



Using Science to Improve the Art of Relationships

Business Chemistry is a system designed to provide insights about individuals and teams based on observable business traits and preferences.

Pioneers love exploring new possibilities. They particularly enjoy working with others and generating novel ideas. Pioneers believe everyone should dream big.

HOW TO ENGAGE THEM	HOW TO LOSE THEM
— Be lively and open to exploring ideas	— Impose rules, limits or processes
— Hear them out; they often think out loud	— Discuss the nitty-gritty details
— Brainstorm using visuals	— Evoke the status quo
— Emphasize fun, freedom, and adventure	— Shoot down their ideas

Integrators are all about connection. They value meaning, enjoy exploring different interpretations or perspectives, and believe everything involves a bit of give and take.

HOW TO ENGAGE THEM	HOW TO LOSE THEM
— Listen actively, make eye contact, be friendly	— Be confrontational or aggressive
— Connect individual actions with big picture objectives	— Brag about accolades or accomplishments
— Use storytelling	— Ignore the larger organizational context or implications for others
— Offer support; share your own experiences to bond with them	— Be aloof or curt

SHARED TRAITS
These tendencies are observed in both adjacent types

Pioneer

- Outgoing
- Detail-Averse
- Spontaneous
- Risk-Seeking
- Adaptable
- Imaginative

SHARED TRAITS
Embrace Risk
Decide Quickly
Brush Off Mistakes
Call The Shots
Try It Out

Driver

- Quantitative
- Logical
- COMMANDER**
- Focused
- Competitive
- SCIENTIST**
- Experimental
- Deeply Curious

Drivers love a challenge. They value competence and particularly enjoy a sharp mind or sharp wit. Drivers want others to be smart, be quick, be gone.

HOW TO ENGAGE THEM	HOW TO LOSE THEM
— Be confident	— Overemphasize small talk
— Start with the end-goal and build up your case	— Provide too many options or caveats; they want a clear recommendation without a lot of noise
— Keep it straightforward and simple	— Include flowery language or cutesy graphics
— Debate with them, a challenge doesn't always mean they disagree	— Use circuitous logic

SHARED TRAITS
Build Relationships
Prefer Teamwork
Express Emotions
Display Flexibility
Trust People & Ideas

- Diplomatic
- Empathic
- TEAMER**
- Traditional
- Relationship-Oriented
- DREAMER**
- Intrinsically Motivated
- Non-Confrontational

Integrator

SHARED TRAITS
Build Spreadsheets
Value Individual Work
Contain Emotions
Display Discipline
Question People & Ideas

- Methodical
- Reserved
- Detail-Oriented
- Practical
- Structured
- Loyal

Guardian

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

HOW TO ENGAGE THEM	HOW TO LOSE THEM
— Present concrete facts and proven principles	— Present big ideas without a practical execution plan
— Address risks and minimize uncertainties	— Jump around or skim the surface
— Appreciate their need for details and be prepared to field many questions	— Come unprepared to discuss assumptions or supporting data
— Be orderly, calm, structured	— Disregard rules or norms

SHARED TRAITS
Tolerate Risk
Deliberate Decisions
Internalize Mistakes
Make It Happen
Trust the Tried & True



Pioneers Are...

- 1 Outgoing, spontaneous, and adaptable
- 2 Imaginative thinkers who believe big risks can bring great things
- 3 Intuitive decision makers, open to new ideas but prone to changing their minds

If You're a Pioneer

PIONEER + DRIVER

You're both bold and quick thinkers, but be sure to give Drivers the logic behind your ideas. Consider implications of your decisions and don't get overly comfortable with risk.

PIONEER + PIONEER

You both bring energy to your meetings. Enjoy exploring possibilities together, but remember to bring things back down to earth. Develop actionable next steps so that you can provide clear direction.

PIONEER + INTEGRATOR

You share creativity, but Integrators appreciate your ideas more if you put them in context. Be willing to explore nuances and share stories about people to illustrate points.

PIONEER + GUARDIAN

Tame your more daring, intuitive side and focus on the facts. Be patient, structured and respectful of hierarchy. Give them time to respond and resist the urge to fill the silence or interrupt.



PIONEER TRIVIA

Pioneers report that they are the most effective under stress. But they are also the type that is most likely to change to another type when under stress.

Drivers Are...

- 1 Technical, quantitative and logical; direct in their approach to people and problems
- 2 Analytical thinkers who look for patterns in complex systems
- 3 Quick to judge and then reluctant to revisit decisions

If You're a Driver

DRIVER + DRIVER

You appreciate each other's directness and enjoy debating, but may struggle with who's in charge. Consider context and human implications of your decisions so you don't end up driving the bus without anyone on board.

DRIVER + PIONEER

You are both inventive. Pioneers will appreciate your decisiveness but will need time to explore possibilities. Don't let skepticism prevent you from considering these big ideas, even if they seem impractical.

DRIVER + INTEGRATOR

Don't be so focused on your goal that you forget to connect on a personal level. Help them make a decision and be patient with their desire for consensus.

DRIVER + GUARDIAN

You both thrive on facts and data. Be patient with a Guardian's need to get into the details. Help them see the big picture and don't short circuit the process.



DRIVER TRIVIA

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.



Integrators Are...

- 1 Empathic, diplomatic, and relationship-oriented
- 2 Attuned to nuance; they see shades of grey rather than black and white
- 3 Inclined to weigh all the options and check with others prior to making decisions

If You're an Integrator

INTEGRATOR + DRIVER

You both see the big picture, which they appreciate, but get to the point quickly and back it with logic. Don't take a Driver's directness personally and be firm in your approach.

INTEGRATOR + PIONEER

You share a big imagination and are comfortable with ambiguity, but be sure to consider how to get things done step-by-step. Resist the urge to engage everyone or accomplish everything all at once.

INTEGRATOR + INTEGRATOR

You connect easily, but temper your shared desire to explore all alternatives if you want to move things forward quickly. If there's an elephant in the room, address it—even if it's uncomfortable.

INTEGRATOR + GUARDIAN

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. Be clear on responsibility, timing and criteria for decision-making.



INTEGRATOR TRIVIA

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.

Guardians Are...

- 1 Practical, reserved and methodical
- 2 Detail and process-oriented thinkers who focus on the how
- 3 Deliberate decision makers apt to stick with the status quo

If You're a Guardian

GUARDIAN + DRIVER

You appreciate each other's reliance on data and analysis, but keep in mind that a Driver will want to skip right to the bottom line. Focus more on what makes sense for the future rather than what's worked in the past.

GUARDIAN + PIONEER

Resist the urge to get into all the details. Relax and let the conversation flow. Be open to new ideas and changes in direction while providing some structure as needed.

GUARDIAN + INTEGRATOR

Make sure you take the time to connect with them before you dive into the plan. Be open to tangential thinking and share facts that may help them make a decision.

GUARDIAN + GUARDIAN

You like to do things the 'right way,' but challenge yourselves to revisit the over-arching goal and ask if your approach serves that objective. Accelerate progress by focusing on what is necessary to move forward rather than the unknowns.



GUARDIAN TRIVIA

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.

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