THE
DISC PERSONALITY ASSESSMENT

Technical Documentation

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INTRODUCTION

The DISC model of behavior was developed in the 1920's by psychologist William Moulton Marston, who proposed a theory of personality based on four types and their approach to the world around them. Marston created the DISC types to explain how typical people express emotions and behave in everyday situations.

The DISC model sees people as varying along two axes of personality: How actively they engage with their environment and the degree to which they expect their environment to be challenging rather than cooperative. Variations along these two axes produce four personality types, which we define as follows:

• **Drive**. Actively approaching challenges. Drive types tend to be assertive leaders.

• **Influence**. Engaging actively with support. Influence types tend to be enthusiastic leaders.

• **Support**. Responding with support. Support types tend to be helpful contributors.

• **Clarity**. Responding thoughtfully to challenges. Clarity types tend to be precise contributors.

Truity's DISC Personality Assessment was developed as a modern update to the proven theories of the DISC model. Using a diverse, worldwide sample, Truity's assessment development process validated the model for the modern workplace, updated key concepts to be more accessible to today's workforce, and created practical, actionable insights that can be put into practice by teams and leaders.

This report discusses the reliability and validity of the DISC Personality Assessment published by Truity. The report explores both the statistical characteristics of the assessment, as well as the relationship between DISC scores and real-world outcomes.

THE DISC ASSESSMENT

The Truity DISC Personality Assessment employs an innovative design which allows precise yet flexible measurement of workplace behavior, along with a nuanced typing system that provides both a broad categorization of behavior within the four main categories of DISC, as well as a more detailed classification into 12 subtypes. This allows the results to be easily understood, but also provides for additional depth where desired.

In total, four constructs are measured by the DISC assessment. Two of the constructs are represented by the vertical and horizontal axes of the circular DISC graphic:

- **Active vs. Receptive**. This axis runs vertically from top to bottom in the DISC graph, with D and I types representing the Active side of the spectrum, and S and C types representing the Receptive.

- **Skeptical vs. Agreeable**. This axis runs horizontally from left to right in the DISC graph, with D and C types representing the Skeptical side of the spectrum, and I and S types representing the Agreeable.

The DISC assessment also measures two additional constructs to help differentiate nuances between opposite types. These constructs do not appear directly in the report, but facilitate greater accuracy in scoring. They can be represented as contrasts between divergent types:

- **Drive vs. Support**. This construct contrasts the dominant, assertive character of the Drive type with the gentle, responsive character of the Support type.

- **Influence vs. Clarity.** This construct contrasts the relational, enthusiastic nature of the Influence type with the detail-oriented, reserved nature of the Clarity type.

These trait scores reflect key components of each DISC profile and are combined to create an individual's personal result, including their DISC type and subtype.

RELIABILITY

Cronbach's alpha is a measure of the reliability of category structures used in psychometric assessments. For this assessment, each of the four scales can be scored using Cronbach's alpha.

Scale	Cronbach's Alpha
Active vs. Receptive	0.756
Skeptical vs. Agreeable	0.730
Drive vs. Support	0.702
Influence vs. Clarity	0.798

With Cronbach's alpha scores of .70 generally considered to be acceptable, these scores of Cronbach's alpha indicate a solid level of reliability for this brief assessment.

VALIDITY

To examine validity, this analysis looked at correlations between assessment results and key metrics of workplace behavior. This analysis showed a strong link between scores on the DISC assessment and metrics including the number of people managed and the level of responsibility an individual had attained at work.

People Managed. Respondents aged 25-55 were asked to disclose how many people they manage or supervise at work. Drive types reported the largest number of direct and indirect reports, at nearly 20 on average. Support types reported the fewest, at just 11.

Type	Average # People Managed
Drive	19.55
Influence	16.27
Support	11.03
Clarity	13.16

n=11194

These results mirror the descriptions of the four types and their roles in the workplace. Drive types are generally expected to gravitate toward leadership roles, often managing large teams and complex processes. Influence types tend toward leadership roles as well, albeit a more personal, engaged form of leadership—which may explain why they find themselves managing slightly smaller teams, where they can continue to relate closely to their reports.

In contrast, Clarity types typically prefer to work directly with data and processes, while Support types want to work closely with others, but in a responsive rather than decisive role. While these types in our sample still reported supervising others, their average employee count was significantly smaller, indicating less movement toward leadership roles overall.

It should be noted that DISC types cannot be used to predict which employees will make effective or popular leaders. Rather, Drive and Influence types can be assumed to have a natural motivation to take charge, while Clarity and Support types are often more content as individual contributors. However, people of all types can make great leaders; the qualities of good leadership are not dependent on type.

Decision-Making Responsibility. Respondents aged 25-55 were asked to rate their level of decision-making responsibility, from 0 ("I rarely or never make decisions at work; I generally must

follow directions from others closely") to 3 ("I make most of the decisions about what to work on and how to do it"). Drive types rated their level of responsibility the highest, at an average of 2.27, with Support and Clarity types significantly lower.

Type	Self-Rated Responsibility
Drive	2.27
Influence	2.09
Support	1.75
Clarity	1.96

n=11244

In concert with the results on team size, these results indicate a clear relationship between DISC results and real outcomes in the workplace.