

# Measuring and Managing Human Differences



Educational Scenario

Sales Forecasting



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## Educational Scenario: Sales Forecasting:

### Objectives of this Educational Scenario:

1. Using a real-life scenario, questions, and discussions to test decision-making quality, requiring human judgment, in critical sections of any business, using sales forecasting as an example.
2. To open conversations that recognize the need to put a monetary cost to the variable behaviors causing poor decision-making.
3. Define solutions to control the human behavior variability problem of decision-making experts in their decisions to the extent that should not be tolerated.
4. Highlight that the early exercise of intuition can lead to sub-optimal results. Nevertheless, recognize that decision-making will be improved if the practice of intuition is delayed until there has been an appropriate level of cognitive reflection.
5. Demonstrate the practical application of DNA Behavior's "Gene Method" of structured decision-making management using the "Estimate – Profile – Review – Estimate" steps to:
  - Explore why different decision-makers with the same specific task, including the same set of facts, circumstances, information, guidelines, or questions, respond differently.
  - Reveal the wide-ranging imperfection of individuals in exercising judgment due to a lack of understanding of behaviors and biases and the role each plays in driving decision-making in a group setting.
  - Highlight the consequences of unwanted Noise and its impact on a decision-making group.

### Reasoning - What We Intend to Reveal:

In many industries, the leaders of organizations remain unaware of the deviation between employees required to make judgment decisions on behalf of the company and the human factors that cause this deviation.

This inherent behavioral variability caused by human differences will remain invisible to leaders and only become visible once its cost is measured.

### Example:

- Estimating a client's risk tolerance: 100's of advisors are given the same set of criteria, and the advisors deliver different solutions and estimates of risk. The variability + or – could have devastating consequences for the client. For example, + overestimate, and the client loses money or – underestimate, and the client may not achieve life goals.
- Hiring salespeople: - a panel of recruiters all make different judgments of future performance in the role and hence different decisions on whether or not to hire the candidate.
- Knowing who is in the room making decisions. Groups of people tend to go along with the more assertive, perhaps even overbearing view in the room, preferring not to be the voice of dissent.
- Without an independent decision orchestrator and no scientific behavioral insight, a few dominate the debate and exclude others' opinions or alternative courses of action; decision-making can become flawed.

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Using a range of assignments and tasks, the exercise will reveal why a lack of understanding of individual behaviors and biases becomes a derailer to quality decisions, forming deliverable strategies and all forms of communication if not exposed and managed.

## The Decision-Making Event Structure:

Under the guidance of an external (independent) Decision Orchestrator, the Gene Method of "Estimate-Profile-Review -Estimate" will be deployed as follows:

- First, a sample decision-making group will be selected.
- Then, each member will be given a case study educational scenario to read.
- Next, each member of the group will independently (online) complete a range of questions to "estimate" what their decision would be.
- Each group member will participate in a scientifically formulated behavioral "profiling" instrument provided in the form of the DNA Behavior Natural Behavior Discovery with Business DNA and Financial DNA reports provided as applicable to the situation.
- In addition, there will be 1:1 facilitation of the DNA Natural Behavior Discovery reports prior to a group meeting.
- Next, the group will come together to "review" the scenario.
- Then, the group will reveal and share its profiling reports.
- Finally, the group will independently (online) answer the original set of questions a second time to develop a final "estimate."
- The Decision Orchestrator will compare both responses to the questions and capture any differences.
- The business stakeholder will formulate a cleaner approach to decision-making within their organization using the data collected during this event.

## The Role of the Decision Orchestrator:

The Decision Orchestrator should be:

- Highly skilled and experienced in facilitating high-stakes decisions.
- Prepared to adopt the "Gene Method" of facilitation involving the Estimate-Profile-Review-Estimate steps.
- Certified by DNA Behavior to understand and manage scientifically measured behavioral styles.

They will work with C-Suite executives to ascertain the history of decision-making and choose the test group to undertake the proposed event.

The Decision Orchestrator will ensure each participant in the decision-making group knows what is expected of them. They will outline the event's purpose with an upfront introductory letter, email, and/or video to ensure clarity and a common understanding.

They will then have a critical role in facilitating and moderating the event.

The Decision Orchestrator will ensure each person in the selected group has completed the following pre-event homework:

- Read the educational scenario.
- Independently answered the set questions to obtain an "estimated" decision in the scenario context.
- Completed an online DNA Natural Behavior Discovery with either/or both the Business DNA or Financial DNA reporting provided as applicable.

In the case of high-stakes decision-making, it would be appropriate for the Decision Orchestrator to meet online or in-person with each participant to individually discuss their DNA Natural Behavior Discovery Results so that there is personal clarity before the event.

Once the pre-event homework is completed, the Decision Orchestrator will instruct each member of the decision-making group to come together in person or online to "review" the following:

1. Their interpretation of what they have read in the scenario.
2. How and why they have responded to the questions as they have.
3. Their DNA Natural Behavior Discovery results, in particular, their similarities and differences as a decision-making group or team.

The Decision Orchestrator will preside over the event and the discussions. They will monitor and record exchanges and conversations and, where necessary, move the conversation from one topic to another.

The Decision Orchestrator remains impartial, open, and unbiased and will not be part of the conversations or benefit from their outcome.

The Decision Orchestrator will collate and record the group's responses to the questions and document key behaviors observed as the decision-making group discuss the scenario and their responses to the questions.



## Pre-Sales Forecasting Event Homework:

In advance of the event, the Decision Orchestrator will contact each participant of the selected group to arrange the following action:

1. The group will be given a case study to familiarize themselves with. Though fictional, it is based on actual life facts and will form the basis of session work at the event. While reading this, they will be instructed to suspend reality and see themselves in the room, part of the sales group required to make a strategic decision about the impact of introducing a technical solution into the business.

- a. The Educational Scenario:

The Board of Grayzien wants to introduce digital technology solutions into the sales process for its products and services. They believe this will deliver a more consistent and measurable approach, more predictable revenue, deeper customer insights, and a scalable business model.

The CEO of Grayzien is Anna Summer, and the company has seven senior sales executives, five men, and two women, ranging in age from the early '20s to the late '50s. Inherently, with their different personalities and experiences, they bring various approaches to the sales process.

- Those that aggressively chase targets (Initiators, Influencers, Strategists). They are fast-paced and generally play the numbers by pursuing every lead, knowing that a percentage of the numbers will buy. Jack, Peter, Chris and CEO Anna are in this group.
  - i. On occasion, these salespeople have given the CEO cause to challenge their methods. As a result, the business must focus on retention and referral rather than just acquisition and playing the numbers game.
- The next group is the salespeople who do their business on the golf course, at cafes, at dinner parties, and usually max out their entertainment budget every month (Engagers). Helen is in this group.
  - i. Good networkers, focusing on making connections but not permanently closing a deal.
- Probably the most successful sales groups overall spend time researching their prospects (Stylish Thinkers). They are selective, get to know their target population well, but sometimes their volume of new leads is not the highest. Sarah is in this group.
  - i. This group, however, has the greatest stickability. Prospects buy from them, and clients renew orders and seek out members of this group to discuss products.
- Finally, the last category of sales personnel is the one that keeps the CEO awake at night. Although they don't fail much, they are reserved, cautious, and more sensitive and friendly. They are unable to reach their monthly quotas (Facilitators, Adapters). Kim and Craig are the two men in this group.
  - i. CEO Anna's interest in these two is that they bring exciting insight into the sales meetings. It's no secret that the sales and marketing teams are not aligned. But the two sales executives in this group work well with marketing and exchange

information with them about the changes in customer buying patterns. They facilitate conversations and build relationships.

The intent behind the introduction of a digital technology solution is:

- To identify a more significant number of potential sales opportunities.
- To reveal a preferred approach to communicating with clients.
- To discover how best to match sales and support executives to clients.
- For setting individual daily/weekly/monthly priorities.
- Producing behavioral-focused sales scripts.
- To gather behavioral data to set targets, build numbers, manage costs.

The CEO, Anna Summer, suspected that there would be various strong reactions to this proposal, not least of which would be the value-add of the technology in the sales process and the team's ability to put it to work effectively.

Anna decided to use the annual sales forecasting strategic meeting to introduce the proposed technology solutions to the sales process.

The previous three years saw sales increase steadily and then plateau. From Anna's perspective, it's difficult to pinpoint any particular area where blockages prevented subscription sales from growing.

However, one area that has caused Anna concern is the different approaches employed by her sales team to the sales process. Selling has to drive and demonstrate value for money to ensure renewals, referrals, and promotion of the service provided. Unfortunately, the messaging and sales methods have been inconsistent.

To begin the event, Anna took a quick straw poll of those present to benchmark a standard by which she could measure the team's reaction to the technological change proposed.

She asked, *"who thinks the introduction of this technology will increase our sales?"*

It was clear to her that there was no real consensus, and in fact, it seemed the loudest voices in the room were setting the direction of the team's response.

As CEO, Anna knew the importance of converting some of the sales team to accept and implement this new proposed innovative technology and become the 'ambassadors' for the changes.

The introduction of new forms of technology into an organization can present a range of challenges. Yet, such changes to how business is conducted are frequently decided in isolation from those required to learn and use.

Anna wants to ensure the sales team takes ownership of the proposal to introduce new forms of technology and will use a selection of questions, workshops, and forums to guarantee everyone moves forward together, embracing the latest technological approach required by the Board.

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.....End Scenario.....

- Having read the above educational real-life scenario, the decision-making group members should think about the proposed use of technology to save time and energy, leaving them extra time and space to focus more intently on providing customers with a first-rate experience or completing productive work or projects that ultimately increase sales.

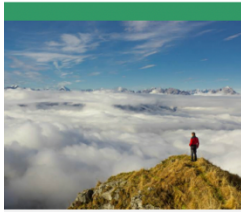
Each member of the decision-making group should now independently answer these questions and not share or discuss their responses with their colleagues:

Question: What would you expect from this new approach using digital tech solutions?	Respond for each question using: 1 (No) 2(Unsure) 3(Maybe) 4(Likely) 5 (Absolutely)
1. A \$3 million investment in technology will provide a 300% ROI within five years?	
2. An incremental approach with a \$1m investment will have more success with an ROI of 30% in year one.	
3. 20% pa increase in sales in three years is achievable with no IT investment but with more training, larger expense accounts, and more effective lead generation?	
4. 10% pa increase in sales over two years is achievable with no IT investment but more training?	

- The completion of an online Business DNA Natural Behavior Discovery Process to reveal individual behaviors. They will receive a link <https://www.businessdna.com/start-free-trial/> to complete this process and should allow 10 to 12 minutes. The completion of the questionnaire should take place in one go and without interruption.
- The group participant will then receive a report showing a range of behaviors and a deeper understanding of their natural behavior style. This will be discussed 1:1 with the Decision Orchestrator.

Here is an example of the report. *Do not share your report with colleagues.*





## Your Work Talents Report

### Jack Sun's Unique Style: Initiator

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

#### Your Top Talents:

Based on your 8 factor scores, your 2 strongest scores (traits) are:

- Take Charge** - Definite in approach, visionary in thinking, focused on outcomes
- Risk-Taker** - Venturesome, takes chances, optimistic

#### How Others Can Connect with and Manage Your Talents:

- Offer up options & recommendations for a decision
- Give me direct answers, get to the point
- Show the results and outcomes
- Present me with opportunities
- Present me with the risks and return

#### Your Contrasting Work Talents:

The shaded circles and scores below indicate your strength level as a percentage of the population with the corresponding descriptor in the same color.



#### About this Report:

The information in this report reflects more than 30 years of research and experience in developing individual's workplace talents. This report is intended to give you a glimpse of your unique talents, and in-depth reports are available that provide your specific scores as well as a development plan.

#### Why this is Important:

Your best working style is being your authentic self. With objective knowledge of yourself, you're better able to authentically work and grow into a better coworker, leader, and person outside of work. Likewise, understanding yourself gives you a much better basis to understand and manage others.

#### Share Your Business DNA With Others:

Share your results with your colleagues, coach and other mentors. The guide below illustrates how the 10 unique styles are similar or different to others.



The group participant will bring the report to the session as it will form the basis of some conversations and activities.

The Decision Orchestrator will arrange for each decision-making team member to receive one-on-one feedback on their behavioral report.

This will be made available online.

There will be an opportunity to share the contents of profile reports during the event.

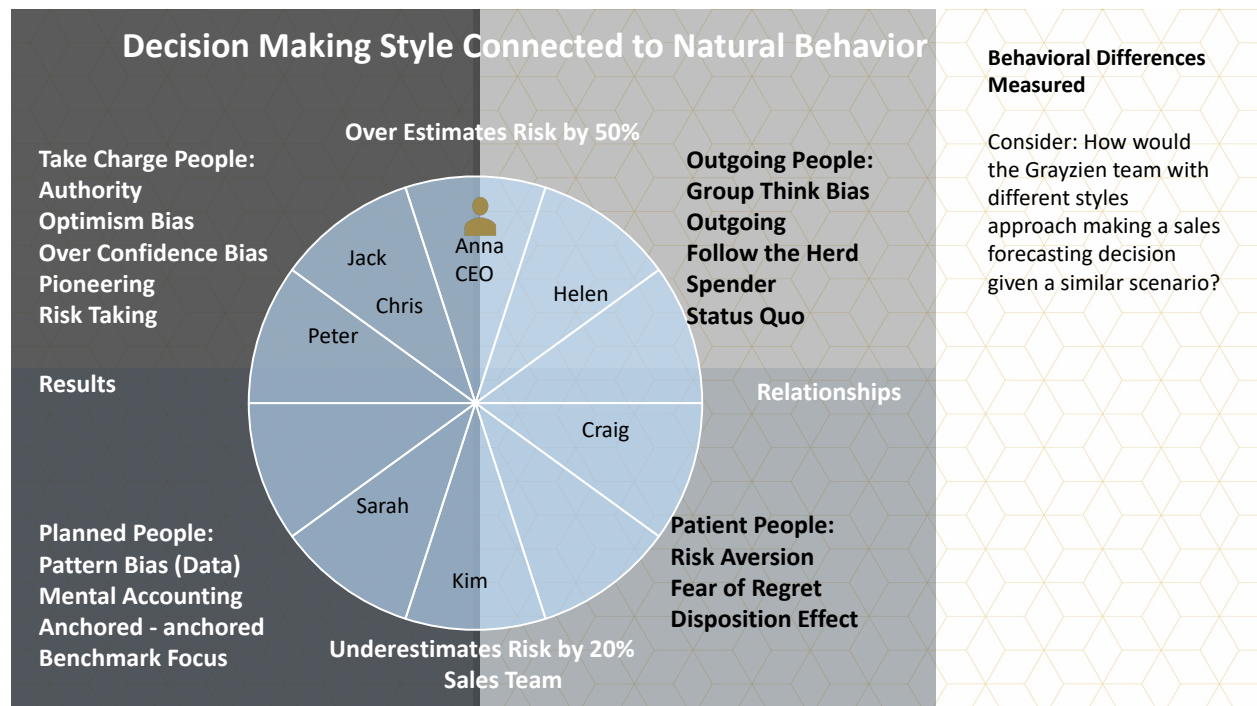
## Facilitation of the Sales Forecasting Decision-Making Group After Pre-Event Homework:

The group discussed the sales forecasting scenario, shared their behavioral style reports and responses to the questions.

The Decision Orchestrator watches the exchanges and makes notes of the behavioral dynamics in the room. The observation of the discussion includes behavioral dynamics, the subtleties, and undercurrents that surfaced with the CEO in the room. Positional influence is the power or influence tied to a title or position, in this case, Anna, the CEO.

Each member of the decision-making group will have completed their Business DNA Natural Behavior Discovery. Below is a snapshot of the group's behavioral style.

Of the CEO and seven sales executives in the room, their behavior and response approach broke down into the following categories:



The results were shown to the group, and a facilitated discussion took place based on a deeper understanding of the inherent behaviors and biases of the group.

Further, they were given a team report that revealed a deeper insight into the variation of behavioral styles within the group.

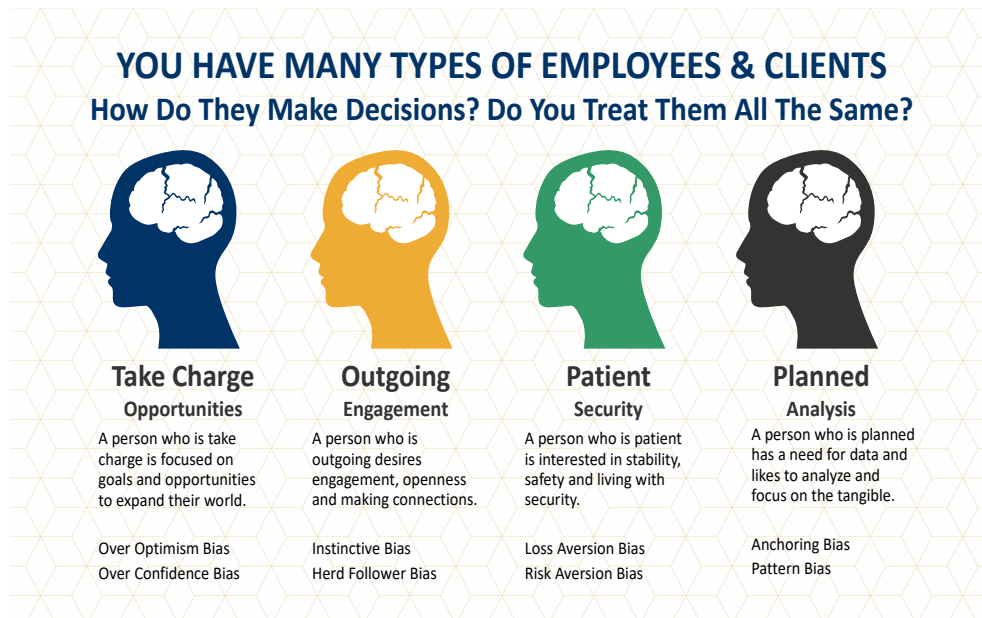
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Team Member	DNA Natural Behavior Style	Strongest Behavioral Factor 1	Strongest Behavioral Factor 2
<b>Anna Summer</b>	Influencer	Pioneer	Anchored
Kim Grant	Adapter	Creative	Reserved
Helen Jones	Engager	Outgoing	Creative
Jack Sun	Initiator	Take Charge	Risk-Taker
Craig Moon	Relationship Builder	Patient	Cooperative
Peter Madden	Strategist	Skeptical	Fast-Paced
Chris Coddington	Strategist	Pioneer	Skeptical
Sarah Autumn	Stylish Thinker	Content	Planned

The Decision Orchestrator notes the following group and individual decision-making biases behaviors in this group session:

- Take Charge: Those with authoritarian behavior, focused on goals and with over-optimism and over-confidence biases, made significant visionary suggestions and were comfortable pushing to take more risks as long as they could see results and goals delivered.
  - In the Initiator, Influencer, Strategist behavioral styles.
- Outgoing: The others were very group thought oriented and were instinctive, so they excitedly welcomed the change without demonstrating the actual value or ROI to the business that this new technical solution would bring. They just knew people who'd done this before and were eager to be a part of the latest new thing without looking at the data. They demonstrated both instinctive and herd-follower bias.
  - In the Engager behavioral style.
- Patient: Others were more conformist, loss and risk-averse, and discussed the proposed changes more patiently. They tended to wonder what others thought and indicated their willingness to go along with the majority to avoid any conflict.
  - In the Adapter, Facilitator behavioral styles.
- Planned: Some were simply anchored and had pattern and status quo biases, therefore heavily questioning the need for change. They asked for examples of how these proposed changes had worked elsewhere. They were not convinced of any need to change without further data. They questioned the return on investment (ROI).
  - In the Reflective Thinker and Stylish Thinker behavioral styles.

Behaviorally the room is divided into behavioral decision-making styles aligned with their profile discovery.



The Take Charge group immediately took the lead, giving their opinion forcefully and proffering a range of opportunities technology would bring.

The Outgoing group tried to keep everyone nice while pointing out the advantages of technology, delivering better ways to meet clients, and increasing sales.

The Patient group kept their counsel and said little as the level of debate became dominated by loud and excitable voices.

The Planned group disputed the Take Charge group's confidence in their response, stating there wasn't sufficient data or analysis to support their assertions.

The team was unable to agree on a direction. The decision-making process, therefore, broke down.

The cost to the organization now had become more evident to the C-suite, who had until now been unaware of why decision-making was so crippled in her organization.

- The loudest voice in the room was taking control.
- Quieter, perhaps more rational voices were neither heard nor allowed to be in the debate.
- Analysis was taking a back seat after being closed down as pessimistic.
- The more outgoing were getting progressively frustrated and loud as their contribution to the debate was being ignored.
- On several occasions, the Decision Orchestrator observed contributions to the discussion being held back as the CEO was in the room.

Remember that when people are under pressure, they revert to their hardwired instincts. Without a high level of self-awareness, these behaviors are unmanaged and potentially unintended.

The result is a problematic disconnect that spontaneously emerges in decision-making between what seems intuitively correct and rationally justified.

This leaves leaders responsible for managing behaviors they did not anticipate and employees and clients vulnerable to adverse consequences they did not expect.

When complex hardwired behavioral attitudes and habits are revealed and understood, more effective decisions will be made. This behavioral insight matters. Why? Because decisions made under pressure and in times of stress need to be relied upon.

There will be occasions when decision-making does not have the luxury of time for critical thinking on its side. Leaders who understand their team's decision-making strengths and limitations will be able to rely on the credibility of decisions made. This will bring confidence to others, benefiting from the outcomes of the decision-making group. But it does depend on the degree to which leadership understands the behavioral dynamics present that causes Noise and distorts decision outcomes.

## Post Review Completion of Questions:

Following this deeper dive into individual and group behavioral variability, the team considered the group discussions. Finally, they were asked to refer back to their individual DNA Natural Behavior report to review their responses to the pre-event questions and determine if they would make any changes to them in light of completing the discussions.

The following table shows the responses to the questions pre and post-event.

Question: What would you expect from this new approach using digital tech solutions?	Respond to each question using: 1(No) 2(Unsure) 3(Maybe) 4(Likely) 5(Absolutely)	Kim Adapter	Helen Engager	Anna Influencer	Jack Initiator	Craig Relationship Builder	Peter Strategist	Chris Strategist	Sarah Stylish Thinker		Mean
	Bias	Conformist	Group Think	Authority	Authority	Conformist	Authority	Authority	Anchored		
		Loss Aversion	Instinctive	Optimism	Optimism	Loss Aversion	Pattern	Pattern	Status Quo		
1. A \$3 million investment in technology will provide a 300% ROI within five years?											
	Pre	2	5	4	5	2	4	5	2		3.63
	Post	3	4	4	4	4	4	4	3		3.75
	Pre to Post Difference	1	1	0	1	2	0	1	1		0.88
	Average	2.5	4.5	4	4.5	3	4	4.5	2.5		3.69
2. An incremental approach with a \$1m investment will have more success with an ROI of 30% in year one.											
	Pre	2	1	2	5	2	5	5	4		3.25
	Post	5	1	1	1	4	3	3	2		2.5
	Pre to Post Difference	3	0	1	4	2	2	2	2		2
	Average	3.5	1	1.5	3	3	4	4	3		2.88
3. A 20% pa increase in sales in three years is achievable with no IT investment but more training, larger expense accounts, and more effective lead generation?											

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	Pre	3	3	1	4	4	1	1	4		2.63
	Post	1	1	1	1	1	1	1	1		1
	Pre to Post Difference	2	2	0	3	3	0	0	3		1.63
	Average	2	2	1	2.5	2.5	1	1	2.5		1.81
<b>Questions Continued</b>		Kim	Helen	Anna	Jack	Craig	Peter	Chris	Sarah		Average
		Adapter	Engager	Influencer	Initiator	Relationship Builder	Strategist	Strategist	Stylish Thinker		Score
4. A 10% pa increase in sales over two years is achievable with no IT investment but more training?											
	Pre	3	3	1	4	4	1	1	4		2.63
	Post	1	1	1	1	1	1	1	1		1
	Pre to Post Difference	2	2	0	3	3	0	0	3		1.63
	Average	2	2	1	2.5	2.5	1	1	2.5		1.81



## Summary of Behavioral Variability Analysis:

Based on the pre and post review estimates, and the behavioral styles, the following high-level analysis has been prepared to illustrate the behavioral variability caused by human differences.

The analysis reflects the following:

1. There is a strong "authority bias" in the group, along with an optimism bias. However, it is clear they have in both the pre and post-review estimates (voting) consistently voted for option one, which favors a \$3m technology investment and a 300% ROI within five years.
2. Nevertheless, for Option 1, there is a lot of behavioral variability in the group, with the variance being calculated as 53.14% from the mean. This means there is a high degree of "Noise," which is much higher than what the CEO thought there would be in the group. This variance was also higher for each voting option. The Noise is reflective of the different decision-making styles in the group and some inconsistencies in their choices
3. The more loss-averse and status-quo oriented in the group have initially favored options 3 and 4, which are more conservative. Although, in the post review, they have moved more strongly towards Option 1. This could imply the authority bias has swayed them in the room, and/or the discussion has provided the necessary information to make the Option 1 investment clearer and hence more comfortable to choose.
4. Option 2 has a lot of "noise," with more variable voting between groups directly within the option compared to the other options. In addition, some of the variable voting does not appear to be completely logical.

## In Conclusion:

Without insight into behavioral variability caused by diversity in decision-making, it is impossible to formulate plans and manage change involving a diverse range of people.

This educational scenario is based on a real case study where an Executive Decision-Making Sales Team was asked to discuss and decide on whether an investment in sophisticated technology would improve the sales process.

The technology was introduced, but only after the team realized that their approach to decision-making historically had been flawed.

All acknowledged that there had been a lack of understanding of the individual behaviors and biases in the team that had led to a world of chaos that needed to be understood and managed. But, more worryingly, they recognized that they had not engaged with the importance of placing a \$ value on poor decision-making.

With hindsight, some board members conceded they could only see the introduction of additional technology as the solution to their decreasing sales. Thus, they were unconsciously biased toward new technology as the only answer. Could this be coming from an "over-optimism bias" and a "newness bias"?

Other board members had listened to the 'experts' or trusted friends and were demonstrating a "following the herd" bias and a "fear of regret bias" from over trusting other "noisy" people.

The sales team saw their current way of working, commission, and contacts threatened by the new technology proposal.

Therefore, the group discussions at both Board and sales level and the following approach to decision-making had fallen to a few authoritative voices in the room whose opinion was followed in a herd-like fashion simply because they sounded the most confident and knowledgeable.

In light of this exercise, the importance of everyone's opinion and input is a) listened to and b) valued.

With more effective behavioral education, many of the challenges faced by the business could have been managed.

The technology was eventually introduced successfully, and at the final debrief, a common observation from senior management was this:

*...this was all about not knowing our people. We had no insight into their behavioral style or biases. Had we known our employees at a deeper level and managed them better through the change, we would not have had this problematic season....*

An agreement was subsequently reached on a sales plan and the introduction of new technology.

## Takeaways for CEO's and Leadership:

There is a risk that delegation of high-stakes decision-making could have devastating consequences to the business in every organization.

Not every high-stakes decision necessarily sits with the C-suite, but knowing the potential dangers of group decision-making needs to be revealed and understood.

Unknown behaviors, biases, inconsistent decision-making are all part of the Noise, often insidious, that can cause successful companies to lose substantial amounts of money and growth opportunities.

This scenario should act as a serious thought bubble for executives. Whether your business is in sales or not, the principles are serious and can be overlaid in any industry.

In brief, CEOs need to ask whether we have a problem with the quality of our decision-making. From our experience, everyone has to a greater or lesser degree.

Having acknowledged the importance of testing the quality of decision making – the first step is to appoint a highly qualified Decision Orchestrator.

The Decision Orchestrator will:

- Work with CEOs to identify key personnel to be included in the decision-making scenario.
- Outline the proposed decision scenario based on the CEO's business need, or create a case study scenario for training purposes.
- Brief the C-suite on the importance of understanding how different individuals interpret the same message, giving the exact instructions, and the risk this presents to any business.
- Reveal individual behaviors that, if not known, tend to assume a confidence level in their judgment and their ability to sway others' opinions, which creates Noise around decision making.
- Demonstrate how behaviorally structured decision-making, which includes all opinions, delivers greater certainty in the quality of decisions.
- Show that there are no behavioral shortcuts because the decision-making group understands how each individual approaches the decision-making process.
- Validate that decision-making creates a broad diversity of thought when individual behaviors are revealed, understood, and mastered. However, the diversity can also lead to behavioral variability that has to be managed.

The scenario outlines a range of biases that have been revealed as part of this test case. But it should be understood that individual decision-making biases are at play in most business decision-making environments and the broader teams.

The most dominant biases in individuals are:

1. Over Optimism Bias – pioneering individuals
2. Loss Aversion Bias – patient people who tend to balance overconfident people
3. Pattern Bias (data) – planned, structured individuals

4. Anchored bias – relying on pre-existing information, may be unwilling to change

The most dominant biases in Groups are:

1. Authority Bias – take charge needs to control
2. Group Think bias – want to get the group to a consensus
3. Confirmation Bias – willing to hang back, patient
4. Status Quo Bias – content with the way things are

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## DNA Behavior 2022:

In 2022 DNA Behavior International will be introducing a range of new dashboards and functionality to their already significant offering. This will take all the heavy lifting out of understanding your people.

The ability to measure behavioral variability and diversity in decision-making will be accessible for the individual or the group on every device at the push of a button.

Future economics believes that most if not all human behavior can be easily explained by relying on the assumption that our preferences are well-defined and stable across time and are rational. What has been missing is the scientific technology to reveal these behaviors.

DNA Behavior already measures and manages behavioral differences in key stake interactions and decisions.

2022 will bring faster, more extensive data to you.

## About DNA Behavior

Rethink and reshape how you measure and manage human differences in high-stakes decision-making. Manage the talents and financial behaviors of your employees, advisors, and clients with DNA Behavioral.

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