



Insights®



# Discovery<sup>®</sup>

Personal Profile

John Smith

17 November 2011

Foundation Chapter  
Management Chapter

## Contents

Introduction.....	3
Overview .....	4
Personal Style .....	4
Interacting with Others .....	4
Decision Making .....	5
Key Strengths & Weaknesses.....	7
Strengths .....	7
Possible Weaknesses .....	8
Value to the Team .....	9
Effective Communications.....	10
Barriers to Effective Communication .....	11
Possible Blind Spots.....	12
Opposite Type .....	13
Suggestions for Development .....	15
Management .....	16
Creating the Ideal Environment.....	16
Managing John .....	17
Motivating John .....	18
Management Style .....	19
The Insights Discovery® 72 Type Wheel .....	20
The Insights Discovery® Colour Dynamics .....	21

## Introduction

This Insights Discovery profile is based on John Smith's responses to the Insights Preference Evaluator which was completed on 17 November 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.

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### Personal Style

John is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. He can be good at easing tense situations by getting conflicting parties together to take the sting from the issue. John likes to make things happen and drive everything around him. John's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task. John likes working where he can achieve immediate, visible and tangible results.

Both alert and outspoken, John can see the fatal flaw in a proposal or position but will often argue (and often enjoys arguing) on either side of an issue from a position of "devils advocate". He is a good initiator of new projects, though he may fail to persevere with the details. John has high energy and is always striking out in a forward direction. He follows his impulses, moving strongly towards his goal. He is quick to spot opportunities and see how they can be turned to his advantage. He can be quite inventive and somewhat ruthless when something or someone is obstructing him.

He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work. Whenever he is asked to assume responsibility, his desire for control leads him to want to say "Yes". He is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if he can abandon them when they don't serve the intended purpose. He constructs a code of rules embodying his own judgements about the world. He then acts upon the basis of his judgement, whether or not this appears well-founded to others. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere.

His need to be of service to others can occasionally prevent him from relaxing. He may increase his effectiveness by allowing himself to seek and take assistance from others. He is usually more effective when he takes time to consider how he really feels. By slowing down occasionally he is more able to gather relevant data and consider both the practical and personal ramifications of his actions. He prefers to be direct, results oriented and thorough, whilst not always taking time to give real consideration to others.

Sociability, combined with a solid work ethic can result in the setting of high performance standards in both himself and the others who work or interact with him. John is independent by nature, but he is prepared to labour tirelessly for a team mission he commits to. He is aggressive, competitive, ambitious and seeks to win. In the event of unexpected or unanticipated failure, he may seek to turn it into something positive. He dislikes failure deeply. John is a pragmatic individual who can be as tough as the situation warrants.

### Interacting with Others

Being respected by his peers is of greater importance to John than being liked. He may appear not to be overly concerned with the needs of others. Because of his apparent work focus, other

people may be surprised to discover that John is quite devoted to his family and friends. He should first listen to the input of those around him and express appreciation for every contribution, rather than automatically being critical of negative feedback. He may need to work at taking the feelings of others into account and to learn to express his appreciation of others more readily.

He has a tendency to blame other people for difficulties he encounters and may sometimes dismiss others' opinions as of relatively little or no value. He likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why. He may sometimes present himself as an "expert", fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. He relates to colleagues who appreciate his outgoing, talkative, matter of fact manner. Routine practical work does not interest him for long, because he needs variety and freedom from controls in order to sustain his interest. He could learn to express his appreciation of other people regularly and may find it useful to listen more and appreciate how others really feel.

John likes to be valued for his directness and strength in relationships. John's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. Sometimes seen as blunt and forthright, he may tread on other people's toes without knowing it. He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. He wishes to be valued for himself.

### Decision Making

John enjoys making decisions. He likes to be in control of things and values efficient and effective decision making. He likes to convert everything into possibilities, ideas, plans and schemes and his initiative and imagination leads him to start many new projects which he may not always complete. His effectiveness depends on how much personal fulfilment he receives from the current task. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. He values truth above all else and is primarily convinced by logical reasoning.

He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details. Impatient with what he may see as inefficiency and incompetence, he can take tough decisions when the situation calls for it. Internally motivated to achieve, John is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason. His desire to get things done quickly drives him to implement decisions as soon as they are made rather than first seeking to double check the facts before implementation.

John is seen by many as a natural leader and decision maker. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He may occasionally see himself as being physically larger than life, especially during confrontation. He is frank and decisive and doesn't hesitate to let others know where he stands. With his enthusiasm and spontaneity, John brings a refreshing approach to decision making. He is comfortable in leadership positions and readily accepts responsibility for making things happen.

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## 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.

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#### John's key strengths:

- Ability to communicate his vision to others.
  - Sees innovation as a necessity.
  - Will look for the good in people and events.
  - A natural entrepreneur, inquisitive and adaptable.
  - Boundless energy, capable of adopting a number of roles simultaneously.
  - Versatile and adaptable to many situations.
  - Draws people together.
  - Original inventive thinker.
  - Resourceful.
  - Enthusiastic leader - drives for results.
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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.

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#### John's possible weaknesses:

- Impatient with others he sees as having lower standards.
  - Takes leaps into the unknown. May ask others to take leaps into the unknown without explanation.
  - Sometimes lacks a sense of humour.
  - Doesn't suffer “fools” gladly.
  - Lacks tact and diplomacy.
  - Fears loss of face in any situation.
  - Can be thick skinned and appear self-opinionated.
  - May jump, seemingly randomly, from task to task.
  - Usually puts facts before feelings.
  - Dislikes and rebuts personal criticism.
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### Personal Notes



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## 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.

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### As a team member, John:

- Contributes vigorously and enthusiastically.
  - Brings direction and realism to every project.
  - Exhibits a strong sense of urgency
  - Can perform several roles at once.
  - Challenges existing methods if he feels they are inadequate.
  - Provides inspiration and perspiration.
  - Communicates clearly and effectively.
  - Is always ready to offer service to colleagues.
  - Always looks for ways to improve his and the team's, performance.
  - Will drive others to achieve greater things.
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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.

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#### Strategies for communicating with John:

- Be enthusiastic and positive.
  - Respect his values and ambition.
  - Focus on the task at hand.
  - Keep it brief and to the point.
  - Agree with him wherever possible.
  - Keep up with his pace.
  - Be prepared to get a quick decision.
  - Bring proof and evidence of performance.
  - Point out the consequences, with care.
  - Be aware of his becoming defensive by watching his body gestures.
  - Present an overview of the essence of the important facts.
  - Be alert and quick on your feet.
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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.

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#### When communicating with John, DO NOT:

- Wait for praise or recognition.
  - Come unprepared and disorganised.
  - Let him dominate the conversation.
  - Be dull, dour or redundant.
  - Overload him with facts, details and paperwork.
  - Use off the cuff remarks.
  - Expect to “rail road” him - without a fight.
  - Try to hoodwink or mislead.
  - Speak too slowly or hesitantly.
  - Challenge his authority “head on”.
  - Prevent him moving on to other challenges.
  - Digress or wander off at a tangent.
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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.

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### John’s possible Blind Spots:

John needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. He tends to be seen by others as dictatorial and can be aggressive in arguing his position. As an extraverted, future oriented person, he may fear failure above all else.

Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say. He values fast action and doing many things at once. When under pressure he may get the job done by cutting corners or neglecting quality. He may rely on personal forcefulness and, if necessary, intimidation to achieve his aims. He may appear aggressive and too strong willed at times. John is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place.

Sometimes he talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. 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. His preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around him. He may not wish to hear the objections of others because, to him, his own position usually seems unquestionable. He needs to prioritise his activities, and find the balance between work and play. In this way he can gain a broader perspective of his life.

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### 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.

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### Recognising your Opposite Type:

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

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. John will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

John may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

John will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

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### 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.

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

- Respect his need to be alone for extended periods.
- Seek confirmation of willingness to undertake new tasks.
- Be modest and polite.
- Remember that he may not be revealing his real underlying concerns.
- Give him advance notice and time to prepare.
- Gaining obedience is not enough - ensure you have co-operation.

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

- Expect rapid acceptance of new ideas.
  - Be cold, aloof or adopt an autocratic approach.
  - Use destructive criticism or create unnecessary conflict.
  - Cut him short or discourage him when he wishes to share information.
  - Assume his pauses imply lack of interest.
  - Be brusque, overbearing or harness him to unrealistic deadlines.
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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.

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### John may benefit from:

- Constant reminding of the need to consider alternatives and anticipate consequences.
  - Really listening to the views of others.
  - Becoming more patient and less restless.
  - Regularly reflecting on the days events.
  - Making compromises to maintain good relations.
  - Recognising that his bull in a china shop approach is sometimes inappropriate.
  - More awareness that he constantly moves from one project to another.
  - Taking time out to indulge himself in simple pleasures, such as music and the arts.
  - Appearing more sensitive to others feelings.
  - Slowing down and thinking things through.
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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.

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John's Ideal Environment is one in which:

- Everyone makes good use of their time.
  - There are opportunities to beat new paths.
  - He has access to the fastest computers, where computers are used.
  - He continuously contributes to organisational improvement.
  - His natural creativity is given room to flourish.
  - Constant progress is seen in the development of projects.
  - Few distractions exist to take attention away from the task.
  - There is little "traffic" or social interaction.
  - His organisational skills are used to the full.
  - He can set the pace.
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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.

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#### John needs:

- The ability to define at least some of the rules.
  - A manager who communicates clearly and precisely, yet allows him room to manoeuvre.
  - To be reminded of what he has not yet done.
  - To know clearly where the future prospects and opportunities lie.
  - To be aware of his frenetic work pace and recognise the effect this may have on others.
  - Managed by objectives.
  - Managed by exception - let him get on with it!
  - Help in restraining the allocation of blame.
  - Only the minimum of social chit-chat around him.
  - To be left alone to get on with the job.
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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.

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#### John is motivated by:

- Career prospects that appear unlimited.
  - A wide range of activities.
  - Having large mountains to climb.
  - Group activities outside the job.
  - Being able to take control of situations.
  - Change, variety and new projects.
  - Ideals, visions and the big picture.
  - Working towards targets, goals and objectives.
  - New principles and imaginative concepts.
  - Being in positions of authority and responsibility.
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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.

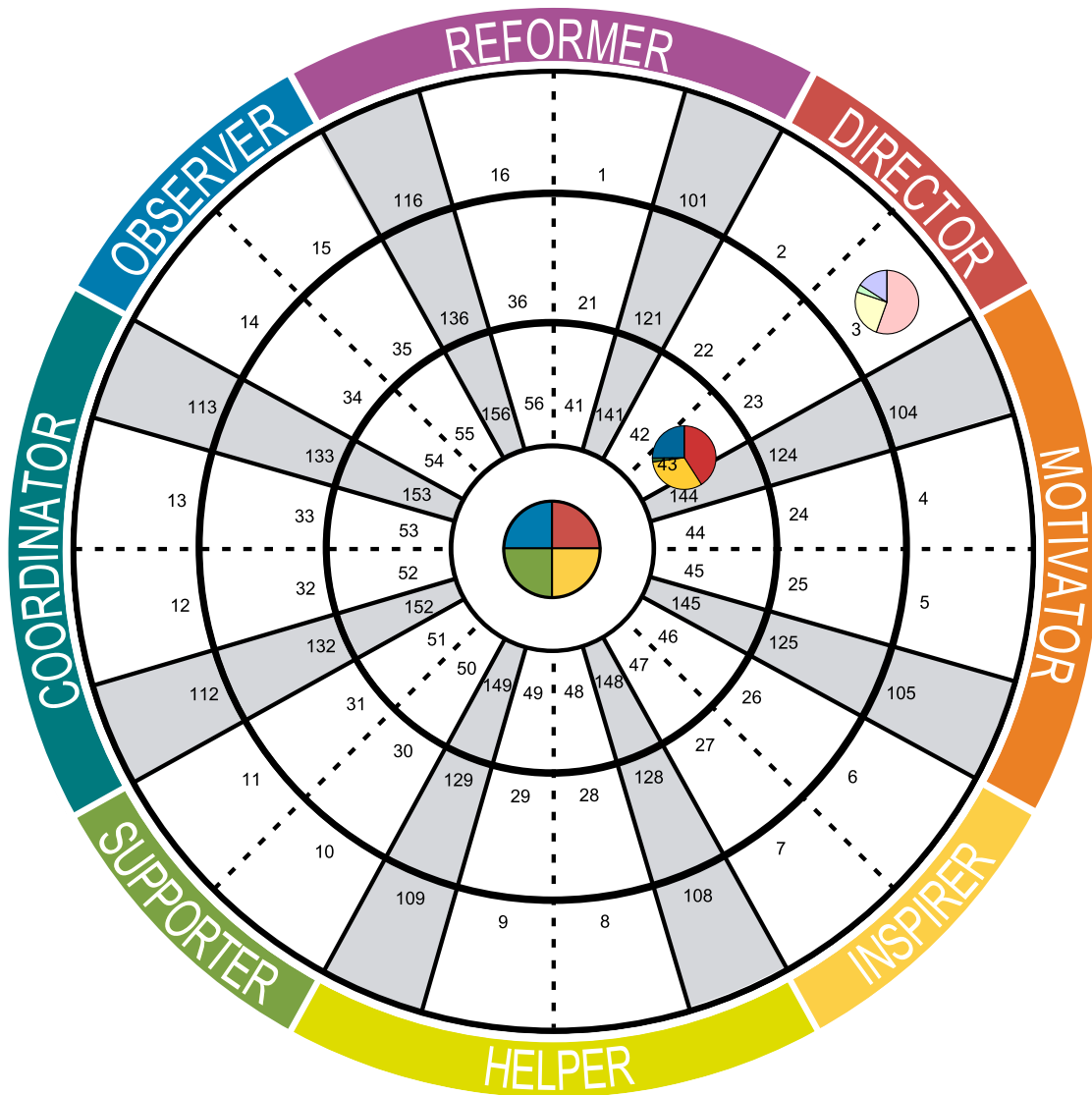
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In managing others, John may tend to:

- Lead from the front by personal example.
  - Want to be the best.
  - Fail to listen actively to the views and opinions of others.
  - Set rigid guidelines for completion of tasks.
  - Try to do several things at once.
  - Prompt people who naturally work at a slower pace.
  - Disregard certain opinions and ideas which differ from his own.
  - Delegate administration and concentrate on outcomes.
  - Confront people who are not pulling their weight.
  - Keep rules and regulations to the minimum.
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## Personal Notes

# The Insights Discovery® 72 Type Wheel

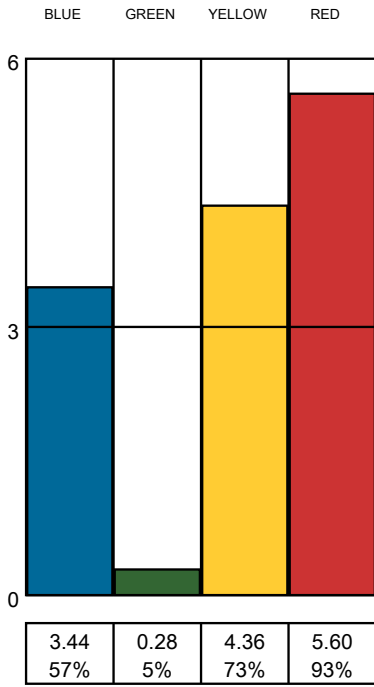


**Conscious Wheel Position**  
43: Motivating Director (Accommodating)

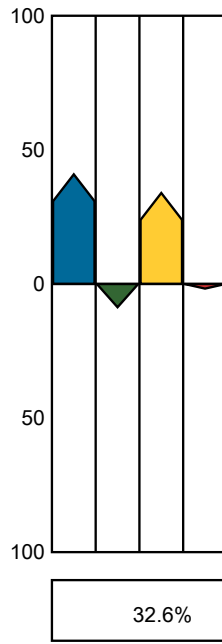
**Less Conscious Wheel Position**  
3: Motivating Director (Focused)

# The Insights Discovery® Colour Dynamics

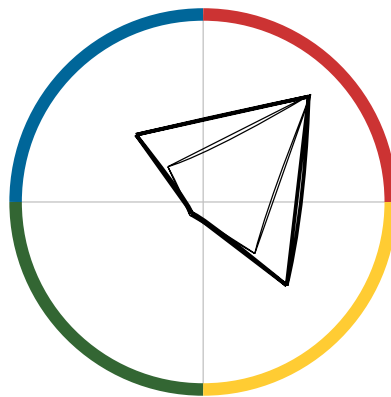
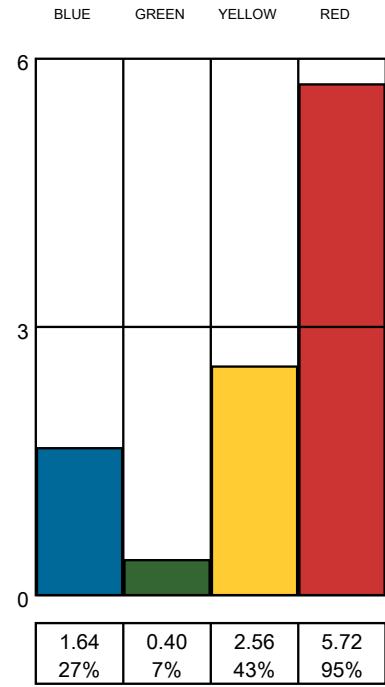
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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