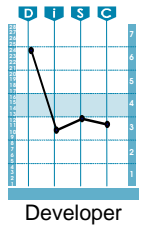




Behavioral Highlights

This section lists the potential strengths of Sample's behavioral profile. Personalize the information using these steps: <1> Put a check mark next to the statements that you think accurately describe Sample's behavioral style. <2> Put an X next to the statements that you feel do not describe Sample's behavioral style very well. <3> Write in comments to modify the statements to make them more descriptive.

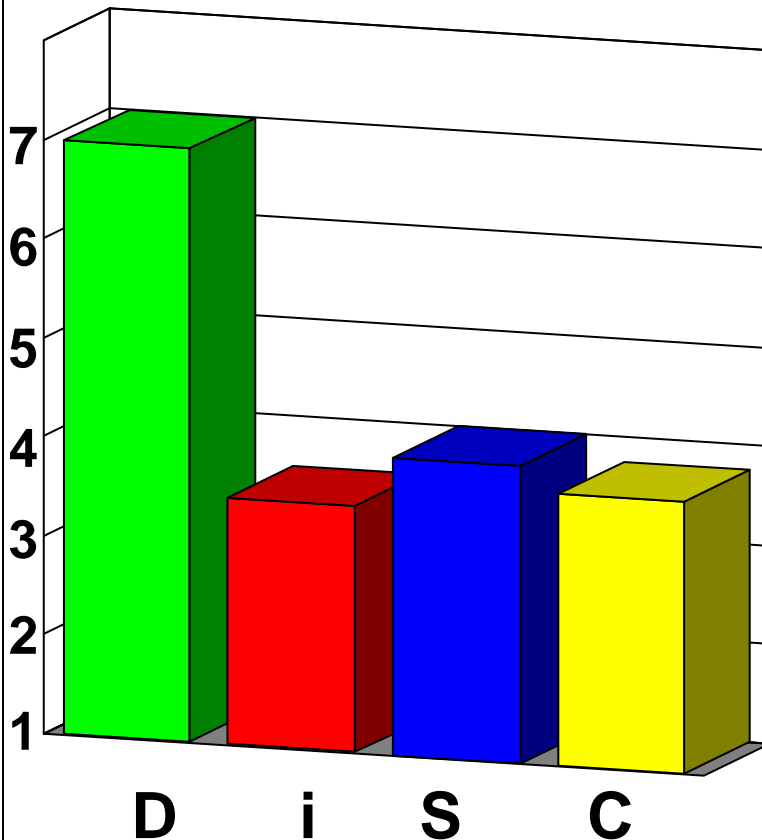


Some of Sample's behavioral strengths may be:

- Likes a fast pace, new activities, change, and variety
- Quick to act and creates a sense of urgency in others
- Enjoys challenges and competition
- Can move forcefully to get results
- Uses direct, action-oriented approach to solving problems



Personal Profile System[®] Graph



The DiSC[®] Dimensions of Behavior model describes behavioral patterns in terms of four tendencies. They are briefly defined below:

D Dominance: People with a high "D" behavioral tendency seek to shape their environment by overcoming opposition to accomplish results

i Influence: People with a high "i" behavioral tendency seek to shape their environment by influencing or persuading others.

S Steadiness: People with high "S" behavioral tendency seek to cooperate with others to carry out their tasks.

C Conscientiousness: People with high "C" behavioral tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioral tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioral responses.

Name: Sample Report
Date: 8/26/2004
Classical Pattern: Developer

Completed by: Self
Environmental Focus: Work

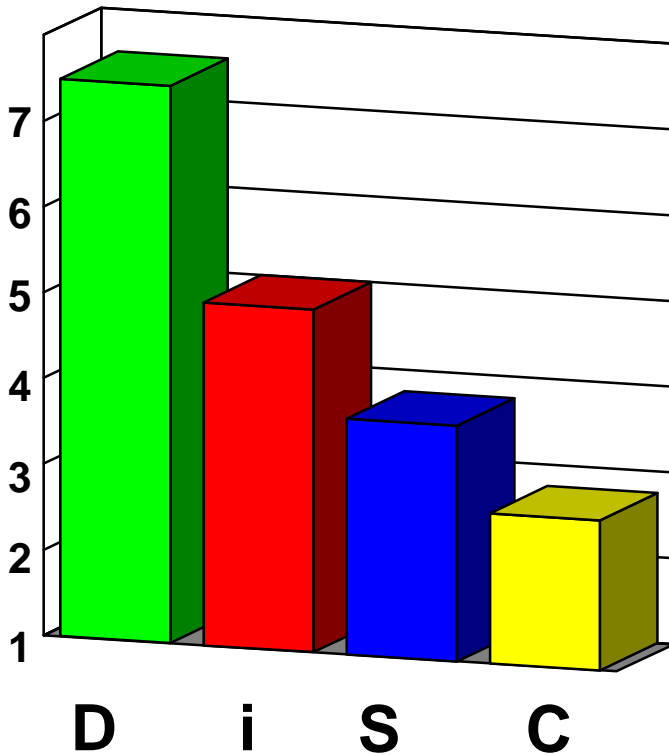
The above graph displays the relationship of the four behavioral tendencies in Sample's profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the *DiSC PPSS* is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.

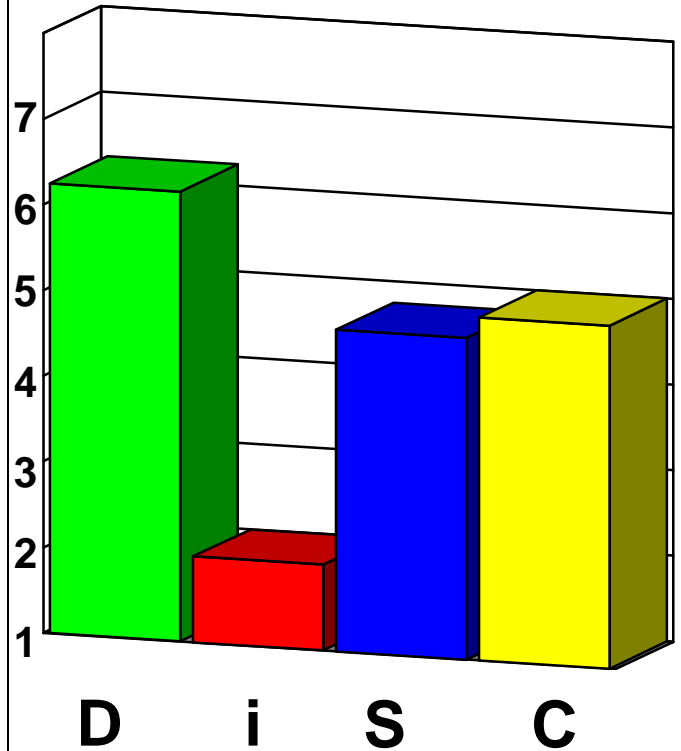


Personal Profile System[®] Graph

Graph I



Graph II



Name: Sample Report
Date: 8/26/2004
Classical Pattern: Developer

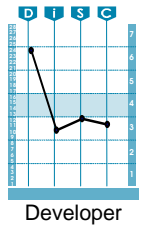
Completed by: Self
Environmental Focus: Work

Some people find additional understanding of themselves by looking at any differences between their responses to their MOST and LEAST choices. Because you have responded to the same question "How do I see myself?" for both choices, it is likely the information will be the same. If there is a significant difference in the Profiles, you may want to ask yourself some questions about the factors that influenced your choices as you responded. The composite graph (Graph 3) reflects the combination of your most and least choices and is typically the most comprehensive description of your overall Profile. This composite Profile is used for all the information contained in your reports.



Behavioral Overview

The following narrative, based upon the profile responses, provides a general overview of Sample's natural behavioral style in the environment. This section is designed to provide a broad overview of his natural, most comfortable behavior. Sample's actual observed behavior may be somewhat different due to modifications based on the demands of the situation, the expectations of others, and his personal values. Review and discuss the information, deleting the portions that do not seem applicable and highlighting the portions which may be most relevant and useful.



Sample tends to be a strong-willed individual who continually seeks out new horizons. Tending to be extremely self-reliant and independent in both thought and action, he may prefer to find his own solutions to any difficulties he may encounter. Although he may ask others for information, he seldom asks for opinions or solutions, preferring to make his own decisions. Due to his independence and self-sufficiency, Sample may feel relatively free of peer pressure or constraints of the group. Therefore, he may be able to bypass conventional ideas and current practices to come up with imaginative and innovative solutions.

Sample tends to look for a new challenge or a new opportunity. He may be anxious to test his skills and knowledge against the demands of a new situation. Tending to be somewhat reluctant to acknowledge his shortcomings or errors directly, he may tend to keep trying new solutions and new approaches until he obtains the results he desires. Or, he may simply move on to a new challenge. He tends to focus on solving the problem rather than on identifying the person responsible for the problem. As a result, he may avoid wasting time in blaming and "buck-passing" behavior.

Tending to be easily bored, Sample may search for new activities and opportunities for achievement. He may prefer activities that require considerable mental or physical effort. Tedious, long-term, or slow activities may cause some discomfort. He may prefer to get an activity started and then turn it over to others to finish. However, he tends to want to have complete control of the results of any activity for which he is held responsible or which is important to him. In fact, Sample may like to be in control of most situations.

Although he generally may tend to be direct and forceful, Sample may be capable of careful planning and strategic manipulation of people and situations to ensure that his goals are met. He tends to be very persistent in pursuing the results he desires, doing whatever he can to overcome or reshape any obstacles that may appear. This may make others uncomfortable unless a climate of mutual trust has been established.

Sample may have high expectations of others and may be critical when his standards are not met. In particular, he may want others to be like him: self-starters who think for themselves. Tending to be so strongly focused on results, he may seem to lack empathy and often seem uncaring. Since he may put his own interests first, he may appear self-centered. Opportunities for personal advancement and challenge may be very important to him.

If Sample is required to participate with others in situations which limit his individualism, he may become defiant and aggressive. Similar behavior might occur when he does not get his way on something important to him. He may generally enjoy being with people. However, Sample may become a loner when something needs to be done. He may normally prefer to give the details of an activity to someone else to do. Yet, under pressure his need for control and high expectations for performance may cause him



Behavioral Overview

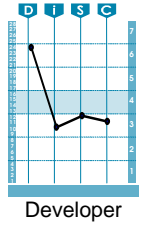
to complete the activity alone or to interfere with the efforts of others to whom he has delegated the details.

Sample tends to approach a new problem or decision in a quick and direct manner. He may size up all the data available - taking time to get additional facts only if there is a glaring lack of information - and then very quickly come to a tentative solution. He may monitor the results of that decision and make changes as needed. He may be willing to try new ideas and to take risks equal to the expected results.



Motivating Factors

People have different sources of motivation and different goals based on their most preferred behavioral tendencies. This section lists those factors usually found to be most motivating to someone with Sample's behavioral tendencies. Some of these factors may not apply to Sample because he may have modified his behavior due to his life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Sample's behavior. Review and revise as necessary.



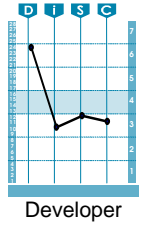
Sample may be motivated by:

- Having control over his work environment
- Being able to direct other people's activities
- Being offered new opportunities and new challenges
- Situations where he is held accountable solely for results rather than for how the results are achieved
- Opportunities for advancement
- Rewards for achieving goals



Preferred Environment

People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Sample might find most desirable based on his behavioral tendencies. Some of these factors may not apply to Sample or may appear contradictory because of the differences between the tendencies that describe Sample's behavior. Review and revise as necessary.



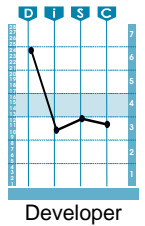
Sample wants an environment which provides:

- Maximum freedom to determine how things are done
- Fast-paced, results-oriented
- Performance measurements and rewards based upon achieving agreed-upon results
- Him the opportunity to control events



Tends to Avoid

All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviors are, we can choose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Sample is most likely to avoid based on his behavioral tendencies. Some of the factors may not apply to Sample. Review and revise as necessary.



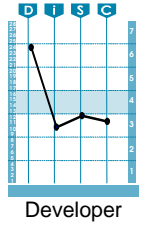
Based on dislike, discomfort, or fear, Sample tends to avoid:

- Situations where he has no control over the environment
- Appearing soft or weak
- Situations requiring routine, predictable behaviors day after day
- Being closely managed by others
- Having to check in frequently and report what he is doing
- Having to report step by step how he is going to do a task or activity



Strategies for Increased Effectiveness

This section describes possible actions that Sample might take to modify certain naturally occurring behavioral tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritize the strategies based on the needs of the current environment. Review and revise as necessary.



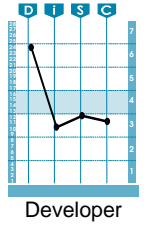
Sample would increase his effectiveness by:

- Taking more time to think through possible consequences before taking action
- Listening and considering the thoughts, feelings and experiences of others
- Learning to negotiate outcomes on a win/win basis
- Explaining his reasoning process rather than just announcing conclusions
- Learning to participate in a group without being in charge
- Developing tact and diplomacy in communications and interactions with others
- Giving recognition to others for their efforts



Demotivating Factors

People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Sample's behavioral style.



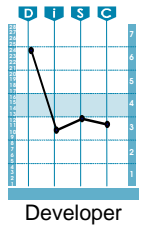
Sample may become demotivated when:

- His authority is countermanded
- His responsibility is diminished
- His resources are restricted
- Required to do routine activities with little or no variety
- Closely supervised
- Required to report frequently on activities rather than results
- He has no opportunity for advancement



Behavior in Conflict Situations

Most people use behavior in conflict situations that can be described as either a "fight" or "flight" response based on their natural behavioral tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Sample might use in a conflict situation. These behaviors may have been modified due to Sample's values system and/or life experience. This information will be more helpful if reviewed with Sample, ranking the behaviors from most-likely to be used to least-likely.



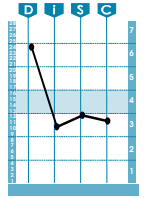
In a conflict situation Sample:

- Tends to take a direct, aggressive approach
- May escalate levels of aggression
- May create win/lose outcomes
- May overpower others who then retaliate with covert aggression
- Tends to become defensive
- May become autocratic, using rank and authority to end the conflict



Behavioral Tendency Continuum

This continuum displays Sample's potential range of intensity for each of the behaviors listed. This continuum represents potential behavior based on Sample's profile pattern rather than actual, observed behavior. This information is most helpful when discussed and evaluated based on experience with Sample.



Developer

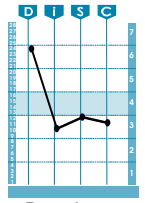
Name: **Sample Report**
 Date: 8/26/2004
 Classical Pattern: Developer
 Environmental Focus: Work

	L	ML	M	MH	H
ACCEPTS - open, receives willingly		♦			
ADHERES - sticks to the rules		♦			
ADVOCATES - promotes, urges action				♦	
AGITATES - stirs up, rocks the boat				♦	
AMPLIFIES - explains, expands the point		♦			
ASSIGNS - delegates to others					♦
ASSUMES - takes for granted					♦
BOASTS - brags about abilities			♦		
CAPTIVATES - charms others			♦		
COMMANDS - directs others				♦	
DIGESTS - absorbs, thinks it through			♦		
ESTABLISHES - stabilizes, builds to last			♦		
IMITATES - follows the leader's example		♦			
INVENTS - creates new solutions, ideas					♦
INVESTIGATES - examines, checks it out		♦			
JUSTIFIES - defends, gives reasons for		♦			



Behavioral Tendency Continuum

This continuum displays Sample's potential range of intensity for each of the behaviors listed. This continuum represents potential behavior based on Sample's profile pattern rather than actual, observed behavior. This information is most helpful when discussed and evaluated based on experience with Sample.



Developer

Name: **Sample Report**
 Date: 8/26/2004
 Classical Pattern: Developer
 Environmental Focus: Work

	L	ML	M	MH	H
MAINTAINS - continues, preserves		♦			
MANEUVERS - plans skillfully				♦	
MODIFIES - adapts, adjusts, revises	♦				
NURTURES - shows care for others	♦				
OBJECTS - protests, argues, disputes			♦		
OBSERVES - watches attentively			♦		
PLANS - prepares, maps out task			♦		
PRAISES - compliments, shows approval		♦			
PROHIBITS - cautions, prevents risk			♦		
PROTECTS - guards tradition, stability		♦			
RECONCILES - appeases, settles differences		♦			
REVIEWS - examines in detail			♦		
SPECULATES - gambles on the future					♦
TESTS - examines, tries it out			♦		
TRUSTS - believes in others		♦			
VERBALIZES - talks things out		♦			

