



# Everything DiSC<sup>®</sup> Manual

AGILE EQ<sup>™</sup> ADDENDUM

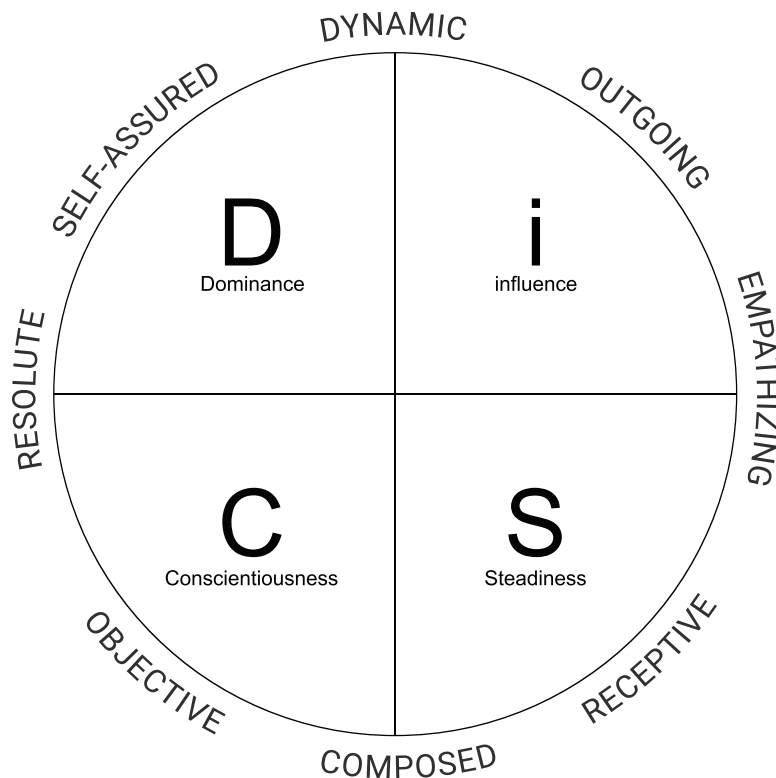
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The most recently published version of the *Everything DiSC® Manual* includes a new section, found in Chapter 6, The Everything DiSC Applications, for *Everything DiSC® Agile EQ™*.

For those who don't wish to purchase a new version, we're providing the following addendum, which captures all of the *Agile EQ* information that can be found in the *Manual*.

## Everything DiSC Agile EQ

The application-specific model used in the *Everything DiSC® Agile EQ™* Profile, shown in Figure 6.15, helps learners understand how they can more effectively handle interpersonal and emotionally charged situations. The eight words around the map indicate the instinctive *mindset* that people with a given DiSC® style are likely to use when approaching a situation. Mindsets represent patterns of responses that an individual is most likely to gravitate toward in social and emotional situations. The mindsets of someone with the S style, for example, are Receptive, Empathizing, and Composed.



**Figure 6.15** Everything DiSC Agile EQ Model

## Development of the Agile EQ Mindset Scales

A set of 26 statements were developed to measure emotional and socially poignant behaviors, such as “refusing to budge when I know I’m right” and “being tactful when I am frustrated.” Each statement was assigned to one and only one of the eight mindset scales. As part of beta 1, these items were presented to 4,072 participants as part of an emotional intelligence development course, to be taken before the beginning of that course. Participants were asked to rate how easy or difficult the behaviors were for them personally on a 5-point scale, ranging from very difficult to very easy.

These data were then analyzed to identify the most viable items. These analyses included scale intercorrelations, multidimensional scaling analyses, internal reliability analyses, item means and standard deviations, and correlations with the DiSC octant scales. Twenty of the original items were retained.

For beta 2, six new items were generated and combined with the 20 retained items from beta 1. Data collection and analysis followed the same methodology as beta 1. All 26 items were judged to be acceptable for use in the final scales.

## Validation of the Agile EQ Mindset Scales

A total of 1,013 respondents were asked to take the *Everything DiSC Agile EQ* assessment. The demographics for this sample are shown in Table B.7. This assessment measured the eight DiSC scales as well as eight *Agile EQ* mindset scales. The *Agile EQ* mindset scales are shown in Table 6.14, along with sample items included within each scale. Respondents are asked, “How easy or difficult is it for you to do each of the following?” Items are rated on a 5-point scale: very difficult, difficult, neither easy nor difficult, easy, and very easy. The *Agile EQ* scales are standardized to have a mean of zero and standard deviation of one. In the *Everything DiSC Agile EQ Profile*, scale results are presented to learners in the form of effort meters (see Figure 6.16), where the mid-point is set to zero degrees (straight up); a standard deviation below corresponds to the segment farthest to the left and a standard deviation above corresponds to the segment farthest to the right.

The scale scores were first submitted to a multidimensional scaling analysis. This analysis allows researchers to look at the relationship among the eight categories of items and determine if the categories relate to each other in the manner predicted by the model. The results of the analysis are presented in Figure 6.17. Categories that are closer together share more in common, and categories that are farther apart are more dissimilar. As expected, the eight mindsets form a circular shape, with the scales arranged as predicted by the *Agile EQ* model. That is, the sequence around the circle proceeds as follows: Dynamic, Outgoing, Empathizing, Receptive, Composed, Objective, Resolute, and Self-Assured. Although the eight scales do not form a perfectly equidistant circle (as predicted by the model), this theoretical ideal is nearly impossible to obtain with actual data.

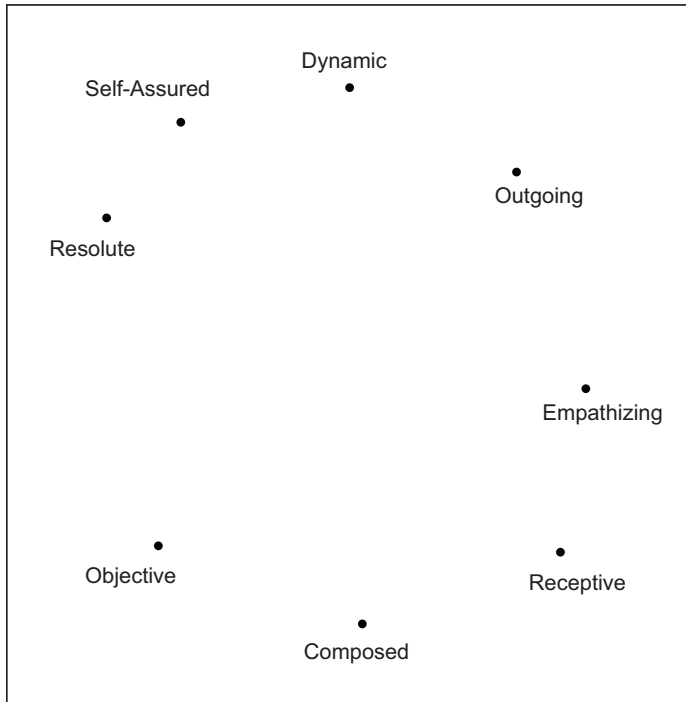
**Table 6.14** Sample Statements Used to Measure the Agile EQ Mindsets

<b>Mindset</b>	<b>Statement</b>
Dynamic	Convincing a group to try an untested approach or method Jumping on new opportunities when they present themselves
Outgoing	Networking professionally Generating enthusiasm on a team
Empathizing	Providing emotional support to someone who is struggling Helping a coworker talk through their emotions
Receptive	Remaining receptive to other people's ideas when I have strong opinions Compromising my way of doing things to accommodate another person
Composed	Stopping myself, when I'm really angry, from saying something I'll regret later Remaining composed and tactful when I'm frustrated
Objective	Recognizing when my excitement or anger might be clouding my judgment Taking the time to reflect in-depth about decisions before acting
Resolute	Standing my ground in a meeting Standing firm behind my logic when everyone else disagrees
Self-Assured	Being forceful with my opinion during a group debate Standing up to people who are being too aggressive



**Figure 6.16** Effort Meter

Additionally, the stress value of .03092 and the RSQ value of .99359 suggest that a two-dimensional model fits the validation sample very well. Lower stress values (approaching zero) and RSQ values closer to one suggest that two dimensions are adequate to represent the true relationship among the variables.



**Figure 6.17** MDS Map for Agile EQ Mindset Scales  
Note: Stress = .03092; RSQ = .99359;  $N = 1,013$ .

Intercorrelations among the eight mindset scales were also calculated, as shown in Table 6.15. Coefficients range from  $-.76$  to  $.77$ , with a median of  $-.03$ . Overall, correlations are as expected. For instance, the *Agile EQ* model hypothesizes a high positive correlation between the Dynamic scale and the Outgoing scale, and a high negative correlation between the Empathizing scale and the Resolute scale.

Finally, alpha internal reliability coefficients were calculated for each of the eight mindset scales, as shown in Table 6.16. These coefficients range from  $.69$  to  $.81$ , with a median reliability of  $.75$ . Therefore, these scales demonstrate acceptable to good internal consistency. This finding suggests that each of these mindset scales is measuring a single, unified construct.

Overall, this research provides strong support for the *Everything DiSC Agile EQ* mindset scales. Data from a large sample of working adults suggest these scales have good internal reliability and accurately reflect participants' self-perceptions.

**Table 6.15** Intercorrelations Among Agile EQ Mindset Scales

	<b>Dynamic</b>	<b>Outgoing</b>	<b>Empathizing</b>	<b>Receptive</b>	<b>Composed</b>	<b>Objective</b>	<b>Resolute</b>	<b>Self-Assured</b>
<b>Dynamic</b>		.65	.01	-.40	-.58	-.47	.30	.64
<b>Outgoing</b>	.65		.49	.07	-.39	-.62	-.13	.14
<b>Empathizing</b>	.01	.49		.62	.18	-.35	-.53	-.40
<b>Receptive</b>	-.40	.07	.62		.47	-.06	-.72	-.76
<b>Composed</b>	-.58	-.39	.18	.47		.38	-.38	-.52
<b>Objective</b>	-.47	-.62	.35	-.06	.38		.15	-.13
<b>Resolute</b>	.30	-.13	-.53	-.72	-.38	.15		.77
<b>Self-Assured</b>	.64	.14	-.40	-.76	-.52	-.13	.77	

**Table 6.16** Internal Reliability of the Agile EQ Mindset Scales

<b>Scale</b>	<b>Number of Items</b>	<b>Alpha</b>
Dynamic	5	.75
Outgoing	5	.81
Empathizing	4	.76
Receptive	7	.69
Composed	4	.75
Objective	6	.70
Resolute	7	.69
Self-Assured	5	.74
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<i>N</i> = 1,013		

**Table B.7** Everything DiSC Agile EQ Sample Demographics, Percentages

<b>Gender</b>	Male	50.3
	Female	49.7
<b>Age</b>	18–25	6.2
	26–35	20.5
	36–45	29.1
	46–55	27.2
	56 or Older	17.0
	<b>Education</b>	Some High School
High School Graduate		8.3
Technical/Trade School		5.0
Some College		23.5
College Graduate		40.0
Graduate/Professional Degree		21.9
<b>Heritage</b>	African American/African Descent	16.5
	Asian American/Asian Descent	6.6
	Hispanic	11.8
	Native American	1.0
	Pacific Islander	2.2
	White	53.2
	Two or more of the above	8.7

*N* = 1,013