

# Interactive Insights™

Team Building Version

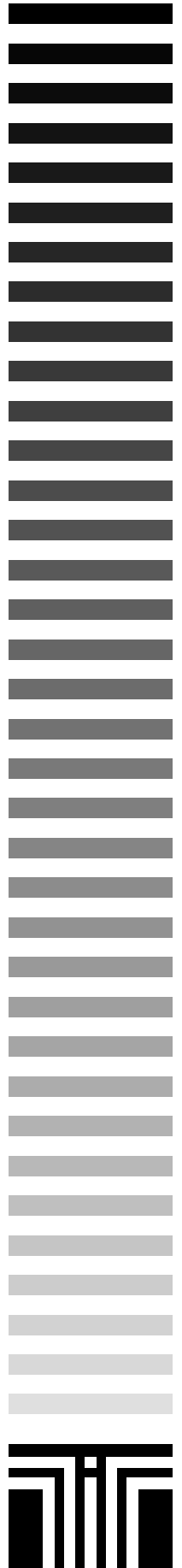
*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

**Jane Doe**

Product Development Team Member

ABC Company

1-15-2003



# INTRODUCTION

This Interactive Insights™ Team Building Version report is the result of the online assessment you have completed. It contains specific and comprehensive information on your behavioral style. Use this report as a reference point in conjunction with your Blueprint For Success™ that contains your personalized responses to the online self-development questions.

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
-W.M. Marston*

# GENERAL CHARACTERISTICS

*Based on Jane's responses, the report has generated general behavioral statements to provide information on her natural behavior. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Jane's natural behavior.*

Jane tends to be incisive and analytical. She is often seen as practical and objective. At times, Jane would like to slow the world down and cut out some of the activities people want her involved in. She can be open, patient and tolerant of differences. Her natural quality of being nonjudgmental is a great strength. Because she is receptive and listens well, she excels in gathering information. When the time is right, Jane can stand up aggressively for what she believes. Patience, control and deliberateness characterize her usual behavior. She requires many good reasons, as well as the benefits involved, before agreeing to making changes. Loyalty and being a team player are usually her goals. She is a good, steady, dependable team member. Jane is good at concentrating in order to listen and learn. She is not easily distracted by peripheral activity. She needs time for some study and analysis, particularly when doing new or challenging assignments. This allows her to adjust to the changing environment.

Jane can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. She tries to use balanced judgment. She is the person who brings stability to the entire team. When faced with a tough decision, she will seek information and analyze it thoroughly. When challenged she can become objective, searching hard for facts and figures. This may be her way of defending her decisions. Jane adheres to company policy and doesn't break the rules just for the sake of breaking them. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process.

## GENERAL CHARACTERISTICS

Jane does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She can be outgoing at times. Basically introverted, she will "engage" in social conversation when the occasion warrants. She likes having others initiate the conversation. She can then assess the situation and respond accordingly. She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic. Jane tends to be possessive of information; that is, she doesn't voluntarily share information with others outside of her team. This may be a blessing, or a curse, to her superiors. She is somewhat reserved with those she doesn't trust or know. After trust has been established, she may be open and candid. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues.

# VALUE TO THE ORGANIZATION

*This section identifies the behavior Jane brings to the organization. Use these statements to capitalize on Jane's value to the team and organization.*

- Service-oriented.
- Works for a leader and a cause.
- Accurate and intuitive.
- Always looking for the logical solutions.
- Dependable team player.
- Conscientious and steady.
- Consistent and steady.

# COMMUNICATION DO'S

*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.*

Do:

- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Have the facts in logical order.
- Use an unemotional approach.
- Listen to her.
- Respect her quiet demeanor.
- Give her time to analyze the data before making a decision.
- Use the proper buzz words that are appropriate to her expertise.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Look for hurt feelings or personal reasons if you disagree.
- Define clearly (preferably in writing) individual contributions.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- Provide a friendly environment.

# COMMUNICATION DON'TS

*This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

Don't:

- Stand too close--give two to three feet of space.
- Patronize or demean her by using subtlety or incentive.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."
- Rush headlong into business or the agenda.
- Be disorganized.
- Pretend to be an expert, if you are not.
- Say "trust me"--provide her with the answers to her questions.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Offer assurance and guarantees you can't fulfill.
- Overuse gestures.
- Be superficial.

## **ADAPTED STYLE**

*Jane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Exhibiting patience and good listening skills.
- Disciplined, meticulous attention to order.
- Adherence to established guidelines and procedures.
- Consistency of task performance.
- Diplomatic cooperation in team interaction.
- Precise, analytical approach to work tasks.
- Traditional, quality-oriented work model to follow.
- Using a disciplined approach.
- Maintaining a clean and organized work station.
- Precedence of quality over efficiency.
- Compliance to high standards.

# TEAM EFFECTIVENESS FACTORS

*Jane's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows her strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.*

- STRENGTH - Predictable and reliable. POTENTIAL WEAKNESS - May be inflexible and resist change.
- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury herself in the task and fail to deal with people problems in a timely fashion.
- STRENGTH - Remains calm during conflict--a team player. POTENTIAL WEAKNESS - May give others a false sense of compliance because she fights passively.
- STRENGTH - Loyal and patient. POTENTIAL WEAKNESS - May not project a sense of urgency.
- STRENGTH - Good listener. POTENTIAL WEAKNESS - May be possessive of information.
- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.
- STRENGTH - Stable and persistent. POTENTIAL WEAKNESS - Be relaxed and contented with things the way they are.

# COMMUNICATING WITH OTHERS

*This section provides suggestions on methods which will improve Jane's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Jane will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

# COMMUNICATING WITH OTHERS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

# PERCEPTIONS OF YOU

*A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Jane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Jane to project the image that will allow her to control the situation.*

"See Yourself As Others See You"

## SELF-PERCEPTION

Jane usually sees herself as being:

Considerate  
Good-Natured  
Team player

Thoughtful  
Dependable  
Good listener

## OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see her as being:

Nondemonstrative  
Unconcerned

Hesitant  
Inflexible

And, under extreme pressure, stress or fatigue, others may see her as being:

Possessive  
Detached

Stubborn  
Insensitive