

# Introduction to Behavior



# Behavior and the Reasons Behind



Words

Tone of Voice

Body Language

## BEHAVIOR

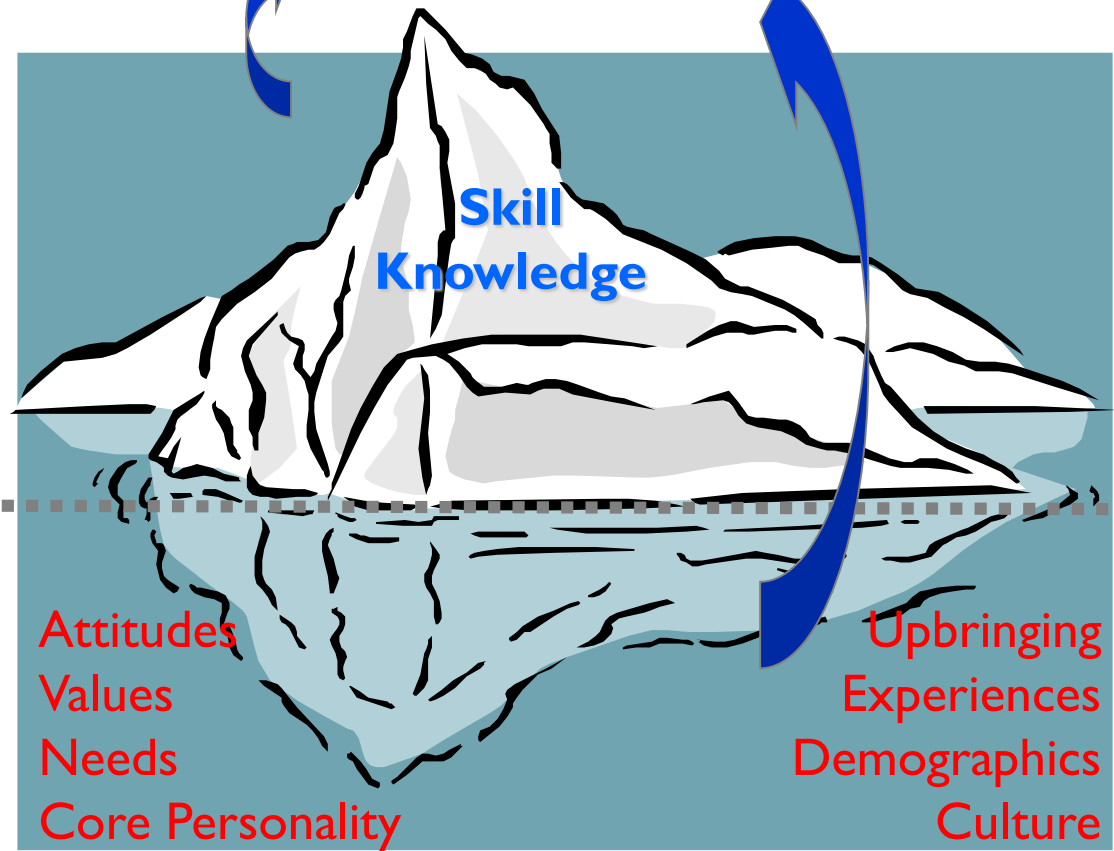
Surface  
Visible

Skill  
Knowledge

Core  
Hidden

Attitudes  
Values  
Needs  
Core Personality

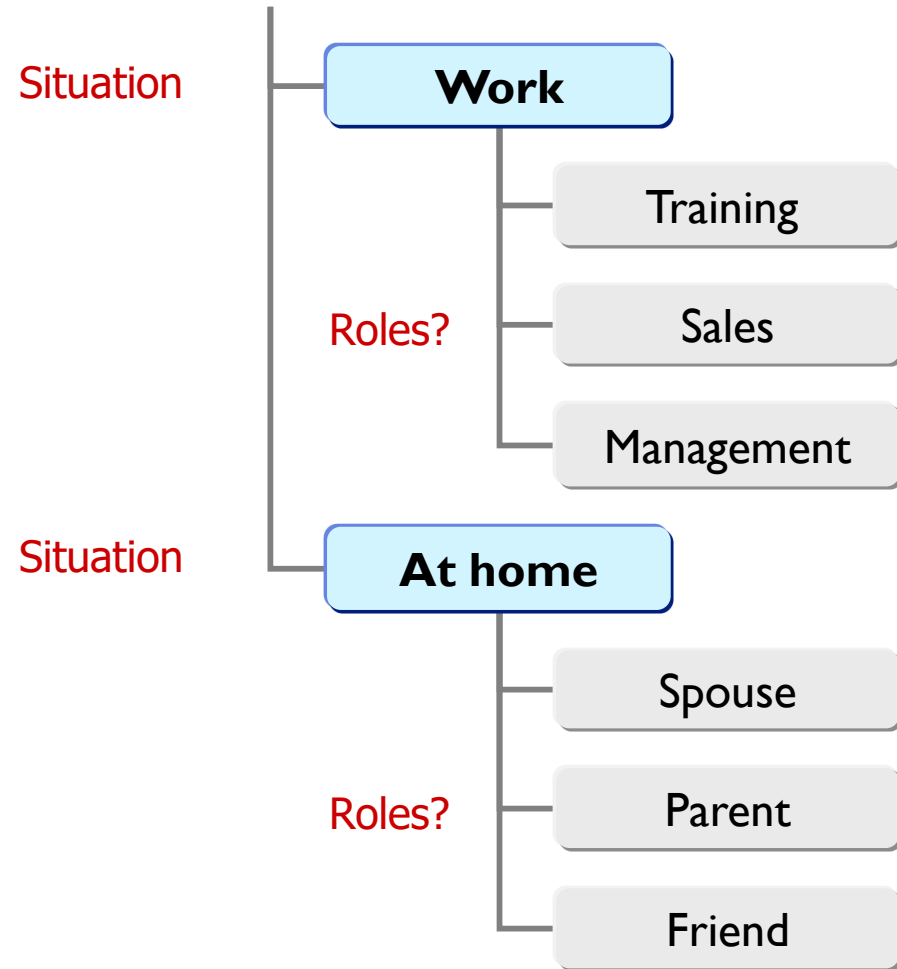
Upbringing  
Experiences  
Demographics  
Culture



# Behavior is Situational



## BEHAVIOR



- Environment plays a important role in DiSC®: We can choose to behave differently in different situations
- Still, the true power of using a specific situation is in the application
- Changes in response focus will only have small impact on results

# The DiSC<sup>®</sup> Model



- William M. Marston: Emotions of normal People, 1928:



We all have psychological motives and drives for our actions, but our motives are different, and different in strength, from person to person.

- Dominance (Chi Phối)
- Inducement (influence – Ảnh hưởng)
- Submission (Steadiness – Ổn định)
- Compliance (Conscientiousness – Chăm trọng)

# The DiSC<sup>®</sup> Model

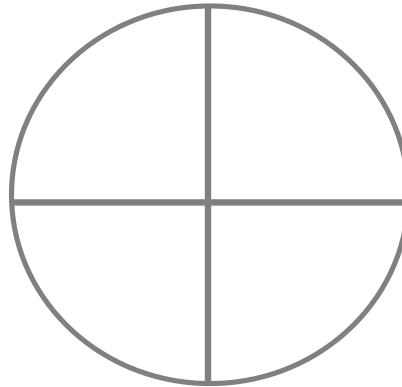


Perceives self as  
more powerful than the environment

**Dominance**

**influence**

Perceives the environment  
as unfavorable



Perceives the environment  
as favorable

**Conscientiousness**

**Steadiness**

Perceives self as  
less powerful than the environment



## Active, Fast Paced

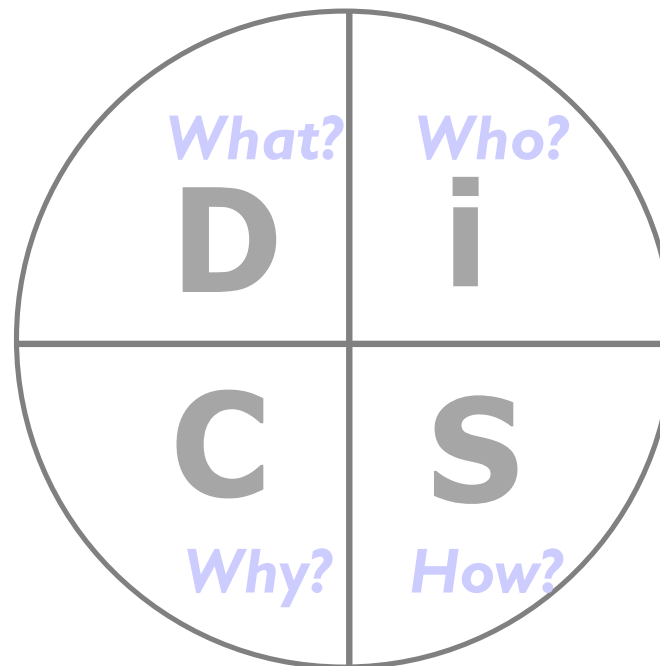
**Get it  
DONE!**

*Assertive, Louder Speech, Dynamic, Bold*

**Get  
RECOGNITION/  
APPROVAL!**

## Questioning

*Logic Focused  
Objective  
Skeptical  
Challenging*



## Accepting

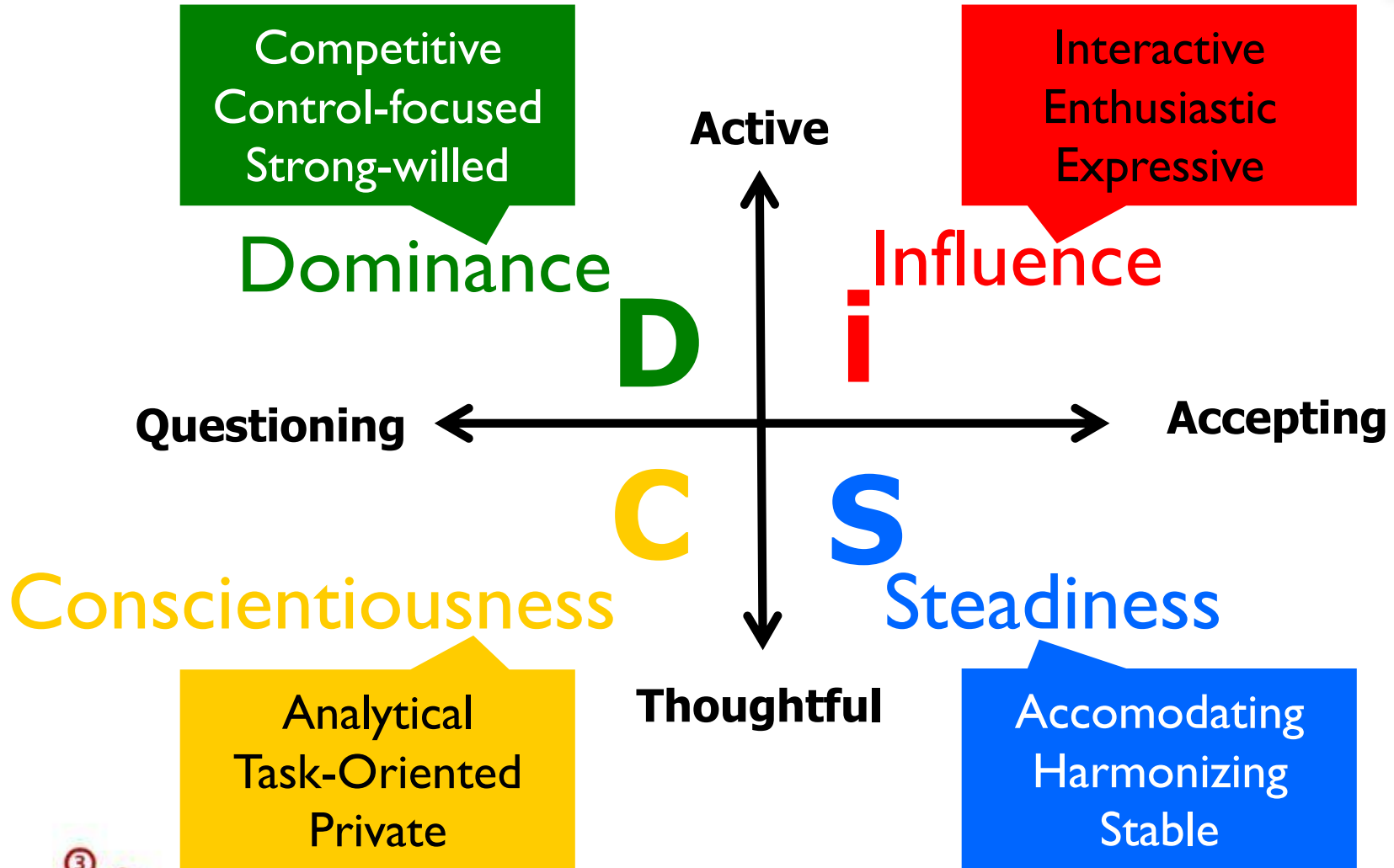
*People Focused  
Empathizing  
Receptive  
Agreeable*

**Get it  
RIGHT!**

*Calm, Methodical, Careful, Softer Speech*

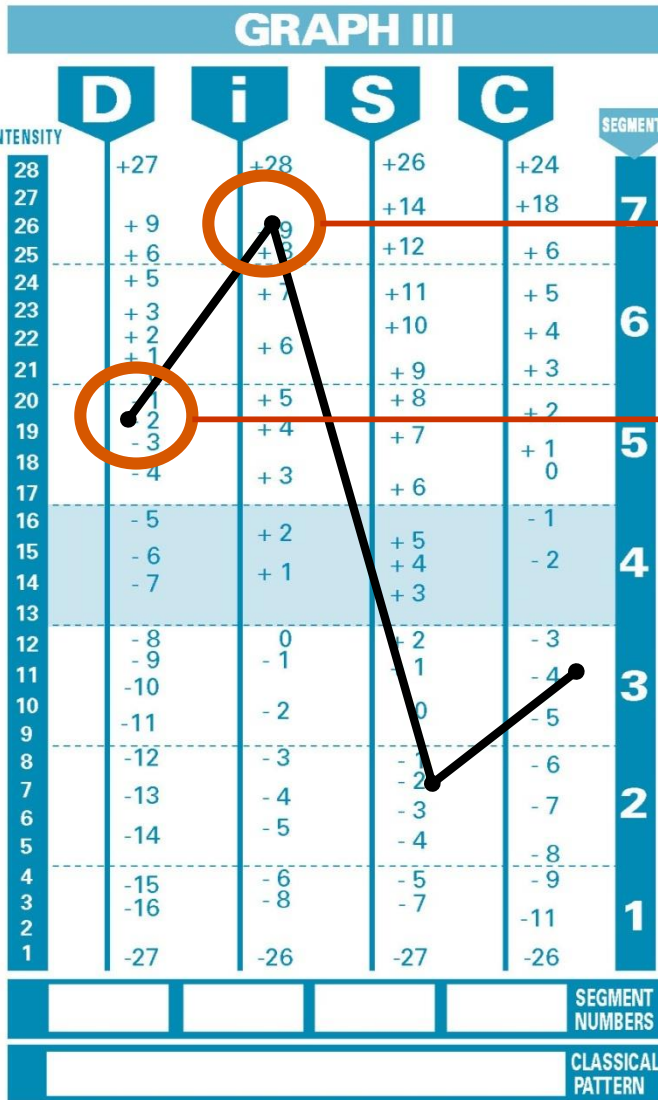
**Moderate Paced, Thoughtful**

**Get  
ALONG!**





# Your Personal DiSC<sup>®</sup> Graph



High

Moderate

Low

Primary Style

Secondary Style

# The DiSC<sup>®</sup> Styles





## Primary motive

- Control

## Fears

- Losing control, being taken advantage of (sợ bị lợi dụng)

## Desires

- Strength and authority
- Challenges (thích thay đổi, thách thức)
- Straight answers
- Freedom from direct control and rules
- New and varied activities
- Possibility of individual achievement (mong muốn đc ghi nhận từ Sếp or người khác)

## Characteristics

- Self-confident/egoistic (tự kiêu)
- Willing to take risks
- Decisive (thích quyết định)
- Result-oriented (ko quan tâm cảm xúc cá nhân of nhân viên)
- Straightforward (thẳng tính)/demanding
- Unambiguous (rõ ràng)

## Limitations

- Lack of consideration towards others
- Impatience
- Insufficient (thiếu) focus on quality



## Primary motive

- Social recognition/ attention

## Fears

- Social rejection

## Wants

- Being popular
- Being the centre of things
- Praise (you are OK) ca tụng
- Group activities (ghét cô đơn)
- Positive relationships (giữ mối qh cũ, qh rộng)
- Freedom from control and details

## Characteristics

- Optimistic
- Easily trusted (dễ đc người khác tin)
- Emotional
- Involved with people
- Outgoing
- Enthusiastic /charming (duyên, sức hút)
- Open

## Limitations

- Impulsive (bốc đồng, thích thì làm) / disorganised (ko gọn gàng)
- Promises too much
- Inadequate follow-through (theo dõi ko đầy đủ)



## Primary motive

- Keeping the status quo (thích an toàn, hoài niệm, quá khứ)

## Fears

- Change / the unpredictable

## Wants

- Sincere appreciation
- Co-operation
- To work with familiar methods, etc.
- Security (thích sự an toàn)
- Time to adjust to new methods (ko vội dc đâu)

## Characteristics

- Deliberate (suy nghĩ cân nhắc)
- Consistent (nhất quán, đúng gì họ nói)
- Cooperates well
- Patient / attentive
- Loyal
- Considerate of group interests (chấp nhận ý kiến tập thể)
- Accepting

## Limitations

- Too willing (ít biết say no)
- Puts own needs last (đặt lợi ích cá nhân sau cùng)
- Clings to what is familiar (bám víu vào cái cũ) and passively resists change (gián tiếp phản đối)



## Primary motive

- Quality/precision

## Fears

- Mistakes, carelessness, criticism from colleagues, emotionally charged situations (vd sợ nước mắt, cảm xúc dâng trào)

## Wants

- To be right
- Overview
- Security
- Praise for tasks
- Limited risks
- The support of authority, including printed matter, reference works etc.

## Characteristics

- Analytical and factual
- Attentive to standards and detail
- Conscientious
- Diplomatic (khéo léo) / cautious (thận trọng)
- Businesslike /reserved (thuần business)
- Hungry for knowledge
- Reliable

## Limitations

- Over-critical towards self and others
- Indecisive (do dự)
- Lacks creativity (thích ko gian cá nhân, nhóm quen thì đi chơi)

# Learn How to Recognize the Styles of Other People



## Remember That...

There are no good or bad styles.

There is no best or worst style.

All styles have strengths and limitations.

All styles can be more or less effective.

■ ■ ■ People are a *mixture* of styles.



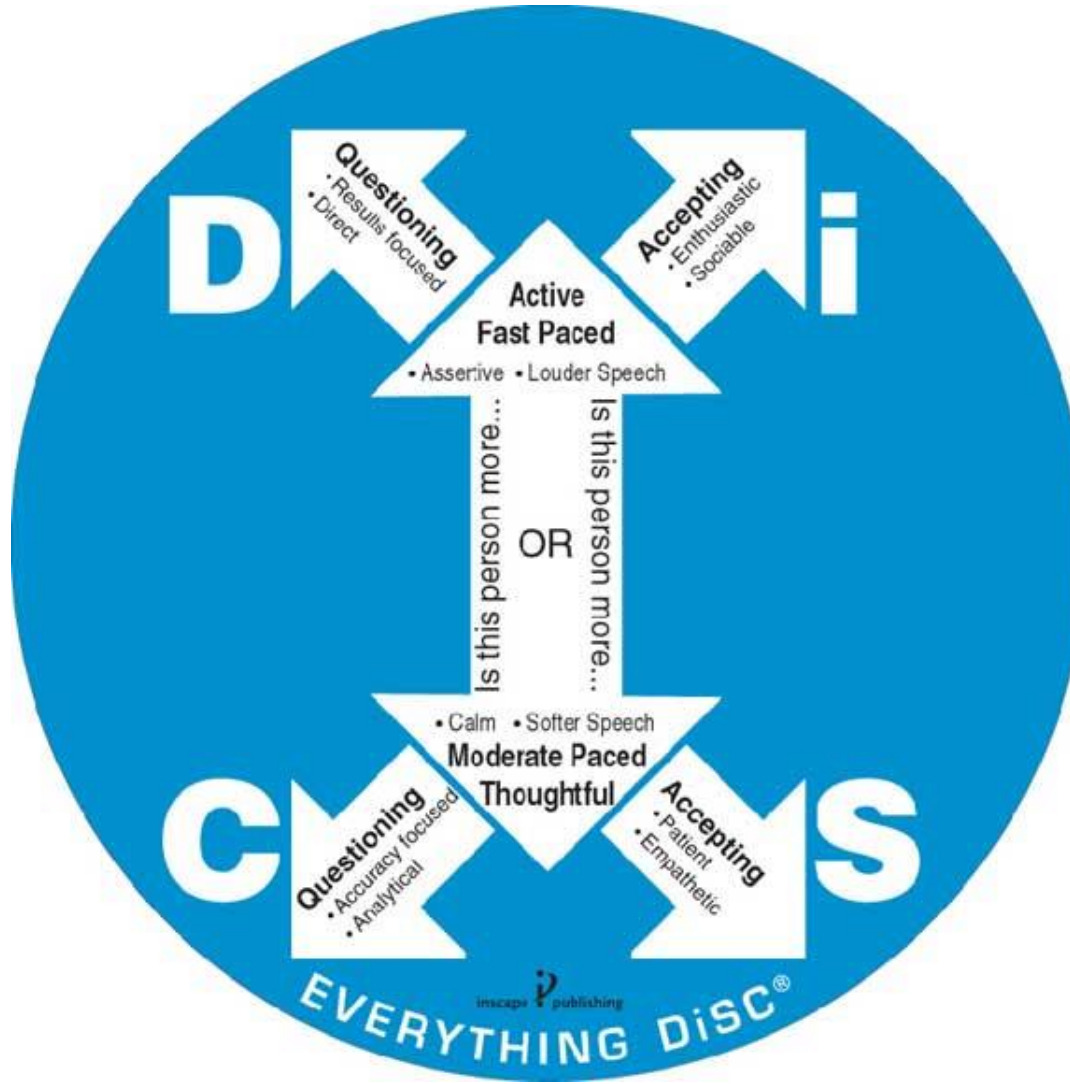
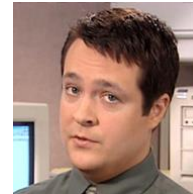
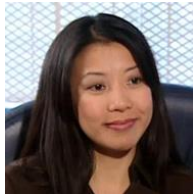
# Observable Behavior



- Body Language
  - Posture
  - Use of hands
  - Facial expressions
- Tone
  - Pace
  - Inflection
  - Volume
- Words



# People-Reading



# Personal Development using DiSC® - use your strengths and know your weaknesses

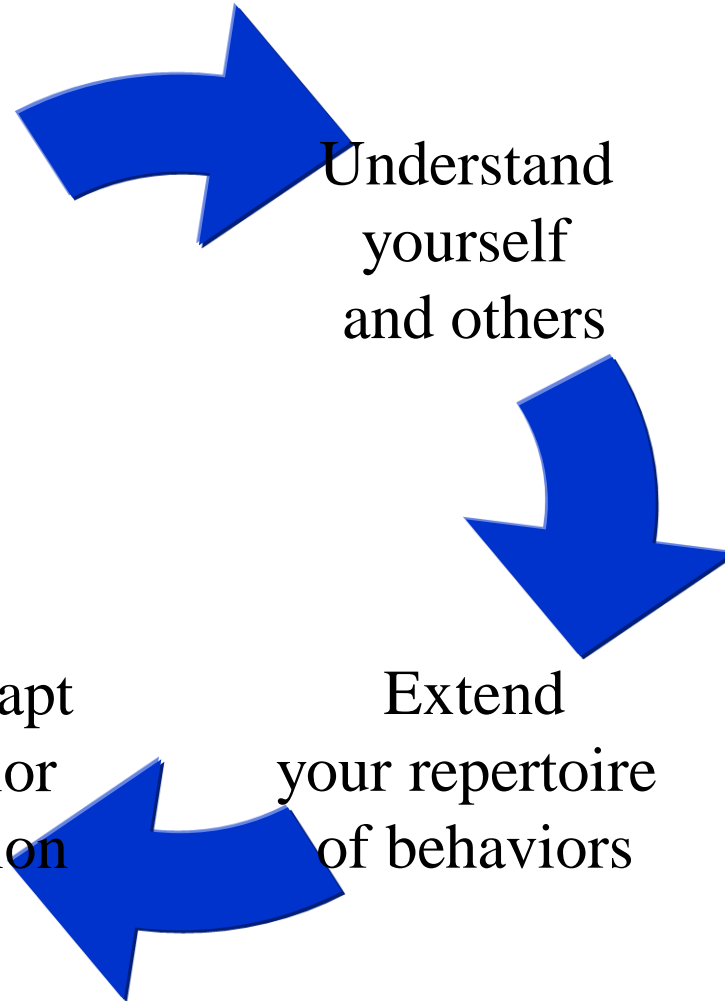




Understand  
yourself  
and others

Vary and adapt  
your behavior  
to the situation

Extend  
your repertoire  
of behaviors



# DiSC<sup>®</sup>-based Communication and Collaboration

## – High D



**High D's like others to be:** direct, straightforward, open to their need to create results

### When Communicating with a Person who has a High D:

- Come to the point quickly
- Recognize achievements
- Give direct answers
- Be decisive
- Keep to the point
- Present the facts
- Stress the logic
- Use specific examples
- Outline the options
- If there is a difference of opinion, focus on the facts and not on the person
- Be frank
- Depart promptly

### When Collaborating with a Person who has a High D:

#### Try to:

- express yourself concisely and come to the point quickly
- respect their need to be in charge
- make your expectations clear
- let them start
- demonstrate your competence
- keep to the point
- show independence
- avoid wasting time

#### Be prepared for:

- a frank and demanding manner
- a low degree of empathy
- a lack of sensitivity
- a low degree of sociability

# DiSC<sup>®</sup>-based Communication and Collaboration

## – High i



**High i's like others to be:** friendly, emotionally direct, and to express appreciation for their efforts

### When Communicating with a Person who has a High i:

- Be prepared for open dialogue
- Ensure a friendly atmosphere
- If possible give praise
- Socialize
- Ask for ideas, opinions, impressions, etc.
- Use personal references
- Talk about the latest news
- Listen attentively and ask questions
- Say how well the meeting went
- Make special offers

### When Collaborating with a Person who has a High i:

#### Try to:

- be informal
- be relaxed and sociable
- let them express their thoughts and feelings
- keep the conversational tone light
- give the details in writing
- praise their results in front others
- use humour

#### Be prepared for:

- an attempts to persuade or influence others
- a desire to be in the limelight
- an overestimation of oneself and others
- an over-selling of their ideas
- a sensitivity to rejection; both real and imagined

# DiSC<sup>®</sup>-based Communication and Collaboration

## – High S



**High S's like others to be:** relaxed and cooperative, and to show agreement and appreciation

### When Communicating with a Person who has a High S:

- Show a genuine interest in them as a person
- Find areas of common interest
- Present the case in a calm and quiet manner
- Be loyal
- Minimize the risks
- Do not engage in too much small talk
- Adopt an easy and informal manner
- Keep your affairs in order
- Provide safety and security
- Give guarantees
- Lend full support

### When Collaborating with a Person who has a High S:

#### Try to:

- be logical and systematic in your approach
- ensure an atmosphere that is stable and secure
- tell them how things should be done
- express sincere appreciation
- draw attention to their importance to the organization
- allow them time to accustom themselves to changes

#### Be prepared for:

- a friendly and tranquil manner
- a resistance to change
- difficulty with prioritizing task
- difficulty with deadlines



# DiSC®-based Communication and Collaboration

## – High C



**High C's like others to:** minimize social interaction, go into detail, be precise and accurate

### When Communicating with a Person who has a High C:

- Appeal to the person's knowledge and/or experience
- Be thoroughly prepared
- Formulate agreements precisely and with care
- Arrive punctually
- Be systematic and logical
- Speak about data and facts, not feelings
- Be prepared to lead
- Give an overview
- Allow time for thought and reflection
- Answer questions patiently
- Leave once the discussion is over, without unnecessary talk

### When Collaborating with a Person who has a High C:

#### Try to:

- provide clear expectations and deadlines
- be reliable
- show loyalty
- be tactful and keep feelings in the background
- give them the opportunity to display their expertise
- be precise and focus on what is relevant
- appreciate high standards

#### Be prepared for:

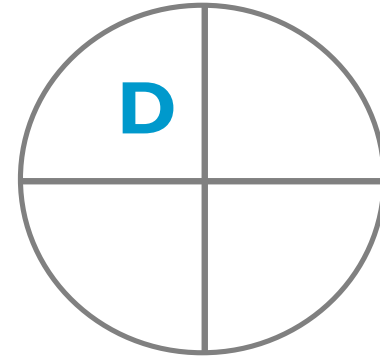
- discomfort with ambiguity
- dissatisfaction with vague or general information
- the desire to double-check
- less of a need to form personal attachments



# A Person with a High D May Develop by



- Thinking more about the consequences before reacting
- Listening more, and more actively, to others thoughts, feelings and experiences
- Learning more about how e.g. negotiations can become win/win situations
- Explaining his thoughts instead of just stating his conclusions
- Learning how to participate in a group without necessarily leading or controlling it

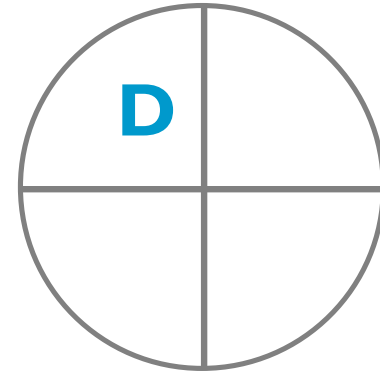


- Developing more tact and diplomacy (ngoại giao) in their dealings with others
- Becoming better at giving praise and recognition to others when it is deserved
- Smiling more
- Being more considerate of others

# A Person with a Low D May Develop by



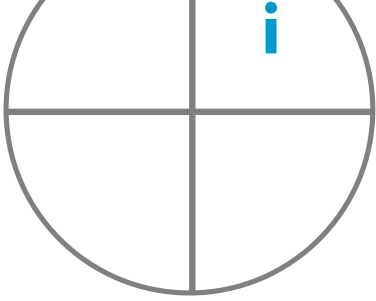
- Taking on new and varied tasks more often
- Seeking new and diverse challenges
- Exercising authority somewhat more
- Making quicker and more independent decisions
- Asserting themselves more - even if it means going against others
- Being more direct and demanding towards others
- Relying more on their own judgment
- Stretching their boundaries – breaking limits and challenging themselves and others
- Asking direct and pertinent questions and demanding clear answers



- Being more ready to take risks and try out new things
- Speaking out and making their position clear
- Remaining firm when agreeing or disagreeing
- Setting specific and personal goals – thinking more in terms of results
- Being prepared to enter conflicts and solve problems

# A Person with a High i May Develop by

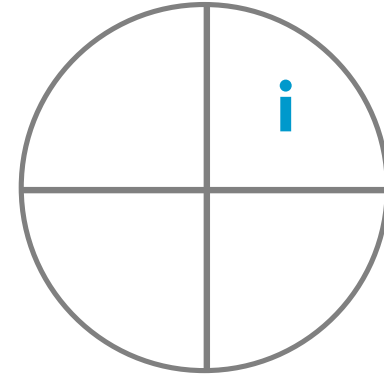


- Evaluating people and situations in a more realistic way, i.e. evaluating negative as well as positive aspects
  - Working in a more orderly and efficient manner
  - Developing the ability to be firm and direct when resolving conflicts
  - Being willing to listen to and consider less positive thoughts and feelings expressed by others
- 
- Being more consistent in following up details
  - Becoming better at time management
  - Adopting a more critical attitude towards time spent on meetings and conversations

# A Person with a Low i May Develop by



- Being more open and extrovert (hướng ngoại) in their communication and contact with others
- Cooperating more often and with more people
- Speaking more often and more about themselves, their opinions and thoughts
- Being more inspiring for others to listen to/be with
- Taking time to socialize and join in group activities
- Improving their insight into psychological matters
- Switching focus from the thing to the person
- Getting inspiration from unfamiliar environments and seeking out people who are different from themselves

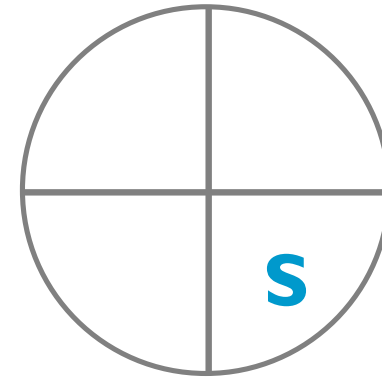


- Believing in their ideas and opinions and trying to 'sell' these to others
- Showing more presence of mind
- Expressing and trusting in his/her emotions
- Teaching and training others
- Being inspiring and stimulating (kích thích)
- Emanating and expressing a positive and optimistic view of life
- Becoming more aware of social signals

# A Person with a High S May Develop by



- Developing their capacity to accept change
- Learning both how to disagree and to stand by his/her convictions
- Taking the initiative in clarifying situations regarded as difficult and confusing
- Being more independent
- Accepting more challenges

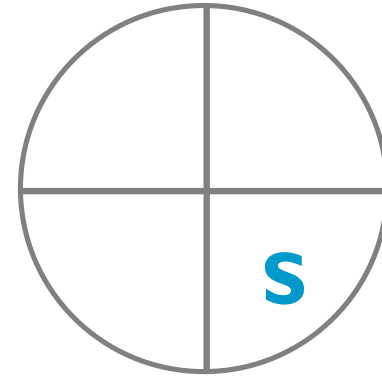


- Becoming more flexible in regard to form and method of work
- Looking out for possible improvements, i.e. easier and quicker methods which can lead to more effective work procedures

# A Person with a Low S May Develop by



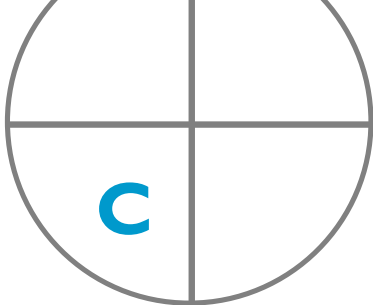
- Talking less about themselves, their opinions and feelings
- Developing positive habits and attitudes towards routine work, rules, and details
- Being more accommodating towards others' opinions and needs
- Helping others more
- Being more positive and open towards stable conditions and harmonious environment
- Being tolerant
- Living in the present
- Being content with the way things are
- Cooperating more closely with others
- Being more patient and compliant towards colleagues, friends and family



- Achieving results quietly and calmly
- Working in a more methodical and structured way
- Showing more stability in his/her activities
- Improving his/her concentration in matters of rules, routines, details etc.
- Listening more often, more actively and for longer periods at a time

# A Person with a High C May Develop by

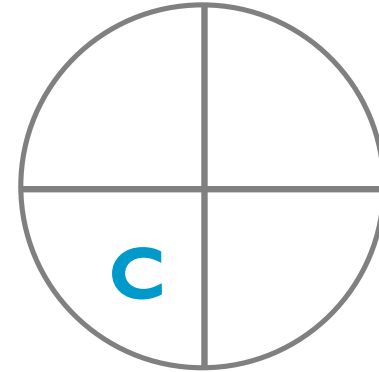


- Creating a better balance between the striving for perfection and the time available for a particular matter
  - Reacting less defensively when their efforts are under discussion
  - Moderating their criticism of others and their work by taking account of emotional as well as objective and factual aspects
  - Imparting their knowledge and insight in a way that does not disparage or condemn others
  - Being more open and willing to express their feelings
- 
- Becoming more willing to discuss his working methods
  - Being more flexible towards others' ways of doing things
  - Avoiding seeing things too black-and-white and being too rigid (cứng nhắc) in their way of thinking; not always wanting to be “absolutely right”

# A Person with a Low C May Develop by



- Adopting a more neutral stance (lập trường trung lập) in conflict situations
- Being more critical (phê bình)
- Working more slowly and analytically/reflecting more
- Paying more attention to accuracy and detail
- Finding logical arguments and viewpoints
- Focusing more on quality and less on quantity
- Working at a consistent level of quality over a longer period
- Being more independent
- Spending more time on planning
- Adopting more regular habits – arriving and leaving punctually etc.
- Live according to the rule: SEE – THINK – DECIDE – ACT



- Decide and justify more on the basis of facts and data than of feelings
- Analyze and observe better
- Stay focused
- Be more self-disciplined when it comes to arriving on time, being prepared, and being systematical
- Wait longer before deciding their position
- Realizing that the social element is not always so important/ decisive





FLY HIGH, WHERE NOBODY CAN TOUCH YOU!

**THANK YOU FOR YOUR LISTENING !!!**