

The User Manual

The Real-Time Tool For Growing EQ.

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o- User Manual - My Name Is: **Jane Doe** - And I'm A: **Yellow** **Red**

Protect

I need to be seen as **Credible**.
You must therefore **Protect** this need when giving me feedback. Coach me in private whenever possible and be mindful of whether you are critiquing me vs the work.

I need one of us to be **Convincing**.
You must **Protect** this need by debating with me. I must convince you or you must convince me in order for me to feel secure. Without this I will struggle to move forward freely.

Direct

I wish to be in control of what I get to do.
You must therefore **Direct** me to keep me on track when I'm faced with **Experiences** that are awkward, mundane or driven by pressure.

I wish to be in control of my goals and the steps taken to achieve them.
You must **Direct** me on tasks that don't allow me to hit immediate **Results** as things that cannot be measured are harder for me to want to do.

Respect

I need **Money** to be **Respected**.
If I am agonizing over an expense it is because **Credibility** is lacking and I feel **Money** will be wasted. Address the **Credibility** and I will spend without anxiety.

I need **Time** to be **Respected**.
If I am growing impatient it is because I am not **Convinced** it will lead to a **Result**. Prove effectiveness to me and I'll invest limitless amounts of time.

Use Your Own Behavioural Colour Below For More Tailored Advice On How To Interact With Me:

- Make our interaction fun.
- Be mindful of how much you talk and how much you let me talk.
- Offer me recognition and end all interactions we have confidently.

- Let me talk but keep me on track. This is hard as you don't wish to seem rude.
- Focus less on the task you need me to do, more on how fun it may be or how good it may make me look.
- Operate faster than you typically feel comfortable with.

- Demonstrably listen when I speak to show me I'm making an impact.
- Ask open-ended questions.
- Focus on me as a person vs the task you need me to do.
- When giving me information you should focus on the headlines and wait for me to ask for more.

- Joke, have fun and let me talk more than you typically feel comfortable with.
- Highlight my contribution and name drop those you know I find **Credible**.
- Follow up to keep me on track as I may get distracted.

As a Yellow Here Is How I Should Best Interact With Other Colours:

- Make it fun.
- Be mindful of how much I talk / interrupt.
- Give plenty of recognition.
- Gain a commitment to action.

- Slow down.
- Be friendly and earn trust.
- Provide assurances of problems.
- Follow-up early and often.

- Keep a measured distance.
- Give Facts & Figures.
- Do not be overly personable.
- Answer all questions with a concern for details.

- Set a business-like tone.
- Be direct and to the point.
- Do not over promise.
- Resist the urge to joke.

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Forging Workplace Emotional Intelligence
 One Conversation At A Time.

“

It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head--it is the unique intersection of both.

-DAVID R. CARUSO

The Shift From Engagement Bought To Engagement Built



The success of your company, and truly your life in general, requires the ability to collaborate. It is no longer a 'nice' thing to be able to do, but rather an essential skill that will separate the winners from the losers in the coming decade.

In fact as Harvard Professor Amy Edmondson states, *"Today's employees, at all levels, spend 50% more time collaborating than they did 20 years ago...Nearly everything we value in the modern economy is the result of decisions and actions that are interdependent and therefore benefit from effective teamwork"*.

Collaboration and communication are intertwined. The challenge, especially in workplace settings, is that people tend to communicate with others in the manner in which **they** prefer to be communicated with as opposed to the manner in which **their recipient best receives communication**.

This can quickly replace collaboration with confrontation, putting your organization, not to mention your own emotional well-being, at risk. Disrupting this pattern requires emotional intelligence, the ability to understand, use and manage one's own emotions while also understanding the emotions of others.

As employee engagement thought leaders, CultureSmith is the first firm to create a system that links emotional intelligence to engagement. Gallup states that 85% of the global workforce is disengaged. They further state that the definition of employee engagement is the emotional connection that an employee has with their company's values and objectives.

If engagement is in fact emotional, then growing your emotional intelligence, along with the EQ of those around you, is the only repeatable and therefore scalable way to combat the current engagement epidemic.

Which is why we created the tool you now have, The User Manual. Developed over a period of years, and implemented by dozens of organizations already, the User Manual has proven to be one of the most effective tools you will ever have to grow your emotional intelligence.

It is one of the first tools to combine Jungian frameworks with neuroscience to not only grow your EQ, but to do so in the least taxing way possible. It is the cornerstone of our WorkplaceEQ™ program and we are thrilled that it is now in your hands, so that you can begin to experience the difference a life lived with emotional intelligence creates.

This book that you are now reading is the companion piece that explains both The User Manual itself as well as some of the science and theory behind it. Think of it as ‘the user manual for The User Manual.’

As a tool of emotional intelligence, it is important to know the basics when it comes to EQ. As already mentioned, EQ is the ability to understand, use and manage one’s own emotions while also understanding the emotions of others.

EQ is made up of 5 dimensions: **Self-Awareness** (knowing one’s triggers), **Self-Regulation** (controlling one’s triggers), **Empathy** (understanding and respecting other’s triggers), **Motivation** (the triggers of ‘your future self’) and something we call **Social Agility** which is the ability to leverage all of these dimensions in a variety of situations.

The User Manual itself focuses on two of the above dimensions: **Self-Awareness** and **Empathy**. To the right is a visual Table of Contents that breaks down all of what’s covered in this book, and how this tool helps you with these two critical life skills.

1 We begin with a brief overview of **Behaviours**. If you have ever used DiSC, Insights or MBTI you will be familiar with the basic premise of categorizing behaviours. The key difference with our system is its simplicity. It is cognitively taxing to remember everything in a 38 page report on your behaviour in the moments when you need the information to actually alter your reactions. To combat this, our system only focuses on the three things that drive over 90% of your unconscious behaviour: your **Biases**, your **Motivators** and your **Triggers** (which we also refer to as **Commodities** given it is the sensitivity to certain things of value that cause these emotional states).

2 Next we show how others can practice **Empathy** by using your User Manual to learn how to better interact with you **based on their own Behavioural Colour**.

3 We then turn our attention to the second half of The User Manual to help you increase your **Self-Awareness** by learning more about **your unconscious traits**.

4 This is followed by learning how **you** best show **others Empathy** by being **mindful of their traits when communicating with them**.

5 We then close with some brief information on how you can continue your EQ journey by learning the basics of **Self-Regulation** so that you develop the ‘muscle memory’ to use everything you will gain by using The User Manual as often as possible.

1 Page 05: Understanding Behaviours

The screenshot shows a 'User Manual' interface for 'Jane Doe' with a 'Yellow' behavioural colour. It is divided into three columns: **Protect** (Primary Bias), **Direct** (Primary Motivator), and **Respect** (Primary Trigger). Each column contains text boxes describing needs and interaction advice. Below the columns is a section titled 'Use Your Own Behavioural Colour Below For More Tailored Advice On How To Interact With Me:' with four colored boxes (Yellow, Green, Blue, Red) providing specific interaction tips for each colour.

2 Page 09: How Others Best Show You Empathy

3 Page 11: Increasing Your Self-Awareness

4 Page 12: How You Show Empathy To Others

5 Page 14: Continuing The Journey: Improving Your Self-Regulation

3 Page 11: Increasing Your Self-Awareness

The screenshot shows a 'User Manual' interface for 'Review Often To Increase Self-Awareness'. It is divided into three columns: **Evaluation** (Primary Bias), **Motivation** (Primary Motivator), and **Deliberation** (Primary Trigger). Each column contains text boxes describing needs and interaction advice. Below the columns is a section titled 'As a Yellow Here Is How I Should Best Interact With Other Colours:' with four colored boxes (Yellow, Green, Blue, Red) providing specific interaction tips for each colour.

4 Page 12: How You Show Empathy To Others

5 Page 14: Continuing The Journey: Improving Your Self-Regulation

Understanding Behaviours

Behaviours represent your hard-coded preferences. They are the way you **want** to interact with the world around you.

Before we get to the User Manual itself, it is important you have a basic understanding of what the tool is designed to assist with, that being Behaviours. If you received your User Manual as a result of attending one of our WorkplaceEQ™ trainings, this will largely be review. If not, this will serve as a brief but impactful introduction into the concepts behind our Behavioural Colours system.

In order to understand what Behaviours are, it helps to first understand what they are not.

1

Your Behaviours are not your Personality. Your personality is complex, made up of multiple factors such as values, social-identity and emotional patterns. Your Behaviours, while a major component of personality, are merely that, a component.

2

Your Behaviours are not a Label. When introducing this information it is common for us to see people treat others differently upon learning their profile. They feel they can't involve others on certain tasks as a result of their profile. This is 100% false. Knowing one's profile affords you the opportunity to change **how** you bring something to them to set them up for success, it does not tell you what to no longer involve them in.

3

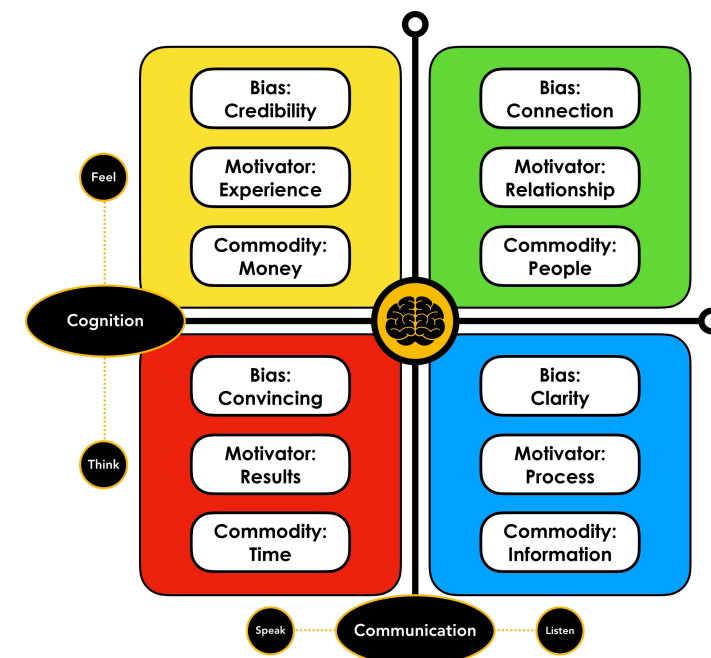
Your Behaviours are not an Excuse. So too we see people begin to dismiss their less desirable actions as being a product of 'who they are'. You do not 'get' to cut corners because you're a Yellow nor do you 'get' to yell at people because you are a Red. What you 'get' is an opportunity to grow your ability to regulate your behaviour now that you have some awareness of why you feel compelled to act the way you do.

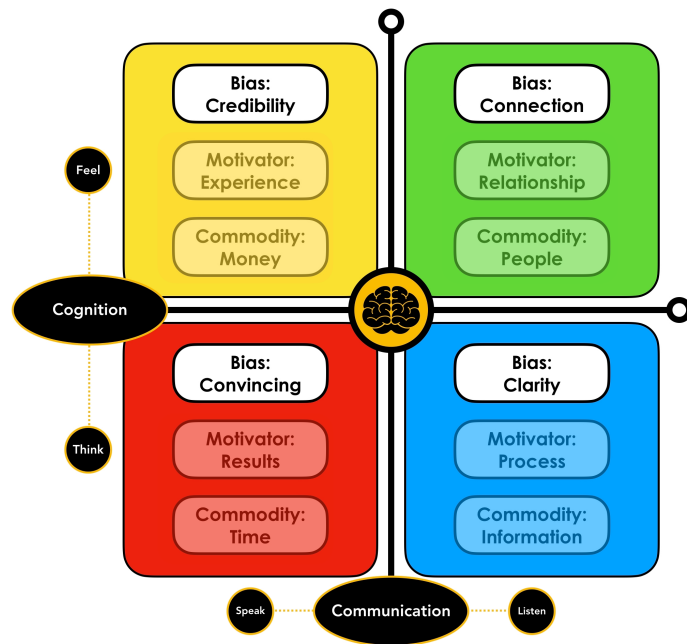
What this means is that the User Manual is NOT a tool of judgment nor one of manipulation. Rather it is a tool of **empathy** and **understanding**. If you wanted to figure out how to get the most out of something you didn't understand you would consult a user manual. Well in our experience, people can be one of the hardest things on the planet to understand at times and it is our life's work at CultureSmith to help get the most out of them. We simply feel arming those around them with the knowledge on how to do that increases the odds that the person in question has a happier and more fulfilling life.

To that end, we encourage you to share your User Manual with others openly. Gaining an understanding of your own Behavioural Colour as well as that of those around you, provides you with the foundation necessary to scale through the five elements of emotional intelligence. Our mission is to get you there as fast as humanly possible which is why we spent years refining both the assessment that produced your results as well as how we provide them to you so that we may act as an accelerant on your behalf.

And truly, that is all we are, an accelerant. You need to do the work. There is no substitute for effort when it comes to gaining mastery over your own behaviours and emotions. Nor is there a substitute for the personal responsibility you must embrace if you are influencing others to do the same. The work of human growth and development will never be easy. It can however be made simple and we trust you will find the methods afforded to you within this system are the simplest and most straightforward you will ever see.

So with all that out of the way, let's now turn our attention to the 3 elements contained within your User Manual: **Biases, Motivators** and **Commodities**.



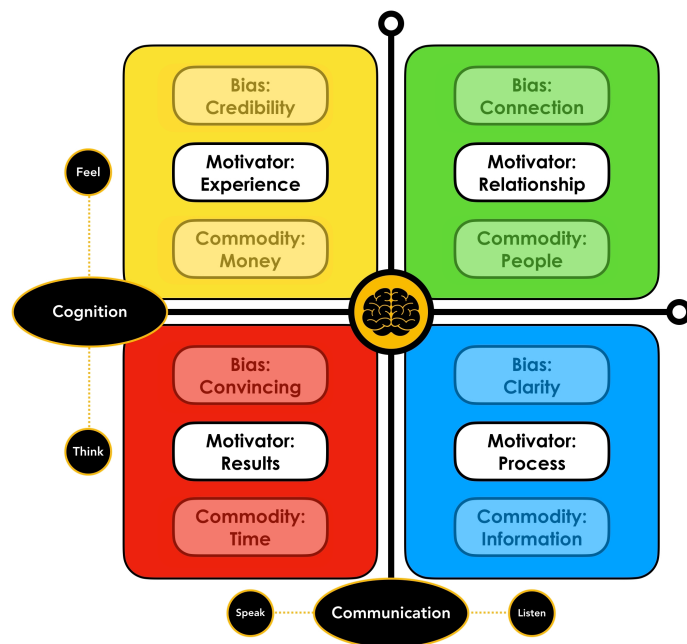


A Bias is a cognitive shortcut used to speed up and assist with decision-making.

In the case of Behavioural Biases, the decision your brain is trying to speed up is whether or not to buy-in to a new person, a new idea or a new situation. If it satisfies your Bias, your buy-in will be effortless and frictionless.

If however your Bias is "triggered" by someone or something new, you may actually begin to rationalize why you shouldn't trust them / it.

Next comes Motivators. When a task or activity aligns with your natural Motivator, you are **intrinsically** motivated to do it, meaning it doesn't feel like work. Completing this task or activity actually **replenishes** your energy.



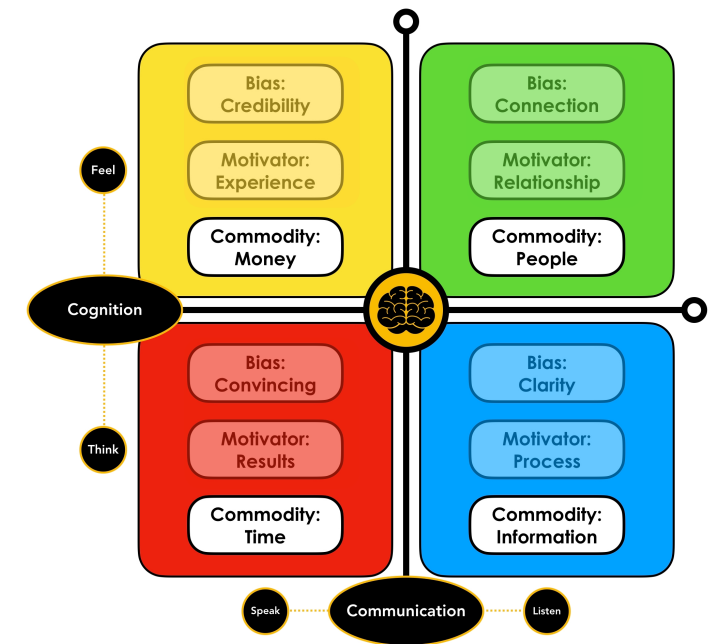
Tasks and activities that lie in the Motivators of Colours outside your own, **deplete** your energy to varying degrees when you are **forced** to complete them.

We often refer to this as the difference between *willpower* and *want-power*. Just know that willpower is a finite resource. Once you burn through it, it doesn't replenish without sleep (and to a lesser degree sugar and oxygen). If you spend too much of your day operating outside your natural motivator, the energy lost is energy you actually need to regulate your emotions.

Last but not least comes the Commodities which we also refer to as Triggers at certain times.

These are the things you need to see respected by those around you.

If anyone is 'wasting' any of these resources, it will bother you. Additionally, if you need to make a decision that may put one of these things at risk, that decision is one you will most likely agonize over.



Combined your Biases, Motivators and Commodities / Triggers make up the overwhelming majority of your unconscious and semi-conscious actions. Given that the average human being makes over 35,000 unconscious and semi-conscious decisions per day, it is easy to see how developing a deep understanding of these characteristics can go a long way toward placing more of those decisions within your control. Which again is why we created the User Manual which we begin to break down over the next few pages.

It is also important to note that in reality, we all have at least trace amounts of each of the Colours within our profile. However, you do have a Primary Colour that drives the bulk of your preferences, as well as a Secondary Colour that picks up the majority of the slack when your Primary Colour cannot be satisfied. Looking at the Colours Grid Secondary Colour will be adjacent in some fashion (above or below, to the left or right) of your Primary Colour.

The User Manual lists both your Primary and Secondary Colours, and is divided into two sides. The front details how others may best interact with you based on your Colours, while the back details how you may best interact with others based on them.

Let's now break both of these sides down in more detail.

☰ User Manual — My Name Is: *Jane Doe* — And I'm A: Yellow Red

Protect

Primary Bias | **Secondary Bias**

I need to be seen as **Credible**.
You must therefore **Protect** this need when giving me feedback. Coach me in private whenever possible and be mindful of whether you are critiquing me vs the work.

I need one of us to be **Convincing**.
You must **Protect** this need by debating with me. I must convince you or you must convince me in order for me to feel secure. Without this I will struggle to move forward freely.

Direct

Primary Motivator | **Secondary Motivator**

I wish to be in control of what I get to do.
You must therefore **Direct** me to keep me on track when I'm faced with **Experiences** that are awkward, mundane or driven by pressure.

I wish to be in control of my goals and the steps taken to achieve them.
You must **Direct** me on tasks that don't allow me to hit immediate **Results** as things that cannot be measured are harder for me to want to do.

Respect

Primary Trigger | **Secondary Trigger**

I need **Money** to be **Respected**.
If I am agonizing over an expense it is because Credibility is lacking and I feel Money will be wasted. Address the Credibility and I will spend without anxiety.

I need **Time** to be **Respected**.
If I am growing impatient it is because I am not Convinced it will lead to a Result. Prove effectiveness to me and I'll invest limitless amounts of time.

Use Your Own Behavioural Colour Below For More Tailored Advice On How To Interact With Me:

- Make our interaction fun.
- Be mindful of how much you talk and how much you let me talk.
- Offer me recognition and end all interactions we have confidently.

- Let me talk but keep me on track. This is hard as you don't wish to seem rude.
- Focus less on the task you need me to do, more on how fun it may be or how good it may make me look.
- Operate faster than you typically feel comfortable with.

- Demonstrably listen when I speak to show me I'm making an impact.
- Ask open-ended questions.
- Focus on me as a person vs the task you need me to do.
- When giving me information you should focus on the headlines and wait for me to ask for more.

- Joke, have fun and let me talk more than you typically feel comfortable with.
- Highlight my contribution and name drop those you know I find Credible.
- Follow up to keep me on track as I may get distracted.

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The Front / Upper section lists your Biases, Motivators and Commodities / Triggers. You will see that these are broken into three categories: Protect, Direct and Respect.

Again, The User Manual is a tool of empathy. It is not used to label you or put you in a box. Protecting, Directing and Respecting are **actions**. The information listed tells the others you interact with the actions they must take in order to prevent them from inadvertently triggering you or causing you distress. In doing this it details the responsibility they have when it comes to your Behavioural Traits.

It shows them what to look for, and how they should respond accordingly to communicate and interact with you in the most emotionally intelligent way possible.

To make this even more effective, the Front / Lower section gives tailored advice to them based on their own Behavioural Colour.

Each Colour interacts with each other Colour in slightly different ways. These bottom sections tell those around you what you need from them when they are interacting with you, but it also highlights some areas where they may struggle to give this to you based on their profile.

Empathy = understanding, therefore we must show an equal amount of understanding to the person interacting with you as they are attempting to show you by using this tool. All the other person needs to do is find their Primary Colour and become mindful of the advice in that section to increase the ease and effectiveness of their interactions with you.

Review Often To Increase Self-Awareness — User Manual

Primary Bias — **Evaluation** — Secondary Bias

I **Evaluate** others based on how **Credible** I find them. If I'm struggling to buy-in to someone new I need to investigate their Credibility as opposed to assuming they lack it. Failing to do so may cause me to write others off and miss out on opportunities.

I also **Evaluate** others based on their ability to **Convince** me. If I'm frustrated by someone I need to ask myself if my directness is making them insecure, preventing the debate I require to be convinced. Failing to do so may cause me to abandon good ideas that don't feel 'vetted'.

Primary Motivator — **Motivation** — Secondary Motivator

I am **Motivated** by **Experiences**. I unconsciously prioritize things I **want** to do over things I need to do. I tend to shift from tasks too quickly, lose focus, procrastinate, and feel anxiety when faced with complex or detailed work. Focusing on the accomplishment over the tasks helps here.

I am also **Motivated** by **Results**. I unconsciously prioritize short-term things I **can** do over bigger picture things I **should** do. My focus on the result can lead me to block out other aspects (usually people). I must develop the ability to 'zoom out' and measure progress over attainment.

Primary Trigger — **Deliberation** — Secondary Trigger

I tend to **Deliberate** on decisions involving **Money**, and this only happens when **Credibility** is lacking. I spend freely on those I find Credible and even more freely on things that will boost **my** Credibility. If I'm agonizing over an expense it's an issue of Credibility not price.

I may also **Deliberate** on decisions involving **Time**, and this only happens when I am not **Convinced** the time spent will generate the desired **Result**. When I'm Convinced of a Result, I will spend Time freely. When I'm not I grow more impatient for every minute wasted.

As a Yellow Here Is How I Should Best Interact With Other Colours:

- Make it fun.
- Be mindful of how much I talk / interrupt.
- Give plenty of recognition.
- Gain a commitment to action.

- Slow down.
- Be friendly and earn trust.
- Provide assurances of problems.
- Follow-up early and often.

- Keep a measured distance.
- Give Facts & Figures.
- Do not be overly personable.
- Answer all questions with a concern for details.

- Set a business-like tone.
- Be direct and to the point.
- Do not over promise.
- Resist the urge to joke.

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The Back / Upper section re-lists your Biases, Motivators and Commodities / Triggers. This time you will see that these are broken into the categories of: Evaluation, Motivation and Deliberation.

This is where Self-Awareness begins to meet Self-Regulation. Knowing what your Biases are is knowledge. Knowing how they influence your behaviour is understanding. With practice you will begin to 'feel' the degree to which you are unconsciously Evaluating others based on your Bias, the degree to which you feel energy sapped from you when acting outside your Motivator, and the degree to which you Deliberate over decisions attached to your Commodity.

The more often you use this, the more your awareness grows, creating the ability to alter (regulate) your reactions.

The Front / Lower section is where you want to go to apply your newfound Self-Regulation.

This is essentially the mirror of the Front / Lower section, it is how you should adjust your communications and interactions with others based on their Primary Colour.

Empathy goes both ways. In giving others clarity on how best to interact with you, we are increasing the empathy they can show you. By doing the same in reverse we are making it easier for you to show them the same respect in return. Best practice is to review this section prior to calling someone or sending them an e-mail. It is also advisable to keep a copy of this visible where you most often work so that you can refer to it mid-conversation as well.

That last recommendation cannot be stressed enough. There are over 12,000,000 receptors in your brain. Over 11,000,000 of them are dedicated to sight. Print off your User Manual, make copies of the front page and ensure everyone you interact with regularly has copies. Place a copy of the back someplace you can see it. Refer to it often. If you make EQ **visible**, you will make EQ **happen**.

One last piece of information we have found to be helpful is highlight the fact that there is an 'order of operations' when it comes to your Biases, Motivators and Commodities and The User Manual has been built accordingly.

Biases come first because they are most active whenever a situation begins. When you enter a room for example, you are unconsciously assessing everyone based on your Bias while simultaneously managing the impressions others may have of you against that same Bias.

If no threat is detected, the emphasis shifts to your Motivator: how engaging will this situation be to you? The degree of willpower you need to exert will determine how emotionally taxing the situation will ultimately be.

Finally, at some point the interaction will lead to a decision regarding whether or not to make additional investments of one of the Commodities. If the Commodity in question happens to be one you are sensitive to and your Bias has not been satisfied, a Trigger will occur. If not, you will spend that additional Commodity freely.

This is why we encourage others to first Protect your Bias, then Direct you when Motivation is lacking and then Respect how you wish to see your Commodity handled.

It is also why we first tell you how you Evaluate others, experience Motivation, and what you stand to Deliberate on.

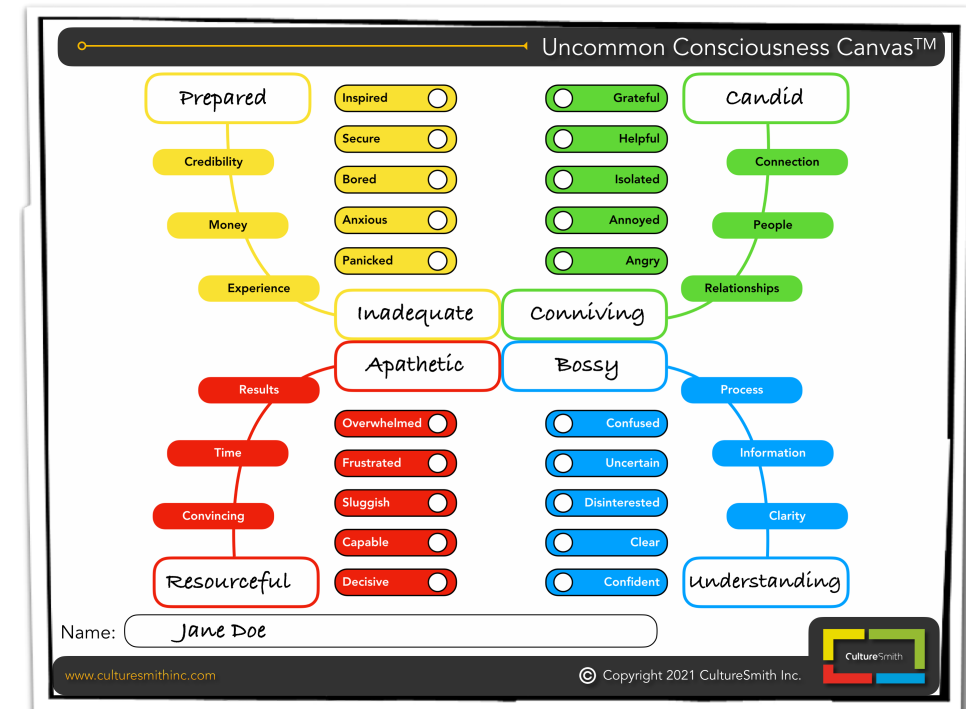
As your mastery of this subject matter improves you will begin to be able to sense which 'stage' in the order of operations you are in. This has proven to give people even more Self-Awareness as these stages trust are where you interact with the environment around you.

Truly Mastering EQ

The User Manual is something we refer to as a RTT, or Real-Time-Tool. It is designed to give you a quick shot of Self-Awareness and Self-Regulation in the moment to prevent triggers from creating more damage than they need to.

True mastery of EQ obviously requires more work, more understanding and even more tools. We have those tools and are committed to providing them to anyone who is willing to put themselves on a journey toward emotional mastery.

Another of these RTT's is pictured below, the **Uncommon Consciousness Canvas**. If you have received your User Manual as part of an ongoing training program you will be learning all about this tool next. If you have gotten your User Manual through any other means, and are curious about what this tool is all about, click the image of it to book a free call with a CultureSmith facilitator to get a demo.



For now know one thing...you are NOT your Behavioural Colour. There is a chasm of difference between someone who has a Behavioural Colour and someone who knows they have that Colour. There is an even larger chasm between someone who knows they have that Colour and someone who is actively working to optimize their lives based on having that Colour. The difference between people who 'have' a Behavioural Colour and those who 'are' their Behavioural is directly correlated to the self-improvement work they put in. You can learn to adopt the traits of any of the Colours and learn how to apply them when they matter. This requires advancing through the remaining levels of emotional intelligence, but it can be done,

Transforming your EQ is no different than transforming your body, a single trip to the gym won't get it done. The User Manual is simply one piece of equipment that is now at your disposal. If you are someone who truly does want to get to the next level, we'd be more than happy to be the trainers who help get you there.