Pegasus Financial Services

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Business DNA®
Natural Behavior Discovery

Coaching Report for
Chris Coddington

Providing in-depth coaching information
to assist in the development of your
personal work and leadership performance.

Based on your Completion of the Natural Behavior Discovery on: March 14, 2012

Section 1: Introduction

Chris, the primary objective of this Coaching Report is to raise your self-awareness and provide coaching through more in-depth insights into how you are naturally motivated to behave based on the core of who you are.Specifically, this report will help you to improve workplace effectiveness, become a better leader, better understand others and improve your communication. The focus of the report is to help you more productively apply your strengths and also manage your struggles so they do not become weaknesses and reduce your effectiveness.

1.1 Business DNA Natural Behavior Discovery

We have prepared this Coaching Report based on your DNA Natural Behavior Style being the "Strategist", which is one of our ten unique DNA Natural Behavior Styles. This information will most closely describe your natural behavioral style for making life and business decisions, and how you operate at work. Also, we suggest you share the information in this report with your colleagues, peers, leaders, coach/mentor and others in your life to open up clearer lines of communication.

Strategists naturally blend their strong drive to reach key goals with sound knowledge, high quality processes and quality control standards. As a result, they are equipped to be strategic players in situations where achieving results is a priority. They have an ability to achieve ambitious goals and concentrate on matter-of-fact, practical issues. They also have a rational, impartial approach that enhances their ability to make difficult decisions.

1.2 About Business DNA Natural Behavior Discovery

Please note, Business DNA Natural Behavior Discovery:

- Provides insights only to natural instinctive behavioral traits which are generally observable by others.
- Recognizes that every person will have a unique behavioral style which drives their performance in different ways.
- Provides a balanced perspective on all behavioral styles highlighting performance strengths and struggles.
- Is gender neutral.
- Provides broad statements to give a general understanding of how making life and workplace decisions will be approached.
- The descriptions of behavioral traits are general only and will differ depending on the strength of the specific scores.
- Has been independently developed using reliable and psychometrically accepted research techniques for measuring natural behavioral traits for people over 16 years old.
- Is a very powerful tool for building Personal Work Life Performance Improvement. Life and work place choices should not only be made on natural behavior but also other factors such as capacity, passions, values, vision, education, and experiences.

1.3 Use of Behavioral Discovery

To gain the maximum benefits from reading this report, the focus should be on "who you are" and not on "who you want to be" or believe who you have become in specific life, workplace, family, community or financial settings.

Your Natural DNA Behavior Style provides a reliable prediction of how you will consistently perform throughout your life and also make life and business decisions based on your inherent life motivations and perspectives. Knowing your natural behavior is the starting point to developing your life and workplace performance as this is who you are. The key is to learn how to productively use your strengths and then manage your struggles. This report provides you with these performance insights uniquely customized to who you are based on independently validated data that has been through extensive review.

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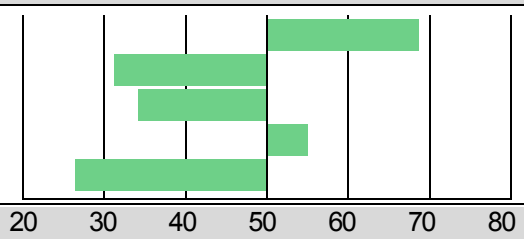
Section 2. Business DNA Natural Behavior Discovery Snapshot.

2.1 Core Work Life Drivers

The following 5 factors representing your Core Work Life Drivers provide specific insights into your natural talents, strengths and struggles and keys for improving your performance environment. Overall, these factors will indicate your natural desire to build relationships and also your motivations to getting results. If you have scores which are high on Take Charge, Fast-Paced, Planned and Skeptical you will be more result and task-focused. If you have scores which are high on Cooperative, Outgoing, Patient and Trusting you will be more relationship-focused.

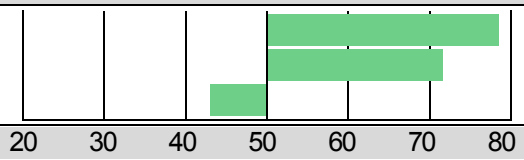
Cooperative		69 [97%]	Take Charge
Reserved	31 [3%]		Outgoing
Fast-Paced	34 [5%]		Patient
Spontaneous		55 [69%]	Planned
Skeptical*	26 [1%]		Trusting



2.2 Work Life Planning Drivers

The following 3 factors representing your Work Life Planning Drivers are also core to show how you make career and business decisions. However, these factors focus more specifically on your motivations for career growth and/or balance in your life. If you have scores high on Pioneer, Risk Taker and Creative then this will indicate desires to maximize, set goals, take opportunities, innovate and to expand your horizons. If you have scores high on Content, Cautious and Anchored then you will be more interested in work life balance and following tried and tested ways.

Content		79 [99%]	Pioneer*
Cautious		72 [99%]	Risk-Taker
Anchored	43 [24%]		Creative



Based on your factor scores, your 2 strongest behavioral factors are:

* **Pioneer** - Sets direction, ambitious, committed to goals
* **Skeptical** - Questioning, guarded, wary

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2.3 Snapshot of Your Natural Talents

Commanding:	Take Charge - Visionary Style; Desire for control, Big picture thinking, Determination, Focus on outcomes, Definite approach. Provide options.
People:	Reserved - Reflector Style; Reservation about new ideas, Propensity to think/reflect, Considers/analyzes questions, Withdrawn, Guardedness. Allow Reflection Time
Patience:	Fast-Paced - Realist Style; Deals with change, Confronts conflict/challenging, Rational, Results driven, Questioning, impatient, Objective, cool. Present bottom line results.
Structure:	Planned -Analyzer Style; Provide details and research, Budgets and structure, Written input, Task focus, Analytical approach. Present specifics - facts, figures, data.
Trust:	Skeptical- Questioner; Unbelieving, Dissenting, Critical thinking, Fearful, Calculating, Guarded. Provide logic and key points.
Pioneering:	Pioneer - Goal Driver Style; Sets direction, Committed, Ambitious, Follows through, Trailblazer, Driven. Provide the big picture.
Risk:	Risk Taker - Optimist Style; Takes chances, Venturesome, Speculative, Impulsive, Opportunistic. Present risk/return.
Creativity:	Anchored - Implementer Style; Proven methods, Solution driven, Seeks evidence, Experience preference, Execution focus. Keep it tangible and provide the logical steps.

2.4. Interpreting the Report

In reading your report the following points are important in interpreting it:

- The report shows your T-scores in a range from 20 to 80 which are measured on a bell curve.
- The closer a score is to 20 (left side) or 80 (right side) for a behavioral factor, the more progressively extreme the natural behavior is likely to be on each side.
- The "percentage score" in the brackets next to each score refers to the percentage of people in the population who you score higher than on this factor.
- To the extent you have strong behavioral factor scores over 60 and under 40, it is more likely that the insights below will be more consistently and intensively displayed when you are making life and financial decisions over a period of time. Scores closer to 50 indicate a moderate style that is typically more flexible in that behavioral factor.
- The list of strengths and struggles that follow are typical for people who have scores similar to yours. In your stronger behavioral factors (over 60 and under 40), the strengths will be more ingrained and prevalent, and similarly the struggles.

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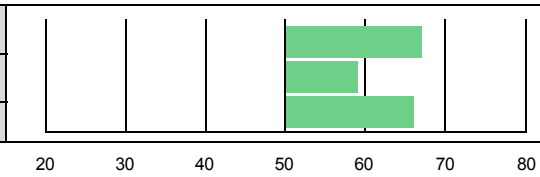
Section 2. Business DNA Natural Behavior Discovery Snapshot (Continued)

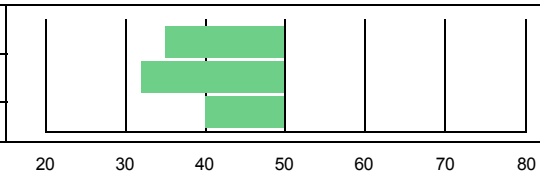
2.5. Breakdown of 8 Factors and 24 Sub-Factors of DNA Behavior

Commanding



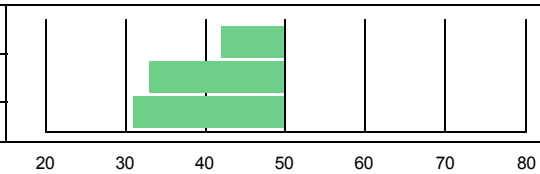
	Consensus-seeking		67	Authoritative	
Cooperative	Group-oriented		59	Self-reliant	**Take Charge**
	Diplomatic		66	Frank	**69 [97%]**

People



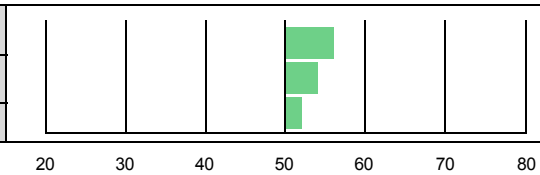
	Serious	35		Expressive	
Reserved	Reflective	32		Sociable	Outgoing
31 [3%]	Quiet	40		Communicative	

Patience



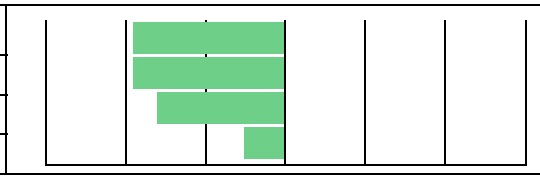
	Rational	42		Empathetic	
Fast-Paced	Task-focused	33		Encouraging	Patient
34 [5%]	Confronting	31		Accepting	

Structure



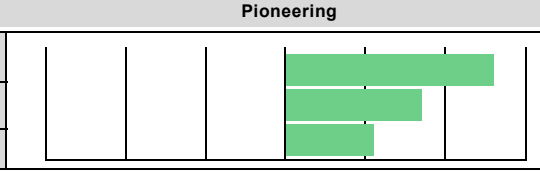
	Generalist		56	Accurate	
Spontaneous	Improviser		54	Scheduled	**Planned**
	Instinctive		52	Persistent	**55 [69%]**

Trust



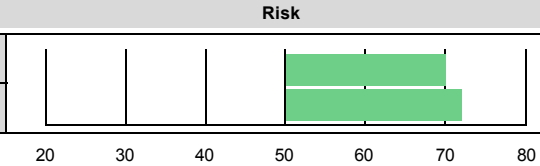
	Controlling	31		Delegator	
	Suspicious	31		Open	
Skeptical*	Questioning	34		Approachable	Trusting
26 [1%]	Exacting	45		Relaxed	

Pioneering



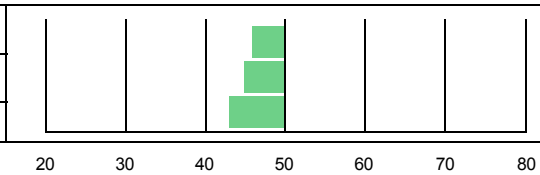
	Steady		76	Initiator	
Content	Balanced		67	Competitive	**Pioneer***
	Flexible		61	Determined	**79 [99%]**

Risk



Cautious	Careful		70	Bold	**Risk-Taker**
	Stable		72	Risk Tolerant	**72 [99%]**

Creativity



	Experience-based	46		Original	
Anchored	Practical	45		Enterprising	Creative
43 [24%]	Left-brain	43		Right-brain	

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Section 3. Keys to Performance Improvement for the Strategist

3.1 Typical Workplace Strengths

Strategists are people with a vision for the future with the capability of researching and rationalizing the relevant information for making a decision to move forward. They have a good eye for detail and push to get tasks completed with a high degree of quality control. They have the strategic foresight to be able to say 'no' to opportunities that they feel may have unreasonable risks or be under-researched.

Are your colleagues and team members running to catch up with you? What action can you take to resolve this?

Have you considered their needs and are you coaching and mentoring them?

Consider whether you are caught up in your current project or are you strategizing continuous operational improvement.

3.2 Typical Workplace Struggles

Strategists may come across to others as very questioning, demanding and inflexible. They will generally have spent time mapping out a course of action to get results and will generally only trust if it is their way. Through getting caught up in their own thinking and not allowing others to contribute they can get in the way of their own success.

Consider what your team colleagues and peers would answer to the question "are you a 360 degree leader".

Think about times when you have not given less able colleagues opportunities to contribute to the business. How do you think they felt?

What could you change in your leadership and behavioral style that would help you to develop a more inclusive/trusting style of management?

3.3 Workplace Operations Style

Strategists have a determined and goal-driven approach to work and making business decisions. Once they have decided their desired goals, they will then determine how to reach them in the most efficient manner. They consider all risk/return issues very carefully, and will only be comfortable committing to opportunities that they have researched thoroughly. They will have little tolerance for projects or activities that are not living up to expectations, and will not hesitate to alter their plans if any aspects of it are failing to meet their goals.

As a Strategist consider how you are ensuring that the workplace plans and strategies you have developed and implemented will support the long-term business needs.

How much of a critical role are you playing within the overall "change management" process? Do you simply 'set the vision' but play no part in its implementation?

Consider how spending time engaged in day to day processes and procedures might add value to your operational style.

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3.4 To Maximize Potential

Expose them in a number of different environments. Educate and prepare them in advance. Provide opportunities for them to develop new and innovative strategies especially in the areas which require a view on the broader picture or when needing to bring a 'brand' to life.

How important for your own development do you think it would be for you to spend time leading from middle management rather than senior management? What do you think you would learn from the experience?

Describe the value to your personal growth in being mentored/coached by a more experienced person.

What was the last self-development book that you read? Summarize what you learned from it.

3.5 Workplace Needs

They will seek opportunities to meet their goals with precision, accuracy and quality. They will want to be able to lead in situations where achieving results in a challenging environment is a priority. They like to be in control of their situation, and will handle change well so long as they can manage the pathway to achieving the desired results.

Describe what matters to you in the workplace? For example - Is it recognition for your skills; is it the amount of autonomy you have in the decision making process; or something else?

How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?

What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

3.6 Ideal Workplace Settings

Strategists like being in a high level setting where they can address strategic matters and solve problems. They get stressed by perceived disorganization in others, being hindered from achieving results, or being unable to control either the quality or direction of their environment. They are also stressed by operational ‘surprises’ that have not been analyzed or prepared for, as they will expect their team to have apprised them of all possibilities before committing to action.

Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you.

How would you respond to the new and challenging experiences a new manager might bring?

How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this?

3.7 To Provide a Challenge

Allow them to set ambitious plans and encourage them to delegate responsibility over time so others are empowered to help them reach their goals.

As a leader do you set targets that are at the edge of what your team believe is achievable? Do you encourage them to rise to the challenge?

How easy is it for you to take your hands off a project by delegating responsibility to your team to show that as their leader you have confidence in them and their ability? How do they respond to this? How do you celebrate their success or deal with their failure?

How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

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3.8 Working With Teammates

A high degree of reliability in performance so that goals can be met. Organized and focused on the tasks at hand, and available for collaboration to achieve goals.

How important is it to you to be surrounded by people who can perform at the highest level even when not in their comfort zone?

How would you handle a situation when one of your team members was not performing well and you couldn't rely on them?

Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

3.9 Leadership Style

Strategists lead by designing well thought out visionary plans and then creating the systems and processes for others to follow them. They fear losing control of situations and planning, not meeting goals, and having the solution to a problem without the ability to implement it. They also fear being forced into a disorganized environment or into a decision without thorough background information. Because of their highly methodical nature, they also fear 'surprises' and will research diligently before committing to a plan to ensure all possibilities have been accounted for.

Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?

Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues.

How well do you identify the more gifted and talented people around you? As their leader what role do you play in terms of investing into their talents?

3.10 Measure of Performance

Strategists enjoy achieving goals quickly, correctly, and efficiently. They like to be proven right, and they like to be in control.

Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals.

What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self-development improvement?

Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

3.11 Workplace Fears

They do not like not being able to make decisions and having the resources available to implement their visions, and generally they dislike a chaotic environment with unplanned changes.

How would you define maximum satisfaction for yourself in the workplace?

What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment?

Would improving your value to the business remove the potential for fear?

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3.12 What is Alienating

Having their time wasted on issues they feel are not relevant to them. Being given solutions based on gut instincts without research. Being persuaded to commit to solutions and plans that do not meet their goals and criteria.

What might be the risks to your career development by becoming withdrawn or isolated or emotionally dissociated from what you see as irrelevant or time wasting discussions?

Describe a time when you have settled for 'second best' through being persuaded to commit to solutions and plans that did not meet your goals and criteria. How did that make you feel? Would you have been able to change the outcome through more effective negotiation?

Describe a time when you compromised and the outcomes were successful? What did you learn from that experience?

3.13 Decision-Making Style

They are capable of making quick and confident decisions if the risks are minimized through superior planning and analysts and they are aware of the options.

Describe a time when your decision making skills failed. How did that make you feel?

Did other colleagues have the correct solution? If so, how did you handle this?

What did you learn from this incident?

3.14 Communication Approach

Strategists are typically direct communicators when they have had the opportunity to do a complete survey of the situation at hand and investigate the facts. They will not be that open to other people's ideas and may have a naturally high level of suspicion of what others are saying. Always give them time to analyze and never force them to make an immediate decision without providing all the options and back-up analysis.

Consider a time when you involved your team or colleagues in key decision making. Did this make you feel frustrated as they debated? Was their involvement in decision making helpful?

How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?

Have you considered designing a template for your staff to use when communicating with you, either through e-mails or face to face presentations? How do you think they would respond to this? Are there risks in simplifying their communication style in that they might leave out a crucial piece of information?

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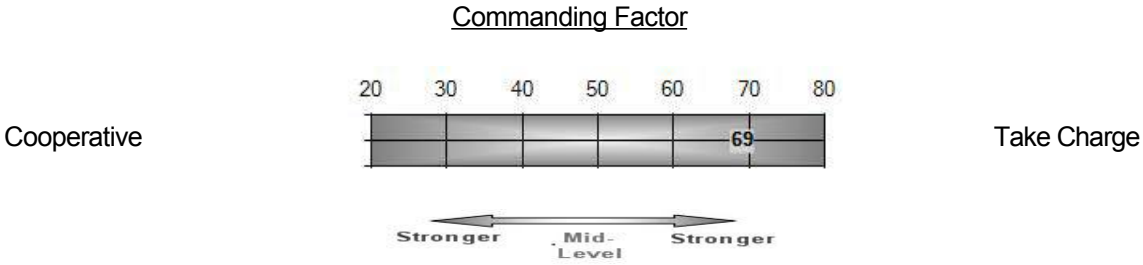
Section 4. Specific Coaching Insights on Your DNA Behavior

The strengths and struggles in the next section of the report relate to your Business DNA Natural Behavior Factor scores for the eight behavioral factors. This information gives more depth to the report and helps you focus on operating with greater alignment to your unique style.

There are many advantages of understanding your unique working style and how you operate in relationships with others. You will be more likely to realize your potential in some positions more than others simply because they are a better fit for your natural style and how you are able to relate to others.

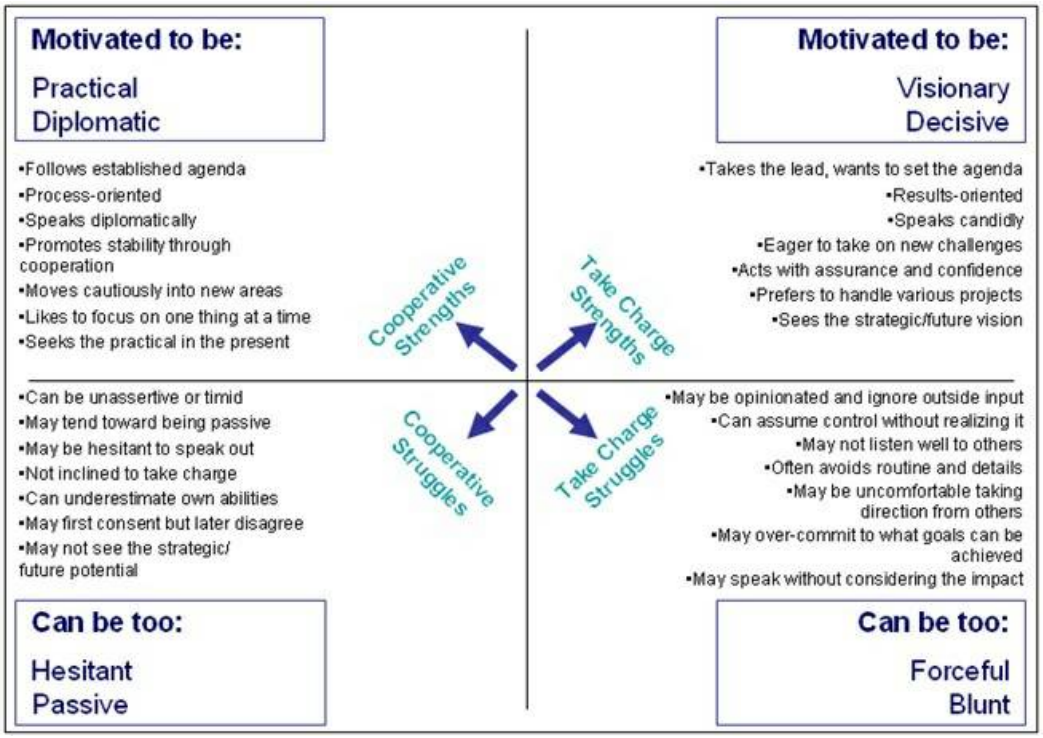
A goal should be to align your decision making and relationships with others as much as possible with your strengths and minimize exposure in the areas where you may struggle.
On the other hand, we all need to have a self-improvement program to understand our struggles. As an example, a person who tends to be impatient and not naturally a good listener can enhance relationships through a focused effort to become an active listener. Also keep in mind that strengths overdone usually lead to problems.

4.1 Commanding Traits



Chris, your score in the TAKE CHARGE range indicates a person who is naturally a big picture thinker and is prepared to set the goals and priorities. They are more comfortable being in charge and providing the instructions so that they can be sure to influence the obtaining of results. When needed they will be very direct in their communication and at times confrontational. You will always know their view on how things should be done.

Those people with a take charge nature will naturally seem commanding to others, and even at times threatening. Due to their strong desire to make decisions, they can have clashes with other people over roles and responsibilities. They can be too assertive with people which coupled with the propensity to not properly listen can get them going down wrong paths and also others not wanting g to follow. Also, they will under estimate the work needed to achieve goals and can overlook details by going too fast.



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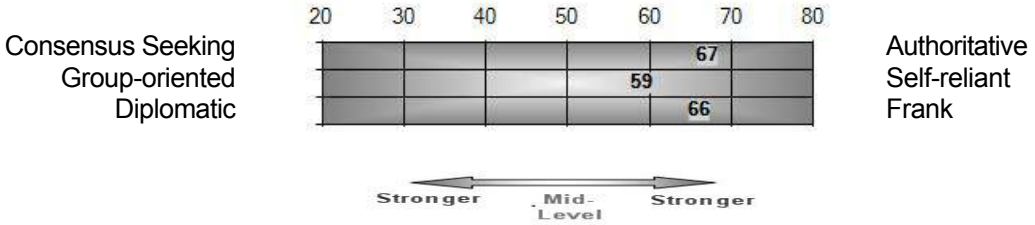
4.1 Commanding Traits (Continued)

Commanding Sub-Factors



Sub-Factor Strengths and Struggles

	Consensus Seeking	Authoritative
Strengths	Relaxed, enjoys supporting the established agenda, prefers supporting others rather than directing them, loyal	Self-assured, takes charge, forceful, influencing, visionary, sets agenda and goals
Struggles	Underestimates self, can be intimidated by people and situations, too submissive	Too forceful, discounts opinions of others, or alienates others , insistent, intimidating
	Group-Orientated	**Self-reliant**
Strengths	Consensus builder, prefers to operate with others, team builder, partnering	Self-willed, confident in own abilities, prefers to operate alone
Struggles	Hesitant in making decisions and needs a lot of direction before taking action	Forgets others, uncomfortable taking direction from others, lacks accountability
	Diplomatic	**Frank**
Strengths	Tactful when dealing with others, will think carefully before speaking	Direct, frank, clear communicator
Struggles	Too indirect, may withhold true opinions or information, agree and then regret it	Harsh, not diplomatic, does not think before talking, hurtful

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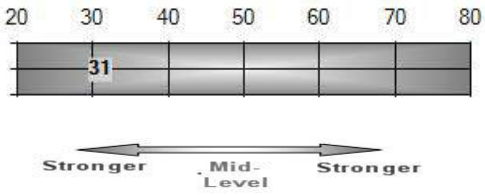
4.2 People Traits

People Factor

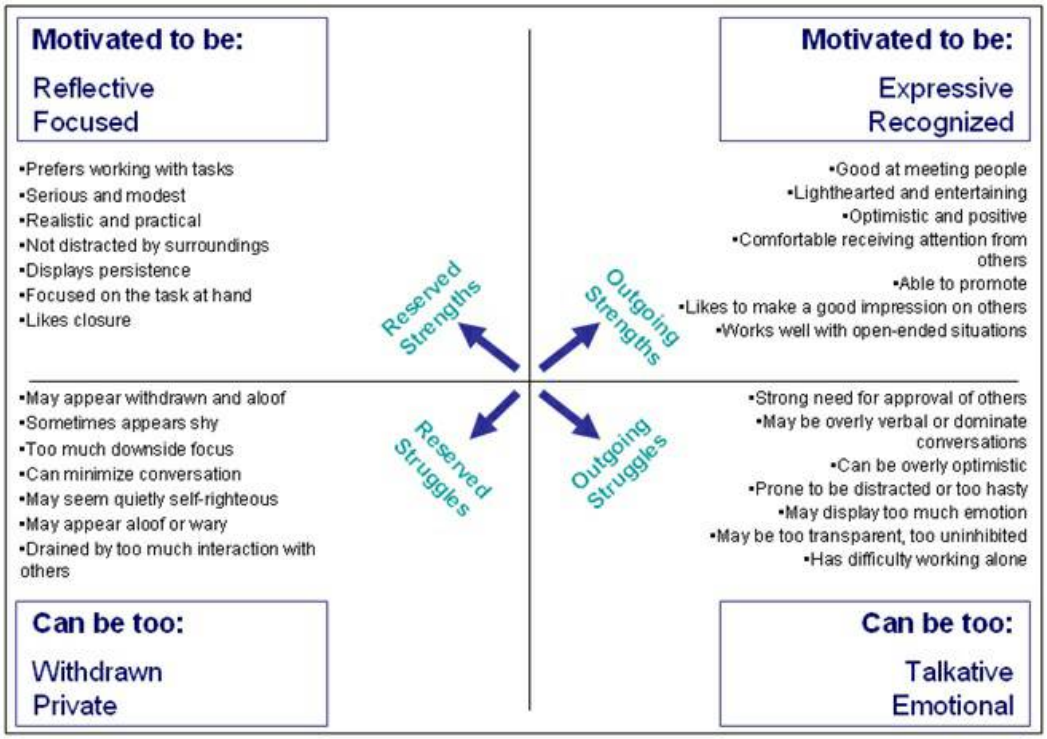
Reserved



Outgoing

Chris, this score in the RESERVED range is typical of people who tend to be more reflective in nature and enjoy spending some time alone. They usually prefer interacting in smaller groups than participating in large group environments or where they are forced to meet a lot of new people at one time. With their propensity to have thinking time, they will work through issues carefully and not act out of emotion. They will also want to keep focused on tasks and be guarded about sharing information.

The area of struggle for people in the Reserved range is that they can be too serious in their desire to think through matters. Some will see this as them being aloof and not approachable. They will not enjoy making small talk with people and therefore can appear unfriendly. Also, they can take their need for personal privacy too far when a discussion or disclosure is needed.



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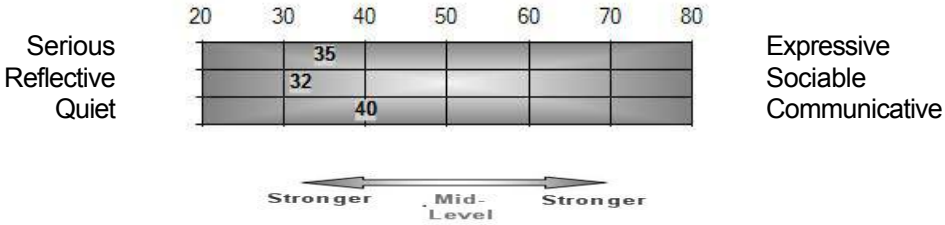
4.2. People Traits (Continued)

People Sub-Factors



Sub-Factor Strengths and Struggles

	Serious	Expressive
Strengths	Earnest, relies more on logic than emotions, will not gloss over potential problems, considered	Good promoter, emotional, fun-loving, playful, vigorous, up-side focus, upbeat
Struggles	Pessimistic, can be seen as too serious, pessimistic and unenthusiastic	Too optimistic, makes hasty decisions
	Reflective	**Sociable**
Strengths	Focused, comfortable operating alone, will prefer to focus on task than social interaction, private	Outgoing, entertaining, extroverted, sociable, energized by people, networking
Struggles	Aloof, may be uncomfortable in large groups, perceived as unfriendly, cold or stand-offish	Lacks focus, being time sensitive, keeping discussions focused
	Quiet	**Communicative**
Strengths	Succinct in expressing thoughts and ideas	Talkative, open, loud, motivating, persuasive
Struggles	Not interactive, may be stressed making small talk with strangers or addressing a group	Dominate conversations, not sensitive to needs or ideas of others, poor listening

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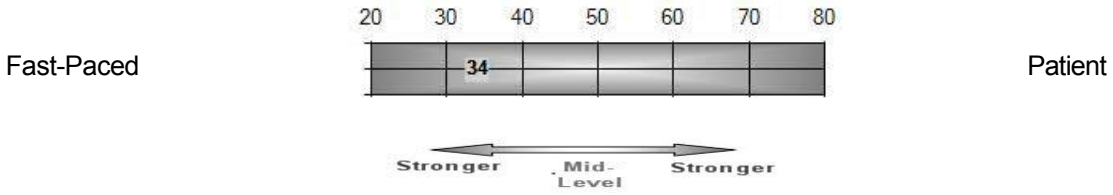
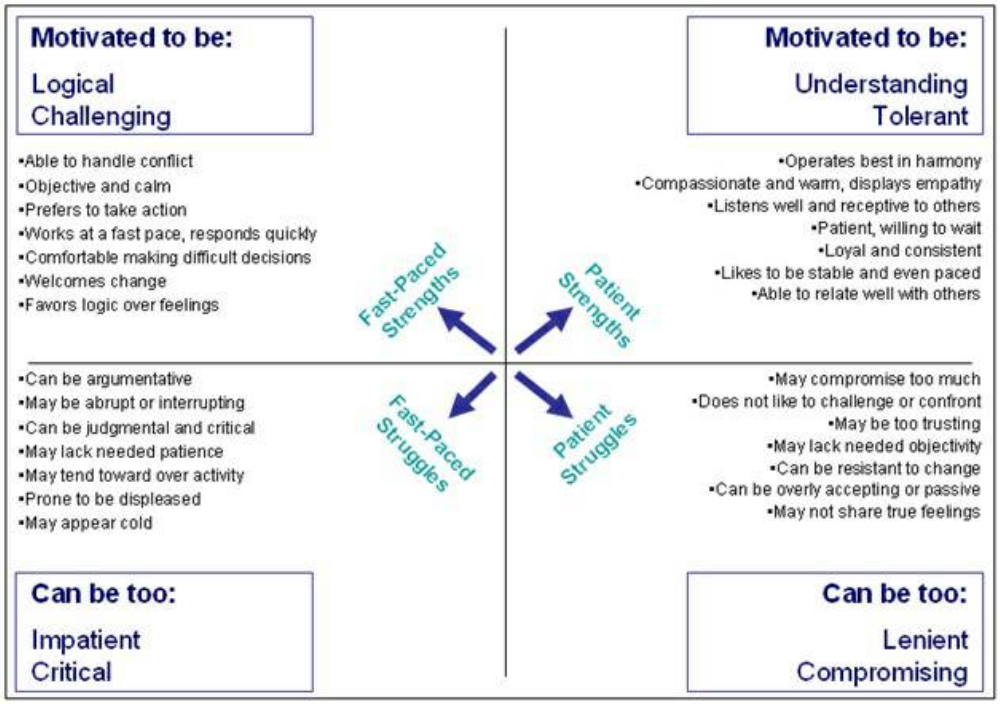
4.3. Patience Traits

Patience Factor



Chris, your score in the FAST-PACED range indicates a person who tends to be high energy preferring a lot of action and constant activity. They can be very quick to make decisions in response to changing events and situations. In this way, fast-paced people can be quite dynamic. When needed, they will be quick to take on challenges and deal directly with confrontational situations.

The struggle associated with scores in this range is a tendency to make decisions too quickly. They can drive for the quickest bottom line result but not consider the collateral costs of doing so that can from being impatient. Also, they can be too rational in dealing with people situations when more sensitivity and tolerance is required.



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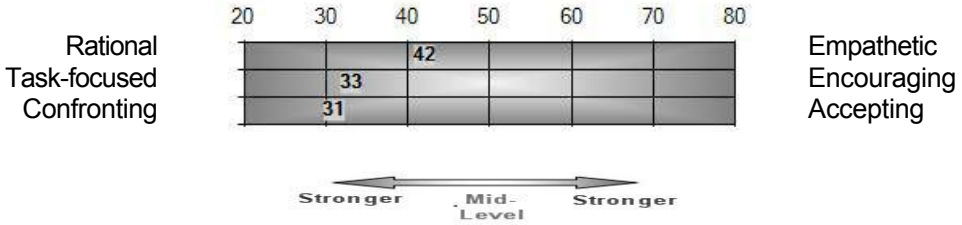
4.3 Patience Traits (Continued)

Patience Sub-Factors



Sub-Factor Strengths and Struggles

	Rational	Empathetic
Strengths	Solution oriented, able to make difficult decisions and hold people accountable	Empathetic, shows warmth, caring, merciful, good listener
Struggles	Insensitive to the needs of others, too focused on rationally solving problems	Too trusting, taken advantage of, not objective in face of problems
	Task-focused	**Encouraging**
Strengths	Results focus, strong goal orientation and completing task on hand	Supportive, gets behind others, good listener, gracious, helps out, easy going
Struggles	Too logical, has to work at listening and showing compassion for others	May over commit, cannot say no, fears upsetting people
	Confronting	**Accepting**
Strengths	Decision-maker, able to deal with confrontation, handle difficult situations and make tough decisions	Patient, can accept mistakes, agreeable, harmonious, accepting, relaxed
Struggles	Overly critical or seem unwilling to accommodate needs of others, gets frustrated	Stressed by conflict, avoids confrontation or risk

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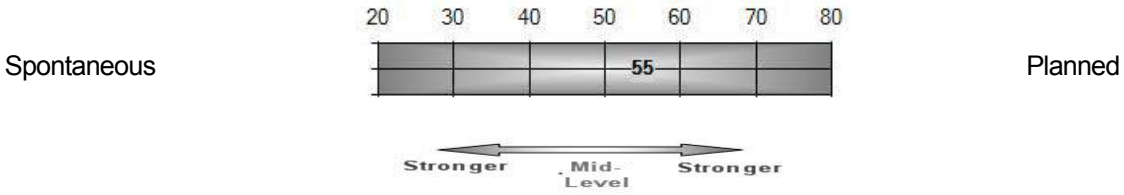
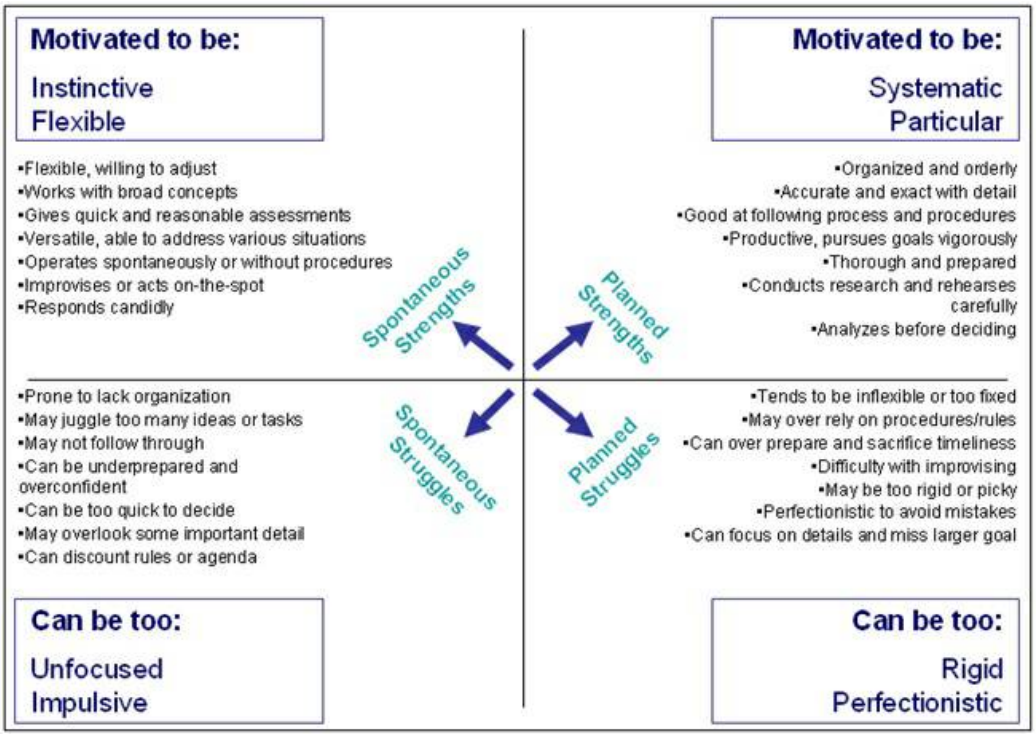
4.4 Structure Traits

Structure Factor



Chris, your score in the PLANNED range indicates a natural desire for structure and not to be left out of control with disorganized situations and information flows. You will see that planning and organization are the secrets to getting many things done even though others will see you as going slower for a while. You will also ensure high quality standards are maintained with a high degree of accuracy and that procedures are followed. Doing routine work will not be a problem if it is helping achieve results.

Individuals who are highly planned are usually very conscientious and calculated in the activities they undertake and the decisions they make. At times their inflexibility and picky nature can get in the way of allowing things to flow. "Paralysis by analysis" is a true statement and needs to be monitored.



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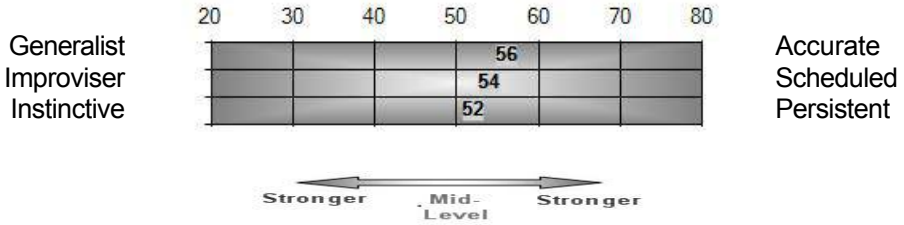
4.4 Structure Traits (Continued)

Structure Sub-Factors



Sub-Factor Strengths and Struggles

	Generalist	Accurate
Strengths	High level, can make broad assessments and give estimates quickly	Detailed, exact, factual, thorough
Struggles	Vague, may overlook important facts to reach a quick conclusion, or miss important details	Picky, sacrifice deadlines, too fixed, perfectionist
	Improviser	**Scheduled**
Strengths	Adaptable, responds 'on the spot' without planning or preparation, can improvise when necessary	Organized, being on time, scheduled, prepared, observes rules
Struggles	Lacks focus or structure, jumps from one idea to another, may be unprepared, impulsive	Inflexible with time, too structured, resists change, fails to improvise
	Instinctive	**Persistent**
Strengths	Intuitive, reacts quickly, not overly reliant on reasoning, perceptive	Process oriented, follows steps, policies and rules, formal, consistent approach, systematic approach
Struggles	Impulsive, may ignore rules, not methodical in approach, too informal, ad hoc, chaotic	Too task oriented, over relies on procedures, structures and rules

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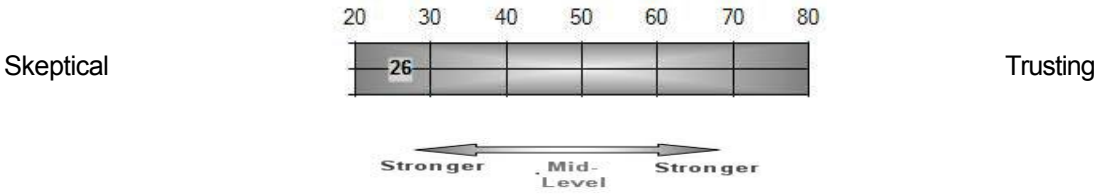
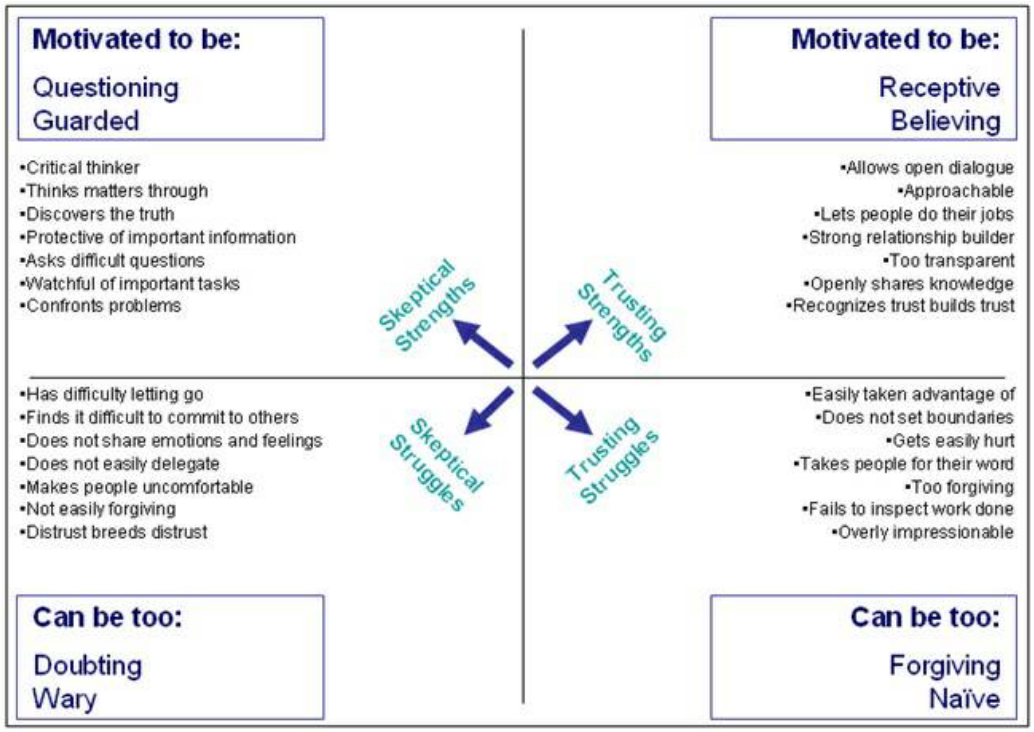
4.5. Trust Traits

Trust Factors



Chris, your score in the SKEPTICAL range indicates a preference for managing outcomes, critical thinking, and not accepting what people say at face value. You would rather show restraint before responding and take time to think things through. A key strength for individuals with a score in this range is the ability to probe the truth in situations and consider all of the angles and hold decision-making back until there is more certainty of what the right course of action is. You will be generally comfortable in situations where there is conflict required and difficult questions need to be asked.

What you will need to realize is that there are struggles from being too skeptical. Generally, people who have lower levels of natural trust can get in the way of their own success by over-analyzing situations, being suspicious to the point of creating barriers, not sharing with others and, overall, being too overbearing. Also, as a leader, operating at the highest levels of integrity is of utmost importance. A person who is not as trusting and not anchored with the right values may not always demonstrate the highest levels of integrity.



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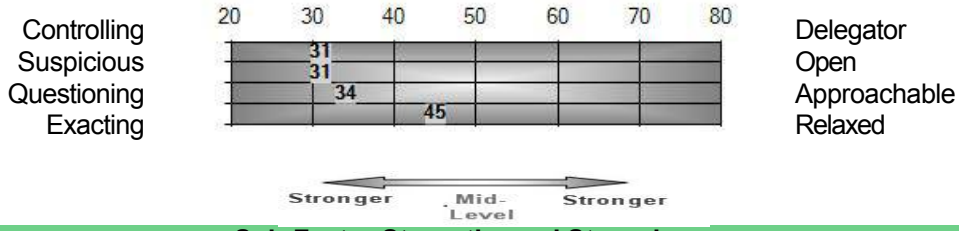
4.5. Trust Traits (Continued)

Trust Sub-Factors



Sub-Factor Strengths and Struggles

	Controlling	Delegator
Strengths	Manages outcomes, sets boundaries, governs operations	Transfers responsibilities to others, empowers others to make decisions
Struggles	Overbearing, does not provide freedom to others, too restrictive, can be manipulative	Not sufficiently involved to properly manage tasks, loses sight of key information
	Suspicious	**Open**
Strengths	Thinks before responding, considers all angles	Transparent, shares knowledge and information
Struggles	Too guarded, not willing to share feelings or knowledge with others	Overly impressionable, may inappropriately share sensitive information
	Questioning	**Approachable**
Strengths	Curious, ability to probe with questions	Friendly, agreeable, understanding, makes people feel comfortable
Struggles	Challenging, makes people feel uncomfortable, potentially too critical	Naïve at times, easily taken advantage of, does not set boundaries for others
	Exacting	**Relaxed**
Strengths	Holds back, moderate, careful, checks things out	Unlocks people, does not micro manage
Struggles	Over analyzes situations, creates barriers, slows decisions down, resist ideas	Too casual, does not enforce high standards

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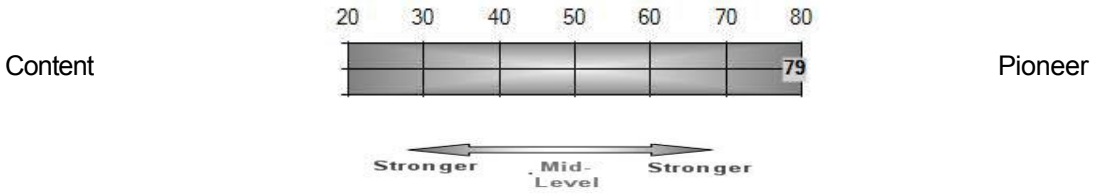
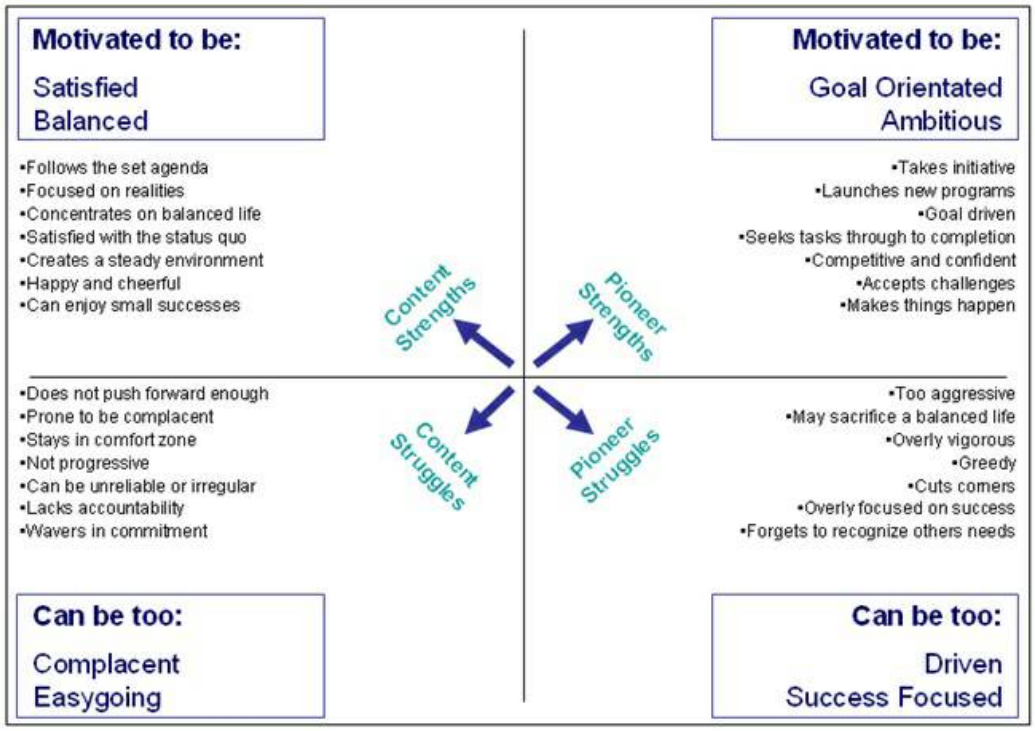
4.6. Pioneering Traits

Pioneering Factor



Chris, your score in the PIONEERING range is indicative of a person who is highly driven and goal oriented. You are probably comfortable in undertaking activities that entail launching new programs and then ensuring that they are seen through to completion. This type of pioneering spirit typically allows for confidently moving ahead into new opportunities with little hesitation, particularly if combined with a strong score in the Risk factor. A key strength for individuals with a score in this range is a high level of initiative, competitiveness, determination and a strong desire for achievement. This type of person sets lofty goals and then drives themself to succeed. With high ambition and a very competitive spirit, there is a natural tendency to press for results that can be seen and measured. You will likely expect success in opportunities undertaken. If you have a higher score in the Determined sub-factor then your chance of success will be increased due to the tendency for follow through and persistence.

The struggles that often accompany a PIONEERING score are generally a result of overdoing the strengths associated with this factor. There may be a tendency to become overly goal-focused, competitive, and step over or manipulate others in order to "win" or achieve a goal. With a strong natural confidence level in their ability to succeed, there is a tendency for these people to think they are right on everything. A key to balance for individuals with a score in this range is having advisors who will disagree and give the other side of issues. Finally, balancing natural aggression with a measure of being satisfied with what you already have, and remembering to take time out to enjoy other areas of your life will help keep the right perspective.



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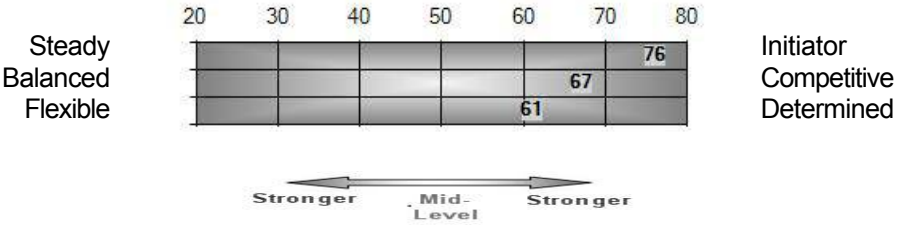
4.6. Pioneering Traits (Continued)

Pioneering Sub-Factors



Sub-Factor Strengths and Struggles

	Steady	Initiator
Strengths	Careful, tends to avoid risks, able to see the pitfalls in an idea or course of action	Sets goals, enjoys new challenges, energetic, triggers action, progressive
Struggles	Inactive, does not take action unless instructed, works passively	Too aggressive, forceful, attacking, impetuous
	Balanced	**Competitive**
Strengths	Satisfied, typically takes pride in being consistent, balanced life focus, cheerful	Success-driven, opportunistic, motivated, ambitious, driven
Struggles	Avoids challenging goals, undervalues talents, can be complacent, not driven	Overly goal focused, sacrifice a balanced life for success, too vigorous
	Flexible	**Determined**
Strengths	Changeful, willing to adjust for the situation, can handle unpredictable events, goes with the flow	Follow through, productive, pursues goals, single-minded, persistent, committed to plans
Struggles	Inconsistent approach, can lack full commitment to reaching goals and waiver in accomplishing desired results, easily becomes restless	Too focused, inflexible, neglects health, family and needs of others, does not change a plan when needed

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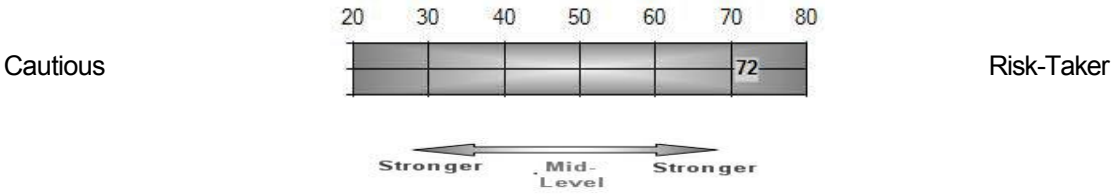
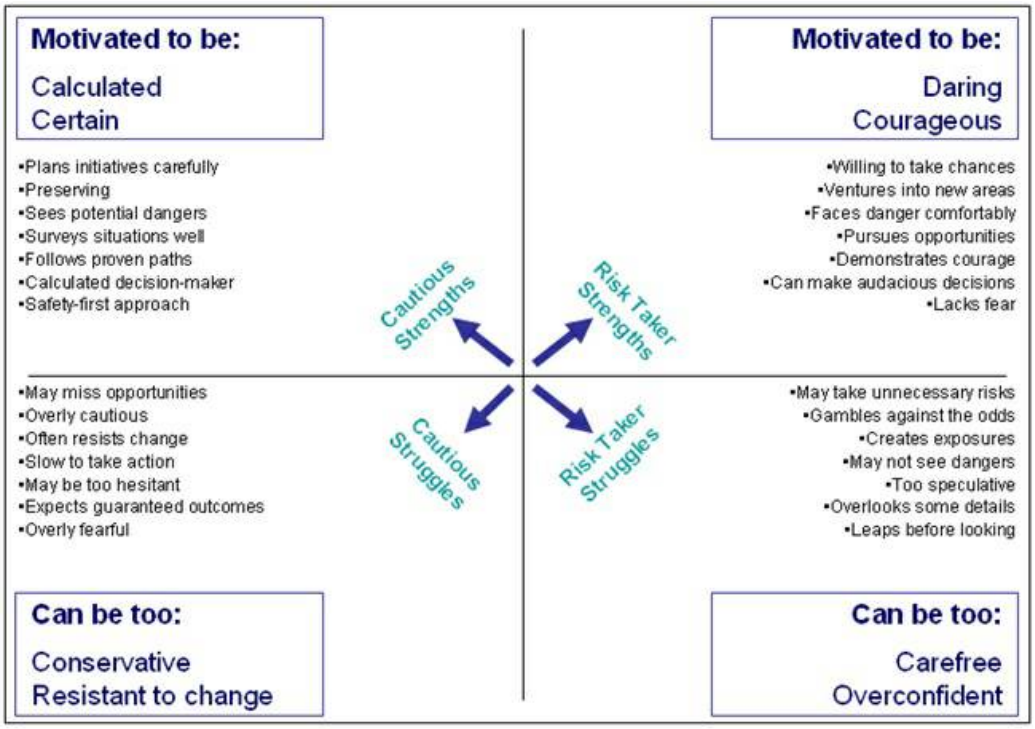
4.7 Risk Traits

Risk Factor



Chris, your score in the RISK-TAKER range is indicative of a person who is willing to take chances in making business decisions. Further, you will be able to emotionally handle the consequences of some failure which happens as a result. This type of opportunistic spirit typically allows for moving ahead into new opportunities with little hesitation, particularly if combined with a strong score in the Pioneering and Spontaneous range. A key strength shared by those with a score in this range is a high level of boldness and an ability to face danger comfortably. Very often with people with a score in this range are capable of making audacious decisions and seeing them through without fear.

The struggles that often accompany a high RISK score are generally a result of overdoing the strengths associated with this factor. There may be a tendency to gamble against the odds and be too speculative. Further, with a naturally impulsive nature you may not always stop and think about the risks and hence potentially not see the dangers. A key to balance for individuals with a score in this range is having advisors who are able to see and manage risk, and help keep your perspective on what is acceptable for the potential return you will make. Finally, balancing natural boldness with a measure of caution and more initial analysis can enhance effectiveness.



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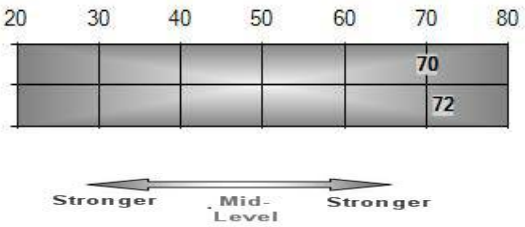
4.7 Risk Traits (Continued)

Risk Sub-Factors

Careful
Stable



Bold
Risk Tolerant

Sub-Factor Strengths and Struggles

	Careful	Bold
Strengths	Careful, tends to avoid taking chances, able to see the pitfalls in an idea or course of action	Courageous, daring, optimistic, venturesome, takes chances, initiate bold action
Struggles	May resist change, and miss out on opportunities by being overly cautious	Takes unnecessary risks, sometimes does not see dangers
	Stable	**Risk Tolerant**
Strengths	Needs certainty, desire for stability, safety first	Resilient, rationalizes losses, accepts consequences of losses, moves on quickly, confident with decisions
Struggles	Expects guarantees, regrets decisions afterwards, emotional with losses	Too care free, does not sufficiently recognize the consequences of bad decisions

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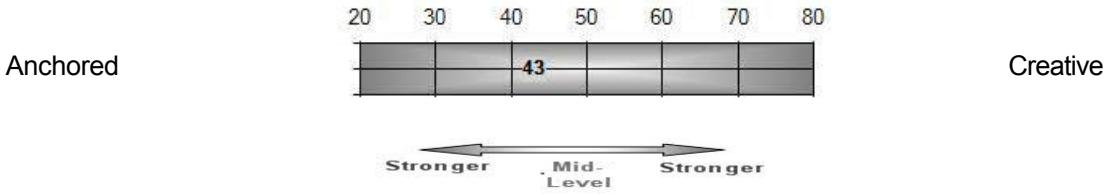
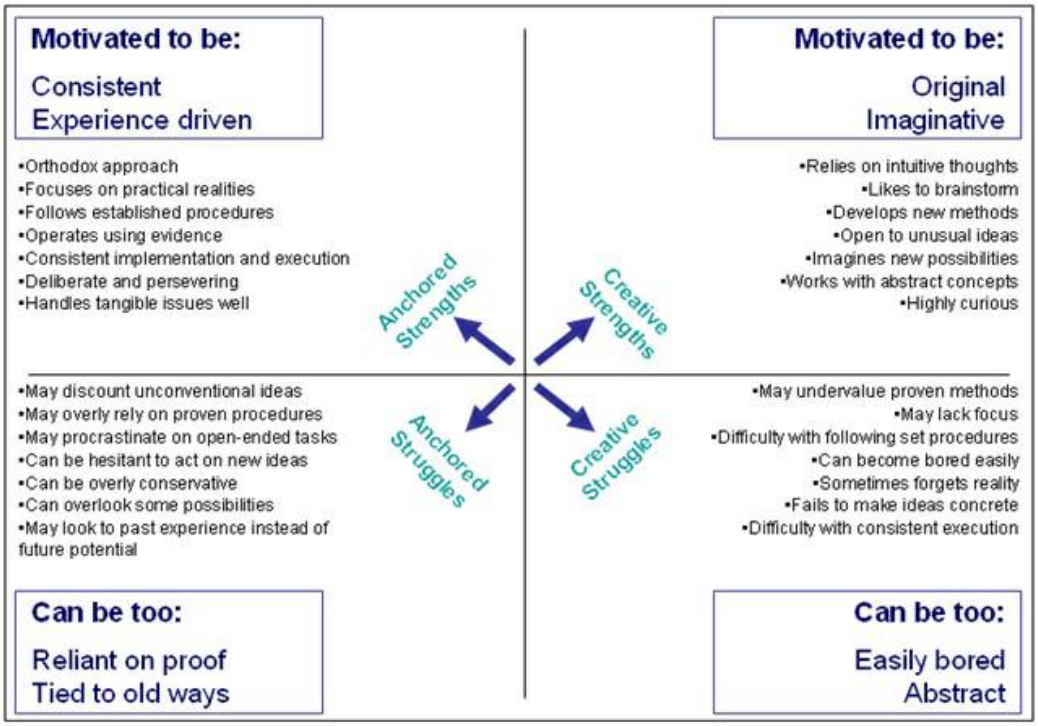
4.8. Creativity Traits

Creativity Factor



Chris, your score in the ANCHORED range indicates a person who prefers a very logical approach with all of the steps clearly laid out. Consistent execution is key for them and to know things have been done before by others so that there is a reliability factor. You will be experienced as an implementer of tangible ideas.

Typically, people who are Anchored will have the struggle of being over reliant on their past experiences and existing procedures. This can mean they are resistant to positive changes which are designed to be more efficient and effective. Therefore, there can be an unnecessary blocking of innovation particularly if it seems unconventional.



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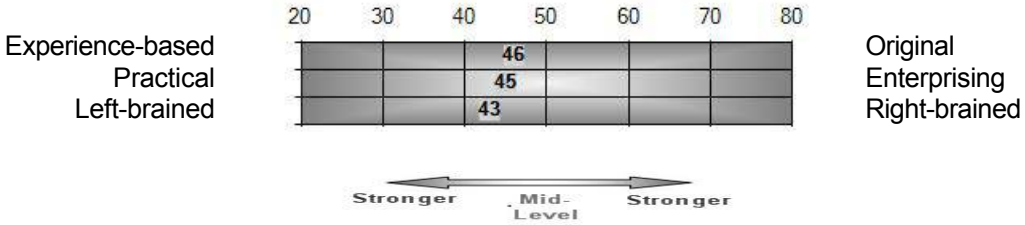
4.8. Creativity Traits (Continued)

Creativity Sub-Factors



Sub-Factor Strengths and Struggles

	Experience-based	Original
Strengths	Experience driven, likes to deal with concrete issues and routine problems, based on past experience	Innovative, imaginative, original, artistic, new ideas driven
Struggles	Fixed, may rely too much on past experience and proven strategies	Easily bored, finds it difficult to operate within a set of rules
	Practical	**Enterprising**
Strengths	Implements existing solutions, good at following routines and dealing with tangible issues	Resourceful, comprehends theoretical ideas, solution driven, inventive, abstract concepts
Struggles	Lacks initiative, may undervalue personal abilities and hesitate to act on good ideas	Undervalues proven methods, impatient with those who do not catch on fast
	Left-brained	**Right-brained**
Strengths	Responds to written instructions, logical, planned, learn by lecture, discussion, reasoning, rationalization, talk	Learns by stories, diagrams, illustrations, demonstrations, gestures, feelings, quick minded
Struggles	Gatekeepers, tends to resist unproven new ideas, skeptical of anything new, tends to see the flaws in everything	Does not follow logical steps, too trusting, fantasy based

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Section 5: Performance Coaching Conversation Agenda

Based on your unique DNA Behavioral style, consider your responses to the following powerful questions in a conversation with your coach or other advisors.

5.1 Natural Behavior Discovery Connection Questions

1. How do you feel about your Natural Behavior Discovery report?
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?

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Section 5: Performance Coaching Conversation Agenda (Continued)

Based on your unique DNA Behavioral style, consider your responses to the following powerful questions in a conversation with your coach or other advisors.

5.2 Life and Work Motivations Questions

1. Do you long for new opportunities or initiatives to be involved in? How does this impact your current role? Describe what kinds of opportunities excite you? Why?
2. Others might well describe you as competitive and confident, well able to drive results and accept new challenges. Are you comfortable to support another person's goals that may be different to yours? In your current role what opportunities are there for you to use initiative? Describe them. If not there, how does this impact your daily work?
3. When spending time with colleagues and management do you initiate the conversations? Do you quickly become restless when conversations don't excite you? How do you manage these times and how important is this aspect to your current career path?
4. Describe to me an occasion when a colleague or competitor was so innovative that you found your competitive nature rising up? Why, when working as a member of a team is it important to keep such emotions and feelings in check?
5. In your current role what place does it have in advancing your career? Have you a clear plan for your future? Give me 3 examples of activity in your current role that will impact the decisions you are able to make about your career path.
6. Consider your current role; would others say you ask difficult questions? Would they say you keep information to yourself? How would you respond to this statement and what would be your own description of your more guarded approach to working with colleagues?
7. What steps do you think are important to take to build a healthy communication exchange between colleagues. How could you ensure this exchange was built on mutual trust and not on doubt and uncertainty? How could getting this right at the outset improve your chances of performing effectively in your current role? or could it? Discuss.
8. Others may see you as a thoughtful, questioning thinker, someone who approaches challenges and decision making fearlessly. How do you respond to this assessment? Why might some people feel uncomfortable and sense you don't trust them? In a team environment why is it important to understand the impact of ones communication and behavioral style on others?
9. When unconvinced by any form of information you are presented with, do you become more controlling in terms of outcome? Do you find yourself questioning the information to extremes? What kind of work environment would put you most at ease and why?
10. It could be argued that asking colleagues difficult questions is a key part of any workplace environment and colleague relationship. Consider this, do you question from a place of not wanting to let go, not feeling comfortable delegating tasks to others or perhaps because you need to have sufficient information and complete analysis before being able to let down your guard?

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Section 5: Performance Coaching Conversation Agenda (Continued)

Based on your unique DNA Behavioral style, consider your responses to the following powerful questions in a conversation with your coach or other advisors.

5.3 Meeting Wrap Up Questions

1. If I was to be your Coach how could I best help you?
2. How will you measure the relationship?
3. How do you wish to be communicated with?
4. Where do you want to be versus where you are?
5. What is the ideal pattern of your decision-making?
6. What will the accountability process be?

Section 6. Disclaimer

The purpose of this instrument is educational. It is designed to help people identify their natural behavioral strengths. This Business DNA Natural Behavior Report should not be used to identify, diagnose, or treat psychological, mental health, and/or medical problems. Additionally, if this report is 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 this aid to self-discovery. By using the Business DNA Natural Behavior Report, you expressly waive and relinquish any and all claims of any nature against DNA Behavior International, any affiliated companies, and/or their employees arising out of or in connection with the use of this survey. In addition, the use of this report is subject to the Terms and Conditions at www.businessdna.com.

Section 7. Next Steps

Further Education

We have a number of education and facilitation programs available to enhance your understanding of what the reports mean and how to use them in your business. Please contact us at support@dnabehavior.com for more information and access to the following programs:

- Executive Performance Coaching
- Leadership Performance
- Business Succession
- Business Risk Management
- Team Performance
- Hiring and Talent Management
- Sales and Client Service Performance
- Business Planning

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