

Business DNA[®]

Natural Behavior Discovery

Coaching Report for
John Doe

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

Section 1: Introduction

John, 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 "Initiator", 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.

Initiators like to take bold, aggressive actions and create the rules. They will prefer to lead decision-making, setting the agenda for others to follow and monitoring the timely completion of tasks. They are goal driven people who likes their expectations managed and not to get caught up in unnecessary details. Their decision-making will typically be fast-paced and rational. They will not be afraid to take on challenging assignments or to accept a lot of risks to realize their ambition.

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.

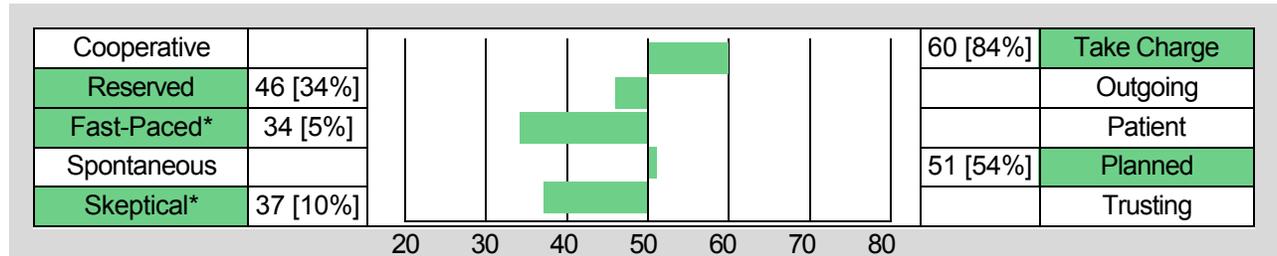
1.3 Use of Behavioral Discovery

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.

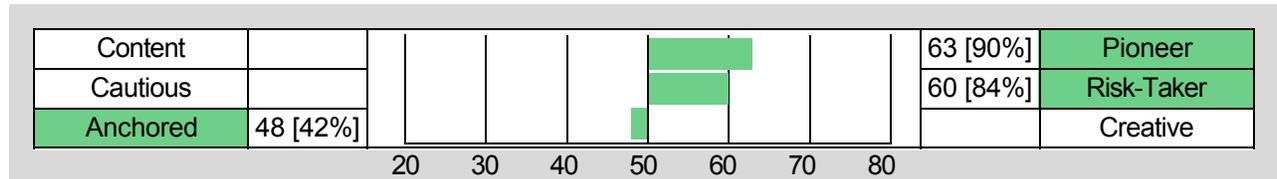
2.1 Core Work Life Drivers

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.



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.



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

- * **Fast-Paced** - Objective, results driven, rational
- * **Skeptical** - Questioning, guarded, wary

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:	Mid-Range Score; engaging and pleasant with others when approached but also enjoys operating alone. Moderate the enthusiasm.
Patience:	Fast-Paced - Realist Style; Deals with change, Confronts conflict/challenging, Rational, Results driven, Questioning, impatient, Objective, cool. Present bottom line results.
Structure:	Mid-Range Score; likes to be structured in some areas but also can operate spontaneously in other areas. Present data after discussion.
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:	Mid-Range Score; will use a mixture of imaginative and practical ideas to solve problems and initiate change. Discuss new ideas with the execution steps.

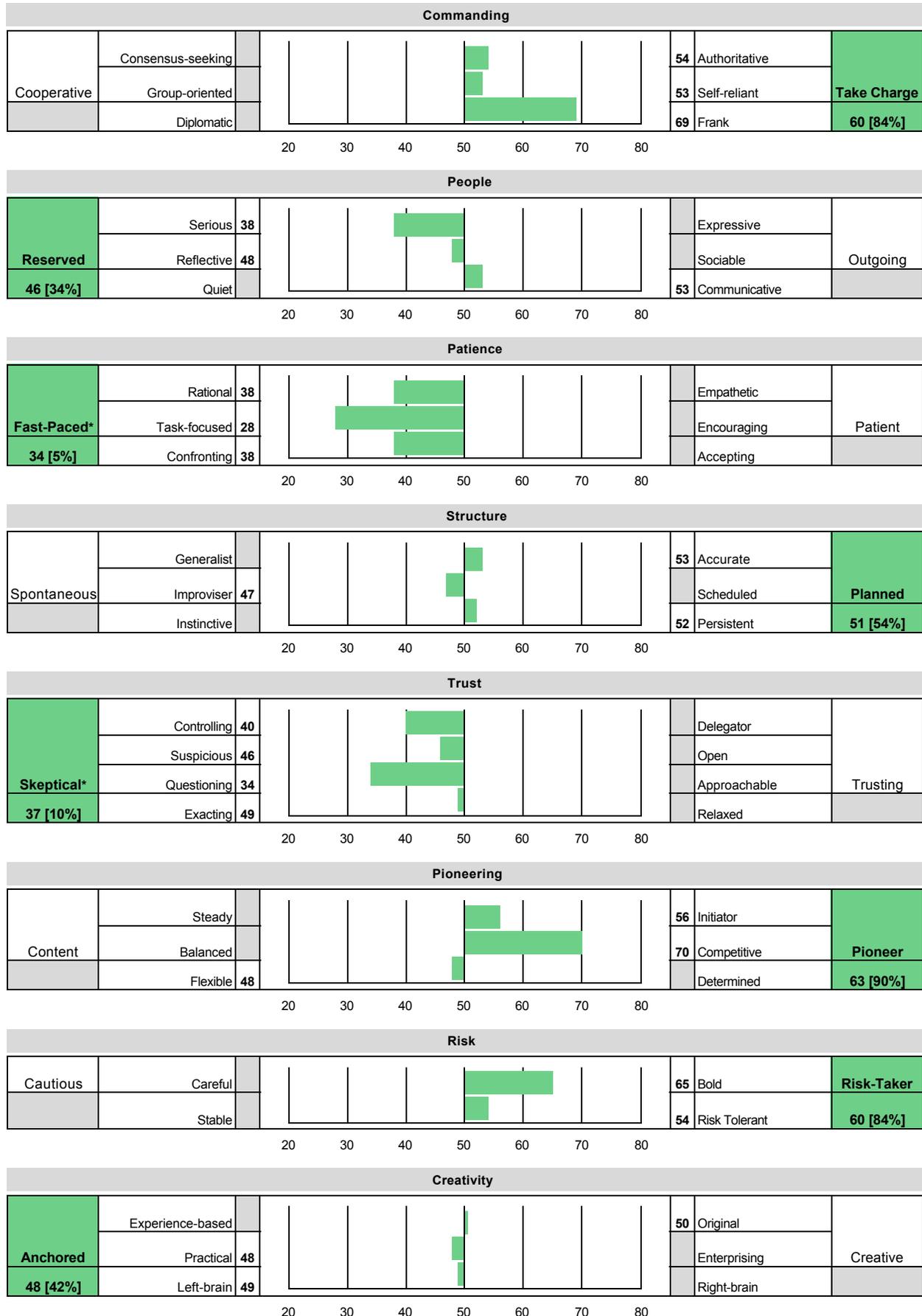
2.4. Interpreting the Report

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.

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

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



3.1 Typical Workplace Strengths

Initiators are confident in leading the making of strategic decisions that are often bold and aggressive. With direct communication they make things happen and get results. When needed they can make fast decisions that will lead to change.

Are your colleagues and team members aligned with you? Do you consider that they are challenged by your pioneering and assertive behavior? What action can you take to ensure that you do not run ahead of your team members?

Are your inherent strengths being used in the workplace or do you sense people are overwhelmed by your driving style?

Do you get frustrated when your contribution to the debate is not listened to? Describe a time when this happened. How did you cope with this? What did you learn from the incident?

3.2 Typical Workplace Struggles

Initiators can demonstrate impatience and be too forceful in pushing their own agenda without listening to others ideas or concerns. Further, they can fail to be sufficiently approachable and be too demanding.

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? Think of a time when you have used your skills to manage both upwards and downwards. How did your superiors and peers respond to this?

3.3 Workplace Operations Style

Initiators’ operating style is frequently goal-driven, but they may commit to higher risk strategies without performing thorough research first. Due to their tendency to overlook details, the Initiator will require meticulous research, knowledge, preparation and competence from their team and advisors.

Think about a scenario where you have been part of an underperforming team. What did you do to change this? How did you build relationships with underperforming colleagues?

How would you moderate your behavior to deal with a new manager whose behavioral style was compliant and amenable?

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

Section 3. Keys to Performance Improvement for the Initiator (Continued)

3.4 To Maximize Potential

Support them with detail and analysis so they can concentrate on setting goals and agendas. Reduce need for paperwork and administration.

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

Initiators like to be able to set the agenda, define goals and assume authority. They like being given independence, challenges, variety, obstacles and problems to overcome. These people like to be active and be relatively free from detail and confining routine. Too much time consuming paperwork will frustrate and demoralize them.

Describe what matters to you in the workplace. For example – Would you always need to ‘take the lead’ or would you perform well at any level providing you were surrounded by likeminded people and the work was challenging?

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

Initiators need to be in a very positive environment that they can lead and direct, and have freedom to set the goals and manage outcomes. Stress is created for Initiators when they are unable to control their environment, especially direction, purpose, and goals. They will become frustrated when deadlines and expectations are not met, when the conversation is too protracted or when decisions are not based on reasoning that is objective and goal oriented.

Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you. Could you see yourself as a member of a team rather than a leader of a team? What changes might you need to make to your operational style to accommodate these changes?

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

Encourage Initiators to think through the steps required to realize their goals, to help establish realistic expectations.

As a leader do you set targets for your team? Do you encourage them to rise to the challenge? Describe the steps you take to ensure you are always challenged; for example do you find people who can deliver in order for you to achieve success or do you look to a more successful person as a role model in order for you to lift your game?

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? Describe a recent success.

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

3.8 Working With Teammates

Direct communication from others is important. Progress and results being achieved with a high degree of accountability.

How important is it to you to be surrounded by people who can perform at the highest level? How do you react to a colleague or team member who fails to perform? Do you marginalize them or do you spend time with them educating and encouraging them? Which approach do you think works?

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?

How do you keep team relationships from breaking down while under pressure? Describe a time when this happened. What did you do? What, with hindsight, would you have done differently?

3.9 Leadership Style

Initiators like to lead from the front by establishing the agenda and then holding others accountable for producing results. They are confident and sure of themselves and so quick to assume authority in any scenario. Usually, they are visionary and goal-oriented leaders. Others tend to gravitate towards them both as an individual and as a leader.

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? Are you too outcomes focused to invest time into nurturing your team? Is this an ideal leadership style?

3.10 Measure of Performance

Reaching the goal and obtaining successful bottom line results defines success for Initiators.

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? Is success for you defined only in successful outcomes?

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

Initiators fear failure, losing control of any setting, being stripped of authority, being trapped into a course of action, being taken advantage of in relation to money or anything else, and getting involved with tasks or programs that will hinder them from achieving their goals.

Think about how you would react to a project failing to reach its goals. How would this make you feel? What steps and safeguards do you build into your working life to ensure failure is not an option?

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

Describe how you would feel if someone else was given the credit for a successful project that you led.

3.12 What is Alienating

Too many details and routines. Further, stress is created for Initiators when they are unable to control their work environment, especially the direction, purpose, and goals.

What might be your reaction to plans being altered during implementation of a project? How would this lack of control over the project change your workplace behavior?

Describe a scenario where you were required to complete tedious, time consuming paperwork. Did you complete it successfully? Did it frustrate you? What coping mechanisms did you use to get you through this period?

Think about a time when your behavior was inappropriate in the workplace. This may have been as a result of frustration, loss of control of a piece of work, someone else's failures; how did this behavior manifest? Did you lose your temper? If so, what steps did you take to rectify the matter and how might you need to adjust your behavioral style in such circumstances going forward?

3.13 Decision-Making Style

Very bold, confident and goal driven. Also, quick and definite and responsive to new opportunities and challenges.

Describe a time when your decision making skills failed. How did that make you feel? What did you learn from this experience?

Think about an occasion when you introduced a radical solution to a problem solving debate and it worked. How did that make you feel? How did your colleagues react to your radical suggestion?

How do you feel when you are not included in the decision making process? Does this impact your drive to make a success of the project? What might you need to adjust in your behavioral style to work through this scenario?

3.14 Communication Approach

Initiators can be direct and forceful. As a result, others may perceive Initiators as demanding, impersonal, and dominating. If they feel the communication has strayed too far from their agenda, they may tune out or be quite abrupt in bringing the conversation back onto task. Providing the conversation remains results focused, they can become excited, animated and begin to open up.

Do you think that your direct and forceful approach to communication might prevent other team members from sharing their thoughts, suggestions and opinions? Do you tend to listen only to those whose communication style is much like your own? How do you think the quieter colleagues might react to this feeling of being marginalized? What could you do to draw them into the discussion?

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?

Section 4. Specific Coaching Insights on Your DNA Behavior

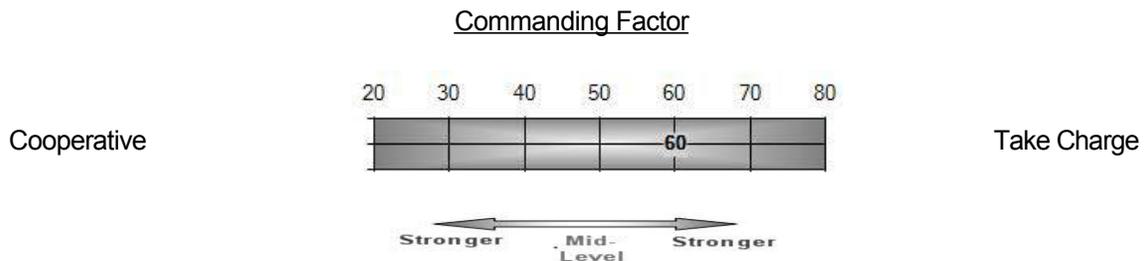
The strengths and struggles in the next section of the report relate to your Business DNA Natural Behavior Factor scores for the eight behavioral factors. This information gives more depth to the report and helps you focus on operating with greater alignment to your unique style.

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.

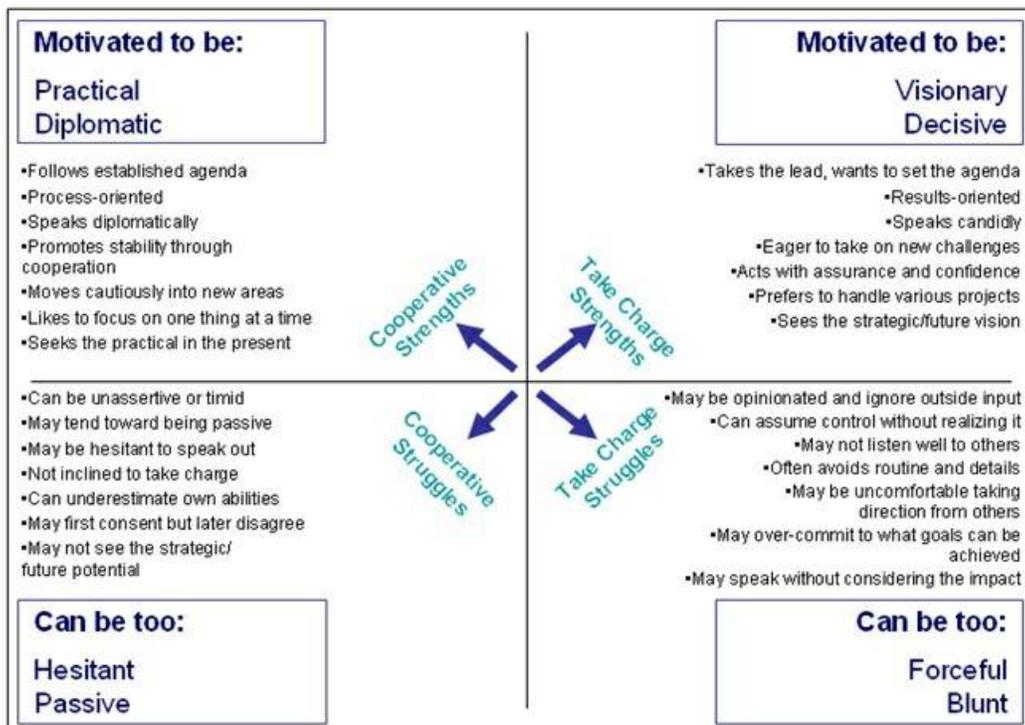
On the other hand, we all need to have a self-improvement program to understand our struggles. As an example, a person who tends to be impatient and not naturally a good listener can enhance relationships through a focused effort to become an active listener. Also keep in mind that strengths overdone usually lead to problems.

4.1 Commanding Traits



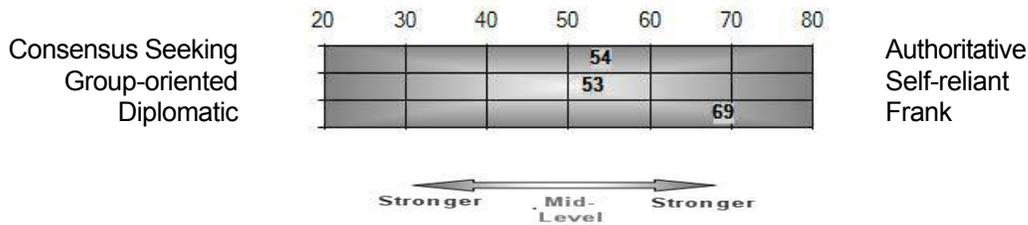
John, your score in the TAKE CHARGE range indicates a person who is naturally a big picture thinker and is prepared to set the goals and priorities. They are more comfortable being in charge and providing the instructions so that they can be sure to influence the obtaining of results. When needed they 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 to follow. Also, they will underestimate the work needed to achieve goals and can overlook details by going too fast.



4.1 Commanding Traits (Continued)

Commanding Sub-Factors

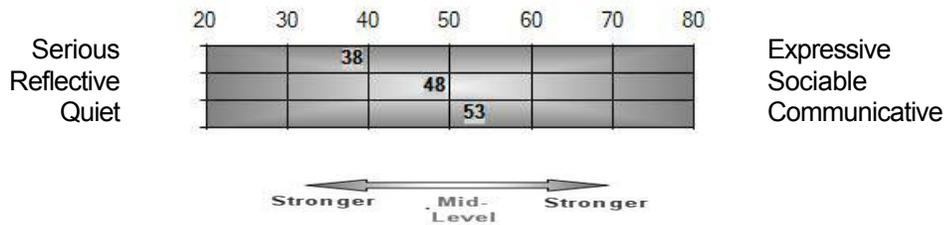


Sub-Factor Strengths and Struggles

	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

4.2. People Traits (Continued)

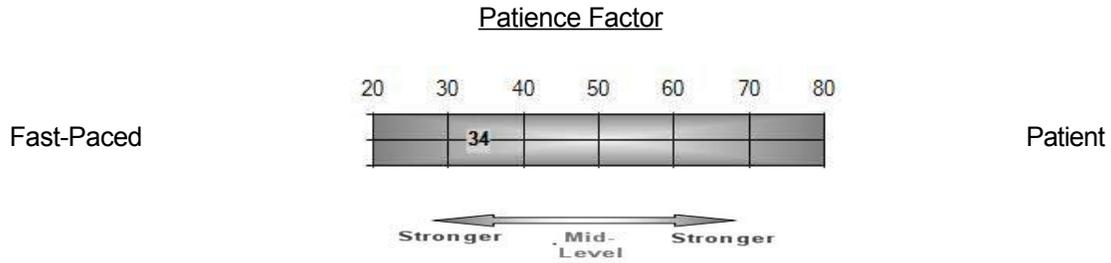
People Sub-Factors



Sub-Factor Strengths and Struggles

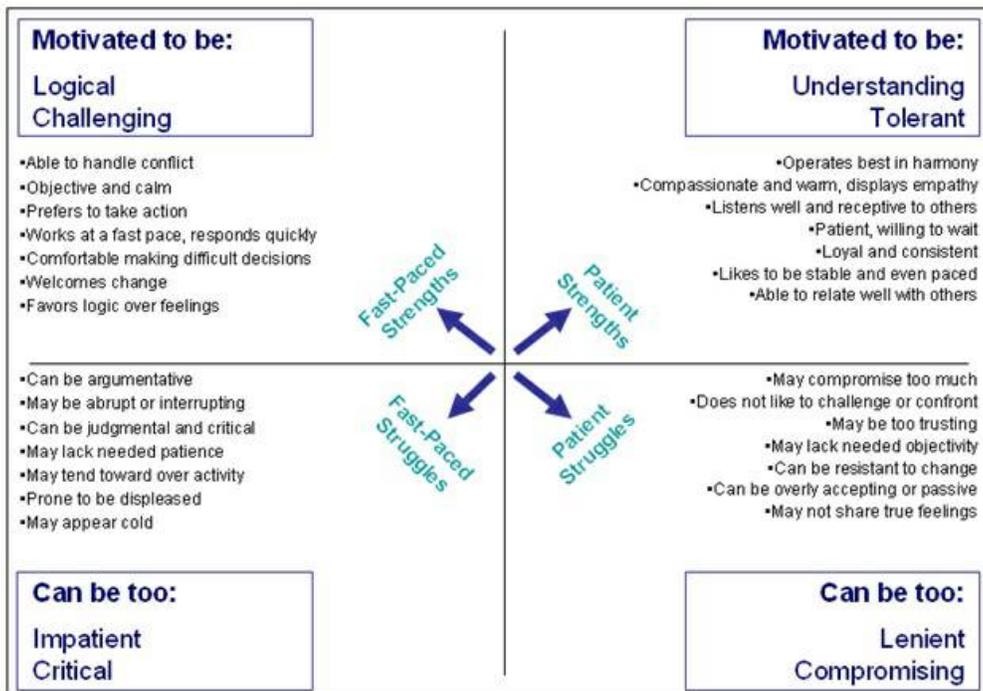
	Serious	Expressive
Strengths	Earnest, relies more on logic than emotions, will not gloss over potential problems, considered	Good promoter, emotional, fun-loving, playful, vigorous, up-side focus, upbeat
Struggles	Pessimistic, can be seen as too serious, pessimistic and unenthusiastic	Too optimistic, 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	Dominant conversations, not sensitive to needs or ideas of others, poor listening

4.3. Patience Traits



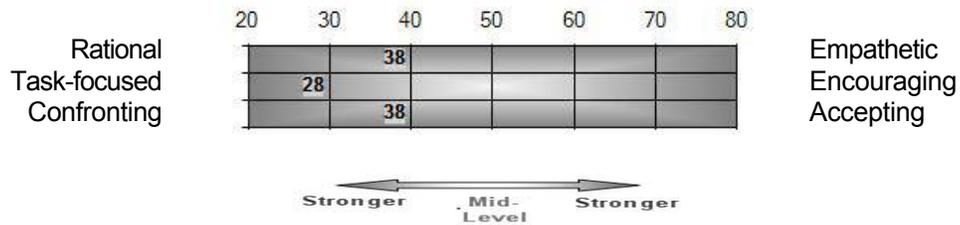
John, your score in the FAST-PACED range indicates a person who tends to be high energy preferring a lot of action and constant activity. They can be very quick to make decisions in response to changing events and situations. In this way, fast-paced people can be quite dynamic. When needed, they will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



4.3 Patience Traits (Continued)

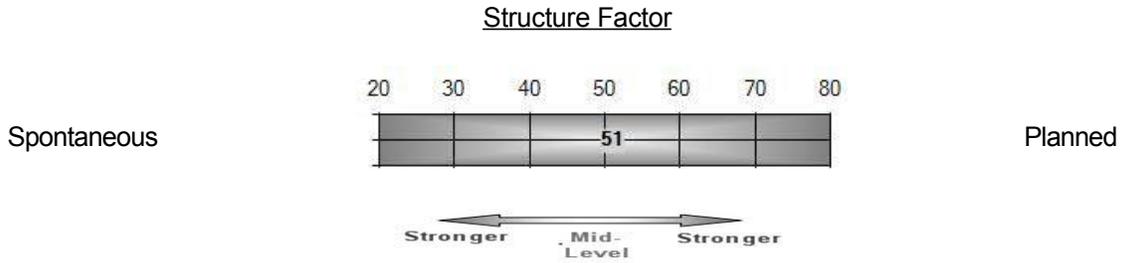
Patience Sub-Factors



Sub-Factor Strengths and Struggles

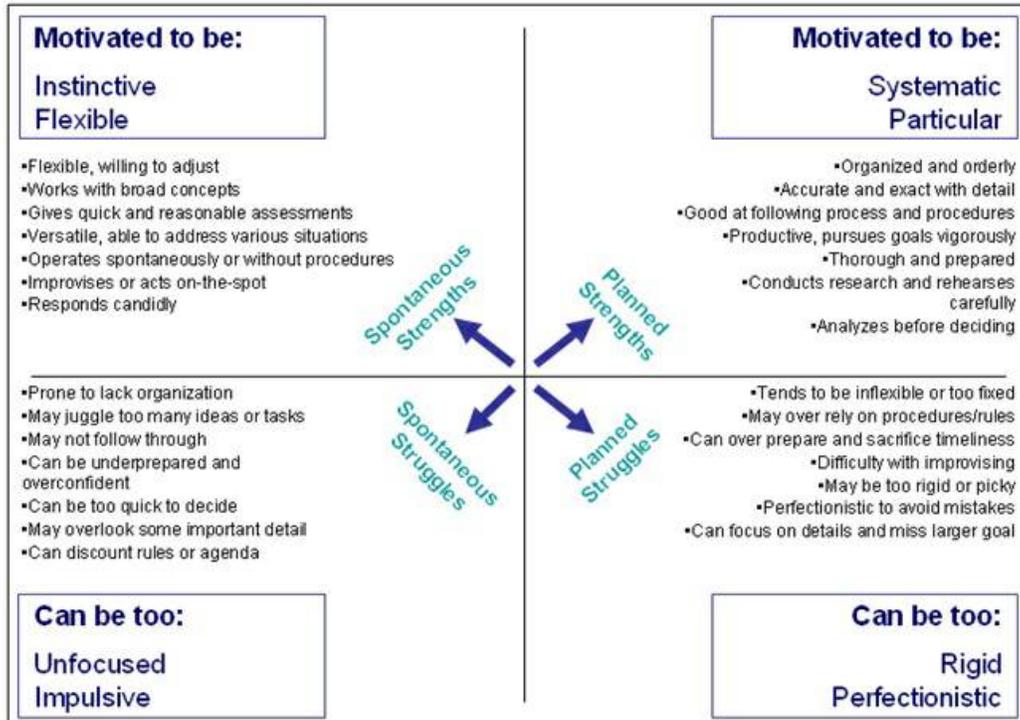
	Rational	Empathetic
Strengths	Solution oriented, able to make difficult decisions and hold people accountable	Empathetic, shows warmth, caring, merciful, good listener
Struggles	Insensitive to the needs of others, too focused on rationally solving problems	Too trusting, taken advantage of, not objective 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

4.4 Structure Traits



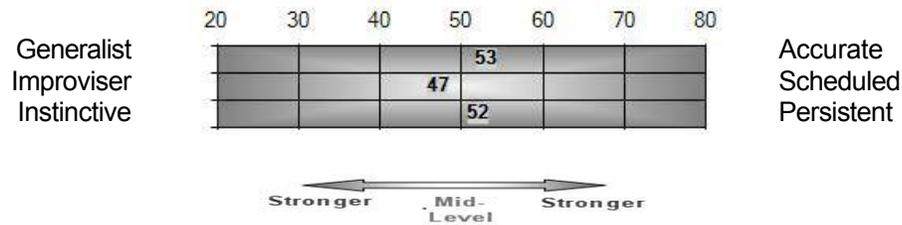
John, your mid-range score on the STRUCTURE factor indicates a capacity to deal with a lot of information when needed but at the same time accept summaries and bullet points to start with. Usually, you will start with less and progress to needing more information before making a decision. You will see the need for time management but at the same time leaving room for dealing with situations that come up unexpectedly.

This flexibility, combined with a persistent commitment to excellence, can produce highly effective results. Written financial or strategic goals and a well-developed, well-thought out plan to meet those goals can be helpful.



4.4 Structure Traits (Continued)

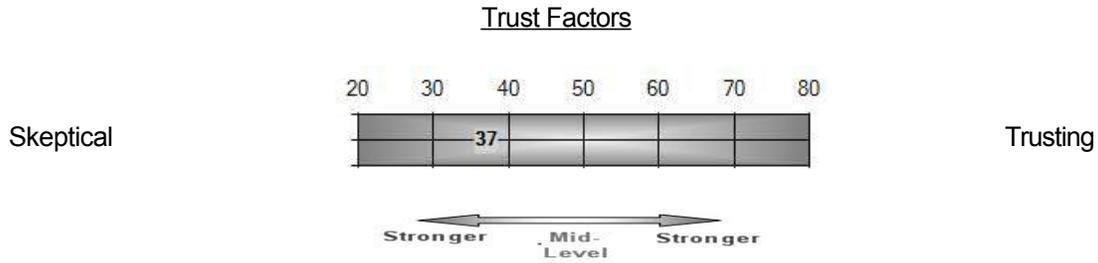
Structure Sub-Factors



Sub-Factor Strengths and Struggles

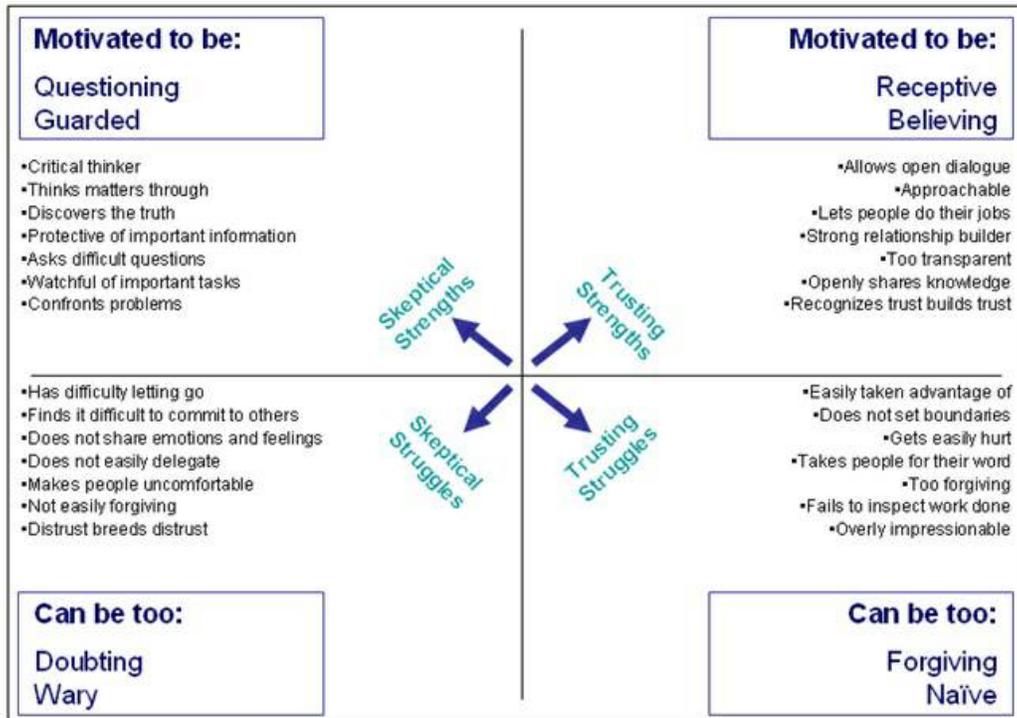
	Generalist	Accurate
Strengths	High level, can make broad assessments and give estimates quickly	Detailed, exact, factual, thorough
Struggles	Vague, may overlook important facts to reach a quick conclusion, or miss important details	Picky, sacrifice deadlines, too fixed, perfectionist
	Improviser	Scheduled
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

4.5. Trust Traits



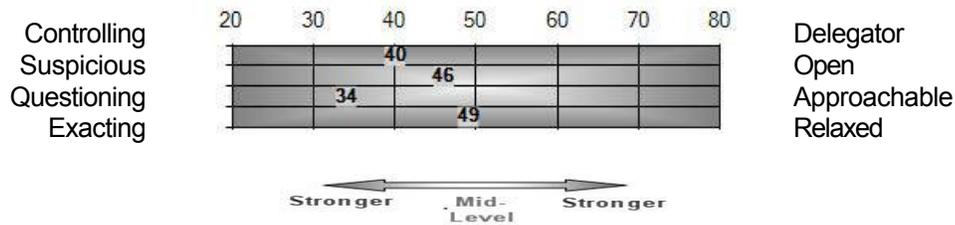
John, your score in the SKEPTICAL range indicates a preference for managing outcomes, critical thinking, and not accepting what people say at face value. You would rather show restraint before responding and take time to think things through. A key strength for individuals with a score in this range 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.



4.5. Trust Traits (Continued)

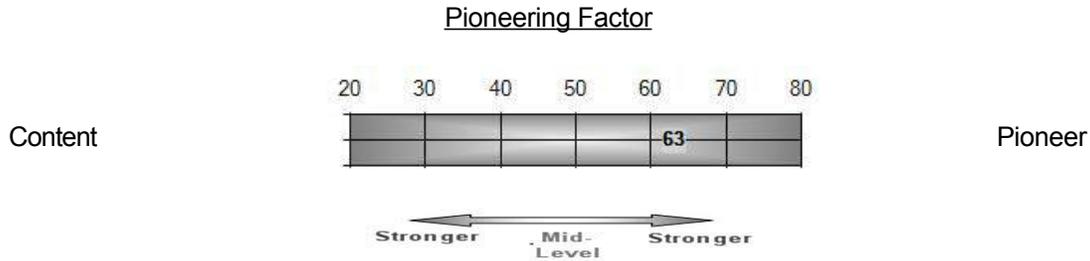
Trust Sub-Factors



Sub-Factor Strengths and Struggles

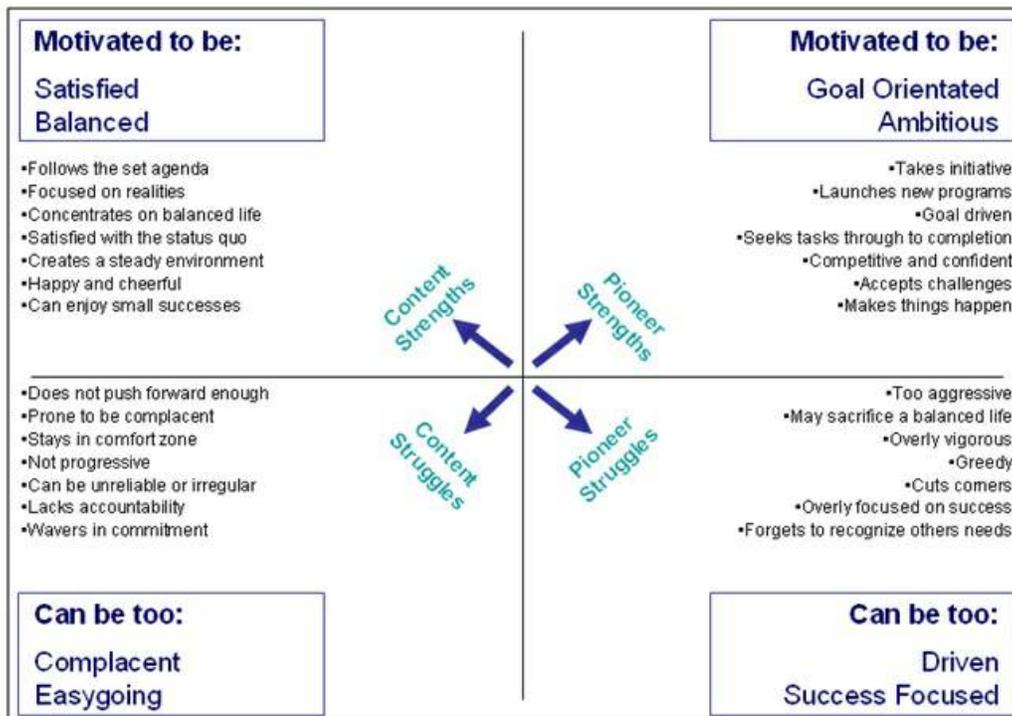
	Controlling	Delegator
Strengths	Manages outcomes, sets boundaries, governs operations	Transfers responsibilities to others, empowers others to make decisions
Struggles	Overbearing, does not provide freedom to others, too restrictive, can be manipulative	Not sufficiently involved to properly manage tasks, 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

4.6. Pioneering Traits



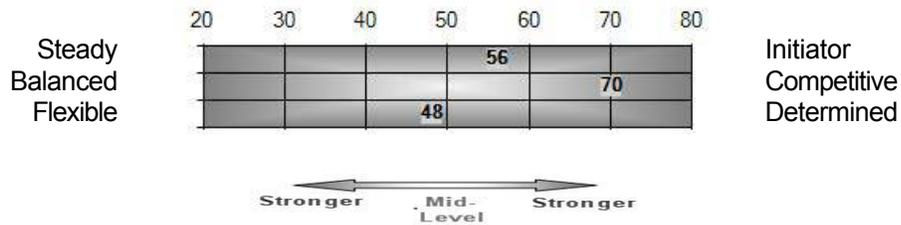
John, your score in the PIONEERING range is indicative of a person who is highly driven and goal oriented. You are probably comfortable in undertaking activities that entail launching new programs and then ensuring that they are seen through to completion. This type of pioneering spirit typically allows 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 themselves 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.



4.6. Pioneering Traits (Continued)

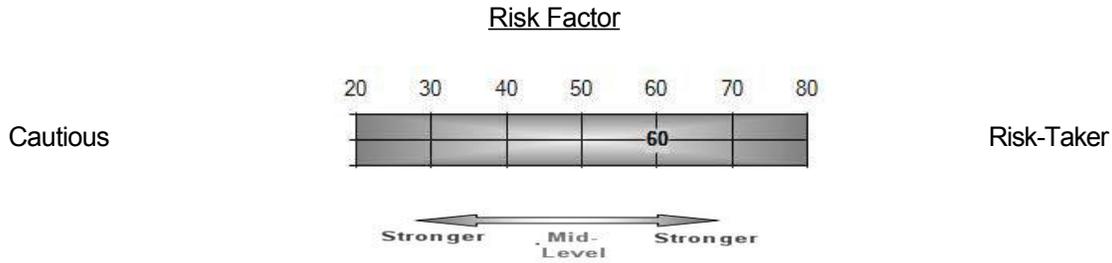
Pioneering Sub-Factors



Sub-Factor Strengths and Struggles

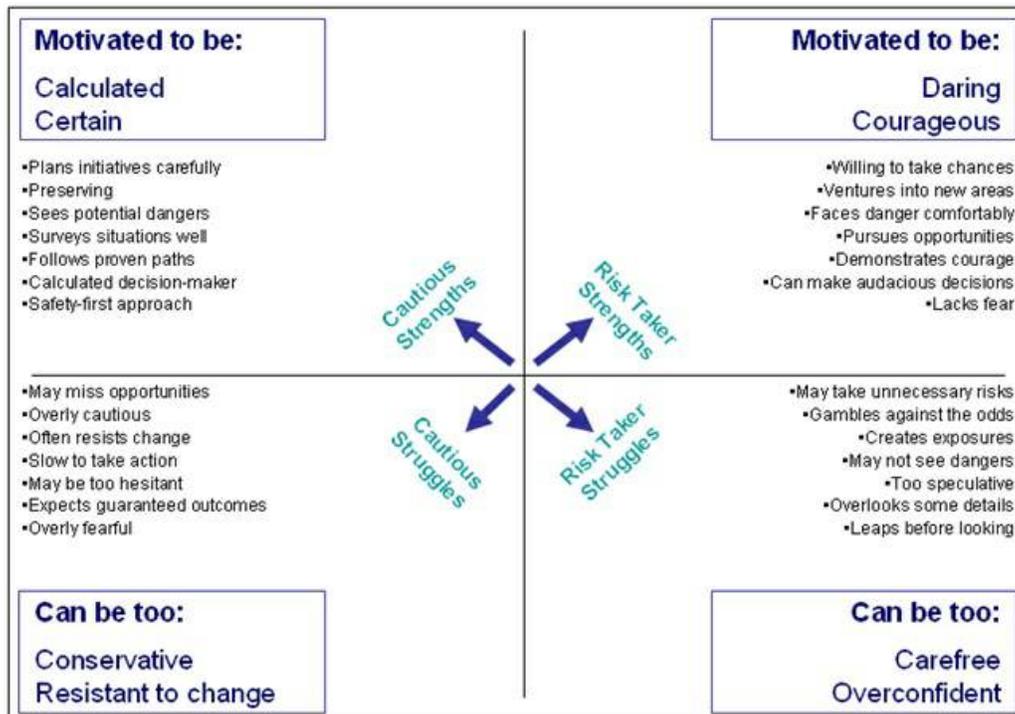
	Steady	Initiator
Strengths	Careful, tends to avoid risks, able to see the pitfalls in an idea or course of action	Sets goals, enjoys new challenges, energetic, triggers action, progressive
Struggles	Inactive, does not take action unless instructed, works passively	Too aggressive, forceful, attacking, 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

4.7 Risk Traits



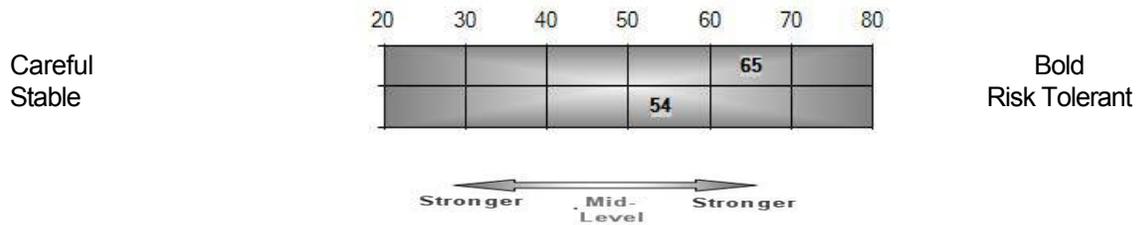
John, your score in the RISK-TAKER range is indicative of a person who is willing to take chances in making business decisions. Further, you will be able to emotionally handle the consequences of some failure which happens as a result. This type of opportunistic spirit typically allows for moving ahead 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.



4.7 Risk Traits (Continued)

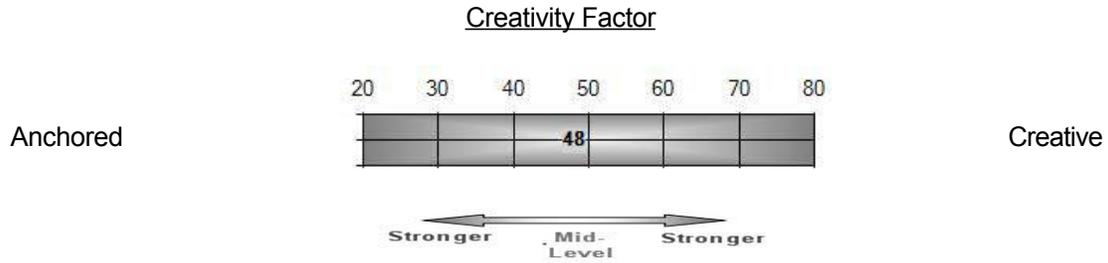
Risk Sub-Factors



Sub-Factor Strengths and Struggles

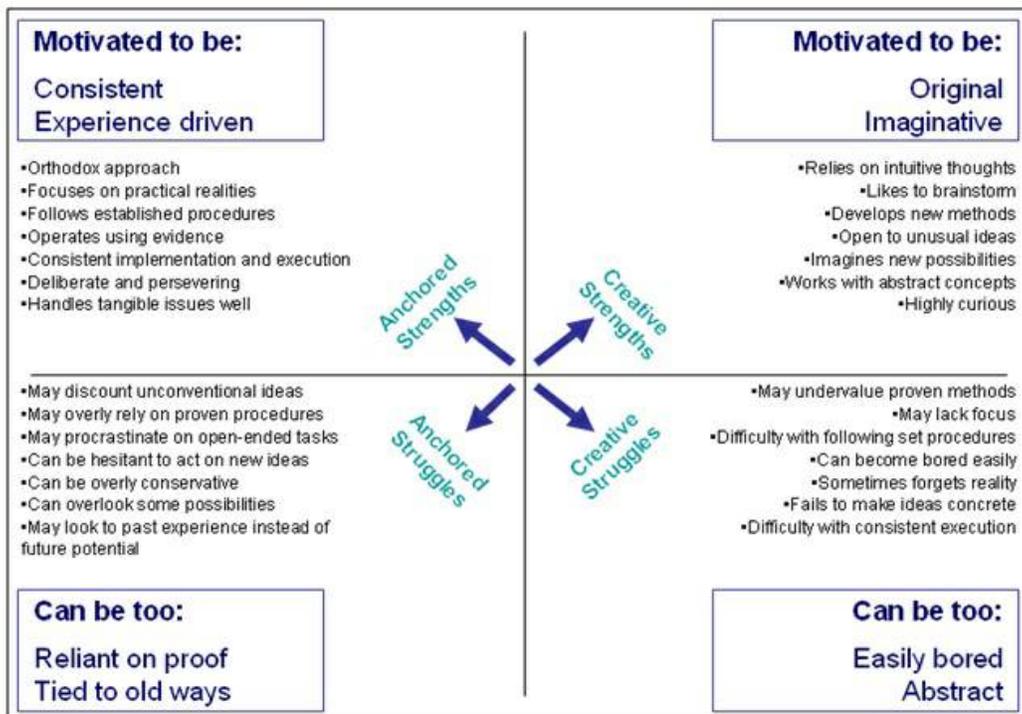
	Careful	Bold
Strengths	Careful, tends to avoid taking chances, able to see the pitfalls in an idea or course of action	Courageous, daring, optimistic, venturesome, takes chances, initiate bold action
Struggles	May resist change, and miss out on opportunities by being overly cautious	Takes unnecessary 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

4.8. Creativity Traits



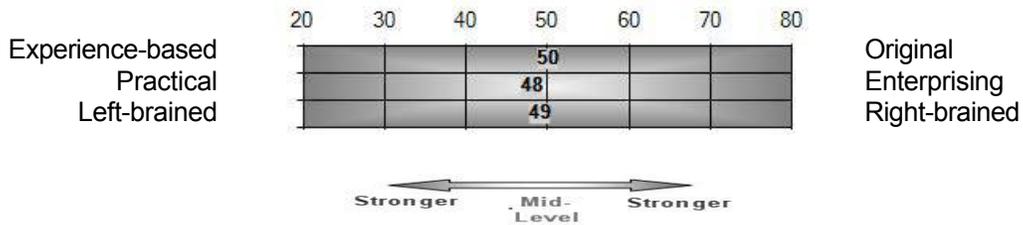
John, your mid-range score on the CREATIVITY factor indicates a person who recognizes the importance of creative thinking and solving problems. However, you will want to get a better understanding of how the ideas practically work before changing the status quo.

The reality is that everyone has some area where they can be innovative. The key is being open to the possibility and then when an opportunity does arise researching it properly and seeing how it would practically work.



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

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?

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. Tell me about a successful business partnership you have had or have. How has this colored the way you make career choices? Think about your current role do you feel satisfied because of the people you work with or the job itself. How will asking and answering these questions lead you to a better understanding of the career choices you make?
2. What are your responsibilities in life right now, career, family, community, wealth creation? How will the decisions you make about not only your current role but future career opportunities impact these responsibilities? How important is it for you to include others in your decision making? Give an example of a key career decision you have made and the process you used to make it. Were others involved in the process and if so, to what extent?
3. Give an example of when you got angry/frustrated about a decision at work. What did you do? How did you manage it? What were the triggers?
4. Does your current role provide you with opportunities to deliver fast decisive results or are you holding back as you bring others less able to handle pace and change up to where you want them to be? Is this an ideal environment for someone whose style is to be fast-paced and motivated by difficult challenges?
5. As someone comfortable with moving quickly what excites you most about your current role and what frustrates you? What practical steps do you take to manage your frustration?
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?

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