DNA Behavior®

Business DNA® Behavioral Insights Series:

Commanding Factor E-Booklet

DNA Behavior International
June 2015

About DNA Behavior International

DNA Behavior International is the worldwide leader in delivering proprietary behavioral intelligence solutions for organizations to "Know, Engage and Grow" every employee and client online.
These solutions have been designed to reliably uncover every facet of a person's DNA wiring (talents, communication and decision-making style) using the "Platinum Standard" for behavioral discovery and performance development.

The objective of this e-booklet is to provide you with more insight and understanding into how the Commanding Factor can be effectively used for behavioral management and performance development.

Introduction to the Commanding Factor

Every participant in the Business DNA Natural Behavior Discovery Process has a Commanding Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The Commanding Factor is the first of 8 primary behavioral factors that are measured by DNA Behavior International in its Business DNA Natural Behavior Discovery Process.
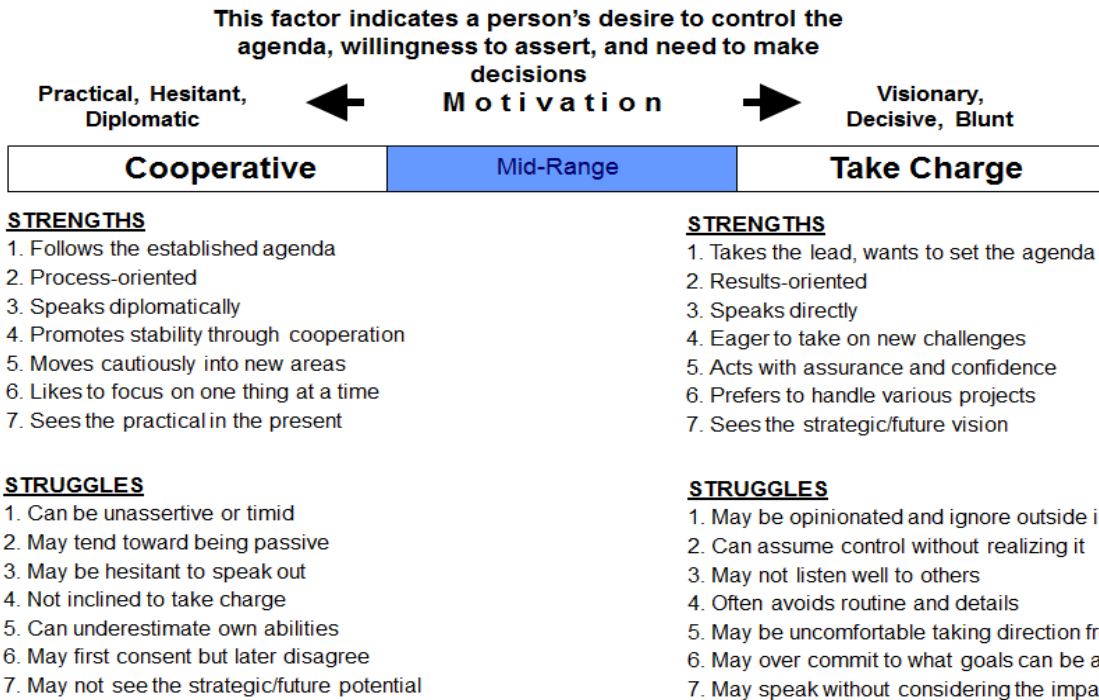
You can review a summary of each of the 8 primary behavioral factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Commanding Factor fits into your overall DNA behavioral style. From DNA Behavior International's perspective, behavior refers to the way a person most naturally operates or acts and is seen by others.

It's important to set the Commanding Factor into context. The Commanding Factor indicates people's desire to control the agenda, their willingness to be assertive, and their need to make decisions. The natural performance outcome of the Commanding Factor is the ability to lead, provide vision for the future, strategize and deliver results. These people have confidence in their leadership abilities, and this can appear to onlookers as ego.

Each of us will have some level of these motivations depending on whether the measured score is on the Take Charge trait side (right-hand side with a higher Commanding Score), Mid-Range, or on the Cooperative trait side (left-hand side with a lower Commanding Score).

Our approach is that there are both strengths and struggles from the Take Charge and Cooperative trait sides of the Commanding Factor. The Commanding Factor Table below provides a summary of these strengths and struggles from the Take Charge and Cooperative traits of the Commanding Factor. The intensity of these strengths and struggles will be increased the stronger the participant's score is on the Commanding Factor.

This factor indicates a person's desire to control the agenda, willingness to assert, and need to make decisions

Practical, Hesitant, Diplomatic ← **Motivation** → Visionary, Decisive, Blunt

Cooperative	Mid-Range	Take Charge

STRENGTHS
1. Follows the established agenda
2. Process-oriented
3. Speaks diplomatically
4. Promotes stability through cooperation
5. Moves cautiously into new areas
6. Likes to focus on one thing at a time
7. Sees the practical in the present

STRENGTHS
1. Takes the lead, wants to set the agenda
2. Results-oriented
3. Speaks directly
4. Eager to take on new challenges
5. Acts with assurance and confidence
6. Prefers to handle various projects
7. Sees the strategic/future vision

STRUGGLES
1. Can be unassertive or timid
2. May tend toward being passive
3. May be hesitant to speak out
4. Not inclined to take charge
5. Can underestimate own abilities
6. May first consent but later disagree
7. May not see the strategic/future potential

STRUGGLES
1. May be opinionated and ignore outside input
2. Can assume control without realizing it
3. May not listen well to others
4. Often avoids routine and details
5. May be uncomfortable taking direction from others
6. May over commit to what goals can be achieved
7. May speak without considering the impact

Becoming more effective and efficient in any role often requires a person to adapt their own behavioral style to build enhanced relationships and meet the performance needs of a specific situation. This means having the personal insight and then the understanding of how to moderate a Commanding Factor desire either to be Take Charge or Cooperative.

There may be a tendency to think some behavioral styles are inherently more suited for making life or business decisions than others; however, that is not the case. Each person may approach the same situation differently and with a diverse perspective because of their level of Commanding Factor results (and because of their scores in the other 7 factors). All behavioral styles are equally valid, and all are needed. All styles and all people have strengths and struggles. The key point to remember is that people can be the most successful when they understand and maximize the positive aspects of their own unique natural behaviors and operate in an environment that will enhance their natural talents and balance their areas of struggle.

Every successful business needs to have a variety of talent, communication style and business behaviors to deliver service to a wide range of customers or clients. Those who describe themselves as Take Charge, show initiative and are goal driven; they accept new challenges and are results focused. They can manage a range of projects at any one time because inherently they are tuned into future vision and how to strategize to deliver it.

As with all behaviors there is a flip side; much depends on the reaction others have to Take Charge/Decisive people. Importantly, those with this style need to be a right fit for the culture, business and the role they are called to perform.

The History of the Commanding Factor

Historically, the Commanding behavioral trait has its roots in the ancient four humors theory. It was the Greek physician Hippocrates (460–370 BC) who developed it into a medical theory. He believed certain

DNA **Behavior**®

human moods, emotions and behaviors were caused by an excess or lack of body fluids (called "humors"): Next, Galen (AD 131–200) developed the first typology of temperament in his dissertation *De temperamentis*, and searched for physiological reasons for different behaviors in humans.
http://en.wikipedia.org/wiki/Four_temperaments

In his paper titled "Problems and Perspectives in Management, 3/2004" (Corporate Executives as Beleaguered Rulers: The Leader's Motive Matters) J. Lee Whittington (Ph.D., Associate Professor of Management, College of Business, University of Dallas, USA.) cites the following:

Building on this definition of power, Burns (James MacGregor Burns (Leadership 1978) drew a sharp distinction between leaders and power wielders. Power wielders use the resources of their power bases that are relevant to the attainment of their own purposes. In contrast, Burns defines leadership as a process that takes place in the context of a relationship between leaders and followers. Through this process leaders induce followers to achieve goals that represent the values, motivations, wants, needs, aspirations and expectations, of both leaders and followers. Thus, leadership is viewed as a mutually beneficial relationship. As such, leadership, unlike naked power wielding, is thus inseparable from followers' needs and goals. According to Burns, "power wielders may treat people as things, but leaders may not. All leaders are actual or potential power holders, but not all power holders are leaders."

For Burns, leadership can take two fundamentally different forms: transactional and transformational. Transactional leadership takes the initiative in making contact with others for the purpose of an exchange of valued things. This type of leadership is based on a contractual ethic that emphasizes contingent rewards. While a leadership act may take place, it is not one that builds leader and follower together in a mutual and continuing pursuit of a higher purpose. In contrast to transactional leadership, Burns presents transforming leadership. According to Burns transformational leadership occurs when leaders and followers interact with each other in such a way that they raise one another to higher levels of motivation and morality. It becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led, and thus has a transforming effect on both. Thus, transformational leadership is rooted in a covenant relationship, rather than a contractual one. Thus, transforming leadership creates a relationship between the leader and the follower that is characterized by reciprocity of influence and mutual vulnerability.

Burns' concept of transforming leadership has been operationalized as transformational leadership in the work of Bass and his associates (e.g. Bass, 1985; Avolio, 1999). Transformational leadership is distinguished from transactional leadership behavior in several ways. Transactional leadership emphasizes the transactions or exchanges that take place between leaders and their followers. These exchanges are based on the leader's identification of performance requirements and clarification of the conditions and rewards that are available for meeting those requirements.

Transformational leaders do more with their followers than simply develop conditional exchanges and agreements. Although transformational leaders may exhibit transactional behaviors (Wofford, Goodwin, & Whittington, 1998), their leadership style also includes one or more of the following behaviors: ascribed charisma, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994; Avolio, 1999). These behaviors transform followers and motivate them to do more than initially expected. This transformation occurs by raising the followers' awareness of the significance of designated outcomes, getting followers to transcend their self-interests for the good of the organization, or augmenting followers' needs on Maslow's (1954) hierarchy of needs (Bass, 1985).

Idealized vision refers to the role-modeling behavior of transformational leaders. These leaders are admired, respected, and trusted. Consequently, their followers identify with and attempt to emulate them (Bass & Avolio, 1994). To earn this credibility, transformational leaders consider the needs of others over

their own share risk with their followers and demonstrate high standards of moral conduct. These leaders engender faith in others by empowering followers and creating a joint sense of mission (Avolio, 1999). Inspirational motivation occurs through envisioning and articulating an attractive future that provides meaning and challenge for followers (Bass, 1985). Clear expectations are communicated with a demonstrated commitment to goals and the shared vision. Intellectual stimulation is created by the transformational leader's questioning of assumptions, reframing of problems, and approaching existing situations from a fresh perspective.… Bass, B. 1998. The ethics of transformational leadership. In J. Ciulla (Ed.), *Ethics: The Heart of Leadership.* Westport, CN: Praeger. Bass, B. & Avolio, B. 1994. *Improving Organizational Effectiveness Through Transformational Leadership.* Thousand Oaks: Sage.

It is important to understand that the Commanding Factor does not equal domineering. A Commanding and confident style is often seen in leaders, those who naturally gather and lead others to deliver results; a domineering style uses aggression and inappropriate language and behavior in the hopes of pushing others to deliver results; the real art of applying the Commanding Factor may not come naturally to them, and so they substitute this lack of an inherent ability to lead by domineering.

The Commanding Factor present in a wider group (other than just those in leadership) who understand and have insight into their own strengths and struggles, often outworks itself in a variety of observable behaviors such as confidence, a willingness to learn and improve, seeing the "big picture" and knowing how to use their talents to be a part of delivering it. Conversely, those who have not obtained an insight into their Commanding style could be seen to outwork their behaviors as bullies, dogmatic in their speech, generally unwilling to follow and maybe even derisory of less confident colleagues.

This differentiation also supports why DNA Behavior has decided to name the factor for the Take Charge and Cooperative Traits as "Commanding" rather than "Dominance" as used in many other systems.

The Commanding Factor table at Appendix B illustrates how the Commanding Factor (though often called by other names) has been recognized since 450 BC.

Managing the Commanding Factor – Take Charge Trait

The Business DNA Natural Behavior Discovery Process also uncovers the sub-factors that form a part of the Commanding Factor. These are important components of the primary Commanding Factor that are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person may have the same Commanding Factor score, their mix of sub-factor scores could be different. This will mean that their behavior is different. Having this additional level of information is a critical starting point to understanding a person's strengths and predicting the areas in which they will perform at a higher level.

The bell curve graph below shows the degree to which scores on the right, left or in the middle uncover extremes of behavior and the degree to which they are strengths or struggles. The closer the scores move toward 20 and 80 respectively, the stronger the behavior. Put another way, the strengths will be greater as will be the corresponding struggles. Strengths overused without behavioral awareness can become blind spots.

- Strengths – Behaviors that come naturally and should be used.
- Struggles – Behaviors that can be managed with greater awareness of your natural behaviors. Struggles not managed can become weaknesses.
- Mid-Range Scores – Tend to be more flexible in these factors and are easier to move left or right.
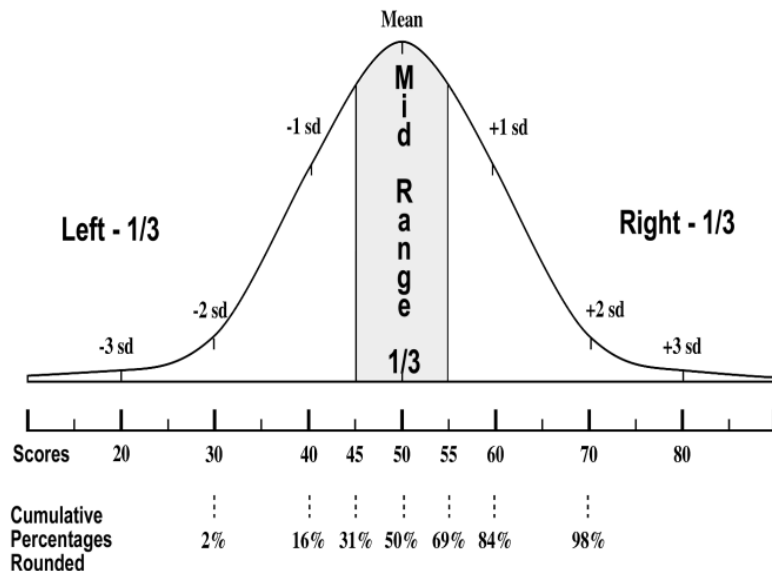
The following summary provides insight into how a person with a strong Commanding Factor score on the Take Charge side might work with a colleague with a stronger Commanding Factor score on the Cooperative side.

Take Charge Strengths and Struggles: Visionary Decisive Blunt	Moderating Behavior	Cooperative Strengths and Struggles: Practical Hesitant Diplomatic
Initiating. Wants to set the agenda. May be opinionated and ignore outside input.	Needs to provide clear directions in a friendly, relaxed and conversational way. Then check in to ensure they are understood. Take the time to ask for others' opinions and encourage them to share what talent and value they feel they can bring to the project or task.	Wants to follow an established agenda. Can be unassertive or timid.
Results oriented. Can assume control without realizing it.	In critical time sensitive or financially constrained situations those with the Take Charge factor will expect others to deliver results on time and within budget. To avoid a negative impact on the team it's important to paint a picture of why a Commanding, Take Charge approach is necessary and should make it clear that such a style will only be used in difficult economic or time pressured situations and further explain their understanding of how this Commanding approach isn't intended to be restrictive or limit the team's ability to use their skills.	Process oriented. May tend toward being passive.

DNA Behavior®

	Always debrief with colleagues following a scenario such as this. Sometimes people can be left "bruised" when the pressure is on, and with an authentic debrief this can be rectified very quickly.	
Speaks directly. May not listen well to others.	Speaking directly to spur others to action and to encourage and raise morale is commendable. However, always remember to look for those who are quiet and reticent and calmly draw them into the exchange.	Speaks diplomatically. May be hesitant to speak out.
Eager to take on new challenges. Prefers to avoid routine and details.	Those with a Take Charge approach prefer to manage many challenges and are constantly looking for new opportunities. Leading or being a part of a successful team means ensuring that any area that fails to deliver doesn't stop progress and that between all represented behavioral factors there is an atmosphere of respect and involvement and that each feels empowered to offer suggestions and ideas that will be listened to.	Promotes stability through cooperation. Not inclined to Take Charge.
Acts with assurance and confidence. May be uncomfortable taking direction from others.	Those with a Take Charge approach are able to cope with risk and appear invincible, and this can create concern in others around them. Those in a leadership role that are comfortable taking risks need to stay connected with colleagues less comfortable until such time as they become successful in their own right and learn how to navigate and manage risk taking.	Moves cautiously into new areas. Can underestimate own abilities.

DNA Behavior®

Prefers to handle various projects. Underestimates work needed to achieve goals.	Take Charge people should understand others' readiness to take on multiple projects. This may require longer explanations of what is required and being more supportive as well as using this time to encourage, coach and build those around them to be able to handle a variety of projects. Too many projects without explanation and coaching could lead to confusion and doubt in an individual's own ability to deliver.	Likes to focus on one thing at a time. May first consent but later disagree.
Sees the strategic/future potential. May speak without considering the impact.	It's important for those with a Take Charge behavior to give others the time to get on the same page; while they may be able to grasp the entire situation quickly and to go beyond the usual course of action to rectify when something is not working by inputting new thoughts and action into the situation to turn it around, others could need time to catch up and will then "get it" and deliver.	Sees the practical in the present. May not see the strategic/future potential.

The following summary provides an insight into how a person with a strong Commanding Factor on the Take Charge side might communicate with someone with a stronger Commanding Factor score on the Cooperative side.

Take Charge	How to Communicate	Cooperative
Communication Need Needs to be in control. Requires options if you are looking for them to make a decision. Results focused.	Modification/Approach Create a professional but non-threatening environment. Smile. Provide assurances.	**Communication Response** Diplomatic. Practical. Acquiescent. Prefers to follow with the set

		agenda.
Stay on topic.	Ask for their opinion.	Wants to fit in.
Only needs key points.	Explain the thinking behind change.	
Communication Challenge	Show approval/appreciation.	**Communication Challenge**
May be uncomfortable taking instruction from others.		Can be unassertive and timid; may not speak up.
Communication Key: Provide Options		Communication Key: Encourage input

<u>In Summary – The Commanding Factor on the Take Charge side</u>

The most successful people who know how to use the Take Charge factor wisely are seen as possessing several strong traits. These are authoritative, masterful, assertive, confident, firm, empathetic, insistent, imposing and impressive. However, their real success comes from having the personal insight into how to manage their behavioral and communication style. More importantly, they know how to use such insights to influence and empower people to align with their vision and strategy. They are also able to inspire others to use their creativity and talents to grow the business.

Conversely, where the Take Charge factor delivers a culture of bossiness, autocracy, high-handedness, overbearing, domineering, bullishness, and control, there can be a lack of trust leading to a failure to delegate. This results in people withdrawing ownership and commitment to building the business or delivering a project. At its extreme, this autocratic domineering style can create an environment of fear and resentment resulting in high turnover and increased absenteeism.

It is also important to emphasize that for a person to be successful; they do not have to be naturally Take Charge all the time. However, they must be able to identify the occasions when they need to be and when it is important to moderate their Take Charge behavior in order to deliver an effective outcome.

If those with the behavioral style in the Take Charge range are in leadership or a position of influence, switching to a people-centered approach might mean relinquishing control and trusting that others will not abuse the responsibility placed on them. For most, this is a difficult step requiring mutual trust and confidence both in oneself and others. It becomes even more challenging if, after relinquishing control, things don't go according to plan, because Take Charge people are likely to revert to controlling behaviors.

While a Take Charge style is not always so strong that it is difficult to control, it's a key skill to understand where and when to release responsibility and authority to others. Those with the Take Charge factor are visionary and well able to set direction and vision. When in a position of authority, those with insight into their behavioral approach will communicate the high-level vision to the business and then understand the importance of listening to those whose responsibility it is to deliver that vision. Many command-and-control leaders and individuals try to micromanage the delivery of the business vision, which does not build trust.

When leadership has a Take Charge factor, it's necessary to understand that the vision of the business is unlikely to be delivered successfully if employees don't respect and trust the leadership. Generally

employees want to be creative, innovative and know that they add value. They want their leaders to see their ability to respond rapidly to marketplace changes and their wish to be successful in their careers. This won't happen if they are not trusted to perform on their own and, more importantly, if they are not communicated with.

Those with the Take Charge factor who most effectively manage their behaviors have sufficient flexibility in their approach. They understand the gaps in their own communication and behavioral skill set. Further, they inherently understand how to adapt their style not only to circumstances, but also in the way they deliver messages to the business. They are behaviorally savvy; they can adjust their communication style so that every message is heard and understood, regardless of the behavioral and communication style of their audience; the result is a job well done.

People with the Take Charge style who have acquired the skill of managing their behavioral and communication style are able to paint a successful picture of their vision and set a clear direction, regardless of where they sit in an organization. Furthermore, they are capable of delivering their vision in a way that inspires others to follow them and to add skills, talent and value to each individual's part of delivering that vision.

Very often the Take Charge behavioral style recognizes the importance of self-development and linking growth with investing in a coach or mentor. They will find someone whom they trust to guide them in their life. In such cases, they will learn how to moderate their behavioral style so they carry others with them. This will build an atmosphere of success not just for themselves but for others in their circle.

For example – **<u>Commanding Factor on the Take Charge side will:</u>**

- Know what's happening, but not get involved or micromanage, preferring to encourage others to work effectively using their talents.
- Demonstrate that they trust their colleagues and the skills they bring to projects.
- Hold others accountable.
- Set the same standards for themselves as they will for others.
- Ensure everyone has the tools and resources needed to complete the jobs they are asked to undertake.
- Create a positive culture, where integrity and trust are considered important key elements between themselves, their leadership and teams.

DNA Behavior®

Managing the Commanding Factor – Cooperative Trait

The following summary provides an insight into how those with a strong Commanding Factor score on the Cooperative side might work with colleagues with a stronger Commanding Factor score on the Take Charge side.

Cooperative Strengths and Struggles: Practical Hesitant Diplomatic	Moderating Behavior ➤	Take Charge Strengths and Struggles: Visionary Decisive Blunt
Wants to follow an established agenda. Can be unassertive or timid.	Recognize that the Take Charge colleague will become restless and frustrated when not actively involved in interesting and challenging work. Have a clearly defined purpose and specific goals and be able to express them clearly and concisely. Demonstrate a willingness to listen to the opinions of the Take Charge colleague but not allow them to change the course. Delegate with responsibility and accountability.	Initiating. Wants to set the agenda. May be opinionated and ignore outside input.
Process oriented. May tend toward being passive.	Explain why and how processes will be established Assign tasks/projects that have well defined outcomes. Write the objectives down; make them clear and list expected results, then don't micromanage.	Results oriented. Can assume control without realizing it.

DNA Behavior

Speaks diplomatically. May be hesitant to speak out.	Don't take offense at blunt responses. Use peacekeeping skills to address tactless inappropriate responses. Focus on natural behavioral strengths and struggles to resolve conflicts in an objective way.	Speaks directly. May not listen well to others.
Promotes stability through cooperation. Not inclined to Take Charge.	Articulate how collaboration and a supportive work environment will deliver results. Use their eagerness to take on new challenges as a stimulus to completing current projects.	Eager to take on new challenges. Prefers to avoid routine and details.
Moves cautiously into new areas. Can underestimate own abilities.	Avoid the likelihood of frustration and potential conflict by explaining your need to think things through before making decisions; explain you don't want to keep revisiting poorly and hastily made decisions. Acknowledge their skills when appropriate, but also let them see your abilities and wisdom as a leader.	Acts with assurance and confidence. May be uncomfortable taking direction from others.
Likes to focus on one thing at a time. May first consent but later disagree.	Demonstrate, with examples, your need to get things right the first time and how this approach requires focus on one thing at a time. If a Take Charge colleague sees you making hasty decisions and then changing your mind, you will lose credibility. Explain their role in being part of a team and the	Prefers to handle various projects. Underestimates work needed to achieve goals.

DNA Behavior®

	importance of stability in the team to pull together to deliver successful outcomes.	
Sees the practical in the present. May not see the strategic/future potential.	Invite input from all those involved in the project or task. Control the Take Charge ones if they try to override agreed processes. Get them to back up their suggested changes with quantifiable reasons. Review their input and highlight the parts that line up with the vision and direction you have set. Remember teams are made up of multiple skills and talents. Use your relationship-building skills to point out the need to listen to and value everyone's input.	Sees the strategic/future potential. May speak without considering the impact.

DNA Behavior®

The following summary provides an insight into how a person with a strong Commanding Factor on the Cooperative side might communicate with a colleague with a stronger Commanding Factor score on the Take Charge side.

Cooperative	How to Communicate	Take Charge
Communication Response Diplomatic. Practical. Acquiescent. Prefers to follow with the set agenda. Wants to fit in. **Communication Challenge** Can be unassertive and timid; may not speak up.	Modification/Approach Create a professional and businesslike environment. Be accurate with detail. Bullet point what the conversation/meeting is going to be about. Keep to a structure. Get to the point. Show where they fit in. Invite their input. What's in it for them?	**Communication Need** Needs to be in control. Requires options if you are looking for them to make a decision. Results focused. Stay on topic. Only needs key points. **Communication Challenge** May be uncomfortable taking instruction from others.

In Summary – The Commanding Factor on the Cooperative Side

While the world might assume the most successful people are authoritative, assertive and confident, the adjectives associated with the title Cooperative suggest that whether in leadership or not, their behavioral approach will be collaborative, helpful, supportive, team worker and focused on mutuality.

These descriptors suggest a person whose focus and success lies, not in a Take Charge style but, in one who seeks the input of their followers and attempts to value the individual. The Cooperative person points everyone to a common goal. They empower others to accept the responsibility associated with delivering the goal. They also share any success and rewards. Those people on the Cooperative side of the Commanding Factor are more likely to relinquish a tight hold on tasks; they see delegation as a means to grow team members and demonstrate trust in their ability to deliver.

Conversely, where the culture of an organization is complacent, overly comfortable, easygoing or too compliant, the Cooperative approach can result in people becoming apathetic, careless, half-hearted, and casual. At its extreme the Cooperative approach results in unfinished projects, costly mistakes and negligence wrapped in an atmosphere of casualness. This environment can adversely impact the business bottom line; even the stability of the business itself; but most certainly it will allow a gap in performance for competitors to fill.

DNA Behavior®

It's worth noting that the Cooperative factor style that functions collaboratively and with mutuality is a strong and not a soft or weak behavioral style. Working with people to deliver results in an atmosphere of inclusion breeds success.

Cooperation equals collaboration and teamwork that delivers results. Those with this factor understand how to inspire others to propel the organization forward; they are good at identifying and using the skill set of the team; they give encouragement and confidence to 'have a go', maybe even fail, but ensuring there is no condemnation in failing.

The Cooperative change agent knows how to communicate the vision and also how to encourage and listen to divergent points of view. Cooperative behavior isn't about working together in harmony; it is about finding the best path to a solution. This is achieved when everyone involved in delivering a project or process has a say in what happens.

For example – the Cooperative factor style will:
- Know that the best outcome for any team, the business and its customers is cooperation.
- Own the vision with their teams and colleagues; they will show trust and a belief that they are all in it together to deliver a final result.
- Have confidence in their own abilities to build relationships.
- Appreciate the importance of investing in others to build confidence and are flexible and patient and appreciate input from others.
- Learn from the experience of things going wrong; demonstrate compassion towards others who are at fault and then move on.
- Actively invite input into decision making or solution finding, knowing that this will identify the most effective result.
- Understand the importance of achieving "buy in" from their team and/or colleagues and that this will deliver a harmonious and successful work environment.

Commanding Factor – Take Charge Trait Case Study

Marketing Company Challenge: A small but significant up-and-coming marketing firm tendered for and successfully won a large contract to market a newly formed arm of a major bank. The marketing contract consisted of developing promotional material for the bank's innovative client-centric set up. In the difficult economic climate, the bank realized that to keep ahead of its competitors it had to capture a significant untapped corner of the marketplace. That untapped corner was young people in the 25–30s age range. These were individuals starting to advance in their careers.

To attract them, the bank was looking for an IT/social media savvy approach to delivering financial advice and education on wealth creation. The bank installed a high-tech suite, not unlike a first-class transit lounge at an airport; they installed workstations and education booths, provided refreshments and offered high-tech advice on how to manage finances, all of which could be delivered 24/7. This was such a departure from normal banking and advisory practices that the bank wanted the marketing to be appropriate, not cheesy, and delivered within an aggressive timescale.

Engagement Scope and Approach: The Marketing Company CEO recognized that, as a forthright and highly Commanding leader, he needed help to ensure he delivered the project using his most skilled, highly creative teams. His concern was that the aggressive timescale might cause him to adopt a strong Take Charge stance, which could drive creativity out of the team.
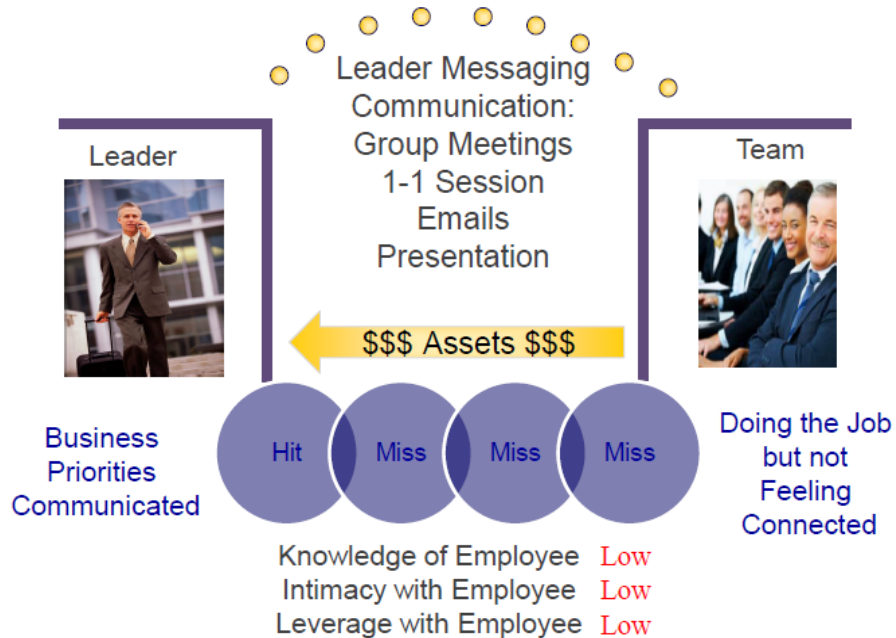
DNA **Behavior**®

He engaged DNA Behavior International to implement a program that would boost the engagement of the creative team by ensuring he communicated effectively and appropriately with his team, stake holders and the client.

The DNA Behavior team facilitated a meeting between the bank representatives, the Marketing company's creative team, the marketing company's CFO, and the Marketing CEO. Each completed the Business DNA Discovery Process so that the relationships between all the interested parties would be deepened and talents used effectively. Each person used the DNA Ultimate Performance Guide contained inside their Business DNA Workplace Operations Report as a basis for ongoing conversations. The Marketing CEO is shown below because he had a strong Take Charge score.

Result – The bank representatives were impressed by the Business DNA Discovery Process. The creative team felt valued and could see how instructions to them had been modified to ensure their creativity was not quenched. The Marketing CFO was able to communicate more effectively with all teams as he

managed the budget. The Marketing CEO quickly came to realize that great leadership required him to be able to moderate his blunt communication style. He learned how to use his Take Charge approach more effectively and in a way that kept people focused and engaged in the marketing project. The teams worked successfully together to ensure they delivered on time and within budget.

The broader pay-off was:

1. The willingness of the Client (i.e., the bank executives) and Marketing company teams to complete the Business DNA Discovery Process.

2. All parties enjoyed participating and felt valued and gained very useful insight into their workplace and behavioral style.

3. Meetings were conducted in an orderly way; everyone acknowledged and respected individual behavioral and communication styles. The meetings delivered fruitful outcomes as each member focused on getting the job successfully to completion.

4. A mutual trust was built between all parties.

Commanding Factor – Cooperative Trait Case Study

Financial Advisory Firm Challenge: A boutique financial advisory business successfully merged with a boutique insurance brokerage business. This was a positive and potentially fruitful arrangement for both businesses and was seen as providing a holistic service to both their client bases.

During negotiations staff at all levels in both businesses had been kept informed and included in much of the discussion and planning. A new CEO was appointed and very well received by both sides of the now merged businesses.

It came to the attention of the CEO that the operations team leader of the newly merged businesses was causing friction within the team. Having ignored the behavior initially, believing it was part of the settling in process and recognizing that most employees can be "difficult" from time to time, it now became clear that this bossy subordinate was in fact becoming a nuisance and a distraction.

The behavior manifested as assertiveness, wanting to monopolize conversations, and was beginning to cross the line into insubordination and insolence. Not wanting the behavior to escalate and cause disruption through the newly formed business, the CEO set up a meeting with the operations team leader.

Some of the behaviors of the operations team leader were being directed towards the CEO at team meetings. This needed to be addressed since it had the potential to undermine the CEO's authority.

In advance of the meeting, the CEO prepared by gathered information in order to have a constructive discussion with the operations team leader. He established that roles and responsibilities had been clearly defined at the merging of the businesses; the staff member's work record was good and attendance excellent. However, client feedback included some of the following words and phrases: he was "pushy," didn't listen well, was outspoken, took a no-nonsense approach—this clearly troubled some clients.

Understanding that some assertive and bossy individuals don't actually realize their manner is seen by others as abrasive. In discussing his behavior with senior departmental leaders the CEO discovered that none had challenged his behavior because a) he got the job done b) he always had good ideas for the business c) he was very well connected in the financial services industry and, worst of all, d) he delivered a cold austere reaction to others on the few occasions his bluntness had been challenged.

The CEO's communication and behavioral style focused on relationship management. He was practical, hesitant with his opinions and always diplomatic. He had a reputation for being inclusive, patient and

encouraging. He realized that this more assertive operations team leader might have misunderstood his Cooperative style as a license to bully, intimidate and try to undermine him.

The CEO understood there was a history to this man's behavior that had been allowed to continue unchecked for too long and for all the wrong reasons. Recognizing that some people have aggressive, bossy personalities, which doesn't necessarily make them bad employees or colleagues, it became clear that this matter needed to be handled with care.

The CEO was determined to achieve a good outcome. He wanted to help the operations team leader to understand how his behavior impacted others. The CEO needed to provide the leader with insight and tools to help him rein in tendencies to be authoritarian or pushy in his approach.

Engagement Scope and Approach: The CEO of the newly merged financial advisory business recognized that this issue had to be resolved. It was time critical as the business was still in a fledgling state. The CEO accepted that as a Cooperative and diplomatic leader he needed support in terms of how best to approach this meeting. His credibility as a new CEO was on the line. Having established there was a history to this behavior, he wanted to make sure that he as the CEO was not part of the problem.

He engaged DNA Behavior International to undertake the Business DNA Natural Behavior Discovery Process with all of his teams. This is a program starting with individual behavioral discovery. The purpose of the process is to identify inherent behaviors and talents and demonstrate effective ways this knowledge and insight can be applied to build a cohesive team environment.

He shared with the DNA Behavior team the target issue that had prompted this piece of work. He asked them to walk him through both his and the challenging operations team leader's report. The CEO worked with DNA Behavior to understand the strengths and struggles in both behavioral styles and, with their ongoing help, strategize an effective way to conduct a meeting with the team leader. The CEO wanted the meeting to set the operations team leader up for success rather than pull him down. Further, the objective was that the relationships between the parties would be deepened and talents used effectively.

They used the DNA Ultimate Performance Guide contained inside their Business DNA Natural Behavior Workplace Operations Report as a basis for the conversation.

Your Performance Strengths
- Follows established agenda
- Promotes stability through cooperation
- Speaks diplomatically

Your Performance Struggles
- Can be unassertive or timid
- Can underestimate own abilities

Your Performance Environment Keys
- Create a relaxed environment
- Allow me to collaborate and provide input
- Demonstrate that you are actively listening

DNA Behavior®

Result – Increased insight into the natural behavior strengths and struggles of the CEO and the operation team leader. A broader understanding was achieved by identifying other hot spot clashes that had been allowed to fester within the business for some time. A program of feedback was facilitated by the DNA Behavior team to work with individuals to understand their behavioral and communication style.

The challenging operations team leader scored extremely high on all factors in his profile. He needed to be in charge, he was a visionary and he was decisive. He was frustrated by those around him with a less Take Charge approach and this frustration manifested itself in a Blunt and often inappropriate communication style.

The DNA Behavior team provided the CEO with questions that were helpful in the meeting; the intention of the questions was to uncover any outside factors that might be adding to his workload and maybe causing stress. DNA Behavior also provided a number of likely responses he might give, leading the CEO to be well prepared to counter any aggressive behavior.

The meeting took place and after an initial quite forceful reaction, the CEO focused both their attention on the discovery process outcomes. He pointed out strengths and struggles on both sides. He uncovered built up frustration on the part of the operations team leader. The operations team leader was exasperated with the cumbersome processes and regulatory requirements required in the financial industry. He was weary of the amount of paperwork needing to be completed when his skill was in building and managing business processes. It was a useful and insightful meeting, and the CEO kept it on track by continually using the Business DNA Natural Behavior Reports as a conversation guide.

The broader payoff was:

1. The operations team leader recognized and was very troubled by his inappropriate communication style and how disruptive and disrespectful it had been to colleagues. He took it upon himself to make amends with team members.
2. The CEO found validity in some of the things he was saying and what had driven him to frustration, realizing that this was a clear case of round peg in square hole. Rather than change his role immediately, the CEO decided to take time to think through the next step for this operations team leader's career and use that time to watch and see how committed he was to managing his behavior and building relationships with his colleagues and the customers.
3. The CEO shared with the DNA Behavior team that within about 6 months he would be moving the operations team leader into a role where his obvious talents for building and managing business processes could be used more effectively.

Business DNA Behavioral Factors   **Appendix A**
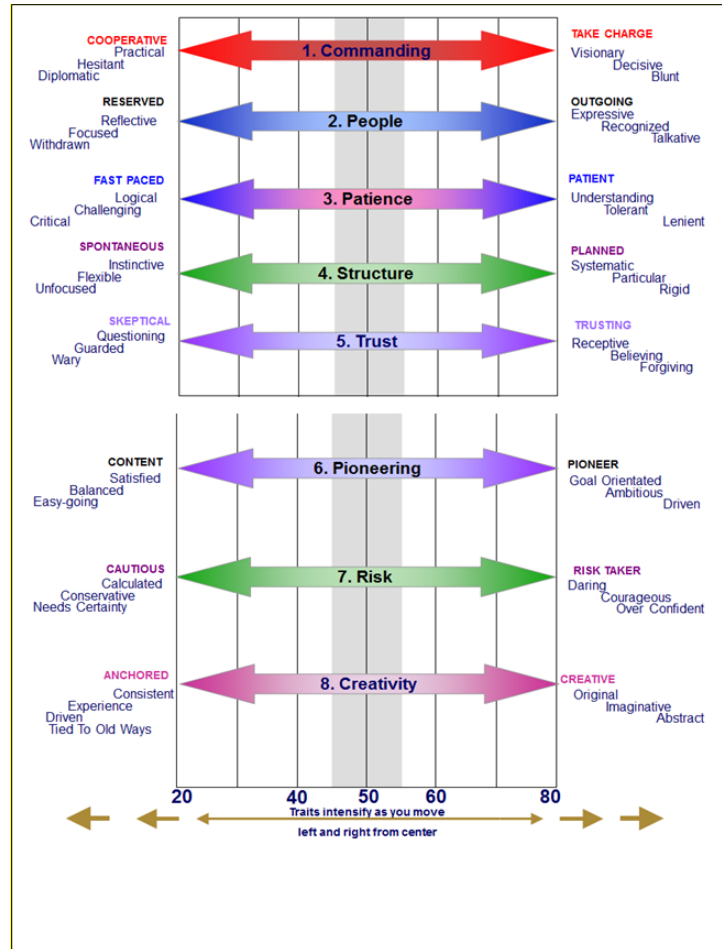
The History of the Commanding Factor **Appendix B**

Date	Founder	Extroverted, Task Oriented Commanding, Dominance, Choleric, Leader, Controlling, Driving
c. 450 BC	Classical elements	fire
c. 400 BC	Hippocrates' four humors	yellow bile
c. 190	Galen's four temperaments	choleric
c. 1025	Avicenna's four primary temperaments	loss of vigor, deficient energy, insomnia, wakefulness, high pulse rate, lassitude, acquired habit
c. 1900	Ivan Pavlov's four temperaments	choleric (Strong excitatory)
c. 1900	Alfred Adler's four Styles of Life	Ruling or Dominant
c. 1928	William Marston and John G. Geier DiSC assessment	Dominance
c. 1947	Erich Fromm's four Types of Character	Exploitative
c. 1948	California Psychological Inventory CPI 260	Leader
1958	MBTI codes	ESTJ, ENTJ, ESTP, ENFJ
c. 1958	William Schutz, FIRO-B	See FIRO article for score names.
c. 1960s	Stuart Atkins LIFO's four Orientations To Life	Controlling-Taking
c. 1960s	David Merrill, "Social Styles"	Driving
1964	Blake-Mouton Managerial Grid Model	Produce or Perish
c. 1966	Temperament by LaHaye	Choleric
1973	Jay Hall Conflict Management[15]	Win/lose
1974	Thomas-Kilmann Conflict Modes[16]	Competing
c. 1984	The Arno Profile System(Five Temperaments)	Choleric
c. 1995	Worley Identification Discovery Profile	Choleric
c. 1996	Tony Alessandra Personality Styles	Director
c. 1998	Hartman Personality Profile	Red
c. 2001	Linda V. Berens' four Interaction Styles	In Charge

DNA Behavior®

Research References   **Appendix C**

Belbin Team Roles and Personality Types Theory

Benziger Personality Assessment Model

Bernstein, P. – Against the Gods – The Remarkable Story of Risk, 1996 (John Wiley & Sons, Inc.)

Brown A and Maydeu-Olivares (2011). How Item Response Theory Can Solve the Problems of Ipsative Data. University of Cambridge Psychometrics Centre.

Buckingham, M & Coffman, C – "First Break all the Rules, 1999 (Simon & Schuster)

Businessballs.com

Carl Jung's Psychological Types

Charles Handy – Motivation Calculus

Costa, P.T. Jr, & McCrae, R.R. – *"The NEO Personality Inventor" (1985)*. Odessa, FL: Psychological Assessment Resources

Costa, P.T. Jr, & McCrae, R.R. – *"The NEO Personality Inventor" (1985)*. Odessa, FL: Psychological

DALBAR, Inc. – "Quantitative Analysis of Investor Behavior Study," 2010.

Discover Your Inner Economist

Dixon, M., Freeman, K., Toman, N. – Stop Trying to Delight Your Customers, 2010 (Harvard Business Review)

Douglas N. Jackson, Victor R. Wroblewski & Michael C. Ashton (2000). The Impact of Faking on Employment Tests: Does Forced Choice Offer a Solution? Human Performance Volume 13, Issue 4, 2000.

Dynamics of Personality Type : Understanding and Applying Jung's Cognitive Processes (Understanding yourself and others series) by Linda V Berens

Ellis, Lee – "Leading Talents, Leading Teams," 2003, (Northfield Publishing)

Emotional Intelligence (Eq)

Eriksen, K. and Kvaloy, O. – "Myopic Investment Management," 2009

Erikson's Psychosocial Theory Of Human Development Charisma

Financial Planning Standards Board.

Firo-B® Personality Assessment Model

Gallup Consulting – The Economics of Wellbeing, Tom Rath and Jim Harter, 2010 (Gallup Press)

Gallup Consulting – The Next Discipline: Applying Behavioral Economics to Drive Growth and Profitability, 2009

Gardner's Multiple Intelligences

Hans Eysenck's Personality Types Theory

Herzberg's Motivational Theory

Heuristics and Biases: The Psychology of Intuitive Judgement

Thinking and Deciding

Behavioural Finance: Insights into Irrational Minds and Markets .

Hogan J., Barrett P., Hogan R., Personality Measurement, Faking and Employment Selection. Journal of Applied Psychology, 2007, Vol. 92, No 5, 1270-1285.

Influence: The Psychology of Persuasion

Nudge: Improving Decisions about Health, Wealth, and Happiness*

Why Smart People Make Big Money Mistakes

Breakdown of Will

Ipersonic

Johari Window Model And Free Diagrams

Judgment in Managerial Decision Making

Jung, C.G. – "The Essential Jung," 1983, (Princeton University Press)

Kahneman, D and Riepe, M – Aspects of Investor Psychology, 1998, (Journal of Portfolio Management)

Kahneman, D. and Tversky, A. – "Prospect Theory – An Analysis of Decisions Under Risk," 1979

DNA **Behavior**®

Katherine Benziger, The Art Of Using Your Whole Brain (1995)

Katherine Benziger, Thriving In Mind (2000)

Frieda Fordham, An Introduction To Jung's Psychology (1953/59/66)

Maggie Hyde, Introduction To Jung (1992)

Carl Jung, Psychological Types (1921)

David Keirsey, Please Understand Me Ii (1998)

Stephen Montgomery, People Patterns – A Modern Guide To The Four Temperaments (2002)

Isabel Briggs Myers & Kathryn Briggs, Mbti Manual: A Guide To The Development And Use Of The Myers-Briggs Type Indicator® (1962)

Isabel Briggs Myers, Gifts Differing (1980)

William Moulton Marston, Emotions Of Normal People (1928)

R Meredith Belbin, Management Teams, Why They Succeed Or Fail (1981)

Katherine Benziger's Brain Type Theory

Keirsey's Personality Types Theory (Temperament Sorter Model)

Kolb Learning Styles

Kouzes J.M. & Posner, B.Z. – "The Leadership Challenge," 2007, (John Wiley & Sons)

Love And Spirituality In Management And Business – Bringing Compassion And Humanity To Work

Lumina Spark

Makransky G.M. (2007). Using the Master Person Profile to Provide an Enhanced Picture of Decision-Making Style. In press.

Martin B.A., Bowen, C.C, & Hunt, S.T (2002). How Effective are People at Faking on Occupational Personality Questionnaires? Personality and Individual Differences, 32 (2002) 247-256.

Maslow's Hierarchy Of Needs

Massie, H. - "Financial DNA – Discovering Your Financial Personality for Living a Quality Life," 2006, (John Wiley & Sons)

Maxwell John Beyond Talent. Everyone Communicates Few Connect. Winning With People Developing the Leader Within You

Mcclelland's Achievement-Motivation Theory

Morgeson et al – "Reconsidering the use of Personality Tests in Personnel Selection Contexts." by Morgeson et al, 2007 in the "Personnel Psychology" Journal,60, 683-729 (Blackwell Publishing)

Myers Briggs® Personality Types Theory (Mbti® Model)

Narramore, Kevin – "Personality on the Job," 1994, (Servant Publications)

Neil D. Christiansen, Gary N. Burns & George E. Montgomery (2005). Reconsidering Forced-Choice Item Formats for Applicant Personality Assessment. Human Performance Volume 18, Issue 3, 2005.

Nudge Theory – Discover The Hidden Influential Factors In People's Thinking

Personality Type (Jung on the Hudson Book Series) by Lenore Thomson

Peters, T. – The Influence of Women on the Customer Service Experience, 2007

Pictures of Personality: Guide to the Four Human Natures by John Lopker

Pink, D.H. – "A Whole New Mind," 2005, (Riverhead Books)

Please Understand Me II: Temperament, Character, Intelligence by David Keirsey

Please Understand Me: Character and Temperament Types by Marilyn Bates

Portraits of Temperament by David Keirsey

SEI, The Relationship Business: Expect the Unexpected, 2010

Stress And Stress Management

Survival Games Personalities Play by Eve Delunas

The 16 Personality Types, Descriptions for Self-Discovery by Linda V Berens

The 'Big Five' Factors Personality Model

The Birkman Method®

The Four Temperaments/Four Humours

Think Twice: Harnessing the Power of Counterintuition

Identity Economics: How Our Identities Shape Our Work, Wages, and Well-Being

DNA Behavior

Animal Spirits: How Human Psychology Drives the Economy, and Why it Matters for Global Capitalism*

Predictably Irrational: the Hidden Forces that Shape our Decisions*

The Irresistible Pull of Irrational Behaviour

Advances in Behavioural Economics

Behavioural Game Theory: Experiments in Strategic Interaction

Behavioural Economics and its Applications

Explaining Social Behaviour: More Nuts and Bolts for the Social Sciences

Ulysses and the Sirens: Studies in Rationality and Irrationality.

Toth C., Stokes G, Ellis L., Noble B., (1998). "Using Personality to Differentiate Between Holland's Occupational Groups" in the American Psychological Association Magazine on August 14, 1998.

Transactional Analysis – Eric Berne And Early Theory

Transactional Analysis – Recent Theory

Tuckman's Forming Storming Norming Performing Model

Tversky, A. and Kahneman, D. – "The Framing of Decisions and the Psychology of Choice," 1981

Understanding Yourself and Others, An Introduction to Temperament - 2.0 by Linda V Berens

Was That Really Me?: How Everyday Stress Brings Out Our Hidden Personality by Naomi L. Quenk

What Type Am I? Discover Who You Really Are by Renee Baron

Wikepedia

William Moulton Marston's Disc Personality Theory (Inscape, Thomas Int., Etc)

Working Together: A Personality-Centered Approach to Management, Third Edition

DNA Behavior®