

# TAKING FLIGHT WITH DISC EQ PROFILE



*Take Flight Learning*

## PROFILE



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## Taking Flight with DISC EQ Profile

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## What is Emotional Intelligence?

### What is EQ?

Emotional intelligence, often referred to as EI or EQ, refers to the ability to perceive, recognize, evaluate, understand, and control our emotions. EQ allows us to choose how we think, feel, and act. Emotional intelligence gives us the ability to manage our own emotions and positively influence the emotions of others.

### The Four Components of EQ

There are four components of emotional intelligence. The first two are based on the ability to recognize and understand emotions and then manage how those emotions are displayed. These components are represented by Self-Awareness and Self-Management.

The third and fourth components of emotional intelligence are based on the ability to read and interpret the emotions and behaviors of others, then flexibly adapt to honor the emotional state and needs of others. These components are represented by Social Awareness and Relationship Management.



	Recognition	Regulation
Self	<b>Self-Awareness</b> Accurately recognizing one's emotions and behaviors	<b>Self-Management</b> Productively managing one's emotions and behaviors
Others	<b>Social Awareness</b> Accurately perceiving and understanding the emotions and behaviors of others	<b>Relationship Management</b> Understanding how one's emotions and behaviors impact others

The four components are defined as:

- *Self-Awareness* is the ability to perceive and understand your own emotions and their effect on your performance and others.
- *Self-Management* is the ability to manage emotions and impulses, suspend judgment, and think before speaking or acting.
- *Social Awareness* is the ability to understand the needs and concerns others, as well as pick up on group and organizational dynamics.
- *Relationship Management* is the ability to develop and maintain positive relationships by responding to the emotional needs of others in a healthy way.

Each of the four components of EQ contains unique talents specific to that component.





## The Talents for Each Component of EQ

**Self-Awareness** is the ability to recognize what you are feeling and understand how your emotions affect your behavior and performance. When you are self-aware, you see yourself as others see you. This leads you to be more authentic, self-appreciating, and self-actualizing. Self-awareness is an inner understanding of unique, personal factors leading to self-acceptance, recognition of feelings and their effects, and the ability to manage these factors for wellbeing, happiness, and success.



- **Emotional Clarity:** Clearly identifying and naming a range of feelings and needs.
- **Self-Reflection:** Engaging in introspection by thinking about feelings, desires and behaviors and the reasons behind them.
- **Cause & Effect:** Understanding the relationship between feelings, behaviors, performance, and their triggers.
- **Confidence:** A feeling of certainty, trust and positive regard in oneself and one's ability.

**Self-Management** is the ability to think clearly and stay focused when experiencing intense emotions. Self-Management is grounded in being able to manage your emotional state, taking personal responsibility, and leverages self-discipline, goal setting, resilience, problem solving, and stress management to achieve personal mastery and command one's destiny.

- **Discipline:** Controlling one's actions to stay on track and avoid temptations.
- **Drive:** Creating and continuing a course of action towards a goal despite difficulty or setbacks.
- **Accountability:** Taking ownership of words, actions and outcomes when solving problems.
- **Adaptability:** Quickly adjusting to new conditions or what is needed in the moment.
- **Optimism:** Maintaining a positive mindset and hopefulness by seeing opportunities and successful outcomes.





**Social Awareness** is driven by the accurate observation and interpretation of interpersonal interactions. By leveraging empathy and paying attention to the needs of individuals and dynamics of groups, socially aware people gain the foundation to connect and collaborate with others and build meaningful relationships.



- **Empathy:** Understanding the needs and emotions of others by picking up on verbal and non-verbal cues.
- **Service Mindset:** Supporting other by anticipating their stated and unstated needs.
- **Team Dynamics:** Understanding a group's needs and expectations while effectively reading their energy and morale.
- **Perception:** Interpreting and comprehending shifting data or emotional information.

**Relationship Management** is building lasting relationships by using your emotions and awareness of those of others to communicate and interact with people in a way that honors their emotional needs. Relationship management utilizes the skills of influence and personal leadership to act collaboratively, engage in healthy conflict, and build strong connections.

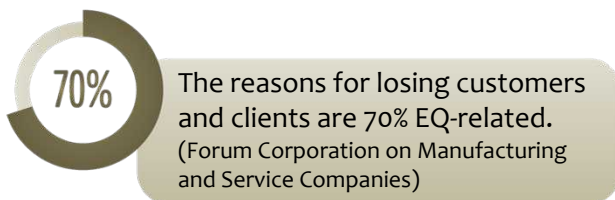
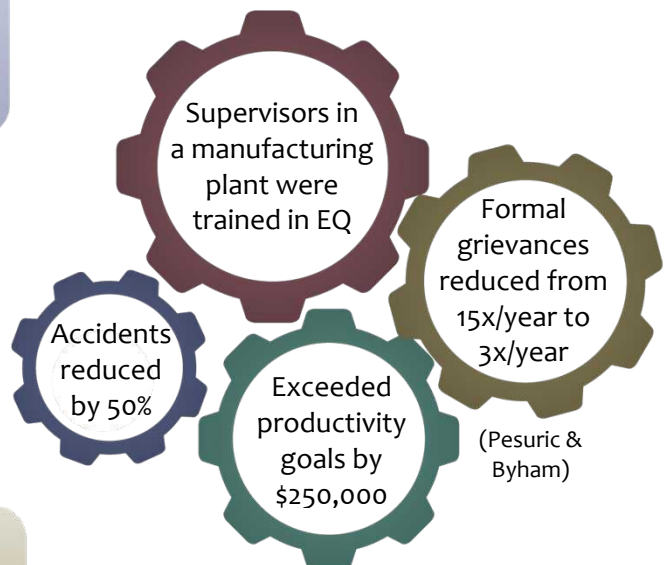
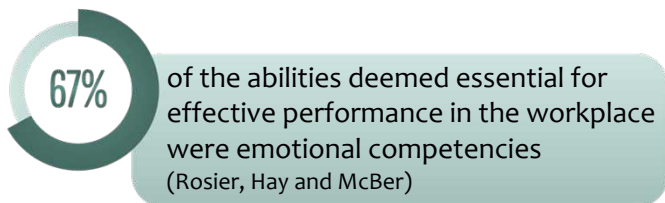
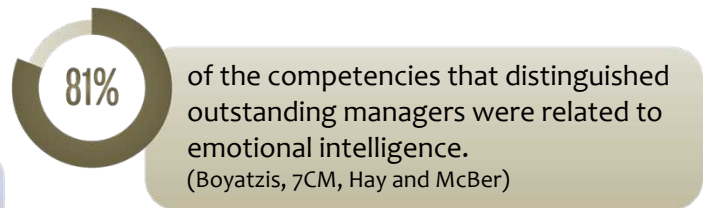
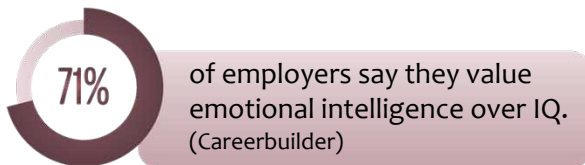
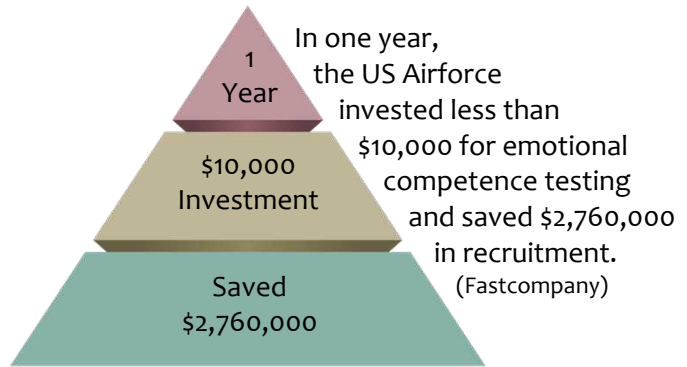
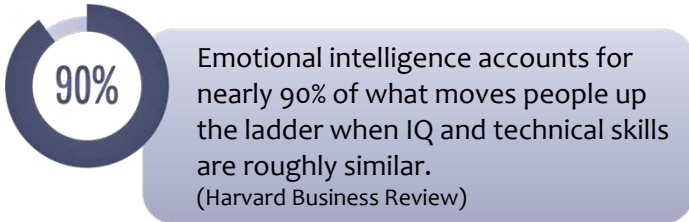
- **Collaboration:** Working together in a positive way to achieve a common purpose.
- **Influence:** Inspiring and persuading others to take action to and achieve their goals.
- **Change Catalyst:** Promoting and enabling change by championing, enabling, and supporting the process and emotions of those involved or impacted.
- **Connection:** Understanding how to grow and nurture healthy relationships with others.
- **Conflict Management:** Fairly settling disputes to reduce friction and create positive outcomes.





## The Impact of EQ

Unlike cognitive intelligence, emotional intelligence is not fixed. You can increase your EQ by heightening your awareness of yourself and others and adjusting your thoughts and actions. Emotionally intelligent people build healthy relationships and achieve success. The following studies demonstrate the impact of EQ:



*Now, imagine incorporating the four bird styles into EQ and how that can change your life*





## The Power of Emotions and Feelings

People often use the words, “feelings” and “emotions” interchangeably. However, they are not the same. Emotions are associated with bodily reactions that are activated through neurotransmitters and hormones released by the brain. Feelings are the conscious experience of emotional reactions. Essentially, emotions come first, then feelings arise as emotion chemicals go to work in our bodies. Moods then develop from a combination of feelings.

There are eight basic emotions as identified by Psychologist Robert Plutchik: Anger, Anticipation, Fear, Joy, Trust, Surprise, Sadness, and Disgust. He organized them on a cone-shaped model based on the physiological purpose of each, but the model unfolds into a wheel for easier display.

### Opposites:

Each primary emotion has a polar opposite based on the physiological reaction each emotion creates.

- Fear and anger. Physiological reaction: Get small and hide vs get big and loud
- Joy and sadness. Physiological reaction: Connect with others vs withdraw or give up
- Anticipation and surprise. Physiological reaction: Examine closely vs jump back / pay attention
- Disgust and trust. Physiology reaction: Reject vs embrace

The emotions between the petals on the wheel represent an emotion that is a combination of two primary emotions. For example, anticipation and joy combine to be optimism. Emotions can be complex, and being able to recognize when an emotion is a combination of two or more emotions is beneficial in your understanding.

Emotions intensify as they move from the outside of the wheel to the center. The darker the shade, the more intense the emotion. For example, anger at its lowest level of intensity is annoyance and at its highest intensity becomes rage.

Enhancing your Emotional Intelligence begins with recognizing your emotions, understanding the nuances between emotions, and how your emotions may change over time. This wheel will help guide you through that process.

### Why is this important?

Emotions provide information or data about yourself and others and helps drive our behaviors, our communication, and our decisions. They help focus our attention on what is important and motivate us into action. It is time to get curious about your emotions!

Now it is important to note that emotions can intensify if not recognized and managed. Dr. Daniel Siegel, a neuroscientist, phrased it well: “Name it to Tame it”. When we stop and name our emotions we activate the rational part of our brain, helping to tame the intensity of the emotions.

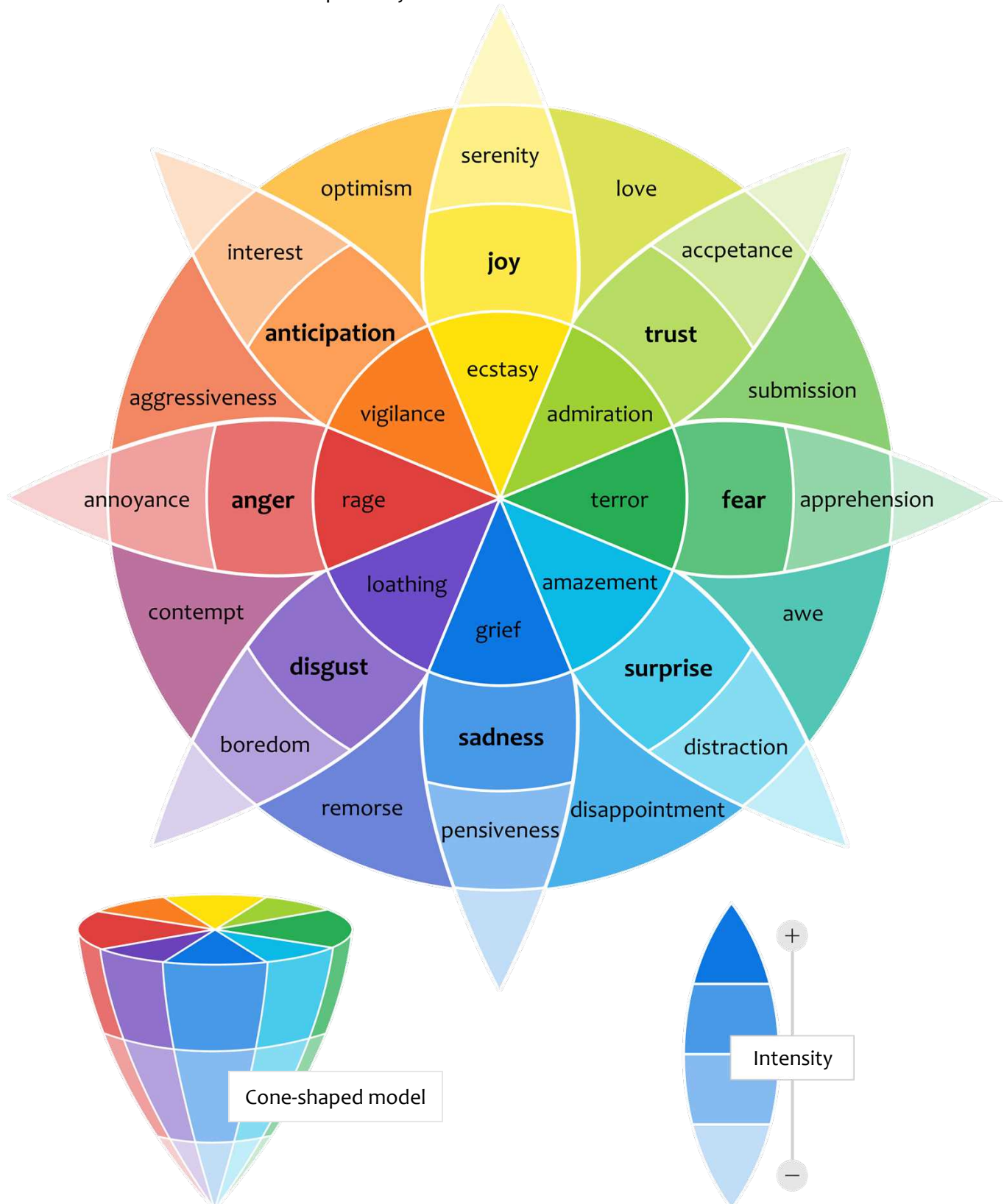
Emotions are highly contagious. We can pick up on other people’s emotional states through a neurobiological process called Mood Contagion. Research states that happy people in the workforce help to deliver higher results and will help to spread that happy emotional state to others.





## Plutchik's Wheel of Emotions

There are over 3000 words in the English language to describe human emotions. People with high EQ use descriptive, nuanced words to describe what they are feeling with great precision. People with low EQ tend to use more basic words that lack specificity





## What is DISC and Why Birds?

Many people are familiar with the four styles represented by the letters D, I, S and C. These styles have been around for a long time beginning with the ancient Greek and Chinese civilizations around 2500 years ago.



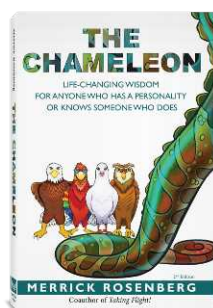
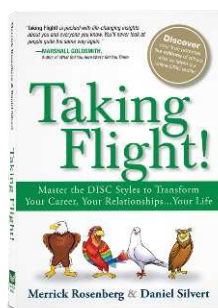
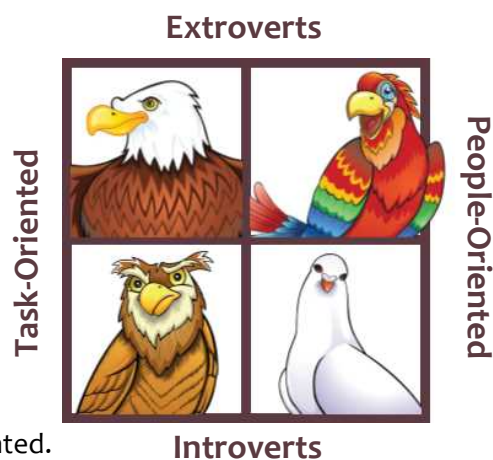
Hippocrates described the four humors: Choleric, Sanguine, Phlegmatic, and Melancholic. In China, they used elements including, Wood, Fire, Water and Metal. The Native Americans represented the styles by four animals including the Eagle, Coyote, Buffalo, and Bear. William Marston, in his book, *The Emotions of Normal People*, represented the styles as **Dominant, Inducement, Submissive, and Conscientious**. Millions of people are familiar with Marston's DISC letters, though the words have been changed over time.

In the 1950's Roger Sperry was studying the brain and he described what he called, the bi-lateral brain. In other words, there are left-brained people (Eagles and Owls) and right-brained people (Parrots and Doves).

Later research revealed that there are two types of extroverts: task-oriented and people-oriented. Eagles are task-oriented extroverts, known as agentic extroverts. Parrots are people-oriented extroverts, known as affiliative extroverts.

There are also two types of introverts: task-oriented and people-oriented. Owls are task-oriented introverts, known as thinking introverts. Doves are people-oriented introverts, known as social introverts.

Further research revealed that brain chemistry played a role in creating the four styles. Eagles have low serotonin. Parrots have high levels of acetylcholine, while that neurotransmitter is low for Owls. Doves are high in oxytocin.



In 2012, Merrick Rosenberg linked the four styles to four birds in his first book, *Taking Flight!*, and subsequently in *The Chameleon* and others. By representing the styles with four birds, he brought them to life in a visual way that is easy to understand and remember.

Why are there four styles? Our brain chemistry and structure makes it so. In this report, the Dominant D style is represented by Eagles. The Interactive I style is symbolized by the Parrots. The Supportive S is the Doves and the Conscientious C is the Owls.





## Behaviors of Each Style

Just as anyone can experience any emotion, anyone can display any behavior. However, there are certain behaviors that each style tends to display on a regular basis. Further, when they display these behaviors, they do so with ease. These include:



Results-driven  
Direct  
Assertive  
Bottom-line  
Big-picture  
Independent  
Decisive  
Take-charge



Social  
Talkative  
Upbeat  
Motivating  
Fun  
Humorous  
Persuasive  
Intuitive







Analytical  
Precise  
Questioning  
Methodical  
Objective  
Organized  
Diplomatic  
Detail-oriented



Harmonious  
Patient  
Helpful  
Friendly  
Cooperative  
Approachable  
Consistent  
Caring





## Emotions of Each Style

While anyone can experience any emotion, and all of us have likely experienced all of the following emotions, each bird style tends to have a suite of emotions that they experience more often than other emotions. These include:

	Brave, confident, secure, assured, determined, bold, empowered, convinced, powerful, strong, successful, tenacious, valuable, proud, certain, self-reliant
	Optimistic, joyful, amused, delighted, energized, invigorated, inspired, amused, celebratory, enthusiastic, exhilarated, festive, playful, eager, encouraged
	Calm, peaceful, relaxed, openhearted, serene, accepting, contented, compassionate, loving, trusting, warm, empathetic, devoted, sympathetic, appreciative
	Curious, engrossed, careful, reflective, pensive, informed, apprehensive, interested, organized, prepared, rational, autonomous, cautious, contemplative







## Fears of Each Style

	Losing control, being seen as vulnerable, being taken advantage of, appearing weak, falling into a routine, vulnerability, failure, indecisiveness, complacency, getting off track, indirect communication, being constrained, issue avoidance
	Loss of influence and recognition, conflict, disapproval, being ignored, lack of social support, lack of acceptance, public criticism, negativity, boredom, silence, rigidity, closed-mindedness, being predictable, fixed environments
	Sudden change, disruption to routine, loss of stability, offending others, aggression, lack of harmony, letting people down, interpersonal conflict, insensitivity, dissension, causing harm to others, pressuring people, public speaking, personal attacks
	Making mistakes, criticism, being wrong, strong displays of emotion, irrationality, poor quality, disorganization, inferior standards, trading speed for quality, antagonism, large group interaction, failing to meet expectations, lack of structure

## Intense Emotional Reactions of Each Style

When emotion get elevated, we overuse our strengths and they become our weaknesses. In other words, too much of a good thing is not a good thing. The assertive Eagle can become aggressive. The optimistic Parrot can become unrealistic. The caring Dove can become smothering. And the accurate Owl can become the perfectionistic and fail to complete their work.

You may have noticed that in the previous examples that people who dial up the intensity of their strengths fail to self-regulate their behaviors. Following is a quick of overview of what each looks like when they push their strengths into the red zone:

Typical Emotional Reaction		Intense Emotional Reaction
Assertive, direct, confident, risk-taking, results-driven		Aggressive, blunt, arrogant, reckless, short-sighted
Visionary, multi-tasking, persuasive, optimistic, enthusiastic		Unrealistic, disorganized, manipulative, impractical, self-promoting
Collaborative, patient, cautious, tolerant, trusting		Dependent, smothering, complacent, fearful, permissive
Analytical, discerning, focused, process-oriented		Indecisive, judgmental, critical, detached, bureaucratic





## Integrating Style and EQ

The American Psychological Association defines personality as the individual differences in characteristic patterns of thinking, feeling, and behaving. The Eagles, Parrots, Doves and Owls explain how people think, feel and act. Emotional intelligence captures the ability to perceive, understand, evaluate, and manage emotions. When combined together, we get a more holistic view of how an individual with specific style is likely to understand themselves and others and how they are likely to control their emotions and build relationships.

People with all four styles can have high or low emotional intelligence. Anyone of any style can have high self-awareness. Anyone of any style can have low self-awareness. Style comes into play when we examine what each style looks like with both low and high self-awareness, as each style tends to display EQ in different ways. For example, an Eagle with high emotional intelligence in the area of Relationship Management will go about building and nurturing relationships differently than an emotionally intelligent Dove.



***Style influences how emotions are experienced, managed, and expressed.***

### **A few thoughts on style and EQ:**

- We all come into the world with a style, though that style can change over time
- EQ can be consciously developed and increased
- Style explains what you do and how you do it
- EQ can predict how successful you will be
- Combining style and EQ can help you be the truest and best version of yourself

If you guide someone to improve their behavior by speaking to them in a way that resonates with their style, you trigger their natural hardwiring, and they can process and correctly interpret what you are saying. This increases the likelihood that they will apply new insights. If you provide guidance that is out of their style, it won't resonate with them as it may feel like you are not speaking their language. It will be perceived as onerous to implement as it will be too much of a stretch and take too much energy to implement the new behaviors.

For example, if you tell a talkative Parrot to “be quiet and listen,” they might be overwhelmed and never make the attempt. Instead, try telling a Parrot, “You are an amazing storyteller. Other people have great stories too. Let them finish their stories fully before you share yours.” Since this is spoken in Parrot language, it will sound more doable and achievable. Subsequently, the Parrot puts more effort into becoming a better listener and thus, increases their emotional intelligence.





## The Taking Flight with DISC EQ Profile will help you:

- Access and understand your EQ through the lens of the four styles
- Heighten awareness of the various components of emotional intelligence
- Identify EQ and style-driven strengths and areas for development
- Provide a framework for personal and professional growth

When applying style wisdom, you can tap into the Chameleon Code introduced in Merrick Rosenberg's book, *Which Bird Are You?*. Notice how the four questions parallel the four components of EQ:

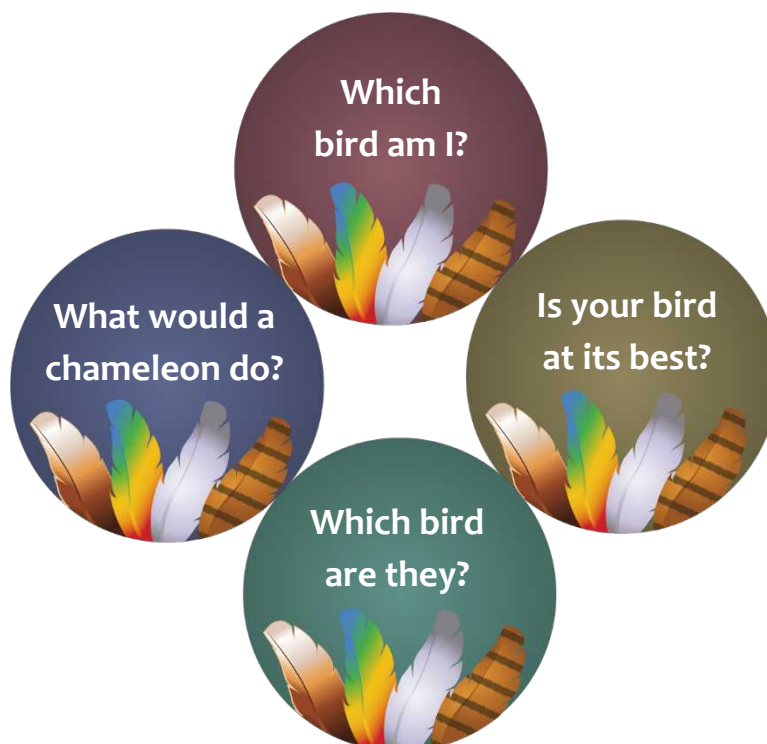
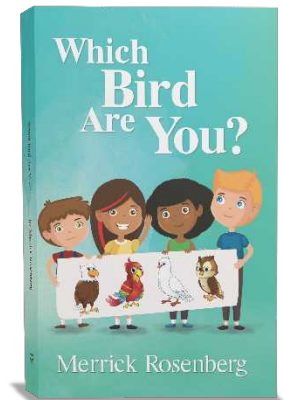
The Self-Awareness component relates to Question #1: *Which bird am I?* Understanding your style provides insight into your strengths and challenges.

The Self-Management component relates to Question #2: *Is your bird at its best?* By tapping into the strengths of your style rather than overusing your strengths, you can become the best version of yourself.

The Social Awareness component relates to Question #3: *Which bird are they?* Understanding the style of others allows you to treat them the way they need to be treated.

The Relationship Management component relates to Question #4: *What would a chameleon do?* Flexibly adapting to the needs of others enables you to build stronger connections.

This report will help you to answer these four questions and elevate your emotional intelligence.





## Benefits of Integrating Emotional Intelligence and the Four Styles

Emotional intelligence recognizes feelings and responds in an appropriate, focused way. These abilities heighten personal performance, strengthen relationships, and direct teamwork to achieve results.

Your style and your emotional intelligence are displayed in almost everything you do, including:

	Communication		Productivity and performance
	Decision-making		Personal and professional relationships
	Leadership		Customer service
	Sales		Conflict management
	Teamwork		Overall effectiveness

The work benefits are numerous. There are both **increases and decreases** that positively impact relationships and performance when you utilize the four styles and EQ is strong:

### Increases

### Decreases

- ◆ Enhanced employer/employee relations
- ◆ Improved performance/productivity
- ◆ Higher attention to task
- ◆ Greater motivation and satisfaction
- ◆ Increased confidence
- ◆ Better problem solving and creativity
- ◆ More effective leadership
- ◆ Increased influence
- ◆ Better collaboration and synergy
- ◆ Improved culture
- ◆ Improve interpersonal effectiveness

- ◆ Reduced conflict
- ◆ Lower levels of bias and mistrust
- ◆ Fewer health issues
- ◆ Decreased stress, anxiety, and burnout
- ◆ Minimized negative emotions
- ◆ Fewer aggression and hostility issues
- ◆ Fewer silos and less fragmentation
- ◆ Fewer safety-related violations
- ◆ Decreased feelings of isolation
- ◆ Fewer on-the-job accidents
- ◆ Fewer disengaged employees





## EQ and the Eagle Style

The following chart is based on someone with a strong Eagle style. While you may have higher or lower EQ in any area listed below, this chart represents typical EQ for Eagles. The information is sorted into the four components of emotional intelligence with each of the five talents that make up that component. In each box you will find the name of the talent and a description of whether the Eagle style is likely to have high or low EQ in that area.



Self-Awareness	Self-Management	Social Awareness	Relationship Management
<b>Self-Reflection</b> Low	<b>Discipline</b> Moderate	<b>Empathy</b> Low	<b>Collaboration</b> Low
<b>Emotional Clarity</b> Low	<b>Drive</b> High	<b>Perception</b> Moderate	<b>Influence</b> High
<b>Cause &amp; Effect</b> Low	<b>Optimism</b> Moderate	<b>Service Mindset</b> Low	<b>Change Catalyst</b> High
<b>Confidence</b> High	<b>Accountability</b> Moderate	<b>Team Dynamics</b> Moderate	<b>Conflict Management</b> Moderate
—	<b>Adaptability</b> High	—	<b>Connection</b> Low





## EQ and the Parrot Style

The following chart is based on someone with a strong Parrot style. While you may have higher or lower EQ in any area listed below, this chart represents typical EQ for Parrots. The information is sorted into the four components of emotional intelligence with each of the five talents that make up that component. In each box you will find the name of the talent and a description of whether the Parrot style is likely to have high, moderate or low EQ in that area.



Self-Awareness	Self-Management	Social Awareness	Relationship Management
<b>Self-Reflection</b> Moderate	<b>Discipline</b> Low	<b>Empathy</b> Moderate	<b>Collaboration</b> High
<b>Emotional Clarity</b> Moderate	<b>Drive</b> High	<b>Perception</b> Moderate	<b>Influence</b> High
<b>Cause &amp; Effect</b> Low	<b>Optimism</b> High	<b>Service Mindset</b> Low	<b>Change Catalyst</b> High
<b>Confidence</b> High	<b>Accountability</b> Moderate	<b>Team Dynamics</b> High	<b>Conflict Management</b> Moderate
—	<b>Adaptability</b> High	—	<b>Connection</b> High





## EQ and the Dove Style

The following chart is based on someone with a strong Dove style. While you may have higher or lower EQ in any area listed below, this chart represents typical EQ for Doves. The information is sorted into the four components of emotional intelligence with each of the five talents that make up that component. In each box you will find the name of the talent and a description of whether the Dove style is likely to have high, moderate, or low EQ in that area.



Self-Awareness	Self-Management	Social Awareness	Relationship Management
<i>Self-Reflection</i> High	<i>Discipline</i> High	<i>Empathy</i> High	<i>Collaboration</i> High
<i>Emotional Clarity</i> High	<i>Drive</i> Low	<i>Perception</i> High	<i>Influence</i> Low
<i>Cause &amp; Effect</i> High	<i>Optimism</i> Moderate	<i>Service Mindset</i> High	<i>Change Catalyst</i> Low
<i>Confidence</i> Low	<i>Accountability</i> Moderate	<i>Team Dynamics</i> High	<i>Conflict Management</i> Moderate
—	<i>Adaptability</i> Low	—	<i>Connection</i> High





## EQ and the Owl Style

The following chart is based on someone with a strong Owl style. While you may have higher or lower EQ in any area listed below, this chart represents typical EQ for Owls. The information is sorted into the four components of emotional intelligence with each of the five talents that make up that component. In each box you will find the name of the talent and a description of whether the Owl style is likely to have high, moderate, or low EQ in that area.



Self-Awareness	Self-Management	Social Awareness	Relationship Management
<b>Self-Reflection</b> Low	<b>Discipline</b> High	<b>Empathy</b> Low	<b>Collaboration</b> Low
<b>Emotional Clarity</b> Low	<b>Drive</b> Moderate	<b>Perception</b> High	<b>Influence</b> Low
<b>Cause &amp; Effect</b> High	<b>Optimism</b> Low	<b>Service Mindset</b> Low	<b>Change Catalyst</b> Low
<b>Confidence</b> Low	<b>Accountability</b> High	<b>Team Dynamics</b> Low	<b>Conflict Management</b> Low
—	<b>Adaptability</b> Low	—	<b>Connection</b> Low





## Evren's EQ Overview

EQ is based awareness of ourselves and others and the ability to manage our emotions and behaviors for ourselves and the people we encounter. The ability to identify, understand, and manage emotions represent our intrapersonal skills. The ability to recognize, empathize, and relate to the emotions of others represent our social or interpersonal skills.

The scale descriptors on the right explain the continuum of EQ knowledge and skill. As you read them, think of emotional intelligence as a skillset that can be development. Scores are based on one's current level of understanding and competence. Unlike cognitive intelligence, emotional intelligence can be increased through willingness, insight, and application.

- 90-100** **Expert:** Has comprehensive and extensive knowledge. Intuitively grasps the totality of the situation and responds instinctively and sensibly with ease.
- 80-89** **Proficient:** Has a high degree of competence and depth of understanding. Sees the big picture and holistically addresses complex situations with accountability and confidence.
- 70-79** **Competent:** Good working knowledge and foundation of the various aspects of this area. Sufficiently able to understand and apply concepts. Copes with complex situations.
- 60-69** **Developing Beginner:** In the early stages of gaining a deepening understanding. Limited experience with only a foundation knowledge of the key aspects.
- 0-59** **Novice:** New or inexperienced with little knowledge. Minimal conception of the complexity of these skills. Very basic understanding.





## Evren's EQ Talents Summary

The following graphs represent a summary of your EQ Talents.

### Self-Awareness

Emotional Clarity - 73



Self-Reflection - 60



Cause & Effect - 47



Confidence - 93



### Self-Management

Discipline - 53



Drive - 85



Accountability - 90



Adaptability - 80



Optimism - 80



### Social Awareness

Empathy - 65



Service Mindset - 65



Team Dynamics - 60



Perception - 47



### Relationship Management

Collaboration - 67



Influence - 67



Change Catalyst - 67



Connection - 50



Conflict Management - 75



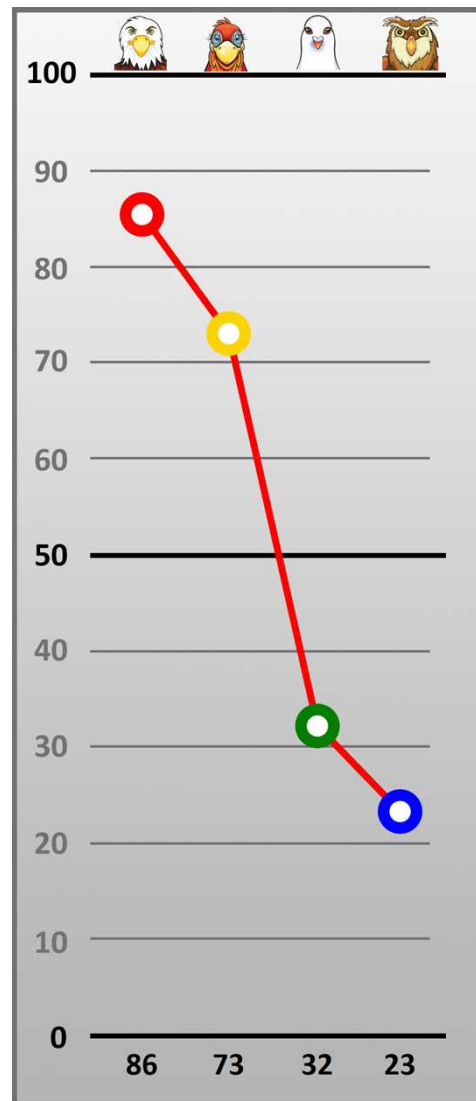


## Evren's Style Overview

The following graph represents your style. Note that anyone can display any of the styles, but those that are above the midline of 50 are likely to energize you when you use them. For those styles that are below the midline, those styles are likely to drain your energy when you use them.

Evren, your confidence and optimism are an unstoppable combo. Competitive, risk-seeking, and persuasive, you set ambitious goals and convince others to come along for the journey. You're ready to take charge and get the job done. No obstacle or setback can dim your ambition and high spirits. You say what you believe unfiltered and do what you choose without asking permission. You want to be viewed as a high-achiever and surround yourself with people who have a can-do attitude. Your challenge is to accept and honor a full range of emotions, even when they seem "negative."

Your style has an unparalleled ability to get results. It can make you hostile to any emotions that aren't forward-looking, positive, and empowering. Emotions, though, are neither bad nor good – they're just there. And how you react to those feelings can be decisive. Anger and impatience can undermine a group's willingness to make tough decisions and take action. On the other hand, empathy and understanding can give teammates the space they need to rally and go forth. If you create space for emotional dialogue, you are far more likely to gain buy-in for your goals – and accomplish them.





## Evren's Self-Awareness Scores

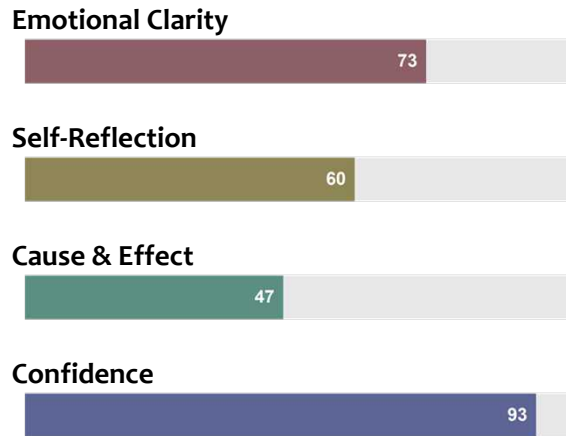
Self-Awareness

The Self-Awareness scale is based on . . .

<ul style="list-style-type: none"> <li>Learning Styles</li> <li>Attitude</li> <li>Comfort and discomfort</li> <li>Strengths and weaknesses</li> <li>Mindfulness</li> </ul>	<ul style="list-style-type: none"> <li>Self-acceptance</li> <li>Self-esteem</li> <li>Tension/stress levels</li> <li>Conscience</li> <li>Emotional well-being</li> </ul>	<ul style="list-style-type: none"> <li>Assertiveness</li> <li>Authenticity</li> <li>Confidence</li> <li>Internal empathy</li> <li>Self-perception</li> </ul>
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### Self-Awareness Overall Score



#### Self-Awareness includes:

- Emotional Clarity:** Understanding the difference between intense feelings and passing moods. Accurately describing one's emotions with a broad vocabulary. Clearly identifying one's needs based on emotions.
- Self-Reflection:** Taking the time to actively examine thoughts and emotions. Reflecting on the emotions that drive personal needs and desires. Examining behaviors and how they drive actions.
- Cause & Effect:** Paying attention to and understand emotional triggers. Being aware of how emotions, thoughts, and actions are related. Recognizing how emotions impact results.
- Confidence:** Knowing one can achieve what is desired. Believing in oneself. Express certainty in words and actions.





## Self-Awareness and Your Style

Evren, in a place of high self-awareness, you have realistic expectations about your skills, abilities, and capacity. You listen to yourself when you feel overworked or stuck. You know when it's time to ask for help or advice. You still project confidence and positivity, especially when the going gets rough. However, in a state of low self-awareness, you may deny yourself honest self-reflection. The need to appear that you're in charge may stifle vulnerability. Your drive for achievement can overpower your willingness to acknowledge mistakes and take responsibility. You may feel anger towards anyone who questions you or your course of action.

### Evren's style with high EQ in the area of Self-Awareness:

- Recognize that softening one's words does not equal weakness
- Consider how emotional reactions affect others
- Understand how to employ interpersonal skills to influence others
- Feel and project confidence
- Understand that others may have different emotional needs and boundaries
- Know what is being felt and why it is being felt
- Understand that people who freely share emotions are not necessarily creating drama
- Take responsibility when discussions get out of control
- Have a high alignment between words, tone and behaviors
- Think before speaking and therefore measures words carefully
- Comfortably acknowledge the emotions of the group
- Recognize that the emotions of others are an important component of decision making

### Evren's style with low EQ in the area of Self-Awareness:

- Fail to ask for help due to a lack of awareness of emotional needs
- Fail to spend time on self-reflection to examine how emotions impact others
- Speak in short sound bites and doesn't focus on how they're coming across
- Overemphasize negative experiences
- Unaware of how negative moods or emotions impacts job performance
- Place blame for failures on external factors and doesn't take responsibility
- Unable to prevent emotions from getting out of control
- Project an overabundance of confidence that can be perceived as arrogance
- Lack awareness of how body language and tone impacts others
- Believe that people who share emotions are creating drama
- Defend poor strategies rather than admit that an idea was not correct
- Perceive the leadership skills of others to be lacking





## Self-Awareness in Action

Self-Awareness	Low	High
<b>Emotional Clarity</b>	<ul style="list-style-type: none"> <li>• Difficulty recognizing and identifying emotions in themselves</li> <li>• Has trouble articulating their emotions with a limited emotional vocabulary</li> <li>• Denial of their emotions and their nuances</li> <li>• Has trouble differentiating between passing moods and intense emotions</li> <li>• Has difficulty identifying personal needs</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly recognizes and understands their emotions</li> <li>• Clearly communicates emotions to self and others</li> <li>• Understands the nuances of changing emotions</li> <li>• Has the ability to perceive emotions</li> <li>• Can clearly identify their needs</li> </ul>
<b>Self-Reflection</b>	<ul style="list-style-type: none"> <li>• Does not take time to consider emotions and their impact</li> <li>• Repeats unhealthy patterns or ineffective behaviors</li> <li>• Fails to recognize and correct mistakes</li> <li>• Vague about their emotions</li> <li>• Stagnant in their growth and maturity</li> </ul>	<ul style="list-style-type: none"> <li>• Takes time to objectively consider thoughts, feelings, and actions</li> <li>• Reflects on emotions and outcome of the situation</li> <li>• Thinks about their behaviors and their impact</li> <li>• In touch with their emotions</li> <li>• Digs into the why behind their emotions</li> </ul>
<b>Cause &amp; Effect</b>	<ul style="list-style-type: none"> <li>• Difficulty understanding the triggers to their emotions</li> <li>• Doesn't understand how their emotions affect the outcome</li> <li>• Can't recognize how their emotions affect others</li> <li>• Doesn't understand the relationship between emotions and actions/outcomes</li> <li>• Doesn't link thoughts to their actions</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the triggers and causes to their emotions (the why)</li> <li>• Clear when they are being triggered.</li> <li>• Understands how their emotions impacts others</li> <li>• Recognizes how emotions impact results</li> <li>• Understands how their emotional state drives behaviors</li> </ul>
<b>Confidence</b>	<ul style="list-style-type: none"> <li>• Unsure of self</li> <li>• Engages in consistent negative self-talk</li> <li>• Has low self-confidence</li> <li>• Sensitive to criticism</li> <li>• Takes things personally</li> </ul>	<ul style="list-style-type: none"> <li>• Displays self-assurance</li> <li>• Maintains a positive belief in self</li> <li>• Maintains high confidence in their abilities</li> <li>• Does not give up easily</li> <li>• Doesn't compare themselves with others</li> </ul>





## Self-Awareness Action Plan

Identify the kinds of things that trigger your emotions. What can you do to prevent emotional reactions that do not serve you or others in a productive way?

Identify times when your ego may have gotten in your way. What can you do to make sure you're using your self-confidence to best serve you and others?

What can you do to make sure you've considered all of the implications of your decisions before acting?

What can you do to make sure you stay on task and follow through to achieve your goals?





## Evren's Self-Management Scores



The Self-Management scale is based on . . .

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Flexibility and adaptability</li> <li>• Enthusiasm</li> <li>• Optimism</li> <li>• Stress management</li> <li>• Initiative</li> </ul> | <ul style="list-style-type: none"> <li>• Restraint</li> <li>• Discipline and control</li> <li>• Resolve</li> <li>• Direction and purpose</li> <li>• Emotional management</li> </ul> | <ul style="list-style-type: none"> <li>• Focus</li> <li>• Goal setting</li> <li>• Impulse control</li> <li>• Agility</li> <li>• Resilience</li> </ul> |
|---|---|---|



### Self-Management Overall Score



#### Discipline



#### Drive



#### Accountability



#### Adaptability



#### Optimism



### Self-Management includes:

- **Discipline:** Doing the important things even when it's inconvenient or uncomfortable. Forgoing immediate gratification for greater long-term gain. Staying focused by avoiding temptation and distraction.
- **Drive:** Working constantly and diligently to achieve one's goals. Consciously creating one's desired life instead of waiting to see what happens. Asserting oneself by respectfully stating personal needs. Persisting in the face of adversity or opposition.
- **Accountability:** Maintain consistency between words and actions. Focusing on solving the problem rather than placing blame. Taking ownership and accept the consequences for choices and behaviors. Admitting when one is wrong and apologizing when needed.
- **Adaptability:** Flexing and adjusting as conditions change. Seeking opportunities to grow and improve. Taking positive steps to change one's frame of mind when needed.
- **Optimism:** Focusing on opportunities and possibilities rather than challenges. Looking for the best in people and situations. Regularly engaging in positive self-talk. Seeing negative events as temporary, rather than permanent setbacks.





## Self-Management and Your Style

Evren, when managing your emotions well, you exercise patience, listen attentively, and communicate clearly. You accept that times of action and achievement need to be balanced with rest and refinement. Unafraid of being wrong, you approach dialogue as an opportunity to learn, not a debate to win. When struggling to manage emotions, you may behave impulsively or recklessly. You are likely to interrupt other people, disparage opinions that diverge from yours, and never back down. Confusing logical concerns for negativity, you may attack people for being pessimistic or having a “bad” attitude.

### Evren’s style with high EQ in the area of Self-Management:

- See successes as inevitable and setbacks as temporary
- Maintain confidence and inspire belief in others when faced with adversity
- Allow others to share complete information without cutting them off or jumping to the end
- Revel in personal achievements and put them on display without seeming boastful
- Adequately assess the abilities of others
- Excel at communicating big strategic goals
- Strive to gain more power and status in a way that benefits the organization and its people
- Take charge when there is a vacuum of leadership
- Become fully invested in achieving goals
- Juggle many things at once through successful multitasking
- Identify great possibilities that others do not see
- Assertively ask incisive questions to get to the difficult issues that need to be addressed

### Evren’s style with low EQ in the area of Self-Management:

- Seek short-cuts to get answers by bypassing established processes
- Take action before thinking through all the alternatives or examining the consequences
- Have a thin filter between thinking and speaking which can lead to impulsively saying things that are later regretted
- Blurt out ideas that may not be appropriate for the situation
- Lack follow-through when distracted by other more exciting tasks or projects
- Seem lazy, bored, or uninspired, if they’re working on something perceived as unimportant
- Exaggerate stories, which leads to a loss of credibility
- Lose patience and say something blunt or abrasive
- Lose impulse control during stressful times, which can come across as a lack of empathy or patience
- Make decisions based on what is happening right now, causing a divergence from the plan
- Cut people off or not listen to them if they provide too much detail
- Be so optimistic ideas or expectations are unrealistic or impractical





## Self-Management in Action

Self-Management	Low	High
<b>Discipline</b>	<ul style="list-style-type: none"> <li>• Lacks self-control</li> <li>• Acts in an unpredictable way</li> <li>• Gets distracted easily and pulled away from the main objective</li> <li>• Gets easily frustrated</li> <li>• Gives up easily</li> </ul>	<ul style="list-style-type: none"> <li>• Acts with composure and control</li> <li>• Able to resist impulses/temptation</li> <li>• Stays focused by avoiding distractions</li> <li>• High tolerance stress for frustration</li> <li>• Displays a high level of patience</li> </ul>
<b>Drive</b>	<ul style="list-style-type: none"> <li>• Lacks motivation</li> <li>• Passive recipient of what happens in their life</li> <li>• Gives up when things get challenging</li> <li>• Procrastinates on undesirable tasks</li> <li>• Doesn't deploy full effort</li> </ul>	<ul style="list-style-type: none"> <li>• Works with unwavering commitment to reach a goal</li> <li>• Intentional with fulfilling their needs in life</li> <li>• Persists in the face of adversity</li> <li>• Always forging forward</li> <li>• Consistently gives it all they've got</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Blames others for their own failures or inadequacies</li> <li>• Makes excuses and plays the victim role</li> <li>• Avoids making emotionally charged decisions</li> <li>• Fails to apologize when they have wronged someone</li> <li>• Lacks follow through on what they say</li> </ul>	<ul style="list-style-type: none"> <li>• Takes responsibility for actions and outcomes</li> <li>• Tackles challenging issues</li> <li>• Makes tough decisions even if emotionally difficult</li> <li>• Responsive to the need of others</li> <li>• Follows through on commitments</li> </ul>
<b>Adaptability</b>	<ul style="list-style-type: none"> <li>• Rigidly adheres to the status quo</li> <li>• Approaches change with hesitation</li> <li>• Feels uneasy and nervous with change</li> <li>• Unwilling to take risks to accomplish something new</li> <li>• Unable to modify emotions or thoughts in response to change</li> </ul>	<ul style="list-style-type: none"> <li>• Changes course easily to adapt to situations</li> <li>• Approaches change with an open mind</li> <li>• Takes positive steps to change frame of mind when needed</li> <li>• Open to new experiences</li> <li>• Able to step out of their comfort zone</li> </ul>
<b>Optimism</b>	<ul style="list-style-type: none"> <li>• Fears the worst will happen</li> <li>• Displays pessimism during challenges</li> <li>• Assumes negative outcomes</li> <li>• Engages in negative self-talk</li> <li>• Assumes worst-case scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Looks for opportunities and possibilities in life</li> <li>• Remains positive despite obstacles</li> <li>• Sees the best in self and others</li> <li>• Uses a positive vocabulary</li> <li>• Exudes joy and happiness</li> </ul>





## Self-Management Action Plan

People with your style are not known for appreciating the fine details and specifics of certain projects, preferring to focus on the big picture instead. How can you better appreciate the nuances, data, and details that will help you accomplish your goals?

Consider how you feel when working with someone who moves at a slower pace. How can you better balance your desire for quick results and a fast pace with the needs of those who are taking a more steady approach?

What can you do to ensure that you give others the opportunity to take the lead and make decisions?

People with your style generally prefer speaking to listening. What techniques can you practice to enhance your active listening skills?





## Evren's Social Awareness Scores



The Social Awareness scale is based on . . .

- Empathy
- Sensitivity
- Thoughtfulness
- Rapport
- Tolerance

- Connection
- Relationships
- Compassion
- Inclusion
- Constructive interaction

- Listening
- Manners and etiquette
- Organizational savvy
- Respect
- Warmth



### Social Awareness Overall Score



### Social Awareness includes:

- **Empathy:** Having awareness of how others are feeling based on their words and nonverbal cues. Relating to the emotions of others. Seeing things from other's perspectives. Remaining fully present when listening to others.
- **Service Mindset:** Feeling genuine concern for the greater needs of the group or organization. Actively considering how to support others. Anticipating the needs of others, even if they are unstated. Making oneself available to others who need assistance or support.
- **Team Dynamics:** Reading the energy and needs of the group. Sensing the morale and satisfaction of the team. Understand the unwritten ground rules and expectations within a group.
- **Perception:** Easily sensing how others are feeling. Recognizing when the emotional state changes in others. Noticing when someone's words do not match their emotions.





## Social Awareness and Your Style

Evren, at peak social awareness, you value the well-being and camaraderie of your team. Although determined, you sense when to push hard and when to lighten the mood and express gratitude. You encourage people to share their thoughts, ideas, and emotions by listening attentively and asking questions. With low social awareness, however, you may monopolize conversations and appear uninterested and distracted when others speak. You speak with such self-assurance that others can mistake your ideas for decisions. You might assume that everyone agrees with you when in fact, they don't. By boasting and claiming credit for successes, you can make teammates feel underappreciated or used.

### Evren's style with high EQ in the area of Social-Awareness:

- Read the energy of the room by picking up on the subtle social cues
- Let others share their ideas first so their assurance doesn't take over and shut down conversations
- Build mutual respect and trust with others
- Understand how to influence the mood of individuals or a group
- Ask clarifying questions to gain a deeper understanding
- Read the communication style of others and adapt language to fit the person or situation
- Balance realism with optimism when part of a team
- Know how to inspire hope and optimism in others
- Mobilize people to achieve big things
- Tune into what others are thinking or feeling
- State opinions with confidence but leave room for discussion
- Recognize situational feelings and moods to know if there's something off with someone else

### Evren's style with low EQ in the area of Social-Awareness:

- Neglect the performance of others when celebrating personal accomplishments
- Lack unawareness of how body language and tone are being projected and received
- Quickly endorse ideas from others without vetting them
- Stop listening when wanting to share a story, idea, or opinion
- Mistake silence of others for agreement or alignment
- Interject thoughts or ask questions before others have shared all of the information
- Get immersed in one's personal feelings and forget about how others feel
- Draw conclusions without asking clarifying questions
- See only the things that others do wrong and neglect the positive because "that's their job"
- Make assumptions about what other people are feeling
- Express ideas with so much optimism, it seems disingenuous
- State opinions as facts





## Social Awareness in Action

Social Awareness	Low	High
<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Misreads social cues by failing to read the feelings of others</li> <li>• Has difficulty in relating to others</li> <li>• Doesn't ask many questions about what others need</li> <li>• Accuses others of being overly sensitive</li> <li>• Disassociates from the emotional needs of others</li> </ul>	<ul style="list-style-type: none"> <li>• Picks up on social cues by tuning into what's not being said</li> <li>• Puts themselves into another's shoes</li> <li>• Asks questions to understand the emotional state of others further</li> <li>• Feels the feelings that others are experiencing</li> <li>• Anticipates the reactions of others</li> </ul>
<b>Service Mindset</b>	<ul style="list-style-type: none"> <li>• Entertains a more individualistic view of the world</li> <li>• Hesitant to commit to activities that help those in need</li> <li>• Receives little joy when others meet their own objectives</li> <li>• Focuses only on their own needs</li> <li>• Doesn't look for ways to support others</li> </ul>	<ul style="list-style-type: none"> <li>• Acts altruistically to help others</li> <li>• Proactively responds to the needs of others</li> <li>• Experiences satisfaction when others succeed</li> <li>• Puts other people's needs ahead of their own</li> <li>• Makes a concerted effort to support those in need</li> </ul>
<b>Team Dynamics</b>	<ul style="list-style-type: none"> <li>• Unable to read the energy of the room</li> <li>• Fails to understand what pushes the buttons of others</li> <li>• Does not understand the norms based on organizational hierarchy</li> <li>• Unaware and may violate unspoken rules within the team</li> <li>• Lacks the political savvy to influence the team</li> </ul>	<ul style="list-style-type: none"> <li>• Aware of the energy and emotional state of a group</li> <li>• Fosters an emotional climate to help others accomplish their best work</li> <li>• Creates positive energy within the group</li> <li>• Understands and enforces the unstated ground rules within the team</li> <li>• Senses the emotional climate and morale of the group</li> </ul>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Doesn't notice when others are upset</li> <li>• Gets distracted by their own needs</li> <li>• Fails to interpret other's emotions</li> <li>• Gets surprised by the reactions of others</li> <li>• Fails to notice inconsistencies between what others say and how they act</li> </ul>	<ul style="list-style-type: none"> <li>• Aware of the triggers that may stir emotions in others</li> <li>• Able to read facial expression, body language, and tone</li> <li>• Excels at accurately reading the emotions of others</li> <li>• Accurately identifies changes in shifting emotional states</li> <li>• Draws accurate conclusions from a small amount of emotional data</li> </ul>





## Social Awareness Action Plan

How can you build better connections with people who are not as direct or confident as you?

How can you remind yourself to listen without interrupting?

How can you remind yourself to slow down and consider how your message is being received?

People with styles different from yours are often less direct about expressing their needs and feelings. What can you do to remind yourself to consider the emotional needs of others when communicating?





## Evren's Relationship Management Scores

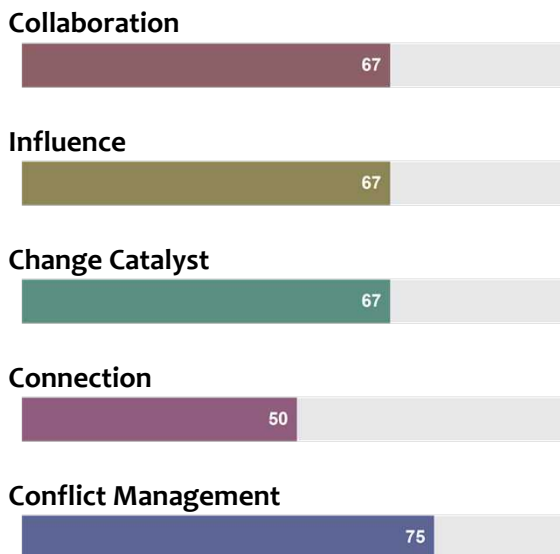


The Relationship Management scale is based on . . .

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Directing</li> <li>• Encouragement</li> <li>• Building friendships</li> <li>• Supporting</li> <li>• Social poise</li> </ul> | <ul style="list-style-type: none"> <li>• Warmth</li> <li>• Cooperativeness</li> <li>• Collaboration</li> <li>• Change catalyst</li> <li>• Conflict management</li> </ul> | <ul style="list-style-type: none"> <li>• Developing others</li> <li>• Influence</li> <li>• Leadership</li> <li>• Negotiation</li> <li>• Teamwork</li> </ul> |
|--|--|---|



### Relationship Management Overall Score



### Relationship Management includes:

- **Collaboration:** Helping others to accomplish their objectives. Seeking different perspectives when solving problems. Sharing information to keep people in the loop.
- **Influence:** Inspiring others to take action and achieve goals. Persuading others through a balance of logical and emotional appeals. Display charisma when influencing others.
- **Change Catalyst:** Supporting the emotions and needs of those impacted by change. Clearly communicating the rationale behind changes. Championing organizational decisions and changes, despite one's personal opinion.
- **Connection:** Building collaborative relationships throughout the organization. Creating a safe space for authentic communication. Allowing oneself to be vulnerable with others. Communicating respectfully in times of high stress.
- **Conflict Management:** Seeking win-win solutions when engaged in conflict. Addressing uncomfortable issues rather than minimize or avoid them. Picking one's battles to fight for what's most important. Validating the emotions of others during conflict.





## Relationship Management and Your Style

Evren, when managing relationships skillfully, you work towards decisions that feel like a win-win for everyone involved. You value other people's goals and honor their definition of success. By allowing others to shine and promote their ideas, you help to build a sense of equity and shared purpose. But when struggling to manage relationships, you are likely to view teammates as threats and competitors. You may create unnecessary conflicts or press others into going along with what you want. Teammates may feel like you take more from relationships than you give.

### **Evren's style with high EQ in the area of Regulation Management:**

- Negotiate confidently and assertively by clearly stating needs and outcomes
- Manage emotions when conflicts arise
- View change as an opportunity and can get others motivated for the change
- Have a win/win mindset and genuinely seek balance and happiness for all involved
- Understand how to redirect the energy of an individual or a team
- Fill a leadership vacuum when there's a crisis
- Help teams to quickly establish roles and target goals
- Respectfully communicate disagreement by clearly stating thoughts, ideas, and feelings
- Address toxic issues in the workplace so they do not interfere with productivity
- Create a positive environment where team members thrive
- Generate buy-in for new ideas
- Persuade others to move in a positive direction

### **Evren's style with low EQ in the area of Regulation Management:**

- Seek to have power over others and tell people what to do
- Tell other people what to do rather than empowering and enabling them
- Act before thinking things through, creating a chaotic environment that wastes time and frustrates team members
- View conflict and negotiation as a win/lose situation and only focus on personal objectives
- Create an environment based on intuitive decision-making that is not grounded in data
- Assert needs and solutions rather than soliciting solutions and ideas from others
- Monopolize the conversation and not give others the chance to speak
- Become so self-promoting that the contributions of others get overlooked
- Share ideas as if there are decisions that have already been made
- Jump at the first idea rather than listening fully to everyone's perspective
- Assert their view so strongly they come across as inflexible
- Seek attention to fulfill the overriding need to be liked





## Relationship Management in Action

Relationship Management	Low	High
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>• Not interested in doing things to enhance the relationship</li> <li>• Does not reveal their true needs</li> <li>• Focuses on personal rather than group goals</li> <li>• Does not enjoy being part of a team</li> <li>• Says no to helping others when they could provide support</li> </ul>	<ul style="list-style-type: none"> <li>• Celebrates the successes of others</li> <li>• Freely shares information</li> <li>• Cooperatively helps others to meet their goals</li> <li>• Views the team as equally as important as themselves</li> <li>• Feels genuine concern for the group and wants to help</li> </ul>
<b>Influence</b>	<ul style="list-style-type: none"> <li>• Fails to understand what is emotionally important to others</li> <li>• Shares ideas without energy and enthusiasm</li> <li>• Has difficulty getting buy-in</li> <li>• Neglects to articulate how their solutions will impact others</li> <li>• Fails to inspire commitment to ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Confidently communicates their point of view</li> <li>• Persuades others to establish perspectives and make decisions</li> <li>• Gains the support of others for ideas and actions</li> <li>• Exudes energy that motivates others</li> <li>• Inspires action in others</li> </ul>
<b>Change Catalyst</b>	<ul style="list-style-type: none"> <li>• Fails to recognize the emotional need for change</li> <li>• Displays resistance and hesitancy to change</li> <li>• Fails to recognize and support others' emotional needs during change</li> <li>• Personal needs override the collective need for change</li> <li>• Seeks to maintain the status quo</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively identifies the need for change</li> <li>• Navigates emotional resistance to change</li> <li>• Encourages others to talk about their feelings during times of change</li> <li>• Initiates change that will have a positive effect on others</li> <li>• Challenges the status quo</li> </ul>
<b>Connection</b>	<ul style="list-style-type: none"> <li>• Communicates ineffectively or disrespectfully during difficult times</li> <li>• Doesn't share feelings or ask others about their feelings</li> <li>• Fails to see how others can enhance their life</li> <li>• Doesn't engage others in conversation</li> <li>• Focuses on "me" instead of "we"</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively works to develop new relationships</li> <li>• Communicates authentically in all situations</li> <li>• Opens oneself to be vulnerable to establish trust</li> <li>• Builds lasting relationships</li> <li>• Expresses genuine concern and interest in others</li> </ul>
<b>Conflict Management</b>	<ul style="list-style-type: none"> <li>• Becomes emotional and fails to maintain composure during a conflict</li> <li>• Fails to prioritize what's most important to address with others</li> <li>• Avoids uncomfortable topics or responds aggressively</li> <li>• Doesn't recognize the emotional needs of others during conflict</li> <li>• Doesn't understand how their body language affects others</li> </ul>	<ul style="list-style-type: none"> <li>• Calmly surfaces and discusses interpersonal issues</li> <li>• Seeks win-win solutions to resolve the conflict</li> <li>• Communicates directly to the person with whom they have an issue</li> <li>• Listens openly to the needs of others</li> <li>• Speaks respectfully during disagreements</li> </ul>





## Relationship Management Action Plan

How can you reduce your need for competition and look for solutions where everyone wins?

How can you support others who prefer stability while still maintaining your drive for creativity and innovation?

People with your style often speak with passion about important topics. However, too much volume and conviction can often be perceived as argumentative. How can you communicate with others, so they do not get overwhelmed by your intensity?

How can you express your confidence in a way that puts others at ease?





## General Tips for Self-Improvement



### Self-Awareness Tips:

1. Accept personal feelings as information without judgment or rejection.
2. Connect emotions and thoughts. Think about the causes and impacts of feelings.
3. Tune into your subconscious mind by recognizing the physical impacts of emotions.
4. Recognize both positive and negative emotions. Reinforce the positive and lessen the negative.
5. Support a healthy mindset through positive self-talk, constructive visualization, and journaling.
6. Establish the practice of relaxing, refreshing, and renewing through meditation.



### Self-Management Tips:

1. Be curious and interested in other people.
2. Focus attention on others and what they are willing to share. Tune into verbal and nonverbal communication.
3. Be sensitive, appreciative, and respectful of others. Value both the person and their message.
4. Show support and encouragement. Display understanding and acceptance through your words and body language.
5. Reflect on information to adjust communication and behaviors. Adapt to different personalities, situations, and dynamics.
6. Express feelings in sensitive, appropriate, useful, and honest ways. Empathize with others and let them know and feel the connection.





## General Tips for Self-Improvement Continued



### Self-Management Tips:

1. Develop habits of self-control and personal discipline.
2. Accept responsibility for behavior, communication, performance, and impact.
3. Live with integrity by acting consistently between personal values, words, and actions.
4. Determine personal boundaries and act assertively (rather than passively or aggressively).
5. Actively set goals and objectives. Support achievement with diligence, tenacity, and the personal qualities necessary to succeed.
6. Actively make and execute decisions. Think, feel, and perform with the best information available. Avoid regret, anxiety, and worry.



### Relationship Management Tips:

1. Resolve conflict judiciously through attention, focus, problem solving, and seeking a win-win.
2. Promote change management and continuous learning to generate high value returns.
3. Coach and mentor others to develop and expand potential.
4. Involve others through teamwork. Generate synergy through cooperation and participation.
5. Create both intrinsic and extrinsic rewards. Celebrate achievement and effort at all levels.
6. Create environments and situations that promote risk taking. Allow failure and mistakes to be learning experiences rather than disasters.
7. Get along with difficult people in tough situations through positive interaction, empathy, dialogue, negotiation, and emotional connection.





## Personalized Tips for Self-Improvement

Based on your style, the following tips will help you increase your emotional intelligence. Take the time to review them, post them in places you will see them, and commit to investing in your emotional intelligence. The time and energy you spend will be returned in the form of stronger relationships, a career well-managed, and a joyful life.



- Do not mask difficult emotions to please and attract others—they'll eventually see through you.
- Beware that intensity and impatience can trigger drama. Don't expect everyone to brush it off.
- Scale your candor for each style. What you consider “feedback” can feel like an attack.
- Elicit critique and feedback without the intention to “defeat” critics. Let people feel what they feel.
- When struggling to achieve alignment, put your self-interest aside. Consider what other people need.
- If you feel isolated in pursuit of your goals, consider how your actions might have alienated allies.
- Under pressure, take stock of your options. Your first instinct isn't necessarily the right move.
- Do not take agreement for granted. Assume that others might be trying to avoid conflict with you.

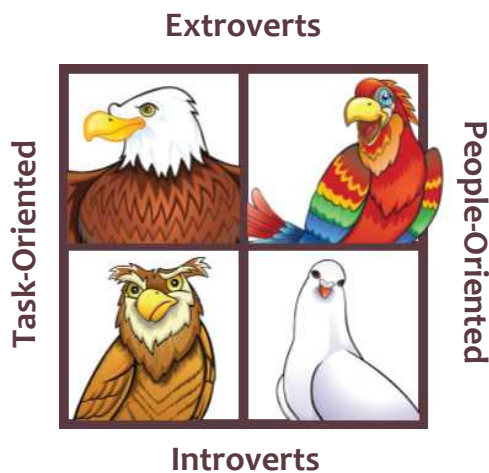




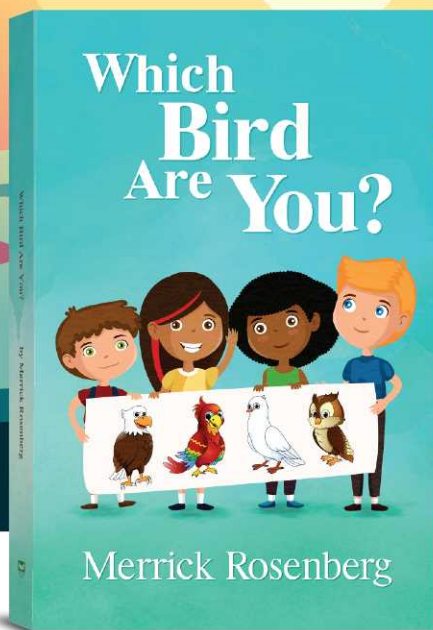
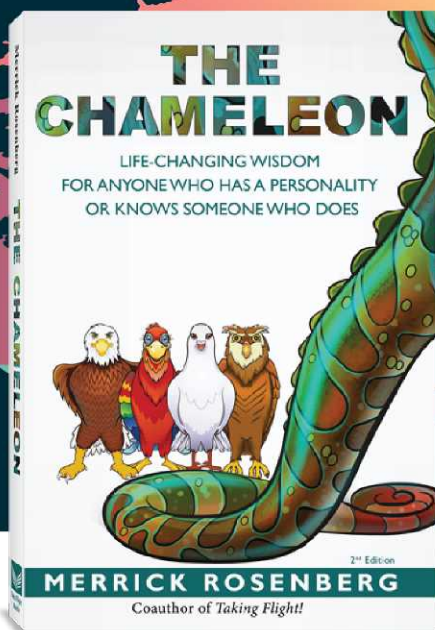
## Onward and Upward

With your newfound understanding about your style, emotional intelligence, and style intelligence, you have gained the wisdom to transform how you feel, think and act in the world. Take the time to consider how you use this insight to honor your natural gifts as you do so in others. Consider how you can continue to develop your emotional and style intelligence. Take the time to think about how you can best capitalize on your style to build the relationships and life you wish to lead.

As Johann Wolfgang von Goethe said, “Knowing is not enough, we must apply. Willing is not enough, we must do.”



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