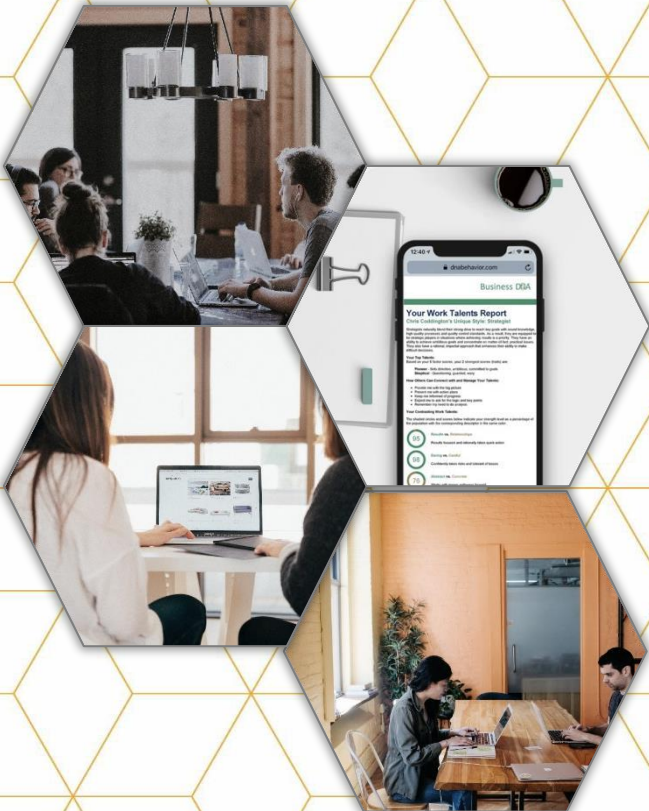


# DEVELOPING RISING LEADERS



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## Unleashing Future Potential:

"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them."

**-John Maxwell**

An organization is only as strong as its leaders. Having the right people in the right places can make all the difference to the success of any business. But how do you identify the next generation of leaders in your business. Remember they may have been hired for a specific job role and have no opportunity to show their potential as a leader at the interview stage.


Should you use the hiring process to identify future leaders? What would you be looking for and how would you identify future skills and behaviors that are needed for leadership?

Clearly, using a scientifically based behavioral tool such as DNA Behavior Natural Discovery at the hiring process together with carefully designed behavioral questions, is the most effective way to identify requirements for the current vacancy on offer. But importantly this process can accurately predict key behavioral and personality traits to be developed for future leadership roles.

### Hire the Right Talent and Retain Them

Getting Round Pegs in Round Holes and Values Alignment

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



Having this information available at the new hire stage ensures training is targeted, career paths are appropriately mapped and job appraisal interviews used effectively to track current activity but also to watch the growth of future leadership potential.

## Key Traits to Watch For:

Even if you have a number of talented individuals, there are always a few that stand out from the rest. Obviously they are good at what they are hired to do – but there's more.

- They are unfailingly reliable and when opportunities arise to take the lead, they step into it, not in a 'taking over' way, but with confidence.
- They take others with them as they solve issues.
- You don't need to keep checking on them. They complete tasks on time, are dependable and trustworthy.
- They are interested in and passionate about seeing the business succeed and want to be a part of that.
- They take the initiative.
- It's clear to their managers/supervisors that they have a mindset of success.

Clearly there's more to leadership than these few indicators. These get them noticed then it's important to determine their level of the following:

- Character
- Courage
- Confidence
- Connection
- Collaboration

**Today's Top 5 Requirements for All Leaders**

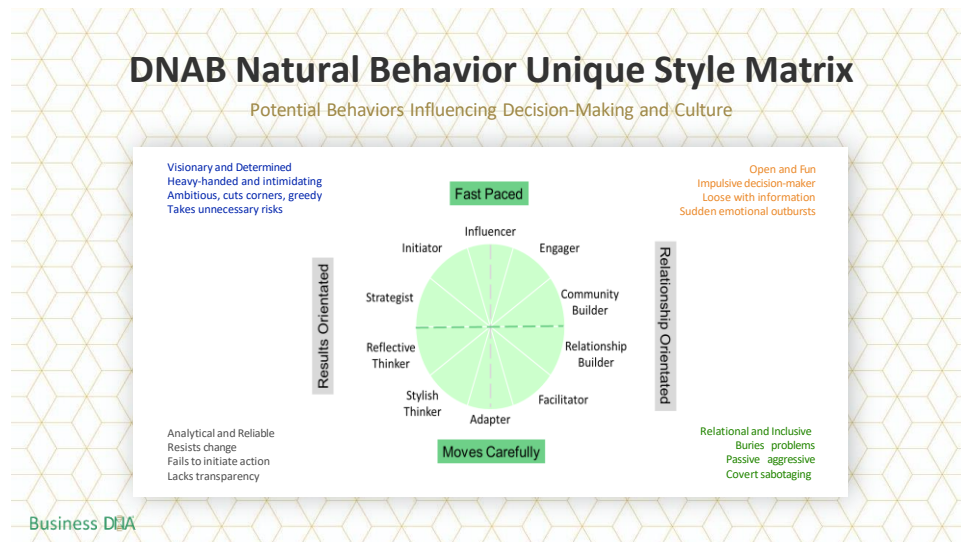
How Do You Rate Your Performance In Demonstrating These Attributes?

Character Courage Confidence Connection Collaboration

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Equally important is to understand inherent behaviors that, under pressure, might easily become struggles. Remember, at a hiring interview candidates want to impress, this is why having behavioral insight in the form of robust data gathering is so important.

This data allows interview panels to formulate important ‘testing’ questions to probe the candidates on their terms and based on the outcomes of their behavioral insight data.



One quick example, using the above matrix, would be to ascertain how a candidate who was revealed as an initiator would work with a reflective thinker, given that the first is fast paced and results focused and the second is analytical, information driven and needs time to think through consequences.

This is not a trick question – fast paced initiators are frustrated by slower moving/thinking colleagues. But when this difference is revealed and understood it is easy to inform and manage these differences as the initiator needs the security and thoroughness of the reflective thinker and conversely, the reflective thinker needs the vision and direction set by the initiator.

## Navigating Behavioral Differences in Every Team and Relationship:

How a potential future leader works in a team environment is an important indication into their capacity to lead.

Look for how they interact and listen to different perspectives rather than pressing their views on the group. How are they encouraging colleagues and closing down potential tensions? Do they have a real sense of self and other personalities and navigating the differences effectively? Not only does harmony build a healthy team culture, but very often it will have taken only one person to be the catalyst for the harmony and therefore the success. That’s your future leader.



But obviously there is more to this career path development than just observation with colleagues.

Future leaders need to be able to work effectively with customers and stakeholders. Not everyone can face the public with confidence but it is important to understand the degree to which potential leaders of the future can.

Appropriate training can fill this gap and provide an all-round experience for potential leaders, but again it comes back to knowing and revealing any areas that need targeted development investment.

Probably the most important area to watch for potential leaders is character. How committed to the culture of the organization are they? Are they known to have high standards both in and out of the workplace?

Simply identifying potential leaders is just the beginning. Every individual identified as having leadership potential will require some degree of development. Armed with behavioral insight makes this development more effective and importantly well directed rather than training in a scatter gun approach.

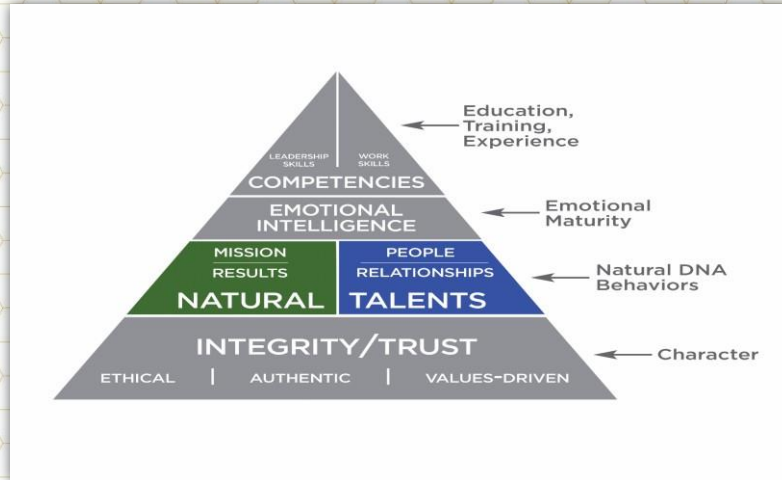
## Leadership Attributes Can Be Revealed:

Our starting point would be to identify the natural instinctive behavioral talents that are very stable over time. Most discovery tools focus on the other components of personality that are dynamic in different circumstances which is why we recommend the DNA Behavior Discovery process.

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

## Leadership Attributes

Natural Talents Play a Foundational Role



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Armed with this behavioral insight we would then create in house leadership development programs using coaching and mentoring to build on leadership attributes and invest in or manage missing elements.

### Proactive Contribution:

Regardless of personality type, everyone who aspires to leadership will contribute ideas and strategies that add value and success to the business. Some will share openly while others will quietly make a difference in the margins.

When identifying future leaders, it's important to be open minded and not allow bias to influence what the world would identify as a typical leader.

Not every successful leader is loud and proud, some of the most successful leaders are quiet and thoughtful. Both approaches bring their own style to leadership and, therefore, identifying them during their career development will require different interventions and powers of observation.

Much has been written about the introvert leaders. Some of the greats are:

- Albert Einstein
- Rosa Parks
- Bill Gates
- Steven Spielberg
- Sir Isaac Newton
- Eleanor Roosevelt
- Mark Zuckerberg

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While some of the great extroverts are:

- Bill Clinton
- Margaret Thatcher
- Steve Jobs
- Boris Yeltsin
- Muhammad Ali
- Winston Churchill
- George W Bush

All were known to be contributors to whatever they were involved in during their early years.

Proactive contribution does not only refer to potential leaders, it equally applies to those who are responsible for directing the next generation of up-and-coming leaders. An important point to remember is that many of these 'potentials' may not see leadership as an option in their life. Perhaps they are lacking in confidence. Maybe someone has inadvertently closed them down by failing to speak words of encouragement over their lives. Whatever the reason you as their leader have a responsibility to build them up, encourage them, provide opportunities for them to grow.

This approach to accelerating their personal confidence is the responsibility of this generation as they invest into the next generation.



Motivation and encouragement build leaders. Identifying and building the next generation of leaders won't happen overnight. It takes time and personal investment, but it's worth it. The strongest and most successful businesses promote their own, they have a strong culture and an enviable stability together with a high level of loyalty throughout their workforce.

Remember, everyone has a 'workplace brain' and getting to understand this will not only help identify future leaders, it will be exceptionally important insight to have with all employees.

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## Your Workplace Personality Brain

Natural Impulses = Primary Driver of Imperfect Decision-Making and Performance



Consider this, most challenges in the workplace start with the people and poor communication. 2002 Harvard Research reminds us that 87% of measurable business issues are communication related. Whilst Daniel Kahneman writes in his book Thinking, Fast and Slow the importance of uncovering remarkable features of the human mind and how and why we make the choices we make

As a leader of leaders, you really should know about this stuff. Being behaviorally smart is here to stay. Begin with getting to know yourself. You will find it interesting. And if you have no experience of coaching and mentoring the next generation of leaders – come and talk to us. We can help.

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 with an executive on our team, please email us at: [inquiries@dnabehavior.com](mailto:inquiries@dnabehavior.com)

