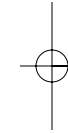
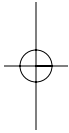


The DNA
of
Successful
Leaders

Tapping *Your Natural Power* to
Win Friends and Influence Others



Troy L. Tate

SECTION I.

Opening

C H A P T E R 1

“Be yourself. Everybody else is already taken.”

Being the Best You, You Can Be: A Quick Look at the Big Picture

Human beings are remarkable creatures. As the most intelligent animals on the planet, we know how to send people into space, harness the power of the sun, heal the sick, create great literature, music, and art. The list goes on and on.

But, the one thing that appears the easiest for us to know, the thing that is the most important for us to know, is the one thing that the vast majority of us don't know—who we really are. We often don't understand why we react the way we do to certain circumstances. (Have you ever thought: “Why did I do that!? What was I thinking!?”) We frequently don't take advantage of the unique, natural strengths we're born with, and too often find ourselves in situations where we have to rely on our weaknesses to reach our goals - and we don't even realize it's happening. Many of us have spent years underachieving, and not living the rich and fulfilling lives that we're capable of, and entitled to.

Others of us have accomplished wonderful things, but have not yet tapped a natural power source that could magnify those achievements many times over. All of us have “blind spots” that have

sabotaged or hurt key relationships. As a result, we're often oblivious to what we cause, convinced that those around us are to blame for less than successful results. When you do discover and use your natural powers, you'll not only eliminate those "blind spots" and increase the level of success and happiness in your own life and career, but also understand how to motivate others to give the best of their innate strengths toward a common purpose.

Most all of us are capable of achieving and enjoying more in our careers, jobs, businesses or relationships. The overwhelming cause of unfulfilled dreams isn't due to lack of talent or skill - it's because people either don't recognize and use their natural aptitudes and strengths, or recognize and manage around their natural weaknesses or both. If you're not as happy or successful as you want to be, it's not because you're not capable; it's because you've yet to become the best and most influential "you", you can be.

Do You Play the Violin or Trumpet?

Would you pay the legendary violinist Itzak Perlman \$100,000 to perform in concert and then, just before the curtain rises, take away his violin, hand him a trumpet and tell him to go for it? If you did, would you then be shocked that he didn't render a *virtuoso* performance?

It sounds silly on the surface, but we frequently do that to ourselves, and then feel shocked or disappointed that we're not getting the results we desire. Are you struggling to play the trumpet harder and louder in your business, career or job when you're naturally gifted at the violin? Is the whole undertaking burning you out?

Henry David Thoreau said that the mass of men lead lives of quiet desperation and go to the grave with their song still inside. Have you lived your whole life not playing your unique composition on the instrument you were born to play?

Simply stated, if you don't recognize what your natural, God-given talents and aptitudes are, you're going into your everyday life battles, big and small, at an extreme disadvantage. And you're doing a disservice to yourself and everyone around you

There's no reason to accomplish less than your maximum potential in your career, relationships, and life. You're about to learn how to recognize your natural aptitudes—your natural talents and strengths—and how to use those aptitudes to your fullest advantage. You'll discover where your weaknesses lie (everyone has them), and how to avoid situations where they can hold you back.

Drives, Needs and Aptitudes

Becoming a successful leader is all about: (1) knowing your "DNA" and the "DNA" of those you lead, and (2) applying this knowledge to influence others effectively.

What is "DNA"? It's the drives, needs, talents and strengths you're born with and use to function in life. Think of it like the operating system for your soul—the system and filters through which you experience, interpret and respond to what happens to you. Your "DNA" governs how you process what you experience with your five senses and influences what you enjoy and what you don't like doing.

DNA stands for **Drives, Needs and Aptitudes**. You're about to learn what your DNA is and what to do with it to become a successful leader. You'll also learn how to determine the DNA of others, and how to use that knowledge to have a more powerful and enduring influence with those you lead.

Learning "the DNA skill" isn't as difficult as going into space, healing the sick, or creating great works of art. In fact, the most important thing for you to know will turn out to be easier and more enjoyable to apply than you thought possible. Understanding "DNA" will open you up to a whole new world of influence.

Your Drives — The "D" of DNA

Have you ever wondered why some people react to the same event so differently than you do? Sometimes you think they're "out to lunch", or "off the wall", or both. But in reality, they're seeing and reacting to what happens to them through a different set of filters than you. Their filters block out or disregard some things your filters let in and deem important and vice versa.

Every person is born with one or two drives. You're no exception. Your innate drives are pivotal to your success as a leader because they strongly influence how you interpret and respond to what happens to you, including how you relate to other personalities in all types of situations. The key for you is to understand "what makes you tick" and "what makes others tick you off" so you can take advantage of (instead of getting frustrated by) the differences.

Your Needs — The "N" of DNA

Everyone has a set of needs that are hard-wired at birth. Ask any parent who has two or more children and they'll tell you that not one of their children is exactly the same. Even before they were born, one was punching and kicking to get out, while another enjoyed the aquatic environment and didn't mind staying there until he or she was "induced" to leave. Your natural needs flow from your drives; those needs, in turn, strongly influence what your natural aptitudes (and weaknesses) will be. We devote most of our time and energy in life to fulfilling those needs, so it's important to be aware of what they are and how we satisfy them.

Your Aptitudes — The "A" of DNA

You've been blessed with natural strengths, talents, and skills — "aptitudes"—that can be used to lead effectively. Maybe you're good at communicating and motivating people. Maybe you have a natural ability with budgeting and forecasting. Possibly you have a skill at organizing, or figuring out a logical approach to solving a problem creatively. Or maybe your strength is logistics—effectively carrying out someone else's strategy. What are your natural strengths and assets and are you using them when you lead others?

The Price We Pay For Ignoring Our DNA

People in business often struggle with not knowing, let alone taking advantage of, their DNA. This is just as true for the entrepreneur as it is for the executive or employee. Many ignore their natural aptitudes and strengths to land a job that pays the bills, but dread going back to work

each Monday morning. Other professionals stay stuck for years or even decades in a career that they were never cut out for so they can maintain the lifestyle that comes with it. Many entrepreneurs feel like they're a prisoner in their own businesses. They devote countless hours to what they're *not* naturally good at and their business ends up with incremental gains, treading water, or sinking into oblivion. When mediocre to poor results occur, such people don't change their direction; they just work harder at creating the same limited outcomes.

When we start a new business, job or career, we often venture into uncharted waters without the compass and rudder that keeps us on course towards the desired destination—knowing our God given strengths and weaknesses and focusing the vast majority of our time and energy on where we float, not where we sink. We may spend our entire adulthood "making a living" instead of passionately pursuing what we're naturally good at and reaping the rewards of our excellence.

Mark Twain told about a man who died and met Saint Peter at the pearly gates. Realizing Saint Peter was wise and knowledgeable the man asked, "Saint Peter, I have been interested in art for many years. Tell me, who was the greatest artist of all time?"

Saint Peter quickly responded and pointed, "Oh, that's a simple question. It's that fellow right over there."

"You must be mistaken," replied the man, "I knew that man on earth, and he was a common laborer."

"That's right, my friend," replied Saint Peter. "But he would have been the greatest artist of all time...if he had been an artist."

Nobody's Perfect — Manage Around Your Weaknesses

Being the best “you”, you can be is about identifying and embracing your natural aptitudes and then stretching to build new and complimentary strengths. But it's also about recognizing your weaknesses. *The DNA of Successful Leaders* will enable you to see what your natural weaknesses are, and what brings them into play. Instead of dwelling on them or struggling to eliminate them without success, you'll recognize them and avoid situations, jobs, responsibilities where those weaknesses will be exposed and magnified. You can find others whose strengths offset your weaknesses. Everyone has weaknesses, but when dealt with properly, they'll stop being obstacles to your success and happiness.

Thomas Edison was almost deaf. But he didn't waste valuable time trying to teach himself to hear. Instead, he concentrated on the things he did best: thinking, organizing, and creating.

Toward the end of his life, George Bernard Shaw was asked, “You have known some of the most famous people of your time. You're on a first-name basis with royalty, world-renowned authors, artists, teachers, and dignitaries from every part of the world. If you had your life to live over again and could be anyone you've ever known, who would you want to be?”

“I would choose,” Shaw replied, “to be the man George Bernard Shaw could have been, but never was.”

In 2003, a British study conducted by Tulip Financial Research revealed that successful business people are surprisingly likely to suffer from dyslexia and other learning disorders. About 40 percent of the 300 subjects studied had been diagnosed with the condition – 4 times the rate of the general population.

Psychologists speculated that dyslexics compensate for their difficulty with details by learning to grasp the bigger picture and

producing original ideas. For instance, Sir Richard Branson, the billionaire founder of Virgin Records and Virgin Atlantic Airways, is dyslexic and admitted that he didn't understand the difference between net and gross profits until it was explained to him - **when he was fifty years old!** A dyslexic business owner lacking an understanding of basic accounting might seem destined for failure but look what Branson built—a business empire. Branson knew what he was good at and magnified it a thousand fold instead of dwelling on or trying to remove his weaknesses. His dyslexia and failure to understand financial complexities became irrelevant to his achieving success

Uncovering Who You Are

Yes, humans are complex animals, but surprisingly we can be divided into just four basic groups.

Thousands of years ago, Hippocrates came up with four general personality groups or temperaments. Today, we have hundreds, perhaps thousands, of personality paradigms, which use animals, shapes, adjectives, directions, colors, acronyms (e.g., “ENTF”) and other symbols to categorize personalities. Most are derived in whole or in part from Hippocrates' original work. The *DNA Torque Personality Profile*, the personality profiling tool in Chapter 2, is no exception. However, I believe you'll find it shines brightly above the rest in its simplicity and effectiveness.-

There are infinite variations of personalities within these four broad personality groups. But you, me and everyone we know or ever come in contact with, has a drive or drives that literally “color” how we see and react to the people and world around us — so I have chosen to categorize these groups by colors.

Colors influence how we feel and react. Our drives do also. Colors are more neutral than other devices or gimmicks to categorize personalities. The most powerful reason for using colors here is that each personality group identifies easily, even emotionally, with the color chosen for it. I've not yet encountered an exception to this rule.

The Four Personality Groups

Each personality color has its **Drives**, **Needs**, and **Aptitudes**, and its way of communicating with and relating to others. The four color/personality groups are Red, Aqua, Yellow, and Blue. Sometimes each personality group will be identified by using a trait that typifies that group: **Powerful Red**, **Peaceful Aqua**, **Optimistic Yellow** and **Personable Blue**. Such traits are not intended to specifically and solely embody each of the personality groups. Rather, having the accompanying adjective tends to make it easier for some to remember.

REDS have **high energy** and are **driven to make things happen** and to **secure power**. (Have you ever noticed that power neckties are . . . red?) Reds need to **achieve**, to **be right** and to **be respected**. Reds' aptitudes include **initiative**, **focus**, **confidence**, **leadership**, **risk taking** and **decisiveness**.

AQUAS, akin to **calm seas**, are driven to seek **peace** and **balance** in their lives. Aquas need **tranquility** and **independence**. They love to **reflect** and "**go with the flow**"—as long as it's at their own pace and in their own way. Aquas' aptitudes include **objectivity**, **diplomacy**, **kindness**, **clarity**, and **openness to new ideas and strategies**.

YELLOWS are of **sunny disposition** and **optimistically embrace life**. Yellows are driven to **have fun** and to **feel happy**. Yellows need **freedom** and **social acceptance**. Yellows' aptitudes include **resilience**, **spontaneity**, and **out of the box creativity**. Yellows are also **naturally warm** and **forgiving of others**.

BLUES thrive on **order** and **structure** and love to **relate** to others on a **deep** level. Blues are driven to **do things perfectly** and to **connect with others deeply**. Blues need **security**, **order** and **understanding from others**. Blues' aptitudes include **discipline**, **loyalty**, **team building**, **sensitivity**, and **quality workmanship**.

Most of us are blends of two or more DNA colors, and therefore, may share a few of the needs and aptitudes (but not the drives) of a second DNA color.

So what color is your DNA and what is your secondary DNA color? You'll find out once you take the *DNA Torque Personality Profile* in Chapter 2, and tally the results.

"You" Influencing Them

No one operates and succeeds in a vacuum. Your success depends on others, and the four basic temperaments that you're going to learn won't only enable you to manage your own aptitudes and weaknesses, but also will allow you to see the aptitudes and weaknesses in those around you - the people you work for and with, plus friends and family members. You'll then use that information to positively win friends and draw out the support and commitment from all those around you.

Great leaders know themselves and play to their strengths, while managing around their weaknesses. And they know the same about those with whom they work and apply that knowledge for the success and benefit of all.

If you read this book and apply what it teaches, will you be able to figure out and influence every person with whom you come in contact? Probably not. Human beings are complex and many have neuroses and psychoses that make reading their DNA difficult and influencing them even harder. But you will better understand more people than you ever have before and your influence with them will flourish.

Those who are intent on getting things done learn to recognize that people are not objects to control through intimidation or to manipulate to get the desired results. Using those tactics produce results that are weak and short lived. Yet people welcome influence that benefits them in their lives.

A leader who treats others as she wants to be treated will learn that it doesn't work for those who experience life through a different set of filters. In this situation, The Golden Rule needs to be slightly revised—do unto others as **they** would have you do unto **them**. Your drives and needs are not necessarily theirs. You need to communicate to those you lead in their language so that their needs are being addressed and met.

"The most effective leader is the one who satisfies the psychological needs of his followers."
– David Ogilvy

The Payoff of Knowing Your DNA and the DNA of Others

The *DNA Torque™ Personality Profile* in Chapter 2 is designed to uncover the personality group to which you belong and to ferret out any false identities you've assumed along the way in an attempt to be valued, happy and successful. It detects incongruity between your natural drives and learned behaviors. **It gives you a better sense of who you were born to be so that you can be clear and focused on where you want to go.** Finally, it helps you to magnify the natural aptitudes that you were blessed with rather than tossing them aside because you've been misled along the way as to their true value. The *DNA Torque™ Personality Profile* can set you on the path to be the best “you”, you can be by getting back in touch with who you are.

When that happens, you'll see that there is great power in being genuine. You have nothing to spin. You are who you are, warts and all. It's massively liberating not to have to create and sustain a self image that isn't you.

I guarantee that this process for growth will be fruitful and that any attempt to skirt your identity either consciously or unconsciously to “be like Mike” (or anyone else) will inevitably sabotage your success as a leader, husband, wife, father, mother, friend or team member.

What would it be like if you and your salespeople understood your clients, customers and prospects better than they understand themselves? You'll learn here to understand what drives them, what their specific needs are and how they express them. If you give voice and put words to what they sense or struggle with, but can't quite explain, you're building an immovable foundation for a long term recurring revenue channel. These clients and customers will come back to you again and again because they will identify with your sales representatives and understand how your products and services truly meet their individual needs.

If you want to be in the upper echelon of leaders who create results that make a difference in the lives of your employees, vendors, customers and shareholders, *The DNA of Successful Leaders* will help you get there. If you want to understand how to be more effective in positively influencing the thoughts and behaviors of others, you've come to the right place. If you just want to better understand who

you are and what makes you tick so you can best deploy your strengths and manage around your weaknesses, then you'll get the answers you need.

The foundation for any sustained success in life — in your marriage, family, organization or business — is to know who you are, to embrace the gifts you naturally were blessed with and then to let the natural weaknesses that otherwise limit your growth fade into the background. Simply stated, be who you are and learn to bring into your life the gifts that others embody—gifts that compliment what you already have.

Some people will get more out of this book than others. If you're curious about looking at yourself and others in a new way or if you're open to doing things differently to improve the results you want in your life, then you'll probably get far more out of this book than you otherwise would. If you're sure you know yourself, including all your blind spots, and that you're a master at influencing others, then you can't learn what you're already convinced you don't need to know. However, I suggest you check out whether your colleagues, subordinates, clients and/or bosses agree with your presumed mastery over yourself and others. You might have blind spots that you never knew were there.

Elie Wiesel has said that when we die and meet our maker, we're not going to be asked why we didn't find a cure for cancer, or solve world peace. Instead, we will be asked, “Why didn't you become you?”

Something wonderful is about to happen...

You're going to become the best “you”, you can be.