



INTERVIEWING WITH INSIGHT

INSIGHT Inventory®

Presenting Your Personality Strengths in Job Interviews

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Team Success**

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

Insight . . . understanding yourself and others



This report will help you learn about your personality strengths and how to present yourself effectively in a job interview. Reading the descriptive information about your personality and working through the suggested activities will give you valuable insights into yourself and prepare you to successfully answer challenging behavioral-based interview questions.

***Interviewing with Insight* will help you:**

- Understand both your Work Style and Personal Style behavior and how various expectations, responsibilities, and pressures impact your behavior.
- Clarify which work situations are stressful and evaluate whether a job is a good match for your strengths.
- Identify strategies for presenting your personality strengths during job interviews.

Work Style



Personal Style

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Explore your Work and Personal Styles in detail. Discover how you may react to stress on the job and how your behavior may be different at home, in your Personal world.

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INTRODUCTION: Getting the Most Out of this Report

Know yourself, promote your strengths, and convey confidence.

Interviewing with INSIGHT will help you identify your personality strengths and learn how to present yourself effectively during an interview. Read it quickly, from beginning to end, to get an overview. Then go back, study it carefully, and complete the activities. Rehearse the responses you have written until you can present them confidently in an interview.



Get ready to answer difficult questions with ease.

Think of this report as an interview preparation guide. You'll find instructions that help you personalize the results by placing checkmarks in the blanks beside phrases and examples. These are followed with guidelines for writing out responses that you can actually use during a job interview. Avoid the temptation to just casually read this report. Take the time to complete the activities and you'll be ready to answer those tough interview questions with ease!

Be prepared for Behavioral Based-Interview questions.

Many employers are trained in the powerful technique of behavioral-based interviewing. They will ask you to link descriptions of yourself to examples of your behavior in past work situations. These are difficult questions and are very effective in screening out poorly prepared candidates. This report gives you specific behavioral-based responses to use in those situations. Review these, modify them to fit your experiences, and get prepared to respond with confidence.



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 the Field Theory of Dr. Kurt Lewin, it maintains that behavior is a result of the interaction between personality and environment. Thus, people all have unique personality traits but, even when they are similar, they may behave differently in various settings due to their individual reactions to certain pressures or opportunities.

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 provides descriptions of 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 People (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 actions.*
- D) Dealing with Details (Unstructured or Precise) *How you structure time and organize tasks.*

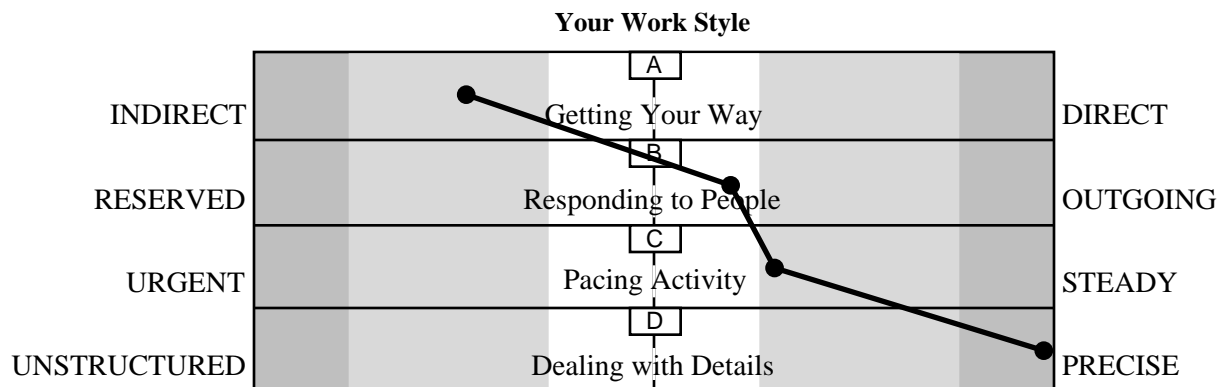
You'll receive two profiles, your Work Style and Personal Styles, which will reveal helpful information about your behavior in each environment. A number of factors influence your behavior at work, such as the nature of your job, deadlines, and relationships with co-workers and customers. Factors influencing your Personal Style include responsibilities at home, relationships with family members, and social activities with friends.

SECTION ONE: Understanding Your Style

Below is a short overview of your behavioral tendencies, followed by your Work and Personal style profile charts. This report focuses on your Work Style but, if your Personal Style is quite different, you'll want to consider the reasons for this. Decide which style describes you best as you consider what to emphasize in job interviews.

Work Style

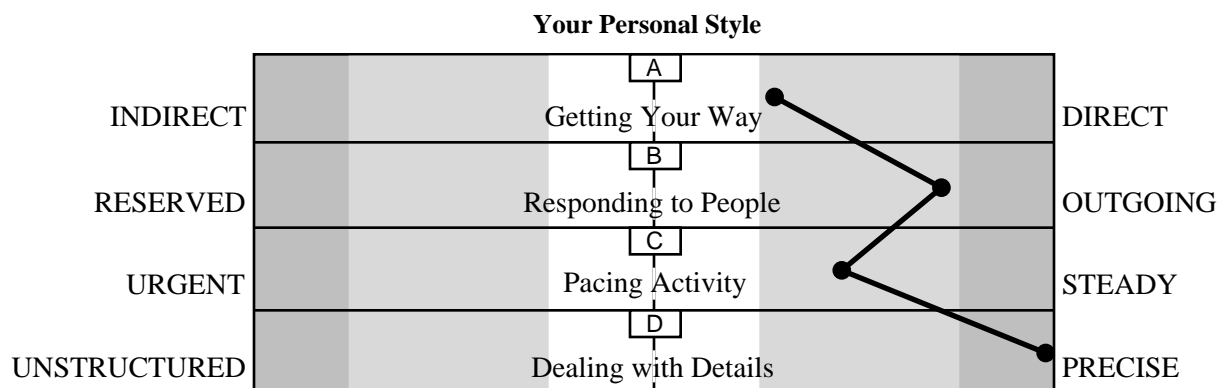
At work, you use a somewhat Indirect, diplomatic style of influencing others and presenting your thoughts and opinions. You are a slightly talkative, Outgoing person, at ease around others. When it comes to making decisions and taking action, you are moderately Steady, preferring to consider numerous 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 and pressures, and relationships with coworkers and customers.

Personal Style

At home, in your personal world, you use a moderately Direct, candid, and straightforward manner of expressing your thoughts or opinions. At home, around friends and family, you tend to be moderately Outgoing, talkative, expressive, and animated. When making decisions and taking action, you use a moderately Steady, rather purposeful style, carefully considering the advantages and disadvantages of decisions. At home, you 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 more about your Work and Personal Styles, including behavioral tendencies and reactions to stress.

SCALE A: Getting Your Way (Indirect or Direct)

This first scale, measures how you influence others, express your thoughts and opinions, and assert yourself when trying to have your position and ideas understood and accepted. The opposite preferences are Indirect and Direct.

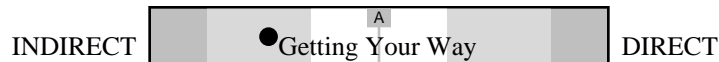
Indirect people use tact and diplomacy, Direct individuals are frank and come right to the point. People with either preference can be equally effective in influencing others and getting results; however, they will communicate quite differently.



Your scores on Scale A indicate the following behavioral tendencies:

Scale A: Work Style

You scored moderately Indirect.



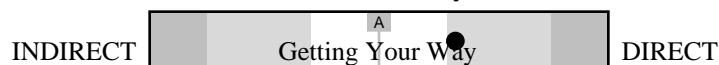
At work you prefer to use a moderately Indirect style of asserting yourself. Your score on this scale indicates that you express your thoughts and opinions more Indirectly than 75% of the general population. You influence others with a supportive, low-key, and approachable style. You generally avoid confronting others, preferring to present your ideas when little conflict exists. When faced with strong opposition, you will probably wait and watch for another time to present your position rather than challenging others. This may cause you to appear hesitant and unsure at times, even when you are feeling confident. Because you present your ideas so modestly and tactfully, others dealing with you may not realize how strongly you believe in a particular position. You work best in situations where diplomacy is appropriate and where is little need for you to be demanding or provide forceful direction.

Job Match Considerations

Since you scored slightly Indirect and prefer rather conflict free work settings, you may find it stressful to work in positions where confrontation and debate are encouraged, or there are a lot of power struggles. Consider the degree to which these might exist in the position you're interviewing for and the stress they might have on you over time.

Scale A: Personal Style

You scored moderately Direct.



Your scores on Scale A indicate that you are fairly Direct at home, while you are just the opposite, fairly Indirect, at work. This is a noteworthy difference. Your Personal Style results suggest that you are frank, candid, and straightforward when expressing your thoughts and opinions at home. However, you report being just the opposite at work, very tactful, cautious, and diplomatic. There are apparently some pressures or influences in one of these environments that cause you to make a noticeable shift in your behavior. Consider what these are and whether you are more yourself and stress free in one setting or the other.

SCALE B: Responding to People (Reserved or Outgoing)

This second trait, 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.

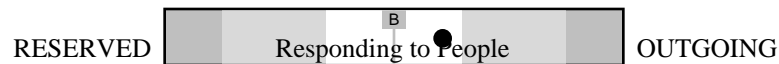
Reserved individuals tend to be quiet and self-contained, while Outgoing people are open sharing and talkative. Both preferences can be effective team players, but they'll participate, share thoughts, and communicate very differently.



Your scores on Scale B indicate the following behavioral tendencies:

Scale B: Work Style

You scored slightly Outgoing.



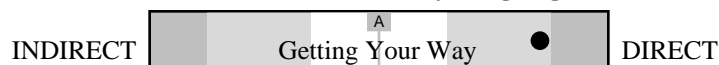
You demonstrate a balance between Reserved and Outgoing. You generally approach other people with a slightly Outgoing style. About half of people are more Reserved, and half are more Outgoing than you. You enjoy interacting with people and groups, using your somewhat expressive manner to build relationships and support. Although you can easily shift to a more Reserved style and work alone, you would not enjoy doing so for long periods of time. You share your thoughts and feelings openly and find communications easiest if others do the same.

Job Match Considerations

Your slightly Outgoing manner of responding to others suggests that you may find it stressful to work in jobs or settings where there is little opportunity to interact with others or work in groups or teams. Consider how much you'd have to work alone in the position you're interviewing for and the impact this might have on you over time.

Scale B: Personal Style

You scored moderately Outgoing.



On scale B, Responding to People, you scored moderately Outgoing on your Personal Style. This is similar to your Work Style score on this trait. This 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 Activity (Reserved or Outgoing)

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

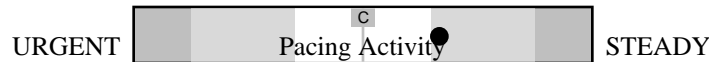
When both Steady and Urgent individuals have the equivalent knowledge and experience, they can both make good decisions and take appropriate action; however, they'll do it with different pacing and timing.



Your scores on Scale C indicate the following behavioral tendencies:

Scale C: Work Style

You scored moderately Steady.



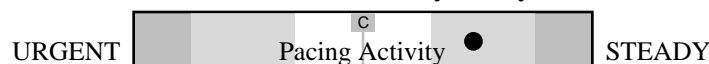
You usually take action and makes decisions using a Steady preference, more than does 75% of the general population. You tend to get tasks done through perseverance and a stick-to-it manner rather than making fast, impulsive decisions. You pace yourself and burn energy in a manner that allows you to 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.

Job Match Considerations

Your moderately Steady score on Scale C indicates that may find it stressful to work in positions where priorities constantly change, the nature of the work requires you to frequently shift from one project to another, and there is little time to deliberate and carefully consider options when making decisions. Consider the degree and pace of change that exists in the position you're interviewing for and how these might affect you.

Scale C: Personal Style

You scored moderately Steady.



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

SCALE D: Dealing With Details (Unstructured or Precise)

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

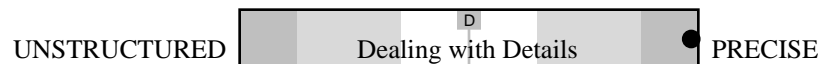
If Unstructured and Precise individuals are equally competent and skilled, they can produce comparable high quality results. However, they will achieve these results using different methods and levels of organization.



Your scores on Scale D indicate the following behavioral tendencies:

Scale D: Work Style

You scored very Precise.



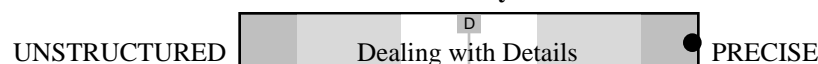
You approach projects by focusing intensely on the details or specific tasks that need to be done and finding ways to get them completed in a timely fashion. You prefer structure and order more than 90% of the general population. You work best in situations where there are established guidelines in place, 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.

Job Match Considerations

Since you scored very Precise and you are quite structured and organized, you may find it stressful to work in jobs or settings where there is little time to organize and plan ahead. If policies and procedures get ignored you'll get quite frustrated. Try to determine whether these characteristics exist in the job you're interviewing for and the impact they might have on you.

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

Describing your strengths.

Each of your traits has strengths and positive characteristics you'll want to emphasize during an interview. Identify those traits you feel best about and be prepared to describe them quickly and confidently.

Review your potential strengths listed below and check those that fit you best. Then, read the examples of how these could be described in an interview and write out a response you would feel comfortable using.

Two examples are given on each trait. Use a version of the first one when time is limited. The second, which links your behavior to past successes, is best to use when the interviewer asks you behavioral-based questions.



Scale A: Getting Your Way (How you express your thoughts and opinions.) Indirect or Direct

You scored moderately Indirect at work; therefore, your strengths most likely include the behaviors below. Place a check beside the ones you believe describe you best on this trait and that you'd like to remember to tell an interviewer

- 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 your ideas by presenting them modestly

Suppose an interviewer asked you to describe the strengths of your moderately Indirect style. Following are a couple of examples of how you might present these. Review these and then write a response you would feel comfortable using.

Descriptive Example:

One of my strengths includes my ability to tactfully discuss sensitive issues and problems with others. I use my Indirect and unassuming style to develop non-threatening relationships and keep the conversations focused on the issues.

Behavioral-based Example:

In a job with my previous employer I was often asked to discuss performance problems with temporary help. I would use my Indirect style to present the problems in a tactful, non-accusing manner so no one would take offence and usually they would then join in and help come up with acceptable solutions.

Your Version: _____

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

Since you scored slightly Outgoing on Scale B at work, the list below will describe some of your strengths. Place a check beside the ones you believe fit you best and that you'd like to describe to an interviewer.

- 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

Sample Responses

Below are a couple of examples of how to present your strengths on this trait. The first is descriptive; the second provides an example of past behavior. Review these for ideas and then write your own response that you could use.

Descriptive Example:

I'm Outgoing and talkative and I find that I'm good at energizing others and keeping people's spirits up. I tend to notice when team members are down and encourage them. I guess I'm what one would call a "people person."

Behavioral-based example:

For example, in one job I found that a lot of customers would come into our small office and not receive a very warm reception. I took it upon myself to make sure everyone was greeted and welcomed in and it wasn't long before co-workers shared some of the positive feedback customers gave about my Outgoing personality.

Your Version: _____

SCALE C: Pacing Activity (The speed at which you make decisions and take action.) Urgent or Steady

Your moderately Steady score suggests you may have many of the strengths listed below. Place a check beside the ones you believe fit you best and that you'd like to bring to an interviewer's attention.

My 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

Sample Responses

Two examples of how to present your strengths are provided below. Review these then write a response you'd feel comfortable using.

Descriptive Example:

I'm somewhat Steady and like to think over the pros and cons before deciding. This helps me make decisions that are based on careful consideration and avoid rushing things.

Behavioral-Based Example:

I once joined a team that continually rushed into things and got misdirected. I took on the role of devil's advocate and helped them slow down just enough to consider more options before making decisions. This created a nice balance; their urgency and my steadiness.

Your Version: _____

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

Your very Precise style has many embedded strengths. Place a check beside the ones that describe you and that you'd like to highlight during an interview.

My strengths on this trait 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

Sample Responses

Review the following two examples, then, write a response you'd feel comfortable using to present your strengths on this trait.

Descriptive Example:

I'm very detail oriented and constantly find ways to get things more organized. This has made it possible for me to help teams and work groups be more productive and efficient.

Behavioral-Based Example:

In a previous job there were few policies and procedures and a lot of confusion about how to do things. I used my Precise structured style to help organize the team, set up new rules, and agree on more efficient ways to do things. Our productivity really jumped.

Your Version: _____

SECTION FOUR: Identifying Your Challenges

Be prepared to describe any interpersonal challenge in positive ways.

Most people occasionally overuse their personality strengths to the point they become weaknesses. This section identifies potential overuses of each trait and provides suggestions for describing these positively in an interview.

When interviewers ask you to describe a weakness, they are usually interested in learning if you are aware of some of your interpersonal weaknesses or “challenges” and if you know how to resolve problems that might occur due to these.

Get prepared to handle these tough questions by reviewing the flexing suggestions on each trait. Check the ones you practice, review the example responses, and write your own versions to use in an interview.



Scale A: Getting Your Way (How you express your thoughts and opinions.) Indirect or Direct

You scored moderately Indirect at work and may find that there are situations where you overuse the strengths of this trait. At those times, others—particularly Direct co-workers—may view you as unsure of yourself and so tactful you don’t get your points across.

Check which of the following “flexing” behaviors you’ve learned to practice to avoid overuse of your Indirect style:

- Using more direct eye contact and assertive body language when stating your position
- Presenting your ideas and opinions more confidently so they don’t get dismissed
- Approaching, rather than avoiding, others when you disagree with their actions or position
- Standing your ground when engaged in conflicts rather than giving in to avoid them

Sample responses you could use.

You may be asked in an interview to describe a weakness of your moderately Indirect style. If so, you could use one of the sample responses below or write your own in the space provided using phrases you checked above.

Descriptive Example:

Occasionally I have had one of my good ideas dismissed because I didn’t present it confidently enough. I guess I tried to be modest thinking it was a good thing. I’ve learned that when I really believe in something I need to promote it with confidence and conviction and I’ve worked on developing those skills

Hint: This conveys that you are aware that your Indirect style can come across as too meek and mild in some situations and that you’ve developed skill at flexing and being more forceful and confident when needed.

Behavioral-based Example:

One time I developed a new process for handling customer orders. It was quicker and more efficient. But I presented it so tactfully and modestly, no one got excited about it. I learned that when I really want to get an idea considered I have to be more direct and present it with self-assurance. There’s a time for modesty and a time for confidence!

Hint: This demonstrates that know you need to flex your style and be more Direct when your Indirect, tactful tendency isn’t getting the results you want.

Your Version: _____

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

You scored slightly Outgoing and talkative on this second scale and when you are stressed there may be times you become even more animated and expressive. Others—particularly Reserved individuals—may view you as coming across a bit too friendly and trying harder than necessary to be liked.

Check which of the following “flexing” behaviors you practice to minimize misunderstandings caused by your Outgoing style:

- Talking less and asking more questions that encourage others to speak up
- Toning down some of your animated gestures and expressive body language
- Listening carefully, drawing out other peoples’ thoughts before adding yours
- Respecting a quiet Reserved person’s need for time alone and not taking it personally

Get ready for tough questions.

If asked to describe a weakness of your slightly Outgoing style you could use the examples below or write your own version using some of the “flexing” behaviors you checked above.

Descriptive Example:

Sometimes I can get so talkative and outgoing that others don’t know how to take me. Perhaps I seem just a bit too friendly at those times. I’ve learned that with some people I need to hold back some of my expressive style until they know me better.

Hint: This lets the interviewer know you are aware of the down side to your talkative, Outgoing style and, that you’ve found a way to adjust your behavior so it doesn’t overwhelm others.

Behavioral-Based Example:

Once I was assigned to an established team of five individuals. They were all somewhat reserved. At first my talkative friendly style was overwhelming to them. I learned that with my Outgoing manner can be misinterpreted and that with some groups I need to hold back a bit until they get to know me.

Hint: This indicates that you are sensitive to how your Outgoing behavior may come across to others and that you look for ways to flex your style so you don’t come across as insincere or overly friendly.

Your Version: _____

SCALE C: Pacing Activity (The speed at which you make decisions and take action.) Urgent or Steady

Your moderately Steady style helps you stick with tasks and consider decisions carefully. When overused, it may cause you to come across to others—particularly Urgent individuals—as indecisive, hesitant, slow, and overly cautious.

Check which of the following “flexing” behaviors you’ve learned to use to avoid overuse of your Steady style:

- Letting others know what factors you’re debating when you’re delaying decisions
- Presenting your ideas as quickly as possible, even speeding up your rate of speech
- Reminding yourself to take action by a certain time, rather than gather more options
- Eliminating options as you go so you don’t get bogged down or slowed to a halt

Plan your response.

If asked to describe a weakness of your moderately Steady style you could use one of the examples below or write your own.

Descriptive example:

I realize that my tendency to consider lots of options can slow down decision-making. I’ve learned to give myself a time limit and then go with any one of my top choices and not delay things. Usually the small points separating these are minor.

Hint: This conveys that you know your Steady style can delay decision-making and that you have developed constructive ways of moving ahead quickly and not getting bogged down.

Behavioral-based example:

One time I was given a project that several people had given up on. There were so many components that it was easy to get bogged down with all the needed decisions. Since I'm Steady and like to consider all options before moving ahead, I fell into this same trap. But, I made a plan to make several key decisions each day and before I knew it, the project was done.

Hint: This conveys that you are aware that you normally like to take your time to make decisions, but that you have learned to take action quickly when project management requires it.

Your Version: _____

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

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

Check which of the following ways you've learned to "flex" your Precise style to avoid overusing it:

- Holding back on commenting or saying critical things when you notice little things done incorrectly
- Letting go of the need to get others to follow all the rules and procedures you believe are important
- Staying open to new, unproven ideas and suggestions that involve change
- Focusing as much as possible on the big picture and broad goals, instead of details

Have a response ready.

If an interviewer asks you to describe a weakness of your very Precise style, you could use one of the examples below. Better yet, write your own by selecting phrases from the examples or from the list above.

Descriptive Example:

I can get very frustrated with co-workers who don't follow office rules. I've found that instead of trying to correct them, I can channel this into more productive behavior by helping set more effective policies and develop rules people will follow.

Hint: This lets an interviewer know that you are aware that you can be caught up in rules and get frustrated with people who ignore them. It also shows that you've found ways to find solutions in these situations.

Behavioral-Based Example:

In a previous job I was initially very frustrated working for a disorganized manager. I never felt I could do my job well because I didn't know exactly what to do. I learned that if I took the initiative and wrote out goals and made to-do lists and then, got her approval; it helped us both be more productive and we ended up working well together.

Hint: This response indicates that you know how frustrating the opposite style can be for you and lets interviewer know that you found a productive way to "flex" your style and work around differences.

Your Version: _____

Create an action plan for using this report. You'll most likely be referring to it in preparation for a new job interview. However, you may also find it helpful when interviewing for transfers, promotions, and performance appraisals.

Focus on your strengths.

All personality preferences have unique strengths. For this reason, workgroups, teams, and families benefit from having members with diverse personalities. Identify your strengths so you'll be prepared to link them to the needs of the organization you are interested in working for.



Understand the difference between your Work and Personal Style behavior.

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 in their personal world, so their most natural behavior is displayed at work. Look for positions that offer a good match for your preferred style.

Get feedback.

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, log on and invite co-workers to rate you using the *Getting 360° Feedback with INSIGHT* assessment. The reports, each containing a specific rater's perceptions of you, will be sent directly to your e-mail address. Use this powerful tool to learn how friends and family see you by inviting them, as well.



Know your weaknesses; build on your strengths.

Re-read the sections on your strengths and weaknesses. Be prepared to discuss those areas you find challenging, but always try to bring the focus back around to your strengths. Usually the quickest and most effective way to succeed on a new job is to find opportunities to use your strengths.

Best wishes for a successful interview!



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.