



Business DNA[®] Behavioral Insights Series: People 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 People Factor can be effectively used for behavioral management and performance development.

Introduction to the People Factor

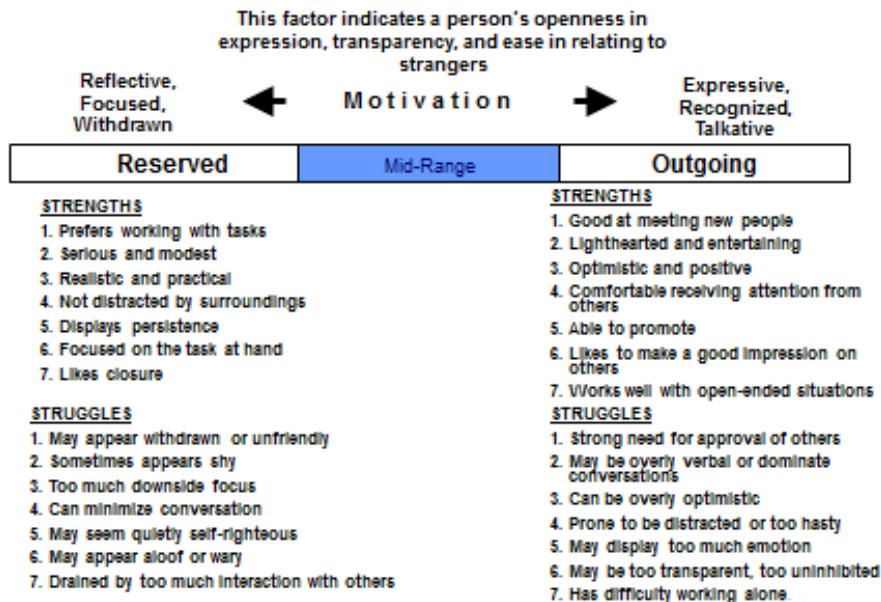
Every participant in the Business DNA Natural Behavior Discovery Process has a People Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The People Factor is the second of 8 primary behavioral Factors that are measured by DNA Behavior International in its Business 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 People 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 People Factor into context. The People Factor indicates a person’s desire to be front and center of meeting and interacting with People; to make a good impression on others and to use their talent to promote or campaign. The natural performance outcome of the People Factor is the ability to be expressive, promote passionately something or someone they believe in; to connect and network at all levels. They have confidence in their capacity to build relationships and interact with an ever widening circle of contacts.

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

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



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 People Factor desire either to be Outgoing or Reserved.

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 differently and with a diverse perspective because of their level of People 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 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 Outgoing when speaking too and connecting with others; expressive in their communication style and generally recognized as being the life and soul of the party are often the ones who promote business. They act as an ambassador in supporting the vision and strategic plans for the organization and can, very often, placate tensions should they arise.

As with all behaviors there is a flip side; much depends on the reaction others have to Outgoing/Expressive People. Importantly those with the People Factor within the Outgoing/Expressive range need to be a right fit for the culture, business and the role they are called to perform.

People who are Outgoing are stimulated when making connections, in new situations, new environments and being a promoter. They use their People skills to build relationships and interact with an ever-widening circle of contacts. They are expressive and will use every opportunity to apply their verbal skills and will be very Outgoing. They approach situations enthusiastically, especially when they are passionate about the outcomes; they enjoy new opportunities to start (rather than finish) new projects and goals.

The History of the People Factor

Historically, the People 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

Carmen Nobel, senior editor of Harvard Business School Working Knowledge writes in the following article titled The Power of Conversational Leadership

When a company is small, communication among employees is as simple as rolling a desk chair around the room to talk to the president, the admin, or the chief engineer. But as a company grows, communication becomes more difficult. And strategic direction can suffer as a result, even if those at the top assume otherwise.

"In many cases you have an executive team that's so sure about company strategy, but then you go inside the organization and find that nobody else has a clue," says Harvard Business School Professor Boris Groysberg. "Nobody knows what strategic conversations are actually unfolding."

For that reason, many CEOs are reconsidering the classic command-and-control structure in which a few People are sending all the directives from the top of the corporate hierarchy. Instead, they are adopting a conversational approach. In their new book, [Talk, Inc.: How Trusted Leaders Use Conversation to Power Their Organizations](#), Groysberg and communication professional Michael Slind show how several global companies are adopting principles of face-to-face conversation, and why this approach positively affects a company's bottom line.

If conversation can truly impact the business bottom line, then those on the Outgoing side of the People Factor, providing they are clear about the required outcome of such conversations, are undoubtedly suited to fill this role.

Those with the People Factor on the Outgoing side frequently attain the role of leadership because they are more expressive, communicative and great networkers. They keep themselves in the spotlight wherever possible ensuring they get noticed by influencers. Others enjoy being around them; as leaders they will walk and talk the job and take on responsibility for every aspect of their colleagues lives. They can sometimes forget the need to have boundaries in their interaction.

They work hard to get their own way, using their charm and conversation to persuade those around them to deliver results. Their injection of energy into a team can turn a poor performing one around very quickly.

The key for individuals who are high on the right hand side of the People Factor is to be aware of those who are turned off by their Outgoing approach and who, because they are less assertive or simply overwhelmed by those who are Outgoing, Talkative and Expressive, get lost in the shadows and become a poor performer.

Those with the People Factor on the Outgoing side who have completed a Business DNA Discovery Process will be equipped with a framework; they will have the insight into how best to use this knowledge to connect with Reserved people. They will understand how to draw others into and involve them in any decision making or planning required. This insight will alert them to know instinctively when to listen, which is not one of their inherent skills, and to uncover others talents in order to deliver successful outcomes. They are interested in people and are good at getting them to reveal facts about themselves.

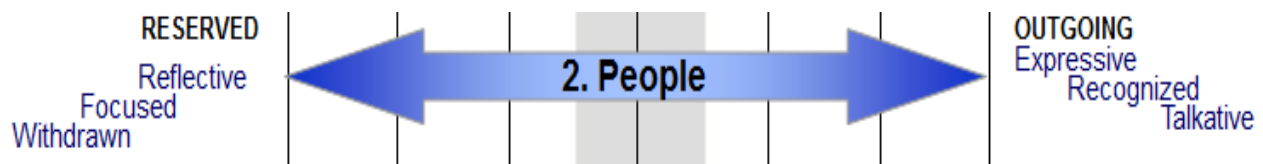
Those at a leadership level who have the People Factor on the Outgoing side will be focused on others and not necessarily in an altruistic way. In many ways their own self-esteem comes from knowing they are making a contribution and that they are successfully influencing and leading others.

Used wisely the People Factor on the Outgoing side are networkers and connectors, they are charming, easy to get along with and often associated with success. They tend to head up the ‘in crowd’ and others are drawn to them. Care needs to be taken when results and sustainability are key drivers in a business or on a project as Outgoing, expressive People could well isolate Reserved colleagues who could bring much needed talents and skills to contribute to building a strong and sustainable business. Reserved People will stay in the margins and become frustrated by their Outgoing colleagues.

We have deliberately used the name “People” (People: noun from the Latin *meaning People in general.* (ref dictionary.com)) for this Factor in the DNA system because it best reflects a person’s desire to connect or engage with People to build a sustainable relationship .The approach taken to build such a relationship is dependent upon the degree to which a person sits on the right or left of the People Factor. Other systems use the word extroversion which tends to reflect a more dominant and aggressive behavior of expressing themselves and communicating with people to achieve a result. Overall, we believe People best reflects what this Factor is intended to achieve if managed by the person with behavioral awareness.

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

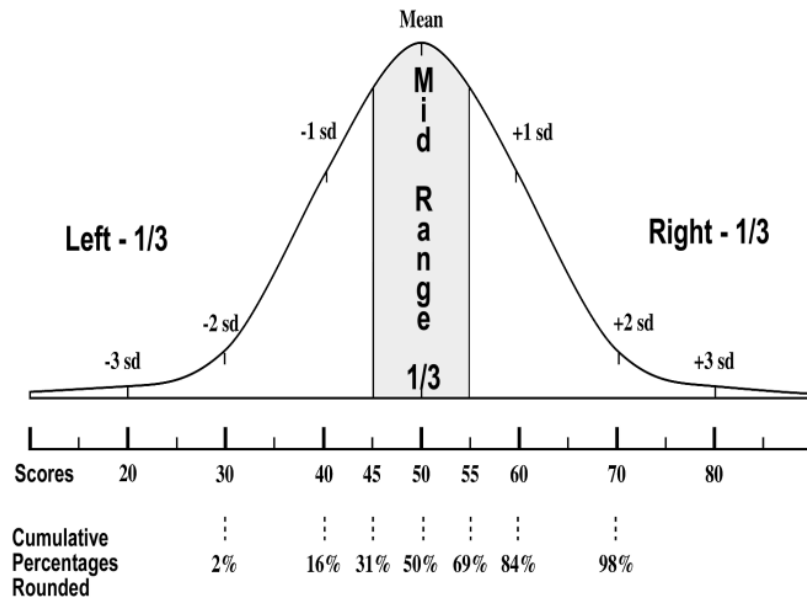
Managing the People Factor – Outgoing Trait




The Business DNA Discovery Process also uncovers the sub-factors that form a part of the People Factor. These are important components of the primary People 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 People 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 the areas that it can be predicted 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.

- 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 People Factor score on the Outgoing side might work with people who have a stronger People Factor on the Reserved side.

Outgoing Strengths and Struggles Sub Factors Expressive Recognize Talkative	Moderating Behavior 	Reserved Strengths and Struggles Sub Factors Reflective Focused Withdrawn
<p>Good at meeting People</p> <p>Strong need for approval of others</p>	<p>Approach conversations calmly, focusing on specifics and not embellishing the conversation but staying business and issue focused.</p> <p>No need to engage by sharing personal banter, stick to work, tasks and give others time and space to respond.</p> <p>Don't dominate the conversation or try to fill silences. Otherwise, a Reserved person will retreat further.</p> <p>Focus on topics that get a</p>	<p>Prefers working with tasks</p> <p>May appear withdrawn or unfriendly</p>

	<p>discussion going; Reserved People won't change overnight it will often take numerous attempts to get an interactive conversation underway.</p>	
<p>Light hearted and entertaining</p> <p>May be overly verbal or dominate conversations</p>	<p>Overly enthusiastic and optimistic, life of the party, effusive People can be seen by some as overbearing and shallow and tend to have a dominating presence; use your communication skills (toned down) to draw Reserved People into the conversation.</p> <p>In advance of any meeting or exchange with a Reserved person it's worth giving notice up front that you will be calling for input from everyone in a team discussion (for example).</p> <p>In situations where the conversation needs to be one on one, talk <i>to</i> the person, not <i>at</i> the person.</p> <p>Don't be discouraged by failing to hold their eye contact. Connect with them by using open ended questions; remember to respect their privacy. When trust is built they will be more approachable.</p>	<p>Serious and modest</p> <p>Sometimes appears shy</p>
<p>Optimistic and positive</p> <p>Can be overly optimistic</p>	<p>Don't immediately reject what appears a negative response; sometimes Reserved People bring realism and practicality to an otherwise overly buoyant conversation.</p>	<p>Realistic and practical</p> <p>Too much downside focus</p>

	<p>Be prepared for hearing ‘no’ from Reserved People when discussing change or a new direction.</p> <p>Quietly point out the positives, the value to the business, supported by structure and plans.</p> <p>Commitment will begin when the dialogue or the changes required make sense. They don’t need sales patter they need sound explanation in order to come on board.</p>	
<p>Comfortable receiving attention from others</p> <p>Prone to be distracted or too hasty</p>	<p>Expressive Outgoing People either in leadership or members of teams are often celebrated and they enjoy the attention. It is important for such people to remember that Reserved colleagues might be performing well behind the scenes and could be encouraged by a quietly spoken word of recognition on the value they bring to the business.</p> <p>It’s important to understand the prize to the business in cultivating the inherent gifts of Reserved colleagues. Don’t try to change them or push them to behave in a way that will make them feel uncomfortable and close down their creativity and value to the business.</p> <p>Expressive colleagues who know how to moderate their communication style can create an environment where Reserved people find that working alongside extroverts brings</p>	<p>Not distracted by surroundings</p> <p>Can minimize conversation</p>

	<p>them into a more carefree and lighthearted zone. But this needs to be handled carefully.</p>	
<p>Able to promote May display too much emotion</p>	<p>Remember you are comfortable working in a talkative, fun loving environment to anyone at any level. You support whatever you are passionate about.</p> <p>Others are less able to demonstrate their feelings, though, they may well have them. Endeavor to make space for Reserved People to work autonomously and give them the time to demonstrate their passion and commitment to endeavors in their own way.</p> <p>They often need to think through issues on their own.</p> <p>Outgoing People excel at encouraging others, stimulating them to join whatever is being promoted; to a Reserved person this feels overwhelming. Giving them space and time is more likely to obtain their input.</p> <p>Reserved people could appear sanctimonious in the eyes of colleagues but they will respect Outgoing team members and leaders who demonstrate the ability to successfully deliver results.</p>	<p>Displays persistence May seem quietly self-righteous</p>

<p>Likes to make a good impression on others</p> <p>May be too transparent, too uninhibited</p>	<p>Those of the Outgoing side should realize that Reserved People are unlikely to be moved by trying to impress them.</p> <p>This isn't a mark of disrespect they simply won't notice. They are more likely to be impressed if you have a business conversation that is deep and meaningful.</p> <p>Remember that building a relationship with those whose communication style is Reserved could bring valuable supporters who can provide strong business backup; they will take time to think through issues.</p> <p>Being overly candid, gushing and effusive could well cause Reserved people to become even more unapproachable. Remember to tone down your ebullient nature around Reserved individuals.</p> <p>Don't be excessively bouncy and lively, it detracts from the message you may want Reserved colleagues to hear.</p>	<p>Focused on the task at hand</p> <p>May appear aloof or wary</p>

<p>Works well with open ended situations</p> <p>Has difficulty working alone</p>	<p>If you are more flexible in your approach to finalizing pieces of work this will cause clashes with Reserved colleagues who strive to attain closure.</p> <p>They are generally very conscientious and need finality in their work. Ensure you give them boundaries, a framework and most importantly a fixed completion date. They will respect and draw closer to you if you remain professional and demonstrate a commitment to completing work.</p> <p>You may find stimulation in walking the job and interaction with others, but Reserved People can become depleted and find their creativity running out after too much chattering and teamwork.</p> <p>It's important to understand everyone's work preferences and for Reserved People maybe introduce a quiet time during the day where people's creative energy levels can be boosted.</p>	<p>Likes closure</p> <p>Drained by too much interaction with others</p>
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The following summary provides an insight into how those with a strong People Factor on the Outgoing side might communicate with colleagues with a stronger People Factor score on the Reserved side.

Outgoing	How to Communicate ➔	Reserved
<p>Communication Need</p> <p>Good at meeting People Likes to make a good impression on others Able to promote Open to unusual ideas Imagines new possibilities</p> <p>Communication Challenge</p> <p>Strong need for approval from others</p> <p>Communication Key: Tell me who is involved</p>	<p>Modification/Approach</p> <p>Be serious, level headed and down to earth</p> <p>Curb enthusiasm</p> <p>Don't share all your recent 'happenings' at first connection</p> <p>When you ask questions or ask for an opinion, listen to their response, don't jump into the conversation when they are speaking</p> <p>Move slowly and deliberately</p>	<p>Communication Response</p> <p>Realistic and practical Reflective and focused Serious and modest</p> <p>Communication Challenge</p> <p>May appear withdrawn and distant</p> <p>Drained by too much interaction with others</p> <p>Communication Key: Allow reflection time</p>

In Summary – The People Factor on the Outgoing Side

People with an Outgoing/People/Connector/Expressive behavioral style will be unaware of the impact they are having on those around them. They are popular and attract attention. They are front and center of whatever is happening. They believe they are amiable and encouraging to all they meet. Those whose score is on the Outgoing side of the People Factor that understands behavior and communication styles, and educates themselves on how best to use their inherent People skills, will be mindful of the impression they make when around people who score on the Reserved side of the People Factor.

An important point to understand about People who are Outgoing is that they tend to gain energy and inner power from being around people. They tend to become bored and lacking in energy when they spend too much time alone. They need to be involved in activity whether socially or at work, especially where there is energy and they are passionate about what they are doing.

Conversely those on the Reserved side of the People Factor are more likely to recharge by spending time alone. They lose energy being around others for long periods of time, particularly large crowds; they often refuse to attend social functions for that reason.

An important distinction between the two sides of the People Factor is that those on the Outgoing side find their confidence and success in impacting others around them. If managed effectively their inherent talent draws others out, builds their self-confidence and encourages less Outgoing people to believe in themselves. Those on the Reserved side are less easy to connect with and could give the impression they are awkward and shy whereas in reality they just don't need to be around groups to gain any form of investment into their confidence level, nor do they need to be stimulated by lengthy conversation. They

are inclined to socialize with a close inner circle and within that trusted environment will be enlivened by interesting debate.

When both sides of the People Factor understand their inherent styles they will bring important talents and skills to any environment, particularly in the work place. Those on the Outgoing side are often creative and bring ‘out of left field’ suggestions to the table and won’t be concerned if their ideas are rejected; they just enjoy the brainstorming. Whereas, others on the Reserved side listen to the discussions and are able to pick out the parts of left field suggestions that can be applied to a situation. This type of exchange often stimulates their thinking in terms of strategizing, finding a solution or making a decision.


When these two extremes have insight into their inherent behavioral styles and find a harmonious working relationship it has the potential to bring success to a business.

For example: - People Factor on the Outgoing side will:

- Use their People skills to draw even the shyest of People into their communication circle ensuring that they, and anyone else who might be adversely affected by their Outgoing gregarious behavior, is not made to feel uncomfortable or isolated.
- Lift negative and less optimistic atmospheres in the business arena by focusing constructively on opportunities
- Promote business prospects and convince others to become involved
- Be less restrictive with those who find it difficult to work to tight deadlines
- Confidently negotiate to get all the tools and resources required for teams to complete the jobs they are asked to undertake
- Create a positive yet lighthearted and entertaining culture
- Not be uncomfortable showing their own vulnerability or sharing personal information in order to engage individuals to feel included

Managing the People Factor – Reserved Trait

The following summary provides an insight into how those with a strong People Factor score on the Reserved side might work with colleagues with a stronger People Factor score on the Outgoing side.

Reserved Strengths and Struggles Sub Factors Reflective Focused Withdrawn	Moderating Behavior 	Outgoing Strengths and Struggles Sub Factors Expressive Recognize Talkative
<p>Prefers working with tasks</p> <p>May appear withdrawn or unfriendly</p>	<p>Acknowledge Outgoing people’s talent for engaging with others.</p> <p>Demonstrate how your ability to support them in areas they are not as skilled at can be mutually beneficial.</p> <p>Make the effort to give</p>	<p>Good at meeting new People</p> <p>Strong need for approval of others</p>


	<p>praise and encouragement when it's appropriate to do so.</p>	
<p>Serious and modest</p> <p>Sometimes appears shy</p>	<p>Open conversations by asking them to tell you about a success they have recently had. This sets the atmosphere for further discussion.</p> <p>Share a success you have had.</p> <p>Give notice in advance of the issues to be discussed.</p> <p>Set a time parameter to ensure all issues are covered.</p> <p>Use such phrases as 'great conversation, time to re-focus back onto work'</p> <p>'That's been interesting, thanks for sharing – work time'</p> <p>They won't be offended and will re-focus onto the job in hand.</p>	<p>Lighthearted and entertaining</p> <p>May be overly verbal or dominate conversations</p>
<p>Realistic and practical</p> <p>Too much downside focus</p>	<p>Respond well to their glass half full approach. Don't always say 'no' find a way to say 'yes' to their requests (if appropriate).</p> <p>If they appear too enthusiastic don't knock them down with negatives.</p> <p>Begin by assuming that any of their suggestions are doable. Then use your realistic and practical skills</p>	<p>Optimistic and positive</p> <p>Can be overly optimistic</p>

	to work out a deliverable compromise. This approach makes them feel valued.	
Not distracted by surroundings Can minimize conversation	Generously acknowledge their success; a public accolade means more to them than it does to you. Remember that sometimes others can provide a different slant on an issue even though their conversation may be unpredictable. It might be worth listening or conversing a little longer.	Comfortable receiving attention from others Prone to be distracted or too hasty
Displays persistence May seem quietly self-righteous	Figure out how to work effectively with Outgoing colleagues as they could provide the support (in a variety of forms) needed to deliver an outcome Whilst Outgoing colleagues might irritate you, it's important to understand that your Reserved style may frustrate them and appear sanctimonious. Find common ground.	Able to promote May display too much emotion
Focused on the task at hand May appear aloof or wary	Explain clearly how you want a task completed; give advice and help and support. They want to be seen as successful and you need to let them know that's your wish for them as well They will respect your privacy and need for times of solitude if you explain this to them. From time to	Likes to make a good impression on others May be too transparent, too uninhibited

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	time accept one of their social invitations. It builds relationships and trust.	
Likes closure Drained by too much interaction with others	Point out the success story for them when projects or tasks are completed on time and within budget. Recognition is important to them and they want to be front and center of any successful project. Be totally honest about your need to withdraw and revitalize yourself away from others; but acknowledge their need and right to refresh by having people, noise and activity around them.	Works well with open-ended situations Has difficulty working alone

The following summary provides an insight into how a strong People Factor on the Reserved side might communicate with a stronger People Factor score on the Outgoing side.

Reserved	How to Communicate 	Outgoing
<p>Communication Response</p> <p>Realistic and practical Reflective and focused Serious and modest</p> <p>Communication Challenge</p> <p>May appear withdrawn and distant</p> <p>Drained by too much interaction with others</p> <p>Communication Key:</p>	<p>Modification/Approach</p> <p>Take time to find out how the other person is doing.</p> <p>They may be long winded in their response but it opens the conversation to become more effective if you ask them how they are.</p> <p>If you are in leadership it's worth letting an Outgoing person know in advance that you need to talk to them and setting an agenda or framework for the conversation that will help keep you and them on</p>	<p>Communication Need</p> <p>Good at meeting People Likes to make a good impression on others Able to promote Open to unusual ideas Imagines new possibilities</p> <p>Communication Challenge</p> <p>Strong need for approval from others</p> <p>Communication Key: Tell me who is involved</p>

<p>Allow reflection time</p>	<p>track.</p> <p>If one of your colleagues is overwhelming and over the top in their communication style towards you – capitulate and use such phrases as ‘I give up, I didn’t take any of that in, can you tell me again but slower?’ smile while saying it.</p> <p>Outgoing People are not above being teased.</p>	
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In Summary – The People Factor on the Reserved Side

Those on the Reserved side of the People Factor have a Reflective/Focused/Withdrawn behavioral style and may be unaware of the impact they are having on those around them. They tend to cocoon themselves for self-preservation in social settings. They can be seen as shy, stand-offish, distant and at its extreme unfriendly.

Individuals, who understand behavior and communication styles and know how to manage their inherent Reserved behavior, will be aware of the impression they make when around people with a more Outgoing and Expressive behavioral style.

Reserved people see themselves as stable, unwavering and only interested in the practicalities of life. They are able to remain down to earth and logical. Those on the Reserved side of the People Factor are realists and don’t show their emotions when issues and decisions are being discussed. As a fairly independent thinker they won’t get drawn into the behaviors of others. They find the expressiveness of Outgoing People draining.

Those on the Reserved side of the People Factor don’t need others around them, in fact they become weary if they spend too much time in others company. Extremes of Outgoing behavior will deplete them very quickly.

Observers think that people on the Reserved side of the People Factor (at its extreme) are unapproachable, cold, lacking emotion and overly serious. Those scoring on the Outgoing side of the People Factor feel they are not taken seriously by Reserved People. They believe they see them as unreliable and shallow; unworthy of involving in decision making because they are talkative, emotional and irrational. Neither of these two standpoints are terminal! Understanding your own inherent behavioral style and how it impacts on others, can provide you with insight into how to moderate behavior and communication style.

In the New York Times Sunday Review, The Opinion Pages, Susan Cain makes an interesting distinction in her article Must Great Leaders be Gregarious?

Distant, aloof, concealed inside “a layer of self-protective ice,” as Jonathan Alter put it. President Obama has been roundly criticized for his introverted personality.

*The latest salvo comes from [John Heilemann](#), a leading chronicler of the Obama presidency, in an interview with the *Los Angeles Review of Books*. “I know he doesn’t like People,” Mr. Heilemann said of the president, contrasting him with the effervescent Bill Clinton. “He’s not an extrovert; he’s an introvert.”*

Mr. Heilemann may be right that Mr. Obama is an introvert, but his apparent sense of what the word means is wrong. Introverts like People just as much as extroverts do, and often care deeply about them. They just don’t want to be surrounded by crowds 24/7 and they tend to prefer the company of close friends and colleagues. There’s little evidence that Mr. Obama dislikes People — only that he socializes in a more intimate, less backslapping style than the typical politician. (Source:

<http://www.nytimes.com/2012/09/16/opinion/sunday/introverts-make-great-leaders-too.html>)

This is a useful example of the importance of understanding behavioral styles. Much damage can be done, especially in a work environment, where teams are required to work effectively together. Moderation on both sides in terms of communication and approach to business could well drive out a very beneficial working relationship.

People Factor – Outgoing Trait Case Study

The Challenge: The Board of a widely respected retail company realized that to continue to be viable in an ever changing economy and highly competitive industry they would have to change. Their focus was on the company’s image; it relied on its reputation, which was now beginning to wane in the light of greater and different demands from the buying public. They needed an injection of creativity and innovation to modernize the company image without compromising the range of high end products offered their value for money and excellent customer service.

The Board appointed a leader who was inspirational, creative and innovative; someone ready to embrace change and deliver a long-term vision for achievement. Understanding that turning complacent staff around required a skilled and effective leader and so the Board hired a leader who was Outgoing, a people connector, confident and motivational; and in doing so broke the mold of past CEO’s.

Engagement, Scope and Approach: Within a few days the new CEO realized that the majority of staff, including those in significant positions in the company, appeared jaded and lacked motivation. The CEO’s style of communication was lighthearted, inclusive, buoyant, energetic and enthusiastic. Some departmental leaders appeared to be energized by this approach; others withdrew to their offices and closed the doors.

The CEO understood that his brief was to shake the company up. He realized the mandate could potentially cause significant interruption to the organization and the people in it. His concern - that his style of communication might cause too many ripples and de-stabilize the business.

The new CEO, though highly skilled and capable of carrying out his significant brief, was overwhelmed by the degree of hostility and resentment that was beginning to surface in light of the way he was communicating with leaders. It manifested itself in argumentativeness and openly challenging business and strategic decisions in front of more junior staff. The CEO realized that the business could not afford to lose the expertise at this juncture, nor could this kind of reaction and behavior from some be allowed to penetrate any more deeply into the business.

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The CEO was wise and behaviorally smart. He understood his behavioral and communication style. He knew that his Outgoing approach might adversely impact the staff. He retained the services of an executive coach/mentor who provided him with a neutral space and sounding board to ensure the decisions he made in both his private and business world were sound. He chose a mentor/coach who brought a level of people management experience to the mentoring relationship from which the CEO could draw.

He selected the DNA Behavior International group to provide the executive mentor. They used the Business DNA Natural Behavior Discovery Process with the CEO as a first step in his performance development. The mentor also completed the Business DNA Natural Behavior Discovery Process to ensure they were a right fit with the CEO.

Using the outcomes from the Business DNA Natural Behavior Discovery Process the mentor gained insight into the CEO's core talents, behaviors and potential obstacles in terms of the CEO's communication style. The mentor using the DNA Natural Behavior Discovery Process could also see if there were aspects of the CEO's style of leadership which lacked purpose, consistency in standards and clarity of communication, knowing this could be adding to the team's difficult behavior.

The use of the Ultimate Performance Guide, together with the Business DNA Discovery Process, enabled the mentor to work with the CEO to help him understand how to engage the departmental leaders, many of whom had different talents and communication styles to the CEO. Some openly demonstrated they thought themselves smarter than the CEO and wanted everyone involved to acknowledge their superiority by speaking with great authority and thinking they had all the right answers.

Your Performance Strengths

- Good at meeting people
- Likes to make a good impression on others
- Able to promote

Your Performance Struggles

- Strong need for approval from others
- May be too transparent, too uninhibited

Your Performance Environment Keys

- Remember my need for fun and/or excitement
- Invest time in building our relationship
- Tell me who is involved

The CEO used his people connector skills as follows: -

- He chose particular times to acknowledge the difficult staff members superior knowledge and invited their input into discussions
- He acknowledged their suggestions then asked them to strategize how best they would implement their proposals
- He demonstrated his commitment to working cooperatively and inclusively with each leader.
- He used his communication skills to explain his right to retain his CEO authority to veto suggestions when necessary
- He ensured no one felt excluded

As the staff began to witness the CEO's leadership style, they fell into a pattern of waiting to hear what he had to say. Slowly the leaders who had been negative and uncooperative, or had found the new CEO

talkative, expressive and optimistic began to feel more settled in the environment this Outgoing inclusive CEO was creating. They could see that this relaxed environment was providing opportunities for creativity to surface; for strategists to be heard and their need for tighter processes to be adhered to. The Reserved leaders started to feel able to speak up and appreciated the space and time they were being given to think through new strategies.

When the new CEO felt he had gained sufficient trust and respect he explained to his leaders how he had used Business DNA Discovery Process and a mentor to help him navigate his first few months. He arranged for them to complete the process so that each department leader could gain greater insight into their own, their peers and their CEO's communication and behavioral style.

Result - The image of the company changed significantly. Firstly through the way the staff from shop floor to C suite communicated not only with clients but also with each other. The flow of staff suggestions on ways to modernize and promote the business increased significantly. The bottom line improved beyond expectations and indicators showed clients liked the new direction of what had become a tired business.

The broader pay off was:

1. The willingness of management and staff throughout departments to communicate on the same level; to listen to and implement good suggestions from the bottom up. This created a confidence throughout the company that everyone's voice would be heard.
2. It became a standard practice for the HR department to use the Business DNA Discovery Process as part of on boarding new staff.
3. Meetings were conducted using insight from the Business DNA Workplace Operations Report. All attendees acknowledged individual communication and behavioral styles. The meetings delivered fruitful outcomes as everyone work together to get the job done.
4. A mutual trust was built between all parties

People Factor – Reserved Trait Case Study

The Challenge - The Insurance company senior management decided that with the significant transformational changes to be faced in their industry they should take a new approach to the way they worked with their clients. Understanding they had neither little or no control over the regulatory issues to be introduced, nor the increasingly complex wording required in policies and other written material they, decided to look at the area of advisor/client interaction.

One of the Executive team had read the 2012 Survey Report conducted by Ernst and Young and were drawn to one area of their findings - . (*Consumers generally trust the industry, want to remain loyal and in fact buy more from the same product provider* (EY.com Global Consumer Insurance Survey 2012)). The executive team decided to focus on the client experience, believing that there were opportunities to increase sales with their existing client base.

The report indicated that most clients don't switch insurance providers; that retention rates are generally quite high in the insurance industry, so with this knowledge, the executive team decided to focus on the client experience. Over the years they gathered data about the client experience and used it, primarily, to determine response times to complaints.

They pulled out all the client feedback information relating to insurance claims from the previous three years and looked, not at complaint handling but, at the 'any other comments' portion of the feedback form. Having collated all the commentary, a picture began to emerge which caused considerable consternation

among the executive team. Bearing in mind, while these comments were unsolicited they were worryingly consistent.

Such comments as:-

- The interviewer didn't show any concern about the considerable damage to our property. We were devastated and they just wanted to ask us lots of questions.
- I didn't understand what they were saying it was all too detailed and I felt embarrassed to tell them I didn't understand.
- I didn't like their attitude and behavior they seemed cold and abrasive; I felt like I was just a number.
- I was upset about the death of my father and they didn't seem to understand that.
- They kept talking about natural causes but the tree still fell on my house during a storm.
- The adviser looked bored when I was telling them about how our boat hit a rock.

The executives then looked more closely at the advisers names in the comments and all agreed they were exceptional advisers, knew their job, but might be a bit Reserved and Reflective in nature and maybe even on the insensitive side, but were good at their job.

One of the executives, known for their outspokenness, suggested that maybe the current advisers were the problem and that business would be increased if the front line advisers had a better "bedside manner" and were more animated and spirited. They further suggested that maybe the executive team should obtain behavioral insight into the advisers with a view to establishing their talents and communication styles.

Engagement Scope and Approach - The executive team approached DNA Behavior International for advice. They knew them to be a world leader in behavioral relationships with considerable experience in the financial services and insurance industry.

The DNA Behavior team used the Business DNA Discovery Process with the current advisers and then with other support staff who didn't currently have a forward facing role with clients. Using the outcomes of the process the DNA Behavior team worked with the advisers to help them understand why those with a more Reserved behavioral style might appear to be lacking in personal connection with the clients, and furthermore, how this view could have prevented clients from reviewing or increasing their insurance cover.

The DNA Behavior team also worked with the more Outgoing advisers explaining the importance of tapping into their talkative style to draw clients in; they suggested ways to manage their communication approach so they were not too effusive and maintained the right balance.

Both Reserved and Outgoing advisers were given the task of working alongside each other when meeting with clients. The purpose was to understand each other's approach and communication style. The DNA team watched over the interaction (from a distance); they made themselves available to review the appointments and debrief with the advisers. This enabled the advisers to learn how to understand each other's and their client's communication styles.

The Reserved advisers recognized that from the outset they were reluctant to even trial this way of working. They found themselves becoming even more formal and aloof. They considered that on many levels their approach was more professional than their Outgoing expressive colleagues.

It didn't take too long before the Reserved advisers accepted that when an Outgoing expressive colleague moderates their animated chatter, shows understanding and tones down their language to make more complex insurance language more understandable to the client, it increases business.

The knowledge that the two sides of the People Factor came to understand through the Business DNA Discovery process helped them to appreciate how to work together. The advisers gained insight into how to read the communication and behavioral signs of the clients.

Result - The Business DNA Discovery Process highlighted the need to go further in understanding communication styles. Having established that advisers with communication styles diametrically opposed to one another could get to a place of appreciating and valuing what each brought to the business, the executive team determined that the next step was to obtain a better understanding of the behavioral and communication styles of clients. They could see that with this knowledge matching advisers to clients could indeed provide successful outcomes and a potential increase in business.

The broader pay-off was:

- The executive team was able to focus all their attention onto the regulatory changes to be imposed onto their industry.
- In advance of client meetings the advisory teams, working together on clients issues, determined the most effective ‘fit’ in terms of adviser to meet the clients’ expectations.
- Eventually the company was able to use the Business DNA Discovery Process with new clients so that they could more effectively match advisers to clients.
- The advisers, using their Ultimate Performance Guide, saw each other in a new light and respected the talents and skills each brought to the advisory table.

Your Performance Strengths

- Realistic and practical
- Serious and modest
- Not distracted by surroundings

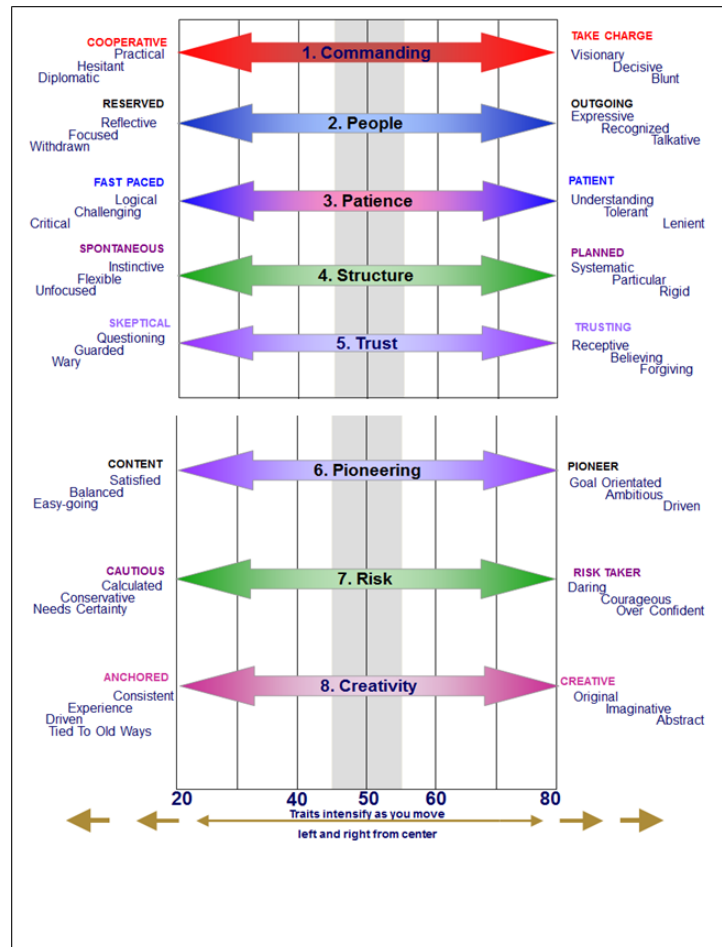
Your Performance Struggles

- May appear withdrawn
- Drained by too much interaction with others

Your Performance Environment Keys

- Honor my need to reflect and think
- Allow me time to process my response
- Present me with the facts and minimize your emotions

Below is a summary of each of the 8 primary behavioral Factors measured by the Business DNA Natural Behavior Discovery Process, along with the behavioral traits associated with them.



Date	Founder	Extroverted, Relationship-Oriented, Influencer, Outgoing, Charismatic, Gregarious
c. 450 BC	Classical elements	air
c. 400 BC	Hippocrates's four humours	blood
c. 190	Galen's four temperaments	sanguine
c. 1025	Avicenna's four primary temperaments ^[12]	loss of vigor, lassitude, deficient energy, sleepiness, high pulse rate, lassitude
c. 1900	Ivan Pavlov's four temperaments	sanguine (Lively)
c. 1900	Alfred Adler's four Styles of Life	Socially Useful
c. 1928	William Marston and John G. Geier DiSC assessment	Influence
c. 1947	Erich Fromm's four Types of Character	Marketing
c. 1948	California Psychological Inventory CPI 260	Innovator
1958	MBTI codes	ESFP, ENFP, ESFJ, ENTP
c. 1958	William Schutz, FIRO-B	
c. 1960s	Stuart Atkins LIFO's four Orientations To Life	Adapting-Dealing
c. 1960s	David Merrill, "Social Styles"	Expressive
1964	Blake-Mouton Managerial Grid Model	Team Type
c. 1966	Temperament by LaHaye	Sanguine
1973	Jay Hall Conflict Management ^[15]	Synergistic; Win/win
1974	Thomas-Kilmann Conflict Modes ^[16]	Collaborating
c. 1984	The Arno Profile System(Five Temperaments)	Sanguine
c. 1995	Worley Identification Discovery Profile	Sanguine
c. 1996	Tony Alessandra Personality Styles	Socializer
c. 1998	Hartman Personality Profile	Yellow
c. 2001	Linda V. Berens' four Interaction Styles	Get Things Going

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