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Taking Flight!

Master the DISC Styles to Transform
Your Career, Your Relationships...Your Life

STUDENT EDITION



Merrick Rosenberg & Daniel Silvert

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“This wonderful book contains the secrets to nurturing supportive and enduring relationships. *Taking Flight!* will enrich your life by guiding you to understand and celebrate differences.”

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“As an educator, I found *Taking Flight!* to be a book that will teach students important principles for everyday life. I will make this book mandatory for my students.”

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“Rosenberg and Silvert write with humor, eloquence, and practicality—a rare combination. *Taking Flight!* got me looking at relationships from a whole new perspective.”

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“This book should be read by teachers, parents, or anyone who wants to impact others in a meaningful way.”

—**Michael Kozak**, Superintendent of Franklin Township Schools, New Jersey

“*Taking Flight!* offers incredible insight into why we say and do the things we do. We have applied this wisdom to our work team and have seen tremendous results. Definitely more than just another management book for your shelves.”

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“This cleverly crafted fable demonstrates how the DISC system can break down the walls that too often separate co-workers. *Taking Flight!* is all you need to kick-start collaboration.”

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“*Taking Flight!* is destined to become the definitive work on the DISC styles.”

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“*This* is the kind of book that changes corporate culture.”

—**Lani Davis**, Manager, Human Resources, L-3 Tinsley

“Until now, there has been a void in literature that makes the concepts of DISC easily accessible. *Taking Flight!* fills that void. I will be making *Taking Flight!* a part of all my workshops.”

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—**Monique Garret**, Head of Global Marketing, Octagon Research

“As an HR professional, I have been using the DISC styles for many years. *Taking Flight!* is a great vehicle for either introducing or re-enforcing this powerful model for understanding human behavior. The fable is fun and illuminates the styles in a clever way. The application section is packed with smart analysis and easy-to-apply DISC strategies. In a short number of pages, Rosenberg and Silvert have delivered both a highly readable and in-depth resource.”

—**Marda Kornhaber**, Director of Human Resources, ITT

“Finally, an easy-to-read resource that millions of DISC users can reference to improve their relationship management skills. From the parable-like story that defines the major behavioral styles, to the concrete applications of DISC scores, *Taking Flight!* is packed with insights and easy to apply. Managers will want to keep copies handy for new employees, and consultants/trainers will find this a very useful tool for their clients.”

—**Leonard S. Altamura**, former President/CEO,
Steinger Behavioral Care Services

“In *Taking Flight!*, authors Merrick Rosenberg and Dan Silvert have provided an insightful and entertaining allegory for today’s often complex business environment. A modern business fable that guides managers to identify, understand, and blend individuals’ characteristics and compatibilities into an effective team.”

—**Gary M. Ilkka**, Vice President, Human Resources, Emerson Electric Co.

TAKING FLIGHT!

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YOUR CAREER, YOUR RELATIONSHIPS...
YOUR LIFE

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MERRICK ROSENBERG
DANIEL SILVERT

Vice President, Publisher: Tim Moore
Associate Publisher and Director of Marketing: Amy Neidlinger
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Development Editor: Russ Hall
Operations Specialist: Jodi Kemper
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—Merrick

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For Eden, Benjamin, and Jakob.

—Daniel

Contents

Introduction 1

PART I: TAKING FLIGHT! THE FABLE 5

Chapter 1	Home	7
Chapter 2	The Forest Grid	11
Chapter 3	The Council	15
Chapter 4	An Old Friend	25
Chapter 5	The Aftermath	35
Chapter 6	If a Tree Falls in the Forest...	39
Chapter 7	Reconnaissance	47
Chapter 8	The Four Styles	55
Chapter 9	Reflection	63
Chapter 10	The Awakening	71
Chapter 11	The Home Rule	77
Chapter 12	The Stakeout	93
Chapter 13	The Gathering	107
Epilogue	The Power of DISC	113

PART II: THE **DISC** MODEL 117

Go Online to Discover Your Style	120
The History and Mystery of the Four Styles	122
The Four Styles	123
People Reading	127
Seven Transformative <i>DISC</i> Principles	133

**PART III: APPLYING THE *DISC* STYLES
IN YOUR LIFE 155**

- Steps for Reaching Your Highest Potential 157
- Better Parenting with *DISC* 165
- DISC* in the Work Environment 173
- Tapping the Power of Style in Teams 177
- DISC* Action Planning 188
- DISC* Mapping 193

**PART IV: TAKING FLIGHT!
DISC FOR COLLEGE STUDENTS 197**

- Paying for School 198
- Dealing with Roommates 203
- The School / Life Balancing Act 205
- Choosing a Major 209
- DISC* and Your Teacher 214
- Making the Grade with Group Projects 217
- School Stress 219
- Ace the Interview and Win the Job 224
- Postscript 228
- Appendix: Style Combinations 231

Put DISC Into Action!

Your purchase of **Taking Flight!** includes access to a free DISC mini-profile.

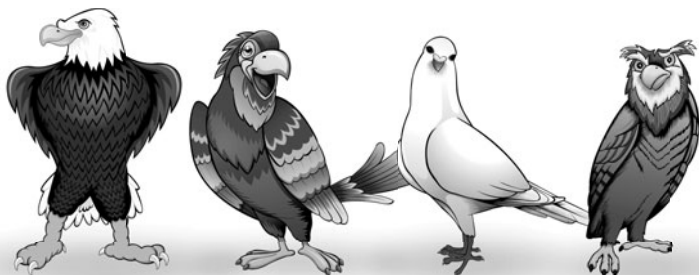
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About the Authors

Merrick Rosenberg, M.B.A., is an accomplished entrepreneur and keynote speaker. In 1991, he co-founded Team Builders Plus, the most recognized team-building company in the United States. Merrick has led team and leadership development training programs around the world for more than two decades. Drexel University honored Merrick as the Alumni Entrepreneur of the Year, and *NJ Biz* selected him as one of the New Jersey Executives of the Year. Under Merrick's leadership, Team Builders Plus was recognized as the New Jersey Business of the Year by *NJ Biz*, one of the Fastest Growing Companies in the U.S. by *Inc.* magazine, and on numerous occasions, as one of the Fastest Growing Companies and Best Places to Work in the Philadelphia region by the *Philadelphia Business Journal*.

Daniel Silvert, B.A., is a sought-after keynote speaker and executive coach. Daniel has led training programs at every level on the DISC styles, leadership, teamwork, accountability, and transformational change. Daniel's early background focused upon career development, coaching hundreds of executives through career transitions from both within and outside their organizations. Daniel has brought his

unique perspective to hundreds of companies and government agencies, including Adidas, Blue Cross Blue Shield, Dell, Dow Jones, Home Depot, L'Oreal, L-3 Communications, Merck, SAP, Situs, W.L. Gore, and the Department of Homeland Security.

Take Flight Learning

Based on more than two decades of experience with the DISC styles, the authors co-founded Take Flight Learning to share DISC with the world. Take Flight Learning offers a variety of DISC training programs, products, and services. DISC sessions can be conducted for organizations (including programs for individuals, teams, leaders, salespeople, and educators), trainers (through the *Take Flight with DISC Certification*), and in public seminars. Merrick Rosenberg and Daniel Silvert are available as keynote speakers to enliven conferences with DISC wit and wisdom. And individuals can discover their strengths and challenges through the *Take Flight with DISC* profile.

Team Builders Plus

Team Builders Plus helps teams and leaders create more engaging and productive work environments. Team-building sessions range from team bonding events to facilitated interventions. On the lighter side,

groups of just about any size can participate in treasure hunts, philanthropic activities, and an assortment of programs that are just plain fun. More intensive sessions are also available for groups who seek to build trust, improve communication, increase collaboration, break down silos, and instill accountability.

Learn more and connect with the authors:

ChiefParrot@TakeFlightLearning.com
(In case you're wondering, this is Merrick
Rosenberg.)

TheEagle@TakeFlightLearning.com
(...and this is Daniel Silvert.)

Follow us Twitter at @DISCstyles, @MerrickR, and
@DanielSilvert

www.TakeFlightLearning.com
856.807.0200

www.TeamBuildersPlus.com
856.596.4196

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Introduction

Sometimes we discover a pattern so obvious and predictable that we can't believe we hadn't noticed it before. Imagine if this pattern could provide a blueprint for better understanding yourself and every person with whom you interact.

Such a framework exists through a simple four-style model of behavior known as *DISC*. The pattern is hidden in everything we do, and it might just be the most powerful tool you ever discover because it will enable you to maximize your potential and deepen your connection with everyone you know.

If you're already one of the millions of people familiar with the *DISC* behavioral styles, the principles shared in *Taking Flight!* will elevate your understanding to a whole new level. If you haven't yet been introduced to the four styles of *DISC*, brace yourself for impact: This knowledge will change your life!

In our work with hundreds of companies and tens of thousands of people from all walks of life, we have witnessed phenomenal transformations in people. We have watched mediocre managers evolve into highly effective leaders, teams mired in conflict resolve years of pent-up stress, floundering salespeople transform into superstars, frustrated teachers become inspirational educators, and countless careers revitalized and redirected by individuals who have learned how to fully leverage their natural gifts. As they replaced judgment with acceptance, couples have told us that understanding *DISC* saved their marriages, and parents have approached us with joy and relief at better understanding their children.

Whether you're interacting with coworkers or customers, family members or friends, *DISC* will empower you to better relate with others. You will soon understand why you click with some people and clank with others. Moreover, you will gain a valuable framework for maximizing your strengths and minimizing your weaknesses.

What you are about to read is not just a story about birds. At its heart, *Taking Flight!* is about *you*. Although you might not notice it at first, before long you will quickly recognize yourself in these pages. *Taking Flight!* is about why you react to your family, friends, and coworkers the way you do. It's also about how you respond to the world around you and what drives your decisions and actions. And, it's about how you can use this newfound knowledge in the future.

As you read, consider what *you* would do in the birds' situation and think about what that says about who *you* are, how you behave, and how you perceive and respond to the people in your life. Yes, this is just a story. But it's also a representation of your life. Believe it or not, you are one of the birds in this story. The question is, which one?

Is there a character in the story who acts like you?

Perhaps one of them reminds you of someone you know.

Do you find yourself cheering for one of the birds?

Do any of the characters push your buttons?

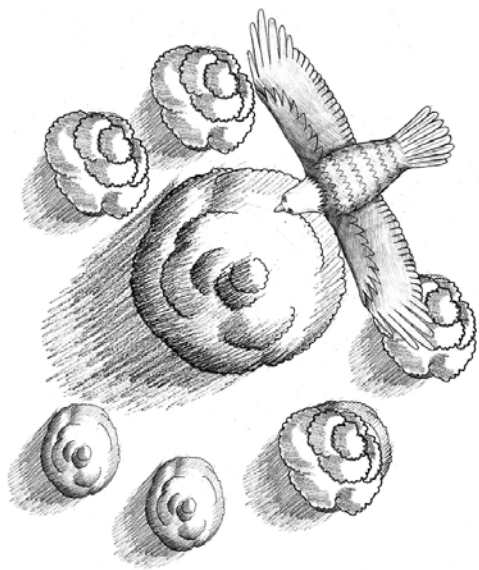
Birds know that in order to fly, they must first take a leap. They must jump from the secure branch that grounds them and head into the unknown that lies ahead.

If we wish to soar and reach new heights in our closest relationships, in our business careers, and in all aspects of our life, we too must take a leap. We all know that birds can *Take Flight*. The question is, can you?

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C H A P T E R 1

Home



It began with a subtle crackling sound—hardly noticeable at first. Branches vibrated as the ground trembled below. Leaves shimmered. Suddenly, a booming snap echoed through the forest as the tree swayed one last time in the morning sun. Within seconds, the mighty tree would no longer provide shade for ground animals or shelter for birds. The two-hundred-foot giant hurtled downward, crashing to earth with a deafening thud.

An aftershock of anxiety rippled deep within the forest, known simply as “Home.” To the diverse community of birds that dwelled there, Home was a place of safety and serenity. Here, fearsome eagles interacted with kind doves, and boisterous parrots mingled with watchful owls.

High above it all flew Dorian, a majestic eagle with a proud, sharp gaze and impressive seven-foot wingspan. From sunup to sundown, Dorian patrolled the skies. The mighty eagle felt a great sense of responsibility to ensure the security for all those who lived below. On this day, however, his sixth sense alerted him that something unusual had occurred. But what was it? Instinctively, his sharp eye and decisiveness kicked into a higher gear.

With focused attention, Dorian flew over a family of doves sharing quiet conversation. He noticed Samuel and Sarah sitting on their usual dependable branch preparing a meal for a friend. Their soft white and grey feathers blended seamlessly into their surroundings. Sarah was hatched in this tree, as was her mother, and her mother before her.

Typically, Dorian would hear soft cooing in sweet rhythmic tones as he glided past Samuel and Sarah's branch. The eagle never quite understood why so many birds went to the dove family tree to seek companionship, advice, and comfort.

But today, no cooing could be heard. The echoing thud had rattled the doves, and the resulting silence spoke volumes to Dorian.

The eagle continued his daily patrol and made certain to watch for Man or any other intruders. The birds enjoyed great harmony in their world, and Dorian intended to keep it that way.

He soared over the Great Lake and spotted a group of parrots. Though not large in number, they seemed to be *everywhere*. With a burst of red here and a flash of yellow there, parrot laughter reverberated from one end of the forest to the other. Dorian listened in for a few minutes as the parrots amused themselves with their usual banter.

“Hey everybody!” belted Indy, widely recognized as the forest’s biggest personality. “Let’s fly!”

“Where are we headed?” asked Ivy.

“We’ll figure it out when we get there,” Indy replied.

Passing just below, Dorian heard Indy remind the group, *“Life’s no fun when there’s work to be done. But we can make it better if we do it together. Yeah!”*

“That darn parrot motto. They are such time wasters,” thought Dorian as he scanned the forest below. “Don’t they realize that we need to figure this out right now? If only they could just channel that parrot energy into something constructive.”