



Discovery[®]

Personal Profile

John Smith

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Foundation 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 31 October 2014.

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

Enjoying a “low profile”, one of John's great strengths is his natural, unobtrusive, accepting manner. He does things in a routine manner and is consistent, conscientious and reliable. He may not readily talk of his need to move continually to become who he really wants to be. John is sympathetic, empathic and affable. He can adapt himself to a wide variety of tasks, but prefers the familiar.

He is proficient at alleviating the concerns of others. It is when he is committed to an objective or an ideal that may be undergoing change that his stubbornness emerges and he can become rigid and much more demanding of self and others. One of his outstanding traits is economy of effort. He likes to enjoy the current experience without feeling pressured to rush on to the next. He needs to remember to withdraw regularly from caring for others to take care of himself.

His need to be of service to others can occasionally prevent him from relaxing. He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others. If he makes a serious mistake at work he may feel guilty for a long time. John values people who take the time to understand his personal goals and values.

John knows what is important to him and will protect it at all costs. Tenacious persistence and dedication to a cause are his character hallmarks. John's work style is a balance of structure and responsibility with an awareness of others' needs. Underlying his characteristic tolerance is a natural curiosity. He finds the diversity of the world immensely appealing. In everyday activities, John is tolerant, open-minded, flexible and adaptable, enjoying the present moment. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough.

He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work. Serious, conscientious and loyal, John is a dedicated worker. He will seek an environment in which he can be quietly productive. Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. John tends to be alert and often uncannily correct. It is as if he has an antenna that enables him to detect dangers long before other people do. He tends to take the things he does well for granted and usually underrates and understates himself.

Interacting with Others

John seeks relationships which provide growth and development. Building harmony, understanding and common acceptance is a life-long assignment for him. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. He often thinks he could have done better in an encounter or relationship. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. He wishes to be valued for himself.

He is internally motivated by deep personal beliefs and by devotion to a cause he feels is worthy of support. His concern for the well-being of people around him makes John especially sensitive to an individual's personal needs. He is compassionate, sympathetic, understanding and sensitive to the feelings of others. He likes to get on with other people and, although he finds confrontation disagreeable, will retaliate if he feels his values are undermined. Though he still likes his help returned, John is more patient and less expectant than most other types.

He is not interested in impressing or directing others unless his values are at stake. Achieving great personal financial success is not top of his goal achieving agenda. He will readily forgive but rarely forget. He has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate. Frequently reflecting, his intuitive feelings prompt a sense of the endless possibilities inherent within him as he considers how such potential may be realised.

Decision Making

John is good at easing tense situations, enabling competing or conflicting groups to unite. He is frustrated by authoritative restrictions and resents being told how to work. He may dislike time disciplines and he may avoid conflict and unpleasantness in resolving the issue. It is in gaining others' acceptance of his ideas that he provides quality leadership. Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships. He can be overly lenient with non-producers, which often results in problems in matters that require the application of discipline.

Where he holds strong values, John is firm and uncompromising in expressing and enacting his beliefs on these subjects. 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 brings both analysis and personal feeling to the decision-making process. John creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. His decisions are influenced by ethical and moral issues.

John will respect alternative views and although he may not agree with them, they will be considered. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. John will be deeply committed whenever he chooses to undertake a role or task.

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:

- Loyal, self sacrificing and sympathetic.
- Tolerant and giving.
- Trusting and tolerant of others' actions.
- Good at undertaking routine tasks.
- Curious and keen observer of life.
- His word is his bond.
- Painstaking, conscientious, industrious and dependable.
- In touch with himself and his world.
- Looks for the harmony in every situation.
- Quiet and conscientious.

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:

- Finds it difficult to say “no” if relationships are being threatened.
 - Finds it difficult to respond to aggression positively.
 - May be slow to express his thoughts or feelings.
 - Persistence and loyalty may delay decisive action.
 - Idealises others.
 - Usually takes rejection personally.
 - May become stubborn if pressured.
 - May fail to respond adequately to “big picture” opportunities.
 - Resists change.
 - Does not enjoy fast change.
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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:

- Is keenly aware of group dynamics and involvement.
 - Has a strong sense of duty and takes his work seriously.
 - Values tradition and stability.
 - Is neat, orderly and tolerant.
 - Impacts many and varied ideas.
 - Exhibits patience and conformity.
 - Is perceived by most others as honest and sincere.
 - Expresses his feelings through actions.
 - Carefully assesses situations before acting.
 - Helps generate trust for 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:

- Take your time getting to know him if you want critical feedback.
 - Do not let him hide behind complexity and privacy. Maintain his focus upon outcomes.
 - Seek confirmation of willingness to undertake new tasks.
 - Allow him to explain the logic behind his views.
 - Gaining obedience is not enough - ensure you have co-operation.
 - Let him organise his thoughts.
 - Provide lots of opportunities for team contact.
 - Appeal to his good nature and loyalty.
 - Praise quietly and sincerely - be open and honest.
 - Ensure he sees and agrees with the benefit of change before implementation.
 - Show concern for his opinions and be willing to discuss personal matters.
 - Adopt a low key, positive approach.
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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:

- Ignore his authority for the sake of it.
 - Delegate tasks without reasonable and sufficient explanation.
 - Be vague or rush him.
 - Shout, bully or threaten with position power.
 - Go over his head to criticise people who report to him.
 - Dismiss his work, ideas or opinions lightly.
 - Praise over effusively.
 - Encourage him to undertake a high profile task against his will.
 - Ignore his personal values.
 - Sweep aside his doubts without full consideration.
 - Use destructive criticism or create unnecessary conflict.
 - Call on him when uninvited.
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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 prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. He tends to ignore his problems instead of finding rational solutions for them and needs to try to keep his eyes and mind open as well as his heart.

Because of his well developed tolerance of himself and other people, John may appear detached and disinterested. He may not easily understand criticism of his work, tending to associate criticism with displeasure. John would do well to take a step back and try to see a situation more objectively before reacting. Sometimes seen as gullible and perhaps too trusting because he accepts people and things as they are, John doesn't look for or expect the malicious motive. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation.

He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others. He tries to please a lot of people and finds it hard to defend an unpopular position. Tending to shy away from making quick decisions, he has little understanding of the difficulties this preference creates for fast-paced people. He hesitates to criticise others and has a hard time saying no to requests for assistance. 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.

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:

- Be ready to leave quickly.
- Keep personal comments to yourself.
- Look for signs that say "I'm losing interest".
- Seek his opinions and ideas before imposing yours.
- Be realistic while offering possibilities and solutions.
- Remember to thank him for his time.

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

- Criticise his ideas too harshly or personally.
 - Go to a meeting with him without adequate facts and figures.
 - Stray from the agenda.
 - Appear slow or unambitious.
 - Be unenthusiastic or negative.
 - Use off the cuff remarks.
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Personal Notes

Suggestions for Development

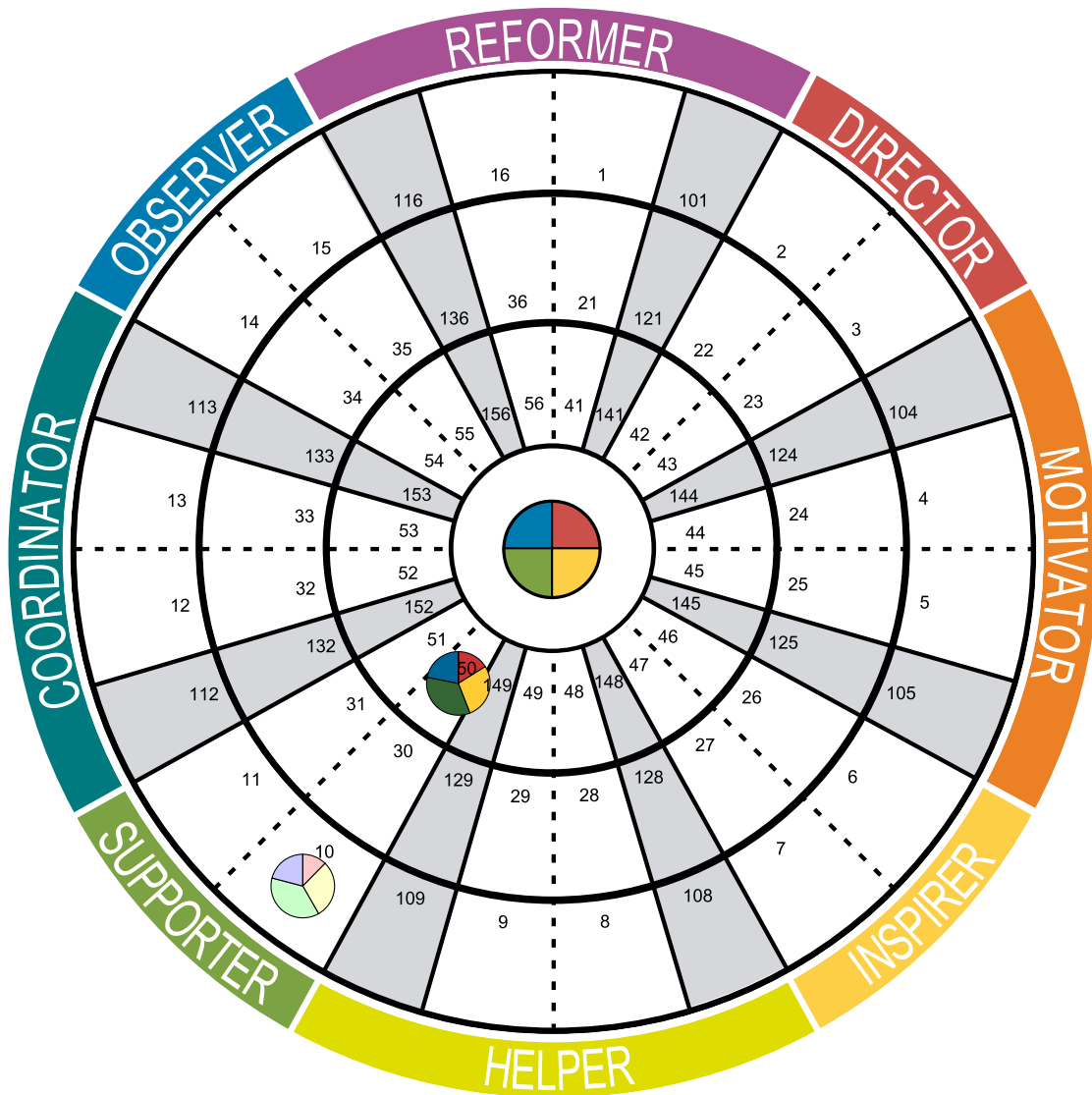
Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for John's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

John may benefit from:

- Having time bounded action plans for every situation.
 - Confronting his feelings of anger and dealing with the problem.
 - Breaking jobs into smaller parts and completing them one by one.
 - Attempting to respond more quickly to his more extraverted colleagues.
 - Demanding more from his team. "That'll do" is not always good enough.
 - Focusing more upon objective, measurable criteria.
 - Questioning the motives of others.
 - Making a decision to act on those things that worry him - now.
 - Assistance in embracing the new and eliminating the old.
 - Articulating his thoughts and feelings.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

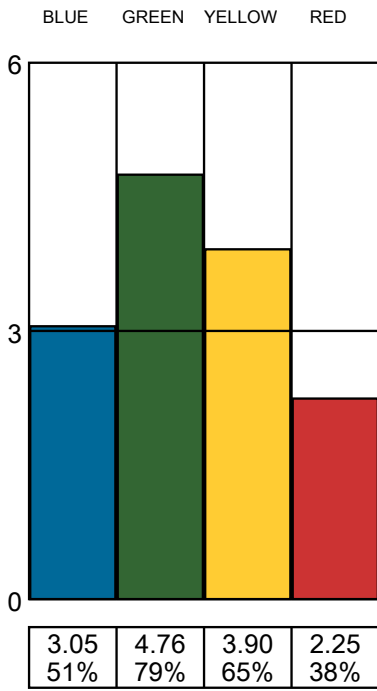
50: Helping Supporter (Accommodating)

Less Conscious Wheel Position

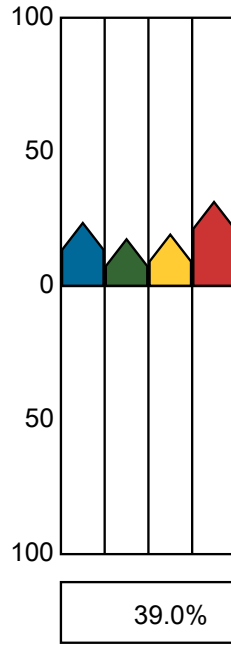
10: Helping Supporter (Focused)

The Insights Discovery® Colour Dynamics

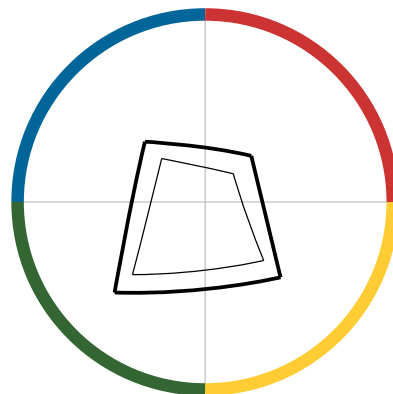
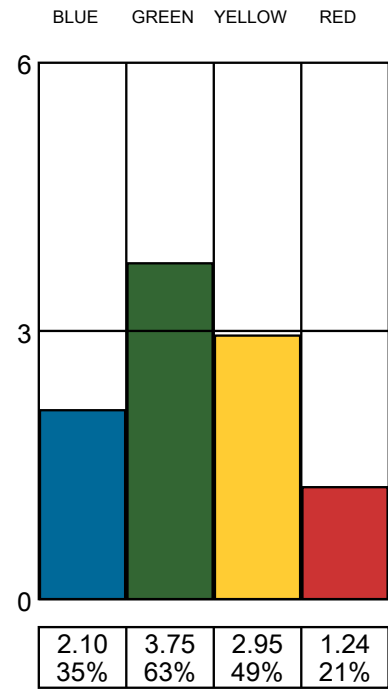
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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