



# GAINING INSIGHT INTO YOURSELF

**INSIGHT Inventory®**

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

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INSIGHT Inventory On-line reports provided by:

*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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### **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.

### **SECTION THREE: Building on Your Strengths**

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.

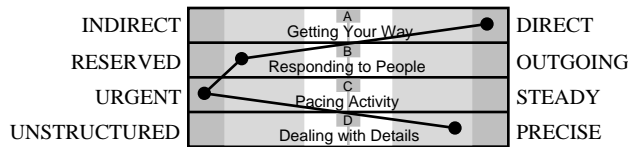
The *INSIGHT Inventory* recognizes that your behavior may change from one environment to another. It provides profiles of both your behavior at work (your Work Style) and your behavior at home (your Personal Style). This report describes how you behave in these two important settings, along with your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

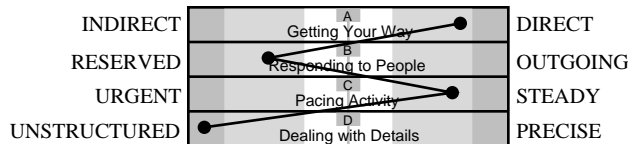
Two profiles, Work Style and Personal Style, such as the examples below, are generated.

### 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.*

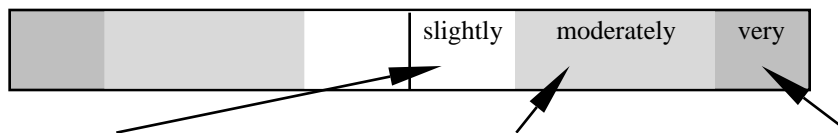
### Personal Style EXAMPLE



*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.

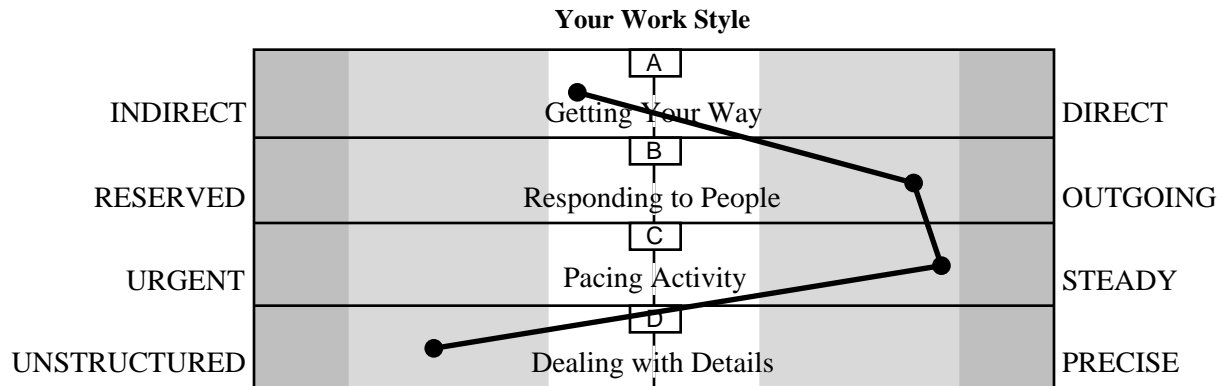
Scores in the dark shaded area indicate you use that preference more than 90% of the general population.

## 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

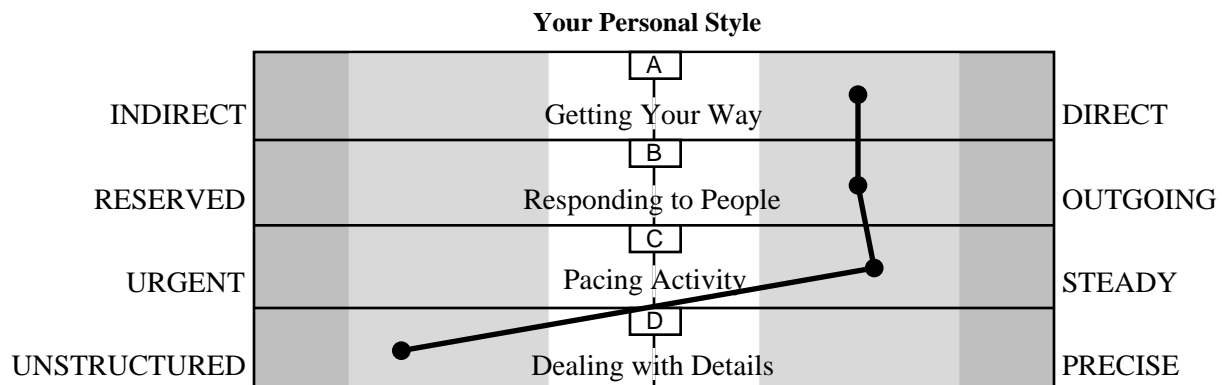
At work, you use a slightly Indirect, diplomatic style of influencing others and presenting your thoughts and opinions. You are a moderately Outgoing and talkative person, expressing yourself openly around coworkers. When it comes to making decisions and taking action, you are moderately Steady, preferring to consider numerous options, weigh the pros and cons, then move ahead with careful deliberation. You are moderately Unstructured in your manner of scheduling time and carrying out tasks, preferring to delegate details if possible.



*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 moderately Outgoing, talkative, expressive, and animated. When making decisions and taking action, you use a moderately Steady, rather purposeful style, carefully considering the advantages and disadvantages of decisions. At home, you tend to postpone dealing with details and organizing things; you like to keep your time rather unscheduled, 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.

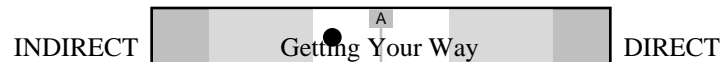
Indirect people are tactful and diplomatic, while Direct people are frank and come right to the point. Both preferences can be equally effective in influencing others and getting results, but they'll communicate differently.



Your scores on Scale A indicate the following behavioral tendencies:

#### Scale A: Work Style

You scored slightly Indirect.



Your score indicates that you prefer to use a slightly Indirect style of influencing others. Since your score falls near the centerline, you are relatively balanced between the Indirect and Direct preferences. You will probably be seen as capable of being both supportive and agreeable, yet able to present your position in a straightforward, candid manner. You tend toward diplomacy and tact when trying to achieve your goals, but can confront opposition if necessary. When conflict surfaces, you may be slightly inclined to give in to opposing ideas. You may try to negotiate a middle ground rather than push to get your way. Consequently, you may compromise when not in full agreement. You get results using a soft-spoken, tactful approach while supporting and agreeing with others and sharing credit for success.

#### Stressors and Reactions

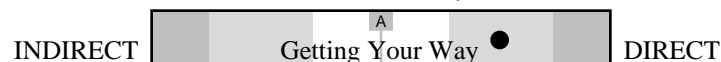
Since you scored slightly Indirect in your style of influencing others at work, certain situations or behaviors may be stressful to you. These include: pressure from others to agree with them, loud arguments, intimidation, and pushy actions.

You may react and overuse your strengths by:

- Giving in to avoid an argument, even when you don't really agree
- Avoiding others when an unpleasant conversation may be in order
- Presenting your position in a hesitant and unsure manner

#### Scale A: Personal Style

You scored moderately Direct.



Your Personal Style score on Scale A indicates that you are somewhat Direct at home, while your Work Style score on this scale suggests you are slightly Indirect at work. Your Personal Style results describe you as fairly frank, candid, and straight forward when expressing your thoughts and opinions at home. However, you are more Indirect at work, more tactful, cautious, and diplomatic. There are apparently some expectations or influences in one or the other of these settings that cause you to make a noticeable shift in your behavior on this trait. Consider what these are and whether you are more yourself and stress free in one settings or the other.

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.

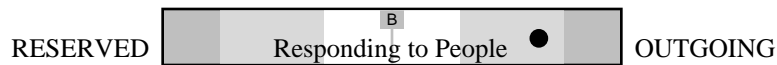
Reserved individuals tend to be quiet and self-contained, while Outgoing people are open, sharing, and talkative. Both can enjoy people and teamwork, but they all participate, share thoughts, and express themselves very differently.



**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**

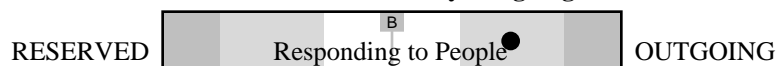
Your moderately Outgoing manner of responding to others indicates that you are a 'people person' and, because of this, you may find stressful: the disapproval of others, lack of attention, or feeling left out of groups and inner circles.

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 moderately Outgoing.**



On scale B, Responding to People, you scored moderately Outgoing on your Personal Style, which is nearly the same as your Work Style score on this trait. This indicates that, at home and at work, you will be quite talkative, animated, and enthusiastic in responding to others. You're a warm expressive person who is comfortable interacting with lots of people and being the center of attention. 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, indicates the process you prefer to use when making decisions and taking action. Opposite preferences are Urgent and Steady.

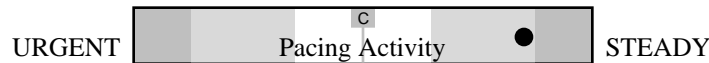
When both Steady and Urgent individuals have the equivalent knowledge and experience, they can both make good decisions and take appropriate action; however, they'll do it with different pacing and timing.



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

**Scale C: Work Style**

**You scored moderately Steady.**



You usually take action and makes decisions using a Steady preference, more than does 75% of the general population. You tend to get tasks done through perseverance and a stick-to-it manner rather than making fast, impulsive decisions. You pace yourself and burn energy in a manner that allows you to stay with tasks until they are completed. You will probably feel stress when pressured to decide things quickly or when faced with the crunch of many last-minute deadlines. You may cope with this stress by pausing, then taking time to think through the situation before reacting. You work well on long-term projects, as well as in situations that require lots of patience and persistence.

**Stressors and Reactions**

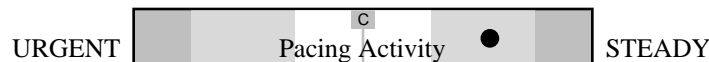
You will most likely become stressed when there isn't enough time to consider as many options as you like before making decisions, or when there is pressure to take action before thinking through all the possible results.

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

- Delaying decisions until you have more time to consider alternatives
- Avoiding situations where you know you'll be pressured to take action
- Hesitating longer than normal, and perhaps missing some opportunities

**Scale C: Personal Style**

**You scored moderately 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. You scored nearly the same on your Work Style; this similarity suggests that this Steady preference of making decisions will be very consistent across situations.

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.

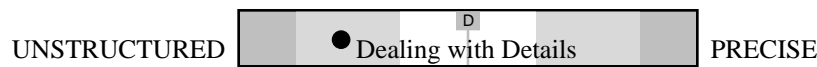
If Unstructured and Precise individuals are equally competent and skilled, they can both produce high quality results. However, they will achieve these results using different methods of planning and organizing their work.



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

**Scale D: Work Style**

**You scored moderately Unstructured.**



You prefer to use a somewhat Unstructured style of managing details and scheduling your time. You use this Unstructured style more than 70% of the general population. You tend to approach work projects in a flexible fashion, to tolerate ambiguity (sometimes even preferring it), and to value freedom in completing tasks. Placing value on autonomy, you may operate independently without recognizing the importance of reporting in or keeping others up-to-date on the details of your projects. You'll find it frustrating when you sense your independence restricted by close supervision. You may respond by finding ways to increase your autonomy, or even leaving the situation if no other options emerge. Being a person who wants to jump in and get started on projects, you tend to dislike all the details involved in pre-planning and organizing. Co-workers may sometimes have difficulty anticipating what you will do next, given your preference for doing things in new and different ways. You may bend rules and policies to achieve an objective rather than follow conventional procedures.

**Stressors and Reactions**

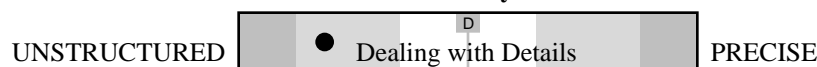
You may be stressed at work when you find that you have to attend to too many details?which isn't your strength?or you have to work under what you believe to be excessive policies and rules which restrict your freedom or creativity.

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

- Missing some details and overlooking things that you should attend to
- Finding ways to "bend" the rules and work around the system
- Doing things in unconventional ways that may not be accepted by others

**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 is almost the same as your Work Style score. This similarity indicates you prefer to have your time unscheduled and plans flexible. You like to be free to complete tasks in unconventional ways both at home and at work. Your consistent scores suggest that you will probably behave this way in most situations.



## 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 slightly Indirect at work; therefore, some of your strengths include:

- Willingness to negotiate and consult with others
- Ability to phrase comments tactfully and diplomatically
- Willingness to orchestrate action from behind the scenes and share credit
- Ability to present ideas modestly

### 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 moderately Steady in Pacing Activity, so your strengths include:

- Willingness to consider many options and alternatives before making decisions
- Capacity to react slowly and patiently when frustrated or angered
- Willingness to stay open to alternatives and possibilities that show limited promise
- Ability to persevere and stay with it when faced with long, extended projects

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

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

- Ability to think outside the box and in new directions
- Willingness to try different, perhaps untested, ways of doing things
- Ability to work around clutter or disorganization and focus on key goals
- Willingness to bend the rules or work around policies that may obstruct doing the right thing

## 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 slightly Indirect at work. You may find that there are situations where you overuse some of the strengths of this trait. At those times, others—particularly very Direct co-workers—may view you as overly diplomatic, too tactful, or perhaps unwilling to take a stand.

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

- Standing your ground when engaged in conflicts or heated discussions
- Using more direct eye contact and assertive body language
- Finding ways to sound more confident and sure of yourself so your ideas aren't dismissed
- Challenging others when you disagree with their actions

### 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 people's 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 fairly Steady work style gives you the patience to consider many options before making decisions but, when overused, it may cause you to come across to others—particularly Urgent individuals—as hesitant, slow to act, and indecisive.

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

- Letting others know what issues you are pondering if you are delaying a decision
- Presenting your ideas quickly and succinctly, particularly in meetings
- Pushing yourself to decide more quickly than you are normally comfortable with
- Eliminating some options early in the decision making process

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

Since you scored fairly Unstructured at work, others—particularly very Precise individuals—may view you as a poor manager of time, rather disorganized and unwilling to follow rules and policies.

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

- Gathering your facts before trying to persuade others, particularly Precise individuals
- Being on time and as organized as possible
- Staying on top of details, even when they seem to you to be small things
- Attending to, and following, work rules and policies that others believe are important

### 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.