

The DISC Assessment

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AUGUST 1, 2025 - 2:55PM

What is DISC?

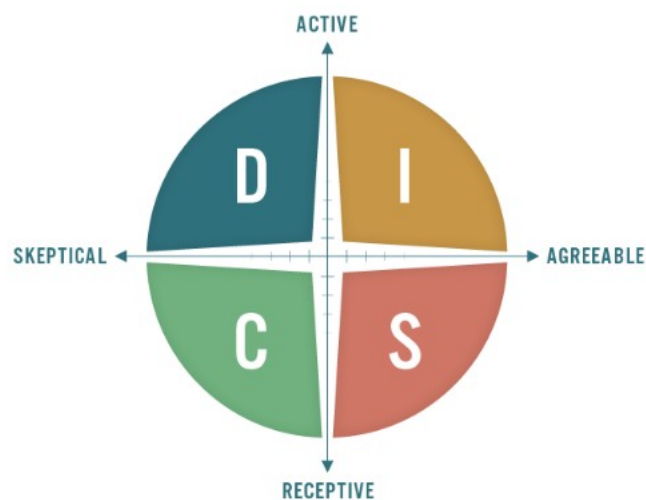
The DISC system is a simple but powerful way to understand people's behavior and the way they interact with one another. This system describes people—and their behavior—in terms of four broad styles: Drive, Influence, Support, and Clarity.

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 on the Active side of this dimension, which means that you are more likely to move quickly and speak up in a group setting. You may see yourself as a leader and someone who takes charge of things. You tend to be good at influencing the group dynamic and getting people moving.

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.

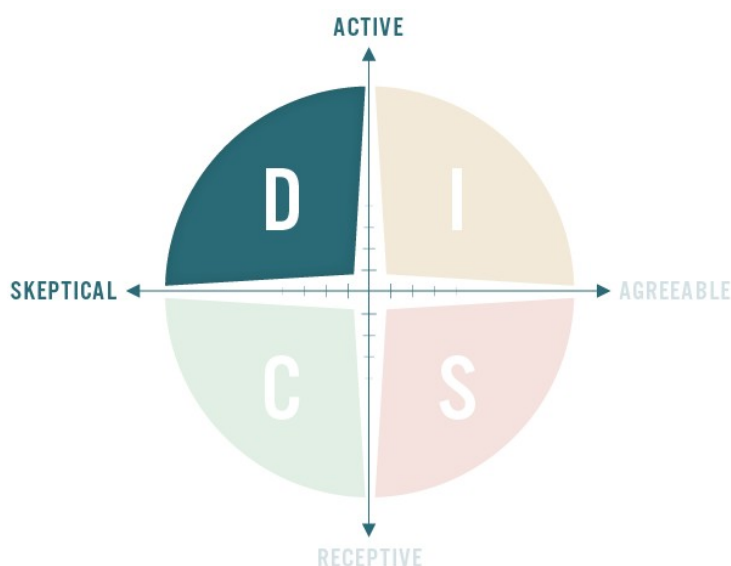


You scored on the Skeptical side of this dimension, which means that you focus more on tasks, facts, ideas, and goals than you do on personal or relational factors. You tend to focus on the content of what people are saying and will readily challenge ideas that do not sound correct to you.

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

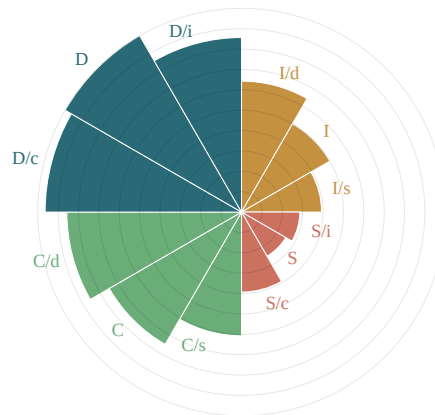
Works steadily within systems. Focuses on order, accuracy and precision.

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. This indicates that **you are a Drive 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, without a strong influence from another style, and so your type is the single D.

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 Style

You depend most on the Drive style 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.

Your Helper Work Styles

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 styles will be less developed and less comfortable for you, but may represent possibilities for you to grow and acquire new skills.

Your helper work styles are Influence and Clarity.

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.

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.

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 Drive style, which means you are likely to be assertive, independent and strong-willed.

In this report, we 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 everyone's talents contribute to the long-term success of your projects, team, and organization.

Your Drive Style

You're confident, competitive and determined.

You focus on directing others to achieve results. You do that by having a clear vision of what you want and what's required to achieve it. You communicate about what needs to be done in a straightforward and frank manner. Whatever issues arise, you remain focused on the bottom line and what's needed to win.

At your best, people see you as ambitious, assertive, and willing to make the tough calls without worrying what others will think or feel about it. They appreciate your ability to think big and confront problems as they arise.

However, others can also see you as aggressive, demanding, impatient and, at times, needing to win at any cost. You can become forceful and impatient, especially when you feel that colleagues or the team are slowing down the process.

In the workplace, you are...

MORE LIKELY TO BE DESCRIBED AS:	LESS LIKELY TO BE DESCRIBED AS:
- Decisive - Blunt - Direct - Competitive - Argumentative - Impatient - Tough-minded - Assertive	- Accepting - Patient - Empathetic - Tactful - Cooperative - Accommodating - Affirming - Reflective

- Outspoken
- Independent thinker

- Even-tempered
- Compassionate

Your Workplace Priorities

At work, you prioritize achieving ambitious results quickly.

You thrive on challenging yourself to achieve more. You are often confident your big idea is achievable and speak with conviction about it. You are comfortable taking charge of a project and using your tenacious determination to overcome any obstacles, even if you need to be tough on yourself and others to do so.

For you, that might look like:

- Focusing on the bottom line
- Striving to win
- Directing others
- Making quick decisions to keep things moving
- Communicating directly and succinctly
- Dealing with problems quickly
- Taking the initiative
- Questioning assumptions and inefficient strategies
- Making the tough calls without consulting others

Equally, you avoid tasks or workplaces that are measured, gentle or emotional. That can include any organization, industry or project that appears to lack ambition, is bureaucratic, follows the rules excessively or which is primarily about supporting people emotionally.

Situations you may find difficult include when you:

- Need to be tactful or where emotional sensitivity is required
- Have to work cooperatively or collaboratively
- Need to slow down to listen to your colleagues
- Have to follow the rules and procedures
- Are unable to achieve your goals, expectations or standards
- Aren't able to take the initiative or be proactive
- Have to limit your ambitions

Your Talents in Action

At work, your skills are focused around results, action and independent thinking.

For you, being result-oriented means constantly setting goals for yourself and working hard to achieve them. You want your achievements to stand out in some way, so you'll often aim for bigger, better or different goals. You are always on the lookout for a new challenge that will push you out of your comfort zone. You aren't afraid of having high expectations for yourself and others in the workplace.

For you, being action-oriented means striving to achieve those results at speed. You speak in a straightforward manner and cut to the chase to avoid wasting time. You make bold decisions quickly and aren't afraid to take risks or break the rules if it helps you get to the end goal faster. This can also mean promptly speaking up about problems and dealing with them forcefully if needed.

Finally, as an independent thinker, you are comfortable making decisions without consulting others and you will question ideas, procedures and conclusions that seem illogical or inefficient. While you don't mind working in a team, you prefer to be in charge to control the outcome of a project.

STRENGTHS & TALENTS	BLIND SPOTS
• Getting results • Determined • Working independently • Setting high expectations • Taking risks • Questioning assumptions • Addressing problems quickly • Being confident • Taking charge • Being assertive	• Being detail-oriented • Lifting morale • Creating consensus • Compromising • Accommodating others • Empathizing • Listening • Patience • Collaborating • Being diplomatic

Balancing Your Drive 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 assertive, 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 self-reliant and tough-minded, in order to be more patient and accommodating. 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:
• Taking charge and being approachable • Being tough-minded and considerate • Being confident and seeking others input • Trusting others to help you achieve the results	• Impatient • Overly competitive • Demanding and forceful • Blunt • Insensitive • Worried about seeming weak • Refusing to change your mind

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
- Compromising to find win/win solutions that meet everyone's needs
- Listening to others' perspectives

Your Communication Style

Your communication style is likely to be frank, instructive and task-focused. You tend to tell people what needs to be done, instead of asking them or engaging them in the process. You focus on the big picture, leaving the details to others. You are outspoken, raising issues directly, sometimes with less tact or empathy than they require.

STRENGTHS	LIMITATIONS
• Task-focused • Clear and direct • Raising issues • Asking questions • Skeptical	• Seeing beyond the bottom line • Interrupting people who speak in a calm, even manner • Tactless when giving feedback • Not involving others in decision making

You will be a more effective communicator when you develop the ability to switch between communication styles. Learn when to use your direct and determined style and when to take a more tactful and empathetic 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 work
- Being more tactful and compassionate
- Patiently listening to others without thinking about your counterpoint
- Working collaboratively with others
- Using diplomacy instead of force to resolve issues

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 prefer it when others acknowledge the core problem promptly and are willing to debate the issues and solutions objectively. You want to resolve issues quickly to avoid unnecessary delays or complications.

If that doesn't feel possible, your style can become a little more destructive. Notice when you start to become aggressive or stubborn, aren't listening, and are trying to control the situation, outcome or other person. Notice when you are being insensitive or impatient.

Reflect on what conflict means to you and what drives that. Disagreements at work often stem from a difference in approach. For example, someone may wish to consult others in the decision-making process, while you prefer to act quickly, so as to not miss out.

Tips for developing a healthier conflict style:

NOTICE WHEN YOU ARE: • Aggressive • Needing to win • Being stubborn • Not listening • Not seeking others' perspectives • Insensitive • Impatient • Not considering your words or tone • Trying to control the situation • Overpowering others	PRACTICE: • Using a warm, tactful manner • Being sensitive to others' feelings • Being willing to compromise • Actively listen to others • Understanding other perspectives • Empathizing • Accepting that people react differently to conflict • Controlling your reactions
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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 style person, you tend to value people who are competent, assertive, determined and competitive. That also means you tend to undervalue people who are patient, empathetic, and cooperative and who encourage others with positive feedback.

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
• Setting high expectations • Seeing the big picture • Taking initiative • Communicating clearly and directly • Questioning assumptions • Making the tough calls • Taking risks • Overcoming obstacles • Focusing on results • Seizing opportunities	• Creating a positive environment • Being approachable • Being diplomatic • Developing relationships • Giving positive feedback • Prioritizing team spirit • Empathetic listening • Being personal and sentimental • Caring about people's feelings • Detailed analysis

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 commanding leader: confident, ambitious and determined. You confidently take charge and set ambitious goals that stretch people. You set aggressive timelines that you push people to adhere to, are quick to hold people accountable for their actions, and prefer to work with people you consider to be competent.

However, that also means you can also be insensitive, impatient and stubborn. While you prefer to focus on the task, there are times when diplomacy, compassion and empathy will achieve the results you are looking for. Giving positive feedback, encouraging others and sharing personal stories help to make you more approachable.

Some of your team will likely require support, stability and collaboration to do their best work. That means asking for people's input, allowing people to work in a predictable way and creating opportunities for people to work together. Acknowledge that these team members bring valuable skills to your team and create clear guidelines for working together to make the most of everyone's skills.

Your Wellbeing

Your stress levels rise when you sense a lack of control or autonomy. That might be from a lack of freedom to take charge and make decisions or when your competency is questioned. You also become stressed when you feel stuck working with incompetent people or an inefficient process and when you have to do routine or detailed work.

When stressed, you tend to become more blunt, impatient and controlling. You will look for ways to take charge or feel in control, and will shy away from expressing your fears or appearing vulnerable in any way.

DO	REDUCE
• Control your reactions • Withdraw to reflect on what's happening • Vent to a trusted mentor • Reframe your goals to include people • Ask for help • Slow your pace • Prioritize your relationships • Make wellbeing a part of your goals	• Needing to be in charge or in control • Working constantly • Your speed • Being insensitive to others' feelings • Not asking for help or revealing your vulnerability • Having a rigid view of success

Increasing Your Effectiveness

Key areas for development are patience and empathy for others.

Your tendency to focus on the bottom line means you focus on someone's ability to contribute to achieving the goal quickly or what you might define as their level of competence. That focus can cause you to overlook the broader range of skills and perspectives a person can bring to the table and their opinion, feelings and needs.

Ultimately work is done with and through people, many of whom respond better to appreciation and empathy than blunt feedback. So your long-term success could depend on your ability to adapt your communication style to each person and situation.

There are times to be direct, and times to be friendly, warm, sensitive and empathetic. These qualities will be easier to cultivate when you practice being patient and realize that sometimes going slowly in the short-term creates greater gains and momentum in the long run.

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 and without interrupting
- Spend more time considering and valuing others' perspectives
- Be patient with others' mistakes
- Share more of your personal side, including your vulnerabilities
- Ask for help when you need it
- Empathize with others' personal and professional challenges
- Give compliments and positive feedback
- Invest more energy into developing personal relationships at work
- Apologize
- Share power and control
- Genuinely collaborate with people
- Consider others' perspectives before making a decision

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.