DiSC® Classic

Personal Profile System® 2800
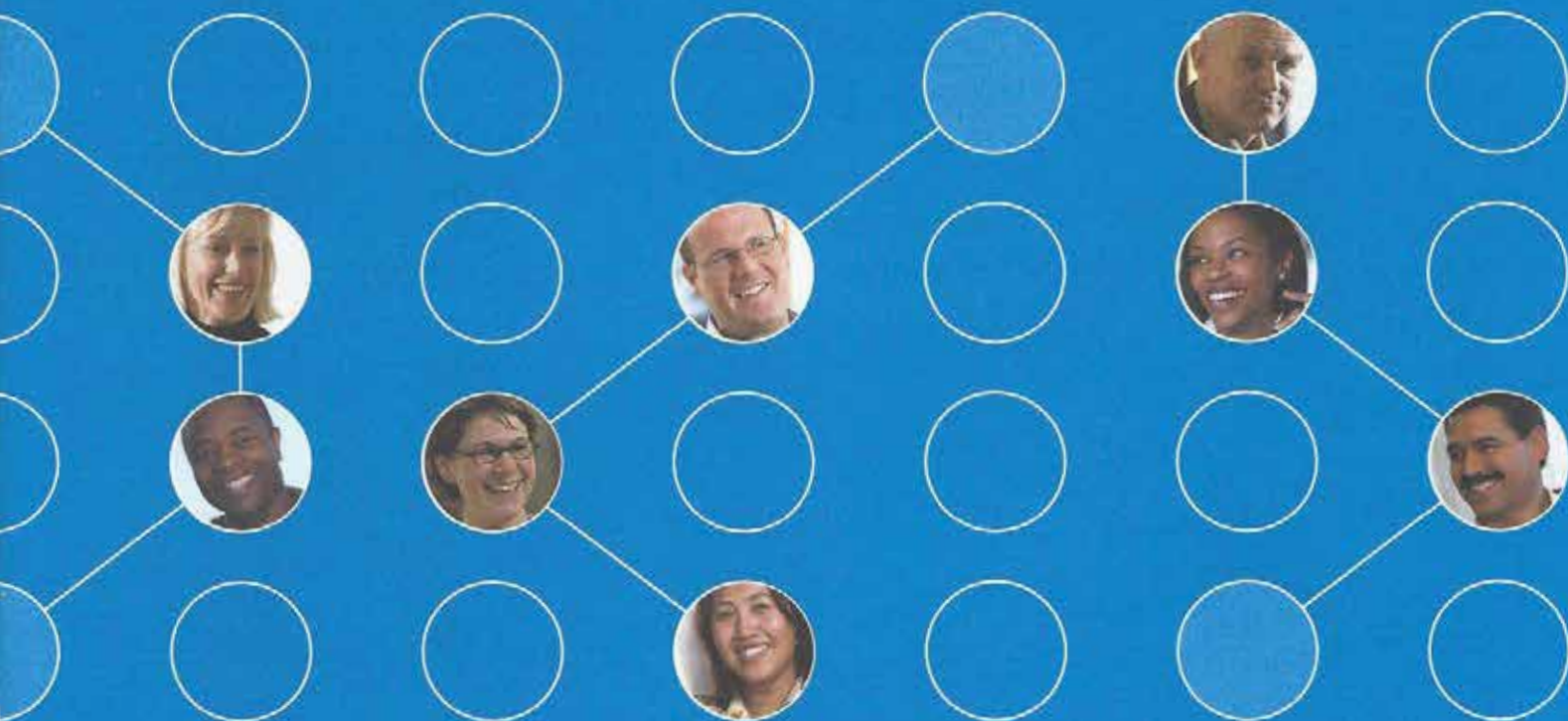
Name	Date	Response Focus

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Response Page

DiSC® Classic

Choose one MOST and one LEAST in each of the 28 groups of words.
(See instructions on page 3)

Instructions

DiSC® Classic

❶ Responding

A. Study the first group of four words on page 2 while thinking about yourself in your selected setting or focus.

B. Select **only one word** that **MOST** describes you. Use a coin or other smooth metal object to gently rub the rectangle after that word in the **MOST** column. A symbol will appear. **See Example 1.**

C. Select **only one word** that **LEAST** describes you. Use a coin or other smooth metal object to gently rub the rectangle after that word in the **LEAST** column. A symbol will appear.

D. Use the same procedure to respond to the remaining groups of descriptive words.

REMEMBER: Select only **one MOST** and **one LEAST** choice for each group.

EXAMPLE 1

The individual responding tends to be MOST *enthusiastic* and LEAST *satisfied* in his or her selected setting.

		MOST	LEAST
1	enthusiastic	■	☐
	daring	☐	☐
	diplomatic	☐	☐
	satisfied	☐	▲

---

❷ Counting and Recording

A. Tear out the perforated area in the lower right corner of this page to reveal the **Tally Box** on page 5.

B. **MOST** Choices:
Total the number of **Z**s in the three **MOST** columns on page 2. Write this total over the **Z** symbol in the **MOST** column of the **Tally Box**.

Use the same procedure to count and record the other symbols ■ ▲ ★ N in the **MOST** columns.

C. **LEAST** Choices:
Total the number of **Z**s in the three **LEAST** columns on page 2. Write this total over the **Z** symbol in the **LEAST** column of the **Tally Box**.

Use the same procedure to count and record the other symbols ■ ▲ ★ N in the **LEAST** columns.

D. Check the accuracy by adding the **MOST** and **LEAST** columns of the **Tally Box**. Each column should **total 28**. If not, check your tally and symbol counts.

❸

❸ Determining the Difference

A. Determine the difference between the **MOST** and **LEAST** columns for each row of the **Tally Box**. Enter these numbers in the **DIFFERENCE** column.

B. Use a plus (**+**) sign if the number in the **MOST** column is greater than the number in the **LEAST** column. **See Example 2.**

Use a minus (**−**) sign if the number in the **MOST** column is less than the number in the **LEAST** column.

C. **Turn to page 4.**

EXAMPLE 2

TALLY BOX

GRAPH I MOST		GRAPH II LEAST		GRAPH III DIFFERENCE
D	2	− D	14	= D −12
i	3	− i	11	= i −8
S	11	− S	1	= S +10
C	12	− C	1	= C +11
	0	−	1	= DO NOT COMPUTE

COLUMN SHOULD TOTAL 28   COLUMN SHOULD TOTAL 28

Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perf

Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation • Perforation

Lift and Tear
on Perforation
to Reveal
TALLY BOX
on Page 5

Instructions

DiSC® Classic

❹ Plotting

A. Use the numbers from the **MOST** column of the **Tally Box** to plot **GRAPH I** on page 5.
See Example 3.

    Plot the **Z** number on the **D** line. ——————————————————

    Plot the **■** number on the **i** line. ——————————————————

    Plot the **▲** number on the **S** line. ——————————————————

    Plot the **★** number on the **C** line. ——————————————————

    Estimate the plotting point if a specific number is not
    shown on the graph. Do not plot the **N** number.

B. Use the numbers from the **LEAST** column of the
Tally Box to plot **Graph II**.

C. Use the numbers from the **DIFFERENCE** column of the
Tally Box to plot **Graph III**. Note the **＋** and **－** signs
on **Graph III**.

EXAMPLE 3

Graphs
DiSC® Classic

GRAPH I

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

SEGMENT NUMBERS
CLASSICAL PATTERN

GRAPH II

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

SEGMENT NUMBERS
CLASSICAL PATTERN

GRAPH III

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

SEGMENT NUMBERS
CLASSICAL PATTERN

⑤ Interpretation

A. Circle the peak(s) of the four plotting points in **Graph III**. **See Example 4**. If two plotting points are equally high, circle both points.

B. Identify the behavioral tendency for each plotting point circled. Each scale is labeled **D**, **i**, **S**, or **C** at the top of the graph. The example shows a high point on the **C** scale followed by a secondary high point on the **S** scale.

C. Turn to page 6.

EXAMPLE 4

HIGHER PLOTTING POINTS

LOWER PLOTTING POINTS
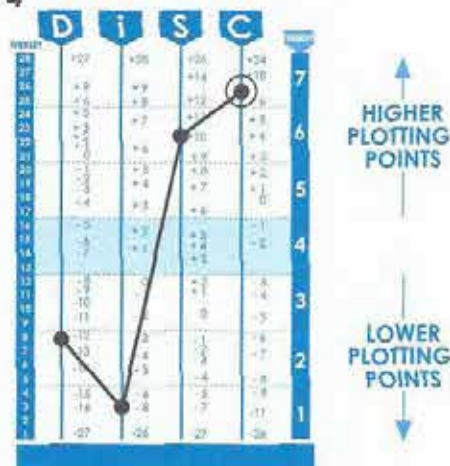
TALLY BOX

GRAPH I MOST		GRAPH II LEAST		GRAPH III DIFFERENCE
D Z	−	**D** Z	=	**D**
i ■	−	**i** ■	=	**i**
S ▲	−	**S** ▲	=	**S**
C ★	−	**C** ★	=	**C**
N	−	**N**	=	DO NOT COMPUTE

COLUMN SHOULD TOTAL 28	COLUMN SHOULD TOTAL 28	

Guidelines for Interpretation
DiSC® Classic

The purpose of DiSC® Classic is to help you understand yourself and others. The profile provides a framework for looking at human behavior while increasing your knowledge of your unique behavioral pattern. The goal of this practical approach is to help you create an environment that will ensure your success. At the same time, you will gain an appreciation for the different motivational environments required by other behavioral styles. The three interpretation stages, which progress from general to specific, will help you master the DiSC Dimensions of Behavior approach for understanding people. The following summary table identifies the basis for the interpretation and its content and also offers suggestions for using each interpretation stage.

BASIS OF INTERPRETATION	INTERPRETIVE CONTENT	SUGGESTIONS FOR USE
General Highlights **STAGE I** (page 7) Based on your highest plotting point(s) on **GRAPH III**.	The content provides an understanding of the **D, i, S**, and **C** Dimensions of Behavior. The interpretation contains general highlights and includes the following: **Description** 1. The individual's behavioral tendencies 2. The individual's desired environment **Action Plan** 1. What the individual needs from others 2. What the individual needs in order to be more effective	1. Read the section indicated by your highest plotting point(s) on **Graph III**. 2. Personalize the general interpretation by • underlining the phrases that describe you accurately; • deleting the phrases that do not apply; • substituting appropriate phrases from other descriptions. 3. Read the other sections to understand all of the DiSC Dimensions of Behavior.
Dimensional Intensity Index **STAGE II** (page 8) Based on the exact placement of your plotting point(s) on the **D, i, S**, and **C** scales.	The index considers each DiSC Dimension of Behavior separately. The words that are revealed reflect the intensity of your tendencies in each dimension.	Continue to personalize this **more specific** interpretation. For each of the words appearing in the four columns: • Use a ✓ to indicate agreement. • Use an **x** to indicate disagreement. • Use a **?** to indicate doubt.
Classical Profile Patterns **STAGE III** (page 9–19) Based on the pattern of your high and low plotting points on all four DiSC Dimensions of Behavior. Behavioral patterns, determined by the shape of your profile graph, provide an integrated interpretation of your behavioral style. Each Classical Pattern describes the behavior of people with a specific blend of the four DiSC behavioral styles, or dimensions. This description reflects the complexity and subtlety of behavior. Fifteen Classical Patterns and three special patterns are presented.	Insights into your work behavior and the work behavior of others are summarized in nine key areas under the following headings: **Emotions:** your general demeanor **Goal:** what you are most motivated to obtain **Judges others by:** how you evaluate others **Influences others by:** how you affect others' behavior **Value to the organization:** how you contribute **Overuses:** how your strengths can become limitations **Under pressure:** how you react to stressful situations **Fears:** what causes you discomfort **Would increase effectiveness through:** how to achieve maximum success	Continue to personalize your interpretation. Learn how your blend of DiSC behavioral tendencies combines into a comprehensive style. For additional insights, discuss the interpretation with someone who knows you well. Read the other Classical Profile Patterns to increase your appreciation of those with different behavioral styles.

Interpretation Stage I *(See page 6. Guidelines for Interpretation.)*

	DESCRIPTION		ACTION PLAN	

D — DOMINANCE
Emphasis is on shaping the environment by overcoming opposition to accomplish results.

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
- a wide scope of operations
- direct answers
- opportunities for advancement
- freedom from controls and supervision
- many new and varied activities

This person needs others who
- weigh pros and cons
- calculate risks
- use caution
- create 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.

This person's tendencies include
- contacting people
- making a favorable impression
- being articulate
- creating a motivating 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 job
- democratic relationships
- freedom from control and detail
- opportunities to verbalize proposals
- coaching and counseling
- favorable working conditions

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 when appraising others
- to make priorities and deadlines
- to be more firm with others, if D is low

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

This person's tendencies include
- performing in a consistent, predictable manner
- demonstrating patience
- developing specialized skills
- helping others
- showing loyalty
- being a good listener
- calming 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

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 to 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

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

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 of quality and accuracy
- a reserved, business-like atmosphere
- opportunities to demonstrate expertise
- control over factors that affect their performance
- opportunities to ask "why" questions
- recognition for specific skills and accomplishments

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 have time 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

7

Dimensional Intensity Index

DiSC® Classic

Interpretation Stage II

The second stage of interpretation considers each dimension separately. The index reflects the intensity of your tendencies on the D, i, S, and C scales. Use the procedure outlined below.

1 Draw a horizontal line from the **D** plotting point to a number in the shaded bar at the left of **GRAPH III** on page 5. **See Example 5.**

2 Use the identified number from the graph's shaded bar to locate the corresponding number in the shaded bar of the **D** column on this page.

3 Use a coin or other metal object to rub the space to the right of the number. (A word will appear.)

4 Then rub the three spaces below and the three spaces above this reference point. For example, if the number in the shaded bar is 8, rub 5, 6, 7, 8, 9, 10, and 11 for a total of seven spaces.

If the number falls within the top or bottom three spaces, you will not rub seven spaces. For example, if the number is 26 you will rub the three spaces below and the two spaces above for a total of five spaces.

5 Repeat the above procedure for the **i, S,** and **C** plotting points.

6 Personalize your interpretation.

- Use a ✓ to indicate agreement.

- Use an **X** to indicate disagreement.

- Use a **?** to indicate doubt.

EXAMPLE 5

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

Finding and Interpreting Your Classical Profile Pattern

DiSC® Classic

Interpretation Stage III

Classical Profile Pattern Interpretations

Classical Patterns are based on the shape of the profile plotting points or the relationship of the four **DiSC®** dimensions to each other. The profile shape is determined by the pattern of both high and low plotting points. The positional relationships among the four plotting points could result in hundreds of patterns and would fill several volumes with the interpretations.

The *DiSC Classic* Classical Pattern interpretations represent a more practical approach. The Classical Profile Patterns are those profile forms that occur most frequently in the population. Each represents a significantly different behavioral style.

Research subjects of each pattern were observed at work and interviewed by professionals in order to discover and confirm the rich, detailed insights summarized and published in the Classical Pattern information in this profile. Although individuals may have differences in their plotting points, if the shapes of their profile graphs are similar, they can have the same Classical Pattern. Of course, there will be individual differences in how that pattern is expressed.

Discussion and observation will help you to expand your understanding of each Classical Profile Pattern.

Using Information from Graph III

The interpretation for Graph III provides a description of how you see yourself. The graph summarizes and combines two different ways of looking at yourself. Some people find that they are more comfortable when describing themselves by their **MOST** choices. Others may feel that they described themselves more accurately by their **LEAST** choices. And still others are equally comfortable with both choice processes. The combination of your responses to **both** choices (Graph III) provides the most comprehensive picture of how you see yourself.

People occasionally find that either their **MOST** or **LEAST** responses were affected by social desirability. In other words, they selected the words that fit their idea of how they should be in their selected environment rather than what was actually the most natural behavior for them. Reading the interpretation of the Classical Pattern for your Graph III will help you to determine the most accurate description of your behavioral style.

Using Information from Graph I and Graph II

Some people find additional understanding of themselves by looking at any differences between their responses to their **MOST** and **LEAST** choices.

How to Find Your Classical Profile Pattern

① The *DiSC Classic* graphs are divided into seven segments. The segment numbers are located in the shaded column on the right.

② See Example 6

The **D** plotting point is in segment 2.

The **i** plotting point is in segment 1.

The **S** plotting point is in segment 6.

The **C** plotting point is in segment 7.

EXAMPLE 6

③ The resulting numbers are written in the boxes below the graph.

④ **Example 6** segment number 2167 is listed in the Classical Profile Pattern Table (pages 10–13) as a Perfectionist Pattern. Write this Classical Pattern name in the box provided.

⑤ **Turn to page 5 and follow the above procedure** to identify your patterns segments and name.

⑥ See page 6, Stage III Guidelines for Interpretation. Then read your Classical Profile Pattern interpretation(s) to discover more about yourself. Interpretations are found on pages 14 to 19 and are listed in alphabetical order.

Classical Profile Pattern Table

DiSC® Classic

7777
7777–Overshift
7776–Overshift
7775–Overshift
7774–Inspirational
7773–Inspirational
7772–Inspirational
7771–Inspirational
7767–Overshift
7766–Overshift
7765–Overshift
7764–Inspirational
7763–Inspirational
7762–Inspirational
7761–Inspirational
7757–Overshift
7756–Overshift
7755–Overshift
7754–Inspirational
7753–Inspirational
7752–Inspirational
7751–Inspirational
7747–Appraiser
7746–Appraiser
7745–Appraiser
7744–Inspirational
7743–Inspirational
7742–Inspirational
7741–Inspirational
7737–Appraiser
7736–Appraiser
7735–Appraiser
7734–Inspirational
7733–Inspirational
7732–Inspirational
7731–Inspirational
7727–Appraiser
7726–Appraiser
7725–Appraiser
7724–Inspirational
7723–Inspirational
7722–Inspirational
7721–Inspirational
7717–Appraiser
7716–Appraiser
7715–Appraiser
7714–Inspirational
7713–Inspirational
7712–Inspirational
7711–Inspirational

7677
7677–Overshift
7676–Overshift
7675–Overshift
7674–Achiever
7673–Achiever
7672–Achiever
7671–Achiever
7667–Overshift
7666–Overshift
7665–Overshift
7664–Inspirational
7663–Inspirational
7662–Inspirational
7661–Inspirational
7657–Overshift
7656–Overshift
7655–Overshift
7654–Inspirational
7653–Inspirational
7652–Inspirational
7651–Inspirational
7647–Creative
7646–Creative
7645–Creative
7644–Inspirational
7643–Inspirational
7642–Inspirational
7641–Inspirational
7637–Creative
7636–Creative
7635–Creative
7634–Inspirational
7633–Inspirational
7632–Inspirational
7631–Inspirational
7627–Creative
7626–Creative
7625–Creative
7624–Inspirational
7623–Inspirational
7622–Inspirational
7621–Inspirational
7617–Creative
7616–Creative
7615–Creative
7614–Inspirational
7613–Inspirational
7612–Inspirational
7611–Inspirational

7577
7577–Overshift

7576–Overshift
7575–Overshift
7574–Achiever
7573–Achiever
7572–Achiever
7571–Achiever
7567–Overshift
7566–Overshift
7565–Overshift
7564–Achiever
7563–Achiever
7562–Achiever
7561–Achiever
7557–Overshift
7556–Overshift
7555–Overshift
7554–Result-Oriented
7553–Result-Oriented
7552–Result-Oriented
7551–Result-Oriented
7547–Creative
7546–Creative
7545–Creative
7544–Result-Oriented
7543–Result-Oriented
7542–Result-Oriented
7541–Result-Oriented
7537–Creative
7536–Creative
7535–Creative
7534–Result-Oriented
7533–Result-Oriented
7532–Result-Oriented
7531–Result-Oriented
7527–Creative
7526–Creative
7525–Creative
7524–Result-Oriented
7523–Result-Oriented
7522–Result-Oriented
7521–Result-Oriented
7517–Creative
7516–Creative
7515–Creative
7514–Result-Oriented
7513–Result-Oriented
7512–Result-Oriented
7511–Result-Oriented

7477
7477–Investigator
7476–Investigator
7475–Investigator
7474–Achiever
7473–Achiever
7472–Achiever
7471–Achiever
7467–Investigator
7466–Investigator
7465–Investigator
7464–Achiever
7463–Achiever
7462–Achiever
7461–Achiever
7457–Investigator
7456–Investigator
7455–Investigator
7454–Achiever
7453–Achiever
7452–Achiever
7451–Achiever
7447–Creative
7446–Creative
7445–Creative
7444–Result-Oriented
7443–Result-Oriented
7442–Result-Oriented
7441–Result-Oriented
7437–Creative
7436–Creative
7435–Creative
7434–Result-Oriented
7433–Result-Oriented
7432–Result-Oriented
7431–Result-Oriented
7427–Creative
7426–Creative
7425–Creative
7424–Result-Oriented
7423–Result-Oriented
7422–Result-Oriented
7421–Result-Oriented
7417–Creative
7416–Creative
7415–Creative
7414–Result-Oriented
7413–Result-Oriented
7412–Result-Oriented
7411–Result-Oriented

7377
7377–Investigator
7376–Investigator
7375–Investigator

7374–Achiever
7373–Achiever
7372–Achiever
7371–Achiever
7367–Investigator
7366–Investigator
7365–Investigator
7364–Achiever
7363–Achiever
7362–Achiever
7361–Achiever
7357–Investigator
7356–Investigator
7355–Investigator
7354–Achiever
7353–Achiever
7352–Achiever
7351–Achiever
7347–Creative
7346–Creative
7345–Creative
7344–Developer
7343–Developer
7342–Developer
7341–Developer
7337–Creative
7336–Creative
7335–Creative
7334–Developer
7333–Developer
7332–Developer
7331–Developer
7327–Creative
7326–Creative
7325–Creative
7324–Developer
7323–Developer
7322–Developer
7321–Developer
7317–Creative
7316–Creative
7315–Creative
7314–Developer
7313–Developer
7312–Developer
7311–Developer

7277
7277–Investigator
7276–Investigator
7275–Investigator
7274–Achiever
7273–Achiever
7272–Achiever
7271–Achiever
7267–Investigator
7266–Investigator
7265–Investigator
7264–Achiever
7263–Achiever
7262–Achiever
7261–Achiever
7257–Investigator
7256–Investigator
7255–Investigator
7254–Achiever
7253–Achiever
7252–Achiever
7251–Achiever
7247–Creative
7246–Creative
7245–Creative
7244–Developer
7243–Developer
7242–Developer
7241–Developer
7237–Creative
7236–Creative
7235–Creative
7234–Developer
7233–Developer
7232–Developer
7231–Developer
7227–Creative
7226–Creative
7225–Creative
7224–Developer
7223–Developer
7222–Developer
7221–Developer
7217–Creative
7216–Creative
7215–Creative
7214–Developer
7213–Developer
7212–Developer
7211–Developer

7177
7177–Investigator
7176–Investigator
7175–Investigator
7174–Achiever
7173–Achiever

7172–Achiever
7171–Achiever
7167–Investigator
7166–Investigator
7165–Investigator
7164–Achiever
7163–Achiever
7162–Achiever
7161–Achiever
7157–Investigator
7156–Investigator
7155–Investigator
7154–Achiever
7153–Achiever
7152–Achiever
7151–Achiever
7147–Creative
7146–Creative
7145–Creative
7144–Developer
7143–Developer
7142–Developer
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7137–Creative
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7132–Developer
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7127–Creative
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7122–Developer
7121–Developer
7117–Creative
7116–Creative
7115–Creative
7114–Developer
7113–Developer
7112–Developer
7111–Developer

6777
6777–Overshift
6776–Overshift
6775–Overshift
6774–Inspirational
6773–Inspirational
6772–Inspirational
6771–Inspirational
6767–Overshift
6766–Overshift
6765–Overshift
6764–Inspirational
6763–Inspirational
6762–Inspirational
6761–Inspirational
6757–Overshift
6756–Overshift
6755–Overshift
6754–Inspirational
6753–Inspirational
6752–Inspirational
6751–Inspirational
6747–Appraiser
6746–Appraiser
6745–Appraiser
6744–Inspirational
6743–Inspirational
6742–Inspirational
6741–Inspirational
6737–Appraiser
6736–Appraiser
6735–Appraiser
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6725–Appraiser
6724–Inspirational
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6721–Inspirational
6717–Appraiser
6716–Appraiser
6715–Appraiser
6714–Inspirational
6713–Inspirational
6712–Inspirational
6711–Inspirational

6677
6677–Overshift
6676–Overshift
6675–Overshift
6674–Inspirational
6673–Inspirational
6672–Inspirational
6671–Inspirational

6667–Overshift
6666–Overshift
6665–Overshift
6664–Inspirational
6663–Inspirational
6662–Inspirational
6661–Inspirational
6657–Overshift
6656–Overshift
6655–Overshift
6654–Inspirational
6653–Inspirational
6652–Inspirational
6651–Inspirational
6647–Appraiser
6646–Appraiser
6645–Appraiser
6644–Inspirational
6643–Inspirational
6642–Inspirational
6641–Inspirational
6637–Appraiser
6636–Appraiser
6635–Appraiser
6634–Inspirational
6633–Inspirational
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6631–Inspirational
6627–Appraiser
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6625–Appraiser
6624–Inspirational
6623–Inspirational
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6621–Inspirational
6617–Appraiser
6616–Appraiser
6615–Appraiser
6614–Inspirational
6613–Inspirational
6612–Inspirational
6611–Inspirational

6577
6577–Overshift
6576–Overshift
6575–Overshift
6574–Achiever
6573–Achiever
6572–Achiever
6571–Achiever
6567–Overshift
6566–Overshift
6565–Overshift
6564–Achiever
6563–Achiever
6562–Achiever
6561–Achiever
6557–Overshift
6556–Overshift
6555–Overshift
6554–Result-Oriented
6553–Result-Oriented
6552–Result-Oriented
6551–Result-Oriented
6547–Creative
6546–Creative
6545–Creative
6544–Result-Oriented
6543–Result-Oriented
6542–Result-Oriented
6541–Result-Oriented
6537–Creative
6536–Creative
6535–Creative
6534–Result-Oriented
6533–Result-Oriented
6532–Result-Oriented
6531–Result-Oriented
6527–Creative
6526–Creative
6525–Creative
6524–Result-Oriented
6523–Result-Oriented
6522–Result-Oriented
6521–Result-Oriented
6517–Creative
6516–Creative
6515–Creative
6514–Result-Oriented
6513–Result-Oriented
6512–Result-Oriented
6511–Result-Oriented

6477
6477–Investigator
6476–Investigator
6475–Investigator
6474–Achiever
6473–Achiever
6472–Achiever
6471–Achiever
6467–Investigator
6466–Investigator

6465–Investigator
6464–Achiever
6463–Achiever
6462–Achiever
6461–Achiever
6457–Investigator
6456–Investigator
6455–Investigator
6454–Achiever
6453–Achiever
6452–Achiever
6451–Achiever
6447–Creative
6446–Creative
6445–Creative
6444–Result-Oriented
6443–Result-Oriented
6442–Result-Oriented
6441–Result-Oriented
6437–Creative
6436–Creative
6435–Creative
6434–Result-Oriented
6433–Result-Oriented
6432–Result-Oriented
6431–Result-Oriented
6427–Creative
6426–Creative
6425–Creative
6424–Result-Oriented
6423–Result-Oriented
6422–Result-Oriented
6421–Result-Oriented
6417–Creative
6416–Creative
6415–Creative
6414–Result-Oriented
6413–Result-Oriented
6412–Result-Oriented
6411–Result-Oriented

6377
6377–Investigator
6376–Investigator
6375–Investigator
6374–Achiever
6373–Achiever
6372–Achiever
6371–Achiever
6367–Investigator
6366–Investigator
6365–Investigator
6364–Achiever
6363–Achiever
6362–Achiever
6361–Achiever
6357–Investigator
6356–Investigator
6355–Investigator
6354–Achiever
6353–Achiever
6352–Achiever
6351–Achiever
6347–Creative
6346–Creative
6345–Creative
6344–Developer
6343–Developer
6342–Developer
6341–Developer
6337–Creative
6336–Creative
6335–Creative
6334–Developer
6333–Developer
6332–Developer
6331–Developer
6327–Creative
6326–Creative
6325–Creative
6324–Developer
6323–Developer
6322–Developer
6321–Developer
6317–Creative
6316–Creative
6315–Creative
6314–Developer
6313–Developer
6312–Developer
6311–Developer

6277
6277–Investigator
6276–Investigator
6275–Investigator
6274–Achiever
6273–Achiever
6272–Achiever
6271–Achiever
6267–Investigator
6266–Investigator
6265–Investigator
6264–Achiever

Classical Profile Pattern Table

DiSC® Classic

6263-Achiever	5761-Counselor	5556-Overshift	5354-Achiever	5152-Achiever	4647-Appraiser
6262-Achiever	5757-Overshift	5555-Overshift	5353-Achiever	5151-Achiever	4646-Appraiser
6261-Achiever	5756-Overshift	5554-Tight	5352-Achiever	5147-Creative	4645-Appraiser
6257-Investigator	5755-Overshift	5553-Counselor	5351-Achiever	5146-Creative	4644-Promoter
6256-Investigator	5754-Persuader	5552-Counselor	5347-Creative	5145-Creative	4643-Promoter
6255-Investigator	5753-Persuader	5551-Counselor	5346-Creative	5144-Developer	4642-Promoter
6254-Achiever	5752-Persuader	5547-Appraiser	5345-Creative	5143-Developer	4641-Promoter
6253-Achiever	5751-Persuader	5546-Appraiser	5344-Developer	5142-Developer	4637-Appraiser
6252-Achiever	5747-Appraiser	5545-Appraiser	5343-Developer	5141-Developer	4636-Appraiser
6251-Achiever	5746-Appraiser	5544-Tight	5342-Developer	5137-Creative	4635-Appraiser
6247-Creative	5745-Appraiser	5543-Inspirational	5341-Developer	5136-Creative	4634-Promoter
6246-Creative	5744-Persuader	5542-Inspirational	5337-Creative	5135-Creative	4633-Promoter
6245-Creative	5743-Persuader	5541-Inspirational	5336-Creative	5134-Developer	4632-Promoter
6244-Developer	5742-Persuader	5537-Appraiser	5335-Creative	5133-Developer	4631-Promoter
6243-Developer	5741-Persuader	5536-Appraiser	5334-Developer	5132-Developer	4627-Appraiser
6242-Developer	5737-Appraiser	5535-Appraiser	5333-Developer	5131-Developer	4626-Appraiser
6241-Developer	5736-Appraiser	5534-Inspirational	5332-Developer	5127-Creative	4625-Appraiser
6237-Creative	5735-Appraiser	5533-Inspirational	5331-Developer	5126-Creative	4624-Promoter
6236-Creative	5734-Persuader	5532-Inspirational	5327-Creative	5125-Creative	4623-Promoter
6235-Creative	5733-Persuader	5531-Inspirational	5326-Creative	5124-Developer	4622-Promoter
6234-Developer	5732-Persuader	5527-Appraiser	5325-Creative	5123-Developer	4621-Promoter
6233-Developer	5731-Persuader	5526-Appraiser	5324-Developer	5122-Developer	4617-Appraiser
6232-Developer	5727-Appraiser	5525-Appraiser	5323-Developer	5121-Developer	4616-Appraiser
6231-Developer	5726-Appraiser	5524-Inspirational	5322-Developer	5117-Creative	4615-Appraiser
6227-Creative	5725-Appraiser	5523-Inspirational	5321-Developer	5116-Creative	4614-Promoter
6226-Creative	5724-Persuader	5522-Inspirational	5317-Creative	5115-Creative	4613-Promoter
6225-Creative	5723-Persuader	5521-Inspirational	5316-Creative	5114-Developer	4612-Promoter
6224-Developer	5722-Persuader	5517-Appraiser	5315-Creative	5113-Developer	4611-Promoter
6223-Developer	5721-Persuader	5516-Appraiser	5314-Developer	5112-Developer	
6222-Developer	5717-Appraiser	5515-Appraiser	5313-Developer	5111-Developer	**4577**
6221-Developer	5716-Appraiser	5514-Inspirational	5312-Developer		4577-Practitioner
6217-Creative	5715-Appraiser	5513-Inspirational	5311-Developer		4576-Practitioner
6216-Creative	5714-Persuader	5512-Inspirational		**4777**	4575-Practitioner
6215-Creative	5713-Persuader	5511-Inspirational	**5277**	4777-Practitioner	4574-Agent
6214-Developer	5712-Persuader		5277-Investigator	4776-Practitioner	4573-Agent
6213-Developer	5711-Persuader	**5477**	5276-Investigator	4775-Practitioner	4572-Agent
6212-Developer		5477-Investigator	5275-Investigator	4774-Counselor	4571-Agent
6211-Developer	**5677**	5476-Investigator	5274-Achiever	4773-Counselor	4567-Practitioner
	5677-Overshift	5475-Investigator	5273-Achiever	4772-Counselor	4566-Practitioner
6177	5676-Overshift	5474-Achiever	5272-Achiever	4771-Counselor	4565-Practitioner
6177-Investigator	5675-Overshift	5473-Achiever	5271-Achiever	4767-Practitioner	4564-Agent
6176-Investigator	5674-Agent	5472-Achiever	5267-Investigator	4766-Practitioner	4563-Agent
6175-Investigator	5673-Agent	5471-Achiever	5266-Investigator	4765-Practitioner	4562-Agent
6174-Achiever	5672-Agent	5467-Investigator	5265-Investigator	4764-Counselor	4561-Agent
6173-Achiever	5671-Agent	5466-Investigator	5264-Achiever	4763-Counselor	4557-Practitioner
6172-Achiever	5667-Overshift	5465-Investigator	5263-Achiever	4762-Counselor	4556-Practitioner
6171-Achiever	5666-Overshift	5464-Achiever	5262-Achiever	4761-Counselor	4555-Tight
6167-Investigator	5665-Overshift	5463-Achiever	5261-Achiever	4757-Practitioner	4554-Counselor
6166-Investigator	5664-Counselor	5462-Achiever	5257-Investigator	4756-Practitioner	4553-Counselor
6165-Investigator	5663-Counselor	5461-Achiever	5256-Investigator	4755-Practitioner	4552-Counselor
6164-Achiever	5662-Counselor	5457-Investigator	5255-Investigator	4754-Counselor	4551-Counselor
6163-Achiever	5661-Counselor	5456-Investigator	5254-Achiever	4753-Counselor	4547-Practitioner
6162-Achiever	5657-Overshift	5455-Investigator	5253-Achiever	4752-Counselor	4546-Practitioner
6161-Achiever	5656-Overshift	5454-Achiever	5252-Achiever	4751-Counselor	4545-Practitioner
6157-Investigator	5655-Overshift	5453-Achiever	5251-Achiever	4747-Appraiser	4544-Tight
6156-Investigator	5654-Persuader	5452-Achiever	5247-Creative	4746-Appraiser	4543-Counselor
6155-Investigator	5653-Persuader	5451-Achiever	5246-Creative	4745-Appraiser	4542-Counselor
6154-Achiever	5652-Persuader	5447-Creative	5245-Creative	4744-Promoter	4541-Counselor
6153-Achiever	5651-Persuader	5446-Creative	5244-Developer	4743-Promoter	4537-Appraiser
6152-Achiever	5647-Appraiser	5445-Creative	5243-Developer	4742-Promoter	4536-Appraiser
6151-Achiever	5646-Appraiser	5444-Tight	5242-Developer	4741-Promoter	4535-Appraiser
6147-Creative	5645-Appraiser	5443-Result-Oriented	5241-Developer	4737-Appraiser	4534-Promoter
6146-Creative	5644-Persuader	5442-Result-Oriented	5237-Creative	4736-Appraiser	4533-Promoter
6145-Creative	5643-Persuader	5441-Result-Oriented	5236-Creative	4735-Appraiser	4532-Promoter
6144-Developer	5642-Persuader	5437-Creative	5235-Creative	4734-Promoter	4531-Promoter
6143-Developer	5641-Persuader	5436-Creative	5234-Developer	4733-Promoter	4527-Appraiser
6142-Developer	5637-Appraiser	5435-Creative	5233-Developer	4732-Promoter	4526-Appraiser
6141-Developer	5636-Appraiser	5434-Result-Oriented	5232-Developer	4731-Promoter	4525-Appraiser
6137-Creative	5635-Appraiser	5433-Result-Oriented	5231-Developer	4727-Appraiser	4524-Promoter
6136-Creative	5634-Persuader	5432-Result-Oriented	5227-Creative	4726-Appraiser	4523-Promoter
6135-Creative	5633-Persuader	5431-Result-Oriented	5226-Creative	4725-Appraiser	4522-Promoter
6134-Developer	5632-Persuader	5427-Creative	5225-Creative	4724-Promoter	4521-Promoter
6133-Developer	5631-Persuader	5426-Creative	5224-Developer	4723-Promoter	4517-Appraiser
6132-Developer	5627-Appraiser	5425-Creative	5223-Developer	4722-Promoter	4516-Appraiser
6131-Developer	5626-Appraiser	5424-Result-Oriented	5222-Developer	4721-Promoter	4515-Appraiser
6127-Creative	5625-Appraiser	5423-Result-Oriented	5221-Developer	4717-Appraiser	4514-Promoter
6126-Creative	5624-Persuader	5422-Result-Oriented	5217-Creative	4716-Appraiser	4513-Promoter
6125-Creative	5623-Persuader	5421-Result-Oriented	5216-Creative	4715-Appraiser	4512-Promoter
6124-Developer	5622-Persuader	5417-Creative	5215-Creative	4714-Promoter	4511-Promoter
6123-Developer	5621-Persuader	5416-Creative	5214-Developer	4713-Promoter	
6122-Developer	5617-Appraiser	5415-Creative	5213-Developer	4712-Promoter	**4477**
6121-Developer	5616-Appraiser	5414-Result-Oriented	5212-Developer	4711-Promoter	4477-Perfectionist
6117-Creative	5615-Appraiser	5413-Result-Oriented	5211-Developer		4476-Perfectionist
6116-Creative	5614-Persuader	5412-Result-Oriented		**4677**	4475-Perfectionist
6115-Creative	5613-Persuader	5411-Result-Oriented	**5177**	4677-Practitioner	4474-Specialist
6114-Developer	5612-Persuader		5177-Investigator	4676-Practitioner	4473-Specialist
6113-Developer	5611-Persuader	**5377**	5176-Investigator	4675-Practitioner	4472-Specialist
6112-Developer		5377-Investigator	5175-Investigator	4674-Agent	4471-Specialist
6111-Developer	**5577**	5376-Investigator	5174-Achiever	4673-Agent	4467-Perfectionist
	5577-Overshift	5375-Investigator	5173-Achiever	4672-Agent	4466-Perfectionist
5777	5576-Overshift	5374-Achiever	5172-Achiever	4671-Agent	4465-Perfectionist
5777-Overshift	5575-Overshift	5373-Achiever	5171-Achiever	4667-Practitioner	4464-Specialist
5776-Overshift	5574-Agent	5372-Achiever	5167-Investigator	4666-Practitioner	4463-Specialist
5775-Overshift	5573-Agent	5371-Achiever	5166-Investigator	4665-Practitioner	4462-Specialist
5774-Counselor	5572-Agent	5367-Investigator	5165-Investigator	4664-Counselor	4461-Specialist
5773-Counselor	5571-Agent	5366-Investigator	5164-Achiever	4663-Counselor	4457-Perfectionist
5772-Counselor	5567-Overshift	5365-Investigator	5163-Achiever	4662-Counselor	4456-Perfectionist
5771-Counselor	5566-Overshift	5364-Achiever	5162-Achiever	4661-Counselor	4455-Tight
5767-Overshift	5565-Overshift	5363-Achiever	5161-Achiever	4657-Practitioner	4454-Tight
5766-Overshift	5564-Agent	5362-Achiever	5157-Investigator	4656-Practitioner	4453-Specialist
5765-Overshift	5563-Agent	5361-Achiever	5156-Investigator	4655-Practitioner	4452-Specialist
5764-Counselor	5562-Agent	5357-Investigator	5155-Investigator	4654-Counselor	4451-Specialist
5763-Counselor	5561-Agent	5356-Investigator	5154-Achiever	4653-Counselor	4447-Objective Thinker
5762-Counselor	5557-Overshift	5355-Investigator	5153-Achiever	4652-Counselor	4446-Objective Thinker
				4651-Counselor	

Classical Profile Pattern Table

DiSC® Classic

4445–Tight
4444–Tight
4443–Tight
4442–Undershift
4441–Undershift
4437–Objective Thinker
4436–Objective Thinker
4435–Objective Thinker
4434–Tight
4433–Tight
4432–Undershift
4431–Undershift
4427–Objective Thinker
4426–Objective Thinker
4425–Objective Thinker
4424–Undershift
4423–Undershift
4422–Undershift
4421–Undershift
4417–Objective Thinker
4416–Objective Thinker
4415–Objective Thinker
4414–Undershift
4413–Undershift
4412–Undershift
4411–Undershift

4377
4377–Perfectionist
4376–Perfectionist
4375–Perfectionist
4374–Specialist
4373–Specialist
4372–Specialist
4371–Specialist
4367–Perfectionist
4366–Perfectionist
4365–Perfectionist
4364–Specialist
4363–Specialist
4362–Specialist
4361–Specialist
4357–Perfectionist
4356–Perfectionist
4355–Perfectionist
4354–Specialist
4353–Specialist
4352–Specialist
4351–Specialist
4347–Objective Thinker
4346–Objective Thinker
4345–Objective Thinker
4344–Tight
4343–Tight
4342–Undershift
4341–Undershift
4337–Objective Thinker
4336–Objective Thinker
4335–Objective Thinker
4334–Tight
4333–Tight
4332–Undershift
4331–Undershift
4327–Objective Thinker
4326–Objective Thinker
4325–Objective Thinker
4324–Undershift
4323–Undershift
4322–Undershift
4321–Undershift
4317–Objective Thinker
4316–Objective Thinker
4315–Objective Thinker
4314–Undershift
4313–Undershift
4312–Undershift
4311–Undershift

4277
4277–Perfectionist
4276–Perfectionist
4275–Perfectionist
4274–Specialist
4273–Specialist
4272–Specialist
4271–Specialist
4267–Perfectionist
4266–Perfectionist
4265–Perfectionist
4264–Specialist
4263–Specialist
4262–Specialist
4261–Specialist
4257–Perfectionist
4256–Perfectionist
4255–Perfectionist
4254–Specialist
4253–Specialist
4252–Specialist
4251–Specialist
4247–Objective Thinker
4246–Objective Thinker
4245–Objective Thinker
4244–Undershift

4243–Undershift
4242–Undershift
4241–Undershift
4237–Objective Thinker
4236–Objective Thinker
4235–Objective Thinker
4234–Undershift
4233–Undershift
4232–Undershift
4231–Undershift
4227–Objective Thinker
4226–Objective Thinker
4225–Objective Thinker
4224–Undershift
4223–Undershift
4222–Undershift
4221–Undershift
4217–Objective Thinker
4216–Objective Thinker
4215–Objective Thinker
4214–Undershift
4213–Undershift
4212–Undershift
4211–Undershift

4177
4177–Perfectionist
4176–Perfectionist
4175–Perfectionist
4174–Specialist
4173–Specialist
4172–Specialist
4171–Specialist
4167–Perfectionist
4166–Perfectionist
4165–Perfectionist
4164–Specialist
4163–Specialist
4162–Specialist
4161–Specialist
4157–Perfectionist
4156–Perfectionist
4155–Perfectionist
4154–Specialist
4153–Specialist
4152–Specialist
4151–Specialist
4147–Objective Thinker
4146–Objective Thinker
4145–Objective Thinker
4144–Undershift
4143–Undershift
4142–Undershift
4141–Undershift
4137–Objective Thinker
4136–Objective Thinker
4135–Objective Thinker
4134–Undershift
4133–Undershift
4132–Undershift
4131–Undershift
4127–Objective Thinker
4126–Objective Thinker
4125–Objective Thinker
4124–Undershift
4123–Undershift
4122–Undershift
4121–Undershift
4117–Objective Thinker
4116–Objective Thinker
4115–Objective Thinker
4114–Undershift
4113–Undershift
4112–Undershift
4111–Undershift

3777
3777–Practitioner
3776–Practitioner
3775–Counselor
3773–Counselor
3772–Counselor
3771–Counselor
3767–Practitioner
3766–Practitioner
3765–Practitioner
3764–Counselor
3763–Counselor
3762–Counselor
3761–Counselor
3757–Practitioner
3756–Practitioner
3755–Practitioner
3754–Counselor
3753–Counselor
3752–Counselor
3751–Counselor
3747–Practitioner
3746–Practitioner
3745–Practitioner
3744–Promoter
3743–Promoter
3742–Promoter

3741–Promoter
3737–Appraiser
3736–Appraiser
3735–Appraiser
3734–Promoter
3733–Promoter
3732–Promoter
3731–Promoter
3727–Appraiser
3726–Appraiser
3725–Appraiser
3724–Promoter
3723–Promoter
3722–Promoter
3721–Promoter
3717–Appraiser
3716–Appraiser
3715–Appraiser
3714–Promoter
3713–Promoter
3712–Promoter
3711–Promoter

3677
3677–Practitioner
3676–Practitioner
3675–Practitioner
3674–Agent
3673–Agent
3672–Agent
3671–Agent
3667–Practitioner
3666–Practitioner
3665–Practitioner
3664–Counselor
3663–Counselor
3662–Counselor
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Classical Profile Pattern Table

DiSC® Classic

Column 1

2627–Appraiser
2626–Appraiser
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2624–Promoter
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2617–Appraiser
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2615–Appraiser
2614–Promoter
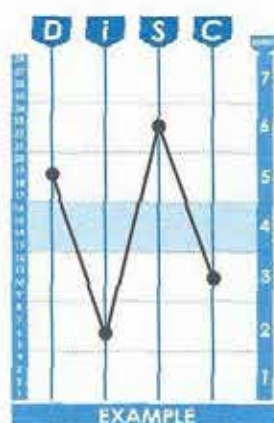2613–Promoter
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2611–Promoter

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Column 2

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Column 3

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Column 4

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Column 5

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Classical Profile Patterns
DiSC® Classic

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: self-reliance; 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 through: less "either-or" thinking; clearer task priorities; 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 prevents them from automatically accepting 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 may hesitate to delegate tasks when under pressure. 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; 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 help in finding new approaches for achieving their desired results. Achievers function at peak efficiency, and they expect recognition equal to their contribution — high wages in for-profit organizations and leadership positions in other groups.

Agent Pattern
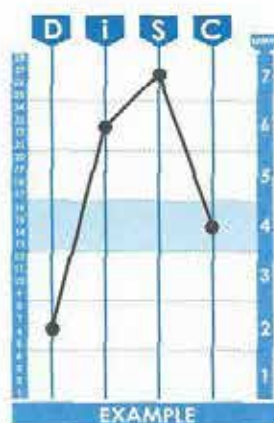
Emotions: accepts affection; rejects aggression

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: dissent; conflict

Would increase effectiveness through: 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 organizing and completing tasks effectively. 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 dissent. Their supportive approach may enable others to tolerate a situation rather than encouraging them to engage 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.

Appraiser Pattern
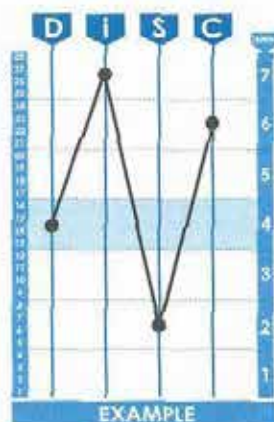
Emotions: is driven to look good

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 through: 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 them 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 for the proposed activities.

Appraisers help others to visualize the steps needed in order to accomplish results. Appraisers usually speak from a detailed plan of action that they have developed in order 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 a better control of the situation if they relax and pace themselves. A helpful axiom to achieve this is, "You win some, you lose some."

Classical Profile Patterns

DiSC® Classic

Counselor Pattern

EXAMPLE
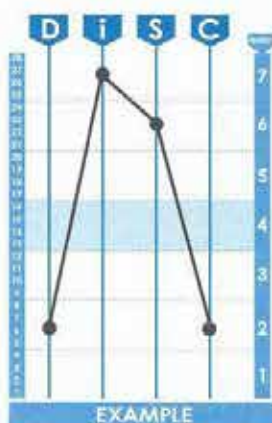
Emotions: is approachable; shows affection and understanding

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: remains stable and predictable; develops a wide range of friendships; listens 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 through: attention to realistic deadlines; initiative to complete the task

Counselors are particularly effective at solving people's 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 help in setting and meeting realistic deadlines.

Counselors often take criticism as a personal affront, but they respond well to attention and compliments for well-done 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.

Creative Pattern

EXAMPLE
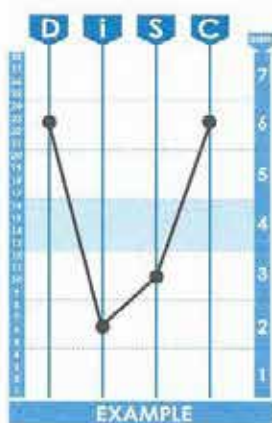
Emotions: accepts aggression; restrains expression

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 through: warmth; tactful communication; effective team cooperation; recognition of existing sanctions

Persons with a Creative Pattern display opposing 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 they choose 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 accept 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

EXAMPLE
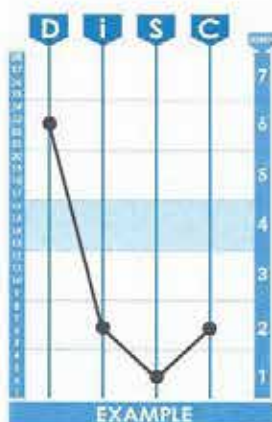
Emotions: is concerned with meeting personal needs

Goal: new opportunities

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

Influences others by: finding solutions to problems; projecting a 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 through: patience; empathy; participation and collaboration with others; follow-through and attention to quality control

Developers tend to be strong-willed individualists, 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.

Although 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 tend 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.

Classical Profile Patterns

DiSC® Classic

Inspirational Pattern

EXAMPLE
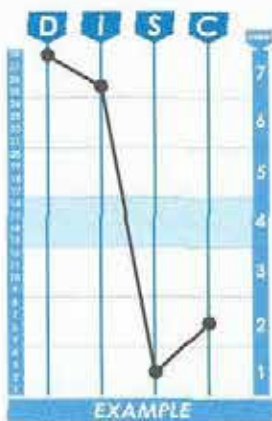
Emotions: accepts aggression; downplays need for affection

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 through: genuine sensitivity; willingness to help others to 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 state 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 they want help in 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' powers of manipulation. Although 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 instead of domination.*

Investigator Pattern

EXAMPLE
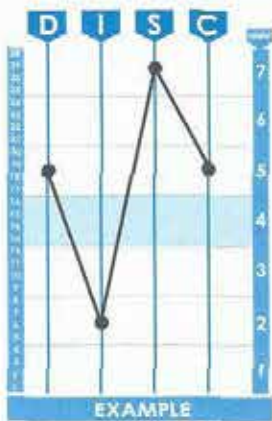
Emotions: is dispassionate; demonstrates self-discipline

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 through: 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 needed 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 they 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, Investigators need to develop a greater understanding of other people, especially others' emotions.

Objective Thinker Pattern

EXAMPLE
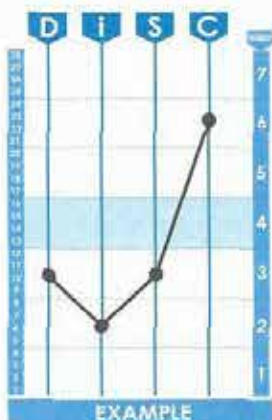
Emotions: rejects interpersonal aggression

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 through: 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 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.

Classical Profile Patterns

DiSC® Classic

Overshift Pattern
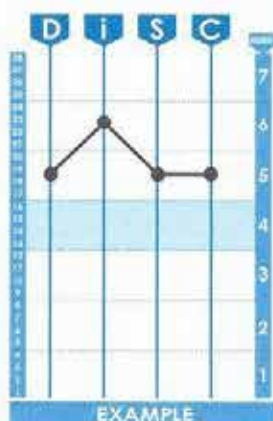
D	i	S	C

EXAMPLE

Before you go further, review your profile graph scores for the possibility of errors made when computing your responses or plotting your scores. An Overshift Pattern occurs when all four plotting points are positioned in the upper portion of the graph. This indicates that the person considers all four behavioral styles to be of equally high importance. As a result, the **shape** of the profile does not match any of the commonly occurring Classical Profile Patterns.

Classical Patterns represent combinations of high and low plotting points, whereas the Overshift Pattern has only high plotting points. When an Overshift Pattern appears in Graph III, it is recommended that one of the other two graphs be used for interpretation, but remember that Graph I or Graph II represents only half of the responses. It may be helpful to retake the profile with a clearer focus.

Perfectionist Pattern

D	i	S	C

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 through: 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 become bogged 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.

Persuader Pattern

D	i	S	C

EXAMPLE
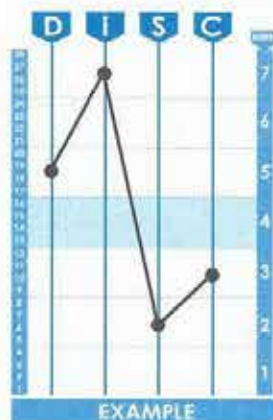
Emotions: trusts others; is enthusiastic

Goal: authority and prestige; status symbols

Judges others by: ability to express themselves; flexibility

Influences others by: friendly, open manner; verbal skills

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 in order to look good

Fears: fixed environment; complex relationships

Would increase effectiveness through: challenging assignments; attention to task-oriented 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 naturally positive outlook, Persuaders may be too optimistic about a project's results and others' potential. Persuaders also tend to overestimate their ability to change the behavior of others.

Although Persuaders desire freedom from routine and regimentation, they 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.

Classical Profile Patterns

DiSC® Classic

Practitioner Pattern

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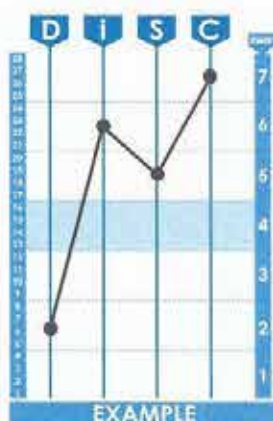
Emotions: wants to keep up with others in' effort and technical performance

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: being too predictable; no recognition as an "expert"

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

Practitioners value proficiency in specialized areas. Spurred on 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 express 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. Practitioners evaluate others on the basis of their self-discipline as measured by their daily performance. They have high expectations for themselves and others, and they tend to express their disappointment.

Although they naturally concentrate on developing an organized approach to work and increasing their own skills, Practitioners also need to help others to 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.

Promoter Pattern

EXAMPLE
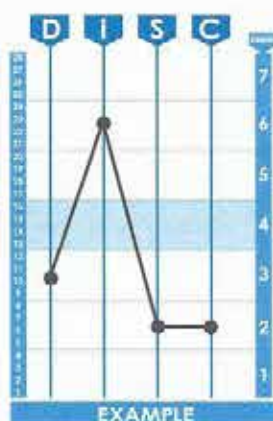
Emotions: is willing to accept others

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 through: control of time; objectivity; sense of urgency; emotional control; follow-through on promises and 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
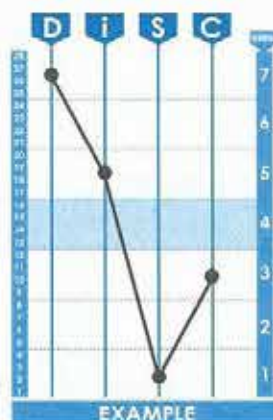
Emotions: verbalizes ego strength; displays rugged individualism

Goal: dominance and independence

Judges others by: ability to accomplish tasks quickly

Influences others by: force of character; diligence

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 through: explanation of their reasoning and consideration of other views and ideas about goals and solutions to problems; 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 critical toward 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.

Classical Profile Patterns

DiSC® Classic

Specialist Pattern

EXAMPLE
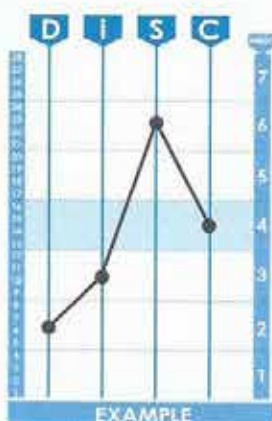
Emotions: is calculatingly moderate; accommodates others

Goal: maintenance of the status quo; controlled environment

Judges others by: friendship standards; competence

Influences others by: consistent performance; accommodating 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 through: public discussion of their ideas; self-confidence based on feedback; shortcut methods

Specialists "wear well" with others. With their controlled stance and modest manner, 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 need help to start new projects or develop 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.
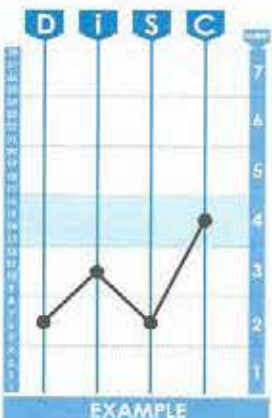
Tight Pattern
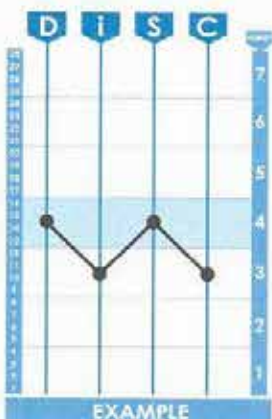
EXAMPLE

Before you go further, review your profile graph scores for the possibility of errors made when computing your responses or plotting your scores. A Tight Pattern occurs when all four plotting points are positioned in the middle area of the graph with only one segment difference between the four points. This indicates that the person considers all four behavioral styles to be of equal importance. As a result, the **shape** of the profile does not match any of the commonly occurring patterns.

Classical Profile Patterns represent combinations of high and low plotting points, whereas the Tight Pattern has plotting points only in the middle area. When a Tight Pattern appears in Graph III, it is recommended that one of the other two graphs be used for interpretation, but remember that Graph I or Graph II represents only half of the responses. It may be helpful to retake the profile with a clearer focus.

Undershift Pattern

EXAMPLE

Before you go further, review your profile graph scores for the possibility of errors made when computing your responses or plotting your scores. An Undershift Pattern occurs when all four plotting points are positioned in the lower portion of the graph. This indicates that the person considers all four behavioral styles to be of equally low importance. As a result, the **shape** of the profile does not match any of the commonly occurring patterns.

Classical Patterns represent combinations of high and low plotting points, whereas the Undershift Pattern has only low plotting points. When an Undershift Pattern appears in Graph III, it is recommended that one of the other two graphs be used for interpretation, but remember that Graph I or Graph II represents only half of the responses. It may be helpful to retake the profile with a clearer focus.

WILEY
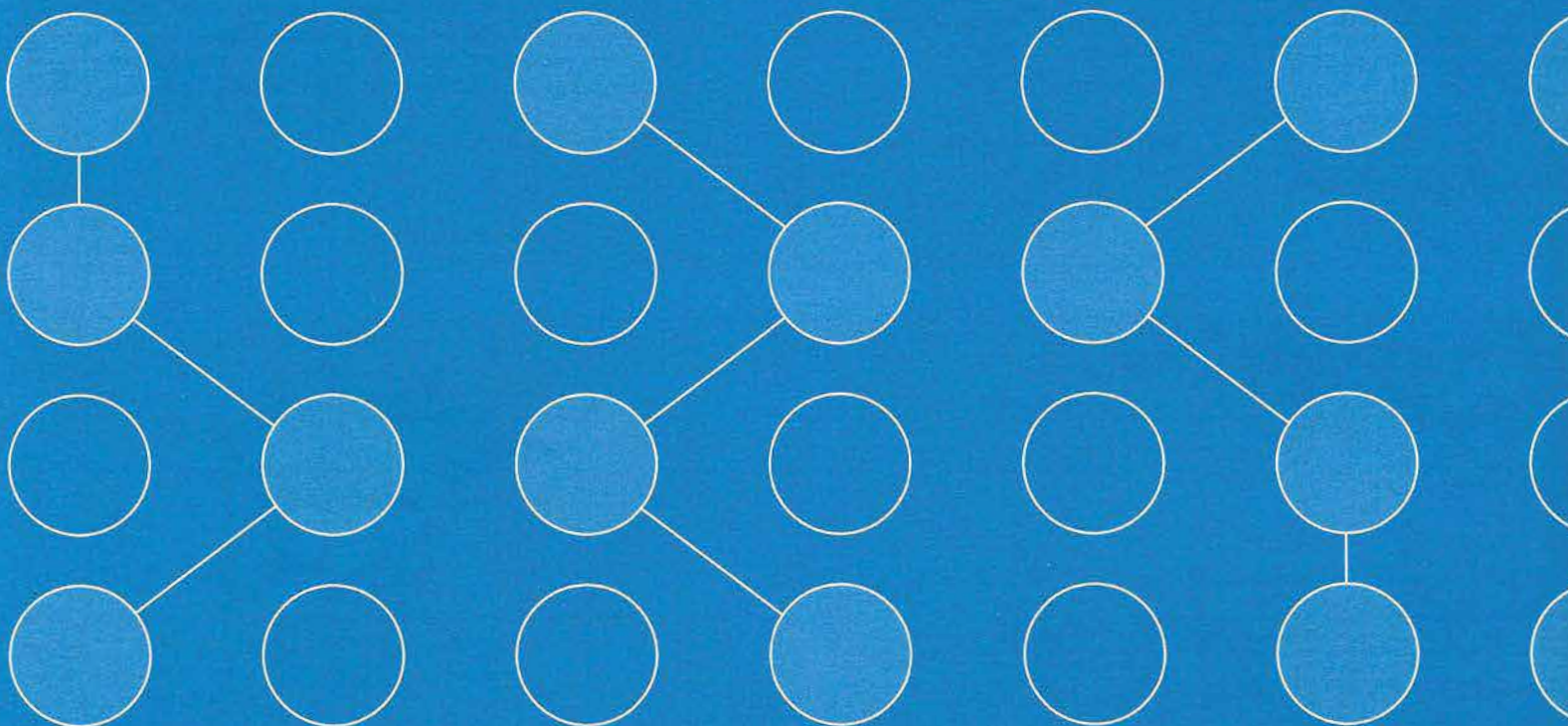
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