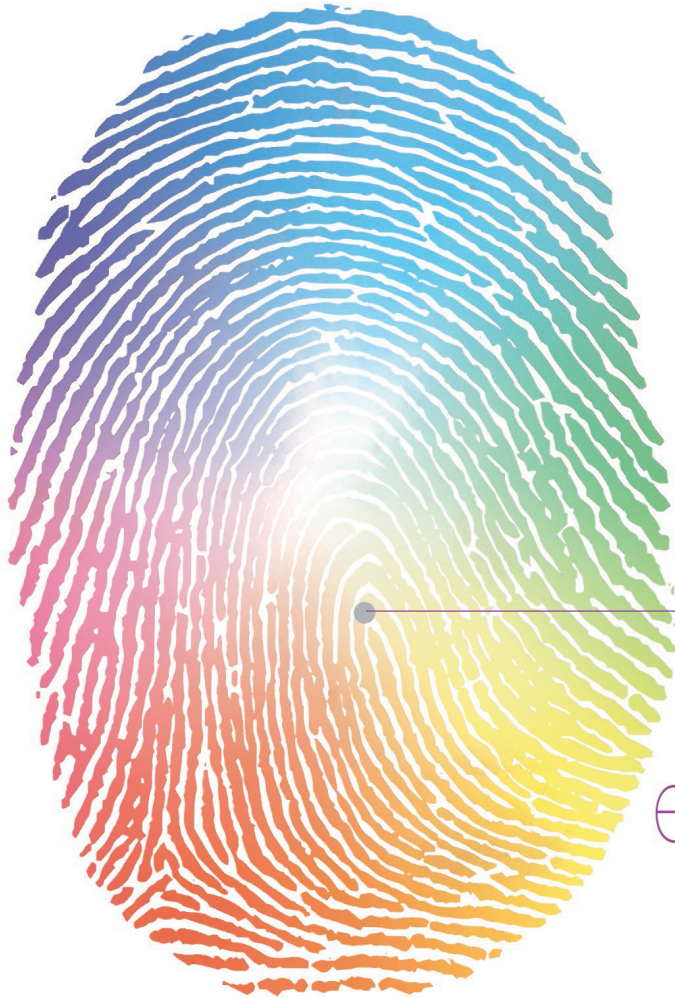


SELF

personality profile and interpretive booklet



e-INSIGHT
Inventory®

... identifying your unique personality strengths

Jane Doe

Insight Institute, Inc., (800) 861-4769,
www.insightinstitute.com



Your personality is as unique as your fingerprint. The INSIGHT Inventory will help you better understand yourself and others and use this “insight to improve communications, trust and effectiveness with the people in your life.

You’ll learn:

- your personality style strengths,
- how to flex your style to reduce tension in relationships,
- strategies for communicating better with others,
- and many additional ways to increase your personal effectiveness.

Key Feature

If you’ve ever taken a personality assessment before and said, “But I’m not that way all the time,” then you’ll appreciate that the INSIGHT Inventory takes into consideration that your behavior may change from one environment, setting, or relationship to another.

Strengths and Flexing

Receiving two profiles, describing your style in different settings, gives you a broader view of your strengths and occasional reactions to stress. Understanding how you and others may change from one setting to another helps you focus on ways to flex your style and avoid labeling or stereotyping yourself and others.

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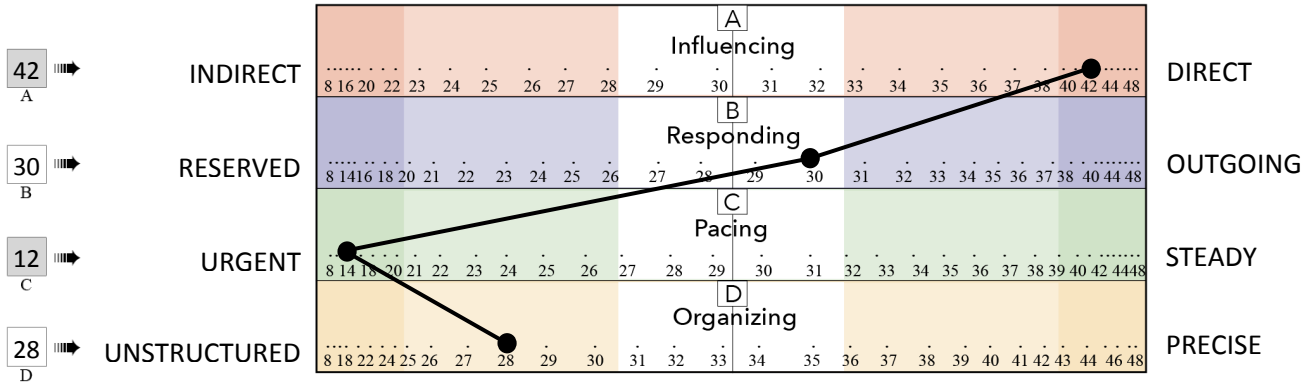
PART 7: Charting Other’s Profiles and Identifying Ways to Communicate Better



INSIGHT Inventory Profile

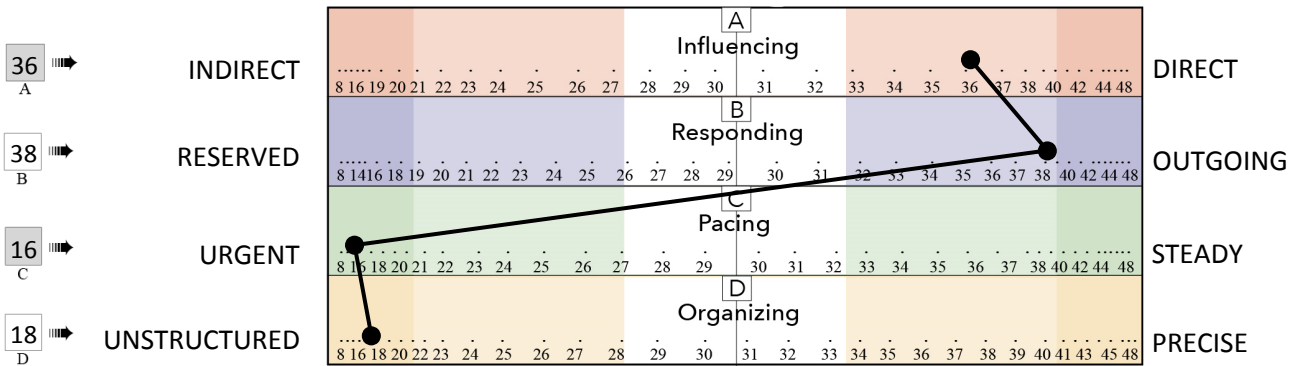
Jane Doe
1/24/2011

Work Style



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

Personal Style



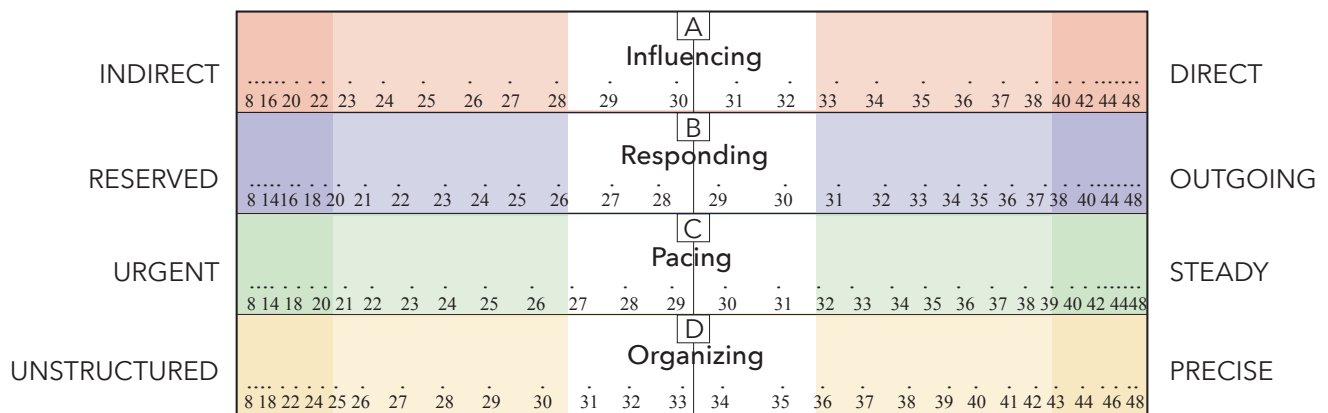
Factors that influence your Personal Style include responsibilities at home, relationships with family members, and social activities with friends.

The INSIGHT Inventory identifies your strengths on four personality traits. Each trait has two opposite extremes or preferences. A score in either direction is fine—just as using either your right or left hand is acceptable. Your scores indicate ways of behaving you prefer to use most of the time.

The Four Traits and Their Opposite Preferences

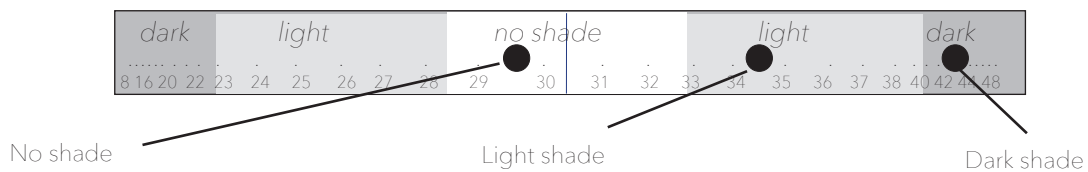
- A) **Influencing** How you express your thoughts, present ideas, and assert yourself. The opposite preferences are INDIRECT and DIRECT.
- B) **Responding** How you approach and respond to others, particularly groups of people. The opposite preferences are RESERVED and OUTGOING.
- C) **Pacing** How quickly you take action and make decisions. The opposite preferences are URGENT and STEADY.
- D) **Organizing** How you structure your time, carry out projects, and handle details. The opposite preferences are UNSTRUCTURED and PRECISE.

Although point locations differ slightly, both the Work and Personal Style charts are laid out in the following manner.



Trait Intensity

The general meaning of your scores is related to the degree of shading that surrounds them. Review the three paragraphs below to understand why some of the descriptions for each of the preferences fit you more closely than others.



If your score falls in the middle area with no shade, some of the characteristics from both sides of the center line on that scale may describe you.

If your score falls in the light shaded area, many characteristics of that preference will probably describe you. A few characteristics on the other side may also fit.

If your score falls in the dark shaded area, most of the characteristics of the preference on that side will describe you.

Review the trait preferences and their opposites. The characteristics listed reflect each trait's extremes. If you scored midway or near the center on a trait, all the phrases on one side may not fit you and some on the opposite preference may apply. To customize the list, check (✓) the phrases on each of the four scales that best describe your Work Style.

Scale A

Influencing

How you express thoughts, present ideas, and assert yourself.

INDIRECT

You influence others using strategy and diplomacy and,

- State your position on issues carefully and diplomatically.
- Persuade others with a supportive and tactful approach.
- Come across as approachable and unassuming.
- Prefer to negotiate rather than argue or debate differences.
- Tend to "ask" rather than "tell."
- Present new ideas modestly, sometimes understating them.

Your strengths include:

- Mediating and facilitating discussions by keeping your own issues in the background.
- Phrasing comments carefully so you don't offend others or create conflict.

DIRECT

You express yourself with assertiveness and conviction and,

- State your position on issues candidly and frankly.
- Influence others with an assertive, direct approach.
- Come across as self-assured and forceful.
- Prefer to confront conflicts and openly debate differences.
- Tend to "tell" rather than "ask."
- Present ideas with confidence, sometimes overstating them.

Your strengths include:

- Taking charge, especially in situations that need control and clear direction.
- Getting vague or hidden issues out on the table and restated in a straightforward way.

Scale B

Responding

How you approach and respond to others, particularly groups.

RESERVED

You respond to others in a quiet, reserved manner and,

- Are most at ease interacting with others one on one.
- Keep your emotions rather private and self-contained.
- Get energized when alone and away from activity.
- Prefer to think problems through alone to clarify feelings.
- Use few gestures and facial expressions when you talk.
- Contact friends and acquaintances occasionally.

Your strengths include:

- Listening well and feeling comfortable letting others talk more than you do.
- Holding information confidential and not divulging it through observable expressions.

OUTGOING

You respond to others in a talkative, expressive manner and,

- Interact easily with many people and groups.
- Share emotions openly and freely.
- Get energized by people contact and lots of activity.
- Prefer to talk problems out with others to clarify feelings.
- Use many gestures and expressions when talking.
- Contact friends and acquaintances frequently.

Your strengths include:

- Meeting and greeting others, putting people at ease, and making them feel important.
- Staying connected and up to date on personal issues that friends and business associates may be going through.

Optional Activity:

As an additional activity, you may want to also identify the descriptions that best fit your Personal Style. Review all four scale and place an **X** beside the descriptions that fit your Personal Style. When finished, compare these to your Work Style.

Scale C

Pacing

The speed at which you make decisions and take action.

URGENT

You take action and make decisions quickly and,

- Consider a few important options before deciding.
- Get things done by initiating changes and moving forward.
- Prefer short-term projects requiring quick responses.
- Work with a fast-paced, urgent style.
- React quickly when frustrated and angered.
- Believe in seizing the moment "opportunity knocks but once."

Your strengths include:

- Taking fast action when opportunities arise that require immediate decisions.
- Quickly eliminating options that seem to confuse an issue or delay action.

STEADY

You take action and make decisions after much deliberation and,

- Consider many options and alternatives before deciding.
- Get things done by "sticking with it" and persisting.
- Prefer long-term projects requiring calculated responses.
- Work with an even-paced, consistent style.
- React slowly when frustrated and angered.
- Make most decisions cautiously—"Timing is everything."

Your strengths include:

- Holding back on decisions until better opportunities and deals have time to surface.
- Patiently staying open to alternatives and possibilities that show promise and that others have closed their minds to.

Scale D

Organizing

How you structure time organize tasks, and handle details.

UNSTRUCTURED

You strive to keep time unstructured and plans flexible, and

- Tend to postpone organizing and attending to details.
- Use unconventional procedures to accomplish tasks.
- Like plans open and somewhat unpredictable.
- Proceed on projects before reading all the directions.
- Take pride in doing things in new and different ways.
- Get frustrated by too many guidelines and rules.

Your strengths include:

- Discovering and following innovative ways to reach goals.
- Working around disorganization and getting work done in situations that might bother other people.

PRECISE

You strive to have your time structured and plans defined and,

- Tend to organize details in a timely and thorough fashion.
- Use established procedures to accomplish tasks.
- Like plans clearly set and somewhat predictable.
- Proceed on projects only after reading all the directions.
- Take pride in doing things in established, proven ways.
- Get frustrated by ambiguity and lack of specific guidelines.

Your strengths include:

- Bringing order and structure to disorganized situations.
- Seeing ways to improve systems and policies that help make work flow smoothly.

If your Work Style and Personal Style profiles are different, you are probably adapting to certain responsibilities, pressures, or stressors in one or the other of these two settings.

If your work and personal profiles stay the same, this indicates that you behave consistently in these two environments. However, you may think of other settings where your behavior does shift, e.g., when making a speech, driving in rush-hour traffic, or getting a performance appraisal!

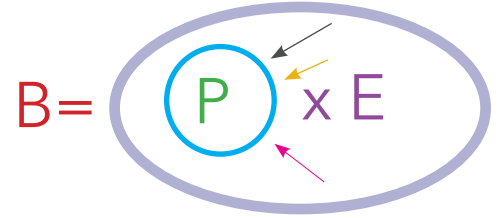
Key Point

Over time you have probably developed a fairly predictable style, yet you may alter your behavior somewhat from one setting to another. Exploring the differences between your profiles will help you understand how you react to certain situations or pressures and identify "flexing" skills you have developed.

FIELD THEORY

Behavior is a function of the Personality within an Environment.

$B = P \times E$



To fully understand behavior its important to consider both personality traits and the environment that brings them out.

Work Style

List some factors at work that may affect your style and note whether any behavior changes are intentional or are reactions to stress.

Example:

At work there are many deadlines and I'm very Urgent there. But my natural style is to be more Steady and to take my time making decisions. Therefore I'm often stressed at work.

Personal Style

List some ways your Personal Style differs from your Work Style and jot down what factors (people, pressures, etc.) at home influence this.

Example:

I am more Direct at home than I am on the job because being more forceful and controlling seems necessary when parenting my two rather strong-minded teenagers.

Identifying situations that stress you and increasing your awareness of how your reactions relate to your personality style will help you develop strategies to cope with stress in more positive ways.

Stress

Situations preventing you from using your preferred style are likely to be stressful. For example, if you are Direct, you probably like being in control. When you are in situations where you have little authority or power to change things, you'll probably feel stressed.

Key Point

If you're like most people, when you're under stress you'll tend to overuse your strongest traits. You'll do more of what you find comfortable; however, you may overdo it and forget to flex your style. When this happens, your strengths can become weaknesses.

Stress Reactions

Be aware of your responses to stress when communicating with others, particularly when there is tension or conflict. Avoid moving into your "stress reaction" which usually has a negative effect and decreases communication.

FIGHT
Flight
Freeze
Refuse

Be aware of your stress reactions!

STRESS REACTIONS

The grid below lists situations each trait finds stressful and typical reactions. Review these and identify which ones are most descriptive of you. You'll probably find that you overreact on one or two of your strongest traits, not on all four. Draw a circle around your hottest triggers. Discuss your "stress" reactions with others and find out how they are affected by you at those times.

INDIRECT	Influencing	DIRECT
<p>Stressful situations: being confronted and drawn into arguments; having your tactfulness taken advantage of.</p> <p>Reactions: may avoid conflicts and disagreements, or give in when not really in agreement.</p>		<p>Stressful situations: not being able to voice opinions; not knowing where you stand; loss of authority or influence.</p> <p>Reactions: may get demanding or become argumentative or overly forceful as a way of regaining control.</p>
RESERVED	Responding	OUTGOING
<p>Stressful situations: dealing with too many people; pressure to talk more and be entertaining.</p> <p>Reactions: may withdraw, become excessively quiet, or withhold input when it's needed.</p>		<p>Stressful situations: lack of people contact; loss of affirmation and group support.</p> <p>Reactions: may talk excessively, try too hard to gain approval, or come on overly friendly.</p>
URGENT	Pacing	STEADY
<p>Stressful situations: lack of action, slow decision making; changes in decisions that cause delays.</p> <p>Reactions: may get frustrated and impatient, or make decisions impulsively.</p>		<p>Stressful situations: pressure to make fast decisions, last minute deadlines; frequent interruptions.</p> <p>Reactions: may find ways to postpone decisions or delay taking action.</p>
UNSTRUCTURED	Organizing	PRECISE
<p>Stressful situations: too many policies and procedures to work around; lack of flexibility or support for doing things differently.</p> <p>Reactions: may work around rules and not attend to details and schedules that are important to others.</p>		<p>Stressful situations: ambiguity and lack of organization; poor planning; unpredictable change.</p> <p>Reactions: may get more organized than needed or overwhelm others with details and lists.</p>

Communicating with people having opposite styles.

When people have opposite styles, misunderstandings and conflicts may arise not over what is said, but how it is said. Learn to flex your style so you communicate with other people in a manner they are most receptive to.

Review the guidelines below and place a check (✓) beside those you would like to practice more often when communicating with someone having an opposite style.

For an INDIRECT to communicate better with a DIRECT:

- Present your ideas and opinions more assertively and forcefully. Directs respect conviction and confidence.
- Stand your ground and be prepared to debate your position. Directs like to challenge and confront differences.
- Don't use hesitant eye contact, tentative body language, or too soft a voice. Directs may read this as insecurity or deceptiveness.

A

For a DIRECT to communicate better with an INDIRECT:

- Avoid coming on too forcefully. Indirects may perceive this as pressure and find ways to avoid or end discussions.
- Try not to come across too self-assured and overly confident; Indirects may perceive this as arrogance.
- Watch your body language; don't overpower Indirects with excessive eye contact, a loud voice, or close body space.

For a RESERVED to communicate better with an OUTGOING:

- Display more animation and enthusiasm than you normally might. Outgoing people like energy and excitement.
- Spend time getting to know Outgoing individuals personally. Open up and share more about yourself.
- Use expressive mannerisms, smiling, and gestures. Outgoing people trust openness and look for body language to read.

B

For an OUTGOING to communicate better with a RESERVED:

- Listen carefully and encourage Reserved people to talk. Don't talk too much or take their quiet style personally.
- Draw Reserveds out using open-ended questions. If you ask a yes or no question, you'll get a one-word answer.
- Don't come across overly friendly, particularly if a relationship isn't established; this may be read as superficial.

For an URGENT to communicate better with a STEADY:

- Hold back some of your snap decisions; Steady people may read your decisiveness as impulsiveness or recklessness.
- Don't pressure Steady individuals into making quick decisions; give them plenty of time to think things over.
- Try not to react too emotionally to setbacks and mistakes or say critical things when delayed. Words can hurt.

C

For a STEADY to communicate better with an URGENT:

- Present your ideas succinctly. Use fast speech and quick gestures. Urgent people like to get to key points quickly.
- Be ready to change topics and move ahead when Urgents show signs of restlessness. Don't go on and on.
- Offer to take on aspects of joint projects that make use of your patience, cooperation, and concentration.

For an UNSTRUCTURED to communicate better with a PRECISE:

- Be on time and be as organized as possible. Precise individuals value timeliness and order.
- Get the facts and details together before trying to persuade Precise people; use notes and refer to them if necessary.
- Don't let follow-up and details fall between the cracks. Precises see this as being unreliable.

D

For a PRECISE to communicate better with an UNSTRUCTURED:

- Stick to the big picture and don't bring up too many small points; Unstructured people often tune out the details.
- Stay open to unproven, vague, and innovative ideas; otherwise, you'll be seen as closed minded or set in your ways.
- Avoid being a perfectionist. Don't try to enforce too many rules. Unstructureds often see this as being nitpicky.

Communicating with people having similar styles.

People with similar styles usually get along great initially; they act and talk alike. Problems can arise when they both overuse the same traits at the same time and draw out each other's weaknesses rather than building on their shared strengths.

Review the guidelines below and place a check (✓) in the blank beside those behaviors you would like to practice more often.

<p>For two INDIRECT people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Use your shared tactfulness to find points of agreement, but take a firm stand on issues when needed. <input type="checkbox"/> Don't avoid conflict when important things need to be discussed and dealt with. <input type="checkbox"/> Encourage each other to be more candid and straightforward when giving each other feedback. 	<p>For two DIRECT people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Use your shared candor to get right to the point, but be ready to negotiate whose agenda gets addressed first. <input type="checkbox"/> Share control of conversations. You both like to be in charge, so find ways to trade off who has the floor. <input type="checkbox"/> Avoid getting into heated debates. Since you're both Direct, these can turn into confrontations.
<p>For two RESERVED people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Draw out the other Reserved person's needs and concerns by asking more personal questions than you usually do. <input type="checkbox"/> Take the initiative in speaking, introducing yourself, and greeting other Reserved people; don't wait too long. <input type="checkbox"/> Let each other know if anything is on your mind, otherwise important issues may not be discussed. 	<p>For two OUTGOING people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Remind yourself to listen more and talk less; otherwise, unnecessary competition for attention may occur. <input type="checkbox"/> Focus conversations on important issues so you don't find yourselves talking about everything but the agenda. <input type="checkbox"/> Avoid always being the center of attention; instead, arrange it so the other Outgoing person can be noticed and heard.
<p>For two URGENT people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Slow down the decision-making process occasionally to avoid taking action in situations where you're both not quite ready. <input type="checkbox"/> Avoid saying something abrupt when you get impatient; you both can fire back quickly and hurt feelings. <input type="checkbox"/> Stay open to additional options so you don't influence each other to make premature or snap decisions. 	<p>For two STEADY people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Push each other to move quickly and take advantage of opportunities. <input type="checkbox"/> Express your frustrations more often otherwise, there may be times when neither of you knows what's irritating the other. <input type="checkbox"/> Encourage each other to be more decisive so you can avoid getting stuck and lose your momentum.
<p>For two UNSTRUCTURED people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Get organized before meeting so you have productive discussions and don't overlook important details. <input type="checkbox"/> Avoid operating too loosely and frustrating each other since neither of you likes dealing with rules and structure. <input type="checkbox"/> Assign each other very specific items to do, otherwise you'll both tend to work without structure or order. 	<p>For two PRECISE people to better communicate:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Restate the big picture once in a while to keep you both from getting lost in the details. <input type="checkbox"/> Don't get into disagreements over whose rules are best; you both like your own version of order and structure. <input type="checkbox"/> Provide each other with lists and procedures to help you be more efficient together; you'll both appreciate this.

Chart the profiles of your work associates, friends, or family members.

Then, discuss each person's personality strengths and identify ways you can communicate better with them.

Profiles of your work associates, friends, or family members.

INDIRECT	Influencing [A]	DIRECT
RESERVED	Responding [B]	OUTGOING
URGENT	Pacing [C]	STEADY
UNSTRUCTURED	Organizing [D]	PRECISE

• This person's personality strengths include:

• Ways I can communicate better with this person:

INDIRECT	Influencing [A]	DIRECT
RESERVED	Responding [B]	OUTGOING
URGENT	Pacing [C]	STEADY
UNSTRUCTURED	Organizing [D]	PRECISE

• This person's personality strengths include:

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INDIRECT	Influencing [A]	DIRECT
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• This person's personality strengths include:

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