



INSIGHT Inventory®

... identifying your unique personality strengths

personality profile and interpretative booklet



INSIGHT Inventory®

... identifying your unique personality strengths

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 communication with your team and the people in your life.

You'll learn:

- about your personality strengths,
 - how to flex your style to communicate better,
 - strategies for working more productively on teams,
- and many additional ways to increase your personal effectiveness.

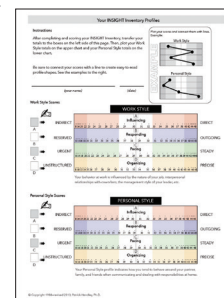
Part 1

Complete the INSIGHT Inventory.

Begin by completing and scoring the questionnaire—the form on the left. Then, chart your scores on the inside cover. Your results provide positive, strengths-based profiles of your personality preferences at work and at home.

1st: Complete the questionnaire
(form to the left)

2nd: Score your results.
(second carbon-less sheet)



3rd: Plot your profiles.
(inside front cover)

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, team, or even relationship to another.

Strengths and Flexing

Receiving two profiles, describing your style in different settings, gives you a broader view of your strengths and 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 others.


Using this work book.

Part 1 guides you through an understanding of the *INSIGHT Inventory* strengths and how to flex your style to communicate better.

Part 2 provides optional activities for discussing your strengths with others, particularly your team, and discovering ways to work better together. Select the activities most helpful to your group.

Completing the self-scoring INSIGHT Inventory assessment.

Using the built-in carbonless form, users rate themselves on the test items, score their results, and then plot their personality profiles. They are then ready to use their interpretative booklet and begin their training program.



INSIGHT Inventory®

Name _____ Date _____

Instructions: Shade in one of the blanks immediately to the right of each term as it best describes you.

Example: 2. Talkative ☐ 1 ☐ 2 ☐ 3 ☐ 4

3. Patient ☐ 1 ☐ 2 ☐ 3 ☐ 4

Definitions: If you are unsure about the meaning of any term, read the definitions on the back of the scoring sheet.

WORK STYLE

Check the degree to which the words below are descriptive of how you believe you are most of the time at work.

not very descriptive 1 2 3 4 very descriptive

1. Competitive.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Talkative.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Patient.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Accurate.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Demanding.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Serene.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Animated.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Perfectionist.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Domineering.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Easygoing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. High-spirited.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Structured.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Forceful.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Mild.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Systematic.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Convincing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Good mixer.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Strong-willed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Exacting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Even-tempered.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Enthusiastic.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Decisive.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Detailed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Tolerant.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Intense.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Life of the party.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Daring.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Restrained.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Particular.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Charming.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Laid-back.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Organized.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PERSONAL STYLE

You behave differently away from work. Check the degree to which the words below describe the "at home" or personal you.

not very descriptive 1 2 3 4 very descriptive

1. Decisive.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Enthusiastic.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Restrained.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Particular.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Intense.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Detailed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Good mixer.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Serene.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Accurate.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Competitive.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Animated.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Organized.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. High-spirited.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Exacting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Patient.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Talkative.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Easygoing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Forceful.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Structured.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Life of the party.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Mild.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Domineering.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Systematic.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Charming.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Even-tempered.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Strong-willed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Perfectionist.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Convincing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Laid-back.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Demanding.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Tolerant.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Daring.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Inventory Scoring Sheet

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scores (without names) for further research. To assist us please complete the sheet to your instructor or mail. All information is kept confidential.

Research and Development, 7205 N.W. Waykomis Dr., Kansas City, MO 64155

Date _____ Sex _____ State (Prov) _____

Age _____ Race _____ Country/Nation _____

Mark an X in the box on the right. Follow the horizontal lines to locate the point value.

Enter these sums in the large blocks below the page. Follow the vertical arrows.

Enter your WORK STYLE and PERSONAL STYLE responses.

PERSONAL STYLE

1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

WORK STYLE

14.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INSIGHT Inventory Profiles

Plot your scores and connect them with lines.

Example:

Work Style

Personal Style

When finished, transfer your totals to the profile charts on the inside cover of this booklet.

WORK STYLE TOTALS (sum of numbers in each column)

PERSONAL STYLE TOTALS (sum of numbers in each column)

WORK STYLE

PERSONAL STYLE

INDIRECT

RESERVED

URGENT

UNSTRUCTURED

DIRECT

OUTGOING

STEADY

PRECISE

Your behavior at work is influenced by the nature of your job, interpersonal relationships with coworkers, work roles, and your leader's management style.

Your Personal Style profile indicates how you tend to behave at home around family and friends when communicating and dealing with responsibilities in your personal life.

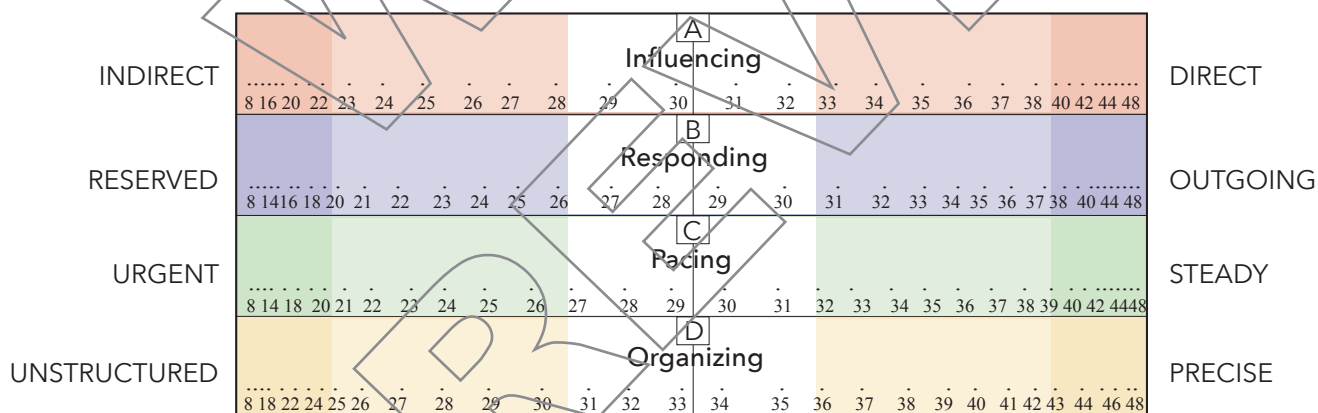
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The *INSIGHT Inventory* measures four personality traits. Each trait has two opposite extremes or preferences. A score in either direction is fine—just as using either your right or left hand is acceptable. Your results indicate ways of behaving you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

The Four Traits and Their Opposite Preferences

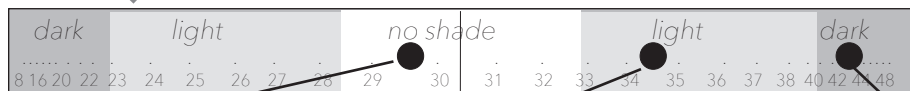
- A) Influencing** How you express your thoughts, present ideas, and assert yourself. The opposite preferences are INDIRECT and DIRECT.
- B) Responding** How you approach and respond to others, particularly groups of people. The opposite preferences are RESERVED and OUTGOING.
- C) Pacing** How quickly 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.

Point locations differ slightly on each trait because of norming statistics. Your score is compared to thousands of other peoples scores. 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. The three paragraphs below the shaded bar explain why some of the trait descriptions fit you more closely than others.



No shade

Light shade

Dark shade

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.

Examine any differences between your Work Style and Personal Style profiles. Most people shift on at least one trait or two. Changes may be due to intentional style flexing or in response to certain pressures and stresses.

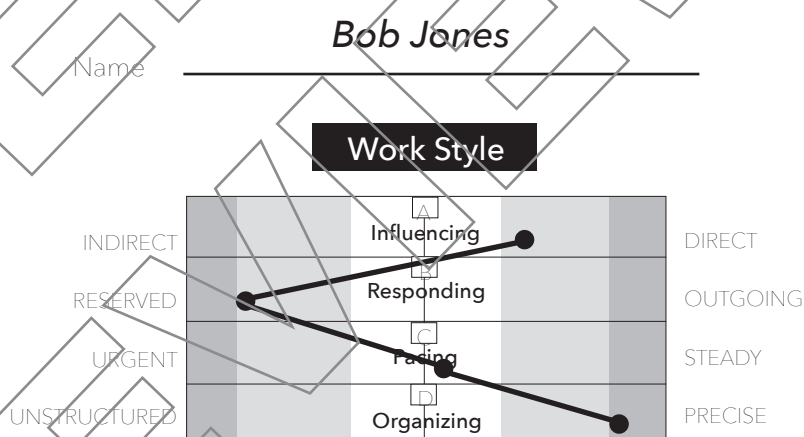
Ask yourself if differences between your profiles reflect:

- changes due to long-term stressful demands either at work or home.
- temporary changes due to short-term pressures or stresses.
- learned skills, intentional flexing of your style to communicate more effectively with others.

Example:

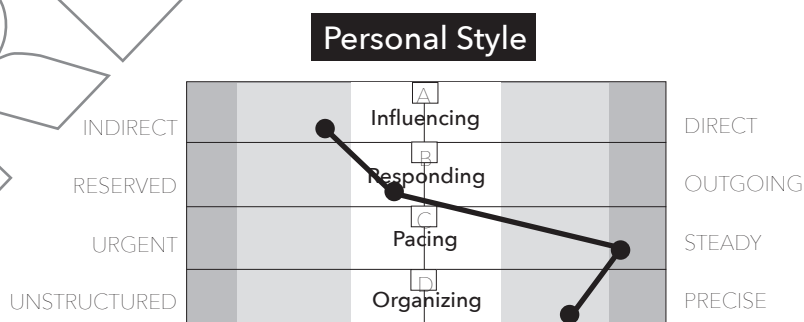
Bob's Work Style

Bob's INSIGHT profile at work suggests he is assertive, forceful, and candid (Direct), quiet and private (Reserved); has an average pace of activity (Steady); and is very ordered and systematic (Precise).



Bob's Personal Style

At home Bob becomes more soft spoken and tactful (Indirect); is slightly more talkative but still rather quiet and Reserved; is even tempered and patient (Steady); and remains ordered and systematic (Precise).



Bob reports that work is quite stressful for him. He recently was promoted to supervisor and feels he has to be very forceful, authoritative, and direct, much like the previous supervisor. However, his natural style is to be Indirect. He has been trying to flex his style so much—perhaps for the wrong reasons—that this has caused him to feel stressed at work.

Your strengths in different settings

The following two pages list the descriptions and strengths of the four traits. Review the phrases and terms under each trait. The activity on page 6 gives you the opportunity to discuss how different environments and settings bring out different behavior. Just like Bob, in the example above, you may make changes.

Identifying your preferences on each trait.

Review the trait preferences listed below and their opposites on the facing page. 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 scale that best describe your Work Style.

INDIRECT

Influen

How you express thoughts,

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.

RESERVED

Respon

How you approach and respond

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.

URGENT

Pac

The speed at which you make

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.

UNSTRUCTURED

Organ

How you structure time, organize

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.

Optional Activity:

As an additional activity, you may want to repeat the previous exercise and identify the descriptions that best fit your Personal Style. Place an **X** beside the descriptions that fit your Personal Style. When finished, compare these to your Work Style.

cing

present ideas, and assert yourself.

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.

ding

to others, particularly groups.

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.

ing

decisions and take 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 may have closed their minds to.

izing

tasks, and handle details.

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 stresses in one or the other of these two settings.

If your Work and Personal Style 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, getting a performance appraisal, etc.

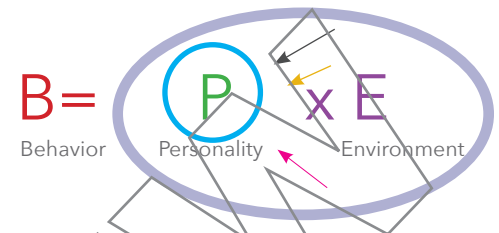
Key Point

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.

LEWIN'S 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. But, I'm naturally more Steady and 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 at work 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.



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.

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

When people have opposite styles, misunderstandings and conflicts may arise, not necessarily over what is said but, how it is said. Learn to flex your style so you communicate in a manner that keeps others receptive to you.

What does "Flexing" mean?

Flexing means to temporarily change or modify your behavior to more closely match the behavioral style of the team member you are communicating with. This helps reduce misunderstandings that are caused by style differences.

The next two pages provide guidelines for flexing your style to communicate more effectively with people having opposite styles.

Following those, you'll find guidelines for flexing your style to communicate more effectively with people having similar styles.

Each combination, flexing with people having opposite styles and flexing to communicate with people having similar styles, presents special challenges.

Skill-Building Activity

Flexing to communicate with people having opposite styles.

You may know a person who has opposite preferences from you on several, if not all four traits. To communicate better you will want to do some flexing on each trait where you are different. For this activity, assume you are different on all four traits.

Instructions:

- 1) On the chart to the right, draw the profile that is the exact opposite of your Work Style profile.
- 2) Locate the guidelines on the next page that describe the matches between each of your traits and the other person's opposite preferences.

Person with Opposite Traits

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

For example, if you're Indirect on Scale A and the other person is Direct, then the guideline grid for you to read regarding Scale A is titled, "For an Indirect to communicate better with a Direct."

- 3) Check (✓) the guidelines on each trait that you believe would be particularly helpful for you to use when communicating with this person.

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

Influencing

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.

Responding

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 Reserved people 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.

Pacing

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 Urgent people 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.

Organizing

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. Unstructured people often see this as being nit-picky.

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

If you've ever worked with someone having the same style, you may have noticed:

- From the start you got along great; you seemed to think and behave almost identically.
- The other person communicated in a manner that felt comfortable and you were both at ease.
- You were able to establish a good relationship and rapport almost from the beginning.

Over time, however, you may have found your shared similarities getting in the way. To avoid this, you will need to occasionally flex—just slightly—in the opposite direction.

Flexing to offset too much similarity is less difficult than flexing to communicate with a team member who has the opposite style. On the other hand, it is more challenging to notice when similarities are causing problems. The task is easier; the timing is more difficult!

Skill-Building Activity

Flexing to communicate with people having similar traits.

You may know someone who is similar to you on all four traits. If this is the case, you may need to do some flexing. Typically you notice similarities on only one or two traits and you'll only need to flex according to the guidelines on the next page on those traits.

For the purpose of this activity, assume you know someone who has the same preferences as you on all four traits.

Instructions:

- 1) On the chart to the right, draw a person's profile that is the same as your Work Style profile.

Person with Similar Traits

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

- 2) On the next page, locate the guidelines for each trait that describe the match between your preferences and the other person's similar preferences.

For example, if you're Indirect on Scale A, the other person would also be Indirect, so you would read the box with guidelines titled, "For an Indirect to communicate better with another Indirect."

- 3) Check (✓) the guidelines for each trait that you believe would be particularly helpful for you to use when communicating with this person.

Review the guidelines below and place a check (✓) in the blank beside those behaviors you would like to practice more often when communicating with a person having similar styles.

Influencing

For two INDIRECT people to better communicate:

- ☐ Use your shared tactfulness to find points of agreement, but take a firm stand on issues when needed.
- ☐ Don't avoid conflict when important things need to be discussed and dealt with.
- ☐ Encourage each other to be more candid and straightforward when giving each other feedback.

A

For two DIRECT people to better communicate:

- ☐ Use your shared candor to get right to the point, but be ready to negotiate whose agenda gets addressed first.
- ☐ Share control of conversations. You both like to be in charge, so find ways to trade off who has the floor.
- ☐ Avoid getting into heated debates. Since you're both Direct, these can turn into confrontations.

Responding

For two RESERVED people to better communicate:

- ☐ Draw out the other Reserved person's needs and concerns by asking more personal questions than you usually do.
- ☐ Take the initiative in speaking, introducing yourself, and greeting other Reserved people; don't wait too long.
- ☐ Let each other know if anything is on your mind, otherwise important issues may not be discussed.

B

For two OUTGOING people to better communicate:

- ☐ Remind yourself to listen more and talk less; otherwise, unnecessary competition for attention may occur.
- ☐ Focus conversations on important issues so you don't find yourselves talking about everything but the agenda.
- ☐ Avoid being the center of attention; instead, arrange it so the other Outgoing person can be noticed and heard.

Pacing

For two URGENT people to better communicate:

- ☐ Slow down the decision-making process occasionally to avoid taking action in situations where you're both not quite ready.
- ☐ Avoid saying something abrupt when you get impatient; you both can fire back quickly and hurt feelings.
- ☐ Stay open to additional options so you don't influence each other to make premature or snap decisions.

C

For two STEADY people to better communicate:

- ☐ Push each other to move quickly and take advantage of opportunities.
- ☐ Express your frustrations more often otherwise, there may be times when neither of you knows what's irritating the other.
- ☐ Encourage each other to be more decisive so you can avoid getting stuck and lose your momentum.

Organizing

For two UNSTRUCTURED people to better communicate:

- ☐ Get organized before meeting so you have productive discussions and don't overlook important details.
- ☐ Avoid operating too loosely and frustrating each other since neither of you likes dealing with rules and structure.
- ☐ Assign each other very specific items to do, otherwise you'll both tend to work without structure or order.

D

For two PRECISE people to better communicate:

- ☐ Restate the big picture once in a while to keep you both from getting lost in the details.
- ☐ Don't get into disagreements over whose rules are best; you both like your own version of order and structure.
- ☐ Provide each other with lists and procedures to help you be more efficient together; you'll both appreciate this.



1 OPTIONAL ACTIVITY 1: Work better with your leader or another team member.

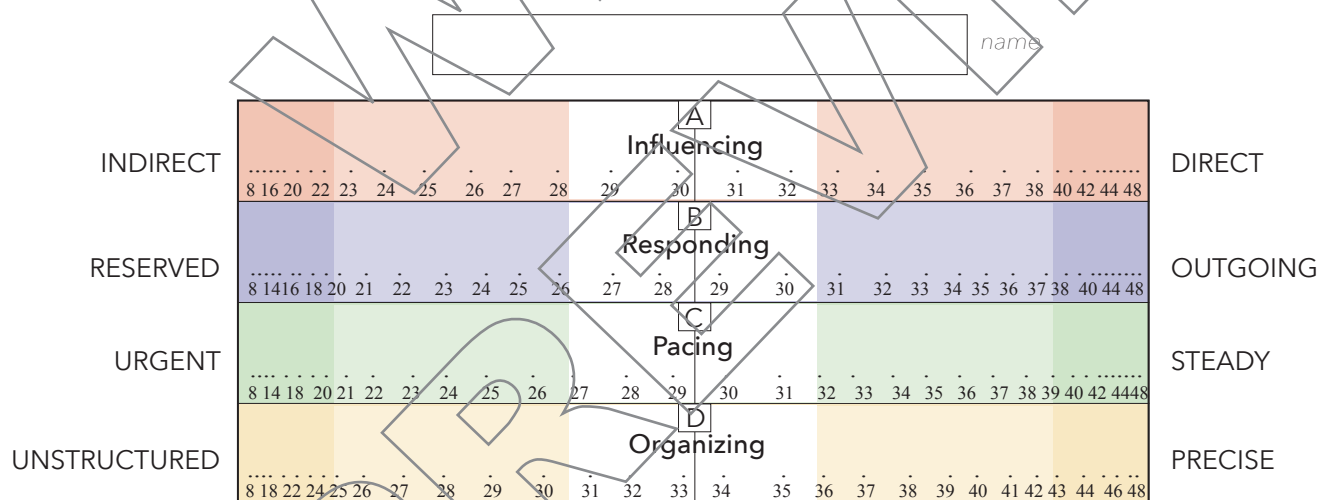
Having a good working relationship with each team member and especially your leader, is key to your success. One of the most important skills to develop is the ability to flex your strengths in ways that complement other's strengths.

Keep these points in mind:

- People can't read your mind. Tell them what they can do to help you. Don't set them up to fail by withholding information.
- Leaders have their own pressures from the level above them. Learn how this added stress affects them and find ways to help.
- Don't wait for others to change or you may be waiting forever! Initiate conversations about ways to work better together before there are problems.

ACTIVITY Plot your team leader's or a team member's Work Style on the chart below. Then, write your responses to the four questions that follow. Share your results with the person or discuss within a group.

(permission granted to make copies)



- 1) What are the best ways to express your opinions and influence this person? (Scale A: Indirect or Direct)

- 2) How should you respond to this person? Is it best to be expressive and talkative or instead a bit quiet and laid back? (Scale B: Reserved or Outgoing)

- 3) What speed of action and decision-making does this person prefer? Should you move fast and decide quickly or provide time for deliberation and exploration of options? (Scale C: Urgent or Steady)

- 4) How much organization and structure does this person prefer. Should ideas be presented in big-picture broader terms or with lots of detail and supporting facts? (Scale D: Unstructured or Precise)

Teams move through various stages as they progress from initial startup to fully functioning groups. People with different personality types navigate certain stages more easily than others. That's a good reason for having a diverse mix of different personalities among team members.

DO: Develop skill at flexing your style to best match the team stage or specific challenges your team faces.

Learn to read other team members' styles and how they react to problems and opportunities in a particular stage.

DON'T: Expect team members to flex their styles if you don't do it first. You can be the example others model, especially if you are the leader.

Be critical of the resistance another person may have in moving through a certain stage. Instead, find ways to help them adapt.

Team Stages

Different team stages require different leadership and membership behaviors. Both leaders and members need to flex their styles as team stages change.

Tuckman Team Stage Model

Forming

Newly established or reformed teams begin in this stage. They need clear direction, structure, and decisiveness from their leaders. Members must be willing to follow this direction.

Storming

As team roles and responsibilities develop, conflict occurs. Leaders need to be patient conflict mediators and good listeners. Members need to be willing to open up and discuss issues and personal grievances.

Norming

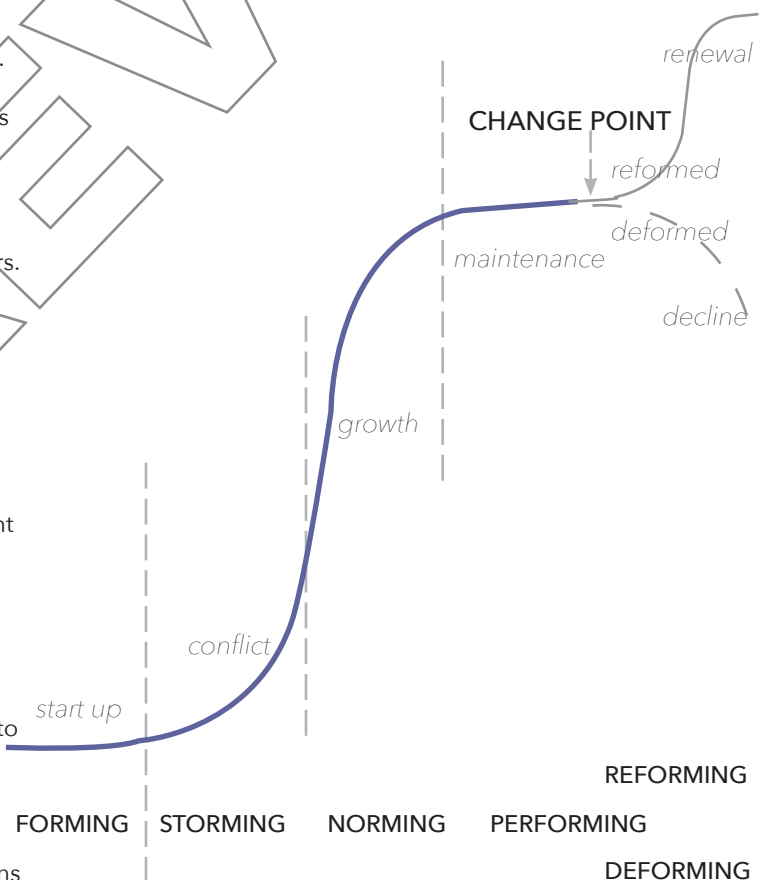
The team grows in its ability to achieve goals. Norms for doing things develop and conflict diminishes. In this stage leaders must shift to more democratic management practices. Members need to take on more responsibility.

Performing

Teams peak at a level of effectiveness where members work well together and do high quality work. Leaders should use a participative, indirect style. Members need to become more self-directed and confident in their roles.

Change Point

Teams eventually reach a point where performance begins to decline. Together, leaders and members must set new goals, take on new projects, and find added inspiration. Leaders are encouraged to shift back to a more Direct style and take charge of the shift to a new vision and purpose.



Exercise: Place an X at your team's present team stage and then discuss the reasoning for this positioning.



OPTIONAL ACTIVITY 3: Improve your team functioning

High functioning team members learn to: 1) ask for help, 2) balance the tendency to overuse their strongest traits, 3) team up with others to overcome weaknesses, and 4) use their strengths to help achieve team goals. Work through the following four guidelines with your team to increase effectiveness in each of these areas.

1) ASK FOR HELP

Let team members know how they can assist you.

- Be open about activities that don't fit your personality preferences and skills very well and ask for help.
- Discuss how others can assist you and how you can, in turn, help them.

What should team members know about your style in order to work better with you?

What specific areas could others help you with? (Answering this takes openness and trust.)

2) BALANCE

Balance out your most extreme preferences by flexing your style.

- Don't overuse your strengths to the point they become weaknesses.
- Lower the intensity of the preferences you use a lot.

How does overusing one of your preferences diminish your effectiveness at times?

What actions can you take to balance your strongest traits when they are working against you?

3) TEAM UP

Team up with others so their opposite styles will complement your style.

- Identify who can partner with you to gain synergy and impact.
- Pair up with other team members who have strengths you don't have.

Which team members have traits opposite to yours?

What tasks might be done more efficiently if you pair up with team members who have opposite strengths?

4) USE YOUR STRENGTHS

Find opportunities to use the personality strengths you have.

- Seek situations and team needs that fit your strengths.
- Volunteer for projects where you can use strengths which others may not be aware of.

What team projects or roles can you identify that would make good use of your strengths?

Which team members are similar to you and are using their strengths well?

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.

Profile 1 (Top Left):

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:

Profile 2 (Top Right):

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:

Profile 3 (Middle Left):

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:

Profile 4 (Middle Right):

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:

Profile 5 (Bottom Left):

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:

Profile 6 (Bottom Right):

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:



Creating a Team Map allows you and team members to spot the traits you have in common and see your differences. Your strengths as a team will become more apparent as well as issues that may predict communication problems.

Trait Clustering and Diversity

People clustered closely together will use similar behaviors. This can be helpful for problem solving and shared approaches to accomplishing goals.

A wide range of diversity of scores on a trait is helpful when differing perspectives and approaches are needed to achieve complex goals.

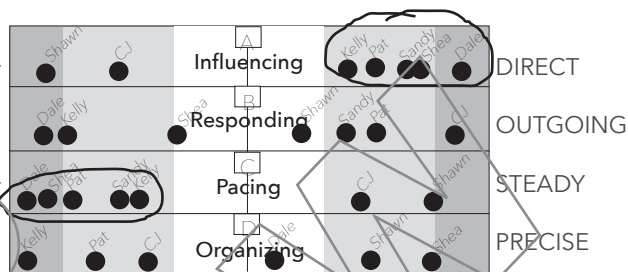
Don't limit this activity to teams.

Team Maps also helps pairs such as: office managers and assistants, sales reps and customers, coaches and clients, and even couples. Clusters are neither good or bad. It depends on the goals and needs.

Instructions:

Plot the scores of each person on the chart below. Add names or initials above each person's scores. Then, draw circle around any obvious clusters. Discuss which clusters or gaps are advantageous and which may be problematic.

Team name: _____



Clusters circled

INDIRECT

A
Influencing

DIRECT

RESERVED

B
Responding

OUTGOING

URGENT

C
Pacing

STEADY

UNSTRUCTURED

D
Organizing

PRECISE