

# Advancing Special Cases

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## Discussions about Special Cases



Though the following material is part of our accreditation courses, it is at the absolute limit of the model's ability to determine the psychology (emotions) associated with the profiles.

Special Cases use size, position and at times similarity of shape to determine key feelings or emotions.

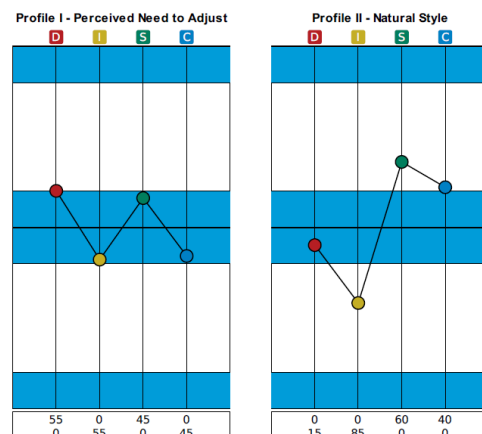
They are not described in the reports and, therefore, to identify them, a person needs to be trained.

Please be careful when interpreting the profiles and especially when discussing the results with the participant! The special cases are meant to be a starting point for discussion only - not a psychological evaluation tool.

## What Does Profile II Tell Me?

**In Extended DISC® Personal Analysis the profiles provide answers to the following two questions:**

- Who is this person? – This information is provided by the shape of Profile II.
- How are they feeling? – This information is provided by the size and position of Profile II plus Profile I and the Special Cases.



## Profile II

Profile II illustrates a person's natural response to an external stimulus.

It is the behavioural style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant for the individual. It illustrates the reaction mode that the person uses to naturally react and is most frequently exhibited outwardly in an individual's behaviour.

When interpreting Profile II, it's essential to look at its shape, size and position on the Extended DISC® reference framework. By using Profile II, it's possible to predict how a person is likely to behave.

Profile II is the Extended DISC® System's most accurate and lasting illustration of a person's natural behaviour. Any significant changes in it usually indicate significant events and changes in the immediate environment of the individual which are forcing them to seek new ways to succeed.

## What Does Profile I Tell Me?

Profile I illustrates how a person feels they need to adjust their behaviour to better cope with the requirements of their present environment. Profile I demonstrates an individual's conscious understanding of themselves and their own behaviour in the present situation (their conscious self-image).

*Comparing Profile I with Profile II -*

Any disturbances or interruptions during the answering of the questionnaire, or an individual's desire to answer contrary to the truth, will be reflected in Profile I. Consequently, you must be careful when interpreting the results.

**Significant differences to look out for when comparing Profile I with Profile II include:**

- A change in the shape of the profile.
- The shifting of a trait/one or more of the DISC styles over the middle line.
- A change in the dominant trait (D,I,S,C).
- Other significant changes in the profile.
- **If a trait is descending in Profile I** (when compared to Profile II) it is a sign that the person feels their present environment doesn't fully motivate them.
- **If a trait is ascending in Profile I**, it is a sign the person feels that to cope better with the requirements of their present environment, this type of behaviour needs to be emphasised.

## Size and Position do Matter

**In Extended DISC, the shape of a profile states who a person is, and the position and size of a profile reveal how they were feeling when they completed the questionnaire.**

This means that if a person is dealing with an issue or a special or unusual circumstance in their life currently, you need a current report. This particularly relates to the interpretation of Profile I, as it indicates how the person felt they needed to behave to be successful in their role and environment when they completed the questionnaire.

**As a rule of thumb: If you need to interpret the size and position of the profile(s), or if you are using Profile I, you will need a current report.**

If you are only using the shape of Profile II, then an older report is usually fine, as the shape of Profile II does not usually move out of an individual's flexibility zone.

This information is often used as a discussion opener to help the candidate open up and start talking about any feelings that might be disturbing them at the moment.

The special cases should never be viewed as a comprehensive psychological or psychiatric analysis, they are just topic hints that could be well worth discussing.

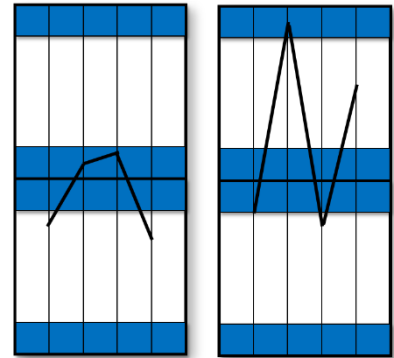
## What is a Tight Profile?

A tight profile occurs when the respondent does not answer the questions consistently. In other words, they have not been able to identify themselves with a clear style.

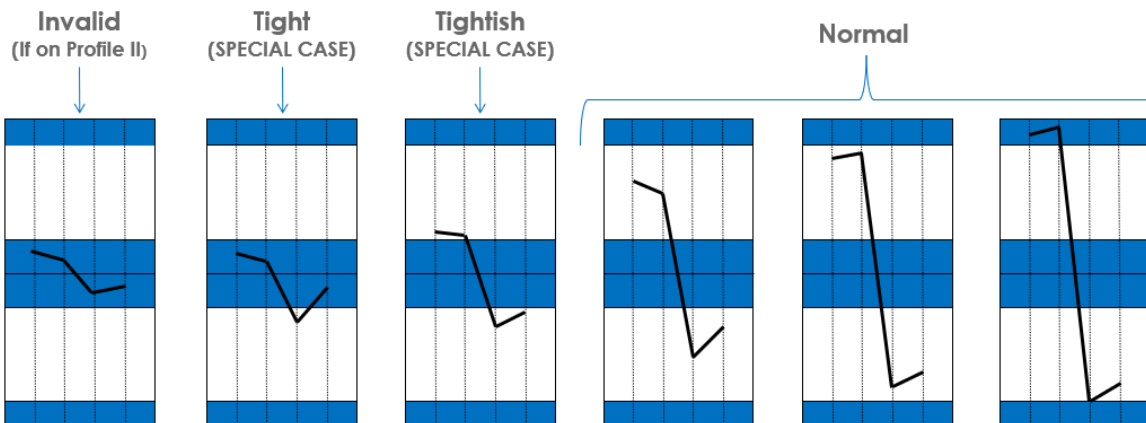
- A profile is defined as tight if either profile, in its entirety, is located within the neutral zone.
- The profile should also be considered tight if it is clearly smaller than the other profile.

If two profiles are very different and one is almost tight, it is better to view the confined profile as being tight.

*An example of this is shown to the right.*



## SIZE of the Profiles



## Is a Tight Profile a Problem?

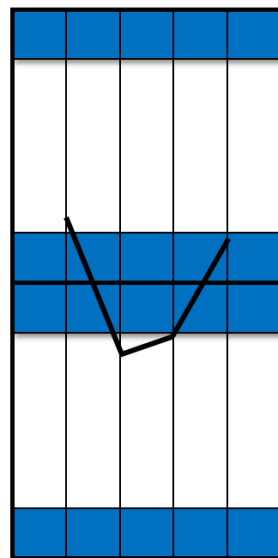
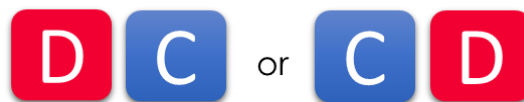
A Tight Profile in itself does not indicate a problem, although it may indicate that the person is in a situation where they cannot concentrate completely.

The consistency of a person's answering pattern determines the size of the graph line. A highly consistent response pattern results in a tall, stretched graph line. An inconsistent response pattern results in a tight or compressed graph line. In a tight or compressed profile, the person is not clearly identifying a style, but instead, choosing more across all four of the DISC styles.

Note: Remember that a tight profile does not have a clear shape!

### An exception to the tight profile rule:

With a DC-style or a CD-style, Profile II is often tight without reason.



\* This is because one part of this combination is fast/active and the other reserved/slower; one is introverted and the other extroverted. Both are task oriented, but when answering the questionnaire, opposite behaviours are at play in terms of analysing and the speed of decision making.

## Types of Tight Profile Cases

- **Tight Profile I** – Uncertain of Role. The person has not been able to form a clear understanding of their role in their present work environment.
- **Tight Profile II** – Insecurity. The person is under pressure. The probable cause of the pressure is a perceived threat that pertains to the basic areas of safety. Note DC/CD profiles can often be tight without reason.
- **Both Profiles Tight** – Frustration: The person has not been able to form a clear understanding of themselves, wants to please everyone, does not have any motivation to look into the future, or feels that they're currently in an unsuitable role, etc.

### Tight Profile I

#### Key Feeling = Uncertain of Role

##### Discussion Points:

- New in the position
- Unclear job description
- Several bosses
- No clear goal/seeking change
- Unclear areas of responsibility

##### Overview:

The person has not been able to form a clear understanding of their role in their present work environment.

##### Note:

A Tight Profile cannot be shown on the Extended DISC Diamond. In the case of a Tight Profile I, there will be no arrow on the Diamond.

If Profile I is tight, and the dimensions are both inside the neutral zone and above the middle line, then it is a Tight Profile and not an example of the Special Case of Helplessness.

#### What is the cause of a Tight Profile I?

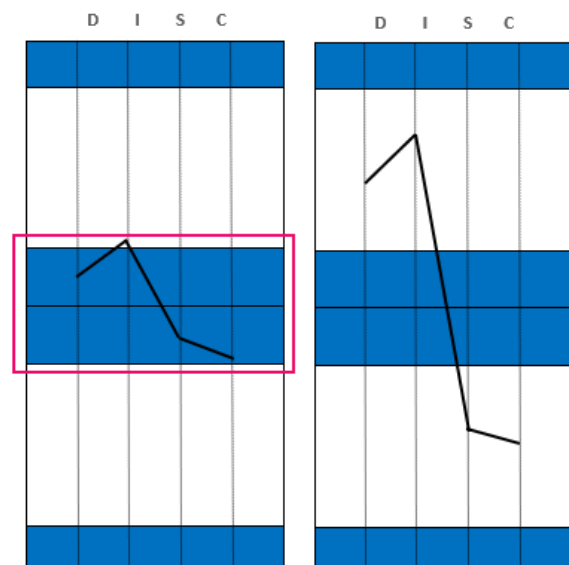
##### Interpretation:

A Tight Profile I is caused by two possible factors:

1. The person has not been able to form a clear understanding of their role in their current environment.
2. The person wants to – consciously or subconsciously – alter their responses. This will most likely be reflected in Profile I.

This means that when interpreting a Tight Profile I, you should keep these two possibilities in mind.

NB: Also remember that a Tight Profile I is not so important in recruitment.





## Tight Profile II

### Key Feeling = Insecurity

#### Discussion Points:

- Future not secure
- Unemployment
- Sickness
- Career threat/ rumours about change
- Divorce etc...

#### Overview:

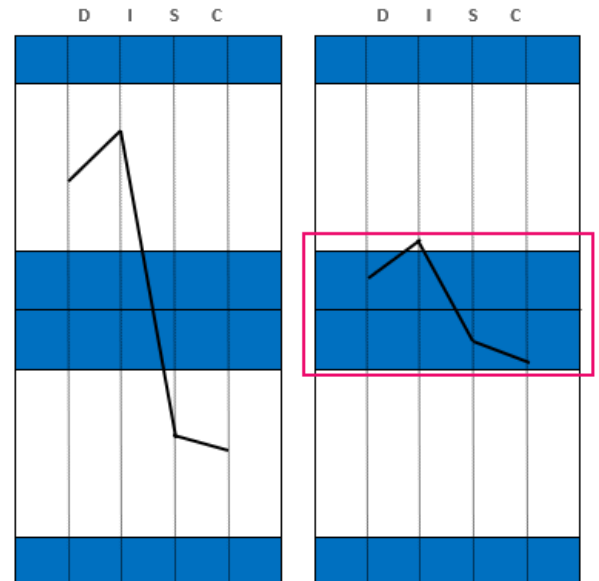
The person is under pressure. They may feel their future is not secure or perceive a threat to something they consider valuable. The feeling may be tied to their personal life or be intertwined between work and personal (e.g., financial issues).

#### Note:

A Tight Profile II cannot be shown on the Extended DISC Diamond. In the case of a Tight Profile II, the Diamond will be empty.

#### Is the result reliable?

If the profile is almost tight, we should be careful with the interpretation. If Profile II has much the same shape as Profile I, we can trust the shape of Profile II more.



## Both Profiles Tight

### Key Feeling = Frustration

#### Discussion Points:

- Future not clear
- Lack of motivation
- Lack of direction
- Confusion

#### Overview:

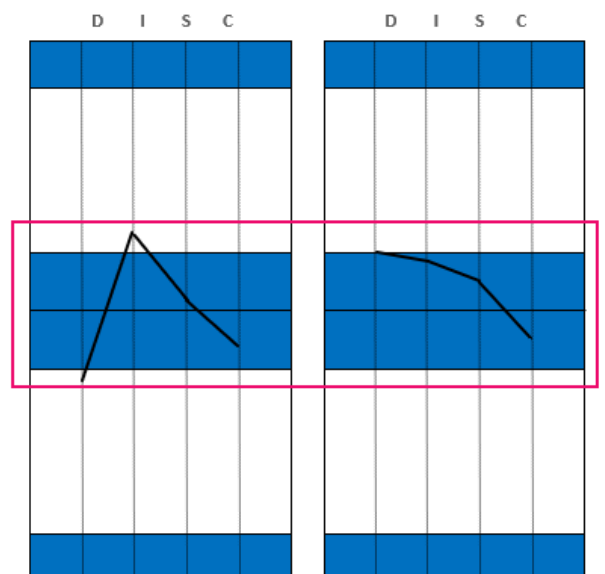
When both Profiles I and II are tight, the person has answered both parts of the questions inconsistently. The person may not have been able to form a clear understanding of themselves and wants to please everyone. They may not have any motivation to look into the future or may feel they are currently in an unsuitable role.

#### Note:

If both profiles are tight, the validity of the analysis could be lower. Therefore, one must use caution when interpreting the results.

#### Do the profiles have similar or different shapes?

If the two profiles have a similar shape, then you can feel more confident about trusting the shape of Profile II. If the shapes are different (like in the example on this page), you should not put too much



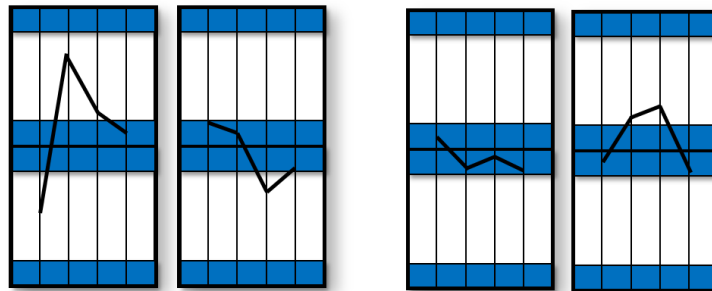
emphasis on the shape of Profile II. The only outcome of the analysis is that “Both Profiles are Tight” and the feeling related to this is frustration.

## Interpretation: Similarity

The following rule only applies to the previous two special cases, i.e., **Insecurity** and **Frustration**, as they are the only two that include a tight PROFILE II. Profile II is about the person themselves, so we need to be careful how we debrief it.

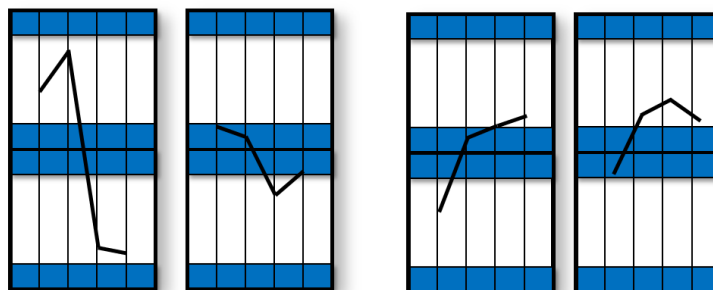
If the Tight Profile II has a **similar shape** to Profile I (i.e., the person has a similar style in both profiles) the results are regarded as being more reliable.

### Not Similar Shapes



**Less reliable** - Profile 1 and 2 are **different shapes**

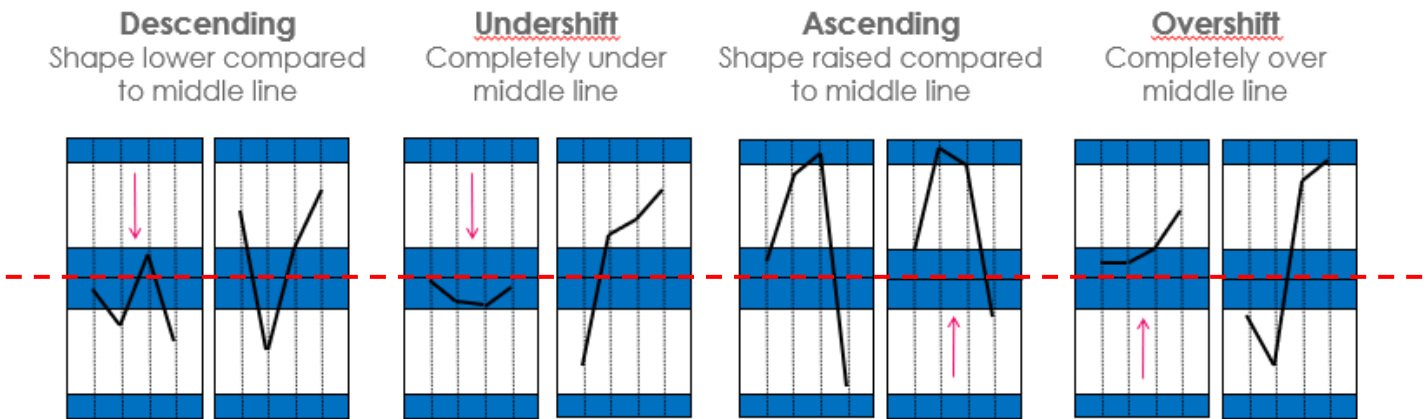
### Similar Shapes



**More reliable** - Profile 1 and 2 are **similar shapes**

## Position of the Profiles

### POSITION of the Profiles



A **Descending** Profile is when the whole shape is depressed in relation to the 'middle line' (though not completely under it).

- When it's completely under the middle line, it is called an **Undershift**.

An **Ascending** Profile is when the whole shape is elevated in relation to the 'middle line' (though not completely over it).

- When it's completely over the middle line, it is called an **Overshift**.

- **Ascending Profile I** – Helplessness: The person feels constrained and may feel compelled to go against their natural behavioural style in order to succeed in their present environment. They may be feeling overwhelmed, trying to be everything to everyone (be all styles).
- **Ascending Profile II** – Pressure: The person is under a lot of pressure and might feel the demands of their environment are becoming too much to handle.
- **Descending Profile I** – Lack of Confidence: A descending Profile I reflects self-confidence issues. The person may feel they need to conceal an aspect of themselves.
- **Undershift Profile I** – Moral Imbalance: An undershift in Profile I indicates the person may have problems with self-motivation or in the understanding of right and wrong. They may feel themselves to be in a position where they're required to do something they don't completely agree with. It may indicate a desire to hide themselves.

## Ascending / Overshift Profile I

### Key Feeling = Helplessness

#### Discussion Points:

- Working against my skills
- Working against my style
- Forcing myself

#### Overview:

An ascending Profile I indicates a feeling of constraint or being overwhelmed. The person is acting at the limits of their capabilities, or in complete contrast to their natural traits, in order to meet the demands of their environment.

In the case of a profile shifting above the middle line, an explanation can usually be found by examining the tendencies and traits relating to that particular behavioural type.

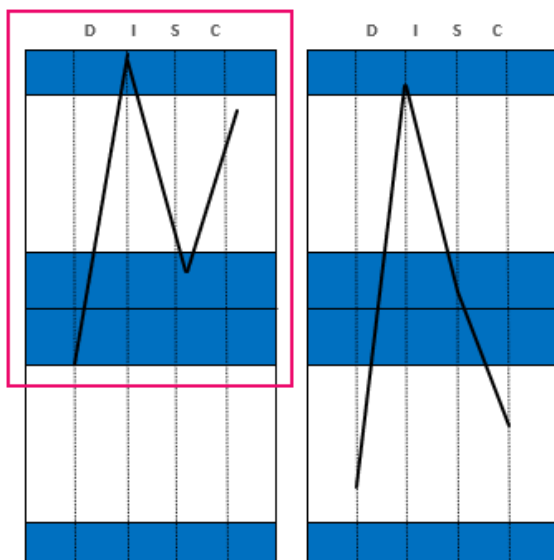
#### Note:

An Overshift Profile cannot be shown on the Diamond, nor will there be an arrow on the Diamond.

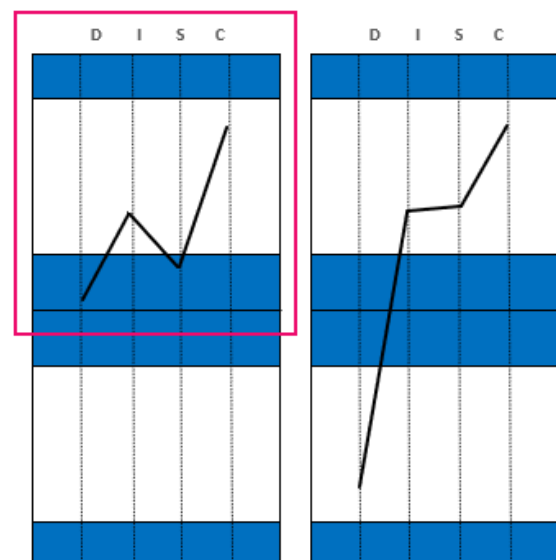
#### Interpretation:

If the whole profile shifts up, keeping the original (Profile II) shape, the cause may well be something that has no direct correlation with the individual's behavioural styles.

**Ascending Profile Example**



**Overshift Profile Example**



## Ascending Profile II

### Key Feeling = Pressure

#### Discussion Points:

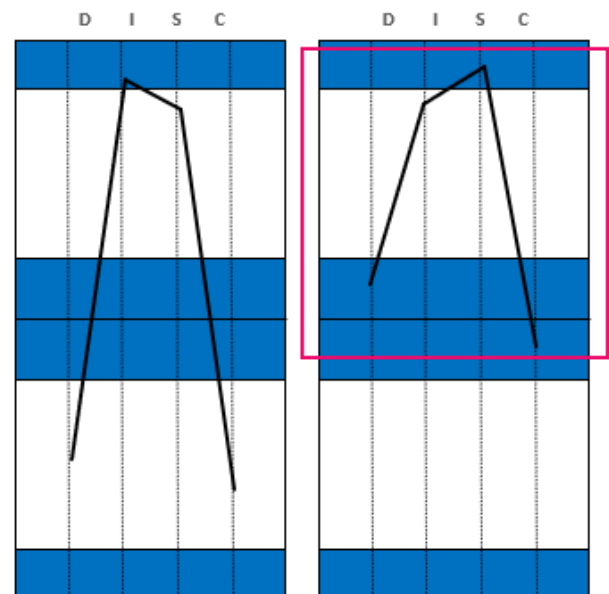
- Pressure at work
- Pressure at home
- Change in life

#### Overview:

The person is under a lot of pressure and might feel the demands of their environment are becoming too much to handle.

#### Styles in the Neutral Zone:

If Profile II is clearly ascending, the importance of the styles in the neutral zone diminishes. We should not use them as part of the interpretation of the shape of Profile II, but rather just use those styles that are above the neutral zone. This is because when the profile goes up, the middle line doesn't - meaning that when the reason for the upward shift has been removed, the dimensions in the neutral zone will most likely drop back down below the middle line.



## Descending / Undershift Profile I

**Key Feeling = Moral Issues /  
Lack of Self-Confidence**

**Discussion Points:**

- My work goes against my ethics
- I don't accept myself
- I need to conceal something
- I lack self confidence

**Overview:**

Descending profiles reflect problems relating to oneself (e.g., self-confidence issues). In extreme cases, when the whole profile falls beneath the middle line, the person may have problems with self-motivation or in the understanding of right and wrong.

For example, a person who promotes a healthy lifestyle may feel they are working against their own morals by working at a fast-food restaurant.

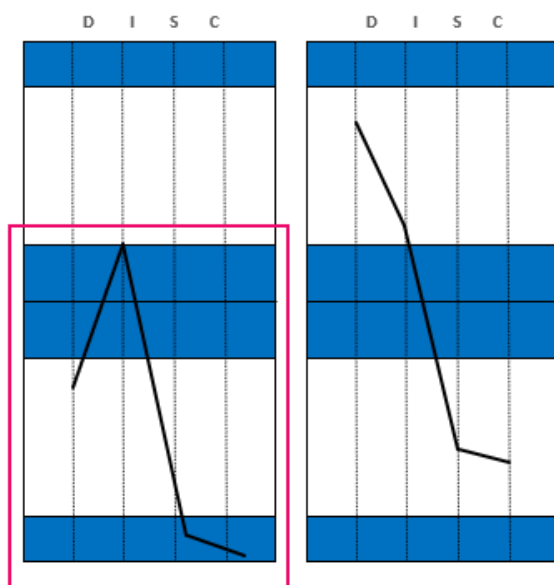
**Note:**

Be aware that an undershift in Profile I cannot be shown on the Extended DISC® Diamond. So when this occurs, there will be no arrow on the Diamond. Note also that an undershift in Profile II is not technically possible.

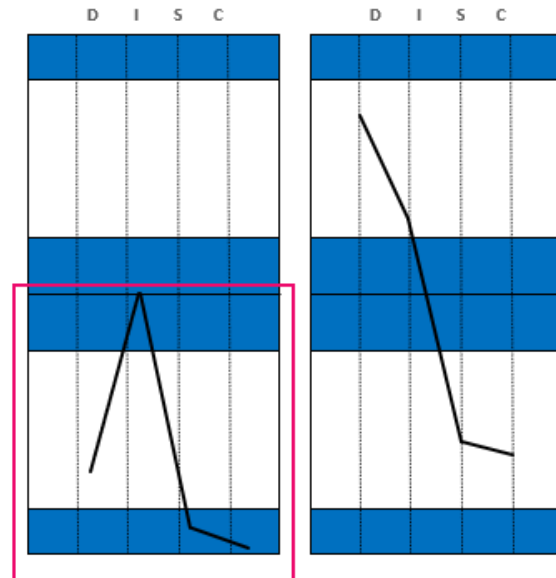
**Overview:**

Extreme caution must be exercised when interpreting descending profiles. Further discovery, through discussion, is strongly recommended.

**Descending Profile Example**

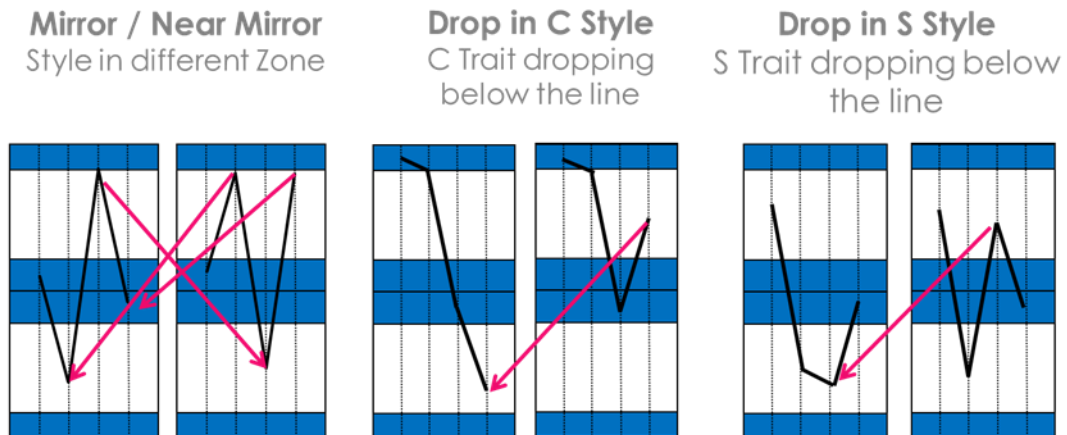


**Undershift Profile Example**



## Trait Adjustments

### TRAIT ADJUSTMENTS in the Profiles



- **Mirror Profile** – No interpretation: The respondent experienced a disturbance in their thinking. Check to see if they were interrupted while taking the test.
- **S trait dropping below the line:** Stress/Need to Adjust. If the person is experiencing stress, it can sometimes manifest itself by the S Style shifting in Profiles I and II. The bigger the shift, the greater the amount of stress.
- **C trait dropping below the line:** This may indicate a need for more instruction.

## Mirror Profiles / Near Mirror Profiles

### Key Feeling = ?

#### Discussion Points:

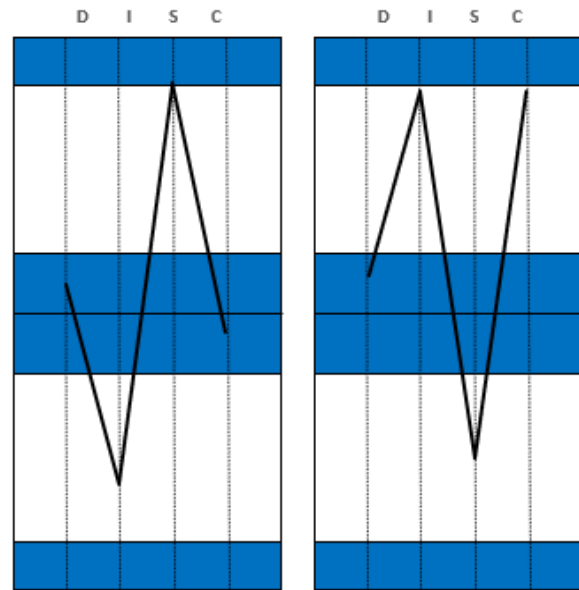
- No interpretation
- A disturbance in thinking
- Do the questionnaire again

#### Result of:

- Wanting to completely hide who they are
- Not "knowing" themselves
- Having different "personalities"
- No obvious reason

#### Things to Check:

- Was someone answering with them?
- Were they interrupted?
- Do they feel they have to be a certain style to be recruited?



#### Overview:

When the profiles are mirror images of each other in relation to the middle line, you must be careful when interpreting the results.

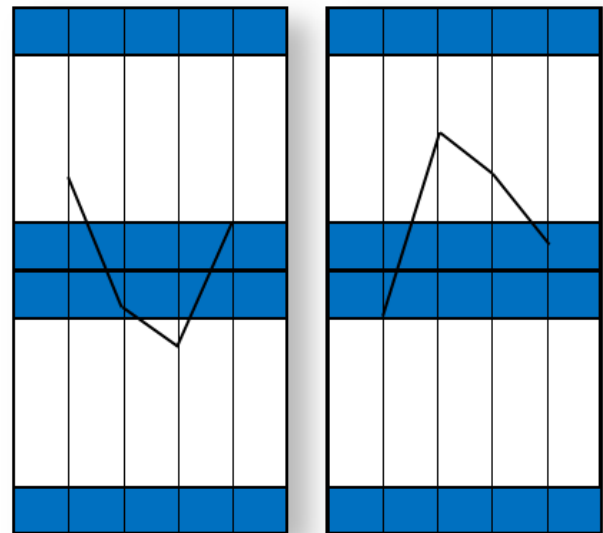
The person might be very frustrated in their present situation or be uncertain about their own goals, or maybe no interpretation will be found.

#### Note:

If all four traits on one profile were to appear on the opposite side of the middle line on the other profile, then the assessment would be invalid and the system would not generate a report. If three traits are on opposite sides of the middle line on each of the two profiles (as per this slide), then they should also be considered Mirror Profiles (and should be interpreted with caution).

#### Can the assessment be done again?

Since Mirror Profiles do not have any interpretation and are most often caused by some disturbance in thinking, it is recommended that the person re-do the analysis. If Mirror Profiles appear again in the second report, we recommend a longer break be taken.





## S Trait Dropping

### Key Feeling = Stress/Need to Adjust

#### Discussion Points:

- Change in the Environment
- Instability
- Restlessness

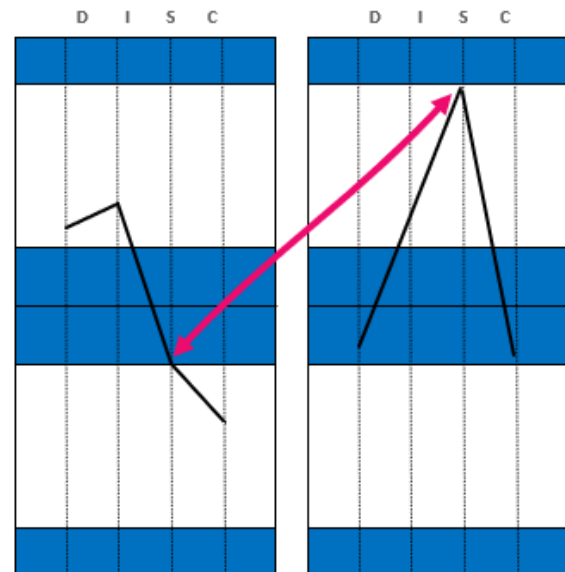
#### Overview:

If a person is experiencing stress, it can sometimes manifest itself by the S Style dropping below the line in Profile I. The bigger the shift, the greater the amount of stress.

#### Interpretation:

You must be careful when evaluating stress levels because different profiles have different tendencies when it comes to recognising, reacting to, and revealing stress. Similarly, people's understanding and definition of stress is often very different.

The phenomenon can nevertheless be studied as a defence mechanism to a change in the environment. It would be better to talk about response to change rather than stress.



## C Trait Dropping

### Key Feeling = Need for Instructions

#### Discussion Points:

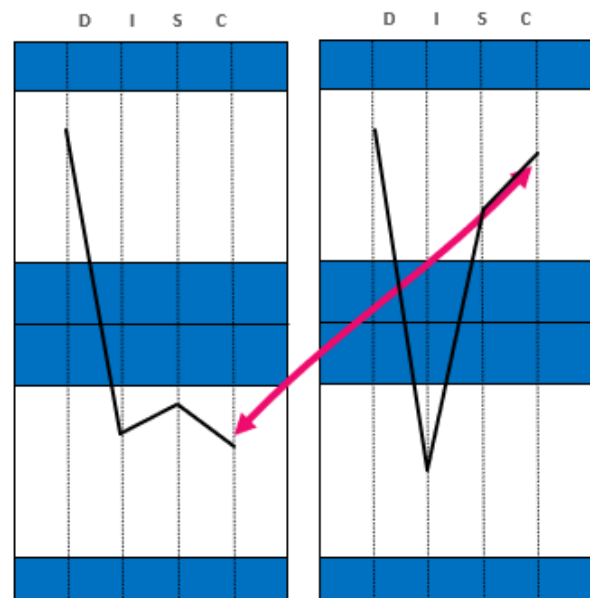
- Extra support
- Clearer Job Description
- Need for Boundaries

#### Overview:

If a person is showing a definite drop in their C Style, it often indicates that they feel they 'need more instructions.' This might mean additional support or training, clearer boundaries or even a more in-depth job description outlining their tasks and job scope.

#### Note:

Only big drops in C indicate a need for more instructions, i.e., if C drops below the middle line and more than 25%.



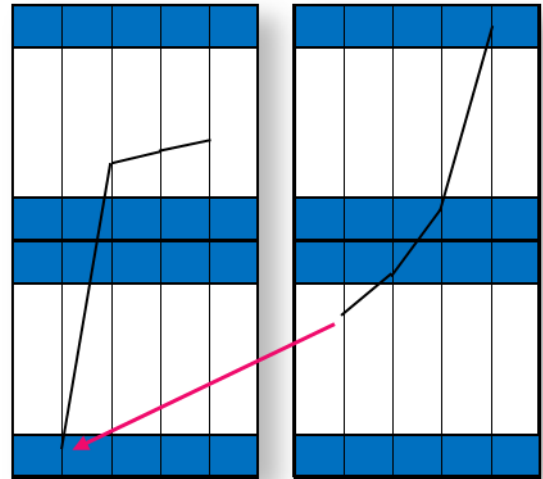
## Trait Adjustments Below the Middle Line

### Forced Reverse Shift - Low D

#### Discussion Points:

- Feeling of having to force themselves
- Feeling of inadequacy

**NOTE:** D must be under the middle line in Profile II. No other styles should be in the lower white area of Profile II. It's ok for other styles to be in the bottom half of the neutral (central) zone though (as shown).

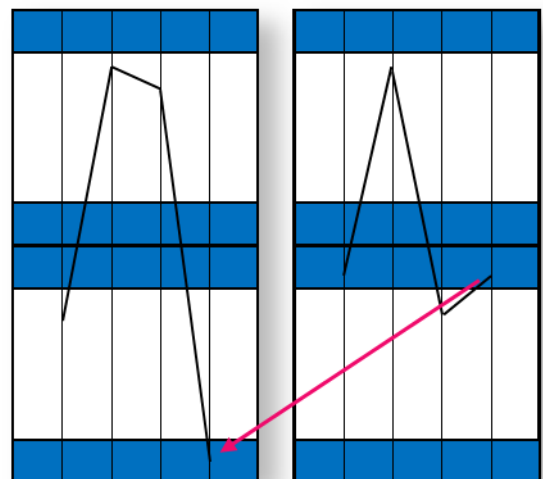


### Forced Reverse Shift – Low C

#### Discussion points:

- Feeling of “better to do nothing than fail”
- Tight control, unfair control?
- Lost freedom

**NOTE:** There can be other styles in the lower white area. C must be below the middle line then drop near to the lower coloured zone for it to be a Reverse Shift C.



## Consistency of the Results

- **PSim:** Profile Similarity = How similar Profiles I and II are in shape.
- **PSiz:** Profile Size = How large Profile II is in size.
- **PPos:** Profile Position = How well Profile II is balanced on both sides of the middle line.

### Interpretation of the Scale

- **4-5 = The results are very reliable on this aspect.**
- **2-3 = The results are relatively reliable, but some caution should be exercised.**
- **0-1 = The results are not reliable on this aspect.**

If the score is 0 or 1, you should not trust the results of the analysis alone but should analyse the results carefully. If possible, it's recommended the person re-do the questionnaire.

Before the person re-completes the questionnaire, it's important to reiterate that they should think of the answer that is 'most' or 'least' like them, rather than 'exactly' or 'not at all' like them. Ensure your candidate is not interrupted and does not over-analyse the questions.

PSiz	PSim	PPos
5	4	5

## Interpretation: Invalid Profiles

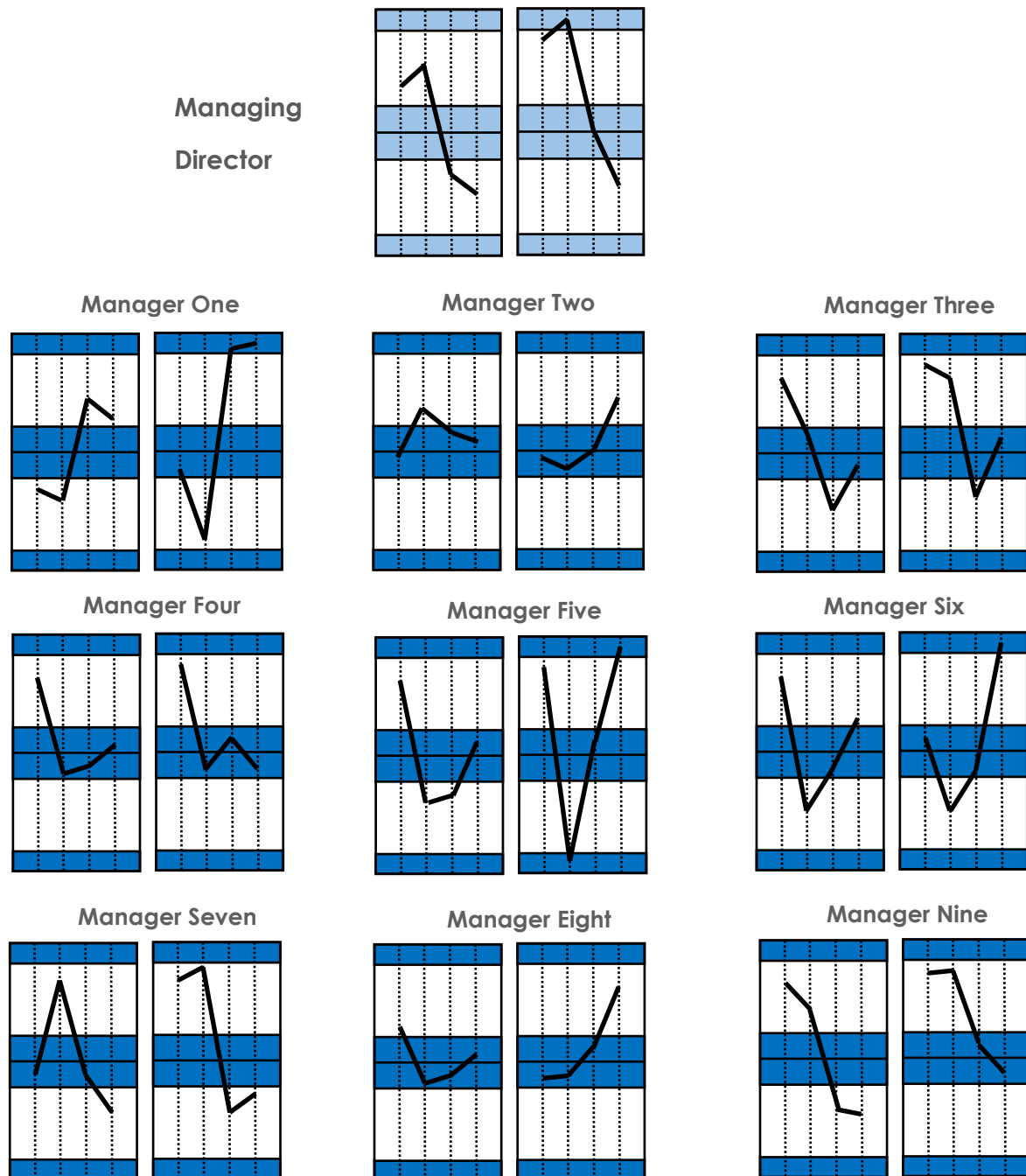
### Invalid Analysis Results come from Profile II

- **Tight Profile II**  
(All styles fall within the coloured middle area)
- **Overshift or Undershift in Profile II**  
(All styles are above or below the middle line)
- **Mirror Profiles**  
(Styles are in opposite places when comparing Profile I with Profile II)

**Please note: There is a table in Report Designer in FinxS that can be uploaded into a report that can highlight some aspects of tightness and positional issues but not all of them. So, therefore, it's better to learn what to look for.**

## Case Study No. 1:

### Communication between DISC Styles

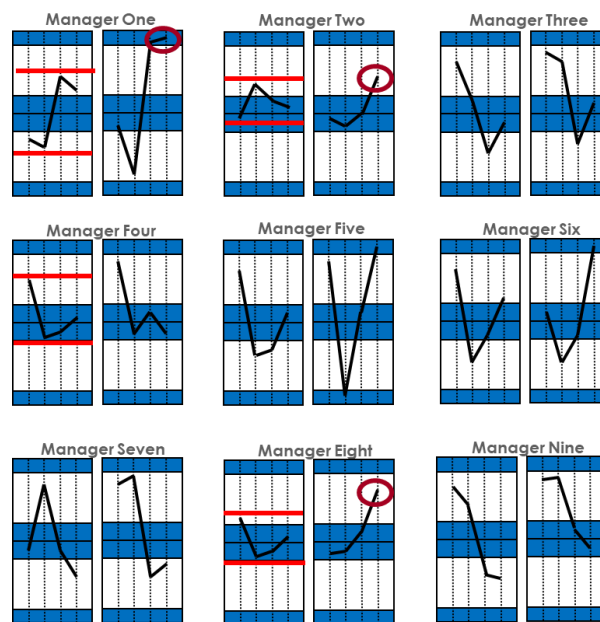


This particular case study was initiated by a managing director of a large organisation as he was having communication challenges with his management team. He was not conversant with Extended DISC methodology, but the consultant he approached used Extended DISC extensively and was aware of the importance of behavioural styles in solving communication problems.

The first step the consultant took was to obtain an Extended DISC® Behavioural Analysis report on each member of the management team.

The profiles of the Managing Director are shown above and it will be noted that he has a strong “ID” behavioural style and does not feel any need to adjust his style in Profile I to cope with the challenges of his environment.

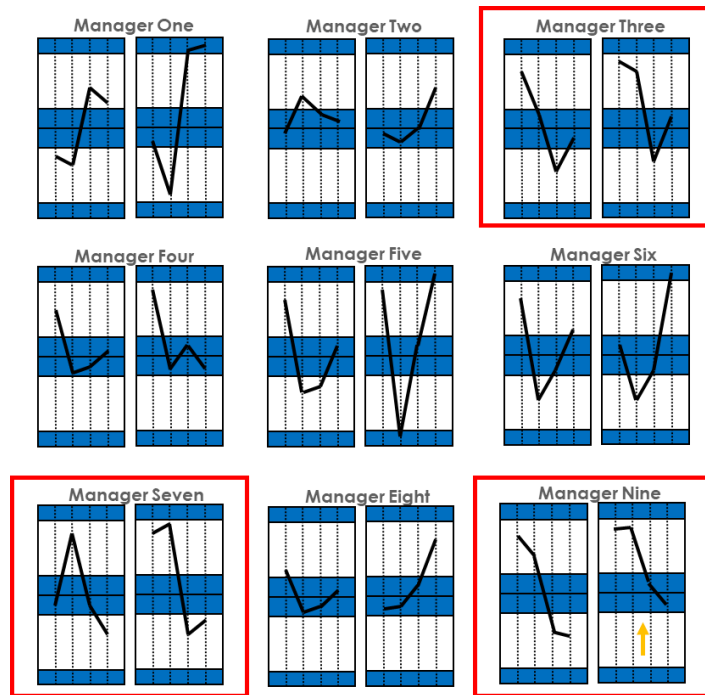
After studying the profiles, the consultant concluded that four of the managers are demonstrating “uncertainty of role” (Tight Profile I). Three of these four managers have the opposite behavioural style (a dominant C style) to the Managing Director. These are Managers 1, 2 and 8. Although Manager 1's uncertainty is not as pronounced as that of Managers 2 and 8, there is still an indication of uncertainty in her *tightish* Profile I (especially when it's compared to her Profile II).



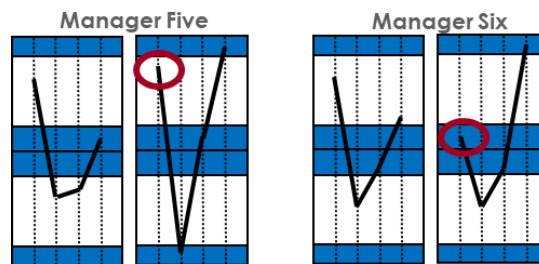
Manager 2's Profile II indicates he is under pressure in addition to his feeling of uncertainty; he is also clearly experiencing frustration.



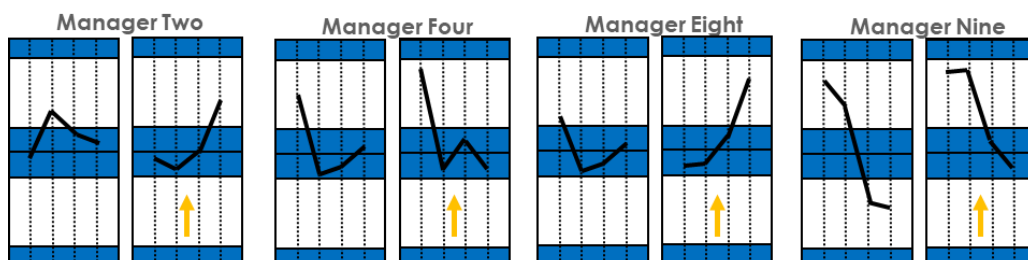
All the managers whose profiles show no special cases (emotions) have the same behavioural style as the Managing Director – i.e., Managers 3, 7 and 9. Nevertheless, there is some indication of pressure in Manager 9's Profile II.



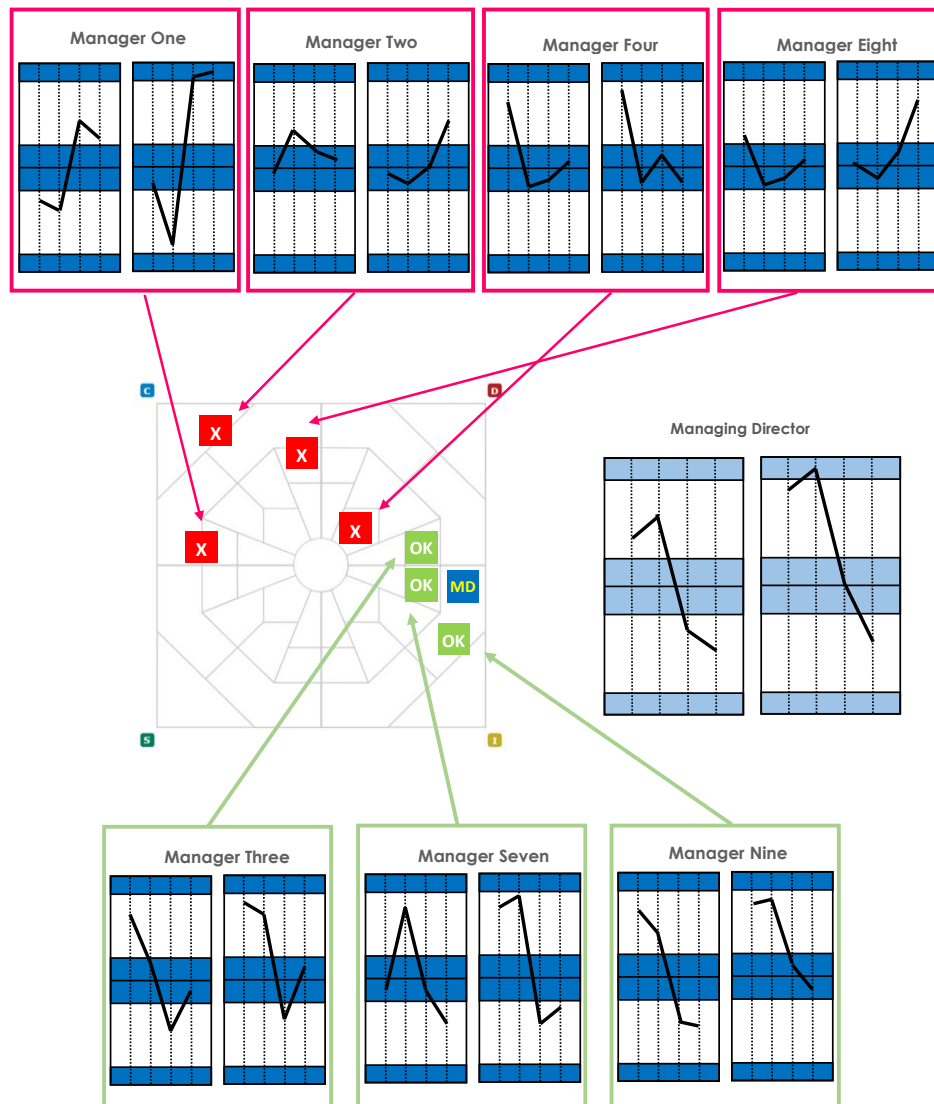
Manager 5 understands the Managing Director as her style indicates a high percentage of "D" traits and Manager 6, although showing a high percentage of "C" traits, has a small percentage of "D" characteristics in Profile II and can, therefore, also communicate with the Managing Director.



Taking into consideration the different ways that the varying behavioural styles communicate, the consultant arrived at the conclusion that the most likely reason for the uncertainty of Managers 1, 2, and 8 and the pressure on Managers 2, 4, 8 and 9 is the communication style of the Managing Director.



Managers 9 and 4 have an elevated Profile II, which indicates they're feeling pressure, but the consultant concluded, after discussion with them, that this is largely due to the unsatisfactory working relationships that have developed within the management team.



This type of methodology demonstrates the importance of understanding and recognising that we are all different. Extended DISC® goes far beyond other assessment systems by recognising and reporting on 160 different behavioural styles. Once the Managing Director had access to the reports of his team, he could see the importance of adjusting his communication style when working with people with a different behavioural style.

## Case Study No. 2

### New HR Manager

One of our major challenges is to explain to prospective clients that Extended DISC is not just “another traditional simple DISC system”.

Recently we met with the Human Resources Manager of a large prospective new client. The meeting wasn't easy as the HR Manager was clearly suspicious of our system and had simply made up his mind that Extended DISC was “just another DISC system”.

He spent the first few minutes of the meeting explaining how he had had an experience with a DISC based system that had caused him a great deal of pain and for this reason he really didn't want to know about Extended DISC.

One of his main arguments was that DISC is just too simple and that there were more than four different types of people on the planet! It wasn't so much that he didn't believe in the four quadrant model, as he was aware of Jungian theory and the associated research, but it was simply that he had not found a DISC based system that could give him the depth of reporting that he needed.

We finally convinced him that he should “test drive” Extended DISC when we explained that the programme recognised and reported on 160 different behavioural styles, and he completed the online questionnaire about a week later.

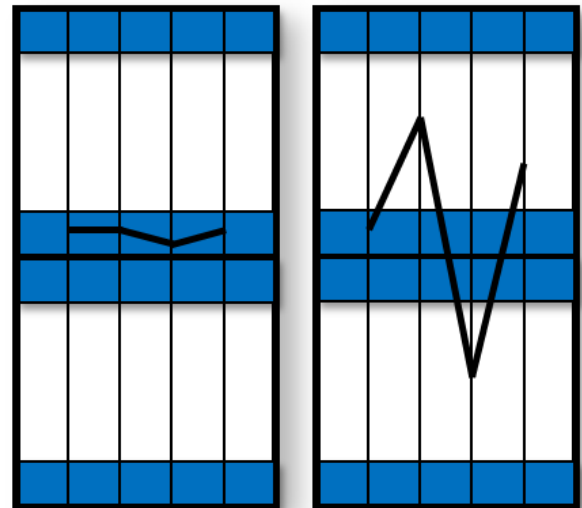
*The report we received is shown in the top right corner.*

While we could identify his behavioural traits, as shown in Profile II, from our meeting, we were very surprised to note that his Profile I was very tight.

Our prospective client was clearly uncertain of his role and this created a problem for us as we had undertaken to meet him and take him through his report in a debriefing session. It was something we were not looking forward to! We need not have worried. When we asked whether he had been in his current role for very long, he enquired why we asked. We explained his profile indicated uncertainty of role, which is not unusual for someone new in a job, and this took him by complete surprise. He went on to explain that he had been in the role for less than a week when we first met and he had answered the questionnaire within two weeks of his appointment.

The other interesting thing was that the position he was appointed to was newly created and his job description was still being finalised by the organisation's CEO.

This was not the only thing that impressed him as he told us the report was extremely accurate, but clearly the identification of “uncertainty of role” was a major factor in his decision to use the system going forward.





## Case Study No. 3

### Highlighting a Difficult Situation

One of our consultants was engaged by a four-partner legal firm to provide Extended DISC Personal Analysis Reports for the partners and senior members because of “communication” problems.

The firm had been experiencing some challenging times with the loss of a couple of major finance company clients and this had led to some acrimonious meetings between the partners, flowing on to the senior members of the firm. As is often the case in such situations, when stress levels rise or pressure to make hard decisions is necessary, people revert to their natural behavioural style - especially when those decisions need to be made spontaneously.

One of the partners had a client who was an advocate of Extended DISC and had told him how he had used the system to improve communication between two senior staff members. He had in fact used a Work Pair Analysis Report to solve a communication issue between two employees, but he was obviously impressed enough to suggest to his friend, the lawyer, that Extended DISC might help.

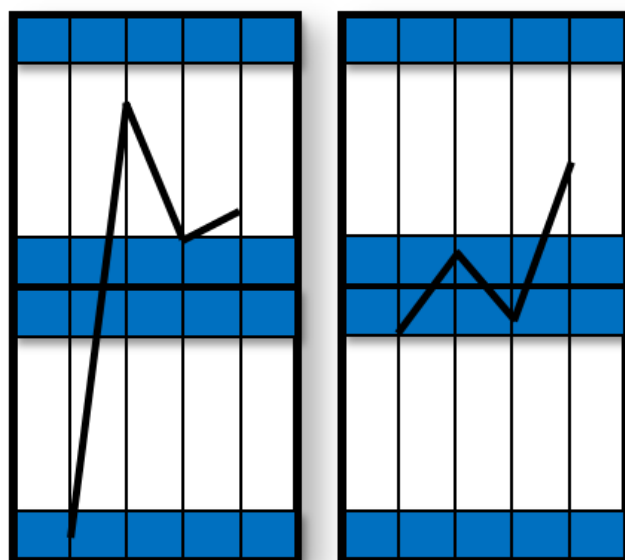
The Extended DISC consultant was not surprised by the reports she received - each one of them had an elevated Profile II, indicating pressure, but two of them (let's call them Partner A and Partner B) indicated other emotions that weren't apparent to her when she first reviewed them.

The first report she sought our advice on (for Partner A) contained the profiles shown below.

Partner A was clearly feeling the need to become more extroverted and perhaps the need to “get out and sell”. His perceived need to adjust from his natural 80% “C” style to 60% “I” in itself would be causing him some pressure, which is apparent from Profile II. However, there is another important feature showing in these profiles. The drop in the location of the “D” style. This change tells us that Partner A, when he answered the questionnaire, was feeling inadequate and like he had to force himself.

This is probably caused by a lack of self-confidence, and when the

Partner A



consultant debriefed the partner, he admitted he felt he wasn't pulling his weight in the firm and was losing self-confidence.

When the consultant explained that these feelings were reflected in his report, Partner A was most impressed and in fact opened up to his partners. This led to a better understanding of his "issues" and allowed the other partners to help him through the difficult period.

Partner B's profiles are shown on the right.

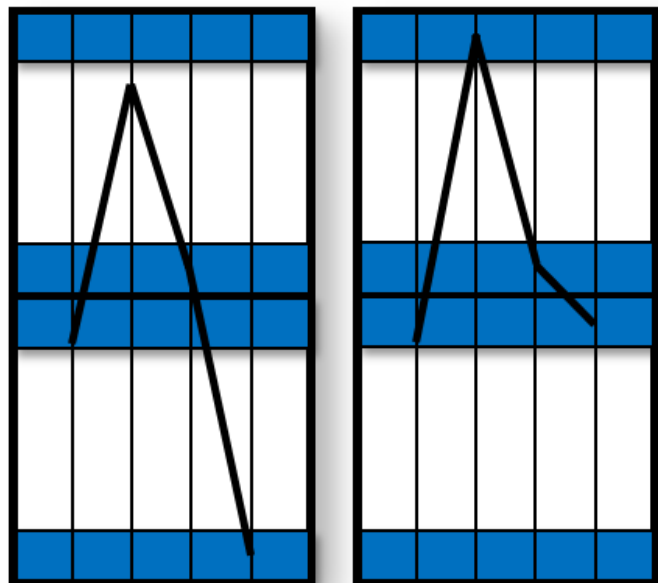
Again, we can identify pressure in Profile II, and although there is little to indicate that Partner B feels any need to adjust his behavioural style to cope with the current environment, we did note the movement of the "C" style in the lower zone. It suggests Partner B is feeling that "it's better to do nothing than to fail", or that he's experiencing some kind of "tight control" maybe even "unfair control"... perhaps "lost freedom".

This was an interesting conclusion because we subsequently learnt that Partner B was the youngest partner and the newest partner to join the firm. He had left a large legal firm early in his career (and was still only in his early thirties) to start his own practice but could not resist an offer to join the then three-partner firm a couple of years later. He had only been with the firm for some six months when he took the questionnaire so was still not totally comfortable nor settled as a partner.

So what did we learn from this and what was the outcome? It is important to understand that Extended DISC reports can drill down into the emotions, but we have to be careful not to "over-analyse". It is a coincidence that we found two reports in the one firm that both reflected situations arising from the movement of styles below the line, but then both men were under pressure and this can lead to a change in behaviour that might be difficult to identify without resorting to behavioural style analysis.

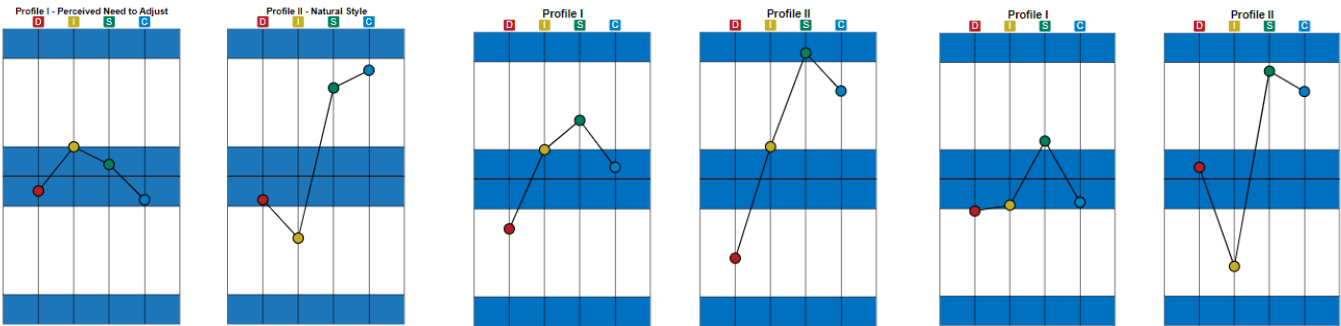
**The outcome was that the four partners began to better understand the effect on one another of the pressures each of them was facing and their communication improved significantly.**

Partner B

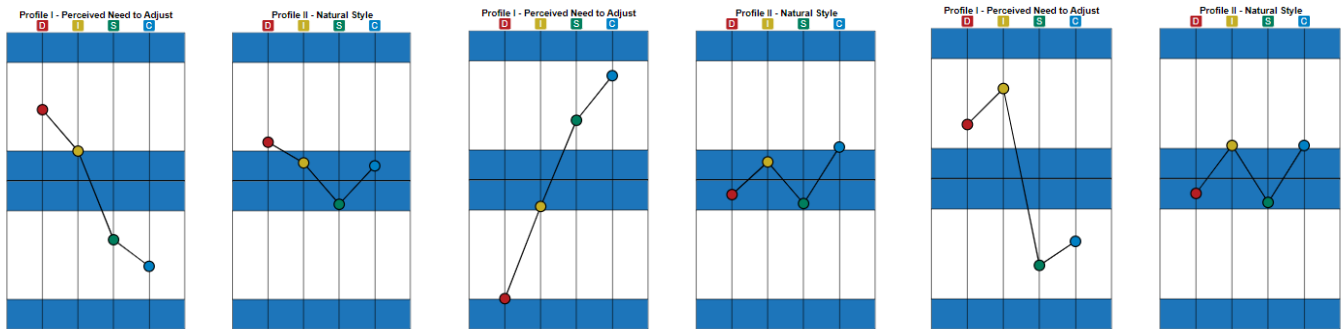


# Extra Examples of Special Cases

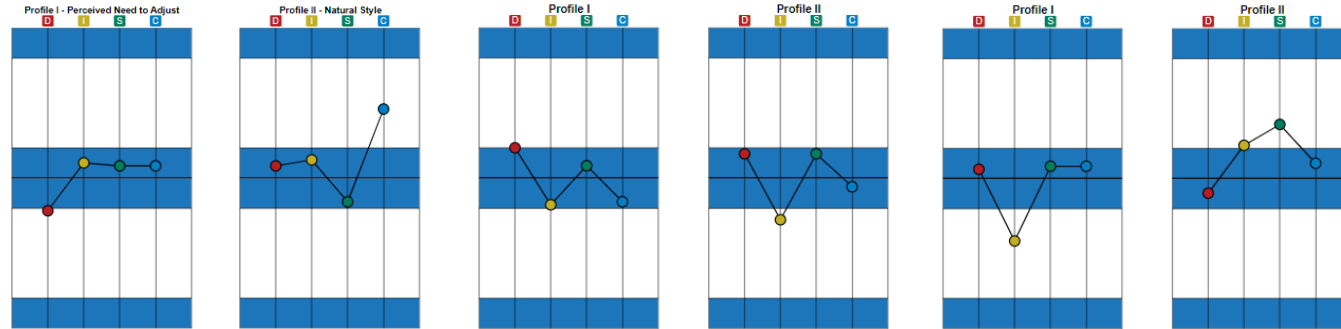
## Uncertainty



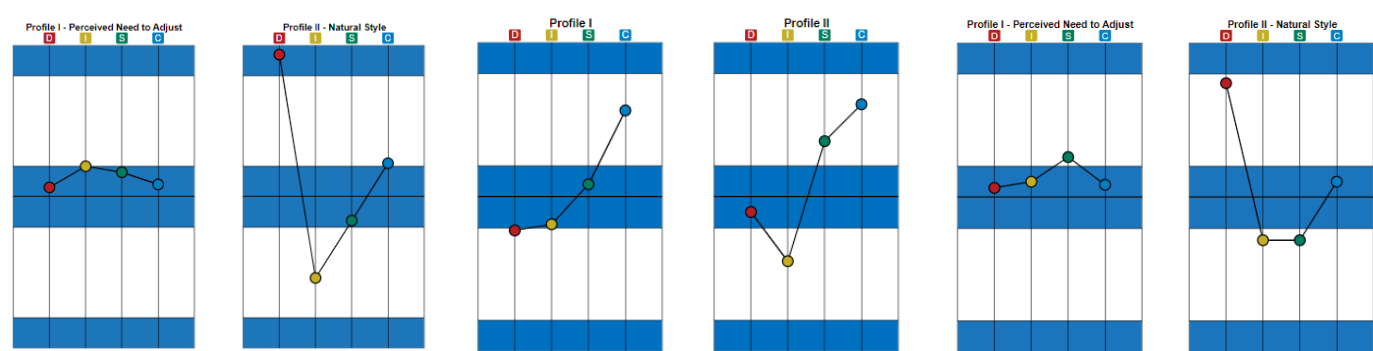
## Insecurity



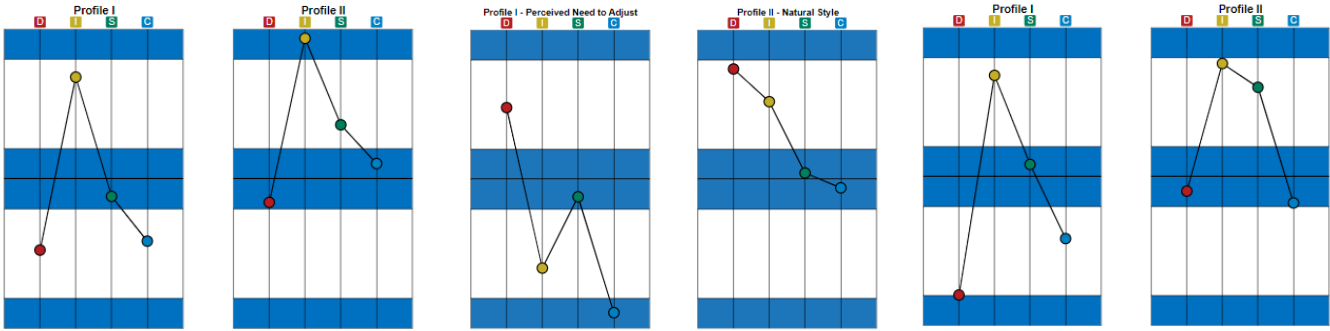
## Frustration



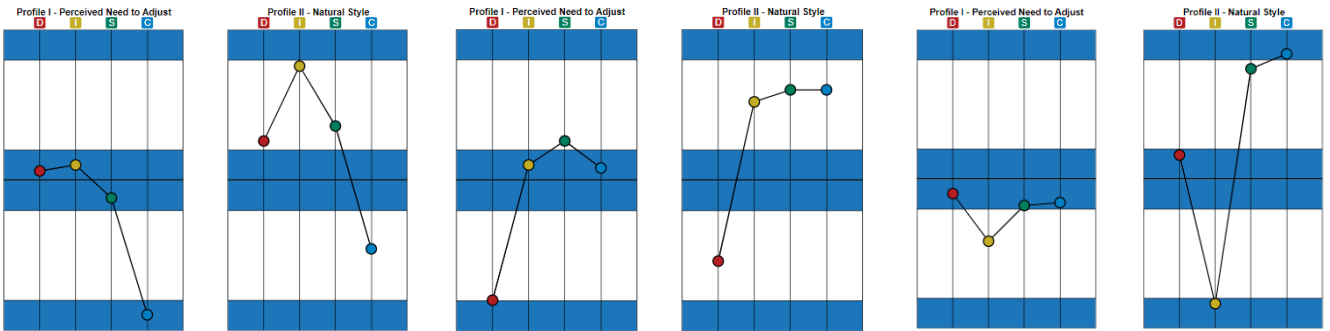
## Helplessness



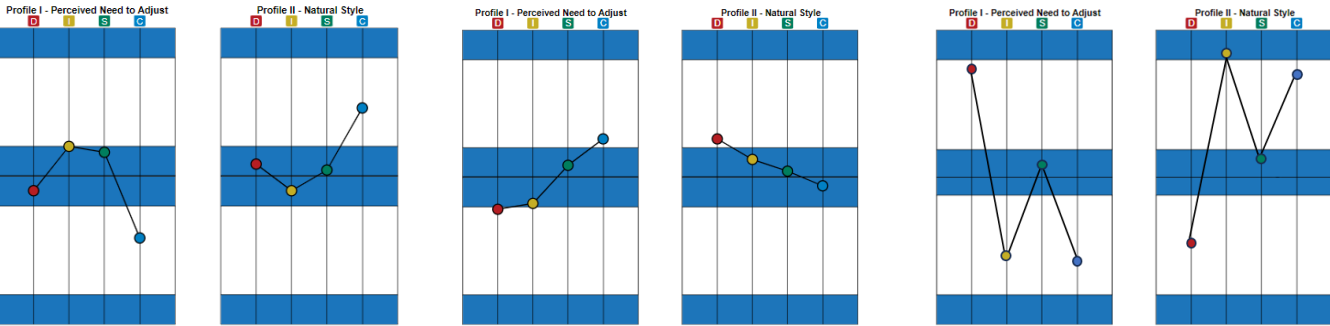
Pressure



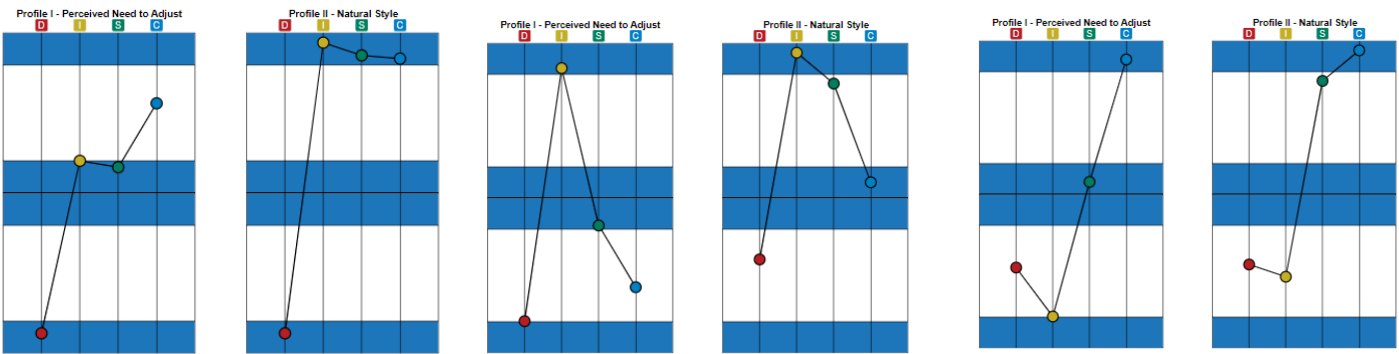
Lack of Confidence/Moral Issues



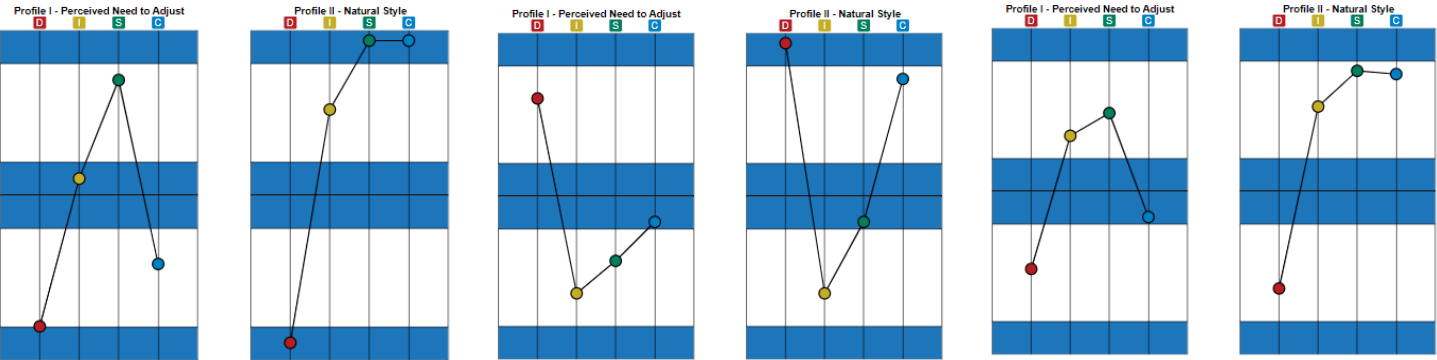
Near Mirror Profiles



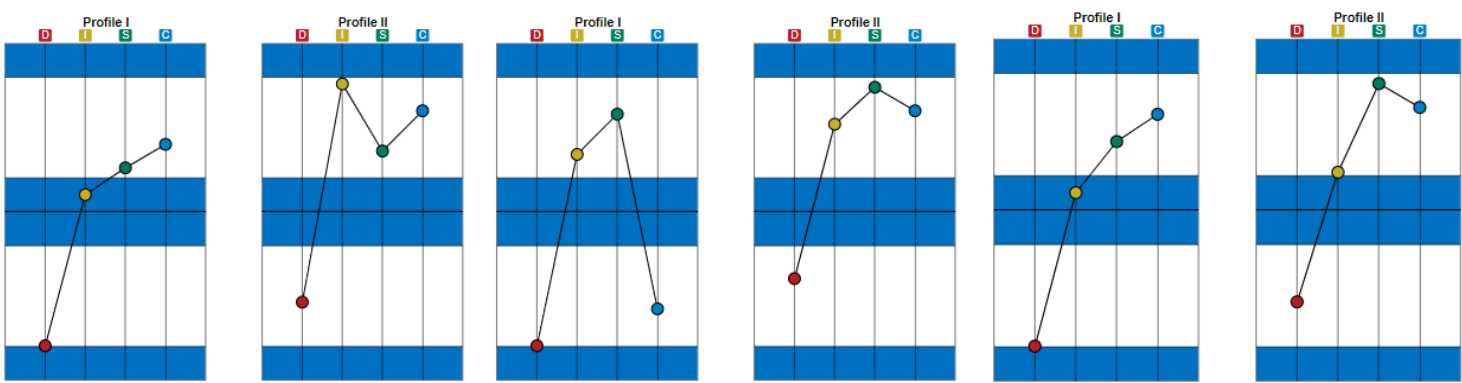
Drop in S



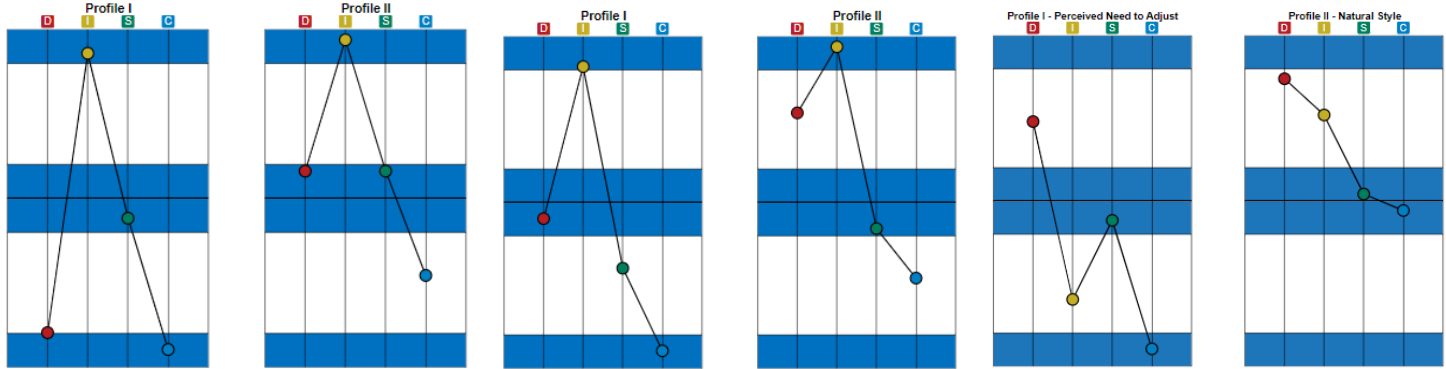
Drop in C



Reverse Shift D



Reverse Shift C



A Few Examples of Multiple Special Cases in Profiles:

