



*"How blessed is the one who finds wisdom,  
and the one who finds understanding".  
Proverbs 3:13*

**Denis Doe**

7-5-2004

Understanding Strengths and Blending Differences

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# INTRODUCTION

Congratulations! You've made a wise decision to better understand your own unique, strengths, as well as taking a positive step to better recognizing and appreciating the differences of others.

In clear, understandable language, this report will help you understand your natural strengths and how these strengths are predictable in the ways you solve problems, accept new information and people, accept change, and deal with established procedures. Please keep in mind that people are a mix of these four predictable behaviors, not just one. Therefore, the graphs and the many pages of text that interpret these graphs for you, can give you a broad understanding of your style and serve as a platform for discussion with others.

The graph on page 4 will help you see your "core" strengths, the double graph on page 18 will help you see how you're "adapting" in important ways, and the Insights Wheel at the end of your report can help you as a team or family to even better relate to others. Don't worry about being an expert graph reader. Each graph is explained in detail in the text of this report! From strengthening your relationships, to accomplishing more and doing so more effectively, to increasing your day-to-day communication, each section of the report can be a positive springboard to growth.



## THE SCALES

What does the "L," "O," "G" and "B" mean on my graph?

A unique, copy-written and trademarked part of your report centers around the four letters you'll see at the top of your "Core Style" graph on page 4. The letters there and throughout the report, ("L," "O," "G," and "B") stand for "Lion, Otter, Golden Retriever and Beaver."

For over two decades, we've used the four animal types to help thousands of people gain a clearer picture of their strengths. Yet unlike most other assessments that solely focus on the "high" side of these four basic strengths, you'll actually see how we measure eight zones - strengths that fall on the high and low side of each trait. It is this unique scoring design that allows us to paint such a positive and comprehensive view of your strengths, drawn from eight, not just four zones.

Here is how understanding these zones can help you value others and see your own strengths more clearly. If you examine your graph on page four, you will see a line at 50% of the scale. We call this the "energy line". Any point above the energy line we call "high" and anything below the energy line we call "low."

### The Lion Scale - How you accept problems and challenges

If you have a plot point above the energy line on the L or Lion scale, it is predictable that when a problem or challenge arises you will take a more aggressive approach to solving that problem. If you are below the energy line, we can predict that you will take a more passive approach to solving a problem or challenge. Depending on the problem or issue, each side of that scale can highlight an important strength!

### The Otter Scale - How you will accept new people and information

If you plot above the energy line in the O or Otter scale then we can predict that when it comes to accepting new information or people you will be more trusting and optimistic. If you are below the fifty-percent line, then we can predict that you will be more skeptical and realistic. Again, each side of the Otter scale can be a strength.



## THE SCALES

### The Golden Retriever Scale - How you accept change and pace

People that plot high on this scale (above 50%) will tend to like a more predictable environment. Therefore, if you plot above the energy line in this scale you will tend to focus on one project at a time and will need good reasons for change. If you are on the "low" side of the Retriever scale, you will tend to be more of a change agent and be comfortable with balancing many balls at the same time.

### The Beaver Scale - How you will accept established procedures and rules

When it comes to procedures and rules, if you are above the energy line you will tend to follow the established rules without question. If you are below the energy line on this scale, we can predict that you will tend to question the status quo and will need to know the "Why?" behind the rule or procedure.

Why are these four "zones" so crucial to understand? Pick any relationship, from the team you work with, to your closest friendships, to your marriage or even your relationship with your children, and you'll find that understanding where each person falls "high" or "low" on these inescapable scales is crucial to building trust, closeness, commitment and caring. In fact, by understanding where people differ on these four zones, you may even discover a "great secret" - that the differences of others are actually designed to help protect your limitations!

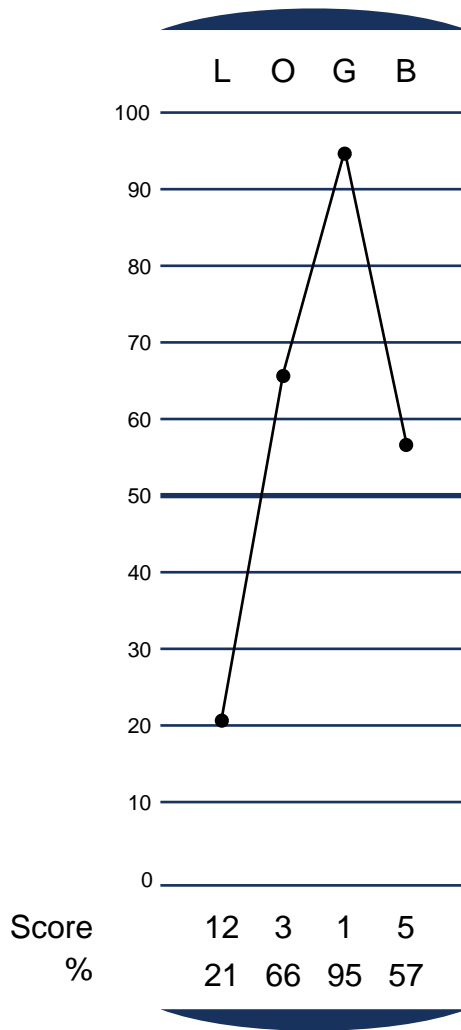
Every person's strengths are needed on your team, in your relationships and in your family. Our goal in creating this report is to help transform relationships worldwide. If you'll take the time to read - and share - your report with others, we feel strongly it can help transform the relationships in your part of the world.



# YOUR STYLE ANALYSIS GRAPH

7-5-2004

"Core" Style





## GENERAL CHARACTERISTICS

*Based on Denis' responses, the report has selected general statements to provide a broad understanding of his strengths. These statements identify the "Core" strengths that he brings to the position or relationship. That is, if left on his own, these statements identify how he would choose to carry out his work and relate to others. Use the general characteristics to gain a better understanding of Denis' "Core" strengths.*

Denis succeeds through hard work and persistence. He likes to stay with one task until it is completed. When challenged, he becomes more objective. He likes harmony and cooperation. Most of the time he appears as cool, calm and controlled. He does not always like being placed in competitive situations. He tends to lose the "team feeling" when he is involved in direct competition. Denis likes to set his own pace. When others try to rush him, he feels threatened and may balk. While he is usually considered as people-oriented, he does have a technical side. He is usually steady, easygoing and relaxed. He doesn't resist change as much as he resists being changed. He needs to be an active participant in situations that will impact his work or ministry. Denis may have difficulty sharing his feelings if it may disturb the relationship. He is extremely conscientious, and is painstaking with work that requires attention to detail and accuracy.

Denis may tend to fight for his beliefs or those things he feels passionate about. Making plans and following those plans is important to him. He may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the



## GENERAL CHARACTERISTICS

process. Denis finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." He is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He is persistent and persevering in his approach to achieving goals. He tries to use balanced judgment. He is the person who brings stability to the entire team.

Denis usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He is not easily triggered or explosive, but he may hold on to some grievances because he doesn't always state his feelings. He likes a friendly, open style of communication. He likes to know what is expected of him 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. Denis is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group. He will be open with those he trusts; however, reaching the required trust level may take time. He does not enjoy confrontation for confrontation's sake. He feels he can succeed through patience and resolve.



## VALUE TO THE TEAM

*This section of the report identifies the specific talents and strengths Denis brings to the ministry. By looking at these statements, one can better identify his role. Understanding these strengths can help capitalize on Denis' God-given strengths that make him an integral part of the team.*

- Works for a leader and a cause.
- Turns confrontation into positives.
- Patient and empathetic.
- Service-oriented.
- Good at reconciling factions--is calming and adds stability.
- Respect for authority and organizational structure.
- People-oriented.
- Will gather data for decision making.
- Dependable team player.



## CHECKLIST FOR COMMUNICATING

*Many people find this section to be extremely accurate and important for enhancing communication with Denis. Whether at work, home or in the ministry, understanding how best to communicate with others can be a great relationship asset. This page provides a list of things to DO when communicating with Denis. Review each statement with Denis to identify the statements which are most important to him. We recommend highlighting the most important "DO's" and provide this list to those who communicate with Denis frequently.*

### Do:

- Provide solid, tangible, practical evidence.
- Take time to be sure that he is in agreement and understands what you said.
- Use scheduled timetable when implementing new action.
- Be sincere and use a tone of voice that shows sincerity.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Be prepared.
- Support your communications with correct facts and data.
- Give him time to verify reliability of your comments--be accurate and realistic.
- Provide a friendly environment.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Give him time to ask questions.
- Watch carefully for possible areas of early disagreement or dissatisfaction.



## DON'TS ON COMMUNICATING

*This section of the report is a list of things NOT to do while communicating with Denis. Review each statement with Denis 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:

- Be domineering or demanding; don't threaten with position power.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Use testimonies from unreliable sources.
- Give your presentation in random order.
- Manipulate or push him into agreeing because he probably won't fight back.
- Be abrupt and rapid.
- Make promises you cannot deliver.
- Force him to respond quickly to your objectives. Don't say "Here's how I see it."
- Talk in a loud voice or use confrontation.
- Rush him in the decision-making process.
- Offer assurance and guarantees you can't fulfill.



## COMMUNICATING WITH OTHERS

*This section provides suggestions on methods which will improve Denis' communications with others. By understanding how other people like to communicate, Denis will become more effective in his communication. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This blending and the ability to interpret the needs and strengths of others is the mark of a superior communicator.*

<p>When communicating with a "Beaver" ... a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>■ Prepare your "case" in advance.</li> <li>■ Stick to business.</li> <li>■ Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being giddy, casual, informal, loud.</li> <li>■ Pushing too hard or being unrealistic with deadlines.</li> <li>■ Being disorganized or messy.</li> </ul>	<p>When communicating with a "Lion" ... a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>■ Be clear, specific, brief and to the point.</li> <li>■ Stick to business.</li> <li>■ Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Talking about things that are not relevant to the issue.</li> <li>■ Don't leave loopholes or cloudy issues.</li> <li>■ Avoid appearing disorganized.</li> </ul>
<p>When communicating with a "Golden Retriever" ... a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>■ Begin with a personal comment--break the ice.</li> <li>■ Present your case softly, nonthreateningly.</li> <li>■ Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Rushing headlong into business.</li> <li>■ Being domineering or demanding.</li> <li>■ Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with an "Otter" ... a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>■ Provide a warm and friendly environment.</li> <li>■ Don't deal with a lot of details (put them in writing).</li> <li>■ Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being curt, cold or tight-lipped.</li> <li>■ Controlling the conversation.</li> <li>■ Driving on facts and figures, alternatives, abstractions.</li> </ul>



## IDEAL ENVIRONMENT

*This section identifies the ideal environment based on Denis' God-given strengths or "Core" Style. Use this section to identify specific duties and responsibilities that Denis enjoys and also those that may create frustration.*

- Assignments that can be completed one at a time.
- Little conflict between people.
- Practical procedures.
- An environment in which he may deal with people on a personal, intimate basis.
- A stable and predictable environment.
- Likes establishing standards and methods.
- Needs personal attention from his leader and compliments for each assignment well done.



## KEYS TO MOTIVATING

*Understanding what motivates a person is often found by understanding what it is he wants or values. This section of the report can help understand Denis' wants and desires. Those statements that ring true, but aren't a current part of his ministry, can become goals to reach.*

Denis wants:

- Participation in meetings on future planning.
- Freedom to talk and participate on the team.
- A plan he understands.
- Work assignments that provide opportunity for recognition.
- A support system to do the detail work.
- A leader to follow and one who sets good examples.
- To work with people with whom he can trust.
- Flattery, praise, popularity and strokes.
- A secure future.
- A leader who practices participative management.
- A friendly work environment.
- Rewards to support his dreams.



## KEYS TO LEADING

*In this section are some needs which must be met in order for Denis to perform at an optimum level. Some needs can be met by himself, while leadership must provide for others. It is difficult for a person to enter a motivational environment when that person's basic needs have not been fulfilled. Review the list with Denis and identify 3 or 4 statements that are most important to him. This allows Denis to participate in forming his own personal growth plan.*

Denis needs:

- Appreciation from leadership for the "price" paid to perform.
- To be more direct and less subjective.
- A program to encourage creativity and self-worth.
- A quality mission in which to believe.
- Reassurances that he is doing the work right.
- Capable team members with which to work.
- Shortcut methods that don't affect quality of the work.
- Clear assignments with detailed instructions.
- A way to say "no" when he feels "no."
- The facts in a logical sequence.
- A participative climate (teams or committees).
- A leader who delegates in detail.



## AREAS FOR IMPROVEMENT

*This section lists possible "Core" limitations or tendencies for Denis. It does not consider life and work experiences or formal education and training that he may have received to overcome these obstacles. Review with Denis and cross out those limitations that do not apply. Highlight one to three statements that are hindering his performance and develop an action plan to eliminate or reduce these tendencies.*

Denis has a tendency to:

- Be too conservative--bides time and avoids much that is new.
- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.
- Avoid accountability by overstating the complexity of the situation.
- Need help in prioritizing new assignments.
- Hold a grudge if his personal beliefs are attacked.
- Be dependent on others for decisions, even if he knows he is right.
- Tendency to underestimate his abilities.
- Not take action against those who challenge or break the rules or guidelines.
- Be defensive when risk is involved--move towards maintaining status quo.



# PERCEPTIONS

*A person's actions and feelings may be quickly telegraphed to others. This section provides additional information on Denis' self-perception and how, under certain conditions, others may perceive his actions. Understanding this section will enable Denis to balance his emotions to be successful in different situations.*

## "See Yourself As Others See You"

### SELF-PERCEPTION

Denis usually sees himself as being:

Considerate  
Good-Natured  
Team player

Thoughtful  
Dependable  
Good listener

### OTHERS' PERCEPTION

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

Nondemonstrative  
Unconcerned

Hesitant  
Inflexible

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

Possessive  
Detached

Stubborn  
Insensitive



## SECTION TWO: Additional Insights

How much do you feel you're having to "adapt" your "core" style to your present environment?

You've just read a detailed report that illustrates your "core" strengths and style. But for many people, they're having to "adapt" their natural strengths to fit their unique work, home or ministry environment.

The "adapted" graph below can give you a picture of how much you feel you are needing to "change" or "adapt" your core style to match the needs or requirements of your environment.

For example, let's say the high point on your "Core" graph is a Lion (L) and you are in a position that requires you to do redundant data entry all day, every day. This could cause your Lion (L) point to move down in your "Adapted" graph. This movement from your "Core" Style could become challenging because you feel the need to be something you are not.

If both of your graphs are similar, that would indicate that there are few demands on you to "adapt" your core style. If the "adapted" graph is very different than your "core" graph, that can indicate a high degree of internal energy is going into making that adaptation.

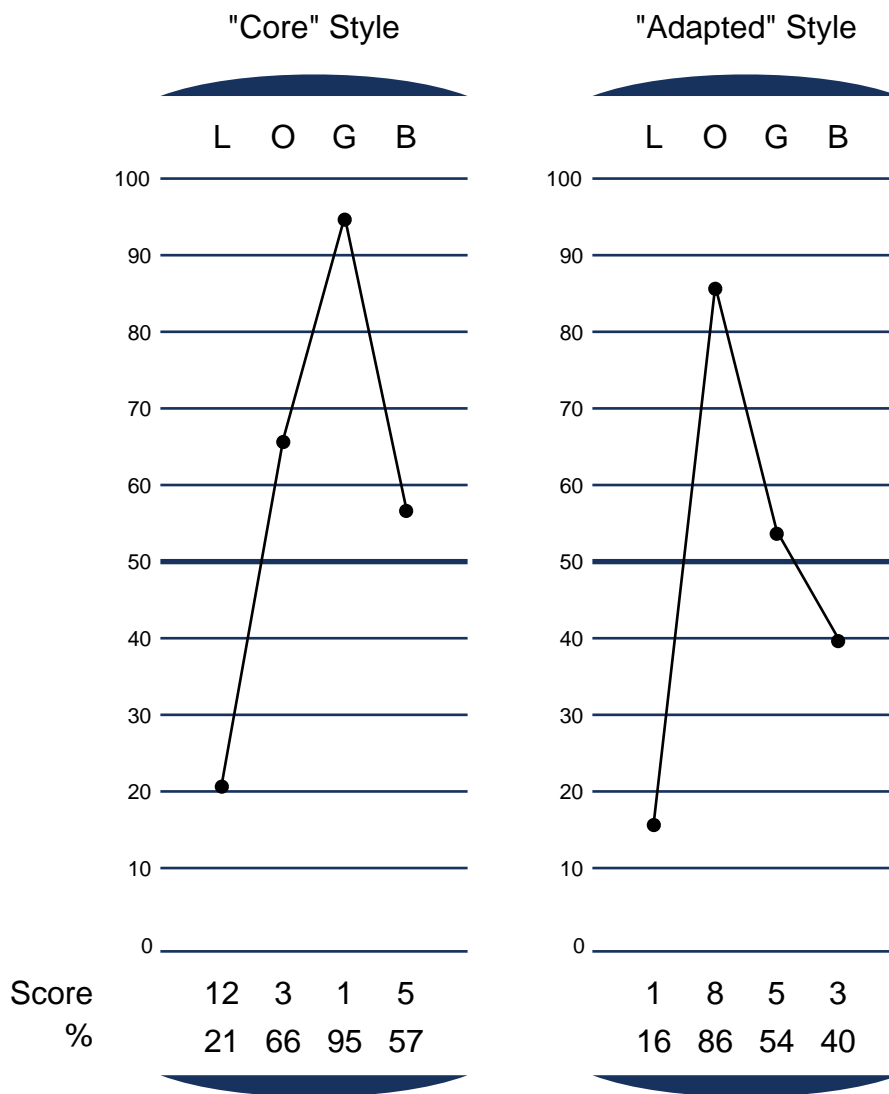
People can do well in a ministry, workplace or home situation that calls them to make significant changes. However, it does require more energy and understanding to excel in these situations than in settings that draw more on our "core" style. (In other words, common sense tells us that an introverted person would probably not be very happy as an outside commission sales person, and an extroverted person would not fit well in an accounting position handling minute details for long periods of time.)

Let's look at your "core" and "adapted" graphs side by side on the next page



# STYLE ANALYSIS GRAPHS

7-5-2004





# ONE-WORD DESCRIPTORS

Your Unique Strengths

Based on Denis' responses, the report has marked those words that describe him. They describe how he solves problems and meets challenges (L), influences people (O), responds to the pace of the environment (G) and how he responds to rules and procedures (B) set by others.

Lion	Otter	Golden Retriever	Beaver
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	<b>Relaxed</b>	Worrisome
Driving	Magnetic	<b>Resistant to Change</b>	Careful
Ambitious	Political	<b>Nondemonstrative</b>	Dependent
Pioneering	Enthusiastic	<b>Passive</b>	Cautious
Strong-Willed	Demonstrative	<b>Patient</b>	Conventional
Forceful	Persuasive	<b>Possessive</b>	Exacting
Determined	Warm	<b>Predictable</b>	Neat
Aggressive	Convincing	<b>Consistent</b>	Systematic
Competitive	<b>Polished</b>	<b>Deliberate</b>	Diplomatic
Decisive	<b>Poised</b>	<b>Steady</b>	Accurate
Venturesome	<b>Optimistic</b>	<b>Stable</b>	Tactful
Inquisitive	<b>Trusting</b>		<b>Open-Minded</b>
Responsible	<b>Sociable</b>		<b>Balanced Judgment</b>
<b>Conservative</b>	Reflective	Mobile	Firm
<b>Calculating</b>	Factual	Active	Independent
<b>Cooperative</b>	Calculating	Restless	Self-Willed
<b>Hesitant</b>	Skeptical	Alert	Stubborn
<b>Low-Keyed</b>	Logical	Variety-Oriented	Obstinate
<b>Unsure</b>	Undemonstrative	Demonstrative	Opinionated
<b>Undemanding</b>	Suspicious	Impatient	Unsystematic
<b>Cautious</b>	Matter-of-Fact	Pressure-Oriented	Self-Righteous
<b>Mild</b>	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	



## HOW ARE YOU HAVING TO "ADAPT?"

*This list of descriptions can give you a picture of the way Denis feels he may need to respond to the current environment to be accepted. If these statements DO NOT sound related, explore the reasons why as a key to understanding Denis' current situation and his need to "adapt" to be accepted.*

- Motivating people to take action by using persuasive skills.
- Flexibility.
- Being conservative, not competitive, in nature.
- Optimistic, future-oriented outlook.
- Being a good "team player."
- Undemanding of others' time and attention.
- Making tactful decisions.
- Being cooperative and supportive.
- Using restraint when confrontation occurs.
- Presenting a practical, proven approach to decision making.
- Obtaining results through people.



## CORE AND ADAPTED STYLE

*Denis' "Core" Style of dealing with problems (L), people (O), pace of events (G) and procedures (B) may not always fit what the environment needs. This section may provide valuable information related to the stress and pressure Denis may feel when he "Adapts" his style to the environment.*

"Core" Style	PROBLEMS - CHALLENGES	"Adapted" Style
<p>Denis is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Denis likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.</p>	<p>Denis sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

"Core" Style	PEOPLE - CONTACTS	"Adapted" Style
<p>Denis is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Denis is trusting and also wants to be trusted.</p>	<p>Denis seems to be animated and emotional in persuading others. He feels the environment calls for a positive approach to convincing others about his ideas, vision and goals.</p>	



## CORE AND ADAPTED STYLE

"Core" Style	PACE - CONSISTENCY	"Adapted" Style
<p>Denis is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.</p>	<p>Denis sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.</p>	

"Core" Style	PROCEDURES - CONSTRAINTS	"Adapted" Style
<p>Denis is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.</p>	<p>Denis is striving to be independent and somewhat self-willed. He is most comfortable when the constraints can be "loosened" for certain situations.</p>	



## PERSONAL STRENGTHS INDICATOR™

This section shows the specific factors that make up this report and the degree to which Denis expresses them, both in his "Core" and "Adapted" Style. A higher score would indicate a high degree of this factor, and a lower score would indicate less of this characteristic. This section can provide good insights into how Denis' "Core" and "Adapted" styles are expressed.

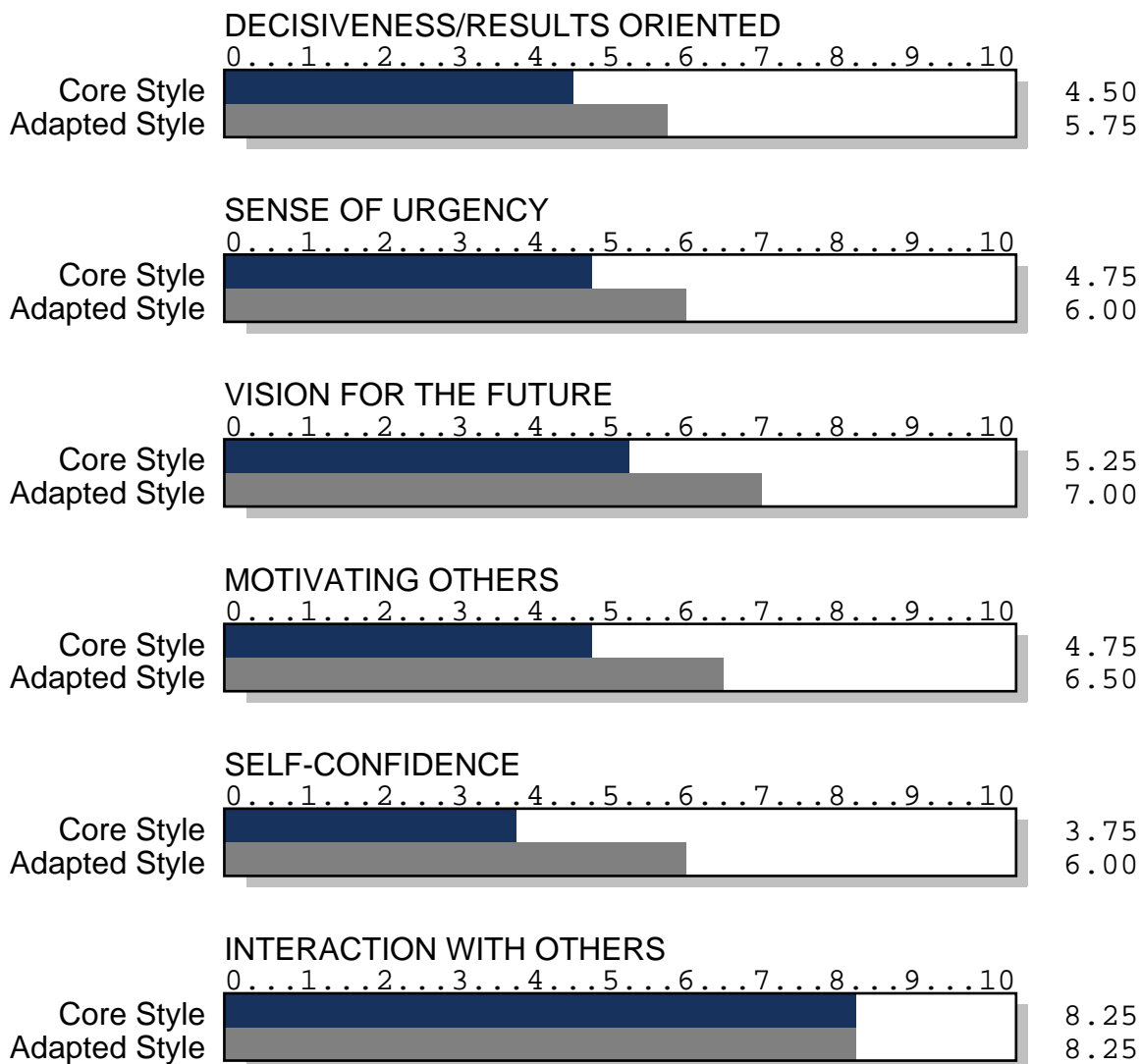
For example, the "Decisive/Results oriented" factor is the first "factor" listed. If Denis' "Core" style is 8.5 and his "Adapted" Style is 5.25, that may indicate he feels a fairly strong need to adapt or limit his "Core" Style in the current environment.

Let's say Denis' "Core" Style is 3.85 on the Decisiveness/Results oriented scale, and 7.25 on his "Adapted" Style, this may indicate that Denis is having to strongly express a trait that isn't a "Core" strength.

Read and compare Denis' graphs. Look at each factor and the importance of that factor to his current position. Denis' "Adapted" graph may identify those factors he sees as important to focusing his energy.

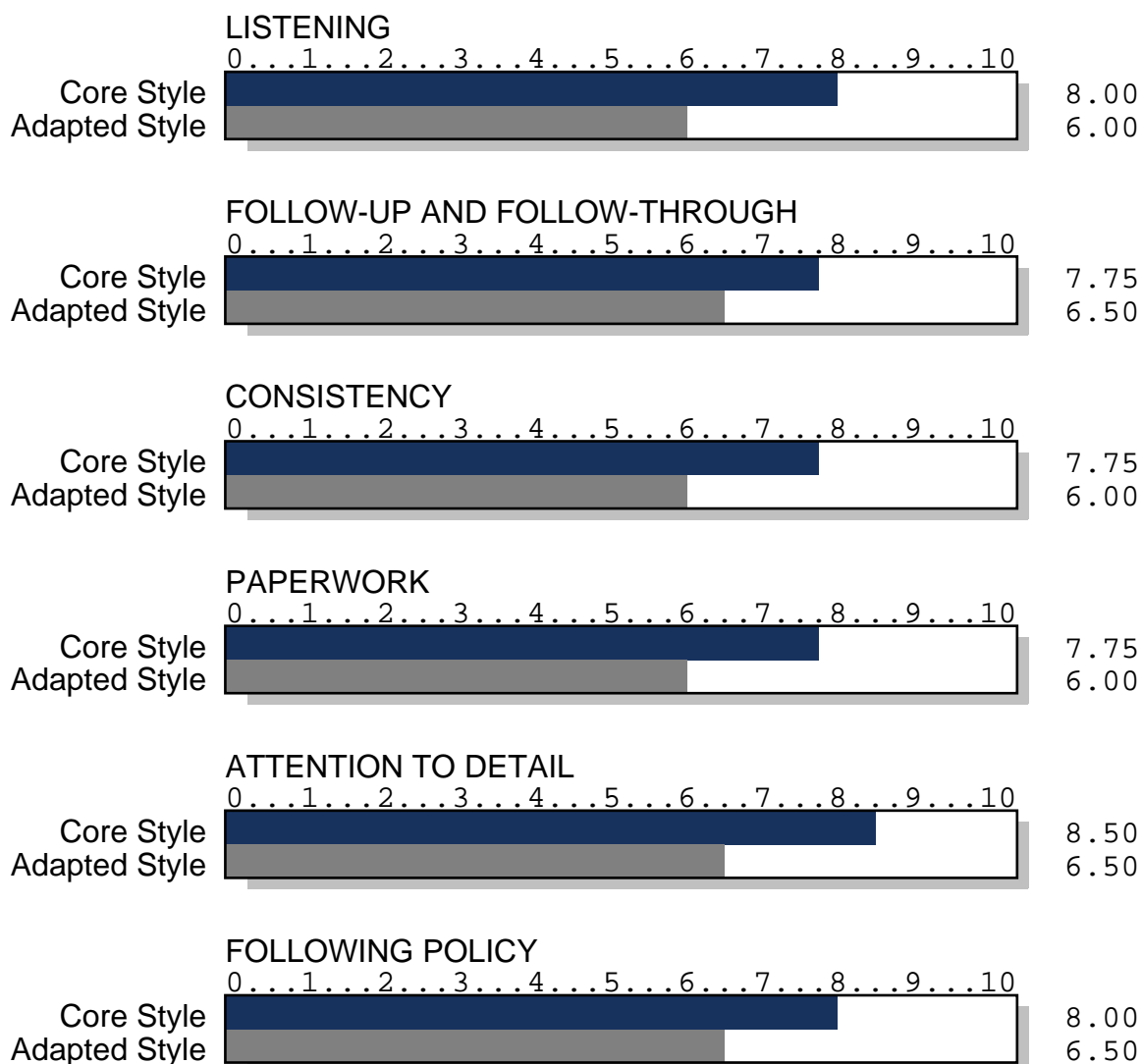


## SPECIFIC FACTOR ANALYSIS





# SPECIFIC FACTOR ANALYSIS





## THE SUCCESS INSIGHTS® WHEEL

The Success Insights™ Wheel is a powerful tool to help Denis visually see his "Core" strengths and how he may be "Adapting" his style to meet others' expectations.

- The circle represents Denis' "Core" Style.
- The star represents Denis' "Adapted" Style.

If the star and circle are plotted in different boxes on the wheel, then Denis is adapting his style. The further the two points are from each other, the more Denis may feel the need to "Adapt" to others' expectations.

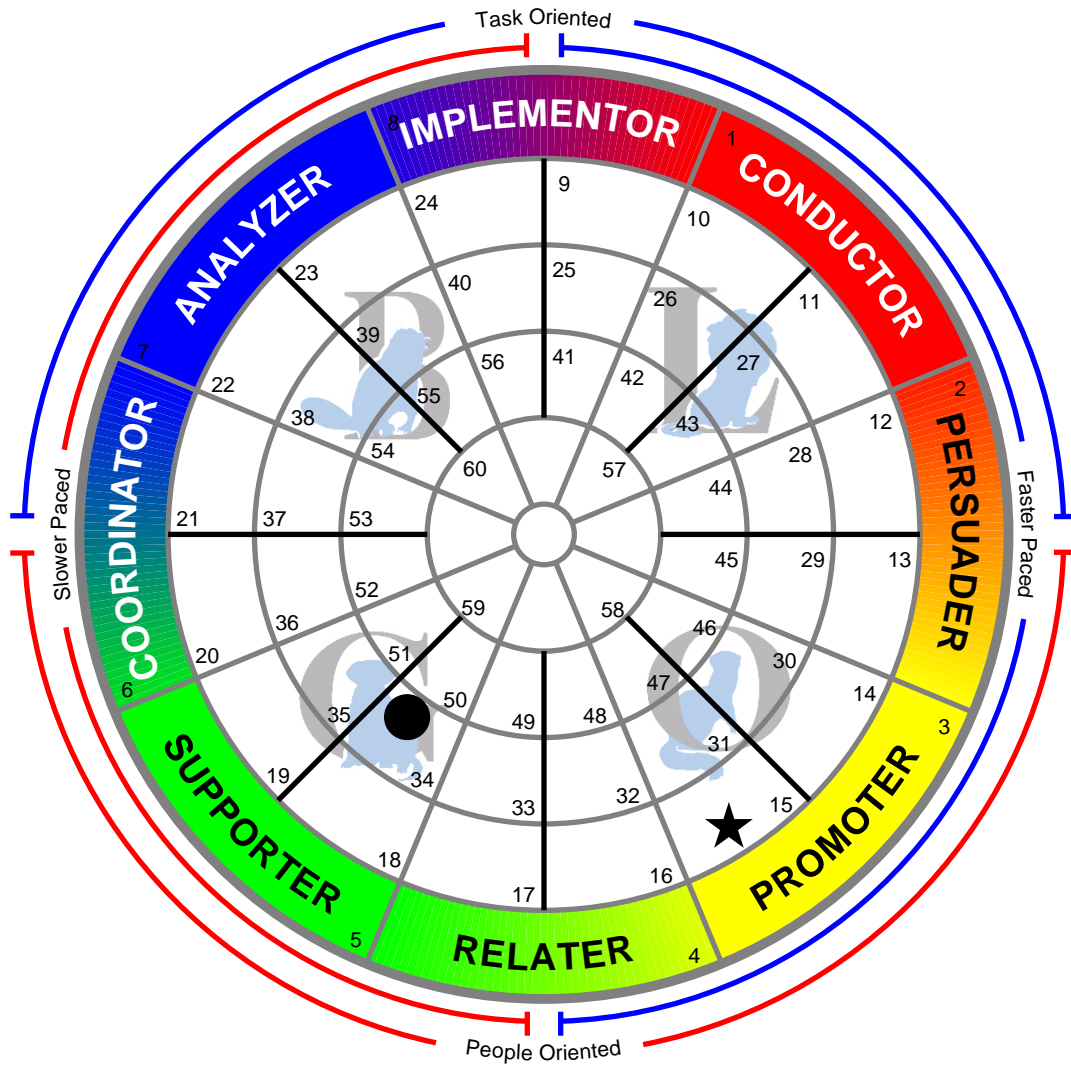
If Denis is a part of a group or team who also took the assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's "Core" and "Adapted" style. This allows for quick identification of potential conflict. This will also help identify where communication, understanding and appreciation can be increased.

Also notice on the outside of the circle descriptive words like "Conductor" or "Supporter." These words are designed to help describe Denis' "Core" and "Adapted" Style. Additional insights and instructions on using the Success Insights Wheel can be found in your online workbook.



# THE SUCCESS INSIGHTS® WHEEL

7-5-2004



"Adapted" Style: ★ (15) RELATING PROMOTER

"Core" Style: ● (34) RELATING SUPPORTER (FLEXIBLE)