



Business Chemistry[®]

Results Report

Customized and prepared for **Vivian Nobrega**

DECEMBER 16, 2019

Baseline: Leadership

THE LEADERSHIP BASELINE CONSISTS OF THE EXECUTIVE-LEVEL BUSINESS
POPULATION.

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.



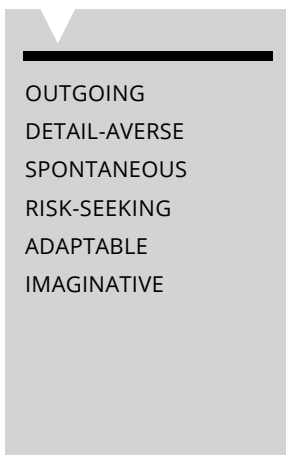
Drivers love a challenge. They value competence and particularly enjoy a sharp mind or sharp wit.



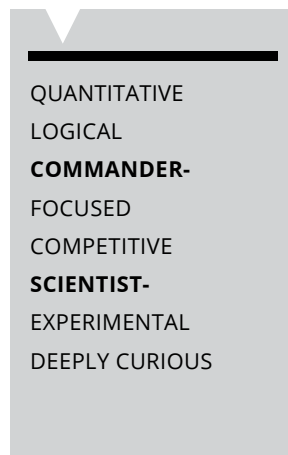
Integrators are all about connection. They value meaning and enjoy exploring different interpretations or perspectives.



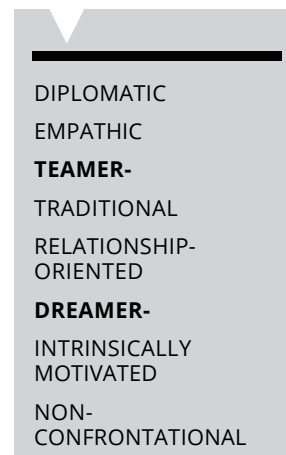
Guardians value stability and strive for accuracy and certainty. They focus on details and are known for bringing order to chaos.



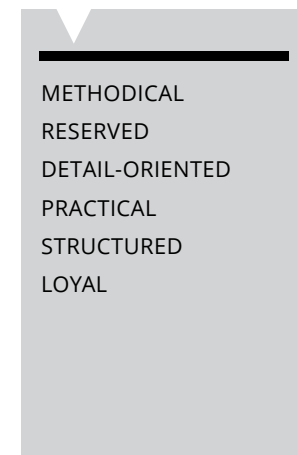
OUTGOING
DETAIL-AVERSE
SPONTANEOUS
RISK-SEEKING
ADAPTABLE
IMAGINATIVE



QUANTITATIVE
LOGICAL
COMMANDER-
FOCUSED
COMPETITIVE
SCIENTIST-
EXPERIMENTAL
DEEPLY CURIOUS



DIPLOMATIC
EMPATHIC
TEAMER-
TRADITIONAL
RELATIONSHIP-ORIENTED
DREAMER-
INTRINSICALLY MOTIVATED
NON-CONFRONTATIONAL



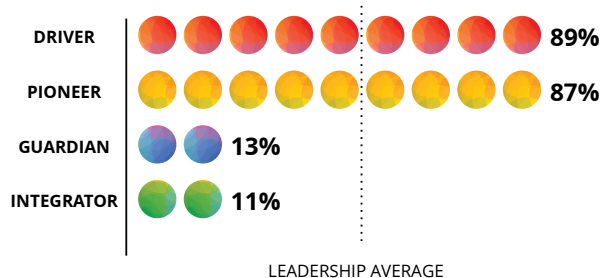
METHODICAL
RESERVED
DETAIL-ORIENTED
PRACTICAL
STRUCTURED
LOYAL

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

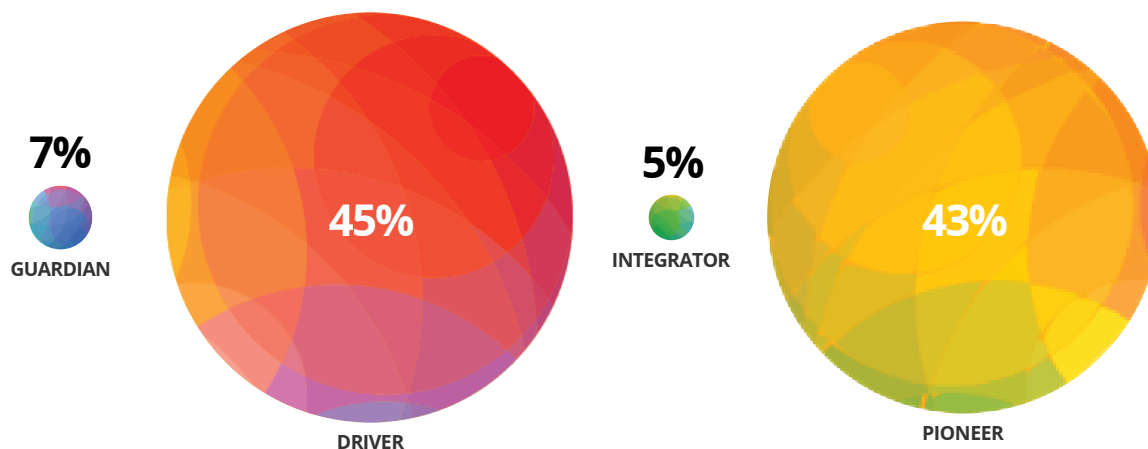
In particular, you tend to be creative, imaginative, exploratory, and skilled at understanding complex systems. You are also logical, tech-savvy, and a brainstormer.

Compared to the Leadership population, you are significantly more aligned than average with the Driver 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 Integrator pattern.

PERCENTILES RELATIVE TO THE LEADERSHIP POPULATION



RESULTS BREAKDOWN



YOUR DEFINING TRAITS

- | | | | | |
|----------------|-------------|----------------|---------------|-----------------|
| — even-keeled | — driven | — optimistic | — exacting | — frugal |
| — direct | — calm | — energetic | — helpful | — visual |
| — tough-minded | — impatient | — skeptical | — reflective | — introspective |
| — adaptable | — empathic | — quantitative | — spontaneous | |

Your Most Extreme Responses

Vivian, 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 Leadership population provides insight into the observable characteristics that you likely exhibit more strongly than the average executive.

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

QUESTION	PERCENTILE
— I prefer meetings that have brainstorming sessions (versus a structured agenda)	97%
— I easily figure out how intricate machines work	97%
— I'm an early adopter of new technology	97%
— My colleagues would say that I am talented at developing original ideas and thoughts	96%
— I like to explore new things	94%

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

QUESTION	PERCENTILE
— Taking big risks is usually not worth the risk of failure (versus brings great things)	100%
— I tend to make decisions slowly (versus quickly)	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%
— Before I start working on a new project, I need to have all of the details (versus an idea of the end goal)	99%



Your primary pattern: Driver

Vivian, you are highly aligned with the Driver pattern, but you differ from most Drivers in that you are someone who feels a strong sense of duty to society, ambiguity-tolerant, and contextual.

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

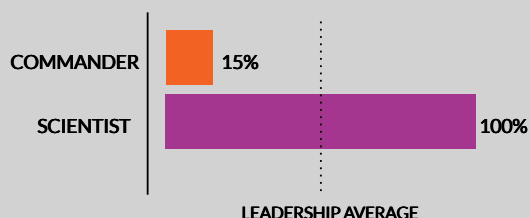
- Analytical thinkers
- Convinced by logic and facts
- Unlikely to change their minds
- High tolerance for risk, when analyzed as logical and rational

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 Leadership 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	



Your secondary pattern: Pioneer

Vivian, you are highly aligned with the Pioneer pattern, but you differ from most Pioneers in that you are reserved, quantitative, and introspective.

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

Vivian, you differ in most ways from the Guardian pattern, but you share some characteristics with Guardians in that you are reserved, quantitative, and introspective.

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: Integrator

Vivian, you differ in most ways from the Integrator pattern, but you share some characteristics with Integrators in that you are someone who feels a strong sense of duty to society, ambiguity-tolerant, and contextual.

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

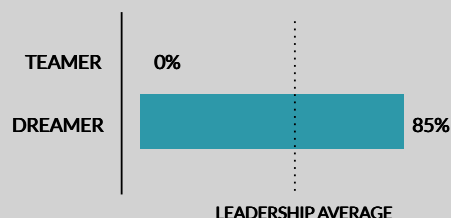
- Understand through stories
- Read the atmosphere as well as the facts
- Can change their minds
- Risk tolerance is low, but they'll go along with the group

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 Leadership population:



EXTREME INTEGRATOR MOTTOS

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

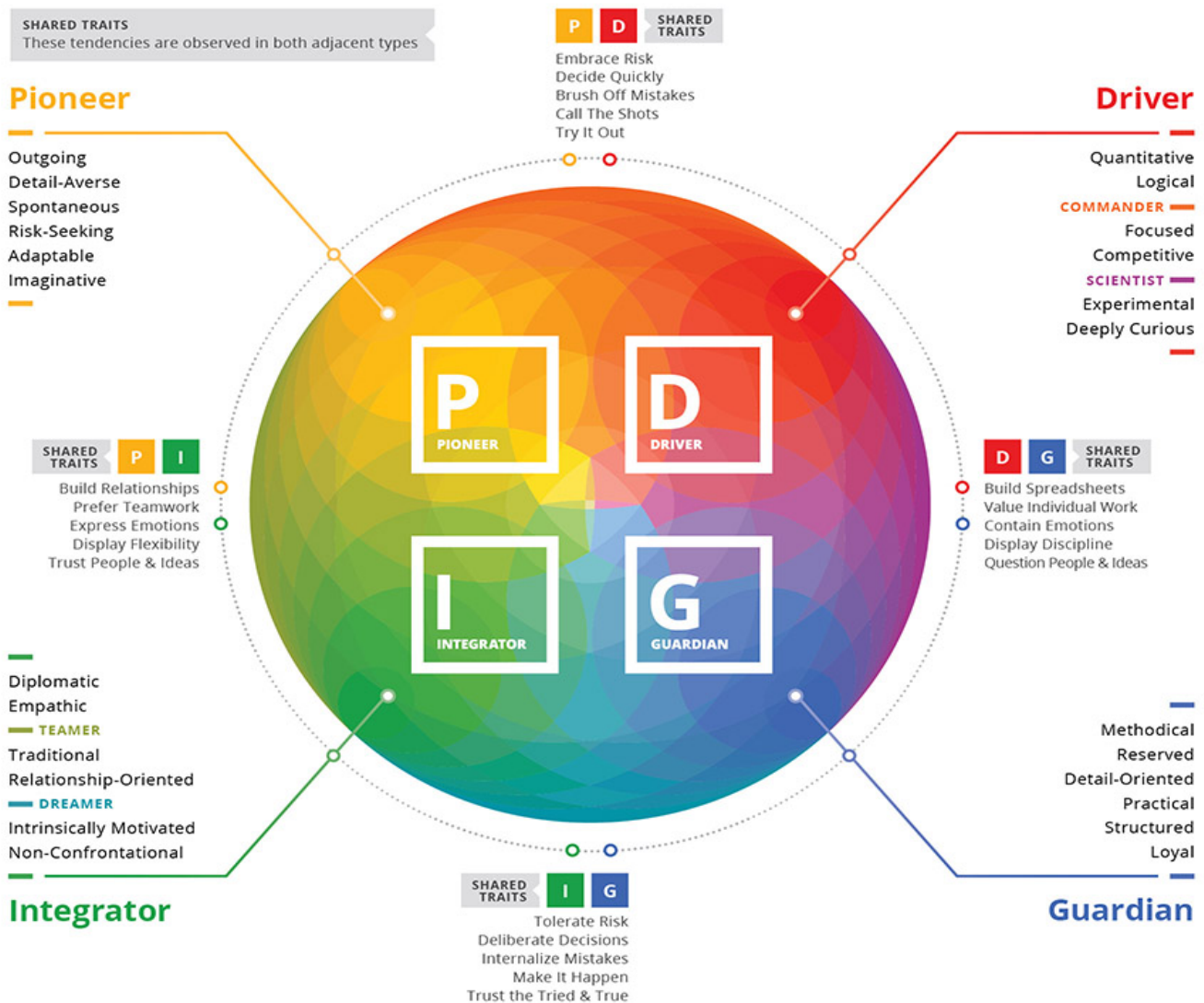
WORDS THAT WOO INTEGRATORS

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

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 Driver, you should consider the following when interacting with other Business Chemistry types.

If you're meeting with a...



You are both inventive. Pioneers will appreciate your decisiveness but will need time to explore possibilities.

DO

Explore big ideas, even if they seem impractical
Help provide the facts to support the theory

DON'T

Be overly direct or skeptical
Focus too much on logic and not be open to possibilities



You appreciate each other's directness and enjoy debating, but may struggle with who's in charge.

DO

Engage in discussions involving logical thinking and debate
Talk directly, say what's on your mind

DON'T

Have tunnel vision and ignore context
Discount the human implications of decisions



Don't be so focused on your goal that you forget to connect on a personal level.

DO

Discuss abstract concepts and generate ideas
Help them make a decision

DON'T

Skip the small talk
Be blunt or too direct
Neglect to consider the context and the human implications



You both thrive on facts and data. Be patient with a Guardian's need to get into the details.

DO

Be specific
Go through all the details, even if you've already reached a conclusion
Help them see the big-picture

DON'T

Show your impatience
Downplay the importance of tried and true ideas
Short circuit the process

TOOLS FOR YOU
to keep Business Chemistry top of mind!



BC20Questions.deloitte.com

Use the Business Chemistry 20 Q's tool to develop a hunch about someone's preferred working style, 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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