



Discovery[®]

Personal Profile

Jane Smith

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Foundation Chapter

Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Jane Smith's responses to the Insights Preference Evaluator which was completed on 26 February 2025.

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 Jane's work style. Use this section to gain a better understanding of her approaches to her activities, relationships and decisions.

Personal Style

Able to cope with a number of projects at once, Jane gets a lot of enjoyment from the social aspects of work. She tends to have an interest in the new and unusual and is gifted at expressing her feelings. Because she tends to live for the present moment, she does not sense the need to prepare or plan more than is necessary. At times, events can overwhelm her and she may find it almost impossible to say “No”, even when the demands are unreasonable. Optimistic in outlook, she is rather impulsive in decision making.

She tends to be fiercely loyal to her friends, prepared to sacrifice her own wants for the needs of the other person. She can be relied upon to keep a check on the social calendar, though she may well overlook some of the smaller details in preparing for events. She welcomes support, encouragement and social interaction, especially during stressful encounters when she may need to consciously divert her energy to more practical tasks to show positive results. She is seen by most others as a friendly, practical, realistic and down-to-earth person. Jane can be very effective in using her concern for others to ensure involvement.

Jane is a good companion and fun to be with. She tends to live for today with a “you only go around once” philosophy. Exhibiting a tendency to become concerned and hurt if her ideas are met with indifference or criticism, she may take conflict and rejection personally. Jane is optimistic and positive, living mainly in the here and now. She is prepared to attempt almost anything, but her work needs to be active rather than theoretical.

She will be hurt if people ignore her and likes to be remembered and appreciated for the services she continually seeks to offer to others. Because she lives by principles and rules, Jane is very consistent and dependable. She is proficient at alleviating the concerns of others. Her mental processes operate best when she is in contact with other people. Seen by others as spontaneous and charming, Jane is persuasive, loves surprises and enjoys finding unique ways of bringing delight and unexpected pleasure to others.

One of Jane's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. She is warm and gracious and believes in a philosophy of “live and let live”. She prefers to be seen as rather sociable and may relish the occasional spotlight. She may benefit from taking a step back to consider the cause and effect of her actions, and from practising becoming more tough-minded. Jane can be gregarious, sociable, and focused on others' needs.

Interacting with Others

Aware of the needs of those around her and sympathetic to those in trouble, Jane brings harmony into the workplace. She may overlook unpalatable facts and, if she does, a problem may be bypassed rather than a solution identified. She has a natural ability to switch her behaviour between feelings that are shared and those that are private in an effort to relate. She may dislike and even avoid tasks which require attention to detail or inordinate paperwork. Jane

is seen by others as an easy-going, talkative and practical person. Seldom at a loss in any situation, she can be relied on to say something appropriate to put people at their ease.

If she cannot avoid putting off telling someone an unpleasant truth, she will soften the message by putting it in an affirmative way. She may assume that she can talk her way round anybody. She is warm-hearted, popular and sociable, with a large number of friends or acquaintances. She prefers communicating verbally rather than through the written word. She is socially interactive, while preferring to view the world realistically and tangibly. She prefers democratic and participative processes rather than written instructions or autocratic systems.

With a joy for living that is contagious, Jane moves to seek the company of others whenever she can. She tends to avoid conflict rather than engage it with creative solutions. She constantly seeks opportunities to talk things through with others. She is motivated to help other people in what she sees as real and practical ways through direct action and co-operation. She may find it painful to face reality when there are difficult problems with people she cares deeply about.

Decision Making

Jane will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. She may choose to change her decisions if it turns out that someone may be adversely affected by them. In decision-making she may prefer to apologise for exceeding her authority rather than getting permission in the first place. One of her challenges is that she may not obtain enough direction or discipline at work, or be sufficiently involved in planning for the future. She recognises judgements that rely heavily on logical analysis, but then may ignore this in making her decisions.

She tends to make choices around her own personal feelings which may be as important to her as more objective data. Trying to focus more on the facts, not just on the people, can be helpful in her decision making. A tendency to take rejection and conflict personally may lead to her not taking early notice of the opinions of key members of the team. She makes decisions relying on her personal experiences to see her through. She may be perceived by others as a somewhat impulsive decision maker.

She sees herself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of her decisions. She may make decisions without considering all the consequences of her actions. When a situation demands forceful tactics, she can take the action necessary but will seldom go to extremes to obtain retribution or reward. If everyone can be involved in a project, she will ensure that they are. Concern for others' welfare can affect the validity of her decisions.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Jane's key strengths:

- Gracious, charming, empathetic and considerate.
 - Fluent and reassuring.
 - Enjoys having lots of harmonious relationships.
 - Approachable and affectionate with friends.
 - Investigative, interested and inventive.
 - Highly resourceful around people.
 - Displays lots of self-confidence.
 - Adaptable and adventurous.
 - Adaptive and versatile people skills.
 - Will look for the good in people and events.
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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. Jane's responses to the Evaluator have suggested these areas as possible weaknesses.

Jane's possible weaknesses:

- Her solutions may appear rather “off the wall”.
 - Finds it difficult to concentrate on the detail for long periods.
 - May not follow through to completion.
 - Procrastinates when required to confront others.
 - May occasionally say something without thinking, and then regret it.
 - May take criticism of her work personally.
 - Often fails to delegate, or delegates too little.
 - May become disengaged if bored or forced to moderate tedious tasks.
 - Over-compliant and easily led.
 - Somewhat lacking in persistence.
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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 Jane brings, and make the most important items on the list available to other team members.

As a team member, Jane:

- Influences others by her infectious enthusiasm.
 - Has strong personal and interpersonal skills.
 - Creates considerable activity.
 - Is always willing to lend a hand where team activities are involved.
 - Allows individual potential and contribution to team effort.
 - Is readily approachable and willing to accept others views.
 - Exhibits a caring and sharing attitude to team members.
 - Is seen as a positive team player.
 - Works to promote and maintain harmony within her team.
 - Creative in providing team “welfare” solutions.
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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 Jane. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jane:

- Set challenges but recognise her close relationships with others.
 - Generate inspiration by recalling past successes.
 - Indulge in speculation and offer opinions readily.
 - Use warm gestures and expressive body language.
 - Take the time to get to know her well.
 - Talk about her and areas she finds stimulating.
 - Don't always expect brief, specific answers.
 - Provide regular support and feedback - show interest.
 - Be spontaneous and harmonious.
 - Recognise her solid efforts and acknowledge her input.
 - Match her pace in presenting to her.
 - Show concern for her opinions and be willing to discuss personal matters.
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Personal Notes

Communication

Barriers to Effective Communication

Certain strategies will be less effective when communicating with Jane. 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 Jane, DO NOT:

- Reduce the pace of a free-flowing conversation.
 - Remove the opportunity for socialising.
 - Insist on cumbersome reporting procedures.
 - Criticise, condemn or suppress her enthusiasm.
 - Forget to offer praise and recognition when it is due.
 - Dampen her enthusiastic energy with negative inputs.
 - Be swayed by her charm.
 - Assume that her sunny disposition means that she agrees with everything you say.
 - Be dull, dour or redundant.
 - Burden her with too many papers to read.
 - Involve her in formal, lengthy or tedious meetings.
 - Be addicted to rules and procedures.
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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.

Jane's possible Blind Spots:

Jane is so emotionally entangled in her projects that she is very sensitive to negative criticism of her work. She finds it hard to face conflict and will be tempted to run away from or ignore problems rather than seek the tough solutions. Her natural quickness and pressure to anticipate what is coming means she occasionally assumes wrongly that she knows what a person is going to say, and is tempted to jump in to finish their sentences.

Tending to take on too much at one time she can find herself overloaded and unable to keep her commitments. While she can be charming, funny and entertaining, occasionally she gives the impression of insincerity. Taking the time to pay closer attention to what is actually going on in the world around her and listening carefully to both the input and reactions of others will help her. Jane would do well to take a step back and try to see a situation more objectively before reacting. She responds well to praise, but is easily hurt by negative criticism, which makes her appear over-sensitive to some others.

She focuses on emotions to the point that she may fail to see the logical consequences of her actions. She may be so concerned about the feelings of others that she can be blind to important facts when the situation involves hurt feelings. Although she can do certain detailed work she will tend to be less careful and more restless in longer term projects. She should allow more distance between self and colleagues in interactions. May need to be more considerate of others need for personal space. She could learn to protect herself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input.

Personal Notes

Opposite Type

The description in this section is based on Jane'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:

Jane's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Jane may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Jane will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Jane may find herself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Jane would wish.

Personal Notes

Opposite Type

Communication with Jane's Opposite Type

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

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

- Find out where you can get the extra information she may require.
- Back up your assertions with reasons and data.
- Be consistent.
- Encourage her to consider flexibility and change.
- Accept that “reflecting time” is essential to enhance her performance.
- Respect her position.

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

- Ramble or become emotional.
 - Pretend that you know more than you do.
 - Stand or sit too close to her.
 - Expect her to immediately strike up close relationships or friendships.
 - Be flippant, inconsistent, fanciful or ostentatious.
 - Question her motives or competence.
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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 Jane's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jane may benefit from:

- A weeks private meditation - alone.
 - Concentrating on the task in hand.
 - Having things well thought out in advance.
 - Focusing more upon objective criteria when making decisions.
 - Sticking to the agenda, raising social issues afterwards.
 - Becoming neater, tidier, more systematic and orderly.
 - Sticking to the to-do lists she makes.
 - Sticking to standard procedures.
 - Help to discover the real meaning behind the statistic.
 - Withholding her opinions.
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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 Jane's ideal environment and her current one and to identify any possible frustrations.

Jane's Ideal Environment is one in which:

- There are social activities outside of work.
 - Family and outside interests can be discussed, and mementoes displayed prominently.
 - There are like-minded colleagues to provide invention, enthusiasm and fun.
 - The surroundings may be comfortably and classily furnished and decorated.
 - There is opportunity to create and express ideas and to develop these collectively.
 - Relationships are informal and there is opportunity for social contact with colleagues.
 - "Brainstorming" sessions are a regular event.
 - She sees the impact and results of her efforts.
 - The workplace allows continuous personal contact and exchange of views.
 - She does not have to sit quietly in reflection for longish periods.
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Personal Notes

Management

Managing Jane

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

Jane needs:

- Continual opportunity to generate and express ideas.
 - Some help in resolving conflict and discipline issues.
 - Practical follow-through and a support structure to handle the completion of projects.
 - To know clearly where the future prospects and opportunities lie.
 - Experience of working with peer groups to develop perspective and balance.
 - To be more precise when delegating.
 - Limited exposure to bureaucracy and paperwork.
 - Freedom from controls, supervision and details.
 - Help with planning and preparation.
 - Regular update meetings to check on project progress.
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Personal Notes

Management

Motivating Jane

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 Jane. With her agreement, build the most important ones into her Performance Management System and Key Result Areas for maximum motivation.

Jane is motivated by:

- Gadgets, trinkets and creature comforts.
 - Personal appreciation and public recognition for a job well done.
 - A high degree of freedom and independence.
 - Challenging and changing the “status quo”.
 - Tasks which necessitate “group” involvement.
 - Knowing she has the approval of others.
 - “Pioneering” opportunities with little limitation.
 - Regular breaks from routine.
 - Acceptance, with co-operation that meets her ideal.
 - Being made to feel “one of us”.
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Personal Notes

Management Style

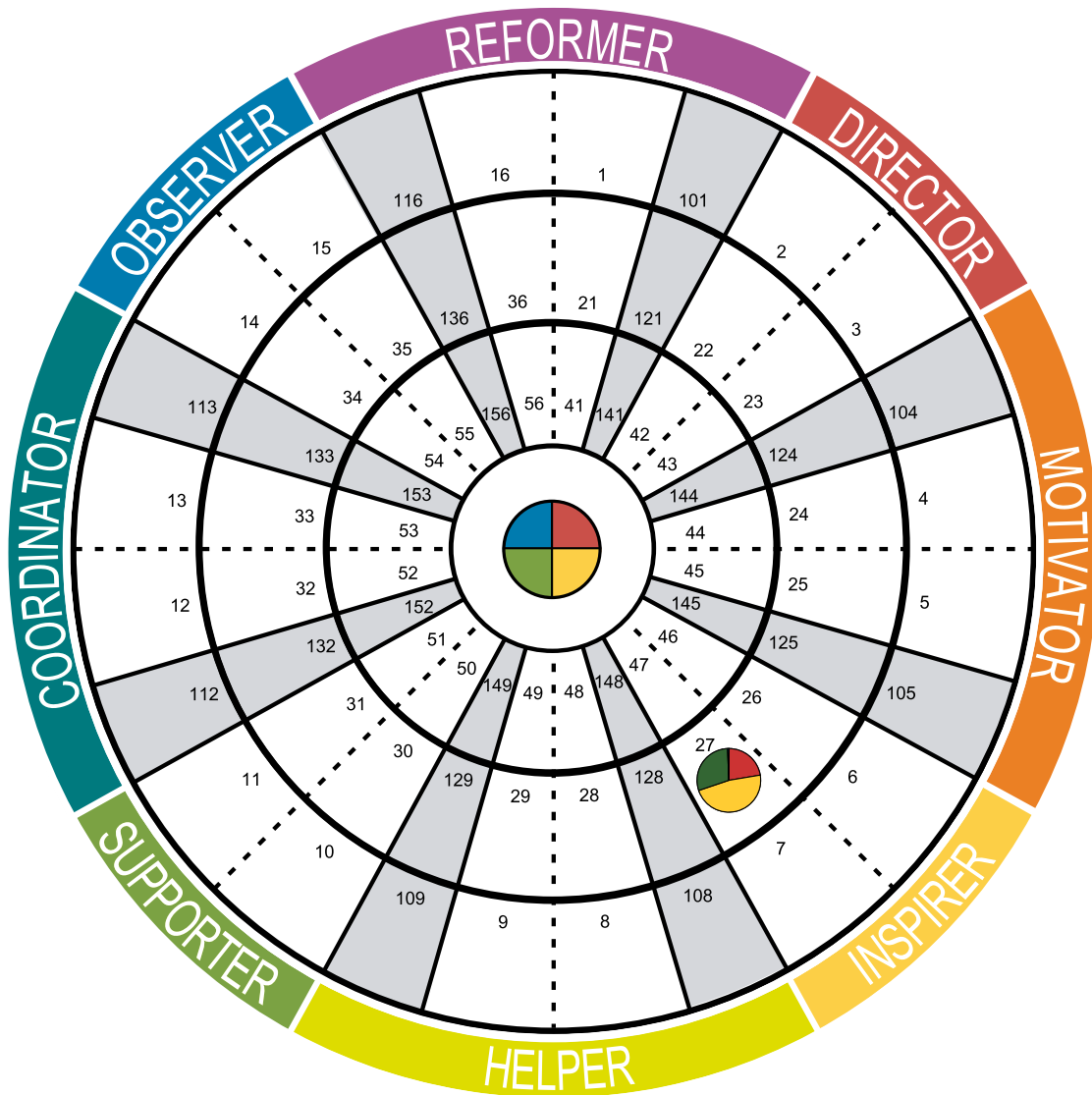
There are many different approaches to management, most of which have different situational applications. This section identifies Jane's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Jane may tend to:

- Generate recurring crises through failing to comprehensively plan and organise resources.
 - Find it difficult to deal with disciplinary matters within her team.
 - Become distracted by peripheral events, losing sight of the key objectives and outcomes.
 - Surround herself with like-minded, open, enthusiastic people.
 - Work to promote harmony within the work group.
 - Create chaos through erratic organisational skills.
 - Inspire the team with her grand visions.
 - Give team members plenty of freedom.
 - Allow her team a great deal of freedom.
 - Welcome free expression within the team.
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Personal Notes

The Insights Discovery® 72 Type Wheel

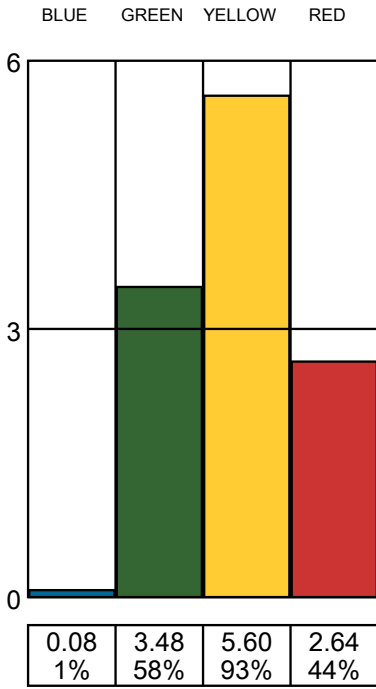


Conscious Wheel Position
27: Helping Inspirer (Classic)

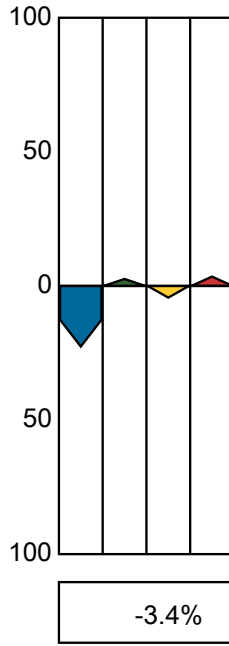
Less Conscious Wheel Position
27: Helping Inspirer (Classic)

The Insights Discovery® Colour Dynamics

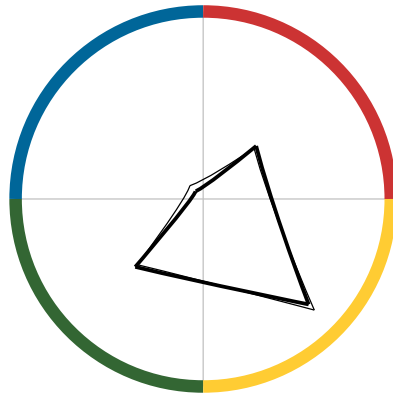
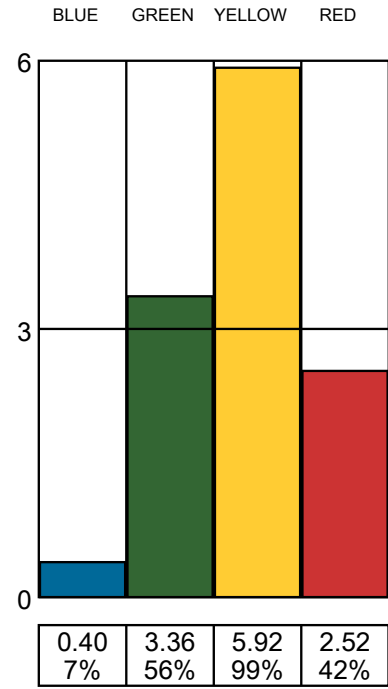
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 - - - Less Conscious



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