

TAKING FLIGHT WITH DISC



Take Flight Learning

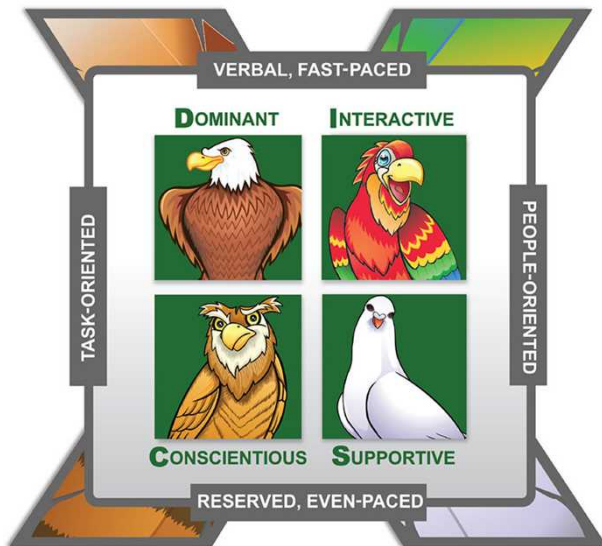
PROFILE



Sample Report
February 11, 2019

Taking Flight with DISC Styles

REPORT FOR Sample Report



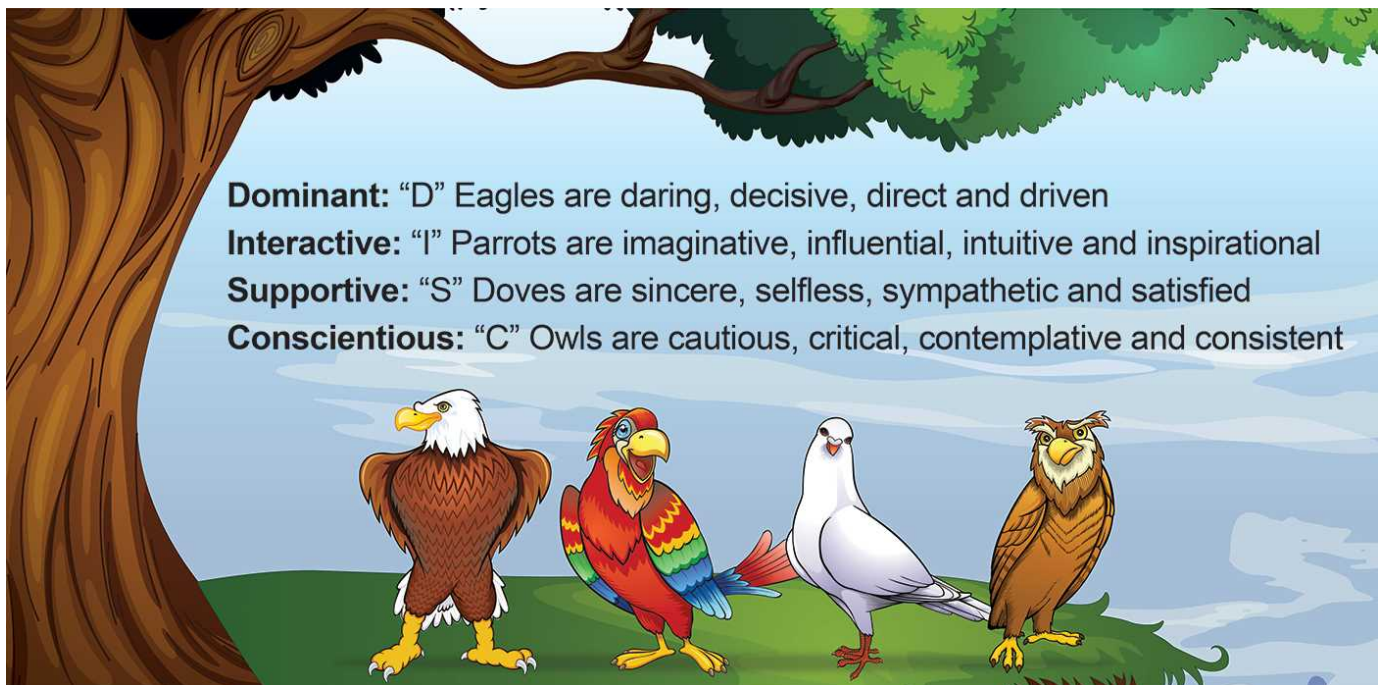
Your **Taking Flight with DISC** report is based on the four DISC Personality Styles. The DISC model is the universal language of behavior. Research has shown that traits can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity.

The acronym DISC stands for the letters:

**D (Dominant), I (Interactive),
S (Supportive), and C (Conscientious).**

Knowledge of the DISC Styles empowers you to understand yourself, family members, co-workers, and friends in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, every day. As you think about your family members, friends and co-workers, you will discover different personalities unfolding before your eyes.



Taking Flight with DISC Styles

REPORT FOR Sample Report

This person's tendencies include:

- Getting immediate results
- Causing action
- Accepting challenges
- Making quick decisions
- Questioning the status quo
- Solving problems

This person desires an environment that includes:

- Power and authority
- Prestige and challenge
- Wide scope operations
- Direct answers
- Opportunity for advancement
- Freedom from controls
- Many new and varied activities

To be more effective, this person may need to:

- Understand that they need others to succeed
- Consider all options before deciding
- Be aware of the emotional needs of others
- Communicate more respectfully under stress
- Verbalize reasons for conclusions
- Be aware of existing sanctions
- Relax more and slow down the pace
- Listen more effectively

This person's tendencies include:

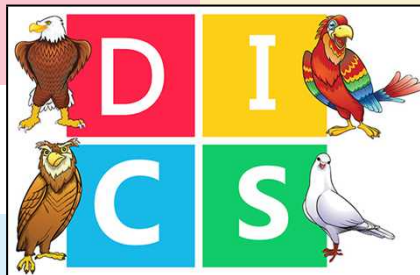
- Contacting and engaging people
- Making a favorable impression
- Creating a motivational environment
- Generating enthusiasm
- Viewing people and situations optimistically
- Participating in a group

This person desires an environment that includes:

- Popularity and social recognition
- Public recognition of ability
- Freedom of expression
- Freedom from control and detail
- Opportunity to verbalize ideas
- Coaching and counseling
- Positive and upbeat work environment

To be more effective, this person may need to:

- Be objective in decision-making
- Be more realistic in appraisals
- Set priorities and deadlines
- Talk less and listen more
- Complete one task before starting another
- Follow-through on commitments
- Pay more attention to details
- Control their time



This person's tendencies include:

- Concentrating on important tasks
- Thinking analytically, weighing pros and cons
- Being diplomatic with people
- Checking for accuracy
- Analyzing performance quality
- Using a systematic approach to solve problems

This person desires an environment that includes:

- Clearly defined performance expectations
- Valuing quality and accuracy
- Reserved, business-like atmosphere
- Control over factors that affect performance
- Opportunity to ask "why" questions
- A framework to work within
- Time to perform up to their high standards

To be more effective, this person may need to:

- Consider the intent of rules and guidelines
- Tolerate ambiguity
- Develop tolerance for conflict
- Delegate important tasks
- Initiate and facilitate discussions
- Exhibit enthusiasm and excitement for success
- Make decisions without all of the information
- Respect personal worth as much as accomplishments

This person's tendencies include:

- Desiring to help others
- Creating a stable, harmonious work environment
- Demonstrating patience
- Showing loyalty
- Being a good listener
- Performing in a consistent, predictable manner

This person desires an environment that includes:

- Maintenance of the status quo
- Predictable routines
- Calm working conditions
- Sincere appreciation
- Identification with a group
- Minimal conflict
- Credit for work accomplished

To be more effective, this person may need to:

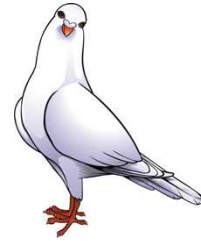
- Validate their own self-worth
- Become involved in more than one thing
- Set limits with others
- Encourage creativity
- State needs during times of change
- Be more assertive
- Step out of comfort zone and try new things
- Accept that conflict can lead to a better solution



Taking Flight with DISC Styles

REPORT FOR Sample Report

Characteristics of Each Style



	DOMINANT	INTERACTIVE	SUPPORTIVE	CONSCIENTIOUS
Traits	Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Understanding Friendly Good Listener Patient Relaxed Sincere Stable Steady Team Player	Accurate Precise Analytical Compliant Courteous Diplomatic Detailed Fact Finder Objective
Tends to Act	Assertive	Enthusiastic	Caring	Contemplative
Primary Drive	Independence	Interaction	Stability	Correctness
Personal Strength	Problem solver	Motivator	Supporter	Organizer
Comfortable with	Taking charge	Social friendliness	Being part of a team	Order and planning
Preferred Tasks	Challenging	People related	Standardized	Structured
Needs	Control	Approval	Routine	Standards
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Quality
When in Conflict, this Style	Demands Action	Attacks	Accommodates	Analyzes
Personal Limitation	Too direct and intense	Too disorganized and spontaneous	Too indecisive and indirect	Too critical and impersonal
Needs to Work on	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Irritations	Indecision, Inefficiency	Routines, Complexity	Insensitivity, Unexpected change	Mistakes, Irrationality
Measures Worth by	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results
Under Stress May Become	Dictatorial, Aggressive	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized



Taking Flight with DISC Styles

REPORT FOR Sample Report

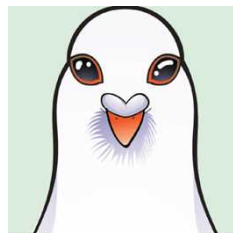
Recognizing DISC through the bird characters in Taking Flight! is an easy way to remember what each style represents. Consider the characteristics of the real-life birds:



Eagles are the D style. In the wild, Eagles are wired for the big picture and often claim a territory that spans 60 square miles. They're in charge! They embody conviction, authority, and confidence. Without hesitation, Eagles can dive at 150 miles per hour and seize their prey in mid-flight. Eagles are so driven to achieve their goal, once their talons have locked onto their prey, they would rather drown before releasing it. That's commitment! Eagles are designed for vision, power, and results.



Parrots are the I style. Enter a forest filled with Parrots and you will immediately feel their energy. They are colorful, charismatic, and talkative. They're social creatures that love to be where the action is...so they can comment on it. Parrots are in perpetual motion and seek near constant entertainment. They are the ultimate multi-taskers who jump from one object to another, then back again to what originally caught their attention. Parrots are truly the life of the forest.



Doves are the S style. Unlike Eagles who demand their space, Doves will nest with hundreds of other Doves in close proximity, sharing resources and creating a harmonious environment. Throughout history, Doves have been the universal symbol of peace and love. Doves place a high priority on the needs of those in their flock and when they find food, they are quite willing to call to their friends to share in the bounty. As creatures of habit, Doves have been known to travel in groups of up to 4000 birds to return to their former nesting sites.



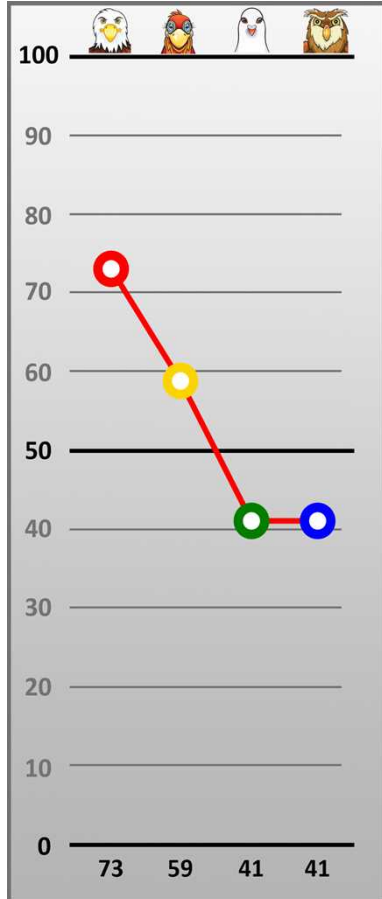
Owls are the C style. With large, penetrating eyes and a turn of the head, Owls can literally see 360 degrees around them and are equipped to take in every detail of their world. Owls can spot a mouse in near darkness at 100 yards away and their directional hearing is so precise, they can adjust their trajectory in mid-flight. The unrivaled accuracy of the Owl is evident in everything they do. Owls don't seek the spotlight. In fact, they work mostly at night and are far more numerous than you might think.



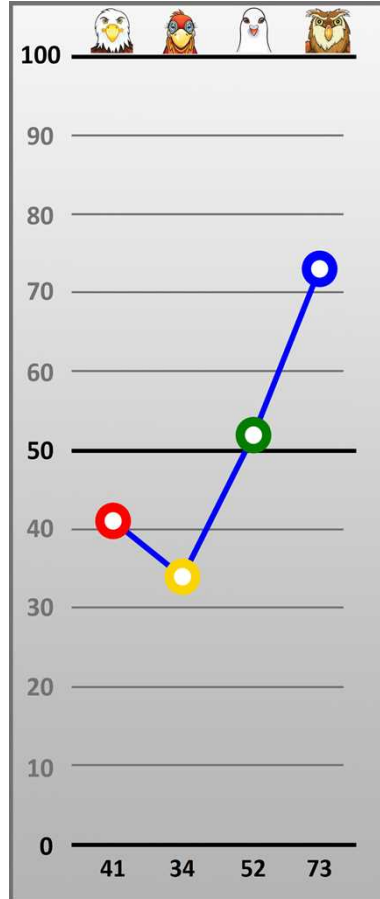
Your Taking Flight with DISC Graphs

These three graphs represent a snapshot of your DISC style. Learn more about what each graph means in the following pages.

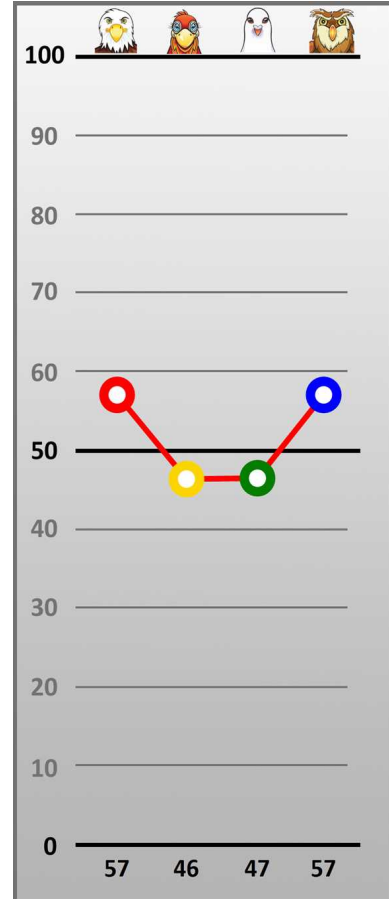
Graph 1 - Adapted Style/Public Self



Graph 2 - Natural Style/Private Self



Graph 3 - Overall Style/Perceived Self



Your Graph Explanation

Everyone has some of each of the four styles. Nobody is just an Eagle, Parrot, Dove or Owl. The highest point on your graph represents your strongest style.

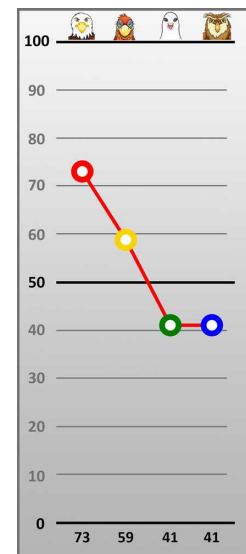
The combination of the four points creates your overall behavioral pattern. The information contained in this report is based on Graph 3, your Overall Style.

The midline represents a line of energy. The points above the line are likely to energize you. The points below the line are likely to drain you of energy.

The numbers on the left side of the graph indicate the strength of each and the greater the likelihood that you display that style with great frequency. For example, if you scored an 80 for the Eagle style, it is likely that you are highly assertive, direct and confident. It also means that you are likely to display Eagle behaviors quite often.

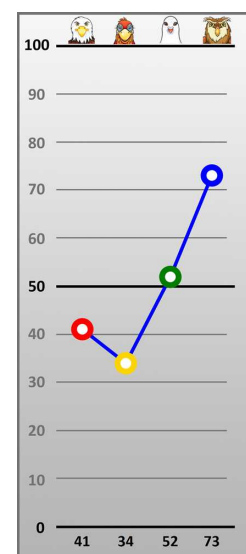
Graph 1 – Adapted Style / Public Self

Graph 1 represents your Adapted Style or Public Self. This graph indicates how you may be adapting to the world around you. If you thought of yourself in work setting as you took this profile, this graph likely symbolizes how you act at work. Sometimes, we do not reveal our core self because our natural approach is inconsistent with the culture we are in or the job requirements of the role we are playing. The desire for acceptance or to facilitate harmony may also cause a person to display different behaviors than their Natural Style. This graph may change when you change roles or move to a different environment.



Graph 2 – Natural Style / Private Self

Graph 2 represents your Natural Style or Private Self. This graph indicates the intensity of your instinctive behaviors, motivators and fears. This is your core approach to the world and it is likely to capture the "real you." This is how you act when you feel comfortable in your home and are not attempting to impress others or flex to a job or the environment. This graph tends to be more stable over time.



Your Graph Explanation Continued

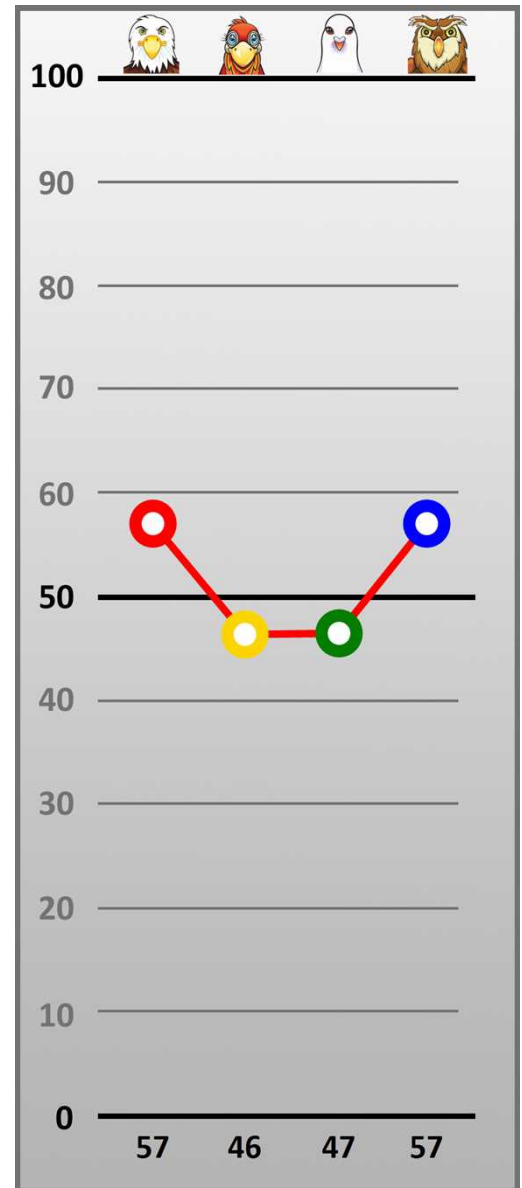
Graph 3 – Overall Style / Perceived Self

Graph 3 represents your Overall Style or Perceived Self. Since you see yourself at home, at work, and everywhere you go, you are the only person that has a holistic view of how you act in the world. This graph represents how you are likely to see yourself as it captures how you act and respond to people and situations.

Little or no difference between your Public and Private Selves indicates that you use the same natural behaviors throughout your life. In this case, there is not much need for you to adapt your style to the environment. For instance, if you thought about yourself at work as you took this assessment, your job allows you to display your core self and does not often require you to stretch out of your natural approach.

If the Public Self is different from the Private Self, you may perceive a need to flex your style to fit your job, the work environment or the expectations that have been placed upon you given your role. This may create stress or fatigue over a long period of time as working outside of your Natural Style takes energy.

Compare Public and Private Self graphs and look for differences. Consider what might be causing those discrepancies and consider whether this depletes your energy or causes stress.



Understanding Yourself



General Characteristics

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

You tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

Your responses to the instrument show that you tend to be non-aggressive with your input, in order to avoid making waves. You tend to be brief and concerned with the bottom-line, and thus may be perceived as abrupt.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

Careful analysis of your response pattern indicates that you may tend to have dichotomous ambitions: On one hand, you are driven to achieve quick, visible results, but you are equally motivated by strong quality control and perfection. In an ideal world, these drives could work in harmony, but in reality, they might well prove detrimental to the result. You may sometimes seek quick results at the expense of quality, or vice versa.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.



What You Bring to the Organization



Your Strengths:

- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You are a very creative thinker and innovator.
- You are able to find solutions quickly, with a high degree of quality control.
- You are able to make decisions having the bottom-line in mind.

Your Work Style Tendencies:

- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You motivate others on the team with a sense of competition and urgency.
- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You are motivated to be an initiator of creative new ideas, and may be seen as an agent of change within an organization.
- You are motivated to be creative and tend to become bored with routine work.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.

You Tend to Be Most Effective In Environments That Provide:

- Challenging assignments that are both detailed and wide in scope.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Opportunities for one to work alone, and to think things through.
- Support of some occasional vacillation in decisions or ideas.
- Power and authority to make decisions and create change.
- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Security and confidence in quality control measures.



Style Overview



Below are some key behavioral insights to keep in mind and share with others to strengthen your relationships.

- **Emotional characteristic:** May shift between being aggressive or restrained.
- **Goals:** Achieving dominance and reaching unique goals.
- **How others are valued:** Do others meet their standards? Can others present unique ideas that move things forward both effectively and accurately?
- **Influences group:** Will establish an observable focus on building structures to help the group achieve objectives and accomplish goals.
- **Value to the organization:** Will initiate or adjust tactics and plans.
- **Cautions:** Can become overly critical, blunt with others and sometime look down at other peoples ideas.
- **Under Pressure:** Can become bored with routine tasks. Does not respond well to micro-management. Can attempt to dominate situations and trailblaze.
- **Fears:** Situations without personal influence; will struggle with personal poor performance.

Motivators:

- Freedom from control and close scrutiny. A lack of freedom implies a lack of trust.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- New experiences, and new challenges to meet.
- Direct, factual answers to questions, supported by accurate data.
- Immediate results for the high quality effort provided on any project.
- Time to analyze facts and data prior to making a final decision.
- Authority equal to the responsibility you have been given.

Needs:

- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- To be able to trust the competence and high standards of others on the team.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- To seek more input from others for a more effective team cooperation.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.



Taking Flight with DISC Styles

REPORT FOR Sample Report

Under Stress You May Appear:

- Withdrawn
- Slow to begin work
- Resentful
- Unimaginative
- Resistant to change

Under Stress You May Need:

- Guarantees that you are right
- A slow pace for "processing" information
- Understanding of principles and details



Your Typical Behaviors in Conflict:

- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.
- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.

Strategies to Reduce Conflict and Increase Harmony:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.

Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

When Communicating with Sample, DO:

- Give Sample time to verify the issues and potential outcomes.
- Remember these three rules: Be brief, be bright, and be gone.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Motivate and persuade Sample by pointing out objectives and expected results.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Be efficient: Hit the major points first.
- Beware of indecision, and be sure to keep the "data gate" open for more information.

When Communicating with Sample, DON'T:

- Use unreliable evidence or testimonials.
- Provide incomplete or unclear directions or instructions.
- Engage in rambling discussion, and waste Sample's time.
- Whine about all of the work you have to do.
- Confuse or distract Sample from the issues at hand.
- Fail to follow through. If you say you're going to do something, do it.
- Leave things up in the air, or decide by chance.



Communicating with the Eagle

People with the Eagle style are time-sensitive; so do not waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure - all on a single page, if possible. Appeal to their sense of accomplishment. Bolster their egos by supporting their ideas and acknowledge their power and prestige. Let them be in charge. If you disagree, argue facts, not feelings. In groups, allow them to have their say, as they will not take a back seat to others. In general, be efficient and competent.

AT WORK, HELP THEM TO...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

IN SOCIAL SETTINGS...

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

IN TRAINING AND LEARNING SETTINGS...

- Like to learn quickly, may be frustrated with a slower pace
- Have own internal motivation-clock, learn for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Define own goals
- May have a short attention span



Communicating with the Parrot

People with the Parrot style thrive on personal recognition, so pour it on enthusiastically. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. They are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks. In general, be interested in them.

AT WORK, HELP THEM TO...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

IN SOCIAL SETTINGS...

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

IN TRAINING AND LEARNING SETTINGS...

- Like learning in groups
- Interact frequently with others
- Respond to extrinsic motivation, praise, and encouragement
- Need structure from the facilitator; may lose track of time
- Need "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late



Communicating with the Dove

People with the Dove style are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The Doves do not want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Dove style into a corner. In general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

IN SOCIAL SETTINGS...

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

IN TRAINING AND LEARNING SETTINGS...

- Accept a balance between individual and group work
- Show patience with detailed or technical processes
- Like journaling and follow-through
- Prefer explicit instructions
- Want to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally



Communicating with the Owl

When dealing with people with the Owl style, be sensitive to their schedules. They need details, so give them data. When working with them, do not expect to become their friend. Support their organized approach to problem solving. Be systematic, logical, well prepared and exact. Give them time to make decisions and work independently. In groups, do not expect them to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. When appropriate, set guidelines and deadlines. In general, be thorough, well prepared, detailed and business-like.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

IN SOCIAL SETTINGS...

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

IN TRAINING AND LEARNING SETTINGS...

- Prefer individual work over group interaction
- Accept more impersonal training, such as remote or on-line
- Have high expectations of their own performance
- Structure their own activities only with explicit goals and outcomes established
- Emphasize details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured



Applying Style Wisdom: Be the Chameleon

Build rapport with the Eagle by:

- Recognizing their achievements
- Being prepared, fast-paced and to the point
- Behaving in a professional and businesslike manner
- Learning what their goals and objectives are – what they want to accomplish
- Understanding how they currently are motivated to do things and what they would like to change
- Suggesting solutions with clearly defined and agreed upon consequences
- Relating feedback specifically to their goals
- Providing options and letting them decide, when possible
- Letting them know that you don't intend to waste their time
- Conveying openness and acceptance of them
- Allowing them to speak
- Showing interest in what they have to say and listening to their suggestions

Build rapport with the Parrot by:

- Showing that you're interested in them and letting them talk
- Allowing your animation and enthusiasm to emerge
- Taking the initiative to introduce yourself in a friendly, informal manner and being open to discussing topics that interest them
- Supporting their dreams and goals
- Illustrating your ideas with stories and emotional descriptions
- Clearly summarizing details and directing these toward mutually agreeable objectives and actions
- Focusing on a positive, upbeat, warm approach
- Listening to their personal feelings and experiences
- Responding openly and congenially
- Avoiding negative discussions
- Making suggestions that allow them to look good
- Giving them your attention, time and presence



Applying Style Wisdom: Be the Chameleon

Build rapport with the Dove by:

- Doing what you say you will do
- Getting to know them more personally
- Approaching them in a non-threatening, pleasant and friendly but professional way
- Developing trust, friendship and credibility at a relatively slow pace
- Asking them to identify their own emotional needs as well as their task or business expectations
- Getting them involved by focusing on the human element..... that is, how something affects them and their relationships with others
- Avoiding rushing them
- Avoiding arguments and conflict
- Responding sensitively and sensibly
- Privately acknowledging them with specific, believable compliments
- Showing them step-by-step procedures
- Providing stability with a minimum of change

Build rapport with the Owl by:

- Preparing so that you can answer as many of their questions as soon as possible
- Greeting them cordially but proceed quickly to the task. Don't start with personal or social talk
- Asking questions that reveal a clear direction and that fit into the overall scheme of things
- Documenting how and why something applies
- Giving them time to think. Avoid pushing them into a hasty decision
- Telling them both the pros and cons and the complete story
- Using a logical approach
- Listening to their concerns, reasoning and suggestions
- Responding formally and politely
- Privately acknowledging them about their thinking
- Soliciting their insights and suggestions
- Showing them by what you do, not by what you say



Applying Style Wisdom: Be the Chameleon



	DOMINANT	INTERACTIVE	SUPPORTIVE	CONSCIENTIOUS
Directness	<ul style="list-style-type: none"> • Use a strong, confident voice • Use direct statements rather than roundabout questions • Face conflict openly, challenge and disagree when appropriate • Give undivided attention 	<ul style="list-style-type: none"> • Make decisions at a faster pace • Be upbeat, positive, warm • Initiate conversations • Give recommendations • Don't clash with the person, but face conflict openly 	<ul style="list-style-type: none"> • Make decisions more slowly • Avoid arguments and conflict • Share decision-making • Be pleasant and steady • Respond sensitively and sensibly 	<ul style="list-style-type: none"> • Do not interrupt • Seek and acknowledge their opinions • Refrain from criticizing, challenging or acting pushy – especially personally
Openness	<ul style="list-style-type: none"> • Get right to the task, address bottom line • Keep to the agenda • Don't waste time • Use businesslike language • Convey acceptance • Listen to their suggestions 	<ul style="list-style-type: none"> • Share feelings, show more emotion • Respond to expression of their feelings • Pay personal compliments • Be willing to digress from the agenda • Remember that other people like to talk too 	<ul style="list-style-type: none"> • Take time to develop the relationship • Communicate more, loosen up and stand closer • Use friendly language • Show interest in them • Offer private acknowledgements 	<ul style="list-style-type: none"> • Maintain logical, factual orientation • Acknowledge their thinking • Down play enthusiasm and body movement • Respond formally and politely
Pace	<ul style="list-style-type: none"> • Be prepared, organized • Get to the point quickly • Speak, move at a faster pace • Don't waste time • Give undivided time and attention • Watch for shifts in attention and vary presentation 	<ul style="list-style-type: none"> • Don't rush into tasks • Get excited with them • Speak, move at a faster pace • Change up conversation frequently • Summarize details clearly • Be upbeat, positive • Give them attention 	<ul style="list-style-type: none"> • Develop trust and credibility over time, don't force • Speak, move at a slower pace • Focus on a steady approach • Allow time for follow through on tasks • Give them step-by-step procedures/instructions • Be patient, avoid rushing them 	<ul style="list-style-type: none"> • Be prepared to answer questions • Speak, move at a slower pace • Greet cordially, and proceed immediately to the task (no social talk) • Give them time to think, don't push for hasty decisions
Priority	<ul style="list-style-type: none"> • Get right to the task • Provide options and let them decide • Allow them to define goals and objectives • Provide high-level follow up 	<ul style="list-style-type: none"> • Make time to socialize • Take initiative to introduce yourself or start conversation • Be open and friendly, and allow enthusiasm and animation • Let them talk • Make suggestions that allow them to look good • Don't require much follow-up, details, or long-term commitments 	<ul style="list-style-type: none"> • Get to know them personally • Approach them in a friendly, but professional way • Involve them by focusing on how their work affects them and their relationships • Help them prioritize tasks • Be careful not to criticize personally, keep it specific and focused 	<ul style="list-style-type: none"> • Be prepared with logic and practicality • Follow rules, regulations and procedures • Help them set realistic deadlines and parameters • Provides pros and cons and the complete story • Allow time for sharing of details and data • Be open to thorough analysis



Taking Flight and the Power of Acceptance

Perhaps the highest level of applying DISC is elevating our perception from judging others to valuing who they are and recognizing their unique contribution. Let's take a look at how increasing our level of acceptance of others can go a long way towards improving relationships with others.

Eagles may need to accept that:

- Not everyone likes to engage in conflict
- They're not always right
- Patience is a good thing
- The feelings of others matter
- There's more to consider than the bottom line



Parrots may need to accept that:

- It's often important to create a plan before acting
- Too much enthusiasm is not welcomed by everyone
- It can't always be fun
- Other people like to talk, too
- Follow through is critical to success



Doves may need to accept that:

- It's ok to say "no" - out loud
- Conflict can be good
- Change can be good
- Most relationships can be strengthened through candor
- It's better to confide early and often than rarely and too late



Owls may need to accept that:





- It doesn't always have to be perfect
- Sometimes you have to act without a well thought-out plan
- Not everyone appreciates sarcasm
- Others can make effective decisions through intuition
- Remember that deadlines are needed to stay on track



When working with, coaching, or simply getting along with others, try to remember that what is obvious to you may represent a genuine blind spot for them, and vice versa. While Doves don't need to be taught the value of patience, Eagles struggle with it. Being optimistic comes naturally to a Parrot and drives their ability to solve problems with creative solutions, but Owls are skeptical that emotions like optimism can be helpful. Owls prefer rigorous analysis instead. By understanding how these qualities and preferences play out, we can indeed walk the path from judgment, to understanding, to respecting, and to fully valuing others.

Overusing Strengths

Understanding personal strengths is a key component to getting the most out of Taking Flight with the DISC styles. Each style brings unique talents to their work and personal lives. However, the overuse of these same qualities transforms strengths into weaknesses. Under stress, this 'shadow side' of style often emerges and can irritate others and decrease overall effectiveness. Notice how each strength can become a weakness when overused. By utilizing our strengths at a healthy level, we create space within ourselves for less used styles to emerge and strengthen our ability to adapt to the right style at the right time.

	Strength	Overuse
	<ul style="list-style-type: none"> Assertive Direct Confident Risk-taking Results-driven 	<ul style="list-style-type: none"> Aggressive Blunt Arrogant Reckless Short-sighted
	<ul style="list-style-type: none"> Visionary Multi-tasking Persuasive Optimistic Enthusiastic 	<ul style="list-style-type: none"> Unrealistic Disorganized Manipulative Impractical Self-promoting
	<ul style="list-style-type: none"> Collaborative Patient Cautious Tolerant Trusting 	<ul style="list-style-type: none"> Dependent Complacent Fearful Permissive Naïve
	<ul style="list-style-type: none"> Analytical Discerning Process-oriented Focused Careful 	<ul style="list-style-type: none"> Indecisive Judgmental Bureaucratic Detached Picky



Seven Steps to Taking Flight with DISC

This section features seven DISC principles that will deepen your understanding of how to best internalize and apply the styles. Taken collectively, these principles provide a complete framework for understanding how the DISC Model can positively impact your life.

1. Understand your own style.

According to Aristotle, “Knowing yourself is the beginning of all wisdom.” Why is this so important? Numerous studies indicate that individuals who have a strong sense of self-awareness tend to organize their lives around their strengths and better manage their weaknesses through the complementary strengths of others. Those who lack self-awareness are more likely to pursue careers that do not match their strengths, creating stress for themselves and others. Having an accurate sense of oneself is a key factor in building a more successful, happier life.

2. Recognize the styles of others.

The ability to identify a person's style based upon body language and tone is an important skill to master. So, how can you do it? Simply pay attention to how they move and speak. Is their body language confident and driven, as we would attribute to an Eagle, or soft-spoken like their Dove counterpart? Are they animated and charismatic like a Parrot, or measured and focused like an Owl? Each observation is a puzzle piece that creates a composite picture of a person's behavioral style.

3. Think about style when establishing expectations.

We often impose our own style on others by establishing expectations based upon what we would think and do in a given situation, rather than on how someone with a different style would respond or act. For example, if you take a highly organized and logical approach to decision making, you may expect a colleague to follow a similar path. However, if that person's approach is more intuitive, his or her decision making process may not seem to be valid. Unrealistic expectations lead to frustration and conflict. Considering style when establishing expectations of others can decrease tension, improve relationships, and lead to better results.

4. Consider intention, not just behavior.

We judge ourselves by our intentions, though we judge others by their behavior. Better understanding of the intentions of others can prevent misinterpretations that lead to disagreements and stress. The DISC model is a powerful tool for explaining why people say and do the things they do. In general, people aim to satisfy their own needs, not create stress for others. So the next time you experience a difficult conversation, consider how their style explains their behavior. This can de-personalize the conflict and take the sting out of a difficult situation. However, just because you understand their style, it does not mean that you should tolerate disrespect, poor quality or a failure to achieve results.



5. Use your strengths, but don't overuse them.

When a strength is overused it becomes a weakness. Overuse is typically brought about by stress and each style has signature overuse behaviors that indicate they are under strain or pressure. An Eagle's assertiveness escalates into steamrolling. A Parrot's optimism morphs into unrealistic expectations. A Dove's patience slides into complacency, and an Owl's analysis turns into paralysis. Understanding one's own personal strengths can help an individual to avoid displaying the shadow-side of their style and turning their greatest assets into liabilities.

6. Apply the right style at the right time.

The ability to flex to the right DISC style at the right time is a powerful way to improve many aspects of your life. Style adaptation enables you to choose your response, rather than simply react based upon your primary style. Once fully developed, this skill gives you a wide range of strategies for dealing with stressful situations and interactions.

7. Treat others how they need to be treated, not how you need to be treated (the "Home Rule").

One of the most common mistakes people make when dealing with others is to over-apply the Golden Rule. Treating people the way you want to be treated is wonderful wisdom when applied to values such as honesty, integrity, respect, and fairness. However, when we treat others the way they need to be treated, we strengthen relationships. Like the Golden Rule, the "Home Rule," as it is called in *Taking Flight!*, is grounded in respect. And when we treat others how they need to be treated, we are more likely to get our own needs met.



Overall Summary

As you create your plan to incorporate the styles into your life, consider your overall strengths and potential development opportunities.

Your Strengths

- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You are a very creative thinker and innovator.
- You are able to find solutions quickly, with a high degree of quality control.
- You are able to make decisions having the bottom-line in mind.

Your Potential Development Areas

- You tend to be unconcerned about social poise and may appear somewhat abrupt or aloof toward others without being aware of this. You could build more bridges by showing more sensitivity to their feelings.
- You may need some improvement on your communication skills. It is important to share ideas with others on the team, allowing them to be a "sounding board" for your thoughts.
- You may like to work under pressure, and thus you put others under unwelcome pressure sometimes.
- You may tend to work in rapid bursts, followed by periods of quiet reflection. This style may be confusing to others who might prefer a more consistent approach.
- Others may have difficulty keeping up with your opposing desires for quick, yet perfect results.
- You could use some assistance in prioritizing issues.
- You may sulk or withdraw if not given attention and/or credit for ideas submitted.



Flight Plan

Identify two or three strengths you can use to your advantage in your current role and describe how you can better capitalize on those strengths.

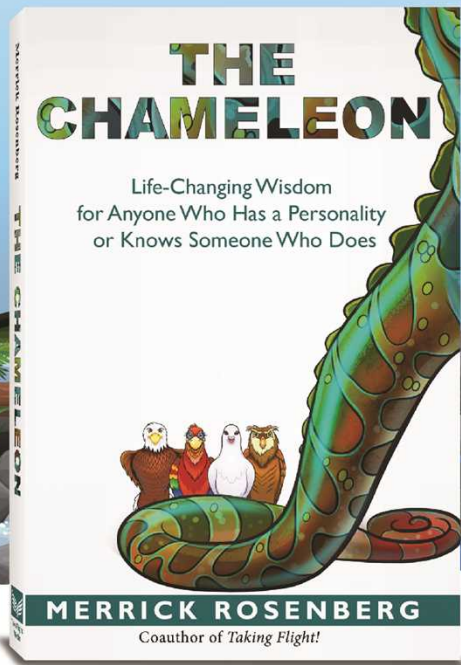
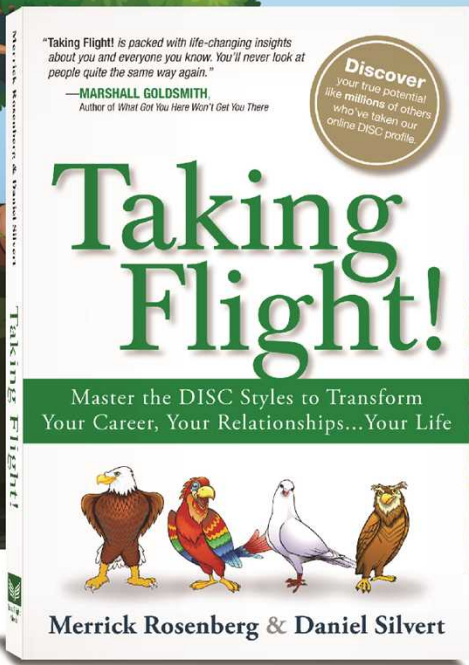
Identify two or three development areas you can work on that will have the greatest impact on your performance in your current role. Outline strategies for improvement.

What style do you need to display more of and in what settings will you display this style?

What style do you overuse and how can you turn down the overuse of that style?



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