

# DNA Employee Performance Powerful Coaching Questions

Facilitation to Transform Employee Performance



# Introduction

## Why a Book of Questions?

Welcome to the DNA Employee Performance Powerful Questions book.

In my experience, significant career development and personal liberation can come for your team members from being asked questions which get to core strengths and struggles of their life and career. I believe asking “Powerful Questions” is a vital part of a coach or leader’s role and generally in interacting with family, friends and business associates.

This book provides a framework to design a meeting agenda for facilitating a team member through a discussion on their Business DNA Profiles and career needs.

Specific questions have been provided in this book to address the key behavioral themes of each Business DNA profile factor and sub-factor. My recommendation is that you ask questions in relation to the team member’s strongest profile factors and sub-factors (highest and lowest scores). These areas are likely to be where their greatest strengths and struggles, and areas of development are.

By addressing these core areas with powerful questions you will have a richer and more passionate coaching discussion, and in the process make the team member feel more understood. Hopefully, one of these questions may even trigger an “aha moment” which becomes life changing for them and you will be remembered forever. There is no better way to accelerating trust and confidence in your leadership.

Whilst it is not compulsory to use the Business DNA profiles in understanding and managing your team, I encourage leaders to participate in our training programs. The training will help you better learn how to interpret the Business DNA profiles and improve your leadership competencies. To receive more information about our training programs please contact us at [inquiries@businessdnaresources.com](mailto:inquiries@businessdnaresources.com).

I sincerely hope that this book is helpful in making the Business DNA experience more practical, and that it will be a significant step towards unlocking the true potential of your team and many others in your life. Good luck!

*- Hugh Massie, March 2008*

# Coaching With Powerful Questions

**Step 1**

**Powerful Questions for Engaging Your People  
in a Coaching Conversation**

**Step 2**

**Business DNA Natural Talents Profile  
Completion and Interpretation**

**Step 3**

**Employee Coaching Approach**

**Step 4**

**The DNA Performance Coaching Agenda**

**Step 5**

**Examples of Employee Performance  
Powerful Questions**

# *Powerful Questions for Engaging Your People in a Coaching Conversation*

# Quality Life Pulse Questions

1. Where is your life going well right now?
2. What is your greatest strength?
3. What is the purpose for your life?
4. What are you passionate about?
5. What is important to you?
6. When are all aspects of your life working well together?
7. How do you plan to realize your life potential?
8. What are the best and worst decisions you have made?
9. When are your relationships most aligned?
10. How do you want to be remembered?

# Further Introductory Questions

1. What is going well for you? What is making you happy and fulfilled? What is contributing to these successes?
2. Describe a time when you have recently used your unique gifts to make a difference. What gifts were you using? How did you feel? How did others respond? What was the outcome? What lessons did you learn?
3. To what extent have you fulfilled your life goals?
4. What is the most important goal you have achieved this year? Which goal have you not achieved?
5. Tell me about some important goals that you would like to achieve in the next few years. How can I help you achieve them? Who is in the way of you achieving your goals?
6. Tell me about the most difficult situation you have faced in the last 12 months. Why was it so difficult? How did you deal with it?
7. What is your “likeability factor”? Have you asked your family, business colleagues and friends this question?
8. Describe for me your greatest team mate. What made that person so great? What were the strengths and struggles of your relationship?

***Business DNA Natural  
Talents Profile  
Completion and  
Interpretation***

# Profile Interpretation & Coaching Steps

**Step 1**

**Interpret Natural Talents Profile Reports**

**Step 2**

**Identify the team member's strongest traits with scores over 60 and under 40**

**Step 3**

**Review the Workplace Dashboard to connect the profile to the team member's work place behaviors and team fit**

**Step 4**

**Identify where your strengths and struggles align with the team member**

**Step 5**

**Design the DNA Performance Conversation Agenda with Powerful Questions based on the team member's strongest profile factors**

# Natural Behavior Discovery

- **The Business DNA Natural Talents Profile** measures normal “hard-wired” behavioral traits only
- The profiles do not identify baggage or mental health
- The profile outcomes remain stable over time
- No ‘good’ or ‘bad’ profiles and not used to ‘box’ people
- No decision should be made solely on profiles
- The profiles are gender neutral
- Based on University validation the profiles are right 90% of the time

# 10 Core Work Life Profiles

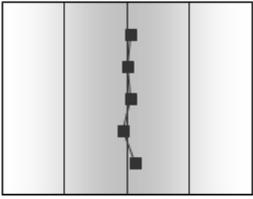
Adapter

Community Builder

Engager

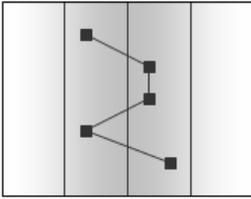
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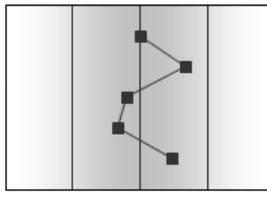
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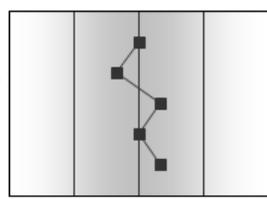
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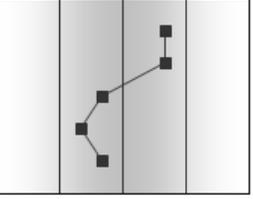
Influencer

Initiator

Reflective Thinker

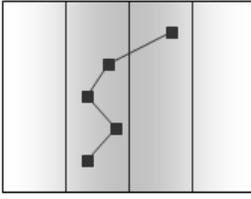
Relationship Builder

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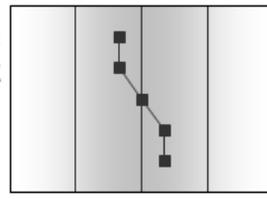
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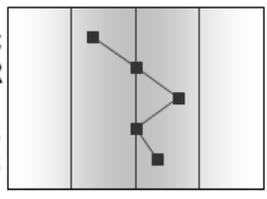
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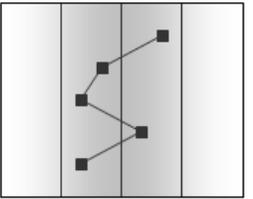


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Strategist

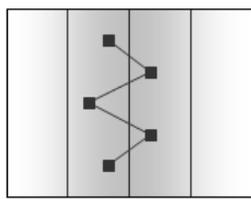
Stylish Thinker

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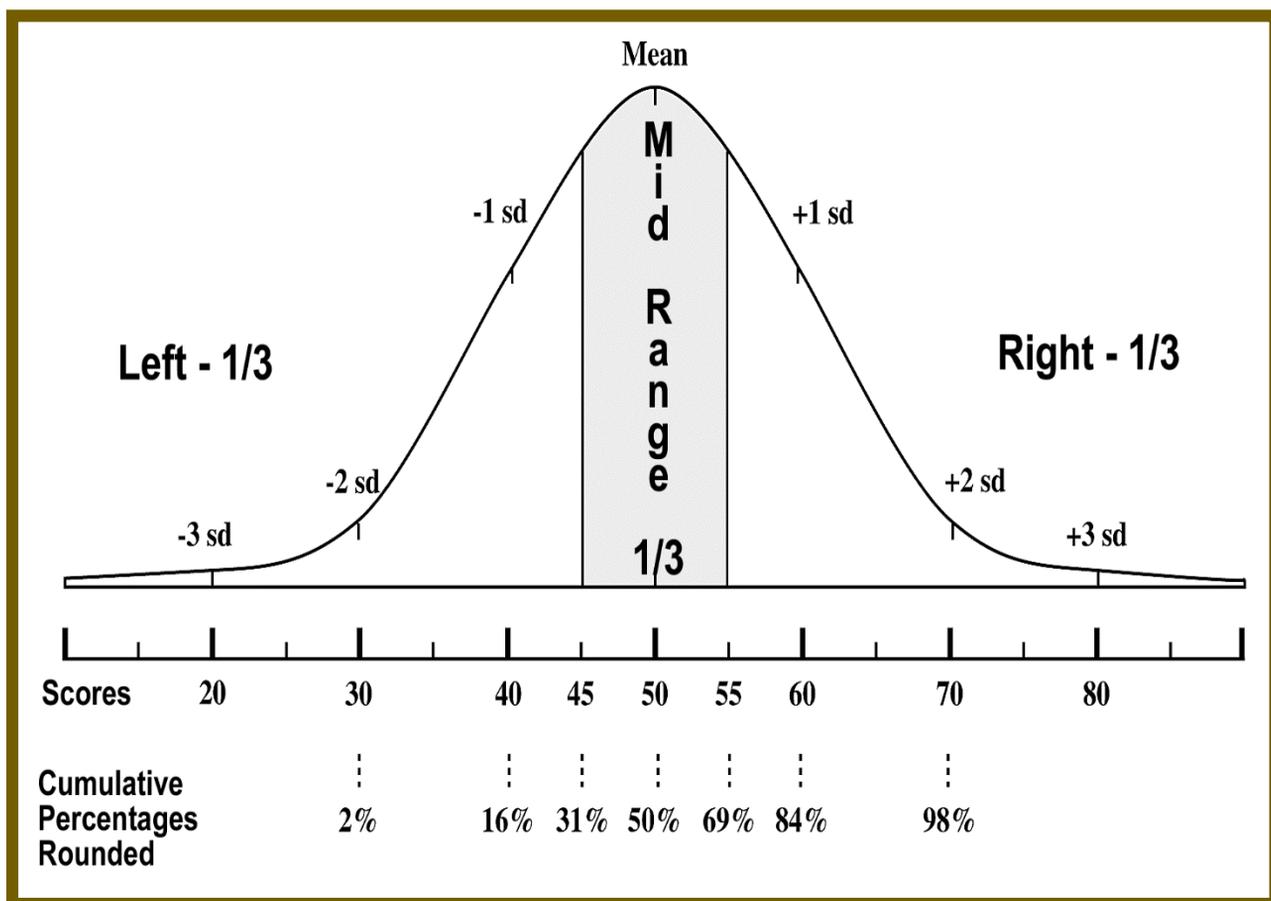
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| Factor          |   |                 |
|-----------------|---|-----------------|
| C - Cooperative | 1 | T - Take Charge |
| R - Reserved    | 2 | O - Outgoing    |
| F - Fast-Paced  | 3 | P - Patient     |
| S - Spontaneous | 4 | P - Planned  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

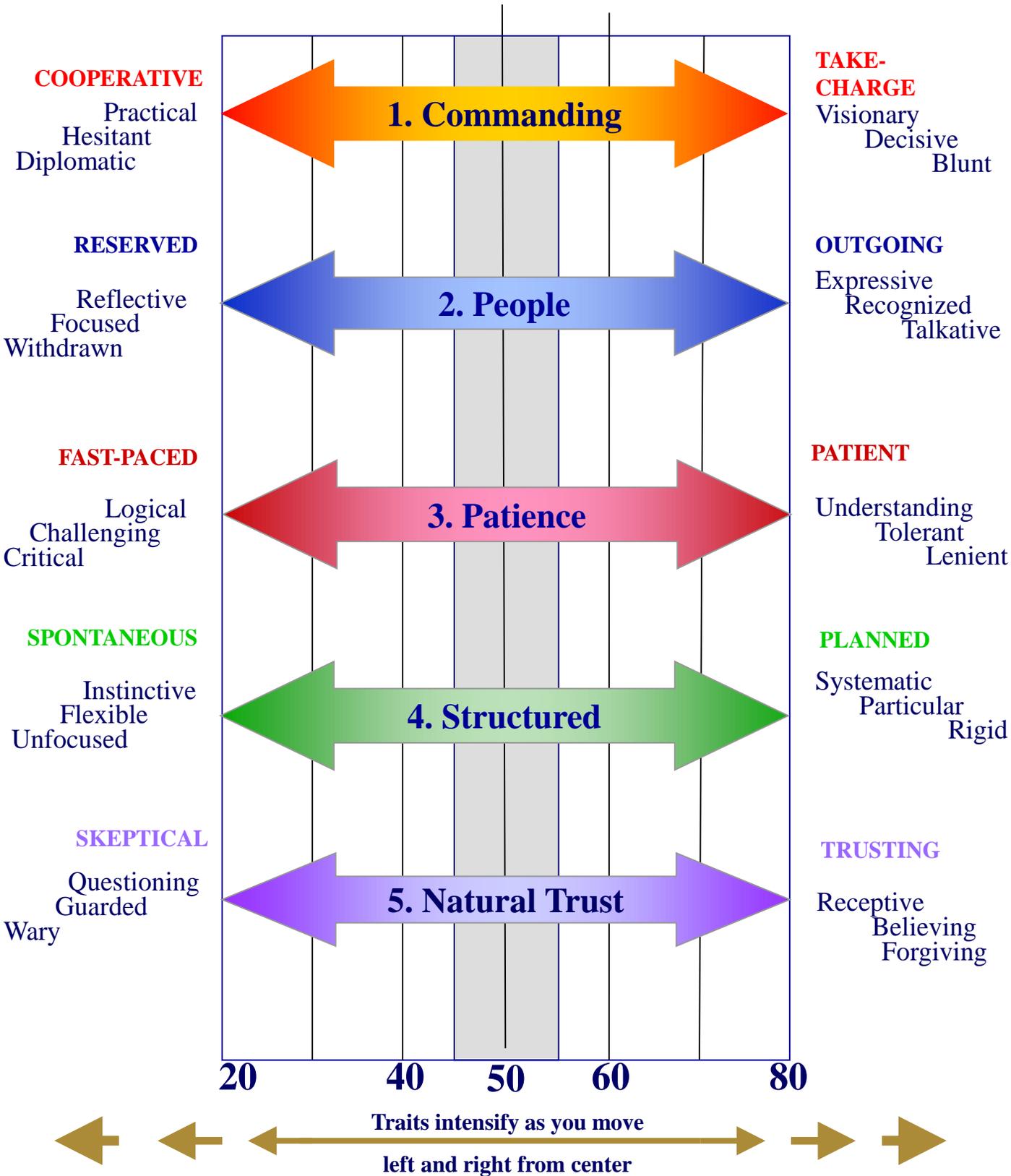
# Profile Bell Curve Distribution



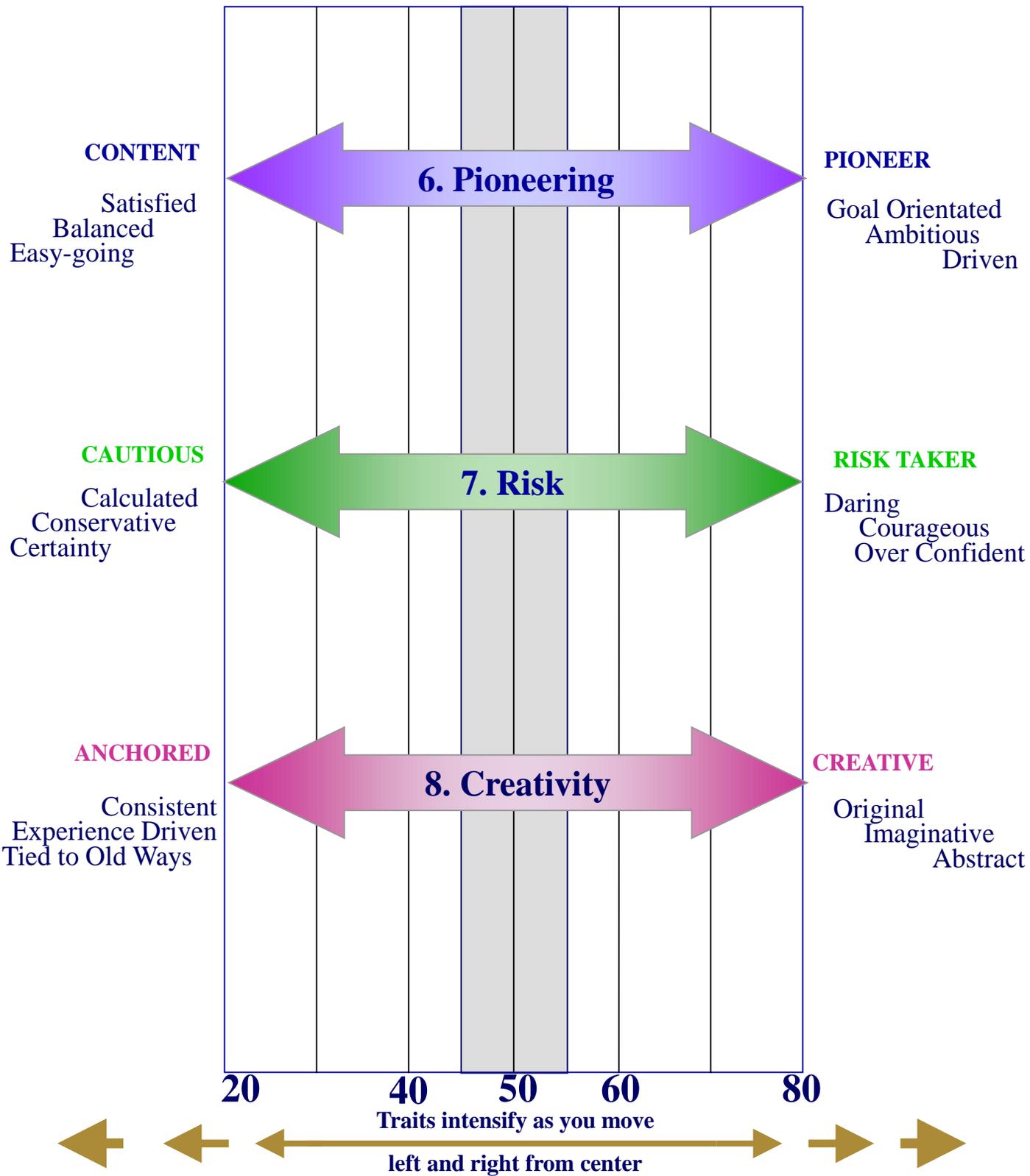
## Key Points:

1. The strongest scores are 20 and 80. For instance, a score of 40 is equal in strength to a score of 60. Both have strengths and struggles of equal intensity.
2. The behaviors with scores over 60 and under 40 will be more ingrained into you. This will be where your greatest talents are and generally where you will be most comfortable making decisions. Also, under pressure these stronger behaviors are more likely to be experienced because your instincts will be naturally triggered. Very often money and relationships cause such pressure.

# Core Work Life Drivers

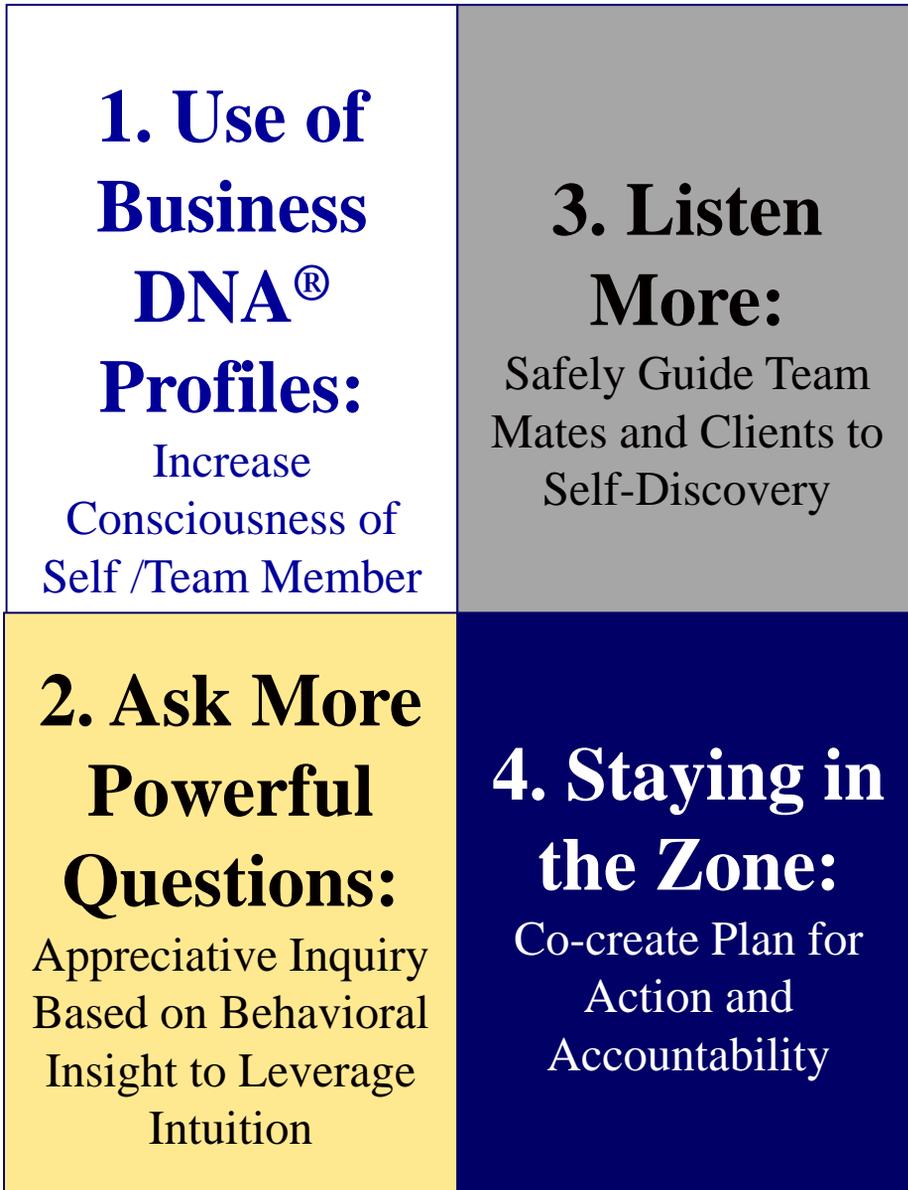


# Work Life Planning Drivers



# *Employee Performance Coaching Approach*

# The DNA Performance Conversation Model



# Employee Performance Coaching Approach

## **Your Role**

As a coach or leader your role will primarily be as a guide and facilitator of your people. This will involve asking your people primarily open-ended questions.

## **The Direction**

The direction of the facilitation will depend on the person's responses to your early questions and what they want to achieve out of meeting with you. Remember as a coaching leader you will want to motivate your team members to open-up, explore and connect to you as part of a long-term relationship.

## **The Process**

Depending on the responses and goals of the facilitation, guide your team member through further DNA profiles, questions and exercises.

## **Appreciative Inquiry**

Create a deeper and richer conversation with your people through using “appreciative” questions.

## **Golden Rules**

Do not make statements to a person or be analytical or interpretative or passive, listen to them, ask questions to guide, facilitate and empower them, be curious, draw them out - “tell me more”.

# Appreciative Inquiry

An Appreciative Question is any question about positive, life-affirming experiences, meanings, beliefs, vision, attitudes, etc

1. Minimize (but not exclude) more negative questions that enquire about problems
2. Key question: What do you want to have more of?
3. Appreciative questions are interspersed through this manual
4. Get the person to talk about stories
5. Tell me more

# Examples of Powerful Coaching Questions

- Tell me more about that?
- 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?

# Tips to Remember for Coaches

- Do not let your own fears of asking questions get in the way – remember why the person is with you – very often they are expecting to do the profile and have an in-depth discussion – people love to talk about themselves
- If the questions are too challenging – let the person answer in writing – this is less threatening and can overcome difficulty in verbalizing an emotional issue
- You do not have to “push” the discussion to where a person cannot go – some will move fast and others slowly – get them to tell you more

# *The DNA Performance Conversation Agenda*

# Design “The DNA Performance Conversation” Agenda

1. Goal: Ask “powerful questions”
2. Address the Natural Talents Profile following this structure:
  - ALWAYS OPEN with a Profile Connection Question
  - Then, ask Life and Career Motivation Questions based on 2 or 3 themes from the strongest profile traits. Refer to Profile Factor specific questions below.
  - ALWAYS CLOSE with a Meeting Wrap up Question for Employee Performance Focus

# Profile Connection Questions

1. **How do you feel about your profile?**
2. What was the most accurate part of the profile?
3. What aspects do you agree with and disagree with?
4. What parts of the profiles do you not understand?
5. What is something new the profile has said about you?
6. Have the profiles identified differences with others?
7. Have you showed your spouse? If so, what do they think?
8. What do you believe are your greatest behavioral strengths/talents?
9. What part of your behavioral style do you struggle with most?
10. How have you learned to adapt your behavior for different circumstances?

# Life and Work Motivation Questions

1. Identify dominant scores (under 40, over 60). Direct your **DNA Employee Performance Coaching 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 stronger.
2. In designing questions, consider how the:
  - Strongest traits interact with other strong traits? eg How does a strong detached trait relate to high adventure?
  - Stronger traits interact/change the mid-range traits eg How does a high adventure trait relate to mid-range extroversion or conscientiousness?
  - Profile factor relationships change for:
    - Financial
    - Career
    - Family
    - Life

# Meeting Wrap Up Questions

1. ALWAYS Ask: How could I best help you achieve your goals?
2. Follow on with any of the following:
  - How will you measure the success of our 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?

# Approach To Asking Questions Generally

1. Integrate the profile discussion with the whole meeting agenda
2. Interpret the profile but do not do a direct profile “strip down” – Use the profile 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 profile scoring structure so that they understand how the profiles work – 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

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

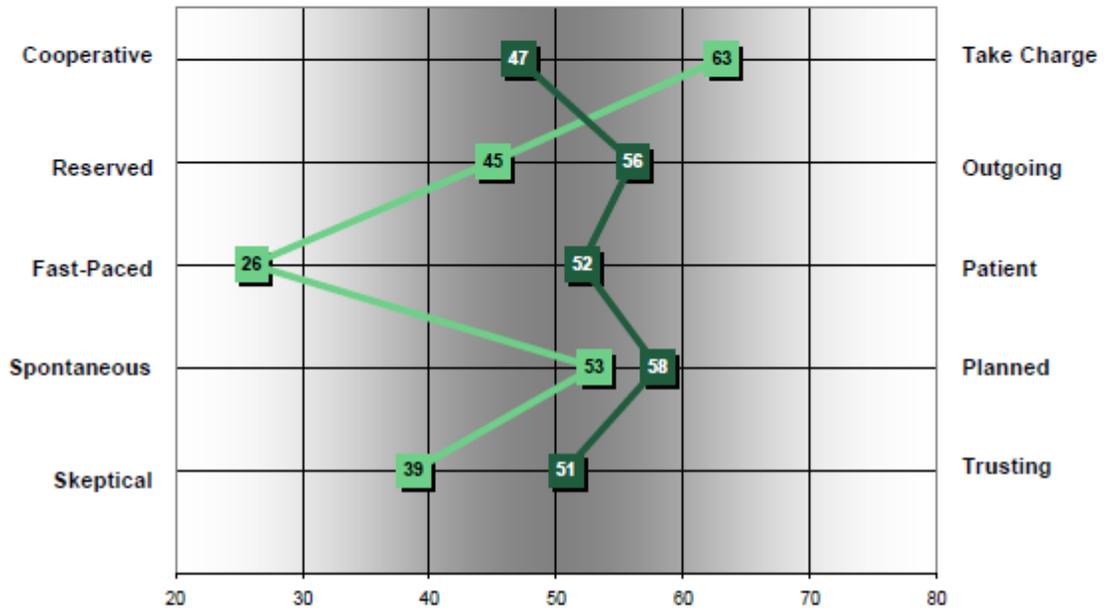
*Examples of  
Powerful  
Employee  
Performance  
Questions based  
on the Business  
DNA Profile*

# Chris Coddington & John Smith Comparison Graph

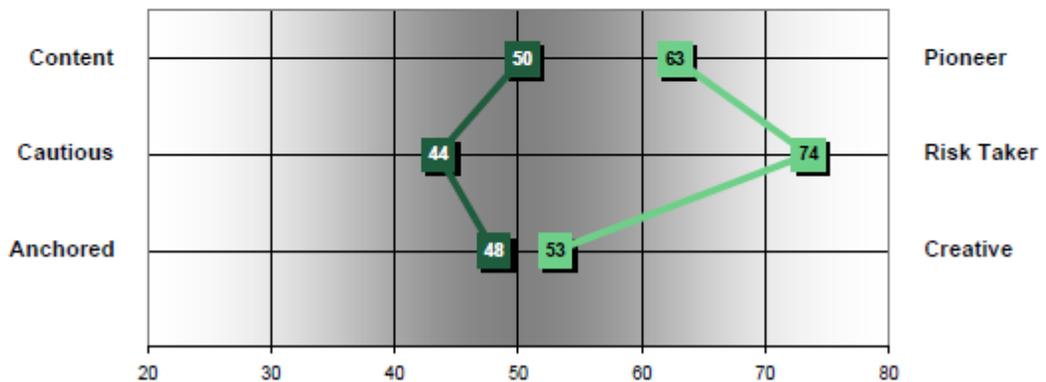
Chris - Strategist

John - Stylish Thinker

## Core Work Life Drivers



## Work Life Planning Drivers

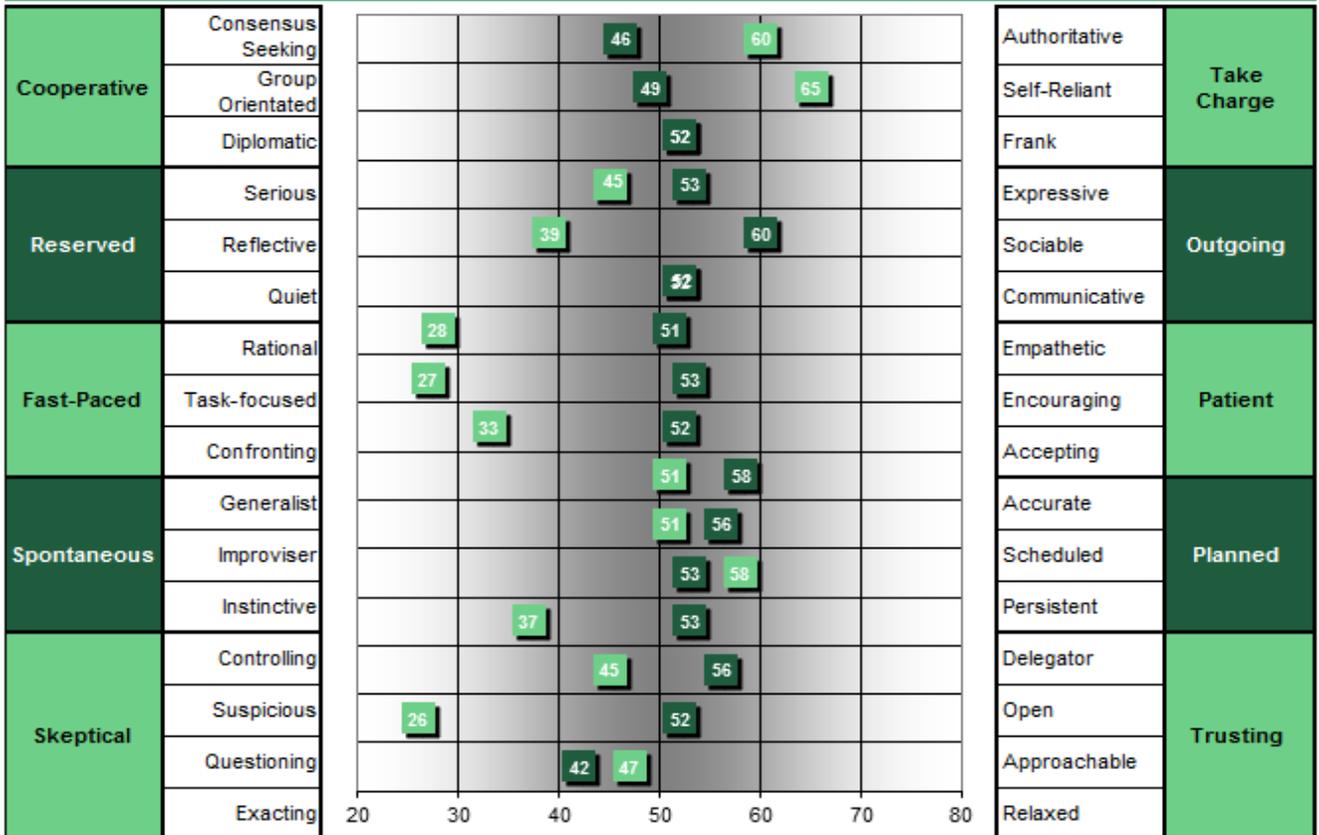


# Chris Coddington & John Smith Comparison Sub-factors

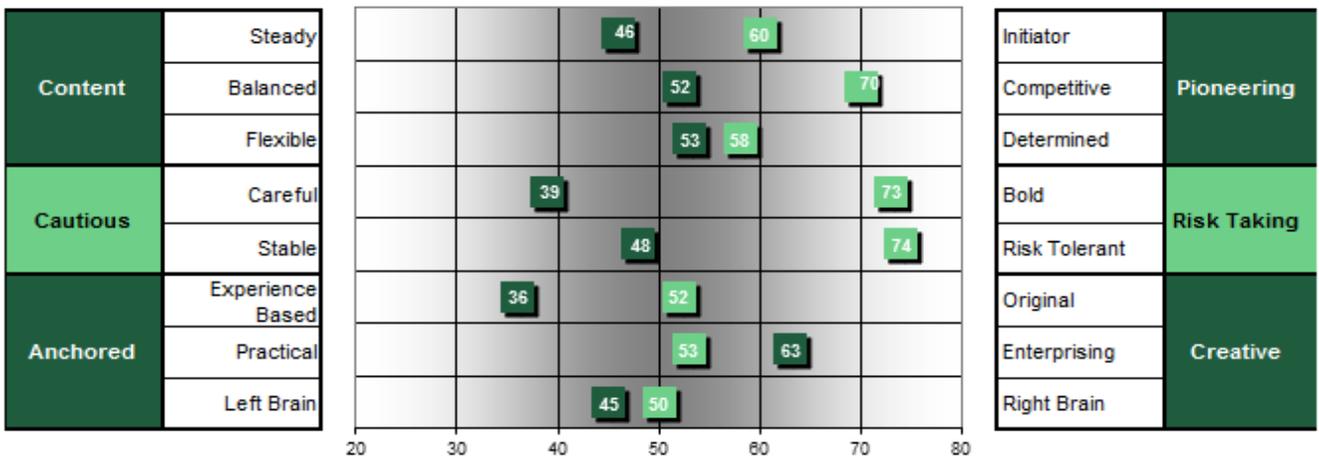
Chris - Strategist

John - Stylish Thinker

## Core Work Life Drivers



## Work Life Planning Drivers



# Workplace Insights

*Chris*

*John*

|                            |        |        |
|----------------------------|--------|--------|
| 1. Desire to Lead          | High   | Medium |
| 2. Relationships           | Low    | High   |
| 3. Results                 | High   | Medium |
| 4. Setting Goals           | High   | Medium |
| 5. Pursuing Goals          | High   | Medium |
| 6. New Solution Driven     | High   | Medium |
| 7. Detailed                | Medium | Medium |
| 8. Direct Communication    | High   | Medium |
| 9. Difficult Conversations | High   | Medium |
| 10. New Account Sales      | High   | Medium |
| 11. Quick Decision-Making  | High   | Low    |
| 12. Need for Control       | High   | Medium |

# Focusing Your Selection of Powerful Questions

## **For Chris**

Ask Powerful Questions from the following factors:

1. Risk Taker
2. Fast-paced
3. Take Charge

## **For John**

Ask Powerful Questions from the following factors:

1. Planned
2. Cautious
3. Outgoing

## **Instruction**

1. Regardless of whether the person's strongest factor/sub-factors are high or low the questions can be similar. For instance, if a person is very adventurous or cautious the question could be similar. For instance, "Tell me about a time when you took a big risk?" or "What does taking risk mean to you?" Remember the goal is to draw the person out in this area.

# Factor 1: Commanding Powerful Questions

*Chris*

*John*

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?

# Authoritative Sub-Factor Powerful Questions

*Chris*

*John*

Consensus  
Seeking

45

60

Authoritative

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?

# Self-reliant Sub-Factor Powerful Questions

*Chris*

*John*

**Group  
Orientated**



**Self-reliant**

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?

# Frank Sub-Factor Powerful Questions

*Chris*

*John*

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*

*John*

Reserved



Outgoing

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.

# Expressive Sub-Factor Powerful Questions

*Chris*

*John*

Serious



Expressive

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?

# Sociable Sub-Factor Powerful Questions

*Chris*

*John*

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?

# Communicative Sub-Factor Powerful Questions

*Chris*

*John*

Quiet



Communicative

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*

*John*



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?

# Empathetic Sub-Factor Powerful Questions

*Chris*

*John*



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?

# Encouraging Sub-Factor Powerful Questions

*Chris*

*John*

Task-focused

27

51

Encouraging

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?

# Accepting Sub-Factor Powerful Questions

*Chris*

*John*

Confronting

33

52

Accepting

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*

*John*

Spontaneous



Planned

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?

# Accurate Sub-Factor Powerful Questions

*Chris*

*John*



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?

# Scheduled Sub-Factor Powerful Questions

*Chris*

*John*

Improviser



Scheduled

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?

# Procedural Sub-Factor Powerful Questions

*Chris*

*John*

**Instinctive**



**Procedural**

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*

*John*



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?

# Delegator Sub-Factor Powerful Questions

*Chris*

*John*

Controlling



Delegator

1. How comfortable do you feel delegating responsibility to others?
2. To what extent will you give people discretion to make decisions?
3. How do you get input from others before making important decisions??
4. What has been the outcome when you have delegated in the past?

# Open Sub-Factor Powerful Questions

*Chris*

*John*



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?

# Approachable Sub-Factor Powerful Questions

*Chris*

*John*

Questioning

26

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Approachable

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?

# Relaxed Sub-Factor Powerful Questions

*Chris*

*John*



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*

*John*



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?

# Initiator Sub-Factor Powerful Questions

*Chris*

*John*

Steady



Initiator

1. What motivates you?
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?

# Competitive Sub-Factor Powerful Questions

*Chris*

*John*



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?

# Determined Sub-Factor Powerful Questions

*Chris*

*John*



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*

*John*



1. Tell me about the personal and business/career risks you have taken in your life?
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?

# Bold Sub-Factor Powerful Questions

*Chris*

*John*

Careful

39

73

Bold

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?

# Risk Tolerant Sub-Factor Powerful Questions

*Chris*

*John*



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 re-build 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*

*John*

Anchored



Creative

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?

# Original Sub-Factor Powerful Questions

*Chris*

*John*

**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?

# Enterprising Sub-Factor Powerful Questions

*Chris*

*John*

Practical



Enterprising

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?

# Right Brain Sub-Factor Powerful Questions

*Chris*

*John*

Left Brain



Right Brain

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?

# Employee Performance Focus Questions

## 1. Leader – Team Member Compatibility

- **How could I best help you achieve your goals?**
- What will you value from our working relationship?
- How will you measure the success of our relationship?

## 2. Communication

- How will we work together?
- **What will the nature of our communication be?**
- What will the information flows be?

## 3. Setting Goals - Managing Expectations

- **Where do you want to be versus who you are?**
- What do you believe your career/business performance potential is?
- What are your blind-spots or performance impediments?
- How are you going to keep a check on your reality.

## 4. Unique Decision-Making Pattern

- **What is your ideal decision-making pattern?**
- What was your process when you have made your best decisions?
- What was your process when you have made your worst decisions?

## 5. Accountability: Disciplined Execution

- **What will the accountability process be?**
- Are you committed to pursuing your goals?
- What will be your goals be?
- Review Meetings: What goals did you achieve and not achieve?

# Hugh Massie and Business DNA Resources



## About Hugh Massie

Hugh is a DNA Performance Advisor and successful entrepreneur with 24 years of unique and diverse international experience in human behavior, financial and tax services, and family and business advisory. He believes that objectively discovering a person's talents is the key to identifying a top performer, and then provides the framework for guiding them to long-term success. Further, understanding how a person is motivated is also key to their career and business performance, and ultimately how they build a sustainable work-life balance.

Hugh is the President and Founder of DNA Behavior International which he founded in September 1999, of which Business DNA Resources is a division. DNA Behavior International is an international advisory company providing human behavioral solutions for transforming personal and business performance.

In his work, Hugh specializes in human behavioral discovery to liberate and empower his clients. He has worked with individuals, families, entrepreneurs, business executives, leaders and youths to implement solutions that relate to human capital development and also business and wealth creation decisions. Hugh coaches people in groups and individually to improve their performance.

Hugh is a recognized international speaker on behavior and performance, having presented at a number of industry events around the world. He is the author of "Financial DNA - Discover Your Unique Financial Personality for a Quality Life", published by John Wiley & Sons in February 2006.

Hugh's Financial DNA Core Work Life Profile is an Initiator, a profile that has a strong focus on achieving goals with precision and quality. Hugh is testament that a person who started out as a highly rational accountant can successfully adopt a behavioral approach to wealth creation, business and everyday life.

Hugh's personal interests are golf, tennis, skiing, and travel.

## Business DNA Services

The following Business DNA Services are offered using our proprietary Business DNA Discovery Process:

1. DNA Hiring Performance – Hiring for Talent
2. DNA Team Performance - Building a Healthy Team
3. DNA Leadership Performance - Grow Your Leadership
4. DNA Succession – Succession Planning
5. DNA Business Planning Behavior – Strategy and Execution
6. DNA Career Performance - Career Development
7. Business DNA Advisor Training

# Disclaimer and Contact Information

## Disclaimer

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

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