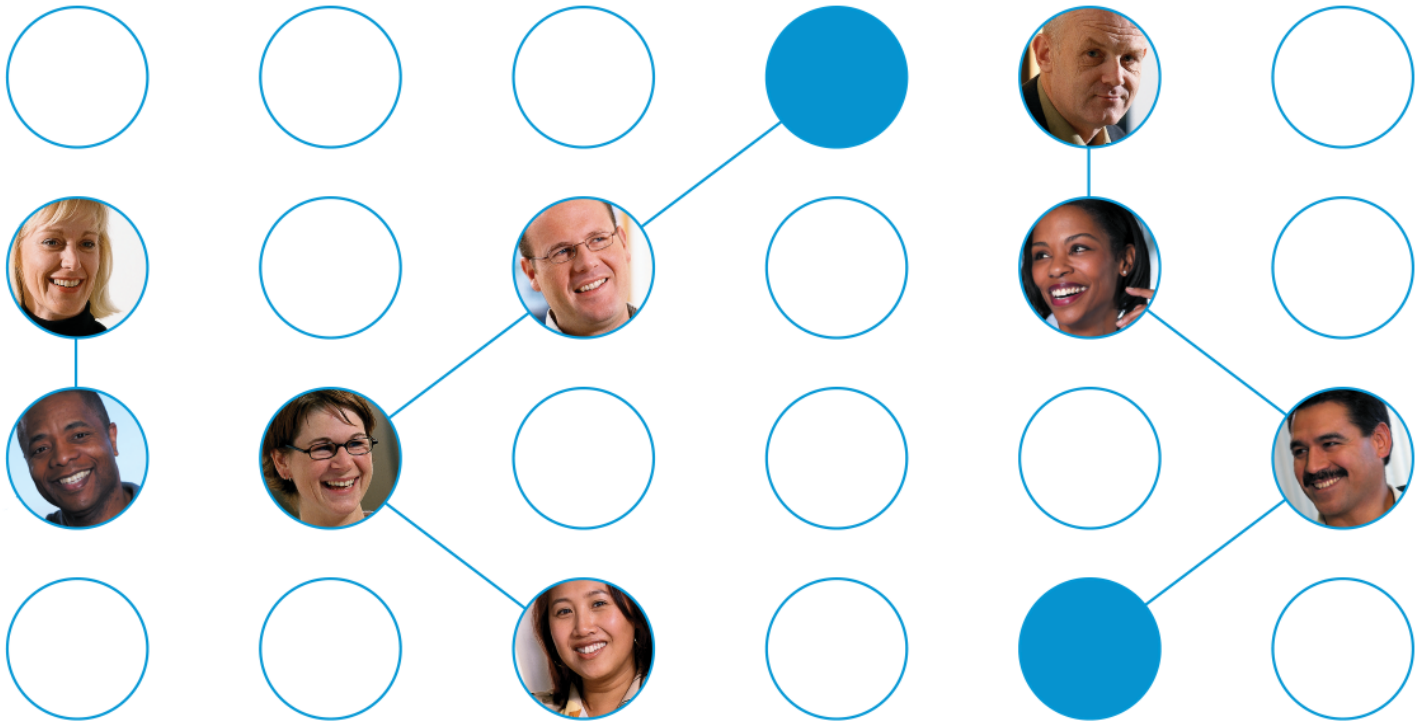# DiSC® Classic 2.0

**discprofile**

**Sean Clauson**
Tuesday, September 22, 2015

This report is provided by:

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# Overview
DiSC® Classic 2.0

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

Your report is organized into four main sections:

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

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

**Section III** overviews all 15 Classical Profile Patterns.

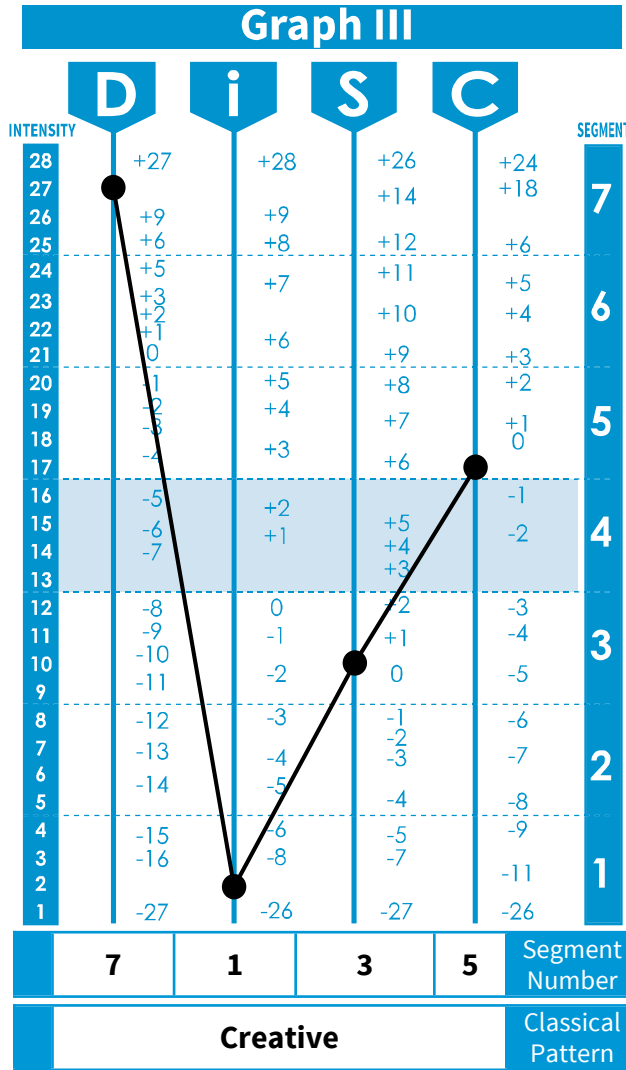**Section IV** provides the scoring and data analysis behind your report.

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

Now, let's get started.

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

## Graph III

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

| | | | | | Segment Number |
|---|---|---|---|---|---|
| | 7 | 1 | 3 | 5 | |

| | | | | |
|---|---|---|---|---|
| | **Creative** | | | Classical Pattern |

DiSC® Classic 2.0

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

## Dominance (D)

Sean, you are high in the Dominance dimension. As a result, you are likely to be focused on shaping your environment by overcoming opposition to achieve results.

Those who are strong in Dominance ("high D's") like to take action to achieve the results they desire. They seek opportunities for advancement and individual accomplishment, and they often aspire to positions of power and authority. The main objectives for people high in Dominance are typically control and results, with the freedom to make quick decisions whenever necessary.

Troubleshooting issues and solving problems do not intimidate high D's, even if this means questioning the status quo. People high in Dominance have no problem tackling varied activities and embracing a wide range of tasks. In fact, they work best when receiving difficult assignments or getting the occasional shock to their worldview.

To produce their highest quality work, high D's need to identify with a group and to pace themselves. This can be challenging, though, because people high in Dominance dislike being controlled or limited by others. Bosses and co-workers can complement these individuals by helping to structure a predictable environment for themselves when needed.

Because calculating risks and employing caution are not their strong suits, those high in Dominance would be wise to surround themselves with people who have these skills. Similarly, weighing the pros and cons of a situation is probably not in their nature, as they are fond of action rather than deliberation. So help in that area would also be valuable. A person high in Dominance should verbalize reasons for conclusions whenever possible.

Often it might be difficult for high D's to understand that they have to depend on people, but if aided by individuals who recognize the needs of others, it may become clear. Of course, it also helps if those high in Dominance just learn to relax more often.

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

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

**Sean Clauson**    **5**

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

## D Dimension

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

**Egocentric:** Heavy opposition or distracting events usually do not affect your unwavering focus on
accomplishing your goals. Being self-focused can be a benefit to the team when red tape or a lack of
consensus sidetracks your colleagues. Don't forget, however, that focusing too much of your attention
inward can be perceived as tedious or self-absorbed.

**Direct:** Many people appreciate this quality because they don't have to second-guess what you say. You can
also be an inspiration to others who might be reticent to share their opinions and ideas freely. However,
being too blunt can be hurtful to others and counterproductive to further communications.

**Daring:** You usually don't limit yourself by doing things the same old way. In fact, you're not afraid to rock
the boat, or even tip it, if the urge hits you. This may be an inspiration to others who may shy away from
taking chances and trying new things. Don't forget, though, to keep your bravado in check so you don't act in
a reckless manner that could alienate your co-workers.

**Domineering:** Being goal-oriented and decisive can benefit the bottom line for a team or organization.
However, if you're not listening to the input of others or valuing their opinions when consensus is needed,
you're likely to encounter resentment or even dissent.

**Demanding:** Often this means applying pressure to others to achieve desired results. This can be viewed as a
strength when you are working with others toward a common goal or deadline, provided you don't disregard
the feelings of others or become overbearing.

## i Dimension

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

**Pessimistic:** You're commonly referred to as a realist, which in today's world doesn't necessarily equate with being positive. You tend to act from past experience in pragmatic and sensible ways. This can be helpful when working with unrealistic individuals. Just be careful not to come on too strong when offering advice to others because you could be perceived as relentlessly negative.

**Aloof:** You're likely an individualist at heart and prefer to do things your way without interference from others. Your ability to work independently is an asset in today's flatter organizations, but it's still necessary to work with others toward common goals. If you are too independent, you run the risk of being perceived as unfriendly and uncooperative by those trying to work with you.

**Withdrawn:** It's likely that there are benefits to keeping to yourself and getting your work done on time. This quality is undoubtedly appreciated by a number of individuals working with you, because you're not one to thrive on gossip and small talk. However, excessively keeping to yourself can hamper the relationships that are often necessary for quality team output.

**Self-conscious:** You're probably very aware of where your strengths lie and realistic about your limitations. Self-knowledge is good to a point. However, when you're too aware of yourself and afraid to make a mistake, you may miss out on participating in new activities and exploring new talents within yourself.

**Reticent:** Some people are less communicative, or they shy away from taking a stand on any issue. This is a trait that certainly won't rock the boat when working with others, but it can be perceived as lethargy or disinterest in sharing with others or working toward a common goal.

## S Dimension

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

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

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

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

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

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

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

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

## C Dimension

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

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

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

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

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

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

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

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

DiSC® Classic 2.0

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

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

## Creative Pattern

### Sean's Motivation

As someone with a Creative Pattern, Sean, you tend to seek unique accomplishments and innovative solutions. On the surface, you may seem to have a contradictory nature. For example, you often display great sensitivity, but you may not hesitate to show an aggressive side to get what you want.

You may often try to dominate a situation or take control of your environment. Usually, this is not because you are on a power trip or want to boss people around. Instead, you desire an atmosphere where you can try out your creative solutions and bold ideas. For you, change is usually far from threatening. Rather, you often view it as exhilarating.

For the most part, you refrain from expressing your emotions. You may even be cool or aloof in your interactions with others. This is because you are often most concerned with concrete results and not with social decorum. In all likelihood, then, you interpret the term "perfectionist" as a high compliment.

### Sean's Work Habits

By offering progressive ideas that solve problems, you are likely to influence how organizational systems develop. Your insight and answers can sometimes be a major factor in how fast a project moves or how successful a task ultimately is. You tend to offer innovative approaches that buck the status quo, but the solutions you create or advocate are likely to be solid. You often initiate and design fresh procedures. You may believe that even if change has to be forced on an environment, it is for the best.

When confronted with a crisis or a sudden switch in plans, you often display quick thinking and an ability to react rapidly. Your ready grasp of the facts sometimes means that you make daily decisions in a blur of activity. Therefore, indecisiveness tends not to be a problem for you. However, you probably prefer to have time to explore every option before choosing the best answer. In fact, bigger decisions, such as those involving career or life plans, may elicit a heavy dose of caution from you.

Along with your talent for fast thinking, you often show great foresight. This may especially be true when you focus on the demands of a given task. When plotting your approach to a project, you often act independently. If the project turns out to be routine or unimaginative, you may quickly become bored. Furthermore, any restraints on your creativity or clamps on your schedule will likely cause you to sulk.

If you fail to reach your high goals or achieve your lofty standards, you tend to become frustrated. You may also become irked if your colleagues do not live up to the high personal standards that you often place upon them. In such cases, you may be painfully blunt or even condescending toward those you feel are slacking. Criticism is usually easy for you to deliver, as your drive for innovative solutions and perfectionism often relegates social concerns to the background.

### Insights for Sean

The freedom to explore likely means a great deal to you. So you are often on the lookout for unique concepts that will supplement your strong drive for perfection.

In your pursuit of quality, however, you may ignore interpersonal relationships. The feelings and opinions of others often do not enter into your plans. This is probably seen in your methods, which may be cold and lack attention to your colleagues' needs. You are probably not known for being a warm individual, but when pressed or stymied, you may actually become aggressive. In any case, tactful communication sometimes seems just out of your reach.

An environment to your liking will often go a long way toward making you more hospitable to your colleagues. You likely want a working situation that takes advantage of your impressive ability to plan and prioritize. Also, you may seek the authority to examine and retest solutions, whether the proposals are yours or someone else's creation.

Often, your major fear may be that you lack influence. You can alleviate this concern by accepting the limits of a project, team, or organization. Although it may be difficult, you could also benefit from recognizing your own limits as well. By acknowledging the sanctions on your creative impulses, you may find that tasks are more likely to reach satisfying conclusions.

Another way in which you can improve your work environment is by welcoming productive team cooperation. Your individualistic streak and strong desire for perfection do not have to preclude effective teamwork. You may find it helpful to realize that your ambitions are probably not in competition with your colleagues' goals.
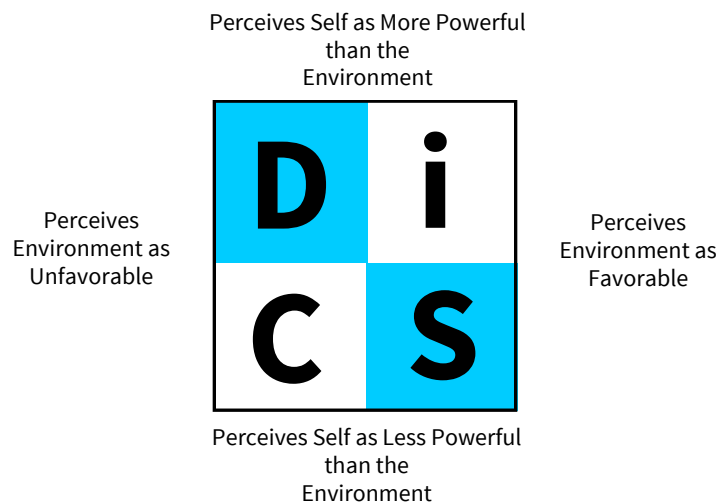
Sean, you tend to be a driven innovator whose ability to initiate and design changes can greatly increase an organization's odds of success.
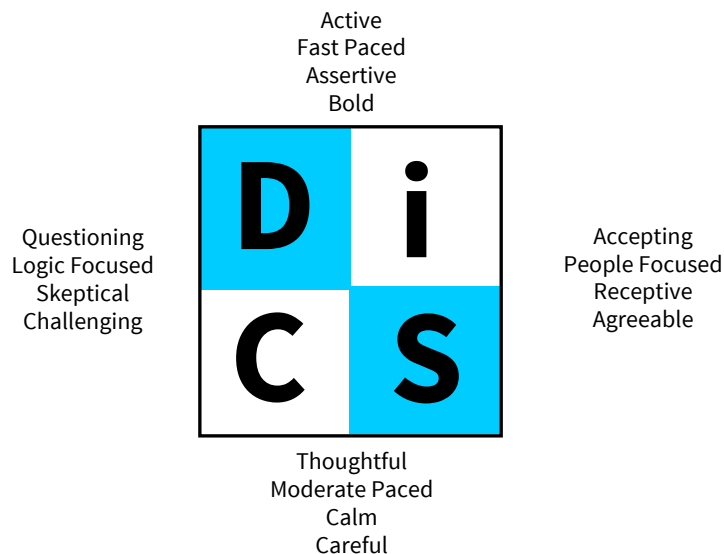
# The DiSC Model
DiSC® Classic 2.0

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

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

Perceives Self as More Powerful
than the
Environment

Perceives
Environment as
Unfavorable

**D** **i**
**C** **S**

Perceives
Environment as
Favorable

Perceives Self as Less Powerful
than the
Environment

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

Active
Fast Paced
Assertive
Bold

Questioning
Logic Focused
Skeptical
Challenging

**D** **i**
**C** **S**

Accepting
People Focused
Receptive
Agreeable

Thoughtful
Moderate Paced
Calm
Careful

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# The DiSC Model
DiSC® Classic 2.0

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

## D  DOMINANCE

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

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

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

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

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

## i  INFLUENCE

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

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

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

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

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

## C  CONSCIENTIOUSNESS

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

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

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

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

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

## S  STEADINESS

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

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

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

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

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

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

## Achiever Pattern

D  i  S  C

Example
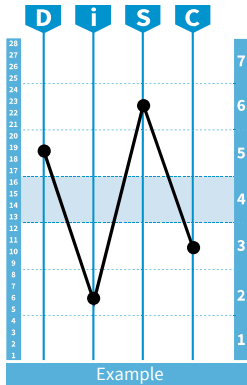
**Emotions:** is industrious and diligent; displays frustration

**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:** reliance on self; absorption in the task

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

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

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

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

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

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

## Agent Pattern

D  i  S  C

Example
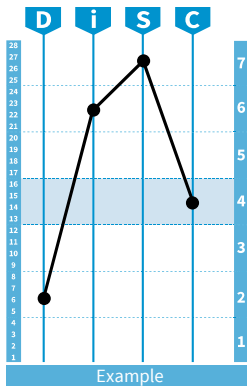
**Emotions:** accepts affection; rejects aggression

**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:** dissension; conflict

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

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

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

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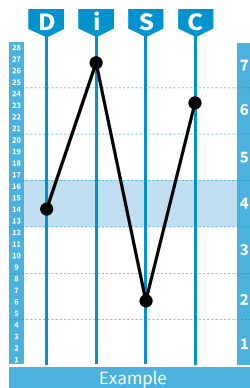
## Appraiser Pattern


Example

**Emotions:** is driven to look good

**Goal:** "victory" with flair

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

**Influences others by:** competitive recognition

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

**Overuses:** authority; ingenuity

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

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

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

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

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

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

## Counselor Pattern


Example
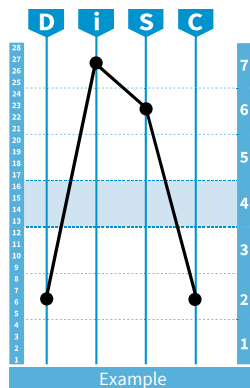
**Emotions:** being approachable; showing affection and understanding

**Goal:** friendship; happiness

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

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

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

**Overuses:** indirect approach; tolerance

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

**Fears:** pressuring people; being accused of causing harm

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

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

Counselors tend to be overly tolerant and patient with non-producers. Under pressure, they may have difficulty confronting performance problems. Counselors may be indirect when issuing orders, making demands, or disciplining others. By adopting the attitude that "people are important," Counselors may place less emphasis on task accomplishment. They sometimes require assistance to set and meet realistic deadlines.

Counselors often take criticism as a personal affront, but they respond well to attention and compliments for completed assignments. When in a position of responsibility, Counselors tend to be attentive to the quality of working conditions and provide adequate recognition for members of their group.

## Creative Pattern

| D | i | S | C |
|---|---|---|---|

Example

**Emotions:** accepts aggression; restrains expression

**Goal:** dominance; unique accomplishments

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

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

**Value to the organization:** initiates or designs changes

**Overuses:** bluntness; critical or condescending attitude

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

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

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

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

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

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

## Developer Pattern

| D | i | S | C |
|---|---|---|---|

Example

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

**Goal:** new opportunities

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

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

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

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

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

**Fears:** boredom; loss of control

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

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

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

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

## Inspirational Pattern

| D | i | S | C |
|---|---|---|---|

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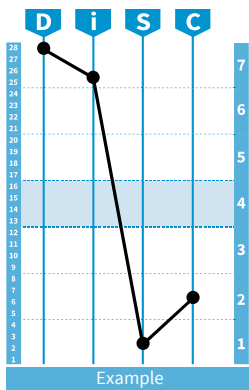
**Emotions:** accepts aggression; downplays need for affection

**Goal:** control of their environment or audience

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

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

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

**Overuses:** attitude that "the ends justify the means"

**Under Pressure:** becomes manipulative, quarrelsome, or belligerent

**Fears:** weak behavior; loss of social status

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

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

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

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

## Investigator Pattern

| D | i | S | C |
|---|---|---|---|

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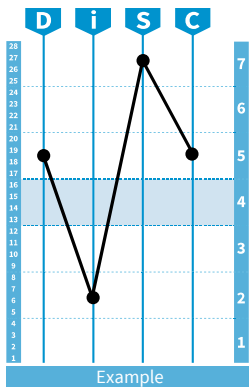
**Emotions:** is dispassionate; demonstrates self-discipline

**Goal:** power through formal roles and positions of authority

**Judges others by:** use of factual information

**Influences others by:** determination, tenacity

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

**Overuses:** bluntness; suspicion of others

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

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

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

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

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

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

## Objective Thinker Pattern

D i S C

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

7 6 5 4 3 2 1

Example

**Emotions:** rejects interpersonal aggression

**Goal:** correctness

**Judges others by:** ability to think logically

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

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

**Overuses:** analysis

**Under Pressure:** becomes worrisome

**Fears:** irrational acts; ridicule

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

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

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

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

## Perfectionist Pattern

D i S C

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

7 6 5 4 3 2 1

Example

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

**Goal:** stability; predictable accomplishments

**Judges others by:** precise standards

**Influences others by:** attention to detail; accuracy

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

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

**Under Pressure:** becomes tactful and diplomatic

**Fears:** antagonism

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

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

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

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

## Persuader Pattern



Example

**Emotions:** trusts others; is enthusiastic

**Goal:** authority and prestige; status symbols

**Judges others by:** ability to verbalize; flexibility

**Influences others by:** friendly, open manner; verbal adeptness

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

**Overuses:** enthusiasm; selling ability; optimism

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

**Fears:** fixed environment; complex relationships

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

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

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

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

## Practitioner Pattern



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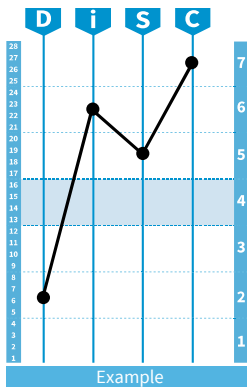
**Emotions:** wants to keep up with others in effort and technical performance

**Goal:** personal growth

**Judges others by:** self-discipline; position and promotions

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

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

**Overuses:** overattention to personal objectives; unrealistic expectations of others

**Under Pressure:** becomes restrained; is sensitive to criticism

**Fears:** predictability; no recognition as an "expert"

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

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

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

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

## Promoter Pattern



Example

**Emotions:** is willing to accept others

**Goal:** approval, popularity

**Judges others by:** verbal skills

**Influences others by:** praise, opportunities, favors

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

**Overuses:** praise, optimism

**Under Pressure:** becomes careless and sentimental; is disorganized

**Fears:** loss of social acceptance and self-worth

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

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

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

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

## Result-Oriented Pattern



Example

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

**Goal:** dominance and independence

**Judges others by:** ability to accomplish the task quickly

**Influences others by:** force of character; persistence

**Value to the organization:** persistence; doggedness

**Overuses:** impatience; win-lose competition

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

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

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

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

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

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

## Specialist Pattern

| D | i | S | C |
|---|---|---|---|



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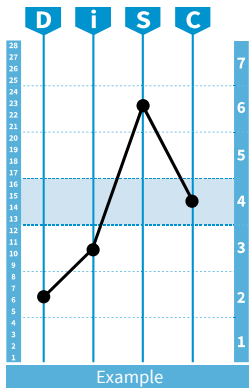
**Emotions:** is calculatingly moderate; accommodates others

**Goal:** maintenance of the status quo; controlled environment

**Judges others by:** friendship standards; competence

**Influences others by:** consistent performance; accommodation of others

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

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

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

**Fears:** change, disorganization

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

Specialists "wear well" with others. With their moderate, controlled stance and modest demeanor, they are able to work well with a number of behavioral styles. Specialists are considerate, patient, and always willing to help those they consider friends. They build close relationships with a relatively small group of associates in the work environment.
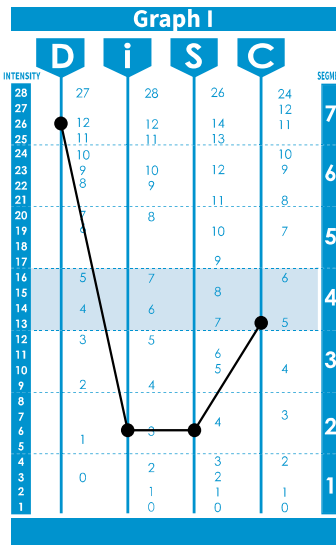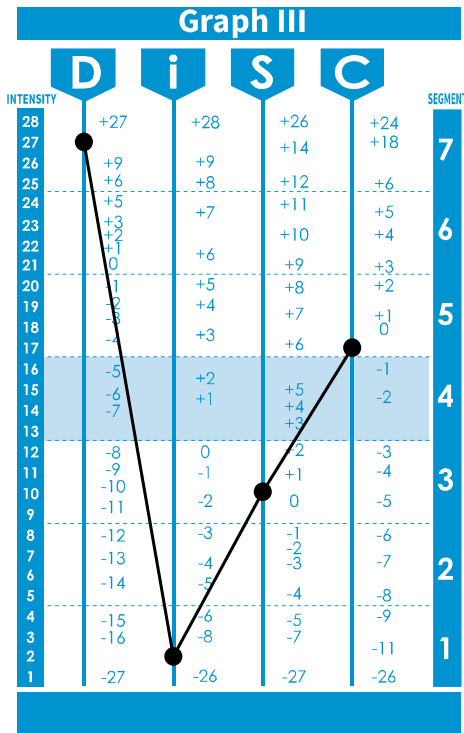
Their efforts are directed toward retaining familiar and predictable patterns. Most effective in specialized areas, Specialists plan their work along directed channels and achieve a remarkably consistent performance. Appreciation from others helps to maintain that level of consistency.

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

# Scoring and Data Analysis
DiSC® Classic 2.0

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

**Name:** Sean Clauson
**Date:** 9/22/2015

## Graph III

D i S C

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

## Graph I

D i S C

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

## Graph II
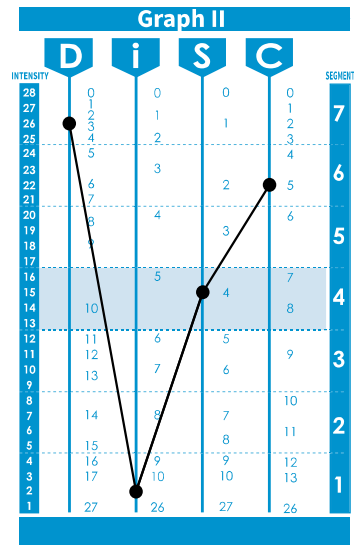
D i S C

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

| Tally Box | | D | I | S | C | N |
|---|---|---|---|---|---|---|
| | Most | 13 | 3 | 4 | 5 | 3 |
| | Least | 2 | 16 | 4 | 5 | 1 |
| | Difference | 11 | -13 | 0 | 0 | |

## SUMMARY OF INTERPRETATION

**Highest DiSC Dimension(s):** Dominance (D)

**Classical Pattern:** Creative Pattern

**Segment Numbers:** 7135