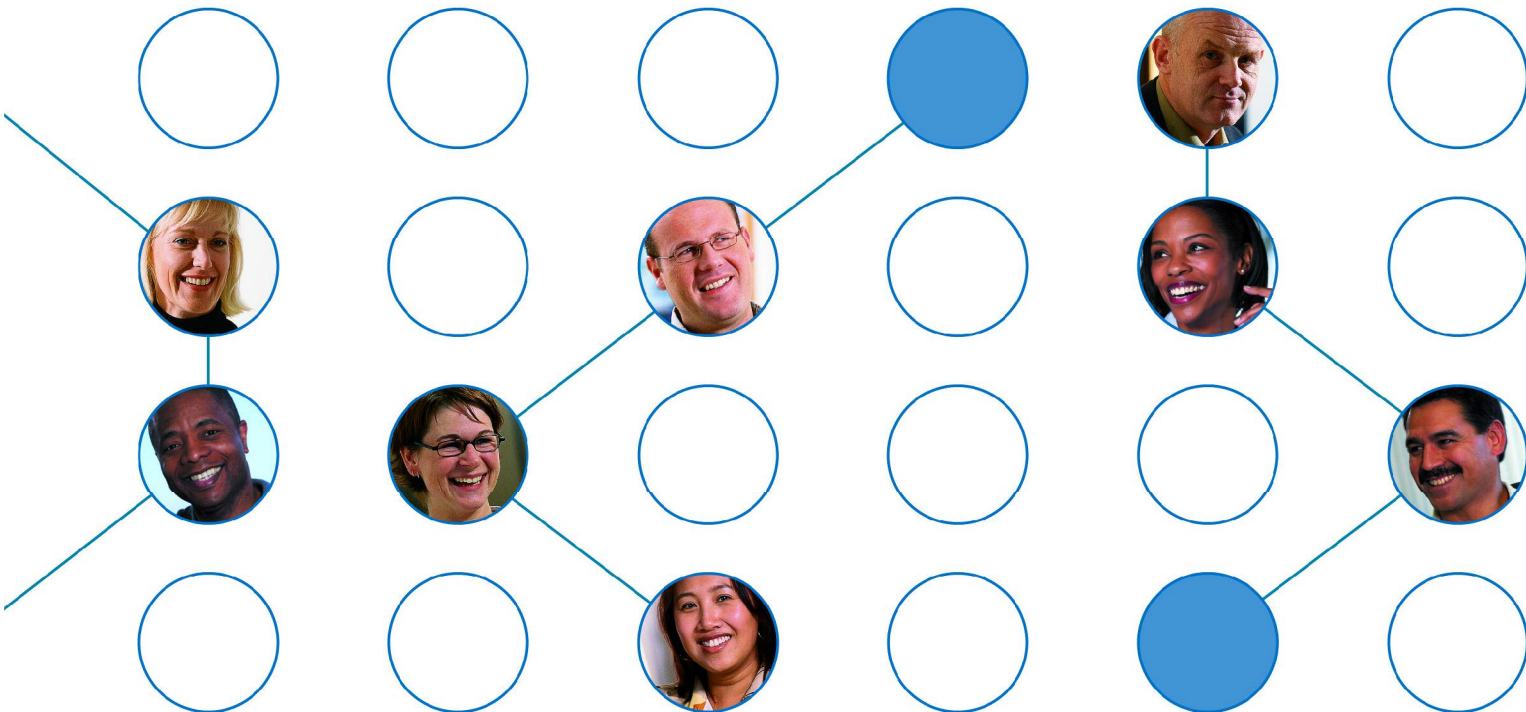# DiSC® Classic 1.0
Personal Profile System® 2800

Respondent Name
Wednesday, July 08, 2009

This report is provided by:
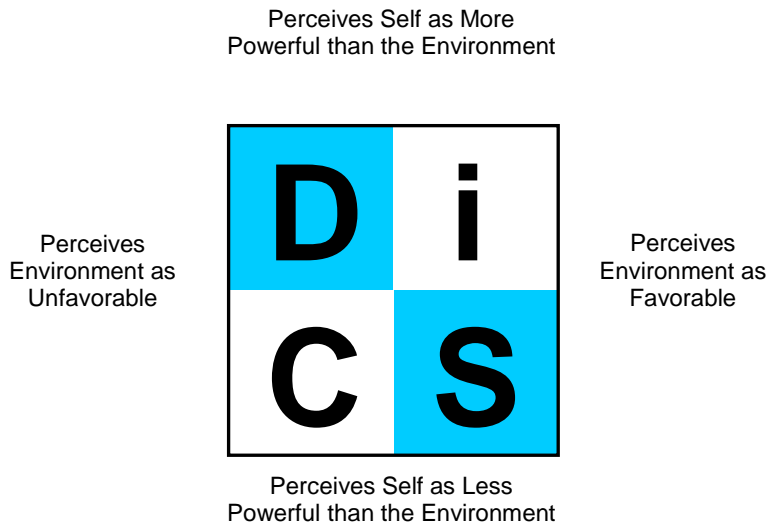
The Summers Advisory Group Inc.
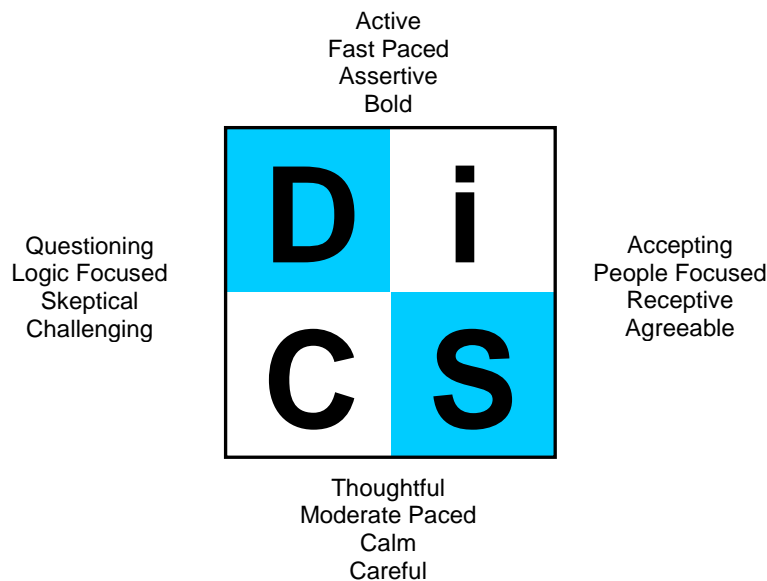PO Box 26523
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The DiSC Model
DiSC® Classic 1.0

DiSC Classic is based on a four-quadrant model that reliably describes four styles of human behavior: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Some people fall into one style, others fall into two, and some may fall into three.

How is your DiSC style different from the other DiSC styles? What do you have in common with the other DiSC styles? The DiSC model explained here will help you understand these important questions. In the square below, each DiSC style has something in common with the styles that are next to it. You can see that the C and S styles tend to perceive themselves as less powerful than their environment. That is, they may be more inclined to adapt their surroundings because they feel that they have little direct control over them. On the other hand, the D and i styles tend to perceive themselves as more powerful than their environment. That is, they may be more assertive because they feel they have more control over their surroundings. In addition, the D and C styles tend to perceive their environment as unfavorable (or unwelcoming and resistant), and the i and S styles tend to view their environment as favorable (or friendly and supportive).

Perceives Self as More
Powerful than the Environment

Perceives
Environment as
Unfavorable

D i
C S

Perceives
Environment as
Favorable

Perceives Self as Less
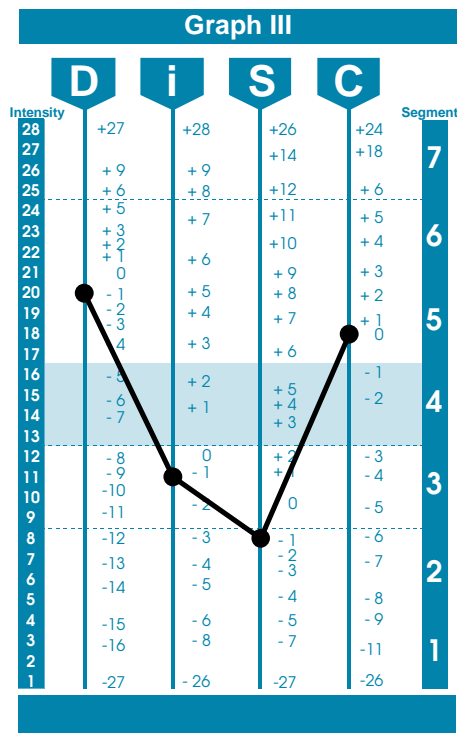Powerful than the Environment

The illustration below elaborates on the DiSC model. It describes the four styles in a way that is more observable and behavioral. You will notice that while the C and S styles are both thoughtful and moderate paced, the D and i styles are more active and fast paced. In addition, the D and C styles tend to be questioning and logic focused, but the i and S styles tend to be more accepting and people focused.

Active
Fast Paced
Assertive
Bold

Questioning
Logic Focused
Skeptical
Challenging

D i
C S

Accepting
People Focused
Receptive
Agreeable

Thoughtful
Moderate Paced
Calm
Careful

Respondent Name **2**

Your Personal DiSC® Profile
DiSC® Classic 1.0

There are four key elements in this report that will help you understand your behavior and the behavior of others: Your Personal DiSC® Profile, Your Highest DiSC Dimension, Your Intensity Index, and Your Classical Profile Pattern.

Graph III — D i S C

Intensity	D	i	S	C	Segment
28	+27	+28	+26	+24	
27			+14	+18	7
26	+ 9	+ 9	+12	+ 6	
25	+ 6	+ 8			
24	+ 5	+ 7	+11	+ 5	6
23	+ 3		+10	+ 4	
22	+ 2	+ 6			
21	+ 1		+ 9	+ 3	
20	0	+ 5	+ 8	+ 2	5
19	- 1	+ 4	+ 7	+ 1	
18	- 2			0	
17	- 3	+ 3	+ 6		
16	- 4			- 1	
15	- 5	+ 2	+ 5	- 2	4
14	- 6	+ 1	+ 4		
13	- 7		+ 3		
12	- 8	0	+ 2	- 3	
11	- 9	- 1	+ 1	- 4	3
10	-10		0	- 5	
9	-11				
8	-12	- 3	- 1	- 6	
7	-13	- 4	- 2	- 7	2
6	-14	- 5	- 3		
5			- 4	- 8	
4	-15	- 6	- 5	- 9	
3	-16	- 8	- 7	-11	1
2					
1	-27	- 26	-27	-26	

Your Personal DiSC Profile

The graph above shows the amount of each dimension that you are using based on your responses. The points above the shaded area are those dimensions of behavior you are emphasizing the most; the points below are those dimensions you are emphasizing the least. However, in the course of daily interactions, most people use at least some of all four dimensions.

Your Highest DiSC Dimension: Dominance (D) - Conscientiousness (C)

Your highest dimension, based on your responses, is Dominance (D) - Conscientiousness (C). You can read about this on page 4. If you have more than one dimension above the shaded area, you also have a secondary dimension that you are emphasizing

Intensity Index

The bar along the left side of your graph represents the range of intensities for each of your dimensions of behavior. An intensity rating of 28 is the most intense; a rating of 1 is the least intense. The intensity index on page 5 will provide an opportunity for you to look at each of your DiSC dimensions of behavior separately and gain a better understanding of how others might describe your behavior.

Classical Profile Pattern: Creative Pattern

Your Classical Profile Pattern, Creative Pattern, is detailed for you on page 6. There are a total of 15 Classical Patterns that describe the behavior of people with a specified blend of the four DiSC dimensions. Based on the pattern of your high and low plotting points on all four DiSC dimensions, your pattern reflects the complexity and subtlety of your behavior. You can gain a better understanding of yourself and others by reading through your Classical Profile Pattern, as well as reviewing all 15 patterns on pages 7 through 14.

Your Highest DiSC® Dimension
DiSC® Classic 1.0

The shaded box in the table below represents your highest DiSC® dimension. Read the description, taking time to underline the phrases that accurately describe you and cross out any that do not. As mentioned, people often have more than one high dimension. Be sure to read any other dimensions you may be emphasizing, as well as those dimensions different from yours to help you better understand others.

D DOMINANCE

Emphasis is on shaping the environment by overcoming opposition to accomplish results

DESCRIPTION
This person's tendencies include
- getting immediate results
- causing action
- accepting challenges
- making quick decisions
- questioning the status quo
- taking authority
- managing trouble
- solving problems

ACTION PLAN
This person needs others who
- weigh pros and cons
- calculate risks
- use caution
- structure a predictable environment
- research facts
- deliberate before deciding
- recognize the needs of others

This person desires an environment that includes
- power and authority
- prestige and challenge
- opportunities for individual accomplishments
- wide scope of operations
- direct answers
- opportunities for advancement
- freedom from controls and supervision
- many new and varied activities

To be more effective, this person needs
- to receive difficult assignments
- to understand that they need people
- to base techniques on practical experience
- to receive an occasional shock
- to identify with a group
- to verbalize reasons for conclusions
- to be aware of existing sanctions
- to pace self and to relax more

i INFLUENCE

Emphasis is on shaping the environment by influencing or persuading others.

DESCRIPTION
This person's tendencies include
- contacting people
- making a favorable impression
- being articulate
- creating a motivational environment
- generating enthusiasm
- entertaining people
- viewing people and situations with optimism
- participating in a group

ACTION PLAN
This person needs others who
- concentrate on the task
- seek facts
- speak directly
- respect sincerity
- develop systematic approaches
- prefer to deal with things instead of people
- take a logical approach
- demonstrate individual follow-through

This person desires an environment that includes
- popularity, social recognition
- public recognition of ability
- freedom of expression
- group activities outside of the job
- democratic relationships
- freedom from control and detail
- opportunities to verbalize proposals
- coaching and counseling
- favorable working conditions

To be more effective, this person needs
- to control time, if D or S is low
- to make objective decisions
- to use hands-on management
- to be more realistic appraising others
- to make priorities and deadlines
- to be more firm with others, if D is low

C CONSCIENTIOUSNESS

Emphasis is on working conscientiously within existing circumstances to ensure quality and accuracy.

DESCRIPTION
This person's tendencies include
- adhering to key directives and standards
- concentrating on key details
- thinking analytically, weighing pros and cons
- being diplomatic with people
- using subtle or indirect approaches to conflict
- checking for accuracy
- analyzing performance critically
- using a systematic approach to situations or activities

ACTION PLAN
This person needs others who
- delegate important tasks
- make quick decisions
- use policies only as guidelines
- compromise with the opposition
- state unpopular positions
- initiate and facilitate discussions
- encourage teamwork

This person desires an environment that includes
- clearly defined performance expectations
- values on quality and accuracy
- reserved, business-like atmosphere
- opportunities to demonstrate expertise
- control over those factors that affect their performance
- opportunity to ask "why" questions
- recognition for specific skills and accomplishments

To be more effective, this person needs
- to plan carefully
- to know exact job descriptions and performance objectives
- to schedule performance appraisals
- to receive specific feedback on performance
- to respect people's personal worth as much as their accomplishments
- to develop tolerance for conflict

S STEADINESS

Emphasis is on cooperating with others within existing circumstances to carry out the task.

DESCRIPTION
This person's tendencies include
- performing in a consistent, predictable manner
- demonstrating patience
- developing specialized skills
- helping others
- showing loyalty
- being a good listener
- handling excited people
- creating a stable, harmonious work environment

ACTION PLAN
This person needs others who
- react quickly to unexpected change
- stretch toward the challenges of accepted tasks
- become involved in more than one thing
- are self-promoting
- apply pressure on others
- work comfortably in an unpredictable environment
- help prioritize work
- are flexible in work procedures

This person desires an environment that includes
- maintenance of the status quo unless given reasons for change
- predictable routines
- credit for work accomplished
- minimal work infringement on home life
- sincere appreciation
- identification with a group
- standard operating procedures
- minimal conflict

To be more effective, this person needs
- to be conditioned prior to change
- to validate self-worth
- to know how personal effort contributes to the group effort
- to have colleagues of similar competence and sincerity
- to know task guidelines
- to have creativity encouraged

Respondent Name   **4**

Your Intensity Index
DiSC® Classic 1.0

You can see in the chart below we have listed 28 adjectives for each dimension D, i, S, and C. Based on your score for each dimension, we have highlighted a set of adjectives in each column that typically describes how you might be responding in this situation. Review your list and personalize it by circling the words you agree are descriptive and crossing out the ones that aren't.

D	i	S	C
28 egocentric	28 enthusiastic	28 passive	28 perfectionist
27 direct	27 gregarious	27 patient	27 accurate
26 daring	26 persuasive	26 loyal	26 fact-finder
25 domineering	25 impulsive	25 predictable	25 diplomatic
24 demanding	24 emotional	24 team-person	24 systematic
23 forceful	23 self-promoting	23 serene	23 conventional
22 risk-taker	22 trusting	22 possessive	22 courteous
21 adventuresome	21 influential	21 complacent	21 careful
20 decisive	20 pleasant	20 inactive	20 restrained
19 inquisitive	19 sociable	19 relaxed	19 high standards
18 self-assured	18 generous	18 nondemonstrative	18 analytical
17 competitive	17 poised	17 deliberate	17 sensitive
16 quick	16 charming	16 amiable	16 mature
15 self-reliant	15 confident	15 stable	15 evasive
14 calculated risk-taker	14 convincing	14 mobile	14 "own person"
13 self-critical	13 observing	13 outgoing	13 self-righteous
12 unassuming	12 discriminating	12 alert	12 opinionated
11 self-effacing	11 reflective	11 eager	11 persistent
10 realistic	10 factual	10 critical	10 independent
9 weighs pros and cons	9 logical	9 discontented	9 rigid
8 meek	8 controlled	8 fidgety	8 firm
7 conservative	7 retiring	7 impetuous	7 stubborn
6 peaceful	6 suspicious	6 restless	6 arbitrary
5 mild	5 pessimistic	5 change-oriented	5 rebellious
4 quiet	4 aloof	4 fault-finding	4 defiant
3 unsure	3 withdrawn	3 spontaneous	3 obstinate
2 dependent	2 self-conscious	2 frustrated by status quo	2 tactless
1 modest	1 reticent	1 active	1 sarcastic

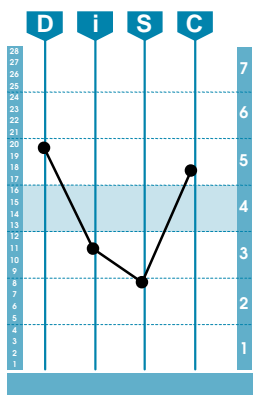**Respondent Name** **5**

Your Classical Profile Pattern
DiSC® Classic 1.0

People, emotions, and behavior are complex and all of us use each of the four dimensions to some degree.

The way the dimensions combine creates a behavioral profile that is different for each combination. Our research has discovered 15 unique profile patterns that most commonly occur. Through theoretical and clinical research, we have written descriptions of each "classical profile" pattern to help people understand and describe their behavior.

Your Classical Profile Pattern is the **Creative Pattern**. Please read the description below. Just as you personalized your dimension of behavior description and your intensity index, take a moment to personalize your Classical Profile Pattern description. Underline or highlight the statements that apply and cross out those that don't.

Creative Pattern

Emotions: accepts aggression; restrains expression

Goal: dominance; unique accomplishments

Judges others by: personal standards; progressive ideas for accomplishing tasks

Influences others by: ability to pace development of systems and innovative approaches

Value to the organization: initiates or designs changes

Overuses bluntness; critical or condescending attitude

Under Pressure: becomes bored with routine work; sulks when restrained; acts independently

Fears: lack of influence; failure to achieve their standards

Would increase effectiveness with more: warmth; tactful communication; effective team cooperation; recognition of existing sanctions

You often display opposite forces in your behavior. Your desire for tangible results is counterbalanced by an equally strong drive for perfection and your aggressiveness is tempered by sensitivity. Although you think and react quickly, you are restrained by the wish to explore all possible solutions before making a decision.

You exhibit foresight when focusing on projects, and you bring about change. You have a drive for perfection and demonstrate considerable planning ability, the changes you make are likely to be sound. However, the method may lack attention to interpersonal relationships.

You want freedom to explore, and you want the authority to examine and retest findings. You can make daily decisions quickly but may be extremely cautious when making bigger decisions: "Should I take that promotion?" "Should I move to another location?" In your drive for results and perfection, you may not be concerned about social poise. As a result, you may be cool, aloof, or blunt.

On the following pages, you'll find descriptions of all 15 classical profile patterns. You may find it interesting and helpful to read these to understand the wide range of behavior people use. Knowing this might help you appreciate and understand how people are the same and different, and learn to communicate more effectively in your relationships.

Other Classical Profile Patterns
DiSC® Classic 1.0

Achiever Pattern

Example
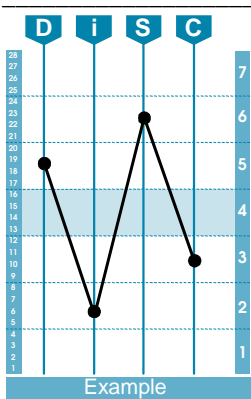
Emotions: is industrious and diligent; displays frustration

Goal: personal accomplishments, sometimes at the expense of the group's goal

Judges others by: ability to achieve concrete results

Influences others by: accountability for own work

Value to the organization: sets and completes key result areas for self

Overuses: reliance on self; absorption in the task

Under Pressure: becomes frustrated and impatient; becomes more of a "do-er" and less of a "delegator"

**Fears:** others with competing or inferior work standards affecting results

Would increase effectiveness with more: reduction of "either-or" thinking; clarity of task priority; consideration of optional approaches; willingness to compromise short-term for long-range benefits

The motivation of Achievers is largely internal and flows from deeply felt personal goals. Their commitment to their own goals precludes an automatic acceptance of the group's goals. Achievers need to see how they can blend their personal goals with the organization's goals. By retaining control over the direction of their lives, Achievers develop a strong sense of accountability.

Achievers demonstrate a keen interest in their work and an intense, continual pursuit of accomplishment. They have a high opinion of their work and under pressure may hesitate to delegate tasks. Instead, they take on the work themselves to ensure that things are done right. When they delegate, they have a tendency to take back the task if it does not go according to their expectations. Their guiding premise is, "If I succeed, I want the credit, and if I fail, I will take the blame."

An Achiever should communicate more with others to expand their thinking beyond either "I have to do it myself" or "I want all the credit." They may need assistance to find new approaches for achieving their desired results. Achievers function at peak efficiency, and they expect recognition equal to their contribution -- high wages in profit organizations and leadership positions in other groups.

Agent Pattern

Example
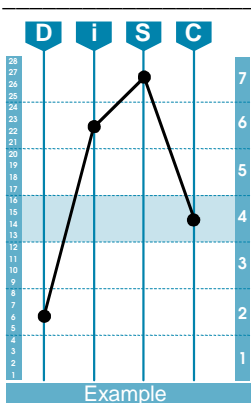
Emotions: accepts affection; rejects aggression

Goal: group acceptance

Judges others by: commitment to tolerate and include everyone

Influences others by: empathy; friendship

Value to the organization: supports, harmonizes, empathizes; focuses on service

Overuses: kindness

Under Pressure: becomes persuasive, using information or key friendships if necessary

Fears: dissension; conflict

Would increase effectiveness with more: strength in the realization of who they are and what they can do; firmness and self-assertion; ability to say "no" when appropriate

Agents are attentive to both the human relations and task aspects of their work situation. Empathetic and supportive, they are good listeners and known for their willing ear. Agents make people feel wanted and needed. Because Agents respond to others' needs, people do not fear being rejected by Agents. Agents offer friendship and are willing to perform services for others.

Agents have excellent potential for effectively organizing and completing tasks. Agents naturally promote harmony and teamwork and are particularly good at doing for others what they find difficult to do for themselves.

Agents fear conflict and dissension. Their supportive approach may enable others tolerate a situation, rather than encouraging them in active problem-solving. In addition, the Agent's tendency to adopt a "low" profile -- instead of having open confrontations with aggressive individuals -- may be perceived as a lack of "toughness." Although they are concerned with fitting into the group, Agents have a fair degree of independence.

Respondent Name

Other Classical Profile Patterns
**DiSC® Classic 1.0**

Appraiser Pattern

Example
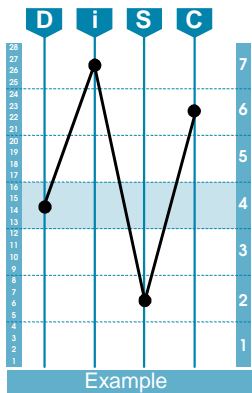
Emotions: is driven to look good

Goal: "victory" with flair

Judges others by: ability to initiate activities

Influences others by: competitive recognition

Value to the organization: accomplishes goals with the team

Overuses: authority; ingenuity

Under Pressure: becomes restless, critical, impatient

Fears: "loss" or "failure"; others' disapproval

Would increase effectiveness with more: individual follow-through; empathy when showing disapproval; steadier pace

Appraisers make creative ideas serve practical purposes. They use direct methods to accomplish results. Appraisers are competitive, but other people tend to view Appraisers as assertive rather than aggressive because Appraisers are considerate of others. Instead of giving orders or commands, Appraisers involve people in the task through persuasion. They elicit the cooperation of those around them by explaining the rationale of the proposed activities.

Appraisers help others visualize the steps that are necessary to accomplish results. Appraisers usually speak from a detailed plan of action that they have developed to ensure an orderly progression toward results. In their eagerness to win, Appraisers can become impatient when their standards are not maintained or when extensive follow-through is required.

Appraisers are good critical thinkers. They are verbal in their criticisms, and their words occasionally may be caustic. Appraisers have better control of the situation if they relax and pace themselves. A helpful axiom to achieve this is, "You win some and you lose some."

Counselor Pattern

Example
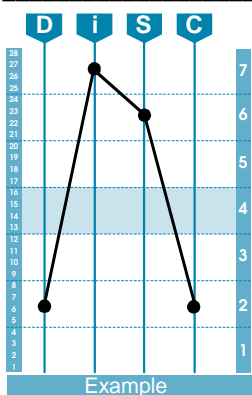
Emotions: being approachable; showing affection and understanding

Goal: friendship; happiness

Judges others by: positive acceptance of others; ability to look for the good in people

Influences others by: personal relationships; "open door" policy

Value to the organization: remaining stable and predictable; developing a wide range of friendships; listening to others' feelings

Overuses: indirect approach; tolerance

Under Pressure: becomes overly flexible and intimate; is too trusting without differentiating among people

Fears: pressuring people; being accused of causing harm

Would increase effectiveness with more: attention to realistic deadlines; initiative to complete the task

Counselors are particularly effective in solving people problems. They impress others with their warmth, empathy, and understanding. Their optimism makes it easy to look for the good in others. Counselors prefer to deal with others by building long-standing relationships. As a good listener with a willing ear for problems, a Counselor offers suggestions gently and refrains from imposing his or her ideas on others.

Counselors tend to be overly tolerant and patient with non-producers. Under pressure, they may have difficulty confronting performance problems. Counselors may be indirect when issuing orders, making demands, or disciplining others. By adopting the attitude that "people are important," Counselors may place less emphasis on task accomplishment. They sometimes require assistance to set and meet realistic deadlines.
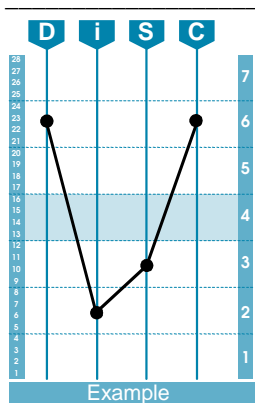
Counselors often take criticism as a personal affront, but they respond well to attention and compliments for completed assignments. When in a position of responsibility, Counselors tend to be attentive to the quality of working conditions and provide adequate recognition for members of their group.

Other Classical Profile Patterns
DiSC® Classic 1.0

Creative Pattern

D i S C

Example

Emotions: accepts aggression; restrains expression

Goal: dominance; unique accomplishments

Judges others by: personal standards; progressive ideas for accomplishing tasks

Influences others by: ability to pace development of systems and innovative approaches

Value to the organization: initiates or designs changes

Overuses: bluntness; critical or condescending attitude

Under Pressure: becomes bored with routine work; sulks when restrained; acts independently

**Fears:** lack of influence; failure to achieve their standards

Would increase effectiveness with more: warmth; tactful communication; effective team cooperation; recognition of existing sanctions

Persons with a Creative Pattern display opposite forces in their behavior. Their desire for tangible results is counterbalanced by an equally strong drive for perfection and their aggressiveness is tempered by sensitivity. Although they think and react quickly, they are restrained by the wish to explore all possible solutions before making a decision.

Creative persons exhibit foresight when focusing on projects, and they bring about change. Since individuals with a Creative Pattern have a drive for perfection and demonstrate considerable planning ability, the changes they make are likely to be sound, but the method may lack attention to interpersonal relationships.

Creative persons want freedom to explore, and they want the authority to examine and retest findings. They can make daily decisions quickly but may be extremely cautious when making bigger decisions: "Should I take that promotion?" "Should I move to another location?" In their drive for results and perfection, Creative persons may not be concerned about social poise. As a result, they may be cool, aloof, or blunt.

Developer Pattern

D i S C

Example
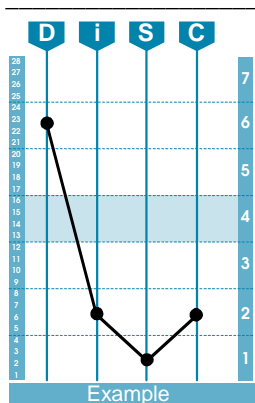
Emotions: is concerned with meeting personal needs

Goal: new opportunities

Judges others by: ability to meet the Developer's standards

Influences others by: pursuit of solutions for problems; projection of personal sense of power

Value to the organization: avoids "passing the buck"; seeks new or innovative problem-solving methods

Overuses: control over people and situations to accomplish his or her own results

Under Pressure: works alone to complete tasks; is belligerent if individualism is threatened or challenging opportunities disappear

Fears: boredom; loss of control

Would increase effectiveness with more: patience, empathy; participation and collaboration with others; follow through and attention to quality control

Developers tend to be strong-willed individuals, continually seeking new horizons. As self-reliant, independent thinkers, they prefer to find their own solutions. Relatively free of the constraining influence of the group, Developers are able to bypass convention and often create innovative solutions.

While they most often use direct, forceful behavior, Developers can also shrewdly manipulate people and situations. When required to participate with others in situations that limit their individualism, Developers are apt to become belligerent. They are persistent when pursuing the results they desire and will do whatever is necessary to overcome obstacles to success. In addition, they have high expectations of others and can be critical when their standards are not met.

Developers are most interested in achieving their own goals. Opportunities for advancement and challenge are important to them. By focusing on results, they may lack empathy or seem uncaring by dismissing others' concerns.

Respondent Name   **9**

Other Classical Profile Patterns
DiSC® Classic 1.0

Inspirational Pattern

Example
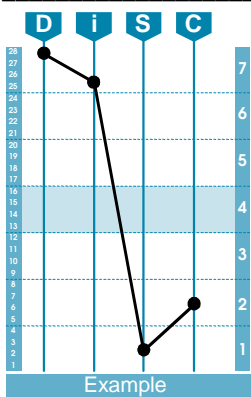
Emotions: accepts aggression; downplays need for affection

Goal: control of their environment or audience

Judges others by: projection of personal strength, character, and social power

Influences others by: charm, direction, intimidation; use of rewards

Value to the organization: acts as a "people mover"; initiates, demands, compliments, disciplines

Overuses: attitude that "the ends justify the means"

Under Pressure: becomes manipulative, quarrelsome, or belligerent

Fears: weak behavior; loss of social status

Would increase effectiveness with more: genuine sensitivity; willingness to help others succeed in their own personal development

Persons with the Inspirational Pattern consciously attempt to modify the thoughts and actions of others. They want to control their environment. They are astute at identifying and manipulating an individual's existing motives in order to direct that person's behavior toward a predetermined end.

Inspirational persons are clear about the results they want, but they do not always immediately verbalize them. They introduce the results they want only after they have primed the other person, offering friendship to those who desire acceptance, authority to those who seek power, and security to those who want a predictable environment.

Inspirational persons can be charming in their interactions. They are persuasive when obtaining assistance for repetitive and time-consuming details. People often experience a conflicting sensation by feeling drawn to Inspirational people and yet being curiously distanced. Others may feel "used" by Inspirational persons' manipulation powers. While they sometimes inspire fear in others and override their decisions, Inspirational persons are generally well-liked by co-workers because they use their considerable verbal skills to persuade others whenever possible. Inspirational persons clearly prefer to accomplish goals through cooperation and persuasion, not domination.

Investigator Pattern

Example
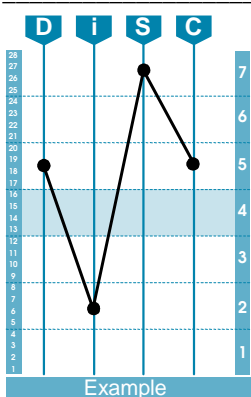
Emotions: is dispassionate; demonstrates self-discipline

Goal: power through formal roles and positions of authority

Judges others by: use of factual information

Influences others by: determination, tenacity

Value to the organization: offers comprehensive follow-through; works determinedly on tasks individually or in a small group

Overuses: bluntness; suspicion of others

Under Pressure: tends to internalize conflict; holds on to grudges

Fears: involvement with the masses; responsibility to sell abstract ideas

Would increase effectiveness with more: flexibility; acceptance of others; personal involvement with others

Objective and analytical, Investigators are dispassionate "anchors of reality." Generally undemonstrative, they calmly and steadily pursue an independent path toward a fixed goal. Investigators are successful at many things, not because of versatility but due to their dogged determination to follow through. They seek a clear purpose or goal from which they can develop an orderly plan and organize their actions. Once a project has begun, Investigators fight tenaciously to achieve their objectives. Intervention is sometimes necessary to change their direction. As a result, they can be perceived as stubborn and opinionated.

Investigators do well with challenging technical assignments in which they can use actual data to interpret the information and draw conclusions. They respond to logic rather than emotion. When selling or marketing an idea, they are most successful with a concrete product.

Investigators are not especially interested in pleasing people and prefer to work alone. They can be perceived as cold, blunt, and tactless. Because they value their own thinking ability, Investigators evaluate others by how they use facts and logic. To increase their effectiveness in personal interactions, they need to develop a greater understanding of other people, especially others' emotions.

Respondent Name **10**

Other Classical Profile Patterns
DiSC® Classic 1.0

Objective Thinker Pattern

D i S C

7
6
5
4
3
2
1

Example
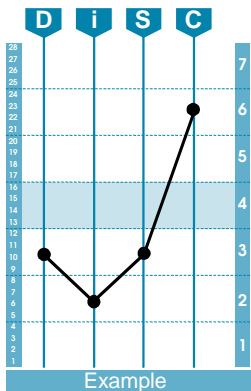
Emotions: rejects interpersonal aggression

Goal: correctness

Judges others by: ability to think logically

Influences others by: use of facts, data, and logical arguments

Value to the organization: defines and clarifies; obtains, evaluates, and tests information

Overuses: analysis

Under Pressure: becomes worrisome

**Fears:** irrational acts; ridicule

Would increase effectiveness with more: self-disclosure; public discussion of their insights and opinions

Objective Thinkers tend to have highly developed critical thinking abilities. They emphasize the importance of facts when drawing conclusions and planning actions, and they seek correctness and accuracy in everything they do. To manage their work activities effectively, Objective Thinkers often combine intuitive information with the facts they have gathered. When they are in doubt about a course of action, they avoid public failure by preparing meticulously. For example, Objective Thinkers will master a new skill privately before they use it in a group activity.

Objective Thinkers prefer to work with people who, like themselves, are interested in maintaining a peaceful work environment. Considered shy by some, they may be reticent in expressing their feelings. They are particularly uncomfortable with aggressive people. Despite being mild-mannered, Objective Thinkers have a strong need to control their environment. They tend to exert this control indirectly by requiring others to adhere to rules and standards.

Objective Thinkers are concerned with the "right" answer and may have trouble making decisions in ambiguous situations. With their tendency to worry, they may get bogged down in "analysis paralysis." When they make a mistake, Objective Thinkers often hesitate to acknowledge it. Instead, they immerse themselves in a search for information that supports their position.

Perfectionist Pattern

D i S C

7
6
5
4
3
2
1

Example
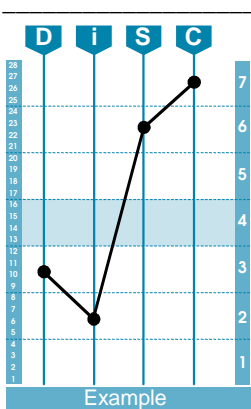
Emotions: displays competence; is restrained and cautious

Goal: stability; predictable accomplishments

Judges others by: precise standards

Influences others by: attention to detail; accuracy

Value to the organization: is conscientious; maintains standards; controls quality

Overuses: procedures and "fail-safe" controls; overdependence on people, products, and processes that have worked in past

Under Pressure: becomes tactful and diplomatic

Fears: antagonism

Would increase effectiveness with more: role flexibility; independence and interdependence; belief in self-worth

Perfectionists are systematic, precise thinkers and workers who follow procedure in both their personal and work lives. Extremely conscientious, they are diligent in work that requires attention to detail and accuracy. Because they desire stable conditions and predictable activities, Perfectionists are most comfortable in a clearly defined work environment. They want specifics on work expectations, time requirements, and evaluation procedures.

Perfectionists may bog down in the details of the decision-making process. They can make major decisions but may be criticized for the amount of time they take to gather and analyze information. Although they like to hear the opinions of their managers, Perfectionists take risks when they have facts that they can interpret and use to draw conclusions.

Perfectionists evaluate themselves and others by precise standards for achieving concrete results while adhering to standard operating procedures. This conscientious attention to standards and quality is valuable to the organization. Perfectionists may define their worth too much by what they do and not by who they are as people. As a result, they tend to react to personal compliments by thinking, "What does this person want?" By accepting sincere compliments, Perfectionists can increase their self-confidence.

Respondent Name   **11**

Persuader Pattern

| D | i | S | C |

Example
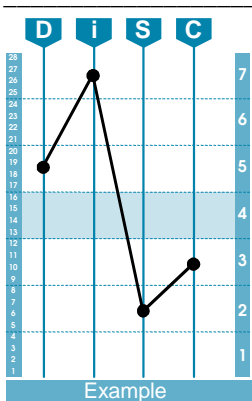
Emotions: trusts others; is enthusiastic

Goal: authority and prestige; status symbols

Judges others by: ability to verbalize; flexibility

Influences others by: friendly, open manner; verbal adeptness

Value to the organization: sells and closes; delegates responsibility; is poised and confident

Overuses: enthusiasm; selling ability; optimism

Under Pressure: becomes indecisive and is easily persuaded; becomes organized to look good

Fears: fixed environment; complex relationships

Would increase effectiveness with more: challenging assignments; attention to task-directed service and key details; objective data analysis

Persuaders work with people, striving to be friendly while pushing forward their own objectives. Outgoing and interested in people, Persuaders have the ability to gain the respect and confidence of various types of people. Persuaders can impress their thoughts on others, drawing people to them and retaining them as clients or friends. This ability is particularly helpful when Persuaders sell themselves or their ideas to win positions of authority.

The most favorable environment for Persuaders includes working with people, receiving challenging assignments, and experiencing a variety of work activities that require mobility. They seek work assignments that will give them the opportunity to look good. As a result of their natural positive outlook, Persuaders may be too optimistic about a project's results and others' potential. Persuaders also tend to over-estimate their ability to change the behavior of others.

While Persuaders desire freedom from routine and regimentation, they do need to receive analytical data on a systematic basis. Once alerted to the importance of the "little things," Persuaders can use the information to balance their enthusiasm with a realistic assessment of the situation.

Practitioner Pattern

| D | i | S | C |

Example
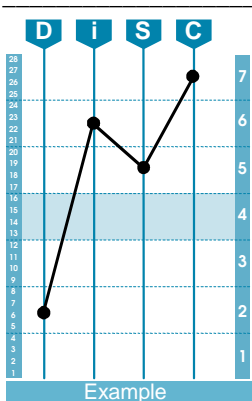
Emotions: wants to keep up with others in effort and technical performance

Goal: personal growth

Judges others by: self-discipline; position and promotions

Influences others by: confidence in their ability to master new skills; development of "proper" procedures and actions

Value to the organization: is skilled in technical and people problem-solving; displays proficiency and specialization

Overuses: overattention to personal objectives; unrealistic expectations of others

Under Pressure: becomes restrained; is sensitive to criticism

Fears: predictability; no recognition as an "expert"

Would increase effectiveness with more: genuine collaboration for common benefit; delegation of key tasks to appropriate individuals

Practitioners value proficiency in specialized areas. Spurred by a desire to be "good at something," they carefully monitor their own work performance. Although their aim is to be "the" expert in an area, Practitioners frequently give the impression that they know something about everything. This image is particularly strong when they verbalize their knowledge on a variety of subjects.

As Practitioners interact with others, they project a relaxed, diplomatic, and easygoing style. This congenial attitude may change quickly in their own work area when they become intensely focused in order to meet high standards for performance. Because they value self-discipline, Practitioners evaluate others on the basis of their ability to focus on daily performance. They have high expectations of themselves and others, and they tend to verbalize their disappointment.

While they naturally concentrate on developing an organized approach to work and increasing their own skills, Practitioners also need to help others build skills. In addition, they need to increase their appreciation of those who contribute to the work effort even though they may not use the Practitioner's preferred methods.

Respondent Name   **12**

Other Classical Profile Patterns
## DiSC® Classic 1.0

Promoter Pattern

Example
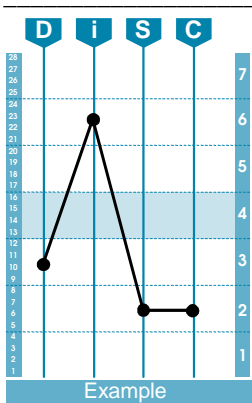
Emotions: is willing to accept others

Goal: approval, popularity

Judges others by: verbal skills

Influences others by: praise, opportunities, favors

Value to the organization: relieves tension; promotes projects and people, including him or herself

Overuses: praise, optimism

Under Pressure: becomes careless and sentimental; is disorganized

Fears: loss of social acceptance and self-worth

Would increase effectiveness with more: control of time; objectivity; sense of urgency; emotional control; follow-through on promises, tasks

Promoters have an extensive network of contacts. They are usually gregarious and socially adept, and they develop friendships easily. They rarely antagonize others intentionally. Promoters seek favorable social environments where they can develop and maintain their contacts. Verbally skilled, they promote their own ideas and create enthusiasm for others' projects. With their wide range of contacts, Promoters have access to the people who can help them.

Since Promoters prefer to participate and interact with others in activities, they may be less interested in task accomplishment. They may continue to seek out any situation that involves meeting people and socializing, even though their job requires attention to more solitary activities. They thrive on meetings, committees, and conferences.

Usually optimistic, Promoters tend to overestimate the ability of others. They often leap to favorable conclusions without considering all the facts. Promoters will learn to be objective and emphasize results with coaching and direction. Time management may present challenges for Promoters. By setting a time limit on conversation and discussion, they can remind themselves of the urgency of "closing" and accomplishing the task.

Result-Oriented Pattern

Example
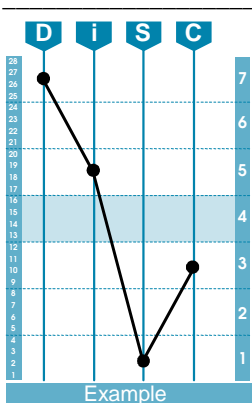
Emotions: verbalizes ego strength; displays rugged individualism

Goal: dominance and independence

Judges others by: ability to accomplish the task quickly

Influences others by: force of character; persistence

Value to the organization: persistence; doggedness

Overuses: impatience; win-lose competition

Under Pressure: becomes critical and fault-finding; resists participating with a team; may overstep boundaries

Fears: others will take advantage of them; slowness, especially in task activities; being a pushover

Would increase effectiveness with more: verbalization of their reasoning; consideration of other views and ideas about goals and problem solutions; genuine concern for others; patience and humility

Result-Oriented people display self-confidence, which some may interpret as arrogance. They actively seek opportunities that test and develop their abilities to accomplish results. Result-Oriented persons like difficult tasks, competitive situations, unique assignments, and "important" positions. They undertake responsibilities with an air of self-importance and display self-satisfaction once they have finished.

Result-Oriented people tend to avoid constraining factors, such as direct controls, time-consuming details, and routine work. Because they are forceful and direct, they may have difficulties with others. Result-Oriented people prize their independence and may become restless when involved with group activities or committee work. Although Result-Oriented people generally prefer to work alone, they may persuade others to support their efforts, especially when completing routine activities.

Result-Oriented people are quick-thinkers, and they are impatient and fault-finding with those who are not. They evaluate others on their ability to get results. Result-Oriented people are determined and persistent even in the face of antagonism. They take command of the situation when necessary, whether or not they are in charge. In their uncompromising drive for results, they may appear blunt and uncaring.

Respondent Name **13**

Specialist Pattern

Example
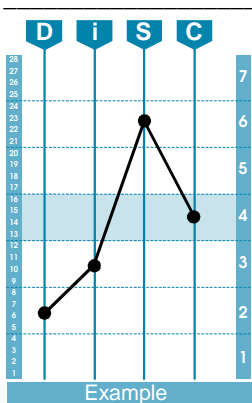
Emotions: is calculatingly moderate; accommodates others

Goal: maintenance of the status quo; controlled environment

Judges others by: friendship standards; competence

Influences others by: consistent performance; accommodation of others

Value to the organization: plans short term; is predictable, consistent; maintains steady pace

Overuses: modesty; low risk-taking; passive resistance to innovation

Under Pressure: becomes adaptable to those in authority and thinks with the group

Fears: change, disorganization

Would increase effectiveness with more: public discussion of their ideas; self-confidence based on feedback; shortcut methods

Specialists "wear well" with others. With their moderate, controlled stance and modest demeanor, they are able to work well with a number of behavioral styles. Specialists are considerate, patient, and always willing to help those they consider friends. They build close relationships with a relatively small group of associates in the work environment.

Their efforts are directed toward retaining familiar and predictable patterns. Most effective in specialized areas, Specialists plan their work along directed channels and achieve a remarkably consistent performance. Appreciation from others helps to maintain that level of consistency.

Specialists are slow to adapt to change. Prior conditioning gives them time to change their procedures while maintaining a consistent level of performance. Specialists may also require help when starting new projects and in developing shortcut methods to meet deadlines. Finished projects are often put aside for further revisions. Specialists should consider throwing away old files that have outlived their usefulness.

Scoring and Data Analysis
DiSC® Classic 1.0

Here is a summary that shows how your personal report was generated. Graph III is the result of combining your "Most" choices with your "Least" choices and is used to determine your highest DiSC dimension, your Intensity Index scores, and your Classical Profile Pattern. If you would like more information about how your personal report was built, please talk to your facilitator.

Name: Respondent Name
Date: 8/16/2007

Graph III

Graph I
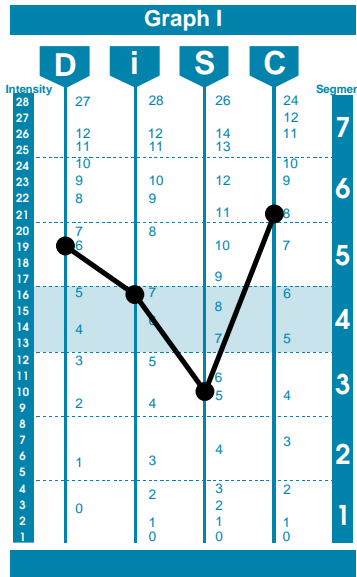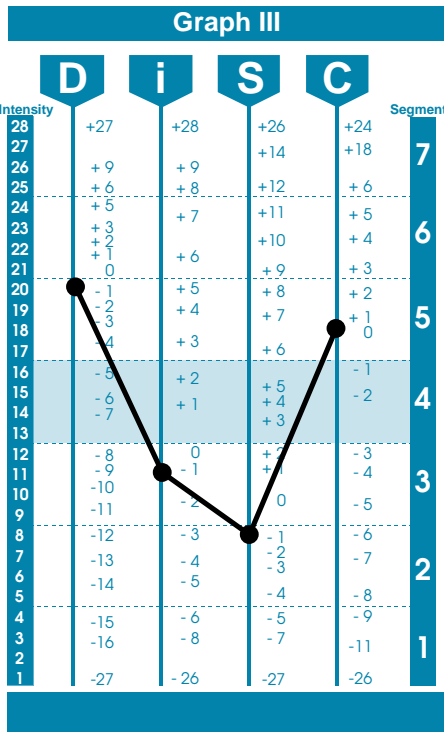
These are your "Most" responses for each of the four scales

Graph II
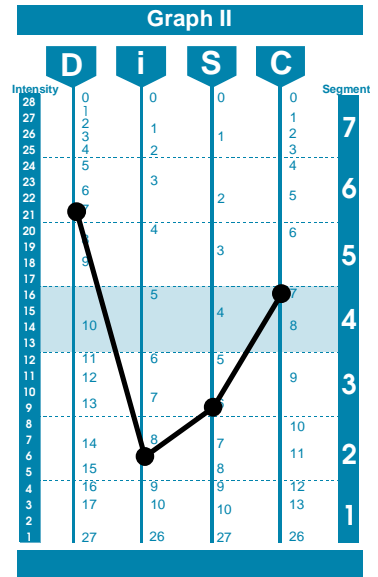
These are your "Least" responses for each of the four scales

		D	i	S	C	N
TALLY BOX	**MOST**	6	7	5	8	2
	LEAST	7	8	6	7	0
	DIFFERENCE	-1	-1	-1	1	

SUMMARY OF INTERPRETATION

Highest DiSC Dimension(s): Dominance (D) - Conscientiousness (C)

Classical Pattern: Creative Pattern

Segment Numbers: 5325