TAKING FLIGHT PROFILE

INDIVIDUAL REPORT

Report For: **Sample Report**

Date: **October 25, 2023**

DISC **ONLINE DISC PROFILE**
A DIVISION OF THE TEAM APPROACH®

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.

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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 Fervent
Driven Confident
Autonomous Action
Bottom-line Competitive
Decisive Direct Risk taker
Strong Assured
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
Motivational
Enthusiastic
Persuasive
Inspiring
Optimistic
Fun
Lighthearted
Builds morale
Social
Flexible
Upbeat
Chatty
Humorous
Imaginitive
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
Patient
Helpful
Keeps the peace
Calm
Considerate
Predictable
Sympathetic
Relationship-oriented
Compassionate
Kind
Approachable
Sincere
Harmonious
Empathetic
Loyal
Consistent
Good listener
Caring

Can't we all just get along?

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

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

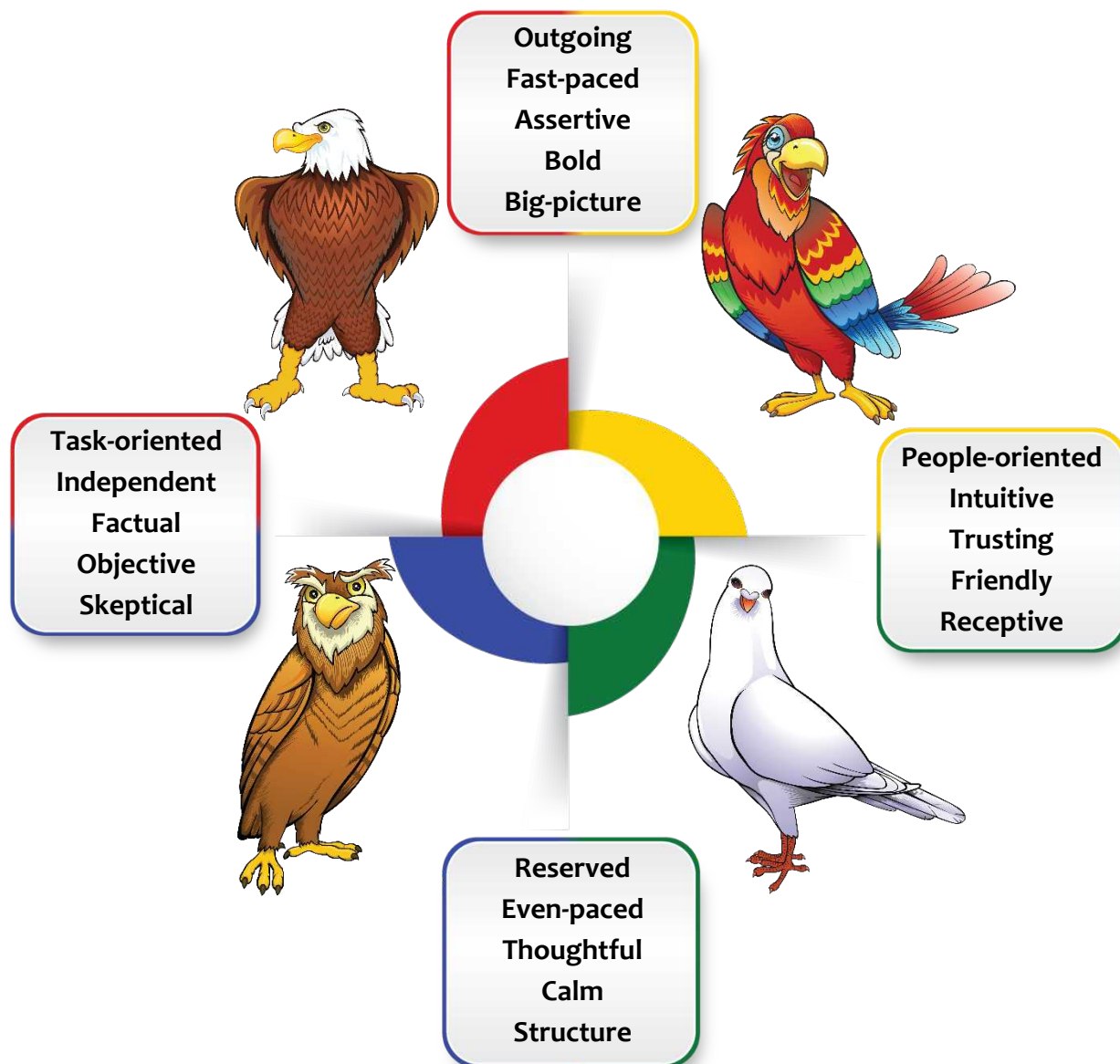|	Eagle	Parrot	Dove	Owl
Traits	Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Talkative Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Calm Friendly Good Listener Patient Harmonious Sincere Empathetic Steady Team 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.

Outgoing
Fast-paced
Assertive
Bold
Big-picture

Task-oriented
Independent
Factual
Objective
Skeptical

People-oriented
Intuitive
Trusting
Friendly
Receptive

Reserved
Even-paced
Thoughtful
Calm
**Structure**

Your Graph Explanation

Everyone has some of each of the four styles. Nobody is just an Eagle, Parrot, Dove, or Owl. The highest point on your graph represents your strongest style. The combination of the four points creates your overall behavioral pattern. The information contained in this report is based on Graph 3, your Overall Style.

The midline represents a line of energy. The points above the line are likely to energize you. The points below the line are likely to drain you of energy. The numbers on the left side of the graph indicate the 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.
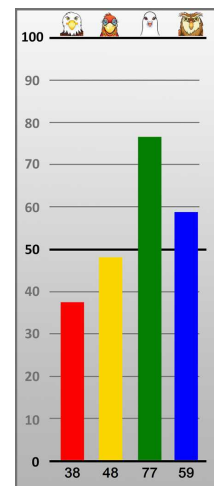
Graph 2 – Natural Style / Private Self
This graph indicates the intensity of your instinctive behaviors, motivators, and fears. This is your core approach to the world and it is likely to capture the "real you." This is how you act when you feel comfortable in your home and are not attempting to impress others or flex to a job or the environment. This graph tends to be more stable over time.
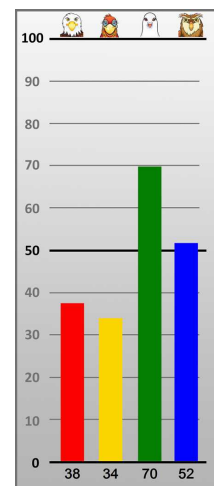
**Your Graph Explanation Continued**

Graph 3 – Overall Style / Perceived Self

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

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

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

If this graph is relatively flat (e.g. all points fall between 40 and 60), you may be experiencing significant change in your life. Major life events, such as starting a new job, getting married, or having a child, can temporarily flatten this graph as you navigate the behaviors that are needed in your new reality. Compare Public and Private Self graphs and look for differences. Consider what might be causing those discrepancies and consider whether this depletes your energy or causes stress.
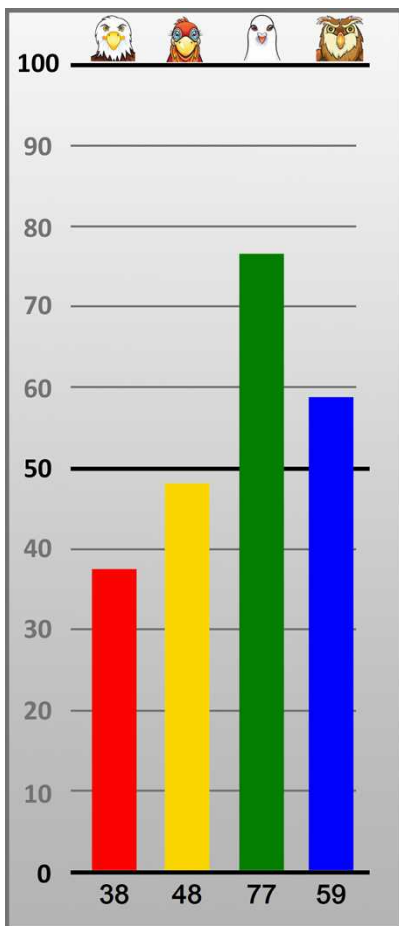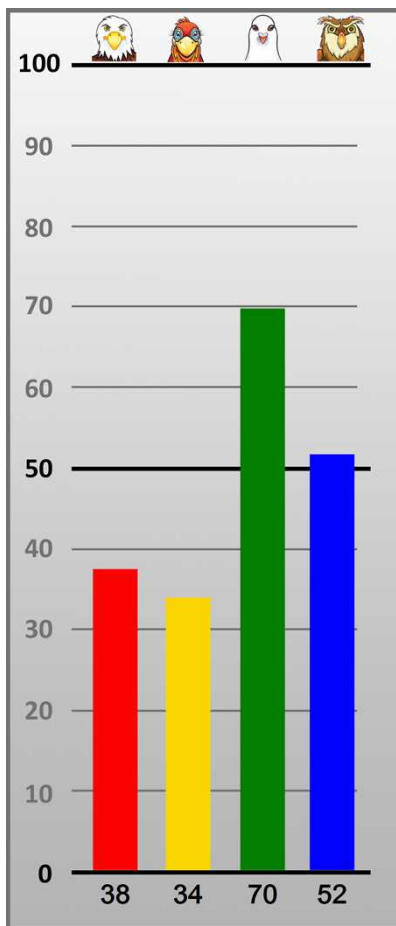
41	45	79	52
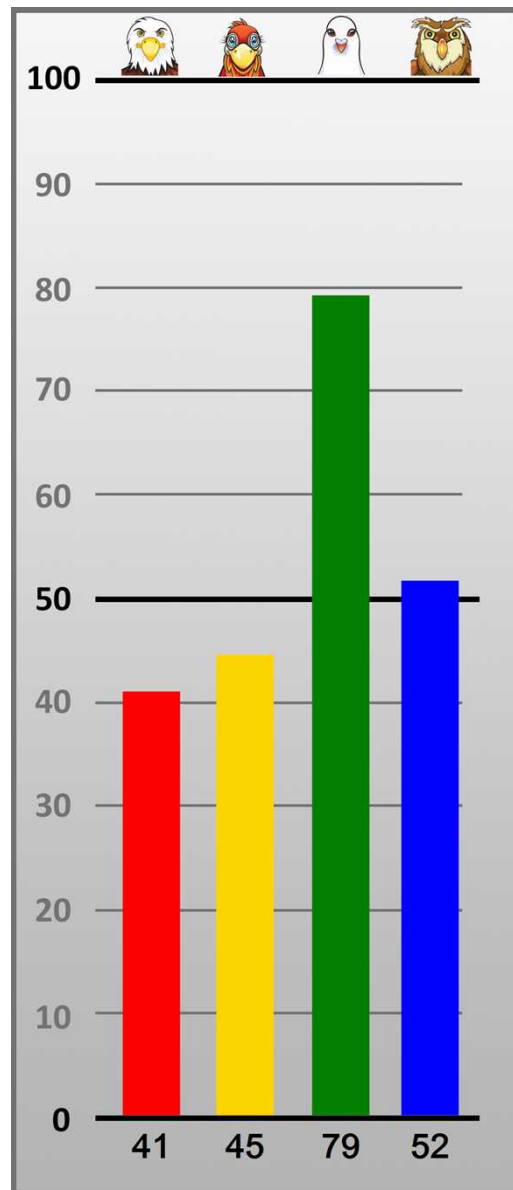
Your Graphs

These three graphs represent a snapshot of your style.

Graph 1 - Adapted Style/Public Self

100			
90			
80			
70			
60			
50			
40			
30			
20			
10			
0			
38	48	77	59

Graph 2 - Natural Style/Private Self

100			
90			
80			
70			
60			
50			
40			
30			
20			
10			
0			
38	34	70	52

Graph 3 - Overall Style/Perceived Self

100			
90			
80			
70			
60			
50			
40			
30			
20			
10			
0			
41	45	79	52
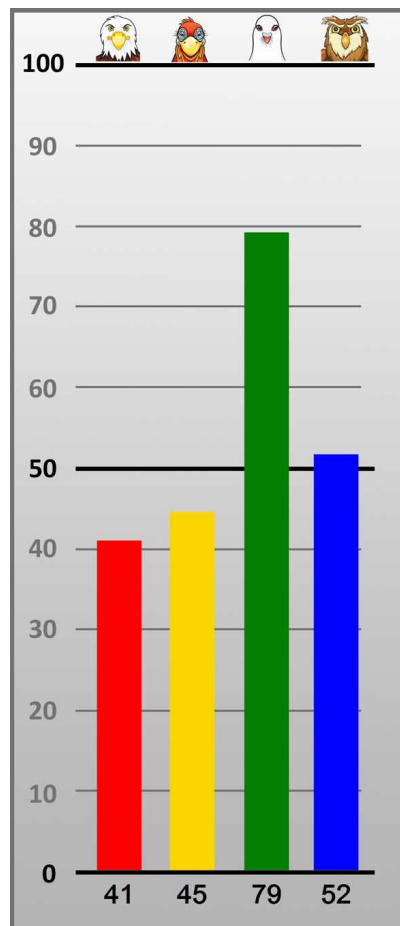
Understanding Yourself

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

Sample, you score like those who have a high degree of self-discipline. This comes from three primary traits: your somewhat strong tendency toward risk avoidance, your high degree of patience, and your overall detail orientation. These three traits in combination are somewhat rare, but they converge in ways that provide a versatile strength for you. This strength can be used in both personal and business ventures.

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

You persuade others with patience and persistence rather than emotion and coercion. Logic, facts, data, examples, and supporting evidence are the tools of your persuasion toolkit. This gives you a remarkable ability to persuade others without "jumping on the desk" and shouting enthusiastically. Your internal enthusiasm is fueled when you deliver the message in a direct, patient and factual manner.

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

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

You tend to provide an objective and vocal opinion when you feel strongly about an issue or procedure. The interesting point here, Sample, is that while you may remain somewhat quiet through much of the team's deliberation, you have the ability to present your case with vigor when you have an idea. This may sometimes take team members by surprise.

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

Style Overview

General Characteristics:

- **Personal direction:** Likes to maintain stability with a minimum of disruptive change
- **Strengths offered:** Stable, steady, quality performance on all tasks with a willingness to assist anyone on any project
- **General characteristics:** Excellent listener and stabilizer who brings composure to all interactions
- **Contributions to others:** Reliable and consistent performance, and a consistent readiness to help others
- **Getting along with others:** Prefers sincere, quality relationships and demonstrated competency by those around them
- **When stressed:** May defer to a power figure or group direction and prefer to avoid sudden change
- **Keep in mind:** Unlikely to take risks and will quietly resist change, especially if it is abrupt or unclear
- **Additional notes:** Excellent stabilizing presence for the team, but may resist change quietly when they could be more expressive with concerns

Your Strengths:

- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You tend to be patient in working with others.
- You always follow through, with a strong emphasis on completeness.
- You bring a high degree of objectivity to the organization's systems and projects.
- You provide excellent support and expertise to challenging problems and assignments.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.

Your Potential Development Areas:

- You could use better "people skills" when it comes to motivating and managing others.
- You can sometimes be blunt, opinionated and inflexible when asked to make sudden changes without prior warning or consideration.
- You may take some criticism personally, even if it was directed at a work process and not you.
- You could project a bit more enthusiasm at times. This is necessary for building team spirit and morale.
- You may tend to hang on too much to current or past procedures, especially when faced with impending change.
- You may affect morale with your tendency to focus on results over attention to team members. You may need to take a softer approach at times.
- You may become rather stubborn once your mind is made up on a decision.

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 demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.
- You demonstrate a tireless work ethic in solving complex problems.
- You may tend to be most productive when working alone and undisturbed.
- You show a high degree of tenacity and follow-through in complex and detailed activities.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You persuade others on the team through perseverance and determination to get the project completed.

You Tend to Be Most Effective In Environments That Provide:

- A culture that encourages open expression and dialogue of ideas and creativity.
- Freedom from constraints, direct supervision, and process bottlenecks.
- A job culture in which your critical thinking skills can be maximized.
- An organizational culture that keeps an eye out for future trends and issues.
- A work culture that provides opportunity for challenges and complex problem solving.
- A direct, detailed approach to what needs to be done on a project.
- The ability to work independently with no interruptions.

Needs and Motivators

As Dr. Abraham 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:

- Freedom from responsibility for the quality control of other stakeholders.
- A supportive team that is tolerant of the occasional blunt or critical remark.
- An occasional revalidation of your contribution to the team or organization at large.
- Minimal hostility or conflict within the team or organization.
- A supervisor who delegates by using specifics, not ambiguities.
- Appreciation for your skills, and freedom to do the job with few interruptions.
- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.

Motivators:

- Identification with a team and organization which you respect.
- Clear lines of communication and responsibility.
- The existence of as few barriers, bottlenecks, and snags in the system as possible.
- Up-to-date facts and figures for use in analysis and critical thinking.
- Opportunities to work independently, or as a member of a small team.
- Having the ability to take calculated risks in developing new solutions, processes, or utilities.
- Established and efficient procedures for completing projects of a detailed and complex nature.

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 uphold traditions, customs, and norms that provide comfort and consistency.
- In discussions, you set ground rules that give each person a chance to speak and be heard.
- You create a culture of craftsmanship where people take pride in the quality of their work.
- Before making decisions, you think from the perspective of each stakeholder.
- Before backing or rejecting people's ideas, you collect data, ask lots of questions, and evaluate all available information.
- A champion for consistency, you create repeatable, logical processes for everyone to follow.

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:

- To avoid hurting feelings, you tolerate underperformance and withhold constructive feedback.
- You postpone difficult but necessary decisions, especially if they'll make a teammate unhappy.
- In the name of quality, you struggle to complete important tasks on time.
- You ruminate on mistakes and feedback, sapping your focus on the present and next steps.
- You pretend like everything is ok to avoid acknowledging crises and interpersonal conflicts.
- Dislike of change and unknowns may lead you create a culture that resists innovation and new ideas.

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:
- Hesitant
- Timid
- Dependent
- Passive
- Defensive

Under Stress You May Need:
- Relationships
- Reassurances that you are liked
- Personal assurance

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 feelings, 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 are quite uncomfortable with conflict, aggression and anger. You will do whatever you can to avoid such situations. If you are not able to physically avoid a situation involving conflict or anger, you will probably attempt to ignore it, functioning as best you can without interacting -- or interacting very superficially -- with others.
- The anger and dissatisfaction that you have been repressing builds up inside of you and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once you have vented this built up emotion, you return to your normal behavior.
- You seldom express your own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. You tend to go along with what others want in order to avoid any controversy.

Strategies to Reduce Conflict and Increase Harmony:
- Share your needs, feelings and expectations with your friends and coworkers.
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.

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 disagreement by asking questions rather than stating your position.
- You prefer to speak on your areas of expertise while avoiding speculation and guesswork.
- You feel more comfortable hearing what others feel than telling people what you feel.
- When others are talkative, you are likely to listen rather than make yourself heard.
- You may rewrite emails and messages several times to ensure that you will be understood.
- You tend to overestimate how much information your audience wants or needs.

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:

- Take your time; be precise and thorough.
- Ask 'how' oriented questions to draw out Sample's opinions.
- List pros and cons to suggestions you make.
- Motivate and persuade Sample by pointing out objectives and expected results.
- Give Sample time to verify the issues and assess potential outcomes.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Do your homework, because Sample's homework will already be done.

When Communicating with Sample, DON'T:

- Be domineering or demanding.
- Try to develop "too close" a relationship, especially too quickly.
- Engage in rambling discussion, and waste Sample's time.
- Forget or lose things necessary for the meeting or project.
- Manipulate or bully Sample into agreement.
- Be sloppy or disorganized.
- Threaten with position or power.

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

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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
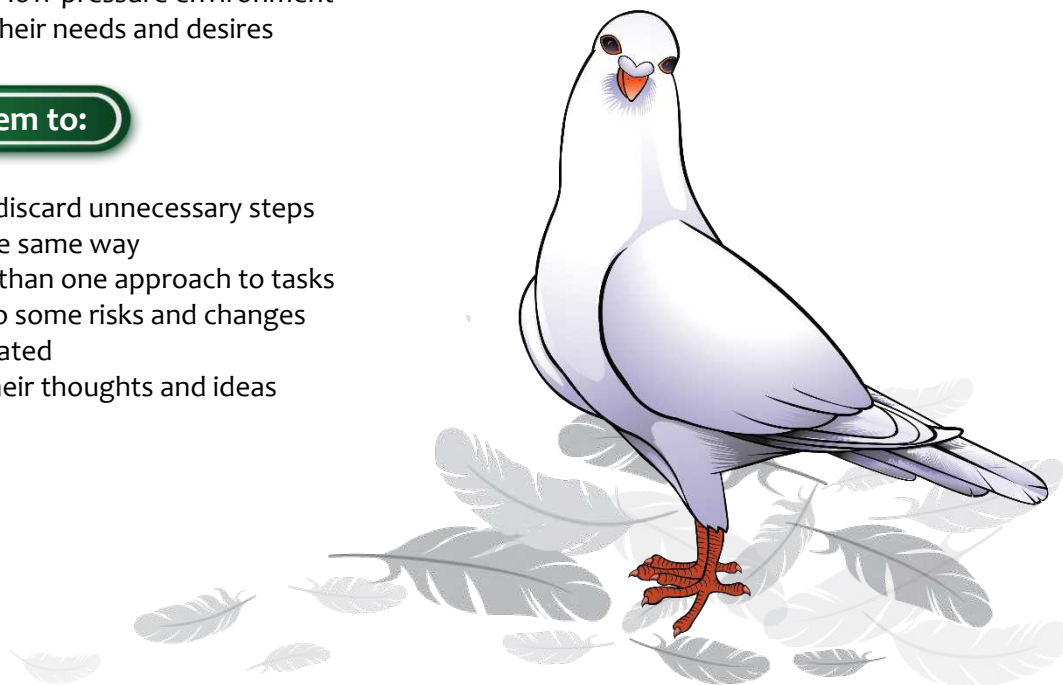
Communicating with the Owl

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:
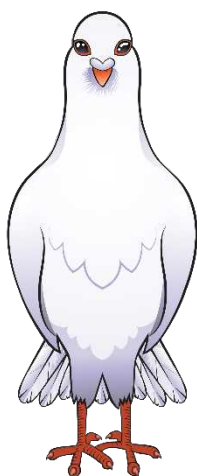
- Doing what you say you will do
- Getting to know them more personally
- Approaching them in a non-threatening, pleasant and friendly but professional way
- Developing trust, friendship, and credibility at a relatively slow pace
- Asking them to identify their own emotional needs as well as their task 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	• Be direct and upfront • State what you need clearly and concisely • Stay focused on the goal and task at hand	• Be direct as long as your tone is positive • Expect time for socializing before getting down to business • Keep it light and upbeat	• Be polite and friendly • Take time for pleasantries and small talk • Watch your tone and take a softer approach	• State clear and logical facts directly • Explain what you need in detail • Stay business-oriented
Openness	• Keep business first • Name the elephant in the room • Prepare to discuss accomplishments or achievements	• Expect them to speak about themselves freely • Prepare to share stories about commonalities • Be willing to diverge from the agenda	• Expect a quiet but friendly exterior at a first meeting • Answer questions about how you're feeling • Engage in deep personal discussions when comfortable	• Stick to the agenda • Maintain a polite, professional countenance • Avoid discussing feelings or personal topics first
Pace	• 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	• Allow them to make quick intuitive decisions • Increase pace of speech as excitement level increases • Prepare for increasing work speed as deadlines approach	• Allow time to consider all sides before making decisions • Build rapport before getting to business • Appreciate the carefully cultivated and predictable routine	• 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	• Start with the most important item first • Recognize Eagle accomplishments • Allow them to control their agenda and process	• Begin by making a social connection • Maintain optimism and positivity in their environment • Offer freedom to be creative with little constraint	• 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	• 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
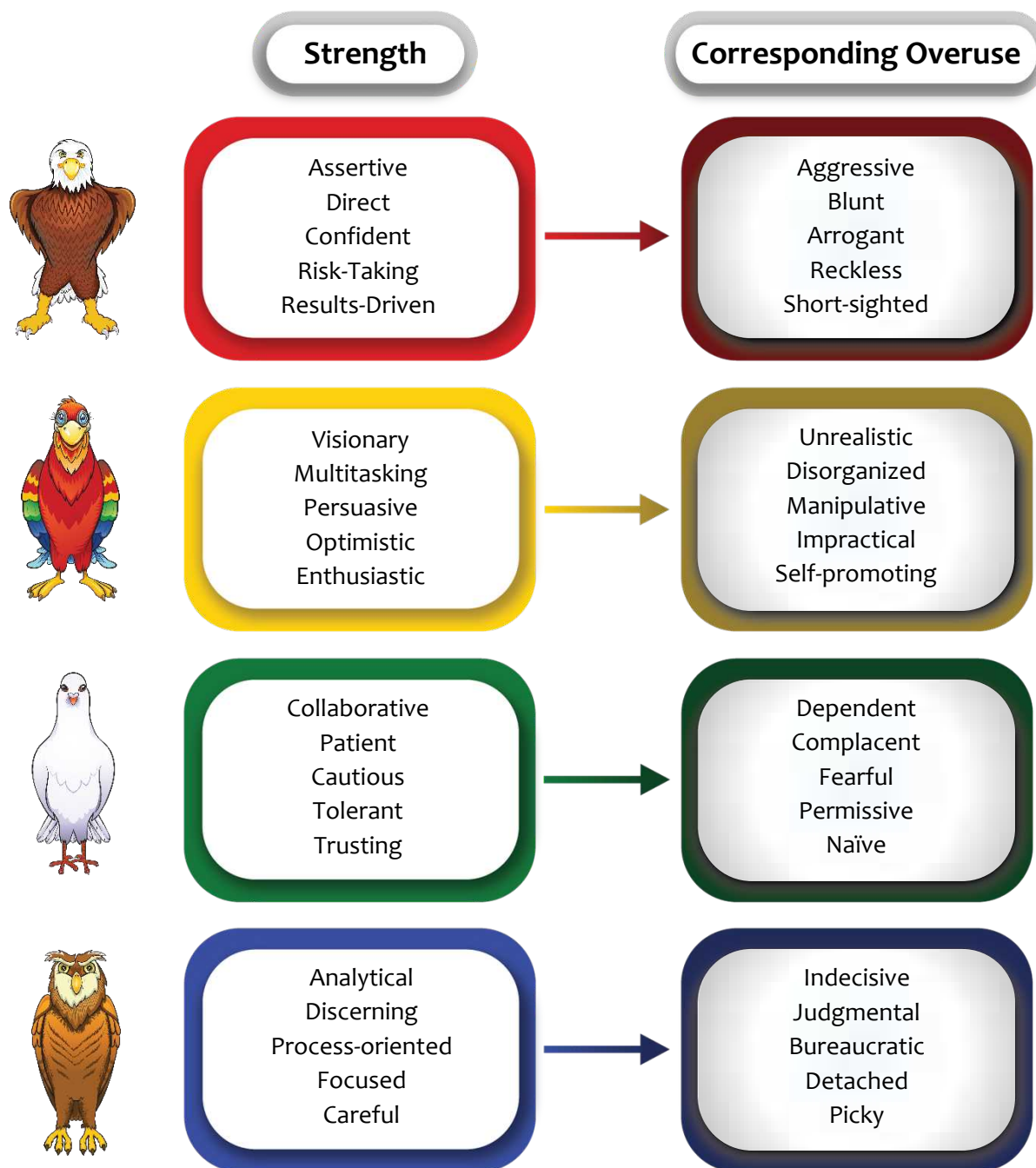
Owls may find it difficult to:

- 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.

Strength	Corresponding Overuse
Assertive Direct Confident Risk-Taking Results-Driven	Aggressive Blunt Arrogant Reckless Short-sighted
Visionary Multitasking Persuasive Optimistic Enthusiastic	Unrealistic Disorganized Manipulative Impractical Self-promoting
Collaborative Patient Cautious Tolerant Trusting	Dependent Complacent Fearful Permissive Naïve
Analytical Discerning Process-oriented Focused Careful	Indecisive Judgmental Bureaucratic Detached Picky

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.

What type of tough, uncomfortable conversations do you tend to avoid or delay? What can you do to make sure you address these uncomfortable issues?

What opportunities do your routines or the ways you like to do things prevent you from pursuing?

When you're working in a time crunch, what would it look like to balance quality with the need to meet a deadline? What sacrifices might you have to make?

Dynamic Action Planning

Think of a group discussion where you wanted to speak up but ultimately said nothing. What fears held you back? What plan of action could make your voice heard in similar discussions without triggering the consequences that concern you?

What do you consider to be the difference between being thoughtfully discerning and being judgmental? In what situations do you tend to be judgmental, and what would a more discerning response look like?

Who or what in your life do you need to say "no" to more often? What are your concerns about doing that? What words could you use to make that "no" clear and respected?

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.