

Agile EQ

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WILEY

Introduction

WHAT IS AGILE EQ?

Benjamin, our workplaces ask us to navigate all sorts of complex interactions, and there's no one-size-fits-all way to respond to them. One moment requires you to stand firm with your opinions. The next asks you to stay open to a colleague's ideas. One situation benefits from an objective focus on facts. The next calls for care with a coworker's emotions.

Most of us, however, get stuck in patterns of behavior that make it hard to choose the most effective response every time. We rely on familiar responses not because they're the best choices, but because they're what we know.

By developing your emotional intelligence, *Everything DiSC® Agile EQ™* helps you reach for new responses that can take you places your instinctive ones won't let you go. The more comfortable you grow with these responses, the more agile you'll become, flexing and adapting to meet the needs of any situation.

Using your DiSC® assessment results, this report will teach you to navigate outside your comfort zone so you can choose the most effective response every time. With the flexibility and freedom this agility brings, you can adapt to your circumstances, rise to meet new challenges, and get the most out of every interaction.

CORNERSTONE PRINCIPLES

- Agile emotional intelligence (EQ) is the ability to read the emotional and interpersonal needs of a situation and respond accordingly.
- Your EQ is not fixed. Developing your EQ can improve your interactions, productivity, and outcomes.
- There are different ways to be emotionally intelligent. Some of these ways will come naturally to you. Others are more of a stretch.
- DiSC helps you understand the EQ mindsets that come naturally to you and how to stretch to those beyond your comfort zone.
- Learning to stretch to different mindsets gives you the agility to adapt your responses to whatever situation you're facing.

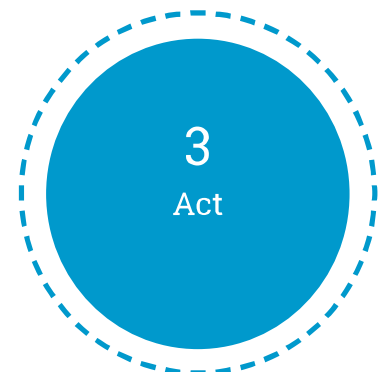
OVERVIEW OF THIS REPORT



The first section of this report provides insight into your DiSC style and the EQ mindsets and needs that shape your interactions with others.



The second section introduces you to other EQ mindsets and helps you recognize the value in each of them.



The third section includes steps you can take to start adopting these other EQ mindsets so you can reach for the most effective responses.

1 Discover

Everything DiSC®

WHAT IS EVERYTHING DiSC®?

How is it that you can maintain focus on achieving your goals while others lose steam? Where does your passion for persuading come from? Why are you so interested in setting your own course rather than following the pack?

Everything DiSC® is a personal development tool that measures your preferences and tendencies according to the DiSC® model. It helps you better understand yourself and improve your workplace performance and relationships in a variety of contexts.

This Agile EQ report uses your DiSC assessment results to support your understanding of your EQ strengths and challenges and how they shape your responses to various situations. Strategies based on your DiSC style can increase your comfort navigating among responses outside your comfort zone, so you can effectively meet the demands of any interaction or challenge.

Below you will see an overview of the four basic styles of the DiSC model that describe how people approach their work and relationships. **Keep in mind that all DiSC styles are equally valuable. No DiSC style is better than any other style at being emotionally intelligent.**

You'll learn about your own style on the next page.

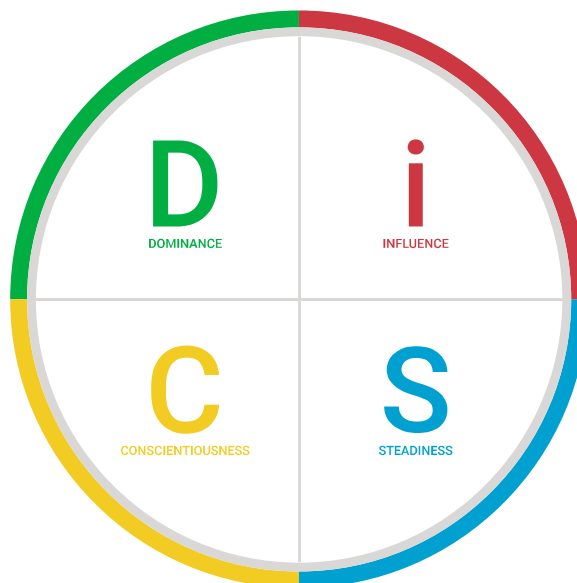
OVERVIEW OF THE DiSC® MODEL

Dominance

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

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

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

Steadiness

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

1 Discover

Your DiSC® Style

YOUR DOT

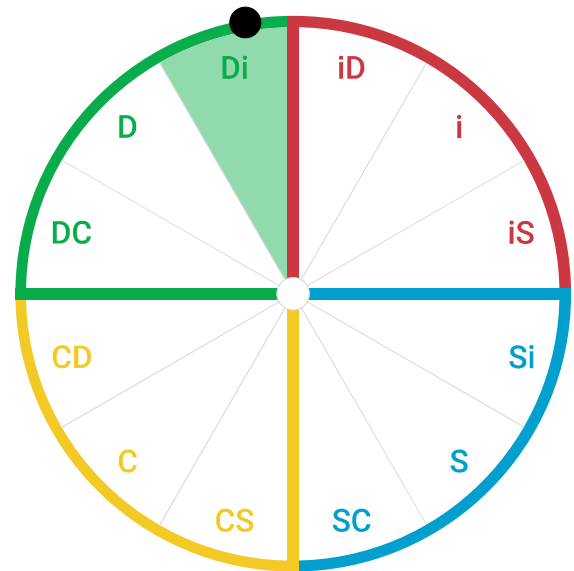
This report is personalized to you, Benjamin. In order to get the most out of your *Everything DiSC® Agile EQ™* profile, you'll need to understand your personalized DiSC® map, pictured to the right.

As you saw on the previous page, the DiSC model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The map illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: Di

Your dot location shows your DiSC style. **Because your dot is located in the Di region, you have the Di style.**

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



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

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

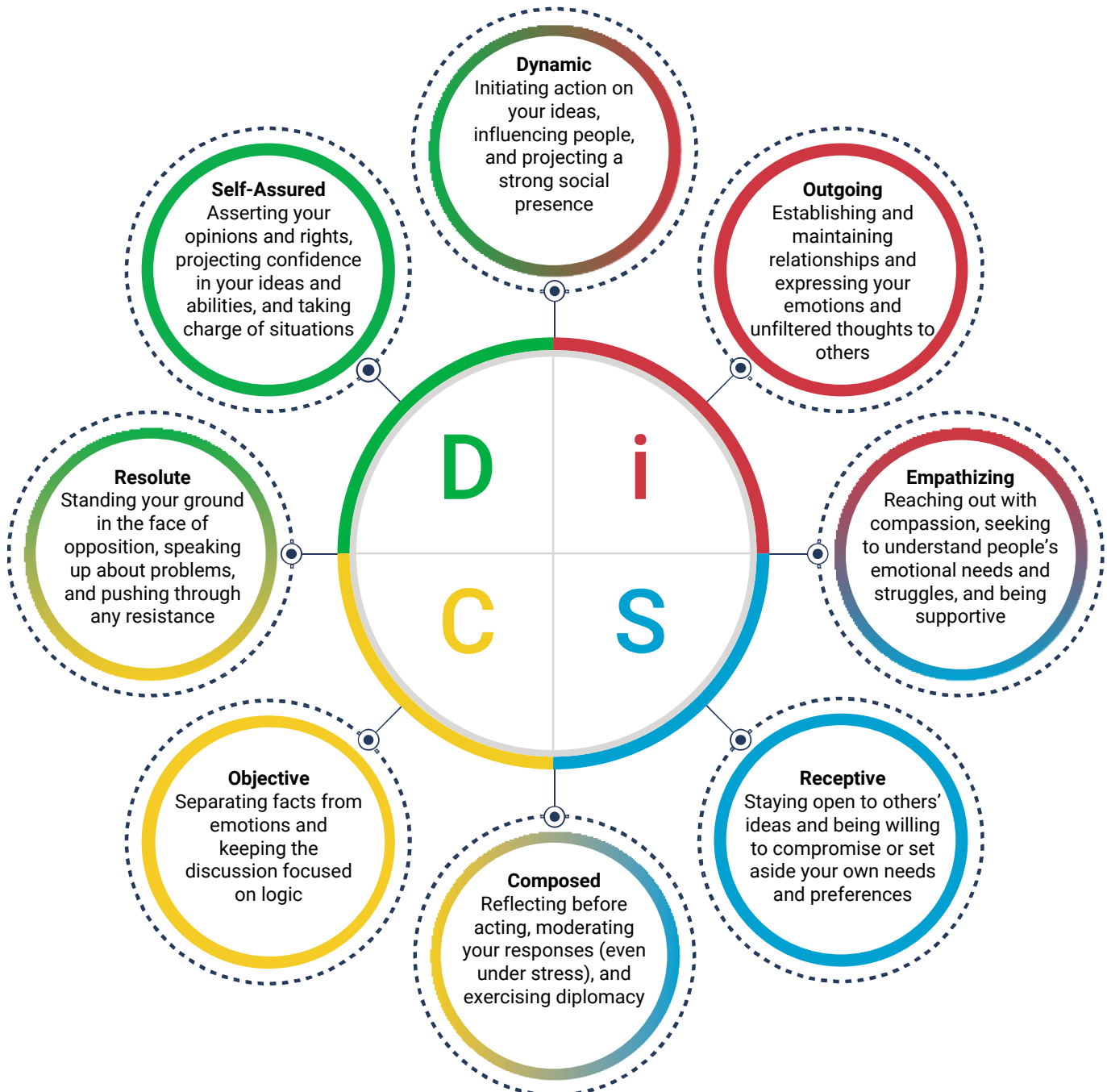
WHAT'S NEXT?

Now that you know more about the personalization of your Everything DiSC map, you'll read about the Agile EQ mindsets that are associated with the different DiSC styles. Then you'll learn more about the mindsets that may come most easily to you based on your DiSC style and how they might shape your interactions. You'll then read about those mindsets that are outside your comfort zone, and will learn steps you can take to stretch to them.

1 Discover

DiSC® & Agile EQ

There are eight Agile EQ mindsets you can call on to guide your interactions. No one mindset is more valuable than the next; rather, the needs of a particular situation will dictate which is appropriate. Learning when and how to adopt each mindset will let you take an agile approach to your interactions.



1 Discover

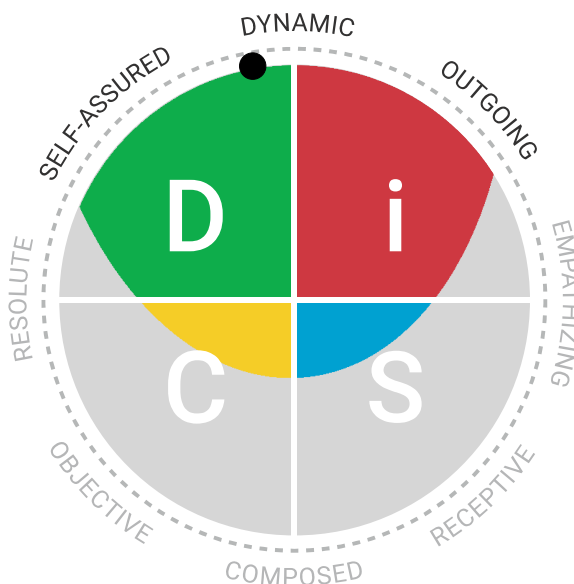
Your EQ Mindsets

WHAT MINDSETS MAY COME NATURALLY TO YOU?

Benjamin, we all gravitate toward certain mindsets in our interactions. The shading at right shows those mindsets you may adopt most frequently. Because you have a Di style, you may be inclined to assume the Dynamic, Self-Assured, and Outgoing mindsets.

Think of these three mindsets as 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 as well as the emotional and social needs that may drive you to them. You'll also learn how these mindsets shape your tendencies and preferences, how they benefit you, and where they may hold you back.



DYNAMIC MINDSET

You're probably an ambitious person who's intent on seizing opportunities and making big things happen quickly. When you see what you want, you're not afraid to charge after it. In fact, you're often impatient to make your goals happen, and your ability to communicate your passion and confidence may help get others on board. You're likely driven, in part, by a need for progress. You're intent on making your mark, so you may feel compelled to keep achieving and moving forward. A need for stimulation is also key: you tend to crave excitement and change. And since you're adventurous, you're open to the potential rewards in bringing your ideas to life. You may also be motivated by a desire for influence—to set the tone, be at the center of action, and command the attention of those around you.

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 drive to move forward
- push others to move ahead without giving them adequate time to consider an idea
- allow your passion to overtake you or cloud your judgment

Your EQ Mindsets (continued)

SELF-ASSURED MINDSET

To make your ideas a reality, you probably confidently stand up for what you want. In fact, compared to the average person, you may spend less energy worrying about ruffling feathers or your words being taken the wrong way. Instead, you state your opinions firmly and forcefully, even when there's risk of pushback, to make sure you have the power to bring your vision to life. This ensures your ideas are clear and vibrant to everyone, conveys the confidence you have in them, and enables you to implement them quickly. Being assertive also helps you exert influence and take charge: pushing forward your ideas with self-assurance may create a sense of inevitability and certainty around them, paving the way for you to make them happen.

This mindset's benefits include being able to

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

If you get stuck in this mindset, you might

- intimidate or overpower more reserved colleagues, making it harder for them to speak up about their ideas and needs
- steamroll over other people's rights and needs, leading to frustration, resentment, and unhealthy dynamics
- come to view your interactions as a battle for control of the situation



OUTGOING MINDSET

You tend to be candid and self-confident, so you may dive into social situations with a passion and lack of self-consciousness. Most likely, you enjoy connecting with others, which gives you a much-needed outlet for self-expression. It may also meet another need that is typical of people with the Di style—having social influence or importance. It feels good to be invited into the center of the action and to be the person others take their cues from. In fact, you may have a knack for drawing people to you and holding their attention. These connections that you build are a big part of what helps you persuade others to achieve impressive goals.

This mindset's benefits include being able to

- create stronger, more rewarding relationships and reinforce existing bonds
- build trust by encouraging open, honest interactions
- develop a network of allies you can draw on for support as you work toward your goals

If you get stuck in this mindset, you might

- become so intent on expressing yourself that you monopolize conversations
- overwhelm more reserved colleagues, who may require more time and space to feel comfortable opening up
- be overly blunt in your need to express yourself, potentially alienating people



Style

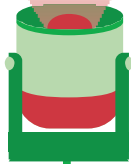
My EQ Snapshot

MY EQ STRENGTHS



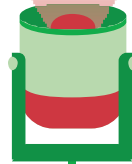
I'm self-assured

I step up and take the lead
I speak with confidence



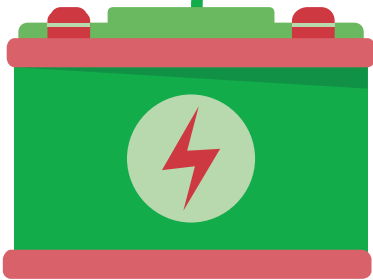
I'm dynamic

I'm willing to take risks
I inspire and persuade others



I'm outgoing

I reach out to others
I say what I'm really thinking



MY NEEDS POWER MY EQ

I need...

to achieve great things

influence on people and decisions

excitement and variety

to move forward

MY EFFECT ON OTHERS

Other people...

- follow my lead
- tap into my energy and confidence
- see new possibilities
- can feel overwhelmed
- might resent my forcefulness



2 Recognize

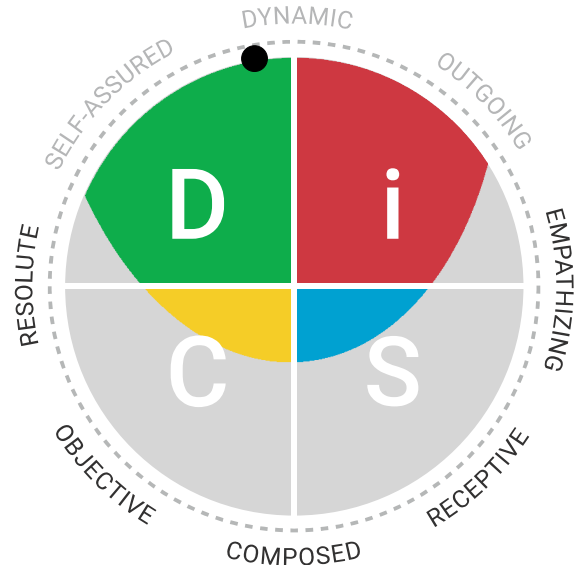
Agile Opportunities

WHAT MINDSETS MIGHT TAKE MORE EFFORT FOR YOU?

Now that you know a little bit more about the mindsets in your comfort zone, you're ready to start learning about the other mindsets shown here around the DiSC® circle.

For you, Benjamin, the mindsets that might take more effort are

- Empathizing
- Receptive
- Composed
- Objective
- Resolute



Let's start by considering why you even need to stretch to these other mindsets. You've probably found that being dynamic, self-assured, and outgoing has often helped you achieve your goals. But you can probably think of at least a few occasions where these approaches didn't work all that well for you. Maybe you were so set on reaching a goal that you closed yourself off to warning signs that something was wrong. Or maybe you were so intent on bringing people around to your way of thinking that you didn't pause to consider their concerns.

Like everyone else, when you over-rely on the mindsets that are comfortable for you, it can distort the way you look at the world. You might see a need for assertiveness where there isn't one, for example, or push people to embrace a risky idea when caution is a 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.

2 Recognize

Empathizing Mindset

TRY THIS ON

You're team lead on a high-profile project that's inches away from the finish line. A frazzled teammate comes to you with concerns about whether they can make their deadline. You're itching to wrap this up and are confident this is still doable. So you set to persuading the coworker that with just a little overtime, they can stay on track. When you finish, they still don't look happy, but they seem to have let it go.

You can consider the case closed and move on, possibly creating anxiety and resentment. Or you can reach out, try to understand what your colleague is going through, and consider whether you can be more responsive to their concerns.

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?

If you fail to consider the concerns of your coworkers because you're so intent on moving forward, you risk steamrolling their needs, either through a lack of care or simply a lack of awareness. Making an effort to understand what people are going through ensures that their rights are respected. It helps you recognize their needs and demonstrates to them that you're invested in their well-being. All of these things contribute to stronger working relationships. Empathy also gives you access to valuable perspectives by forcing you to step outside your own. This can give you a fuller picture of an issue and even lead you to a better path for achieving results.

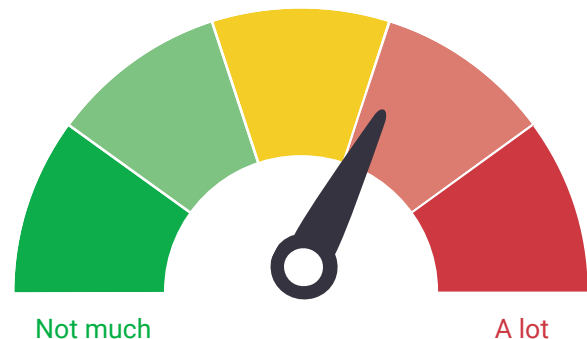
You might need to be Empathizing when

- 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?



2

Recognize

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 clearly think their idea has a lot of potential. And, sure, it probably does, but your vision feels flawless. They're not getting it, but you're sure that if you just keep at it, they eventually will. And you know from experience that if you push hard enough, this person will give in.

So you can keep trying, eventually persuading them or maybe just overwhelming them. Or you can make an effort to set aside your own views, really weigh their idea, and consider whether you might be able to reach an even better solution together.

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?

It may be hard to truly engage with someone's ideas when you're excited about your own. But when faced with your drive and determination, some people may find it exhausting to fight for their opinions. As a result, their ideas may get lost in the shuffle, leading to resentment, frustration, and low morale. This can threaten both your working 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 into your ideas when they feel they've been heard. You might also discover a better path to results. When you're caught up in your own vision, you may too readily dismiss information that calls it into question. Staying open gives you access to critical information that can paint a clearer picture of an issue.

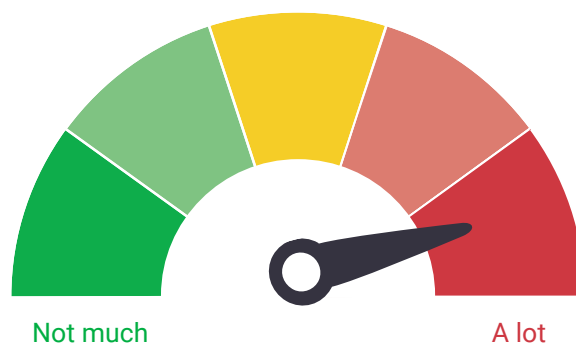
You might need to be Receptive when

- 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?



2

Recognize

Composed Mindset

TRY THIS ON

You're in a meeting and you have the floor. You're building to the heart of your argument when a colleague interrupts to start telling you why they disagree. You feel an intense flash of irritation, and your first instinct is to wrestle back control with a sharp comment.

You could act on that impulse, forcefully taking back the floor but probably creating some ill will in the process. Or you could take a breath and calmly ask them to let you finish presenting your idea.

The Composed mindset

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

WHY DO IT?

Like others with the Di style, you're inclined to trust your instincts and act on your passion. When you're frustrated or angered, this can cause you to rush in and make choices that seem justified and necessary in the moment, but may actually derail your long-term goals. Composure helps you choose intentional, thoughtful responses that are more likely to get you the results you want. In the heat of the moment, it can also prevent you from striking out in a way that risks alienating colleagues.

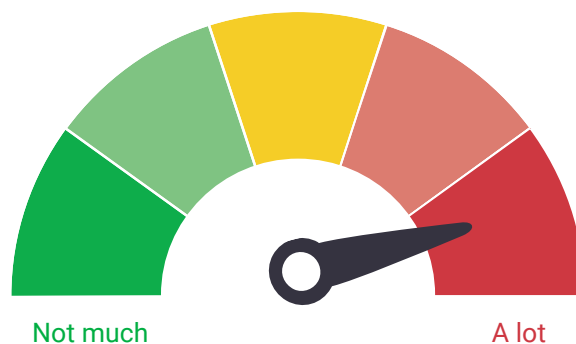
You might need to be Composed when

- 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

WHAT IS IT?

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

How much effort does this take for you?



2

Recognize

Objective Mindset

TRY THIS ON

You think your team should tackle a new project that's full of potential. Your teammates, however, seem less than excited about it. They're focused on the risks, but you're convinced it's worth it. You know in your gut this is a winner, even if you can't quite explain away their concerns. And you're confident in your ability to roll with any bumps along the way.

You could double down on your efforts to convince them. Or you could step back from your excitement and conviction, genuinely weigh those risks, and determine whether they might be greater than you're allowing.

The Objective mindset

- encourages a focus on facts and logic over emotions or intuition
- helps lift 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 or your drive to make bold progress, you risk allowing your biases or strong emotions to distort the picture. You might end up discarding or undervaluing facts that don't support your point of view. As a result, you may underrate potential obstacles or ignore information that's relevant to your goals. Striving for objectivity helps you make smarter choices based on a more thorough understanding of the whole picture. It also provides a common language of logic that's accessible to everyone, no matter whether they connect emotionally with your words.

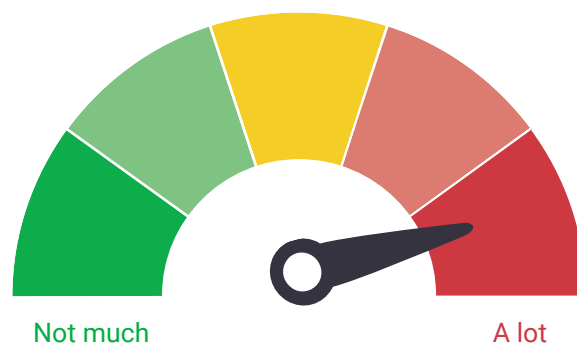
You might need to be Objective when

- 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?



2 Recognize

Resolute Mindset

TRY THIS ON

You're working on a project that just won't end. Everything that could go wrong has gone wrong, and the team is pretty tense. But you're coming to the home stretch. You're so, so close and eager to move on to your next project...and then you spot a problem with a deliverable. It's not a *major* problem. Fixing it will mean a lot more work for everyone, plus a lot of resentment from your teammates. And it might make this project drag on even longer.

So you can let this problem slide, keep everyone happy with you, and just finish this thing. Or you can set the team to fixing the problem and finish the project the right way.

The Resolute mindset

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

WHY DO IT?

Showing resolve may be most difficult when you need to overcome your own internal resistance—because you'd rather focus on new and exciting possibilities, keep things positive, or avoid the tedium of unrewarding but necessary tasks. Though it takes energy and focus you'd probably rather direct elsewhere, pushing through this resistance ensures that things get done the right way. Resolve prevents small issues from ballooning into larger ones that can create rework down the line. And it keeps your exciting plans on track so you can reach the finish line on your goals.

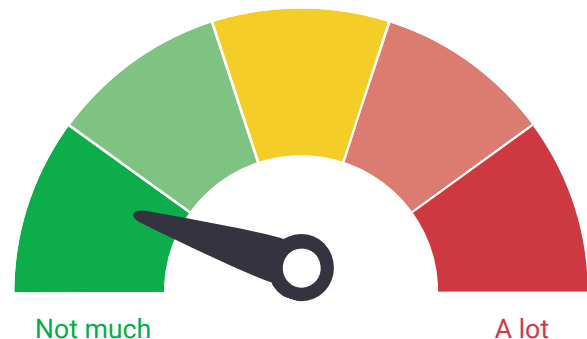
You might need to be Resolute when

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

WHAT IS IT?

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

How much effort does this take for you?



3 Act

Becoming Agile

WHAT DOES IT TAKE TO STRETCH TO THE OTHER MINDSETS?

Now that you've read about the different mindsets available to you, you can start learning how to stretch to them. The pages that follow include concrete steps you can take to increase your comfort with these other mindsets.

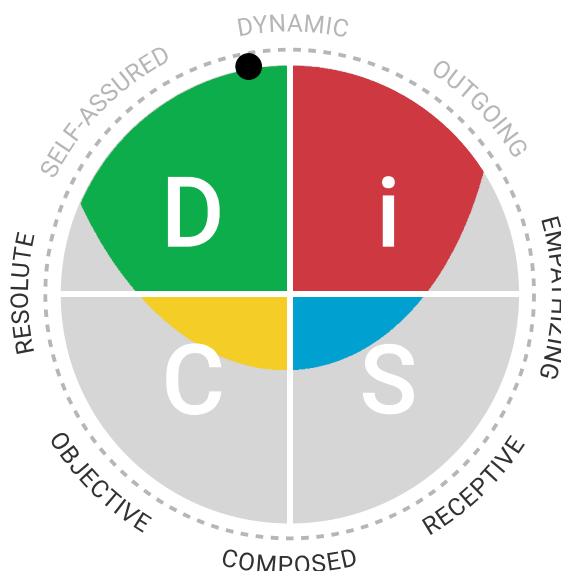
We all have the ability to stretch when the situation calls for it. But that doesn't mean it's easy. Even when you know what the healthy emotional response is, it might be a struggle to actually use it, in part because it's hard to change habits that have become ingrained over a lifetime.

For example, you tend toward quick, bold action. It can be challenging and frustrating to slow down for a coworker's feelings when every instinct in your body urges you forward. And in the beginning, you're going to have to work against your instincts and suppress the voices in your head urging you to stick to your familiar patterns.

Developing Agile EQ 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. Progress will come in small steps rather than leaps and bounds, until you start to gradually increase your comfort adopting different mindsets. With that increased comfort level, you'll more easily move from one mindset to the next, effectively responding to whatever situation you're facing.

Benjamin, learn how you can stretch to the other mindsets on the following pages:

- **Empathizing**
pp. 16–17
- **Receptive**
pp. 18–19
- **Composed**
pp. 20–21
- **Objective**
pp. 22–23
- **Resolute**
pp. 24–25



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 on page 26 can help you think through your approach.

3 Act

Empathizing Mindset

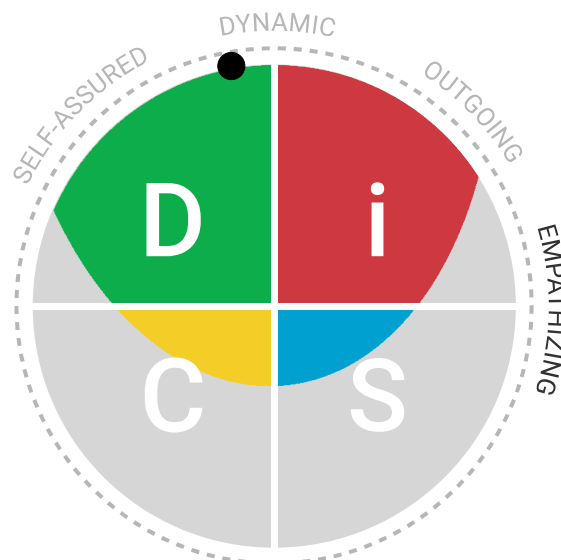
GETTING INTO THE MINDSET

With your desire for influence and authority, it may sometimes be easy to slip into a habit of charging forward without stopping to consider the needs of those around you. And slowing down to check in on people's feelings may feel like a waste of time that could better be spent making progress. Plus, you're intent on expressing yourself, shaping the conversation in order to shape your environment. Focusing on other people's needs can be a struggle because it requires you to take a more passive role while someone else takes the stage.

When reaching for empathy, you may have to overcome thoughts like:

- We don't have time for this.
- I've got more important things going on.
- I shouldn't have to coddle people.
- I know what I would do in your place.

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

- When appropriate, I adapt my communication style to make others more comfortable.
- I often think about what kinds of support different people need from me.

Take Action to Be Empathizing

BEGINNER STEP

Check in with colleagues to offer support. Harness your natural inclination to dive in and take action to let others know you're available to support or assist them. Look for an opportunity in the next week to practice these strategies:

- **Use direct questions when offering assistance.** Direct, specific questions like, "How can I help?" or "Would it help if I did ____?" are much more likely to prompt people to accept aid than vague statements such as, "Let me know if you need anything."
- **Keep the focus on others.** Let the people you're assisting determine the direction of your support. Resist the urge to step in and take over the situation, or focus the conversation too much on yourself and your experiences.

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

Adapt your approach to different people and situations. Understanding others often requires you to adapt your communication style to your audience. For some people, this is a nearly unconscious process, but just about anyone can get better at it. Here's one way to get started:

- Before going into a meeting or having a conversation with someone, write down two words that capture their core values. Maybe the person you're dealing with is "collaborative and open-minded" or "structured and cautious."
- Taking into account these values, think about what the person is looking for from you: for instance, there may be times when you're inclined to give blunt feedback, but your interaction would benefit more from a diplomatic attitude. Use these ideas to shape how you approach the conversation.

3 Act

Receptive Mindset

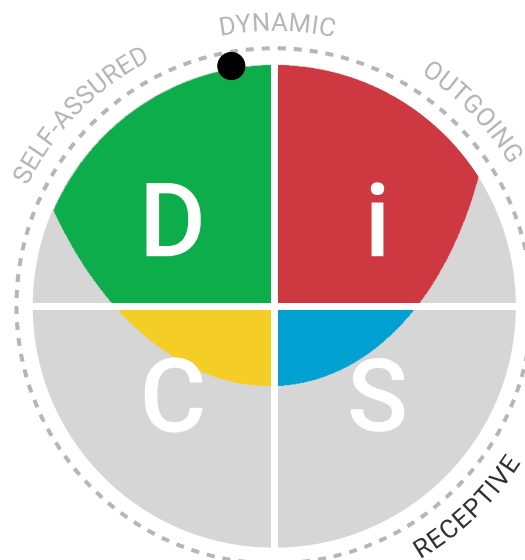
GETTING INTO THE MINDSET

Most likely, you're driven to achieve, and you want the freedom to set your own course. So you may find it hard to stay open to someone else's ideas if it means compromising your vision. And since you probably have a lot of confidence in your opinions, it may even be a struggle to set them aside long enough to truly try on someone else's perspective. You also tend to thrive when you're the one setting the pace. So you may sometimes have to fight against an expectation that others will adapt to your views rather than the other way around.

To be receptive, you may need to ignore thoughts telling you:

- If we would just do this my way, we'd get the best result.
- I'm not compromising when I know my way is right.
- Why do we have to waste time on this when it's clear what we should do?
- If they could just see what I'm trying to do here, they'd come around. I need to keep explaining until they get it.

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



WHERE SHOULD YOU START?

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

Beginner

- I'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

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

Take Action to Be Receptive

BEGINNER STEP

Improve your listening skills. Being a great listener is about giving your full attention to what the other person is saying—rather than simply waiting for your turn to talk. That can mean making a conscious effort to set aside your own ideas or agenda. 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. Make sure you're focused on what's being said rather than how you're going to respond.
- Once the other person has finished talking, paraphrase what they said in your own words to make sure you understood.
- Before reacting with your own viewpoint, pause and consider the biases that you may bring to the conversation, like your own priorities or preferred way of doing things.

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

Revisit your assumptions. Sometimes, if you're having trouble staying open to a person's opinion or idea, it's because of the particular assumptions and priorities you're bringing to the conversation. For example, as someone with the Di style, you might disagree about the severity of a problem or roadblock because you assume that making rapid progress is more important than getting things 100 percent right. But part of being receptive is identifying what you take for granted and adapting when appropriate.

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

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

3 Act

Composed Mindset

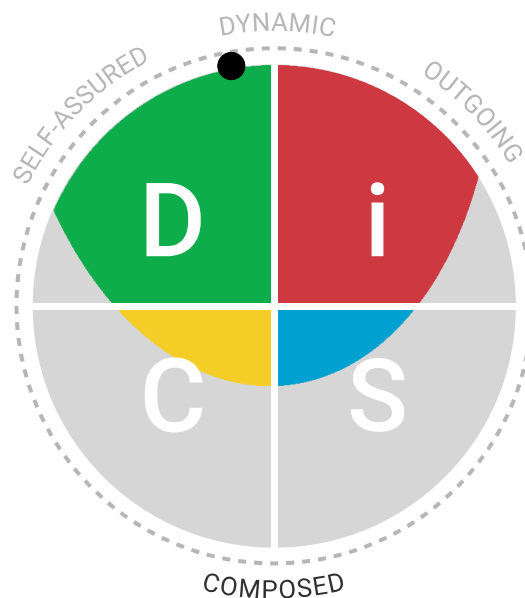
GETTING INTO THE MINDSET

You tend to be confident, expressive, and ready to take quick action. So you're probably inclined to just stand up and say exactly what's on your mind. And it can be hard to rein yourself in when you're feeling intense emotions. Since you likely have confidence in your instincts and ability to improvise, it may feel natural to give in to that urge and trust where your response takes you. In addition, you may sometimes resist diplomacy because it feels much more effective and honest to just say what's on your mind. Plus, a powerful response may feel like the best way to maintain your influence. In the heat of the moment, you may also just be more focused on making yourself heard than on the impact of your words.

To maintain composure, you may need to fight back thoughts like:

- I have to act on this *right now*.
- I can't just let this slide.
- I will *never* feel another way about this.
- I'm taking control of this situation.

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



WHERE SHOULD YOU START?

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

Beginner

- I 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 notice early on when my attitude or composure is starting to deteriorate.
- I typically catch myself when I'm in a bad mood before it gets to the point of saying something I'll regret.

Advanced

- I'm good at staying calm even when faced with something that really bothers me.
- I know how to talk myself down and maintain an even keel in most situations.

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 exercise:

- 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

Learn the signs of emotional exhaustion. The surges of emotion that can lead to outbursts often seem like they come out of nowhere, but in reality they tend to be the last straw in a series of events. Or they may be the result of emotional exhaustion—when stress, fatigue, and other factors wear away your defenses and make you more vulnerable to losing your composure. Here are some warning signs that you're in an emotionally exhausted state:

- You feel physically tired or ill.
- A type of conversation or meeting that you don't typically mind feels unbearable.
- You doubt the motivations or judgment of someone you normally trust.

When you find yourself feeling this way, consciously acknowledge to yourself, *I am emotionally exhausted*. Recognizing this can help you step back and reconsider the situation before you react. If needed, postpone a tense discussion or difficult task until you can think more clearly.

ADVANCED 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.
- **Envision how a loss of composure will play out.** In that extra moment between the trigger and your response—or when revisiting the conversation 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. How would reacting hurt your cause?
- **Remember that your judgment might be clouded in the moment.** When you're in the middle of an intense emotion, you may inadvertently exaggerate certain facts or ignore others. Knowing this, fight the urge to act on your immediate reactions.

3 Act

Objective Mindset

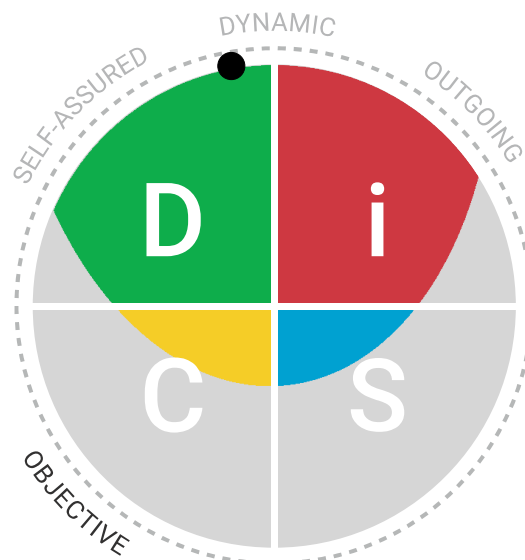
GETTING INTO THE MINDSET

Most likely, you make quick, bold choices in the interest of moving things along. And you've probably had a lot of success following your instincts. So when your gut is telling you something, your inclination may be to trust it. You're probably frustrated by the need to slow down for analysis, particularly when you feel certain you know what the right call is. And it may occasionally be tempting to focus on only those facts that support your vision, closing yourself off to anything that contradicts your way of seeing things.

Staying objective may require you to push back against thoughts like:

- I know exactly what has to happen here.
- I know I'm right, even if I don't have the data to back it up.
- If I feel this strongly about it, I must be right.
- Let's not waste time thinking through every single angle.

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



WHERE SHOULD YOU START?

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

Beginner

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

Intermediate

- I often consider my own biases when making decisions.
- When forming opinions, I take the time to research the relevant facts.

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

Identify situations where emotions might negatively impact your thinking. Nearly all the decisions you make in a day are influenced at least somewhat by your emotions. In some cases, though, being swayed too much by feelings can cause real problems. At times, emotions might get in the way of objective decision-making by leading you to:

- value the input of someone you like over someone you dislike or don't know well.
- show unfair bias toward an option that would benefit you or someone you care about.
- allow enthusiasm for a new idea to lead you to breeze past possible problems.
- lean away from a choice that would be unpopular with other people.

Choose two of these issues or come up with your own. Write down past examples of when these factors have negatively impacted your ability to look at each situation objectively.

INTERMEDIATE STEP

Learn to balance emotion and logic when making decisions. Feelings and facts both have important roles to play in decision-making, but finding the right balance between them can be difficult. Look for three opportunities in the next month to try out the following strategy when you're making a decision:

- **Set a primary goal or objective.** Write down the one or two main things you're trying to accomplish with your decision.
- **Consider multiple angles.** Set a timer for three minutes and brainstorm all the arguments in favor of one side or alternative. When time runs out, reset another three minutes to do the same for a different side. Repeat as many times as there are alternatives.
- **Separate out emotional arguments.** When you've considered all the different angles, go back and underline or highlight all of the ideas that seem to stem from your emotions, biases, or interests outside of your primary goal. Imagine that, when making your decision, you could only consider the factors that you didn't highlight. Would this change your decision? For better or worse?

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.

3 Act

Resolute Mindset

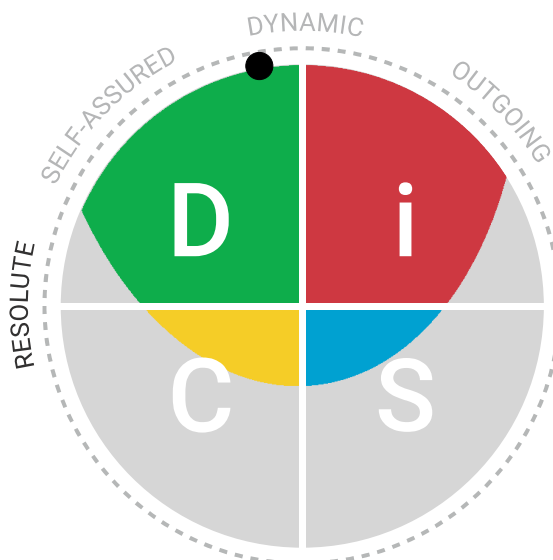
GETTING INTO THE MINDSET

You probably feel comfortable standing your ground, but calling out problems or forcing yourself to stick with more unrewarding tasks may occasionally be more difficult. You combine a tendency to move quickly with confidence and optimism. So, you may sometimes dismiss warning signs that something is wrong. And since you'd rather focus on success or the next big thing, it may be tempting to gloss over problems or more tedious obligations so you can keep pushing forward. In addition, you probably enjoy being looked up to by your peers. If it means creating a lot of negative feelings or if you're facing a complete lack of enthusiasm, it might be more of a struggle to stand firm.

To show resolve, you may need to ignore thoughts like:

- I'm sure this will work out fine.
- We can't lose momentum on this.
- It's really not worth delaying things for this.
- If I get down into the weeds on this, it's going to crush enthusiasm.

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

Intermediate

- I understand the importance of hashing out problems before moving forward.
- I raise problems when I encounter them, even if it takes extra time or halts momentum.

Advanced

- I can stand firm in my viewpoint without shutting out other opinions.
- When appropriate, I know how to be stubborn without threatening my relationships.

Take Action to Be Resolute

BEGINNER STEP

Stand behind your opinions, even if they are unpopular. Like others with the Di style, you're probably social and enjoy getting people excited about new ideas. So sticking to a decision or viewpoint might be difficult if people around you react to it with opposition—or just a lack of enthusiasm. In situations where other people's opposition is holding you back from making a choice you think is right, ask yourself these questions:

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

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

INTERMEDIATE STEP

Speak up about problems, even if it costs time and energy. Because you might work best when there is a lot of momentum and energy around what you're doing, slowing down long enough to hash out problems and details could feel demoralizing or counterproductive. So even when you spot an issue with someone else's logic or work, you might be tempted to say, “close enough,” and breeze past it. But this can cause bigger problems down the road, and may frustrate colleagues who would rather work on getting things right the first time.

Practice countering your impulse to keep your eyes solely on the big picture. In at least one meeting or conversation in the next few weeks, work on digging into the details and addressing problems that you see. Don't give up until everyone involved is satisfied that the issues have been adequately dealt with.

ADVANCED STEP

Find the right balance between standing your ground and listening. The Resolute mindset is about standing firm in your viewpoint, but this shouldn't extend to being completely inflexible, or shutting out opposing opinions. Using the strategies below will help communicate in a measured, thoughtful way that preserves relationships, while still allowing you to be honest.

- Consider phrasing concerns as questions. (For example, “Won't this push back our timeline?” rather than “This will take too long.”)
- Give critical feedback in person rather than through email to avoid sounding harsher or more negative than you intend.
- Take the time to really listen to other people's viewpoints. If you reject someone's opinion, stop and make sure you have a reason for doing so, rather than acting reflexively.

Look for at least three opportunities in the next month to practice these strategies, and reflect on the results.

Action Planning

By increasing your comfort with adopting different mindsets, you can increase your agility and therefore your ability to navigate countless situations. To get started, fill out this action plan for the mindset you want to work on first. You'll need to refer back to the appropriate "Take Action" page and the rest of this report.

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?