

The DISC Assessment

RESULTS FOR: SAMPLE
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Your Behavioral Style

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 teammates 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.

Let's begin by taking a broad look at your scores on the four DISC quadrants.

DRIVE

Takes charge and gets things done. Makes decisions and focuses on results. Blunt, ambitious, and goal oriented.

CLARITY

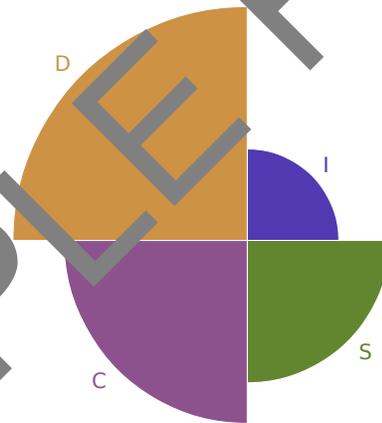
Works steadily and systematically. Focuses on order, accuracy, and precision. Methodical, precise, and conscientious.

INFLUENCE

Engages others and shares enthusiasm. Inspires and persuades others. Energetic, outgoing, and warm.

SUPPORT

Is helpful and shows care for others. Looks for ways to assist and serve. Caring, kind, and humble.



The Four DISC Styles

Now, let's look at each style in a bit more detail.

<h2>Drive</h2> <p>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.</p> <p>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.</p> <p>Drive is useful in leadership positions as it helps to push to get the job done. However, it doesn't work as well for people who are in supporting roles. Highly Driven people may be frustrated in roles with no opportunity for leadership.</p>	<h2>Influence</h2> <p>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.</p> <p>People who are highly Influential are described as warm, friendly, and sociable. They love to be around other people and get a "high" from connecting with a group. They have a natural charisma.</p> <p>Influence is useful in roles that require you to persuade others. Teachers, salespeople, managers, and parents all benefit from a command of Influential behavior. Highly Influential people thrive on human connection, and tend to wither when they're forced to do isolated, impersonal tasks.</p>
<h2>Clarity</h2> <p>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.</p> <p>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.</p> <p>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.</p>	<h2>Support</h2> <p>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.</p> <p>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.</p> <p>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.</p>

Your Preferred Style

Based on your responses, you lead with a **Drive** style, which means that your main focus is on leading and setting the agenda to get things done.

Why Drive?

Drive people are driven to achieve immediate results.

Every workplace needs drive; people who are excited by the challenge and responsibility of impossible projects and doing whatever it takes to make things happen.

At their best, others see Drive styles as confident, decisive and take-charge. They set high expectations, are persistent, speak up about problems, focus on results and promote audacious feats of achievement.

On the downside, others see Drive styles as controlling, domineering, hot-tempered, blunt, rude, pushy, forceful, power hungry, over-opinionated and impatient. They are often perceived as insensitive and over-competitive in their desire to win at any cost.

In this report, we'll focus on how you can put your Drive strengths to good use. We provide tips on overcoming your blind spots and help you to recognize how allowing space for everyone's talents can contribute to the long-term success of a project.

In the workplace, you are...

MORE LIKELY TO BE DESCRIBED AS:	LESS LIKELY TO BE DESCRIBED AS:
<ul style="list-style-type: none">• Decisive• Blunt• Pioneering• Skeptical• Competitive• Results-oriented• Strong willed• Problem solver• Self-starter• Argumentative• Bossy• Insensitive	<ul style="list-style-type: none">• Accommodating• Loyal• Good listener• Cooperative• Supportive• Passive• Patient• Empathetic• Steady• Reflective• Even-tempered• Tactful• Humble

Core Motivations & Fears

At their core, Drive styles are motivated by the desire to achieve; for themselves, their organization and the communities they live in.

Each individual's goal will differ, but there will be a common desire to achieve more – more responsibility, more impact, more money, more power, more authority, more challenges, more success, more freedom...more of the thing that matters to you.

For you, that might look like:

- New challenges and problems to solve
- Power and authority to take risks and make decisions
- Freedom from routine and mundane tasks
- Changing environments in which to work and play

Conversely, Drive styles fear losing control, being taken advantage of or feeling vulnerable.

Their behaviors will focus on creating or maintaining control to prevent that from happening. Common responses include forcefully shaking someone's hand, telling people what to do, starting sentences with "you should," taking charge, demanding efficiency, initiating an innovative project to outmaneuver the competition or being loyal only to themselves (rather than a group or organization). These are all control-oriented behaviors designed to reduce the likelihood of being at the mercy of someone else.

The same applies to emotions. Emotions appear fickle and uncontrollable to a Drive person so they keep them firmly in check. These types rarely share their feelings and hope others will do the same. However, when you can view vulnerability as a strength and take the time to allow authentic expressions of emotion, your effectiveness will triple.

It is this combination of motivations and fears that creates the Drive style. By being assertive and skeptical, Drive styles are able to both achieve more and remain in control. The more productive they are and the more work they produce, the less they can be questioned for not being valuable.

Drive styles can be commonly seen at work:

- Being in charge
- Writing very short emails with few pleasantries and bullet points
- Setting high expectations and stretch goals
- Encouraging people to start a task immediately
- Have little awareness of the emotional impact on people
- Questioning the status quo
- Making quick decisions without all the information
- Getting to the point as quickly as possible
- Demanding immediate results
- Getting frustrated by anything that slows progress and impacts results
- Moving fast, walking fast, talking fast, and rarely slowing down
- Working long hours, needing to be encouraged to leave the office at a sensible time

Workplace Priorities & Talents in Action

The Drive style focuses on results and action.

Whether it's individually or in an organization, they will be quick to determine whether or not a clear goal exists. If not, they swiftly will ask a series of short, sharp 'what' questions to create a goal that is focused, clear and smart. There is no sitting around waiting for someone to fix the lack of direction. Drive styles will speak up, offer their opinion and not hold back in recommending a goal that is just a bit harder to achieve. Often, they will pioneer a whole new approach.

This desire to achieve means they are self-starters, taking the initiative to do what they think is necessary and sometimes overstepping their authority. Drive styles would rather ask for forgiveness than permission, preferring to just get on with it. Nothing is worse to a Drive person than having to wait.

In addition to setting a clear goal, they want to know the fastest way to achieve it. They are quick to make a plan and assess the resources and skills required to get into action. They are always on the lookout for opportunities for shortcuts and loopholes to get to their desired result more efficiently.

To a Drive person still developing their Drive skills, people and teams can feel like a dead weight at times. Unable to move as quickly or work as efficiently as the Drive person does, other people can bring out the Drive style's impatience and frustration. This is why they like to work independently, knowing they can trust themselves to deliver. Trusting others with work that matters can feel like holding a bag of cats; unpredictable, risky and a waste of time.

Yet, audacious and ambitious goals cannot be achieved alone. Learning to trust people – to delegate, coach and create high-performing teams – is a key to a Drive person's long-term success, both at work and at home.

STRENGTHS & TALENTS	BLIND SPOTS
<ul style="list-style-type: none"> • Establishing clear goals • Highly productive • Taking charge • Efficient use of time and resources • Disciplined • Decisive • Takes initiative and enjoys challenges • Seeks new opportunities • Calculated risk taker • Getting results • Great in a crisis • Assertive 	<ul style="list-style-type: none"> • Oversteps authority • Argumentative • Dislikes routine • Self-absorbed • Finds it hard to admit he/she is wrong • Reluctant to delegate • Can be bossy • Insensitive • Hates inaction • Has trouble with patience

Balancing Your Drive Style

Any strength can be overused. The key to being effective at work and at home is to use our strengths in a balanced way. Sometimes we get so comfortable using our hammer that we forget we have a whole toolbox at our disposal.

While every workplace needs results, action and people willing to make the tough calls, overdoing directness can alienate people. When you feel things slowing down, do you find yourself hammering at the problem or reaching for other tools?

Take a look at the two lists below and consider when you are operating at your best and when you might be overdoing it.

WHEN YOU ARE BALANCED, YOU ARE:	WHEN YOU'RE OVERDOING IT, YOU ARE:
<ul style="list-style-type: none"> • Showing confidence • Taking charge • Setting high expectations • Promoting bold action 	<ul style="list-style-type: none"> • Domineering • Forceful • Inconsiderate of others' opinions • Demanding

- | | |
|---|---|
| <ul style="list-style-type: none">• Focusing on results• Maintaining composure• Speaking up about problems• Seeking win/win outcomes• Seeking the input of others | <ul style="list-style-type: none">• Impatient• Unreasonable about expectations• Always pushing for immediate decisions• Determined to win at any cost• Hot-tempered• Distrustful of others |
|---|---|

It takes more energy to be more balanced as you need to slow down and be a little vulnerable. Taking the time to listen to others and consider their opinions, and stepping away from making the immediately obvious decision will be hard. But it will be worth it in the long run.

You need more energy to:

- Show patience for people and processes
- Be sensitive to others
- Get into the details
- Allow time for deliberation

Take some time to reflect on which areas of your work and life need a little more balance.

SAMPLE REPORT

Your Communication Style

In your rush to get tasks allocated and resources used efficiently, you can sometimes overlook the human element of the people you work with and the customers you serve.

Long-term career success requires you to be both able to achieve results AND take people on the journey. This requires good relationship-building and communication skills.

Drive communication style:

STRENGTHS	LIMITATIONS
<ul style="list-style-type: none">• Speaks freely• Good at initiating communication• Good at debating	<ul style="list-style-type: none">• Can be sarcastic• Often not good at listening• Tactless when delivering feedback

To optimize your communication style, take the time to get to know others better. Learn about their interests, challenges and family life. Appreciate their opinions and contributions, knowing that it will make for a better decision and a better outcome.

DEFAULT COMMUNICATION STYLE	OPTIMIZED COMMUNICATION STYLE
<ul style="list-style-type: none">• Talk fast• Tell people what to do• Talk more than listen• No small talk; get right to the issue• Tactless when delivering feedback• Pushy, even rude• Authoritative voice	<ul style="list-style-type: none">• Ask questions to gather more information• Use a coaching style to reduce tactlessness• Slow down your speech• Listen more• Be approachable• Compliment others• Be patient with others' mistakes

Your Conflict Style

Your conflict style can be bullish, impatient, hot-tempered and tactless; attacking people is a way to control the situation. You can be triggered into frustration by others' inefficiency, lack of initiative or avoiding a tough decision. While people value you raising and unearthing the issues that need addressing, it's even better when you pair that with patience and empathy.

Tips to developing a healthier conflict style:

DO LESS OF..	DO MORE OF..
<ul style="list-style-type: none">• Assuming• Blaming• Name calling• Sarcasm• Threatening• Negative facial expressions• Attacking	<ul style="list-style-type: none">• Dealing with your emotions first• Giving people your time• Asking questions• Not assuming• Discovering their perspective• Determining the core issue• Using a difficult conversations model• Thinking before reacting• Controlling yourself• Providing options not ultimatums

SAMPLE REPORT

Working with a Team

Being confident, decisive, persistent and action-oriented is fabulous, and every workplace needs those strengths. However, it's not the only thing required for teams to achieve a sustainable, long-term impact. You can get as many promotions as you like but if you keep dismissing the talents of others, it won't last long!

It's important to remember that you need people, no matter how much they frustrate you. Being an independent, lone wolf will only get you so far. Identifying with and being loyal to a team, group or organization will help you grow into a more lovable Drive leader.

Your teammates will bring the talents you lack. Learn to appreciate how their strengths complement yours, and incorporate them into your goal setting.

YOU BRING TO A TEAM	OTHERS BRING TO A TEAM
<ul style="list-style-type: none">• Seeing the big picture• Pushing the group ahead• Persistently overcoming obstacles• Accepting challenges without fear• Maintaining focus on goals• Handling several jobs at the same time• Being comfortable with being in charge• Valuing decisive action• Pushing the team to take risks• Engaging in conflict to produce a positive outcome	<ul style="list-style-type: none">• Taking time to weigh the pros and cons• Calculating the risks• Using caution• Structuring a predictable and positive environment• Researching facts• Deliberating before deciding• Recognizing the needs of others

To excel at work, you need an environment that allows for your speed, independence and results-orientation. If you aren't getting some or all of the following, you may find yourself very frustrated.

- Freedom from supervision and control
- Responsibility for challenging projects
- Working with smart mentors
- Having a variety of tasks and activities
- Opportunity for individual achievement and progression
- Being able to communicate directly and to know the bottom line
- Flexibility to change course
- Authority to make (at least some) decisions and make changes
- Able to work quickly and be appreciated for your ability to get a lot done
- Pioneering innovative approaches and solutions
- Envisioning a new future

Stress & Wellbeing

Being such a busy bee, it's easy to forget that your health matters. It's easy to become stressed while caught in a loop of being constantly on the go. Being too busy to take care of yourself will eventually result in some form of health crisis.

To be at your best, your brain needs sleep, your body needs exercise and your mind needs a break. Learning to relax and pace yourself will reduce your need for sick leave and will pay off in the long run.

DO	REDUCE
<ul style="list-style-type: none">• Reframe health as part of your career goals• Spend time with family and friends• Get enough sleep, even when you have a lot to do• Guard against being constantly busy• Stop and smell the roses• Discipline your time and energy to eat well and exercise• Rest your mind through meditation• Practice compassion	<ul style="list-style-type: none">• Working late• Working long hours• Working weekends• Not sleeping• Always being busy• Being fast paced• Over-indulging in fast foods and quick fixes• Constant busyness

Increasing Your Effectiveness

Key areas for development are patience and empathy for others.

Your tendency to be insensitive to the feelings of others will hopefully come as no surprise. What you may find surprising is that feelings are just as important to achieving results as clear goals and good planning. By building relationships that focus on the individual, and not just the skills they bring to the project, you will find people more willing to work with you and help you achieve your goals.

Suggestions for improvement include:

- Becoming an 'active' listener
- Softening your body language
- Complimenting others (in a way that matters to them)
- Asking more questions (other than just giving orders and directives)
- Developing a greater appreciation for the opinions, feelings and desires of others
- Being less controlling and domineering
- Putting more energy into personal relationships
- Being friendlier and more approachable
- Genuinely listening to others' ideas and achieving group consensus
- Relaxing and pacing yourself; people won't think less of you if you don't get everything done today
- Taking the time to explain the 'why' behind your statements, proposals and decisions
- Learning to apologize

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 Drive style interacts with each of the four DISC styles.

Drive with Drive

As Drive people, you'll have high expectations for whatever project or goal is important to you. You'll both seek autonomy to work in a way that makes sense to you, as well as freedom from too many details.

Your conversations may be quite brief as you quickly deliver the bullet-point updates and the 'here's the bottom line' to each other. Not a lot of chit chat here. Don't forget to keep each other in the loop about what you are doing. While you are hard to offend, neither of you appreciates being blindsided by the unexpected. While you are there, take some time to get to know each other a little as relationship-building is an important part of getting things done.

You both like to take charge, so be careful not to end up in a power struggle. Take the time to discuss your individual career and project goals, ideally with the objective of finding a shared goal so you can support each other. If you do find yourself striving for the same promotion, take a timeout and reflect on alternative ways to meet your individual and mutual goals. There may be a way for both of you to succeed.

Drive with Influence

Influence Style people are fun, lively, social and want everyone to be having a good time at work. They focus on creating a friendly working environment while inspiring and encouraging people to be their best. You will notice that they are quick to provide many ideas and alternatives for how to achieve a goal you have set.

Given their love of storytelling, you may find an Influence person's communication style a little long-winded at times. You also will notice how they might go off on tangents and exaggerate their abilities. To communicate effectively, it will help if you can be a little more lively and energetic, engaging in small talk to build the relationship. Your meetings may take a little longer than you anticipated but your communication will have a greater impact.

To keep an Influence person on task, be sure to provide positive appreciation and public recognition at regular intervals. On the flip side, you must strive to be sensitive in how you deliver criticism. An Influence person may procrastinate when they have said 'yes' to too many tasks. Help them stay focused by teaching them how to prioritize their tasks, while not bogging them down with rules or details about how to go about things.

Drive with Support

The Support style is motivated to help others above all else, to ensure that everyone is heard and their needs accommodated. While you are good at getting a team moving, they are the glue that holds a team together.

Support styles focus on creating a calm, stable working environment by ensuring everyone feels supported. As this isn't very important to you, you'll need to wear your relationship-building hat when working with them. Be friendly, respectful, calm and relaxed in meetings and emails, and remember to make time for small talk.

Conflict is another area where you'll need a more relaxed approach. Support people will be put off by criticism or blunt comments, preferring to maintain a calm environment than airing any disagreement. So, it's important to take a gentle approach, emphasizing your desire for a good relationship and making it safe for the Support style to express their needs and feelings. Demonstrating your confidence in their work will help.

Drive with Clarity

It's important to the Clarity style that the data is correct. To ensure they are always providing correct information, Clarity styles develop a deep expertise in a specific field. They approach their work methodically, always double-checking their work (and possibly yours!) to ensure they are maintaining their exceptionally high standards.

You'll appreciate that neither of you worries too much about small talk, so you'll be able to get straight to the point. However, you will need to refrain from making snap decisions. Allow the Clarity style time to think and reflect before giving you an answer. And keep them in the loop. Given their methodical approach, they don't like sudden changes.

Clarity types will happily work as independently as you do. However, they aren't self-starters so plan on asking them to take on a task but do so with clear expectations. While they will be cautious and critical about your big vision, that's only because they don't have all the information you. Ask them to help you create a project plan as well as gather and analyze the relevant data.

Next Steps

Thank you for bringing great things into the world. We hope this report helps you become more effective in achieving ambitious projects, as well as being happier and healthier in your life overall.

To take this to the next level, discuss this report with your colleagues, learn about their styles, and discuss how you could improve how you work together.