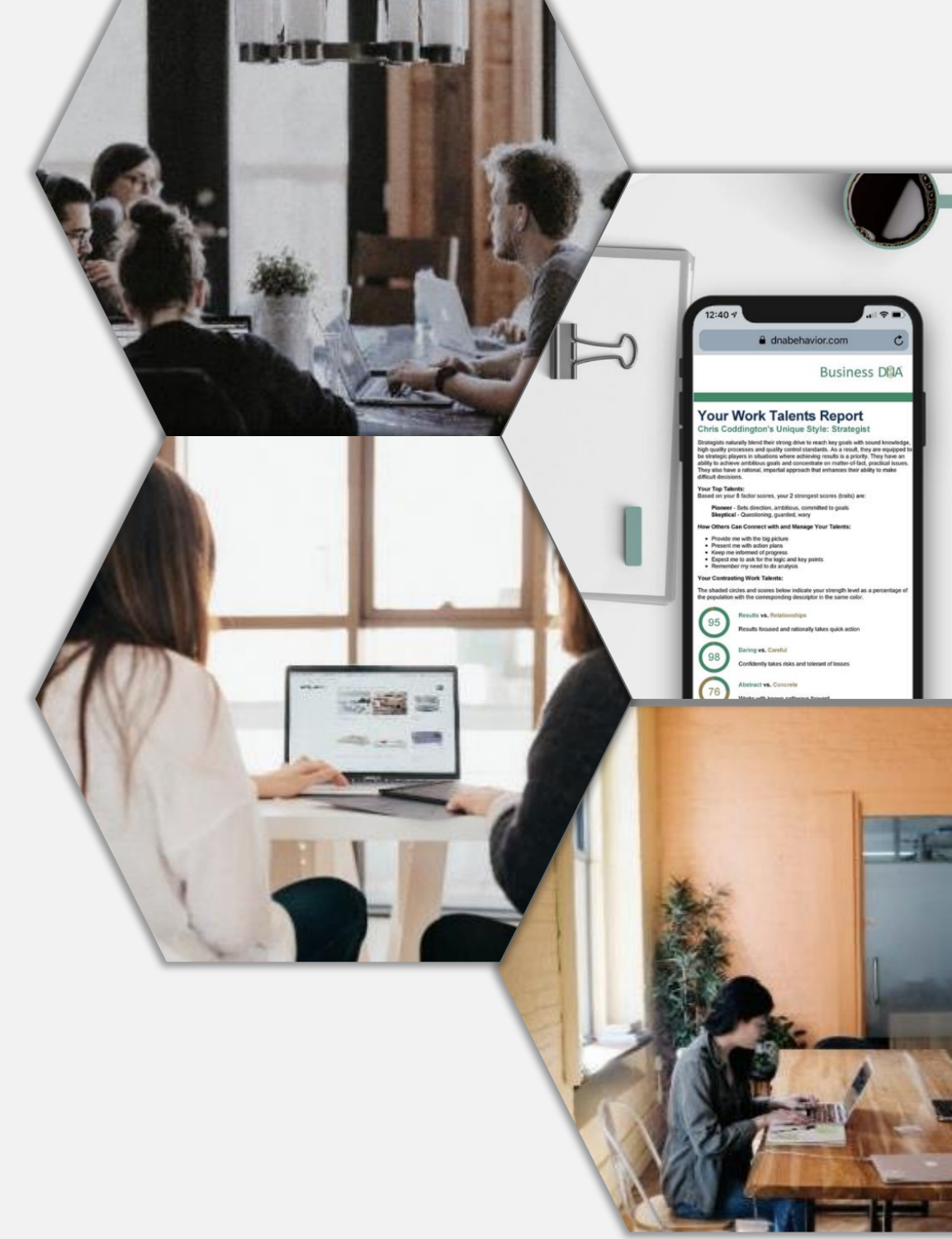


DNA Behavior[®]

Human Performance Acceleration
Using Behavioral Insights Since 2001



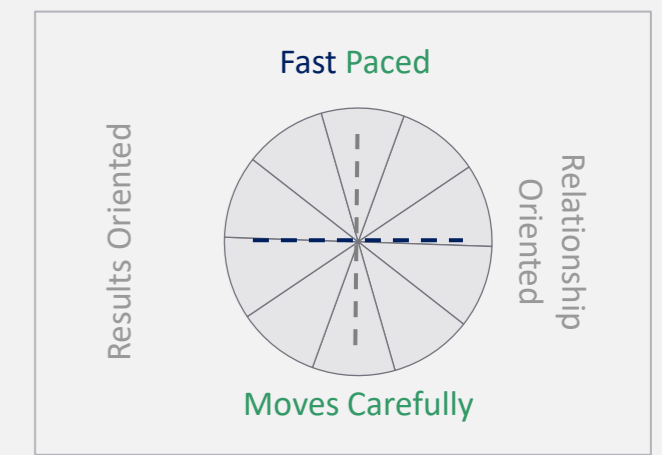


Business DNA Unique Styles

Quickstart Guide

Business DNA Reference Guide

DNA 10 Unique Styles



STYLE	DEFINITION
 Influencer	<ul style="list-style-type: none"> • Ringleader • Assertive • Visionary <p>Influencers usually have a unique blend of confidence, initiative and people skills. They are typically able to see the larger vision and then use their superior communication skills to influence others towards accomplishing it. They will wholeheartedly invest time and effort into developing others and their personal performance towards goals, particularly strategies that they see significant potential in.</p>
 Engager	<ul style="list-style-type: none"> • Outgoing • Expressive • Talkative <p>Engagers enjoy meeting new people, 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. Engagers enjoy using their verbal skills and will be very outgoing. They approach situations enthusiastically, especially when they are passionate about the outcomes. They enjoy new opportunities and starting (rather than finishing) new projects and goals.</p>
 Community Builder	<ul style="list-style-type: none"> • Easy Going • Promoter • Understanding <p>Community Builders excel at meeting people and promoting cooperation among groups of people. Their natural inclination is to help and support others to carry out an activity or transaction. They are attentive to both people and tasks. They influence others through empathy and supportiveness. Once convinced of a course of action, they will encourage others, operate diligently and collaborate to achieve the goal. They seek supportive relationships that are appreciative and empathic towards one another.</p>
 Relationship Builder	<ul style="list-style-type: none"> • Advocate • Dependable • Loyal <p>Relationship Builders will be comfortable and operate at their best when given the opportunity to work with and serve others. They are friendly, kind and empathetic to others they interact with and gain fulfillment by helping others to achieve their goals. Their preference is to live in a stable environment and make decisions based on history and security.</p>
 Facilitator	<ul style="list-style-type: none"> • Balanced • Discerning • Harmonious <p>Facilitators combine the ability to guide people with feelings yet with the determination to reach goals and accomplish tasks. This blend of behavioral strengths makes them well suited for situations where setting the agenda and recognizing the needs of other people are required. Consistency, reliability and persistence are important. They flourish in an environment where there is plenty of stability, group decision-making is encouraged and where they are recognized for the contribution they make.</p>
 Adapter	<ul style="list-style-type: none"> • Compliant • Respectful • Courteous <p>Adapters are unique in that they have the unusual ability to adapt to the needs of their environment, and display whatever behaviors are necessary for success. They are very versatile and will generally partner and team well with others. They can generally perform well many tasks relating to achieving their goals and managing their performance, and they operate most effectively when they have very clearly defined expectations and boundaries.</p>
 Stylish Thinker	<ul style="list-style-type: none"> • Sharp • Cutting-edge • Demanding <p>Stylish Thinkers enjoy interacting with others and getting the most out of any situation. In making decisions they require precision, technical information and the latest trends that will fully inform them that they are getting the best solution or outcome available. They also like to be able to test ideas in discussions with other people. They will usually be strong in following through on their goals but may need some help in developing their personal vision.</p>
 Reflective Thinker	<ul style="list-style-type: none"> • Considered • Focused • Stable <p>Reflective Thinkers are analytical, thorough, and philosophical in their search for meaning, truth and purpose in all they do. They are particularly adept at drawing incisive conclusions from data and research. Their accuracy and precision is valuable in any group setting, and they bring objectivity to decision-making processes. Typically, they will prefer to follow guidelines in completing tasks and will expect cooperation to be given.</p>
 Strategist	<ul style="list-style-type: none"> • Evolutionary • Visionary • Structured <p>Strategists excel by blending their strong drive to reach key goals with sound knowledge, high quality processes and quality control standards. As a result, they are equipped to be strategic players in situations where achieving results is a priority. They have an ability to achieve ambitious goals and concentrate on matter-of-fact, practical issues. They also have a rational, impartial approach that enhances their ability to make difficult decisions.</p>
 Initiator	<ul style="list-style-type: none"> • Results Driven • Logical • Decisive <p>Initiators like to take bold, aggressive actions and create the rules. They will prefer to lead decision making, setting the agenda for others to follow and monitoring the timely completion of tasks. They are goal-driven persons who likes their expectations managed and not to get caught up in unnecessary details. Their decision-making will typically be fast paced and rational. They will not be afraid to take on challenging assignments or to accept a lot of risks to realize their ambition.</p>

Adapter

- Flexible
- Versatile
- Courteous

Adapters are unique in that they have the unusual ability of being able to adapt to the needs of their environment and displaying whatever behaviors are necessary for success. They are very versatile and will generally partner and team well with others. They can generally perform many tasks well relating to achieving their goals and managing their performance, and they operate most effectively when they have very clearly defined expectations and boundaries.



Working with Adapters

◆ Relating To Them

Create a relaxed environment. Do not mistake their lack of response for inattention. Use written policies and procedures. Present specifics—facts, figures, data. Look for ways to minimize the risks. They are diplomatic and expect courtesy.

◆ To Help Them Perform

Encourage them to make firm decisions on issues and clearly state their point of view.

◆ To Help Them Maximize Potential

Encourage them in their goal setting and establishing priorities for their daily tasks.

◆ What Alienates Them

Lack of courtesy and poor communication.

Being overloaded with multiple expectations and no clear understanding of what the priorities are.

My Adapter Style

◆ Wants From Workplace

Variety in tasks and responsibilities to fully utilize my flexibility.

A good balance between solitary tasks and working with people.

◆ Wants from Team Members

Openness and responsiveness; professional and to-the-point responses.

Reflective Thinker

Working in a team environment where I support others and can be supported.

◆ Decision Making Style

Carefully considered after taking trusted advice.

My broad general knowledge has to be strengthened by input from acknowledged experts.

◆ Fears

Not meeting expectations.

Being taken advantage of by helping too much

Being in conflict and hostile situations particularly where it may result in hurting a person.

Typical Adapters Will Tend to Be:

MIDDLE- Definite in approach, fits in well with others

MIDDLE – Analyzes and uses a networking approach

MIDDLE - Objective, relationship-driven, supporting

MIDDLE – Task Focused, high level approach

Trusting - Receptive, questioning, forgiving

Community Builder

- Easy Going
- Promoter
- Amiable

Community Builders excel at meeting people and promoting cooperation among groups of people. Their natural inclination is to help and support others to carry out an activity or transaction. They are attentive both to people and tasks and influence others through empathy and supportiveness. Once convinced of a course of action, they will encourage others, operate diligently and collaborate to achieve the goal. They seek supportive relationships that are appreciative and empathic towards one another.



Typical Community Builders Will Tend to Be:

Cooperative - Flexible in approach, fits in well

Outgoing - Expresses view, uses a networking approach

Patient - Sympathetic, relationship-driven, supporting

Spontaneous - Free-flowing, high level approach, instinctive

Trusting - Receptive, believing, forgiving

My Community Builder Style

◆ Wants From Workplace

A strong relationship that will provide me with a safety net in order to do my job with enthusiasm.

Working with people in small groups or one-on-one situations in order to convey empathy and compassion and to respond to specific human needs.

◆ Wants from Team Members

Encouragement and assurance that I fit in and a trusting relationship.

Being able to support my teammates and help them in practical ways.

◆ Decision Making Style

I may delay or avoid making decisions or wait for a consensus of opinion so relationships are not compromised.

I will do what “feels right.”

◆ Fears

Not meeting expectations

Being taken advantage of by helping too much

Being in conflict and hostile situations particularly where it may result in hurting a person.

Working with Community Builders

◆ Relating To Them

Remember their need to fit in, build relationships, avoid conflict, be free from detail. Look for ways to minimize risks. Slow down the pace of communications. Use written policies, plans, procedures. Encourage their input. Invest time in building the relationship.

◆ To Help Them Perform

Challenge them to clearly articulate goals and to commit to how they will realize their goals

◆ To Help Them Maximize Potential

Focus on developing a strong relationship with them. Support them in daily work by ensuring they are not overwhelmed by details.

◆ What Alienates Them

Being pushed to make a decision before they feel ready.

Being in an environment with unresolved conflicts, situations requiring them to be highly assertive and deadlines that cause them to compromise relationships.

Engager

- Resourceful
- Inventive
- Instinctive

Engagers enjoy meeting new people, situations and environments, and they enjoy being a promoter. They use their people skills to build relationships and interact with an ever-widening circle of contacts. Engagers enjoy using their verbal skills and will be very outgoing. They approach situations enthusiastically, especially when they are passionate about the outcomes, and enjoy new opportunities and starting (rather than finishing) new projects and goals.



Typical Engager Will Tend to Be:

MIDDLE - Flexible in approach, fits in well

Outgoing - Expresses view, uses a networking approach

Fast-Paced - Objective, results driven, ration

Spontaneous - Free-flowing, high level approach, instinctive

Trusting - Receptive, believing, forgiving

My Engager Style

◆ Wants From Workplace

Fun and variety.

Opportunity to establish a wide circle of contacts with whom I can do business

◆ Wants from Team Members

Loyal supporters who can provide strong detailed back-up.

◆ Decision Making Style

Sometimes rational, sometimes emotional.

Can take undue risks without sufficient preparation, leading to panic.

◆ Fears

Public visibility of failure to meet goals.

Working with Engagers

◆ Relating To Them

Remember their need to engage, be publicly recognized and be free from details. Give them center stage when needed. Expect/encourage their thinking out loud. Provide them with information using summaries, bullets, key points.

◆ To Help Them Perform

Encourage them to focus on one goal at a time and define the key factors needed to attain it.

◆ To Help Them Maximize Potential

Encourage them in making full use of their relationship skills and networking.

◆ What Alienates Them

Not being provided with sufficient detailed background information to meet their goals.

Being excluded.

Facilitator

- **Balanced**
- **Discerning**
- **Harmonious**

Facilitators combine the ability to guide people with feelings together with the determination to reach goals and accomplish tasks. This blend of behavioral strengths makes them well suited for situations where setting the agenda and recognizing the needs of other people are required. Further, consistency, reliability and persistence are important. They flourish in an environment where there is plenty of stability, group decision-making is needed, and where they are recognized for the contribution they make.



Typical Facilitator Will Tend to Be:

MIDDLE - Flexible in approach, fits in well

Reserved - Analyzes, has high propensity to reflect, guarded

Patient - Sympathetic, relationship-driven, supporting

MIDDLE - Structured, task focused, analytical in approach

Trusting - Receptive, believing, forgiving

My Facilitator Style

◆ Wants From Workplace

Cooperation, stability, teamwork and trust.

Opportunity to pursue my goals on my own terms.

◆ Wants from Team Members

Loyalty.

Friendly environment.

Space to get on with my work.

◆ Decision Making Style

Reasonably emotional, although quite goal-driven.

I may make decisions based on what “feels right.”

◆ Fears

Impediments to achieving their goals or the inability to produce consistent progress at work.

Conflict in the workplace.

Working with Facilitators

◆ Relating To Them

Remember their need to retreat and avoid conflict. Allow them to have control, choices, options. Get to the point, minimize small talk. Present the facts, minimize emotions.

◆ To Help Them Perform

Encourage them to be receptive to new alternatives and the ideas of others.

◆ To Help Them Maximize Potential

Work with them and allow them to plan achieve, lead, define project goals and build team-oriented environments.

◆ What Alienates Them

Being rushed or forced into a decision.

Lack of cooperation, punctuality or loyalty.

Influencer

- Ringleader
- Assertive
- Visionary

Influencers usually have a unique blend of confidence, initiative and people skills. They are typically able to see the larger vision and then use their superior communication skills to influence others towards accomplishing it. They will wholeheartedly invest time and effort into developing others and their personal performance towards goals, particularly strategies that they see hold significant potential.



Typical Influencer Will Tend to Be:

Take Charge - Definite in approach, visionary, outcome focus

Outgoing - Expresses view, uses a networking approach

Fast Paced - Objective, results driven, rational

Spontaneous - Free-flowing, high level approach, instinctive

Skeptical - Questioning, guarded, wary

My Influencer Style

◆ Wants From Workplace

Opportunities to lead, influence, impact, train and motivate others.

Roles that require me to use my natural skills to understand the larger vision and then energize others to get the result we need.

◆ Wants from Team Members

Direct and engaging communications.

Not too much detail—just the relevant facts.

Recognition, acknowledgement and encouraging feedback.

◆ Decision Making Style

Very confident, quick and definite, and will favor whatever will achieve my goals most quickly.

◆ Fears

Loss of control and influence in the work setting and not having an input.

Loss of respect or reputation.

Working with Influencers

◆ Relating To Them

Remember their need to be in control, engage with people, be recognized, initiate action, have freedom. Give direct answers, get to the bottom line quickly. Remember their need for fun/excitement. Use summaries, bullets and key points. Use graphics and verbal communications—don't swamp them with details.

◆ To Help Them Perform

Work with them in developing multiple projects that are diverse and require a high level of energy. Encourage them to communicate their ideas and influence others in order to succeed.

◆ To Help Them Maximize Potential

Work with them in understanding the goals they set and help them to be realistic in their optimism and expectations.

◆ What Alienates Them

Being given the run-around or having their time wasted on issues that are not relevant to them.

Having to analyze or research too much detailed information.

Confining routines, over-commitment of time and lack of access to people.

Initiator

- **Results-driven**
- **Logical**
- **Determined**

Initiators like to take bold, aggressive actions and create the rules. They will prefer to lead decision-making, setting the agenda for others to follow, and monitoring the timely completion of tasks. They are goal-driven people who like their expectations managed and not to get caught up in unnecessary details. Their decision-making will typically be fast-paced and rational. They will not be afraid to take on challenging assignments or to accept a lot of risks to realize their ambition.



Typical Initiator Will Tend to Be:

Take Charge - Definite in approach, visionary, outcome focus

Risk-Taker - Venturesome, takes chances, optimistic

Fast-Paced - Objective, results driven, rational

Spontaneous - Free-flowing, high level approach, instinctive

Skeptical - Questioning, guarded, wary

My Initiator Style

◆ Wants From Workplace

Being able to set the agenda, define goals, and assume authority.

Being given independence, challenges, variety, problems to overcome and a minimum of details to deal with.

◆ Wants from Team Members

Direct communication.

Progress and results being achieved with a high degree of accountability.

◆ Decision Making Style

Very bold, confident and goal-driven.

Quick and definite and responsive to new challenges.

◆ Fears

Anything that stops them from reaching their goals.

Losing control and not owning their projects.

Being confined and taken advantage of.

Working with Initiators

◆ Relating To Them

Remember their need to be in control, set the agenda, and initiate action. Move quickly to the bottom line. Offer them options so they can decide. Speak/ move at a quick pace. Use summaries, bullets and key points. Use graphic and verbal communications—don't swamp them with detail.

◆ To Help Them Perform

Encourage them to think through the steps required to realize their goals and help them establish realistic expectations with others.

◆ To Help Them Maximize Potential

Support them with detail and analysis so they can concentrate on setting goals and agendas.

◆ What Alienates Them

Too many details and routines.

Unable to control their work environment, especially the direction, purpose, and goals.

Reflective Thinker

• Analytical

• Logical

• Philosophical

Reflective Thinkers are analytical, thorough and philosophical in their search for meaning, truth and purpose in all they do. They are particularly adept at drawing incisive conclusions from data and research. Their accuracy and precision is valuable in any group setting, and they bring objectivity to decision-making processes. Typically, they will prefer to follow guidelines in completing tasks and will expect cooperation to be given.



Typical Reflective Thinker Will Tend to Be:

Cooperative - Flexible in approach, fits in well

Reserved - Analyzes, has high propensity to reflect, guarded

MIDDLE -Objective, relationship-driven, supporting

Planned - Structured, task focused, analytical in approach

Trusting - Receptive, believing, forgiving

My Reflective Thinker Style

◆ Wants From Workplace

Ample time to think, reason, analyze and organize details into logical and creative solutions.

Time and space to produce top-quality work.

◆ Wants from Team Members

Focused discussions.

Reduce small talk and unnecessary interruptions.

Time to reflect before making a decision.

◆ Decision Making Style

Rational, fact-based decision-making.

Will research thoroughly, be skeptical and generally take their time to make a decision.

◆ Fears

Appearing incompetent in front of others.

Insufficient time to prepare adequately.

Working with Reflective Thinkers

◆ Relating To Them

Remember their need to fit in, retreat and think, be accurate and detailed. Create a relaxed environment. Encourage their input. Present the facts, minimize emotions. Look for ways to minimize risks. Remember their need to analyze.

◆ To Help Them Perform

Agree deadlines for delivery of work and discuss the level of accuracy required for each activity to be delivered.

◆ To Help Them Maximize Potential

Give them time to prepare and think in-depth so that they can present logical, quality work.

◆ What Alienates Them

Being rushed or forced into a decision without time to research their options.

Lack of organization, focus or loyalty.

Unwanted attention.

Relationship Builder

- **Advocate**
- **Dependable**
- **Loyal**

Relationship Builders will be comfortable and operate at their best when given the opportunity to work with and serve others. They are friendly, kind and empathetic to others they interact with and gain fulfillment by helping others to achieve their goals. Their preference is to live in a stable environment and make decisions based on history and security.



Typical Relationship Builder Will Tend to Be:

Cooperative - Flexible in approach, fits in well

MIDDLE - Expresses view, uses a networking approach

Patient - Sympathetic, relationship-driven, supporting

MIDDLE - Free-flowing, high level approach, instinctive

Trusting - Receptive, believing, forgiving

My Relationship Builder Style

◆ Wants From Workplace

A stable and consistent environment with not too much mobility and where there are daily routines.

I get fulfillment from supporting the efforts of those in charge, helping others, and serving as a peacemaker.

◆ Wants from Team Members

I am more comfortable when someone else takes charge, provides the vision, and sets the goals and objectives for me.

Teamwork, cooperation, and routines so that I can reliably complete their tasks.

◆ Decision Making Style

Need to “feel” comfortable with the concept before making a decision.

I will tend to commit only to strategies that I know and understand.

◆ Fears

Facing sudden surprises or constant change in their routines and responsibilities.

Fear of hurting others, being disloyal.

Working with Relationship Builders

◆ Relating To Them

Remember their need to fit in, avoid conflict. Create a relaxed environment. Encourage their input and be an active listener. Slow down the pace and soften the tone of communication. Share your emotions along with information.

◆ To Help Them Perform

Encourage them to share their ideas, take a stand and work with them to realize goals.

◆ To Help Them Maximize Potential

Support them to build their decision-making confidence and to make a productive stand in resolving conflict rather than withdrawing from it.

◆ What Alienates Them

Being asked for a decision before they have had time to process their thoughts and feelings.

Conflict situations, unexpected changes, a lack of appreciation, rudeness and chaotic or unpredictable work settings.

Strategist

- Evolutionary
- Visionary
- Structured

Strategists excel by blending their strong drive to reach key goals with sound knowledge, high quality processes and quality control standards. As a result, they are equipped to be strategic players in situations where achieving results is a priority. They have an ability to achieve ambitious goals and concentrate on matter-of-fact, practical issues. They also have a rational, impartial approach that enhances their ability to make difficult decisions.



Working with Strategist

◆ Relating To Them

Remember their need to be in control, retreat and think. Move, speak and act quickly, be accurate with details. Give direct answers, get to the point. Provide plenty of detail so they can analyze it for themselves. Give them choices so they can make the final decision. Honor their need for structure, schedules, rules.

◆ To Help Them Perform

Talk with them about engaging others in delivering their plans and encourage them to delegate responsibility so others are empowered to help them reach their goals.

◆ To Help Them Maximize Potential

Encourage them to share their expertise across a number of business areas and develop strategies that involve a mixture of solution development and new transactions.

◆ What Alienates Them

Having their time wasted on issues they feel are not relevant to them.

Being given solutions based on gut instincts without research.

Being persuaded to commit to solutions and plans that do not meet their goals and criteria.

My Strategist Style

◆ Wants From Workplace

Opportunity to meet my goals with desire for precision, accuracy and quality.

To be able to lead in situations where achieving results in a challenging environment is a priority.

◆ Wants from Team Members

A high degree of reliability in performance so that goals can be met.

Organized and focused on the tasks at hand, and available for collaboration to achieve goals.

◆ Decision Making Style

I am capable of making quick and confident decisions if the risks are minimized through superior planning and analysis and I am aware of the options.

◆ Fears

Making poor decisions that will hinder me from reaching my goals.

Losing control of my working environment.

Having the solution to a problem without the authority to implement it.

Typical Strategist Will Tend to Be:

Take Charge - Definite in approach, visionary, outcome focus

Reserved - Analyzes, has high propensity to reflect, guarded

Fast-Paced - Objective, results driven, rational

Planned - Structured, task focused, analytical in approach

Skeptical - Questioning, guarded, wary

Stylish Thinker

- Sharp
- Cutting-edge
- Demanding

Those with the Stylish Thinker DNA Natural Behavior Style enjoy interacting with others and getting the most out of any situation. In making decisions they require precision, technical information and the latest trends that will fully inform them that they are getting the best solution or outcome available. They also like to be able to test ideas in discussions with other people. They will usually be strong in following through on their goals but may need some help in developing their personal vision.



Typical Stylish Thinker Will Tend to Be:

- Cooperative** - Flexible in approach, fits in well
- Outgoing** - Expresses view, uses a networking approach
- Fast-Paced** - Objective, results driven, rational
- Planned** - Structured, task focused, analytical in approach
- Skeptical** - Questioning, guarded, wary

My Stylish Thinker Style

◆ Wants From Workplace

Relating to people and using my natural ability to influence others and create impressions.
An environment for generating and promoting creative new ideas.
Activity interspersed with periods of methodical research and preparation.

◆ Wants from Team Members

A high energy and enthusiasm for new projects and researching new ideas.

Cooperative rather than confrontational relationships but will become contentious if challenged.
Strong verbal skills.

◆ Decision Making Style

I will make a decision after conducting my own research and listening to the opinions of those I respect.

◆ Fears

Being perceived as being irrelevant.

Being restrained from opportunities to engage groups of people or being rejected by an audience or group.

Working with Stylish Thinkers

◆ Relating To Them

Remember their need to engage and be publicly recognized, fit in, be accurate with details. Encourage their input and be an active listener. Remember their need for fun/excitement. Invest time in building the relationship. Present specific facts, figures, plans. Anticipate their immediate responses and quick fixes.

◆ To Help Them Perform

Work with them in a project with social mobility that requires them to generate ideas using their flare, creativity and innovation.

◆ To Help Them Maximize Potential

Support them and give them opportunities to present their ideas and gain recognition and respect.

◆ What Alienates Them

Extended periods of working alone, along with having sole responsibility for completing major projects.

Overcommitment to multiple projects and not having an input into decisions.

Dampening their enthusiasm