

blind spots

profile

Blind Spots Profile Plus

PARTIAL SAMPLE REPORT
complete report is 16 pages

Report For: **Participant**

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For background information on this questionnaire and report,
See *Blind Spots: Achieve Success by Seeing What You Can't See*
By Claudia M. Shelton

Blind Spots Profile Plus

The following report provides a personalized look at the potential strengths and blind spots that may be affecting you—and strategies that you can start using immediately to develop a Clear Sight Plan to turn your blind spots into assets.

The book on which this report is based, *Blind Spots: Achieve Success by Seeing What You Can't See* by Claudia M. Shelton, defines a blind spot as something we do that we're not aware of, that disturbs other people—or causes us to underestimate or overestimate our abilities. Regardless of our talent, accomplishments, or how hard we work, our blind spots can lead us to miss promotions, raises and opportunities.

To learn to manage blind spots to our advantage, it's important to see them not as faults or weaknesses, but simply as ways of thinking, feeling or behaving that work against our goals. The Blind Spots Profile Plus helps you to identify and understand potential blind spots that may be affecting your success. Plus, you'll learn the five ways that these blind spots reveal themselves to others, and seven strategies to turn them into personal assets.

Report Contents:

1. The Blind Spot Matrix: Your Top Two Profile Choices
2. Perspective on Your Profile Scores
3. Your Top Blind Spot Profiles: Strengths and Blind Spots
4. Signs Your Blind Spots May Be Showing
5. Turn Your Blind Spots Back Into Assets: Strategies for Clear Sight
6. Worksheet for Developing Your Personal Clear Sight Plan

Appendix: Who Sees Your Blind Spots?

The Blind Spots Profile Matrix below highlights your top two gut strengths revealed from the 110-question survey you have completed.

How to read the Matrix: Most of us use different styles under different time conditions. When you are under pressure and don't have time for deliberate thinking, you rely on your gut strengths. In this report, we refer to your "quick style" as the one you select under time pressure. The Blind Spot Profile Matrix defines nine combinations of Quick Thinking Styles with Quick Feeling Styles, each one of them resulting in a model of a "gut strength."

Quick Thinking Styles

There are three types of Quick Thinking Styles: Feelings First, Ideas First, Instincts First. They are described below:

- Feelings First gut-thinkers scan personal feelings of people, organizations and environments and recognize emotional shifts that influence motivations toward goals.
- Ideas First gut-thinkers quickly identify the natural structures inherent in situations they face: roles people play, operating principles that make things happen, how systems work to support goals.
- Instincts First gut-thinkers scan sensory information, such as small details of how people talk, sit, dress, say things, and don't say things, to get a quick understanding of the capabilities, power and control of people and organization.

Quick Feeling Styles

There are three types of Quick Feeling Styles: Extroverted, Interpersonal, Introspective

- Extroverted gut-feelers like to present ideas to others and are comfortable as the center of attention. Talking to others helps these people process new information and integrate it into what they already know.
- Those of the Interpersonal style are neither extroverted nor introspective but tend to work in-between, interacting and engaging others in give-and-take to process their gut-thoughts.
- Introspective gut-feelers like to process information within themselves through an ongoing, inner dialogue, which they may or may not choose to share with others.

Blind Spots Profile Matrix	Quick Thinking Styles		
Quick Feeling Styles	Read Feelings First	Read Ideas First	Read Instincts First
Extroverted	Optimistic Image-Oriented Producer	Energetic New-Direction Risk-Taker	Assertive Get-It-Doner
Interpersonal	Warm Relationship Builder	Practical Questioning Loyalty-BUILDER	Responsible High-Standards Builder
Introspective	Sensitive Perceptive Creator	Reserved Analytical Strategist	Empathetic Conflict-Avoiding Diplomat

Your top two profile choices are highlighted in the matrix. These represent the thinking and feeling styles you are most likely to use under stress or when you need to make a quick decision. You have probably developed considerable experience in using the gut strengths which are identified as your top choices.

Most people who take this survey find, after reading the detailed descriptions that follow, they can remember using their primary gut strengths as early as adolescence. The secondary gut-strength, in contrast, often develops in response to goals and challenges faced over time. You can continue to develop new gut strengths as you face new challenges and goals.

Chapter 19 of *Blind Spots: Achieve Success by Seeing What You Can't See* explains that as people go through life they often develop three or more gut strengths that they use skillfully in making immediate decisions. This happens as they gain experience in facing different goals and challenges. The number of gut strengths you develop is not as important as your awareness in using one or two strengths effectively—as part of your conscious, deliberate decision-making.

2. Perspective on Your Profile Scores

The graph below identifies the strength of your responses to each of nine Blind Spot Profiles. Descriptions will follow for your top two Blind Spot Profile choices. You might also want to take note of which of the Profiles were ranked lowest below. These represent a gut strength which you do not often rely on.

Effective team work suggests that you also learn to recognize the developed gut strengths of other members of your team, who utilize different gut strengths than your own. Learning to work with others who score high on these gut strengths, will help you to make more reliable quick decisions. In this way you will expand the overall band width of quick decision-making within your group. You will also become aware of new opportunities for collaboration and will better manage the risks that can come from making decisions too quickly.

Optimistic Image-Oriented Producer	3.1	
Energetic New Direction Risk-Taker	2.2	
Assertive Get-It-Doner	2.9	
Sensitive Perceptive Creator	1.1	
Reserved Analytical Strategist	3.3	
Empathetic Conflict-Avoiding Diplomat	1.4	
Warm Relationship Builder	3.1	
Practical Questioning Loyalty-Builder	2.8	
Responsible High-Standards Builder	3.8	

3. Your Top Blind Spot Profiles: Strengths and Blind Spots

You can use each of your gut strengths most effectively when you understand the unique power of their insights, and can integrate them with slower, conscious, more deliberate thinking. However, when you are under stress, feeling less confident or acting unconsciously, you may find that a blind spot turns your gut strength into a liability. Observe in the descriptions below how your gut strength works as a strength or blind spots.

Top Score Profile: Responsible High-Standards Builder

Greatest Personal Strength Innate self-discipline and standards.	Quick Thinking Style Test Instincts First
Potential Blind Spot Can become too serious and overly responsible, distant, angry, aloof and inflexible.	Quick Feeling Style Interpersonal

The Responsible High-Standards Builder has a strong inner sense of how to do things “the right way.” Whether it is building a marketing plan, a financial statement, a new organization or any other process in an organization, this individual will seek high standards and goals for doing it right. Their *Instincts First* Quick Thinking Style tunes them into understanding the capabilities and operational nature of people, and with this sensory input they know just how to make their organization work. Their *Interpersonal* Quick Feeling Style drives them to express their organizational understanding in interaction with others. Thus, they both naturally understand and can explore ways with others on how to set standards for the organization that will help it to achieve demanding goals. Attaining their goals in a way close to their standards gives them a sense of well-being.

Responsible High- Standards Builders are often solid leaders of established organizations, where their attention to standards reinforces a strong operation. They have to be careful, however, that their blind spot of overdoing their standards and thus decreasing flexibility doesn't keep the organization static. They also need to keep their anger in check when others disregard their efforts toward perfection. With Clear Sight these people have the flexibility, energy and commitment to goals that create stable institutions able to adapt to changing conditions.

Second Choice Profile: Optimistic Image-Oriented Producer

Greatest Personal Strength High-energy multi-tasker produces many projects valued by others.	Quick Thinking Style Feelings First
Potential Blind Spot Constant multi-tasking leads to disorganization and indecision becoming distant and alienating others.	Quick Feeling Style Extroverted

Optimistic Image-Oriented Producers get things done and involve people in their plans by constantly telling others about what they are doing. In school we saw these people as head of the class, teams and activities. The more they accomplish, the more they feel highly regarded. Their Quick Thinking Style tunes them into how what they are doing affects the feelings of other people. For this reason we often see them in marketing, communication or image producing roles. Their Quick Feeling Style supports their giving directions to others in ways that carry their image of what needs to be done into action. They are also tuned into the feelings of what motivates others to act.

When people who identify with this model operate with blind spots, they will start so many projects that they get disorganized, overwhelmed and indecisive. While normally confident, optimistic and motivating to others, these blinded individuals can become distant and alienate others. If this happens over the long haul, they will lose confidence, get tuned to their negative feelings and become self-defeated. By slowing down, setting priorities and thus gaining Clear Sight, they re-gain perspective to effectively accomplish what they want to do.

4. Signs Your Blind Spots May Be Showing

When your gut strengths are working with blind spots, your quick decision-making becomes increasingly inaccurate. You begin to see the world through a tired and stressed lens that is not reliable. Others begin to notice the signs as your blind spots reveal themselves. In the material below, note the signs that blind spots may be showing. Then consult with Chapter 6 of *Blind Spots: Achieve Success by Seeing What You Can't See* to learn how to shift your perspective to neutral. You'll begin to return your gut strengths to normal power.

Five most common signs of Blind Spots for the Responsible High-Standards Builder

1. **Misused Strengths:** When Responsible High-Standards Builders overuse their strengths, they can set too many or too rigid standards, which can de-motivate others or lead to micro-managing.
2. **Old Habits:** Many Responsible High-Standards Builders learned at an early age to assume responsibility to make sure things were done “the right way” in their family of origin or at school. This behavior was often reinforced by parents or teachers who were proud of “this model student and model child.” The resulting habit can lead the individual to feel overly responsible for holding the standards of anything they participate in.
3. **Stress Expressed:** Under stress, the Responsible High-Standards-Builders may become inflexible about their standards and will not accept any other level of performance from others—leading others to feel that it is impossible to please this person. Such stress not only makes others feel negatively criticized but feel unable to do anything right. In the extreme this can isolate the Responsible High-Standards Builder as others rebel or withdraw to avoid negative criticism.
4. **Untuned Radar:** As an *Instincts First Gut Thinker*, the Responsible High-Standards Builder can be well-attuned to the capabilities of others. When operating from a blind spot, the drive for personal standards can block their awareness of their own gut instincts, resulting in too much focus on their own standards, while ignoring the capabilities of others.
5. **Disconnect:** With an *Interpersonal Feeling Style*, this individual likes to engage others in conversation. However, focusing too much on how things should be done can sometimes lead to a one-sided conversation.

Five most common signs of Blind Spots for the Optimistic Image-Oriented Producer

1. **Misused Strengths:** When Optimistic, Image-Oriented Producers overuse their strengths, they can take on too much work or too many projects and lose track of the priorities and desired outcomes of individual projects or goals.
2. **Old Habits:** Optimistic Image-Oriented Producers learned at an early age to take on responsibilities as a way to gain popularity and respect from others. Many were high school leaders or participated in many sports or activities—which led to their being recognized and valued by classmates, parents and teachers. This habit fits well in businesses where we are valued for “what we do.”
3. **Stress Expressed:** Under stress, Optimistic, Image-Oriented Producers may take on so much work or try to manage so many projects that they become exhausted, distracted and unable to complete commitments.
4. **Untuned Radar:** As a *Feelings First Gut Thinker*, the Optimistic Image-Oriented Producer usually is well-attuned to the feelings of others. However, when operating from a blind spot, these individuals may get so caught up in the work load that they lose touch not only with the feelings of others, but with their own feelings as well. Thus, they can appear withdrawn and disinterested in others.
5. **Disconnect:** With an *Extroverted Feeling Style*, this individual is usually a strong communicator who likes to give direction to others. However, a blind spot can lead to frustration and a sense of being overwhelmed—this person could then be seen as withdrawn and disinterested in others. Too much conflict can also lead to a loss of self-confidence.

The first step in turning a blind spot back into an asset is to recognize that you have a blind spot showing. Take time periodically to check for yourself:

- Consider whether you are experiencing any of the above signals within yourself.
- Ask someone you can confide in whether they notice any of the signs above, which signal that blind spot.
- In times when you are running fast and multi-tasking, relax for a few moments and observe for yourself whether your gut strengths feel sharp and responsive, or dulled, unresponsive, and emotional.

Clear Sight Strategies for the Optimistic Image-Oriented Producer

Pick one or two of these strategies to help you turn your blind spots into strengths.

1. **Recognize Your Own Needs:** You have an innate need to manage and take charge of work. You also usually prefer to keep a positive, harmonious environment and cooperative relationship among people you work with. Realize that you tend to thrive in this situation, and that you also may find it destructive to have to exist in a confrontational or critical environment over a period of time. When you ignore these needs, you may find blind spots emerge in your view of the world.
2. **Help Others to Recognize Your Strengths and Needs:** It is important to help others realize that your desire to get things accomplished usually serves the purpose of trying to get others to feel positively for you.
3. **Know Your Goal in Any Situation:** Examine the goal you are trying to achieve, whether it is completing a project or planning your next career step. Make sure you set up the situation so you can focus your need to complete your goal effectively. Watch out for “too many things on your plate” that prevent you from reaching your most important goal.
4. **Review Your Priorities for Action:** You may be prone to take on too many tasks and too many responsibilities. Be sure you set regular time for yourself to determine what projects and tasks are most important to you. Develop an effective method for delegating responsibility to others. Set aside enough time for relaxation so you can connect with other people, whom you enjoy spending time with.
5. **Stay Connected with Others:** When you operate in your blind spots, you may be overloaded and distracted from connecting with others. With a *Feelings First* Thinking Style, you should be effective in getting others involved in projects. You are usually a good networker and can get work done through other people.
6. **Recognize Early Signs of Shifting to Blind Spots:** When you find yourself feeling tired, distracted, disconnected from others and overburdened by too much work, you may be moving into a blind spots. Take time to reconnect and reset your priorities.
7. **Learn to Value the Strengths and Blind Spots of Those Different From You:** Build partnerships with those who have different gut strengths to stretch your bandwidth. For example, a Reserved Analytical Strategist or a High Standards Builder may bring complimentary skills to your own.