

Business DNA[®] Behavioral Insights Series:

Commanding Factor E-Booklet



About DNA Behavior International

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

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

Introduction to the Commanding Factor

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

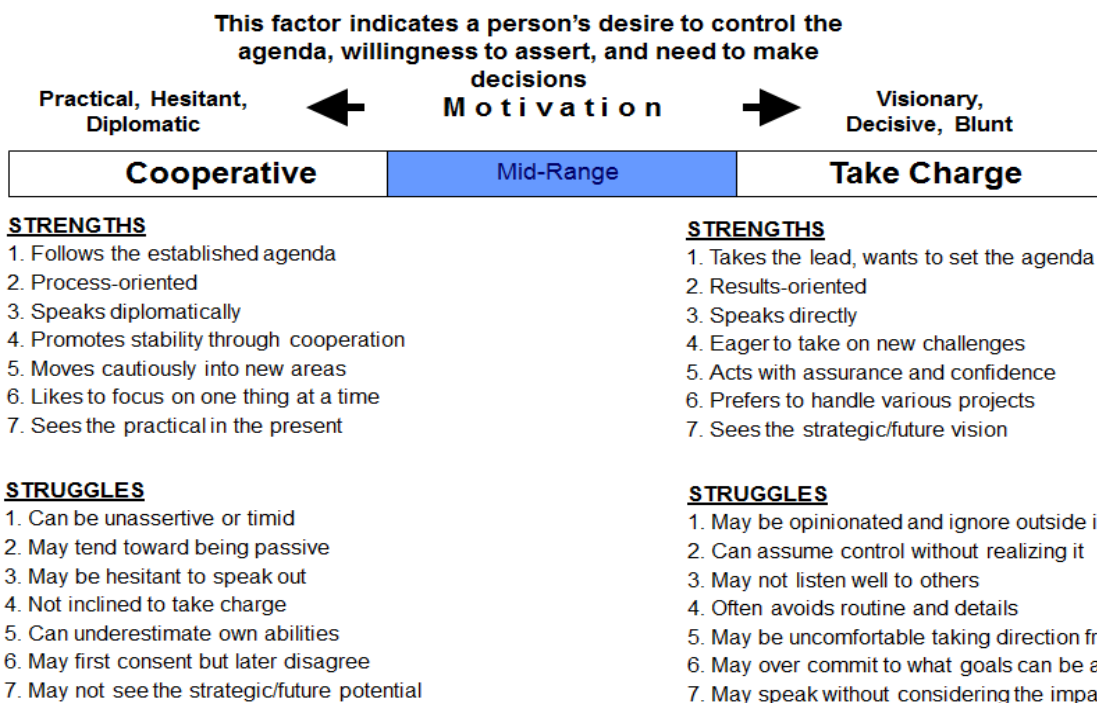
You can review a summary of each of the 8 primary behavioral factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Commanding Factor fits into your overall DNA behavioral style. From DNA Behavior International’s perspective,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

It’s important to set the Commanding Factor into context. The Commanding Factor indicates people’s desire to control the agenda, their willingness to be assertive, and their need to make decisions. The natural performance outcome of the Commanding Factor is the ability to lead, provide vision for the future, strategize and deliver results. These people have confidence in their leadership abilities, and this can appear to onlookers as ego.

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

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

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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 Commanding Factor desire either to be Take Charge or Cooperative.

There may be a tendency to think some behavioral styles are inherently more suited for making life or business decisions than others; however, that is not the case. Each person may approach the same situation differently and with a diverse perspective because of their level of Commanding Factor results (and because of their scores in the other 7 factors). All behavioral styles are equally valid, and all are needed. All styles and all people have strengths and struggles. The key point to remember is that people can be the most successful when they understand and maximize the positive aspects of their own unique natural behaviors 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 Take Charge, show initiative and are goal driven; they accept new challenges and are results focused. They can manage a range of projects at any one time because inherently they are tuned into future vision and how to strategize to deliver it.

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

The History of the Commanding Factor

Historically, the Commanding 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 paper titled “Problems and Perspectives in Management, 3/2004” (Corporate Executives as Beleaguered Rulers: The Leader’s Motive Matters) J. Lee Whittington (Ph.D., Associate Professor of Management, College of Business, University of Dallas, USA.) cites the following:

Building on this definition of power, Burns (James MacGregor Burns (Leadership 1978) drew a sharp distinction between leaders and power wielders. Power wielders use the resources of their power bases that are relevant to the attainment of their own purposes. In contrast, Burns defines leadership as a process that takes place in the context of a relationship between leaders and followers. Through this process leaders induce followers to achieve goals that represent the values, motivations, wants, needs, aspirations and expectations, of both leaders and followers. Thus, leadership is viewed as a mutually beneficial relationship. As such, leadership, unlike naked power wielding, is thus inseparable from followers’ needs and goals. According to Burns, “power wielders may treat people as things, but leaders may not. All leaders are actual or potential power holders, but not all power holders are leaders.”

For Burns, leadership can take two fundamentally different forms: transactional and transformational. Transactional leadership takes the initiative in making contact with others for the purpose of an exchange of valued things. This type of leadership is based on a contractual ethic that emphasizes contingent rewards. While a leadership act may take place, it is not one that builds leader and follower together in a mutual and continuing pursuit of a higher purpose. In contrast to transactional leadership, Burns presents transforming leadership. According to Burns transformational leadership occurs when leaders and followers interact with each other in such a way that they raise one another to higher levels of motivation and morality. It becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led, and thus has a transforming effect on both. Thus, transformational leadership is rooted in a covenant relationship, rather than a contractual one. Thus, transforming leadership creates a relationship between the leader and the follower that is characterized by reciprocity of influence and mutual vulnerability.

Burns’ concept of transforming leadership has been operationalized as transformational leadership in the work of Bass and his associates (e.g. Bass, 1985; Avolio, 1999). Transformational leadership is distinguished from transactional leadership behavior in several ways. Transactional leadership emphasizes the transactions or exchanges that take place between leaders and their followers. These exchanges are based on the leader’s identification of performance requirements and clarification of the conditions and rewards that are available for meeting those requirements.

Transformational leaders do more with their followers than simply develop conditional exchanges and agreements. Although transformational leaders may exhibit transactional behaviors (Wofford, Goodwin, & Whittington, 1998), their leadership style also includes one or more of the following behaviors: ascribed charisma, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994; Avolio, 1999). These behaviors transform followers and motivate them to do more than initially expected. This transformation occurs by raising the followers’ awareness of the significance of designated outcomes, getting followers to transcend their self-interests for the good of the organization, or augmenting followers’ needs on Maslow’s (1954) hierarchy of needs (Bass, 1985).

Idealized vision refers to the role-modeling behavior of transformational leaders. These leaders are admired, respected, and trusted. Consequently, their followers identify with and attempt to emulate them (Bass & Avolio, 1994). To earn this credibility, transformational leaders consider the needs of others over

their own share risk with their followers and demonstrate high standards of moral conduct. These leaders engender faith in others by empowering followers and creating a joint sense of mission (Avolio, 1999). Inspirational motivation occurs through envisioning and articulating an attractive future that provides meaning and challenge for followers (Bass, 1985). Clear expectations are communicated with a demonstrated commitment to goals and the shared vision. Intellectual stimulation is created by the transformational leader's questioning of assumptions, reframing of problems, and approaching existing situations from a fresh perspective.... Bass, B. 1998. The ethics of transformational leadership. In J. Ciulla (Ed.), *Ethics: The Heart of Leadership*. Westport, CN: Praeger. Bass, B. & Avolio, B. 1994. *Improving Organizational Effectiveness Through Transformational Leadership*. Thousand Oaks: Sage.

It is important to understand that the Commanding Factor does not equal domineering. A Commanding and confident style is often seen in leaders, those who naturally gather and lead others to deliver results; a domineering style uses aggression and inappropriate language and behavior in the hopes of pushing others to deliver results; the real art of applying the Commanding Factor may not come naturally to them, and so they substitute this lack of an inherent ability to lead by domineering.

The Commanding Factor present in a wider group (other than just those in leadership) who understand and have insight into their own strengths and struggles, often outworks itself in a variety of observable behaviors such as confidence, a willingness to learn and improve, seeing the “big picture” and knowing how to use their talents to be a part of delivering it. Conversely, those who have not obtained an insight into their Commanding style could be seen to outwork their behaviors as bullies, dogmatic in their speech, generally unwilling to follow and maybe even derisory of less confident colleagues.

This differentiation also supports why DNA Behavior has decided to name the factor for the Take Charge and Cooperative Traits as “Commanding” rather than “Dominance” as used in many other systems.

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

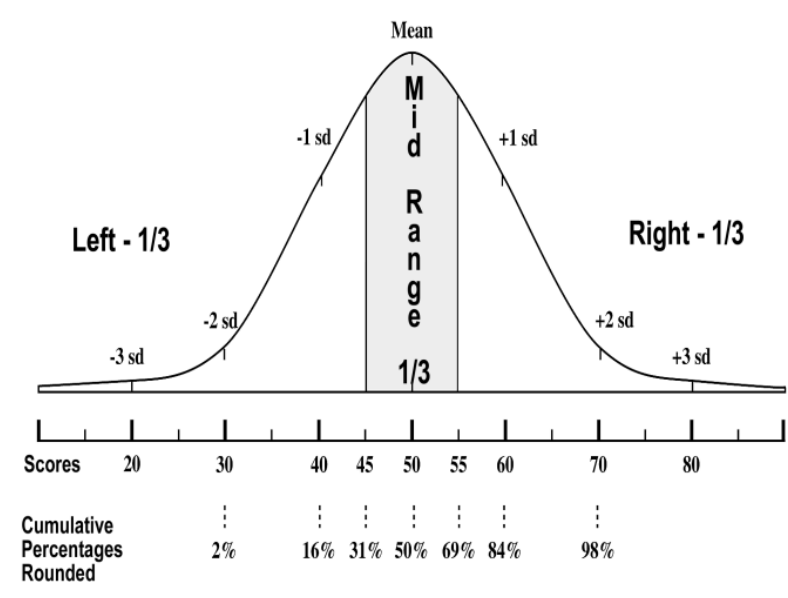
Managing the Commanding Factor – Take Charge Trait



The Business DNA Natural Behavior Discovery Process also uncovers the sub-factors that form a part of the Commanding Factor. These are important components of the primary Commanding Factor that are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person may have the same Commanding 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 overused 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.



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The following summary provides insight into how a person with a strong Commanding Factor score on the Take Charge side might work with a colleague with a stronger Commanding Factor score on the Cooperative side.

Take Charge Strengths and Struggles: Visionary Decisive Blunt	Moderating Behavior 	Cooperative Strengths and Struggles: Practical Hesitant Diplomatic
<p>Initiating.</p> <p>Wants to set the agenda.</p> <p>May be opinionated and ignore outside input.</p>	<p>Needs to provide clear directions in a friendly, relaxed and conversational way. Then check in to ensure they are understood.</p> <p>Take the time to ask for others' opinions and encourage them to share what talent and value they feel they can bring to the project or task.</p>	<p>Wants to follow an established agenda.</p> <p>Can be unassertive or timid.</p>
<p>Results oriented.</p> <p>Can assume control without realizing it.</p>	<p>In critical time sensitive or financially constrained situations those with the Take Charge factor will expect others to deliver results on time and within budget.</p> <p>To avoid a negative impact on the team it's important to paint a picture of why a Commanding, Take Charge approach is necessary and should make it clear that such a style will only be used in difficult economic or time pressured situations and further explain their understanding of how this Commanding approach isn't intended to be restrictive or limit the team's ability to use their skills.</p>	<p>Process oriented.</p> <p>May tend toward being passive.</p>

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	<p>Always debrief with colleagues following a scenario such as this. Sometimes people can be left “bruised” when the pressure is on, and with an authentic debrief this can be rectified very quickly.</p>	
<p>Speaks directly.</p> <p>May not listen well to others.</p>	<p>Speaking directly to spur others to action and to encourage and raise morale is commendable. However, always remember to look for those who are quiet and reticent and calmly draw them into the exchange.</p>	<p>Speaks diplomatically.</p> <p>May be hesitant to speak out.</p>
<p>Eager to take on new challenges.</p> <p>Prefers to avoid routine and details.</p>	<p>Those with a Take Charge approach prefer to manage many challenges and are constantly looking for new opportunities. Leading or being a part of a successful team means ensuring that any area that fails to deliver doesn’t stop progress and that between all represented behavioral factors there is an atmosphere of respect and involvement and that each feels empowered to offer suggestions and ideas that will be listened to.</p>	<p>Promotes stability through cooperation.</p> <p>Not inclined to Take Charge.</p>
<p>Acts with assurance and confidence.</p> <p>May be uncomfortable taking direction from others.</p>	<p>Those with a Take Charge approach are able to cope with risk and appear invincible, and this can create concern in others around them.</p> <p>Those in a leadership role that are comfortable taking risks need to stay connected with colleagues less comfortable until such time as they become successful in their own right and learn how to navigate and manage risk taking.</p>	<p>Moves cautiously into new areas.</p> <p>Can underestimate own abilities.</p>

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<p>Prefers to handle various projects.</p> <p>Underestimates work needed to achieve goals.</p>	<p>Take Charge people should understand others' readiness to take on multiple projects. This may require longer explanations of what is required and being more supportive as well as using this time to encourage, coach and build those around them to be able to handle a variety of projects. Too many projects without explanation and coaching could lead to confusion and doubt in an individual's own ability to deliver.</p>	<p>Likes to focus on one thing at a time.</p> <p>May first consent but later disagree.</p>
<p>Sees the strategic/future potential.</p> <p>May speak without considering the impact.</p>	<p>It's important for those with a Take Charge behavior to give others the time to get on the same page; while they may be able to grasp the entire situation quickly and to go beyond the usual course of action to rectify when something is not working by inputting new thoughts and action into the situation to turn it around, others could need time to catch up and will then "get it" and deliver.</p>	<p>Sees the practical in the present.</p> <p>May not see the strategic/future potential.</p>

The following summary provides an insight into how a person with a strong Commanding Factor on the Take Charge side might communicate with someone with a stronger Commanding Factor score on the Cooperative side.

Take Charge	How to Communicate	Cooperative
<p>Communication Need</p> <p>Needs to be in control.</p> <p>Requires options if you are looking for them to make a decision.</p> <p>Results focused.</p>	<p>Modification/Approach</p> <p>Create a professional but non-threatening environment.</p> <p>Smile.</p> <p>Provide assurances.</p>	<p>Communication Response</p> <p>Diplomatic.</p> <p>Practical.</p> <p>Acquiescent.</p> <p>Prefers to follow with the set</p>

Stay on topic. Only needs key points. Communication Challenge May be uncomfortable taking instruction from others. Communication Key: Provide Options	Ask for their opinion. Explain the thinking behind change. Show approval/appreciation.	agenda. Wants to fit in. Communication Challenge Can be unassertive and timid; may not speak up. Communication Key: Encourage input
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In Summary – The Commanding Factor on the Take Charge side

The most successful people who know how to use the Take Charge factor wisely are seen as possessing several strong traits. These are authoritative, masterful, assertive, confident, firm, empathetic, insistent, imposing and impressive. However, their real success comes from having the personal insight into how to manage their behavioral and communication style. More importantly, they know how to use such insights to influence and empower people to align with their vision and strategy. They are also able to inspire others to use their creativity and talents to grow the business.

Conversely, where the Take Charge factor delivers a culture of bossiness, autocracy, high-handedness, overbearing, domineering, bullishness, and control, there can be a lack of trust leading to a failure to delegate. This results in people withdrawing ownership and commitment to building the business or delivering a project. At its extreme, this autocratic domineering style can create an environment of fear and resentment resulting in high turnover and increased absenteeism.

It is also important to emphasize that for a person to be successful; they do not have to be naturally Take Charge all the time. However, they must be able to identify the occasions when they need to be and when it is important to moderate their Take Charge behavior in order to deliver an effective outcome.

If those with the behavioral style in the Take Charge range are in leadership or a position of influence, switching to a people-centered approach might mean relinquishing control and trusting that others will not abuse the responsibility placed on them. For most, this is a difficult step requiring mutual trust and confidence both in oneself and others. It becomes even more challenging if, after relinquishing control, things don't go according to plan, because Take Charge people are likely to revert to controlling behaviors.

While a Take Charge style is not always so strong that it is difficult to control, it's a key skill to understand where and when to release responsibility and authority to others. Those with the Take Charge factor are visionary and well able to set direction and vision. When in a position of authority, those with insight into their behavioral approach will communicate the high-level vision to the business and then understand the importance of listening to those whose responsibility it is to deliver that vision. Many command-and-control leaders and individuals try to micromanage the delivery of the business vision, which does not build trust.

When leadership has a Take Charge factor, it's necessary to understand that the vision of the business is unlikely to be delivered successfully if employees don't respect and trust the leadership. Generally

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employees want to be creative, innovative and know that they add value. They want their leaders to see their ability to respond rapidly to marketplace changes and their wish to be successful in their careers. This won't happen if they are not trusted to perform on their own and, more importantly, if they are not communicated with.

Those with the Take Charge factor who most effectively manage their behaviors have sufficient flexibility in their approach. They understand the gaps in their own communication and behavioral skill set. Further, they inherently understand how to adapt their style not only to circumstances, but also in the way they deliver messages to the business. They are behaviorally savvy; they can adjust their communication style so that every message is heard and understood, regardless of the behavioral and communication style of their audience; the result is a job well done.

People with the Take Charge style who have acquired the skill of managing their behavioral and communication style are able to paint a successful picture of their vision and set a clear direction, regardless of where they sit in an organization. Furthermore, they are capable of delivering their vision in a way that inspires others to follow them and to add skills, talent and value to each individual's part of delivering that vision.

Very often the Take Charge behavioral style recognizes the importance of self-development and linking growth with investing in a coach or mentor. They will find someone whom they trust to guide them in their life. In such cases, they will learn how to moderate their behavioral style so they carry others with them. This will build an atmosphere of success not just for themselves but for others in their circle.


For example – **Commanding Factor on the Take Charge side will:**

- Know what's happening, but not get involved or micromanage, preferring to encourage others to work effectively using their talents.
- Demonstrate that they trust their colleagues and the skills they bring to projects.
- Hold others accountable.
- Set the same standards for themselves as they will for others.
- Ensure everyone has the tools and resources needed to complete the jobs they are asked to undertake.
- Create a positive culture, where integrity and trust are considered important key elements between themselves, their leadership and teams.

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Managing the Commanding Factor – Cooperative Trait

The following summary provides an insight into how those with a strong Commanding Factor score on the Cooperative side might work with colleagues with a stronger Commanding Factor score on the Take Charge side.

Cooperative Strengths and Struggles: Practical Hesitant Diplomatic	Moderating Behavior 	Take Charge Strengths and Struggles: Visionary Decisive Blunt
<p>Wants to follow an established agenda.</p> <p>Can be unassertive or timid.</p>	<p>Recognize that the Take Charge colleague will become restless and frustrated when not actively involved in interesting and challenging work.</p> <p>Have a clearly defined purpose and specific goals and be able to express them clearly and concisely.</p> <p>Demonstrate a willingness to listen to the opinions of the Take Charge colleague but not allow them to change the course.</p> <p>Delegate with responsibility and accountability.</p>	<p>Initiating.</p> <p>Wants to set the agenda.</p> <p>May be opinionated and ignore outside input.</p>
<p>Process oriented.</p> <p>May tend toward being passive.</p>	<p>Explain why and how processes will be established</p> <p>Assign tasks/projects that have well defined outcomes.</p> <p>Write the objectives down; make them clear and list expected results, then don't micromanage.</p>	<p>Results oriented.</p> <p>Can assume control without realizing it.</p>

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<p>Speaks diplomatically.</p> <p>May be hesitant to speak out.</p>	<p>Don't take offense at blunt responses.</p> <p>Use peacekeeping skills to address tactless inappropriate responses.</p> <p>Focus on natural behavioral strengths and struggles to resolve conflicts in an objective way.</p>	<p>Speaks directly.</p> <p>May not listen well to others.</p>
<p>Promotes stability through cooperation.</p> <p>Not inclined to Take Charge.</p>	<p>Articulate how collaboration and a supportive work environment will deliver results.</p> <p>Use their eagerness to take on new challenges as a stimulus to completing current projects.</p>	<p>Eager to take on new challenges.</p> <p>Prefers to avoid routine and details.</p>
<p>Moves cautiously into new areas.</p> <p>Can underestimate own abilities.</p>	<p>Avoid the likelihood of frustration and potential conflict by explaining your need to think things through before making decisions; explain you don't want to keep revisiting poorly and hastily made decisions.</p> <p>Acknowledge their skills when appropriate, but also let them see your abilities and wisdom as a leader.</p>	<p>Acts with assurance and confidence.</p> <p>May be uncomfortable taking direction from others.</p>
<p>Likes to focus on one thing at a time.</p> <p>May first consent but later disagree.</p>	<p>Demonstrate, with examples, your need to get things right the first time and how this approach requires focus on one thing at a time.</p> <p>If a Take Charge colleague sees you making hasty decisions and then changing your mind, you will lose credibility.</p> <p>Explain their role in being part of a team and the</p>	<p>Prefers to handle various projects.</p> <p>Underestimates work needed to achieve goals.</p>

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	<p>importance of stability in the team to pull together to deliver successful outcomes.</p>	
<p>Sees the practical in the present.</p> <p>May not see the strategic/future potential.</p>	<p>Invite input from all those involved in the project or task. Control the Take Charge ones if they try to override agreed processes. Get them to back up their suggested changes with quantifiable reasons.</p> <p>Review their input and highlight the parts that line up with the vision and direction you have set.</p> <p>Remember teams are made up of multiple skills and talents.</p> <p>Use your relationship-building skills to point out the need to listen to and value everyone's input.</p>	<p>Sees the strategic/future potential.</p> <p>May speak without considering the impact.</p>

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The following summary provides an insight into how a person with a strong Commanding Factor on the Cooperative side might communicate with a colleague with a stronger Commanding Factor score on the Take Charge side.

Cooperative	How to Communicate	Take Charge
<p>Communication Response</p> <p>Diplomatic. Practical. Acquiescent. Prefers to follow with the set agenda. Wants to fit in.</p> <p>Communication Challenge</p> <p>Can be unassertive and timid; may not speak up.</p>	<p>Modification/Approach</p> <p>Create a professional and businesslike environment.</p> <p>Be accurate with detail.</p> <p>Bullet point what the conversation/meeting is going to be about.</p> <p>Keep to a structure.</p> <p>Get to the point.</p> <p>Show where they fit in.</p> <p>Invite their input.</p> <p>What's in it for them?</p>	<p>Communication Need</p> <p>Needs to be in control. Requires options if you are looking for them to make a decision. Results focused. Stay on topic. Only needs key points.</p> <p>Communication Challenge</p> <p>May be uncomfortable taking instruction from others.</p>

In Summary – The Commanding Factor on the Cooperative Side

While the world might assume the most successful people are authoritative, assertive and confident, the adjectives associated with the title Cooperative suggest that whether in leadership or not, their behavioral approach will be collaborative, helpful, supportive, team worker and focused on mutuality.

These descriptors suggest a person whose focus and success lies, not in a Take Charge style but, in one who seeks the input of their followers and attempts to value the individual. The Cooperative person points everyone to a common goal. They empower others to accept the responsibility associated with delivering the goal. They also share any success and rewards. Those people on the Cooperative side of the Commanding Factor are more likely to relinquish a tight hold on tasks; they see delegation as a means to grow team members and demonstrate trust in their ability to deliver.

Conversely, where the culture of an organization is complacent, overly comfortable, easygoing or too compliant, the Cooperative approach can result in people becoming apathetic, careless, half-hearted, and casual. At its extreme the Cooperative approach results in unfinished projects, costly mistakes and negligence wrapped in an atmosphere of casualness. This environment can adversely impact the business bottom line; even the stability of the business itself; but most certainly it will allow a gap in performance for competitors to fill.

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It's worth noting that the Cooperative factor style that functions collaboratively and with mutuality is a strong and not a soft or weak behavioral style. Working with people to deliver results in an atmosphere of inclusion breeds success.

Cooperation equals collaboration and teamwork that delivers results. Those with this factor understand how to inspire others to propel the organization forward; they are good at identifying and using the skill set of the team; they give encouragement and confidence to 'have a go', maybe even fail, but ensuring there is no condemnation in failing.

The Cooperative change agent knows how to communicate the vision and also how to encourage and listen to divergent points of view. Cooperative behavior isn't about working together in harmony; it is about finding the best path to a solution. This is achieved when everyone involved in delivering a project or process has a say in what happens.

For example – the Cooperative factor style will:

- Know that the best outcome for any team, the business and its customers is cooperation.
- Own the vision with their teams and colleagues; they will show trust and a belief that they are all in it together to deliver a final result.
- Have confidence in their own abilities to build relationships.
- Appreciate the importance of investing in others to build confidence and are flexible and patient and appreciate input from others.
- Learn from the experience of things going wrong; demonstrate compassion towards others who are at fault and then move on.
- Actively invite input into decision making or solution finding, knowing that this will identify the most effective result.
- Understand the importance of achieving “buy in” from their team and/or colleagues and that this will deliver a harmonious and successful work environment.

Commanding Factor – Take Charge Trait Case Study

Marketing Company Challenge: A small but significant up-and-coming marketing firm tendered for and successfully won a large contract to market a newly formed arm of a major bank. The marketing contract consisted of developing promotional material for the bank's innovative client-centric set up. In the difficult economic climate, the bank realized that to keep ahead of its competitors it had to capture a significant untapped corner of the marketplace. That untapped corner was young people in the 25–30s age range. These were individuals starting to advance in their careers.

To attract them, the bank was looking for an IT/social media savvy approach to delivering financial advice and education on wealth creation. The bank installed a high-tech suite, not unlike a first-class transit lounge at an airport; they installed workstations and education booths, provided refreshments and offered high-tech advice on how to manage finances, all of which could be delivered 24/7. This was such a departure from normal banking and advisory practices that the bank wanted the marketing to be appropriate, not cheesy, and delivered within an aggressive timescale.

Engagement Scope and Approach: The Marketing Company CEO recognized that, as a forthright and highly Commanding leader, he needed help to ensure he delivered the project using his most skilled, highly creative teams. His concern was that the aggressive timescale might cause him to adopt a strong Take Charge stance, which could drive creativity out of the team.

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He engaged DNA Behavior International to implement a program that would boost the engagement of the creative team by ensuring he communicated effectively and appropriately with his team, stake holders and the client.

The DNA Behavior team facilitated a meeting between the bank representatives, the Marketing company's creative team, the marketing company's CFO, and the Marketing CEO. Each completed the Business DNA Discovery Process so that the relationships between all the interested parties would be deepened and talents used effectively. Each person used the DNA Ultimate Performance Guide contained inside their Business DNA Workplace Operations Report as a basis for ongoing conversations. The Marketing CEO is shown below because he had a strong Take Charge score.

Your Performance Strengths

- Takes the lead, wants to set the agenda
- Sees the strategic / future vision
- Speaks candidly

Your Performance Struggles

- May be uncomfortable taking direction from others
- May over commit to what goals can be achieved

Your Performance Environment Keys

- Offer up options & recommendations for a decision
- Give me direct answers, get to the point
- Show the results and outcomes

Result – The bank representatives were impressed by the Business DNA Discovery Process. The creative team felt valued and could see how instructions to them had been modified to ensure their creativity was not quenched. The Marketing CFO was able to communicate more effectively with all teams as he

managed the budget. The Marketing CEO quickly came to realize that great leadership required him to be able to moderate his blunt communication style. He learned how to use his Take Charge approach more effectively and in a way that kept people focused and engaged in the marketing project. The teams worked successfully together to ensure they delivered on time and within budget.

The broader pay-off was:

1. The willingness of the Client (i.e., the bank executives) and Marketing company teams to complete the Business DNA Discovery Process.
2. All parties enjoyed participating and felt valued and gained very useful insight into their workplace and behavioral style.
3. Meetings were conducted in an orderly way; everyone acknowledged and respected individual behavioral and communication styles. The meetings delivered fruitful outcomes as each member focused on getting the job successfully to completion.
4. A mutual trust was built between all parties.

Commanding Factor – Cooperative Trait Case Study

Financial Advisory Firm Challenge: A boutique financial advisory business successfully merged with a boutique insurance brokerage business. This was a positive and potentially fruitful arrangement for both businesses and was seen as providing a holistic service to both their client bases.

During negotiations staff at all levels in both businesses had been kept informed and included in much of the discussion and planning. A new CEO was appointed and very well received by both sides of the now merged businesses.

It came to the attention of the CEO that the operations team leader of the newly merged businesses was causing friction within the team. Having ignored the behavior initially, believing it was part of the settling in process and recognizing that most employees can be “difficult” from time to time, it now became clear that this bossy subordinate was in fact becoming a nuisance and a distraction.

The behavior manifested as assertiveness, wanting to monopolize conversations, and was beginning to cross the line into insubordination and insolence. Not wanting the behavior to escalate and cause disruption through the newly formed business, the CEO set up a meeting with the operations team leader.

Some of the behaviors of the operations team leader were being directed towards the CEO at team meetings. This needed to be addressed since it had the potential to undermine the CEO’s authority.

In advance of the meeting, the CEO prepared by gathered information in order to have a constructive discussion with the operations team leader. He established that roles and responsibilities had been clearly defined at the merging of the businesses; the staff member’s work record was good and attendance excellent. However, client feedback included some of the following words and phrases: he was “pushy,” didn’t listen well, was outspoken, took a no-nonsense approach—this clearly troubled some clients.

Understanding that some assertive and bossy individuals don’t actually realize their manner is seen by others as abrasive. In discussing his behavior with senior departmental leaders the CEO discovered that none had challenged his behavior because a) he got the job done b) he always had good ideas for the business c) he was very well connected in the financial services industry and, worst of all, d) he delivered a cold austere reaction to others on the few occasions his bluntness had been challenged.

The CEO’s communication and behavioral style focused on relationship management. He was practical, hesitant with his opinions and always diplomatic. He had a reputation for being inclusive, patient and

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encouraging. He realized that this more assertive operations team leader might have misunderstood his Cooperative style as a license to bully, intimidate and try to undermine him.

The CEO understood there was a history to this man's behavior that had been allowed to continue unchecked for too long and for all the wrong reasons. Recognizing that some people have aggressive, bossy personalities, which doesn't necessarily make them bad employees or colleagues, it became clear that this matter needed to be handled with care.

The CEO was determined to achieve a good outcome. He wanted to help the operations team leader to understand how his behavior impacted others. The CEO needed to provide the leader with insight and tools to help him rein in tendencies to be authoritarian or pushy in his approach.

Engagement Scope and Approach: The CEO of the newly merged financial advisory business recognized that this issue had to be resolved. It was time critical as the business was still in a fledgling state. The CEO accepted that as a Cooperative and diplomatic leader he needed support in terms of how best to approach this meeting. His credibility as a new CEO was on the line. Having established there was a history to this behavior, he wanted to make sure that he as the CEO was not part of the problem.

He engaged DNA Behavior International to undertake the Business DNA Natural Behavior Discovery Process with all of his teams. This is a program starting with individual behavioral discovery. The purpose of the process is to identify inherent behaviors and talents and demonstrate effective ways this knowledge and insight can be applied to build a cohesive team environment.

He shared with the DNA Behavior team the target issue that had prompted this piece of work. He asked them to walk him through both his and the challenging operations team leader's report. The CEO worked with DNA Behavior to understand the strengths and struggles in both behavioral styles and, with their ongoing help, strategize an effective way to conduct a meeting with the team leader. The CEO wanted the meeting to set the operations team leader up for success rather than pull him down. Further, the objective was that the relationships between the parties would be deepened and talents used effectively.

They used the DNA Ultimate Performance Guide contained inside their Business DNA Natural Behavior Workplace Operations Report as a basis for the conversation.

Your Performance Strengths

- Follows established agenda
- Promotes stability through cooperation
- Speaks diplomatically

Your Performance Struggles

- Can be unassertive or timid
- Can underestimate own abilities

Your Performance Environment Keys

- Create a relaxed environment
- Allow me to collaborate and provide input
- Demonstrate that you are actively listening

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Result – Increased insight into the natural behavior strengths and struggles of the CEO and the operation team leader. A broader understanding was achieved by identifying other hot spot clashes that had been allowed to fester within the business for some time. A program of feedback was facilitated by the DNA Behavior team to work with individuals to understand their behavioral and communication style.

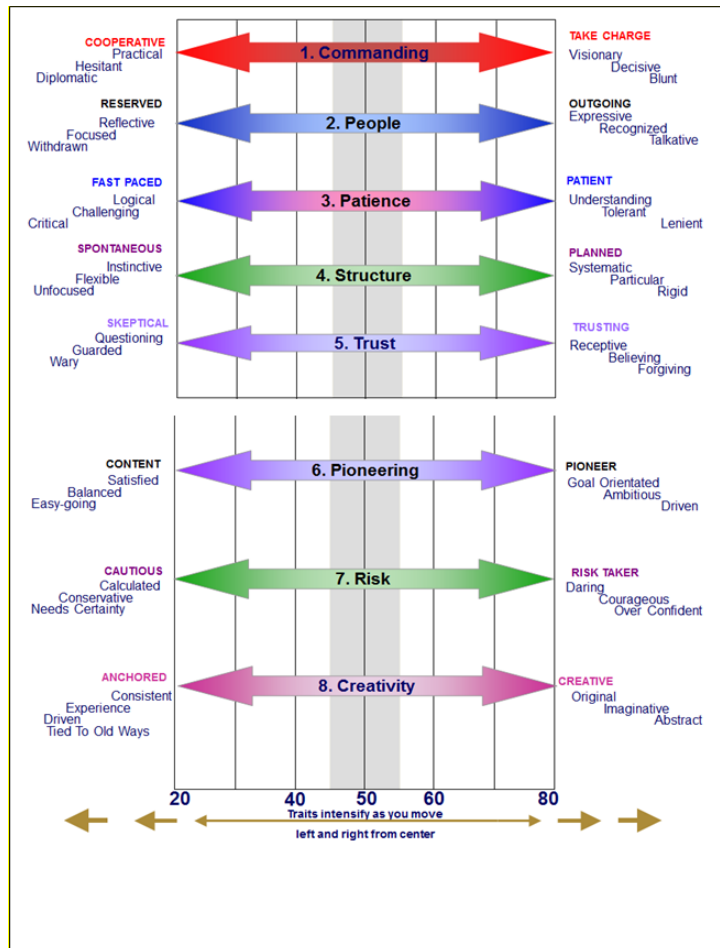
The challenging operations team leader scored extremely high on all factors in his profile. He needed to be in charge, he was a visionary and he was decisive. He was frustrated by those around him with a less Take Charge approach and this frustration manifested itself in a Blunt and often inappropriate communication style.

The DNA Behavior team provided the CEO with questions that were helpful in the meeting; the intention of the questions was to uncover any outside factors that might be adding to his workload and maybe causing stress. DNA Behavior also provided a number of likely responses he might give, leading the CEO to be well prepared to counter any aggressive behavior.

The meeting took place and after an initial quite forceful reaction, the CEO focused both their attention on the discovery process outcomes. He pointed out strengths and struggles on both sides. He uncovered built up frustration on the part of the operations team leader. The operations team leader was exasperated with the cumbersome processes and regulatory requirements required in the financial industry. He was weary of the amount of paperwork needing to be completed when his skill was in building and managing business processes. It was a useful and insightful meeting, and the CEO kept it on track by continually using the Business DNA Natural Behavior Reports as a conversation guide.

The broader payoff was:

1. The operations team leader recognized and was very troubled by his inappropriate communication style and how disruptive and disrespectful it had been to colleagues. He took it upon himself to make amends with team members.
2. The CEO found validity in some of the things he was saying and what had driven him to frustration, realizing that this was a clear case of round peg in square hole. Rather than change his role immediately, the CEO decided to take time to think through the next step for this operations team leader's career and use that time to watch and see how committed he was to managing his behavior and building relationships with his colleagues and the customers.
3. The CEO shared with the DNA Behavior team that within about 6 months he would be moving the operations team leader into a role where his obvious talents for building and managing business processes could be used more effectively.



The History of the Commanding Factor

Appendix B

Date	Founder	Extroverted, Task Oriented Commanding, Dominance, Choleric, Leader, Controlling, Driving
c. 450 BC	Classical elements	fire
c. 400 BC	Hippocrates' 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

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Appendix C

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Business DNA[®] Behavioral Insights Series:

Creativity Factor E-Booklet



About DNA Behavior International

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

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

Introduction to the Creativity Factor

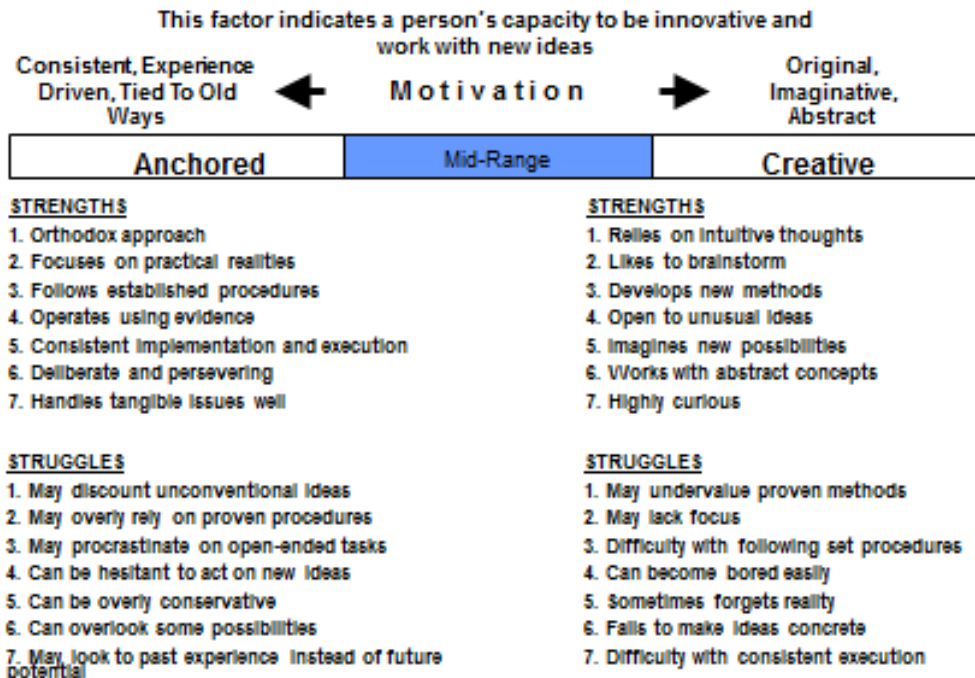
Every participant in the Business DNA Natural Behavior Discovery Process has a Creativity Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The Creativity Factor is the eighth of 8 primary behavioral Factors that are measured by DNA Behavior International in its 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 Creativity 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 Creativity Factor into context. The Creativity Factor indicates people’s desire to be Original, Imaginative, Abstract front and center of new ideas. Their need to learn through storytelling, using diagrams, illustrations, demonstrations, gestures, and feelings, is a key part of who they are and how they work to present themselves. The natural performance outcome of those on the Creative trait side of the Creativity Factor is the ability to be resourceful and inventive; to work with abstract concepts and understand theoretical ideas to drive out solutions. They become bored quite easily when required to operate within a set of rules

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

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



Becoming more effective and efficient in any role often requires a person to adapt their own behavioral style to build enhanced relationships and meet the performance needs of a specific situation. This means having the personal insight and then the understanding of how to moderate a Creativity Factor desire either to be Creative or Anchored.

There may be a tendency to think some behavioral styles are inherently more suited for making life or business decisions than others; however, that is not the case. Each person may approach the same situation differently and with a differing perspective because of their different Creativity 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 struggles.

Every business needs to have a variety of talent, communication style and business behaviors to deliver service to a wide range of customers or clients. Those who would describe themselves as Creative revel in new experiences, sensations and phenomena. They are energized by interesting people and stimulated by imaginative conversations.

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

Creative people are often viewed as romantics or fantasists; people who easily get caught up in their own world. But behind the outward appearance of being random they are in fact, generally highly intelligent, deep thinkers who use their emotions, rather than logic to make decisions.

The History of the Creativity Factor

Historically, the Creativity 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

David Cox Neuropsychiatric Researcher at Cambridge University writes: *The enduring question with creativity has always been whether the defining Factors come from nature or nurture. Everyone can learn to be Creative to some degree, but new research has revealed that the extent to which we're born Creative may be greater than previously thought.*

Two years ago Kenneth Heilman and his team at the Department of Neurology and Neuroscience at Cornell University discovered that the brains of artistically Creative individuals have a particular characteristic that may enhance Creativity.

The brain is divided into two halves, or hemispheres, that are joined by a bundle of fibres called the corpus callosum. Writers, artists and musicians were found to have a smaller corpus callosum, which may augment their Creativity by allowing each side of their brain to develop its own specialisation. The authors suggest that this "benefits the incubation of ideas that are critical for the divergent-thinking component of creativity".

This does not tell the full story, however. Creativity is not only about divergent thinking but also generating endless associations. Recent findings suggest that the secret to this lies in our DNA.

"Creativity is related to the connectivity of large-scale brain networks," says Szabolcs Keri of the National Institute of Psychiatry and Addictions in Budapest. "How brain areas talk to each other is critical when it comes to originality, fluency and flexibility."

In highly Creative individuals this connectivity is thought to be especially widespread in the brain, which may be down to genes that play a role in the development of pathways between different areas. These genes reduce inhibition of emotions and memory, meaning that more information reaches the level of consciousness.

However, while the discovery of such "creative genes" indicates that certain people may have a natural propensity for divergent thinking; this does not tell the whole story. A lot depends on how your genes are expressed and this is where the environment can play a defining role.

So, are we born Creative or not? While Factors such as upbringing play a crucial role in your brain's development, the work done by scientists in Scandinavia, Germany and the US has shown that having the right genetic makeup can make your brain more inclined towards Creative thinking. The rest of us have to "learn" to be Creative.

<http://www.theguardian.com/science/blog/2013/sep/19/born-Creativity-study-brain-hemingway>

Wikipedia defines the meaning of Creativity as follows:

Creativity is a phenomenon whereby something new and in some way valuable is created. Although the benefits of creativity to society as a whole have been noted, social attitudes about this topic remain

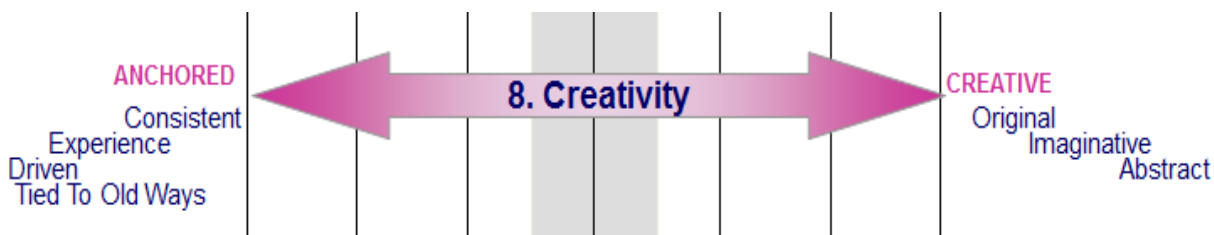
divided. The wealth of literature regarding the development of creativity and the profusion of creativity techniques indicate wide acceptance, at least among academics, that creativity is desirable.

There is, however, a dark side to creativity, in that it represents a "quest for a radical autonomy apart from the constraints of social responsibility". In other words, by encouraging creativity we are encouraging a departure from society's existing norms and values. Expectation of conformity runs contrary to the spirit of creativity. Ken Robinson argues that the current education system is "educating people out of their creativity".

Nevertheless, employers are increasingly valuing creative skills. A report by the Business Council of Australia, for example, has called for a higher level of creativity in graduates. The ability to "think outside the box" is highly sought after. However, the above-mentioned paradox may well imply that firms pay lip service to thinking outside the box while maintaining traditional, hierarchical organization structures in which individual creativity is condemned. <http://en.wikipedia.org/wiki/Creativity>

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

Managing the Creativity Factor – Creative Trait

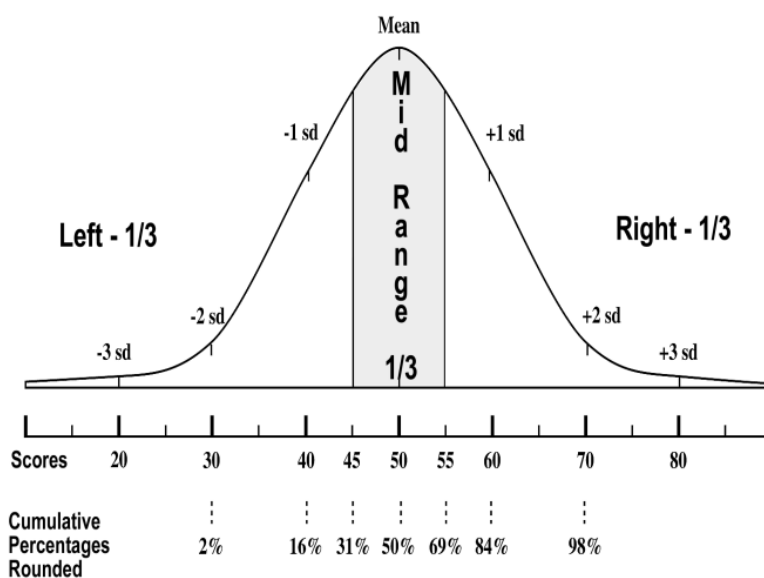


The DNA Discovery Process also uncovers the sub-Factors that form a part of the Creativity Factor. These are important components of the primary Creativity Factor that are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person may have the same Creativity 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.


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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 Creativity Factor score on the Creative side might work with a colleague who has a stronger Creativity Factor on the Anchored side.

Creative Strengths and Struggles Original Imaginative Abstract	Moderating Behavior 	Anchored Strengths and Struggles Consistent Experience Driven Tied to old ways
Relies on intuitive thoughts May undervalue proven methods	Present ideas in a structured way. Be organized and not random in thinking. Don't assume tried and tested methods don't work think about ways to add value to what already exists.	Orthodox approach May discount unconventional ideas
Likes to brainstorm May lack focus	Keep free thinking in the real world. Share what's doable rather than illogical suggestions. Stay on topic; explain thinking and why suggestions are worth consideration.	Focuses on practical realities May overly rely on proven procedures
Develops new methods Difficulty with following set procedures	Ensure new approaches aren't counterproductive. More likely to be listened to if propositions don't reject current processes entirely. Suggest steps and staging to introduce anything new.	Follows established procedures May procrastinate on open-ended tasks
Open to unusual ideas Can become bored easily	Support plans with evidence. Be patient and allow time for thinking through new schemes. Give time for them to get on board and be prepared for questions and discussions.	Operates using evidence Can be hesitant to act on new ideas

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<p>Imagines new possibilities</p> <p>Sometimes forgets reality</p>	<p>Ensure new possibilities and suggestions are informed. Support proposals with plans for execution.</p> <p>Keep ideas middle of the road to begin with. Anything too unconventional will cause close down in terms of receptivity.</p>	<p>Consistent implementation and execution</p> <p>Can be overly conservative</p>
<p>Works with abstract concepts</p> <p>Fails to make ideas concrete</p>	<p>Most Anchored people are not averse to abstract thoughts and suggestions. It takes them time to work through such proposals and when they see the value of the submissions often take them on board and add structure to them.</p> <p>Agree in advance that you want to be able to introduce abstract concepts and negotiate with Anchored colleagues their commitment to think them through rather than reject instantly.</p>	<p>Deliberate and persevering</p> <p>Can overlook some possibilities</p>
<p>Highly curious</p> <p>Difficulty with consistent execution</p>	<p>Ensure curiosity and questioning doesn't invade others privacy. Understand boundaries. Accept '<i>the need to know</i>' principle. This approach will ensure your Creative ideas are taken seriously as you determine to act in a professional manner.</p> <p>Anchored people are open to Creative ideas and input providing it's presented in a structured way. Haphazard thoughts turn them off.</p>	<p>Handles tangible issues well</p> <p>May look to past experience instead of future potential</p>

The following summary provides an insight into how a leader with a strong Creativity Factor on the Creative side might communicate with someone with a stronger Creativity Factor score on the Anchored side.

Creative	How to Communicate 	Anchored
<p>Communication Need</p> <p>New methods Ideas driven Connect “dots” Explores possibilities Brainstorming process Innovative</p> <p>Communication Challenge</p> <p>Difficulty with following set procedures</p> <p>Communication Key: Encourage brainstorming</p>	<p>Modification/Approach</p> <p>Remember that you have a highly active and intense need for conversation and questioning that makes others weary.</p> <p>A good idea for Creatives is to brainstorm ideas on paper before having conversations with more Anchored colleagues. This will ensure your thoughts don’t wander and also that new ideas are realistic and deliverable.</p> <p>Choose the time and place and the audience that you want to brainstorm with. Make sure someone is capturing the ideas so they won’t get lost.</p>	<p>Communication Need</p> <p>Proven methods Solution driven Evidence – facts, figures Experience preference Execution focus Provide the steps</p> <p>Communication Challenge</p> <p>Can be hesitant to act on new ideas</p> <p>Communication Key: Keep it tangible and provide the logical steps</p>

In Summary – The Creativity Factor on the Creative side

People on the Creative side of the Creativity Factor are lively and open-minded. They are quick thinking and see potential before others, though often present it in a random ill thought through way.

Many businesses would advance more quickly if the Creatives in the business were given opportunities to share their thoughts. When a serious issue needs to be resolved, those on the Creative side of Creativity Factor present out of the box solutions. If these are picked up by Anchored people they are able to add structure to the suggestion and produce a resolution to the problem.

Those on the Creative side of the Creativity Factor are intense questioners and observers; they tend to notice everything going on around them. When this inherent talent is either not noticed, rejected as too random or underused they become bored and eventually stop sharing their Creative suggestions.

Their creative skills, original thinking and resourceful approach are ideally suited to new projects. Creative people are often drawn to R & D departments where there is stimulation and a welcoming of their

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ideas. Creative people don't get offended if their ideas are not taken up; their 'buzz' is the conversation and idea sharing that takes place when brainstorming.


Creative people can transform the workplace; though it's important to position them in an environment where their skills will create new products that change customers' lives. They have the ability to revolutionize the way businesses work.

Happiness lies in the joy of achievement and the thrill of creative effort. Franklin D Roosevelt

Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while. That's because they were able to connect experiences they've had and synthesize new things. Steve Jobs
<http://www.brainyquote.com>

Managing the Creativity Factor – Anchored Trait

The following summary provides insight into how a person with a strong Creativity Factor score on the Anchored side might work with a colleague who has a stronger Creativity Factor on the Creative side.

Anchored Strengths and Struggles Consistent Experience Driven Tied to old ways	Moderating Behavior 	Creative Strengths and Struggles Original Imaginative Abstract
Orthodox approach May discount unconventional ideas	Every business can benefit from listening to Creative people. Rather than close down what seems like haphazard thinking see them as a resource and listen to their ideas. You have the ability to pick out the good ideas and turn them into strategies.	Relies on intuitive thoughts May undervalue proven methods
Focuses on practical realities May overly rely on proven procedures	Suggest brainstorming when decisions are to be made; take a backseat and allow the exchanges. Select the thoughts that can be built on to advance the business. This is a win-win approach.	Likes to brainstorm May lack focus


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<p>Follows established procedures</p> <p>May procrastinate on open-ended tasks</p>	<p>Take time to invest into Creative people. Explain exactly what you are trying to achieve, give them a timeline and suggest some potential outcomes and then let them loose.</p> <p>These people think differently. Structure and process can be added to their ideas. They can't do this. But they can be taught to deliver within timelines.</p>	<p>Develops new methods</p> <p>Difficulty with following set procedures</p>
<p>Operates using evidence</p> <p>Can be hesitant to act on new ideas</p>	<p>Take time to get to know Creatives and build relationships.</p> <p>They will be a useful resource if they know where they fit in the organization. They don't need accolades they just want to be 'allowed' to use their inherent Creativeness.</p>	<p>Open to unusual ideas</p> <p>Can become bored easily</p>
<p>Consistent implementation and execution</p> <p>Can be overly conservative</p>	<p>If Creatives have a place in business (and this is dependent on the organization) use them but support them with others who can turn their thoughts, ideas, and suggestions into structure.</p>	<p>Imagines new possibilities</p> <p>Sometimes forgets reality</p>
<p>Deliberate and persevering</p> <p>Can overlook some possibilities</p>	<p>Don't be opposed to abstract thoughts and suggestions. Explain that it takes time to work through such proposals, but when you see the value of the submissions you'll take them on board and add a framework to them.</p> <p>Listen to Creatives and cherry pick from their conversations. Their thoughts often stimulate additional thoughts for Anchored people which ends with a solution or decision being made.</p>	<p>Works with abstract concepts</p> <p>Fails to make ideas concrete</p>

Business DNA® Training: Creativity Factor

Handles tangible issues well May look to past experience instead of future potential	Creatives are unlikely to be concrete in their thought processes. When they offer a thought that interests you get them to put their suggestions into context. This approach produces useful outcomes.	Highly curious Difficulty with consistent execution
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The following summary provides an insight into how people with a strong Creativity Factor on the Anchored side might communicate with people with a stronger Creativity Factor score on the Creative side.

Anchored	How to Communicate 	Creative
<p>Communication Need</p> <p>Proven methods Solution driven Evidence – facts, figures Experience preference Execution focus Provide the steps</p> <p>Communication Challenge</p> <p>Can be hesitant to act on new ideas</p> <p>Communication Key: Keep it tangible and provide the logical steps</p>	<p>Modification/Approach</p> <p>Explain where and how Creative thinking fits into the business. Be prepared for a scattergun response if you ask them to resolve an issue or begin a project. Advise them how to structure the work you have given them. Creatives are very teachable and they want to please. They want to be valued and seen as a worthwhile part of the team.</p>	<p>Communication Need</p> <p>New methods Ideas driven Connect “dots” Explores possibilities Brainstorming process Innovative</p> <p>Communication Challenge</p> <p>Difficulty with following set procedures</p> <p>Communication Key: Encourage brainstorming</p>

In Summary – The Creativity Factor on the Anchored Side

Those on the Anchored side of the Creativity Factor are Consistent, Experience Driven and tend to be Tied to Old Ways. They approach decision making and/or new projects with logic and calculated reasoning. They immediately see, and question inconsistencies.

They handle complex and difficult challenges well, but need time and to do so. When all the information has been considered they make fast and accurate decisions.

Unlike their colleagues on the Creative side of the Creativity Factor, they typically work through problems and issues in a systematic way. They reference what’s gone before, experiences and information, to set up new processes and procedures. They need structure.

Anchored people are rooted in a sense of reality and see Creative people alternating between imagination and fantasy. However, it’s important to understand that those on the Anchored side of the Creativity Factor who have insight into their behavioral style will include Creative people into their business world.

Anchored people wisely understand and recognize the importance of out of the box thinking to advance business; they use their Consistent thought processes to select ideas and then expand on them.

Rosabeth Moss Kanter a professor of business at Harvard Business School observes: “After years of telling corporate citizens to ‘trust the system,’ many companies must relearn instead to trust their people - and encourage their people to use neglected creative capacities in order to tap the most potent economic stimulus of all: idea power”.

Those on the Anchored side of the Creativity Factor when they see the evidence of ‘idea power’, not only accept it they are then able to add value to it and strategize how best to use Creative suggestions in their businesses.

Wikipedia references Anchored as this:

***Anchoring and adjustment** is a psychological heuristic that influences the way people intuitively assess probabilities. According to this heuristic, people start with an implicitly suggested reference point (the "anchor") and make adjustments to it to reach their estimate. A person begins with a first approximation (anchor) and then makes incremental adjustments based on additional information. These adjustments are usually insufficient, giving the initial anchor a great deal of influence over future assessments.*

<http://en.wikipedia.org/wiki/Anchoring>

It could rightly be argued, that when an Anchored person reaches this point they are activating their Creative trait as they introduce new thought concepts into the way they do business.

Creativity Factor – Creative Trait Case Study

The Challenge: Gemma worked for Mark whose company sold furniture. The business was a well-established and much respected family business. Over the years customers had come to expect a high level of service and quality product. Gemma, working her way through University, worked for Mark and her responsibility was to keep the furniture displays clean, well presented and clearly marked with costs, color and fabric options.

Gemma knew that sales were down which surprised her as a new sub division of quality homes had been built close to the store but people were not buying their furniture from Marks Company.

Gemma had worked for Mark for two years and during that time made a number of suggestions about the floor lay out. Mark wasn’t impressed and often dismissed her ideas before she had even finished outlining them.

Gemma realized that she was becoming inhibited by fear of judgment. Her Creative talents were constantly being shut down. She began to opt out of sharing thoughts and suggestions at University as well as at work and realized that Marks attitude to her Creative traits was impacting every aspect of her life.

She needed the money to be able to complete University and so persevered even though she knew the environment was causing her problems.

Engagement Scope and Approach: Gemma attended a lecture at University on Behaviors in the Workplace given by a representative from DNA Behavior International. The focus was about how leaders needed to understand the importance of and appreciate different behavioral styles. In particular the DNA Representative focused the presentation on the importance of leaders understanding inherent talents and behaviors of their teams and learning how to managing the differences. The presenter used the example of

Business DNA® Training: Creativity Factor

a person who initiates innovative solutions to a problem in a staid and formal environment; highlighting the importance of developing communication interaction, so that innovation was not closed down while guarding against compromising tried and tested ways.

After the lecture Gemma shared her work place challenge with the DNA Behavior Representative. As part of the conversation she became quite emotional and revealed her concern that her Creative Traits were closing down. DNA Behavior agreed to profile her and to give her some keys to managing her workplace experience. They also suggested she spoke to Mark about her concerns and provided her with some structured questions to use when speaking with Mark.

DNA Behavior concluded from Gemma's conversation that Mark was probably resistant to, not just Gemma but, anyone who demonstrated Imaginative and even Abstract thinking.

A further recommendation to assist Gemma was that she creates a portfolio of proposals and ideas about how to re-organize the furniture display in the shop. In addition DNA Behavior told her to support it with statistics and evidence to back up her plans.

Result: with a new found confidence Gemma arranged time with Mark and showed him her portfolio. Using, and referring to her DNA Ultimate Performance Guide as a basis for the conversation, she told him how his rejection and dismissal of all of her input had impacted her. She kept her emotions under control and calmly explained why her ideas might improve business and supported her conversation with evidence. She left Mark to consider her suggestions. Two days later Gemma walked into the store to find her floor plans in place and signage inviting customers in to spend time in the 'rooms' in order to get a feel for how the furniture would fit their lifestyle.

Your Performance Strengths

- Open to unusual ideas
- Imagines new possibilities
- Highly curious

Your Performance Struggles

- Difficulty with following set procedures
- May fail to make ideas concrete

Your Performance Environment Keys

- Expect/encourage my out-of-the-box thinking
- Encourage me to brainstorm
- Recognize my desire to investigate ideas

Within four months Marks business turned around significantly. Families loved Gemma's suggestion of rooms to try before buy.

The broader pay-off was: DNA Behavior provided a system so that customers and their families could complete the DNA Discovery Process and determine individual behaviors and styles and preferred environments. Based on this information porters re-arranged room settings so families could establish their favored room settings.

Mark offered Gemma a senior marketing position after she completed University. The role gave her complete autonomy to use her Creative talents to show case the business.

Creativity Factor – Anchored Trait Case Study

The Challenge: Des owned a consultancy company providing strategic planning, finance, marketing advice and a range of business services to startup companies. Craig, having completed due diligence bought into Des consultancy as a partner. Having taken early retirement from his position as the CEO of a very successful travel company Craig was looking for an investment opportunity to grow a business.

Des and Craig moved in the same circles but were not intimate friends. Des enjoyed golf, attending conferences, socializing and collecting awards. Craig was a private man, stable, dependable, Anchored. He socialized in a small inner circle of friends and confidants.

The current success of the consultancy came from repeat business. No new clients had been added to the company for a number of years. Craig realized that to get a return on his investment and to expand the business significantly there needed to be a considerable shift away from ‘socializing’ to ‘selling’.

Craig identified at least ten potential startup businesses that were willing to use their services. Before Craig signed them up, he needed Des to be on the same page as him in terms of behaviors.

Engagement Scope and Approach: With Des’ agreement Craig hired DNA Behavior International to take them both through the Business DNA Behavior Discovery Process. The results revealed Des to be far less Consistent in his behavior than Craig. The results of the process revealed that Des was comfortable with the status quo; he enjoyed socializing and being the ‘front’ of the business and was less interested in completing sales and chasing new business. Craig, on the other hand was revealed to be driven through experience, preferred to follow established procedures, and logical steps to build the business. He considered socializing a low priority unless it was directly linked to delivering sales.

Working with the DNA Behavior Facilitator they began by agreeing that the business was tired and both wanted to build it up to be significantly larger. They established roles and responsibilities; they dug deeply into their preferred operating and communication styles to allocate specific tasks. They used their DNA Ultimate Performance Card contained inside their Business DNA Natural Behavior Summary Report as a basis for conversations.

With their knowledge of inherent behavior and communication styles they allocated prospects to each other based on the best match to the potential client.

Result: Within a year the number of startup companies they supported, invested into and served doubled. Business flourished because they both understood and respected each other’s inherent talents and behaviors. If ever there was disagreement they referred to their DNA Ultimate Performance Guide as a basis for conversations and to find solutions.

Your Performance Strengths

- Follows established procedures
- Operates using evidence
- Handles tangible issues well

Your Performance Struggles

- Can be hesitant to act on new ideas
- May overly rely on proven procedures

Your Performance Environment Keys

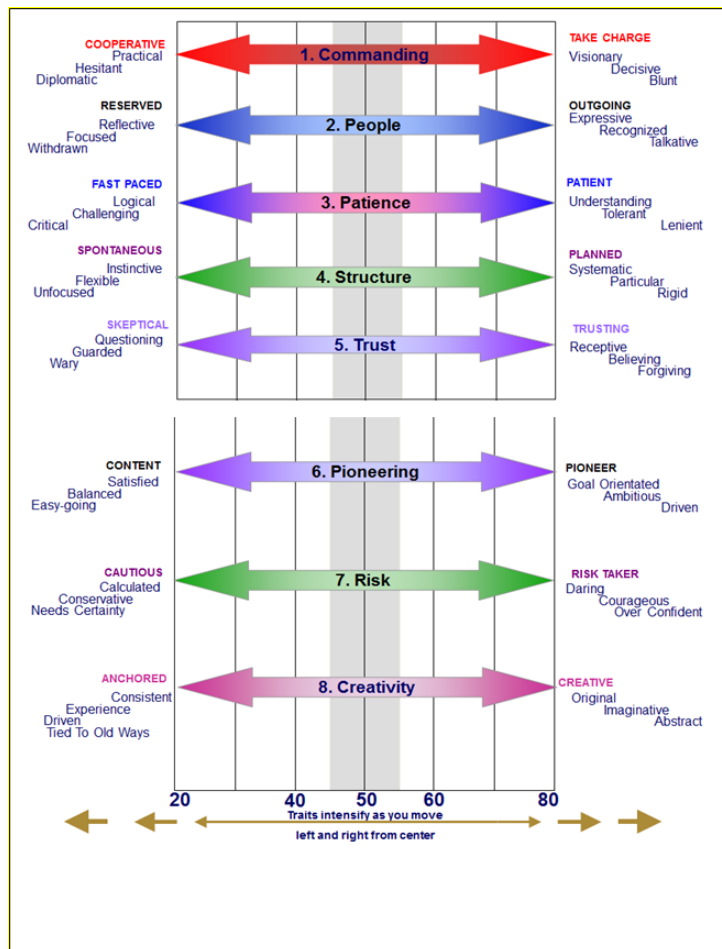
- Show me the logical steps
- Tell me past experiences
- Keep the ideas practical

The broader pay-off was: Des and Craig introduced the DNA Behavior Discovery Process into their business. Each potential client was required to complete the process before any discussion about investment or provision of service was discussed. This ensured that communication, behaviors, and talent were discovered before any agreement was entered into.

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.



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

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.
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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)
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Gardner's Multiple Intelligences
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Heuristics and Biases: The Psychology of Intuitive Judgement
Thinking and Deciding
Behavioural Finance: Insights into Irrational Minds and Markets .
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Why Smart People Make Big Money Mistakes
Breakdown of Will
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Judgment in Managerial Decision Making
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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)
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William Moulton Marston, *Emotions Of Normal People* (1928)
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Keirsey's *Personality Types Theory (Temperament Sorter Model)*
Kolb *Learning Styles*
Kouzes J.M. & Posner, B.Z. – “The Leadership Challenge”, 2007, (John Wiley & Sons)
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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)*
Naramore, 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
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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
Wikipedia
William Moulton Marston's Disc Personality Theory (Inscape, Thomas Int., Etc)
Working Together: A Personality-Centered Approach to Management, Third Edition

Business DNA[®] Behavioral Insights Series:

Patience Factor E-Booklet



About DNA Behavior International

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

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

Introduction to the Patience Factor

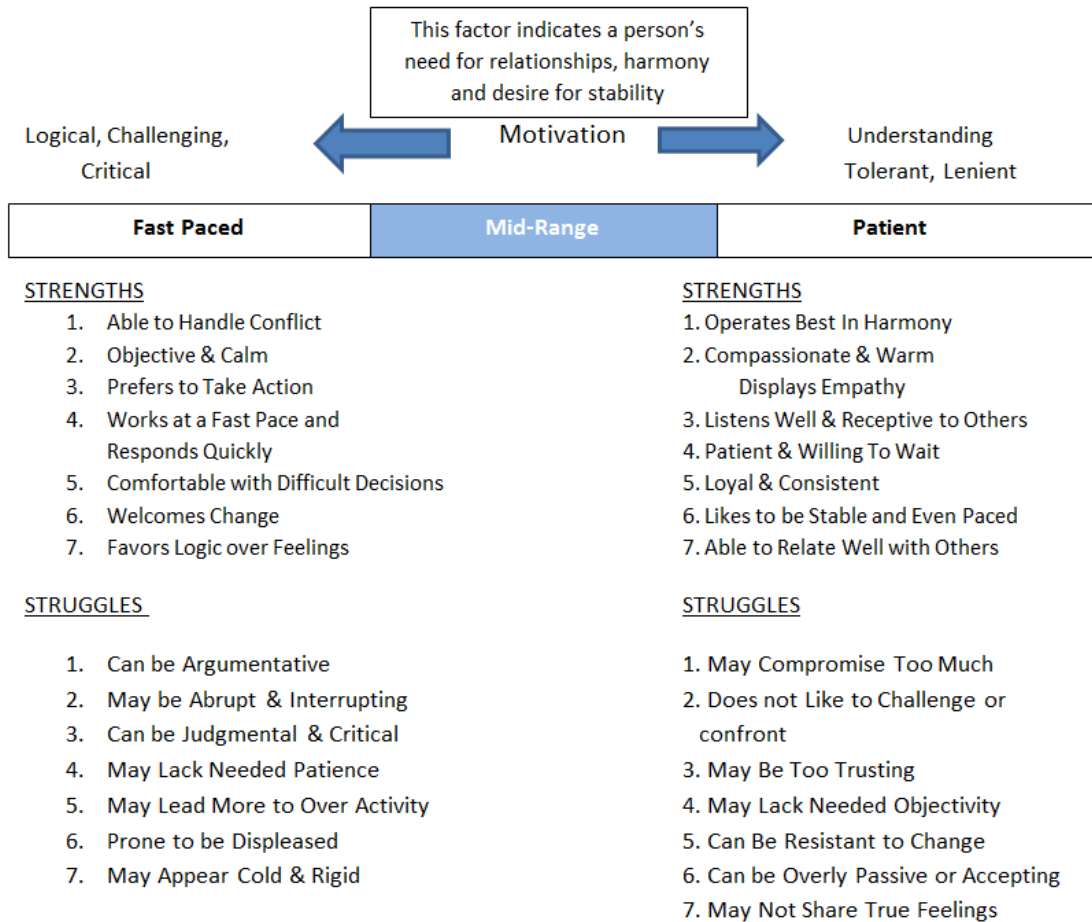
Every participant in the Business DNA Natural Behavior Discovery Process has a Patience Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The Patience Factor is the third of 8 primary behavioral Factors that are measured by DNA Behavior International in its Business 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 Patience 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 Patience Factor into context. The Patience Factor indicates a person’s desire to guide people with feelings. They require environments that are stable and where there is a feeling of cooperation and teamwork. They are good listeners and receptive to what others are saying. When people are facing challenges they will show Understanding, Tolerance and Leniency. They bring unity and consensus in times of confusion.

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

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



Becoming more effective and efficient in any role often requires a person to adapt their own behavioral style to build enhanced relationships and meet the performance needs of a specific situation. This means having the personal insight and then the understanding of how to moderate a Patience Factor desire to be Patient or Fast Paced.

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 Patient 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 would describe themselves as on the Patient side of the Patience Factor will have a need for relationship, harmony and a desire for stability.

As with all behaviors there is a flip side, much depends on the reaction others have to Understanding, Tolerant and Lenient people. Importantly those with a Patient trait within the Patience Factor need to be a right fit for the culture, business and the role they are called to perform.

People who are Patient see the value in suspending any rush to judgment, knowing that to do so will give them time and space to think through issues and then make considered decisions.

The History of the Patience Factor

Historically, the Patience 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

Wikipedia goes on to describe Patience as:

Patience (or forbearing) is the state of endurance under difficult circumstances, which can mean persevering in the face of delay or provocation without acting on annoyance/anger in a negative way; or exhibiting forbearance when under strain, especially when faced with longer-term difficulties. Patience is the level of endurance one can take before negativity. It is also used to refer to the character trait of being steadfast. Antonyms include hastiness and impetuosity.

Dr. Sarah Schnitker in her research study into Patience observers:

In one of the first modern empirical studies on Patience, Mehrabian defined it as the “tendency to be deliberate, steadfast, restrained, and able to endure difficulties (e.g., as when working towards goals)” (Schnitker & Emmons, 2007). He distinguished between Patience and delay of gratification, impulse control, and procrastination, identifying Patience as a distinct virtue. Others have postulated that Patience is merely a combination of persistence, open-mindedness, and self-regulation (Peterson and Seligman, 2004), but recent research has shown this reduction of Patience to be ill-conceived. Schnitker and Emmons (2007) found that Patience showed some overlap with other character strengths (including those mentioned above); but that none of these were able to account for sufficient variance to conclude that Patience is reducible (of a subject or problem capable of being simplified in presentation or analysis)

This research was also able to identify a number of things that Patience is not; specifically, Patience is not just the opposite of impatience, delay of gratification, or self-regulation of emotion.

<http://thethrivecenter.org/research/research-projects/psychophysiological-study-of-Patience/>

Patience, fortitude and forbearance are prominent themes in Judaism, Christianity, Islam, Buddhism, Hinduism (<http://en.m.wikipedia.org/wiki/Patience>)

In his article “The 5 Characteristics of Great Leaders” Bill McBean, (Author of “The Facts of Business Life: What Every Successful Business Owner Knows That You Don’t” - makes the following observation on Patience -

.....characteristic of great leaders--or, perhaps, group of characteristics--is having courage, tenacity, and Patience. Having the courage to stand alone, the tenacity to not succumb to pressure, and the Patience to keep fighting until you win the day--and sometimes being able to do all three at the same time--is something you will have to develop if you want to be a true and successful leader.....

Whilst this article references ‘leadership’ its content applies to those with the Patience Factor across all levels of business.

Business DNA® Behavioral Insights Series: Patience Factor

Depending on the degree to which you are either Patient or Fast Paced the following provides an insight into how those with a behavioral factor on the right side (Patient) might work with a colleague whose behavioral factor score is on the left side (Fast Paced).

Their ability to be Patient should not be seen as procrastination. Today's business climate is becoming even more complicated with many uncertainties and anxieties. Everyone in business is under pressure to generate results that deliver a healthy bottom line to business. Having colleagues around who have the inherent behavior to remain composed and calm during these times is a considerable benefit.

Patient people create an environment of unity and consensus; they tend to be good listeners and display compassion and warmth to others. Important to remember, though, is that they perform most effectively in a welcoming and stable setting.

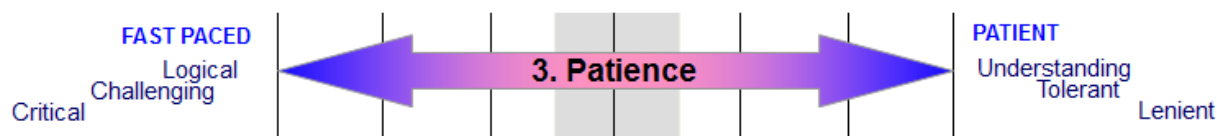
Individuals on the opposing side of the Patience Factor are Fast Paced, Logical, Challenging and Critical and often become frustrated by those who are Patient, Understanding, Tolerant and Lenient, believing them to be too permissive of others and lacking the ability to be decisive.

Those with a Fast Paced Factor become irritated with Patient people when there is too much compromise, and little or no challenge on any issues or discussions preferring to be accepting and passive. Fast Paced people consider Patient colleagues resistance to change affects forward movement in business and they become exasperated when a Patient colleague is in a position of influence as this has the potential to slow down decision making.

This differentiation also supports why DNA Behavior International named the Factor for the Patient and Fast Paced Traits as Patience rather than East-Going or Persistence as used in many other systems.

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

Managing the Patience Factor – Patient Trait

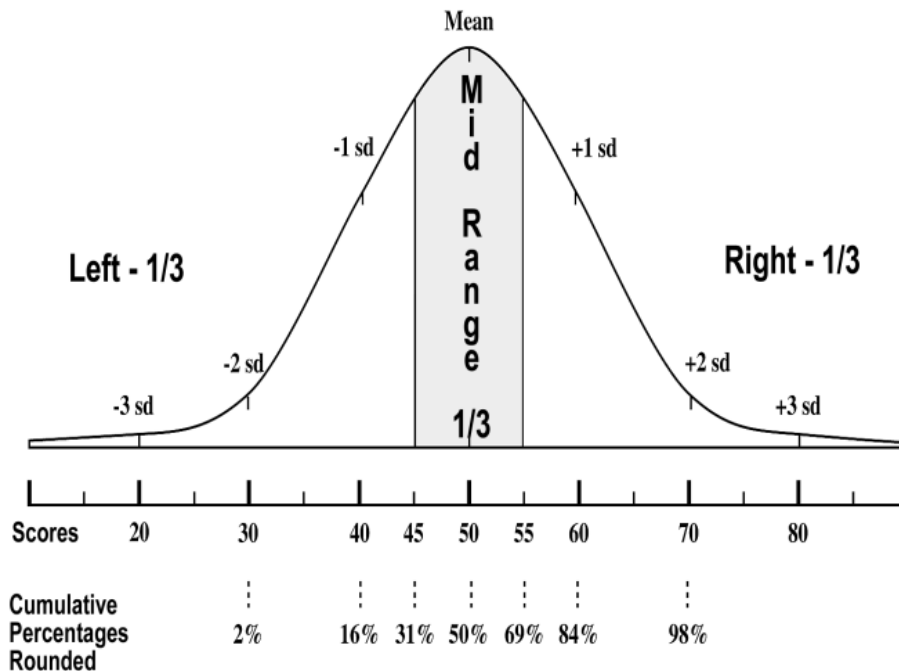


The Business DNA Discovery Process also uncovers the sub-Factors that form a part of the Patience Factor. These are important components of the primary Patience Factor that are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person may have the same Patience 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.

Business DNA® Behavioral Insights Series: Patience Factor

- 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 people with a strong Patience Factor score on the Patient side might work with a colleague with a stronger Patience Factor score on the Fast Paced side.

Patient Strengths and Struggles Understanding Tolerant Lenient	Moderating Behavior 	Fast Paced Strengths and Struggles Logical Challenging Critical
Operates best in harmony May compromise too much	Use you listening skills and forbearance to diffuse conflict; seek agreement to situations that are potentially contentious. Make sure your more your patient style is not being mistaken for weakness by more combative people. Use your tolerance to	Able to handle conflict Can be argumentative

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	<p>pointing everyone to the required results and therefore successes.</p> <p>Share your behavioral and communication style with others so they ‘get you’.</p> <p>Let them know objectively that you see whatever the issue is through the other person’s lens.</p>	
<p>Compassionate and warm displays empathy</p> <p>Does not like to challenge or confront</p>	<p>In critical time sensitive or financially constrained situations use your inherent skills to calm stressed situations down. Allow others who are frustrated and anxious to have their say; then will calmly refocus them on the task in hand.</p> <p>When emotions are running high, because of the Fast Paced performance of colleagues, remember to remain good natured, understanding and uncomplaining.</p> <p>Be well prepared. Calmly challenge interruptions and abruptness when you are speaking.</p>	<p>Objective and calm</p> <p>May be abrupt or interrupting</p>
<p>Listens well and receptive to others</p> <p>May be too trusting</p>	<p>When faced with people who are frustrated by lack of action and sit in judgment on the way the team operates, the Patient person becomes strategic using their skills of Patience to listen and allow others to have their say.</p> <p>Then they restate any directions or requirements in a consistent way which helps to stabilize others and settle down any</p>	<p>Prefers to take action</p> <p>Can be judgmental and critical</p>

	<p>dissentation.</p> <p>If Patient people sense they are being taken advantage of because others see them as too trusting, they will endeavor to counter this by building relationship rather than confrontation.</p>	
<p>Patient, willing to wait</p> <p>May lack needed objectivity</p>	<p>Patient leaders may appear to take too much time to make decisions and to give considerable oxygen to those with a fast pace approach to life. They know the importance of giving people space to voice their views and as the leader will then make decisions that will build harmony and trust among the team.</p> <p>May lack objectivity in an effort to ‘keep the peace’. Don’t allow others lack of Patience to cause you to deliver a hasty ill thought through decision.</p>	<p>Works at a fast pace and responds quickly</p> <p>May lack needed Patience</p>
<p>Loyal and consistent</p> <p>Can be resistant to change</p>	<p>Patient people bring stability to any work environment by being loyal, dependable and consistent in their messaging. Creating this setting builds trust and loyalty.</p> <p>They may challenge others rush to make difficult decisions, preferring to apply their Patience and wait to see what happens. They will use this approach if hurried decisions could de- stabilize or undermine a harmonious work environment.</p> <p>When trust is built, Fast</p>	<p>Comfortable making difficult decisions</p> <p>May tend toward over activity</p>

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	Paced colleagues will be able to see historically that the wait and see approach delivered more effective outcomes.	
Likes to be stable and even paced Can be overly accepting or passive	Will contest the need for change particularly with those team members who thrive on perpetual re-organization; but when Patient people understand the need for variations or modifications and can see the business value, they will adapt to the changes and bring others along with them.	Welcomes change Prone to be displeased
Able to relate well with others May not share true feelings	Wanting to keep everyone happy may cause frustration to the fast paced colleague. Keep a balance, remembering they don't respond well to emotions. When in a leadership role be clear when someone is trying to take advantage of their patient approach and challenge this, especially if it undermines your authority.	Favors logic over feelings May appear cold or rigid

The following summary provides an insight into how a person with a strong Patient Factor on the Patience side might communicate with someone with a stronger Patience Factor score on the Fast Paced side.

Patient	How to Communicate	Fast Paced
Communication Need Remember my need to avoid conflict Soften your tone of communication	Modification/Approach Know what triggers immediate responses and counter them with the importance of not chasing quick results.	Communication Response Anticipate my immediate responses and quick fixes Speak/move at a quick pace Use summaries, bullets and key

<p>Present me with information plus feelings</p> <p>Communication Challenge</p> <p>May compromise too much</p> <p>Can be resistant to change</p> <p>Communication Key: Safety and soften the communication</p>	<p>Peel away the layers of a problem through questioning and listening.</p> <p>Keep exchanges in perspective; be prepared, consider in advance what you need as an outcome to the conversation</p>	<p>points</p> <p>Communication Challenge</p> <p>May lack Patience</p> <p>May be abrupt or interrupting</p> <p>Communication Key: Bottom line results and speak/move at a quick pace</p>
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In Summary – The Patience Factor on the Patient side

Where does Patience fit in the business world; in a leadership role or as part of a highly pressurized team environment? What value does Patience, understanding, tolerance and leniency have in relationship and behavioral management? These are good questions to ask and answer.

If a common belief is that successful people are decisive, extroverts, authoritative, confident, imposing and impressive then ‘Patience’ meaning *‘the capacity to accept or tolerate delay, problems, or suffering without becoming annoyed or anxious’* doesn’t appear to sit comfortably alongside this description of a successful person.

Believing that people with a Patience Factor profile may not be as well suited to making strong and decisive leadership business decisions or forming an integral and important part of a team is mistaken. On the contrary, their inherent ability to be supportive and accepting with the behaviors and communication styles of others makes them ideal to have in highly pressurized environments.

The Business DNA Natural Behavior Discovery Process provides insight and direction through understanding their behavioral and communication style. Those with the Patience Factor on the Patient side have the talent to bring people together in unity. They are good listeners and tend to step back from inserting opinions too quickly. They work to see the issues through others eyes and as a result build trust and support.

When people on the Patient side of the Patience Factor have a personal insight into managing their behavioral and communication styles they use this knowledge to empower and connect with others. As leaders they are able to align colleagues and teams with the organizational vision by demonstrating Understanding, Tolerance and Leniency.

To be Patient is considered an important quality and is associated with self-restraint, discipline and endurance. People who are Patient often deliver constancy and dependability. With behavioral insight they will have a clear understanding on how their inherent style might be misunderstood as too lenient or challenged as lacking in objectivity, and know how to manage that.

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Today's business climate can make workplaces intense, as the pressure to perform builds and where behaviors are stretched. It is within this climate that those with the Patience Factor on the Patient side will calm the stormy waters and generate a more composed and unruffled workplace environment.

People who score as Patient on the Patience Factor have the inherent ability to evaluate tension points and bring understanding and tolerance to the situation.


Often quoted 'Patience is a virtue', but in an ever increasing world of the 'now' the 'instant' where frustration levels are high, those people with the Patient/Understanding/Tolerant/Lenient behavior will make every effort to demonstrate the importance of exercising Patience.

For example – they will:

- Have developed strategies that can be employed to circumnavigate confrontation
- Self-protect by keeping their feelings to themselves, other than with trusted friends
- Ensure that their affable, pleasant and courteous style is secure when challenged by more Fast Paced, Logical, people
- Not be deterred from building a harmonious environment within which they and their team can function well
- Use their inherent behaviors of Understanding, Tolerance and Leniency to build success in every aspect of the business.

The following summary provides an insight into how those with a strong Patience Factor score on the Fast Paced side might work with colleagues with a stronger Patience Factor score on the Patient side.

Managing the Patience Factor – Fast-Paced Trait

Fast-Paced Trait Strengths and Struggles Logical Challenging Critical	Moderating Behavior 	Patient Trait Strengths and Struggles Understanding Tolerant Lenient
<p>Able to handle conflict</p> <p>Can be argumentative</p>	<p>Manage your tendency to be impatient with others who take longer to join the debate or see where you are coming from.</p> <p>You will never be seen as the 'go to person' for advice if you are argumentative and frustrated by others who you think concede too much ground. Meet these kinds of colleagues half way.</p>	<p>Operates best in harmony</p> <p>May compromise too much</p>

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<p>Objective and calm</p> <p>May be abrupt or interrupting</p>	<p>Being dispassionate and detached can signal that you are indifferent to others and their feelings. People will appreciate you simply asking how they are; in a team setting this will produce an environment of care for those with a Patient and compassionate trait.</p> <p>Use your talent for challenging issues in a way that encourages people to think and join the debate. This is a more effective approach than jumping into conversations in a frustrated manner. Be clear about why you're disputing someone's opinion</p>	<p>Compassionate and warm displays empathy</p> <p>Does not like to challenge or confront</p>
<p>Prefers to take action</p> <p>Can be judgmental and critical</p>	<p>Don't be frustrated by what appears to you to be a lack of action and react judgmentally; Patient people are not slow they are cautious; explain what you need calmly, they listen well and will be receptive to what you are saying. They won't reject what you are saying if they can see the point to it.</p> <p>Don't be tempted to take advantage of Patient people who you consider to be trusting and even gullible. They will sense your behavior and this will not build effective relationships. Learn to collaborate with them.</p>	<p>Listens well and receptive to others</p> <p>May be too trusting</p>

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<p>Works at a fast pace and responds quickly</p> <p>May lack needed Patience</p>	<p>Focus on a specific issue; the Patient person will listen to you; don't escalate or mount a personal attack if they don't respond as quickly as you would want them to.</p> <p>Remember their need to please everyone and be fair. Take a deep breath before conversations and don't allow your behavior to appear threatening when what you are trying to achieve is to be persuasive.</p>	<p>Patient, willing to wait</p> <p>May lack needed objectivity</p>
<p>Comfortable making difficult decisions</p> <p>May tend toward over activity</p>	<p>Learn to appreciate a Patient person's motivation, and why they may not be open to your suggestions or changes. Be patient with them and give them time to put their point of view. It will pay off in the end.</p> <p>You may be comfortable facing difficult issues or change, but if the other person is insecure they will see you as potentially destabilizing their environment. Take things slowly, listen carefully to their responses; this could provide opportunities to have a further conversation and build relationships.</p>	<p>Loyal and consistent</p> <p>Can be resistant to change</p>
<p>Welcomes change</p> <p>Prone to be displeased</p>	<p>Patient people will contest the need for change, particularly with team members who thrive on perpetual re-organization; respond with clarity, compassion and understanding towards people who need certainty and stability in their work</p>	<p>Likes to be stable and even paced</p> <p>Can be overly accepting or passive</p>

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	<p>and life environment.</p> <p>If you adopt this approach, Patient people understand they are frustrating; so give them a chance to explain their concerns, and then find a compromise.</p>	
<p>Favors logic over feelings</p> <p>May appear cold or rigid</p>	<p>You are disposed to see the world as black and white; you dislike uncertainty and vagueness; to others this appears cold and unapproachable.</p> <p>Rather than keep all of your interactions with others brief and business-like, ask Patient colleagues for their opinions; remember to put them in their comfort zone by asking how they are or how their weekend went. This approach will open up not only a more effective conversation but a different insight into the discussion, and more likely introduce perspectives you may not have considered.</p>	<p>Able to relate well with others</p> <p>May not share true feelings</p>

The following summary provides an insight into how a person with a strong Patience Factor on the Fast Paced side might communicate with a colleague with a stronger Patience Factor score on the Patient side.

Fast Paced	How to Communicate	Patient
<p>Communication Response Anticipate my immediate responses and quick fixes Speak/move at a quick pace Use summaries, bullets and key points</p> <p>Communication Challenge May lack Patience May be abrupt or interrupting</p>	<p>Modification/Approach</p> <p>Make an effort to get to know the person you are talking to. Be personable and friendly; slowdown in terms of speech and movement as this will create a more effective communication environment for a Patient</p>	<p>Communication Need Remember my need to avoid conflict Soften your tone of communication Present me with information plus feelings</p> <p>Communication Challenge May compromise too much Can be resistant to change</p>

<p>Communication Key: Bottom line results and speak/move at a quick pace</p>	<p>colleague.</p> <p>Demonstrate empathy by establishing areas of agreement first.</p> <p>Respond to their input by talking about how the idea will affect people and what people’s reaction would be.</p> <p>Remember that how you communicate is as important as what you’re actually saying.</p> <p>Allow time for Patient people to talk about personal impact and try to accept decisions that may not be based on facts.</p>	<p>Communication Key: Safety and soften the communication</p>
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In Summary – Patience Factor score on the Fast Paced side

The Fast Paced side of the Patience Factor can be summarized as Logical, Challenging and Critical. Whilst these describing words paint an image of a person lacking Understanding and Tolerance; probably not a good listener and who would take advantage of those with a Patient nature, it is also true to say that these describing words are expressions of a person who is comfortable making the tough calls and will push others to perform and deliver results.

Those on the Fast Paced side of the Patience Factor are problem solvers. When Fast Paced people have insight into their inherent behaviors their talent, used appropriately, can impact issues effectively. Without this insight, however, their tendency is to focus fully on finding resolutions, to the exclusion of anything and everyone around them leaving colleagues ‘bruised and battered’ in their path.

People may see Fast Paced individuals as insensitive, and impulsive. They can be viewed as poor decision makers, because they make quick judgments or interrupt people to insert their opinions and views. Some people will even avoid Fast Paced colleagues because of their poor people skills. Importantly those who have learned how to manage their Fast Paced behavior can think on their feet, see opportunities where others don’t, make speedy and accurate decisions on strategic direction and are able to signpost others as they go.

It’s a difficult call to expect Fast Paced people to be Patient. But in doing so they not only bring others along on their journey, they also allow less Fast Paced people time and opportunity to assess what’s happening. When more Patient people see evidence of success they will view Fast Paced colleagues in a more positive light.

Patient people may react badly to Fast Paced colleague’s mistaking their patience for inactivity. It’s important to relationship management to spend time understanding the value Patient people bring to an organization. Fast Paced people need to identify the triggers, the issues that frustrate and challenge them.

For example – Fast Paced people can –

- Slow down, speak and move unhurriedly. This sends out signals to others that you are calm and will make you more approachable
- Present feelings and emotions as additional facts that should be considered when making decisions.
- Be understanding by selecting parts of discussions where both parties are in agreement and have a common purpose
- Learn to empathize with people who are uncomfortable with change.
- Consider *how* to communicate messages; this is as important as *what* is being communicated
- Leave space in the exchanges for Patient colleagues to talk about personal impact and feelings
- Accept or go along with decisions that may not be based on facts.

Acquiring the knowledge of how to use and apply inherent behaviors will ensure that lack of Patience leading to frustration will be checked before it becomes an issue and closes down communication.

The Patience Factor on the Patient side – Case Study

The Challenge: A worldwide Financial Advisory business appointed a young highly qualified senior financial adviser (Brad) to lead and oversee a newly formed branch of the company. The function of the department was to systematically review current customer portfolios with a view to finding opportunities to upsell. The opportunities would be passed to the relevant customer manager to pursue.

Brad was given an additional silent brief which was to shake the business up. He was asked to put pressure on the front line financial advisors to increase business significantly by selling additional financial services to existing customers.

The Senior Executives knew this mandate could have the potential to cause considerable criticism due to the increased workload it would give to financial advisors. They hired Brad to undertake this project not only for his professional talents, but more importantly because he was known for his ability to be Patient, Understanding and Tolerance in the face of potential confrontation.

Brad, though highly skilled and capable of carrying out this significant brief, was overwhelmed by the degree of hostility and resentment directed towards him from the financial advisors. It manifested itself in argumentativeness and openly challenging business and strategic decisions in front of more junior staff.

The financial advisors challenged almost every business opportunity referred to them, saying that they were already overworked and stretched. Brad realized that the business could not afford to lose the expertise of these now quite hostile front line advisors, nor could their behavior be allowed to penetrate any more deeply into the business.

Engagement Scope and Approach - Brad could see he needed to use all of his talents to show empathy and compassion so that the project survived this resentment from the advisors. He recognized the importance of being Patient and carefully evaluating tension points. Listening to the concerns of the adviser's revealed problem solving patterns that helped him to anticipate the unexpected and get closer to understanding the root causes of the advisors reactions. All through the discussion process he remained Understanding and Tolerant with the advisors. He demonstrated this by his willingness to listen to their areas of concern and the tension points created.

Brad knew that on occasions he might not be objective and could allow himself to be persuaded by a stronger more forceful argument. But as he had developed a keen understanding of, and insight into, his behavioral and communication style he was able to steer away from this scenario.

He continued to remain open-minded and Patient in the face of the advisor's demands for him to take action and stop sending further work to them. While this exchange continued Brad began to see the issues from their point of view and as he listened, formulated a strategy to resolve the issue.

As a leader, always conscience of other people's specific needs, Brad made a decision to engaged DNA Behavior International to implement a program of behavioral and communication profiling that would deliver insight and understanding to the advisors and to his own team.

The program DNA Behavior delivered concentrated on talents, communication and behaviors and not on the work load. The Business DNA Discovery Process uncovered the core talents, behaviors, communication styles and potential obstacles facing Brad, his team and the financial advisors. It also uncovered any issues that might have arisen because of his style of leadership.

The DNA Behavior team looked at whether there was steadiness of purpose, consistency in standards and clarity of communication, without which there could be a breeding ground for difficult behavior.

Result - Using the outcomes of the DNA Behavior Discovery & Performance Process they worked with Brad, his team and the financial advisors to help them understand how best to engage and work together to deliver business outcomes: The payoff:

- Each team member said they had found the exercise with DNA Behavior very insightful and gained a deeper understanding and awareness of how to work with and communicate with each other.
- Brad and the Financial Advisors set a mutually agreed attainable quota of cases they could take to upsell.
- Before handing off customer files to individual financial advisors Brad and his team agreed to negotiate with the financial advisors the % of files to be passed to them, the clearance rate to be successfully achieved together with realizable timescales for delivery.
- Meetings between the parties were conducted in a mutually beneficial way with the use of the DNA Ultimate Performance Card contained inside their Business DNA Natural Behavior Summary Report
- The client facing financial advisors now had skills to build relationships with their colleagues, together with very useful insight into how to promote the sale of additional financial products to their clients
- Insight into behavioral and communications styles not only delivered a cohesive team and a balanced work environment, it also achieved the second part of Brads assignment which was a significant increase in repeat business.

Your Performance Strengths

- Compassionate and warm, displays empathy
- Listens well and receptive to others
- Likes to be stable and even paced

Your Performance Struggles

- May compromise too much
- Can be resistant to change

Your Performance Environment Keys

- Remember my need to avoid conflict
- Soften your tone of communication
- Present me with information, plus your feelings

The broader pay-off was

As the Financial Advisors began to witness Brads leadership style they quickly fell into a pattern of waiting to hear what he had to say. They appreciated his approach to building a harmonious working environment and valued his Patience and listening skills when they met together.

The Patience Factor on the Fast-Paced side – Case Study

The Challenge: Liz and Alison set up their own boutique real estate business focusing on property search for the wealthy and discerning. Part of their offering was to ensure the property would fit with the clients and their family's lifestyle. Having worked in larger organizations and been friends for a number of years Liz and Alison believed that as a team they would be successful. But business relationships aren't always easy. Friendships formed in similar industries is one thing, but working together is quite another.

They understood that building their vision would take a lot of hard work, action, perseverance and patience, and that there would be times of frustration. They even discussed strategies in terms of what route to take when things didn't work out the way they envisioned.

As the business grew it became clear that Liz and Alison had quite different styles of working. Alison was Patient, Understanding, Tolerant and willing to spend time with clients while they made up their mind about what they wanted. She invested a great deal of effort into identifying the family's lifestyle needs rather than closing out the sale. Liz, on the other hand, was Fast Paced, Logical and Challenging and was frustrated with client's who took time to make up their minds. But more importantly, Liz was irritated and concerned for the business partnership because of Alison's use of time with clients.

It was incredibly frustrating for Liz to see opportunities slipping by. Even more frustrating was seeing Alison failing to close deals because she focused on the family and their issues when she should have been focused on the decision maker and leading them to signing the paper! Although Liz and Alison required a

retainer fee to engage them, the majority of their income resulted in successfully finding a home for clients and signing the deal.

The business relationship between Liz and Alison became strained. Liz found herself constantly interrupting conversations Alison was having with clients in an effort to move things along. Everything came to a head when after one such client meeting Alison challenged Liz's behavior. She said that she was unwilling to change the way she worked with clients and found Liz's abrupt behavior too difficult for her to work with.

Liz began to recognize that what had been a great friendship was becoming a nightmare business relationship. She wondered what, if anything, she could do differently to make herself less judgmental, less critical, when Alison's behavior became unbearably frustrating.

Engagement Scope and Approach: Recognizing that the partnership was at risk Liz approached DNA Behavior International for advice. She assumed that they would work with them on strategies to help them grow the business but instead their first step was to get Liz and Alison to complete the Business DNA Discovery Process.

When each saw the results, they realized that their communication and behavioral styles were diametrically opposed to each other. What they had enjoyed about each other in their friendship role had become increasingly challenging in their business partnership.

Armed with this insight into each other's inherent behaviors, they worked with DNA Behavior International to resolve the challenges they were facing.

One of the key first steps was to recognize what they brought to the business in terms of talents. Alison could bring opportunities to the table and Liz could close deals. Alison could engage with family members to scope out specifics in terms of the property they wanted; Liz, armed with all of the information could talk finances with the final decision maker in the family.

Alison obtained insight into how her behavior frustrated Liz. She was given keys to work with to avoid confrontation with her. Liz now understood and appreciated how her Faced-Paced approach caused Alison to close down; she also recognized that she could foresee outcomes faster than Alison and wanted to get to the finishing line more quickly. With this insight she could now explain this to Alison.

With the assistance of DNA Behavior they gained a deep insight into their individual inherent communication and behavioral styles. This helped them to strategize more effectively how they would work together. They used their Ultimate Performance Guide to help keep conversations focused and moving towards a mutually beneficial outcome.

Your Performance Strengths

- Favors logic over feelings
- Comfortable making difficult decisions
- Prefers to take action

Your Performance Struggles

- May lack needed patience
- May be abrupt or interrupting

Your Performance Environment Keys

- Anticipate my immediate responses and quick fixes
- Speak/move at a quick pace
- Use summaries, bullets and key points

Result – They could see that some of the areas of conflict were based on misunderstanding. They hadn't had a clear understanding of how each worked and communicated. They made a decision to develop key phrases that they could use when frustration was beginning to take over.

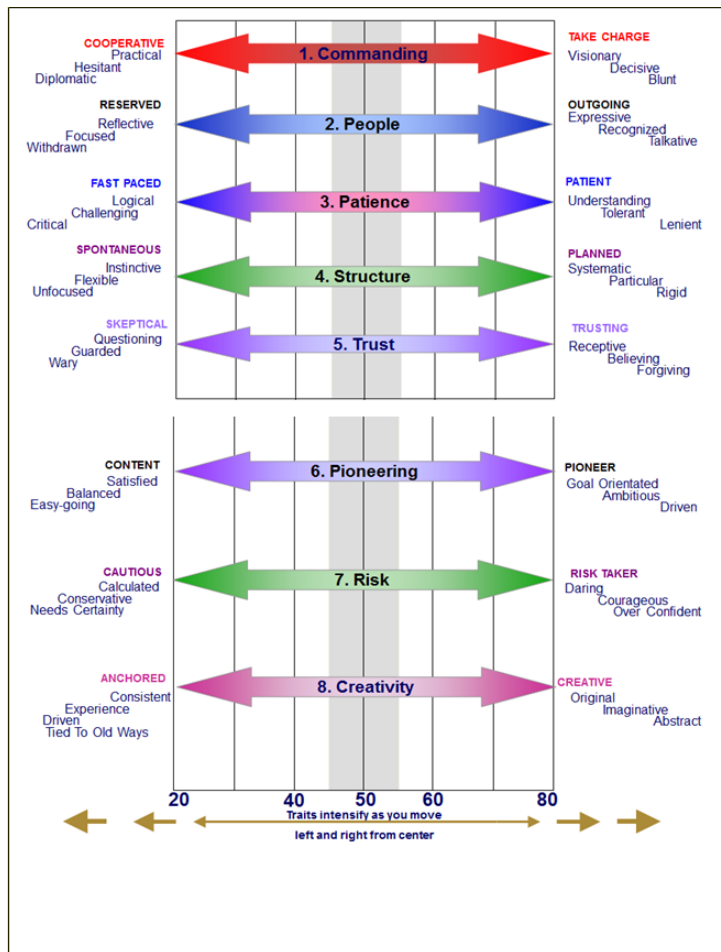
Liz recognized that she had been tuning Alison out when she was frustrating and annoying her. Liz understood the importance of using careful questioning to focus Alison on the topic under discussion and to overlay her own logic on what she was hearing in terms of the client's needs.

Rather than become frustrated with Alison's need to share all the conversations she had with clients, Liz determined to improve her listening skills. She and Alison agreed that Liz would say *"I'm sure this is important to you, but it simply isn't a priority for me right now. I really need to work on closing out the deal"* and that Alison would not take offense.

Alison could see that Liz didn't need to know all the intimacies of the client's world. When Liz responded in an abrupt fashion, they agreed Alison should say *'I need you to soften your voice I feel like you are interrogating me'* and that Liz would not take offense.

The broader pay-off was:

- The business partnership survived and flourished.
- Liz and Alison started using the Business DNA Discovery Process with clients where families could not find common ground in terms of their requirements for a home.
- Clients were impressed with this approach and recommended them.
- Liz and Alison engaged more staff and used the Business DNA Discovery Process to build a team that would work well together with each other and clients.
- Clients also turned to DNA Behavior International to use the Business DNA Discovery Process in a range of family areas.



Date	Founder	Patient, Introverted, Relationship, Oriented, Steadiness, Supporter, Sympathetic, Team worker
c. 450 BC	Classical elements	water
c. 400 BC	Hippocrates's four humours	phlegm
c. 190	Galen's four temperaments	phlegmatic
c. 1025	Avicenna's four primary temperaments ^[12]	rheumatism , lassitude , lack of desire for fluids , sleepiness
c. 1900	Ivan Pavlov's four temperaments	phlegmatic (Calm imperturbable)
c. 1900	Alfred Adler's four Styles of Life	Getting or Leaning
c. 1928	William Marston and John G. Geier DiSC assessment	Steadiness
c. 1947	Erich Fromm's four Types of Character	Receptive
c. 1948	California Psychological Inventory CPI 260	Supporter
1958	MBTI codes	ISFP, INFP, ISFJ, INTP
c. 1958	William Schutz, FIRO-B	
c. 1960s	Stuart Atkins LIFO's four Orientations To Life	Supporting-Giving
c. 1960s	David Merrill, " Social Styles "	Amiable
1964	Blake-Mouton Managerial Grid Model	Country Club
c. 1966	Temperament by LaHaye	Phlegmatic
1973	Jay Hall Conflict Management ^[15]	Yield-lose/win
1974	Thomas-Kilmann Conflict Modes ^[16]	Accommodating
c. 1984	The Arno Profile System(Five Temperaments)	Supine
c. 1995	Worley Identification Discovery Profile	Phlegmatic
c. 1996	Tony Alessandra Personality Styles	Relater
c. 1998	Hartman Personality Profile	White
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Business DNA[®] Behavioral Insights Series:

People Factor E-Booklet



About DNA Behavior International

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

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

Introduction to the People Factor

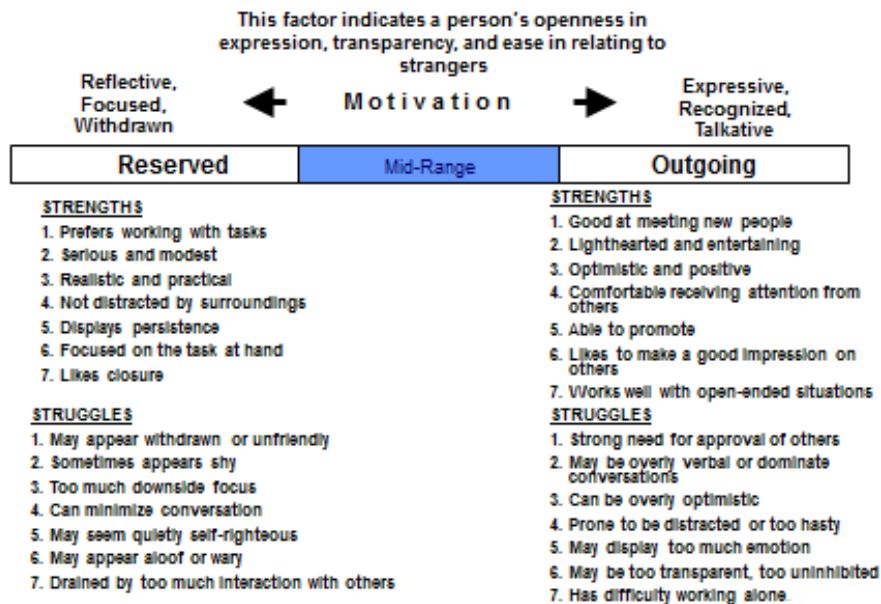
Every participant in the Business DNA Natural Behavior Discovery Process has a People Factor Score which is measured based on their responses to the 46 Forced Choice Questions. The People Factor is the second of 8 primary behavioral Factors that are measured by DNA Behavior International in its Business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

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

It’s important to set the People Factor into context. The People Factor indicates a person’s desire to be front and center of meeting and interacting with People; to make a good impression on others and to use their talent to promote or campaign. The natural performance outcome of the People Factor is the ability to be expressive, promote passionately something or someone they believe in; to connect and network at all levels. They have confidence in their capacity to build relationships and interact with an ever widening circle of contacts.

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

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



Becoming more effective and efficient in any role often requires a person to adapt their own behavioral style to build enhanced relationships and meet the performance needs of a specific situation. This means having the personal insight and then the understanding of how to moderate a People Factor desire either to be Outgoing or Reserved.

There may be a tendency to think that some behavioral styles are inherently more suited for making life or business decisions than others; however that is not the case. Each person may approach the same situation differently and with a diverse perspective because of their level of People Factor results (and because of their scores in the other 7 Factors). All behavioral styles are equally valid, and all are needed. All styles and all people have strengths and struggles. The key point to remember is that people can be the most successful when they understand and maximize the positive aspects of their own unique natural styles, and operate in an environment that will enhance their natural talents, and balance their areas of struggle.

Every successful business needs to have a variety of talent, communication style and business behaviors to deliver service to a wide range of customers or clients. Those who would describe themselves as Outgoing when speaking too and connecting with others; expressive in their communication style and generally recognized as being the life and soul of the party are often the ones who promote business. They act as an ambassador in supporting the vision and strategic plans for the organization and can, very often, placate tensions should they arise.

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

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

The History of the People Factor

Historically, the People behavioral trait has its roots in the ancient four humors theory. It was the Greek physician Hippocrates (460–370 BC) who developed it into a medical theory. He believed certain human moods, emotions and behaviors were caused by an excess or lack of body fluids (called "humors"): Next, Galen (AD 131–200) developed the first typology of temperament in his dissertation *De temperamentis*, and searched for physiological reasons for different behaviors in humans.

http://en.wikipedia.org/wiki/Four_temperaments

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

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

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

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

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

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

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

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

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

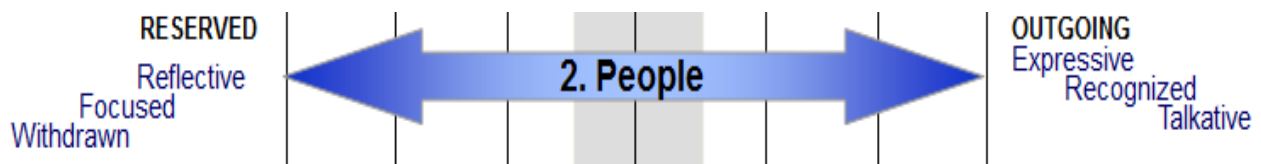
Those at a leadership level who have the People Factor on the Outgoing side will be focused on others and not necessarily in an altruistic way. In many ways their own self-esteem comes from knowing they are making a contribution and that they are successfully influencing and leading others.

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

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

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

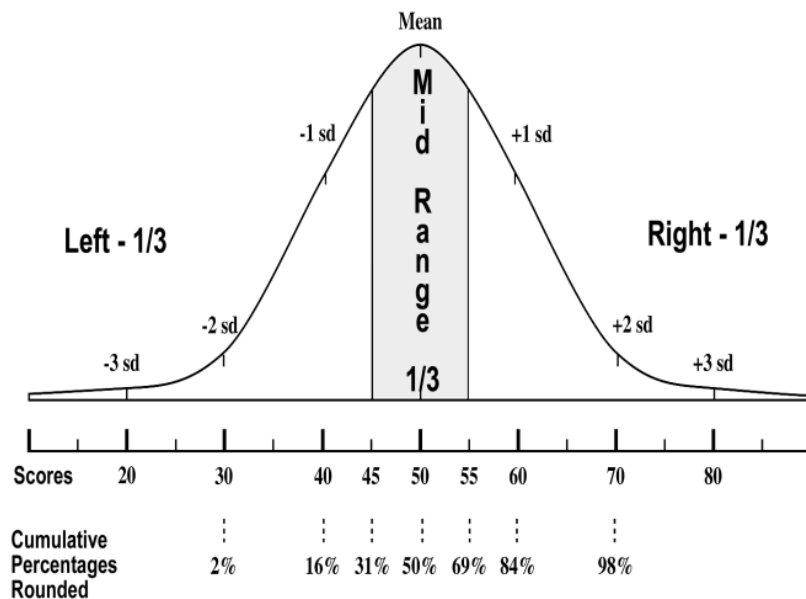
Managing the People Factor – Outgoing Trait




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

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

- Strengths - Behaviors that come naturally and should be used.
- Struggles – Behaviors that can be managed with greater awareness of your natural behaviors. Struggles not managed can become weaknesses.
- Mid-Range Scores - Tend to be more flexible in these Factors and are easier to move left or right.



The following summary provides insight into how a person with a strong People Factor score on the Outgoing side might work with people who have a stronger People Factor on the Reserved side.

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

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

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

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

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

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

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

In Summary – The People Factor on the Outgoing Side

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

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

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

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

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

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


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

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

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

Managing the People Factor – Reserved Trait

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

People Factor – Outgoing Trait Case Study

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

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

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

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

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

Business DNA® Behavioral Insights Series: People Factor

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

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

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

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

Your Performance Strengths

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

Your Performance Struggles

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

Your Performance Environment Keys

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

The CEO used his people connector skills as follows: -

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

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

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

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

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

The broader pay off was:

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

People Factor – Reserved Trait Case Study

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

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

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

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

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

Such comments as:-

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

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

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

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

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

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

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

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

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

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

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

The broader pay-off was:

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

Your Performance Strengths

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

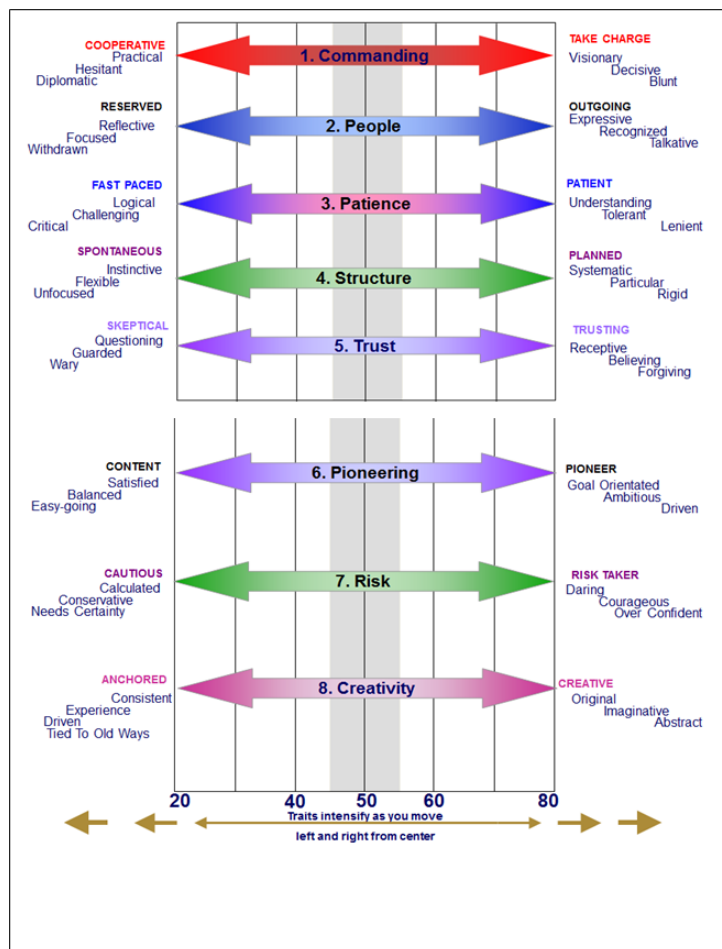
Your Performance Struggles

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

Your Performance Environment Keys

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

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



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

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

Business DNA[®] Behavioral Insights Series:

Risk Factor E-Booklet



About DNA Behavior International

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

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

Introduction to the Risk Factor

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

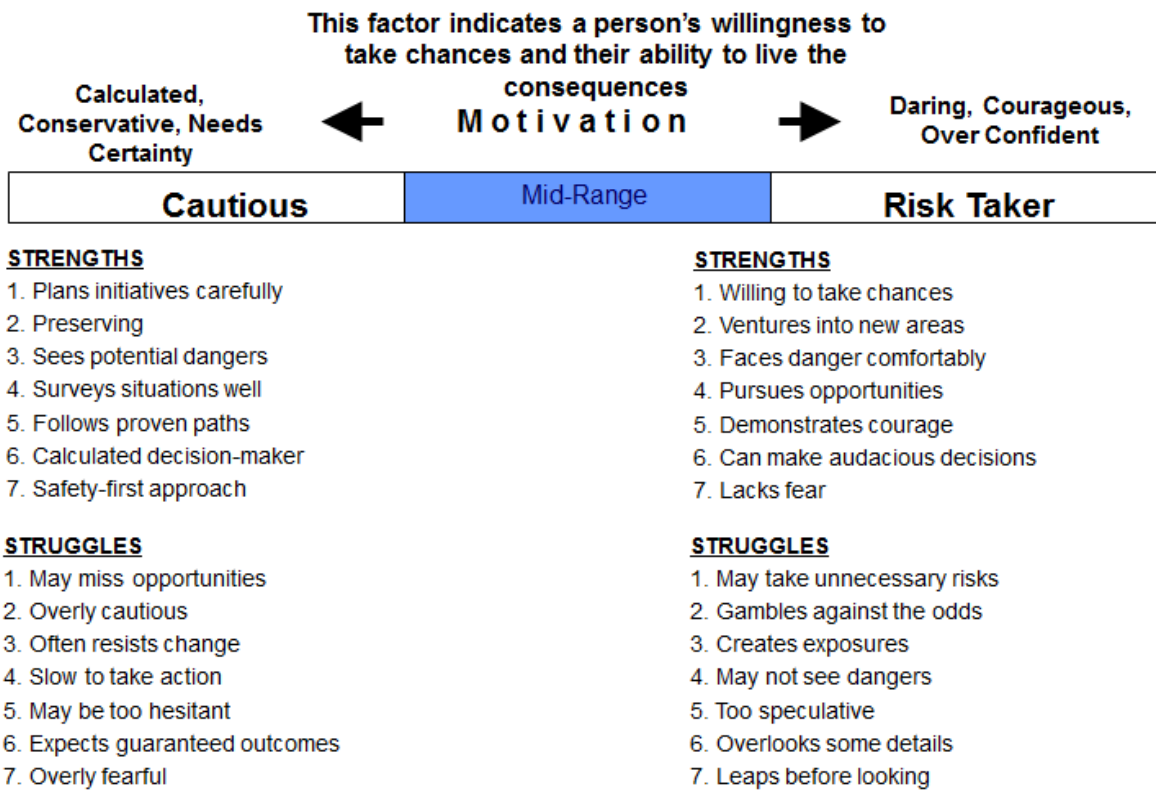
You can review a summary of each of the 8 primary behavioral factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Risk Factor fits into your overall DNA behavioral style. From DNA Behavior International’s perspective, behavior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

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

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

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

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



Becoming more effective and efficient in any role often requires a person to adapt their own behavioral style to build enhanced relationships and meet the performance needs of a specific situation. This means having the personal insight and then the understanding of how to moderate a Risk Factor desire to be Risk Taker or Cautious.

There may be a tendency to think that some behavioral styles are inherently more suited for making life or business decisions than others; however that is not the case. Each person may approach the same situation in a diverse way with an opposing perspective because of their different level of being a Risk Taker person (and because of their scores in the other 7 factors). All behavioral styles are equally valid, and all are needed. All styles and all people have strengths and struggles. The key point to remember is that people can be the most successful when they understand and maximize the positive aspects of their own unique natural styles, and operate in an environment that will enhance their natural talents, and balance their areas of struggle.

Every successful business needs to have a variety of talent, communication style and business behaviors to deliver service to a wide range of customers or clients. Those who would describe themselves as Risk Takers; Daring, Courageous, Over Confident, are often the trail blazers; the entrepreneurs who are willing to throw everything they own into a business venture. Some fail, but most Risk Takers in business that would describe themselves as entrepreneurs, take Risk because they believe with determination and hard work their venture will work.

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

The History of the Risk Factor

Historically, the Risk behavioral trait has its roots in the ancient four humors theory. It was the Greek physician Hippocrates (460–370 BC) who developed it into a medical theory. He believed certain human moods, emotions and behaviors were caused by an excess or lack of body fluids (called "humors"): Next, Galen (AD 131–200) developed the first typology of temperament in his dissertation *De temperamentis*, and searched for physiological reasons for different behaviors in humans.

http://en.wikipedia.org/wiki/Four_temperaments

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

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

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

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

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

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

A further consideration:

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

lives.) Sociologists and other experts believe that these very basic personality types evolved eons ago, and that despite the easier, more protected world most Western people now enjoy, they are not likely to change any time soon.

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

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

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

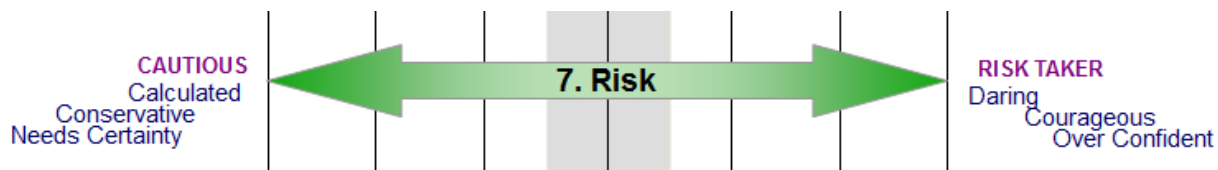
When contemplating whether or not to move a dream, passion or vision forward, Risk when considered through the lens of ‘possibility’, ‘venture’ or ‘opportunity’ requires evaluation of both the Risks of taking action and the Risks of inaction. In leadership, for example, having insight into inherent behaviors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

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

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

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

Managing the Risk Factor – Risk Taker Trait



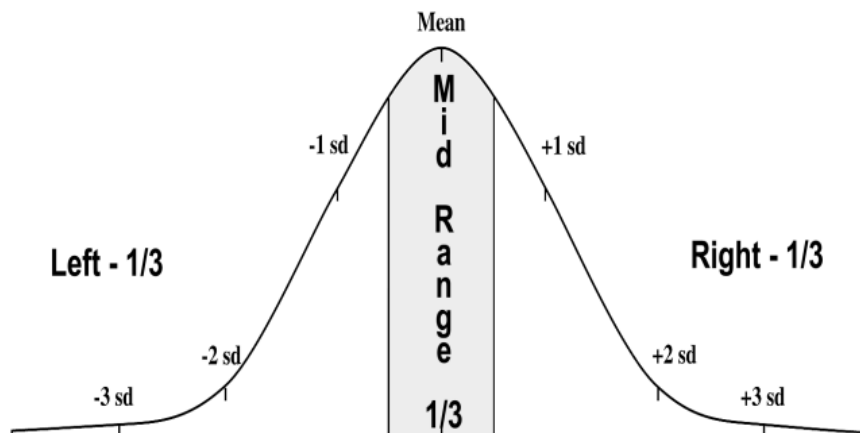
The Business DNA Behavior Discovery and Performance Process also uncover the sub-factors that form a part of the Risk Factor. These are important components of the primary Risk Factor which are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person may have the same Risk Factor score, their mix of sub-factor scores could be different. This will mean that their behavior is different. Having this additional level of information is a critical starting point to understanding a person’s strengths and the areas that it can be predicted they will perform at a higher level in.

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


- Strengths - Behaviors that come naturally and should be used.
- Struggles – Behaviors that can be managed with greater awareness of your natural behaviors. Struggles not managed can become weaknesses.

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- Mid-Range Scores - Tend to be more flexible in these factors and are easier to move left or right.



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


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

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

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

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

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

In Summary – Risk Factor on the Risk Taker side

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

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

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


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

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

Risk Taking comes naturally to some people and is incredibly difficult for others. Many try to avoid Risk as much as possible, while others embrace Risk Taking. But every successful business needs to have a variety of talent, communication style and business behaviors to deliver service to a wide range of customers or clients.

Managing the Risk Factor on the Cautious Trait


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

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

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

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

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

In Summary – Risk Factor on the Cautious side

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

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

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

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

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

Risk Factor – Risk Taker Trait Case Study

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

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

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

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

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

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

Your Performance Strengths

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

Your Performance Struggles

- May take unnecessary risks
- May not see dangers

Your Performance Environment Keys

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

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

He boldly presented his proposal. His pitch was successful.

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

The broader pay off was:

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

Risk Factor – Cautious Trait Case Study

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Your Performance Strengths

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

Your Performance Struggles

- May miss opportunities
- May be too hesitant

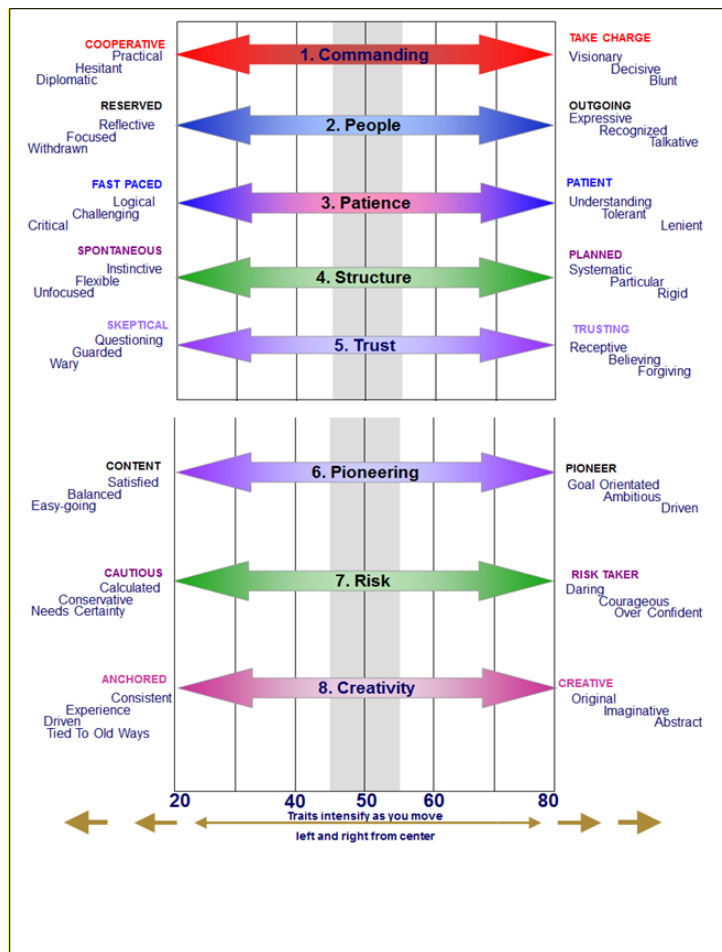
Your Performance Environment Keys

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

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

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

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



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

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Appendix C

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Business DNA[®] Behavioral Insights Series: Structure Factor E-Booklet



About DNA Behavior International

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

The objective of this e-booklet is to provide you with more insight and understanding into how the 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.

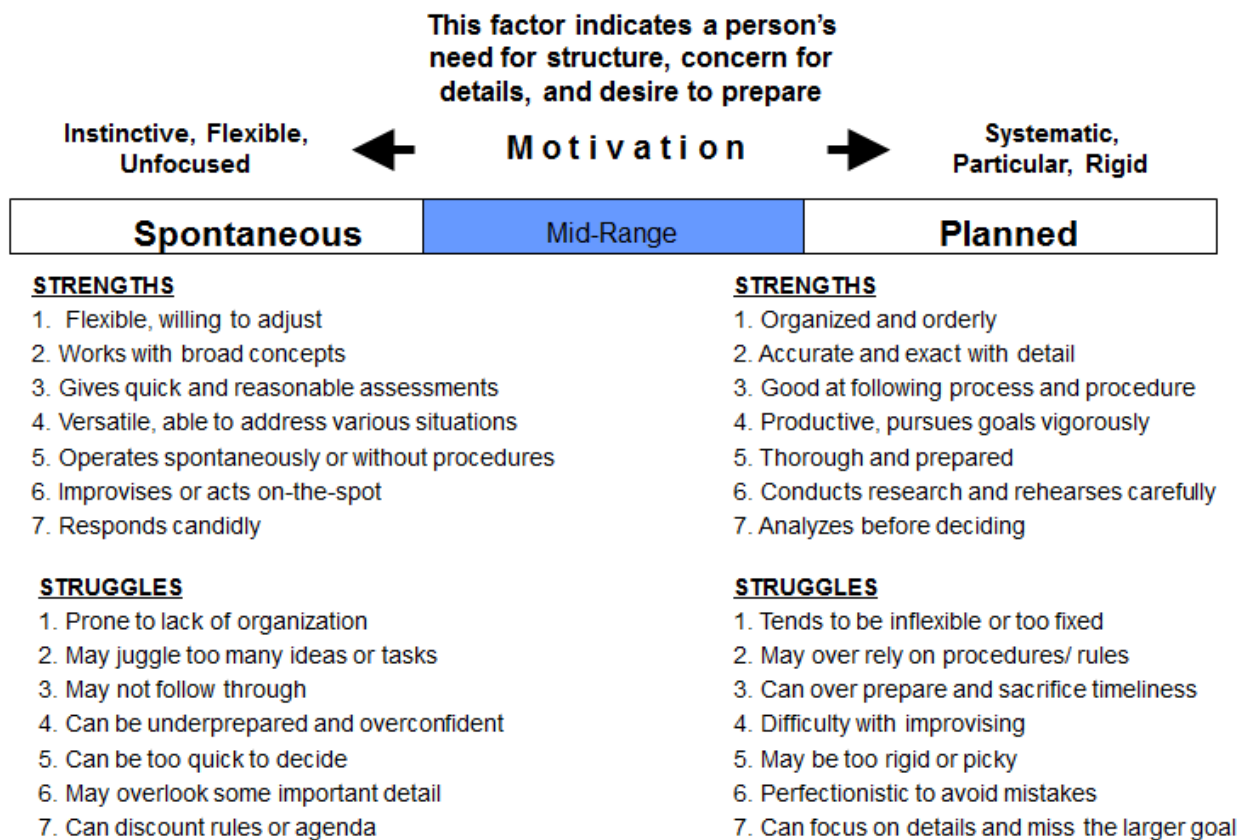
It’s important to set the Structure Factor into context. The Structure Factor indicates people’s desire to be organized and orderly; they approach everything they do systematically with exhaustive attention to detail; choosing always to follow tried and tested courses of action. Preferring to be industrious 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.



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

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.

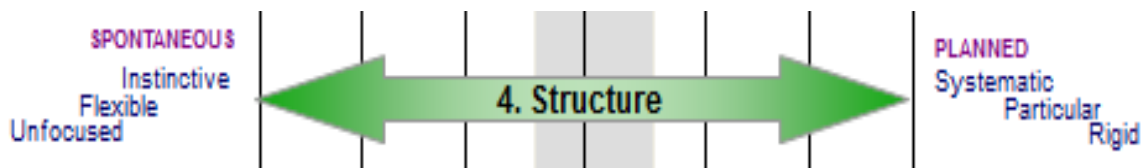
People on the Planned side with behavioral insight will help others become better organized; they will spend time with colleagues willing to gain understanding into rules, regulations and processes because Planned individuals know this is a useful investment of their time. With insight those on the Planned 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.

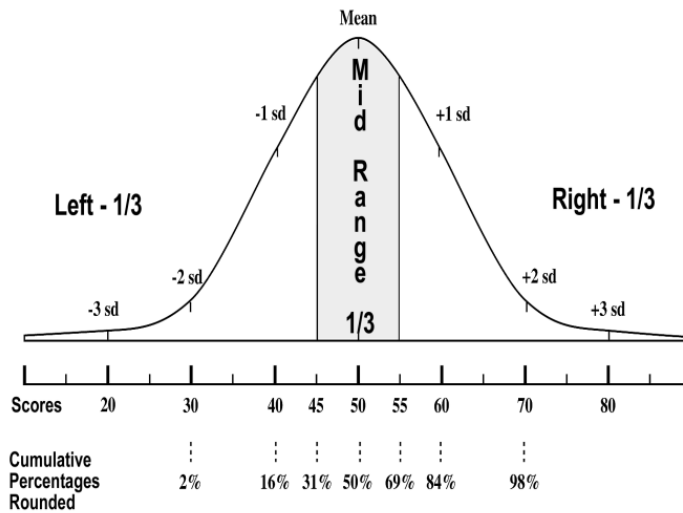
Managing the Structure Factor – Planned Trait



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

	proved to be helpful/right.	
<p>Accurate and exact with detail</p> <p>May over rely on procedures/ rules</p>	<p>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.</p> <p>Don't overload with projects. Make sure the previous piece of work has been completed. Keep them on track by providing achievable time lines.</p> <p>If necessary tie their reward or remuneration to the meeting of a deadline for delivery.</p>	<p>Works with broad concepts</p> <p>May juggle too many ideas or tasks</p>
<p>Good at following process and procedure</p> <p>Can over prepare and sacrifice timeliness</p>	<p>Acknowledge their ability to pull out the salient points and give feedback.</p> <p>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.</p>	<p>Gives quick and reasonable assessments</p> <p>May not follow through</p>

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

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

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

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

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.

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 disposal 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.

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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

- Organized and orderly
- Good at following processes and procedures
- Analyzes before deciding

Your Performance Struggles

- 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

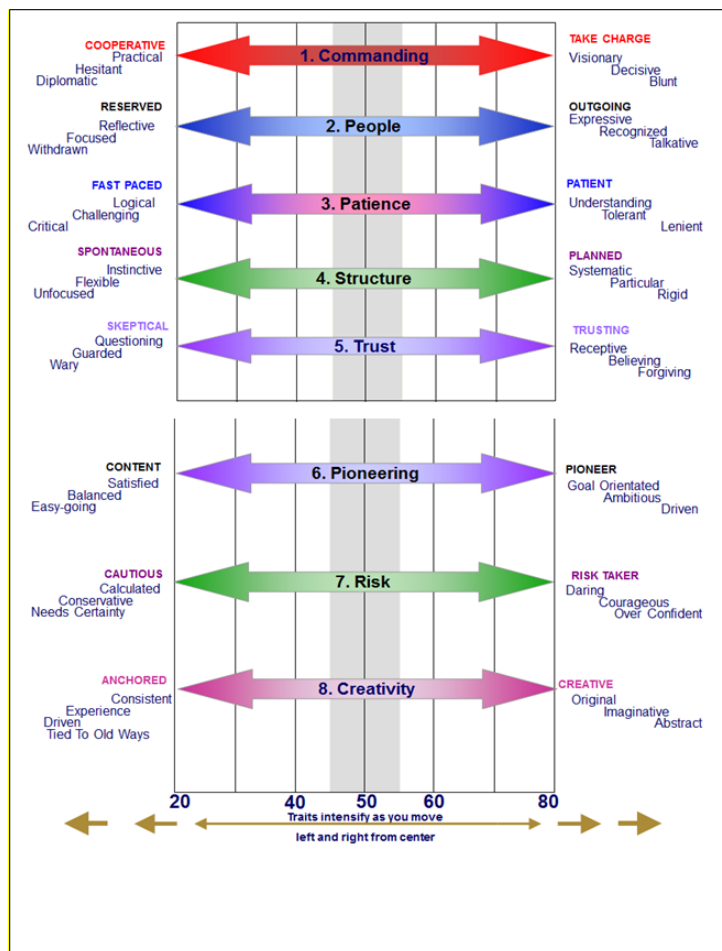
Your Performance Struggles

- 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

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



Date	Founder	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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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
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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.

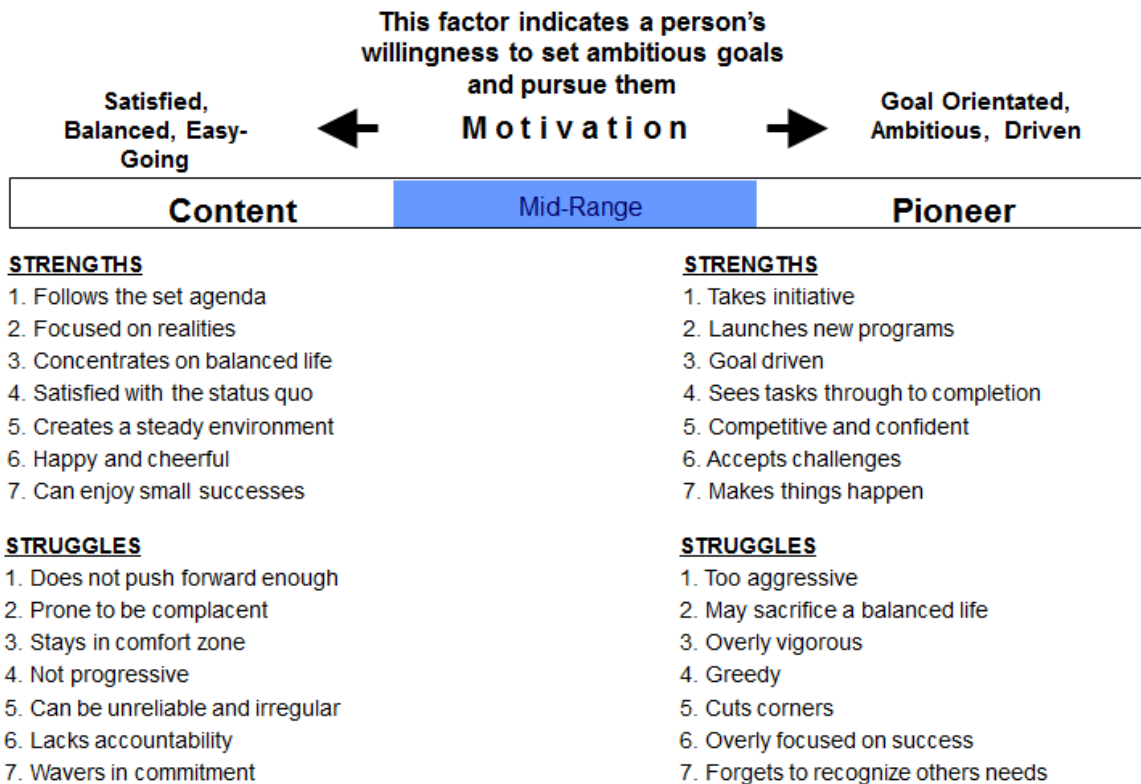
You can review a summary of each of the 8 primary behavioral factors in Appendix A, along with the behavioral traits associated with them. This will give you a greater understanding of how the Pioneering Factor fits into your overall DNA behavioral style. From DNA Behavior International’s perspective, 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.



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.

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>

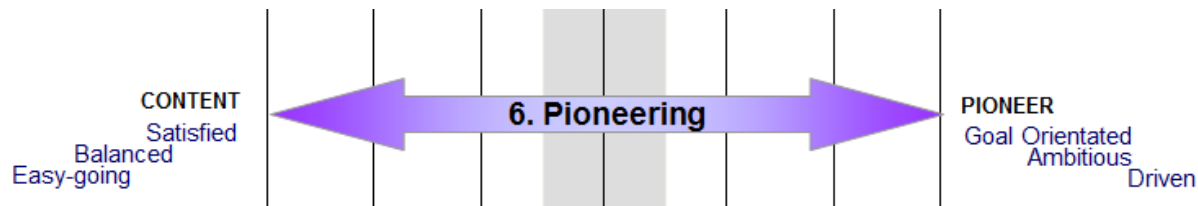
In understanding and appreciating how people affect each other when they have different behavioral styles, some may see those on the Pioneer side of the Pioneering factor as extreme in that they sacrifice a balanced life in pursuit of their trailblazing. They can become overly vigorous and enthusiastic 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.

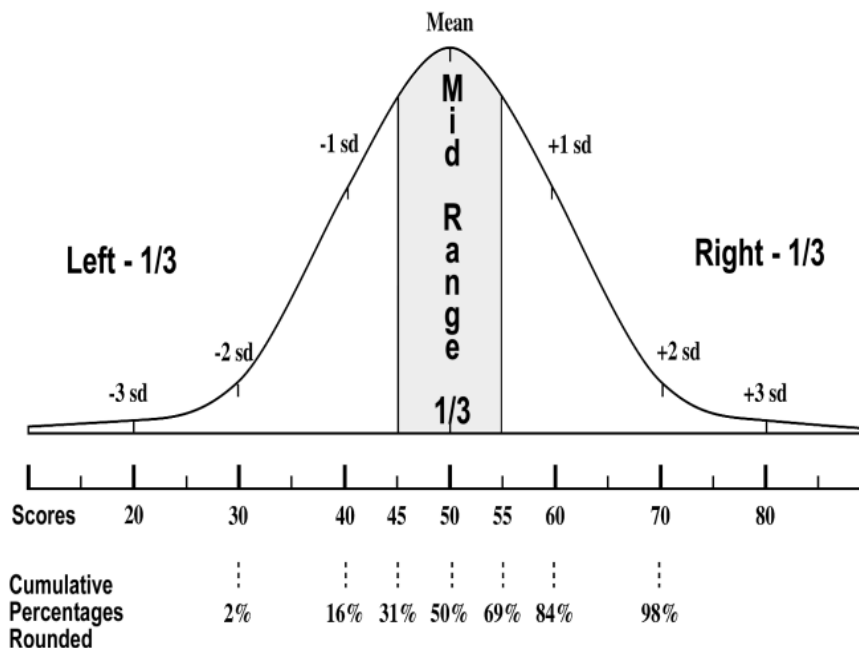
Managing the Pioneering Factor – Pioneer Trait



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.



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

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<p>Sees tasks through to completion</p> <p>Greedy</p>	<p>May tend to park in the present circumstances and not be open to change and even getting involved in any form of transformation.</p> <p>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.</p>	<p>Satisfied with the status quo</p> <p>Not progressive</p>
<p>Competitive and confident</p> <p>May cut corners</p>	<p>Explain what your intentions are to get them on board.</p> <p>They will prefer a stable and predictable environment and may mistake your over confidence in terms of where you are directing efforts.</p> <p>Demonstrate with plans that you know what you are doing and the route you intend to take to deliver the goal.</p>	<p>Creates a steady environment</p> <p>Can be unreliable and irregular</p>
<p>Accepts challenges</p> <p>Overly focused on success</p>	<p>They want to follow your lead, but don't introduce too many changes.</p> <p>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.</p>	<p>Happy and cheerful</p> <p>Lacks accountability</p>
<p>Makes things happen</p> <p>Forgets to recognize others needs</p>	<p>Give praise and celebrate successful work steps.</p> <p>Watch for signs of fatigue or distraction and spend time rebuilding confidence and pointing them in the direction that brings</p>	<p>Can enjoy small successes</p> <p>Wavers in commitment</p>

	success.	
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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
<p>Communication Need:</p> <ul style="list-style-type: none"> Sets direction Committed Ambitious Follows through Trailblazer Driven <p>Communication Challenge: May sacrifice a balanced life</p> <p>Communication Key: Provide the big picture</p>	<p>Modification/Approach</p> <p>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.</p> <p>Acknowledge their need for balance and explain in detail any changes that might take them out of their comfort zone.</p> <p>If the idea of Pioneering/risk concerns them talk to them about this and allay their fears wherever you can.</p>	<p>Communication Response:</p> <ul style="list-style-type: none"> Uncomplaining Not envious Satisfied Does not worry Thankful Comfortable <p>Communication Challenge: Prone to be complacent</p> <p>Communication Key: Focus on life balance</p>

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.

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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

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

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<p>Happy and cheerful</p> <p>Lacks accountability</p>	<p>Staying cocooned in your own world might mean you get left behind when things around you are changing.</p> <p>Embrace the new and use your ability to be stable to keep others focused and on track to deliver outcomes.</p>	<p>Accepts challenges</p> <p>Overly focused on success</p>
<p>Can enjoy small successes</p> <p>Wavers in commitment</p>	<p>Encourage others to be part of making things happen.</p> <p>Take the initiative in areas where you feel comfortable to do so, and learn how to empower others to do the same.</p> <p>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.</p>	<p>Makes things happen</p> <p>Forgets to recognize others needs</p>

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
<p>Communication Response:</p> <p>Uncomplaining Not envious Satisfied Does not worry Thankful Comfortable</p> <p>Communication Challenge: Prone to be complacent</p> <p>Communication Key: Focus on life balance</p>	<p>Modification/Approach</p> <p>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.</p> <p>Getting around people whose life tends to be unbalanced may offer opportunities for you to talk to them and to help them rebalance.</p>	<p>Communication Need:</p> <p>Sets direction Committed Ambitious Follows through Trailblazer Driven</p> <p>Communication Challenge: May sacrifice a balanced life</p> <p>Communication Key: Provide the big picture</p>

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 established 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 brainstorm 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.

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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

Business DNA® Behavioral Insights Series: Pioneering Factor

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

- Satisfied with the status quo
- Concentrates on balanced life
- Creates a steady environment

Your Performance Struggles

- Prone to be complacent
- May stay in comfort zone

Your Performance Environment Keys

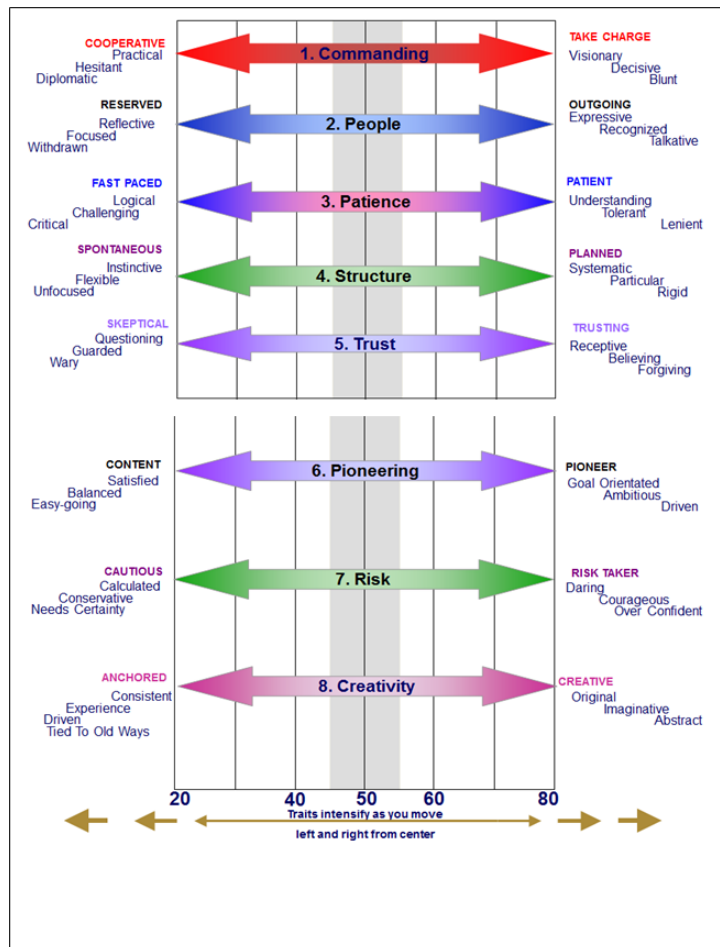
- Focus on my life balance needs
- Keep the conversation easy-going
- Give me the directions to move forward

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.



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

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

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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.

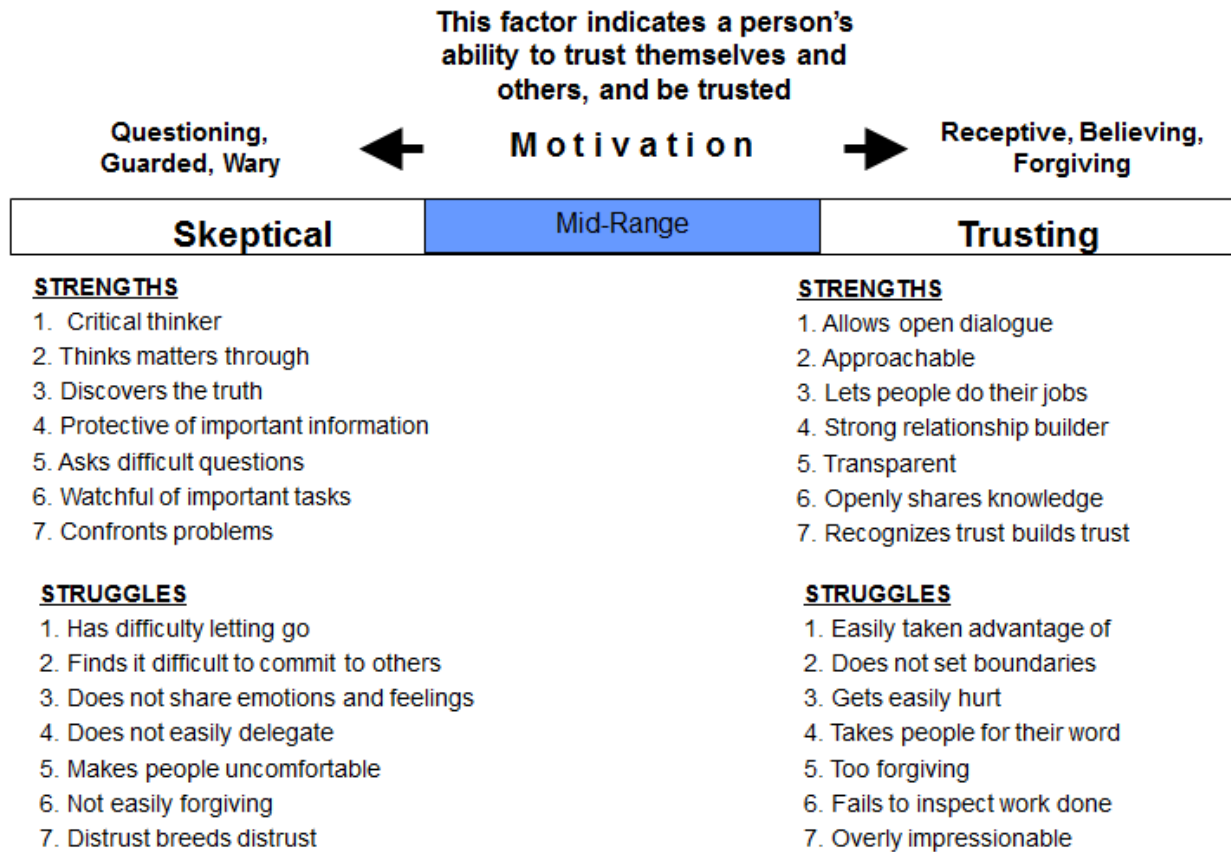
You can review a summary of each of the 8 primary behavioral factors in Appendix (A), along with the behavioral traits associated with them. This will give you a greater understanding of how the Trust Factor fits into your overall DNA behavioral style. From DNA Behavior International’s perspective, behavior 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.



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 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.

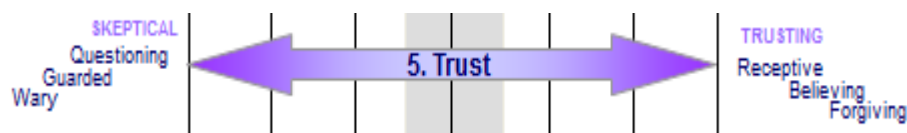
In short, we're social beings from the get-go: We're born to be engaged and to engage others, which is what Trust is largely about. That has been an advantage in our struggle for survival. As social psychologist Shelley Taylor noted in her summary of the scientific evidence, "Scientists now consider 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



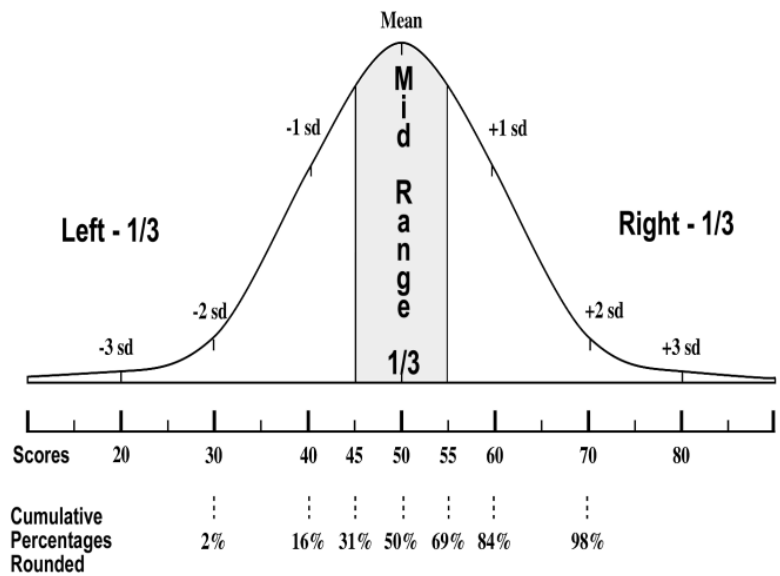
The Business DNA Discovery Process also uncovers the sub-factors that form a part of the Trust Factor. These are important components of the primary Trust Factor which are each separately measured. They provide an additional level of depth in terms of revealing the behaviors of a person. While a person 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


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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 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

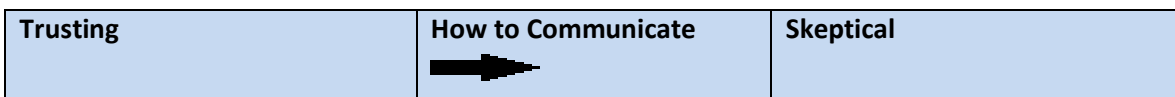
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<p>Approachable</p> <p>Does not set boundaries</p>	<p>If you are inclined to Trust the wrong people try to think through the signs you misunderstood.</p> <p>Don't be open to just anyone. Give less Trusting people time to get to know you at their pace, and make sure the relationship is worth investing time into.</p>	<p>Thinks matters through</p> <p>Finds it difficult to commit to others</p>
<p>Lets people do their jobs</p> <p>Gets easily hurt</p>	<p>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.</p> <p>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'.</p>	<p>Discovers the truth</p> <p>Does not share emotions and feelings</p>
<p>Strong relationship builder</p> <p>Takes people for their word</p>	<p>Spend time establishing relationships. Allow time for others to build Trust with you.</p> <p>Don't assume others Trust you sufficiently to be accountable to you.</p> <p>Look at how Trustworthy others see you and in fact how you are.</p>	<p>Protective of important information</p> <p>Does not easily open up</p>
<p>Transparent</p> <p>Too forgiving</p>	<p>Be authentic when talking to others.</p> <p>Keep conversations direct and accurate when reporting facts and figures.</p> <p>Be clear about any actions</p>	<p>Asks difficult questions</p> <p>Makes people uncomfortable</p>

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

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.



Communication Need	Modification/Approach	Communication Response
Allows open dialogue Approachable Transparent	Be prepared. Provide assurances and back them up with facts.	Thinks matters through Able to ask difficult questions Watchful of important tasks
Communication Challenge May not set boundaries Can be overly impressionable	Build a reputation as someone to be Trusted professionally; who completes work on time, accurately and within budget.	Communication Challenge May have difficulty letting matters go May not be easily forgiving
Communication Key: Present feelings/emotions	Invite questioning and have answers ready. 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.	Communication Key: Provide logic and key points

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.

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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.

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


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<p>Thinks matters through</p> <p>Finds it difficult to commit to others</p>	<p>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.</p> <p>Provide them with a framework to anything you ask them to do; time lines; expectations; suggestions.</p>	<p>Approachable</p> <p>Does not set boundaries</p>
<p>Discovers the truth</p> <p>Does not share emotions and feelings</p>	<p>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 or doing.</p> <p>Smile, soften your voice.</p>	<p>Lets people do their jobs</p> <p>Gets easily hurt</p>
<p>Protective of important information</p> <p>Does not easily delegate</p>	<p>Share information and thoughts appropriately. Add provisos where confidentiality is required. This demonstrates Trust.</p> <p>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.</p>	<p>Strong relationship builder</p> <p>Takes people for their word</p>
<p>Asks difficult questions</p> <p>Makes people uncomfortable</p>	<p>Asking difficult questions will have more success in terms of the responses received if they are couched in a friendly way.</p> <p>Trusting people will close down and retreat if they think they are being</p>	<p>Transparent</p> <p>Too forgiving</p>

	<p>quizzed.</p> <p>If you are too hard and realize it apologize quickly and sincerely, they are very forgiving.</p>	
<p>Watchful of important tasks</p> <p>Not easily forgiving</p>	<p>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.</p> <p>People make mistakes especially when interacting with Skeptical people as 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.</p>	<p>Openly shares knowledge</p> <p>Fails to inspect work done</p>
<p>Confronts problems</p> <p>Distrust breeds distrust</p>	<p>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.</p> <p>Invest time into overly Trusting people. Explain why and how being too accepting can lead to problems. Describe the power of questioning to them.</p>	<p>Recognizes Trust builds Trust</p> <p>Overly impressionable</p>

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

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 ground 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

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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

- Thinks matters through
- Able to ask difficult questions
- Watchful of important tasks

Your Performance Struggles

- May have difficulty letting matters go
- May not be easily forgiving

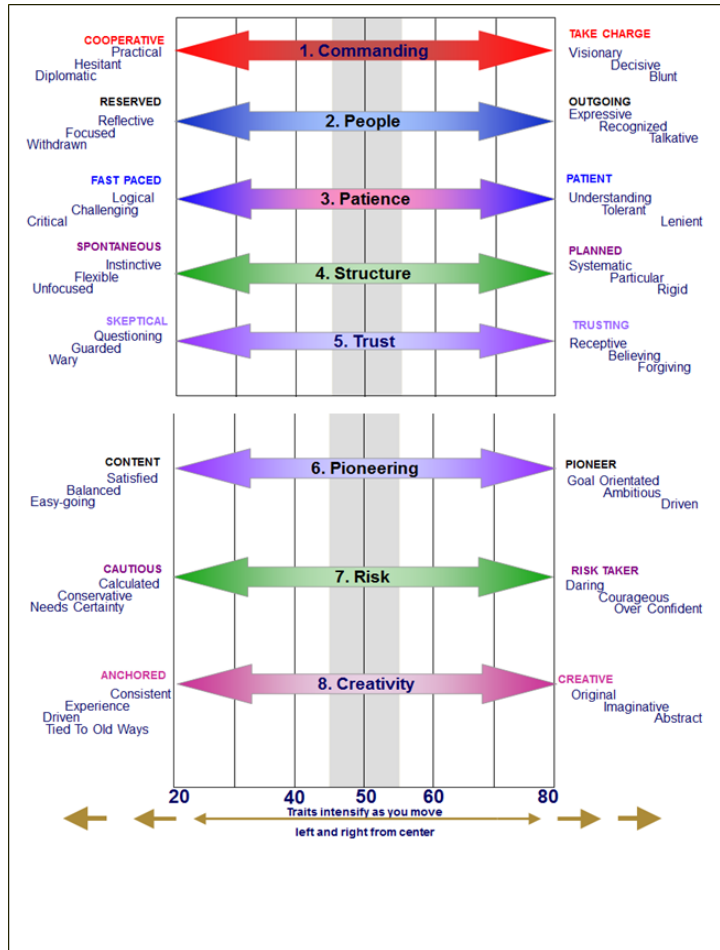
Your Performance Environment Keys

- 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.

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 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

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