



Business Chemistry[®]

Results Report

Customized and prepared for **Derek Van Oss**

Baseline: Business

THE BUSINESS BASELINE CONSISTS OF THE GENERAL BUSINESS POPULATION,
AT ALL LEVELS.

Chemistry: That hard-to-define, yet impossible-to-ignore elixir of great relationships and effective group dynamics.

While relationship chemistry is often described in poetic and almost mystical terms, there is actually a great deal of hard science that lies beneath it.

Designed for use in a business context, Business Chemistry is a system developed by researchers from the fields of neuro-anthropology and genetics that draws upon the latest biological research and statistical analysis technology. In contrast to many other behavioral systems, Business Chemistry explicitly focuses on observable, business-relevant characteristics and their implications within a business setting.

The science behind **Business Chemistry** reveals four dominant patterns of human behavior, each with a constellation of traits that are statistically correlated with one another. Most people naturally exhibit behaviors and preferences that strongly align with one, or sometimes two, of these patterns.

We call these patterns the Pioneer, the Driver, the Integrator, and the Guardian.



Pioneers love exploring new possibilities. They particularly enjoy working with others and generating novel ideas.



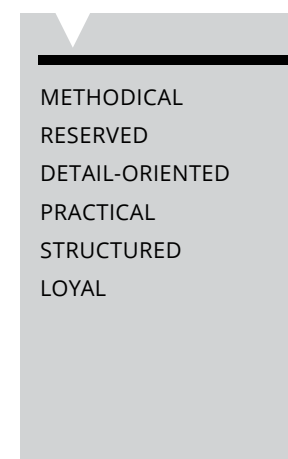
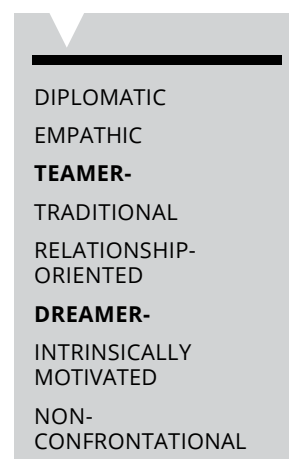
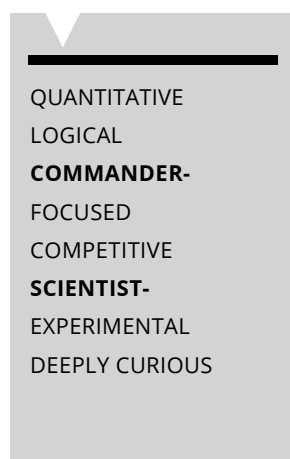
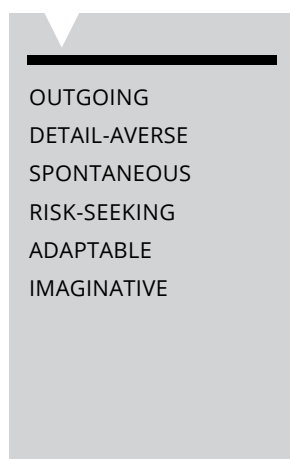
Drivers love a challenge. They value competence and particularly enjoy a sharp mind or sharp wit.



Integrators are all about connection. They value meaning and enjoy exploring different interpretations or perspectives.



Guardians value stability and strive for accuracy and certainty. They focus on details and are known for bringing order to chaos.

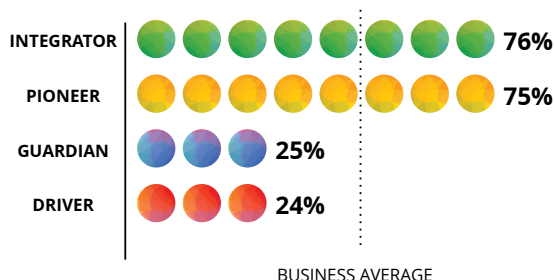


You are most closely aligned with the Integrator pattern, though you also have alignment with the Pioneer pattern, when compared to the Business population.

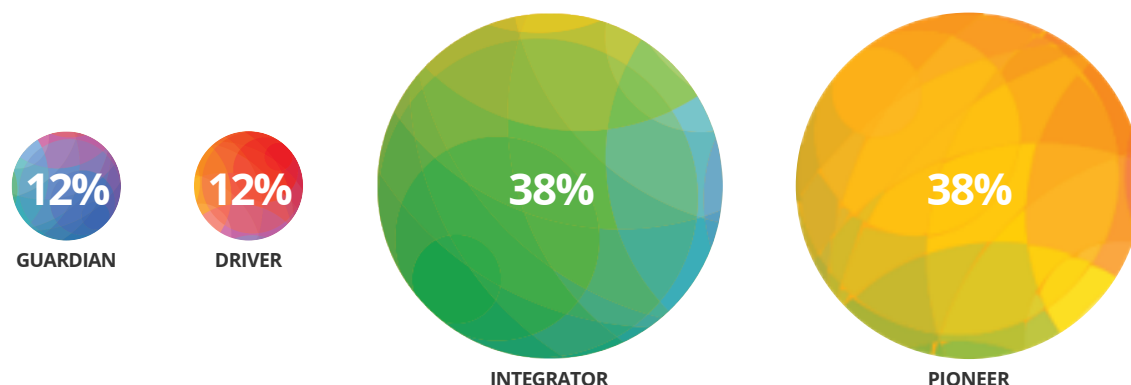
In particular, you tend to be optimistic, spontaneous, creative, and adaptable. You are also spontaneously generous, a more deliberate communicator, and someone who appreciates colleagues with diverse skillsets.

Compared to the Business population, you are significantly more aligned than average with the Integrator pattern, significantly more aligned than average with the Pioneer pattern, significantly less aligned than average with the Guardian pattern, and significantly less aligned than average with the Driver pattern.

PERCENTILES RELATIVE TO THE BUSINESS POPULATION



RESULTS BREAKDOWN



YOUR DEFINING TRAITS

big-picture	punctual	musical	relationship-oriented	contextual
trusting	nonlinear	dreamer	traditional	focused
tough-minded	restless	inclusive	driven	meticulous
networked	empathic	even-keeled		

Your Most Extreme Responses

Derek, when you took the **Business Chemistry** assessment, your answers were analyzed relative to a database of responses from other business professionals ranging from entry level analysts to CEOs.

Understanding your most extreme responses relative to the Business population provides insight into the observable characteristics that you likely exhibit more strongly than the average businessperson.

You more strongly AGREE with these statements than this % of the Business population

QUESTION	PERCENTILE
— Compared to most people, I speak more slowly (versus quickly)	100%
— I like to be spontaneous	99%
— Even when things are going poorly, I believe they will eventually turn out for the best	98%
— I prefer working with people who have strengths I don't have (versus are very similar to me)	98%
— In making decisions, I'm comfortable going with my gut	98%

You more strongly DISAGREE with these statements than this % of the Business population

QUESTION	PERCENTILE
— Taking big risks is usually not worth the risk of failure (versus brings great things)	100%
— I'd rather be seen as a realistic person than a creative person	100%
— I consider my workstyle to be more methodical (versus fluid)	100%
— In general, I tell others what I think, and don't worry about how it will make them feel	100%
— I thrive on competition	100%



Your primary pattern: Integrator

Derek, you are highly aligned with the Integrator pattern, but you differ from most Integrators in that you are skilled at understanding complex systems, experimental, and skeptical.

HOW TO ENGAGE THEM

- Listen actively, make eye contact, be friendly
- Connect individual actions with big picture objectives
- Use storytelling
- Offer support; share your own experiences to bond with them

HOW TO LOSE THEM

- Be confrontational or aggressive
- Brag about accolades or accomplishments
- Ignore the larger organizational context or implications for others
- Be aloof or curt

HOW THEY MAKE DECISIONS

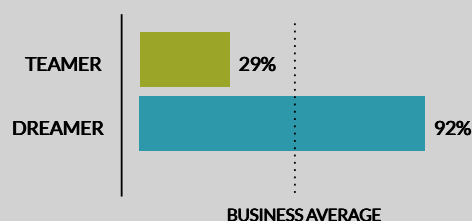
- Understand through stories
- Read the atmosphere as well as the facts
- Can change their minds
- Risk tolerance is low, but they'll go along with the group

LIKES PERSONAL CONNECTION AND SEEING HOW THE PIECES FIT TOGETHER

DID YOU KNOW?

Integrators have two common sub-types. The Teamer is more externally focused and feels a strong sense of duty to society. The Dreamer is more inwardly focused and intrinsically motivated.

Your Integrator sub-type percentiles relative to the Business population:



EXTREME INTEGRATOR MOTTOS

- It depends.
- A cigar is never just a cigar.
- Relationships come first.
- Consensus rules.
- Let's connect.

WORDS THAT WOO INTEGRATORS

— authentic	— read	— interpret
— sensitive	— learn	— cooperate
— alliance	— compassion	— down the road
— kind	— intuition	



Your secondary pattern: Pioneer

Derek, you are highly aligned with the Pioneer pattern, but you differ from most Pioneers in that you are a more deliberate communicator, disciplined, and calm.

HOW TO ENGAGE THEM

- Be lively and open to exploring ideas
- Hear them out; they often think out loud
- Brainstorm using visuals
- Emphasize fun, freedom, and adventure

LIKES VARIETY, POSSIBILITIES, AND GENERATING NEW IDEAS

DID YOU KNOW?

Pioneers report that they are the most effective under stress. But they are also the type most likely to change when under stress, becoming less imaginative and less tolerant of risk.

HOW TO LOSE THEM

- Impose rules, limits or processes
- Discuss the nitty-gritty details
- Evoke the status quo
- Shoot down their ideas

WORDS THAT WOO PIONEERS

— venture	— energetic	— active
— innovate	— free	— flexible
— exciting	— new	— variety
— create	— passion	

HOW THEY MAKE DECISIONS

- Receptive to new ideas and approaches
- Open to changing their minds
- Make quick decisions
- Are more comfortable using their intuition
- Have a high tolerance for risk

EXTREME PIONEER MOTTOS

- Dream big, brainstorm often.
- Carpe everything.
- Why not?
- Rules were made to be broken.
- Challenge the status quo.
- Have fun - it's just work!



Non-core pattern: Guardian

Derek, you differ in most ways from the Guardian pattern, but you share some characteristics with Guardians in that you are a more deliberate communicator, disciplined, and calm.

HOW TO ENGAGE THEM

- Present concrete facts and proven principles
- Address risks and minimize uncertainties
- Appreciate their need for details and be prepared to field many questions
- Be orderly, calm, structured

LIKES CONCRETE DETAILS AND STABILITY; THEY RESPECT WHAT IS TRIED AND TRUE

DID YOU KNOW?

Guardians are the most introverted type. They view silence as a productive and important part of any conversation, as it gives them time to think before they speak and plan their words carefully.

HOW THEY MAKE DECISIONS

- Process decisions in a methodical, cautious, and deliberate way
- Tend to be frugal
- Comfortable with the familiar
- Rarely change their minds
- Risk averse and tend to appreciate benchmarks and best practices

HOW TO LOSE THEM

- Present big ideas without a practical execution plan
- Jump around or skim the surface
- Come unprepared to discuss assumptions or supporting data
- Disregard rules or norms

WORDS THAT WOO GUARDIANS

— organize	— honesty	— values
— precise	— respectable	— trust
— stability	— appropriate	
— facts	— ought/should	

EXTREME GUARDIAN MOTTOS

- Rules were made for a reason.
- If it ain't broke...
- Do it right or don't do it at all.
- Show me the data.
- Trivia night is my jam.
- Bringing order to the universe one spreadsheet at a time.



Non-core pattern: Driver

Derek, you differ in most ways from the Driver pattern, but you share some characteristics with Drivers in that you are skilled at understanding complex systems, experimental, and skeptical.

HOW TO ENGAGE THEM

- Be confident
- Start with the end-goal and build up your case
- Keep it straightforward and simple
- Debate with them, a challenge doesn't always mean they disagree

HOW TO LOSE THEM

- Overemphasize small talk
- Provide too many options or caveats; they want a clear recommendation without a lot of noise
- Include flowery language or cutesy graphics
- Use circuitous logic

HOW THEY MAKE DECISIONS

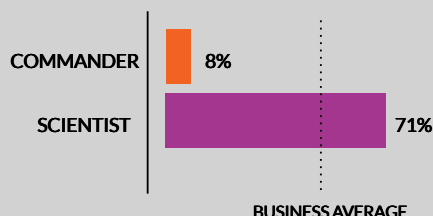
- Analytical thinkers
- Convinced by logic and facts
- Unlikely to change their minds
- High tolerance for risk, when analyzed as logical and rational

LIKES LOGIC, SYSTEMS, AND LASER FOCUS ON GOALS

DID YOU KNOW?

Drivers have two common sub-types. The Commander is more extroverted and directive in their working style, while the Scientist is more introverted, testing out new ideas with deep curiosity.

Your Driver sub-type percentiles relative to the Business population:



EXTREME DRIVER MOTTOS

- Be quick. Be smart. Be gone.
- My project, my rules.
- What's your point?
- Enough schmoozing. Get back to work.
- We're competing. I'm winning.

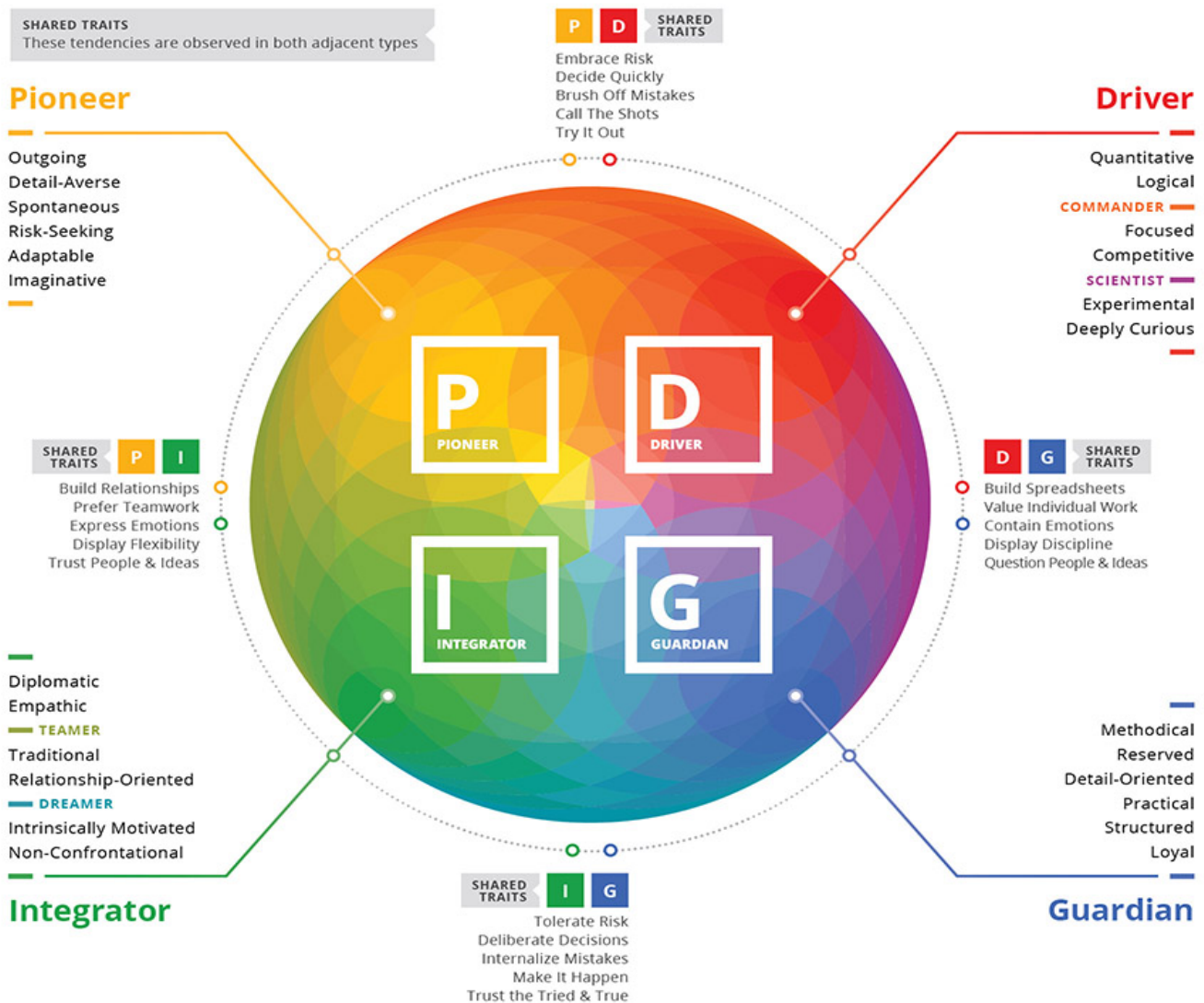
WORDS THAT WOO DRIVERS

— intellect	— logic	— debate
— challenge	— ambition	— real
— analyze	— vision	

Shared Traits

The below graphic depicts the unique characteristics of each type as well as traits that are shared between two types.

When developing hypotheses about another individual's Business Chemistry type, these shared characteristics are a useful tool to facilitate the process of elimination and to help you zero in on a single type or two likely types.



As a primary Integrator, you should consider the following when interacting with other Business Chemistry types.

If you're meeting with a...



You share a big imagination and are comfortable with ambiguity, but be sure to consider how to get things done step-by-step.

DO

Bring big ideas and encourage open-ended conversations
Help put words to their ideas

DON'T

Read too much into interactions
Overlook the facts



You focus on the big picture, which they appreciate, but get to the point quickly and back it with logic.

DO

Bring ideas backed by facts and logic
Help them see the big picture
Support them in navigating politics

DON'T

Prolong evaluation of options
Take directness personally



You connect easily, but temper your shared desire to explore all alternatives if you want to move things forward quickly.

DO

Connect on a personal level
Spend time exploring new ideas and possibilities

DON'T

Consider and reconsider every option
Ignore elephants in the room to avoid conflict



You see the forest, they see the trees. Get the best of both worlds by helping them see the big picture, but also asking for their help identifying details.

DO

Walk through your process, not just the big picture
Be structured in your interactions

DON'T

Overlook the details
Delve into too many tangents

TOOLS FOR YOU
to keep Business Chemistry top of mind!



businesschemistry.deloitte.com

Use Biz Chem 20 Questions to create a hunch and take the first step in changing the way you communicate.



businesschemistryblog.com

Join the conversation and share your thoughts on how Business Chemistry can provide unique business insight, shed light on team dynamics, and shift perspectives of how our similarities and differences can help teams achieve their goals.

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