

Your DiSC[®] Profile

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Catalyst.

In Your Report



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Your DiSC® Style

INTRODUCTION

Keena, 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.



Fundamentals

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.

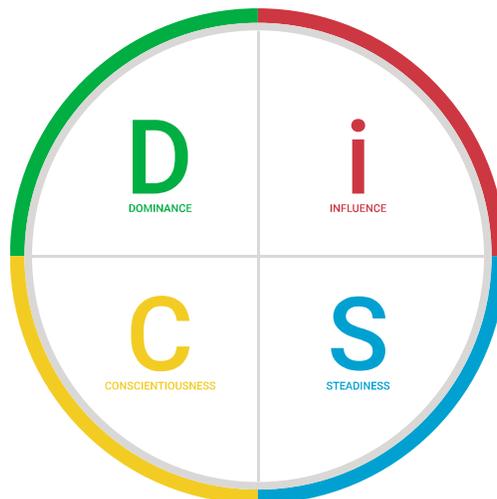
OVERVIEW OF THE DiSC® MODEL

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



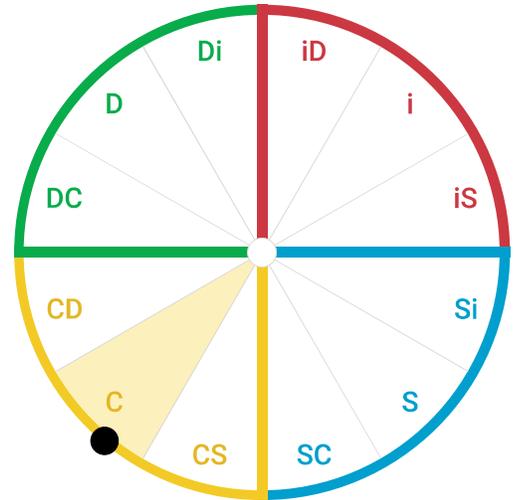
Your DiSC® Overview

YOUR DOT

This report is personalized to you, Keena, 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 C region, you have a C 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: C

People with the C style tend to be analytical, reserved, and focused on accuracy and quality.

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 near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the C 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.



Your C Style

YOUR DOT TELLS A STORY

Because you have a C style, Keena, you probably take a logical, objective approach to your work to ensure accuracy. You tend to be quite systematic, and you may enjoy creating standards that help bring about efficient, high-quality outcomes. Because you like to maintain a sense of control and stability, you may become annoyed when people don't adhere to accepted rules and guidelines.

People with the C style tend to be quite cautious. Because you want to avoid mistakes, you usually take time to think things through before making choices. Consequently, it may be stressful for you to make a decision when the outcome is unpredictable or you don't have enough information. You may overanalyze a situation in hopes of gaining an unrealistic level of certainty.

Compared to most people, you may be particularly hard on yourself for being wrong. And although this may push you to be your best, it may also keep you from taking chances that could prove beneficial. Likewise, because you tend to place so much value on your knowledge, you may waste time beating yourself up when you make a mistake.

You may have a strong questioning side as well. Because you place a high value on reasoning and analysis, you're unlikely to accept new ideas or plans at face value. As a result, you may question ideas even after other people feel ready to move ahead, and they may see you as a roadblock to progress.

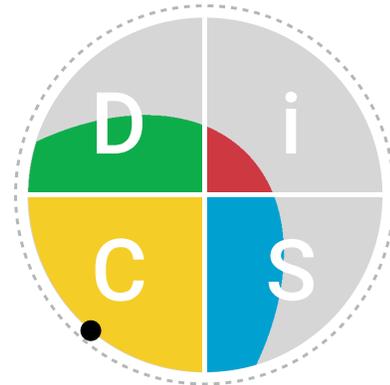
Even if you like having other people around, you probably prefer to work alone. This allows you to get absorbed in projects and do in-depth problem solving. You prize independence, preferring to figure things out for yourself rather than ask for help. This doesn't mean that you don't enjoy contributing to a team. In fact, you may appreciate the chance to give advice and share your expertise.

You're probably pretty private with personal information, unless you know someone really well. You may also be uncomfortable mingling with strangers at social events and find it difficult to enter casual situations where the rules are unclear. You tend to be particularly uncomfortable around people who show a lot of emotion. You may even feel embarrassed for people who express what seems like too much anger, sadness, or affection. You probably show a lot of self-control and hope others will as well. On the rare occasions that coworkers see your emotions, you may feel a sense of vulnerability.

Despite your mostly mild appearance, you may get annoyed when you think logic and facts are being ignored. Given the choice between starting a fight or giving in, you may appear, at least on the surface, to give in. However, you may find more subtle ways to show your anger or get your way. For instance, you may withhold information or slow down progress by digging in your heels.

Although you pride yourself on the quality of your work, you may shy away from public recognition. And assuming that others share this preference, it may not occur to you that your coworkers may want more open praise or compliments from you.

Keena, like others with the C style, your most valuable contributions to the workplace may include your insistence on precision, your quiet diligence, and your ability to find practical solutions to complex problems. In fact, these are probably some of the qualities that others admire most about you.

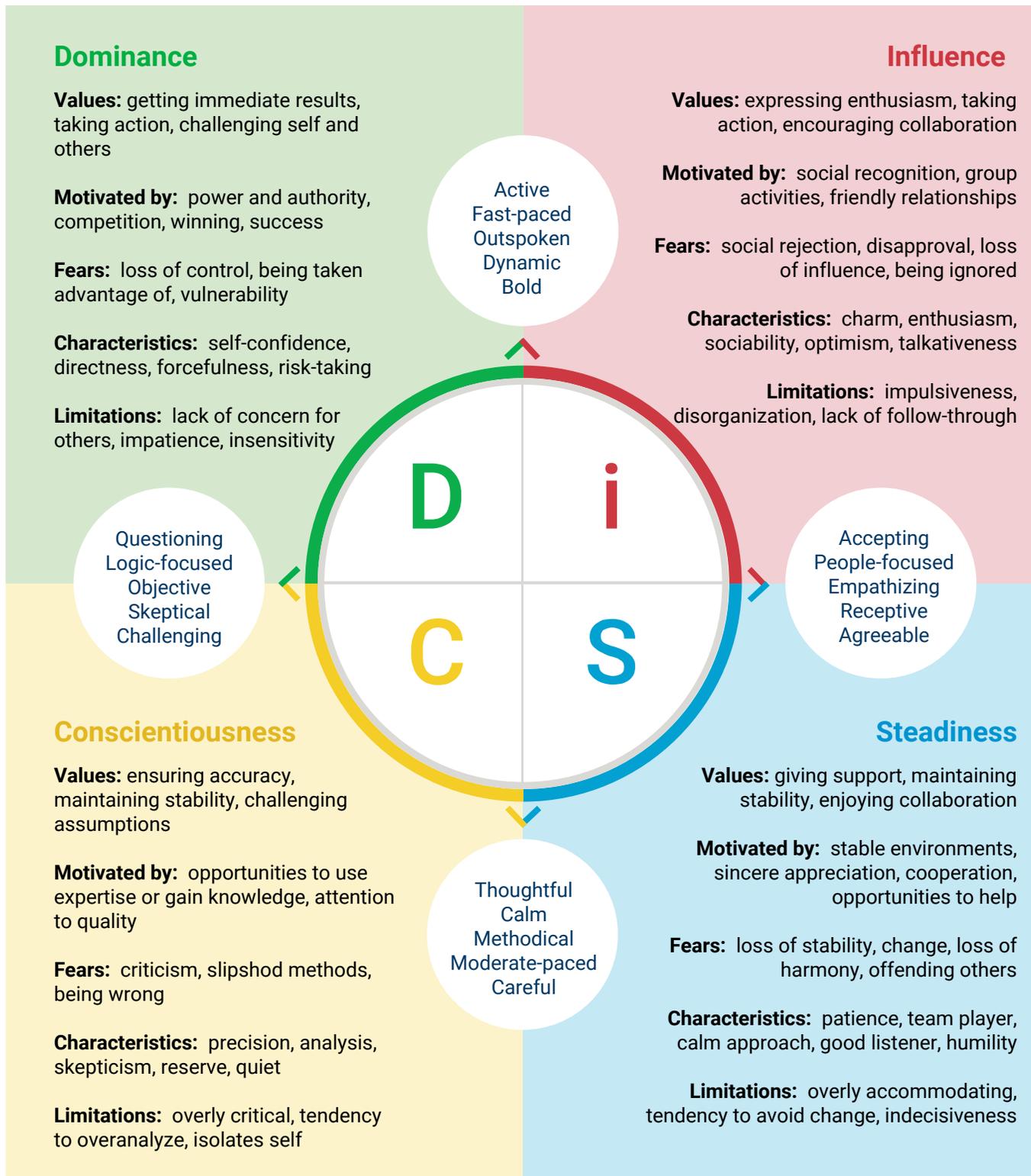


Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.



Overview of DiSC®

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





What Drives You

INTRODUCTION

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

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

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

YOU WILL LEARN

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

Workplace

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

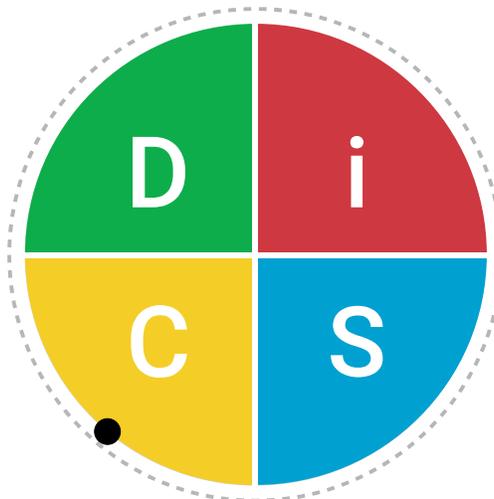
Cares about:

- 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

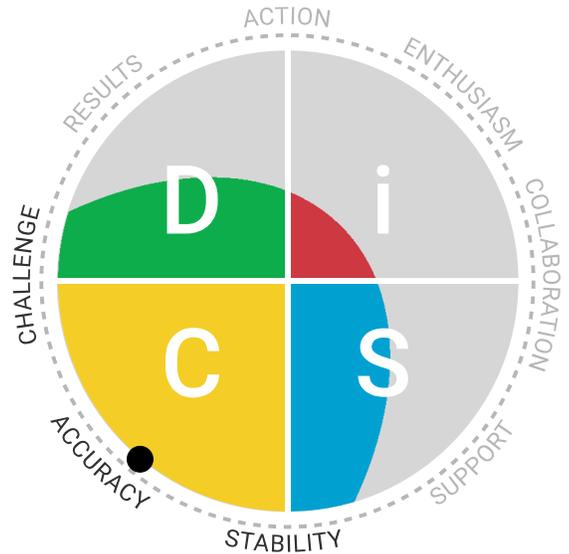


Your DiSC[®] Style at Work

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 C style have shading that touches Accuracy, Stability, and Challenge. Your shading is characteristic of the C style.



Ensuring Accuracy

Keena, you're willing to do what it takes to get things right, and you refuse to settle for sloppy, subpar work. Therefore, you analyze things carefully and make logical decisions based on objective facts. You tend to be quite precise, and you probably devote ample attention to developing superior systems and methods. Overall, you focus on accuracy to ensure high-quality outcomes.

Maintaining Stability

People with the C style tend to be self-controlled and cautious. You prefer a predictable setting where chaos and uncertainty don't threaten the quality of your work. As a result, you dislike being pressured, and you're usually skeptical of risky ideas and quick decisions. You prefer a systematic environment, and you focus on maintaining stability to produce consistent results.

Offering Challenge

Like others with the C style, you tend to be logical and methodical. You often do in-depth analysis, and you're willing to point out problems and flaws. Furthermore, you're often skeptical of new ideas, and you'll question people's opinions if you're unconvinced. You're willing to challenge people to look at things more carefully in the interest of getting things right.



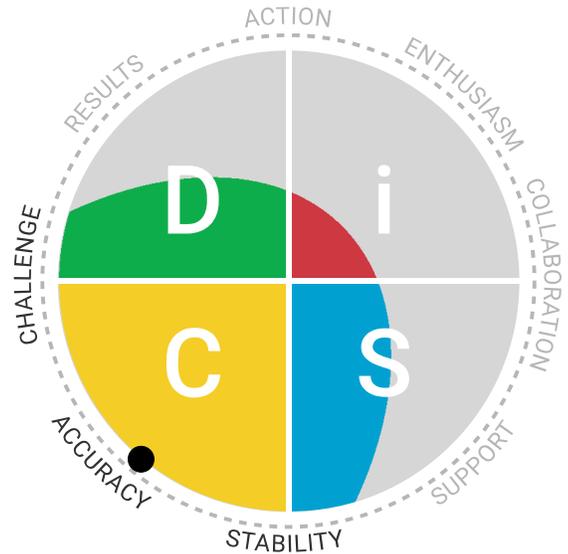
Motivators & Stressors

WHAT MOTIVATES YOU?

Different people find different aspects of their work motivating. Like other people with the C style, you probably prefer to work in a stable setting where your logic is recognized and high standards are rewarded. Most likely, you appreciate having the independence to get absorbed in analytical problem solving.

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

- Creating efficient systems or procedures
- Catching errors or flaws in design
- Setting high standards
- Solving problems through logic
- Ensuring quality
- Providing in-depth analysis
- Emphasizing accuracy and precision
- Working independently
- Being an expert



WHAT IS STRESSFUL FOR YOU?

Then there are those aspects of your work that are stressful for you. Because you tend to focus on tasks and logic, you may find it draining when your job requires a lot of forced social interaction. In addition, you tend to set high standards for yourself, so it may be stressful for you when you feel you don't have the expertise to do a good job or when others seem to be questioning the quality of your work.

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

- Having little private time
- Making decisions without time for analysis
- Being wrong or unprepared
- Dealing with a chaotic environment
- Being forced to mingle with strangers
- Being forceful or insistent
- Working under time pressure
- Dealing with conflict
- Being around emotional or erratic people



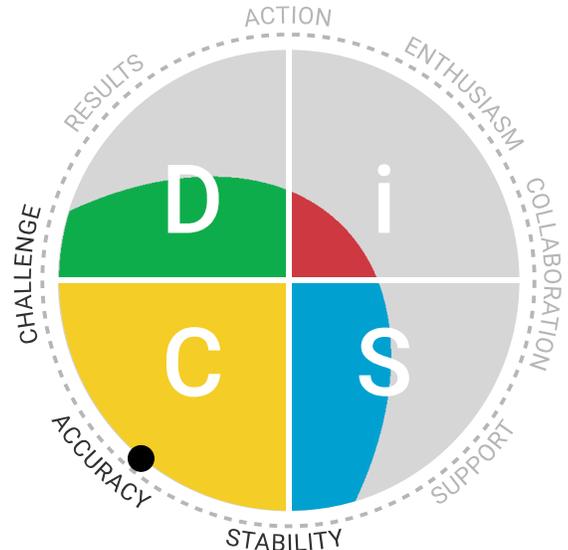
Strategies for Effectiveness

Keena, 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 RECOGNIZE THE VALUE OF NETWORKING

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

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



2 INCREASE YOUR SENSE OF URGENCY

Most likely, you prefer a calm, steady pace that allows you to ensure dependable follow-through. However, you probably work with other people who want to move quickly and boldly. Be careful that your preference for measured progress doesn't dampen the urgency and passion that can help drive the group to great accomplishments.

- Consider practical shortcuts rather than relying strictly on routines and tested methods.
- Ask yourself whether you could take more initiative to get things moving rather than waiting for problems to arise before you act.

3 SHOW MORE WILLINGNESS TO WORK AS PART OF A TEAM

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

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



You and Other Styles

INTRODUCTION

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

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

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

YOU WILL LEARN

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



Workplace

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 C style have shading that touches Accuracy, Stability, and Challenge. Your shading is characteristic of the C style.

Dominance

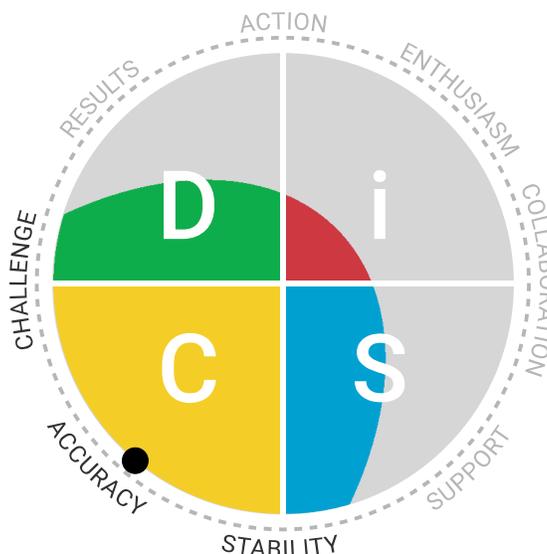
You will notice:

- 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



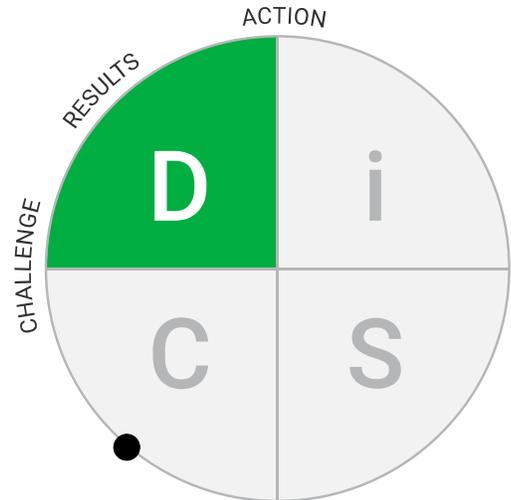
The D Style & You

HOW MIGHT YOU REACT TO THE D STYLE?

Imagine that you regularly interact with someone with a D style. She's well-respected by the organization as a go-getter who delivers on her promises, but you may find her forceful approach to be overly aggressive. Also, because you prefer a calm, orderly environment, you may not appreciate when she pushes insistently for results.

To you, this colleague seems to thrive on rapid progress, often driving toward bold and radical change. Because you prefer a more careful and consistent work environment, this focus on action probably makes you somewhat nervous. In addition, you value accuracy and want things to be done systematically, so you may wonder why she always seems to rush to get things done, often with little regard for the details.

Furthermore, since you tend to share her questioning nature and her desire to challenge ideas, you probably appreciate the healthy sense of skepticism she brings to a situation. However, because you're more interested in accuracy and she's more focused on the bottom line, the two of you probably tend to pursue your goals independently, and you may butt heads when you're engaged in collaborative efforts.



To you, people with the D style may seem:

- Forceful
- Intense
- Demanding
- Impulsive

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. Though you're probably not as competitive as they are, you can probably relate to their desire to excel.

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 probably prefer to slow down and analyze situations, you may not relate to their bold style.

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. While you also tend to ask a lot of questions, you may find their forceful approach to be a bit overpowering at times.



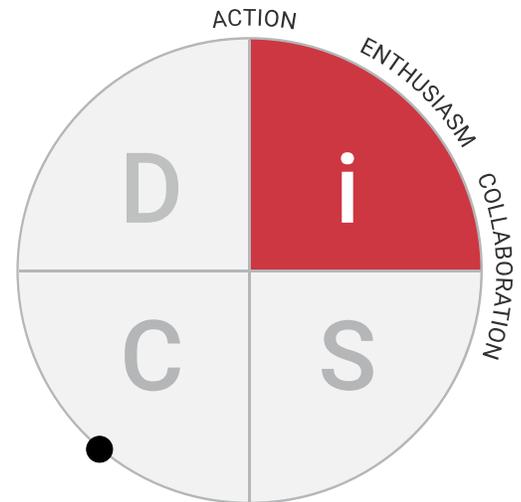
The i Style & You

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 relate to his outward enthusiasm, and he may often seem overly optimistic to someone with your reserved nature.

You may notice that he seems to be drawn to fast action and enjoys initiating rapid change. Because you're more concerned with accuracy, his constantly on-the-go approach may seem haphazard to you. And since you prefer to work in a more structured, systematic environment, you may find his spontaneity and flexibility to be exhausting.

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 like to work independently to ensure accuracy, you may not appreciate his push to collaborate.



To you, people with the i style may seem:

- Talkative
- Emotional
- Scattered
- Naïve

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 tend to respond to logic more than emotions, you may have trouble relating to their high-spirited style.

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 value careful analysis, their spontaneity and tendency to choose adventurous ideas may strike you as reckless.

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 prefer working alone, you may find that their emphasis on teamwork sometimes puts you in uncomfortable situations.



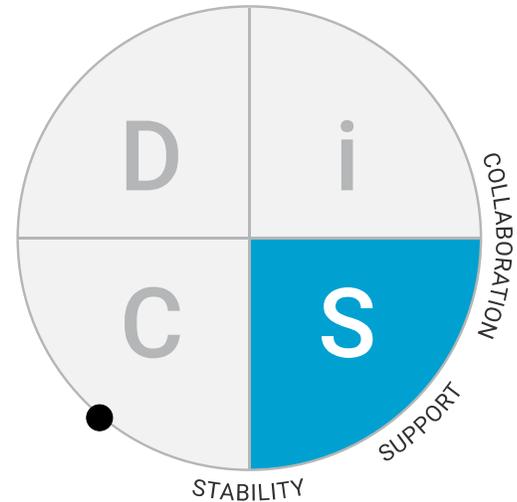
The S Style & You

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 even-tempered and accommodating, and you're never afraid to ask him to pitch in because he's always patient and happy to help. However, because you tend to be skeptical of new ideas, you might have trouble understanding his tendency to support others without question.

Around the office he's often referred to as a "rock," and because you both tend to prefer caution and stability, you probably appreciate that he doesn't spring any wild ideas on you at the last minute. He is well-liked by everyone, and like you, he can always be counted on to perform his job consistently.

Since you both like to keep a low profile, you probably share his discomfort with public recognition. However, while you aren't afraid to question assumptions, he seems to be more concerned with trying to please everyone. As a result, you may wish he'd spend more time on analysis and less time worrying about others' feelings.



To you, people with the S style may seem:

- Uncritical
- Compliant
- Flexible
- Diplomatic

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 focus on logic more than people's feelings, you may not understand their emphasis on meeting others' needs.

Stability

In addition, they prioritize **Stability**, so they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they're probably methodical and avoid rapid change whenever possible. Because you tend to analyze the risks before making decisions, you probably appreciate their caution and follow-through.

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're probably more comfortable working alone, you may find it hard to relate to their preference to emphasize group efforts.



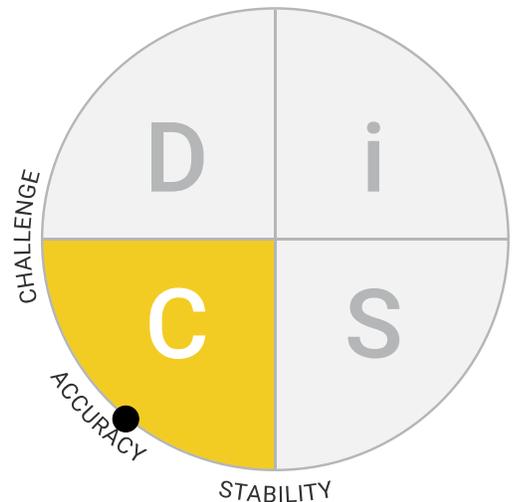
The C Style & You

HOW MIGHT YOU REACT TO THE C STYLE?

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

Like you, this colleague wants a stable environment where she can do her best work. She seems methodical and dependable, and since she shares your sense of caution, you probably appreciate that she takes the time to evaluate big decisions. Also, because she likes to analyze risks, she's unlikely to push for the bold ideas or drastic changes that you prefer to avoid.

Furthermore, you share her tendency to challenge ideas. Neither of you will hesitate to point out an error or question what you think is a flaw. However, if the two of you have conflicting viewpoints, you may think she comes across as stubborn and unyielding. Still, you're likely to appreciate her tendency to follow through on commitments.



To you, people with the C style may seem:

- Logical
- Systematic
- Reliable
- Analytical

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. Since you tend to share their detached, logical approach, you may relate to their emphasis on creating sound solutions.

Stability

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

Challenge

Furthermore, people with the C style also prioritize **Challenge**. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you share their tendency to question ideas, you may find it easy to relate to their skeptical approach.



Build Better Relationships

INTRODUCTION

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

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

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

YOU WILL LEARN

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



Workplace

DiSC® MODEL AND WORKPLACE PRIORITIES

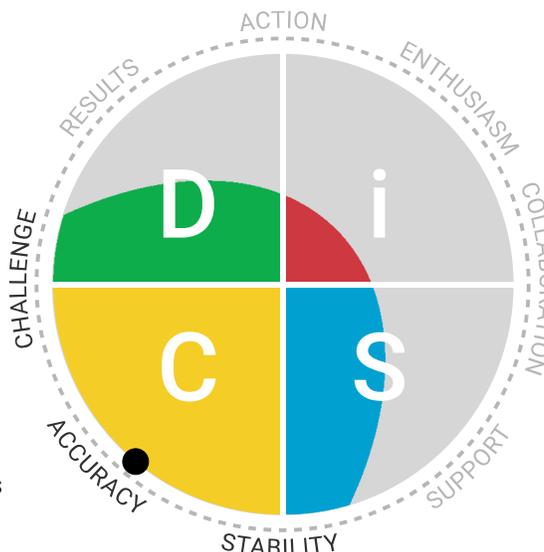
The priorities around the circle show where the different styles focus their energy at work. Your dot and surrounding comfort zone (shading) are also shown. Typically, people with the C style have shading that touches Accuracy, Stability, and Challenge. Your shading is characteristic of the C style.

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



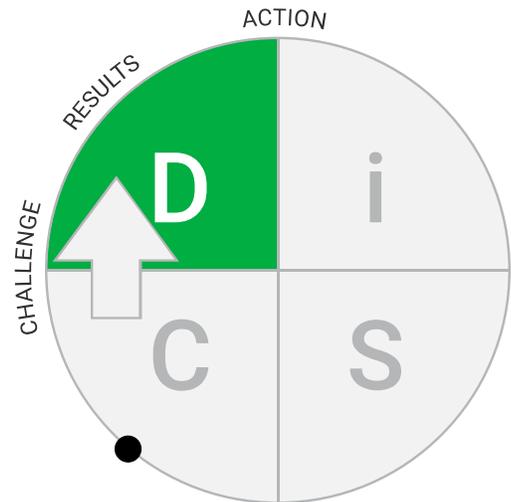
Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:

Keena, people with the D style like to get right to the point, and this might affect the way you relate to one another. They want things to happen quickly, so they don't want to spend time dwelling on specifics. You're more likely to be careful and systematic, taking the time to point out logical objections. As a result, you may find their blunt, forceful approach to be pushy or reckless, while they may see your persistent questions as a barrier to forward progress.

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

- Talk to them about the big picture and the bottom line, rather than getting caught up in the details.
- Show them that you can move more quickly when necessary.
- Voice your concerns, but avoid pointing out why every idea won't work.



WHEN PROBLEMS NEED TO BE SOLVED:

Compared to people with the D style, you're much more likely to take a cautious, analytical approach to problem solving. Because they tend to make quick, firm decisions and are willing to gamble on bold ideas that may seem too risky to you, they may grow impatient with your systematic consideration of all the potential problems. In turn, you may see their focus on immediate answers as rash or shortsighted.

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

- Make them aware of potential issues, but avoid getting bogged down in analysis.
- Consider their ideas that might initially seem too bold or daring.
- Offer your own ideas rather than simply telling them what's wrong with their solutions.

WHEN THINGS GET TENSE:

Because you share your "D" coworkers' tendency to challenge ideas, you may be as willing as they are to confront problems. However, they may become frank and even argumentative in conflict, and because you dislike intense emotions, you may try to avoid them when things get heated. Since you prefer time to consider problems logically, it may make you uncomfortable when they push for quick resolution. As a result, you may withdraw, and while they may believe that the situation is resolved, your resentment may build.

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

- Be aware that hiding your true feelings might cause the conflict to drag on or escalate.
- Communicate your points directly and objectively.
- Address concerns in a straightforward manner and avoid shutting down.



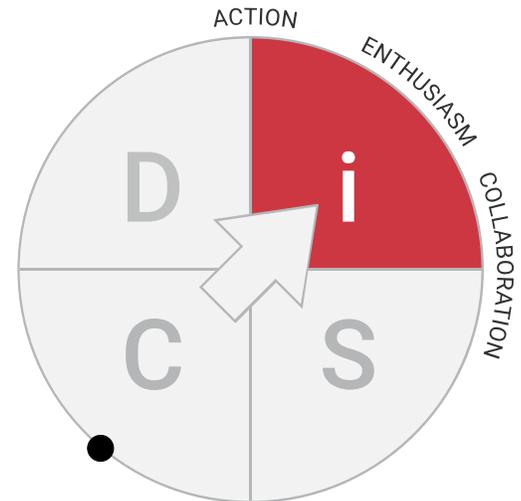
Connecting with i

WHEN YOU NEED TO BE MORE EFFECTIVE:

Because people with the i style often thrive in high-energy settings where they can work collaboratively, Keena, they're probably quite a bit more expressive and outgoing than you tend to be. While you may emphasize logic and careful decision making, they prioritize enthusiasm and thrive on spontaneity. As a result, they may see the reserved, skeptical approach that is typical of the C style to be cold or closed off.

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

- Recognize the value of their energy and spontaneity.
- Focus on the positive and avoid appearing aloof.
- Join their collaborative efforts to show that you don't discount the benefits of teamwork.



WHEN PROBLEMS NEED TO BE SOLVED:

People with the i style rely heavily on intuition, and they like to dive in and act quickly when confronting a problem. For this reason, your tendency to analyze each option logically may strike them as tedious and a hindrance to progress. In turn, you may believe that their spontaneous approach leads to shoddy solutions or unforeseen consequences.

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

- Be open to their more creative solutions, but help them see the potential consequences.
- Tap into their energy when the situation requires a quick resolution.
- Refrain from overanalyzing ideas, or they may see you as perfectionistic or inflexible.

WHEN THINGS GET TENSE:

Because people with the i style want to maintain friendly relationships, they may share your tendency to avoid conflict, at least initially. However, they're so focused on being heard that when situations become heated, they may insist on expressing their emotions, even if it means lashing out. In contrast, you dislike emotionally-charged situations and tend to withdraw or try to overpower people with logic when confronted. As a result, they may see you as uninterested in their side of the story.

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

- Address conflict directly rather than withdrawing from emotionally-charged situations.
- Suggest logical ways to resolve the conflict, but avoid coming across as overly detached.
- Reassure them that a disagreement now doesn't mean a poor relationship down the road.



Connecting with S

WHEN YOU NEED TO BE MORE EFFECTIVE:

People with the S style value cooperation and friendly interaction, Keena, and this might affect the way you relate to one another. You're probably much less interested in collaborating than they are, and they may have a difficult time understanding your more objective, reserved manner. Furthermore, they enjoy warm relationships and want everyone to feel included, so they may mistake your somewhat silent, detached approach for disapproval or dislike.

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

- Gain their trust by showing interest in their ideas and opinions.
- Remember that you may have to ask a few times before they'll tell you what's really bothering them.
- Avoid appearing too aloof, since they may take it personally.

WHEN PROBLEMS NEED TO BE SOLVED:

Since you like to think decisions through carefully and systematically, you probably share the tendency of people with the S style to hesitate before taking a stand. This is probably especially true when you're facing rapid, unpredictable change, and your inclination to overanalyze options may further contribute to situations going unresolved. In addition, both of you may refuse to consider untested ideas in your decision-making process, and this could prevent growth and innovation.

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

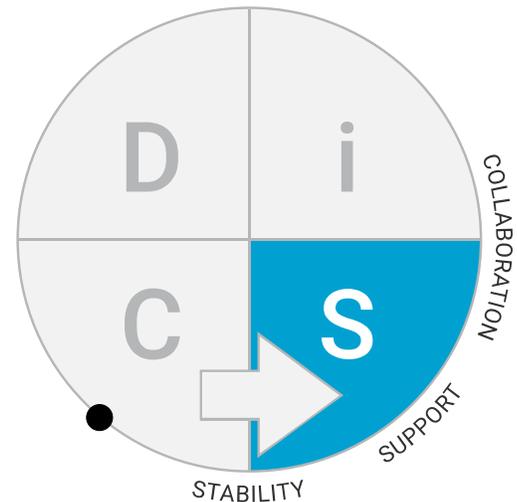
- Establish a deadline for coming to a solution, and find ways to make minor decisions more quickly together.
- Consider risks and feasibility, but remember that more adventurous ideas sometimes lead to better results.
- Contribute your objective viewpoint, but try not to dwell on everything that could go wrong.

WHEN THINGS GET TENSE:

Because people with the S style want to support others, they avoid rocking the boat and upsetting the people around them. You dislike emotional outbursts, so the two of you may sweep conflict and tension under the rug. While this probably minimizes the chances of open hostility, it can also allow bad feelings to build. At the same time, your more detached response to conflict may strike them as cold or impersonal.

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

- Address problems directly and objectively, but avoid an overly logical or withdrawn approach.
- Show openness to their opinions and feelings.
- Avoid dismissing the conflict unless you're sure that it's resolved.





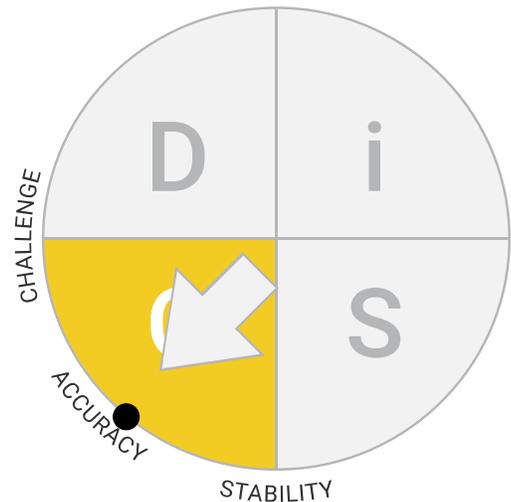
Connecting with C

WHEN YOU NEED TO BE MORE EFFECTIVE:

Keena, people who share your C style would often rather focus on facts than feelings, and this might affect the way you relate to one another. They probably appreciate that you also tend to stay on task and leave personal matters out of the discussion. Furthermore, because you both focus on logic more than relationships and neither of you is likely to push for more openness, communication between you will probably be more restricted and polite.

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

- Focus on your shared need for objectivity, but try not to relate everything to tasks and logic.
- Allow time to get to know each other better to avoid misunderstandings.
- Respect your shared preference to work independently, but remain open to collaborative projects.



WHEN PROBLEMS NEED TO BE SOLVED:

When it comes to solving problems, you and those who share your C style tend to thoroughly consider all the consequences before making a decision. And, because you're both prone to overanalyzing things, you may spend a lot of time second-guessing plans. Furthermore, the two of you tend to be fairly determined that your way is the right way, so you may struggle to remain open to different approaches and ideas in the problem-solving process.

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

- Set a timeline for finding a solution to avoid getting bogged down in analysis.
- Focus on finding a mutually acceptable solution rather than getting into logic battles when you disagree on the correct approach.
- Avoid working so independently that you fail to communicate.

WHEN THINGS GET TENSE:

Because people who share your 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. Like you, they tend to withdraw from emotionally-charged situations. And, because you share their objective approach, the two of you may engage in logic wars. As a result, disagreements between you may fail to be resolved in a timely way.

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

- Focus on resolving the conflict respectfully and thoroughly rather than on proving you're right.
- Refrain from getting caught up in arguments over whose position is more logical.
- Avoid pulling back from the argument before it's clearly resolved since they're also likely to withdraw.



Your EQ Strengths

INTRODUCTION

Keena, you're probably pretty good at separating facts from emotions and standing behind your reasoning. Did you know these are both forms of emotional intelligence (EQ)?

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

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

YOU WILL LEARN

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



Agile EQ

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

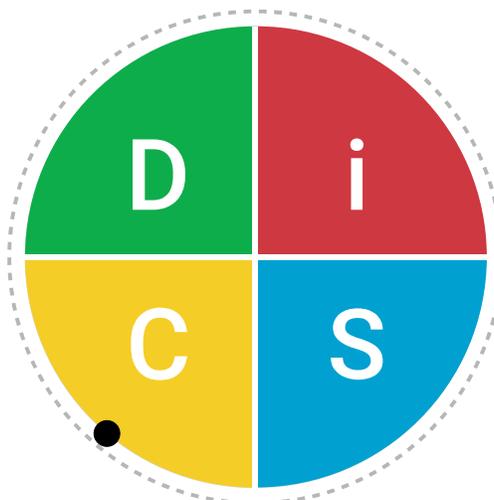
The information below shows your dot location and style as well as the strengths common to the different DiSC® styles.

D-style strengths

Being self-assured, resolute, and dynamic

C-style strengths

Being objective, composed, and resolute



i-style strengths

Being outgoing, dynamic, and empathetic

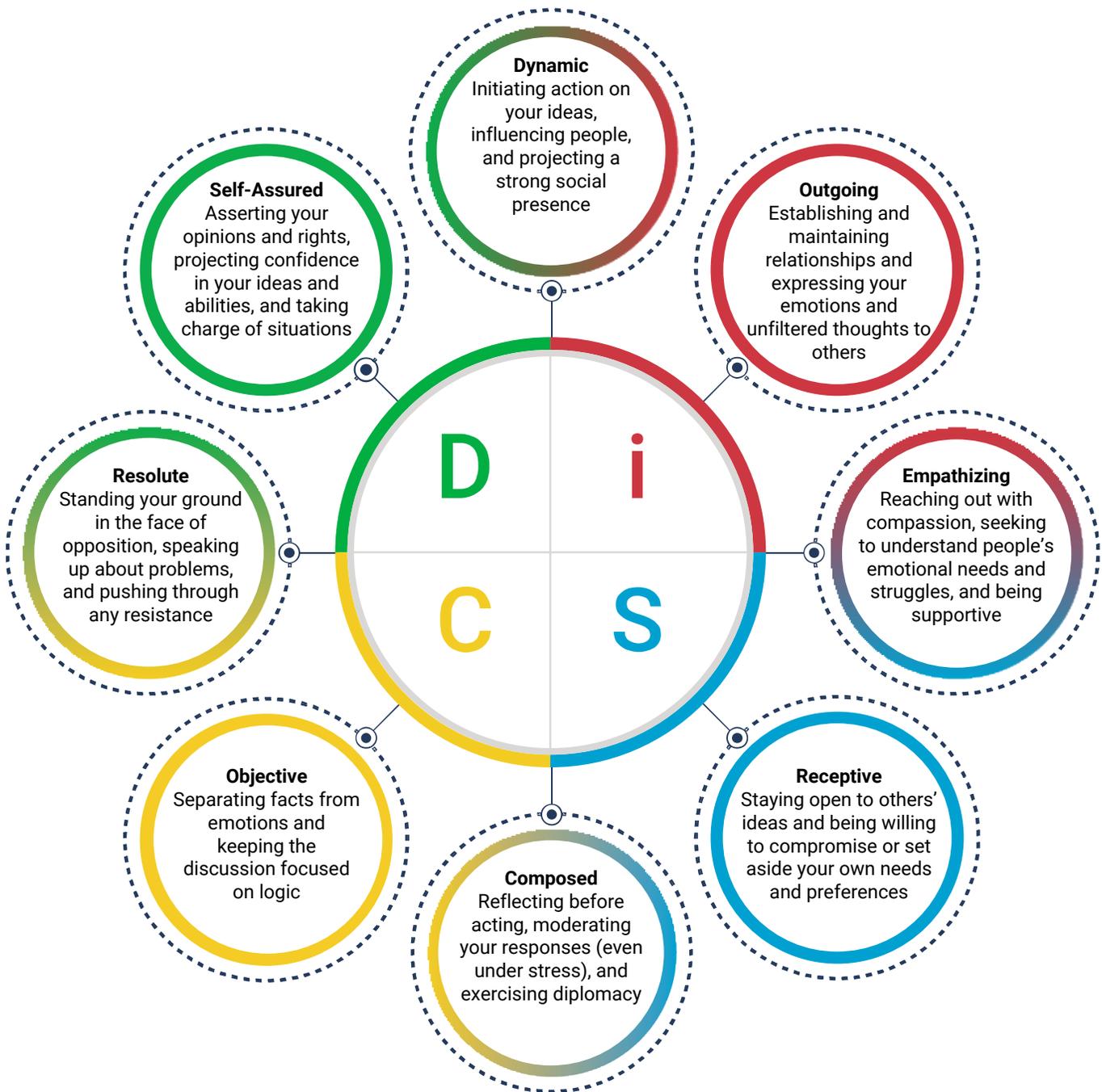
S-style strengths

Being receptive, empathetic, and composed



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.





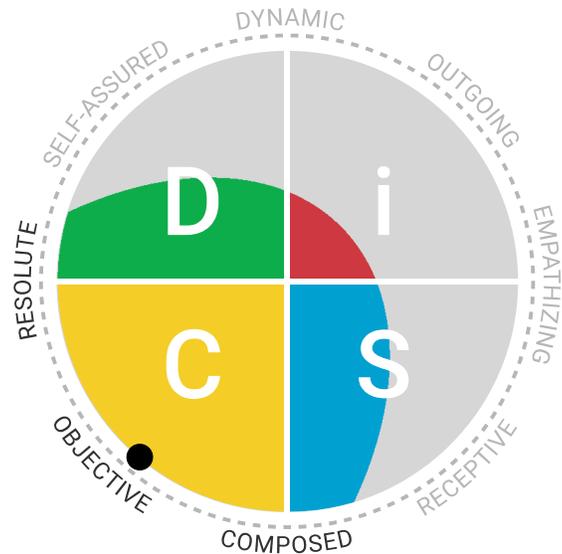
Your EQ Mindsets

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 C style, Keena, you likely gravitate toward the Objective, Resolute, and Composed 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.



OBJECTIVE MINDSET

You probably place a high value on being objective: letting logic, rather than feelings, guide your interactions and decisions. So you may have a knack for stepping back from your emotions and those of others and analyzing a situation to understand the essential facts. This may in part be driven by a need for stability in your world: objectivity helps you avoid the turmoil that strong emotions can introduce. And breaking a situation down to its component facts makes it knowable, and lets you take comfort and satisfaction in thoroughly understanding it. Your tendency to be objective may be fed by a strong need for precision as well. Logic helps you get things right, meet the exacting standards you set for yourself, and avoid mistakes. And it helps you address another compelling need: the need to avoid being blamed for something gone wrong.

This mindset's benefits include being able to

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

If you get stuck in this mindset, you might

- discount the relevance of emotions to a given issue
- fail to recognize when someone's emotional needs take precedence over the facts of the situation
- be tempted to overwhelm people with facts and logic when they don't see things your way



Your EQ Mindsets (continued)

RESOLUTE MINDSET

Because precision is so important to you, you may often be willing to take a stand when your high standards are threatened. This need to get things right may be so strong that you'll push through any interpersonal discomfort involved in showing resolve—particularly if you're pushing back against something that violates the logic you prize. You may also be driven by a need for control over the factors that influence your fate: you rely on your own judgment, and you're not about to back down if it means lowering your standards. So you may be willing to stand firm in the face of opposition, point out problems, and challenge flawed reasoning.

This mindset's benefits include being able to

- maintain confidence in your views, even when others are casting doubt on them
- confront issues that threaten your standards or goals, even at the cost of some interpersonal discomfort
- draw your coworkers' attention to problems that might otherwise go overlooked

If you get stuck in this mindset, you might

- refuse to back down out of a desire to be "right"
- fail to recognize when other people's approaches or logic may be just as valid as your own
- overlook facts, logic, or opinions that contradict your own



COMPOSED MINDSET

You probably have a talent for keeping your cool where others might lose their heads. Given your strong need for both precision and stability, you likely reflect carefully before you speak or act. This helps you ensure accuracy in what you say, avoid making mistakes, and promote calm around you. It also lets you maintain control—if not over the situation, then at least over yourself. Keeping your emotions in check helps you maintain your dignity. And filtering your words ensures you avoid saying anything that could expose you to ridicule or invite criticism.

This mindset's benefits include being able to

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

If you get stuck in this mindset, you might

- filter your words when a more impromptu or less self-conscious response would serve you better
- fail to convey how strongly you feel about an issue
- become so focused on refining your ideas that you miss out on opportunities to have your say



Style

My EQ Snapshot

MY EQ STRENGTHS



I'm composed

I stay calm under pressure
I reflect before I speak



I'm objective

I separate emotions from facts
I ask the right questions



I'm resolute

I say what I think is right
I think for myself



MY NEEDS POWER MY EQ

I need...

to get things right

to avoid blame

autonomy

to be an expert

MY EFFECT ON OTHERS

Other people...

- depend on my accuracy
- know I'll think things through
- value my analyses
- may worry I don't like them
- may find me hard to read





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 controlling your responses even when things get tense.

But some situations call for responses that may be more challenging for you—maybe creating a sense of enthusiasm around your ideas or reaching out to colleagues you don't know well. Like everyone, you may not always handle certain situations effectively because the optimal response is unfamiliar or uncomfortable.

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

YOU WILL LEARN

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



Agile EQ

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

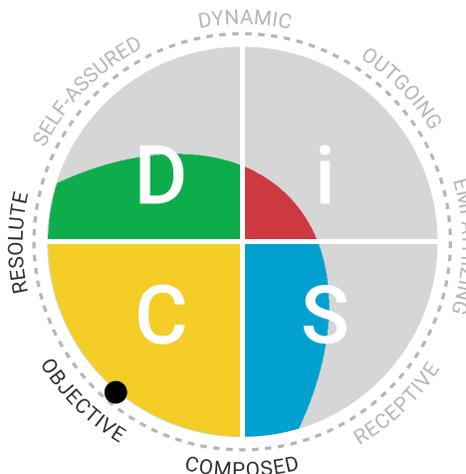
Each region of the DiSC® map is associated with different EQ strengths, shown around the circle below. Your dot and comfort zone are also shown, indicating your own EQ strengths. Read about the benefits of stretching to the different quadrants and consider which regions you'd like to stretch to.

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

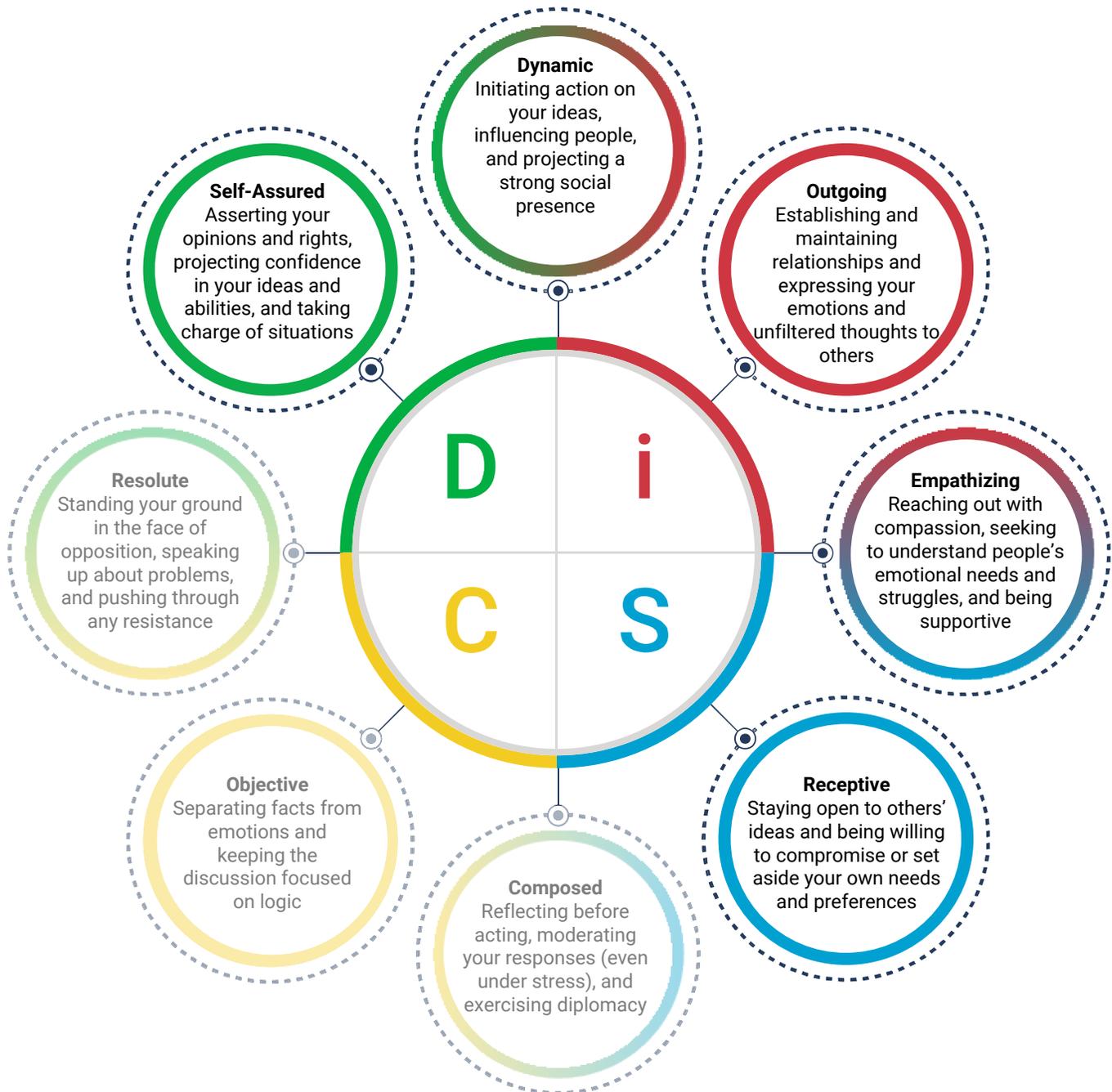
Benefits of stretching to S

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



Stretch Mindsets

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





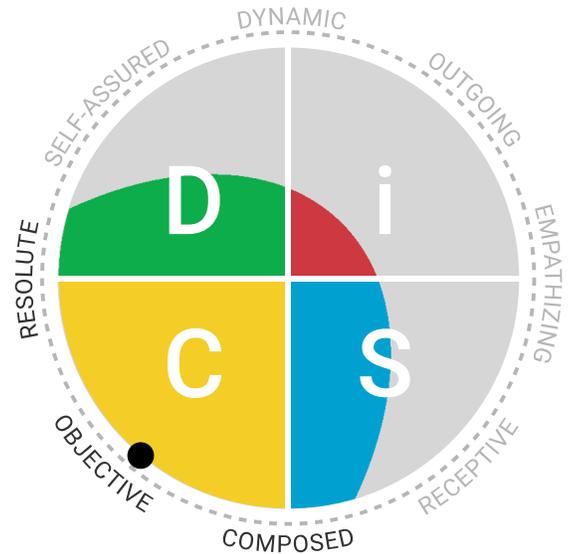
Stretch Opportunities

WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

Like others with the C style, Keena, you're probably pretty good at being objective, resolute, and composed.

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

- Self-Assured
- Dynamic
- Outgoing
- Empathizing
- Receptive



Let's start by considering why you even need to stretch to these other mindsets. You've probably found that your resolve, objectivity, and composure have often helped you achieve your goals. But you can also probably think of occasions where these qualities didn't work all that well for you. Maybe you were so intent on standing firm that you missed an opportunity to try a better approach. Or maybe a focus on facts over feelings ended up alienating a colleague.

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 see a need to prove you're right when compromise is a better choice, for example, or a need to filter your words when candor would be more effective. 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.



Self-Assured Mindset

TRY THIS ON

Your team is having a heated debate about how to proceed on a project. You have an idea that you feel certain is the way to go. But even so, you're aware of the many ways this idea could go off-track. What you really want is to step away and think this through, do a little more research, and then come back to the team when everyone is in a calmer state of mind.

You could cautiously mention your idea, spelling out in detail the potential risks—but you might fail to convey how strongly you believe in it. Or you could firmly state that you believe this is the best choice and also that it warrants a little more investigation.

The Self-Assured mindset

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

WHY DO IT?

Given how important it is to you to get things right, you may be cautious and deliberate when presenting your ideas—particularly if you're venturing outside your area of expertise. This allows you to anticipate risks and build a well-constructed case. But too much caution and reserve may come across to others as a lack of excitement for or even certainty in your own ideas. By firmly committing to your ideas and standing up for them, you lend the weight of your conviction to your careful reasoning.

You might need to be Self-Assured when

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

WHAT IS IT?

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

How much effort does this take for you?





Dynamic Mindset

TRY THIS ON

You have an idea for adjusting a process that you believe will make it far more efficient. You've done your research, given it careful thought, and have sent your coworkers an email making a point-by-point case for why this change is a good idea. You know your idea is strong, and you're confident your email makes that clear. You could now sit back and wait to see what kind of response you get.

Alternatively, you could call people together, make your case in person, and inject a little passion into getting them to see why this change is necessary.

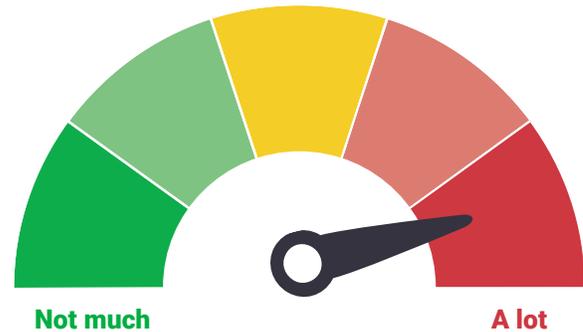
WHAT IS IT?

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

The Dynamic mindset

- involves taking concrete steps to transform your ideas into reality
- creates interest and momentum to move your ideas forward
- helps you take advantage of opportunities that might otherwise go untapped

How much effort does this take for you?



WHY DO IT?

Because you put so much faith in logic, you may believe it should speak for itself when it comes to your ideas. But given the different assumptions and perspectives people bring to an issue, not everyone will always connect with your reasoning. And some people are more likely to be swayed by emotion than logic. You stand a better chance of reaching people if you make an effort to create some momentum behind your ideas: persuading your colleagues to embrace your vision, outlining how to bring it about, and focusing your energy on making it happen.

You might need to be Dynamic when

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



Outgoing Mindset

TRY THIS ON

It's a team-building event, and you and your colleagues are gathered in a circle, reliving high points on the team. It's all a little touchy-feely for you, but you have to be here. You'd much rather be tucked away at your desk, doing actual work. But your turn to talk is coming up, so there's no avoiding it. You're tempted to say something short and noncommittal—basically whatever will get you through this as quickly and painlessly as possible.

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.

The Outgoing mindset

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

WHY DO IT?

Reaching out to connect with people might sometimes be a bit draining for you and others with the C style. But it can yield long-term benefits such as improved communication, an increase in mutual trust and understanding, and smoother interactions. Ultimately, tending to your connections helps build the strong working relationships that are foundational in the workplace. Keep in mind, too, that developing your network makes it easier to find support as you work toward your own goals.

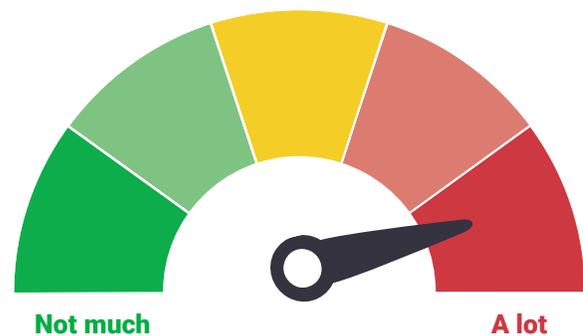
You might need to be Outgoing when

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

WHAT IS IT?

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

How much effort does this take for you?





Empathizing Mindset

TRY THIS ON

You stop by a coworker's desk to ask about an assignment they're handing off to you today. They seem visibly stressed out but promise to get the file to you. You've got the assurance you stopped by for, so you're inclined to make a quick exit. When you're upset, you just want to be left alone, so you don't want to intrude. And, honestly, you worry that expressing interest might provoke the sort of emotional reaction you'd rather avoid.

You could walk away, maybe leaving the coworker to feel a little cast-off. You might even introduce a bit of tension to the relationship that makes future interactions more strained. Or you could push through your discomfort to show concern and tactfully try to understand what's going on.

The Empathizing mindset

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

WHY DO IT?

Because you're reserved, coworkers may sometimes worry they're bothering you when they step into your space. Showing empathy is one way to make yourself more approachable. Empathy also forces you to step outside your own immediate concerns to think about what's going on with the people you're interacting with. This makes you less likely to dismiss their needs, which promotes a healthier work environment. Empathy can also lessen your own frustration by giving you a sense of the larger picture, including relevant factors you may not have considered. Trying to understand what someone is going through can often reveal different angles or insights, giving you a deeper understanding of a situation.

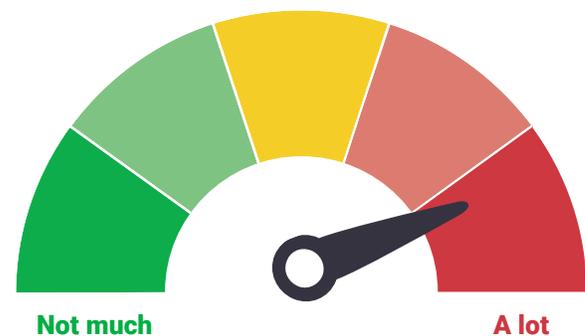
You might need to be Empathizing when

- 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

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?





Receptive Mindset

TRY THIS ON

You and a colleague are working together on an assignment, and you've thought carefully about what the next steps should be. Your colleague, however, is excitedly pitching their own idea for moving forward. You're frustrated that their approach seems to be driven more by instinct than reason. And it's a little galling that they don't seem to appreciate the thought you put into your approach.

You're tempted to keep pushing your idea, drawing on logic and facts to convince them. Alternatively, you could set aside your logic, really try to understand their perspective, and consider whether there might be more than one valid way to think about this topic.

The Receptive mindset

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

WHY DO IT?

At times, you may get so caught up in your own logic or a need to prove you're right that it's hard to truly stay open to others' ideas or methods. But in such cases, you may be missing out on an opportunity for a deeper, more well-rounded understanding of an issue. For example, your colleagues might be working with underlying assumptions, needs, or priorities that aren't on your radar but are relevant to the issue. Or they may simply have meaningful approaches that warrant closer consideration. Keep in mind, too, that if you're never willing to give way, you risk creating resentment and frustration among your colleagues. Making some short-term concessions to meet the needs of others can yield long-term benefits like more effective relationships and a more stable work environment.

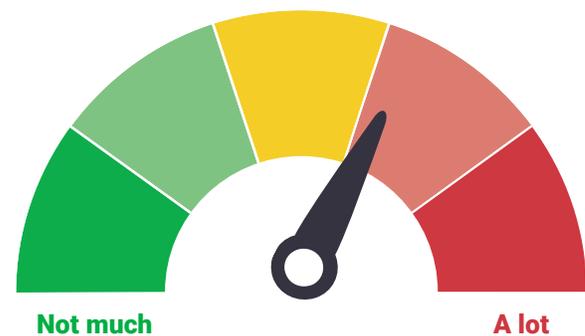
You might need to be Receptive when

- 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

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?





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.



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

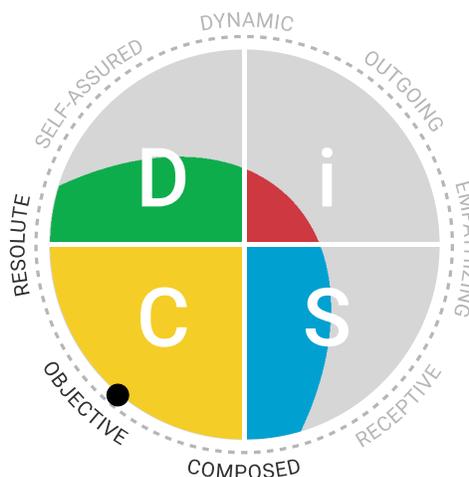
Each region of the DiSC® circle is associated with different EQ strengths (mindsets), shown below around the circle along with your dot and comfort zone. Also shown are challenges the different styles face when they over-rely on these mindsets. Learning to stretch to different mindsets can help overcome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



Learning to Stretch

LEARNING TO STRETCH TO OTHER MINDSETS

Keena, like others with the C style, you're probably pretty comfortable adopting the Objective, Resolute, and Composed 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 ... |
|--|---|
| <ul style="list-style-type: none"> • Standing up for your rights? • Projecting confidence in your ideas? • Taking charge? | The Self-Assured mindset p. EQ-16 |
| <ul style="list-style-type: none"> • Getting your projects off the ground? • Getting people excited about your ideas? • Persuading others? | The Dynamic mindset p. EQ-18 |
| <ul style="list-style-type: none"> • Developing relationships with your coworkers? • Networking? • Letting down your guard? | The Outgoing mindset p. EQ-20 |
| <ul style="list-style-type: none"> • Thinking through how your actions might impact others? • Being supportive? • Understanding where people are coming from? | The Empathizing mindset p. EQ-22 |
| <ul style="list-style-type: none"> • Keeping an open mind? • Considering others' perspectives? • Compromising? | The Receptive mindset p. EQ-24 |

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.



Self-Assured Mindset

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

GETTING INTO THE MINDSET

Being self-assured may be most difficult when you're stepping outside your comfort zone to speak on a subject about which you lack expertise. You may be hyperconscious of how easy it is to misspeak or get something wrong and invite criticism. You also tend to be composed and prefer to think things through carefully, so you may be naturally inclined to use measured tones. And your tendency toward caution may hold you back if you believe there are any risks that could potentially disrupt your world.

To be self-assured, you may have to wrestle with thoughts like:

- I can't speak to this authoritatively.
- If someone is using force in an argument, it's time for me to bow out.
- If I keep pushing for my way, things are going to get heated.
- Am I really 100 percent sure about this?

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

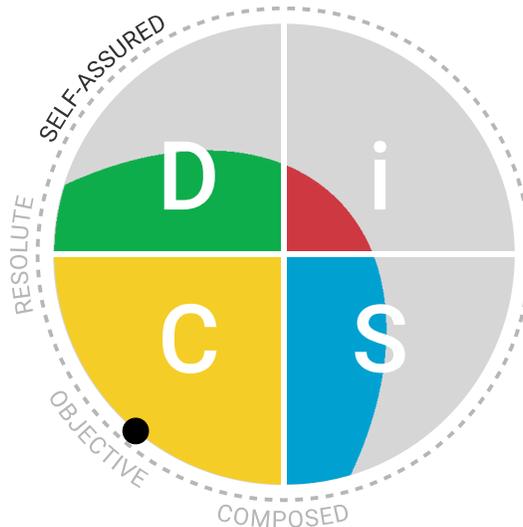
- I make sure my posture and body language support my message.
- I tend to state my opinions clearly and confidently.

Intermediate

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

Advanced

- If I have a problem with someone, I'll address it with them right away.
- I consistently find the right balance between fighting for what I believe in and listening to other perspectives.





Take Action to Be Self-Assured

BEGINNER STEP

Project confidence through nonverbal communication. In conversation, you may be so focused on collecting your thoughts and communicating them clearly that you might not think about the nonverbal cues you're sending out at the same time. Adopting open, confident body language can add extra weight behind your words and make your audience more receptive. Each time you participate in meetings or informal conversations for the next three weeks, practice the following:

- Keep your feet planted and still and your hands visible to communicate confidence and trustworthiness.
- When greeting a colleague, start with a smile, and maintain eye contact at least long enough to notice their eye color.
- Embrace the power of silence, ending sentences definitively rather than trailing off or using filler phrases that undermine the impact of what you've said.

INTERMEDIATE STEP

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

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

ADVANCED STEP

Address interpersonal problems you would typically live with or ignore. Because you tend to prefer solving problems independently and keeping relationships businesslike, speaking up about an issue you have with a colleague or friend might be the last thing you'd want to do. But your work and life will benefit if you can take the initiative to share what's been bothering you. Use these steps to get started:

- Identify a problem in your personal or professional life that centers on interacting with someone else, and determine what specific positive change you'd like to see. This could consist of things like addressing a colleague's unproductive or harmful behavior, or improving communication with someone who tends to frustrate you.
- Give yourself permission to feel uncomfortable or nervous in the lead-up to the conversation. Those feelings are normal and acceptable—as long as they don't deter you from speaking up.
- Start the conversation with the other person. Share your observations about the problem and how you propose fixing it. Make sure to give them time to voice their perspective and to work toward a solution together.



Dynamic Mindset

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

GETTING INTO THE MINDSET

You may believe that the logic behind your ideas should be sufficient to get others to recognize their value. Rallying people around an idea may feel a little unseemly and unnecessary to you. Given how you strive to be self-controlled, you might fear that betraying too much excitement could make you look foolish or undignified. Further, because of your caution and strong need to get things just right, you may be reluctant to initiate action on an idea if you have any lingering uncertainty about the likelihood of success.

To be dynamic, you may have to struggle against thoughts like:

- I think the logic here speaks for itself.
- I shouldn't have to sell my ideas.
- This will make me look ridiculous.
- There are just too many unknowns here.

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

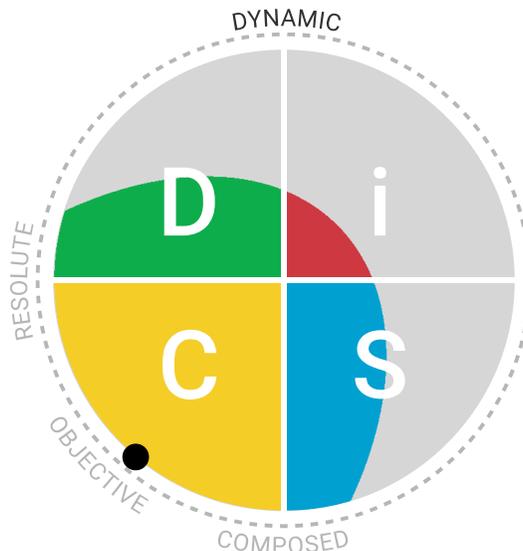
- I understand the value of contagious enthusiasm when inspiring others.
- I bring positive energy and momentum to my collaborations.

Intermediate

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

Advanced

- I appeal to both logic and emotion when persuading others.
- I know how to present ideas in ways that really resonate with people.





Take Action to Be Dynamic

BEGINNER STEP

Use positive emotions to enrich your interactions. Like others with the C style, you may put more energy into identifying and discussing problems than talking about the bright side of things. Showing a more positive outlook, though, may draw people to you, increasing your influence with others. To see how this works, try the following exercise every day for two weeks and pay attention to the response you get from the people around you:

- At the beginning of each day, think of a positive emotion that you would like to focus on. The more specific, the better—*gratitude, enthusiasm, or admiration* are better than just happiness.
- Carry that emotion into all of your interactions. It isn't that every moment of your day must be unrelentingly positive, but if you actively look for opportunities to feel the emotion, you'll be surprised by how many there are—and how much your attitude can affect others.

INTERMEDIATE STEP

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

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

ADVANCED STEP

Tailor arguments to your audience. It may be natural for you to stick with facts and logic when trying to influence and convince others, in part because this might be what you find most persuasive yourself. But many people are more effectively reached when there is also an emotional component to the argument, especially one that resonates with them personally.

The next time you need to ask for something or persuade someone, take time beforehand to think about that person. What do they value? What aspects of your request or argument should you focus on to align with those values? Are there anecdotes or other types of extra information you could add to help them connect with your perspective?



Outgoing Mindset

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

GETTING INTO THE MINDSET

You tend to be private and reserved, as well as self-reliant, so you may prefer to work on your own and maintain boundaries with those you don't know well. Reaching out may require a lot of energy because it takes you outside your familiar, secure comfort zone and forces you to be "on." And when you're out of your element, you may feel the need to filter your words to avoid compromising your dignity or exposing yourself to criticism. In the end, managing this sort of intense self-consciousness is emotionally draining and can make you even more resistant to reaching out.

To be outgoing, you may have to ignore thoughts like:

- Why can't I just focus on my work?
- I just want to get back to what I was doing.
- If I let down my guard, I'll look ridiculous.
- I need to be careful about what I let slip out.

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

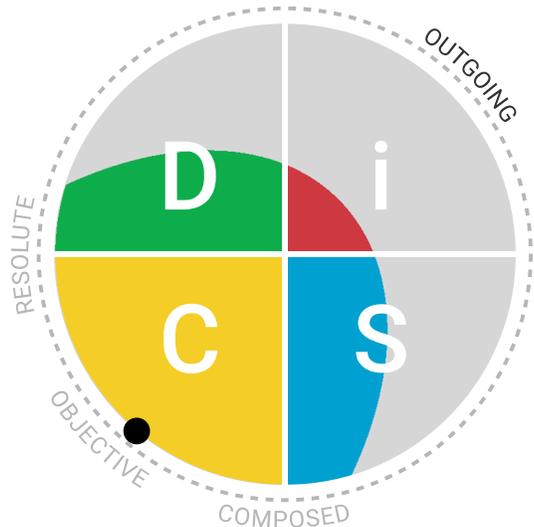
- I care about getting to know my coworkers and teammates.
- I often initiate conversations about non-work-related topics.

Intermediate

- I take time during the day to really think about how I'm feeling.
- I'm willing to share my feelings with others, even ones that make me feel a little vulnerable.

Advanced

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





Take Action to Be Outgoing

BEGINNER STEP

Get to know colleagues on a personal level. You may be most comfortable working independently and keeping colleagues somewhat at arm's length. But most people spend time that adds up to years, if not decades, interacting with their coworkers, so it only makes sense to invest the same energy into developing your working relationships that you do into personal ones.

Each week, choose a coworker and commit to learning one new, non-work-related thing about them per day, through a combination of asking questions and sharing your own interests. At the end of the week, check to see if you can still remember all of the facts you learned over the preceding days, and choose at least one topic to revisit with them. Repeat this exercise with a different colleague each week for a month.

INTERMEDIATE STEP

Share your emotions with others. Showing strong emotion, especially at work, may feel inappropriate to you, or even like a sign of weakness. In reality, though, opening up about how you feel allows you to connect with your peers and build more meaningful relationships. Here's how to get started:

- Identify your emotions: At regular intervals throughout the day, or when you feel a surge of emotion, take time to identify what you're feeling and give it a specific name. For example, "disappointed" or "insecure" is more specific and useful than "angry."
- Communicate these feelings honestly. Use "I feel..." sentence constructions to take ownership of your emotions, rather than attributing them to other people or circumstances. Then pay attention to the effect this emotional honesty has on your relationships.

ADVANCED STEP

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

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



Empathizing Mindset

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

GETTING INTO THE MINDSET

You’d probably rather focus on facts than feelings, so you likely prefer to leave people’s emotions and needs out of any work-related matters. Emotional displays might make you a bit squeamish. And since you keep your own emotions in check, you may be distrustful of strong emotions, or you may resent the notion of catering to someone else’s feelings. Furthermore, emotionally charged situations can be chaotic, so you may worry that expressing concern could potentially open up the floodgates. And since you’re probably protective of your privacy, showing interest in people’s feelings may feel like prying.

To empathize, you may need to fight thoughts like:

- I need to get out of this situation as quickly as possible.
- This is so awkward.
- People should keep their emotions under control at work.
- I’m going to give them the space I’d want in their situation.

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

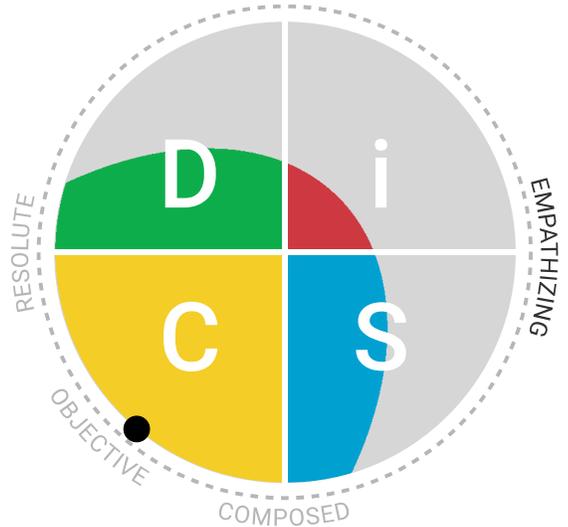
- I routinely pay attention to how others are feeling.
- I’m attuned to signals people may give off when they’re upset or uncomfortable.

Intermediate

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

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.





Take Action to Be Empathizing

BEGINNER STEP

Get better at identifying different emotions. In order to build empathy skills, it's important to first recognize the range of feelings people display in everyday interactions. Getting in the habit of actively thinking about how the people around you feel can make you more attuned to the nuances of expression and nonverbal cues. The exercise below is one way to practice.

- In the next week, pay attention to a handful of conversations happening on TV, the radio, or a podcast.
- Take a moment to identify the emotions of all of the participants. Are they cheerful, upset, annoyed? How do you know?
- Then apply the same technique to conversations that you're a part of at work or at home. Pay attention to the verbal and nonverbal cues that illustrate how people are feeling. The more you can make this part of your regular thought process, the better.

INTERMEDIATE STEP

Engage with others and offer support, even if things get emotional. Because you tend to keep your stress to yourself, particularly in work settings, you may not always know what to say or how to act when people talk about their problems, especially if they get emotional when doing so. But overcoming your hesitation to dive into emotional topics will give you a better understanding of what's really going on around you and will make it easier to lend a hand to others. Here are some ways to get started:

- **Listen without interrupting.** Don't minimize their problems or bombard them with your own opinions or suggestions. Once you've heard them out, paraphrase back what they've said, and ask follow-up questions to confirm how they're feeling. If you're unsure what they're looking for from you—advice, a reality check, a place to vent—just ask.
- **Consider what you can do to help.** At times, you may be reluctant to lend a hand to an overwhelmed colleague because it threatens to disrupt your focus or impact your ability to give your work the attention you'd regularly insist on. In these cases, take a second look at your to-do list with a critical eye and see if your obligations or schedule have some additional flexibility—even small acts of assistance can make a big difference.

ADVANCED STEP

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

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



Receptive Mindset

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

GETTING INTO THE MINDSET

You may find it hard to compromise or even stay open to others' ideas when you can't see past your own logic or priorities. You may even close yourself off because you're focused on proving you're right. And since you prefer to maintain control over your work, you may resist setting aside your judgment to accommodate another person's ideas or needs. This may be particularly true if the person's position strikes you as illogical or substandard. And since you tend to stand firm when something seems nonsensical, your instinct may be to argue your position rather than show openness. In fact, you may even take it as a bit of an insult that you should have to consider ideas that are so fundamentally flawed.

To be receptive, you may have to battle thoughts like:

- I'm going to show them I'm right.
- I'm not going to set aside my standards to do things their way.
- If we're not doing what's most logical, we're being stupid.
- How can they not see something so obvious?

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

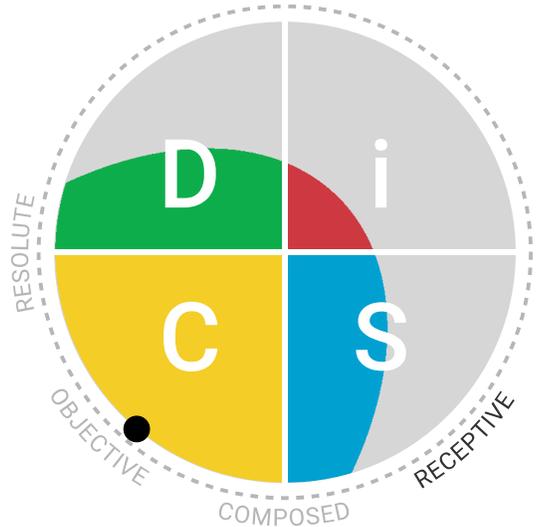
- I avoid criticizing and correcting others when it isn't necessary.
- I hear people out even if their thoughts are a little disorganized or imprecise.

Intermediate

- I make sure everyone has a say in how my team handles projects and processes.
- I often adapt to other people's methods even if I have strong opinions about how to do things.

Advanced

- When I feel skeptical about someone's idea, I usually take time to challenge my own assumptions.
- I routinely give ideas fair consideration even when they conflict with something I believe.





Take Action to Be Receptive

BEGINNER STEP

Let go of small errors or inconsistencies. You probably place a lot of value on accuracy and precision, to the extent that even minor misstatements or inaccuracies during a discussion might be irritating or distracting for you. But holding everyone to the same exacting standards that you hold yourself to might lead you to miss the bigger picture or even communicate a sense of skepticism that could deter others from sharing their ideas and opinions.

Avoid correcting small-scale factual errors made by colleagues when they arise. Instead, take a moment to consider the potential consequences of an inaccuracy, and only address it if it could cause a problem down the road. Similarly, if someone is struggling with how to phrase an idea or connect different concepts, give them room to work through it unless they ask for help.

INTERMEDIATE STEP

Show more flexibility in handling projects you care about. Like others with the C style, you may care so much about ensuring quality that at times it can be hard to delegate—or even collaborate—when it means handing over control of a task or initiative that matters to you. But part of keeping an open mind is accepting that people have different methods of getting things done, and that as long as the end result is the same, how it happens is less important.

Look for at least one opportunity in the next month to hand over control of a task or project to a coworker, or to try someone else's suggestion or method that you might otherwise have dismissed. That could involve things like rethinking who handles which phases of a project, how much time is spent collaborating vs working independently, or reevaluating the systems or procedures used to get things done. Pay attention to the impact of your increased flexibility on your teammates' attitudes and on the overall results.

ADVANCED STEP

Revisit your assumptions. Sometimes, if you're having trouble staying open to a person's opinion or idea, it's because of the particular assumptions and priorities you're bringing to the conversation. For example, as someone with the C style, you might disagree about the severity of a problem or roadblock because you assume that getting things right is always more important than moving quickly. Or perhaps you assume that people's feelings and gut instincts should have no part in good decision-making. But part of being receptive is identifying what you take for granted and showing more flexibility when appropriate.

The next time you're feeling closed off to a colleague's suggestion, ask yourself these questions:

- What issue do I believe their idea will cause?
- What underlying assumptions about how things should work or what's important are feeding my reaction?
- Which of those assumptions can I set aside, even temporarily, to give the idea fair consideration?



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:

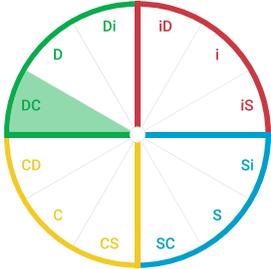
What is your biggest obstacle to completing this step?

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?

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

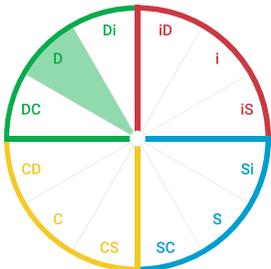
Would increase effectiveness through: Warmth, tactful communication

Keena, 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 may have trouble relating to what you see as an excessive drive for results.

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

D STYLE



Goals: Bottom-line results, victory

Judges others by: Ability to achieve results

Influences others by: Assertiveness, insistence, competition

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

Under pressure: Becomes impatient and demanding

Fears: Being taken advantage of, appearing weak

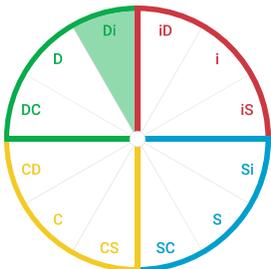
Would increase effectiveness through: Patience, empathy

People with the D style are strong-willed individuals who prioritize getting results. Because they want to make their mark, they constantly look for new challenges and opportunities. Though you're probably not as competitive as they are, you can probably relate to their desire to excel.

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 probably prefer to slow down and analyze situations, you may not relate to their bold style.

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. While you also tend to ask a lot of questions, you may find their forceful approach to be a bit overpowering 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

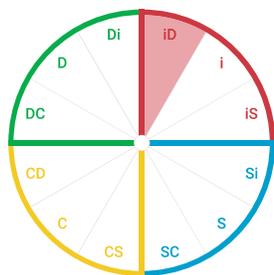
Would increase effectiveness through: Patience, humility, consideration of others' ideas

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. You prefer to keep a steadier pace, so you may not relate well to their energetic approach.

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

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

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

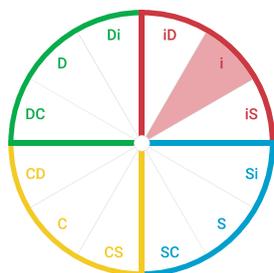
Would increase effectiveness through: Focusing on the details, patience, listening to others

Keena, 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. You may have a difficult time keeping up with their rapid pace.

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

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

i STYLE



Goals: Popularity, approval, excitement

Judges others by: Openness, social skills, enthusiasm

Influences others by: Charm, optimism, energy

Overuses: Optimism, praise

Under pressure: Becomes disorganized, gets overly expressive

Fears: Rejection, not being heard

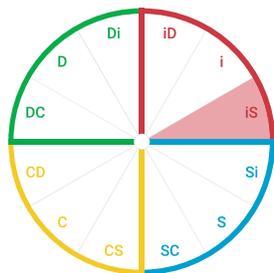
Would increase effectiveness through: Being more objective, following through on tasks

People with the i style put a high priority on enthusiasm and tend to maintain an upbeat attitude. They get excited about new possibilities, and they may be very expressive when communicating their ideas. Because you tend to respond to logic more than emotions, you may have trouble relating to their high-spirited style.

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 value careful analysis, their spontaneity and tendency to choose adventurous ideas may strike you as reckless.

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 prefer working alone, you may find that their emphasis on teamwork sometimes puts you in uncomfortable situations.

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

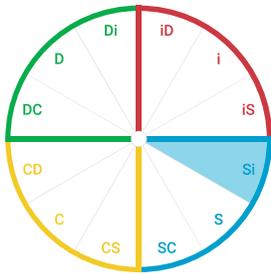
Would increase effectiveness through: Acknowledging others' flaws, confronting problems

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.

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

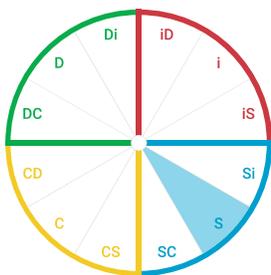
Would increase effectiveness through: Saying “no” if necessary, addressing issues

Keena, 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

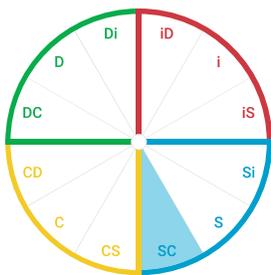
Would increase effectiveness through: Displaying self-confidence, revealing true feelings

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 focus on logic more than people’s feelings, you may not understand their emphasis on meeting others’ needs.

In addition, they often focus on maintaining a predictable, orderly environment. Since they tend to be cautious, they may use a methodical pace and avoid rapid change whenever possible. Because you tend to analyze the risks before making decisions, you probably appreciate their caution and follow-through.

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’re probably more comfortable working alone, you may find it hard to relate to their preference to emphasize group efforts.

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

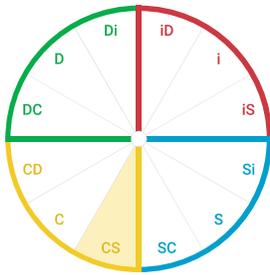
Would increase effectiveness through: Initiating change, speaking up

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 probably relate well to their interest in producing solid, error-free work.

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

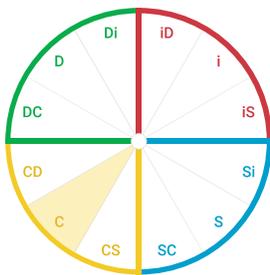
Would increase effectiveness through: Showing flexibility, being decisive, showing urgency

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

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

Furthermore, those with the CS style are usually ready and willing to help when their expertise is needed. They also tend to be even-tempered and patient with both people and difficult situations. 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

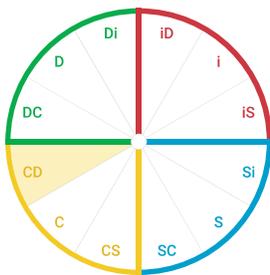
Would increase effectiveness through: Acknowledging others' feelings, looking beyond data

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. Since you tend to share their detached, logical approach, you may relate to their emphasis on creating sound solutions.

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

Furthermore, people with the C style are attentive to uncovering problems and mistakes. In their quest to find the most streamlined or productive method of completing their tasks, they may openly question ideas and point out flaws that others may have missed. Since you share their tendency to question ideas, you may find it easy to relate to their skeptical approach.

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. Because you share their analytical approach, you may find it easy to relate to their emphasis on objectivity and logic.

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