

# Your DiSC<sup>®</sup> Profile

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# In Your Report



**AGILE EQ™**

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# Your EQ Strengths

## INTRODUCTION

Mateo, you're probably pretty good at speaking your mind and driving your ideas forward. Did you know these are both forms of emotional intelligence (EQ)?

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

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

### YOU WILL LEARN

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



Agile EQ

## EQ PRINCIPLES

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

## DiSC® MODEL WITH EQ STRENGTHS BY STYLE

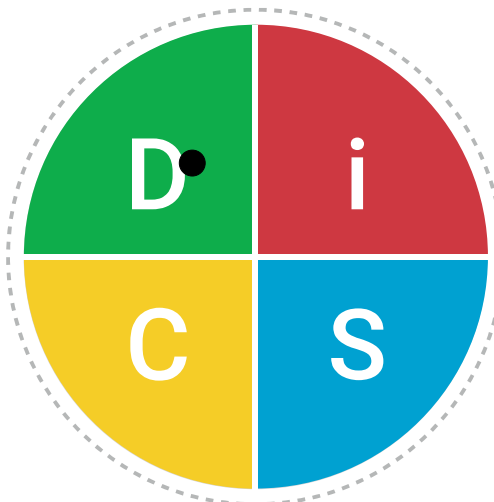
The information below shows your dot location and style as well as the strengths common to the different DiSC® styles.

### D-style strengths

Being self-assured, resolute, and dynamic

### C-style strengths

Being objective, composed, and resolute



### i-style strengths

Being outgoing, dynamic, and empathetic

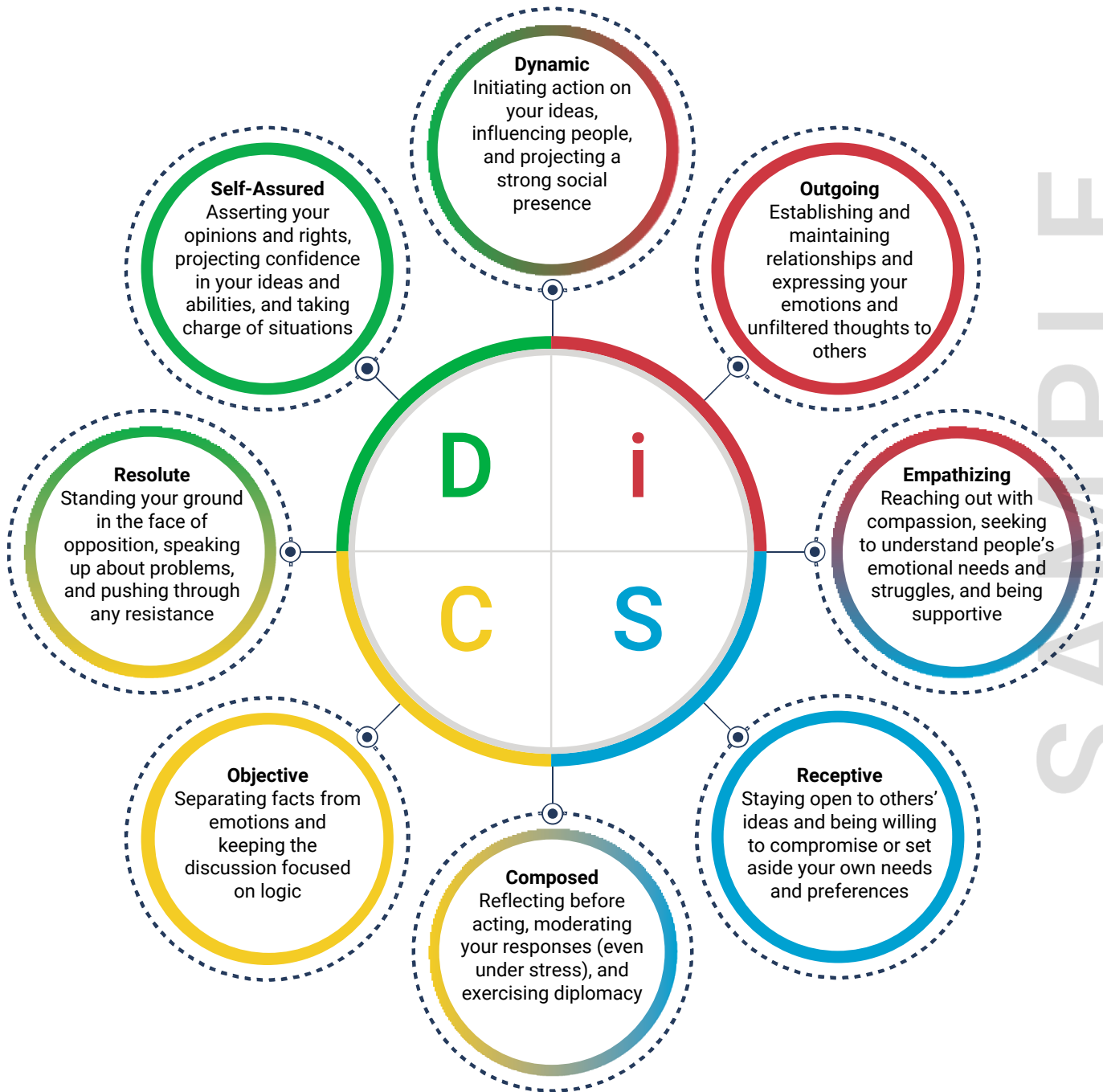
### S-style strengths

Being receptive, empathetic, and composed



# The EQ Mindsets

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





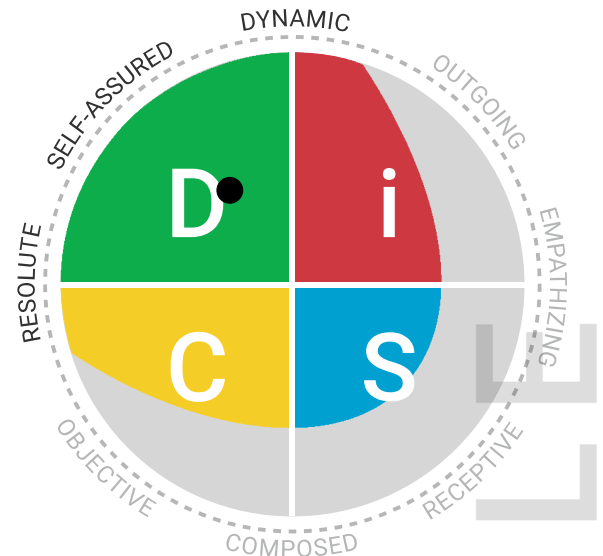
# Your EQ Mindsets

## WHAT MINDSETS MAY COME NATURALLY TO YOU?

We all have different EQ strengths—different forms of EQ that come naturally to us. One way to think of these strengths is as the mindsets that guide your interactions. Because you have a D style, Mateo, you likely gravitate toward the Self-Assured, Dynamic, and Resolute mindsets (shown by your shading at right).

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

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



## SELF-ASSURED MINDSET

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

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

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

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

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



# Your EQ Mindsets (continued)

## DYNAMIC MINDSET

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

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

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

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

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



## RESOLUTE MINDSET

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

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

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

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

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



D

Style

My EQ Snapshot

## MY EQ STRENGTHS

**I'm resolute**

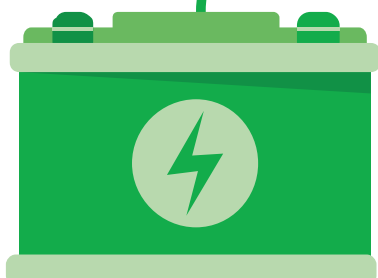
I persist through resistance  
I speak up about problems

**I'm self-assured**

I have the courage to take charge  
I make my voice heard

**I'm dynamic**

I rally people to take action  
I jump on opportunities



## MY EFFECT ON OTHERS

## Other people...

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

## MY NEEDS POWER MY EQ

## I need...

independence

to be strong

to make progress

control and influence





# Beyond Your Comfort Zone

## INTRODUCTION

Emotional intelligence (EQ) involves knowing how best to respond to the emotional and interpersonal demands of a situation. Since different situations call for different responses, you probably excel at some forms of EQ, like holding your ground when others push back.

But some situations call for responses that may be more challenging for you—maybe staying calm when things get tense or compromising when you have strong preferences. Like everyone, you may not always handle certain situations effectively because the optimal response is unfamiliar or uncomfortable.

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

### YOU WILL LEARN

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



Agile EQ

## EQ PRINCIPLES

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

## DiSC® MODEL AND BENEFITS OF STRETCHING

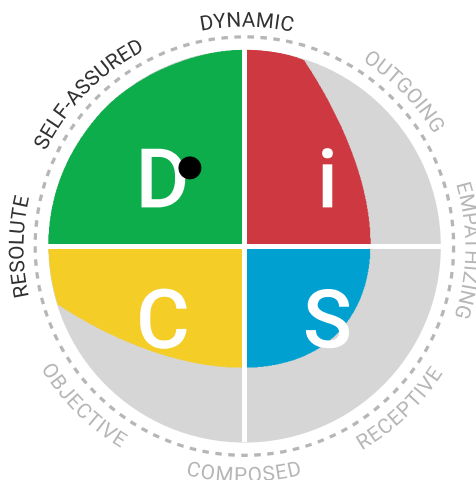
Each region of the DiSC® map is associated with different EQ strengths, shown around the circle below. Your dot and comfort zone are also shown, indicating your own EQ strengths. Read about the benefits of stretching to the different quadrants and consider which regions you'd like to stretch to.

### Benefits of stretching to D

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

### Benefits of stretching to C

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



### Benefits of stretching to i

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

### Benefits of stretching to S

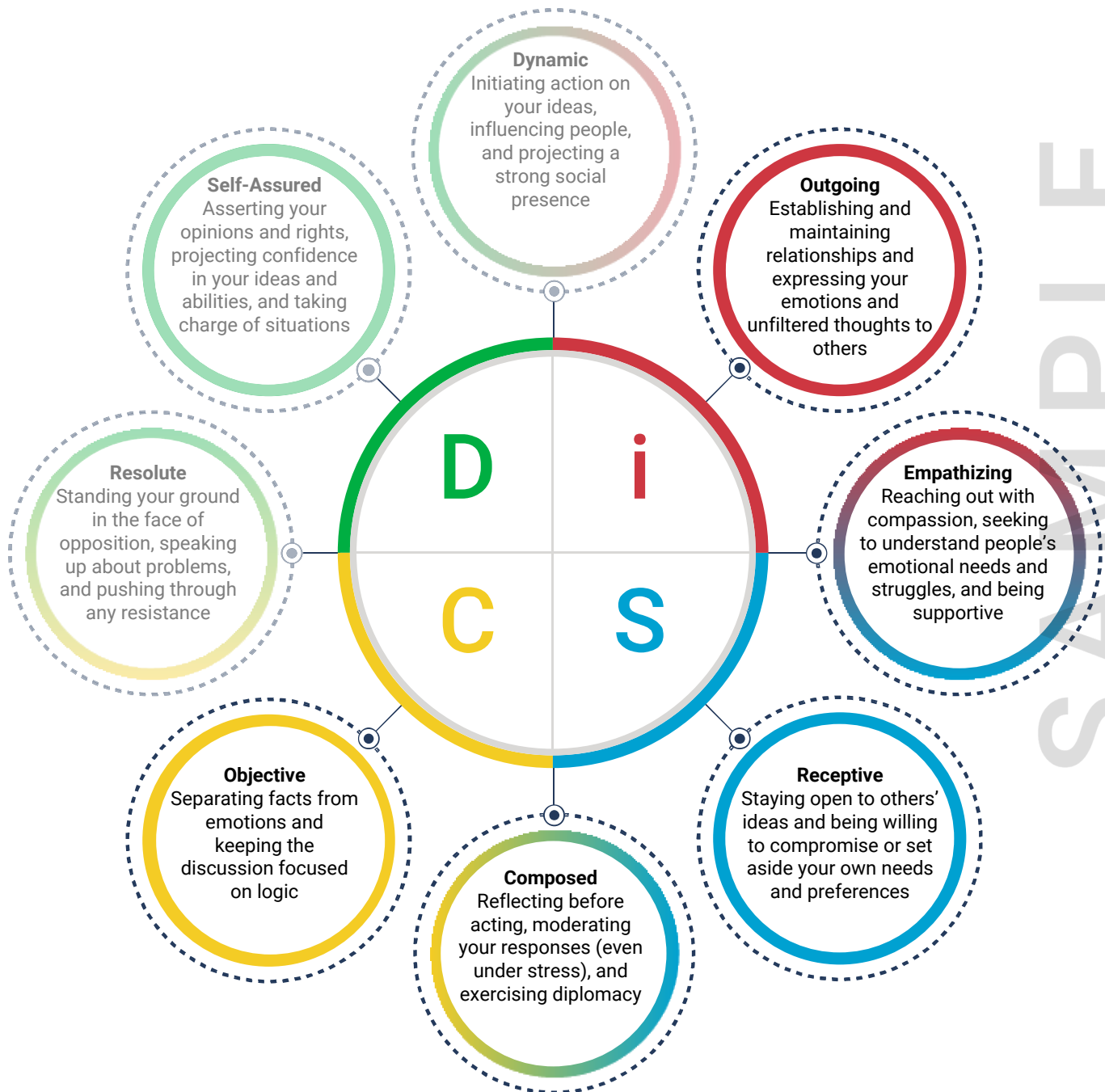
- Helps you keep an open mind
- Ensures you're supportive and approachable





# Stretch Mindsets

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





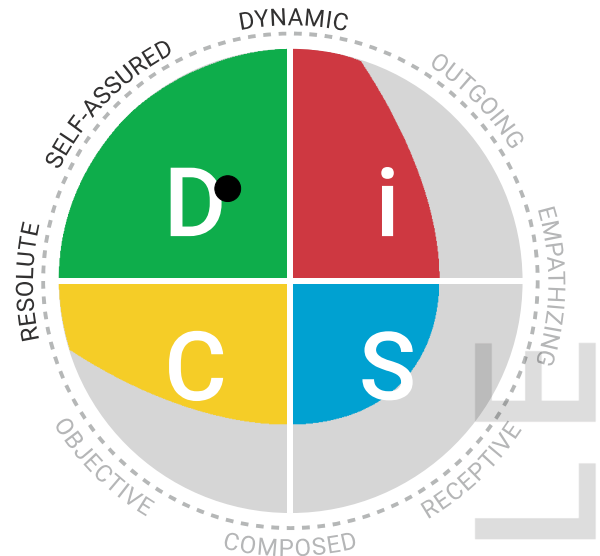
# Stretch Opportunities

## WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

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

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

- Outgoing
- Empathizing
- Receptive
- Composed
- Objective



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

Like everyone else, when you over-rely on the mindsets that are comfortable for you, it can distort the way you look at the world. You might start to see a need for assertiveness where there isn't one, for example, or see a need to hold your ground where compromise is the better choice. And you may end up choosing ineffective or unhealthy responses—and not getting the results you want.

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



# Outgoing Mindset

## TRY THIS ON

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

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

### The Outgoing mindset

- prioritizes putting time and energy into creating and maintaining your connections with people
- means taking a bit of a social risk to let down your guard, express your honest thoughts and feelings, and allow others to see the real you
- involves reaching out to others, expressing interest, and inviting them to open up in turn

## WHY DO IT?

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

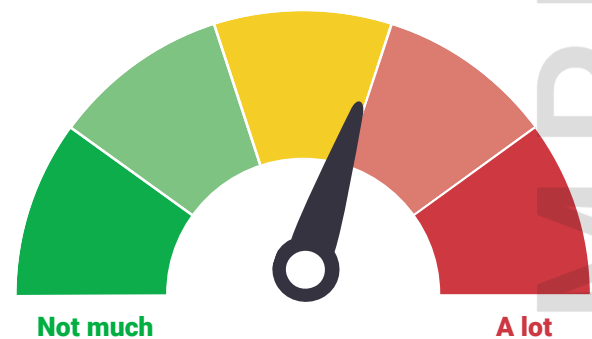
### You might need to be Outgoing when

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

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

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

### The Empathizing mindset

- involves paying attention to verbal and nonverbal cues indicating something is amiss, and investing the energy in trying to understand what it is
- encourages you to reserve judgment, so you can give yourself space to imagine what another person might be going through
- contributes to a supportive environment where people aren't afraid to speak up about their concerns

## WHY DO IT?

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

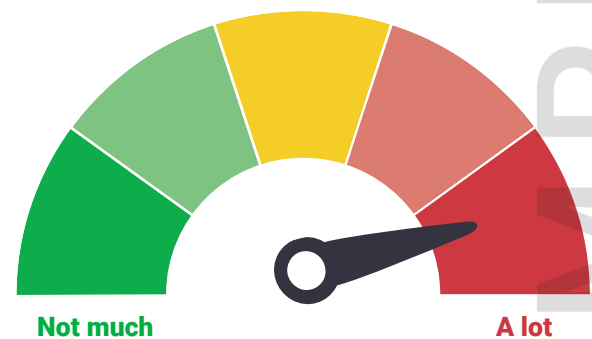
### You might need to be Empathizing when

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

### WHAT IS IT?

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

How much effort does this take for you?





# Receptive Mindset

## TRY THIS ON

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

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

### The Receptive mindset

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

## WHY DO IT?

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

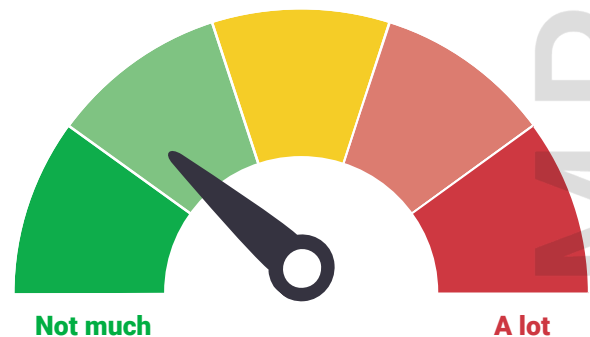
### You might need to be Receptive when

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

## WHAT IS IT?

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

How much effort does this take for you?





# Composed Mindset

## TRY THIS ON

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

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

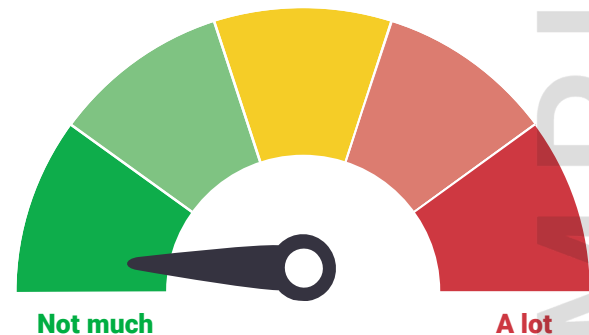
## WHAT IS IT?

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

## The Composed mindset

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

How much effort does this take for you?



## WHY DO IT?

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

## You might need to be Composed when

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



# Objective Mindset

## TRY THIS ON

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

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

### The Objective mindset

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

## WHY DO IT?

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

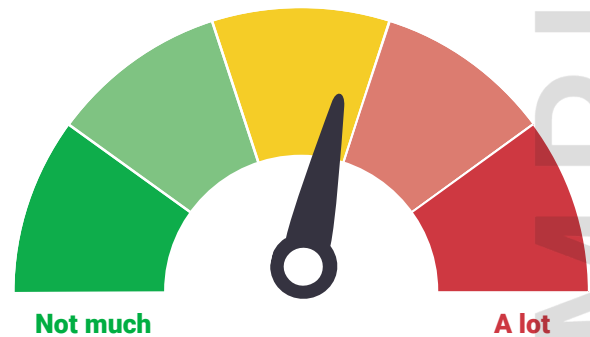
### You might need to be Objective when

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

### WHAT IS IT?

Separating facts from emotion and keeping the discussion focused on logic

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

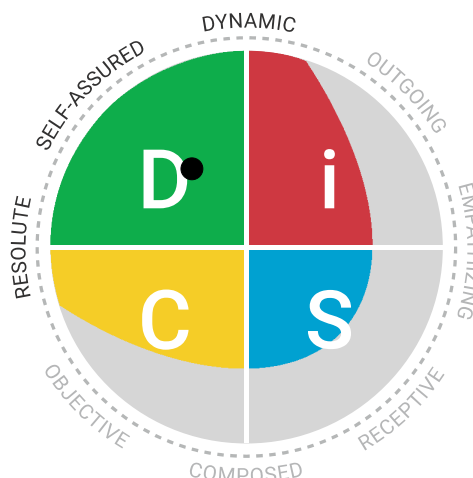
Each region of the DiSC® circle is associated with different EQ strengths (mindsets), shown below around the circle along with your dot and comfort zone. Also shown are challenges the different styles face when they over-rely on these mindsets. Learning to stretch to different mindsets can help overcome 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 D style, you're probably pretty comfortable adopting the Self-Assured, Dynamic, and Resolute mindsets. But it may take more work for you to stretch to some of the other mindsets outside your comfort zone.

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

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

Want to get better at ...	Turn to ...
<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-16
<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-18
<ul style="list-style-type: none"><li>Keeping an open mind?</li><li>Considering others' perspectives?</li><li>Compromising?</li></ul>	The <b>Receptive</b> mindset p. EQ-20
<ul style="list-style-type: none"><li>Reining in knee-jerk responses?</li><li>Reflecting before rushing in to act?</li><li>Exercising diplomacy?</li></ul>	The <b>Composed</b> mindset p. EQ-22
<ul style="list-style-type: none"><li>Separating facts from feelings?</li><li>Gaining perspective on your own biases?</li><li>Identifying the critical facts of a situation?</li></ul>	The <b>Objective</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.



# Outgoing Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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

### Beginner

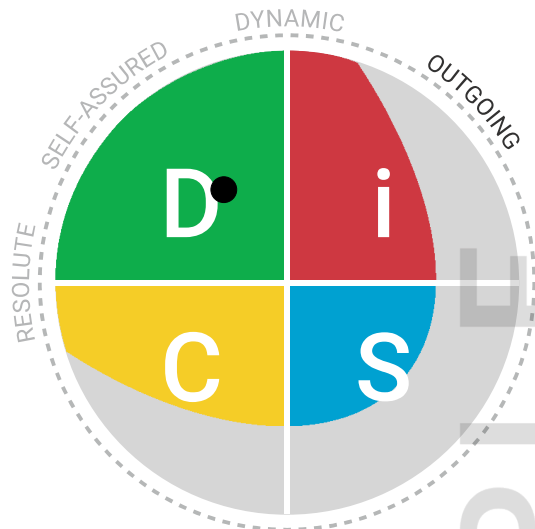
- I understand which feelings are easy for me to share, and which take more effort.
- I don't hesitate to talk about myself in front of others.

### Intermediate

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

### Advanced

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





# Take Action to Be Outgoing

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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



# Empathizing Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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

### Beginner

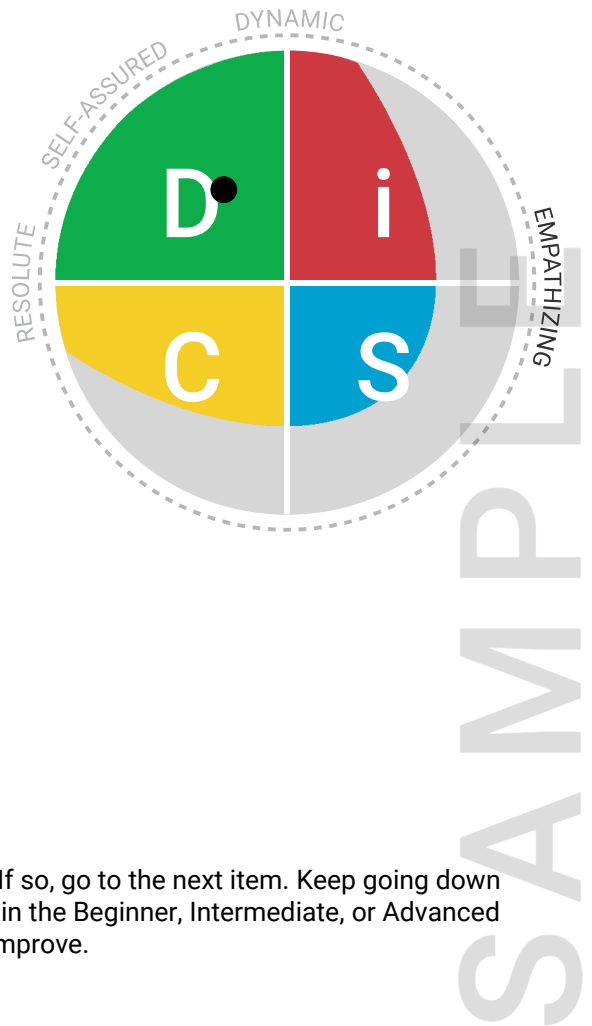
- I regularly check in with people to see if they need help.
- I respond to others' needs and preferences without trying to take over.

### Intermediate

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

### Advanced

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





# Take Action to Be Empathizing

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

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

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

## ADVANCED STEP

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

In the last month, how many times have you:

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

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



# Receptive Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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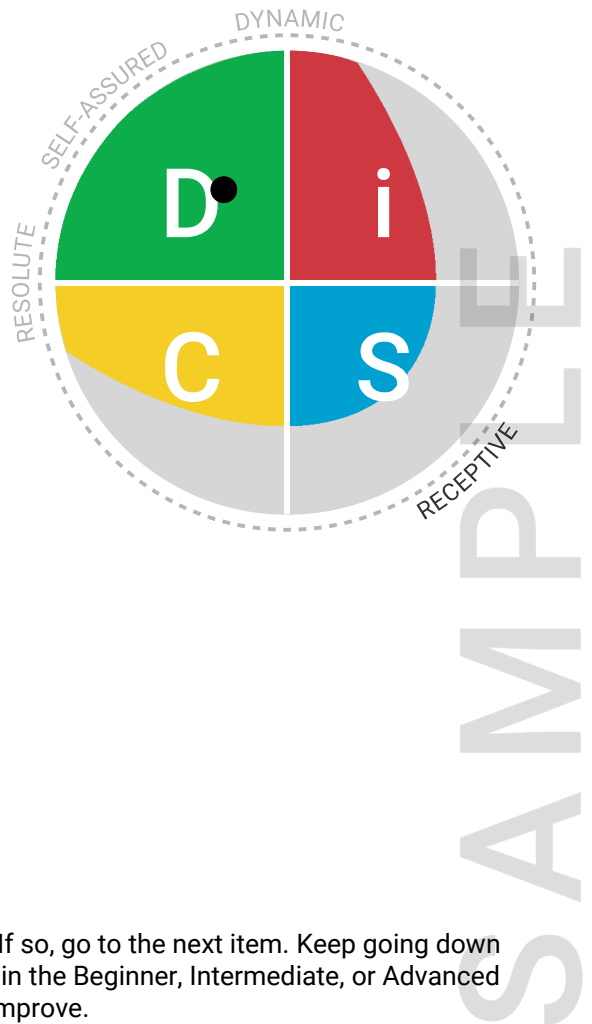
- I'm good at setting aside distractions and listening to others.
- I ask thoughtful questions to make sure I understand what people are telling me.

### Intermediate

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

### Advanced

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





# Take Action to Be Receptive

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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

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



# Composed Mindset

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

## GETTING INTO THE MINDSET

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

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

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

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

## WHERE SHOULD YOU START?

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

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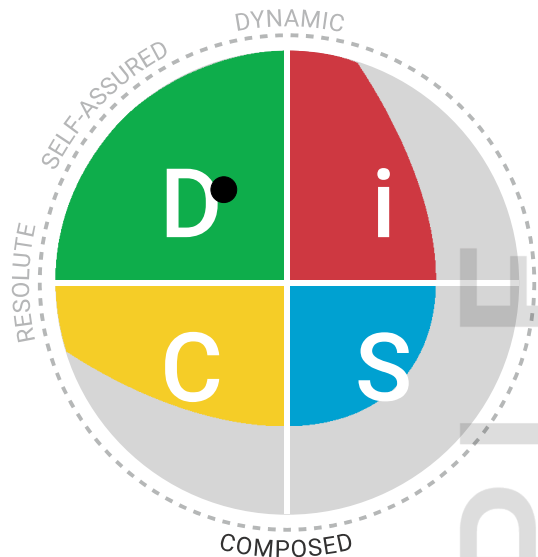
- I understand the things that tend to set me off.
- I do what I can to be prepared for situations that are likely to upset me.

### Intermediate

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

### Advanced

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







# Take Action to Be Composed

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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



# Objective Mindset

Separating facts from emotions and keeping the discussion focused on logic

## GETTING INTO THE MINDSET

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

### Staying objective may require you to fight thoughts like:

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

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

## WHERE SHOULD YOU START?

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

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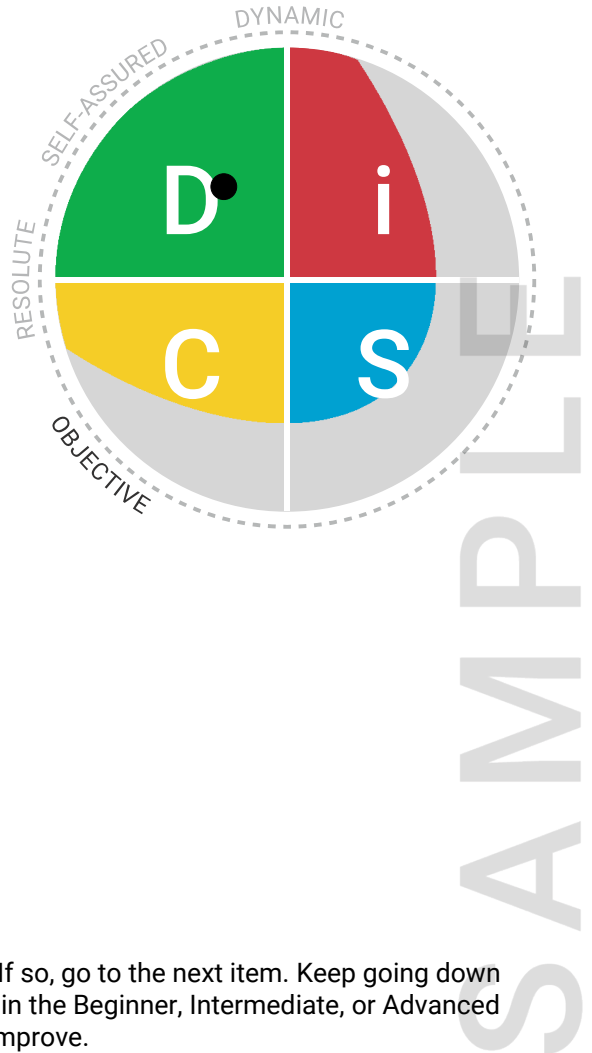
- I can typically identify biased arguments when I encounter them.
- I usually know when it's important to set my personal feelings aside.

### Intermediate

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

### Advanced

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





# Take Action to Be Objective

## BEGINNER STEP

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

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

## INTERMEDIATE STEP

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

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

## ADVANCED STEP

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

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



# 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