



INSIGHT Inventory®

MATCHING ONE-TO-ONE WITH INSIGHT

**Comparing Your Style To Another Person's Style and
Identifying Ways to Work Better Together**

Report prepared for: John Doe

Matched with: Mary Sample

INSIGHT Inventory On-line report provided by:
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Insight . . . understanding yourself and others



Welcome to Your *Matching One-to-One with INSIGHT* Report

Matching One-to-One with INSIGHT helps you identify the similarities and differences between your Work Style and Mary Sample's Work Style. Most importantly, it provides guidelines on how you can flex your style to be more effective when communicating with Mary.

Understanding Your Differences

Personality differences can be powerful assets or points of tension between you and Mary. Sometimes even similarities, while normally beneficial, can lead to misunderstandings. This report helps you capitalize on your similarities and make your differences the strength of your working relationship.



Flexing Your Style

Successful leaders and team members learn to temporarily change or flex their styles to communicate more effectively with others. This report gives specific guidelines for flexing your behavior to better communicate with Mary. Reviewing these and discussing them with Mary will help you work together to create a plan for improving your communications.

Making the Best of This Report

You can make the most of this report by:

- Completing the discussion activities with Mary and talking about how your similarities and differences impact your relationship.
- Reviewing the flexing guidelines and asking Mary to point out the areas she believes it would be most helpful for you to flex.
- Writing on it, underlining key points, circling ideas, and using it as a workbook and discussion guide.



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SECTION ONE: Comparing Your Styles

Explore the similarities and differences between your style and Mary Sample's style.

SECTION TWO: Flexing Your Style to Communicate Better with Mary

Learn the ways you can flex your behavior and communicate more effectively with Mary.

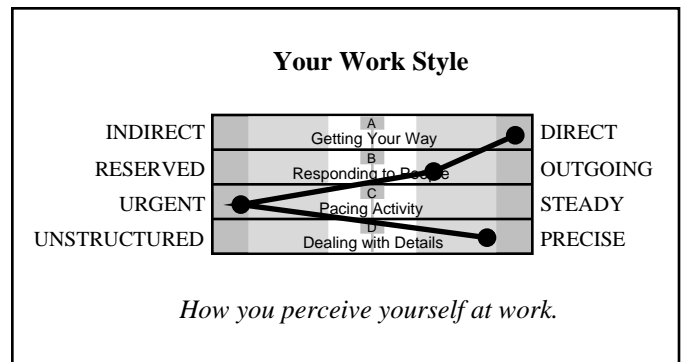
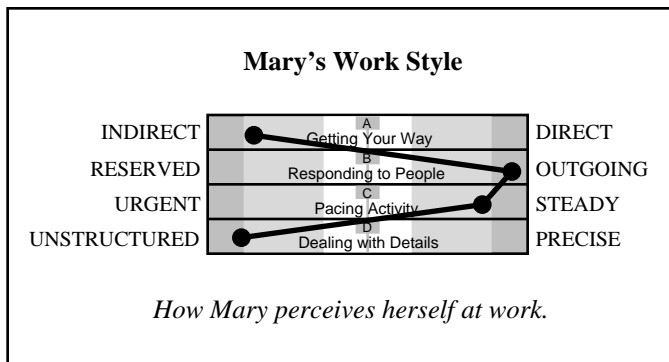
SECTION THREE: Planning Ahead and Learning More

Develop a strategy for sharing these results with Mary and learning more about yourself.

SECTION ONE: Comparing Your Styles

Setting

Mary's Work Style Profile compared to your Work Style Profile.



SCALE A: Getting Your Way (Indirect or Direct)

Mary scored moderately Indirect and you scored very Direct.

Mary sees herself as fairly Indirect, tactful, and diplomatic in how she expresses her thoughts and opinions and you instead see yourself as very Direct, candid, and forceful. You're quite different on this trait. When working together there will likely be times when you admire Mary for her unassuming, noncompetitive style. She is good at offering ideas and feedback in a tactful manner and not offending others. Her non-threatening style can help prevent misunderstandings and conflicts, particularly in volatile situations. However, there are probably other times when she comes across to you as too hesitant and cautious. At those times, you'll have to avoid getting frustrated and labeling her as timid and lacking confidence. This will only lead to misunderstandings and a strained relationship. Your challenge in working with Mary involves appreciating her tactful style, and not overpowering her indirectness.

Discussion suggestion:

Ask Mary to describe a situation in which she believes your Direct and her Indirect style differences were advantageous. Then, discuss any problems that may have arisen due to your differences on this trait and how you resolved them.

SCALE B: Responding to Others (Reserved or Outgoing)

Mary scored very Outgoing and you scored moderately Outgoing.

Mary sees herself as very Outgoing and you see yourself as moderately Outgoing. This similarity indicates that both you and Mary are expressive, talkative, and gregarious; Mary a bit more so than you. The two of you are probably comfortable talking about a wide range of things from business topics to inner feelings and personal thoughts. It is likely that you appreciate each other's enthusiasm, warmth, and contagious laughter; this no doubt this energizes you both. However, there may be times you both find it difficult to get a word in edgewise if the other one of you has a lot to say or issues to talk out. You both can consume a lot of airtime and are comfortable being the center-of-attention. If Mary does most of the talking, you may leave a conversation feeling that you didn't have time to talk about what was important to you. If this is reversed, the same feeling can be experienced by Mary.

Discussion suggestion:

Ask Mary to tell you about a situation where there was a benefit to you both having Outgoing, talkative styles. Also, share your own example. Then, discuss any misunderstandings or communication gaps that have arisen from the Outgoing styles you both share.

SCALE C: Pacing Activity (Urgent or Steady)

Mary scored moderately Steady and you scored very Urgent.

Mary sees herself as fairly Steady and deliberate at work and you see yourself as very Urgent. When the two of you have equal knowledge and experience you'll both make good, well-informed decisions, but you'll use quite different processes. Mary likes to consider many alternatives and make calculated decisions; you prefer to consider a few key options and make quick decisions. There may be times when you believe Mary takes excessive time deciding things and gets bogged down in debating too many pros and cons. When under stress, she may also come across as indecisive. Most likely, there are situations when she believes you take action too quickly and impulsively. However, when working together well you'll find yourself admiring her easy-going manner and she will most likely appreciate your fast pace.

Discussion suggestion:

Ask Mary to describe a situation when she got frustrated at you for taking action too hastily, without considering enough alternatives. Talk about how this impacted you both. Also, share an example of a time when you felt she delayed things too long. Then, discuss the advantages of your opposite preferences in this trait.

SCALE D: Dealing with Details (Unstructured or Precise)

Mary scored very Unstructured and you scored moderately Precise.

Mary rated herself very Unstructured indicating that she sees herself as nonconforming, quite adaptable, and disinterested in detailed organizing and planning. You rated yourself quite differently, as moderately Precise, structured, and methodical. You can both produce high quality work when desired, but you'll follow very dissimilar processes. Mary is likely to leave files and paperwork out in seemingly disorganized piles and proceed with projects without reading directions or making plans; she likes to jump in and figure things out. You, on the other hand, probably like to get everything organized: filing first, creating to-do lists, and writing out detailed action plans, before starting projects. Although there are advantages to both styles, you both may get frustrated with each other's opposite approaches. Most likely, Mary is good at changing established procedures and working around rules, while you are better at following rules and creating organized ways of completing tasks.

Discussion suggestion:

Ask Mary to recall a time when she felt frustrated with your Precise, structured behavior and another time when she saw its advantages. Then, reverse the conversation and talk about times when you found her Unstructured behavior difficult and when you found it beneficial.

SECTION TWO: Flexing Your Style to Communicate Better with Mary

Flexing Your Style

Flexing means to temporarily change your behavior in ways that improve communications with others. This section provides guidelines for flexing your style to communicate more effectively with Mary. These suggestions, based on a comparison of your Work Style profile to Mary's Work Style, are written specifically for you.



Taking the Initiative

When you want to improve communications with Mary, don't wait for her to flex her style; take the initiative and change your behavior first. The following guidelines will help you improve communications with Mary immediately.

Ensure success: review the flexing guidelines with Mary. Ask her to place checkmarks beside the suggestions she would most like you to follow.

SCALE A: Getting Your Way (How you express your thoughts and opinions.) Indirect or Direct

You see yourself as very Direct and Mary sees herself moderately Indirect.

You and Mary are opposites on this scale. Since Mary is fairly Indirect, sometimes she may view you as demanding, overly competitive, blunt, and domineering.

To flex your very Direct style on this trait and communicate more effectively with Mary:

- _ Listen thoroughly before debating or arguing.
- _ Avoid appearing too self-confident and sure of yourself.
- _ Find ways to suggest and recommend rather than to "tell" or command.
- _ Validate Mary's ideas first, before challenging or disagreeing with them.

SCALE B: Responding to Others (How you approach and respond to others.) Reserved or Outgoing

You see yourself as moderately Outgoing and Mary sees herself very Outgoing.

You and Mary both rated yourselves fairly Outgoing on Scale B; Mary even more so than you. Therefore, you'll probably find it easy to strike up conversations and to enjoy each other's enthusiasm and sense of humor. However, there may be occasions where your similarity causes some tension.

To flex your style and communicate more effectively with Mary:

- _ Share the spotlight; you and Mary may compete for the attention of others.
- _ Remind yourself to listen to what Mary wants to say and to talk less yourself.
- _ Keep the focus on Mary, rather than on yourself.
- _ Try to learn what Mary really thinks because she may disguise her inner feelings behind her happy, expressive exterior.

SCALE C: Pacing Activity (The speed at which you make decisions and take action.) Urgent or Steady

You see yourself as very Urgent and Mary sees herself as moderately Steady.

You and Mary scored differently in how you make decisions and pace activities. Since you are very Urgent and Mary is moderately Steady, she may see you as restless, impatient, and excessively fast-paced.

To flex your Urgent style and communicate more effectively with Mary:

- _ Hold back some of your snap decisions and give Mary a chance to explore additional options.
- _ Stick with projects that involve the two of you, even when they seem to be boring or dragging.
- _ Try not to get impatient when delayed, so you won't say things that you'll have to take back later.
- _ Don't criticize Mary's hesitant decision-making style; instead, find positive ways to help speed it up.

SCALE D: Dealing with Details (How you structure time and organize tasks.) Unstructured or Precise

You see yourself as moderately Precise and Mary sees herself as very Unstructured.

The two of you scored quite differently in how you schedule time, organize projects, and attend to details. Since Mary is very Unstructured and you are the opposite, very Precise, she may see you as overly concerned with details, somewhat obsessive, and a bit of a perfectionist, at times.

To flex your Precise style and communicate more effectively with Mary:

- _ Don't attempt to get Mary to follow all the organizing processes you find helpful.
- _ Stay open to new, unproven ideas and suggestions that Mary may present.
- _ Hold back your critical remarks regarding what you consider Mary's lack of organization.
- _ Focus more on the big picture and shared interests than details.

Focus on understanding Mary and changing yourself.

The information in this report provides a starting point for building a new relationship and communication pattern with Mary. First, strive to understand her better. Next, take responsibility for changing your behavior and flexing your style. Don't wait for Mary to change; focus on understanding her, change your behavior first, and improvements in your communications will follow.



Get Mary involved.

Suggest to Mary that she get a *Matching One-to-One with INSIGHT* report that compares your style to hers. That report will be a reverse image of this one, providing Mary with guidelines of how to flex her style to communicate better with you. If both of you take equal responsibility for improving your communications, you'll achieve even more.

Learn how Mary sees you.

Discovering how Mary's perceptions of you differ from how you see yourself can help you better gauge the degree to which you need to flex your behavior. To learn how Mary sees you, logon and invite her to rate you using the *Getting 360° Feedback with INSIGHT* assessment. Don't stop there, use this powerful report to also learn how other co-workers see you by inviting them, as well.



Broaden your understanding of Mary.

Keep in mind that both you and Mary may behave differently when you are away from work. It may be helpful for you and Mary to share your Personal Style profiles found on your *Gaining INSIGHT into Yourself* report. Take the time to discuss what aspects of your home environments bring out different behaviors. This activity will also help both of you see a broader, more complete view of each other.

Best wishes for successful communications!



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