



Live & Learn  
PERSONALITY TYPES

# Chemical reactions

Take a scientific approach to the art of building stronger business relationships

Writing

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# W

hen you hear the expression ‘chemistry’ what do you think of? You might well think of the scientific discipline of chemistry, which explores what matter is made of

and how different substances interact, combine and change.

Or you might think of that feeling you get when you just click with someone – the mysterious force that makes working together both engaging and powerful. In this case, chemistry may seem a bit magical, like it’s just there. Or it’s not. Something like luck, it can feel like an abstract boon to wish for but not something to necessarily expect.

But what if you could actively create that kind of engaging and powerful connection with people? What if you viewed chemistry between people as a discipline – one that explores the elements behind human interactions and how they might be brought together to minimise explosions and maximise positive outcomes? What if you took a scientific view on the art of business relationships?

You can do just that if you learn how to create Business Chemistry in your work relationships. With the right mindset, you can learn to grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. You can forge stronger relationships and be a more effective leader.

EACH BUSINESS  
CHEMISTRY  
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OR TEAM

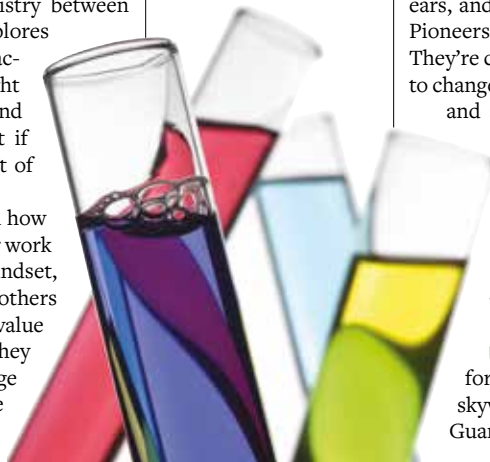
## The four Business Chemistry types

The first step is to recognise the differences in people’s working styles: how they prefer to communicate, make decisions and interact. Once you identify your own working style and that of another person, you have the initial information you need to guide your interactions and begin creating chemistry. Our research has identified four primary Business Chemistry types. While we’re each a unique combination of all the types, most of us associate more strongly with one or two of them. See if you recognise any of the descriptions below:

**1 Pioneer.** If we could capture the essence of this type in one word, it would be ‘possibilities’. Pioneers love imagining what could be and don’t hesitate to reach beyond the status quo. Expressions like “What if...?”, “Picture this...”, “Yes, and...”, and “Why not?” are music to a Pioneer’s ears, and are often lead-ins to lively brainstorming. Pioneers are fans of collaborative idea generation. They’re comfortable with ambiguity and adaptable to change. Pioneers usually make decisions quickly and spontaneously, based on gut feel versus any careful consideration of the data.

Pioneers are comfortable with risk, and tend to be confident that their inherent adaptability will carry them through, regardless of where they land.

**2 Guardian.** The word to represent Guardian values has to be ‘stability’. A Guardian knows it’s essential to forge a solid foundation before building skyward. And when it comes to how the Guardian does things, many aspects of their



BUSINESS CHEMISTRY TYPES		
	How to engage them	How to lose them
<b>Pioneers</b>	<ul style="list-style-type: none"> <li>■ Be lively and open to exploring ideas</li> <li>■ Hear them out; they often think out loud</li> <li>■ Brainstorm using visuals</li> <li>■ Emphasise fun, freedom and adventure</li> </ul>	<ul style="list-style-type: none"> <li>■ Impose rules, limits or processes</li> <li>■ Discuss the nitty-gritty details</li> <li>■ Evoke the status quo</li> <li>■ Shoot down their ideas</li> </ul>
<b>Guardians</b>	<ul style="list-style-type: none"> <li>■ Present concrete facts and proven principles</li> <li>■ Address risks and minimise uncertainties</li> <li>■ Appreciate their need for details and be prepared to field many questions</li> <li>■ Be orderly, calm and structured</li> </ul>	<ul style="list-style-type: none"> <li>■ Present big ideas without a practical execution plan</li> <li>■ Jump around or skim the surface</li> <li>■ Come unprepared to discuss assumptions or supporting data</li> <li>■ Disregard rules or norms</li> </ul>
<b>Drivers</b>	<ul style="list-style-type: none"> <li>■ Be confident</li> <li>■ Start with the end goal and build up your case</li> <li>■ Keep it straightforward and simple</li> <li>■ Debate with them – a challenge doesn't always mean that they disagree</li> </ul>	<ul style="list-style-type: none"> <li>■ Overemphasise small talk</li> <li>■ Provide too many options or caveats; they want a clear recommendation without a lot of noise</li> <li>■ Include flowery language or cutesy graphics</li> <li>■ Use circuitous logic</li> </ul>
<b>Integrators</b>	<ul style="list-style-type: none"> <li>■ Listen actively, make eye contact and be friendly</li> <li>■ Connect individual actions with 'big picture' objectives</li> <li>■ Use storytelling</li> <li>■ Offer support; share your own experiences to bond with them</li> </ul>	<ul style="list-style-type: none"> <li>■ Be confrontational or aggressive</li> <li>■ Brag about accolades or accomplishments</li> <li>■ Ignore the larger organisational context or implications for others</li> <li>■ Be aloof or curt</li> </ul>

working style serve to establish and maintain such stability. They're methodical, careful, disciplined, meticulous and exacting. Guardians believe it's important to follow a process when completing a task, and they like structure in their work environment, too. When they embark on something new, Guardians seek to first understand as much as possible. They don't jump in feet first, but conduct due diligence and hatch a plan for moving forward.

**3 Driver.** Drivers get stuff done. Even when it's difficult. Especially when it's difficult. And if you had to capture the spirit of a Driver in one word, it would be 'challenge'. Drivers love a

challenge, and they love to challenge. They are focused and competitive. To get the results they want, Drivers will calculate the shortest possible path and stay on course despite whatever, or whoever, gets in their way. This directness infuses everything they do, from the way they make decisions to the way they interact with others. They don't mince words and they don't sugar-coat. Drivers are logical, technical and quantitative. They dislike ambiguity, so quickly look for patterns and move forward with solutions.

**4 Integrator.** Connection – that's what it's all about for Integrators, and connector is the role they often play on a team. Sometimes an Integrator is focused on creating connections between people, and other times on connections between ideas. Either way, Integrators like working on teams more than toiling away in solitude. They're trusting and they forge deep relationships, beyond networking or teamwork, getting up close and personal to form real friendships with colleagues. Whenever possible, Integrators prefer to avoid confrontation, and their desire to keep the peace is aided by their tendency to see things more in shades of grey than in black and white. From the Integrator's perspective, both sides can be right, so why argue about it? An Integrator will usually try to bring those with divergent views closer together.

### Strategies for creating chemistry

Each Business Chemistry type adds unique value to a partnership or team. Each type needs different things out of interactions and work environments in order to thrive. Once you have an idea of someone's type, creating stronger and more fruitful relationships with them can be a matter of flexing your own style to give them more of what they want and need. Next time you're interacting with someone who's different from you, try the different approaches in the table (left) to engage them and start the chemistry bubbling up between you. **E**

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