DNA Behavior®

Business DNA® Behavioral Insights Series:

Pioneering Factor E-Book

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 Business DNA Pioneering Factor can be effectively used for behavioral management and performance development.

Introduction to the Pioneering Factor

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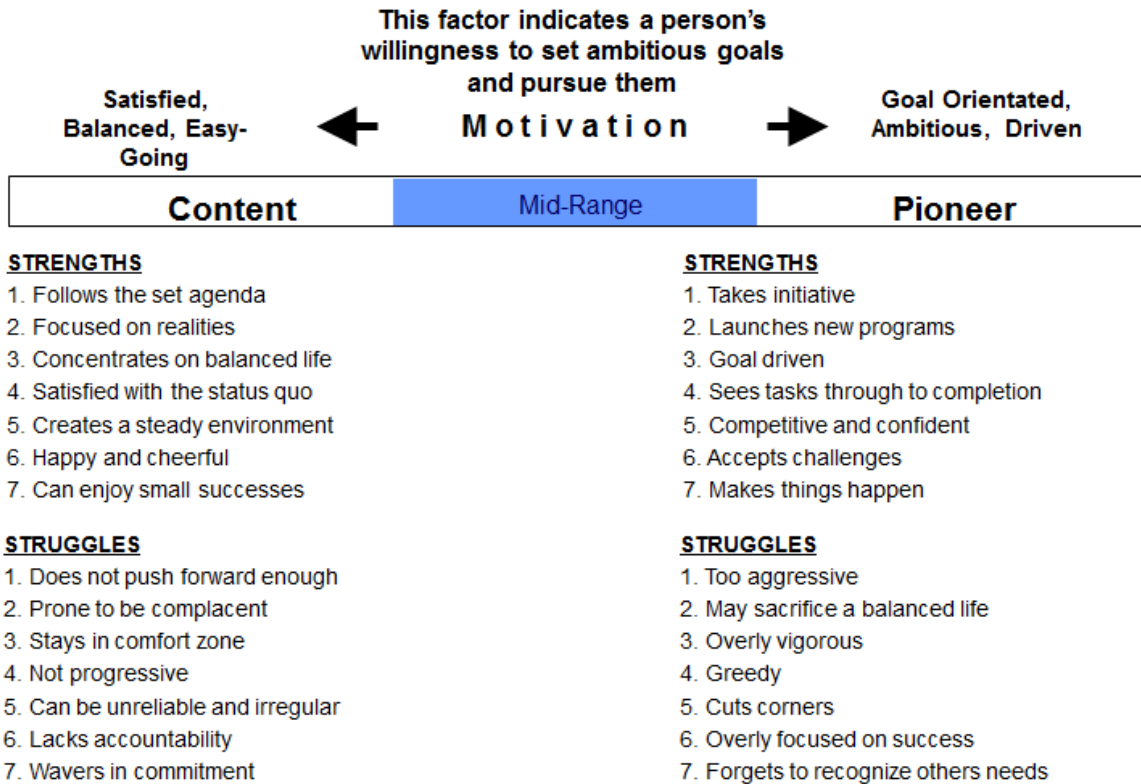
You can review a summary of each of the 8 primary behavioral factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Pioneering Factor fits into your overall DNA behavioral style. From DNA Behavior International's perspective,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

It's important to set the Pioneering Factor into context. The Pioneering Factor indicates people's desire to take the initiative and accept challenges; they approach everything driven to set and reach goals and committed to not accepting the status quo.

An interesting thought for this Factor is that those people on the Pioneer side of the Pioneering Factor are committed to 'firsts'; first to develop, introduce, invent, launch, take the initiative and lay the foundations for others to follow in their footsteps. Whereas those on the Content side of the Pioneering Factor are more likely to be the people who are the followers; content to be the hands and feet of Pioneering colleagues, wanting a stabilized and steady working environment and to lead balanced life. Both sides of the Pioneering 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 Pioneer trait side (right-hand side with a higher Pioneering Score moving from 56 to 80), Mid-Range (between 45 and 55) or on the Content trait side (left-hand side with a lower Pioneering Score moving from 44 to 20).

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

This factor indicates a person's willingness to set ambitious goals and pursue them

Satisfied, Balanced, Easy-Going ← **Motivation** → Goal Orientated, Ambitious, Driven

Content	Mid-Range	Pioneer

STRENGTHS
1. Follows the set agenda
2. Focused on realities
3. Concentrates on balanced life
4. Satisfied with the status quo
5. Creates a steady environment
6. Happy and cheerful
7. Can enjoy small successes

STRUGGLES
1. Does not push forward enough
2. Prone to be complacent
3. Stays in comfort zone
4. Not progressive
5. Can be unreliable and irregular
6. Lacks accountability
7. Wavers in commitment

STRENGTHS
1. Takes initiative
2. Launches new programs
3. Goal driven
4. Sees tasks through to completion
5. Competitive and confident
6. Accepts challenges
7. Makes things happen

STRUGGLES
1. Too aggressive
2. May sacrifice a balanced life
3. Overly vigorous
4. Greedy
5. Cuts corners
6. Overly focused on success
7. Forgets to recognize others needs

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 Pioneering Factor desire be Pioneer or Content.

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 opposing perspectives because of their different Pioneer Factor level (and because of their scores in the other 7 factors). All behavioral styles are equally valid, and all are needed. All styles and all people have strengths and struggles. The key point to remember is that people can be the most successful when they understand and maximize the positive aspects of their own unique natural styles, and operate in an environment that will enhance their natural talents, and balance their areas of struggle.

Every successful business needs to have a variety of talent, communication style and business behaviors to deliver service to a wide range of customers or clients. Those who describe themselves as Pioneer, take the initiative and are goal driven, they accept challenges and establish new ways for doing business. They are willing to break new ground and are committed to success. They want to be the first with new and innovative thinking; they want to show others that taking the initiative can deliver outstanding opportunities and results.

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

DNA **Behavior**®

The History of the Pioneering Factor

Historically, the Pioneering 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 (131–200 AD) 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

The Webster Dictionary has one interesting definition of those with a Pioneer Factor:

…. a person who goes before, preparing the way for others, as an early settler or a scientist doing exploratory work…

There are numerous examples of people both men and women who led the way for others and the 21st Century owes much to our Pioneers, many of whom have helped to shape the way we live today:

Pioneer in Social Reform-Jane Addams (1860-1935)
Pioneer in Science-Albert Einstein (1879-1955)
Pioneer for Human Rights-Martin Luther King, Jr.
Pioneer in Printing-Johann Gutenberg (1397-1468)
Pioneer in Sports-Jackie Robinson (1919-1972)
Pioneer in Electricity-Ben Franklin (1706-1790)
Pioneer in Recreation-James A. Naismith (1861-1931)
Pioneer in Technology-Willy Higinbotham (1958)
Pioneers of Flight – Wright Brothers (1903)
http://www.graceproducts.com/Pioneer/famous.html

Henry Ford stated: *'One of the greatest discoveries a man makes, one of his great surprises, is to find he can do what he was afraid he couldn't do.'*

Whilst Oliver Wendell Homes *US author & physician (1809 - 1894) observed: Man's mind, once stretched by a new idea, never regains its original dimensions.*

Many studies describe the Pioneering spirit in similar ways, often referencing early Missionaries as forerunners to the process of founding, forging, breaking new ground or leading the way. They cite the following when describing Pioneers:

- They are passionate in pursuit of their goal
- They tend to pursue a vision beyond their abilities
- They motivate others
- They challenge common assumptions

What all commentators agree is that without Pioneers organizations would become stagnant; no new paths created; innovation would cease and there would be little or no progress in terms of finding new ground breaking discoveries.

Those on the Pioneer side of the Pioneering Factor are people who go ahead of others to open up the way for those coming after them. In doing this they create journey maps and action frameworks designed to

enable others to a) understand what they are trying to achieve and b) record for prosperity the journey taken to accomplish their Pioneering efforts.

People on the Pioneer side of the Pioneering Factor are Goal Orientated, Ambitious and Driven. They will take the initiative and accept challenges and are often seen by others as someone who will always be able to bring innovative and new methods into a situation. They are willing to resolve issues using less conventional approaches.

In his paper Pioneer Leadership Thinking, Mal Fletcher (2020Plus Social Commentator, Social Futurist and Author) observes:

'Nelson Mandela,' wrote Fintan O'Toole, 'always carries within him the sense of being at the beginning of something rather than at the end.'

Mandela inspired change in a nation locked in institutionalised backward-thinking and he did so because he was more than politician. He was and is a Pioneer.

Mal Fletcher continues:

Pioneer thinkers are not static by nature. They're constantly in a state of flux, seeking out fresh approaches and exploring new ways to meet the challenges of their times.

What people need most when they think about the future is not knowledge but hope. They need leaders who are able to do more than identify market trends.

They're looking for leaders who can portray the big-picture narrative that makes sense of the trends. People need leaders who can provide a better worldview which makes sense of the change and turns it into something that adds value to their lives and work.

When change is happening at an exponential rate, leaders who have a static worldview will have a very limited shelf-life. http://2020plus.net/LeadershipEditorial-20-Mal-Fletcher-Pioneer-Leadership-Thinking.aspx

In understanding and appreciating how people affect each other when they have different behavioral styles, some may see those on the Pioneer side of the Pioneering factor as extreme in that they sacrifice a balanced life in pursuit of their trailblazing. They can become overly vigorous and enthusiastic in the hunt for what they believe is the only course of action in any given situation. Yet others will be stimulated and excited by their drive and determination to be forerunners; instigate new ways of approaching life; being in the vanguard of all that is new and as yet undiscovered.

Those on the Pioneer side who understand and have insight into their own strengths and struggles will be able to use this behavioral awareness to inspire others to discover new ways and approaches to doing life, whether personally or in the work environment and further; they will be able to self-manage their tendency to be overly ambitious and driven in pursuit of their goals.

Conversely, for those who have not obtained an insight into their Pioneering factor on the Pioneer side, their behavior could be seen to outwork as unbalanced, sacrificing all else in the vigorous pursuit of results; becoming tenacious in an ever more aggressive pursuit of the next 'new thing'

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

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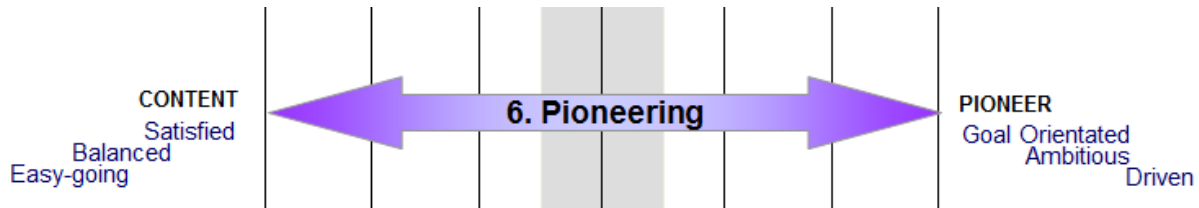
The Business DNA Discovery Process also uncovers the sub-factors that form a part of the Pioneering Factor. These are important components of the primary Pioneering Factor that are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While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

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

- 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.
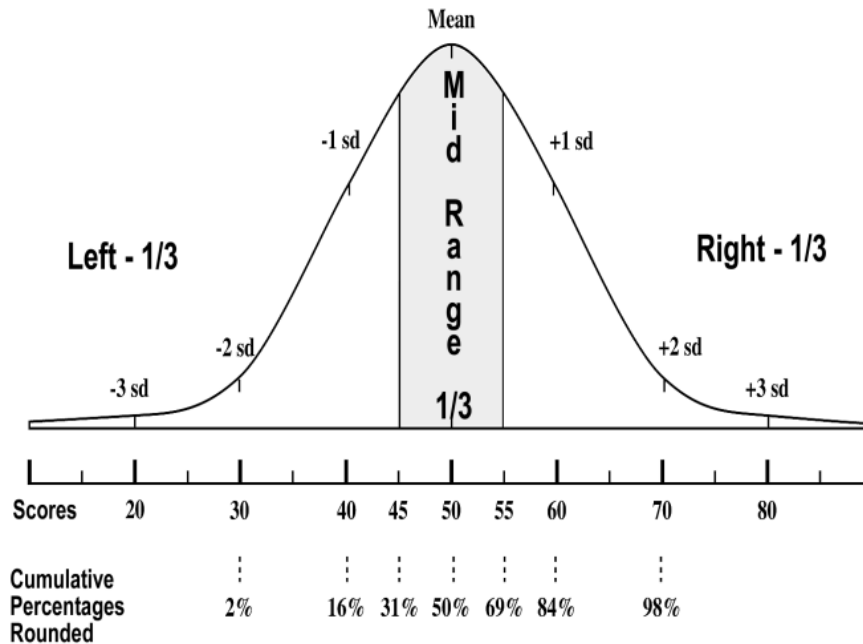
The following summary provides insight into how a person with a strong Pioneering Factor score on the Pioneer side might work with a colleague who has a stronger Pioneering Factor score on the Content side.

Pioneer Strengths and Struggles Sub-Factors: Goal Orientated Ambitious Driven	Moderating Behavior ◄■■■■	Content Strengths and Struggles Sub-Factors: Satisfied Balanced Easy-going
Takes initiative Too aggressive	Approach with clear steps. Don't be overly excited about new ventures. Important not to get frustrated if first responses are indifferent. Be aware of the need for balance in their life and don't expect them to overcommit.	Follows the set agenda Does not push forward enough
Launches new programs May sacrifice a balanced life	May not respond well to anything new and innovative. They function in the here and now. Invest time into explaining what you are hoping to achieve. Demonstrate what's in it for them.	Focused on realities Prone to be complacent
Goal driven Overly vigorous	They need stability and security and prefer to work or function in a well-adjusted secure environment. May appear listless in the face of your enthusiastic and robust approach. Stay real and credible when explaining your goals.	Concentrates on balanced life Stays in comfort zone

DNA Behavior®

Sees tasks through to completion Greedy	May tend to park in the present circumstances and not be open to change and even getting involved in any form of transformation. They won't be comfortable with radical or overly ambitious projects. Therefore, remember to stay balanced when explaining anything and be genuine in terms of what is deliverable.	Satisfied with the status quo Not progressive
Competitive and confident May cut corners	Explain what your intentions are to get them on board. They will prefer a stable and predictable environment and may mistake your over confidence in terms of where you are directing efforts. Demonstrate with plans that you know what you are doing and the route you intend to take to deliver the goal.	Creates a steady environment Can be unreliable and irregular
Accepts challenges Overly focused on success	They want to follow your lead, but don't introduce too many changes. Use their calm influence and ability to maintain foundations already established as strength to support what you are doing rather than see it as an obstacle.	Happy and cheerful Lacks accountability
Makes things happen Forgets to recognize others needs	Give praise and celebrate successful work steps. Watch for signs of fatigue or distraction and spend time rebuilding confidence and pointing them in the direction that brings	Can enjoy small successes Wavers in commitment

DNA Behavior®

	success.	

The following summary provides an insight into how a person with a strong Pioneering Factor on the Pioneer side might communicate with a colleague with a stronger Pioneering Factor score on the Content side.

Pioneer	How to Communicate	Content
Communication Need: Sets direction Committed Ambitious Follows through Trailblazer Driven **Communication Challenge:** May sacrifice a balanced life **Communication Key:** Provide the big picture	**Modification/Approach** Remember not everyone can be up to speed with what you are planning. Take time to talk about where you see them fitting in and highlight the value they bring. Acknowledge their need for balance and explain in detail any changes that might take them out of their comfort zone. If the idea of Pioneering/risk concerns them talk to them about this and allay their fears wherever you can.	**Communication Response:** Uncomplaining Not envious Satisfied Does not worry Thankful Comfortable **Communication Challenge:** Prone to be complacent **Communication Key:** Focus on life balance

In Summary – Pioneering Factor on the Pioneer side

People on the Pioneer side of the Pioneering Factor can and should be used to initiate, drive and create new pathways. This is their strength and inherent behavior. As leaders they will be comfortable establishing a course of action. They are confident in their approach and providing they have a clear understanding of their behavioral style, will be able to follow through and deliver results.

For those watching/following it's important to understand they may not be as forward thinking or be able to offer innovative suggestions like Pioneers. However, if handled correctly they can be the deliverers of what is needed to make ground breaking goals a reality. Pioneers are exciting to be around and as long as there is some sense of solid direction, in terms of where they are going, then others will willingly jump on board.

DNA Behavior®

A measure of caution is necessary at the extremes of the factor. Pioneers who are overly vigorous in pursuit of their plans will sacrifice theirs and others work life balance. As leaders managing such behaviors it's important in terms of relationship management to recognize that any form of Pioneering should serve the business, the business doesn't serve the Pioneers.

Remember that a Pioneer is a person who is on the cutting edge; someone with the courage and vision to try something new. They will be the first to lead a new initiative or to try something that has never been tried before. Their ability to take the initiative can take businesses over and beyond the expectations others have set. Because of their courage, foresight and inherent Pioneer spirit they are people who prepare the way for others to follow.

 Thomas John Watson, Sr. Chairman/CEO of International Business Machines 1914 to 1956 said this: -
"Once an organization loses its spirit of Pioneering and rests on its early work, its progress stops"

Managing the Pioneering Factor - Content Trait

The following summary provides an insight into how those with a strong Pioneering Factor score on the Content side might work with colleagues with a stronger Pioneer Factor score on the Pioneering side.

Content Strengths and Struggles Sub-Factors: Satisfied Balanced Easy-going	Moderating Behavior	Pioneer Strengths and Struggles Sub-Factors: Goal Orientated Ambitious Driven
Follows the set agenda Does not push forward enough	Explain your need for a schedule which includes clear work steps, deliverables and time lines. Work out an understanding of where you fit by sharing details, connecting dots and shedding insight on motives.	Takes initiative Too aggressive
Focused on realities Prone to be complacent	Explain your need to understand the deliverables and then focus on them rather than the 'what if's'. This will help to ensure you don't lose touch with what is real and what is not. Negotiate your availability so a balanced life is	Launches new programs May sacrifice a balanced life

DNA Behavior®

	maintained but show a willingness to go over and beyond when necessary.	
Concentrates on balanced life Stays in comfort zone	Try to find the currency in goals to be achieved that will build an enthusiasm for you to want to get on board. Tailor the delivery of the goals according to your skills and availability. Show a commitment and negotiate times to discuss and review when you feel overly stretched.	Goal driven Overly vigorous
Satisfied with the status quo Not progressive	It's important for both career development and for any relationship to be seen as open to changes or doing things differently. When apathy or over Contentment hits the workplace or relationships, it's important to find ways to motivate and inspire yourself and others. Working with Pioneers is a great source of motivation. Engage in what's going on around you.	Sees tasks through to completion Greedy
Creates a steady environment Can be unreliable and irregular	Don't be seen as the apathetic one who doesn't get excited, interested or involved in anything that looks like an initiative. If any task feels too big ask them to break it down into manageable things for you to do.	Competitive and confident Cuts corners

DNA Behavior®

Happy and cheerful Lacks accountability	Staying cocooned in your own world might mean you get left behind when things around you are changing. Embrace the new and use your ability to be stable to keep others focused and on track to deliver outcomes.	Accepts challenges Overly focused on success
Can enjoy small successes Wavers in commitment	Encourage others to be part of making things happen. Take the initiative in areas where you feel comfortable to do so, and learn how to empower others to do the same. Be careful not to park yourself in a valley of lethargy. Look for chances to do something that excites you. Look for where the action is and determine to get involved.	Makes things happen Forgets to recognize others needs

The following summary provides an insight into how a person with a strong Pioneering Factor on the Content side might communicate with a colleague who has a stronger Pioneering Factor score on the Planned side.

Content	How to Communicate ➤	Pioneer
Communication Response: Uncomplaining Not envious Satisfied Does not worry Thankful Comfortable **Communication Challenge**: Prone to be complacent **Communication Key:** Focus on life balance	Modification/Approach Be interested in what they are doing. Try to understand where they are coming from and what their drivers are. Compare them against yours and try to find common areas of conversation. Getting around people whose life tends to be unbalanced may offer opportunities for you to talk to them and to help them rebalance.	**Communication Need:** Sets direction Committed Ambitious Follows through Trailblazer Driven **Communication Challenge:** May sacrifice a balanced life **Communication Key:** Provide the big picture

In Summary – Pioneering Factor on the Content side

Those on the Content Side of the Pioneering Factor Side are prone to be complacent. This can cause frustration for others around them whose drive is fuelled by ambition, opportunities and innovation. It's important to identify when contentment becomes complacency, as this could be an indication of their desire to maintain the status quo. When leaders observe this behavior, especially if it presents as easy-going, it's wise to connect Content people alongside Pioneers in order to stimulate and re-energize them.

People with the Pioneering Factor on the Content side can also bring balance and stability to an otherwise over active trailblazing environment. This is a useful talent in the workplace if applied correctly. It's important to look for opportunities to engage on this level; identifying situations that could benefit from the Content Side of the Pioneering Factor will not only revitalize the individual, but will bring order and balance to others who are out on the edge.

Some people on the Content Side of the Pioneering Factor may not have an issue with their ability to self-motivate, but are just unable to be productive and driven or involved every day. This is where it is essential in a working environment to recognize that changes may be needed in the way they work and manage relationships.

Taken to the extreme people on the Content Side of the Pioneering Factor could remain in their comfort zone; becoming a blockage to change and innovation. Being able to understand behavioral and communication styles is key so that this doesn't happen. If it does, then behavioral understanding will deliver insight into how best to rectify this extreme behavior to the benefit of the individual and the wider audience.

Pioneering Factor – Pioneer Trait Case Study

The Challenge: The co-founders met and planned their telecommunications IT consulting venture when at University together. They realized early on that their unique gift was the finding innovative solutions to virtually any problem. Their approach - to challenge establish thinking. They were constantly called upon by fellow students and the academic staff to bring their bright ideas and innovative thinking to bear on issues.

Now, 2 years into a successful business with plans and finances in place to expand, the co-founders determined it was time to hire key people to grow the business.

The company offered a 24/7 response unit to work with C level executives to brain storm solutions to mission critical issues in business communication. Little had they realized just how successful they would become in such a short space of time. With their Pioneering, diagnostic, inventive and cutting edge approach to finding business communication solutions they were constantly in demand. Their challenge was to hire staff with talents and communication styles that complimented their own. They had competent and capable administration staff, but what they needed were more people like themselves with the ability to Pioneer solutions across a wide range of businesses.

Engagement Scope and Approach: In terms of hiring, they needed to find applicants who were driven by purpose. They needed people capable of having the same goals and passion that they had about the company. They needed the new hires to have the same Pioneer spirit as their own. They wanted innovators willing to share their thinking to provide solutions, so their clients could grow their businesses.

They knew this would be a big ask, because the people they wanted to hire with a Pioneer spirit would already be 'out there' running their own businesses. They could see that attracting great talent willing to share their Pioneer thoughts with others would provide a serious hiring challenge.

They called in the expertise of DNA Behavior International to provide a hiring plan which included questions for interviewing, a range of Business DNA Discovery Process solutions and one of their senior consultants to sit on their interview panel in an advisory capacity.

The co-founders, having already completed their own Business DNA Discovery some years ago, knew that their scores were high on the right hand side of the Pioneering Factor on the Pioneer side and wanted to hire others with the equivalent scores. People who would be able to respond to clients' needs in the same way they did and with a shared forward thinking and passion for their business and also for the clients businesses.

The co-founders were aware that hiring others with the same behavioral strengths and struggles as theirs might cause friction; they needed guidance on how to perform cohesively as a team. They knew establishing the right working harmony would be critical to the success of the business expansion.

When retained, the DNA Behavior team administered the Business DNA Discovery Process with 4 prospective new hires who the founders had screened to join the team. They determined that the prospective hires were a good fit based on their talents. The DNA Behavior advisors then used the Business DNA outcomes to facilitate a meeting with the newly expanded team. Each was given their Ultimate Performance Guide; the purpose, to help them understand how to communicate with each other and how best to use individual talents.

Your Performance Strengths
- Takes initiative
- Goal driven
- Accepts challenges

Your Performance Struggles
- May sacrifice a balanced life
- Can be overly vigorous

Your Performance Environment Keys
- Provide me with the big picture
- Present me with action plans
- Keep me informed of progress

Result: The completion of the Business DNA Discovery process gave the team insight into their communication style. It enabled them to openly discuss the way forward. Rather than set boundaries they talked about the extent of each other's freedom, knowing that restrictions and setting boundaries might close down Pioneer thoughts and solutions. They agreed the need to show respect when communicating with each other and to value and acknowledge ideas and input.

Recognizing from their Business DNA scores that they were all strong-willed people and could be challenging, they agreed to be properly mentored and coached as individuals.

The broader pay off was:

Some of the team introduced the Business DNA Discovery Process to the clients they served to deliver answers to the challenges being faced.

The collective innovation and ground breaking solutions this Pioneer team was able to bring to clients challenges, was widely recognized as turnaround points in the clients businesses.

What had been a ground breaking Pioneering thought by two university students on what to do after university, had become a significant 24/7 service offering to industries facing challenges.

Pioneering Factor – Content Trait Case Study

The Challenge: A successful widely respected family medical practice made a decision to hire a CEO to oversee the practice. In addition they needed the CEO to find additional income streams from hiring out currently unused parts of their building. The practice comprised eleven doctors, three nurses, four receptionists and the current practice manager.

The new CEO began by leasing the unoccupied area of the building to a pharmacy franchise which created significant traffic in and out of the premises and as a consequence increased the patient roll for the doctors. Revenue increased significantly. He then turned his attention to after-hours use of the medical practice by inviting professionals to run courses which promoted good health. This strategy delivered another revenue stream for the practice.

The CEO had not been able to spend much time with the current office manager believing that she was well able to deliver her responsibilities.

The office manager provided a calm stable influence and was able to maintain the status quo in terms of the overall management of the receptionist and doctors. However, she was unwilling to support the use of the premises for after-hours services regardless of how worthy the concept.

She cited work life balance, the challenge of additional rosters to manage the medical center after hours and even began to raise issue over the speed of change and innovation being introduced.

Further, the office manager ignored the receptionist's wishes to be involved in the new venture to help out. Hearing that the CEO had offered the receptionists the opportunity to be trained to deliver presentations, the office manager argued the receptionists didn't have the talent to undertake this.

At a weekly meeting with the doctors and not attended by the office manager the CEO raised the issue and explained that her behavior was causing a blockage to the plans the doctors had approved him to carryout.

The doctors were concerned having always seen their office manager as someone reliable, steady, happy and Content with her work load. They did concede that when doctors over ran their time with patients she became annoyed and had not stayed late during evening surgeries to support receptionists on duty.

They shared that because of this lack of ambition she hadn't been considered for the CEO role. At that point the CEO decided, with the doctors, to find a solution.

Engagement Scope and Approach: the CEO engaged the services of DNA Behavior International. He worked with them to conduct a team building event based on each member of the medical center completing the Business DNA Discovery Process.

Everyone was given a copy of their own report as well as a comprehensive team report. Using their DNA Ultimate Performance Guide contained inside the Business DNA Natural Summary Report as a basis for

the event the DNA Behavior facilitator was able to show the team where they worked well together and also highlight potential hot spots.

An important revelation for the office manager was – firstly her score on the left side of the DNA Pioneering Factor showed her to be very Content and the CEO on the right hand side of the Pioneering factor with a Pioneer Trait. Secondly, a further reading of the reports uncovered why they had failed to be in partnership with the proposed changes.

The office manager was comfortable without changes, happy to maintain the foundations of the business and committed to a work life balance. The CEO on the other hand reveled in taking the initiative, was goal driven, loved challenges was more than able to make things happen.

Further the office manager could see how his approach had stimulated and re-energized others in the medical practice.

Result – the current office manager spoke one on one with the CEO and using the output from their Business DNA Discovery process and DNA Ultimate Performance Guide, looked at areas where she could add value to his plans. She asked for specific directions to help her move forward. She conceded others were stimulated by his approach. They discussed her need for a balanced life and the importance of that approach to others especially the doctors and mutually agreed to review rosters so a balance could be introduced.

| Your Performance Strengths	Your Performance Struggles
•Satisfied with the status quo •Concentrates on balanced life •Creates a steady environment	•Prone to be complacent •May stay in comfort zone

Your Performance Environment Keys

•Focus on my life balance needs
•Keep the conversation easy-going
•Give me the directions to move forward

The broader pay-off – the CEO introduced a commitment to work/life balance. The office manager used her easy going conversation style to manage/facilitate frustrations between staff when times were busy. Both the manager and the CEO agreed to meet weekly to review the progress of work within the medical practice and to share suggestions before taking them to the wider group. At each meeting they used their Business DNA Natural Summary Report as a reference point for their conversations.

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 Pioneering Factor   **Appendix B**
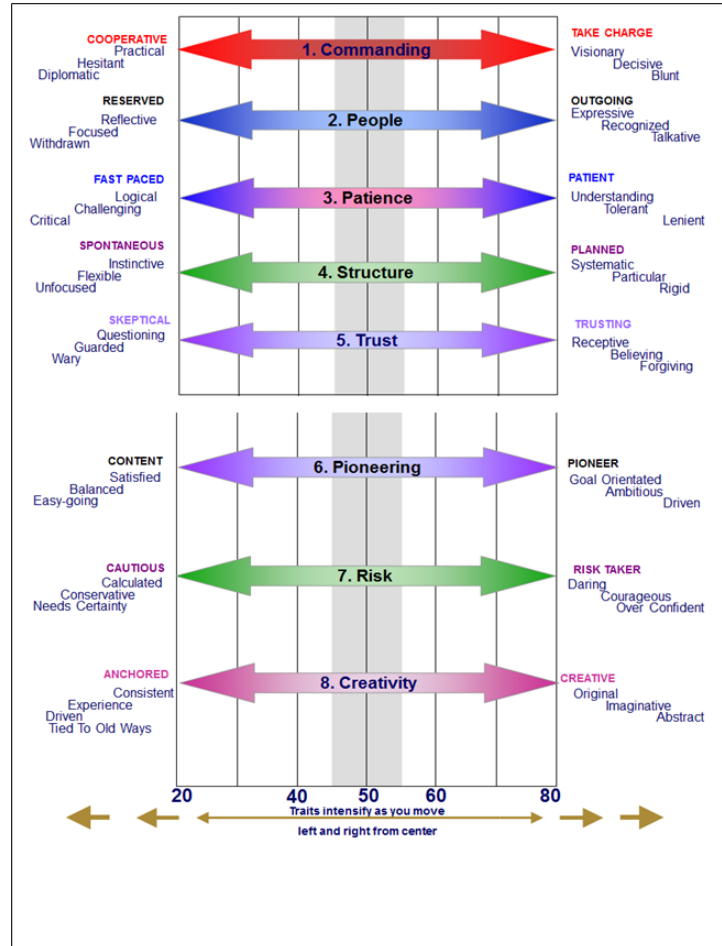
Date	Founder	Pioneering, Daring, Avant-Garde, Unconventional, Double Frontals, Choleric, The Doer, Inquisitive, Self-Starter, Resource Investigator, Plant
c. 450 BC	Classical elements	earth
c. 400 BC	Hippocrates's four humors	black bile
c. 190	Galen's four temperaments	melancholic
c. 1025	Avicenna's 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

DNA Behavior®

Belbin Team Roles and Personality Types Theory

Benziger Personality Assessment Model

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

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

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

Businessballs.com

Carl Jung's Psychological Types

Charles Handy - Motivation Calculus

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

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

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

Discover Your Inner Economist

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

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

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

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

Emotional Intelligence (Eq)

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

Erikson's Psychosocial Theory Of Human Development Charisma

Financial Planning Standards Board.

Firo-B® Personality Assessment Model

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

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

Gardner's Multiple Intelligences

Hans Eysenck's Personality Types Theory

Herzberg's Motivational Theory

Heuristics and Biases: The Psychology of Intuitive Judgement

Thinking and Deciding

Behavioural Finance: Insights into Irrational Minds and Markets .

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

Influence: The Psychology of Persuasion

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

Why Smart People Make Big Money Mistakes

Breakdown of Will

Ipersonic

Johari Window Model And Free Diagrams

Judgment in Managerial Decision Making

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

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

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

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

Katherine Benziger, Thriving In Mind (2000)

DNA Behavior®

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

Maggie Hyde, Introduction To Jung (1992)

Carl Jung, Psychological Types (1921)

David Keirsey, Please Understand Me Ii (1998)

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

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

Isabel Briggs Myers, Gifts Differing (1980)

William Moulton Marston, Emotions Of Normal People (1928)

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

Katherine Benziger's Brain Type Theory

Keirsey's Personality Types Theory (Temperament Sorter Model)

Kolb Learning Styles

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

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

Lumina Spark

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

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

Maslow's Hierarchy Of Needs

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

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

Mcclelland's Achievement-Motivation Theory

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

Myers Briggs® Personality Types Theory (Mbti® Model)

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

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

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

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

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

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

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

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

Please Understand Me: Character and Temperament Types by Marilyn Bates

Portraits of Temperament by David Keirsey

SEI, The Relationship Business: Expect the Unexpected, 2010

Stress And Stress Management

Survival Games Personalities Play by Eve Delunas

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

The 'Big Five' Factors Personality Model

The Birkman Method®

The Four Temperaments/Four Humours

Think Twice: Harnessing the Power of Counterintuition

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

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

Predictably Irrational: the Hidden Forces that Shape our Decisions*

The Irresistible Pull of Irrational Behaviour

Advances in Behavioural Economics

Behavioural Game Theory: Experiments in Strategic Interaction

Behavioural Economics and its Applications

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

Ulysses and the Sirens: Studies in Rationality and Irrationality.

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

Transactional Analysis - Eric Berne And Early Theory

Transactional Analysis - Recent Theory

Tuckman's Forming Storming Norming Performing Model

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

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

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

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

Wikepedia

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

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