

The DISC Assessment

RESULTS FOR: MOMENTUMTX
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What is DISC?

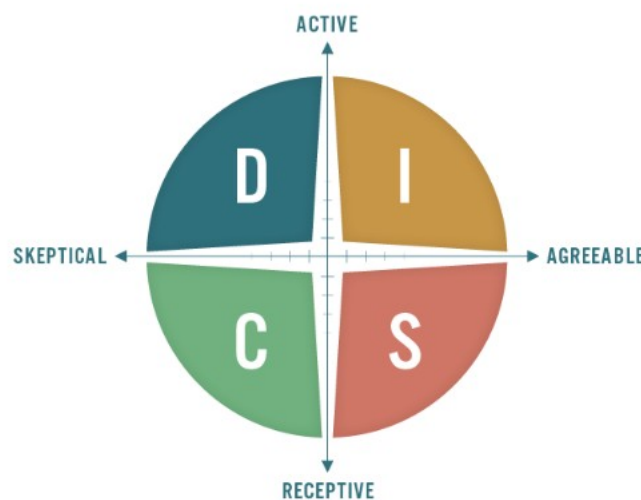
The DISC system is a simple but powerful way to understand people's behavior and the way they interact with one another. This system describes people—and their behavior—in terms of four broad styles: Drive, Influence, Support, and Clarity.

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 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.

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 to 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 in the middle of this dimension, indicating that you take a balanced approach to action. You may be more inclined to action in situations where you are comfortable or feel that you're expected to take charge, while taking a more passive role in situations where you are less comfortable or where other people are taking the lead.

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.

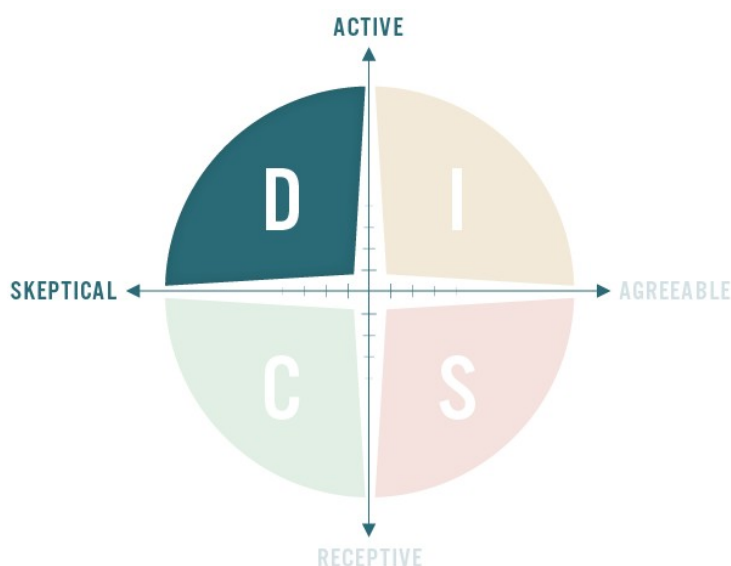


You scored on the Skeptical side of this dimension, which means that you focus more on tasks, facts, ideas, and goals than you do on personal or relational factors. You tend to focus on the content of what people are saying and will readily challenge ideas that do not sound correct to you.

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 Active side as well as the Skeptical side puts your overall result into the D quadrant. This indicates that Drive 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

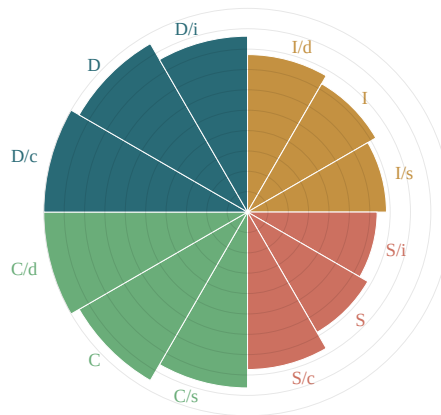
Works steadily within systems. Focuses on order, accuracy and precision.

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 D/c. This indicates that **you are a Drive/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 Drive style is most important for you, with a strong representation of the Clarity style as well, so your type is D/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 Drive and Clarity styles in your workplace behavior.

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.

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.

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.

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 Support style.

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.

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 D/c style. That's a combination of Drive and Clarity, which means you are likely to be strong-willed, rational and independent.

In this report, we focus on how you can put your D/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.

Your Direct/Clarity Style

You're tenacious, diligent and focused.

You focus on meeting and exceeding ambitious goals. You have high expectations of yourself and can be perfectionistic in your drive for success and personal achievement. You are skeptical, questioning and resolute. Once you have made up your mind, you are determined to achieve the goals you've set.

At your best, people see you as tenacious, ambitious and independent. You confidently tackle issues head on, questioning the logic behind plans and aspirations. They appreciate your resourcefulness and ability to make the tough decisions in service of the goal.

However, others can also see you as cool, blunt, critical and perfectionistic. You are quick to express your frustration with people you see as being too emotional or people-focused. You can be quick to judge others for not meeting your standards.

In the workplace, you are...

MORE LIKELY TO BE DESCRIBED AS:	LESS LIKELY TO BE DESCRIBED AS:
• Resolute • Having high expectations • Skeptical • Efficient • Determined • Perfectionistic • Focused • Rigorous • Straightforward • Tough	• Accepting • Patient • Empathetic • Tactful • Approachable • Accommodating • Affirming • Generous • Even-tempered • Compassionate

Your Workplace Priorities

At work, you prioritize taking initiative, working independently and getting results.

You thrive on setting high expectations for yourself and working hard to achieve them. You are quick to hold people accountable and speak up about problems, both within a project and about the quality of someone's work. Given your high standards, focus on details and drive for results, you can be a perfectionist.

For you, that might look like:

- Questioning concepts that are illogical
- Developing logical and efficient project plans
- Holding others accountable for the quality of their work
- Interrogating processes that seem inefficient
- Taking a rigorous approach to getting results

Equally, you avoid tasks or workplaces that are inefficient, irrational or emotional. That can include any organization, industry or project that doesn't align with your standards or will hinder your ability to be successful.

Situations you may find difficult include when you:

- Need to be tactful or where emotional sensitivity is required
- Need to slow down to listen to your colleagues
- Are faced with low standards or inefficiency outside your sphere of influence
- Are unable to achieve your goals, expectations or standards

- Have to work cooperatively or collaboratively
- Aren't able to take the initiative or be proactive

Your Talents in Action

At work your skills are focused around questioning assumptions, achieving results and ensuring quality.

For you, questioning assumptions is key to getting the best possible outcome. Being skeptical of others' ideas and suggestions helps to ensure the agreed course of action is robust, but will also have the highest possible chance of success. You are quick to speak up about problems and question systems that aren't efficient.

As someone who sets high expectations for yourself and others, you enjoy being able to prove yourself. Your drive for results means you tend to be direct and straightforward, are focused on the bottom line and want to overcome obstacles quickly. You tend to prioritize getting results quickly over being sensitive to the feelings of others.

Your approach to ensuring quality is to either take charge of the process or work independently. When it comes to ensuring quality, you avoid masking hasty, illogical or irrational decisions. You tend to analyze the options before moving forward and aim to make rational and objective decisions free from subjective criteria or feelings.

STRENGTHS & TALENTS	BLIND SPOTS
• Strong-willed • Determined • Working independently • Asking questions • Addressing issues quickly • Having high expectations • Being confident • Taking charge • Results-focused • Being assertive	• Lifting morale • Creating consensus • Prioritizing team goals • Accommodating others • Empathizing • Listening • Patience • Creating a positive environment • Being approachable • Being diplomatic

Balancing Your Drive/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 determined and logical, 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 direct and single-minded, in order to be more tactful and appreciative. 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: • Adjusting your high standards to account for others' needs • Being determined and tactful • Being confident and listening to feedback • Trusting others to help you achieve the results	WHEN YOU'RE OVERDOING IT, YOU ARE: • Impatient • Blunt or sarcastic • Insensitive • Overly worried about failure • Refusing to change your mind • Perfectionistic
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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:

- Being more sensitive to the needs of others
- Being warm, friendly and approachable
- Acknowledging what's working even when things are off track
- Listen to others' perspectives

Your Communication Style

Your communication style is likely to be direct, determined and confident. You focus on the task at hand and what's required to achieve your objectives. You tend to ask many questions, and may use a more blunt or sarcastic tone than you realize. Given your focus on problems, you can be impatient with people who aren't solutions-focused as you are.

Conversely, that means you tend to overlook the relationship between you and your audience. You may miss cues that suggest more warmth, tact and optimism is needed. You may disregard the need to empathize with others and share more of your personal side.

STRENGTHS • Task-focused • Clear and direct • Raising issues • Asking questions • Skeptical	LIMITATIONS • Overusing sarcasm • Interrupting people you perceive as incompetent • Tactless when giving feedback • Overly-focused on what's not working
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You will be a more effective communicator when you develop the ability to switch between communication styles. Learn when to use your questioning and direct style and when to take a more tactful and patient approach.

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

- Showing more warmth in your tone of voice
- Sharing personal stories
- Being vulnerable about your fears and concerns
- Empathizing with others

- Asking questions about what others need and are feeling
- Building relationships with colleagues beyond the work
- Being more tactful
- Listen more actively and without an agenda

Your Conflict Style

Conflict can be both constructive and destructive. For you, conflict is easier to engage in when people share their opinion directly and openly. You are happy to tackle the tough issues when people remain focused on the facts and share your desire to find the root cause of a problem.

When others don't approach conflict the way you do, particularly those who are emotionally expressive or people you perceive as being incompetent, you can struggle. You can become insensitive, impatient or overly critical. You can stubbornly refuse to reconsider the facts or that something needs to change. And you may struggle to really listen to others, so you may not seek out others' perspectives.

Start to explore what conflict really means for you, and what's behind it. Consider how your approach to conflict, both the constructive and destructive, influences the outcome of the project and your success, in both the short and long-term.

Tips for developing a healthier conflict style:

NOTICE WHEN YOU ARE: • Critical, blunt or sarcastic • Being stubborn • Refusing to reconsider • Not listening • Not seeking others' perspectives • Insensitive • Impatient • Not considering your words or tone	PRACTICE: • Using a warm, tactful manner • Be sensitive to others' needs • Be vulnerable about how you are feeling • Be willing to compromise • Active listening • Understanding other perspectives • Empathizing • Accepting that people react differently to conflict
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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 Direct/Clarity style person, you tend to value people who are highly competent and who bring a lot of common sense to their work. That also means you tend to undervalue people who are good at creating cooperative teams, and who easily encourage and support others.

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 • Setting high expectations	OTHERS BRING TO A TEAM • Creating a positive environment
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• Taking initiative • Prioritizing efficiency • Communicating clearly and directly • Asking tough questions • Raising issues directly • Analyzing the options before deciding • Being serious and unsentimental • Taking risks • Determination to overcome obstacles • Focusing on tasks	• Being approachable • Being diplomatic • Developing relationships • Giving positive feedback • Prioritizing team spirit • Empathetic listening • Being personal and sentimental • Caring about people's feelings • Helping others • Being compassionate
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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 tenacious leader: determined, committed and ambitious. Achieving results and maintaining standards is important to you. Hence you are quick to address issues when they arise and hold people accountable for their actions. You prefer to work with people you consider to be competent and delegate tasks clearly and directly.

However, that means you can be insensitive, impatient and unnecessarily critical. While you prefer to focus on the task, there are times when the desired outcome needs you to focus on the relationships you have with people. Talking about what is working, giving positive feedback, and sharing personal stories, will help you be more approachable.

Some of your team will likely require collaboration, support and enthusiasm to do their best work. Create opportunities for people to work together, give feedback tactfully and be patient with mistakes. Also, encouraging people to have fun at work doesn't have to undermine the focus on achieving results; it can make it easier.

Finally, observe your interactions with people and note the interactions that go well and the ones that don't. Consider adding more warmth and tact to your communication style, and paying more attention to others needs, as a way to increase your effectiveness.

Your Wellbeing

Your stress levels start to rise when you feel your success is threatened in some way. That might be the possibility of failure, others not sharing your high standards or having to follow an inefficient approach. If that's combined with losing control, having to rely on other people or sensing you lack competence in some way, your stress will increase even more.

When stressed, you tend to become insensitive to others' feelings or impatient and irritated. You can become overly focused on increasing the control you have over the project and can go to great lengths to avoid revealing any weaknesses or vulnerabilities.

DO • Ask for help	REDUCE • Trying to increase your control
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| <ul style="list-style-type: none"> • Slow your pace • Find a trusted mentor to vent to • Invest in relationships with your colleagues • Recognise the underlying source of your stress • Include your wellbeing into your goals | <ul style="list-style-type: none"> • Working constantly • Your pace • Being insensitive to others' feelings • Not asking for help or revealing your vulnerability • Having a rigid view of success |
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Increasing Your Effectiveness

The key areas for development are communicating with sensitivity and diplomacy.

Your tendency to focus on the bottom line and the success of the overall outcome means you often focus more on someone's competence, or ability to do the required task, over their feelings or needs.

When someone appears incompetent to you, you can be insensitive and critical. That might seem like a helpful strategy, but ultimately work is done with and through people, so long-term success depends on the ability to adapt your communication to each person and situation.

There are times to be direct and times to be friendly, warm, sensitive and empathetic. To do this, you will need to slow down and listen to people with more depth and without an agenda in the back of your mind. Initially, you may not consider this to be the best investment of your time, but you'll find that it will pay off over time.

Suggestions for improvement include:

- Speak in a warm, friendly manner
- Emphasize what is working when giving feedback
- Prioritize being tactful over being direct
- Practice listening without an agenda
- Spend more time considering and valuing others' perspectives
- Practice being patient, especially when you are frustrated by inefficiency or incompetence
- Share more of your personal side, including your vulnerabilities
- Ask for help when you need it
- Practice empathizing with others' personal and professional challenges
- Frequently give compliments and positive feedback
- Invest more energy into developing personal relationships at work

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 Styles with Drive Styles

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 Styles with Influence Styles

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 Styles with Support Styles

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 styles with Clarity styles

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 yet. Ask them to help you create a project plan as well as gather and analyze the relevant data.