DNA Behavior®

Business DNA® Behavioral Insights Series:

Trust 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 Trust Factor can be effectively used for behavioral management and performance development.

Introduction to the Trust Factor

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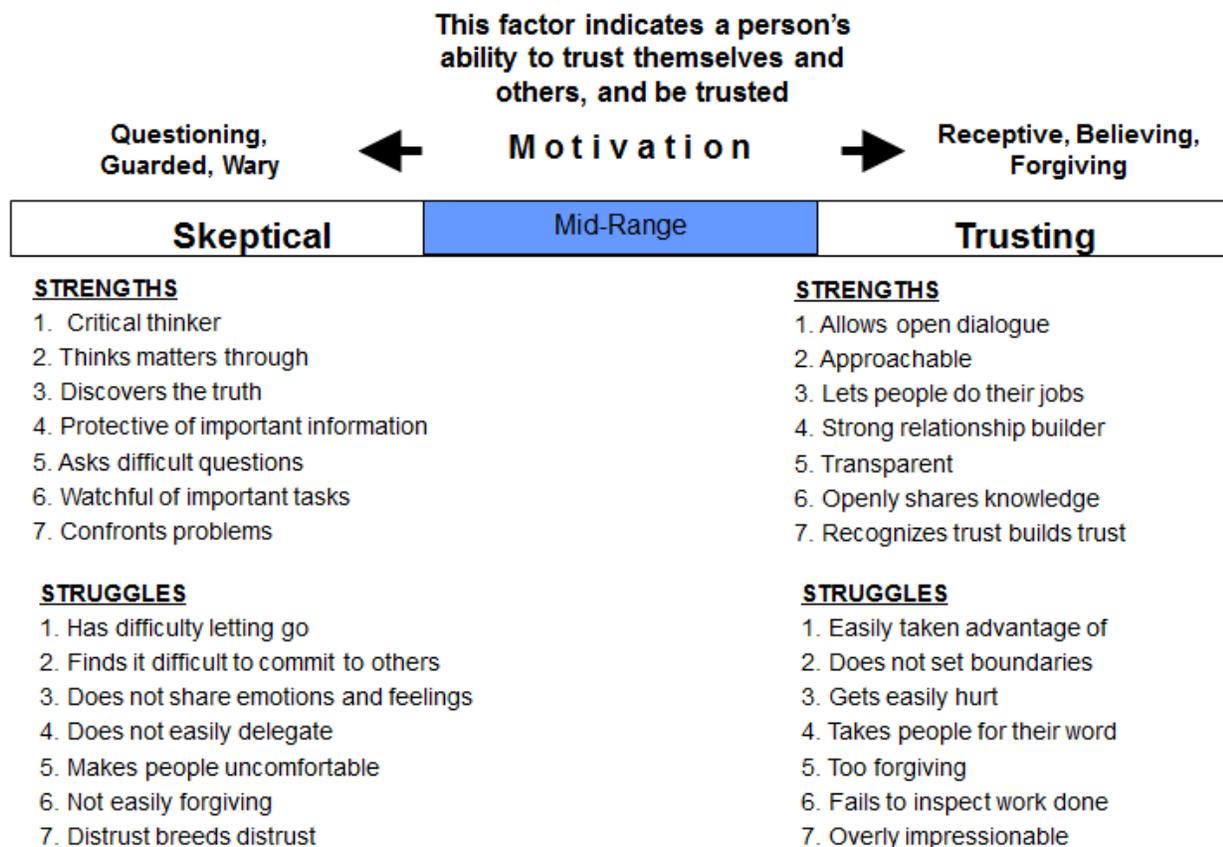
You can review a summary of each of the 8 primary behavioral factors in Appendix (A), along with the behavioral traits associated with them. This will give you a greater understanding of how the Trust Factor fits into your overall DNA behavioral style. From DNA Behavior International's perspective, behavior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

It's important to set the Trust Factor into context. The Trust Factor indicates people's level of personal trust in themselves; the ability to be able to Trust everyone they connect with in building relationships; the need to have a firm belief that such people in the world are reliable, truthful, are people of integrity and always mindful of others welfare.

The inherent performance outcome of the Trust factor is the capacity to be able to converse openly with others; to be seen as approachable; known as transparent with nothing hidden or ambiguous.

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

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

This factor indicates a person's ability to trust themselves and others, and be trusted

Questioning, Guarded, Wary ← **Motivation** → Receptive, Believing, Forgiving

Skeptical	Mid-Range	Trusting

STRENGTHS
1. Critical thinker
2. Thinks matters through
3. Discovers the truth
4. Protective of important information
5. Asks difficult questions
6. Watchful of important tasks
7. Confronts problems

STRUGGLES
1. Has difficulty letting go
2. Finds it difficult to commit to others
3. Does not share emotions and feelings
4. Does not easily delegate
5. Makes people uncomfortable
6. Not easily forgiving
7. Distrust breeds distrust

STRENGTHS
1. Allows open dialogue
2. Approachable
3. Lets people do their jobs
4. Strong relationship builder
5. Transparent
6. Openly shares knowledge
7. Recognizes trust builds trust

STRUGGLES
1. Easily taken advantage of
2. Does not set boundaries
3. Gets easily hurt
4. Takes people for their word
5. Too forgiving
6. Fails to inspect work done
7. Overly impressionable

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 Trust Factor desire either to be Trusting or Skeptical.

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 Trusting 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 services to a wide range of customers or clients. Whether consciously or unconsciously, we make decisions every day whether personal or business based on Trust.

Those who would describe themselves as Trusting, Receptive, Believing and Forgiving tend to have a certainty in a person's honesty, integrity or sincerity; and the degree to which Trust is placed in others informs how we operate and leads to others placing Trust in us.

Trust measures the quality of a relationship whether that is one on one or within a team working environment. Most people would be able to bring to mind someone they work with that they Trust implicitly; they know

DNA **Behavior**®

they don't gossip; they know they handle matters with integrity; they know that they are honest with their opinions.

It's easy to fall into the trap of Trusting the wrong people. There is wisdom in looking back over relationships that have disappointed to understand the signs that would have indicated the person's trustworthiness.

Trust is built with small measurable steps; identifying common ground; sharing business opportunities or other issues to each other's mutual benefit.

As with all behaviors there is a flip side – those who are on the left side of the Trust Factor are Skeptical (questioning, guarded, wary) which Merriam-Webster defines as - *the method of suspended judgment, systematic doubt, or criticism that is characteristic of Skeptics*, and Wikipedia explains as - Skepticism *is generally described as any questioning attitude towards knowledge, facts, or opinions/beliefs stated as facts, or doubt regarding claims that are taken for granted elsewhere.* (http://en.wikipedia.org/wiki/Skepticism)

Much depends on the reaction others have to Skeptical people. Importantly those with this profile need to be a right fit for the culture, business and the role they are called to perform.

The History of the Trust Factor

Historically, the Trust 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

Aristotle (384-322 BC), writing in the *Rhetoric*, suggested that Ethos, the Trust of a speaker by the listener, was based on the listener's perception of three characteristics of the speaker.

"Aristotle believed these three characteristics to be the intelligence of the speaker (correctness of opinions, or competence), the character of the speaker (reliability - a competence factor, and honesty - a measure of intentions), and the goodwill of the speaker (favorable intentions towards the listener). Aristotle's Rhetoric translation by W. Rhys Roberts

In his article for the Harvard Business Review titled Rethinking Trust Professor Roderick M Kramer (Stanford Graduate School of Business) observes:

To Trust Is Human. It all starts with the brain. Thanks to our large brains, humans are born physically premature and highly dependent on caretakers. Because of this need, we enter the world "hardwired" to make social connections. The evidence is impressive: Within one hour of birth, a human infant will draw her head back to look into the eyes and face of the person gazing at her. Within a few more hours, the infant will orient her head in the direction of her mother's voice. And, unbelievable as it may seem, it's only a matter of hours before the infant can actually mimic a caretaker's expressions. A baby's mother, in turn, responds and mimics her child's expression and emotions within seconds.

In short, we're social beings from the get-go: We're born to be engaged and to engage others, which is what Trust is largely about. That has been an advantage in our struggle for survival. As social psychologist Shelley Taylor noted in her summary of the scientific evidence, "Scientists now consider the nurturant qualities of life—the parent-child bond, cooperation, and other benign social ties—to be critical attributes that drove

brain development…accounting for our success as a species." The tendency to Trust made sense in our evolutionary history.

In psychology, psychoanalyst Erik H Erikson states - *Trust is believing that the person who is Trusted will do what is expected. It starts at the family and grows to others. He asserts that the development of basic Trust is the first state psychosocial development occurring, or failing, during the first two years of life. Success results in feelings of security, Trust, and optimism, while failure leads towards an orientation of insecurity and mistrust. A person's dispositional tendency to Trust others can be considered a personality trait and as such is one of the strongest predictors of subjective well-being. It has been argued that Trust increases subjective well-being because it enhances the quality of one's interpersonal relationships, and happy people are skilled at fostering good relationships. (Stages of Social-Emotional Development – Erik H Erikson)*

On the other hand, in his book *The History of Skepticism from Erasmus to Descartes* (rev. ed. 1968); R. H. Popkin looks at Skeptical from a philosophical position holding that *…the possibility of knowledge is limited either because of the limitations of the mind or because of the inaccessibility of its object. It is more loosely used to denote any questioning attitude. Extreme Skepticism holds that no knowledge is possible, but this is logically untenable since the statement contradicts itself. The first important Skeptical view was held by Democritus c.460–c.370 B.C., Greek philosopher of Abdera; pupil of Leucippus. His theory of the nature of the physical world was the most radical and scientific attempted up to his time, who saw sense perception as no certain guide to objective reality. ….*

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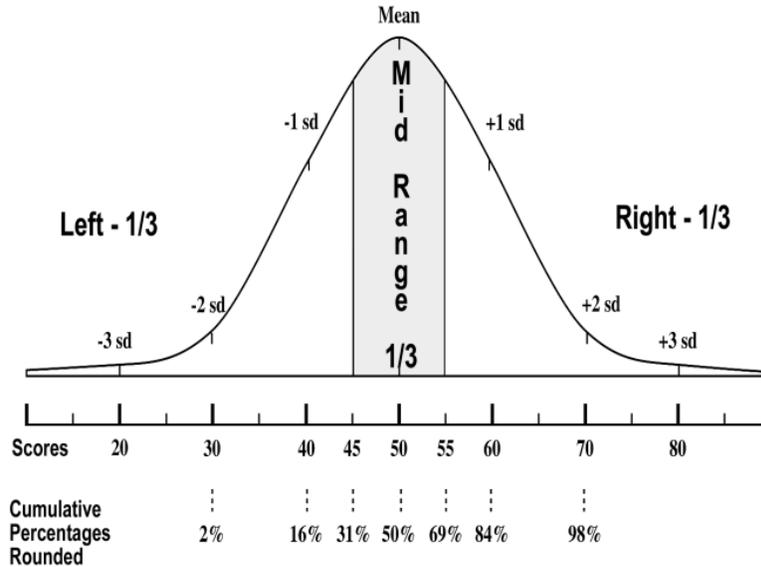

Managing the Trust Factor – Trusting Trait

The Business DNA Discovery Process also uncovers the sub-factors that form a part of the Trust Factor. These are important components of the primary Trust 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 Trust 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.

Mean

Mid Range 1/3

-1 sd   +1 sd

Left - 1/3   Right - 1/3

-2 sd   +2 sd

-3 sd   +3 sd

| Scores | 20 | 30 | 40 | 45 | 50 | 55 | 60 | 70 | 80 |

| Cumulative Percentages Rounded | | 2% | | 16% | 31% | 50% | 69% | 84% | 98% |

The following summary provides an insight into how a person with a strong Trust Factor score on the Trusting side might work with a colleague who has a stronger Trust Factor score on the Skeptical side.

Trusting Strengths and Struggles Sub Factors Receptive Believing Forgiving	Moderating Behavior	Skeptical Strengths and Struggles Sub Factors Questioning Guarded Wary
Allows open dialogue Easily taken advantage of	Don't share personal information too quickly. Take the time to build a relationship. Demonstrate ability through actions not words. Keep exchanges short and professional.	Critical thinker Has difficulty letting go
Approachable Does not set boundaries	If you are inclined to Trust the wrong people try to think through the signs you misunderstood. Don't be open to just anyone. Give less Trusting people time to get to know you at their pace, and make sure the relationship is	Thinks matters through Finds it difficult to commit to others

DNA Behavior®

	worth investing time into.	
Lets people do their jobs Gets easily hurt	When you delegate – remember to follow up by asking for periodical updates. Ensure work is completed to a high standard. Sometimes it's important to micro manage. When ideas or suggestions are not taken on board don't take it personally. Sometimes a 'no' just means 'give me time to think this through'.	Discovers the truth Does not share emotions and feelings
Strong relationship builder Takes people for their word	Spend time establishing relationships. Allow time for others to build Trust with you. Don't assume others Trust you sufficiently to be accountable to you. Look at how Trustworthy others see you and in fact how you are.	Protective of important information Does not easily open up
Transparent Too forgiving	Be authentic when talking to others. Keep conversations direct and accurate when reporting facts and figures. Be clear about any actions you are agreeing to undertake. Don't promise more than you can deliver. Don't over commit in an effort to build a relationship.	Asks difficult questions Makes people uncomfortable

DNA Behavior®

	Speak up if the timescale for work completion is too tight.	
Openly shares knowledge Fails to inspect work done	When completing or overseeing important work make sure you demonstrate others can Trust you by holding yourself accountable. Expect to be asked and even challenged about key points or the work steps in a project. Keep to agreed timelines	Watchful of important tasks Not easily forgiving
Recognizes Trust builds Trust Overly impressionable	To build Trust, go beyond what you promised. When challenged don't take it personally; work through the issues professionally. Be consistent in your behavior. Remember others often need time to analyze and think things through before they feel they can Trust.	Confronts problems Distrust breeds distrust

The following summary provides an insight into how a person with a strong Trust Factor on the Trusting side might communicate with a colleague with a stronger Trust Factor score on the Skeptical side.

Trusting	How to Communicate	Skeptical
Communication Need Allows open dialogue Approachable Transparent	Modification/Approach Be prepared. Provide assurances and back them up with facts. Build a reputation as someone to be Trusted	**Communication Response** Thinks matters through Able to ask difficult questions Watchful of important tasks **Communication Challenge**

Communication Challenge	professionally; who completes work on time, accurately and within budget.	May have difficulty letting matters go
May not set boundaries Can be overly impressionable		May not be easily forgiving
Communication Key: Present feelings/emotions	Invite questioning and have answers ready.	**Communication Key:** Provide logic and key points
	Ask for their opinion.	
	Ask for time to check things out before believing everything you are told.	
	Converse in a way that others don't see you as gullible or lacking in wisdom.	

In Summary – The Trust Factor on the Trusting side

Trust, Trusting, Receptive, Believing, Forgiving are words that define Trust on the Trusting side. They are a measure of relationship; they form the environment within which Trust grows or is restored. Being able to Trust is fragile; it takes time to build both in relationships with colleagues, families and also with customers when you are providing a service.

Trust takes time to build and it can be destroyed very quickly. Promises made and broken are a good example of this. Dr. Stephen Covey, speaking at the Sydney Opera House said *"Trust cannot develop in the absence of trustworthiness'.*

In any relationship Trusting is required to form the basis of communication which leads to collaboration. Being able to communicate and connect is essential for business and economic success. One area where the ability to form Trust in a relationship is essential is in the advisory/client relationship. In this scenario one party i.e. the client is not the keeper of the information and is relying on and Trusting the advisor to have their best interests front and center with the advice they are giving.

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships. Stephen Covey

A further example is trying to lead organizations in a climate of economic instability. This would be almost impossible to navigate without Trust. In such an environment insecurity in the workplace can become a breeding ground for distrust.

Trust is an essential part of managing and leading organizations. It's the foundation upon which all relationships are built. As in any relationship Trust is central to building a stable and productive workplace. When Trust is present in organizations the business gets maximum effort and commitment, and people feel secure, respected and appreciated.

DNA **Behavior**®

That said – an environment of Trusting needs to be built over a period of time. When Trust exists in an organization or in a relationship, almost everything else is easier and more comfortable to achieve. As history records *we are born hardwired to trust* (Harvard Business Review titled Rethinking Trust Professor Roderick M Kramer (Stanford Graduate School of Business) therefore as human beings it could be said the Trust Factor represents the cornerstone of who we are.

Managing the Trust Factor – Skeptical Trait

The following summary provides an insight into how those with a strong Trust score on the Skeptical side might work with colleagues with a stronger Trust factor on the Trusting side.

Skeptical Strengths and Struggles Sub Factors Questioning Guarded Wary	Moderating Behavior	Trusting Strengths and Struggles Sub Factors Receptive Believing Forgiving
Critical thinker Has difficulty letting go	Approach conversations using the term *'we'* rather than *'I'*. This builds inclusivity and Trust. Don't over or unfairly use Trusting people, but do acknowledge that you believe any tasks you give them they will complete and meet your expectations.	Allows open dialogue Easily taken advantage of
Thinks matters through Finds it difficult to commit to others	Get to know people as people. Don't pre-judge them. Use your ability to think matters through to plan how best to build a relationship that increases your ability to Trust. Provide them with a framework to anything you ask them to do; time lines; expectations; suggestions.	Approachable Does not set boundaries
Discovers the truth Does not share emotions and feelings	Ask questions that are not inquisitorial. Frame discussions when seeking information in a way that does not make others believe you are suspicious about what they are saying	Lets people do their jobs Gets easily hurt

DNA Behavior®

	or doing. Smile, soften your voice.	
Protective of important information Does not easily delegate	Share information and thoughts appropriately. Add provisos where confidentiality is required. This demonstrates Trust. Remember that Trusting colleagues want to build a relationship. If you mistrust their competence, professionalism and motives they will become unsettled. Take small steps to demonstrate you Trust them. Set boundaries if necessary.	Strong relationship builder Takes people for their word
Asks difficult questions Makes people uncomfortable	Asking difficult questions will have more success in terms of the responses received if they are couched in a friendly way. Trusting people will close down and retreat if they think they are being quizzed. If you are too hard and realize it apologize quickly and sincerely, they are very forgiving.	Transparent Too forgiving
Watchful of important tasks Not easily forgiving	Try not to micro-manage, they will openly share how they are doing anyway. Providing them with the freedom to give you feedback periodically rather than continually will build Trust for them. People make mistakes especially when interacting with Skeptical people as	Openly shares knowledge Fails to inspect work done

DNA Behavior®

	their confidence can be undermined. They may feel judged and intimidated. Work with them to slow down and pay attention to the detail. This approach builds mutual value into the relationship.	
Confronts problems Distrust breeds distrust	Lay out the issues and present solutions. Ask which solution appears to be the answer to the problem. Even if you have already decided which way to go – include them in the decision making. Explain your choice of solution. This builds confidence in others. Invest time into overly Trusting people. Explain why and how being too accepting can lead to problems. Describe the power of questioning to them.	Recognizes Trust builds Trust Overly impressionable

The following summary provides an insight into how a person with a strong Trust Factor on the Skeptical side might communicate with a colleague with a stronger Trust Factor score on the Trusting side.

Skeptical	How to Communicate ➤	Trusting
Communication Response Thinks matters through Able to ask difficult questions Watchful of important tasks **Communication Challenge** May have difficulty letting matters go May not be easily forgiving **Communication Key:** Provide logic and key points	Modification/Approach Remember to build respect and honoring into your conversations. Frame questioning in a way that is not interrogational. Set an environment for conversation that puts them at ease. Remember they want to build a relationship of Trust with you.	**Communication Need** Allows open dialogue Approachable Transparent **Communication Challenge** May not set boundaries Can be overly impressionable **Communication Key:** Present feelings/emotions

DNA **Behavior**®

In Summary – The Trust Factor on the Skeptical Side

If you don't Trust others they won't Trust you. For those on the Skeptical side of the Trust Factor it's a useful exercise to work through the roots of why it's hard to Trust others. There are likely to be experiences that have taken away the natural ability to Trust. Work on and learn from these experiences to be able to Trust others again. Taking small steps is good as this will help to avoid disappointments. Generally people can be Trusted and want to build relationships. Conversely Trusting people tend to avoid those who always seem to react to them in a negative and/or suspicious way. It's important to be aware of the impact and effect Skepticism has on others and develop a way to manage it.

People often consider Skeptics negative, doubting and disbelieving; they may be applying reason and critical thinking to determine validity of what is being said.

Skeptics who understand their behavioral style and have mature insight into how to apply this trait have an important and powerful place in business and relationships. Their ability to probe, enquire and investigate ensures projects and ideas are worthy of attention and in some cases investment.

Trust – Trusting Trait Case Study

Financial Advisory Company Challenge: During a mid-year business planning meeting for a small but influential family advisory business, an issue arose that presented the team with a dilemma. The firm included, David the founder, six highly skilled advisors, each of whom specialized in a specific area of financial advice to high net worth families, three administrative staff, one lawyer specializing in family law and a newly appointed office manager.

At a staff meeting the advisors shared their concern about the increasing amount of tension between families as they discussed the management of family finances. The company lawyer was able to back up this issue in terms of the content of referrals he was receiving from the advisors.

Family tensions had increased; communication between age groups was challenging; it was getting progressively more difficult to find common group upon which to make decisions. Succession planning was developing into logistical nightmares with fewer and fewer plans being agreed and closed off within reasonable timescales.

Matriarchs and Patriarchs were becoming quite intransigent and lacking tolerance with younger members of the family. The younger members, whose knowledge of the financial industry was increasing and in some cases passing those of the family heads, were challenging assumptions and suggestions. They wanted a voice in decision making and didn't feel they were being given it. Trust in the advisors was slowly being eroded as families looked to them for solutions.

David realized that this challenge would need careful assessment and the right approach, as extending his service offering from individual clients to working with families had been a big step for the business. To date it had proven to be a beneficial move for both the advisors and the families they represented.

David had faith in the ability of his staff and trusted them to do their jobs. The structure and culture he fostered was one of flexibility, creativity and an element of risk-taking. The advisors managed their client portfolios effectively; had good relationships with them and in an ever demanding financial sector were able to meet the changing and challenging needs of the financial services industry. To date their client base had increased year on year. Their clients Trusted them and believed in them to manage their finances

appropriately and clearly now expected and Trusted them to resolve all the issues they, as families, were facing.

David and his team needed to find a solution to this challenge; failure to do so could lose them high net worth accounts which would impact their business bottom line.

Because David had built an environment of openness and Trust with his team and everyone felt valued to share their opinions and thoughts he opened this discussion to everyone. The newly appointed office manager reminded David that during the hiring process, the Executive search company used the Business DNA Discovery Process as part of the hiring selection procedure. He shared how accurate it had been. He explained how he was given insight into how he communicated and how he needed to be communicated with. The team agreed that this was a possible solution to the challenge they faced with their clients.

Engagement Scope and Approach: David engaged DNA Behavior to undertake the Business DNA Discovery Process with those in his team who had not already completed the process. The purpose of the process is to reveal and identify inherent behaviors and talents. The next step, to demonstrate effective ways this knowledge and insight can be applied to build a cohesive team environment and to use that insight when working with their clients.

David found the outcomes to be accurate and revealing. Having already built Trust with the DNA Behavior team he shared the dilemma they were facing with their clients.

The DNA Behavior team suggested they, in partnership with the advisor, work with one family using a suite of their DNA Behavior Discovery Processes to reveal behaviors and communication styles with a view to resolving family issues.

The DNA Behavior team worked with the selected family to uncover blockages in terms of behavior and communication. As they facilitated the feedback with the family using this insight, it became clear that the family members had been unable to appreciate each other's concerns about the planning of the family wealth.

As the conversations progressed they spoke more about behaviors, talents, communication styles in a complimentary and understanding way. Much was being revealed which helped them to understand each other on a completely different level. The DNA Behavior facilitator provided the advisor with a range of questions based on the communication styles of each of the family members. Together with the Ultimate Performance Guide, the advisor used these questions to unlock general conversation and was then able to move the discussion onto financial matters.

Your Performance Strengths
- Allows open dialogue
- Approachable
- Transparent

Your Performance Struggles
- May not set boundaries
- Can be overly impressionable

Your Performance Environment Keys
- Remember my desire to be included
- Keep the conversation with me friendly
- Expect/encourage my thoughts out loud

Result – a financial plan; a succession plan; allocating roles within the family to take responsibility for certain areas of the family wealth portfolio.

The advisor and David could see the power of using the DNA Behavior process to uncover issues and improve inter family communication. They contracted DNA Behavior to train them in how to use and interpret the process. They then contacted each of their clients to advise them of their intention to add this process of discovery to their service offering. They offered the head of each family a free Communication DNA and then worked with them to provide feedback.

The company then used the questions provided by DNA Behavior to open up further discussion with their clients on how best to use the Discovery process in their family circumstances.

Most families agreed and in all cases solutions were found to the challenges they faced. Plans were made and agreed to; advisors grew in confidence as they became more experienced in understanding the dynamics of families and what the DNA Behavior Discovery process revealed.

The broader pay-off was:

David included the DNA Behavior Discovery Processes in his service offering. The company became widely Trusted and respected for the approach they were taking to manage the finances of their clients. The business increased as their high net worth families networked and talked about the Trust built with David's company. They became ambassadors telling how managing the complexity of finances was impressive; but so also was their ability to navigate family tensions as they discussed their finances. This became the company's differentiator.

Trust Factor – Skeptical Trait Case Study

The Challenge: The Company designs unique resort style homes, occupying an exclusive section of the luxury residential housing market. Success brought with it many challenges for the business, not least of which was the need to hire more architects and project managers. Outsourcing these functions didn't work, so the design company realized that in order to maintain their high standard they needed to bring these services in house. The challenge however, was to find space for them within the current office space.

Laura headed up HR and suggested to the CEO that she and her team of six should work from home which would free up the space needed for the architects and project managers.

To support her suggestion she also pointed out the challenges she and her staff faced with the commute to work which was currently taking around an hour each way. She argued that this time could be better used and would reduce the stress levels of commuting. She also pointed out that her day was filled with constant interruptions many of which could and should have been managed via email.

The CEO was very Skeptical and countered the suggestion with a range of reasons why not. For example, issues of confidentiality, security of the homes people worked in, IT issues, availability of staff to their HR department and many others. His approach to the conversation was *no* rather than *maybe* let's talk about it.

Laura knew that she had to bring additional information into the discussion if she were to persuade the CEO that this was the most effective and cost effective solution. The CEO's Skepticism was continuously closing down conversations and actually even bordering on suggesting that such a proposal was more about malingering. He wouldn't or couldn't see any benefits to remote working.

Engagement Scope and Approach: Laura talked to DNA Behavior International, a business she used in her hiring process and shared with them the challenge and her suggestion. She also described the response she had from the CEO. The DNA Behavior team explained to her that to engage her CEO into her suggestion she had to be willing to understand and imagine where he was coming from and use that as her starting point.

The DNA Behavior team explained to Laura the importance of understanding the CEO's response and how to manage his Skepticism. They gave her insight into those people who have a Trust on the Skeptical side explained ways in which she could build Trust with him.

DNA Behavior provided Laura with questions to use when entering into further discussion with her CEO. They told her about the importance of having answers to his concerns of data security and a willingness to explore any potential security gaps with him to tighten this area up. DNA Behavior provided her with scenarios to use in her conversation such as a trial of all the HR department working remotely some of the time so everyone has a chance to understand what they are trying to achieve and further to strategize IT requirements, meeting connectivity etc.

In working with DNA Behavior to understand both her communication and behavioral style and that of a Skeptical person, Laura was able to see how her first conversation with the CEO had been presented too passionately with no real data to back up her suggestion which she truly believed had merit. She now understood how a Skeptical person might respond to a Trusting person in that they would feel a sense of loss of control, and assume anyone working remotely was not working effectively.

Result: Armed her Ultimate Performance Guide which gave her greater insight into how to negotiate with someone whose communication and behavioral style is inherently Skeptical, Laura had a further meeting with her CEO. She approached it in a more structured and logical way and re-presented her proposal but supported it with answers to any questions raised. She offered suggestions on how to move forward. Provided solutions and costings for IT connectivity and was able to demonstrate that her proposal was an investment to save in terms of using the freed up space the move would provide.

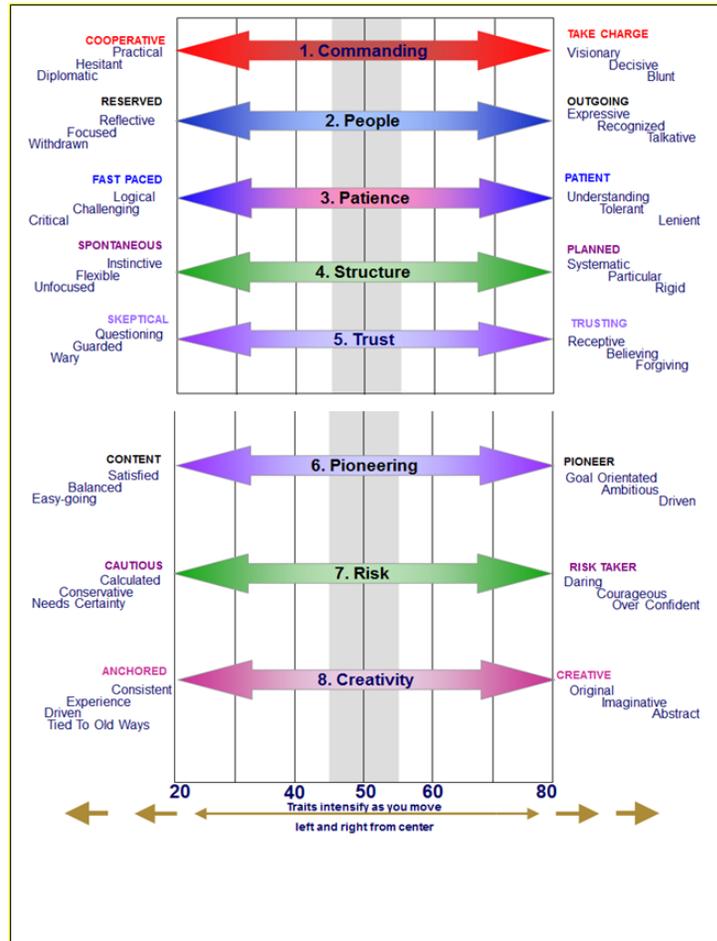| Your Performance Strengths	Your Performance Struggles
•Thinks matters through	•May have difficulty letting matters
•Able to ask difficult questions	go
•Watchful of important tasks	•May not be easily forgiving

Your Performance Environment Keys

•Expect me to ask for the logic and key points
•Remember my need to do analysis
•Allow me time to think matters through

She then left the information with the CEO giving him time to think the matter through and come back with questions if he had them. After a further meeting to tighten up some parts of the proposal the CEO agreed that the HR department could work from their respective homes thus freeing up the much needed space for the business.

The broader pay-off was: Laura now understood how to communicate more effectively with her CEO. She told him that she had used DNA Behavior International to understand how to communicate more effectively to build Trust with him. She did this so that he would have increased confidence in the proposals she brought to the table. The CEO was impressed with the outcome and undertook the DNA Discover Process for himself and found it to be very accurate and enlightening. It gave him a deeper insight in how to manage his Skeptical behavior in a way that opened conversations rather than closed them down.

DNA **Behavior**®

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.

DNA **Behavior**®

The Discovery of the Trust Factor   **Appendix B**

Date	Founder	Trust, Thinking, Feeling, Openness, Steadiness, Compliant, Faithful, Accepting, Innocent, Gullible
c. 450 BC	Classical elements	fire
c. 400 BC	Hippocrates's four humors	yellow bile
c. 190	Galen's four temperaments	choleric
c. 1025	Avicenna's four primary temperaments	loss of vigor, deficient energy, insomnia, wakefulness, high pulse rate, lassitude, acquired habit
c. 1900	Ivan Pavlov's four temperaments	choleric (Strong excitatory)
c. 1900	Alfred Adler's four Styles of Life	Ruling or Dominant
c. 1928	William Marston and John G. Geier DiSC assessment	Dominance
c. 1947	Erich Fromm's four Types of Character	Exploitative
c. 1948	California Psychological Inventory CPI 260	Leader
1958	MBTI codes	ESTJ, ENTJ, ESTP, ENFJ
c. 1958	William Schutz, FIRO-B	See FIRO article for score names.
c. 1960s	Stuart Atkins LIFO's four Orientations To Life	Controlling-Taking
c. 1960s	David Merrill, "Social Styles"	Driving
1964	Blake-Mouton Managerial Grid Model	Produce or Perish
c. 1966	Temperament by LaHaye	Choleric
1973	Jay Hall Conflict Management[15]	Win/lose
1974	Thomas-Kilmann Conflict Modes[16]	Competing
c. 1984	The Arno Profile System(Five Temperaments)	Choleric
c. 1995	Worley Identification Discovery Profile	Choleric
c. 1996	Tony Alessandra Personality Styles	Director
c. 1998	Hartman Personality Profile	Red
c. 2001	Linda V. Berens' four Interaction Styles	In Charge

DNA Behavior®

Research References

Dirks, Kurt T., Journal of Applied Psychology, Vol 85(6), Dec, 2000. pp. 1004-1012.

Jones, Del, Gannett News Service, 2001.

Meyer, R.C., Davis, J. H., and Schoorman, F. S., Academy of Management Review, 20(3), 1995.

Tway, Duane C., A Construct of Trust, Dissertation, 1993.

Tway, Duane C., Unpublished Paper, Leadership and Trust: An Imperative for the Transition Decade and Beyond, 1995.

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

DNA Behavior®

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)

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

DNA Behavior®

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