

# TAKING FLIGHT WITH DISC



## PROFILE

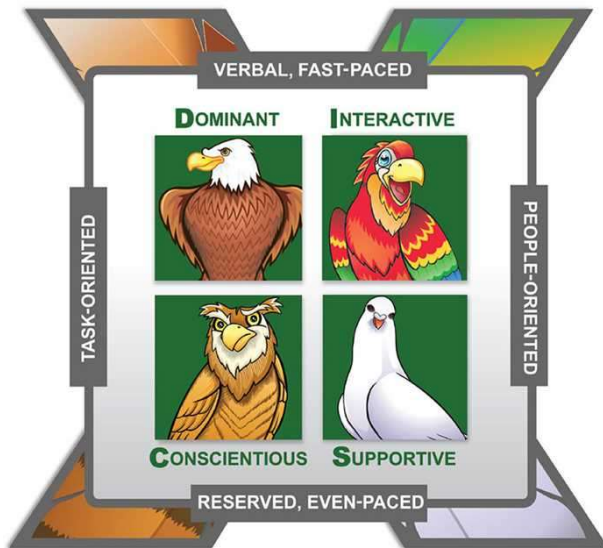
Report For: **Sample Report**

Date: **4/19/2021**



# Taking Flight with DISC

REPORT FOR Sample Report

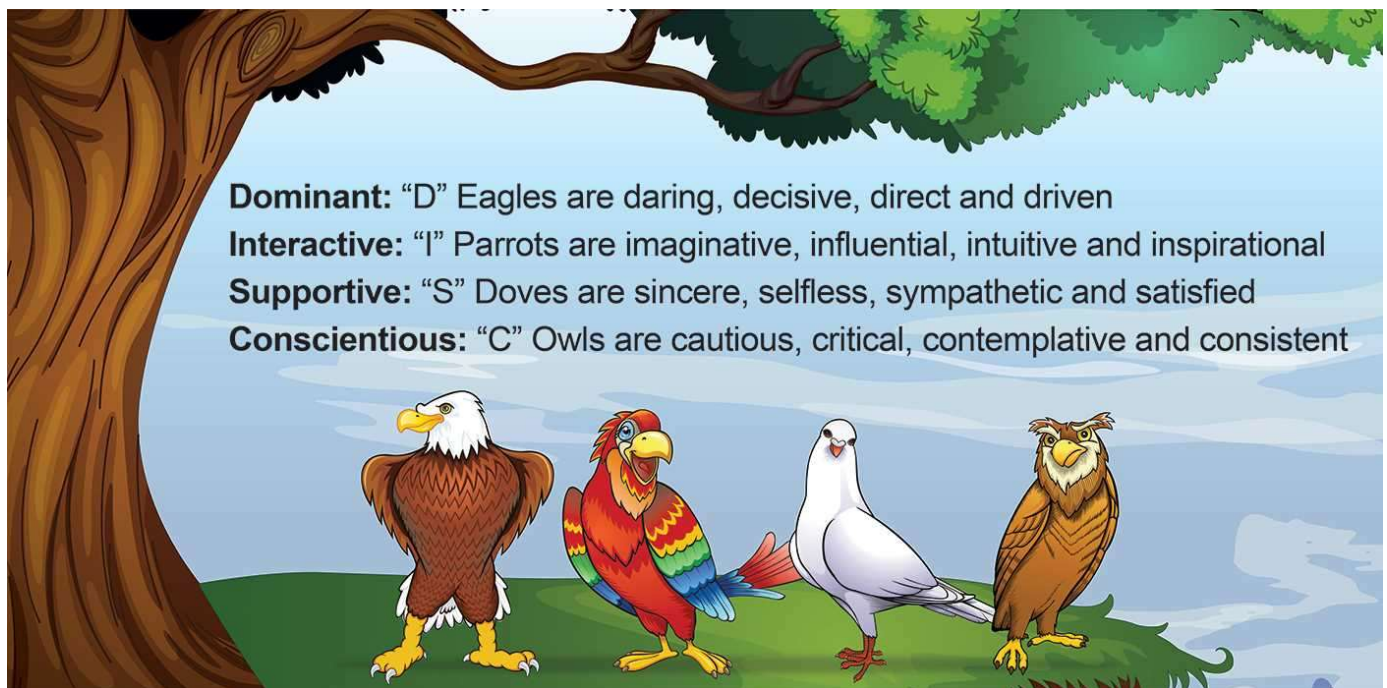


Your **Taking Flight with DISC** report is based on the four DISC Personality Styles. The DISC model is the universal language of behavior. Research has shown that traits can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common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

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:

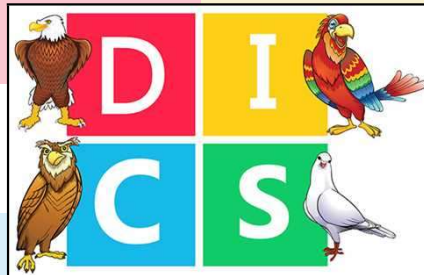
- Contacting and engaging people
- Making a favorable impression
- Creating a motivational environment
- Generating enthusiasm
- Viewing people and situations optimistically
- Participating in a group

## 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





## Characteristics of Each Style



	DOMINANT	INTERACTIVE	SUPPORTIVE	CONSCIENTIOUS
<b>Traits</b>	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
<b>Tends to Act</b>	Assertive	Enthusiastic	Caring	Contemplative
<b>Primary Drive</b>	Independence	Interaction	Stability	Correctness
<b>Personal Strength</b>	Problem solver	Motivator	Supporter	Organizer
<b>Comfortable with</b>	Taking charge	Social friendliness	Being part of a team	Order and planning
<b>Preferred Tasks</b>	Challenging	People related	Standardized	Structured
<b>Needs</b>	Control	Approval	Routine	Standards
<b>Personal Wants</b>	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Quality
<b>When in Conflict, this Style</b>	Demands Action	Attacks	Accommodates	Analyzes
<b>Personal Limitation</b>	Too direct and intense	Too disorganized and spontaneous	Too indecisive and indirect	Too critical and impersonal
<b>Needs to Work on</b>	Empathy, Patience	Controlling emotions Follow through	Being assertive when pressured	Worrying less about everything
<b>Personal Fear</b>	Losing	Rejection	Sudden Change	Being Wrong
<b>Irritations</b>	Indecision, Inefficiency	Routines, Complexity	Insensitivity, Unexpected change	Mistakes, Irrationality
<b>Measures Worth by</b>	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results
<b>Under Stress May Become</b>	Dictatorial, Aggressive	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
<b>Measuring Maturity</b>	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized



# Taking Flight with DISC

REPORT FOR Sample Report

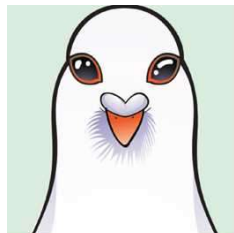
Recognizing DISC through the bird characters in Taking Flight! is an easy way to remember what each style represents. Consider the characteristics of the real-life birds:



**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.



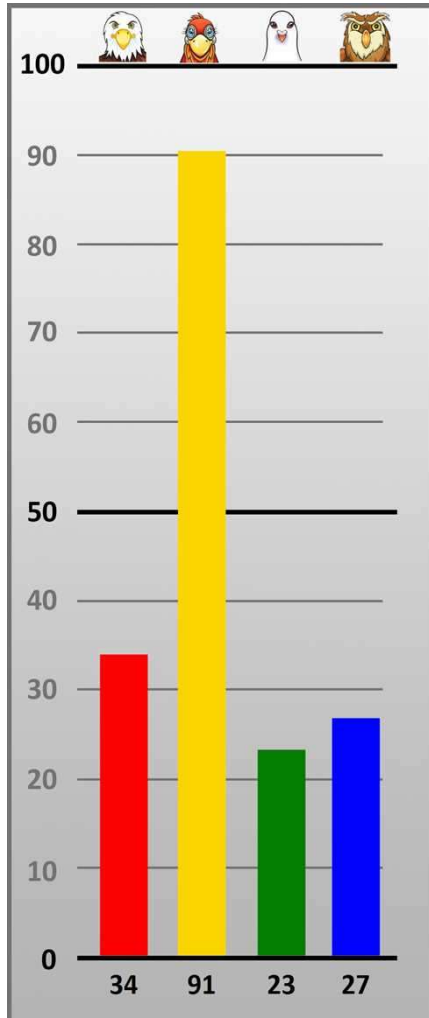
**Owls are the C style.** With large, penetrating eyes and a turn of the head, Owls can literally see 360 degrees around them and are equipped to take in every detail of their world. Owls can spot a mouse in near darkness at 100 yards away and their directional hearing is so precise, they can adjust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



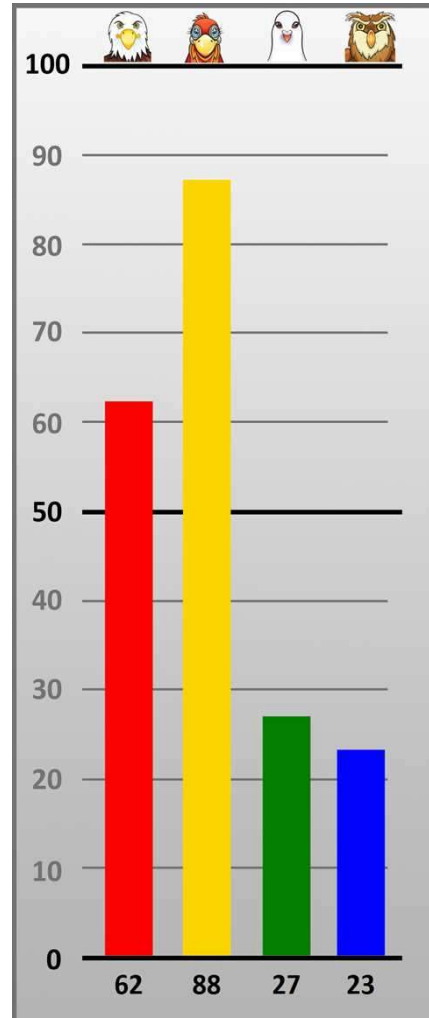
## Your Taking Flight with DISC Graphs

These two 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



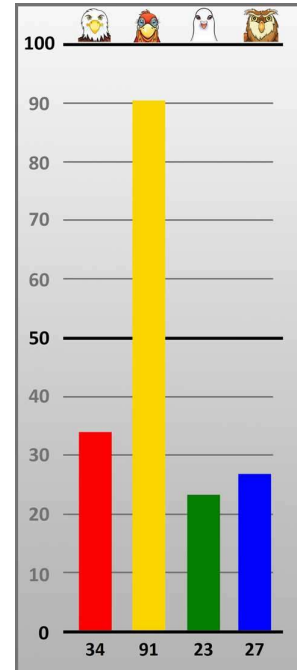
## Your Graph Explanation

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 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.

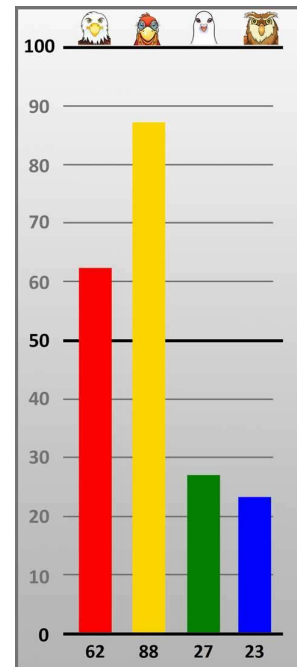
### Graph 1 – Adapted Style / Public Self

**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.





## Understanding Yourself

### General Characteristics



With fluent verbal skills, you are able to gain the support of various kinds of people. Those who score like you are prepared at a moment's notice to speak at length on almost any topic (even a topic that they know very little about). Your sense of confidence makes others confident. Your sense of urgency helps others get into gear. Your sense of humor is able to break some tension with the twist of a word or a quip, and get people back on board.

Your enthusiasm and openness to alternatives allow you to influence others. You score like those who come to a project with some ideas of their own, but also keep an open mind to listen to the ideas of others. When a solution is decided upon, you have the skills to enlist others in an enthusiastic manner and get them on board. Your flexibility to adapt to new approaches, or to unexpected changes, is an asset to the team, as others will look to you for leadership.

You convey a high level of trust when working with others. This is a strength. People will trust you because they get the sense that you trust them. That's good; however, you will experience situations in which you may get "burned" by trusting someone, when that trust is betrayed. Typically, those who score like you tend not to let those events get them down. They simply become more cautious around certain people. By continuing to set the example of trusting others, you help to establish a positive climate of trust.

You score like those who seek assignments with frequent interpersonal contact that allow them to maintain an image of authority. Your responses indicate that you have natural "people skills" and enthusiasm. Combined with a moderate-to-high sense of urgency, you tend to thrive in an environment that provides you an audience (large or small) with whom to share your ideas and enthusiasm. People who score like you will always choose assignments involving people over assignments involving solitary work.

Sample, you score like some people who, when pressured, may become more easily persuaded and less firm in their opinions. This comes from wanting to please people, while also having a sense of urgency to get things done. That means you are more willing to yield your own position in favor of completing a project. This is a valuable strength, as it indicates that you can be a team player and shift gears when necessary.

Sample, your response pattern to the instrument shows that you tend to seek freedom from routine, control, and minutiae. That is, you prefer a change-oriented environment in which you are empowered to make your own decisions. Your work may suffer on projects with a lot of controls and paperwork, or even mundane things like expense forms.

You are able to persuade others with a personal and friendly approach. This is a great strength because others are more likely to follow your lead when they don't feel pressured into a situation. They sense that your enthusiasm and your interest in them are genuine. You sell people on ideas (and usually manage to get them on board) because of your confidence, your flexibility, your sense of urgency, and your friendly approach.

You make friends easily and show a strong interest in working with others. You are perceived as an easy person to talk with, and people respond to both of these traits in an open and positive way. Some who score like you say that they are never lonely. If standing in a line, for instance, they'll begin talking to people and enjoy the time waiting because they're learning about others. On the job, you have the ability to enlist a wide variety of people to work on projects, even some who may not ordinarily choose to work with each other.

## What You Bring to the Organization



### ***Your Strengths:***

- You are able to react and adapt quickly to change in projects or activities.
- You are very much at ease in making presentations to both large or small groups.
- You can handle objections, questions, and pressure, with poise and confidence.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You have a strong sense of urgency to get things done expediently.
- You score like those known to be "movers and shakers" in the workplace.
- You are able to delegate responsibility to others in an enthusiastic and personable way.

### ***Your Work Style Tendencies:***

- You tend to evaluate others on the job by their ability to express themselves verbally.
- You enjoy working with others and tend to make friends easily on and off the job.
- You want to be perceived as trustworthy, and easy to work with.
- You are able to wield authority with confidence, and thus obtain the respect of others in the organization.
- On the job, you seek assignments requiring your specific knowledge or authority.
- You are able to maintain a positive public image through a variety of assignments.
- You can work with a variety of people and get things done through mutual cooperation.

### ***You Tend to Be Most Effective In Environments That Provide:***

- Ability to see rapid results from your efforts.
- A freedom to travel around the organization or around the country.
- Freedom from controls, details, and minutiae.
- Opportunities to try new ideas.
- New and varied activities; a change-oriented workplace culture.
- Public recognition of your accomplishments.
- Encouragement to talk about projects and issues openly with peers and managers.

## Style Overview



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

- **Emotional characteristic:** Very willing to accept and include others.
- **Goals:** To gain approval, popularity and recognition.
- **How others are valued:** Through verbal skills and ability to create mutual experiences.
- **Influences group:** Through praise, opportunities and providing favors.
- **Value to the organization:** Ideal for promoting, gaining attention and generating energy for their ideas and projects.
- **Cautions:** Can overuse praise; be too optimistic; appear superficial and not genuine.
- **Under Pressure:** Can become even less detail focused and disorganized; become overly focused on the big picture; overly emotional and may struggle focusing on the task.
- **Fears:** Being viewed in a bad light that detracts from prestige and self worth.

### **Motivators:**

- A variety of activities involving people, both on and off the job.
- A supportive and encouraging working environment.
- A strong, visible group or organization to identify with.
- Power, control, and authority to make decisions toward achieving successful results.
- Awards that recognize ability, skill, or achievements.
- Freedom to express your ideas to interested listeners.
- Recognition for your contributions to the success of a project.

### **Needs:**

- Support work with some of the details, especially when the organization is under pressure.
- Greater control over emotions.
- Opportunities for involvement with a wide scope of people.
- A greater control over time management.
- To feel valued as a team member in order to work at top effectiveness.
- Increased organizational skills to reduce the potential for clutter and confusion.
- To know the results that are expected of you, and to be judged on the results, rather than on the methods used to achieve them.



# Taking Flight with DISC

REPORT FOR Sample Report

## ***Under Stress You May Appear:***

- Unrealistic
- Superficial
- Impulsive
- Inconsistent
- Wasteful of time

## ***Under Stress You May Need:***

- Action and interaction
- To get credit
- A quick pace for stimulation and excitement



## ***Your Typical Behaviors in Conflict:***

- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).

## ***Strategies to Reduce Conflict and Increase Harmony:***

- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

## **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:***

- Provide testimonials from people Sample sees as important and prominent.
- Give Sample the opportunity to express opinions and make some of the decisions.
- Provide immediate incentives for Sample's willingness to help on the project.
- Offer input on how to make ideas become reality.
- Use Sample's own words to direct things back to the topic or issue at hand.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Try to be engaging, stimulating, and fast-paced.

### ***When Communicating with Sample, DON'T:***

- Let the discussion with Sample get caught in dreams too much, otherwise you'll lose time.
- Get bogged down in facts, figures, or abstractions.
- Ask rhetorical or useless questions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Make guarantees and assurances when there is a risk in meeting them.
- Speculate wildly without factual support.
- Be overly task-oriented.



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



## 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.

	<b>Strength</b>	<b>Overuse</b>
	<b>Assertive</b> <b>Direct</b> <b>Confident</b> <b>Risk-taking</b> <b>Results-driven</b>	<b>Aggressive</b> <b>Blunt</b> <b>Arrogant</b> <b>Reckless</b> <b>Short-sighted</b>
	<b>Visionary</b> <b>Multi-tasking</b> <b>Persuasive</b> <b>Optimistic</b> <b>Enthusiastic</b>	<b>Unrealistic</b> <b>Disorganized</b> <b>Manipulative</b> <b>Impractical</b> <b>Self-promoting</b>
	<b>Collaborative</b> <b>Patient</b> <b>Cautious</b> <b>Tolerant</b> <b>Trusting</b>	<b>Dependent</b> <b>Complacent</b> <b>Fearful</b> <b>Permissive</b> <b>Naïve</b>
	<b>Analytical</b> <b>Discerning</b> <b>Process-oriented</b> <b>Focused</b> <b>Careful</b>	<b>Indecisive</b> <b>Judgmental</b> <b>Bureaucratic</b> <b>Detached</b> <b>Picky</b>

## 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 are able to react and adapt quickly to change in projects or activities.
- You are very much at ease in making presentations to both large or small groups.
- You can handle objections, questions, and pressure, with poise and confidence.
- You understand people very well and rely on that understanding to lead, persuade, and motivate.
- You have a strong sense of urgency to get things done expediently.
- You score like those known to be "movers and shakers" in the workplace.
- You are able to delegate responsibility to others in an enthusiastic and personable way.

## Your Potential Development Areas

- You may be somewhat disorganized behind the scenes, despite maintaining an organized public presence.
- Your optimism and high level of trust may cause you to overestimate the abilities or intentions of others. As a result, you may be left with unexpected difficulties.
- You may overestimate your ability to influence people.
- You may have difficulty disciplining others, or bearing bad news.
- You are sometimes inattentive to details and may need support in this area.
- You may sometimes act impulsively, favoring emotion over facts.
- You could be more effective in large groups by being more firm in delegating tasks and setting deadlines.



## 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?

## **How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the APA and EEOC**

*“...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace.”*

*- Assessment Standards Institute*

### **The Assessment Industry’s Past and Present**

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of “global cottage industry” with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this “global cottage industry,” which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

### **The Solution? Independent & Verifiable Testing by a Qualified Institution**

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the [American Psychological Association \(APA\)](#) and the [Equal Employment Opportunity Commission \(EEOC\)](#). This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment’s professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

### **Construct Validity (APA Standards)**

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

### **Reliability - Cronbach’s alpha (APA Standards)**

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach’s alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach’s alpha is one way of measuring the strength of that consistency.

### **Disparate Impact (EEOC Guidelines)**

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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