



Business DNA[®] Natural Talents Profile

Coaching Report
for
Chris Coddington

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

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Chris Coddington
01-October-2008

Section 1. Introduction

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

For an overall introduction about your life and business decision-making behavior, please review your Workplace Operations Report.

1.1. Core Work Life Profile

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

Strategists are highly charged, creative people 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.

1.2. About the Business DNA Profile

Please note, the Business DNA Natural Talents Profile:

- Describes normal behavioral traits only.
- Recognizes that every person will have a unique style.
- Emphasizes that there are no good or bad behavioral profiles.
- Is gender neutral.
- Describes general traits that are typical for people who receive similar scores.
- Should be personalized since all statements may not apply to all people.
- Has been established as a valid and reliable instrument for measuring normal behavioral traits.
- Is one of the most powerful tools available for life and business alignment, but choices should not be made solely based on behavior. (Other areas such as interests, skills, and experience should also be considered)

1.3. Use of Behavioral Profiles

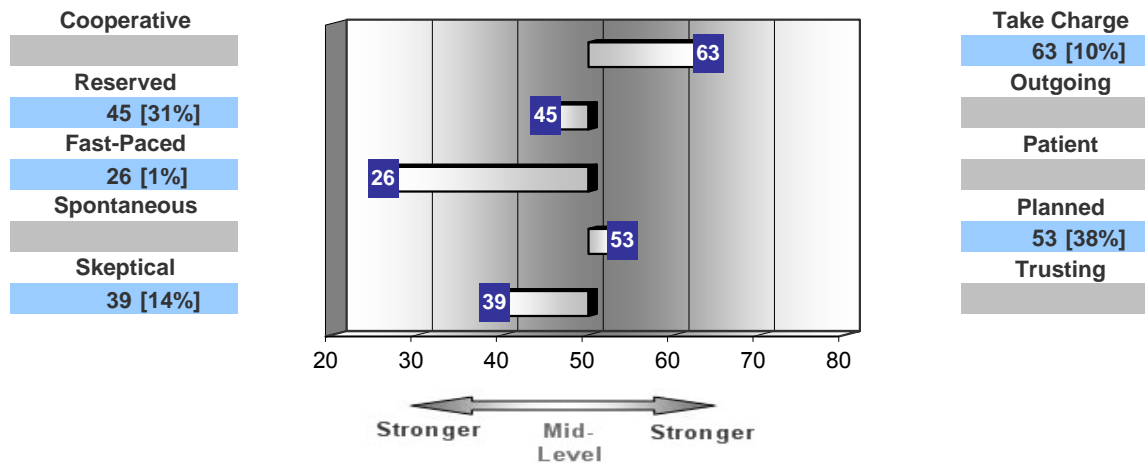
In this report, the term "behavior" refers to the way a person most naturally operates or acts. For example, some people are naturally motivated to be very organized and precise, and some are more spontaneous and casual. Likewise, some are risk takers and others are naturally conservative.

There may be a tendency to think that some behavioral profiles are inherently more suited for making life or business decisions than others, but that is not the case. All profiles and styles are equally valid, and all are needed. All styles and all people have strengths and struggles. The key point to remember is that people can be the most successful when they understand and maximize the positive aspects of their own natural and unique styles, and operate in an environment which will enhance their natural talents, and balance their areas of struggles.

Section 2. Natural Talents Profile Snapshot

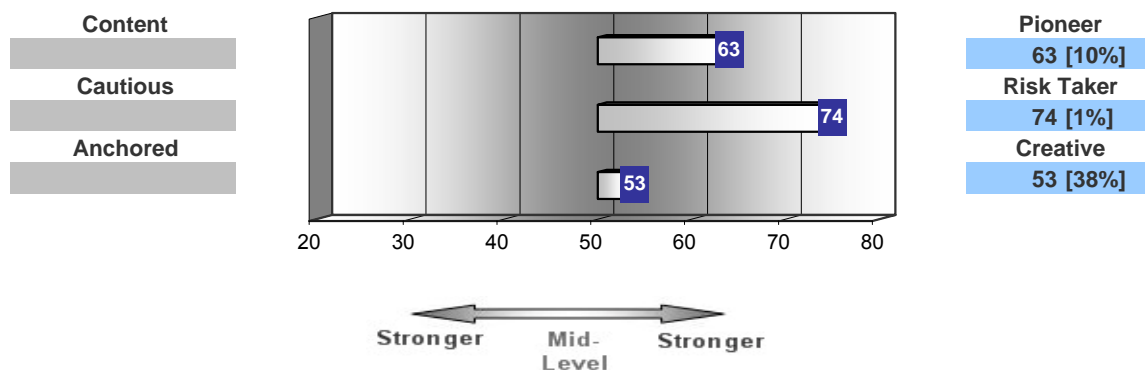
2.1. Core Work Life Drivers

The following 5 factors representing your Core Work Life Drivers provide specific insights into your natural talents, strengths and struggles and then how you communicate. Overall, these factors will indicate your natural desire to build relationships and also your motivations for getting results. If you have scores which are high on Take Charge, Fast-Paced and Planned you will be more results and tasks focused. If you have scores which are high on Cooperative, Outgoing and Patient 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 how you make life and business decisions. However, these factors focus more specifically on your motivations for 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 life balance and following tried and tested ways.



2.3. Snapshot of Your Natural Talents

Commanding: Confident, self-reliant, naturally wants to take the lead and control the agenda. Results oriented.

People: Mid-Range Score. Engaging and pleasant with others when approached but also enjoys operating alone.

Patient: Objective and not afraid to make difficult decisions; likes to move ahead at a fast pace.

Structure: Mid-Range Score. Likes to be structured in some areas but also can operate spontaneously in other areas.

Trust: Skeptical, likes to critically think through things, manage outcomes, question the status quo and will generally be guarded.

Pioneer: A progressive approach to taking initiative, sets ambitious goals, confident, follows through and is quite driven.

Risk: Adventurous, courageous, makes bold moves and is very resilient in being able to handle the ups and downs that come with taking risks.

Creativity: Mid-Range Score. Will use a mixture of imaginative and practical ideas to solve problems and initiate change.

2.4. Interpreting the Profile

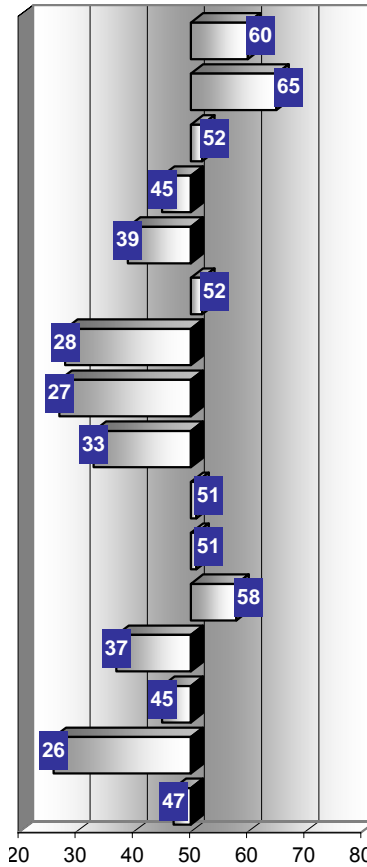
In reading your profile report the following points are important in interpreting it:

- 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.
- Scores closer to 50 indicate a moderate style that is typically more flexible in that behavioral factor.
- The "percentage score" in the brackets next to each score refers to the percentage of people in the population who score like you on this factor. The lower your score the more intensive your behaviors in this factor.
- To the extent you have strong profile 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.
- The list of strengths and struggles that follow are typical for people who have scores similar to yours. In your stronger profile factors, the strengths will be more ingrained and prevalent, and similarly the struggles.

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

Core Work Life Drivers

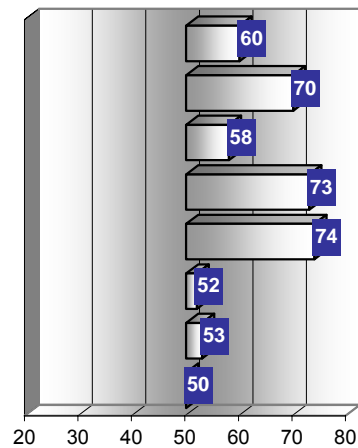
Cooperative	Consensus Seeking	
	Group Orientated	
	Diplomatic	
Reserved	Serious	45
	Reflective	39
45	Quiet	
Fast-Paced	Rational	28
	Task-focused	27
26	Confronting	33
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	37
	Suspicious	45
	Questioning	26
39	Exacting	47



60	Authoritative	Take Charge
65	Self-reliant	
52	Frank	63
	Expressive	Outgoing
	Sociable	
52	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
51	Accurate	Planned
51	Scheduled	
58	Persistent	53
	Delegator	Trusting
	Open	
	Approachable	
	Relaxed	

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	
	Practical	
	Left Brain	



60	Initiator	Pioneer
70	Competitive	
58	Determined	63
73	Bold	Risk Taker
74	Risk Tolerant	
52	Original	Creative
53	Enterprising	
50	Right Brain	53



3.1. Typical Workplace Strengths

Strategists are goal-oriented, precise, analytical, assertive, confident, prepared, and they insist on high standards. They have a good eye for detail and push to get the job done right.

- Are your colleagues and team members running to catch up with you? What action can you take to resolve this?
- Have you considered their needs and are you coaching and mentoring them?
- Consider whether you are caught up in your current project or are you strategizing continuous operational improvement.

3.2. Typical Workplace Struggles

To coworkers, Strategists may come across as rigid, cold, picky, pushy, dogmatic, stubborn, and insistent. In their desire to achieve results, Strategists may become critical, judgmental, and insistent on doing things their way.

- Consider what your team colleagues and peers would answer to the question “are you a 360 degree leader”.
- Think about times when you have not given less able colleagues opportunities to contribute to the business. How do you think they felt?
- What could you change in your leadership and behavioral style that would help you to develop a more inclusive/trusting style of management?

3.3. Workplace Operations Style

Strategists synthesize a broad array of facts, events, and concepts in order to develop long-range plans and improve efficiency. They typically see the larger vision well ahead of others and are often considered "visionaries." They usually like to be in charge because they believe that they have a conceptual plan to make it happen.

- As a Strategist consider how you are ensuring that the workplace plans and strategies you have developed and implemented will support the long term business needs.
- How much of a critical role are you playing within the overall “change management” process? Do you simply ‘set the vision’ but play no part in its implementation?
- Consider how spending time engaged in day to day processes and procedures might add value to your operational style.

Secion 3. Keys to Development and Performance Improvement (Continued)

3.4. To Maximize Potential

Educate and expose them in a number of business areas and develop strategies that involve a mixture of solution development and new transactions.

- 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

Opportunity to meet their goals with desire for precision, accuracy and quality. To be able to lead in situations where achieving results in a challenging environment is a priority. They prefer a mixture of mobile and stationary duties, as long as they can make consistent progress toward their goals.

- Describe what matters to you in the workplace? For example - Is it recognition for your skills; is it the amount of autonomy you have in the decision making process; or something else?
- How can your current job be changed or enhanced to provide you with these workplace needs? What do you see as your role in this process?
- What do you see as your role and responsibility to create a motivating work environment for yourself and your team? Would it include encouraging initiative; a no blame culture; understanding the behaviors of your team or something else?

3.6. Ideal Workplace Setting

Analyze - Decide - Be in control - Develop Strategy - Critique and improve - Create - Direct - Plan - Organize - Systemize Processes

- Describe how you would respond if your company was taken over and a more senior manager/decision maker was appointed above you.
- How would you respond to the new and challenging experiences a new manager might bring?
- How would a situation such as this affect your self respect and your belief in your own abilities? What would you do to resolve this?

3.7. To Provide a Challenge

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

- As a leader do you set targets that are at the edge of what your team believe is achievable? Do you encourage them to rise to the challenge?
- How easy is it for you to take your hands off a project by delegating responsibility to your team to show that as their leader you have confidence in them and their ability? How do they respond to this? How do you celebrate their success or deal with their failure?
- How do you as a leader promote ownership and accountability from your team? How do you demonstrate the same to them from yourself?

3.8. Working With Teammates

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

- How important is it to you to be surrounded by people who can perform at the highest level even when not in their comfort zone?
- How would you handle a situation when one of your team members was not performing well and you couldn't rely on them?
- Consider how easy it would be for a member of your team to approach you for guidance. Are you approachable? Do you recognize when a team member is struggling? What do you do about it?

3.9. Leadership Style

Strategists lead by visionary thinking, superior planning, initiating change, designing new systems, and using their methodical nature to keep quality high.

- Think of occasions when people have been drawn to work with you because of your leadership style. Did they grow and develop from the experience or did your leadership style intimidate them?
- Think about ways in which you might need to adjust and/or moderate your leadership style in order to nurture and foster the development of less able colleagues.
- How well do you identify the more gifted and talented people around you? As their leader what role do you play in terms of investing into their talents?

3.10. Measure of Performance

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

- Describe ways in which you might tie together a team made up of differing cultural and behavioral styles in order to take them towards the achievement of pre-set objectives and goals.
- What ways are you investing into your own leadership growth to ensure that you will be performing better tomorrow than you did today? How will you measure that self development improvement?
- Describe a time when as a leader you invested time and energy into developing a team member or colleague in order for them to achieve their goals. How did you feel when they achieved them?

3.11. Workplace Fears

They dislike losing control, not meeting goals, and having the solution to a problem without the authority to implement it.

- How would you define maximum satisfaction for yourself in the workplace?
- What are some of the changes you would make in order to remove the possibility of fear entering into your workplace environment?
- Would improving your value to the business remove the potential for fear?

Section 3. Keys to Development and Performance Improvement (Continued)

3.12. What is Alienating

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

- What might be the risks to your career development by becoming withdrawn or isolated or emotionally dissociated from what you see as irrelevant or time wasting discussions?
- Describe a time when you have settled for 'second best' through being persuaded to commit to solutions and plans that did not meet your goals and criteria. How did that make you feel? Would you have been able to change the outcome through more effective negotiation?
- Describe a time when you compromised and the outcomes were successful? What did you learn from that experience?

3.13. Decision-Making Style

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

- Describe a time when your decision making skills failed. How did that make you feel?
- Did other colleagues have the correct solution? If so, how did you handle this?
- What did you learn from this incident?

3.14. Communication Approach

Strategists usually believe that what they are saying is absolutely correct and the right direction to take. Remember their need to be in control, retreat and think. Move, speak and act quickly, be accurate with details. Give direct answers, get to the point. Provide plenty of detail so they can analyze it for themselves. Give them choices so they can make the final decision. Honor their need for structure, schedules and rules.

- Consider a time when you involved your team or colleagues in key decision making. Did this make you feel frustrated as they debated? Was their involvement in decision making helpful?
- How would you deal with tedium and irrelevancies when a team member or colleague is communicating with you?
- Have you considered designing a template for your staff to use when communicating with you, either through e-mails or face to face presentations? How do you think they would respond to this? Are there risks in simplifying their communication style in that they might leave out a crucial piece of information?

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 Talents Profile 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.

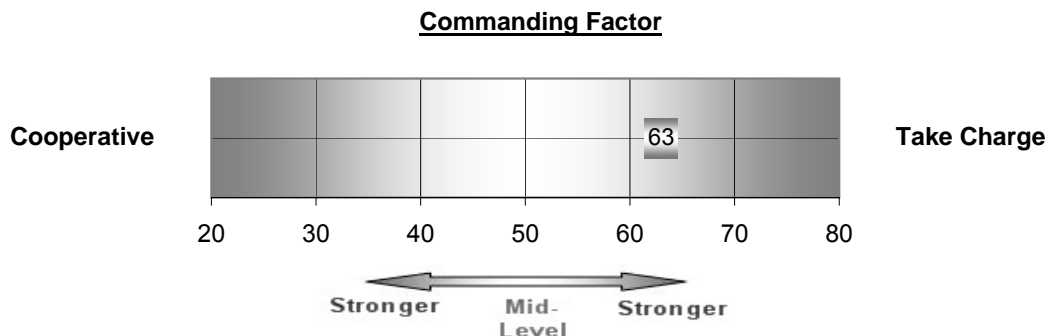
There are many advantages of understanding your unique working style and how you operate in relationships with others. You will be more likely to realize your potential in some positions more than others simply because they are a better fit for your natural style and how you are able to relate to others.

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.

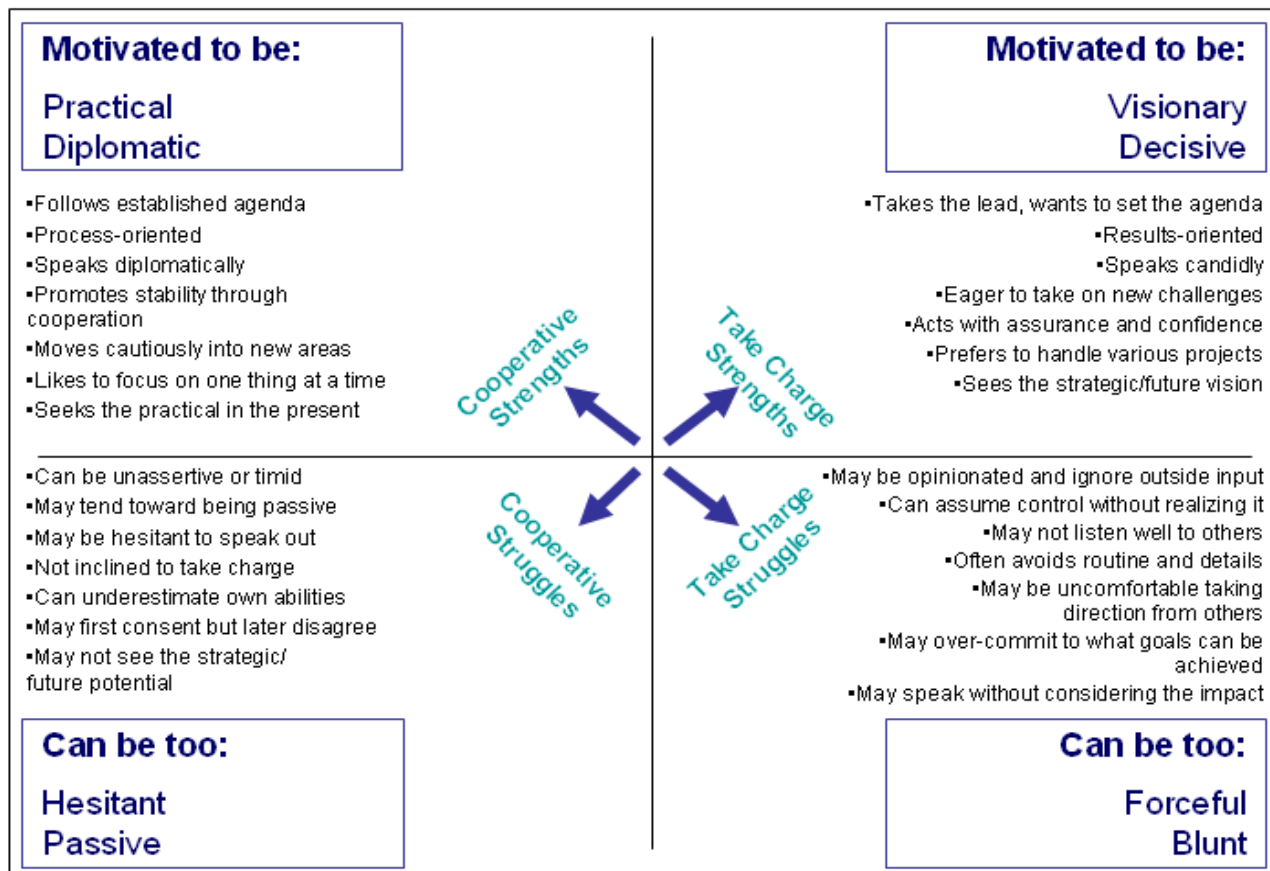
Section 4. Specific Coaching Insights on Your DNA Behavior (Continued)

4.1. Commanding Traits



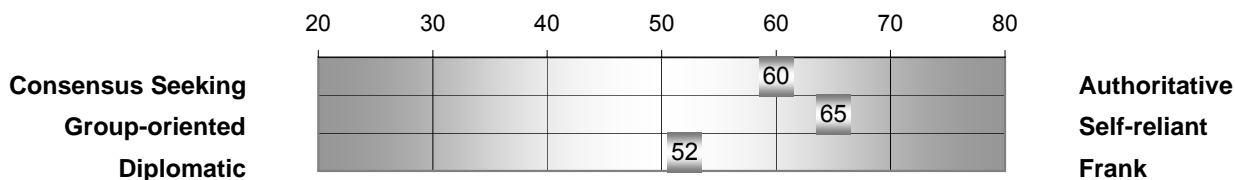
Chris, your score in the TAKE CHARGE range indicates a person who naturally seeks to be in control of the environment and operate independently. Whether planning a transaction, running a business, or setting priorities, these people naturally want to be in charge. Their desire to set and control agendas and get results can contribute to success in a variety of situations. Those who score in this range are typically confident and decisive. With strongly held opinions and ideas about how things should be done, it's typical for them to speak out or give advice. They naturally see the big-picture and have a unique ability to anticipate changes and conceptualize new ideas for operating in the future. This "visionary" gift is a key strength of the people with this profile.

There are several struggles shared by those who have this commanding nature. Their assertive nature may precipitate "turf" wars, unless there are clearly defined areas of responsibility. Also, with their high confidence, they may assert strong opinions in areas in which they lack sufficient expertise. They often discount the amount of detail needed to bring their big-picture ideas to fruition. Balance is provided by taking a more cautious approach and seeking and listening to the sound advice of others who are opposite from them in behavioral style.



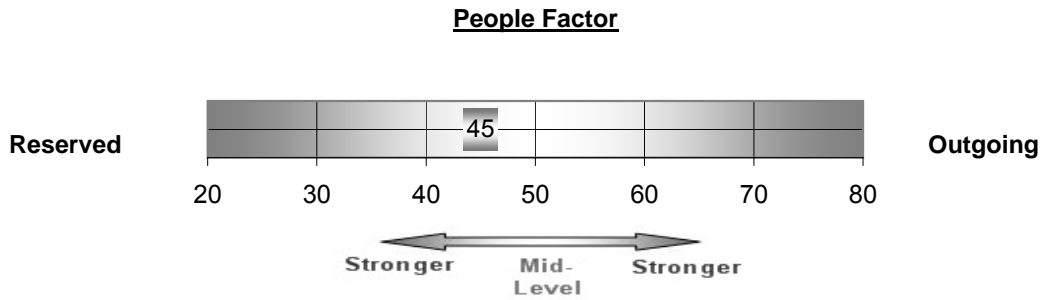
4.1. Commanding Traits (Continued)

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



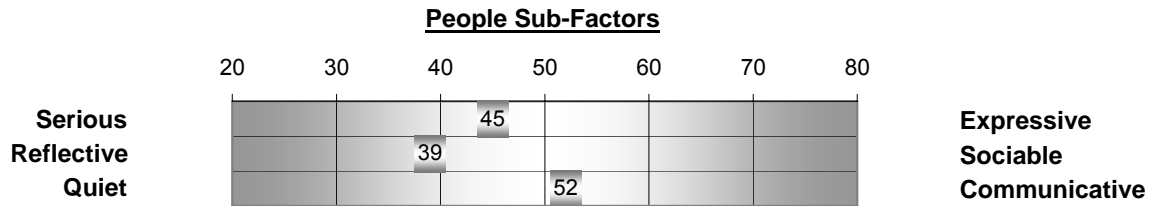
Chris, this mid-range score on the PEOPLE factor indicates a person who probably enjoys a combination of time with others and time alone. People in this profile typically exhibit good verbal skills and are comfortable with meeting others. However, they are more likely to be open and communicative among those they know well. They usually function well with others and find it easy to fit in with various groups.

<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Motivated to be: Reflective Focused</div> <ul style="list-style-type: none"> ▪ Prefers working with tasks ▪ Serious and modest ▪ Realistic and practical ▪ Not distracted by surroundings ▪ Displays persistence ▪ Focused on the task at hand ▪ Likes closure 	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Motivated to be: Expressive Recognized</div> <ul style="list-style-type: none"> ▪ Good at meeting people ▪ Lighthearted and entertaining ▪ Optimistic and positive ▪ Comfortable receiving attention from others ▪ Able to promote ▪ Likes to make a good impression on others ▪ Works well with open-ended situations
<ul style="list-style-type: none"> ▪ May appear withdrawn and aloof ▪ Sometimes appears shy ▪ Too much downside focus ▪ Can minimize conversation ▪ May seem quietly self-righteous ▪ May appear aloof or wary ▪ Drained by too much interaction with others 	<ul style="list-style-type: none"> ▪ Strong need for approval of others ▪ May be overly verbal or dominate conversations ▪ Can be overly optimistic ▪ Prone to be distracted or too hasty ▪ May display too much emotion ▪ May be too transparent, too uninhibited ▪ Has difficulty working alone
<div style="border: 1px solid black; padding: 5px; margin-top: 10px;">Can be too: Withdrawn Private</div>	<div style="border: 1px solid black; padding: 5px; margin-top: 10px;">Can be too: Talkative Emotional</div>

Reserved Strengths Outgoing Strengths

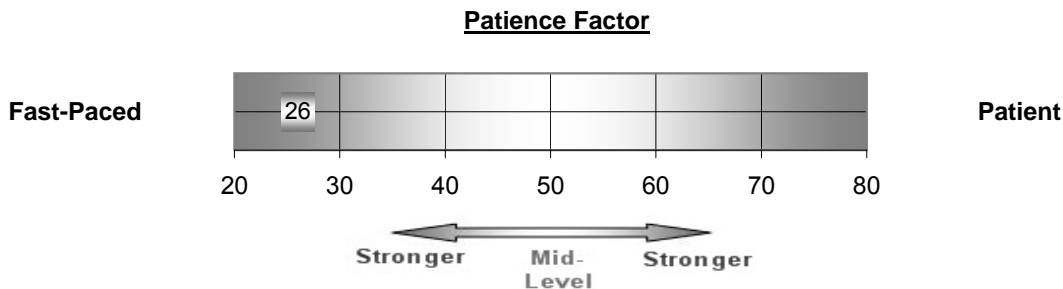
Reserved Struggles Outgoing Struggles

4.2. People Traits (Continued)



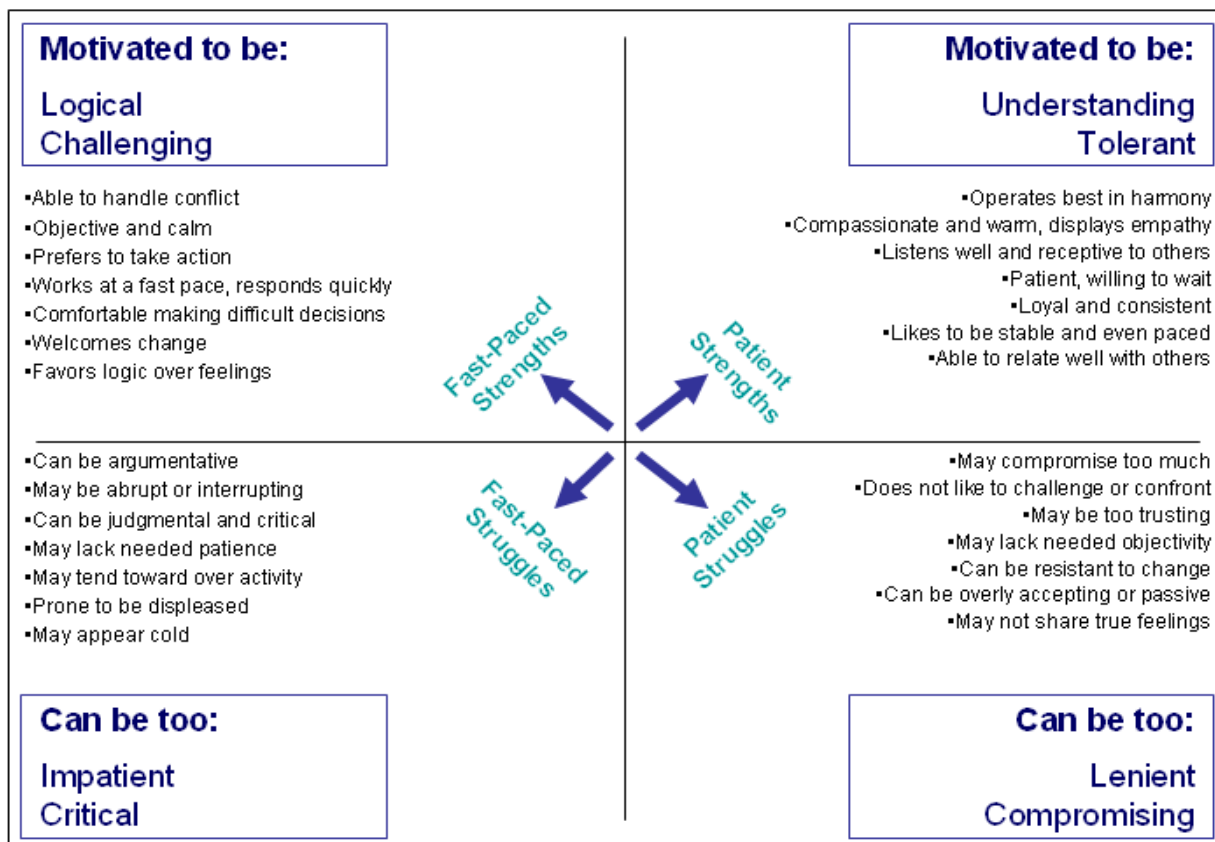
Sub-Factor Strengths and Struggles	
Serious	
Strengths	Earnest , relies more on logic than emotions, will not gloss over potential problems, considered
Struggles	Pessimistic , can be seen as too serious, pessimistic and unenthusiastic
Reflective	
Strengths	Focused , comfortable operating alone, will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

4.3. Patience Traits



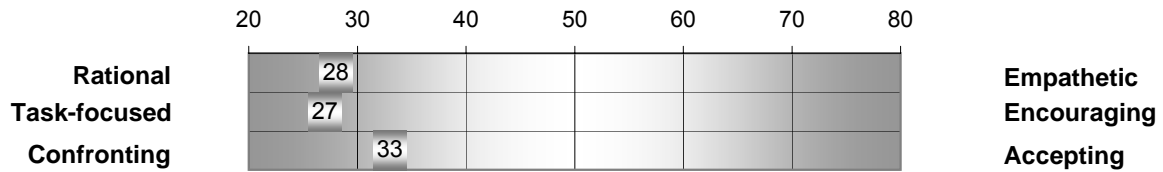
Chris, your score on the FAST-PACED factor indicates a person who tends to be quick reacting, rational, and confronting in dealing with other people. This profile is often viewed as being impatient and change-oriented, with a strong concern for rapid results and getting things done. A key strength of this profile is the ability to deal with conflict and have candid communication. This allows a person to effectively operate in a hostile or non-supportive environment. This type of person is not easily intimidated by rejection or conflict, and that can be a significant advantage in many life and business situations, enabling them to make difficult, unpopular, or unemotional decisions.

The struggle associated with scores in this range is a tendency to be unaware or insensitive to the needs of others. Not being attuned to the feelings or needs of others can come across as being insensitive, even when it is not intentional. The lack of patience normally associated with this trait, along with the desire for a fast pace of activities and decisions, may make it easy to be demanding and intolerant of others who do not operate with the same energy level, intensity, or standards. A more open, tolerant, and patient approach toward others, coupled with increased listening skills, can balance this trait and enhance effectiveness in interactions with others.



4.3. Patience Traits (Continued)

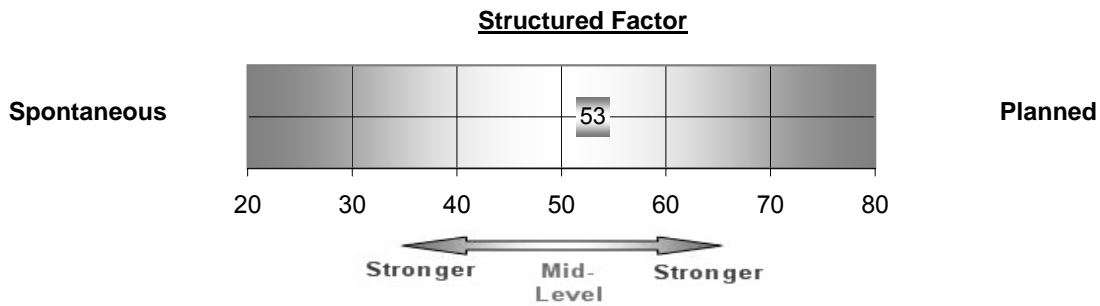
Patience Sub-Factors



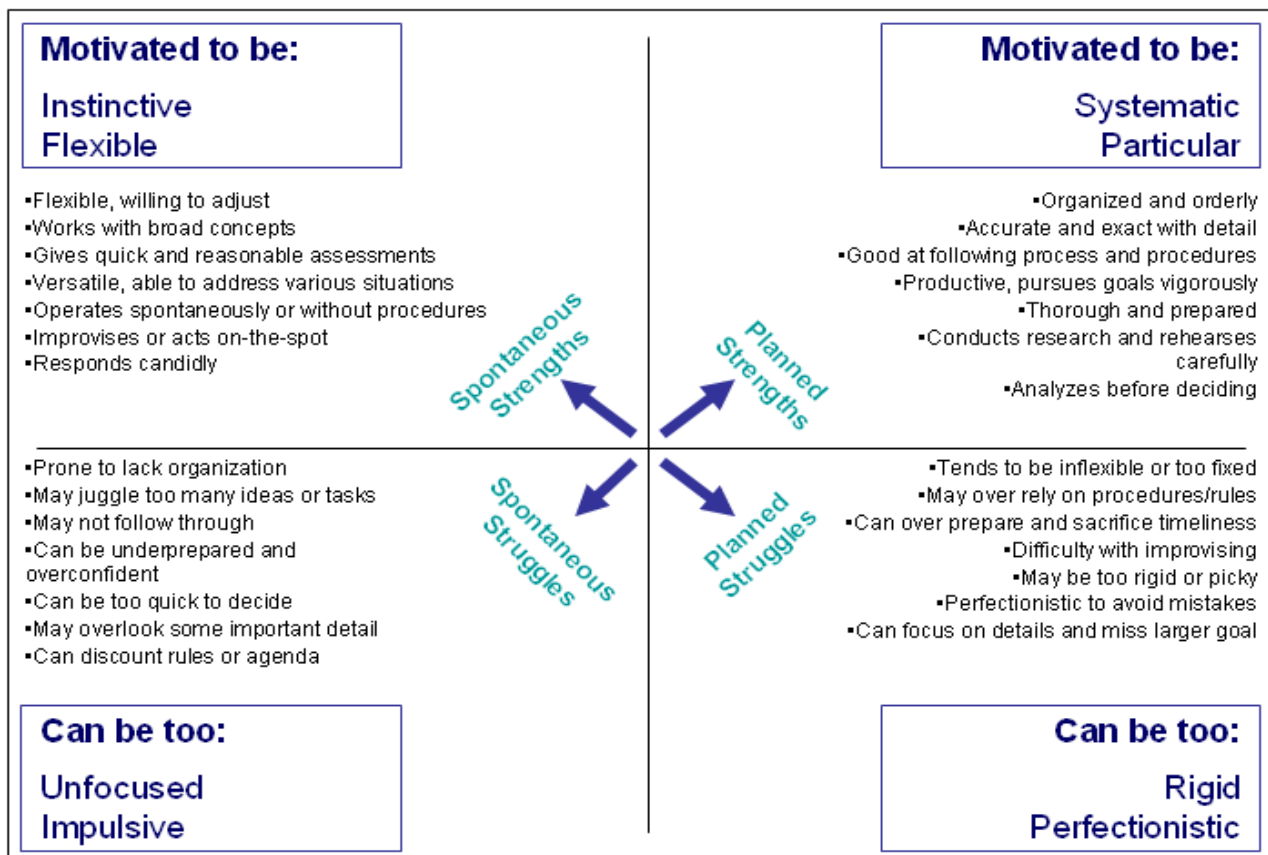
Sub-Factor Strengths and Struggles	
Rational	
Strengths	Solution orientated , able to make difficult decisions and hold people accountable
Struggles	Insensitive to the needs of others, too focused on rationally solving problems
Empathetic	
Strengths	Empathetic , shows warmth, caring, merciful, good listener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

Section 4. Specific Coaching Insights on Your DNA Behavior (Continued)

4.4. Structured Traits

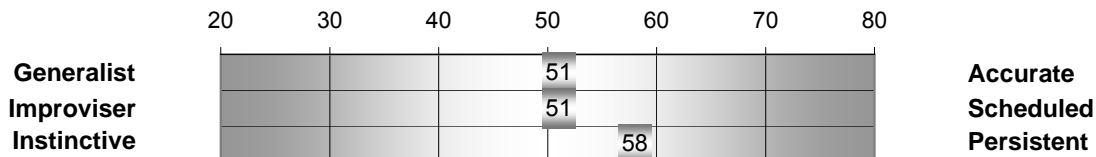


This mid-range score on the STRUCTURE factor indicates a profile with the capacity to be both accurate and a generalist. In reviewing the habits of people with this profile, there are usually clear examples in which they are very orderly, thorough, and accurate. They may even, on occasions, rigidly defend some of their drive for perfection and find compromise distasteful. In other situations, they also can be unstructured and even non-attentive to detail. This profile also can forego planning, rules, and established procedures in order to launch out in a new direction. With such a mixture in this factor, variety may best describe your level of structure. Surges of spontaneity and curiosity may be offset by caution and tentativeness. These variations are probably situational, affected by interest and commitment level. Some spheres of activity just seem to warrant more attention and care. This flexibility, combined with a persistent commitment to excellence, can produce highly effective results. As with all profiles, written financial or strategic goals and a well-developed, well-thought out plan to meet those goals can be helpful.



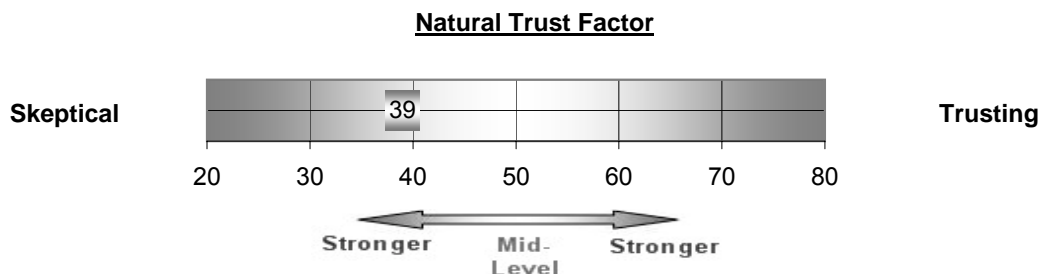
4.4. Structured Traits (Continued)

Structured Sub-Factors



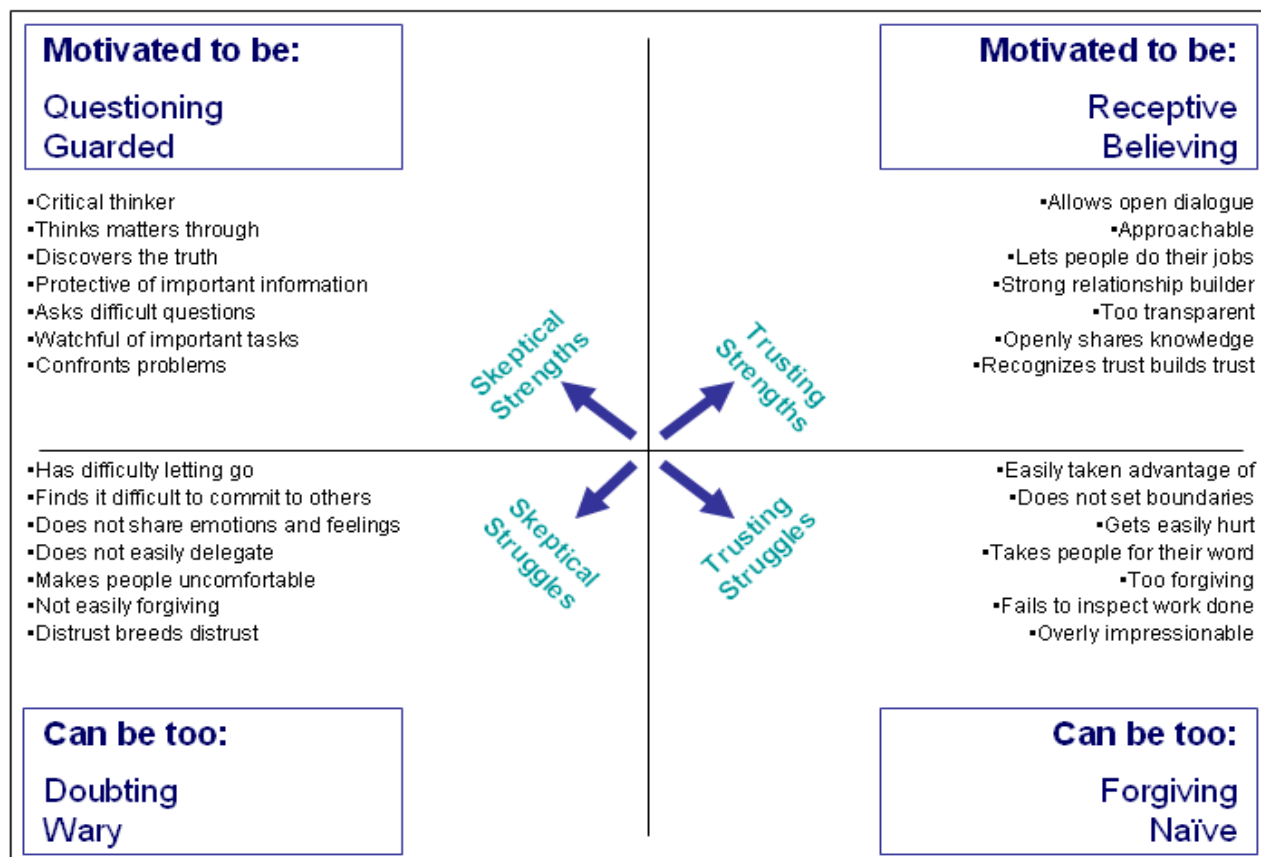
Sub-Factor Strengths and Struggles		
Generalist		Accurate
Strengths	High level , can make broad assessments and give estimates quickly	Detailed , exact, factual, thorough
Struggles	Vague , may overlook important facts to reach a quick conclusion, or miss important details	Picky , sacrifice deadlines, 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 orientated , over relies on procedures, structures and rules

4.5. Natural Trust Traits



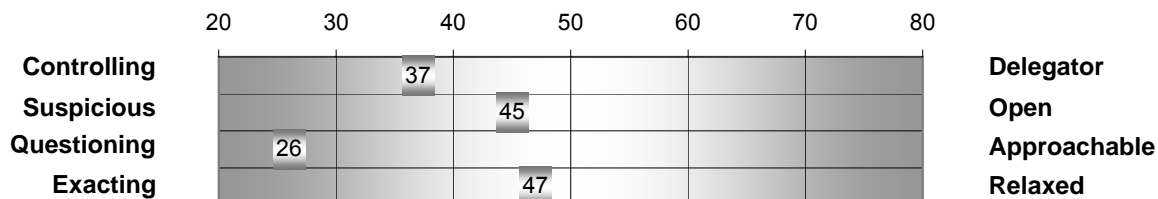
Chris, your score on the SKEPTICAL factor indicates a preference for managing outcomes, critical thinking, and not accepting what people say at face value. You would rather show restraint before responding and take time to think things through. A key strength for those sharing this profile is the ability 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.



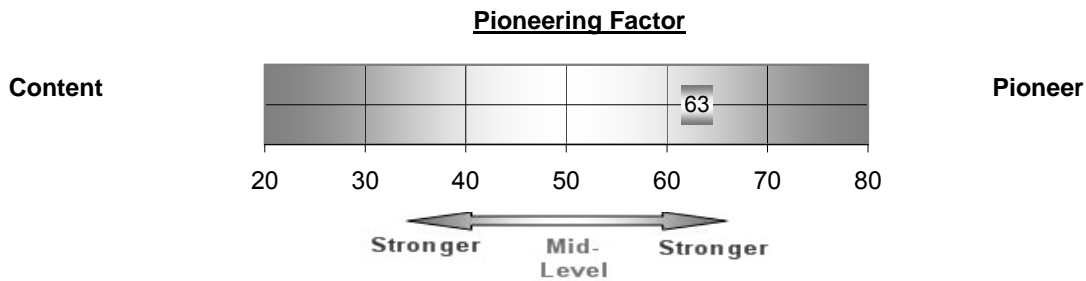
4.5. Natural Trust Traits (Continued)

Natural Trust Sub-Factors



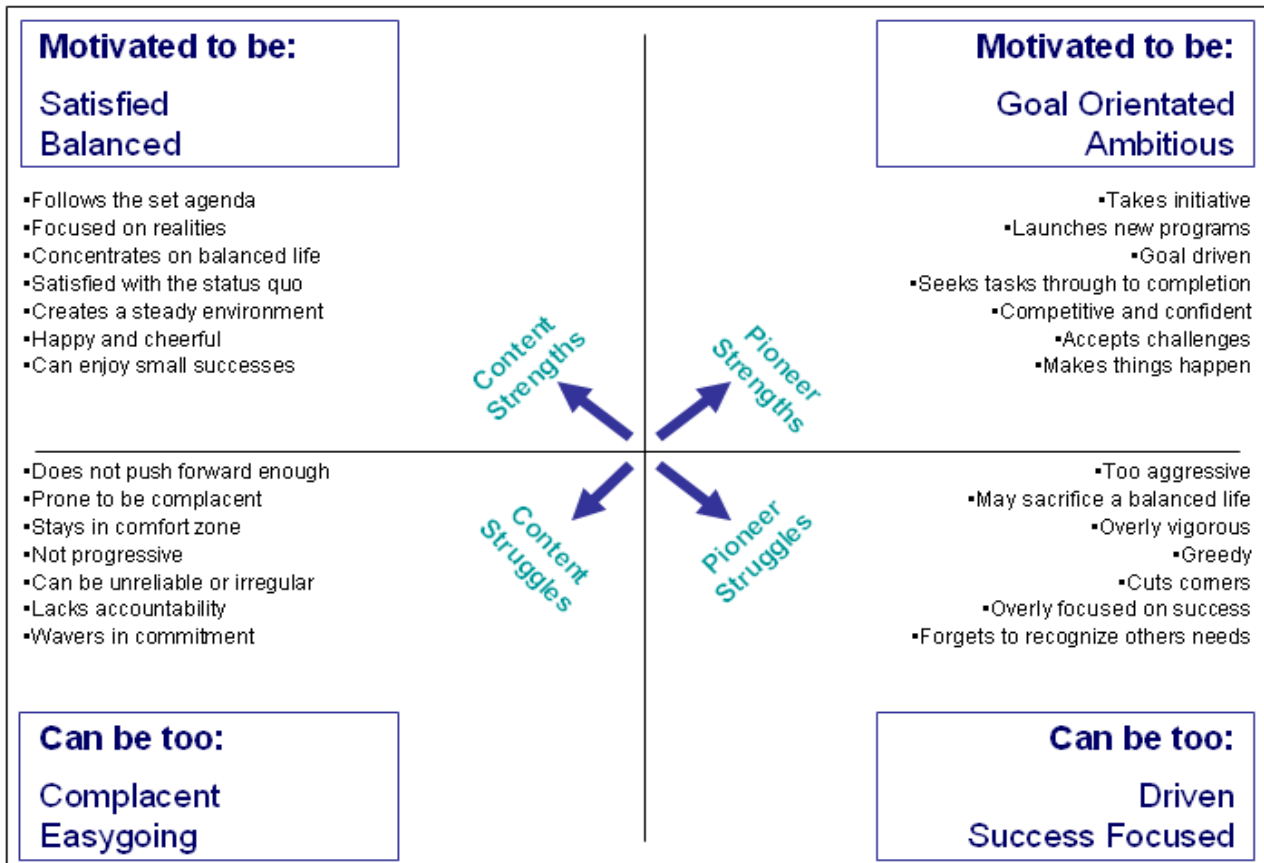
Sub-Factor Strengths and Struggles		
Controlling		Delegator
Strengths	Manages outcomes , sets boundaries, governs operations	Transfers responsibilities to others , empowers others to make decisions
Struggles	Overbearing , does not provide freedom to others, too restrictive, can be manipulative	Not sufficiently 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



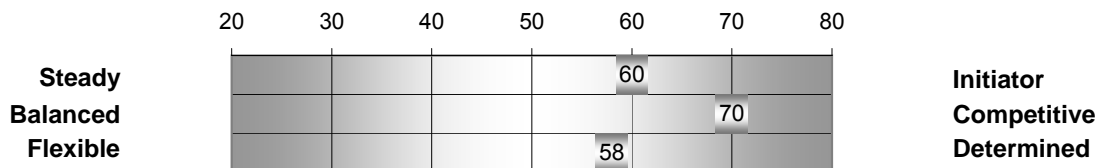
Chris, your score on the PIONEERING factor is indicative of a person who is highly driven and goal orientated. You are probably comfortable in undertaking activities that entail launching new programs and then ensuring that they are seen through to completion. This type of pioneering spirit typically 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 shared by those with this profile 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 within this profile 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.



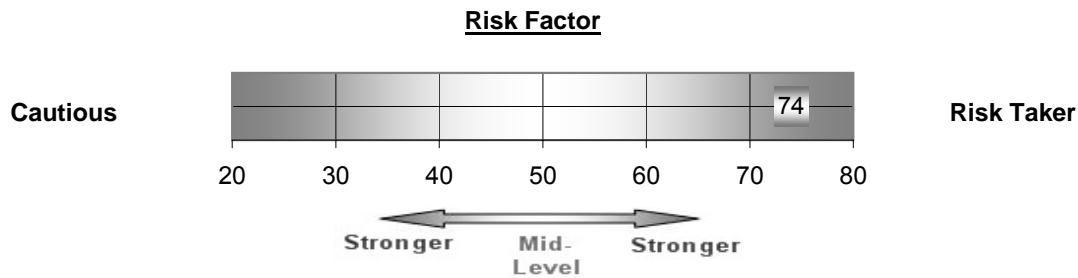
4.6. Pioneering Traits (Continued)

Pioneering Sub-Factors



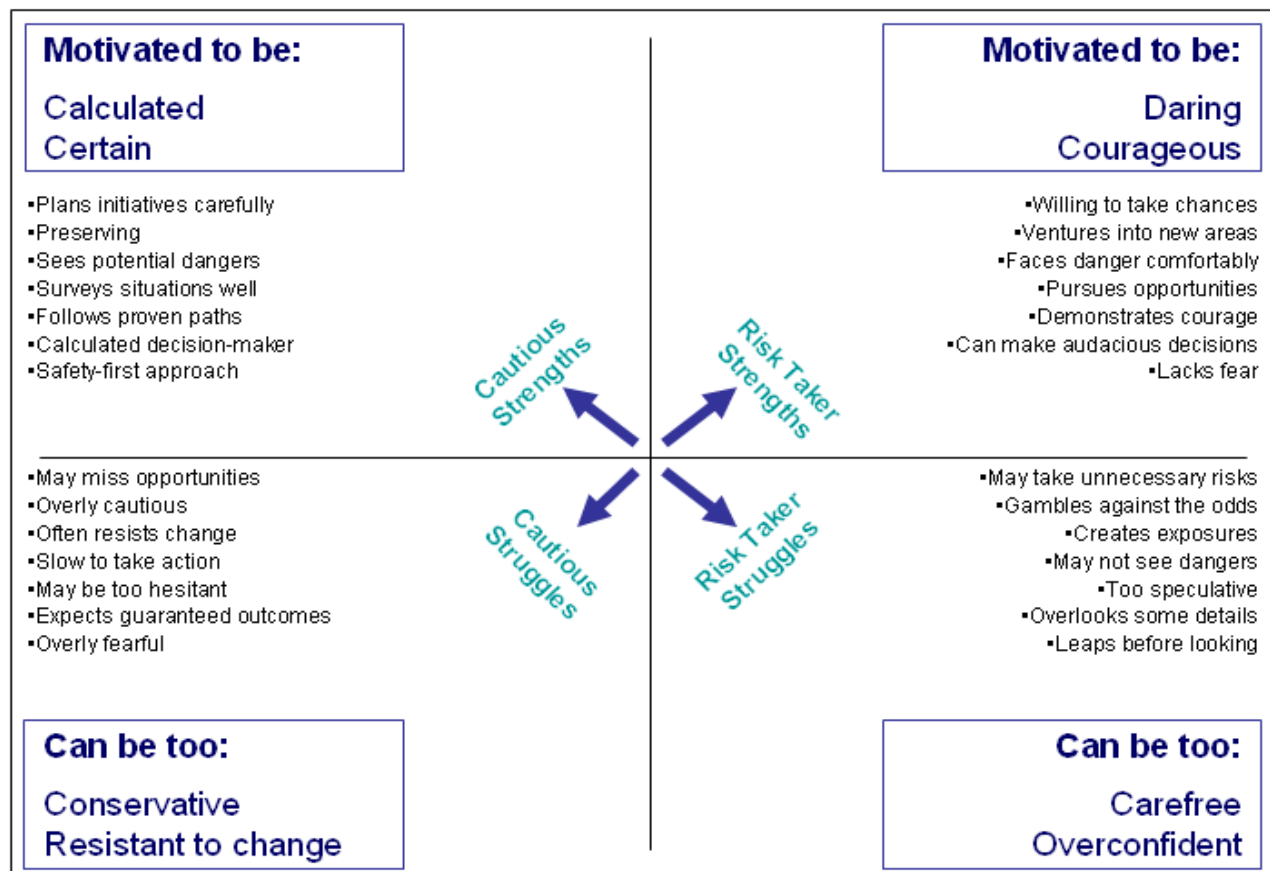
Sub-Factor Strengths and Struggles	
Steady	
Strengths	Careful , tends to avoid risks, able to see the pitfalls in an idea or course of action
Struggles	Inactive , does not take action unless instructed, works passively
Balanced	
Strengths	Satisfied , typically takes pride in being consistent, balanced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

4.7. Risk Traits

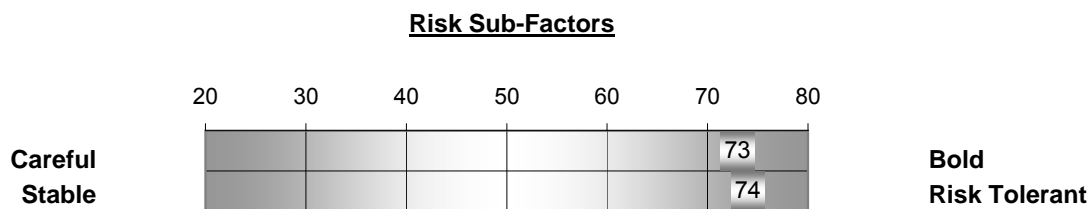


Chris, your score on the RISK factor is indicative of a person who is willing to take chances in making business decisions. Further, you will be able to emotionally handle the consequences of some failure which happens as a result. This type of opportunistic spirit typically allows for moving ahead into 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 this profile is a high level of boldness and an ability to face danger comfortably. Very often with people with this profile 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 within this profile 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.



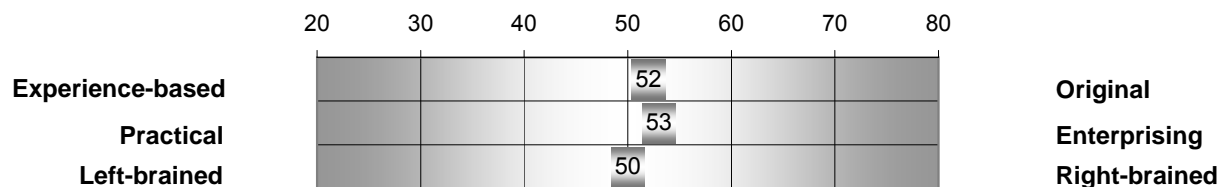
4.7. Risk Traits (Continued)



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 carefree , does not sufficiently recognize the consequences of bad decisions

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. Disclaimer

The purpose of this instrument is educational. It is designed to help people identify their natural behavioral strengths. The Business DNA Natural Talents Profile should not be used to identify, diagnose, or treat psychological, mental health, and/or medical problems. Additionally, if 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 Talents Profile you expressly waive and relinquish any and all claims of any nature against Business DNA Resources, any affiliated companies, and/or their employees arising out of or in connection with the use of this survey.

Section 6. Next Steps

Further Education

We have a number of education and facilitation programs available to enhance your understanding of what the profiles mean and how to use them in your business. Please contact us at inquiries@businessdnareources.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