

Business DNA[®]

Natural Behavior Discovery

**DNA Team Performance Report for:
Coddington Team**

Providing key insights into how you can
navigate the human differences in your team
for building a sound working relationship together.

Unique DNA Natural Behavior Styles in Your Team

The DNA Team Performance Report provides key insights into how your team can navigate the human differences building a sound working relationship together. The report reflects the different natural behavior styles of the team members. Natural behavior will generally remain consistent over time as it is the core of who your team members are. However, the report does not reflect how your team members may from time to time modify their behavior in certain situations based on experiences, education and values.

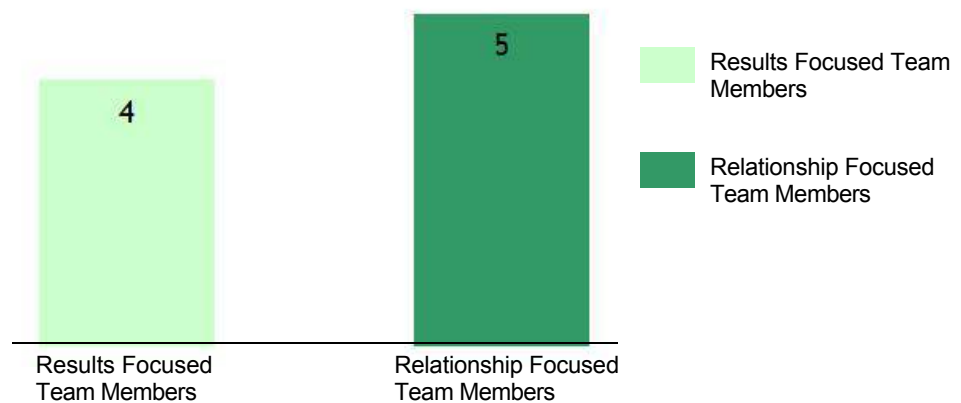
The DNA Natural Behavior Style and two strongest behavioral factors for each member of the team are shown in the table below.

Team Member	DNA Natural Behavior Style	Strongest Behavioral Factor 1	Strongest Behavioral Factor 2
Alan Eckhardt	Community Builder	Anchored	Planned
Bobbie Jones	Influencer	Outgoing	Fast-Paced
Carol Benjamin	Relationship Builder	Spontaneous	Creative
Chris Coddington	Strategist	Pioneer	Skeptical
Doug Roberts	Engager	Spontaneous	Outgoing
John Smith	Stylish Thinker	Cautious	Cooperative
Matt Woods	Strategist	Reserved	Risk-Taker
Melanie Hilton	Facilitator	Spontaneous	Creative
Tom Smart	Reflective Thinker	Planned	Cooperative

2. Summary of the Team's Natural Behavior for Building Relationships and Getting Results

Results Focused vs. Relationship Focused

The following graph shows the number and percentage of individuals in the team that are Results Focused and Relationship Focused. Overall, this will indicate the team's natural tendency towards building relationships and motivations to getting results. A Results Focused team will be more task oriented, while a Relationship Focused team will be more human engagement oriented.



Results vs Relationship Focused Summary

Results Focused

Chris Coddington
Bobbie Jones
Matt Woods
Tom Smart

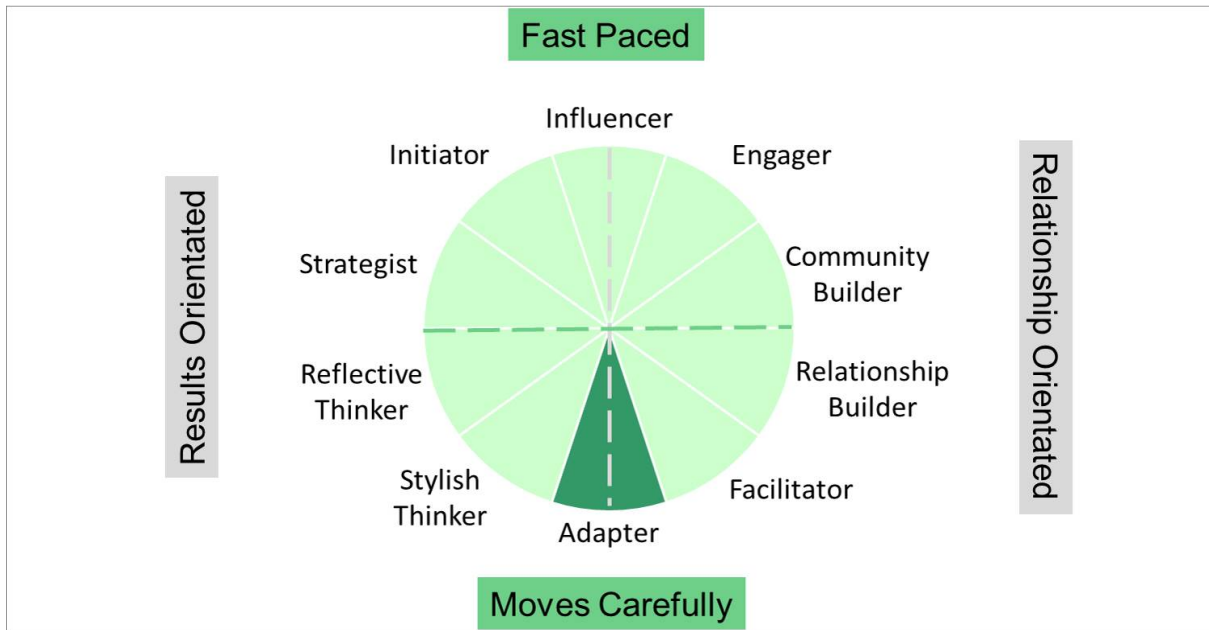
Relationship Focused

Alan Eckhardt
Carol Benjamin
Doug Roberts
John Smith
Melanie Hilton

Total Number of Team Members:	9
Results Focused Team Members	4
Relationship Focused Team Members	5

Summary of DNA Natural Behavior - The 10 Unique Styles

The graph below shows the 10 DNA Natural Behavior Styles in relation to one another. Based on the scores of the team members, the blended DNA Natural Behavior Style for the team is highlighted below. This graph will help you to see the natural behavior similarities and differences in your team more clearly.



	Facilitator	Reflective Thinker	Influencer	Initiator	Community Builder	Engager	Strategist	Stylish Thinker	Relationship Builder	Adapter
Chris Coddington - Strategist	More	Some	Some	Minimal	More	More	Minimal	Some	More	More
Alan Eckhardt - Community Builder	Minimal	Some	More	More	Minimal	Minimal	More	Some	Minimal	Minimal
Bobbie Jones - Influencer	More	More	Minimal	Minimal	More	Some	Some	More	More	More
Carol Benjamin - Relationship Builder	Minimal	Some	More	More	Minimal	Some	More	More	Minimal	Minimal
Doug Roberts - Engager	Some	More	Some	Some	Minimal	Minimal	More	Some	More	Some
John Smith - Stylish Thinker	More	Some	More	More	Some	Some	Minimal	Minimal	More	Some
Melanie Hilton - Facilitator	Minimal	Some	More	More	Minimal	Some	More	More	Minimal	Minimal
Matt Woods - Strategist	More	Some	Some	Minimal	More	More	Minimal	Some	More	More
Tom Smart - Reflective Thinker	Some	Minimal	More	More	Some	More	Some	Some	Some	Some

Minimal modification required
 Some modification required
 More modification required

Your Team's Overall Work Life Behavioral Attitudes

Your team's overall natural motivations, desires and approach to Work Life are reflective of the two strongest behavioral factors calculated by averaging each individual team member's factor scores. The primary Work Life Attitudes for the team are summarized in the table below.

	Team Work Life Attitude 1	Team Work Life Attitude 2
	Pioneer Factor	Cooperative Factor
Work Life Philosophy	Goal driven	Focuses on the practical
Workplace Approach	Being progressive	Conforming
Financial Attitude	Achievement driven	Cautious
Goal Setting Approach	Ambitious	Encourage input
Activity Passion	Accepting challenges	Teamwork
Values	Taking action	Fitting in
Workplace Motivation	Having high impact	Group rewards
Strength	Takes initiative	Diplomatic
Blind-spot	Too focused	Too hesitant
Communication	Provide big picture	Draw out

Your Team's Overall Workplace Insights

Based on the average of the behavioral factors of all team members, the team's overall workplace insights are shown below. These insights are ordered showing those that are likely to be more intensively displayed first, and the more moderate insights displayed last. Some of these areas will be positive areas to be utilized in increasing productivity of the team, others could be "blind-spots" without awareness.

Workplace Insights	L/M/H	Pop %
Desire to Make Decisions	Medium	66 %
Patiently Builds long-term Relationships	Medium	50 %
Focus on Bottom Line Results	Medium	50 %
Sets Goals for Ambitious Plans	Medium	69 %
Pursues Goals to Stay Focused on the Plan	Medium	69 %
Prepared to Focus on and Support Innovation	Medium	54 %
Need for Information, Research and Analysis	Medium	46 %
Ease to Communicate Directly and Candidly	Medium	66 %
Confronts Directly and Candidly	Medium	66 %
Ability to Empathetically Listen	Medium	46 %
Quickly Makes Decisions With Confidence	Medium	50 %
Independently Makes Decisions	Medium	38 %

Team Member Behavioral Factor Analysis

Shown below are individual scores for each behavioral factor in a range of 20 (left side) to 80 (right side).

To the extent your team members have strong behavioral factors over 60 and under 40, there is a higher chance the behavioral insights in this report will be more intensively displayed when they are making life and business decisions. Scores closer to 50 indicate a more moderate style that is typically more flexible in that behavioral factor.

Factor scores for each column have been sorted low to high based on strength.

Core Work Life Drivers

The following 5 factors representing the Core Work Life Drivers provide specific insights into a team member's natural talents, strengths and struggles. Overall, these factors will indicate their natural desire to build relationships and also their motivations to getting results. If team members have scores which are high on Take Charge, Fast-Paced, Planned and Skeptical they will be more results and tasks focused. If team members have scores which are high on Cooperative, Outgoing, Patient and Trusting they will be more relationship focused.

Factor 1: Commanding

20	Cooperative (Practical)	Mid-Range	Take Charge (Visionary)	80
	(38) Carol Benjamin	(49) Melanie Hilton	(69) Chris Coddington	
	(40) Tom Smart	(51) Doug Roberts		
	(41) John Smith	(53) Bobbie Jones		
	(43) Alan Eckhardt	(55) Matt Woods		

Factor 2: People

20	Reserved (Focused)	Mid-Range	Outgoing (Expressive)	80
	(31) Chris Coddington	(45) Carol Benjamin	(59) John Smith	
	(41) Matt Woods	(53) Melanie Hilton	(63) Bobbie Jones	
	(43) Tom Smart	(55) Alan Eckhardt	(64) Doug Roberts	

Factor 3: Patience

20	Fast-Paced (Logical)	Mid-Range	Patient (Tolerant)	80
	(34) Chris Coddington	(47) Matt Woods	(59) Carol Benjamin	
	(42) Bobbie Jones	(48) Tom Smart		
		(51) Doug Roberts		
		(51) Melanie Hilton		
		(52) John Smith		
		(55) Alan Eckhardt		

Core Work Life Drivers (Continued)

Factor 4: Structure

20	Spontaneous (Instinctive)	Mid-Range	Planned (Systematic)	80
	(31) Doug Roberts (36) Carol Benjamin (37) Melanie Hilton	(48) Bobbie Jones (53) Matt Woods (55) Chris Coddington (55) John Smith	(58) Alan Eckhardt (67) Tom Smart	

Factor 5: Trust

20	Skeptical (Questioning)	Mid-Range	Trusting (Believing)	80
	(26) Chris Coddington	(47) Matt Woods (48) Melanie Hilton (49) Doug Roberts (50) Bobbie Jones (51) Carol Benjamin (55) Tom Smart	(56) Alan Eckhardt (56) John Smith	

Work Life Planning Drivers

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

Factor 6: Pioneering

20	Content (Balanced)	Mid-Range	Pioneer (Goal Oriented)	80
		(49) Doug Roberts (50) Carol Benjamin (50) John Smith (51) Bobbie Jones (51) Melanie Hilton (52) Alan Eckhardt (55) Matt Woods	(57) Tom Smart (79) Chris Coddington	

Factor 7: Risk

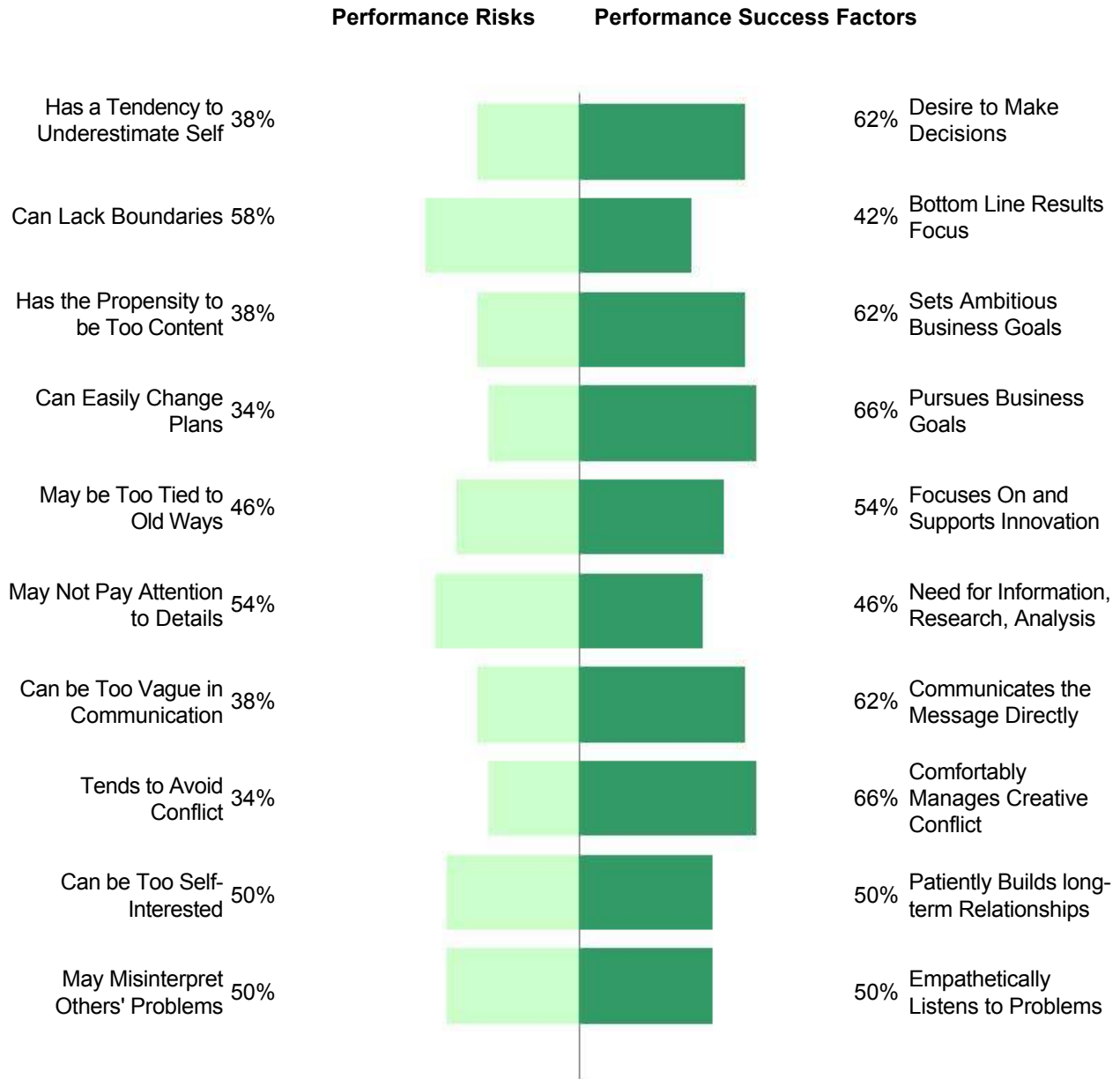
20	Cautious (Conservative)	Mid-Range	Risk Taker (Courageous)	80
	(38) John Smith (43) Alan Eckhardt	(45) Doug Roberts (46) Tom Smart (49) Carol Benjamin (49) Melanie Hilton (53) Bobbie Jones	(57) Matt Woods (72) Chris Coddington	

Factor 8: Creativity

20	Anchored (Consistent)	Mid-Range	Creative (Original)	80
	(39) Alan Eckhardt (43) Chris Coddington	(47) Matt Woods (49) John Smith (50) Bobbie Jones (54) Tom Smart	(56) Melanie Hilton (58) Doug Roberts (63) Carol Benjamin	

The Team's Overall Business Performance Risks and Success Factors

Based on the average of the natural behavioral factors of all team members, insights reflecting the team's overall approach for increasing business performance are shown below:



Build on the team's natural performance success factors and minimize its performance risks with wise advice and coaching.

- The Team's Overall Business Performance Success Factors Relative to the population
- The Team's Overall Business Performance Risks Relative to the population

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.

Additional Information

- If you would like to learn more about your workplace behavior and to get further coaching, please review your Workplace Operations and Coaching Reports.
- The Coaching Report will provide in-depth coaching information and questions to assist in the development of your workplace and leadership performance.
- For more information, please contact your DNA Behavior Consultant or Company Representative.

Next Steps

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 career and/or business. Please contact us at inquiries@dnabehavior.com for more information and access to the following programs:

- Executive Coaching
- Leadership Development
- Business Succession
- Business Risk Management
- Team Development
- Hiring
- Sales Coaching
- Business Planning

Factor 1: Commanding

	Cooperative / Take Charge	LMR	Consensus Seeking / Authoritative	LMR	Group Oriented / Self Reliant	LMR	Diplomatic / Frank	LMR
Alan Eckhardt	43	left	43	left	35	left	51	mid
Bobbie Jones	53	mid	58	right	45	mid	62	right
Carol Benjamin	38	left	49	mid	33	left	46	mid
Chris Coddington	69	right	67	right	59	right	66	right
Doug Roberts	51	mid	61	right	27	left	57	right
John Smith	41	left	43	left	40	left	46	mid
Matt Woods	55	mid	59	right	48	mid	62	right
Melanie Hilton	49	mid	54	mid	40	left	53	mid
Tom Smart	40	left	49	mid	31	left	51	mid
AVERAGE	49	mid	54	mid	40	left	55	mid

- Left
- Mid-Range
- Right

Left: Cooperative Behavior
Strengths: Motivated to be practical, diplomatic
Struggles: Can be too hesitant, passive
Performance Environment Key: Encourage input

Right: Take Charge Behavior
Strengths: Motivated to be visionary, decisive
Struggles: Can be too forceful, blunt
Performance Environment Key: Provide options

Factor 2: People

	Reserved / Outgoing	LMR	Serious / Expressive	LMR	Reflective / Sociable	LMR	Quiet / Communicative	LMR
Alan Eckhardt	55	mid	52	mid	52	mid	53	mid
Bobbie Jones	63	right	60	right	58	right	56	right
Carol Benjamin	45	mid	48	mid	41	left	48	mid
Chris Coddington	31	left	35	left	32	left	40	left
Doug Roberts	64	right	60	right	54	mid	40	left
John Smith	59	right	54	mid	54	mid	58	right
Matt Woods	41	left	40	left	43	left	60	right
Melanie Hilton	53	mid	50	mid	52	mid	42	left
Tom Smart	43	left	43	left	48	mid	69	right
AVERAGE	50	mid	49	mid	48	mid	52	mid

- Left
- Mid-Range
- Right

Left: Reserved Behavior
Strengths: Motivated to be reflective, focused
Struggles: Can be too withdrawn, private
Performance Environment Key: Allow reflection time

Right: Outgoing Behavior
Strengths: Motivated to be expressive, recognized
Struggles: Can be too talkative, emotional
Performance Environment Key: Tell me who is involved

Factor 3: Patience

	Fast-Paced / Patient	LMR	Rational / Empathetic	LMR	Task - Focused / Encouraging	LMR	Confronting / Accepting	LMR
Alan Eckhardt	55	mid	50	mid	57	right	57	right
Bobbie Jones	42	left	40	left	45	mid	40	left
Carol Benjamin	59	right	54	mid	58	right	55	mid
Chris Coddington	34	left	42	left	33	left	31	left
Doug Roberts	51	mid	50	mid	54	mid	50	mid
John Smith	52	mid	45	mid	50	mid	55	mid
Matt Woods	47	mid	45	mid	50	mid	50	mid
Melanie Hilton	51	mid	52	mid	52	mid	48	mid
Tom Smart	48	mid	48	mid	50	mid	45	mid
AVERAGE	49	mid	47	mid	50	mid	48	mid

- Left
- Mid-Range
- Right

Left: Fast-Paced Behavior
Strengths: Motivated to be logical, challenging
Struggles: Can be too impatient, critical
Performance Environment Key: Bottom line results, Speak/move at a quick pace

Right: Patient Behavior
Strengths: Motivated to be understanding, tolerant
Struggles: Can be too lenient, compromising
Performance Environment Key: Safety and soften the communication

Factor 4: Structure

	Spontaneous / Planned	LMR	Generalist / Accurate	LMR	Improviser / Scheduled	LMR	Instinctive / Persistent	LMR
Alan Eckhardt	58	right	60	right	50	mid	60	right
Bobbie Jones	48	mid	50	mid	44	left	54	mid
Carol Benjamin	36	left	33	left	39	left	48	mid
Chris Coddington	55	mid	56	right	54	mid	52	mid
Doug Roberts	31	left	33	left	36	left	40	left
John Smith	55	mid	46	mid	60	right	58	right
Matt Woods	53	mid	50	mid	53	mid	60	right
Melanie Hilton	37	left	38	left	33	left	42	left
Tom Smart	67	right	64	right	62	right	69	right
AVERAGE	49	mid	48	mid	48	mid	54	mid

- Left
- Mid-Range
- Right

Left: Spontaneous Behavior
Strengths: Motivated to be instinctive, flexible
Struggles: Can be too unfocused, impulsive
Performance Environment Key: Provide broad facts

Right: Planned Behavior
Strengths: Motivated to be systematic, particular
Struggles: Can be too rigid, perfectionistic
Performance Environment Key: Present specifics – facts, figures, data

Subfactor Analysis: Core Work Life Drivers (Continued)

Factor 5: Trust

	Skeptical / Trusting	LMR	Controlling / Delegator	LMR	Suspicious / Open	LMR	Questioning / Approachable	LMR	Exacting / Relaxed	LMR
Alan Eckhardt	56	right	57	right	55	mid	55	mid	42	left
Bobbie Jones	50	mid	47	mid	63	right	42	left	52	mid
Carol Benjamin	51	mid	62	right	45	mid	59	right	64	right
Chris Coddington	26	left	31	left	31	left	34	left	45	mid
Doug Roberts	49	mid	49	mid	64	right	51	mid	69	right
John Smith	56	right	59	right	59	right	52	mid	45	mid
Matt Woods	47	mid	45	mid	41	left	47	mid	47	mid
Melanie Hilton	48	mid	51	mid	53	mid	51	mid	63	right
Tom Smart	55	mid	60	right	43	left	48	mid	33	left
AVERAGE	49	mid	51	mid	50	mid	49	mid	51	mid

- Left
- Mid-Range
- Right

Left: Skeptical Behavior
Strengths: Motivated to be questioning, guarded
Struggles: Can be too doubting, wary
Performance Environment Key:
 Provide logic and key points

Right: Trusting Behavior
Strengths: Motivated to be receptive, believing
Struggles: Can be too forgiving, naïve
Performance Environment Key:
 Present feelings/emotions

Subfactor Analysis: Work Life Planning Drivers

Factor 6: Pioneering

	Content / Pioneer	LMR	Steady / Initiator	LMR	Balanced / Competitive	LMR	Flexible / Determined	LMR
Alan Eckhardt	52	mid	43	left	53	mid	60	right
Bobbie Jones	51	mid	58	right	40	left	54	mid
Carol Benjamin	50	mid	49	mid	54	mid	48	mid
Chris Coddington	79	right	76	right	67	right	61	right
Doug Roberts	49	mid	61	right	47	mid	40	left
John Smith	50	mid	43	left	50	mid	58	right
Matt Woods	55	mid	59	right	47	mid	60	right
Melanie Hilton	51	mid	54	mid	57	right	42	left
Tom Smart	57	right	49	mid	52	mid	69	right
AVERAGE	55	mid	55	mid	52	mid	55	mid

- Left
- Mid-Range
- Right

Left: Content Behavior
Strengths: Motivated to be satisfied, balanced
Struggles: Can be too complacent, easygoing
Performance Environment Key:
 Focus on life balance

Right: Pioneering Behavior
Strengths: Motivated to be goal oriented, ambitious
Struggles: Can be too driven, success focused
Performance Environment Key:
 Provide the big picture

Factor 7: Risk

	Cautious / Risk-Taker	LMR	Careful / Bold	LMR	Stable / Risk Tolerant	LMR
Alan Eckhardt	43	left	40	left	45	mid
Bobbie Jones	53	mid	47	mid	58	right
Carol Benjamin	49	mid	57	right	41	left
Chris Coddington	72	right	70	right	72	right
Doug Roberts	45	mid	40	left	49	mid
John Smith	38	left	28	left	48	mid
Matt Woods	57	right	60	right	53	mid
Melanie Hilton	49	mid	48	mid	49	mid
Tom Smart	46	mid	40	left	52	mid
AVERAGE	50	mid	48	mid	52	mid

- Left
- Mid-Range
- Right

Left: Cautious Behavior

Strengths: Motivated to be calculated, certain

Struggles: Can be too conservative, resistant to change

Performance Environment Key:
Minimize risks

Right: Risk Taker Behavior

Strengths: Motivated to be daring, courageous

Struggles: Can be too carefree, overconfident

Performance Environment Key:
Present risk/return

Subfactor Analysis: Work Life Planning Drivers (Continued)

Factor 8: Creativity

	Anchored / Creative	LMR	Experience Based / Original	LMR	Practical / Enterprising	LMR	Left Brain / Right Brain	LMR
Alan Eckhardt	39	left	33	left	40	left	49	mid
Bobbie Jones	50	mid	43	left	49	mid	49	mid
Carol Benjamin	63	right	58	right	58	right	50	mid
Chris Coddington	43	left	46	mid	45	mid	43	left
Doug Roberts	58	right	57	right	52	mid	45	mid
John Smith	49	mid	44	left	50	mid	52	mid
Matt Woods	47	mid	39	left	43	left	50	mid
Melanie Hilton	56	right	52	mid	50	mid	47	mid
Tom Smart	54	mid	53	mid	54	mid	61	right
AVERAGE	51	mid	47	mid	49	mid	50	mid

- Left
- Mid-Range
- Right

Left: Anchored Behavior

Strengths: Motivated to be consistent, experience driven

Struggles: Reliant on proof, Tied to old ways

Performance Environment Key:
Keep it tangible, Provide the logical steps

Right: Creative Behavior

Strengths: Motivated to be original, imaginative

Struggles: Can be too easily bored, abstract

Performance Environment Key:
Encourage brainstorming

Appendix B: Summary of Team Member Behavioral Strength and Struggles

Team Member	Strongest Behavioral Factors	Behavioral Factor Strengths Motivated to be:	Behavioral Factor Struggles Can be too:
Alan Eckhardt, Community Builder	Anchored Planned	Consistent, Experience driven Systematic, Particular	Reliant on proof, Tied to old ways Rigid, Perfectionistic
Bobbie Jones, Influencer	Outgoing Fast-Paced	Expressive, Recognized Logical, Challenging	Talkative, Emotional Impatient, Critical
Carol Benjamin, Relationship Builder	Spontaneous Creative	Instinctive, Flexible Original, Imaginative	Unfocused, Impulsive Easily bored, Abstract
Chris Coddington, Strategist	Pioneer Skeptical	Goal oriented, Ambitious Questioning, Guarded	Driven, Success focused Doubting, Wary
Doug Roberts, Engager	Spontaneous Outgoing	Instinctive, Flexible Expressive, Recognized	Unfocused, Impulsive Talkative, Emotional
John Smith, Stylish Thinker	Cautious Cooperative	Calculated, Certain Practical, Diplomatic	Conservative, Resistant to change Hesitant, Passive
Matt Woods, Strategist	Reserved Risk-Taker	Reflective, Focused Daring, Courageous	Withdrawn, Private Carefree, Overconfident
Melanie Hilton, Facilitator	Spontaneous Creative	Instinctive, Flexible Original, Imaginative	Unfocused, Impulsive Easily bored, Abstract
Tom Smart, Reflective Thinker	Planned Cooperative	Systematic, Particular Practical, Diplomatic	Rigid, Perfectionistic Hesitant, Passive

Appendix C: Summary of Team Member Behavioral Performance Environment Keys

Team Member	Strongest Behavioral Factors	Performance Environment Keys
Alan Eckhardt, Community Builder	Anchored Planned	Keep it tangible, Provide the logical steps Present specifics facts, figures, data
Bobbie Jones, Influencer	Outgoing Fast-Paced	Tell me who is involved Bottom line results, Speak/move at a quick pace
Carol Benjamin, Relationship Builder	Spontaneous Creative	Provide broad facts Encourage brainstorming
Chris Coddington, Strategist	Pioneer Skeptical	Provide the big picture Provide logic and key points
Doug Roberts, Engager	Spontaneous Outgoing	Provide broad facts Tell me who is involved
John Smith, Stylish Thinker	Cautious Cooperative	Minimize risks Encourage input
Matt Woods, Strategist	Reserved Risk-Taker	Allow reflection time Present risk/return
Melanie Hilton, Facilitator	Spontaneous Creative	Provide broad facts Encourage brainstorming
Tom Smart, Reflective Thinker	Planned Cooperative	Present specifics facts, figures, data Encourage input

Appendix D: Analysis of Team Member Business Performance Success Factors and Risks

Show below are insights in 10 key business areas that can be utilized to increase productivity for each team member. Based on their behavioral factors scores, some of your team members may display these insights more intensively than others when making life and business decisions. The percentage indicates the percentage of the population which the team member displays this insight more intensively than.

Performance Risks		Performance Success Factors	
1. Has a Tendency to Underestimate Self		Desire to Make Decisions	
		Melanie Hilton	66%
Alan Eckhardt	76%	Bobbie Jones	79%
John Smith	76%	Matt Woods	82%
Carol Benjamin	54%	Doug Roberts	86%
Tom Smart	54%	Chris Coddington	96%
2. Can Lack Boundaries		Bottom Line Results Focus	
Carol Benjamin	97%		
Doug Roberts	84%	Bobbie Jones	69%
Melanie Hilton	79%	Tom Smart	69%
John Smith	62%	Matt Woods	73%
Alan Eckhardt	58%	Chris Coddington	98%
3. Has the Propensity to be Too Content		Sets Ambitious Business Goals	
		Tom Smart	54%
		Carol Benjamin	58%
		Matt Woods	62%
John Smith	62%	Doug Roberts	69%
Alan Eckhardt	58%	Melanie Hilton	76%
Bobbie Jones	54%	Chris Coddington	99%

Appendix D: Analysis of Team Member Business Performance Success Factors and Risks

4. Can Easily Change Plans

Pursues Business Goals

		Melanie Hilton	50%
		Carol Benjamin	54%
		John Smith	69%
		Matt Woods	69%
		Alan Eckhardt	82%
Doug Roberts	79%	Tom Smart	92%
Bobbie Jones	66%	Chris Coddington	96%

5. May be Too Tied to Old Ways

Focuses On and Supports Innovation

		Tom Smart	50%
		Bobbie Jones	58%
		Doug Roberts	58%
		Matt Woods	58%
		Melanie Hilton	66%
Alan Eckhardt	86%	Carol Benjamin	76%
John Smith	76%	Chris Coddington	82%

6. May Not Pay Attention to Details

Need for Information, Research, Analysis

Doug Roberts	96%		
Melanie Hilton	79%	Alan Eckhardt	66%
Bobbie Jones	76%	Matt Woods	73%
Carol Benjamin	76%	Tom Smart	90%
John Smith	76%	Chris Coddington	95%

Appendix D: Analysis of Team Member Business Performance Success Factors and Risks

7. Can be Too Vague in Communication		Communicates the Message Directly	
		Alan Eckhardt	50%
		John Smith	54%
		Chris Coddington	84%
Carol Benjamin	76%	Tom Smart	84%
Melanie Hilton	62%	Matt Woods	86%
Doug Roberts	54%	Bobbie Jones	90%

8. Tends to Avoid Conflict		Comfortably Manages Creative Conflict	
		Melanie Hilton	50%
		Doug Roberts	62%
		Tom Smart	76%
Carol Benjamin	73%	Bobbie Jones	88%
Alan Eckhardt	62%	Matt Woods	88%
John Smith	54%	Chris Coddington	92%

9. Can be Too Self-Interested		Patiently Builds long-term Relationships	
		Tom Smart	50%
		Bobbie Jones	54%
		Melanie Hilton	62%
		Carol Benjamin	73%
		Doug Roberts	73%
Chris Coddington	99%	Alan Eckhardt	79%
Matt Woods	79%	John Smith	82%

10. May Misinterpret Others' Problems		Empathetically Listens to Problems	
		John Smith	54%
Chris Coddington	86%	Alan Eckhardt	66%
Bobbie Jones	79%	Doug Roberts	66%
Matt Woods	79%	Melanie Hilton	66%
Tom Smart	69%	Carol Benjamin	86%