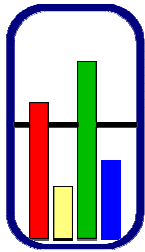
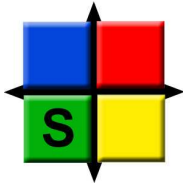


## The 15 DISCstyle Behavioral Patterns

What follows are the 15 most common behavioral combinations (styles) that are found in the modern workplace. The behaviors that are displayed to or observed by others are a combination of the influence of each of the four major factors. Typically, each style will have one or two (most often) of the DISC factors that are prominently displayed by the individual. What follows is a description of the 15 most common workplace patterns along with some insights into how they typically function in the day to day interpersonal dynamics. ***You need to remember that the style is a baseline indicator that will be adapted by the person based upon the interpersonal dynamic of the relationship. For example, how one displays his/her dominance or urgency will likely be different toward the boss than it would be toward a direct report.***

### Finisher ("Achiever"\*)



**Emotional Characteristics:** industrious, diligent, can display frustration.

**Goals:** Personal accomplishments & results. Goals can be pursued at the expense of others

**How others are valued:** By the results others achieve.

**Group Influence:** Will be responsible and accountable for own actions.

**Value to Organization:** Will establish and accomplish the goals they set for themselves.

**"Watch Outs":** May become too self reliant and task oriented.

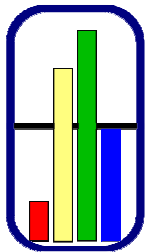
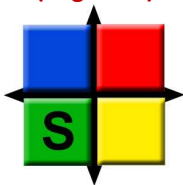
**When under pressure:** May become frustrated and impatient with others; communications can degrade and the achiever may become more "hands on" rather than delegating/sharing activities to others.

**Fears:** Competitors or acceptance of poor work product standards.

#### Style Overview:

Finishers ("Achievers")\* possess a strong sense of personal accountability and results orientation. They will likely demonstrate a keen interest in the quality of the work being done. Because Finishers ("Achievers")\* have a high opinion for the quality of their own work, they can often either do a task themselves or take back a delegated task so that it's done right. Finishers ("Achievers")\* operate at a high efficiency and expect acknowledgement and rewards for their efforts.

### Harmonizer ("Agent"\*)



**Emotional Characteristics:** responds to affection and praise, rejects aggressive behaviors by others.

**Goals:** Being accepted and appreciated by others.

**How others are valued:** By other's willingness to include the agent in activities and processes.

**Group Influence:** Offering friendship and a willingness to listen.

**Value to the Organization:** Blends well with others, supportive and team oriented.

**"Watch Outs":** Overuse of kindness and accommodation.

**When under pressure:** Will rely upon information of call upon personal relationships to address the current issue.

**Fears:** This style seeks to avoid conflict, anger and disharmony.

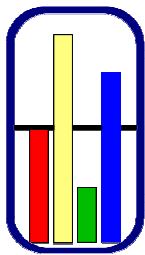
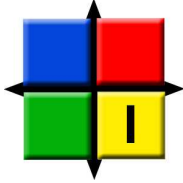
#### Style Overview:

Harmonizers ("Agents")\* balance both interpersonal connections and goals/objectives. They are supportive, make others feel included, and extend a hand of friendship. They tend to be well organized and deliver effective results. Being service oriented, the Harmonizer ("Agent")\* style is quite good at taking on/helping with tasks that others may struggle with themselves. They do not like conflict and may avoid connections with assertive individuals.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

## The 15 DISCstyle Behavioral Patterns (continued)

### Assessor ("Appraiser"\*)



**Emotional Characteristics:** Strong desire to look good to others.

**Goals:** To Win and to win with style.

**How others are valued:** By their ability to instigate action and activities.

**Group Influence:** Strong presentation of their competitive ideas

**Value to the Organization:** Good team players who work through others.

**"Watch Outs":** Can overstep bounds of authority and responsibility.

**When Under Pressure:** Can become overly critical and impatient with others.

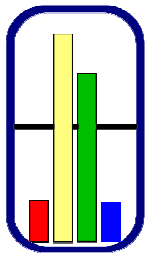
**Fears:** Looking bad in the eyes of other people and/or not being viewed as a winner.

#### Style Overview:

Assessors ("Appraisers")\* apply creative focus to practical, workable concepts and make them doable. They display competitive and results-oriented interactions but engage others with persuasion rather than through aggressive methods. They are good at explaining their ideas and the steps required to reach their goals. They are organized and often have a step by step action plan to assure a good result. They can be quite verbal in stating their dissatisfaction and in criticizing others who are not contributing.

### Coach

("Counselor"\*)



**Emotional Characteristics:** Wants to be seen as warm and open by others.

**Goals:** Building personal relationships and networks of alliance.

**How others are valued:** Openness toward others and basic goodness

**Group Influence:** Via personal relationships and being open to others ideas, problems and needs.

**Value to the Organization:** Will bring stability to group efforts with predictable actions and will possess good listening skills.

**"Watch Outs":** Can become too tolerant and may avoid needed confrontations.

**When Under Pressure:** Can become too accommodating, trusting and sharing too much with others.

**Fears:** Having to pressure others or being seen as the source of pain or problems by others.

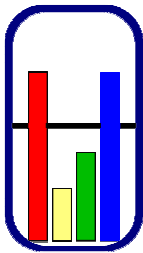
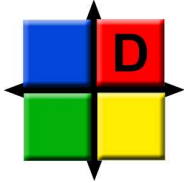
#### Style Overview:

Coaches ("Counselors")\* are adept at solving "people problems." They are seen as warm, empathetic and insightful. They like to form extended personal relationships and often develop a reputation for unobtrusive, contributory efforts when working with others. They can become too lenient with marginal contributors and tend to be too mild when issuing corrections, directions and expectations.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

## The 15 DISCstyle Behavioral Patterns (continued)

### Explorer ("Creative"\*)



**Emotional Characteristics:** Can be either aggressive or restrained.

**Goals:** Achieving dominance and reaching unique goals.

**How others are valued:** Do others meet their standards? Can others present unique ideas that are effective and accurate?

**Group Influence:** Will create effective structure and focus on reaching the group objectives and goals.

**Value to the Organization:** Will initiate or adjust tactics and plans.

**"Watch Outs":** Can become overly critical and even blunt with others.

**When Under Pressure:** Can become bored with routine tasks. Do not respond well to micro management. Can become dominant & trail blazing.

**Fears:** Need to be influential; will struggle with poor performance.

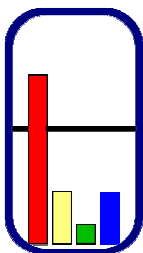
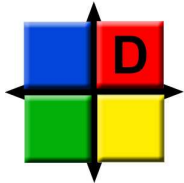
#### Style Overview:

Explorers ("Creatives")\* display opposing directions in their behaviors. There is a desire for results and goal achievement AND a competing desire for those results to be perfect.

Explorers shift between aggression and sensitivity, the desire for immediate results vs. consideration of alternatives.

They often make routine decisions quickly but may need to exercise caution for bigger ones. They are change agents who will want the space and flexibility to explore by retesting and revisiting their conclusions over time. They can be seen as emotionally distant and sometimes surprisingly direct.

### Producer ("Developer"\*)



**Emotional Characteristics:** Will strive to meet their own needs in their own way.

**Goals:** Finding new opportunities and goals to achieve.

**How others are valued:** Based upon ability to create workable solutions that meet the Developer's standards.

**Group Influence:** Will influence by setting a competitive fast paced agenda aimed at accomplishing results and by projecting personal power.

**Value to the Organization:** Will avoid the "blame game" and will offer new and innovative solutions. Will get results.

**"Watch Outs":** Can appear over controlling of others and outcomes in order to support and meet their own personal agendas.

**When Under Pressure:** Can become isolated and will push back hard if they are challenged or threatened or if they are denied new opportunities.

**Fears:** Losing control or being without meaningful challenges.

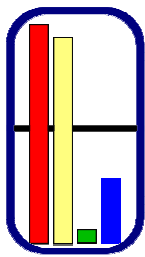
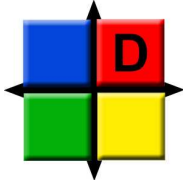
#### Style Overview:

Producers ("Developers")\* follow their own path and will seek new projects and challenges. They are self reliant and like to solve their issues without asking for help. This independence fosters innovation that is strongly advocated to others. Being in control is important to them and they can push back if challenged. They have high expectations of others and can be quite critical if expected results lag. They can be seen as uncaring and, at times, difficult to work with.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

## The 15 DISCstyle Behavioral Patterns (continued)

### Dynamo ("Inspirational"\*)



**Emotional Characteristics:** May appear to not need attention or affirmation from others.

**Goals:** To control circumstances, outcomes and other people.

**How others are valued:** How they project their personal power.

**Group Influence:** Via charm or intimidation and sometimes by offering incentives and rewards.

**Value to the Organization:** Will be a mover and shaker. Innovative, demanding, and will expect disciplined results.

**"Watch Outs":** Understand that the ends do not always justify the means.

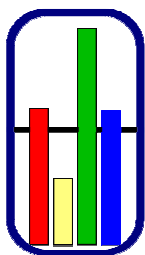
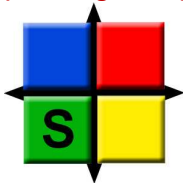
**When Under Pressure:** Can be seen as manipulative argumentative and abrasive

**Fears:** Being seen taken advantage of or losing social status in the group.

#### Style Overview:

Dynamos ("Inspirational"\*) will make an attempt to adjust or modify the thoughts and actions of others. They are good at understanding how to steer others toward a predetermined result. They will set the stage for the desired result before they verbalize that desire. Their strong persuasive skills can elicit cooperation from others but sometimes create a feeling by others of being manipulated. Dynamos ("Inspirational"\*) can be intimidating and can seek to override the decisions of others.

### Examiner ("Investigator"\*)



**Emotional Characteristics:** May appear disinterested and restrained.

**Goals:** To control circumstances, outcomes and other people.

**How others are valued:** Other's ability to effectively use logic and data.

**Group Influence:** Via persistence, tenacity and steady focus.

**Value to the Organization:** Effective team contribution that is detailed with the ability to work individually or with others effectively.

**"Watch Outs":** Can become undiplomatic and outspoken.

**When Under Pressure:** Can hold a grudge & become non-communicative.

**Fears:** Too much interaction with lots of other people & their ideas.

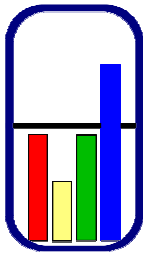
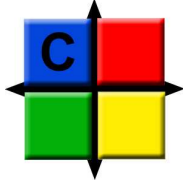
#### Style Overview:

Examiners ("Investigator"\*) are steady, objective and analytical. They are successful due to their strong persistence in pursuing their objectives. They can excel in complex and/or technical projects. They rely upon logic rather than emotion. They like working alone and do not feel the need to engage or be involved with others. They can sometimes be viewed as lacking tact and/or warmth.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

## The 15 DISCstyle Behavioral Patterns (continued)

### Fact-Finder ("Objective Thinker"\*)



**Emotional Characteristics:** May appear disinterested and restrained.

**Goals:** To control circumstances, outcomes and other people.

**How others are valued:** Other's ability to effectively use logic and data.

**Group Influence:** Via persistence, tenacity and steady focus.

**Value to the Organization:** Gets the facts, reviews the findings and brings analytical clarity to the project.

**"Watch Outs":** Subject to "analysis paralysis".

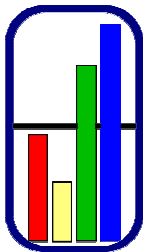
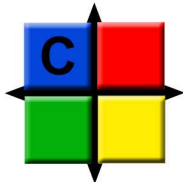
**When Under Pressure:** Can become quite concerned for a good outcome.

**Fears:** Other's erratic behavior or facing strong criticism or blame.

#### Style Overview:

Fact-finders ("Objective Thinkers")\* have highly developed "quality control" and critical thinking ability. They favor logic and facts but also possess intuitive abilities that they will meld with the facts. Preparation is essential prior to action. They may appear shy but can work with others who have similar high quality focus. They avoid confrontational situations and, because they need to "get it right," can delay decisions. If they make a mistake, they will likely research additional material to support their original choice.

### Formalist ("Perfectionist"\*)



**Emotional Characteristics:** Focus on doing things right, may appear reserved and restrained.

**Goals:** To achieve stable and reliable accomplishments.

**How others are valued:** The ability to be precise and accurate.

**Group Influence:** Via detailed and accurate input to team efforts.

**Value to the Organization:** Will embrace and support high quality and expected standards.

**"Watch Outs":** Rely too much on past procedures; can become rule bound.

**When Under Pressure:** May revert to too much diplomacy and tap dancing.

**Fears:** Aggressive and demanding relationships and interactions.

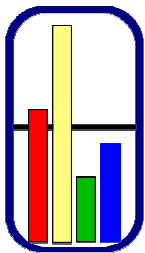
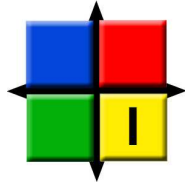
#### Style Overview:

Formalists ("Perfectionists")\* rely upon procedure and structure in all aspects of life. They are detailed oriented and seek perfection. They need to know the expectations and the timetable for their work. They can get bogged down in detail and will not rush important decisions. They will take a risk if they have the facts to support it. They may be initially suspicious of personal compliments, praise or flattery.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

## The 15 DISCstyle Behavioral Patterns (continued)

### Influencer ("Persuader"\*)



**Emotional Characteristics:** Will be vibrant, enthusiastic and trusting.

**Goals:** Seek authority and prestige through a variety of status symbols.

**How others are valued:** Via the ability to verbalize and compromise.

**Group Influence:** Via friendliness, fluency and relationships.

**Value to the Organization:** Often good at sales, being poised and confident and is able to delegate to others.

**"Watch Outs":** Overselling, over enthusiastic, too optimistic.

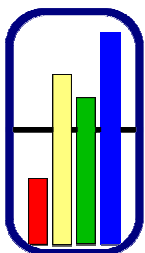
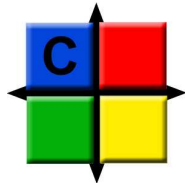
**When Under Pressure:** Can become too persuadable, will want to look good.

**Fears:** Routine, boring activities and difficult, highly political personal relationships.

#### Style Overview:

Influencers ("Persuaders")\* enjoy working with others. They are viewed as friendly, even as they seek to accomplish their personal goals. They often gain the respect and support of others. They aspire to positions of authority and it is important that they "look good to others." They like variety in their day. They can be too optimistic about others and tend to believe they can influence others more than they likely can. Influencers ("Persuaders")\* often needs analytical support to offset their tendency to proceed without all the facts.

### Technician ("Practitioner"\*)



**Emotional Characteristics:** Need to be current and keep pace with others.

**Goals:** High expectations for their own growth and advancement.

**How others are valued:** Via demonstrated self-discipline, position and authority.

**Group Influence:** Projecting confidence in ability to create, implement and expand the correct activities and actions.

**Value to the Organization:** Skilled problem solvers and experts in identifying solutions for their own area(s) of experience.

**"Watch Outs":** Over focus on personal goals and may expect too much from others.

**When Under Pressure:** Can become inhibited and overly sensitive to critical feedback.

**Fears:** Being too predictable or being unrecognized for their contributions.

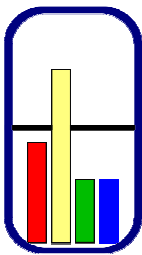
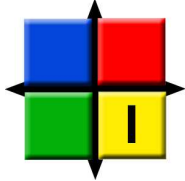
#### Style Overview:

Technicians ("Practitioners")\* will seek projects in their area(s) of expertise. They constantly challenge their own work and results. They are likely knowledgeable in many areas. They are easy to work with unless their expertise is challenged. They are quality oriented and expect strong results from themselves and others. They can become critical of others if they achieve poor results. At times, they can become too insistent on doing things a "certain way."

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

## The 15 DISCstyle Behavioral Patterns (continued)

### Networker ("Promoter"\*)



**Emotional Characteristics:** Very willing to accept and include others.

**Goals:** To gain approval, popularity and recognition.

**How others are valued:** Via others verbal skills.

**Group Influence:** Via praise, opportunities and providing favors.

**Value to the Organization:** Ideal for promoting ideas and projects.

**"Watch Outs":** Can overuse praise and be too optimistic.

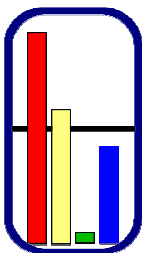
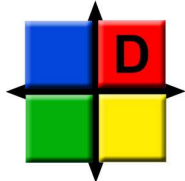
**When Under Pressure:** Can become even less detail focused, disorganized and may struggle to actually "get things done".

**Fears:** Being viewed in a bad light that detracts from prestige and self worth.

#### **Style Overview:**

Networkers ("Promoters")\* have many personal contacts who support their efforts. They are outgoing, socially comfortable and make friends with ease. They promote with enthusiasm and draw on their contacts to help them achieve their goals. They are quite optimistic, which can lead to misjudging others. They may not spend time on considering negative consequences of their "gut feel" inclinations. They can over-talk as they pursue their objectives.

### Results-Driven ("Results Oriented"\*)



**Emotional Characteristics:** High ego strength & concept development

**Goals:** Winning, achieving dominance and lack of restraint.

**How others are valued:** Via ability to accomplish tasks quickly.

**Group Influence:** Power of assertion and persistence to win.

**Value to the Organization:** "Will get results".

**"Watch Outs":** Can become too impatient, and seek the "I win - You lose" scenario.

**When Under Pressure:** Critical and fault finding, can overstep bounds and not contribute fully to the team direction if different than their own.

**Fears:** That other will take advantage, appearing too accommodating or too slow to act.

#### **Style Overview:**

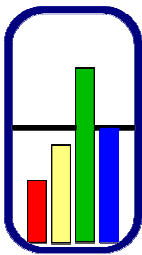
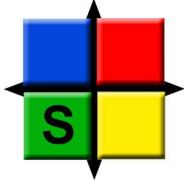
The Results-Driven ("Results Oriented")\* style displays strong self-confidence that may be viewed as arrogance. They will pursue options that challenge them to achieve goals. They like difficult tasks, unique opportunities and seek positions of authority. They avoid constraints. Rules can be viewed as loose guidelines. They act quickly and can become impatient and critical with more methodical and analytical people. In the extreme, they can appear cool and abrasive to others.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.



## The 15 DISCstyle Behavioral Patterns (continued)

### Planner ("Specialist"\*)



**Emotional Characteristics:** Will often find the cooperative middle way.

**Goals:** Consistency and retain the status quo with a minimum of radical change.

**How others are valued:** Via quality of relationships and demonstrated competency.

**Group Influence:** Reliable and consistent performance that can be counted on.

**Value to the Organization:** Good short term planner with a steady, stable and consistent activity level.

**"Watch Outs":** Unlikely to take risks, will passively resist change.

**When Under Pressure:** Likely to adapt to a power figure or group direction.

**Fears:** Rapid changes and disorganized activities.

### **Style Overview:**

Planners ("Specialists")\* blend well with most others. Moderate behaviors with unobtrusive behavior defines this pattern. Will likely be considerate, helpful and patient. Will build a solid relationship with a limited number of associates. Most effective in specialized areas of expertise. Will be well planned and consistent in performance. Does not like "fire drills." Will be good at contributing to projects and activities.

\*Names in quotes are the original classical pattern names attributed to John Geier and Performax.

**Note:** There are many more possible styles when combining the (4) four DISC behavioral dimensions. The (15) fifteen basic styles are naturally occurring groups that are useful for representing the primary behavioral style or characteristics observed by others when working and interacting in more common work situations. Each style is carefully constructed by integrating all (4) four DISC behavioral dimensions into an integrated style that is easily identified by non-trained observers.