

TAKING FLIGHT PROFILE



INDIVIDUAL REPORT

Report For: **Sample Report**

Date: **April 19, 2021**

the
EQ
project



POWERED BY EMPOWERED LIVING



Welcome!

The *Taking Flight with DISC* report is based on the DISC styles originally created by Dr. William Moulton Marston in 1928. Through his work, along with the extensive research of those who followed in his footsteps, traits have been grouped together into four major styles. People with similar styles tend to exhibit specific behavioral characteristics common to that style. Of course, nobody is just one of these styles, as all people share these four styles in varying degrees of intensity.

In its current form, the DISC acronym is represented by the words, Dominant, Interactive, Supportive, and Conscientious. In 2012, Merrick Rosenberg, in his first book, *Taking Flight!*, linked the four styles to Eagles, Parrots, Doves, and Owls to make the styles more visual and easier to remember. This was followed by *The Chameleon* in 2016, which introduced 22 short fables on how to be flexible and adaptable with your style while staying true to yourself, and *Which Bird Are You?* in 2021 to introduce the birds to children.

Understanding the styles can help you better understand yourself and everyone you encounter. This can lead to more robust and healthier relationships, greater success at work, and a more joyful life.

Table of Contents

- Meet the Birds3
- Shared Style Characteristics11
- Characteristics of Each Style 12
- Your Graph Explanation 13
- Your Taking Flight Graphs14
- Understanding Yourself 15
- Style Overview 16
- You at Work 17
- Needs and Motivators18
- Leading in Style 19
- Managing Stress20
- Managing Conflict 21
- Your Communication Style..... 22
- Communication Tips for Others 23
- Communicating with the Birds 24
- Dealing with Others 28
- Style Wisdom 30
- Accepting Others31
- Potential Difficulties 32
- Overusing Strengths33
- Dynamic Action Planning34
- Onward and Upward 36





Eagles



Eagles represent the D Style. In the wild, Eagles are wired for the big picture and often claim a vast territory. They're in charge! They embody conviction, authority, and confidence. Without hesitation, Eagles can dive at tremendous speed 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.

Results-oriented

Authoritative Moves quickly

Takes charge

Goal-oriented

Daring



Driven Fervent
Confident

Autonomous

Action

Bottom-line

Competitive

Decisive

Risk taker

Strong

Assured

Direct

Dominant

Be brief. Be brilliant. Be gone.



Eagles

Tendencies

- Seek immediate results
- Cause action
- Accept challenges
- Make quick decisions
- Question the status quo
- Solve problems

Desired environment

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

To be more effective

- Understand that others are needed to increase success
- 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 norms and expectations
- Relax more and slow down the pace
- Listen more effectively

Stress Response

- Overstep boundaries
- Act restlessly
- Pressure others to achieve results
- Make reckless mistakes
- Overrule others
- Speak bluntly and sarcastically
- Steamroll others
- Become restless with routine
- Resist team participation





Parrots



Parrots represent 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.

Group-oriented
Enthusiastic **Motivational**
Inspiring **Persuasive**
Optimistic **Builds morale**
Social **Fun** **Lighthearted** **Flexible**
Upbeat **Chatty**
Humorous **Imaginative**
Influential **Interactive**



I'm not here to be average, I'm here to be awesome!



Parrots

Tendencies

- Connect with people
- Add fun to the environment
- Motivate and encourage others
- Generate enthusiasm
- View people and situations optimistically
- Participate in a group

Desired environment

- 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

- 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 the details
- Practice good time management skills

Stress response

- Act impulsively
- Make gut decisions without facts
- Overestimate the abilities of others
- Oversell
- Inattentive to detail
- Trust people indiscriminately
- Lose focus
- Underestimate the time needed
- Become overly optimistic





Doves



Doves represent the S style. Unlike Eagles who demand their space, Doves nest with hundreds of other Doves in close proximity, sharing resources and supporting each other. 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.

Supportive

Compassionate

Kind

Approachable

Sincere

Harmonious

Empathetic

Loyal

Consistent

Caring

Relationship-oriented

Good listener

Helpful

Patient

Keeps the peace

Calm

Considerate

Predictable

Sympathetic



Can't we all just get along?



Taking Flight Profile for Sample Report



Doves

Tendencies

- Desire to help others
- Create a stable, harmonious work environment
- Demonstrate patience
- Show loyalty
- Listen with empathy
- Perform in a consistent, predictable manner

Desired environment

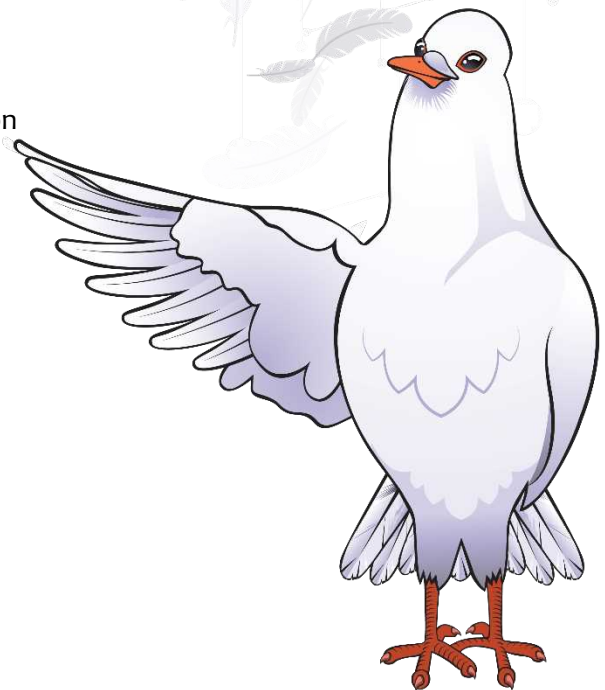
- Maintenance of the status quo
- Predictable routines
- Calm working conditions
- Sincere appreciation
- Identification with a group
- Minimal conflict
- Credit for work accomplished

To be more effective

- 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

Stress response

- Insist on maintaining status quo
- Help others before themselves
- Take a long time to adjust
- Have trouble multitasking
- Need to be kept fully informed
- Difficulty with innovation
- Wait for orders before beginning
- Need structured guidance
- Appear calm while stressed





Owls



Owls represent the C style. With large, penetrating eyes and a turn of the head, Owls can literally see 360 degrees around them. They are equipped to take in every detail of their world. Owls can spot a mouse in near darkness 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. They work mostly at night and are far more numerous than you might think.

Conscientious

Logical
 Questioning
 Accurate
 Discreet
 Data-driven
 Deliberate
 Detail-oriented
 Precise
 Analytical
 Pursues quality
 Diplomatic
 Organized
 Contemplative
 Observant
 Establishes structure
 Objective
 Efficient



If I'm going to do something, I'm going to do it right.



Owls

Tendencies

- Concentrate on important tasks
- Think analytically, weighing pros and cons
- Act in a diplomatic way with people
- Check for accuracy
- Analyze performance quality
- Use a systematic approach to solve problems

Desired environment

- 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

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

Stress response

- Require clear direction to act
- Hesitant to decide without data
- Bound by existing procedures
- Make slow, thoughtful decisions
- Avoid interpersonal conflict
- Focus exclusively on tasks
- Internalize stress
- Impose rigid restrictions on others
- Rely solely on facts, not intuition





Characteristics of Each Style

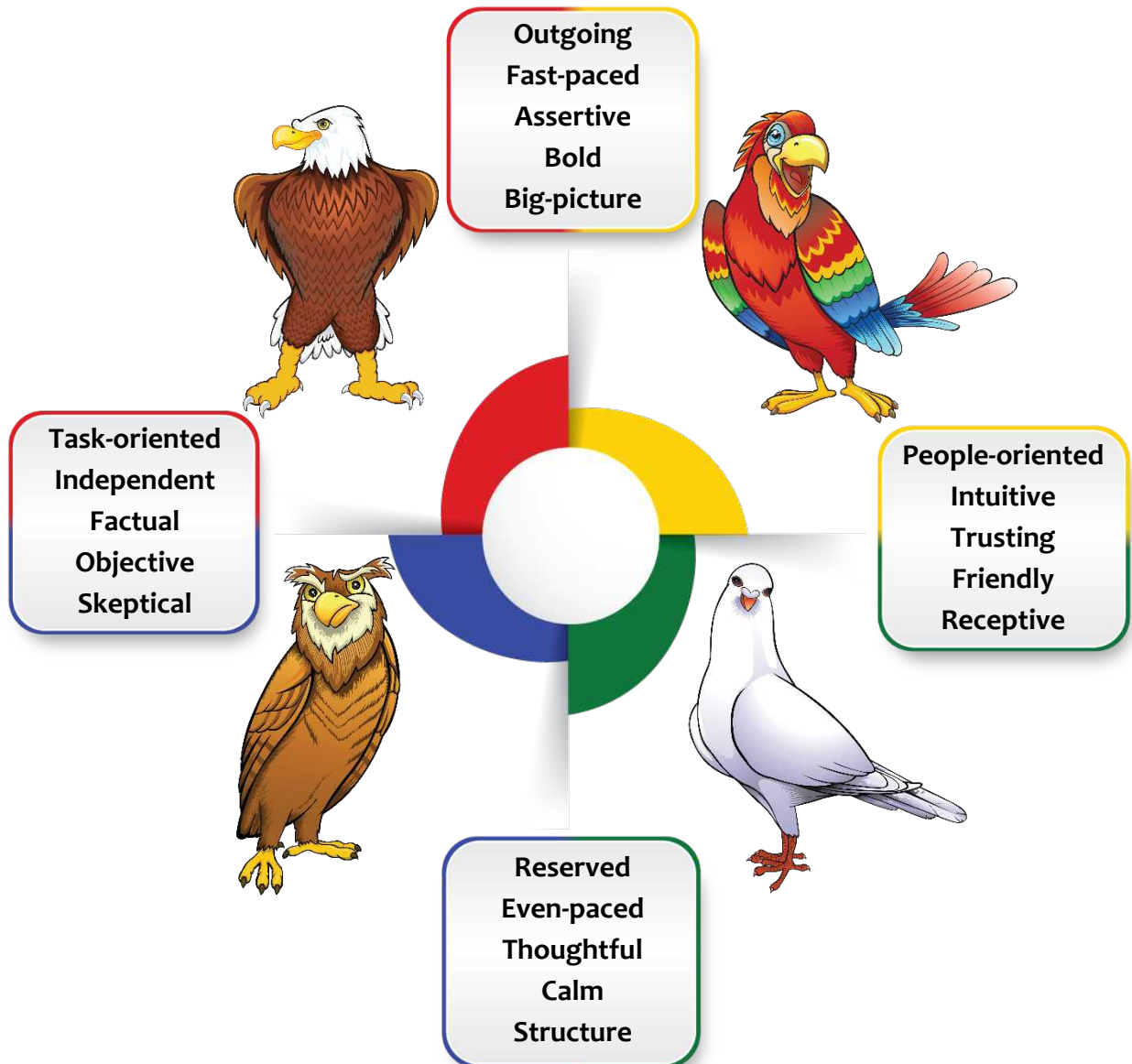


Traits	Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Talkative Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Calm Friendly Good Listener Patient Harmonious Sincere Empathetic Steady Team Player	Accurate Logical Analytical Questioning Diplomatic Detailed Fact Finder Objective Precise
Tends to Be	Assertive	Enthusiastic	Caring	Contemplative
Primary Drive	Independence	Interaction	Stability	Correctness
Personal Strength	Driver	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	Positivity	Routine	Standards
Desires	Control, Action	Approval, Less Structure	Routine, Harmony	Standards, Quality
When in Conflict	Demands Action	Deflects	Accommodates	Analyzes
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
Needs to Work on	Empathy and patience	Controlling emotions and follow-through	Being assertive and direct	Worrying less about perfectionism



Shared Style Characteristics

Sometimes characteristics are shared by pairs of styles, helping to bridge the gap from one quadrant to the next. For example, Eagles and Parrots are both outgoing, while Eagles and Owls both share an independent nature.





Your Graph Explanation

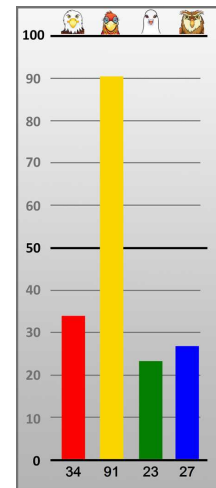
Everyone has some of each of the four styles. Nobody is just an Eagle, Parrot, Dove, or Owl. The highest point on your graph represents your strongest style. The combination of the four points creates your overall behavioral pattern.

The 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 intensity of each style and the greater the likelihood that you display that style with great frequency.

There are many configurations of the graphs and none are good or bad. Some graphs hover towards the midline, while others may have high highs and low lows. If a style is high on the graph, such as above 80, you likely exhibit behaviors related to that style with great frequency and they likely feed you. Styles that have points below 20 are likely displayed less often and likely take energy to exhibit.

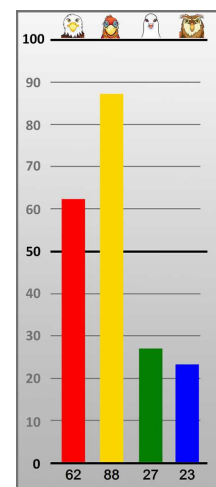
Graph 1 – Adapted Style / Public Self

This graph indicates how you may be adapting to the world around you. If you thought of yourself in a 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

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.

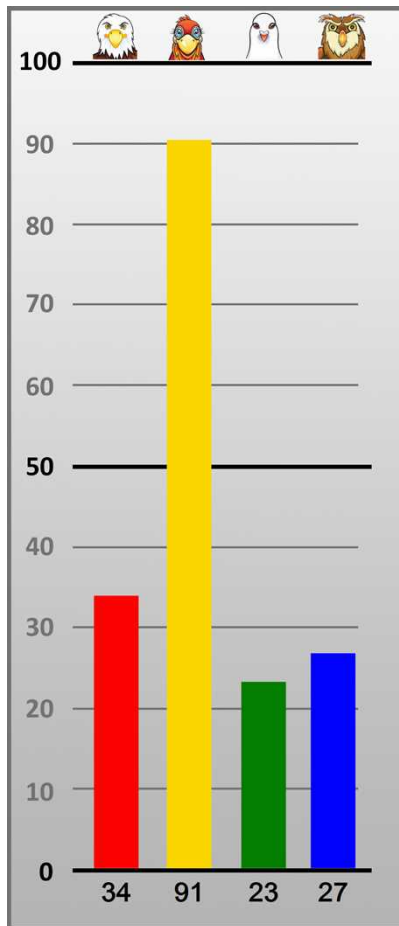




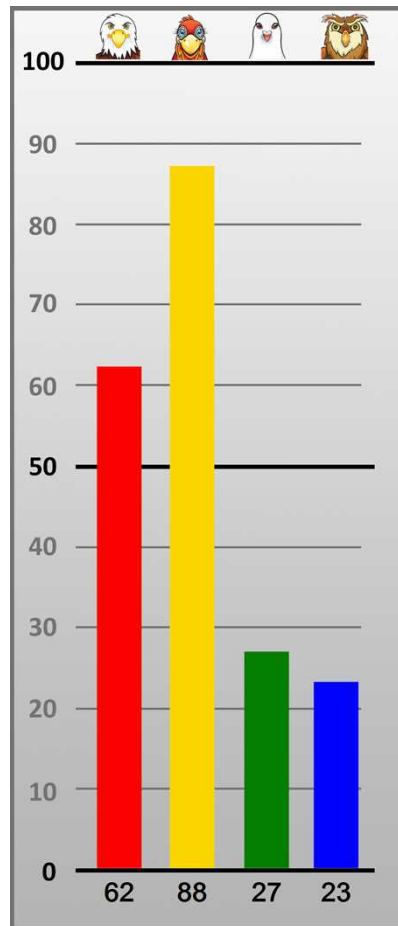
Your Graphs

These two graphs represent a snapshot of your style.

Graph 1 - Adapted Style/Public Self



Graph 2 - Natural Style/Private Self





Understanding Yourself

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.



Style Overview

General Characteristics:

- **Emotional characteristic:** Recognizable vitality, vibrancy, enthusiasm and openness to connecting with others.
- **Goals:** Seek authority and prestige through a variety of status symbols.
- **How others are valued:** Through their ability to verbalize and create an attunement of ideas.
- **Influences group:** Through friendliness and a fluidity of interactions and relationships.
- **Value to the organization:** Often good at promoting ideas and concepts; being poised and confident and able to make requests of others to get things accomplished.
- **Cautions:** Unjustified reliance on personal persuasion; overly enthusiastic; too optimistic.
- **Under Pressure:** Can become too persuadable; will want to look good.
- **Fears:** Routine; boring activities; demanding personal relationships that limit their ability to take action.



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.



Sample at Work

Each of us tends to act within a range of behaviors based on our style. We can imagine that Parrots bring enthusiasm to the workplace while Doves seek to create harmony. Eagles keep people focused on the goal while Owls ensure quality. Of course, anyone can display any behavior, but we all have tendencies that are seen on a regular basis. We also have an ideal work environment that resonates with our style. When we work in that type of culture, we feel at ease and comfortable. This section describes Sample's behavioral tendencies while at work as well as the type of environment in which Sample will thrive.



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.



Needs and Motivators

As Dr. William Maslow explained, we all have physiological needs, such as food, water, and shelter. We also have safety and security needs, social needs, esteem needs, and the desire for self-actualization. If we extend this model, individuals also have needs based on their style. For example, Eagles have a high need for accomplishment and a desire to win. Parrots need copious amounts of positivity and excitement. Doves need acceptance and harmony. And owls need structure and accuracy. Each person, based on their style, is motivated to take action to meet their needs. Following are Sample's style-driven needs and motivators.



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.

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.



Leading in Style

Leading at its best:

As leaders, we communicate, delegate, and give feedback. We weigh options, make decisions, and own the outcomes. We create a culture, share a vision, and rally others to come along. We join diverse personalities together into a team or community. No bird style is “better” or “worse” at leadership. Rather, each style approaches leadership differently and must navigate its strengths and challenges. The following are your unique strengths and contributions as a leader.



- You reframe everyday tasks to give people a sense of adventure, importance, and purpose.
- You thrive in crises that require quick judgment, decision-making, and delegation.
- You empower people to define their role, manage their time, and set their own goals.
- You set clear, ambitious goals that motivate people to achieve more than they believed possible.
- You offer assurance to teammates, especially when they are uncertain and overwhelmed.
- You prize disruptive, transformative ideas that entail high risk and immense challenges.

Leadership under stress:

Every personality style can provide effective leadership, especially under ideal conditions. We tend to express our strengths and manage our weaknesses gracefully when everything goes well. But under the most daunting, stressful, and challenging circumstances, we risk overusing our strengths. We may express sides of our style that serve neither us nor the people we lead. By anticipating how our personality may stumble in tough conditions, we can catch ourselves before we fall. We can muster the style flexibility and emotional awareness to stay on our feet and move nimbly through a rough environment. Here’s what your leadership style may look like when you are not at your best:

- You propose ideas and actions that seem unrealistic, underbaked, or irresponsible to others.
- You resist forming plans and strategies and move haphazardly from ideas to execution.
- You push people too far beyond their comfort zone, raising their odds of failure and stress.
- You make decisions without considering the negative impacts on other people.
- You monopolize conversations and fight to hold the center of attention.
- You seek out validation and agreement from teammates and discount naysayers.



Managing Stress

Stress is neither good nor bad. We intentionally stress our bodies to improve our strength and endurance. We stress our minds to grow our knowledge and capabilities. We even stress relationships to resolve conflicts and build a healthier connection. What we perceive as stressful depends on our style, but every style has the experience of being “stressed out.” That’s when our physical, mental, and emotional stressors begin to feel unbearable yet unescapable. To get relief, we often act in ways that, ironically, create even more stress for ourselves (and others). But with awareness of how we respond to stress – and what we need to overcome it – we can navigate stressful situations more gracefully.



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



Managing Conflict

Conflict often occurs when people have needs or opinions that are incompatible. Conflict also occurs when people of different styles do not understand each other. When differences are handled poorly, we can create hurt feels, make ineffective decisions, and get poor results. But if conflict is managed well, it can deepen our capacity for empathy, strengthen our relationships, and allow us to solve problems efficiently and effectively. Each style has the potential to make a conflict destructive or constructive – and when we understand how our style impacts our approach to conflict management, we can turn disagreements into positive interactions.



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.



Sample's Communication Style

When we speak and write, everything makes sense! We naturally communicate the way we would want others to communicate with us. In our minds, the substance, tone, and nonverbal content match our intent. To others, perhaps not. What may seem clear to one style may be a word puzzle or emotional riddle to another. In the absence of understanding, we are left with assumptions that take direction from who we are. But with deeper awareness of how we tend to communicate, we can become more effective at sharing our requests, ideas, feelings, and opinions. We can anticipate how our communication style will land with the other birds.



- You tend to communicate about what excites you while ignoring negative but important topics.
- You tend to communicate with stories, examples, and metaphorical language.
- You may communicate to get attention and validation, especially if you feel unnoticed.
- When reading emails and messages, you may skim or skip to the bullets and bolded words.
- When others speak for too long, you may tune out while pretending to listen (Uh huh... yup...).
- When you need to say something, you may interrupt people or pick an inappropriate moment.



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.

In Relationships:

- Provide solutions rather than empathy
- State your emotions clearly rather than expecting them to intuit your emotional state
- Give them the opportunity to have input on decisions, even minor ones
- Recognize that their assertive and direct communication style does not necessarily mean they are angry or even feel strongly about something
- Let the Eagle shine when bargaining for a house or car
- Accept that the Eagle needs you to share short stories and explanations rather than the long story

In social settings:

- Let them know that you don't intend to waste their time
- Acknowledge their victories and impact
- Give them your time and undivided attention
- Break from the routine and be spontaneous
- Participate in friendly competition
- Give them the opportunity to make decisions

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 the ideas of others
- Tell others the reasons for decisions
- Cultivate more attention and responsiveness to emotions





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.

In Relationships:

- Look for opportunities to be spontaneous
- Let chores go in exchange for having fun first
- Celebrate their accomplishments with enthusiasm
- Break out of predictable patterns to add variety
- Understand that they aren't attached to their out-of-the-box ideas
- Accept that they talk a lot and may dominate the conversation, but reel them in when necessary

In social settings:

- Focus on a positive, upbeat, warm approach
- Listen to their stories and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Don't require much follow-up, detail, or long-term commitments
- Don't talk too long without giving them the chance to speak

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
- Focus on the main goal and avoid distraction





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.

In relationships:

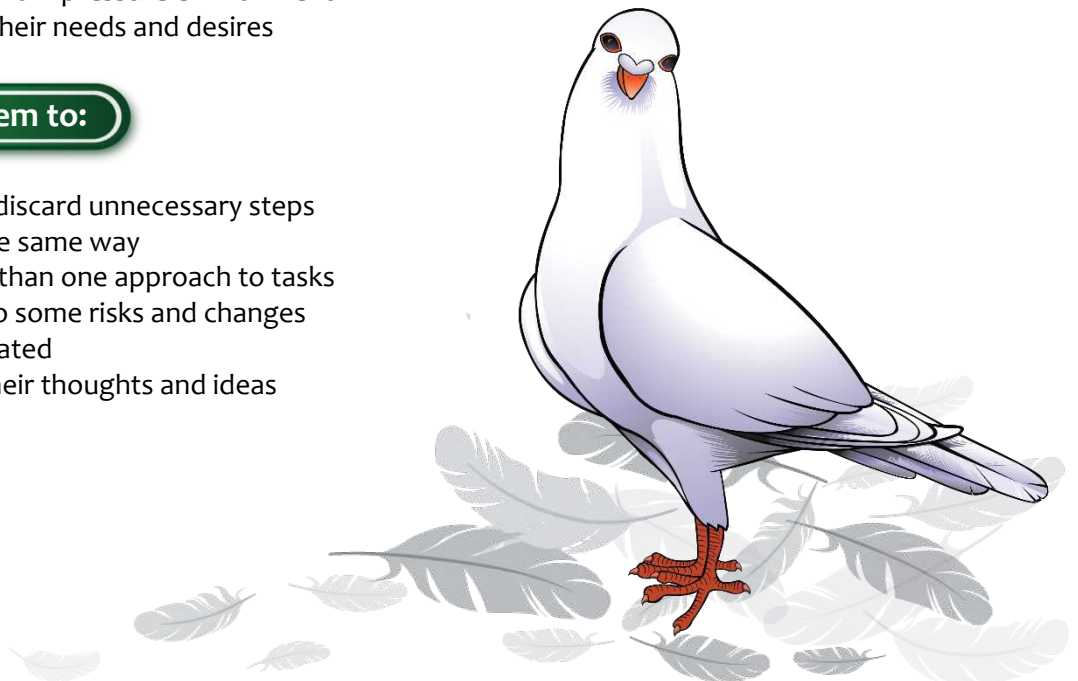
- Honor their need to talk about how they feel
- Stop doing everything else when they are talking to you and be present
- Give them time to think about major decisions
- Seek to satisfy their unstated needs
- Recognize that Doves can still be upset even when they say they are fine
- Accept that Doves value patterns and can be uncomfortable with breaking existing paradigms

In social settings:

- Take a measured, steady approach
- Avoid talking about controversial topics that may create conflict
- Respond sensitively and compassionately
- Privately acknowledge what makes them special
- Create a comfortable, low-pressure environment
- Invite them to share their needs and desires

At work help them to:

- Utilize shortcuts and discard unnecessary steps
- 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 ideas





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.

In relationships:

- Understand that Owls occasionally need some alone time away from their partner
- Allow for clearly defined ways of doing things in your relationship or your home
- Give them the chance to plan carefully for everything from large purchases to family vacations
- Provide the space to work on crafts, hobbies, or home improvement
- Recognize that their questions do not mean they don't trust you
- Accept that Owls need time and information before making big life decisions, and sometimes small ones too

In social settings:

- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Don't put them on the spot to be the center of attention

At work help them to:

- Share their knowledge and expertise with others
- 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





Dealing with Others

Connect and communicate 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

Connect and communicate 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



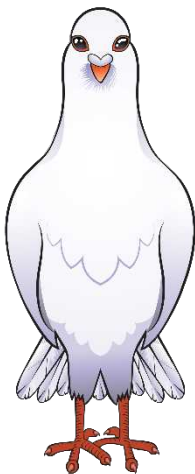
Dealing with Others

Connect and communicate 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

Connect and communicate 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
- Using emotional words and phrases like "I feel"
- 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



Style Tips

We all respond to people and situations in different ways. Discover how the four styles vary in their level of directness, openness, pace, and priorities.

	Eagles	Parrots	Doves	Owls
Directness	<ul style="list-style-type: none"> • Be direct and upfront • State what you need clearly and concisely • Stay focused on the goal and task at hand 	<ul style="list-style-type: none"> • Be direct as long as your tone is positive • Expect time for socializing before getting down to business • Keep it light and upbeat 	<ul style="list-style-type: none"> • Be polite and friendly • Take time for pleasantries and small talk • Watch your tone and take a softer approach 	<ul style="list-style-type: none"> • State clear and logical facts directly • Explain what you need in detail • Stay business-oriented
Openness	<ul style="list-style-type: none"> • Keep business first • Name the elephant in the room • Prepare to discuss accomplishments or achievements 	<ul style="list-style-type: none"> • Expect them to speak about themselves freely • Prepare to share stories about commonalities • Be willing to diverge from the agenda 	<ul style="list-style-type: none"> • Expect a quiet but friendly exterior at a first meeting • Answer questions about how you're feeling • Engage in deep personal discussions when comfortable 	<ul style="list-style-type: none"> • Stick to the agenda • Maintain a polite, professional countenance • Avoid discussing feelings or personal topics first
Pace	<ul style="list-style-type: none"> • Let them make high-level decisions quickly • Speak in short sound bites to get to the point quickly • Be ready to move and work swiftly 	<ul style="list-style-type: none"> • Allow them to make quick intuitive decisions • Increase pace of speech as excitement level increases • Prepare for increasing work speed as deadlines approach 	<ul style="list-style-type: none"> • Allow time to consider all sides before making decisions • Build rapport before getting to business • Appreciate the carefully cultivated and predictable routine 	<ul style="list-style-type: none"> • Examine all data thoroughly before making decisions • Allow ample time for detailed questions • Provide the time to work accurately and for highest quality results
Priority	<ul style="list-style-type: none"> • Start with the most important item first • Recognize Eagle accomplishments • Allow them to control their agenda and process 	<ul style="list-style-type: none"> • Begin by making a social connection • Maintain optimism and positivity in their environment • Offer freedom to be creative with little constraint 	<ul style="list-style-type: none"> • Create a harmonious environment where everyone feels comfortable and safe • Establish norms and consistencies so they know what to expect • Provide opportunities to connect and bond 	<ul style="list-style-type: none"> • Appreciate their thoroughness and precision • Allow them to work independently to avoid distractions • Provide the opportunity to share their logic and information



Accepting Others

Perhaps the highest level of applying the styles 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 walk the path from judgment to understanding, respecting, and fully valuing others.



Potential Difficulties

While each style shines in different situations, there are some behaviors that each of us finds difficult to display. What's easy for one person may be challenging for another. Below you'll find examples of actions that may require more effort and energy for each style.

Eagles may find it difficult to:

- Appreciate that others need more processing time when making decisions
- Show empathy when someone needs validation rather than solutions
- Consider the emotional needs of others during stressful times
- Slow down and spell out the fine details when necessary
- Take the time to speak diplomatically instead of directly

Parrots may find it difficult to:

- Consider potential pitfalls in their optimistic ideas
- Practice good listening skills when they have a story they want to share
- Provide constructive feedback to help redirect behavior
- Finish routine tasks when more exciting tasks also need to be completed
- Take the time to appreciate the fine details when considering options

Doves may find it difficult to:

- Make decisions without consulting all members of the group
- Say no when they don't have the time or capacity to help someone else
- Directly state their own desires and needs
- Work quickly when under stress, even with a deadline looming
- Ask for help when they feel overwhelmed

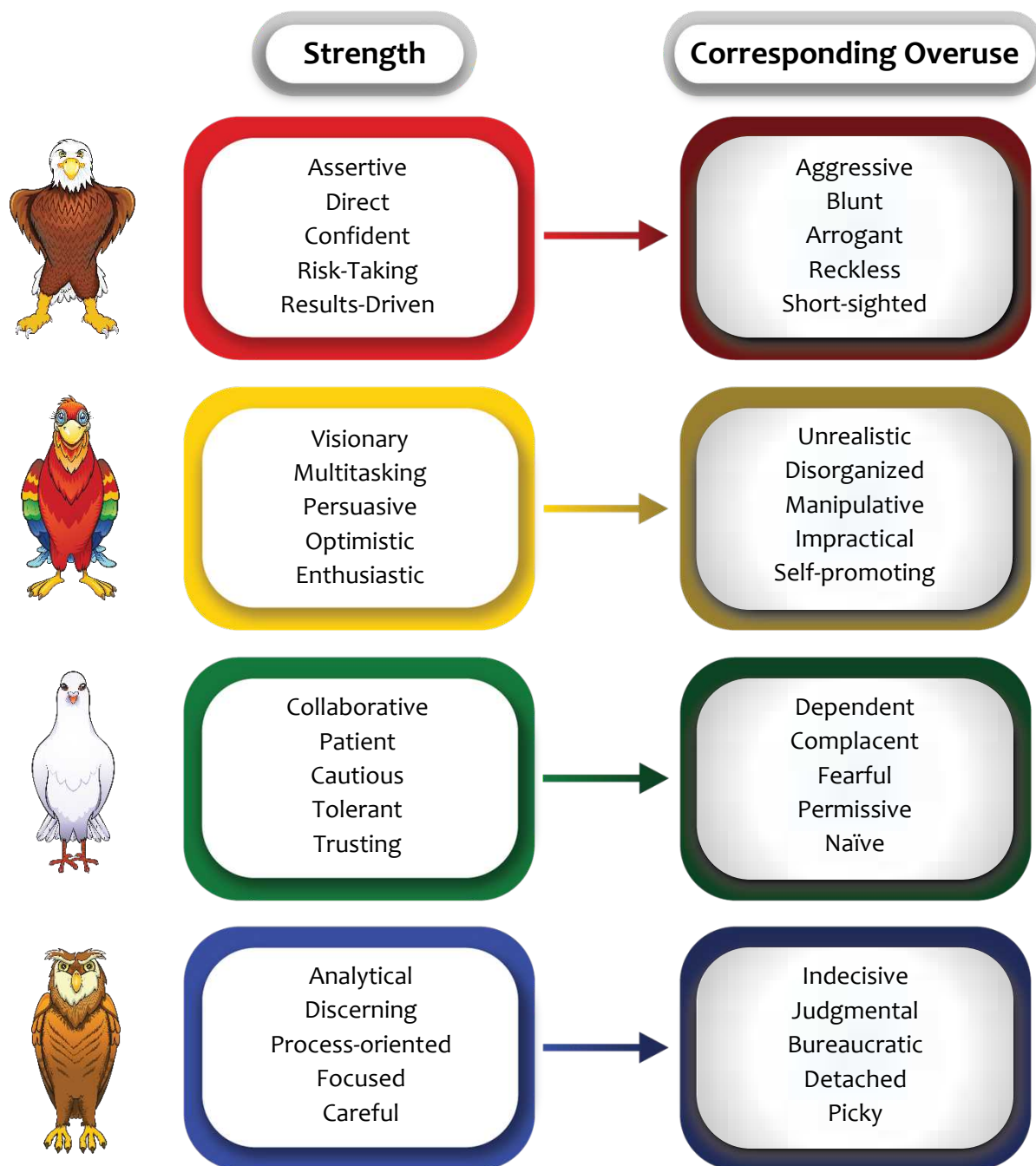
Owls may find it difficult to:

- Make quick decisions when all of the data is not available
- Understand how people can make intuitive decisions without analyzing the data
- Participate in casual conversations when there is no clear goal or objective
- Decipher how much detail is needed or wanted in any given interaction
- Discuss their feelings or appreciate when others need to do so



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 frequently used styles to emerge and strengthen our ability to adapt to the right style at the right time.





Dynamic Action Planning

Now that you've learned about your style, it's time to take action. The following questions were specifically selected based on your style. Take a moment to reflect on each question, formulate your plan, and take action. It's time to take flight with the power of the four styles.

In what areas of your life do you feel the most disorganized? How does that impact your work or relationships? What would it take to be more on top of things?

Think about how quickly you make decisions. What can you do to make sure you are evaluating the data and considering the implications of your decisions?

Consider how you listen to others. What can you do to more effectively demonstrate that you value their viewpoint?



Dynamic Action Planning

What is a typical way that you procrastinate? What could you do to make that temptation easier to resist?

Think of an idea that you were really excited about but never executed. What held you or the idea back? What tactics would help you turn more ideas into reality?

What are signs that you are monopolizing a conversation? When others aren't participating or seem uninterested, what can you do to engage them?



Onward and Upward

- 1. Understand your own style:** Aristotle said, “Knowing yourself is the beginning of all wisdom.” In modern times, studies repeatedly reveal that individuals with high self-awareness are happier, have stronger relationships, are better leaders, and have greater success in their careers. They tend to organize their lives around their strengths and better manage their weaknesses. Knowing your style increases self-awareness.
- 2. Recognize the styles of others:** The ability to identify someone else’s style based upon body language and tone is an important skill to master. Pay attention to how people move and speak. If their body language is confident and assertive, they are displaying Eagle energy. If they are soft-spoken and connecting, they are exuding Dove energy. If they are animated and charismatic, you are experiencing the Parrot, and if their body-language is measured and formal, that’s Owl energy.
- 3. Think about style when establishing expectations:** We often impose our own style on others by establishing expectations based on how we would act in a given situation. 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 to you. Unrealistic expectations lead to frustration, conflict, and drama. 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, but we judge others by their behavior. Better understanding of the intentions of others can prevent misinterpretations that lead to disagreements and stress. The four styles help to explain 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. Eagle assertiveness and directness can escalate into steamrolling and insensitivity. Parrot optimism and multi-tasking can morph into unrealistic expectations and disorganization. Dove patience and compassion can slide into complacency and a smothering of others. Owl precision can turn into paralysis and the need for perfection. Understanding one’s own personal strengths can prevent you from displaying the shadow-side of your style where your greatest assets become liabilities.
- 6. Apply the right style at the right time:** The ability to flex to the right 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 provides you with a wide range of strategies for dealing with stressful situations and interactions.
- 7. Treat others how they need to be treated:** One of the most common mistakes people make when dealing with others is to apply the Golden Rule in matters of style. Treating people the way you want to be treated is wonderful wisdom when applied to virtues such as honesty, integrity, respect, and fairness. However, in matters of style, such as how much information to convey or the amount of energy to exude, you should treat others how *they* need to be treated. Satisfying the style-driven needs of others is a powerful way to build relationships and get results.



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.

Issue date: January 1, 2020. Renewal date: January 1, 2025.