



## Business Chemistry® Results Report

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Customized and prepared for Ather Williams III  
SEPTEMBER 8, 2023

Baseline: Business

THE BUSINESS BASELINE CONSISTS OF THE GENERAL BUSINESS POPULATION, AT ALL LEVELS.

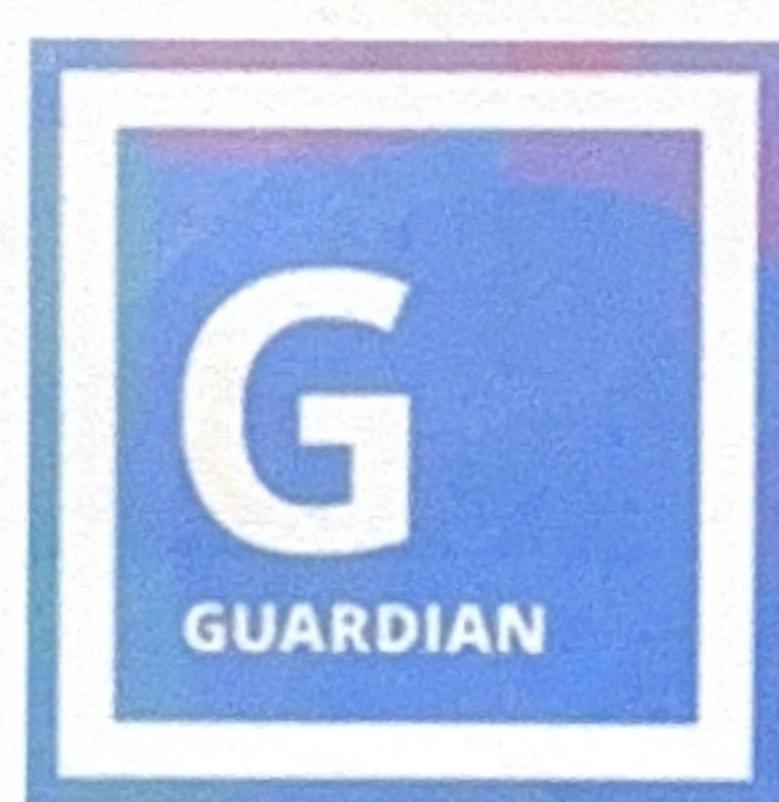
# Chemistry: That hard-to-define, yet impossible-to-ignore elixir of great relationships and effective group dynamics.

While relationship chemistry is often described in poetic and almost mystical terms, there is actually a great deal of hard science that lies beneath it.

Designed for use in a business context, Business Chemistry is a system developed by researchers from the fields of neuro-anthropology and genetics that draws upon the latest biological research and statistical analysis technology. In contrast to many other behavioral systems, Business Chemistry explicitly focuses on observable, business-relevant characteristics and their implications within a business setting.

The science behind Business Chemistry reveals four dominant patterns of human behavior, each with a constellation of traits that are statistically correlated with one another. Most people naturally exhibit behaviors and preferences that strongly align with one, or sometimes two, of these patterns.

We call these patterns the **Pioneer, the Driver, the Integrator, and the Guardian.**



—  
Pioneers love exploring new possibilities. They particularly enjoy working with others and generating novel ideas.

—  
Guardians value stability and strive for accuracy and certainty. They focus on details and are known for bringing order to chaos.

—  
Drivers love a challenge. They value competence and particularly enjoy a sharp mind or sharp wit.

—  
Integrators are all about connection. They value meaning and enjoy exploring different interpretations or perspectives.

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OUTGOING  
DETAIL-AVERSE  
SPONTANEOUS  
RISK-SEEKING  
ADAPTABLE  
IMAGINATIVE

---

METHODICAL  
RESERVED  
DETAIL-ORIENTED  
PRACTICAL  
STRUCTURED  
LOYAL

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QUANTITATIVE  
LOGICAL  
**COMMANDER-**  
FOCUSED  
COMPETITIVE  
**SCIENTIST-**  
EXPERIMENTAL  
DEEPLY CURIOUS

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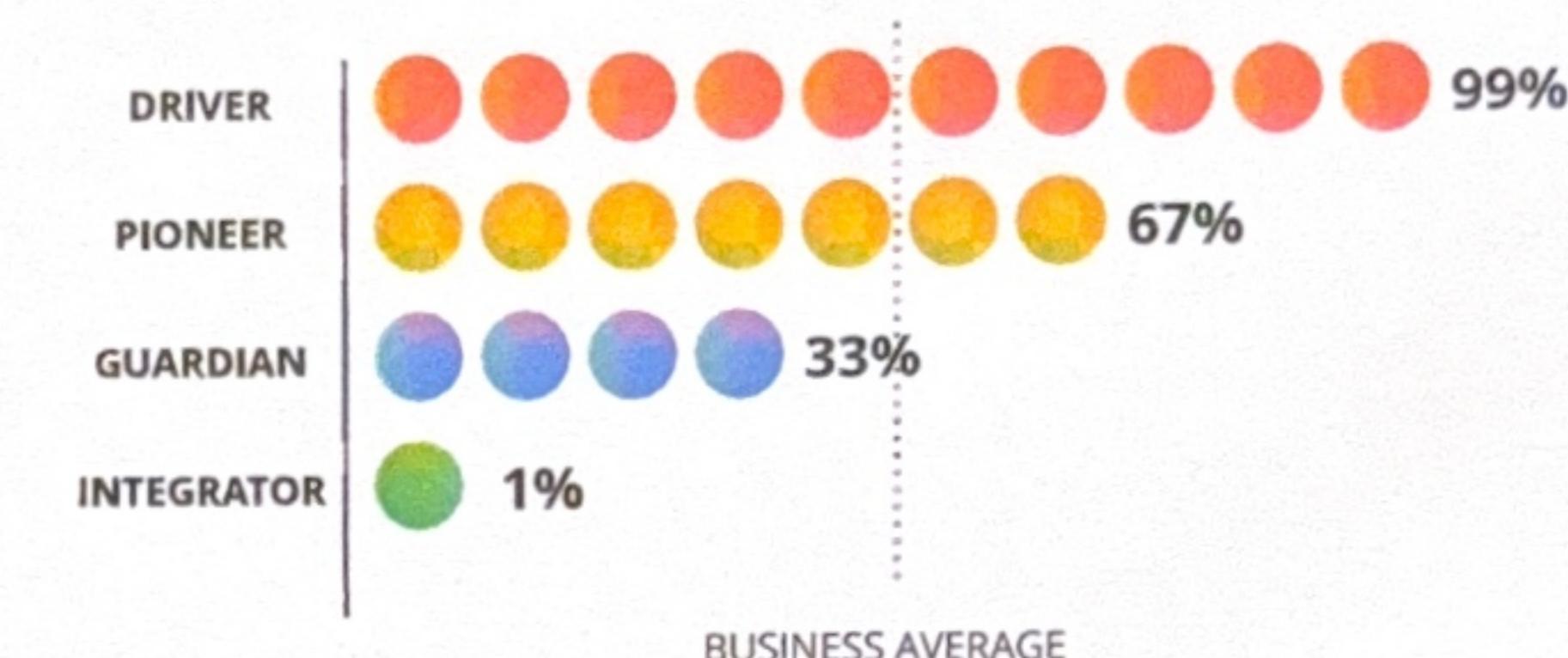
DIPLOMATIC  
EMPATHIC  
**TEAMER-**  
TRADITIONAL  
RELATIONSHIP-  
ORIENTED  
**DREAMER-**  
INTRINSICALLY  
MOTIVATED  
NON-  
CONFRONTATIONAL

# You are most closely aligned with the Driver pattern, though you also have alignment with the Pioneer pattern, when compared to the Business population.

In particular, you tend to be someone who appreciates colleagues with diverse skillsets, imaginative, exploratory, and collaborative. You are also experimental, skilled at recognizing patterns, and easily frustrated by people and things that waste your time.

Compared to the Business population, you are significantly more aligned than average with the Driver pattern, more aligned than average with the Pioneer pattern, less aligned than average with the Guardian pattern, and significantly less aligned than average with the Integrator pattern.

PERCENTILES RELATIVE TO THE BUSINESS POPULATION



## RESULTS BREAKDOWN



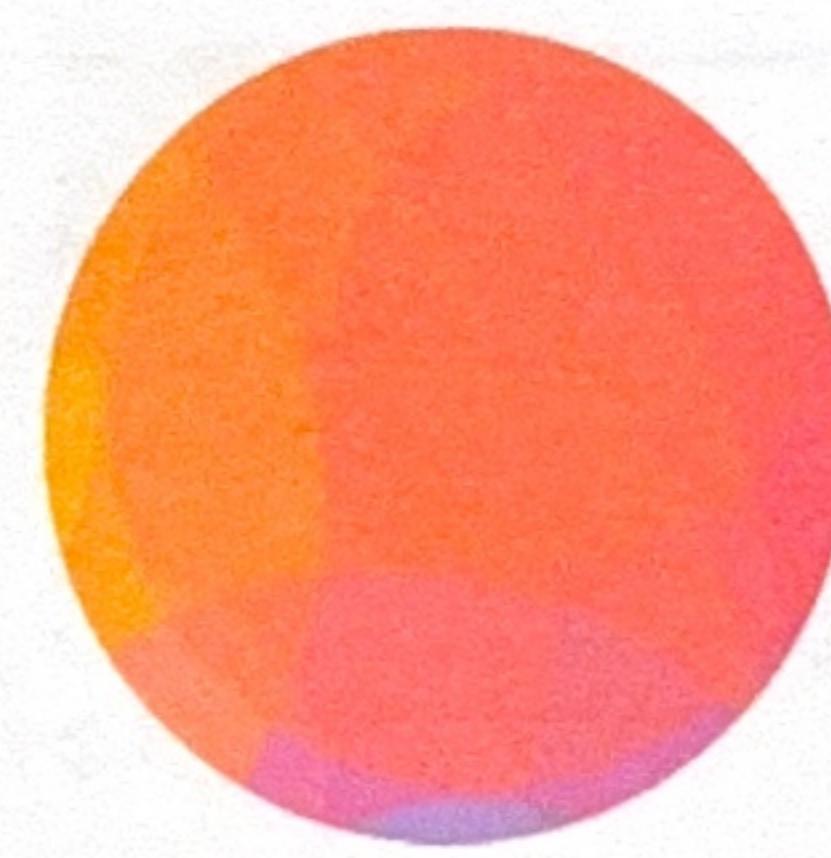
**34%**  
**Pioneer**

Pioneers value possibilities and they spark energy and imagination



**16%**  
**Guardian**

Guardians value stability and they bring order and rigor



**49%**  
**Driver**

Drivers value challenge and they generate momentum

**1%**  
**Integrator**

Integrators value connection and they draw teams together

## YOUR DEFINING TRAITS

— intuitive  
— planner  
— reflective  
— leader

— empathic  
— structured  
— ambiguity-tolerant  
— direct

— meticulous  
— even-keeled  
— networked  
— helpful

— generous  
— optimistic  
— skeptical  
— quantitative

— trusting  
— big-picture  
— reserved

# Your Most Extreme Responses

After, when you took the **Business Chemistry** assessment, your answers were analyzed relative to a database of responses from other business professionals ranging from entry level analysts to CEOs.

Understanding your most extreme responses relative to the Business population provides insight into the observable characteristics that you likely exhibit more strongly than the average businessperson.

You more strongly AGREE with these statements than this % of the Business population

QUESTION	PERCENTILE
When given a choice, I prefer to work on a team instead of alone	99%
I prefer working with people who have strengths I don't have (versus are very similar to me)	98%
I like to test new ideas to understand if they will work	97%
When I try to understand something, I look immediately for patterns	97%
I think it is important to appear calm	97%

You more strongly DISAGREE with these statements than this % of the Business population

QUESTION	PERCENTILE
Before I start working on a new project, I need to have all of the details (versus an idea of the end goal)	100%
I tend to make decisions slowly (versus quickly)	100%
I am musically inclined	100%
Taking big risks is usually not worth the risk of failure (versus brings great things)	96%
I am a frugal person	92%



# Your primary pattern: Driver

Ather, you are highly aligned with the Driver pattern, but you differ from most Drivers in that you are collaborative, calm, and a dreamer.

## 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 always 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

## HOW THEY MAKE DECISIONS

- Analytical thinkers
- Convinced by logic and facts
- Unlikely to change their minds
- High tolerance for risk, when analyzed as logical and rational

## LIKES LOGIC, SYSTEMS, AND LASER FOCUS ON GOALS

### DID YOU KNOW?

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.

Your Driver sub-type percentiles relative to the Business population:



## EXTREME DRIVER MOTTOS

- Be quick. Be smart. Be gone.
- My project, my rules.
- What's your point?
- Enough schmoozing. Get back to work.
- We're competing. I'm winning.

## WORDS THAT WOO DRIVERS

— intellect	— logic	— debate
— challenge	— ambition	— real
— analyze	— vision	



# Your secondary pattern: Pioneer

Ather, you are somewhat aligned with the Pioneer pattern, but you differ from most Pioneers in that you are exacting, easily frustrated by people and things that waste your time, and punctual.

## HOW TO ENGAGE THEM

- Be lively and open to exploring ideas
- Hear them out; they often think out loud
- Brainstorm using visuals
- Emphasize fun, freedom, and adventure

## LIKES VARIETY, POSSIBILITIES, AND GENERATING NEW IDEAS

### DID YOU KNOW?

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.

## 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

## HOW TO LOSE THEM

- Impose rules, limits or processes
- Discuss the nitty-gritty details
- Evoke the status quo
- Shoot down their ideas

## WORDS THAT WOO PIONEERS

— venture	— energetic	— active
— innovate	— free	— flexible
— exciting	— new	— variety
— create	— passion	

## EXTREME PIONEER MOTTOES

- Dream big, brainstorm often.
- Carpe everything.
- Why not?
- Rules were made to be broken.
- Challenge the status quo.
- Have fun - it's just work!



# Non-core pattern: Guardian

Ather, you have little in common with the Guardian pattern, but you share some characteristics with Guardians in that you are exacting, easily frustrated by people and things that waste your time, and punctual.

## 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

## LIKES CONCRETE DETAILS AND STABILITY; THEY RESPECT WHAT IS TRIED AND TRUE

### DID YOU KNOW?

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.

## 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

## 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

## WORDS THAT WOO GUARDIANS

— organize	— honesty	— values
— precise	— respectable	— trust
— stability	— appropriate	
— facts	— ought/should	

## EXTREME GUARDIAN MOTTOES

- Rules were made for a reason.
- If it ain't broke...
- Do it right or don't do it at all.
- Show me the data.
- Trivia night is my jam.
- Bringing order to the universe one spreadsheet at a time.



# Non-core pattern: Integrator

Ather, you differ in most ways from the Integrator pattern, but you share some characteristics with Integrators in that you are collaborative, calm, and a dreamer.

## 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

## HOW THEY MAKE DECISIONS

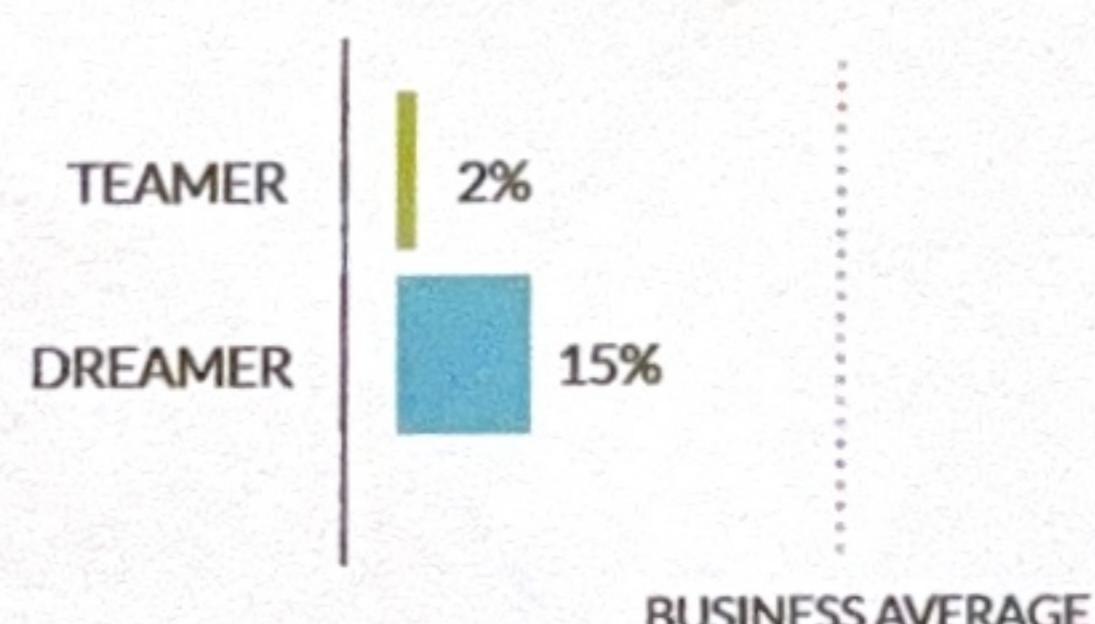
- Understand through stories
- Read the atmosphere as well as the facts
- Can change their minds
- Risk tolerance is low, but they'll go along with the group

## LIKES PERSONAL CONNECTION AND SEEING HOW THE PIECES FIT TOGETHER

### DID YOU KNOW?

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.

Your Integrator sub-type percentiles relative to the Business population:



## EXTREME INTEGRATOR MOTTOES

- It depends.
- A cigar is never just a cigar.
- Relationships come first.
- Consensus rules.
- Let's connect.

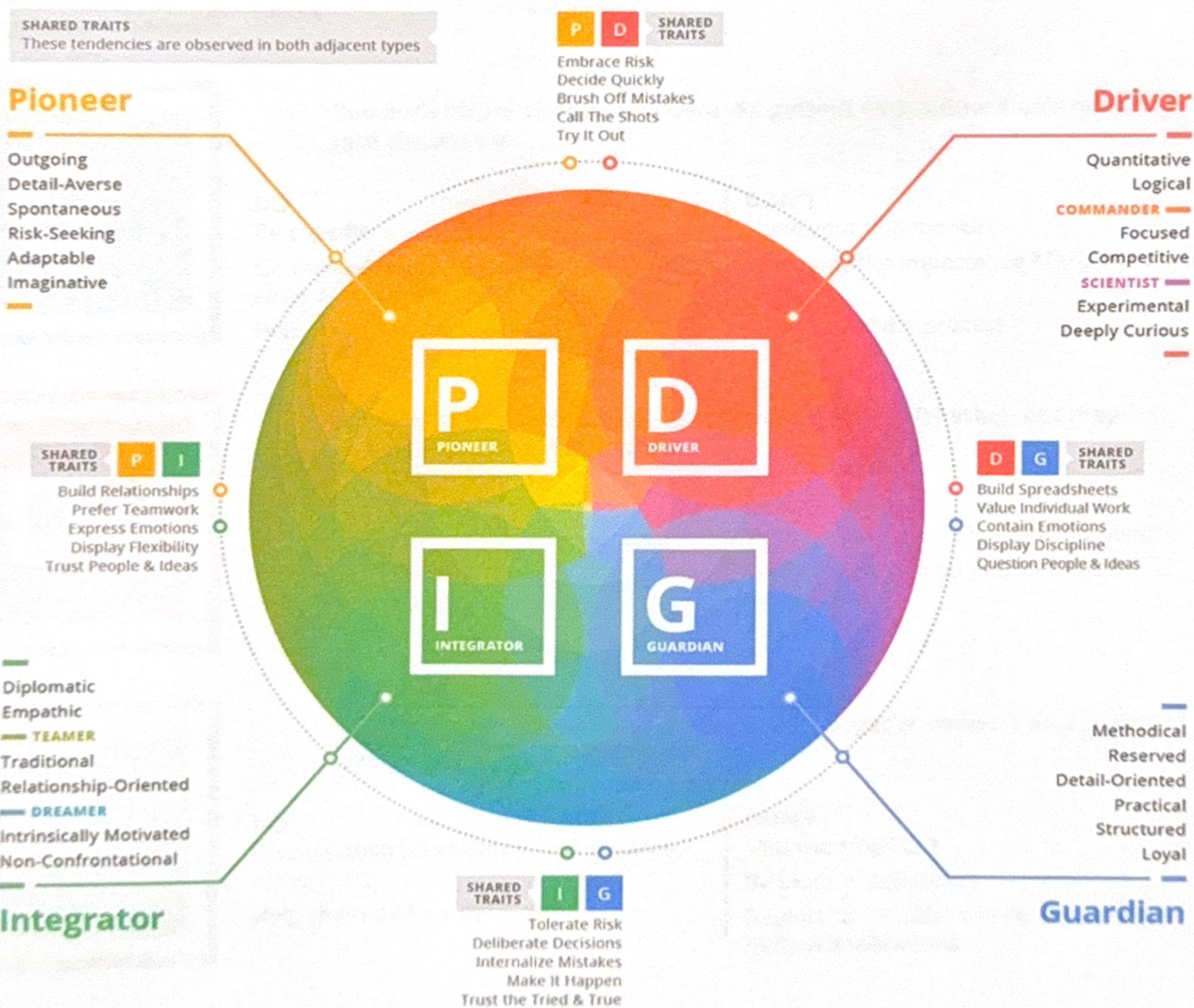
## WORDS THAT WOO INTEGRATORS

— authentic	— read	— interpret
— sensitive	— learn	— cooperate
— alliance	— compassion	— down the road
— kind	— intuition	

# Shared Traits

The below graphic depicts the unique characteristics of each type as well as traits that are shared between two types.

When developing hypotheses about another individual's Business Chemistry type, these shared characteristics are a useful tool to facilitate the process of elimination and to help you zero in on a single type or two likely types.



## As a primary Driver, you should consider the following when interacting with other Business Chemistry types.

If you're meeting with a...



You are both 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



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



You appreciate each other's directness and enjoy debating, but may struggle with 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



Don't be so focused on your goal that you forget to connect 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  
Neglect to consider the context and the human implications

TOOLS FOR YOU  
to keep Business Chemistry top of mind!



[BC20Questions.deloitte.com](http://BC20Questions.deloitte.com)

Use the Business Chemistry 20 Q's tool to develop a hunch about someone's preferred working style, and take the first step in changing the way you communicate.



**Business Chemistry  
Blog**

[businesschemistryblog.com](http://businesschemistryblog.com)

Join the conversation and share your thoughts on how Business Chemistry can provide unique business insight, shed light on team dynamics, and shift perspectives of how our similarities and differences can help teams achieve their goals.

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