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Business DNA® Behavioral Insights Series:

Structure Factor E-Booklet

DNA Behavior International
June 2015

About DNA Behavior International

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

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

Introduction to the Structure Factor

Every participant in the Business DNA Natural Behavior Discovery Process has a Structure Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The Structure Factor is the fourth 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 Structure 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.
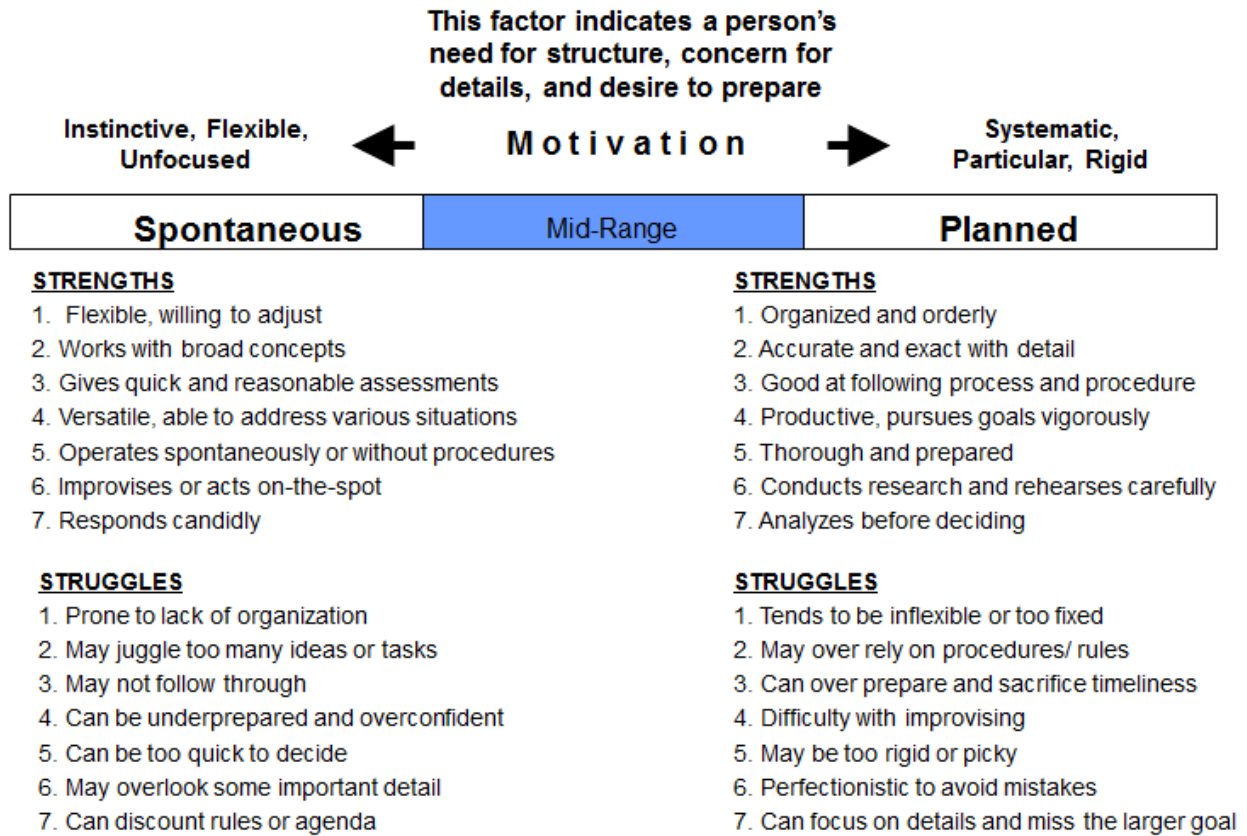
It's important to set the Structure Factor into context. The Structure Factor indicates people's desire to be organized and orderly; they approach everything they do systematically with exhaustive attention to detail; choosing always to follow tried and tested courses of action. Preferring to be industrious they work hard at delivering outcomes and arrive at decisions using research and careful analysis.

An interesting consideration for this Factor is that people on the Spontaneous side of the Structure Factor flourish in a startup business due to the flexibility and intuitive thinking that is needed to survive in continually changing circumstances. Whereas those on the Planned side of the Structure Factor are often ones to strengthen the foundations of a new business and put in place the processes and procedures required to systemize the business and enable it to grow. Both sides of the Structure Factor are equally valid and provide useful input to the business world.

Each of us will have some level of these motivations depending on whether the measured score is on the Planned trait side (right-hand side with a higher Structure Score moving from 56 to 80), Mid-Range (between 45 and 55) or on the Spontaneous trait side (left-hand side with a lower Structure Score moving from 44 to 20).

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

All behaviors are equally valid in business roles, and all are needed; all styles and all people have strengths and struggles. The important point to remember is that people can achieve greater success when they understand and maximize the positive aspects of their own natural and unique styles, and operate in an environment that will enhance their natural talents, and balance their areas of struggle.

This factor indicates a person's need for structure, concern for details, and desire to prepare

Instinctive, Flexible, Unfocused ←	**M o t i v a t i o n**	→ Systematic, Particular, Rigid

Spontaneous	Mid-Range	**Planned**

STRENGTHS	STRENGTHS
1. Flexible, willing to adjust	1. Organized and orderly
2. Works with broad concepts	2. Accurate and exact with detail
3. Gives quick and reasonable assessments	3. Good at following process and procedure
4. Versatile, able to address various situations	4. Productive, pursues goals vigorously
5. Operates spontaneously or without procedures	5. Thorough and prepared
6. Improvises or acts on-the-spot	6. Conducts research and rehearses carefully
7. Responds candidly	7. Analyzes before deciding

STRUGGLES	STRUGGLES
1. Prone to lack of organization	1. Tends to be inflexible or too fixed
2. May juggle too many ideas or tasks	2. May over rely on procedures/ rules
3. May not follow through	3. Can over prepare and sacrifice timeliness
4. Can be underprepared and overconfident	4. Difficulty with improvising
5. Can be too quick to decide	5. May be too rigid or picky
6. May overlook some important detail	6. Perfectionistic to avoid mistakes
7. Can discount rules or agenda	7. Can focus on details and miss the larger goal

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 Structure Factor desire to be Planned or Spontaneous.

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 Planned 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.

As with all behaviors there is a flip side, much depends on the reaction others have to Systematic, Particular and Rigid people. Importantly those with a Planned trait within the Structure Factor need to be a right fit for the culture, business and the role they are called to perform.

People who are Planned are comfortable and perform effectively when their environment is predictable, where there are systems and where their ability to analyze is used and appreciated.
In following set processes and procedures they may tend to become too rigid and cause others to become frustrated when they see no room for flexibility

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The History of the Structure Factor

Historically, the Structure 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 article titled The Need for Structure Gary McClain, Ph.D.,

(Clinical Psychologist and Educator Ph.D. from the University of Michigan). Makes the following observations:

Not all people, no matter how creative, function well in an environment with minimal structure. Some people don't know how to channel their energy into productive tasks with measurable outcomes. Other people crave — and excel under — close and specific direction. And occasionally you'll encounter a person who must have external structure because without it he or she simply won't do any work at all.

Employees who need a lot of structure need a manager who is willing to be more hands-on. Structure people tend to have the following characteristics:

They are often tidy and organized. Their desks and workspaces are neat and functional. Nearly anyone could step into a Structure person's environment and find a file or project. They arrive and leave on time, and at the same time every day. If they are early, which many tend to be, they are consistently early. They follow obvious routines. Other employees almost always know where they are and what they are doing, just by knowing what time or day it is. They know what work is due and where in the process the work is, and they deliver on time unless circumstances beyond their control intervene. They handle complex projects by breaking them into smaller, logical steps. Structure people often keep status and progress logs of their projects. They appear disciplined and goal-oriented.
They seldom knowingly break rules, and they might take offense with those who do.

Every company, regardless of its products and services, requires a certain amount of structure. Some functions and departments, such as accounting, are bound to established procedures for conducting their work. People who work in these areas generally (but not always) have work styles and personalities that are compatible with this level of structure. Other functions and departments require structure that supports project timelines and productivity targets. Such structure might require you to precisely establish priorities, goals, and tasks.

Lee Salk, professor in psychiatry and pediatrics at The New York Hospital-Cornell Medical Center says the following: *Individual needs for structure can probably be traced back to childhood. "Structure," he said, "implies limits, discipline, boundaries of what is acceptable and what is not." The best kind of structure for children, Dr. Salk said, is not a rigid schedule but an atmosphere of consistent, loving guidance in which they learn how to experience the world.*

People on the Planned side of the Structure Factor have the responsibility to safeguard and protect the processes and procedures of a business; to make sure the company adheres to any legislative requirements, any statutory regulations or rules that if not observed could undermine the company. They should be used to set boundaries to safeguard the business and enable it to scale with defined processes. Such boundaries,

however, mustn't prevent others from doing their job or working within their own behavioral style to deliver outcomes.

In the extreme Planned people may be overly dependent on rules and procedures, reluctant to take on change and generally tend to focus on structure and not on people.

Part of appreciating how people affect each other when they have different behavioral styles, is to understand that some see those on the Planned side of the Structure factor as unbending/inflexible harsh, controlling and strict in their communication approach, always wanting always to force others to follow processes and procedures. Yet many will welcome the direction, boundaries and instruction that those on the Planned side can bring to the business; they work more effectively when there is structure and boundaries and in business will use their talent to keep the company foundations concrete and compliant.

People on the Planned side with behavioral insight will help others become better organized; they will spend time with colleagues willing to gain understanding into rules, regulations and processes because Planned individuals know this is a useful investment of their time. With insight those on the Planned side of the Structure Factor will breakdown work into manageable steps and develop achievable schedules for themselves and others to deliver outcomes. Further, they will be able to anticipate and adjust their plans to overcome any problems or roadblocks.

Conversely, for people who have not obtained insight into their Structure factor on the Planned side t could be seen to as obstinate, uncompromising or fussy; unwilling to compromise, missing deadlines because of their fastidiousness and generally causing frustration to colleagues.

This differentiation also supports why DNA Behavior has decided to name the factor for the Planned and Spontaneous Traits as Structure rather than Judging or Obsessional as used in many other systems.

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

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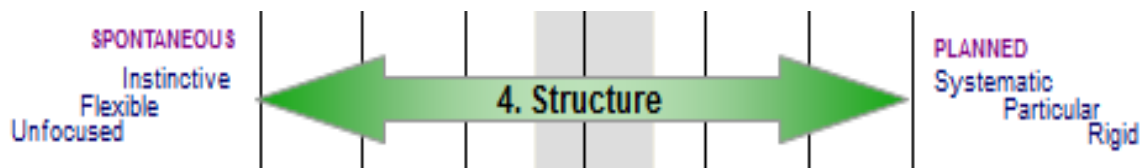
The Business DNA Discovery Process also uncovers the sub-factors that form a part of the Structure Factor. These are important components of the primary Structure Factor that are measured separately. They provide an additional level of depth in terms of revealing the behaviors of a person. While an individual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

The bell curve graph below shows the degree to which scores on the right, left or in the middle uncover extremes of behavior and the degree to which they are strengths or struggles. The closer the scores move toward 20 and 80 respectively, the stronger the behavior. Put another way, the strengths will be greater as will be the corresponding struggles. Strengths 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.
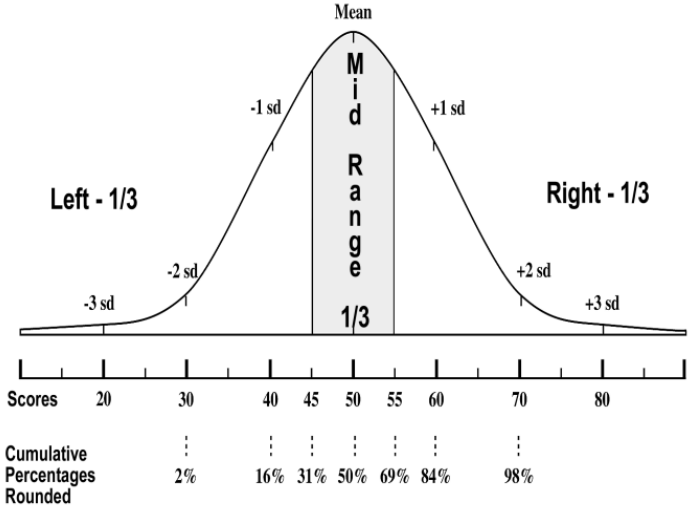
The following summary provides insight into how a person with a strong Structure Factor score on the Planned side might work with a colleague who has a stronger Structure Factor score on the Spontaneous side.

Planned Strengths and Struggles Sub-Factors: Systematic Particular Rigid	Moderating Behavior ➤	Spontaneous Strengths and Struggles Sub-Factors: Instinctive Flexible Unfocused
Organized and orderly Tends to be inflexible or too fixed	Demonstrate the importance of being organized in a supportive way. Offer to help re-organize work space. Learn the importance of compromise and acknowledge when colleagues instinctiveness or insightfulness has	Flexible, willing to adjust Prone to lack of organization

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	proved to be helpful/right.	
Accurate and exact with detail May over rely on procedures/ rules	Emphasize the key issues to be addressed. Use something as simple as a highlighter in written communications. Link this with processes or procedures that need to be followed as a requirement. Don't overload with projects. Make sure the previous piece of work has been completed. Keep them on track by providing achievable time lines. If necessary tie their reward or remuneration to the meeting of a deadline for delivery.	Works with broad concepts May juggle too many ideas or tasks
Good at following process and procedure Can over prepare and sacrifice timeliness	Acknowledge their ability to pull out the salient points and give feedback. Use your talents to break down tasks into deliverable sizes. This will be helpful to those who have difficulty completing tasks but also to you in terms of delivering on time and not spending too much time in preparation.	Gives quick and reasonable assessments May not follow through

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Productive, pursues goals vigorously Difficulty with improvising	Draw boundaries for them; they will try to multitask but may not deliver. Give clear instructions; determine in advance their ability to understand and deliver.	Versatile, able to address various situations Can be underprepared and overconfident
Thorough and prepared May be too rigid or picky	When faced with deadlines and difficult projects finding the middle ground will deliver solutions and options that can help. Acknowledge input and contributions and then overlay your ability to understand rules and regulations to find the most effective outcome, decision or solution.	Operates Spontaneously or without procedures Can be too quick to decide
Conducts research and rehearses carefully Perfectionistic to avoid mistakes	Don't become obsessive or paralyzed with analysis, sometimes it's important to yield ground in order to deliver an outcome. This approach doesn't have to mean that Structure has been compromised.	Improvises or acts on-the-spot May overlook some important detail
Analyzes before deciding Can focus on details and miss the larger goal	Listen to all sides and then make a decision. Sometimes in the face of no obvious answer the best decision is instinctive.	Responds candidly Can discount rules or agenda

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The following summary provides an insight into how a person with a strong Structure Factor on the Planned side might communicate with a colleague with a stronger Structure Factor score on the Spontaneous side.

Planned	How to Communicate	Spontaneous
Communication Need Provide details, research Budgets and structure Ambiguity aversion Written advice Task Focus Analytical approach Communication Challenge Tends to be inflexible or too fixed Communication Key: Present specifics – facts, figures, data	Modification/Approach Keep details to a minimum Present outlines Be specific about what is needed Set time scales and agree them Acknowledge their Spontaneity and accept that there are times when their ability to be instinctive adds value to the to the business Set out areas where they are free to improvise and those areas where they can't Offer to help with providing structure	Communication Response Free-flowing High level approach Improvisation Wing it approach Low-complexity Instinctive approach Communication Challenge Can be too quick to decide Communication Key: Provide broad facts

In Summary – Structure Factor on the Planned side

The Structure Factor on the Planned side implies conscientiousness and a desire to do a task well. Such people are systematic, efficient and organized. They are likely to be self-disciplined and display Planned rather than Spontaneous behavior. Planned/Conscientious/Organized is one of the five traits of the Five Factor Model of personality. When taken to an extreme, they may also be perfectionists, systematic and rigid in their behavior.

The natural performance outcome of those on the Planned side of the Structure Factor is to complete work that is detailed and accurate. They need their life to be well systematized and orderly; Structure, tried and tested rules, schedules and procedures provide them with a comfortable working environment, without which they will become inflexible in an effort to avoid making mistakes.

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Planned people are confused by contradictions and ambiguities preferring to work with evidence and validations. They would regard Spontaneity or impulsiveness in anyone as illogical and tend to disregard their input as unsubstantiated and speculative.

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. People who would describe themselves as on the Planned side of the Structure Factor will be Systematic, Particular and Rigid. They prefer Structure and a clear sense of direction. They are good at following processes and procedures, but prefer to work away from noise and activity. Some would describe them as perfectionists, determined to get things right first time and often missing deadlines in order to do so. Whilst this might be frustrating to some, it's important to the success of any business to have someone who pays attention to the detail; that is the value they bring.

Managing the Structure Factor on the Spontaneous Trait

The following summary provides an insight into how those with a strong Structure Factor score on the Spontaneous side might work with colleagues with a stronger Planned Factor score on the Structure side.

Spontaneous Strengths and Struggles Sub-Factors: Instinctive Flexible Unfocused	Moderating Behavior	Planned Strengths and Struggles Sub-Factors: Systematic Particular Rigid
Flexible, willing to adjust Prone to lack of organization	Ask for assistance to set boundaries; this won't compromise your need for spontaneity but will frame it. Be patient with well-organized people and establish goals and methods to your work.	Organized and orderly Tends to be inflexible or too fixed
Works with broad concepts May juggle too many ideas or tasks	Planned people often have the ability to pick out the nuggets from lots of random ideas. Use them as a sounding board. Test your ideas on them.	Accurate and exact with detail May over rely on procedures/ rules

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Gives quick and reasonable assessments May not follow through	Make sure your haphazard thoughts and opinions aren't confusing. Remember the need to complete and deliver what you say you will. This builds credibility.	Good at following process and procedure Can over prepare and sacrifice timeliness
Versatile, able to address various situations Can be underprepared and overconfident	Multi-tasking is a talent but it should go somewhere. Get help with planning as this will decrease the chances you will lose control by spreading yourself too thin.	Productive, pursues goals vigorously Difficulty with improvising
Operates Spontaneously or without procedures Can be too quick to decide	Find someone better at planning than you are and test your ideas on them. Get their input to your ideas and remember they may need to be the ones to help implement them.	Thorough and prepared May be too rigid or picky
Improvises or acts on-the-spot May overlook some important detail	Run scenarios with people who are orderly and organized. Get them to work through contingency plans with you. Working in this way could ensure successful outcomes.	Conducts research and rehearses carefully Perfectionistic to avoid mistakes
Responds candidly Can discount rules or agenda	There is some need for spontaneity in problem solving. Planned people don't like random situations but you may be able to provide out of the box ideas. Give the Planned people time to think through your suggestions and listen to their feedback, it may inspire further solutions from you.	Analyzes before deciding Can focus on details and miss the larger goal

The following summary provides an insight into how a person with a strong Structure Factor on the Spontaneous side might communicate with a colleague with a stronger Structure Factor score on the Planned side.

Spontaneous	How to Communicate ➡	Planned
Communication Response Free-flowing High Level approach Improvisation Wing it approach Low-complexity Instinctive approach Communication Challenge Can be too quick to decide Communication Key: Provide broad facts	Modification/Approach Think through in advance what you need to say Be clear and concise especially if you need something from them Don't ramble on with no structure Present facts and figures Acknowledge the value their ability to plan and follow procedures brings to the business Think before you respond	Communication Need Provide details, research Budgets and structure Ambiguity aversion Written advice Task Focus Analytical approach Communication Challenge Tends to be inflexible or too fixed Communication Key: Present specifics – facts, figures, data

In Summary – Structure Factor on the Spontaneous side

Spontaneity is something that many people aren't comfortable with as it suggests behaviors such as being unfocused, flexible and instinctive. In the extreme Spontaneity might describe someone who is haphazard, casual, or random. In general people need Structure and routines just to do life; yet those who are Spontaneous have a tendency to live an uninhibited life, and for that reason are often seen as impulsive and unstructured. Observations suggest that many Spontaneous people learn to adapt their behavior to be more Planned when they need to. For example when required to deliver deadlines or obligated to attend meetings on time. But for them it can be stressful.

Being Spontaneous displays behaviors that are relaxed and uninhibited, but it's also true to say that those on the Spontaneous side of the Structure Factor can respond well to changing circumstances and deal with the unexpected. They are apt to be creative and open minded and can bring out of the box thinking and resolution to a situation. However, they will become bored and distracted when repetitive, accurate and detailed work is needed.

People who are Spontaneous can be a valuable resource when creative thinking is required; they are ideas people but are not the ones who bring those ideas to completion, this they leave to others more inclined towards detail and delivery.

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Those on the Spontaneous Side of the Structure Factor Side are easily distracted, constantly looking for the next interesting 'thing' or project to get involved in. Responsibility and accountability challenges them.

Abraham Lincoln wrote *"You cannot escape the responsibility of tomorrow by evading today"* this accurately sums up people who are Spontaneous.

Spontaneous people are comfortable with the unknown, they look for opportunities to try something new and exciting and for this reason it's difficult to get them to hold their attention to the task in hand. They want to take immediate action when confronted with a problem or a project. They can quickly implement solutions, learn from the results, and make corrections as needed. The challenge for them is to use this inherent behavior within a Structure framework.

Taken to the extreme Spontaneous people will be seen as irresponsible by their Planned counterparts. Their 'life is too short' approach could cause Planned colleagues to become exceptionally rigid, unyielding and inflexible in an effort to pull Spontaneous colleagues into line.

Structure Factor – Planned Trait Case Study

Consulting and Training Company Challenge: The firm is situated in a building of historical significance in their City's Central Business District. The family of one of the company's founders owns the building and allowed the business to be established on the premises. Part of consultancy's reputation derives from this unique working environment. The company offers consulting and training programs and delivers most of their business within the historical building. The consultancy company has expanded significantly over the past five years and decisions needed to be taken in terms of where to store their immense library of resources. They cannot expand within the building and so tough business decisions need to be made to resolve this problem. Moving is not an option. The two founders decide that the best and most effective option is to move all of their key operations, material and indeed some of their training to a cloud-based file server that would allow everyone in the company to easily access and share large files and programs from anywhere in the world and more importantly free up much needed space within the premises.

The founders took this proposition to their Board which comprised four departmental heads, the CFO and the founders themselves. After much discussion it became clear that the CFO and the head of HR would not support the proposal. Even with all the information laid out before them they argued that such a move would take away their control to keep the business structure sound.

They contended that using cloud storage would not be beneficial to everyone. They stressed the issues around privacy saying they run the risk of others accessing their files. They maintained business would be lost if connectivity failed.

Their stance became more and more rigid. They could not be persuaded that this was the right course of action even when all the evidence at their disposable demonstrated it was not only the best solution, but the most cost effective in the long term.

At the point at which the discussions moved into harshness the founders ended the meeting to take advice.

Engagement Scope and Approach: The founders felt they had tried persuasion, providing endless amounts of supporting information and yet their two key executives were intransigent. They couldn't afford to allow this decision and the reaction to it to escalate any further and determined they needed to engage a facilitator to work with them and the two unyielding executives to find a solution.

They engaged DNA Behavior to implement a program to identify blockages to decision making and to work with them not to find a compromise but to bring the dissenters on board with the only solution available to the company to resolve their information storage issues.

A decision was taken for each of the board members including the founders to complete the Business DNA Discovery Process so that the relationships between all the parties would be deepened and communication issues resolved, and that the founders could gain greater insights into the rigid and unmoving position that their two executives had taken.

When DNA Behavior had completed the process with the board they called them together for a meeting with a view to surfacing any communication issues. Each person used the DNA Ultimate Performance Guide contained inside their Business DNA Natural Behavior Summary Report as a basis for the conversation.

Your Performance Strengths	Your Performance Struggles
•Organized and orderly •Good at following processes and procedures •Analyzes before deciding	•Tends to be inflexible or too fixed •Can be perfectionistic to avoid mistakes

Your Performance Environment Keys
- Consider my need for accuracy and detail
- Honor my need for structure, schedules and rules
- Remember my need to be thorough and prepare

Result: With the DNA Behavior Facilitator leading the discussion, each of the Board members reviewed their reports and gained insight into their behavioral talents and communication styles. They quickly recognized why they had reached an impasse in terms of making this critical business decision. The HR and CFO executives understood that as they were marked high on the Planned side of the Structure Factor their responses were taken by the other Board members as negative. The more the others tried to persuade them the more uncompromising they both became. But with this insight all were able to see that the CFO and HR executives wanted to protect the company in terms of their security, their finances, the processes and procedures which had taken years to build up.

In addition they both admitted that they knew little about the cloud and felt their authority might be undermined.

When the DNA facilitator drew the meetings to a close all were in agreement that the move to cloud storage would go ahead. Decisions were taken to hold information meetings for the executives to learn more about the cloud and the CFO and HRO were told that they would be actively involved in the transition as their expertise in terms of processes and procedures was seen as vital the business.

The broader pay off was:

1. The willingness of the Board to work together to migrate the information to the cloud.
2. Agreement to use their communication insight to manage their ongoing meetings more effectively.
3. Decisions made to make sure staff was given quality training to inform them and to allay any fears such as the members of the Board had faced.

Structure Factor – Spontaneous Trait Case Study

The Challenge: Newly out of University a 24 year old entrepreneur named Richard decided to set up a business offering shared office space which he was to call the Boardroom. The idea came to him when in his last weeks at University he went looking for space with internet access to complete a project. He found all of the allocated space on campus full. He then ventured off site only to be faced with the same issues in town. He watched as frustrated business people as well as students all vied for somewhere to do business using the internet.

It occurred to Richard that if there were that many people looking for temporary office space he should set up a business to provide it. As with much he put his hand to, this plan was very spur of the moment and quite impulsive. He had just completed his Master of Applied Innovation and Entrepreneurship course but until now hadn't determined how to use it.

Richard made an appointment to meet a banker in the hopes of gaining finances to start his new business. Arriving to meet the banker he was already unsettled by the luxurious and classical surroundings. Everywhere was quiet and he suddenly felt intimidated.

As he waited for his appointment time he watched the few people that walked by and saw they were all carrying folders and file cases and spoke in whispers which further concerned him.

He was shown into a room where there were two people each with a folder and what looked like a detailed agenda in front of them. He had no papers, no folder, just an exciting idea to present.

As Richard waited for the Bankers to outline the structure of the meeting, what it would entail, what they expected from him and the amount of time they had allocated for his 'presentation', he saw only too clearly that his strength lay in creative problem solutions, discovering new ways and opportunities, the conceptualization of new ideas on one hand, but not so much their concrete implementation on the other. These Bankers were never going to invest in him. He already felt judged and a failure.

This was a very Structure environment but Richard went ahead and pitched his idea and waited for the negative response. What they actually said was this 'the idea is sound, we need to see your plans, we need to see costing, we need to know that our investment is safe with you and until we do the answer is no'

Engagement Scope and Approach: Having no idea how to moderate and manage his Spontaneous, unfocused and instinctive behavior Richard sought the expertise of DNA Behavior International. Not only were they able to reveal areas of behavior that could be managed they were also well able to understand the Planned behavior those in the finance industry would be expecting. Thereby, they could help navigate this young entrepreneur through the processes of getting a loan for the business.

The DNA Behavior consultants took Richard through the Business DNA Discovery Process; it showed that he was on the Spontaneous side of the Structure factor. This revealed there were clear areas to be addressed if he were to make a successful bid for financing.

Richard could see that he had to address his lack of organization, not just in hard practical ways but also in his thought process. The DNA Discovery process revealed the importance of formulating his ideas into concrete tasks and then to focus on what was needed to deliver outcomes.

The DNA Behavior facilitator worked with him to understand his strengths and struggles. Further the facilitator used the insight from DNA Discovery process to point out ways in which Richard could counterbalance his tendency to be free spirited. They focused on communication and concrete presentation content. The DNA facilitator suggested that Richard include funding to hire someone whose profile was Structure on the Planned side. Their role would be keeping processes and procedures tight while releasing him to build the business venture.

In addition the DNA Behavior facilitator made the following suggestions on how to frame responses to the Structure questions the financiers were likely to ask Richard:

1. No long stories, keep to the point (you want them to invest, that's the outcome required)
2. Keep the meeting short and focused (leave information with them to consider i.e. plans, etc.)
3. Prioritize objectives around your strategized goals
4. Start with the big picture, not too much detail on one part of it
5. Lay out the options so a decision can be made
6. Provide bullet points
7. Clearly outline risk/reward from best and worst case scenario (they will probably have done this for themselves already)
8. Ask for their thoughts on recommendations
9. Ask how involved they want to be in the planning process
10. Demonstrate your ability to be Structure and professional

Result – Richard gained increased insight into his natural behavior strengths and struggles; key strategies about how to present to the Planned financiers; understanding of those on the Planned side of the Structure Factor. He learnt how to use his Spontaneity wisely to paint a concise picture of the entrepreneurial business he had in mind and was seeking finances for. Business DNA provided him with the tools in terms of behavioral insight and appropriate questions to return for his second meeting with the Bankers.

The meeting progressed well. The financiers seemed somewhat taken aback by the way in which Richard moderated his behavior and provided structure around his request for investment funds. He peppered his presentation with short but interesting scenarios about how the business could become suitable for franchising.

At one point they asked him why on this occasion he was better prepared unlike the first meeting. Not wanting to be untruthful Richard responded that he had sought the advice of Business DNA in terms of how to manage his unstructured and impulsive behavior. He explained he had also been given insight into understanding their behavior style and this helped him to communicate more effectively with them.

The broader pay-off - Richard received his startup investment. At his request the financial adviser/business manager allocated to him by the Bank completed the Business DNA Discovery Process. They used the DNA Ultimate Performance Guide contained inside their Business DNA Natural Behavior Summary Report as a basis for ongoing meetings and conversations.

Your Performance Strengths

- Flexible, willing to adjust
- Works well with broad concepts
- Improvises or acts on the spot

Your Performance Struggles

- May juggle too many ideas or tasks
- Can be too quick to decide

Your Performance Environment Keys

- Allow me plenty of freedom
- Use graphics and verbal communications
- Resist the temptation to prematurely edit my ideas

Business DNA Behavioral Factors Appendix A

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.

The Discovery of the Structure Factor   **Appendix B**
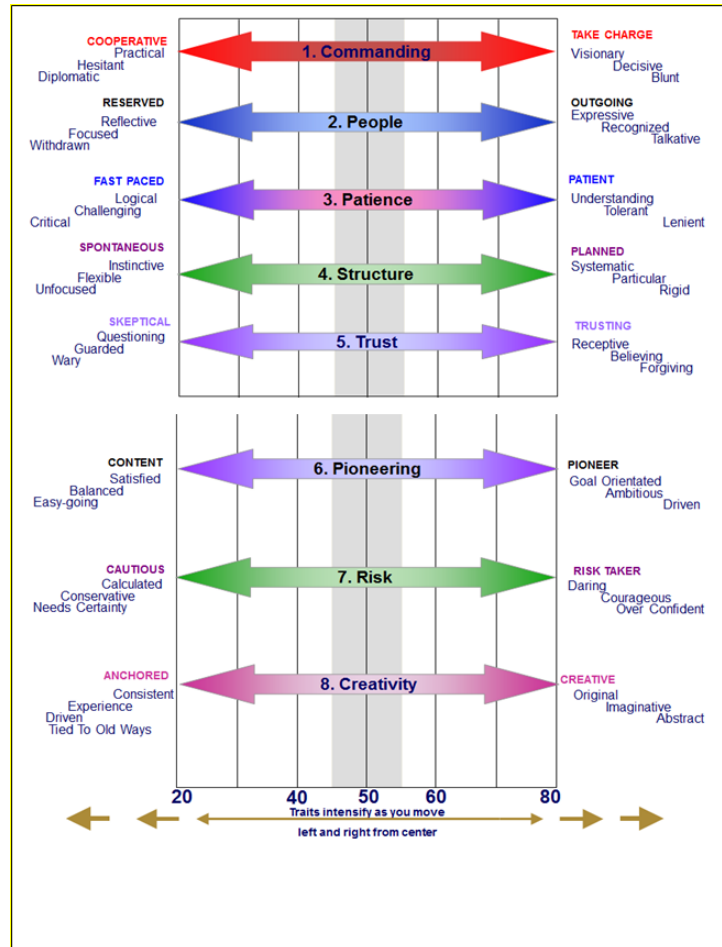
Date	Founder	Structure, Yellow Temperament, Judging, Conscientiousness, Perfectionist, Obsessional, Rigid, Steadiness, Planner, Spontaneous Idealists, The Reliable Realist
c. 450 BC	Classical elements	earth
c. 400 BC	Hippocrates's four humors	black bile
c. 190	Galen's four temperaments	melancholic
c. 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	Visualizer
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

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