

Insights *Discovery* Personal Report

John Smith
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Insights *Discovery* Personal Report

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Introduction

This Insights Discovery report is based on John Smith's responses to the Insights Preference Evaluator which was completed on 10/26/2000.

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 report 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 report 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 report 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. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. Able to cope with a number of projects at once, John gets a lot of enjoyment from the social aspects of work. He may benefit from taking a step back to consider the cause and effect of his actions, and from practising becoming more tough-minded. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it.

He is prepared to attempt almost anything, but his work needs to be active rather than theoretical. John seeks greater fulfilment in his life through the offering of help and service to others. He needs to be appreciated for himself and his service, and he can be highly sensitive to indifference or criticism of the support he offers or provides. He pays scant attention to negative, pessimistic or divisive situations or conclusions. He is often more interested in "real things" than intangibles, such as abstract ideas and theories.

He can be relied upon to keep a check on the social calendar, though he may well overlook some of the smaller details in preparing for events. He is convinced of his own abilities and is constantly seeking environments where people will appreciate him. John can combine social expertise within his normally assertive behaviour. John can be very effective in using his concern for others to ensure involvement. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others.

His warmth, sympathy and understanding encourages others to come to him. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference or criticism, he may take conflict and rejection personally. He is warm and gracious and believes in a philosophy of "live and let live". His mental processes operate best when he is in contact with other people. John is a good companion and fun to be with.

He may become pessimistic and gloomy when he is thwarted or fails to see ways to make the important changes in his life. He tends to appreciate tradition and is interested in maintaining established rules and procedures. He prefers to be seen as rather sociable and may relish the occasional spotlight. He relies on what he can hear, see and know from first hand experience. Because he lives by principles and rules, John is very consistent and dependable.



Interacting with Others

John brings harmony and goodwill to any situation in which he finds himself. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. Placing a high value on his harmonious relationships, it is not surprising that people turn to John for encouragement, nurture and support. He is socially interactive, while preferring to view the world realistically and tangibly. He may find it painful to face reality when there are difficult problems with people he cares deeply about.

Gracious, considerate and sympathetic, he is usually quietly effective in relating to others. He may assume that he can talk his way round anybody. He is warm-hearted, popular and sociable, with a large number of friends or acquaintances. John exudes charismatic charm and a natural ability to communicate well. His concern for the well-being of people around him makes John especially sensitive to an individual's personal needs. John's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations.

Acutely aware of what is and isn't appropriate behaviour, he is often seen as gracious, charming, personable and social. John likes to build harmonious relationships with others and continually seeks to maintain these relationships. He prefers a stimulating life of co-operation and harmony. He prefers democratic and participative processes rather than written instructions or autocratic systems. John is outgoing and makes things more fun for others by his pure and unreserved enjoyment of the moment.

Decision Making

John's tendency to think “out loud” enables others to follow his line of thinking. His slogan might be “Act now pay later” and his perceptions of life are based on the impact his decisions have on those around him. He is likely to decide in favour of the solution that brings the highest level of approval from others. He views talking through ideas with people to promote decision making as an effective strategy of itself. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions.

His occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought. A tendency to take rejection and conflict personally may lead to his not taking early notice of the opinions of key members of the team. He makes decisions relying on his personal experiences to see him through. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. If everyone can be involved in a project, he will ensure that they are.

He may unconsciously manipulate the process to get his own way. People occasionally see



John making decisions that appear to fly in the face of logic. John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. John will respect alternative views and although he may not agree with them, they will be considered. Decisions made on the basis of logic alone are not highly valued by him.

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:

-  Displays high levels of energy.
-  Strong sense of humour and fun.
-  Can be bubbly, effusive and spontaneous.
-  Adaptive and versatile people skills.
-  Appreciative of others' contributions.
-  Friendly and sociable.
-  Will look for the good in people and events.
-  Possesses social expertise.
-  Willing to be involved in most activities.
-  Enjoys spending time around other people - and helping them feel good.

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:

-  Overly concerned with the opinions of others.
-  May not dot all the “i”s and cross all the “t”s.
-  May hold grudges and tell you about them!
-  Vocally judgmental and critical.
-  Somewhat lacking in persistence.
-  Over-compliant and easily led.
-  Finds it difficult to concentrate on a single topic for long periods.
-  May prepare inadequately or poorly.
-  Tends to take credit for others' ideas.
-  Unduly affected or influenced by others' opinions.











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:

-  Co-ordinates group activity and maintain healthy, effective relations.
-  Takes on and shares ideas.
-  Is always willing to lend a hand where team activities are involved.
-  Is a good general all-rounder in team relationships.
-  Can provide a sympathetic ear.
-  Provides a sharp and quick opinion.
-  Is readily approachable and willing to accept others views.
-  Is a forthright advocate for the team.
-  Is seen as a positive team player.
-  Bolsters and promotes team spirit.

Personal Notes















Communication

Effective Communication

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:

-  Adopt a low key, positive approach.
-  Provide lots of opportunities for team contact.
-  Be clear on completion details.
-  Maintain harmony in exchanges - minimise conflict.
-  Be alive and entertaining.
-  Share in and promote his ideas and visions.
-  Seek confirmation of willingness to undertake new tasks.
-  Praise his contribution before finding fault.
-  Provide information that stimulates conversation.
-  Take the time to get to know him well.
-  Keep up a lively, but steady pace.
-  Maintain a positive and open stance.

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:

-  Take credit for his ideas.
-  Delegate routine or boring tasks to him.
-  Inhibit or restrict “networking” opportunities.
-  Fail to allow enough time to talk with him.
-  Take issue with his demeanour or jaunty disposition.
-  Remove the opportunity for socialising.
-  Forget to offer praise and recognition when it is due.
-  Act aggressively or reject his ideas without explanation.
-  Forget to be aware and tolerant of his views.
-  Stick rigidly to business issues.
-  Limit his range or scope of activity.
-  Pour cold water on his ideas.

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:

Because John places such a strong priority on experiencing new things, he sometimes allows his other responsibilities to suffer from lack of 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. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. John may feel pressured to make decisions too quickly, before he has had adequate time to gather all the more obscure facts and consider the fuller implications of his actions. John is so emotionally entangled in his projects that he is very sensitive to negative criticism of his work.

He is genuinely interested in others and may seek to get on closer terms with those who particularly interest him. He is occasionally taken advantage of and can be hurt in the process. His natural quickness and pressure to anticipate what is coming means he occasionally assumes wrongly that he knows what a person is going to say, and is tempted to jump in to finish their sentences. He may need to learn and apply time management and long-range planning techniques to help him complete his projects. He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others. He values friends and may tend to filter only their positive attributes.

Trying to be less sensitive would enable John to hear the often helpful information that is contained in constructive criticism. Taking the time to pay closer attention to what is actually going on in the world around him and listening carefully to both the input and reactions of others will help him. John takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. He would do better if he sought the advice of more practical people to find out how workable and useful his ideas are. He needs to try to anticipate what dangers might be round the corner and develop an alternative plan in case things should become unpleasant.

Personal Notes



Difficult Person

This section gives an overview of the kind of person John is likely to have most difficulty understanding and dealing with. The description is based on John's opposite Insights Type. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

Recognising your Difficult Person:

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

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

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

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

Personal Notes










Difficult Person








Communication with John's Difficult Person

Written specifically for John, this section suggests some strategies he could use for effective interaction with his opposite type.

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

-  Keep personal comments to yourself.
-  Be thorough, organised and on time.
-  Talk quietly.
-  Use written communications whenever appropriate.
-  Expect him to be concerned and critical at times.
-  Bring proof and evidence of performance.
-  Stay a reasonable distance away - don't invade his space.

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

-  Assume that he is disagreeing with you because he questions you thoroughly.
-  Get too close or touch him.
-  Be late for the meeting.
-  Expect rapid acceptance of new ideas.
-  Do not assume that his lack of response means tacit agreement with what is proposed.
-  Be flippant, inconsistent, fanciful or ostentatious.
-  Exaggerate.













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:

-  There are social activities outside of work.
-  The workplace layout is designed for comfort and practicality.
-  He has freedom from authority and bureaucracy.
-  The culture promotes a democratic management style.
-  He sees the impact and results of his efforts.
-  Regular feedback and encouragement is given.
-  A flexible approach is taken to the specification of hours and days worked.
-  "Brainstorming" sessions are a regular event.
-  He is free to be himself.
-  Opportunity is provided for social contact.

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:

-  Regular update meetings to check on project progress.
-  Regular opportunities to interact with other well respected and valued colleagues.
-  Steady, firm, overall guidance.
-  To be aware of his frenetic work pace and recognise the effect this may have on others.
-  Help in thinking “outside the box”, or beyond the traditional.
-  An adaptive, understanding and patient manager.
-  To give more weight to facts when making decisions.
-  To know clearly where the future prospects and opportunities lie.
-  You to retain control of the process.
-  Established support systems and procedures.

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:

-  Knowing he has the approval of others.
-  Financial incentives, with bells and whistles!
-  Peer “heroes” that he admires, respects and can emulate.
-  Regular breaks from routine.
-  A “key” role within a successful team.
-  Freedom from constraints and supervision.
-  People who express flair, talent and creativity.
-  Opportunities to enjoy the moment.
-  Team activities to lighten the gloom.
-  Participation in lively arguments, debate and discussions.

Personal Notes













Management

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:

-  Become distracted by peripheral events, losing sight of the key objectives and outcomes.
-  Find it difficult to deal with disciplinary matters within his team.
-  Find it difficult to prioritise tasks.
-  Allow his team plenty of freedom to make decisions.
-  Support a friendly, participative environment.
-  Be articulate, verbally expressive and animated.
-  Give team members plenty of freedom.
-  Lose sight of the objectives of meetings, often turning them into social events.
-  Take insufficient time to reflect on other options and alternatives.
-  Create chaos through erratic organisational skills.











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:

-  Working alone in a concentrated mode for extended periods.
-  Constructing orderly situations which then go exactly as planned.
-  Recognising that he tends to manipulate people in “their” best interests.
-  Constant reminding of the need to consider alternatives and anticipate consequences.
-  Withholding his opinions.
-  Being less vocal at group meetings.
-  Asking searching and probing questions.
-  Trying to really understand and relate to quiet, thoughtful people.
-  Reducing the level of activities in his life.
-  Finishing and reflecting on each book he reads before starting a new one.

Personal Notes

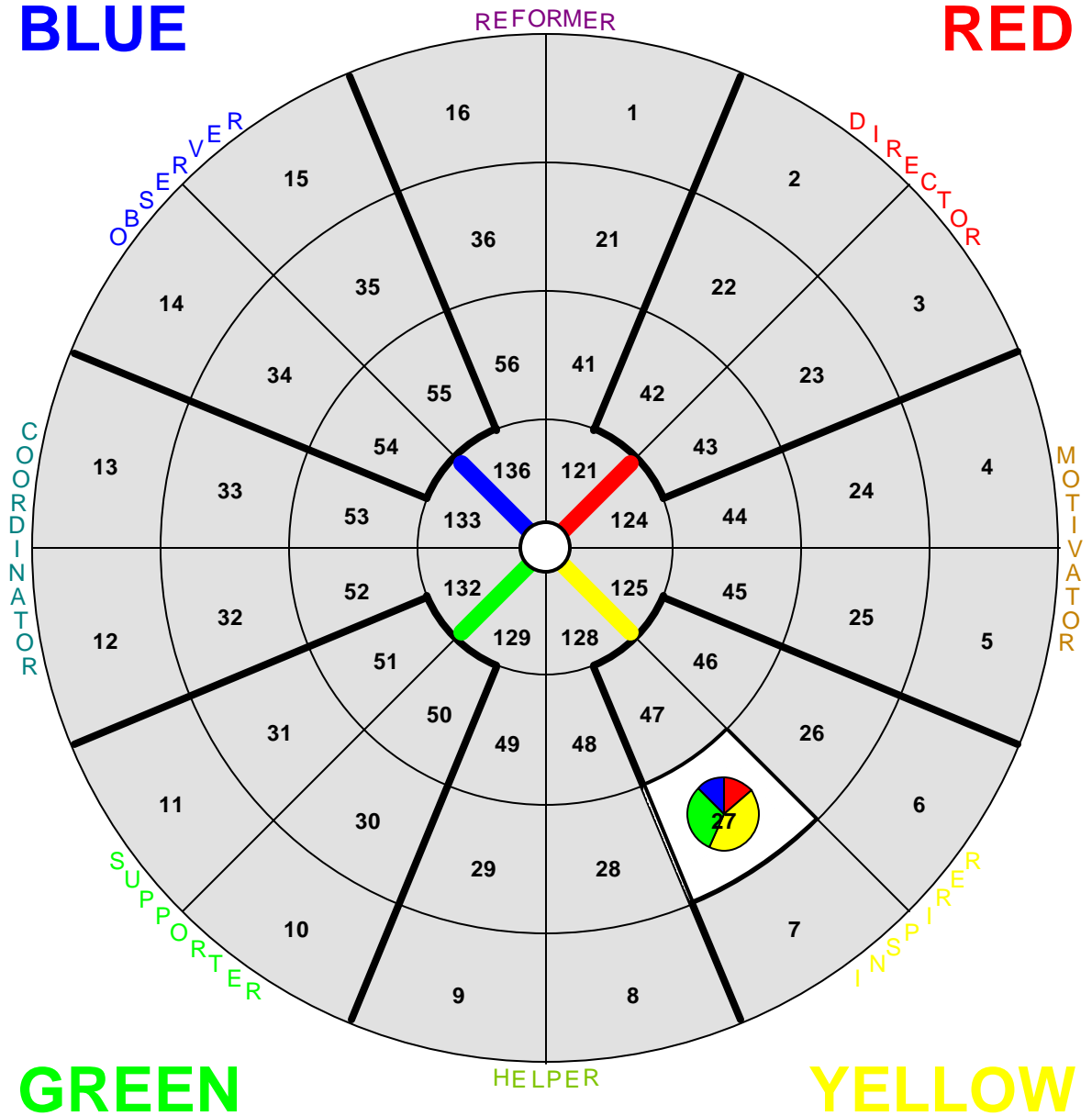


The Insights Wheel

John Smith
10/26/2000

BLUE

RED



Conscious Wheel Position

27: Helping Inspirer (Classic)

Personal (Less Conscious) Wheel Position

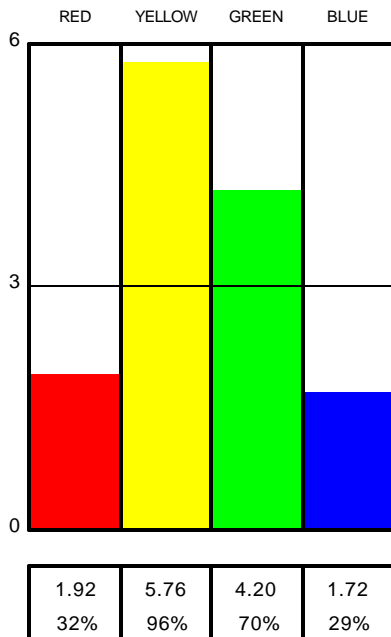
27: Helping Inspirer (Classic)



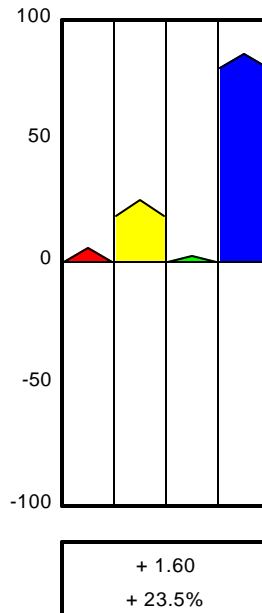
Insights Colour Dynamics

John Smith
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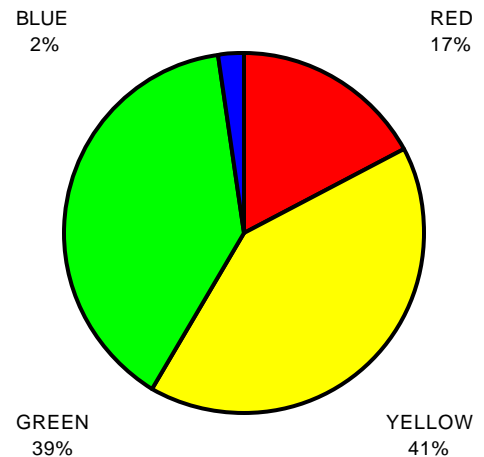
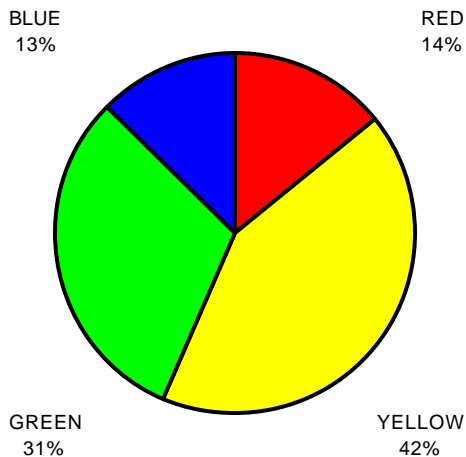
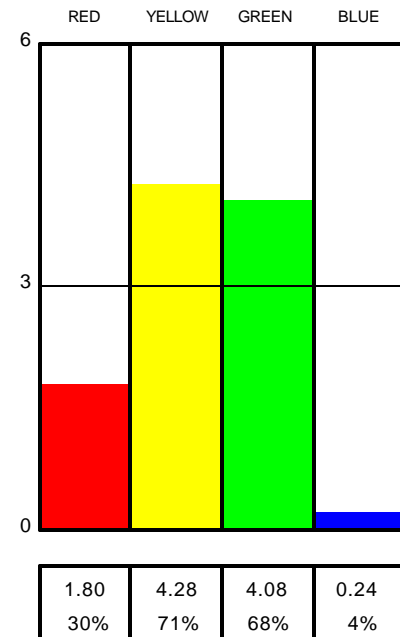
**Persona
(Conscious)**



**Preference
Flow**



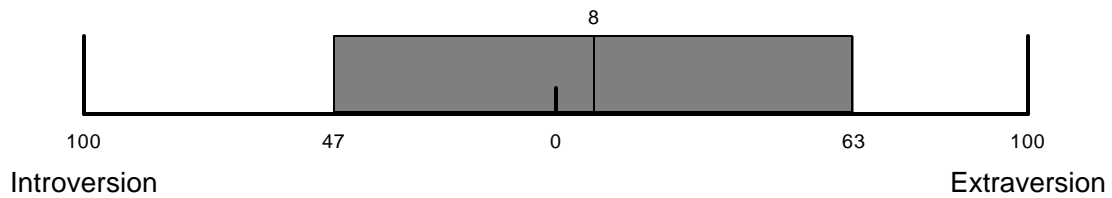
**Persona
(Less Conscious)**



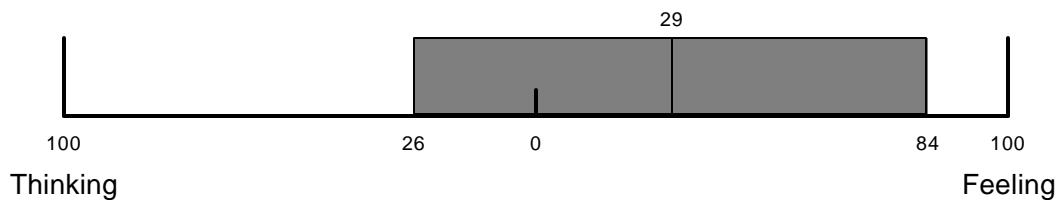
Jungian Preferences

John Smith
10/26/2000

Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:

