

# GLOBAL DISC™ REPORT

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## **Global DISC™**

Multi award-winning solution explaining how personality type AND cultural background influence all 3 layers of identity, WHAT, HOW and WHY people behave, feel and think so differently.

“ Global DISC is a powerful tool for intelligent Leaders to leverage personal and cultural differences for competitive advantage, to enable trust and to build high-performing teams at home and globally.

### **JOHN MATTONE**

*#1 Authority on Intelligent Leadership and the World's Top Executive Coach, former coach of Steve Jobs*

“ Bridging the gap between our intention and the actual impact on others is the foundation of great leadership. Global DISC makes this process clear and highly actionable.

### **MARSHALL GOLDSMITH**

Only two-time Thinkers 50 #1 Leadership Thinker in the world



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**This book is implemented with Augmented Reality items.**

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## UNCOMMON SENSE IN UNUSUAL TIMES

Have you ever had a feeling while talking to someone that they had no common sense? They reacted so differently to what you expected that it caught you off-guard? Chances are they felt the same way about you and the outcome of the conversation was not exactly what you might have planned.

If you want to get ahead professionally, you need to be able to get along personally. The level of your ability to make sense of why people think, behave and feel so differently; and your skills to turn those differences into synergy determine your level of success.

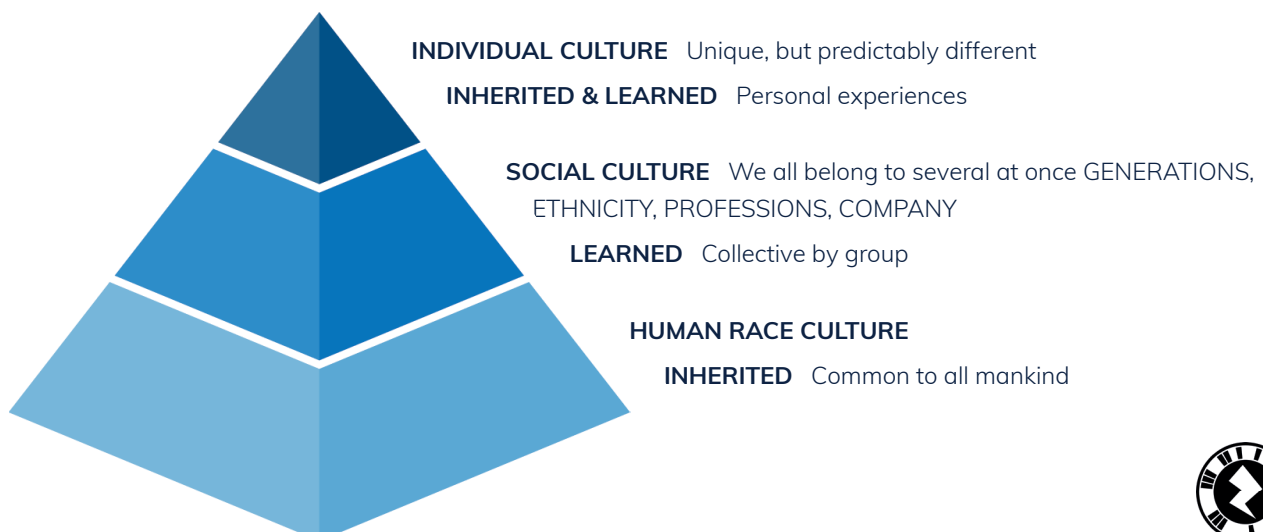
## THAT IS EXACTLY WHAT GLOBAL DISC™ IS FOR

60-80% of all problems in a company are due to clash of values, personalities and leadership challenges. All 3 of them originate from the same source, the lack of cultural intelligence (ICQ).

People are unique, but predictably different. Diversity seems to be immensely complex, however there are only a limited number of levers beneath the surface. Global DISC™ reveals those underlying values and needs that drive people's behaviour and influence the way they see the world and others.

The purpose of this report is to help you bridge the gap between your intention and actual impact on others by being able to see a situation from multiple angles and respond in an optimal way instead of just reacting.

**“Your personality determines how you want to behave;  
culture determines how you should behave.”**



Leadership, sales, customer service are all based on the same concept: understanding what drives the other person, what they expect so we can present our message in a way that it motivates them to take action while ours exceeds their expectations.

The main challenge is that people think, behave and work in such different ways that it causes stress, confusion, disengagement which leads to high staff turnover and poor customer retention as they have plenty of other options to choose from.

## WHAT IS MORE IMPORTANT THEN, PERSONALITY TYPE OR CULTURAL BACKGROUND?

Personality is a history of habits that reflects our values and meets our psychological needs.

Culture is a group habit. People with similar values and needs formed a group and accepted a certain type of behaviour as “normal”. Friction starts when others join the group with different needs and values. If the gap between how they want to behave and how they should behave is too big, it creates tension.

The multi award-winning and International Coaching Federation accredited Global DISC™ model is the blueprint of global mindset and it addresses all 3 layers of identity:

**Level 1 – WHAT** we do and say: this is based on the standard DISC and visible behaviour.

**Level 2 – HOW** we behave and communicate: this is where we have introduced the 5 Global DISC dimensions.

**Level 3 – WHY** we behave the way we do: this is where we reveal the underlying values and drivers.

Global DISC™ introduces the topic of cultural intelligence using the language of the most widely used behavioural model, DISC. It has already benefited some of the leading organisations in the USA and Europe starting from start-ups to Fortune 500 companies and national governments through a network of highly qualified licensees.

The report has been generated from the answers you have given. You may feel some of the statements do not apply to you; however, it is highly recommended that first you check with your colleagues or friends to identify whether the statement may be a “blind spot” for you. This profile must be used proactively. You can identify the areas in which you feel you need to improve; you can learn new aspects about yourself and others which can be used to develop an action-plan for you to grow personally and interpersonally.





Part 1

# IT IS ALL ABOUT YOU

## Level 1

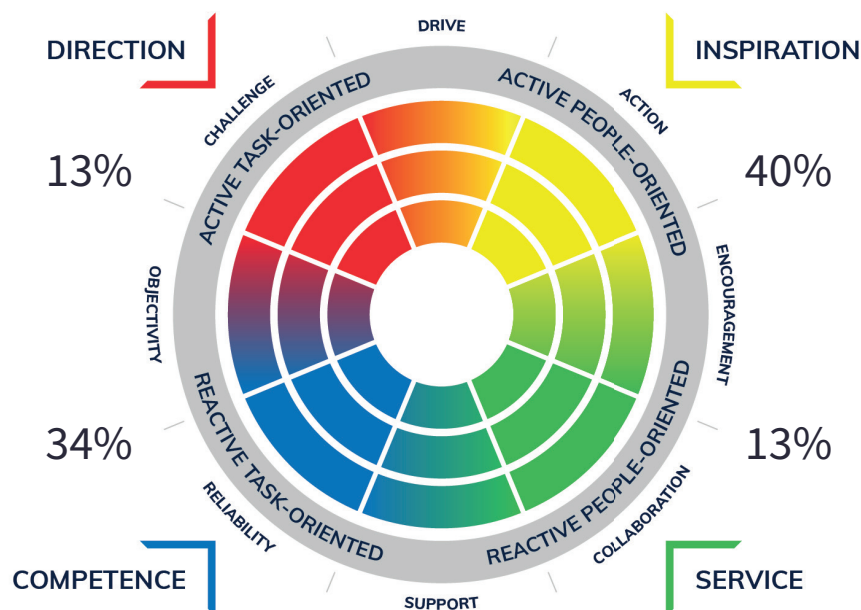
# “YOUR WHAT”

## — Behavioural and Communication

Your natural dominant behavioural and communication style is I (Influence), active people-oriented with a strong C (Compliance), passive task-oriented side. You display competitive and result-oriented interactions but engage others with persuasion rather than through aggressive methods. You are good at explaining your ideas and the steps required to reach those goals. You are organised and often have a step by step action plan to assure a good result. You can be quite verbal in stating your dissatisfaction and in criticising others who are not contributing.

### GLOBAL DISC™

Tananes Niyamosoth



This is a relatively common profile. It includes two factors that appear in some ways to be contradictory. On the one hand, Influence is the factor of excitement, enjoyment and extroverted impulsiveness. On the other, Compliance is related to precision, detail and carefully followed rules. The ways in which this apparent contradiction are resolved form the backbone for interpretation of this type of behaviour.

Usually, two or more dominant behavioural styles are likely to reinforce each other's common points and blend to make up the style as a whole. This is not the case with the two opposing styles of Influence and Compliance. What we see instead with this type of style is one factor (Influence) appearing in relaxed, open and favourable situations, while in more formal or structured circumstances, the other (Compliance) becomes dominant.

Winning with flair is part of your style, as is the drive to look good. The way you relate to other people depends on the circumstances. Among your close colleagues and friends, you are capable of quite confident and extroverted behaviour. In a more formal work environment or pressurised atmosphere, such as an interview for a job, this confidence will often seem to fade a bit, and the style will switch to a more guarded form.

## **COMMUNICATION STYLE**

This behavioural and communication style combines the traits of two seemingly opposing styles; therefore, not all the traits are apparent at the same time. Different environments will produce different responses. Your communication tends to be confident and persuasive, especially in a known and more comfortable environment; however, it can easily turn into a more cautious, slower paced mode to find stability again. You appear to be assertive, but not necessarily aggressive, and you know how to influence others.

## **STRENGTHS**

You are easy to get along with, open to new ideas and suggestions, and you find something good in every situation. Your willingness to make life better for yourself and others makes you popular and likeable; it helps you defuse difficult situations. You have strong social skills, with the added bonus of being able to create and develop a clear idea based on facts. You inspire people, and you have a wide network of friends. You tend to be a very passionate starter, who also has the ability to finish the project with the team. You have creative ideas that serve practical purposes, and you make sure they will be accomplished.



## POTENTIAL WEAKNESS

Some people may find you unpredictable in the beginning, as you can sometimes appear chatty and friendly, but you are quiet and methodical at other times. This profile suggests that you tend to get into internal conflicts: you are an active and people-oriented person who loves challenges, new experiences and exciting things, but the passive, task-oriented side kicks in to slow you down and gain back stability and security. This can be draining unless you know how to make the most of both styles. As you tend to be rather competitive, your impatience may lead to lowering standards or not providing enough follow-up when needed.

## KEY CHARACTERISTICS

- Co-operativeness** People of this type work co-operatively with others as part of a behavioural strategy: it allows them to avoid individual risk and distribute responsibility. This type of person can focus on the interest of the group as a whole rather than on their own specific needs, and the organised, structured style that commonly accompanies this sub-trait can also be a strength in a group situation.
- Sensitivity** People of this type are extremely aware of their environment and any changes taking place within it, to the extent that they often notice subtle points other people miss or ignore. In itself, this is a positive factor, but it does have the consequence that they have a very low boredom threshold and are very easily distracted.
- Confidence** In this context confidence refers to a lack of self-doubt and the ability to get out of any difficult situations. You are not afraid of confrontations, although you try to maintain harmony.



# YOUR CULTURAL ORIENTATION

Your cultural orientation tends to be active, people-oriented. This is the type of environment in which you are most comfortable and you can be yourself. This section describes how different cultural dimensions reflect in this type of behaviour on an individual level. This is important to see in order to understand that all cultures are equal; none is superior to the other one.



Active, people-oriented groups consist of talkative, impulsive people who attach great importance to their feelings and relationships. They like to do many things at the same time and are poor followers of schedules. They often interrupt and rarely pause in conversations. These cultures are uncomfortable with silence; therefore, they do not let it happen.

In business, relationships and connections are seen as more important than products. The former is a prerequisite of the latter. Relationships are best when they are in person; they cannot be maintained simply by correspondence, internet, or phone calls. Written communication is to them less efficient than oral communication. They are extremely dialogue-oriented and wish to be informed directly by people.

They have limited respect for authority but accept their place in their own social or company hierarchy. They like old-fashioned bosses whom they expect to look after them rather like a father-figure.



Active people-oriented groups are often late with delivery dates and when paying for services or goods received. Procrastination is common, lateness frequent. Their concept of time is flexible, and they fail to understand the importance of timetables for task-oriented people. They often change their plans according to their actual priorities, emotions, and mood. They tend to be emotional and family-oriented. In business they use charisma, charm, rhetoric, persuasion, and flexible truth. They are diplomatic and tactful and often bend rules to take short-cuts.

## LEVEL 2

# “YOUR HOW”

— Your Results at a Glance

## GLOBAL DISC™ DIMENSIONS

### COMMUNICATION



# GLOBAL DISC™ DIMENSIONS

## BEHAVIOUR



Bigger distance between bosses and subordinates. Parental management style is accepted or counter-dependence is projected, less direct criticism. Group interest is important.

Consultative management style, free communication between bosses and subordinates, acting equal even without the power. Individual interest is important.



Focus on the big picture, ability to deal with ambiguity. Macro-management is more typical and ability to deal with risk in order to achieve results in the short run. Expressing emotions is acceptable.

Detailed and organised style focusing on processes and stability. Micro-management style trying to minimise risk, slower pace. Expression of emotions is less acceptable.



People-oriented, agreeable communication, sharing more personal information, social and professional roles overlap. Rules depend on relationships and situation.

Task-oriented behaviour, challenging attitude, preference for structure and results. Good relationship is not needed for co-operation, social roles are separate. Rules are for everyone to follow.

The hallmarks of an active people-oriented (I) culture are an energetic atmosphere and people who have an optimistic approach and spend plenty of time in meetings or socialising. This culture values effective teamwork and creative approaches to problems. Trust is given to those who are open and expressive. People who excel in this setting tend to be charismatic individuals with keen social skills. However, those who are not as people-oriented may be frustrated with the emphasis on group activities and social niceties. In addition, poor planning and low tolerance for routine tasks may sometimes prevent such a culture from actually implementing any bold ideas.



## **The I Culture rewards**

- Creativity
- Enthusiasm
- Optimism
- Collaboration
- Passion

## **The I Culture criticises**

- Rule-making
- Caution
- Over-analysis
- Introversion
- Insensitivity

## **Advantages of the I Culture**

- Fosters creativity through high energy
- Provides a fun and optimistic atmosphere
- Encourages collective brainstorming
- Promotes frequent informal communication
- Excels at promoting ideas
- Cultivates self-starters
- Provides spontaneous recognition of good work
- Offers a warm and caring environment

## **Drawbacks of the I Culture**

- Changes direction frequently
- Avoids tending to repetitive or routine tasks
- Glosses over potential risks
- Holds too many meetings
- Spends too much time socialising
- Lacks clear guidelines
- Exerts pressure to be extroverted and energized
- Exhibits spotty planning



People in the I-region may not find a better fit than this culture. They tend to thrive on energetic approaches and constant interaction with peers, both of which are in abundance in this environment. This culture's priorities suit these energetic people to such a high degree that their natural zeal may propel the organisation forward. But, flaws, such as disorganisation and spotty planning, can be magnified when people in the I-region are active in this setting.



## LEVEL 3

# “YOUR WHY”

## — The Underlying Values and Drivers



People with SUBJECTIVE style respect and are comfortable with communication that is complex, indirect, formal, polite, emotional, metaphoric, enthusiastic or exaggerated. This is because this style is found in cultures (S, I) that value Respect (High Power Distance) and Implicit language (High Context).

### IMPLICIT

In Implicit cultures, interactions are more abstract and indirect rather than factual. Team members value subtle language that implies rather than defines a specific meaning. You are expected to read between the lines and look for clues to what the speaker "really" means.

### RESPECT

Respect means that people are expected to show respect for authorities and higher status people. Formal language and politeness are often necessary, as is displaying appreciation for and loyalty to others. Friendliness and saving "face" are crucial. Subjective styles are uncomfortable or maybe offended by communication that is simple, direct, informal (rude), unemotional, logical or critical.





People with ASSERTIVE style respect and are comfortable with communicating verbally, spontaneously, confidently, expressively and boldly. This is because this style is found in cultures (D, I) that value Competitiveness and Expressive language (Affective).

### EXPRESSIVE

In Expressive cultures, speakers show strong positive and negative emotions for ideas and other people. Speakers should not hesitate to show agreement or disagreement, in fact, hesitating will often mean that you become ignored by other team members.

### COMPETITIVE

Competitive means that people value performance, results, success and are less likely to support weaker team members. You are expected to want to get ahead and to out-perform peers. Drawing attention to your own success and achievements is normal. Assertive people are uncomfortable or disrespect communication that is written, rigid, risk-averse, hesitant, reserved, diplomatic, compliant, passive or too soft.



People with ACCEPTING style respect and are comfortable when others adhere to and celebrate group traditions and history, show favouritism and loyalty to other team members. This is because this style is found in (I, S) cultures that preserve Traditions (Ascription) and value group-belonging (Collectivism).

### COLLECTIVISM

In Collective cultures, people value dependency, self-sacrifice, helping others and harmony. You are expected to be friendly, respectful, put group needs before your own, spend time maintaining relationships at work and outside work, and protect confidences. In public, agreement and cohesion are critical.



## TRADITIONS

Cultures that preserve Traditions value convention, stability and reliability, they tend to value solving problems with existing practices. You are expected to conform to traditions, follow existing practices and be vigilant towards ideas and people that could disrupt existing order and efficiency. Accepting people are uncomfortable when others challenge traditions, show no interest in group history, question current ways of doing things, use critical language or act independently, show disrespect and confront publicly.



People with RESULT-ORIENTED style respect and are comfortable when others take action, adapt to immediate issues, display a high level of urgency, innovate and take risks. This is because this style is found in (D, I) cultures that value Risk-taking (Low Uncertainty Avoidance) and a Short-term view.

## RISK-TAKING

Risk-taking cultures value people who take initiative, are creative, offer solutions and focus on outcomes rather than inputs. Since action and results matter most, they are less focused on effort or processes. Autonomy and innovation is valued more than following procedures and reliability.

## SHORT-TERM ORIENTATION

Short-term view means that people value short-term performance, and quick results and are less likely to support or develop weaker team members. Investments of time, money and effort must generate immediate impact. Result-oriented people are uncomfortable when problems are complex and require long-term investments, projects do not deliver immediate results or they have to apply or conform to rigid processes.





**OPEN BEHAVIOUR****GUARDED BEHAVIOUR**

People with OPEN style respect and are comfortable when others are flexible and tolerant, willing to fit in with local customs, spend time with each other outside of work and value personal loyalties highly. This is because this style is found in (I, S) cultures that value Exceptions (Particular) and Circular (Polychronic) causality.

**PEOPLE-ORIENTED**

In this type of system, the group to which a person belongs is a crucial part of that person's identity, and goals are accomplished via relationships.

Decisions tend to be made either top-down or only after broad consensus is reached. A professional's track record of individual achievement is less prominent than it is in task-oriented cultures, while mature judgment, social skills, political acumen and loyalty to the team are of high importance. Issues are often discussed and debated in small, private groups to avoid embarrassing confrontations. The path to success is through cooperating well with one's group and displaying loyalty at all times. Making decisions on one's own is not appreciated; in fact, it is likely to be considered immature and rash. A "good" person puts the group first.

**DIFFUSE**

This refers to the degree to which responsibility is specifically assigned or diffusely accepted. In a specific culture, people first analyse the elements individually and then put them together; the whole is the sum of its parts. People's lives are divided accordingly, and only a single component can be entered at a time. Interactions between people are very well defined. Specific individuals concentrate on hard facts, standards and contracts. A diffusely oriented culture starts with the whole and sees individual elements from the perspective of the total. All elements are related to one another. Relationships between elements are more important than individual elements.

**EXCEPTIONS**

Exceptions-based cultures value exceptions, unique circumstances, or special relationships when considering how to apply a rule, judge a colleague or define a punishment. Relationships and status should always be considered when judging others. Anyone can make mistakes.





Part 2

# HOW TO MAKE SENSE OF OTHER PEOPLE'S BEHAVIOUR AND GET ALONG

# HOW TO MAXIMISE EFFICIENCY BETWEEN STYLES

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to other people.

No one style is naturally more adaptable or superior than another. Every situation is different and every style needs specific adjustment. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so much with others. Adaptability is about the way you manage your own behaviour. Why is it important?

Adaptability level influences how others judge their relationship with you. A higher level of adaptability increases your credibility, trust and productivity while decreasing the chances of avoidable conflicts and stressful misunderstandings; it gives you the ability to make people comfortable around you.

When you are making judgments and decisions about the world around you, you might think that you are objective, logical, and capable of taking in and evaluating all the information that is available to you. The reality is, however, that judgments and decisions are often riddled with errors and influenced by a wide variety of biases. A cognitive bias is a type of error in thinking that occurs when people are processing and interpreting information in the world around them.

Cognitive biases are often a result of their attempt to simplify information processing. They are rules of thumb that help them make sense of the world and reach decisions with relative speed. Unfortunately, these biases sometimes lead to poor decisions and bad judgments.

Our behaviour reflects our values and supports our needs. All behaviour and thinking are made up of patterns. This is the basis of all models. Behaviour is based on intention which mostly depends 3 main factors:

- how we feel about the consequences of our action;
- how the most relevant people think about the most likely outcome;
- how much we feel capable of and in control of the behaviour.

All these factors are based on mostly cultural background and personality.



Our behaviour reflects our personality and intention. I.e.: If I talk to you in a very straightforward manner, my intention is to get the message across efficiently to get the desired result. Seeing my behaviour you might think my intention is to be provocative, rude or aggressive depending on your background.

We assume the intention, motivation and values of other's behaviour according to our own system and way of thinking, which is consistent with what we know and understand. This is where communication fails. The difficult part is controlling our judgements and assumptions by being open, having knowledge about other cultures and the skills to adapt when needed. It is crucial to understand that it is all relative. We need to understand contexts and how they differ.

For instance, a very high "D" will find a very "I" person annoyingly chatty and distracted while the "I" will be alienated by the "D" person's factual and straightforward, 'arrogant' style.

This is what the Global DISC™ focuses on. It gives you the knowledge and skills to focus on adaptability and versatility while making you aware of how you might be perceived by others.

Behavioural adaptability is the key to success. The first step of every encounter is communication. As you deepen your understanding of behavioural patterns, you can easily identify the most visible behavioural style of your partner and adjust yours accordingly.

All of us have developed behavioural patterns: distinct ways of thinking, feeling, and acting. The central core of our patterns tends to remain stable because it reflects our individual identities. The core evolved throughout our childhood when we absorbed our own culture.

## THE DISC MODEL IDENTIFIES FOUR DIMENSIONS OF BEHAVIOUR

<b>Direction</b>	People with a “D” behavioural tendency seek to shape their environment by overcoming opposition to accomplish results.
<b>Inspiration</b>	People with an “I” behavioural tendency seek to shape their environment by influencing or persuading others.
<b>Service</b>	People with an “S” behavioural tendency seek to cooperate with others to carry out their tasks.
<b>Competence</b>	People with a “C” behavioural tendency seek to work within existing circumstances to ensure quality and accuracy.

Below are the main characteristics of the four main styles and how you can adapt to them.

## IDENTIFYING THE STYLES IN 4 SIMPLE STEPS

- 1 |** Check out their environment.
- 2 |** Find out the nationality and profession (hobby) of the person.
- 3 |** Observe the behavioural patterns.
- 4 |** Confirm if it is correct and adjust your style accordingly.

## 1 | ENVIRONMENT

The way people live, work and dress are a sign of their personality. It must be mentioned again, it is relative and we need to consider circumstances.

These clues can narrow down your options to find the dominant style of communication even before you start talking to the person. What are these clues?

Here are some examples:

### D-STYLE

- Busy desk with a lot of documents all over it.
- Awards and memories of proud moments displayed on the wall and desk.
- Interior is arranged to project power and authority, size and materials matter!

### I-STYLE

- Disorganised desk looking messy but they know exactly what is where.
- Motivational decoration and memories of emotional/important moments.
- Open arrangements of furniture, enough space to move around.

### S-STYLE

- Family and friend photos on the desk.
- Decoration consists of art, family moments, group pictures.
- Open arrangements of furniture.

### C-STYLE

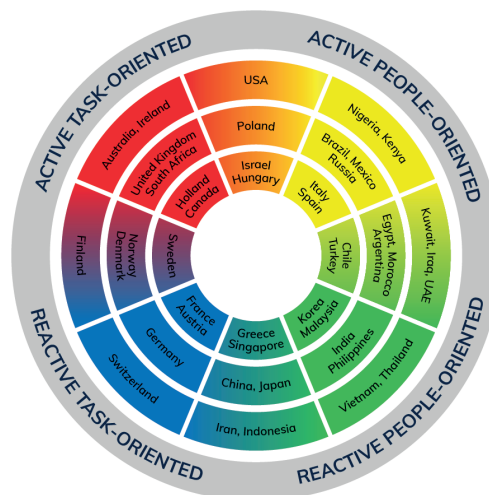
- Structured, organised and clear desk.
- Functional arrangements of objects.
- Formal setting.

## 2 | NATIONALITY AND PROFESSION

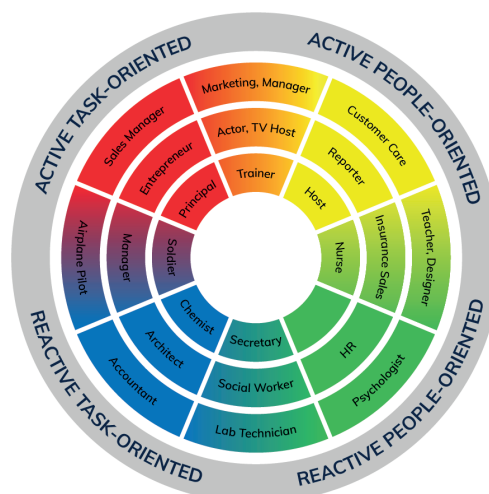
The country of origin and chosen profession (even hobby) can tell a lot about a person.

Life should be about choices and happiness. You choose hobbies to make yourself happy and ideally you choose a job where you feel fulfilled, which is in line with who you are and it fits your personality. If you are successful, it is probably the case because you are able to use your strengths. If it is not the right job, you will not be doing it for too long hopefully and you are going to change or the company is going to force you to change. The person's nationality, ethnicity and profession can be an important clue regarding their cultural orientation and behavioural styles which makes it easier for you to adapt.

### GLOBAL DISC™



### GLOBAL DISC™ - PRO WHEEL



### 3 | BEHAVIOURAL PATTERNS

This type of clue refers to the signs of open and guarded as well as the direct and indirect behavioural signs. These traits are displayed during the conversation. This step might take a bit longer as very few people are brave enough to reveal themselves immediately. We tend to be more guarded until we feel more comfortable. This is the part where etiquette plays an important role and it cannot be mistaken with natural communication style.

The Global DISC is the most versatile tool making you be able to “read” people. Reading people involves observing their behaviour, being aware of their tone of voice, and actively listening to their words. It requires that you tune into them, build a rapport and instead of expecting them to pick up your style, find theirs! That creates real connection.

The Global DISC is based on the fact that human beings are often predictable; they develop habitual ways of dealing with other people in their environments and it works in a multicultural environment as well. The behavioural styles you will learn in the following sections are based on personality theories that classify behaviour patterns.

People display behaviours every day in every situation. This helps define their behavioural styles. We can identify them by watching for the visible patterns such as verbal, vocal, and visual traits that people display when interacting with others.

It might seem confusing at first but it is possible to identify a person’s behavioural style. You can start by examining an individual’s style on these two dimensions: OPENNESS and DIRECTNESS.

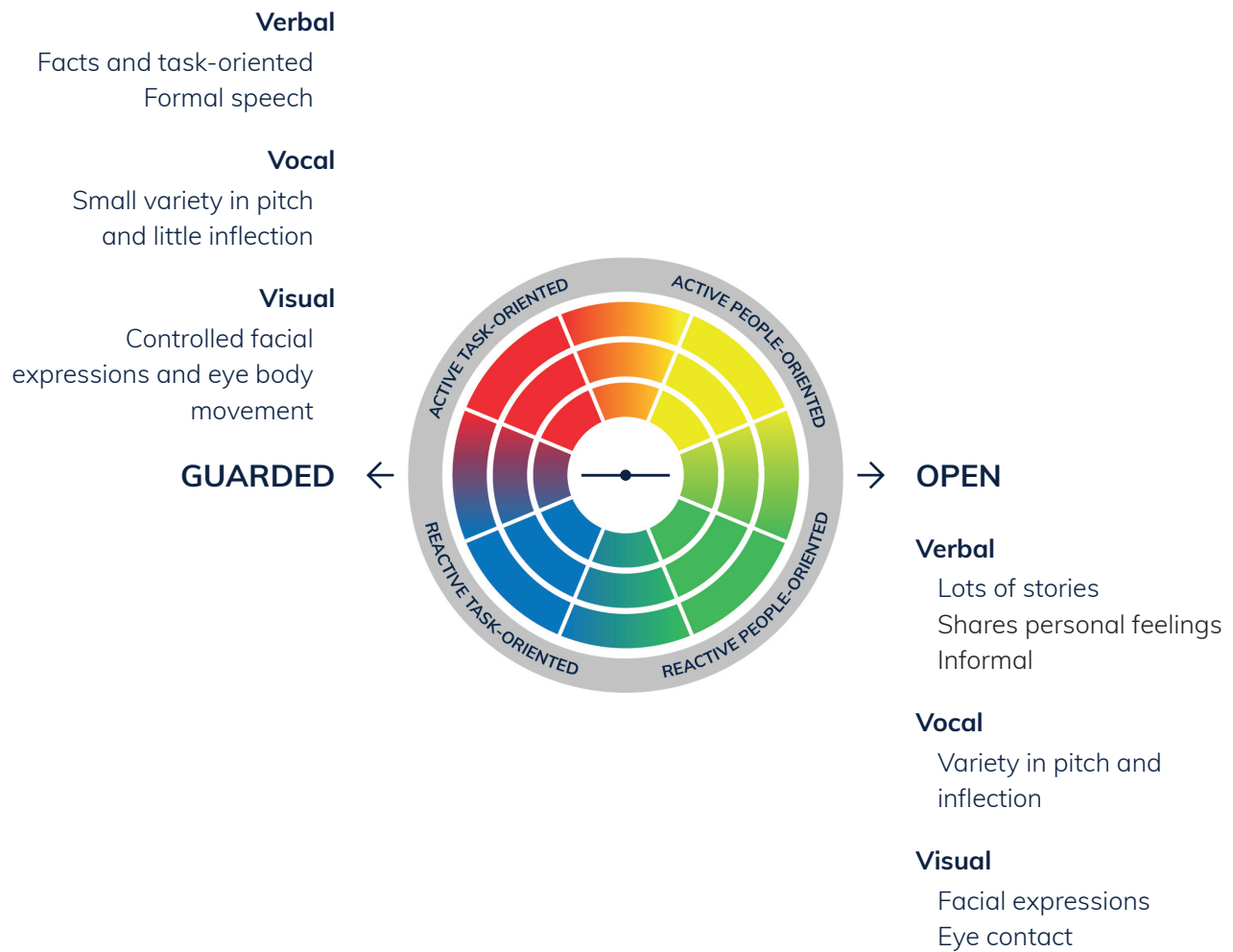
The ways and degrees to which openness and directness are demonstrated vary from individual to individual. We all express some level of openness and some level of directness. Let’s clarify what we mean by these terms.

**Openness**            The readiness and willingness with which a person outwardly shows emotions or feelings and develops interpersonal relationships.

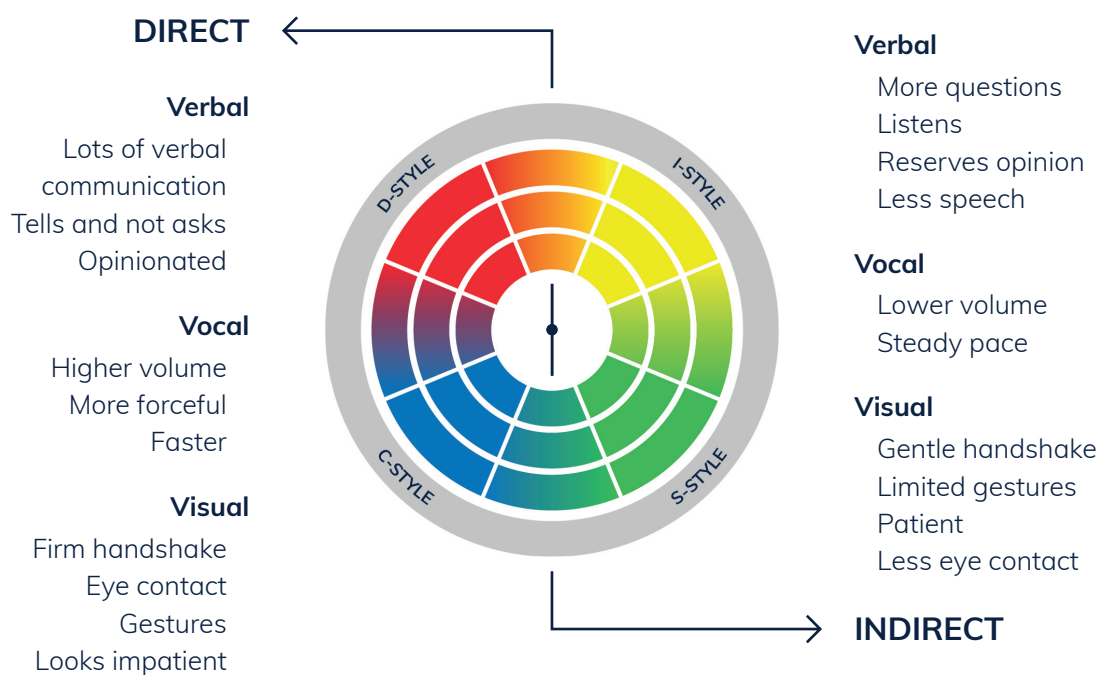
**Directness**           The amount of control and forcefulness a person attempts to exercise over situations or others’ thoughts and emotions.



## GUARDED AND OPEN TRAITS



## DIRECT AND INDIRECT TRAITS



## 4 | CONFIRMATION

This is a crucial step. Based on your observation you must have a rather clear picture in your mind which dominant style the other person might be. Once you made the decision, look for the specific signs during interaction to verify it. It might take a bit more time, but it pays off!

Having identified the right communication style, we can go deeper into the more complex dimensions of culture from an intercultural point of view; focusing on the cultural background of the person.

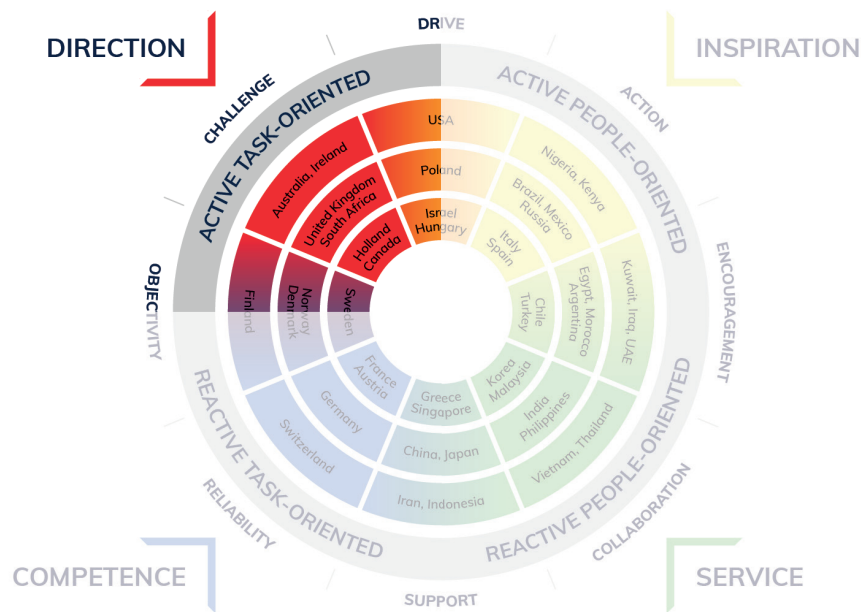
## ADAPTING TO TASK-ORIENTED CULTURES

This is one of the most challenging tasks for people-oriented individuals. Task-oriented cultures tend to be highly organised planners who complete action-chains by doing one thing at a time, preferably in accordance with a linear agenda. They prefer straightforward and direct discussion, sticking to facts and data which they get from reliable, often printed or computer- based sources. Verbal communication is for information exchange, not for small talk. They tell the truth rather than remain diplomatic and they are open to confrontation, based on logic rather than emotions. They value privacy despite looking friendly sometimes. They are results and goal- oriented and like to move quickly forward, compromising when necessary to close a deal.

They believe that good products and results speak for themselves and sometimes fail to see that sales are made in many parts of the world based on relationships. Task-oriented people normally use official channels; they prefer not to use connections, take shortcuts or cheat in any way. They tend to be law-abiding and believe in rules and regulations to guide their life and environment. They abide by contracts they have signed to the letter, and make payments on time.

When doing business they are fond of punctual performance, good quality and reliable, realistic delivery dates. They are process-oriented, brief on the telephone and respond quickly to written communication. Status is gained through achievement, bosses are often low-key, money and expertise are important. Rationalism, science and hard facts dominate their thinking more than religion.

## ADAPTING TO THE ACTIVE TASK-ORIENTED STYLE



### Motivated by Winning

Show them how to win, new opportunities, make money.

### Concerned with Time

Do not waste it, time is money.

### Think Logically

Display reasoning.

### Want Facts and Highlights

Provide concise data.

### Strive for Results

Agree on goal and boundaries, the support or get out of their way.

### Like Personal Choices

Allow them to "do their thing," within limits.

### Like Changes

Vary routine.

### Prefer to Delegate

Look for opportunities to modify their workload focus.

### Want Others to Notice Accomplishments

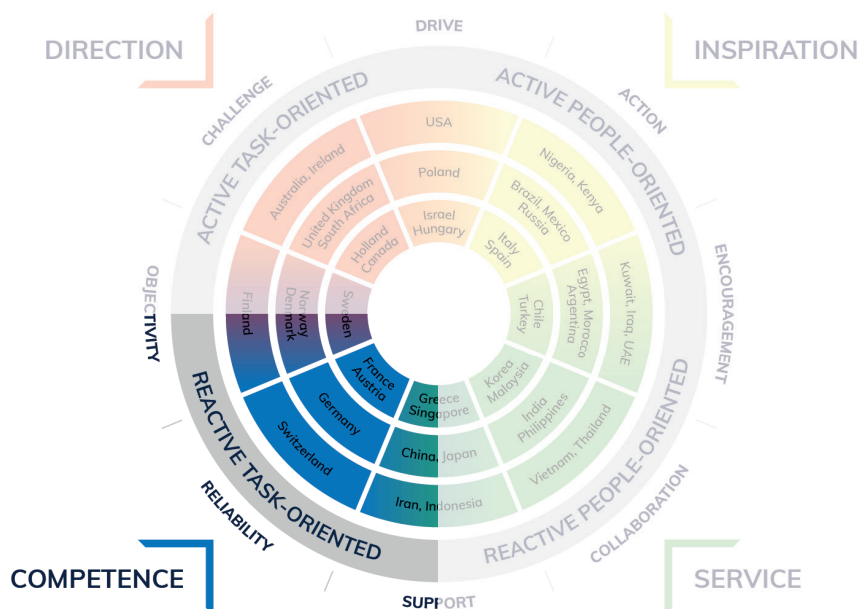
Compliment them on what they have done.

### Need To Be in Charge

Let them take the lead, when appropriate, but give them parameters.

<b>Attitude Towards Conflict</b>	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis.
<b>Criticism</b>	Do not take their criticism personally, it is addressed to the task only, not you.
<b>Respect</b>	They respect achievement, knowledge and power, not titles.
<b>Risk</b>	They are willing to take risk, show them why it is worth it for them.
<b>Relationship</b>	They do not have to like you on a personal level to do business, focus on the task.
<b>Communication</b>	Down to facts, straightforward, no time to beat around the bush.
<b>Emotions</b>	Do not try to build a case on generating emotions.

## ADAPTING TO THE REACTIVE TASK-ORIENTED STYLE



<b>Concerned With Aggressive Approaches</b>	Approach them in an indirect, non threatening way.
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<b>Think Logically</b>	Show your reasoning.
<b>Seek Data</b>	Give data to them in writing.
<b>Process</b>	Provide explanations and rationale.
<b>Utilise Caution</b>	Allow them to think, inquire and check before they make decisions.
<b>Prefer to Do Things Themselves</b>	When delegating, let them check procedures and other progress and performance before they make decisions.
<b>Want Others To Notice Their Accuracy</b>	Compliment them on their thoroughness and correctness when appropriate.
<b>Quality Control</b>	Let them assess and be involved in the process when possible.
<b>Avoid Conflict</b>	Tactfully ask for clarification and assistance you may need.
<b>Need To Be Right</b>	Allow them time to find the best or "correct" answer, within available limits.
<b>Like To Contemplate</b>	Tell them "why" and "how".
<b>Criticism</b>	Do not take their criticism personally, it is addressed to the task only, not you.
<b>Respect</b>	They respect achievement, knowledge and power, not titles.
<b>Risk</b>	They are not willing to take risk, unless you can prove undeniably it is the right thing to do.
<b>Relationship</b>	They do not have to like you on a personal level to do business, focus on the task.
<b>Communication</b>	Down to facts, straightforward, no time to beat around the bushes.
<b>Emotions</b>	Do not try to build a case on generating emotions, joke is not for work.

## ADAPTING TO PEOPLE-ORIENTED CULTURES

This is the hardest part for a task-oriented person. People-oriented people usually have high-context communication. They are relational, collectivist, intuitive, and contemplative. This means that people in these cultures emphasise interpersonal relationships. Developing trust is an important first step to any business transaction. These cultures are collectivist, preferring group harmony and consensus to individual achievement. People in these cultures tend to be less governed by reason than by intuition or feelings. Words are not as important as context, which might include the speaker's tone of voice, facial expression, gestures, posture—and even the person's family history and status. Their communication tends to be more indirect and more formal. Flowery language, humility, and elaborate apologies are typical.

People-oriented cultures usually believe that each circumstance, and each relationship, dictates the rules that they live by. Their response to a situation may change, based on what's happening in the moment, and who's involved.

They like to do multiple things at the same time. A manager's choice in this culture typically has an open door, a ringing phone and a meeting all going on at the same time. Though they can be easily distracted they also tend to manage interruptions well with a willingness to change plans often and easily. People are their main concern (particularly those closely related to them or their function) and they have a tendency to build lifetime relationships. Issues such as promptness are firmly based on the relationship rather than the task, and objectives are more like desirable outcomes than must-do's.

The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies offence leads to shame and loss of face; employer/employee relationships are perceived in moral terms (like a family link); hiring and promotion decisions take account of the employee's in-group and management is the management of groups.

People-oriented cultures tend to accept the fact that all individuals in societies are not equal – it expresses the attitude of the culture towards these inequalities amongst us. Usually they are a hierarchical society.

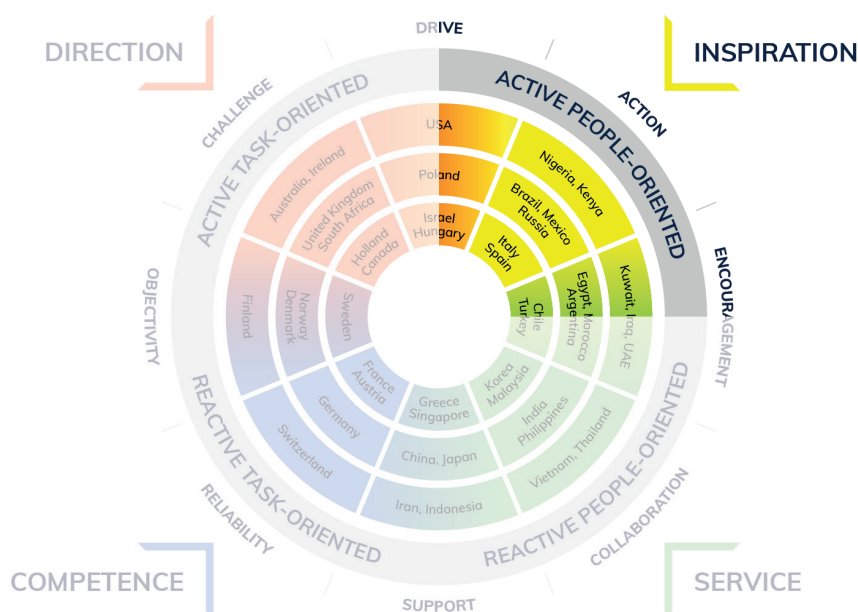
This means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organisation is seen as reflecting inherent inequalities, centralisation is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.

These cultures tend to believe that you should be valued for who you are more than what you do.

Power, title, and position matter in these cultures, and these roles define behaviour. All societies give certain of their members higher status than others. While some societies accord status to people on the basis of their achievements, others ascribe it to them by virtue of age, class, gender, education, and so on.

People-oriented people see an overlap between their work and personal life. They believe that good relationships are vital to meeting business objectives, and that their relationships with others will be the same, whether they are at work or meeting socially. People spend time outside work hours with colleagues and clients.

## ADAPTING TO THE ACTIVE PEOPLE-ORIENTED STYLE



**Approval and Appearances Are Important**

Show them that you admire and like them.

**Seek Enthusiastic People and Situations**

Behave optimistically and provide upbeat setting.

**Think Emotionally**

Support their feelings when possible.

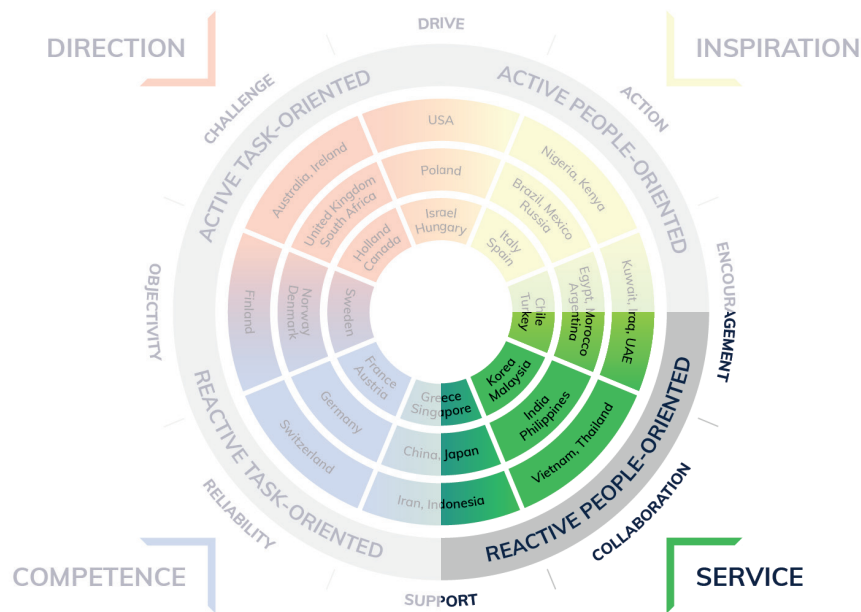
**Want To Know The General Expectations**

Avoid involved details, focus on the “big picture”.

<b>Need Involvement and People Contact</b>	Interact and participate with them.
<b>Like Changes and Innovations</b>	Vary the routine; avoid requiring long-term repetition by them.
<b>Want Others To Notice Them</b>	Compliment them personally and often.
<b>Often Need Help Getting Organised</b>	Do it together.
<b>Look For Action and Stimulation</b>	Keep up a fast, lively, pace.
<b>Surround Themselves With Optimism</b>	Support their ideas and don't poke holes in their dreams; show them your positive side.
<b>Want Feedback That They "Look Good"</b>	Mention their accomplishments, progress and your other genuine appreciation.
<b>Criticism</b>	They take your criticism personally, make sure you explain it clearly it is about a specific task, not them.
<b>Respect</b>	They respect titles, elders and people they can create a connection.
<b>Risk</b>	They are willing to take risk, show them why it is worth it for them and why it is fun.
<b>Relationship</b>	They have to like you on a personal level to do business; take time to get to know them first before getting down to business.
<b>Communication</b>	Lots of stories, often distracted and enthusiastic. Be patient and share your life stories.
<b>Emotions</b>	They need to know you on a personal level, trust is the key.



## ADAPTING TO THE REACTIVE PEOPLE-ORIENTED STYLE



The reactive people-oriented cultures seldom take action or start a discussion; first they listen and establish the other's position, then react to it and formulate their own.

The reactive people-oriented cultures listen before they act. They are the best listeners. While it is common for some people to think while talking, reactive people-oriented individuals listen, think and then talk, giving you their full attention and consideration. Answering a question immediately means the person has not given it sufficient thought or attention.

People in this type of culture tend to be introverted and are slow to trust. Their body-language and emotions are contained and reserved.

Their preferred mode of communication is: monologue – pause– reflection–monologue. If possible, one lets the other side deliver their monologue first. In other cultures the communication mode is a dialogue. One can interrupt the other with frequent comments and questions, which is a sign of interest in what is being said. As soon as the other person stops speaking, one takes one's turn immediately.

The reactive people-oriented cultures not only tolerate silences well, but regard them as a very meaningful, almost refined, part of discourse. The opinions of the other party are taken seriously.

**Concerned With Stability** Show how your idea minimises risk.

**Think Logically** Show reasoning.

<b>Want Documentation and Facts</b>	Provide data and proof.
<b>Like Personal Involvement</b>	Demonstrate your interest in them.
<b>Need To Know Step-By-Step Sequence</b>	Provide outline and/or one- two-three instructions as you personally “walk them through”.
<b>Want Others To Notice Their Patient Perseverance</b>	Compliment them for their steady follow-through.
<b>Avoid Risks and Changes</b>	Give them personal assurances.
<b>Dislike Conflict</b>	Act non-aggressively, focus on common interest or needed support.
<b>Accommodate Others</b>	Allow them to provide service or support for others.
<b>Look For Calmness and Peace</b>	Provide a relaxing, friendly atmosphere.
<b>Enjoy Teamwork</b>	Provide them with a cooperative group.
<b>Want Sincere Feedback That They’re Appreciated</b>	Acknowledge their easy-going manner and helpful efforts, when appropriate.
<b>Criticism</b>	They take your criticism personally, do not ever make them lose face.
<b>Respect</b>	They respect elders, superiors; hierarchy plays an important role.
<b>Risk</b>	They are not willing to take risk, unless you can prove undeniably it is the right thing to do.
<b>Relationship</b>	They must like and trust you on a personal level to do business, spend enough time on getting to know them.
<b>Communication</b>	Implicit, you need to read between the lines.
<b>Emotions</b>	Controlled emotions, less visible.

# THE GLOBAL DISC™ FRAMEWORK

The main reasons top why most businesses fail or are not profitable stem from the lack of understanding of how customers and employees think, what they want, and how they communicate. 60-80% of all problems in a company are due to clash of values, personalities and poor leadership.

Global DISC addresses all 3 root causes at the same time as they stem from the same source, the lack of understanding of why people think and behave differently and how to turn those differences into synergy instead of painful liability.

Why Global DISC is different to other solutions?

- Standard DISC explains WHAT personality types are and HOW they tend to behave if they are not influenced by their cultural background and others around them. - A situation that is highly unlikely to happen.
- Intercultural models focus on statistically average values, the WHY, of different nationalities and maybe generations. - 80% of cultural differences are within countries, not between them and we all belong to 15-20 cultural groups at once. Country of origin is just one of them.
- Over 90% of companies buy and sell solutions based on the data from the 70s and 80s, provided by people who grew up without internet, EU and cheap flights. - The world has completely changed in the last 40 years, outdated and incomplete solutions cannot deliver sustainable and complete results.

The ICQ methodology combines and seamlessly integrates the latest business data with academically validated research into practical and proven solutions through a unique internationally accredited, trademarked and endorsed portfolio of assessments, training and consultancy which has already benefited some of the leading companies in the USA, Latin- America and Europe, ranging from start-ups to Fortune 500 organisations.

## THE SCIENCE OF INDIVIDUAL HUMAN BEHAVIOUR

Several researchers have tried to explain the differences among people.

More recently, advanced research techniques and expanded knowledge of psychology have produced new, more sophisticated models of human behaviour. Interestingly enough, many of these models have one characteristic in common: they all divide the personalities into four categories. The first model dates back to Greek and Roman times and



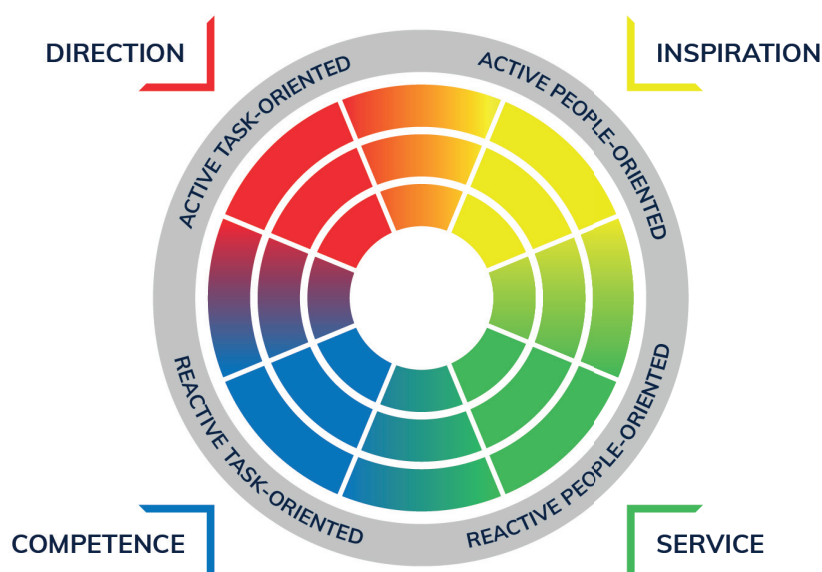
it was Hippocrates who used this four-factor model. They believed that the differences in behaviour were caused by variations in the relative quantities of our bodily fluids. They referred to the four temperaments as Choleric (yellow bile), Sanguine (blood), Phlegmatic (phlegm) and Melancholic (black bile).

Perhaps the most famous of modern scholars was Carl Jung. His book, *Psychological Types* (1923) was the first scientific approach of this theory.

The book, *Emotions of Normal People*, published by William Moulton Marston in the 1920's forms the theoretical basis for the DISC Model of Behaviour. Marston focused on categorising behaviour into four types.

## THE DISC MODEL IDENTIFIES FOUR DIMENSIONS OF BEHAVIOUR

<b>Direction</b>	People with a "D" behavioural tendency seek to shape their environment by overcoming opposition to accomplish results.
<b>Inspiration</b>	People with an "I" behavioural tendency seek to shape their environment by influencing or persuading others.
<b>Service</b>	People with an "S" behavioural tendency seek to cooperate with others to carry out their tasks.
<b>Competence</b>	People with a "C" behavioural tendency seek to work within existing circumstances to ensure quality and accuracy.



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“It is not the strongest of the species that survives,  
nor the most intelligent that survives.  
It is the one that is most adaptable to change.”

- *Charles Darwin*

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## THE SCIENCE OF GROUP BEHAVIOUR

Cross-cultural models describe a group of people and compare different dimensions of culture based on their statistically average values and beliefs. People within the same culture face similar challenges so they learn similar ways of dealing with them. That is why culture seems to be stable within its boundaries and the behaviour of its members might seem similar, too.

Cross-cultural models explain how a group of people feel about authority; how much they like or avoid uncertainty; if they prefer achievement to quality of life; if their communication is very direct or we need to learn to read between the lines. These models explain why in some cultures it is normal to do many things at the same time and be late, while in others it is considered rude and disrespectful.

## WHAT IS CULTURE EXACTLY?

Culture is a group behaviour driven by values and needs. A group of people with similar values and needs decided to live or work together and they accepted certain norms and values as normal.

Intercultural models can measure them, however individuals can have completely opposing preferences. Our mind prefers and filters information that confirms our opinion and is consistent with our beliefs. That is confirmation bias and the reason why country-specific intercultural models can majestically backfire when managing or serving individuals.

On the other hand, if you move to a new country, it is helpful to learn about what people consider “normal”. Culture is what we are used to, not who we are, that is why it is crucial to understand the dynamics of individual and group mindset.

## THE SCIENCE OF GLOBAL MINDSET

Global Mindset is the ability to see a situation from multiple perspectives and flex our behaviour so we can be competent and confident in most situations. It is not simply the knowledge of statistically average national traits, but the application of the blueprint of why people think and behave differently; and the skills to turn those differences into synergy instead of painful liability.

## WHAT DOES IT MEASURE?

Personality is partly inherited (personality type) and partly learned (cultural background). Global DISC measures both and reveals:

- The individual's personality type.
- The individual's cultural orientation in terms of communication and behaviour.
- The cognitive diversity index of a group.
- The intercultural gap between 2 individuals, 2 groups, an individual and a group, an individual or group and countries or DISC styles.

It explains how underlying intercultural values, drivers and personality-type influence all 3 layers of behaviour.

## THE MISSING LINK – GLOBAL QUEST

One of the most difficult tasks for adults is behavioural change. 90% of business is interaction between people who think and behave differently.

After training courses, only 20% of people actually apply anything of what they've learnt and they remember around 5% of it after 30 days.

Why is it so hard to remember? Because we are all habit machines.

Habits save us energy, because they don't consume much brain power.

Some habits are useful, keeping us safe or saving us time. But habits can be really limiting, stopping us experiencing new things. Preventing us from realising our full potential:

- Most of us only use 1/10 of our personality. 90% is waiting to be unlocked.
- On average, people only use 22% of their potential behaviours.
- The brain is 2% of our body weight but uses 20% of our energy resources. No wonder we are drawn to habits to conserve brain power.

By getting out of your comfort zone, trying new behaviours, experiencing something new, you have more choice over how you react to different situations. You'll find it easier to cope with what life throws at you. Which leaves you less stressed, more effective and up for almost anything.

That is exactly what Global Quest has been developed for.

Global Quest is an interactive coaching platform with innovative programs designed to expand the comfort zone and dramatically enhance the behavioural flexibility of each personality type. The personalised, 3 months program based on the Global DISC™ result is

going to help you see a situation from different perspectives and choose the optimal response instead of just reacting.

It is not a boring online course. All the 21 missions happen in real life while interacting with people. You are not going to waste any time as you will almost do what you normally do, just slightly differently.

To start your journey, simply go to [aicq.icq.global/shop/](https://aicq.icq.global/shop/) and choose the right Quest. If you use the coupon “ICQ25”, you are going to receive a 25% discount at the check out.

## **INTELLIGENT GLOBAL LEADERSHIP**

Intelligent Global Leadership is an extended version of Global DISC with the Bamboo Strong model. The program is available as a Train the Trainer or corporate training solution for those whose performance depends on how well they understand themselves and others. If you would like to learn more about it, check it out on [www.ICQ.global](https://www.ICQ.global).





## ABOUT ICQ GLOBAL

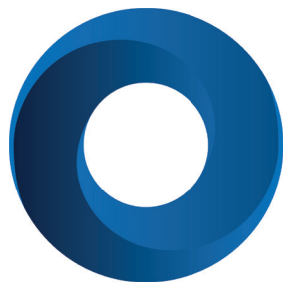
ICQ Global helps leaders get ahead professionally, get along personally and make sense of why people behave, think and feel so differently.

The multi award-winning Global DISC and Intelligent Global Leadership programs make this process uncomplicated and practical so they can unlock their own potential and lead others in a way that they feel engaged and inspired to create synergy.

The unique portfolio of data-driven assessments and solutions is available through a global network of certified partners and it has already benefited organisations ranging from start-ups, Fortune 500 companies and national governments.

Contact us on [help@icq.global](mailto:help@icq.global)  
or visit [icq.global](http://icq.global).





**UNLOCKING THE POTENTIAL  
WHITHIN AND BETWEEN PEOPLE**

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