Business DNA®
Coaching Insights
Guide

DNA Behavior®

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Business DNA® Coaching Insights Guide

Objective

The coaching insights are in-depth coaching information to assist in the development of your workplace and leadership performance based on Business DNA® Natural Behavior Discovery.

Further, this knowledge will help you to improve workplace effectiveness, become a better leader, better understand others and improve your communication. The focus of these insights will help you more productively apply your strengths and also manage your struggles so they do not become weaknesses and reduce your effectiveness.

Section 1: Using these Development Insights

1.1 Business DNA Natural Behavior Discovery

We suggest you share the information in this guide with your colleagues, peers, leaders, coach/mentor and others in your life to open up clearer lines of communication.

1.2 About Business DNA Natural Behavior Discovery

The Business DNA Natural Behavior Discovery:

1. Provides insights only to natural instinctive behavioral traits which are generally observable by others.
2. Recognizes that every person will have a unique behavioral style which drives their performance in different ways.
3. Provides a balanced perspective on all behavioral styles highlighting performance strengths and struggles.
4. Is gender neutral.
5. Provides broad statements to give a general understanding of how making life and workplace decisions will be approached.
6. The descriptions of behavioral traits are general only and will differ depending on the strength of the specific scores.
7. Has been independently developed using reliable and psychometrically accepted research techniques for measuring natural behavioral traits for people over 16 years old.
8. Is a very powerful tool for building Personal Work Life Performance Improvement. Life and work place choices should not only be made on natural behavior but also other factors such as capacity, passions, values, vision, education, and experiences.

1.3 Use of Behavioral Discovery

To gain the maximum benefits from reading this guide, the focus should be on "who you are" and not on "who you want to be" or believe who you have become in specific life, workplace, family, community or financial settings.

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Your Natural DNA Behavior Style provides a reliable prediction of how you will consistently perform throughout your life and also make life and business decisions based on your inherent life motivations and perspectives. Knowing your natural behavior is the starting point to developing your life and workplace performance as this is who you are. The key is to learn how to productively use your strengths and then manage your struggles. This report provides you with these performance insights uniquely customized to who you are based on independently validated data that has been through extensive review.

Section 2. Specific Analysis of Your DNA Unique Style

The specific analysis is provided for each Unique DNA Style to help with your work and leadership performance development. Please review the section for your Unique DNA Style.

2.1 Adapter

2.2 Facilitator

2.3 Reflective Thinker

2.4 Influencer

2.5 Initiator

2.6 Community Builder

2.7 Engager

2.8 Strategist

2.9 Stylish Thinker

2.10 Relationship Builder

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2.1 Adapter

Adapters are unique in that they have the ability of being able 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 operate most effectively when they have very clearly defined expectations and boundaries.

2.1.1 Typical Workplace Strengths:

Adapters have a natural ability to evaluate the situation and adjust their style to work well with others. They usually have a strong desire to please and so they are quick to devote their skills wherever they are needed to get the job done.

As a member of a Team how would the above phrase a strong desire to please' change if you believed that your core talents were not being used within the team? What would you do to address this issue?

As a Team leader what would you need to strengthen in your foundational behavior in order to take control of a disparate group of people?

Describe a time when you adapted your behavioral style to oblige your colleagues during a decision making process. How did that make you feel? Were your opinions listened to and respected? If not, how did you deal with that?

2.1.2 Typical Workplace Struggles:

Adapters may struggle with setting clear boundaries for themselves and others and getting clarity on what they truly want. They may become so flexible that they have difficulty focusing their best talents on an activity or achieving goals. When this occurs they may feel a lack of personal success and an increase in stress.

In your willingness to help and accommodate others describe an occasion when providing this help caused you to miss deadlines or to fall into arrears with your work. Describe what you did to resolve this situation.

Think about times when you have given less able colleagues opportunities to contribute to the business. How did that make you feel?

Describe a time when you felt that your skills and talents were being used to the maximum in the workplace. How did this feeling differ from those occasions when you felt you were not contributing the best of your talents at work.

2.1.3 Workplace Operation Style:

They are team players who will adjust to meet the needs of the situation. Their ability to view issues holistically enables others to see the benefits of various options and positions. Adapters are usually capable of embracing the established plans and being very supportive of those in charge.

How important is it for you to have a clear understanding of the role you are required to play in the business? Can you describe a time when the direction was unclear and if so, what did you do to clarify the situation?

How much of a critical role are you playing within the overall "change management" process? Do you simply 'go along' with whatever is presented to you or do you play a key part in setting the direction of the business/team?

If you believed that your team leader was making decisions that would steer the project off course, what would you do to correct this situation? Has this ever happened to you? And if so how did you handle that situation?

2.1.4 To Maximize Potential:

They are team players who will adjust to meet the needs of the situation. They can see both sides of a situation and can help others see the benefits of various options and positions. Adapters are usually capable of embracing the established agenda and being very supportive of their leaders.

How important for your own development do you think it would be for you to spend time leading a team rather than being a supporter to everyone else? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person.

What was the last self development book that you read? Summarize what you learnt from it.

2.1.5 Workplace Needs:

Openness and responsiveness, professional and to-the-point responses. Working in a team environment where they support others and can be supported.

Describe what matters to you in the workplace? For example - Is it recognition for your skills; is it the amount of autonomy you have in the decision making process; or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

2.1.6 Ideal Workplace Setting:

Adapters like to be in a flexible environment without consistent pressure and conflict. However, they are stressed when they are overloaded with multiple expectations and have no clear understanding of what the priorities are. Being forced to operate in one fashion for long periods of time will also cause them stress.

Describe a time when you felt frustrated and unfulfilled in your work? What did you do to rectify this situation?

How do you think that your behavior might alter to accommodate considerable change in your workplace setting? For example: a change of leadership; a downturn in the economy so people around you were being made redundant; a potential take over of the business.

2.1.7 To Provide a Challenge:

Adapters can usually improve their performance by setting clear boundaries, limiting commitments, and learning to say "no" more often. They need to have the confidence to present their opinions, especially if they contradict those of other people.

Describe how you would feel if your team leader set targets that were at the edge of what you believed you were capable of achieving? Would you rise to the challenge?

If you are the leader how easy would it be for you to take your hands off a project and delegate responsibility to your team to show that as their leader you have confidence in them and their ability? How would they respond to this? How would you celebrate their success or deal with their failure?

What steps do you take in your own career and personal development to set challenges for yourself in order to grow and develop your skill set?

2.1.8 Working with Team Mates:

Openness and responsiveness, professional and to-the-point responses. Working in a team environment where they support others and can be supported.

As a person who is creative and enjoys generating new ideas, consider how you would feel if you were moved into a position where you were required to work alone and to be restricted in terms of the processes you were allowed to be involved in. How do you think this might affect your behavioral style?

Describe a time when you wanted to initiate a change in procedures or wanted to set the business agenda and you were overruled? How did you react to this? With hindsight, would you have acted differently?

Consider an occasion when you felt most effective as a member of a team. Describe the key components that made this a successful team.

2.1.9 Leadership Style:

Adapters will enjoy a leadership role in more established businesses where the strategy and direction is clearly set and the processes are developed. However, most will be more comfortable supporting someone else's leadership and helping bring the team together in a friendly environment.

Think about a time when you were leading a team or a group of people. Do you consider that you were a successful leader? Did you feel comfortable as the leader? If not, why not?

What skills do you still have to develop in order to take on the role of leadership? Describe what kind of leader you think you would be.

Think about a time when you worked for a great leader. List the skills that they displayed that you think were able to draw the best out in you. What did you learn from this experience?

2.1.10 Measure of Performance:

They feel successful when their work is recognized for making a significant contribution to the achievements of the organization.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals.

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when as a leader or team member you invested time and energy into developing a peer or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.1.11 Workplace Fears:

Adapters do not enjoy conflict situations where they have to communicate and act decisively. This goes against their natural style of fitting in.

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment?

Would improving your value to the business remove the potential for fear?

Describe a time when you consider that your values and integrity were compromised in the workplace. How did you feel? What did you do to resolve the issue? What did you learn from the situation?

2.1.12 What is Alienating:

Lack of courtesy and poor communication. Being overloaded with multiple expectations and no clear understanding of what the priorities are.

What might be the risks to your career development by working in an environment where the communication was unclear and your opinions were not valued?

Describe a time when you have settled for 'second best' through being persuaded to commit to solutions and plans that did not meet your goals and criteria. How did that make you feel? Would you have been able to change the outcome through more effective negotiation?

How might you react to a scenario where you were expected to undertake multiple pieces of work with no clear set of directions and ever changing priorities? Would this cause you to behave differently? How would you communicate any frustration you felt to your team leader or manager?

2.1.13 Decision-Making Style:

Carefully considered after taking trusted advice. Their broad general knowledge has to be strengthened by input from acknowledged experts.

Describe what your colleagues would say about your decision making style? Would they consider your decisions to be trustworthy? Would they say you are slow or quick in terms of your decision making style?

Describe a time when you made an incorrect decision? What did you do to rectify it?

How do you decide whom to trust and whom not to trust when seeking advice which feeds into your decision making process?

2.1.14 Communication Approach:

Adapters are typically diplomatic in their communication. They can be convincing without being abrasive. They may waver between engaging and reserved behavior, and may try to please others in their communication.

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?

Have you considered designing a template for your staff to use when communicating with you, either through emails or face to face presentations? How do you think they would respond to this? Are their risks in simplifying their communication style in that they might leave out a crucial piece of information?

Describe a time when someone's communication style was abrasive and challenging? How did that make you feel? How did you react to their communication?

2.1.15 Key Questions

Consider an occasion when you were involved in a decision making discussion and wished later that you had been more forthright in voicing your opinion. How did that make you feel? And what did you learn from that experience?

Adapters tend to be very patient; think about a time when you lost your patience with a colleague – why do you think that happened?

Your versatility is an important strength. However, is there a path or role that you would like to more consistently follow? Could you enhance your success by more confidently setting your goals and then working out how that fits in with others, rather than the other way around?

2.2 Facilitator

Facilitators are good at guiding people with feelings with the determination to reach goals and accomplish tasks. They are well suited for situations where setting the agenda and recognizing the needs of other people are required. 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.

2.2.1 Typical Workplace Strengths:

Facilitators are persistent, goal oriented people who generally promote consensus in making decisions and working in groups to complete activities. They are excellent at working with people, and will follow through on their commitments. They set high standards, are industrious and are strongly committed to their goals.

Facilitators tend by nature to remain neutral and use people and processes to deliver successful projects. Consider a time when you 'got involved' because the team were not delivering outcomes. Why did you need to do that? How did your team colleagues react?

Illustrate an occasion when you helped a group or your team to have an effective dialog without taking any side in the argument. Did your facilitation produce effective decisions? If yes, how did that make you feel? If no, what did you learn from this?

Describe a time when your inherent behavior as a Facilitator was key in putting a potentially unsuccessful piece of work back on track. What did you learn from this process?

2.1.2 Typical Workplace Struggles:

Due to their high commitment to reach their goals, Facilitators can sometimes come across as being stubborn, inflexible to new alternatives and subject to right/wrong, no middle ground thinking. They may have a challenge in focusing on their strong personal goals to the detriment of a competing group goals, and may become opinionated or stubborn about the correct processes.

Facilitators strive to help the group make the best use of the contributions of each of its members. Think about times when you have not given less able colleagues opportunities to contribute to the business. How do you think they felt? Could you have handled the situation differently?

What measures could you make use of to ensure that you continuously remain open to input from team colleagues? How might this input prove invaluable to the eventual successful outcome of a project?

How would you respond to the comment 'you only see things in black and white"? Would this be a fair-minded comment? If not, why not?

2.2.3 Workplace Operation Style:

Facilitators are good at defining goals and then determining the steps required to achieve them. They dependably follow through with what they start. They typically are very supportive of authority. However, Facilitators like to have control over their own domain and be free to make decisions and gain

results. Further, they will gravitate towards plans that offer a balance of security and return, and where there is consistency.

Facilitators need to be aware of how people's interactions influence the dynamics of the team. How important to the success of a project would it be for you to fully understand the behavior styles of the core participants?

Consider how you would react to working in an environment where you were no longer the main decision maker. What effect do you think this would have on you?

Describe a time when you raised questions about the direction a project was going. Were your concerns listened to? If yes, what action was taken to rectify the problem? Were you involved in that course of action? If your concerns were not taken on board, how did you feel? What did you do?

2.2.4 To Maximize Potential:

Give them opportunities to plan, achieve, lead, define workplace goals and build team oriented environments.

As a Facilitator how would you manage a situation where someone does not wish to contribute to a debate, discussion or a decision making process? Would you direct them to be involved? Would you adopt a more coaching/mentoring approach? Which, in your experience, is the right approach? What do you think you would learn from being mentored/coached by a more experienced person?

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

What was the last self development book that you read? Summarize what you learned from it.

2.2.5 Workplace Needs

Cooperation, stability, teamwork and trust. Facilitators should be given opportunities to define and pursue workplace goals on their own terms. Facilitators can work in one setting for an extended period of time with no trouble because they enjoy uninterrupted focus on their work and like stability.

Describe what matters to you in the workplace. For example – the opportunity to challenge thinking; to guide discussions; to manage a variety of projects or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

How important to your workplace environment is it for you to be involved in understanding, planning and managing processes? Describe your perfect workplace environment. What role did you play in creating this environment? Why was it successful for you?

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2.2.6 Ideal Workplace Setting:

An environment where they can facilitate by: setting an example, being consistent, having time to reflect and think, having clearly defined well thought through procedures to follow, getting opportunities to build cooperative relationships, being able to demonstrate their loyalty, achieving goals, and initiating solutions.

Describe how you would respond if your company was taken over and a more senior manager/decision maker with an autocratic style of working was appointed above you.

How important to you is to have harmony and dependability in the workplace? How would your behavior change in an environment of chaos, constant change and discord?

Would you describe your ideal workplace setting as one of collaboration? How essential is it for you to be working with like minded people who are goal and achievement oriented?

2.2.7 To Provide a Challenge:

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

Think about a time when you embraced someone else's new and innovative ideas. Did you have to lay your own ideas aside in order to do this? If yes, how did you deal with this? Did you then take an active role in the implementation of the new ideas and did it give you a sense of satisfaction?

How easy is it for you to take your hands off a project by delegating responsibility to your team, to show that as their leader you have confidence in them and their ability? How do they respond to this? How do you celebrate their success or deal with their failure

How important is it to be consistent in approaching any task or piece of work? How might you respond to a situation where the goal posts were continually being moved?

2.2.8 Working with Team Mates

Loyalty, friendly environment and space to get on with their work.

Effective Facilitators build trust, openness and mutual concern. Is this how you would describe your style of working? Would your team members and colleagues agree?

Facilitators encourage a high sense of participation and ownership. Is this how you see your role in the team? Or do you prefer to take a more hands on role?

Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

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2.2.9 Leadership Style

Facilitators lead by guiding others towards goals and through inclusive discussions. They can capture the mood of their team and others well and respond to feelings as to when pushing is needed. They generally can deal with people calmly through their more patient and supportive operating style.

Effective Facilitators expect problems and plan ahead for them. Describe how you develop your team members to grow this skill for themselves. Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues.

How do you deal with a staff member whose work ethic does not measure up to your own?

As a leader, how would you prepare team members for the transition away from a project group? What techniques would you use to ensure they migrated well into their next team/project? Do you think it is a leader's role to manage migration of staff in this way? If not, why not?

2.2.10 Measure of Performance:

Facilitators feel successful when they can reach achievement milestones and see the results of their efforts and also bring people together through facilitation.

In what ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

As a Facilitator, what steps would you take to manage the various dynamics operating in a team and yourself? Would you approach the self motivated, energetic members differently from the lethargic and apathetic ones?

How would you gauge or quantify a successful team?

2.2.11 Workplace Fears:

Because they are competitive and need to set things in motion, Facilitators may fear failure to bring about their personal goals, advance their career, or bring to completion the task they are performing.

Facilitators fear dysfunctional behavior and seek a wealth of techniques to address it, should it occur. Describe what steps and techniques you would consider to be appropriate to rectify such a situation.

What would you see as blockages that would prevent you from reaching your goals? Would they be rejection, isolation, too much use of technology over people, stress – or something else? What would you do to remove any such blockages?

Describe a time when you failed to achieve an important goal in your life. How did that make you feel? What steps did you take to handle the failure? And what did you do to turn the situation around – assuming you could?

2.2.12 What is Alienating

Being rushed or forced into a decision. Lack of cooperation, punctuality or loyalty.

How would you react if you were unable to use your inherent skills in the workplace to bring about an atmosphere of collaboration and facilitation?

How would you handle an overly disagreeable member of your team? Would you try to understand their behavioral style in order to understand how to communicate with them? What other steps would you take to handle the situation?

How important is it for you to have the admiration and respect of the team? If asked, would they say that you were a person whose judgment they could trust and rely upon?

2.2.13 Decision-Making Style:

Reasonably emotional, although quite goal driven. They may make decisions based on what feels right.

Facilitators create an environment of collaboration and involvement into decision making and problem solving. Describe a time when this approach was successful and when it failed. What could you have done differently to ensure that the failure did not occur? Why was the other scenario successful? What did you do differently, if anything, between the two situations?

What techniques as a facilitator do you apply to a group decision process? How do you ensure you reach a win-win solution?

How important is it to the business to have a more inclusive decision making process? What are the likely benefits of such a technique to the business and to the participants?

2.2.14 Communication Approach:

Facilitators build good relationships through which they delegate, set assignments, and hold others accountable for results. When delegating, they would benefit by communicating their expectations with more frequency and depth. They prefer working to talking, and will sacrifice social relationships if the task at hand is compromised.

How important is it for a Facilitator to have the ability to communicate points using all the techniques available, both verbal and non verbal? Consider what adjustments in your behavioral style you might have to make in order to communicate effectively with other behavioral styles.

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?

Have you considered designing a template for your staff to use when communicating with you, either through emails or face to face presentations? How do you think they would respond to this? Are there risks in simplifying their communication style in that they might leave out a crucial piece of information?

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2.2.15 Key Questions

Consider an occasion when you were involved in a decision making discussion and wished later that you had been more forthright in voicing your opinion. How did that make you feel? And what did you learn from that experience?

Facilitators tend to be very patient; think about a time when you lost your patience with a colleague – why do you think that happened?

Do you consider it important to understand the communication style of your peers and colleagues? How might this improve your relationship with them?

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2.3 Reflective Thinker

Reflective Thinkers are serious, focused and analytical in their approach to everything they do. they enjoy thinking through problems and researching information. 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.

2.3.1 Typical Workplace Strengths:

Reflective Thinkers tend to be logical, organized, conscientious, thorough, analytical and prepared. They are focused and strive for high standards, precision and integrity in the completion and conduct of their tasks and activities. They excel at uncovering underlying issues, establishing methodologies, questioning the status quo and, as long as they have sufficient knowledge and experience, working with the relevant subject matter. Complicated transactions and investment structures.

Describe a time when you were new to a team, what did you do to adjust to this new environment?

Consider how your reflective style, your need for discipline and organization might impact onto colleagues less structured than yourself? Describe a time when your Reflective Thinking behavior irritated your colleagues. What did you do to modify your operational style?

Can you describe a scenario where your behavioral style uncovered issues which if not discovered would have jeopardized a project? Are your behavioral skills used in this way? If not, how does that make you feel?

2.3.2 Typical Workplace Struggles:

Reflective Thinkers can be very sensitive and may feel more disappointment than most people when truth is not followed or their ideals are violated. Their high standards and personal expectations can drive them towards perfectionism. They may appear aloof or cold, may underestimate themselves or hesitate to articulate their opinions. Reflective Thinkers' highly analytical approach can cause them to ignore the feelings of others.

Consider how you would react to a working environment where you believed that colleagues were cutting corners in order to meet tight deadlines. What effect might this have on your operational style and what would you do to rectify this?

Think about times when your natural need to probe and uncover has been closed down. How did you react for example when suggestions you might have made were rejected without explanation or when your analysis and suggestions was questioned?

How might you need to moderate your reserved behavior when working with more outgoing and emotional team members?

2.3.3 Workplace Operation Style:

Because of their desire for perfectionism, Reflective Thinkers will have very high standards in relation to the quality of work they produce. They will generally gravitate towards work that enables them to operate at a steady pace without the need for a high level of consistent personal interaction. They usually have a medium-level approach to risk and security, and will take calculated risks as long as they are confident in their knowledge of the situation in question.

Describe a time when you were able to motivate and encourage a colleague in terms of improving their work ethic either by better timekeeping, applying greater attention to detail or simply completing projects. How did that make you feel? Are you given an opportunity to motivate and encourage others to lift their game or is your Reflective Thinking style seen as negative and inconsequential?

How much of a critical role are you playing within the overall "change management" process? Do you simply follow the set vision or do you adopt the role of advocate encouraging everyone to play their part in its implementation?

As a team leader how might your staff describe your operational style during a 360° performance appraisal?

2.3.4 To Maximize Potential:

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

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person. What do think you might learn from this experience?

What was the last self development book that you read? Summarize what you learned from it. How have you applied what you have learned in the workplace?

2.3.5 Workplace Needs:

Because of their innate drive to mentally process at a deep level, they work best when given ample time to think, reason, analyze, and organize details into logical and creative solutions. They need frequent periods of time alone and their own space to produce top-quality work.

Describe how you are able to balance the need to deliver an outcome to a tight deadline against your inherent need to analyze, explore, investigate data, to provide solutions. Are you able and willing to compromise in these cases or not? Explain how you deal with this scenario.

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

Consider how working in an environment where you are surrounded by noise, high energy and chatter might impact onto your need for time alone and the need for deliberation. What steps would you take to create the kind of environment that you as a Reflective Thinker would find more conducive?

2.3.6 Ideal Workplace Setting:

Reflective Thinkers respond well to a steady environment with routines and the opportunity to ask questions when needed. Changes without explanation and the failure to be included in the planning process cause stress for the Reflective Thinker, as well as schedules being rushed to the point of compromising quality. They are stressed by unexpected or unforeseen events in their dealings, and need to be apprized of all potential dangers before embarking on a task or project.

How would you respond to an autocratic style of manager? How might this dictatorial style impact onto your ideal workplace setting?

Describe a time when your ability to analyze, reflect and produce accurate and reliable data was valued and acted upon. How did this make you feel?

Think about an occasion when you have compromised your need for time to reflect and consider. What was the outcome in terms of decision making? Were you satisfied with the outcome? If not what action did you take?

2.3.7 To Provide a Challenge:

Impose tighter deadlines for delivery of work, reassuring them that perfection can be sacrificed.

How would you react to being given tight deadlines which meant you could not conduct the amount of analysis that you thought necessary?

How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

Consider the most difficult challenge you have been set. Did you complete it? If not, why not? And what could you have done differently. If you did complete the challenge was the outcome successful?

2.3.8 Working with Team Mates:

Focused discussions. Reduce small talk and unnecessary interruptions. Time to reflect before making a decision.

How important is it to you to be surrounded by people who are work focused? How do you react when others want to share personal stories and chatter? Describe what you consider is the correct balance of work/personal life?

How would you handle a situation when one of your team members was not performing well and you couldn't rely on them? As their manager what steps would you take to rectify this? What would be your benchmark in determining that their performance was below par?

Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

2.3.9 Leadership Style:

Reflective Thinkers prefer leading in an environment where the processes are established for others to follow and it is easy for them to check the tasks, maintain organization and keep high standards. When leading others they will be collaborative and patient. They may prefer to work on key projects alone to ensure quality.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues. For example how might a fun loving outgoing person react to your formal leadership style?

How well do you identify the more gifted and talented people around you. As their leader what role do you play in terms of investing into their talents?

2.3.10 Measure of Performance:

Reflective Thinkers feel successful when they have adequate time and resources to present quality work, think in depth, and work on complex issues.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals. What steps would you take to help those with very little skill in analysis to acquire the knowledge? Or would you try to understand their own inherent talents and determine ways in which you could see their value in the team?

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.3.11 Workplace Fears:

Reflective Thinkers fear appearing incompetent, or being asked to make key decisions without time to prepare adequately. They fear being ridiculed by others, or being forced into an illogical course of action.

How would you define maximum satisfaction for yourself in the workplace? How do you measure your success?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment? Would improving your value to the business remove the potential for fear? Would having your skills and talents recognized remove such fear? Or something else?

Describe a time when you were faced with resolving conflict in the workplace. Illustrate the various stages needed to resolve the situation? What did you do well? What might you have done differently?

2.3.12 What is Alienating:

Being rushed or forced into a decision without time to research their operations. Lack of organization, focus or loyalty. Unwanted attention.

Describe a time when you were excluded from the planning process and from your position you believed the process was flawed. What steps did you take to point out the flaws? Were your ideas received? If not, how did that make you feel?

Describe a time when you failed to deliver on a project or piece of work? What did you learn from the experience? How did the experience change the way you currently work?

Describe a time when you compromised and the outcomes were successful? What did you learn from that experience? Did it help you to understand the needs for finding the middle ground when deadlines are tight?

2.3.13 Decision-Making Style:

Rational, fact based decision-making. Will research thoroughly, be skeptical and generally take their time to make a decision.

Describe a time when your decision making skills failed. How did that make you feel?

How important is it for you to trust the main decisions makers in your life? Consider why having confidence in this trust is so important to those with a Reflective Thinker style?

Describe the kinds of behavioral styles that you believe would be most helpful to you in terms of making responsible and accurate decisions?

2.3.14 Communication Approach:

Reflective Thinkers communicate through the logical presentation of thoroughly analyzed ideas and facts. They may appear quiet and withdrawn, and may need encouragement to share their ideas, especially with a large group. When they do so, however, they will add significant value by offering precise, logical and well thought-out input.

Describe a time when your ideas were received and became successful outcomes. What did you learn from that experience? How did others react to this success?

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you? Do you challenge them to get to the point or do you simply sit back? Does this cause you frustration?

Have you considered designing a template for your staff to use when communicating with you, either through emails or face to face presentations? How do you think they would respond to this? Are their risks in simplifying there communication style in that they might leave out a crucial piece of information?

2.3.15 Key Questions

Consider how you might gain a deeper understanding of how others view your behavioral style. Many will find your responses negative so it's important to explain your thought processes and that you are exploring words and meanings behind them rather than challenging ideas or suggestions.

List occasions where your reflective style of behavior might have been used more effectively. Would you have needed to moderate your behavior to the environment you were in? What would you have done differently? How was your contribution to the debate received?

Think about how you might react when surrounded by colleagues you consider to be 'shallow thinkers'. What steps would you take to ensure your contribution to the debate was listened to and valued? How might you feel if thoughts and ideas you presented were rejected?

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2.4 Influencer

Influencers usually like to take all opportunities for being in front of people and to be at the center of decision-making. They are able to engage and motivate people into action through their powerful verbal talents and overall level of enthusiasm. They will wholeheartedly invest time and effort into developing others and their personal performance towards goals, particularly strategies that they see significant potential in.

2.4.1 Typical Workplace Strengths:

The Influencer is typically outgoing, bold, optimistic, fun-loving, competitive, confident, assertive, and a visionary who motivates others to accomplish tasks. An Influencer excels by having the freedom to define organizational goals and by influencing others.

Are your colleagues and team members as enthusiastic and as committed as you? If not, what action can you take to resolve this?

Influencers are also great motivators; are you using this inherent talent to coach and mentor your team?

Have you considered whether your outgoing and confident style might seem overwhelming to others? Think about how you might need to moderate your behavior around others.

2.4.2 Typical Workplace Struggles:

Influencers may experience struggles, such as getting carried away with enthusiasm, being poor listeners, over-estimating themselves and others, possessing unrealistic optimism, being cynical or appearing to use others too much. They may find it difficult to operate effectively in a situation where they are required to focus for long periods on detailed figures or research.

Consider what your team, colleagues and peers would answer to the question "are you a 360 degree leader".

Think about times when you have not given your more analytical colleagues opportunities to contribute to the business. How do you think they felt? What could you have done to provide a better environment within which they felt able to contribute more?

What could you change in your leadership and behavioral style that would help you to develop a more inclusive style of management? Would developing your listening skills add value to your leadership style?

2.4.3 Workplace Operation Style:

Typically driven towards reaching goals as quickly and successfully as possible, Influencers have a matter-of-fact business style and will settle on whichever project or strategy will help them reach their goals as fast as possible. They are impatient and will expect quick results. They will quickly become

frustrated with any project or person that is not seen to be performing, and will switch to a new opportunity, strategy or team member without hesitation if they feel their expectations are not being met. They are typically very confident in their own abilities and in the projects they commit to.

As an Influencer consider how you would react to a time when your ideas and proposals were rejected. How would this make you feel? What steps would you take to overcome the disappointment?

Consider how your behavior might change if your manager was overwhelmed by your behavioral style. What steps would you take to build a relationship with the manager to make sure that your ideas and proposals were valued?

Think about a time when you were part of a highly motivated and successful team. What were the key dynamics that were present in the team? How could you replicate this team dynamic?

2.4.4 To Maximize Potential:

Ensure they have the freedom to define goals and lead people, however help them to be realistic in their optimism and expectations.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person. Describe the behavioral style of your ideal mentor and give reasons for your choice.

What was the last self development book that you read? Summarize what you learned from it. How many of the keys learned have you applied in your workplace environment?

2.4.5 Workplace Needs:

Influencers want opportunities to lead, influence, impact, train and motivate others. Roles that require them to use their natural skills to understand the larger vision and energize others to get the results they need. An environment where they can generate the ideas and verbalize them. They need flexibility and prefer to be engaged in multiple projects. They seek a constant flurry of activity, variety, and change.

Describe what matters to you in the workplace. For example - is it your ability to motivate others and seeing the overall success in those choices; is it the amount of autonomy you have in the decision making and planning process; or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as the most important role and responsibility you have in the workplace environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

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2.4.6 Ideal Workplace Setting:

They like an environment in which they are free to make decisions and communicate with a lot of people they can influence. Confining routines, handling detailed information and research, over-commitment of time and lack of access to people create stress for Influencers. They will also be frustrated with team members they feel are not implementing solutions quickly enough, or who appear to be inefficient or unsure of their input and work delivered. If they are working in teams , Influencers may become stressed by having to accommodate others' decision-making processes, especially if they are not as confident, objective or quick-minded as the Influencer.

Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you.

How would you respond to the new and challenging experiences a new manager might bring? How would understanding their behavioral style help to build a relationship?

How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this affect?

2.4.7 To Provide a Challenge:

Give them multiple projects that are diverse which require a high level of energy and stimulate them to communicate their ideas and influence others in order to succeed.

How would you adapt to ever-changing project deadlines? Would this frustrate you or would you see it as a challenge to be overcome?

How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

As a member of a team handling various projects consider how you would respond to having multiple supervisors.

2.4.8 Working with Team Mates:

Direct and engaging communication. Not too much detail - just the relevant facts. Recognition, acknowledgement and encouraging feedback.

How important is it to you to be surrounded by people with similar behavioral styles? Consider what effect this would have on the success of the project? What value is there in having a team made up of differing behavioral styles?

How would you handle a situation when one of your team members was not performing well and you couldn't rely on them? Would you handle the situation differently if the reason was that they weren't responding well to your leadership style? What steps would you take to resolve the issue?

Consider how you would respond to multiple interruptions.

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2.4.9 Leadership Style:

Influencers like to lead from the front by communicating the message to their team and customers. They like to directly engage with people and influence their thoughts and motivate their actions toward a goal. They do not like being out of control and at all times they must look good. They will not accept failure easily, particularly if that impacts on their reputation.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues.

How well do you identify the more gifted and talented people around you? As their leader what role do you play in terms of investing into their talents?

2.4.10 Measure of Performance:

Influencers like to be remembered as people who attain challenging goals and important achievements which will bring recognition.

Describe your greatest achievement. Identify the key components that were present that contributed to this success. Was it the make up of the team? Was it your leadership style or something else?

In what ways are you investing into your own growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them? How did they react to your support and advice?

2.4.11 Workplace Fears:

Loss of control and influence in their environment; being marginalized; loss of respect or reputation. This high energy, multi-tasking person should be wary of 'burn-out'.

How would you define maximum satisfaction for yourself in the workplace?

What would you modify in the workplace in order to remove the possibility of fear? Would it be your own behavioral style? Would it be the people you surrounded yourself with, or something else?

Would improving your success rate in the business remove the potential for fear?

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2.4.12 What is Alienating:

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.

What might jeopardize your career development? Could it be becoming frustrated when faced with the prospect of undertaking large amounts of paperwork and analysis?

Describe a time when you were required to deliver a piece of work without the resources you would have liked. How did that make you feel?

Think about times when you have attended meetings that you felt were tedious and time wasting. What part, if any, did you play in the proceedings? Did you voice your irritation and if so how was that received? What did you learn from the experience?

2.4.13 Decision-Making Style:

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

Consider a time when you have taken risks when making crucial business decisions. Describe how others reacted to this style of decision making. How did you deal with their reactions? Were your decisions proven to be correct? If not what steps did you undertake to resolve the issues?

Think about a time when you made a decision which was outside your authority. What were the outcomes and how did you handle this?

Describe a time when you pressed on with your own decisions without consultation and later found that you had missed out on other possibilities. How did that make you feel? What did you do about it?

2.4.14 Communication Approach:

Influencers communicate directly with enthusiasm, optimism and energy. They are usually emphatic and motivational in their communication, and negotiate well in difficult or conflict situations. Because of their enthusiastic, relational nature they may digress from the topic at hand, but on the whole prefer to be efficient and focused in their communication. They can feel frustrated by people who are too painstaking or indirect in their communication, and expect to be informed of the key facts or 'bottom line' as succinctly as possible.

How do you deal with minutiae and irrelevancies when a team member or colleague is communicating with you?

Have you considered designing a template for your staff to use when communicating with you, either through e mails or face to face presentations? How do you think they would respond to this? Are there risks in simplifying their communication style in that they might leave out a crucial piece of information?

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Consider the value to your own self development and awareness in communicating with a range of behavioral styles. How do you think that you would benefit from this exercise? What could you contribute?

2.4.15 Key Questions:

Is your enthusiasm intimidating to quieter and more reflective behavioral styles? Remember all varieties of behavior, skills and talents are needed to drive a successful project.

As a leader are you investing sufficient time into team members to ensure they are not feeling pressurized? Not everyone has the same eagerness and passion as the Influencer. Others may benefit from you taking the time to encourage them and to celebrate their successes with them.

Are you allowing your optimism to become unrealistic? Influencers can benefit greatly from developing a coach/mentor relationship with a colleague who has more structure in their style and can stand up to the Influencer; they will help identify unworkable plans and ideas early on.

2.5 Initiator

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.

2.5.1 Typical Workplace Strengths:

Initiators are confident in leading the making of strategic decisions that are often bold and aggressive. With direct communication they make things happen and get results. When needed they can make fast decisions that will lead to change.

Are your colleagues and team members aligned with you? Do you consider that they are challenged by your pioneering and assertive behavior? What action can you take to ensure that you do not run ahead of your team members?

Are your inherent strengths being used in the workplace or do you sense people are overwhelmed by your driving style?

Do you get frustrated when your contribution to the debate is not listened to? Describe a time when this happened. How did you cope with this? What did you learn from the incident?

2.5.2 Typical Workplace Struggles:

Initiators can demonstrate impatience and be too forceful in pushing their own agenda without listening to others ideas or concerns. Further, they can fail to be sufficiently approachable and be too demanding.

Consider what your team, colleagues, and peers would answer to the question "are you a 360 degree leader".

Think about times when you have not given less able colleagues opportunities to contribute to the business. How do you think they felt?

What could you change in your leadership and behavioral style that would help you to develop a more inclusive/trusting style of management? Think of a time when you have used your skills to manage both upwards and downwards. How did your superiors and peers respond to this?

2.5.3 Workplace Operation Style:

Initiators' operating style is frequently goal-driven, but they may commit to higher risk strategies without performing thorough research first. Due to their tendency to overlook details, the Initiator will require meticulous research, knowledge, preparation and competence from their team and advisors.

Think about a scenario where you have been part of an underperforming team. What did you do to change this? How did you build relationships with underperforming colleagues?

How would you moderate your behavior to deal with a new manager whose behavioral style was compliant and amenable?

Consider how spending time engaged in day to day processes and procedures might add value to your operational style.

2.5.4 To Maximize Potential:

Support them with detail and analysis so they can concentrate on setting goals and agendas. Reduce need for paperwork and administration.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person.

What was the last self development book that you read? Summarize what you learned from it.

2.5.5 Workplace Needs

Initiators like to be able to set the agenda, define goals and assume authority. They like being given independence, challenges, variety, obstacles and problems to overcome. These people like to be active and be relatively free from detail and confining routine. Too much time consuming paperwork will frustrate and demoralize them.

Describe what matters to you in the workplace. For example – Would you always need to 'take the lead' or would you perform well at any level providing you were surrounded by like minded people and the work was challenging?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

2.5.6 Ideal Workplace Setting:

Initiators need to be in a very positive environment that they can lead and direct, and have freedom to set the goals and manage outcomes. Stress is created for Initiators when they are unable to control their environment, especially direction, purpose, and goals. They will become frustrated when deadlines and

expectations are not met, when the conversation is too protracted or when decisions are not based on reasoning that is objective and goal oriented.

Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you. Could you see yourself as a member of a team rather than a leader of a team? What changes might you need to make to your operational style to accommodate these changes?

How would you respond to the new and challenging experiences a new manager might bring?

How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this?

2.5.7 To Provide a Challenge:

Encourage Initiators to think through the steps required to realize their goals, to help establish realistic expectations.

As a leader do you set targets for your team? Do you encourage them to rise to the challenge? Describe the steps you take to ensure you are always challenged; for example do you find people who can deliver in order for you to achieve success or do you look to a more successful person as a role model in order for you to lift your game?

How easy is it for you to take your hands off a project by delegating responsibility to your team to show that as their leader you have confidence in them and their ability? How do they respond to this? How do you celebrate their success or deal with their failure? Describe a recent success.

How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

2.5.8 Working with Team Mates:

Direct communication from others is important. Progress and results being achieved with a high degree of accountability.

How important is it to you to be surrounded by people who can perform at the highest level? How do you react to a colleague of team member who fails to perform? Do you marginalize them or do you spend time with them educating and encouraging them? Which approach do you think works?

Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

How do you keep team relationships from breaking down while under pressure? Describe a time when this happened. What did you do? What, with hindsight, would you have done differently?

2.5.9 Leadership Style:

Initiators like to lead from the front by establishing the agenda and then holding others accountable for producing results. They are confident and sure of themselves and so quick to assume authority in any scenario. Usually, they are visionary and goal-oriented leaders. Others tend to gravitate towards them both as an individual and as a leader.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues.

How well do you identify the more gifted and talented people around you? As their leader what role do you play in terms of investing into their talents? Are you too outcomes focused to invest time into nurturing your team? Is this an ideal leadership style?

2.5.10 Measure of Performance:

Reaching the goal and obtaining successful bottom line results defines success for Initiators.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals.

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement? Is success for you defined only in successful outcomes?

Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.5.11 Workplace Fears:

Initiators fear failure, losing control of any setting, being stripped of authority, being trapped into a course of action, being taken advantage of in relation to money or anything else, and getting involved with tasks or programs that will hinder them from achieving their goals.

Think about how you would react to a project failing to reach its goals. How would this make you feel? What steps and safeguards do you build into your working life to ensure failure is not an option?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment?

Describe how you would feel if someone else was given the credit for a successful project that you led.

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2.5.12 What is Alienating:

Too many details and routines. Further, stress is created for Initiators when they are unable to control their work environment, especially the direction, purpose, and goals.

What might be your reaction to plans being altered during implementation of a project? How would this lack of control over the project change your workplace behavior?

Describe a scenario where you were required to complete tedious, time consuming paperwork. Did you complete it successfully? Did it frustrate you? What coping mechanisms did you use to get you through this period?

Think about a time when your behavior was inappropriate in the workplace. This may have been as a result of frustration, loss of control of a piece of work, someone else's failures; how did this behavior manifest? Did you lose your temper? If so, what steps did you take to rectify the matter and how might you need to adjust your behavioral style in such circumstances going forward?

2.5.13 Decision-Making Style:

Very bold, confident and goal driven. Also, quick and definite and responsive to new opportunities and challenges.

Describe a time when your decision making skills failed. How did that make you feel? What did you learn from this experience?

Think about an occasion when you introduced a radical solution to a problem solving debate and it worked. How did that make you feel? How did your colleagues react to your radical suggestion?

How do you feel when you are not included in the decision making process? Does this impact your drive to make a success of the project? What might you need to adjust in your behavioral style to work through this scenario?

2.5.14 Communication Approach:

Initiators can be direct and forceful. As a result, others may perceive Initiators as demanding, impersonal, and dominating. If they feel the communication has strayed too far from their agenda, they may tune out or be quite abrupt in bringing the conversation back onto task. Providing the conversation remains results focused, they can become excited, animated and begin to open up.

Do you think that your direct and forceful approach to communication might prevent other team members from sharing their thoughts, suggestions and opinions? Do you tend to listen only to those whose communication style is much like your own? How do you think the quieter colleagues might react to this feeling of being marginalized? What could you do to draw them into the discussion?

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?

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Have you considered designing a template for your staff to use when communicating with you, either through e-mails or face to face presentations? How do you think they would respond to this? Are there risks in simplifying their communication style in that they might leave out a crucial piece of information?

2.5.15 Key Questions:

Initiators can be seen as impetuous as they rush to 'get things going'. Have you considered how others in your team might view your behavioral style? Think about the benefits to the debate and to the outcome if you were to take time out to explain your thought processes to them.

Initiators thrive on setting agendas and direction. Consider how you might need to modify your behavioral style if you are not the team leader. What steps would you take to be involved without 'taking over'?

Initiators tend to be quick on the uptake. Consider how you might educate your team colleagues to communicate with you in a way that enables you to assimilate issues very quickly.

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2.6 Community Builder

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, 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.

2.6.1 Typical Workplace Strengths:

Community Builders are good at bringing people together in groups for discussions, idea sharing, helping and supporting others, and completing tasks. They are warm and relate well to people and are strong at facilitating and educating people.

As a Community Builder social networking, building relationships and being focused on helping people find each other is a key strength. How valuable do you consider this behavior to be to the success of a business team?

Think about a time when you were unable to help resolve a conflict in the workplace. How did this make you feel? What did you learn from this experience?

Consider a time when a member of your team was very directive and outgoing. Did this behavior challenge you? How did you respond to their style of working? What did you need to change in your own behavior to accommodate them?

2.6.2 Typical Workplace Struggles:

Community Builders will always seek to keep the peace and therefore may not confront the truth with people and about situations. They can tend to be too trusting thinking that the situation will work out and that people can be made happy. Often they will find it hard to make difficult decisions particularly if that means a relationship will get damaged. They may demonstrate uncertainty on a course of action unless the risks are minimized and they know other people are participating.

Think about a time when changes were introduced in the workplace that caused you to feel unsettled. What did you do to cope during this time? With hindsight would you have behaved/reacted differently?

Consider a time when you 'went along' with a decision that you did not really think was the correct one. What do you think caused you to compromise and how did you feel about this? What part should you have played in the decision making process?

How would you respond to a scenario where workplace changes were introduced without consultation and negotiation? What part would you wish to play in the change management process?

2.6.3 Workplace Operation Style:

Community Builders typically seek security and predictability in their projects and activities, and are likely to favor a conservative approach if their concerns cannot be addressed. They prefer to deal with one activity or decision at a time, and will be cautious when working in areas that are new to them.

As a Community Builder how important is it for you to work in an environment with boundaries and direction clearly set and understood? Consider how you would respond to a workplace in chaos? What would you do to resolve this or would you?

How much of a critical role are you playing within the overall "change management" process? Do you simply 'go along' with change or do you challenge unnecessary change.

What would be your reaction to team individuals who consistently seemed to be working against you rather than with you when trying to maintain a calm working environment for staff?

2.6.4 To Maximize Potential:

Focus on developing a strong relationship with them, help them develop their decision-making confidence. Don't trade on their inclusive and encouraging character.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience? How might this experience build your confidence in terms of decision making?

Describe the value to your personal growth in being mentored/coached by a more experienced person.

What was the last self development book that you read? Summarize what you learnt from it.

2.6.5 Workplace Needs:

Due to their superior people skills, Community Builders are best suited for work environments that promote interaction with individuals or small groups that need their help. Community Builders seek a balance between stability and moderate changes in daily scheduling. They are flexible and respond as the situation dictates.

Describe what matters to you in the workplace? For example - Is it recognition for your skills; is it the amount of autonomy you have in the decision making process; or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

2.6.6 Ideal Workplace Setting:

Community Builders need to be in a nurturing environment where they can work with friendly and fun people. Unresolved conflict stresses Community Builders. Having too many choices, not being sure of the outcome and too much unnecessary change also causes stress. They may have difficulty saying 'no' to others and then feel overwhelmed with their commitments. They are also stressed by extensive detail or being forced to make a decision before they feel their reservations have been addressed.

Describe how you would respond if you found yourself working for a team leader who was very directive and too busy to listen to you. What action would you take to build a relationship with them?

How would you respond to a workplace environment where you did not feel supported and felt marginalized? How would this affect your confidence? How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this affect?

Describe your ideal working environment? Are you currently employed in such a situation?

2.6.7 To Provide a Challenge:

Community Builders can benefit from setting clear boundaries. Generally, they can be more productive by being more assertive and developing confidence in their ability to say no.

Understanding your own personal values and belief system will help you to develop your self confidence. Do you agree with this statement? What measures would you take to build up your self confidence?

How important is it for you to be involved in setting milestones and boundaries for projects in the workplace? What methods do you use to ensure your opinions are heard and considered?

Do you consider that you live everyday to its richest and fullest potential? If yes describe what this feels like? If no – how does that make you feel and what steps are you taking to ensure you work towards this end?

2.6.8 Working with Team Mates:

The highest priority with Community Builders is maintaining peace and preserving relationships with people.

How important is it to you to be surrounded by people who can perform at the highest level even when not in their comfort zone and when deadlines are very tight?

How would you handle a situation when one of your team members was not performing well and you couldn't rely on them?

Consider how your performance might be affected if you were working in a team where there were conflicts? What would you to help resolve these conflicts? What would you do to help resolve these conflicts?

2.6.9 Leadership Style:

Community Builders lead by being highly approachable and demonstrating concern for the needs of others. They are able to patiently listen and recognize the emotions of the situation. However, they will need to have the courage to make difficult decisions at times even though that may upset people.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style frustrate them? How would your team members describe your leadership style?

Describe a time when as a leader you were able to influence and motivate a group of individuals towards a common goal. How did this success make you feel?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to satisfy the needs of more directive and outgoing team members? Would such colleagues consider your leadership style too passive? How would you react to such a perception?

2.6.10 Measure of Performance:

Community Builders feel successful when they have helped others resolve problems, when a task is completed, and when co-workers cooperate.

Do you consider that a truly empowered team should be able to take a role in designing its own performance measurement system? Describe ways in which you would introduce such a concept to your colleagues.

List four or five ways in which you would gauge the success of your team's performance. Would these measurements be task or behavioral focused?

Describe a time when you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.6.11 Workplace Fears:

Community Builders fear taking action when they are unsure of the outcomes, saying something that will offend others, or being cut off from opportunities to help people at their points of need. They fear uncertainty in their dealings, and may prefer to remain committed to a lesser quality option if they are not convinced of the benefits of change. When their need for security is compromised, they may become very emotional and will revert to very predictable plans or activities.

How would you define maximum satisfaction for yourself in the workplace?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment?

Think about how fear in the workplace could close down your passion for the work that you do. What steps would you take in order to remove such fear?

2.6.12 What is Alienating:

Community Builders are stressed by unresolved conflict or when coworkers are upset or angry with them. Having too many projects also causes stress.

Functioning effectively in a workplace environment that is conducive to producing your best work is important to the Community Builder. How might an environment filled with discord and inconsistency work against your ability to produce work that you could be proud of?

What might be the risks to your career development by becoming withdrawn or isolated or emotionally dissociated from what you see as irrelevant or time wasting discussions?

Feeling like you have little or no control over your workload; unclear or overly demanding job expectations or deadlines; working in a high pressure environment can all cause the Community Builder to feel alienated. Ask yourself the following questions – what can I do to control the work flow? What influences do I have over reducing the aggressive timelines of this project? Am I part of the problem or could I be part of the solution?

2.6.13 Decision-Making Style:

Community Builders are quite emotional and compassionate, and they are concerned with preserving relationships. They may need more input from others to "make sure they are on the right track".

Describe a time when a decision you made put you on bad terms with your work colleagues. How did that make you feel?

What 'formula' do you use to help you analyze problems and work towards a successful solution/outcome?

Ask yourself how often you seek others input when you are involved in a decision making process. Do you ask for input to help in analysis or because you lack confidence in your own decision making skills. Consider ways in which you can build up your confidence in the decision making process.

2.6.14 Communication Approach:

Community Builders communicate by being good listeners, offering helpful words or encouragement and being thoughtful. They offer understanding and friendship to all they associate with, and are very non-confrontational and approachable. They are not assertive by nature, and may find it difficult to assert themselves in an advisory relationship when they feel their needs and concerns are not being addressed adequately.

Someone who is highly strategic, very outgoing or influential might challenge the communication skills of a Community Builder behavioral style. What would you do to moderate your communication style to accommodate these styles?

Describe the styles of communication that enable you to feel confident and safe in sharing your opinions with another colleague.

Community Builders are inclined to out-of-the box thinking. Consider how this skill could be put to good use in your current working environment. How would you promote this skill to your managers and colleagues?

2.6.15 Key Questions:

Consider a time when you worked with a group of people that you found very difficult to get to know or build a relationship with? How did that make you feel? What steps did you take to resolve this?

As a Community Builder you will want to know what interests and inspires your team colleagues, peers or staff. How might this use of your time impinge on your own work load? Have you said 'no' to a colleague's request to share with you and if so how did they react to that?

How would you respond to a random act of kindness you offered to a work colleague only to be rejected?

DNA Behavior®

2.7 Engager

Engagers are comfortable connecting with people in a broad array of situations and being able to use their natural enthusiasm to promote. They build their life and career around who they know and being 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.

2.7.1 Typical Workplace Strengths:

Engagers are normally strong communicators and networking focused. They are outgoing, engaging, lively, optimistic, gregarious, persuasive, fun loving, enthusiastic, and inspiring. They enjoy sharing ideas and concepts, and communicate passionately about issues they believe in. They will gladly share their ideas and connections with others, and once passionate about a concept, will approach it enthusiastically.

Generally the Engager fits into any type of workplace environment. Describe a time when you were new to a team, what did you do to adjust to this new environment?

Describe a time when your outgoing and expressive behavior irritated your colleagues. What did you do to modify your operational style?

Describe a scenario where your behavioral style would open doors of opportunity for your business. Are your behavioral skills used in this way? If not, how does that make you feel?

2.7.2 Typical Workplace Struggles:

They can be prone to being impulsive, emotional, too optimistic and exaggerating. Sometimes Engagers tend to over commit, lose interest, and start pursuing other goals without proper follow through. They will often overlook key details, and rely on estimates or feelings when more detailed research is required. They may also talk too much or digress from the topic at hand.

Consider how you would react to a working environment where you were given little or no opportunity to interact with others. What effect might this have on your operational style and what would you do to rectify this?

Think about times when your natural enthusiasm has been closed down. How did you react for example when suggestions you might have made were rejected without explanation or when your optimism was questioned?

How might you need to moderate your outgoing behavior when working with quieter and more restrained team members?

2.7.3 Workplace Operation Style:

Engagers need variety in their tasks and opportunities to explore new, creative ideas along with a minimum of detail. They will engage wholeheartedly in their passions, but find it difficult to motivate themselves to operate in areas which disinterest or bore them. They will often gravitate to exciting, dynamic investments that they are enthusiastic about. Because they are highly optimistic, they need to ensure they understand all possible consequences before committing to an opportunity to avoid disappointment.

If a Engager is disinterested in an idea it is unlikely they will want to commit to it, but once their interest and passion is ignited they will embrace the opportunity wholeheartedly.

Describe a time when you were able to motivate and encourage a more negative and despondent team colleague. How did that make you feel? Are you given an opportunity to motivate and encourage or is your natural enthusiasm seen as inconsequential?

How much of a critical role are you playing within the overall "change management" process? Do you simply follow the set vision or do you play the role of advocate encouraging everyone to play their part in its implementation?

As a team leader how might your staff describe your operational style during a 360° performance appraisal?

2.7.4 To Maximize Potential:

Allow them to make full use of their people connection and networking skills. Use them whenever others need to be 'signed up' to an event.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person.

What was the last self development book that you read? Summarize what you learned from it.

2.7.5 Workplace Needs:

Engagers operate best when there is plenty of fun, excitement, adventure and variety. This usually comes from the chance to establish a wide circle of contacts with whom they can do business and opportunities to entertain people. They need opportunities to present their new, creative ideas, along with a minimum of detail work.

Describe what matters to you in the workplace? For example - Is it recognition for your skills; is it the amount of autonomy you have in the decision making process; or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

2.7.6 Ideal Workplace Setting:

Engagers will flourish in an environment where they can network with people and communicate a lot. They need to organize and prioritize. Avoiding distractions from new ideas, contacts, and transactions until current ones are completed will greatly enhance their success. They may need to temper their need to talk and socialize, and focus more on the task at hand. They may also find it difficult to make tough decisions, especially if it means compromising a relationship. Because of their enthusiastic nature, they may be impulsive spenders and also do a lot of entertaining at great cost.

Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you.

How would you respond to an autocratic style of manager? How might this dictatorial style impact onto your ideal workplace setting?

How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this effect?

2.7.7 To Provide a Challenge:

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

As a leader do you set targets that are at the edge of what your team believe is achievable? Do you encourage them to rise to the challenge?

How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

Consider the most difficult challenge you have been set. Did you complete it? If not, why not? And what could you have done differently? If you did complete the challenge, was the outcome successful?

2.7.8 Working with Team Mates:

They are typically highly engaging and interacting, and function best when their work centers around their people skills.

How important is it to you to be surrounded by people who are able to mix pleasure with work and have fun in the workplace? Does this style of working produce a favorable and profitable working environment? Or is it just a fun place to work?

How would you handle a situation when one of your team members was not performing well and you couldn't rely on them? As their manager what steps would you take to rectify this?

Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

2.7.9 Leadership Style:

Engagers lead by enthusiastically communicating their ideas and networking with their peers. Usually their high energy and strong communication skills makes them capable of influencing others. They can be very convincing in a friendly setting and create fun in any environment.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues. For example, how might a shy and retiring person react to your outgoing leadership style?

How well do you identify the more gifted and talented people around you? As their leader what role do you play in terms of investing into their talents?

2.7.10 Measure of Performance:

Engagers feel successful when they see the effects of their influence and gain recognition, prestige, respect, and notoriety. They thrive in front of an audience - of any size - who enjoys listening to their conversation.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals.

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.7.11 Workplace Fears:

Engagers dislike being rejected, overlooked, embarrassed, ignored, or having unresolved conflict.

How would you define maximum satisfaction for yourself in the workplace?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment? Would improving your value to the business remove the potential for fear?

Describe a time when you were faced with resolving conflict in the workplace. Illustrate the various stages needed to resolve the situation. What did you do well? What might you have done differently?

2.7.12 What is Alienating:

Not being provided with sufficient detailed background information to meet their goals. They do not like to be excluded.

What might be the risks to your career development by being excluded from the planning and decision making aspects of your work environment? What action would you take in order to be included into the process?

Describe a time when you failed to deliver on a project or piece of work. What did you learn from the experience? How did the experience change the way you currently work?

Think of a time when you were poorly briefed about a piece of work you were involved in. Did this poor briefing compromise the project? What steps would you take to obtain more detailed information?

2.7.13 Decision-Making Style:

Sometimes rational, sometimes emotional. Can take undue risks without sufficient preparation, leading to panic.

Describe a time when your decision making skills failed. How did that make you feel?

How important is it for you to trust the main decisions makers in your life? Consider why having confidence in this trust is so important to those with the Engager style.

Describe the kinds of behavioral styles that you believe would be most helpful to you in terms of making responsible and accurate decisions?

2.7.14 Communication Approach:

Engagers feel successful when they see the effects of their influence and gain recognition, prestige, respect and notoriety. They often thrive on contributing to others' success which will make them advocates of any idea they see potential in. They tend to have 'upwardly mobile' aspirations and will feel successful when their financial capability enables them to realize these aspirations.

Describe a time when your ideas were received and became successful outcomes. What did you learn from that experience?

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?

Have you considered designing a template for your staff to use when communicating with you, either through e-mails or face to face presentations? How do you think they would respond to this? Are

their risks in simplifying their communication style in that they might leave out a crucial piece of information?

2.7.15 Key Questions:

Consider how you might gain a deeper understanding about your inherent behaviors and talents. Then ask yourself how you can become more intentional in how you apply them. Consider how your natural propensity to make emotional decisions has impacted your work life. How does your level of discipline affect your career?

List occasions where your outgoing style of behavior might have been used more effectively. Would you have needed to moderate your behavior to the environment you were in? What would you have done differently?

Are you developing a more effective style of communication by showing patience and listening when others with different gift sets to yours are offering an opinion? Do you believe that this approach would enhance your ability to build new relationships?

DNA Behavior®

2.8 Strategist

Strategists naturally blend 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.

2.8.1 Typical Workplace Strengths:

Strategists are people with a vision for the future with the capability of researching and rationalizing the relevant information for making a decision to move forward. They have a good eye for detail and push to get tasks completed with a high degree of quality control. They have the strategic foresight to be able to say 'no' to opportunities that they feel may have unreasonable risks or be under-researched.

Are your colleagues and team members running to catch up with you? What action can you take to resolve this?

Have you considered their needs and are you coaching and mentoring them?

Consider whether you are caught up in your current project or are you strategizing continuous operational improvement.

2.8.2 Typical Workplace Struggles:

Strategists may come across to others as very questioning, demanding and inflexible. They will generally have spent time mapping out a course of action to get results and will generally only trust if it is their way. Through getting caught up in their own thinking and not allowing others to contribute they can get in the way of their own success.

Consider what your team colleagues and peers would answer to the question "are you a 360 degree leader".

Think about times when you have not given less able colleagues opportunities to contribute to the business. How do you think they felt?

What could you change in your leadership and behavioral style that would help you to develop a more inclusive/trusting style of management?

2.8.3 Workplace Operation Style:

Strategists have a determined and goal-driven approach to work and making business decisions. Once they have decided their desired goals, they will then determine how to reach them in the most efficient manner. They consider all risk/return issues very carefully, and will only be comfortable committing to

opportunities that they have researched thoroughly. They will have little tolerance for projects or activities that are not living up to expectations, and will not hesitate to alter their plans if any aspects of it are failing to meet their goals.

As a Strategist consider how you are ensuring that the workplace plans and strategies you have developed and implemented will support the long term business needs.

How much of a critical role are you playing within the overall "change management" process? Do you simply 'set the vision' but play no part in its implementation?

Consider how spending time engaged in day to day processes and procedures might add value to your operational style.

2.8.4 To Maximize Potential:

Expose them in a number of different environments. Educate and prepare them in advance. Provide opportunities for them to develop new and innovative strategies especially in the areas which require a view on the broader picture or when needing to bring a 'brand' to life.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person.

What was the last self development book that you read? Summarize what you learned from it.

2.8.5 Workplace Needs:

They will seek opportunities to meet their goals with precision, accuracy and quality. They will want to be able to lead in situations where achieving results in a challenging environment is a priority. They like to be in control of their situation, and will handle change well so long as they can manage the pathway to achieving the desired results.

Describe what matters to you in the workplace? For example - Is it recognition for your skills; is it the amount of autonomy you have in the decision making process; or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

2.8.6 Ideal Workplace Setting:

Strategists like being in a high level setting where they can address strategic matters and solve problems. They get stressed by perceived disorganization in others, being hindered from achieving results, or being unable to control either the quality or direction of their environment. They are also stressed by operational 'surprises' that have not been analyzed or prepared for, as they will expect their team to have apprised them of all possibilities before committing to action.

Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you.

How would you respond to the new and challenging experiences a new manager might bring?

How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this?

2.8.7 To Provide a Challenge

Allow them to set ambitious plans and encourage them to delegate responsibility over time so others are empowered to help them reach their goals.

As a leader do you set targets that are at the edge of what your team believe is achievable? Do you encourage them to rise to the challenge?

How easy is it for you to take your hands off a project by delegating responsibility to your team to show that as their leader you have confidence in them and their ability? How do they respond to this? How do you celebrate their success or deal with their failure?

How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

2.8.8 Working with 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.

How important is it to you to be surrounded by people who can perform at the highest level even when not in their comfort zone?

How would you handle a situation when one of your team members was not performing well and you couldn't rely on them?

Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

2.8.9 Leadership Style:

Strategists lead by designing well thought out visionary plans and then creating the systems and processes for others to follow them. They fear losing control of situations and planning, not meeting goals, and having the solution to a problem without the ability to implement it. They also fear being forced into a disorganized environment or into a decision without thorough background information. Because of their highly methodical nature, they also fear 'surprises' and will research diligently before committing to a plan to ensure all possibilities have been accounted for.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues.

How well do you identify the more gifted and talented people around you? As their leader what role do you play in terms of investing into their talents?

2.8.10 Measure of Performance:

Strategists enjoy achieving goals quickly, correctly, and efficiently. They like to be proven right, and they like to be in control.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals.

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.8.11 Workplace Fears:

They do not like not being able to make decisions and having the resources available to implement their visions, and generally they dislike a chaotic environment with unplanned changes.

How would you define maximum satisfaction for yourself in the workplace?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment?

Would improving your value to the business remove the potential for fear?

2.8.12 What is Alienating:

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.

What might be the risks to your career development by becoming withdrawn or isolated or emotionally dissociated from what you see as irrelevant or time wasting discussions?

Describe a time when you have settled for 'second best' through being persuaded to commit to solutions and plans that did not meet your goals and criteria. How did that make you feel? Would you have been able to change the outcome through more effective negotiation?

Describe a time when you compromised and the outcomes were successful? What did you learn from that experience?

2.8.13 Decision-Making Style:

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

Describe a time when your decision making skills failed. How did that make you feel?

Did other colleagues have the correct solution? If so, how did you handle this?

What did you learn from this incident?

2.8.14 Communication Approach:

Strategists are typically direct communicators when they have had the opportunity to do a complete survey of the situation at hand and investigate the facts. They will not be that open to other people's ideas and may have a naturally high level of suspicion of what others are saying. Always give them time to analyze and never force them to make an immediate decision without providing all the options and back-up analysis.

Consider a time when you involved your team or colleagues in key decision making. Did this make you feel frustrated as they debated? Was their involvement in decision making helpful?

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?

Have you considered designing a template for your staff to use when communicating with you, either through e-mails or face to face presentations? How do you think they would respond to this? Are there risks in simplifying their communication style in that they might leave out a crucial piece of information?

2.8.15 Key Questions:

Are you keeping your team and associates fully abreast of your vision and where they fit in to it? How comfortable are you trusting others with key information and your real feelings and intentions?

Are you investing time into your colleagues so that you can trust them sufficiently to delegate tasks?

Are you developing a more effective style of communication by showing patience and listening when others with different gifts sets to yours are offering an opinion?

DNA Behavior®

2.9 Stylish Thinker

Stylish Thinkers enjoy interacting with others and to get 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.

2.9.1 Typical Workplace Strengths:

Stylish Thinkers excel at connecting with people and managing information flows. They will do thorough research and then be active in enthusiastically promoting new ideas and new programs through their contact base. They will utilize their relationship management talents to achieve goals, adding reliability, style and panache to everything they are involved in. They have very high standards and desire to execute dealings with flair.

Consider how your need for networking, your need for connection and interaction with colleagues might be effected if you were given no opportunity to make contacts. What steps would you need to take to rectify this situation?

Can you describe a scenario where your behavioral style was effective in drawing together all the appropriate skill sets needed to deliver a successful project? How did this make you feel?

Think about a time when your ideas and suggestions were rejected. How did you react to this rebuff? Did you take it as a personal slight or did you simply ignore it?

2.9.2 Typical Workplace Struggles:

Stylish Thinkers at times can get caught in the awkward place of being between wanting to look good in front of others and then wanting to be very structured and scheduled. In the process, they may tend to be over controlling, too critical and sharp in manner with others and over represent what they know. They may become frustrated by unimaginative thinking, and may lack empathy towards others.

Consider how you would react to a working environment where your enthusiasm and optimism for the success of a project were questioned by a team leader or manager. How would you react to this? What steps would you take to convince them the project was on track?

Think about a time when you realized you showed a lack of compassion for a co-worker who was struggling. How did this make you feel? What did you do to remedy this? Or maybe you didn't! If not why not?

How might you need to moderate your Stylish Thinker behavior when working with shy team members?

DNA Behavior®

2.9.3 Workplace Operation Style:

Stylish Thinkers will typically gravitate towards activities and opportunities that are high-quality and dynamic. They are typically optimistic about innovative strategies but will not commit to them without thorough research. They expect to produce top-quality results and will not commit to anything they consider to be poor or average in its performance. They will analyze opportunities thoroughly but will change their strategy quickly if their plans are not performing to expectations.

Describe a time when you were excluded from a decision making process. How did this make you feel? What action (if any) did you take to resolve this?

How much of a critical role are you playing within the overall "change management" process? Do you simply follow the set vision or do you assume the role of advocate encouraging everyone to play their part in its implementation? Does your Stylish Thinker behavior add value to this process?

As a team leader how might your staff describe your operational style during a 360° performance appraisal?

2.9.4 To Maximize Potential:

Give them recognition and respect, and room to present their well researched ideas.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person. What do think you might learn from this experience? Describe the behavioral style that you consider would best mentor and develop you.

What was the last self development book that you read? Summarize what you learnt from it. How have you applied what you have learnt in the workplace?

2.9.5 Workplace Needs:

Relating to people and using their 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. Stylish Thinkers are concerned with influencing people with an impressive style of communication while promoting ideas. Some freedom and change is needed as an outlet for their high energy level. They have flurries of activity interspersed with periods of methodical research and preparation.

How important to building your confidence is it for you to be able to mix both professionally and socially with senior managers? Recall opportunities you have had to influence senior management in terms of your ideas and solutions, how did they respond to your input?

Stylish Thinkers tend to be distrustful of too much change in the workplace particularly when they were unprepared for it. How would you react to sudden change? What would you need to modify or change in your behavioral style to accommodate sudden workplace change? If this has already been your experience – what did you learn from the situation?

Describe your ideal workplace environment.

2.9.6 Ideal Workplace Setting:

Stylish Thinkers need to be in an environment where they can regularly communicate and network with people but also their thorough work and thinking will be recognized and appreciated. They are stressed by extended periods of being alone, along with carrying sole responsibility for completing major transactions. Over-commitment to multiple transactions and not having an input to decisions compound their frustrations. They are also stressed by having their innovative ideas disregarded or ignored.

Influencing team members and colleagues is important for Stylish Thinkers. How would you handle difficult and hard to manage team members? What steps would you take to build a relationship with them?

How important is it to you to work in a setting where your contribution is seen and acknowledged?

Why might lack of time to absorb new and complex instructions cause you difficulty? How might this affect your ability to produce good work?

2.9.7 To Provide a Challenge:

Give them a project with social mobility that requires them to generate ideas using their flare, creativity and motivation.

Consider what adjustment you would need to make to your behavioral style if asked to lead a project which took you out of your social strata? What in your behavioral style might prevent you from sharing ideas and suggestions with colleagues or team leaders? Might it be fear of rejection? Might it be lack of confidence? Or something else. What could you do differently that would give you the confidence to share in this atypical workplace environment?

Describe the most difficult challenge you ever faced. Did you triumph over it? Were you overwhelmed by it? What keys did you learn from the experience and how are you applying them today?

2.9.8 Working with Team Mates:

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.

What value as a Stylish Thinker do you think you would bring to the role of leading a project team?

Describe the behavioral styles that you believe would make up the most successful team and the team you would feel most comfortable leading?

If asked, how would your co-workers, team members and colleagues describe your behavioral style?

2.9.9 Leadership Style:

Stylish Thinkers lead with strong communication backed up by thorough research. They draw in people who want to be part of a well executed experience knowing that the course of action has been properly investigated and presented well.

Think of occasions when people have been drawn to work with you because of your Stylish Thinker behavior. Did they grow and develop from the experience or did your leadership style overawe them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues. For example how might a gregarious outgoing person react to your analytical yet charismatic leadership style?

How would you discipline an outgoing but disruptive member of staff? What would be your reaction if they would not comply with your authority?

2.9.10 Measure of Performance:

Stylish Thinkers determine success by how well an audience responds to their message, as well as the amount of recognition and respect they receive.

Describe a time when strategic stakeholders were disappointed in your performance. How did this make you feel? What steps did you take to avoid this situation happening again?

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when you as the leader received many accolades as a result of completing a successful project. Did you celebrate this success with your team colleagues? How did they react to you receiving all the recognition?

2.9.11 Workplace Fears:

Stylish Thinkers fear being perceived as irrelevant, being restrained from opportunities to improve their position, failing to meet their goals or looking bad to others. They are constantly on the lookout for new ideas to ensure they do not cease being leading-edge, and fear a lack of predictability in their environment.

Describe a time when your ideas or input into a planning discussion was rejected. How did you react to this? Did you challenge this rejection? If so what was the outcome?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment? Would improving your value to the business remove the potential for fear? Would having your skills and talents recognized remove such fear? Or something else.

Think about a time when a colleague would not enter into a relationship with you. How did that make you feel? What steps did you take to rectify this situation?

2.9.12 What is Alienating:

Extended periods of working alone, along with having sole responsibility for completing major projects. Over commitment to multiple projects and not having an input into decisions. Dampening their enthusiasm or contradicting their ideas without a clear, logical reason based on facts.

Describe a time when you were faced with carrying the entire responsibility of a piece of work alone. What challenges did you face? What did you do well? What might you have done differently?

Consider how you would moderate or adjust your behavioral style if asked to make quick decisions particularly if a project status depended on this. Would you place the needs of the business and the tight timeline above your need for time to think through your decision? Or would you refuse to make the decision? How might such a refusal be received?

What steps would you take to rectify a work place setting that no longer valued your contribution or participation? How might you use your Stylish Thinker inherent behaviors to turn the situation around?

2.9.13 Decision-Making Style:

They will make a decision after conducting their own research and listening to the opinions of those they respect.

Describe what action you would take if you were required to make a hasty decision?

Describe a time when your decision making skills failed. How did that make you feel?

Describe the kinds of behavioral styles that you believe would be most helpful to you in terms of making responsible and accurate decisions?

2.9.14 Communication Approach:

Stylish Thinkers use creative ideas and facts to influence and persuade others. They enjoy communicating new ideas and inspiring people to join their cause. They can be charming and eager, or assertive and outspoken, depending on the circumstances and audience. They can become defensive when their opinion is challenged or contradicted, and their words can be sarcastic and hurtful to some.

Can you illustrate a time when you were able to convince skeptical colleagues that your suggestions and ideas were well thought through and would be successful. Which parts of your behavioral style did you need to engage to sway them? How did you feel when after pleading your case they agreed with you?

Describe an occasion when someone else was given credit for a successful piece of work that was rightfully yours. What did you do? Did you correct the misconception and let it be known it was your project or not? How did you react to the colleague who took the credit? What did you learn from the way you handled the situation?

Have you considered designing a template for your staff and colleagues to use when communicating with you, either through e mails or face to face presentations? How do you think they would respond to this? Are their risks in simplifying their communication style in that they might leave out a crucial piece of information?

2.15 Key Questions:

Stylish Thinkers might be seen as superior and condescending by those who lack confidence in their own abilities. What steps could you take to ensure you don't give this impression? How might you need to moderate your communication style?

Stylish Thinkers will benefit from keeping a balance between networking and their need for time to analyze. Consider what skills you would need to apply with colleagues in order to be able to 'buy' thinking time. How might you need to compromise your need for detailed technical information before making a decision? How might this affect you if under pressure to deliver?

Stylish Thinkers may be inclined to dismiss input from others by not listening to them. What value can you see in obtaining a wide variety of input to a debate or project? How might this broader opinion deliver success to a project? What benefits would you receive from opening up the debate to a wider audience?

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2.10 Relationship Builder

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.

2.10.1 Typical Workplace Strengths:

Typically, Relationship Builders are empathic and relational people who have the ability to tackle long, tedious projects. Their compliant nature means they will accommodate the needs and goals of team members and partners. They can be relied upon to finish what they start, and will follow through on the steps required to achieve their goals.

Describe a time when you were part of a team that worked really well. What role did you play in bringing all the key players together to form this effective team?

Consider how your relationship building behavior, your need for connection and interaction with colleagues might be effected if you were given no opportunity to network. What steps would you need to take to rectify this situation?

Can you describe a scenario where your behavioral style might be used to resolve a conflict? Are your behavioral skills used in this way? If not, how does that make you feel?

2.10.2 Typical Workplace Struggles:

Relationship Builders may undermine their effectiveness by compromising too much, vacillating on important decisions, being too passive, resisting change, or compromising quality. When disinterested in a task, they may procrastinate on taking action. They may also need direction in making processes more time efficient, and their accommodating nature means they may underestimate themselves and keep good ideas to themselves.

Consider how you would react to a working environment where you believed that colleagues were 'taking advantage of your good nature'. How would you rectify this? What steps would you take to ensure this didn't happen again? What kinds of behavior styles might take advantage of you?

Think about times when your natural need to help and encourage was rejected. How did this make you feel?

How might you need to moderate your Relationship Building behavior when working with more dominant or confident team members?

2.10.3 Workplace Operation Style:

Relationship Builders have a strong need for security, and as such will gravitate to those activities and goals they perceive as very low-risk. They require a sense of security in order to make changes to their operating approach, and will take a long time to consider all implications of a change in style before they commit to it.

Describe a time when you were able to build a relationship with a co-worker that made the difference between success and failure of the project. Do you think that the success came because of them being able to like and trust you? Did this contribute to their ability to deliver what was needed at the right time in the right way?

How much of a critical role are you playing within the overall "change management" process? Do you simply follow the set vision or do you play the role of advocate encouraging everyone to play their part in its implementation? Does your Relationship Building behavior add value to this process?

As a team leader how might your staff describe your operational style during a 360° performance appraisal?

2.10.4 To Maximize Potential:

Support, guide and mentor them to build their decision-making confidence and to learn to accept that some conflict is inherent in any work setting. Get them to focus of their talents and the value they bring the group.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person. What do think you might learn from this experience? Describe the behavioral style that you consider would best mentor and develop you.

What was the last self development book that you read? Summarize what you learnt from it. How have you applied what you have learnt in the workplace?

2.10.5 Workplace Needs:

A stable and consistent environment with not too much change. Relationship Builders typically have a very high ability to remain stationary. They seek steadiness and regularity in their work and function best when there are daily routines.

How do you think being required to perform in an environment of constant change would affect you? What might you have to adjust or compromise in your behavioral style in order to adapt to an ever changing environment?

Relationship builders tend to be distrustful of change particularly when they are unprepared for it. How would you react to sudden change? What would you need to modify or change in your behavioral style to accommodate sudden workplace change? If this has already been your experience – what did you learn from the situation?

Describe your ideal workplace environment.

2.10.6 Ideal Workplace Setting:

Relationship Builders can be stressed by conflict, unexpected changes, a lack of appreciation, rudeness and chaotic or unpredictable settings. Being forced to accept concepts of ideas that are too new or radical will unsettle them, and they will resist change that they feel is unnecessary.

Cooperating with coworkers is key to Relationship Builders. How you would deal with difficult and hard to manage team members? What steps would you take to build a bond with them?

How important is it to you to work in a setting where your contribution is seen and acknowledged?

Why might lack of time to absorb new and complex instructions cause you difficulty? How might this affect your ability to produce good work?

2.10.7 To Provide a Challenge

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

Consider the most difficult challenge you have been set. Did you complete it? If not, why not? And what could you have done differently. If you did complete the challenge was the outcome successful?

What in your behavioral style might prevent you from sharing ideas and suggestions with colleagues or team leaders? Might it be fear of rejection? Might it be lack of confidence? Or something else. What could you do differently that would give you the confidence to share?

Think of what you might do in the workplace to stretch your comfort zone. Do you think that doing this would make you feel uneasy? How do you think this exercise would help to build your confidence level?

2.10.8 Working with Team Mates:

What value as a Relationship Builder do you think you would bring to the role of leading a project team? Could it be that you are able to develop a good sense of community within the project team? Or that you are skilled at establishing a healthy culture as part of that community or would you only be able to successfully lead a team of like minded people?

Relationship Builders are most contented working in a culture of sharing values and a one that has people who care about each other. Do you agree with this statement? If not why not? If yes what do you see as the value to the business of creating such an environment?

If asked, how would your co-workers describe your behavioral style?

2.10.9 Leadership Style:

Relationship Builders lead others in an inclusive and unassuming way by quietly setting the example and by getting the job done in a straight forward way. They are more comfortable leading people who are interested in working as a team and where no one individual is too over powering.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues. For example how might a reflective private analytical person react to your relationship building style?

How would you discipline an outgoing but disruptive member of staff? What would be your reaction if they would not comply with your authority?

2.10.10 Measure of Performance:

Relationship Builders feel successful if they can consistently perform their assignments and be regarded as dependable, faithful friends. They get a special satisfaction out of helping others and serving as peacemakers.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals. What steps would you take to help those with very little skill in building relationships with colleagues, customers or key stake holders?

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?

Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

2.10.11 Workplace Fears:

Relationship Builders fear facing sudden surprises or constant change in their investment performance or mix. They fear being forced into independence, as they would much rather function in conjunction with an advisor or investment partner. Chaos and unpredictability are also fears of Relationship Builders.

Describe a time when you inadvertently offended a colleague or team mate. What steps did you take to rectify the situation? How did the colleague react to your offense?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment? Would improving your value to the business remove the potential for fear? Would having your skills and talents recognized remove such fear? Or something else.

Think about a time when a colleague would not enter into a relationship with you. How did that make you feel?

2.10.12 What is Alienating:

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.

Describe a time when you were faced with resolving conflict in the workplace. Illustrate the various stages needed to resolve the situation? What did you do well? What might you have done differently?

Consider how you would moderate or adjust your behavioral style if asked to make quick decisions particularly if a project status depended on this. Would you place the needs of the business and the tight timeline above your need for time to think through your decision? Or would you refuse to make the decision? How might such a refusal be received?

What steps would you take to rectify a work place setting that you found to have inconsistent with work practices and having unreliable processes? How would you communicate to co-workers the advantages of creating a more predictable and stable work environment? How do you think they would react to your suggestions?

2.10.13 Decision-Making Style:

Need to "feel" comfortable with the concept before making a decision. They will tend to commit only to strategies that they know and understand.

How keen would you be to try someone else's approach to a plan? Would it concern you if their suggestion produced better results than your own? Would you see this as an opportunity to learn and grow and build relationships that would help you to develop your own decision making?

Describe a time when your decision making skills failed. How did that make you feel?

Describe the kinds of behavioral styles that you believe would be most helpful to you in terms of making responsible and accurate decisions?

2.10.14 Communication Approach:

Relationship Builders have superior relational and listening skills and communicate with care and compassion. They will tend to take a back seat with more verbal people, and will prefer to stay in the

background rather than being in the spotlight. They may have very good ideas that they do not communicate, so their opinions may need to be drawn out by their advisor.

Describe an occasion when you successfully built a relationship with a key project stakeholder when others were unable to do so. Why do you think that you were successful in this whilst others were not?

Building good relationships when everything is running smoothly is easy for the Relationship Builder style. But what steps would you take to preserve the good relationships you have built when a project or piece of work is failing?

Have you considered designing a template for your staff and colleagues to use when communicating with you, either through e-mails or face to face presentations? How do you think they would respond to this? What are the risks in simplifying their communication style in that they might leave out a crucial piece of information?

2.10.15 Key Questions:

Use your inherent skills to identify those co-workers who are not fitting easily into the team and appear to be marginalized in some way. Make it your mission to draw them in and encourage them to build a rapport with others.

Relationship Builders tend to be able to balance emotion with reason when interacting with colleagues, but they do have a tendency to say 'yes' to everyone rather than 'no'. This generosity with their time may well impact onto their work load.

Relationship Builders flourish when encouraging and investing into others. However, there is also a need for them to take time out to invest into themselves. This will avoid the likelihood that they become over burdened with other people's issues. So watch for signs of burn out.

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Section 3. Specific Analysis of Your DNA Primary Factors and Sub-Factors

The insights in the next section of the guide relate to your Financial DNA Natural Behavior Primary Factor scores for the eight behavioral factors and twenty four sub-factors. This information gives more depth to the report and helps you focus on your unique style.

While every person is allocated one of the ten Unique DNA Styles which were addressed in Section 2, no person with the same style is exactly the same. The level of a person's uniqueness is better understood through their primary factor and sub-factor scores

There are many advantages of understanding your unique working style and how you operate in relationships with others. You will be more likely to realize your potential in some positions more than others simply because they are a better fit for your natural style and how you are able to relate to others.

A goal should be to align your decision making and relationships with others as much as possible with your strengths and minimize exposure in the areas where you may struggle.

On the other hand, we all need to have a self-improvement program to understand our struggles. As an example, a person who tends to be impatient and not naturally a good listener can enhance relationships through a focused effort to become an active listener. Also keep in mind that strengths overdone usually lead to problems.

Summary Analysis of Each Primary Factor

In reading the guide the following points are important in interpreting the 8 Primary Profile Factors in terms of how they apply to you:

1. The DNA Behavior Natural Behavior Discovery results show your T scores in a range from 20 to 80 which are measured on a bell curve.
2. The closer a score is to 20 (left side) or 80 (right side) for a behavioral factor, the more progressively extreme the natural behavior is likely to be on each side.
3. Scores closer to 50 indicate a moderate style that is typically more flexible in that behavioral factor.
4. The "percentage score" in the brackets next to each score refers to the percentage of people in the population who score like you on this factor.
5. To the extent you have strong behavioral factor scores over 60 and under 40, it is more likely that the insights below will be more consistently and intensively displayed when you are making life and financial decisions over a period of time.
6. The summary that follows are typical for people who have scores similar to yours. In your stronger behavioral factors (over 60 and under 40), the strengths will be more ingrained and prevalent, and similarly the struggles.
7. We recommend that you start with understanding your two strongest (highest) factor scores and the associated sub-factors.

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3.1 Commanding Factor

High Commanding: Take Charge - Visionary Style; Desire for control, Big picture thinking, Determination, Focus on outcomes, Definite approach. Provide options.

A score in the TAKE CHARGE range indicates a person who is naturally a big picture thinker and is prepared to set the goals and priorities. They are more comfortable being in charge and providing the instructions so that they can be sure to influence the obtaining of results. When needed they will be very direct in their communication and at times confrontational. You will always know their view on how things should be done.

Those people with a take charge nature will naturally seem commanding to others, and even at times threatening. Due to their strong desire to make decisions, they can have clashes with other people over roles and responsibilities. They can be too assertive with people which coupled with the propensity to not properly listen can get them going down wrong paths and also others not wanting g to follow. Also, they will under estimate the work needed to achieve goals and can overlook details by going too fast.

Low Commanding: Cooperative - Compliant Style; Desire to work well with others, Fits in well, Agreeable, Focus on procedures, Flexible in approach. Encourage input.

A score in the COOPERATIVE range indicates a natural desire to work with other people and to fit in. You will naturally enjoy collaboration and sharing with others. One of your biggest strengths is the capability to listen well to what others have to say. Also, you will generally have a compliant approach focusing on following processes and procedures. natural willingness to cooperate with others.

The most common struggle of those who are Cooperative involves a hesitancy to make decisions. Also, there is a natural tendency to not present your ideas and avoid saying what needs to be said. However, you do need to remember most will see your loyalty and respect what you have to say. So, the key is to work on creating the right environment for you to speak out.

Mid-Range Commanding Score; comfortable as either a decision maker or follower and will adapt to the needs of the situation. Encourage input and give options.

A mid-range score on the COMMANDING factor usually indicates a person who can be comfortable either being the leader or fitting in and allowing others to set the direction. The key is knowing when to step up and lead and then when the situation is right for someone else to lead and manage. You should focus on not allowing situations to drift when there is no clear direction or instructions and use that opportunity to step in and be more directive.

3.1.1 Commanding Subfactor Strengths and Struggles

Consensus Seeking:

Strengths:Relaxed, enjoys supporting the established agenda, prefers supporting others rather than directing them, loyal

Struggles: Underestimates self, can be intimidated by people and situations, too submissive

Authoritative:

Strengths: Self-assured, takes charge, forceful, influencing, visionary, sets agenda and goals

Struggles:Too forceful, discounts opinions of others, or alienates others , insistent, intimidating

Group-oriented:

Strengths: Consensus builder, prefers to operate with others, team builder, partnering

Struggles: Hesitant in making decisions and needs a lot of direction before taking action

Self-reliant:

Strengths: Self willed, confident in own abilities, prefers to operate alone

Struggles: Forgets others, uncomfortable taking direction from others, lacks accountability

Diplomatic:

Strengths: Tactful when dealing with others, will think carefully before speaking

Struggles: Too indirect, may withhold true opinions or information, agree and then regret it

Frank:

Strengths:Direct, frank, clear communicator

Struggles: Harsh, not diplomatic, does not think before talking, hurtful

3.2 People Factor

High People: Outgoing - People Connector Style; Enthusiasm for ideas, Propensity to express view, Ask questions, Networking approach, Openness. Tell me who is involved.

A score in the OUTGOING range indicates a natural desire to want to connect with other people on a regular basis. Your energy will come from being around people whether you know them, or they are strangers. Your approach will generally involve being in the limelight and focused on making a good impression. You will want to create a great personal experience for others and for them to like you.

The area of struggle for people in the Outgoing range is that they can overwhelm the more reserved people and in their excitement fail to listen. Further, they can get on the wrong side of people by saying too much at the wrong moment and getting too emotional.

Low People: Reserved - Reflector Style; Reservation about new ideas, Propensity to think/reflect, Considers/analyzes questions, Withdrawn, Guardedness. Allow Reflection Time

A score in the RESERVED range is typical of people who tend to be more reflective in nature and enjoy spending some time alone. They usually prefer interacting in smaller groups than participating in large group environments or where they are forced to meet a lot of new people at one time. With their propensity to have thinking time, they will work through issues carefully and not act out of emotion. They will also want to keep focused on tasks and be guarded about sharing information.

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The area of struggle for people in the Reserved range is that they can be too serious in their desire to think through matters. Some will see this as them being aloof and not approachable. They will not enjoy making small talk with people and therefore can appear unfriendly. Also, they can take their need for personal privacy too far when a discussion or disclosure is needed.

Mid-Range People Score; engaging and pleasant with others when approached but also enjoys operating alone. Moderate the enthusiasm.

A mid-range score on the PEOPLE factor indicates a person likes to interact with others but space needs to be provided to retreat and think, and recover energy. They will be open with others so long as the situation is not too highly charged with emotion or generally where immediate decisions are needed. You will generally relate well with others and find it easy to fit in with various groups.

3.2.1 People Subfactor Strengths and Struggles

Serious:

Strengths: Earnest, relies more on logic than emotions, will not gloss over potential problems, considered

Struggles: Pessimistic, can be seen as too serious, pessimistic and unenthusiastic

Expressive:

Strengths:Good promoter, emotional, fun-loving, playful, vigorous, up-side focus, upbeat

Struggles: Too optimistic, makes hasty decisions

Reflective:

Strengths: Focused, comfortable operating alone, will prefer to focus on task than social interaction, private

Struggles: Aloof, may be uncomfortable in large groups, perceived as unfriendly, cold or stand-offish

Sociable:

Strengths: Outgoing, entertaining, extroverted, sociable, energized by people, networking

Struggles: Lacks focus, being time sensitive, keeping discussions focused

Quiet:

Strengths: Succinct in expressing thoughts and ideas

Struggles: Not interactive, may be stressed making small talk with strangers or addressing a group

Communicative:

Strengths: Talkative, open, loud, motivating, persuasive

Struggles:Dominate conversations, not sensitive to needs or ideas of others, poor listening

3.3 Patient Factor

High Patience: Patient - Stabilizer Style; Steadiness, Support/harmony, Emotional, Relationship-driven, Loss aversion, Sympathetic, Sensitive. Soften the communication.

A score in the PATIENT range indicates a person with a strong desire to build relationships and operate in a stable environment. With your sensitive nature being empathetic and demonstrating understanding will be appreciated by others. The strength is your ability to acknowledge people's feelings and respond to them in an emotionally connective way. You will be a natural peacemaker through a strong capability to listen which will be confidence boosting for people.

The area of struggle for people in the Patient Range is not speaking up when needed and seeking to avoid people when a potentially confrontational or difficult situation is emerging. The stress of conflict will be very draining for them. The key is to ensure a calm environment is created for conversations and dealing with people. Also, in taking action there can be too much resistance to change and failing to see that at times change is good and necessary.

Low Patience: Fast-Paced - Realist Style; Deals with change, Confronts conflict/challenging, Rational, Results driven, Questioning, impatient, Objective, cool. Present bottom line results.

A score in the FAST-PACED range indicates a person who tends to be high energy preferring a lot of action and constant activity. They can be very quick to make decisions in response to changing events and situations. In this way, fast paced people can be quite dynamic. When needed, they will be quick to take on challenges and deal directly with confrontational situations.

The struggle associated with scores in this range is a tendency to make decisions too quickly. They can drive for the quickest bottom line result but not consider the collateral costs of doing so that can from being impatient. Also, they can be too rational in dealing with people situations when more sensitivity and tolerance is required.

Mid-Range Patient Score; agreeable and supportive but also capable of being objective about people and situations. Keep it soft but speak quickly.

A mid-range score on the PATIENCE factor indicates a good balance between being rational and emotionally driven when dealing with people and situations. This helps with building a balance between results and relationships. You will know how to be sensitive with people but then know when to switch and be more tough in providing direction and helping people to deal with problems.

3.3.1 Patient Subfactor Strengths and Struggles

Rational:

Strengths: Solution oriented, able to make difficult decisions and hold people accountable

Struggles: Insensitive to the needs of others, too focused on rationally solving problems

Empathetic:

Strengths: Empathetic, shows warmth, caring, merciful, good listener

Struggles: Too trusting, taken advantage of, not objective in face of problems

Task-focused:

Strengths: Results focus, strong goal orientation and completing task on hand

Struggles:Too logical, has to work at listening and showing compassion for others

Encouraging:

Strengths: Supportive, gets behind others, good listener, gracious, helps out, easy going

Struggles:May over commit, cannot say no, fears upsetting people

Confronting

Strengths: Decision-maker, able to deal with confrontation, handle difficult situations and make tough decisions

Struggles:Overly critical or seem unwilling to accommodate needs of others, gets frustrated

Accepting:

Strengths:Patient, can accept mistakes, agreeable, harmonious, accepting, relaxed

Struggles:Stressed by conflict, avoids confrontation or risk

3.4 Structured Factor

High Structured: Planned -Analyzer Style; Provide details and research, Budgets and structure, Written input, Task focus, Analytical approach. Present specifics - facts, figures, data.

A score in the PLANNED range indicates a natural desire for structure and not to be left out of control with disorganized situations and information flows. You will see that planning and organization are the secrets to getting many things done even though others will see you as going slower for a while. You will also ensure high quality standards are maintained with a high degree of accuracy and that procedures are followed. Doing routine work will not be a problem if it is helping achieve results.

Individuals who are highly planned are usually very conscientious and calculated in the activities they undertake and the decisions they make. At times their inflexibility and picky nature can get in the way of allowing things to flow. "Paralysis by analysis" is a true statement and needs to be monitored.

Low Structured: Spontaneous - Intuitive Style; Free-flowing, High level approach, Improvisation, Wing it approach, Low Complexity, Instinctive approach. Provide broad facts.

A score in the SPONTANEOUS range indicates a general desire to function in an instinctive manner without the need for too many instructions and established procedures. You are comfortable to wing it and take situations as they come. Quick decision-making without a lot of detailed information is natural. Further, you will prefer things happen quickly with good energy.

However, the struggle for people who are spontaneous is that they act before they have thought-out the situation. This can at times get them into trouble. You need to recognize mastering some level of detail is usually necessary in order to survive and succeed. Putting in place more structures for time management and dealing with tasks and budgets is important so that situations do not run out of control.

Mid-Range Structured Score; likes to be structured in some areas but also can operate spontaneously in other areas. Present data after discussion.

A mid-range score on the STRUCTURE factor indicates a capacity to deal with a lot of information when needed but at the same time accept summaries and bullet points to start with. Usually, you will start with less and progress to needing more information before making a decision. You will see the need for time management but at the same time leaving room for dealing with situations that come up unexpectedly.

This flexibility, combined with a persistent commitment to excellence, can produce highly effective results. Written financial or strategic goals and a well-developed, well-thought out plan to meet those goals can be helpful.

3.4.1: Structured Subfactor Strengths and Struggles
Generalist:

Strengths:High level, can make broad assessments and give estimates quickly

Struggles: Vague, may overlook important facts to reach a quick conclusion, or miss important details

Accurate:

Strengths: Detailed, exact, factual, thorough

Struggles: Picky, sacrifice deadlines, too fixed, perfectionist

Improviser:

Strengths: Adaptable, responds 'on the spot' without planning or preparation, can improvise when necessary

Struggles: Lacks focus or structure, jumps from one idea to another, may be unprepared, impulsive

Scheduled:

Struggles: Organized, being on time, scheduled, prepared, observes rules

Strengths: Inflexible with time, too structured, resists change, fails to improvise

Instinctive:

Strengths: Intuitive, reacts quickly, not overly reliant on reasoning, perceptive

Struggles: Impulsive, may ignore rules, not methodical in approach, too informal, ad hoc, chaotic

Persistent:

Strengths: Process oriented, follows steps, policies and rules, formal, consistent approach, systematic approach

Struggles: Too task oriented, over relies on procedures, structures and rules

3.5 Natural Trust Score

High Natural Trust: Trusting - Believer Style; Open-minded, Comfortable, Accepting, Easily satisfied, Has faith, Wishful. Present feelings/emotions.

A score in the TRUSTING range is indicative of a person who believes in themselves and others. Having a high degree of trust is foundational to all areas of your life and being truly effective. Having an inherently trusting nature enables you to build greater relationships through being open with others, sharing information, being more accepting and generally allowing others to comfortably use their talents in interacting and working with you. A key strength shared by those with a score in this range is a high ability to delegate responsibilities to others and to be transparent in conversations, friendly and generally empower others.

The struggles that often accompany a high TRUST score are generally a result of overdoing the strengths associated with this factor. There may be a tendency to not properly manage the tasks you delegate and fully inspect what is being done. Because you can be more impressionable and easy going, some may take advantage of you and even steal from you. It is important that you learn to properly set boundaries and also have direct conversations with people earlier without becoming emotional. A key to balance for people with a score in this range is having advisors who will have your best interests in mind and help you see through dangerous situations. At times learning to have some skepticism and moderate your preparedness to trust would save you from getting hurt and suffering losses.

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Low Natural Trust: Skeptical- Questioner; Unbelieving, Dissenting, Critical thinking, Fearful, Calculating, Guarded. Provide logic and key points.

Your score in the SKEPTICAL range indicates a preference for managing outcomes, critical thinking, and not accepting what people say at face value. You would rather show restraint before responding and take time to think things through. A key strength for individuals with a score in this range is the ability to probe the truth in situations and consider all of the angles and hold decision-making back until there is more certainty of what the right course of action is. You will be generally comfortable in situations where there is conflict required and difficult questions need to be asked.

What you will need to realize is that there are struggles from being too skeptical. Generally, people who have lower levels of natural trust can get in the way of their own success by over-analyzing situations, being suspicious to the point of creating barriers, not sharing with others and, overall, being too overbearing. Also, as a leader, operating at the highest levels of integrity is of utmost importance. A person who is not as trusting and not anchored with the right values may not always demonstrate the highest levels of integrity.

Mid-Range Natural Trusting Score; likes to be restrained before they let go and will be guarded before they open up to others. Keep the discussion open and logical.

A mid-range score on the TRUST factor reflects a balance between being trusting and skeptical. This type of person will be able to balance accepting people and situations for what they are and also critically analyzing them to review the truth of the situation. Usually these people will have the sense of when to let matters go and other times when to ask deeper probing questions. The art is to gather enough information to make a wise decision but at the same time not continually make people feel so uncomfortable that they are actually intimidated. You will likely find it relatively easy to build relationships and yet obtain reasonable results. Typically, this score indicates someone who attempts to balance believing people with an appropriate level of doubt.

3.5.1 Natural Trust Sub-Factor Strengths and Struggles
Controlling:

Strengths: Manages outcomes, sets boundaries, governs operations

Struggles: Overbearing, does not provide freedom to others, too restrictive, can be manipulative.

Delegator:

Strengths: Transfers responsibilities to others, empowers others to make decisions

Struggles: Not sufficiently involved to properly manage tasks, loses sight of key information

Suspicious:

Strengths: Thinks before responding, considers all angles

Struggles: Too guarded, not willing to share feelings or knowledge with others

Open:

Strengths: Transparent, shares knowledge and information

Struggles: Overly impressionable, may inappropriately share sensitive information

Questioning:

Strengths: Curious, ability to probe with questions

Struggles: Challenging, makes people feel uncomfortable, potentially too critical

Approachable:

Struggles: Friendly, agreeable, understanding, makes people feel comfortable

Strengths: Naïve at times, easily taken advantage of, does not set boundaries for others

Exacting:

Strengths: Holds back, moderate, careful, checks things out

Struggles: Over analyzes situations, creates barriers, slows decisions down, resist ideas

Relaxed:

Strengths:Unlocks people, does not micro manage

Struggles:Too casual, does not enforce high standards

3.6 Pioneering Score

High Pioneering: Pioneer - Goal Driver Style; Sets direction, Committed, Ambitious, Follows through, Trailblazer, Driven. Provide the big picture.

A score in the PIONEERING range is indicative of a person who is highly driven and goal oriented. You are probably comfortable in undertaking activities that entail launching new programs and then ensuring that they are seen through to completion. This type of pioneering spirit typically allows for confidently moving ahead into new opportunities with little hesitation, particularly if combined with a strong score in the Risk factor. A key strength for individuals with a score in this range is a high level of initiative, competitiveness, determination and a strong desire for achievement. This type of person sets lofty goals and then drives themself to succeed. With high ambition and a very competitive spirit, there is a natural tendency to press for results that can be seen and measured. You will likely expect success in opportunities undertaken. If you have a higher score in the Determined sub-factor then your chance of success will be increased due to the tendency for follow through and persistence.

The struggles that often accompany a PIONEERING score are generally a result of overdoing the strengths associated with this factor. There may be a tendency to become overly goal-focused, competitive, and step over or manipulate others in order to "win" or achieve a goal. With a strong natural confidence level in their ability to succeed, there is a tendency for these people to think they are right on everything. A key to balance for individuals with a score in this range is having advisors who will disagree and give the other side of issues. Finally, balancing natural aggression with a measure of being satisfied with what you already have, and remembering to take time out to enjoy other areas of your life will help keep the right perspective.

Low Pioneering: Content - Balancer Style; Uncomplaining, Not envious, Satisfied, Does not worry, Thankful, Comfortable. Focus on life balance.

A score in the CONTENT range indicates a preference for a calm, steady, consistent, and relatively comfortable environment. This type of person normally prefers to keep to the status quo and cooperatively take action when the steps are laid out. Keeping balance in your life will be important and will not be sacrificed for a lengthy period in order to achieve lofty goals.

Keeping balance in your life will be important and will not be sacrificed for a lengthy period in order to achieve lofty goals. You will operate well in supporting others who are more driven to set and achieve goals, and can yield some personal ambitions for the sake of other people's agendas. This type of supportive attitude can be an important asset to the success of relationships.

Mid-Range Pioneering Score; average drive and pioneering spirit. Will set goals but not at the total expense of life balance. Discuss realistic growth and goals.

A mid-range score on the PIONEERING factor reflects a balance between being goal oriented and comfortable where you are at now. This type of person will set and pursue goals when it is appropriate to progress aspects of their life but also likes to keep some balance. You will likely find it relatively easy to be cooperative and follow the lead of others when this is needed to achieve goals and can be satisfied with small achievements at various stages of your life. Being the most successful person who is driven all of the time is not your motivation. An individual with a score in this range is usually motivated to achieve but not at the expense of others.

Typically, this score indicates someone who attempts to balance ambition with time, energy, money, and real-life situations. Enjoying the fruits of your labor is important. When necessary you will be somewhat flexible with your goals recognizing life is not always predictable. However, if your score on the Determined sub-factor is lower then it will be important to set some boundaries to achieve your goals.

3.6.1 Pioneer Sub-Factor Strengths and Struggles
Steady:

Strengths: Careful, tends to avoid risks, able to see the pitfalls in an idea or course of action

Struggles: Inactive, does not take action unless instructed, works passively

Initiator:

Strengths: Sets goals, enjoys new challenges, energetic, triggers action, progressive

Struggles: Too aggressive, forceful, attacking, impetuous

Balanced:

Strengths: Satisfied, typically takes pride in being consistent, balanced life focus, cheerful

Struggles: Avoids challenging goals, undervalues talents, can be complacent, not driven

Competitive:

Strengths: Success-driven, opportunistic, motivated, ambitious, driven

Struggles: Overly goal focused, sacrifice a balanced life for success, too vigorous

Flexible:

Strengths: Changeful, willing to adjust for the situation, can handle unpredictable events, goes with the flow

Struggles: Inconsistent approach, can lack full commitment to reaching goals and waiver in accomplishing desired results, easily becomes restless

Determined:

Strengths: Follow through, productive, pursues goals, single-minded, persistent, committed to plans

Struggles: Too focused, inflexible, neglects health, family and needs of others, does not change a plan when needed

3.7 Risk Score
High Risk: Risk Taker - Optimist Style; Takes chances, Venturesome, Speculative, Impulsive, Opportunistic. Present risk/return.

A score in the RISK-TAKER range is indicative of a person who is willing to take chances in making business decisions. Further, you will be able to emotionally handle the consequences of some failure which happens as a result. This type of opportunistic spirit typically allows for moving ahead into new opportunities with little hesitation, particularly if combined with a strong score in the Pioneering and Spontaneous range. A key strength shared by those with a score in this range is a high level of boldness and an ability to face danger comfortably. Very often with people with a score in this range are capable of making audacious decisions and seeing them through without fear.

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The struggles that often accompany a high RISK score are generally a result of overdoing the strengths associated with this factor. There may be a tendency to gamble against the odds and be too speculative. Further, with a naturally impulsive nature you may not always stop and think about the risks and hence potentially not see the dangers. A key to balance for individuals with a score in this range is having advisors who are able to see and manage risk, and help keep your perspective on what is acceptable for the potential return you will make. Finally, balancing natural boldness with a measure of caution and more initial analysis can enhance effectiveness.

Low Risk: Cautious - Conservative Style; Take safety options, Pessimistic, Seeks stability, Prefer to follow proven paths, Focused on certainties. Minimize risks.

A score in the CAUTIOUS range indicates a preference for being more calculated and adopting more of a safety first approach. This type of person normally prefers to minimize risks, go about matters cautiously, and follow steps that have been tested and proven. A key strength for individuals with a score in this range is the ability to implement and maintain established methods and guidelines. They are most comfortable in situations and roles that are familiar and predictable, and won't 'rock the boat' when it comes to what has been done before.

However, what you do need to realize that progression does involve taking risks. So, you need to be prepared to venture out and take some. With input from others and research this can be done conservatively. Also, what you should appreciate is that expecting guaranteed outcomes is not realistic.

Mid-Range Risk Score; average drive and spirit of adventure but usually prefers not to be a high risk taker. Will be able to appreciate both venturesome and guarded points of view. Show how risks will be managed.

A mid-range score on the RISK factor reflects a balance between being a Risk Taker and Cautious. This type of person will step out into new areas when appropriate but also likes to prepare for whatever risks may come. You will likely find it relatively easy to adapt to changes, although you may not be comfortable with living on the edge or frequently taking risks. An individual with a score in this range is usually motivated to pursue some new opportunities but not create large exposures which will risk the security of their career or life. Typically, this score indicates someone who has a desire for stability and not being venturesome to the extent it will change their life or lose what they have now.

3.7.1 Risk Sub-Factor Strength and Struggles
Careful:

Strengths, tends to avoid taking chances, able to see the pitfalls in an idea or course of action

Struggles: May resist change, and miss out on opportunities by being overly cautious

Bold:

Strengths: Courageous, daring, optimistic, venturesome, takes chances, initiate bold action

Struggles:Takes unnecessary risks, sometimes does not see dangers

Stable:

Strengths:Needs certainty, desire for stability, safety first

Struggles: Expects guarantees, regrets decisions afterwards, emotional with losses

Risk Tolerant:

Strengths: Resilient, rationalizes losses, accepts consequences of losses, moves on quickly, confident with decisions

Struggles: Too care free, does not sufficiently recognize the consequences of bad decisions

3.8 Creativity Score

High Creativity: Creative - Idea Generator; New methods, Ideas driven, Connects dots, Explores possibilities, Innovative. Encourage brainstorming.

A score in the CREATIVE range indicates a talent for generating new ideas and methods that can lead to greater effectiveness, increased efficiencies and change that is needed for development. You will be regarded as an "out of the box" thinker and a go to person for solving problems and building solutions. Typically, you will be able to connect the dots and feel comfortable exploring possibilities. A characteristic of what you do will be coming up with new ways of doing things and sometimes new inventions from original thinking.

Creative people often seek intellectual challenges and to present the latest thinking. However, this can be over done meaning that work and information flows regularly change, and people get lost in the sea of ideas. So, innovation must be managed and focus not lost with other people who are more concrete getting disconnected.

Low Creativity: Anchored - Implementer Style; Proven methods, Solution driven, Seeks evidence, Experience preference, Execution focus. Keep it tangible and provide the logical steps.

A score in the ANCHORED range indicates a person who prefers a very logical approach with all of the steps clearly laid out. Consistent execution is key for them and to know things have been done before by others so that there is a reliability factor. You will be experienced as an implementer of tangible ideas.

Typically, people who are Anchored will have the struggle of being over reliant on their past experiences and existing procedures. This can mean they are resistant to positive changes which are designed to be more efficient and effective. Therefore, there can be an unnecessary blocking of innovation particularly if it seems unconventional.

Mid-Range Creativity Score; will use a mixture of imaginative and practical ideas to solve problems and initiate change. Discuss new ideas with the execution steps.

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A mid-range score on the CREATIVITY factor indicates a person who recognizes the importance of creative thinking and solving problems. However, you will want to get a better understanding of how the ideas practically work before changing the status quo.

The reality is that everyone has some area where they can be innovative. The key is being open to the possibility and then when an opportunity does arise researching it properly and seeing how it would practically work.

3.8.1 Creativity Sub-Factor Strength and Struggles

Experience-based:

Strengths:Experience driven, likes to deal with concrete issues and routine problems, based on past experience

Struggles: Fixed, may rely too much on past experience and proven strategies

Original:

Strengths: Innovative, imaginative, original, artistic, new ideas driven

Struggles: Easily bored, finds it difficult to operate within a set of rules

Practical:

Strengths: Implements existing solutions, good at following routines and dealing with tangible issues

Struggles: Lacks initiative, may undervalue personal abilities and hesitate to act on good ideas

Enterprising:

Strengths: Resourceful, comprehends theoretical ideas, solution driven, inventive, abstract concepts

Struggles: Undervalues proven methods, impatient with those who do not catch on fast

Left-brained:

Struggles: Responds to written instructions, logical, planned, learn by lecture, discussion, reasoning, rationalization, talk

Struggles: Gatekeepers, tends to resist unproven new ideas, skeptical of anything new, tends to see the flaws in everything

Right-brained:

Strengths: Learns by stories, diagrams, illustrations, demonstrations, gestures, feelings, quick minded

Struggles: Does not follow logical steps, too trusting, fantasy based

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About DNA Behavior:

Since 2001, DNA Behavior has enabled human performance acceleration using its proprietary DNA tech platforms. We take an "Understanding People Before Numbers" approach to managing business and life and power real-time management solutions through validated behavioral insights to connect, customize, and accelerate human performance.

Our technology is available to clients anytime, anywhere, and the data is available in our 24/7 Administration Portal and through our scalable API.

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To learn more about DNA Behavior International and the solutions we offer, please visit:
www.dnabehavior.com

If you have any questions or would like to discuss with an executive on our team, please email us at:
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