



Discovery Insights[®]

John Smith
11/04/2007

Personal Profile

Foundation Chapter
Management Chapter



Insights[®]



www.insights.com

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 11/04/2007.

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

Quiet and modest, John comes across as serious and hardworking. At times, events can overwhelm him and he may find it almost impossible to say "No", even when the demands are unreasonable. His sense of duty may make him appear rather serious at times. John sees the world in terms of facts and tangible realities and his concern with structure and order makes him very organised. Enjoying a "low profile", one of John's great strengths is his natural, unobtrusive, accepting manner.

Low key acknowledgement for his contribution is likely to be appreciated by him. Because he is conscientious and traditional, he is bound by his sense of duty and commitment. John is a serious, responsible and sensible member of society. He is trustworthy and honours his commitments. He functions by the rule book and if procedures are changed, he may conclude he is being taken advantage of. His commitment to his obligations comes much less in words, and much more in getting things organised and done.

He is aesthetically appreciative and values quality. He often sees when colours match or blend and may have a highly developed taste for art, music and food. He may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when he speaks about one of his specialised subjects. He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. For him, it is actions that speak louder than words. It will frequently annoy him if words are over-used by others. He needs to remember to withdraw regularly from caring for others to take care of himself.

John likes to prepare well and prefers to know why and how things happen. He takes his commitments and obligations seriously. He is most content in work that is of practical service to the organisation and others. He is aware that he may become the back-office expert in his role. He is easy-going and low key and may be prone to doubting his own ability.

John is seen by others as pragmatic, dependable and able to get things done. Easy-going, neat and orderly, he nonetheless values appreciation from others. In his own work, he can become intent upon doing things his own way in order to ensure his high standards of operating are met. John believes in doing everything the right way and his preoccupation with perfection makes him sensitive to errors or unfairness. John's energy is given to the world in the service of others, and in an orderly, realistic and practical way.

Interacting with Others

Aware of the needs of those around him and sympathetic to those in trouble, John brings harmony into the workplace. Situations that find him in charge as autocratic leader do not

usually suit him as he prefers to be more supportive than directive. He is loyal and gets on well with others without in any way pushing himself to do so. He is a pillar of strength in the home, at work, and in his community. He avoids interactions that will make him highly visible to others or where he has to perform or compete for attention.

Intent on keeping a low profile, John is quiet and reserved, especially around strangers. He needs to know that he is making a unique contribution to the organisation. By remaining open-minded to untested or unconventional solutions, he would develop greater tolerance for differences and end up being more effective. He is often friendly, although he tends to avoid socialising at a superficial level. He is suspicious of what may be lurking beneath a smile.

Compassion, caring, warmth and contented relationships are important to him. He tends to take a sceptical, critical attitude to information that has not been verified by the senses and is likely to distrust people who are careless about facts, sloppy about details, and who favour imagination or novelty over facts. He may feel under strain if he is unclear about what is expected of him or if duties at work are subject to change at short notice. He is impatient with people who read between the lines and who focus on the unseen and the unverified. He is seen by most people as kind and sympathetic.

Decision Making

John's decisions tend to be made only after he has gathered sufficient supporting data. When John perceives that something needs to be done, he will accept responsibility for implementing it. With his moderate, affable stance, John is considerate, patient and willing to go along with those he considers friends. He can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. He is not usually prepared to commit to high risk decisions.

He may make decisions without considering all the consequences of his actions. He is usually aware of the need to comply with the established view. He may perceive certain creative thinking groups as frivolous and wasteful. He can be overly lenient with non-producers, which often results in problems in matters that require the application of discipline. With his focus on the reality of the situation, he trusts the evidence of his senses and relies on carefully accumulated past and present evidence to support his conclusions and future courses of action.

He will be swayed by guarantees and case histories. With unshakeable, well-thought-out plans, he is difficult to distract or discourage once he has embarked on what he believes to be the correct course. Practical and realistic, John is a most matter-of-fact and thorough individual. Non-judgemental and accepting of others' behaviour in a rather factual way, he notices things around him and will generally find the deeper meanings within most situations. He will support those he considers as friends but can feel rather pressured if made to act against what he considers as his better judgement.

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:

-  Open-minded and tolerant of others.
-  Focuses on the day to day.
-  Usually weighs up all relevant factors before reaching decisions.
-  Practical in finding solutions.
-  Sensible and matter of fact.
-  Curious and keen observer of life.
-  Quiet and conscientious.
-  Adaptable in social situations.
-  A strong sense of duty.
-  Good at undertaking routine tasks.

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:

-  May not respond well to sudden change.
-  Can seek perfection, yet underrates and underestimates his contribution.
-  May lack objectivity, particularly where rapid change is concerned.
-  Has difficulty in sharing concerns and reservations except with close and trusted peers.
-  His desire to organise his thoughts can make him appear inarticulate.
-  May be slow to express his thoughts or feelings.
-  A lack of confidence in his own judgement, although that judgement is often correct.
-  The tendency to focus upon past failures rather than significant successes.
-  Finds it difficult to respond to aggression positively.
-  May suppress creativity.

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:

-  Can adhere to high standards.
-  Helps ensure consistency in team output.
-  Encourages the team to honour its commitments.
-  Is known as a good administrator.
-  Provides an anchor to reality.
-  Adapts in performing his role and responsibilities.
-  Bonds by remembering birthdays and special events.
-  Prefers to deal with the here and now and is unlikely to be distracted by abstract thinking.
-  Is dependable with a stabilising presence.
-  Becomes a questioning and strategic thinker.

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:

-  Avoid personal conflict.
-  Give him verifiable facts.
-  Prepare thoroughly, and plan to explain every feature of your proposition.
-  Respect his knowledge of the job.
-  Encourage the expression of feelings which might remain unsaid.
-  Expect him to come back later for clarification.
-  Allow him to explain the logic behind his views.
-  Maintain a serious disposition.
-  Help him feel at ease.
-  Be careful to maintain the status quo.
-  Remember his quiet demeanour and ask for his views.
-  If you ask a question, be quiet and give time for him to consider his response.

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:

-  Call on him when uninvited.
-  Use unnecessary verbiage.
-  Dwell on trivia.
-  Speak too quickly.
-  Comment on his personal appearance.
-  Do not assume that his lack of response means tacit agreement with what is proposed.
-  Forget how individual he is.
-  Ignore his authority for the sake of it.
-  Set tight deadlines or force him to make an immediate decision.
-  Show impatience with, or annoyance of, his calm exterior.
-  Substitute rhetoric for accuracy.
-  Cut him short or discourage him when he wishes to share information.

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 sometimes has difficulty shrugging off problems and getting on with life. He is a private person who keeps an emotional distance from others and a physical distance when communicating. Tending to shy away from making quick decisions, he has little understanding of the difficulties this preference creates for fast-paced people. When under stress at work, he may need to curb a tendency to become secretive or even rebellious in order to meet the demands of the moment. His ability to continually consider and reconsider decisions made occasionally generates a feeling of remorse at what might have been. He needs to let go of any experience that clouds his present well-being.

He is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make him appear rather distant at times. Because of his well developed tolerance of himself and other people, John may appear detached and disinterested. John may have a tendency to downplay his own self importance. He may need to acknowledge himself for the good work he does. He needs to work toward becoming more articulate and action-oriented. He may rely so much on his logical, analytical thinking that he overlooks the people issues.

Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so. He may have difficulty accepting what others have to say if it varies from his own certainties. John may reflect longer than is necessary before undertaking or beginning a project.

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 Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. John may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

John may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

John will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

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:

-  Avoid unnecessary distractions - keep to the point.
-  Check that he is with you as he may be easily distracted from listening attentively.
-  Add to the challenge and opportunity regularly.
-  Recognise his personal drive for achievement.
-  Support his goals with suggestions for achievement.
-  Generate inspiration by recalling past successes.

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

-  Limit his range or scope of activity.
-  Bore him with the routine or details.
-  Stick rigidly to business issues.
-  Forget to recognise him personally in a job well done.
-  Be vague or leave things open to interpretation.
-  Fail to recognise his best personal achievements.

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:

-  Writing shorter reports.
-  Acting without necessarily considering all the longer term implications.
-  Wearing something outrageous to work when it is least expected!
-  Delegating more to others.
-  Volunteering to give regular presentations.
-  Understanding that he can learn from people who do not share his views.
-  Remembering that many people will associate his apparently shy demeanour with aloofness.
-  A gradual introduction to the new and untested.
-  Aiming to become a short term centre of attention.
-  Not always rejecting spontaneous ideas as impractical.

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:

-  Structure and systematic processes are prevalent.
-  Ideas can be practically applied.
-  Time is carefully allocated to allow him to express his view.
-  He is valued as a unique individual.
-  Information is in close proximity, ensuring economy of effort.
-  There are few emotional outbursts.
-  His organisational skills are used to the full.
-  Everyone has a chance to express their views without being pressured.
-  Reliance on competition between colleagues is minimal.
-  There is time for reflection and meditation.

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:

-  To have his contribution reviewed and acknowledged.
-  Encouragement to deal with some issues immediately.
-  Long term security.
-  Meetings with strict agendas and timetables.
-  Respect for his need for reflection and solitude.
-  Respect for his personal space.
-  Sufficient time to prepare for meetings.
-  Freedom from bureaucracy.
-  Sufficient time to ponder and question complex issues.
-  Assignments that take him away from the workplace.

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:

-  Responsibility, within well defined areas.
-  A manager who tends to lead by example.
-  Being asked for his opinion.
-  Appreciation for a job well done.
-  A job well done.
-  Awareness of his domestic needs when setting business targets.
-  Acknowledgement of his successes.
-  Being able to do a quality job.
-  One-to-one time with a respected and trusted manager.
-  Occasional access to key people in the organisation to reinforce his loyalty.

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.

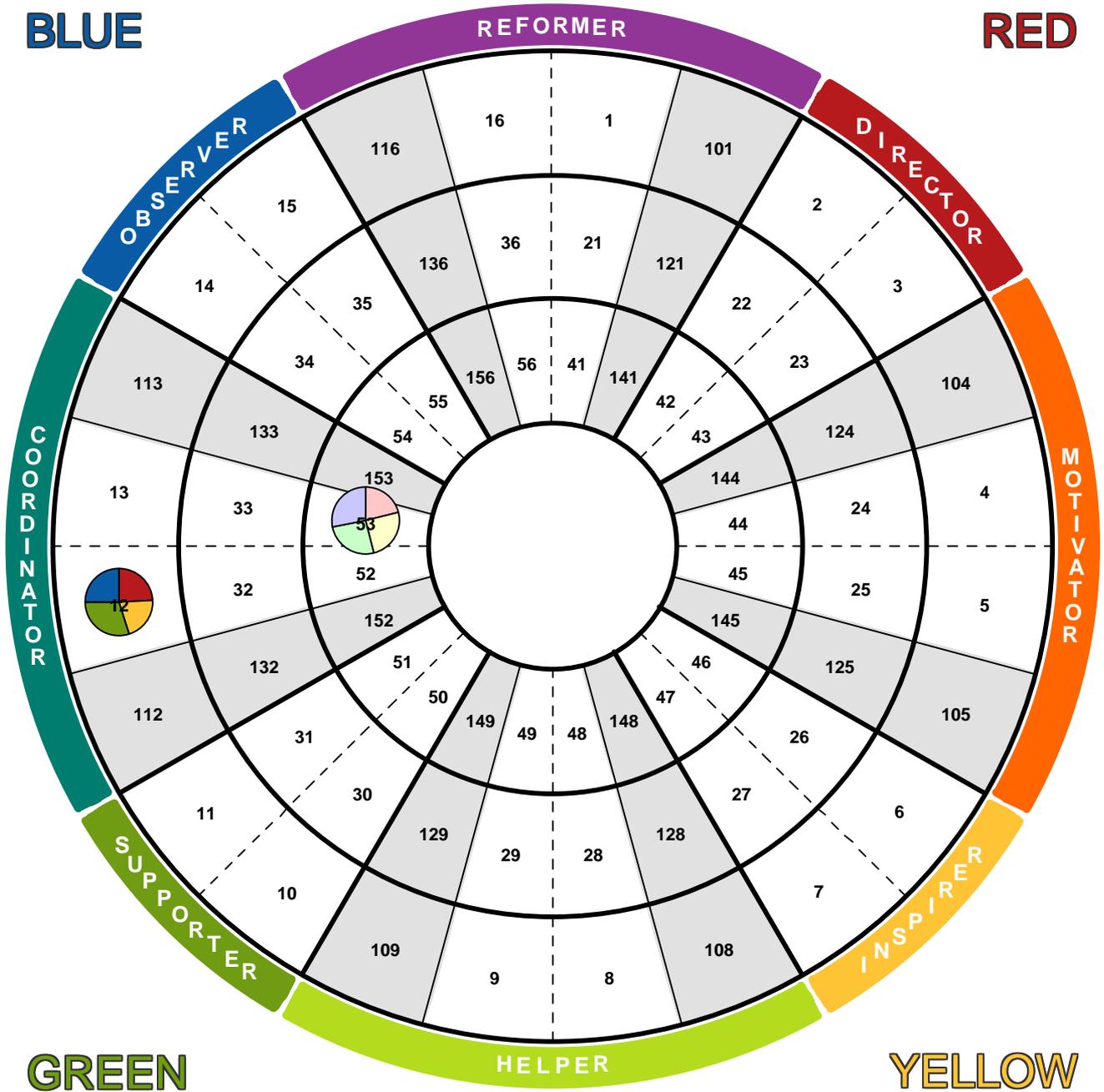
In managing others, John may tend to:

-  Be overwhelmed by too much information, presented too quickly.
-  Surprise others with honest acceptance of his own limitations.
-  Idealise those whom he respects.
-  Serve his team rather than lead in a forthright manner.
-  Worry too much about minor issues.
-  Seek to challenge what he perceives as illogical.
-  Find himself manipulated by others.
-  Encourage new ideas but his practical good sense can discourage creative people.
-  Set rigid guidelines for completion of tasks.
-  Set goals and objectives that fail to fully stretch his team members.

Personal Notes

The Insights Wheel

John Smith
11/04/2007



Conscious Wheel Position

12: Supporting Coordinator (Focused)

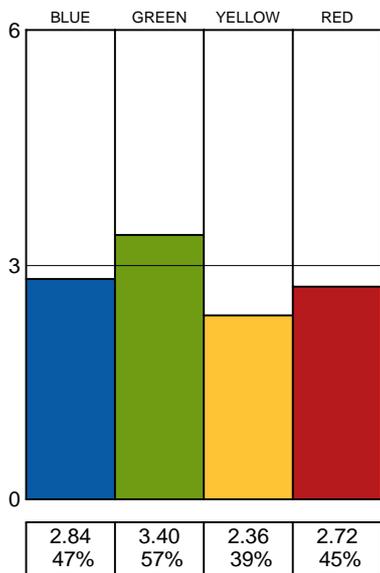
Personal (Less Conscious) Wheel Position

53: Observing Coordinator (Accommodating)

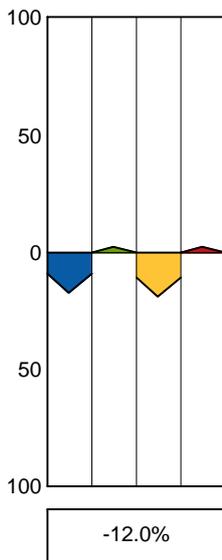
Insights Colour Dynamics

John Smith
11/04/2007

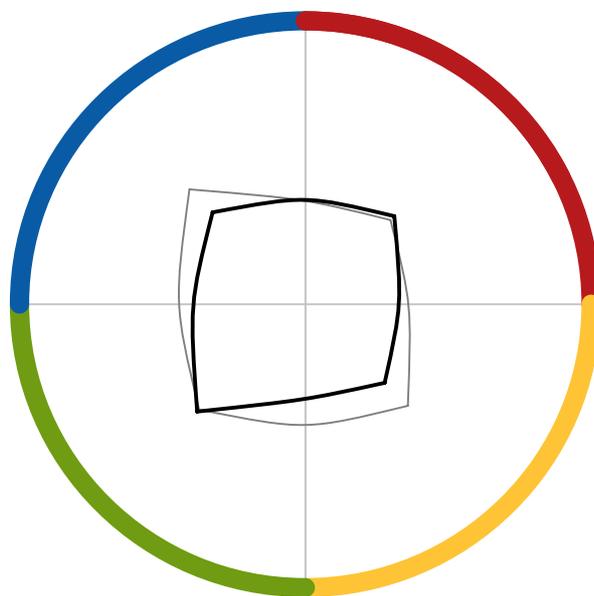
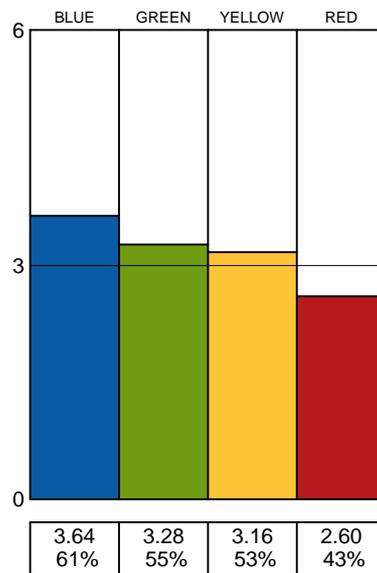
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

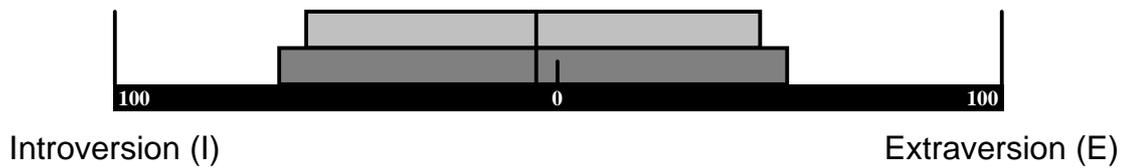


(Conscious) — — (Less Conscious)

Jungian Preferences

John Smith
 11/04/2007

Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)