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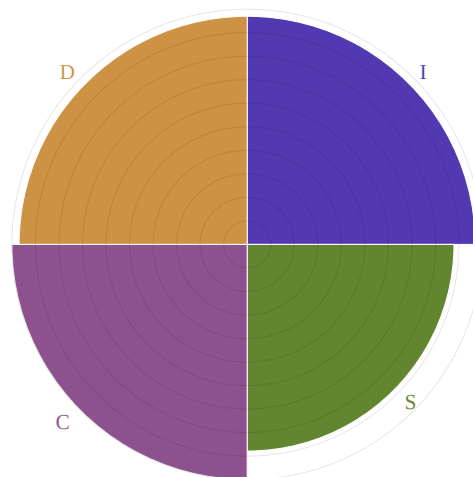
Let's begin by taking a broad look at your scores on the four DISC quadrants.

DRIVE

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

INFLUENCE

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

CLARITY

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

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.

Drive

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.

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. They love to be around other people and get a "high" from connecting with a group. They have a natural charisma.

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.

Clarity

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.

Support

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.

Your Preferred Style

Based on your responses, you lead with a **Clarity** style, which means that your main focus is on consistent correctness.

Why Clarity?

Every workplace needs clarity; people who relish digging into the data, who strive for quality and high standards in all things, who are cautious about bold actions and quick plans, and who enjoy seeing a task or project through to the end.

At your best, others see you as being committed to high standards, analytical and accurate, asking good questions, methodical, consistent and private. You double-check the details where others are more slapdash in their approach.

At your worst, others may see you as being too rigid with the rules and too cold with people. However well-intentioned your critique, your exacting nature may push people away and prevent them valuing the clarity you can bring.

In this report, we focus on how you can put your Clarity 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 a project.

In the workplace, you are...

MORE LIKELY TO BE DESCRIBED AS:	LESS LIKELY TO BE DESCRIBED AS:
• Analytical • Precise • Private • Reserved • Modest • Quiet • Systematic • Careful • Disciplined • Stable • Accurate • Challenging • Reserved • Organized • Exacting • Conscientious	• Engaging • Impulsive • Persuasive • Lively • Sociable • Encouraging • Inspiring • Talkative • Confident • Enthusiastic • Optimistic • Fun • Active • Collaborative • Friendly • Charming

Core Motivations & Fears

At your core, you are motivated by the desire for correctness – preferably unquestionable correctness. You achieve this by developing a deep expertise in a specialized area and by holding yourself and others to a high standard. You believe that the more you know, the more correct your advice or actions will be.

For you, that might look like:

- Striving to have deep expertise in a single area
- Seeking opportunities to use that expertise
- Deepening that knowledge and expertise whenever possible
- Working consistently and steadily to make sure that nothing is overlooked
- Avoiding shortcuts, careless methods or compromising on quality in any way
- A commitment to quality
- Holding yourself and others to very high standards
- Seeking to streamline systems and processes

The core fears for Clarity styles are criticism, ridicule and being misunderstood – which could result from being wrong.

This aspiration for correctness leads you to take the time to get into the details. You work methodically, double-check the numbers and prefer to work alone to reduce distractions. You avoid any approach that could compromise reliable results, such as rushing the analysis or not following a logical plan. You definitely avoid being influenced by flawed information such as emotions.

To ensure the team or organization does not expose itself to criticism, you insist that colleagues follow standard procedures. You expect others to be as thorough and objective as you are, and avoid the influence of anything too bright and shiny. You generally believe that emotions cloud one's judgment – whether it's excitement or anger, feelings are not to be trusted. As such, you avoid strong displays of emotion and will withdraw from a situation when others are overwhelmed by theirs.

It is this combination of motivations and fears that creates the Clarity style. By being both skeptical and information-oriented, you are able to focus on your area of expertise and avoid criticism. The more analysis, double checking, upholding standards and identifying errors you do, the more you reduce the possibility of being wrong.

You can be commonly seen at work:

- Having a clear sense of the standards to be met
- Redoing work if it doesn't meet those standards
- Challenging others to raise their standards if they start to rush things
- Working alone with limited social interaction
- Getting into the details of the task
- Asking lots of questions until the information is ordered logically
- Believing you are right and know more than others
- Taking time to analyze the information
- Creating detailed plans to keep everyone focused
- Being critical of others' low standards or displays of emotion
- Knowing exact job descriptions and performance objectives

Workplace Priorities & Talents in Action

As a person with a Clarity style, your workplace priorities focus on accuracy, stability and challenging assumptions.

Regardless of the specifics of the task, you will prioritize analysis over action, and you won't be comfortable with making decisions until the analysis is correct and reliable. This means that you require more time than most to analyze all the possible options before moving forward.

You aren't a natural self-starter, but once a task has been assigned to you, you will ask questions until you fully understand the requirements and expectations. You want a deadline but not one that impacts your ability to complete the work to an exceptional level. You need to be able to work at a consistent and steady pace, following a detailed schedule in a distraction-free environment.

Typically, people with Clarity styles don't value socializing, seeing it as a distraction to the work that needs to be done. You are reserved with personal stories and opinions but will not hesitate to question illogical shortcuts, random dates or bold ideas.

When people who prefer Clarity are in the process of developing their talents, they will view change for the sake of change as irresponsible, and overly expressive people as manipulative. Their default response is to isolate themselves from the 'crazies' and hide behind a wall of 'I know best' rightness.

Yet true clarity comes from being able to appreciate the perspectives of others and incorporate them into the analysis. It also requires becoming comfortable with acknowledging one's mistakes. Long-term success will come from developing a greater appreciation for working with others.

STRENGTHS & TALENTS	BLIND SPOTS
• Gathering, analyzing and testing information • Having a different perspective • Being thorough • Clearly defining expectations • Setting high standards • Adhering to key directives and standards • Weighing the pros and cons • Analyzing performance critically • Using a systematic approach to tasks • Planning long-range goals • Concentrating on key details • Being diplomatic with people • Using subtle or indirect approaches to conflict • Questioning bold action	• Bound by procedures and policies • Gets bogged down in details • Prefers not to verbalize feelings • Will give in rather than argue • Struggles to acknowledge mistakes • Suspicious of others • Lacks clear boundaries • Struggles to be enthusiastic • Building professional networks • Promoting own talents or opinions • Seeking out new opportunities

Balancing Your Clarity 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 accurate information and high standards, overdoing clarity can alienate people. When you start to feel that quality is being compromised, 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:
• Able to see the big picture and details • Able to build relationships • Diplomatically communicating about errors • Delegating tasks • Flexible to sudden changes • Knowing when to follow the rules and when to bend them • Appreciating the different strengths and talents of others	• Over-analyzing • Isolated • Inflexible and overly critical of even small errors • Refusing to delegate • Uncaring toward other people • Overly focused on the details • Refusing to deviate from the rules, and not allowing anyone else to either • Excessively cautious about new ideas

It takes more energy to be balanced, as it requires some vulnerability and allowing yourself to risk being wrong. It will be difficult for you to acknowledge others' feelings and subjective opinions at first, but it can be done. And you will be more effective for it.

You need more energy to:

- Let go of and delegate tasks
- Compromise for the good of the team
- Join in social events and celebrations
- Make quick decisions

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

Your Communication Style

Your communication style will be composed, fair-minded and modest. You aim to be as precise as possible and this can result in others not fully understanding or appreciating your meaning.

Take account of the human element in your communications. Consider the information your audience truly needs and how it will make them feel and alter your approach accordingly. More often than not, less is more.

Clarity communication style:

STRENGTHS	LIMITATIONS
• Asking 'why' questions • Using accurate information • Getting to the point • Asking clarifying questions • Diplomatic • Focused conversations	• Information overload for others • Limited supply of sympathy for others • Sharing feelings • Asking for help • Hard to read • Limited small talk and relationship building

To optimize your communication style, take the time to get to know others. Ask for their opinions, perspectives and feelings about a particular topic. Discuss your analysis before it's complete to build an understanding of the information they need and how they will react to it.

DEFAULT COMMUNICATION STYLE	OPTIMIZED COMMUNICATION STYLE
• Emphasize important facts • Precise, detailed speech • Focuses only on what is wrong • Speaks with little emotion • Usually a good listener • Shares facts and data more than opinions • To the point (no small talk) • Speaks with little emotion • Lengthy communications • Hesitates to talk until you know precisely what to say	• Focuses on more than facts • Uses positive rather than negative phrasing • Focuses on the key points, not all the information and analysis • Shares opinions • Includes what's going well • Gets to know people beyond the task

Your Conflict Style

Your conflict style is composed and diplomatic. You happily will disagree over the logic and correctness of information. However, when a disagreement becomes heated you would rather give in and withdraw than argue.

Remember that you aren't the only source of truth and others have valid perspectives. Be wary of becoming entrenched in your position and closing yourself off to information from sources you may not consider trustworthy.

Tips to developing a healthier conflict style:

DO LESS OF...	DO MORE OF...
• Criticizing • Negativity • Stuck in "I'm right" mentality • Nitpicking • Never being satisfied	• Seeking other perspectives • Trusting unusual sources of information • Asking for time to seek more information • Considering emotions as factual data • Being willing to compromise • Examining your own behaviors first

Working with a Team

Every team needs methodical organizers and planners who are keen to implement the plan and create quality work within the deadline.

Yet teams need a wider array of talents to achieve a high-quality result. While you may find all the talking and last minute changes incredibly frustrating, they do serve a valuable purpose. Finding a way to appreciate these talents, and to work more closely with people instead of being the isolated lone wolf, is key to your long-term success.

Get to know your colleagues and learn how you can support them with greater clarity.

YOU BRING TO A TEAM	OTHERS BRING TO A TEAM
• Working systematically • Being conscientious • Maintaining focus • Analyzing obstacles • Striving for logical results • Organizing material • Thinking logically • Evaluating progress • Creating and maintaining systems	• Delegating important tasks • Making quick decisions • Only using policies as guidelines • Compromising with the opposition • Stating unpopular opinions • Initiating and facilitating discussions • Encouraging teamwork • Advocating for people • Finding new opportunities

To excel at work, you need an environment that allows for methodical analysis, quality control, and diplomatic questioning. If you aren't getting some or all of the following, you may find yourself very frustrated.

- Working on high quality products or services
- Having clearly defined performance expectations
- Opportunities to demonstrate expertise
- Value placed on quality and accuracy
- Tasks that can be followed through to completion
- Control over factors that affect your performance
- Reserved, business-like atmosphere with few conflicts
- Personal autonomy
- Few sudden changes
- Encouraged to ask questions that challenge assumptions
- Engaging in specialized or technical tasks

Stress & Wellbeing

You find incompetence, inconsistency and the pressure to perform frustrating. This can lead to increased worrying, moodiness and negativity.

To be at your best, seek out positivity in the world around you. Find ways to compromise and be enthusiastic about all the possibilities. Dedicate time to connecting with people and developing deeper friendships. And remember to look after your body as well as your mind with sleep, exercise and play.

DO	REDUCE
• Get excited about your health as much as your	• Need for perfect solutions

projects • Analyze what food and exercise is best for your body • Forget the status quo occasionally • Spend quality time with people	• Perfectionism • Isolation • Thinking your mind is more important than your body

Increasing Your Effectiveness

Key areas for development are acknowledging others' feelings and looking beyond the data.

Your tendency to dismiss the importance of others' feelings will come as no surprise. What you may find surprising is that feelings are just as important as logic to delivering quality, complete solutions. By taking time to recognize and appreciate the role of others' feelings and perspectives, you will be able to provide a more accurate assessment of the situation.

Suggestions for improvement include:

- Be less critical of others' ideas and methods
- Concentrate on doing the right things, not just doing things right
- Respond more quickly to accomplish team goals
- Strive to build relationships with other team members
- Respect people's personal worth as much as their accomplishments
- Develop tolerance for conflict
- Ask for support more often
- Take risks along with other team members
- Have public discussions of your insights and opinions
- Share personal stories will colleagues

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 Clarity style interacts with each of the four DISC styles.

Clarity with Drive

The Drive style is motivated to move quickly to achieve results. They create bold plans and take charge to achieve them. They speak directly and decisively.

A Drive person will get impatient when things appear to be taking too long. While they rely on your detailed planning, they won't appreciate the time it takes to follow your plan. This is for two reasons. Firstly, their standards aren't as high as yours and they value the results more than perfection. Secondly, they won't understand your methodical working style.

To reduce confusion, aim to succinctly outline your approach and standards when discussing the initial scope for the task. That will provide both of you with a platform to discuss the expectations when the scope changes (and it will!).

Neither of you are too worried about small talk as you both want to get down to business. The Drive person will prefer to get the point as quickly as possible, while you will prefer to discuss the details. Where possible, aim to 'bottom line' your conversation and not get too bogged down in details.

Clarity with Influence

The Influence style can be best summarized as enthusiastic collaborators. Filled with inspirational energy to make everything fun, they are brimming with ideas and possibilities. They are sociable, relaxed and not very detail oriented.

You may get frustrated by their inattention to the facts or details, or when they miss deadlines because something more fun captured their attention. They are not as motivated by deadlines and schedules as you are, so put important details, tasks or deadlines in writing and plan on sending a reminder or two.

In conversations, aim to be a little more lively and energetic, and be prepared to wander off on tangents before bringing the focus back to the most important details related to the overall goal. Influence people are attuned to social approval and can be sensitive to criticism, so aim to talk about any inconsistencies or errors in a positive way.

Influence styles have a wide network of connections and will happily champion your deep expertise, helping you to showcase your skills. Make time to share a little of yourself, your interests and expertise with them. They will be happy to help promote you to the business.

Clarity with Support

The Support style focuses on reliably serving others, prioritizing the needs of others above their own, and seeking to create team harmony. They want to build a friendly relationship with you through small talk, getting to understand your interests and needs.

You both like a stable, calm environment and enjoy following a systematic approach to work. You both need time to adjust to any changes. Conflict-avoidance is another preference you share, albeit in slightly different ways. Support styles will aim to not upset you by hiding their true thoughts and feelings. To you, this may feel like vague information and you'll naturally want to press for clarity. If you do, make sure it's in a private space. Reiterate the relationship is important to you and that you want to hear the Support person's true thoughts and feelings.

The Support style responds better to positive reinforcement than to criticism. When providing feedback or questioning their facts, show confidence in their work through sincere appreciation. They will respond better to a genuine desire to understand rather than simply analyzing the efficacy of the information. Remember, to them, your relationship is more important than the correctness of the data.

Clarity with Clarity

The Clarity style likes the data to be correct. This means that you both will want to double check everything, analyze data from all angles and work methodically and unhindered towards a clear deadline.

Be aware of getting bogged down in the details or stuck in analysis-paralysis mode. You both have very high standards and can get stuck on the merry-go-round of trying to leave no stone unturned before you pronounce the information is reliable. Try setting a deadline and make sure you ask for help from each other or a third party to get a fresh perspective and to keep things moving.

You both prefer to work independently, and you're not very trusting of others. Be wary of becoming overly isolated from the rest of the team. Aim to set aside time to join in social events and celebrations; you might plan on going to events together to support each other as you break the ice with people. Try challenging your assumptions about people. You never know, they might surprise you.

Next Steps

Thank you for bringing clarity into the world. We hope this report helps you become more effective in achieving accuracy as well as being happier and healthier 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.