

# Your DiSC<sup>®</sup> Profile

## Mateo Vega

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# In Your Report



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# Your DiSC® Style

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Fundamentals

## 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.

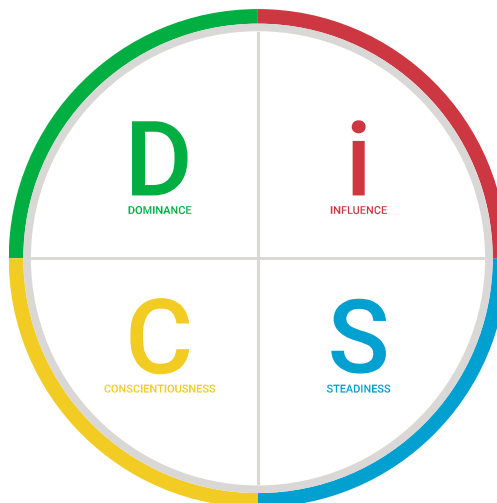
## OVERVIEW OF THE DiSC® MODEL

### 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



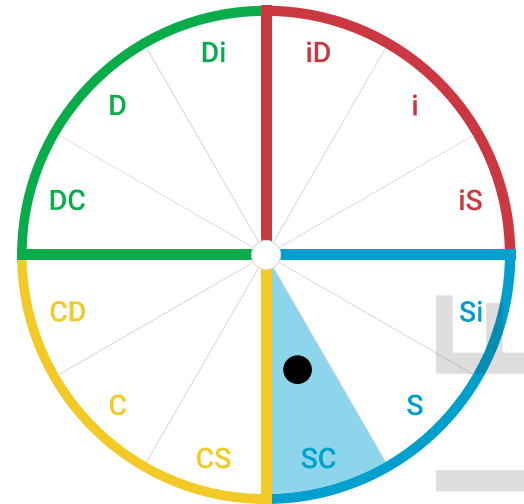
# Your DiSC® Overview

## YOUR DOT

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

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

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



### Your DiSC® Style: SC

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

## CLOSE TO THE EDGE OR CLOSE TO THE CENTER

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

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



# Your SC Style

## YOUR DOT TELLS A STORY

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

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

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

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

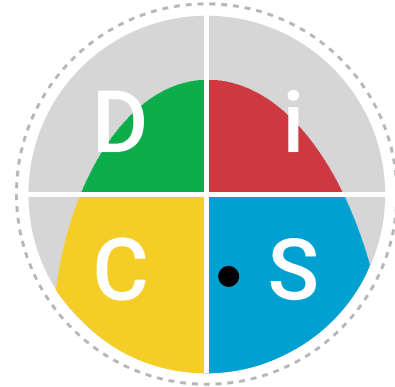
Like others with the SC style, you tend to be soft-spoken, and you don't want to force your ideas on others. Because you're fairly reserved, you may prefer to keep a low profile in meetings and social gatherings. While your unassuming nature probably makes you seem approachable, those who are more outgoing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

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

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

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

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

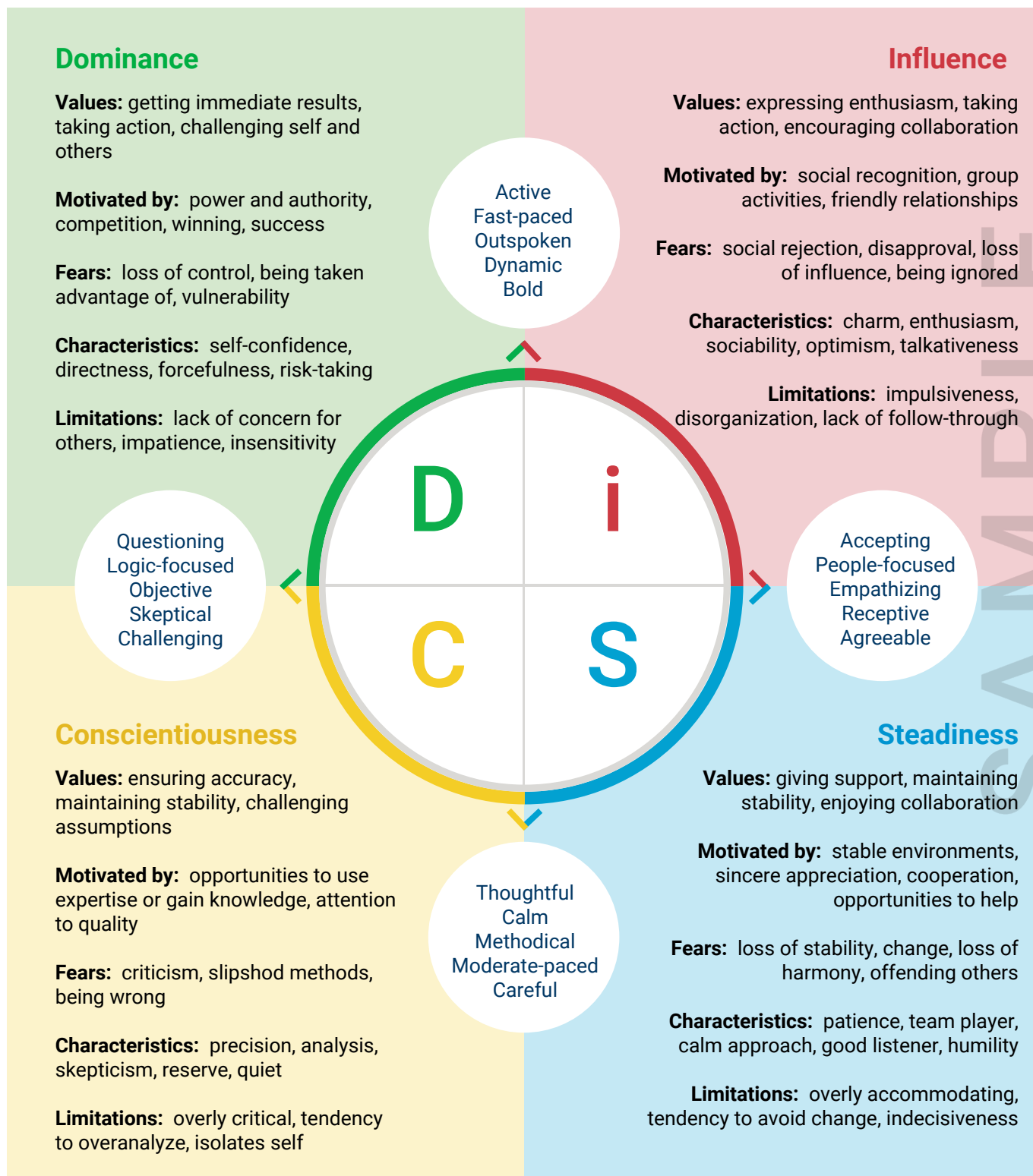


Your dot location determines your shading, which indicates your comfort zone. Activities associated with your comfort zone may come more naturally to you, while those outside may take more energy.



# Overview of DiSC®

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





# What Drives You

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Workplace

## 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

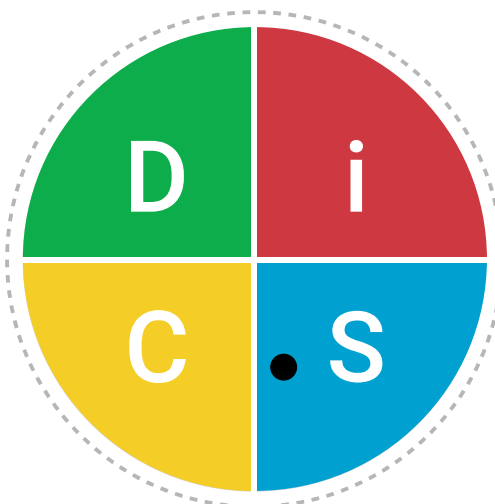
#### Cares about:

- 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

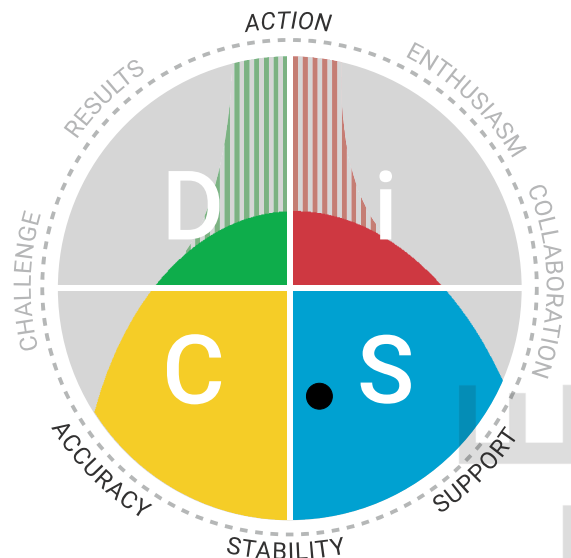


# Your DiSC<sup>®</sup> Style at Work

## WORKPLACE PRIORITIES

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

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



### Maintaining Stability

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

### Giving Support

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

### Ensuring Accuracy

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

### Taking Action

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





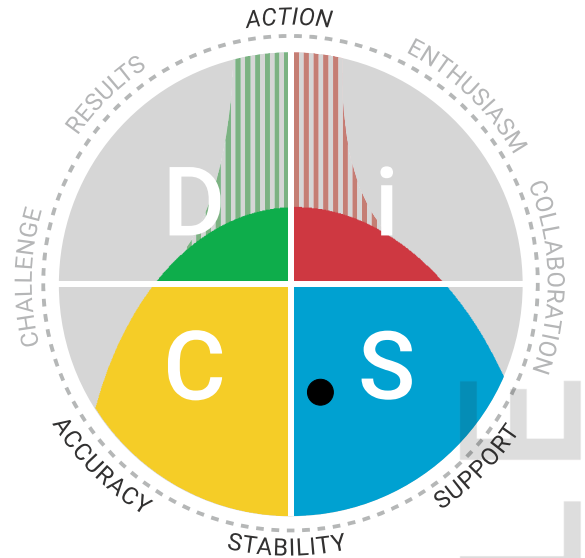
# Motivators & Stressors

## WHAT MOTIVATES YOU?

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

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

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



## WHAT IS STRESSFUL FOR YOU?

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

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

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



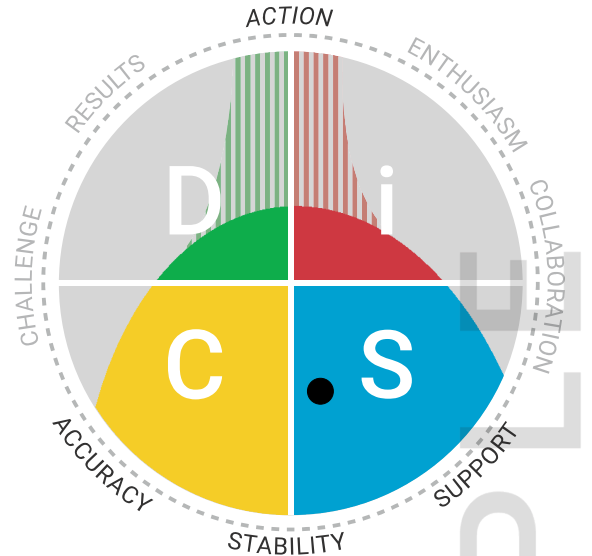
# Strategies for Effectiveness

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

## 1 SHOW MORE WILLINGNESS TO WORK AS PART OF A TEAM

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

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



## 2 BE DIRECT WITH TOUGH FEEDBACK

Because you want to be agreeable and prefer to work in an environment where people get along, you may avoid giving unfavorable feedback. While giving constructive criticism may make you uncomfortable, keep in mind that it can help the group work more effectively and keep small problems from becoming major issues. Just stick to the facts and deliver the message in a warm but unapologetic manner.

- Remind yourself that being candid with people will help build your relationships in the long term.
- Ask yourself whether you would want to know the truth if you were in the other person's position.

## 3 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.



# You and Other Styles

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Workplace

## DiSC® MODEL AND WORKPLACE PRIORITIES

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

### Dominance

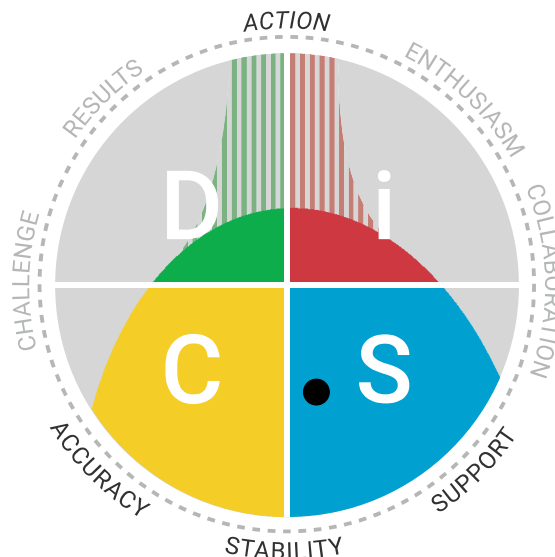
#### You will notice:

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

### Conscientiousness

#### You will notice:

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



### Influence

#### You will notice:

- Maintaining enthusiasm
- Taking quick action toward exciting possibilities
- Collaborating and socializing

### Steadiness

#### You will notice:

- Being supportive and patient with others
- Collaborating and cooperating
- Being dependable and even-tempered to ensure stability



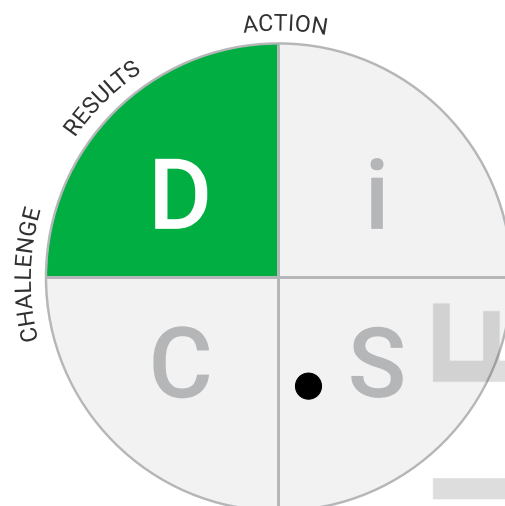
# The D Style & You

## HOW MIGHT YOU REACT TO THE D STYLE?

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

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

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



### To you, people with the D style may seem:

- Forceful
- Blunt
- Demanding
- Rash

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Results

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

### Action

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

### Challenge

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



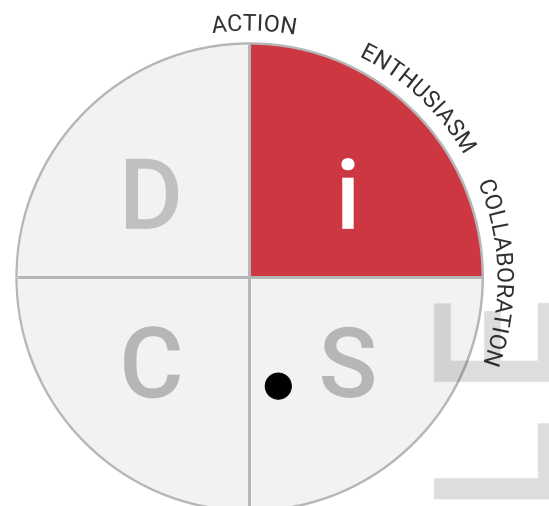
# The i Style & You

## HOW MIGHT YOU REACT TO THE i STYLE?

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

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

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



**To you, people with the i style may seem:**

- Talkative
- Energetic
- Scattered
- Emotional

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Enthusiasm

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

### Action

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

### Collaboration

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



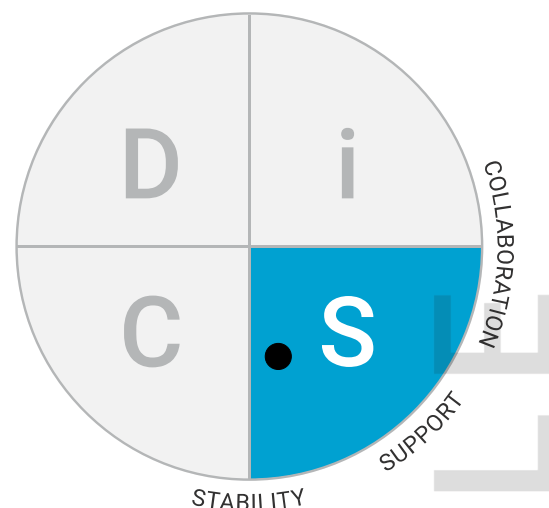
# The S Style & You

## HOW MIGHT YOU REACT TO THE S STYLE?

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

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

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



### To you, people with the S style may seem:

- Caring
- Gentle
- Considerate
- Dependable

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Support

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

### Stability

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

### Collaboration

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



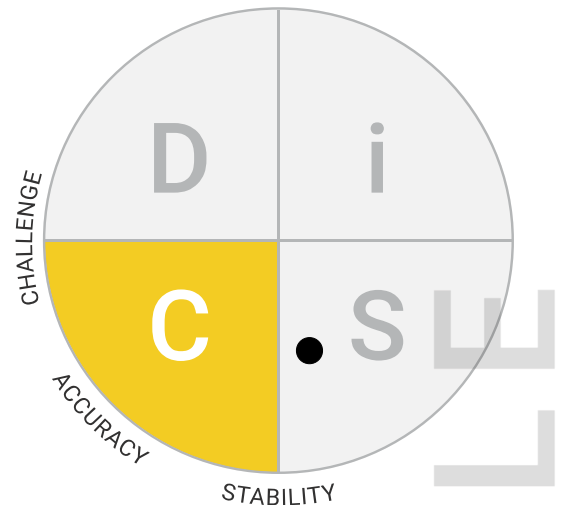
# The C Style & You

## HOW MIGHT YOU REACT TO THE C STYLE?

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

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

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



### To you, people with the C style may seem:

- Systematic
- Reliable
- Analytical
- Detached

## WHAT IS THE MOTIVATION FOR THEIR BEHAVIOR?

### Accuracy

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

### Stability

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

### Challenge

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





# 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

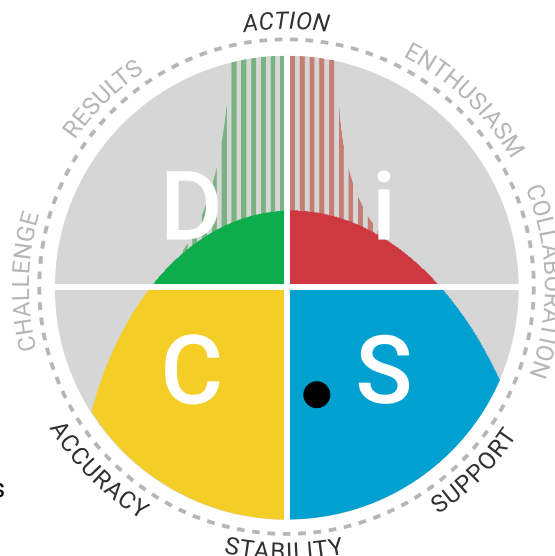
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### D style responds well to:

- 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:

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

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

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

## WHEN PROBLEMS NEED TO BE SOLVED:

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

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

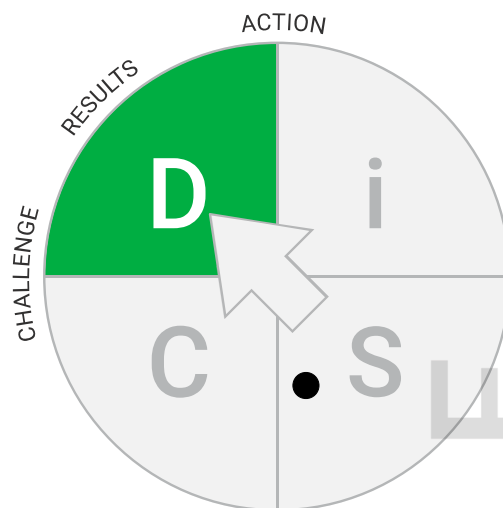
- Take a firm stance when presenting your ideas.
- Speak up about your concerns, but remember to give their bold solutions a fair chance.
- Emphasize your shared desire to act quickly.

## WHEN THINGS GET TENSE:

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

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

- Avoid becoming intimidated by their assertiveness.
- Focus on being diplomatic but direct.
- Remember that burying your feelings may just prolong the conflict.





# Connecting with i

## WHEN YOU NEED TO BE MORE EFFECTIVE:

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

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

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

## WHEN PROBLEMS NEED TO BE SOLVED:

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

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

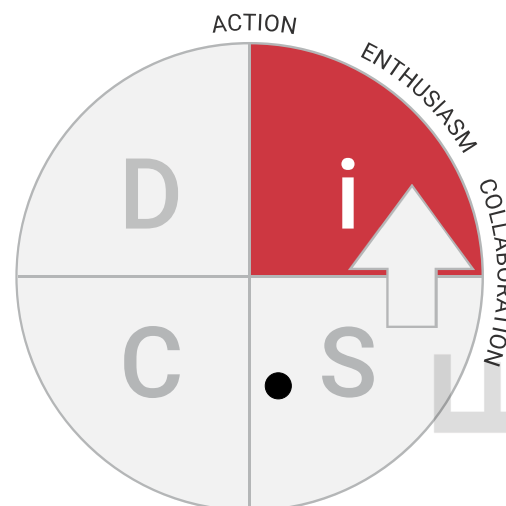
- Be open to creative solutions, but help them see the potential pitfalls they may have overlooked.
- Avoid letting your desire for analysis and conventional ideas overrule strategies that could bring better outcomes.
- Capitalize on your shared energy, especially when the situation requires a quick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

## WHEN THINGS GET TENSE:

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

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

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





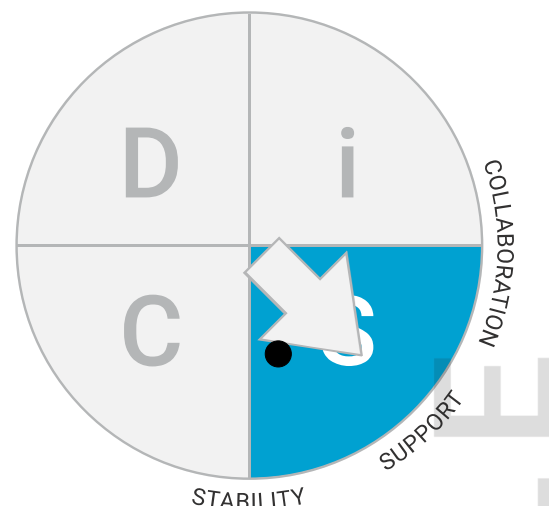
# Connecting with S

## WHEN YOU NEED TO BE MORE EFFECTIVE:

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

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

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



## WHEN PROBLEMS NEED TO BE SOLVED:

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

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

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

## WHEN THINGS GET TENSE:

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

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

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



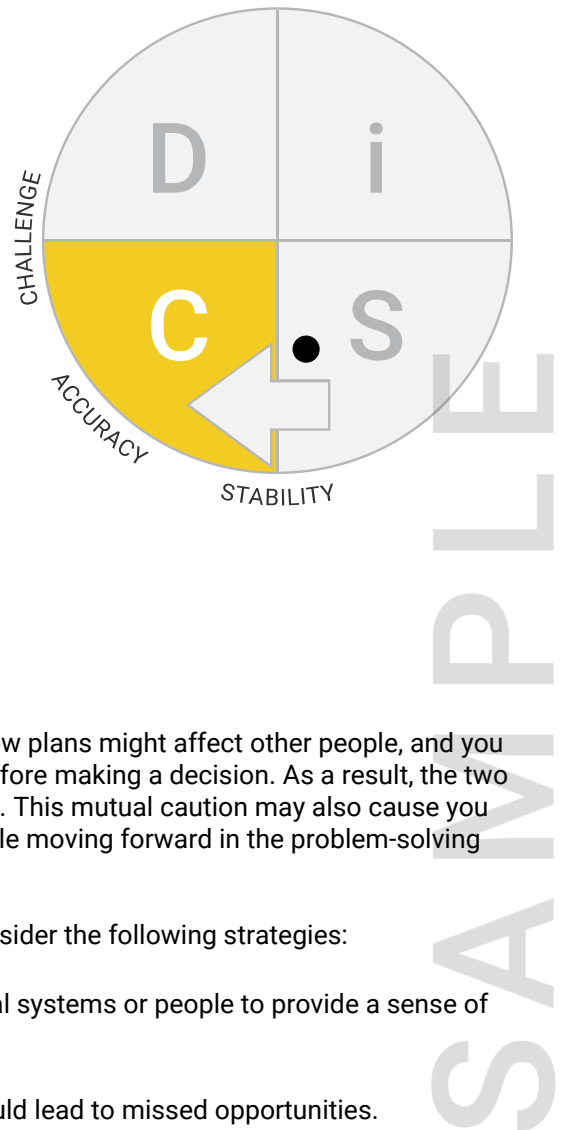
# Connecting with C

## WHEN YOU NEED TO BE MORE EFFECTIVE:

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

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

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



## WHEN PROBLEMS NEED TO BE SOLVED:

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

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

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

## WHEN THINGS GET TENSE:

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

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

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



# Your EQ Strengths

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Agile EQ

## 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

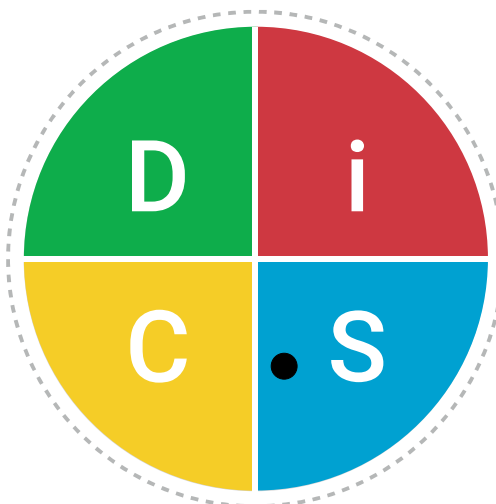
The information below shows your dot location and style as well as the strengths common to the different DiSC® styles.

### 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

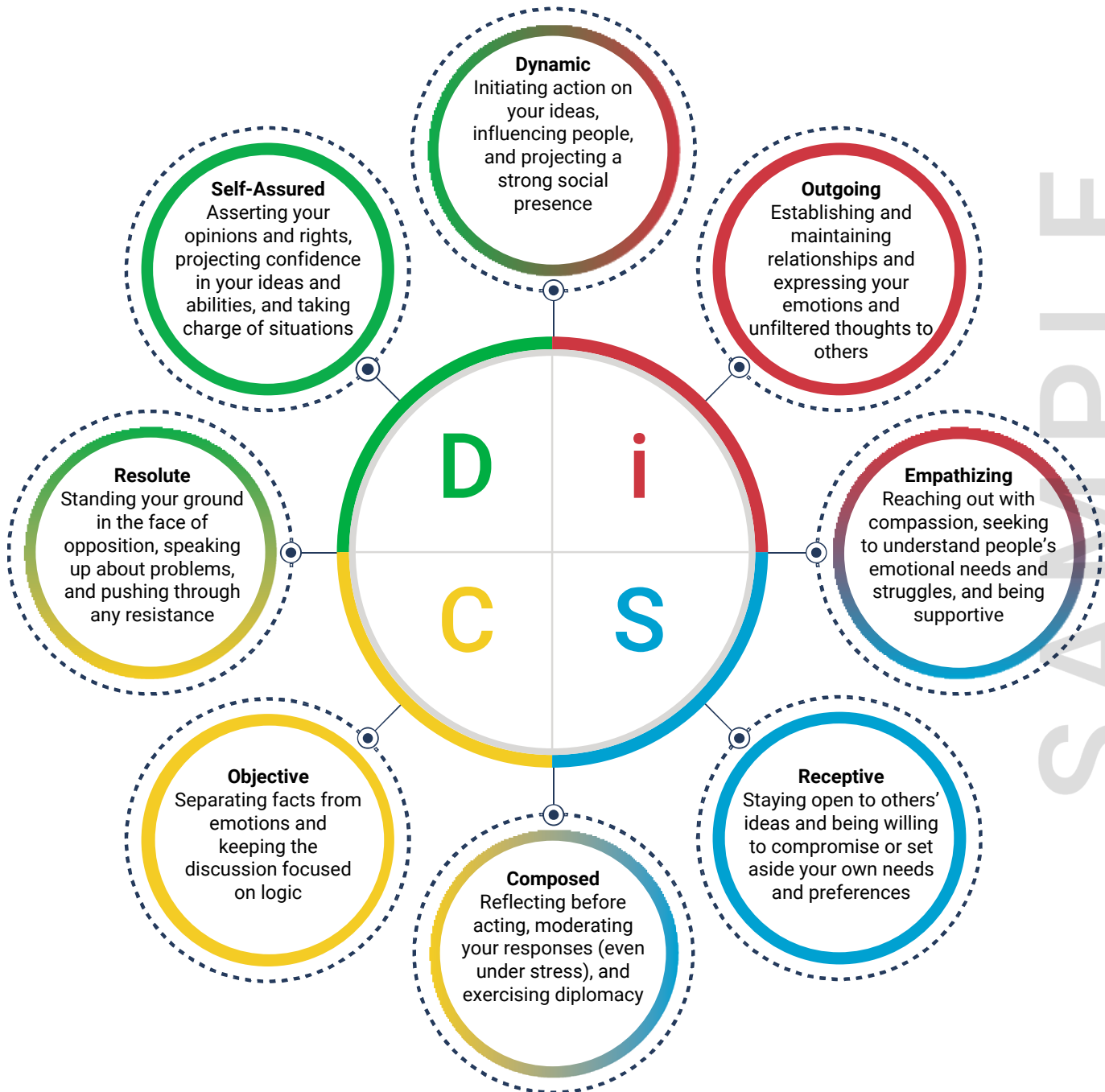
### S-style strengths

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.





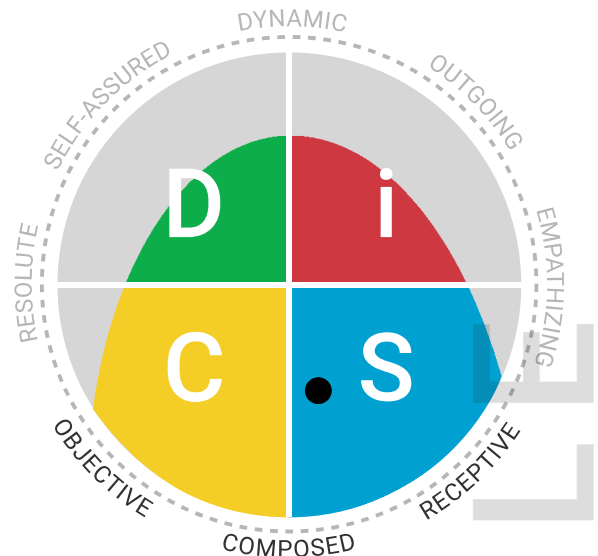
# Your EQ Mindsets

## 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 an SC style, Mateo, you likely gravitate toward the Composed, Receptive, and Objective mindsets (shown by your shading at right).

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

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



## COMPOSED MINDSET

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

### This mindset's benefits include being able to

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

### If you get stuck in this mindset, you might

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





# Your EQ Mindsets (continued)

## RECEPTIVE MINDSET

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

### This mindset's benefits include being able to

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

### If you get stuck in this mindset, you might

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



## OBJECTIVE MINDSET

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

### This mindset's benefits include being able to

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

### If you get stuck in this mindset, you might

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





Style

My EQ Snapshot

## MY EQ STRENGTHS

**I'm receptive**

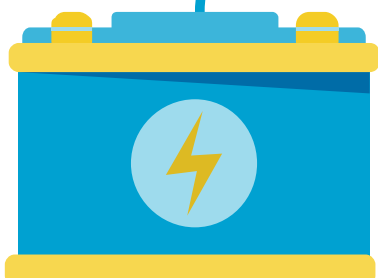
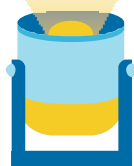
I make people feel heard  
I accommodate others' needs

**I'm composed**

I stay calm under pressure  
I handle myself professionally

**I'm objective**

I consider all angles  
I set aside my ego



## MY NEEDS POWER MY EQ

I need...

to be dependable

stability and  
predictabilityharmonious  
relationshipsfreedom from  
criticism and pressure

## MY EFFECT ON OTHERS

## Other people...

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





# Beyond Your Comfort Zone

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Agile EQ

## 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

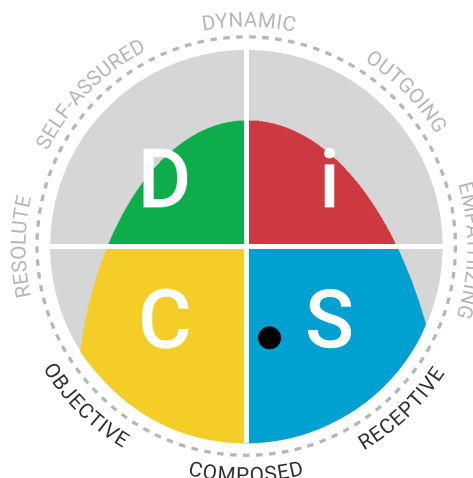
Each region of the DiSC® map is associated with different EQ strengths, shown around the circle below. Your dot and comfort zone are also shown, indicating your own EQ strengths. Read about the benefits of stretching to the different quadrants and consider which regions you'd like to stretch to.

### 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

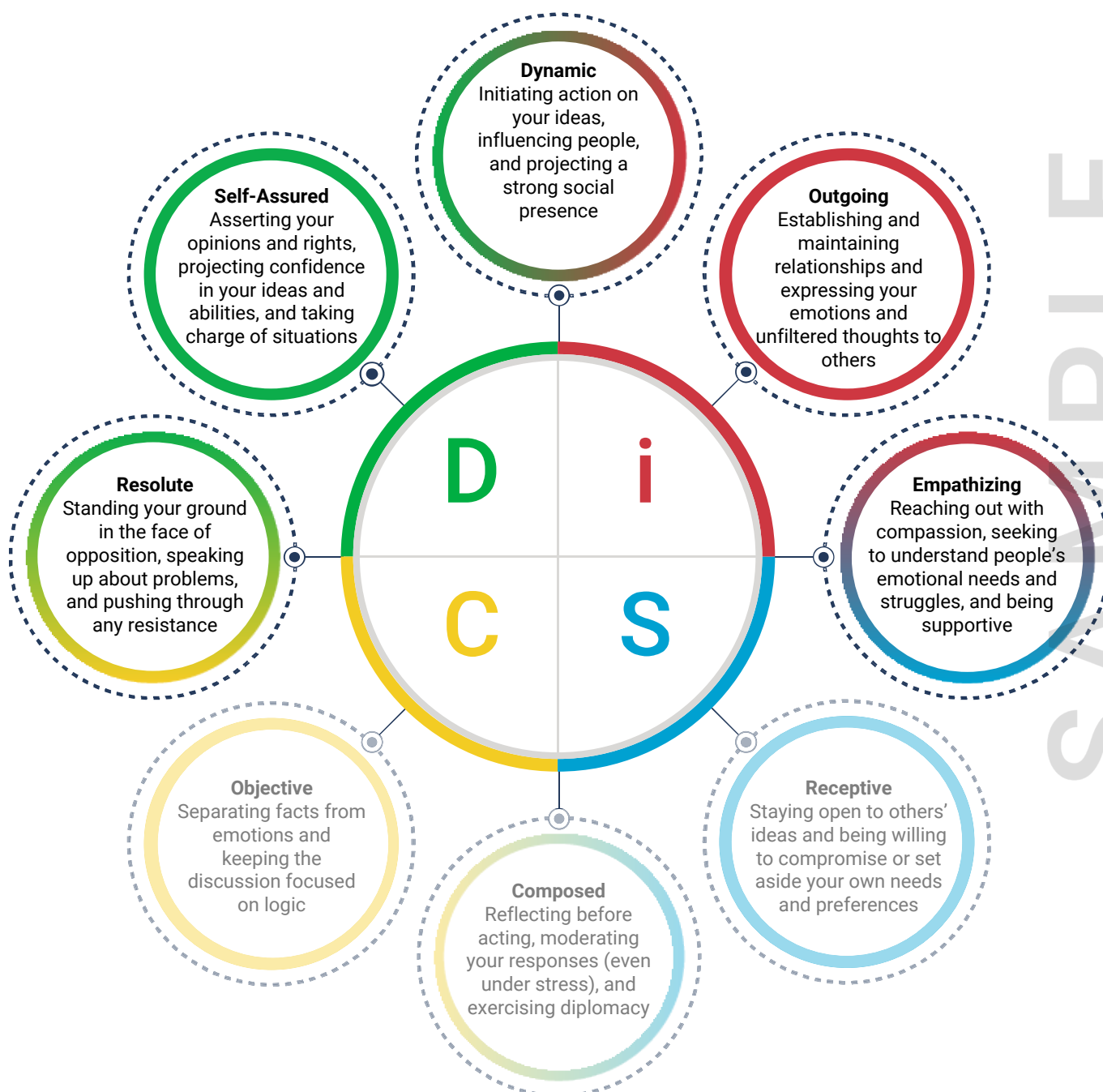
### Benefits of stretching to S

- 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 an SC style, your natural strengths likely include the Composed, Receptive, and Objective mindsets. The mindsets outside your comfort zone may require more effort, but can help you effectively navigate a variety of situations.





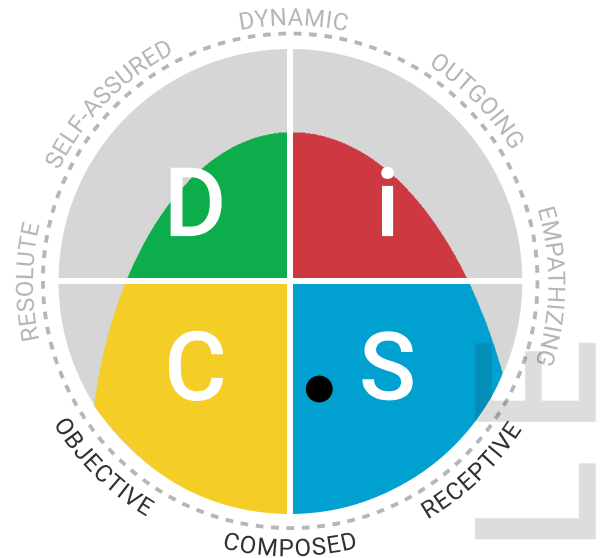
# Stretch Opportunities

## WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

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

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

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



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

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

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



# Resolute Mindset

## TRY THIS ON

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

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

### The Resolute mindset

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

## WHY DO IT?

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

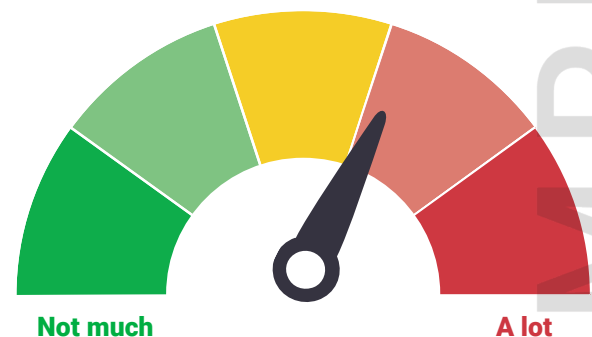
### You might need to be Resolute when

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

### WHAT IS IT?

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

How much effort does this take for you?





# Self-Assured Mindset

## TRY THIS ON

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

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

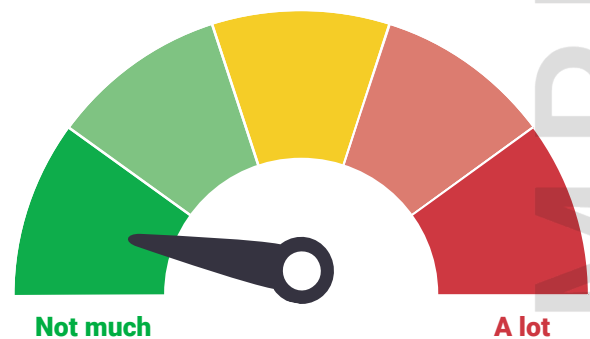
## WHAT IS IT?

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

## The Self-Assured mindset

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

How much effort does this take for you?



## WHY DO IT?

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

## You might need to be Self-Assured when

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



# Dynamic Mindset

## TRY THIS ON

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

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

### The Dynamic mindset

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

## WHY DO IT?

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

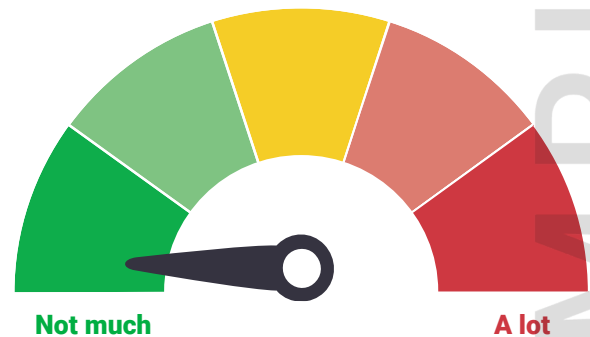
### You might need to be Dynamic when

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

## WHAT IS IT?

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

How much effort does this take for you?





# Outgoing Mindset

## TRY THIS ON

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

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

### The Outgoing mindset

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

## WHY DO IT?

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

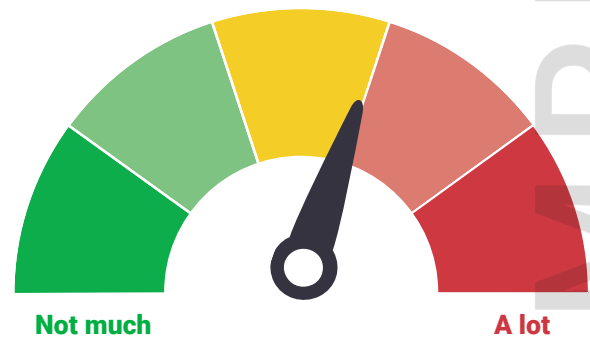
### You might need to be Outgoing when

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

## 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 offer a heartfelt thanks, but are otherwise inclined to make a quick exit and give them some space. You don't want to intrude. After all, if you were upset, you wouldn't want an audience. And, honestly, you hope they're okay, but also worry that expressing interest could unleash a flood of emotions and make things worse.

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

### The Empathizing mindset

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

## WHY DO IT?

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

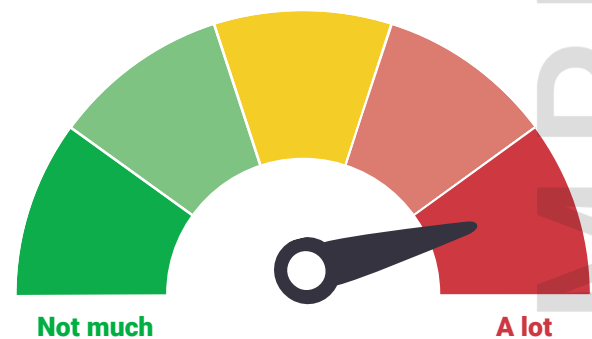
### You might need to be Empathizing when

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

### 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?





# Develop Your EQ

## INTRODUCTION

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

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

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

### YOU WILL LEARN

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



Agile EQ

## 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

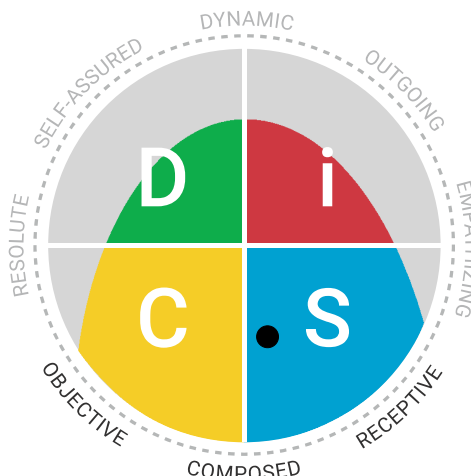
Each region of the DiSC® circle is associated with different EQ strengths (mindsets), shown below around the circle along with your dot and comfort zone. Also shown are challenges the different styles face when they over-rely on these mindsets. Learning to stretch to different mindsets can help overcome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

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

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

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

Want to get better at ...	Turn to ...
<ul style="list-style-type: none"><li>• Holding your ground?</li><li>• Saying no?</li><li>• Maintaining confidence in your perspective?</li></ul>	The <b>Resolute</b> mindset p. EQ-16
<ul style="list-style-type: none"><li>• Standing up for your rights?</li><li>• Projecting confidence in your ideas?</li><li>• Taking charge?</li></ul>	The <b>Self-Assured</b> mindset p. EQ-18
<ul style="list-style-type: none"><li>• Getting your projects off the ground?</li><li>• Getting people excited about your ideas?</li><li>• Persuading others?</li></ul>	The <b>Dynamic</b> mindset p. EQ-20
<ul style="list-style-type: none"><li>• Developing relationships with your coworkers?</li><li>• Networking?</li><li>• Letting down your guard?</li></ul>	The <b>Outgoing</b> mindset p. EQ-22
<ul style="list-style-type: none"><li>• Thinking through how your actions might impact others?</li><li>• Being supportive?</li><li>• Understanding where people are coming from?</li></ul>	The <b>Empathizing</b> 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.



# Resolute Mindset

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

## GETTING INTO THE MINDSET

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

### Showing resolve may require you to overcome thoughts like:

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

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

## WHERE SHOULD YOU START?

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

### Beginner

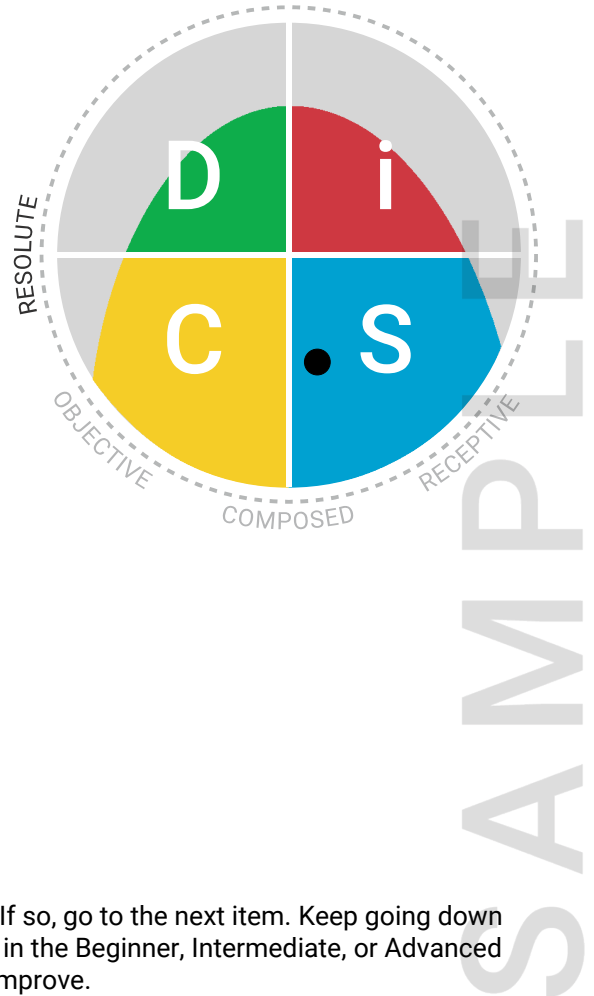
- I understand that it's often important to stick to my viewpoint even if it causes some tension.
- I'm fairly willing to say no to extra tasks when my to-do list is full.

### Intermediate

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

### Advanced

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





# Take Action to Be Resolute

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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

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

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# Self-Assured Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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

### Beginner

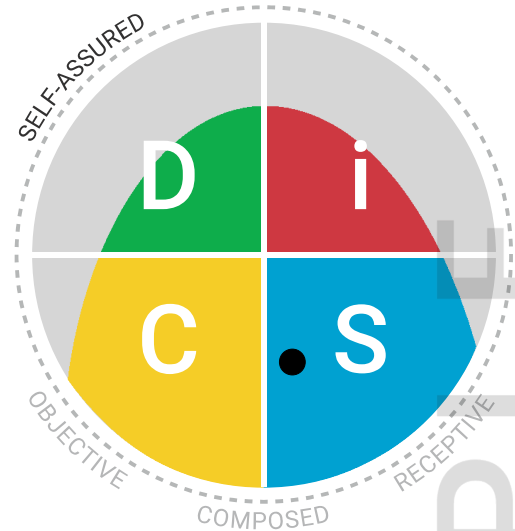
- I usually share my opinions on subjects that really matter to me.
- I am comfortable being a little blunt with a colleague every once in a while.

### Intermediate

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

### Advanced

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





# Take Action to Be Self-Assured

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

**Project control and confidence in dialogue.**

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

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

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

## ADVANCED STEP

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

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



# Dynamic Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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

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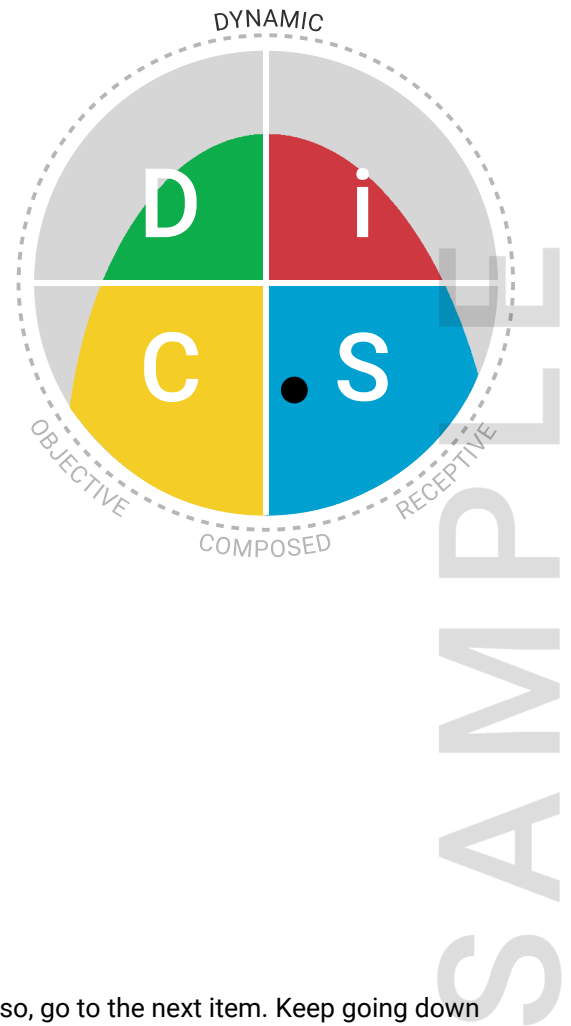
- I consider my audience before pitching an idea or making a request.
- I know how to present ideas in ways that really resonate with people.

### Intermediate

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

### Advanced

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







# Take Action to Be Dynamic

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

## ADVANCED STEP

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

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



# Outgoing Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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

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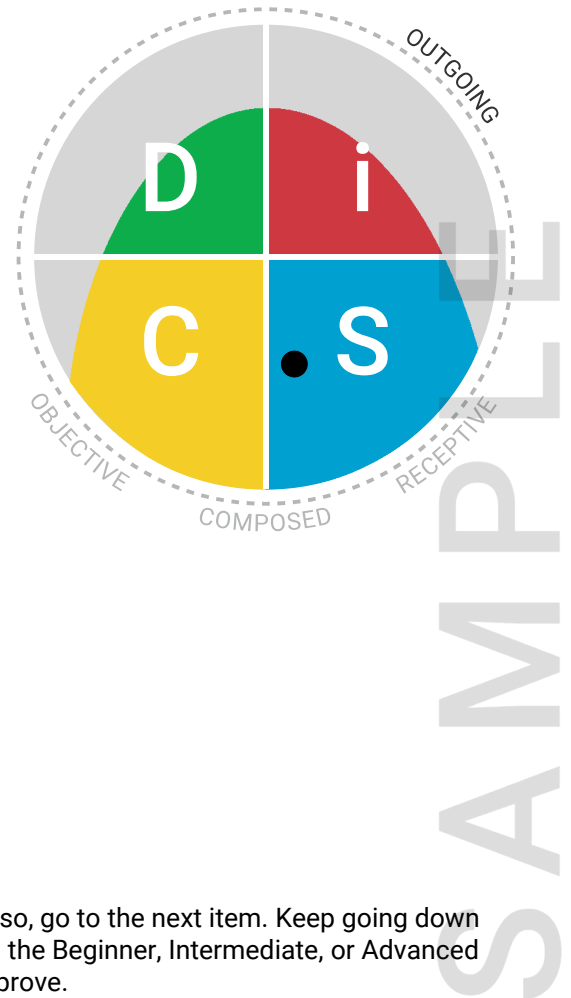
- I understand which feelings are easy for me to share, and which take more effort.
- I don't hesitate to talk about myself in front of others.

### Intermediate

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

### Advanced

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





# Take Action to Be Outgoing

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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



# Empathizing Mindset

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

## GETTING INTO THE MINDSET

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

### Empathizing may require you to overcome thoughts like:

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

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

## WHERE SHOULD YOU START?

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

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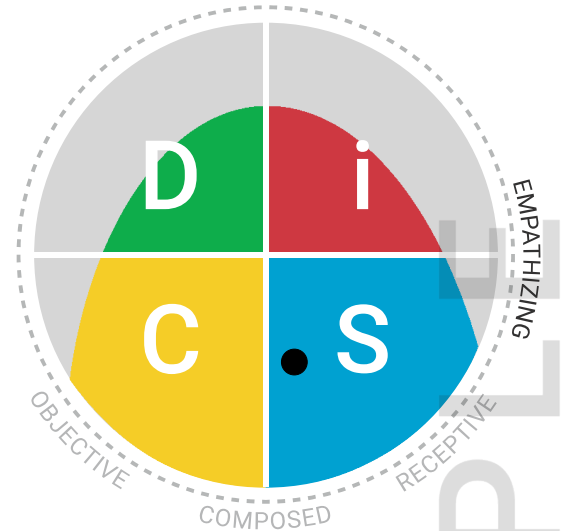
- I'm good at setting aside other priorities to listen to people.
- I almost always feel comfortable talking with someone who is upset or emotional.

### Intermediate

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

### Advanced

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





# Take Action to Be Empathizing

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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

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



# 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?

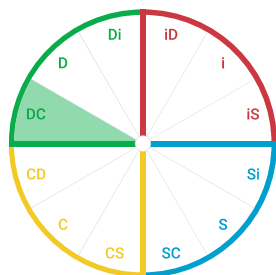
How will you overcome this obstacle?

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?

SAMPLE

# Personalized Style Index

## DC STYLE



**Goals:** Independence, personal accomplishment

**Judges others by:** Competence, common sense

**Influences others by:** High standards, determination

**Overuses:** Bluntness; sarcastic or condescending attitude

**Under pressure:** Becomes overly critical

**Fears:** Failure to achieve their standards

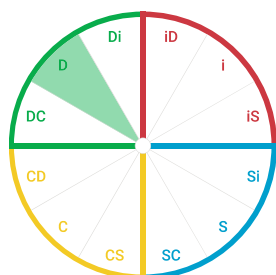
**Would increase effectiveness through:** Warmth, tactful communication

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

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

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

## D STYLE



**Goals:** Bottom-line results, victory

**Judges others by:** Ability to achieve results

**Influences others by:** Assertiveness, insistence, competition

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

**Under pressure:** Becomes impatient and demanding

**Fears:** Being taken advantage of, appearing weak

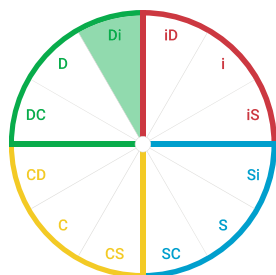
**Would increase effectiveness through:** Patience, empathy

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

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

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

## Di STYLE



**Goals:** Quick action, new opportunities

**Judges others by:** Confidence, influence

**Influences others by:** Charm, bold action

**Overuses:** Impatience, egotism, manipulation

**Under pressure:** Becomes aggressive, overpowers others

**Fears:** Loss of power

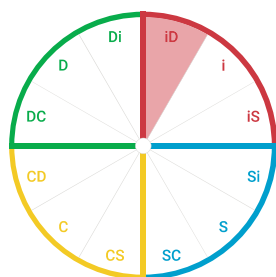
**Would increase effectiveness through:** Patience, humility, consideration of others' ideas

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

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

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



**iD STYLE**

**Goals:** Exciting breakthroughs

**Judges others by:** Ability to think creatively, charisma

**Influences others by:** Boldness, passion

**Overuses:** Impulsiveness, outspokenness

**Under pressure:** Becomes impulsive, lashes out at others

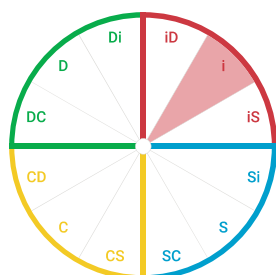
**Fears:** Fixed environments, loss of approval or attention

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

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

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

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

**i STYLE**

**Goals:** Popularity, approval, excitement

**Judges others by:** Openness, social skills, enthusiasm

**Influences others by:** Charm, optimism, energy

**Overuses:** Optimism, praise

**Under pressure:** Becomes disorganized, gets overly expressive

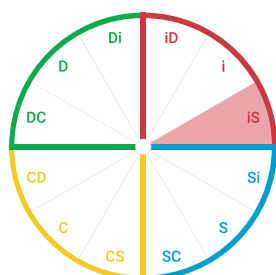
**Fears:** Rejection, not being heard

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

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

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

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

**iS STYLE**

**Goals:** Friendship

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

**Influences others by:** Agreeableness, empathy

**Overuses:** Patience with others, indirect approaches

**Under pressure:** Takes criticism personally, avoids conflict

**Fears:** Pressuring others, being disliked

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

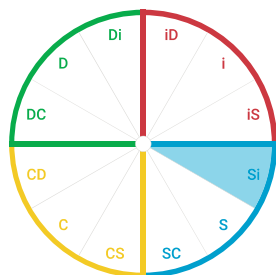
People with the iS style value collaboration, so they enjoy teaming up with others as much as possible. Because they want everyone to feel included, they tend to spend time and energy getting people involved. Since you appreciate opportunities to work independently, you may not relate to their emphasis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

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

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



## Si STYLE



**Goals:** Acceptance, close relationships

**Judges others by:** Receptivity to others, approachability

**Influences others by:** Showing empathy, being patient

**Overuses:** Kindness, personal connections

**Under pressure:** Avoids conflict, tries to make everyone happy

**Fears:** Being forced to pressure others, facing aggression

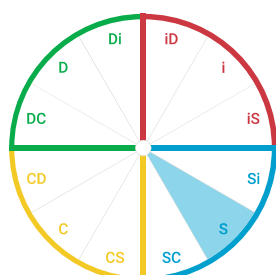
**Would increase effectiveness through:** Saying “no” if necessary, addressing issues

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

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

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

## S STYLE



**Goals:** Harmony, stability

**Judges others by:** Dependability, sincerity

**Influences others by:** Accommodating others, consistent performance

**Overuses:** Modesty, passive resistance, compromise

**Under pressure:** Gives in, avoids revealing true opinions

**Fears:** Letting people down, rapid change

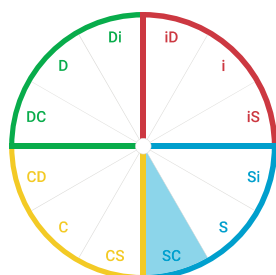
**Would increase effectiveness through:** Displaying self-confidence, revealing true feelings

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

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

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

## SC STYLE



**Goals:** Calm environment, fixed objectives, steady progress

**Judges others by:** Reliability, realistic outlook, even temperament

**Influences others by:** Diplomacy, self-control, consistency

**Overuses:** Willingness to let others lead, humility

**Under pressure:** Becomes inflexible, hinders spontaneity, complies

**Fears:** Time pressure, uncertainty, chaos

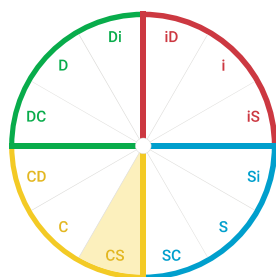
**Would increase effectiveness through:** Initiating change, speaking up

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

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

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

## CS STYLE



**Goals:** Stability, reliable outcomes

**Judges others by:** Precise standards, orderly methods

**Influences others by:** Practicality, attention to detail

**Overuses:** Traditional methods, sense of caution

**Under pressure:** Withdraws, becomes hesitant

**Fears:** Emotionally charged situations, ambiguity

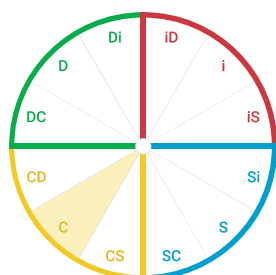
**Would increase effectiveness through:** Showing flexibility, being decisive, showing urgency

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

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

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

## C STYLE



**Goals:** Accuracy, objective processes

**Judges others by:** Expertise, systematic processes

**Influences others by:** Logic, exacting standards

**Overuses:** Analysis, restraint

**Under pressure:** Overwhelms others with logic, becomes rigid

**Fears:** Being wrong, strong displays of emotion

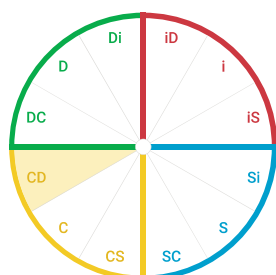
**Would increase effectiveness through:** Acknowledging others' feelings, looking beyond data

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

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

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

## CD STYLE



**Goals:** Efficient results, rational decisions

**Judges others by:** Competence, use of logic

**Influences others by:** Strict standards, resolute approach

**Overuses:** Bluntness, critical attitude

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

**Fears:** Failure, lack of control

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

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

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

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