

Business Chemistry

Using Science to Improve the Art of Relationships

Business Chemistry is a system expressly designed to provide insights about individuals and teams based on observable business behaviors. It draws upon the latest analytics technologies to reveal four scientifically based patterns of personality.

Everyone is a unique combination of all four patterns, but most people strongly associate with one or two patterns that characterize their business behaviors.



Driver



Drivers like logic, systems, and laser focus on goals.

WHAT MAKES THEM TICK

They're direct, competitive, tough minded, skeptical, quantitative, tech-savvy, experimental, focused, intellectual.

They can be uncompromising, focused on logic over the feelings of others.

HOW THEY MAKE DECISIONS

- Analytical thinkers
- Convinced by logic and facts
- They look for patterns in complex systems
- Unlikely to change their minds
- High tolerance for risk, when analyzed as logical and rational



Did You Know?

Drivers have two common sub-types. The **Commander** is more outwardly focused and directive in their working style, while the **Scientist** is more introverted, focusing on their ideas and inventions.

Pioneer



Pioneers like variety, possibilities, and generating new ideas.

WHAT MAKES THEM TICK

They're idea generators, spontaneous, adaptable, energetic, novelty seeking, networked, imaginative.

They can be excitable, self-promotional, and easily distracted.

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



Did You Know?

Pioneers are the chameleons of the personality spectrum; they are comfortable changing their approach and are very appreciative of colleagues with diverse skillsets.

Integrator



Integrators like personal connection and seeing how the pieces fit together.

WHAT MAKES THEM TICK

They're relationship-oriented, empathetic, consensus builders, dutiful, nonlinear, helpful, trusting.

They can be indecisive, too focused on consensus and reluctant to create conflict.

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
- Can be slower making decisions because they weigh all the possibilities and want everyone to be on the same page



Did You Know?

Integrators have two common sub-types. The **Teamer** is highly collaborative, disciplined, and energetic. The **Dreamer** is more inwardly focused, contextual, and reflective.

Guardian



Guardians like concrete details and stability; they respect what is tried and true.

WHAT MAKES THEM TICK

They're methodical, meticulous, realistic, reserved, loyal, respectful of hierarchy.

They can be exacting, moralistic, and inflexible.

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
- Can be slower making decisions because they want to check every detail



Did You Know?

Guardians are naturally 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.

WHAT TICKS THEM OFF

Small talk, waiting, indirectness, indecisiveness, self put-downs, moralistic statements

HOW TO ENGAGE THEM

- + Be confident and have a plan
- + Be brief; get to the point and head straight for the goal
- + Recognize their achievements and leadership abilities
- + Don't criticize yourself
- + They like to spar, so don't be afraid to fight back
- + They enjoy puns and paradoxes

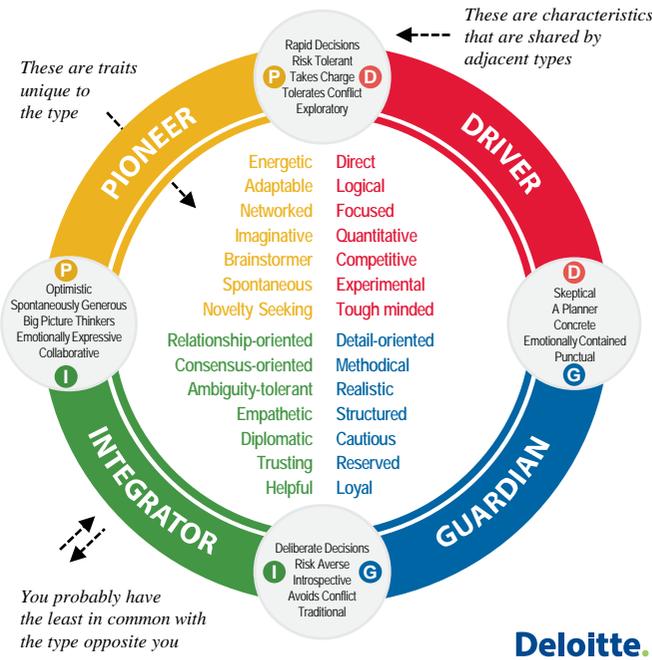
WHAT TICKS THEM OFF

Structure, moderation, process, details, repetition, limits, moralizing

HOW TO ENGAGE THEM

- + Be lively and open to exploring ideas
- + Brainstorm using visuals
- + Emphasize fun, freedom, and adventure
- + Be daring
- + Present imaginative materials without much detail
- + Hear them out; they often think while speaking
- + Meet them in unusual environments

Understanding Business Chemistry



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If you are a... Driver

meeting a...

Driver: You appreciate each other's directness and both enjoy debating, but you may question who's in charge.

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| Do | Don't |
| + Engage in discussions involving logical thinking and debate | - Have tunnel vision and ignore context |
| + Talk directly, say what's on your mind | - Discount the human implications of decisions |

Pioneer: Both of you can be inventive. Pioneers will appreciate your decisiveness but will need time to explore possibilities.

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| Do | Don't |
| + Explore big ideas, even if they seem impractical | - Be overly direct or skeptical |
| + Help provide the facts to support the theory | - Focus too much on logic and not be open to possibilities |

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

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| Do | Don't |
| + Discuss abstract concepts and generate ideas | - Skip the small talk |
| + Help them make a decision | - Be blunt or too direct |
| | - Be too inflexible |
| | - Neglect to consider the context and the human implications |

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

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| Do | Don't |
| + Be specific | - Show your impatience |
| + Go through all the details, even if you've already reached a conclusion | - Downplay the importance of tried and true ideas |
| + Help them see the big-picture | - Short circuit the process |

If you are a... Pioneer

meeting a...

Driver: You're both bold and quick thinkers, but make sure you give Drivers the logic behind your ideas.

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| Do | Don't |
| + Think out of the box | - Get overly comfortable with risk |
| + Raise controversial ideas backed by logic | - Lose track of the practical |
| + Calculate risk | - Make quick decisions without considering the implications |
| + Get to the point quickly | |

Pioneer: You both bring energy to your meetings. Enjoy exploring possibilities, but don't neglect to bring things back to earth.

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| Do | Don't |
| + Play to your common energy and creativity | - Talk theory without fact |
| + Explore possibilities | - Be too theatrical |
| + Be spontaneous, open, and adaptable | - Forget to develop actionable next steps |

Integrator: You're both creative, but Integrators appreciate your ideas more if you put them in context.

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| Do | Don't |
| + Try to establish a connection | - Ignore their desire for consensus |
| + Draw on your shared creativity | - Dive right in without providing context |
| + Explore nuances | - Show your impatience |
| + Share stories about people to illustrate points | |

Guardian: Tame your daring, intuitive side and focus on the facts. Be respectful of hierarchy.

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| Do | Don't |
| + Be structured and punctual | - Neglect the details |
| + Ground big ideas with fact and proven practice | - Get impatient with process, or interrupt |
| + Follow through on promises | - Disrespect rules and hierarchy |

If you are an... Integrator

meeting a...

Driver: You're good at showing the big picture, which they appreciate, but get to the point quickly and back it with logic.

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| Do | Don't |
| + Bring ideas backed by facts and logic | - Bring ideas without logic and fact to back it up |
| + Help them see the big picture | - Prolong evaluation of options |
| + Support them in navigating politics | - Take directness personally |

Pioneer: You share big imaginations and a comfort with ambiguity, but don't forget to consider the tactical implications of your ideas.

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| Do | Don't |
| + Bring big ideas and encourage open-ended conversations | - Read too much into interactions |
| + Help put words to their ideas | - Overlook the facts |

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

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| Do | Don't |
| + Connect on a personal level | - Consider and reconsider every option |
| + Spend time exploring new ideas and possibilities | - Ignore elephants in the room to avoid conflict |

Guardian: You see the forest, a Guardian sees the trees. Give a glimpse of the forest, but respect the fact that they want the trees.

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| Do | Don't |
| + Walk through your process, not just the big picture | - Overlook the details |
| + Be structured in your interactions | - Delve into too many tangents |

If you are a... Guardian

meeting a...

Driver: They will appreciate your respect for data and thorough analysis, but make sure you get to the point quickly.

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| Do | Don't |
| + Start by making your point rather than taking them through the full process | - Dwell on the details once they get it |
| + Ground discussions in facts | - Focus only on what's been done before |
| + Be structured and logical | - Say things like should and ought |

Pioneer: Hold yourself back from needing to go into all of the process and details. Relax, let the conversation flow.

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| Do | Don't |
| + Provide some process and structure as needed | - Impose too much structure |
| + Be open to new ideas and changes in direction | - Get bogged down in rules, procedures |
| | - Be too quick to dismiss their big ideas, even if they seem impractical |

Integrator: Make sure you take the time to connect with them as a person before you dive into the plan.

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| Do | Don't |
| + Share facts that may help them make a decision | - Dismiss possibilities and nuance |
| + Provide context for discussions | - Be thrown off by tangential thinking and discussion |
| + Provide stability and structure as needed | |

Guardian: You're both in your comfort zone of doing things the "right way," but you may miss out on new ideas.

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| Do | Don't |
| + Be organized and meticulous | - Rely too much on the tried & true |
| + Create structure and routine in interactions | - Let your own routine get in the way of theirs |
| + Talk about what has worked in the past | - Be so focused on the trees that you neglect the forest |