



Discovery[®]

Personal Profile

John Smith

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on John Smith's responses to the Insights Preference Evaluator which was completed on 21 February 2011.

The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.

Using Jung's typology, this Insights Discovery profile offers a framework for self-understanding and development. Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.

Generated from several hundred thousand permutations of statements, this profile is unique. It reports statements which your Evaluator responses indicate may apply to you. Modify or delete any statement which does not apply, but only after checking with colleagues or friends to identify whether the statement may be a "blind spot" for you.

Use this profile pro-actively. That is, identify the key areas in which you can develop and take action. Share the important aspects with friends and colleagues. Ask for feedback from them on areas which seem particularly relevant for you and develop an action plan for growth personally and interpersonally.

Overview

These statements provide a broad understanding of John's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

John needs to know that he is his own person, and will avoid people who seek to make him conform. He may find it difficult to work with or for a manager who makes little effort to discover his unique talents. Perhaps exhibiting the traits of the most independent of all the Insights types, he prefers to do things his way. He can be both present and future oriented and is often sought out by others to help solve pressing and complex problems. He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work.

He sometimes feels less than adequate when he thinks of the effort of living up to his own high standards of perfection. He displays little emotional response to situations which others may perceive as crises, and is usually seen to deal with them in a calm and cool way. John is independent by nature, but he is prepared to labour tirelessly for a team mission he commits to. He typifies the kind of person who allows others to consider and feedback on his creative solutions. He is just as concerned with the process as with the outcome.

Both for himself and others, fun, relaxation and free time are scheduled and prioritised events. Although his feelings are deep they can change quickly with his mood. His perception of the world is a conceptual and abstract one, but one with endless possibilities. John is an ingenious and original problem solver. John is a pragmatic individual who can be as tough as the situation warrants.

John is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. He is convinced that a successful life needs to be tough and that satisfaction must be earned and re-earned. A capacity for cool emotional detachment makes John a good decision maker, because he thinks clearly under pressure. His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress. He may sometimes present information in a way that may be misunderstood, his creative and organised stance often being a step ahead of the group. He is intensely curious and is always seeking to find coherence in endless amounts of data.

John's skill at taking a very broad, long-range view of things contributes to his reputation as something of a visionary. He seeks a certain consistency in his life and a pace that is neither too slow nor too fast. Although quiet and reserved, he can articulate well on a subject to which he is devoted. He has stability, competence and intellectual insight. His personality can be paradoxical; usually easy-going and accommodating, he can also be rigid and inflexible.

Interacting with Others

With his original mind, fine insight and vision, John is seen as an independent and natural thinker. Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks. In applying unrealistically high standards to himself, he may expect too much from himself and others. He can be stubborn and

argumentative. He holds very firm beliefs about a few key matters and will defend these views against all odds.

He is a very good sounding board, excelling in negotiating and calming conflict. John needs minimal supervision and will work hard in a system that gives him independence. He may become evasive or reactive if overwhelmed by the constraints and demands of others. Sometimes his introverted analytical preferences may prevent him from expressing outwardly what is really going on inside his head. He is not a “party animal” and often prefers his own company. He tends not to care how he is seen as measuring up to others' standards as it is his own standards that are important to him.

John may express affection non-verbally and appreciate others' company on a rather abstract level. He needs to learn to appreciate the “illogical” feelings of others and to accept that they are also valid. He is reluctant to display his emotions to others. Bringing an enthusiasm and loyalty to his work, John encourages co-operation and flexibility within the team. Although he has a good understanding of facts, figures and ideas he may sometimes struggle to present them to others and have them understood and accepted.

Decision Making

John is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself. Although gifted in both sensing and intuition, he may well rather base plans and decisions on established procedures than listen to his inner voice. He views life as an intellectual challenge and needs to think things through before deciding. He is comfortable making conclusive judgements about others and tends to be a strict disciplinarian. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments.

He constantly checks the correctness of a process. For him, innovation is of the greatest value when the process to attainment is thorough and stepped. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He can be creative and imaginative. Problems and difficulties are simply challenges which exist to stimulate innovative responses from him. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

He is a quiet innovator, seeking improvements in everything he is involved in. Decision making comes naturally to John and he can look to the future as well as recognising the past. John's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. John is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which John brings to the organisation. John has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts he has to offer.

John's key strengths:

- Keen observer.
 - Rapid reasoning.
 - Accepts responsibility.
 - Will work late to get the job done.
 - Uses common sense.
 - Sets high standards for himself and others.
 - Painstaking, conscientious, industrious and dependable.
 - Good situational analysis.
 - Strong task focus.
 - A far sighted planner.
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Personal Notes

Key Strengths & Weaknesses

Possible Weaknesses

Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. John's responses to the Evaluator have suggested these areas as possible weaknesses.

John's possible weaknesses:

- Easily loses focus when lacking intellectual stimulation.
 - Over-dependence on rules and procedures.
 - Could appear to be too demanding of exact standards.
 - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - Fears loss of face in any situation.
 - Can be inflexible.
 - Can be unaware of others needs.
 - Avoids showing his true feelings.
 - Lacks empathy for others in some situations.
 - May appear impersonal, distant and ignore the “human factors”.
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Personal Notes

Value to the Team

Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. Add to this list any other experiences, skills or other attributes which John brings, and make the most important items on the list available to other team members.

As a team member, John:

- Keeps his shoulder to the wheel.
 - Makes the best uses of available resources.
 - Maintains team's focus on objectives.
 - Encourages independent thinking.
 - Creates commitment within team.
 - Challenges existing methods if he feels they are inadequate.
 - Will not allow others' failings to prevent the team's success overall.
 - Will often be able to supply vital background details.
 - Commits to realistic goals.
 - Prevents complacency within the team.
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Personal Notes

Communication

Effective Communications

Communication can only be effective if it is received and understood by the recipient. For each person certain communication strategies are more effective than others. This section identifies some of the key strategies which will lead to effective communication with John. Identify the most important statements and make them available to colleagues.

Strategies for communicating with John:

- Talk quietly.
 - Be clear and straightforward.
 - Take things one step at a time.
 - Recognise his intellectual effort and commitment.
 - Persuade using logic not emotion.
 - Respect his personal experience.
 - Allow time for him to think of the consequences.
 - Go prepared to get straight down to business.
 - Respect his knowledge of the job.
 - Bring proof and evidence of performance.
 - Use charts and graphs or other precise visual aids to make your points.
 - Use humour in moderation.
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Personal Notes

Communication

Barriers to Effective Communication

Certain strategies will be less effective when communicating with John. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

When communicating with John, DO NOT:

- Be too informal or waste time on social trivia.
 - Try to manipulate him towards your viewpoint.
 - Ramble or become emotional.
 - Be too light hearted or superficial.
 - Digress or wander off at a tangent.
 - Wait for praise or recognition.
 - Try to persuade him to act against deeply held principles.
 - Question his motives or competence.
 - Show disagreement with or disrespect for his principles.
 - Gloss over details.
 - Assume that hesitation implies a lack of knowledge.
 - Underestimate his abilities to decide for himself.
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Personal Notes

Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

John's possible Blind Spots:

In expressing his views strongly John tends to “railroad” many decisions. Perhaps best thought of as one of life's natural organisers, he is practical, strong willed and needs to get his own way or he may become rebellious. He tells rather than asks, and whilst confident in communicating, can be rather overpowering at times. There is also a tendency for him to become very defensive if challenged.

He may not easily understand criticism of his work, tending to associate criticism with displeasure. When a project goes wrong, he will not readily take the blame. When under extreme pressure, John may choose to withdraw, but only to prepare for the next battle within his own fortress. Very much a “head” person, he has little real appreciation of just how much some of his decisions may offend some people. John may unconsciously seek material dominance, social standing and status.

With the best of intentions, he sometimes neglects to ensure the completion of his vision. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. He can appear arrogant and suddenly nit-picking if his performance is not recognised by a superior he values. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. He should learn to be more considerate by thinking through how his actions will affect others.

Personal Notes

Opposite Type

The description in this section is based on John's opposite type on the Insights Wheel. Often, we have most difficulty understanding and interacting with those whose preferences are different to our own. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

Recognising your Opposite Type:

John's opposite Insights type is the Helper, Jung's "Feeling" type.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and home. They are usually sensitive to others and work well in a team situation. However, John may observe that the Helper takes criticism personally and finds it difficult to become authoritative or objective with others when necessary. Helpers sometimes have difficulty in making key decisions without consultation.

John will notice that people are far more important to the Helper than the accomplishment of tasks. The Helper's nature tends to be personable, which may mean that John sees them as fickle or soft. Helpers can be stressed in fast moving, impersonal situations which change without warning. Helpers display their emotions and usually have limitless patience for those who are dependent on them. They will usually ignore judgements that rely heavily on logical analysis - often the judgement preferred by John.

Helpers will tend to avoid telling someone an unpleasant truth or tell it in an affirmative way. Helpers are accommodating and occasionally self-effacing and are always content to support others without expecting much in return. John may see the Helper idealising others and adopting a romantic version of people and their potential.

Personal Notes

Opposite Type

Communication with John's Opposite Type

Written specifically for John, this section suggests some strategies he could use for effective interaction with someone who is his opposite type on the Insights Wheel.

John Smith: How you can meet the needs of your Opposite Type:

- Take time to listen to his feelings about the reactions of others.
- Mirror his normally calm and even-tempered nature.
- Take a low key, friendly approach.
- Help him feel at ease.
- Remember and respect his concern for others' welfare.
- Avoid unnecessary distractions - keep to the point.

John Smith: When dealing with your opposite type DO NOT:

- Omit to discuss how others may be affected by a decision.
 - Ignore his creative and intuitive thinking.
 - Act aggressively or reject his ideas without explanation.
 - Assume passivity is tacit acceptance.
 - Expect automatic compliance or respect.
 - Adopt an intransigent, judgmental stance.
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Personal Notes

Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for John's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

John may benefit from:

- Attempting to respond more quickly to his more extraverted colleagues.
 - Making daily activities as varied as possible.
 - Volunteering to give regular presentations.
 - Being more open about how he is feeling.
 - Meeting more people at least half way.
 - Asking each person on the team how they feel today.
 - Becoming less objective at times
 - Encouragement to take himself less seriously.
 - Reading motivational books and listening to motivational tapes.
 - Relaxing mentally and not trying to out-think everyone.
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Personal Notes

Management

Creating the Ideal Environment

People are generally most effective when provided with an environment which suits their preferences and style. It can be uncomfortable to work in an environment which does not. This section should be used to ensure a close match between John's ideal environment and his current one and to identify any possible frustrations.

John's Ideal Environment is one in which:

- He can indulge in gathering all the information he wants.
 - People around him are organised and consistent.
 - He is encouraged to express views and opinions.
 - He is able to isolate himself from others if necessary.
 - His highly developed analytical skills are fully utilised.
 - He can communicate selectively with those who are close to him.
 - He can employ technology.
 - There are others like him around.
 - He can concentrate quietly.
 - There is space for graphs, charts and other sources of reference.
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Personal Notes

Management

Managing John

This section identifies some of the most important strategies in managing John. Some of these needs can be met by John himself and some may be met by his colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

John needs:

- Quiet time to recover after any “noisy” activity.
 - A variety of system related tasks.
 - Understanding of his tendency to defend his decisions with logic and persistence.
 - To be given detail-intensive projects.
 - Respect for his desire to observe activities from a distance, and his preference not to become directly involved in “team” activities.
 - Sufficient time to ponder and question complex issues.
 - Encouragement to deal with some issues immediately.
 - Help in restraining the allocation of blame.
 - A manager who appreciates his need for thinking time.
 - Occasional visits to clients or exposure to “the sharp end”.
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Personal Notes

Management

Motivating John

It has often been said that it is not possible to motivate anyone - only to provide the environment in which they will motivate themselves. Here are some suggestions which can help to provide motivation for John. With his agreement, build the most important ones into his Performance Management System and Key Result Areas for maximum motivation.

John is motivated by:

- Genuine interest in the detail of his work.
 - Encouragement to share his technical knowledge.
 - Confirmation that he is making a unique contribution.
 - Being given every opportunity to “get on with it”.
 - Having access to data and verifiable evidence.
 - High standards being set and achieved.
 - “Reality” rather than abstract theories.
 - Regular statistical feedback allowing fast analysis.
 - Being asked to find more efficient ways for the team to work.
 - Gathering and analysing technical information.
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Personal Notes

Management Style

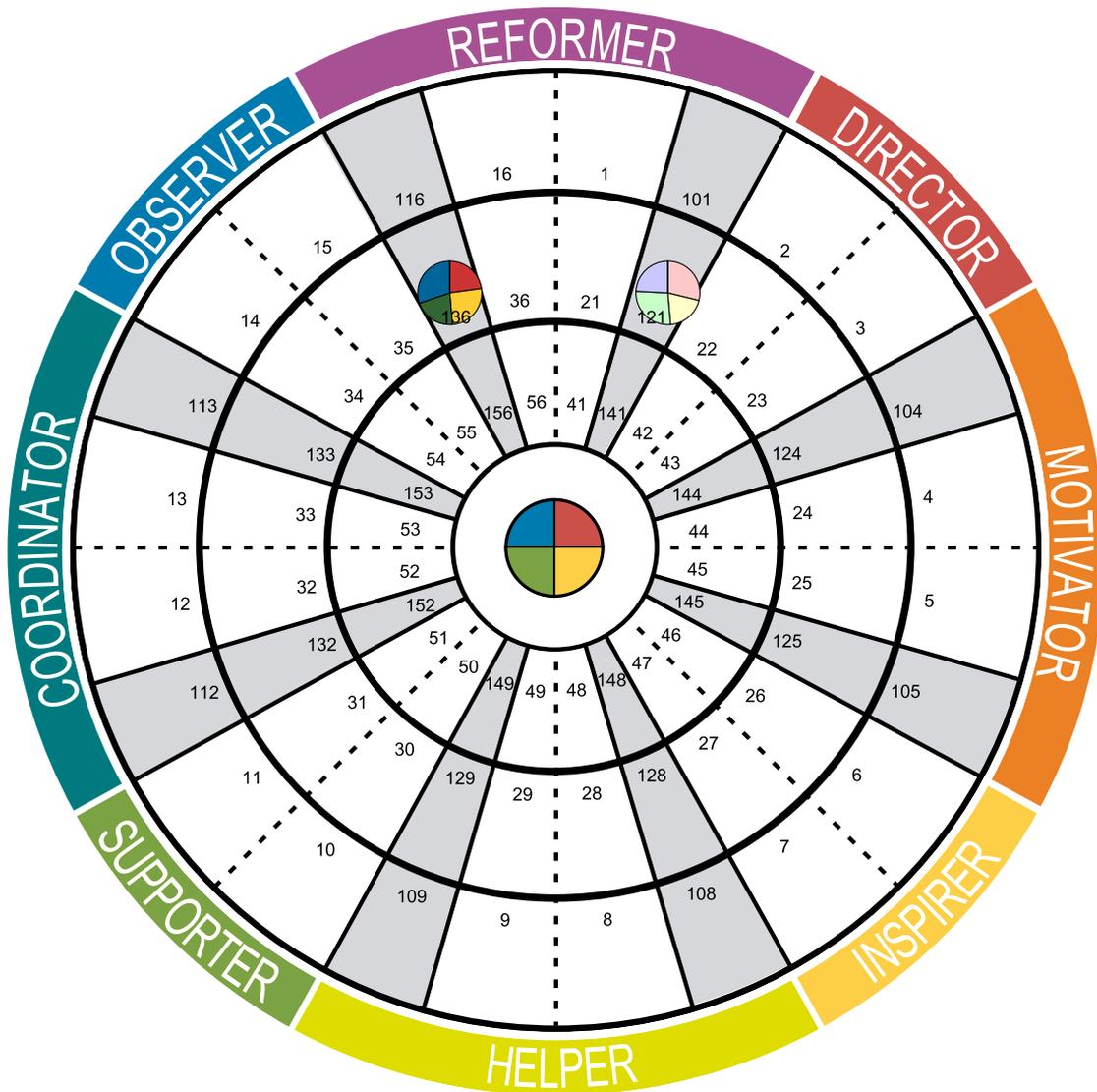
There are many different approaches to management, most of which have different situational applications. This section identifies John's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, John may tend to:

- Drive for results at all costs.
 - Come up with ideas which save everybody time and effort.
 - Want to explain the “What”, “How” and “Why”.
 - Be frustrated with those less gifted than himself.
 - Focus more on internalised values, at times failing to take account of the views of others.
 - Be perceived as a reflective thinker.
 - Keep his deepest feelings private.
 - Overlook the need to encourage others.
 - Worry too much about minor issues.
 - Keep quiet until he is able to provide a framework for his thoughts.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

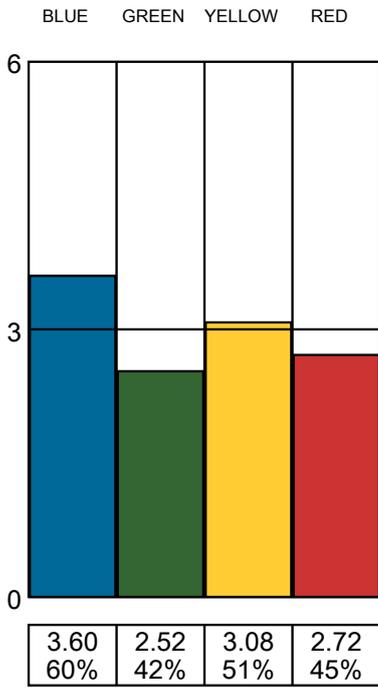
136: Creative Observing Reformer (Classic)

Less Conscious Wheel Position

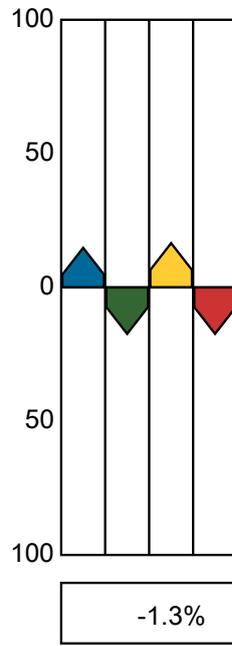
121: Creative Directing Reformer (Classic)

The Insights Discovery® Colour Dynamics

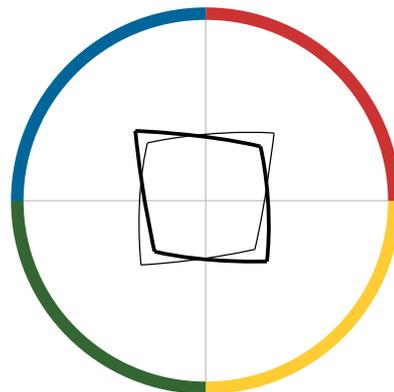
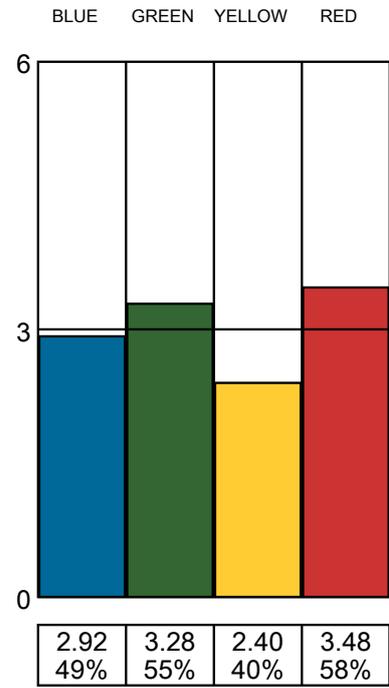
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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