



# Discovery<sup>®</sup>

Personal Profile

John Smith

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Foundation Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on John Smith's responses to the Insights Preference Evaluator which was completed on 13 June 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 John's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

### Personal Style

John tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. He tends to be there when he is needed, offering low-key stability and strength to people and situations in need. His need to be of service to others can occasionally prevent him from relaxing. Low key acknowledgement for his contribution is likely to be appreciated by him. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work.

John is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. Normally a flexible and open minded person, he may dig in his heels to defend something he believes in and that is being threatened. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. He may speak of or express his ideals indirectly.

Quiet and conscientious, John has an original mind and will try to use this for others' benefit. 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. He tends to take the things he does well for granted and usually underrates and understates himself. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. Although he has a tendency to undertake too much, somehow everything gets done in its own time.

Enjoying a "low profile", one of John's great strengths is his natural, unobtrusive, accepting manner. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. His easy-going exterior may mask a rather more compulsive interior. He may have difficulty asserting himself and in saying "No". Serious, conscientious and loyal, John is a dedicated worker. He will seek an environment in which he can be quietly productive.

John is sympathetic, empathic and affable. He is gently forceful in having his ideas applied where it matters to him. He is loyal, supportive, idealistic and creative. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others. He is warm and gracious and believes in a philosophy of "live and let live". He has a tendency to play down the rules, particularly if they appear to oppose his values.

### Interacting with Others

John has a strong sense of duty and faithfulness, but little desire to impress or influence others. Above all, he is idealistic and capable of great devotion and loyalty to a valued person or cause. He wishes to be valued for himself. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. He will help others to give of their best. He may excel in fields that involve human values.

As his feelings are intense, he may be unable to repress them at times. John probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious

about important issues. He prefers to play a supporting role at work in a loyal and conscientious way. His dependability and willingness to lend a sympathetic yet objective ear makes him a supportive team player. At work, John is good at blending productivity with an interest in, and compassion for, the workforce.

Though he still likes his help returned, John is more patient and less expectant than most other types. He will go to great lengths to promote fellowship and avoid conflict. He is an individualistic and independent person, though this may not always be readily apparent due to his desire to maintain warm and harmonious relationships with others. John feels a love and sensitivity for others and an appreciation for life. He is often friendly, although he tends to avoid socialising at a superficial level.

### Decision Making

Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. Non-judgemental and accepting of others' behaviour in a rather factual way, he notices things around him and will generally find the deeper meanings within most situations. He tends to make sound future decisions only after deeper reflection.

John makes better decisions when other people he knows share his values. He may worry too much, and on significant long term issues may exhibit indecision. He brings both analysis and personal feeling to the decision-making process. John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

He has little desire to impress, control or dominate others, apart from maintaining a commitment to his values and his work. John seeks to unite all parties in a controversy and can readily see the validity of alternative points of view. He may prefer at times to communicate his feelings about others in writing, rather than verbally. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He may choose to change his decisions if it turns out that someone may be adversely affected by them.

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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.

#### John's key strengths:

- Can “go with the flow”, particularly where people are concerned.
- A steady day-to-day planner.
- Learns from experience - won't get hurt by the same situation twice.
- Relaxed about what others may think of him.
- Curious and keen observer of life.
- Trustworthiness.
- Values differences.
- Compassionate, with a caring and concerned approach.
- Trusting and tolerant of others' actions.
- Can gain personal fulfilment through helping others.

### 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:

- Has difficulty in quick or unprepared articulation.
- His steady approach to work may be seen as laziness by some.
- A lack of confidence in his own judgement, although that judgement is often correct.
- Is sometimes dismayed by disrespectful or caustic comments about others.
- The tendency to bear a grudge against those who do not share his values.
- Finds it difficult to respond to aggression positively.
- May become stubborn if pressured.
- Seems to lack drive or initiative when pressured.
- The tendency to focus upon past failures rather than significant successes.
- May not express his opinions as quickly as the situation warrants.

#### 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.

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### As a team member, John:

- Encourages team allegiance.
  - Is a caring team player who honours his commitments.
  - Supports others by being loyal, diplomatic and sincere.
  - Capitalises on and makes efficient use of the available resources.
  - Can adhere to high standards.
  - Brings fun and light-heartedness to any environment with which he is familiar.
  - Helps generate trust for the team.
  - Will be sympathetic to others needs.
  - Always seeks to understand the other's viewpoint.
  - Expresses his feelings through actions.
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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:

- Remember and respect his concern for others' welfare.
- Be prepared to negotiate solutions slowly, calmly and quietly.
- If you must criticise, do it slowly, constructively and honestly.
- Recognise his solid efforts and acknowledge his input.
- Provide lots of opportunities for team contact.
- Deal with him in an honest and sincere way.
- Allow time for him to respond to your requests and questions.
- Take care that you don't overload him.
- Allow him time to gather his thoughts and to express his feelings.
- Appeal to his good nature and loyalty.
- Put important messages in writing for clarity.
- Consider reconvening the meeting after he has had a chance to think about the issues.

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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:

- Pressure him or encroach on his free time.
- Prevent him from expressing his thoughts.
- Ask lots of questions in quick succession.
- Ignore his authority for the sake of it.
- Dismiss his work, ideas or opinions lightly.
- Praise over effusively.
- Exert unnecessary pressure.
- Expect automatic compliance or respect.
- Force quick decisions where other people are affected.
- Set deadlines you really believe cannot be reached.
- Become too impersonal.
- Act aggressively or reject his ideas without explanation.

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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 would do well to take a step back and try to see a situation more objectively before reacting. When he is disappointed, he may become negative about everything and everyone around him. He is so committed to his own ideals, he has a tendency to overlook other points of view and can sometimes be seen by others as very rigid or stubborn.

Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. When under extreme pressure, John may choose to withdraw, but only to prepare for the next battle within his own fortress. Because of his ability to focus on one thing at a time for long periods, he may appear rather stubborn and plodding.

Sometimes seen as gullible and perhaps too trusting because he accepts people and things as they are, John doesn't look for or expect the malicious motive. 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. He is perceived by others as a natural helper and needs to feel appreciated. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others.

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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 Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. John will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. John may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. John may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

John sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future.

The Director's biggest drawbacks may be perceived by John as arrogance, impatience and insensitivity to others' feelings.

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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:

- Use humour in moderation.
- Keep up with his pace.
- Be friendly and pertinent.
- Present an overview of the essence of the important facts.
- Point out the consequences, with care.
- Listen to him - don't ask him to repeat himself.

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

- Stray from the agenda.
  - Be vague or imprecise.
  - Take credit for his ideas.
  - Let him dominate the conversation.
  - Be late for the meeting.
  - Speak too slowly or hesitantly.
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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.

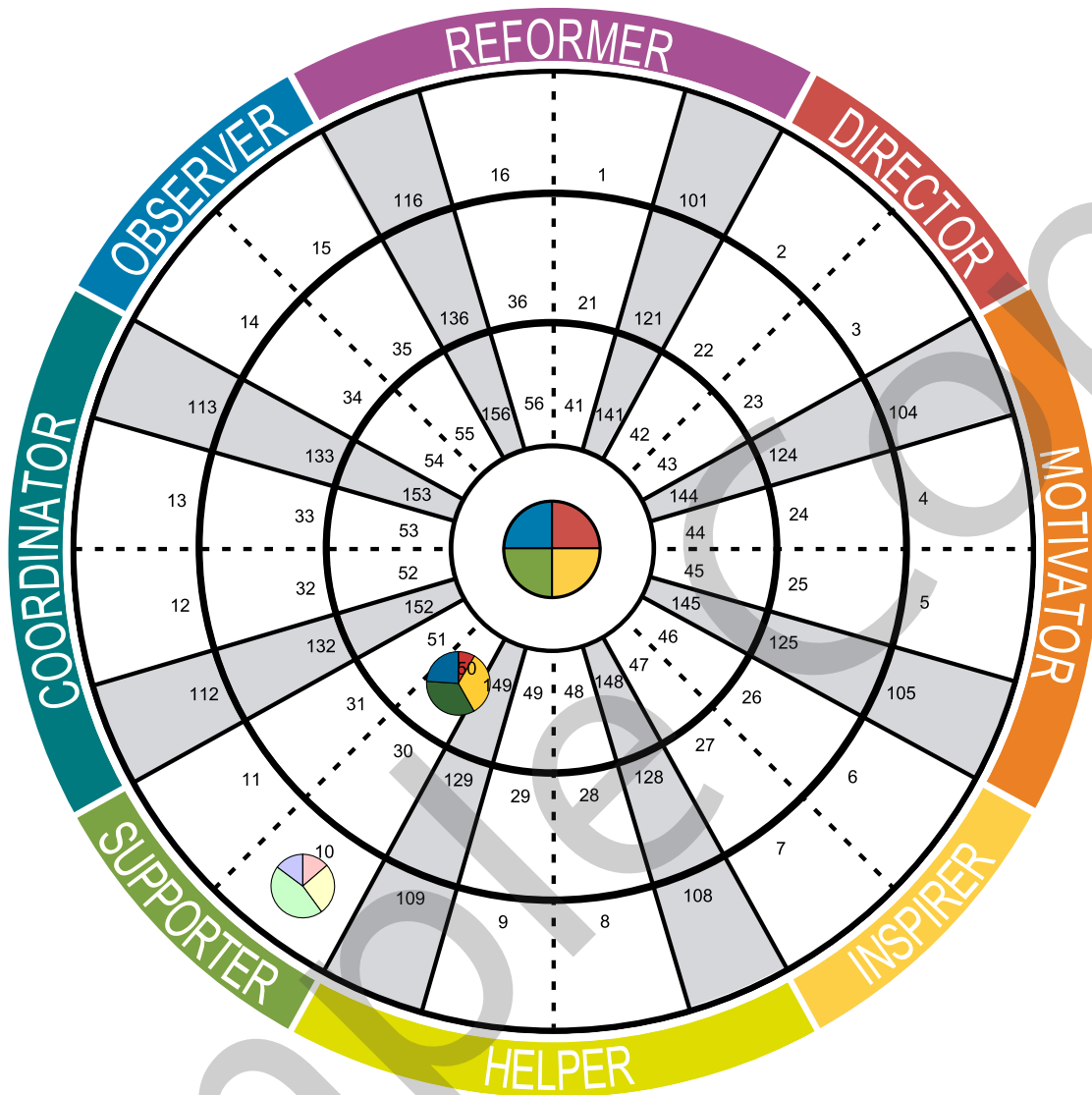
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### John may benefit from:

- Trusting his own decisions.
  - Changing his perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
  - Developing short cut methods to meet deadlines.
  - Concentrating on producing action plans and a deadline for completion.
  - Considering previous mistakes as periods of personal growth.
  - Consciously fighting the negative "inner voice" that may prevent him from achieving his full potential.
  - Becoming more involved in social and business developments.
  - Seeking the positive side of every situation.
  - Practising spotting the "Achilles Heel" in other peoples' arguments and bringing it to their notice.
  - Taking an active part in the process of change.
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### Personal Notes

# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

50: Helping Supporter (Accommodating)

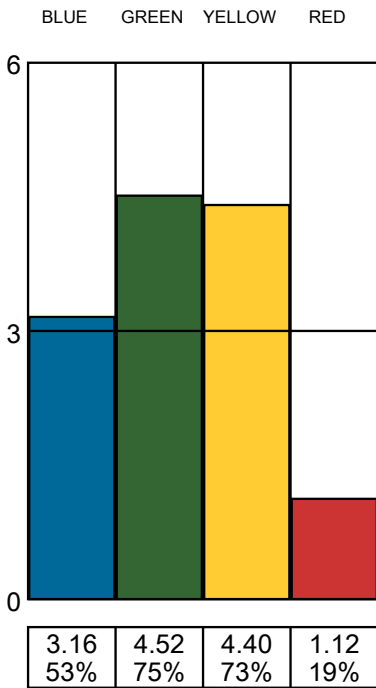
### Less Conscious Wheel Position

10: Helping Supporter (Focused)

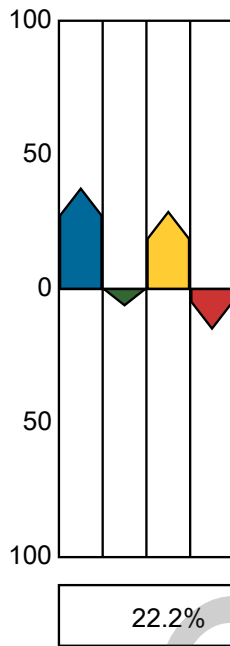


# The Insights Discovery® Colour Dynamics

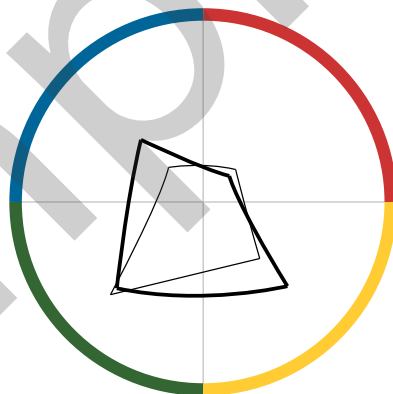
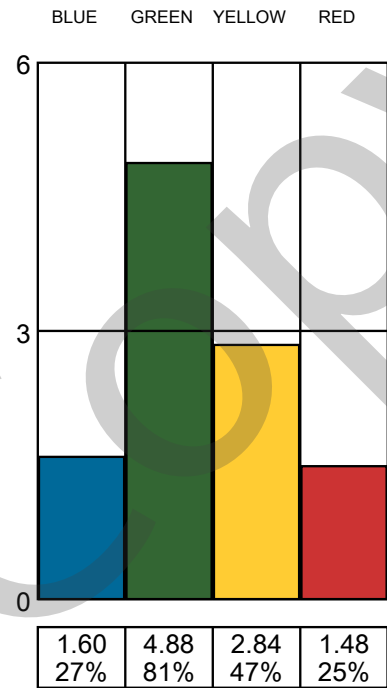
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious

Sample Copy



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