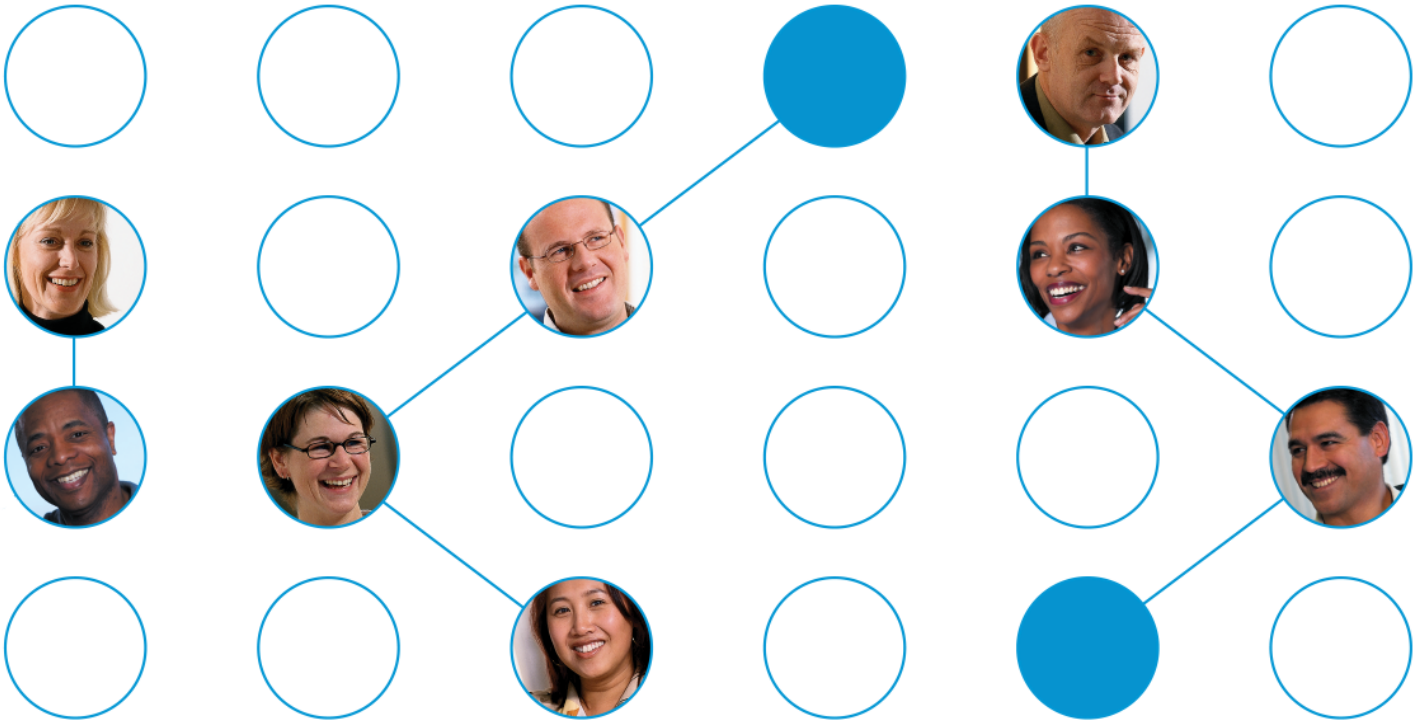
DiSC Classic 2.0



ipb partners

Respondent Name
Thursday, October 15, 2026

This report is provided by:

IPB Partners
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WILEY

Overview

DiSC® Classic 2.0

Welcome! You've just completed the first step of *DiSC® Classic*. You are now on your way toward increased self-awareness and personal effectiveness.

Your report is organized into four main sections:

Section I is devoted entirely to you and your unique behavioral style based on your responses to *DiSC Classic*. First you will see your DiSC Graph, the basis of your feedback. Then, in Stage 1, you will learn about your Highest DiSC Dimension and your tendencies, needs, preferred environment, and strategies for effectiveness. In Stage 2 you'll be able to explore your Intensity Index to become more aware of your potential strengths and weaknesses. Stage 3 will help you discover how your D, i, S, and C dimensions combine to form your unique Classical Profile Pattern.

Section II covers the DiSC model and descriptions of the four DiSC Dimensions with corresponding tendencies, needs, preferred environments, and effectiveness strategies for each.

Section III overviews all 15 Classical Profile Patterns.

Section IV provides the scoring and data analysis behind your report.

As you read your report, please keep in mind that no dimension or pattern in *DiSC Classic* is better or worse than another and there are no right or wrong answers. Rather, the report shows your unique responses to your environment. You may want to read your report through once, then use a pen or highlighter to customize the results by crossing out any statements that don't apply and highlighting all those that do.

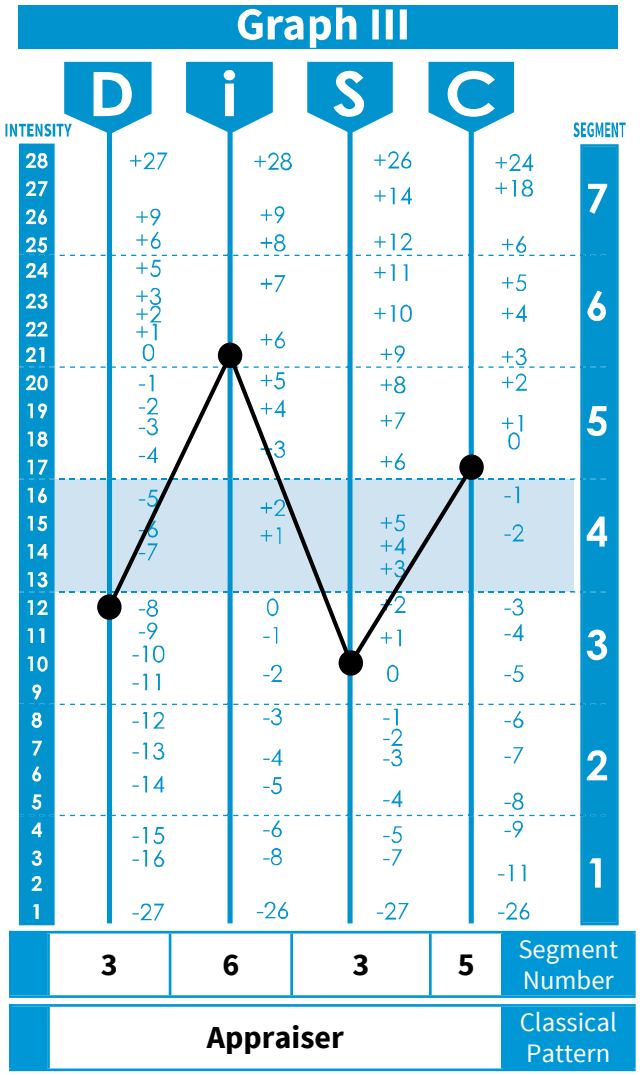
Now, let's get started.

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Your DiSC® Graph

DiSC® Classic 2.0

Below is your DiSC® Graph, which shows your scores on each of the DiSC dimensions based on your responses. Each of the following interpretation stages is based on these scores. Read on to learn about your highest DiSC dimension(s), your potential strengths and weaknesses, and your Classical Profile Pattern.



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Respondent, your highest dimension(s) - based on your responses to your perceptions of the environment and the amount of control you feel you have in that environment - is Influence (i). Read the description of Influence and see how it fits with the way you see yourself. Then read about the other dimensions on page 14 to become familiar with them.

Influence (i)

Respondent, you are high in the Influence dimension. As a result, you are likely to be focused on shaping your environment by influencing or persuading others.

Those who are strong in Influence ("high i's") seek contact with all types of people and enjoy making favorable impressions. They often look for opportunities to generate enthusiasm and gain popularity. People high in Influence accomplish goals through others, and social recognition is an important factor in that equation. Their decision-making style is more often than not based on "gut feel" rather than facts and figures.

High i's require freedom of expression and steer clear of too much detail or control. Outside of the workplace, high i's typically enjoy participating in group activities where they can meet new people and cultivate a wide range of friendships. They pride themselves on their ability to articulate their ideas, and they enjoy engaging others in conversation.

Being adept at dealing with people, high i's can find complementary skills in those individuals who are better at dealing with tasks. People high in Influence have little difficulty pitching their ideas to others. But it's helpful if they have others to help them support their proposals with facts and data, as well as to develop a systematic, logical approach that will help them stay on task and follow through once the project gets going.

Those high in Influence should strive to set priorities and deadlines for themselves, and be firm in holding others accountable to shared deadlines. They also need to focus on making objective decisions. When managing others, high i's are sometimes concerned about respecting others' freedoms and may intentionally take a hands-off approach so that individuals have plenty of room to create. They may run the risk of being seen as unresponsive to their employees' needs. It would benefit them to take a slightly more proactive approach and offer realistic feedback as needed. It's unlikely that such an approach will adversely affect the good will already established.

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Stage II: Your Intensity Index

DiSC® Classic 2.0

Each of us has a set of strengths that make us unique and valuable, and we like to be acknowledged for our strengths, as well as feel effective in our environment. However, any strength, when used excessively or inappropriately, can be perceived as a weakness. Read over the highlighted words in the four columns below. These are the adjectives that describe High, Medium, and Low behavior for each dimension. Then turn the page to learn more about your Intensity Index and how you can become more aware of your potential strengths and weaknesses.

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

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On the next four pages are explanations of the words that indicate your level of intensity for each DiSC® dimension.

D Dimension

People with your score on the D Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Self-reliant: Embracing this trait requires an affinity for independent thinking and a fondness for going it alone when necessary. These habits can produce effective solutions and hone leadership skills. On the other hand, excessive self-reliance can undo a team's bonds and wreck camaraderie.

Calculated risk-taker: Wild speculation is usually not for you. In taking calculated risks, you can help prevent disasters and minimize losses; however, the downside is that this tendency can stifle creativity and limit growth.

Self-critical: This means that introspection often comes easily for you, and you're not afraid to examine your flaws and shortcomings. Such analysis can yield helpful insights that benefit you and your organization. Take care, however, that you do not become overly critical of yourself and cease to participate, or worse yet, project your condemnation onto others.

Unassuming: Usually modest about your abilities, you're not one to call attention to yourself or seek recognition for your accomplishments. This is a quality that others may appreciate when working with you because you're not "high maintenance." However, it's important to speak up every now and then to let others know what you need to be effective.

Self-effacing: Somewhat reserved and low-key in your manner, you may sometimes employ wit to alleviate tension when you are working with others. Being too laid-back has its drawbacks, though. It can cause others to not take you seriously and cost you respect among your colleagues.

Realistic: When you keep your feet firmly planted on the ground, you often filter out impractical ideas or bizarre suggestions, thus eliminating wasted effort. However, being too pragmatic can provoke mediocrity or uninspired work.

Weighs pros and cons: Careful deliberation can produce stellar results. By measuring benefits against their potential costs, you may often pick the best option. But using this skill to excess can lead to indecision and anxiety.

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i Dimension

People with your score on the i Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Emotional: You may generally feel things more acutely than a lot of people and be willing to talk openly about things, which can help others do the same. When overused, however, emotional candor can make others feel uncomfortable or even upset, because they may feel that their boundaries have been violated.

Self-promoting: This means that you may inform others about yourself and offer your expertise to the group as often as possible. It is a strength when used to forge communications with others, who won't have to dig for information from you. Be careful not to be conceited, though, because people may start to tune you out.

Trusting: Believing in others without hesitation is a refreshing trait, especially when working with those who are more skeptical. Real trust is built from positive experiences. There's such a thing as being too trusting, however, in which case you run the risk of being viewed as naive.

Influential: The ability to inspire others and move them to action is a quality found in effective leaders. Having this skill means that you can mentor individuals, or act on their behalf when they aren't able to do so. However, it is important that you also see this as a responsibility to stay truthful and accountable, so that others are not misled or misrepresented.

Pleasant: Being cheerful and agreeable are traits that will allow you to fit in almost everywhere and contribute to a shared goal. However, if you never share your real thoughts and opinions for fear of being disagreeable, you run the risk of being perceived as wishy-washy or lacking in substance.

Sociable: Not one to shy away from lively interaction with others, you're likely to be found in the center of activities with lots of ideas to share. This is welcome, especially with introverted types who might need you to help them get comfortable in groups. Being sociable is not appropriate, however, when you need to be deadline-oriented or the focus is strictly on the task at hand.

Generous: In a work setting, this can mean giving your time and energy without expecting something in return. It's an admirable trait that works well toward achieving a common goal. But you need to conserve your time and energy by saying "no" when there are multiple projects and your name is on all of them.

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S Dimension

People with your score on the S Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Outgoing: Being an extrovert can open doors and keep you in the good graces of colleagues. It can also promote a friendly and nurturing atmosphere. The danger is that your jovial presence may prompt others not to take you as seriously as you would like.

Alert: It's likely that very few aspects of a problem escape you. By remaining vigilant and aware of what is going on, you may often start troubleshooting before others even see a need for intervention. Of course, you should take care not to become obsessive over minor details.

Eager: Your enthusiasm can be contagious. You may even inspire others to action while you create a dynamic environment. But remember that an overeager style can sometimes move you ahead too quickly, compromising quality or forcing you to overlook a key detail.

Critical: You may embrace a take-no-prisoners attitude, which serves you and your organization well when brutal honesty is the only way to keep things on track or to filter out misguided projects. However, you should take care that your criticism isn't insensitive to others.

Discontented: Feeling discontented can be the impetus for seeking great accomplishments or impressive results. Too much of this element, though, can lead others to see you as merely negative.

Fidgety: Multitasking goes hand-in hand with a fidgety nature. This trait can come in handy when balancing many different projects. The downside is that such a predisposition can cause trouble when focusing on one issue at a time.

Impetuous: This means that you often decide quickly on a course of action. In a work setting, such decisiveness is welcome when confronting tough issues. However, it can backfire if you make a decision too quickly or before you have all the information you need.

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C Dimension

People with your score on the C Dimension may be generally described by the following adjectives. Circle those that you see as your strengths and highlight potential areas of challenge.

Restrained: Holding your tongue and refraining from criticism may be your default behavior. By avoiding condemnation, you may encourage openness and innovation. Still, showing too much restraint allows tension to go unresolved between you and your colleagues.

High standards: Inferior work or half-hearted efforts often frustrate you, so you may set imposing goals for yourself and others. Such endeavors may inspire you and your colleagues to greater heights. On the other hand, holding onto unrealistically high expectations for performance can cause anxiety and animosity among team members.

Analytical: You may approach assignments with a cool logic that calculates every detail or possible outcome. Favoring reason over gut instinct has the advantage of eliminating haphazard solutions. It becomes a drawback, however, when it is allowed to minimize creativity.

Sensitive: This trait is a strength when it allows you to get in touch with the intricacies and nuances of a project. It becomes a weakness if you get flustered over petty difficulties or obstacles.

Mature: To use your experience and wisdom to solve complex problems is an excellent application of this quality. Bear in mind, however, that reliance on your experience can backfire if you close your mind to new ideas.

Evasive: This means that you often stay out of personality conflicts or infighting, which is to your benefit. Being too vague, however, can lead to communication breakdowns or questions about your credibility.

"Own person": You may often stand up for yourself and feel confident in expressing your opinions. While these are clear strengths, it is important to remember that even the most independent of people still require positive interactions with others on the job.

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Stage III: Your Classical Profile Pattern

DiSC® Classic 2.0

The way in which a person's four dimensions of Dominance, Influence, Steadiness, and Conscientiousness combine creates a profile pattern that is different for each combination. Research has discovered 15 unique patterns that most commonly occur. Additional theoretical and clinical research then helped develop descriptions for each "classical profile" pattern to help individuals understand and describe their styles.

Respondent, your Classical Profile Pattern is the Appraiser Pattern. Please read the description below and highlight those areas that most closely match the way you see yourself.

Appraiser Pattern

Respondent's Motivation

As an Appraiser, Respondent, you may have a strong drive to be successful and appear accomplished. You often want to be appreciated and have your victories acknowledged. So reaching your goals, while important, may not be enough. You may also want success with flair and triumph with style.

You usually find a way to get things done, but you tend to work best when you are part of a well-balanced team. To persuade others to join your cause, you will patiently explain what you are trying to accomplish and why. You will rarely strong-arm people into helping you. Indeed, you are usually very considerate of others. Your colleagues often view you as assertive, but you tend not to provoke strong negative reactions because you do not usually come across as aggressive or insistent.

In all likelihood, you are a very good critical thinker. This skill melds well with your tendency to employ direct methods to get the results you desire.

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Respondent's Work Habits

It is not uncommon for you to draw up a detailed action plan when you approach a project. You most often focus on methods and procedures, and you probably prefer an orderly system and step-by-step progress toward your goals.

Such an approach does not mean that you ignore subtlety and creativity. In fact, you usually appreciate original thinking, but you love the practical uses of innovation even more. For you, a clever theory often is not good enough, because you want grand ideas to lead to concrete results.

Once a plan is in place, you will usually make sure that everybody is on board. You are unlikely to go around issuing stringent commands or making snippy comments, as the importance of teamwork tends to be of high value to you. Therefore, your strategy will often be to help others visualize the steps and goals of a project. You want your colleagues to feel involved and work together toward impressive accomplishments.

You frequently judge others by their ability to initiate activities. In this way, you may encourage friendly rivalry among team members to keep them focused. You believe that competition is often a great method for bringing out the best in your colleagues.

You tend to be quite competitive yourself, but you seldom get worked up to the point of belligerence or taunting behavior. You are more likely to become restless or impatient if progress stalls. Similarly, if standards are not maintained or if extensive follow-up work is needed, you may let your frustration show.

Under such circumstances, you can become authoritarian or even caustic, especially when giving criticism to your colleagues. However, because you have such a strong drive to succeed and are usually polite at all other times, you will most likely remain a valuable team member.

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Insights for Respondent

An eagerness to win and a desire to look good are twin factors that tend to drive you onward. Because you are fond of employing teamwork to accomplish your goals, you use courtesy to your advantage, although you do not shy away from being assertive if necessary.

Despite your fondness for a team atmosphere, you probably still crave authority over a project or situation. Ironically, this quest for control would be more successful if you just relaxed a bit. Similarly, you may often indulge your ingenuity to the point that your solutions are more clever than useful. Tempering this drive could increase your productivity, as could maintaining a steady pace rather than engaging in bursts of activity.

Furthermore, you may need to work on individual follow-through. You tend to dislike the necessity of seeing things through to the end, because you often look forward to the next challenge or project before the previous one is finished. However, sticking with an endeavor all the way through can be of great benefit to you.

Because you are likely such a good team player, your lapses in social graces are infrequent. Your chief flaw in this area could be that you may not display empathy when expressing disapproval. You may find it helpful to think through your criticism before issuing it.

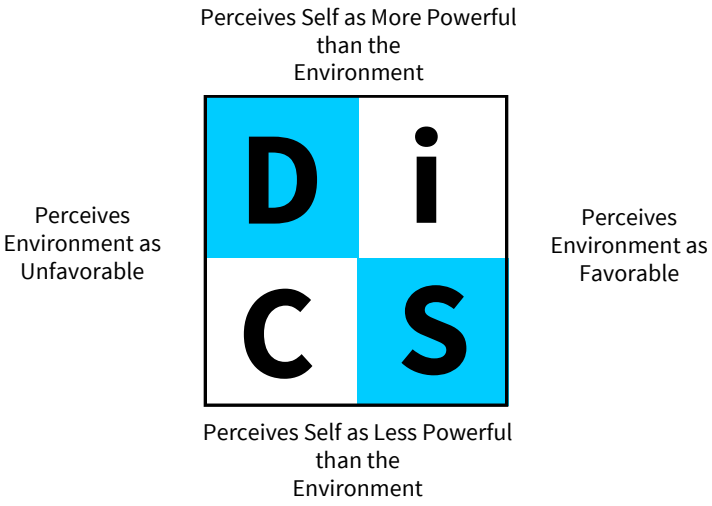
You often fear failure, which can take the form of falling short of a project's goals or simply earning the disapproval of others. It may therefore be helpful for you to remember that you can't win them all. Although this may be difficult to admit for someone with such high standards, it may help you focus on those projects that matter most.

Respondent, you tend to be an efficient and considerate person with whom others enjoy collaborating.

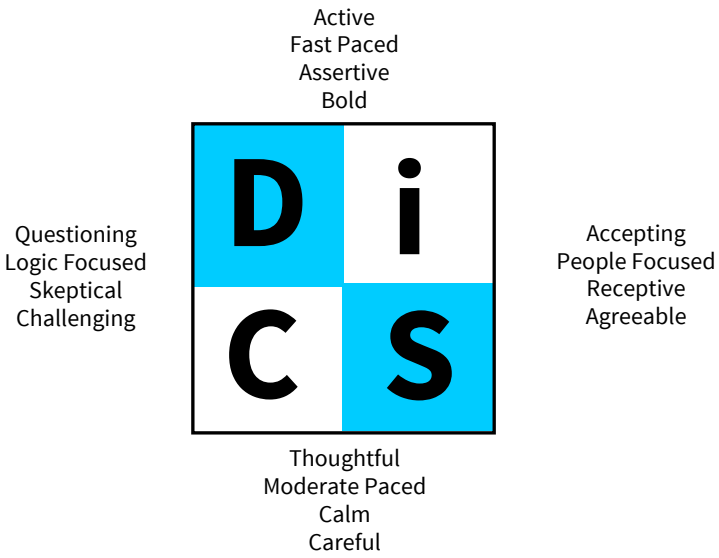
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DiSC Classic is based on a four-quadrant model that reliably describes four styles of human behavior: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Some people fall into one style, others fall into two, and some may fall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



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.



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The table below gives an overview of all four DiSC® dimensions. Read all the dimension descriptions to better understand others who are like and unlike you.

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

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

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

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

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

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

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

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

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

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

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

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

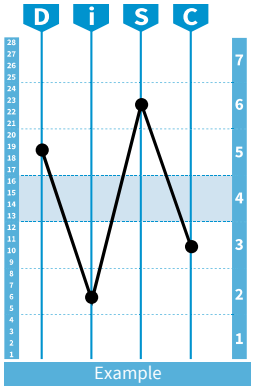
To be more effective, this person needs

- 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

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On the following pages are descriptions of all 15 Classical Profile Patterns, each portraying the behavior of people with a specific blend of the four DiSC® dimensions.

Achiever Pattern



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

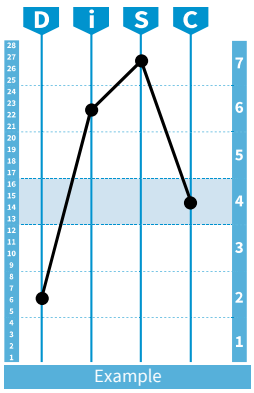
Would increase effectiveness with more: reduction of "either-or" thinking; clarity of task priority; consideration of optional approaches; willingness to compromise short-term for long-range benefits

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



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

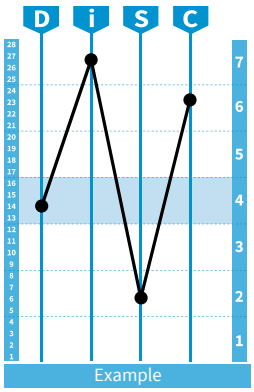
Agents are attentive to both the human relations and task aspects of their work situation. Empathetic and supportive, they are good listeners and known for their willing ear. Agents make people feel wanted and needed. Because Agents respond to others' needs, people do not fear being rejected by Agents.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

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Appraiser Pattern



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

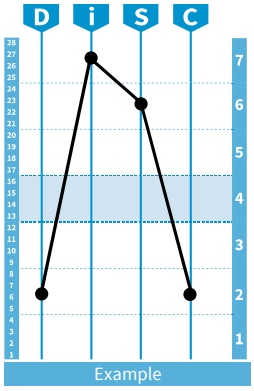
Would increase effectiveness with more: individual follow-through; empathy when showing disapproval; steadier pace

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



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

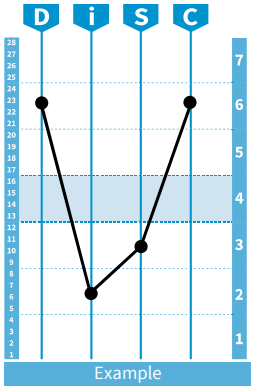
Counselors are particularly effective in solving people problems. They impress others with their warmth, empathy, and understanding. Their optimism makes it easy to look for the good in others. Counselors prefer to deal with others by building long-standing relationships. As a good listener with a willing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

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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

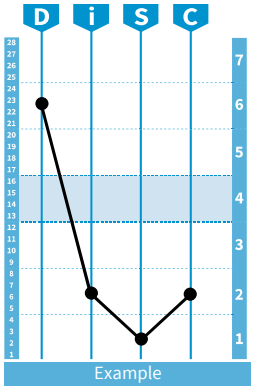
Would increase effectiveness with more: warmth; tactful communication; effective team cooperation; recognition of existing sanctions

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



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 their 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

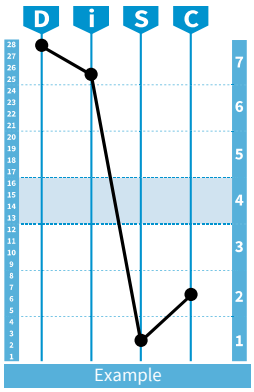
Developers tend to be strong-willed individuals, continually seeking new horizons. As self-reliant, independent thinkers, they prefer to find their own solutions. Relatively free of the constraining influence of the group, Developers are able to bypass convention and often create innovative solutions.

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.

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Inspirational Pattern



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

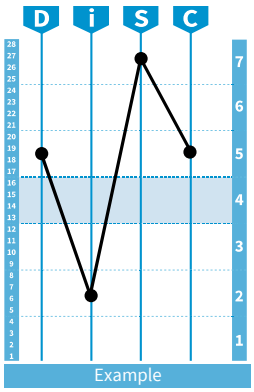
Would increase effectiveness with more: genuine sensitivity; willingness to help others succeed in their own personal development

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



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

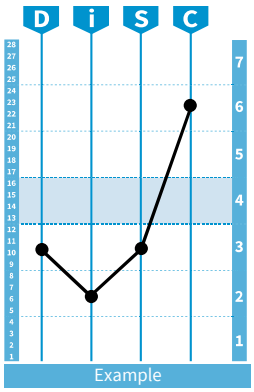
Objective and analytical, Investigators are dispassionate "anchors of reality." Generally undemonstrative, they calmly and steadily pursue an independent path toward a fixed goal. Investigators are successful at many things, not because of versatility but due to their dogged determination to follow through. 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.

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Objective Thinker Pattern



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

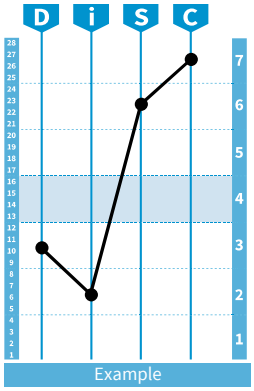
Would increase effectiveness with more: self-disclosure; public discussion of their insights and opinions

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



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 the past

Under Pressure: becomes tactful and diplomatic

Fears: antagonism

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

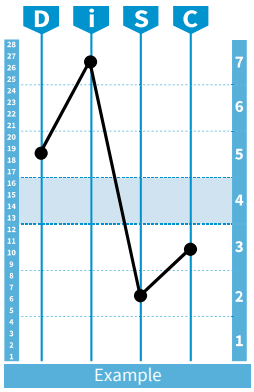
Perfectionists are systematic, precise thinkers and workers who follow procedure in both their personal and work lives. Extremely conscientious, they are diligent in work that requires attention to detail and accuracy. Because they desire stable conditions and predictable activities, Perfectionists are 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.

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Persuader Pattern



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

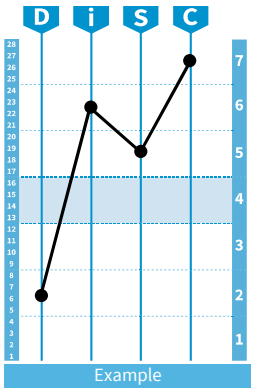
Would increase effectiveness with more: challenging assignments; attention to task-directed service and key details; objective data analysis

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



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

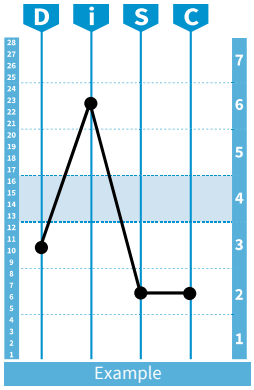
Practitioners value proficiency in specialized areas. Spurred by a desire to be "good at something," they carefully monitor their own work performance. Although their aim is to be "the" expert in an area, Practitioners frequently give the impression that they know something about everything. This image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

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Promoter Pattern



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 themselves

Overuses: praise, optimism

Under Pressure: becomes careless and sentimental; is disorganized

Fears: loss of social acceptance and self-worth

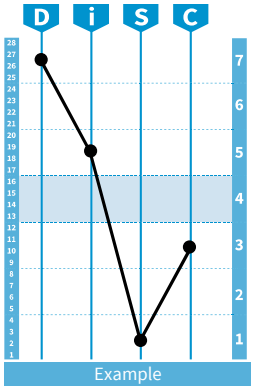
Would increase effectiveness with more: control of time; objectivity; sense of urgency; emotional control; follow-through on promises, tasks

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



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

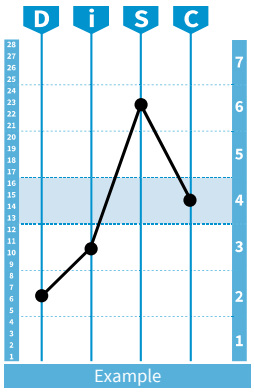
Result-Oriented people display self-confidence, which some may interpret as arrogance. They actively seek opportunities that test and develop their abilities to accomplish results. Result-Oriented persons like difficult tasks, competitive situations, unique assignments, and "important" positions. They 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.

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Specialist Pattern



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.

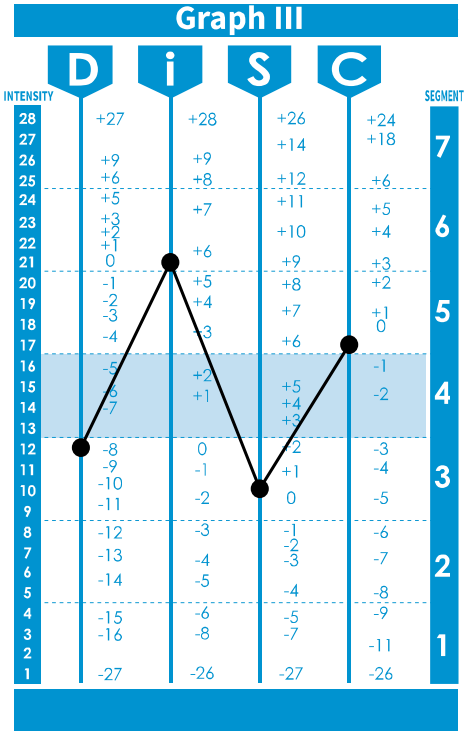
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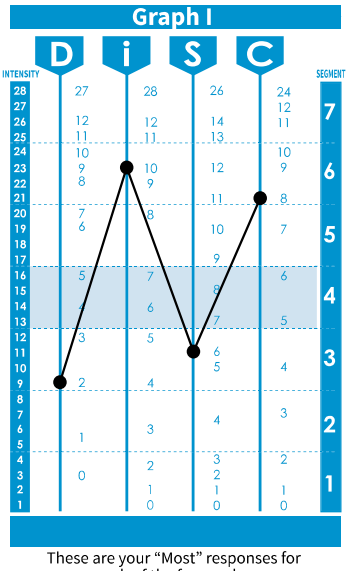
Scoring and Data Analysis

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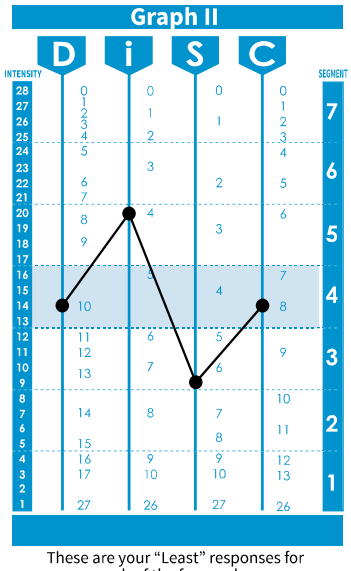
Here is a summary that shows how your personal report was generated. Graph III is the result of combining your "Most" choices with your "Least" choices and is used to determine your highest DiSC dimension, your Intensity Index scores, and your Classical Profile Pattern. If you would like more information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

Name: Respondent Name
Date: 7/18/2007





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



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

		D	I	S	C	N
Tally Box	**Most**	2	10	6	8	2
	Least	10	4	6	8	0
	Difference	-8	6	0	0	

SUMMARY OF INTERPRETATION

Highest DiSC Dimension(s): Influence (i)

Classical Pattern: Appraiser Pattern

Segment Numbers: 3635

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