

Business DNA® Coaching Process

*For Navigating Human Differences to
Transform Business Performance*

February 2014

Business DNA Natural Behavior Summary Report



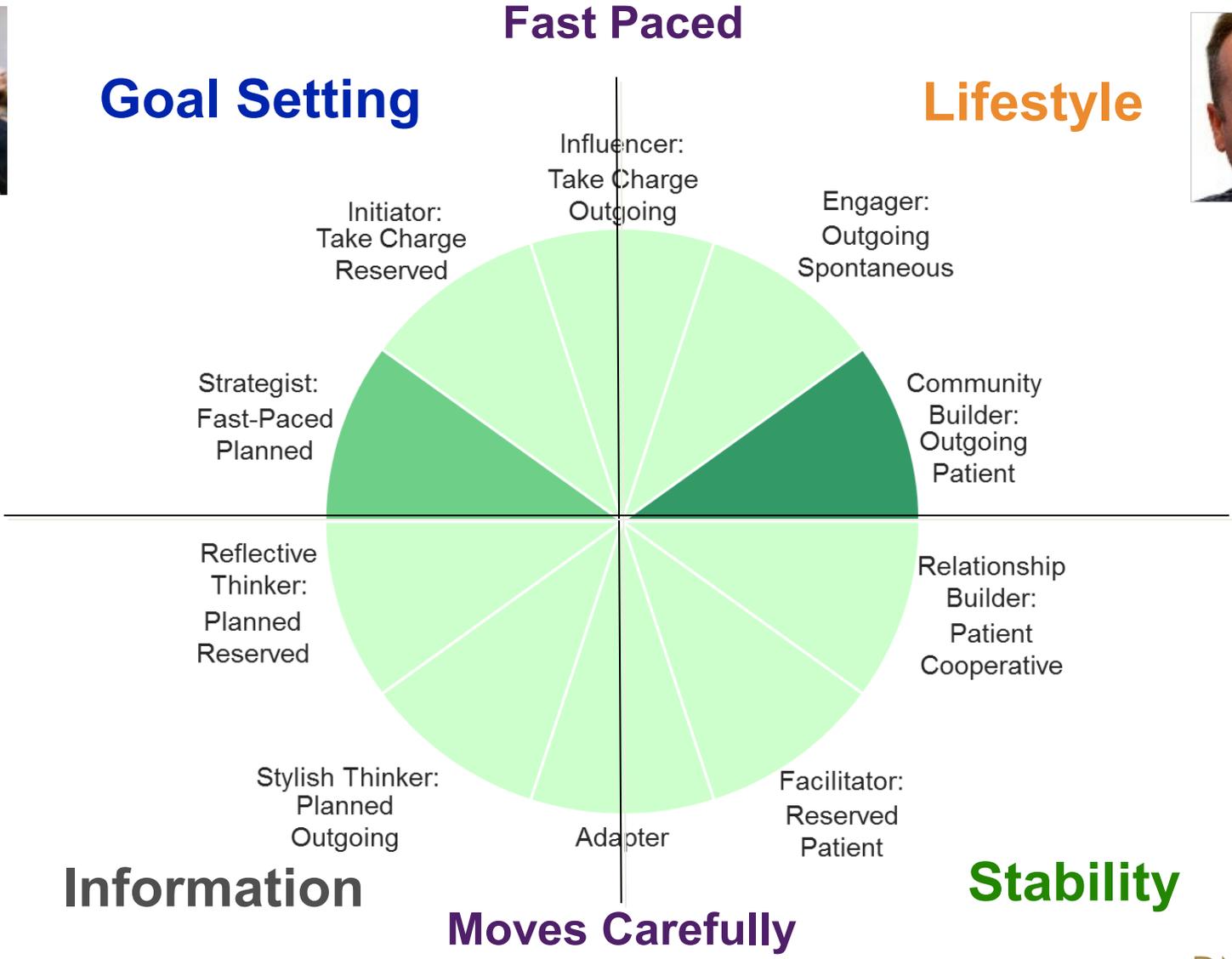
1. Natural Behavior Style
2. Business Risk Management Factors
3. Decision-Making Strengths and Struggles
4. Work Life Attitudes
5. Work Life Planning Drivers
6. Business Decision-Making Risk Grouping
7. Leader-Team Mate Compatibility
8. Powerful Questions

Summary of Natural DNA Behavior – 10 Unique Styles

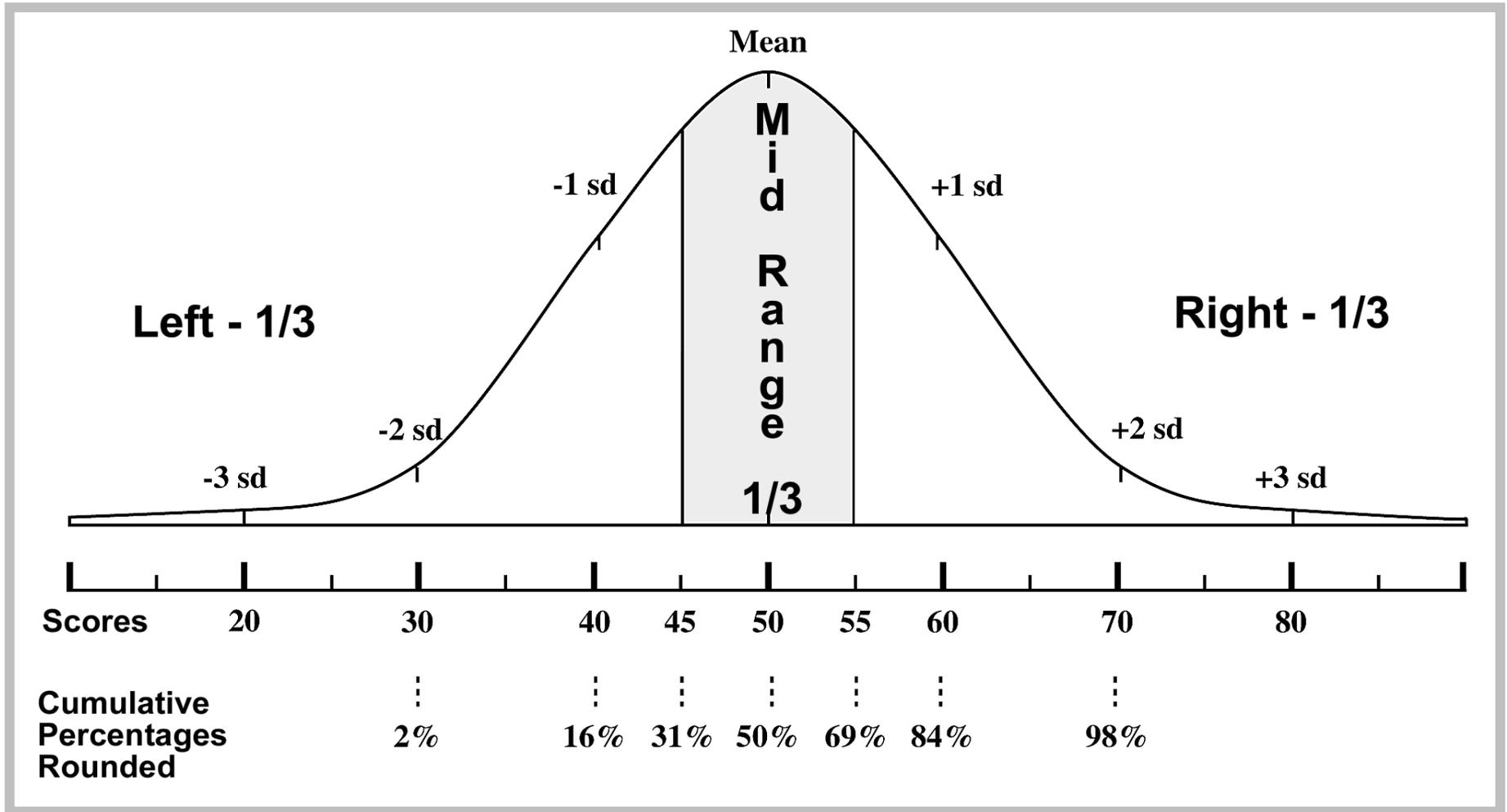


Results Orientated

Relationship Orientated

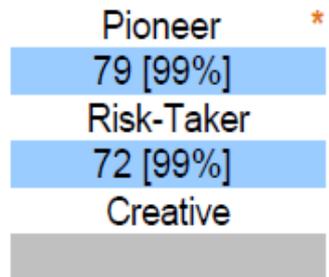
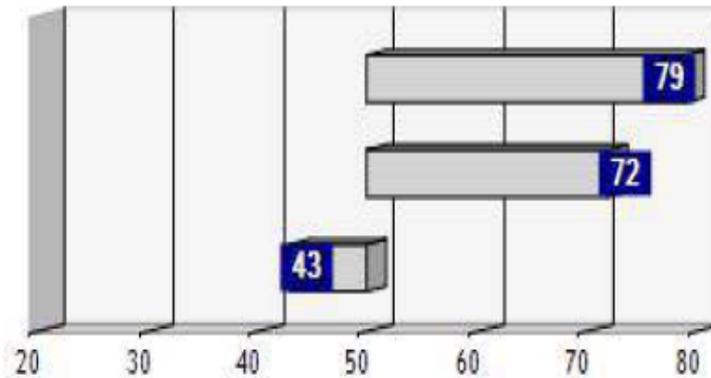
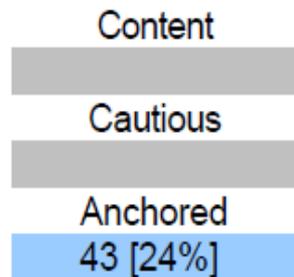
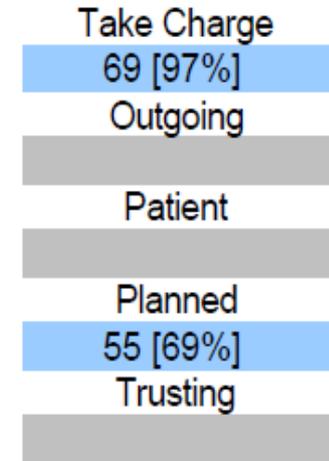
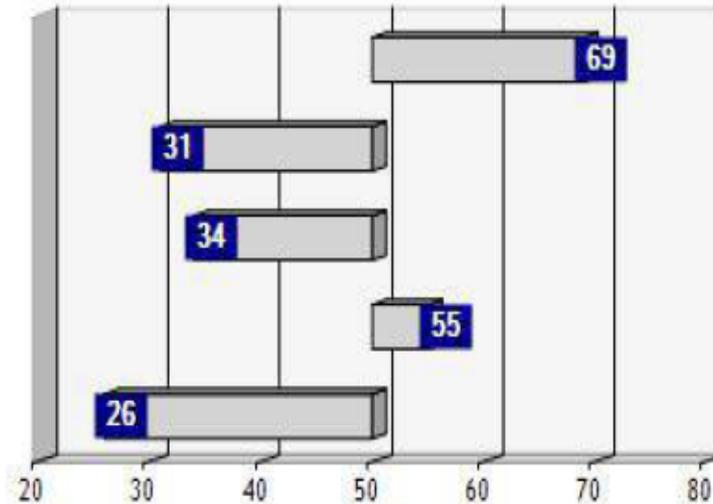
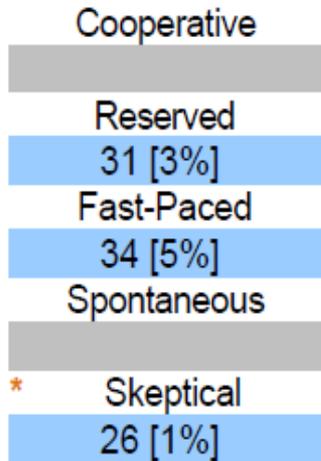


Behavioral Factor Bell Curve Distribution



Chris Coddington – Natural Behavior Discovery

Chris Coddington - Strategist



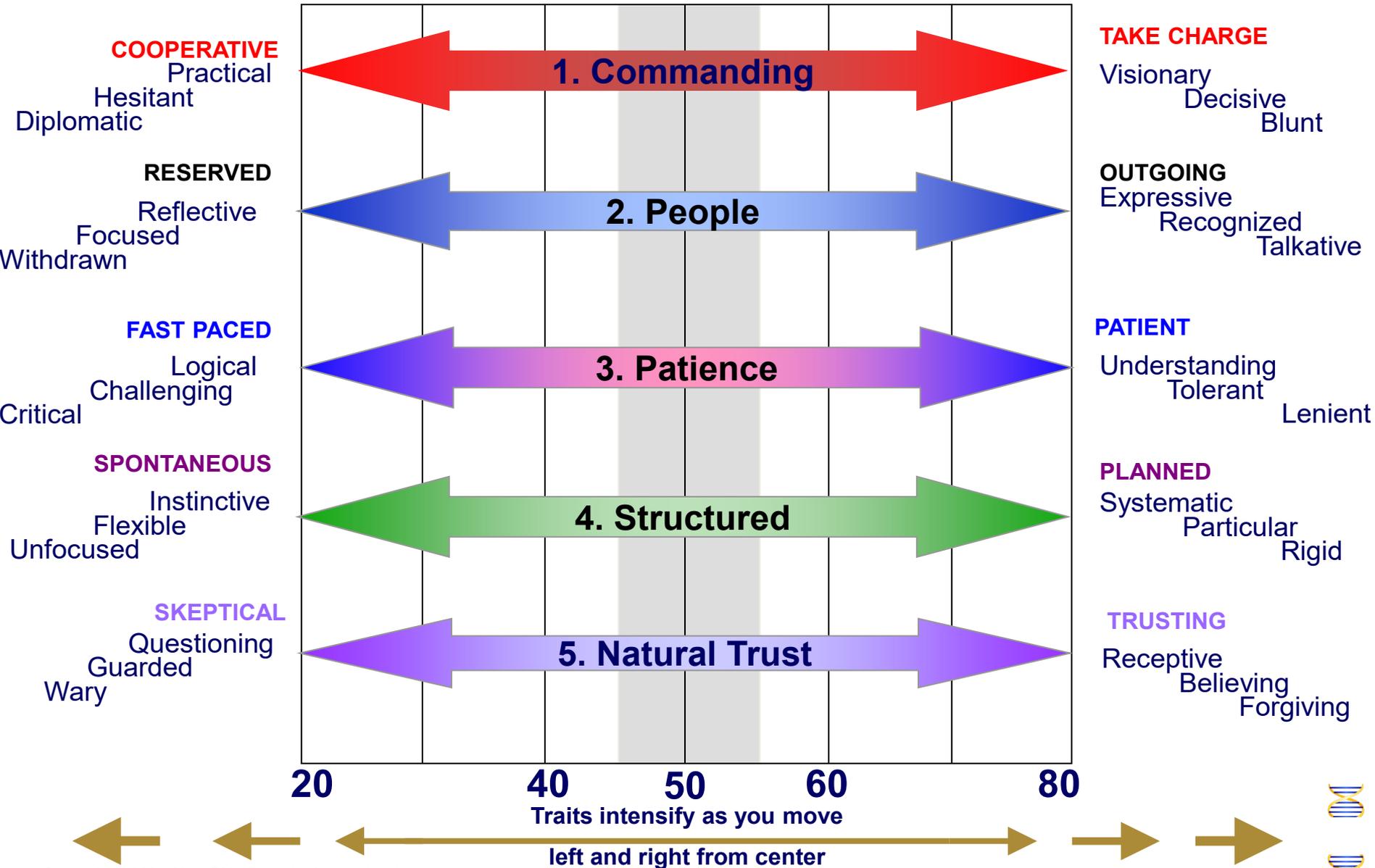
Stronger ← Mid-Level → Stronger

Strengths, Struggles and Mid-Range

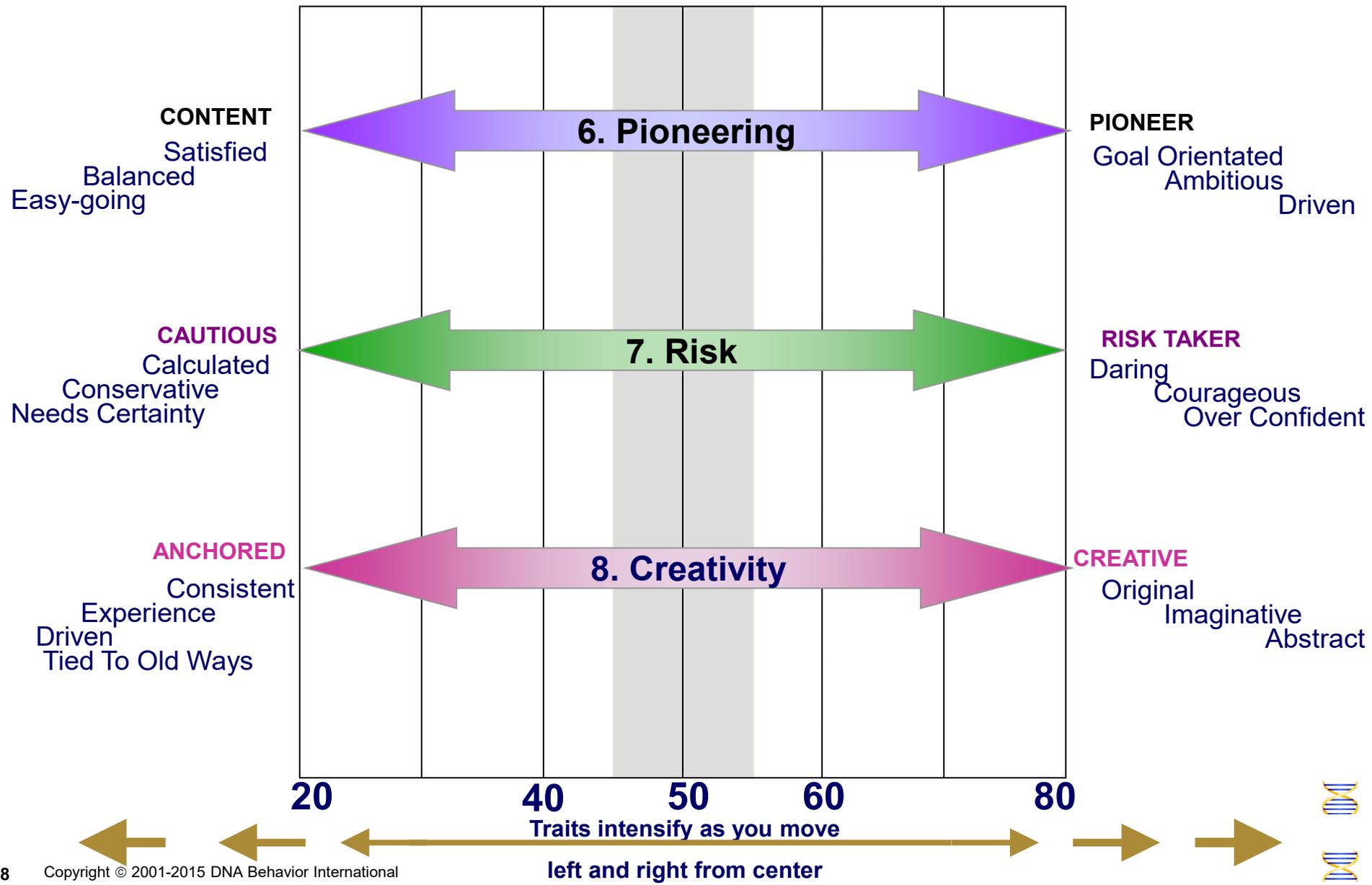
Objective behavioral awareness is a critical starting point to your workplace performance transformation. Playing to your strengths consistently will maximize your potential. Although, strengths over-played can become blind-spots.

- **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.

Core Work Life Drivers



Work Life Planning Drivers



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

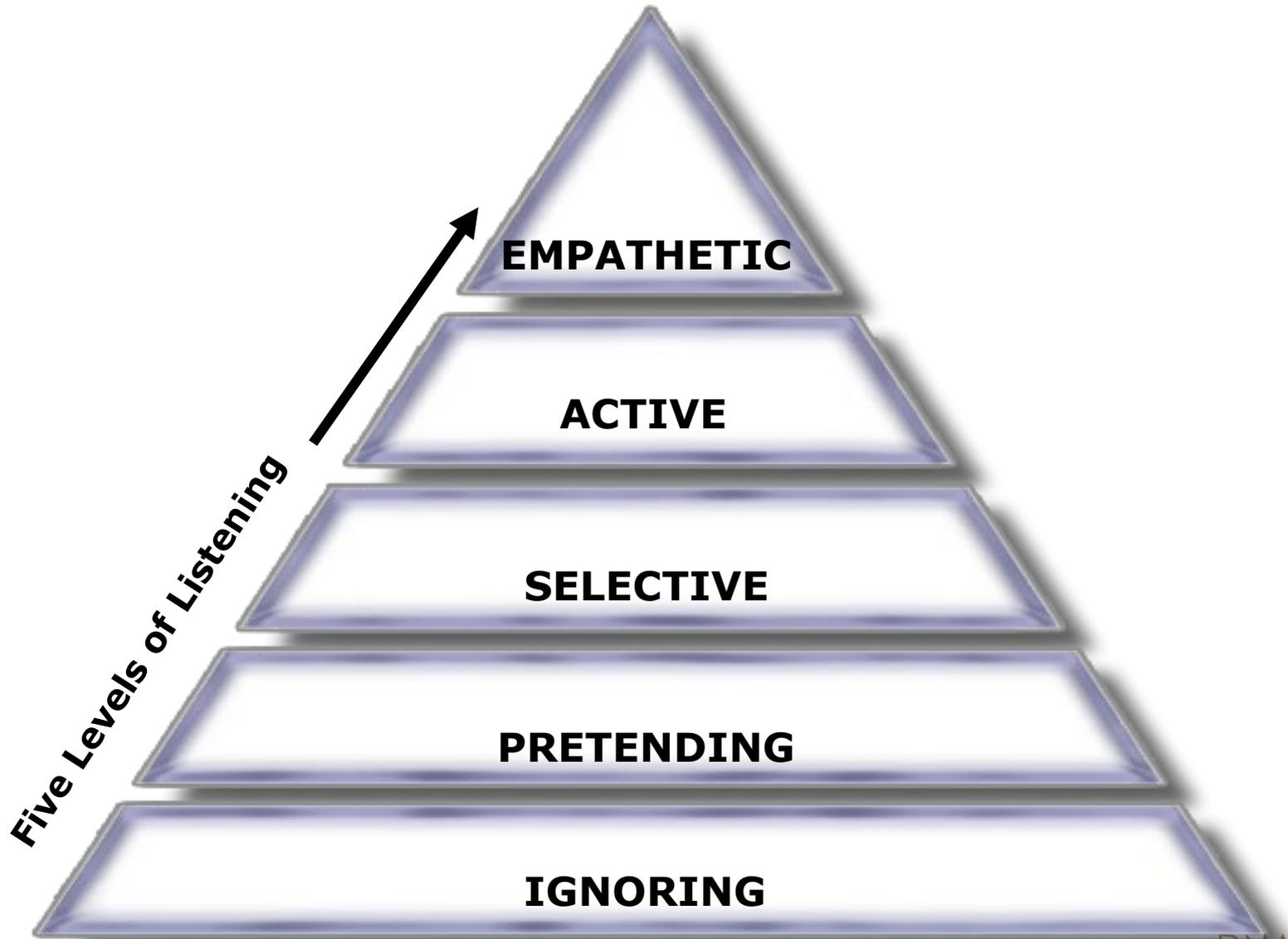
The DNA Performance Conversation Model

<p>1. Use of Business DNA[®] Discovery: Increase Consciousness of Self and Others</p>	<p>3. Listen More: Safely Guide Team Mates to Self-Discovery as They Know the Answers Even if They Do Not Know It Yet</p>
<p>2. Ask Powerful Questions: Customize Your Conversation Based on Behavioral Insights</p>	<p>4. Staying in the Zone: Co-create Plan for Action and Accountability</p>

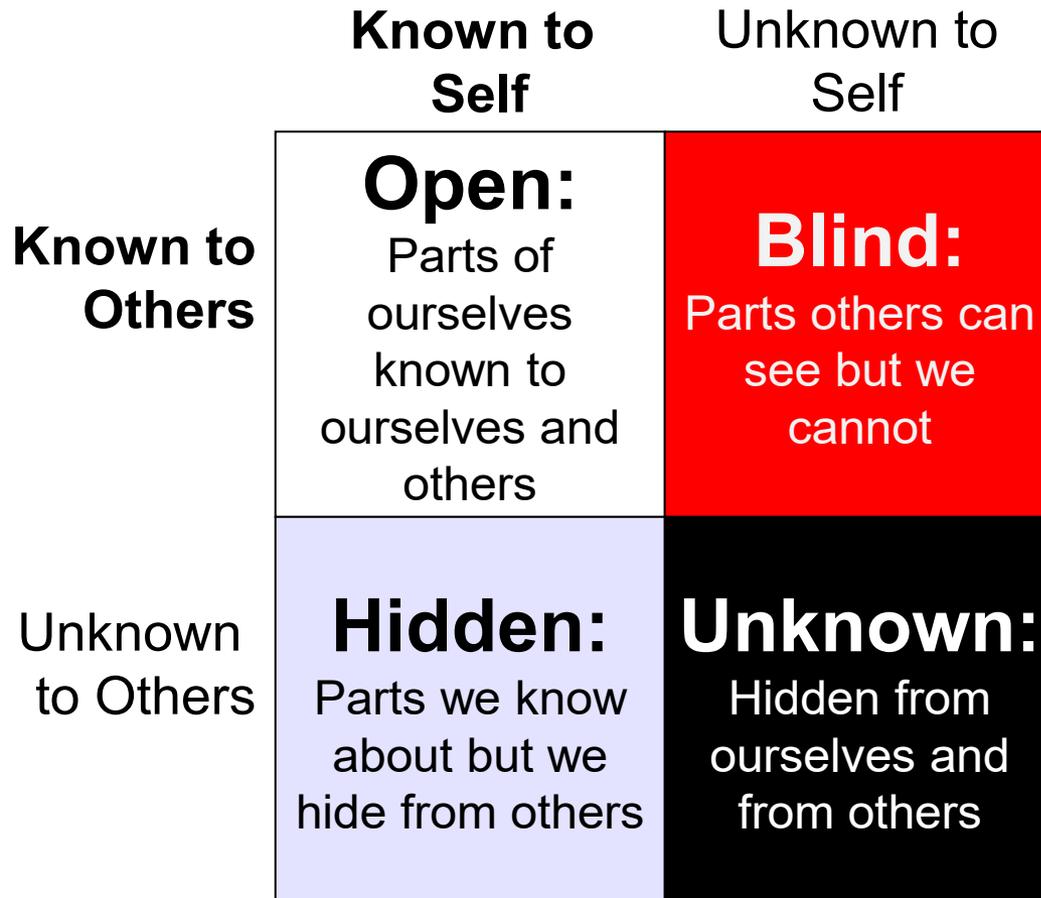
Amenability to Behavioral Change

Very Difficult to Change (Hard Wired)	Very Hard But Modification Doable	Relatively Easy to Change With Training
Intelligence	Communication Style	Accountability
Integrity	Strategic Skills	Political Savvy
Creativity	Pragmatism	Customer Focus
Conceptual Ability	Goal Setting	First Impression
Assertiveness	Analytical Capability	Coaching
Energy Flows	Authenticity	Training
Enthusiasm	Leadership Style	Running Meetings
Competitiveness	Listening	Presentation Skills
Determination	Team Player	Standards of Excellence
Courage	Persuasiveness	Negotiation Skills
Resilience	Conflict Management	Judgment
Initiative	Risk Taking	Self Awareness
Independence	Organization/Planning	Life Balance

Becoming a Level 5 listener



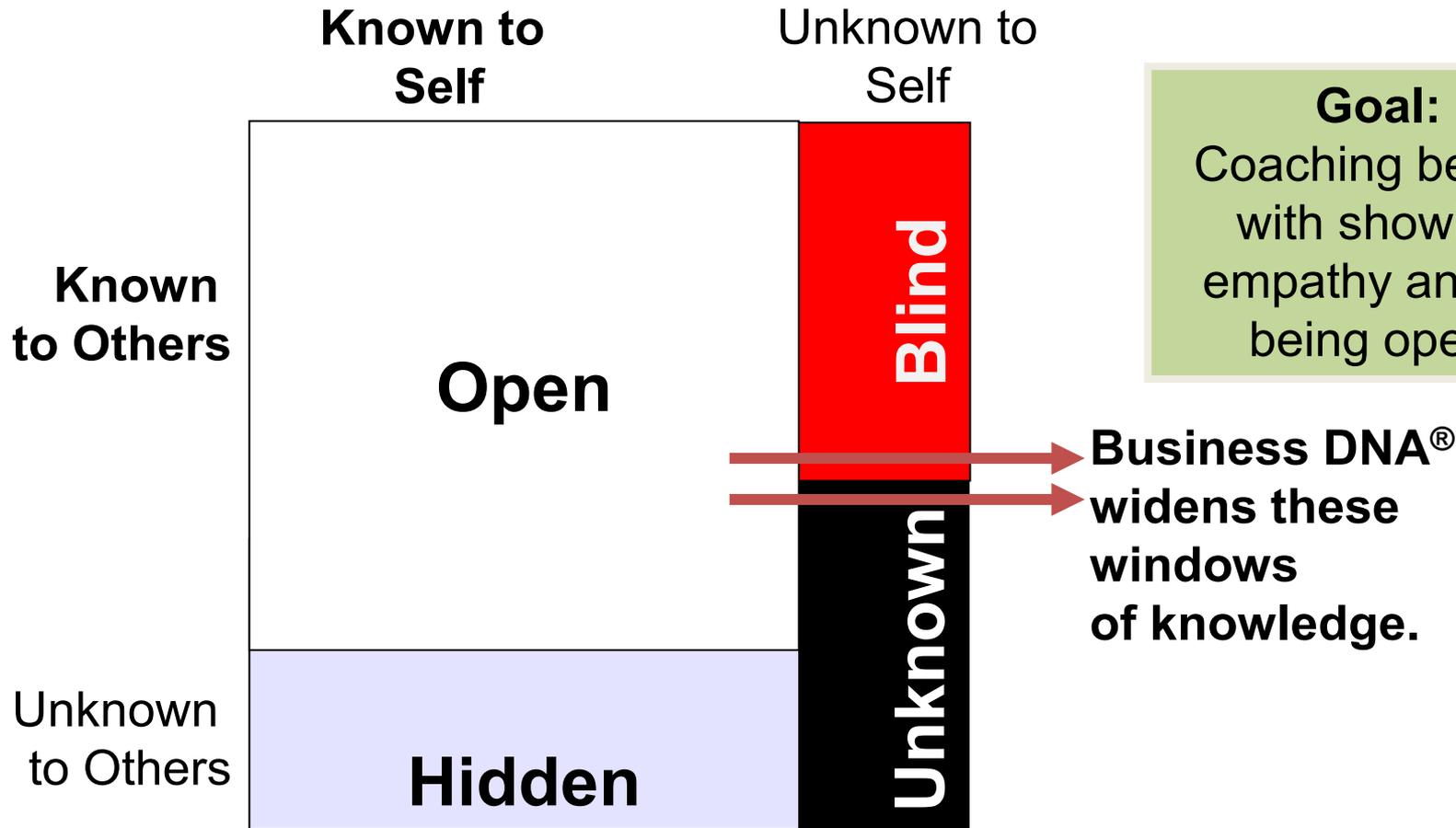
The 'Johari' Window



Success Formula:
Develop the 'Knowing Me, Knowing You' foundation.

© Joseph Luft and Harry Ingham

The Goal: Knowing Me Knowing You



© Joseph Luft and Harry Ingham

The Coach...

Should:

- **Listen and encourage** the client to formulate their own solutions
- Focus on **guiding** the client and let them come up with the answers
- **Offer suggestions** but accept that the client may not be ready or willing to take them up
- **Make recommendations** for reading or education
- **Offer acceptance** and a non-judgemental atmosphere
- **Slow down** when you see resistance in the client

Should not:

- **Make assumptions** or impose solutions on the client
- **Analyze** the client's family or mental / psychological state
- **Offer counseling**
- **Push a client** too quickly to a place they cannot go even though you think it is right

The Employee...

Should:

- Be prepared to be **open** and honest
- Be prepared to **explore** causes and effects of issues
- Be able to **take responsibility** for his or her own growth, development and education
- Be **willing** to work on issues until they are resolved
- Be prepared to **establish accountability** practices for outcomes

Should not:

- **Expect** the Coach to hand solutions to them
- Expect the Coach to help them with issues they are **not prepared to discuss**
- Expect that issues will be solved **without work**, behavior change and attitude change
- **Abdicate responsibility** for success to the Coach
- **Avoid accountability**

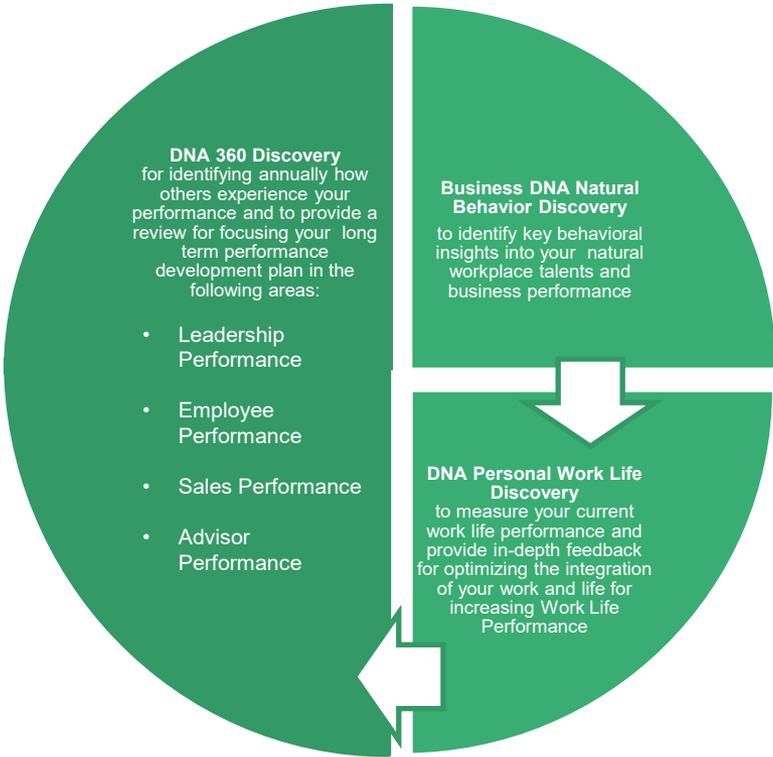
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Resilience	Conflict Management	Judgment
Initiative	Risk Taking	Self Awareness
Independence	Organization/Planning	Life Balance

Business DNA Discovery for Performance Coaching

Discovery Steps for Customizing Life-Long Personal Work Life Experiences

**ANNUAL DISCOVERY STEP
DNA Performance Review**
*Conducted Annually for
Reviewing and Enhancing
Your Long Term Performance*



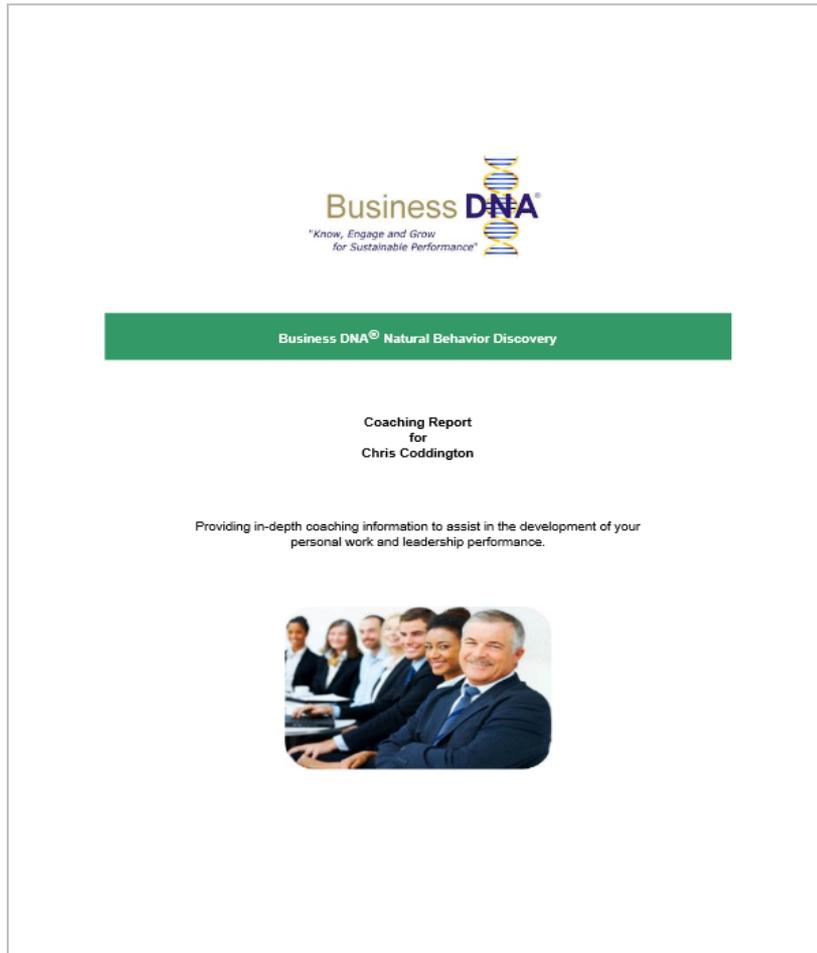
**INITIAL DISCOVERY STEP 1
Business DNA Natural
Behavior**
*Conducted Initially for Identifying
Your Natural Workplace Talents*

**INITIAL DISCOVERY STEP 2
DNA Personal Work Life
Performance**
*Conducted for Measuring Your
Current Work Life Performance
and Providing Feedback for
Building a Performance Plan
[Or Alternatives for DNA Career
Performance and DNA Executive
Quality Life Performance]*

Step 1: DNA Talent Performance Coaching

Business DNA Natural Behavior Coaching Report

1. Detailed Analysis of 8 Primary Factors and 24 Sub-Factors
2. Strengths and Struggles
3. Keys to Building Your Personal and Business Performance
4. Customized Powerful Questions Based on Strongest Factors



Natural Behavior Discovery - Coaching Report Review

Step 1

After reviewing the Summary Report interpret the Coaching Report: Review the employee's strongest behavioral factors on Page 3 and sub-factors on Page 5 with scores over 60 and under 40

Step 2

Review how the employee approaches business decision-making on Page 4

Step 3

Design your DNA Performance Conversation Agenda by identifying Powerful Questions that you will ask

Step 4

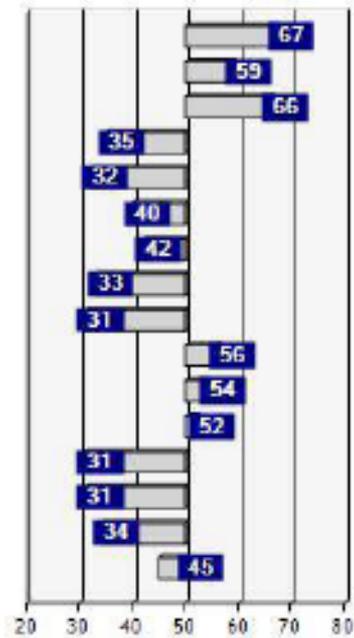
For the behavioral factors and sub-factors with strong scores ask the employee to circle/highlight those strengths and struggles on pages 6 to 26 which most relate to their life and business decision-making

Step 5

Have the employee commit to identifying those areas which need further development in enhancing their business performance

Core Work Life Drivers

Cooperative	Consensus Seeking	
	Group-oriented	
	Diplomatic	
Reserved	Serious	35
	Reflective	32
	Quiet	40
Fast-Paced	Rational	42
	Task-focused	33
	Confronting	31
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	31
	Suspicious	31
	Questioning	34
	Exacting	45
		26 [1%]

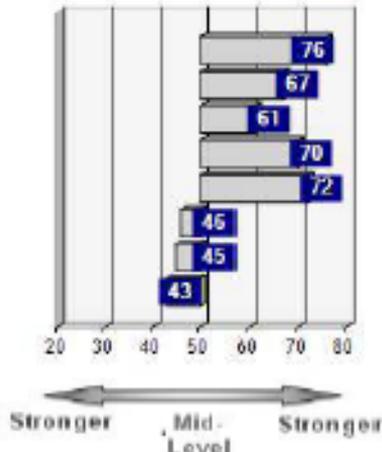


67	Authoritative	Take Charge
59	Self-reliant	
66	Frank	69 [97%]
	Expressive	Outgoing
	Sociable	
	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
56	Accurate	Planned
54	Scheduled	
52	Persistent	55 [69%]
	Delegator	Trusting
	Open	
	Approachable	
	Relaxed	

The sub-factors are one dimension of the primary factor. Each sub-factor is independently measured. They do not average out to the Primary Factor score.

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
	Experience Based	46
Anchored	Practical	45
	Left Brain	43



76	Initiator	Pioneer
67	Competitive	
61	Determined	79 [99%]
70	Bold	Risk-Taker
72	Risk Tolerant	72 [99%]
	Original	Creative
	Enterprising	
	Right Brain	

Drilling in to Gain Deeper Behavioral Insights

1. Firstly, identify the dominant scores (under 40, over 60) in both the primary factors and sub-factors.
2. Identify up to 10 key factor relationships to ascertain whether they strengthen or soften a behavior, and therefore potentially how the person should perform. Consider how the:
 - Strongest 2 factors interact with each other? eg How does a strong fast paced trait relate to high risk?
 - Strongest 2 factors each interact with the next 3 strongest factors
 - Strongest 2 factors interact/change the mid-range traits eg How does a high risk trait relate to mid-range outgoing or planned? (is the outcome increased spending on adventurous activities or goals?)
 - Consider how factors that are opposite to each other may counter the strength of a behavior
 - Consider the influence of strong sub-factors
 - Review our Summary of Factor Relationships

Natural Behavior Style “Beware” Points

Individuals

- Cooperative + Reserved = Difficult to connect with
- Outgoing + Spontaneous = Impulsive
- Outgoing + Content = Lifestyle
- Outgoing + Take Charge = People connector but not deep relationships
- Patient + Co-operative = Builds deep relationships
- Risk Taker + Spontaneous = Leaps without looking
- Cautious + Patient = Emotional with losses
- Patient = Requires more guaranteed results + safety
- Fast-Paced + Planned = Price sensitive + critical
- Bold is higher than Risk Tolerance = Danger of self-sabotage

Relationships

- Both Take-Charge (Self-reliant) = may not collaborate or work together
- Both Planned = fear of not having enough and get in the way of themselves

Approach for Performance Coaching Session

1. Greetings
2. Set Ground Rules – the Agenda – Outline the Process:
 - Outline how the meeting will proceed, define your approach and process – get client's agreement to it
 - Get permission to take notes (but remember to listen)
3. Conduct the DNA Performance Conversation using the DNA Work Life Performance Plan worksheet (participant to have a copy) and DNA Employee Performance Powerful Questions. This is a framework only.
4. Connect Natural Behavior Discovery Insights to Employee Work Life Performance:
 - Ask questions to discover in more depth the work life issues of the participant and their Performance Success Strengths and Struggles
 - Ask some “Profile Connection Questions” before specifically de-briefing the Natural Behavior Discovery Report to pulse check the participant's reaction.
 - Explain the Natural Behavior Discovery Report structure as needed and discuss specific aspects. Have the participant complete the DNA Work Life Performance Plan with you.
5. Further discuss the Natural Behavior Discovery by asking Life and Work Motivations Questions based on the 2 or 3 strongest factors/sub-factors.
6. Focus the ongoing Coaching Relationship:
 - Discuss the Relationship Management Summary
 - Agree on how to communicate with the participant
 - Discuss next steps (and homework if applicable)

Key Natural Behavior Discovery De-Brief Points

1. Overview where the participant is in relation to the 10 unique Work Life Styles.
2. Help the participant identify their strongest behavioral factors over 60 and under 40. These behavioral traits are in the top 15% of the population and will typically drive much of their behavior. These behaviors are more fixed or “hard wired”.
3. Explain the scoring structure – 1/3 of the population have scores over 55, 1/3 under 45 and 1/3 are between 45 and 55. Key point: where you are is where 2/3rds of the population are not. So as many people will be different to you, adapting your behavior is key to being successful.
4. Emphasize that the report is measuring natural behaviors only – your natural “go to” behavior particularly under pressure versus learned behaviors which have been developed.
5. Address Strengths and Struggles:
 - Using strengths is going with the “flow” and the source of performance drive.
 - Key is not to overcome struggles but be aware of them and also manage them.
 - Struggles are strengths over used and are “blind spots”.
 - Struggles become a weakness when not managed.
 - Resistance to the report may be due to not seeing the blind-spots and not recognizing the difference between natural and learned behaviors.
6. Discovery questions: some participants will note that the online Natural Behavior Discovery assessment was hard to complete in places. This is deliberate and relates to the use of a forced choice wording structure which makes a person choose between their strongest (often favorite) traits. This is a critical part of our methodology to uncovering natural behaviors.

Approach To Asking Questions Generally

1. Integrate the Natural Behavior Discovery discussion with the whole meeting agenda
2. Interpret the Natural Behavior Discovery Report but do not diagnose the person – Use the report as a guide only
3. Ask open-ended questions as far as possible – get the person talking
4. Ensure the questions are positive (the negatives will come out)
5. If the person does not engage in the discussion, explain the scoring structure so that the client understands how the discovery process works – this will probably invite more discussion.
6. Only take the person as far as they are ready to go – observe for negative emotions and road-blocks – check whether the person is in a difficult transition
7. If the person gets emotional – give them space
8. Respect their space and do not put words in their mouth
9. Do not be “didactic” – do not impose a moral intent/slant
10. Keep it fun and allow some humor – laughter will build trust
11. Document natural behavior discovery discussions

Note: Your own emotions can be triggered by the client and may cause you to process your own life – this may positively or negatively impact your own ability to ask key questions.

Natural Behavior Discovery Connection Questions

1. **How do you feel about your Natural Behavior Discovery report? [or What did you think..]**
2. What was the most accurate part of the report?
3. What aspects do you agree with and disagree with?
4. What parts of the report do you not understand?
5. What is something new the report has said about you?
6. Has the report identified differences with others?
7. What do you believe is your greatest behavioral talent?
8. What part of your behavioral style do you struggle with most?
9. How have you learned to adapt your behavior?
10. Have you showed your spouse the report? If so, what do they think?

Life and Work Motivation Questions

1. Identify dominant scores (under 40, over 60). Direct questions to these dominant scores as this will be where the person's greatest strengths and struggles are, and also the "issues". Consider questions on the following pages for those traits that are the strongest.
2. In designing questions, consider how the:
 - The issues that arise from the interaction of the factors and sub-factors, and turn them into questions
 - Behavioral factor relationships change for:
 - Business
 - Career
 - Family
 - Life

Meeting Wrap Up Questions

1. ALWAYS Ask: If I was to be your Coach how could I best help you?
2. Follow on with any of the following:
 - How will you measure the relationship?
 - How do you wish to be communicated with?
 - Where do you want to be versus where you are?
 - What is the ideal pattern of your decision-making?
 - What will the accountability process be?

Examples of Powerful Questions to Explore

- Tell me more about that?
- Tell me a story when?
- What would that look like?
- Why do you display this behavior?
- What have the consequences of this behavior/attitude been?
- How do you see that
- What would happen if?
- How might that play out?
- How did/does this make you feel?
- How could you have responded/behaved differently?
- How can you change this pattern in the future?
- What would keep you from doing that?
- What can you do to get there?
- What would you have done in the past in that situation?
- What would you like to do in the future
- To whom will you be accountable?
- How will you measure your success?

Closing the Meeting

1. Seek confirmation of answers, key points
2. Ask the person: What did you learn from the process or gain additional clarity of?
3. Set a time-table for next steps and who does - accountability
4. Identify decisions that will be made as a result of discussions
5. Establish with the person whether they got the outcomes they were expecting – satisfaction
6. Confirm with the person where they think the process is at
7. Ask for a testimonial

Case Study: Employee Talent Performance Coaching

Case Study 2: Complete the Employee Talent Performance Coaching Exercise for the following case studies using the tools we have provided you in the Business DNA Advisor Training Handbook.

Natural Behavior Discovery De-Brief Summary – Step 1

Exercise: Review Page 5 of your Business DNA Natural Behavior Coaching Report and identify your most significant strengths and struggles in each primary profile factor (or sub-factor within the factor) for making life and financial decisions. Focus on those strongest factors or sub-factors with scores over 60 and under 40.

	Strength:	Struggle:
Commanding:		
People:		
Patience:		
Structured:		
Natural Trust:		
Pioneering:		
Risk:		
Creativity:		

Natural Behavior Discovery De-Brief Summary – Step 2

STEP 2: Design the Meeting Agenda

What Powerful Questions will you ask the employee?

1.

2.

3.

4.

5.

Exercise: Your Immediate Action Steps

Exercise: In developing your DNA Work Life Performance Plan, you need to identify the immediate action steps to achieve your top 5 Life and Workplace Goals.

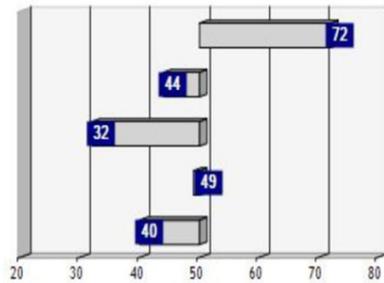
This page will enable you to record your immediate action steps in a summary format. This is the starting place for you to achieve your longer term Life and Workplace Goals.

Top 5 Workplace Goals		Quarterly / Monthly Activities		Weekly / Daily Action Steps
	→		→	
	→		→	
	→		→	
	→		→	
	→		→	

Jack Sun – Initiator

Cooperative

- Reserved 44 [27%]
- Fast-Paced 32 [4%]
- Spontaneous 49 [46%]
- Skeptical 40 [16%]

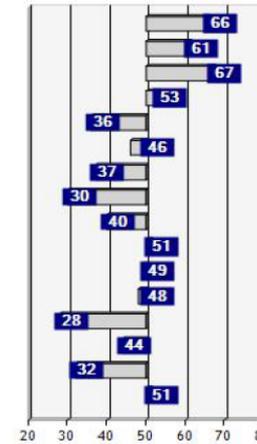


Take Charge *

- 72 [99%]
- Outgoing
- Patient
- Planned
- Trusting

Cooperative	Consensus Seeking	
	Group Oriented	
	Diplomatic	
Reserved	Serious	
	Reflective	36
44 [27%]	Quiet	46
Fast-Paced	Rational	37
	Task-focused	30
32 [4%]	Confronting	40
Spontaneous	Generalist	
	Improviser	49
49 [46%]	Instinctive	48
Skeptical	Controlling	28
	Suspicious	44
40 [16%]	Questioning	32
	Exacting	

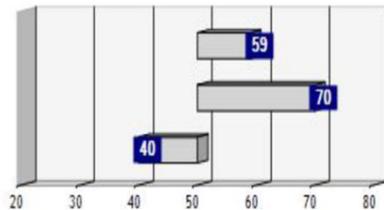
Core Work Life Drivers



66	Authoritative	Take Charge
61	Self-reliant	
67	Frank	72 [99%]
53	Expressive	Outgoing
	Sociable	
	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
51	Accurate	Planned
	Scheduled	
	Persistent	
	Delegator	Trusting
	Open	
	Approachable	
51	Relaxed	

Content

- Cautious
- Anchored 40 [16%]

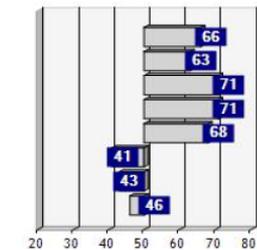


Pioneer

- 59 [82%]
- Risk Taker *
- Creative

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	41
	Practical	43
40 [16%]	Left Brain	46

Work Life Planning Drivers



66	Initiator	Pioneer
63	Competitive	
71	Determined	59 [82%]
71	Bold	Risk-Taker
68	Risk Tolerant	70 [98%]
	Original	
	Enterprising	Creative
	Right Brain	

Helen Jones - Natural Behavior Discovery

Cooperative

42 [21%]

Reserved

Fast-Paced

38 [12%]

Spontaneous

37 [10%]

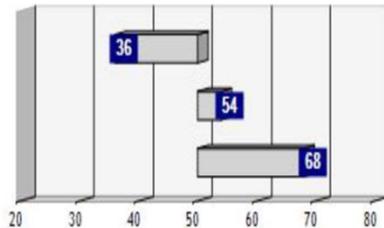
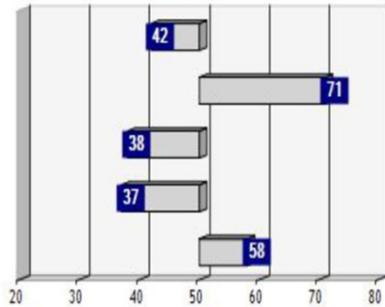
Skeptical

Content

36 [8%]

Cautious

Anchored



Take Charge

Outgoing *

71 [98%]

Patient

Planned

Trusting

58 [79%]

Pioneer

Risk Taker

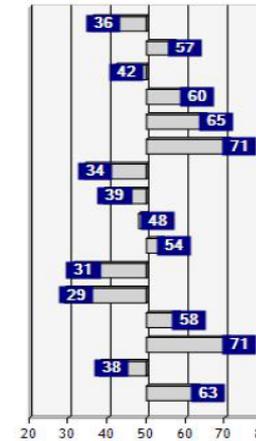
54 [66%]

Creative *

68 [96%]

Cooperative	Consensus Seeking	36
	Group Oriented	
Reserved	Diplomatic	42
	Serious	
Fast-Paced	Rational	34
	Task-focused	39
Spontaneous	Confronting	48
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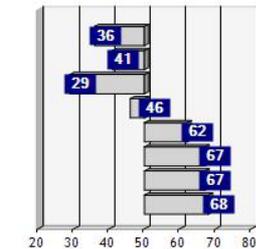
Core Work Life Drivers



Authoritative	Take Charge
57 Self-reliant	
Frank	
60 Expressive	Outgoing
65 Sociable	
71 Communicative	71 [98%]
Empathetic	Patient
Encouraging	
Accepting	
54 Accurate	Planned
Scheduled	
Persistent	
58 Delegator	Trusting
71 Open	
Approachable	
63 Relaxed	58 [79%]

Work Life Planning Drivers

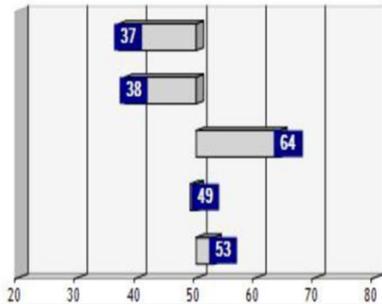
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Cautious	Flexible	29
	Careful	46
Anchored	Stable	
	Experience Based	
	Practical	
	Left Brain	



Initiator	Pioneer
Competitive	
Determined	
Bold	Risk-Taker
62 Risk Tolerant	54 [66%]
67 Original	Creative
67 Enterprising	
68 Right Brain	68 [96%]

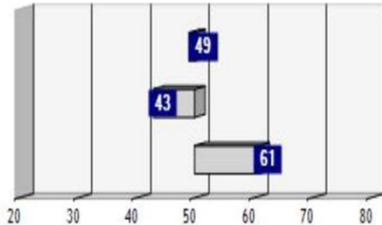
Craig Moon – Relationship Builder

- * Cooperative 37 [10%]
- Reserved 38 [12%]
- Fast-Paced
- Spontaneous 49 [46%]
- Skeptical



- Take Charge
- Outgoing
- Patient *
- Planned 64 [92%]
- Trusting 53 [62%]

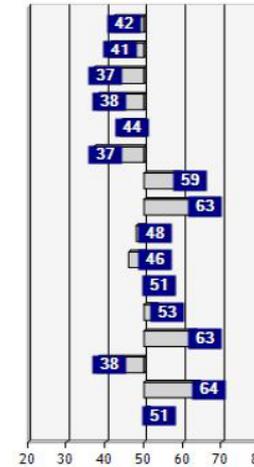
- Content 49 [46%]
- Cautious 43 [24%]
- Anchored



- Pioneer
- Risk Taker
- Creative 61 [86%]

Core Work Life Drivers

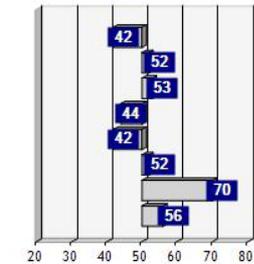
Cooperative	Consensus Seeking	42
	Group Oriented	41
37 [10%]	Diplomatic	37
Reserved	Serious	38
38 [12%]	Reflective	44
	Quiet	37
Fast-Paced	Rational	
	Task-focused	
	Confronting	48
Spontaneous	Generalist	46
	Improviser	
49 [46%]	Instinctive	
	Controlling	
Skeptical	Suspicious	38
	Questioning	
	Exacting	



Authoritative	Take Charge	
Self-reliant		
Frank		
Expressive	Outgoing	
Sociable		
Communicative		
59	Empathetic	Patient
63	Encouraging	
	Accepting	64 [92%]
	Accurate	Planned
51	Scheduled	
53	Persistent	
63	Delegator	
	Open	Trusting
64	Approachable	
51	Relaxed	53 [62%]

Work Life Planning Drivers

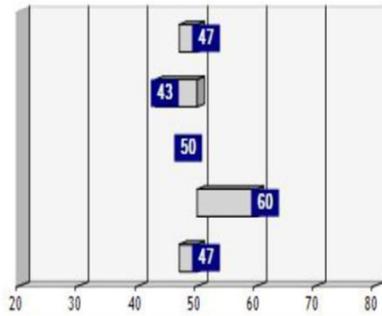
Content	Steady	42
	Balanced	
49 [46%]	Flexible	
Cautious	Careful	44
43 [24%]	Stable	42
Anchored	Experience Based	
	Practical	
	Left Brain	



Initiator	Pioneer	
52	Competitive	
53	Determined	
	Bold	Risk-Taker
	Risk Tolerant	
52	Original	Creative
70	Enterprising	
56	Right Brain	61 [86%]

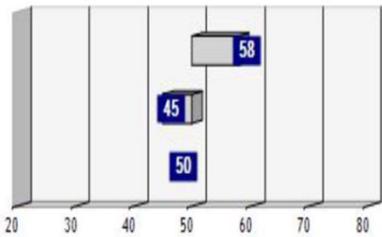
Joshua Connor – Reflective Thinker

Cooperative	47 [38%]
Reserved	43 [24%]
Fast-Paced	
Spontaneous	
Skeptical	47 [38%]



Take Charge	
Outgoing	
Patient	50 [50%]
Planned *	60 [84%]
Trusting	

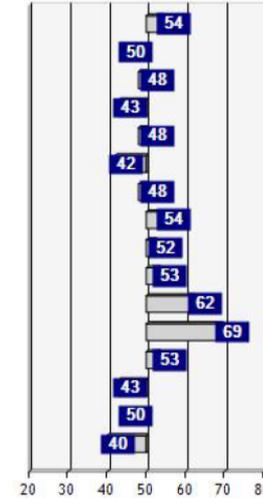
Content	
Cautious	45 [31%]
Anchored	



Pioneer *	58 [79%]
Risk Taker	
Creative	50 [50%]

Core Work Life Drivers

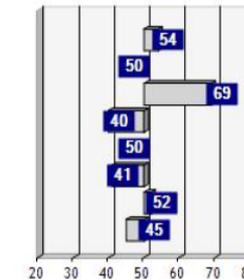
Cooperative	Consensus Seeking	
	Group Oriented	
47 [38%]	Diplomatic	48
Reserved	Serious	43
	Reflective	48
43 [24%]	Quiet	42
Fast-Paced	Rational	48
	Task-focused	
	Confronting	
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	
	Suspicious	43
	Questioning	
47 [38%]	Exacting	40



54	Authoritative	Take Charge
50	Self-reliant	
	Frank	
	Expressive	Outgoing
	Sociable	
	Communicative	
	Empathetic	Patient
54	Encouraging	
52	Accepting	50 [50%]
53	Accurate	
62	Scheduled	Planned
69	Persistent	60 [84%]
53	Delegator	
	Open	Trusting
50	Approachable	
	Relaxed	

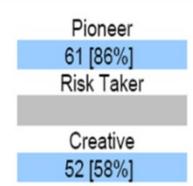
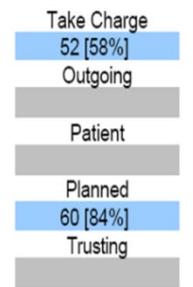
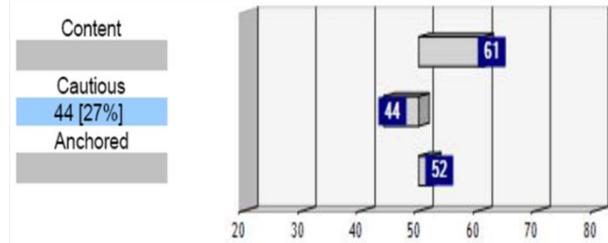
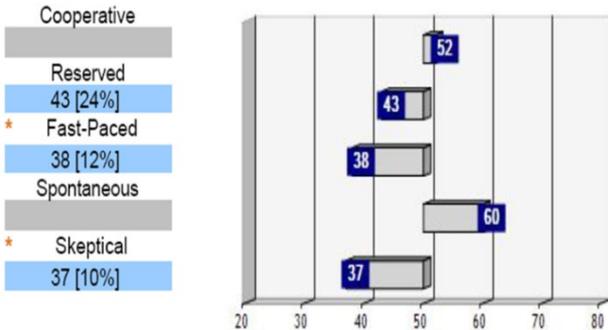
Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	40
	Stable	
45 [31%]	Experience Based	41
Anchored	Practical	
	Left Brain	45



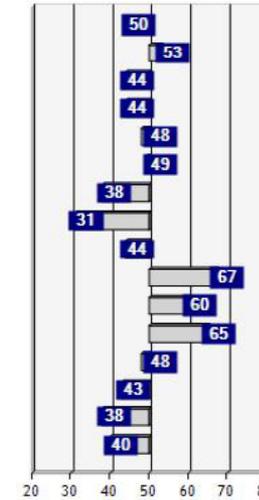
54	Initiator	Pioneer
50	Competitive	
69	Determined	58 [79%]
	Bold	Risk-Taker
50	Risk Tolerant	
	Original	Creative
52	Enterprising	
	Right Brain	50 [50%]

Peter Madden - Strategist



Core Work Life Drivers

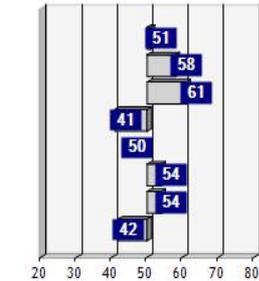
Cooperative	Consensus Seeking	44
	Group Oriented	44
	Diplomatic	44
Reserved	Serious	44
43 [24%]	Reflective	48
	Quiet	49
Fast-Paced	Rational	38
	Task-focused	31
38 [12%]	Confronting	44
Spontaneous	Generalist	67
	Improviser	60
	Instinctive	65
Skeptical	Controlling	48
	Suspicious	43
	Questioning	38
37 [10%]	Exacting	40



50	Authoritative	Take Charge
53	Self-reliant	52 [58%]
	Frank	52 [58%]
	Expressive	Outgoing
	Sociable	Outgoing
	Communicative	Outgoing
	Empathetic	Patient
	Encouraging	Patient
	Accepting	Patient
67	Accurate	Planned
60	Scheduled	Planned
65	Persistent	60 [84%]
	Delegator	Trusting
	Open	Trusting
	Approachable	Trusting
	Relaxed	Trusting

Work Life Planning Drivers

Content	Steady	41
	Balanced	41
	Flexible	41
Cautious	Careful	41
44 [27%]	Stable	41
Anchored	Experience Based	42
	Practical	42
	Left Brain	42



51	Initiator	Pioneer
58	Competitive	Pioneer
61	Determined	61 [86%]
	Bold	Risk-Taker
50	Risk Tolerant	Risk-Taker
54	Original	Creative
54	Enterprising	Creative
	Right Brain	52 [58%]

Anna Summer - Influencer

Cooperative

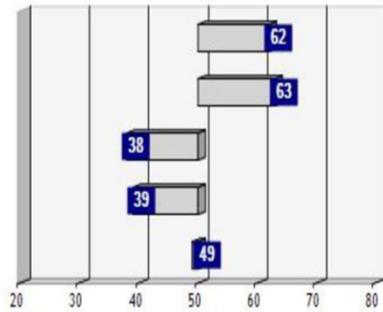
Reserved

Fast-Paced

Spontaneous

Skeptical

49 [46%]



Take Charge

62 [88%]

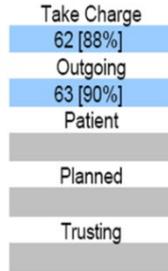
Outgoing

63 [90%]

Patient

Planned

Trusting

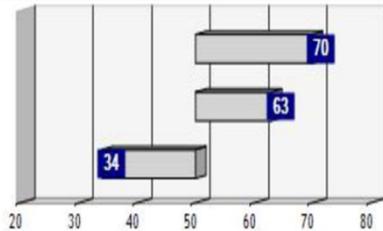


Content

Cautious

* Anchored

34 [5%]



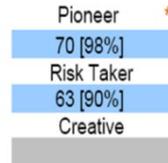
Pioneer *

70 [98%]

Risk Taker

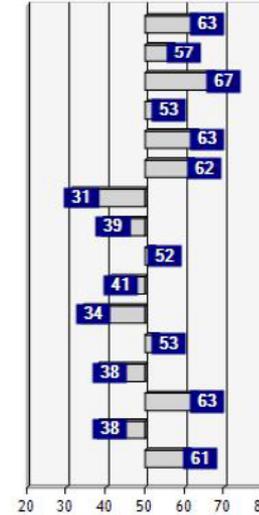
63 [90%]

Creative



Core Work Life Drivers

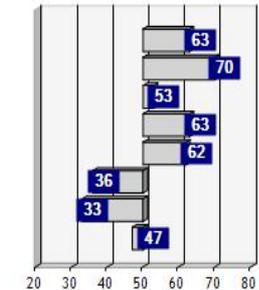
Cooperative	Consensus Seeking	
	Group Oriented	
	Diplomatic	
Reserved	Serious	
	Reflective	
	Quiet	
Fast-Paced	Rational	31
	Task-focused	39
	Confronting	
Spontaneous	Generalist	41
	Improviser	34
	Instinctive	
Skeptical	Controlling	38
	Suspicious	
	Questioning	38
	Exacting	49



63	Authoritative	Take Charge
57	Self-reliant	
67	Frank	62 [88%]
53	Expressive	Outgoing
63	Sociable	
62	Communicative	63 [90%]
	Empathetic	Patient
	Encouraging	
52	Accepting	
	Accurate	Planned
	Scheduled	
53	Persistent	
	Delegator	Trusting
63	Open	
	Approachable	
61	Relaxed	

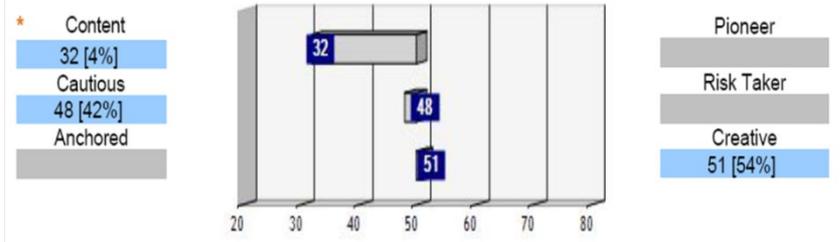
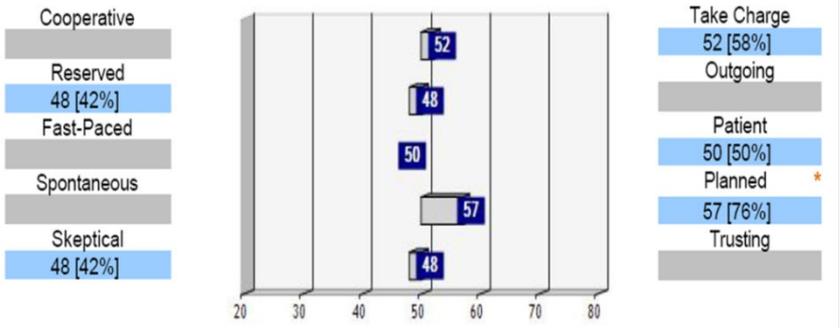
Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	36
	Practical	33
34 [5%]	Left Brain	47



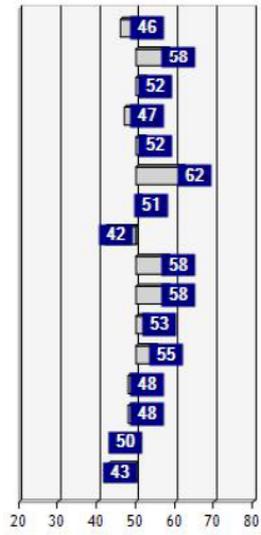
63	Initiator	Pioneer
70	Competitive	
53	Determined	70 [98%]
63	Bold	Risk-Taker
62	Risk Tolerant	63 [90%]
	Original	Creative
	Enterprising	
	Right Brain	

Sarah Autumn – Reflective Thinker



Core Work Life Drivers

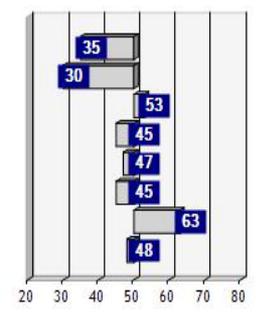
Cooperative	Consensus Seeking	46
	Group Oriented	
	Diplomatic	
Reserved	Serious	47
	Reflective	
	Quiet	
Fast-Paced	Rational	
	Task-focused	42
	Confronting	
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	48
	Suspicious	48
	Questioning	
	Exacting	43



Authoritative	Take Charge
58 Self-reliant	
52 Frank	52 [58%]
Expressive	Outgoing
52 Sociable	
62 Communicative	
51 Empathetic	Patient
Encouraging	
58 Accepting	50 [50%]
58 Accurate	Planned
53 Scheduled	
55 Persistent	57 [76%]
Delegator	Trusting
Open	
50 Approachable	
Relaxed	

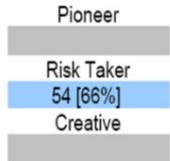
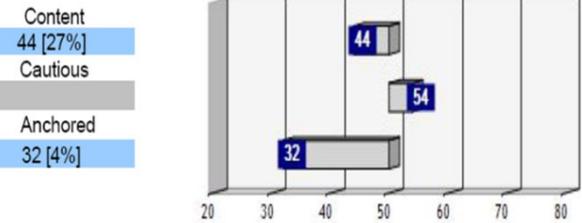
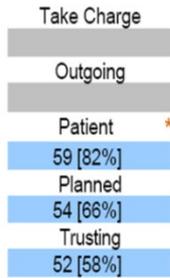
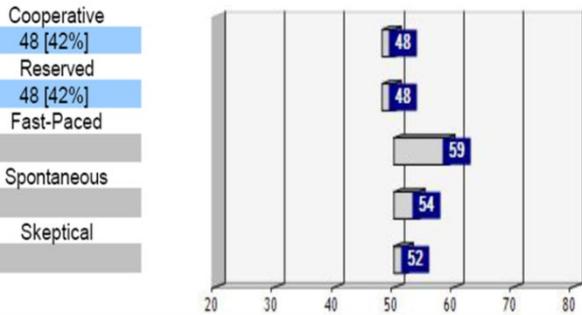
Work Life Planning Drivers

Content	Steady	35
	Balanced	30
	Flexible	
32 [4%]	Careful	45
Cautious	Stable	47
48 [42%]	Experience Based	45
Anchored	Practical	
	Left Brain	48



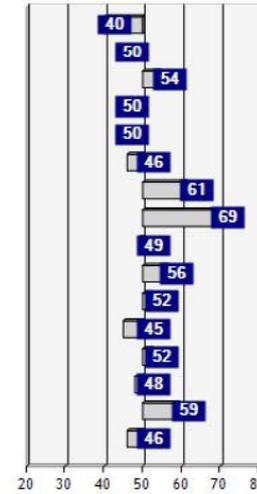
Initiator	Pioneer
Competitive	
53 Determined	
Bold	Risk-Taker
Risk Tolerant	
Original	Creative
63 Enterprising	
Right Brain	51 [54%]

Mary Winter – Facilitator



Core Work Life Drivers

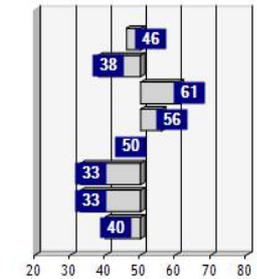
Cooperative	Consensus Seeking	40
	Group Oriented	48 [42%]
	Diplomatic	48 [42%]
Reserved	Serious	48 [42%]
	Reflective	46
Fast-Paced	Quiet	46
	Rational	61
	Task-focused	69
Spontaneous	Confronting	49
	Generalist	49
	Improviser	56
	Instinctive	45
Skeptical	Controlling	45
	Suspicious	52
	Questioning	48
	Exacting	46



Authoritative	Take Charge
50 Self-reliant	Take Charge
54 Frank	
50 Expressive	Outgoing
50 Sociable	Outgoing
Communicative	
61 Empathetic	Patient
69 Encouraging	Patient
Accepting	59 [82%]
56 Accurate	Planned
52 Scheduled	Planned
Persistent	54 [66%]
52 Delegator	Trusting
Open	Trusting
59 Approachable	Trusting
Relaxed	52 [58%]

Work Life Planning Drivers

Content	Steady	46
	Balanced	38
44 [27%]	Flexible	44 [27%]
Cautious	Careful	44 [27%]
	Stable	44 [27%]
Anchored	Experience Based	33
	Practical	33
32 [4%]	Left Brain	40



Initiator	Pioneer
Competitive	Pioneer
61 Determined	
56 Bold	Risk-Taker
50 Risk Tolerant	54 [66%]
Original	Creative
Enterprising	Creative
Right Brain	

Factor 1: Commanding Powerful Questions

Chris

Cooperative



Take Charge

1. What goals would be important for you to achieve in your career?
2. What factors motivate the goals you set?
3. How do you plan to build your career?
4. Tell me about how you influence others to get a project completed?
5. Discuss how you would sell your products, solutions or ideas to others who have to be convinced?
6. Tell me about a conversation where you did not agree with the view of another person. How did you handle it?

1.1 Authoritative Sub-Factor Powerful Questions

Chris



1. Tell me about situations you have successfully taken charge of in setting the agenda?
2. Discuss some situations when you have taken initiative? Have you taken too little or too much initiative at times?
3. What is your approach to managing other people?
4. What type of atmosphere do you create for having conversations with others?
5. How well do you truly listen to the needs of others?
6. How do you get the buy-in of others in making decisions others may be opposed to?

1.2 Self-reliant Sub-Factor Powerful Questions

Chris

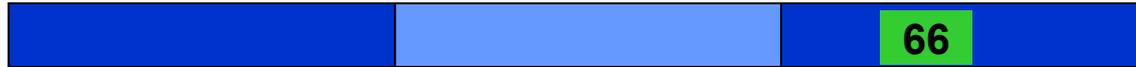


1. What is your comfort in working with others to accomplish tasks?
2. Tell me about your relationships with co-workers?
3. Tell me about when you have successfully collaborated with others to get a project or job done?
4. How do you communicate with your team about your ideas and the status of projects?
5. Tell me about a situation when you have had to make an instant decision and then inform your superior later?
6. How would you feel about committing to an accountability plan?

1.3 Frank Sub-Factor Powerful Questions

Chris

Diplomatic



Frank

1. How does direct communication impact your working relationships?
2. What would keep you from saying something important in a conversation?
3. How do you deal with a person who is not performing as planned?
4. Tell me about a difficult conversation you have had with a superior, co-worker or direct report? What about with a client?
5. What are some regrets you have had about conversations?
6. What have you done in the past when you have had a difficult conversation?

Factor 2: People Powerful Questions

Chris



1. What is important about building and maintaining successful relationships. How do you maintain them?
2. What do you do to show people you are listening to them?
3. Have you been able to stay focused on your work when others want your time?
4. Tell me about your best experience presenting? How did you prepare? What is a challenge for you in presenting?
5. Discuss a time when you built rapport quickly with someone under difficult circumstances.

2.1 Expressive Sub-Factor Powerful Questions

Chris



1. Tell me about how you manage your emotions when conversing with others and making decisions?
2. How do you show your feelings?
3. How does your level of enthusiasm impact others?
4. Have you experienced how your response to questions or situations might confuse others?
5. Have you ever had to sell an idea to your co-workers or group? How did you do it? Did they buy it?
6. Considering your natural perspectives and operating style, would you see yourself as more of an optimist or realist? Under most situations would you be likely to be too optimistic or too pessimistic? How have you handled that in the past?

2.2 Sociable Sub-Factor Powerful Questions

Chris

Reflective



Sociable

1. How do you gather new information?
2. Tell me about the personal and business networks you have developed?
3. Do you prefer to work most of the time alone, or with others?
4. What do you enjoy about entertaining people?
5. Have there been times when you have had multiple social obligations relating to your work? How did you experience these?
6. How do you like to be remembered by others?

2.3 Communicative Sub-Factor Powerful Questions

Chris



1. Help me understand the conversations that you enjoy having?
2. What is the best way for you to communicate?
3. Describe a time when you had to use your verbal communication skills in order to get a point across that was important to you?
4. What would keep you from verbalizing your thoughts?
5. How do you find it when you are around others who talk a lot?

Factor 3: Patience Powerful Questions

Chris



1. Tell me about how you approach making difficult decisions?
2. How do you typically deal with conflict? Give me an example.
3. Give an example of a heated debate or discussion on an important issue at work and tell us how you responded
4. What is your approach to getting results? How do you manage performance?
5. In your past work experiences, what stresses you the most, periods of consistent change or longer periods where things stay the same? Can you give an example?

3.1 Empathetic Sub-Factor Powerful Questions

Chris



1. How do you communicate with someone who is going through a difficult transition?
2. How do you deal with your mistakes from taking a chance?
3. Tell me about how you hold people accountable?
4. Have you ever experienced being taken advantage of?

3.2 Encouraging Sub-Factor Powerful Questions

Chris



1. How do you support others to achieve their goals?
2. What do you value the most?
3. What is important for you in building great relationships with others?
4. When working on a team project have you ever had an experience where there was strong disagreement among team members? What did you do?
5. Tell me about a successful partnership you have had or have?

3.3 Accepting Sub-Factor Powerful Questions

Chris



1. What is your need for fast action and results?
2. Have you made quick changes and had regret later?
3. How do you measure the success of your choices?
4. How do you handle people asking you questions?
5. Give an example of when you got angry about a decision at work. What did you do? How did you manage it?

Factor 4: Structured Powerful Questions

Chris



1. Tell me about a challenging goal that you have pursued?
2. What do you value most from other team members?
3. How do you handle being put on the spot or when you get surprised by a question? Give an example to illustrate.
4. When was the last time that you made a key decision on the spur of the moment? What was the reason and result?
5. Tell me about an energy draining work place situation or interaction?

4.1 Accurate Sub-Factor Powerful Questions

Chris



1. Discuss a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was the reasoning behind your decision?
2. How much detail do you need to make decisions?
3. Are you better at giving a quick general estimate or at giving precise, well thought out answers? Give an example to illustrate how you have done this in the past?
4. Tell me about a poor decision you have made from not doing enough research?
5. What would keep you from making a decision based on instincts?

4.2 Scheduled Sub-Factor Powerful Questions

Chris



1. How do you keep your focus?
2. How do you find enough time to do everything?
3. Explain about a situation when your expectations were not managed?
4. When do you feel out of control?
5. Discuss a time when you organized or planned an event that was very successful
6. When was the last time you made a key decision on the spur of the moment? What was the reason for the result?

4.3 Procedural Sub-Factor Powerful Questions

Chris

Instinctive



Persistent

1. Tell me about how you deal with sudden changes?
2. How do you set boundaries in taking on tasks and getting them completed?
3. What would you like to do more of in the future to focus on your life?
4. What processes and procedures have you established to manage your work flows?
5. How have you motivated yourself to complete an assignment or task that you did not want to do?
6. Have you ever worked in a situation where the rules and guidelines were not clear? Tell me about it. How did you feel about it? How did you deal with it?

Factor 5: Natural Trust Powerful Questions

Chris



1. How could you be more successful by trusting others more?
2. In what circumstances have you been taken advantage of by not setting appropriate boundaries?
3. What is a fear for you? How could you overcome it?
4. What processes do you use to review new information that is provided to you?

5.1 Delegator Sub-Factor Powerful Questions

Chris



1. How comfortable do you feel delegating responsibility for tasks?
2. To what extent will you give people discretion to make decisions?
3. Would you prefer an advisor or leader plays the role of guide and allows you to make decisions?
4. What has been the outcome when you have delegated in the past?

5.2 Open Sub-Factor Powerful Questions

Chris



1. Are you comfortable sharing information?
2. What benefits have you had from sharing information with others in the past?
3. How do you feel when others do not share information with you?
4. Why is it important to be transparent?

5.3 Approachable Sub-Factor Powerful Questions

Chris



1. How have you found your relationships improve by being more approachable?
2. What could you do to change the way you ask questions so that your conversations will improve?
3. What is the consequence for you of being too friendly with business associates?
4. What is the impact of being too curious?

5.4 Relaxed Sub-Factor Powerful Questions

Chris



1. How could you empower people more?
2. What is your process for managing your team?
3. In what ways have you got in the way of your own success?
4. Do you have difficulty making committed decisions?

Factor 6: Pioneering Powerful Questions

Chris

Content



1. What are some of the most recent goals you have set?
2. How are you progressing towards achieving your goals?
3. What can get in the way of you achieving goals?
4. Do you ever find yourself restless and wanting to move into new areas?

6.1 Initiator Sub-Factor Powerful Questions

Chris



1. What motivates your goal setting?
2. What is your process for setting goals?
3. Do you have a clear vision of what you want?
4. Are you comfortable to support another person's goals that may be different to yours?

6.2 Competitive Sub-Factor Powerful Questions

Chris



1. How important for you is it to be seen as successful?
2. How would you define success?
3. What would you sacrifice for success?
4. Will you ever retire?

6.3 Determined Sub-Factor Powerful Questions

Chris



1. How do you maintain a balanced life?
2. What would you like to do more of in the future to focus on your life?
3. Tell me about your track record in following through on goals?
4. How important is it for you to achieve goals that you have committed to?

Factor 7: Risk Powerful Questions

Chris



1. Tell me about the risks you have taken in your career?
2. What types of opportunities do you want to pursue?
3. Tell me about a courageous goal you have set?
4. What safety nets do you need in your life?

7.1 Bold Sub-Factor Powerful Questions

Chris



1. How do you assess the merits of taking a risk?
2. Tell me about how you approached a new opportunity that was presented?
3. Are you comfortable not to take a risk even though the opportunity has significant potential?
4. How has not taking a risk played out for you?

7.2 Risk Tolerant Sub-Factor Powerful Questions

Chris



1. How do you react when chances you take do not work out?
2. Do you understand the impact taking risks may cause on other people in your life?
3. Have you got a plan for how you will recover losses if taking a risk does not work out?
4. Are you able to take advantage of opportunities that come from making mistakes?

Factor 8: Creativity Powerful Questions

Chris



1. Explain what you enjoy about innovation?
2. How would new products and solutions be received by you?
3. What are you passionate about?
4. How do you feel when you participate in brain-storming sessions?

8.1 Original Sub-Factor Powerful Questions

Chris

Experience-Based



Original

1. What do you value in new ideas?
2. What would keep you from being an early adopter of a new product?
3. In what situations do you feel overwhelmed?
4. Explain what results you have got from taking initiative with ideas?

8.2 Enterprising Sub-Factor Powerful Questions

Chris



1. Tell me about a new idea or solution that you have implemented?
2. Tell me how you go about dealing with problems?
3. What information is important to you when presented with a new solution that is not proven?
4. What is your comfort level in exploring new avenues to achieve your goals?

8.3 Right Brain Sub-Factor Powerful Questions

Chris



1. Tell me about a controversial or futuristic idea you have explored?
2. How do you prefer to go about reviewing new ideas?
3. How do you go about managing and protecting your ideas?
4. If you could change your career what would you rather be doing?

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