



Discovery[®]

Personal Profile

Mark Sample

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Foundation Chapter
Management Chapter

Personal Details

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Contents

Introduction.....	4
Overview	5
Personal Style	5
Interacting with Others	5
Decision Making	6
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 Mark.....	17
Motivating Mark	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 Mark Sample's responses to the Insights Preference Evaluator which was completed on 01 March 2017.

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

Personal Style

Mark is a steady individual who lends a quiet stability to everything. He may have difficulty asserting himself and in saying "No". Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution. Normally a flexible and open minded person, he may dig in his heels to defend something he believes in and that is being threatened. Low key acknowledgement for his contribution is likely to be appreciated by him.

If he makes a serious mistake at work he may feel guilty for a long time. A good day to day planner, he is relaxed about getting things done because he is fully engaged in the here and now. Mark's work style is a balance of structure and responsibility with an awareness of others' needs. He has a tendency to play down the rules, particularly if they appear to oppose his values. He is easy-going and low key and may be prone to doubting his own ability.

One of Mark's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. Psychology, counselling and educational interests may hold great appeal to him as part of his business role. Although he has a tendency to undertake too much, somehow everything gets done in its own time. He is warm and gracious and believes in a philosophy of "live and let live".

Underlying his characteristic tolerance is a natural curiosity. He finds the diversity of the world immensely appealing. He does things in a routine manner and is consistent, conscientious and reliable. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough. He is a well of warmth and support, but may be very reserved until he has broken the ice. Mark tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him.

Quiet and conscientious, Mark has an original mind and will try to use this for others' benefit. He will stick to his ideals with passionate conviction, even though he may find these difficult to talk about at times. He may not readily talk of his need to move continually to become who he really wants to be. He can be a rather gentle, compassionate person, but may be prone to stubbornness at times. Finding it hard to understand why some others try to impose limits, order and structure upon others, he avoids attempting to change or control people.

Interacting with Others

At work, Mark is good at blending productivity with an interest in, and compassion for, the workforce. Situations that find him in charge as autocratic leader do not usually suit him as he prefers to be more supportive than directive. He is seen by most people as kind and sympathetic. He will often seek a strong protector or may ultimately rebel against authority. He has a desire to be loyal to a protective organisation and may be content to spend all his working life with the same trusted employer. He has a great deal of personal warmth but may not show it until he knows a person well.

Frequently reflecting, his intuitive feelings prompt a sense of the endless possibilities inherent within him as he considers how such potential may be realised. Empathetic and compassionate, he has a strong need to contribute to the welfare of others. Much of his true style may be hidden from others at work as he is unlikely to express his feelings until he knows someone well. He likes to get on with other people and, although he finds confrontation disagreeable, will retaliate if he feels his values are undermined. Possessing a quiet strength, his caring, concerned approach to life seems to encourage other people to confide in him.

In trusting the evidence of what he senses, he does not attribute unseen motives to others. He tends to take people and situations at face value. He finds it difficult to take a fixed position on issues that are not important to him. As a result, he may be seen by others as rather lacking in conviction. He is not interested in impressing or directing others unless his values are at stake. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. He abhors a lack of caring in others, and working with people who lack a desire to support and assist others can cause him concern.

Decision Making

Mark will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He may tend to be misunderstood because of his tendency not to express himself forcefully. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. Preferring a harmonious outcome, Mark will go to great lengths to ensure the preservation of relationships. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making.

He may prefer at times to communicate his feelings about others in writing, rather than verbally. Mark seeks to unite all parties in a controversy and can readily see the validity of alternative points of view. It is in gaining others' acceptance of his ideas that he provides quality leadership. Mark is an excellent "sounding board" for others who are seeking to explore their own ideas. Mark will be deeply committed whenever he chooses to undertake a role or task.

He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. Concern for others' welfare can strongly affect his decisions. He tends to make sound future decisions only after deeper reflection. Mark will respect alternative views and although he may not agree with them, they will be considered.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Mark brings to the organisation. Mark 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.

Mark's key strengths:

- Relaxed about what others may think of him.
 - Spends the necessary time on important people issues.
 - Open-minded and tolerant of others.
 - Compassionate, with a caring and concerned approach.
 - Happy to serve and help others.
 - Quiet and conscientious.
 - Not easily ruffled or flustered.
 - Good at undertaking routine tasks.
 - Trusting and tolerant of others' actions.
 - Values differences.
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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. Mark's responses to the Evaluator have suggested these areas as possible weaknesses.

Mark's possible weaknesses:

- May not forcefully express his ideas or feelings.
 - May feel deflated if his efforts are not recognised.
 - May sometimes be seen as a poor time manager.
 - May become stubborn if pressured.
 - Finds it difficult to say “no” if relationships are being threatened.
 - Digs in if not convinced of need for change.
 - Digs in his heels when feeling threatened.
 - A lack of confidence in his own judgement, although that judgement is often correct.
 - May lower work standards of self and others, because of his strong focus on people issues.
 - 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 Mark brings, and make the most important items on the list available to other team members.

As a team member, Mark:

- Carefully assesses situations before acting.
 - Expresses his feelings through actions.
 - Seeks to be compliant and willing to adapt.
 - Shows tenacity and persistence.
 - Capitalises on and makes efficient use of the available resources.
 - Makes great effort to build and maintain relationships with others.
 - Consistently performs well in specialist areas of work.
 - Can adhere to high standards.
 - Shows ingenuity and imagination.
 - Is quietly productive.
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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 Mark. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Mark:

- Remember that he may not be revealing his real underlying concerns.
 - Take a low key, friendly approach.
 - Speak slowly and sincerely.
 - Leave time to ensure he is comfortable on personal issues.
 - Provide a safe environment in which he can learn, improve and grow.
 - Be prepared to negotiate solutions slowly, calmly and quietly.
 - Mirror his normally calm and even-tempered nature.
 - Remember his quiet demeanour and ask for his views.
 - Recognise his solid efforts and acknowledge his input.
 - Listen to his opinions.
 - Balance opportunities for reflection with gentle conversation or interaction.
 - Take care that you don't overload him.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Set unrealistic deadlines that restrict his quality outputs.
 - Invade his personal space.
 - Dismiss his work, ideas or opinions lightly.
 - Reinforce his own self criticism.
 - Shout, bully or threaten with position power.
 - Attempt to disguise your true motives.
 - Labour the point or give lengthy verbal instructions.
 - Substitute rhetoric for accuracy.
 - Focus on his weaknesses or chastise him publicly.
 - Assume he knows he has chosen well.
 - Assume passivity is tacit disagreement.
 - Force quick decisions where other people are affected.
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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.

Mark's possible Blind Spots:

Making many assessments privately, Mark keeps the most important issues to himself, leaving others ignorant of what is going on. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. He should realise that on occasions confrontation can clear the air.

He may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary. He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge. Adopting a low profile is not always in his best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance he may project at times. Mark takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. When he decides that enough is enough then he may take an unusually aggressive stand for his rights.

Mark prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He tries to please a lot of people and finds it hard to defend an unpopular position. He is perceived by others as a natural helper and needs to feel appreciated. 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 responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others.

Personal Notes

Opposite Type

The description in this section is based on Mark'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:

Mark'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. Mark will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Mark 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. Mark 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.

Mark 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 Mark as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Mark's Opposite Type

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

Mark Sample: How you can meet the needs of your Opposite Type:

- Point out the consequences, with care.
- Show respect for his ideas and opinions.
- Be receptive and open minded.
- Omit unnecessary and intricate details.
- Stick to business at all times.
- Ask for his advice.

Mark Sample: When dealing with your opposite type DO NOT:

- Offer opinions on personal issues unless he asks for them.
 - “Fudge” the issue or waffle.
 - Expect to “rail road” him - without a fight.
 - Underestimate his abilities to decide for himself.
 - Approach him with foregone conclusions.
 - Wait for praise or recognition.
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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 Mark's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Mark may benefit from:

- Saying no first, giving the opportunity to review a decision later.
 - Considering previous mistakes as periods of personal growth.
 - Identifying when extensive detail is not needed.
 - More confidence, sincere appreciation, job clarity and sympathetic management.
 - Be more open about his feelings.
 - Developing short cut methods to meet deadlines.
 - Speaking up if he is being taken advantage of.
 - Being less willing to take on too many additional tasks.
 - Taking a conscious decision to simplify, rather than complicate matters.
 - Questioning the motives of others.
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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 Mark's ideal environment and his current one and to identify any possible frustrations.

Mark's Ideal Environment is one in which:

- He is valued as a unique individual.
 - There is freedom from conflict and confrontation.
 - There is an atmosphere free from the constraints "high-brow" meetings impose.
 - There is continual feedback and encouragement.
 - Hard work is rewarded with feelings of fellowship and security.
 - There is a shared philosophy of excellent service.
 - Informal, low-pressure meetings are the norm.
 - There is time for reflection and meditation.
 - There is an empathetic and caring team approach.
 - He has freedom from authority and bureaucracy.
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Personal Notes

Management

Managing Mark

This section identifies some of the most important strategies in managing Mark. Some of these needs can be met by Mark 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.

Mark needs:

- His own workspace with room for personal effects.
 - Encouragement when he expresses a desire to go beyond his comfort zone.
 - Personal and professional development to be supported and encouraged.
 - Meetings with strict agendas and timetables.
 - Regular reviews to ensure that he is actively overcoming challenges.
 - Gentle introduction of new concepts and activities.
 - A workplace offering privacy but not exclusion.
 - To be assigned one task at a time.
 - Autonomy and independence within an agreed framework.
 - To be shown a genuine interest in his domestic life.
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Personal Notes

Management

Motivating Mark

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

Mark is motivated by:

- Awareness of his domestic needs when setting business targets.
 - Integrity from his superiors.
 - Openness and honesty.
 - Meeting his own goals rather than competition with others.
 - Being made to feel "one of us".
 - Full acceptance of his values and feelings.
 - One-to-one time with a respected and trusted manager.
 - Small gestures of goodwill that enhance his feeling of belonging.
 - Genuine low key recognition for his contributions.
 - Opportunities to share experiences with a small, relaxed group of colleagues.
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Personal Notes

Management Style

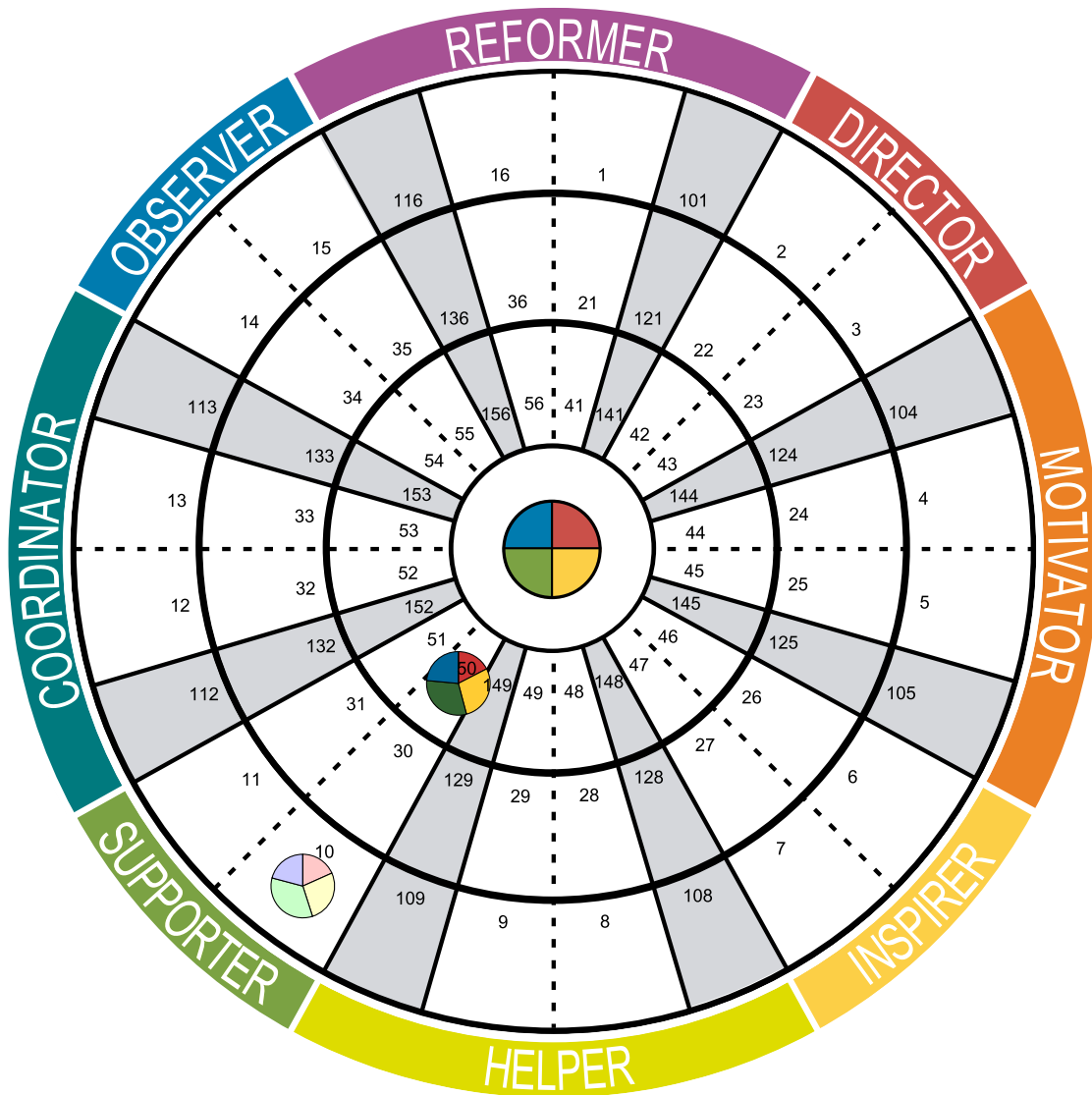
There are many different approaches to management, most of which have different situational applications. This section identifies Mark's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Mark may tend to:

- Enjoy the success of others.
 - Encourage others to sacrifice deadlines for quality.
 - Allow team members with a stronger personality to “rule the roost”.
 - Require time for consideration before making decisions.
 - Lose sight of the objectives of meetings, often turning them into social events.
 - Blame himself if a member of the team fails to perform.
 - Encourage staff development at all levels.
 - Set and maintain a sense of neatness and order.
 - Delegate tasks, but find it difficult to let go of the reins on extensive projects.
 - Achieve results through good relationships.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

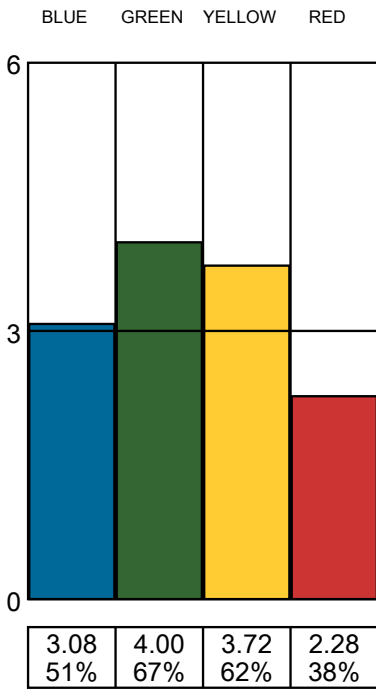
50: Helping Supporter (Accommodating)

Less Conscious Wheel Position

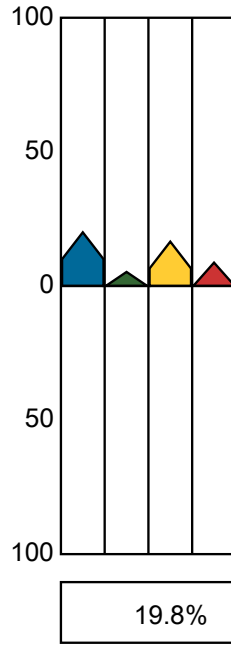
10: Helping Supporter (Focused)

The Insights Discovery® Colour Dynamics

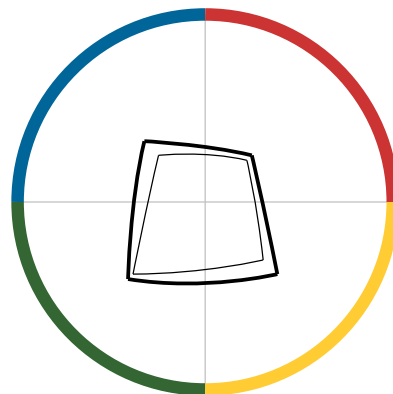
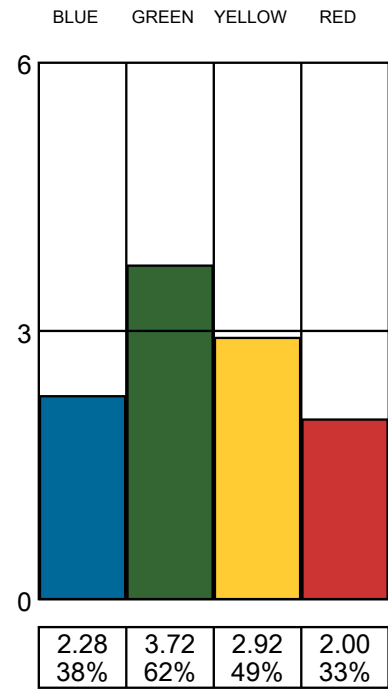
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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