

# Leadership Behavior DNA<sup>®</sup> Natural Behavior Discovery

Leadership Report for  
John Doe

Discovering Your Natural Behavior and  
Unique Leadership Style

Date of Completion:

December 19, 2014

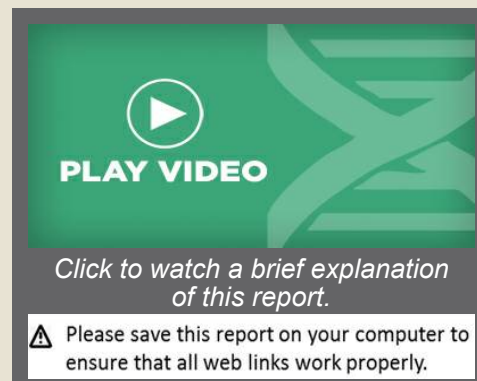


## Introduction

John, congratulations on completing the Leadership Behavior DNA assessment. The information in this report reflects more than 30 years of research and experience in developing leaders. It focuses on some of the key behavioral issues of leadership and will help you understand what you do well and highlight areas where more leadership development is needed. This report provides a comprehensive amount of information, so you'll want to read it through several times to digest it thoroughly.

Let's begin by answering some of the most common questions about this report.

- 1. What is Leadership Behavior DNA?** This assessment is designed to reveal some of your strongest natural talents for leadership. Your report includes important strengths and struggles, and how they will impact your leadership effectiveness in several crucial leadership areas.
- 2. Why is it important?** Your best leadership style is being your authentic self. With objective knowledge of yourself, you're better able to authentically lead and grow into a better leader. Likewise, understanding yourself gives you a much better basis to understand and manage others.
- 3. What is the likelihood of my Leadership Behavior DNA changing?** It's almost impossible to change your DNA wiring, but you can and should learn to modify your behaviors for different situations. Developing "learned" behaviors is essential for growing as a person and leader.
- 4. What other insights do I need in order to understand my report?**
  - ▶ This assessment measures normal "hard-wired" behavioral traits.
    - » It does not measure emotional issues or mental health.
    - » It does not measure learned behaviors.
  - ▶ This report is 90% accurate for 90% of the population.
  - ▶ The results should be used as a basis for understanding uniqueness and differences, but it should not be used to put people in a "box."
  - ▶ There are no good or bad styles or scores—just different.
  - ▶ Great leaders can (and do) come from any style or score.
  - ▶ Decisions should never be made based solely on assessments.



## How is this report organized?

**Discover:** Leadership Behavior DNA includes the following informative sections –

- A. Executive Summary
- B. Understanding Scores, Factors, and Traits
- C. Your Leadership DNA Traits
- D. Talents – Your Strengths and Struggles
- E. Your Natural Communication Style
- F. Your Results and Relationships Balance

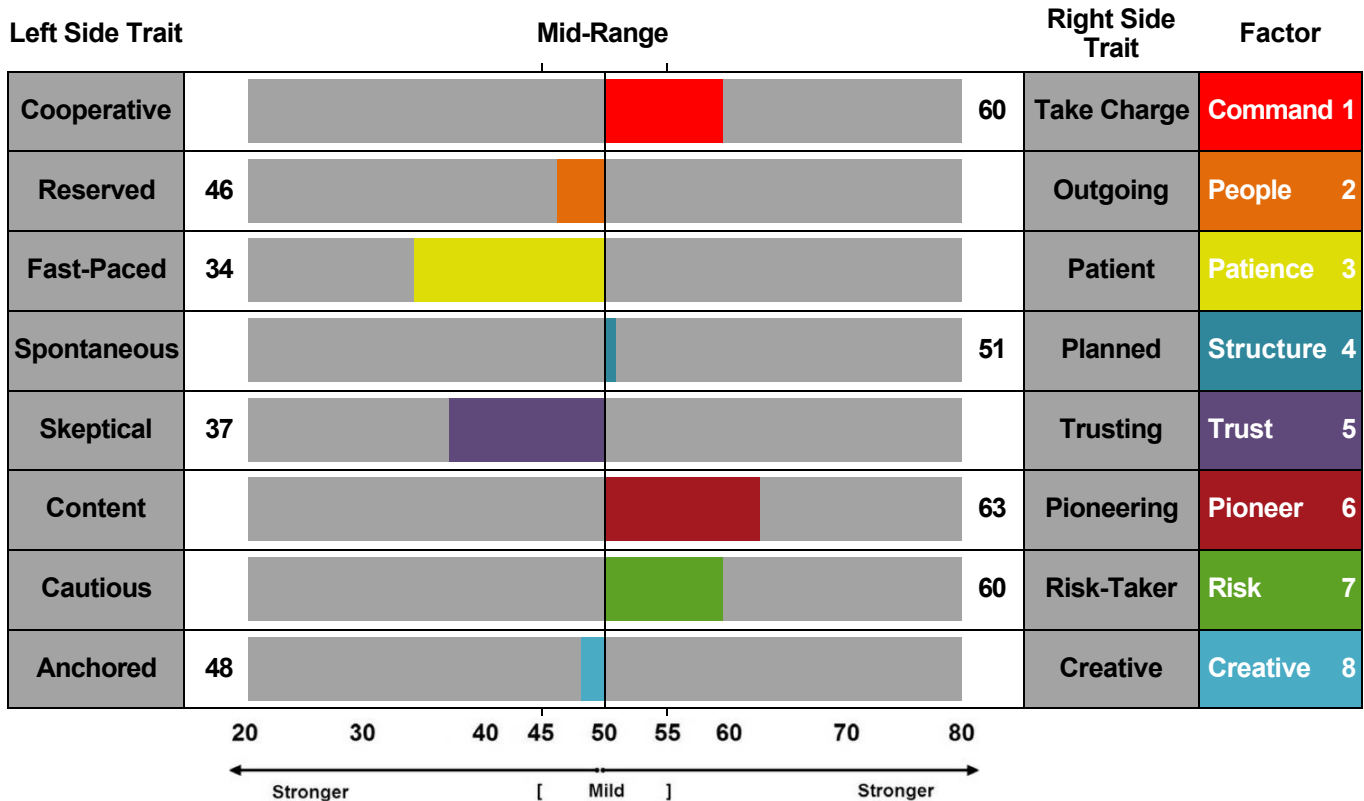
**Apply:** Using the insights in the report, you can create a simple action plan that can have a powerful impact on your performance.

- G. Leadership Behavior DNA Development Plan
- H. Review the DNA Natural Behavioral Styles to better understand others.
- I. Next Steps

# A Executive Summary

John, this section provides a concise summary of your report for quick review. More in-depth results and information is provided in the remaining sections.

## Your Factor Scores



## Your Strongest Traits

### Fast-Paced

Your score on the Patience factor is 34. Your Fast-Paced motivation is for quick action and immediate results. You like big challenges and can handle conflict, favoring logic over feelings. Develop your patience.

**Strengths:**

- ▶ Rational and objective
- ▶ Tough-minded, challenging

**Struggles:**

- ▶ May lack needed patience

### Skeptical

Your score on the Trust factor is 37. Your Skeptical trait is very strong. Leaders need some doubt to be effective, but too much can undermine your leadership. Learn to trust more.

**Strengths:**

- ▶ Questioning, guarded
- ▶ Able to ask tough questions

**Struggles:**

- ▶ Difficulty forgiving

### Pioneer

Your score on the Pioneer factor is 63. You are a trailblazer with a very strong drive to initiate and compete. Your leadership challenge will be having patience to develop others.

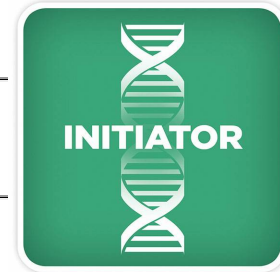
**Strengths:**

- ▶ Sets direction
- ▶ Goal-driven

**Struggles:**

- ▶ May burn out others

## John's Unique Style Group is



This section identifies the DNA Style Group that best matches your mix of scores in the DNA Behavior® factors.

Your pattern places you in the specific style group shown at right, which is one of our 10 unique styles. Knowing your style group helps you quickly identify others who are similar and different on your team.

**Initiators** like to take bold, aggressive actions to make things happen. They like to create the rules, preferring to lead, make decisions, and set the agenda for others to follow, while monitoring the timely completion of tasks. They are results-oriented, goal-driven people who like their expectations met, while preferring not to get caught up in unnecessary details. Their decision-making will typically be fast-paced and rational. They are not afraid to take on challenging assignments and they are comfortable accepting risks to realize their ambitions. They typically are unaware of the feelings and needs of others.

### More insights for the Initiator Style Group

#### Problem-Solving

When problem-solving becomes stagnant Initiators re-energize the debate. They will often be prepared to introduce radical solutions in order to stimulate thinking and get the discussion to a final outcome or result. However, Initiators need to remember that not all of their suggestions or proposals come to fruition.

#### Decision-Making

Initiators will generally be very bold in their decision-making and be willing to take risks to achieve goals. They will inherently understand that achieving competitive goals will mean some losses along the way. Solutions which produce quick results will often be preferred. The key will be to ensure the Initiator thinks through all of the practical work steps to reach goals rather than just pushing ahead.

#### Support Needed

Initiators like to take the lead and require support with structure and analysis. They will become frustrated with a lot of detail if provided too early in the review process. A key communication point will be to offer them options so they can decide.



#### Results or Relationship Oriented

Typically Initiators are not natural relationship-builders. In their drive to get quick results, they can become impatient and intolerant of those whom they see as slowing the process. They must remember that not everyone can operate at the same speed. By showing appropriate patience and understanding, Initiators can inspire others and preserve relationships when under pressure.

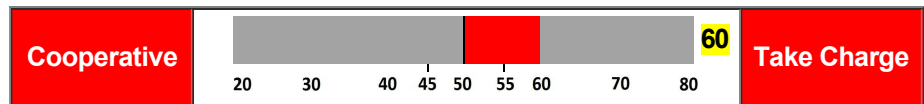


# C Your Leadership DNA Traits

Now let's review your scores on each Factor and further identify your individual Traits based on left side, mid-range, or right side.

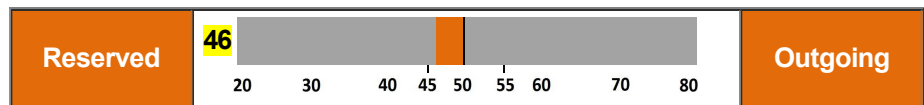
Your score of 60 on the Command factor indicates a desire and ability to Take Charge and set the agenda. You are results-focused and like to make things happen. Learning to listen to others' ideas and give credit appropriately will increase your influence and overall performance.

## Factor 1 Command



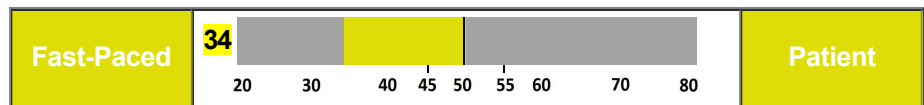
Your score of 46 on the People factor is mid-range, indicating that you will enjoy both time with people and time alone. Finding a balance in your work and life will be important. By being aware of this need for both, you will be able to set boundaries on yourself and others.

## Factor 2 People



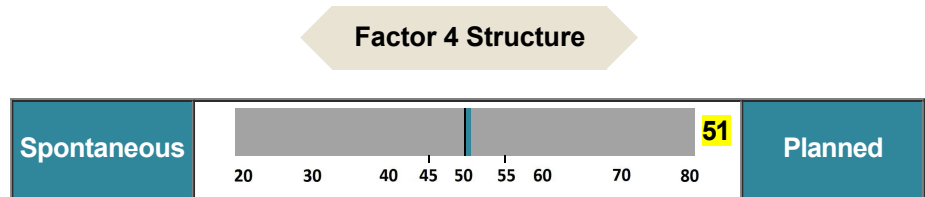
Your score on the Patience factor is 34. Your very strong Faced-Paced trait wants quick action and immediate results. You need big challenges and you're comfortable in conflict, favoring logic over feelings. Patience will be an issue for you. Keep in mind that a third of the population is opposite you in these areas. With them, slow the pace and soften the tone to be more effective.

## Factor 3 Patience

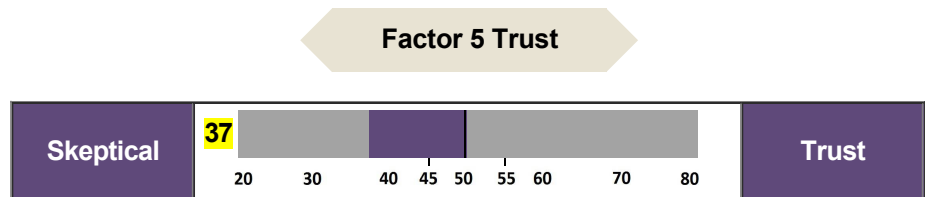


## C. Your Leadership DNA Traits (Cont.)

Your score of 51 on the Structure factor is mid-range, indicating that you have strengths from both sides. You are reasonably orderly and will welcome structure, but in some cases you will want freedom from too much time in the details. Consider how you can help your teammates on the left and right of this factor relate better.



Your score on the Trust factor is 37, reflecting your very strong tendency for Skeptical behaviors. Leaders need some skepticism to be effective, but too much can undermine their trust of others and others' trust of them. Monitor this tendency and see if you can moderate it, with less fear, more courage, and more situation and self-awareness.



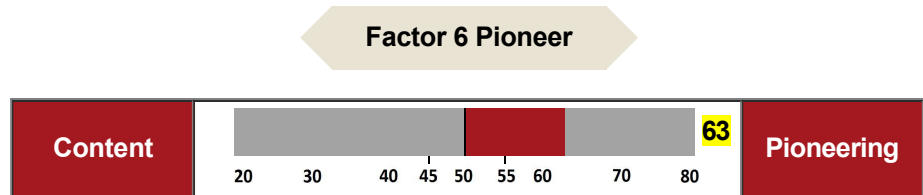
As mentioned earlier, for each of the DNA Behavior Factors, one-third of the population will be on the left side, one-third in the mid-range (45-55), and one-third will be on the right side. Regardless of your specific score, two-thirds of the world is going to be different from you in each Factor. This reality has profound implications for how you relate to others. Understanding, respecting, and taking these differences into consideration can have a powerful and positive impact on your leadership, teamwork, and relationships.



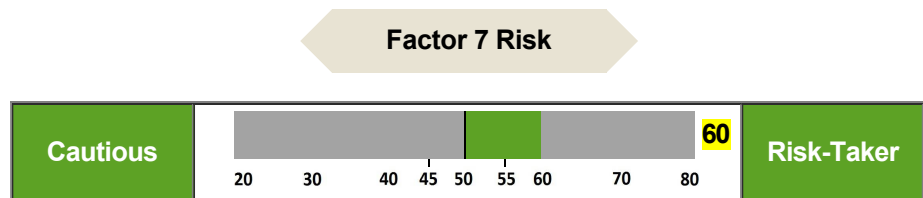
## More insights into your Leadership Behavior DNA

The following Factors give additional insights into your need to either engage with new challenges, risks and ideas, or to look for balance and stability in your life. If you have scores high on Pioneering, Risk Taker, and Creative traits, this will indicate desires to maximize opportunities, set aggressive goals, and innovate to expand your horizons. If you have scores high on Content, Cautious, and Anchored (the left side traits below), then you will be more interested in stabilizing the work environment to have more work/life balance.

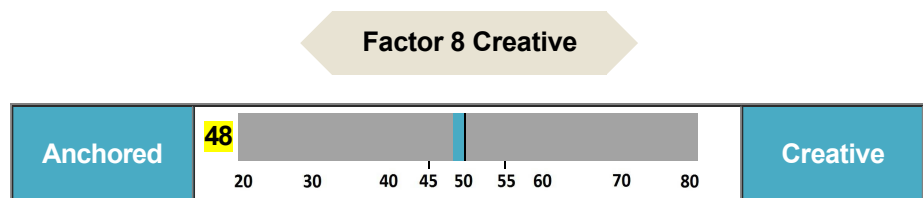
Your score of 63 on the Pioneering factor is very strong on the Pioneer trait. You are goal-driven, confident, always looking for a new challenge, and very competitive. Few people will be your equal in this way—and that's your real test as a leader. Learning to patiently encourage and develop others who have less drive and ambition will be your challenge.



Your score on the Risk factor is 60, indicating that you are a Risk-Taker—comfortable with uncertainty and willing to take risks. You look for new opportunities, facing them with optimism and confidence and expecting to win. You are not afraid to make difficult decisions. The challenge will be in avoiding overconfidence and impulsivity. Applying measured discernment and exercising appropriate caution will help



Your score of 48 on the Creativity factor is mid-range, indicating that in some areas you will prefer the practical, tried and true approach, while in others you will look for new and creative ways for moving ahead. If your score is clearly more toward the left or right, then expect to see more of the behaviors from that side.



**NOTE:** The information above in Section C is based on individual scores and traits and in some cases will tend to be more accurate than the descriptions in the Unique Style elements on page 4 which are more general to fit the broader group. If your goal is to grow and fulfill the ultimate expression of yourself as a leader, then you'll need to know your talents. Section D will help you better understand them by clarifying key strengths and struggles.



# D Talents - Your Strengths and Struggles

In this section, you'll find some of your most important DNA Behaviors (strengths and struggles) based on your three strongest DNA trait scores. Keep in mind that your strongest scores are those farthest left or right from 50 as shown in Section C.

John Doe	
<b>Patience Factor</b> <b>Fast-Paced Trait</b> <b>Score: 34</b>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▶ Favors logic over feelings</li> <li>▶ Comfortable making difficult decisions</li> <li>▶ High energy, prefers to take action</li> <li>▶ Change-oriented, not easily satisfied</li> <li>▶ Results-focused</li> </ul> <p><b>Struggles:</b></p> <ul style="list-style-type: none"> <li>▶ May lack needed patience</li> <li>▶ May be abrupt or interrupting</li> <li>▶ Can be argumentative</li> <li>▶ May appear cold and detached</li> <li>▶ Can be judgmental and critical</li> </ul>
<b>Trust Factor</b> <b>Skeptical Trait</b> <b>Score: 37</b>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▶ Thinks matters through</li> <li>▶ Able to ask difficult questions</li> <li>▶ Watchful of important tasks</li> <li>▶ Discovers the truth</li> <li>▶ Guards privacy and protects secrets</li> </ul> <p><b>Struggles:</b></p> <ul style="list-style-type: none"> <li>▶ Hesitant to trust others</li> <li>▶ May have difficulty forgiving</li> <li>▶ May put people on edge</li> <li>▶ Does not share feelings</li> <li>▶ Distrust breeds distrust</li> </ul>
<b>Pioneer Factor</b> <b>Pioneer Trait</b> <b>Score: 63</b>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>▶ Takes initiative</li> <li>▶ Goal-driven, persistent</li> <li>▶ Accepts challenges</li> <li>▶ Makes things happen</li> <li>▶ Competitive, expects to win</li> </ul> <p><b>Struggles:</b></p> <ul style="list-style-type: none"> <li>▶ May sacrifice a balanced life</li> <li>▶ Can be too aggressive</li> <li>▶ Forgets to recognize others' needs</li> <li>▶ Can be overly ambitious or greedy</li> <li>▶ Can be too focused on results and success</li> </ul>

**Remember, your strengths are your best natural talents.** They are crucial for your best leadership performance. Try to spend more of your time working in your natural strengths. Believe in your strengths and intentionally work to develop them. Remember—it takes 10,000 hours of practice to develop world-class skills, and that's with your natural talents.

**Focus on your strengths, but don't ignore your struggles.**

- ▶ **Struggles come from missing talents.** No one is naturally talented in all areas, so bring people around you who have strengths that cover your struggles. Learn to value people who are different, because they are valuable just like you are and you need them.
- ▶ **Strengths overused become struggles.** Most leadership failures at the higher levels are from someone overdoing strengths. For example, it's good to be decisive, but if you feel you have to make every decision, you will be seen as a dominating controller and you'll undermine the development of other leaders around you. Become more self-aware and learn to adapt rather than apply your strengths when something very different is needed.
- ▶ **Struggles are not automatically weaknesses.** If you put some effort into managing your struggles, others will probably not experience them as weaknesses. For example many "Spontaneous" people who are naturally disorganized know it and plan sufficiently so that others don't notice. Remember—you are not trying to re-invent yourself—you can't; the goal is to learn some new skills/behaviors and improve enough to stay out of trouble.

# E

## Your Natural Communication Style

Speaking directly and confronting others are important leadership skills; so are listening and encouraging, but most people don't do them both well. Your scores shown below provide valuable feedback on these areas for your leadership development, especially in your Results - Relationships balance discussed later in Section F.

### Courageous Conflict

Tendency to Speak Directly and Candidly	HIGH
Tendency to Confront	HIGH

<p>► Considering the insights above, how does your ability to handle conflict impact your ability to give critical feedback, hold others accountable for their performance, and have difficult conversations when needed</p>	<p>► Write your answer here...</p>
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### Courageous Support

Tendency to Actively and Empathetically Listen	LOW
Tendency to Encourage Others	LOW

<p>► Considering these insights related to courageous support, how do you think your listening and encouraging skills might be affecting your ability to connect with others, inspire them, and develop them?</p>	<p>► Write your answer here...</p>
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### Best Ways for Others to Relate and Communicate With You

It's very helpful for others to know how to best relate and communicate with you. The insights below will help others communicate with you most effectively. You can use this list as a dialogue piece to explain to others what works best for you.

John - based on your scores, here are the best ways for others to relate and communicate with you:

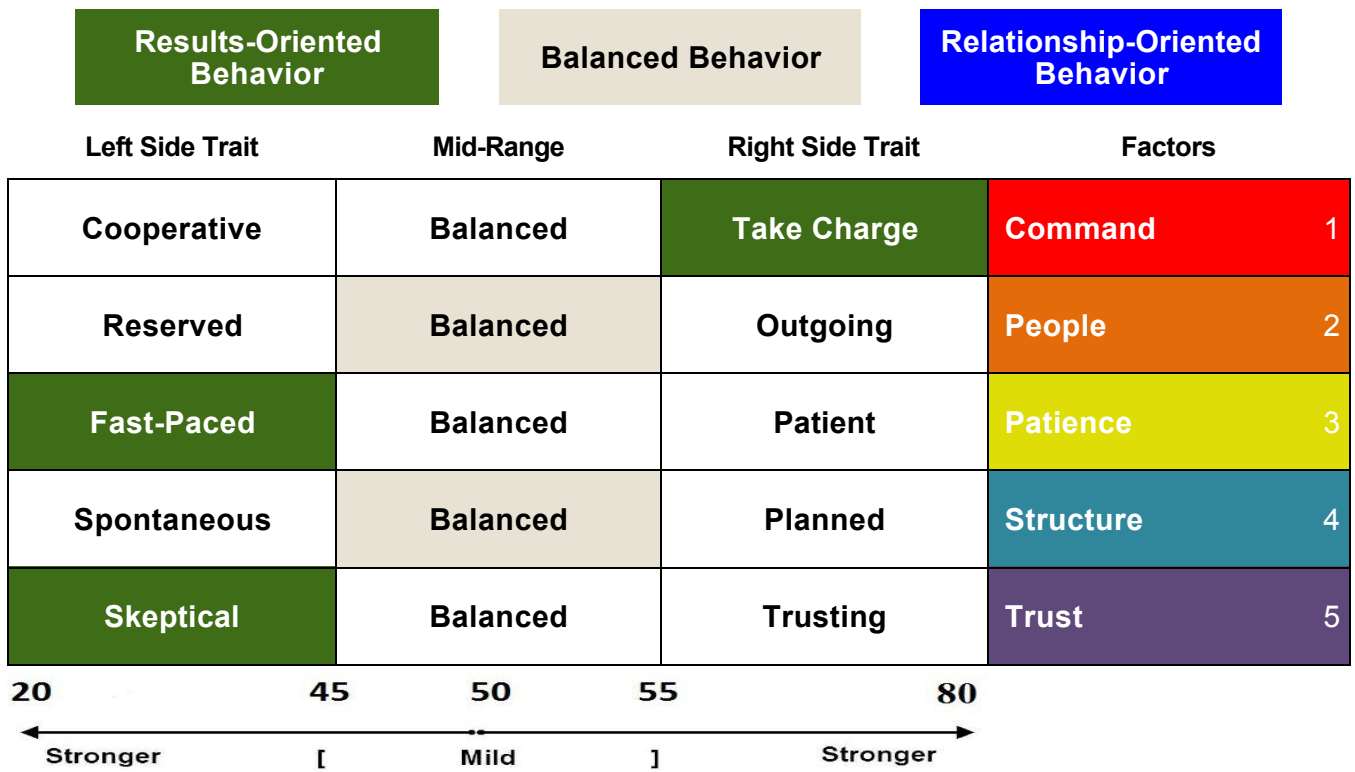
- Anticipate my immediate responses and quick fixes.
- Speak/move at a quick pace.
- Use summaries, bullets, and key points.
- Expect me to ask for the logic and key points.
- Remember my need to do analysis.

If others communicate with you keeping these essentials in mind, it will significantly enhance your relationships. Of course you would want to reciprocate by keeping in mind their preferred communications style.

# F Results and Relationship Behaviors

By the nature of our differences we have different behavioral talents for leadership. About 40% of the population leans towards being Results-oriented, about 40% leans towards being Relationship-oriented, and about 20% has some of both. Let's look further at how your natural DNA may make it difficult for you to do both well.

Your traits that correlate to Results and Relationships behaviors are shaded below.



John - consider the implications that your traits will have on your leadership.

**It is crucial for you to understand your leadership tilt in order to maximize your personal leadership DNA. Here's why:**

- ▶ Most of us have a natural tilt toward either Results-oriented behaviors or Relationship-oriented behaviors, and for the 20% that have some of both in their DNA, they will usually tilt toward Results because that's what is measured first.
- ▶ To accomplish your mission as a leader, you must be able to get results.
- ▶ To get good results from your people, to promote good morale, to retain your good performers, and to grow the next generation of leaders, you must build relationships.
- ▶ So there is a problem; leaders need to be able to do both Results and Relationship-oriented behaviors; however, they are naturally talented mainly for one and not the other.
- ▶ You can't reconfigure your DNA, but you can learn a few skills to bring a better balance to your leadership talents.

# Understanding your Leadership Balance

John - as you can see in the balance below, your talents are clearly tilted toward Results-oriented behaviors.



## This is your development list

### To Develop Results Behaviors -

- Clarify the vision and values, and develop a strategy.
- Work on being decisive, being firm yet flexible.
- Set standards and goals for yourself and others.
- Give direction, and set clear expectations. Monitor your progress and hold yourself and others accountable.
- Don't procrastinate, and engage difficult problems and people.

### To Develop Relationships Behaviors -

- Learn to be a good listener. This is the most important skill you can use to influence others.
- Care for others, and show concern for them.
- Communicate your confidence in others to fulfill their job and responsibilities.
- Be supportive and lend a helping hand when possible.
- Show respect for others.
- Give encouragement and feedback.

## Questions for Reflection

<p>▶ Given your tilt above, what two behaviors on your development list above can you begin working on to improve your balance?</p>	<p>▶ Write your answer here...</p>
<p>▶ What will be the payoff to you and others if you develop and use these new leadership behaviors?</p>	<p>▶ Write your answer here...</p>



### Now it's time to apply what you have learned.

#### Read

Read this assessment report again, underline key points that resonate. Make notes and record your observations on your unique results.

#### Reflect

Get insight. You can see from this report that none of us come naturally equipped to do all we need to do in leadership. That's why the best leaders have an ongoing program to develop their talents.

Objective self-awareness and acceptance of your natural behaviors (strengths and struggles) is a critical part of the development process.

Ask a few people that you know well to review your assessment report results and share their honest feedback with you. Your goal is to get real clarity on your natural talents.

#### Respond

Complete the following Development Worksheet. Use it as your summary and action plan.

Plan for realistic growth. Leadership development is not about reinventing yourself; it is about making marginal changes that will improve your effectiveness and influence. With a little effort on your part to balance your leadership style, others will likely not even notice your struggles.

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**Please note:** We have two versions of this worksheet available online –

- ▶ A digital version of this worksheet is available so that you can type your answers in the document.
- ▶ Some people prefer a narrative version of this worksheet instead of the outline version. This version is also provided online.

[Click here](#) to access and download these documents.

#### **Remember, leaders go first.**

Your commitment to grow sets the example for others. Personal development done in context of the team is especially powerful for building transparency, vulnerability, and the trust needed for cohesive teamwork.

# Leadership Behavior DNA

## Development Worksheet

For John Doe

### Section A

DNA Style Group (Page 4) \_\_\_\_\_

a. Insights from Section A (Page 4):

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### Sections C and D

- ▶ Review Section C (Pages 6-8), your Leadership Behavior DNA Scores.
- ▶ Review Section D (Page 9), and select two of your Strongest Traits. Then, list three Strengths and three Struggles for each in the spaces below.

Trait 1: \_\_\_\_\_

Strengths:

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Struggles:

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Trait 2: \_\_\_\_\_

Strengths:

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Struggles:

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**Section E**

Your Natural Communications Style (Page 10):

1. Given what you have learned about your DNA, how will your natural communication style impact your leadership?

a. Positively: \_\_\_\_\_  
\_\_\_\_\_

b. Negatively: \_\_\_\_\_  
\_\_\_\_\_

2. How will your communications style affect your ability to promote accountability in these areas?

a. Insure clarity: \_\_\_\_\_  
\_\_\_\_\_

b. Provide both positive and negative feedback: \_\_\_\_\_  
\_\_\_\_\_

3. How can you get others to relate and communicate with you more effectively?

\_\_\_\_\_  
\_\_\_\_\_

**Section F**

Based on your DNA Behaviors, is your natural leadership tilt more toward Results or Relationships (Page 12)?

\_\_\_\_\_

1. What are two things from your list on page 12 that you can do to become more balanced?

a. \_\_\_\_\_

b. \_\_\_\_\_

**Next Steps**

Given your entire report and your responses above, do you think you have an authentic and objective perspective of your talents for leadership? \_\_\_\_\_ Usually it's helpful to share your report with someone who knows you well and get their feedback also. Who could you share your report with?

\_\_\_\_\_ , \_\_\_\_\_

**Team Commitment**

What is one area of struggle that you will commit to work on as your contribution to the team? This commitment means that you are willing to share it with them and ask for feedback on successful growth and missed opportunities.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Click the Video icons below to view a brief explanation of each behavioral style.



#### Key Traits

- Mostly Mid-Range

**Adapters** are unique in that they have the ability to adapt to the needs of their environment and display whatever behaviors are necessary for success. They are very versatile, capable of focusing on both people and tasks, and they partner and team well with others. They typically read situations and respond as needed to be effective. They can generally perform well with a variety of tasks relating to achieving their goals and managing their performance. Adapters operate most effectively when they have very clearly defined expectations and boundaries.



#### Key Traits

- Outgoing
- Patient

**Community Builders** are pleasant and energetic and excel at meeting people and promoting cooperation among groups. They influence others through friendliness, enthusiasm, empathy and supportiveness. They bring a very positive attitude to the workplace, and in a healthy environment they will encourage others and operate diligently and collaboratively to achieve goals. They are versatile and able to engage very effectively with both people and tasks; however, they do need frequent people-interaction to capitalize on their natural relationship skills. They function best in supportive relationships that are appreciative and loyal.



#### Key Traits

- Outgoing
- Spontaneous

**Engagers** build a wide network of friends and contacts. They naturally connect with people in a broad array of situations and use their natural enthusiasm to promote ideas, products and services. They typically are high-energy and they like to break the stress of work with fun and social events. They are adventurous, excited by new ideas, and motivated by variety, including meeting people from other cultures. They are passionate and expressive, leaving no doubt when they are happy or sad. They prefer new opportunities and starting (rather than finishing) projects and goals.



#### Key Traits

- Patient
- Reserved

**Facilitators** are typically very focused on the issues at hand and will move quickly to bring closure. They are practical and usually good at finding the simplest solution. Their natural and preferred style is to lead by example. They maintain amiable relationships with a wide array of people, but they prefer privacy and productivity to social networking. As part of a team, they may hold back with their input. Being more forthright in the moment will allow them to contribute needed talents and perspectives to the group.



#### Key Traits

- Take Charge
- Outgoing

**Influencers** are able to engage and motivate people into action through their strong verbal talents and passion for their ideas. They need big challenges and a good team to help them achieve their goals. They prefer the limelight and want to be involved in decision-making. Influencers naturally want to help others develop. They are friendly and people-oriented until they get under pressure to deliver on their commitments, and then they become very task-focused. They are usually visionary but need and welcome help in building the structure and systems needed to achieve their goals.

## DNA Natural Behavioral Styles (Cont.)



VIDEO 

### Key Traits

- Take Charge
- Reserved

**Initiators** like to take bold, aggressive actions to make things happen. They like to create the rules, preferring to lead, make decisions, and set the agenda for others to follow, while monitoring the timely completion of tasks. They are results-oriented, goal-driven people who like their expectations met, while preferring not to get caught up in unnecessary details. Their decision-making will typically be fast-paced and rational. They are not afraid to take on challenging assignments and they are comfortable accepting risks to realize their ambitions. They typically are unaware of the feelings and needs of others.



VIDEO 

### Key Traits

- Planned
- Reserved

**Reflective Thinkers** are serious, focused and analytical in their approach to everything they do. They enjoy thinking through problems and researching information. Their accuracy and precision is valuable in any group setting, and they bring objectivity to decision-making processes. They deal in specifics and are not impressed with generalities. Typically, they will prefer to follow guidelines in completing tasks and will want to "get it right the first time." They usually dislike being put on the spot for a quick answer and will want to reflect before responding with their well thought-out ideas.



VIDEO 

### Key Traits

- Patient
- Cooperative

**Relationship Builders** thrive when given the opportunity to work with and serve others. They are friendly, kind, and empathetic, and gain fulfillment by helping others develop and achieve their potential. As leaders they are good team-builders who like to choose the right people and then help them be successful. They operate best in a stable, low-stress environment where there is an established vision, clear expectations, fairness, and consistent processes. Making rapid changes and taking risks are usually not their strengths.



VIDEO 

### Key Traits

- Planned
- Fast-Paced

**Strategists** naturally blend their strong drive to reach key goals with knowledge, organized processes and high standards of quality-control. As a result, they are equipped to be strategic players in situations where achieving results is a priority. They typically envision the systems necessary to achieve ambitious goals. They follow a matter-of-fact, rational, objective approach that enhances their ability to make difficult decisions. Seeing the needs and feelings of others is not their strength, and Strategists who recognize this engage those with a "feelings" radar to help them balance their approach.



VIDEO 

### Key Traits

- Planned
- Outgoing

**Stylish Thinkers** exhibit two traits that normally do not go together: Planned (organized) and Outgoing (social). This equips them to understand systems and details and enjoy connecting with people. This unusual combination enables them to understand and analyze technical subjects and then explain or teach them to non-technical audiences. They like to test ideas in discussions with other people. They are usually strong in grasping the vision and following through on their goals. Typically they have a gift for style and like to make things look good.

## Next Steps

### Additional Reports and Help

- ▶ If you would like to learn more about your workplace behavior and to get further coaching, please check with your consultant about the Leadership Behavior DNA™ Coaching Report.
  - The DNA Behavior™ Coaching Report will provide in-depth coaching information and questions to assist in the development of your workplace and leadership performance.
- ▶ Other reports available include:
  - The Team Report analyzes the DNA Behavior of the entire team after each individual has completed the Leadership Behavior DNA Report.
  - The Comparison Report graphically compares the DNA Behavior of two individuals, showing where they are similar and different and includes strengths, struggles, and communication styles of each.
- ▶ Leadership consulting, training and coaching is available. Contact your LBDNA Consultant for more help.

### Contact

For more information contact your Leadership Behavior DNA representative or email us at Leadership Behavior DNA.

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# Appendix: 8 Factors and 24 Sub-Factors

Your scores below show more, in-depth insights into your natural behavior.

