

Business DNA[®] Natural Behavior Discovery

Workplace Operations Report for Steffan Pedersen

Providing key behavioral insights into
your natural workplace talents
and business performance.



Based on your Completion of the Natural Behavior Discovery on: September 19, 2014

Business DNA® Workplace Operations Report

Steffan Pedersen

Completion Date: 19-September-2014

Introduction

The goal of this report is to provide specific behavioral insights into how you naturally approach the workplace and make decisions. Further, this report provides guidance on the workplace role that will be the best fit for you, and how to position you in the team for maximum productivity and effectiveness based on the use of your natural talents.

Your DNA Natural Behavior Style - Reflective Thinker

We have prepared this Workplace Operations report based on your DNA Natural Behavior Style being the "Reflective Thinker", which is one of our 10 unique styles.

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. Typically, they will prefer to follow guidelines in completing tasks and will expect cooperation to be given.

Your Workplace Operations Style for the Reflective Thinker

1. A Reflective Thinker looks beyond the immediate questions raised. They quickly uncover fundamental issues and likely consequences in terms of the decision making process.
2. By asking questions and exploring issues, the Reflective Thinker's contribution to debate can produce a wider range of ideas and solutions.
3. Reflective Thinkers are inclined to ask more probing questions which tend to make others feel uncomfortable. Nevertheless this ability to probe and uncover information is a vital key to successful strategic planning.
4. By asking questions and exploring issues, the Reflective Thinkers contribution to debate can produce a wider range of ideas and solutions. In a work environment allowing this debate will add significant value to decision making, as they can provide precise, logical and well thought out recommendations.

Key Questions to Consider for the Reflective Thinker

1. Consider how you might gain a deeper understanding of how others view your behavioral style. Many will find your responses negative so it's important to explain your thought processes and that you are exploring words and meanings behind them rather than challenging ideas or suggestions.
2. List occasions where your reflective style of behavior might have been used more effectively? Would you have needed to moderate your behavior to the environment you were in? What would you have done differently? How was your contribution to the debate received?
3. Think about how you might react when surrounded by colleagues you consider to be 'shallow thinkers'. What steps would you take to ensure your contribution to the debate was listened to and valued? How might you feel if thoughts and ideas you presented were rejected?

Interpretation of this Report

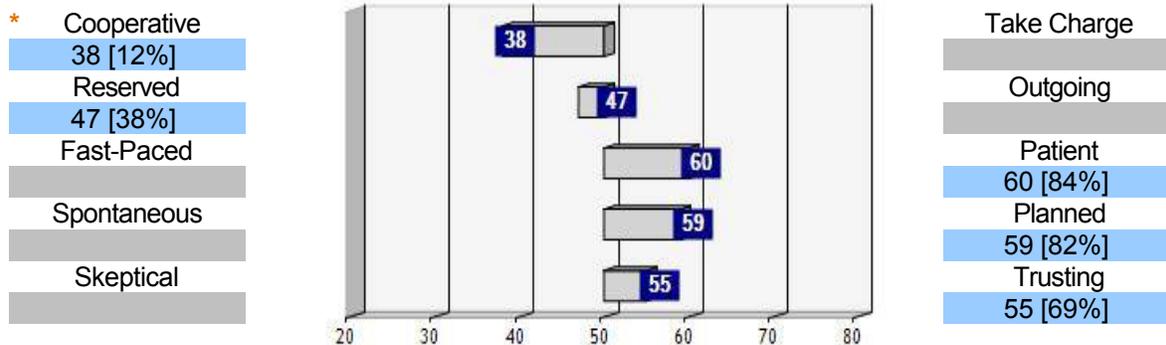
In reviewing the report, please note the following points:

- The report reflects your natural behavior only. This behavior will generally remain consistent over time as it is the core of who you are. However, the report does not reflect how you may from time to time modify your behavior in certain situations based on experiences, education and values.
- There are no "good" or "bad" DNA Natural Behavior Styles. The key is how you can learn and become more productive from greater personal awareness of who you are.
- The report is a tool only and should not be solely relied on for making any decision.
- The graph below shows your scores for each behavioral factor in a range of 20 (left side) to 80 (right side). The "percentage score" in the brackets next to each score refers to the percentage of people in the population who you score higher than on this factor.
- **To the extent you have strong behavioral factors over 60 and under 40, there is a higher chance the behavioral insights in this report will be more intensively displayed when you are making life and financial decisions over a period of time. Scores closer to 50 indicate a more moderate style that is typically more flexible in that behavioral factor. Based on your factor scores, your 2 strongest behavioral factors are:**

- * **Cautious** - Seeks stability, prefers following proven paths
- * **Cooperative** - Cooperative, flexible in approach, fits in well

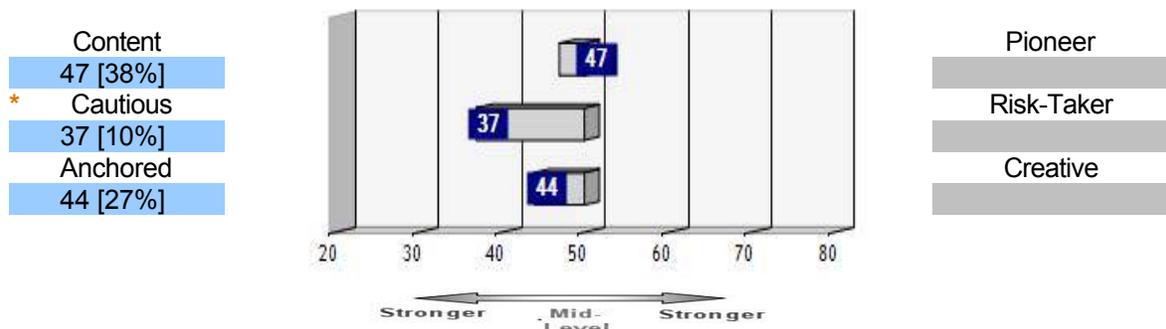
Core Work Life Drivers

The following 5 factors representing your Core Work Life Drivers provide specific insights into your natural talents, strengths, struggles and keys for improving your performance environment. Overall, these factors will indicate your natural desire to build relationships and also your motivations to getting results. If you have scores which are high on Take Charge, Fast-Paced, Planned and Skeptical you will be more result and task-focused. If you have scores which are high on Cooperative, Outgoing, Patient and Trusting you will be more relationship-focused.



Work Life Planning Drivers

The following 3 factors representing your Work Life Planning Drivers are also core to show how you make career and business decisions. However, these factors focus more specifically on your motivations for career growth and/or balance in your life. If you have scores high on Pioneer, Risk Taker and Creative then this will indicate desires to maximize, set goals, take opportunities, innovate and to expand your horizons. If you have scores high on Content, Cautious and Anchored then you will be more interested in work life balance and following tried and tested ways.



Work Life Behavioral Attitudes

Your natural motivations, desires and approach to Work Life are often influenced by the strongest traits in your natural behavioral style. Based on the two strongest behavioral factors shown in your graphs on page 3 of this report, your primary Work Life Attitudes are summarized in the table below.

	Work Life Attitude 1 Cautious Factor	Work Life Attitude 2 Cooperative Factor
Work Life Philosophy	Safety first	Focuses on the practical
Workplace Approach	Conservative	Conforming
Financial Attitude	Security need	Cautious
Goal Setting Approach	Keeping the status quo	Encourage input
Activity Passion	Compliance	Teamwork
Values	Being careful	Fitting in
Workplace Motivation	Steady environment	Group rewards
Strength	Sees potential dangers	Diplomatic
Blind-spot	Misses opportunities	Too hesitant
Communication	Minimize the risks	Draw out

Workplace Insights

Based on combinations of the behavioral factors in your graph shown on page 3 of this report, your natural talents in the workplace are set out in the table below.

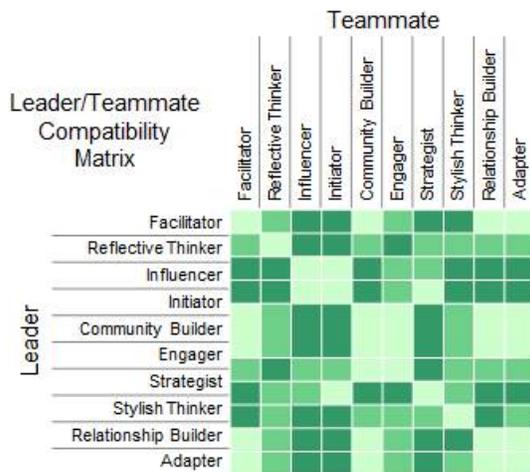
Insight	L/M/H	Population% (0-100%)
Desire to Make Decisions	LOW	12%
Patiently Builds Long Term Relationships	HIGH	79%
Focus on Bottom Line Results	LOW	27%
Sets Goals for Ambitious Plans	LOW	27%
Pursues Goals to Stay Focused on the Plan	MEDIUM	54%
Prepared to Focus on and Support Innovation	LOW	14%
Need for Information, Research and Analysis	HIGH	76%
Ease to Communicate Directly and Candidly	LOW	21%
Confronts Directly and Candidly	LOW	14%
Ability to Empathetically Listen	HIGH	92%
Quickly Makes Decisions With Confidence	LOW	8%
Independently Makes Decisions	LOW	8%

Leader/Teammate Compatibility

A strong long-term relationship with others can be built with commitment and mutual understanding. Successful relationships can be developed from any combination of behavioral style.

The graph below shows, for the Reflective Thinker style, those persons whom you will most easily work with in a team because you are generally closer in relationship style, and hence minimal behavioral modification required. Also, it shows those DNA Natural Behavior styles with whom you will have to more closely review how you each adapt because there are greater differences, and hence more behavioral modification required.

Adapting your behavior to work with another person requires concentrating more on your level of self-awareness when you are with that person. However, when a person in the team is different from you there are also many benefits because of their different perspectives. While recognizing that natural behavior is important, also sharing common values, beliefs and attitudes is important for building a successful working relationship.



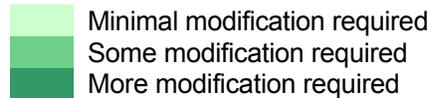
Reflective Thinker

Typically Works Easily With:

Reflective Thinker

Review How You Adapt:

Influencer, Initiator, Engager



Please consider the following communication keys to modify your behavioral style for those persons you have some and more modification with:

1. Those with a Reflective Thinker style need to make every endeavor to build relationships with colleagues and team members whose style is more outgoing and gregarious. In particular many of these outgoing styles are the source of great business ideas.
2. Reflective Thinkers are often seen as 'loners', for that reason it's important for them to reach out to others. The Reflective Thinker brings a much needed range of behavioral skills and talents to the workplace. Their input can protect the bottom line of a business, can ensure ideas and plans are properly and thoroughly thought through, but their introspective style tends to prevent others approaching them for advice.
3. The Reflective Thinker could benefit from sharing their DNA Natural Behavior Style with colleagues. Simply explaining their need to analyze, digest and formulate well thought through opinions will help others understand and value their involvement.
4. When making presentations critical to the business the Reflective Thinker will always benefit from the input from – for example, an Engager or Influencer style. These combinations ensure that presentations are exciting while also being balanced and containing accurate and supportable information.

Your DNA Ultimate Performance Guide

The DNA Ultimate Performance Guide in the table below has been prepared based on your strongest 2 behavioral factors. This information is very powerful for identifying the environment you wish to make decisions in, and for self coaching. Also, by sharing this information with others you will learn how to honor them by more effectively adapting to their needs.

Your Performance Strengths	Your Performance Struggles
<p><i>Knowing your strengths, you can increase your performance potential.</i></p> <ul style="list-style-type: none">• Plans initiatives carefully• Sees potential dangers• Calculated decision-maker• Follows established agenda• Promotes stability through cooperation	<p><i>Knowing your struggles, you can reduce your performance impediments.</i></p> <ul style="list-style-type: none">• May miss opportunities• May be too hesitant• Can be unassertive or timid

Your Performance Environment Keys

The Performance Environment Keys indicate the required setting for your maximum performance.

- Look for ways to minimize the risks
- Allow me time to survey the situation
 - Remember my need for safety
 - Create a relaxed environment
- Allow me to collaborate and provide input

The Performance Strengths are your primary talents which if used appropriately will help you in performing to your greatest potential, with the least stress. The Performance Struggles are behavioral traits which can arise from over using your Performance Strengths. We encourage you to use your strengths and manage your struggles such that they do not become weaknesses and get in the way of your maximum performance. Further, your coach, mentor, advisor, spouse, partner, family and others in your life should be aware of these Performance Strengths and Performance Struggles when relating to you.

The Performance Environment Keys indicate how you wish to be related to by others. If others relate to you on these terms then an enhanced relationship can be developed and maintained with you. You also need to be prepared to honor how others wish to be related to understanding their performance environment.

Disclaimer

The purpose of this instrument is educational. It is designed to help people identify their natural behavioral strengths. This Business DNA Natural Behavior Report should not be used to identify, diagnose, or treat psychological, mental health, and/or medical problems. Additionally, if this report is used to evaluate personnel, the user should seek adequate legal counsel to ensure compliance with applicable local, state and federal employment laws. The user assumes sole responsibility for any actions or decisions that are made as a result of using this aid to self-discovery. By using the Business DNA Natural Behavior Report you expressly waive and relinquish any and all claims of any nature against DNA Behavior International, any affiliated companies, and/or their employees arising out of or in connection with the use of this survey.

Additional Reports

- If you would like to learn more about your workplace behavior and to get further coaching, please review your Coaching Report.
- The Coaching Report will provide in-depth coaching information and questions to assist in the development of your workplace and leadership performance.
- For more information, please email us at inquiries@dnabehavior.com.

Next Steps

1. Business DNA Personal Work Life Performance Discovery

This discovery process measures your current Personal Work Life Performance to ultimately improve your personal work life alignment, improve your work life happiness and fulfillment, and to develop and grow your working relationships.

2. Business DNA Employee Performance 360 Discovery

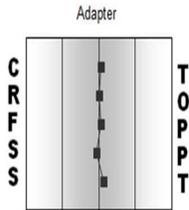
This discovery process provides an opportunity for yourself and your coworkers to anonymously evaluate your current workplace performance. The objective of this process is to highlight your current performance strengths and struggles and use these to help you build your own workplace goals and build an Employee Performance Plan.

3. Further Education

We have a number of education programs available to enhance understanding of what the reports mean and how to use them on a daily basis. Please contact us at inquiries@dnabehavior.com for more information and access to these programs.

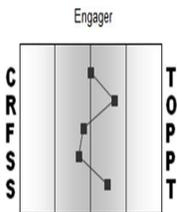
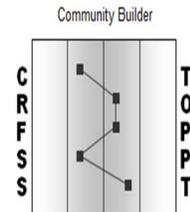
- Executive Performance Coaching
- Team Performance
- Sales and Client Service Performance
- Business Succession Performance
- Leadership Performance
- Hiring and Talent Management
- Business Planning Performance
- Executive Quality Life Performance

DNA Natural Behavioral Styles



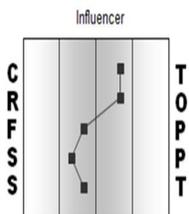
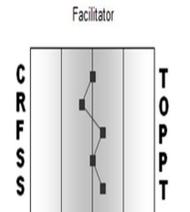
Adapters are unique in that they have the ability of being able to adapt to the needs of their environment, and display whatever behaviors are necessary for success. They are very versatile and will generally partner and team well with others. They can generally perform well many tasks relating to achieving their goals and managing their performance, and operate most effectively when they have very clearly defined expectations and boundaries.

Community Builders excel at meeting people and promoting cooperation among groups of people. Their natural inclination is to help and support others to carry out an activity or transaction. They are attentive to both people and tasks, and influence others through empathy and supportiveness. Once convinced of a course of action, they will encourage others, operate diligently and collaborate to achieve the goal. They seek supportive relationships that are appreciative and empathic towards one another.



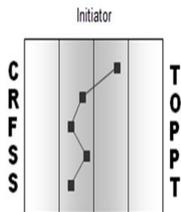
Engagers are comfortable connecting with people in a broad array of situations and being able to use their natural enthusiasm to promote. They build their life and career around who they know and being outgoing. They approach situations enthusiastically, especially when they are passionate about the outcomes, and enjoy new opportunities and starting (rather than finishing) new projects and goals.

Facilitators are good at guiding people with feelings yet with the determination to reach goals and accomplish tasks. They are well suited for situations where setting the agenda and recognizing the needs of other people are required. They flourish in an environment where there is plenty of stability, group decision-making is needed and where they are recognized for the contribution they make.



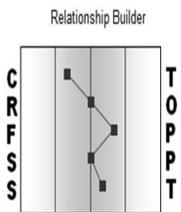
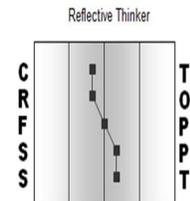
Influencers usually like to take all opportunities for being in front of people and to be at the center of decision-making. They are able to engage and motivate people into action through their powerful verbal talents and overall level of enthusiasm. They will wholeheartedly invest time and effort into developing others and their personal performance towards goals, particularly strategies that they see significant potential in.

DNA Natural Behavioral Styles - Cont



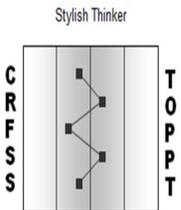
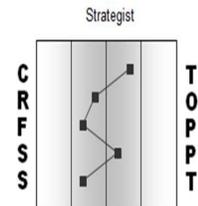
Initiators like to take bold, aggressive actions and create the rules. They will prefer to lead decision-making, setting the agenda for others to follow and monitoring the timely completion of tasks. They are goal driven people who likes their expectations managed and not to get caught up in unnecessary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

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. Typically, they will prefer to follow guidelines in completing tasks and will expect cooperation to be given.



Relationship Builders will be comfortable and operate at their best when given the opportunity to work with and serve others. They are friendly, kind and empathetic to others they interact with and gain fulfillment by helping others to achieve their goals. Their preference is to live in a stable environment and make decisions based on history and security.

Strategists naturally blend their strong drive to reach key goals with sound knowledge, high quality processes and quality control standards. As a result, they are equipped to be strategic players in situations where achieving results is a priority. They have an ability to achieve ambitious goals and concentrate on matter-of-fact, practical issues. They also have a rational, impartial approach that enhances their ability to make difficult decisions.



Stylish Thinkers enjoy interacting with others and to get the most out of any situation. In making decisions they require precision, technical information and the latest trends that will fully inform them that they are getting the best solution or outcome available. They also like to be able to test ideas in discussions with other people. They will usually be strong in following through on their goals but may need some help in developing their personal vision.