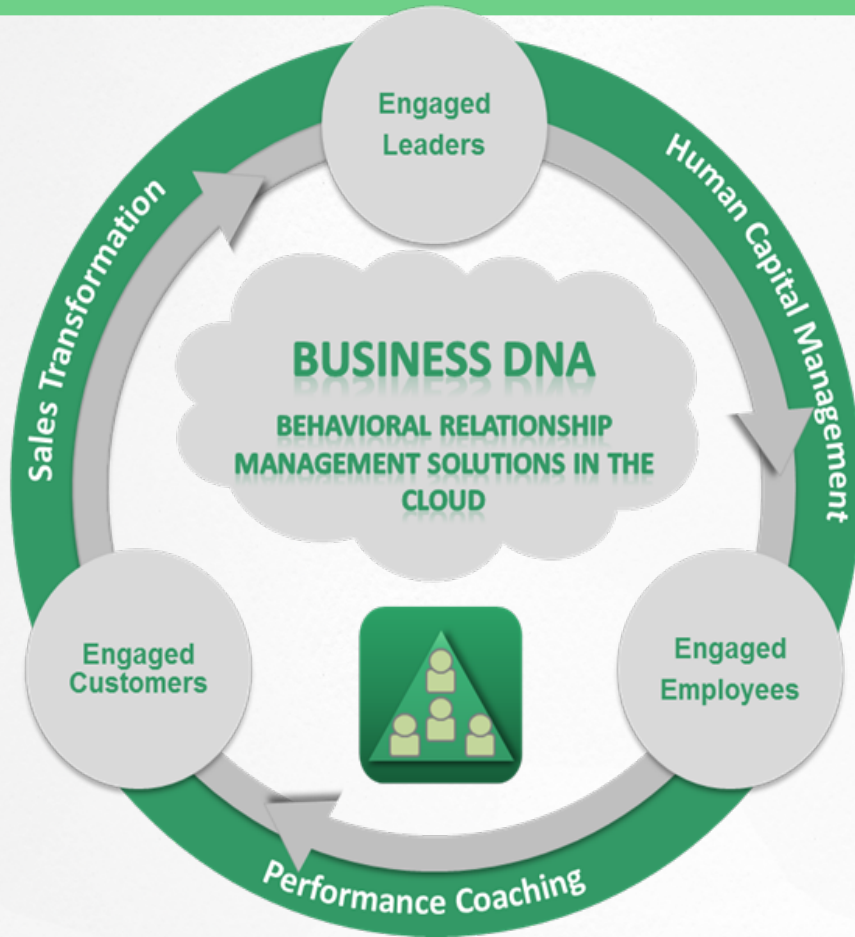


# Building a Behaviorally Smart Business Workshop Presentation

Know, Engage and Grow Your Employees,  
Advisors or Agents and Clients to Become a  
Behaviorally Smart Business

# DNA Behavior is an International Relationship Management Firm



We deliver proprietary online behavioral intelligence solutions worldwide based on validated behavioral sciences research to help businesses become client centered.

# What DNA Behavior Does to Help Businesses

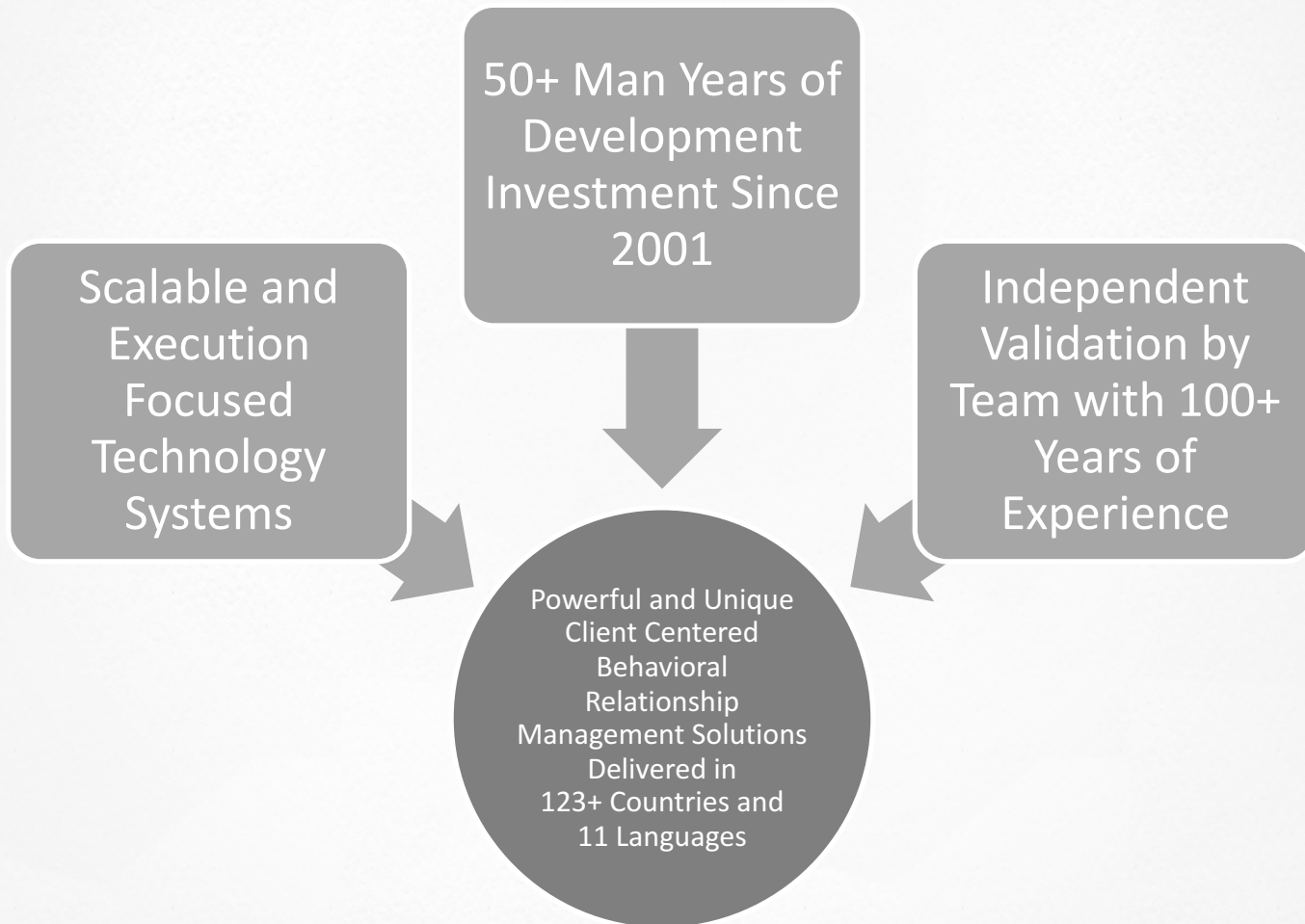
Know  
Engage  
Grow...

**for Building  
Behaviorally  
Smart  
Businesses**

*Does your business have the processes to more quickly and reliably remove the guesswork from discovering the talents and communication styles of its employees and clients for building enhanced relationships and unlocking human potential?*

# Behind The System

## Science Behind The System



# DNA Solutions Power All Tiers of Financial Services Firms

## Home Office

Marketing  
Sales  
Services  
Call Center

Training  
Compliance  
IT  
Investment  
Management

## Advisors, Agents

Employed/  
Tied

Independent

## Investors

Clients

Families

# Session Objectives:

## Address Your Primary Challenges as a Leader

Understand how the Business DNA Discovery Processes can be used to:

Know Self and Others for Productivity

Leverage Strengths

Manage Struggles



Grow Team Engagement

Match Talent to Role

Execute as a Team



Transform Employee and Client Experience

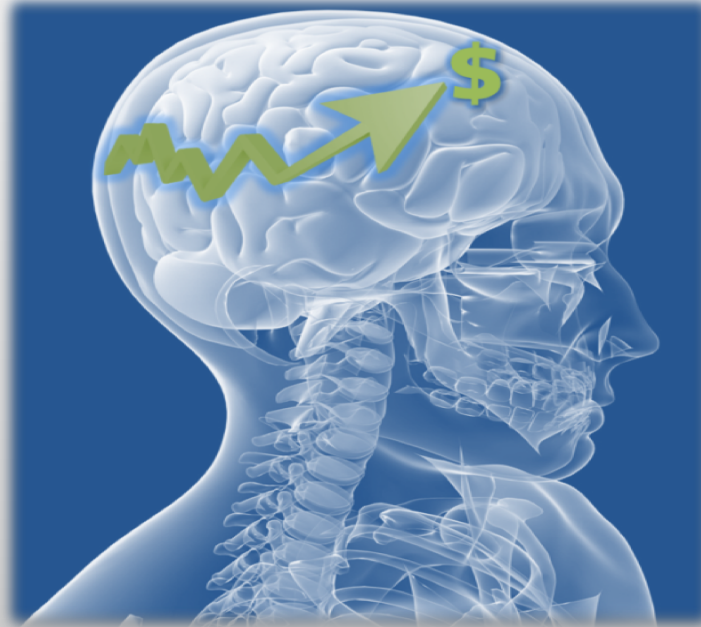
Motivate

Customize Communications



# Business DNA Solution

## About the Business DNA Solution



**Business DNA<sup>®</sup> is a proprietary solution** designed to holistically and reliably discover the behavioral talents and communication styles of leaders, employees and clients and then develop how they are performing for improving Business Performance.

# How DNA Enhances Relationships and Unlocks Human Potential

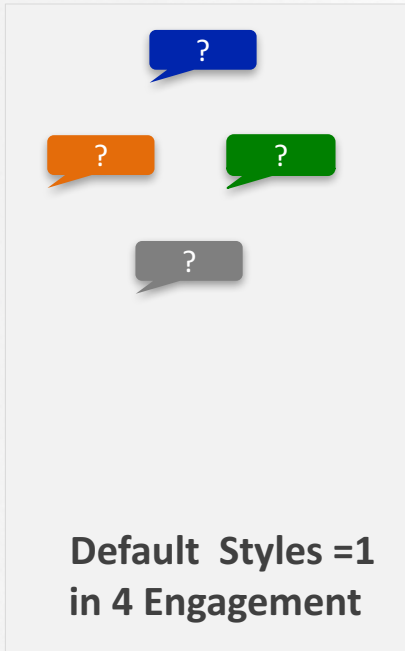




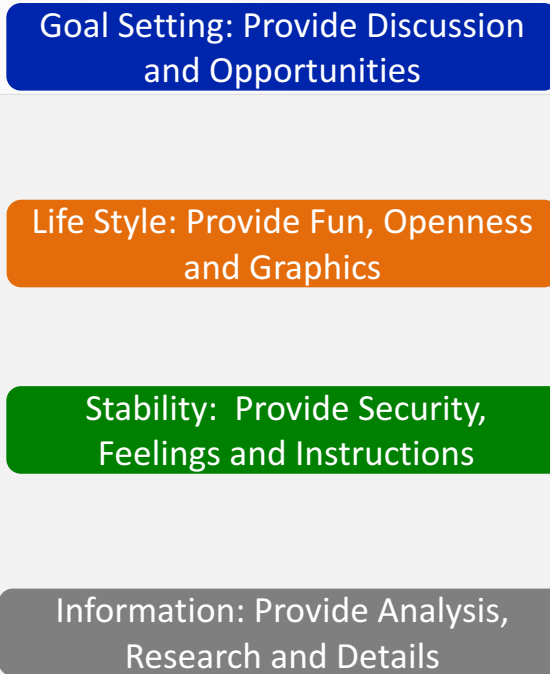
# Solution:

## A Behaviorally Smart Business Built on Matching

Team With Lack of Behavioral Insight



Behavioral Discovery to Know, Engage and Grow Employees and Clients



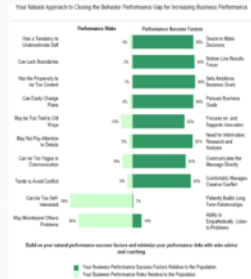
Matching Employees and Clients for 4 in 4 Engagement



# Do You Need a Quicker and More Reliable Method to Predict How Your Employees and Clients Will React to Life, Business Events?



Observations Do Not Get Below the Surface



**Business DNA – Natural Talent Discovery and Performance Measurement (15 to 20 mins)**



**Communication DNA – Communication and Learning Style Discovery (2 to 5 mins)**

# DNA Behavioral Style

## What Is Your DNA Behavioral Style ?



Every person inherently has a unique DNA Behavior code representing their natural behavioral style.

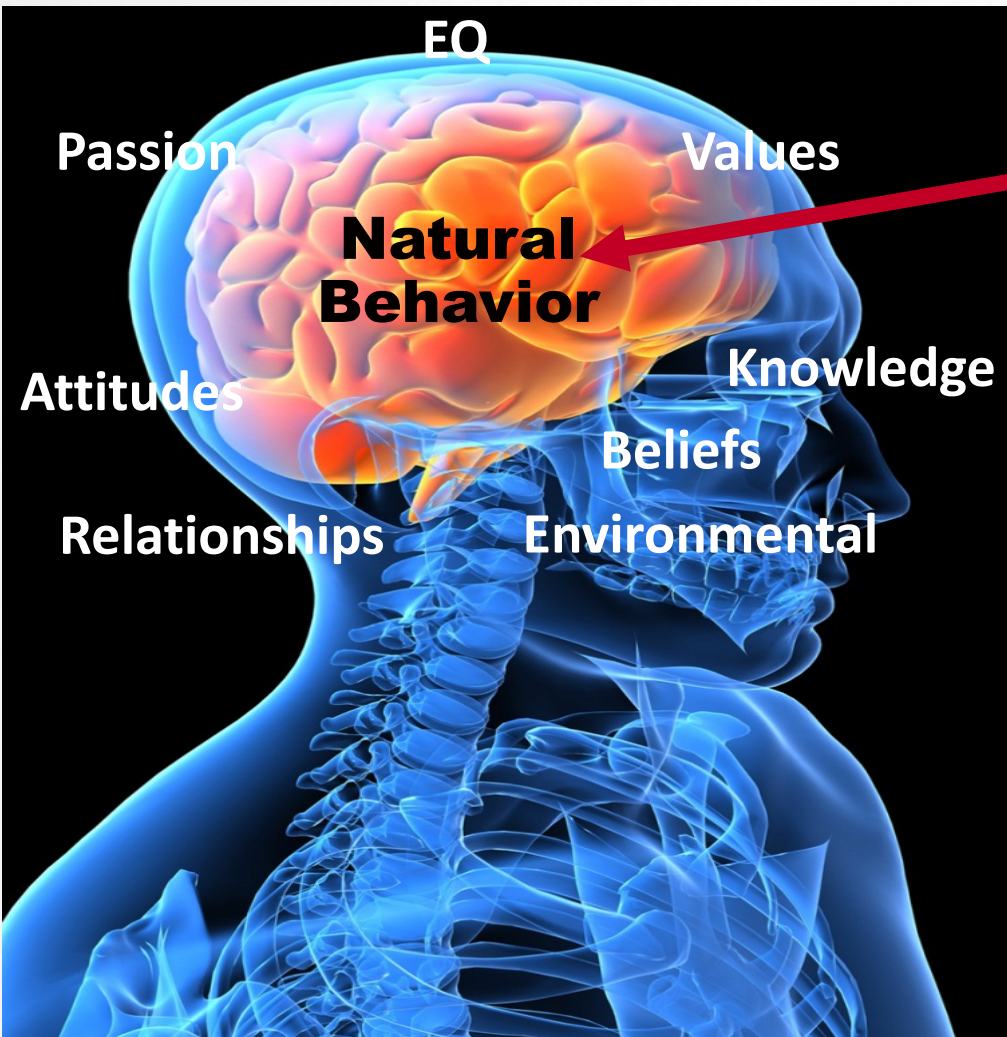
A person's natural behavioral style is shaped into their overall personality by their personal environment (history, experiences), values and education.

This will impact every business, career, financial and life decision that the person makes.



# Natural Behavior

## The Drive of Natural Behavior on Personality



The **Business DNA® Discovery Process** starting point is to identify the natural instinctive behavioral talents that are very stable over time. Most other tools focus on the other components of personality that are dynamic in different circumstances.

### **Natural Behavior:**

The natural behavior provides a reliable predictor of how a person will consistently perform over the longer term using their talents, make decisions with the least stress, respond to different life and work factors that change, and where they will “go to” under pressure.

# Personal Talent

## Performance Opportunities

What is your “stand-out” talent that is unique to YOU for achieving maximum performance and unlocking your potential?



# Rules

## First Break All the Rules

What the world's greatest managers do differently.

*By Marcus Buckingham and Curt  
Coffman, 1999 by Simon & Schuster*

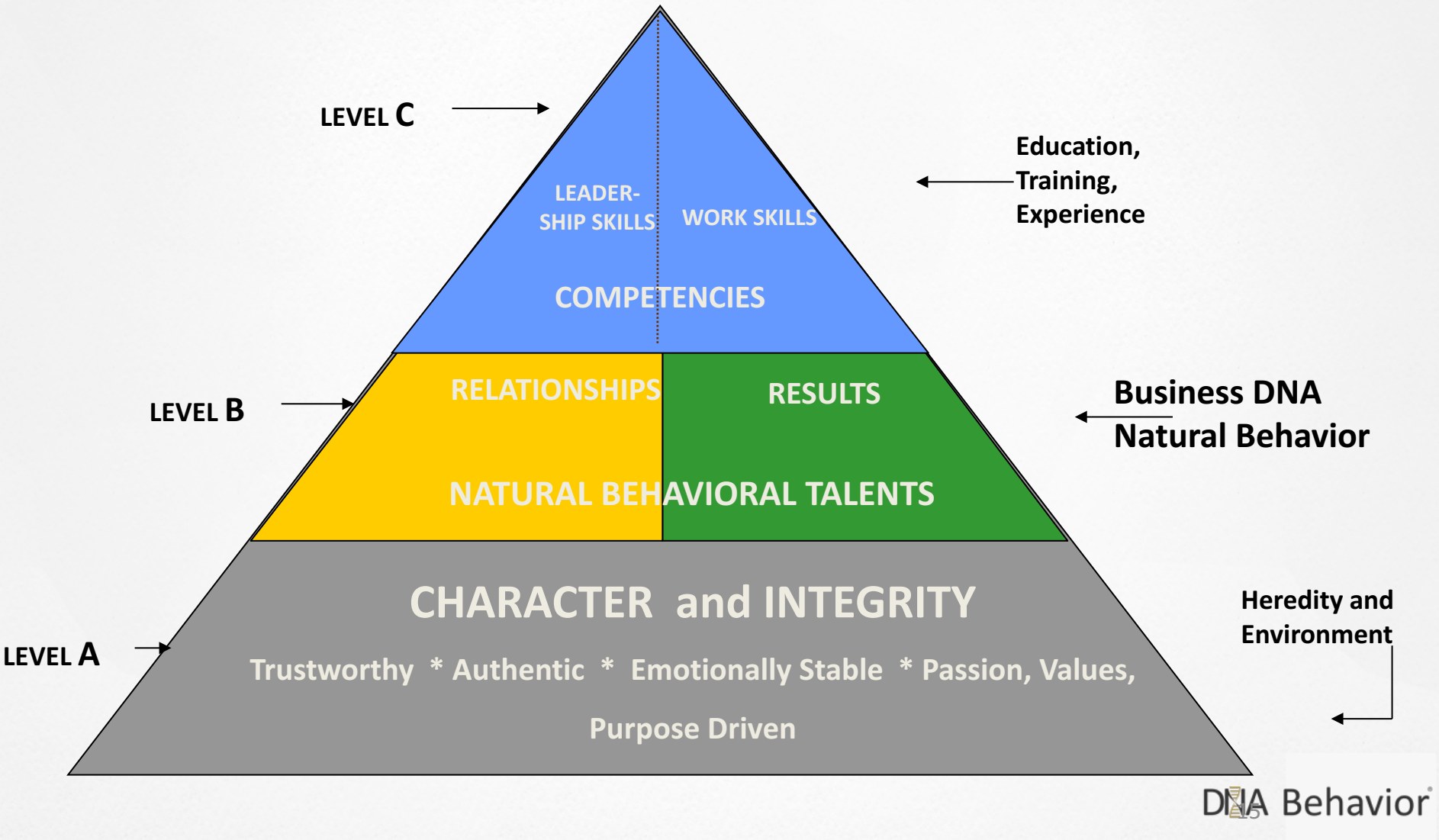
### **TALENTS**

- ...any recurring patterns of behavior that can be productively applied are talents
- ...you cannot teach talent
- Every role, performed at excellence, requires talent.
- ...the right talents...are the prerequisites for excellence in all roles
- As a manager...your job is to help them earn the accolade “talented” by matching their talent to the role.



# Performance Attributes

## Discovering Your Performance Attributes



# Business DNA Natural Behavior

## Discovery Report De-Brief



In reviewing your report, consider:

1. *What is currently your key performance issue?*
2. *What is the most important decision you have to make in the near future?*
3. *How do you manage the balance between results and relationships?*
4. *What tasks and activities do you naturally perform well?*
5. *What areas do you struggle with that cause stress?*

# Behavior Reports

## Business DNA Natural Behavior Reports



Business DNA Natural Behavior Discovery Reporting for an Introduction to DNA Personal Talent Performance based on knowing the employee's natural instinctive "hard-wired" talents:

1. Business DNA Natural Behavior Summary Report - Key behavioral insights on the Employees Natural Workplace and Leadership Approach
2. Business DNA Natural Behavior Coaching Report – Detailed Insights for Developing the Employees Workplace and Leadership Performance



# Guidelines to the Natural Behavior

## Discovery Reports

- Measures normal “hard-wired” behavioral traits only
- Does not identify baggage or mental health
- Remains stable over time
- No ‘good’ or ‘bad’ behavioral styles
- Should not be used to ‘box’ people
- No decision should be made solely on the reports
- High performing employees and leaders can (and do) come from any behavioral style
- The behavioral styles are neutral to gender, generation, birth order



# Summary of Natural DNA Behavior – 10 Unique Styles



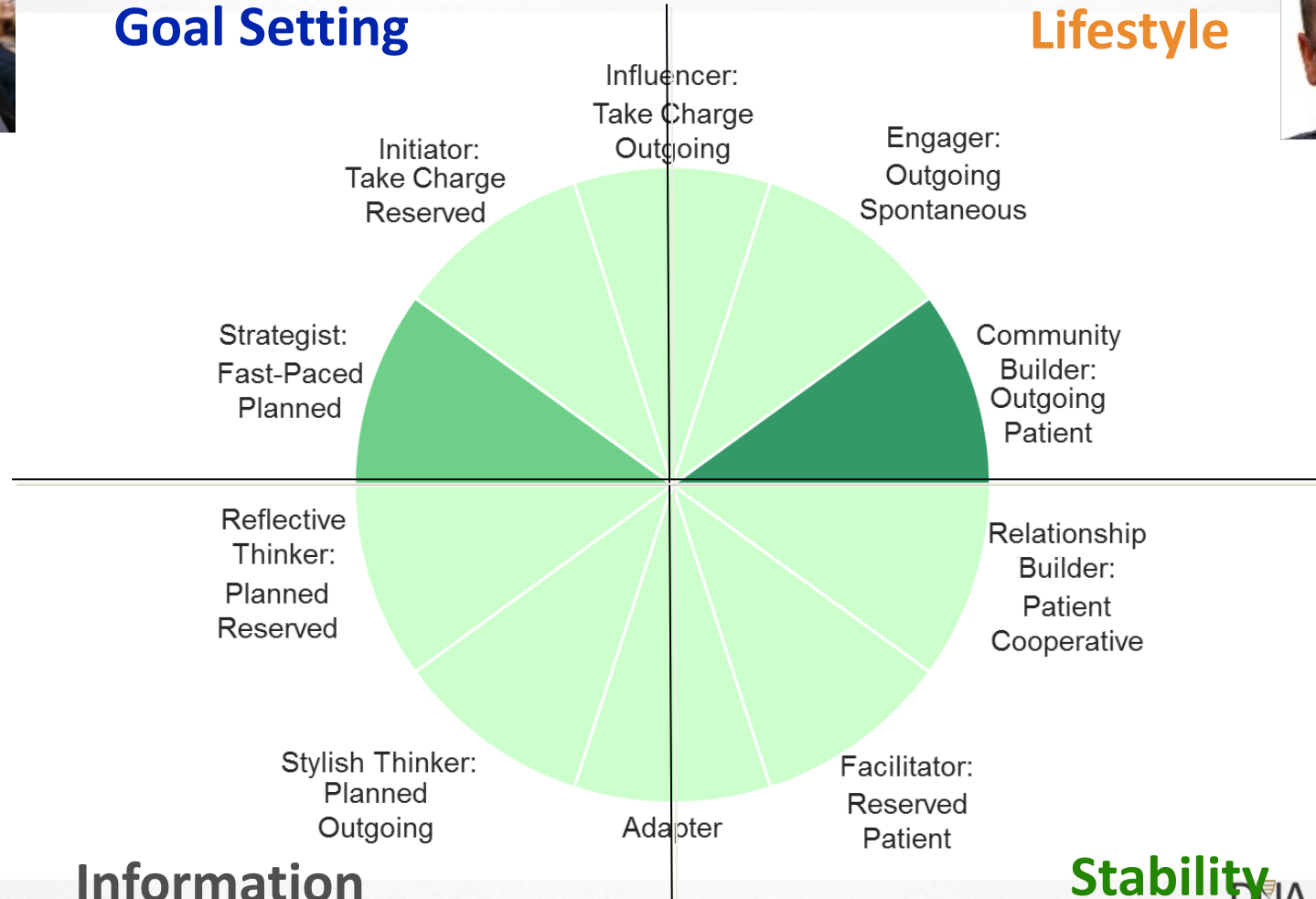
**Goal Setting**

**Fast Paced**

**Lifestyle**

**Results Orientated**

**Relationship Orientated**

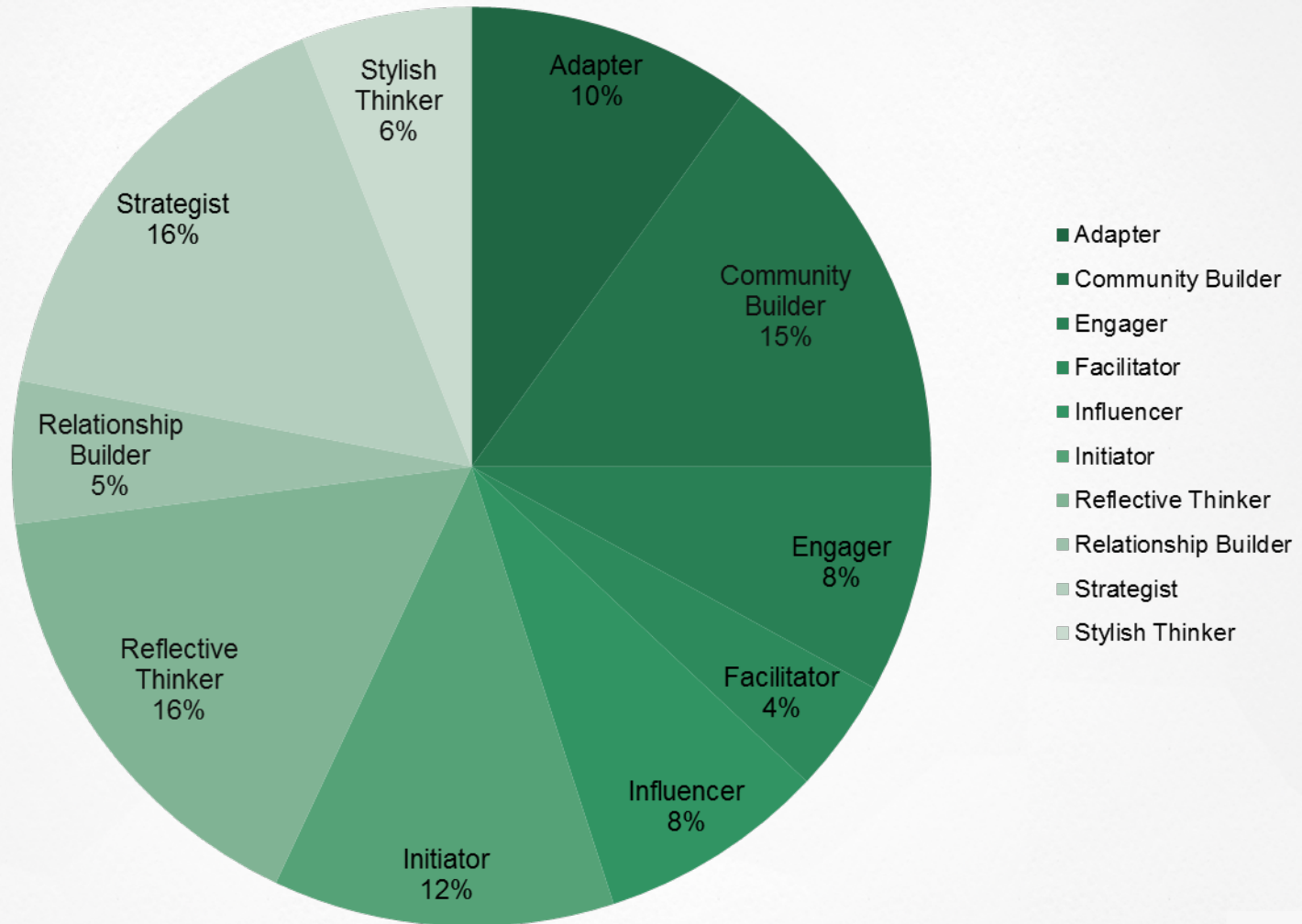


**Information**

**Moves Carefully**

**Stability**

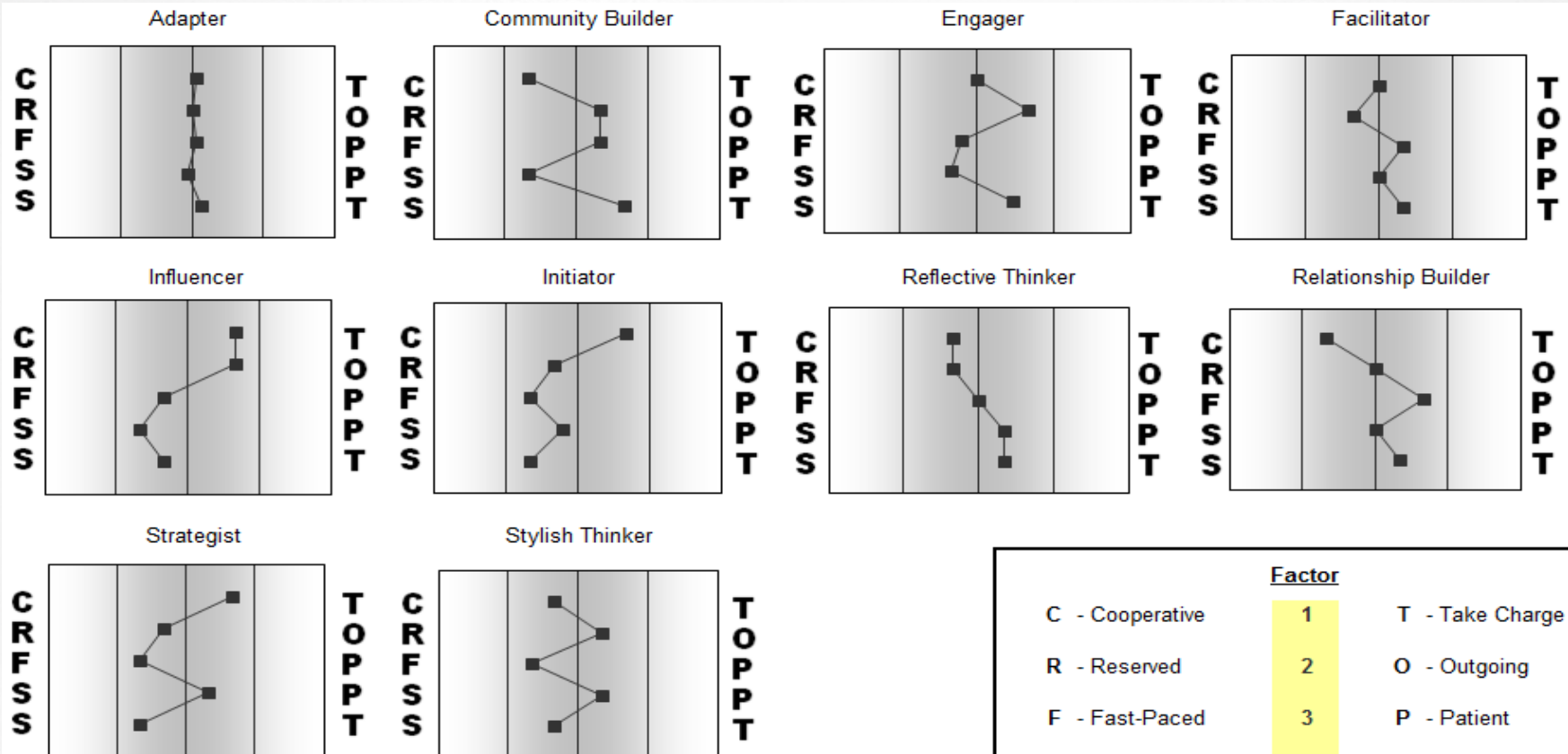
# General Population Distribution of DNA Natural Behavior Styles





# Natural Behavior Styles

## 10 DNA Natural Behavior Styles



	Factor	
C - Cooperative	1	T - Take Charge
R - Reserved	2	O - Outgoing
F - Fast-Paced	3	P - Patient
S - Spontaneous	4	P - Planned
S - Skeptical	5	T - Trusting

# Quick Snapshot

## Get a Quick Snapshot of Yourself and Others



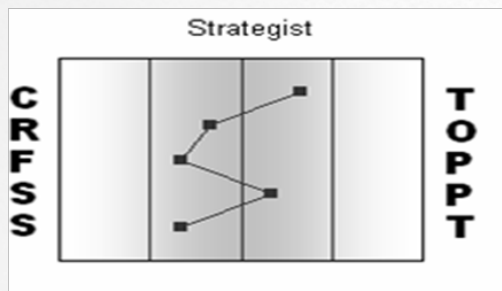
### Business DNA®

### DNA Unlocking Human Capital Performance Guide



# Strategist

## Human Capital Performance Guide for a Strategist



### Description

- 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.

#### 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. Honour 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 Their 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.

Wants - Workplace

- Opportunity to meet their 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 - Team Mates

- 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.

Fears

- Making poor decisions that will hinder them from reaching their goals.
- Losing control of their working environment
- Having the solution to a problem without the authority to implement it.

Decision Making Style

- They are capable of making quick and confident decisions if the risks are minimized through superior planning and analysis and they are aware of the options.

What Alienates Me

- 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.

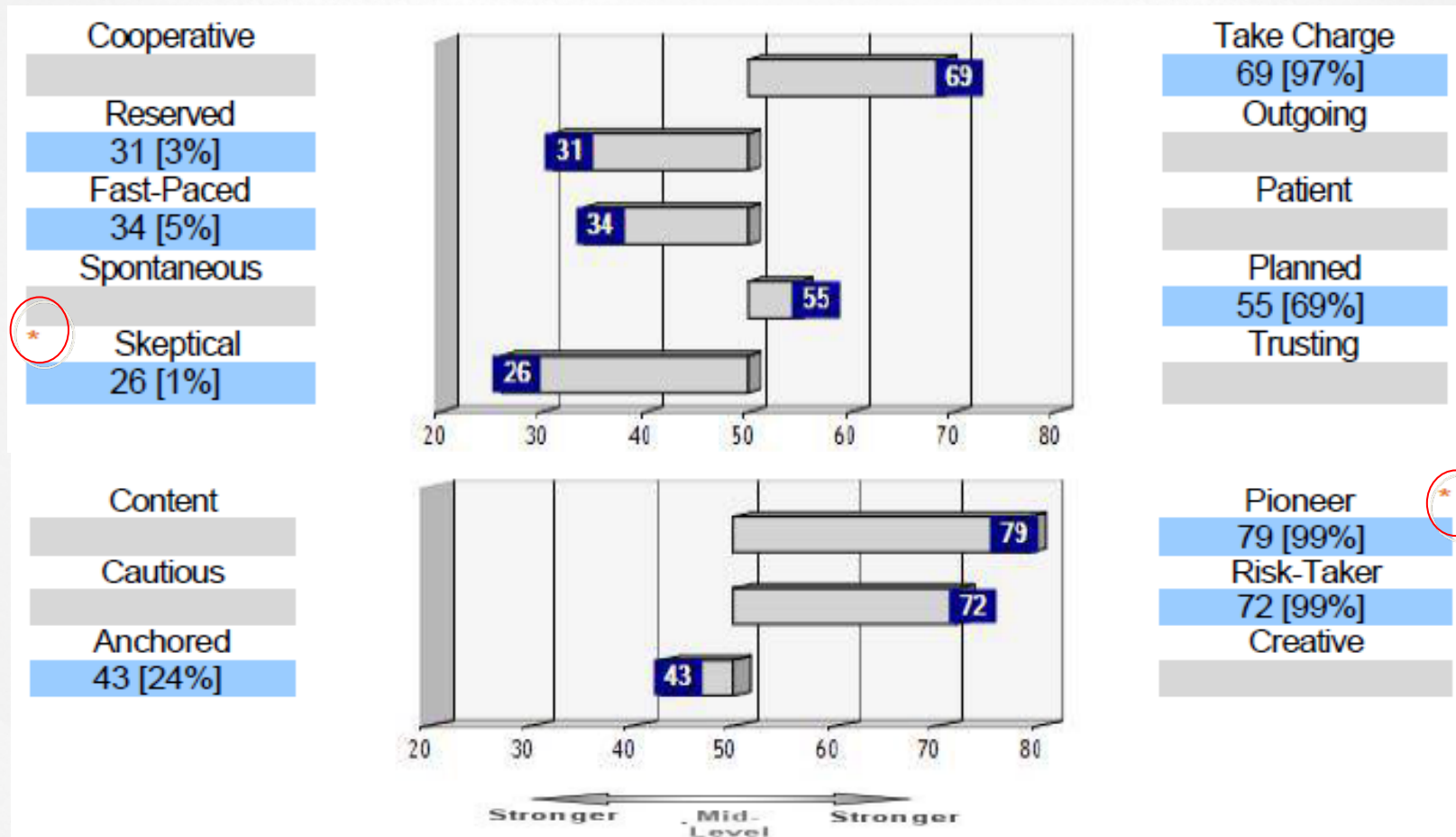
# Adapters

## Understanding Adapters

- If a true Adapter the person will be highly flexible
- If an individual is going through a personal crisis in the lives, their psychological state is often changed and in some cases their style resembles an Adapter– survival mode. It's always good when an Adapter style comes up to have a second conversation with the person to ensure they are not under significant personal challenges that may distort the outcome. If they are, offer them an opportunity in six months time to redo the Business DNA Natural Behavior Discovery.

# Chris Coddington – Natural Behavior Discovery

## Chris Coddington



Orange star indicates the 2 strongest scores



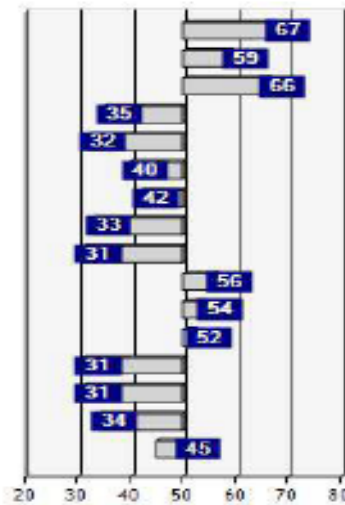
# Coaching Report

## Additional Insights

For: Chris Coddington - Strategist

### Core Work Life Drivers

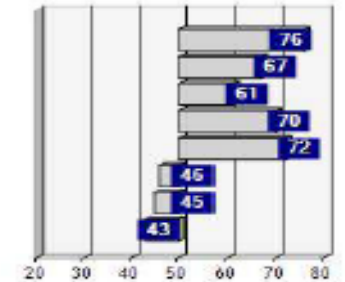
Cooperative	Consensus Seeking	
	Group-oriented	
	Diplomatic	
Reserved	Serious	35
	Reflective	32
	Quiet	40
31 [3%]		
Fast-Paced	Rational	42
	Task-focused	33
	Confronting	31
34 [5%]		
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	31
	Suspicious	31
	Questioning	34
	Exacting	45
26 [1%]		



67	Authoritative	Take Charge
59	Self-reliant	
66	Frank	69 [97%]
	Expressive	Outgoing
	Sociable	
	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
56	Accurate	Planned
54	Scheduled	
52	Persistent	55 [69%]
	Delegator	Trusting
	Open	
	Approachable	
	Relaxed	

### Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	46
	Practical	45
	Left Brain	43
43 [24%]		



76	Initiator	Pioneer
67	Competitive	
61	Determined	79 [99%]
70	Bold	Risk-Taker
72	Risk Tolerant	72 [99%]
	Original	Creative
	Enterprising	
	Right Brain	

### Coaching Report

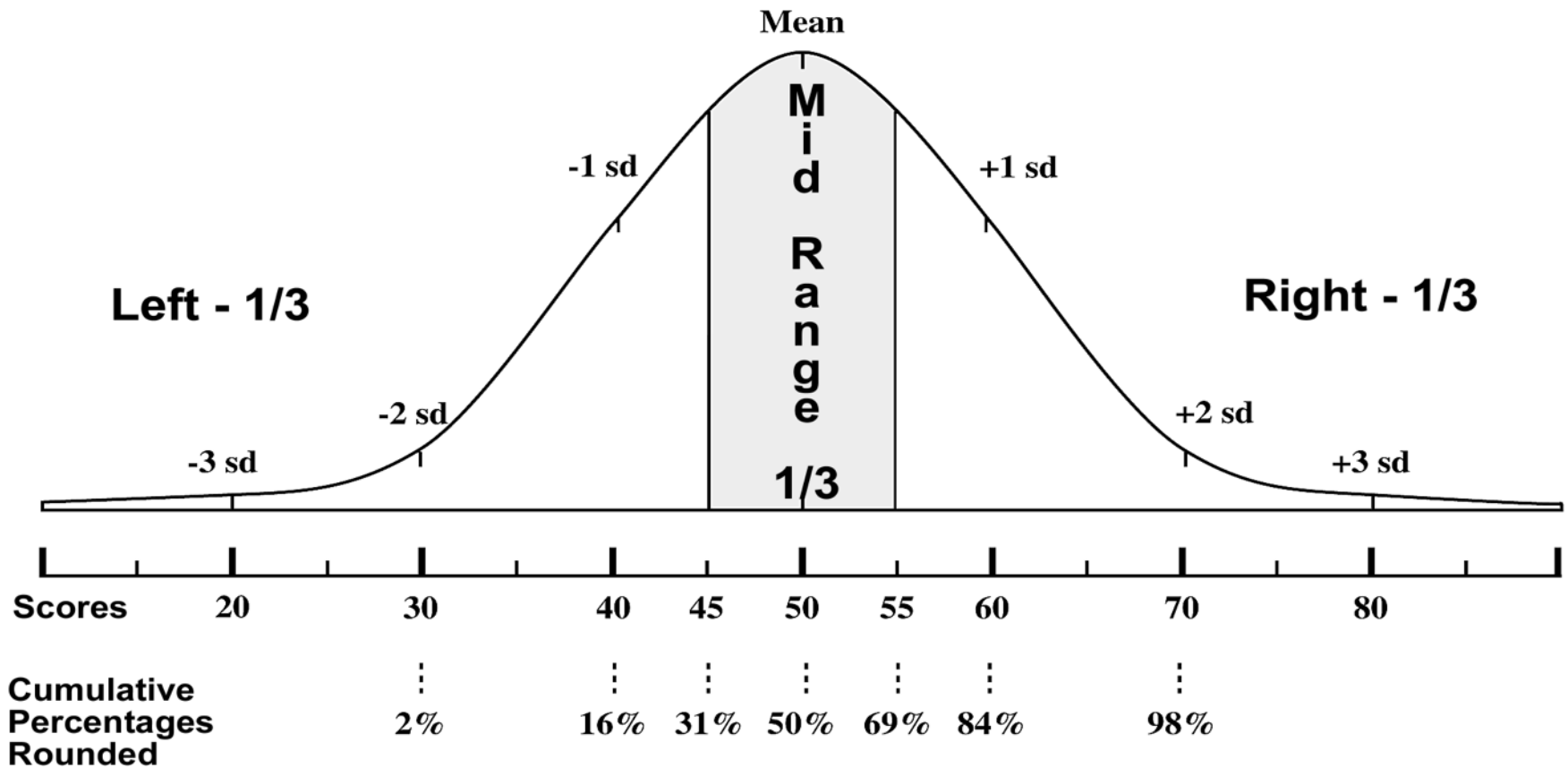
### Additional Insights

The sub-factors are one dimension of the primary factor. Each sub-factor is independently measured. They do not average out to the Primary Factor score.



# Bell Curve Distribution

## Behavioral Factor Bell Curve Distribution



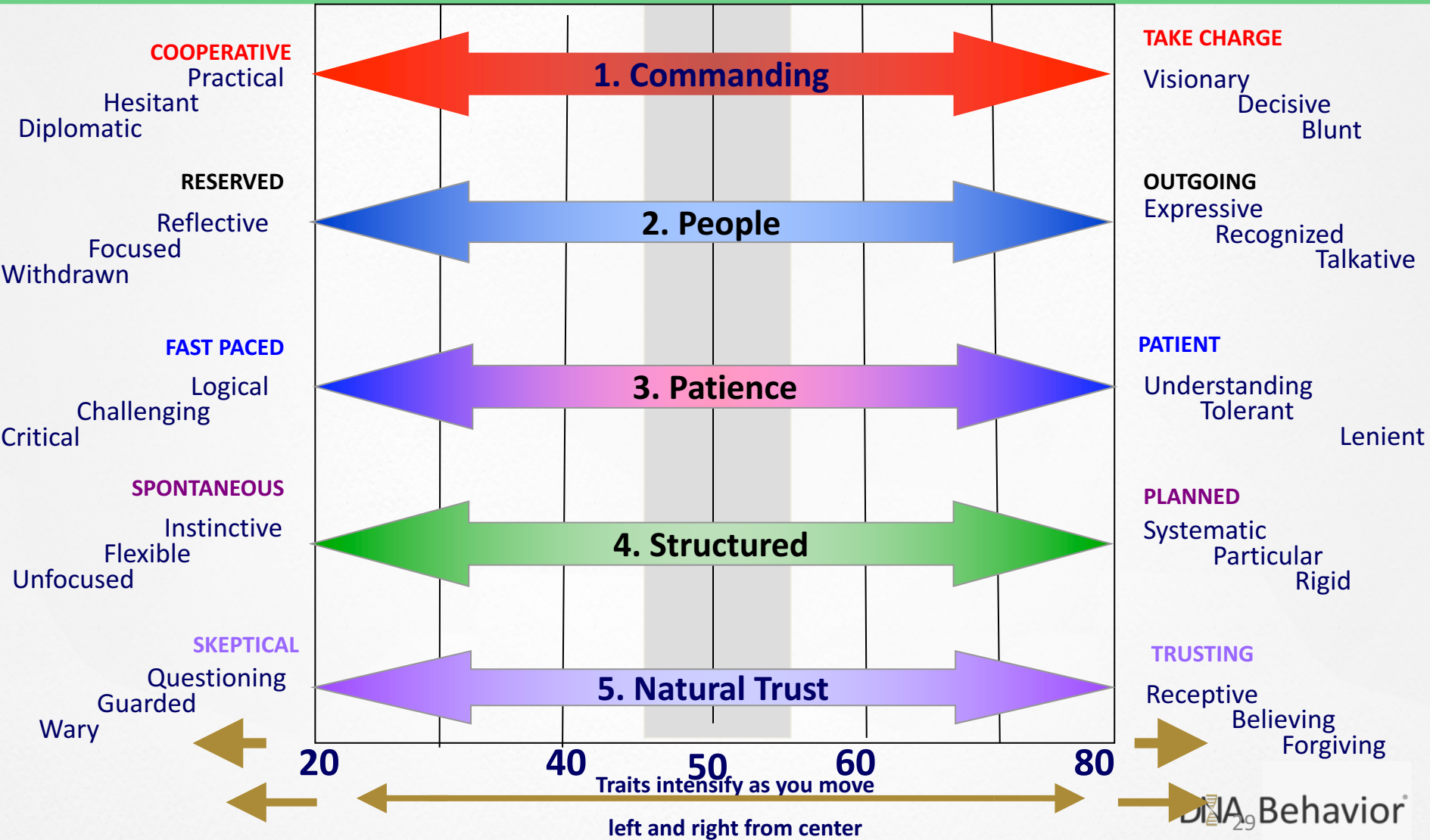
# Strengths, Struggles and Mid-Range

Objective behavioral awareness is a critical starting point to your workplace performance transformation. Playing to your strengths consistently will maximize your potential. Although, strengths over-played can become blind-spots.

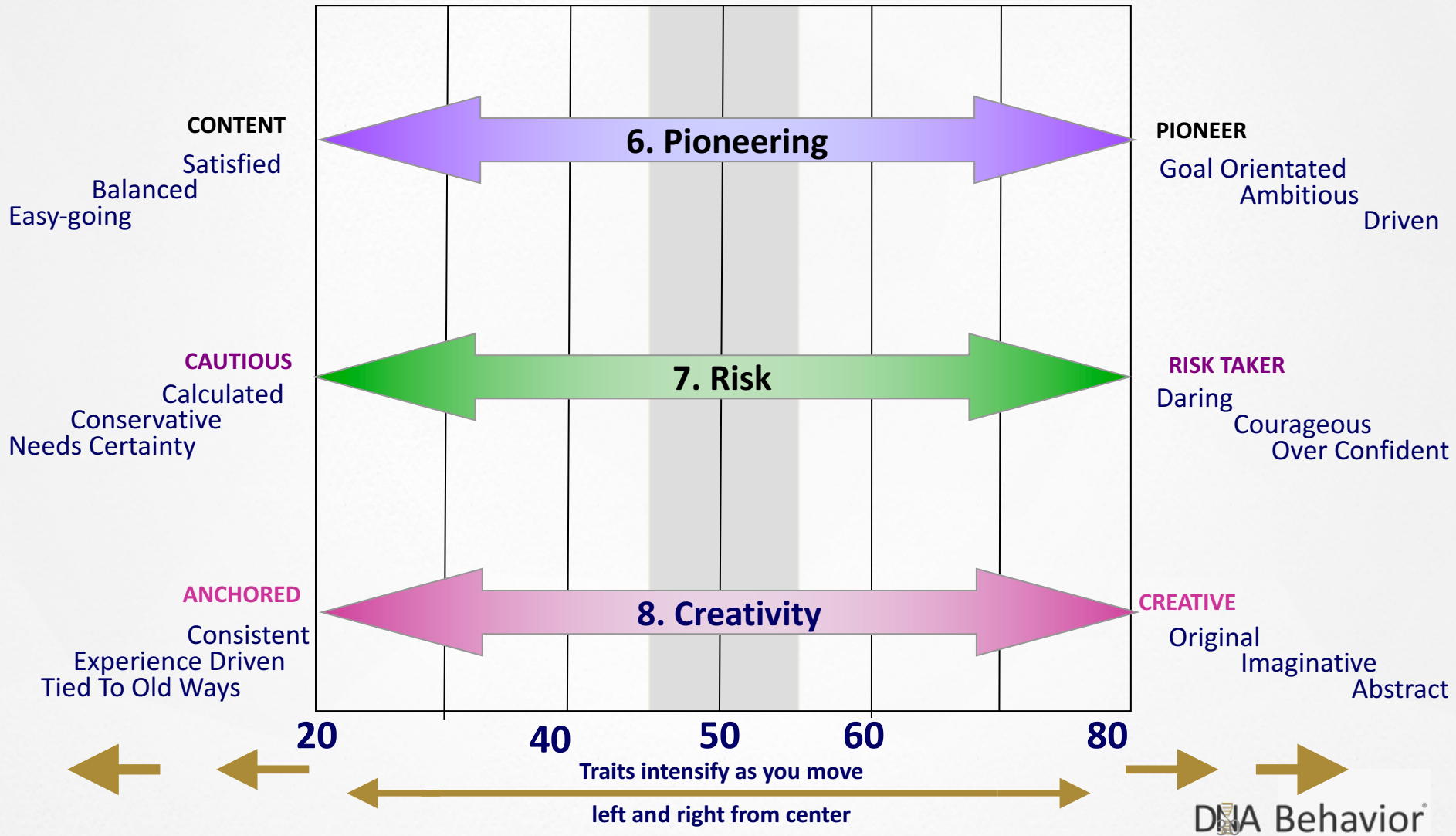
- **Strengths** - Behaviors that come naturally and which should be used. Note: Strengths over used can become a struggle.
- **Struggles** – Behaviors that can be managed with greater awareness of your natural behaviors. Struggles not managed can become a weakness.
- **Mid-Range Scores** - Tend to be more flexible in these factors. Easier to move left or right.

# Core Work Life Drivers

## (Results and Relationships)



# Work Life Planning Drivers (Workplace Direction and Drive)





# Chris Coddington's DNA Ultimate Performance Guide

## Page 3

### Your Performance Strengths

*Knowing your strengths, you can increase your performance potential.*

- Takes initiative
- Goal driven
- Accepts challenges
- Thinks matters through
- Able to ask difficult questions

### Your Performance Struggles

*Knowing your struggles, you can reduce your performance impediments.*

- May sacrifice a balanced life
- Can be overly vigorous
- May have difficulty letting matters go

### Your Performance Environment Keys

*The Performance Environment Keys indicate the required setting for your maximum performance.*

- Provide me with the big picture
  - Present me with action plans
  - Keep me informed of progress
- Expect me to ask for the logic and key points
  - Remember my need to do analysis

# Work Life Behavioral Attitudes

## Page 3

	<b>Work Life Attitude 1 Pioneer Factor</b>	<b>Work Life Attitude 2 Skeptical Factor</b>
Work Life Philosophy:	Goal driven	Protective of information
Workplace Approach:	Being progressive	Gets directly involved
Financial Attitude:	Achievement driven	Guarded
Goal Setting Approach:	Ambitious	Asks difficult questions
Activity Passion:	Accepting challenges	Critical thinking
Values:	Taking action	Discovering the truth
Workplace Motivation:	Having high impact	Free to ask Questions
Strength:	Takes initiative	Watchful
Blind-spot:	Too focused	Fearful
Communication:	Provide big picture	Be logical

# Workplace Insights

## Page 4

Insight	L/M/H	Population% (0-100%)
Desire to Make Decisions:	HIGH	84%
Patiently Builds Long Term Relationships:	LOW	4%
Focus on Bottom Line Results:	HIGH	98%
Sets Goals for Ambitious Plans:	HIGH	96%
Pursues Goals to Stay Focused on the Plan:	HIGH	96%
Prepared to Focus on and Support Innovation:	HIGH	95%
Need for Information, Research and Analysis:	MEDIUM	66%
Ease to Communicate Directly and Candidly:	HIGH	90%
Confronts Difficult Issues in Conversations:	HIGH	92%
Ability to Empathetically Listen:	LOW	4%
Quickly Makes Decisions With Confidence:	HIGH	97%
Independently Makes Decisions:	HIGH	93%

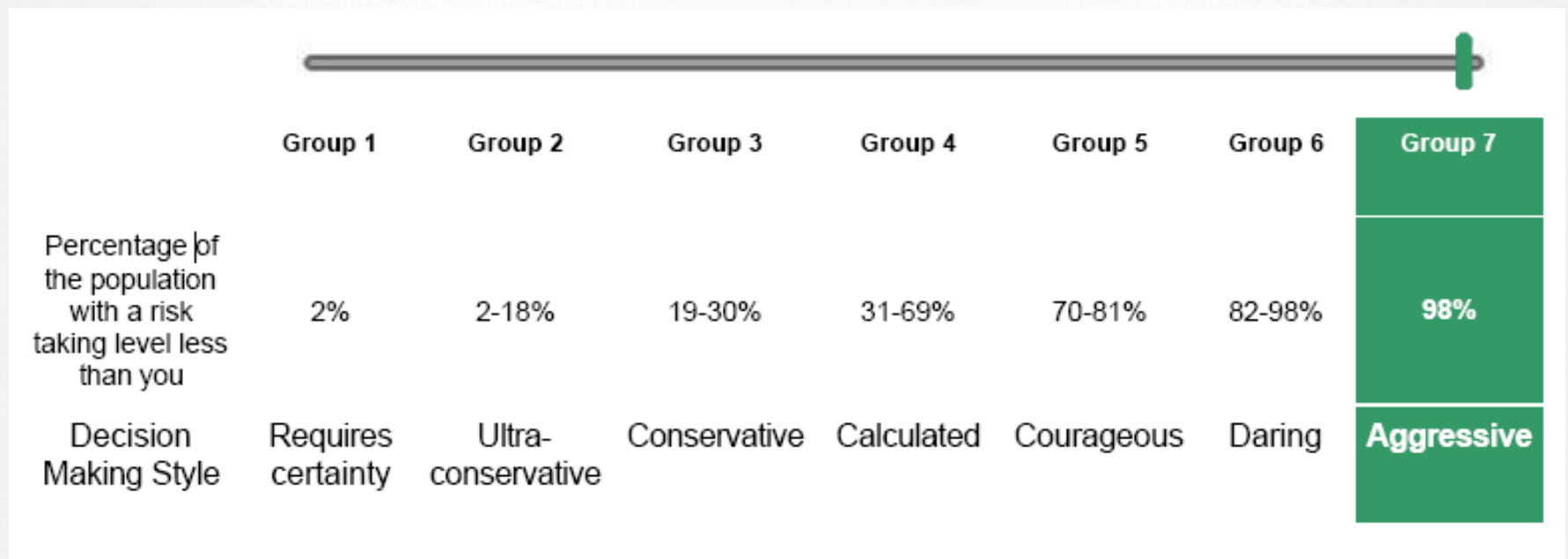
**High Scores = 70% and over**

**Medium Scores = 31% to 69%**

**Low Scores = 30% and under**

# Natural Business Decision Making Parameters

## Page 4





# Leader/Teammate Compatibility Matrix

Page 5

Leader/Teammate Compatibility Matrix		Teammate									
		Facilitator	Reflective Thinker	Influencer	Initiator	Community Builder	Engager	Strategist	Stylish Thinker	Relationship Builder	Adapter
Leader	Facilitator	Minimal	Some	More	More	Minimal	Some	More	More	Minimal	Minimal
	Reflective Thinker	Some	Minimal	More	More	Some	More	Some	Some	Some	Some
	Influencer	More	More	Minimal	Minimal	More	Some	Some	More	More	More
	Initiator	More	More	Minimal	Minimal	More	Some	Minimal	More	More	More
	Community Builder	Minimal	Some	More	More	Minimal	More	Some	Minimal	Minimal	Minimal
	Engager	Some	More	Some	Some	Minimal	Minimal	More	Some	Some	Some
	Strategist	More	Some	Some	Minimal	More	More	Minimal	Some	More	More
	Stylish Thinker	More	Some	More	More	Some	Some	Minimal	More	More	Some
	Relationship Builder	Minimal	Some	More	More	Minimal	Some	More	More	Minimal	Minimal
	Adapter	Minimal	Some	More	More	Minimal	Some	More	Some	Minimal	Minimal

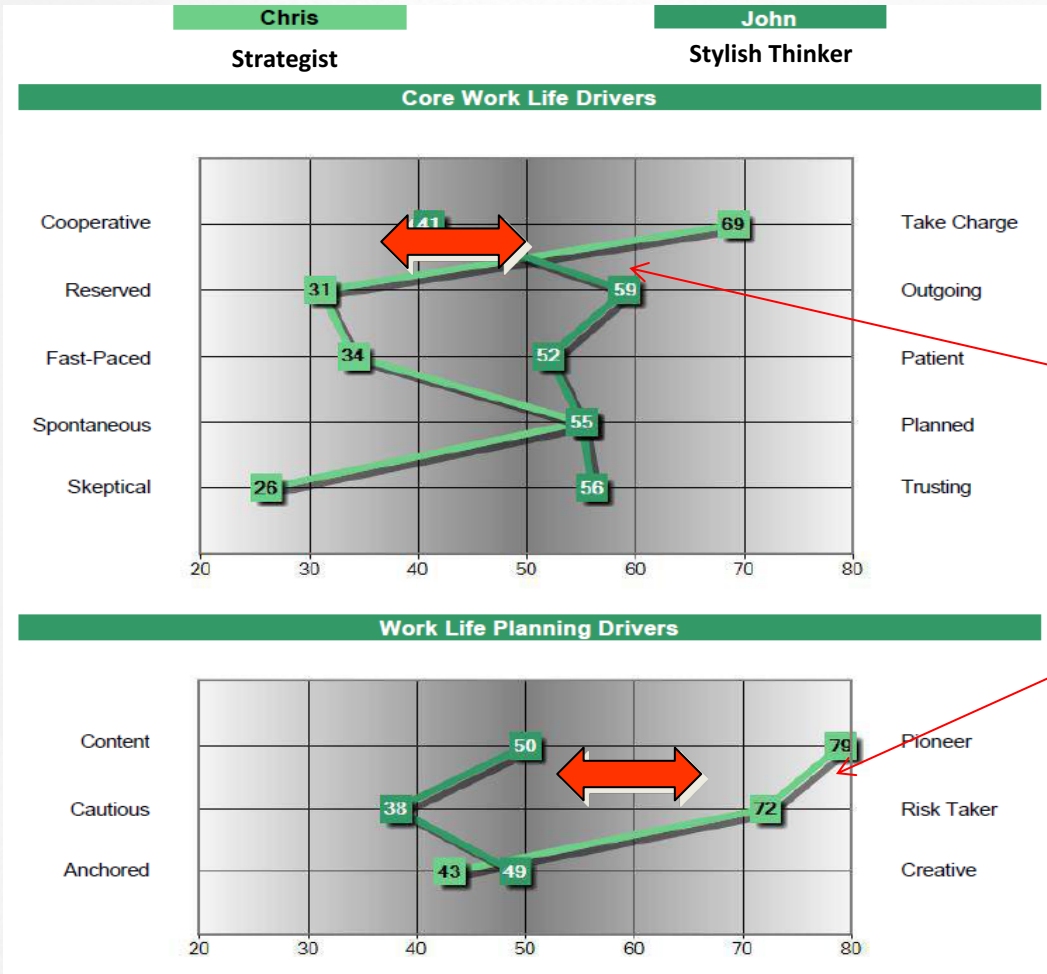
## Engagement Requires Matching and Behavioral Modification:

The key is to provide customized life-long workplace experiences to your employees by matching them to the right team and Clients through knowing their different behavioral talents, and then tailoring communication for higher levels of emotional engagement. This approach will also translate to superior client service execution.

Minimal modification needed
Some modification needed
More modification needed

# Comparison Graph

## Chris Coddington & John Smith Comparison Graph



Many Behavioral Differences to Navigate:

Chris may not provide John with the personal engagement he needs

John could be far more content and cautious than Chris's pushy goal driven style

# Exercise:

## De-Briefing Participant Reports

Swap Business DNA Natural Behavior Summary report with another participant and de-brief each other using the information in the report and the DNA Human Capital Management Guide. Identify 3 “powerful questions” you would ask them.

# Hiring Performance

## DNA Hiring Performance



The DNA Hiring Performance Report identifies the critical natural behavioral talents and motivations for a candidate to have maximum workplace alignment.

The hiring report provides insights in priority of importance based on the relative strength of the candidate's natural behavioral traits in the following 4 key areas:

- 10 Desired Tasks – activities –(out of 40 possible items)
- 5 Desired Team Roles –position (out of 20 possible items)
- 5 Desired Work Environment Features - what is important (out of 25 possible items)
- 5 Desired Work Rewards - work motivations (out of 20 possible items)

1. Desired Tasks based on Talents	2. Desired Team Roles
Priority of Tasks	Priority of Roles
1 Taking bold action	1 Outside sales
2 Handling objections	2 Product development
3 Questioning	3 Strategic Planning
4 Action orientated	4 Recruiting
5 Confidence in new situations	5 Project manager
6 Making quick decisions	
7 Setting goals	
8 Self managing	
9 Follows through	
10 Thinking globally	
3. Desired Work Environment	4. Desired Work Rewards
Priority of Environments	Priority of Rewards
1 New Experiences	1 Personal growth
2 Risk taking	2 Sense of achievement
3 Competition	3 Opportunities to travel
4 Challenges	4 Career progression
5 Freedom	5 Leadership position



# The Case for a Robust Behavioral Hiring Process

**Aptitude and Personality Assessment increases accuracy of a successful hire to 53% - Job Profiling even higher.**

Studies by John Hunter, Ph.D., at Michigan State University, show that the interview process is only 14% accurate in predicting a successful hire, that background and reference checking has a 26% accuracy, that aptitude and personality profiling has a 53% accuracy, and that job profiling increases the accuracy to 75%.

**COMPARATIVE VALIDITY OF DIFFERENT JOB PERFORMANCE PREDICTORS\***

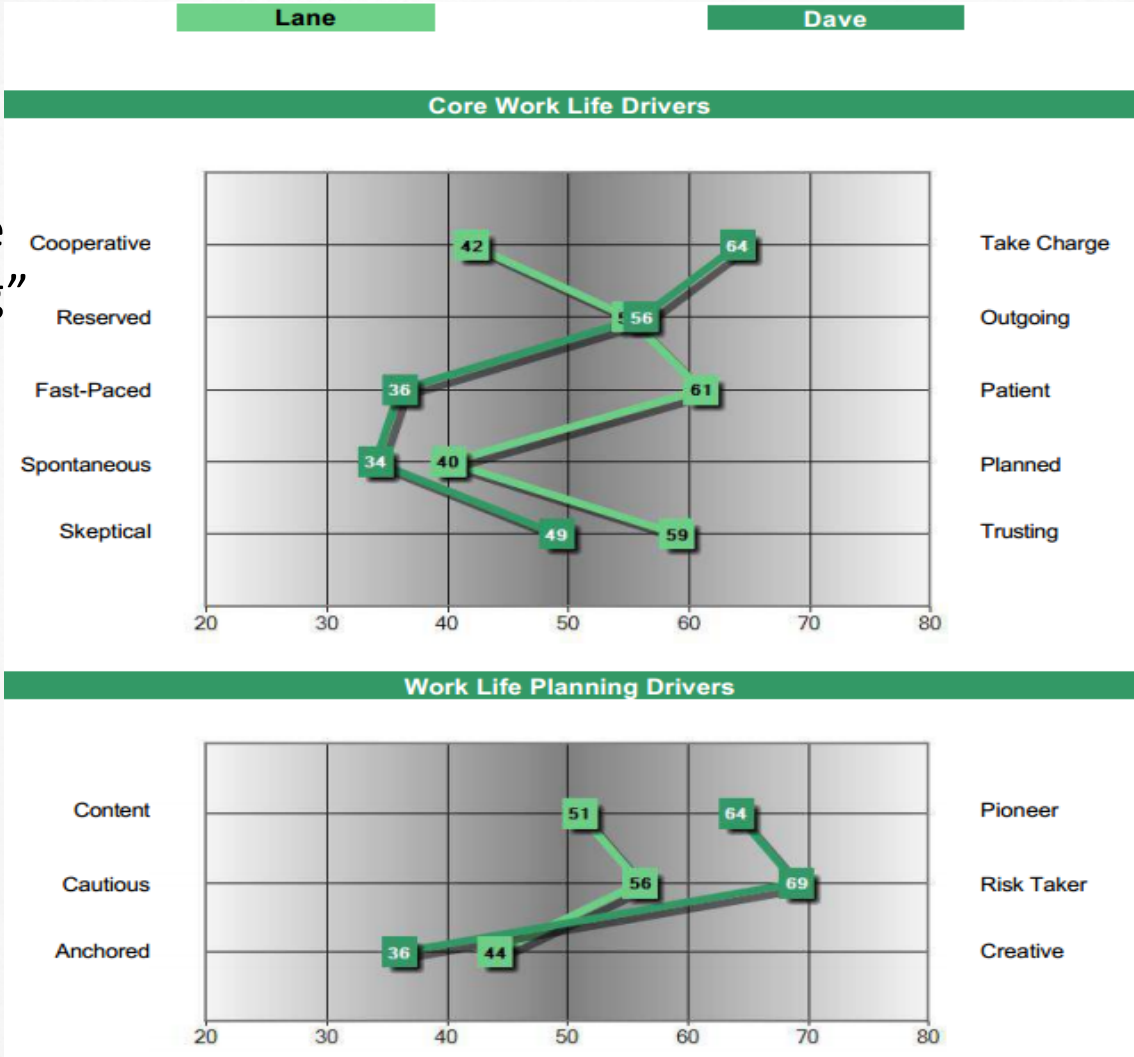
PREDICTOR	VALIDITY
BUSINESS DNA® NATURAL BEHAVIOR DISCOVERY PROCESS	.91
JOB PROFILING	.75
COGNITIVE TEST SCORE	.53
JOB TRYOUT	.44
BIOGRAPHICAL INVENTORY	.37
REFERENCE CHECKS	.26
EXPERIENCE	.18
INTERVIEW	.14
ACADEMIC ACHIEVEMENT	.11
EDUCATION	.10
INTERESTS	.10

Magazine- "Human Resources Magazine" article Employee Testing Gives Employers the Hiring Edge, by Maryanne Preston, March 1997

# Comparison for Hiring: Dave Michaelson and Lane Dixon

Lane: Ideal Style for Inside Sales “Farming”

Dave: Ideal Style for Outside Sales (“Hunting”)



# Performance Model

## DNA Team Performance Model



# Exercise:

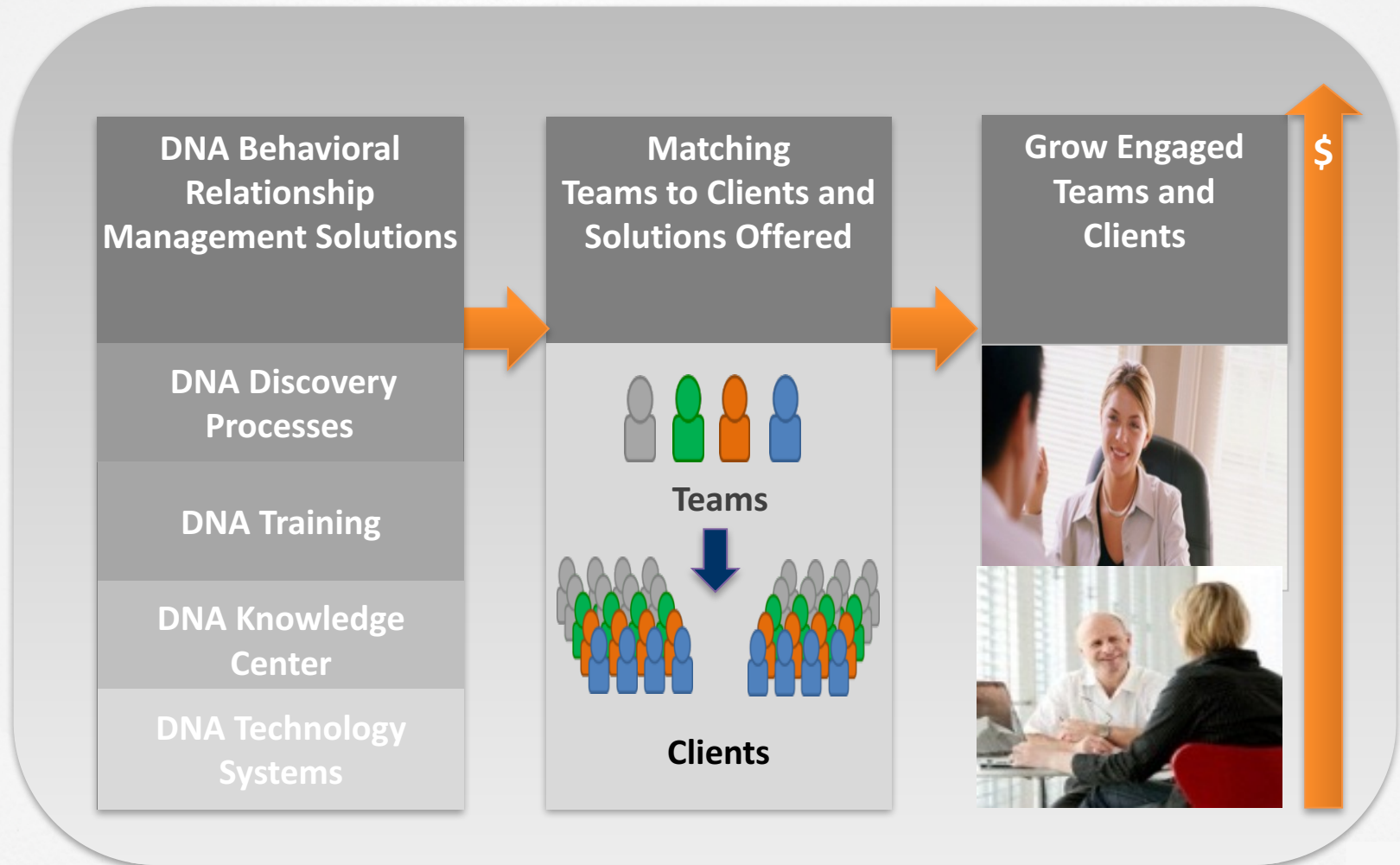
## Review the Team Report For Your Group

**Instructions:** Review the Team Report for your group online. Ask the group to identify on the basis this is a real team:

- What strengths and struggles does the team have?
- How would you leverage the different team talents for success?
- What talent/positions would you add or remove from the team?



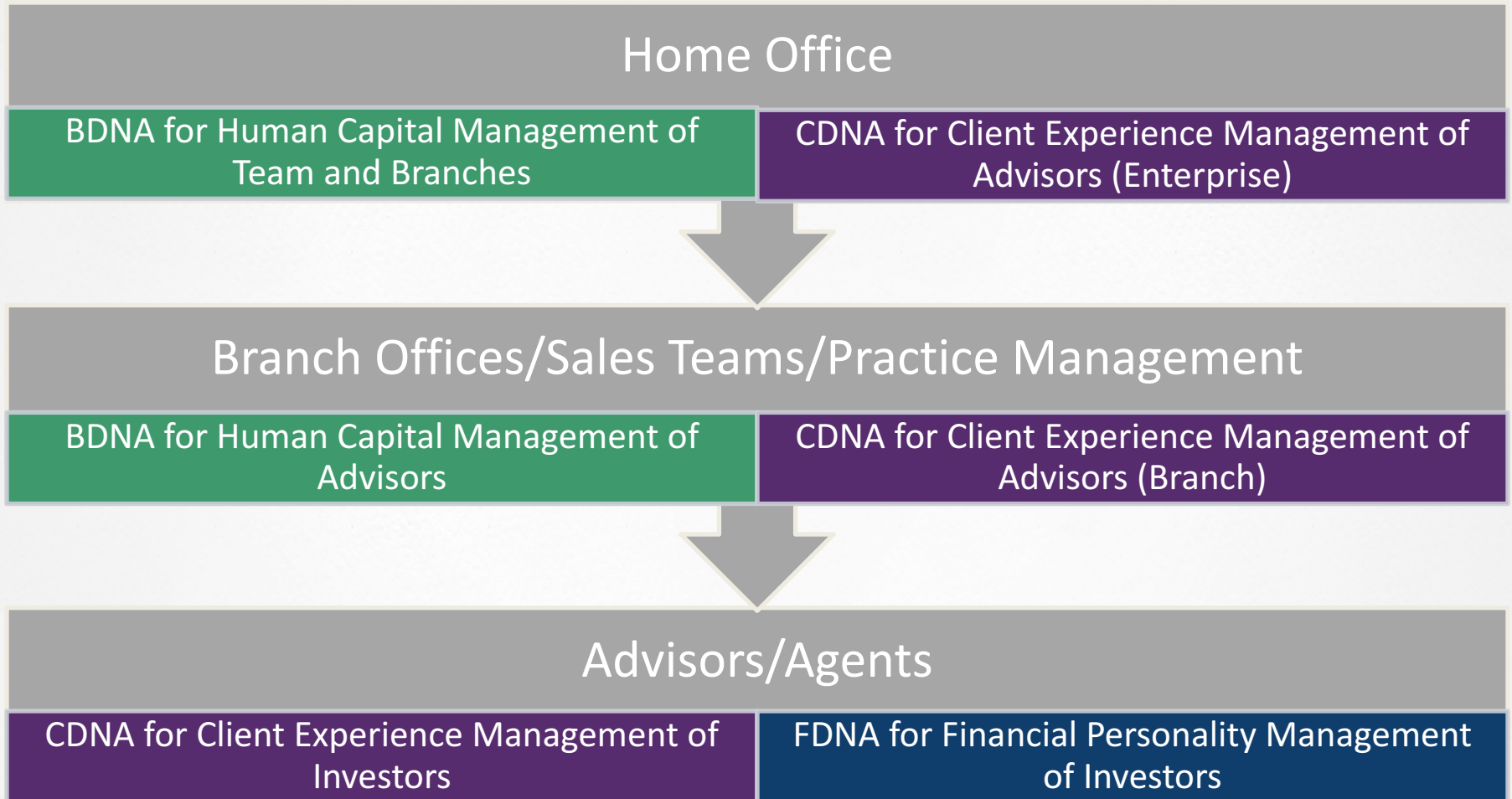
# How Can DNA Behavior Help Your Firm?



Behavior Drives Business Performance


# DNA Solutions

## Enterprise Deployment of DNA Solutions



# Meeting Guide Report

## Customized Meeting Guide Report




Pegasus Financial Services  
Powered by DNA Behavior®

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**Communication DNA®**


Chris Coddington  
Your DNA Customized Meeting Guide for:  
Helen Jones

Providing insights to assist in tailoring  
the meeting structure, style and content  
based on your client's unique  
communication style.



Based on Helen Jones's Completion of Communication DNA Discovery on:  
October 28, 2013

Page 1
28-Oct-13 Helen Jones - Lifestyle DNA Customized Meeting Guide
ID#57627




Pegasus Financial Services  
Powered by DNA Behavior®

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DNA Customized Meeting Guide™ for Helen Jones

Primary Communication DNA Style: **Lifestyle**  
Secondary Communication DNA Style: **Goal-Setting**

Specific Keys to Structure an Engaging Meeting with Helen Jones



*A person who is focused on lifestyle desires engagement, openness and making connections.*

**Appreciate that Helen is:**

- Being open, engaging and communicating with enthusiasm
- Comfortable speaking directly and candidly

**Communicate with Helen on these terms:**

- Openly express views
- Verbalize
- Provide options




Considerations for Adapting Your Own Unique Communication Style to Helen's Style

**Chris, Your Primary Communication DNA Style is Information. When Communicating With Helen:**

- Be more interactive
- Avoid jumping into facts and research too soon
- Recognize they may lose focus if the lifestyle benefit is not clear

10 Essential Tips for Interacting with Helen

1. Keep to an overview of the strategy, and not too much detail.
2. Smile a lot and keep an up-beat, positive tone.
3. Have meetings in a relaxed environment, and allow more time.
4. Let them talk openly but keep on track.
5. Address their lifestyle goals.
6. Provide clean and simple graphics to invoke emotions (less words).
7. Talk about spending budgets and returns in a range.
8. Ask what their gut feeling is on your recommendations.
9. Make decisions interactively together and provide opinions of others.
10. Recognize them with invitations to social events.

Powerful Questions for Making the Meeting More Meaningful to Helen

- What type of activities do you find the most enjoyable?
- What strategies do you have for engaging and growing your connections?
- In what ways does your need for human connection affect your choices?
- What is your approach to taking new opportunities?
- What actions do you typically take when things do not work out?

Page 2
28-Oct-13 Helen Jones - Lifestyle DNA Customized Meeting Guide
ID#57627

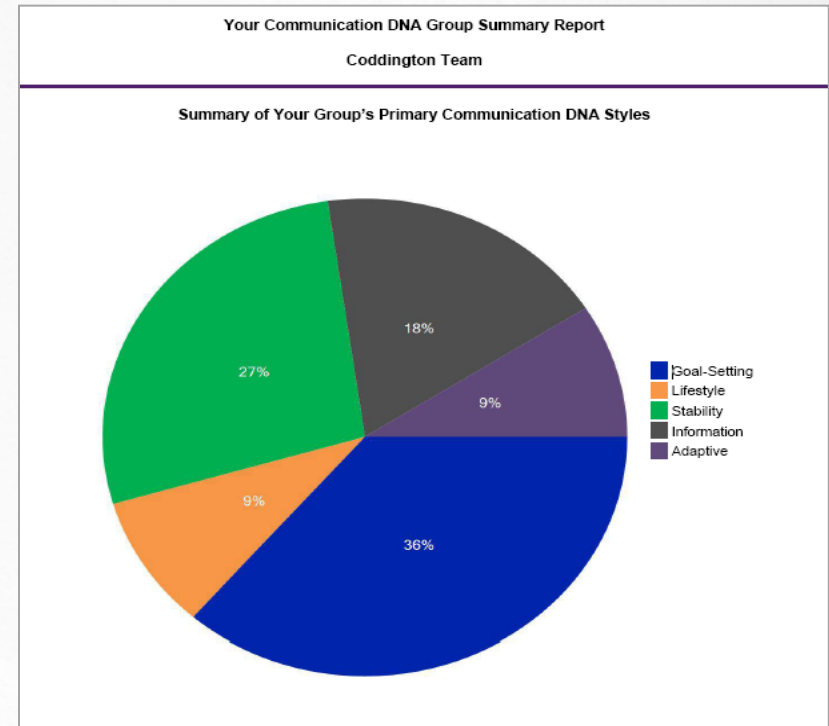
# Communication DNA Group Report for a Leader or Sales Person

Insights for the leader to engage and guide each employee on their unique terms, and similar for sales people with Clients



**Your Communication DNA Group Summary Report**

Group Member	Primary Communication DNA Style	Secondary Communication DNA Style	Communication Keys
Anna Summer	Goal-Setting	Lifestyle	<ul style="list-style-type: none"> <li>Provide options</li> <li>Get to the bottom line</li> <li>Openly express views</li> </ul>
Jenny Miller	Lifestyle	Goal-Setting	<ul style="list-style-type: none"> <li>Openly express views</li> <li>Verbalize</li> <li>Provide options</li> </ul>
Jack Wilson	Stability	Information	<ul style="list-style-type: none"> <li>Keep it relaxed</li> <li>Speak softly</li> <li>Provide facts</li> </ul>
Kim Grant	Adaptive	N/A	<ul style="list-style-type: none"> <li>Keep it relaxed</li> <li>Provide specifics</li> <li>Be courteous</li> </ul>
Joshua Connor	Information	N/A	<ul style="list-style-type: none"> <li>Provide facts</li> <li>Provide specifics</li> <li>Demonstrate transparency</li> </ul>
Craig Moon	Stability	N/A	<ul style="list-style-type: none"> <li>Keep it relaxed</li> <li>Speak softly</li> <li>Share your feelings</li> </ul>
Mary Winter	Information	Stability	<ul style="list-style-type: none"> <li>Provide facts</li> <li>Provide specifics</li> <li>Keep it relaxed</li> </ul>
Jack Sun	Goal-Setting	N/A	<ul style="list-style-type: none"> <li>Provide options</li> <li>Get to the bottom line</li> <li>Present opportunities</li> </ul>
Max Speed	Goal-Setting	Information	<ul style="list-style-type: none"> <li>Provide options</li> <li>Get to the bottom line</li> <li>Provide facts</li> </ul>
Michael Johnson	Stability	Lifestyle	<ul style="list-style-type: none"> <li>Keep it relaxed</li> <li>Speak softly</li> <li>Openly express views</li> </ul>
Frank Butler	Goal-Setting	N/A	<ul style="list-style-type: none"> <li>Provide options</li> <li>Get to the bottom line</li> <li>Present opportunities</li> </ul>





# Contact Us

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The image shows the cover of a guide titled "Business DNA® DNA Unlocking Human Capital Performance Guide". The cover features a green header with the title and a white background below. At the top right, the "DNA Behavior" logo is displayed, consisting of a blue and yellow DNA double helix icon next to the text "DNA Behavior". The main title "Business DNA®" is in white on a green background, and the subtitle "DNA Unlocking Human Capital Performance Guide" is in white on a green background. Below the title is a grayscale photograph of a group of people in a meeting, with silhouettes of people in the foreground. The words "communication", "relationships", "team building", and "productivity" are overlaid on the image in a light gray font.