

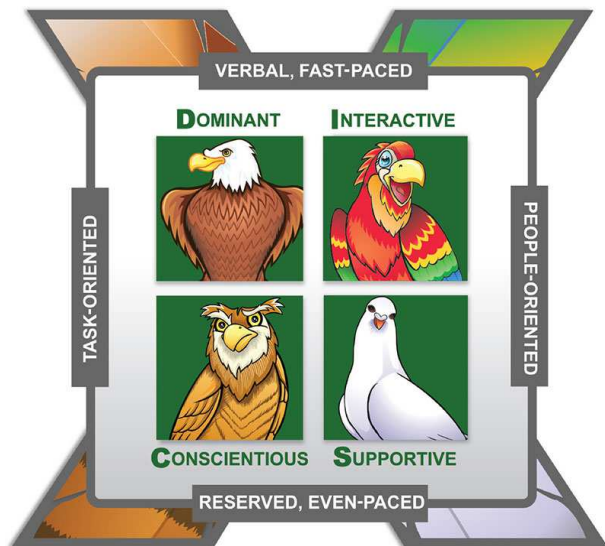
DISCovering Me

Keys to Success & Friendships

Report For: **Janet Sawyer**

Style: **DCI**

Date: **9/24/2018**



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

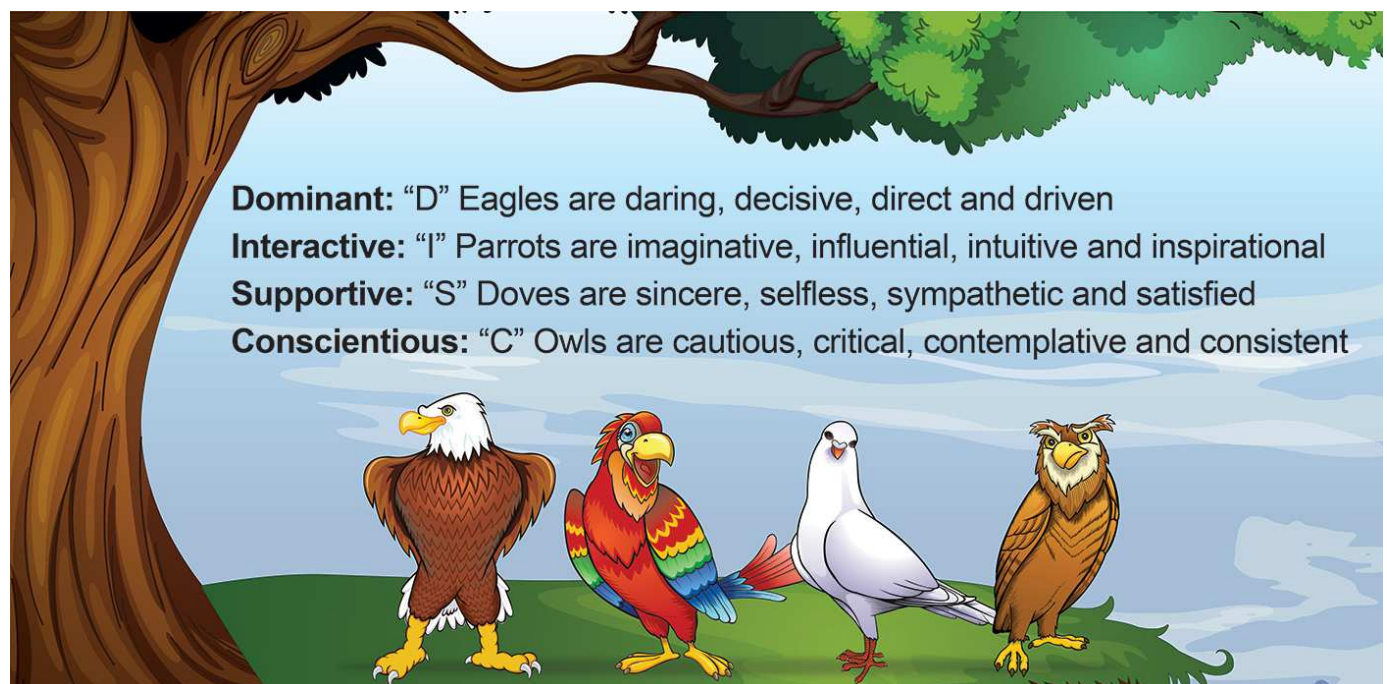
The acronym DISC stands for the letters:

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

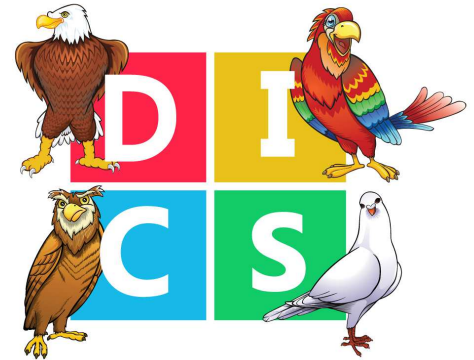
Knowledge of the DISC Styles empowers you to understand yourself, family members, co-workers, and friends in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around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

In this report you will find special exercise pages that have been designed to help you learn more about how great YOU are, so we really encourage you to do the work!

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



Exercise 1 - Understanding the Terms



Read Page 2 and write down what four terms are often used to describe the four different style patterns?

1. **D** stands for _____ and the bird that reflects this is an _____
2. **I** stands for _____ and the bird that reflects this is a _____
3. **S** stands for _____ and the bird that reflects this is a _____
4. **C** stands for _____ and the bird that reflects this is an _____

Complete the following:

Name three characteristics of the **D-Eagle** that relate to the **D – Dominant** style?

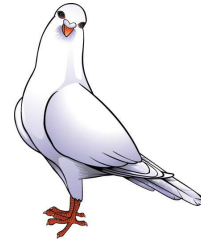
Name three characteristics of the **I-Parrot** that relate to the **I – Interactive** style?

Name three characteristics of the **S-Dove** that relates to the **S – Supportive** style?

Name three characteristics of the **C-Owl** that relates to the **C – Conscientious** style?

On your report cover page... which **DISC** and **Birds** style(s) primarily represent you in your report?

Characteristics of Each Style



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

DISC Bird Characters

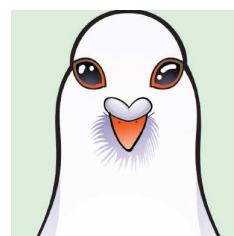
Recognizing DISC through the bird characters is an easy way to remember what each style represents. Consider the characteristics of the real-life birds:



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



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



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



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

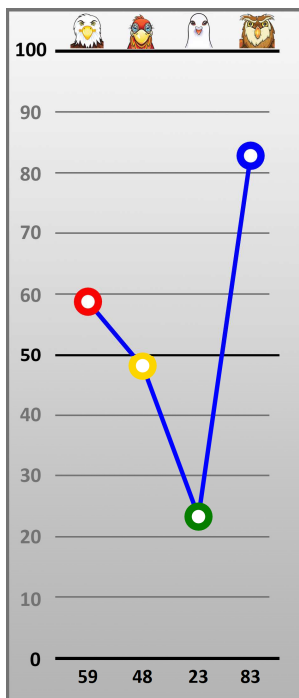
My DISC Graphs

Everyone has some of each of the four styles. Nobody is just an Eagle, Parrot, Dove or Owl. The highest point on your graph represents your strongest style. The combination of the four points creates your overall behavioral pattern. The information contained in this report is based on Graph 3, your Overall Style. The midline represents a line of energy. The points above the line are likely to energize you. The points below the line are likely to drain you of energy.

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

These 3 graphs represent a snapshot of your **DISC** style. Read and learn about what each graph means...

Graph 1 – Adapted Style



Graph 1: Adapted Style

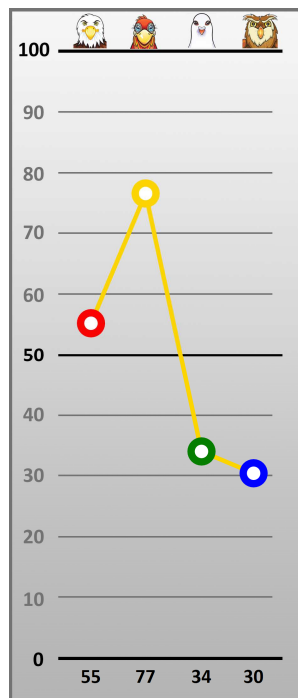
Graph 1 represents your Adaptive Style / Public Self

This graph indicates how you may be adapting to how you see the world around you.

This graph likely symbolizes how you act in work settings or at school, and may change when you move to a different environment.

The desire for acceptance or to facilitate harmony may also show up in this External Style graph.

Graph 2 – Natural Style



Graph 2: Natural Style

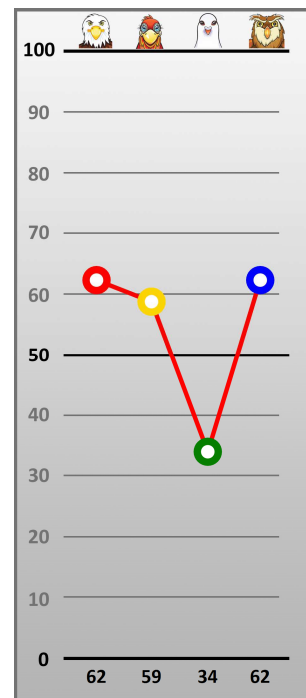
Graph 2 represents your Natural Style / Private Self

This graph indicates how you really feel and think about your world and environment.

This is your instinctive reaction to the world and it is likely to more often reflect the "real you."

This is how you act when you feel comfortable at home or with others you know well. This graph tends to be more consistent over time.

Graph 3 - Overall Style



Graph 3: Overall Style

Graph 3 represents your Overall Style.

Since you see yourself at home, at school, and everywhere you go, you are the only person that has an all-inclusive view of how you act in the world in general.

This graph represents how you are likely to see yourself.

It captures how you act and respond to people and situations overall.

Exercise 2 – My Graphs and Characteristics of Each Style

Read **Page 7** and transfer and write down your **Adapted** and **Natural** percentages:

1. My **Adapted** Graph percentages are:

D-Eagle is _____ %
I-Parrot is _____ %
S-Dove is _____ %
C-Dove is _____ %

2. My **Natural** Graph percentages are:

D-Eagle is _____ %
I-Parrot is _____ %
S-Dove is _____ %
C-Dove is _____ %

3. Compare your **Adapted** and **Natural** Self Graphs. What is makes them different, and how come you are adapting this way?

4. Share your **Natural Graph** with your friends, parents or teachers and ask them what they see for you.

5. **Read Page 4** and choose a word to describe each of the four primary **DISC BIRD** styles.

- **D-Eagles** tend to act _____.
- **I-Parrots** tend to act _____.
- **S-Doves** tend to act _____.
- **C-Owls** tend to act _____.
- **D-Eagles** need _____.
- **I-Parrots** need _____.
- **S-Doves** need _____.
- **C-Owls** need _____.
- **D-Eagles'** personal fear _____.
- **I-Parrots'** personal fear _____.
- **S-Doves'** personal fear _____.
- **C-Owls'** personal fear _____.
- When in conflict a **D-Eagle** style _____.
- When in conflict a **I-Parrot** style _____.
- When in conflict a **S-Dove** style _____.
- When in conflict a **C-Owl** style _____.

Understanding Yourself

General Characteristics

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 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.

Janet, 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.

Janet, 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.

You score like those who tend to evaluate others by their ability to express themselves verbally. You evaluate others using the same yardstick with which you measure yourself. You may find yourself bored at a conference session where the presenter reads a speech to the audience. In the next session, you may become actively engaged when the presenter speaks with the audience in an extemporaneous way, since that's the way you may prefer to do it yourself. Just remember that people who may not be as fluent or verbally skilled as you may still have ideas that are of value to the team.

Janet, you appreciate flexibility and spontaneity in others, and also may fear limitations on your own flexibility or spontaneity. People who score like you say that their creativity comes alive when they are given freedom to perform a task in creative ways. Conversely, their creativity goes into hibernation when they are presented with rules, regulations, forms, and requests for justification on each phase of a project. We suggest seeking assignments that have few strings attached, in order to keep your internal motivation at the highest level.

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.

What You Bring to the World

Your Strengths:

- You are an excellent team player, very effective at training or developing others.
- You are able to react and adapt quickly to change in projects or activities.
- You have the potential to be an engaging presenter.
- You're a self-starter, and an active agent in everything you do.
- You score like those known to be "movers and shakers" in the workplace.
- You're able to sell others on a variety of ideas and concepts.
- You are very much at ease in making presentations to both large or small groups.

Your Work Style Tendencies:

- You enjoy working with others and tend to make friends easily on and off the job.
- You approach projects and express ideas with enthusiasm.
- You appreciate others who show a similar degree of flexibility and spontaneity with organizational projects.
- You are able to maintain a positive public image through a variety of assignments.
- You seek freedom from routine, control, and minutiae.
- You are able to wield authority with confidence, and thus obtain the respect of others in the organization.
- When pressured on the job, you may become more persuadable and less firm in your opinions.

You Tend to Be Most Effective In Environments That Provide:

- Opportunities to try new ideas.
- Encouragement to talk about projects and issues openly with peers and managers.
- Freedom from controls, details, and minutiae.
- Challenging assignments.
- Ability to see rapid results from your efforts.
- Authority equal to your responsibility.
- A wide scope of involvement with a variety of people.

Style Overview

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



- **Emotional characteristic:** Strong desire to look good to others.
- **Goals:** To win and to win with style.
- **How others are valued:** By their ability to trigger action and activities.
- **Influences group:** Acknowledgement of others' competitive ideas.
- **Value to the organization:** Players who work through others.
- **Cautions:** Can overstep bounds of authority and be overly clever.
- **Under Pressure:** Can become overly critical and impatient with others.
- **Fears:** Looking bad in the eyes of other people and/or not being viewed as a winner.

Motivators:

- Freedom to express your ideas to interested listeners.
- Power, control, and authority to make decisions toward achieving successful results.
- A strong, visible group or organization to identify with.
- A trusted support team to assist with detail work and follow-through.
- A supportive and encouraging working environment.
- Awards that recognize ability, skill, or achievements.
- Recognition for your contributions to the success of a project.

Needs:

- Some independence and flexibility in work projects, activities, and schedules.
- 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.
- Support work with some of the details, especially when the organization is under pressure.
- Better control of body language and personal space. Some people don't like grand gestures and don't like to be touched.
- Greater control over emotions.

Style Overview Continued...

Under Stress You May Appear:

- Superficial
- Wasteful of time
- Impulsive
- Inconsistent
- Manipulative



Under Stress You May Need:

- To get credit
- Action and interaction
- Prestige

Your Typical Behaviors in Conflict:

- If a conflict persists or their anger increases, they 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 their normal behavior.
- When I's experience a moment of misery, they may appear overeager, impulsive, sarcastic and demanding and disregard the facts or anything you say.
- I's may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. I's may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.

Strategies to Reduce Conflict and Increase Harmony:

- 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.
- 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.
- I's have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

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 Janet, **DO**:

- Offer input on how to make ideas become reality.
- Give Janet the opportunity to express opinions and make some of the decisions.
- Be certain to specify steps for continuing action.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Plan some extra time in your schedule for talking, relating, and socializing.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Provide testimonials from people Janet sees as important and prominent.

When Communicating with Janet, **DON'T**:

- Let the discussion with Janet get caught in dreams too much, otherwise you'll lose time.
- Ask rhetorical or useless questions.
- Be overly task-oriented.
- Speculate wildly without factual support.
- Get bogged down in facts, figures, or abstractions.
- Make decisions for Janet.
- Confuse or distract Janet from the business issues at hand.

Exercise 3

Choose two or three tips that you would like others to DO when communicating with you.

Choose two or three tips that you would like others NOT to DO when communicating with you.

Communicating with the Eagle

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

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

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

Communicating with the Parrot

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

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

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

Communicating with the Dove

People with the Dove style are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The Doves do not want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers'/peers' opinions. Never back a Dove Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer. In general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

Communicating with the Owl

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

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

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

Exercise 4 - Communicating with the DISC Bird Styles

Read pages 14 to 17 and choose one way you'd like to practice when communicating with each of the primary DISC-Bird styles:

When communicating with a **D-Eagle** I will...

When communicating with a **I-Parrot**, I will...

When communicating with a **S-Dove**, I will...

When communicating with a **C-Owl**, I will...

We all fly differently!



Applying Style Wisdom: Be the Chameleon

Build rapport with the Eagle by:

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

Build rapport with the Parrot by:

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



Applying Style Wisdom: Be the Chameleon

Build rapport with the Dove by:

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

Build rapport with the Owl by:

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



Exercise 5 - Build Rapport with Birds that Fly with YOU

Read pages 19 and 20 of this report and write down two ways you feel YOU could build rapport with:
D-Eagle, I-Parrot, S-Dove or C-Owl given your own style!

Build rapport with a **D-Eagle** by:

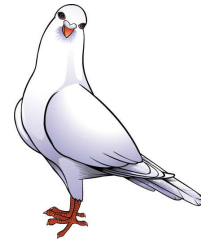
Build rapport with a **I-Parrot** by:

Build rapport with a **S-Dove** by:

Build rapport with a **C-Owl** by:

Think about someone like one of these styles you already know. How did you approach them and what did your conversation lead to?

Applying Style Wisdom: Be the Chameleon



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

Character Virtues

Character virtues are those positive character traits (human qualities) we are born with. Each of the four primary DISC styles has VIRTUE STRENGTHS they have developed from a young age they naturally use in certain situations. The following table gives examples of 6 VIRTUE STRENGTHS often observed in each of the four primary styles. When looking to adapt your style read the virtue definition and practice demonstrating the virtue. In what situations would you need to be more friendly, patient, assertive or diligent?

'D' STYLE Strength Virtues	'I' STYLE Strength Virtues	'S' STYLE Strength Virtues	'C' STYLE Strength Virtues
Courage	Enthusiasm	Loyalty	Diligence
Assertiveness	Optimism	Patience	Perseverance
Determination	Trust	Peacefulness	Righteousness
Confidence	Friendliness	Tolerance	Perceptiveness
Independence	Generosity	Consideration	Integrity
Idealism	Cheerfulness	Cooperation	Conscientious

Virtue Definitions

The D Style:

Courage is embracing life fully without holding back, doing what must be done even when it's difficult or risky.

Assertiveness is telling the truth about what is just, setting clear boundaries.

Determination is persevering until we meet our goals and the power of intent that drives our dreams.

Confidence is a sense of assurance that comes from having faith in ourselves and in life.

Independence is making our own choices confidently without undue influence from others.

Idealism is daring to have big dreams and then acting as if they are possible.

The I Style:

Enthusiasm is acting wholeheartedly with eagerness without holding back.

Optimism is having a positive and cheerful outlook.

Trust is positive expectation that all will be well.

Friendliness is reaching out to others with warmth and caring.

Generosity is giving and sharing fully and trusting that there is plenty for everyone.

Cheerfulness is looking for the good in what ever happens and seeing the bright side to life.

The S Style:

Loyalty is unwavering faithfulness and commitment to people and ideas we care about, through good and bad times.

Patience is waiting peacefully with quiet hope and faith that things will turn out all right.

Peacefulness is resolving conflict in a just and gentle way. Having inner calm and tranquility.

Tolerance is being open to differences and refraining from judgements.

Consideration is giving careful thought to the needs of others.

Cooperation is having a willingness to stand side by side and use the different gifts each of us has to offer.

The C Style:

Diligence is doing what needs to be done with care, concentration and single-pointed attention, giving our best.

Perseverance is staying the course for however long it takes.

Righteousness is impeccable integrity to what we know is right.

Perceptiveness is Clarity of insight and an understanding that is intuitive, insightful and accurate.

Integrity is keeping faith with our ideals (principles) and our agreements.

Conscientious is doing one's work or duty thoroughly.

Adapting Your Style

We all want to be a different style sometimes. The questions to ask yourself are, “which style behaviors and character virtues would you like to own for yourself, when would you use them and for how long? Behavior comes from a mindset that is shaped by your beliefs and thoughts. So adapting your style and developing character virtues will take time and practice. Here are some tips and reflection questions to help you adapt your style and for developing character virtues:

Tips

- 1) Notice when and with whom you would like to shift your behavior, or your perspective to get different results.
- 2) Remember that you have developed your behavioral patterns over a long period of time based on the interpretation you have made up for yourself. Without really changing the way you think, (often called your *Blueprint*) you will no doubt revert back to your natural style. Ask for feedback from others and give yourself time and call on the virtues of *patience* and *trust*.
- 3) Become familiar with the character virtue definitions and practice their observable behaviors.
- 4) Become familiar with the language spoken when practicing each of the character virtues.

Reflection Questions

1. What new practice or strategy could you use?

2. What observable behavior and attitude could you use to get your desired result?

3. Who could you team up with that you would like to learn from and imitate, that naturally demonstrates the behavior or virtue – what do you see them doing and what do you hear them saying? Notice their energy. Are you receiving it as a high, medium or low intensity?

4. What perspectives are you seeing things from?

5. What judgements do you have about yourself and others?

6. Which behavior or character virtue do you find the most difficult to use? What limiting belief do you have about this behavior or virtue? Or about yourself and others?

7. What results do you want?

The Power of Acceptance

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

Eagles may need to accept that:

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



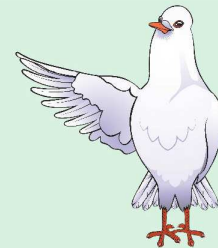
Parrots may need to accept that:

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



Doves may need to accept that:

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



Owls may need to accept that:

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



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

Exercise 6 - The Power of Acceptance

From Page 23, write down one thing people with each style-strength, must start becoming aware of when relating to others who are different.

D-EAGLES may need to accept that:

I-PARROTS may need to accept that:

S-DOVES may need to accept that:

C-OWLS may need to accept that:

REFLECTION ACTIVITY





1. Get with others who have similar style patterns to yours and discuss what is common and what their experience has been.

2. Ask others in each of the styles if what is listed here is also a challenge for them?

3. Can you recognize your own biases in these points? How has it affected your level of acceptance of others?

Overusing Strengths

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

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

Seven Steps to *DISCovering Me* with DISC

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

1. Understand your own style.

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

2. Recognize the styles of others.

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

3. Think about style when establishing expectations.

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

4. Consider intention, not just behavior.

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

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

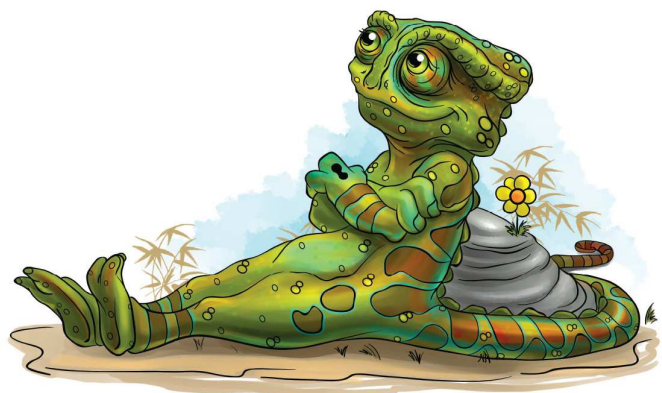
When a strength is overused it becomes a weakness. Overuse is typically brought about by stress and each style has signature overuse behaviors that indicate they are under strain or pressure. An Eagle's assertiveness escalates into steamrolling. A Parrot's optimism morphs into unrealistic expectations.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

6. Apply the right style at the right time.

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

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

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



Overall Summary

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

Strengths

- You are an excellent team player, very effective at training or developing others.
- You are able to react and adapt quickly to change in projects or activities.
- You have the potential to be an engaging presenter.
- You're a self-starter, and an active agent in everything you do.
- You score like those known to be "movers and shakers" in the workplace.
- You're able to sell others on a variety of ideas and concepts.
- You are very much at ease in making presentations to both large or small groups.

Potential Development Areas

- You could be more effective in large groups by being more firm in delegating tasks and setting deadlines.
- You may tend to be a selective listener, hearing only what you want to hear.
- 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 have difficulty disciplining others, or bearing bad news.
- You may overestimate your ability to influence people.
- Your natural optimism may yield a tendency to over-forecast the success of a project.
- You may sometimes act impulsively, favoring emotion over facts.

Exercise 7 - DISCovering My Plan

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

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

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

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

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