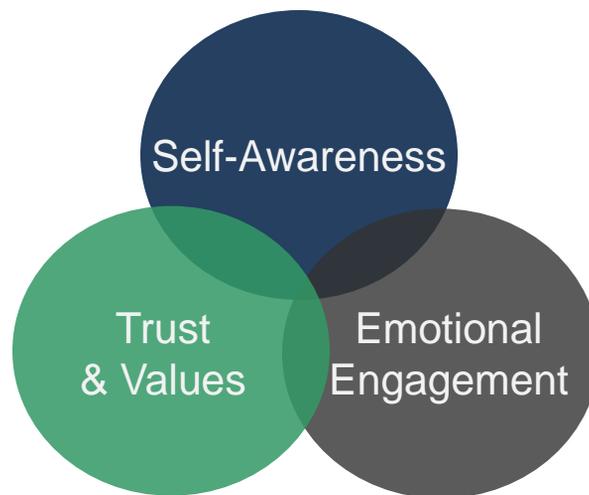




Business DNA®

DNA Team Performance Plan



Building a Healthy Team Based on the Philosophy of Behavior Drives Performance

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Closing the Behavior Performance Gap for Teams



DNA Team Performance Model



Necessary Ingredients of a Healthy Team:

Same

- Mission
- Commitment
- Corporate Values
- Opportunity/Loyalty
- Policies/Discipline

Different

- Talents
- Motivations
- Ideas/Interests
- Needs
- Styles

First Break All the Rules

Great Managers on Differences:

“They recognize that each person is motivated differently, that each person has his own way of thinking and his own style of relating to others... But they don’t bemoan those differences and try to grind them down. Instead, they *capitalize* on them. They try to help each person become *more and more* of who he already is.”

What the world’s greatest managers do differently.

By Marcus Buckingham and Curt Coffman, 1999 by Simon & Schuster

Building Your Team - Key Points:

1. Capitalize on differences (diversity) to build strong teams
2. By nature, differences divide
3. We need each other:
 - Shared/complementary talents
 - Teams need trust
 - Trust leads to unity

Differences Can Lead to Great Teams When You:

- Understand self
- Understand others, and
 - * Accept
 - * Respect
 - * Align
 - * Trust

Bottom line = Teamwork

Great managers would offer this advice:

Focus on each person’s strengths and manage around his weaknesses... Help each person become more of who he already is. This radical insight is fueled by one simple insight: Each person is different.

What the world’s greatest managers do differently.

By Marcus Buckingham and Curt Coffman, 1999 by Simon & Schuster

Taking Team Performance to a New Level

Team Activity 1: My Best Team Mate

My Best Team Mate (Behaviors, Values, Characteristics)

1.

2.

3.

4.

5.

Taking Team Performance to a New Level

Team Activity 2: Your Likeability Factor

What is your Likeability Factor? Go around the room and each person in the team to state a quality they like about another person. The team leader is the first to receive their “likeability” feedback from the team members. Write down your likeability feedback in the table below. Then progress to each person one-by-one.

<u>Likeability Feedback from Team Mates</u>	<u>How Are You Empowered ?</u>	<u>How Can You Improve?</u>
1.	•	•
2.	•	•
3.	•	•
4.	•	•
5.	•	•
6.	•	•
7.	•	•
8.	•	•
9.	•	•
10.	•	•
11.	•	•
12.	•	•
13.	•	•
14.	•	•
15.	•	•

Taking Team Performance to a New Level

Team Activity 3: Analysis of Our Current Team's Performance

Team Strengths

Team Struggles

1.

1.

2.

2.

3.

3.

4.

4.

5.

5.

Taking Team Performance to a New Level

Review How Your Team is Performing Business DNA Team Performance Score Card 12 Keys to Successful Teams

Rating: Use 1 to 5 with 5 being Excellent- needs no improvement and 1 being Very Poor – needs major improvement.

Team Growth Drivers	Score
1. The team understands, accepts, respects and capitalizes on individual differences	
2. Planned business priorities for growth	
3. Accountability to team goals and each other is monitored	
4. Team vision and goals are clearly and regularly communicated	
5. Employees are engaged and talents maximized	
6. Employee and customer issues get quickly resolved	
Overall score of how this team is currently performing (max 30)	

Team Sustainability Drivers	Score
7. Transparent communication is encouraged	
8. Responsibility is provided to team members	
9. Team decisions are accepted and committed to by all	
10. Team policies and procedures are clearly defined, communicated and followed	
11. The team's walk matches its' talk	
12. Priority is placed on customer goals before team goals	
Overall score of how this team is currently performing (max 30)	

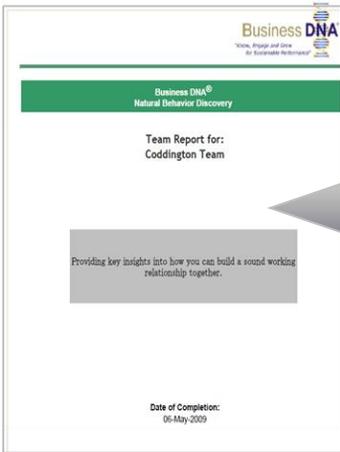
Taking Team Performance to a New Level

Team Activity 4: Requirements for Future Team Performance

Talents Needed on Team

Actions for Trust Building

- | | |
|----|----|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| 4. | 4. |
| 5. | 5. |



Natural Behavior Team Report

Factor 1: Commanding			
20	Cooperative (Agreeable)	Mid-Range	Take Charge (Deal Oriented) 80
	John Smith (41)		Chris Coddington (63)
	Alan Eckhardt (43)	Carol Benjamin (38)	
	Tom Smart (40)		Melanie Hilton (49)
			Bobbie Jones (53) Doug Roberts (51)
			Matt Woods (55)
Factor 2: People			
20	Reserved (Focused)	Mid-Range	Outgoing (People Connection) 80
		Chris Coddington (45)	John Smith (59)
	Tom Smart (43)	Alan Eckhardt (55)	Carol Benjamin (45)
			Melanie Hilton (53)
			Bobbie Jones (53) Doug Roberts (64)
	Matt Woods (41)		
Factor 3: Patience			
20	Fast-Faced (Results Focused)	Mid-Range	Patient (Stability) 80
	Chris Coddington (26)	John Smith (52)	
		Alan Eckhardt (55)	Carol Benjamin (59)
	Bobbie Jones (42)	Tom Smart (48)	Melanie Hilton (51)
			Doug Roberts (51)
		Matt Woods (47)	
Factor 4: Structure			
20	Spontaneous (Not Prepared)	Mid-Range	Planned (Orderly) 80
		Chris Coddington (53)	John Smith (55)
	Carol Benjamin (36)		Alan Eckhardt (58)
	Melanie Hilton (37)		Tom Smart (67)
	Doug Roberts (31)		
		Bobbie Jones (48)	
		Matt Woods (53)	
Factor 5: Trust			
20	Skeptical (Doubting)	Mid-Range	Trusting (Believing) 80
	Chris Coddington (39)	John Smith (54)	
		Alan Eckhardt (53)	Carol Benjamin (58)
		Tom Smart (46)	Melanie Hilton (55)
		Bobbie Jones (51)	
		Matt Woods (45)	Doug Roberts (59)

Core Work Life Drivers
Natural Behavior Team Report

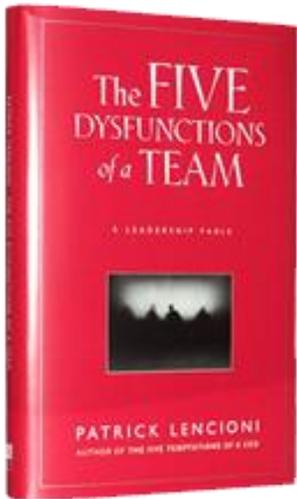
Taking Team Performance to a New Level

Team Activity 5: Building Future Team Effectiveness

1. Identify the single most important strength each person brings to the team, starting with yourself.
2. Identify the one struggle that each teammate should be manage for the good of the team, starting with yourself.

<u>Team Member Name</u>	<u>Single Most Important Strength</u>	<u>One Struggle to Manage</u>
1.	•	•
2.	•	•
3.	•	•
4.	•	•
5.	•	•
6.	•	•
7.	•	•
8.	•	•
9.	•	•
10.	•	•
11.	•	•
12.	•	•
13.	•	•
14.	•	•
15.	•	•

5 Behaviors of Great Teams



- 1. Team mates trust each other
- 2. Creative conflict is the accepted norm
- 3. Commitment to team goals and teammates is evident in actions/ behaviors not just words
- 4. Team members hold each other accountable
- 5. There is a keen focus on team results

Taking Team Performance to a New Level

Team Activity 6: Your Greatest Talents for Team Work

Instructions: Assign the team into groups of 2 or more based on their strongest factor on the left or right hand side. Then ask the group to spend 20 minutes preparing a 5 minute presentation on why their talents are the greatest for their role as a team member.

- Why are your traits the greatest for being a team member?
- What are the key struggles of your greatest traits?
- How do you like to be managed?
- What one struggle from another (factor) group irritates you the most?

Taking Team Performance to a New Level

Team Activity 7: Improving My Teamwork

With self-awareness of my strengths and struggles, 5 actions for me to be a better team contributor

1.

2.

3.

4.

5.

Team Activity 8: Influencing Others in the Team

5 actions for me to adopt to demonstrate leadership and enhance my level of influence across the team

1.

2.

3.

4.

5.

Team Activity 9: 3 Key Changes for Transforming My Team Performance

Action Step for My Team Performance

Timing / When to Take Action

1.

1.

2.

2.

3.

3.

Taking Team Performance to a New Level

Team Activity 10: Building Team Relationships

To build a sound relationship you need to:

1. Follow the Platinum Rule of Relationships: Know how to adapt your communication to be on the other person's terms. Empathetically demonstrate your understanding of them when communicating.
2. Be aware of how your strengths and struggles can impact the other person and be prepared to adapt your behavior.
3. Transparency builds trust. Be able to openly share of yourself to build trust: "knowing me-knowing you". Openly admit your strengths and struggles.

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"Our consulting firm says I lack warmth.
Turn up the thermostat."

Building Relationships

Share with the team – with the leader starting:

- 3 Unique Strengths
- 2 Unique Struggles
- 3 Environment Keys (Communication)

Your Performance Strengths	Your Performance Struggles
<p><i>Knowing your strengths, you can increase your performance potential.</i></p> <ul style="list-style-type: none">• Favors logic over feelings• Comfortable making difficult decisions• Prefers to take action• Ventures into new areas• Faces danger comfortably	<p><i>Knowing your struggles, you can reduce your performance impediments.</i></p> <ul style="list-style-type: none">• May lack needed patience• May be abrupt or interrupting• May take unnecessary risks
Your Performance Environment Keys	
<p><i>The Performance Environment Keys indicate the required setting for your maximum performance.</i></p> <ul style="list-style-type: none">• Anticipate my immediate responses and quick fixes<ul style="list-style-type: none">• Speak/move at a quick pace• Use summaries, bullets, and key points<ul style="list-style-type: none">• Present me with opportunities• Present me with the risks and return	

Natural Behavior Strengths and Struggles

Factor	Strength	Struggle	Factor	Strength	Struggle
Cooperative	Follows established agenda	Can be unassertive or timid	Take Charge	Takes the lead, wants to set the agenda	May be uncomfortable taking direction from others
	Promotes stability through cooperation	Can underestimate own abilities		Sees the strategic / future vision	May over commit to what goals can be achieved
	Speaks diplomatically	N/A		Speaks candidly	N/A
Reserved	Realistic and practical	May appear withdrawn and distant	Outgoing	Good at meeting people	Strong need for approval from others
	Serious and modest	Drained by too much interaction with others		Likes to make a good impression on others	May be too transparent, too uninhibited
	Not distracted by surroundings	N/A		Able to promote	N/A
Fast-Paced	Favors logic over feelings	May lack needed patience	Patient	Compassionate and warm, displays empathy	May compromise too much
	Comfortable making difficult decisions	May be abrupt or interrupting		Listens well and receptive to others	Can be resistant to change
	Prefers to take action	N/A		Likes to be stable and even paced	N/A
Spontaneous	Flexible, willing to adjust	May juggle too many ideas or tasks	Planned	Organized and orderly	Tends to be inflexible or too fixed
	Works well with broad concepts	Can be too quick to decide		Good at following processes and procedures	Can be perfectionistic to avoid mistakes
	Improvises or acts on the spot	N/A		Analyzes before deciding	N/A
Skeptical	Thinks matters through	May have difficulty letting matters go	Trusting	Allows open dialogue	May not set boundaries
	Able to ask difficult questions	May not be easily forgiving		Approachable	Can be overly impressionable
	Watchful of important tasks	N/A		Transparent	N/A

Natural Behavior Strengths and Struggles

Factor	Strength	Struggle	Factor	Strength	Struggle
Content	Satisfied with the status quo	Prone to be complacent	Pioneer	Takes initiative	May sacrifice a balanced life
	Concentrates on balanced life	May stay in comfort zone		Goal driven	Can be overly vigorous
	Creates a steady environment	N/A		Accepts challenges	N/A
Cautious	Plans initiatives carefully	May miss opportunities	Risk-Taker	Ventures into new areas	May take unnecessary risks
	Sees potential dangers	May be too hesitant		Faces danger comfortably	May not see the dangers
	Calculated decision-maker	N/A		Demonstrates courage	N/A
Anchored	Follows established procedures	Can be hesitant to act on new ideas	Creative	Open to unusual ideas	Difficulty with following set procedures
	Operates using evidence	May overly rely on proven procedures		Imagines new possibilities	May fail to make ideas concrete
	Handles tangible issues well	N/A		Highly curious	N/A

Natural Behavior Performance Environment Keys

Factor	Performance Environment Keys	Factor	Performance Environment Keys
Cooperative	Create a relaxed environment	Take Charge	Offer up options & recommendations for a decision
	Allow me to collaborate and provide input		Give me direct answers, get to the point
	Demonstrate that you are actively listening		Show the results and outcomes
Reserved	Honor my need to reflect and think	Outgoing	Remember my need for fun and/or excitement
	Allow me time to process my response		Invest time in building our relationship
	Present me with the facts, minimize your emotions		Tell me who is involved
Fast-Paced	Anticipate my immediate responses and quick fixes	Patient	Remember my need to avoid conflict
	Speak/move at a quick pace		Soften your tone of communication
	Use summaries, bullets, and key points		Present me with information, plus your feelings
Spontaneous	Allow me plenty of freedom	Planned	Consider my need for accuracy and detail
	Use graphics and verbal communications		Honor my need for structure, schedules and rules
	Resist the temptation to prematurely edit my ideas		Remember my need to be thorough and prepare
Skeptical	Expect me to ask for the logic and key points	Trusting	Remember my desire to be included
	Remember my need to do analysis		Keep the conversation with me friendly
	Allow me time to think matters through		Expect/encourage my thoughts out loud

Natural Behavior Performance Environment Keys

Factor	Performance Environment Keys	Factor	Performance Environment Keys
Content	Focus on my life balance needs	Pioneer	Provide me with the big picture
	Keep the conversation easy-going		Present me with action plans
	Give me the directions to move forward		Keep me informed of progress
Cautious	Look for ways to minimize the risks	Risk-Taker	Present me with opportunities
	Allow me time to survey the situation		Present me with the risks and return
	Remember my need for safety		Keep the discussion positive
Anchored	Show me the logical steps	Creative	Expect/encourage my out-of-the-box thinking
	Tell me past experiences		Encourage me to brainstorm
	Keep the ideas practical		Recognize my desire to investigate ideas

Working With Different Talents

Team Activity 11: Strengths of My Opposite Behavioral Style

5 Strengths of my Opposite's Behavioral Style that I do not have

- 1.
- 2.
- 3.
- 4.
- 5.

Team Activity 12: Struggles of My Opposite Behavioral Style

5 actions for me to adopt to demonstrate leadership and be highly effective when working with people who have these talents

- 1.
- 2.
- 3.
- 4.
- 5.

Team Activity 13: Adapting How I Operate to Honor My Opposite Behavioral Style

3 actions for me to adapt my behavioral style to help my opposite perform at their best

Adapting My Natural Approach

Adapting My Communication

- | | |
|----|----|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |

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ABOUT DNA BEHAVIOR

DNA Behavior has for over 12 years been successfully developing and rolling out independently validated behavioral processes to international, Fortune 500 and financial services businesses in the US, UK, European and Australian markets for gaining deeper insights into customer and employee decision-making behaviors, and performance.