

PERSONALITY

INSIGHT Inventory®

... identifying your unique personality strengths

SELF



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 communications, trust, and effectiveness with the people in your life.

You'll learn:

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

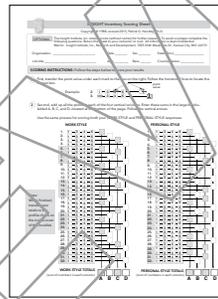
Part
1

Completing the INSIGHT Inventory.

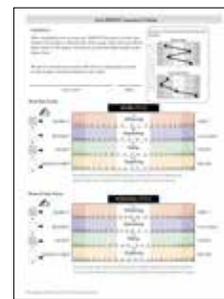
Begin by completing and scoring the INSIGHT Inventory—the form on the left. Then, chart your scores on the inside cover. Your results will provide a positive, strengths-focused profile of your personality preferences.



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



2nd: Score your results.
(second carbonless 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, or relationship to another.

Strengths and Flexing

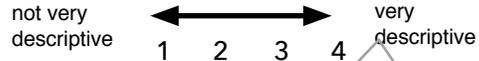
Receiving two profiles, describing your style in different settings, gives you a broader view of your strengths and occasional reactions to stress. Understanding how you and others may change from one setting to another helps you focus on ways to flex your style and avoid labeling or stereotyping yourself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



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
3. Patient

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.



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

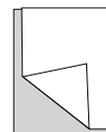
PERSONAL STYLE

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



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

When finished, tear off this cover sheet and follow scoring instructions.





INSIGHT Inventory Scoring Sheet

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OPTIONAL

The Insight Institute, Inc. retains scores (without names) for further research. To assist us please complete the following questions. Return this sheet to your instructor or mail. All information is kept confidential.

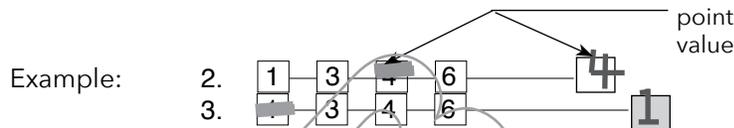
Mail to: Insight Institute, Inc., Research and Development, 7205 N.W. Waukomis Dr., Kansas City, MO 64151

Organization _____ Date _____ Sex _____ State (Prov) _____

Job title _____ Age _____ Race _____ Country/Nation _____

SCORING INSTRUCTIONS: Follow the steps below to score your results.

- First, transfer the point value under each mark to the box on the right. Follow the horizontal lines to locate the correct box.



- Second, add up all the points in each of the four vertical columns. Enter these sums in the large blocks–labeled A, B, C, and D–located at the bottom of the page. Follow the vertical arrows.

Use the same process for scoring both your WORK STYLE and PERSONAL STYLE responses.

WORK STYLE

1.	1	3	4	6				
2.	1	3	4	6				
3.	1	3	4	6				
4.	1	3	4	6				
5.	1	3	4	6				
6.	1	3	4	6				
7.	1	3	4	6				
8.	1	3	4	6				
9.	1	3	4	6				
10.	1	3	4	6				
11.	1	3	4	6				
12.	1	3	4	6				
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18.	1	3	4	6				
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22.	1	3	4	6				
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25.	1	3	4	6				
26.	1	3	4	6				
27.	1	3	4	6				
28.	1	3	4	6				
29.	1	3	4	6				
30.	1	3	4	6				
31.	1	3	4	6				
32.	1	3	4	6				

WORK STYLE TOTALS

A	B	C	D
---	---	---	---

© 1988–revised 20 (sum of numbers in each column)

PERSONAL STYLE

1.	1	3	4	6				
2.	1	3	4	6				
3.	1	3	4	6				
4.	1	3	4	6				
5.	1	3	4	6				
6.	1	3	4	6				
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27.	1	3	4	6				
28.	1	3	4	6				
29.	1	3	4	6				
30.	1	3	4	6				
31.	1	3	4	6				
32.	1	3	4	6				

PERSONAL STYLE TOTALS

A	B	C	D
---	---	---	---

(sum of numbers in each column)

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

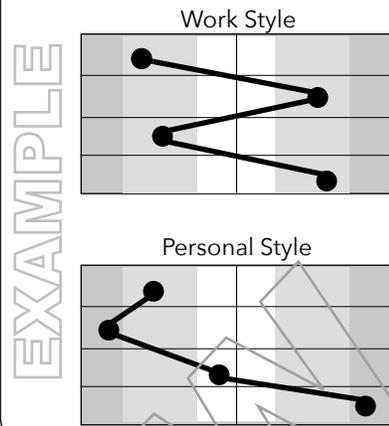
Your INSIGHT Inventory Profiles

Instructions

After completing and scoring your INSIGHT Inventory, transfer your totals to the boxes on the left side of this page. Then, plot your Work Style totals on the upper chart and your Personal Style totals on the lower chart.

Be sure to connect your scores with a line to create easy-to-read profile shapes. See the examples to the right.

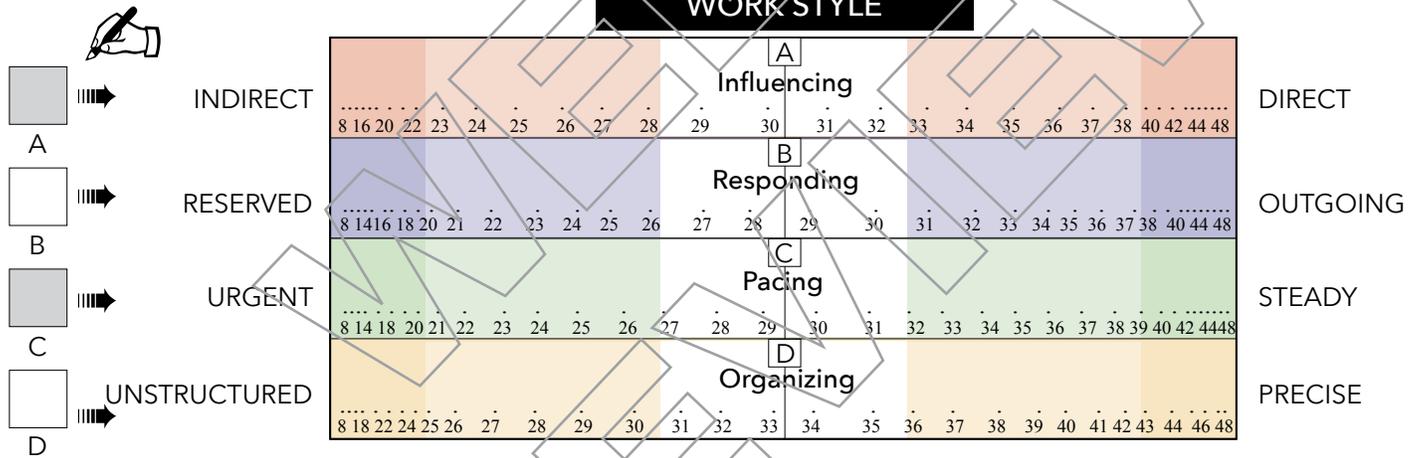
Plot your scores and connect them with lines. Example:



EXAMPLE

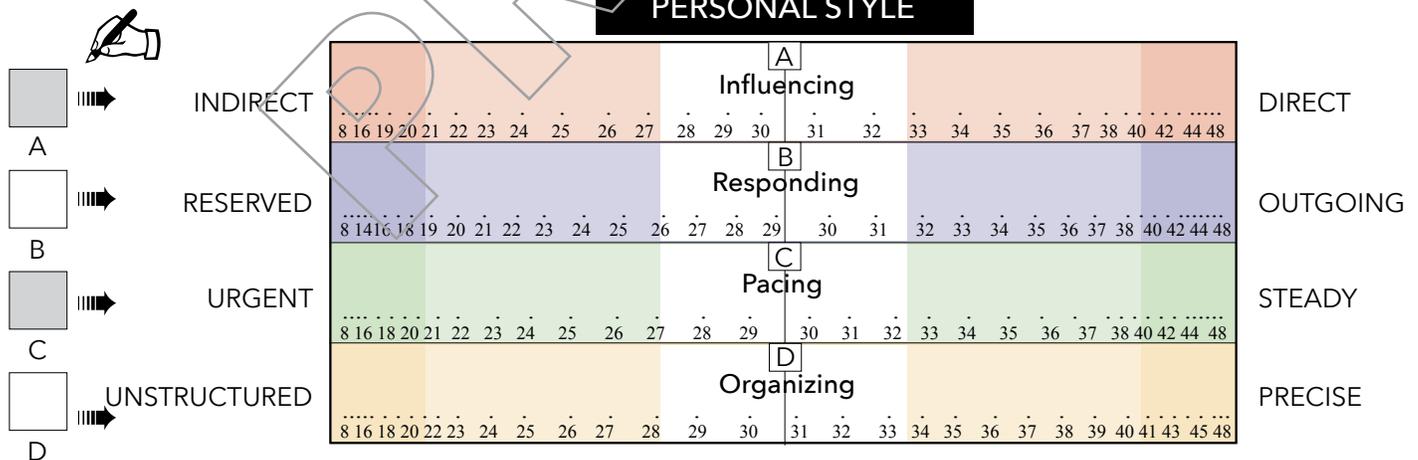
_____ (your name) _____ (date)

Work Style Scores



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

Personal Style Scores



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

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

Influ
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

Respo
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,

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.

encing

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.

nding

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

organize 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.

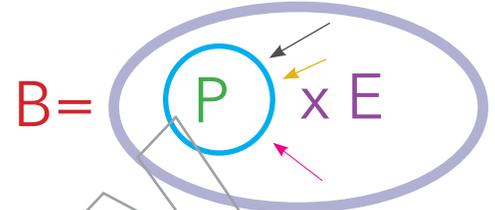
If your Work Style and Personal Style profiles are different, you are probably adapting to certain responsibilities, pressures, or stressors in one or the other of these two settings.

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

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.

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.

Work Style

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

Example:

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

Horizontal lines for writing notes under the Work Style section.

Personal Style

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

Example:

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

Horizontal lines for writing notes under the Personal Style section.

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

Stress

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

Key Point

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

Stress Reactions

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

FIGHT
Flight
Freeze
Refuse

Be aware of your stress reactions!

STRESS REACTIONS

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

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

Communicating with people having opposite styles.

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

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

For an INDIRECT to communicate better with a DIRECT:

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

A

For a DIRECT to communicate better with an INDIRECT:

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

For a RESERVED to communicate better with an OUTGOING:

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

B

For an OUTGOING to communicate better with a RESERVED:

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

For an URGENT to communicate better with a STEADY:

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

C

For a STEADY to communicate better with an URGENT:

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

For an UNSTRUCTURED to communicate better with a PRECISE:

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

D

For a PRECISE to communicate better with an UNSTRUCTURED:

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

Communicating with people having similar styles.

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

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

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

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

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

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

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

• This person's personality strengths include:

• Ways I can communicate better with this person:

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

• This person's personality strengths include:

• Ways I can communicate better with this person:

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

• This person's personality strengths include:

• Ways I can communicate better with this person:

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

• This person's personality strengths include:

• Ways I can communicate better with this person:

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

• This person's personality strengths include:

• Ways I can communicate better with this person:

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

• This person's personality strengths include:

• Ways I can communicate better with this person:
