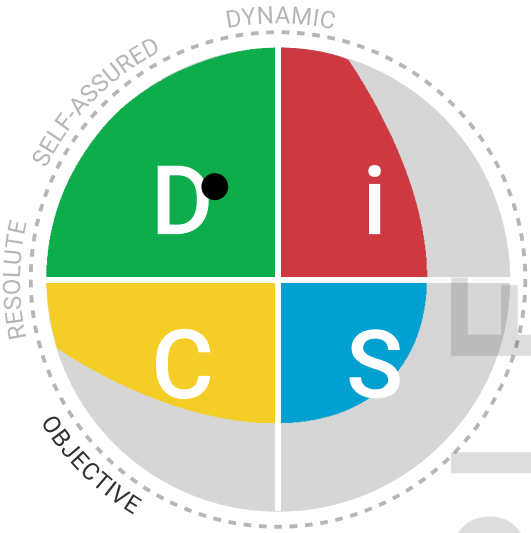
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Objective Mindset

Separating facts from emotions and keeping the discussion focused on logic

GETTING INTO THE MINDSET



You tend to make quick, bold choices and trust your instincts, so it may sometimes be difficult to recognize when your bias or strong emotions are coloring your judgment. When your gut is telling you something, your inclination may be to trust it, particularly if you have confidence in where it's taken you in the past. This may lead you to disregard or undervalue facts that don't support your viewpoint. It may also be hard to resist your instincts when your authority or ideas are being challenged. Your tendency to be competitive may kick in, driving you to seek control. And if you come to see the issue as a matter of winning against your "opponent," it may be harder to stay focused on the facts.

Staying objective may require you to fight thoughts like:

- I'm being untrue to myself if I don't follow my gut.
- I alone have a complete picture of what needs to happen here.
- If I'm feeling something, it has to be true.
- The way I see this situation right now is the only way to see it.

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 can typically identify biased arguments when I encounter them.
- I usually know when it's important to set my personal feelings aside.

Intermediate

- I don't typically reject people's ideas until I've heard all the facts.
- I regularly put effort into overcoming my biases.

Advanced

- I solicit other perspectives when my own judgement may be flawed.
- I invite critical feedback from others.

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Take Action to Be Objective

BEGINNER STEP

Expand your awareness of the impact of bias in decision-making and communication. It's important to understand the kinds of subjectivity and bias people often bring to their thinking, and to consider what effects they might have. Think of a recent meeting or conversation you had in your workplace on a particular topic, and answer the questions below about one participant other than yourself.

- What side or perspective was the person presenting?
- What assumptions did they make about the topic?
- Which words or phrases were used to present their viewpoint in a positive or negative light?
- Did they acknowledge alternative viewpoints? If so, were these given sufficient space and fair consideration?

INTERMEDIATE STEP

Address your own biases. As someone with the D style, you probably pride yourself on your ability to act decisively and trust your instincts. So it may be difficult to set aside your own perspective and consider other opinions with absolute neutrality, especially if your gut is telling you that you already know the answer. To work on considering ideas objectively, keep the following checklist handy. If you find yourself rejecting someone else's viewpoint, run through these questions before shutting down the conversation.

- Is my reaction being impacted by the person's delivery or tone rather than what they're actually saying?
- Do I have feelings or opinions about this person from outside of this context that are affecting my viewpoint?
- Is something about their opinion or recommendation threatening to me?

ADVANCED STEP

Invite others to critique your thinking. The next time you need to make a decision or choose a course of action, ask for input from two different people, preferably two who are quite different from each other and from you. Explain your current position and why you chose it, and ask whether they agree with your reasoning. Remember to keep your tone and language neutral to avoid discouraging them from being honest.

Once you've had a few chances to practice this strategy, change things up and start by presenting the situation and asking for their recommendations *before* you share your own inclinations. This will highlight different problem-solving approaches that you might not have previously considered.

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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?

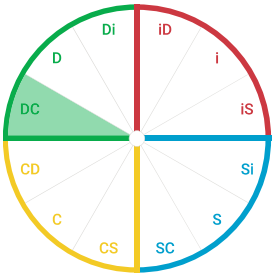
Write down some changes you hope to see as you work on adopting your chosen mindset. What are some signs you will look for to know you're on the right track?

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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

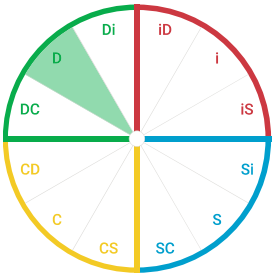
Would increase effectiveness through: Warmth, tactful communication

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. This may be easy for you to relate to since you aren't afraid to challenge opinions and ask questions.

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 also tend to be driven, so you can probably relate to their desire 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. You may have trouble relating to their 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

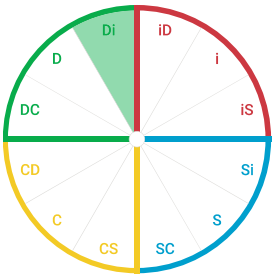
Would increase effectiveness through: Patience, empathy

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. Most likely, you can relate well to their goal-oriented nature and may even compete with them at times.

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. Since you share their bold style, you can probably relate well to their desire to keep moving.

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 probably share these qualities, you may find that the two of you get locked into stubborn arguments at times.

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. Because you are also results-oriented, you may respect their drive to succeed.

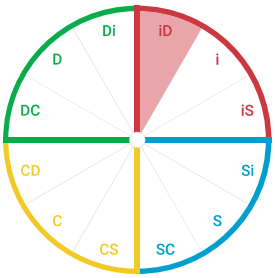
Finally, those with the Di style tend to be energetic and enthusiastic, so they may come across as charming and fun. They probably use their excitement to inspire others and to create a lively environment. You may have trouble relating to their high-spirited approach.

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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

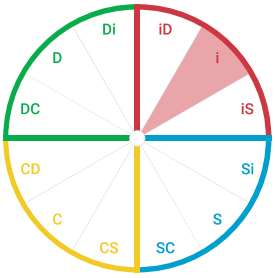
Would increase effectiveness through: Focusing on the details, patience, listening to others

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. You also want results, so you can probably relate to their ambition.

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

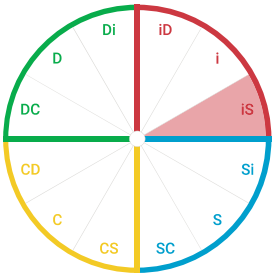
Would increase effectiveness through: Being more objective, following through on tasks

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 probably focus more on achieving success and getting concrete results, you may not relate well to their desire to create a lively atmosphere.

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. Since you also tend to move swiftly and decisively, you may relate well to their spontaneous approach.

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. Since you tend to be more interested in individual accomplishments, you may not relate to their need to promote teamwork.

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.

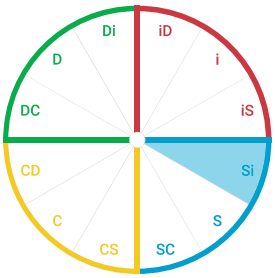
In addition, they tend to be enthusiastic, and they're likely to bring a positive attitude to their work and relationships. They're light-hearted and encouraging, and they often like to spread their optimistic spirit to others. You tend to be less expressive than they are, and you may have trouble relating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

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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

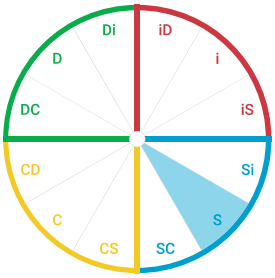
Would increase effectiveness through: Saying "no" if necessary, addressing issues

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. You may have trouble relating to their accepting approach, which may sometimes seem counterproductive to you.

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

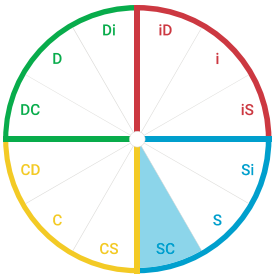
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

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. Because you tend to strive for quick results, you may find it difficult to relate to their laidback approach, which may get in the way of immediate progress at times.

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. Although you share their desire for dependability, you may think they are too hesitant to accept change.

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. Because you tend to focus more on individual accomplishments, you may find their desire for friendly teamwork to be unnecessary or counterproductive.

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.

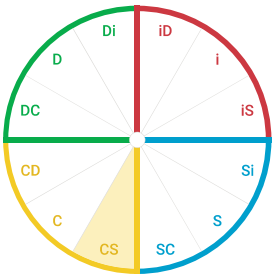
In addition, they're supportive, so they tend to be accommodating and willing to forfeit their own needs and preferences when necessary. They're usually patient and diplomatic, and they aren't likely to become overly emotional when pushed. You may have trouble relating to their patient, obliging approach.

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 may have trouble relating to their methodical approach and tendency to double-check their 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

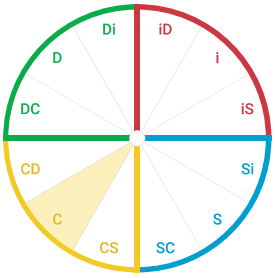
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

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. You may find it hard to relate to their insistence on careful analysis.

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. You might find it difficult to relate to their accommodating approach.

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

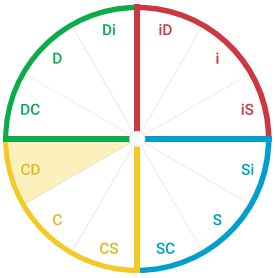
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

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 can probably relate to their detached approach, you may find their systematic nature to be too tedious to get the quick results you seek.

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. You also like to ensure dependable results, but you may become frustrated if they seem overly cautious.

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. While you usually share their tendency to ask questions, you may find their skepticism frustrating when it stands in the way of quick forward progress.

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 share their tendency to question new ideas, so you may find it easy to relate to their challenging 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. To you, their approach may seem overly analytical and perfectionistic.

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. Since you tend to share their interest in efficient results, you likely appreciate their determination to succeed.

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