



HIRING WITH INSIGHT

INSIGHT Inventory®

Interviewing More Effectively by Linking Personality Traits to Behavioral-Based Questions

**Job Applicant: Joe Blogs
Team Success**

Assessment completed on: 06/15/2005

This INSIGHT Inventory On-line report provided by:
Insight Institute, Inc., 800.861.4769, <http://www.insightinstitute.com>

Insight . . . understanding yourself and others



Hiring with INSIGHT will help you identify Joe Blogs's personality strengths and explore how these characteristics may be assets in the position for which she is interviewing. The report also points out behaviors Joe may exhibit when under stress and how these may create tension in the work place. Behavioral-based interview questions are integrated into each section of the report to guide you in conducting an in-depth and focused interview.

Work Style and Personal Style Profiles

... a more complete picture!

A key characteristic of the INSIGHT Inventory (the assessment Joe completed) is that it generates two profiles, Work Style and Personal Style. Differences between profiles can help you determine if Joe is:

- good at “flexing” her style to perform more effectively (a positive characteristic worth identifying),
- adjusting her behavior to compensate for a work or personal situation she finds stressful (something to explore in more depth), or
- “faking good,” skewing her scores to second-guess desirable traits you may be seeking (something to detect and avoid).

Work Style



Personal Style

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Review the guidelines for using this report and incorporating behavioral-based questions into your job interviewing process.

BACKGROUND: Learning About the *INSIGHT* Inventory

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

SECTION ONE: Gaining an Overview of Joe Blogs's Style

Learn about Joe's Work and Personal Styles, and review her profile charts.

SECTION TWO: Exploring Joe's Work and Personal Scores

Explore Joe's Work and Personal Styles in detail. Discover how she may react to stress on the job and how her behavior may be different at home, in her Personal world.

SECTION THREE: Focusing on Joe's Strengths

Identify Joe's strengths in each of the four traits and use the suggested questions to learn how these strengths affect her working relationships.

SECTION FOUR: Identifying Joe's Interpersonal Challenges

Examine what interpersonal situations may be challenging to Joe and use the suggested questions to find out if she has learned to flex her style in constructive ways.

SECTION FIVE: Developing an Interviewing and Hiring Plan

Interview consistently and effectively! Create a strengths-focused behavioral-based interviewing and hiring plan.

Review this report prior to the interview.

Before interviewing Joe Blogs, review this report to better understand her personality characteristics. Then, identify the behavioral-based questions you'll want to ask her. These are attached to important sections and points where there are noteworthy scores to investigate. Since this report provides more interview questions than you may have time for, select those that encourage Joe to discuss behavior and experiences important to you in making your hiring decision. You may find it helpful to place a checkmark beside the questions you want to be sure and ask.

Share this report or provide Joe with the *INTERVIEWING with INSIGHT* version

Go over this report with Joe and emphasize that the contents will help you identify her strengths and conduct a productive interview. Also, assure her that it does not contain any negative or confidential information.

To help Joe interview effectively, provide her with the “sister” report, *INTERVIEWING with INSIGHT*. It will help Joe clarify her personality strengths and prepare to discuss them in an interview. This report can be generated online instantly; no additional work is needed.



Use behavioral-based interview questions and directed inquiries.

One of the best predictors of future behavior is past behavior. This is why it is important to integrate behavioral-based interviewing with personality assessment. By combining these, you can identify what personality tendencies led to certain behaviors in the past and then explore the likelihood that they will continue.

“Directed inquiries” request that job applicants describe past behavior and give examples. Directed inquiries start with such phrases as “Tell me about...”, “Describe a situation...”, or “Please share an example...” Behavioral-based questions are closely related, except they are presented as questions with tag-on requests for past examples. Typical phrasing includes: “Would you describe and give examples of a situation where...” and “How did you accomplish that and can you give me a specific example of...” This report contains a mix of both types and uses the term *Suggested Questions* for both.



Observe legal interviewing guidelines.

The interview questions generated by this report are designed to identify personality strengths and flexing skills. These questions conform to legal interviewing guidelines and are not gender, age, or race related. Avoid getting sidetracked or asking questions that do not pertain to the applicant's ability and willingness to do what is needed to perform successfully. It is important to focus on attributes and behaviors that contribute to success on the job.

Topics you should not ask applicants about include:

- Age or date of birth (including questions that lead to a quick calculation of age)
- Race (home language, ethnicity)
- Gender (tasks or roles that might traditionally be done by one gender)
- Medical (as pertaining to health, disabilities, drug use, insurability, etc.)
- Religion or group affiliation (church membership or personal club memberships)
- Ability to get to the job (includes transportation, auto ownership, etc.)

The list of guidelines above is not all-inclusive. Check with human resource professionals and published manuals for complete legal guidelines.

BACKGROUND: Learning About 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 is a result of the interaction between personality and environment. Consequently, people may behave differently in various settings due to changing pressures and expectations. When interviewing applicants, it is important to explore their personality traits and any reasons they may alter their behavior from one setting to another.

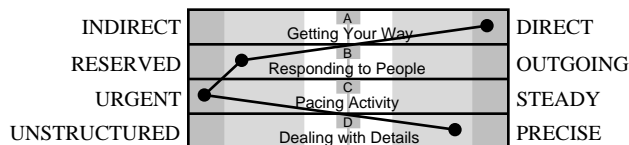
The *INSIGHT Inventory* recognizes that a person's behavior may change from one environment to another. It provides profiles of behavior at both work (the applicant's Work Style) and behavior at home (the applicant's Personal Style) along with descriptions of his/her strengths and typical reactions to stress.

The *INSIGHT Inventory* measures the job applicant's behavioral preferences on four traits:

- A) Getting Your Way (Indirect or Direct)
How the applicant expresses his or her thoughts and opinions.
- B) Responding to Others (Reserved or Outgoing)
How the applicant approaches and responds to others.
- C) Pacing Activity (Urgent or Steady)
The speed at which the applicant makes decisions and takes action.
- D) Dealing with Details (Unstructured or Precise)
How the applicant structures time or organizes tasks.

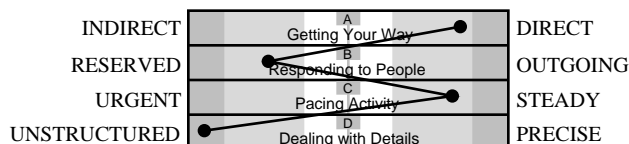
The report provides two profiles and information about the applicant's behavior in these two distinctly different settings.

Work Style Example



A number of factors could influence the applicant's behavior at work, such as the nature of his/her job, deadlines, and relationships with coworkers and customers.

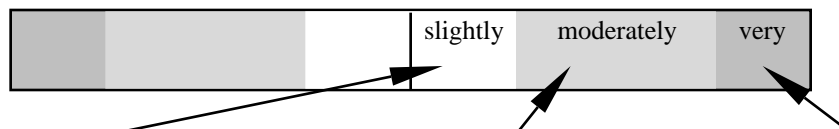
Personal Style Example



Factors that influence the applicant's Personal Style include responsibilities at home, relationships with family members, and social activities with friends.

Intensity of scores

The shaded areas of the profile charts give an indication of how intense the applicant's preferences are and provide an easy way to compare his/her scores to people in general.



Scores in the non-shaded area indicate the applicant prefers to use that trait more than 55% of the general population.

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

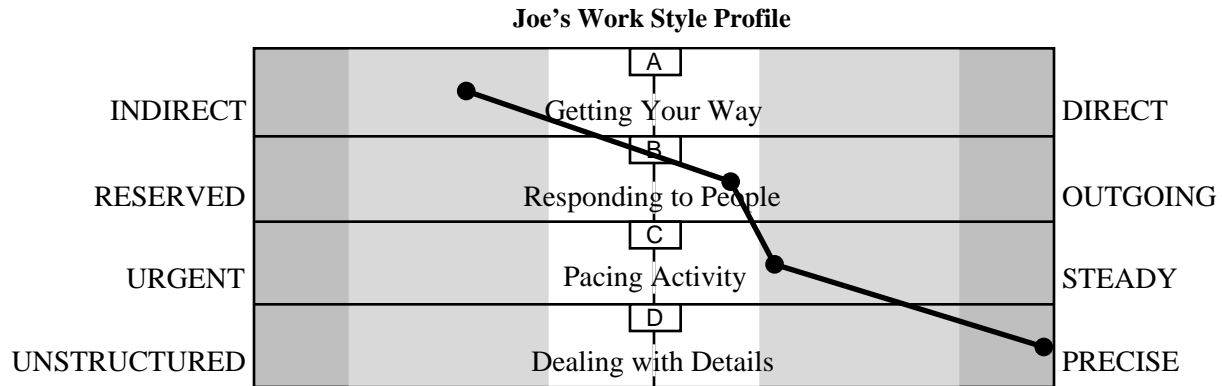
Scores in the dark shaded area indicate the applicant uses that preference more than 90% of the general population.

SECTION ONE: Gaining an Overview of Joe Blogs's Behavioral Style

This page provides a short overview of Joe's behavioral tendencies followed by profile charts that display the intensity of each of her scores. Note any differences between her Work Style and Personal Styles scores and discuss these during the interview.

Work Style

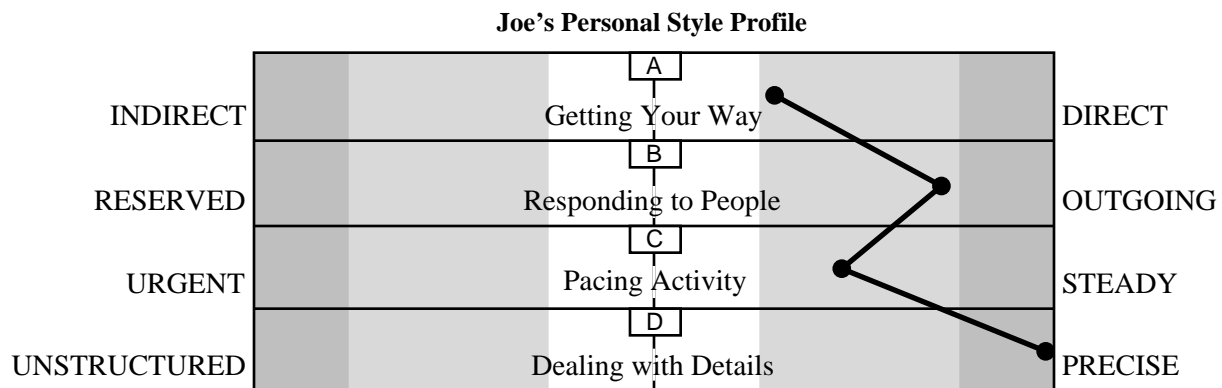
At work, Joe uses a somewhat Indirect, diplomatic style of influencing others and presenting her thoughts and opinions. Joe is a slightly talkative, Outgoing person, at ease and relatively expressive around others. When it comes to making decisions and taking action, she is moderately Steady, preferring to consider numerous options, weigh the pros and cons, then move ahead with careful deliberation. Joe is very Precise, structured and organized in dealing with tasks, ordering priorities, and scheduling time.



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

Personal Style

At home, in her personal world, she uses a moderately Direct, candid, and straightforward manner of expressing her thoughts or opinions. At home, around friends and family, Joe tends to be moderately Outgoing, talkative, expressive, and animated. When making decisions and taking action, Joe uses a moderately Steady, rather purposeful style, carefully considering the advantages and disadvantages of decisions. At home, Joe is very structured and Precise, tending to meticulously organize details and carefully plan her time. Joe probably schedule things in advance, making lists of all the things she wants to accomplish.



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

SECTION TWO: Exploring Joe's Work and Personal Scores

Review the expanded descriptions of Joe's Work Style and Personal Style behaviors. When there are close similarities, these behaviors are likely to be consistent across various settings. When there are differences between behaviors, it is important to explore what causes these.

SCALE A: Getting Your Way (Indirect or Direct)

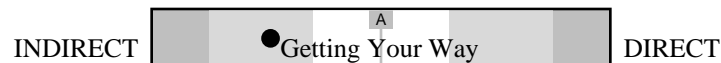
This scale provides an indication of how Joe influences others, expresses her thoughts and opinions, and asserts herself. The opposite preferences are Indirect and Direct.

Indirect people tend to be tactful, diplomatic and cautious in how they state their opinions. Direct individuals are candid, forceful, and straightforward. Both preferences can be effective in influencing others and getting results; however, they will communicate quite differently.



Scale A: Work Style

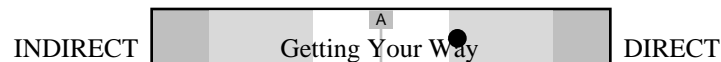
Joe scored moderately Indirect



At work Joe prefers to use a moderately Indirect style of asserting herself. Her score on this scale indicates that she expresses her thoughts and opinions more indirectly than 75% of the general population. Joe influences others with a supportive, low-key, and approachable style. Joe generally avoids confronting others, preferring to present her ideas when little conflict exists. When faced with strong opposition, she will probably wait and watch for another time to present her position rather than challenging others. This may cause her to appear hesitant and unsure at times, even when she is feeling confident. Because Joe presents her ideas so modestly and tactfully, others dealing with her may not realize how strongly she believes in a particular position. Joe works best in situations where diplomacy is appropriate and where there is little need for her to be demanding or provide forceful direction.

Scale A: Personal Style

Joe scored moderately Direct.



Joe's Personal Style score on Scale A indicates that she is moderately Direct at home. When expressing her thoughts and opinions in her personal world, she tends to be straightforward and candid, choosing to speak up when doing so would bring out issues that need to be addressed.

Personal and Work Style difference worth exploring.

Since Joe shifts from a moderately Direct, straightforward manner of influencing others at home to a moderately Indirect, tactful, and diplomatic style at work, attempt to learn which style she prefers. Then as you interview Joe, consider how her's preferred style would mesh with the personalities of co-workers and customers she may deal with on the job.

Question regarding Work and Personal Style difference on Scale A:

“Joe, your results indicate that at home you tend to be fairly Direct and candid in your style of influencing others. However, at work you are just the opposite using a fairly diplomatic, tactful, and Indirect manner. Give some examples of how this plays out and describe what situations or pressures cause this.”

Notes: _____

SCALE B: Responding to People (Reserved or Outgoing)

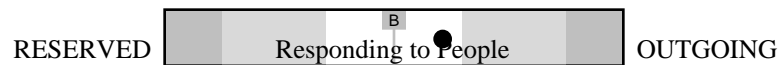
Scale B provides an indication of how Joe approaches others, particularly groups of people, and how animated, talkative, and expressive she is. The opposite preferences are Reserved and Outgoing.

Reserved individuals tend to be quiet and self-contained, while Outgoing people are open sharing and talkative. Both preferences can be effective with others but they will participate or share thoughts very differently.



Scale B: Work Style

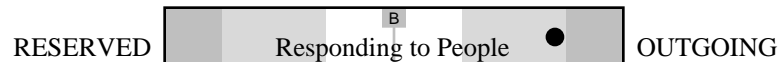
Joe scored slightly Outgoing.



Joe demonstrates a balance between Reserved and Outgoing. She generally approaches other people with a slightly Outgoing style. About half of people are more Reserved, and half are more Outgoing. Joe enjoys interacting with people and groups, using her somewhat expressive manner to build relationships and support. Although Joe can easily shift to a more Reserved style and work alone, she would not enjoy doing so for long periods of time. Joe shares her thoughts and feelings openly and finds communications easiest if others do the same.

Scale B: Personal Style

Joe scored moderately Outgoing.



On scale B, Responding to People, Joe scored moderately Outgoing on her Personal Style. This is similar to her Work Style score and indicates that she will be talkative, animated, and expressive when responding to others at home, just as she is with her associates at work. Joe is a warm enthusiastic person, comfortable interacting with people and sharing feelings openly. The consistency of her scores across both work and personal environments is an indication that she will display these Outgoing characteristics much of the time and in most situations.

No question on style differences needed.

Since Joe's Work and Personal Style scores are so similar, no question regarding differences is needed. You'll find questions for exploring the strengths and weaknesses of Joe's consistently Outgoing style in other sections of this report.

SCALE C: Pacing Activity (Urgent or Steady)

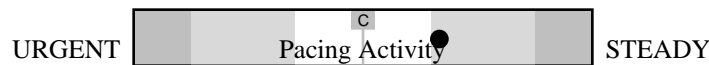
Pacing Activity describes the process Joe uses when making decisions and taking action. The opposite preferences are Urgent and Steady

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.



Scale C: Work Style

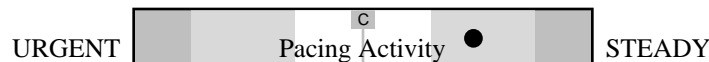
Joe scored moderately Steady.



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

Scale C: Personal Style

Joe scored moderately Steady.



Joe scored somewhat Steady on her Personal Style, indicating that she likes to use a cautious, deliberate approach to decision making at home. She tends to collect lots of options, considering many pros and cons before moving ahead with a particular course of action. Joe scored nearly the same on her Work Style; this similarity suggests that this Steady preference of making decisions will be very consistent across situations.

No question on differences.

Joe's Work and Personal Style scores are quite similar, therefore no question regarding differences is needed. Questions that will help you explore the strengths and weaknesses of Joe's consistently Steady style are provided in the Strengths and Challenges sections.

SCALE D: Dealing with Details (Unstructured or Precise)

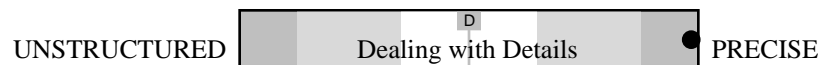
Dealing with Details indicates how Joe structures her time, organizes projects, and attends to details. The opposite preferences are Unstructured and Precise.

Unstructured individuals tend to be flexible and inattentive to order and details. Structured people follow systems and attend to policy and detail. If Unstructured and Precise individuals are equally competent and skilled, they can both produce high quality results.



Scale D: Work Style

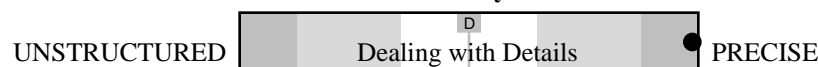
Joe scored very Precise.



Joe approaches 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. She prefers structure and order more than 90% of the general population. She works best in situations where there are established guidelines in place, or where she has the opportunity to help create such procedures. One of Joe's strengths is her ability to create order where there is disorder. Following up on small details that others might overlook, she tends to emphasize perfection. Joe will work toward the utmost order and organization in most aspects of her work. She generally works hard to perform without mistakes, taking it personally if mistakes are found. If a mistake is pointed out, she will redouble her efforts to prevent it from recurring in the future. Joe is the type of person who will make lists and follow them carefully when working on projects. In fact, she may hesitate to start on projects without first planning thoroughly and finding guidance in the instructions for similar projects.

Scale D: Personal Style

Joe scored very Precise.



On Scale D of Joe's Personal Style, she scored very structured and Precise in her style of dealing with details. This score is almost exactly the same as her very Precise Work Style score. This indicates that She prefers to have her time very carefully scheduled, her plans ordered well in advance, and her responsibilities and to-do lists organized, both at home and at work. Joe's consistent scores suggest that she will probably behave this way in most situations.

No question on differences needed.

Because of the close similarity between Joe's Work and Personal Style scores, no question exploring differences is needed. Questions regarding the strengths and weaknesses of Joe's consistently Precise preference on Scale D can be found other sections of this report.

SECTION THREE: Focusing on Joe's Strengths

This section highlights behaviors that typically are strengths of individuals with scores such as Joe's. Review these and identify those areas particularly important in working with others and performing well the job she is interviewing for.

When inquiring about these strengths, ask behavioral-based questions such as those provided below to draw out examples of past situations and specific results.



SCALE A: Getting Your Way (Indirect or Direct)

Work Style

Joe scored moderately Indirect at work; therefore, some of her strengths include:

- Willingness to negotiate and consult with others
- Ability to phrase comments as tactfully and sensitively as possible
- Willingness to lead from behind the scenes and give others credit
- Ability to keep others open to her ideas by presenting them modestly

Question about Strengths on Scale A

“Joe, your results indicate that you prefer to use a moderately Indirect, diplomatic style of influencing others rather than a forceful Direct approach. Describe a past situation where your Indirect style worked well and what was accomplished?”

Notes: _____

SCALE B: Responding to People (Reserved or Outgoing)

Work Style

Joe scored slightly Outgoing at work, so some of her 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 her energy and enthusiasm
- Willingness to openly share personal experiences to establish connections and build relationships

Question about Strengths on Scale B

“Your results suggest that you are slightly Outgoing and talkative at work. Please share an example of how your Outgoing style comes out at work and describe a specific situation in the past where your expressive manner was an asset.”

Notes: _____

SCALE C: Pacing Activity (Urgent or Steady)

Work Style

Joe scored moderately Steady in Pacing Activity, so her 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

Question about Strengths on Scale C

"Joe since you scored moderately Steady, give me an example of a time when you postponed making a decision in order to gather additional information and describe how your hesitant, Steady style of taking action produced positive outcomes in that situation?"

Notes: _____

SCALE D: Dealing with Details (Unstructured or Precise)

Work Style

Joe scored very Precise at work; therefore, some of her 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

Question about Strengths on Scale D

"It appears from your scores that you are very good at bringing order to disorganized situations and attending to small details others may overlook. Give me an example of how your very Precise, structured style was an asset in a particular work project?"

Notes: _____

SECTION FOUR: Identifying Joe's Interpersonal Challenges

When strengths are overused, they can become weaknesses. High performers learn to recognize when they overuse their strengths and develop strategies for flexing their style.

As you interview Joe, try to identify if she is aware of what interpersonal issues she finds challenging. Most importantly, find out if she has developed flexing skills that allow her to work effectively with a wide range of people.



SCALE A: Getting Your Way (Indirect or Direct)

Work Style

Joe scored moderately Indirect at work and may find that there are situations where she overuses the strengths of this trait. At those times, others—particularly very Direct co-workers—may view her as wishy-washy, lacking confidence, unwilling to take a stand, and perhaps even manipulative.

You'll want to determine if Joe recognizes the potential weaknesses of his style and if has learned how to flex her style in some of the following ways:

- Standing her ground when pressured or pulled into conflicts
- Using direct eye contact and assertive body language around Direct co-workers
- Sounding more confident and sure of herself when presenting ideas
- Approaching, rather than avoiding, others when she disagrees with their actions or position

Suggested Interview Question

"Joe, would you describe a situation in the past where—due to your non-assuming, somewhat Indirect style—a co-worker did not realize how strongly you felt about a particular issue? Please describe the problems this created and how you resolved them."

Notes: _____

SCALE B: Responding to People (Reserved or Outgoing)

Work Style

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

Joe can develop her communication skills and flex her behavior by:

- Listening carefully, drawing out other peoples' thoughts before adding her own
- Talking less and asking more questions that encourage others to talk
- Toning down some of her animated gestures and expressive body language
- Understanding a quiet, Reserved person's need for time alone

Suggested Interview Question

"Joe, since you scored slightly Outgoing there may have been times when others, particularly Reserved co-workers, have read your talkative, expressive style as being overly demonstrative. How have you learned to work around this?"

Notes: _____

SCALE C: Pacing Activity (Urgent or Steady)

Work Style

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

Joe can flex her style by:

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

Suggested Interview Question

"Please describe a time when your fairly Steady deliberate style of making decisions and taking action was difficult for co-workers—particularly more Urgent, impatient individuals—to deal with, and tell me what strategies you've used to help minimize frustrations?"

Notes: _____

SCALE D: Dealing with Details (Unstructured or Precise)

Work Style

Since Joe scored very Precise at Work, others—particularly very Unstructured individuals—may view her as overly concerned with details, resistant to change, compulsive, impossible to please, and a perfectionist.

Joe can develop her communications skills and flex her style by:

- Not attempting to get others to follow all the organizing strategies that she prefers to use
- Staying open to new, unproven ideas and novel suggestions; force herself to ask questions
- Holding back critical remarks regarding what she considers lack of organization and poor time management
- Focusing as much as possible on the big picture and general vision, instead of details

Suggested Interview Question

"Your preference for order and structure and very timely and accurate handling of details may cause tension between you and Unstructured, less organized co-workers. Describe a time where this occurred and how you worked things out?"

Notes: _____

Focus on Joe's strengths.

The information and questions in this report will help you identify Joe's strengths and conduct a more productive interview. It is not intended to be used to match Joe's personality traits to a specific job or identify behavioral characteristics that would eliminate her as a candidate. This report should be used along side information from other application forms, performance tests, and live interview observations.



Broaden your understanding of Joe.

Most likely, Joe's Work Style reflects her behavior on her most recent job. As you inquire about differences between her Work and Personal Style, try to determine what stressors within that job might also exist in the position she's interviewing for. The more you learn about Joe and how she responds to stress and pressure, the better decision you can make.

If you hire Joe, create an environment where she can succeed.

Hiring with INSIGHT cannot predict future success in a job. Often good candidates are selected but they don't succeed because once on the job, they are managed poorly. If Joe is selected, suggest that the individual responsible for managing her use the *Getting 360 feedback with INSIGHT* and *Matching One-to-One with INSIGHT* reports to insure that they get off to a good working relationship.



Get Joe involved with work associates as soon as possible.

Typically work groups wait until a new team member has worked for many months before providing behavioral feedback reports. It's more effective to provide "first-impression" feedback and get teams involved quickly with a new member. This gives a new hire such as Joe an opportunity to shape team members' impressions. If Joe is hired, use *Getting 360° Feedback with INSIGHT* to generate positive dialogues between Joe and her co-workers.

Best wishes for a productive and successful interview!



Give your new hire the advantage. Try other Insight Inventory Online reports.

- *Getting 360° Feedback with INSIGHT*
- *Matching One-to-One with INSIGHT*
- Numerous other topic specific reports.