



POSITION INSIGHTS

Understanding Strengths and Blending Differences

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My Job
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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 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.



The Scales

The Problem Solving 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

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 Managing Change 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 Scales

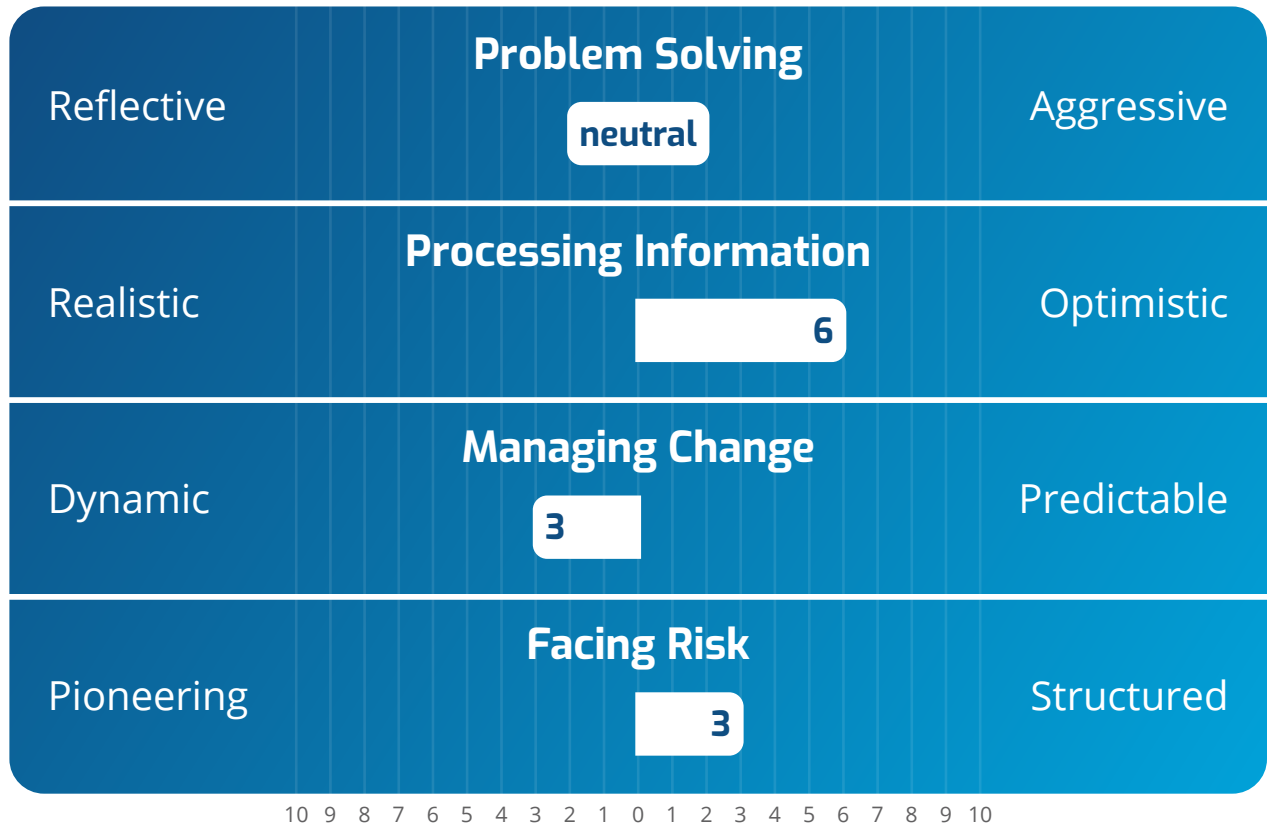
The Facing Risk Scale

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.



Your Natural Strengths Chart





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

- ▶ Who needs some rules and procedures to follow.
- ▶ Who places more emphasis on quality than on efficiency.
- ▶ With the ability to adapt.
- ▶ Who leads by example.
- ▶ Who desires a limited scope of activities.
- ▶ Who analyzes data before making a decision.
- ▶ Who exhibits patience.



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 enjoys social interactions.
- ▶ With a high trust level.
- ▶ With an optimistic outlook.
- ▶ With good verbal skills.
- ▶ With the ability to get people emotionally involved.
- ▶ Who desires to work with people.
- ▶ Who has openness to new ideas.
- ▶ With the ability to move from one activity to another quickly.
- ▶ Who desires participatory management.
- ▶ Who desires an environment with flexible use of time.
- ▶ With an outgoing personality.
- ▶ Who demonstrates a creative approach to problem solving.
- ▶ Who can develop democratic relationships with others.
- ▶ Who enjoys working with people more than working with things.
- ▶ Who desires a team approach.
- ▶ With the ability to initiate contact with others.
- ▶ With the ability to get things done through people.



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

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

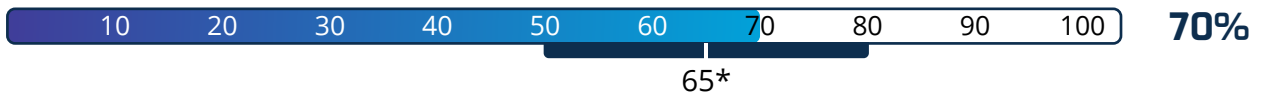
- ▶ Who desires rules and procedures.
- ▶ Who works best under quality controls.
- ▶ Who desires a systematic approach to work.
- ▶ Who thinks before acting.
- ▶ Who analyzes facts and data.
- ▶ Who desires clarification of responsibilities and authority.
- ▶ Who works best with a clean work station.
- ▶ Who demonstrates a disciplined use of time.
- ▶ Who demonstrates balanced judgment.
- ▶ Who clarifies the use of data.



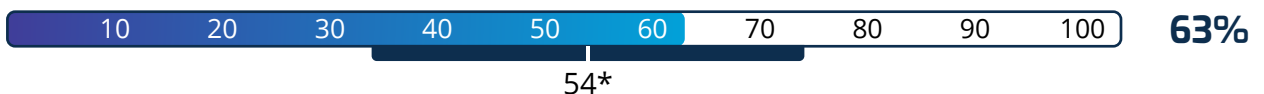
Behavioral Hierarchy

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.

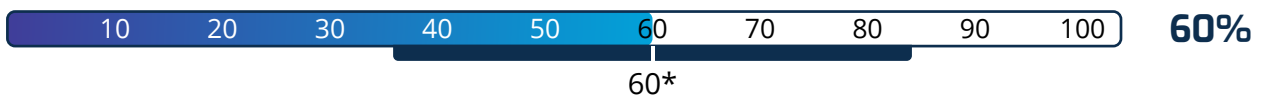
1. CUSTOMER ORIENTED



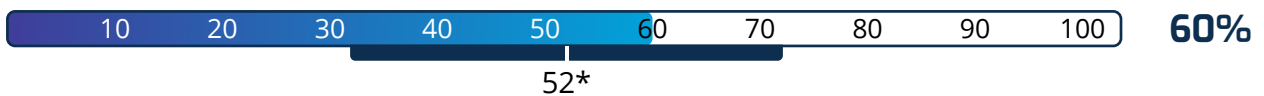
2. VERSATILITY



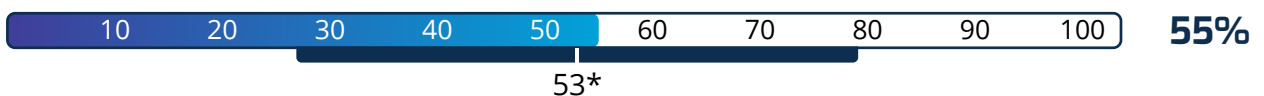
3. FREQUENT INTERACTION WITH OTHERS



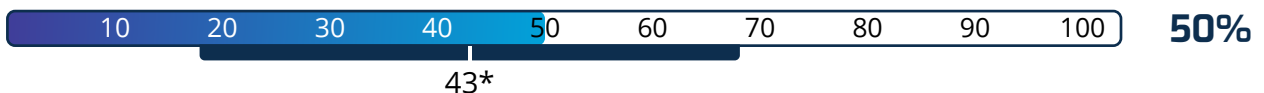
4. FREQUENT CHANGE



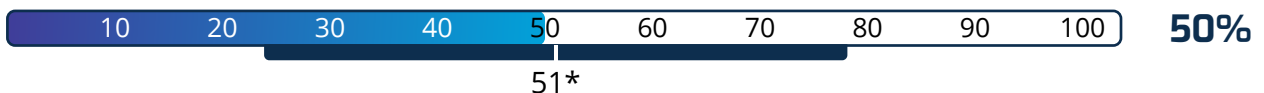
5. ANALYSIS OF DATA



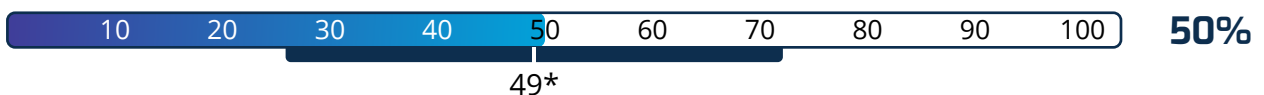
6. URGENCY



7. ORGANIZED WORKPLACE



8. COMPETITIVENESS





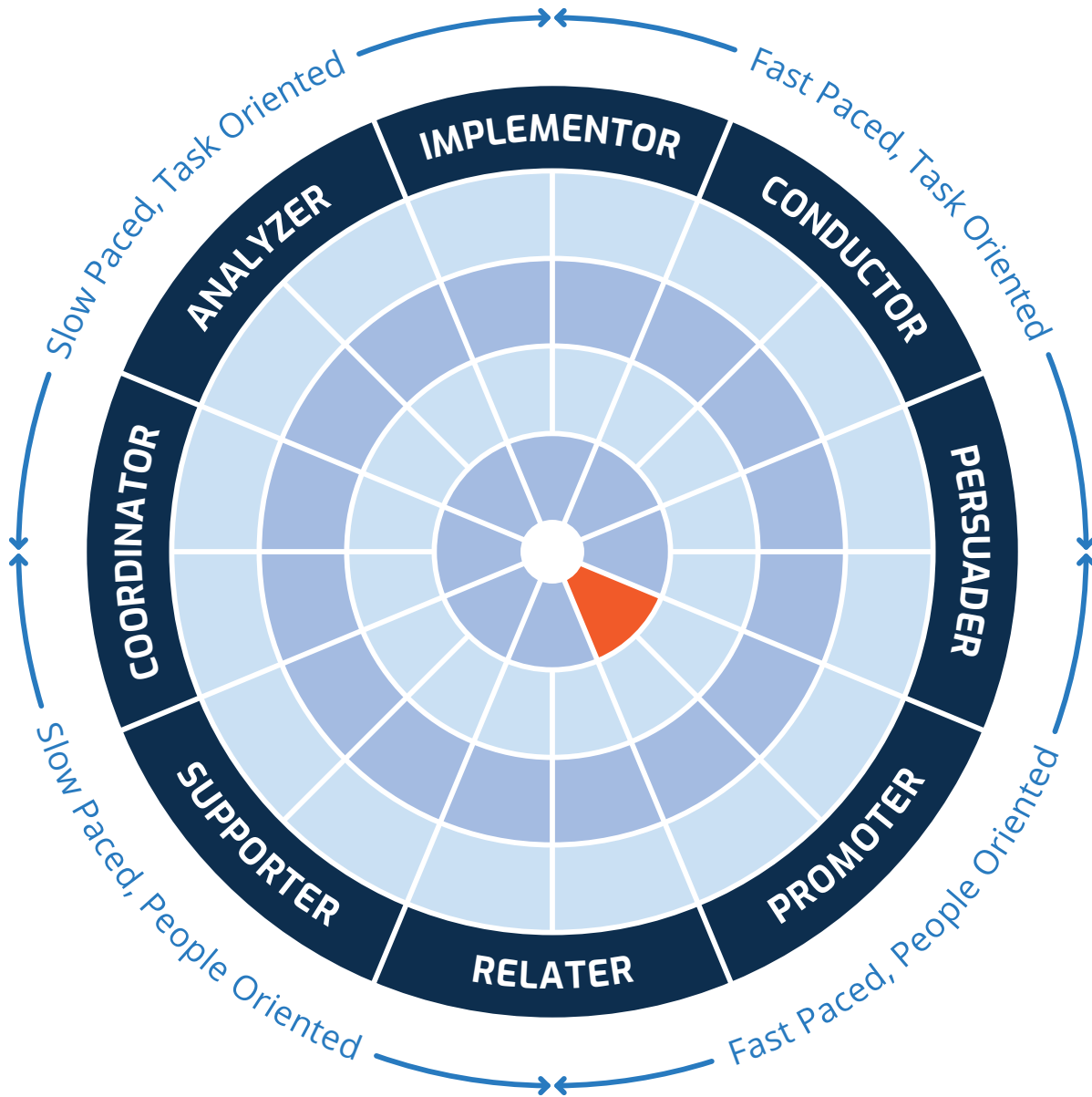
The Strengths Wheel

The Strengths Wheel is a powerful visual tool to help you see the natural strengths of a team or group of people. It can also help you understand how the team or group is moving their strengths collectively to meet the demands of their current environment. If you are part of a group or team who also took the assessment, it would be advantageous to use each person's Strengths Wheel to create a master Strengths Wheel that contains each person's "Natural Strengths" and "Strengths Movement". This allows for quick identification of potential issues and alignment.

- ▶ One color represents your natural strengths. The other represents your strengths movement. The Strengths Wheel is divided down and across the middle. By looking at the top of the Strengths Wheel you will see that these scales have something in common. They both represent task orientation. At the bottom of the wheel you will see that these scales represent people orientation.
- ▶ Taking another look at the wheel and you will see on the left side scales have something in common as well. They are slower paced. The opposite side of the wheel you will see that these scales are faster paced.
- ▶ Putting all the pieces together can give us a powerful picture of a team. It can drive objective discussion about what the natural strengths of the team are and how the team feels it needs to move, as a whole, to succeed in the current environment.



The Strengths Wheel



POSITION Analyzing Promoter (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. 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?

2. VERSATILITY

- ▶ Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
- ▶ How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.

3. FREQUENT INTERACTION WITH OTHERS

- ▶ How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
- ▶ Are you more comfortable with details or people with the big picture or with bits of data?