DISC PROFILE

INTERPRETATION OF TRAITS DISPLAYED

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PERSONAL ASSESSMENT SYSTEM - GUIDELINES

The purpose of the Personal Assessment System is to help you understand yourself and others. This system enables you to recognise the framework for human behaviour while also increasing your knowledge of your unique behavioural pattern. The goal of this approach is to help you create the environment, which will ensure greater success for yourself. At the same time, you gain an appreciation for the different motivational environments required by those with different work behavioural styles.

The interpretation firstly provides the participant with a general interpretation of their behaviour and then looks at the specific work traits exhibited by the individual. The interpretations also provide information about ways to improve the participant's effectiveness at work by looking at the environment that person is exposed to.

PERSONAL ASSESSMENT RESULTS - SUMMARY

1.   Characteristics are displayed on the results sheet.

2.   The traits associated with behaviour are as follows:

> *Trait 1   Behaviour Expected By Others*
>
> *Trait 11   Instinctive Response To Pressure*
>
> *Trait 111   Self Perception*

Disclaimer : This assessment is for the person to whom it is addressed and for no other purpose. The accuracy of this assessment should not be relied upon and no responsibility is accepted for results that are inaccurate or incorrect.

INTERPRETATION

Classical
profile pattern
interpretations

The interpretations for the Classical Profile Patterns are based upon the behavioural tendencies demonstrated by people with specific configurations of plotting points. The positional relationships among the four plotting points could result in hundreds of potential configurations and would require several book length volumes for the interpretations. The Personal Assessment System represents a more practical approach with the plotting points being completed from the questionnaire you were asked to fill out. The Classical Profile Patterns are those configurations which occur most frequently in a variety of work situations. They represent the significant difference in work behavioural styles. Depending upon the degree of difference in the configurations of plotting points, you may have one interpretation for all three traits or as many as three. The following explanation facilitates this process.

TRAIT 1: Behaviour, Expected by Others

The interpretation for Trait 1 describes those behavioural tendencies that are most visible to people in your work situation. Based upon the "most" choices, Trait 1 acknowledges the influence others have on your behaviour. This trait reflects the current information you are collecting from managers, colleagues, and subordinates about what they expect of you. Trait 1 is the most dynamic of the three observations in that it is the most subject to change. Such change is not surprising because the work situation represents our daily "bread and butter".

TRAIT 11: Behaviour, Instinctive Response to Pressure

The interpretation for Trait 11 describes those behavioural tendencies that tend to be apparent to others particularly under stress. Trait 11 reflects the information you have collected from significant persons in the past. It contains your history; this is information you have collected, stored, and accepted about yourself. Based upon the "least" choices, this "old" behaviour is drawn upon without conscious thought in pressure situations. Trait 11 tends to be the most static of the traits. It may change gradually in response to traumatic events that force you to re-examine this information.

TRAIT 111: Behaviour, Self-Perception

The interpretation for Trait 111 provides a description of your self-perception. It is a summary trait in that it combines the stored and accepted information (trait 11) with the current demands of the present environment (trait 1). It illustrates that, while behaviour change can and does occur, the change usually is gradual and in response to the perceived demands of the situation.

Dissimilar traits

When Trait 1 is different from Trait 11, you perceive the work environment as demanding work behavioural tendencies that are different from your basic style (Trait 11). The difference in the configuration of plotting points may indicate an attempt to develop a new work style in adjusting to the expectations of others. Or the difference between the graphs may indicate specific environmental demands which are causing you stress.

When Trait 1 is different from Trait 11, but similar to Trait 111, you have been successful in combining the present demands (Trait 1) without altering your history (Trait 11) so that you are fairly comfortable with your self-perception (Trait 111).

When Trait 1 is different from Trait 111, you may be experiencing a period of growth and some discomfort as you attempt to incorporate new demands (Trait 1) which stored information (Trait 11). Your behaviour may fluctuate during this period of assimilating new behaviour.

Similar traits indicate fewer demands for change

Similarity in the three traits indicates that you perceive your current work situation (traits 1) as similar to those of past situations (traits 11). Consequently, there is little need to change your self-perception (trait 111). This may be due to one or more of the following factors:

1.   The work behavioural tendencies demanded by the present work environment are similar to those in the past.

2.   You control what others can demand of you.

3.   The work behavioural tendencies demanded of you are different from those demanded of you in the past, but in lieu of altering your style, you have chosen to augment. That is, you have surrounded yourself with people whose work behavioural tendencies complement your style and combine to meet the demands of the situation.

D.I.S.C. Profile

ACTIVE

<table>
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D = DOMINANCE

FOCUS: Power

KEY WORDS (HI): Driving, Competitive Forceful, Inquisitive, Direct, Self-Starter, Assertive

(LO): Mild, Indecisive, Non-demanding, Hesitant

COMMUNICATING STYLE: Tell

MANAGERIAL STYLE: Autocratic

MOTIVATORS: Power/Control to achieve Tangible Goals

AVOIDANCE FACTORS: Failure

QUESTION: What?

ENGAGES: Force of Character

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I = INFLUENCE

FOCUS: People

KEY WORDS (HI): Influential, Friendly, Persuasive, Verbal, Communicative, Positive

(LO): Self-conscious, Serious, Reflective, Reserved, Probing, Suspicious

COMMUNICATING STYLE: Sell

MANAGERIAL STYLE: Promoter

MOTIVATORS: Recognition and Social inclusion

AVOIDANCE FACTORS: Rejection

QUESTION: Who?

ENGAGES: Personality

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FOCUS: Policy

KEY WORDS (HI): Careful, Compliant, Precise, Perfectionist, Systematic, Accurate, Logical

(LO): Firm, Persistent, Stubborn, Independent, Strong-willed

COMMUNICATING STYLE: Write

MANAGERIAL STYLE: Rule Enforcement

MOTIVATORS: Job Specification and Rules

AVOIDANCE FACTORS: Conflict

QUESTION: How?

ENGAGES: Know-how

C = COMPLIANCE

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FOCUS: Peace

KEY WORDS (HI): Dependable, Deliberate, Amiable, Good Listener, Kind, Persistent

(LO): Mobile, Alert, Active, Eager, Demonstrative, Restless

COMMUNICATING STYLE: Listen

MANAGERIAL STYLE: Procedural

MOTIVATORS: Security

AVOIDANCE FACTORS: Insecurity / Change

QUESTION: Why?

ENGAGES: Experience

S = STEADINESS

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ANTAGONISTIC

FAVOURABLE

PASSIVE

GENERAL INTERPRETATION OF TRAITS DISPLAYED

(D)   Dominance

EMPHASIS IS ON SHAPING THE ENVIRONMENT BY OVERCOMING OPPOSITION TO ACCOMPLISH RESULTS

DESCRIPTION	ACTION PLAN
This person's tendencies include:	**This person needs others who:**

DESCRIPTION	ACTION PLAN
* getting immediate results	* weigh pros and cons
* causing action	* calculate risks
* accepting challenges	* use caution
* making quick decisions	* structure a more predictable environment
* questioning the status quo	* research facts
* taking authority	* deliberate before deciding
* managing trouble	* recognise the needs of others
* solving problems	

This person desires an environment which includes:	**To be more effective, this person needs:**
* power and authority	* difficult assignments
* prestige and challenge	* understanding that they need people
* opportunity for individual accomplishments	* techniques based on practical experience
* wide scope of operations	* an occasional shock
* direct answers	* identification with a group
* opportunity for advancement	* to verbalise the reasons for conclusions
* freedom from controls and supervision	* an awareness of existing sanctions
* many new and varied activities	* to pace self and to relax more

GENERAL INTERPRETATION OF TRAITS DISPLAYED

(I) Influencing of Others

EMPHASIS IS ON SHAPING THE ENVIRONMENT BY BRINGING OTHERS INTO ALLIANCE TO ACCOMPLISH RESULTS

DESCRIPTION

ACTION PLAN

This person's tendencies include:

*   contacting people
*   making a favourable impression
*   verbalising with articulateness
*   creating a motivational environment
*   generating enthusiasm
*   entertaining people
*   desiring to help others
*   participating in a group

This person needs others who:

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

This person desires an environment which includes:

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

To be more effective, this person needs:

*   control of time, if **D** or **S** is below the midline
*   objectivity in decision-making
*   participatory management
*   more realistic appraisals of others
*   priorities and deadlines
*   to be more firm with others if **D** is below the midline

GENERAL INTERPRETATION OF TRAITS DISPLAYED

(S)   Steadiness

**EMPHASIS IS ON COOPERATING WITH OTHERS TO
CARRY OUT THE TASK**

DESCRIPTION   **ACTION PLAN**

This person's tendencies include:

*   performing an accepted work
        pattern
*   sitting or staying in one place
*   demonstrating patience
*   developing specialised skills
*   showing loyalty
*   being a good listener
*   calming excited people

This person needs others who:

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

**This person desires an environment
which includes:**

*   security of the situation
*   status quo unless given reasons
        for change
*   minimal work infringement on home
        life
*   credit for work accomplished
*   limited territory
*   sincere appreciation
*   identification with a group
*   traditional procedures

To be more effective, this person needs:

*   conditioning prior to change
*   validation of self-worth
*   information on how one's efforts
        contribute to the total effort
*   work associates of similar
        competence and sincerity
*   guidelines for accomplishing the task
*   encouragement of creativity
*   confidence in the ability of others

GENERAL INTERPRETATION OF TRAITS DISPLAYED

(C)   Cautiousness/compliance (to their standards)

**EMPHASIS IS WORKING WITH EXISTING
CIRCUMSTANCES TO PROMOTE QUALITY
IN PRODUCTS OR SERVICE**

DESCRIPTION

ACTION PLAN

This person's tendencies include:

*   attention to key directives
        and standards
*   concentrating on key details
*   working under known controlled
        circumstances
*   being diplomatic with people
*   checking for accuracy
*   critical thinking
*   critical of performance
*   complying with authority

**This person desires an environment
which includes:**

*   security assurances
*   standard operating procedures
*   sheltered environment
*   reassurance
*   no sudden or abrupt changes
*   being part of a work group
*   personal responsiveness to
        their effort
*   status quo unless assured of
        quality control
*   door openers who call attention
        to accomplishments

This person needs others who:

*   desire to expand authority
*   delegate important tasks
*   make quick decisions
*   use policies only as guidelines
*   compromise with the opposition
*   state unpopular positions

To be more effective, this person needs:

*   precision work
*   opportunity for careful planning
*   exact job and objective descriptions
*   scheduled performance appraisals
*   as much respect for people's
        personal worth as for what they
        accomplish
*   to develop tolerance for conflict

ACHIEVER PATTERN

The motivation of Achievers is largely internal an flows from deeply felt personal goals. This prior commitment precludes an automatic acceptance of the group goal. By retaining major direction of their lives, Achievers have developed a strong sense of accountability. In addition, they demonstrate a keen interest in their work and an intense, continual striving for accomplishment. Achievers have a high opinion of their work and often do it themselves so that it is done right. They become the "doer" rather than the "delegator". Even when they delegate there is a tendency to take back the task if it is not going according to their satisfaction. Their guiding premise: "If I succeed, I want the credit and if I fail, I'll take the blame!" An increase in communication would avoid an either-or thinking of "I have to do it myself", or "I want all the credit". Achievers know they function at peak efficiency and they expect recognition equal to their contributions. In profit organisations - high wages. In other groups - leadership positions.

emotions	industrious, diligent, displays frustration.
goal	personal accomplishments, sometimes at the expense of group.
Judges others by	concrete results.
Influences others by	accountability for own work.
value to the organisation	sets and completes key result area for self.
overuses	reliance on self; absorption in task.
under pressure	becomes frustrated and impatient; may fail to communicate; becomes more of a "doer" and less a "delegator".
fears	others with competing or inferior work standards.
would increase effectiveness with more	reduction of "either-or" thinking; clarity of task priority and optional approaches; willingness to compromise short term for long range benefits.

AGENT PATTERN

Agents are attentive to both the human relations and the task aspects of the work situation. Empathetic and supportive, they are good listeners and are known for their willing ear. Agents also make people feel wanted and needed because of their responsiveness to affectionate overtures. Others have little fear of being rejected by Agents. Moreover, Agents offer friendship and are willing to perform services. In relation to the task aspect of the job, they have excellent potential in organising the work and carrying it out in an accepted pattern. Agents are especially good in doing for others what they find difficult to do for themselves. However, Agents do fear conflict and dissension. Their supportive approach may help others to tolerate a situation rather than engage in active problem solving. In addition, Agents tend to adapt a "low" profile in preference to open confrontations with aggressive individuals. Still, Agents have a fair degree of independence even though they are concerned with how they fit into the group.

emotions	accepts affection; rejects aggression.
goal	acceptance.
Judges others by	tolerance and inclusion.
Influences others by	offering understanding; friendship.
value to the organisation	supports, harmonises, empathises; service orientated.
overuses	kindness.
under pressure	becomes persuasive through 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; would benefit from saying "no" when appropriate.

APPRAISER PATTERN

Appraisers take creative ideas and make them serve practical purposes. They are competitive, and use direct methods to accomplish results. However, other people tend to view Appraisers as assertive rather than aggressive because of their demonstrations of consideration. Instead of giving orders or commands, Appraisers involve people in the task by using persuasive methods. They elicit the cooperation of those around them by explaining the rationale for the proposed activities. Appraisers tend to be skilled in helping others to visualise the steps which are necessary to accomplish the results. They are usually speaking from a detailed plan of action which they have developed to ensure an orderly progress. However, 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 and can be quite verbal in expressing their criticisms. The words can have a caustic sting. Appraisers have better control of the situation if they relax and pace themselves. A helpful axiom to achieve this: "Some you win and some you lose".

emotions	high drive factor to look good.
goal	"win" with flair.
Judges others by	ability to initiate activities.
Influences others by	competitive recognition.
value to the organisation	accomplishes goals through people.
overuses	authority or ingenuity.
under pressure	becomes restless, critical, impatient.
fears	"losing"; looking bad to others.
would increase effectiveness with more	individual follow-through; empathy when showing disapproval; pace themselves.

COUNSELLOR PATTERN

Counsellors are particularly effective in solving people problems. They impress others with their warmth, empathy, and understanding. Counsellors prefer to deal with people on the intimate basis of a long-standing relationship. This approach is most effective in a low-keyed situation. Good listeners, with a willing ear for problems, they offer unobtrusive suggestions and refrain from imposing their ideas on others. Counsellors tend to be overly tolerant and patient with non-producers. Under pressure they may have difficulties. Counsellors are too indirect when issuing orders, making demands, or disciplining others. With an attitude of "people are important", Counsellors also place less emphasis on task accomplishment. They sometimes require assistance in setting and meeting realistic deadlines. Counsellors often take criticism as a personal affront, but respond to attention and compliments for assignments well done.

emotions	approachable; affectionate and understanding.
goal	friendship; happiness.
Judges others by	positive acceptance; generally looking for the good in people.
Influences others by	personal relationships; practicing an "open door" policy.
value to the organisation	stable, predictable; wide range of friendships; good at listening to feelings.
overuses	indirect approach; tolerance.
under pressure	becomes overly-flexible and intimate; to trusting without differentiating among people.
fears	pressuring people; being accused of causing harm.
would increase effectiveness with more	attention to realistic deadlines; initiative in getting the task done.

CREATIVE PATTERN

Persons with the Creative Pattern display two antithetical forces in the behaviour. Desire for tangible accomplishments is counterbalanced by an equal striving for perfection. Aggressiveness is tempered by sensitivity. Quickness of thought and reaction time are restrained by the wish to explore all possible solutions before deciding. Creative Persons exhibit a lot of foresightedness in focusing on projects, and they do bring about change. They can make daily decisions quickly but may be extremely cautious in making the bigger decisions "Should I take the promotion?" Should I move to another location?" Creative Persons want freedom to explore and authority to re-examine and retest findings. Sometimes they need assistance to bring projects to completion, but may resent restrictions. Creative Persons may not be concerned about social poise. They may project cool aloofness and bluntness.

emotions	accepts aggression; may be restrained in expression.
goal	dominance; unique accomplishments.
Judges others by	personal standards; progressive ideas in getting the thing done.
Influences others by	setting a pace in developing systems; task or project competition.
value to the organisation	initiator or designer of changes.
overuses	bluntness; critical or condescending attitude.
under pressure	easily bored with routine work; sulky when unwillingly restrained; assertive and pioneering.
fears	not being influential; failure to achieve their standards.
would increase effectiveness with more	warmth; tactful communication; team cooperation; recognition that sanctions exist.

DEVELOPER PATTERN

Developers tend to be strong individualists who continually seek new horizons. Extremely self-reliant, they prefer to find their own solutions. Relatively free of the constraining influence of the group. Developers are able to bypass convention and often come up with imaginative and innovative solutions. While they tend toward direct and forceful behaviour, they are capable of shrewdly manipulating people and situations. However, when forced to participate with others in situations which limit their individualism, Developers are apt to become belligerent. They are self-centred; opportunities for advancement and challenge are important to them. In addition, they have high expectations of others and can be critical when their standards are not met. Lacking empathy, Developers often seem uncaring. They may express it as "Take an aspirin. I had the same thing myself! Don't be a baby. You'll be all right!".

emotions	individualistic in the meeting of personal needs.
goal	a new opportunity.
Judges others by	ability to meet the Developer's standards.
Influences others by	finding solutions to problems; personal sense of power projected.
value to the organisation	avoids "passing the buck", new or innovative problem solving.
overuses	control of people and situations to accomplish his/her own results.
under pressure	becomes a loner when things need to be done; belligerent if individualism is threatened or doors to challenge are closed.
fears	boredom.
would increase effectiveness with more	patience, empathy; participation and collaboration with others; follow-through and attention to importance of quality control.

INSPIRATIONAL PATTERN

Persons with the Inspirational Pattern consciously attempt to modify the thoughts and actions of others. They are astute in identifying and manipulating a person's existing motives and directing the resulting behaviour toward a predetermined end. Inspirational persons are firm about the results they want, but do not always verbalise them immediately. They introduce the results they want only when they have created an environment of readiness in the other person. For example, Inspirational Persons offer friendship to those desiring acceptance, more authority to those who seek power, and security to those who need a predictable environment. Inspirational Persons can be charming in their contacts with others. They are persuasive in obtaining assistance for the repetitive and time-consuming details. However, people often experience a conflicting sensation of being drawn to them and yet curiously distanced. Others may have a feeling of being "used". Inspirational Persons can inspire fear in others and they often override the decisions of others.

emotions	accepts aggression; tends to outwardly down play their need for affection.
goal	controlling their environment or audience.
Judges others by	how they project personal strength; character and social power.
Influences others by	charm; direction, intimidation, use of rewards.
value to the organisation	"people mover", initiates, demands, compliments, disciplines.
overuses	ends justify the means.
under pressure	becomes manipulative; quarrelsome; belligerent.
fears	being too soft; loss of social status.
would increase effectiveness with more	genuine sensitivity; willingness to help others succeed in their personal development separate from him/her where appropriate.

INVESTIGATOR PATTERN

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 a dogged determination for follow-through. Once embarked on a project, investigators fight tenaciously to achieve their objectives. Force is sometimes necessary to change their direction and they may be viewed as stubborn and opinionated. Investigators do well with challenging assignments of a technical nature and respond to logic rather than to emotion. In selling or marketing an idea, they can be especially successful if they have a concrete product. Investigators can utilise factual data, interpreting this information and drawing conclusions. Preferring to work alone, Investigators are not especially interested in pleasing people; they may be viewed as coldly blunt and tactless. Investigators need to develop more understanding of people through a systematic approach.

emotions	dispassionate; self disciplined.
goal	power of formal role positions.
Judges others by	use of data.
Influences others by	determination, tenacity.
value to the organisation	comprehensive, attention to details; working on tasks individually, in pairs, or small groups.
overuses	bluntness; suspicion of others.
under pressure	tends to internalise conflict; remember wrongs done to them.
fears	involvement with the masses; selling abstract ideas.
would increase effectiveness with more	flexibility; acceptance of others; personalised involvement.

OBJECTIVE THINKER PATTERN

Objective Thinkers tend to have highly developed critical abilities. They emphasise the importance of drawing conclusions and basing actions on factual data. However, Objective Thinkers often combine intuitive information with the facts they have gathered to manage in a most effective way. When they are in doubt about a course of action, they avoid making a "fool" of themselves by meticulous preparation. First, they develop a skill on their own. Only then will they enter into the activity with a group. Objective Thinkers tend to select people like themselves who are more effective in a peaceful environment. Considered shy by some, they may be reticent about expressing their feelings. In particular, they are uncomfortable with aggressive people. Objective Thinkers are concerned with the "right" answer and may have trouble making decisions. Too often, when they do make a mistake, they hesitate to acknowledge it. Instead, Objective Thinkers immerse themselves in researching for materials which may still support their position.

emotions	tends to reject interpersonal aggression.
goal	correctness.
Judges others by	thinking ability.
Influences others by	factual data, logical arguments.
value to the organisation	defines, clarifies; obtains information; evaluates; tests
overuses	analysis; innovation.
under pressure	becomes worrisome.
fears	irrational acts; ridicule.
would increase effectiveness with more	self-disclosure; willingness to experience their real emotional states; sharing their insights and opinions with others in public.

OVERSHIFT PATTERN

Before you proceed review your profile graph scores for the possibility of errors made in computing your responses. An overshift occurs when all flour plotting points are positioned above the midline (horizontal line 14) on the graph. The person may be experiencing a period of questioning and a lack of self-acceptance. A need to over achieve may be an additional feeling that results in actual over performance. If the person's work performance is beyond the nor, others in the work environment may comment", "She's quite a worker," or "He's trying to prove something." The person may inwardly wonder how long the pace can be maintained.

An overshift in Graph 1, **BEHAVIOUR, EXPECTED BY OTHERS,** indicates that the person may see the current environment as ambiguous. This ambiguity may be due to insufficient reinforcement for productive behaviour or inadequate directions as to expectations. An aid to resolving the overshift is to seek out information regarding expectations.

An overshift in Graph 11, **BEHAVIOUR, INSTINCTIVE RESPONSE TO PRESSURE,** may indicate that, early in life, the person learned to respond to ambiguous situations with questioning and over achievement. Further learning may have weakened this behavioural response, but pressure situations tend to uncover this "old" behaviour. Eliminating the pressure is a straightforward solution. If this is not possible, awareness of the tendency to this type of response can spur a re-examination of whether this behaviour is appropriate to this situation. Another answer is to emulate the behaviour of someone who responds well to pressure.

An overshift in Graph 111, **BEHAVIOUR, SELF PERCEPTION,** may indicate that the person is experiencing some ambiguity of self-concept, flowing either from a reaction to the current environment or from learned responses in the past. An environment that reinforces current behaviour and clarifies expectations helps to resolve the ambiguous work situation.

Note: To determine if the overshift is due to temporary conditions, respond to another Personal Profile System after a few days. You may also want to request someone who knows you well to take a Personal Profile System on you. This provides information as to how you are perceived by another person.

PERFECTIONIST PATTERN

Perfectionists are systematic, precise thinkers and workers who tend to follow procedure in both personal and business life. Extremely conscientious, they are painstaking in work which requires attention to detail and accuracy. Perfectionists desire specifics on what is expected, how much time is required, and how the work will be evaluated. They can make major decisions but may be criticised for the time span they require. In particular, Perfectionists bog down in details in the decision-making process. Although they like to check out the opinion of their supervisors, Perfectionists do take risks when they have the facts and can interpret and draw conclusion. Perfectionists want reassurance and personal attention. However, they have been reinforced early in life in terms of how well they do things, not for who they are. They tend to react to personal compliments with the thought: "I wonder what this person wants!". Acceptance of sincere reinforcement for what they are can increase their self-confidence.

emotions	competent in doing things right; restrained; cautious.
goal	stable, predictable accomplishments.
Judges others by	precise standards.
Influences others by	their demeanour, attention to details and accuracy.
value to the organisation	conscientious; maintains standards; quality control.
overuses	procedures and "fail-safe" controls; over dependency on people, products and processes that have worked in past.
under pressure	becomes tactful, diplomatic.
fears	antagonism.
would increase effectiveness with more	role flexibility; independence and interdependence; belief in self as a worthwhile person in their own right

PERSUADER PATTERN

Persuaders work with and through people. That is, they strive to do business in a friendly way while pushing forward to win their own objectives. Possessing an outgoing interest in people, Persuaders have the ability to gain the respect and confidence of various types of individuals. This ability is particularly helpful to Persuaders in winning positions of authority. In addition, they seek work assignments which provide opportunities to make them look good. Work with people, challenging assignments, variety of work, and activities which require mobility provide the most favourable environment for Persuaders. However, they may be too optimistic about the results of projects and the potential of people. Persuaders also tend to over estimate their ability to change the behaviour of others. While Persuaders seek freedom from routine and regimentation, they do need to be supplied with analytical data on a systematic basis. When they are alerted to the importance of "little things", adequate information helps them to control impulsiveness.

emotions	trusts others; enthusiastic.
goal	authority and prestige; a variety of status symbols.
Judges others by	ability to verbalise; flexibility
Influences others by	friendly manner; openness; verbal adeptness.
value to the organisation	seller, closer; delegates responsibility; poised; confident.
overuses	enthusiasm, oversells, optimism.
under pressure	becomes soft and persuadable; organised when desires to look good.
fears	a fixed environment; complex relationships.
would increase effectiveness with more	challenging assignments; attention to task directed service and key details; objective analysis of data collective perspective.

PRACTITIONER PATTERN

Practitioners value proficiency in special areas. Spurred by the desire to be "good at something", they carefully monitor and critique their own work performance. Although their aim is to become "the" expert in an area, Practitioners frequently give the impression of knowing something about many things. This image is especially strong when they verbalise the knowledge they possess on a variety of subjects. As Practitioners interact with others, they often project an amiable and easy-going style. This attitude, however, may change quickly in their own work area. Here, Practitioners become intent on doing things in a way which will meet a high standard of operating procedure. They are quality control people. They have high expectations of themselves and others, and they verbalise their disappointment. While they tend to concentrate on developing procedures and increasing their own skills, Practitioners do need to help others build skills. In addition, they need to increase their appreciation of those who contribute even though they may not use what the Practitioner considers the "right way".

emotions	wants to keep up with others in effort and technical performance.
goal	high ambitions for personal growth.
Judges others by	self-discipline; their position and advancements.
Influences others by	confidence in ability to enlarge skills; developing and following "proper" procedures and actions.
value to the organisation	skilled in technical and people problem solving; proficient in specialty.
overuses	over-attention to personal objectives; somewhat unrealistic expectations of others.
under pressure	becomes restrained; sensitive to criticism.
fears	being too predictable; being unrecognised.
would increase effectiveness with more	genuine collaboration for common benefit; delegation of key tasks to appropriate individuals.

PROMOTER PATTERN

Promoters have an extensive network of contacts which provides an active basis for doing business. Gregarious and socially adept, they develop friendships easily. They rarely antagonise others intentionally. Promoters seek favourable social environments where they can continue to develop and maintain such contacts. Verbally articulate, they are good at promoting their own ideas and creating enthusiasm for the projects of others. With their wide range of contacts, Promoters have access to appropriate persons who have the capacity to help. Usually optimistic, they tend to misjudge the abilities of others. Promoters often leap to favourable conclusions without considering all the facts. To others they appear inconsistent in their conclusions. Closer democratic supervision helps Promoters to develop a profit emphasis and objectivity. Controlling and planning time expenditures may present difficulties. By setting a time limit on talking, Promoters can remind themselves of the urgency of "closing" and accomplishing the task.

emotions	willing to accept others.
goal	approval, popularity.
Judges others by	verbalisation skills.
Influences others by	praises, opportunities, favours.
value to the organisation	relieves tension; promotes projects and people, including themselves.
overuses	praise, optimism.
under pressure	becomes careless and sentimental; disorganised in getting "things" done.
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 for others; patience and humility.

RESULT ORIENTATED PATTERN

Result Oriented Persons display a self-confidence some may interpret as arrogance. They actively seek opportunities which 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 "I'll do it!". Result Oriented Persons tend to avoid constraining factors such as direct controls, time-consuming details, and routine work. Forceful and direct, they may have difficulties with others. Result Oriented Persons are quick in thought and action. They are impatient and fault finding with those who are not. Their egotism can be overbearing to some. They may lack empathy, appearing to others as cold and blunt.

emotions	high verbalised 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	"show em" attitude and actions.
overuses	impatience, win-lose competition.
under pressure	becomes critical and fault finding; resists participating in a team; may overstep prerogatives.
fears	others will take advantage of them; slowness, especially in task activities; being too `soft' or `close' with others.
would increase effectiveness with more	verbalisation of his reasoning; seeking other views and ideas about his goals, in solving problems; genuine concern for others, patience and humility.

SPECIALIST PATTERN

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. Indeed, they tend to build a close relationship 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 of endeavour, Specialists plan their work along directed channels and achieve a remarkable consistency of performance. Constant appreciation from others helps to maintain that level. Specialists are slow to adapt to change. Prior conditioning gives them time to change their procedure and still maintain a consistent level of performance. Specialists may also require help in starting new projects and in developing short-cut methods to meet deadlines. Finished projects are often put aside for later finalisation. One piece of advice: Throw away some of those old folders in the file cabinet!

emotions	calculated moderation, accommodating.
goal	status quo; controlled environment.
Judges others by	friendship standards; then competency.
Influences others by	consistency of performance; accommodation.
value to the organisation	short-term planner; predictable; consistent; maintains steady pace.
overuses	modesty; low risk-taking; passively resistant to innovation.
under pressure	becomes adaptable to those in authority and group thinking.
fears	change; disorganisation.
would increase effectiveness with more	sharing of their ideas; self-confidence based on feedback; short-cut methods; focus on critical tasks and details.

TIGHT PATTERN

A tight configuration occurs when all four plotting points are clustered in the same segment of the graph. The clustering indicates that the person may be trying to be all things to all people. For example, the desire to make quick decisions may be counterbalanced by an equal attempt to work with and through people. In addition, the persona may be attempting to accomplish all the work while also trying to ensure the quality. Behaviour may alternate between periods of furious activity and periods of overwhelmed frustration.

A tight configuration in Graph 1, **BEHAVIOUR, EXPECTED BY OTHERS,** may indicate that the person is receiving insufficient reinforcement for productive behaviour or inadequate direction concerning priorities in the work environment. Clarifying what others expect in the work situation may help to resolve the attempt to be all things to all people.

A tight configuration in Graph 11, **BEHAVIOUR, INSTINCTIVE RESPONSE TO PRESSURE,** may indicate that the person, early in life, learned to respond to an ambiguous situation by trying to please everyone. The results were cycles of frustration alternating with great effort. Later learning may have lessened this behavioural response, but pressure situations tend to unearth this "old" behaviour. Eliminating the pressure is a straightforward solution. If this is not possible, awareness of the tendency toward the response can spur a re-examination of whether this behaviour is appropriate to the current work situation. Another answer is to emulate the behaviour of someone who responds well to pressure.

A tight configuration in Graph 111, **BEHAVIOUR, SELF PERCEPTION,** may indicate that the person is experiencing some ambiguity about self, flowing either from the present environment or from past experiences. Reinforcement of productive behaviour and clarification of expectations tend to resolve a tight configuration.

Note: To determine if the tight configuration is due to temporary conditions, respond to another Personal Profile System in a few days. You may also want to request someone who knows you well to take a Personal Profile System on you. This provides information as to how you are perceived; by another person.

UNDERSHIFT PATTERN

Before you proceed review your profile graph scores for the possibility of errors made in computing your responses. An undershift occurs when all four plotting points are positioned below the midline (horizontal line 14) on the graph. The person may be experiencing a period of discouragement and a lack of self-acceptance. Feelings of underachieving or an actual drop in work performance may be additional factors. If there is a drop in performance, the person may be subject to some criticism. Even if performance is maintained, the individual may have self-doubts. Comments from others in the work environment may range from "He's just never satisfied with what he does", to "She's really not doing very well".

An undershift in Graph 1, **BEHAVIOUR, EXPECTED BY OTHERS,** may indicate that the person perceives the work environment as ambiguous. This ambiguity may be due to insufficient reinforcement for productive behaviour or inadequate directions as to what is expected. Clarifying the expectations of others may help to resolve the undershift.

An undershift in Graph 11, **BEHAVIOUR, INSTINCTIVE RESPONSE TO PRESSURE,** may indicate that, early in life, the person learned to respond to ambiguous situations with feelings of discouragement. Further learning may have weakened this behavioural response, but pressure situations tend to unearth this "old" behaviour. Eliminating the pressure is a straight forward solution. If this is not possible, awareness of the tendency to this type of response can spur an analysis of whether this behaviour is appropriate to the situation.

An undershift in Graph 111, **BEHAVIOUR, SELF PERCEPTION,** may indicate that the person is experiencing some uncertainty of self-identity, flowing either from a reaction to the current environment or from learned responses in the past. An environment that reinforces productive behaviour and clarifies expectations helps to resolve the ambiguous situation.

Note: To determine if the undershift is due to temporary conditions, respond to another Personal Profile System after a few days. You may also want to request someone who knows you well to take a Personal Profile System on you. this provides information as to how you are perceived by another person.