

Business DNA<sup>®</sup>  
DNA Unlocking Human Capital  
Performance Guide

Business DNA<sup>®</sup>

# Introduction

Welcome to the DNA Unlocking Human Capital Performance Guide!

The guide is primarily intended to provide you with a quick snapshot on how to interpret and apply the Business DNA® behavioral talent insights in working with teammates and facilitating debriefs of others for each of the 10 DNA Natural Behavior Styles. You'll find that the guide's unique insights will help you pinpoint the key attributes of each of the styles and refresh your memory of key points you need to communicate when facilitating people through interpreting a report or working with others in your team.

Keeping the guide close at hand for quick reference will help you to focus on people's different behavioral styles and modify your own behavior to best meet their needs.

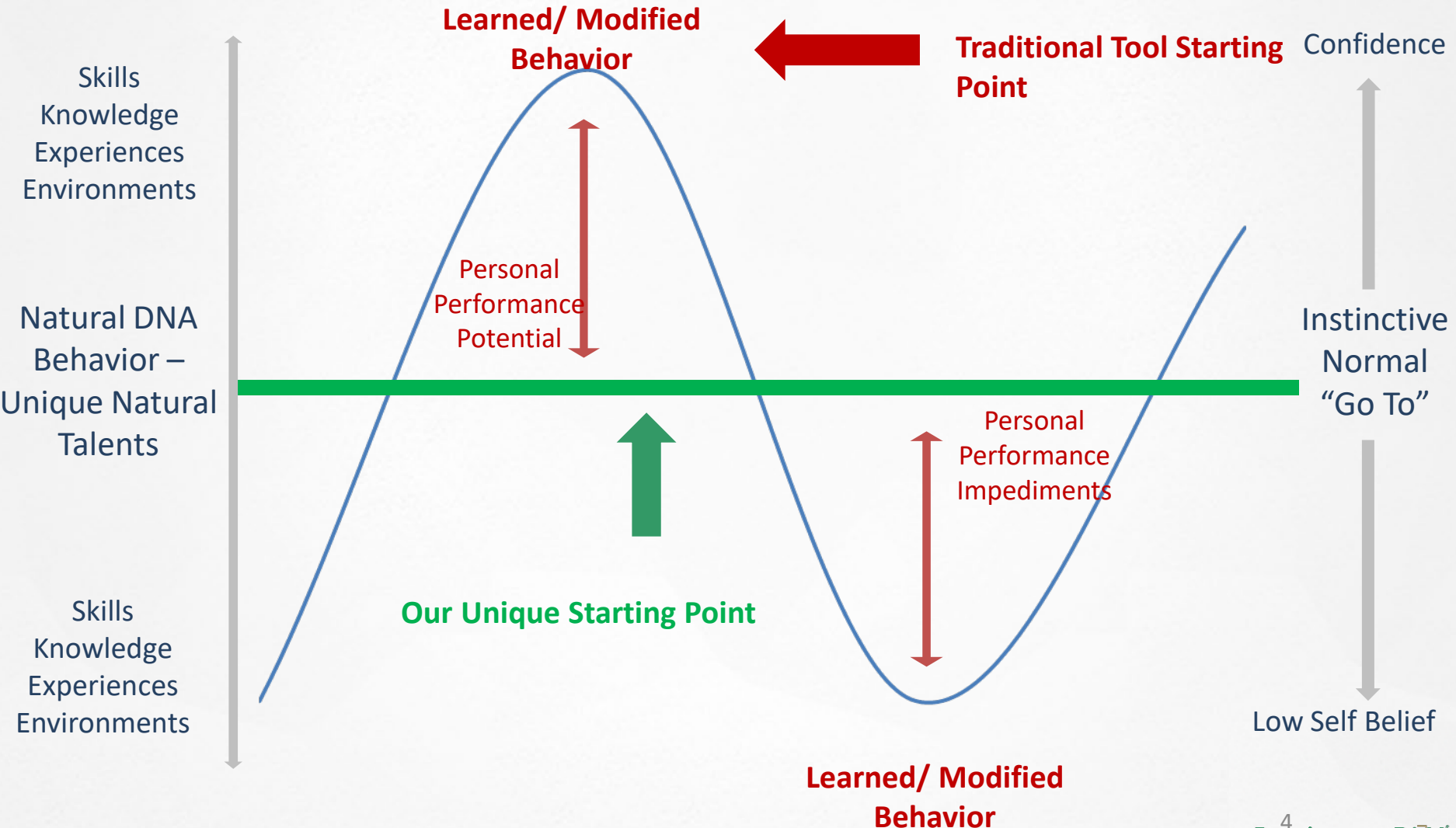
We sincerely hope that this guide is helpful in making the Business DNA experience more practical and that it will be a significant step towards helping you unlock the potential of your teammates and others you work with or serve.

Good Luck!

*The DNA Behavior Team*

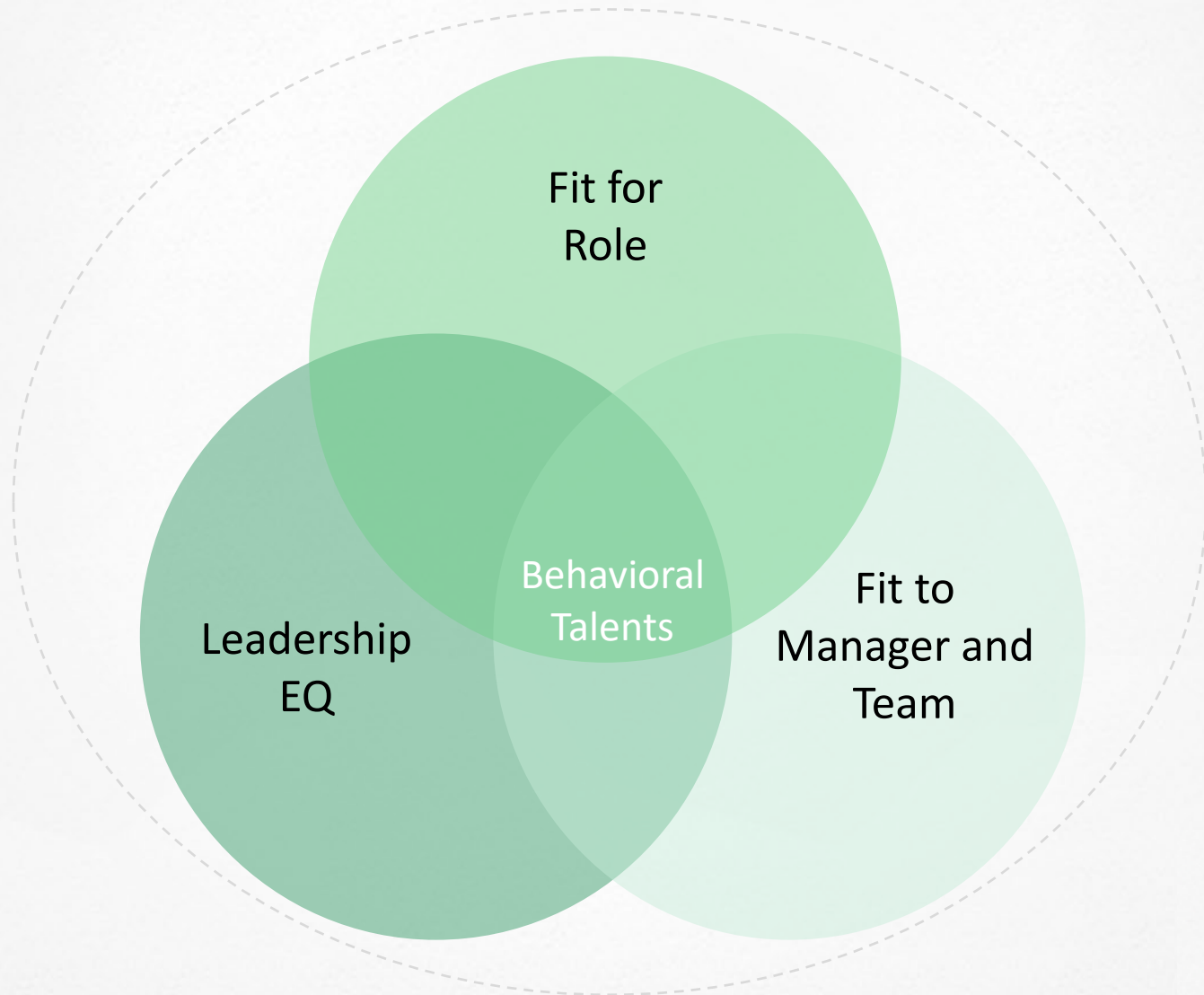
# 1. Understanding the Business DNA Reporting Putting DNA Natural Behavior Insights in Perspective

# Business DNA Adopts a Natural Behavior Centered Approach To Talent Management for Performance Improvement



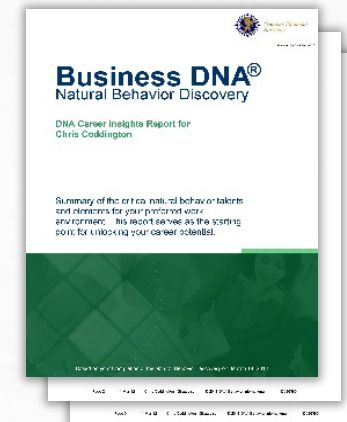
# Business DNA® Identifies Your Talents for Performance

## Your Optimal Role and How to Work With Others



# The Business DNA Report Provides Universally Applicable Insights

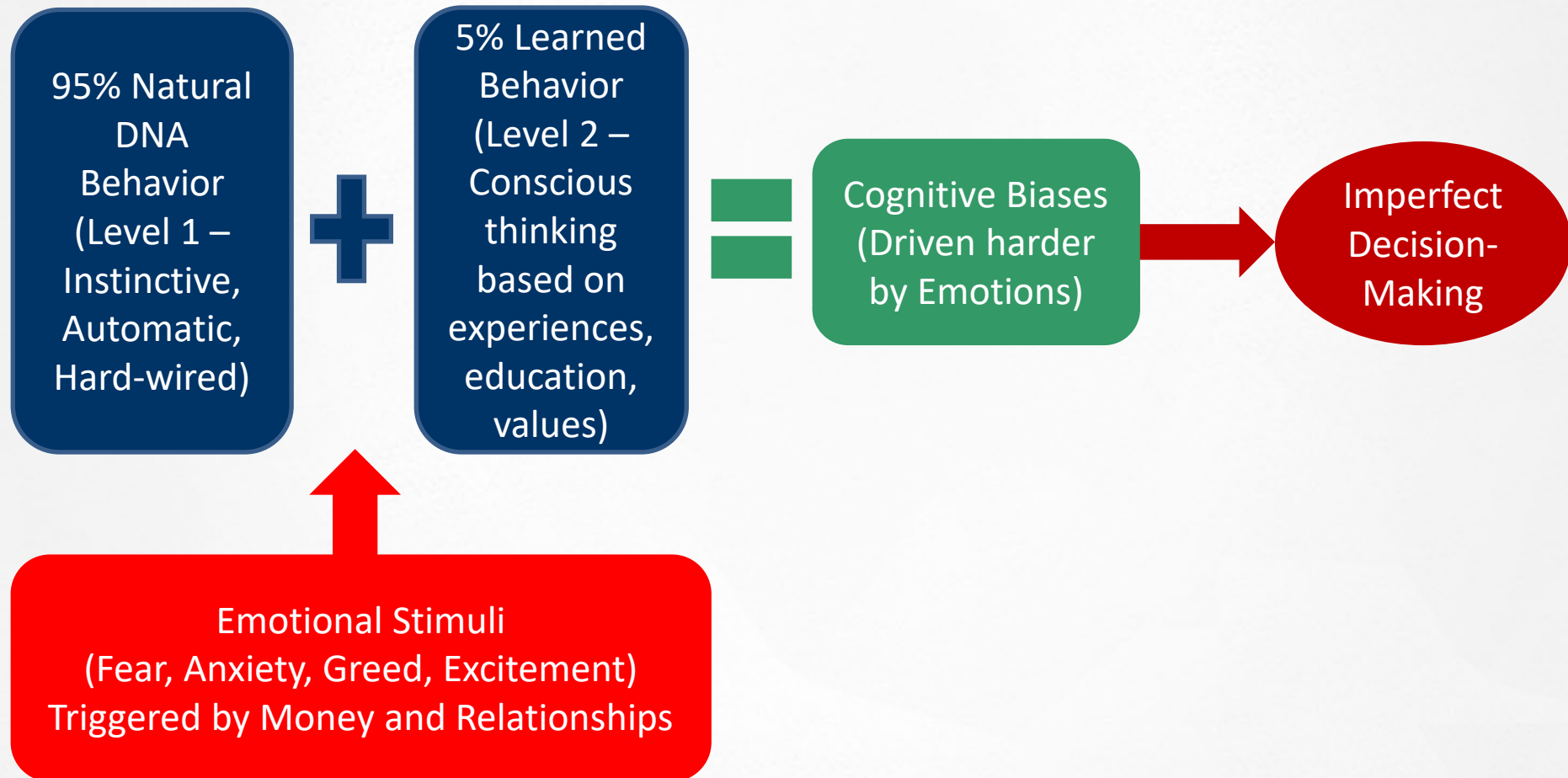
## 91% Predictive Results Usable for the Long-Term



Business DNA Discovery  
(10 to 12 Mins)

# Your Workplace Personality Brain Identified by Business DNA

## The Drivers of Imperfect Business Decision-Making



# Guidelines to Understanding the Natural Behavior Discovery Reports

## Context and What the Reporting Tells You

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



# A Deliberately Short but Tight Discovery Process Leading to Highly Accurate, Deep and Reliable Results Which Remain Consistent for the Long-Term



0%  100%

## Sample

Please select only one option for Most and only one option for Least in each triad as shown below.

Most    Least



You cannot select the same option for the Most and Least options.

Answer based on your natural instinctive behavior, regardless of whether you consider it to be good or bad.

9

Most    Least

- Outspoken**  
*Does not hesitate to talk or express views, speaks up*
- Sees others' viewpoint**  
*Tolerant, accepting, responsive to thoughts and feelings of others*
- Exerts will**  
*States one's positions boldly, confidently, and with self assurance*

10

Most    Least

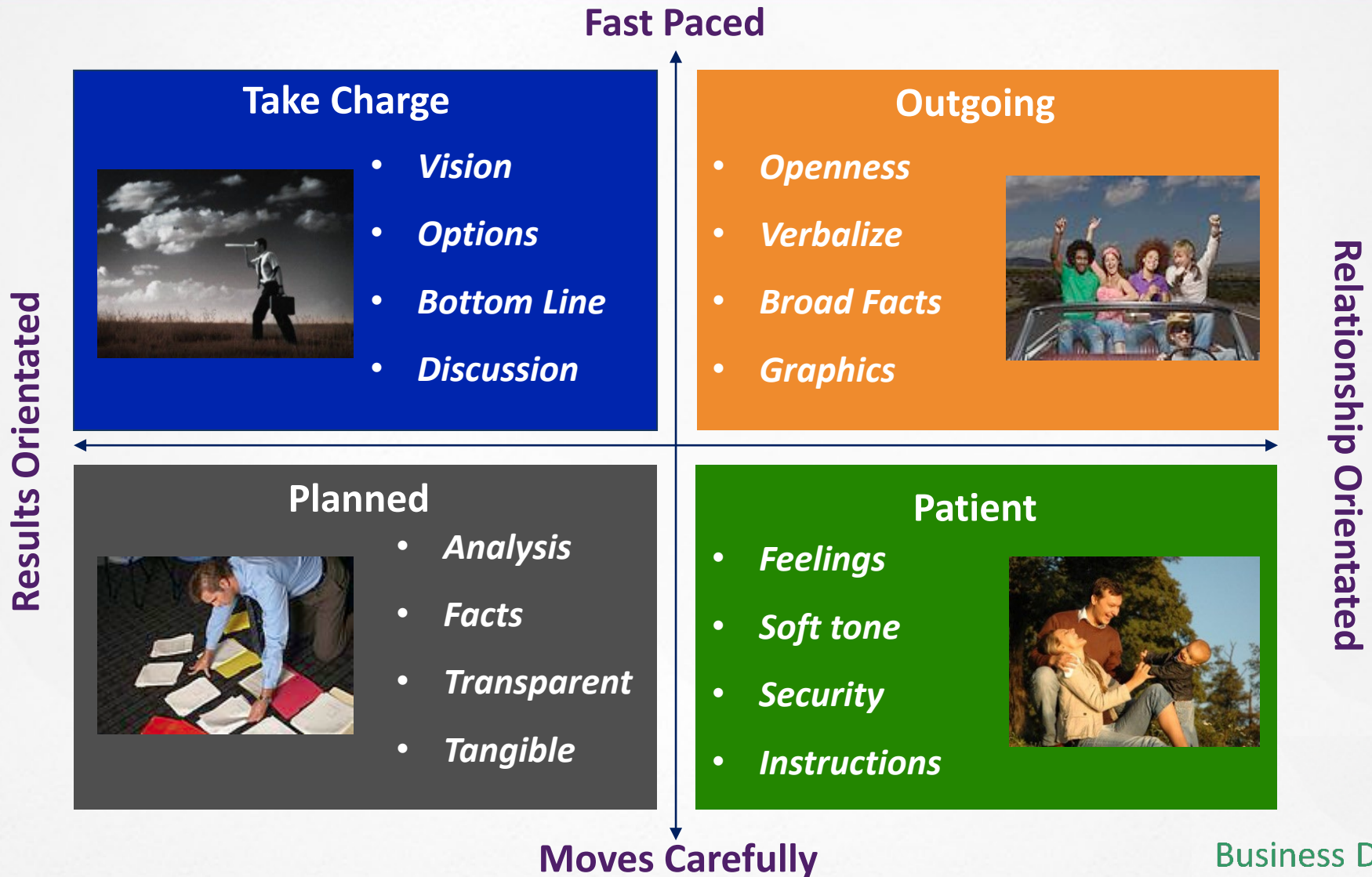
- Well organized**  
*Orderly, systematic, structured*
- Moves boldly**  
*Acts with self assurance, does not doubt self*
- Resourceful**  
*Able to come up with new systems, inventive, enterprising*

## 2. Understanding Your Business DNA Unique Style

### High Level Insights Into How You Naturally Operate

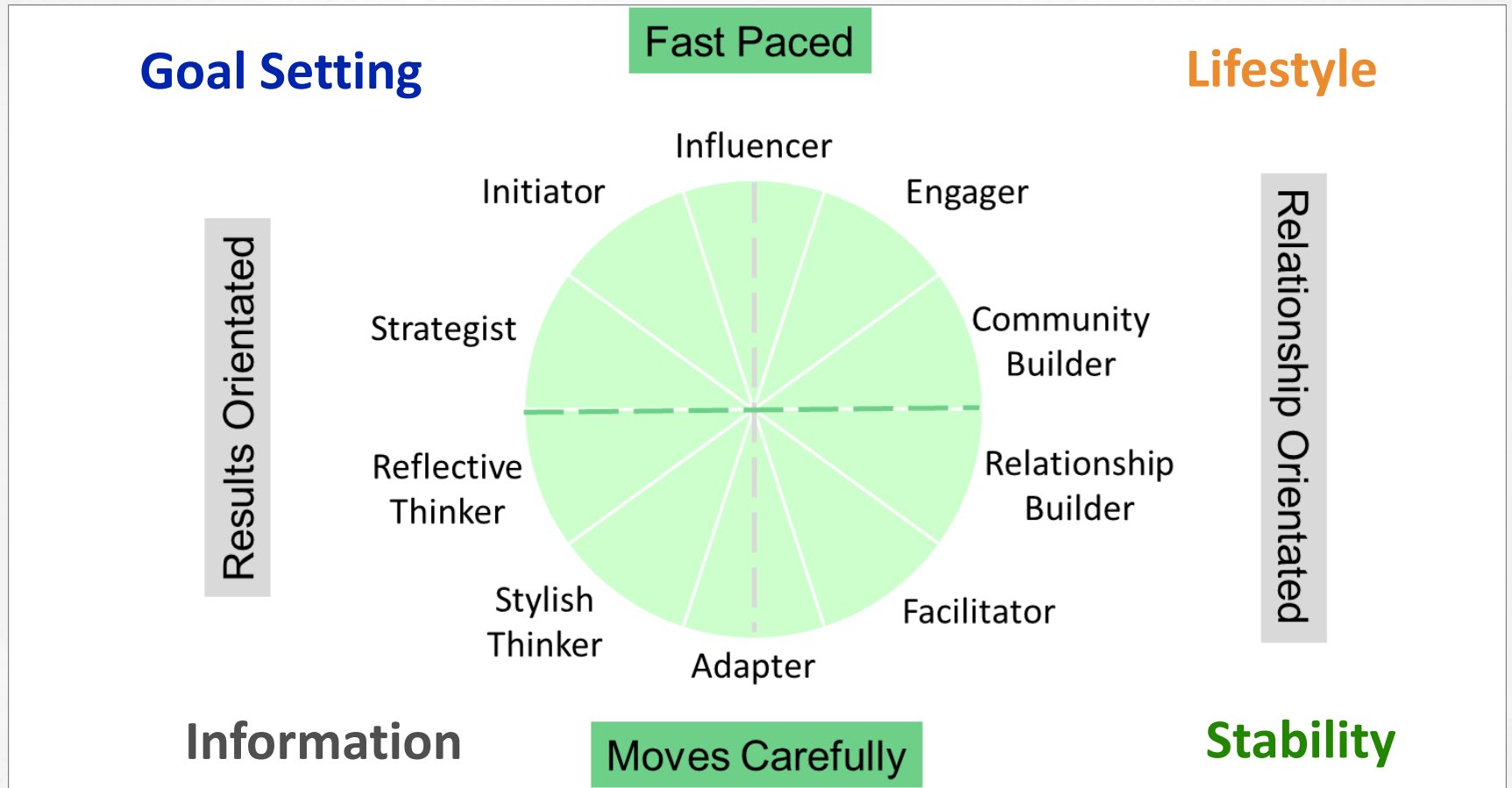
# Most Important: Customizing the Workplace Experience

## How Do You and Others Wish To Be Communicated With?



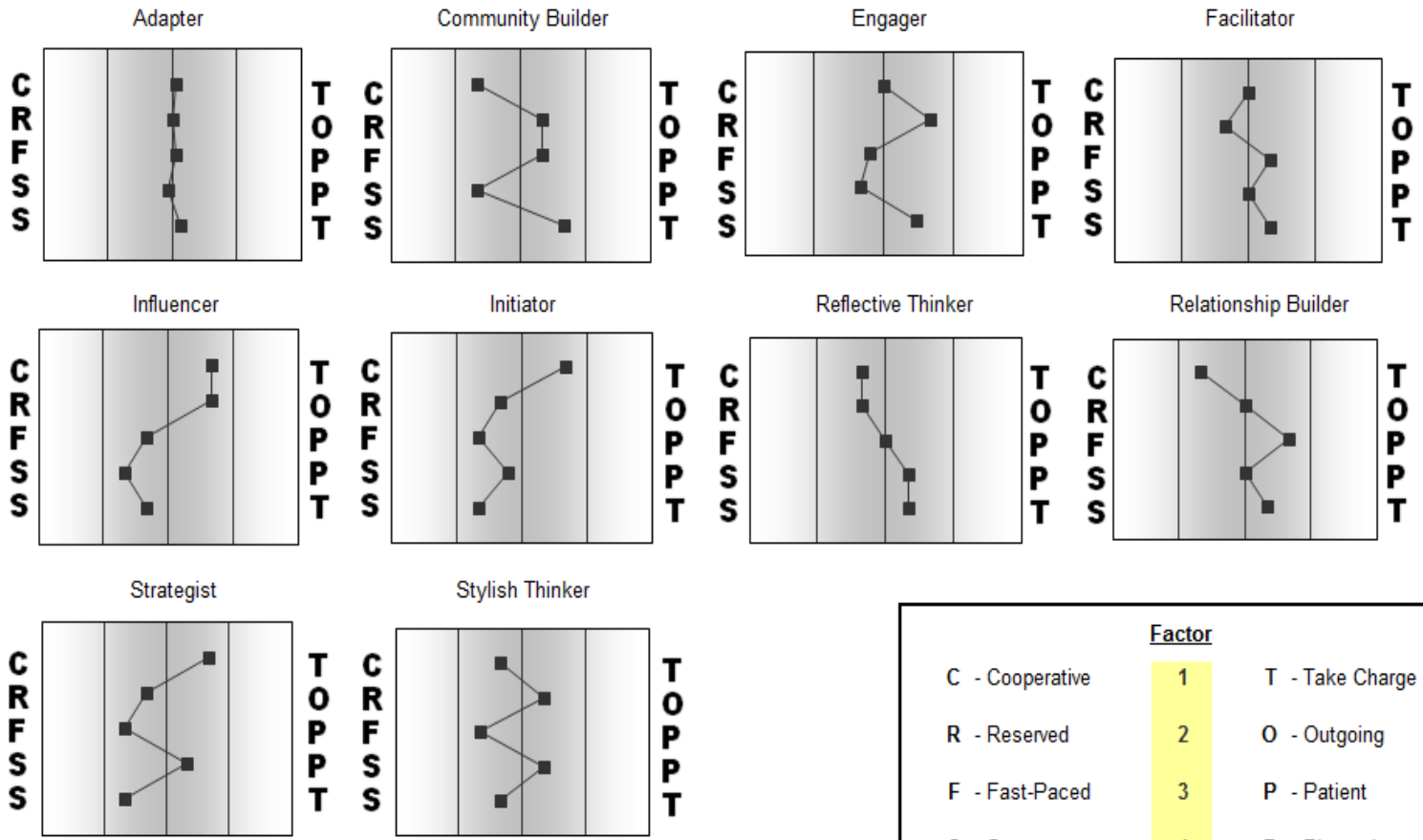
# Summary of the 10 Unique Natural DNA Behavior Styles

## See Where You Are and the Differences to Others



# 10 DNA Natural Behavior Styles

## And the Associated Behavioral Factor Scores Showing Your Results and Relationship Traits



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

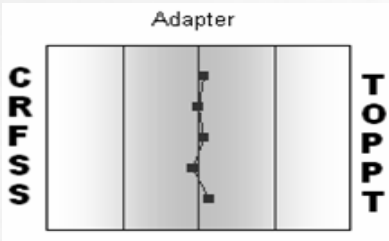
# Index of 10 DNA Natural Behavior Styles

## Review Your Own Style and the Style of Others You Interact With

The pages that follow contain a summary module for each of the 10 Business DNA Natural Behavior Styles listed below:

	<u>Page</u>		<u>Page</u>
<b>Adapter</b>	15	<b>Initiator</b>	20
<b>Community Builder</b>	16	<b>Reflective Thinker</b>	21
<b>Engager</b>	17	<b>Relationship Builder</b>	22
<b>Facilitator</b>	18	<b>Strategist</b>	23
<b>Influencer</b>	19	<b>Stylish Thinker</b>	24

# Human Capital Performance Guide for an Adapter



## Description

- Flexible
- Versatile
- Courteous

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

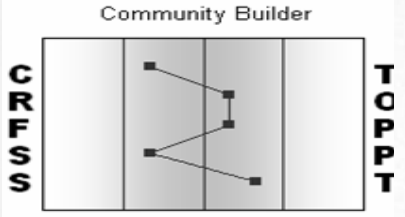
**Relating to Them:**  
 Create a relaxed environment. Do not mistake their lack of response for inattention. Use written policies and procedures. Present specifics—facts, figures, data. Look for ways to minimize the risks. They are diplomatic and expect courtesy.

**To Help Them Perform:**  
 Encourage them to make firm decisions on issues and clearly state their point of view.

**To Help Them Maximize Their Potential:**  
 Encourage them in their goal setting and establishing priorities for their daily tasks.

Wants – Workplace	<ul style="list-style-type: none"> <li>• Variety in tasks and responsibilities to fully utilize their flexibility.</li> <li>• A good balance between solitary tasks and working with people.</li> </ul>	Wants – Teammates	<ul style="list-style-type: none"> <li>• Openness and responsiveness; professional and to-the-point responses.</li> <li>• Working in a team environment where they support others and can be supported.</li> </ul>	Fears	<ul style="list-style-type: none"> <li>• Inaccurate information.</li> <li>• Being caught in a situation where they have to take an uncompromising stand on issues.</li> </ul>	Decision-Making Style	<ul style="list-style-type: none"> <li>• Carefully considered after taking trusted advice.</li> <li>• Their broad general knowledge has to be strengthened by input from acknowledged experts.</li> </ul>	What Alienates Me	<ul style="list-style-type: none"> <li>• Lack of courtesy and poor communication.</li> <li>• Being overloaded with multiple expectations and no clear understanding of what the priorities are.</li> </ul>
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# Human Capital Performance Guide for a Community Builder



## Description

- Easy Going
- Promoter
- Amiable

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

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

**To Help Them Perform:**  
Challenge them to clearly articulate goals and to commit to how they will realize their goals.

**To Help Them Maximize Their Potential:**  
Focus on developing a strong relationship with them. Support them in daily work by ensuring they are not overwhelmed by details.

**Wants - Workplace**

- A strong relationship that will provide them with a safety net in order to do their job with enthusiasm.
- Working with people in small groups or one-on-one situations in order to convey empathy and compassion and to respond to specific human needs.

**Wants – Teammates**

- Encouragement and assurance that they fit in and a trusting relationship.
- Being able to support their teammates and help them in practical ways.

**Fears**

- Not meeting expectations.
- Being taken advantage of by helping too much.
- Being in conflict and hostile situations, particularly where it may result in hurting a person.

**Decision Making Style**

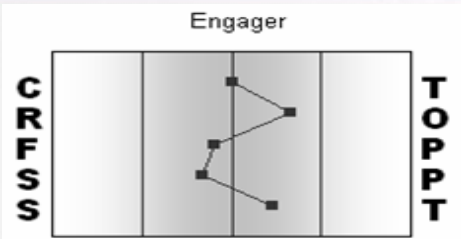
- They may delay or avoid making decisions or wait for a consensus of opinion so relationships are not compromised.
- They will do what “feels right.”

**What Alienates Me**

- Being pushed to make a decision before they feel ready.
- Being in an environment with unresolved conflicts, situations requiring them to be highly assertive and deadlines that cause them to compromise relationships.



# Human Capital Performance Guide for an Engager



## Description

- Resourceful
- Inventive
- Instinctive

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

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

**To Help Them Perform:**  
Encourage them to focus on one goal at a time and define the key factors needed to attain it.

**To Help Them Maximize Their Potential:**  
Encourage them in making full use of their relationship skills and networking.

**Wants – Workplace**

- Fun and variety.
- Opportunity to establish a wide circle of contacts with whom they can do business.

**Wants – Teammates**

- Loyal supporters who can provide strong detailed back-up.

**Fears**

- Public visibility of failure to meet goals.

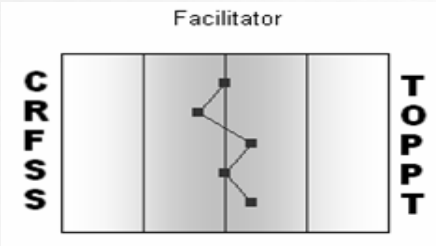
**Decision-Making Style**

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

**What Alienates Me**

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

# Human Capital Performance Guide for a Facilitator



## Description

- Balanced
- Discerning
- Harmonious

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

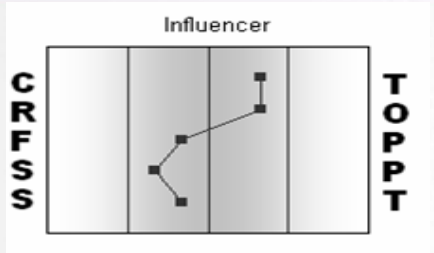
**Relating to Them:**  
Remember their need to retreat and avoid conflict. Allow them to have control, choices, options. Get to the point, minimize small talk. Present the facts, minimize emotions.

**To Help Them Perform:**  
Encourage them to be receptive to new alternatives and the ideas of others.

**To Help Them Maximize Their Potential:**  
Work with them and allow them to plan achieve, lead, define project goals and build team-oriented environments.

Wants – Workplace	<ul style="list-style-type: none"> <li>• Cooperation, stability, teamwork and trust.</li> <li>• Opportunity to pursue their goals on their own terms.</li> </ul>	Wants – Teammates	<ul style="list-style-type: none"> <li>• Loyalty.</li> <li>• Friendly environment.</li> <li>• Space to get on with their work.</li> </ul>	Fears	<ul style="list-style-type: none"> <li>• Impediments to achieving their goals or the inability to produce consistent progress at work.</li> <li>• Conflict in the workplace.</li> </ul>	Decision-Making Style	<ul style="list-style-type: none"> <li>• Reasonably emotional, although quite goal-driven.</li> <li>• They may make decisions based on what “feels right.”</li> </ul>	What Alienates Me	<ul style="list-style-type: none"> <li>• Being rushed or forced into a decision.</li> <li>• Lack of cooperation, punctuality or loyalty.</li> </ul>
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# Human Capital Performance Guide for an Influencer



## Description

- Ringleader
- Assertive
- Visionary

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

### Relating to Them:

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

### To Help Them Perform:

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

### To Help Them Maximize Their Potential:

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

### Wants – Workplace

- Opportunities to lead, influence, impact, train and motivate others.
- Roles that require them to use their natural skills to understand the larger vision and then energize others to get the result they need.
- A place for generating ideas and verbalizing them.

### Wants – Teammates

- Direct and engaging communications.
- Not too much detail—just the relevant facts.
- Recognition, acknowledgment and encouraging feedback.

### Fears

- Loss of control and influence in the work setting and not having an input.
- Loss of respect or reputation.

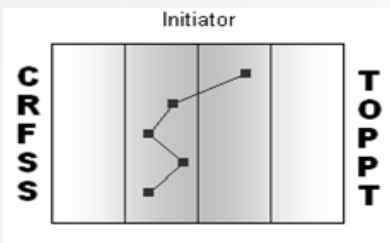
### Decision Making Style

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

### What Alienates Me

- 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.

# Human Capital Performance Guide for an Initiator



## Description

- Results-driven
- Logical
- Determined

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

### Relating to Them:

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

### To Help Them Perform:

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

### To Help Them Maximize Their Potential:

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

#### Wants - Workplace

- Being able to set the agenda, define goals, and assume authority.
- Being given independence, challenges, variety, problems to overcome and a minimum of details to deal with.

#### Wants - Team Mates

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

#### Fears

- Anything that stops them from reaching their goals.
- Losing control and not owning their projects.
- Being confined and taken advantage of.

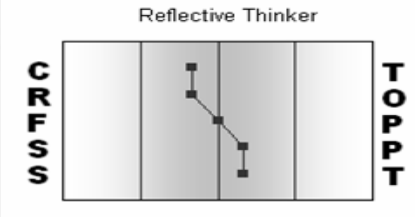
#### Decision Making Style

- Very bold, confident and goal-driven.
- Quick and definite and responsive to new challenges.

#### What Alienates Me

- Too many details and routines.
- Unable to control their work environment, especially the direction, purpose, and goals.

# Human Capital Performance Guide for a Reflective Thinker



## Description

- Analytical
- Logical
- Philosophical

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

### Relating to Them:

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

### To Help Them Perform:

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

### To Help Them Maximize Their Potential:

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

#### Wants – Workplace

- Ample time to think, reason, analyze and organize details into logical and creative solutions.
- Time and space to produce top-quality work.

#### Wants – Teammates

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

#### Fears

- Appearing incompetent in front of others.
- Insufficient time to prepare adequately.

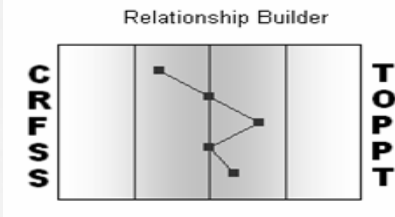
#### Decision-Making Style

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

#### What Alienates Me

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

# Human Capital Performance Guide for a Relationship Builder



## Description

- Advocate
- Dependable
- Loyal

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

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

**To Help Them Perform:**  
Encourage them to share their ideas, take a stand and work with them to realize goals.

**To Help Them Maximize Their Potential:**  
Support them to build their decision-making confidence and to make a productive stand in resolving conflict rather than withdrawing from it.

Wants - Workplace

- A stable and consistent environment with not too much mobility and where there are daily routines.
- They get fulfillment from supporting the efforts of those in charge, helping others, and serving as peacemakers.

Wants - Team Mates

- They are more comfortable when someone else takes charge, provides the vision, and sets the goals and objectives for them.
- Teamwork, cooperation, and routines so that they can reliably complete their tasks.

Fears

- Facing sudden surprises or constant change in their routines and responsibilities.
- Fear of hurting others, being disloyal.

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.

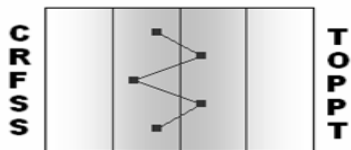
What Alienates Me

- 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.



# Human Capital Performance Guide for a Stylish Thinker

Stylish Thinker



## Description

- Sharp
- Cutting-edge
- Demanding

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

### Relating to Them:

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

### To Help Them Perform:

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

### To Help Them Maximize Their Potential:

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

#### Wants – Workplace

- 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.

#### Wants – Teammates

- 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.

#### Fears

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

#### Decision-Making Style

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

#### What Alienates Me

- Extended periods of working alone, along with having sole responsibility for completing major projects.
- Overcommitment to multiple projects and not having an input into decisions.
- Dampening their enthusiasm



# 3. Learn Deeper Behavioral Insights from the Business DNA Factor Scores

Understanding Your Specific Strengths and Struggles Driving How You Naturally Operate

# Behavioral Awareness

## Strengths, Struggles and Mid-Range

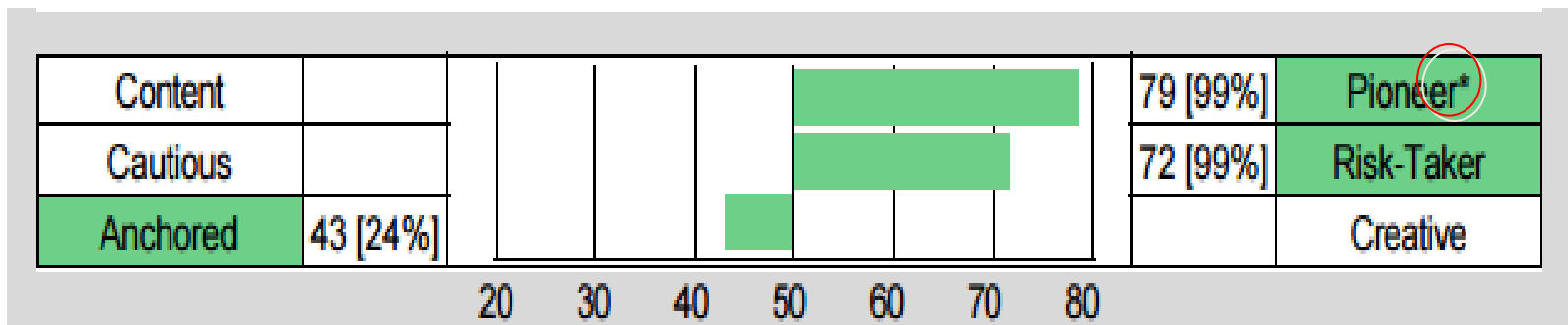
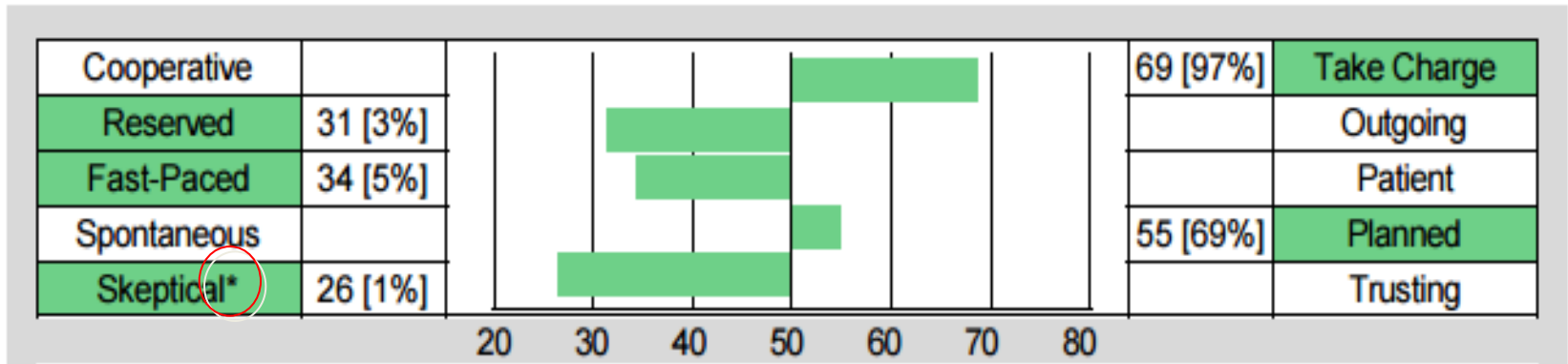
Objective behavioral awareness is a critical starting point to your workplace performance transformation. Playing to your strengths consistently will maximize your potential. Although, strengths over-played can become blind-spots.

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

# Start by Reviewing Your Strongest 2 Behavioral Traits (Talents)

## These 2 Traits will be Relatively Dominant in How You Operate

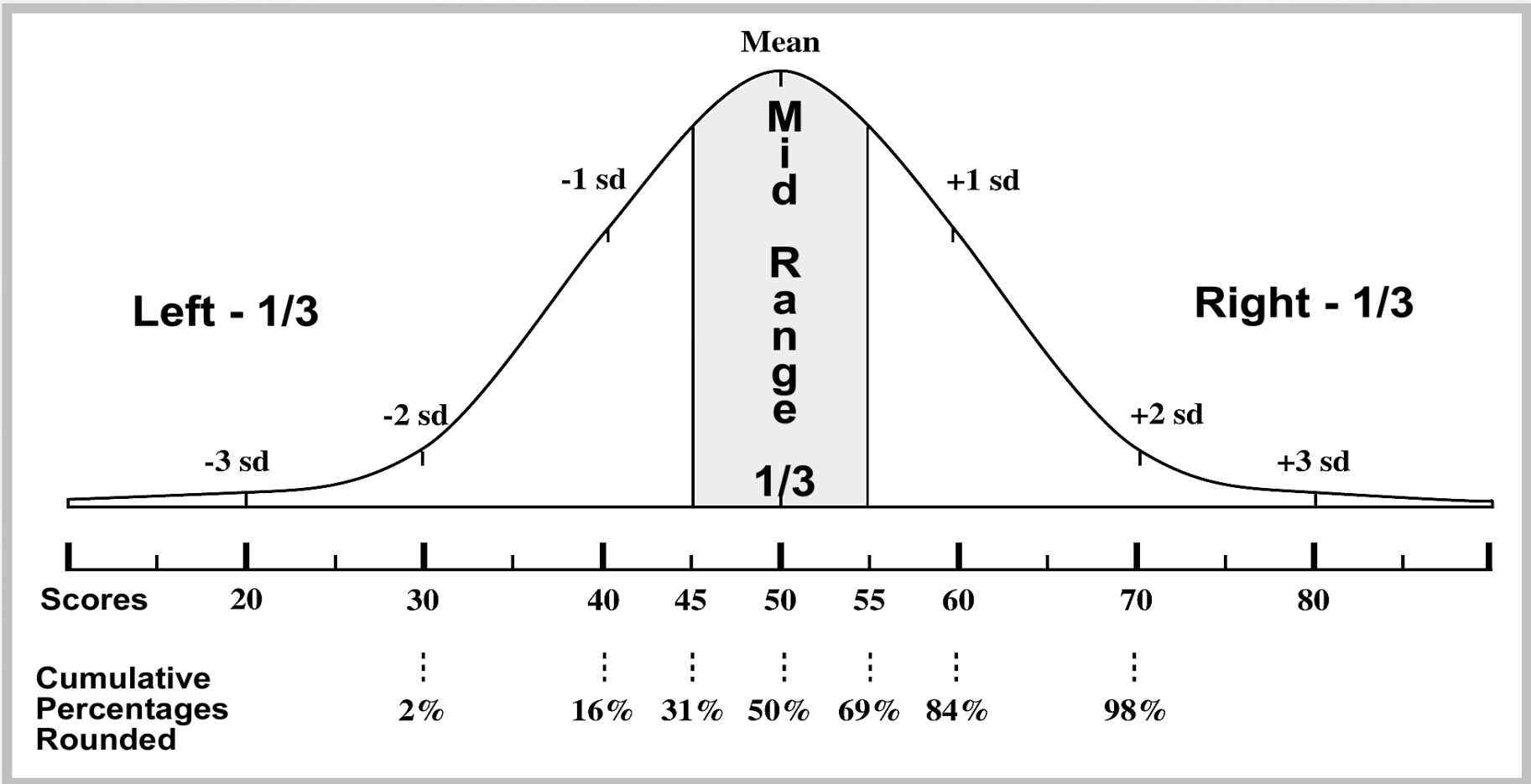
### Chris Coddington



Look for the 2 Behavioral Traits on either the left hand or right hand side marked with a star. They are your 2 strongest scores.

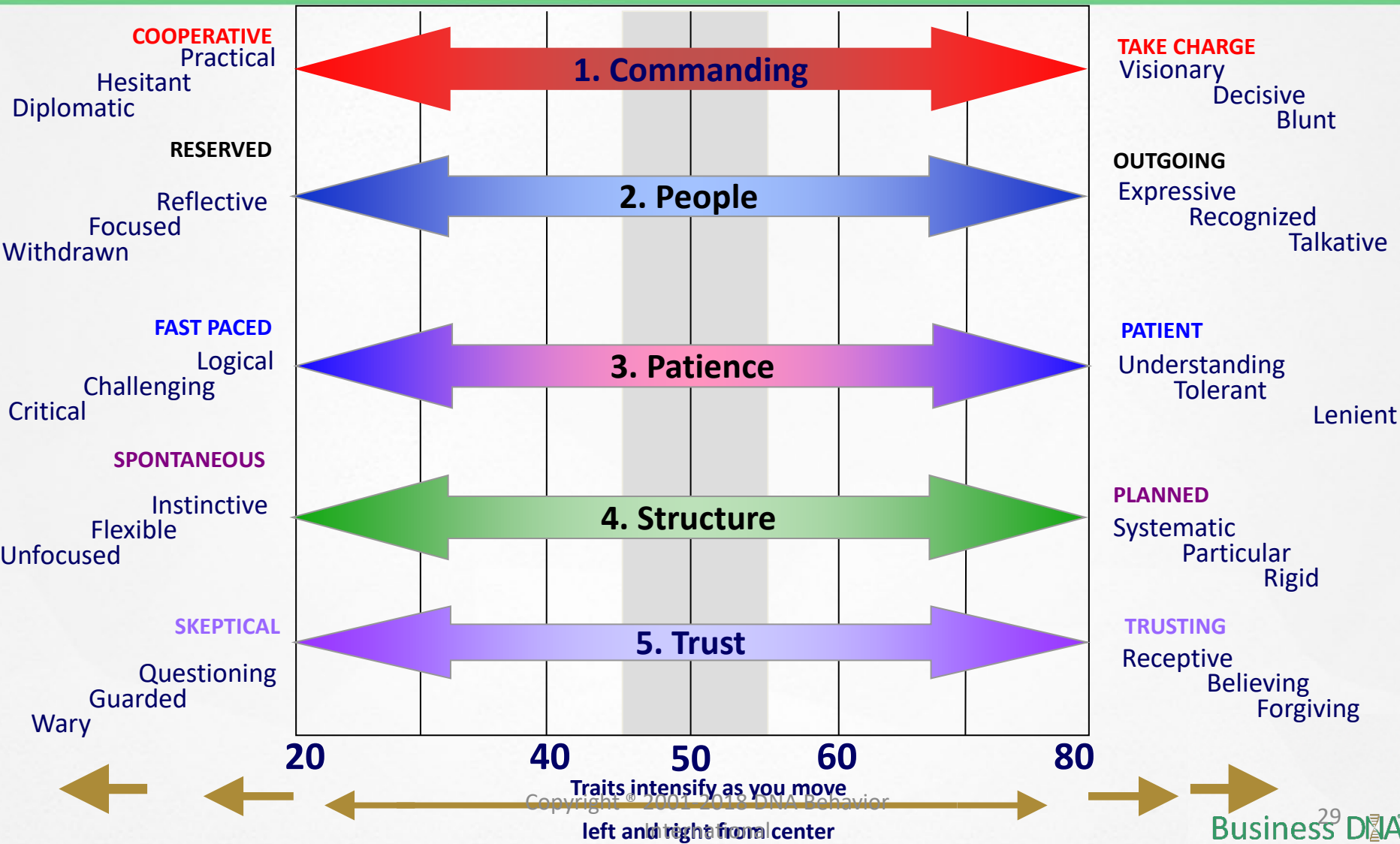
# Look for the Strength of the Behavioral Factor Scores on the Bell Curve

## The Higher or Lower the Score, the Stronger the Behavioral Trait



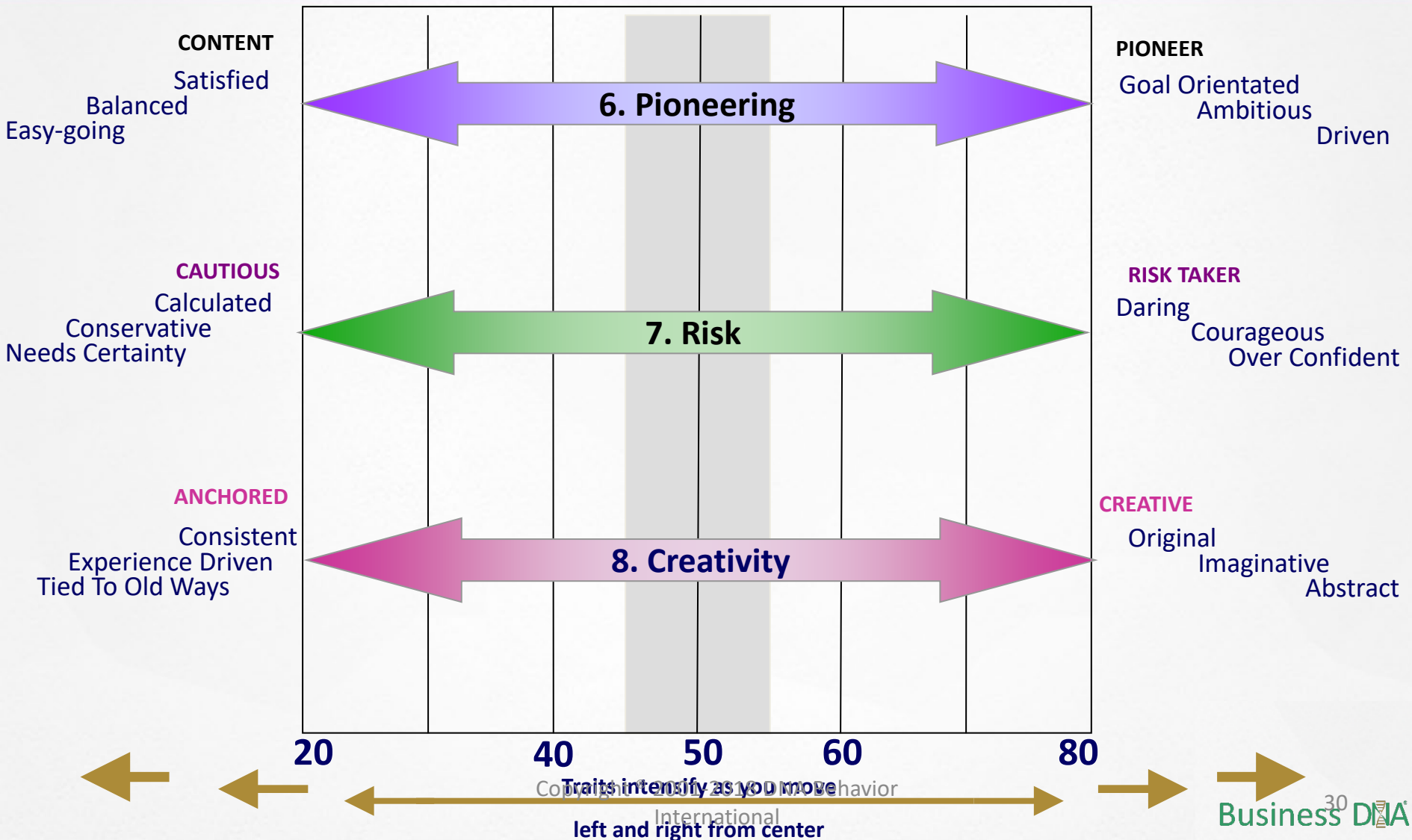
# Core Work Life Drivers Based on the First 5 Profile Factors

## Your Natural Motivation for Results and Relationships



# Work Life Planning Drivers Based on the Last 3 Factors

## Your Workplace Direction and Drive



# Identify the Behavioral Business Risks From Your 2 Strongest Traits They Need to Be Managed So Your Performance is Not De-Railed

DNA Behavioral Factor	Review Hand-out Behavioral Business Risks
Take Charge	Tends to sets unrealistic goals, does not consult others and may reject others opinions
Cooperative	Can withholds true opinions, may be hesitant in making decisions, too dependent on others
Outgoing	May be too open with information, can make emotional decisions, likely to over spend
Reserved	Less willing to share problems, more withdrawn and too private, not easy to approach
Patient	May procrastinate in decision-making, lacks objectivity and can compromise too much
Fast Paced	Can over react to problems, make changes too fast and be too short term results focused
Planned	Tendency to over analyze, be inflexible in planning and resist change when needed
Spontaneous	May be impulsive in decision-making, over look the details and not be sufficiently prepared
Trusting	Can accept representations at face value, does not set boundaries and can fail to inspect
Skeptical	May get in the way of ideas, resists delegating and not transparent, and may be intimidating
Pioneer	May be overly focused on success, too driven and not properly recognize resources needed
Content	Tends not to change the status quo, may not follow through enough and fail to initiate action
Risk Taker	Can create exposures, may cut corners and not properly see the dangers of decisions
Cautious	Tends to miss opportunities, avoids new challenges and can be too fearful of the unknown
Creative	Not always practical, can fail to execute consistently, makes too many changes
Anchored	May over rely on proven methods, discounts new ideas, can be too fixed on experiences

# Review Your DNA Ultimate Performance Guide In the Report

## Capitalizing On Your Strengths and Managing Your Struggles is Vital for Success

### Your Performance Strengths

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

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

### Your Performance Struggles

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

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

### Your Performance Environment Keys

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

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

Your Business DNA report automatically draws items from the Top 2 Factors:

Factor 1 –  
3 Strengths,  
2 Struggles,  
3 Performance Keys

Factor 2 –  
2 Strengths,  
1 Struggle,  
2 Performance Keys



# Using the DNA Ultimate Performance Guide

## Continual Self-Coaching

1. Use your DNA Ultimate Performance Guide regularly
2. Focus on your strengths as these are the dominant behaviors that will drive your performance
3. Manage your struggles and their impact on others and your decision-making as they will be strengths overused and can get in the way of your performance
4. Self-trust will come from understanding and accepting your strengths and struggles and this will help you make improved decisions and build more open relationships
5. Ensure you operate in an environment which is conducive to using your talents

# Review Your Work Life Behavioral Attitudes from the Strongest 2 Factors

The Insights Identify What is Important to You in Work and Life

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

Items Based on the Top 2 Factors

# Review Your Workplace Insights Which Are From a Combination of Your Traits

Provides More Input On How You Approach Work and Decision-Making

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

**High Scores = 70% and over**

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

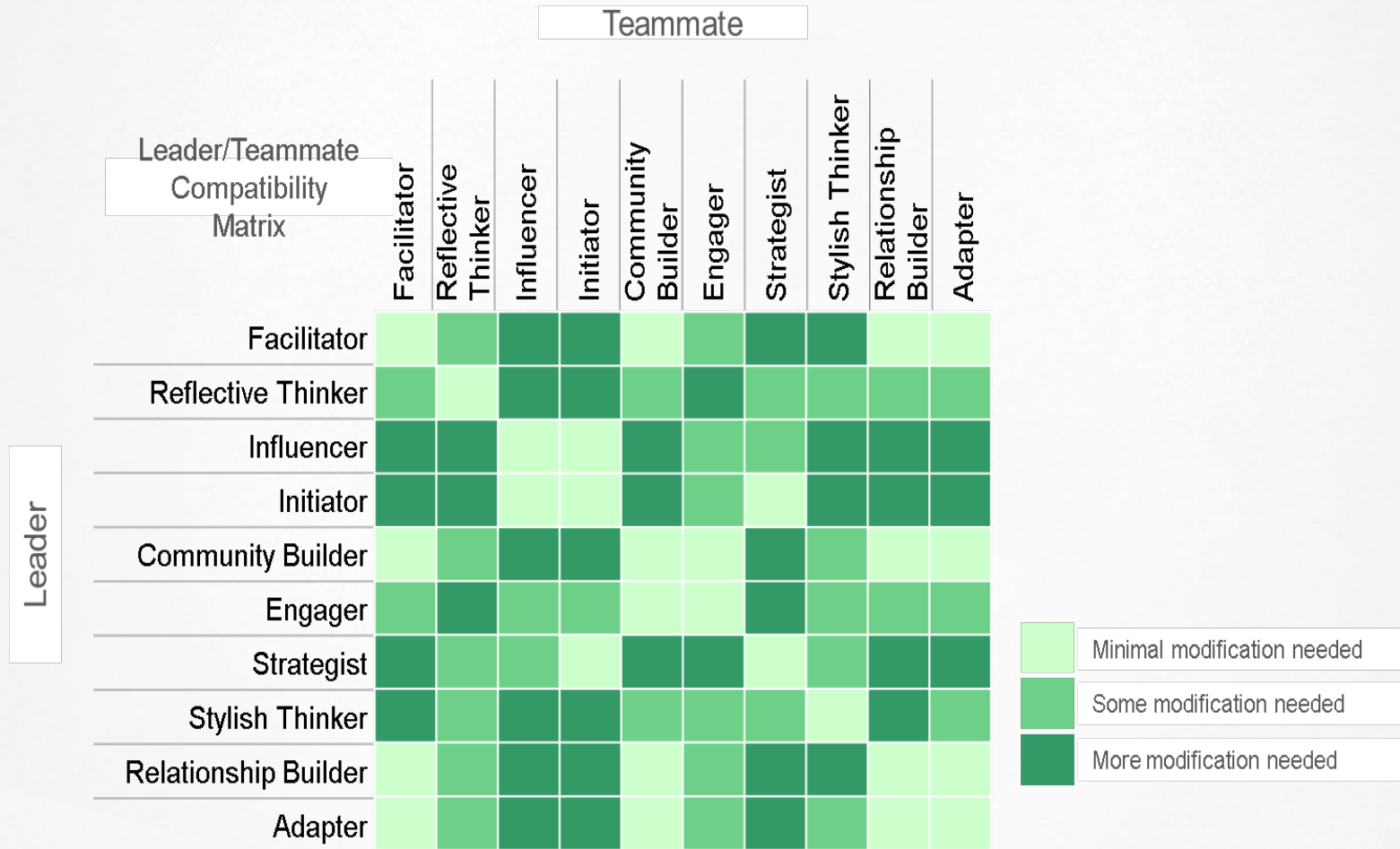
**Low Scores = 30% and under**

# Build Your Working Relationships

## Use the Behavioral Style Compatibility Matrix for Managing Differences

- The matrix on the following page is intended to be a guide only and will not guarantee a good Team Member or other working relationships in every case.
- The matrix is based on the similarities and preferences of each profile. People who share similar profiles will usually experience significant synergy, although this is not always the case (for example, if two people both want to take charge, they may experience conflict). People with significantly different profiles may need to adapt their behavior in order for communication to flow effectively.
- Most people prefer to deal with those very similar to themselves. However, some may prefer dealing with those people who are opposite to them in behavioral characteristics.
- When two people have very similar profiles, they are likely to share similar struggles and may benefit from another perspective at times.

# Teammate Compatibility Matrix



## 4. Personal Development Next Steps

Prepare To Discuss Your Business DNA Report  
and Get Ready for Greater Self-Empowerment

# Putting Your Current Situation in Context

## This Will Influence How You Benefit from the Business DNA Discovery Report and Coaching



Identify the context for the discovery report de-brief with the participant:

1. *What is the key performance issue for you right now?*
2. *What is a key decision you have to make?*
3. *How do you manage results and relationships?*
4. *What tasks and activities do you naturally perform well?*
5. *What areas do you struggle with and causes stress?*

# Exercise:

## Connect Yourself to the Business DNA Report Insights

Also, visit the DNA Coaching Center at [www.dnabehavior.com](http://www.dnabehavior.com)

1. How did you feel about your Natural Behavior Discovery?
2. Do you believe the Natural Behavior Discovery is accurate?
3. What aspects of the report do you agree with or disagree with?
4. Are there any parts of the report you do not understand?
5. Has the report told you something new about yourself?
6. Has the report identified differences you have with others?
7. What do you believe is your greatest behavioral talent (as reflected in your Natural Behavior strengths)?
8. From reviewing your report, what part of your behavior do you struggle with most?
9. How have you learned to adapt your behavior in key areas of life (e.g. business leadership, career, family)?
10. Have you showed your spouse the report? If so, what do they think?



# Exercise:

## Review Your Current Role and Performance

Review your Business DNA Reports and identify whether the tasks you are performing are in alignment with your talents: rate what you enjoy doing, rate what you are good at doing and rate which ones should be delegated.

Tasks in Current Role	Talents Required based on Business DNA	Tasks You Enjoy Doing (1 to 10 Rating)	Tasks You are Good at Doing (1 to 10 Rating)	Tasks You Can Delegate (1 to 10 Rating)

# The Family of Business DNA Discovery Processes and Reports

Tap Into Our Single “Hire to Retire” Platform for More Insights and visit the DNA Coaching Center on [www.dnabehavior.com](http://www.dnabehavior.com)

Discovery Process	Business DNA	Communication DNA
<p><b>Discovery Step 1:</b>  <b>DNA Natural Behavior</b>            To Know How A Person Should Perform and their Automatic Biases Based on Who They Instinctively Are</p>	<p>For revealing different dimensions of a person's natural talents for business performance. Reporting:</p> <ul style="list-style-type: none"> <li>• Personal Talents</li> <li>• Summary – Workplace Insights, Performance Keys</li> <li>• Workplace Operations and Coaching</li> <li>• Comparison</li> <li>• Hiring Performance</li> <li>• Team Performance</li> <li>• Career Insights</li> </ul>	<p>For uncovering natural preferences for how employees and customers wish to be communicated with and served by others. Reporting:</p> <ul style="list-style-type: none"> <li>• Consumer and Premium</li> <li>• Behavioral Meeting Guide</li> <li>• Customized Experience™</li> <li>• Client Service™</li> <li>• Sales Style Adaptation™</li> </ul>
<p><b>Discovery Step 2:</b>  <b>DNA Learned Behavior</b>            To Reveal Different Dimensions of a Person’s Actual Performance, and Align it to their Natural Behavior</p>	<p>Learned behavior and performance discovery processes and reporting:</p> <ul style="list-style-type: none"> <li>• Leadership 360° Discovery (or Employee, Sales, Advisor versions)</li> <li>• Executive Quality Life Discovery</li> <li>• Career Life Discovery and Planning</li> <li>• Business Engagement Discovery for Organizational Performance Review</li> </ul>	

# Contact Us

For more information about Business DNA and to get individual coaching and facilitation:

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The image shows the cover of a guide titled "Business DNA DNA Unlocking Human Capital Performance Guide". The cover features a dark green background with a faint, repeating pattern of a DNA double helix and human silhouettes. The text is white and centered. The Business DNA logo is in the bottom right corner.

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DNA Unlocking Human Capital  
Performance Guide

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