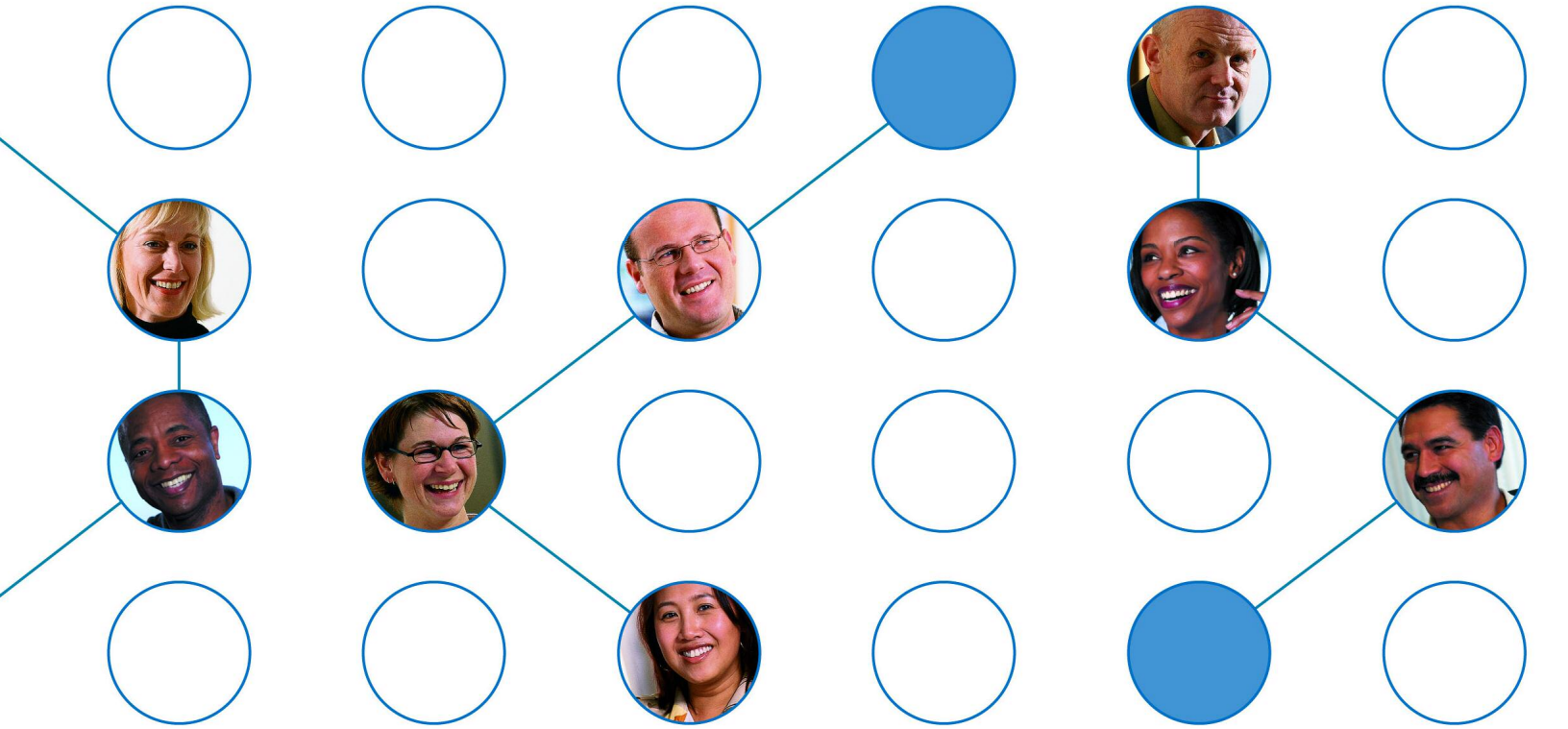
DiSC Classic 2.0



Respondent Name

19.05.2008

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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 organised into four main sections:

Section I is devoted entirely to you and your unique behavioural 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 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 customise the results by crossing out any statements that don't apply and highlighting all those that do.

Now, let's get started.

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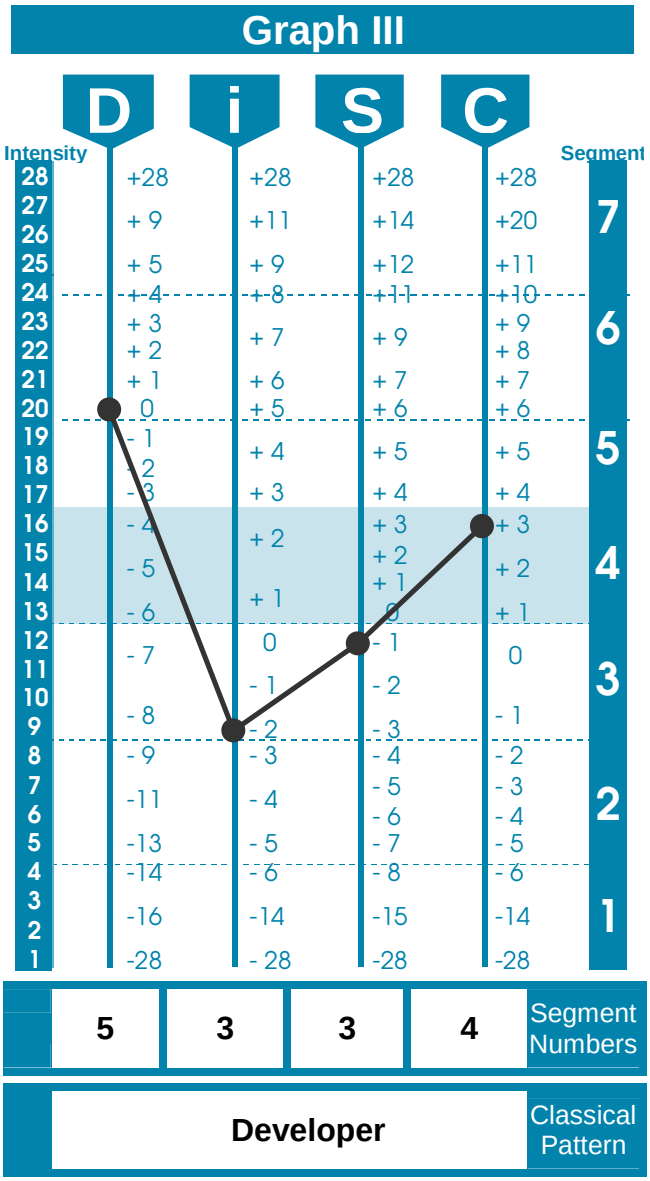
Your DiSC® Graph

DiSC® Classic 2.0

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



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Respondent, your highest dimension(s) - based on your responses to your perceptions of the environment and the amount of control you feel you have in that environment - is 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)

Respondent, 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 view of the world.

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 verbalise 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 recognise the needs of others, it may become clear. Of course, it also helps if those high in Dominance just learn to relax more often.

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Stage II: Your Intensity Index

DiSC® Classic 2.0

Each of us has a set of strengths that make us unique and valuable, and we like to be acknowledged for our strengths, as well as feel effective in our environment. However, any strength, when used excessively or inappropriately, can be perceived as a weakness. Read over the highlighted words in the four columns below. These are the adjectives that describe High, Medium, and Low behaviour 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-player	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 undemonstrative	18 analytical
17 competitive	17 poised	17 deliberate	17 sensitive
16 quick	16 charming	16 amiable	16 mature
15 self-reliant	15 confident	15 stable	15 evasive
14 calculated risk-taker	14 convincing	14 mobile	14 “own person”
13 self-critical	13 observing	13 outgoing	13 self-righteous
12 unassuming	12 discriminating	12 alert	12 opinionated
11 self-effacing	11 reflective	11 eager	11 persistent
10 realistic	10 factual	10 critical	10 independent
9 weighs pros and cons	9 logical	9 discontented	9 rigid
8 meek	8 controlled	8 fidgety	8 firm
7 conservative	7 retiring	7 impetuous	7 stubborn
6 peaceful	6 suspicious	6 restless	6 arbitrary
5 mild	5 pessimistic	5 change-oriented	5 rebellious
4 quiet	4 aloof	4 fault-finding	4 defiant
3 unsure	3 withdrawn	3 spontaneous	3 obstinate
2 dependent	2 self-conscious	2 frustrated by status quo	2 tactless
1 modest	1 reticent	1 active	1 sarcastic

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

D Dimension

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

Forceful: In the work setting, this can mean not taking "no" for an answer. It can be viewed as a strength when working against negative input or when upholding quality standards against a very short turnaround. It is no longer a strength when it becomes overbearing or rigid.

Risk-taker: Being the one who makes bold decisions and executes them can be a definite strength, especially when others are not in a position to do so. However, when taken to an extreme or used inappropriately, risk-taking can be perceived as self-serving or reckless.

Adventurous: Many of us want to be around people with this trait because we feel more alive and energised. It can even rub off on others so that the whole team becomes more willing to take risks in achieving a shared goal. However, when taken too far, others may become exhausted by your extreme need for excitement.

Decisive: We often look toward decisive people as leaders because they seem so sure of themselves. This can be a boon when working with others who would prefer to follow rather than take the lead. You need to be careful, though, not to run roughshod over the feelings of others or become stubborn when they don't agree with your way of doing things.

Inquisitive: This trait is a strength when curiosity compels you to search for better answers or new methods. It will be seen as a weakness if your questioning becomes relentless and invasive.

Self-assured: Your belief in your own abilities may propel you toward leadership positions. The confidence and certainty you exude can also inspire your colleagues to greater heights. Relying on this trait too much, however, can cause others to view you as arrogant or haughty.

Competitive: Striving to be the best can lead to superior accomplishments and major successes. Your drive to be the victor may help you achieve much along the way, even if you fall short of your ultimate goal. This desire can become obsessive, though, if you only think about winning and pay no attention to the cost.

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i Dimension

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

Discriminating: Ideas and plans often compete with one another, so it is good to have a distinct idea of what the desired results should be. The ability to discriminate among various proposals ensures that the best one will rise to the top. But taken too far, this trait can lead to closed-mindedness.

Reflective: You use this trait in a positive manner when you learn from previous experiences. However, when relied upon too heavily, a reflective nature leads to an inability to move forward.

Factual: Straightforward and no-nonsense are words that likely describe you. Being factual is a quality that your colleagues appreciate, especially if their ideas are sometimes lofty or unsubstantiated. This trait can be overused, though, and you run the risk of being perceived as a know-it-all or a wet blanket.

Logical: Because of your common sense and ability to reason, others may look to you to help them settle a dispute or arrive at the best solution to a problem. If logic is used all the time, however, it can limit a team that is striving toward new or unproven ways of doing something.

Controlled: Typically this means that you are self-disciplined and know how to act in most situations. In other words, you're not one to be laughed at. In being too reserved, though, you may miss out on new experiences that can broaden and enrich your life.

Retiring: Typically modest and unassuming, you're apt to shy away from attention, conflict, and power struggles. Preferring to work quietly behind the scenes, you're not one to cause friction. However, it's important to take a firm stand occasionally on those issues about which you are passionate, so that others do not trample your feelings.

Suspicious: You may often be sceptical of quick fixes or hype, and you may also check things out before taking action or making major decisions. Such thoroughness makes you valuable to any quality-centered organisation. But taken to an extreme, this trait can cause you to become distrustful of others' motives, thereby thwarting the progress of the group.

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S Dimension

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

Stable: You may often be the one whom people count on. By remaining strong and supplying a reliable framework, you encourage high-quality work. But this characteristic becomes counter-productive if others start to take you for granted or undervalue your contributions.

Mobile: This means that you may often display a talent for versatility and an energetic nature that can adapt to any situation. Such flexibility can be highly desirable in an ever-changing work environment. Staying in constant motion, however, might cause you to miss important nuances and subtleties, or keep you from finishing what you've started

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 organisation 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.

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C Dimension

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

High standards: Inferior work or half-hearted efforts often frustrate you, so you may set imposing goals for yourself and others. Such endeavours 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. Favouring reason over gut instinct has the advantage of eliminating haphazard solutions. It becomes a drawback, however, when it is allowed to minimise 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.

Self-righteous: You may often believe that your way is the correct way, a hallmark of this trait. Such feelings can lead to a strong sense of leadership and decisiveness. But embracing this trait too strongly can create a smug or condescending person.

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

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

Developer Pattern

Respondent's Motivation

As a Developer, Respondent, you tend to be an independent thinker who searches for your own solutions. You are likely to be on the lookout for new opportunities and fresh concepts. The 'same old, same old' will probably not do for you. This quest for novelty and original challenges is what tends to fuel you, and you often thrive when faced with knotty problems or the chance to scale new heights.

Once you find an appropriate challenge, the desire to meet your personal goal usually inspires you to create innovative solutions and do whatever it takes to succeed. You may have no hesitation about ignoring conventional thinking, and your solutions can be both creative and daring. You tend to focus on results, making it even more likely that your answers to perplexing issues will be groundbreaking, even unprecedented. You might ask, "Is there a better way to do this?" while others go along with the accepted wisdom.

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Respondent's Work Habits

You often steer your career by the principles of self-reliance and strong will. Your confidence in your own abilities, combined with a tendency to think well outside the box, means that you are usually most comfortable forging ahead by yourself. You may enjoy being free of a group setting, and you can view collaboration as more of a hindrance than a help. In fact, you can often be found working alone, especially if you are under pressure.

A personal sense of power and the relentless pursuit of solutions are the tools that you probably use to influence people. You usually judge others by their ability to meet your own high standards. This is because good results are most likely what matter to you.

You often employ forceful behaviour to get your point across, and you are used to getting the solutions you want. However, you may put aside your usual direct behaviour if you believe that subtle manipulation is in order. Again, your persistence in solving dilemmas is usually one of your chief contributions to any organisation, so you tend not to be overly concerned with the exact methods employed.

You are not one to give pats on the back. Indeed, your high expectations of others may cause you to level heavy criticism on those who do not meet your standards. The recipients of such critisism may sometimes label you as "uncaring" or "belligerent." You may not dissuade such labels when you exhibit annoyance, which is most common whenever a group setting limits your individualism.

Similarly, if challenging opportunities evaporate, you are likely to become frustrated. You usually need an obstacle in your path to make you feel that success is worth its cost.

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Insights for Respondent

You are most interested in meeting your personal needs and creating new challenges. In its purest form, this strong drive may lead you to embrace opportunities for advancement. It also means that you tend to loathe passing the buck. In all likelihood then, you will relish the responsibility and leadership opportunities that others avoid. You tend not to be afraid of difficult problems, so you may seek out new horizons constantly to keep your energy focused.

You may overdo it, however, and take control of people and situations to force your own results. You might find that increasing your sense of empathy could improve your work life. It may be useful for you to remember that not everyone has your strong sense of individuality and powerful drive to succeed.

Another area that could use more of your attention is improving your patience. This would likely help solidify your relationships with colleagues. It is also an advisable step because boredom probably terrifies you, as does a loss of control. Minimising your impatience may help you quiet these fears, so you can get back to setting new goals and challenges.

Although you thrive when you are free of the constraints of a group, you still need to actively participate and collaborate with others. Using your natural skill for innovative solutions can lead to a positive experience for everyone. You can increase your effectiveness even more by paying attention to quality control and follow through.

Respondent, you tend to be a strong-willed individual who offers creative solutions to complex problems, which is an asset to any organisation.

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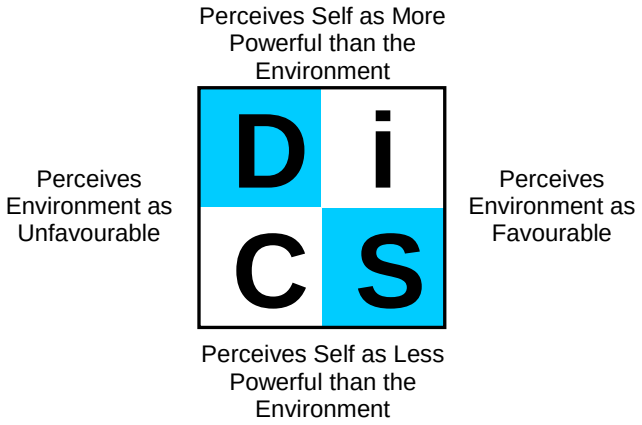
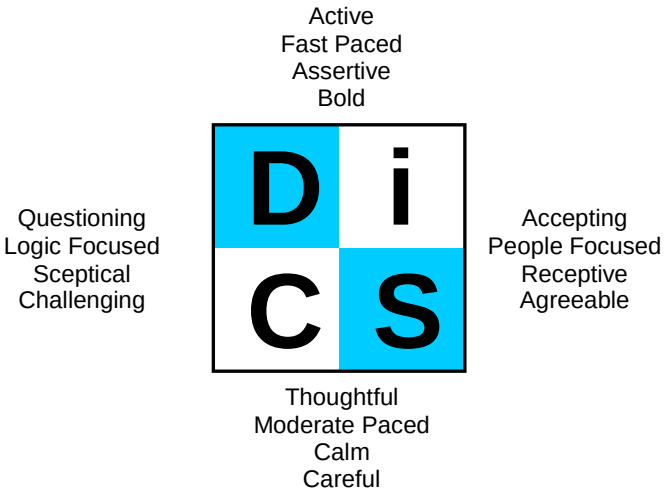
DiSC Classic is based on a four-quadrant model that reliably describes four styles of human behaviour: Dominance (D), Influence (i), Steadiness (S), and Conscientiousness (C). Some people fall into one style, others fall into two, and some may fall into three.

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 unfavourable (or unwelcoming and resistant), and the i and S styles tend to view their environment as favourable (or friendly and supportive).



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



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The DiSC Dimensions

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

ACTION PLAN

This person needs others who

- weigh pros and cons
- calculate risks
- use caution
- structure a predictable environment
- research facts
- deliberate before deciding
- recognise the needs of others

This person desires an environment that includes

- power and authority
- prestige and challenge
- opportunities for individual accomplishments
- wide scope of operations
- direct answers
- opportunities for advancement
- freedom from controls and supervision
- many new and varied activities

To be more effective, this person needs

- to receive difficult assignments
- to understand that they need people
- to base techniques on practical experience
- to receive an occasional shock
- to identify with a group
- to verbalisve 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 favourable impression
- being articulate
- creating a motivational environment
- generating enthusiasm
- entertaining people
- viewing people and situations with optimism
- participating in a group

ACTION PLAN

This person needs others who

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

This person desires an environment that includes

- popularity, social recognition
- public recognition of ability
- freedom of expression
- group activities outside of the job
- democratic relationships
- freedom from control and detail
- opportunities to verbalise proposals
- coaching and counselling
- favourable working conditions

To be more effective, this person needs

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

C CONSCIENTIOUSNESS

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

DESCRIPTION

This person's tendencies include

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

ACTION PLAN

This person needs others who

- delegate important tasks
- make quick decisions
- use policies only as guidelines
- compromise with the opposition
- state unpopular positions
- initiate and facilitate discussions
- encourage teamwork

This person desires an environment that includes

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

To be more effective, this person needs

- to plan carefully
- to know exact job descriptions and performance objectives
- to schedule performance appraisals
- to receive specific feedback on performance
- to respect people's personal worth as much as their accomplishments
- to develop tolerance for conflict

S STEADINESS

Emphasis is on co-operating 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 specialised skills
- helping others
- showing loyalty
- being a good listener
- handling excited people
- creating a stable, harmonious work environment

ACTION PLAN

This person needs others who

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

This person desires an environment that includes

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

To be more effective, this person needs

- to be conditioned prior to change
- to validate self-worth
- to know how personal effort contributes to the group effort
- to have colleagues of similar competence and sincerity
- to know task guidelines
- to have creativity encouraged

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The Classical Profile Patterns

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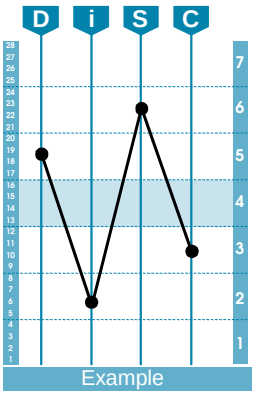
On the following pages are descriptions of all 15 Classical Profile Patterns, each portraying the behaviour of people with a specific blend of the four DiSC® dimensions.

Achiever Pattern



Emotions: is industrious and diligent; displays frustration

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

Judges others by: ability to achieve concrete results

Influences others by: accountability for own work

Value to the organisation: 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

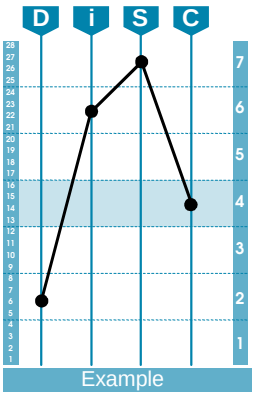
Would increase effectiveness with more: reduction of "either-or" thinking; clarity of task priority; consideration of optional approaches; willingness to compromise short-term for long-range benefits

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 organisation'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 organisations and leadership positions in other groups.

Agent Pattern



Emotions: accepts affection; rejects aggression

Goal: group acceptance

Judges others by: commitment to tolerate and include everyone

Influences others by: empathy; friendship

Value to the organisation: supports, harmonises, 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 realisation 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 organising and completing tasks. Agents naturally promote harmony and teamwork and are particularly good at doing for others what they find difficult to do for themselves.

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

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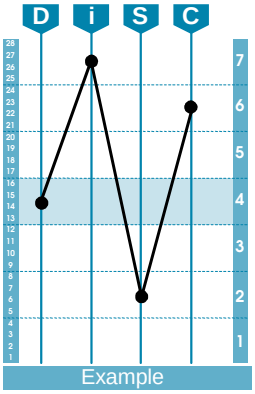
Appraiser Pattern



Emotions: is driven to look good

Goal: "victory" with flair

Judges others by: ability to initiate activities

Influences others by: competitive recognition

Value to the organisation: accomplishes goals with the team

Overuses: authority; ingenuity

Under Pressure: becomes restless, critical, impatient

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

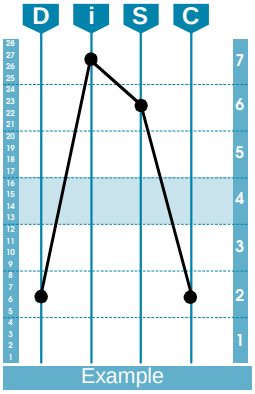
Would increase effectiveness with more: individual follow-through; empathy when showing disapproval; steadier pace

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 co-operation of those around them by explaining the rationale of the proposed activities.

Appraisers help others visualise 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."

Counsellor Pattern



Emotions: being approachable; showing affection and understanding

Goal: friendship; happiness

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

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

Value to the organisation: 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 between people

Fears: pressuring people; being accused of causing harm

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

Counsellors 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. Counsellors prefer to deal with others by building long-standing relationships. As a good listener with a willing ear for problems, a Counsellor offers suggestions gently and refrains from imposing his or her ideas on others.

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

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

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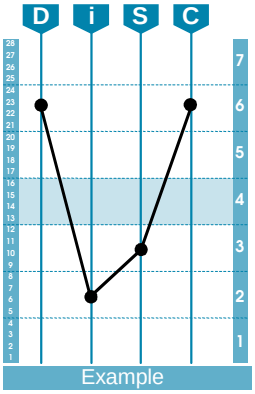
Creative Pattern



Emotions: accepts aggression; restrains expression

Goal: dominance; unique accomplishments

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

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

Value to the organisation: 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

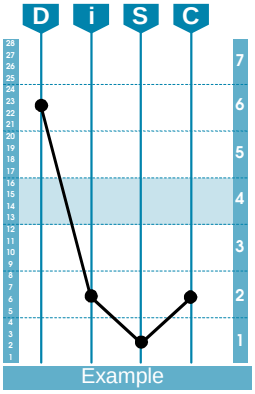
Would increase effectiveness with more: warmth; tactful communication; effective team co-operation; recognition of existing sanctions

Persons with a Creative Pattern display opposite forces in their behaviour. 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 re-test findings. They can make daily decisions quickly but may be extremely cautious when making bigger decisions: "Should I take that promotion?" "Should I move to another location?" In their drive for results and perfection, Creative persons may not be concerned about social poise. As a result, they may be cool, aloof or blunt.

Developer Pattern



Emotions: is concerned with meeting personal needs

Goal: new opportunities

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

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

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

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

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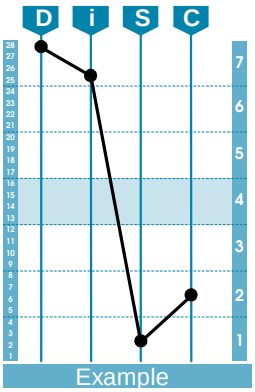
Inspirational Pattern



Emotions: accepts aggression; downplays need for affection

Goal: control of their environment or audience

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

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

Value to the organisation: 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 behaviour; loss of social status

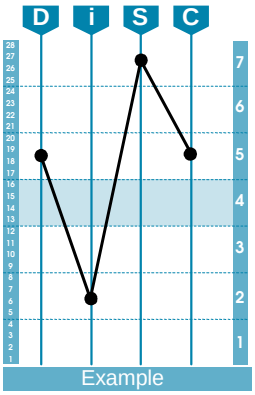
Would increase effectiveness with more: genuine sensitivity; willingness to help others succeed in their own personal development

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 pre-determined end.

Inspirational persons are clear about the results they want, but they do not always immediately verbalise 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 co-operation and persuasion, not domination.

Investigator Pattern



Emotions: is dispassionate; demonstrates self-discipline

Goal: power through formal roles and positions of authority

Judges others by: use of factual information

Influences others by: determination, tenacity

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

Overuses: bluntness; suspicion of others

Under Pressure: tends to internalise 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 organise their actions. Once a project has begun, Investigators fight tenaciously to achieve their objectives. Intervention is sometimes necessary to change their direction. As a result, they can be perceived as stubborn and opinionated.

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

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

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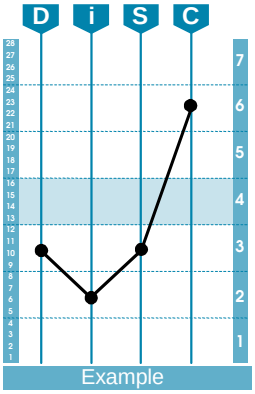
Objective Thinker Pattern



Emotions: rejects interpersonal aggression

Goal: correctness

Judges others by: ability to think logically

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

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

Overuses: analysis

Under Pressure: becomes worrisome

Fears: irrational acts; ridicule

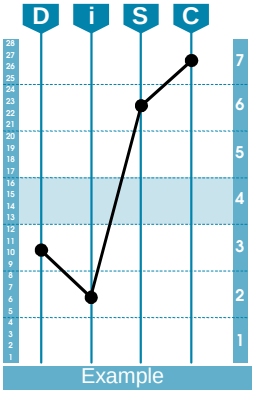
Would increase effectiveness with more: self-disclosure; public discussion of their insights and opinions

Objective Thinkers tend to have highly developed critical thinking abilities. They emphasise 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 "paralysis by analysis". When they make a mistake, Objective Thinkers often hesitate to acknowledge it. Instead, they immerse themselves in a search for information that supports their position.

Perfectionist Pattern



Emotions: displays competence; is restrained and cautious

Goal: stability; predictable accomplishments

Judges others by: precise standards

Influences others by: attention to detail; accuracy

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

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

Under Pressure: becomes tactful and diplomatic

Fears: antagonism

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

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

Perfectionists may bog down in the details of the decision-making process. They can make major decisions but may be criticised for the amount of time they take to gather and analyse 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 organisation. Perfectionists may define their worth too much by what they do and not by who they are as people. As a result, they tend to react to personal compliments by thinking, "What does this person want?" By accepting sincere compliments, Perfectionists can increase their self-confidence.

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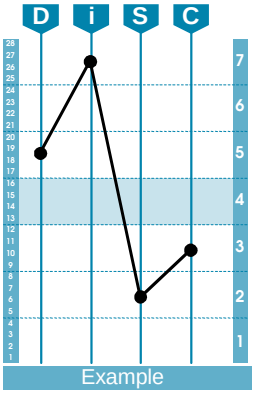
Persuader Pattern



Emotions: trusts others; is enthusiastic

Goal: authority and prestige; status symbols

Judges others by: ability to verbalise; flexibility

Influences others by: friendly, open manner; verbal adeptness

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

Overuses: enthusiasm; selling ability; optimism

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

Fears: fixed environment; complex relationships

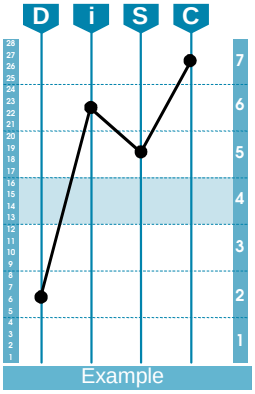
Would increase effectiveness with more: challenging assignments; attention to task-directed service and key details; objective data analysis

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 favourable 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 behaviour of others.

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

Practitioner Pattern



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

Goal: personal growth

Judges others by: self-discipline; position and promotions

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

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

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 specialised 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 verbalise 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 verbalise their disappointment.

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

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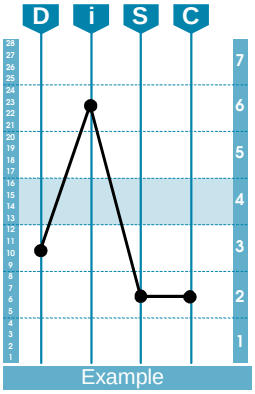
Promoter Pattern



Emotions: is willing to accept others

Goal: approval, popularity

Judges others by: verbal skills

Influences others by: praise, opportunities, favours

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

Overuses: praise, optimism

Under Pressure: becomes careless and sentimental; is disorganised

Fears: loss of social acceptance and self-worth

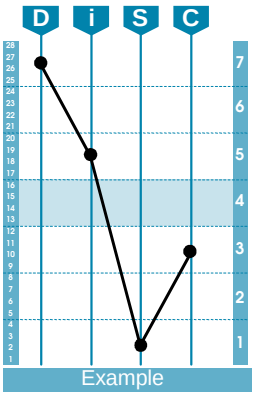
Would increase effectiveness with more: control of time; objectivity; sense of urgency; emotional control; follow-through on promises, tasks

Promoters have an extensive network of contacts. They are usually gregarious and socially adept, and they develop friendships easily. They rarely antagonise others intentionally. Promoters seek favourable 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 socialising, 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 favourable conclusions without considering all the facts. Promoters will learn to be objective and emphasise 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: verbalises 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 organisation: 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 push-over

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

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

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

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

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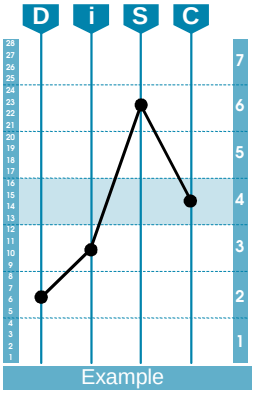
Specialist Pattern



Emotions: is calculatingly moderate; accommodates others

Goal: maintenance of the status quo; controlled environment

Judges others by: friendship standards; competence

Influences others by: consistent performance; accommodation of others

Value to the organisation: 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, disorganisation

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 demeanour, they are able to work well with a number of behavioural 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 specialised areas, Specialists plan their work along directed channels and achieve a remarkably consistent performance. Appreciation from others helps to maintain that level of consistency.

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

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Scoring and Data Analysis

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.

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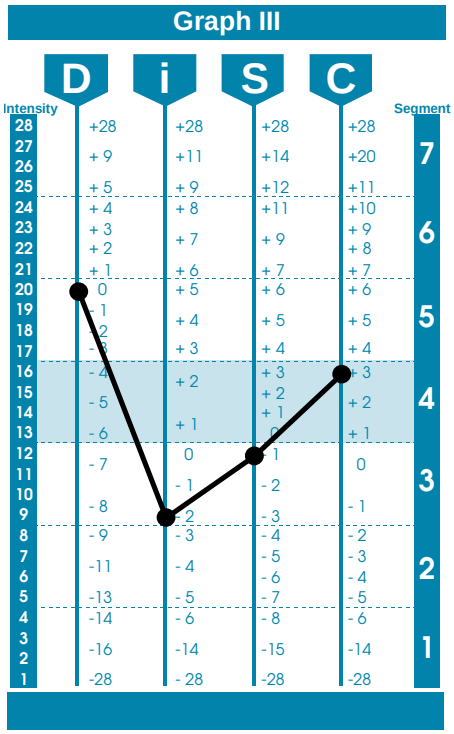
Date: 18.06.2007



SUMMARY OF INTERPRETATION

Highest DiSC Dimension(s): Dominance (D)

Classical Pattern: Developer Pattern

Segment Numbers: 5334

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