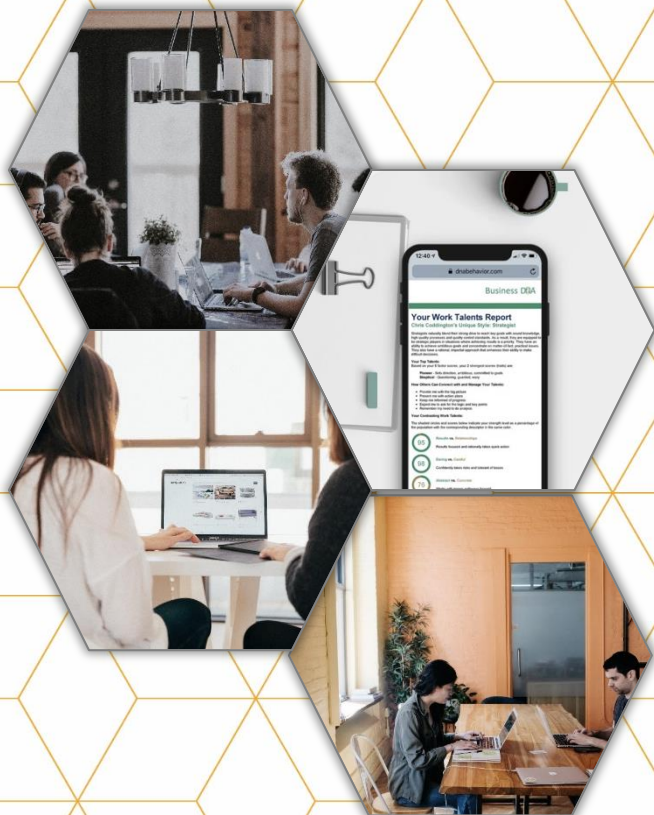


# DNA Behavioral Product Comparison

*Know, Engage and Grow Every Employee  
and Client*



DNA Behavior®

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## Introduction to the DNA Behavioral Product Comparison Study

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DNA Behavior is a global behavioral sciences business that was established in 2001 as “The Behavior and Money Insights Company”.

The foundation of the business is the DNA Natural DNA Behavior Discovery Process which has been uniquely designed with scientific validation to uncover a person’s natural “hard-wired” behavior traits which can be predicted to automatically reveal themselves through their lifetime at a 97.1% reliability level. The behavioral traits discovered are used to deploy over 4000 behavior and money insights with 4 trillion+ combinations. Each trait reflects a person’s relative level of stored natural energy.

As of December 2023, over 2.5m people in more than 125 countries have benefited from the 4000+ DNA behavior and money insights. The DNA Natural Behavior Discovery is currently used in over 150 of the Fortune 500 companies.

The aim of this comparative research is to identify similarities and differences between the DNA Behavior System (summary at Appendix B: High Level Summary of Systems (Compare/Contrast) and other well-known discovery (profiling) systems.

We understand there are over 3000+ discovery systems commercially used to some degree around the world. So, we have only reviewed the ones we regularly get asked about by our clients and prospects.

1. DNA Behavior Natural Discovery Process
2. The Birkman Method
3. Myers–Briggs Type Indicator (MBTI)
4. DiSC
5. Kolbe
6. Predictive Index
7. Hogan
8. Clifton Strength Finder
9. Enneagram
10. Winslow
11. Belbin
12. Tracom
13. Aspen Family Business Inventory
14. 5 Voices Pro
15. APQ (Achieving Personal Quotient)
16. Driven
17. Motivators
18. Culture Index

In our analysis, DNA Behavior is reviewed against the other market providers by either comparing them, contrasting them, or both. The purpose of this analysis is not to state the obvious but rather to illuminate subtle differences or unexpected similarities between the various systems. Further, it will show that each system differs in some respects. These differences become the focus of examination. For a high-level summary, (Appendix A: High Level Summary of Systems - Compare/Contrast)

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The objective to help understand the positioning of each system provider in the marketplace, enabling the decision-making process for the end user to be more informed and simplified.

The science behind personality profiling has advanced significantly in the past 20 years. Many instruments remain somewhat 'surface level', yet still fulfil their initial objective to some degree.

However, as the market demands more sophisticated and validated personality profiling systems and a greater capability to use the insights on a real-time basis in daily interactions, it's important to understand which offering fills the gap by providing a rigorous scientifically validated assessment process that will reliably reveal predictable behaviors for the long term and provide desirable business outcomes available in real time.

Although many profiling systems exist, it is a useful exercise to compare the most widely used in order to determine their psychometric reliability, practical uses and place in the field of behavioral science.

In our experience, some clients use the DNA Behavior Natural Behavior Discovery Process in conjunction with one or more other systems so as to gain more specific insights in areas which would not otherwise be covered.

Also, DNA Behavior has developed the "DNA Behavioral Translator" tool which translates the output of other profiles (eg Disc, MBTI, Strengths Finder etc) to DNA behavior and money measurements and insights.

## 1. DNA Natural Behavior Discovery Process

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### **Our Differentiation**

The differentiated premise behind the DNA Natural Behavior Discovery Process is that a person's natural "hard-wired" behavioral style, including their talents and financial behavior, are ingrained from early in life and remain consistent through their life time.

Our belief is intensified natural behaviors caused by unmanaged human differences, money attitudes, pressure and emotions derail performance.

Being able to reveal these natural hard-wired behaviors on a universally applicable basis (across different cultures, races, ages, sexes, education levels and socio-economic levels) at a deeper and more reliable level goes to the core of what we have developed.

DNA Behavior is a pioneer in the area of financial personality discovery leading the market place in making the field of behavioral economics (and behavioral finance) practical. We have successfully transformed a personality-based discovery process to include a much broader and deeper range of psychometric traits which address financial decision-making, leadership financial behavior and also a deeper range of traits for human capital (talent) management.

Further, we have developed a wide range of technology driven applications so that the behavioral insights can be used on a real time basis in ordinary life and business settings by non-psychologists.

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On the basis of this expanded platform, DNA Behavior has differentiated its positioning in the marketplace by being both employee and client focused, and specifically in the following areas:

1. Revealing universally applicable natural “hard-wired” behavior and money insights free from situational bias regardless of gender, race, culture, age, wealth, education or life preferences. Our behavioral measurements have been scientifically proven to be consistent over long-time periods.
2. Comprehensive human capital management based on revealing talents, strengths and struggles, differences and also the relationship (communication) keys. A key differentiator in the philosophy of our system is that while capitalizing on strengths is important, strengths over played become performance de-railers referred to as struggles and therefore must be addressed. Further, we believe that to enhance performance leaders must be able to manage each person’s differences uniquely.
3. Leader business financial value creation and decision-making utilizing financial behavior insights and recognition of decision-making biases.
4. Investor decision-making utilizing financial behavior insights including spending habits, goal motivation, risk behavior and behavioral biases.
5. Marketing segmentation based on personality insights to influence buying decisions rather than solely relying on persona’s based on changing demographic information.
6. Relationship management in all areas of life based on identifying communication and talent differences.
7. Digital app technology supported by Gene AI enabling easier use in more dynamic team and group situations, simulations and for a higher level of hyper-personalization.
8. Big data utilization by adding behavioral insights and providing the right foundation for artificial intelligence, machine learning and deep learning applications.

## **DNA Natural Behavior Discovery Process**

DNA Behavior’s Natural Behavior Discovery Process uses a Force-Choice Question Methodology. This removes situational bias thereby measuring a person’s inherent natural DNA behavior, that has been 85% hard-wired from a combination of genetics and early life experiences from conception to aged 3 years old, and 95% by 7 years of age.

Most other “FinTech” Risk Profiles and personality assessments using Likert Scoring systems which are inherently prone by their construct to measuring situational behaviors and are more likely to allow for self-promotion and a higher chance of faking. These factors inherently inhibits their shelf life and long-term accuracy (results of a typical risk personality profile have shelf lives ranging from 6 months to 1 year).

- The DNA Natural Behavior Discovery Process is comprised of 46 sets of three non-situational words or phrases (a total of 138 rating items) that relate to one of the 8 factors and 24 sub-factors measured using a forced choice rating (most like, least like) methodology.
- The result is that the system identifies a total of 64 universally applicable behavioral traits when you review the left and right sides of each factor and sub-factor. The depth and reliability of the

# DNA Behavior®

trait measurement with the behavioural insights generated from that enables DNA Behavior to build a wide range of customized apps covering all known fields of business.

- The responses to the 46 questions (138 rating items) produce 2,349,060 scoring combinations.
- The number of unique report T Score combinations is: 3,704,945,600,000,000,512,144,136.
- The DNA Natural Behavior Discovery psychometric reliability is 97.1%.

In addition, DNA Behavior has developed the following:

- In November 2023, we designed a “DNA Quick Scan” Discovery Process which uses seventeen of the forty six questions. The DNA Quick Scan achieves an 83% reliability level compared to the forty six question “DNA Full Scan” outlined above. The remaining 35 questions can be completed at a later stage by the participant on an “opt in” basis so that the DNA Full Scan is ultimately completed.
- In addition, in July 2024, we launched the “DNA Digital Scan” which uses artificial intelligence to produce a digital proxy of the individual’s DNA Natural Behavior without their direct participation.
- DNA Behavior also has a “DNA Behavioral Translator” which is capable of translating the measurements from other profiling systems to DNA behavior and money insights.
- In 2012, DNA Behavior developed and validated the Communication DNA Discovery Process based on 12 Forced Choice Questions designed around how a person wishes to be communicated with and has an internal consistency measurement of 97.22%. However, in 2023 we commercially de-commissioned the Communication DNA Discovery Process for operational simplicity reasons. Although, the communication insights are included in the DNA Natural Behavior Discovery Results.

## Reporting and applications

- Forced Choice scoring model using 46 triads of single words and phrases (138 rating items)
- 10 to 12 minutes completion time
- 64-behavioral factors and traits to measure virtually every motivation and drive of humans including their habits in working, making decisions in all areas of life, and communication.
- Natural Behavior Unique Style: 10-unique styles highlighting instinctive behavioral similarities and differences to other styles more clearly.
- Hiring Insights: 25 Business DNA Hiring and Career Insights including a participant’s Natural Talents, Natural Desired Roles, Preferred Work Environments and Work Rewards.
- Performance Guide: 13 DNA Insights (5 strengths, 3 struggles, 5 performance environment keys).
- Business DNA Work Talent Insights: 5 Work Talent scores which provide a glimpse of a participant’s unique behaviors relating to results and relationships, caring and careful, abstract and concrete, systematic and flexible as well as promoting and influencing.
- Financial DNA Financial Behavior Report: 5 Financial Behavior scores which describe how you make decisions around money, your communication style, how you react to market events, and what motivates you to achieve your goals. These elements help drive a financial plan that is appropriate and custom for you.
- PDF Report API: The purpose of this endpoint is to retrieve existing reports from DNA Behavior's platform in pdf format. DNA Behavior maintains differentiated reports in various formats, 11 languages via a knowledge article.

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- Importantly, the DNA Behavior assessment process can profile not just an individual's behavior but also compare one to another in comparison and team reports.

## DNA Learned Behavior Discovery

The foundation of the DNA Behavior approach is the discovery of Natural DNA Behavior. We believe this should be the first discovery step. However, for performance management and to learn more about how a person makes decisions in different settings we have a range of learned behavior discovery processes such as Leadership 360's, Goals Discovery and Financial Learned Behavior Discovery. The reporting from these assessments is designed to enable comparison between Natural and Learned Behavior which helps identify points of alignment and development required.

To learn more about the specific details of the DNA Discovery System, you can request our **DNA Behavior International - Behavioral Discovery Product Outline** document by emailing us at: [dnacare@dnabehavior.com](mailto:dnacare@dnabehavior.com)

In addition, you can learn more by viewing the Product sections on our websites: [www.dnabehavior.com](http://www.dnabehavior.com)

## Validation

External.

Independent validation work using established psychometric methodologies performed by industrial psychologists from Georgia Institute of Technology (Georgia Tech) and originally from Georgia State University, and other independent psychologists with a total of more than 100 years of relevant experience.

The Standards for Educational and Psychological Testing (American Educational Research Association, American Psychological Association, & National Council on Measurement in Education, 1999) have been followed.

Please go to: <https://dnabehavior.com/validation-process>

## Technology

The DNA Behavior Tech Platform is the world's only all-in-one cloud-based Behavior Tech platform to allow businesses to make behavior and money insights practical and scalable, allowing them to know, engage and grow every employee and client at a touch of a button and in real time.

DNA Behavior's Tech platform is supported with:

- Multi-layered reporting options with customization features – summary, factors/sub-factors, comparison, team/group
- Artificial Intelligence – Gene AI
- A range of application tools – such as Style Match, Gene AI

- Available by API to enable integration on other platforms. Please go to: <https://dnabehavior.com/isv-partners>

## 2. The BIRKMAN Method

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### Discovery Process

Launched in 1951 the Birkman Method is an assessment of personality and perception, delivering insights into motivational interests, occupational behavior, and deeply-rooted perspectives. It measures a person's reaction to stress. It also considers strengths and social behaviour, in an occupational setting and social context.

It is used predominantly in coaching, executive development, career transition, selection, teamwork, conflict resolution, organizational/job alignment

The questionnaire has 32 scales, 10 that describe occupational preferences, 11 that describe effective behaviors and 11 that describe interpersonal behaviours and environmental expectations.

5 Factor Model (FFM) integrates social perception, occupational interests, preferred work styles, and an "organizational focus" section that gives career match.

### Reporting and applications

- Likert scoring model using situational sentences
- 298 questions, 250 true-false and 48 multiple-choice.
- 20 languages
- 30 minutes to complete and results are available immediately.
- The results of the Birkman are very complex.
- 40 different report styles and
- Results can reflect an individual respondent, a one-to-one comparison, and group respondents.
- For each category (behaviors, stress management, motivations, organizational orientation) there is a different way of breaking down and analyzing the results.
- 45 minutes – 1 hour for a Birkman specialist to explain and expand upon candidates' results.
- Factors measured are 5 factor, 7 sub factor personality scales, 10 occupational scales, 12 social perception and 25 derived scales.
- 11 interest scales
- Subfactors - up to 16 in some variations of the reports.
- No Leadership Focus

### Validation

Internal. Self-reported.

They state - The Birkman Method personality scales align with the personality concept of the Big Five and also empirically aligns with factors of the Big Five.



They have empirically demonstrated the Birkman methods theoretical alignment through item response test theory analyses, classical test theory analyses, and cross-validated exploratory and confirmatory factor analyses at the item level.

## Technology

No information available on platform or API ability.

## 3. Myers Briggs Type Indicator (MBTI)

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### Discovery Process

Launched in 1962 Myers Briggs Type Indicator (MBTI) test results in one of 16 types with titles like “ESTJ” and “INFP”. These refer to four polarities (such as extroversion / introversion and thinking / feeling). The test is used to assess preferences without easy links to strategies or role models. They require an expert to interpret the results and translate it into effective action.

MBTI is an introspective self-report questionnaire with the purpose of indicating differing psychological preferences in how people perceive the world around them and make decisions. It measures psychological preferences in how people perceive the world and make decisions. Each personality type provides generalizations about how your personality may be best suited for success in terms of career, relationships, etc. Katharine Briggs discovered and adopted the ideas and framework expressed by C. G. Jung in his book, *Psychological Types*. Jung, however, was insistent that his personality types only reflected preferences, not inherent abilities. Individuals have a wider repertoire of abilities than the MBTI identifies.

### Reporting and applications

- Forced Choice scoring model using situational sentences
- Basic form has 93 Questions
- 30 minutes to complete
- Uses the Myers-Briggs framework to define 16 personality types
- Highlights individual strengths and how to capitalize on them
- Application and problem-solving over a broad range of issues
- Interpretive reports to support application
- Easy administration via the OPPassessment online platform
- Questionnaires and reports available in multiple languages
- Focused more on preferences versus natural behavior, thus includes learned behaviors which are more situational.

## Technology

No information available on platform or API ability

## Validation

Internal. Self-reported. <https://www.myersbriggs.org/more-about-personality-type/research-and-the-mbti-tool/>

Road tested over the last 70 years. The Myers Briggs is not a scientifically valid personality assessment. The instrument has been the subject of thousands of research projects studying the links between personality type and different aspects of life by Myers Briggs themselves.

The Myers-Briggs Company is the publisher of the MBTI assessment, reports and support materials, and The Center for Applications of Psychological Type (CAPT), a non-profit organization founded in 1975 by Isabel Briggs Myers and a Clinical psychologist, Mary H. McCaulley, Ph.D.

## 4. DiSC Assessments (acquired by John Wiley & Sons, Inc from Inscape Holdings Inc)

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### Discovery Process

William Moulton Marston, a psychologist with a Ph.D. from Harvard, first proposed his theories that have evolved in the DiSC in his book 'Emotions of normal people' written in 1928. Marston wanted to describe a person's emotions impact different group interactions, and how these might change over time. This was the original creation of the 4 quadrants - Dominance, Influence, Steadiness and Compliance. It is more focused at behaviors than preferences, but has the same Jungian roots as MBTI, and there are correlations to the two.

Some suggestion that DISC is easier to grasp and deliver feedback than MBTI, but both systems lack clear strategies for success, or tailored tools for specific industries or modern challenges.

### Reporting and applications

The Everything DiSC 2007 (suite of application specific products based on the third generation of the DiSC assessment)

- Computerized adaptive testing.
- 80-item questionnaire (approximately).
- Scored on 8 scales.
- 32% more accurate than DiSC Classic.

Disc Classic 1994 (the original Personal Profile System – graph)

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- 28-item forced choice questionnaire.
- Scored on 4 scales.
- 10-25 minutes (depending whether on line or paper completion)
- Forced choice questionnaire

**Cautionary note** – taken from the DiSC Q & A section in response to a question .....

*Q. I have done several disc assessments today and got conflicting results. I think I was a little bit skeptic about the first result and then tried to repeat it using different tools.....*

*A. Try Everything DiSC Workplace. The computerized adaptive testing provides more accurate results than available in DiSC Classic or one of the many poorly designed DISC tools out there. Also, getting to see an Everything DiSC Supplement for Facilitators will give you the ability to see if you have some answers that simply fall outside what is expected for a typical style. And remember, you can have more than one DiSC priority. The circle model shows this much better than does a chart.*

<https://www.discprofiles.com/blog/2011/11/common-questions-about-disc-profiles>

## Technology

No information available on platform or API ability

## Validation

Internal. Self-reported - <https://www.discprofile.com/DiscProfile/media/PDFs-Other/Research%20Reports%20and%20White%20Papers/EDApplicationResearchReport.pdf>

## 5. KOLBE

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### Discovery Process

Launched in 1997, the Kolbe A™ Index proclaims to measure a person's conative strengths. The conative strengths are Kolbe specific terminology that describes the talent you were born with, how you naturally do things and how to be your best self. The principle of conative behaviors is essentially the same as DNA Behavior measuring natural hard-wired behavior which is instinctive.

The Kolbe Concept® holds that creative instincts are the source of mental energy that drives people to take specific actions. This mental drive is separate and distinct from passive feeling and thoughts. Creative instincts are manifested in an innate pattern that determines an individual's unique method of operation, or modus operandi (M.O.) A person's M.O. is quantifiable and observable yet functions at the subconscious level. It governs actions, reactions and interactions. It also determines the person's use of

time and natural form of communication. Understanding and exercising control over this mental resource gives people the freedom to be their authentic selves.

## Reporting and applications

- Forced choice scoring model using situational phrases
- Assesses conative part of the mind (doing)
- Measures 4 factors
- Depending on the test, 24 – 36 questions for the strength-based online assessment
- Available in 4 languages: English, Spanish, French & German.
- Customized interpretation in online and print versions.
- Forced choice scoring model using situational phrases
- 20 minutes to complete

## Technology

No information available on platform or API ability

## Validation

Internal. Self-reported.

Kathy Kolbe's scientific studies, backed by over 40 years of research and practical applications .

University of Arizona Research - Forming Effective Teams in a Workplace Environment (shortened version). This thesis focuses on forming effective teams in a workplace environment.

Striving Instincts and Conative Strengths: Assessing the Test-Retest Reliability of The Kolbe Atm Index

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## 6. Predictive Index Assessments

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### Discovery Process

Launched in 1952, Arnold S. Daniels founded PI Worldwide (now called The Predictive Index<sup>®</sup>). Based on William Marston DiSC the Predictive Index is a behavioral assessment designed to measure current and future employee work skills. Also, to discover how to impact that behavior, ignite enthusiasm, and match each role to the right person.

The PI Behavioral Assessment is an untimed, free-choice, stimulus-response tool that measures a person's motivating drives and needs.

## Reporting and applications

- PI Cognitive Assessment 50 problems to solve in 12 minutes
- PI Behavioral Assessment is an untimed, free-choice, stimulus-response tool measures motivating drives and needs
- Predicts performance across numbers of different sales and team roles
- Employee selection, on-boarding, succession planning, team-building, leadership development. Understanding employees, potential strengths and characteristics.
- Free choice means that the test takers select only what they feel applies to them

## Technology

The Predictive Index offers access to software data and functionality through an Application Programming Interface (API) that relies on the Representational State Transfer (REST) model.

No further information available on platform or API ability.

## Validation

Internal. Self-reported.

The Predictive Index Behavioral Assessment™ is scientifically validated against populations large enough to be used for most any jobs, in most any industry worldwide. Our Science Team has done 350+ validity studies that establish statistically-valid correlations between behavior assessment factors and key workplace outcomes such as tenure, turnover, sales and customer satisfaction.

PI maintains a Science Advisory Board staffed with university professors, I/O psychologists, and other subject matter experts in psychometrics.

## 7. Hogan Personality Inventory

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### Discovery Process

Launched in 1987 by Drs. Joyce and Robert Hogan the Hogan Personality Inventory (HPI) describes normal, or bright-side personality – qualities that describe how we relate to others when we are at our best. HPI is based on socioanalytic theory, which maintains that the core of personality is based on evolutionary adaptations. Tests aim to provide an employer with an insight into your mental capabilities and decide if your personality best fits the role you are applying for. Further, this assessment measures

the 'dark side' of personality in an occupational setting, namely: excitable, skeptical, cautious, reserved, leisurely, bold, mischievous, colourful, imaginative, diligent and dutiful.

Introduced by Hogan and Hogan, the Motive, Values and Preferences Inventory (MPVI) evaluates a person's core goals, values, drivers and interests that determine what they strive to attain predict job success and satisfaction.

## Reporting and applications

- The MPVI assesses personality on 10 scales: Recognition, Power, Hedonism, Altruisticism, Affiliation, Tradition, Security, Commerce, Aesthetics and Science.
- 206 items
- 7 major scales with 41 sub scales
- The HPI, HDS, and MVPI assessments consist of brief statements using True/False or Agree/Disagree responses and takes 15-20 minutes to complete.
- The HBRI has 24 problems and takes 35 minutes to complete.
- Based on the Five-Factor Model
- 5 categories
  - Personality,
  - Development,
  - Motives, Values, Preferences
  - Judgement
  - Business reasoning
- \$40 - \$180

## Validation

Internal. No confirmatory factor analysis has been published to date, to support the Hogan's underlying factor structure. More than three million participants assessed. Validated for use in more than 1000 research studies. Unknown authors to the research. Stated as ABC Company.

<http://www.hoganassessments.com/sites/default/files/uploads/Criterion%20Tech%20Report%20Sample%20%282%29.pdf>

<http://cdn2.hubspot.net/hub/153377/file-1979860553-pdf/HPI.pdf>

## Technology

Hogan's assessments integrate with a variety of human resource information systems and meet all privacy requirements.

No further details available on platform or API ability

## 8. Clifton Strength Finder

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### Discovery Process

Launched in 2001, the self-help book that formed the basis of Strengthfinders was written by Marcus Buckingham and Donald Clifton, who was the chairman of Gallup. The Clifton StrengthsFinder 34 test created by Gallup, measures the presence of talents, knowledge and skills in 34 general areas referred to as "themes " how we think, feel, and behave. It is used by employers and recruiters to identify prospective employee's strengths. The strengths as defined by the Gallup Assessment is a combination of skills, knowledge, and talents. The candidate has one hour to answer 177 sentence pairs presented to them. The sentence pairs may have no relationship, be similar or they may be opposite in nature. Throughout the test, 34 traits are highlighted based on your sentence selection. The candidate is expected to select the sentence which most reflects their thoughts or feelings. Following the test, the candidate's results reveal their top five strengths.

Candidates can practice becoming familiar with the test material and exam format. By doing things such as practice papers and tackling Gallup test questions, candidates become comfortable with the exam itself. This enables the candidate to work faster and respond to questions more accurately.

### Reporting and applications

- Focuses on talents rather than focusing on preferences or behaviors.
- Identifies top 5 talents out of a possible 34.
- Does not identify weaknesses
- On line assessment – 1 hour
- 177 paired statements
- Measures Strategic Thinking, Executing, Influencing, Relationship Building
- 26 languages

### Technology

No information available on platform or API ability

### Validation

Internal. Self-reported.

The Clifton StrengthsFinder (CSF) has been subjected to repeated psychometric scrutiny by its developers. The purpose of this report is to describe the development and application of the CSF and to summarize its psychometric support to date, in accordance with the Standards for Educational and Psychological Testing (American Educational Research Association, American Psychological Association, & National Council on Measurement in Education, 1999).

## 9. The Enneagram (Riso-Hudson Enneagram Type Indicator)

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### Discovery Process

Launched in 1995 by Don Richard Riso and Russ Hudson the Enneagram 9 personality typed in a geometric figure. The Enneagram Test is a modern take on a test originally created by Oscar Ichazo.

In business contexts it is generally used as a typology to gain insights into workplace interpersonal-dynamics; in spirituality it is more commonly presented as a path to higher states of being, essence, and enlightenment. Both contexts say it can aid in self-awareness, self-understanding and self-development.

There has been limited formal psychometric analysis of the Enneagram and the peer-reviewed research that has been done has not been widely accepted within the relevant academic communities.

It identifies four key traits for each personality type. Each Enneagram type has a different pattern of thinking, feeling and acting that arises from a deeper inner motivation or worldview.

### Reporting and applications

- 144 pairs statements.
- 9 basic types - reformer, the helper, the achiever, the individualist, the investigator, the loyalist, the enthusiast, the challenger, and the peacemaker.
- 27 sub types
- 36 questions
- 40 minutes to complete

### Technology

No information available on platform or API ability

### Validation

Internal. Self-reported and by research unable to convincingly validate. Much challenged.

<https://e-space.mmu.ac.uk/583471/2/Research%20on%20the%20Enneagram%20formatted.pdf>

Scientific validation of this test started in 2004 with a dissertation published by Rebecca Newgent at the University of Akron. She favorably validated the RHETI against well-known five-factor instruments including the NEO-PR-I.

[https://www.researchgate.net/profile/Rebecca\\_Newgent/publication/35984162\\_An\\_investigation\\_of\\_the\\_reliability\\_and\\_validity\\_of\\_the\\_Riso-Hudson\\_enneagram\\_type\\_indicator/links/56e318c808ae98445c1b2a95/An-investigation-of-the-reliability-and-validity-of-the-Riso-Hudson-enneagram-type-indicator.pdf](https://www.researchgate.net/profile/Rebecca_Newgent/publication/35984162_An_investigation_of_the_reliability_and_validity_of_the_Riso-Hudson_enneagram_type_indicator/links/56e318c808ae98445c1b2a95/An-investigation-of-the-reliability-and-validity-of-the-Riso-Hudson-enneagram-type-indicator.pdf)



## 10. The Winslow Personality Profile

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### Discovery Process

Launched in 1971 William J. Winslow, Founder/CEO and president of Winslow Research Institute and creator of the Winslow Human Behavior Assessment Profiles & Reports.

This personality assessment test is used at the hiring stage. It measures career success, personality, behaviour, attitudes and happiness. It evaluates 24 personality traits and helps a person find their strengths.

### Reporting and applications

- 24 personality traits
- 48 dimensions of personality
- Traits relevant to success in professional positions only
- 45-page Report
- Likert

### Technology

No information available on platform or API ability.

### Validation

Internal. Self-reported

## 11. Belbin Team Types

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### Discovery Process

Launched in the 1970's the Belbin Team Role Theory was devised as a result of the studies conducted by Meredith Belbin. The Belbin Team Role Self-Perception Inventory (BTRSPI) was designed to measure 9 behavioral clusters which individuals display when working in teams.

The product gives each employee an individual report which can be used to assess the behavioural strengths and weaknesses of an individual. In addition, a team report shows the strengths and weaknesses of a team as a whole.

## Reporting and applications

- Likert scoring model
- 9 Clusters of Behavior.
  - Resource Investigator,
  - Team worker,
  - Co-ordinator,
  - Plant,
  - Monitor Evaluator,
  - Specialist,
  - Shaper,
  - Implementer,
  - Completer Finisher.
- 15 - 20 minutes to complete
- Individual and team reports

## Technology

No information available on platform or API ability

## Validation

Internal. Self-reported

Meredith Belbin PhD

A validation study of Belbin's team roles.

## 12. Tracom Social Styles

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### Discovery Process

The Tracom Social Styles Profile was first designed in the 1970's to identify a person's level of social intelligence for improving inter-personal communications. The new 42 item survey released in 2021 is designed to identify a person's social style in four quadrants.

The product gives each employee an individual report which can be used to assess the individual's self-perception of their social intelligence strengths and weaknesses. In addition, a 360-degree assessment is used for multi-rater assessment.

### Reporting and applications

- Likert scoring model and 360 degree multi-rater
- 4 Styles of Communication.

- Driving,
  - Expressive,
  - Amiable,
  - Analytical.
- 15 - 20 minutes to complete
  - Individual and team reports

## Technology

No information available on platform or API ability

## Validation

Internal. Extensive validation studies have been performed using known measurement techniques, along with regular monitoring.

## 13. Aspen Family Business Inventory

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### Discovery Process

The Aspen Family Business Inventory is a diagnostic tool used to assess various dimensions of a family-owned business, including helping family business members understand their dynamics in the areas of family dynamics, business operations and governance.

### Reporting and applications

- Likert scoring model with typically 100 questions asked, depending on the consultant using the system
- 3 types of reports are given:
  - Family Dynamics
  - Business Operations
  - Governance
- 15 to 20 minutes to complete
- Individual and family group reports

## Technology

No information available on platform or API ability

## Validation

Internal. Extensive validation studies have been performed using known measurement techniques, along with regular monitoring.

## 14. 5 Voices Pro

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### Discovery Process

The 5 Voices Pro personality test is a tool designed to help individuals and teams understand their unique communication styles and strengths. Developed by Giant Worldwide, it is based on the idea that everyone has a foundational voice among five distinct types, and understanding these voices can lead to better teamwork, communication, and self-awareness.

### Reporting and applications

- Likert scoring model with 80 preference style questions asked to assess communication style, strengths and preferences.
- 5 styles of communication:
  - Nurturer
  - Creative
  - Guardian
  - Connector
  - People
- 15 to 20 minutes to complete
- Individual and team reports

### Technology

No information available on platform or API ability

### Validation

Internal. Extensive validation studies have been performed using known measurement techniques, along with regular monitoring.

## 15. APQ (Achieving Personal Quotient)

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### Discovery Process

The APQ personality test is a tool designed to help individuals and teams understand various aspects of their personality, behavior and potential. While it has general application to human capital management in general, the main application is for recruiting and developing sales people.

## Reporting and applications

- Likert scoring model with 155 questions.
- 9 primary traits (and 10 secondary traits):
  - Intensity/Drive
  - Independence
  - Need to Analyze
  - Need to Serve
  - Assertiveness
  - Self-protection
  - Drive for Recognition
  - Interpersonal Trust
  - Optimism
- 45 to 60 minutes to complete
- Individual reports

## Technology

No information available on platform or API ability

## Validation

Internal. Extensive validation studies have been performed using known measurement techniques, along with regular monitoring.

## 16. Driven Assessment

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### Discovery Process

The Driven assessment is a psychometric tool designed to measure various aspects of a person's motivation, drive and personal attributes that contribute to their performance and success. It is used in organizational settings to identify key drivers of employee engagement, productivity and overall job satisfaction.

### Reporting and applications

- Likert scoring model with 50 to 100 questions, depending on the consultant user and situation.
- 10 performance traits:

- Big Picture
- Situational Identity
- Hyper Focus
- Multi-Thinking
- Boredom
- Horizing
- Intuitive Sensing
- Risk Taking
- Perfectionism
- Resilience
- 20 to 45 minutes to complete
- Individual reports

## Technology

No information available on platform or API ability

## Validation

Internal. Extensive validation studies have been performed using known measurement techniques, along with regular monitoring.

## 17. Motivators Assessment

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### Discovery Process

The Motivation assessment is a psychometric tool used to identify what drives and motivates individuals for enhancing job satisfaction, productivity, and overall organizational effectiveness.

### Reporting and applications

- Likert scoring model with 20 to 50 questions, depending on the consultant user and situation.
- 5 primary motivators, with a series of specific sub traits:
  - Thinker
  - Achiever
  - Builder
  - Reard Driven
  - Caregiver
- 20 to 30 minutes to complete
- Individual reports

## Technology

No information available on platform or API ability

## Validation

Internal. Extensive validation studies have been performed using known measurement techniques, along with regular monitoring.

## 18. Culture Index

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### Discovery Process

The Culture Index was developed by Gary Walstrom and Cecilia Bruening-Walstrom in collaboration with psychologist Dr. Louis Janda. It underwent five years of research and development before being introduced to the market in 2004.

### Reporting and applications

The Culture Index survey consists of two sections, each containing 174 words. The survey presents a list of adjectives, asking respondents to select those that best describe them. This free-choice adjective checklist methodology captures spontaneous and instinctive responses, providing accurate behavioral insights.

Respondents are asked to check the words that describe themselves and their required behavior for success in their roles. This free-choice adjective checklist methodology captures spontaneous and instinctive responses, providing an accurate snapshot of natural behaviors.

- **Recruitment:** Matches candidates with roles that fit their natural traits, improving job satisfaction and reducing turnover.
- **Team Building:** Enhances team dynamics by understanding individual behaviors.
- **Leadership Development:** Provides leaders with insights into their own and their team members' behaviors.
- **Burnout Monitoring:** Regular reassessments help identify and address potential burnout proactively.

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## Technology

The Culture Index provides API access to integrate its capabilities into other systems and applications. This allows organizations to seamlessly use Culture Index data within their existing HR and management platforms.

## Validation

The Culture Index uses the split-half reliability technique, specifically Cronbach's Alpha, to ensure internal consistency. A reliability coefficient of 0.70 or higher is considered acceptable, indicating that the survey produces consistent results across different administrations.

To learn more about DNA Behavior International and the solutions we offer, please visit: [www.dnabehavior.com](http://www.dnabehavior.com)

If you have any questions or would like to discuss the DNA Behavior methodology with an executive on our team, please email us at: [dnacare@dnabehavior.com](mailto:dnacare@dnabehavior.com)





## Appendix A: High Level Summary of Systems (Compare/Contrast)

DNA Behavior is reviewed against other market providers by either comparing them, contrasting them, or both. The purpose of this analysis is not to state the obvious but rather to illuminate subtle differences or unexpected similarities between the various systems. Further, it will show that each system differs in some respects. These differences become the focus of examination.

The primary differentiation points of the DNA Natural Behavior Discovery Process to all other systems are:

1. Provision of financial behavior (money) insights, along with talents and communication insights at a much deeper and broader level.
2. Measurement of natural hard-wired behavior which is capable of being reliably predicted throughout a person's life regardless of situation.
3. Technology system capabilities, including digital app's, API, AI.
4. Customization of user experience features.

A high-level comparative study of the above listed systems is available on request. Please email us at [dnacare@dnabehavior.com](mailto:dnacare@dnabehavior.com)

## DNA Natural Behavior Discovery Process versus The Birkman Method

The Birkman Method is less holistic in that it provides insight into what drives a person's behaviors in an occupational setting. Whereas, the DNA Natural Behavior Discovery Process is characterized by revealing behaviors at a deeper level, regardless of setting and how unmanaged human differences, money attitudes, pressure and emotions, can derail performance.

## DNA Natural Behavior Discovery Process versus Myers–Briggs Type Indicator

The Myers–Briggs Type Indicator is an introspective self-report questionnaire with the purpose of indicating 4 differing psychological preferences in how people perceive the world around them and make decisions. Because the system captures preferences the outcomes will be situational. Whereas, the DNA Behavior Discovery measures hard-wired behavior that is not situationally biased.

## DNA Natural Behavior Discovery Process versus DiSC

DiSC describes a person's emotions and impact in different group interactions, and how these might change over time. Further, DiSC only reports the score on 4 factors, leaving with you high/low terminology. Unlike the DNA Natural Behavior Discovery Process that reveals consistent predictable behaviors and talents that do not change over time across 32 factors and sub-factors with the left and right hand side traits being shown to reflect the strengths and struggles of each (64 traits)..

## DNA Natural Behavior Discovery Process versus Kolbe

Kolbe's focus is that it assesses the conative part of the mind (taking action) only and is primarily applied in the hiring and team arena. It does not address communication and human interaction. The DNA Natural Discovery Process reveals holistic, inherent behaviors and money insights on a universally

applicable basis across different cultures, races, ages, sexes, education levels, environments and socio-economic levels at a deeper and at a more reliable level.

## DNA Natural Behavior Discovery Process versus Predictive Index

The PI Behavioral Assessment is a pre-employment test used to predict workplace behaviors in the pre hiring process. Whereas, DNA Natural Behavior Discovery Process predicts intensified behaviors caused by unmanaged human differences, money attitudes, pressure and emotions derail performance. Being able to reveal these behaviors on a universally applicable basis (across different cultures, races, ages, sexes, education levels and socio-economic levels) at a deeper and more reliable level.

## DNA Natural Behavior Discovery Process versus Hogan

The Hogan Personality Inventory assessment measures day-to-day personality, also known as the bright side. It assesses how you relate to others. Employers use this assessment to determine how well an individual will work with others, whether they lead or follow. The DNA Natural Behavior Discovery Process covers this aspect in the Communication DNA offering, but widens the scope of behavior and communication through revealing behaviors universally and at a deeper and more reliable level that go to the core or people through the DNA Behavior Natural Discovery process.

## DNA Natural Behavior Discovery Process versus Clifton Strength Finder

Gallup's Clifton Strengths Finder Assessment measures the presence of talents, knowledge and skills in 34 general areas referred to as "themes" reflecting how we think, feel, and behave. While, the DNA Natural Behavior Discovery Process measures 8 Primary and 24 Sub-factors measured on left and right side (64 traits) being the predictable behaviors and talents (including strengths and struggles) that consistently reveal themselves over long time periods. Further, it reveals money behaviors, communication style and the reporting more clearly highlights the differences between people, delivering concrete and reliable insight into how to foresee and manage them.

## DNA Natural Behavior Discovery Process versus Enneagram

The Enneagram categorizes the human psyche into 9 different personality types. It focuses on an individual's habits of attention and other patterns of thoughts, feelings, emotions, and spiritual vitality. Whereas, the DNA Natural Behavior Discovery Process reveals an unparalleled depth and reliability of psychometric validation for 64 core behavioral traits and 4 communication styles.

## DNA Natural Behavior Discovery Process versus Winslow

The Winslow Personality Test is used to measure the personality, behavior, and attitudes of employees or job applicants. The test measures 24 personality traits within 48 dimensions of an individual's personality. It assesses traits that are relevant to success in all professional positions. Whereas, the DNA Natural Behavior Discovery Process measures 8 Primary 24 Sub-factors measured on left and right side (64 traits). In addition, offering 200 specific workplace, sales, career insights. More broadly, it offers a 360 degree performance discovery process that optimizes people and procedures.

## DNA Natural Behavior Discovery Process versus Belbin

Belbin was designed to measure 9 clusters of behavioral characteristics which individuals display when working in teams. It measures behavior and does not have psychometric properties. Whereas, the DNA

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Natural Behavior Discovery Process measures 64 traits. These natural behaviors can be universally applied across different cultures, races, ages, sexes, education levels and socio-economic levels at a deeper and more reliable level. Further, the DNA Behavior Leadership Performance 360 Discovery review is available to measure leadership and supervisory feedback on their execution of leading teams and workers.

## DNA Natural Behavior Discovery Process versus Tracom

Tracom was designed to measure a person's social intelligence across 4 primary social styles. In essence, Tracom is focused on how a person communicates and socially interacts. The DNA Natural Behavior Discovery not only measures a person's communication styles but also their talents and financial behavior.

## DNA Natural Behavior Discovery Process versus Aspen Family Business Inventory

The Aspen Family Business Inventory is specifically designed for family members to address their management of a family business. The feedback addresses family dynamics, business operations and governance. The DNA Natural Behavior Discovery has been extensively used in family business situations to address the different talents and financial behaviors of family members and family business leaders, including providing group reporting.

## DNA Natural Behavior Discovery Process versus 5 Voices Pro

The 5 Voices Pro test was designed to measure a person's unique communication styles and strengths across five distinct types for enhancing teamwork, communication and self-awareness. social intelligence. The DNA Natural Behavior Discovery not only measures a person's communication styles but also their talents and financial behavior, with that information used for self-awareness, enhancing interactions and building more productive teams.

## DNA Natural Behavior Discovery Process versus APQ

The APQ personality test is a tool designed to help individuals and teams understand various aspects of their personality, behavior and potential, in particular for sales. The DNA Natural Behavior Discovery also measures a range of key behavioral traits for sales performance. However, it measures a broader range of behaviors for workplace development of all types of people and roles, along with financial behaviors

## DNA Natural Behavior Discovery Process versus Driven

The Driven assessment is a psychometric tool designed to measure various aspects of a person's motivation, drive and personal attributes that contribute to their performance and success. The DNA Natural Behavior Discovery measures a complete set of performance drivers but also how a person will interact and decide in all settings.

## DNA Natural Behavior Discovery Process versus Motivators

The Motivation assessment is a psychometric tool used to identify what drives and motivates individuals for enhancing job satisfaction, productivity, and overall organizational effectiveness. The DNA Natural Behavior Discovery measures a person's behavioral traits and each trait has a motivation element to it if



the person is operating in their strengths. However, the Motivators assessment uses more pin-pointed motivation driver language.

## DNA Natural Behavior Discovery Process versus Culture Index

The DNA Behavior Discovery Process delves deeply into individual behaviors, highlighting how differences, money attitudes, pressure, and emotions impact performance across all settings. In contrast, the Culture Index focuses on identifying key traits and job alignment within organizational environments. While DNA Behavior offers a broader understanding applicable to various life aspects, the Culture Index is more narrowly tailored to fit professional contexts, emphasizing the fit between personal traits and specific job roles to enhance workplace productivity and satisfaction.