

What is DISC?

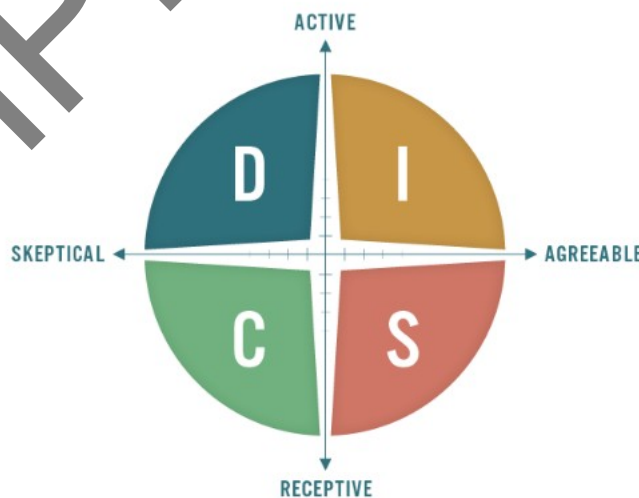
The DISC system is a simple but powerful way to understand people's behavior and the way they interact with one another. This system describes people—and their behavior—in terms of four broad styles: Drive, Influence, Support, and Clarity.

Although everyone uses all four styles, most of us depend on one or two most of the time. Understanding your dominant style can help you to understand how others see you, where conflict is likely to arise, and what sorts of work roles will suit you best.

DISC assessments are frequently used in the workplace to help team members better understand one another and how to work together. Whether you're taking this assessment as a team activity or on your own, you can expect to gain a better understand of how you approach the people around you.

The DISC System

The DISC framework is often represented by a graphic that shows the four types in four quadrants of a circle, as below.



The four letters in the graphic designate the four primary DISC types:

- **D for Drive.** People with the Drive style tend to be leaders who are action oriented and decisive.
- **I for Influence.** People with the Influence style tend to be collaborative and encouraging, motivating others to do their best.
- **S for Support.** People with the Support style tend to be helpful and observant, looking for ways to assist.
- **C for Clarity.** People with the Clarity style tend to be analytical, self-motivated independent contributors.

You'll also see that the graphic is organized along two axes: Active/Receptive running from top to bottom, and Skeptical/Agreeable running from left to right. These two axes are the foundational styles measured by the DISC assessment, and determine where you end up on the DISC graph. Let's look now at how you scored on these two foundational aspects of DISC.

The Foundations of DISC

To effectively use the DISC system, it's important to understand that the assessment fundamentally measures two key dimensions of your personality. Each of these dimensions is a major driver of your behavior, and the combination of your scores on both dimensions can help us understand your behavior in a holistic way. Let's look now at these two key dimensions, and how you scored on each.

Active vs. Receptive

The first dimension is Active vs. Receptive. People who score more towards the Active side of this dimension tend to react quickly to what's going on around them. They are oriented towards speaking up, making decisions, and taking action.

People who score more towards the Receptive side of this dimension tend to be calm and spend time taking in what's going on around them without reacting. They spend more time contemplating and considering before taking action.



You scored on the Receptive side of this dimension, which means that you tend to take a supportive role in group dynamics. You listen to what others are saying and process internally. You tend to be good at understanding requirements and working diligently at your own pace.

Skeptical vs. Agreeable

The second dimension is Skeptical vs. Agreeable. People who score more towards the Skeptical side of this dimension tend to challenge ideas and people. They tend to be task-focused and interested in what is correct.

People who score more towards the Agreeable side of this dimension tend to be more focused on cooperation and relationships than on facts or tasks. They tend to accept others as they are and look for ways to help and share.

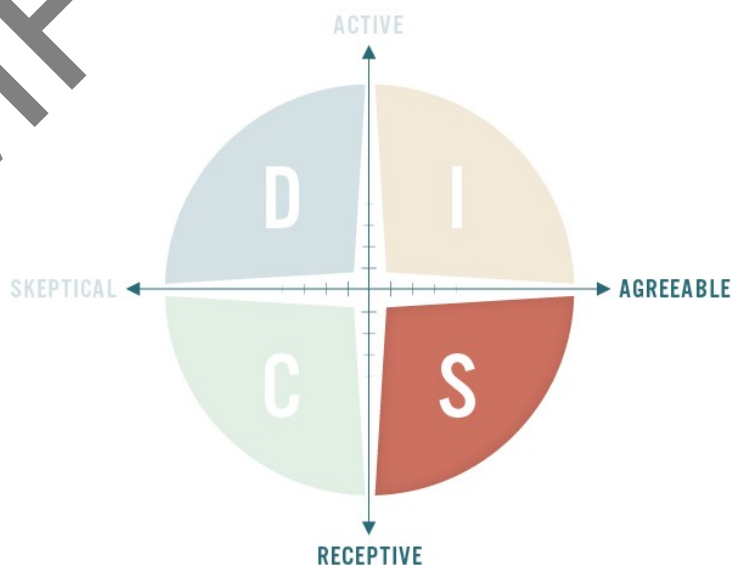


You scored in the middle of this dimension, which means that you balance your focus on tasks and relationships. You likely spend some time building trust and cooperation, but also attend to details, deadlines, and goals. When you need to challenge ideas or discuss difficult topics, you are likely to make an effort to approach these conversations with tact.

Putting Your Scores Together

Now that we've looked at the two dimensions that DISC measures, we can see how they combine to create your personality type. Remember, in the DISC circle, the Active/Receptive dimension is mapped from top to bottom, while the Skeptical/Agreeable dimension is mapped from left to right. These two axes intersect, creating four quadrants. Each quadrant represents a personality type.

Your individual scores may fall anywhere within the circle. Here, you can see that your scores on the Receptive side as well as the Agreeable side puts your overall result into the S quadrant. This indicates that Support is the most dominant style for you.



Going Deeper

The graphic above shows a general picture of your score, but the DISC system actually has a bit more nuance. In addition to your main type, we can map your score much more precisely within the circle, so that you get a full picture of your behavioral style. Next, we'll look at a detailed graph of your scores across the DISC framework.

The next graph is a bit different. You'll notice the familiar initials of D, I, S, and C. However, you'll also see that there are twelve total chart segments instead of four, and some chart segments are marked with labels like D/i and C/s. This is because this next chart includes hybrid DISC types that represent a blend of styles. For instance, a person who is primarily a Drive type, but also incorporates a lot of Influence behavior in their work style would be labeled a D/i type. We use these hybrid types to describe DISC styles in more detail and allow for more descriptive power within the system. With hybrid types, we are able to accurately describe people whose behavior is primarily driven by one DISC style, as well as people whose behavior is typically a mix of two styles.

Now, let's have a look at your scores. The chart below maps your scores onto the more detailed DISC circle. Larger wedges indicate a higher score for that type.

Drive

Takes charge to get things done. Makes decisions and takes action.

Clarity

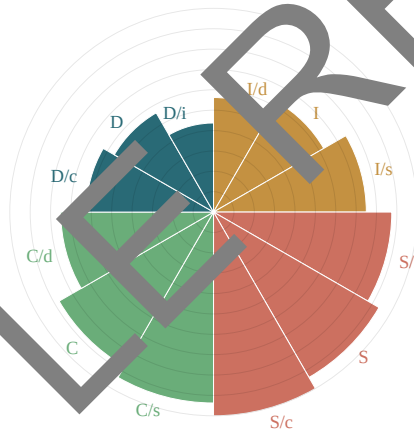
Works steadily within systems. Focuses on order, accuracy and precision.

Influence

Engages others and shares enthusiasm. Inspires and persuades others.

Support

Is helpful and shows care for others. Looks for ways to assist and serve.



In the chart above, you can see that the largest wedge is for the type S/c. This indicates that **you are a Support/Clarity type.**

Remember, for some people, one style is mostly dominant, and so their type is a single letter—D, I, S, or C. Other people are more likely to use a second style along with their main style, and so their type is a hybrid type like D/i, S/c, or I/s. Your scores indicate that the Support style is most important for you, with a strong representation of the Clarity style as well, so your type is S/c.

How You Use the Four Styles

Your type is an indication of the work style that is most dominant for you, but we can also look more deeply at how each of the four styles shows up in your attitudes and behavior. We all have styles that we rely on often, as well as styles that are less comfortable to us. Understanding how each of the four DISC styles shows up in your work approach can help you to understand your strengths and weaknesses.

Your Core Work Styles

You depend most on the Support and Clarity styles in your workplace behavior.

Support describes behavior that is helpful and caring towards others. When people use Support, they notice what others need and look for ways to serve them. They are empathetic and compassionate.

People who are highly Supportive are described as kind, caring, and helpful. They rarely have their own agenda; rather, they prefer to help other people reach their goals. Very Supportive people spend much of their time caring for and serving others.

Support is useful in caretaking and helping roles. Nurses, parents, and assistants of all kinds tend to use a high degree of Supportive behavior. Highly Supportive people are less suited to roles where they must take command and make tough decisions.

Clarity describes behavior that is precise and detail-oriented. When people exercise Clarity, they work steadily on tasks requiring focus and accuracy. They take a systematic approach to finish the job.

People who are high in Clarity are described as efficient, methodical, and orderly. They enjoy working independently on well-defined tasks with clear instructions and expectations. They place a lot of importance on getting everything done correctly.

Clarity is useful in roles where accuracy and precision are important. Accountants, engineers, and computer programmers all need to exercise Clarity to be successful in their work. On the other hand, high Clarity people generally prefer not to have to motivate other people.

Your Helper Work Style

Helper work styles are those that are not your go-to mode of behavior, but are styles of working that you can access when you need to. Helper styles are often at play when you feel you are "out of your comfort zone" but still engaged with what you're doing. For most people, Helper styles should be used sparingly in the workplace, as it takes more mental energy to use these less-preferred modes of behavior. Your Helper style will be less developed and less comfortable for you, but may represent possibilities for you to grow and acquire new skills.

Your helper work style is Influence.

Influence describes behavior that is engaging and enthusiastic. When people show Influence, they reach out to other people to build a sense of excitement and fun. They inspire and persuade those around them. People who are highly Influential are described as warm, friendly, and sociable.

Influence is useful in roles that require you to persuade others. Teachers, salespeople, managers, and parents all benefit from a command of Influential behavior.

Your Challenge Style

Your challenge style is represented by the work style you access the least. This represents a mode of behavior that is difficult for you and not part of your natural repertoire of behavior. This doesn't mean that you're not capable of utilizing behavior from this style; however it is generally not your strongest mode. If forced to operate within this style for an extended period of time, it's likely you will become stressed and struggle with motivation.

Your challenge area is the Drive style.

Drive describes behavior that is assertive and results-oriented. When people show Drive, they tend to take charge, make decisions, and control the direction of tasks and projects.

Drive is useful in leadership positions as it helps to push to get the job done. People who are highly Driven are described as assertive, dominant, competitive, and confident. They like to take decisive action and don't mind taking risks to get things done. They may be described as natural leaders.

Your Top Style in Depth

Your top style is the DISC style that you scored most highly for and the style that will typically be the strongest influence over your behavior at work. You can use your top style to better understand your strengths and weaknesses, how other people may see you in the workplace, how you contribute to a team, and how you function as a leader. In the next section, we'll study how your top style impacts you in a variety of contexts in the workplace.

Based on your responses, you lead with a **S/c** style. That's a combination of Support and Clarity, which means you are likely to be modest, consistent and unassuming.

In this report, we focus on how you can put your S/c strengths to good use. We provide tips on overcoming your blind spots and help you to recognize how everyone's talents contribute to the long-term success of your projects, team, and organization.

You Support/Clarity Style

You're patient, reliable, and diplomatic.

You work hard to create an environment that is calm, stable and supportive, so people can work steadily to achieve clear objectives, ideally without surprises. People rely on you to organize work tasks in a way that accommodates others' needs while also setting a moderate pace of work.

At your best, people see you as thoughtful, dependable, reliable, diplomatic, even-tempered, accommodating and patient. You are appreciated as someone who works behind the scenes to minimize risk and support others who are struggling.

However, others can also see you as inflexible, compliant, overly cautious, and slow-paced. You can be perceived as being too "by the book" even when it doesn't suit a project or as struggling to adapt your pace when a task or project calls for it.

In the workplace, you are...

| MORE LIKELY TO BE DESCRIBED AS: | LESS LIKELY TO BE DESCRIBED AS: |
|---|--|
| <ul style="list-style-type: none">• Reliable• Tactful• Diplomatic• Thoughtful• Consistent• Soft-spoken• Accommodating• Consistent• Meticulous• Even-tempered | <ul style="list-style-type: none">• Dynamic• Risk-taker• Decisive• Blunt• Pioneering• Skeptical• Competitive• Results-oriented• Argumentative• Persuasive |

Your Workplace Priorities

At work, you prioritize consistency, diplomacy and quality.

You thrive on stability. You prefer to work on projects that have clear, consistent objectives and that allow you to work at a steady pace. You help to ensure projects stay on track by using your patience and diplomacy to support others. As you want to deliver high quality work, you can work in a very systematic way with high attention to detail.

For you, that might look like:

- Ensuring others follow standard procedures
- Helping maintain the peace in a team
- Taking care of details others have overlooked
- Considering alternatives before making a decision
- Creating efficient systems or procedures

Equally, you avoid tasks or workplaces that are too fast-paced, changeable and argumentative. That can include companies or industries where everyday work requires taking risks, ignoring the rules or constantly taking quick action.

Be aware that you may feel adrift in situations that are chaotic, uncertain and pressured and where diplomacy and self-control aren't valued.

Situations you may find difficult include when you:

- Are not given clear expectations for you, the project and/or the team

- Have to ignore or overlooked the rules
- Work in a fast-paced or high pressure environment
- Have to regularly initiate change
- Are in a contentious or confrontational role or organization
- Need to promote yourself
- Need to make quick decisions without time for analysis
- Are required to improvise or persuade others on the spot

Talents in Action

At work, your skills are focused on stability, support and accuracy.

For you, stability centers around being able to work steadily and systematically to accomplish your goals. That includes working at a consistent pace in a predictable environment. You prefer a workplace with few surprises and last minute changes.

You help to maintain that stability by creating clear schedules that allow everyone enough time to comfortably complete their work and by setting goals that don't pressure people or teams unnecessarily. You prioritize following established rules or procedures and prefer others to do the same.

You are also good at supporting others. That includes helping others with their work when they need it, as well as being patient when people make mistakes. You find it easy to be diplomatic and tactful when giving feedback and may also set aside your own needs and preferences to accommodate others.

For you, accuracy means bringing a sense of organization and order to projects. You take a systematic approach which allows you to catch errors others miss, maintain high standards and manage the quality of the work completed. Taking time to check the details and analyze the options is important to you.

| STRENGTHS & TALENTS | BLIND SPOTS |
|---|--|
| <ul style="list-style-type: none"> • Achieving consistent outcomes • Being cautious • Accommodating others • Patient, diplomatic • Even-tempered • Systematic • Correcting errors • Creating effective solutions • Thinking things through • Following established procedures • Maintaining high standards | <ul style="list-style-type: none"> • Speaking up • Initiating change • Pitching ideas • Breaking the rules • Working under pressure • Managing uncertainty • Taking risks • Being spontaneous • Taking the lead • Working at a faster pace • Being decisive |

Balancing Your Support/Clarity Style

Our strengths can become liabilities when we overuse them. We can get so comfortable using our hammer, that we forget we have a whole toolbox at our disposal. The key to being effective at work and at home is to use our strengths in a balanced way.

Every workplace needs people who are even-tempered, realistic and reliable, but there are times when other traits will be more useful. For example, sometimes your colleagues will need you to set aside your natural approach of being more deferential and modest, in order to speak up, initiate change and make a fuss. During those times, do you find yourself hammering at the problem or reaching for other tools?

To be successful, you need to recognize when your organization and your team need you to use your strengths and when they need you to adjust.

The lists below describe how you may behave when you are balancing your strengths and when you are overdoing them. Take a look and consider the situations when you operate at your best and when you might need to use a more balanced approach.

| WHEN YOU ARE BALANCED, YOU ARE: | WHEN YOU'RE OVERDOING IT, YOU ARE: |
|--|---|
| <ul style="list-style-type: none">• Listening to others and confident in your perspective• Collaborating without compromising on what you need• Addressing issues quickly and compassionately• Being patient yet firm• Being cautious yet realistic• Supporting others and delegating tasks | <ul style="list-style-type: none">• Avoiding conflict• Compromising too quickly• Not addressing issues when they arise• Becoming defensive• Slowing down so much you miss key deadlines• Needing everyone to have a calm demeanor before you can engage• Doing others' work to keep the peace |

While you might not always be overdoing it, it's useful to start building the skills that help you remain balanced, even before you notice you need them. The following things will require some energy and effort at first, but eventually they will become a natural part of your working style.

Practice:

- Taking a firmer stance when sharing your opinion
- Holding others accountable for their roles and responsibilities
- Trying the initiative and being more proactive
- Challenge yourself to work at a faster pace for small amounts of time

Your Communication Style

Your communication style is more likely to be soft spoken, quiet and deferential. You hold back, allowing others to share their ideas and opinions first. You are reflective, preferring to think things through before speaking, which means it's likely you struggle to speak up or over others to assert your opinion when you want to.

Others can struggle with your more passive communication style, not knowing how to draw you out. You may simply need more time to form an opinion, or need to feel you are in the right environment in order to share it. Make sure that when you are ready, you are heard.

| STRENGTHS | LIMITATIONS |
|--|---|
| <ul style="list-style-type: none"> • Listening • Patience • Reflective • Tactful • Modest | <ul style="list-style-type: none"> • Worrying about interrupting others • Not sharing your ideas • Underutilizing assertiveness • Not being able to raise your voice when it's needed • Being indirect and unclear |

You will be a more effective communicator when you develop the ability to switch between communication styles. Learn when to use your deferential and diplomatic style and when to take a more assertive and confident approach.

There are a number of ways you can do that, including:

- Speeding up the pace of your speech
- Interrupting others when necessary
- Using a firmer tone of voice, shorter sentences and more direct words
- Practice giving feedback more directly
- Sharing your opinions early and clearly
- Holding others accountable for their work
- Discussing difficult topics more directly
- Allowing yourself to lose your temper just a little

Your Conflict Style

Conflict can be both constructive and destructive. For you, conflict is easier to engage with if everyone remains calm, sticks to the facts and listens to what others have to say. And when everyone is willing to compromise to find the best solution.

But that isn't how everyone approaches disagreements. So start to notice when you feel yourself becoming defensive, letting issues fester or isolating yourself. And notice when you compromise too soon, giving into please others or to be free from the tension.

Take the time to form a clearer definition of conflict for yourself, and what's underneath it. What specific situations or people do you avoid? How does that affect you and others? Many disagreements arise simply because people value different ways of working. While you value a more harmonious approach that prioritizes consistency and stability, others believe a project may be more successful when people work fast and take risks. Neither approach is better or worse, it's a matter of learning how to work together for the best outcome for all involved.

Tips for developing a healthier conflict style:

| NOTICE WHEN YOU ARE: | PRACTICE: |
|--|--|
| <ul style="list-style-type: none"> • Hoping issues go away on their own • Withdrawing • Becoming defensive • Accommodating just to please others | <ul style="list-style-type: none"> • Maintaining a calm demeanor but expressing that you're bothered • Separating emotions from facts and the personal from the professional |

| | |
|--|--|
| <ul style="list-style-type: none"> • Withholding your opinion or feelings • Hesitant to make a difficult decision • Are avoiding taking risks | <ul style="list-style-type: none"> • Listening to what others have to say, while ensuring you are heard • Looking for genuine compromise that includes your needs • Learning the difference between productive and destructive conflict |
|--|--|

On a Team

We have a tendency to overvalue people who share our strengths, and undervalue people who don't. Yet every strength has a time and a place. Every project needs all strengths, just at different times.

As a Support/Clarity style person, you tend to value people who are reliable, diplomatic, realistic, and even tempered. That also means you tend to undervalue people who are direct, action-oriented risk takers and who are quick to initiate change.

The skill in being a good teammate is knowing when to use your skills and when to support your teammates to use theirs.

| YOU BRING TO A TEAM | OTHERS BRING TO A TEAM |
|---|---|
| <ul style="list-style-type: none"> • Creating peace and harmony • Helping others succeed • Seeing a wide range of views • Humility • Focusing on details • Composure • Diplomacy • Following procedures • Working at a steady pace | <ul style="list-style-type: none"> • Addressing issues directly • Promoting quick action • Comfortable with risk • Flexible with rules • Persuading others • Seeing new opportunities • Pioneering new approaches • Taking charge • Seeing the big picture |

Take a few minutes to determine whether you are able to use your strengths effectively in your current role and team. How do your strengths contribute to making the team more effective? Then reflect on your teammates' strengths and how they contribute to making the team more effective.

As a Leader

You are a supportive leader: humble, composed and fair. You consider what others need and aim to provide it. You create a consistent environment where people can work in a predictable manner. You do that by staying calm under pressure, being diplomatic within the team and organization, and encouraging everyone to contribute their perspective.

However, that also means you can be overly cautious, rigid, and afraid to change things up. Every team needs an influx of new things and some constructive conflict every so often to stay fresh and work together effectively. You may inadvertently have fixed goals and strict demands that you don't adjust when things change.

Notice how you respond to change and consider how you might need to adjust the goal posts to suit. Become aware of when you need to protect or defend your team from change and when you need to accept or even initiate change.

Some of your team will likely be more direct, proactive and action-oriented. They will want to move quickly, take risks and ignore the rules. They will be more comfortable asking for what they need directly, and regularly bring you proposals that are daring, bold and unexpected. Consider setting clear boundaries within which they have complete freedom to act. Ask them to check in with you regularly, but trust them to act in the best interests of the team.

Your Wellbeing

When you are stressed, you tend to keep it to yourself. You remain calm, and don't want to bother others by asking for help. While you try to work through things on your own, that might not always be the best way to resolve things.

You tend to become stressed when your routine is upset in some way. You need your environment to be dependable and predictable to remain at an even keel. When your environment, whether work or home, is uncertain, chaotic or pressured, you find yourself losing your sense of groundedness and wellbeing.

Instead of keeping your stress to yourself, share your feelings and concerns with a trusted friend or colleague. Look for a way to bring routine and order back into your work by discussing your requirements with your manager. And while some situations are outside of your control, speaking up or even initiating change can be key ways to create the stability you require.

| DO | REDUCE |
|---|--|
| <ul style="list-style-type: none"> • Ask for help • Speak up about the impact on yourself and others from changes • Accept when change has happened and find a new normal • Talk with someone you trust | <ul style="list-style-type: none"> • Keeping things to yourself • Not wanting to be a burden • Trying to keep or return to the status quo • Withdrawing • Being passive |

Increasing Your Effectiveness

Key areas for development are initiating change and speaking up.

Your tendency to be humble, work behind the scenes, accommodate others and be diplomatic, means that your teams and organization don't always benefit from your insight, wisdom and perspective. Letting others lead and decide on the direction of a project means others don't benefit from your more measured approach to work.

It might not seem obvious, but people appreciate hearing your perspective. They value your contributions and the opportunity to hear from you. They want to hear how you would approach a project using more reliable and well-established methods over fast-paced and untested ones.

Suggestions for improvement include:

- Share your perspective firmly and clearly
- Try to work at a faster pace when it's needed
- Take the initiative or be proactive when issues or opportunities arise
- Be more open and less guarded with others
- Ask for help and offer less help
- Set boundaries on role and responsibilities

- Learn how to delegate effectively and do so regularly
- Project confidence in your work and opinions
- Commit to creating win-win solutions in conflict

Working with Others

Knowing the personality styles of your colleagues can help you to work more effectively together, circumvent communication issues and navigate potential areas of conflict. In this section, we'll look at how your Support style interacts with each of the four DISC styles.

Support Styles with Drive Styles

Drive style people are results oriented, and they want to move as quickly as possible to achieve those results. They will be decisive and direct which sometimes feels a bit pushy to you. You may feel that they are telling you what to do, rather than asking your opinion or seeking others' opinions. However, you should understand that they are comfortable with you pushing back and voicing an alternative opinion. They won't be offended, so feel free to say 'no.'

You may find their assertiveness confronting, especially if they disagree with small talk with their impatience for action. Drive styles are comfortable with conflict and will raise topics you might normally shy away from. Don't be surprised if they are insensitive, as you will be far more attuned to any emotional issues in the team than they are. You may need to remind them that feelings are also a task to be taken care of.

You'll communicate better if you expect shorter conversations, aim to be more direct in your emails and interactions, and be clear on what you need.

Support Styles with Influence Styles

Influence style people are enthusiastic collaborators who love bringing people together. You'll find yourself having fun, friendly conversations with Influence styles, but they may persuade you to take on their more detailed tasks and you'll struggle to say no.

These people love to brainstorm so ask them for ideas on how to tackle a new project in a smarter way. Influence styles will have a wide network of contacts and will be able to connect you to people to help with a project. When you do, they'll appreciate the social recognition they have provided.

Given their vibrant nature, you may need to lift your energy or speak up to get their attention. Influence styles often find themselves taking on too many tasks, so follow up any conversations in writing to help you both stay on track.

Support Styles with Support Styles

As people who like to be of service to others, you are both good listeners. You enjoy small talk, are patient and put others' needs before your own. You both will want everyone on your team to feel included in some way and for the environment to feel safe and harmonious.

You both prefer to avoid conflict or any conversation that you feel could damage the teams' relationships or a feeling of goodwill in the office. However, brushing problems under the rug will lead to unspoken resentments which will cause more damage in the future.

Given that you are both sensitive to the tone of working relationships, it's an ideal opportunity to practice having difficult conversations with each other before having them with other types.

Support Styles with Clarity Styles

It's very important to a Clarity style person that any information, research or work is correct. This means that having the time to double check everything is key. Clarity styles have high standards for their work, and the work of others, so expect some critiquing or fact checking of your work.

Clarity people are private and reserved – not the kind to chit-chat about their private lives. However, they do aim to develop a deep expertise in a particular field. Aim to find out what that is, and start to build your relationship with them around that.

You may need to be more formal in your conversations with this type, providing clear expectations and being ready to answer questions. Clarity styles will keep asking until they understand the situation or task clearly. They can help you with planning and prioritizing, so tap into their expertise when you get overloaded.

SAMPLE REPORT