

For better business results, try chemistry

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The role of the in-house lawyer continues to evolve and increasingly requires that in-house lawyers add value on teams that include not just other lawyers but business colleagues, suppliers, vendors and others.

The ability to build rapport, work seamlessly with a diverse group of others and cultivate a strong team culture can be imperative to the successful role of an in-house lawyer. Whether you are seasoned in-house counsel, or are new to in-house practice, in a department that is large or small, a focused effort on understanding unique working styles and developing personal relationships can go a long way.

To help leaders better tackle the challenge of effectively managing people, relationships and teams, Deloitte has created a framework called Business Chemistry®. Business Chemistry focuses on working styles—more specifically, on observable behaviors likely to be seen or demonstrated in the workplace. With a focus on research, analytics, and data, Business Chemistry can help professionals not only better understand their own working style, but also easily identify other types in the workplace.

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Business Chemistry uses an online assessment to match individuals to one—sometimes two—of four types:

Each type has distinct likes and dislikes that can be managed and navigated in a work context. It is not a personality test, or a skills assessment, but rather a simple-to-understand and easy-to-apply

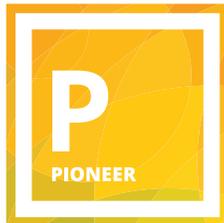
framework for helping develop better interpersonal work-oriented relationships and building stronger, highly functional diverse teams.



Drivers value challenge and generate momentum.



Integrators value connection and draw teams together.



Pioneers value possibilities and spark creativity.



Guardians value stability and bring order and rigor.

Since the inception of Business Chemistry, Deloitte has surveyed more than 250,000 professionals globally. Mining this vast pool of data for trends, we have developed some valuable insights. For those whose goal is to build relationships with others in a professional environment, these insights may help you better navigate your workplace and maximize outcomes.

Three tips for leveraging Business Chemistry® for the in-house legal department

1. Know yourself.

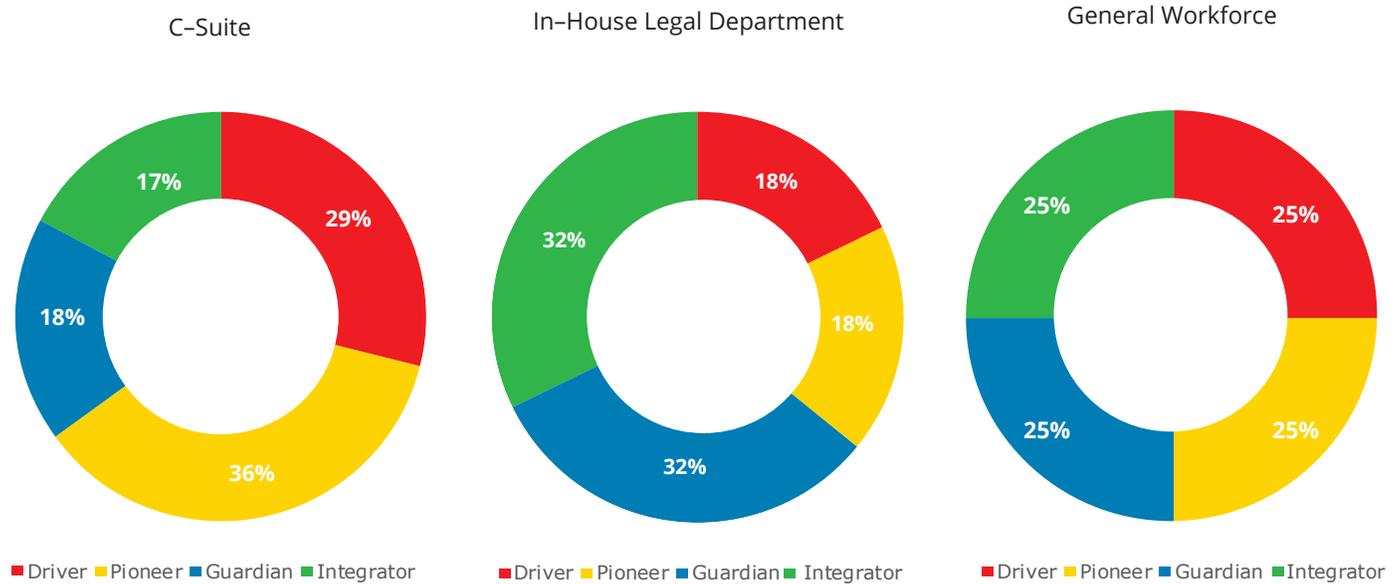
In business, each of the four Business Chemistry® types are roughly equally represented. Review the four types and their defining characteristics and decide which you might be. It's OK if more than one type feels right; most people have some characteristics of all four but identify more deeply with only one or two.

Guardians are generally reserved, practical, and enjoy structure and discipline. They are careful, detail-oriented, and value loyalty. They don't mind silence or working on their own. They can be counted on to deliver high-quality, well-thought-out work product. They are pragmatic rule followers, turned off by disorder or uncertainty. Guardians prefer to have plenty of time to think through their work and dislike tight deadlines.

When it comes to diplomacy, inclusion, and building consensus, **Integrators** are likely best suited. They are strong empaths, helpful, and emotionally in tune, although not always technically oriented. They have a strong desire to be connected with others, as well as with ideas, and they sometimes value relationships over deadlines. However, their ability to bring cohesion to a team can be second to none. Integrators dislike inflexibility because their inclination is to take everyone's opinion into account, and they are turned off by anything divisive, including office politics and conflict.

Drivers tend to be technical, quantitative, and logical. They are competitive, dominant, and quick to act and to react. They like to win, and they have strong opinions. When interfacing with a Driver, direct is best. Drivers prefer to get right to the point and appreciate concise communication backed up with evidence. Drivers are likely to challenge others. This isn't an insult; it's how they think, often playing devil's advocate to deepen their own understanding of an issue. They hate inefficiency and indecisiveness.

Pioneers are full of energy. They are visionary, exploratory, creative, and like to think and move quickly. They embrace risk and are spontaneous and adaptable. They prefer big-picture thinking over details and generally have an anything-is-possible attitude. Pioneers are bold, imaginative, and creative, and they dislike rules, limitations, and process.



2. Know your colleagues.

While the four types are evenly distributed in the workplace generally, when we isolated Business Chemistry results for in-house lawyers, we discovered an interesting trend. Integrators and Guardians are the most prevalent type, each comprising roughly one-third, while the remaining third is almost evenly split among Drivers and Pioneers.

When interacting with each of these types, think about the following: To maximize an **Integrator's** role in your department or on a team, make projects collaborative, ask open-ended questions and listen, and plan to give Integrators enough time that they don't feel rushed. Establish ground rules, help ensure that they are respected, and be sure to connect their work to the mission or ultimate goal.

To maximize your interactions with a **Guardian's** ability to contribute in a team setting, think about providing materials in advance of any meeting. You might also suggest to them when and where you'd like them to contribute, so they can prepare their remarks in advance. Stay on track and try not to stray from the agenda. Keep emotions in check and don't put them on the spot. Value their interest in details and process, but don't get stuck in the weeds.

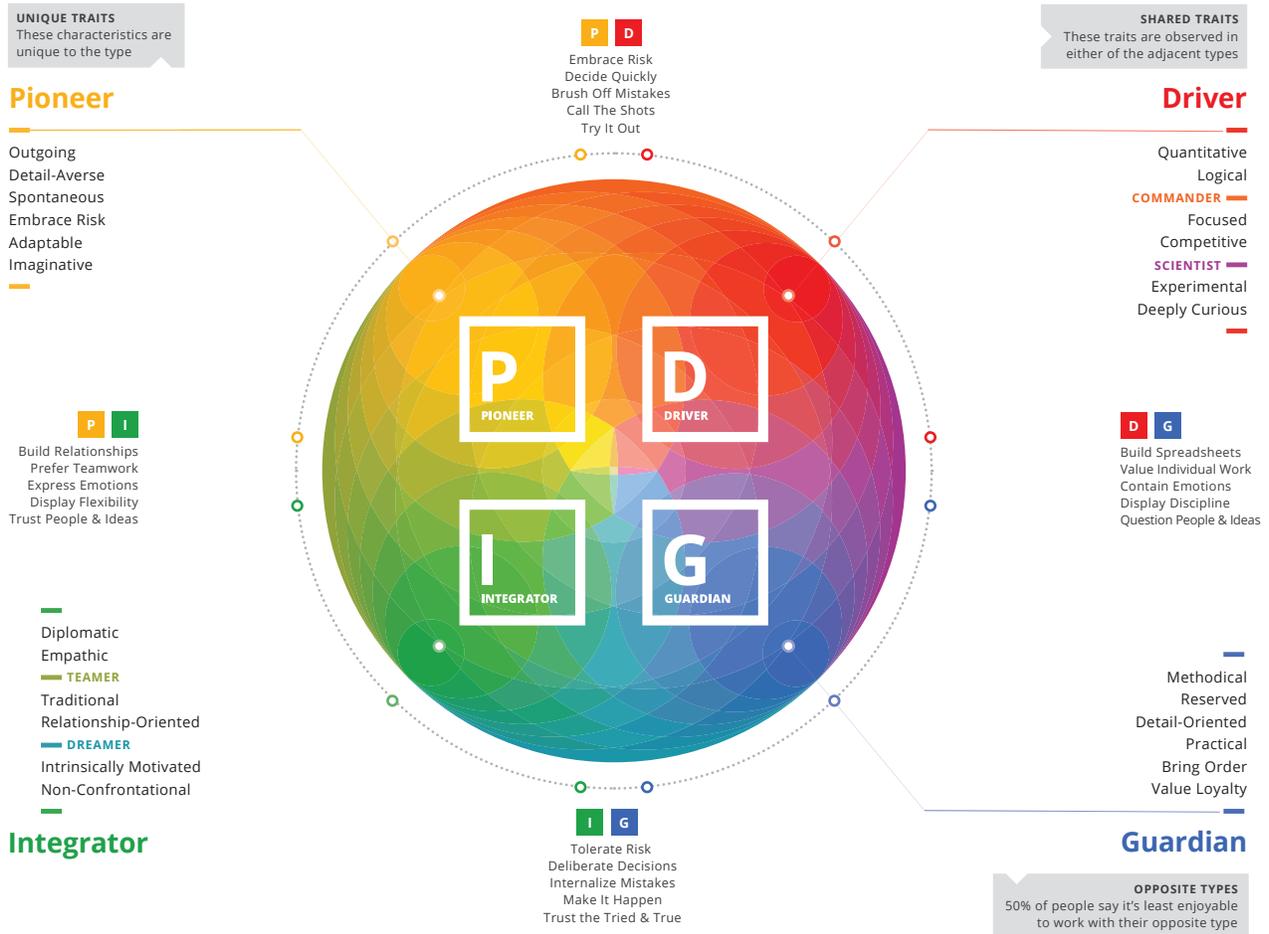
To maximize a **Pioneer's** contribution, give space and time to think out loud. Try structuring meetings with a Pioneer to include time to stand up, move around the room, and brainstorm on white boards.

Think about playing music before the meeting begins or walking to a meeting location outside the office. Try not to push details, especially when the Pioneer is in brainstorming mode. If you must engage a Pioneer on details be sure to explain the importance of the details as they relate to the Pioneer's vision.

When working with a **Driver**, be prepared to jump right in to the work conversation. For many Drivers, small talk feels like a waste of time, and it's especially difficult for them if they feel there is important work to be done. Try not to let their work-first style make you feel undervalued, and don't let them intimidate you. They will enjoy interacting with you if you can stand your ground and defend your opinions, even if they don't agree with you.

3. Consider the environment.

Understanding your Business Chemistry type and the types of others in your department can help you to better execute on the team's vision and strategy, manage change, navigate negotiations, and deliver value. It may help you to be more effective at coaching others on setting goals and identifying areas of improvement. As a leader, you can use Business Chemistry to think about the overall work environment, potentially leading to higher levels of employee engagement and work satisfaction. When thinking about the work environment, here are a few guiding principles we've learned from Business Chemistry.



Not all types engage with stress in the same way. While all four types feel stressed when they make a mistake, Guardians and Integrators are more likely than the other two types to feel stress in situations where there is a challenging workload, in moments of conflict, in urgent situations, and during face-to-face engagements (such as giving a presentation). Nearly one-third of Guardians and Integrators report feeling stressed all or nearly all of the time. Additionally, Drivers and Pioneers are more likely than Guardians or Integrators to report that they feel most effective under moderate to high stress.

Thinking about how best to structure projects, deadlines, and other critical assignments in a workplace with a high number of Guardians and Integrators might allow for better engagement and satisfaction. When looking at departmental and company leadership, it may be helpful to note that roughly two-thirds of C-suite executives are Pioneers or Drivers. If you find yourself bridging the gap between Driver or Pioneer leaders and Guardian or Integrator team members, consider the following techniques:

Create harmony from discord. Opposite types (Pioneers/Guardians or Drivers/Integrators) have opposite strengths, which can present a challenge. But encouraging collaborative teamwork can help them to leverage harmonizing skill sets.

Spotlight less represented types. Less represented types may feel shut out of the conversation where other types outnumber them. But having fewer voices can create unproductive groupthink outcomes. Give less represented types dedicated time to speak, lead, and ideate in the style that works best for them, to inject energy and creativity into the conversation.

The Business Chemistry framework has been purposefully designed to be easy to remember and easy to apply in the workplace. With a little time invested in learning the four types, and observing the behaviors and preferences of your colleagues, you could be able to easily identify the types and leverage the strengths of each, both at the individual level and in teams.

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Doing so may allow you to interact more effectively with colleagues within the legal department and externally; design impactful teams; build strong and effective relationships; and manage the working environment to improve morale and drive productivity.

Links:

Business Chemistry® book: <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/practical-magic-for-crafting-powerful-work-relationships.html>

Harvard Business Review article: <https://hbr.org/2017/03/the-new-science-of-team-chemistry>

Contact

For more information about Deloitte's Business Chemistry® assessment, or to schedule a Business Chemistry® Lab for your legal team, please contact **Lori Lorenzo** at lorilorenzo@deloitte.com, or the US Chief Legal Officer Program at USChiefLegalOfficerProgram@deloitte.com.



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