

Taking Flight with DISC

Levels 1, 2 and 3 Evaluation



STUDY
CONDUCTED BY:



C3i
SOLUTIONS

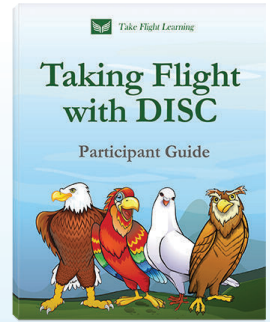
An HCL Technologies Company



Take Flight Learning

Taking Flight with DISC Training Program

Participants in this study took part in Take Flight Learning's *Taking Flight with DISC* training program. These sessions were created by Take Flight Learning and delivered by Take Flight Learning certified trainers on staff at C3i Solutions. The program is based on the DISC personality styles as represented by Eagles (the Dominant D style), Parrots (the Interactive I style), Doves (the Supportive S style), and Owls (the Conscientious C style). These sessions contained the following modules:



Understanding the Four Styles - Participants were introduced to the characteristics of each of the four styles. After discovering the basic traits of each style, participants received their personal reports and reviewed their assessment results. They were then sorted into groups of five to six people based on style and led through a series of engaging exercises that applied the behavioral patterns of the four birds to real-world situations.

Identifying the Four Styles - Next, participants learned to identify the styles of others. After participating in several brief exercises and an open discussion, participants gained the skills to quickly determine another person's style by simply observing their words, tone and body language.

Altering your Approach with Others - Once participants understood the four styles, recognized how their own style impacts their success and their relationships, and could effectively identify them in others, they were introduced to "The Home Rule," treat others how they need to be treated not how you need to be treated. This part of the program focused on how to modify or "flex" one's style to adapt to the needs of others.

Improving Communication - In this module, participants learned how to use the styles to communicate more effectively. Participants also learned how to communicate with diverse groups that contain multiple styles. In addition, they identified the Do's and Don'ts of communicating to each style.

Applying Style to Teams - Participants then learned how to use the styles to improve team dynamics. Participants analyzed a variety of teams with various style compositions to practice identifying team strengths and challenges based on style. This portion of the program generated appreciation for the unique value that each person brings to their team, as well as allowed them to identify potential strengths and blind spots of the team based on its style makeup.

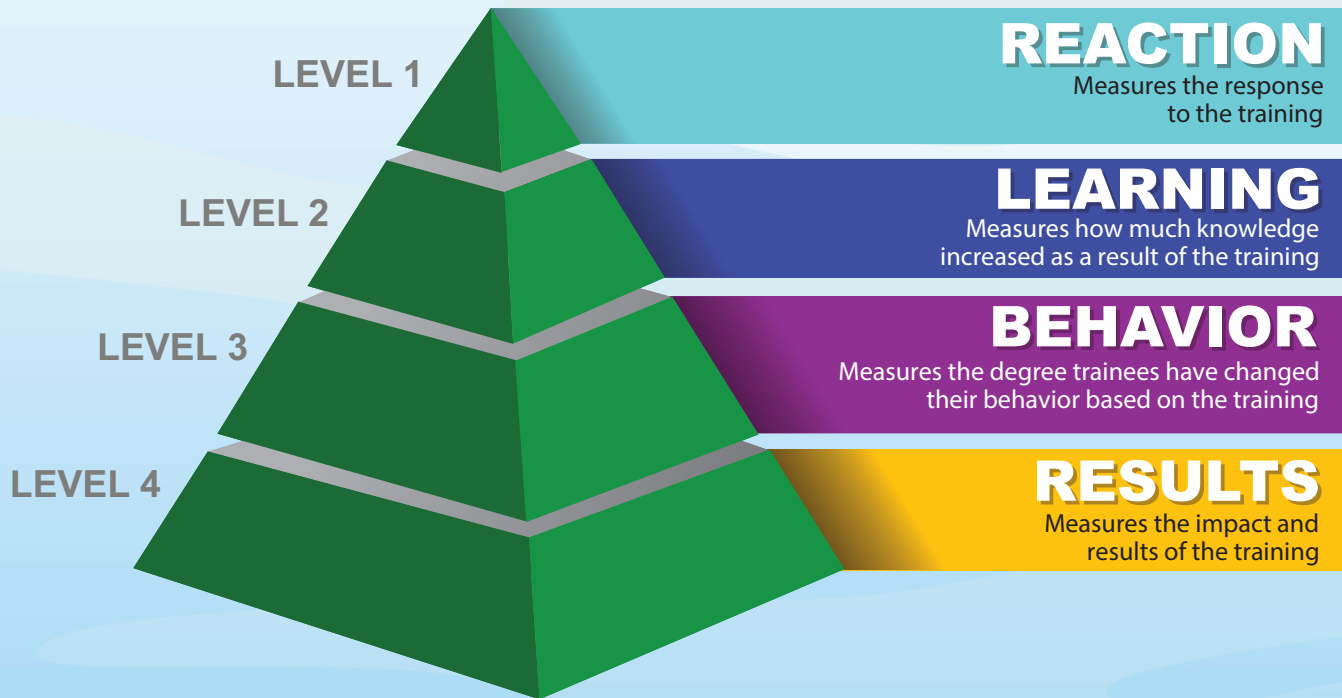
Recognizing and Adapting to Tone Down Style Overuse - In the final component of the training program, participants discovered what happens when people overuse their strengths. They also had time to reflect on their own behaviors to determine how their style both helps and hinders their success. To close out the training program, each participant developed a personal action plan designed to help them integrate the styles into their daily behaviors and interactions.

After participating in these training sessions, two groups of respondents participated in a Level 1, 2, and 3 Evaluation. This study was conducted by C3i Solutions and the results are found in the following pages.

Levels 1, 2 and 3 Evaluation

While many training program participants complete “smile sheets” to measure their satisfaction with the training, behavioral change and impact are rarely measured. Based on a 3-hour *Taking Flight with DISC* session, two groups of trainees and their managers were asked a series of questions that spanned Levels 1, 2 and 3 training evaluation. The following report contains a summary of their responses.

KIRKPATRICK'S 4 LEVELS OF TRAINING EVALUATION



The Assessment Process

Level 1: Both groups rated their reaction to the training program

Level 2: To assess learning, participants engaged in small group activities and Q&A sessions to provide confirmation of knowledge acquisition

Level 3: Individuals and their managers measured the degree to which they believe they are applying their new insights



Group 1 Sessions

Session 1: April 19, 2018 / ½ Day Session

Session 2: April 24, 2018 / ½ Day Session

Level 1 Evaluation Results

On a scale of (1 = Strongly Disagree to 4 = Strongly Agree)

Session 1: Overall Average Rating = **4.0**

Session 2: Overall Average Rating = **4.0**

Level 2 Evaluation Results

- Small group activities and Q&A sessions provided further confirmation of knowledge learned
- Each learner had the opportunity to demonstrate a minimum of technique through the use of roleplaying.
- Through all of the discussion, questions, observations and real-life scenarios shared on how to use this information, the groups obtained a strong handle on the material and how it can benefit them both in their professional and personal life.



Level 3 Learner Self-Evaluation

Learner Results:	Before Training	After Training	% Increase
Discovering the four styles (Eagle, Parrot, Dove and Owl)	1.44	3.33	+133%
Ability to identify the styles of others	1.44	3.89	+170%
Altering your approach with others	2.11	3.56	+69%
Utilizing to improve your overall effectiveness in communication	2.22	3.89	+75%
Ability to apply style to teams	1.89	3.89	+106%
Recognizing and adapting to tone down overuse of your style	1.89	3.89	+106%

Level 3 Learner Feedback

“ Now when I perform monthly scores for my Owl agents. I take more time elaborating on the information provided. In the past, I neglected to tailor feedback per agent. ”

“ I have been able to successfully identify the style of others (clients and peers) and then in turn be able to successfully alter my style of communication to what resonates with them. In turn I have been more successful in my job. ”

“ We have reassessed our team structure based on coaching relationships and communication style. It has helped me help my leadership team to get new perspective on perceived barriers with their agents. ”

“ One of my agents is an Owl. Instead of just telling her what to do with new computer system updates, I have had more detailed conversations with her and make sure that she understood what's going on and the rationale behind the changes. It seems that she feels better with the changes and has more buy in. ”

“ Since having the DISC training, there have been multiple times I have been able to utilize what I learned. This has occurred during my coaching with agents I was monitoring. I was able to tailor my coaching to fit their personality according to where I think their style lies. Additionally, now when I write emails I think about tailoring it to fit the receivers and not just how I would want the email written to me. This has been a huge help in getting the point of the email across. ”

Level 3 Learner Response to: How has the Taking Flight with DISC training program enhanced your effectiveness in your role?

“ Now, since I am able to recognize my agents’ styles, I am more able to connect and understand them. ”

“ I absolutely loved this class. Taking Flight has taught me a lot about personal and professional relationships. It further emphasized how before interacting with certain individuals in both settings, I need to have awareness of what their style is and recognize that when communicating with them. ”

“ I find myself taking personal style and that of others into consideration more frequently. ”

“ Before this training I was a very independent “Eagle,” who if I would start a task or project I would work on it alone no matter how long it would take for me. Now if I feel overwhelmed by a project I will reach out to other members of leadership for guidance and opinions on best practices. ”

“ It has helped me very much in communicating with a challenging client who is an Eagle Owl (I am a Dove Parrot). It has helped me to understand her approach, but more importantly, it has helped me to communicate so that she can see that we are on the same page and I am giving her what she is asking for. ”

“ I am a Dove (primarily) and I think I have been easily recognized as such by others on my team. Since the training I have felt more comfortable expressing my Owl and Parrot tendencies and I’ve noticed that I get a very different response during coaching sessions with my agents. The most surprising part of that is I think I might have been letting my “doveness” get in the way of being a more effective communicator in some respects. ”

“ This has enhanced my effectiveness as I feel the training has helped on my approach with my direct reports as now I have a much better understanding of their personality. This allows me to coach them much more effectively. ”

Level 3 - Manager Feedback

“Our agents are able to more clearly communicate with our clients, which has allowed them to be more effective in their roles. It has shortened the time of client communications because things are delivered in a more concise manner.”

“I have seen great results with one of my team members who I get the sense always felt that to be a leader means to be an Eagle only. I can see him using a more Dove and Parrot approach than in the past. This has allowed him to be more effective in managing his agents.”

“This training has raised awareness for one of my agents who is now able to identify different communication styles and tailor his communication style to increase effectiveness.”

“I think this training has helped one of my direct reports to tap into her other bird styles and let go of her Dove a little bit. I think she is now a more balanced bird.”

“I watched one of my agents do a great job in changing her communication style to communicate with our client. I also feel this has helped us all, as we have all been able to understand her bird style, and be able to communicate with her more clearly.”

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Level 3 Manager Evaluation of Learners

Learner Results:	Before Training	After Training	% Increase
Discovering the four styles (Eagle, Parrot, Dove and Owl)	2.00	3.86	+93%
Ability to identify the styles of others	1.86	3.71	+99%
Altering your approach with others	2.43	3.57	+47%
Utilizing to improve your overall effectiveness in communication	2.43	4.14	+70%
Ability to apply style to teams	2.29	3.86	+68%
Recognizing and adapting to tone down overuse of your style	2.14	3.86	+80%

Group 2 Session

Session 1: May 31, 2018 / Full Day Session

Level 1 Evaluation Results

On a scale of (1 = Strongly Disagree to 4 = Strongly Agree)

Session 1: Overall Average Rating = **4.0**

Level 2 Evaluation Results

- Each learner had the opportunity to demonstrate a minimum of technique through the use of roleplaying.
- Small group activities and Q&A sessions provided further confirmation of knowledge learned.



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Level 3 Learner Self Evaluation

Learner Results:	Before Training	After Training	% Increase
Discovering the four styles (Eagle, Parrot, Dove and Owl)	1.73	3.84	+122%
Ability to identify the styles of others	1.79	3.32	+85%
Altering your approach with others	2.16	3.37	+56%
Utilizing to improve your overall effectiveness in communication	2.53	3.68	+45%
Ability to apply style to teams	2.00	2.95	+47%
Recognizing and adapting to tone down overuse of your style	1.89	3.05	+61%

Level 3 - Learner Feedback

“ Now, working with Owls – I take time to pay attention to details. ”

“ I think more about how I should say things verses only on what to say. ”

“ I am challenged with a couple of people – one is a parrot, another is a dove and the third is an eagle – I need to talk differently to each of them. Trying to use what I learned. ”

“ I changed my approach when reps are talking to customers and I need to coach them. ”

“ With certain team members, I felt they were overbearing – I now understand they are not intentionally overbearing – I realize that are just trying to help me but their style is different than mine. ”

“ In a one-on-one meeting, I recognized the style of my rep and the end result was more positive than it has been in the past. I found he understood the explanations better and had more buy-in to the overall end result than he has in the past. ”

“ I spoke with an analyst whose approach was rough. I spoke with her and tried to mirror and build rapport and give feedback in her style instead of just being my style. Results – went very well. She understood concerns and now realizes how she is effecting others. ”



Level 3 – Learner Response to: How has the Taking Flight with DISC training program enhanced your effectiveness in your role?

“ Learning more about my teammates helps me communicate with them. ”

“ This training impacted me tremendously as we need to approach people differently and we need to lead people differently.
I will seek to understand and be a chameleon! ”

“ The training was perfect for business and personal life. ”

“ We think we know how to act and react – I now think twice before acting. ”

“ Helped me to look at myself and the pros and cons of my behavior .
The book is a valuable asset. ”

“ Will help me to understand my coworkers and make a better environment for us all. ”

“ Knowing how to differentiate different personalities and how they take things. ”

“ I will take this training with me forever – I have been enjoying
The Chameleon book, both personally and professionally. ”

“ This training has enabled me to grow as a leader. I now recognize the different personalities I deal with on a daily basis so I can be more effective in my communication with them. ”

Level 3 - Manager Feedback

“I can see that my agents can now identify the bird personality and mirror their style in order to have better results”

“They are able to talk to the various styles differently now and build good rapport with them.”

“I see more focus in trying to align bird style with others.”

“I watched one of my team members talk and listen better when someone approached him on a different way.”

“One of staff members whose bird style is an eagle now accomplishes goals for an internal task on a daily basis.”

“This training has helped one of my agents who was able to be more aware of her actions before being reactive.”

“One of my owls is looking more into the details of things to help other birds that are not detail oriented.”

“I have heard several people talk about being able to identify the style of each individual.”

“An eagle agent is now able to modulate his voice tonality to approach others.”

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Level Three Manager Evaluation of Learners

Learner Results:	Before Training	After Training	% Increase
Discovering the four styles (Eagle, Parrot, Dove and Owl)	1.05	2.32	+121%
Ability to identify the styles of others	1.05	2.21	+110%
Altering your approach with others	1.05	2.0	+90%
Utilizing to improve your overall effectiveness in communication	1.00	1.95	+95%
Ability to apply style to teams	1.00	1.95	+95%
Recognizing and adapting to tone down overuse of your style	1.00	1.95	+95%

