

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.



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

- Be confident
- Start with the end-goal and build up your case
- Keep it straightforward and simple
- Debate with them, a challenge doesn't 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

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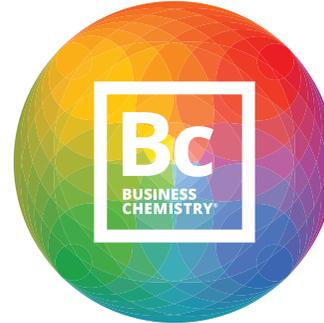
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OPPOSITE TYPES
Opposite types represent two ends of a spectrum and thus, by definition, have the least in common

Guardian

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

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

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

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

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

Integrator

- Non-Confrontational
- Intrinsically Motivated
- Relationship-Oriented
- Traditional
- Empathic
- Diplomatic

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

P

PIONEER

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 most likely to change when under stress, becoming less imaginative and less tolerant of risk.

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.

D

DRIVER

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.

I

INTEGRATOR

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 focus on 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.

G

GUARDIAN