

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

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



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

Tardiness, disorder, lack of planning, high level theory, disloyalty, extravagance

HOW TO ENGAGE THEM

- + Present concrete facts, proven principles, established practices
- + Be orderly and calm
- + Make unemotional arguments
- + Make and stick to plans
- + Appreciate their need for details
- + Be prepared to field many questions
- + Minimize risks and uncertainties

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.

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



Pioneer: Both of you can be 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



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

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

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.

Do

- + Think out of the box
- + Raise controversial ideas backed by logic
- + Calculate risk
- + Get to the point quickly

Don't

- Get overly comfortable with risk
- Lose track of the practical
- Make quick decisions without considering the implications



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

Do

- + Play to your common energy and creativity
- + Explore possibilities
- + Be spontaneous, open, and adaptable

Don't

- Talk theory without fact
- Be too theatrical
- Forget to develop actionable next steps



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

Do

- + Try to establish a connection
- + Draw on your shared creativity
- + Explore nuances
- + Share stories about people to illustrate points

Don't

- Ignore their desire for consensus
- Dive right in without providing context
- Show your impatience



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

Do

- + Be structured and punctual
- + Ground big ideas with fact and proven practice
- + Follow through on promises

Don't

- Neglect the details
- Get impatient with process, or interrupt
- 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.

Do

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

Don't

- Bring ideas without logic and fact to back it up
- Prolong evaluation of options
- 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.

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



Integrator: 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



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.

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

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.

Do

- + Start by making your point rather than taking them through the full process
- + Ground discussions in facts
- + Be structured and logical

Don't

- Dwell on the details once they get it
- Focus only on what's been done before
- 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.

Do

- + Provide some process and structure as needed
- + Be open to new ideas and changes in direction

Don't

- Impose too much structure
- 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.

Do

- + Share facts that may help them make a decision
- + Provide context for discussions
- + Provide stability and structure as needed

Don't

- Dismiss possibilities and nuance
- Be thrown off by tangential thinking and discussion



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

Do

- + Be organized and meticulous
- + Create structure and routine in interactions
- + Talk about what has worked in the past

Don't

- Rely too much on the tried & true
- Let your own routine get in the way of theirs
- Be so focused on the trees that you neglect the forest