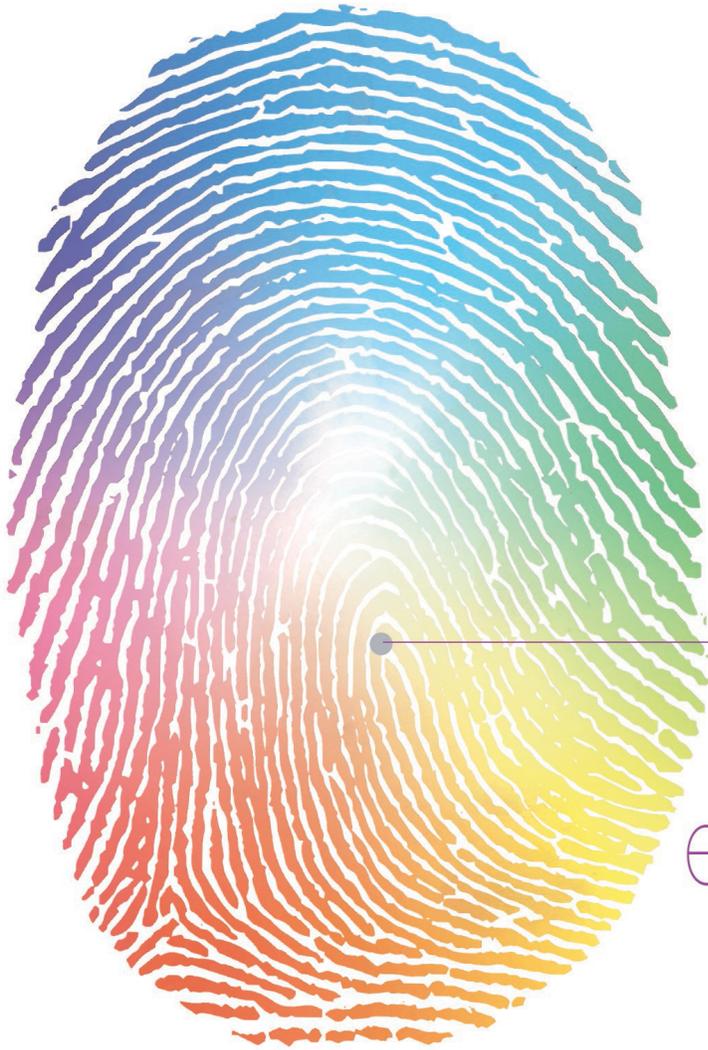


# SELF

personality profile and narrative report



e-INSIGHT  
Inventory®

*... identifying your unique personality strengths*

Jane Doe



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

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

- understand both your Work Style and Personal Styles. You'll learn what impact various responsibilities and pressures have upon you.
- clarify which 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 the traits you have and assist you in making the most of your interpersonal skills.

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## INTRODUCTION: About the INSIGHT Inventory

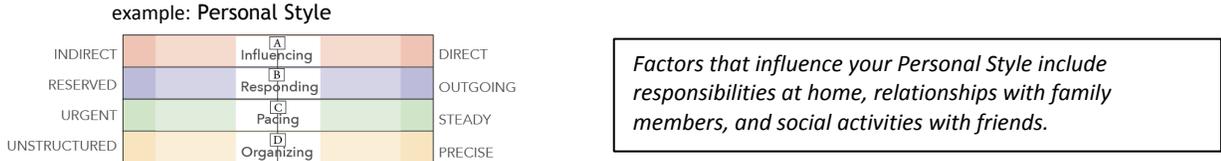
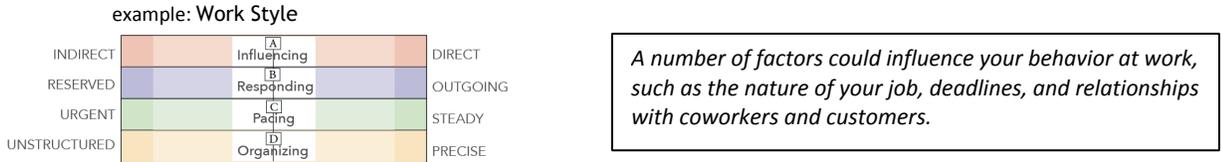
The INSIGHT Inventory was developed in 1980's by Patrick Handley, Ph.D., psychologist and organizational consultant. It is based on Dr. Kurt Lewin's field theory that maintains that behavior is the interaction between personality and environment. Simply put, people behave differently in various settings.

The INSIGHT Inventory provides profiles of both your behavior at work (Work Style) and your behavior at home (Personal Style). This report provides strengths-based descriptions of your behavior, identifies your reactions to stress, and lists guidelines for flexing your style to communicate better with others.

The INSIGHT Inventory measures your behavioral preferences on four traits:

- A) Influencing (Indirect or Direct)  
You'll learn how you tend to influence others, express your opinions, and assert yourself.
- B) Responding (Reserved or Outgoing)  
You'll learn how you interact with others and respond to people in groups.
- C) Pacing (Urgent or Steady)  
You'll learn how you tend to make decisions, take action, and pace yourself.
- D) Organizing (Unstructured or Precise)  
You'll learn how you structure time, plan projects, and follow through on details.

### Two profiles, Work Style and Personal Style, provide information about your behavior.



### Intensity of your scores

The shaded areas of the profile charts give an indication of how intense your preferences are 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.

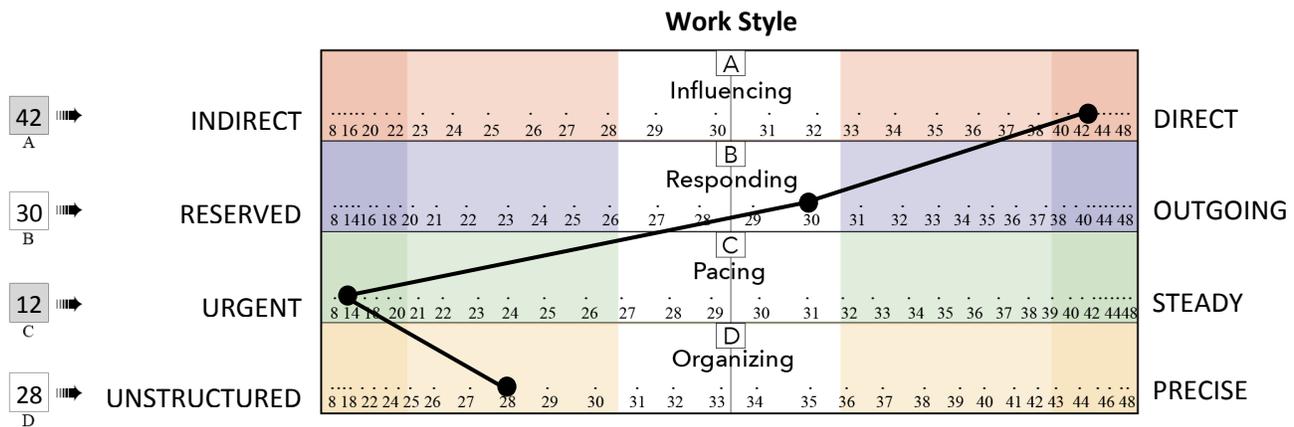
Scores in the light shaded area indicate you use that preference more than 75% of the general population.

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



## PART 1: Gaining an Overview of Your Style

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



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

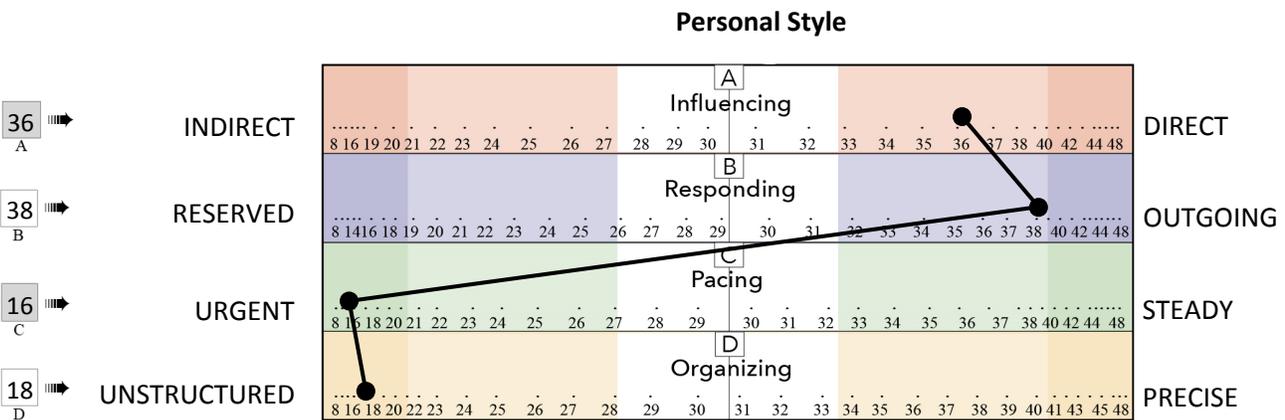
### Work Style

**Scale A: Very Direct** - candid, forceful, confident, strong willed, frank

**Scale B: Slightly Outgoing** - fairly open, demonstrative, like groups

**Scale C: Very Urgent** - fast paced, moves ahead with urgency, impulsive at times, restless

**Scale D: Moderately Unstructured** - non-conforming, non traditional, delegate details



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

### Personal Style

**Scale A: Moderately Direct** - candid, present thoughts forcefully, self-assured

**Scale B: Moderately Outgoing** - demonstrative, share feelings, open, like groups of people

**Scale C: Very Urgent** - decide quickly, fast paced, move forward fast, can be impulsive

**Scale D: Very Unstructured** - non conventional, dislike planning, postpone dealing with details

## Scale A) Influencing (Indirect or Direct)

The first scale measures how you express your opinions, assert yourself, and influence others when seeking to have your position understood and accepted.

The opposite preferences are Indirect and Direct. People with either preference can be equally effective in influencing others and getting results; but they will communicate quite differently.

**DIRECT  
or  
INDIRECT**

**Scale A: Work Style**

You Scored Very Direct.



At work, when influencing and communicating with others, you use a very straightforward and candid approach. Based on your score, you are more Direct than 85% of the general population. This indicates that you attempt to get things done by taking charge and pushing for action. To make your position known, you will readily challenge other people's ideas and confront them if necessary. Your forcefulness may appear to some as self-confidence and unwavering conviction.

When influencing others you:

- assertively state and "tell," using rather commanding phrases and a forceful tone of voice.
- take control in meetings or work situations when groups appear leaderless.
- step forward and candidly get issues out in the open.

Your take-charge style is beneficial when others are uncertain about what to do and need direction.

**Scale A: Personal Style**

You scored moderately Direct.



Your personal style score on Scale A is nearly the same as your Work Style score on this scale. The only difference is that you are even more forceful and candid at work than you are at home. You may be more intense and perhaps even blunt at work. Otherwise, the relative similarity suggests that you prefer to use a somewhat Direct, straightforward, frank approach of expressing your thoughts and opinions at home, just as you do at work.

Since you score quite Direct in both environments, differing only in the intensity, you are probably seen by most individuals as being fairly candid and straightforward.

## Scale B) Responding (Reserved or Outgoing)

The second trait (Scale B) indicates how you approach other people, particularly groups of people and how animated, talkative, and expressive you are. The opposite preferences are Reserved and Outgoing.

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

RESERVED  
or  
OUTGOING

### Scale B: Work Style

You Scored Slightly Outgoing.



You demonstrate a balance between Reserved and Outgoing. About half of people are more Reserved, and half are more Outgoing than you. You generally approach other people with a slightly Outgoing warm style.

When responding to people and stimulation, you:

- enjoy interacting with people and groups – although you can easily retreat to quiet alone time.
- use your somewhat expressive manner to build relationships and support.
- share your thoughts and feelings openly and find communications easiest if others do the same.

Although you can easily shift to a more Reserved style and work alone, you would probably not enjoy doing so for long periods of time.

### Scale B: Personal Style

You scored moderately Outgoing.



You scored moderately Outgoing on your Personal Style. This is similar to your Work Style score on this trait and indicates that, at home, you will be talkative, animated, and expressive when responding to others, just as you are with your associates at work. You're a warm enthusiastic person, comfortable interacting with people and sharing feelings openly.

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 (URGENT or STEADY)

The third scale 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 same knowledge and experience, they can both make "good" decisions and take appropriate action; but, they'll do it with different pacing and timing.

URGENT  
or  
STEADY

Scale C: Work Style

You Scored Very Urgent.



You take action and make decisions very rapidly, and manage tasks with more urgency than 90% of the general population. You tend to be restless, easily bored, and always on the watch for more interesting things to do, particularly if you can move while doing them. Therefore, at work you'll gravitate to projects and activities that can be launched and completed quickly with minimal delay. Others will find that you consider a few important options and then decide.

As you take action and make decisions you:

- research issues quickly and move on things rapidly.
- reduce issues down to a few important options and then decide.
- seek lots of change, variety, and action.

Your urgency can either help you move projects along or can be channeled in a way that inspires others to act more quickly than they might otherwise do. Co-workers will rarely need to guess about your position on issues because your decisions will be made quickly.

Scale C: Personal Style

You scored very Urgent.



You scored very Urgent on your personal style of pacing activity and making decisions. This suggests that you are quite restless, like to move quickly on things, and impatient at times. This is nearly the same as your Work Style score and the consistency indicates you will probably behave this way in most other situations also. Be aware that since your scores are so intense, others may have difficulty keeping up to you at times and understanding what drives you to this level of action and urgency.

## Scale D) Organizing (UNSTRUCTURED or PRECISE)

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

If Unstructured and Precise individuals are equally skilled and experienced, they can both produce high quality results; however, they will use quite different methods of planning and organizing their work.

UNSTRUCTURED  
or  
PRECISE

### 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. This suggests that you approach work projects in a flexible fashion, tolerate ambiguity (sometimes even preferring it), and to value freedom in completing tasks.

When working on projects and solving problems, you'll:

- look for non traditional solutions and flexible approaches to doing things.
- prefer working independently of rules and procedures.
- get frustrated by supervision that is too close or restrictive.

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 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.

### Scale D: Personal Style

You scored very Unstructured.



On your Personal Style, you scored moderately Unstructured in your style of dealing with details. This is almost the same as your Work Style score on this trait. This similarity indicates you prefer to have your time unscheduled and plans flexible. You like to complete tasks in unconventional ways both at home and at work.

Consistent scores such as yours suggest that you will be rather Unstructured in most situations.



# Work Style

## Differences between your Work Style and Personal Styles

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 they are the same, this indicates that you behave consistently in these two environments and probably most other settings.

**Key Point:** 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.

# Personal Style

In the previous section, your Work Style and Personal Style scores were compared and any differences were pointed out. Only you know the reasons for these. Identify what circumstances, expectations, or pressures in either setting cause the changes and share your insights with others.

### Activity:

#### 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 restless and Urgent. But, my natural style is to be Steady and take my time making decisions. Therefore, I’m often stressed at work.*

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#### Personal Style

List some ways your Personal Style differs from your Work Style and jot down what factors (people, pressures, roles, 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.*

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## PART 4: Identifying how stress may lead to overuse of your strengths

### Stressors and Reactions

Stressors are those situations, people, or responsibilities you find stressful. These trigger “reactions” and “out-of-character” behaviors.

The goal is to get better at catching and noticing your reactions. Then develop skill at pausing and responding with appropriate behaviors.

Each trait can have specific trigger reactions. Review the following lists and check those that you want to become better at eliminating.

FIGHT  
flight  
Freeze  
refuse

*Be aware of your stress reactions!*

### Scale A: Influencing (Indirect or Direct)

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

You may react and overuse your strengths by:

- arguing or fighting back.
- getting pushy or blunt in order to regain authority or control.
- becoming very demanding and forceful.

### Scale B: Responding (Reserved or Outgoing)

Your slightly Outgoing manner of responding to others suggests that you are a “people person.” 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 to win over others by being too friendly.
- talking more than what would normally be appropriate.
- withholding your usual friendliness when all other efforts have failed.

## STRESSORS AND REACTIONS (continued)

### Scale C: Pacing (Urgent or Steady)

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

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

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

### Scale D: Organizing (Unstructured or Precise)

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.



**Strategies for flexing with people having opposite styles**

This section provides suggestions for flexing your Work Style to communicate better with individuals who have opposite trait preferences. Some “flexing” suggestions will be more challenging for you to follow than others. Place a check mark beside the ones you would most likely to follow.

**Scale A) Influencing (How you assert yourself, express your opinions, and influence others.)**

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

You can flex your style by:

- listening thoroughly before debating or arguing your position.
- avoiding appearing too self-confident and sure of yourself.
- finding ways to suggest and recommend rather than to “tell” or command.
- validating other peoples’ ideas first before challenging or disagreeing.

List any additional ideas for flexing with others who have the opposite style on this trait.

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**Scale B: Responding (How you approach and respond to others, particularly groups.)**

You scored slightly Outgoing at work on this second scale and may find that others—particularly very Reserved co-workers—may view you a as bit too talkative and perhaps overly friendly.

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

- listening carefully, drawing out other peoples’ thoughts before adding yours.
- talking less and asking more questions that encourage others to talk.
- toning down some of your animated gestures and expressive body language.
- understanding a quiet, Reserved person’s need for time alone.

List any additional ideas for flexing with others who have the opposite style on this trait.

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FLEXING (continued)

Scale C) Pacing (The speed at which you make decisions and take action.)

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

You can flex your style by:

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

List any additional ideas for flexing with others who have the opposite style on this trait.

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Scale D) Organizing (How you structure time, organize tasks, and handle details.)

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.

List any additional ideas for flexing with others who have the opposite style on this trait.

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## PART 6: Flexing to Communicate Better with People Having Similar Styles

People having similar styles initially get along great. They act and think alike. However, problems can arise when they both overuse their strengths. Place a check beside the guidelines below that you would like to practice more often.

### Scale A) Influencing - How the two of you assert yourselves and express your opinions. (Indirect or Direct)

You both scored very Direct so there shouldn't be problems getting issues out on the table. You'll both be candid and straightforward with each other. This may even make others uncomfortable at times; but the two of you just see it as clearing the air. However, watch out for those times you get competitive with each other and say things so directly that feelings get hurt, you'll both fight back and emotions can escalate.

You can flex your style by:

- \_\_\_ using your shared candor to get right to the point, but be ready to negotiate whose agenda gets addressed first.
- \_\_\_ sharing control of conversations; you both like to be in charge, so find ways to trade off who has the floor.
- \_\_\_ avoiding heated debates; since you're both Direct, these can turn into confrontations. Learn how to call truces so both of you can save face and readdress the issue another day.

List any additional ideas for flexing with others having this same trait.

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### Scale B: Responding - How the two of you approach and respond to others. (Reserved or Outgoing)

You both score slightly Outgoing so talking and connecting will be easy for you. You'll both be enthusiastic and good at communicating thoughts and feelings. Plus, your shared sense of humor and enjoyment of a good laugh will keep your relationship fun. However, there may be times when you both want to talk and you'll find yourselves not listening, but waiting for the opportunity to talk again.

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

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

List any additional ideas for flexing with others having this same trait.

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Scale C) Pacing - How the two of you pace your energy and make decisions. (Urgent or Steady)

Your shared very Urgent style helps you get things done quickly. No problem with that, you'll be a fast-acting duo when working together. But, when overused, it may cause you both to rush into things and even encourage each other to move more impulsively than you would normally do.

You can flex your style and manage the down side of your urgency by:

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

List any additional ideas for flexing with others having this same trait.

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Scale D) Organizing - How the two of you organize tasks, and handle details. (Unstructured or Precise )

Since you both scored moderately Unstructured at work, others you'll be great at looking for nonconventional ways of doing things and working around the rules. However, when overusing this trait, you may cause each other to be unreliable and not timely for meetings or deadlines.

You can flex your style and manage things better by:

- \_\_\_ getting organized before meeting so you have productive discussions and don't overlook important details.
- \_\_\_ not operating too loosely and frustrating each other with lack of follow through; neither of you like this part of projects so watch that you don't let things drop.
- \_\_\_ assigning each other very specific items to do, otherwise you'll both tend to work without structure or order.

List any additional ideas for flexing with others having this same trait.

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## PART 7: Building on Your Strengths and Appreciating Other People's Strengths

### Section A) Acknowledging your strengths.

Each trait has numerous strengths and positive characteristics. As you gain insight into your style, learn to use your strengths and fully develop them.

Review the lists of strengths of your personality traits. Check the ones you feel particularly good about and write a reminder for how and when you could use these to increase your communication effectiveness.

### Scale A) Influencing (How you assert yourself, express your opinions, and influence others.)

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

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

### Scale B) Responding (How you approach and respond to others, particularly groups.)

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

- ability to put others at ease and help them feel comfortable.
  - willingness break tensions with humor or personal warmth.
  - ability to excite others with your energy and enthusiasm.
  - willingness to openly share personal experiences to establish connections and build relationships.
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STRENGTHS (continued)

Scale C) Pacing (The speed and rhythm with which you make decisions and take action.)

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

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

Scale D) Organizing (How you structure time, organize tasks, and handle details.)

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 B) Appreciating other people's strengths.

People who appreciate their own strengths are better at seeing and valuing the strengths in others.

Chart the profiles of your work associates, friends, or family members. Then list several Insight personality strengths each person has and ways to communicate better. Discuss the results with them.

The top row contains two identical sets of an Insight personality chart and a form. Each chart is a 4x4 grid with the following structure:

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

Below each chart is a form with two bullet points and three horizontal lines for each:

- This person's personality strengths include:
- Ways I can communicate better with this person:

This block contains one instance of the Insight personality chart and form, identical in structure to the top row.

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This block contains one instance of the Insight personality chart and form, identical in structure to the top row.



### **Continue to focus on your strengths.**

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

### **Consider how your Work and Personal Styles impact your life.**

Go back and compare 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. Use this information to better plan your life and career.

### **Learn how others see you.**

Discovering how other's perceptions of you differ from your own can help you identify how best to flex your behavior. The e-INSIGHT Observer Feedback assessment and report provides an easy way to learn how you come across to others.

### **Learn to "Flex" your style**

The best way to learn to flex your style is to compare your Insight profile with another person's profile. You'll instantly see where you're similar and different. The Match report does just that, plus it gives you specific guidelines for flexing your style to communicate better with the other person. Insight Match Reports help improve communications with work associates and family members.



Learn even more about yourself using other INSIGHT Online reports:

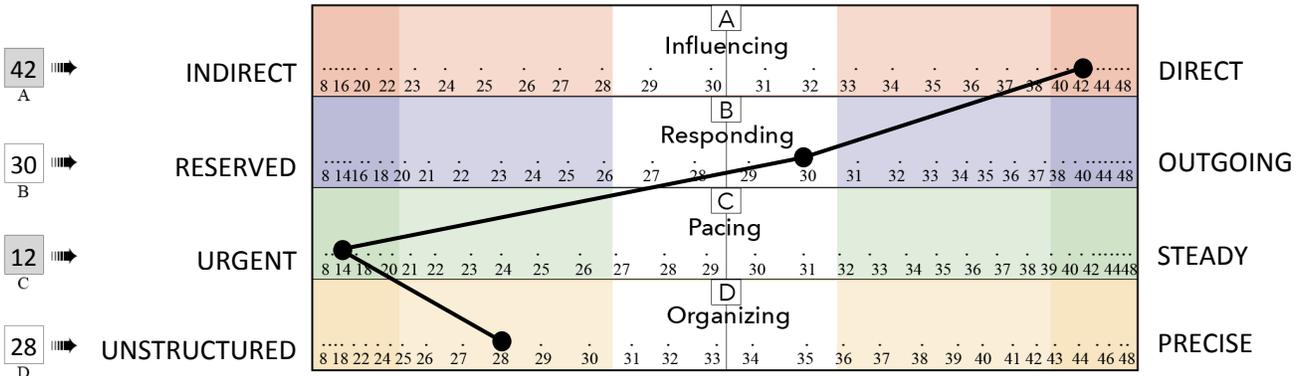
- e-Insight Observer Feedback Report
- e-Insight Match Report
- e-Insight Team Map Report



# INSIGHT Inventory Snapshot

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.*

### Work Style

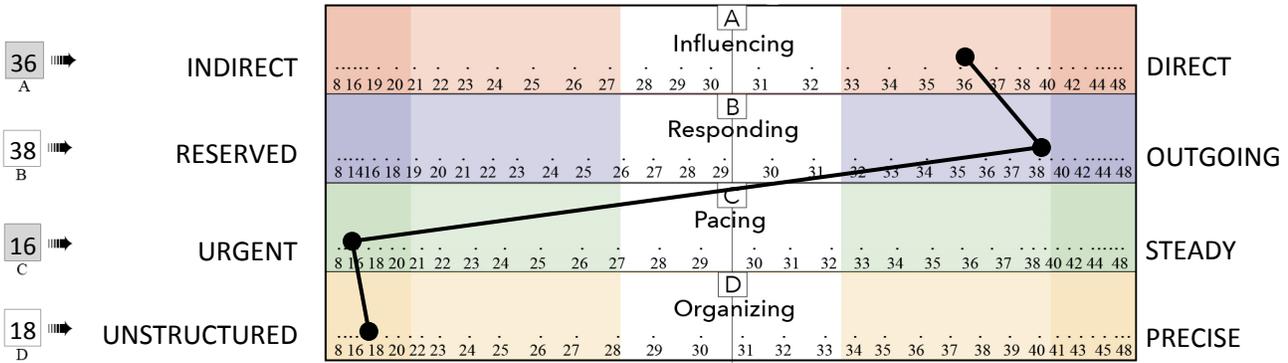
**Scale A: Very Direct** - candid, forceful, confident, strong willed, frank

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**Scale C: Very Urgent** - fast paced, moves ahead with urgency, impulsive at times, restless

**Scale D: Moderately Unstructured** - non-conforming, non traditional, delegate details

## Personal Style



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

### Personal Style

**Scale A: Moderately Direct** - candid, present thoughts forcefully, self-assured

**Scale B: Moderately Outgoing** - demonstrative, share feelings, open, like groups of people

**Scale C: Very Urgent** - decide quickly, fast paced, move forward fast, can be impulsive

**Scale D: Very Unstructured** - non conventional, dislike planning, postpone dealing with details