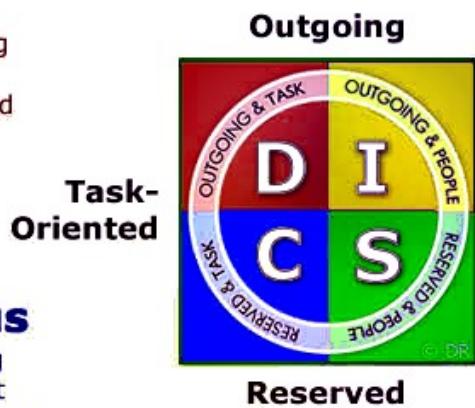


# DISC Behavior Dimensions

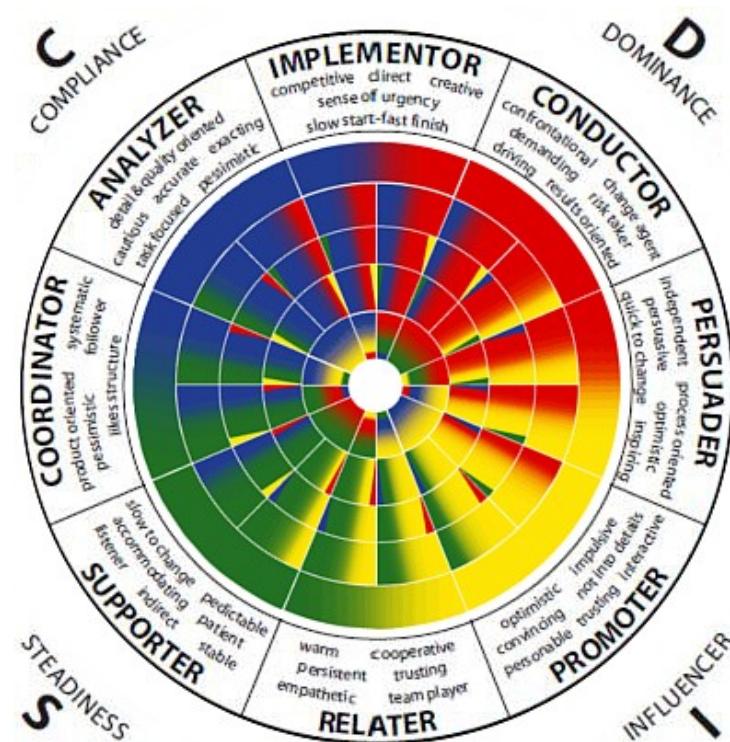
## Dominant

- Direct
- Demanding
- Decisive
- Determined
- Doer



## Cautious

- Calculating
- Competent
- Conscientious
- Contemplative
- Careful



## Inspiring

- Influencing
- Impressionable
- Interactive
- Impressive
- Involved

## Dominance: Approach to Problems

High: New problems solve quickly, assertively, actively. Gets to the bottom-line quickly

Low: New problems solved in a controlled, organized way. Thinks before acting.

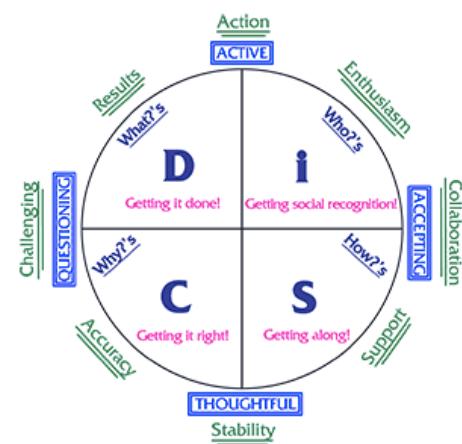
## Supportive

- Stable
- Steady
- Sweet
- Status-quo
- Shy

## Influencing: Approach to People

High: Meets new people in an outgoing, talkative manner. Gregarious and emotional.

Low: Meets new people in a quiet, controlled, reserved manner. Emotionally controlled.



## Steadiness: Approach to Work Pace

High: Prefers a controlled, deliberate work environment. Values security of situation.

Low: Prefers a flexible, dynamic, changeable environment. Values freedom of expression.

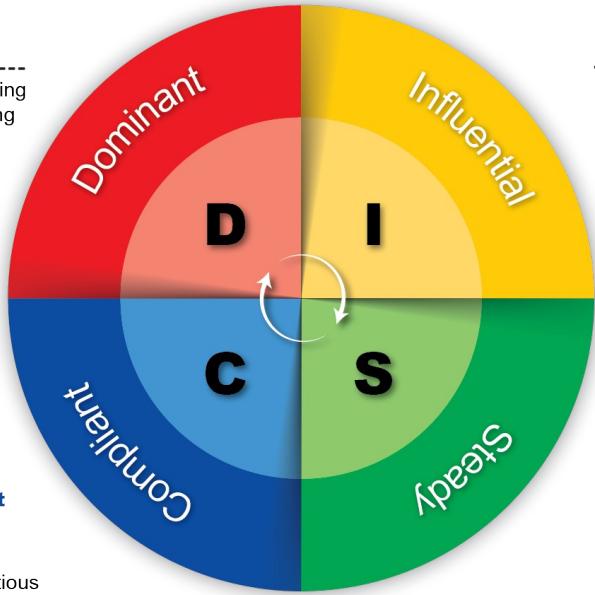
## Cautious: Approach to Procedures

High: Likes things done “the right way”, and says, “Rules are made to be followed”.

Low: Works independently of the procedures and says, “Rules are made to be bent or broken”.

**Dominant**

- Direct
- Decisive
- Doer
- 
- Domineering
- Demanding

**Active**

Task Focus

People Focus

**Compliant**

- Cautious
- Careful
- Conscientious
- 
- Calculating
- Condescending

**Reflective****Low Emotional Intelligence****High Emotional Intelligence**

Aggressive  
Demanding  
Egotistical  
Bossy  
Confrontational



Assertive  
Ambitious  
Driving  
Strong-Willed  
Decisive

Easily Distracted  
Glib  
Selfish  
Poor Listener  
Impulsive



Warm  
Enthusiastic  
Sociable  
Charming  
Persuasive

Resistant to Change  
Passive  
Un-Responsive  
Slow  
Stubborn



Patient  
Stable  
Predictable  
Consistent  
Good Listener

Critical  
Picky  
Fussy  
Hard to Please  
Perfectionistic



Detailed  
Careful  
Meticulous  
Systematic  
Neat

**Influential**

- Inspirational
- Interactive
- Interesting
- 
- Impulsive
- Irritating

People Focus

**Steady**

- Stable
- Supportive
- Sincere
- 
- Slow
- Sensitive

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	<b>Espresso</b>	<b>Mocha</b>	<b>Chai</b>	<b>Latte</b>
<b>STYLE</b>	<b>Dominant</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Conscientious</b>
<b>PACE</b>	<b>Faster</b>	<b>Faster</b>	<b>Slower</b>	<b>Slower</b>
<b>PRIORITY</b>	<b>Task</b>	<b>Relationship</b>	<b>Relationship</b>	<b>Task</b>
<b>FEARS</b>	<b>Loss of control</b>	<b>Loss of prestige</b>	<b>Confrontation</b>	<b>Embarrassment</b>
<b>UNDER STRESS, MAY</b>	<b>Dictate/Assert</b>	<b>Attack/Confront</b>	<b>Submit/Hesitate</b>	<b>Withdraw/Resent</b>
<b>DESIRSES</b>	<b>Productivity</b>	<b>Recognition</b>	<b>Sincerity</b>	<b>Accuracy</b>
<b>PROBABLY SHOULD</b>	<b>Relax and pace self</b>	<b>Listen and be more realistic</b>	<b>Not take things personally</b>	<b>Not over-rely on data and details</b>
<b>GETS SECURITY FROM</b>	<b>Control</b>	<b>Spontaneity</b>	<b>Close relationships</b>	<b>Preparation</b>
<b>TO BE MORE EFFECTIVE, NEEDS</b>	<b>Challenging assignments</b>	<b>Freedom to express self</b>	<b>Reassurance of self-worth</b>	<b>Opportunity for careful planning</b>
<b>WANTS TO BE</b>	<b>"The Boss"</b>	<b>Admired</b>	<b>Liked</b>	<b>Right</b>
<b>WANTS YOU TO BE</b>	<b>To the point</b>	<b>Interesting</b>	<b>Pleasant</b>	<b>Precise</b>
<b>BUGGED BY</b>	<b>Indecision, inefficiency</b>	<b>Routine, boredom</b>	<b>Impatience, insensitivity</b>	<b>Mistakes, surprises</b>
<b>MEASURES SELF-WORTH BY</b>	<b>Results, measurable progress</b>	<b>Number of friends, recognition</b>	<b>Depth of relationships, compatibility</b>	<b>Precision, accuracy, activity</b>
<b>MOTIVATED BY</b>	<b>Winning</b>	<b>Having fun</b>	<b>Teamwork</b>	<b>Playing by the rules</b>
<b>CELEBRITY</b>	<b>Cher</b>	<b>Oprah Winfrey</b>	<b>Princess Di</b>	<b>Queen Elizabeth</b>

*People with the D style place an emphasis on shaping the environment by overcoming opposition to accomplish results.*

### **A person with a D style:**

is motivated by winning, competition and success.

- prioritizes accepting challenge, taking action and achieving immediate results.
- is described as direct, demanding, forceful, strong willed, driven, and determined, fast-paced, and self-confident.
- may be limited by lack of concern for others, impatience and open skepticism.
- may fear being seen as vulnerable or being taken advantage of.
- values competency, action, concrete results, personal freedom, challenges.

### **Goals:**

unique accomplishments

- new opportunities
- control of audience
- independence

### **Will need to expend more energy to:**

- show patience
- display sensitivity
- get into the details
- allow deliberation

*When communicating with the D style individuals, give them the bottom line, be brief, focus your discussion narrowly, avoid making generalizations, refrain from repeating yourself, and focus on action rather than analysis.*

*People with the i style place an emphasis on shaping the environment by influencing or persuading others.*

### **A person with an i style:**

- may be limited by being impulsive and disorganized and having lack of follow-through
- is described as convincing, magnetic, enthusiastic, warm, trusting and optimistic
- prioritizes taking action, collaboration, and expressing enthusiasm
- is motivated by social recognition, group activities, and relationships
- may fear loss of influence, disapproval and being ignored
- values coaching and counseling, freedom of expression and democratic relationships

### **Goals:**

- victory with flair
- friendship and happiness
- authority and prestige status symbols
- popularity

### **Will need to expend more energy to:**

- follow-through completely
- research all the facts
- speak directly and candidly
- stay focused for long periods

*When communicating with the i style individual, share your experiences, allow the i style person time to ask questions and talk themselves, focus on the positives, avoid overloading them with details, and don't interrupt them.*

*People with the S style place an emphasis on cooperating with others within existing circumstances to carry out the task.*

### **A person with an S style:**

- is motivated by cooperation, opportunities to help and sincere appreciation
- prioritizes giving support, collaboration and maintaining stability
- is described as calm, patient, predictable, deliberate, stable and consistent.
- may be limited by being indecisive, overly accommodating and tendency to avoid change
- may fear change, loss of stability and offending others.
- values loyalty, helping others and security

### **Goals:**

- personal accomplishments
- group acceptance
- power through formal roles and positions of authority
- maintenance of status quo and controlled environment

### **Will need to expend more energy to:**

- quickly adapt to change or unclear expectations
- multitask
- promote themselves
- confront others

*When communicating with the S style individuals, be personal and amiable, express your interest in them and what you expect from them, take time to provide clarification, be polite, and avoid being confrontational, overly aggressive or rude.*

*People with the C style place an emphasis on working conscientiously within existing circumstances to ensure quality and accuracy.*

### **A person with a C style:**

- is motivated by opportunities to gain knowledge, showing their expertise, and quality work.
- prioritizes ensuring accuracy, maintaining stability, and challenging assumptions.
- is described as careful, cautious, systematic, diplomatic, accurate and tactful.
- may be limited by being overcritical, overanalyzing and isolating themselves.
- may fear criticism and being wrong.
- values quality and accuracy

### **Goals:**

- unique accomplishments
- correctness
- stability
- predictable accomplishments
- personal growth

### **Will need to expend more energy to:**

- let go of and delegate tasks
- compromise for the good of the team
- join in social events and celebrations
- make quick decisions

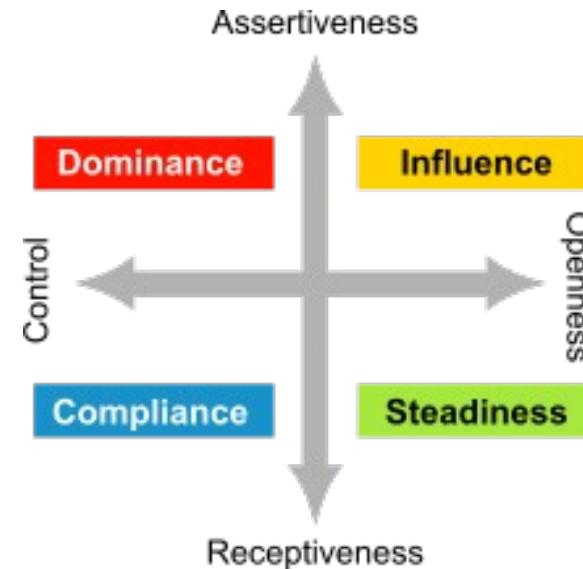
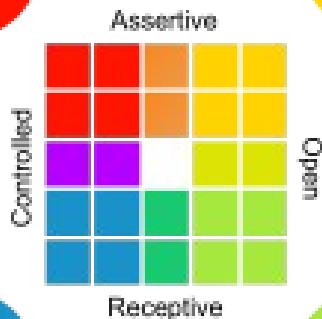
*When communicating with the C style individual, focus on facts and details; minimize "pep talk" or emotional language; be patient, persistent and diplomatic.*

**D**

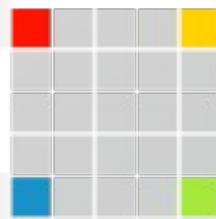
**I**

**C**

**S**



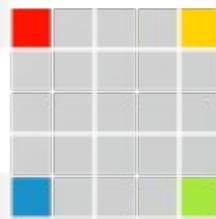
**Assertive and Controlled:**  
High Dominance



**Assertive and Open:**  
High Influence



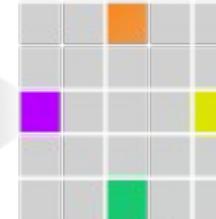
**Receptive and Controlled:**  
High Compliance



**Receptive and Open:**  
High Steadiness



**Controlled:**  
High Dominance  
and Compliance



**Open:**  
High Influence  
and Steadiness



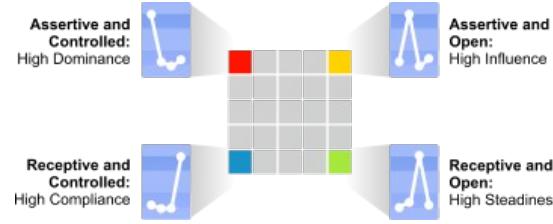
**Receptive:**  
High Steadiness  
and Compliance



**Assertive:**  
High Dominance  
and Influence



# Motivation – Main Types



## Driver

Motivated by achievement and control. It is very important to them to feel that they are driving a situation. Should they feel unduly pressured, they will be less likely to accept an idea, and they react particularly badly to direct orders, whatever their source.

## Communicator

Positive communication is the main motivator for this type of person. They will wish to develop a real rapport with a person before reacting to specific ideas or proposals. Rejection is a factor that they find difficult to accept, and if they do not feel completely comfortable with someone (a rare situation for a confident person of this type) they will be far less likely to respond positively.

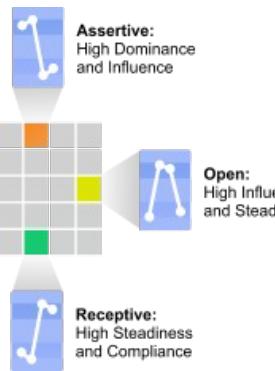
## Planner

Time is the main motivator of the Planning style. They dislike sudden change or interruption, and need time and patience to adapt to new situations. If they are forced into a position, they will react negatively - a more productive approach is to allow them to accommodate themselves to a suggestion in their own timescale.

## Analyst

Fact and detail are the factors that Analysts seek out. They need to be able to understand the implications and probable effects of a proposal before they can come to accept it, and this means a precise and methodical approach. Being forced to act without fully understanding a situation is a profound demotivator for people of this type.

# Motivation – Intermediate Types



## Assertive

Lying between the Driver and the Communicator, this type emphasises and extends the Driver's desire for control into the field of social relations. Not only will the Assertive individual wish to build a strong relationship in order to feel motivated, but they will also wish to feel that they hold a distinctly dominant position within that relationship.

## Open

Open styles combine elements from the Communicator and the Planner. This means that they will wish to take a patient, measured view of a situation, but they will also wish to maintain positive relations with others. This can lead to some potential problems as the Open individual tries to balance their own need for calm, long-term appraisal with other people's demands for action.

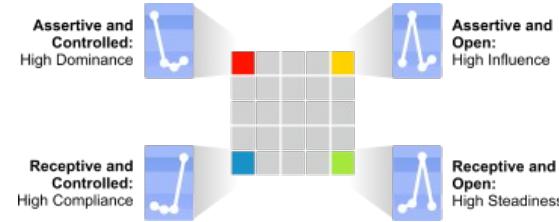
## Receptive

Receptive styles, incorporating elements of both the patient Planner and the factual Analyst, are especially reluctant to act without being entirely certain of their position. They need to feel that they are in command of all the facts, and that they can see all possible problems, before they can accept an idea or adapt effectively to a new situation.

## Controlled

Lying midway between the Driver and the Analyst, the Controlled type assumes an attitude of control, and will respond negatively to any perceived attempt to undermine this position. Unlike the pure Driver, however, they will tend to adopt a formal, structured approach, attempting to enforce their desires through rules and authority, rather than through the forcefulness of their approach.

# Negotiation – Main Types



## Driver

Drivers relish control and authority. They will seek to dominate the proceedings. To motivate them towards accepting an idea, it is important not to challenge this desire to dominate, but to appear receptive and mildly submissive. By offering suggestions and hints, rather than attempting to directly control the decision-making process, they can be made more receptive. This approach is often referred to as the 'Power' strategy.

## Communicator

The most important thing to a Communicator is the positive relationships with other people. It is important to build a social relationship with the Communicator. A purely confrontational approach will have a negative effect. Communicators are also interested in the experiences of other people, and the ways that a proposal has benefitted others will also be of benefit. This technique is often called the 'People' strategy.

## Planner

Perhaps the most compromising and malleable of the main types. Their desire to avoid conflict or confrontation, and their wish to maintain positive and supportive relationships, makes them willing to accept assurances and guarantees that might arouse scepticism in other styles. They will require time to reach decisions, and should not be forced to a conclusion before they are ready. This is the 'Promise' strategy.

## Analyst

An Analyst type will accept one thing and one thing alone - absolute proof that a proposal is sound. They will look into details and technicalities, and wish to explore issues of implementation and maintenance that other styles would quite possibly ignore altogether. It is vitally important that all of their questions are answered in full for them to feel motivated by a new idea. This is the so-called 'Proof' strategy.

# Suitability Comparison



## Two Drivers

Because it is in the nature of a Driver to seek authority and dominance, any relationship between two individuals of this kind will inevitably contain a measure of tension, as each vies for the dominant position, and not unusually this tension can break out into open conflict. Drivers can generally only work well together if they have goals in common, and each has a defined area of authority.



## Driver and Communicator

As with two Drivers, this is often a difficult pairing, as each is assertive and demanding of the other. Because the Driver is interested in material and business success, while the Communicator focuses on social success. This means that a Driver and Communicator can make an effective partnership if carefully guided by a manager.



## Driver and Planner

This is an effective pairing purely in terms of results. The Planner, as their name suggests, is capable of preparing detailed plans and carefully considering their implications, while the Driver possesses the thrusting, assertive approach needed to put these plans into effect. On a personal level, however, the degree of difference between these two styles often makes it difficult for them to respect one another's abilities.



## Driver and Analyst

This combination is often effective in a business sense. The Analyst's ability to work with structure and detail, coupled with the drive and determinism of the Driving partner, mean that each style covers many of the other's weaknesses. Both are Controlled in approach, and this often gives them enough common ground to develop a mutual respect, although this partnership will rarely be close in a personal sense.



## Two Communicators

On a purely personal level, relations between Communicators tend to be good. Their cheerful, outgoing style reacts very well to a person of the same type. On occasion, a sense of light-hearted competition can appear as they jostle for personal attention, but this rarely escalates into actual confrontation. Their joviality and sense of fun, however, means that such a pairing can have a negative impact on performance.

# Suitability Comparison



## Communicator and Planner

This is generally a successful partnership. The Planner has the steady, reliable style to keep the Communicating partner from losing sight of their goals or intentions, while the Communicator has the social extroversion necessary to build a personal relationship. Under some circumstances, the Planning partner can become quite dependent on their more assertive team-member.



## Communicator and Analyst

These are two diametrically opposed styles with entirely different sets of values, and hence it is often difficult for them to form an effective working relationship. Their relative skills and abilities, however, tend to complement each other well in a practical sense, and on the rare occasions where two people of these kinds are able to form a workable partnership, the results are often impressive.



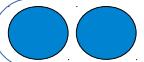
## Two Planners

Two solid, dependable and loyal individuals with open and sympathetic attitudes will often work well together, and often form quite a strong bond. A potential problem is, however, their need for time to consider and plan will be increased by attaching them to another with the same need. Ideas or plans can sometimes be exchanged and corrected between them over a very long timescale indeed before any action is finally taken.



## Planner and Analyst

A fairly effective and complementary partnership, but somewhat unpredictable. The fact that both styles are Receptive provides the foundation for a working relationship, but specific factors can sometimes work to undermine this (for example, the Planner might be looking for a strong personal tie, while the Analyst would have no particular interest in such a relationship).



## Two Analysts

Analysts are not a naturally competitive style, and yet when two come into contact with one another, a type of competition can evolve. This normally consists of attempts on either side to demonstrate superior skills or knowledge. If they are able to overcome this tendency, however, Analysts can build a workable and productive team.

# Sub-trait

## Efficiency



An efficient individual is direct and assertive, but has little or no interest in personal matters. They take an objective, analytical view and drive towards their goals ruthlessly and relentlessly. They need to see results, and are quite willing to compromise quality or detail to get them.

## Independence



This type of person feels frustrated by rules and regulations - they prefer to follow their own ideas, and often work alone or in positions of isolated authority. This sub-trait is common, for example, in entrepreneurial styles.

## Enthusiasm



This is an outgoing and extrovert sub-trait that has much in common with Friendliness, but with the added dimension of energy and pace. This animated style shows their interest in a topic very strongly, and their effusive nature can act as a motivating factor for others.

## Patience



This style of person has little sense of urgency and a slow pace, which means that they are able to work in situations that others would find repetitive or dull. They are submissive in style, and ready to accept that there are some things that they cannot change.

## Persistence



Persistent people deal particularly badly with change. Once they have become established in a status quo, they find it very difficult to break out of this and adapt to a new situation. They will do what they can to maintain their current state, showing great loyalty and resilience in defence of their present environment and social circle.

## Accuracy (Caution)



They hate to make mistakes. They check and recheck their work, and are prone to correct errors in other people, whether or not they have been asked to. They will never take a risk unless absolutely necessary. They are also cautious in communication, rarely revealing more about themselves than a bare minimum.

## Self-motivation



Action is a key ingredient of this sub-trait. This type of person feels a need to be active all the time, and is impatient with those who are unwilling or unable to keep up with their urgent pace. They react quickly to new developments, but never lose sight of their own goals and ambitions.

## Friendliness



Friendly people love to talk - communication is the strongest element of this style. They are outgoing and extrovert, but they find it far from easy to concentrate on mundane tasks, and are easily distracted from such work by the opportunity for social interaction.

## Self-confidence



Self-confident profiles represent people who rarely experience self-doubt, and feel at ease in almost any social situation. They mix easily with strangers, and are unafraid to initiate social contact. They can at times become over-confident, leading them to act impulsively.

## Thoughtfulness



Thoughtful individuals plan their words and actions carefully and never act on impulse. Deadlines and other time constraints are difficult for this type of person to deal with. Their advantage, however, is the reliability and steadiness that they bring to their work.

## Cooperativeness

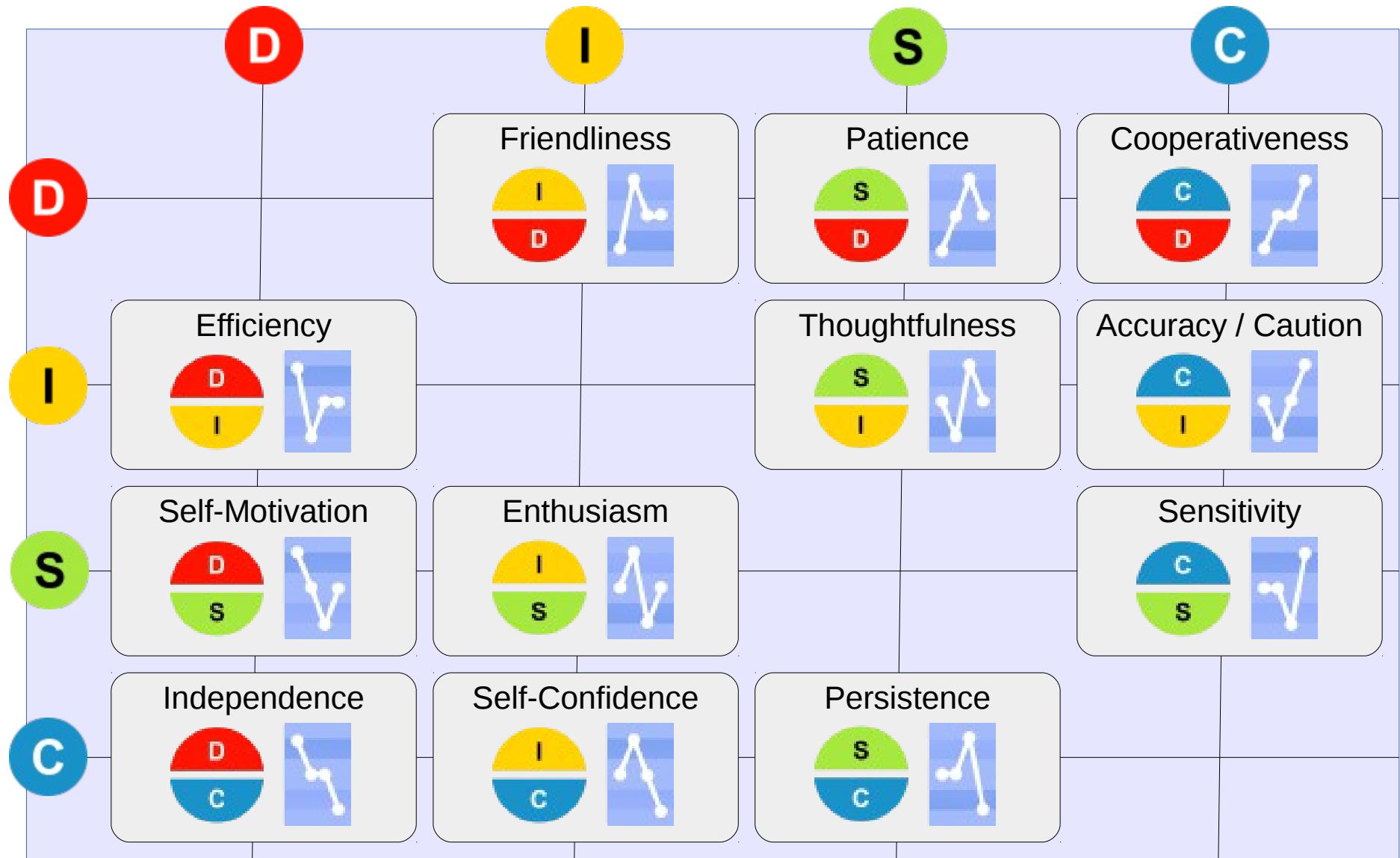


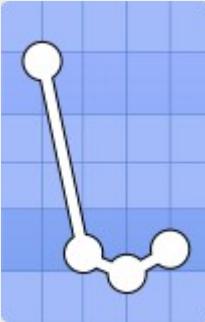
Classic 'rule-oriented' sub-trait. A person who needs to be absolutely sure of their position and prefers to use established regulations and procedures. This aspect of their personal style extends to the need for practical support from managers, colleagues and friends, so they seek to maintain positive relationships with others.

## Sensitivity



People of this kind are extremely aware of their environment and changes taking place within it, to the extent that they often notice subtle points that other people miss or ignore. In itself, this is a positive factor, but it does have the consequence that they have a very low boredom threshold and are very easily distracted.





**Style:** This type of person has a very high need to achieve, and because of this they are often ambitious and competitive, striving aggressively to achieve their goals. They are dynamic and adaptable, and show a decisiveness and a capacity for direct leadership. Well suited to situations that others would find unbearably stressful.

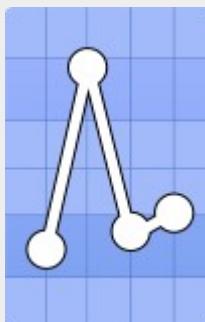
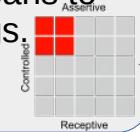
**Motivation:** They like to feel that they are in control, and seek opportunities to reinforce and emphasise their personal power. Desire for challenge and their enjoyment of success against the odds.

**Relationship:** Affected by the emphasis on success. In extreme cases, they might treat others simply as a means to an end. They might see challenges and opposition everywhere. They do not place great importance on feelings.

**Sub-trait:** Efficiency, Self-motivation, Independence

**Style Card:** Assertive, Controlled

## Segment: Driver



**Style:** Confident, outgoing and gregarious individuals who value contact with other people and the development of positive relations. Strong communicators that possess assertiveness, but also the intuitive qualities to understand others' perspectives and adapt to meet new situations.

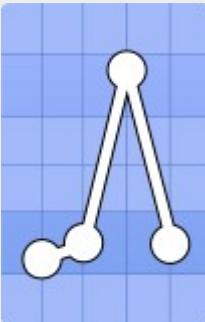
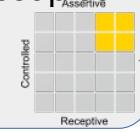
**Motivation:** They need to feel accepted by those around them, and react badly if they perceive themselves to be rejected or disliked.

**Relationship:** Open to others and confident in their own social abilities. Their strong and evident confidence, coupled with their genuine interest in the ideas and especially feelings of other people, are often found charming.

**Sub-trait:** Friendliness, Enthusiasm, Self-confidence

**Style Card:** Assertive, Open

## Segment: Communicator



**Style:** They are generally amiable and warm-hearted, being sympathetic to others' points of view, and valuing positive interaction with others. They are not outgoing by nature, however, and rely on other, more assertive, people to take the lead. This type of profile is comparatively rare, especially in Western societies.

**Motivation:** They need to feel that they have the support of those around them, and time to adapt to new situations. They have an inherent dislike of change.

**Relationship:** This type will look to more socially assertive people to initiate relationships of any kind. more suited to the maintenance of interpersonal relations than making initial contact. Small but tightly-knit circle of friends.

**Sub-trait:** Patience, Thoughtfulness, Persistence

**Style Card:** Receptive, Open

## Segment: Planner



**Style:** Very self-reliant people. They have structured ways of thinking. Cautious, unassertive and non-confrontational. Reluctant to reveal information about themselves or their ideas. They will appeal to rules, authority and logical argument to influence others. Quick-thinking individual who will often have useful input, but need to be asked directly.

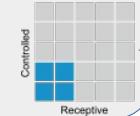
**Motivation:** They need to feel completely sure of their position, and what others expect from them, before they are able to proceed. They have a very strong aversion to risk.

**Relationship:** The combination of a reticent social style with innate suspiciousness makes it hard to form or maintain close relationships. They will normally be based on mutual interests or common aims, rather than emotional.

**Sub-trait:** Co-operativeness, Accuracy, Sensitivity

**Style Card:** Receptive, Controlled

## Segment: Analyst





**Style:** This type describes a person with clear goals in life and with the determination and commitment to achieve them.. They have no fear of confrontation and will address issues directly rather than prevaricate or evade. They will seek to maintain a position of dominance, both in terms of personal authority and control, but also in a social sense.

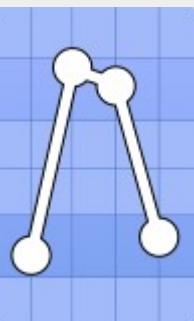
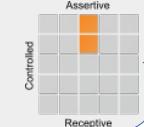
**Motivation:** Success and recognition are the twin motivating factors. They must feel that they are a success in both their business and personal lives. They are motivated by challenge.

**Relationship:** Capable of great charm, but will sometimes adopt a more demanding, overbearing approach, especially if they feel under pressure. They can be difficult to deal with for less assertive or direct types

**Sub-trait:** Self-motivation, Independence, Enthusiasm and Self-confidence.

**Style Card:** Assertive. Elements of both Control and Openness.

## Segment: Assertive



**Style:** This type describes a person oriented towards personal matters and the understanding of other people. Such an individual is confident, warm and friendly, but nonetheless is also able to extend a sympathetic ear to others and ready to help with others' problems if they can. They are able to socialise easily.

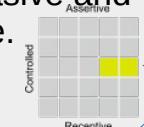
**Motivation:** They need to feel that they are appreciated, respected and liked by the people around them. They will try to avoid antagonism, rejection and confrontation. They will sometimes go to unusual lengths for it.

**Relationship:** Their gregarious natures allow them to feel at ease with people they do not know. Often persuasive and charming, also able to adopt a more open, relaxed approach becoming less directly active and more receptive.

**Sub-trait:** Friendliness, Self-confidence, Patience and Persistence.

**Style Card:** Openness. Elements of Assertiveness and Receptiveness.

## Segment: Open



**Style:** They are generally amiable and warm-hearted, being sympathetic to others' points of view, and valuing positive interaction with others. They are not outgoing by nature, however, and rely on other, more assertive, people to take the lead.

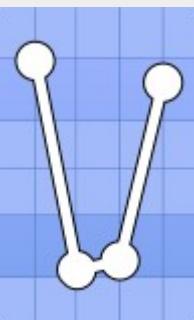
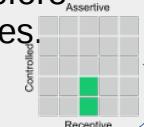
**Motivation:** They need to feel that they have the support of those around them, and time to adapt to new situations. They have an inherent dislike of change.

**Relationship:** Difficulties to relate, especially in unfamiliar settings. Need to know exactly where they stand before feeling able to act. Will look to more direct and outgoing styles to initiate and take control of interpersonal issues.

**Sub-trait:** Patience, Thoughtfulness, Co-operativeness and Accuracy.

**Style Card:** Receptive. Elements of both Openness and Control.

## Segment: Receptive



**Style:** Highly formal and structured individuals with a forceful and blunt style. They believe in getting things right, and are rarely afraid to state their mind robustly and directly. Probably the least forthcoming style. Tends to be remote and somewhat isolated

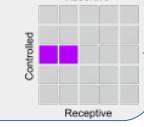
**Motivation:** Desire for personal achievement and success, but also feel that they are doing things accurately and efficiently. Their naturally inexpressive style can make it difficult to detect.

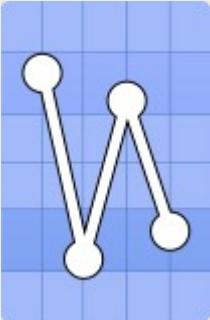
**Relationship:** Relating to others is not a high priority for them. When communication is essential, it tends to be brief and succinct, focusing on practical matters. Distrustful of others. Will prefer to keep facts to themselves.

**Sub-trait:** Efficiency, Self-motivation, Accuracy and Sensitivity.

**Style Card:** Controlled. Assertiveness and Receptiveness.

## Segment: Controlled





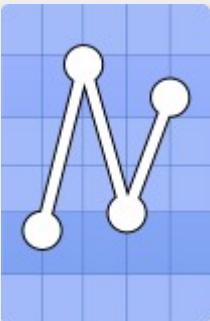
**Style:** Extremely rare in practice. A person showing both high Dominance and Steadiness will adapt their social style to a particular situation, showing a friendlier side to their character if they feel that they can trust the people around them.

**Motivation:** Preference for a situation in which this person exercises whatever authority they may have to preserve the status quo and avoid sudden change.

**Relationship:** A person showing both high Dominance and Steadiness will adapt their social style to a particular situation, showing a friendlier side to their character if they feel that they can trust the people around them.

**Sub-trait:** Efficiency, Independence, Thoughtfulness and Persistence.

**Style Card:** Dominance relates to the Driver style, while Steadiness is linked to the Planner.



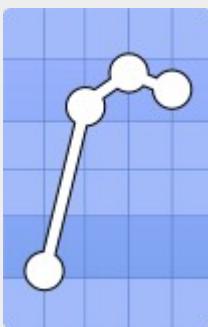
**Style:** Relatively common profile. Excitement, enjoyment and extrovert impulsiveness (Influence) in relaxed, open and favourable situations. Precision, detail and carefully-followed rules (Compliance) in more formal or structured circumstances.

**Motivation:** Interested in the attention and approval of others, but it will be subtle and discreet. They will look for a clear idea of their position and the expectations of those around them.

**Relationship:** In a circle of friends, or in a 'party', is capable of quite confident and extrovert behaviour. In a formal environment, or under pressure, this confidence will apparently evaporate, and will fall into its more Compliant aspect.

**Sub-trait:** Friendliness, Enthusiasm, Co-operativeness and Sensitivity.

**Style Card:** Influence relates to the Communicator style. Compliance is linked to the Analyst.

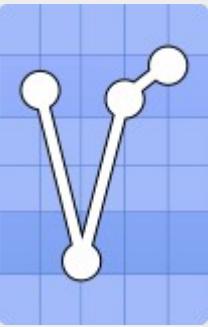


**Style:** This style will rarely display overtly assertive or direct behaviour. Instead, they will try to achieve their ends through communication, using their persuasive abilities or the powers of rational discussion.

**Motivation:** This type of person is not ambitious by nature. Motivation for this person is more a matter of a general sense of happiness or contentment (development of positive, warm relations, time to adapt to changes, and a sense of sureness about their position).

**Relationship:** Influence is the factor that relates to an outgoing, friendly style, while Steadiness confers capable listening skills and patience with others. Finally, Compliance gives a rational aspect to such an individual, helping them to present cogent and coherent arguments when necessary.

**Sub-trait:** Friendliness, Patience and Co-operativeness.



**Style:** This style is based more around practicality and rational thought than emotional considerations. Generally reluctant to reveal information about themselves, their ideas or their feelings. More assertive and dominant in difficult situations. More relaxed with less pressure.

**Motivation:** Motivating factors include the achievement of results, time to adapt to changing situations, a full understanding of fact and detail and an avoidance of risk. There will clearly be times when elements of this complex group of motivations conflict with one another.

**Relationship:** Relating to other people is not an area of particular emphasis. They will tend to react to comments or suggestions from others rather than offering direct input. Communication more practical than personal.

**Sub-trait:** Efficiency, Thoughtfulness and Accuracy.



**Style:** This type is characterised by strong social skills and a persuasive communication style. They are capable of great charm, but will sometimes adopt a more demanding, overbearing approach, especially if they feel themselves to be under pressure.

**Motivation:** Motivation stems from the achievement of personal ambition, the acceptance and approval of other people, and certainty of their position. Where these are incompatible -i.e. achieving a goal requires to take a risk-, the relative value of these will give some indication.

**Relationship:** In social, casual circumstances, they project a friendly and animated style, open and enthusiastic. In situations more formal or closely regulated, they are more direct and determined, both assertive and self-controlled,

**Sub-trait:** Self-motivation, Enthusiasm and Sensitivity.

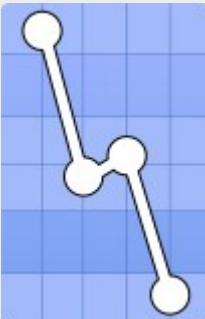


**Style:** Independence is the key element in understanding this style. People of this kind have a clear idea of their aims in life, and the strength of will to achieve their aims. Sense of persistence and willingness to work steadfastly and diligently in pursuit of their ends.

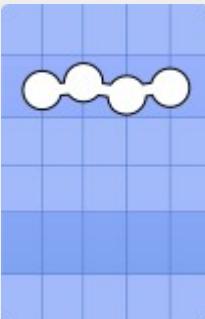
**Motivation:** While success is important to them, however, they also value positive relationships with other people, and under some circumstances they will be prepared to delay achievement of their goals if this conflicts with others' needs.

**Relationship:** This type will interact easily and skilfully with other people. They possess the personal self-confidence to mix relatively easily with strangers, or in unusual situations. Strong sense of independence. They are prepared to go to considerable lengths to maintain their own sense of identity, and to protect and defend their own viewpoint.

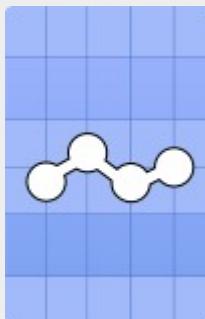
**Sub-trait:** Independence, Self-confidence and Persistence.



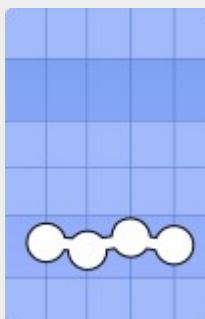
**Extended Profiles** are profiles showing one or more very high (above 85%) or very low (below 15%) factors. Traditional interpretations suggest that this situation suggests the possibility of erratic or unpredictable behaviour, perhaps even culminating in a sudden 'flip' in the factor concerned. In practice, there is little evidence to suggest that this is correct - very high or low factors are best interpreted in the same way as other factors in the profile.



**Overshifted Profiles** show all four DISC factors greater than 65%. Such a configuration is interpreted as meaning that an individual is trying to show themselves almost as 'supermen' with strengths in all areas, and no corresponding weaknesses. Overshifted profiles are extremely rare in practice.



**Compressed Profiles** are profiles showing all four factors between 35% and 65%. There are a number of possible sources for a profile of this kind. Attempts by a candidate to distort the questionnaire's results might produce a compressed profile shape. A Compressed Profile might also relate to some kind of ongoing stress within a person's life. If the 'Internal Profile' is compressed, this might reflect a problem with the person's general lifestyle, whereas a compressed 'External Profile' would suggest problems in the shorter term, usually related to the individual's work life, or financial situation.



**Undershifted Profiles** represent the opposite of Overshifted Profiles - DISC graphs with all four factors below 35%. They are said to represent unhappy or depressed individuals with a low self-image, who are unable to define a clear behavioural style for themselves. As in the case of Overshift, Undershifted Profiles almost never appear in practical use of a DISC system.

## Dominance

28 egocentric  
27 direct  
26 daring  
25 domineering  
24 demanding  
23 forceful  
22 risk-taker  
21 adventuresome  
20 decisive  
19 inquisitive  
18 self-assured  
17 competitive  
16 quick  
15 self-reliant  
14 calculated risk-taker  
13 self-critical  
12 unassuming  
11 self-effacing  
10 realistic  
9 weighs pros and cons  
8 meek  
7 conservative  
6 peaceful  
5 mild  
4 quiet  
3 unsure  
2 dependent  
1 modest

## Influence

28 enthusiastic  
27 gregarious  
26 persuasive  
25 impulsive  
24 emotional  
23 self-promoting  
22 trusting  
21 influential  
20 pleasant  
19 sociable  
18 generous  
17 poised  
16 charming  
15 confident  
14 convincing  
13 observing  
12 discriminating  
11 reflective  
10 factual  
9 logical  
8 controlled  
7 retiring  
6 suspicious  
5 pessimistic  
4 aloof  
3 withdrawn  
2 self-conscious  
1 reticent

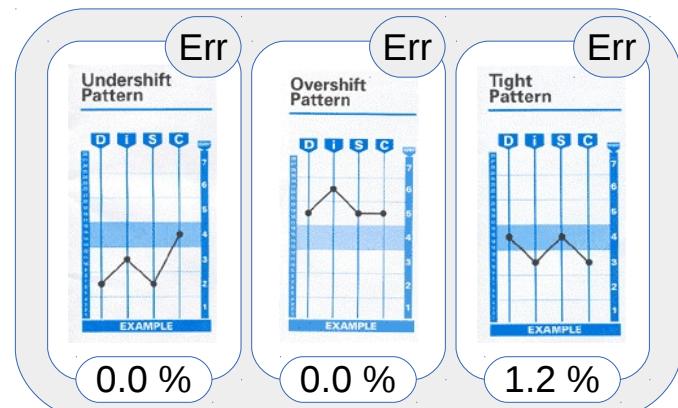
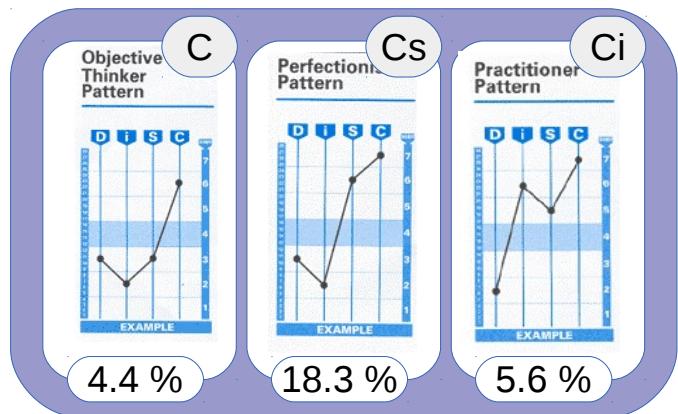
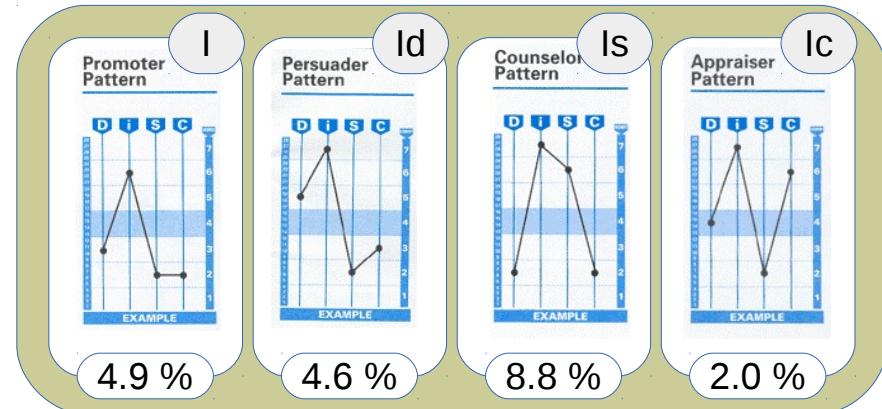
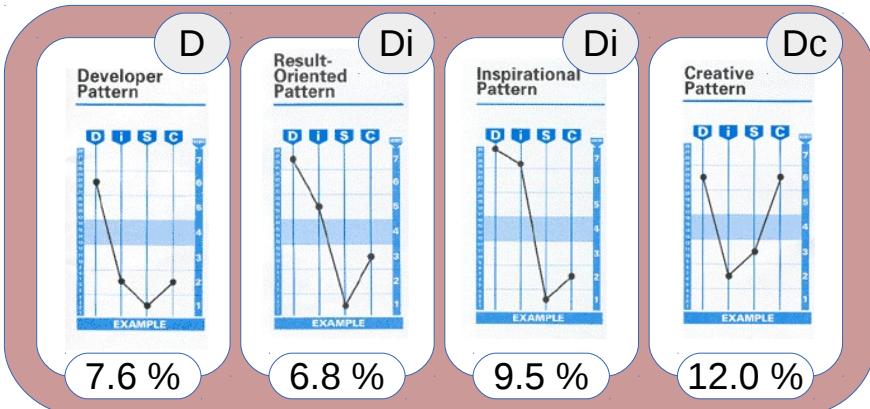
## Steadiness

28 passive  
27 patient  
26 loyal  
25 predictable  
24 team-person  
23 serene  
22 possessive  
21 complacent  
20 inactive  
19 relaxed  
18 nondemonstrative  
17 deliberate  
16 amiable  
15 stable  
14 mobile  
13 outgoing  
12 alert  
11 eager  
10 critical  
9 discontented  
8 fidgety  
7 impetuous  
6 restless  
5 change-oriented  
4 fault-finding  
3 spontaneous  
2 frustrated by status quo  
1 active

## Conformity

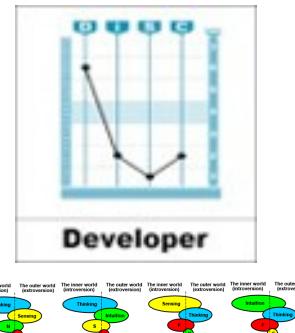
28 perfectionist  
27 accurate  
26 fact-finder  
25 diplomatic  
24 systematic  
23 conventional  
22 courteous  
21 careful  
20 restrained  
19 high standards  
18 analytical  
17 sensitive  
16 mature  
15 evasive  
14 "own person"  
13 self-righteous  
12 opinionated  
11 persistent  
10 independent  
9 rigid  
8 firm  
7 stubborn  
6 arbitrary  
5 rebellious  
4 defiant  
3 obstinate  
2 tactless  
1 sarcastic

# 15 Classic DiSC Profiles



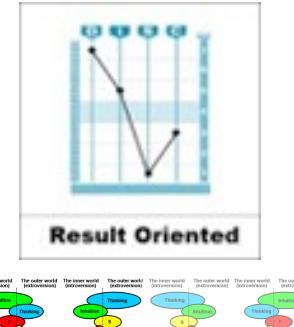
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Primary interested in personal needs and wants  
 A challenge and new opportunities  
 Ability to meet their standards  
 Being a solutions finder  
 Innovative Problem Solver – the buck stops with them  
 Attempts to control people and situations  
 Becomes belligerent if things don't go their way  
 Loss of Control and loss of new opportunities  
 IT



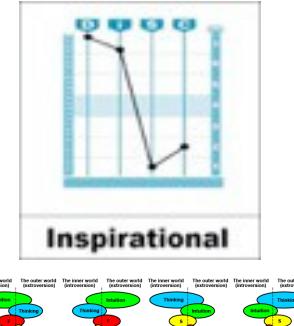
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

High ego strength & rugged individualism  
 Control, Dominance and Independence  
 Ability to accomplish tasks quickly  
 Diligence and Force of Character  
 Persistence and determination  
 Competitive behaviors creating win / lose  
 Fault finding, critical, oversteps boundaries  
 Others will take advantage, slowness and being a pushover  
 NT(J)



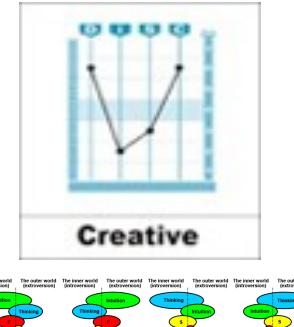
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Minimizes needs for affection and approval – accepts aggression  
 Control of their environment and objectives  
 Social Status, personal strength of character  
 Persuasive charm, intimidation and use of rewards  
 Initiates, demands, tends to be a "mover and shaker"  
 The attitude that "the ends justify the means"  
 Tends to be manipulative, belligerent or quarrelsome  
 Loss of social status or appearing weak  
 NT



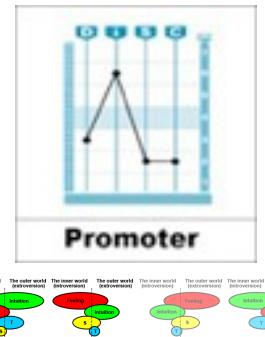
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Appears private and restrained, accepts aggression  
 Unique accomplishments and dominance  
 Task accomplishments and dominance  
 Innovative approaches and development of systems  
 Can be a positive change agent  
 Demeaning condescending attitudes, blunt & critical  
 Becomes independent & bored with routine work. Sulks!  
 Failure to accomplish goals and lack of influence  
 NT



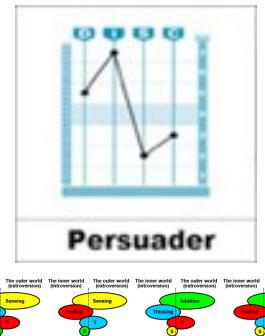
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Open and accepting of others  
 Social acceptance and popularity  
 Verbal skills and persuasive abilities  
 Verbal approval, appreciation, praise, favors  
 Brings levity, relieves tension, promotes people and tasks  
 Enthusiasm, praise and optimism  
 Tends to be disorganized, careless and scattered  
 Social Rejection and loss of self-worth  
 NF(P)



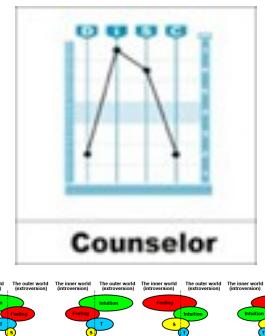
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 MBTI Preferences:

High ego strength & rugged individualism  
 Control, Dominance and Independence  
 Ability to accomplish tasks quickly  
 Diligence and Force of Character  
 Persistence and determination  
 Competitive behaviors creating win / lose  
 Fault finding, critical, oversteps boundaries  
 EP



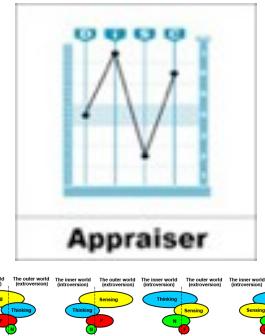
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Minimizes needs for affection and approval – accepts aggression  
 Control of their environment and objectives  
 Social Status, personal strength of character  
 Persuasive charm, intimidation and use of rewards  
 Initiates, demands, tends to be a "mover and shaker"  
 The attitude that "the ends justify the means"  
 Tends to be manipulative, belligerent or quarrelsome  
 Loss of social status or appearing weak  
 NF



Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Appears private and restrained, accepts aggression  
 Unique accomplishments and dominance  
 Task accomplishments and dominance  
 Innovative approaches and development of systems  
 Can be a positive change agent  
 Demeaning condescending attitudes, blunt & critical  
 Becomes independent & bored with routine work. Sulks!  
 Failure to accomplish goals and lack of influence  
 ST



Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Modest and moderate, accommodating to others  
 Controlled stable environment, maintaining status quo  
 Sincerity, friendliness and competence  
 Consistent predictable performance  
 Steady calming nature and consistent performance  
 Resistance to change  
 Capitulates and adapts to those in authority  
 Chaos, Change and Disorganization  
 SF(J)



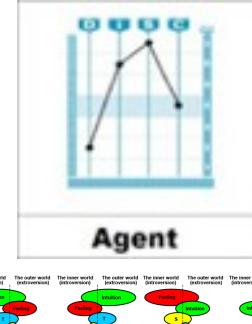
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Methodical, deliberate, independent, persistent  
 Personal Accomplishments  
 Ability to achieve measurable results  
 Personal accountability for their assigned work  
 Independence and completes tasks effectively  
 Task focus and self-reliance  
 Shows impatience and frustration  
 Compromising results with inferior work  
 ST



Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Quiet, tactful, friendly, casual – accepts affection  
 Acceptance of their group  
 Inclusion of all people  
 Loyal Friendships and empathy  
 Service, creates harmony and empathy  
 Patience and kindness  
 Uses key friendships to influence  
 Chaos, conflict and disagreement  
 NF



Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Persistent, analytical, cautious, disciplined  
 Position, Title or role title authority  
 Their use of factual and reliable information  
 Personal tenacity and determination  
 Determined task focus and follow-through  
 Bluntness and lack of trust with others  
 Holds grudges and internalizes conflict  
 Criticism in front of peers, being too involved with others  
 SJ(I)



Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Critical thinking, logical, exact, reserved  
 Precision and accuracy and logic  
 Logical thinking and factual information  
 Logic, facts and data  
 Fact gathering and testing information  
 Tends to over analyze – analysis paralysis  
 Tends to fret and worry  
 Criticism and losing control of emotions  
 ST



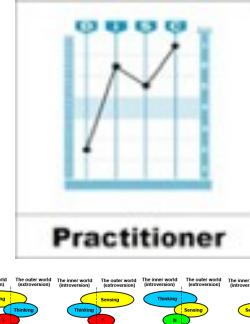
Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Reserved, deliberate, precise, cautious  
 Predictable and stable outcomes  
 Precision and high standards  
 Accuracy and attention to detail  
 Quality Control and maintaining standards  
 Clings to past procedures and “fail safe” options  
 Resorts to tact and diplomacy  
 Hostile antagonistic environment  
 SJ



Observable Behaviors:  
 Motivated By:  
 Judges Others By:  
 Influences Others By:  
 Value to the Team:  
 Overuses:  
 When Stressed:  
 Fears:  
 MBTI Preferences:

Accommodating and inspiring  
 Supporting and interacting with others  
 Status of position and self-discipline  
 Skill with problem solving and technology  
 Can specialize and be proficient  
 Somewhat restrained, puts personal objectives first  
 Overly sensitive to criticism and restrained.  
 Risk taking and being too predictable.  
 ST



**Type:** Developer (High D)

**Focus:** Indep. work focused on logic

**On a Team:** Contribute behind scenes

**As a Leader:** Innovative

**In Conflict:** Will be better at one-on-one conflict

**MBTI Preferences:** IT



**Type:** Results Oriented (High DI)

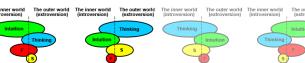
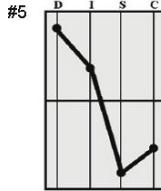
**Focus:** Dominance and independence

**On a Team:** Shut up and get it done

**As a Leader:** Dominant

**In Conflict:** Will push for closure

**MBTI Preferences:** NT(J)



**Type:** Inspirational (High DI, Tied)

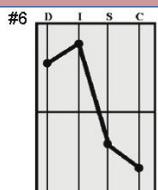
**Focus:** Creating the vision

**On a Team:** Make it happen

**As a Leader:** Motivational

**In Conflict:** Will try to understand and influence

**MBTI Preferences:** NT



**Type:** Creative (High DC, Tied)

**Focus:** Unique accompl. through change

**On a Team:** Move the team forward

**As a Leader:** Progressive

**In Conflict:** Will engage if for progress

**MBTI Preferences:** NT



**Type:** Promoter (High I)

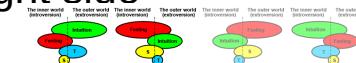
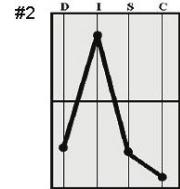
**Focus:** Approval, popularity

**On a Team:** Enjoy them and their style

**As a Leader:** Optimistic

**In Conflict:** Will look at the bright side

**MBTI Preferences:** NF(P)



**Type:** Persuader (High ID, I Higher)

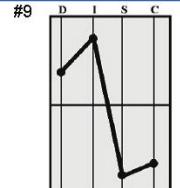
**Focus:** Verbal acuity and flexibility

**On a Team:** Be open to ideas

**As a Leader:** Poised

**In Conflict:** Will be open-minded

**MBTI Preferences:** EP



**Type:** Counselor (High IS, I Higher)

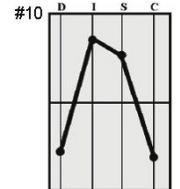
**Focus:** Friendship and happiness

**On a Team:** Make people happy

**As a Leader:** Approachable

**In Conflict:** Will want a win-win solution

**MBTI Preferences:** NF



**Type:** Appraiser (High IC)

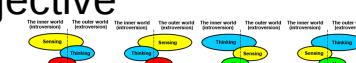
**Focus:** Winning fairly and creatively with

**On a Team:** Get buy-in

**As a Leader:** Analyst

**In Conflict:** Will be fair and objective

**MBTI Preferences:** ST



**Type:** Specialist (High S)

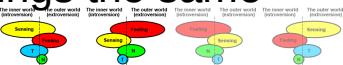
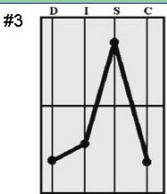
**Focus:** Maintaining the statu quo

**On a Team:** Change only if neccesary

**As a Leader:** Cautious

**In Conflict:** Will want to keep things the same

**MBTI Preferences:** SF(J)



**Type:** Achiever (High DSC)

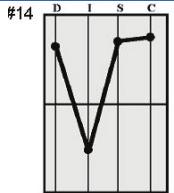
**Focus:** Accountability for own work

**On a Team:** Get it done

**As a Leader:** Accurate

**In Conflict:** Will be precise about facts

**MBTI Preferences:** ST



**Type:** Agent (High SI, S Higher)

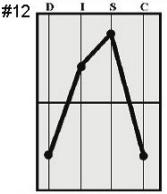
**Focus:** Group acceptance

**On a Team:** Get along

**As a Leader:** Appreciative

**In Conflict:** May avoid to preserve group

**MBTI Preferences:** NF



**Type:** Investigator (High DS)

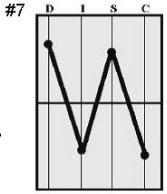
**Focus:** Power through authority

**On a Team:** Prove the reason for mover

**As a Leader:** Determined

**In Conflict:** Will provide rationale

**MBTI Preferences:** SJ(I)



**Type:** Objective Thinker (High C)

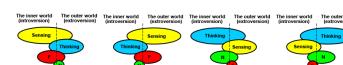
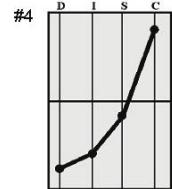
**Focus:** Correctness and critical thinking

**On a Team:** Do it right

**As a Leader:** Analytical

**In Conflict:** Will be aggressive

**MBTI Preferences:** ST



**Type:** Perfectionist (High SC)

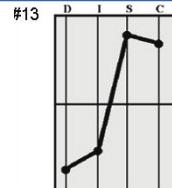
**Focus:** Stability and competence

**On a Team:** Show their knowledge

**As a Leader:** Competent

**In Conflict:** Will be persistent about details

**MBTI Preferences:** SJ



**Type:** Practitioner (High ISC)

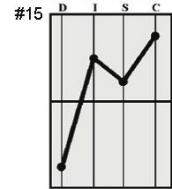
**Focus:** Self-discipline for growth

**On a Team:** Stay the course

**As a Leader:** Proficient

**In Conflict:** Will stay on track

**MBTI Preferences:** ST



# Achiever - Sd

**Focus:** Accountability for own work

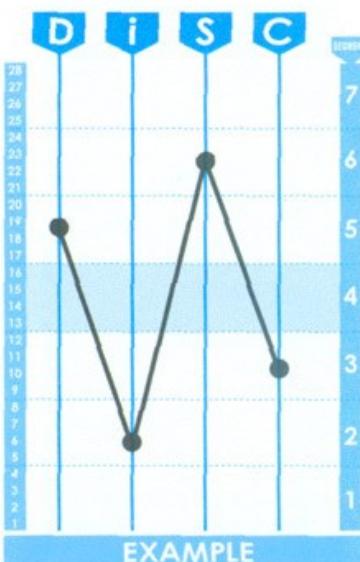
**On a Team:** Get it done

**As a Leader:** Accurate

**In Conflict:** Will be precise about facts

**MBTI Preferences:** ST

## 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 organization:** sets and completes key result areas for self

**Overuses:** self-reliance; absorption in the task

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

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

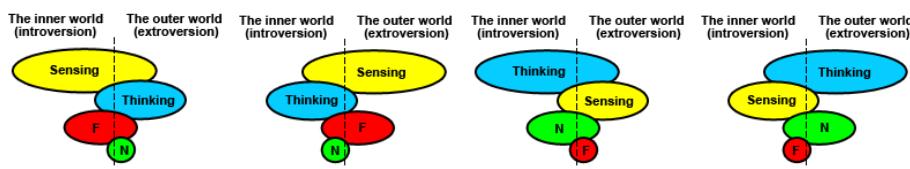
**Would increase effectiveness through:** less "either-or" thinking; clearer task priorities; consideration of optional approaches; willingness to compromise short-term for long-range benefits

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

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

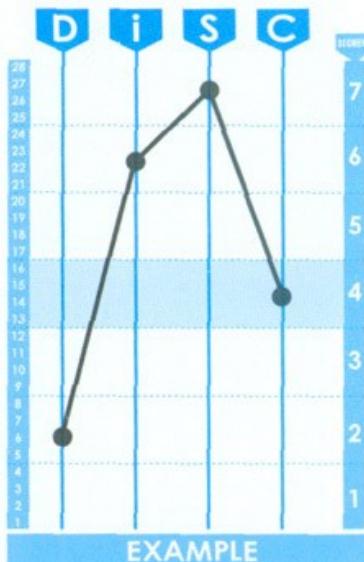
An Achiever should communicate more with others to expand their thinking beyond either "I have to do it myself" or "I want all the credit." They may need help in finding new approaches for achieving their desired results. Achievers function at peak efficiency, and they expect recognition equal to their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

## MBTI Preferences



# Agent - Si

## 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 organization:** supports, harmonizes, empathizes; focuses on service

**Overuses:** kindness

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

**Fears:** dissent; conflict

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

**Focus:** Group acceptance

**On a Team:** Get along

**As a Leader:** Appreciative

**In Conflict:** May avoid to preserve group

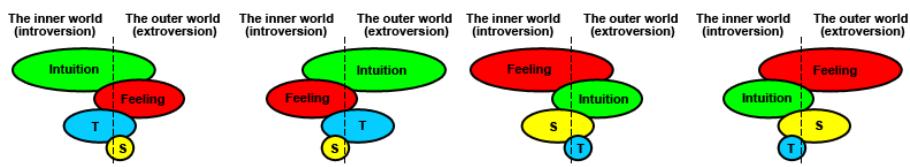
**MBTI Preferences:** NF

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

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

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

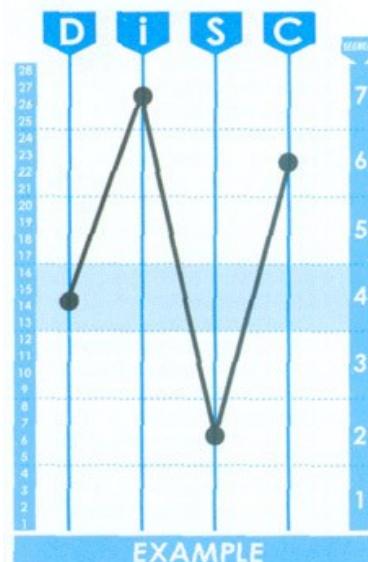
## MBTI Preferences



# Appraiser - Ic

**Focus:** Winning fairly and creatively with others  
**On a Team:** Get buy-in  
**As a Leader:** Analyst  
**In Conflict:** Will be fair and objective  
**MBTI Preferences:** ST

## 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 organization:** accomplishes goals with the team

**Overuses:** authority; ingenuity

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

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

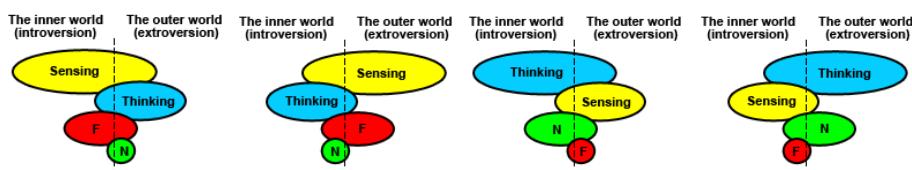
**Would increase effectiveness through:** individual follow-through; empathy when showing disapproval; steadier pace

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

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

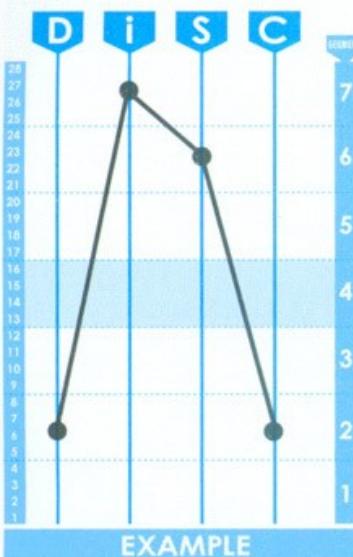
Appraisers are good critical thinkers. They are verbal in their criticisms and their words occasionally may be caustic. Appraisers have a better control of the situation if they relax and pace themselves. A helpful axiom to achieve this is, "You win some, you lose some."

## MBTI Preferences



# Counselor - Is

## Counselor Pattern



**Emotions:** is approachable; shows affection and understanding

**Goal:** friendship; happiness

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

**Influences others by:** personal relationships; “open door” policy

**Value to the organization:** remains stable and predictable; develops a wide range of friendships; listens to others' feelings

**Overuses:** indirect approach; tolerance

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

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

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

**Focus:** Friendship and happiness

**On a Team:** Make people happy

**As a Leader:** Approachable

**In Conflict:** Will want a win-win solution

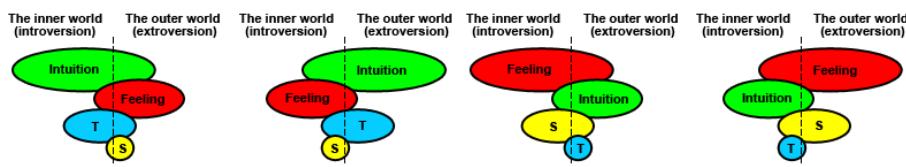
**MBTI Preferences:** NF

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

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

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

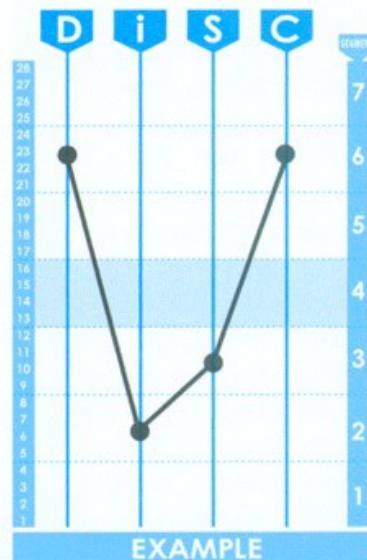
## MBTI Preferences



# Creative - Dc

**Focus:** Unique accomplishments through change  
**On a Team:** Move the team forward  
**As a Leader:** Progressive  
**In Conflict:** Will engage if for progress  
**MBTI Preferences:** NT

## 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 organization:** initiates or designs changes

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

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

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

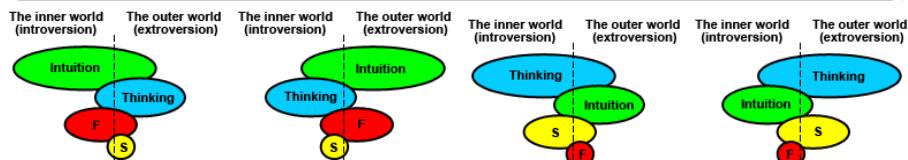
**Would increase effectiveness through:** warmth; tactful communication; effective team cooperation; recognition of existing sanctions

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

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

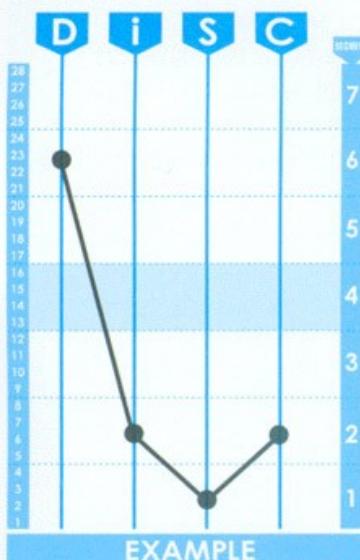
Creative persons want freedom to explore, and they want the authority to examine and retest findings. They can make daily decisions quickly but may be extremely cautious when making bigger decisions: "Should I accept that promotion?" "Should I move to another location?" In their drive for results and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

## MBTI Preferences



# Developer - D

## 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:** finding solutions to problems; projecting a personal sense of power

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

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

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

**Fears:** boredom; loss of control

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

**Focus:** Independent work focused on logic

**On a Team:** Contribute behind the scenes

**As a Leader:** Innovative

**In Conflict:** Will be better at one-on-one conflict

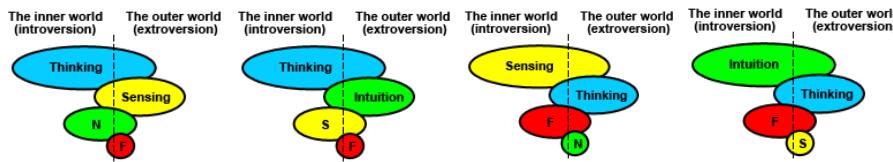
**MBTI Preferences:** IT

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

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

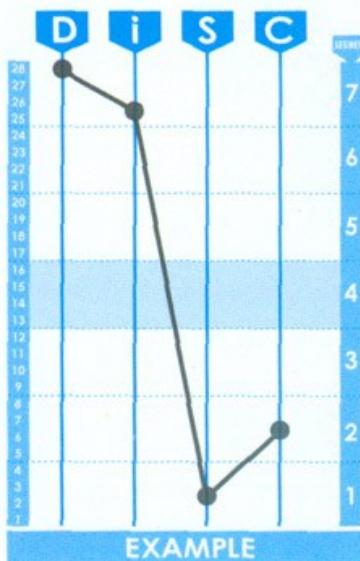
Developers are most interested in achieving their own goals. Opportunities for advancement and challenge are important to them. By focusing on results, they may lack empathy or seem uncaring by dismissing others' concerns.

## MBTI Preferences



# Inspirational - Di

## 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 organization:** acts as a "people mover"; initiates, demands, compliments, disciplines

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

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

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

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

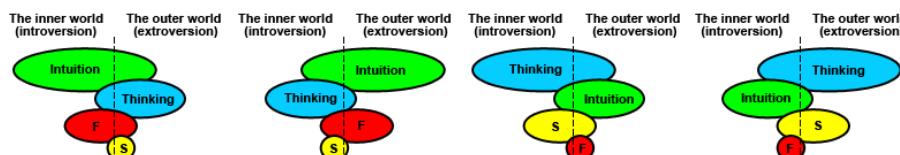
**Focus:** Creating the vision  
**On a Team:** Make it happen  
**As a Leader:** Motivational  
**In Conflict:** Will try to understand and influence  
**MBTI Preferences:** NT

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

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

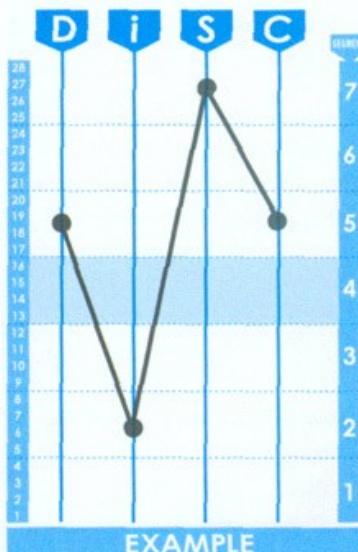
Inspirational persons can be charming in their interactions. They are persuasive when they want help in repetitive and time-consuming details. People often experience a conflicting sensation by feeling drawn to Inspirational people and yet being curiously distanced. Others may feel "used" by Inspirational persons' powers of manipulation. Although they sometimes inspire fear in others and override their decisions, Inspirational persons are generally well liked by co-workers because they use their considerable verbal skills to persuade others whenever possible. Inspirational persons clearly prefer to accomplish goals through cooperation and persuasion instead of domination.

## MBTI Preferences



# Investigator - Sd

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

**Overuses:** bluntness; suspicion of others

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

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

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

**Focus:** Power through authority

**On a Team:** Prove the reason for movement

**As a Leader:** Determined

**In Conflict:** Will provide rationale

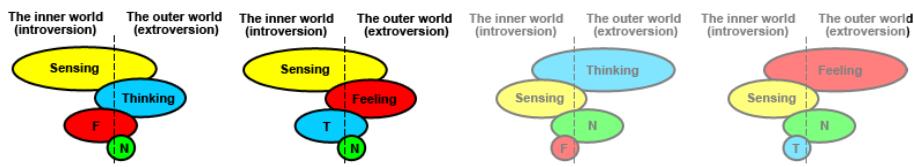
**MBTI Preferences:** SJ(I)

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

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

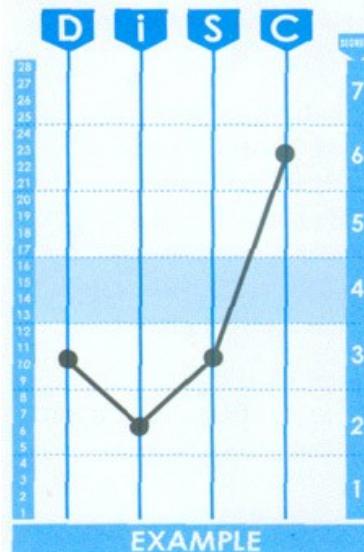
Investigators are not especially interested in pleasing people, and they prefer to work alone. They can be perceived as cold, blunt, and tactless. Because they value their own thinking ability, Investigators evaluate others by how they use facts and logic. To increase their effectiveness in personal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

## MBTI Preferences



# Objective Thinker - C

## 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 organization:** defines and clarifies; obtains, evaluates, and tests information

**Overuses:** analysis

**Under pressure:** becomes worrisome

**Fears:** irrational acts; ridicule

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

**Focus:** Correctness and critical thinking

**On a Team:** Do it right

**As a Leader:** Analytical

**In Conflict:** Will be aggressive

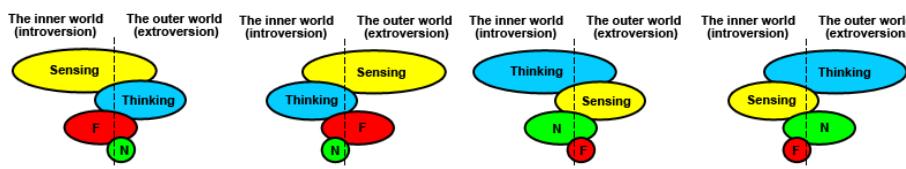
**MBTI Preferences:** ST

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

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

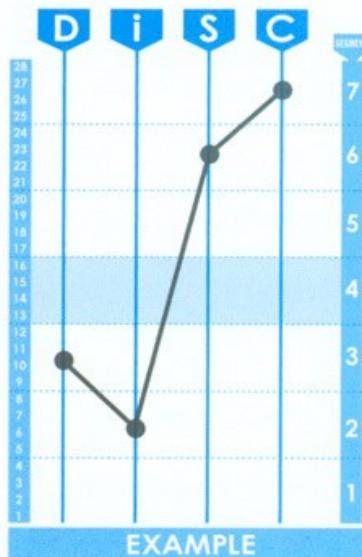
Objective Thinkers are concerned with the “right” answer and may have trouble making decisions in ambiguous situations. With their tendency to worry, they may get bogged down in “analysis paralysis.” When they make a mistake, Objective Thinkers often hesitate to acknowledge it. Instead, they immerse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

## MBTI Preferences



# Perfectionist - Cs

## 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 organization:** is conscientious; maintains standards; controls quality

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

**Under pressure:** becomes tactful and diplomatic

**Fears:** antagonism

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

**Focus:** Stability and competence  
**On a Team:** Show their knowledge

**As a Leader:** Competent

**In Conflict:** Will be persistent about details

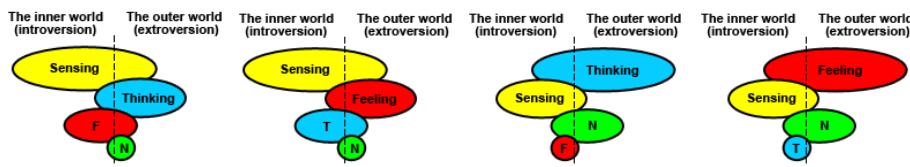
**MBTI Preferences:** SJ

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

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

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

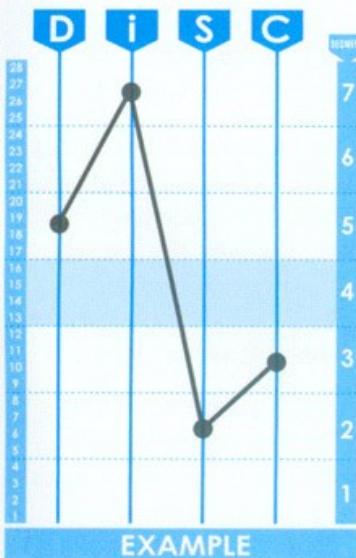
## MBTI Preferences



# Persuader - Id

**Focus:** Verbal acuity and flexibility  
**On a Team:** Be open to ideas  
**As a Leader:** Poised  
**In Conflict:** Will be open-minded  
**MBTI Preferences:** EP

## Persuader Pattern



**Emotions:** trusts others; is enthusiastic

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

**Judges others by:** ability to express themselves; flexibility

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

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

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

**Under pressure:** becomes indecisive and is easily persuaded; becomes organized in order to look good

**Fears:** fixed environment; complex relationships

**Would increase effectiveness through:**

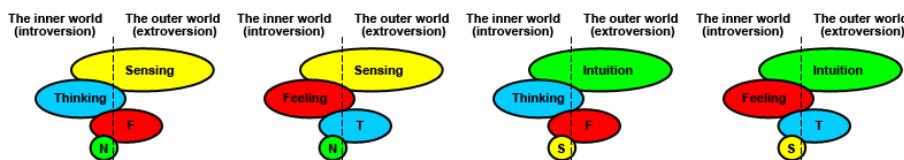
challenging assignments; attention to task-oriented service and key details; objective data analysis

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

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

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

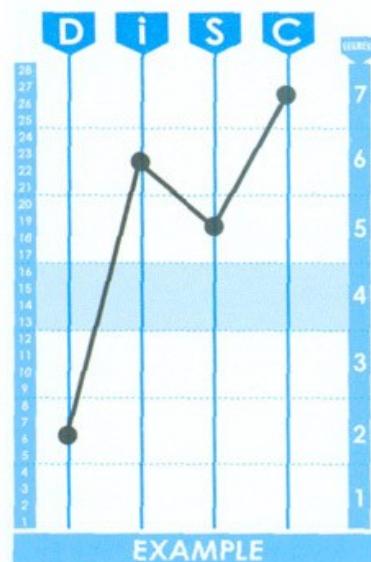
## MBTI Preferences



# Practitioner - Ci

**Focus:** Self-discipline for growth  
**On a Team:** Stay the course  
**As a Leader:** Proficient  
**In Conflict:** Will stay on track  
**MBTI Preferences:** ST

## Practitioner Pattern



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

**Goal:** personal growth

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

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

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

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

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

**Fears:** being too predictable; no recognition as an "expert"

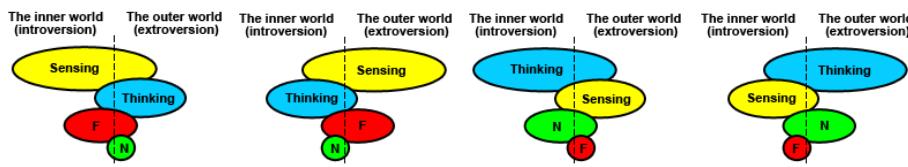
**Would increase effectiveness through:** genuine collaboration for common benefit; delegation of key tasks to appropriate individuals

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

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

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

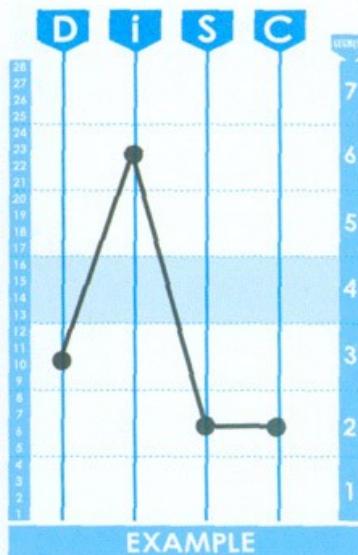
## MBTI Preferences



# Promoter - I

**Focus:** Approval, popularity  
**On a Team:** Enjoy them and their style  
**As a Leader:** Optimistic  
**In Conflict:** Will look at the bright side  
**MBTI Preferences:** NF(P)

## Promoter Pattern



**Emotions:** is willing to accept others

**Goal:** approval, popularity

**Judges others by:** verbal skills

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

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

**Overuses:** praise, optimism

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

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

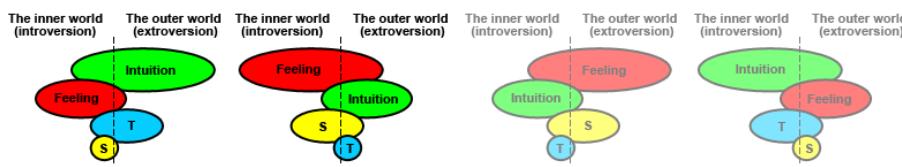
**Would increase effectiveness through:** control of time; objectivity; sense of urgency; emotional control; follow-through on promises and tasks

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

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

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

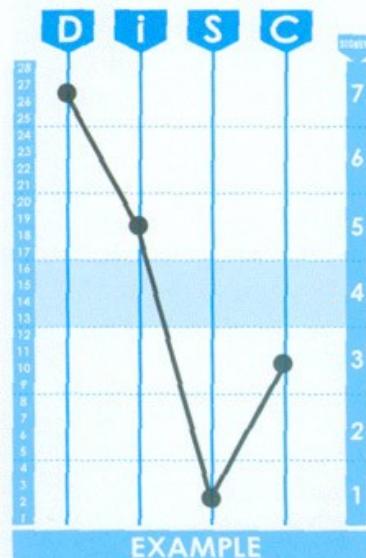
## MBTI Preferences



# Result Oriented - Di

**Focus:** Dominance and independence  
**On a Team:** Shut up and get it done  
**As a Leader:** Dominant  
**In Conflict:** Will push for closure  
**MBTI Preferences:** NT(J)

## Result-Oriented Pattern



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

**Goal:** dominance and independence

**Judges others by:** ability to accomplish tasks quickly

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

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

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

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

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

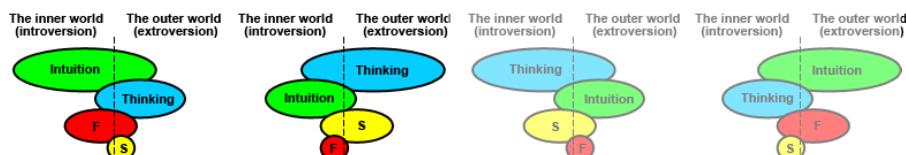
**Would increase effectiveness through:** explanation of their reasoning and consideration of other views and ideas about goals and solutions to problems; genuine concern for others; patience and humility

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

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

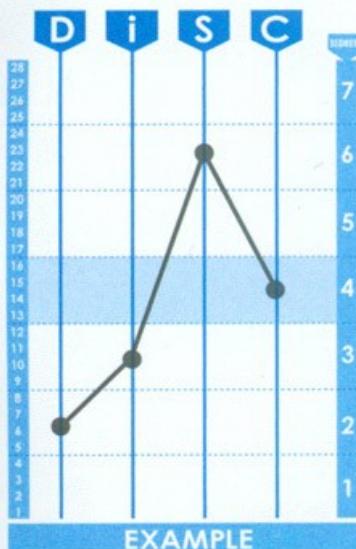
Result-Oriented people are quick thinkers, and they are impatient and critical toward those who are not. They evaluate others on their ability to get results. Result-Oriented people are determined and persistent even in the face of antagonism. They take command of the situation when necessary, whether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

## MBTI Preferences



# Specialist - S

## 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; accommodating others

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

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

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

**Fears:** change, disorganization

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

**Focus:** Maintaining the *status quo*  
**On a Team:** Change only if necessary

**As a Leader:** Cautious

**In Conflict:** Will want to keep things the same

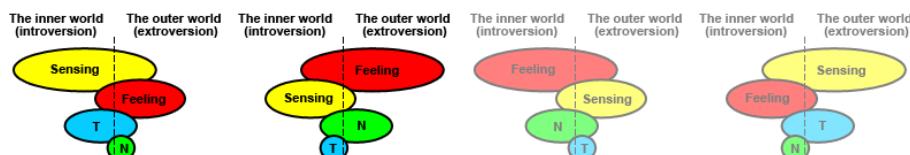
**MBTI Preferences:** SF(J)

Specialists “wear well” with others. With their controlled stance and modest manner, they are able to work well with a number of behavioral styles. Specialists are considerate, patient, and always willing to help those they consider friends. They build close relationships with a relatively small group of associates in the work environment.

Their efforts are directed toward retaining familiar and predictable patterns. Most effective in specialized areas, Specialists plan their work along directed channels and achieve a remarkably consistent performance. Appreciation from others helps to maintain that level of consistency.

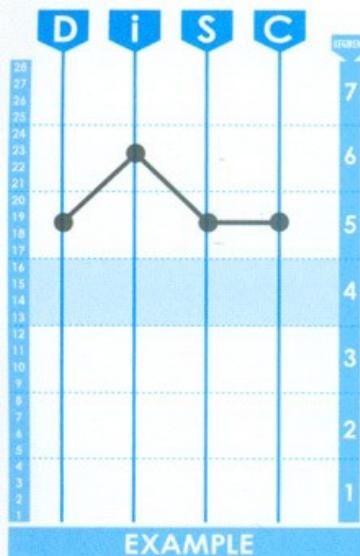
Specialists are slow to adapt to change. Prior conditioning gives them time to change their procedures while maintaining a consistent level of performance. Specialists may need help to start new projects or develop shortcut methods to meet deadlines. Finished projects are often put aside for further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

## MBTI Preferences



# Over shift - Error

## Overshift Pattern

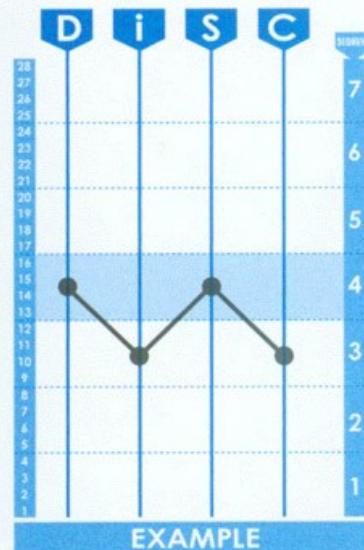


Before you go further, review your profile graph scores for the possibility of errors made when computing your responses or plotting your scores. An Overshift Pattern occurs when all four plotting points are positioned in the upper portion of the graph. This indicates that the person considers all four behavioral styles to be of equally high importance. As a result, the **shape** of the profile does not match any of the commonly occurring Classical Profile Patterns.

Classical Patterns represent combinations of high and low plotting points, whereas the Overshift Pattern has only high plotting points. When an Overshift Pattern appears in Graph III, it is recommended that one of the other two graphs be used for interpretation, but remember that Graph I or Graph II represents only half of the responses. It may be helpful to retake the profile with a clearer focus.

# Tight - error

## Tight Pattern

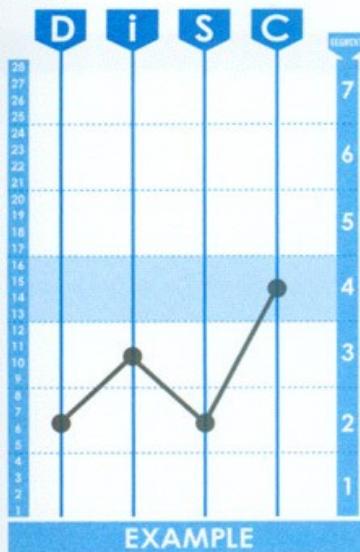


Before you go further, review your profile graph scores for the possibility of errors made when computing your responses or plotting your scores. A Tight Pattern occurs when all four plotting points are positioned in the middle area of the graph with only one segment difference between the four points. This indicates that the person considers all four behavioral styles to be of equal importance. As a result, the **shape** of the profile does not match any of the commonly occurring patterns.

Classical Profile Patterns represent combinations of high and low plotting points, whereas the Tight Pattern has plotting points only in the middle area. When a Tight Pattern appears in Graph III, it is recommended that one of the other two graphs be used for interpretation, but remember that Graph I or Graph II represents only half of the responses. It may be helpful to retake the profile with a clearer focus.

# Under shift - error

## Undershift Pattern



Before you go further, review your profile graph scores for the possibility of errors made when computing your responses or plotting your scores. An Undershift Pattern occurs when all four plotting points are positioned in the lower portion of the graph. This indicates that the person considers all four behavioral styles to be of equally low importance. As a result, the **shape** of the profile does not match any of the commonly occurring patterns.

Classical Patterns represent combinations of high and low plotting points, whereas the Undershift Pattern has only low plotting points. When an Undershift Pattern appears in Graph III, it is recommended that one of the other two graphs be used for interpretation, but remember that Graph I or Graph II represents only half of the responses. It may be helpful to retake the profile with a clearer focus.

## LINKS

- Myers-Briggs Type Indicator: [http://en.wikipedia.org/wiki/Myers-Briggs\\_Type\\_Indicator](http://en.wikipedia.org/wiki/Myers-Briggs_Type_Indicator)
- Personality Types: <http://www.mypersonality.info/personality-types/>
- MBTI Proximity Chart: <http://mrob.com/pub/MBTI-16.html>
- Celebrity Types: <http://www.celebritytypes.com/>
- Understanding DiSC: <http://www.discusonline.com/udisc/default.htm>
- The DiSC Classic Profile: <http://www.discprofiles4u.com/blog/2012/disc-profile-test-15-classical-patterns-1-of-20/>
- Profile Dynamics: <http://fourtemperaments.com/Description2.htm>
- Temperament and Personality: <http://www.selfgrowth.com/articles/Warfield2.html>
- DiSC and MBTI Correlation: [file:///home/inniyah/Marte/DISC\\_MBTI/DISC%20and%20MBTI%20Correlation.html](file:///home/inniyah/Marte/DISC_MBTI/DISC%20and%20MBTI%20Correlation.html)
- A Comparison of DiSC Classic and the Myers-Briggs Type Indicator:  
<http://www.resourcesunlimited.com/clientfiles/pdf/InscapeReport8.pdf>
- DiSC Classic and Models of Personality: <http://www.resourcesunlimited.com/clientfiles/pdf/InscapeReport9.pdf>
- Temperament for Dummies: <http://www.erictb.info/temperament1.html>
- MBTI and the 16 Types and Cognitive Functions: <http://www.erictb.info/temperament2.html>
- APS and other systems: <http://www.erictb.info/temperament3.html>
- Kids' Personality Portraits: [http://personalitypage.com/html/kid\\_portraits.html](http://personalitypage.com/html/kid_portraits.html)
- A parent's Playbook for Learning: <http://www.goodreads.com/reader/30412-parent-s-playbook-for-learning>
- The Personality Questionnaire for Kids: [http://www.personalitypage.com/cgi-local/build\\_pqk.cgi](http://www.personalitypage.com/cgi-local/build_pqk.cgi)
- MBTI: Profiles of Cognitive Functions:  
<http://www.the16types.info/vbulletin/content.php/271-MBTI-Profiles-of-Cognitive-Functions>
- Using the Myers-Briggs Instrument with the DiSC Instrument: <https://www.cpp.com/pdfs/MBTI-with-DISC.pdf>
- The difference between DiSC and MBTI: [http://disc-report.com/wp-content/uploads/2010/09/DISC\\_Vs\\_MBTI.pdf](http://disc-report.com/wp-content/uploads/2010/09/DISC_Vs_MBTI.pdf)
- Scientific facts about DiSC Classical Patterns:  
[http://ipbpartners.eu/public/artikkel/Scientific\\_facts\\_about\\_\\_DiSC\\_Classical\\_Patterns.pdf](http://ipbpartners.eu/public/artikkel/Scientific_facts_about__DiSC_Classical_Patterns.pdf)
- DiSC360 vs Inscape 15 Patterns:  
<http://www.discmastery.com/pdfs/DISC360%20vs%20Inscape%2015%20Patterns.pdf>
- DiSC Profile Descriptions: <http://docs.thinkfree.com/tools/download.php?mode=down&dsn=744837>
- Using the Myers-Briggs Instrument with the DiSC Instrument: <https://www.cpp.com/pdfs/MBTI-with-DISC.pdf>
- Myers-Briggs Type Indicator: <https://sites.google.com/site/lodybdahl/mbtib>
- Putting It into Action: Navigating Conflict and Managing Stress to Build Resiliency:  
[https://www.cpp.com/PDFs/Be\\_Better\\_06\\_07\\_11.pdf](https://www.cpp.com/PDFs/Be_Better_06_07_11.pdf)