



# GAINING INSIGHT INTO YOURSELF

**INSIGHT Inventory®**

**Identifying Your Personality Strengths and Understanding Your Behavior**

**Report prepared for: John Doe**

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INSIGHT Inventory On-line reports provided by:  
Insight Institute, Inc., 816.587.3881, [www.insightinstitute.com](http://www.insightinstitute.com)

*Insight . . . understanding yourself and others*



Congratulations on your venture into self-discovery and self-improvement! This report will help you learn about your personality and how you behave in different situations. You'll gain insight into yourself and learn how to use your strengths to communicate better with others.

**This report contains information about your personality preferences that will help you:**

- Understand both your Work and Personal Styles. You'll learn what impact various responsibilities and pressures have upon your behavior.
- Clarify what work situations are stressful and how you tend to react. You will learn strategies for responding to stress in productive ways.
- Identify your strengths and discover easy ways to build upon them. This will help you feel good about your traits and make the most of your interpersonal skills.

### Work Style



### Personal Style

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Explore the theory behind the INSIGHT Inventory, its development, and key features.

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Get a snapshot of your INSIGHT style by reviewing the overview and your profile charts.

### **SECTION TWO: Clarifying Your Behavioral Traits**

Explore your Work and Personal Styles in detail. Plus, learn how you may react to stress on the job and how your behavior may be different at home, in your personal world.

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Discover your unique strengths on each of the four scales and learn how to build on these characteristics.

### **SECTION FOUR: Identifying Your Challenges**

Learn how to flex your style and become more effective in situations where you may overuse your traits.

### **SECTION FIVE: Summing Up and Learning More**

Create strategies to take advantage of your strengths and learn more about your style.

## INTRODUCTION: Understanding the INSIGHT Inventory

The *INSIGHT Inventory* was developed in the early 1980's by Patrick Handley, Ph.D., a psychologist and organizational consultant. Based on Dr. Kurt Lewin's field theory, it maintains that behavior results from the interaction between personality and environment. Simply put, people behave differently in various environments due to changing pressures and expectations.

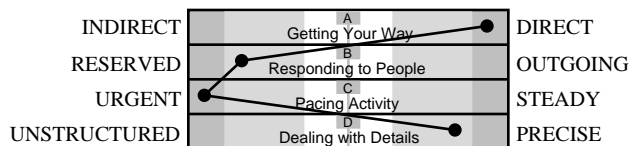
The *INSIGHT Inventory* recognizes that your behavior may change from one environment to another. It provides profiles of both your behavior at work (your Work Style) and your behavior at home (your Personal Style). This report describes how you behave in these two important settings, along with your strengths and your typical reactions to stress.

The *INSIGHT Inventory* measures your behavioral preferences on four traits:

- A) Getting Your Way (Indirect or Direct)  
*How you express your thoughts and opinions.*
- B) Responding to Others (Reserved or Outgoing)  
*How you approach and respond to others.*
- C) Pacing Activity (Urgent or Steady)  
*The speed at which you make decisions and take action.*
- D) Dealing with Details (Unstructured or Precise)  
*How you structure time and organize tasks.*

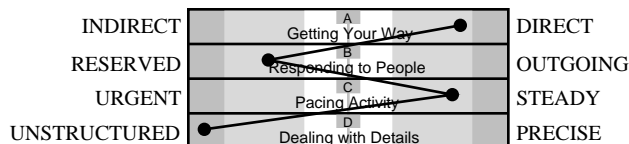
Two profiles, Work Style and Personal Style, such as the examples below, are generated.

### Work Style EXAMPLE



*A number of factors could influence your behavior at work, such as the nature of your job, deadlines, and relationships with coworkers and customers.*

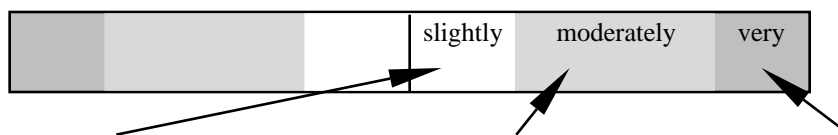
### Personal Style EXAMPLE



*Factors that influence your Personal Style include responsibilities at home, relationships with family members, and social activities with friends.*

### Intensity of your scores

The shaded areas of the profile charts indicate the intensity of your preferences and provide an easy way to compare your scores to people in general.



Scores in the non-shaded area indicate you prefer to use that trait more than 55% of the general population.

Scores in the light shaded area indicate you use that preference more than 75% of the general population.

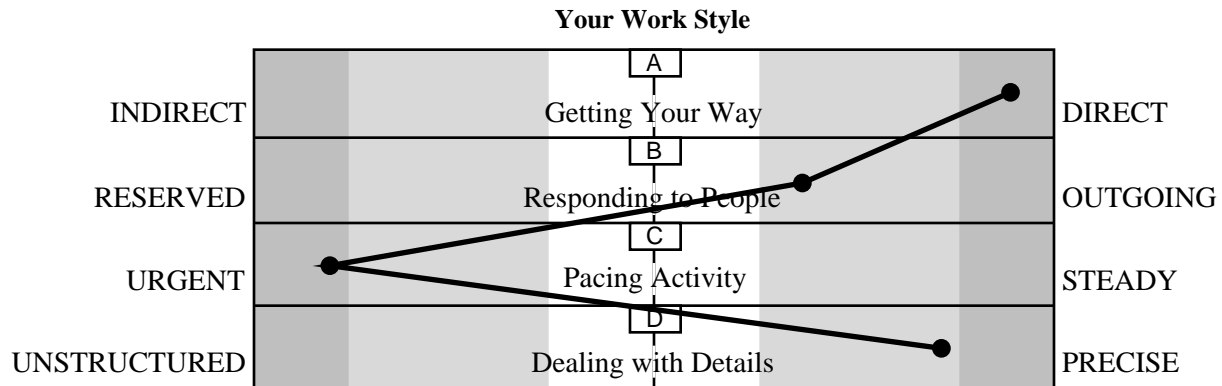
Scores in the dark shaded area indicate you use that preference more than 90% of the general population.

## SECTION ONE: Gaining an Overview of Your Style

Review your Work and Personal Style profiles below as the first step to better understanding yourself.

### Work Style

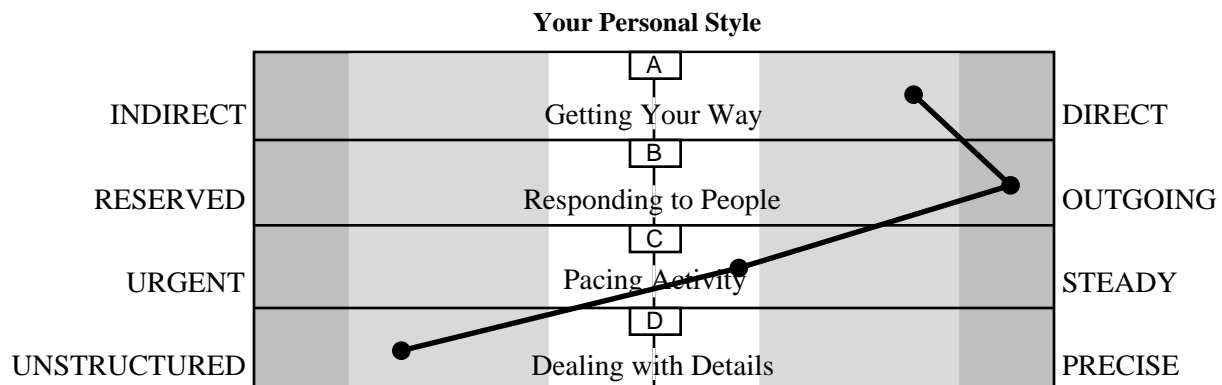
At work, you use a very Direct, forceful style of influencing others and presenting your thoughts and opinions. You are a moderately Outgoing and talkative person, expressing yourself openly around coworkers. When it comes to making decisions and taking action, you are very Urgent, preferring to consider a few key options and then move quickly. Delays are very frustrating to you. You are moderately Precise, structured and somewhat organized in how you schedule time; you attend carefully to details.



*A number of factors could influence your behavior at work: the nature of your job, deadlines, pressures, and relationships with coworkers and customers.*

### Personal Style

At home, in your personal world, you use a moderately Direct, candid, and straightforward manner of expressing your thoughts or opinions. At home, around friends and family, you tend to be very Outgoing, talkative, and quite lively. When making decisions and taking action, you prefer using a slightly purposeful, Steady style, but you can be Urgent when the situation calls for it. At home, you tend to postpone dealing with details and organizing things; you like to keep your time rather unstructured, moderately Unstructured, and open to spontaneity.



*Factors influencing your Personal Style include responsibilities at home, relationships with family members, and social activities with friends.*

## SECTION TWO: Clarifying Your Behavioral Traits

Learn about your Work and Personal Style behavior on each of the four traits and your reactions to stress.

### SCALE A: Getting Your Way (Indirect or Direct)

Scale A measures how you influence others, express your thoughts and opinions, and assert yourself. The opposite preferences are Indirect and Direct.

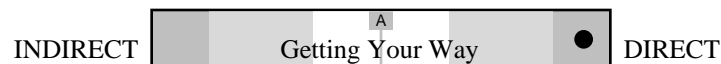
Indirect people are tactful and diplomatic, while Direct people are frank and come right to the point. Both preferences can be equally effective in influencing others and getting results, but they'll communicate differently.



Your scores on Scale A indicate the following behavioral tendencies:

#### Scale A: Work Style

**You scored very Direct.**



At work, when influencing and communicating with others, you use a very straightforward and candid approach. Based on your score, you are more Direct than 90% of the general population. This indicates that you attempt to get things done by taking charge and pushing for action. To make your position known, you will readily challenge other people's ideas and confront them if necessary. Your forcefulness may appear to some as self-confidence and unwavering conviction. To others, particularly Indirect people, these same characteristics may appear as self-promoting and stubborn. When communicating, you will tend to assertively state and "tell," using rather commanding phrases and a forceful tone of voice. You are likely to step forward and take control in meetings or work situations when groups appear leaderless. This take-charge style of yours is beneficial when others are uncertain about what to do and need direction.

#### Stressors and Reactions

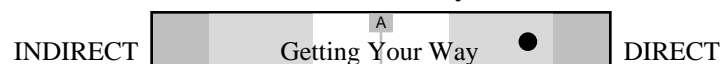
Since you scored very Direct on this first scale, it is likely that one or more of the following situations at work may be stressful to you: loss of control, having to relegate power or authority to someone else, particularly someone you don't respect, and being controlled or held back by the system.

You may react and overuse your strengths by:

- Arguing or fighting back
- Getting pushy or blunt in order to regain authority or control
- Becoming very demanding and forceful

#### Scale A: Personal Style

**You scored moderately Direct.**



Your personal style score on Scale A is nearly the same as your Work Style score on this scale. The only difference is that you are even more forceful and emphatic at work than you are at home. The intensity is higher. Otherwise, the relative similarity suggests that you prefer to use a somewhat Direct, straightforward, frank approach of expressing your thoughts and opinions at home, just as you do at work. Since you score quite Direct in both environments, differing only in the intensity, you are probably seen by most individuals as being fairly candid and straightforward.

## SCALE B: Responding to Others (Reserved or Outgoing)

Scale B indicates how you approach others, particularly groups of people, and how animated, talkative, and expressive you are. The opposite preferences are Reserved and Outgoing.

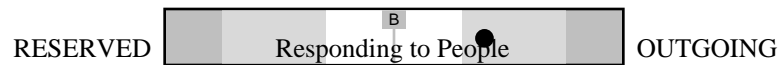
Reserved individuals tend to be quiet and self-contained, while Outgoing people are open, sharing, and talkative. Both can enjoy people and teamwork, but they'll participate, share thoughts, and express themselves very differently.



**Your scores on Scale B indicate the following behavioral tendencies:**

### Scale B: Work Style

**You scored moderately Outgoing.**



You scored more Outgoing than 70% of the general population on this dimension. You focus attention outward towards people and activities. You are comfortable expressing yourself in social situations, demonstrating an animated talkative manner. You express your feelings readily and prefer to talk things out when deliberating about issues or concerns. When work relationships do not seem to be going well, you will double your efforts to reach out to others and mend any misunderstandings with your warm friendly manner. You accomplish many of your goals by using your animated, enthusiastic style to build cooperation and support. You prefer interacting with people as a part of your job; therefore, you would probably not enjoy working alone for long periods of time.

### Stressors and Reactions

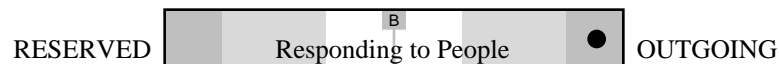
Your moderately Outgoing manner of responding to others indicates that you are a “people person” and, because of this, you may find stressful: the disapproval of others, lack of attention, or feeling left out of groups and inner circles.

You may react and overuse your strengths by:

- Trying hard to win over others and being too friendly
- Over analyzing everything others say and looking for signs of approval or rejection
- Withholding your usual friendliness when all other efforts have failed

### Scale B: Personal Style

**You scored very Outgoing.**



On scale B, Responding to People, you scored very Outgoing on your Personal Style, nearly the same as your Work Style score on this trait. This indicates that, at home, you will be talkative, animated, and enthusiastic in responding to other. You probably enjoy interacting with lots of people and being in the center of everything. Since your Work Style score was moderately Outgoing, you will also be talkative and expressive around co-workers. The consistency of your scores across both the work and personal environments is an indication that you will display these Outgoing characteristics much of the time and in most situations.

## SCALE C: Pacing Activity (Urgent or Steady)

Scale C, Pacing Activity, indicates the process you prefer to use when making decisions and taking action. Opposite preferences are Urgent and Steady.

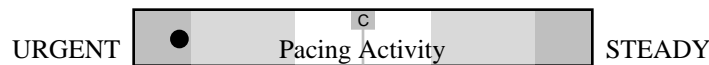
When both Steady and Urgent individuals have the equivalent knowledge and experience, they can both make good decisions and take appropriate action; however, they'll do it with different pacing and timing.



Your scores on Scale C indicate the following behavioral tendencies:

### Scale C: Work Style

You scored very Urgent.



You take action and make decisions very rapidly. You tend to manage tasks with more urgency than 90% of the general population. Others will find that you consider a few important options and then decide. You're not one to collect and dwell on many alternatives. You like lots of change, variety, and action. Your urgency can help move projects along or can inspire others to act more quickly than they might otherwise. Co-workers will rarely need to guess about your position on issues because your decisions will be made quickly.

### Stressors and Reactions

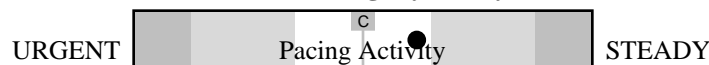
You will most likely become stressed when decisions and projects move too slowly. You'll probably find that considering many options, or reconsidering old options you thought were eliminated, to be a waste of time and very frustrating.

At such times, you may react or overuse your strengths by:

- Making fast, sometimes impulsive, decisions
- Getting impatient and saying things you don't really mean
- Giving up and moving on when a little more patience would have paid off

### Scale C: Personal Style

You scored slightly Steady.



You scored somewhat Steady on your Personal Style, indicating that you like to use a cautious, deliberate approach to decision making at home. You tend to collect lots of options, considering many pros and cons before moving ahead with a particular course of action. However, you scored nearly the opposite at work, very Urgent, suggesting that you tend to take action and make decisions very quickly there. Consider what things at work drive you to be more Urgent or what things at home cause you to be Steady in your personal world. Remember, others may not be aware of the shift you make on this dimension as you move from one setting to the other.

## SCALE D: Dealing With Details (Unstructured or Precise)

Scale D indicates how you structure your time, order and organize your world, carry out projects, and attend to details. The opposite preferences are Unstructured and Precise.

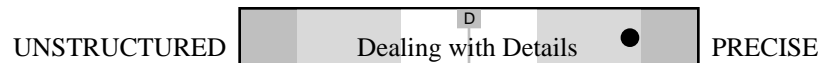
If Unstructured and Precise individuals are equally competent and skilled, they can both produce high quality results. However, they will achieve these results using different methods of planning and organizing their work.



Your scores on Scale D indicate the following behavioral tendencies:

### Scale D: Work Style

You scored moderately Precise.



You prefer structure and order at work more than 75% of the general population. You seek organization and predictability, yet you want some freedom to operate independently. You work best in situations where there are established procedures in place for accomplishing tasks, or where you have the opportunity to help create such procedures. You will tend to get frustrated when work projects are ambiguous or unpredictable. Lack of order around you may cause you to become very detailed and organized yourself as a way of maintaining your sanity. You are the type of person who usually reads instructions before proceeding, makes lists of priorities, and moves forward only if you have a clear road map. You'll want reasons for giving up established methods and policies that you know have been effective in the past.

### Stressors and Reactions

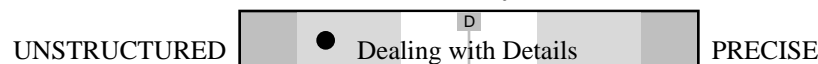
You may be stressed at work when you don't have time to organize and plan or when you find yourself working without clear policies and procedures.

You may react at those times and overuse this trait by:

- Trying to put rules and procedures into place before checking with others
- Getting overly concerned or worried over minor things
- Becoming caught up in the details, being a perfectionist

### Scale D: Personal Style

You scored moderately Unstructured.



On Scale D of your Personal Style, you scored moderately Unstructured in your style of dealing with details. This suggests that, at home, you prefer to keep your plans flexible; you may postpone organizing and attending to small details. You scored much differently (somewhat Precise, structured, and organized) on your Work Style profile. This shift in behavior may be due to certain expectations or pressures at work or at home. You may know the reason for the change, but others may not know you are making this adjustment.

## SECTION THREE: Building On Your Strengths

### Acknowledge your strengths.

Each trait preference contains numerous strengths and positive characteristics. Use this section to gain insight into your strengths and identify ways to develop them to their fullest.

As you review the strengths of each of your traits, check the characteristics you feel best about and would like to build on by using more often.



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

You scored very Direct at work; therefore, some of your strengths include:

- Willingness to confront issues head on and get hidden issues out on the table
- Ability to “tell it like it is,” directly and frankly
- Willingness to take charge and push for action, especially in situations that need clear direction
- Ability to present ideas with confidence and self-assurance

### Scale B: Responding to People (How you approach and respond to others.) Reserved or Outgoing

You scored moderately Outgoing at work, so some of your strengths include:

- Ability to meet and greet others and quickly put them at ease
- Willingness be the center of attention when someone needs to step forward or speak up
- Ability to motivate others with your energy and enthusiasm
- Willingness to openly share personal anecdotes and feelings to build relationships

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

You scored very Urgent in Pacing Activity, so your strengths include:

- Ability to make fast decisions and quickly rule out alternatives
- Willingness to respond quickly when new opportunities present themselves
- Capacity to juggle numerous priorities and enjoy working under the pressure of deadlines
- Ability to adapt promptly to crises and change

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

You scored moderately Precise at work; therefore, some of your strengths include:

- Ability to carefully organize projects and meticulously plan out all necessary steps
- Willingness to read and follow directions and use them to find solutions
- Tendency to naturally notice details and ways to increase order
- Ability to see small, often overlooked, ways to improve systems and procedures

## SECTION FOUR: Identifying Your Challenges

### Identify areas for improvement.

Sometimes, you may overuse your strengths to the point where they become weaknesses. Below are some suggestions for effectively flexing your style, particularly when working with individuals who have preferences opposite from yours.

Some flexing suggestions will be more difficult and challenging than others. Place a check mark beside the suggestions you would most like to follow and remember to do.



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

You scored very Direct at work and may find that there are situations where you overuse the strengths of this trait. At those times, others—particularly Indirect co-workers—may view you as aggressive, overly competitive, pushy, and blunt to the point of being insensitive.

You can develop your communication skills and flex your style by:

- Listening thoroughly before debating or arguing your position
- Avoiding appearing too self-confident and sure of yourself
- Finding ways to suggest and recommend rather than to “tell” or command
- Validating other peoples’ ideas first before challenging or disagreeing

### Scale B: Responding to People (How you approach and respond to others.) Reserved or Outgoing

You scored fairly Outgoing at work on this second scale and may find that others—particularly very Reserved co-workers—may view you as too talkative, overly friendly, and perhaps even superficial at times.

You can develop your communication skills and flex your style by:

- Listening carefully, drawing out other peoples’ thoughts before adding yours
- Talking less, asking more questions that encourage others to talk
- Toning down some of your animated gestures and expressive body language
- Respecting a quiet, Reserved person’s need for time alone and not taking it personally

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

Your very Urgent style helps you get things done quickly but, when overused, it may cause you to come across to others—particularly Steady individuals—as impulsive, agitated, restless, and impatient.

You can develop your communication skills and flex your style by:

- Holding back some of your snap decisions and giving others a chance to air their concerns
- Not voicing your immediate reactions, particularly displeasure, until the time is right
- Sticking with projects even when they get boring or seem to be dragging
- Clarifying other peoples’ time constraints before imposing yours

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

Since you scored fairly Precise at Work, others—particularly very Unstructured individuals—may view you as overly concerned with details, resistant to change, somewhat compulsive, and a perfectionist at times.

You can develop your communications skills and flex your style by:

- \_ Not attempting to get others to follow all the organizing processes that you like
- \_ Staying open to new, unproven ideas and suggestions
- \_ Holding back critical remarks regarding what you consider lack of organization
- \_ Focusing as much as possible on the big picture and general goals, instead of details

**Focus on your strengths.**

Review this report from time to time to focus on the strengths of your personality preferences and identify how to flex your style to communicate effectively with a variety of people. Remember, all personality preferences have unique strengths. For this reason, workgroups, teams, and families benefit from having members with diverse personalities.



**Consider how your Work and Personal Style differences impact your life.**

Go back and compare the shapes of your Work Style and Personal Style profiles; note how they are similar and different. For some people, their Work Style profile reflects adjustments they make due to deadlines and pressures on the job, while their Personal Style is more representative of their true style. For others, more stress and pressure may be experienced at home. Consider where you are most able to be yourself and use this information to plan your life and manage your career.

**Learn how others see you.**

Discovering how others' perceptions of you differ from your own can help you identify how best to flex your behavior. To learn how others see you, logon and invite your co-workers and family to rate you using the *Getting 360° Feedback with INSIGHT* assessment. The report, containing the rater's perceptions of you, will be sent directly to your e-mail address.



**Learn to flex your style.**

The ability to read others and flex your style to improve communications helps you work well with a wide range of people. One of the best ways to learn to do this is to compare your style to another person's and identify ways you can flex your behavior. The *Matching One-to-One with INSIGHT* Report matches another person's style to yours and gives you guidelines for flexing your style to communicate better with that person. Request these reports on a number of people you work with.



Learn even more about yourself! Try other INSIGHT Online reports.

- *Getting 360° Feedback with INSIGHT*
- *Matching One-to-One with INSIGHT*
- Numerous other topic specific reports.