

# Business DNA<sup>®</sup> Behavioral Insights Series:

## Patience Factor E-Booklet



## **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 Patience Factor can be effectively used for behavioral management and performance development.

## **Introduction to the Patience Factor**

Every participant in the Business DNA Natural Behavior Discovery Process has a Patience Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The Patience Factor is the third of 8 primary behavioral Factors that are measured by DNA Behavior International in its Business DNA Natural Behavior Discovery Process.

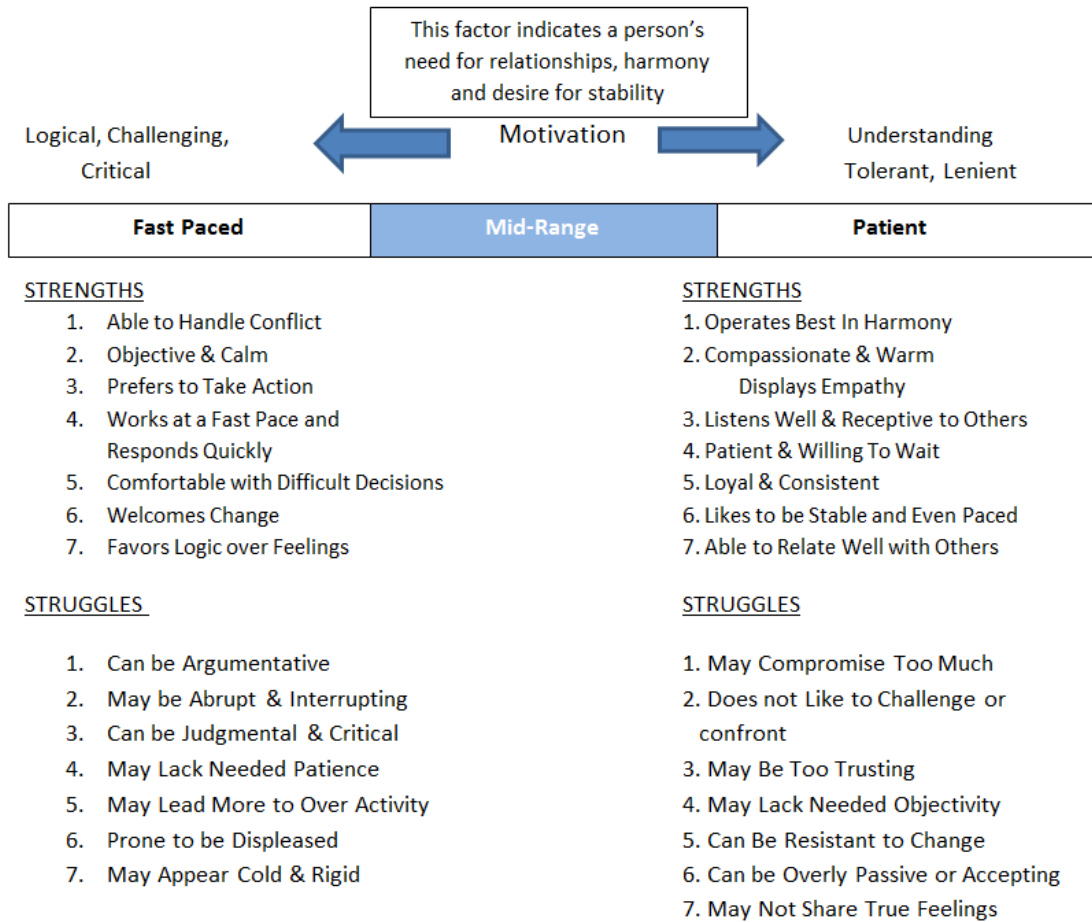
You can review a summary of each of the 8 primary behavioral Factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Patience Factor fits into your overall DNA behavioral style. From DNA Behavior International’s perspective, behavior refers to the way a person most naturally operates or acts, and is seen by others.

It’s important to set the Patience Factor into context. The Patience Factor indicates a person’s desire to guide people with feelings. They require environments that are stable and where there is a feeling of cooperation and teamwork. They are good listeners and receptive to what others are saying. When people are facing challenges they will show Understanding, Tolerance and Leniency. They bring unity and consensus in times of confusion.

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

Our approach is that there are both strengths and struggles from the Patient and Fast Paced trait sides of the Patience Factor. The Patience Factor Table below provides a summary of these strengths and struggles from the Patient and Fast Paced traits of the Patience Factor. The intensity of these strengths and struggles will be increased the stronger the participant’s score is on the Patience Factor.

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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 Patience Factor desire to be Patient or Fast Paced.

There may be a tendency to think that 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 in a diverse way with an opposing perspective because of their different Patience Factor Level (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 styles, 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 would describe themselves as on the Patient side of the Patience Factor will have a need for relationship, harmony and a desire for stability.

As with all behaviors there is a flip side, much depends on the reaction others have to Understanding, Tolerant and Lenient people. Importantly those with a Patient trait within the Patience Factor need to be a right fit for the culture, business and the role they are called to perform.

People who are Patient see the value in suspending any rush to judgment, knowing that to do so will give them time and space to think through issues and then make considered decisions.

### **The History of the Patience Factor**

Historically, the Patience 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 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](http://en.wikipedia.org/wiki/Four_temperaments)

Wikipedia goes on to describe Patience as:

*Patience (or forbearing) is the state of endurance under difficult circumstances, which can mean persevering in the face of delay or provocation without acting on annoyance/anger in a negative way; or exhibiting forbearance when under strain, especially when faced with longer-term difficulties. Patience is the level of endurance one can take before negativity. It is also used to refer to the character trait of being steadfast. Antonyms include hastiness and impetuosity.*

Dr. Sarah Schnitker in her research study into Patience observers:

*In one of the first modern empirical studies on Patience, Mehrabian defined it as the “tendency to be deliberate, steadfast, restrained, and able to endure difficulties (e.g., as when working towards goals)” (Schnitker & Emmons, 2007). He distinguished between Patience and delay of gratification, impulse control, and procrastination, identifying Patience as a distinct virtue. Others have postulated that Patience is merely a combination of persistence, open-mindedness, and self-regulation (Peterson and Seligman, 2004), but recent research has shown this reduction of Patience to be ill-conceived. Schnitker and Emmons (2007) found that Patience showed some overlap with other character strengths (including those mentioned above); but that none of these were able to account for sufficient variance to conclude that Patience is reducible (of a subject or problem capable of being simplified in presentation or analysis)*

*This research was also able to identify a number of things that Patience is not; specifically, Patience is not just the opposite of impatience, delay of gratification, or self-regulation of emotion.*

<http://thethrivecenter.org/research/research-projects/psychophysiological-study-of-Patience/>

Patience, fortitude and forbearance are prominent themes in Judaism, Christianity, Islam, Buddhism, Hinduism (<http://en.m.wikipedia.org/wiki/Patience>)

In his article “The 5 Characteristics of Great Leaders” Bill McBean, (Author of “The Facts of Business Life: What Every Successful Business Owner Knows That You Don’t”) - makes the following observation on Patience -

*.....characteristic of great leaders--or, perhaps, group of characteristics--is having courage, tenacity, and Patience. Having the courage to stand alone, the tenacity to not succumb to pressure, and the Patience to keep fighting until you win the day--and sometimes being able to do all three at the same time--is something you will have to develop if you want to be a true and successful leader.....*

Whilst this article references ‘leadership’ its content applies to those with the Patience Factor across all levels of business.

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Depending on the degree to which you are either Patient or Fast Paced the following provides an insight into how those with a behavioral factor on the right side (Patient) might work with a colleague whose behavioral factor score is on the left side (Fast Paced).

Their ability to be Patient should not be seen as procrastination. Today's business climate is becoming even more complicated with many uncertainties and anxieties. Everyone in business is under pressure to generate results that deliver a healthy bottom line to business. Having colleagues around who have the inherent behavior to remain composed and calm during these times is a considerable benefit.

Patient people create an environment of unity and consensus; they tend to be good listeners and display compassion and warmth to others. Important to remember, though, is that they perform most effectively in a welcoming and stable setting.

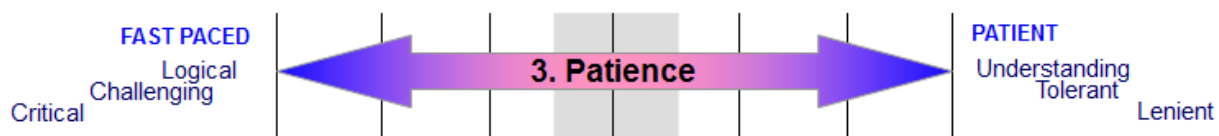
Individuals on the opposing side of the Patience Factor are Fast Paced, Logical, Challenging and Critical and often become frustrated by those who are Patient, Understanding, Tolerant and Lenient, believing them to be too permissive of others and lacking the ability to be decisive.

Those with a Fast Paced Factor become irritated with Patient people when there is too much compromise, and little or no challenge on any issues or discussions preferring to be accepting and passive. Fast Paced people consider Patient colleagues resistance to change affects forward movement in business and they become exasperated when a Patient colleague is in a position of influence as this has the potential to slow down decision making.

This differentiation also supports why DNA Behavior International named the Factor for the Patient and Fast Paced Traits as Patience rather than East-Going or Persistence as used in many other systems.

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

### Managing the Patience Factor – Patient Trait

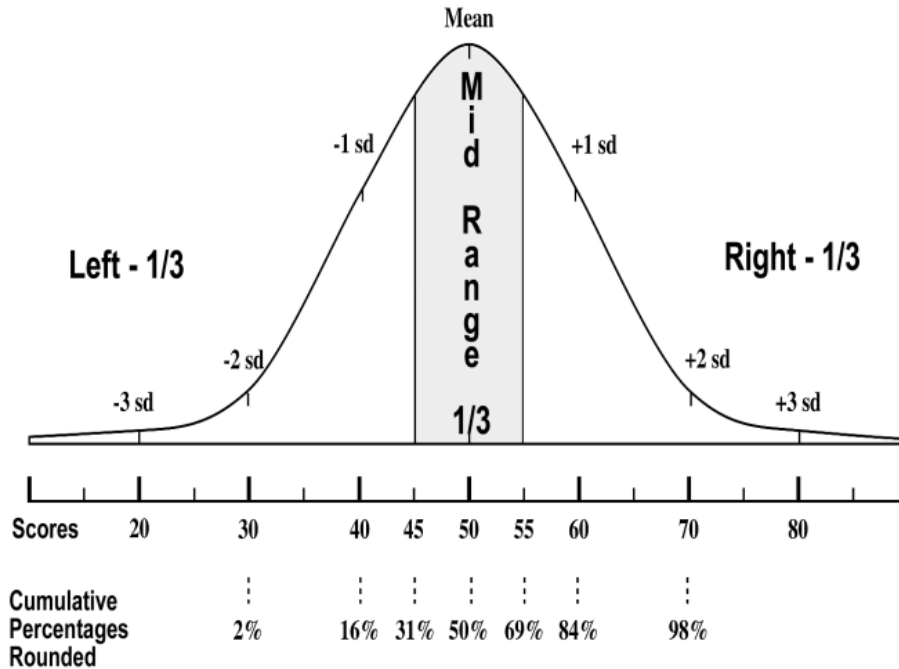


The Business DNA Discovery Process also uncovers the sub-Factors that form a part of the Patience Factor. These are important components of the primary Patience Factor that are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person may have the same Patience 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 they will perform at a higher level in.


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 over used without behavioral awareness can become blind-spots.

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- 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 people with a strong Patience Factor score on the Patient side might work with a colleague with a stronger Patience Factor score on the Fast Paced side.

<b>Patient Strengths and Struggles Understanding</b> <b>Tolerant</b> <b>Lenient</b>	<b>Moderating Behavior</b> 	<b>Fast Paced Strengths and Struggles</b> <b>Logical</b> <b>Challenging</b> <b>Critical</b>
Operates best in harmony  May compromise too much	Use you listening skills and forbearance to diffuse conflict; seek agreement to situations that are potentially contentious.  Make sure your more your patient style is not being mistaken for weakness by more combative people.  Use your tolerance to	Able to handle conflict  Can be argumentative

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	<p>pointing everyone to the required results and therefore successes.</p> <p>Share your behavioral and communication style with others so they ‘get you’.</p> <p>Let them know objectively that you see whatever the issue is through the other person’s lens.</p>	
<p>Compassionate and warm displays empathy</p> <p>Does not like to challenge or confront</p>	<p>In critical time sensitive or financially constrained situations use your inherent skills to calm stressed situations down. Allow others who are frustrated and anxious to have their say; then will calmly refocus them on the task in hand.</p> <p>When emotions are running high, because of the Fast Paced performance of colleagues, remember to remain good natured, understanding and uncomplaining.</p> <p>Be well prepared. Calmly challenge interruptions and abruptness when you are speaking.</p>	<p>Objective and calm</p> <p>May be abrupt or interrupting</p>
<p>Listens well and receptive to others</p> <p>May be too trusting</p>	<p>When faced with people who are frustrated by lack of action and sit in judgment on the way the team operates, the Patient person becomes strategic using their skills of Patience to listen and allow others to have their say.</p> <p>Then they restate any directions or requirements in a consistent way which helps to stabilize others and settle down any</p>	<p>Prefers to take action</p> <p>Can be judgmental and critical</p>

	<p>dissentation.</p> <p>If Patient people sense they are being taken advantage of because others see them as too trusting, they will endeavor to counter this by building relationship rather than confrontation.</p>	
<p>Patient, willing to wait</p> <p>May lack needed objectivity</p>	<p>Patient leaders may appear to take too much time to make decisions and to give considerable oxygen to those with a fast pace approach to life. They know the importance of giving people space to voice their views and as the leader will then make decisions that will build harmony and trust among the team.</p> <p>May lack objectivity in an effort to ‘keep the peace’. Don’t allow others lack of Patience to cause you to deliver a hasty ill thought through decision.</p>	<p>Works at a fast pace and responds quickly</p> <p>May lack needed Patience</p>
<p>Loyal and consistent</p> <p>Can be resistant to change</p>	<p>Patient people bring stability to any work environment by being loyal, dependable and consistent in their messaging. Creating this setting builds trust and loyalty.</p> <p>They may challenge others rush to make difficult decisions, preferring to apply their Patience and wait to see what happens. They will use this approach if hurried decisions could de- stabilize or undermine a harmonious work environment.</p> <p>When trust is built, Fast</p>	<p>Comfortable making difficult decisions</p> <p>May tend toward over activity</p>



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	Paced colleagues will be able to see historically that the wait and see approach delivered more effective outcomes.	
Likes to be stable and even paced  Can be overly accepting or passive	Will contest the need for change particularly with those team members who thrive on perpetual re-organization; but when Patient people understand the need for variations or modifications and can see the business value, they will adapt to the changes and bring others along with them.	Welcomes change  Prone to be displeased
Able to relate well with others  May not share true feelings	Wanting to keep everyone happy may cause frustration to the fast paced colleague. Keep a balance, remembering they don't respond well to emotions.  When in a leadership role be clear when someone is trying to take advantage of their patient approach and challenge this, especially if it undermines your authority.	Favors logic over feelings  May appear cold or rigid

The following summary provides an insight into how a person with a strong Patient Factor on the Patience side might communicate with someone with a stronger Patience Factor score on the Fast Paced side.

Patient	How to Communicate	Fast Paced
<b>Communication Need</b>  Remember my need to avoid conflict  Soften your tone of communication	Modification/Approach  Know what triggers immediate responses and counter them with the importance of not chasing quick results.	<b>Communication Response</b>  Anticipate my immediate responses and quick fixes  Speak/move at a quick pace  Use summaries, bullets and key

<p>Present me with information plus feelings</p> <p><b>Communication Challenge</b></p> <p>May compromise too much</p> <p>Can be resistant to change</p> <p>Communication Key: Safety and soften the communication</p>	<p>Peel away the layers of a problem through questioning and listening.</p> <p>Keep exchanges in perspective; be prepared, consider in advance what you need as an outcome to the conversation</p>	<p>points</p> <p><b>Communication Challenge</b></p> <p>May lack Patience</p> <p>May be abrupt or interrupting</p> <p>Communication Key: Bottom line results and speak/move at a quick pace</p>
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**In Summary – The Patience Factor on the Patient side**

Where does Patience fit in the business world; in a leadership role or as part of a highly pressurized team environment? What value does Patience, understanding, tolerance and leniency have in relationship and behavioral management? These are good questions to ask and answer.

If a common belief is that successful people are decisive, extroverts, authoritative, confident, imposing and impressive then ‘Patience’ meaning *‘the capacity to accept or tolerate delay, problems, or suffering without becoming annoyed or anxious’* doesn’t appear to sit comfortably alongside this description of a successful person.

Believing that people with a Patience Factor profile may not be as well suited to making strong and decisive leadership business decisions or forming an integral and important part of a team is mistaken. On the contrary, their inherent ability to be supportive and accepting with the behaviors and communication styles of others makes them ideal to have in highly pressurized environments.

The Business DNA Natural Behavior Discovery Process provides insight and direction through understanding their behavioral and communication style. Those with the Patience Factor on the Patient side have the talent to bring people together in unity. They are good listeners and tend to step back from inserting opinions too quickly. They work to see the issues through others eyes and as a result build trust and support.

When people on the Patient side of the Patience Factor have a personal insight into managing their behavioral and communication styles they use this knowledge to empower and connect with others. As leaders they are able to align colleagues and teams with the organizational vision by demonstrating Understanding, Tolerance and Leniency.

To be Patient is considered an important quality and is associated with self-restraint, discipline and endurance. People who are Patient often deliver constancy and dependability. With behavioral insight they will have a clear understanding on how their inherent style might be misunderstood as too lenient or challenged as lacking in objectivity, and know how to manage that.

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Today's business climate can make workplaces intense, as the pressure to perform builds and where behaviors are stretched. It is within this climate that those with the Patience Factor on the Patient side will calm the stormy waters and generate a more composed and unruffled workplace environment.

People who score as Patient on the Patience Factor have the inherent ability to evaluate tension points and bring understanding and tolerance to the situation.


Often quoted 'Patience is a virtue', but in an ever increasing world of the 'now' the 'instant' where frustration levels are high, those people with the Patient/Understanding/Tolerant/Lenient behavior will make every effort to demonstrate the importance of exercising Patience.

For example – they will:

- Have developed strategies that can be employed to circumnavigate confrontation
- Self-protect by keeping their feelings to themselves, other than with trusted friends
- Ensure that their affable, pleasant and courteous style is secure when challenged by more Fast Paced, Logical, people
- Not be deterred from building a harmonious environment within which they and their team can function well
- Use their inherent behaviors of Understanding, Tolerance and Leniency to build success in every aspect of the business.

The following summary provides an insight into how those with a strong Patience Factor score on the Fast Paced side might work with colleagues with a stronger Patience Factor score on the Patient side.

### Managing the Patience Factor – Fast-Paced Trait

<b>Fast-Paced Trait</b> <b>Strengths and Struggles</b> Logical Challenging Critical	<b>Moderating Behavior</b> 	<b>Patient Trait</b> <b>Strengths and Struggles</b> Understanding Tolerant Lenient
Able to handle conflict  Can be argumentative	Manage your tendency to be impatient with others who take longer to join the debate or see where you are coming from.  You will never be seen as the 'go to person' for advice if you are argumentative and frustrated by others who you think concede too much ground. Meet these kinds of colleagues half way.	Operates best in harmony  May compromise too much

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<p>Objective and calm</p> <p>May be abrupt or interrupting</p>	<p>Being dispassionate and detached can signal that you are indifferent to others and their feelings. People will appreciate you simply asking how they are; in a team setting this will produce an environment of care for those with a Patient and compassionate trait.</p> <p>Use your talent for challenging issues in a way that encourages people to think and join the debate. This is a more effective approach than jumping into conversations in a frustrated manner. Be clear about why you're disputing someone's opinion</p>	<p>Compassionate and warm displays empathy</p> <p>Does not like to challenge or confront</p>
<p>Prefers to take action</p> <p>Can be judgmental and critical</p>	<p>Don't be frustrated by what appears to you to be a lack of action and react judgmentally; Patient people are not slow they are cautious; explain what you need calmly, they listen well and will be receptive to what you are saying. They won't reject what you are saying if they can see the point to it.</p> <p>Don't be tempted to take advantage of Patient people who you consider to be trusting and even gullible. They will sense your behavior and this will not build effective relationships. Learn to collaborate with them.</p>	<p>Listens well and receptive to others</p> <p>May be too trusting</p>


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<p>Works at a fast pace and responds quickly</p> <p>May lack needed Patience</p>	<p>Focus on a specific issue; the Patient person will listen to you; don't escalate or mount a personal attack if they don't respond as quickly as you would want them to.</p> <p>Remember their need to please everyone and be fair. Take a deep breath before conversations and don't allow your behavior to appear threatening when what you are trying to achieve is to be persuasive.</p>	<p>Patient, willing to wait</p> <p>May lack needed objectivity</p>
<p>Comfortable making difficult decisions</p> <p>May tend toward over activity</p>	<p>Learn to appreciate a Patient person's motivation, and why they may not be open to your suggestions or changes. Be patient with them and give them time to put their point of view. It will pay off in the end.</p> <p>You may be comfortable facing difficult issues or change, but if the other person is insecure they will see you as potentially destabilizing their environment. Take things slowly, listen carefully to their responses; this could provide opportunities to have a further conversation and build relationships.</p>	<p>Loyal and consistent</p> <p>Can be resistant to change</p>
<p>Welcomes change</p> <p>Prone to be displeased</p>	<p>Patient people will contest the need for change, particularly with team members who thrive on perpetual re-organization; respond with clarity, compassion and understanding towards people who need certainty and stability in their work</p>	<p>Likes to be stable and even paced</p> <p>Can be overly accepting or passive</p>

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	and life environment.  If you adopt this approach, Patient people understand they are frustrating; so give them a chance to explain their concerns, and then find a compromise.	
Favors logic over feelings  May appear cold or rigid	You are disposed to see the world as black and white; you dislike uncertainty and vagueness; to others this appears cold and unapproachable.  Rather than keep all of your interactions with others brief and business-like, ask Patient colleagues for their opinions; remember to put them in their comfort zone by asking how they are or how their weekend went. This approach will open up not only a more effective conversation but a different insight into the discussion, and more likely introduce perspectives you may not have considered.	Able to relate well with others  May not share true feelings

The following summary provides an insight into how a person with a strong Patience Factor on the Fast Paced side might communicate with a colleague with a stronger Patience Factor score on the Patient side.

Fast Paced	How to Communicate 	Patient
<p><b>Communication Response</b> Anticipate my immediate responses and quick fixes Speak/move at a quick pace Use summaries, bullets and key points</p> <p><b>Communication Challenge</b> May lack Patience May be abrupt or interrupting</p>	<p><b>Modification/Approach</b>  Make an effort to get to know the person you are talking to. Be personable and friendly; slowdown in terms of speech and movement as this will create a more effective communication environment for a Patient</p>	<p><b>Communication Need</b> Remember my need to avoid conflict Soften your tone of communication Present me with information plus feelings</p> <p><b>Communication Challenge</b> May compromise too much Can be resistant to change</p>

<p><b>Communication Key:</b> Bottom line results and speak/move at a quick pace</p>	<p>colleague.</p> <p>Demonstrate empathy by establishing areas of agreement first.</p> <p>Respond to their input by talking about how the idea will affect people and what people’s reaction would be.</p> <p>Remember that how you communicate is as important as what you’re actually saying.</p> <p>Allow time for Patient people to talk about personal impact and try to accept decisions that may not be based on facts.</p>	<p><b>Communication Key:</b> Safety and soften the communication</p>
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**In Summary – Patience Factor score on the Fast Paced side**

The Fast Paced side of the Patience Factor can be summarized as Logical, Challenging and Critical. Whilst these describing words paint an image of a person lacking Understanding and Tolerance; probably not a good listener and who would take advantage of those with a Patient nature, it is also true to say that these describing words are expressions of a person who is comfortable making the tough calls and will push others to perform and deliver results.

Those on the Fast Paced side of the Patience Factor are problem solvers. When Fast Paced people have insight into their inherent behaviors their talent, used appropriately, can impact issues effectively. Without this insight, however, their tendency is to focus fully on finding resolutions, to the exclusion of anything and everyone around them leaving colleagues ‘bruised and battered’ in their path.

People may see Fast Paced individuals as insensitive, and impulsive. They can be viewed as poor decision makers, because they make quick judgments or interrupt people to insert their opinions and views. Some people will even avoid Fast Paced colleagues because of their poor people skills. Importantly those who have learned how to manage their Fast Paced behavior can think on their feet, see opportunities where others don’t, make speedy and accurate decisions on strategic direction and are able to signpost others as they go.

It’s a difficult call to expect Fast Paced people to be Patient. But in doing so they not only bring others along on their journey, they also allow less Fast Paced people time and opportunity to assess what’s happening. When more Patient people see evidence of success they will view Fast Paced colleagues in a more positive light.

Patient people may react badly to Fast Paced colleague’s mistaking their patience for inactivity. It’s important to relationship management to spend time understanding the value Patient people bring to an organization. Fast Paced people need to identify the triggers, the issues that frustrate and challenge them.

For example – Fast Paced people can –

- Slow down, speak and move unhurriedly. This sends out signals to others that you are calm and will make you more approachable
- Present feelings and emotions as additional facts that should be considered when making decisions.
- Be understanding by selecting parts of discussions where both parties are in agreement and have a common purpose
- Learn to empathize with people who are uncomfortable with change.
- Consider *how* to communicate messages; this is as important as *what* is being communicated
- Leave space in the exchanges for Patient colleagues to talk about personal impact and feelings
- Accept or go along with decisions that may not be based on facts.

Acquiring the knowledge of how to use and apply inherent behaviors will ensure that lack of Patience leading to frustration will be checked before it becomes an issue and closes down communication.

### The Patience Factor on the Patient side – Case Study

**The Challenge:** A worldwide Financial Advisory business appointed a young highly qualified senior financial adviser (Brad) to lead and oversee a newly formed branch of the company. The function of the department was to systematically review current customer portfolios with a view to finding opportunities to upsell. The opportunities would be passed to the relevant customer manager to pursue.

Brad was given an additional silent brief which was to shake the business up. He was asked to put pressure on the front line financial advisors to increase business significantly by selling additional financial services to existing customers.

The Senior Executives knew this mandate could have the potential to cause considerable criticism due to the increased workload it would give to financial advisors. They hired Brad to undertake this project not only for his professional talents, but more importantly because he was known for his ability to be Patient, Understanding and Tolerance in the face of potential confrontation.

Brad, though highly skilled and capable of carrying out this significant brief, was overwhelmed by the degree of hostility and resentment directed towards him from the financial advisors. It manifested itself in argumentativeness and openly challenging business and strategic decisions in front of more junior staff.

The financial advisors challenged almost every business opportunity referred to them, saying that they were already overworked and stretched. Brad realized that the business could not afford to lose the expertise of these now quite hostile front line advisors, nor could their behavior be allowed to penetrate any more deeply into the business.

**Engagement Scope and Approach** - Brad could see he needed to use all of his talents to show empathy and compassion so that the project survived this resentment from the advisors. He recognized the importance of being Patient and carefully evaluating tension points. Listening to the concerns of the adviser's revealed problem solving patterns that helped him to anticipate the unexpected and get closer to understanding the root causes of the advisors reactions. All through the discussion process he remained Understanding and Tolerant with the advisors. He demonstrated this by his willingness to listen to their areas of concern and the tension points created.



Brad knew that on occasions he might not be objective and could allow himself to be persuaded by a stronger more forceful argument. But as he had developed a keen understanding of, and insight into, his behavioral and communication style he was able to steer away from this scenario.

He continued to remain open-minded and Patient in the face of the advisor's demands for him to take action and stop sending further work to them. While this exchange continued Brad began to see the issues from their point of view and as he listened, formulated a strategy to resolve the issue.

As a leader, always conscience of other people's specific needs, Brad made a decision to engaged DNA Behavior International to implement a program of behavioral and communication profiling that would deliver insight and understanding to the advisors and to his own team.

The program DNA Behavior delivered concentrated on talents, communication and behaviors and not on the work load. The Business DNA Discovery Process uncovered the core talents, behaviors, communication styles and potential obstacles facing Brad, his team and the financial advisors. It also uncovered any issues that might have arisen because of his style of leadership.

The DNA Behavior team looked at whether there was steadiness of purpose, consistency in standards and clarity of communication, without which there could be a breeding ground for difficult behavior.

**Result** - Using the outcomes of the DNA Behavior Discovery & Performance Process they worked with Brad, his team and the financial advisors to help them understand how best to engage and work together to deliver business outcomes: The payoff:

- Each team member said they had found the exercise with DNA Behavior very insightful and gained a deeper understanding and awareness of how to work with and communicate with each other.
- Brad and the Financial Advisors set a mutually agreed attainable quota of cases they could take to upsell.
- Before handing off customer files to individual financial advisors Brad and his team agreed to negotiate with the financial advisors the % of files to be passed to them, the clearance rate to be successfully achieved together with realizable timescales for delivery.
- Meetings between the parties were conducted in a mutually beneficial way with the use of the DNA Ultimate Performance Card contained inside their Business DNA Natural Behavior Summary Report
- The client facing financial advisors now had skills to build relationships with their colleagues, together with very useful insight into how to promote the sale of additional financial products to their clients
- Insight into behavioral and communications styles not only delivered a cohesive team and a balanced work environment, it also achieved the second part of Brads assignment which was a significant increase in repeat business.

### Your Performance Strengths

- Compassionate and warm, displays empathy
- Listens well and receptive to others
- Likes to be stable and even paced

### Your Performance Struggles

- May compromise too much
- Can be resistant to change

### Your Performance Environment Keys

- Remember my need to avoid conflict
- Soften your tone of communication
- Present me with information, plus your feelings

The broader pay-off was

As the Financial Advisors began to witness Brads leadership style they quickly fell into a pattern of waiting to hear what he had to say. They appreciated his approach to building a harmonious working environment and valued his Patience and listening skills when they met together.

### The Patience Factor on the Fast-Paced side – Case Study

**The Challenge:** Liz and Alison set up their own boutique real estate business focusing on property search for the wealthy and discerning. Part of their offering was to ensure the property would fit with the clients and their family's lifestyle. Having worked in larger organizations and been friends for a number of years Liz and Alison believed that as a team they would be successful. But business relationships aren't always easy. Friendships formed in similar industries is one thing, but working together is quite another.

They understood that building their vision would take a lot of hard work, action, perseverance and patience, and that there would be times of frustration. They even discussed strategies in terms of what route to take when things didn't work out the way they envisioned.

As the business grew it became clear that Liz and Alison had quite different styles of working. Alison was Patient, Understanding, Tolerant and willing to spend time with clients while they made up their mind about what they wanted. She invested a great deal of effort into identifying the family's lifestyle needs rather than closing out the sale. Liz, on the other hand, was Fast Paced, Logical and Challenging and was frustrated with client's who took time to make up their minds. But more importantly, Liz was irritated and concerned for the business partnership because of Alison's use of time with clients.

It was incredibly frustrating for Liz to see opportunities slipping by. Even more frustrating was seeing Alison failing to close deals because she focused on the family and their issues when she should have been focused on the decision maker and leading them to signing the paper! Although Liz and Alison required a

retainer fee to engage them, the majority of their income resulted in successfully finding a home for clients and signing the deal.

The business relationship between Liz and Alison became strained. Liz found herself constantly interrupting conversations Alison was having with clients in an effort to move things along. Everything came to a head when after one such client meeting Alison challenged Liz's behavior. She said that she was unwilling to change the way she worked with clients and found Liz's abrupt behavior too difficult for her to work with.

Liz began to recognize that what had been a great friendship was becoming a nightmare business relationship. She wondered what, if anything, she could do differently to make herself less judgmental, less critical, when Alison's behavior became unbearably frustrating.

**Engagement Scope and Approach:** Recognizing that the partnership was at risk Liz approached DNA Behavior International for advice. She assumed that they would work with them on strategies to help them grow the business but instead their first step was to get Liz and Alison to complete the Business DNA Discovery Process.

When each saw the results, they realized that their communication and behavioral styles were diametrically opposed to each other. What they had enjoyed about each other in their friendship role had become increasingly challenging in their business partnership.

Armed with this insight into each other's inherent behaviors, they worked with DNA Behavior International to resolve the challenges they were facing.

One of the key first steps was to recognize what they brought to the business in terms of talents. Alison could bring opportunities to the table and Liz could close deals. Alison could engage with family members to scope out specifics in terms of the property they wanted; Liz, armed with all of the information could talk finances with the final decision maker in the family.

Alison obtained insight into how her behavior frustrated Liz. She was given keys to work with to avoid confrontation with her. Liz now understood and appreciated how her Faced-Paced approach caused Alison to close down; she also recognized that she could foresee outcomes faster than Alison and wanted to get to the finishing line more quickly. With this insight she could now explain this to Alison.

With the assistance of DNA Behavior they gained a deep insight into their individual inherent communication and behavioral styles. This helped them to strategize more effectively how they would work together. They used their Ultimate Performance Guide to help keep conversations focused and moving towards a mutually beneficial outcome.

### Your Performance Strengths

- Favors logic over feelings
- Comfortable making difficult decisions
- Prefers to take action

### Your Performance Struggles

- May lack needed patience
- May be abrupt or interrupting

### Your Performance Environment Keys

- Anticipate my immediate responses and quick fixes
- Speak/move at a quick pace
- Use summaries, bullets and key points

**Result** – They could see that some of the areas of conflict were based on misunderstanding. They hadn't had a clear understanding of how each worked and communicated. They made a decision to develop key phrases that they could use when frustration was beginning to take over.

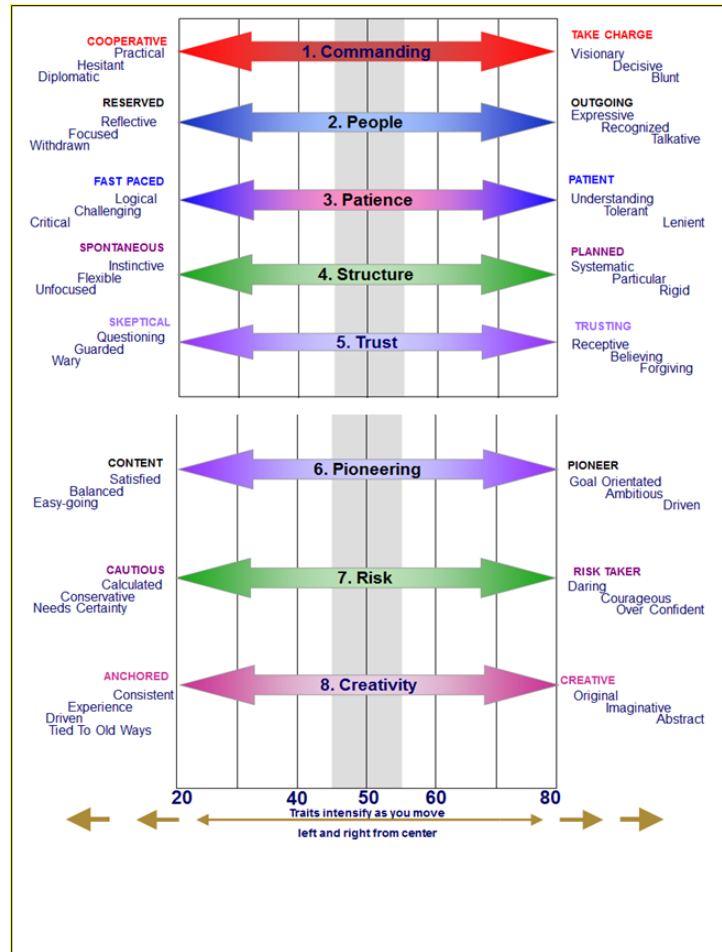
Liz recognized that she had been tuning Alison out when she was frustrating and annoying her. Liz understood the importance of using careful questioning to focus Alison on the topic under discussion and to overlay her own logic on what she was hearing in terms of the client's needs.

Rather than become frustrated with Alison's need to share all the conversations she had with clients, Liz determined to improve her listening skills. She and Alison agreed that Liz would say *"I'm sure this is important to you, but it simply isn't a priority for me right now. I really need to work on closing out the deal"* and that Alison would not take offense.

Alison could see that Liz didn't need to know all the intimacies of the client's world. When Liz responded in an abrupt fashion, they agreed Alison should say *'I need you to soften your voice I feel like you are interrogating me'* and that Liz would not take offense.

The broader pay-off was:

- The business partnership survived and flourished.
- Liz and Alison started using the Business DNA Discovery Process with clients where families could not find common ground in terms of their requirements for a home.
- Clients were impressed with this approach and recommended them.
- Liz and Alison engaged more staff and used the Business DNA Discovery Process to build a team that would work well together with each other and clients.
- Clients also turned to DNA Behavior International to use the Business DNA Discovery Process in a range of family areas.



Date	Founder	Patient, Introverted, Relationship, Oriented, Steadiness, Supporter, Sympathetic, Team worker
c. 450 BC	<a href="#">Classical elements</a>	<a href="#">water</a>
c. 400 BC	<a href="#">Hippocrates's four humours</a>	<a href="#">phlegm</a>
c. 190	<a href="#">Galen's four temperaments</a>	<a href="#">phlegmatic</a>
c. 1025	<a href="#">Avicenna's four primary temperaments</a> <sup>[12]</sup>	<a href="#">rheumatism</a> , <a href="#">lassitude</a> , lack of desire for <a href="#">fluids</a> , <a href="#">sleepiness</a>
c. 1900	<a href="#">Ivan Pavlov's four temperaments</a>	<a href="#">phlegmatic</a> (Calm imperturbable)
c. 1900	<a href="#">Alfred Adler's four Styles of Life</a>	Getting or Leaning
c. 1928	<a href="#">William Marston and John G. Geier DiSC assessment</a>	Steadiness
c. 1947	<a href="#">Erich Fromm's four Types of Character</a>	Receptive
c. 1948	<a href="#">California Psychological Inventory CPI 260</a>	Supporter
1958	<a href="#">MBTI codes</a>	ISFP, INFP, ISFJ, INTP
c. 1958	<a href="#">William Schutz, FIRO-B</a>	
c. 1960s	Stuart Atkins <a href="#">LIFO's four Orientations To Life</a>	Supporting-Giving
c. 1960s	David Merrill, " <a href="#">Social Styles</a> "	Amiable
1964	Blake-Mouton <a href="#">Managerial Grid Model</a>	Country Club
c. 1966	<a href="#">Temperament by LaHaye</a>	Phlegmatic
1973	<a href="#">Jay Hall Conflict Management</a> <sup>[15]</sup>	Yield-lose/win
1974	<a href="#">Thomas-Kilmann Conflict Modes</a> <sup>[16]</sup>	Accommodating
c. 1984	<a href="#">The Arno Profile System(Five Temperaments)</a>	Supine
c. 1995	<a href="#">Worley Identification Discovery Profile</a>	Phlegmatic
c. 1996	<a href="#">Tony Alessandra Personality Styles</a>	Relater
c. 1998	<a href="#">Hartman Personality Profile</a>	White
c. 2001	<a href="#">Linda V. Berens' four Interaction Styles</a>	Behind the Scenes

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