



TRUITY

DISC PERSONALITY ASSESSMENT

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

Skeptical vs. Agreeable

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

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



You scored 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 Receptive side as well as the Skeptical side puts your overall result into the C quadrant. This indicates that Clarity 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.

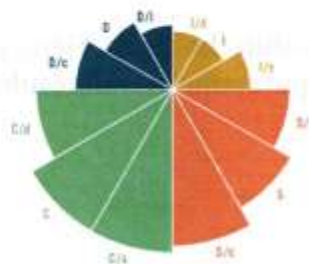
The next graph is a bit different. You'll notice the familiar initials of D, I, S, and C. However, you'll also see that there are twelve total chart segments instead of four, and some chart segments are marked with labels like D/i and C/s. This is because this next chart includes hybrid DISC types that 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



INFLUENCE

Engages others and shares enthusiasm. Inspires and persuades others.

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

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 C/s. This indicates that **you are a Clarity/Support 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 Clarity style is most important for you, with a strong representation of the Support style as well, so your type is C/s.

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 Clarity and Support styles in your workplace 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. On the other hand, high Clarity people generally prefer not to have to motivate other people.

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 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 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.

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

Your 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 Influence style.

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.

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 C/s style. That's a combination of Clarity and Support, which means you are likely to be quiet, self-controlled and practical.

In this report, we focus on how you can put your C/s 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 Clarity/Support Style

You're cautious, meticulous and conventional.

You focus on being well-prepared, preferring to work at a steady pace, so you have time to refine your ideas before presenting them to others. You develop practical, thoughtful solutions that clearly address the problem to be solved.

At your best, people see you as precise, practical, cautious, reliable, fair and dependable. They appreciate your willingness to share your expertise when it's needed, and how you remain even-tempered in difficult situations.

However, others can also see you as perfectionistic, hesitant, and reluctant to engage in conflict. You can also be perceived as preferring to stick to a traditional approach, even when an unconventional or innovative one would be better.

In the workplace, you are...

MORE LIKELY TO BE DESCRIBED AS:

- Cautious
- Well-prepared
- Precise
- Self-controlled
- Patient
- Reflective
- Practical
- Detailed
- Calm
- Responsible

LESS LIKELY TO BE DESCRIBED AS:

- Proactive
- Animated
- Enthusiastic
- Lively
- Impulsive
- Persuasive
- Sociable
- Encouraging
- Talkative
- Confident

Your Workplace Priorities

At work, you prioritize preparation, analysis and reliability.

You thrive on reliability. When working on a project you want to know that your plans, advice or solutions can be relied upon. That means reducing risk and unplanned changes by being methodical, detailed,

objective and conscientious. You take your time to analyze the requirements and refine your idea before presenting a detailed solution.

For you, that might look like:

- Needing clear and detailed instructions before starting a task
- Maintaining and supporting the status quo
- Developing a specific area of expertise
- Avoiding shortcuts or untested solutions
- Wanting to do things the right way
- Ensuring your decisions are supported by objective facts and logic

Equally, you avoid tasks or workplaces that are too unconventional, irregular, or volatile. That can include companies or industries where everyday work requires emotionally supporting others or dealing with ambiguity.

Be aware that you may struggle to find your place in situations where change is a constant and maintaining the status quo isn't valued.

Situations you may find difficult include when you:

- Don't have clear expectations or requirements
- Are called upon to support others emotionally
- Don't have the required expertise for the task or project
- Are not able to work privately or are regularly interrupted
- Are asked to implement an untested approach
- Have to initiate change or lead a change project
- Must deal with angry or argumentative people
- Need to manage conflict
- Must make quick decisions without time for analysis

Talents in Action

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

For you, stability focuses on being orderly, precise and well-prepared. You do that by working in a methodical and cautious way without rushing to deliver incomplete work. Comfortable with routine, you prefer to follow established procedures and clear schedules and to work without interruption. Once you have clear instructions about what's required, you are comfortable working behind the scenes to get things done.

You help maintain that stability by creating objective and well-thought-out solutions. Ways you might do that include analyzing the options, reviewing objective data, and providing careful projections with a cautious timeline. By mitigating and decreasing risk, you reduce the need for last-minute changes and undue pressure on time or resources.

For you, accuracy means taking your time to analyze the data, so you can make objective decisions or offer logical advice. You also do not rush to offer solutions or ideas that you have not considered in depth or had time to refine. You want to identify any underlying issues that aren't immediately obvious.

You also support others in a number of ways. Firstly, you readily offer your expertise to colleagues when an issue falls within your domain. You tend to be patient when people make mistakes and deliver feedback in a tactful manner. And your tendency to stay calm in difficult situations helps others do the same.

STRENGTHS & TALENTS

- Achieving reliable outcomes
- Being practical and realistic
- Taking a methodical approach
- Providing rational solutions
- Being cautious
- Calm under pressure
- Creating a predictable environment
- Being humble
- Following established procedures
- Thinking things through
- Creating efficient systems

BLIND SPOTS

- Adapting to change
- Being too flexible
- Working in groups
- Being decisive
- Expressing urgency
- Showing warmth
- Working with uncertainty
- Asking for help
- Taking risks
- Initiating change
- Improvising

Balancing Your Clarity/Support 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 practical, detailed and reflective, 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 cautious and traditional, in order to be more decisive and flexible. 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:

- A steadying influence while dealing with argumentative people
- Reducing uncertainty while also improvising when things change
- Giving people space while not waiting for conflict to pass
- Doing the research while sharing your opinions more openly

WHEN YOU'RE OVERDOING IT, YOU ARE:

- Avoiding conflict
- Guarded
- Rigid to change
- Safeguarding against blame
- Not asking for help
- Compliant
- Masking your stress

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

Practice:

- Taking the initiative and being more proactive
- Sharing your opinions more openly, even if your analysis isn't complete yet
- Lowering your guard and sharing more of yourself at meetings or social events
- Improvising or adapting to changes as they arise

Your Communication Style

Your communication style is more likely to be quiet, controlled and precise. You're modest, humble and guarded, preferring to share your opinion once it feels complete. You choose your words carefully. You tend to be more soft-spoken and deferential, preferring to wait your turn to speak without interrupting.

Others can struggle with your more passive communication style. They may find it hard to know what you are really thinking or feeling and struggle to get to know you on a more personal level, all of which helps to build trust. While you can be very obliging with your time and expertise, you can be hard to read and others may not know how to engage you.

STRENGTHS

- Precise
- Controlled
- Listening Skills
- Patience
- Reflective
- Modest

LIMITATIONS

- Not interrupting others when necessary
- Not sharing personal information
- Underutilizing assertiveness
- Being guarded and holding back
- Overlooking emotional context

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

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

- Combining facts with personal stories
- Speeding up the pace of your speech
- Interrupting others when it's necessary
- Using a firmer tone of voice, shorter sentences and more direct words
- Increasing the volume of your voice
- Practicing giving feedback more directly
- Confronting difficult topics head-on
- Allowing yourself to loosen your self-control a little
- Sharing your opinion more freely

Your Conflict Style

Conflict can be both constructive and destructive. For you, conflict is easier to engage with if everyone remains calm, sticks to the facts and doesn't get too emotional. But emotions and values are important

too, and need to be included in your analysis and understanding of a situation.

Start to notice when you shift from being calm and able to engage in the conversation, to when you freeze up and disengage, waiting for the situation to pass.

Become more aware of how you define conflict and what's underneath that. Often disagreements at work stem from a difference in approach. Someone may wish to move quickly to take advantage of an opportunity with limited facts and incomplete analysis, while you would prefer to reduce the exposure to risk by having all the facts.

Tips for developing a healthier conflict style:

NOTICE WHEN YOU ARE:

Freezing up or withdrawing

Withholding your opinion

Being passive-aggressive instead of directly expressing your opinion

Avoiding engaging with conflict at all

Appeasing others' feelings rather than validating or engaging with them

PRACTICE:

Focusing on the facts without neglecting the importance of emotions and values

Giving people space but not letting things lie

Listening to others' perspectives

Encouraging others to remain calm while also acknowledging their feelings

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 Clarity/Support style person, you tend to value people who are precise, methodical and considered. That also means you tend to undervalue people who are direct, animated, action-oriented, persuasive and proactive.

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

YOU BRING TO A TEAM

Seeing others' perspectives

Humility

Sharing your expertise

Order

- Calm
- Reliability
- Diplomacy
- Following procedures
- Working at a steady pace

OTHERS BRING TO A TEAM

- Creative problem solving
- Promoting bold action
- Pushing boundaries
- Creating an upbeat workplace
- Being optimistic about the future
- Seeing the big picture
- Being confident about the outcome
- Sharing your opinion
- Seeing opportunities

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 an unpretentious leader: composed, modest and supportive. You aim to create a working environment that provides clear expectations and reliable outcomes, so people can work as they need to. You are receptive to people's needs and people know they can depend on you.

However, that also means you can be rigid, overly cautious and worried about opportunities or situations that could impact the status quo. While you prefer to take your time to analyze opportunities and to keep things calm rather than engage in conflict, all teams need a little of both from time to time.

Some of your team will likely be comfortable working at a fast pace and improvising. They may disregard standard procedures and debate issues on the spot. They may be comfortable being more emotionally expressive or animated than you. Consider providing clear guidelines for them to operate within and ask them to organize social events or encourage them to lead brainstorming sessions to help them play to their strengths.

Finally, notice when your desire to work at a steady pace and take your time to make decisions is undermining the team's ability to be effective. You may need to delegate some of your analysis, planning and decision-making in order to find the pace that suits your team and the project.

Your Wellbeing

You tend to mask your stress with a calm exterior, becoming more self-controlled or even withdrawing. You try to solve things on your own to avoid asking for help. Others may notice something is awry when you are hesitant or become defensive about your work.

Your stress levels rise as work becomes more unpredictable. That could mean being put on the spot too often, having to take risks, not being able to work privately, having to make quick decisions or being assigned tasks outside your area of expertise.

DO

- Ask for help
- Accept that the status quo has changed
- Develop a new routine
- Talk with someone you trust
- Let people know the impact an issue has on you

REDUCE

- Withdrawing
- Keeping things to yourself
- Wanting to solve an issue alone
- Trying to keep or return to the status quo
- Being passive or overly compliant
- Being too self-controlled

Increasing Your Effectiveness

Key areas for development are being flexible and decisive and demonstrating urgency.

Your tendency to be cautious, precise, and self-controlled means your colleagues or teams don't benefit from your insights if they need them quickly. You may hold back in situations that are fast-paced or uncertain or which require immediate decisions. In your desire to be precise and complete, others miss out on your analytical skills and insights in the moment.

Learning to be more flexible and decisive and sharing more of yourself with others will help you make a greater contribution to the workplace and be more successful at work.

Suggestions for improvements include:

- Offer opinions in the moment with incomplete analysis
- Take risks
- Be flexible with unexpected change
- Show how you feel about your work, including when things are urgent
- Stand up for yourself
- Take the initiative or be proactive when issues or opportunities arise

- Be more open and less guarded with others
- Share personal stories with colleagues
- Offer opinions outside of your area of expertise
- Ask for support and assistance

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 Styles with Drive Styles

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 Styles with Influence Styles

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 Styles with Support Styles

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 Styles with Clarity Styles

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.

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