

TAKING FLIGHT WITH DISC



Take Flight Learning

STUDENT EDITION

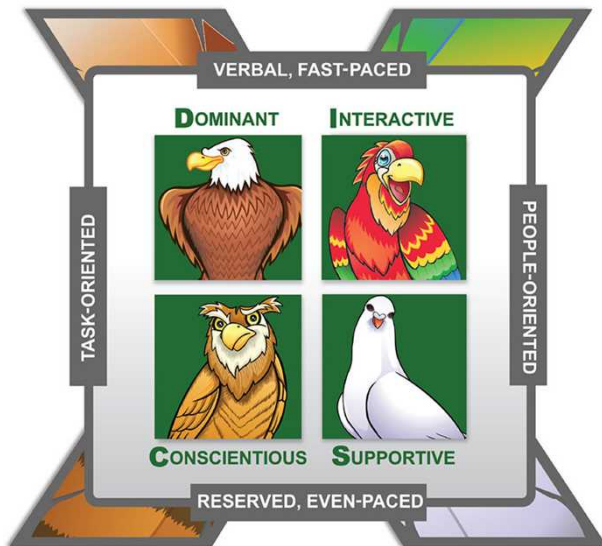


Sarah Dovefeather

October 5, 2017

Taking Flight with DISC Styles

REPORT FOR Sarah Dovefeather



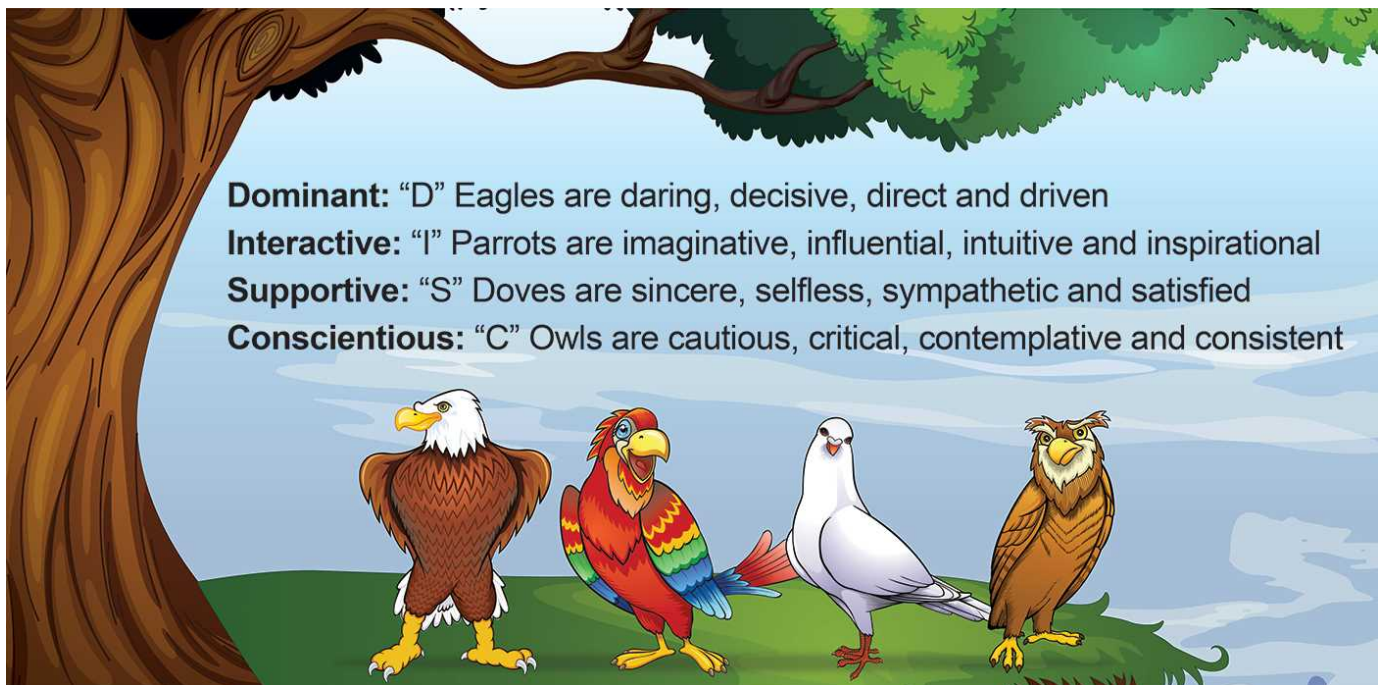
Your **Taking Flight with DISC** report is based on the four DISC Personality Styles. The DISC model is the universal language of behavior. Research has shown that traits can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common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

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:

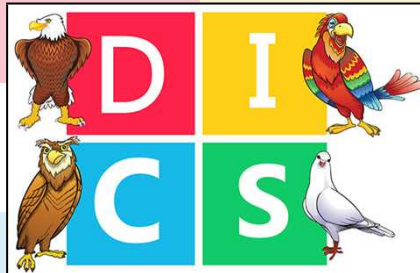
- Contacting and engaging people
- Making a favorable impression
- Creating a motivational environment
- Generating enthusiasm
- Viewing people and situations optimistically
- Participating in a group

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:

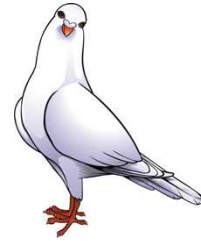
- Maintenance of the status quo
- Predictable routines
- Calm working conditions
- Sincere appreciation
- Identification with a group
- Minimal conflict
- Credit for work accomplished

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



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

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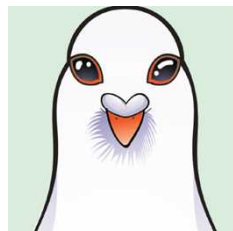
Recognizing DISC through the bird characters in Taking Flight! is an easy way to remember what each style represents. Consider the characteristics of the real-life birds:



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.



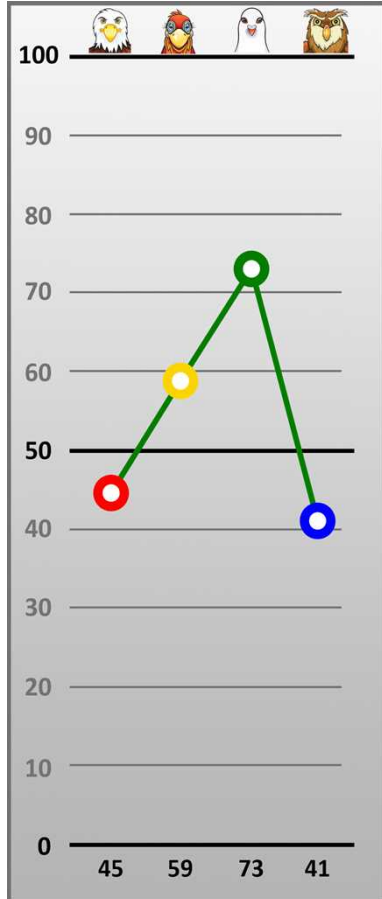
Owls are the C style. With large, penetrating eyes and a turn of the head, Owls can literally see 360 degrees around them and are equipped to take in every detail of their world. Owls can spot a mouse in near darkness at 100 yards away and their directional hearing is so precise, they can adjust their 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.



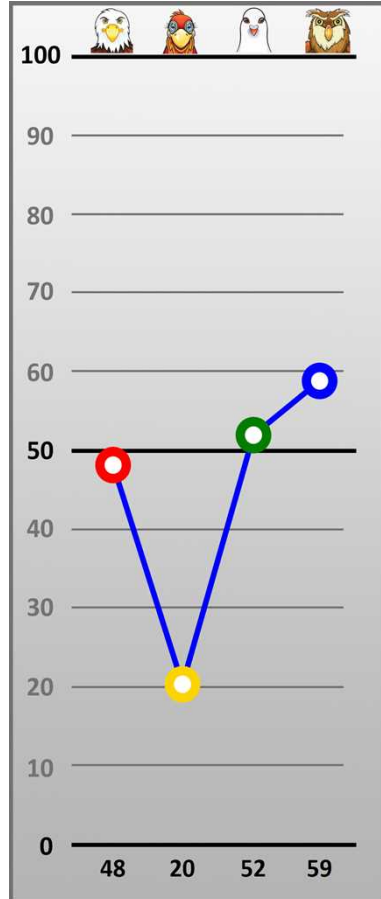
Your Taking Flight with DISC Graphs

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

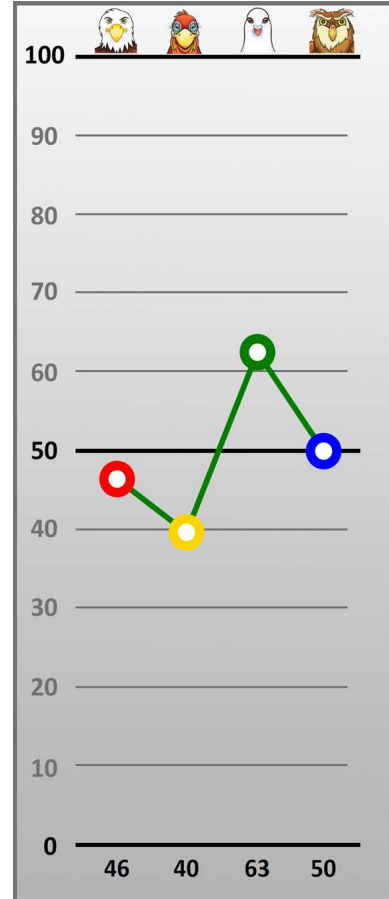
Graph 1 - Adapted Style/Public Self



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.

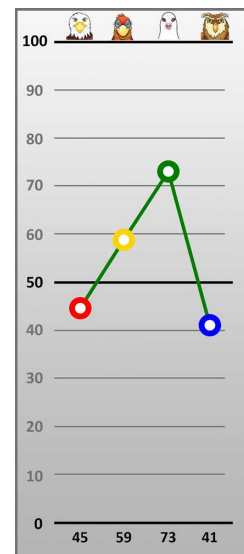
The combination of the four points creates your overall behavioral pattern. The information contained in this report is based on Graph 3, your Overall Style.

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.

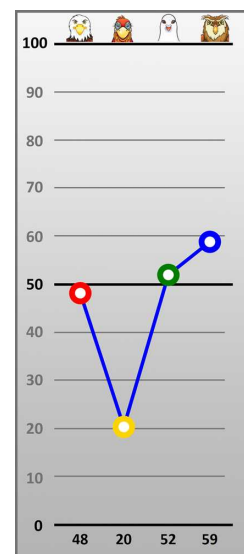
Graph 1 – Adapted Style / Public Self

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

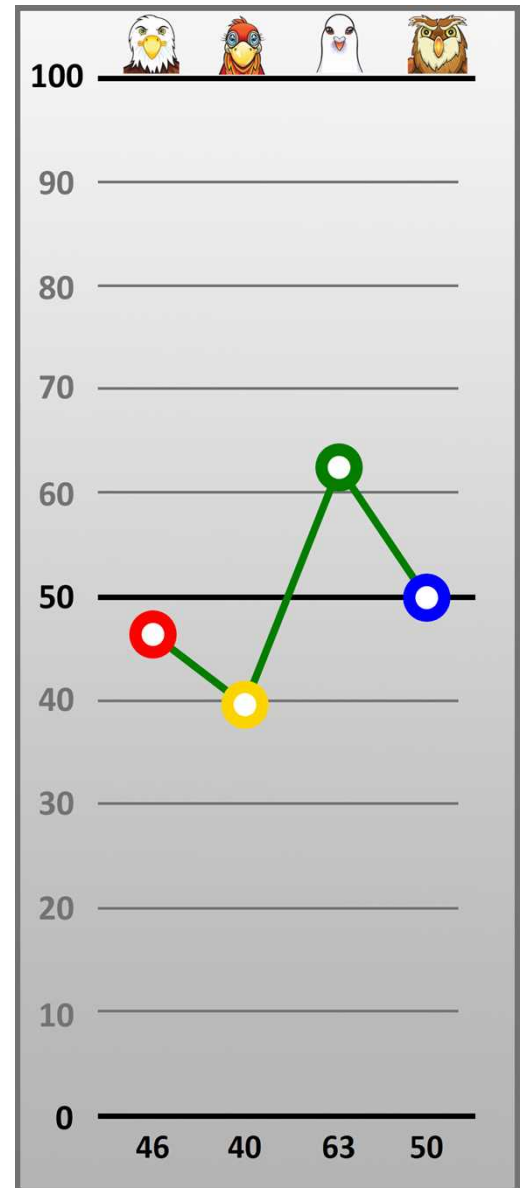
Graph 3 – Overall Style / Perceived Self

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

You tend to be less talkative in work or social situations. This is not a reflection on ability or interest, just that you allow others be the more vocal participants. Even though they share your risk-taking attitude, those who score like you will frequently admit to feeling a bit introverted. They analyze situations internally rather than "thinking out loud," as others may do. When they arrive at a solution, they have a sound plan, a carefully thought-out design, and a pathway to achievement.

You display a high degree of tenacity and follow-through in addressing complex and detailed activities. This trait emerges from your perseverance, attention to quality, and strong desire to win and achieve. This can be a great strength in a variety of technical climates, or anywhere there is a complexity of interconnected issues and activities.

You show excellent emotional control, even during tense situations. In some cases/circumstances you tend to be more quiet than talkative, and more reflective than spontaneous. This allows you to take the emotions down a notch or two, and let others vent while you analyze the situation internally. This also gives you an analytical edge over others who may be reacting only from an emotional level.

You may be somewhat suspicious of new ideas or innovations, until you have an opportunity to do your own investigation and research. This may be a bit of a two-edged sword: you are a bit of a risk-taker, but you prefer those risks to be calculated. That is, once you're convinced that the risk is worth taking, you'll jump in and give it a try. Until that time, the suspicion flag flies high.

You possess a sense of urgency that is sometimes not readily visible to others. Your sense of urgency is masked a bit by your high level of patience and detail orientation. This subjects others to the illusion that they can be more laid back on a project you're working on or are in charge of. It may come as a surprise to them that, in reality, you expect them to proceed full-speed ahead.

Sarah, your response pattern to the instrument indicates that you may tend to be most productive when working alone and undisturbed, or in rather self-contained small groups or teams. In some ways, you may become your own best ally on a project. Your risk-taking nature tends to allow you to function somewhat independently from the group, and your attention to detail is best amplified in an undisturbed climate. Letting others know, in a polite way, that you need some personal space in getting the job done can lead to a win-win situation for both you and the team.

You tend to make decisions through logic, rather than emotion. This can be very important in negotiation situations. When others may get emotionally involved, you tend to remain factual, deliberate, and objective.

You are persistent and tenacious when it comes to solving complex problems. Along with your competitive spirit comes a high degree of patience when dealing with detailed problems and situations. Your high attention to quality control also motivates you to solve problems accurately.



What You Bring to the World



Your Strengths:

- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You always follow through, with a strong emphasis on completeness.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You bring a high degree of objectivity to the organization's systems and projects.
- You tend to be patient in working with others.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.

Your Work Style Tendencies:

- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You provide a very realistic approach to projects and ideas.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You persuade others on the team through perseverance and determination to get the project completed.
- You show a high degree of tenacity and follow-through in complex and detailed activities.

You Tend to Be Most Effective In Environments That Provide:

- A work culture that provides opportunity for challenges and complex problem solving.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- A direct, detailed approach to what needs to be done on a project.
- A culture that encourages open expression and dialogue of ideas and creativity.
- Freedom from constraints, direct supervision, and process bottlenecks.
- The ability to work independently with no interruptions.
- An organizational culture that keeps an eye out for future trends and issues.



Style Overview



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

- **Emotional characteristic:** May appear disinterested and behaviorally restrained.
- **Goals:** To gain the authority from identified organization structures and positions.
- **How others are valued:** Other's ability to effectively use logic and data.
- **Influences group:** Through persistence, tenacity and steady focus.
- **Value to the organization:** Brings a fact-based grounding to a team combined with the ability to work individually or with others effectively.
- **Cautions:** Can become undiplomatic and question other motives.
- **Under Pressure:** Can internalize stress, be slow to let go of mistakes and become non-communicative.
- **Fears:** Loss of ability to focus individually on the facts and supporting theoretical rather than practical concepts

Motivators:

- A minimum presence of unnecessary change, and sufficient time to modify procedures when change does occur.
- Recognition of your analytical ability and leadership capability. This doesn't have to come in the form of awards, but perhaps as an occasional verbal reminder that your contributions are valued.
- Colleagues with whom you can identify and share information of a complex and important nature.
- Independence from direct supervision or control in the creative or analytic processes.
- Clear lines of communication and responsibility.
- Opportunities to work independently, or as a member of a small team.
- Up-to-date facts and figures for use in analysis and critical thinking.

Needs:

- Appreciation for your skills, and freedom to do the job with few interruptions.
- Consistent time schedules and well-informed deadlines.
- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.
- A supportive team that is tolerant of the occasional blunt or critical remark.
- A support system to eliminate some of the repetitive or routine parts of the job or project.
- An occasional revalidation of your contribution to the team or organization at large.
- Minimal hostility or conflict within the team or organization.



Under Stress You May Appear:

- Resistant to change
- Unimaginative
- Unable to meet deadlines
- Withdrawn
- Resentful

Under Stress You May Need:

- Accuracy
- A slow pace for "processing" information
- Understanding of principles and details



Your Typical Behaviors in Conflict:

- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- 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 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.

Strategies to Reduce Conflict and Increase Harmony:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

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 Sarah, DO:

- Take your time; be precise and thorough.
- Motivate and persuade Sarah by pointing out objectives and expected results.
- Give Sarah time to verify the issues and assess potential outcomes.
- List pros and cons to suggestions you make.
- Do your homework, because Sarah's homework will already be done.
- Approach issues in a straightforward, direct and factual way.
- Give Sarah the opportunity to express opinions and make some of the decisions.

When Communicating with Sarah, DON'T:

- Forget or lose things necessary for the meeting or project.
- Manipulate or bully Sarah into agreement.
- Be rude, abrupt, or too fast-paced in your delivery.
- Engage in rambling discussion, and waste Sarah's time.
- Be sloppy or disorganized.
- Try to develop "too close" a relationship, especially too quickly.
- Be domineering or demanding.



Taking Flight and the Power of Acceptance

Your personality style is comprised of your fears, motivators, needs and desires. How you think and feel determines how you act. There are clearly some activities or jobs that will energize you and others that will drain you. Your style, therefore, is likely resonate strongly with certain careers. Consider the following careers based on your style:

Eagles consider:

- Entrepreneurs
- Sales management
- Legal
- Operations management
- Medicine
- Law enforcement
- Contractor
- Project management
- Recruiting



Parrots consider:

- Advertising/PR
- Marketing
- Training and development
- Sales
- Hospitality/tourism
- Designer
- Interior decorating
- Performing arts
- Real estate



Doves consider:

- Education
- Human resources
- Administration/support services
- Customer service
- Manufacturing
- Healthcare
- Mediator
- Counseling/therapy
- Social work



Owls consider:


- Finance/accounting
- Engineering
- Information technology
- Quality assurance/Safety
- Lab technician
- Architecture
- Research and development
- Editor
- Facilities management



Making Career Decisions and Planning Your Career Path

The following section of this Taking Flight with DISC report is linked to O*NET, a database of occupational job titles. Your style has been matched to careers that closely correlate to your innate abilities. Take the time to review these potential career paths and decide if any of them appeal to you based on your skills, values, lifestyle and educational level.

The list of possible careers is designed to promote thoughts about jobs that you might not have considered or to reinforce existing beliefs of potential occupations. Note that you will find additional job titles related to the specific jobs on your list through the “Crosswalk” option on the O*NET website, located at <http://online.onetcenter.org>.

On the O*NET website, you will notice that some jobs have the following symbol:  This symbol indicates jobs with a **Bright Outlook**.

Each Bright Outlook occupation matches at least one of the following criteria:

- Projected to grow much faster than average through 2024
- Projected to have 100,000 or more job openings through 2024
- Designated as a new and emerging occupation in a high growth industry

Your career listing on the following pages will have “Job Zone” indicators defined as follows:

O*NET Job Zone Definition

Each occupation has a Job Zone Number (1, 2, 3, 4, or 5)

The table below lists the five zones and its assigned experience, education, and on-the-job training.

<i>JOB ZONE</i>	<i>EDUCATION, EXPERIENCE, ON-THE-JOB TRAINING ASSIGNED TO ZONES</i>
1	May require high school diploma or GED
2	High school diploma; may require some vocational training or job-related course work
3	Training in vocational schools, related on-the-job experience, or associate’s degree
4	Four-year bachelor’s degree, 2-4 years of work experience, or both
5	Bachelor’s degree, graduate school, or both, plus experience



Career information for Sarah

Note: After the search displays the page with you job title information, pay particular attention to the Alternate Job Titles for more possibilities. In addition to reading the job description, increase your options by scrolling to the bottom of that section to view the Related Occupations Section.

Job Zone	ONET CODE	Job Title
4	15-1143.00	Computer Network Architects
4	15-1131.00	Computer Programmers
4	15-1121.00	Computer Systems Analysts
4	17-1022.01	Geodetic Surveyors
4	17-2112.00	Industrial Engineers
4	17-2111.01	Industrial Safety and Health Engineers
4	33-3021.06	Intelligence Analysts
4	13-1081.01	Logistics Engineers
4	29-9011.00	Occupational Health and Safety Specialists
4	15-1133.00	Software Developers, Systems Software
4	15-1199.01	Software Quality Assurance Engineers and Testers
4	19-3099.01	Transportation Planners
5	19-1029.01	Bioinformatics Scientists
5	15-2041.01	Biostatisticians
5	19-3011.00	Economists
5	15-2021.00	Mathematicians
5	15-2031.00	Operations Research Analysts
5	29-1051.00	Pharmacists
5	19-3022.00	Survey Researchers



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...

- Likes to learn quickly, may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines 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...

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "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. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer. 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...

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants 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

For 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, so 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...

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes 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 allows 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 respect, 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
	Assertive Direct Confident Risk-taking Results-driven	Aggressive Blunt Arrogant Reckless Short-sighted
	Visionary Multi-tasking Persuasive Optimistic Enthusiastic	Unrealistic Disorganized Manipulative Impractical Self-promoting
	Collaborative Patient Cautious Tolerant Trusting	Dependent Complacent Fearful Permissive Naïve
	Analytical Discerning Process-oriented Focused Careful	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.

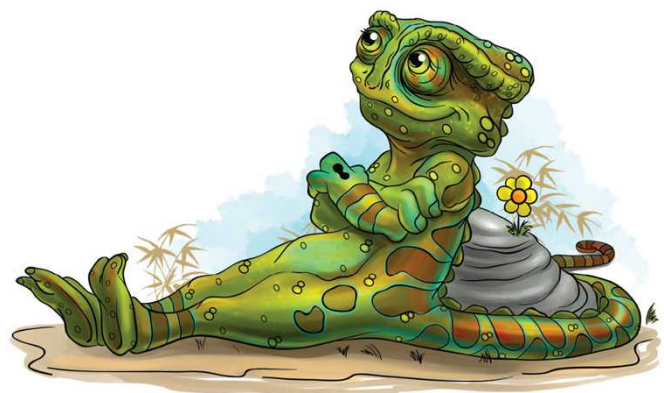
When a strength is overused it becomes a weakness. Overuse is typically brought about by stress and each style has signature overuse behaviors that indicate they are under strain or pressure. An Eagle's assertiveness escalates into steamrolling. A Parrot's optimism morphs into unrealistic expectations. 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.

Strengths

- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You always follow through, with a strong emphasis on completeness.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You bring a high degree of objectivity to the organization's systems and projects.
- You tend to be patient in working with others.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.

Potential Development Areas

- You may tend to hang on too much to current or past procedures, especially when faced with impending change.
- You may become rather stubborn once your mind is made up on a decision.
- You may be indecisive at times and need help learning to set priorities.
- You tend to be a selective listener, hearing only what you want to hear.
- You may provide a false sense of buy-in to others on the team, then sometimes resist passive-aggressively.
- You may take some criticism personally, even if it was directed at a work process and not you.
- You could use better "people skills" when it comes to motivating and managing others.



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:

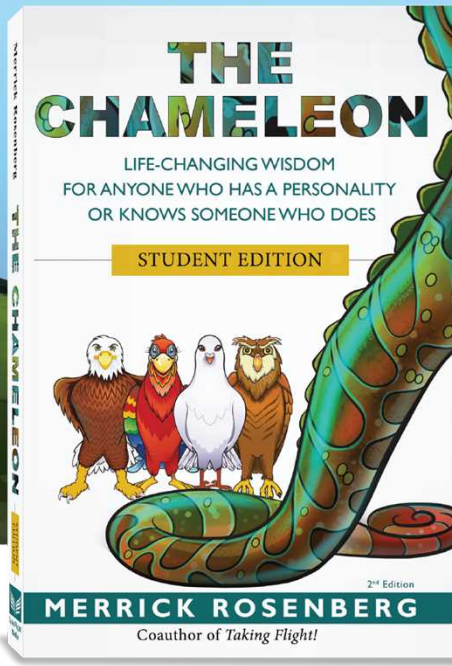
Identify two or three development areas you can work on that will have the greatest impact on your performance in your current role. Outline strategies for improvement.

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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