



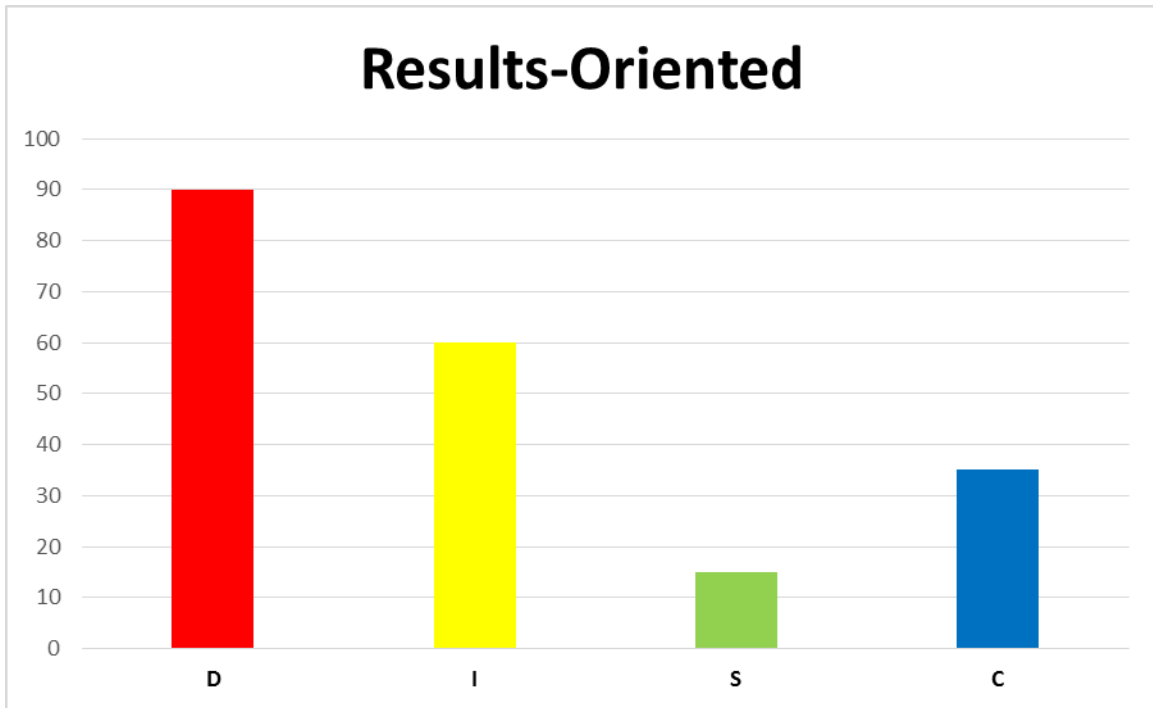
**The Developer Pattern** is the first of four patterns in the Decisive family and has a Pure D Style.

Developers are self-reliant individuals who prefer to seek their own creative and individualistic solutions. They are strong-willed, and prefer to be free of constraining Interactives. Developers are most interested in opportunities for advancement accomplishing the goals they set for themselves. A challenge to them is like meat to a lion.

You will observe them using direct, forceful behavior. They are persistent, and will jump whatever hurdles necessary to overcome obstacles to success. They have high expectations of themselves and others, and tend to be critical when standards are not met. With their intense focus on results, they may seem impatient and uncaring when dealing with others.

People with the "D" style prefer to shape their environment by overcoming opposition. They often exhibit the following characteristics and views.

<b>Observable Behaviors:</b>	Primary interested in personal needs and wants
<b>Motivated By</b>	A challenge and new opportunities
<b>Judges Others By</b>	Ability to meet their standards
<b>Influences Others By</b>	Being a solutions finder
<b>Value to the Team</b>	Innovative Problem Solver – the buck stops with them
<b>Overuses</b>	Attempts to control people and situations
<b>When Stressed</b>	Becomes belligerent if things don't go their way
<b>Fears</b>	Loss of Control and loss of new opportunities

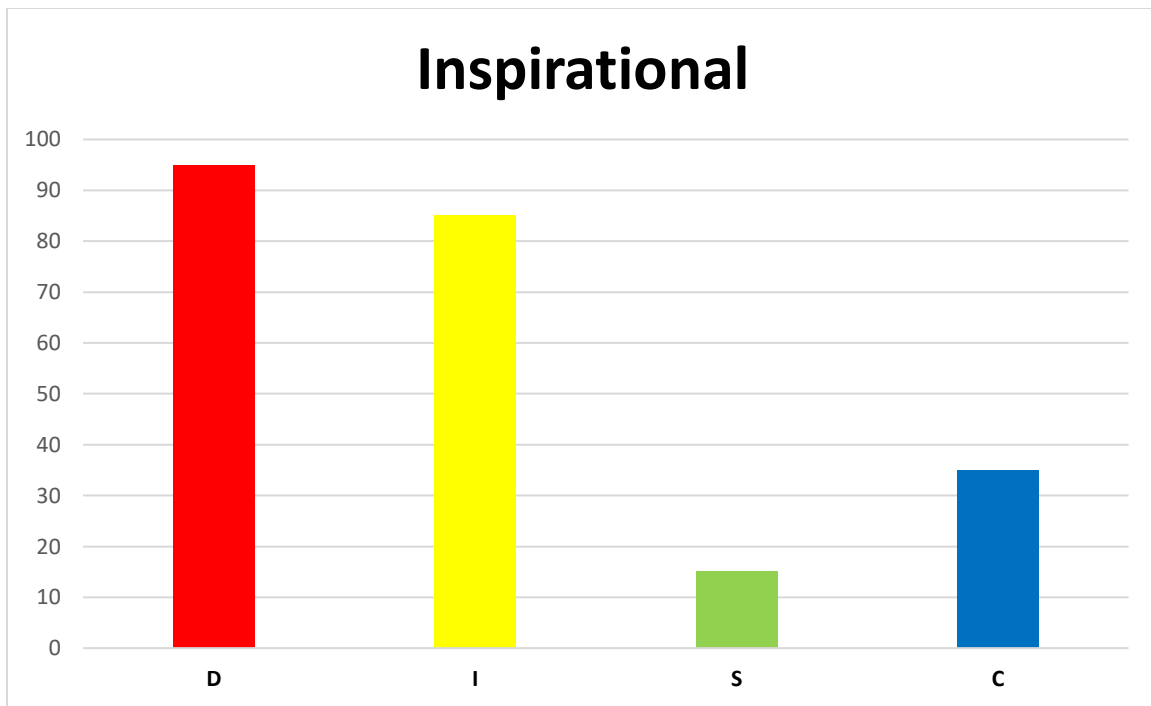


**The Results Oriented Pattern** is the second of four patterns in the Decisive family and is depicted by a primary D and secondary I style.

“Results Oriented” people seek to accomplish results. They value independence, and display self-confidence that some may perceive as arrogance. They are competitive and like difficult tasks and high positions. They exude a sense of self-importance, and display self-satisfaction when completing their responsibilities. They may become impatient with routine work.

Their forceful and direct manner may create challenges with co-workers. Result-Oriented people tend to be critical of others who are not as quick thinking as they are. They make value judgments based on others ability to get results. They are persistent and determined even in the face of antagonism. They may appear blunt and uncaring. You will recognize them by the following characteristics:

<b>Observable Behaviors:</b>	High ego strength & rugged individualism
<b>Motivated By</b>	Control, Dominance and Independence
<b>Judges Others By</b>	Ability to accomplish tasks quickly
<b>Influences Others By</b>	Diligence and Force of Character
<b>Value to the Team</b>	Persistence and determination
<b>Overuses</b>	Competitive behaviors creating win / lose
<b>When Stressed</b>	Fault finding, critical, oversteps boundaries

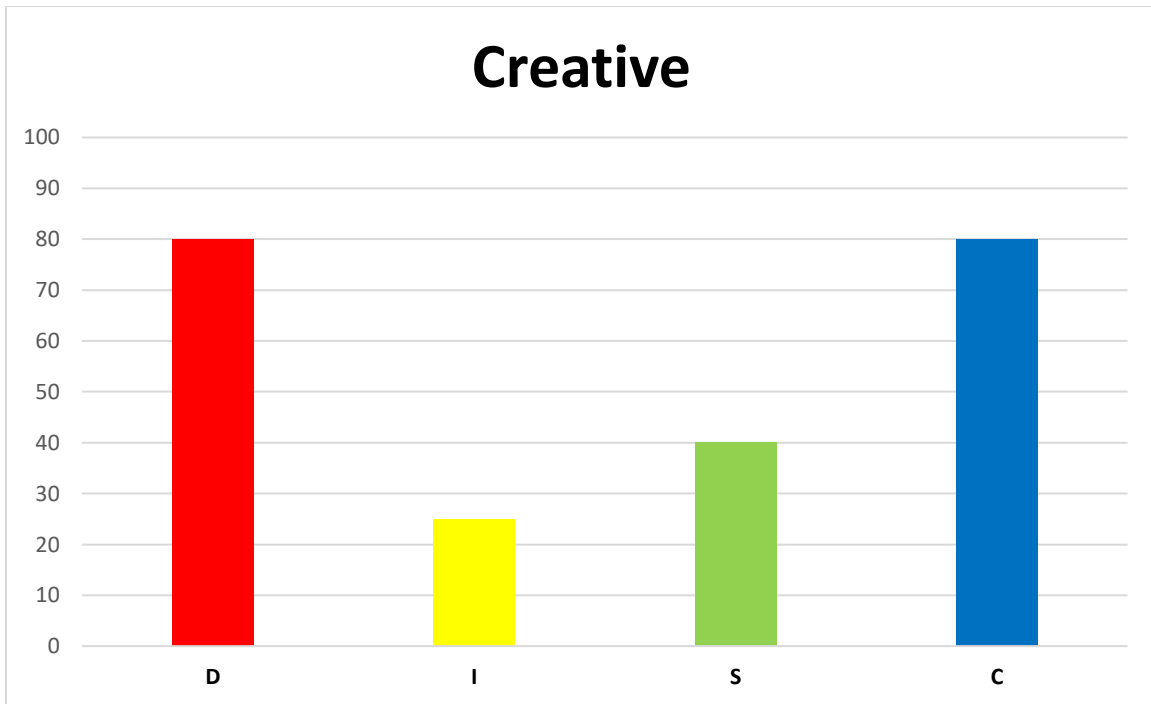


**The Inspirational Pattern** is the third of four patterns in the Decisive family and is depicted by a primary D and secondary I style (though the I is not much lower than the D).

People with the Inspirational Pattern tend to influence the thoughts and actions of others. They attempt to control their environment and direct the behavior of others toward a predetermined goal. They prefer to work with others through cooperation and persuasion rather than domination.

Inspirational personal have clear results in mind. They can be charming in their interactions. They offer others what they want and need, such as power and security, just to meet their own objectives. They use persuasion when they want help from others. People experience conflicting emotions from Inspirational People – they feel a push-pull sensation, being drawn to – yet distanced. You will notice the following characteristics from people who demonstrate this DiSC Classic Profile style.

<b>Observable Behaviors</b>	Minimizes needs for affection and approval – accepts aggression
<b>Motivated By</b>	Control of their environment and objectives
<b>Judges Others By</b>	Social Status, personal strength of character
<b>Influences Others By</b>	Persuasive charm, intimidation and use of rewards
<b>Value to the Team</b>	Initiates, demands, tends to be a “mover and shaker”
<b>Overuses</b>	The attitude that “the ends justify the means”
<b>When Stressed</b>	Tends to be manipulative, belligerent or quarrelsome
<b>Fears</b>	Loss of social status or appearing weak



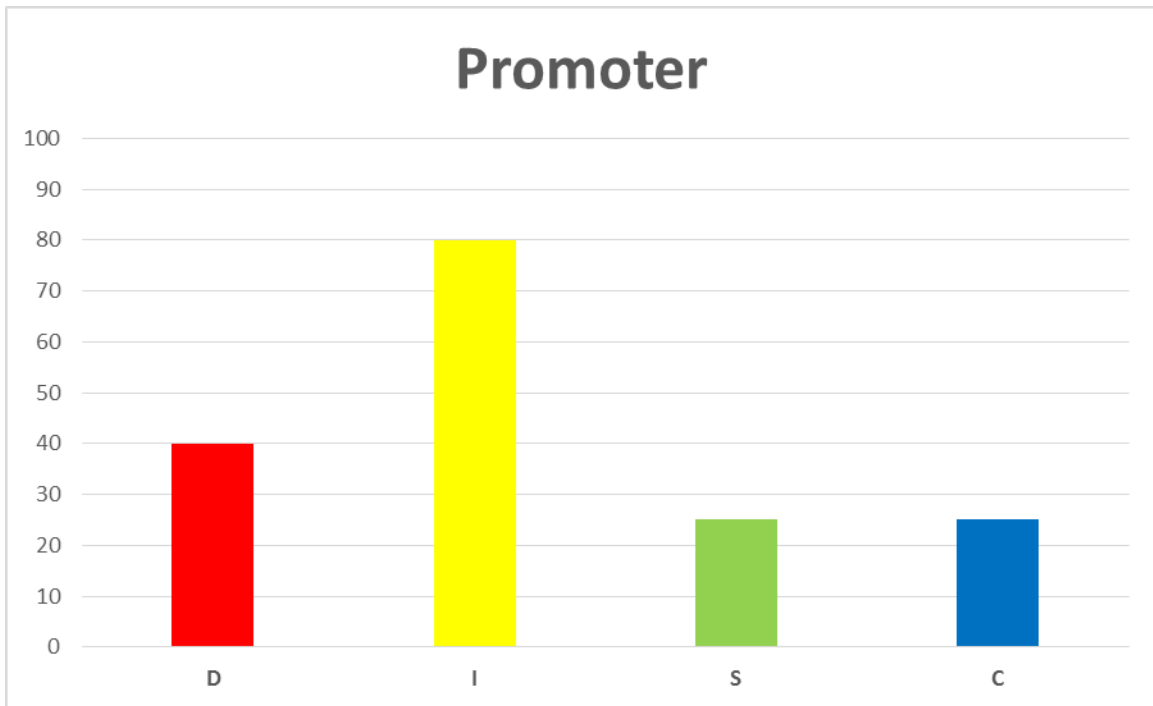
**The Creative Pattern** is the fourth of four patterns in the Decisive family.

People with the Creative Pattern express themselves from opposing behavioral forces. They desire immediate results, yet have an equally strong desire for perfection. You will observe aggression and it will be tempered by sensitivity. They think and act quickly, yet will explore all options before making a decision.

Creative styles exhibit great planning ability and they strive for perfection. They make sound decisions yet may lack attention to interpersonal relationships.

Creative persons want freedom to explore and the authority to test and re-test findings. Daily decisions are easy for them, but they use extreme caution when making bigger decisions. They weigh pros and cons, and can appear cool, aloof or blunt.

<b>Observable Behaviors</b>	Appears private and restrained, accepts aggression
<b>Motivated By</b>	Unique accomplishments and dominance
<b>Judges Others By</b>	Task accomplishments and dominance
<b>Influences Others By</b>	Innovative approaches and development of systems
<b>Value to the Team</b>	Can be a positive change agent
<b>Overuses</b>	Demeaning condescending attitudes, blunt & critical
<b>When Stressed</b>	Becomes independent & bored with routine work. Sulks!
<b>Fears</b>	Failure to accomplish goals and lack of influence



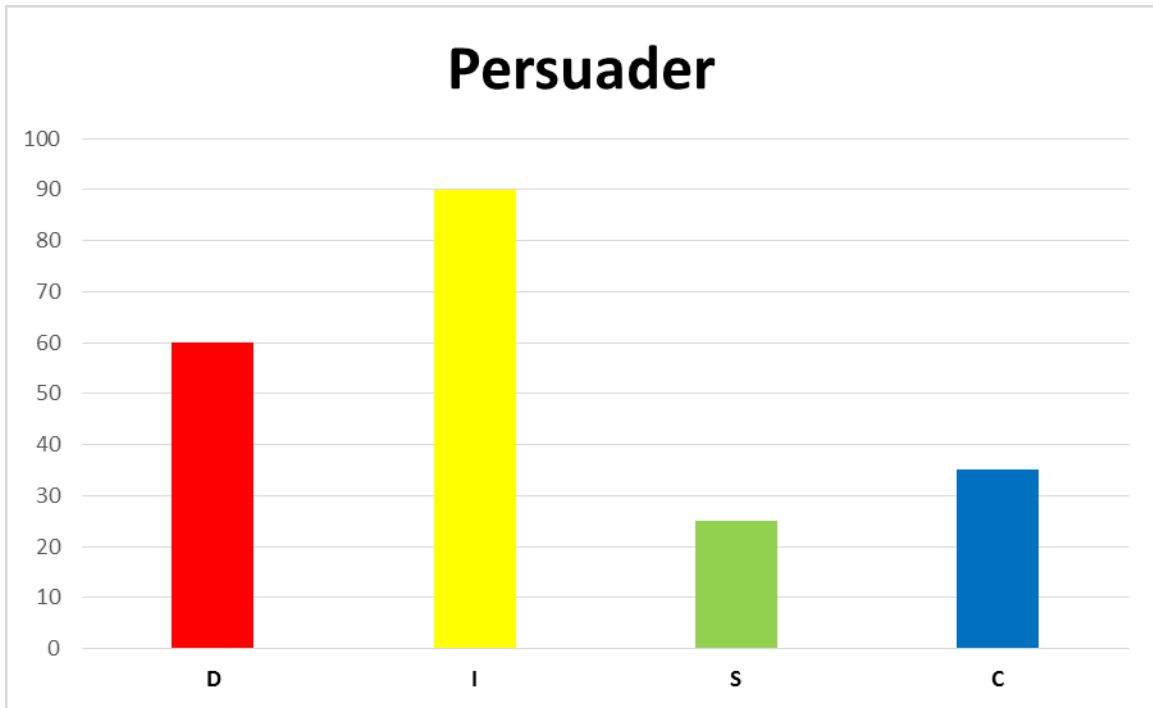
**The Promoter Pattern** is the first of four in the Interactive family, and is a “Pure” primary I style. A “Pure” style has only one plotting point above the mid-line. That means that the pure style is not affected significantly by other style influences – *what you see is what you get*.

Persons with the Promoter pattern are generally social, gregarious and cast a large net to include friends and colleagues. They are good at maintaining contact with their network. They are verbal and are generous with creating support for others projects. Their large network provides great resources for support of their projects.

Promoters are more interested in interaction, and less interested in accomplishments. They thrive at social events, and are expressive in meetings, committees and conferences.

Promoters are persuasive and enthusiastic; they tend to perceive others in a favorable light without researching all facts. Time management presents a challenge for Promoters. Limits sometimes need to be set for them regarding socializing on the job. You will notice the following characteristics of the Pure Interactive Style:

<b>Observable Behaviors</b>	Open and accepting of others
<b>Motivated By</b>	Social acceptance and popularity
<b>Judges Others By</b>	Verbal skills and persuasive abilities
<b>Influences Others By</b>	Verbal approval, appreciation, praise, favors
<b>Value to the Team</b>	Brings levity, relieves tension, promotes people and taskx
<b>Overuses</b>	Enthusiasm, praise and optimism
<b>When Stressed</b>	Tends to be disorganized, careless and scattered
<b>Fears</b>	Social Rejection and loss of self-worth



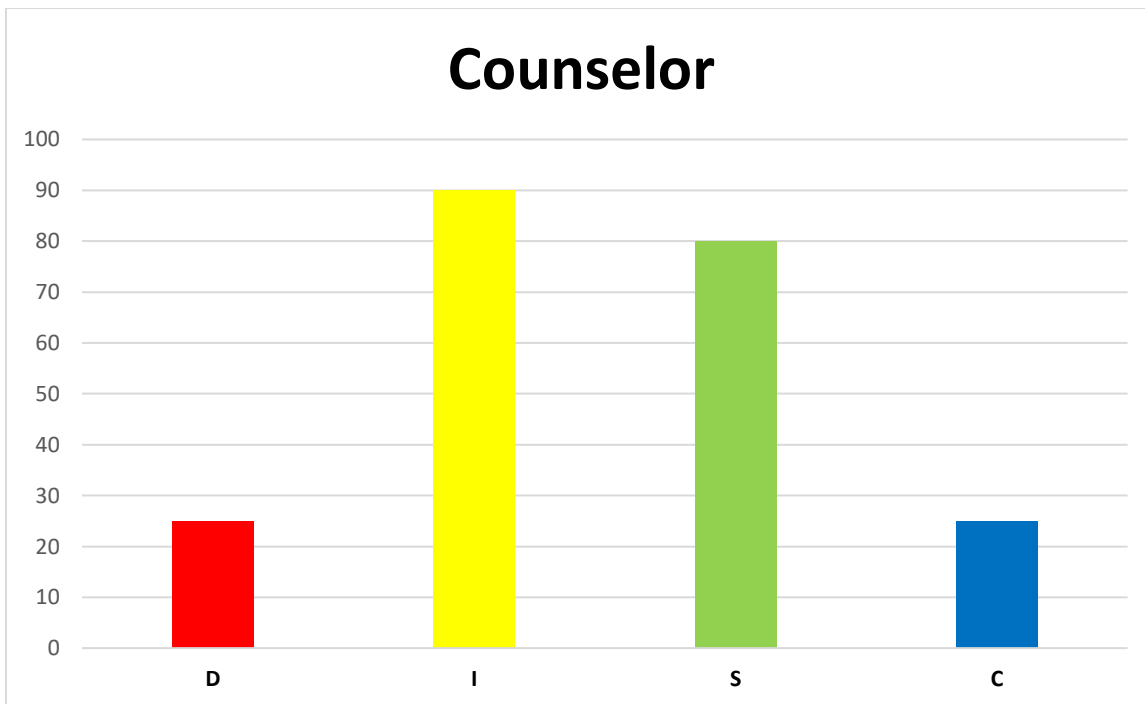
**The Persuader Pattern** is the second of four in the Interactive Family and has a primary I and secondary d style.

People with the Persuader Pattern love working with and through people to accomplish their own objectives. They easily gain support and respect by their outgoing and persuasive personality. Persuaders are able to impress others and sell themselves using their winning ways.

Persuaders prefer their environment to provide mobility and they like challenging assignments and a variety of activities. They like to look good. Their positive outlook may cause them to be too optimistic about their work habits and other's potential. They tend to overestimate their ability to change the behavior of others.

Persuaders desire freedom of expression, and freedom from boring tasks and routines. They need to be kept on task and balance their enthusiasm with realistic approaches. You will notice the following characteristics.

<b>Observable Behaviors</b>	Enthusiastic and trusting
<b>Motivated By</b>	Status, prestige and authority
<b>Judges Others By</b>	Their flexibility and ability to express themselves
<b>Influences Others By</b>	Verbal skills and friendly and open nature
<b>Value to the Team</b>	Poised and confident, delegates, sells and closes
<b>Overuses</b>	Optimism, enthusiasm, and talks too much
<b>When Stressed</b>	Is easily persuaded, can be organized to look good
<b>Fears</b>	Social rejection and a fixed routine or environment

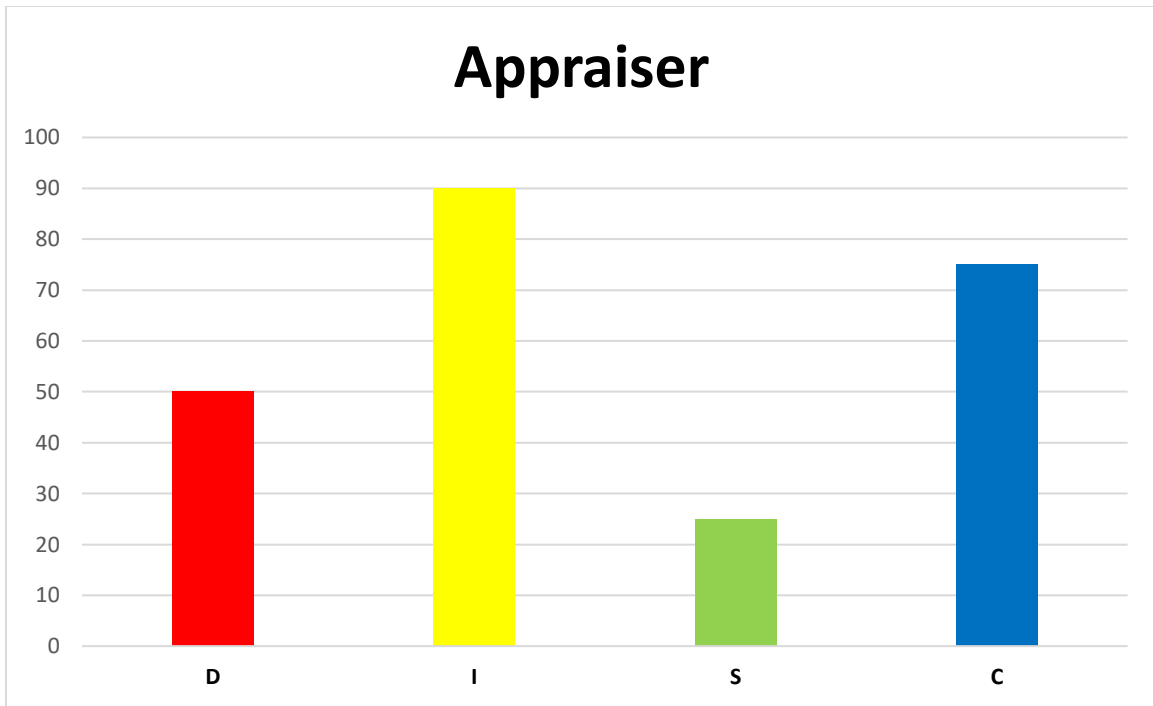


**The Counselor Pattern** is the third of four in the Interactive family and has a primary I and a secondary s style.

People with the Counselor pattern embrace others with their warmth, empathy, and understanding. They are long term relationship builders. They are good listeners, and effective at problem solving. Counselors use an indirect approach when dealing with others. They tend to put people first, by providing recognition to others, – they attribute less importance to task accomplishment.

They're apt to be overly-tolerant with others. When in a position of authority and responsibility, Counselors like to be appreciated, for their contribution. They are calm, sincere and loyal. You will notice the following characteristics about the Counselor Pattern:

<b>Observable Behaviors</b>	Shows kindness, empathy and understanding
<b>Motivated By</b>	Collaboration, friendship and a peaceful environment
<b>Judges Others By</b>	Willingness to look for the good in others
<b>Influences Others By</b>	Sincere personal relationships and being available to others
<b>Value to the Team</b>	Effective Listening skills, stability and predictability
<b>Overuses</b>	Tolerance of others and using an indirect approach
<b>When Stressed</b>	Is too trusting of others and becomes too flexible
<b>Fears</b>	Causing stress or pressuring other people



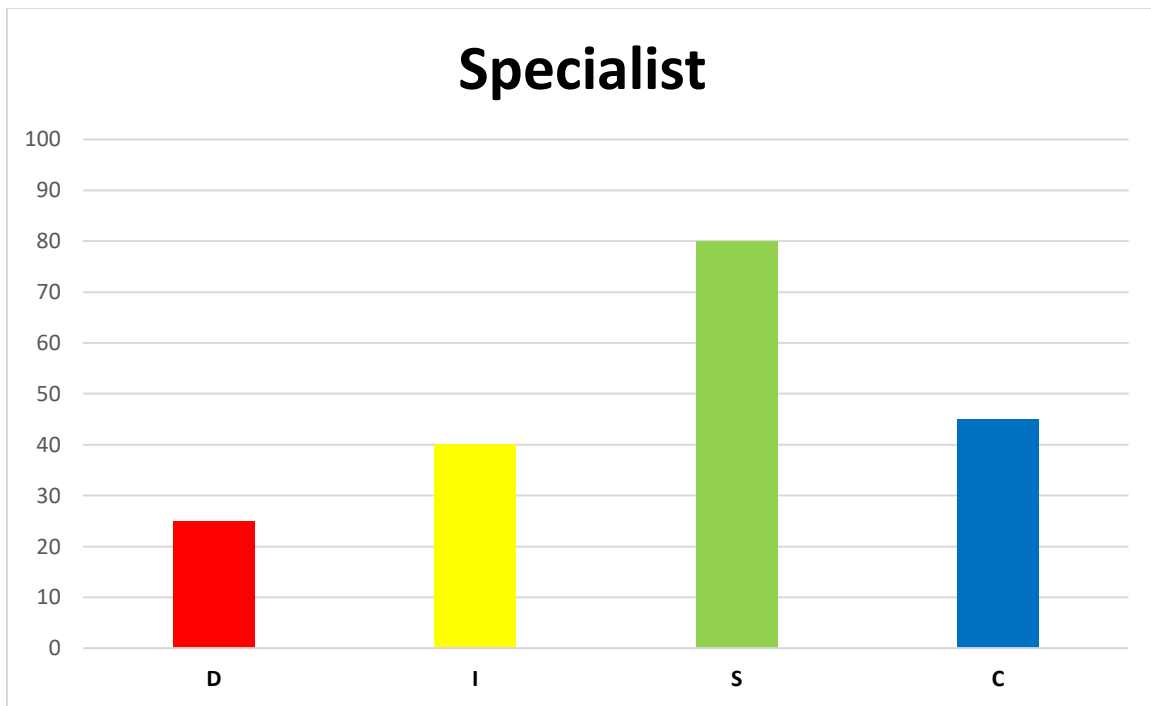
**The Appraiser Pattern** is the fourth of four patterns in the Interactive family and has a primary "I" and a secondary "C" style.

People with the Appraiser pattern have a unique combination of styles. Appraisers tend to be strong communicators, as C's measure their words carefully and I's are naturally skilled at influencing others. Appraisers are perceived as assertive rather than aggressive. They elicit cooperation of others by showing consideration. They use persuasion to involve others in projects. They are creative, direct, and accomplish results.

Appraisers are practical, and ensure progressive results by developing a detailed plan of action. They have a desire to win and can become impatient when their high standards are not met.

<b>Observable Behaviors</b>	Are driven look good and succeed at all costs
<b>Motivated By</b>	Winning with flair! Victory!
<b>Judges Others By</b>	Their willingness and ability to take initiative
<b>Influences Others By</b>	Involving them and offering recognition
<b>Value to the Team</b>	Being a team player and accomplishing goals
<b>Overuses</b>	Position and authority
<b>When Stressed</b>	Becomes critical and impatient
<b>Fears</b>	Disapproval, loss, or failure





**The Specialist Pattern** is the first of four in the Stabilizing family. It is the "Pure" S style.

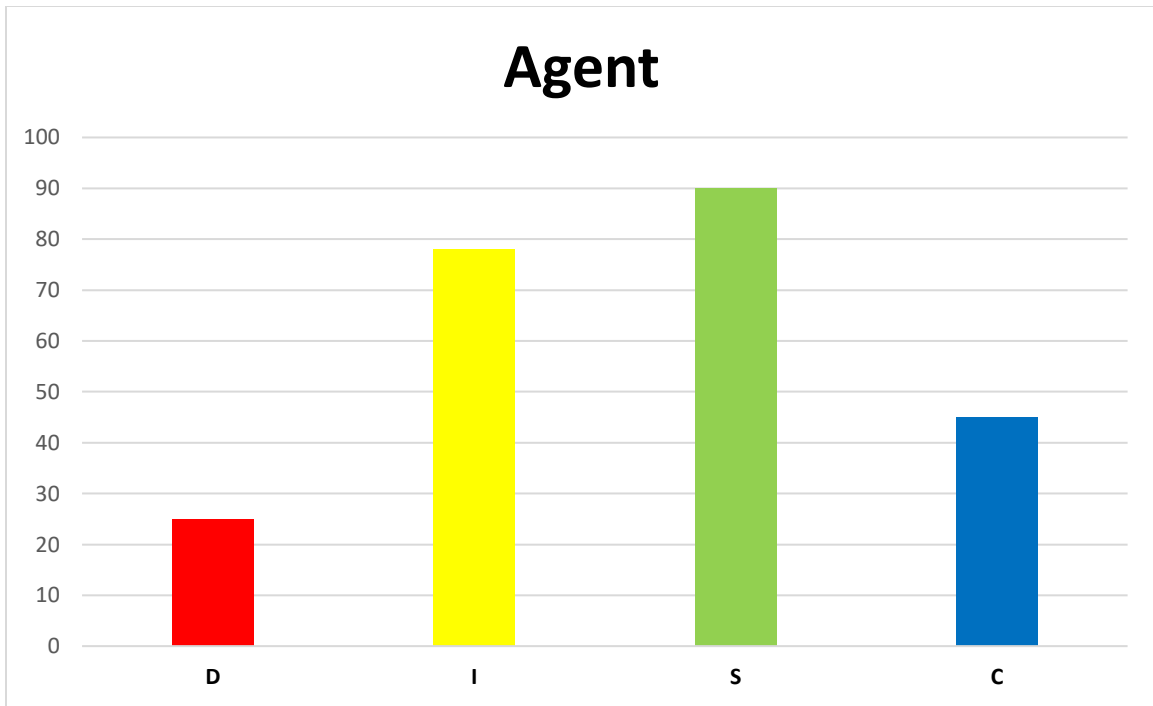
The "Pure" style has only one plotting point above the mid-line. That means that the pure style is not affected significantly by other style influences – *what you see is what you get.*

Specialists are considerate, patient and always stand ready to help others. Because of their modest and mild-mannered personality, they "wear well" with others. The Specialist seeks to restore harmony to home or work. They seek to minimize conflict and create a calm safe environment. They are friendly compassionate people who patiently listen with empathy. They build deep, relationships and are loyal friends and partners.

Specialists prefer practical, tried-and true procedures that ensure stability. They like familiar, predictable patterns that produce consistent and reliable outcomes. They prefer to work behind the scenes and offer support, rather than to lead. Their ability to plan and follow procedures results in consistently remarkable performance.

Change does not come easily to Specialists – they don't believe in change just for the sake of change. If the reasons for change are fully explained and benefits are clear, they will support the change to avoid conflict.

<b>Observable Behaviors</b>	Modest and moderate, accommodating to others
<b>Motivated By</b>	Controlled stable environment, maintaining status quo
<b>Judges Others By</b>	Sincerity, friendliness and competence
<b>Influences Others By</b>	Consistent predictable performance
<b>Value to the Team</b>	Steady calming nature and consistent performance
<b>Overuses</b>	Resistance to change
<b>When Stressed</b>	Capitulates and adapts to those in authority
<b>Fears</b>	Chaos, Change and Disorganization



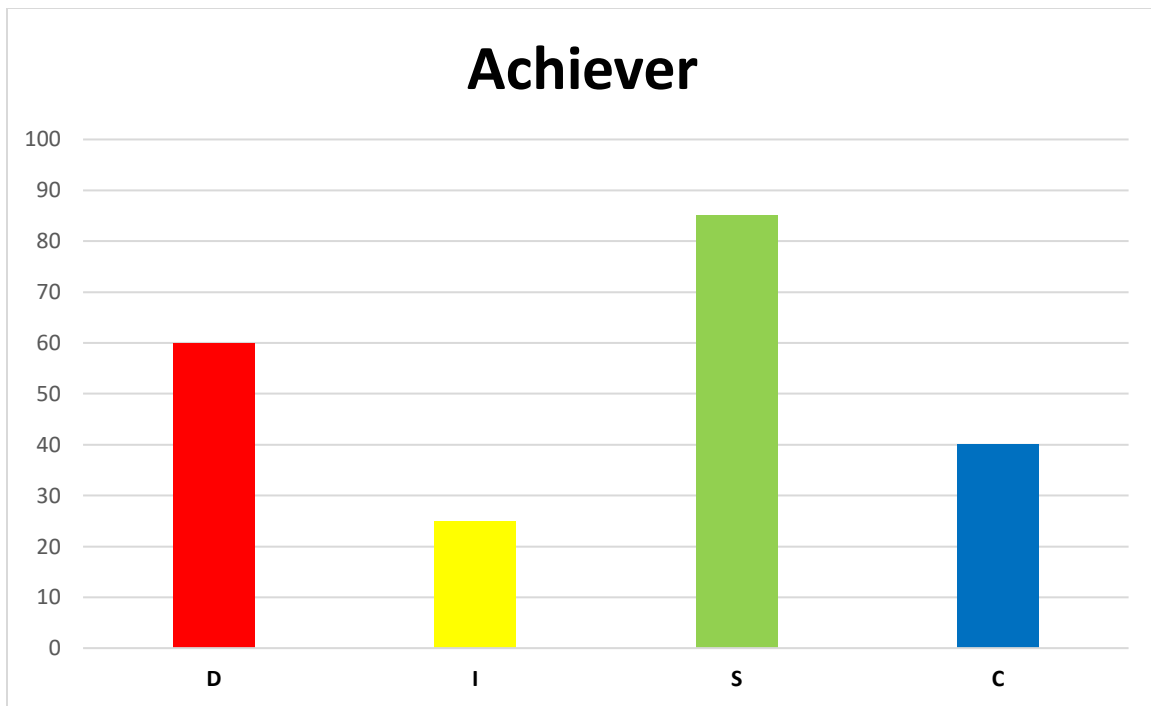
**The Agent Pattern** is the second of four patterns in the Stabilizing family and presents a primary S, with a secondary i.

People with an Agent pattern are easy going, relaxed, and they go with the flow. Like their "i/s" siblings, they strive to maintain harmony in relationships, and are committed to treating people with respect – a key distinction is that they tend to think of others first, then themselves. Their S or supportive style is naturally empathetic, and the i-Interactive style exudes enthusiasm.

Agents exude a kind and generous spirit. They love to work in team settings, and appreciate environments that ensure stability and foster long term relationships with minimal change. Their ability to use empathy without judgment easily attracts and maintains new friendships.

Agents also have excellent task related skills and add stability to their work environment through adherence to procedures and completion of tasks. While they generally avoid conflict, Si's are willing to mediate between others to restore harmony in the workplace.

<b>Observable Behaviors</b>	Quiet, tactful, friendly, casual – accepts affection
<b>Motivated By</b>	Acceptance of their group
<b>Judges Others By</b>	Inclusion of all people
<b>Influences Others By</b>	Loyal Friendships and empathy
<b>Value to the Team</b>	Service, creates harmony and empathy
<b>Overuses</b>	Patience and kindness
<b>When Stressed</b>	Uses key friendships to influence
<b>Fears</b>	Chaos, conflict and disagreement



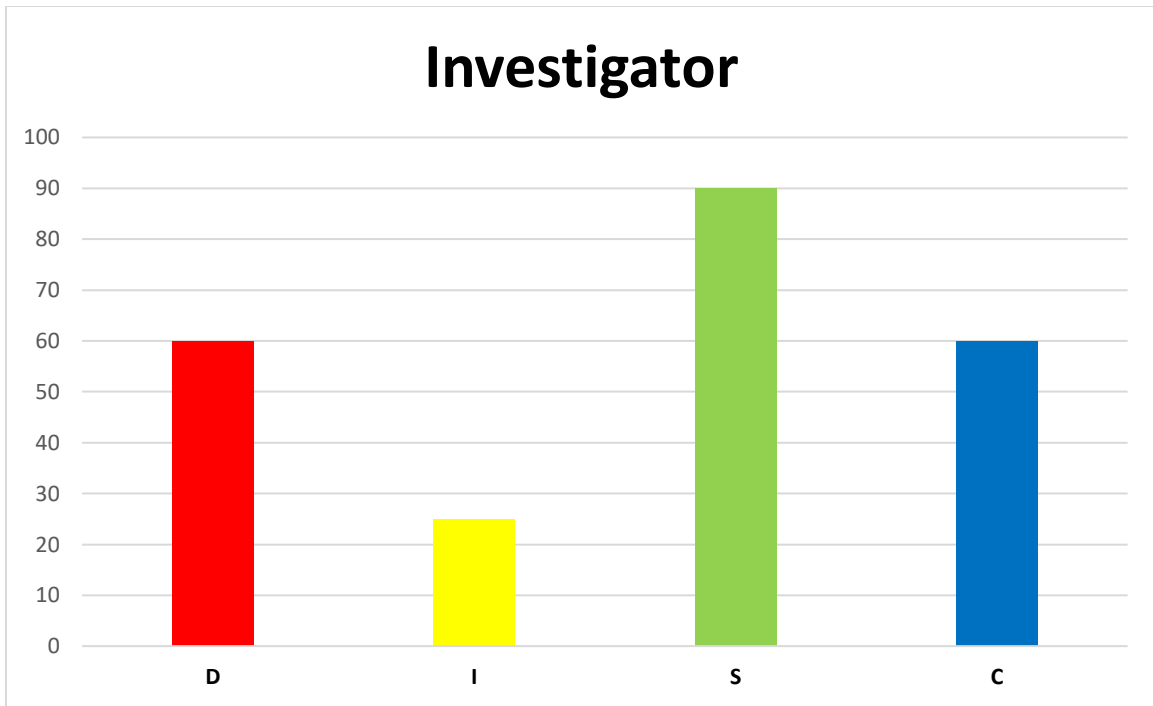
**The Achiever Pattern** is the third of four patterns in the Stabilizing Family and it presents with a primary S and secondary d.

People with the Achiever pattern have a strong sense of personal accountability. They are confident of their personal work accomplishments, and may be reluctant to delegate tasks when under stress. They thrive when they have a strong sense of direction over their work and personal lives. They are continually in pursuit of new accomplishments.

While their D nature is focused on results, their S nature cares about fairness and respect. They are natural style choice when fighting for equality and justice. With their S-compassion and D-tenacity, they are willing to speak up for those who are unwilling or unable. With the willpower of the D tendency, and the S-patience tendency, the Achiever displays unwavering determination to fight for a cause.

The dual style of S and D makes it difficult to predict the reactions of the Achiever. Sometimes they are in D mode – direct and results oriented, and at other times they are in S mode – caring and accommodating. They are highly independent, yet may want to be part of a high performing team. They express fierce loyalty to people in their lives.

<b>Observable Behaviors:</b>	Methodical, deliberate, independent, persistent
<b>Motivated By</b>	Personal Accomplishments
<b>Judges Others By</b>	Ability to achieve measurable results
<b>Influences Others By</b>	Personal accountability for their assigned work
<b>Value to the Team</b>	Independence and completes tasks effectively
<b>Overuses</b>	Task focus and self-reliance
<b>When Stressed</b>	Shows impatience and frustration
<b>Fears</b>	Compromising results with inferior work



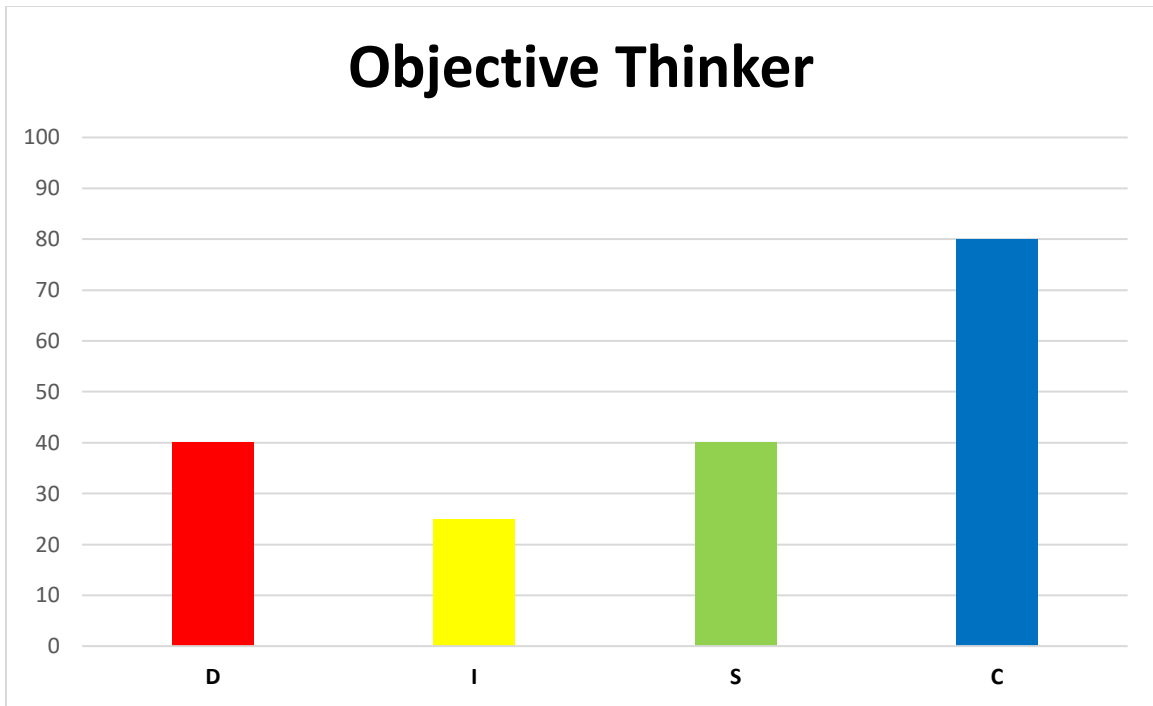
**The Investigator Pattern** is the fourth of four styles in the Stabilizing family. They are recognized by three plotting points above the mid-line – primary S with D and C.

People with the Investigator pattern have dogged determination to goals and follow-through. Investigators are clear about the results they want. They calmly and steadily pursue toward a fixed goal. With a clear plan and organized actions they accomplish much. They thrive on challenging technical assignments where they can use logic instead of emotion.

Their determination and tenacity sometimes needs re-directing. Investigators value accomplishing things in a well done fashion. They assume heavy responsibility and are attentive to important details. They have a keen ability to learn from experience, and can take corrective action when needed.

With a preference to work alone, people are not their top priority.

<b>Observable Behaviors</b>	Persistent, analytical, cautious, disciplined
<b>Motivated By</b>	Position, Title or role title authority
<b>Judges Others By</b>	Their use of factual and reliable information
<b>Influences Others By</b>	Personal tenacity and determination
<b>Value to the Team</b>	Determined task focus and follow-through
<b>Overuses</b>	Bluntness and lack of trust with others
<b>When Stressed</b>	Holds grudges and internalizes conflict
<b>Fears</b>	Criticism in front of peers, being too involved with others



**The Objective Thinker Pattern** is the first of three in the Cautious family and is a **“pure” style**. A “Pure” style has only one plotting point above the mid-line. That means that the pure style is not affected significantly by other style influences – *what you see is what you get*.

People with the Objective Thinker pattern focus on achieving complete and total accuracy in everything they do. They continually question ideas and processes to ensure that things are done properly. They are systematic, practical and efficient.

C’s make decisions based upon logical analysis of observable, quantifiable information, rather than being guided by the emotions of a situation. They often prefer to work independently, yet they remain objective and diplomatic when dealing with others. And generally those with a DiSC Classic 2 Objective Thinker pattern emphasize the importance of facts when drawing conclusions or when planning actions. They are meticulous about advance planning so as to avoid public failure.

When working with others, they are somewhat reticent in expressing their feelings. They dislike aggression, and have a strong need to control their environment. They do this with facts, figures and accuracy. They tend to get bogged down in analysis paralysis.

<b>Observable Behaviors:</b>	Critical thinking, logical, exact, reserved
<b>Motivated By</b>	Precision and accuracy and logic
<b>Judges Others By</b>	Logical thinking and factual information
<b>Influences Others By</b>	Logic, facts and data
<b>Value to the Team</b>	Fact gathering and testing information
<b>Overuses</b>	Tends to over analyze – analysis paralysis
<b>When Stressed</b>	Tends to fret and worry
<b>Fears</b>	Criticism and losing control of emotions



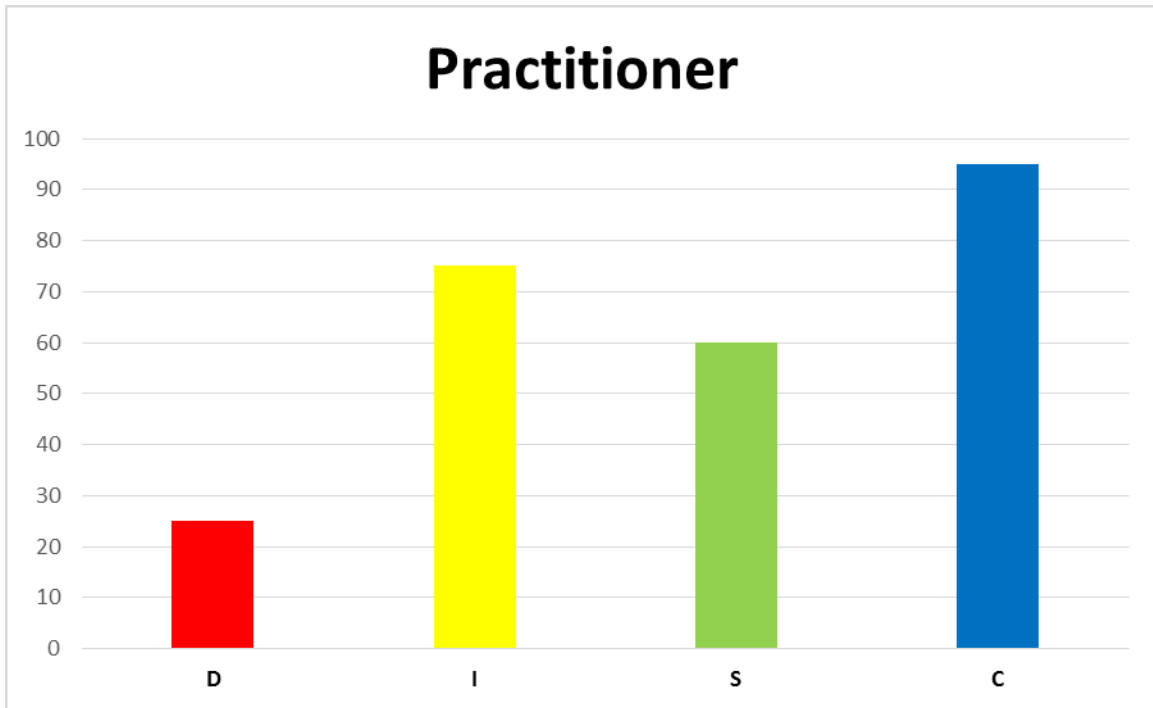
**The Perfectionist Pattern** is the second of three from within the Cautious Family of profiles. It is represented by a Primary C and secondary s.

“If it can’t be done right, then why do anything at all” – that is the mantra of the Perfectionist Styles. Cs styles are driven by a need for accuracy and logic. The C needs precision, and the s is driven by patience, resulting in an individual with a strong quality focus.

DiSC Classic Profile – Perfectionists are precise thinkers and employ plans and procedures for both their personal and professional lives, thus avoiding the unexpected. They use due diligence when called upon for detailed accuracy. They question assumptions and require loads of information that they can analyze when exploring alternatives and before making a decision or reaching conclusions.

C’s have high standards and adhere to pre-set procedures for accomplishments. They enjoy overcoming challenges through persistence and intense focus of attention. C’s can benefit from people who bring levity and positive energy to the environment, in order to provide encouraging feedback and boost morale.

<b>Observable Behaviors:</b>	Reserved, deliberate, precise, cautious
<b>Motivated By</b>	Predictable and stable outcomes
<b>Judges Others By</b>	Precision and high standards
<b>Influences Others By</b>	Accuracy and attention to detail
<b>Value to the Team</b>	Quality Control and maintaining standards
<b>Overuses</b>	Clings to past procedures and “fail safe” options
<b>When Stressed</b>	Resorts to tact and diplomacy
<b>Fears</b>	Hostile antagonistic environment



**The Practitioner Pattern** is the third of three in the Cautious family, and the last of the DiSC Classical Patterns. It is represented by 3 points above the mid-line; a primary C and secondary i and s.

Practitioners enjoy being a team member and helping others succeed. They prefer a supportive role, and would rather not be the leader. They don't want to be held accountable for major decisions or taking risks. When they have plenty of time to think things through, they can bring valuable insights to the team process. Their reluctance to move fast can frustrate others.

Practitioners prefer a comfortable and cooperative environment where people are trusting and pleasant. They thrive when they can contribute to projects that require attention to detail.

Daily performance and self-discipline is important to Practitioners. The expectations they have of themselves and others are very high. They have a tendency to voice disapproval when their expectations are not met.

<b>Observable Behaviors</b>	Accommodating and inspiring
<b>Motivated By</b>	Supporting and interacting with others
<b>Judges Others By</b>	Status of position and self-discipline
<b>Influences Others By</b>	Skill with problem solving and technology
<b>Value to the Team</b>	Can specialize and be proficient
<b>Overuses</b>	Somewhat restrained, puts personal objectives first
<b>When Stressed</b>	Overly sensitive to criticism and restrained.
<b>Fears</b>	Risk taking and being too predictable.