

**POSITION**  
**INSIGHTS** PROFILE

**Steve Carter**

Regional Director  
ABC Company  
12-19-2019

Understanding Strengths and Blending Differences

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## INTRODUCTION

**IMPORTANT:** If you are reading this introduction and have not followed the 5-step process outlined in the Successful Staffing Guide, this report could be totally opposed to the “true” requirement of the job. Go to [www.LeadingFromYourStrengths.com](http://www.LeadingFromYourStrengths.com) to download and review the staffing guide before continuing. It is possible that you may need to complete the Position Insights Assessment again, following the 5-step process to obtain an accurate “Behavioral Benchmark” of the job.

The report begins with the Conflicts Indicator and is designed to uncover potential conflicts in job. Then a visual representation of the strength demands of the job will be displayed. Use this page to clarify the strengths required by the job and broadly compare a candidate's Leading From Your Strengths Profile Strengths Chart to these demands. Next is a written summary of the position providing an overview of the strengths needed for the position. Use this section to clarify the role and compare a candidate's "Ideal Environment, Keys to Leading, and Keys to Managing" sections of his or her Leading From Your Strengths Profile. When comparing written sections of the Position Insights to the candidate's Leading From Your Strengths Profile, look for similarities, "Green Flags", and major differences, "Red Flags". The Behavioral Hierarchy and The Success Insights Wheel follows next and will serve as another source of clarification and comparison. The final section list suggested behavioral interview question that can help stakeholders craft some potential interview questions.



## CONFLICTS INDICATOR

*The Position Insights Profile is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position that were uncovered during the assessment process. In some cases a group of stakeholders may choose to re-evaluate the position or its key accountabilities. This may be needed if it becomes clear during the review of these results that the job described is not realistic.*

Based on the information analyzed, this position is requiring the future employee to have a behavioral style with a potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on the future employee's behavioral style, the organization may need to make modifications to the communication flow and activity levels of the position. Please review the new employee's profile for ideas that may help decrease the risk of behavioral job stress.

## THE SCALES

### Interpreting The Natural Strengths Chart

Let's begin with a look at the strengths chart. This chart presents a visual picture of the predictable ways that the job needs to respond to problems, information, change and risk. In each of these four scales, there are two different strengths that are measured; therefore, there are eight strength possibilities.

There is a vertical line in the center of the chart that is referred to as the energy line. Proceeding in each direction from that line is a 10 point scale. The number on the scale indicates the intensity of the strength needed for superior performance.

If a score on any scale is within 1 point of the energy line, it is indicated as neutral. This means the job required flexibility and the need to move towards either of the strengths outlined in the scales based on the current situation.

The placement of these strengths on the chart is an important part of the job, therefore you will want to hire someone who naturally possesses these strengths.

### Understanding the Scales

#### The Problem Solving Scale (L Scale)

The score on this scale indicates whether the job is more reflective or aggressive in the way in which it should approach problems. If the bar is on the reflective side of the scale, we can predict that the job will require a more reflective or calculating approach to solving a problem or challenge. If the bar is on the aggressive side of the scale, it is predictable that when a problem or challenge arises the job will require a more aggressive or assertive approach to solving that problem.

#### The Processing Information Scale (O Scale)

The score on this scale indicates whether the strength needed in the job is more optimistic or realistic with regard to processing information. If the bar is on the optimistic side of the scale, it is predictable that when processing new information the job will need to be more trusting and accepting. If the bar is on the realistic side of the scale, the job will demand a more skeptical approach and need to validate information.

## THE SCALES

### The Managing Change Scale (G Scale)

The score on this scale indicates whether the strength needed is more dynamic or predictable in the way it will manage change. If the bar is on the dynamic side of this scale, the job will tend to be fast-paced. It will need to manage many projects simultaneously, and allow change to drive the plan. If the bar is on the predictable side of the scale, the job will lean toward a slower pace. It will need to focus on one project at a time, and will need to plan for change.

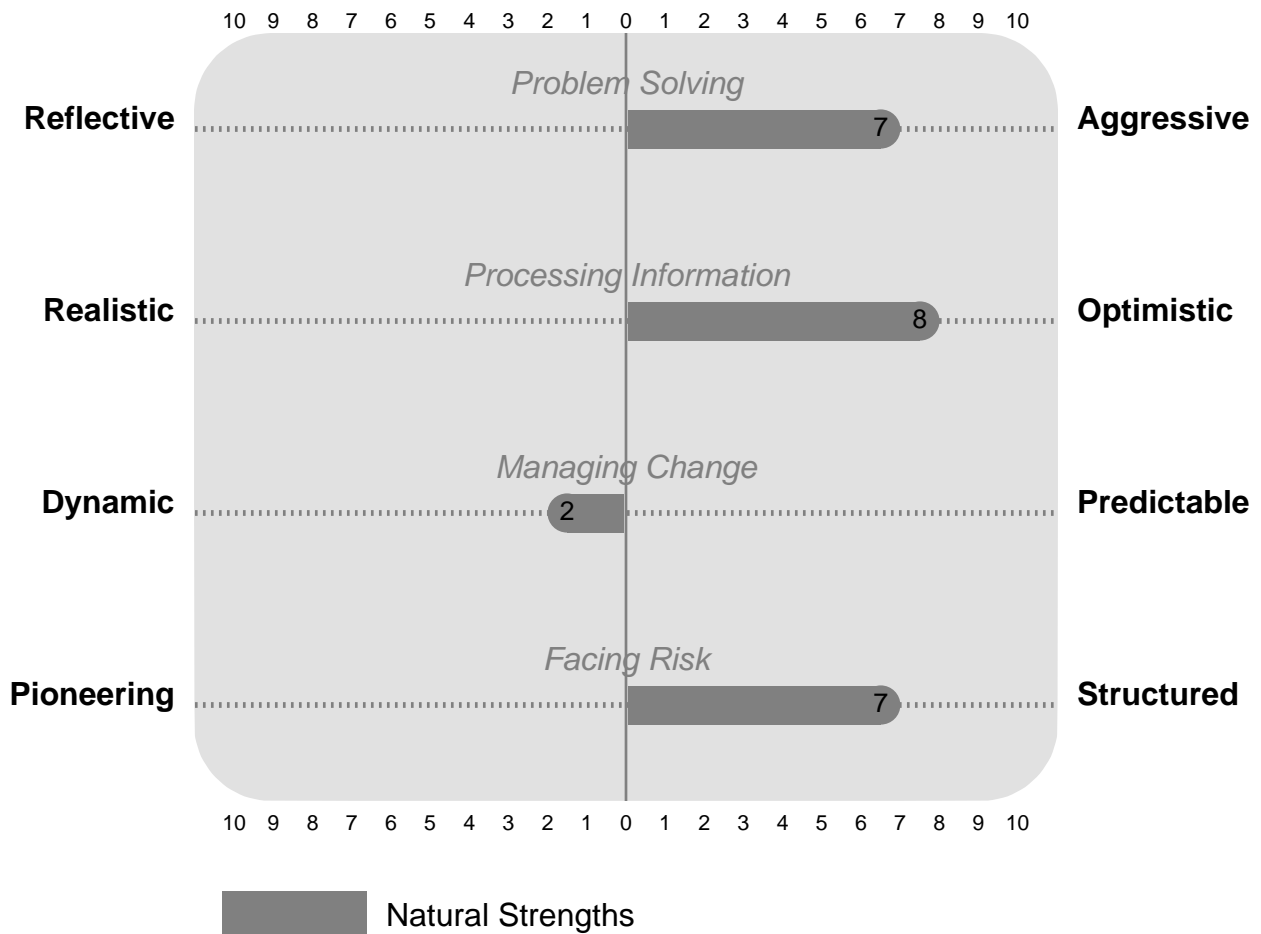
### The Facing Risk Scale (B Scale)

The score on this scale indicates whether the strength needed is to be more structured or pioneering in the way it will face risk. If the bar is on the structured side of the scale, the job will tend to follow the established procedures and rules and see them as a source of protection. Therefore the job will require a lower risk tolerance. If the bar is on the pioneering side of this scale, the job will need to view rules and established procedures as broad guidelines and tend to push the envelope of risk.

Review all these scales as a group of stakeholders in preparation for interaction with candidates.

# THE NATURAL STRENGTHS CHART

Regional Director  
ABC Company  
**Steve's perception**  
12-19-2019



## JOB CHARACTERISTICS

### Problems and Challenges

*Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.*

This job calls for an individual

- To have and exhibit complete authority to carry out responsibilities.
- To be able to immediately respond to problems or crisis situations.
- To have a demanding attitude of self and others.
- Who thrives on challenging assignments.
- With creative and original thinking abilities.
- Who performs best with freedom from routine and details.
- Who performs best with the freedom to act independently.
- With a high sense of urgency and uses this as a catalyst for obtaining results.
- Who desires an appropriate title in order to acknowledge status and prestige.
- Who excels in accepting and initiating change.
- Who is decisive and firm in decision making.
- Who is a self-starter who enjoys all phases of competition.
- Who is able to be successful in an environment where the leader needs to be direct and to the point.
- Who has strong leadership and directive skills.
- Who has a strong future orientation and abstract thinking ability.

## JOB CHARACTERISTICS

### Information and People

*Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.*

This job calls for an individual

- Who desires many social interactions.
- With a very high trust level.
- With an optimistic outlook towards all activities.
- Who can skillfully use vocabulary to generate enthusiasm.
- Who has highly persuasive communication abilities.
- Who desires a high level of contact with people.
- Who exhibits an enthusiastic acceptance of new ideas.
- With the ability to move from one activity to another quickly.
- Who desires a flexible use of time.
- With an outgoing personality.
- Who demonstrates new and innovative ways of solving problems.
- Who can develop democratic relationship with others.
- Who enjoys working with people more than working with things.
- Who wants to work in a team environment.
- Who has the ability to project self-confidence.
- Who gets things done through people.
- Who will succeed in an environment with freedom from detail and control.



## JOB CHARACTERISTICS

### Pace and Change

*Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.*

This job calls for an individual

- Who works best when juggling several balls at the same time.
- Who desires openness in communication.
- Who demonstrates alertness and sensitivity to problems.
- Who has the ability to work on more than one project.
- Who is flexible.
- Who can adapt to change.
- Who works best with a support system to help with detail.
- Who works best with questioning procedures in place.

## JOB CHARACTERISTICS

### Rules and Procedures

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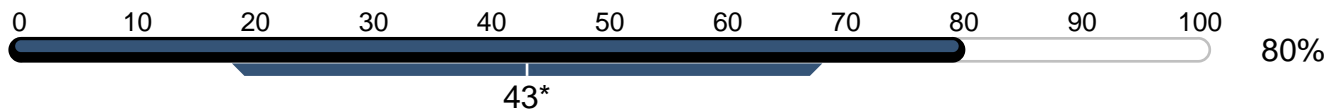
This job calls for an individual

- Who follows precise rules and procedures.
- Who works best under very high quality control standards.
- Who demonstrates an accurate and systematic approach to the job.
- Who completes work accurately the first time.
- Who can carefully analyze facts and data.
- Who desires responsibility with limited scope of authority.
- Who works best with a clean, tidy and organized work station.
- Who desires time to perform to high standards.
- Who conducts a critical analysis of pros and cons before making decisions.
- Who desires planned and organized change.
- Who demonstrates an analytical approach to work tasks.
- Who places quality control above human relations.
- Who works best when there is a full disclosure of all information that affects quality performance.

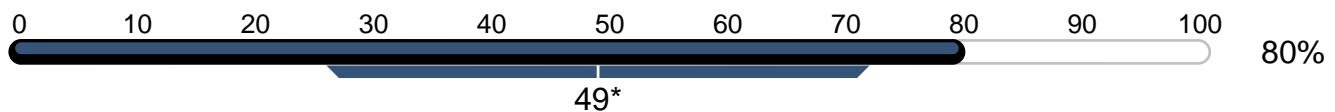
## BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

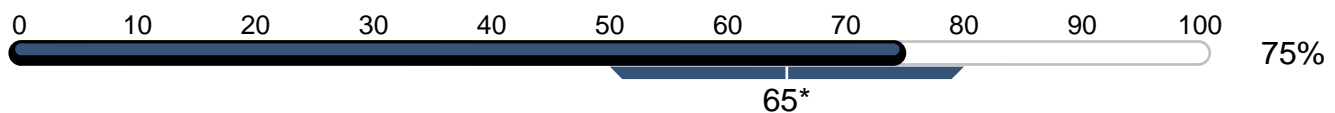
### 1. URGENCY



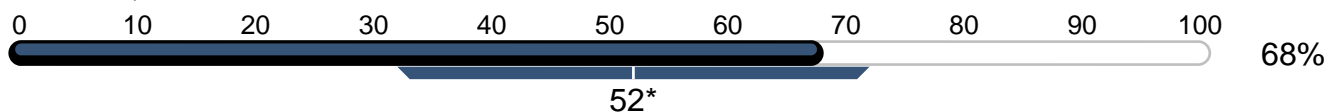
### 2. COMPETITIVENESS



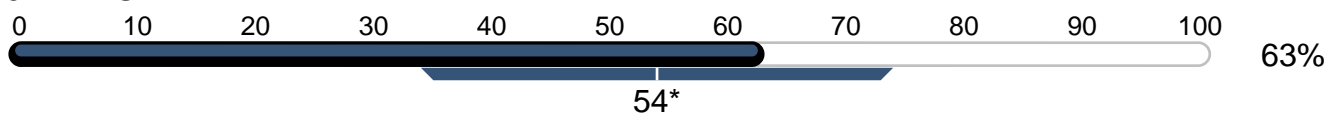
### 3. CUSTOMER ORIENTED



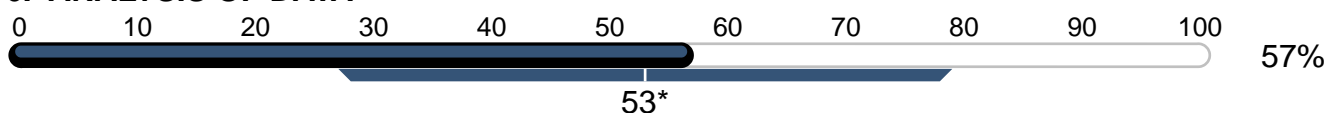
### 4. FREQUENT CHANGE



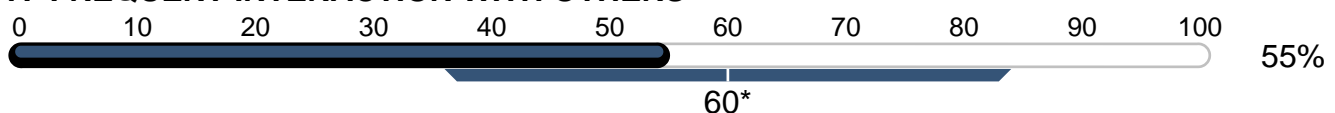
### 5. VERSATILITY



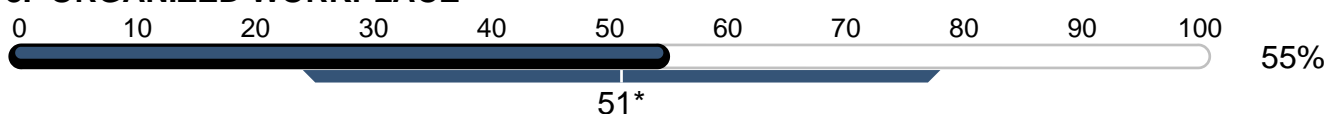
### 6. ANALYSIS OF DATA



### 7. FREQUENT INTERACTION WITH OTHERS

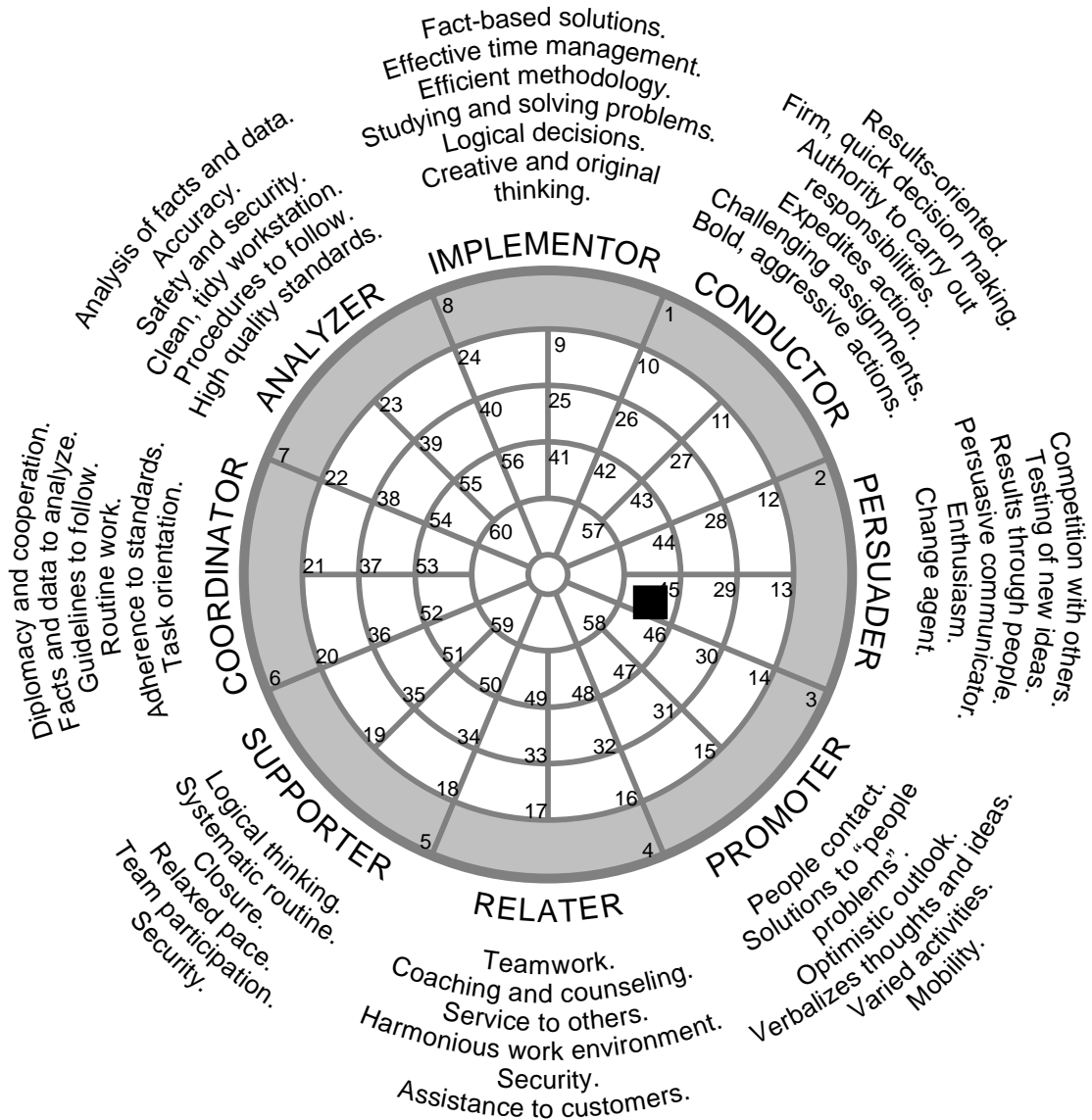


### 8. ORGANIZED WORKPLACE



# THE STRENGTHS WHEEL

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Position: ■ (45) PROMOTING PERSUADER (ACROSS)

## INTERVIEW QUESTIONS

*Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.*

### 1. URGENCY

- When faced with a deadline, how do you respond?
- How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did the it work out?

### 2. COMPETITIVENESS

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

### 3. CUSTOMER ORIENTED

- How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

## POSITION INSIGHTS GRAPH

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