

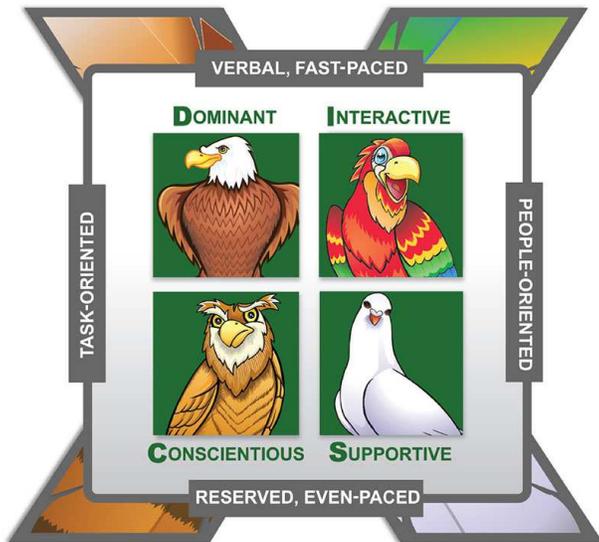
DISCOVER Me

Keys to Success, Friendships & Career

Report For: **Khaja Kareem**

Style: **Si**

Date: **8/10/2018**



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.

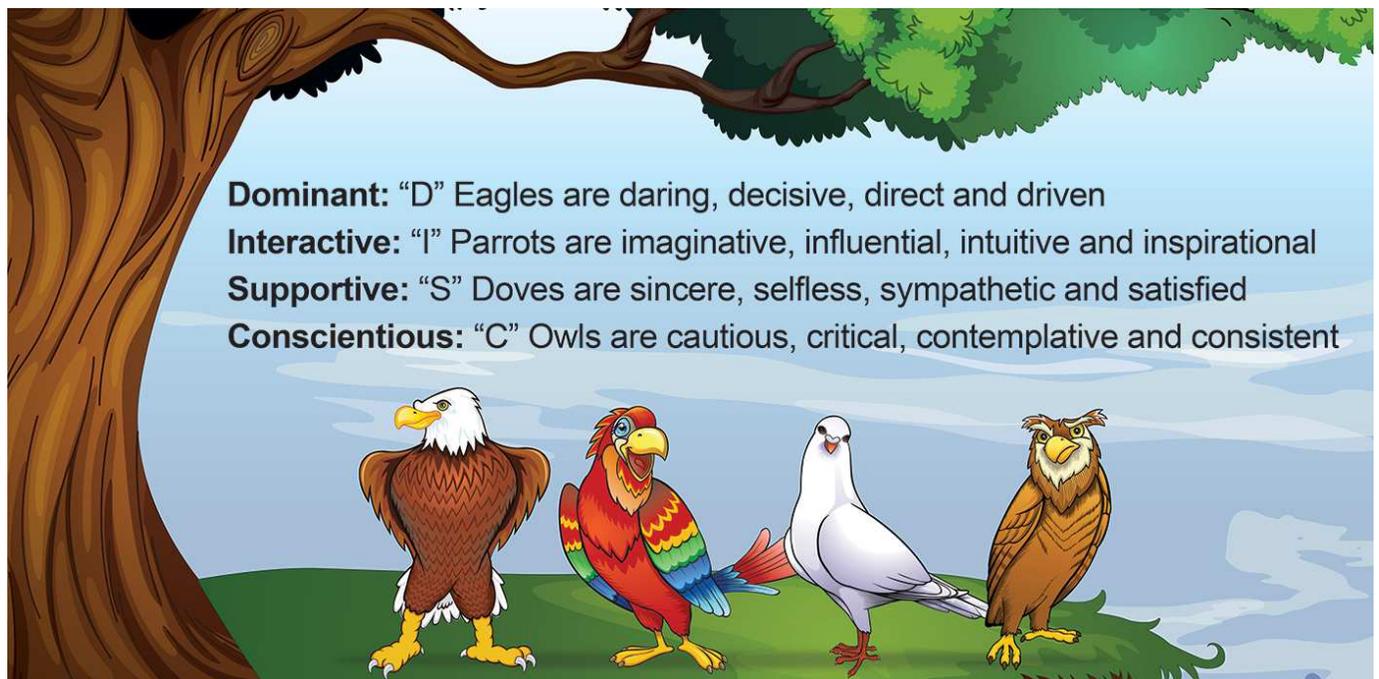
The acronym DISC stands for the letters:

**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.

Understanding your DISC Style will also help you to choose a potential career path that closely correlates to your innate abilities. In this report you will find a list of possible careers that will promote thoughts about jobs that you might not have considered. Special exercise pages have been designed to help you learn more about how great YOU are!

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

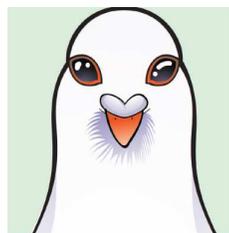
Recognizing DISC through the bird characters is an easy way to remember what each style represents. Consider the characteristics of the real-life birds:



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, 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.

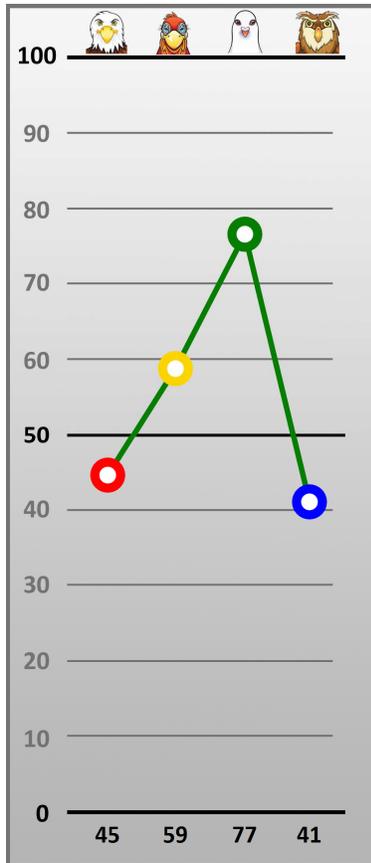


Owls are the C style. With large, penetrating eyes and a turn of the head, Owls can literally see 360 degrees around them and are equipped to take in every detail of their world. Owls can spot a mouse in near darkness at 100 yards away and their directional hearing is so precise, they can adjust their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

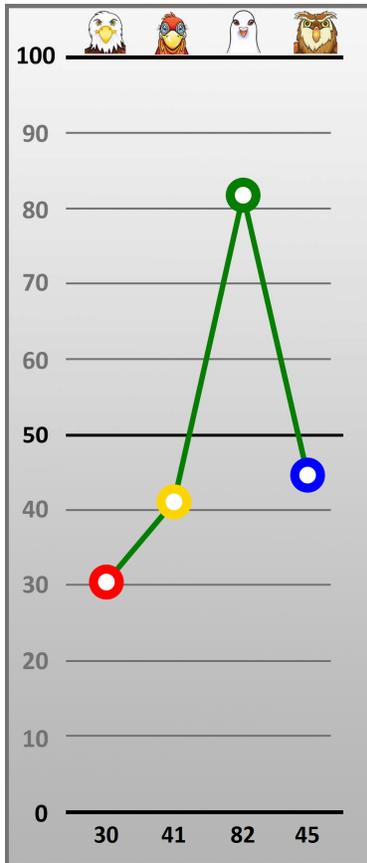
My DISC Graphs

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

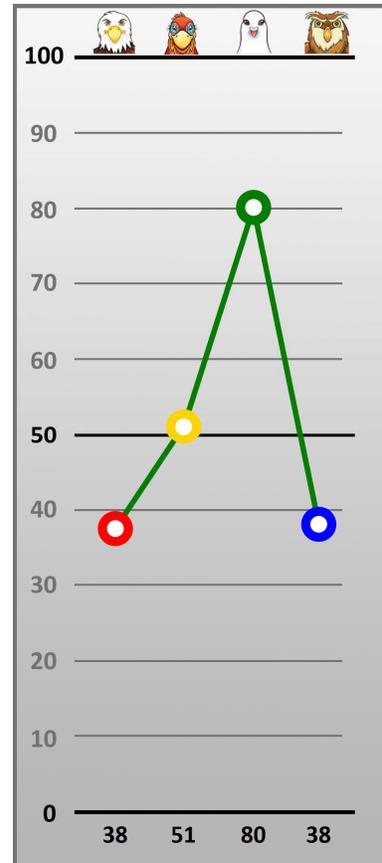
Graph 1
 Adapted Style/Public Self



Graph 2
 Natural Style/Private Self



Graph 3
 Overall Style/Perceived Self



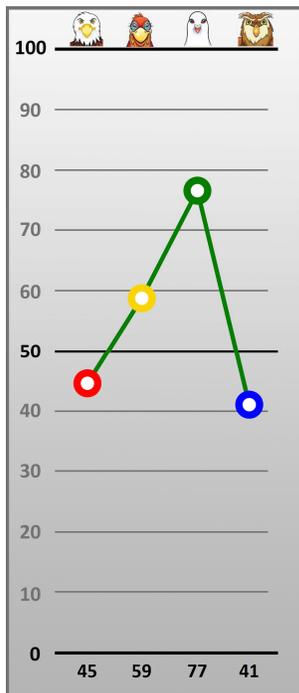
My DISC Graphs Explained

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

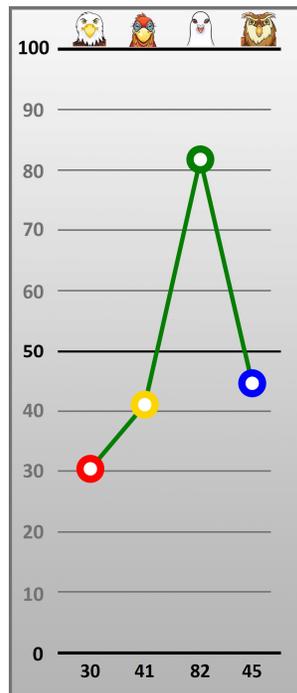
Graph 1 represents your Adaptive Style / Public Self

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

This graph likely symbolizes how you act 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

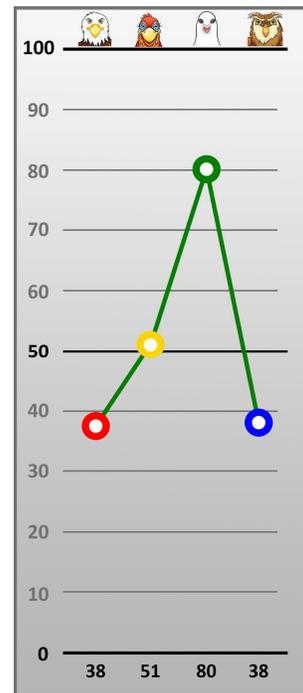
Graph 2 represents your Natural Style / Private Self

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

You show extremely high levels of patience with others -- something from which others on the team could stand to learn. You also score like those who have a (rare) ability to calm angry people, especially in a customer service environment. Most of your style-peers say that this is something that can't be taught to others. Rather, it's an inherent ability to sense someone's emotions, and to respond in the precise way to remove the anger and move toward a productive discussion to resolve the problem.

You probably wouldn't consider yourself a risk-taker or immediate innovator, as you prefer a more thoughtful and deliberate process toward such goals. You have the ability to push the gas pedal on a project and expedite certain aspects of it, but also to put your foot on the brake in order to slow the project down and avoid a disaster.

Khaja, your pattern of responses to the instrument indicates that you tend to resist impulses toward "fad" solutions, and prefer to establish your own processes. Newer doesn't always mean better, and you've learned that from past experience. You score like people who remember those experiences and have learned to avoid making hasty decisions regarding new procedures.

You score like those who show a high degree of internal loyalty to people, projects, and ideals. This is linked to your patience, high level of sincerity in working with others, and your support of systems as they exist. It may take you a bit more time to warm up to newer team members and ideas, until you have an opportunity to learn more about them.

Your responses show that you tend to have a "long fuse" and are not easily angered. This is valuable to the team and the greater organization, especially in a "pressure-cooker" work environment. That said, you may find that you tend to vent your frustration at home, or with close friends. Our coaching suggests politely approaching the source of the pressure, and discussing possibilities for change in the environment.

You score like some who prefer to maintain the status quo, rather than make changes just for the sake of change. This is a recurring theme in the report due to its importance. Though change is a given, it is important to realize that some changes will be positive and appropriate, while some will prove unnecessary. In serving as a coach to some of the change agents, you may be able to help determine the necessity of such changes.

Khaja, your scores on this instrument indicate that you tend to say "yes" more than "no" when asked to help out on various projects. That's a strength to the team because they know they can depend on you. That's a strength for individuals on the team who may have had part of a project fall through the cracks and require your help to bail them out. It may become a bit of a bother to you to always be the one who's overextended. Our coaching is aimed at learning to say "no" occasionally, so as not to spread yourself too thin in bailing others out of problems and snags.

Your response pattern shows that you are an excellent team player. This is a great strength to the organization as a whole. Others on the team know that you are ready, willing, and able to assist on any part of a project that requires your expertise and mindshare. Sometimes, those who score like you worry that they've said "Yes" to too many things, and may have overcommitted themselves. However, they work extra hard in order to meet the commitments they've made.

What You Bring to the World

Your Strengths:

- You manage to build good team relationships without being an extremist.
- You are excellent at solving disagreements within the team.
- You are patient in working with others on the team.
- You're a reflective, critical thinker. You are able to comprehend complex or abstract systems, and assist with solutions.
- You are able to reconcile various factions within a group, and you do so in a sincere and stable manner.
- You have an excellent listening style.
- You are people-oriented in a stable and sincere way.

Your Work Style Tendencies:

- You tend to be more modest than egocentric, and as a result you are able to work well with a variety of other styles.
- You possess a high degree of internal loyalty to people, projects, and ideals. As a result, you are able to model the professional stability necessary to grow within an organization.
- You prefer maintaining the status quo and dislike making changes just for the sake of change.
- As a leader or member of a project team, you take a deliberate, dispassionate, and serious approach to solving problems.
- When dealing with work routine, stability is important to you.
- You tend to have deep family connections and may hesitate to travel for extended periods of time away from your family.
- You're a good team player and able to coordinate your own participation in complex schedules with sincerity and ease.

You Tend to Be Most Effective In Environments That Provide:

- Appreciation for your long hours and work ethic on tough projects and assignments.
- Identification with the team or greater organization.
- Sufficient time to adjust to procedural changes in the workplace.
- The opportunity to work with people with whom you have developed trust, rapport, and credibility.
- Interaction with people in a comfortable, non-hectic manner.
- Clear areas of responsibility with minimal ambiguities.
- Specific lines of authority and structure for reporting problems.

Style Overview

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



- **Emotional characteristic:** Responds to affection and praise, rejects aggressive behaviors by others.
- **Goals:** Being accepted and appreciated by others.
- **How others are valued:** By other's willingness to include the Harmonizer in activities and processes.
- **Influences group:** Offering friendship and a willingness to listen.
- **Value to the organization:** Blends well with others; supportive and team oriented.
- **Cautions:** Overuse of kindness and accommodation.
- **Under Pressure:** Will rely on influencing with information of calling upon personal relationships to address the current issue.
- **Fears:** This style seeks to avoid conflict, anger and disharmony.

Motivators:

- Having sufficient time to adjust to change, so as not to disrupt systems and processes.
- Feeling secure.
- Links to some of the proven traditions that have built success in the past.
- A home life that is supportive of the work demands.
- Projects and challenges of a specialized nature that demonstrate skill and competence.
- Sincerity from peers and colleagues.
- Appreciation and recognition for the competence and work ethic demonstrated over the long haul.

Needs:

- Peers of equal ability, competence, and work ethic.
- Products and processes that you can believe in.
- Sufficient time to consider alternatives prior to making changes.
- A comfortable method for introductions to new groups of people.
- An environment that involves minimal sudden changes and crisis situations.
- Options for increasing the efficiency of certain methods or procedures.
- A reminder that your contributions are significant to the success of the team.

Style Overview Continued...



Under Stress You May Appear:

- Indecisive
- Dependent
- Hesitant
- Defensive
- Wishy Washy

Under Stress You May Need:

- A slower pace for comfort and security
- Personal assurance
- Relationships

Your Typical Behaviors in Conflict:

- You tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However you rarely share these expectations. As a result, the other person fails to meet your expectations; leading to more repressed anger or hurt feelings on your part.
- The anger and dissatisfaction that S's have been repressing builds up inside of them 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 S's have vented this built up emotion, they return to their normal behavior.
- S's may also feel that their feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of them which, in turn, results in more repressed anger.

Strategies to Reduce Conflict and Increase Harmony:

- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- 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.

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 Khaja, DO:

- Break the ice with a brief personal comment.
- Observe carefully for possible areas of disagreement, as Khaja may not be verbal about them.
- Ask 'how' oriented questions to draw out Khaja's opinions.
- Present ideas and opinions in a non-threatening way.
- Outline individual tasks and responsibilities in writing.
- Find some areas of common interest and involvement.
- Provide assurances about Khaja's input and decisions.

When Communicating with Khaja, DON'T:

- Offer assurances and guarantees that you can't fulfill.
- Rush into business or the agenda. Instead, provide some time to break the ice.
- Be rude, abrupt, or too fast-paced in your delivery.
- Force Khaja to agree quickly with your objectives and position. Instead, provide some time for Khaja to warm up to the ideas and for mutual ownership.
- Say, "Listen to me, here's how I think we should do it."
- Leave an idea or plan without backup support.
- Stick coldly to the business agenda.

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.

DIScovering My Career Path

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

Eagles consider:

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



Parrots consider:

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



Doves consider:

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



Owls consider:

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



Making Career Decisions and Planning Your Career Path

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

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

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

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

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

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

O*NET Job Zone Definition

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

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

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

Career information for Khaja

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

Job Zone	ONET CODE	Job Title
1	41-2011.00	Cashiers
1	35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food
1	41-2021.00	Counter and Rental Clerks
1	43-5081.01	Stock Clerks, Sales Floor
2	43-3011.00	Bill and Account Collectors
2	43-5011.00	Cargo and Freight Agents
2	43-4021.00	Correspondence Clerks
2	39-3092.00	Costume Attendants
2	43-4031.01	Court Clerks
2	43-4041.02	Credit Checkers
2	43-9021.00	Data Entry Keyers
2	43-5032.00	Dispatchers, Except Police, Fire, and Ambulance
2	39-3012.00	Gaming and Sports Book Writers and Runners
2	43-3041.00	Gaming Cage Workers
2	41-2012.00	Gaming Change Persons and Booth Cashiers
2	39-3011.00	Gaming Dealers
2	43-4081.00	Hotel, Motel, and Resort Desk Clerks
2	51-9061.00	Inspectors, Testers, Sorters, Samplers, and Weighers
2	43-9041.01	Insurance Claims Clerks
2	43-9041.02	Insurance Policy Processing Clerks
2	43-4111.00	Interviewers, Except Eligibility and Loan
2	43-4121.00	Library Assistants, Clerical
2	43-4031.03	License Clerks
2	13-1041.02	Licensing Examiners and Inspectors
2	43-9051.00	Mail Clerks and Mail Machine Operators, Except Postal Service
2	43-5081.02	Marking Clerks
2	43-5041.00	Meter Readers, Utilities
2	43-4141.00	New Accounts Clerks
2	43-9061.00	Office Clerks, General
2	43-4151.00	Order Clerks
2	43-5081.04	Order Fillers, Wholesale and Retail Sales
2	43-3051.00	Payroll and Timekeeping Clerks
2	31-9095.00	Pharmacy Aides
2	51-9151.00	Photographic Process Workers and Processing Machine Operators
2	43-5031.00	Police, Fire, and Ambulance Dispatchers
2	43-5051.00	Postal Service Clerks
2	43-5052.00	Postal Service Mail Carriers
2	43-5053.00	Postal Service Mail Sorters, Processors, and Processing Machine Operators
2	43-4171.00	Receptionists and Information Clerks
2	43-4181.00	Reservation and Transportation Ticket Agents and Travel Clerks
2	43-5071.00	Shipping, Receiving, and Traffic Clerks
2	39-1012.00	Slot Supervisors
2	43-3021.01	Statement Clerks
2	43-2011.00	Switchboard Operators, Including Answering Service
2	43-2021.00	Telephone Operators
2	43-3071.00	Tellers
2	43-5111.00	Weighers, Measurers, Checkers, and Samplers, Recordkeeping
2	43-9022.00	Word Processors and Typists
3	13-2021.01	Assessors
3	43-3021.02	Billing, Cost, and Rate Clerks
3	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks

3	43-4011.00	Brokerage Clerks
3	51-4012.00	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic
3	43-9011.00	Computer Operators
3	23-2091.00	Court Reporters
3	43-4041.01	Credit Authorizers
3	31-9091.00	Dental Assistants
3	17-3012.01	Electronic Drafters
3	13-1199.01	Energy Auditors
3	43-6011.00	Executive Secretaries and Executive Administrative Assistants
3	43-4071.00	File Clerks
3	33-2021.01	Fire Inspectors
3	13-1041.04	Government Property Inspectors and Investigators
3	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping
3	33-3021.05	Immigration and Customs Inspectors
3	13-1031.02	Insurance Adjusters, Examiners, and Investigators
3	13-1032.00	Insurance Appraisers, Auto Damage
3	43-6012.00	Legal Secretaries
3	43-4131.00	Loan Interviewers and Clerks
3	13-2072.00	Loan Officers
3	17-3031.02	Mapping Technicians
3	29-2071.00	Medical Records and Health Information Technicians
3	43-6013.00	Medical Secretaries
3	31-9094.00	Medical Transcriptionists
3	43-4031.02	Municipal Clerks
3	29-9012.00	Occupational Health and Safety Technicians
3	29-2057.00	Ophthalmic Medical Technicians
3	29-2099.05	Ophthalmic Medical Technologists
3	23-2011.00	Paralegals and Legal Assistants
3	29-2052.00	Pharmacy Technicians
3	31-9097.00	Phlebotomists
3	33-3021.02	Police Identification and Records Officers
3	43-3061.00	Procurement Clerks
3	43-5061.00	Production, Planning, and Expediting Clerks
3	19-4099.01	Quality Control Analysts
3	43-6014.00	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
3	43-9111.00	Statistical Assistants
3	13-2081.00	Tax Examiners and Collectors, and Revenue Agents
3	13-2082.00	Tax Preparers
3	23-2093.00	Title Examiners, Abstractors, and Searchers
3	15-1199.03	Web Administrators
3	15-1134.00	Web Developers
4	13-2011.01	Accountants
4	15-2011.00	Actuaries
4	25-9011.00	Audio-Visual and Multimedia Collections Specialists
4	13-2011.02	Auditors
4	13-2031.00	Budget Analysts
4	19-4061.01	City and Regional Planning Aides
4	13-1031.01	Claims Examiners, Property and Casualty Insurance
4	15-2041.02	Clinical Data Managers
4	13-1141.00	Compensation, Benefits, and Job Analysis Specialists
4	11-9199.02	Compliance Managers
4	13-1051.00	Cost Estimators
4	13-2041.00	Credit Analysts
4	15-1141.00	Database Administrators
4	15-1199.12	Document Management Specialists
4	13-1041.01	Environmental Compliance Inspectors
4	13-2051.00	Financial Analysts
4	19-4041.01	Geophysical Data Technicians
4	15-1122.00	Information Security Analysts
4	13-2053.00	Insurance Underwriters
4	25-4031.00	Library Technicians
4	13-1081.02	Logistics Analysts

4	43-9081.00	Proofreaders and Copy Markers
4	13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products
4	13-1041.07	Regulatory Affairs Specialists
4	13-2099.02	Risk Management Specialists
4	41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
4	21-1093.00	Social and Human Service Assistants
4	19-4061.00	Social Science Research Assistants
5	25-4011.00	Archivists
5	23-1012.00	Judicial Law Clerks
5	25-4021.00	Librarians
5	15-2041.00	Statisticians
5	11-3031.01	Treasurers and Controllers

Communicating with the Eagle

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

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

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

Communicating with the Parrot

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

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

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

Communicating with the Dove

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

AT WORK, HELP THEM TO...

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

IN SOCIAL SETTINGS...

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

IN TRAINING AND LEARNING SETTINGS...

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

Communicating with the Owl

For people with the Owl style, be sensitive to their schedules. They need details, so give them data. When working with them, do not expect to become their friend. Support their organized approach to problem solving. Be systematic, logical, well prepared and exact. Give them time to make decisions and work independently. In groups, do not expect them to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. 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 17 to 20 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 22 and 23 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

The Power of Acceptance

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

Eagles may need to accept that:

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



Parrots may need to accept that:

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



Doves may need to accept that:

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



Owls may need to accept that:

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



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

Exercise 6 - The Power of Acceptance

From Page 25, 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 Taking Flight with the DISC styles. Each style brings unique talents to their work and personal lives. However, the overuse of these same qualities transforms strengths into weaknesses. Under stress, this 'shadow side' of style often emerges and can irritate others and decrease overall effectiveness. Notice, how each strength can become a weakness when overused. By utilizing our strengths at a healthy level, we create space within ourselves for less used styles to emerge and strengthen our ability to adapt to the right style at the right time.

	Strength	Overuse
	<ul style="list-style-type: none"> Assertive Direct Confident Risk-taking Results-driven 	<ul style="list-style-type: none"> Aggressive Blunt Arrogant Reckless Short-sighted
	<ul style="list-style-type: none"> Visionary Multi-tasking Persuasive Optimistic Enthusiastic 	<ul style="list-style-type: none"> Unrealistic Disorganized Manipulative Impractical Self-promoting
	<ul style="list-style-type: none"> Collaborative Patient Cautious Tolerant Trusting 	<ul style="list-style-type: none"> Dependent Complacent Fearful Permissive Naïve
	<ul style="list-style-type: none"> Analytical Discerning Process-oriented Focused Careful 	<ul style="list-style-type: none"> Indecisive Judgmental Bureaucratic Detached Picky

Seven Steps to Taking Flight with DISC

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

1. Understand your own style.

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

2. Recognize the styles of others.

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

3. Think about style when establishing expectations.

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

4. Consider intention, not just behavior.

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

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

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

6. Apply the right style at the right time.

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

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

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



Overall Summary

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

Strengths

- You manage to build good team relationships without being an extremist.
- You are excellent at solving disagreements within the team.
- You are patient in working with others on the team.
- You're a reflective, critical thinker. You are able to comprehend complex or abstract systems, and assist with solutions.
- You are able to reconcile various factions within a group, and you do so in a sincere and stable manner.
- You have an excellent listening style.
- You are people-oriented in a stable and sincere way.

Potential Development Areas

- You may often require assistance in initiating new procedures for fear of making mistakes on your own.
- Your aversion to sudden changes may cause others to perceive you as lacking a proper sense of urgency.
- Your desire for completeness may cause difficulty in meeting deadlines.
- You may need help prioritizing tasks when under pressure or facing deadlines.
- You may try to hang on too much to current or past procedures, especially when faced with impending change.
- You may sometimes provide a false sense of buy-in to others on the team, then later resist passive-aggressively.
- You may tend to take criticism personally, even when directed at a work process.

Exercise 7 - DISCovering My Flight Plan

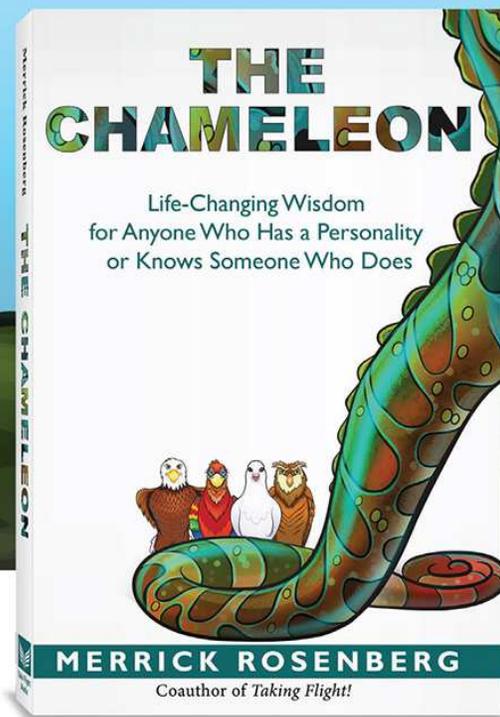
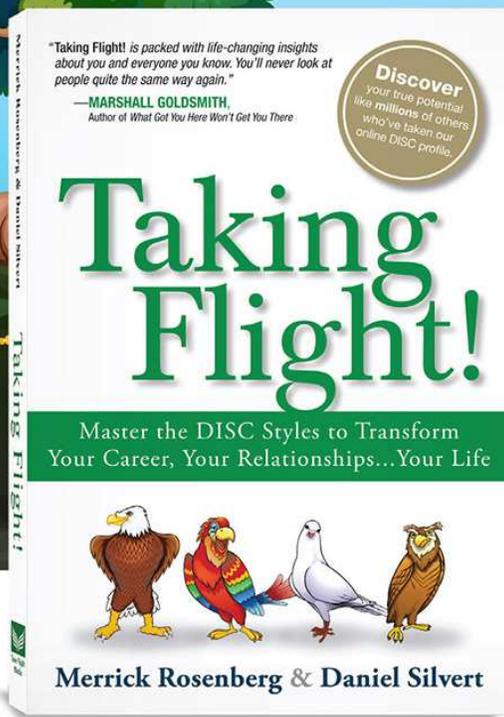
Identify two or three strengths you can use to your advantage in your current role and describe how you can better capitalize on those strengths:

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

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

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

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