



GAINING INSIGHT INTO YOURSELF

INSIGHT Inventory®

Identifying Your Personality Strengths and Understanding Your Behavior

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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

CONTENTS

INTRODUCTION: Understanding the INSIGHT Inventory

Explore the theory behind the INSIGHT Inventory, its development, and key features.

SECTION ONE: Gaining an Overview of Your Style

Get a snapshot of your INSIGHT style by reviewing the overview and your profile charts.

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.

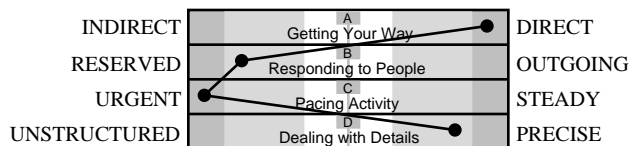
The *INSIGHT Inventory* recognizes that your behavior may change from one environment to another. It provides profiles of both your behavior at work (your Work Style) and your behavior at home (your Personal Style). This report describes how you behave in these two important settings, along with your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

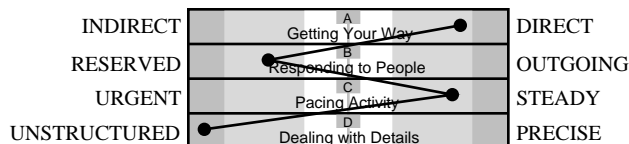
Two profiles, Work Style and Personal Style, such as the examples below, are generated.

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.

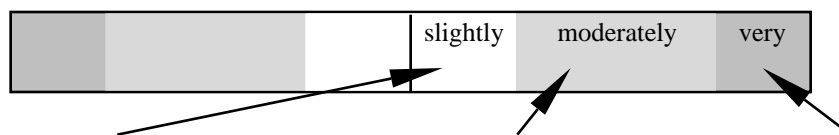
Personal Style EXAMPLE



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.

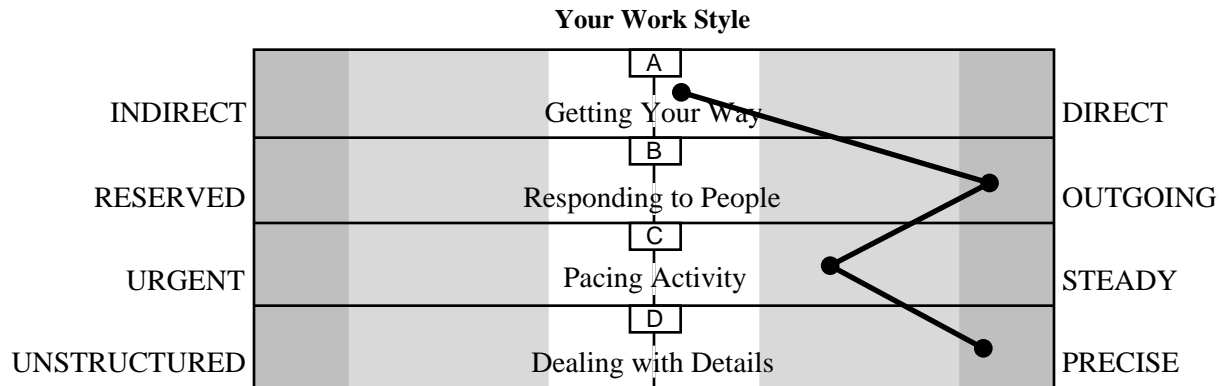
Scores in the dark shaded area indicate you use that preference more than 90% of the general population.

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

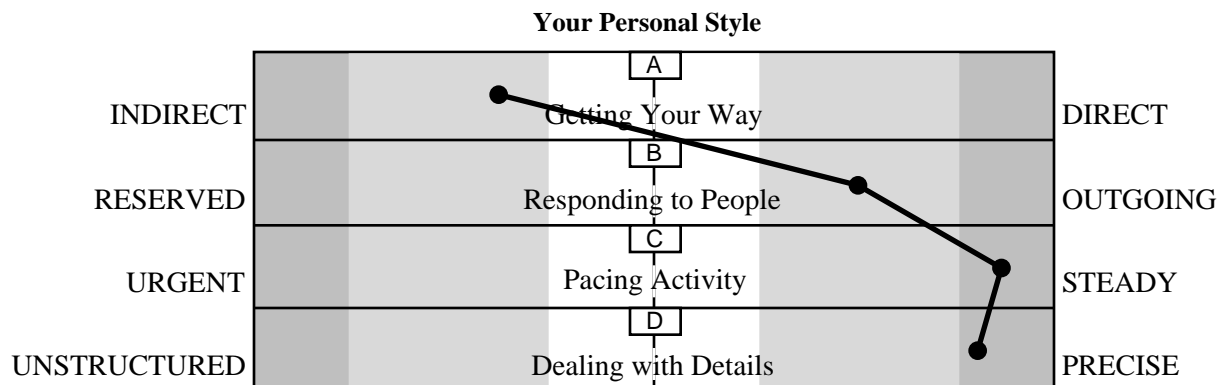
At work, you use a slightly Direct style of influencing others and presenting your thoughts and opinions. You are a very Outgoing, talkative person, expressing yourself freely and enthusiastically, often with lots of animation. When it comes to making decisions and taking action, you are moderately Steady, preferring to consider numerous options, weigh the pros and cons, then move ahead with careful deliberation. You are very Precise, structured and organized in dealing with tasks, ordering priorities, and scheduling time.



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 tend to use a moderately tactful, Indirect, and soft-spoken manner of stating your ideas or views. 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 very Steady, purposeful (sometimes hesitant) style, carefully considering all possible advantages and disadvantages. At home, you are very structured and Precise, tending to meticulously organize details and carefully plan your time. You probably schedule things in advance, making lists of all the things you want to accomplish.



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.

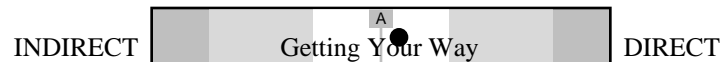
Indirect people are tactful and diplomatic, while Direct people are frank and come right to the point. Both preferences can be equally effective in influencing others and getting results, but they'll communicate differently.



Your scores on Scale A indicate the following behavioral tendencies:

Scale A: Work Style

You scored slightly Direct.



Your score indicates that although you prefer to use a slightly Direct style of influencing others, you are relatively balanced between being Indirect and Direct. About 55% of people score more Indirect than you and about 45% score more Direct. You will probably be seen as capable of being tactful yet, at times, rather blunt. You tend to use an assertive, forceful style when trying to achieve your pressing goals and a more Indirect approach with daily issues. When conflict surfaces, you may be inclined to confront others and debate your position, rather than compromise. You will likely be seen as self-confident, but not boastful. You get results using a straightforward, candid style of expressing your opinions and agenda.

Stressors and Reactions

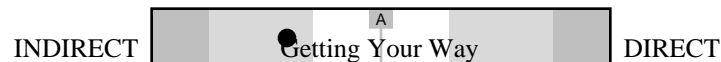
Since you scored slightly Direct on this first scale, it is likely that one or more of the following situations at work may be stressful to you: loss of control, having to relegate power or authority to someone else, particularly someone you don't respect, and being controlled or held back by the system.

You may react and overuse your strengths by:

- Debating or arguing your position
- Getting a bit pushy or blunt in order to regain authority or control
- Becoming hesitant and unsure of your position

Scale A: Personal Style

You scored moderately Indirect



Your Personal Style score on Scale A indicates that you are somewhat Indirect at home, while your Work Style score on this scale suggests you are slightly Direct at work. These differences indicate that you prefer to be somewhat cautious and diplomatic in expressing your thoughts and opinions at home, but that you are more candid and Direct at work. Since your preference on this trait at home is somewhat different from your preference at work, consider what expectations or responsibilities exist in one or both settings that might cause this shift in behavior.

SCALE B: Responding to Others (Reserved or Outgoing)

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.

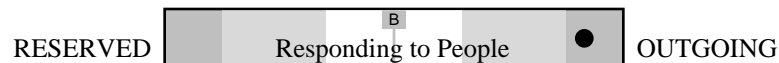
Reserved individuals tend to be quiet and self-contained, while Outgoing people are open, sharing, and talkative. Both can enjoy people and teamwork, but they'll participate, share thoughts, and express themselves very differently.



Your scores on Scale B indicate the following behavioral tendencies:

Scale B: Work Style

You scored very Outgoing.



Your results indicate that you display a very Outgoing, expressive style of responding to people. In fact, you are more outgoing than 90% of the general population. You focus attention outward to people and activities. In so doing, you demonstrate an animated talkative manner, enjoying it when others do the same in return. Being the center of attention is easy for you and you appreciate the people contact it brings. You express your feelings readily, preferring to talk things out when deliberating over issues. 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 motivating others with your animated expressive style. This helps you build cooperation and support. You prefer interacting with others as a part of your work; therefore, you would likely not enjoy working alone for long periods of time.

Stressors and Reactions

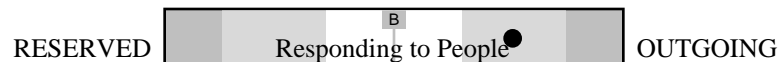
Your very Outgoing manner of responding to others suggests that you are a “people person” and, because of this, you may find stressful: the disapproval of others, lack of attention, or feeling left out of groups and inner circles.

You may react and overuse your strengths by:

- Trying overly hard to win over others and appearing too friendly, or even superficial
- Over analyzing everything others say, looking for signs of rejection, and getting paranoid
- Withholding your usual friendliness when feeling rejected

Scale B: Personal Style

You scored moderately Outgoing.



On scale B, Responding to People, you scored moderately Outgoing on your Personal Style. This was similar to your Work Style result where you scored very Outgoing 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 person who is comfortable interacting with lots of people and being the center of attention. Your warm expressive style is displayed with family and friends, as well as with work associates. 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 (Urgent or Steady)

Scale C, Pacing Activity, indicates the process you prefer to use when making decisions and taking action. Opposite preferences are Urgent and Steady.

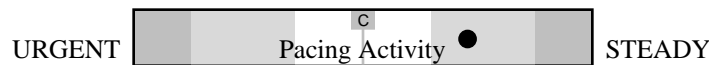
When both Steady and Urgent individuals have the equivalent knowledge and experience, they can both make good decisions and take appropriate action; however, they'll do it with different pacing and timing.



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

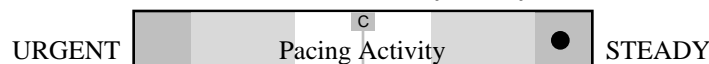
You will most likely become stressed when there isn't enough time to consider as many options as you like before making decisions, or when there is pressure to take action before thinking through all the possible results.

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 very Steady on your Personal Style, indicating that you like to use a very cautious, deliberate approach to decision making at home. You prefer to collect lots of options, considering many pros and cons before moving ahead with a particular course of action. You scored similarly on your Work Style, suggesting that you will probably demonstrate this Steady preference in most situations.

SCALE D: Dealing With Details (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.

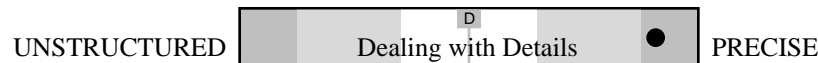
If Unstructured and Precise individuals are equally competent and skilled, they can both produce high quality results. However, they will achieve these results using different methods of planning and organizing their work.



Your scores on Scale D indicate the following behavioral tendencies:

Scale D: Work Style

You scored very Precise.



You approach projects by focusing intensely on the details or specific tasks that need to be done and finding ways to get them completed in a timely fashion. You prefer structure and order more than 90% of the general population. You work best in situations where there are established guidelines in place, or where you have the opportunity to help create such procedures. One of your strengths is your ability to create order where there is disorder. Following up on small details that others might overlook, you tend to emphasize perfection. You will work toward the utmost order and organization in most aspects of your work. You generally work hard to perform without mistakes, taking it personally if mistakes are found. If a mistake is pointed out, you'll redouble your efforts to prevent it from recurring in the future. You are the type of person who will make lists and follow them carefully when working on projects. In fact, you may hesitate to start on projects without first planning thoroughly and finding guidance in the instructions for similar projects.

Stressors and Reactions

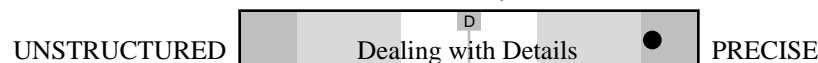
You may be seriously stressed at work when you don't have time to organize and plan or when you find yourself working without clear policies and procedures.

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

- Trying to put rules and procedures into place before checking with others
- Getting overly concerned or worried over minor things
- Becoming caught up in the details, being a perfectionist

Scale D: Personal Style

You scored very Precise.



On Scale D of your Personal Style, you scored very structured and Precise in your style of dealing with details. This is nearly the same as your Work Style score. This similarity indicates you prefer to have your time carefully scheduled, your plans very ordered, and the details of your life in order 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 Direct at work; therefore, some of your strengths include:

- Willingness to deal straightforwardly with issues
- Saying things directly and rather candidly
- Willingness to take charge and push for action
- Ability to present ideas with confidence and self-assurance

Scale B: Responding to People (How you approach and respond to others.) Reserved or Outgoing

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

- Ability to meet and greet others and make them feel comfortable
- Willingness be the center of attention when doing so would add humor and break tensions
- Ability to energize 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 very Precise at work; therefore, some of your strengths include:

- Ability to carefully organize projects and meticulously plan out all necessary steps
- Willingness to read and follow directions and use them to find solutions
- Tendency to naturally notice details and ways to increase order
- Ability to see small, often overlooked, ways to improve systems and procedures

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 Direct at work, which means you can easily use some of the Indirect characteristics when necessary. Typically, a score near the center, such as yours, indicates a nice balance of behavior. However, you can overuse your moderate position and may be perceived—particularly by co-workers who scored either very Direct or Indirect—as too moderate or difficult to read.

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

- Being more assertive, candid, and forceful when around very Direct co-workers
- Using more tact, modesty, and self-effacing humor when around very Indirect co-workers
- Finding ways to hold your position when engaged in conflict with very Direct individuals
- Asking and inquiring more when discussing issues with very Indirect people

Scale B: Responding to People (How you approach and respond to others.) Reserved or Outgoing

You scored very 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 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
- 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 very Precise at Work, others—particularly very Unstructured individuals—may view you as overly concerned

with details, resistant to change, compulsive, impossible to please, and a perfectionist.

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

- _ Not attempting to get others to follow all the organizing processes that you like
- _ Staying open to new, unproven ideas and novel suggestions; force yourself to ask questions
- _ Holding back critical remarks regarding what you consider lack of organization and poor time management
- _ Focusing as much as possible on the big picture and general goals, instead of details

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.