



Insights®



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 25 June 2010.

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 displays fierce loyalty to and for people who report to him. He may not readily talk of his need to move continually to become who he really wants to be. He may speak of or express his ideals indirectly. He will not seek to make others feel guilty for not responding as he would like. John is sympathetic, empathic and affable.

One of his outstanding traits is economy of effort. He is gently forceful in having his ideas applied where it matters to him. He is loyal, supportive, idealistic and creative. Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution. John is quiet, amiable, dedicated and loyal. He may underestimate himself and either takes anything he does well for granted, or regards it as no great achievement at all.

Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. He will stick to his ideals with passionate conviction, even though he may find these difficult to talk about at times. The kind of work that best suits him requires patience, devotion and adaptability. He likes to enjoy the current experience without feeling pressured to rush on to the next. Enjoying a "low profile", one of John's great strengths is his natural, unobtrusive, accepting manner.

Even if a mistake has been made by someone else he may spend a lot of time sympathising with the "guilty" party and attempting to spread the responsibility. He can complete practical tasks and do repetitive work effectively. He is a well of warmth and support, but may be very reserved until he has broken the ice. John is seen by others as open, mild, modest and rather self-effacing. Low key acknowledgement for his contribution is likely to be appreciated by him.

John values people who take the time to understand his personal goals and values. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough. John should try to stand back occasionally and look at himself and at his work more objectively. He does things in a routine manner and is consistent, conscientious and reliable. At times, events can overwhelm him and he may find it almost impossible to say "No", even when the demands are unreasonable.

Interacting with Others

John enjoys a team environment that is moderately paced with high levels of morale. Even though it taxes him emotionally, he can take on the troubles of those around him. He finds it difficult to take a fixed position on issues that are not important to him. As a result, he may be seen by others as rather lacking in conviction. His deepest feelings will rarely be articulated. Basically loyal, trusting and understanding, he needs harmonious relationships in his life and is most sensitive to conflicts and disagreements.

He may have a tendency to repress anger. While appearing to agree with others, he may internally disagree, using passive strategies to release his tensions. When he interacts with others, he projects an amicable and easy-going style. He wishes to be valued for himself. He will

go to great lengths to promote fellowship and avoid conflict. As he gets to know you, he becomes more enthusiastic and open.

If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. He likes to get on with other people and, although he finds confrontation disagreeable, will retaliate if he feels his values are undermined. He tends to avoid conflict rather than engage it with creative solutions. He may find himself automatically adapting his own personality in an attempt to meet other peoples' ideas of what is desirable. John feels a love and sensitivity for others and an appreciation for life.

Decision Making

Open-minded, curious and insightful, John has excellent long-range vision and sensitivity. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. It is in gaining others' acceptance of his ideas that he provides quality leadership. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making.

He can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. He will be quiet, but strong, in defending his values. He makes decisions relying on his personal experiences to see him through. He may choose to change his decisions if it turns out that someone may be adversely affected by them. He may make decisions without considering all the consequences of his actions.

He may prefer at times to communicate his feelings about others in writing, rather than verbally. He can be overly lenient with non-producers, which often results in problems in matters that require the application of discipline. John makes better decisions when other people he knows share his values. John will be deeply committed whenever he chooses to undertake a role or task. He is prepared to make decisions through group consensus.

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:

- Senses the needs of the group.
 - Usually weighs up all relevant factors before reaching decisions.
 - His word is his bond.
 - Good at undertaking routine tasks.
 - Consistent and trustworthy.
 - Cares for other's physical and emotional needs.
 - Makes time for people and their problems.
 - Compassionate, with a caring and concerned approach.
 - Strong sense of personal values.
 - In touch with himself and his world.
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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:

- His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - Can resist by being passive yet stubborn simultaneously.
 - May worry unduly - prone to pessimism.
 - Finds it difficult to say “no” if relationships are being threatened.
 - Can be manipulated by supervisors or significant others.
 - The tendency to focus upon past failures rather than significant successes.
 - The tendency to bear a grudge against those who do not share his values.
 - May become stubborn if pressured.
 - Avoids interpersonal aggression and irritation.
 - Preserves relationships - can interfere with task completion.
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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:

- Prefers flexibility and open mindedness.
 - Values tradition and stability.
 - Is sensitive in dealing with team conflict.
 - Sees financial reward as proof of worth rather than as an end in itself.
 - Seeks to be compliant and willing to adapt.
 - Will be loyal to the leader and the cause.
 - Likes and is liked by most others.
 - Helps generate trust for the team.
 - Is a caring team player who honours his commitments.
 - Is perceived by most others as honest and sincere.
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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:

- Expect some resistance if you are suggesting change.
 - Gaining obedience is not enough - ensure you have co-operation.
 - Expect him to come back later for clarification.
 - Provide a safe environment in which he can learn, improve and grow.
 - Ask how he feels about the things he does.
 - Appeal to his need to be of service.
 - Be honest, moderately paced, straightforward and open with him.
 - Do not let him hide behind complexity and privacy. Maintain his focus upon outcomes.
 - Take your time getting to know him if you want critical feedback.
 - Show concern for his opinions and be willing to discuss personal matters.
 - Allow him to explain the logic behind his views.
 - Remember that he may not be revealing his real underlying concerns.
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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:

- Reinforce his own self criticism.
 - Adopt an intransigent, judgmental stance.
 - Show impatience with, or annoyance of, his calm exterior.
 - Invade his personal space.
 - Smother his efforts to explore alternatives.
 - Be cold, aloof or adopt an autocratic approach.
 - Criticise without first acknowledging positive contributions.
 - Fail to be attentive to his suggestions.
 - Undervalue his ability to make essential contributions.
 - Cut him short or discourage him when he wishes to share information.
 - Substitute rhetoric for accuracy.
 - Ignore his personal values.
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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:

John may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. He is perceived by others as a natural helper and needs to feel appreciated. His interest in others tends to make him rather optimistic towards maintaining positive relationships.

A rather private nature may prevent John from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. Becoming more aware of what is around him and relying more on proven information may help him root his creative ideas in the real world. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. When he is disappointed, he may become negative about everything and everyone around him. He may not easily understand criticism of his work, tending to associate criticism with displeasure.

Although he may not readily display it, John can be so committed to his own principles that he develops tunnel vision. John may reflect longer than is necessary before undertaking or beginning a project. It is important for John to find ways of continuing to express his ideas, to keep him from getting discouraged. He should realise that on occasions confrontation can clear the air. John prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion.

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 Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. John will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. John may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. John may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

John sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future.

The Director's biggest drawbacks may be perceived by John as arrogance, impatience and insensitivity to others' feelings.

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:

- Omit unnecessary and intricate details.
- Ask him, don't tell.
- Agree stretching goals and targets.
- Be realistic while offering possibilities and solutions.
- Present an overview of the essence of the important facts.
- Provide incentives and encouragement.

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

- Try to pin the blame on him.
 - Be late for the meeting.
 - Say “that will never work”.
 - Impose your feelings onto him unless he shows willing.
 - Challenge his values or principles.
 - Try to manipulate him towards your viewpoint.
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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:

- Demanding the same exacting standards of others that he sets himself.
 - Getting right to the point.
 - Identifying when extensive detail is not needed.
 - Questioning the motives of others.
 - Accepting the inevitable and taking action.
 - Trusting his own decisions.
 - Focus on his own needs rather than those of others.
 - Recognising the need for heightened urgency in some projects.
 - Making a decision to act on those things that worry him - now.
 - Confronting his feelings of anger and dealing with the problem.
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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:

- Clearly defined responsibilities are assigned.
 - There is time for reflection and meditation.
 - There is continual feedback and encouragement.
 - There is freedom from conflict and confrontation.
 - A comprehensive welfare policy is provided.
 - There are opportunities to socialise with colleagues in and out of work.
 - There are adequate but not excessive amounts of detailed and technical information.
 - Personal pain and suffering is avoided for everyone.
 - Facts and information form the basis for decision making.
 - He can have his own work space.
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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:

- Help in thinking “outside the box”, or beyond the traditional.
 - Help to determine the pace and deadlines.
 - To have mistakes dealt with in a positive and constructive manner, avoiding confrontation.
 - To have his contribution reviewed and acknowledged.
 - Gentle introduction of new concepts and activities.
 - To be able to use his one-to-one strengths in counselling or mentoring.
 - Autonomy and independence within an agreed framework.
 - To be aware of underlying stresses.
 - A workplace offering privacy but not exclusion.
 - To be a key player in a small but successful team.
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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:

- Openness and honesty.
 - Full acceptance of his values and feelings.
 - Quiet, tenacious endeavour which is rewarded in a low key way.
 - Being able to do a quality job.
 - Opportunities to express his feelings in relation to performance.
 - Recognition and respect for his family's commitment and support.
 - Membership of peripheral committees and workshops.
 - Integrity from his superiors.
 - Meeting his own goals rather than competition with others.
 - Responsibilities which capitalise on his one-to-one supervisory or mentoring strengths.
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Personal Notes

Management Style

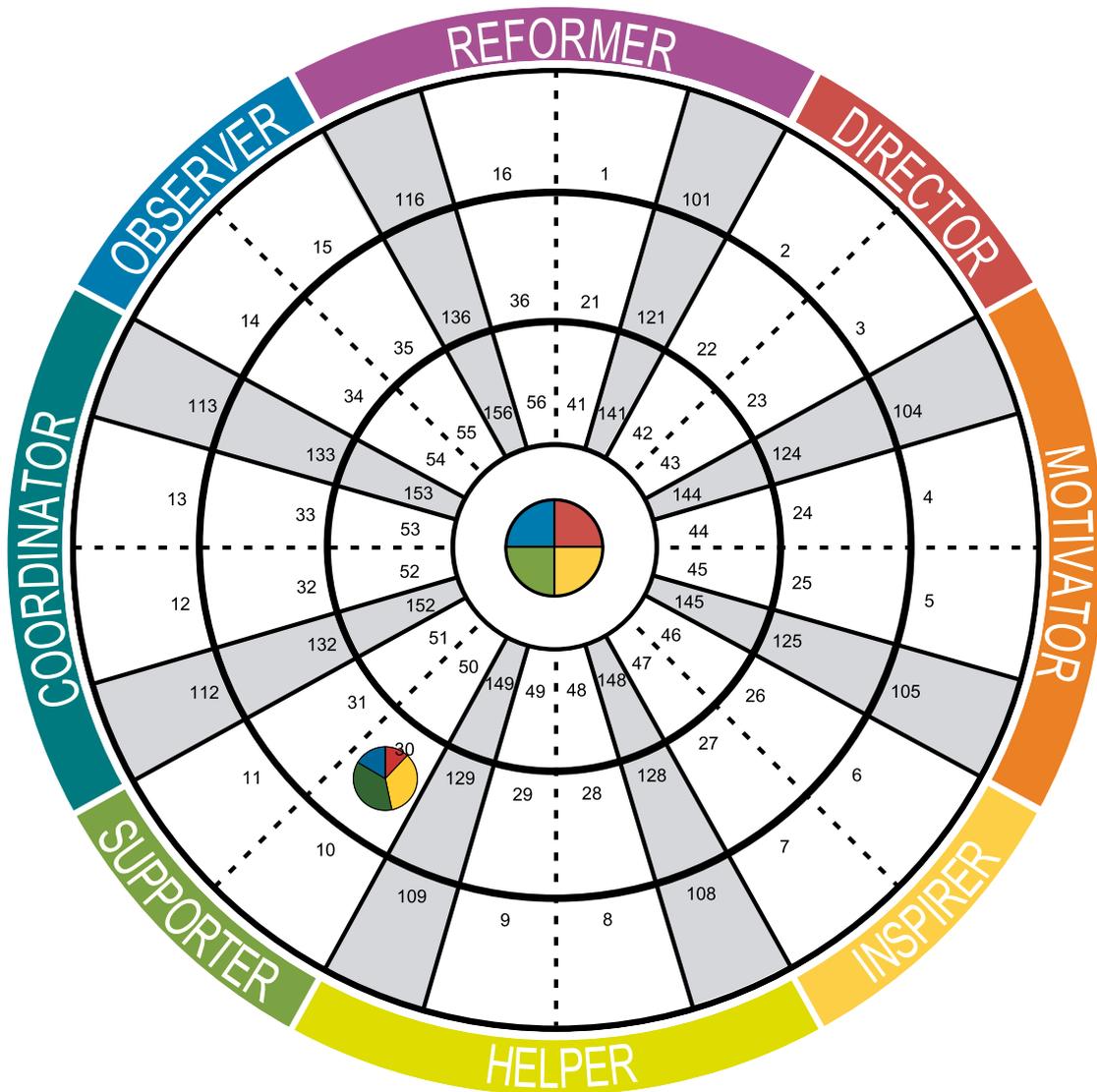
There are many different approaches to management, most of which have different situational applications. This section identifies John's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, John may tend to:

- Encourage others to sacrifice deadlines for quality.
 - Find it difficult to deal with disciplinary matters within his team.
 - Serve his team rather than lead in a forthright manner.
 - Be too trusting of his people.
 - Dislike “hard-nosed” disciplinary matters within the workplace.
 - Set goals and objectives that fail to fully stretch his team members.
 - Keep his deepest feelings private.
 - Take on too many disparate activities, resulting in a loss of focus and identity for others.
 - Listen carefully and respond in an appropriate way.
 - Appear cold and aloof until he gets to know people well.
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Personal Notes

The Insights Discovery® 72 Type Wheel

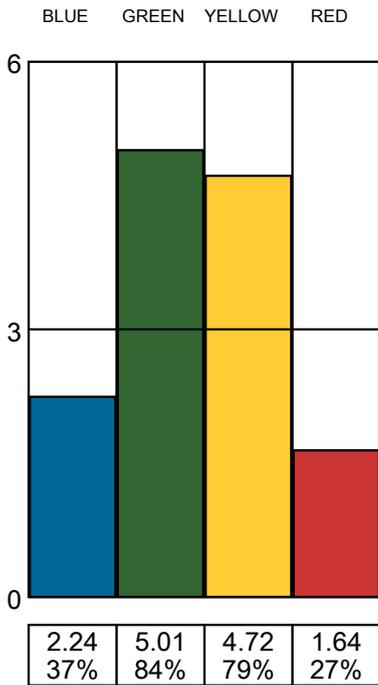


Conscious Wheel Position
30: Helping Supporter (Classic)

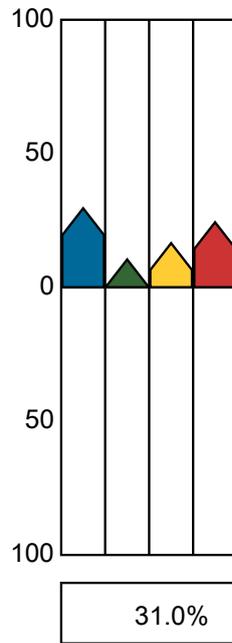
Less Conscious Wheel Position
30: Helping Supporter (Classic)

The Insights Discovery® Colour Dynamics

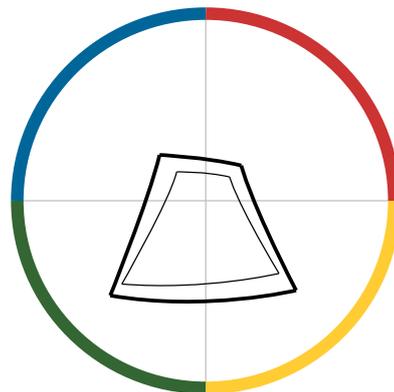
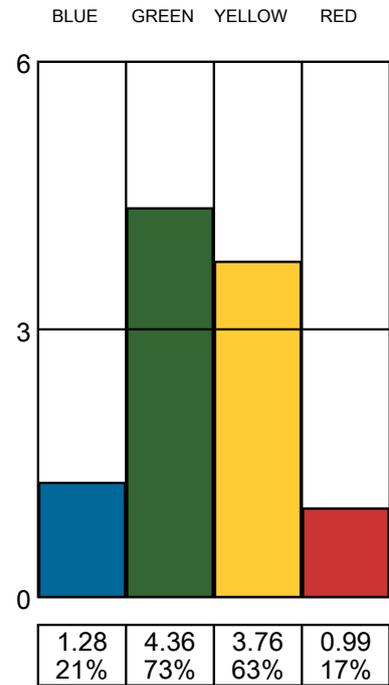
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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