

The PeopleSmart
KIDS DISC PROFILE

*With resources for
Kids, Parents, Teachers, and Coaches*



WHICH BIRD(S) ARE YOU?

Report For: **Sandra Sample**

Date: **6/17/2021**

Sandra's style



About this report

Welcome Sandra!

Sandra, this is a chance to learn about yourself! That's right. This report was created just for you. Inside its pages, you will discover how special and unique you are. Your bird style is your superpower, and we are going to help you be the best that you can be.

For Sandra's parents, you will gain a deeper understanding into what makes Sandra tick. Take the time to reflect on who you are and consider whether you are honoring who Sandra is or are trying to turn Sandra into a copy of you. Do you recognize and celebrate Sandra's strengths instead of harping on fixing what you perceive to be weaknesses? Here's your chance to help Sandra soar!

For Sandra's teachers and coaches, do you teach all your students in the same way, or do you consider each student's unique needs? In this report, you will discover exactly what Sandra needs from you to thrive.

For adults who are familiar with the DISC styles, you may already know that they parallel the elements in China, the humors by Hippocrates, the elements by Aristotle, and the directions and animals in the medicine wheel by the Native Americans. In this report, the styles are represented by four birds. Of course, they all have strengths and challenges. But one thing is certain, they help to make up who we are, and once we know what their strengths are, they enable us to lead more happy and productive lives.

So Sandra, it's time to take flight and discover who you are!

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Hey! Who are you?

Sandra, this is a chance to learn about yourself.

That's right. This report was created just for **YOU!**

A **big** part of who you are is what we call your **bird style**. Knowing your bird style is a **superpower** that can help you live your best life, be your best self, make friends and build the best relationships.

Here are some very important things to remember:

- ✓ You are **perfect** just as you are.
- ✓ There's no such thing as a **good** or **bad** style. Everyone, including you, has something **unique** and **precious** to offer the world.
- ✓ All birds have **strengths** and **challenges**.
- ✓ We can be a **combination** of different birds at different times.

Now, you might be wondering, how do I know my bird style? And how can I figure out someone else's bird style?

We're glad you asked. Let's meet the birds.



Which bird are you?

There is a simple way to understand the different types of styles. All you need to remember are four birds: **Eagle, Parrot, Dove,** and **Owl.**

When you picture an **Eagle**, what do you see? Eagles are powerful birds who fly high in the sky above the forests, lakes, and rivers. They are at the top of the food chain! If they see something they want... WHOOSH! They dive down and get it.



Kids with the Eagle style are assertive, confident, determined, and competitive. They say what they think and do what they want. They take action and take charge. They make quick decisions and aren't afraid of risks. They love to win and hate to lose.

Next, imagine a **Parrot** in the trees of the jungle with all their bird friends. Can you hear the noisy Parrot cawing out loud? Do you see the bright, colorful feathers that attract everyone's attention? Can you picture all the fun that Parrot has flapping around with other birds?



Kids with the Parrot style are friendly, trusting, enthusiastic, smiley, and social. They love to talk, laugh, and joke around with their friends. They try new things and come up with wild ideas. To be a Parrot is to be the life of the party—and a bit of a mischief maker!

Now it's time to picture a white **Dove** on a shady, quiet tree branch. The Dove coos softly and kindly with a few other birds. The Dove would never hurt anyone. The Dove is there to support other birds and keep them out of trouble.

Kids with the Dove style are patient, loyal, thoughtful, helpful, and caring. They love to do nice things for others. They think about how others feel and always try to help them. Doves have big hearts and can be counted on to be warm and friendly.



Last, picture an **Owl** perched in a nest with wide-open eyes. The Owl notices every little detail of the forest—every color, every animal, every gust of wind. The forest is fascinating and fills the Owl with curiosity and questions. The Owl wants to know everything!



Kids with the Owl style like to focus on details, and they are courteous, analytical and careful. They have a reason for everything they do and say. They are organized and consistent. They like to plan ahead and learn everything they can before making decisions. They don't like making mistakes.

Introduction

Report for Sandra Sample

Motto:
I got this!



EAGLE



Confident



Daring



Takes charge



Independent



Competitive



Fast-paced

Focuses on: Getting things done

Listens for: What's the point?

Looks for: Action

Takes Risks: You bet!

Likes: Adventure

Best reward: Trophies

Talking Style: Speaks up

Helps others to: Get moving



Dislikes



Losing
Too many rules
Lack of power

Motto:
We can do it!



PARROT



Friendly



Optimistic



Energetic



Talkative



Creative



Social

Focuses on: Being positive

Listens for: Something to share

Looks for: Fun

Takes Risks: You bet!

Likes: Lots of friends

Best reward: Cheers and confetti

Talking Style: Tells stories

Helps others to: Get motivated



Dislikes

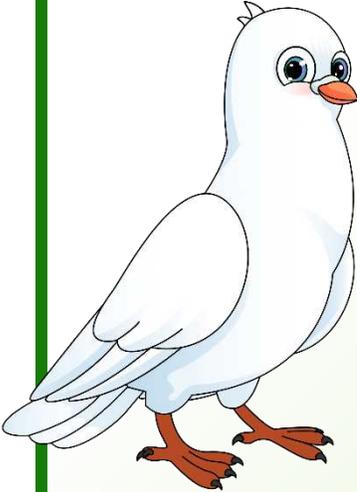


Negativity
Details
Boring routines

Introduction

Report for Sandra Sample

Motto:
Let's help each other!



DOVE

- Supportive** (Icon: hands holding each other)
- Patient** (Icon: person meditating)
- Team player** (Icon: three smiling faces)
- Good listener** (Icon: two people talking)
- Caring** (Icon: hands holding a heart)
- Slow-paced** (Icon: two people walking slowly)

Focuses on: Bringing harmony
Listens for: How you feel
Looks for: Kindness
Takes Risks: I'll help you do this
Likes: Helping people
Best reward: Sincere thanks
Talking Style: Polite
Helps others to: Cooperate

Dislikes (Icon: sad face with rain cloud)
Conflict
Insensitivity
Sudden change

Motto:
Be smart about it!



OWL

- Detailed** (Icon: lightbulb and notepad)
- Logical** (Icon: flowchart)
- Polite** (Icon: hands holding a heart)
- Deep thinker** (Icon: brain with gears)
- Organized** (Icon: puzzle pieces)
- Slow-paced** (Icon: question mark with lightning bolt)

Focuses on: The fine details
Listens for: Does it make sense?
Looks for: Accuracy
Takes Risks: Calculated ones
Likes: Feeling smart
Best reward: Success
Talking Style: Thoughtful
Helps others to: Do better

Dislikes (Icon: sad face with rain cloud)
Disorganization
Inaccuracy
Being rushed

EAGLES



In the wild, Eagles are wired for the big pictures and often claim a territory that spans 60 square miles. They're in charge! They're all about certainty, 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 will not let go. That's commitment! Eagles are designed for vision, power, and results.

PARROTS



Enter a forest filled with Parrots and you will immediately feel their energy. They are colorful, exciting, and talkative. They're social creatures that love to be where the action is ... so they can comment on it. Parrots are always moving and looking for fun and excitement. 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



Unlike Eagles who demand their space, Doves will nest with hundreds of other Doves nearby, sharing resources and creating a peaceful environment. Throughout history, Doves have been a well-known symbol of peace and love. Doves focus 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 feast. 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



With large, powerful eyes and a turn of the head, Owls can see 270 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 path in mid-flight. The incredible accuracy of the Owl is clear in everything they do. Owls don't seek the spotlight. In fact, they work mostly at night and there are more than you might expect.

Strengths and Challenges

Every bird style has strengths and challenges. What strengths and challenges, from the chart below, do you see in yourself? Also ask your parents or teachers which of these they see in you.

Strength

Challenge



Assertive
Takes charge
Independent
Competitive

Overconfident
Bossy
Rejects direction
Ruthless



Friendly
Talkative
Creative
Trusting

Attention seeking
Poor listener
Impractical
Impulsive



Patient
Friendly
Good listener
Team player

Open-minded
Clingy
Doesn't speak up
Follower



Detailed
Questioning
Deep thinker
Courteous

Picky
Suspicious
Critical
Defiant

You ready for the lowdown?

You are a combination of EVERY bird!

We each have some Eagle, Parrot, Dove, and Owl in us—but we don't have equal parts of each style. You can be any combination of the four birds. You can have more of one bird style and less of another, but they will still be a part of you!

One way you can know which of your bird styles you show the most is by how tall they are. If a bird is taller than any other, that bird is the biggest part of you. If you have a bird that is shorter than any other, that bird is a part of you too, but it might not show up as much or as often.



EAGLE

- ONE BIRD = MOSTLY one style

Example: mostly Eagle

- You do a lot of Eagle-ish things
- Sometimes might do things like a Parrot, Dove or Owl



EAGLE/Parro

- TWO BIRDS = A LOT of one style, and some of another style too

Example: A lot of Eagle and some Parrot

- Many Eagle behaviors, but also a lot of Parrot too
- Sometimes might do things like a Dove or Owl



EAGLE/Parrot/Owl

- THREE BIRDS = A LOT of one style, but some of two other styles too

Example: A lot of Eagle and some Parrot and Owl

- Many Eagle behaviors, but also a lot of Parrot and Owl too
- Sometimes might do things like a Dove

The time has come to reveal which birds you are. Ready?



Sandra's bird style

Sandra's style



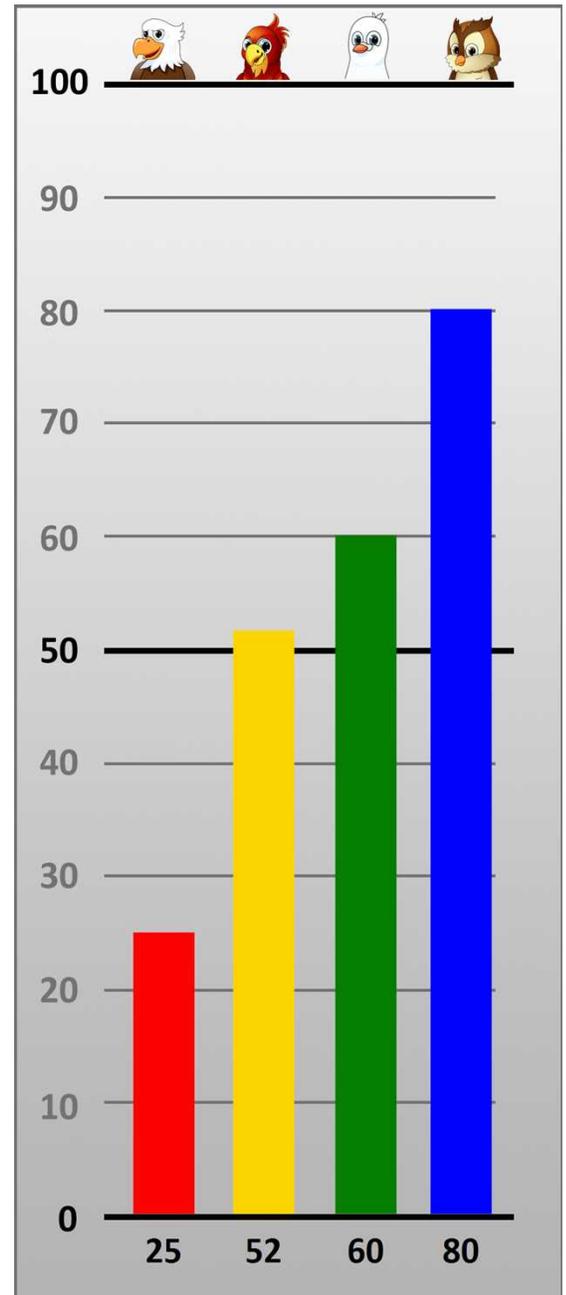
Notice how the graph to the right shows that you have some bird styles that are stronger than others. That's true for everyone. The higher the point on the graph, the more you show that bird style. The lower the point, the less often you show that style. Of course, you can be any bird at any time, but this graph shows the birds you are likely to be most of the time.

Sandra's style description

The Parrot style is enthusiastic, smiley, and social. You love to talk, laugh, and joke around with others. You probably like to try new things and have lots of interesting ideas. Parrots love to be the life of the party.

The Dove style is thoughtful, helpful, and caring. You love to do nice things for others and probably think about how they feel. You always try to help when you can. Doves have big hearts and can be counted on to be warm and friendly.

The Owl style is precise, analytical, and careful. You have a thoughtful reason for everything you do and say. You are probably pretty organized and like to plan ahead. Owls want to learn everything they can before making decisions.



Family and Friends

The people we love the most don't necessarily share our bird styles. Your extended family and group of friends probably include many combinations of Eagles, Parrots, Doves, and Owls. That is awesome because every style has something special to offer! That is also hard because different styles can clash. They argue not because one person is wrong and the other is right, but because their styles lead them to see the same situations differently.

The key to getting along with your family and friends is to be aware of your bird style. Some of your tendencies can make relationships strong and rewarding. Some of your tendencies can cause conflicts and stress. These dos and don'ts will help you make the best of relationships.



Do:

- Accept that your parents may not have all the answers.
- Be more spontaneous and go with the flow! Flexibility is an important skill.
- Speak up if your parents or siblings accidentally hurt your feelings. They may not realize it!
- Ask your parents how they want you to do your chores. They may want things done a specific way or at a specific time.

Don'ts:

- Don't be upset when your parents change your weekly schedule. A new routine might be fun!
- Don't let others tell you what you like or dislike.
- Don't avoid kids just because they want to play something different from you. Compromise is important in all relationships.
- Don't get annoyed when siblings aren't as neat and organized as you are.

Bird TIP from the forest: Practice *empathy* by putting yourself in another's place. Try to understand what they are thinking and feeling and let go of any judgements you might have about them or the situation.



Bird style at school

One of the most challenging but rewarding parts of being a kid is going to school. For most of the year, you get to learn important skills in a place filled with EVERY type of bird. Your teachers, classmates, and friends all have different styles. That means that their habits, needs, strengths, and challenges could be different from yours.

When you're at school, how can you best share your superpowers and overcome challenges? What will help you get along with people, learn amazing things, and earn good grades?



Do:

- Find time to sit quietly when you need to recharge! It's ok to have time alone or in small groups.
- Be proud of your hard work even if you don't get a perfect grade.
- Practice moving through assignments more quickly. It's important to learn how to work under pressure.
- Be willing to try new things when working on projects. It's good practice to stretch ideas once in a while.

Don't:

- Don't feel discouraged if teachers correct something you did. They want to help you improve!
- Don't try to make your homework assignments so perfect that they take hours to complete.
- Don't take on ALL the work or change what everyone does because you think it should be different.
- Don't avoid subjects and activities that feel unfamiliar. Push your comfort zone a bit!



Sports and Activities

Your style travels with you everywhere you go, including to your favorite hobbies and activities. Whether your passion is sports, theater, singing, science, or volunteering, you will have to work with many different styles. Great teams and groups are almost *always* a diverse mix of birds! Every community needs Eagles, Parrots, Doves, and Owls to reach its potential.

By becoming aware of your style's strengths and weaknesses, you can help your team and community thrive. How, you ask?



Do:

- While it's not always about winning, it can be fun to win! Try to master a skill that helps you and your team succeed.
- Speak up politely if you are asked to play a role on the team that you don't want to play. Sometimes other opportunities are available.
- Seek to understand and support your teammates. Your patience means a lot to them.
- Listen to your coaches but respectfully ask them questions about what they're teaching and why if you don't understand.

Don't:

- Don't get upset if coaches point out your mistakes. That is part of how coaching works!
- Don't reject your coaches' advice until you give it a try! Be willing to test it for yourself.
- Don't get so caught up in projects that you forget to make time for your friends.
- Don't judge others who aren't as proficient or thoughtful as you.



Adaptability - How to use your Superpower

Now that you know your bird style and understand the birds, you will see them everywhere!

Every community needs Eagles, Parrots, Doves, and Owls to reach its potential. Your parents, teachers, classmates, and friends all have different styles. That means that their habits, needs, strengths, and challenges could be different from yours.

Did you know that most people think that everyone else wants to be treated the same way they do? That just isn't true. **People like to be treated the way they want to be treated.**

What does that mean? Well, Eagles like to be treated like Eagles. Parrots like to be treated like Parrots. Doves like to be treated like Doves, and you guessed it - Owls like to be treated like Owls.

To treat others the way **they** want to be treated, you may need to **change your behavior**. So how can we flex our bird style to build better relationships with others?

When you learn how to use all four birds—Eagle, Parrot, Dove, and Owl—you can switch birds whenever you need, just like how Chameleons switch the color of their skin. This is how you use your Superpower and it's called **ADAPTABILITY**.

On the next page, we give you some suggestions.



Information for You

Report for Sandra Sample

Sandra, here is how you can interact with other bird styles

Do be kind and patient with Doves. They will be thankful for that and open up to you.

Do laugh, joke, and have fun with your Parrot friends. They love the attention!

Do ask your Owl friends tough questions. They love puzzles and challenges to think through.



Don't criticize Doves or yell at them. You are likely to hurt their feelings.

Don't boss Parrots around. They like having freedom and sharing their ideas too.

Don't force your Owl friends to make quick decisions about anything. They need time to think.

Do tell Eagles exactly what you think. They like to debate and don't care if you disagree.

Do invite Doves to speak one-on-one. They may be quiet in groups but really enjoy personal conversations.

Do give Owls details about what you want to do and why. They want to hear your reasoning!



Don't give impatient Eagles tons of options and ideas. Just pick your favorite one!

Don't force Doves to be in the spotlight! They don't like speaking in front of a big group.

Don't rush Owls to follow along with your crazy plans! They need time to think about them first.

Do tell Eagles how you feel and think. They aren't great at guessing other people's feelings.

Do give your Parrot friends time to share their stories and ideas. They like being heard.

Do invite Owl friends to play one-on-one or in small groups. They can be shy too!



Don't take it personally if Eagles get loud and bossy. Appreciate that they like to take charge.

Don't force Owls to organize things or play the way you do. They can be a bit particular.

Don't assume that Parrots remember birthdays, playdates, or homework. They can forget that stuff.

Do challenge your Eagle friends! They like a good argument if you're quick about it.

Do let Parrots talk and share ideas! They think out loud, whereas you probably think quietly.

Do hang out with your Dove friends in small groups or one-on-one. They can be shy in big groups!



Don't attack or criticize how your Dove friends feel. Try to understand them

Don't be offended if Eagles stop listening or interrupt before you finish. They don't like details.

Don't attack Parrots' ideas! Be accepting and ask questions. Help them see what is missing.

Action plan for Sandra

What are some of your greatest strengths that make you special?

How might your challenges get in your way and what can you do to make sure your bird style helps you rather than hinders you?

What can you do that will help you build stronger relationships with friends or siblings?

What could you do that would help you get along better with your parents?

What would help you to be more successful in your favorite activities or sports?



Parenting the four styles

In this report, you learned about the Eagle, Parrot, Dove, and Owl styles. Now, it's time to discover how the power of the bird styles can help you raise Sandra. To begin, notice how different the four styles can be, and how that might shape your approach to parenting.

Eagle children are likely to challenge your authority at home. They don't hesitate to argue with peers and adults. They can get into trouble at school for being too blunt or defiant. At the same time, they earn respect for standing in their superpower, taking risks, and striving for high achievement. They are assertive and when under stress can be argumentative. Support them to become more patient by finding those teachable moments, where patience is needed.



Parrot children are talkative and thrive in creative and social pursuits. They tend to enjoy spending time with large groups of friends and classmates. Chores and homework may not come naturally for Parrots, who prefer to have fun and avoid the boring parts of life. Energetic, spontaneous, and unfiltered, Parrots can be as disruptive as they are entertaining. Support them to practice moderation for teaching them to stop before going overboard, and for using self-discipline to keep from over-doing it.

Dove children are quite sensitive and may have cried easily as young children. Naturally shy and reserved, Doves might hesitate to meet new people, try new things, or let go of old habits. However, Doves tend to listen attentively, follow rules, and meet deadlines. Empathetic and giving, Doves support their friends through challenges and find joy in helping others flourish. Support them to practice assertiveness for being positive and confident, and encourage them to express their own ideas, opinions, and talents.



Owl children are the “Why?” kids. They ask lots of questions and move slowly but methodically through their chores and homework. They often get absorbed in solo activities like playing a video game, solving a puzzle, or honing a craft. They likely follow the rules but ask you why the rules are necessary to begin with. Support them to practice being friendly, by encouraging them to reach out to others with warmth and caring, and joyfulness, by encouraging them to find humor even during hard times.

Because Eagles, Parrots, Doves, and Owls have innate differences, they respond best to different ways of parenting. The goal here is to discover how you can reinforce your child's strengths while building greater awareness of style-based challenges and differences.

Sandra's Bird Style

Sandra, as a powerful blend of both Dove and Owl, you are a deep thinker with a sensitive heart. You have many questions about the world and have the patience to find answers. You're especially curious about both how people and things work. Why do people do the things they do? How does this gadget or machine operate? Your superpower is critical thinking—asking the deep and difficult questions before making decisions or forming your beliefs.

At home, you might be quieter than your family. They may talk and need to be doing things all day, but you're happy to sit quietly—maybe with a book, puzzles or games, an interesting hobby, or just your thoughts. It may frustrate your parents that you take your time doing things that they want done quickly. But if you're going to do something, you want to do it right!

In school, you are likely curious about many things! Science, technology, and math might be great because there are rules and steps to follow to get the right answers. However, when teachers ask you to be creative—to invent a story or draw something that isn't real—you might feel a little less comfortable. You may like thinking outside the box, but you also want to be sure you are doing it correctly. You might even want to ask your teachers lots of questions about what they expect: "How are they grading? When is the assignment due? Why are we learning this?" In big classroom discussions, you may feel hesitant to speak or ask questions. You prefer to plan what you'll say, but if the teacher moves too fast, there may not be time before the class has moved on to the next topic. Ugh.

In extracurricular activities—things like sports, arts, theater, school clubs, and volunteering—you like to think things through, practice and prepare. It's rewarding to study and prepare for what's coming with a specific way of doing things and a back-up plan, just in case. Once you've mastered the process, you'll feel more confident about doing the same things again, even when under pressure. Although you like being taught new things by your coaches, you don't like when they get impatient or rush you. You need time to think about how to do what is expected and make sure you can repeat the process successfully. You may find that individual or small-group activities work better for you than being on a big team and would rather interact with just a few people, not large, noisy groups.

Like all superpowers, critical thinking comes with some challenges. One of these challenges has a catchy name: "analysis paralysis." It means that sometimes you think SO hard about decisions that you can't decide and don't do anything. This can make it hard to finish schoolwork on time or to speak up when something is important. This can also be exhausting! You may spend so much time trying to make one decision that you have no energy left to get other things done.

A second challenge is related - letting things go. Sometimes, the people we love and respect don't treat us the way we want to be treated. They might tease us or make jokes we don't like or that seem hurtful. You may think a lot about why people do these things and feel sad and hurt. It might take a long, long time to let those hurt feelings go and to stop trying to figure out what went wrong. However, the sooner you can learn to let go, the sooner you can get back to enjoying life!

A third challenge for critical thinkers is worrying about the future. You're good at figuring out what could go wrong before you act, but that can make the world seem like a scary place. If you raise your hand to speak in class, will people like your question or make fun of you? If you invite a new friend over to play, will they say yes or no? Will they have fun? Worrying about all the possibilities of what can go wrong takes a lot of energy, and most of the time, the things we worry about won't even happen! Learn to balance those thoughts by thinking about all the things that can go right!

Sandra, the beauty of being a critical thinker is seeing people, places, and situations as they really are and understanding all the possibilities of what could be. Other bird styles don't necessarily ask such deep questions or make the careful observations that you do. Throughout your life, people may be very curious to know what you think. Although it can be scary to share these thoughts, your perspective is a gift to other people. Let your superpower shine!

Sandra's Bird Style Exercise

The narration on the previous page serves as a general overview of Sandra's behavioral tendencies. Read this page to the child, making sure they understand it. We've occasionally provided some coaching ideas, so that, as you read it, you can support them to maximize their personal success.

Set up a regular time to meet with the child to discuss and celebrate one word at a time from their Bird Style page, and how to celebrate it as one of their greatest strength qualities. Tell them this will be a great way to practice expressing as well as recognizing it when it is expressed in others who share this similar quality, in their style. Point out that everyone has all of these qualities available to them but some people do not practice them very often.

Pick one word (quality) for each time you meet, and just focus on THEM. This is special time where the child can feel heard, valued, and understood by you. Pick any word that seems to be appropriate for a situation they may be experiencing, and choose any or all of the questions below to guide the conversation. Do not use it as an "Interrogation" but take advantage of it to really tune in and relate to the child.

Choose any or all of these suggestions to use and invite the child to share from their own experience:

1. Let's talk about what this word means to you... I notice it is one of your strength qualities. Do you know what this word means?
2. Can you use it in a sentence or give an example how people might use it to describe you or the way you behave in certain situations?
3. Can you think of situations when you use this quality most often? Think of who are you with? What are you doing? How do you feel about yourself when you are showing up this way?
4. Acknowledge the child for this quality and say what you admire about them when they are being that way... how it makes you feel...
5. Give them a perspective of the benefit it is or can be to them throughout the rest of their life. Or the cost to them when they do not choose to bring this quality out for others to enjoy.
6. Invite them to practice this quality or behavior more often this week and notice results they get from other people or how it makes them feel inside.
7. Let them reflect on which types of activities would being this way benefit them or others.

As you think about your child, you might be thinking about what type of adult they may become.

Below is a description of the four bird styles as adults.

Eagle tendencies include:

- Getting immediate results
- Causing action
- Accepting challenges
- Making quick decisions
- Questioning the status quo
- Solving problems

Eagles desire an environment that includes:

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

To be more effective, Eagles may need to:

- Communicate more respectfully under stress
- Consider all options before deciding
- Be aware of the emotional needs of others
- Verbalize reasons for conclusions
- Relax and slow down the pace
- Listen more effectively



Parrot tendencies include:

- Engaging and interacting with people
- Making a favorable impression
- Motivating and inspiring others
- Generating enthusiasm
- Viewing people and situations optimistically
- Participating in a group

Parrots desire an environment that includes:

- Popularity and social recognition
- Public recognition of accomplishments
- Freedom of expression
- Freedom from control and detail
- Opportunity to verbalize ideas
- Positive and upbeat work environment

To be more effective, Parrots may need to:

- Be more realistic in ideas and expected outcomes
- Complete one task before starting another
- Set priorities and deadlines
- Talk less and listen more
- Follow through on commitments
- Pay more attention to details



Owl tendencies include:

- Concentrating on important tasks
- Checking for accuracy
- Thinking analytically, weighing pros and cons
- Being diplomatic with people
- Analyzing performance quality
- Using a systematic approach to solve problems



Owls desire an environment that includes:

- Clearly defined performance expectations
- Valuing quality and accuracy
- Control over factors that affect performance
- Opportunity to ask “why” questions
- A framework to work within
- Time to perform up to their high standards

To be more effective, Owls may need to:

- Consider the intent of rules and guidelines
- Tolerate ambiguity
- Develop tolerance for conflict
- Delegate important tasks
- Exhibit enthusiasm and excitement for success
- Make decisions without all of the information

Dove tendencies include:

- Desiring to help others
- Showing loyalty
- Listening with empathy
- Demonstrating patience
- Mediating conflict
- Performing in a consistent, predictable manner



Doves desire an environment that includes:

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

To be more effective, Doves may need to:

- Validate their own self-worth
- Set limits with others
- State needs during times of change
- Be more assertive
- Step out of their comfort zone and try new things
- Accept that conflict may lead to a better solution

Parenting Sandra: Overview

In the pages that follow, you will learn about the nuances of Sandra's bird style. The following bullets offer a high-level overview of Sandra's style that will get you started.



Parenting:

- Sandra might struggle to forgive people who cause hurt feelings. Although Sandra may hide it, grudges can be held for a long time.
- Sandra may seem judgmental to others, but points out flaws and mistakes to be helpful rather than hurtful.
- Sandra likely shows perfectionist tendencies. Sandra may invest an extraordinary amount of time into preparing for tests, refining school projects, or practicing sports techniques.
- Sandra is probably risk-averse. Although Sandra may excel at predicting and avoiding trouble, Sandra may hesitate to try new foods and activities that seem risky.
- Sandra likes to have a plan for everything! Knowing what to expect provides comfort.
- Sandra likely struggles with critical feedback. Because Sandra internalizes criticism, it may impact Sandra's self-esteem.
- Sandra's bedroom and personal spaces are probably organized in a specific way - their way. Sandra likely finds comfort in knowing where possessions are at all times.



Parenting tips for Sandra

In families, bird style differences can be a source of great joy, but also of tension and conflict. Although your children may share your genes, that doesn't mean they share your style. You might want your child to be more gentle, assertive, social, organized, etc., but that might be unnatural for their style.

If we try to force our Eagle, Parrot, Dove, or Owl ways on a child with a different bird style, we inadvertently send the message that who they are is not okay. This can lead to anxiety, conflict, and low self-esteem.



Rather than treat our children the way we would want to be treated, we must strive to parent our children in the way they need to be parented. Remember, it is VERY LIKELY that if you have more than one child, you'll have all different birds in your nest! Pay attention to what each of your kiddos needs as an individual. Try to understand all the birds in your family and what each one might specifically need from you. The following pointers about your child's style can help you accentuate their strengths and manage their challenges.



Parenting Tips:

- Sandra is likely averse to taking risks. When Sandra resists trying something new, talk through it patiently. Having that discussion openly can help Sandra overcome or accept fears.
- Arguments and conflicts intimidate Sandra and often lead to silence, tears, or passive aggressiveness. Avoid showing anger and try to calmly discuss the conflict in terms of how Sandra feels, what happened, and why.
- Sandra may ask lots of "How?" and "Why?" questions. If you don't know the answer, don't make something up. Instead, try to help Sandra find the answer.
- Sandra is likely to follow your rules and do chores without protest. Don't let other children pass their chores on Sandra, who might do them just to avoid seeing you get upset.
- Sandra probably takes comfort in routines and familiarity. Rather than surprise Sandra, give a heads up before you change a family routine or alter Sandra's schedule.



Sandra's relationship habits

As our children mature, their relationships grow beyond our sphere of influence and observation. We, of course, try to model and nurture habits that will help our children become good friends, good students, good workers, and good citizens. However, our children's styles will shape their relationships in ways that go beyond our control.

The habits of communication, collaboration, and decision making that your child develops now can shape how they navigate relationships as teenagers, young adults, and perhaps even as parents. Below, you'll find some of the interpersonal strengths and weaknesses associated with your child's bird style. Awareness of these can help you guide your child through the joys and challenges of dealing with people.



Relationship Habits:

- Sandra probably enjoys having deep, intense conversations with friends but doesn't always have patience for small talk.
- Sandra tends to be conflict-averse and may bottle up negative emotions rather than risk a conflict or disagreement.
- Sandra usually connects easily with peers who share the same interests and hobbies but may struggle to connect closely with dissimilar people.
- Sandra is collaborative but says yes too easily and may end up feeling upset about doing so much work.
- Sandra takes pride in knowing things and will not easily admit to being wrong. That can be off-putting to Sandra's peers.
- Sandra will use qualifying words (e.g., maybe or perhaps) to minimize the risk of disagreement or conflict.



Character virtue bird strengths

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



The EAGLE's Virtue Strengths	The PARROT's Virtue Strengths	The DOVE's Virtue Strengths	The OWL'S Virtue Strengths
Courage	Enthusiasm	Loyalty	Diligence
Assertiveness	Optimism	Patience	Perseverance
Determination	Trust	Peacefulness	Conscientious
Confidence	Friendliness	Tolerance	Perceptiveness
Independence	Generosity	Consideration	Integrity

Virtues 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.

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.

The S Style:

Loyalty is unwavering faithfulness and commitment to people and ideas we care about.

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 tranquillity.

Tolerance is being open to differences and refraining from judgments.

Consideration is giving careful thought to the needs of others.

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.

Conscientious is doing one's work or duty thoroughly.

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.

Adapting your bird style

We all want to be a different style sometimes. The questions to ask the child 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 beliefs and thoughts. So adapting your style and developing character virtues does take time and practice. Here are some tips and reflection questions to help the child adapt their style and for developing character virtues:

Tips for teaching the child how to adapt:

- 1) Ask the child to notice when and with whom they would like to shift their behavior (adapt), to get a different result.
- 2) Remind them they have developed their Bird styles over a period of time based on the interpretation they have made up for themselves. Without really changing the way they think, (often called their Blueprint) they will no doubt revert back to their natural style. Invite them to ask for feedback from others and when adapting to give themselves time, calling on the virtues of patience and trust.
- 3) As a parent, become familiar with the character virtue definitions and teach the child to practice their observable behaviors.
- 4) As a parent become familiar with and teach the child the language to use when practicing each of the character virtues.

Reflection questions to ask the child:

- 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 judgments 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?

Keeping Sandra safe

Of all the responsibilities we bear as parents, none is more important than looking after the safety, health, and well-being of our children. No matter how attentive we are though, our kids eventually suffer physical injury and emotional pain. And at some point, our children may cause others to feel pain, by intention or by accident. Sadly, these are unavoidable parts of life.

Awareness of your child's style can help you anticipate some of the ways your children may endanger their own safety or that of others.



Safety:

- Sandra may seem socially isolated, but it doesn't necessarily bother Sandra, who needs alone time.
- Sandra can be easily overwhelmed and run over by more expressive styles. Be sure many opportunities are given to think about and express concerns or questions.
- Sandra may try to talk friends out of making rash or poor decisions.
- Sandra can seem panicked or helpless in emergencies where action is key. Be sure the expectations of what to do are clearly explained.
- Sandra may be afraid to push hard in sports or extracurriculars for fear of failure.
- When Sandra is in dangerous situations, Sandra may struggle to act quickly and decisively, trying to determine the least-risky response.



Action planning for Sandra's parents

What parenting behaviors do you currently display that demonstrate you are showing empathy and understand Sandra's style-driven needs?

As a parent, what do you need to start doing so that you honor Sandra's unique style?

What do you need to stop doing, so you refrain from trying to turn Sandra into someone else?

How can you help Sandra build better relationships?

How can you parent Sandra to help ensure safety and security?



Teaching to the four bird styles

In this report, you have learned about the Eagle, Parrot, Dove, and Owl bird styles. Now, it's time to examine style from the perspective of an educator or coach. How can you bring out the best in Sandra by tapping into the power of style?

Every classroom presents a unique style dynamic. Some students work well together, and others clash. Likewise, some students respond well to your natural style, and others might not. Different styles present different challenges.

Eagles, for instance, are inclined to challenge authority. They have nothing against you personally. They just seek power and therefore clash with whoever is in charge. They may test you to find out where the boundaries are. But if you can harness an Eagle's drive for achievement, you can bring out their best and temper more disruptive behaviors.

Parrots, on the other hand, love attention and will speak whether you've called upon them or not. They enjoy laughs from their peers and praise from you. And most of all, they want to have fun. By adding creativity, games, and collaboration into classroom activities, you might engage Parrots in rigorous learning without triggering their disdain for rote schoolwork.

Doves, often the quiet listeners and diligent notetakers, might seem easier to manage. Yet they may struggle in classes that demand out-loud participation or that subject students to high-pressure, timed tests. They're much more likely to participate in small groups or when they can speak with you one-on-one. They thrive when they feel understood and supported.

Owls want independence and time to solve interesting problems. But without specific directions and chances to ask questions, Owls might feel stressed and unmotivated. Owls also struggle in group projects, where they worry about losing control over the outcome. Part of teaching Owls is helping them find a balance between perfectionism and forward progress.

You can't control which bird styles fill your classroom. However, as you gain awareness of each student's style, your ability to motivate and manage the classroom will improve. How you feel during class and the way you execute lessons might change in significant ways.



Teaching Sandra: Overview

Let's take a bigger-picture look at Sandra's bird style.



Teaching:

- Sandra may struggle with open-mindedness and flexibility. After reviewing the available evidence and arguments, Sandra is likely to form a rigid opinion and defend it.
- Curiosity is probably a strong motivator in school. Sandra may obsess over one or two subjects, but show less passion for others, and may not put in the same effort for all classes.
- Sandra probably pays close attention to processes. Sandra will feel most comfortable when there are concrete, repeatable steps for accomplishing an objective.
- Sandra is likely to show perfectionist tendencies. As a result, Sandra may struggle to complete activities like tests and science experiments within the allotted time.
- Sandra is unlikely to think from the audience's perspective when giving presentations. Sandra may aim to be extremely comprehensive and detailed rather than engaging or entertaining.
- Sandra is likely to ask "Why?" and "What if?" questions and expect in-depth answers. This can be challenging when you need to make a basic point and move on in the lesson but will really help solidify understanding.
- Sandra may be afraid to speak up in front of a big group. Sandra is likely to participate more in small-group conversations than in whole-class



Teaching or coaching Sandra

When you meet students on the first day of school or at the first practice, you size up their bird style automatically. You can tell who is loud and who is quiet, who causes trouble and who follows rules, who does their homework and who doesn't, who collaborates well and who bickers. Without even meaning to, you pick up on the Eagles, Parrots, Doves, and Owls. Of course, those students size you up too! Are you flexible or rigid? Do you grade easy or hard? Do you laugh at mischief or send kids to the principal's office?

Managing 20+ styles in one room is no easy feat. The more you know about each bird style and how they tend to interact, the better you can motivate students, anticipate their weaknesses, and create an effective learning environment. Below, you will find some tips for managing Sandra's style.



Teaching and Coaching:

- Sandra probably does not handle pressure well. Help Sandra develop strategies for managing timed tests, class presentations, and other performance-based evaluations.
- Sandra is routinized and methodical. Sandra will follow directions exactly but ask many questions if the directions have any ambiguities or unspoken steps.
- Sandra tends to be uncomfortable with change, even something as simple as new seat assignments. Try to give Sandra a heads up about changes rather than announcing them suddenly.
- Sandra has lots of questions but formulates them slowly. When you ask the class for questions, be careful to not always pick the first hand raised. Give Sandra and similar students a chance to think before responding.
- Sandra tends to be quiet in class and follow the rules. Don't mistake silence for a lack of interest. Sandra is more likely to engage with private homework assignments and projects.
- Sandra does not like being called on randomly. Give Sandra the choice of when or if to engage, and speak privately with Sandra if lack of participation becomes an issue.



How Sandra interacts with others

One of the most difficult parts of teaching and coaching kids is managing their relationships. Some kids bond tightly and work brilliantly together. Others clash. Some kids seem detached and isolated. Others reach out to those kids to make them feel welcome. With so many distinct styles in one room, there's potential for magic—and chaos.

Here, you can find some pointers on how Sandra is likely to interact with other students.



Interacting with Others:

- When Sandra feels mistreated by others, Sandra tends to get emotional or cry. It doesn't take much to initiate an emotional response.
- Sandra tends not to engage in conflict but will argue a point with logic if a confrontation is unavoidable.
- Because Sandra tends to be risk-averse and to expect the worst, Sandra won't get pressured into doing risky or impulsive things.
- In groups, Sandra often resents being given too much work, but may struggle to say no to the others in the group.
- Sandra needs to have plans and systems for everything and may try to impose them on others.
- Sandra holds grudges against people for even minor slights. The grudge frequently comes across as passive aggression.



Providing feedback to Sandra

In school and extracurricular activities, students gain self-awareness and grow through feedback. That feedback can come in many forms—grades, marked-up essays, conversations, wins, and losses. The way students respond to feedback has a lot to do with their bird style. Eagles, Parrots, Doves, and Owls may make the same mistakes, but that doesn't mean they'll respond well to the same feedback.

Below, you'll find principles and strategies for giving constructive feedback to Sandra. You'll also find ideas on how Sandra is likely to respond to forms of feedback that go beyond your control.



Feedback:

- Sandra is often critical and reflective. Sandra wants critique in addition to compliments.
- Sandra wants to be acknowledged for putting your feedback into action. That validation means a lot.
- Sandra tends to internalize blame and shows no self-forgiveness for mistakes.
- Sandra often feels self-pity after a mistake or setback and may direct the blame inward.
- Sandra can work on something difficult for a long time if given emotional support and encouragement throughout.
- Sandra often practices and trains the same way over and over. Sandra struggles with changes in routine.



Action planning for Sandra's teachers and coaches

What teaching or coaching techniques are you currently using, or can start using, that demonstrate you understand Sandra's needs?

How can you better honor Sandra's unique style?

What do you need to stop doing, so you refrain from trying to turn Sandra into someone else?

How can you help Sandra to improve relationships?

How can you provide feedback in a way that will resonate with Sandra's unique style?



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The Assessment Industry's Past and Present

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

The Solution? Independent & Verifiable Testing by a Qualified Institution

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

Construct Validity (APA Standards)

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

Reliability - Cronbach's alpha (APA Standards)

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

Disparate Impact (EEOC Guidelines)

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

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