WILEY

# DiSC® Classic
Personal Profile System® 2800

| Name | Date | Response Focus |
|------|------|----------------|

# Disc Profiles 4u .com

# Response Page

DiSC® Classic

Focus: _____

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

| | | MOST | LEAST |
|---|---|---|---|
| 1 | enthusiastic | ☐ | ☐ |
| | daring | ☐ | ☐ |
| | diplomatic | ☐ | ☐ |
| | satisfied | ☐ | ☐ |
| 2 | cautious | ☐ | ☐ |
| | determined | ☐ | ☐ |
| | convincing | ☐ | ☐ |
| | good-natured | ☐ | ☐ |
| 3 | friendly | ☐ | ☐ |
| | accurate | ☐ | ☐ |
| | outspoken | ☐ | ☐ |
| | calm | ☐ | ☐ |
| 4 | talkative | ☐ | ☐ |
| | controlled | ☐ | ☐ |
| | conventional | ☐ | ☐ |
| | decisive | ☐ | ☐ |
| 5 | adventurous | ☐ | ☐ |
| | insightful | ☐ | ☐ |
| | outgoing | ☐ | ☐ |
| | moderate | ☐ | ☐ |
| 6 | gentle | ☐ | ☐ |
| | persuasive | ☐ | ☐ |
| | humble | ☐ | ☐ |
| | original | ☐ | ☐ |
| 7 | expressive | ☐ | ☐ |
| | conscientious | ☐ | ☐ |
| | dominant | ☐ | ☐ |
| | responsive | ☐ | ☐ |
| 8 | poised | ☐ | ☐ |
| | observant | ☐ | ☐ |
| | modest | ☐ | ☐ |
| | impatient | ☐ | ☐ |
| 9 | tactful | ☐ | ☐ |
| | agreeable | ☐ | ☐ |
| | magnetic | ☐ | ☐ |
| | insistent | ☐ | ☐ |

| | | MOST | LEAST |
|---|---|---|---|
| 10 | brave | ☐ | ☐ |
| | inspiring | ☐ | ☐ |
| | submissive | ☐ | ☐ |
| | timid | ☐ | ☐ |
| 11 | reserved | ☐ | ☐ |
| | obliging | ☐ | ☐ |
| | strong-willed | ☐ | ☐ |
| | cheerful | ☐ | ☐ |
| 12 | stimulating | ☐ | ☐ |
| | kind | ☐ | ☐ |
| | perceptive | ☐ | ☐ |
| | independent | ☐ | ☐ |
| 13 | competitive | ☐ | ☐ |
| | considerate | ☐ | ☐ |
| | joyful | ☐ | ☐ |
| | private | ☐ | ☐ |
| 14 | fussy | ☐ | ☐ |
| | obedient | ☐ | ☐ |
| | firm | ☐ | ☐ |
| | playful | ☐ | ☐ |
| 15 | attractive | ☐ | ☐ |
| | introspective | ☐ | ☐ |
| | stubborn | ☐ | ☐ |
| | predictable | ☐ | ☐ |
| 16 | logical | ☐ | ☐ |
| | bold | ☐ | ☐ |
| | loyal | ☐ | ☐ |
| | charming | ☐ | ☐ |
| 17 | sociable | ☐ | ☐ |
| | patient | ☐ | ☐ |
| | self-reliant | ☐ | ☐ |
| | soft-spoken | ☐ | ☐ |
| 18 | willing | ☐ | ☐ |
| | eager | ☐ | ☐ |
| | thorough | ☐ | ☐ |
| | high-spirited | ☐ | ☐ |

| | | MOST | LEAST |
|---|---|---|---|
| 19 | aggressive | ☐ | ☐ |
| | extroverted | ☐ | ☐ |
| | amiable | ☐ | ☐ |
| | fearful | ☐ | ☐ |
| 20 | confident | ☐ | ☐ |
| | sympathetic | ☐ | ☐ |
| | impartial | ☐ | ☐ |
| | assertive | ☐ | ☐ |
| 21 | well-disciplined | ☐ | ☐ |
| | generous | ☐ | ☐ |
| | animated | ☐ | ☐ |
| | persistent | ☐ | ☐ |
| 22 | impulsive | ☐ | ☐ |
| | introverted | ☐ | ☐ |
| | forceful | ☐ | ☐ |
| | easygoing | ☐ | ☐ |
| 23 | good mixer | ☐ | ☐ |
| | refined | ☐ | ☐ |
| | vigorous | ☐ | ☐ |
| | lenient | ☐ | ☐ |
| 24 | captivating | ☐ | ☐ |
| | contented | ☐ | ☐ |
| | demanding | ☐ | ☐ |
| | compliant | ☐ | ☐ |
| 25 | argumentative | ☐ | ☐ |
| | systematic | ☐ | ☐ |
| | cooperative | ☐ | ☐ |
| | light-hearted | ☐ | ☐ |
| 26 | jovial | ☐ | ☐ |
| | precise | ☐ | ☐ |
| | direct | ☐ | ☐ |
| | even-tempered | ☐ | ☐ |
| 27 | restless | ☐ | ☐ |
| | neighborly | ☐ | ☐ |
| | appealing | ☐ | ☐ |
| | careful | ☐ | ☐ |
| 28 | respectful | ☐ | ☐ |
| | pioneering | ☐ | ☐ |
| | optimistic | ☐ | ☐ |
| | helpful | ☐ | ☐ |

# Instructions

## 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 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 | | |

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

# Instructions

DiSC® Classic

## ④ 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

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

SEGMENT NUMBERS

CLASSICAL PATTERN

### GRAPH II

| INTENSITY | D | i | S | C | SEGMENT |
|---|---|---|---|---|---|
| 28 | 0 | 0 | 0 | 0 | |
| 27 | 1 | | | 1 | 7 |
| 26 | 2 3 4 | 1 | 1 | 2 3 | |
| 25 | | 2 | | 4 | |
| 24 | 5 | 3 | | 5 | 6 |
| 23 | 6 | | 2 | | |
| 22 | | | | | |
| 21 | | | | 5 | |
| 20 | 8 | 3 | | | 5 |
| 19 | | | | 6 | |
| 18 | 9 | | | | |
| 17 | | | | | |
| 16 | | 5 | 4 | 7 | |
| 15 | 10 | | | | 4 |
| 14 | | | | 8 | |
| 13 | 11 | 6 | 5 | | |
| 12 | 12 | | | 9 | 3 |
| 11 | 13 | 7 | 6 | | |
| 10 | | | | | |
| 9 | | | | 10 | |
| 8 | 14 | 8 | 7 | | 2 |
| 7 | 15 | | 8 | 11 | |
| 6 | 16 | 9 | 9 | 12 | |
| 5 | 17 | 10 | | 13 | 1 |
| 4 | | | 10 | | |
| 3 | 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 | −1 | +5 | +8 | +2 | |
| 19 | −2 | +4 | +7 | +1 | 5 |
| 18 | −3 | +3 | | 0 | |
| 17 | −4 | | +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 | −7 | |
| 6 | −14 | −5 | −3 | | 2 |
| 5 | | | −4 | −8 | |
| 4 | −15 | −6 | −5 | −9 | |
| 3 | −16 | −8 | −7 | −11 | 1 |
| 2 | | | | | |
| 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 | − | D | = | D |
| **Z** | | **Z** | | |
| 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**<br>**STAGE I** (page 7)<br><br>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:<br><br>**Description**<br>1. The individual's behavioral tendencies<br>2. The individual's desired environment<br><br>**Action Plan**<br>1. What the individual needs from others<br>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**.<br><br>2. Personalize the general interpretation by<br>• underlining the phrases that describe you accurately;<br>• deleting the phrases that do not apply;<br>• substituting appropriate phrases from other descriptions.<br><br>3. Read the other sections to understand all of the DiSC Dimensions of Behavior. |
| **Dimensional Intensity Index**<br>**STAGE II** (page 8)<br><br>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:<br><br>• Use a ✓ to indicate agreement.<br>• Use an **x** to indicate disagreement.<br>• Use a **?** to indicate doubt. |
| **Classical Profile Patterns**<br>**STAGE III** (page 9–19)<br><br>Based on the pattern of your high and low plotting points on all four DiSC Dimensions of Behavior.<br><br>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.<br><br>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:<br><br>**Emotions:** your general demeanor<br><br>**Goal:** what you are most motivated to obtain<br><br>**Judges others by:** how you evaluate others<br><br>**Influences others by:** how you affect others' behavior<br><br>**Value to the organization:** how you contribute<br><br>**Overuses:** how your strengths can become limitations<br><br>**Under pressure:** how you react to stressful situations<br><br>**Fears:** what causes you discomfort<br><br>**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.<br><br>For additional insights, discuss the interpretation with someone who knows you well.<br><br>Read the other Classical Profile Patterns to increase your appreciation of those with different behavioral styles. |

DiSC® Classic

## 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

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**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

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**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

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**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

# 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.
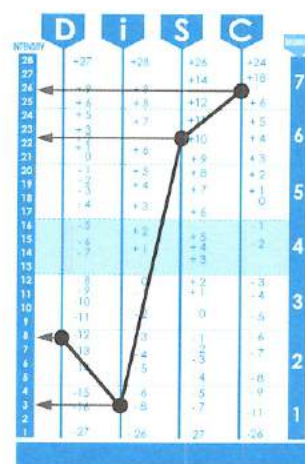


**EXAMPLE 5**

| 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
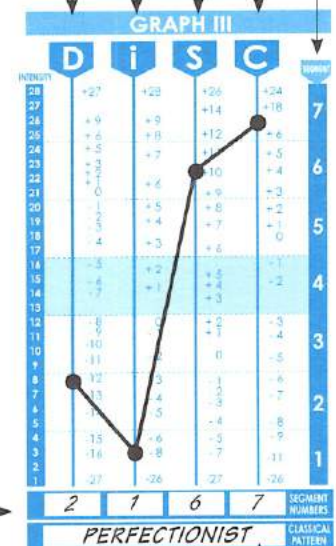


**③** The resulting numbers are written in the boxes below the graph.

**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-Patiented
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
7141-Developer
7137-Creative
7136-Creative
7135-Creative
7134-Developer
7133-Developer
7132-Developer
7131-Developer
7127-Creative
7126-Creative
7125-Creative
7124-Developer
7123-Developer
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
6734-Inspirational
6733-Inspirational
6732-Inspirational
6731-Inspirational
6727-Appraiser
6726-Appraiser
6725-Appraiser
6724-Inspirational
6723-Inspirational
6722-Inspirational
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
6632-Inspirational
6631-Inspirational
6627-Appraiser
6626-Appraiser
6625-Appraiser
6624-Inspirational
6623-Inspirational
6622-Inspirational
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

**Column 1**

6263–Achiever
6262–Achiever
6261–Achiever
6257–Investigator
6256–Investigator
6255–Investigator
6254–Achiever
6253–Achiever
6252–Achiever
6251–Achiever
6247–Creative
6246–Creative
6245–Creative
6244–Developer
6243–Developer
6242–Developer
6241–Developer
6237–Creative
6236–Creative
6235–Creative
6234–Developer
6233–Developer
6232–Developer
6231–Developer
6227–Creative
6226–Creative
6225–Creative
6224–Developer
6223–Developer
6222–Developer
6221–Developer
6217–Creative
6216–Creative
6215–Creative
6214–Developer
6213–Developer
6212–Developer
6211–Developer

**6177**
6177–Investigator
6176–Investigator
6175–Investigator
6174–Achiever
6173–Achiever
6172–Achiever
6171–Achiever
6167–Investigator
6166–Investigator
6165–Investigator
6164–Achiever
6163–Achiever
6162–Achiever
6161–Achiever
6157–Investigator
6156–Investigator
6155–Investigator
6154–Achiever
6153–Achiever
6152–Achiever
6151–Achiever
6147–Creative
6146–Creative
6145–Creative
6144–Developer
6143–Developer
6142–Developer
6141–Developer
6137–Creative
6136–Creative
6135–Creative
6134–Developer
6133–Developer
6132–Developer
6131–Developer
6127–Creative
6126–Creative
6125–Creative
6124–Developer
6123–Developer
6122–Developer
6121–Developer
6117–Creative
6116–Creative
6115–Creative
6114–Developer
6113–Developer
6112–Developer
6111–Developer

**5777**
5777–Overshift
5776–Overshift
5775–Overshift
5774–Counselor
5773–Counselor
5772–Counselor
5771–Counselor
5767–Overshift
5766–Overshift
5765–Overshift
5764–Counselor
5763–Counselor
5762–Counselor

**Column 2**

5761–Counselor
5757–Overshift
5756–Overshift
5755–Overshift
5754–Persuader
5753–Persuader
5752–Persuader
5751–Persuader
5747–Appraiser
5746–Appraiser
5745–Appraiser
5744–Persuader
5743–Persuader
5742–Persuader
5741–Persuader
5737–Appraiser
5736–Appraiser
5735–Appraiser
5734–Persuader
5733–Persuader
5732–Persuader
5731–Persuader
5727–Appraiser
5726–Appraiser
5725–Appraiser
5724–Persuader
5723–Persuader
5722–Persuader
5721–Persuader
5717–Appraiser
5716–Appraiser
5715–Appraiser
5714–Persuader
5713–Persuader
5712–Persuader
5711–Persuader

**5677**
5677–Overshift
5676–Overshift
5675–Overshift
5674–Agent
5673–Agent
5672–Agent
5671–Agent
5667–Overshift
5666–Overshift
5665–Overshift
5664–Counselor
5663–Counselor
5662–Counselor
5661–Counselor
5657–Overshift
5656–Overshift
5655–Overshift
5654–Persuader
5653–Persuader
5652–Persuader
5651–Persuader
5647–Appraiser
5646–Appraiser
5645–Appraiser
5644–Persuader
5643–Persuader
5642–Persuader
5641–Persuader
5637–Appraiser
5636–Appraiser
5635–Appraiser
5634–Persuader
5633–Persuader
5632–Persuader
5631–Persuader
5627–Appraiser
5626–Appraiser
5625–Appraiser
5624–Persuader
5623–Persuader
5622–Persuader
5621–Persuader
5617–Appraiser
5616–Appraiser
5615–Appraiser
5614–Persuader
5613–Persuader
5612–Persuader
5611–Persuader

**5577**
5577–Overshift
5576–Overshift
5575–Overshift
5574–Agent
5573–Agent
5572–Agent
5571–Agent
5567–Overshift
5566–Overshift
5565–Overshift
5564–Agent
5563–Agent
5562–Agent
5561–Agent
5557–Overshift

**Column 3**

5556–Overshift
5555–Overshift
5554–Tight
5553–Counselor
5552–Counselor
5551–Counselor
5547–Appraiser
5546–Appraiser
5545–Appraiser
5544–Tight
5543–Inspirational
5542–Inspirational
5541–Inspirational
5537–Appraiser
5536–Appraiser
5535–Appraiser
5534–Inspirational
5533–Inspirational
5532–Inspirational
5531–Inspirational
5527–Appraiser
5526–Appraiser
5525–Appraiser
5524–Inspirational
5523–Inspirational
5522–Inspirational
5521–Inspirational
5517–Appraiser
5516–Appraiser
5515–Appraiser
5514–Inspirational
5513–Inspirational
5512–Inspirational
5511–Inspirational

**5477**
5477–Investigator
5476–Investigator
5475–Investigator
5474–Achiever
5473–Achiever
5472–Achiever
5471–Achiever
5467–Investigator
5466–Investigator
5465–Investigator
5464–Achiever
5463–Achiever
5462–Achiever
5461–Achiever
5457–Investigator
5456–Investigator
5455–Investigator
5454–Achiever
5453–Achiever
5452–Achiever
5451–Achiever
5447–Creative
5446–Creative
5445–Creative
5444–Tight
5443–Result-Oriented
5442–Result-Oriented
5441–Result-Oriented
5437–Creative
5436–Creative
5435–Creative
5434–Result-Oriented
5433–Result-Oriented
5432–Result-Oriented
5431–Result-Oriented
5427–Creative
5426–Creative
5425–Creative
5424–Result-Oriented
5423–Result-Oriented
5422–Result-Oriented
5421–Result-Oriented
5417–Creative
5416–Creative
5415–Creative
5414–Result-Oriented
5413–Result-Oriented
5412–Result-Oriented
5411–Result-Oriented

**5377**
5377–Investigator
5376–Investigator
5375–Investigator
5374–Achiever
5373–Achiever
5372–Achiever
5371–Achiever
5367–Investigator
5366–Investigator
5365–Investigator
5364–Achiever
5363–Achiever
5362–Achiever
5361–Achiever
5357–Investigator
5356–Investigator
5355–Investigator

**Column 4**

5354–Achiever
5353–Achiever
5352–Achiever
5351–Achiever
5347–Creative
5346–Creative
5345–Creative
5344–Developer
5343–Developer
5342–Developer
5341–Developer
5337–Creative
5336–Creative
5335–Creative
5334–Developer
5333–Developer
5332–Developer
5331–Developer
5327–Creative
5326–Creative
5325–Creative
5324–Developer
5323–Developer
5322–Developer
5321–Developer
5317–Creative
5316–Creative
5315–Creative
5314–Developer
5313–Developer
5312–Developer
5311–Developer

**5277**
5277–Investigator
5276–Investigator
5275–Investigator
5274–Achiever
5273–Achiever
5272–Achiever
5271–Achiever
5267–Investigator
5266–Investigator
5265–Investigator
5264–Achiever
5263–Achiever
5262–Achiever
5261–Achiever
5257–Investigator
5256–Investigator
5255–Investigator
5254–Achiever
5253–Achiever
5252–Achiever
5251–Achiever
5247–Creative
5246–Creative
5245–Creative
5244–Developer
5243–Developer
5242–Developer
5241–Developer
5237–Creative
5236–Creative
5235–Creative
5234–Developer
5233–Developer
5232–Developer
5231–Developer
5227–Creative
5226–Creative
5225–Creative
5224–Developer
5223–Developer
5222–Developer
5221–Developer
5217–Creative
5216–Creative
5215–Creative
5214–Developer
5213–Developer
5212–Developer
5211–Developer

**5177**
5177–Investigator
5176–Investigator
5175–Investigator
5174–Achiever
5173–Achiever
5172–Achiever
5171–Achiever
5167–Investigator
5166–Investigator
5165–Investigator
5164–Achiever
5163–Achiever
5162–Achiever
5161–Achiever
5157–Investigator
5156–Investigator
5155–Investigator
5154–Achiever
5153–Achiever

**Column 5**

5152–Achiever
5151–Achiever
5147–Creative
5146–Creative
5145–Creative
5144–Developer
5143–Developer
5142–Developer
5141–Developer
5137–Creative
5136–Creative
5135–Creative
5134–Developer
5133–Developer
5132–Developer
5131–Developer
5127–Creative
5126–Creative
5125–Creative
5124–Developer
5123–Developer
5122–Developer
5121–Developer
5117–Creative
5116–Creative
5115–Creative
5114–Developer
5113–Developer
5112–Developer
5111–Developer

**4777**
4777–Practitioner
4776–Practitioner
4775–Practitioner
4774–Counselor
4773–Counselor
4772–Counselor
4771–Counselor
4767–Practitioner
4766–Practitioner
4765–Practitioner
4764–Counselor
4763–Counselor
4762–Counselor
4761–Counselor
4757–Practitioner
4756–Practitioner
4755–Practitioner
4754–Counselor
4753–Counselor
4752–Counselor
4751–Counselor
4747–Appraiser
4746–Appraiser
4745–Appraiser
4744–Promoter
4743–Promoter
4742–Promoter
4741–Promoter
4737–Appraiser
4736–Appraiser
4735–Appraiser
4734–Promoter
4733–Promoter
4732–Promoter
4731–Promoter
4727–Appraiser
4726–Appraiser
4725–Appraiser
4724–Promoter
4723–Promoter
4722–Promoter
4721–Promoter
4717–Appraiser
4716–Appraiser
4715–Appraiser
4714–Promoter
4713–Promoter
4712–Promoter
4711–Promoter

**4677**
4677–Practitioner
4676–Practitioner
4675–Practitioner
4674–Agent
4673–Agent
4672–Agent
4671–Agent
4667–Practitioner
4666–Practitioner
4665–Practitioner
4664–Counselor
4663–Counselor
4662–Counselor
4661–Counselor
4657–Practitioner
4656–Practitioner
4655–Practitioner
4654–Counselor
4653–Counselor
4652–Counselor
4651–Counselor

**Column 6**

4647–Appraiser
4646–Appraiser
4645–Appraiser
4644–Promoter
4643–Promoter
4642–Promoter
4641–Promoter
4637–Appraiser
4636–Appraiser
4635–Appraiser
4634–Promoter
4633–Promoter
4632–Promoter
4631–Promoter
4627–Appraiser
4626–Appraiser
4625–Appraiser
4624–Promoter
4623–Promoter
4622–Promoter
4621–Promoter
4617–Appraiser
4616–Appraiser
4615–Appraiser
4614–Promoter
4613–Promoter
4612–Promoter
4611–Promoter

**4577**
4577–Practitioner
4576–Practitioner
4575–Practitioner
4574–Agent
4573–Agent
4572–Agent
4571–Agent
4567–Practitioner
4566–Practitioner
4565–Practitioner
4564–Agent
4563–Agent
4562–Agent
4561–Agent
4557–Practitioner
4556–Practitioner
4555–Tight
4554–Counselor
4553–Counselor
4552–Counselor
4551–Counselor
4547–Practitioner
4546–Practitioner
4545–Practitioner
4544–Tight
4543–Counselor
4542–Counselor
4541–Counselor
4537–Appraiser
4536–Appraiser
4535–Appraiser
4534–Promoter
4533–Promoter
4532–Promoter
4531–Promoter
4527–Appraiser
4526–Appraiser
4525–Appraiser
4524–Promoter
4523–Promoter
4522–Promoter
4521–Promoter
4517–Appraiser
4516–Appraiser
4515–Appraiser
4514–Promoter
4513–Promoter
4512–Promoter
4511–Promoter

**4477**
4477–Perfectionist
4476–Perfectionist
4475–Perfectionist
4474–Specialist
4473–Specialist
4472–Specialist
4471–Specialist
4467–Perfectionist
4466–Perfectionist
4465–Perfectionist
4464–Specialist
4463–Specialist
4462–Specialist
4461–Specialist
4457–Perfectionist
4456–Perfectionist
4455–Tight
4454–Tight
4453–Specialist
4452–Specialist
4451–Specialist
4447–Objective Thinker
4446–Objective Thinker

# 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–Practitioner
3774–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
3661–Counselor
3657–Practitioner
3656–Practitioner
3655–Practitioner
3654–Counselor
3653–Counselor
3652–Counselor
3651–Counselor
3647–Practitioner
3646–Practitioner
3645–Practitioner
3644–Promoter
3643–Promoter
3642–Promoter
3641–Promoter
3637–Appraiser
3636–Appraiser
3635–Promoter
3634–Promoter
3633–Promoter
3632–Promoter
3631–Promoter
3627–Appraiser
3626–Appraiser
3625–Appraiser
3624–Promoter
3623–Promoter
3622–Promoter
3621–Promoter
3617–Appraiser
3616–Appraiser
3615–Appraiser
3614–Promoter
3613–Promoter
3612–Promoter
3611–Promoter

**3577**
3577–Practitioner
3576–Practitioner
3575–Practitioner
3574–Agent
3573–Agent
3572–Agent
3571–Agent
3567–Practitioner
3566–Practitioner
3565–Practitioner
3564–Agent
3563–Agent
3562–Agent
3561–Agent
3557–Practitioner
3556–Practitioner
3555–Practitioner
3554–Counselor
3553–Counselor
3552–Counselor
3551–Counselor
3547–Practitioner
3546–Practitioner
3545–Practitioner
3544–Promoter
3543–Promoter
3542–Promoter
3541–Promoter
3537–Appraiser

3536–Appraiser
3535–Appraiser
3534–Promoter
3533–Promoter
3532–Promoter
3531–Promoter
3527–Appraiser
3526–Appraiser
3525–Appraiser
3524–Promoter
3523–Promoter
3522–Promoter
3521–Promoter
3517–Appraiser
3516–Appraiser
3515–Appraiser
3514–Promoter
3513–Promoter
3512–Promoter
3511–Promoter

**3477**
3477–Perfectionist
3476–Perfectionist
3475–Perfectionist
3474–Specialist
3473–Specialist
3472–Specialist
3471–Specialist
3467–Perfectionist
3466–Perfectionist
3465–Perfectionist
3464–Specialist
3463–Specialist
3462–Specialist
3461–Specialist
3457–Perfectionist
3456–Perfectionist
3455–Perfectionist
3454–Specialist
3453–Specialist
3452–Specialist
3451–Specialist
3447–Objective Thinker
3446–Objective Thinker
3445–Objective Thinker
3444–Tight
3443–Tight
3442–Undershift
3441–Undershift
3437–Objective Thinker
3436–Objective Thinker
3435–Objective Thinker
3434–Tight
3433–Tight
3432–Undershift
3431–Undershift
3427–Objective Thinker
3426–Objective Thinker
3425–Objective Thinker
3424–Undershift
3423–Undershift
3422–Undershift
3421–Undershift
3417–Objective Thinker
3416–Objective Thinker
3415–Objective Thinker
3414–Undershift
3413–Undershift
3412–Undershift
3411–Undershift

**3377**
3377–Perfectionist
3376–Perfectionist
3375–Perfectionist
3374–Specialist
3373–Specialist
3372–Specialist
3371–Specialist
3367–Perfectionist
3366–Perfectionist
3365–Perfectionist
3364–Specialist
3363–Specialist
3362–Specialist
3361–Specialist
3357–Perfectionist
3356–Perfectionist
3355–Perfectionist
3354–Specialist
3353–Specialist
3352–Specialist
3351–Specialist
3347–Objective Thinker
3346–Objective Thinker
3345–Objective Thinker
3344–Tight
3343–Tight
3342–Undershift
3341–Undershift
3337–Objective Thinker
3336–Objective Thinker
3335–Objective Thinker

3334–Tight
3333–Undershift
3332–Undershift
3331–Undershift
3327–Objective Thinker
3326–Objective Thinker
3325–Objective Thinker
3324–Undershift
3323–Undershift
3322–Undershift
3321–Undershift
3317–Objective Thinker
3316–Objective Thinker
3315–Objective Thinker
3314–Undershift
3313–Undershift
3312–Undershift
3311–Undershift

**3277**
3277–Perfectionist
3276–Perfectionist
3275–Perfectionist
3274–Specialist
3273–Specialist
3272–Specialist
3271–Specialist
3267–Perfectionist
3266–Perfectionist
3265–Perfectionist
3264–Specialist
3263–Specialist
3262–Specialist
3261–Specialist
3257–Perfectionist
3256–Perfectionist
3255–Perfectionist
3254–Specialist
3253–Specialist
3252–Specialist
3251–Specialist
3247–Objective Thinker
3246–Objective Thinker
3245–Objective Thinker
3244–Undershift
3243–Undershift
3242–Undershift
3241–Undershift
3237–Objective Thinker
3236–Objective Thinker
3235–Objective Thinker
3234–Undershift
3233–Undershift
3232–Undershift
3231–Undershift
3227–Objective Thinker
3226–Objective Thinker
3225–Objective Thinker
3224–Undershift
3223–Undershift
3222–Undershift
3221–Undershift
3217–Objective Thinker
3216–Objective Thinker
3215–Objective Thinker
3214–Undershift
3213–Undershift
3212–Undershift
3211–Undershift

**3177**
3177–Perfectionist
3176–Perfectionist
3175–Perfectionist
3174–Specialist
3173–Specialist
3172–Specialist
3171–Specialist
3167–Perfectionist
3166–Perfectionist
3165–Perfectionist
3164–Specialist
3163–Specialist
3162–Specialist
3161–Specialist
3157–Perfectionist
3156–Perfectionist
3155–Perfectionist
3154–Specialist
3153–Specialist
3152–Specialist
3151–Specialist
3147–Objective Thinker
3146–Objective Thinker
3145–Objective Thinker
3144–Undershift
3143–Undershift
3142–Undershift
3141–Undershift
3137–Objective Thinker
3136–Objective Thinker
3135–Objective Thinker
3134–Undershift
3133–Undershift

3132–Undershift
3131–Undershift
3127–Objective Thinker
3126–Objective Thinker
3125–Objective Thinker
3124–Undershift
3123–Undershift
3122–Undershift
3121–Undershift
3117–Objective Thinker
3116–Objective Thinker
3115–Objective Thinker
3114–Undershift
3113–Undershift
3112–Undershift
3111–Undershift

**2777**
2777–Practitioner
2776–Practitioner
2775–Practitioner
2774–Counselor
2773–Counselor
2772–Counselor
2771–Counselor
2767–Practitioner
2766–Practitioner
2765–Practitioner
2764–Counselor
2763–Counselor
2762–Counselor
2761–Counselor
2757–Practitioner
2756–Practitioner
2755–Practitioner
2754–Counselor
2753–Counselor
2752–Counselor
2751–Counselor
2747–Practitioner
2746–Practitioner
2745–Practitioner
2744–Promoter
2743–Promoter
2742–Promoter
2741–Promoter
2737–Appraiser
2736–Appraiser
2735–Appraiser
2734–Promoter
2733–Promoter
2732–Promoter
2731–Promoter
2727–Appraiser
2726–Appraiser
2725–Appraiser
2724–Promoter
2723–Promoter
2722–Promoter
2721–Promoter
2717–Appraiser
2716–Appraiser
2715–Appraiser
2714–Promoter
2713–Promoter
2712–Promoter
2711–Promoter

**2677**
2677–Practitioner
2676–Practitioner
2675–Practitioner
2674–Agent
2673–Agent
2672–Agent
2671–Agent
2667–Practitioner
2666–Practitioner
2665–Practitioner
2664–Counselor
2663–Counselor
2662–Counselor
2661–Counselor
2657–Practitioner
2656–Practitioner
2655–Practitioner
2654–Counselor
2653–Counselor
2652–Counselor
2651–Counselor
2647–Practitioner
2646–Practitioner
2645–Practitioner
2644–Promoter
2643–Promoter
2642–Promoter
2641–Promoter
2637–Appraiser
2636–Appraiser
2635–Appraiser
2634–Promoter
2633–Promoter
2632–Promoter
2631–Promoter

# Classical Profile Pattern Table

DiSC® Classic

| | | | | | |
|---|---|---|---|---|---|
| 2627-Appraiser | 2425-Objective Thinker | 2223-Undershift | 1721-Promoter | 1515-Appraiser | 1312-Undershift |
| 2626-Appraiser | 2424-Undershift | 2222-Undershift | 1717-Appraiser | 1514-Promoter | 1311-Undershift |
| 2625-Appraiser | 2423-Undershift | 2221-Undershift | 1716-Appraiser | 1513-Promoter | |
| 2624-Promoter | 2422-Undershift | 2217-Objective Thinker | 1715-Appraiser | 1512-Promoter | **1277** |
| 2623-Promoter | 2421-Undershift | 2216-Objective Thinker | 1714-Promoter | 1511-Promoter | 1277-Perfectionist |
| 2622-Promoter | 2417-Objective Thinker | 2215-Objective Thinker | 1713-Promoter | | 1276-Perfectionist |
| 2621-Promoter | 2416-Objective Thinker | 2214-Undershift | 1712-Promoter | **1477** | 1275-Perfectionist |
| 2617-Appraiser | 2415-Objective Thinker | 2213-Undershift | 1711-Promoter | 1477-Perfectionist | 1274-Specialist |
| 2616-Appraiser | 2414-Undershift | 2212-Undershift | | 1476-Perfectionist | 1273-Specialist |
| 2615-Appraiser | 2413-Undershift | 2211-Undershift | **1677** | 1475-Perfectionist | 1272-Specialist |
| 2614-Promoter | 2412-Undershift | | 1677-Practitioner | 1474-Specialist | 1271-Specialist |
| 2613-Promoter | 2411-Undershift | **2177** | 1676-Practitioner | 1473-Specialist | 1267-Perfectionist |
| 2612-Promoter | | 2177-Perfectionist | 1675-Practitioner | 1472-Specialist | 1266-Perfectionist |
| 2611-Promoter | **2377** | 2176-Perfectionist | 1674-Agent | 1471-Specialist | 1265-Perfectionist |
| | 2377-Perfectionist | 2175-Perfectionist | 1673-Agent | 1467-Perfectionist | 1264-Specialist |
| **2577** | 2376-Perfectionist | 2174-Specialist | 1672-Agent | 1466-Perfectionist | 1263-Specialist |
| 2577-Practitioner | 2375-Perfectionist | 2173-Specialist | 1671-Agent | 1465-Perfectionist | 1262-Specialist |
| 2576-Practitioner | 2374-Specialist | 2172-Specialist | 1667-Practitioner | 1464-Specialist | 1261-Specialist |
| 2575-Practitioner | 2373-Specialist | 2171-Specialist | 1666-Practitioner | 1463-Specialist | 1257-Perfectionist |
| 2574-Agent | 2372-Specialist | 2167-Perfectionist | 1665-Practitioner | 1462-Specialist | 1256-Perfectionist |
| 2573-Agent | 2371-Specialist | 2166-Perfectionist | 1664-Counselor | 1461-Specialist | 1255-Perfectionist |
| 2572-Agent | 2367-Perfectionist | 2165-Perfectionist | 1663-Counselor | 1457-Perfectionist | 1254-Specialist |
| 2571-Agent | 2366-Perfectionist | 2164-Specialist | 1662-Counselor | 1456-Perfectionist | 1253-Specialist |
| 2567-Practitioner | 2365-Perfectionist | 2163-Specialist | 1661-Counselor | 1455-Perfectionist | 1252-Specialist |
| 2566-Practitioner | 2364-Specialist | 2162-Specialist | 1657-Practitioner | 1454-Specialist | 1251-Specialist |
| 2565-Practitioner | 2363-Specialist | 2161-Specialist | 1656-Practitioner | 1453-Specialist | 1247-Objective Thinker |
| 2564-Agent | 2362-Specialist | 2157-Perfectionist | 1655-Practitioner | 1452-Specialist | 1246-Objective Thinker |
| 2563-Agent | 2361-Specialist | 2156-Perfectionist | 1654-Counselor | 1451-Specialist | 1245-Objective Thinker |
| 2562-Agent | 2357-Perfectionist | 2155-Perfectionist | 1653-Counselor | 1447-Objective Thinker | 1244-Undershift |
| 2561-Agent | 2356-Perfectionist | 2154-Specialist | 1652-Counselor | 1446-Objective Thinker | 1243-Undershift |
| 2557-Practitioner | 2355-Perfectionist | 2153-Specialist | 1651-Counselor | 1445-Objective Thinker | 1242-Undershift |
| 2556-Practitioner | 2354-Specialist | 2152-Specialist | 1647-Practitioner | 1444-Undershift | 1241-Undershift |
| 2555-Practitioner | 2353-Specialist | 2151-Specialist | 1646-Practitioner | 1443-Undershift | 1237-Objective Thinker |
| 2554-Counselor | 2352-Specialist | 2147-Objective Thinker | 1645-Practitioner | 1442-Undershift | 1236-Objective Thinker |
| 2553-Counselor | 2351-Specialist | 2146-Objective Thinker | 1644-Promoter | 1441-Undershift | 1235-Objective Thinker |
| 2552-Counselor | 2347-Objective Thinker | 2145-Objective Thinker | 1643-Promoter | 1437-Objective Thinker | 1234-Undershift |
| 2551-Counselor | 2346-Objective Thinker | 2144-Undershift | 1642-Promoter | 1436-Objective Thinker | 1233-Undershift |
| 2547-Practitioner | 2345-Objective Thinker | 2143-Undershift | 1641-Promoter | 1435-Objective Thinker | 1232-Undershift |
| 2546-Practitioner | 2344-Undershift | 2142-Undershift | 1637-Appraiser | 1434-Undershift | 1231-Undershift |
| 2545-Practitioner | 2343-Undershift | 2141-Undershift | 1636-Appraiser | 1433-Undershift | 1227-Objective Thinker |
| 2544-Promoter | 2342-Undershift | 2137-Objective Thinker | 1635-Appraiser | 1432-Undershift | 1226-Objective Thinker |
| 2543-Promoter | 2341-Undershift | 2136-Objective Thinker | 1634-Promoter | 1431-Undershift | 1225-Objective Thinker |
| 2542-Promoter | 2337-Objective Thinker | 2135-Objective Thinker | 1633-Promoter | 1427-Objective Thinker | 1224-Undershift |
| 2541-Promoter | 2336-Objective Thinker | 2134-Undershift | 1632-Promoter | 1426-Objective Thinker | 1223-Undershift |
| 2537-Appraiser | 2335-Objective Thinker | 2133-Undershift | 1631-Promoter | 1425-Objective Thinker | 1222-Undershift |
| 2536-Appraiser | 2334-Undershift | 2132-Undershift | 1627-Appraiser | 1424-Undershift | 1221-Undershift |
| 2535-Appraiser | 2333-Undershift | 2131-Undershift | 1626-Appraiser | 1423-Undershift | 1217-Objective Thinker |
| 2534-Promoter | 2332-Undershift | 2127-Objective Thinker | 1625-Appraiser | 1422-Undershift | 1216-Objective Thinker |
| 2533-Promoter | 2331-Undershift | 2126-Objective Thinker | 1624-Promoter | 1421-Undershift | 1215-Objective Thinker |
| 2532-Promoter | 2327-Objective Thinker | 2125-Objective Thinker | 1623-Promoter | 1417-Objective Thinker | 1214-Undershift |
| 2531-Promoter | 2326-Objective Thinker | 2124-Undershift | 1622-Promoter | 1416-Objective Thinker | 1213-Undershift |
| 2527-Appraiser | 2325-Objective Thinker | 2123-Undershift | 1621-Promoter | 1415-Objective Thinker | 1212-Undershift |
| 2526-Appraiser | 2324-Undershift | 2122-Undershift | 1617-Appraiser | 1414-Undershift | 1211-Undershift |
| 2525-Appraiser | 2323-Undershift | 2121-Undershift | 1616-Appraiser | 1413-Undershift | |
| 2524-Promoter | 2322-Undershift | 2117-Objective Thinker | 1615-Appraiser | 1412-Undershift | **1177** |
| 2523-Promoter | 2321-Undershift | 2116-Objective Thinker | 1614-Promoter | 1411-Undershift | 1177-Perfectionist |
| 2522-Promoter | 2317-Objective Thinker | 2115-Objective Thinker | 1613-Promoter | | 1176-Perfectionist |
| 2521-Promoter | 2316-Objective Thinker | 2114-Undershift | 1612-Promoter | **1377** | 1175-Perfectionist |
| 2517-Appraiser | 2315-Objective Thinker | 2113-Undershift | 1611-Promoter | 1377-Perfectionist | 1174-Specialist |
| 2516-Appraiser | 2314-Undershift | 2112-Undershift | | 1376-Perfectionist | 1173-Specialist |
| 2515-Appraiser | 2313-Undershift | 2111-Undershift | **1577** | 1375-Perfectionist | 1172-Specialist |
| 2514-Promoter | 2312-Undershift | | 1577-Practitioner | 1374-Specialist | 1171-Specialist |
| 2513-Promoter | 2311-Undershift | **1777** | 1576-Practitioner | 1373-Specialist | 1167-Perfectionist |
| 2512-Promoter | | 1777-Practitioner | 1575-Practitioner | 1372-Specialist | 1166-Perfectionist |
| 2511-Promoter | **2277** | 1776-Practitioner | 1574-Agent | 1371-Specialist | 1165-Perfectionist |
| | 2277-Perfectionist | 1775-Practitioner | 1573-Agent | 1367-Perfectionist | 1164-Specialist |
| **2477** | 2276-Perfectionist | 1774-Counselor | 1572-Agent | 1366-Perfectionist | 1163-Specialist |
| 2477-Perfectionist | 2275-Perfectionist | 1773-Counselor | 1571-Agent | 1365-Perfectionist | 1162-Specialist |
| 2476-Perfectionist | 2274-Specialist | 1772-Counselor | 1567-Practitioner | 1364-Specialist | 1161-Specialist |
| 2475-Perfectionist | 2273-Specialist | 1771-Counselor | 1566-Practitioner | 1363-Specialist | 1157-Perfectionist |
| 2474-Specialist | 2272-Specialist | 1767-Practitioner | 1565-Practitioner | 1362-Specialist | 1156-Perfectionist |
| 2473-Specialist | 2271-Specialist | 1766-Practitioner | 1564-Agent | 1361-Specialist | 1155-Perfectionist |
| 2472-Specialist | 2267-Perfectionist | 1765-Practitioner | 1563-Agent | 1357-Perfectionist | 1154-Specialist |
| 2471-Specialist | 2266-Perfectionist | 1764-Counselor | 1562-Agent | 1356-Perfectionist | 1153-Specialist |
| 2467-Perfectionist | 2265-Perfectionist | 1763-Counselor | 1561-Agent | 1355-Perfectionist | 1152-Specialist |
| 2466-Perfectionist | 2264-Specialist | 1762-Counselor | 1557-Practitioner | 1354-Specialist | 1151-Specialist |
| 2465-Perfectionist | 2263-Specialist | 1761-Counselor | 1556-Practitioner | 1353-Specialist | 1147-Objective Thinker |
| 2464-Specialist | 2262-Specialist | 1757-Practitioner | 1555-Practitioner | 1352-Specialist | 1146-Objective Thinker |
| 2463-Specialist | 2261-Specialist | 1756-Practitioner | 1554-Counselor | 1351-Specialist | 1145-Objective Thinker |
| 2462-Specialist | 2257-Perfectionist | 1755-Practitioner | 1553-Counselor | 1347-Objective Thinker | 1144-Undershift |
| 2461-Specialist | 2256-Perfectionist | 1754-Counselor | 1552-Counselor | 1346-Objective Thinker | 1143-Undershift |
| 2457-Perfectionist | 2255-Perfectionist | 1753-Counselor | 1551-Counselor | 1345-Objective Thinker | 1142-Undershift |
| 2456-Perfectionist | 2254-Specialist | 1752-Counselor | 1547-Practitioner | 1344-Undershift | 1141-Undershift |
| 2455-Perfectionist | 2253-Specialist | 1751-Counselor | 1546-Practitioner | 1343-Undershift | 1137-Objective Thinker |
| 2454-Specialist | 2252-Specialist | 1747-Practitioner | 1545-Practitioner | 1342-Undershift | 1136-Objective Thinker |
| 2453-Specialist | 2251-Specialist | 1746-Practitioner | 1544-Promoter | 1341-Undershift | 1135-Objective Thinker |
| 2452-Specialist | 2247-Objective Thinker | 1745-Practitioner | 1543-Promoter | 1337-Objective Thinker | 1134-Undershift |
| 2451-Specialist | 2246-Objective Thinker | 1744-Promoter | 1542-Promoter | 1336-Objective Thinker | 1133-Undershift |
| 2447-Objective Thinker | 2245-Objective Thinker | 1743-Promoter | 1541-Promoter | 1335-Objective Thinker | 1132-Undershift |
| 2446-Objective Thinker | 2244-Undershift | 1742-Promoter | 1537-Appraiser | 1334-Undershift | 1131-Undershift |
| 2445-Objective Thinker | 2243-Undershift | 1741-Promoter | 1536-Appraiser | 1333-Undershift | 1127-Objective Thinker |
| 2444-Undershift | 2242-Undershift | 1737-Appraiser | 1535-Appraiser | 1332-Undershift | 1126-Objective Thinker |
| 2443-Undershift | 2241-Undershift | 1736-Appraiser | 1534-Promoter | 1331-Undershift | 1125-Objective Thinker |
| 2442-Undershift | 2237-Objective Thinker | 1735-Appraiser | 1533-Promoter | 1327-Objective Thinker | 1124-Undershift |
| 2441-Undershift | 2236-Objective Thinker | 1734-Promoter | 1532-Promoter | 1326-Objective Thinker | 1123-Undershift |
| 2437-Objective Thinker | 2235-Objective Thinker | 1733-Promoter | 1531-Promoter | 1325-Objective Thinker | 1122-Undershift |
| 2436-Objective Thinker | 2234-Undershift | 1732-Promoter | 1527-Appraiser | 1324-Undershift | 1121-Undershift |
| 2435-Objective Thinker | 2233-Undershift | 1731-Promoter | 1526-Appraiser | 1323-Undershift | 1117-Objective Thinker |
| 2434-Undershift | 2232-Undershift | 1727-Appraiser | 1525-Appraiser | 1322-Undershift | 1116-Objective Thinker |
| 2433-Undershift | 2231-Undershift | 1726-Appraiser | 1524-Promoter | 1321-Undershift | 1115-Objective Thinker |
| 2432-Undershift | 2227-Objective Thinker | 1725-Appraiser | 1523-Promoter | 1317-Objective Thinker | 1114-Undershift |
| 2431-Undershift | 2226-Objective Thinker | 1724-Promoter | 1522-Promoter | 1316-Objective Thinker | 1113-Undershift |
| 2427-Objective Thinker | 2225-Objective Thinker | 1723-Promoter | 1521-Promoter | 1315-Objective Thinker | 1112-Undershift |
| 2426-Objective Thinker | 2224-Undershift | 1722-Promoter | 1517-Appraiser | 1314-Undershift | 1111-Undershift |
| | | | 1516-Appraiser | 1313-Undershift | |

13

# Classical Profile Patterns
DiSC® Classic

## Achiever Pattern



D i S C — EXAMPLE
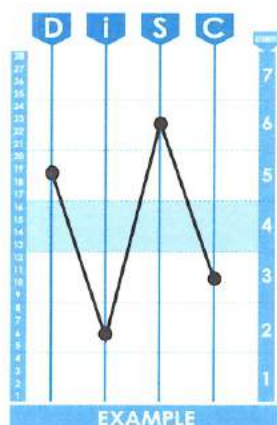
**Emotions:** is industrious and diligent; displays frustration

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

**Judges others by:** ability to achieve concrete results

**Influences others by:** accountability for own work

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

**Overuses:** 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



D i S C — EXAMPLE
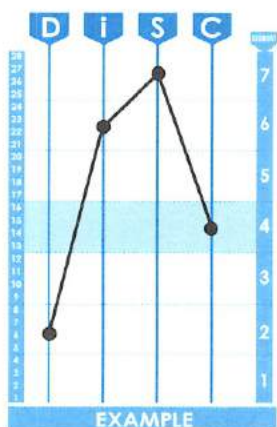
**Emotions:** accepts affection; rejects aggression

**Goal:** group acceptance

**Judges others by:** commitment to tolerate and include everyone

**Influences others by:** empathy; friendship

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

**Overuses:** kindness

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

**Fears:** 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



D i S C — EXAMPLE
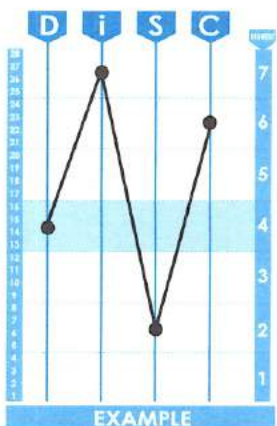
**Emotions:** is driven to look good

**Goal:** "victory" with flair

**Judges others by:** ability to initiate activities

**Influences others by:** competitive recognition

**Value to the organization:** accomplishes goals with the team

**Overuses:** authority; ingenuity

**Under pressure:** becomes restless, critical, impatient

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

**Would increase effectiveness 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
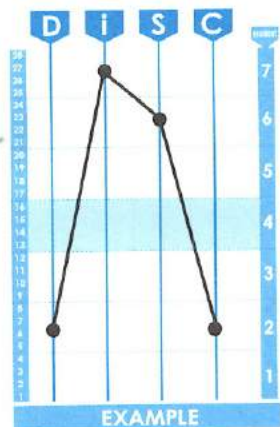
**Emotions:** is approachable; shows affection and understanding

**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
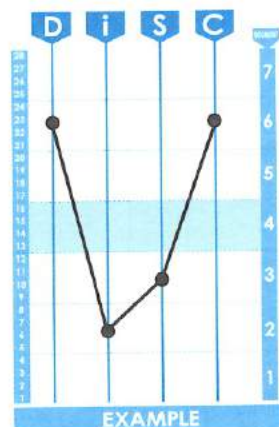
**Emotions:** accepts aggression; restrains expression

**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
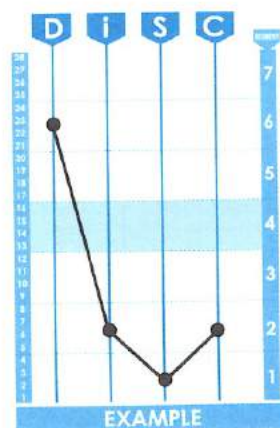
**Emotions:** is concerned with meeting personal needs

**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**
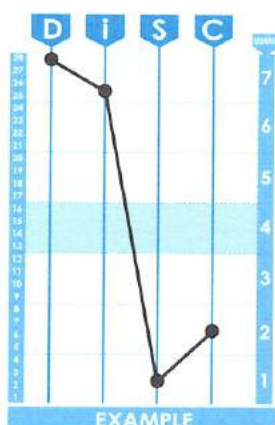
**Emotions:** accepts aggression; downplays need for affection

**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**
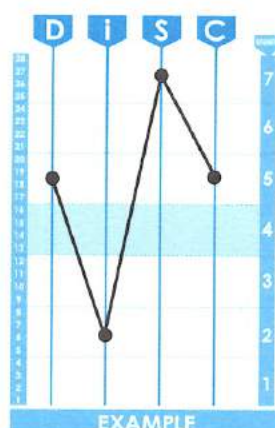
**Emotions:** is dispassionate; demonstrates self-discipline

**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**
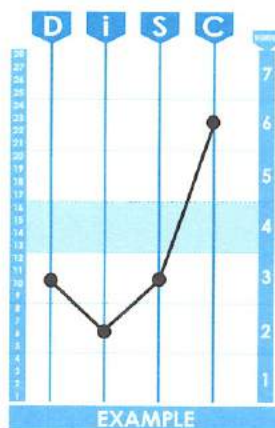
**Emotions:** rejects interpersonal aggression

**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
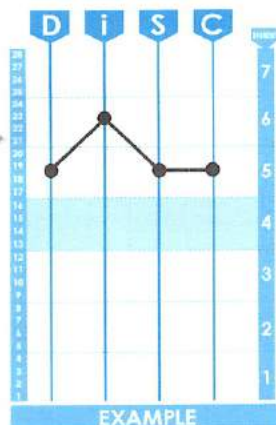
**EXAMPLE**

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

**EXAMPLE**
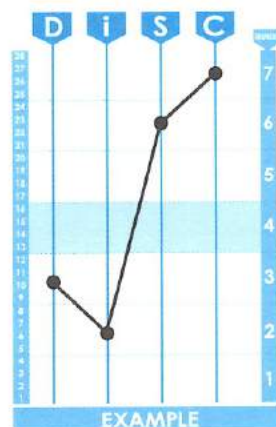
**Emotions:** displays competence; is restrained and cautious

**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

**EXAMPLE**
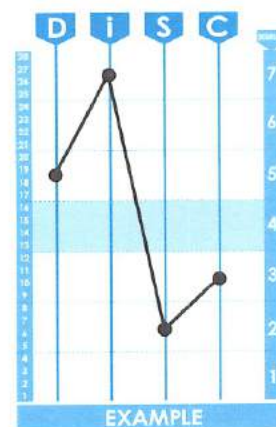
**Emotions:** trusts others; is enthusiastic

**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
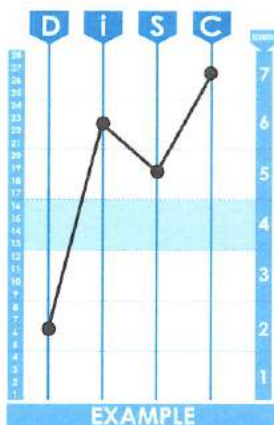


**Emotions:** wants to keep up with others in effort and technical performance

**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
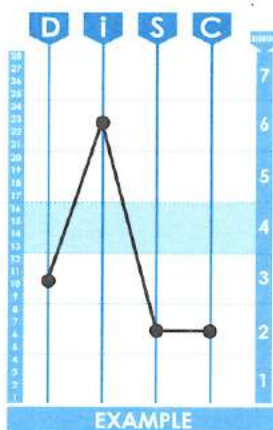


**Emotions:** is willing to accept others

**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
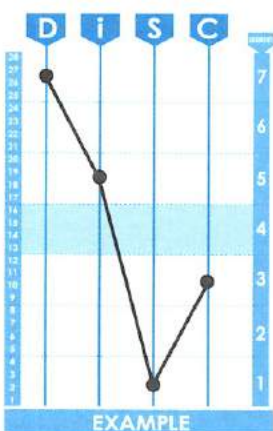


**Emotions:** verbalizes ego strength; displays rugged individualism

**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
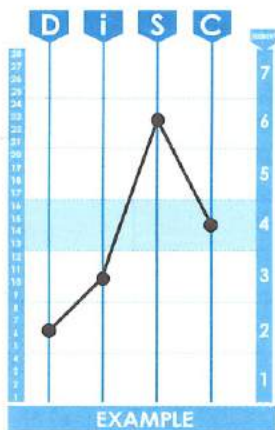
**Emotions:** is calculatingly moderate; accommodates others

**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
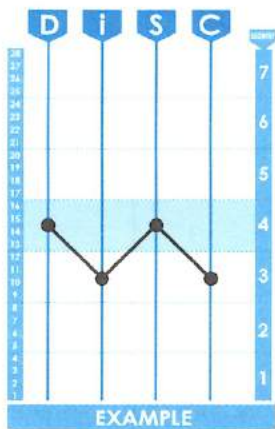


EXAMPLE

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.
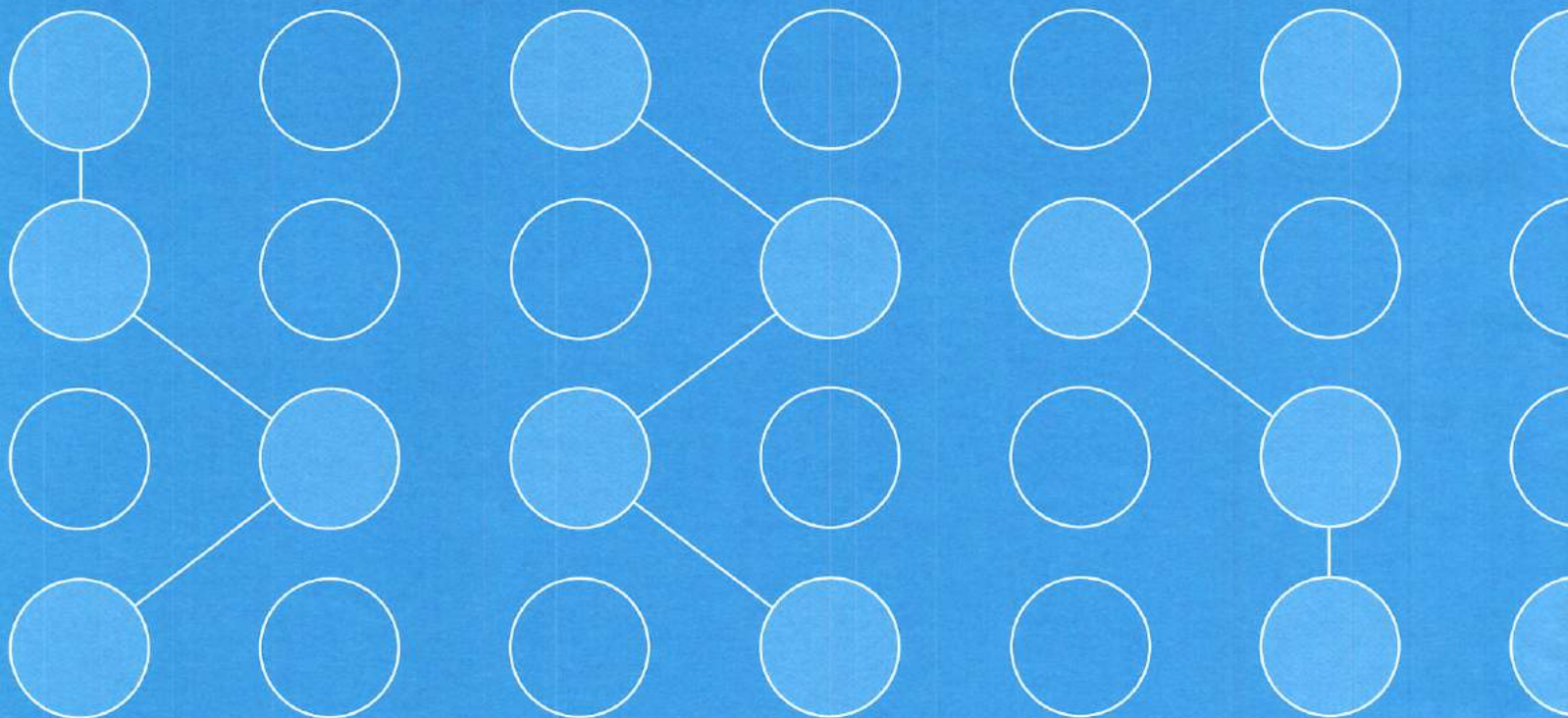
## Undershift Pattern
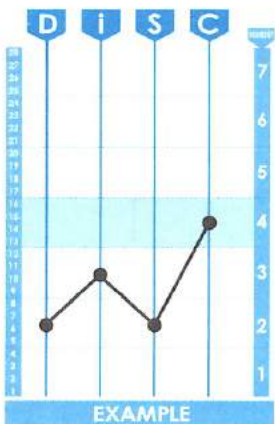


EXAMPLE

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.

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