



Business DNA[®] Advisor Engagement 360° Profile

Advisory Performance Report for Chris Coddington

Providing in-depth feedback to assist in the development of your advisory performance and the building of enhanced client relationships.

Date of Completion: 1-August-2009

Business DNA® Advisor Engagement 360° Profile

Chris Coddington

01-Aug-09

Introduction

Chris, the primary objective of this report is to create a heightened self-awareness of your Advisory style strengths and struggles to use for education and development purposes. This report uses results gathered from your Business DNA Natural Talents Profile and results gathered from you, your client's and peer's completion of the Business DNA Advisor Engagement 360 Profile. This report is designed for you to ultimately improve your business effectiveness, become a better advisor, and to develop and grow your relationship with your clients and peers in a more positive manner. In particular, 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.

Report Format

- **Section 1: Natural Behavior Advisory Style- Summary of Advisory Behaviors based on your Business DNA Natural Talents Profile.**
- **Sections 2-8: Feedback on how others perceive your Advisory style in the areas of Communication Bridge, Results Driver, Relationship Connector, Advisor EQ, Trust Builder, Advisor Values, and Advisory Competence.**
- **Section 9: Analysis of your Advisor Engagement 360 feedback.**
- **Section 10: Summary of written comments provided by your raters.**

Raters

5 raters participated in the BusinessDNA Advisor Engagement 360 for you. All of the raters responded anonymously and the results in this report will be kept confidential.

Scoring:

- Your scores in Sections 2 to 8 are based on the following scales:
1= Strongly Disagree 2= Disagree 3= Slightly Disagree 4= Neither agree nor disagree
5= Slightly agree 6= Agree 7= Strongly Agree
- Your Overall Average Score is an average of how all raters have assessed you for the particular item.

Methodology to Interpreting This Report and Developing Your Advisory Style Performance Plan

- The starting point of this report in Section 1 is to identify your natural Advisory style behaviors. The natural Advisory style behaviors reflect the core of who you are and therefore the foundation of your strengths and struggles for being an Advisor. The key to your Advisory success will be how you consistently use your strengths and manage your struggles. This will always be a "balancing act". Nevertheless, to grow as an advisor there will be areas of modification required in the appropriate circumstances.
- **Sections 2 to 8 show how you perceive yourself and how others experience your actual performance in 75 Advisory style attributes across 7 key areas fundamental to providing advisory services. These experiences of your Advisory style may differ to your natural behavior for many reasons. The reasons can include circumstances, education, beliefs and your overall confidence in yourself.**
- The next key area that the report identifies is your "Self Perception Opportunities" for each Advisory style attribute in Sections 2 to 8. The Self Perception Opportunity is the difference between how you perceive your Advisory style and how others perceive it. A positive perception opportunity indicates that you perceive your Advisory style to be better than how others have rated you. A negative perception opportunity indicates you perceive your Advisory style to be worse than how others have rated you. In both cases, where the perception opportunity is 2 or more then this would be an area to focus on in your Advisory Performance Plan. These scores are highlighted in red.
- In addition, the report identifies your "Strengths Development Opportunity" for each Advisor attribute in Sections 2 to 8. The Strengths Development Opportunity is the difference between how others experience your Advisory style and the maximum score of 7. Where the opportunity is 2 or more this would be a strengths development area that needs to be addressed in your Advisor Performance Plan.
- In Section 9, we provide in summary format an Advisor Performance Plan based on your Advisor Engagement 360 profile feedback. This will help assimilate the key areas that need to be considered in your Advisory style development.
- You will also find the written comments in Section 10 very helpful in identifying your rater's thoughts in assessing your Advisor.
- A key to becoming a successful advisor is accepting constructive feedback. This is the goal of the report. There will be some areas that you may be surprised by or even hurt by. This is natural. Please remember there are no perfect Advisors and growth is a constant journey.

Section 1: Natural Behavior Advisor Style- Strategist profile

We have prepared this Advisor Engagement 360 Report starting with your Core Work Life Profile based on the Natural Talents Profile. Your Core Work Life Profile is "Strategist", which is one of our ten unique profiles. This information will most closely describe your natural behavioral style for being an Advisor. However, it may not reflect how your Advisory style has been changed or influenced from time to time by circumstances, learning or values.

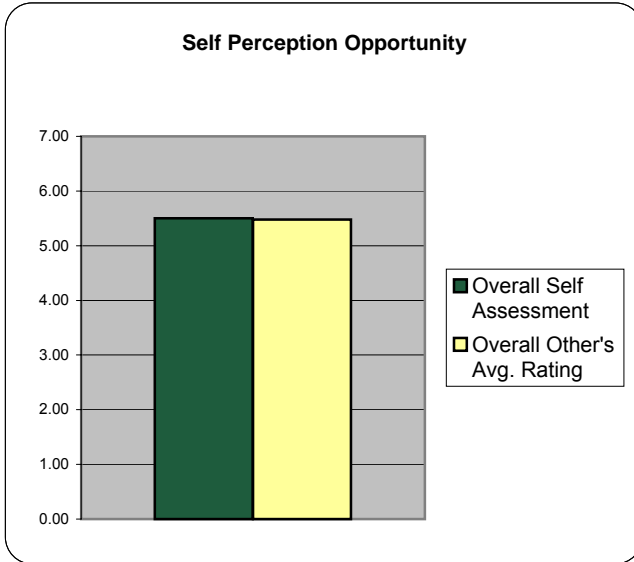
Strategists are highly charged, creative leaders with their feet firmly set on the ground and well able to realize visions. They excel by blending their strong drive to reach goals with a desire for precision, accuracy, and quality. As a result, they are equipped to be strategic leaders in situations where achieving results in a challenging environment is a priority.

Natural Behavioral Style per your Natural Talents Profile			
Factor 1 - Commanding			
1.	Take Charge	63	
	Authoritative		60
	Self-reliant		65
	Frank		52
Factor 2 - People			
2.	Outgoing	45	
	Expressive		45
	Sociable		39
	Communicative		52
Factor 3 - Patience			
3.	Patient	26	
	Empathetic		28
	Encouraging		27
	Accepting		33
Factor 4 - Structured			
4.	Planned	53	
	Accurate		51
	Scheduled		51
	Persistent		58
Factor 5 - Trust			
5.	Trust	39	
	Delegator		37
	Open		45
	Approachable		26
	Relaxed		47
Factor 6 - Pioneering			
6.	Pioneering	63	
	Initiator		60
	Competitive		70
	Determined		58
Factor 7 - Risk			
7.	Risk	74	
	Bold		73
	Risk Tolerant		74
Factor 8 - Creativity			
8.	Creativity	53	
	Original		52
	Enterprising		53
	Left/Right Brain		50

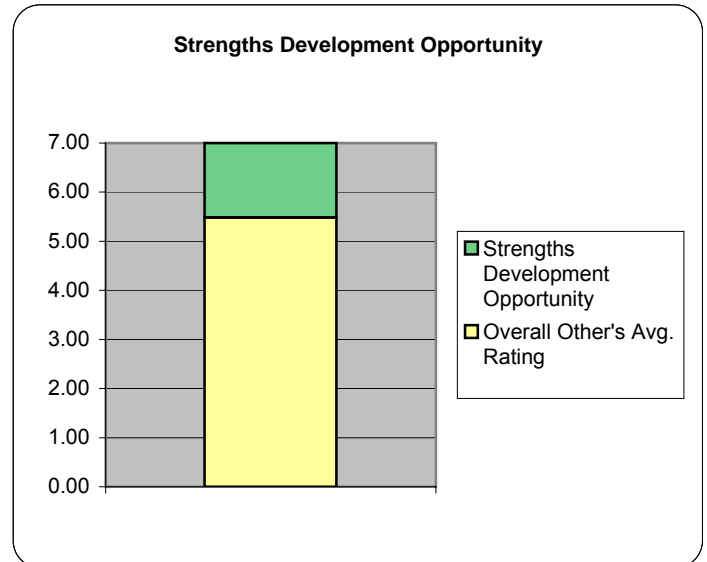
Based on the combination of the behavioral factors, your natural talents for being an Advisor are set out in the table below.		
Advisory Behavior Insights		
1	Desire to Lead:	HIGH
2	Relationships:	LOW
3	Results:	HIGH
4	Setting Goals:	HIGH
5	Pursuing Goals	HIGH
6	New Solution Driven:	HIGH
7	Detailed:	MEDIUM
8	Direct Communication:	HIGH
9	Difficult Conversations:	HIGH
10	New Account Sales:	HIGH
11	Quick Decision-Making:	HIGH
12	Need for Control:	HIGH

Section 2: Communication Bridge

Being a successful Advisor requires continuous clear communication to manage your client's expectations and keep them on track. Foundational to an advisor's ability to build trust with clients and the team, will be communication. Sound relationships cannot be built without effective communication.



Overall Self Assessment 5.5
– Overall Other's Avg. Rating 5.48
Overall Self Perception Opportunity: 0.02

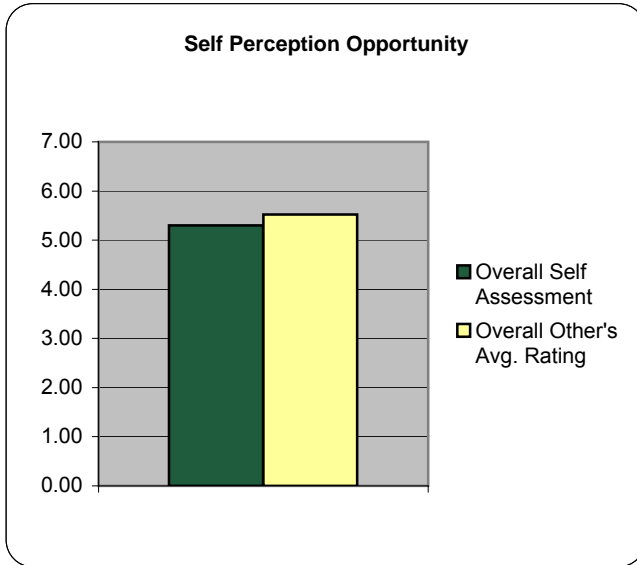


Total Maximum Rating: 7
– Overall Other's Avg. Rating 5.48
Overall Strengths Development Opportunity: 1.52

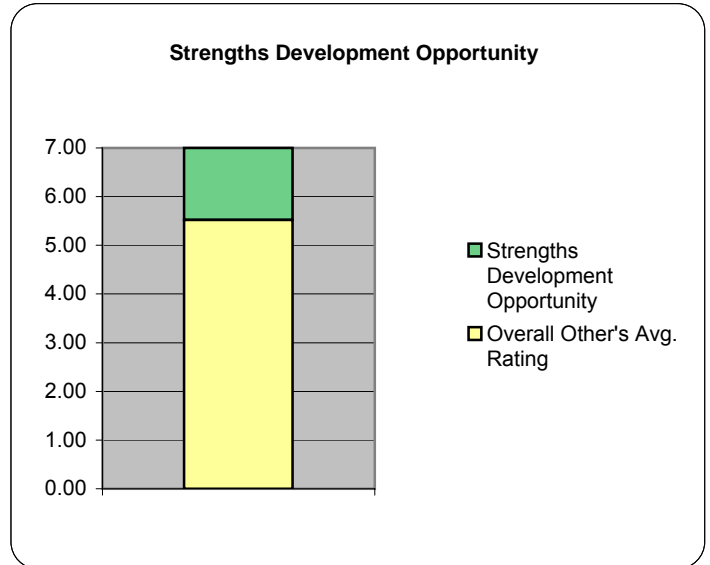
Communication Bridge Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
1. Comfortable speaking directly	6.0	5.60	0.40	1.40
2. Responds diplomatically when needed	5.0	4.80	0.20	2.20
3. Clearly communicates value of services	6.0	6.00	0.00	1.00
4. Provides appropriate level of information	4.0	5.60	-1.60	1.40
5. Adapts communication style for people/situations	5.0	5.60	-0.60	1.40
6. Speaks calmly in difficult conversations	5.0	5.80	-0.80	1.20
7. Communicates genuine concern for others	6.0	5.00	1.00	2.00
8. Does not embellish explanations	6.0	4.80	1.20	2.20
9. Expresses true views in meetings	6.0	5.80	0.20	1.20
10. Manages expectations to avoid surprises for others	6.0	5.80	0.20	1.20

Section 3: Results Driver

Paramount to continuous successful engagement with clients requires achieving satisfactory results. Results driven behaviors of an advisor describe the advisors' ability to guide the planning process, implement plans and have an appropriate focus on returns. A true Results Driver will make the tough calls, set high standards, and follow through on implementation of advice.



Overall Self Assessment 5.3
- Overall Other's Avg. Rating 5.52
Overall Self Perception Opportunity: -0.22



Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.52
Overall Strengths Development Opportunity: 1.48

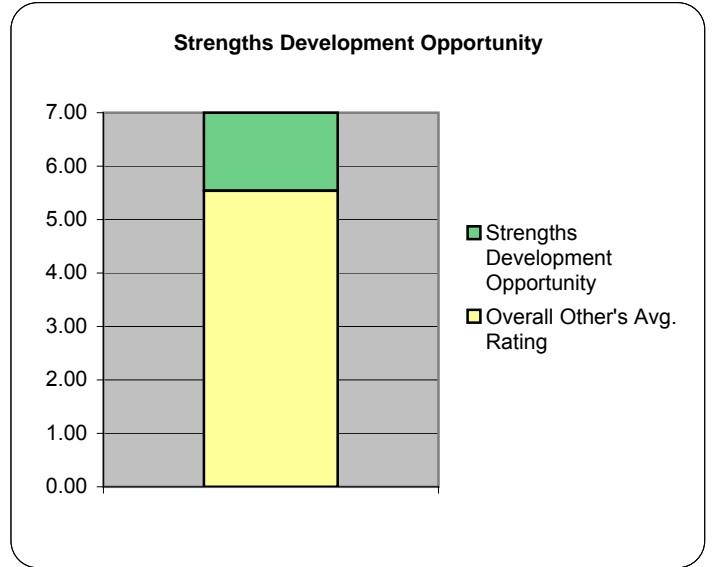
Results Driver Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
11. Completes plans and reviews on a timely basis	5.0	6.00	-1.00	1.00
12. Monitors accountability to goals	6.0	5.60	0.40	1.40
13. Decisive decision-maker	6.0	5.80	0.20	1.20
14. Timely response to questions	6.0	5.20	0.80	1.80
15. Keeps track of information	5.0	5.60	-0.60	1.40
16. Takes action and is proactive	6.0	5.00	1.00	2.00
17. Appropriate monitoring of investments	6.0	5.60	0.40	1.40
18. Helps define and set clear goals for clients	3.0	5.40	-2.40	1.60
19. Ability to confront financial problems	4.0	5.60	-1.60	1.40
20. Arranges regular meetings	6.0	5.40	0.60	1.60

Section 4: Relationship Connector

A dominating factor determining the success of any advisor is his or her ability to create lasting relationships. A true Relationship Connector builds relationships to get improved results by constantly demonstrating patience, listening skills and empathy for those clients that he or she interacts with. They are focused on investing in the development of their clients.



Overall Self Assessment 5
– Overall Other's Avg. Rating 5.54
Overall Self Perception Opportunity: -0.54



Total Maximum Rating: 7
– Overall Other's Avg. Rating 5.54
Overall Strengths Development Opportunity: 1.46

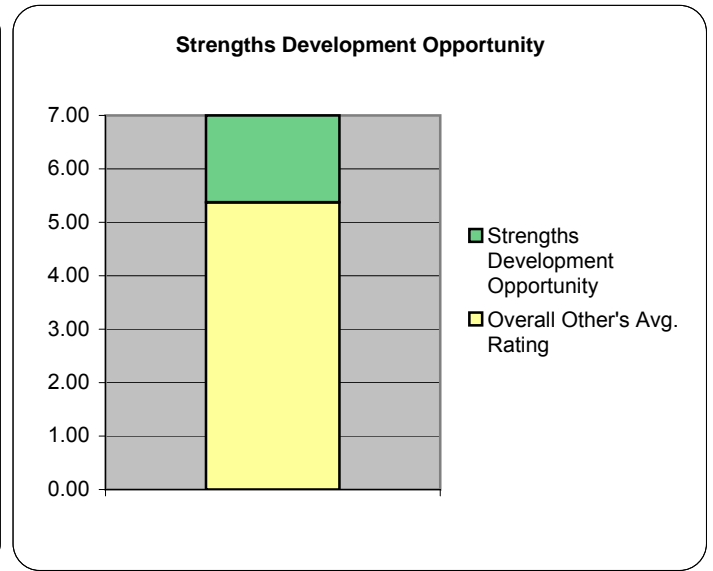
Relationship Connector Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
21. Discovers what is important to each person	5.0	5.20	-0.20	1.80
22. Provides regular encouragement and support	4.0	6.00	-2.00	1.00
23. Allows sufficient interaction time	6.0	5.60	0.40	1.40
24. Likeable and friendly	5.0	5.40	-0.40	1.60
25. Treats people with respect	6.0	5.20	0.80	1.80
26. Good listener	4.0	5.40	-1.40	1.60
27. Addresses sensitive issues with empathy and tact	5.0	5.80	-0.80	1.20
28. Responds to questions patiently	5.0	5.80	-0.80	1.20
29. Wants and helps others to succeed	6.0	5.60	0.40	1.40
30. Comfortable in discussing personal and familiar issues	4.0	5.40	-1.40	1.60

Section 5: Advisor EQ

Advisor EQ, or “Emotional Intelligence” is the ability of the advisor to proactively manage his or her own emotions and appropriately respond to the emotions of clients. The role as an emotionally intelligent advisor is centered on the ability to recognize and balance the impulses and influences of the logical and emotional parts of the brain and transfer that emotional balance to your clients.



Overall Self Assessment 4.87
- Overall Other's Avg. Rating 5.37
Overall Self Perception Opportunity: -0.51

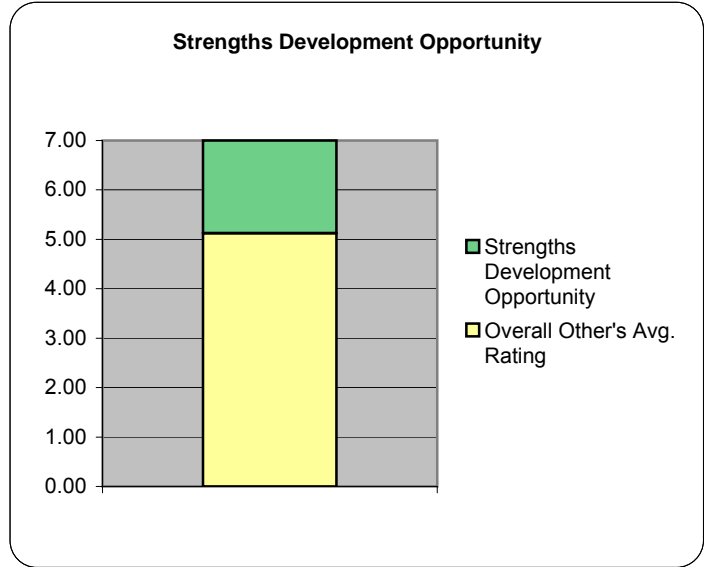
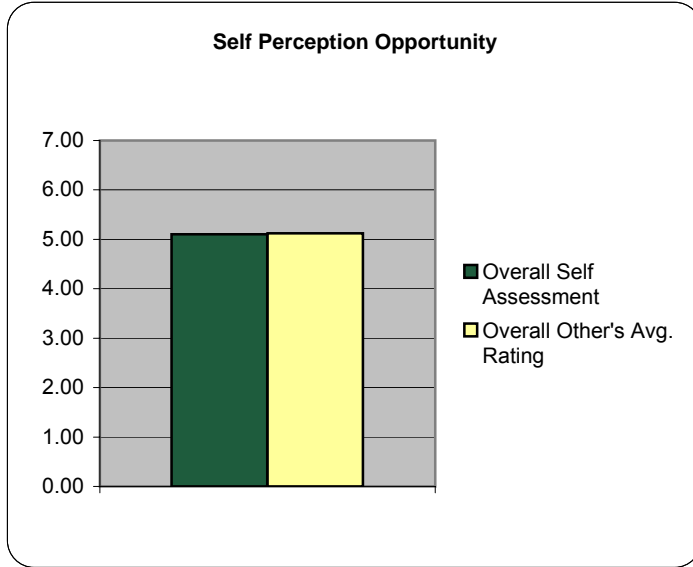


Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.37
Overall Strengths Development Opportunity: 1.63

Advisor EQ Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
31. Acknowledges how clients feel	6.0	5.00	1.00	2.00
32. Allows others to be open about frustrations without becoming defensive	4.0	5.60	-1.60	1.40
33. Not overly protective of prior decisions	4.0	5.20	-1.20	1.80
34. Comfortable listening openly to others feedback about his/her performance	6.0	5.40	0.60	1.60
35. Confident and secure	5.0	4.60	0.40	2.40
36. Takes personal responsibility	5.0	5.20	-0.20	1.80
37. Comfortable when solutions challenged	4.0	5.20	-1.20	1.80
38. Allows fees to be questioned	5.0	5.00	0.00	2.00
39. Reacts appropriately to market volatility	6.0	6.00	0.00	1.00
40. Demonstrates investment discipline	5.0	5.60	-0.60	1.40
41. Recognizes and responds appropriately to the emotions of others	4.0	5.80	-1.80	1.20
42. Displays sound judgement	4.0	5.20	-1.20	1.80
43. Avoids trivializing the feelings of clients	6.0	5.20	0.80	1.80
44. Willing to compromise	4.0	5.80	-1.80	1.20
45. Manages ego and self-promotion	5.0	5.80	-0.80	1.20

Section 6: Trust Builder

An advisor's ultimate currency for obtaining buy-in from his/her clients is trust. In order to gain trust of others, an advisor must first learn to trust him or herself and then secondly trust others. The ability of an advisor to trust him or herself will be significant in determining whether there is trust with clients and also inside the team.



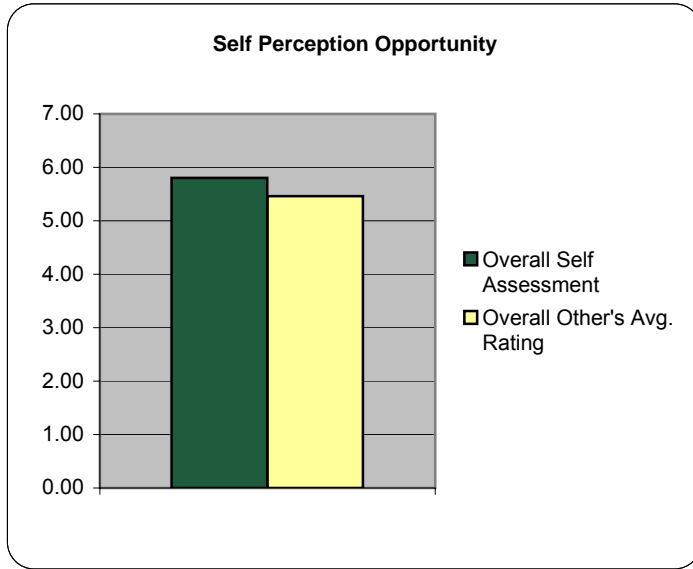
Overall Self Assessment 5.1
- Overall Other's Avg. Rating 5.12
Overall Self Perception Opportunity: -0.02

Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.12
Overall Strengths Development Opportunity: 1.88

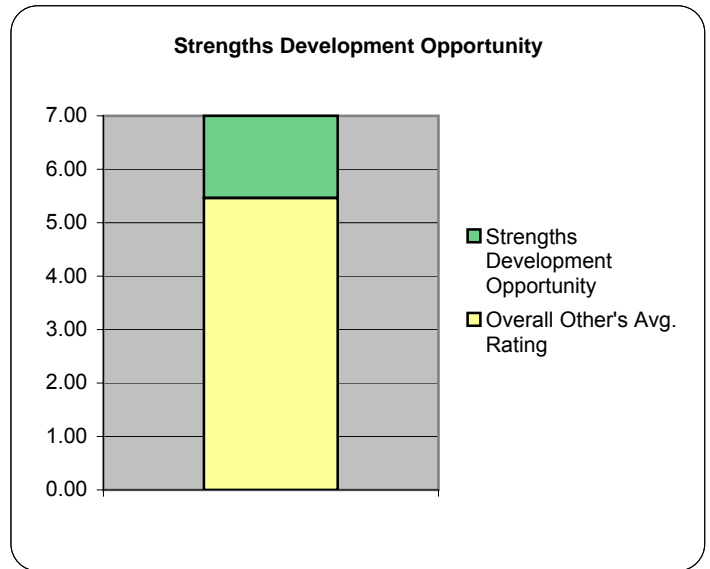
Trust Builder Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
46. Respects confidentiality	6.0	5.40	0.60	1.60
47. Provides positive energy	4.0	5.20	-1.20	1.80
48. Provides relaxed environment	4.0	4.80	-0.80	2.20
49. Reliable and consistent	5.0	4.60	0.40	2.40
50. Approachable	5.0	5.20	-0.20	1.80
51. Vulnerable, acknowledges his/her mistakes	5.0	5.20	-0.20	1.80
52. Shows humility	6.0	4.80	1.20	2.20
53. Keeps his/her promises	4.0	4.80	-0.80	2.20
54. Authentic	6.0	5.60	0.40	1.40
55. Has an inclusive approach	6.0	5.60	0.40	1.40

Section 7: Advisor Values

The core of any advisor's decisions will be his or her values. This will be foundational to success for the advisor and the business. Without demonstrating strong values, an advisor will not obtain a sufficient level of commitment from clients to sustain strong relationships.



Overall Self Assessment 5.8
– Overall Other's Avg. Rating 5.46
Overall Self Perception Opportunity: 0.34



Total Maximum Rating: 7
– Overall Other's Avg. Rating 5.46
Overall Strengths Development Opportunity: 1.54

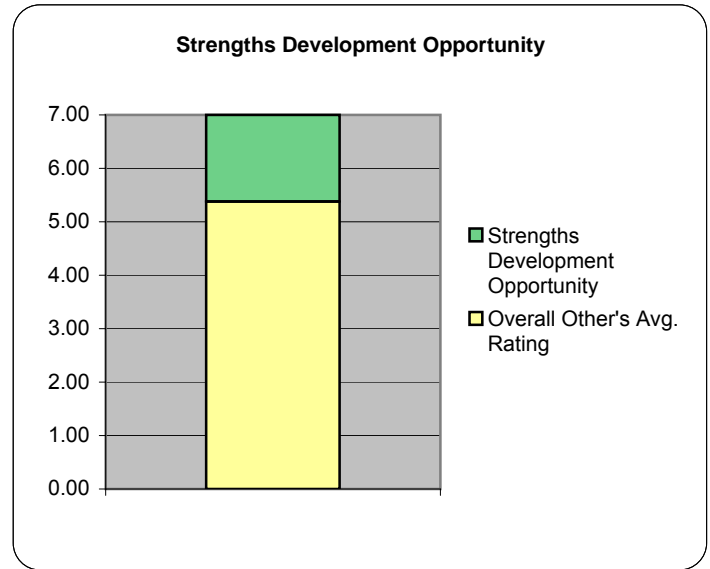
Advisor Values Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
56. Supports client goals first	5.0	5.80	-0.80	1.20
57. Demonstrates courage to do the right thing	6.0	5.20	0.80	1.80
58. Has honesty and integrity	6.0	5.40	0.60	1.60
59. Walk matches talk	6.0	5.40	0.60	1.60
60. Fees represent value for money	6.0	5.20	0.80	1.80
61. Manages conflicts of interest	6.0	5.60	0.40	1.40
62. A good role model	6.0	5.60	0.40	1.40
63. Treats clients fairly	6.0	5.20	0.80	1.80
64. Does not oversell products for his/her gain	6.0	5.60	0.40	1.40
65. Transparent with fees and commissions	5.0	5.60	-0.60	1.40

Section 8: Advisory Competence

Integral to providing high quality advice is an advisor's competency. Advisory Competence refers to the degree to which an advisor has developed the skills, aptitudes and knowledge levels to provide and implement financial and investment advice. Competency allows an advisor to process difficult and high impact decisions that need to be made in a timely manner.



Overall Self Assessment 5.9
– Overall Other's Avg. Rating 5.38
Overall Self Perception Opportunity: 0.52



Total Maximum Rating: 7
– Overall Other's Avg. Rating 5.38
Overall Strengths Development Opportunity: 1.62

Advisory Competence Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
66. Thinks ahead with strategic insights	6.0	5.60	0.40	1.40
67. Makes wise decisions	6.0	5.40	0.60	1.60
68. Implements ideas properly and accurately	6.0	5.20	0.80	1.80
69. Well prepared	6.0	5.00	1.00	2.00
70. Simplifies complex concepts	6.0	5.40	0.60	1.60
71. Solves problems resourcefully	6.0	5.40	0.60	1.60
72. Provides education	6.0	5.60	0.40	1.40
73. Uses analysis in planning	6.0	5.00	1.00	2.00
74. Competent in planning skills	6.0	5.40	0.60	1.60
75. Clients understand the plan	5.0	5.80	-0.80	1.20

Section 9: Your Advisory Style Performance Plan

Your Advisor Growth Plan has been developed to highlight specific areas of your Advisory style. We recommend that your Advisory style development be focused on Parts A and B first. After you have addressed items in parts A and B, additional insights on your Advisory style can be found on the following page, parts C and D of your Advisory Style Performance Plan.

A. Your Advisory Style Strengths:

Your Advisory Strengths are the 10 items in which you scored highest on out of 75 total items based on the "Other's Avg. Rating". The development focus on these items is to encourage you to maintain your current level of Advisory performance in these areas.

	Advisor Attribute	Category	Self Assessment	Other's Avg. Rating
1	39. Reacts appropriately to market volatility	Advisor EQ	6	6.0
2	11. Completes plans and reviews on a timely basis	Results Driver	5	6.0
3	3. Clearly communicates value of services	Communication Bridge	6	6.0
4	22. Provides regular encouragement and support	Relationship Connector	4	6.0
5	56. Supports client goals first	Advisor Values	5	5.8
6	28. Responds to questions patiently	Relationship Connector	5	5.8
7	27. Addresses sensitive issues with empathy and tact	Relationship Connector	5	5.8
8	6. Speaks calmly in difficult conversations	Communication Bridge	5	5.8
9	45. Manages ego and self-promotion	Advisor EQ	5	5.8
10	75. Clients understand the plan	Advisory Competence	5	5.8

B. Your Advisory Style Development Opportunities:

Your Advisory Style Development Opportunities are the 7 Advisory Style Categories (scored in sections 2 to 8) ranked using the "Overall Other's Avg. Rating". These Advisory Style Categories are ranked based on the amount of time you should allocate towards developing your Advisory skills in these areas. A rank of 1 indicates this category will require the most attention in your Advisory Style Performance Plan and a score of 7 indicates that this category would need the least amount of time for development. The time you allocate towards the lowest ranking items will promote positive Advisory style development.

	Advisor Category	Self Assessment	Overall Other's Avg. Rating
1	Trust Builder	5.1	5.12
2	Advisor EQ	4.87	5.37
3	Advisory Competence	5.9	5.38
4	Advisor Values	5.8	5.46
5	Communication Bridge	5.5	5.48
6	Results Driver	5.3	5.52
7	Relationship Connector	5	5.54

C. Your Advisory Style Self Perception Opportunity:

Your Advisory Style Self Perception Opportunity table shows the top 10 items in which you could further develop your Advisory style strengths based on "Your Self Perception Opportunity". The Self Perception Opportunity is the difference between how you perceive your Advisory style and how others perceive it. A positive perception opportunity indicates that you perceive your Advisory style to be better than how others have rated you. A negative perception opportunity indicates you perceive your Advisory style to be worse than how others have rated you. In both cases, where the perception opportunity is 2 or more then this would be an area to focus on in your Advisory Style Performance Plan. These scores are highlighted in red.

	Advisor Attribute	Category	Your Self Perception Opportunity
1	18.Helps define and set clear goals for clients	Results Driver	-2.4
2	22. Provides regular encouragement and support	Relationship Connector	-2.0
3	41. Recognizes and responds appropriately to the emotions of others	Advisor EQ	-1.8
4	44. Willing to compromise	Advisor EQ	-1.8
5	4. Provides appropriate level of information	Communication Bridge	-1.6
6	19.Ability to confront financial problems	Results Driver	-1.6
7	32. Allows others to be open about frustrations without becoming defensive	Advisor EQ	-1.6
8	30. Comfortable in discussing personal and familiar issues	Relationship Connector	-1.4
9	26. Good listener	Relationship Connector	-1.4
10	52. Shows humility	Trust Builder	1.2

D. Your Strengths Development Opportunity:

Your Strengths Development Opportunity table shows the top 10 items in which you could further develop your Advisory style strengths, based on the "Other's Avg. Rating". The Strengths Development Opportunity is the difference between how others experience your Advisory style and the maximum score of 7. Where the opportunity is 2 or more this would be a strengths development area that needs to be addressed in your Advisory Style Performance Plan.

	Advisor Attribute	Category	Your Strengths Development Opportunity
1	49. Reliable and consistent	Trust Builder	2.4
2	35. Confident and secure	Advisor EQ	2.4
3	52. Shows humility	Trust Builder	2.2
4	2. Responds diplomatically when needed	Communication Bridge	2.2
5	53. Keeps his/her promises	Trust Builder	2.2
6	48. Provides relaxed environment	Trust Builder	2.2
7	8. Does not embellish explanations	Communication Bridge	2.2
8	69. Well prepared	Advisory Competence	2.0
9	7. Communicates genuine concern for others	Communication Bridge	2.0
10	16.Takes action and is proactive	Results Driver	2.0

Written Comments

Following the assessment of your Advisory style using the 75 Advisory style attributes, raters were prompted to provide anonymous written feedback on your Advisory Style Strengths, Areas for Development and on your Overall Advisory Style. The rater's comments are below.

Comments on your Advisory Style Strengths:

Your Comments: Good communicator, Very personable , and Assertive

Other's Comments:

Makes confident advising decisions
Determines facts from research
Great analyzer
Organized and scheduled
Realistic with results

Always prepared
Patient
Initiating, wants to set the agenda
Gives reasonable estimates quickly
Understands risk level

Confident
Self assured
Logically presents facts
Encourages feedback
Optimistic

Comments on your Areas of Development:

Your Comments: Remember to keep frequent contact with clients

Other's Comments:

Be readily available to clients

Inform clients of any sudden changes in portfolio

Be willing to compromise on items that clients feel are important

Allow others to be open about frustrations without becoming defensive

Enhance listening skills

Comments on your Overall Advisory Style:

Your Comments: I can work on being more scheduled in keeping contact with clients as well as building the client relationship.

Other's Comments:

Maintain a more regular schedule to contact clients and inform them on any changes and status of portfolio.

Remember to make advising decisions on behalf of your clients and their risk levels.

Provides facts in a logically organized manner.

Remember that all criticism from clients is constructive, addressing all concerns will only make you a better advisor.

Chris is a good advisor, however, by listening more to others he could enhance his advising skills.

Further Education

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

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