

Insights *Discovery* Personal Report

John Smith
21/05/1999



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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 21/05/1999.

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

Personal Style

John Smith is conscientious and responsible and accepts being needed by others. He is a “no nonsense” person who is not often attracted by the strange, exotic or unfamiliar. He is warm and gracious and believes in a philosophy of “live and let live”. He may not readily talk of his need to move continually to become who he really wants to be. He may speak of or express his ideals indirectly.

Traditions are important to John Smith and are carefully remembered and observed. He may have difficulty asserting himself and in saying “No”. Interested more in the realities brought to him by his senses, he is blessed with a special appreciation of natural things. John Smith is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. John Smith combines affability and amiability with a high sense of duty.

He likes a certain neatness and order and prefers a harmonious environment, where each person can be appreciated for their contribution and can feel a sense of personal accomplishment. In his own work, he can become intent upon doing things his own way in order to ensure his high standards of operating are met. John Smith is quiet, amiable, dedicated and loyal. If he makes a serious mistake at work he may feel guilty for a long time. He needs to remember to withdraw regularly from caring for others to take care of himself.

John Smith will go to great lengths in order to fulfil his sense of responsibility and obligation. If his efforts are not recognised, or approval is withheld, he may feel deflated as his feeling of worth can depend on how others regard him. Despite his matter-of-factness, he will sometimes experience a private reaction to something he senses is wrong and if he articulates this, it can come as a surprise to those around him. Serious, conscientious and loyal, John Smith is a dedicated worker. He will seek an environment in which he can be quietly productive. Underlying his characteristic tolerance is a natural curiosity. He finds the diversity of the world immensely appealing.

He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. John Smith is seen by others as open, mild, modest and rather self-effacing. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough. His strong sense of personal values makes him tend to be rather shy around strangers whose values he feels may



conflict with his own. Low key acknowledgement for his contribution is likely to be appreciated by him.

Interacting with Others

John Smith 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. Basically loyal, trusting and understanding, he needs harmonious relationships in his life and is most sensitive to conflicts and disagreements. As his feelings are intense, he may be unable to repress them at times. Sincere feedback from others is required to help him maintain motivation and his level of service. Though perhaps hard to get to know, he is a trustworthy confidante who accepts a wide range of behavioural differences in others.

As he gets to know you, he becomes more enthusiastic and open. He will readily forgive but rarely forget. He may find himself automatically adapting his own personality in an attempt to meet other peoples' ideas of what is desirable. He is loyal and gets on well with others without in any way pushing himself to do so. He does not seek positions of "front-end" leadership, preferring to act behind the scenes.

He is not always keen to express how he feels. Displaying modesty and reserve, he is a very warm person who tends not to show that warmth except with people he knows and trusts. He prefers to build close relationships with small groups of people and likes to retain the familiar and predictable. He is a procedure oriented organiser who plans well along channels that are ably directed by an appreciative manager. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship.

Decision Making

John Smith creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. He has an ability to see the need of the moment and then deal with it. He brings both analysis and personal feeling to the decision-making process. He may worry too much, and on significant long term issues may exhibit indecision. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence.

He may tend to be misunderstood because of his tendency not to express himself forcefully. He is not usually prepared to commit to high risk decisions. Where he holds strong values, John Smith is firm and uncompromising in expressing and enacting his beliefs on these subjects. He is prepared to make decisions through group consensus. He



usually delays decision making until all the facts and details are available.

He may prefer at times to communicate his feelings about others in writing, rather than verbally. He may appear dismissive of decisions made on “gut-feel” rather than objective analysis. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. He can be overly lenient with non-producers, which often results in problems in matters that require the application of discipline. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting.

Personal Notes













Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which John Smith brings to the organisation. John Smith 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 Smith's key strengths:

-  Sensitive to the needs of others.
-  Honours his commitments.
-  Trustworthiness.
-  Orderly and organised.
-  Solid organisational abilities.
-  Painstaking, conscientious, industrious and dependable.
-  Realistic and cautious.
-  Usually weighs up all relevant factors before reaching decisions.
-  Maintains established rules and procedures.
-  Learns from experience - won't get hurt by the same situation twice.

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 Smith's responses to the Evaluator have suggested these areas as possible weaknesses.

John Smith's possible weaknesses:

- Seen as a private individual, who prefers his own company.
- Can be manipulated by supervisors or significant others.
- May find it difficult to impose his will on others.
- Does not always want to understand abstract theories.
- Has difficulty in sharing concerns and reservations except with close and trusted peers.
- Was once indecisive, but he is not so sure now!
- A lack of confidence in his own judgement, although that judgement is often correct.
- May become stubborn if pressured.
- May lower work standards of self and others, because of his strong focus on people issues.
- May be slow to express his thoughts or feelings.











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 Smith brings, and make the most important items on the list available to other team members.

As a team member, John Smith:

-  Is a dedicated supporter of the team.
-  Will be loyal to the leader and the cause.
-  Can remain single-minded and persistent.
-  Sees financial reward as proof of worth rather than as an end in itself.
-  Is quietly productive.
-  Provides quiet, behind the scene, support.
-  Is dependable with a stabilising presence.
-  Can adhere to high standards.
-  Offers emotional support to others.
-  Is patient and forgiving.

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 Smith. Identify the most important statements and make them available to colleagues.

Strategies for communicating with John Smith:

- Mirror his normally calm and even-tempered nature.
- Recognise his solid efforts and acknowledge his input.
- Deal with him in an honest and sincere way.
- Ensure he sees and agrees with the benefit of change before implementation.
- Give him advance notice and time to prepare.
- Help him feel at ease.
- Provide an environment which allows him to express his thoughts.
- Appeal to his need to be of service.
- Praise quietly and sincerely - be open and honest.
- Be clear and concise, and concentrate on the task in hand.
- Let him organise his thoughts.
- If you ask a question, be quiet and give time for him to consider his response.

Personal Notes



Communication

Barriers to Effective Communication

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

- Touch him if you can avoid it.
- Question his loyalties or genuine interest.
- Patronise or be paternalistic.
- Comment on his personal appearance.
- Expect rapid acceptance of new ideas.
- Expect automatic compliance or respect.
- Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
- Implement change for change's sake.
- Pressurise him or encroach on his free time.
- Upset or undermine the status quo.
- Set tight deadlines or force him to make an immediate decision.
- Press for an immediate response.

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 Smith’s possible Blind Spots:

John Smith’s responses in defence of people can be illogical to the point that he appears irrational. Tending to shy away from making quick decisions, he has little understanding of the difficulties this preference creates for fast-paced people. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view. He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others. He hesitates to criticise others and has a hard time saying no to requests for assistance.

He should realise that on occasions confrontation can clear the air. John Smith would do well to take a step back and try to see a situation more objectively before reacting. Because of his well developed tolerance of himself and other people, John Smith may appear detached and disinterested. His ability to detect what might go wrong is perceived by some others as suspicion of anything new and untested. 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.

A rather private nature may prevent John Smith from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. John Smith may appear impatient or withdrawn if pressed to perform at a faster pace than he considers appropriate to the task in hand. Stubborn about change, he may resist changing a decision once it has been made. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. He may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary.

Personal Notes



Difficult Person

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

Recognising your Difficult Person:

John Smith'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 Smith will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. John Smith 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 Smith 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 Smith 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 Smith as arrogance, impatience and insensitivity to others' feelings.

Personal Notes



Difficult Person

Communication with John Smith's Difficult Person

Written specifically for John Smith, 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:

- Bring proof and evidence of performance.
- Be positive and enthusiastic.
- Allow him time to consider all the information.
- Let him decide on the way forward.
- Talk tangibly and with enthusiasm.
- Be ready to leave quickly.
- Be thoroughly prepared.

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

- Take credit for his ideas.
- Be messy, unstructured or ill-equipped.
- Ignore or disregard his views.
- Criticise his ideas or take issues with them.
- Overload him with facts, details and paperwork.
- Wait for praise or recognition.
- Be unenthusiastic or negative.



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 Smith's ideal environment and his current one and to identify any possible frustrations.

John Smith's Ideal Environment is one in which:

- He has access to year planners and diaries with an appointment system for visitors.
- Reliance on competition between colleagues is minimal.
- He has freedom from authority and bureaucracy.
- There's a place for everything and everything is in its place.
- There is no antagonism or friction.
- Mundane and repetitive work is minimised.
- The dress code is informal but smart.
- There is an empathetic and caring team approach.
- Few distractions exist to take attention away from the task.
- He is valued as a unique individual.

Personal Notes



Management

Managing John Smith

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

- Encouragement to think about broader issues and exercise more of his imagination when the opportunity arises.
- Regular opportunities to interact with other well respected and valued colleagues.
- Support with putting his ideas into practice.
- To be a key player in a small but successful team.
- His own workspace with room for personal effects.
- To have his contribution reviewed and acknowledged.
- Regular reassurance of the value placed on his contribution.
- Freedom from bureaucracy.
- Colleagues who value his quiet, reflective approach.
- To be told when “double checking” is not required.

Personal Notes



Management

Motivating John Smith

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

John Smith is motivated by:

- Responsibilities which capitalise on his one-to-one supervisory or mentoring strengths.
- Co-ordination of disparate activities.
- Successful completion of major projects.
- Opportunities to express his feelings in relation to performance.
- Having his opinion sought on support services.
- A manager who understands that he has personal goals and values.
- Full acceptance of his values and feelings.
- Quiet, tenacious endeavour which is rewarded in a low key way.
- Acknowledgement of his successes.
- Working for a leader and a cause.

Personal Notes



Management

Management style

There are many different approaches to management, most of which have different situational applications. This section identifies John Smith'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 Smith may tend to:

- Dislike “hard-nosed” disciplinary matters within the workplace.
- Find it difficult to accept radical ideas. His ideas are down to earth and firmly based.
- Decide quickly in areas he feels comfortable, but procrastinate in those where he feels vulnerable.
- Feel frustrated if others ignore the rules or procedures.
- Be systematic and procedure-orientated.
- Keep his deepest feelings private.
- Be seen as friendly, practical and realistic.
- Become stubborn when challenged.
- Allow his heart to rule his head.
- Manage democratically, whilst attempting to appease those who do not agree.

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 Smith's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

John Smith may benefit from:

- Stopping seeing useful techniques merely as gimmicks.
- Maintaining a greater balance between his feeling and his objectivity.
- Saying no first, giving the opportunity to review a decision later.
- Working towards becoming more effusive and action-oriented.
- More confidence, sincere appreciation, job clarity and sympathetic management.
- More time to thoroughly prepare and implement.
- Expecting more rewards for his efforts.
- Making a decision to act on those things that worry him - now.
- Developing short cut methods to meet deadlines.
- Practising spotting the “Achilles Heel” in other peoples' arguments and bringing it to their notice.

Personal Notes

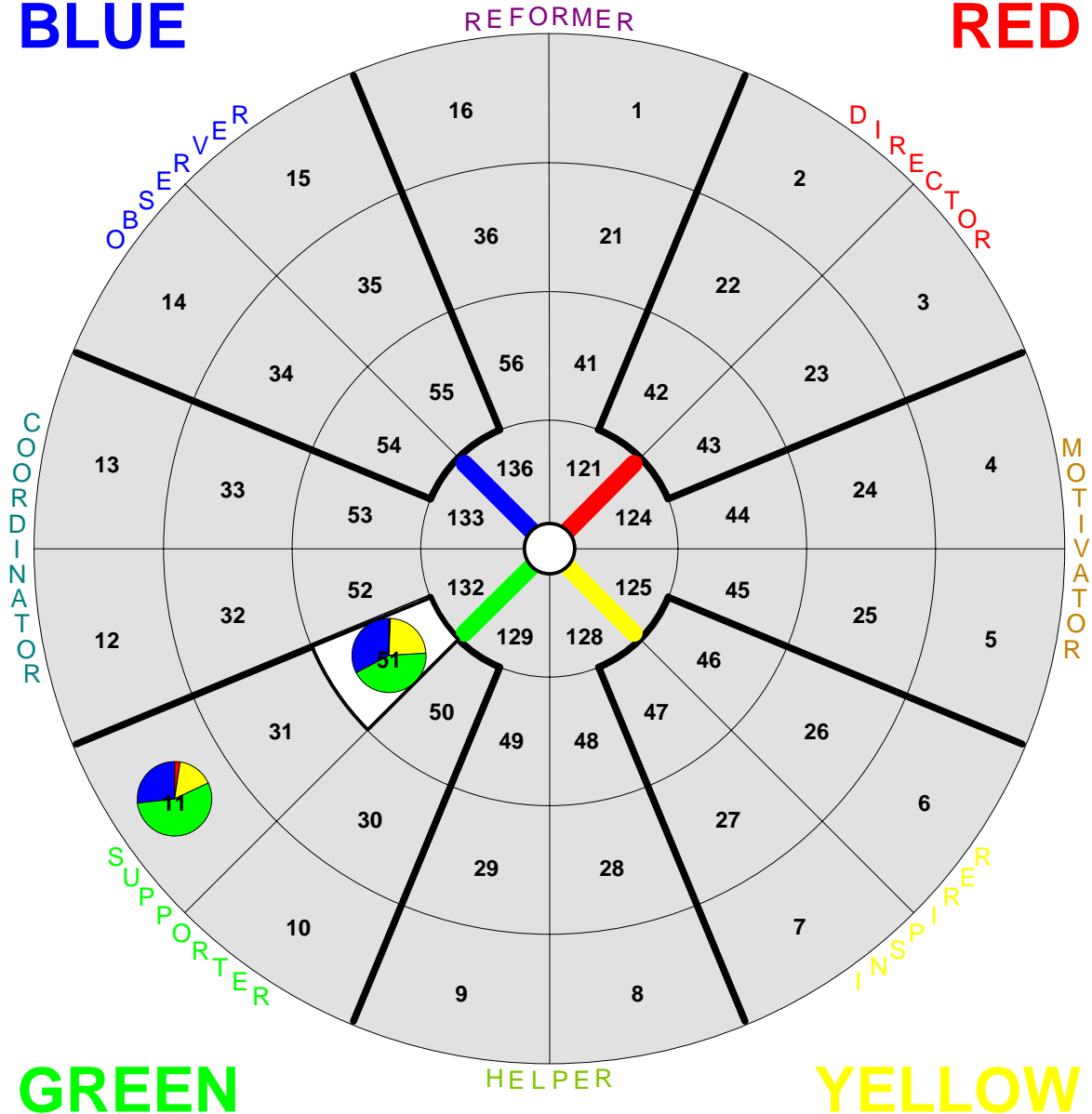


The Insights Wheel

John Smith
21/05/1999

BLUE

RED



Conscious Wheel Position

51: Coordinating Supporter (Accommodating)

Personal (Less Conscious) Wheel Position

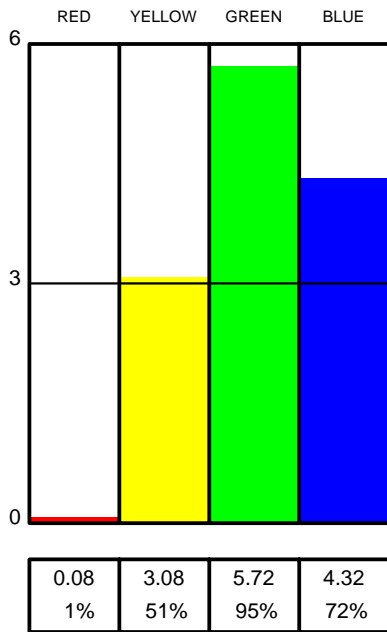
11: Coordinating Supporter (Focused)



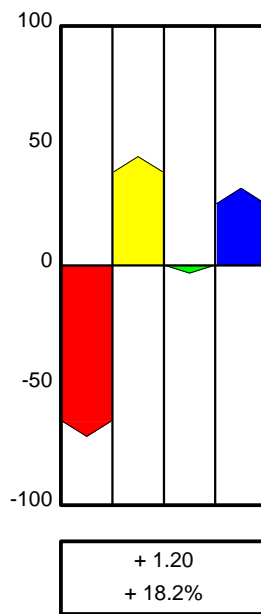
Insights Colour Dynamics

John Smith
21/05/1999

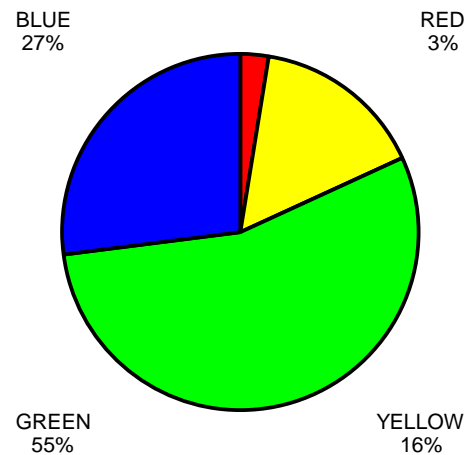
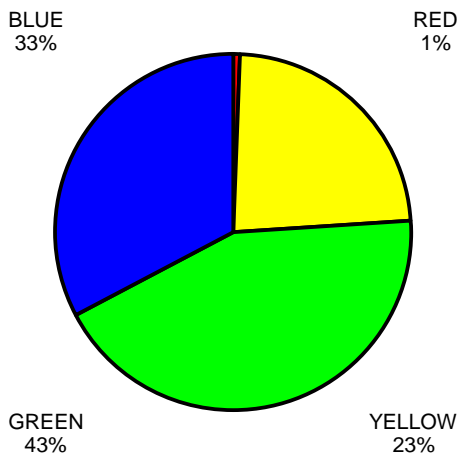
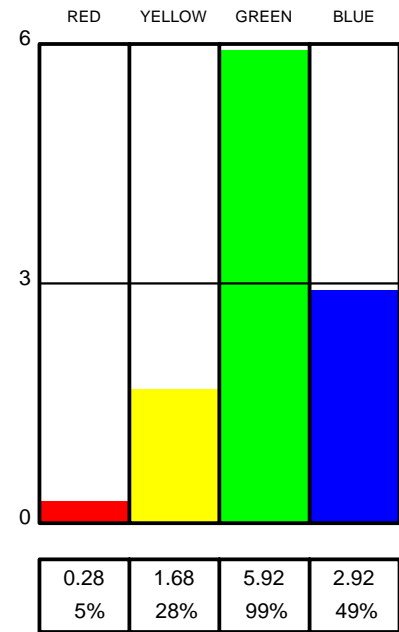
**Persona
(Conscious)**



**Preference
Flow**



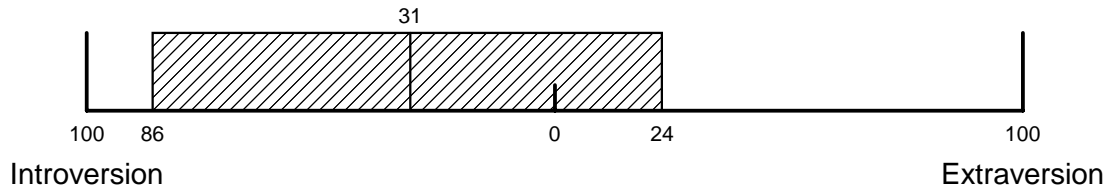
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(Less Conscious)**



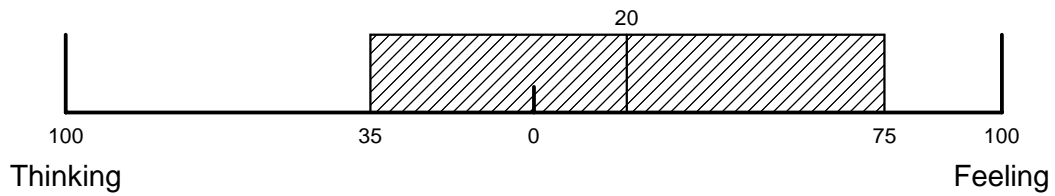
Jungian Preferences

John Smith
21/05/1999

Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:

