



DISCOVERY

John Smith
10/04/2003

Personal Profile

Foundation Chapter
Management Chapter
Effective Selling Chapter
Personal Achievement Chapter
Interview Chapter



Personal Details

John Smith

Miscellaneous

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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 10/04/2003.

The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.

Using Jung's typology, this Insights Discovery profile offers a framework for self-understanding and development. Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.

Generated from several hundred thousand permutations of statements, this profile is unique. It reports statements which your Evaluator responses indicate may apply to you. Modify or delete any statement which does not apply, but only after checking with colleagues or friends to identify whether the statement may be a "blind spot" for you.

Use this profile pro-actively. That is, identify the key areas in which you can develop and take action. Share the important aspects with friends and colleagues. Ask for feedback from them on areas which seem particularly relevant for you and develop an action plan for growth personally and interpersonally.



Overview

These statements provide a broad understanding of John's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

John enthusiastically and co-operatively joins in activities and can juggle several activities at once. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others. John tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. Able to cope with a number of projects at once, John gets a lot of enjoyment from the social aspects of work. If his job requires that he work alone for long periods then he can become restless and unsettled, unless the job is really engaging.

He tends to rely on his senses for information about what is going on in the world and accepts and uses this information in a practical way. He may ignore or deny anything that threatens the harmony he seeks. He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. He is motivated by approval and reacts unfavourably to indifference or rejection from others. He attends to and likes to remember significant events and important detail. Others need to be sure of their facts.

His focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines. Although his feelings are deep they can change quickly with his mood. He tends to be disinterested in subjects for which he sees no practical application. Socially adept, even-tempered and tireless in his efforts to bring about peace and well-being, he tends to hold the perfect relationship as the ideal. John is optimistic and positive, living mainly in the here and now.

He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment. Attending to others' wants is felt by him to be a satisfying, legitimate way of expressing his own deeper needs. His common-sense denotes a practical ability with people and things. John is a good companion and fun to be with. He may have specific goals and abilities relating to personal values.

He is warm and gracious and believes in a philosophy of "live and let live". He tends to live for today with a "you only go around once" philosophy. Because he lives by principles and rules, John is very consistent and dependable. He enjoys socialising, but likes to plan his entertaining for maximum effect. His home will be a haven for people to have a good time, and will have mementoes or photographs of people having a good time!

Interacting with Others

John is sensitive to body language and is often aware of subtle cues or nuances long before others notice them. He is socially interactive, while preferring to view the world realistically



and tangibly. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. He prefers a stimulating life of co-operation and harmony. John has the ability to motivate others and will pitch in at all levels, while regularly finding time to listen to others' needs.

Gracious, considerate and sympathetic, he is usually quietly effective in relating to others. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. He values harmonious human contacts and works well in jobs dealing with people. He is very accepting of others in his desire for happy relationships. The easy-going nature and good humour that John displays makes him an attractive companion. Consequently he is known by a large number of people and enjoys a wide circle of acquaintances.

John is good at helping others achieve their goals and objectives, and will seek to encourage them to be all they can be. He may believe that his family and friends are totally dependent on him. He attracts many friends and acquaintances. Relationships are extremely important in his life and he may feel that psychological wellbeing depends on the inclusion of others. Aware of the needs of those around him and sympathetic to those in trouble, John brings harmony into the workplace.

Decision Making

People occasionally see John making decisions that appear to fly in the face of logic. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention. He always feels that a solution will evolve once he has all the facts in place. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. John seeks to unite all parties in a controversy and can readily see the validity of alternative points of view.

He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. John is an excellent “sounding board” for others who are seeking to explore their own ideas. He may lack sustained focus on the problem in hand. He may value opinions over facts in considering a possible course of action. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward.

Equally comfortable thinking things through or talking them out, John balances these two processes well. He may make decisions without considering all the consequences of his actions. John creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. John loves fun and surprises and can bring a breath of fresh air to any situation though his free spirit will likely frustrate some “hard-line” colleagues.

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:

-  Looks for the good in others.
-  Will try anything at least once.
-  Approachable and affectionate with friends.
-  Sees the positive in every situation.
-  Will look for the good in people and events.
-  Democratic - will involve others.
-  Friendly and sociable.
-  His glass is usually half full.
-  Makes time for people and their problems.
-  Can be bubbly, effusive and spontaneous.











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:











-  Over-tolerant of others' inability to perform.
-  Unduly affected or influenced by others' opinions.
-  Does not enjoy working or being alone for long periods.
-  Avoids interpersonal aggression and irritation.
-  Feels victimised or targeted.
-  May take criticism of his work personally.
-  Can be overly sensitive or caring.
-  Readily hurt by others' negative comments or actions.
-  Finds it difficult to concentrate on the detail for long periods.
-  Fails to recognise the finer nuances.

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 be relied on to always be there to lend a hand.
-  Provides stimulation and resourcefulness.
-  Meet the needs of the team members by being prepared to do anything.
-  Is sensitive in dealing with team conflict.
-  Senses any unspoken tensions in the team.
-  Bonds by remembering birthdays and special events.
-  Impacts many and varied ideas.
-  Brings fun and light-heartedness to any environment with which he is familiar.
-  Adapts in performing his role and responsibilities.
-  Is at home in reflection or interacting.

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 unnecessary distractions - keep to the point.
-  Allow him time to talk it over with those who may be affected.
-  Provide lots of opportunities for team contact.
-  Help him feel at ease.
-  Show appreciation of his role in the organisation.
-  Use warm gestures and expressive body language.
-  Be spontaneous and harmonious.
-  Listen for the essence of what is being said.
-  Appeal to his need to be of service.
-  Use a casual, informal style of conversation.
-  Don't be too serious, dull or severe.
-  Provide information that stimulates conversation.













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:

-  Create a hostile environment devoid of feelings.
-  Prolong disciplinary or instructional meetings.
-  Expect to maintain his interest if you only focus on the task.
-  Leave him out of the picture.
-  Involve him in formal, lengthy or tedious meetings.
-  Be hard, directive or impersonal.
-  Overload with any theoretical demands.
-  Dampen his enthusiastic energy with negative inputs.
-  Act aggressively or reject his ideas without explanation.
-  Stick rigidly to business issues.
-  Fail to allow enough time to talk with him.
-  Criticise, condemn or suppress his enthusiasm.

Personal Notes

Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

John’s possible Blind Spots:

John may become so engrossed with his own projects that other important tasks lie forgotten. He values friends and may tend to filter only their positive attributes. He can sometimes be impractical and may neglect routine details that need attention. He may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings. He should realise that on occasions confrontation can clear the air.

Trying to be less sensitive would enable John to hear the often helpful information that is contained in constructive criticism. He needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. Because of his well developed tolerance of himself and other people, John may appear detached and disinterested. John may not realise that it is perfectly acceptable to receive without having to give in return. 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.

John may reflect longer than is necessary before undertaking or beginning a project. He may need to say “No” when too much is being expected of him. He hesitates to criticise others and has a hard time saying no to requests for assistance.

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 Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

John may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, John may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. John will often see the Reformer as both aloof and argumentative.

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:

-  Acknowledge your understanding of his ideals and values, although they may be different.
-  Agree stretching goals and targets.
-  Allow him to review the agenda.
-  Go prepared to get straight down to business.
-  Present an overview of the essence of the important facts.
-  Provide facts and figures.

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

-  Become emotional or excitable.
-  Argue or personalise the conversation.
-  Impose your opinion against his better judgement.
-  Keep him in the dark or he will do likewise.
-  Come unprepared and disorganised.
-  Be put off by his formality.











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:

-  Speaking up if he is being taken advantage of.
-  Putting tasks into perspective and not seeking to produce excellence in things that perhaps did not need doing at all.
-  Making sure he has the time to meet his agreed commitments.
-  Refusing to be fobbed off with vague answers.
-  Not expecting others to always share his optimistic stance.
-  Confronting his feelings of anger and dealing with the problem.
-  Doing a detailed analysis of how he spends his time.
-  Including more logical analysis in the process of his decision making.
-  Maintaining a high level of exercise.
-  Having things well thought out in advance.











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:

-  The present situation is fully understood and appreciated.
-  The emphasis is on informality and tapping in to inner creativity.
-  There is ample opportunity for social contact with colleagues.
-  Relationships are informal and there is opportunity for social contact with colleagues.
-  The culture promotes a democratic management style.
-  There is opportunity to create and express ideas and to develop these collectively.
-  Mundane and repetitive work is minimised.
-  There are like-minded colleagues to provide invention, enthusiasm and fun.
-  The workplace allows continuous personal contact and exchange of views.
-  The workplace is light, spacious and attractive.











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:

-  Freedom from bureaucracy.
-  A manager who values his feelings.
-  Help to resolve conflict or to handle disciplinary matters.
-  Some help in resolving conflict and discipline issues.
-  Support for his style by providing back-up.
-  Help in delegating tasks and in setting priorities and deadlines.
-  Involvement in all the team activities.
-  The opportunity of networking during his working day.
-  Meetings with strict agendas and timetables.
-  To be given clear direction and know the required standards.











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:











-  Opportunities to share experiences with a small, relaxed group of colleagues.
-  Gadgets, trinkets and creature comforts.
-  Knowing he has the approval of others.
-  Peer “heroes” that he admires, respects and can emulate.
-  Being made to feel “one of us”.
-  Acceptance, with co-operation that meets his ideal.
-  Tasks which predominantly involve the group.
-  Regular holidays and time off to pursue other interests.
-  Investment in equipment for his exclusive use that encourages his sense of worth.
-  Contributing to the success of others.

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 seen as friendly, practical and realistic.
-  Take insufficient time to reflect on other options and alternatives.
-  Give team members plenty of freedom.
-  Allow an individual too much freedom.
-  Become distracted by peripheral events, losing sight of the key objectives and outcomes.
-  Be too trusting of his people.
-  Attempt to motivate in a “low key” manner highlighting domestic/personal values.
-  Find it difficult to prioritise tasks.
-  Be highly trusting of his team.
-  Lose sight of the objectives of meetings, spending too much time discussing personal issues.

Personal Notes

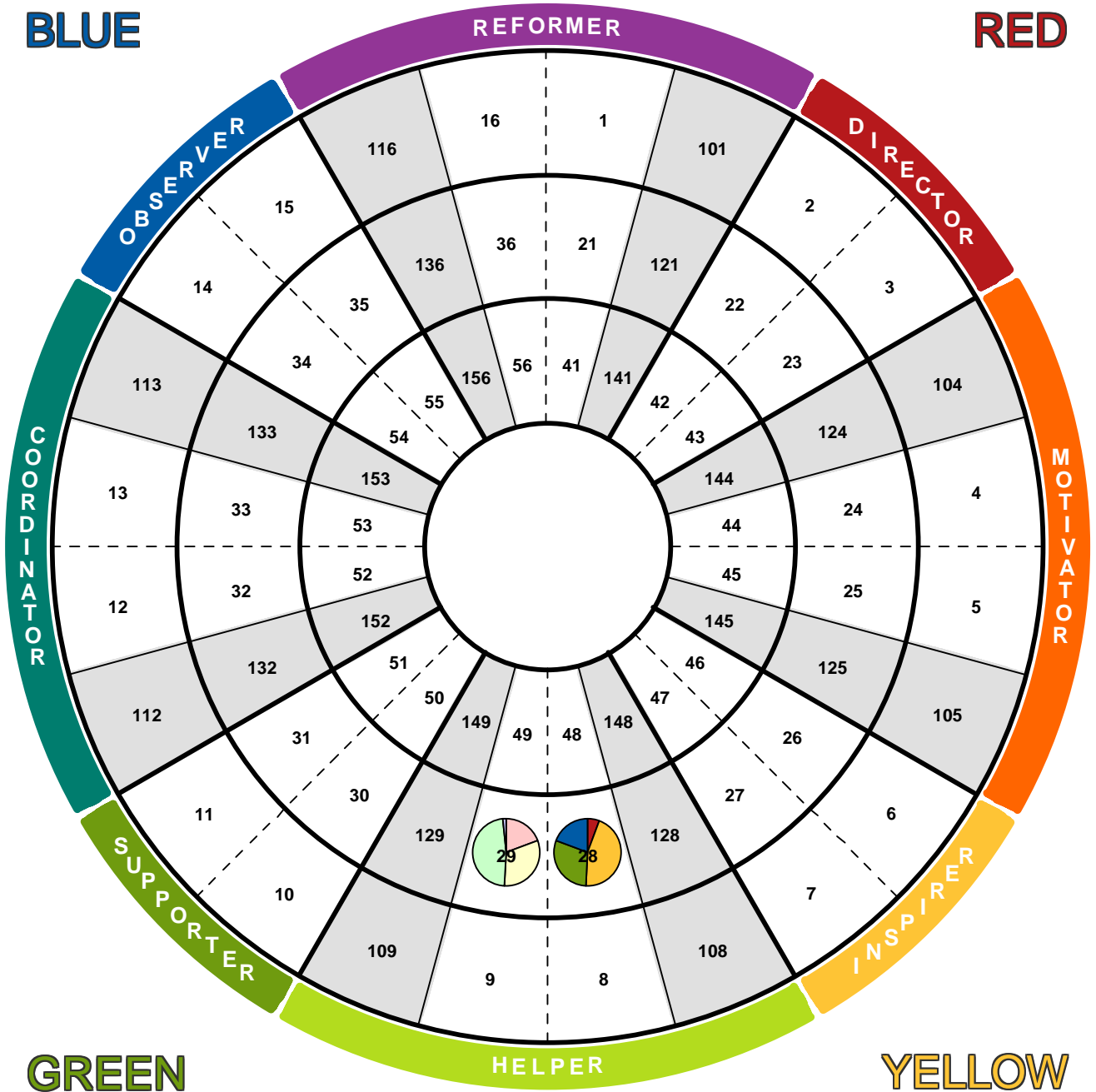


The Insights Wheel

John Smith
10/04/2003

BLUE

RED



Conscious Wheel Position

28: Inspiring Helper (Classic)

Personal (Less Conscious) Wheel Position

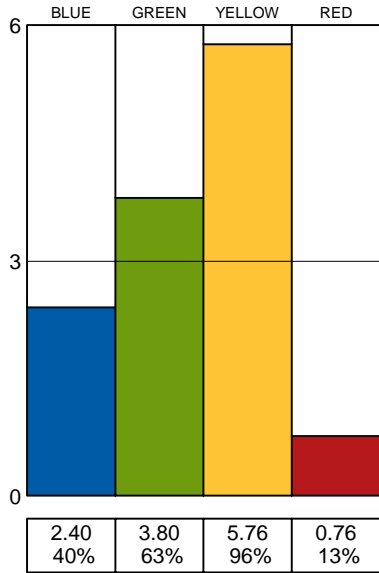
29: Supporting Helper (Classic)



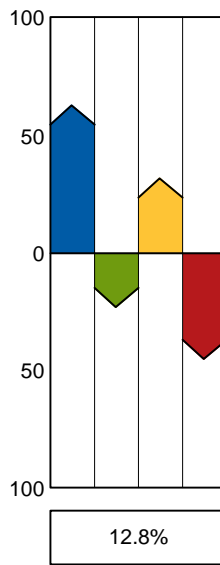
Insights Colour Dynamics

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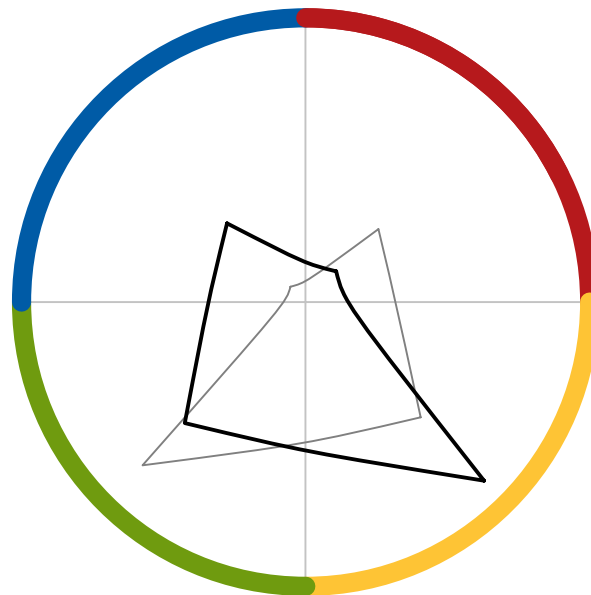
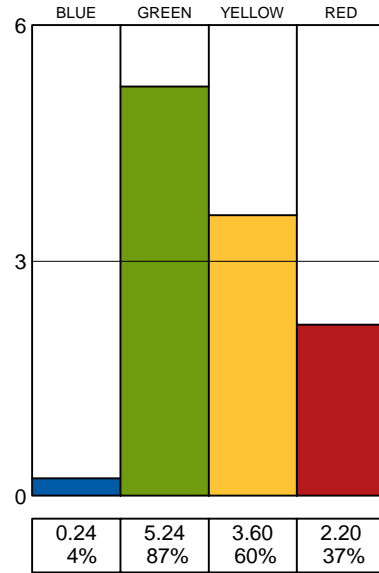
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



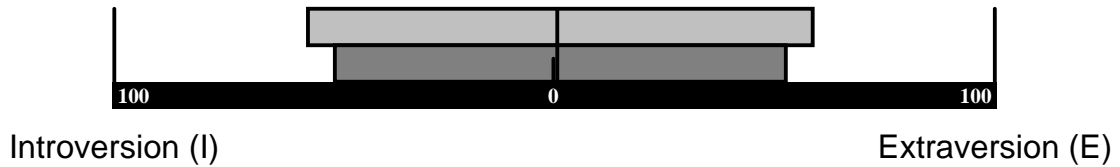
(Conscious) — **(Less Conscious)**



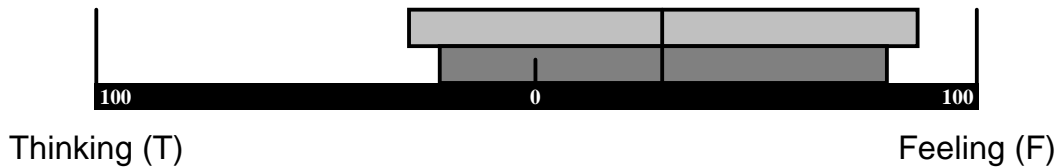
Jungian Preferences

John Smith
10/04/2003

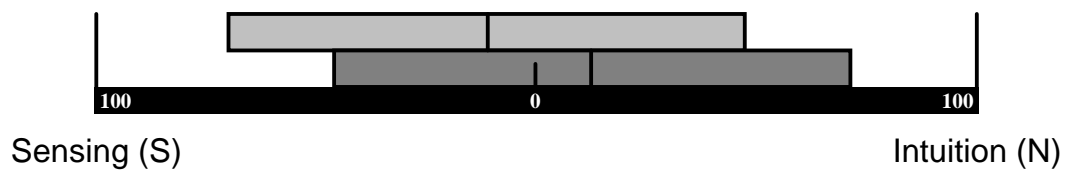
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious)   (Less Conscious)

