LEADERSHIP BEHAVIOR DNA

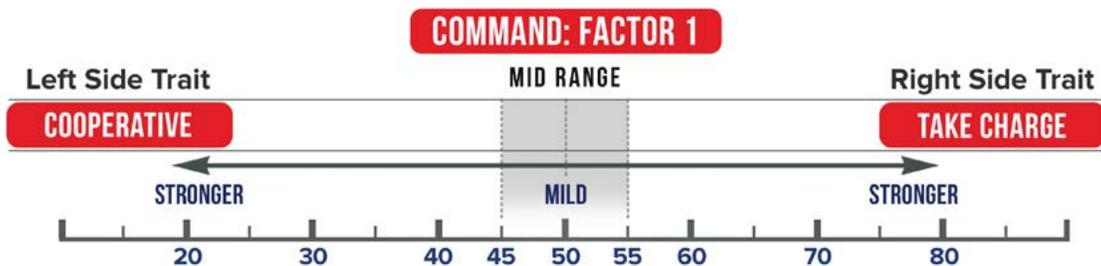## Relationship Essentials Summary

COMMAND: FACTOR 1

The Cooperative Trait

Ideal Work Environment

Cooperative personalities work best when the goals are clearly defined and there is a consistent work process. They are usually more productive when their tasks focus on maintaining, rather than launching.

Connecting with the Cooperative Trait

1. Remember their need to fit in.
2. Invite and encourage their input.
3. Be an active listener.
4. Remember to focus on the practical.

Managing the Cooperative Trait

1. Believe in them.
2. Let them know they are important; highlight their value to the workplace/team.
3. Capitalize on their focus on the process—it's how they get results.
4. Focus their work on their **strengths**.

Cooperative people need to realize they tend to hold back and that many of their best ideas never get heard. Speak up!

The Take Charge Trait

Ideal Work Environment

Take Charge personalities work best when they can build, direct, develop, create, lead, conceptualize, decide, control, and initiate solutions.

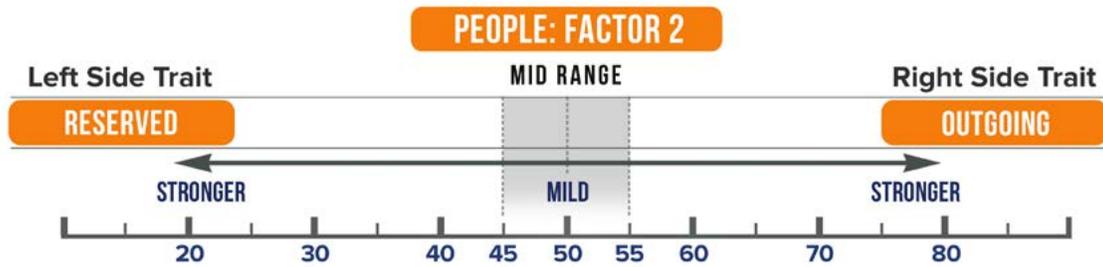**Connecting with the Take Charge Trait**

1. Remember their need for control.
2. Give direct answers; get to the point.
3. Move quickly to the bottom line.
4. Offer options so they can decide.
5. Don't contradict them; let some time pass.

Managing the Take Charge Trait

1. Clarify roles—what they own and do not own.
2. Don't micromanage, give them authority.
3. Speak with confidence and authority.
4. Let them know you will use power if needed.

Take Charge people should keep in mind that success is a team effort and that it is important to hear what others have to say. Listen up and give more respect to others' opinions.

PEOPLE: FACTOR 2

PEOPLE: FACTOR 2

Left Side Trait	MID RANGE	Right Side Trait
RESERVED		OUTGOING
STRONGER	MILD	STRONGER

20 30 40 45 50 55 60 70 80

The Reserved Trait

Ideal Work Environment

Reserves work best in a quiet environment where they have time and space to work alone for extended periods. They are usually more productive and less stressed by working task assignments with data, rather than engaging people and people problems.

Connecting with the Reserved Trait

1. Honor their need to avoid attention and reflect.
2. Allow them to process their responses.
3. Present the facts; minimize emotions.
4. Do not mistake their lack of response for inattention.

Managing the Reserved Trait

1. Avoid overly animated and embellished explanations.
2. Respect their privacy.
3. Try not to interrupt their work.
4. Encourage and affirm them in private.

Reserved introverted people need to remember that extroverted Outgoing friends take it personally when you are unresponsive, distant, and closed to their enthusiasm and craziness. Open up, lighten up, and give others some attention.

The Outgoing Trait

Ideal Work Environment

The Outgoing Trait is best suited for a fast-paced, fun-oriented environment where their primary work centers on engaging people. They need variety, mobility, and the opportunity to influence, impact, train, and encourage others as well as promote ideas, products, and services by using their enthusiasm and strong verbal skills.

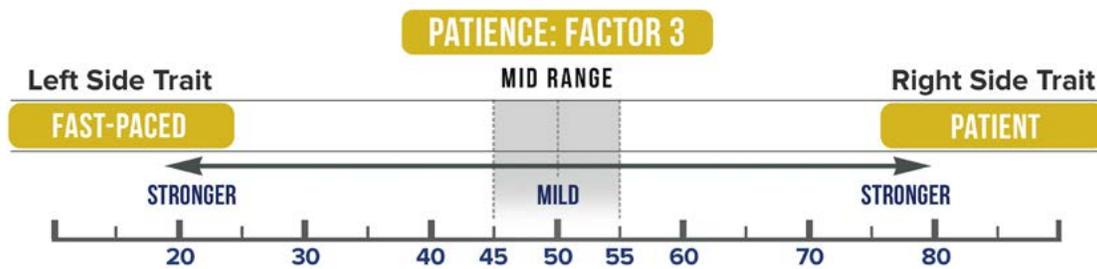**Connecting with the Outgoing Trait**

1. Accept their need to gain recognition and express.
2. Remember their need for fun and/or excitement.
3. Invest time in building the relationship.
4. Tell them who is involved.

Managing the Outgoing Trait

1. Remember their best talents relate to connecting with others—working alone sets them up for failure.
2. Help them transfer their talk to an action plan.
3. Stay involved with them, listen to their ideas, and don't ignore them.
4. Give frequent affirmation for specific work.

Outgoing extroverted people should remember that an effusive nature can be offensive to introverted friends. Button up, tone it down and give your opposites some room.

PATIENCE: FACTOR 3

PATIENCE: FACTOR 3

Left Side Trait	MID RANGE	Right Side Trait
FAST-PACED		**PATIENT**

STRONGER — MILD — STRONGER

20   30   40 45 50 55 60   70   80

The Fast-Paced Trait

Ideal Work Environment

Give them problems to solve, and freedom to work at a fast pace. They thrive on change and usually do well in crises. Since they are naturally confrontational, make sure they have significant challenges to absorb their combative energy.

Connecting with the Fast-Paced Trait

1. Remember their need for quick action and logic.
2. Anticipate their immediate responses and quick fixes.
3. Speak/move at a quick pace.
4. Use logic, summaries, and key points.

Managing the Fast-Paced Trait

1. Expect them to confront you to provide logic. Don't be turned off by their pushbacks. They often push back/fight you in order to understand your logic and learn.
2. Help them understand that they must respond to others based on others' behavior style. And especially, they must learn to tone it down with their Patient opposites.
3. Provide them a big challenge. Since they hate boring work and routines, make those a challenge.
4. Be very clear and be direct. Hints and subtlety typically will not work with them.

Fast-Paced detached people should remember that people are not machines; they do have feelings, and feelings are important. Also, quick action is not always the best policy or, as General Eisenhower often said, "Don't hurry to a mistake." Soften up, show more patience and kindness, and don't be so critical.

The Patient Trait

Ideal Work Environment

Patient workers are typically very versatile and can work in almost any field where they have an interest as long as there are harmony and stability. They will be the most satisfied when they can see their efforts directly contribute to the overall growth, development, and success of others.

Connecting with the Patient Trait

1. Remember their need for stability, harmony, and compassion.
2. Soften the tone/volume of communication.
3. Slow down the pace of communications.
4. Show an interest in them. Draw out their feelings.

Managing the Patient Trait

1. Use written policies and procedures.
2. Lower your intensity.
3. Build trust and create a safe environment so they will share their true feelings.
4. Provide training and support when dealing with change.

Patient people must remember that a sensitive nature and patient style does not always yield the best results. Toughen up, speed up, and speak up.

STRUCTURE: FACTOR 4
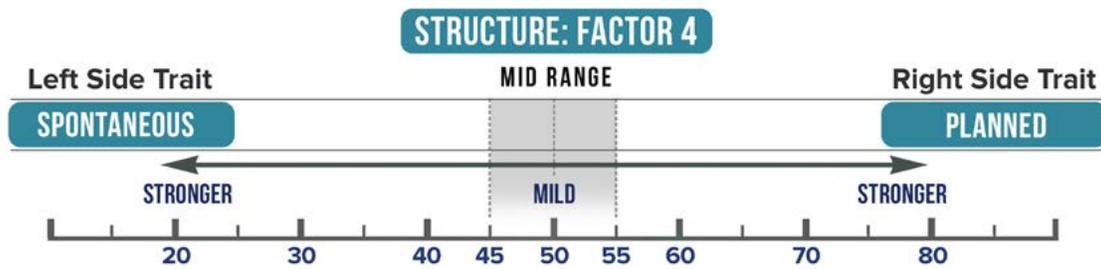
The Spontaneous Trait

Ideal Work Environment

Spontaneous people do best in environments that offer flexibility and on-the-spot responses. They need situations that allow them to work with broad concepts in impromptu settings. Most importantly, their work should involve a minimum of detailed and structured assignments.

Connecting with the Spontaneous Trait

1. Allow them plenty of freedom and flexibility.
2. Show/tell them the "big" picture/idea.
3. Minimize complexity and details.
4. Use verbal communications with examples and graphics.

Managing the Spontaneous Trait

1. Expect/encourage their out-of-the-box thinking and resist the temptation to prematurely edit their ideas.
2. Affirm their ability to respond quickly with good estimates and reasonable answers, especially to unanticipated questions.
3. Huddle with them often to discuss milestones and progress.
4. Give them a Planned teammate to help them develop systems and processes.

Spontaneous people should remember that details and structure can be powerful allies for success. Advanced planning and preparation will also help. Limit distractions and stay on task until the job is done. Tighten up.

The Planned Trait

Ideal Work Environment

Highly Planned people operate at their best in situations that are neat, orderly, and systematic. They thrive where accuracy and details are important to their success and are valued accordingly.

Connecting with the Planned Trait

1. Consider and value their need for accuracy and detail.
2. Remember their need to analyze.
3. Present specifics, swayed by facts, figures, data—not emotional appeals.
4. Honor their need for structure, schedules, and rules.

Managing the Planned Trait

1. Look for ways to prepare them for change. Show them the plan—or get them involved in developing the plan.
2. Agree on expectations and give them time to work.
3. Remember their need to "get it right" the first time and help them understand that some things don't have to be perfect.
4. Correct with compassion.

Planned people should remember that perfection is not always needed and that rules and schedules are to enhance success—not preclude it. Analyze but don't get paralyzed in the process. Loosen up.

TRUST: FACTOR 5
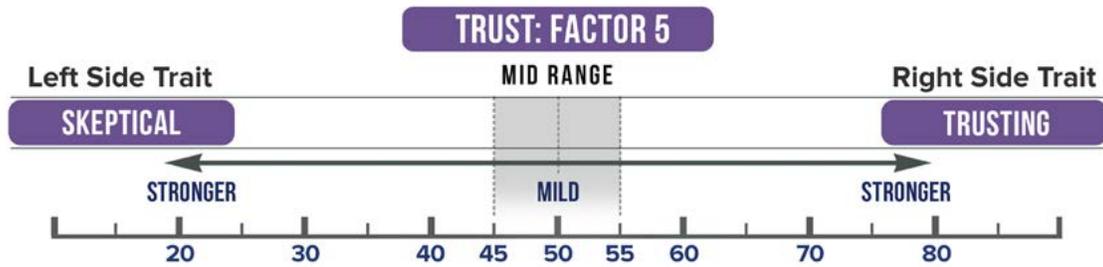
The Skeptical Trait

Ideal Work Environment

Skeptical people flourish where there is direct communication, clear boundaries, and high standards. They prefer talking about logic, facts, and data—things that are real and not "pie in the sky."

Connecting with the Skeptical Trait

1. Anticipate their doubts; they will ask for the facts to uncover the truth.
2. Expect that they will probe to check out your logic and see what you truly believe.
3. Be prepared to prove your case.
4. Focus on performance and results to earn their trust.

Managing the Skeptical Trait

1. Deliver on your commitments and don't let them down.
2. Keep them informed when situations change.
3. Consider how their skepticism can help you and the team be more effective.
4. Coach them on the value of trust and challenge them to be courageous in trusting others.

Skeptical people need to recognize that though their talents are vital, they can be a real "turn off" in many situations. They can benefit by showing more trust for others. Also, they can build trust by helping others reach their potential—by believing in them. There will be more "wins" than "losses" by operating this way. Identify and confront your fears. Take some risks to trust others. Most will work to not let you down.

The Trusting Trait

Ideal Work Environment

Trusting people operate best in a friendly workplace with a healthy group of people who are reliable and take ownership of their work.

Connecting with the Trusting Trait

1. Honor their instinct to believe in others. It's powerful in helping people develop.
2. Remember their desire to be included.
3. Keep the conversation with them friendly.
4. Remember their need for open dialogue.

Managing the Trusting Trait

1. Anticipate their being too optimistic about people and results.
2. Help them understand the value of setting and keeping boundaries.
3. Help them grow in their ability to confront others when appropriate.
4. Share stories of your mistakes and become a sounding board for them.

Trusting people need to objectively evaluate situations and people and apply skepticism where needed by courageously and kindly filtering, screening, and setting boundaries. Be discerning and respond with respectful tough love.

PIONEER: FACTOR 6
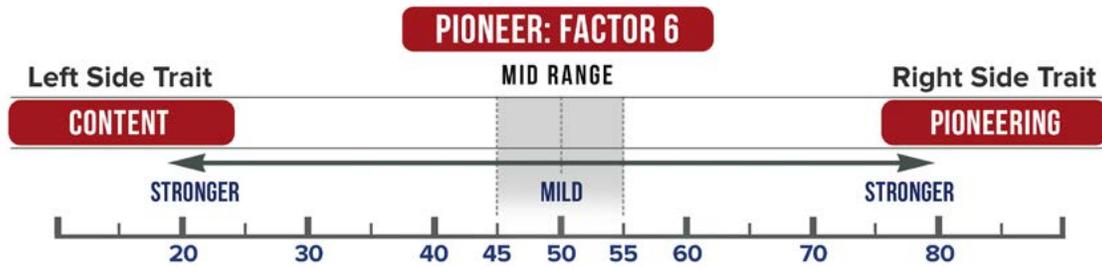
The Content Trait

Ideal Work Environment

The Content person excels best in a setting that offers a predictable pace, opportunities to relationally support others, and opportunities to complete tasks for projects from start to finish.

Connecting with the Content Trait

1. Keep the conversation comfortable and easygoing.
2. Recognize their need for stability.
3. Value their daily, consistent, reliable contributions.
4. Tone down intensity and minimize crises.

Managing the Content Trait

1. Don't expect them to take territory or initiate turnarounds.
2. Honor their life balance needs and minimize "all-out" surges.
3. Give them clear direction to move forward.
4. Affirm them for who they are and value their contributions.

Content people should match the job setting to processes that play to their strengths of steady pace and reliability and that minimize surges in activity and are devoid of ongoing toxic conflict. They should take responsibility for honest communication with thoughts and feelings.

The Pioneering Trait

Ideal Work Environment

Pioneering personalities thrive in settings that provide freedom to define new challenges, explore new frontiers, create new goals, and operate with a minimum of required details and tightly-defined policies and procedures. To maximize their impact, Pioneers need a support team whose **DNA Behavior strengths** provide a solid foundation for their more audacious but important excursions.
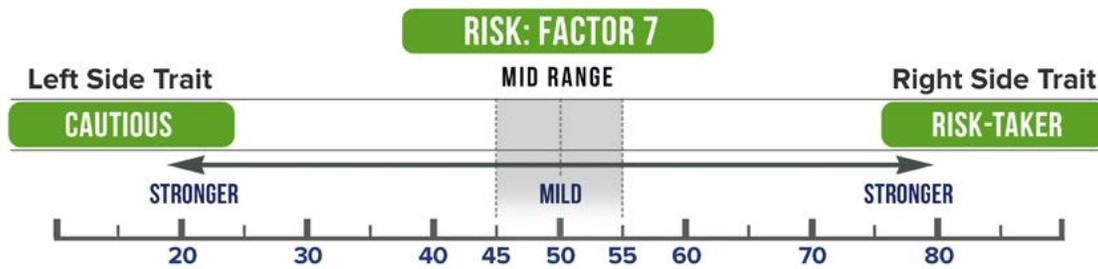
Connecting with the Pioneering Trait

1. Give them trailblazing challenges.
2. Provide them with the big picture.
3. Present them with action plans.
4. Keep them informed of progress.

Managing the Pioneering Trait

1. Keep them challenged.
2. Make sure there is clarity about goals, resources, and expectations.
3. Expect them to take territory and "fix" things.
4. Be clear about boundaries and your willingness to use power to enforce them or they may assume all your authority too.

Pioneering people should remember that most people cannot keep up with them in terms of pace and energy—beware of burning out others. Consider the "tooth to tail" ratio. In the traditional military, for example, there may be two to five support people for each combatant. Pioneers need to consider the resources and support that is essential to sustain their initiatives.

RISK: FACTOR 7

Left Side Trait	MID RANGE	Right Side Trait
CAUTIOUS		RISK-TAKER
STRONGER	MILD	STRONGER

20   30   40   45   50   55   60   70   80

The Cautious Trait

Ideal Work Environment

Those with the Cautious Trait naturally preserve resources and protect against loss. They thrive in stable and predictable situations. They prefer not to be put on the spot to make important decisions without time for research and reflection.

Connecting with the Cautious Trait

1. Allow them time to survey the situation.
2. Provide them with the research and evidence to support your recommendations.
3. Respect their more cautious perspective and give it full consideration.
4. Help them clarify what the risks really are considering the specific situation, and also identify the safety zone.

Managing the Cautious Trait

1. Provide information that enables them to evaluate risks logically and in context.
2. Help them understand that there is also a risk in being too cautious.
3. Listen to their concerns and consider how their cautious perspective may be helpful to the team.
4. Celebrate and affirm their wise contributions.

Cautious people can mitigate the uneasiness of an environment marked by fast-paced, risky decisions by intentionally building trust relationships with leaders who are over them. Also, they should carefully consider focusing on career fields that are characterized by predictability and a steadiness of pace.

The Risk-Taker Trait

Ideal Work Environment

Risk-Takers are most productive in settings where they have authority and resources to make things happen, but with clear responsibility and accountability for outcomes. In short, they need freedom from cumbersome restraints, so they can move both quickly and aggressively toward their "big picture" goals.

Connecting with the Risk-Taker Trait

1. Accept their comfort in taking risks that others would not consider.
2. Present them with the risks and returns.
3. Keep the discussion positive.
4. Remember that they will want to act quickly.

Managing the Risk-Taker Trait

1. Give them opportunities to take risks after evaluating whether the potential upside is truly worth the risk compared to the potential loss.
2. Help them understand that others do not have the same risk tolerance and that's okay.
3. Help them consider and evaluate how their risk-taking may be impacting others—positively and negatively.
4. Get them to walk through all the permutations and obstacles that may arise in their projects.

Risk-Takers should temper their impulses to move quickly by listening first to teammates about lurking dangers or threats they may be overlooking. Also, remember that others involved may not have the same ability to handle risk.

CREATIVE: FACTOR 8
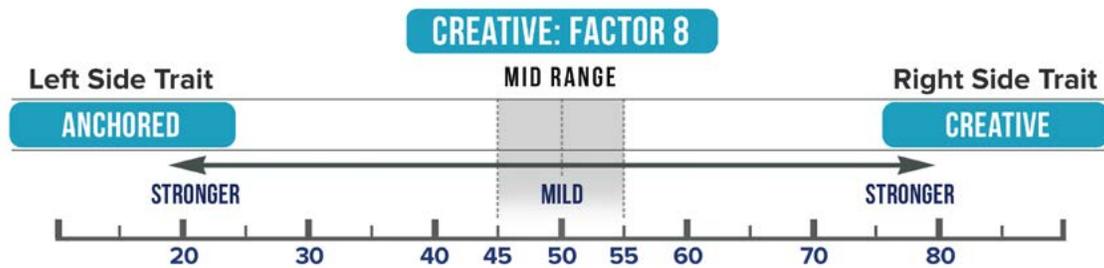
The Anchored Trait

Ideal Work Environment

Anchored personalities perform best in predictable environments that offer systematic procedures that lead to goals. They excel at following through on clearly articulated plans but may struggle when next steps are not clear, or they are forced to be innovative with out-of-the-box problem solving.

Connecting with the Anchored Trait

5. Keep ideas practical.
6. Show them the logical steps.
7. Tell them past experiences.
8. Present them with concrete benefits.

Managing the Anchored Trait

1. Encourage them to innovate incrementally by taking current processes to the next step.
2. Describe abstract ideas using examples, graphics, and pictures, plus words.
3. Use dialogue and brainstorming to help them think outside the box.
4. Value their linear development process for continuous improvements in processes and system.

Anchored personalities can improve their performance by collaborating with their more daring and innovative teammates, helping them vet their ideas and bring the good ones to fruition.

The Creative Trait

Ideal Work Environment

Creative personalities operate best in a setting that offers opportunities to employ their vivid imaginations. They flourish with enthusiastic support for their new ideas as they are showcased. They like the freedom to think, create, and imagine, and ample room for originality.

Connecting with the Creative Trait

1. Expect/encourage their many ideas and out-of-the-box thinking.
2. Encourage them to brainstorm.
3. Recognize their desire to investigate ideas.
4. Resist the temptation to prematurely edit their ideas.

Managing the Creative Trait

1. Let them know you value their creative mind.
2. Help them understand that they must help in the vetting to clarify which of their many ideas can be implemented.
3. Expect them to be nonconforming and ignore rules.
4. Clarify boundaries and expectations often—and have a plan in mind.

Creative people flourish when given freedoms to brainstorm and generate innovative, cutting-edge solutions. They may struggle with boundaries and established procedures, so self-discipline and regular accountability for their results are keys to maximizing their contributions.