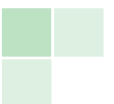


Business DNA[®] Behavioral Insights Series:

Risk 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 Risk Factor

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

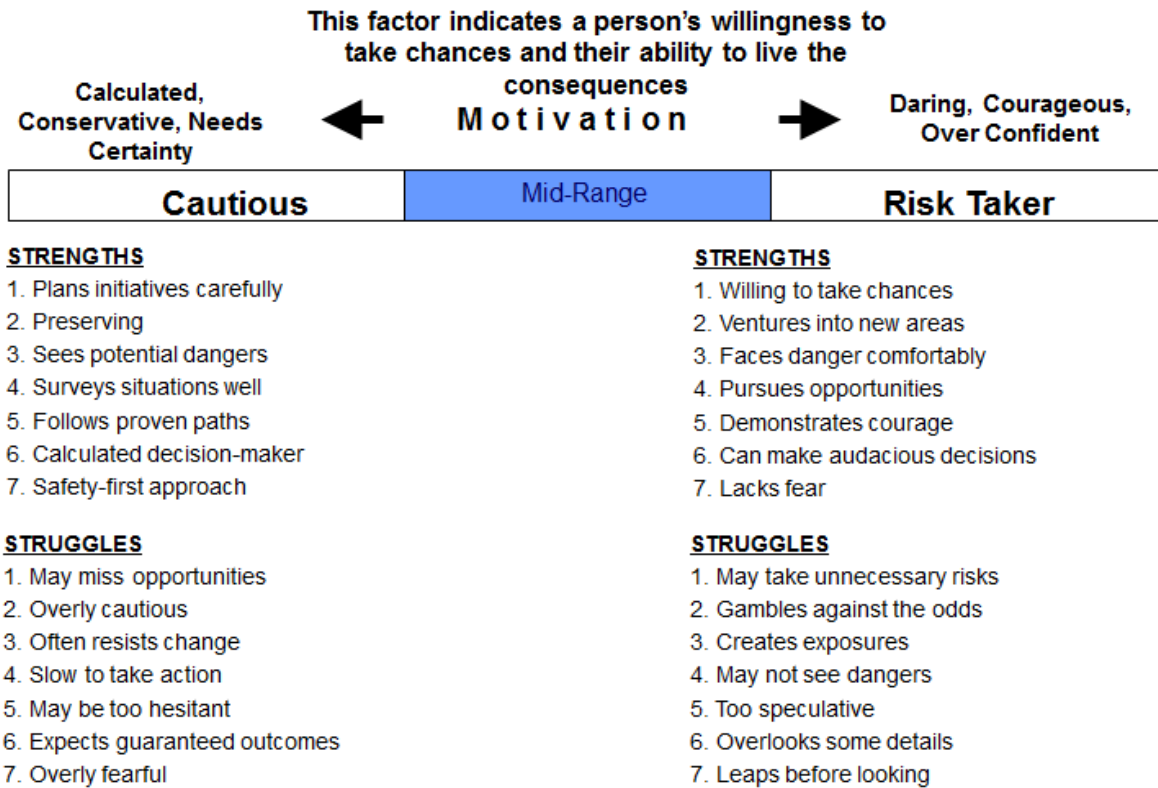
You can review a summary of each of the 8 primary behavioral factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Risk Factor fits into your overall DNA behavioral style. From DNA Behavior International’s perspective, behavior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

It’s important to set the Risk Factor into context. The Risk Factor indicates people’s ability to see a Risky idea or proposition as an opportunity. They will calculate the Risks involved in, for example, a business venture and determine if the level of Risk is acceptable. What is considered acceptable will differ from person to person. Those who understand how to manage their Risk Factor on the Risk Taker side, are more likely to evaluate the opportunity speedily; take all possibilities into consideration and make a measured decision whether to proceed or not. Whilst those people on the Cautious side of the Risk Factor will Need Certainty and assurances and are more likely to take a Conservative approach to any opportunity.

Risk-taking behaviors have been the subject of much speculation, from Sigmund Freud's belief that dare-devil stunts arise out of humans' innate "death drive," to some, modern psychologists' view that dangerous activities can make us feel more alive.

It’s important to understand that each of us will have some level of these motivations depending on whether the measured score is on the Risk Taker trait side (right hand side with a higher Risk Score moving from 56 to 80), Mid-Range (between 45 and 55) or on the Cautious trait side (left hand side with a lower Risk Score moving from 44 to 20).

Our approach is that there are both strengths and struggles from the Risk Taker and Cautious trait sides of the Risk Factor. The Risk Factor Table below provides a summary of these strengths and struggles from the Risk Taker and Cautious traits of the Risk Factor. The intensity of these strengths and struggles will be increased the stronger the participant’s score is on the Risk 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 Risk Factor desire to be Risk Taker or Cautious.

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 level of being a Risk Taker person (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 Risk Takers; Daring, Courageous, Over Confident, are often the trail blazers; the entrepreneurs who are willing to throw everything they own into a business venture. Some fail, but most Risk Takers in business that would describe themselves as entrepreneurs, take Risk because they believe with determination and hard work their venture will work.

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

The History of the Risk Factor

Historically, the Risk 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

In his 1921 book *Risk, Uncertainty, and Profit*, Frank Knight outlined the distinction between Risk and uncertainty.

... Uncertainty must be taken in a sense radically distinct from the familiar notion of Risk, from which it has never been properly separated. The term "Risk," as loosely used in everyday speech and in economic discussion, really covers two things which, functionally at least, in their causal relations to the phenomena of economic organization, are categorically different. ... The essential fact is that "Risk" means in some cases a quantity susceptible of measurement, while at other times it is something distinctly not of this character; and there are far-reaching and crucial differences in the bearings of the phenomenon depending on which of the two is really present and operating. ... It will appear that a measurable uncertainty, or "Risk" proper, as we shall use the term, is so far different from an unmeasurable one that it is not in effect an uncertainty at all. We ... accordingly restrict the term "uncertainty" to cases of the non-quantitative

type. http://mises.org/sites/default/files/Risk%2C%20Uncertainty%2C%20and%20Profit_4.pdf

So what is the definition of Risk and where does fear fit into it?

*People may rely on their fear and hesitation to keep them out of the most profoundly unknown circumstances. Fear is a response to perceived danger. **Risk** could be said to be the way we collectively measure and share this "true fear"—a fusion of rational doubt, irrational fear, and a set of unquantified biases from our own experience.*

The field of behavioral finance focuses on human Risk-aversion, asymmetric regret, and other ways that human financial behavior varies from what analysts call "rational". Risk in that case is the degree of uncertainty associated with a return on an asset. Recognizing and respecting the irrational influences on human decision making may do much to reduce disasters caused by naive Risk assessments that presume rationality but in fact merely fuse many shared biases. http://en.m.wikipedia.org/wiki/Risk#Business_and_management

A further consideration:

One commonly accepted theory about why people do Risky things has to do with evolution. This theory holds that in one of the deep, dark, old parts of our brains, where the control centers for survival and reproduction are located; there are preprogrammed impulses in some people that stimulate them to take Risks. These individuals are known in psychological terms as "Risk seekers," whereas their more conservative counterparts are labeled "Risk avoiders." (In attempting to delineate the characteristics of human Risk taking, however, it is important to note that we cannot reasonably divide the population into Risk Takers and Risk avoiders. All people will both seek Risk and avoid Risk at different points in their lives.) Sociologists and other experts believe that these very basic personality types evolved eons ago, and

that despite the easier, more protected world most Western people now enjoy, they are not likely to change any time soon.

<http://www.fags.org/health/topics/15/Risk-taking-behaviors.html#ixzz3MOWIhTNh>

Lee Alan Dugatkin Ph. D of University of Louisville observed the following in The Evolution of Risk-Taking

.....Many animal species besides humans show evidence of individuality. Knowing how a Risk-taker differs from its stay-at-home counterpart could not only help humans live more easily with our fellow creatures, but also tell us a few things about ourselves and how we got this way....

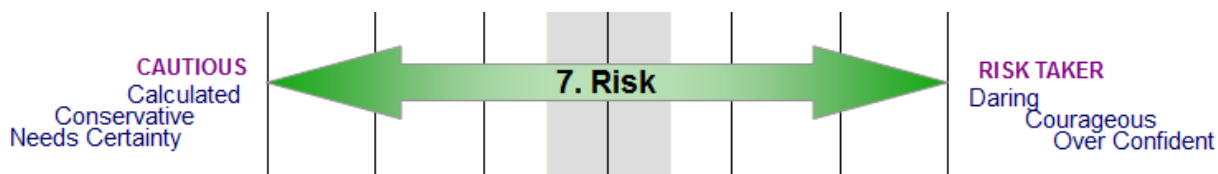
When contemplating whether or not to move a dream, passion or vision forward, Risk when considered through the lens of ‘possibility’, ‘venture’ or ‘opportunity’ requires evaluation of both the Risks of taking action and the Risks of inaction. In leadership, for example, having insight into inherent behaviors and talents ensures that decisions taken benefit the business and the people working in it.

Taking this approach will ensure that businesses move forward safely. A Risk Taker who has matured their behavioral approach will expect success and are unlikely to Take Risks that are uncalculated. They will be open to new possibilities, explore new ideas and will handle change with ease.

This differentiation also supports why DNA Behavior has decided to name the factor Risk with Risk Taker and Cautious Traits rather than Thrill-Seeking or Sensation-Seeking.

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

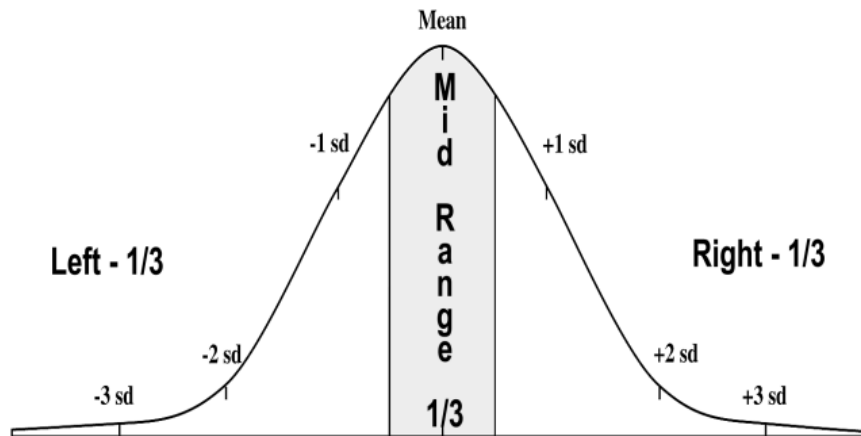
Managing the Risk Factor – Risk Taker Trait




The Business DNA Behavior Discovery and Performance Process also uncover the sub-factors that form a part of the Risk Factor. These are important components of the primary Risk Factor which 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 Risk 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 Risk Factor score on the Risk Taker side might work with a colleague who has a stronger Risk Factor score on the Cautious side.


Risk Taker Strengths and Struggles Sub-Factors: Daring Courageous Over Confident	Moderating Behavior 	Cautious Strengths and Struggles Sub-Factors: Calculated Conservative Needs Certainty
Willing to take chances May take unnecessary Risks	Take time to explain the thought behind Risk based decisions. Exchange information that will enable them to be part of a Risk-based culture where they understand that there is balance, strategy and thought applied to the Risk Taking.	Plans initiatives carefully May miss opportunities
Ventures into new areas Gambles against the odds	Remember that they are protective of the here and now. They want to know that there is value in investing into the proposed changes or projects. Remember they are circumspect, so present options and give them time to understand.	Preserving Overly Cautious

<p>Faces danger comfortably</p> <p>Creates exposures</p>	<p>Outline opportunities or new ventures with limitations and borders.</p> <p>Listen to their input they may reveal issues not considered. They will refuse to accept new ventures or changes if they are presented as though no consideration has been given to potential obstacles.</p>	<p>Sees potential dangers</p> <p>Often resists change</p>
<p>Pursues opportunities</p> <p>May not see dangers</p>	<p>Invest time into explaining the opportunities and what's in it for them to those who are not on the same page. Explain the reality that Risk management helps organizations to grow.</p>	<p>Surveys situations well</p> <p>Slow to take action</p>
<p>Demonstrates courage</p> <p>Too speculative</p>	<p>Explain how..... <i>Risk-taking is beneficial for and stimulates brain and mental health. Because dopamine produces a natural high, Risk-taking behaviors can help you get a positive mood and a new perspective.....</i></p> <p>Adrenaline rush: The science of Risk. (n.d.). Museum of Science, Boston. Retrieved from http://www.mos.org/imax/adrenaline-rush</p>	<p>Follows proven paths</p> <p>May be too hesitant</p>

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<p>Can make audacious decisions</p> <p>Overlooks some details</p>	<p>Try to negotiate common ground.</p> <p>Having insight into behaviors will reveal potential shared approaches to decision making and this will inform and reveal the kinds of Risks a person is willing to take.</p>	<p>Calculated decision-maker</p> <p>Expects guaranteed outcomes</p>
<p>Lacks fear</p> <p>Leaps before looking</p>	<p>Share your thinking process that enables you to mitigate Risk and explain their role in being able to point out potential pitfalls.</p> <p>Talk about the value you see them bringing to any high Risk venture. Let them know their contribution will ensure a greater level of success.</p>	<p>Safety-first approach</p> <p>Overly fearful</p>

The following summary provides an insight into how a person with a strong Risk Factor on the Risk Taker side might communicate with a colleague with a stronger Risk Factor score on the Cautious side.

Risk Taker	How to Communicate 	Cautious
<p>Communication Need</p> <p>Takes chances Venturesome Speculative Impulsive Opportunistic</p> <p>Communication Challenge May take unnecessary Risks May not see dangers</p> <p>Communication Key: Present Risk /return</p>	<p>Modification/Approach</p> <p>Explain how you have thought through your decision making.</p> <p>Acknowledge areas of concern that you recognize might be there and how you intend to overcome them.</p> <p>Speak in a way that doesn't present you as an adrenalin junky. Be measured when around less venturesome people.</p>	<p>Communication Response</p> <p>Take 'safety' options Pessimistic Seeks stability Prefer to follow proven paths Focused on certainties</p> <p>Communication Challenge May miss opportunities May be too hesitant</p> <p>Communication Key: Minimize Risks</p>

In Summary – Risk Factor on the Risk Taker side

Those on the Risk side of the Risk Factor are Daring, Courageous, Over Confident. Among others things their Risk-taking preferences are influenced by past experience, environment, and potential for reward. Risk Takers have a strong need for control in most or all areas of their lives. They know through experience what they are capable of achieving. As leaders they can be exciting to follow for some, and alarming for others. Leaders who understand their Risk Taking behaviors know how to encourage, even the most Cautious of, colleagues to get on board by making a sound case for whatever it is they want to do.

Richard Branson in his interview with Entrepreneur said: *One of the great benefits of taking on challenges in your working life is that you and your team learn to confront Risk together – and also to lose sometimes, because when you make a good wager, the odds are not going to be in your favor. The calculated Risks you and your team take should be strategic judgments, not just blind gambles: Protect the downside by figuring out the odds of success, working out what the worst possible consequences would be, then deciding whether to accept.* <http://www.entrepreneur.com/article/226942>

Victor Kiam, American Entrepreneur 1926 -2001 stated: *“Often the difference between a successful person and a failure is not one has better abilities or ideas, but the courage that one has to bet on one's ideas, to take a calculated Risk - and to act.”*


Andre Malraux the French Historian, Novelist and Statesman, 1901-1976 observed: *“Man cannot discover new oceans unless he has the courage to lose sight of the shore.”*

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

Risk Taking comes naturally to some people and is incredibly difficult for others. Many try to avoid Risk as much as possible, while others embrace Risk Taking. But 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.

Managing the Risk Factor on the Cautious Trait

The following summary provides an insight into how those with a strong Risk Factor score on the Cautious side might work with colleagues with a stronger Risk Taker Factor score on the Risk side.

Cautious Strengths and Struggles Sub-Factors: Calculated Conservative Needs Certainty	Moderating Behavior 	Risk Taker Strengths and Struggles Sub-Factors: Daring Courageous Over Confident
<p>Plans initiatives carefully</p> <p>May miss opportunities</p>	<p>Tell them the areas of Risk that concern you and why.</p> <p>Be supportive let them know you want to be part of the opportunity but as a traditionalist and preferring to remain with the status quo, need to be persuaded of the plans in hand and where you fit.</p>	<p>Willing to take chances</p> <p>May take unnecessary Risks</p>
<p>Preserving</p> <p>Overly Cautious</p>	<p>Talk about the areas of the new venture that you think are worth keeping.</p> <p>Ask for specific benefits in why changes are needed.</p> <p>Question in a positive supportive way not in a negative way.</p>	<p>Ventures into new areas</p> <p>Gambles against the odds</p>
<p>Sees potential dangers</p> <p>Often resists change</p>	<p>Be open about your concerns and fear of uncharted waters. Don't allow lack of response to cause you to oppose any suggested changes or new endeavors.</p>	<p>Faces danger comfortably</p> <p>Creates exposures</p>

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<p>Surveys situations well</p> <p>Slow to take action</p>	<p>Ask for the thought processes around the current proposal or suggested changes.</p> <p>Negotiate thinking time so you can understand.</p> <p>Question proposals in an affirmative and encouraging way.</p>	<p>Pursues opportunities</p> <p>May not see dangers</p>
<p>Follows proven paths</p> <p>May be too hesitant</p>	<p>Try to negotiate common ground.</p> <p>Be constructive when faced with changes that make you feel uncomfortable. Don't immediately assume Risk Takers are irresponsible.</p> <p>Invest time into understanding their vision. Then provide constructive feedback and support.</p>	<p>Demonstrates courage</p> <p>Too speculative</p>
<p>Calculated decision-maker</p> <p>Expects guaranteed outcomes</p>	<p>Ask for details and consequences of decisions being made.</p> <p>Spend time understanding where they fit into the bigger picture.</p> <p>Ask directly how Risk is to be mitigated.</p>	<p>Can make audacious decisions</p> <p>Overlooks some details</p>

The following summary provides an insight into how a person with a strong Risk Factor on the Cautious side might communicate with a colleague with a stronger Risk Factor score on the Risk Taker side.

Cautious	How to Communicate ➔	Risk Taker
<p>Communication Response</p> <p>Take ‘safety’ options Pessimistic Seeks stability Prefer to follow proven paths Focused on certainties</p> <p>Communication Challenge May miss opportunities May be too hesitant</p> <p>Communication Key: Minimize Risks</p>	<p>Modification/Approach</p> <p>Ask questions without cynicism. Be prepared to be open to new suggestions.</p> <p>Be honest about concerns and discuss them in a way that you are trying to understand and trust the decisions being made.</p> <p>When concerned about Risks, raise the concerns but remember to have solutions/suggestions to counter the Risks.</p> <p>Approach conversations with a willingness to be part of the forward thinking and not the one introducing the negative obstacles.</p>	<p>Communication Need</p> <p>Takes chances Venturesome Speculative Impulsive Opportunistic</p> <p>Communication Challenge May take unnecessary Risks May not see dangers</p> <p>Communication Key: Present Risk /return</p>

In Summary – Risk Factor on the Cautious side

Having strong working relationships in business is critical to success. Teams should function well in order to produce results. Leaders must skillfully manage relationships and have the behavioral insight to navigate potential clashes of personality and behavior.

Those on the Cautious side of the Risk Factor are Calculated, Conservative and Need Certainty to function at their optimum. In many ways they are an asset to the business as they introduce Caution when others are Risk Takers. They want to spend time considering all the options before they add their support to a venture. Under pressure, however, that cautiousness can quickly turn into indecisiveness, delaying decisions unnecessarily. This stance can cause immense frustration to those around them and if allowed to escalate could sabotage opportunities to advance.

Cautious people are Conservative; Risk unsettles them; They Need Certainty before making decisions. They want time to process consequences of any decisions they make. They don’t want to be seen to make mistakes. The more others are Risk Takers, the more likely they are to become extremely Cautious and resistant to any form of change.

Risk Takers often avoid Cautious people as they don't want to hear their negative responses. Cautious people can be seen by others as reveling in insecurities, fears and anxiety. Faced with making speedy decisions they will resist and at times become unreceptive or argumentative causing immense frustration to those around them.

When Risk Taker colleagues understand that these are reactions to internal confusion and panic by a Cautious colleague, they will be able to allay their fears and not take their responses personally; providing they themselves understand inherent behaviors and how they need to be managed.

Risk Factor – Risk Taker Trait Case Study

Frustrated Entrepreneur Challenge: Tom, having worked for a government department for 18 years decided to start his own business. His time spent in such a structured and formal setting had three major influences on his career. Firstly, it provided a steady and not insignificant income; secondly, it gave him a set of very high quality skills in the area of workplace behaviors and thirdly, it was 18 years of frustration that led him to resign and start his own business.

On a long business flight he read Richard Branson's book *Screw It, Let's Do It*, which was the catalyst for deciding to leave his government job.

Tom knew his inherent behavior was as a Risk Taker. He had successfully used this to break many patterns of intransigent behavior during his time in government. Nevertheless he understood the fine line that exists for entrepreneurs between crash and burn Risk Taking and strategic Risk Taking. With this in mind he sought advice from DNA Behavior International. He wanted to ensure he used his talent wisely to build a successful business outside the government.

Engagement Scope and Approach: DNA Behavior International began their work with Tom by using the Business DNA Natural Discovery Process to help him pinpoint his passions and create a strategic plan to profit from them. Tom's profile revealed, as he suspected, that he was on the right hand side of the Risk Factor with a high Risk Taker trait. It further revealed his need to be in control over his destiny and the need to think through the steps required to realize his goals. Importantly as a Risk Taker, and with entrepreneurial talents, Tom wanted to understand how to manage his zeal in order to think through all aspects of setting up his new business.

Tom knew his marketable idea was the ability to bring substantial transformation in organizations. Through working with the teams appointed to be responsible for delivering change, he could offer relationships management that would ensure they worked together effectively. He didn't want to be a consultancy that only focused on project management and as that approach felt too confining. He wanted his differentiator to be managing workplace behaviors so teams would deliver and maintain organizational change for themselves. He knew that this approach would build sustained relationships.

DNA Behavior worked with Tom to understand how to 'sell' his business; how to develop presentations that would reach all communication styles. They worked with Tom to develop a range of questions and responses appropriate to all behavioral and communication styles of the executives he was likely to be making his pitch to. Further, DNA Behavior provided Tom with his Ultimate Performance Guide which gave him insight into how to establish boundaries in a way that did not impact his inherent Risk Taker qualities, yet enabled him to manage these qualities during conversations with others.

Your Performance Strengths

- Ventures into new areas
- Faces danger comfortably
- Demonstrates courage

Your Performance Struggles

- May take unnecessary risks
- May not see dangers

Your Performance Environment Keys

- Present me with opportunities
- Present me with the risks and return
- Keep the discussion positive

Result: Tom realized the importance of taking the first giant step in his new business and determined to make a presentation to the largest organization he could find. He knew of one particular business that was considering a major re-organization. Knowing he would be competing with some of the biggest consultancies in the country, he spent time understanding the audience he would be presenting to.

He boldly presented his proposal. His pitch was successful.

After being in business for less than a year, he has multiple contracts and has generated a substantial income. Taking the Risk built his self-confidence. He knew that Risk Taking was the essence of who he was but needed wisdom to apply it as a business owner.

The broader pay off was:

- Tom continued to work in relationship with DNA Behavior International using their DNA Behavior Discovery and Performance Processes within his business.
- He acquired new skills to be able to manage his high Risk Taking trait.
- He developed a range of behaviorally based questions and used them to uncover issues when working with companies.
- He used the DNA Process to hire additional consultants into his business.

Risk Factor – Cautious Trait Case Study

The Team Challenge: Being Cautious in business is a necessary safeguard against failure. This was how Karen viewed her approach to her team leader responsibilities. She was a good listener and thought long and hard before agreeing to any changes or suggestions being presented to her by her team.

Karen took her role seriously; she viewed her responsibility to the organization as always taking a safety first approach; sticking to tried and tested processes and resisting changes for changes sake.

She considered herself a competent leader, accomplished in her ability to get along with her team members. Or so she thought!

Unknown to Karen, members of her team had shared their frustration with Alan, Head of Karen's department. During performance appraisal interviews they felt that their talents were not being used because of Karen's overly Cautious behavior. They considered their team staid and never adding new or innovative value to the organization. Suggestions on how to improve service had been ignored or were still being considered by Karen. Some shared that progression in their careers was being thwarted because of

her overly Cautious approach to business. Importantly, they had tried to have conversations with Karen about her overly Cautious behavior, but to no avail.

Alan recognizing that this harmful leadership style might be as a consequence of something yet uncovered, such as work stress or pressure arranged a meeting with Karen.

Engagement Scope and Approach: Alan had always considered Karen and her team as reliable. He didn't spend much time with them as they always delivered. He now began to realize that in fact they were predictable, which was perfectly acceptable. But given that the organization was constantly looking for opportunities to increase business, he took a fresh look at Karen and the team.

He knew Karen to be naturally Cautious and had seen her bring a measure of balance during discussions with her peers about change. With hindsight he recalled her responses were always negative. Lately he had noticed that she had been delaying decisions and become indecisive which he could see was causing problems with the team and probably also with her peers.

Alan knew that he was mid-range on Risk; comfortable with Risk Taking but never reckless.

Alan opened his meeting with Karen by sharing the feedback he had received from her team members. He explained that they perceived her Caution as negativity. Having then established there were no hidden underlying matters causing her to be resistant to change, he explained the importance of understanding her behaviors and communication style. Alan hoped that this feedback would help her to lead her team in a different and more effective way. He knew that failing to get Karen to understand the impact on the team of her overly Cautious behavior would cause ongoing issues.

Alan suggested that Karen and her team complete the Business DNA Behavior Discovery Process. This would reveal the inherent behavior of herself and each of her team. He said that the DNA Behavior consultants would then facilitate feedback of the process outcomes so that everyone could learn how to work and communicate with each other. Even more importantly, it would reveal talents and strengths and help Karen determine the most effective way to use them.

Alan explained that the DNA Behavior Discovery Process would show where she sat on the Risk Factor. It would uncover the degree to which she was on the Cautious side. He explained that the results would identify what it means to be on the Cautious side of the Risk Factor and how others responded to this.

He reiterated the confidence he had in her as a team leader. He qualified his comments by saying that whilst she may believe her Cautious behavior and approach to business was a strength it was important to understand that her team might see it very differently.

Karen was given the Ultimate Performance Guide which enabled her to understand how best to use and, when necessary, moderate her approach.

Your Performance Strengths

- Plans initiatives carefully
- Sees potential dangers
- Calculated decision-maker

Your Performance Struggles

- May miss opportunities
- May be too hesitant

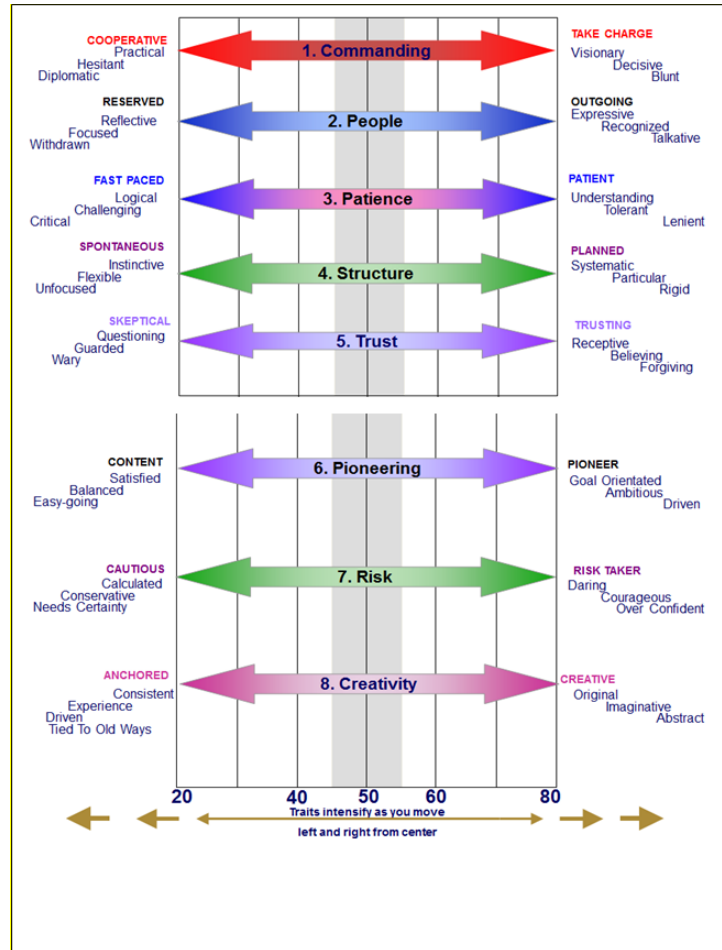
Your Performance Environment Keys

- Look for ways to minimize the risks
- Allow me time to survey the situation
- Remember my need for safety

Result: Karen and her team completed the DNA Behavior Discovery Process and used their Business DNA Natural Summary Report as a reference point for their conversations. The Team quickly understood that Karen's Cautious, Calculated, Conservative approach was all about protecting the business. They understood the need to include far more information in their suggestions. The team could see that Karen could be persuaded to be a part of change if convinced that there was merit and not change just for the sake of change.

The broader pay off was: Alan was impressed by the degree to which using the Business DNA Natural Summary Report as a reference point for their conversations moved Karen's team from a position of potential hostility towards their team leader to a place of support and respect.

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	Risk , Sensation-Seeking, Type T, Thrill-seeker, Dare-devil, Risk-Seeker, Gambler
c. 450 BC	Classical elements	earth
c. 400 BC	Hippocrates's four humors	black bile
c. 190	Galen's four temperaments	melancholic
c. 1025	Avicenna's four primary temperaments	rheumatism, insomnia, wakefulness, acquired habit, lack of desire for fluids
c. 1900	Ivan Pavlov's four temperaments	melancholic (Weak inhibitory)
c. 1900	Alfred Adler's four Styles of Life	Avoiding
c. 1928	William Marston and John G. Geier DiSC assessment	Conscientiousness
c. 1947	Erich Fromm's four Types of Character	Hoarding
c. 1948	California Psychological Inventory CPI 260	VisuaKarener
1958	MBTI codes	ISTJ, INTJ, ISTP, INFJ
c. 1958	William Schutz, FIRO-B	See FIRO article for score names.
c. 1960s	Stuart Atkins LIFO's four Orientations To Life	Conserving-Holding
c. 1960s	David Merrill, "Social Styles"	Analytical
1964	Blake-Mouton Managerial Grid Model	Impoverished
c. 1966	Temperament by LaHaye	Melancholy
1973	Jay Hall Conflict Management ^[15]	Leave-lose/win
1974	Thomas-Kilmann Conflict Modes ^[16]	Avoiding
c. 1984	The Arno Profile System(Five Temperaments)	Melancholy
c. 1995	Worley Identification Discovery Profile	Melancholy
c. 1996	Tony Alessandra Personality Styles	Thinker
c. 1998	Hartman Personality Profile	Blue
c. 2001	Linda V. Berens' four Interaction Styles	Chart The Course

Research References

Appendix C

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