

Business DNA[®] Fit to Role Guide

For Hiring Top Performing Talent to
Fit the Roles Required to Build a
Productive Team

Hiring Performance Challenges



1. Hiring “Round Pegs in Round Holes”
2. Building a recruitment process that leads to ongoing employee engagement
3. Matching the natural talents needed for a role
4. Fit of the candidate into the overall team
5. Relationship of the candidate to his/her manager
6. Getting below the surface in the interview to identify the true behaviors, passions, values, purpose, money
7. Successful performance in a different operating environment not translating to productivity
8. High cost of a bad hire

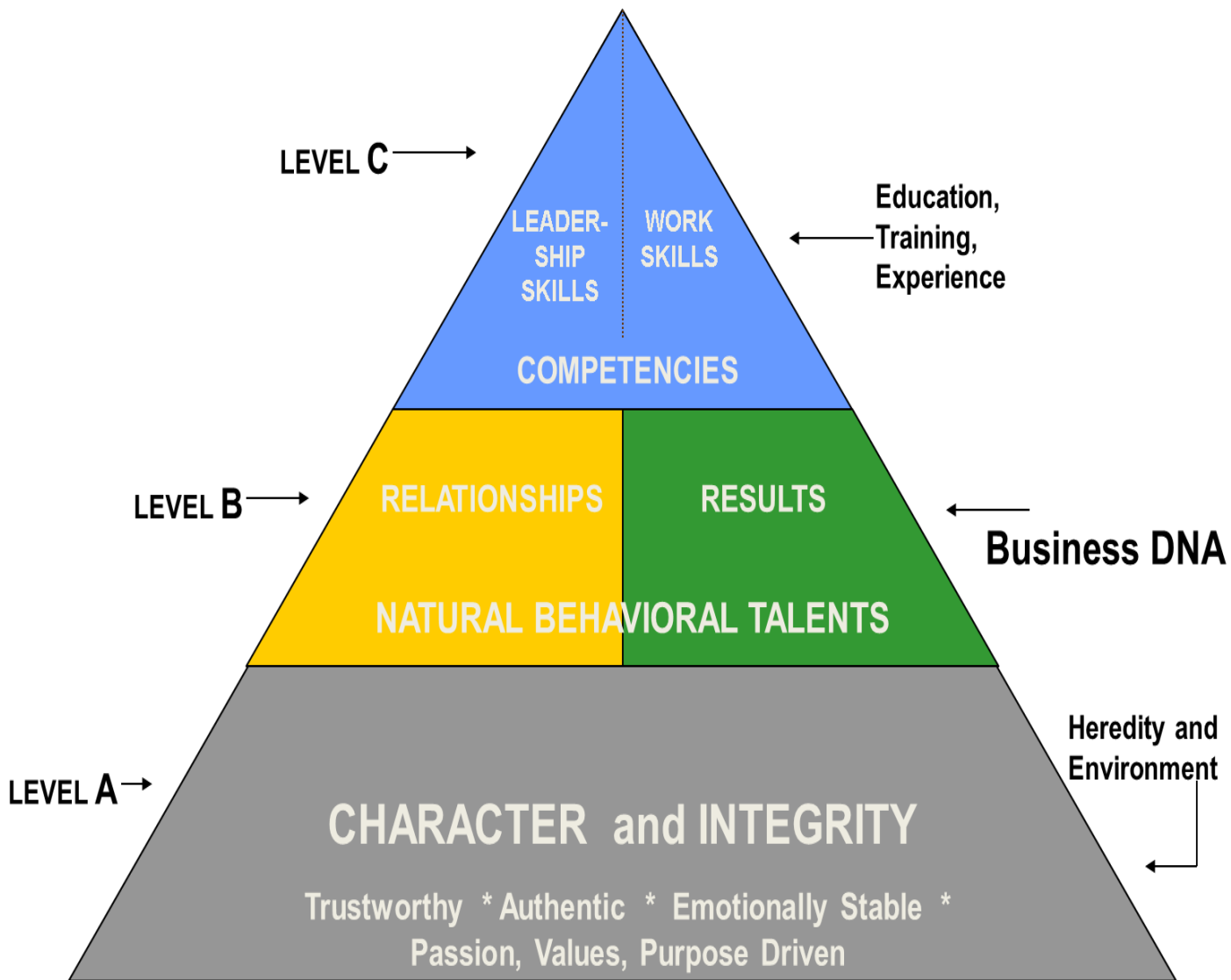
First Break All The Rules

What the world's greatest managers do differently.

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

- **Four keys of great managers**
 1. Select for talent
 2. Define the right outcomes
 3. Focus on strengths
 4. Find the right fit
- **...Talent alone isn't special. It is the matching of the talent with the role that is special.**

Discovering The Candidate's Performance Attributes



Different Levels and Roles – Different Talents

Based on talents, where will a person be most successful?

Business Roles

Strategic Planning

Business Development (Outside Sales)

Customer Relationship Management (Inside Sales)

Finance

Operations

Support Services

Administration

Benchmark the most successful performers within a business in each level and role

The Case for a Robust Behavioral Hiring Process

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

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

Job Performance Predictors

COMPARATIVE VALIDITY OF DIFFERENT JOB PERFORMANCE PREDICTORS*

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

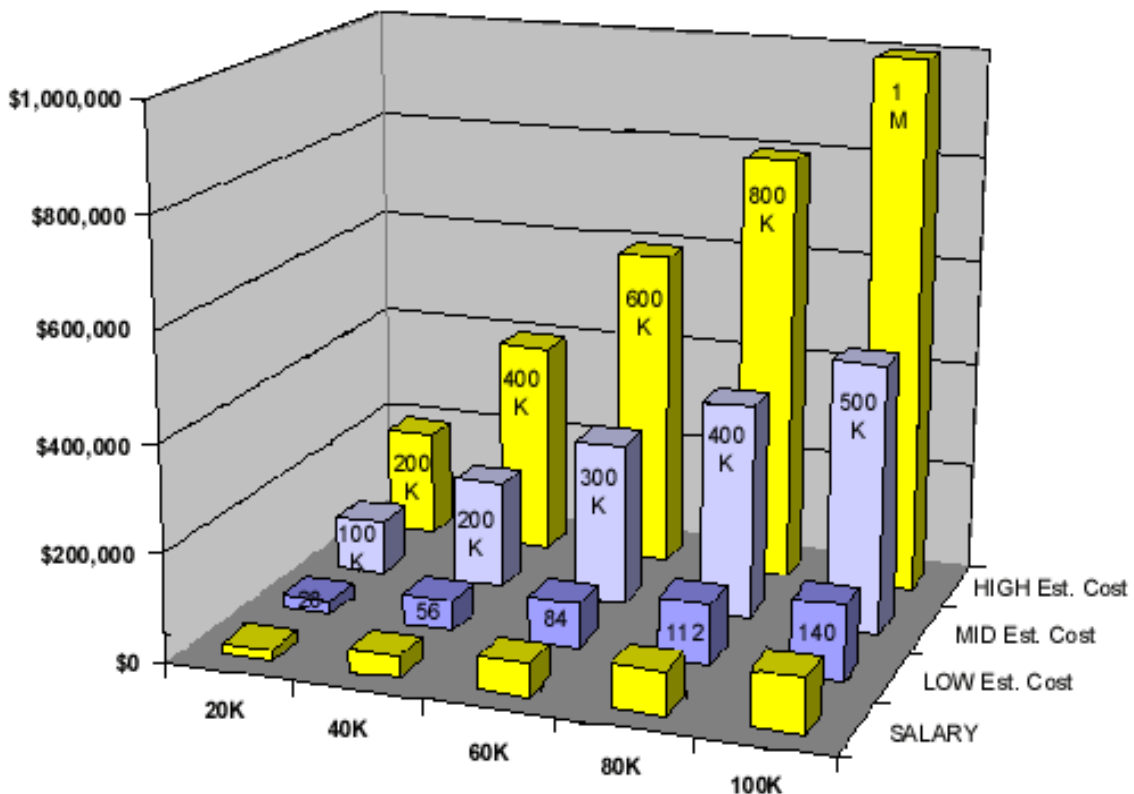
Magazine- "Human Resources Magazine" article [Employee Testing Gives Employers the Hiring Edge](#), by Maryanne Preston, March 1997

Cost of Bad Hires

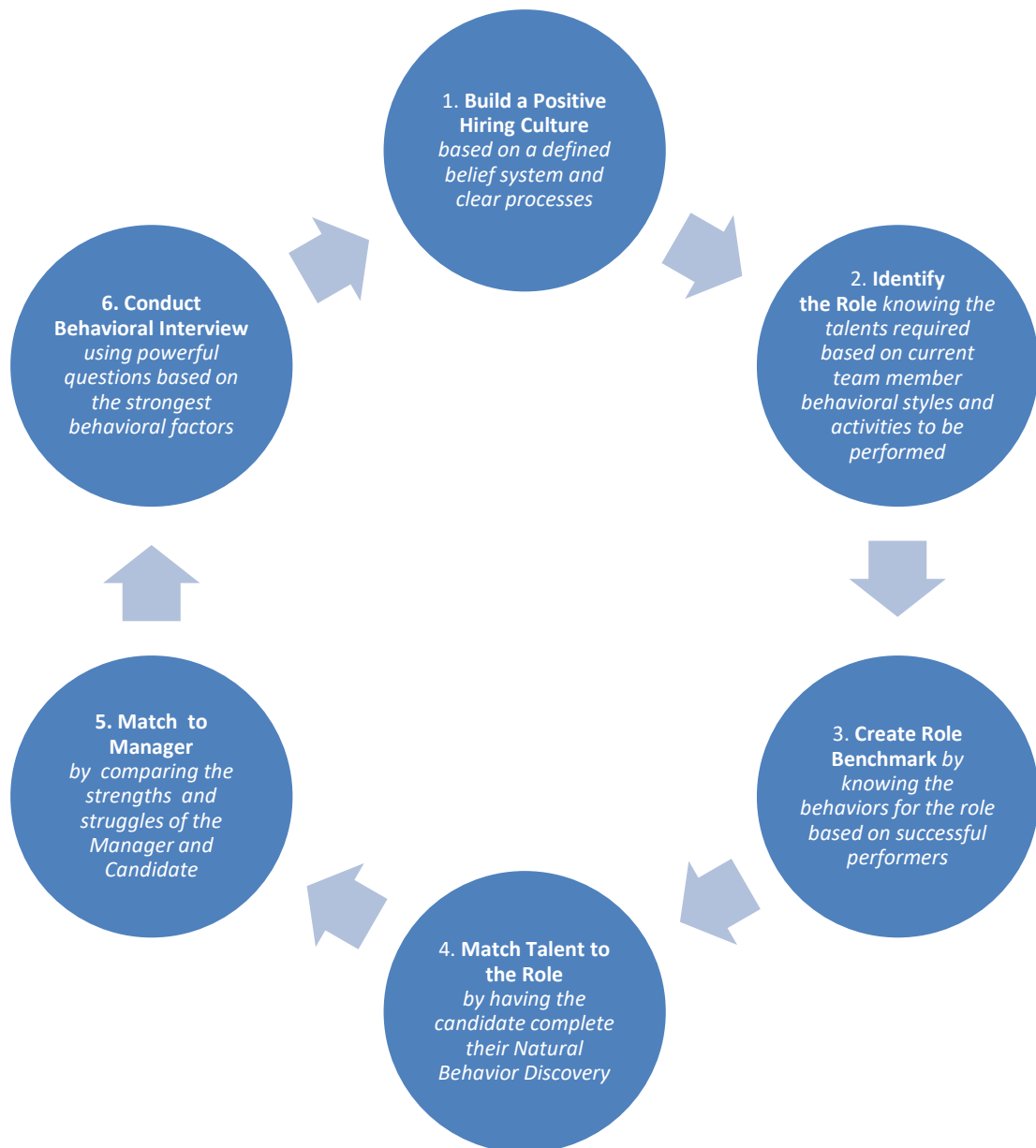
The cost of a bad hire is estimated to be in the following multiples of salary due to lost productivity, re-training, re-hiring expenses:

COST OF A BAD HIRE CHART

Low to High Costs v. Salary



DNA Hiring Performance Process



Hiring for Talent

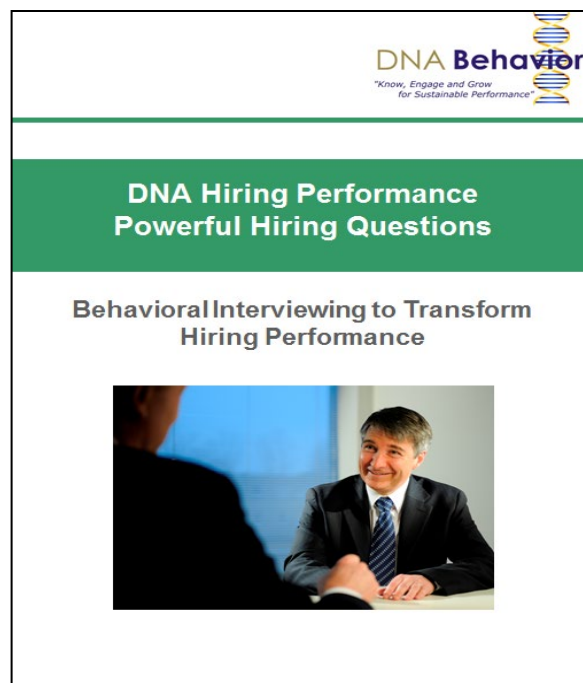
Hiring Success will come through identifying the right mix of Natural and Learned Behaviors, and Cognitive Factors.

The Business DNA difference to other personality systems is the capability to separately measure Natural and Learned behaviors. Most other systems only measure Learned Behaviors and some Cognitive Factors:

1. Natural Behaviors – predictable talents that are instinctive and ingrained
2. Learned Behaviors - dimensions of personality that develop or evolve and are highly situational:
 - Interests
 - Passion
 - Values
 - Beliefs
 - Purpose
 - Financial Attitude
 - Integrity
 - Character
3. Cognitive Factors – mental processes that includes attention, memory, producing and understanding language, learning, reasoning, problem solving, and decision-making:
 - Skills
 - Knowledge
 - Intelligence

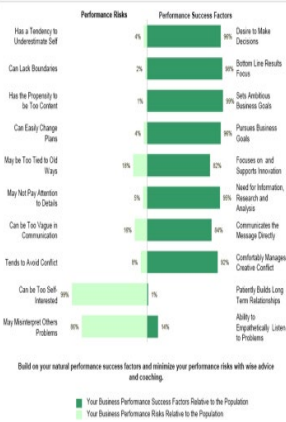
Key Behavior Style Interpretation Points To Remember When Hiring

- The DNA Natural Behavior Style provides a set of behavioral traits which will be generally true for all people in that category. So, not all individuals within the same Natural Behavior Style are exactly the same.
- Differences between the same Natural Behavior Styles will be seen in the primary factors and sub-factors. The specific factor and sub-factor scores are critical to determining a match to the role.
- Ask interview questions based on the strongest behavioral traits.
- Also, the DNA Natural Behavior style is non-biased for gender, race, age and national origin.



Business DNA Natural Behavior Discovery

Your Natural Approach to Closing the Behavior-Performance Gap for Increasing Business Performance



Complete Business DNA Natural Behavior Discovery (46 Questions) taking 15-20 minutes for an Introduction to DNA Personal Talent Performance to know your unique “hard-wired” talents:

1. Business Talent DNA Report – 10 Performance Success and Risk Factors
2. DNA Natural Behavior Summary Report - Key behavioral insights on the person’s natural approach to work and business performance
3. Business DNA Natural Behavior Coaching Report – Insights for Developing Your Workplace and Leadership Performance



Business Performance Success and Risk Factors

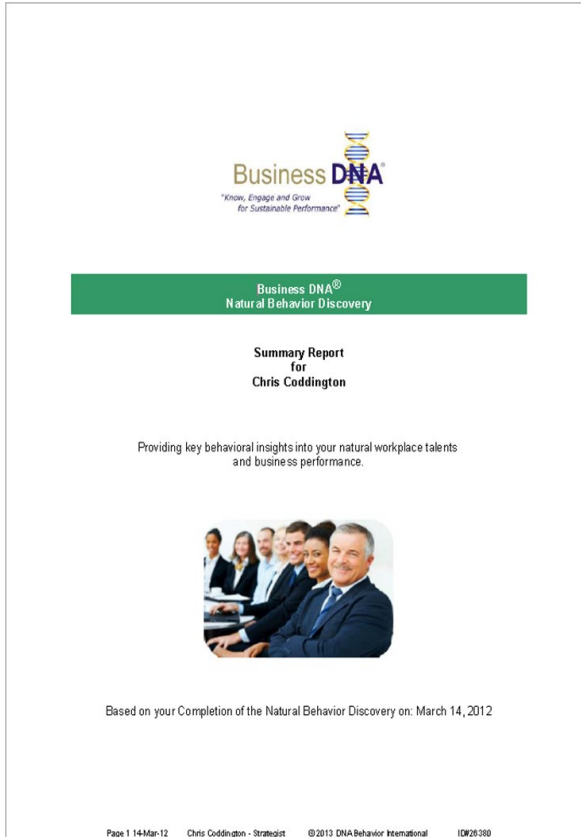
Your Natural Approach to Closing the Behavior Performance Gap for Increasing Business Performance



Build on your natural performance success factors and minimize your performance risks with wise advice and coaching.

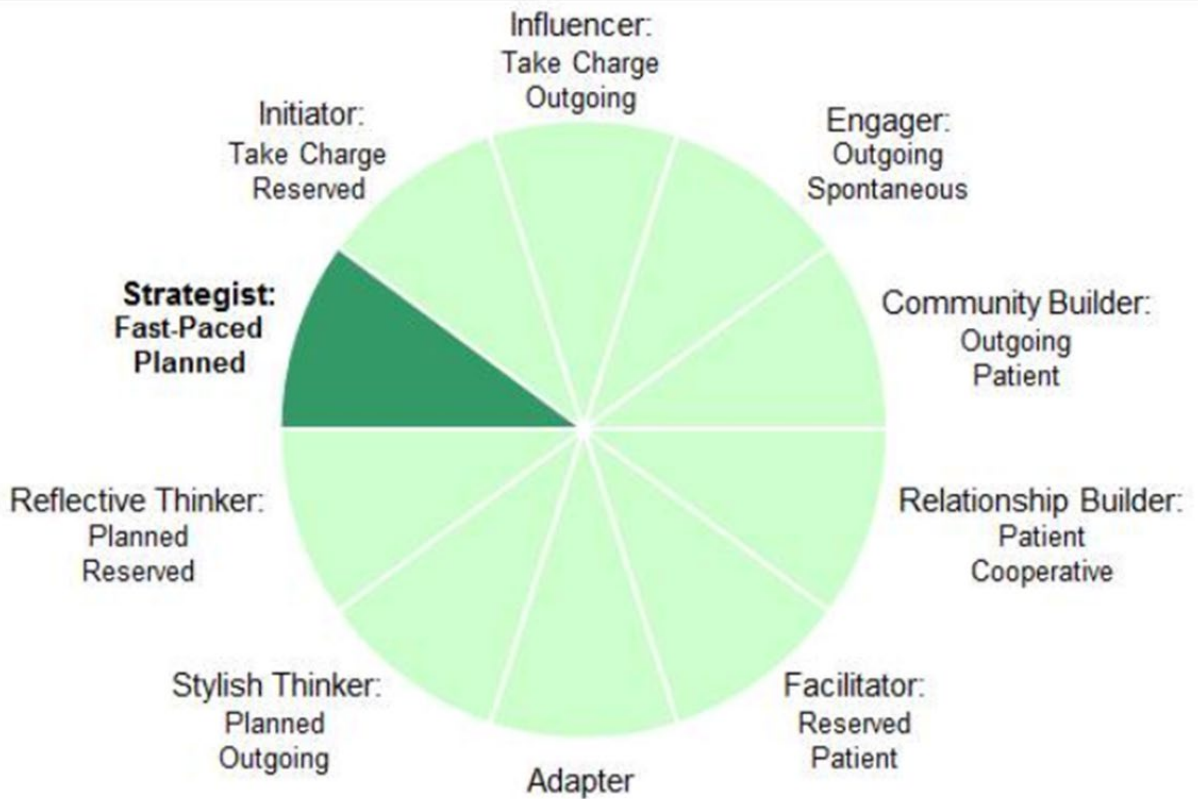
- Your Business Performance Success Factors Relative to the Population
- Your Business Performance Risks Relative to the Population

Business DNA Natural Behavior Summary Report

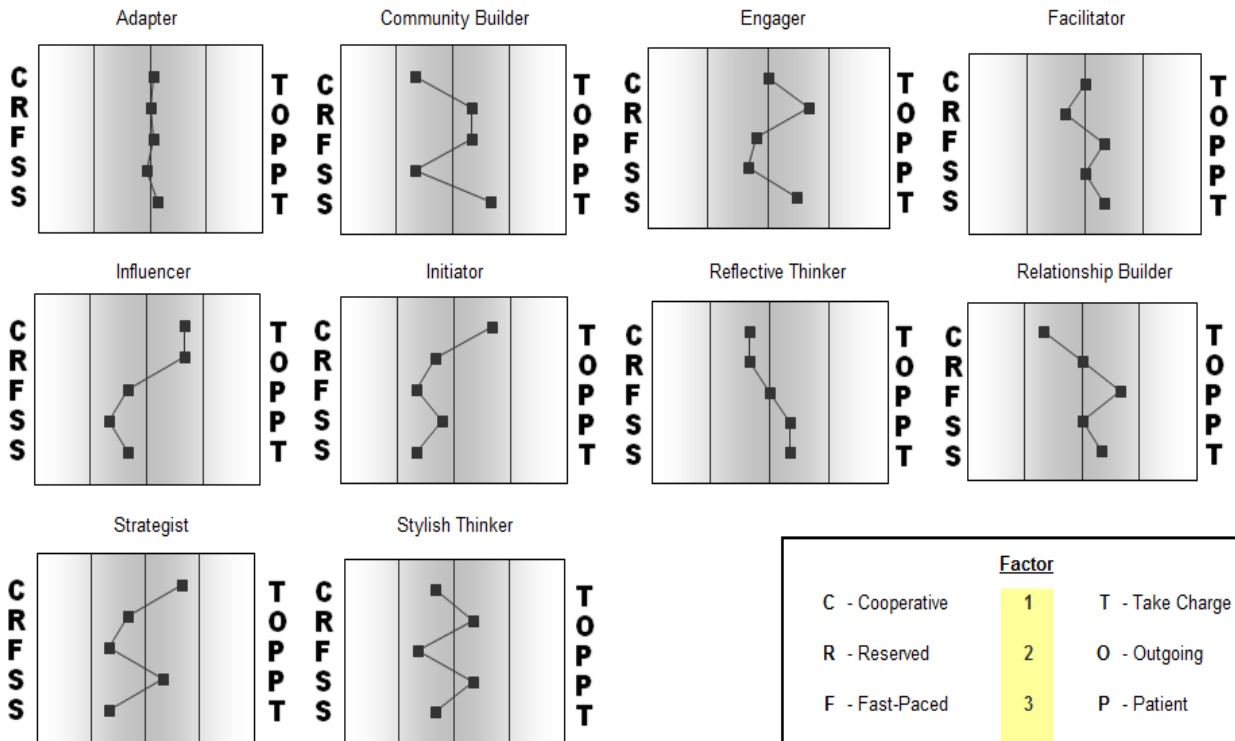


1. Decision-Making Strengths and Struggles
2. Work Life Attitudes
3. Work Life Planning Drivers
4. Business Decision-Making Risk Grouping
5. Leader-Team Mate Compatibility

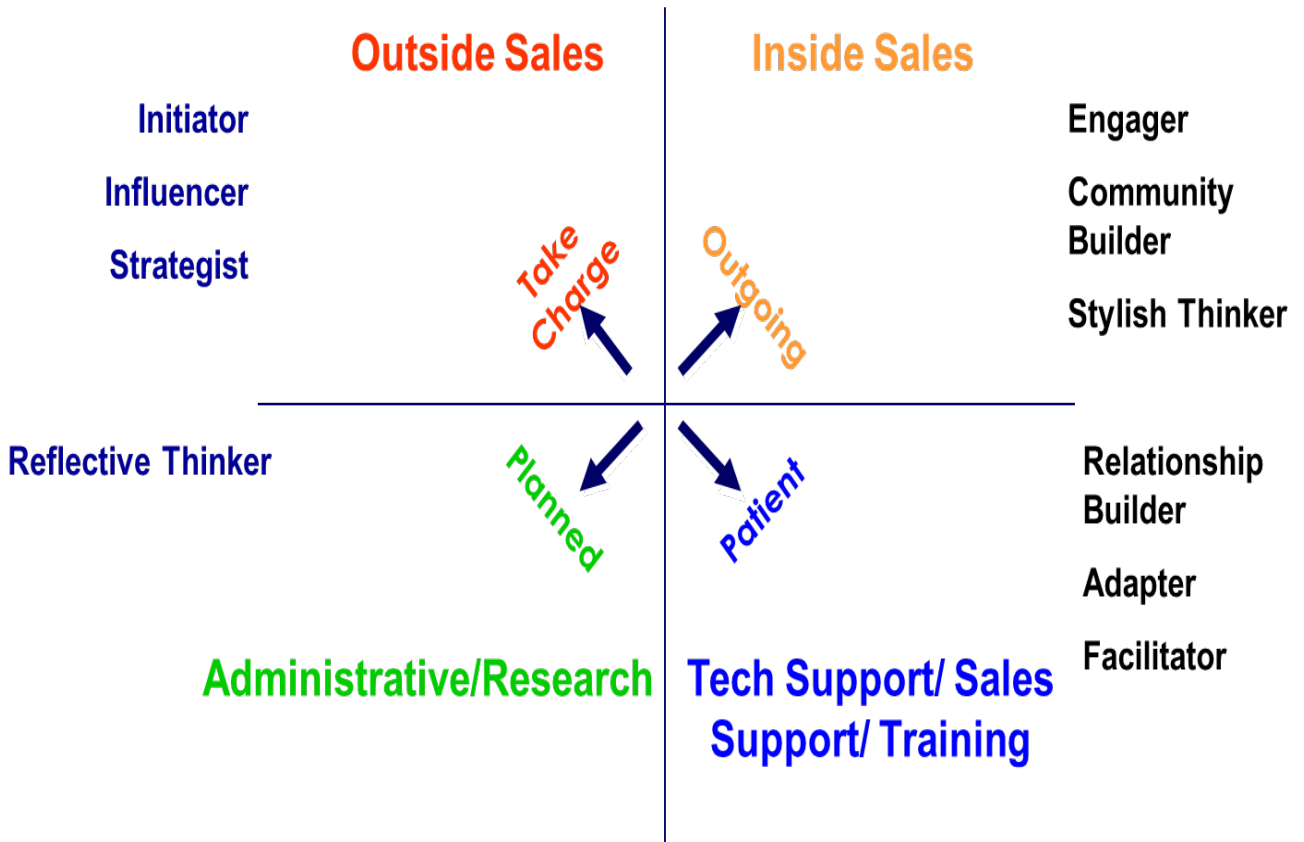
Summary of Natural DNA Behavior: 10 Unique Styles



10 DNA Natural Behavior Styles



Generalized Matching of Roles to DNA Natural Behavior Styles

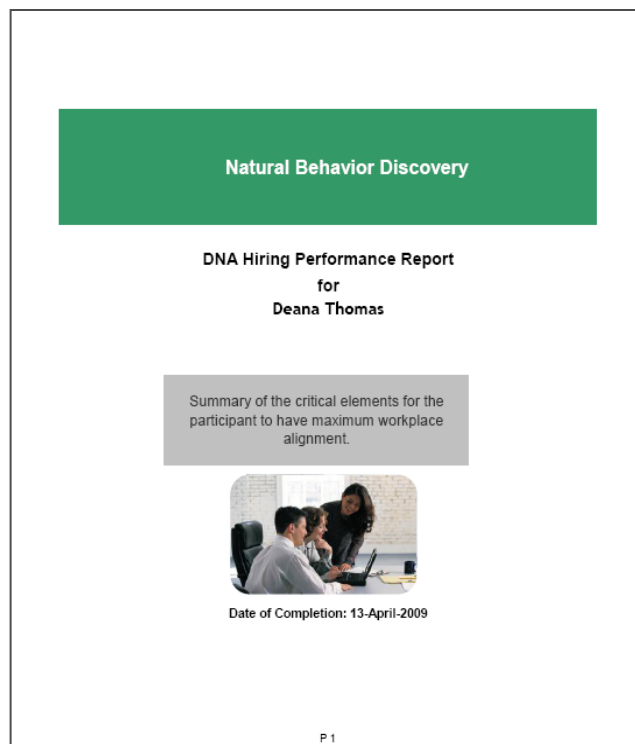


DNA Hiring Performance Report

The DNA Hiring Performance Report is produced directly from combinations of DNA Behavior factor and sub-factor scores in the Natural Behavior Report.

The report provides insights in priority of importance based on the relative strength of the person's natural behavioral traits (primary factors and sub-factors):

1. 10 Desired Tasks – activities –(40 items)
2. 5 Desired Team Roles –position (20 items) – reflects a general benchmark
3. 5 Desired Work Environment Features - what is important (25 items)
4. 5 Desired Work Rewards - work motivations (20 items)



Typical Behavioral Characteristics for Sales Roles

DNA Behavior Factor	Talents - Activity	Outside Sales	Inside Sales	Customer Service
Take Charge	Visionary/Decisive	>55		
Cooperative	Listens/Collaborates		<50	<50
Outgoing	Networks/ Communicates	>55	>55	>45
Reserved	Task Focused/ Researches			
Patient	Friendly/Supportive		>45	>50
Fast Paced	Handles Objections/ Rejection	<45		
Planned	Detailed/ Structured			>50
Spontaneous	Flexible	<45	<50	
Trust	Receptive		>50	>45
Skeptical	Asks Questions	<45		
Pioneer	Goal Driven	>55	>50	
Content	Balanced			<50
Risk Taker	Takes Bold Action	>55	>45	
Cautious	Manages Risk			<50
Creative	Problem Solves			
Anchored	Implements/ Executes	<50	<50	<45

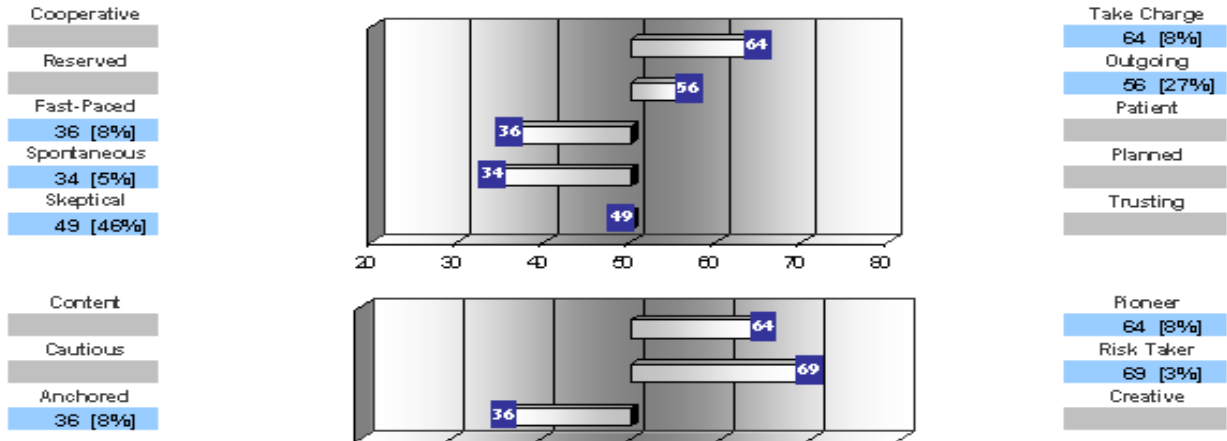
Position 1: Typical Outside Sales Role Requirements

Depending on the business, an outside sales role will generally require the person to be a “rain-maker” (“or Hunter”) focused on generating new business.

The role will include:

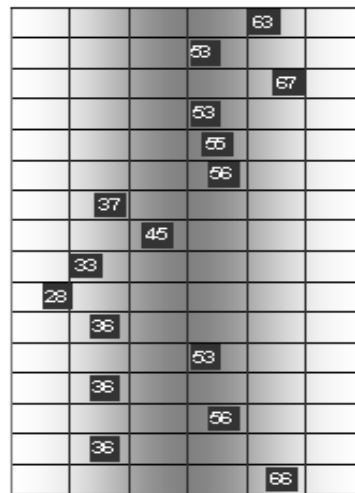
- Makes quick decisions – realistic approach
- Influences opinions- building rapport quickly
- Setting goals - directing clients towards goals
- Handles objections - calling new prospects
- Follows through - accountable for new business targets
- Action orientated - having high energy
- Comfortable meeting new people - networking
- Negotiating - closing capabilities
- Confident in new situations – sets up opportunities
- Takes bold action – prepared to take risks
- Questioning – prepared to ask questions
- Working individually – able to operate independently

Dave Michaelson – the Influencer



Core Work Life Drivers

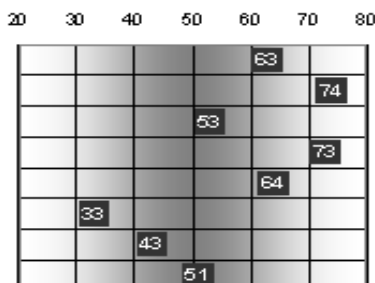
Cooperative	Consensus Seeking	
	Group Orientated	
Reserved	Diplomatic	
	Serious	
	Reflective	
Fast-Paced	Quiet	
	Rational	37
	Task-focused	45
Spontaneous	Confronting	33
	Generalist	28
	Improviser	36
Skeptical	Instinctive	
	Controlling	36
	Suspicious	36
Anchored	Questioning	36
	Exactng	



63	Authoritative	Take Charge
53	Selfreliant	
67	Frank	64
53	Expressive	Outgoing
55	Sociable	
56	Communicative	56
	Empathetic	Patient
	Encouraging	
	Accepting	
	Accurate	Planned
	Scheduled	
53	Persistent	
	Delegator	Trusting
56	Open	
	Approachable	
66	Relaxed	

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	33
	Practical	43
	Left Brain	



63	Initiator	Pioneer
74	Competitive	
53	Determined	64
73	Bold	Risk Taker
64	Risk Tolerant	
	Original	Creative
	Enterprising	
51	Right Brain	

Stronger ← Mid-Level → Stronger

Dave Michaelson – the Influencer

Dave Michaelson

1. Desired Tasks based on Talents

Priority of Tasks

- 1 Taking bold action
- 2 Setting goals
- 3 Confidence in new situations
- 4 Action orientated
- 5 Handling objections
- 6 Thinking globally
- 7 Making quick decisions
- 8 Questioning
- 9 Negotiating
- 10 Follows through

2. Desired Team Roles

Priority of Roles

- 1 Outside sales
- 2 Recruiting
- 3 Product development
- 4 Project manager
- 5 Event manager

3. Desired Work Environment

Priority of Environments

- 1 Competition
- 2 New Experiences
- 3 Risk taking
- 4 Challenges
- 5 Flexibility

4. Desired Work Rewards

Priority of Rewards

- 1 Personal growth
- 2 Time freedom
- 3 Sense of achievement
- 4 Opportunities to travel
- 5 Career progression

Issues for Behavioral Interview for a Outside Sales Position

- Substance over charm
- Strategic approach
- Does not take no for answer
- Persistent and hungry
- Builds rapport quickly
- Track record in closing sales
- Positive attitude toward success
- Passion

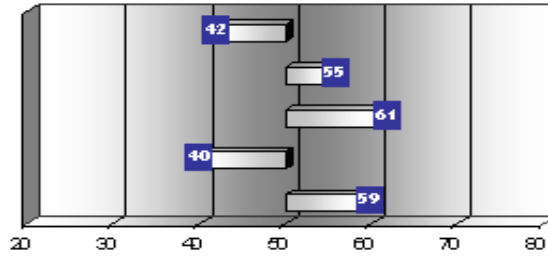
Position 2: Typical Inside Sales Role Requirements

Depending on the business, an inside sales role will generally require the person to be a “farmer” focused on building and managing existing business/relationships. The role will include:

- Being friendly - maintaining relationships
- Supportive and patient - responds to client questions
- Demonstrates enthusiasm – people connection
- Follows through- being reliable to follow up
- Listening – empathetic to client needs
- Works collaboratively - good team player
- Comfortable meeting new people - networking
- Negotiating - closing capabilities
- Communicating verbally – calling clients

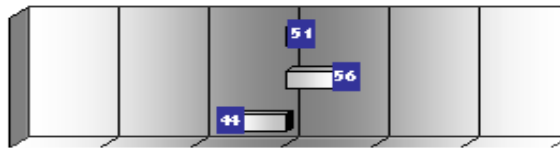
Lane Dixon – the Community Builder

- Cooperative
42 [21%]
- Reserved
- Fast-Paced
- Spontaneous
40 [18%]
- Skeptical



- Take Charge
- Outgoing
55 [31%]
- Patient
61 [14%]
- Planned
- Trusting
59 [18%]

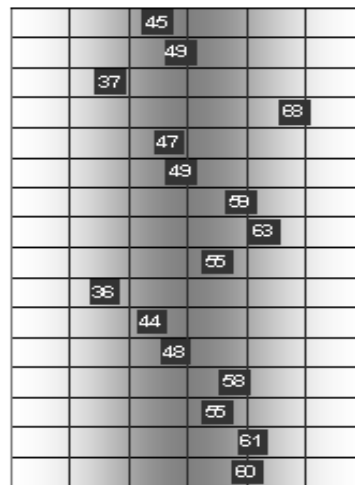
- Content
- Cautious
- Anchored
44 [27%]



- Pioneer
51 [46%]
- Risk Taker
56 [27%]
- Creative

Core Work Life Drivers

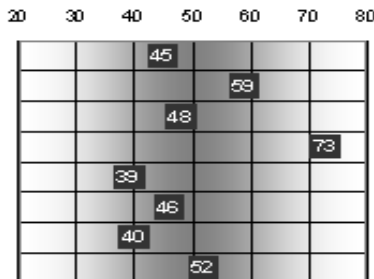
Cooperative	Consensus Seeking	45
42	Group Orientated	49
	Diplomatic	37
Reserved	Serious	
	Reflective	47
Fast-Paced	Quiet	49
	Rational	
Spontaneous	Task-focused	
	Confronting	
	Generalist	36
40	Improviser	44
	Instinctive	48
Skeptical	Controlling	
	Suspicious	
	Questioning	
	Exacting	



Authoritative	Take Charge
Selfreliant	
Frank	
68	Outgoing
Expressive	
Sociable	55
Communicative	
59	Patient
Empathetic	
63	Encouraging
Accepting	61
Accurate	
Scheduled	Planned
Persistent	
58	Trusting
Delegator	
55	Open
Approachable	
61	
Relaxed	59

Work Life Planning Drivers

Content	Steady	45
	Balanced	
	Flexible	48
Cautious	Careful	
	Stable	39
Anchored	Experience Based	46
	Practical	40
	Left Brain	
44		



Initiator	Pioneer
59	
Competitive	51
Determined	
73	Risk Taker
Bold	
Risk Tolerant	56
Original	
Enterprising	Creative
52	
Right Brain	

Stronger ← Mid-Level → Stronger

Lane Dixon – the Community Builder

Lane Dixon

1. Desired Tasks based on Talents

Priority of Tasks

- 1 Demonstrating enthusiasm
- 2 Supportive and patient
- 3 Listening
- 4 Being friendly
- 5 Teaching people
- 6 Delegating
- 7 Taking bold action
- 8 Building consensus
- 9 Comfortable meeting people
- 10 Follows through

2. Desired Team Roles

Priority of Roles

- 1 Relationship Manager
- 2 Coach
- 3 Trainer
- 4 Community networker
- 5 Inside sales

3. Desired Work Environment

Priority of Environments

- 1 Respect for others
- 2 Loyalty
- 3 Stability
- 4 Freedom from conflict
- 5 Support and guidance

4. Desired Work Rewards

Priority of Rewards

- 1 Work tranquility
- 2 Security
- 3 Helping others
- 4 Help society
- 5 Public contact

Issues for Behavioral Interview for a Inside Sales Position

- Substance over charm
- Good listener
- Relational approach
- Ability to demonstrate empathy
- Reliable
- Ability to handle client objections
- Track record in closing sales
- Positive attitude toward success
- Passion

Typical Behavioral Characteristics for Operational Roles

DNA Behavior Factor	Talents - Activity	Operations Manager	Technical Support	Office Administration	Trainer
Take Charge	Visionary/Decisive	>55			>45
Cooperative	Listens/Collaborates		<50	<50	
Outgoing	Networks/ Communicates	>50			>45
Reserved	Task Focused/ Researches		<55	<50	
Patient	Friendly/Supportive	>40	>50	>50	>50
Fast Paced	Handles Objections/ Rejection				
Planned	Detailed/ Structured	>45	>50	>55	<50
Spontaneous	Flexible				
Trust	Receptive	>40	>45	>50	>50
Skeptical	Asks Questions				
Pioneer	Goal Driven	>50			
Content	Balanced		<50	<50	<50
Risk Taker	Takes Bold Action				
Cautious	Manages Risk	<55	<50	<50	<50
Creative	Problem Solves				>45
Anchored	Implements/ Executes	<50	<50	<45	

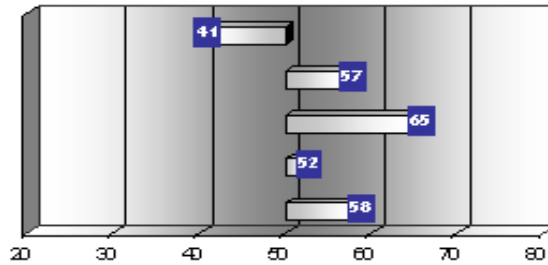
Position 3: Typical Technical Support Role Requirements

Depending on the business, a technical support role will generally require the person to play a more supportive role inside the business. The role will include:

- Executing projects - implementation
- Managing time - completing projects on a timely basis
- Being collaborative - good team work
- Risk management – compliance
- Listening – provides support to client and team needs
- Supportive and patient - responds to client queries
- Being friendly - helping to maintain relationships
- Follows procedures - manages technical and back office functions

Chris West – the Community Builder

Cooperative	41 [18%]
Reserved	
Fast-Paced	
Spontaneous	
Skeptical	



Take Charge	
Outgoing	57 [24%]
Patient	65 [7%]
Planned	52 [42%]
Trusting	58 [21%]

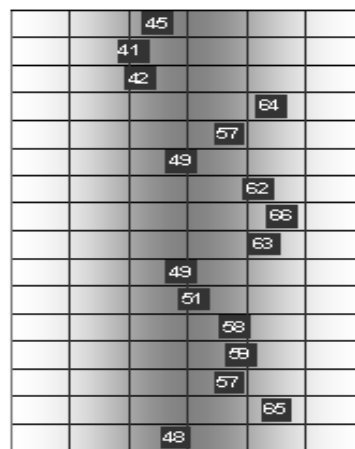
Content	
Cautious	40 [18%]
Anchored	31 [3%]



Pioneer	50 [50%]
Risk Taker	
Creative	

Core Work Life Drivers

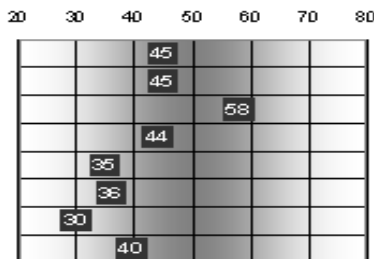
Cooperative	Consensus Seeking	45
	Group Orientated	41
	Diplomatic	42
Reserved	Serious	
	Reflective	
	Quiet	49
Fast-Paced	Rational	
	Task-focused	
	Confronting	
Spontaneous	Generalist	49
	Improviser	
	Instinctive	
Skeptical	Controlling	
	Suspicious	
	Questioning	
	Exacting	48



Authoritative		Take Charge
Self-reliant		
Frank		
64	Expressive	Outgoing
57	Sociable	
	Communicative	57
62	Empathetic	Patient
66	Encouraging	
63	Accepting	65
	Accurate	Planned
51	Scheduled	
58	Persistent	52
59	Delegator	Trusting
57	Open	
65	Approachable	
	Relaxed	58

Work Life Planning Drivers

Content	Steady	45
	Balanced	45
	Flexible	
Cautious	Careful	44
	Stable	35
Anchored	Experience Based	36
	Practical	30
	Left Brain	40



Initiator		Pioneer
58	Competitive	
	Determined	50
	Bold	Risk Taker
	Risk Tolerant	
	Original	Creative
	Enterprising	
	Right Brain	

Stronger ← Mid-Level → Stronger

Chris West – the Community Builder

Chris West

1. Desired Tasks based on Talents

Priority of Tasks

- 1 Supportive and patient
- 2 Demonstrating enthusiasm
- 3 Listening
- 4 Building consensus
- 5 Being friendly
- 6 Teaching people
- 7 Executing projects
- 8 Delegating
- 9 Comfortable meeting people
- 10 Risk management

2. Desired Team Roles

Priority of Roles

- 1 Relationship Manager
- 2 Trainer
- 3 Coach
- 4 Inside sales
- 5 Community networker

3. Desired Work Environment

Priority of Environments

- 1 Respect for others
- 2 Loyalty
- 3 Stability
- 4 Freedom from conflict
- 5 Support and guidance

4. Desired Work Rewards

Priority of Rewards

- 1 Work tranquility
- 2 Security
- 3 Helping others
- 4 Help society
- 5 Meaningful work

Issues for Behavioral Interview for Tech Support Position

- Stability
- Ability to communicate
- Enjoys working in a team
- Patient
- Thorough
- Likes to implement
- Builds relationships
- Responds to questions
- Passion

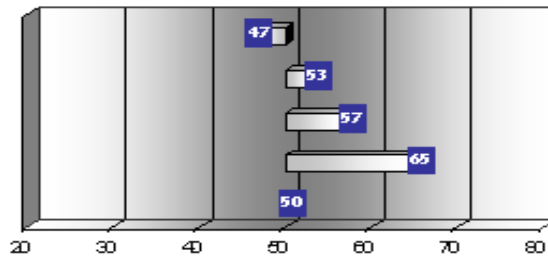
Position 4: Typical Administration Role Requirements

Depending on the business, an administration oriented role will generally require the person to play a more back office role inside the business. The role will include:

- Managing budgets – manages costs
- Researching information – investigating
- Managing time - completing projects on a timely basis
- Reviewing details – checking details
- Administration – looking after paper work
- Risk management – compliance
- Analyzing data – organizing information
- Supportive and patient - responds to client queries
- Follows procedures - manages back office functions

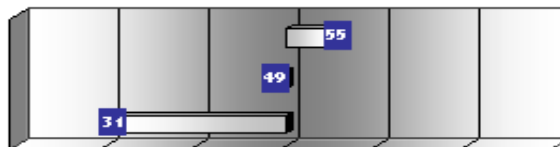
Tom Jordan – the Reflective Thinker

- Cooperative
47 [38%]
- Reserved
- Fast-Paced
- Spontaneous
- Skeptical



- Take Charge
- Outgoing
53 [38%]
- Patient
- Planned
57 [24%]
- Trusting
65 [7%]
- 50 [50%]

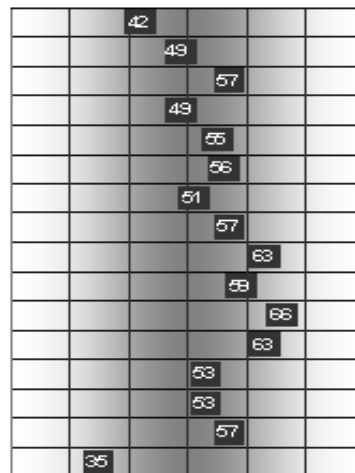
- Content
- Cautious
- 49 [46%]
- Anchored
- 31 [3%]



- Pioneer
55 [31%]
- Risk Taker
- Creative

Core Work Life Drivers

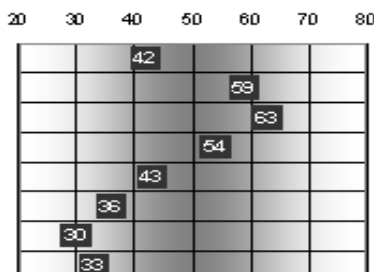
Cooperative	Consensus Seeking	42
47	Group Orientated	49
Reserved	Diplomatic	49
	Serious	49
Fast-Paced	Reflective	
	Quiet	
	Rational	
Spontaneous	Task-focused	
	Confronting	
	Generalist	
Skeptical	Improviser	
	Instinctive	
	Controlling	
	Exacting	35



	Authoritative	Take Charge
57	Selfreliant	
55	Expressive	Outgoing
	Sociable	53
51	Empathetic	Patient
57	Encouraging	
63	Accepting	57
59	Accurate	Planned
66	Scheduled	
63	Persistent	65
53	Delegator	Trusting
53	Open	
57	Approachable	
	Relaxed	50

Work Life Planning Drivers

Content	Steady	42
	Balanced	
	Flexible	
Cautious	Careful	43
	Stable	43
Anchored	Experience Based	36
	Practical	30
	Left Brain	33



	Initiator	Pioneer
59	Competitive	
63	Determined	55
54	Bold	Risk Taker
	Risk Tolerant	
	Original	Creative
	Enterprising	
	Right Brain	

Stronger ← Mid-Level → Stronger

Tom Jordan – the Reflective Thinker

Tom Jordan

1. Desired Tasks based on Talents

Priority of Tasks

- 1 Executing projects
- 2 Managing time
- 3 Analyzing data
- 4 Administration
- 5 Following procedures
- 6 Managing budgets
- 7 Follows through
- 8 Reviewing details
- 9 Risk management
- 10 Articulate speaker

2. Desired Team Roles

Priority of Roles

- 1 Administrator/Accountant
- 2 Quality control
- 3 Finance Director/Manager
- 4 Compliance
- 5 Event manager

3. Desired Work Environment

Priority of Environments

- 1 Routines
- 2 Reliability
- 3 Fairness
- 4 Equality
- 5 Clean and tidy

4. Desired Work Rewards

Priority of Rewards

- 1 Continuing education
- 2 Meaningful work
- 3 Work tranquility
- 4 Security
- 5 Helping others

Issues for Behavioral Interview for Administration Position

- Stability
- Detailed
- Analytical
- Can work alone
- Ability to plan
- Patient
- Follows procedures
- Passion

Disclaimer

The purpose of the Business DNA[®] Discovery Processes and related application tools is to assist in the identification of a person's natural behavioral strengths. The Business DNA[®] Discovery Reports are not professional psychological instruments and should not be used to identify, diagnose or treat psychological, mental health, and/or medical problems. Additionally, if used to evaluate personnel, the user should seek adequate legal counsel to ensure compliance with applicable local, state and federal employment laws. The user assumes sole responsibility for any actions or decisions that are made as a result of using these aids to self-discovery. By using the Business DNA[®] Discovery Processes, you expressly waive and relinquish any and all claims of any nature against DNA Behavior International, affiliated companies, and/or their employees, arising out of or in connection with the use of these products.

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www.dnabehavior.com



Business DNA®
DNA Unlocking Human Capital Performance Guide



The image shows the cover of the 'Business DNA® DNA Unlocking Human Capital Performance Guide'. It features a collage of business-related images: a group of people in a meeting, a handshake, and silhouettes of people. Text overlays include 'communication', 'relationships', 'productivity', and 'team building'.