



Insights®



# Discovery<sup>®</sup>

Personal Profile

Jo Bloggs

Foundation Chapter  
Management Chapter

## 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 Jo.....	17
Motivating Jo .....	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 Jo Bloggs responses to the Insights Preference Evaluator which was completed on 25 March 2015.

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

---

### Personal Style

Open-minded, tolerant, amusing and good company, Jo lives in and for the moment. When she gives help to others, she expects to get it reciprocated, particularly as recognition for this help. Attending to others' wants is felt by her to be a satisfying, legitimate way of expressing her own deeper needs. She tends to have an interest in the new and unusual and is gifted at expressing her feelings. She tries to live each moment as a satisfying personal experience.

At times, events can overwhelm her and she may find it almost impossible to say "No", even when the demands are unreasonable. Practical and repetitive mundane work does little to satisfy her as she needs to make a personal contribution. Due to her sociable, friendly and warm-hearted demeanour, she is best employed in providing practical service to others. Although objective, she may be more interested in finding creative solutions to problems than in seeing those solutions become reality. Her common-sense denotes a practical ability with people and things.

Although her feelings are deep they can change quickly with her mood. Psychology, counselling and educational interests may hold great appeal to her as part of her business role. She is a good listener, with an ability to talk well when appropriate. Jo's work style is a balance of structure and responsibility with an awareness of others' needs. She is proficient at alleviating the concerns of others.

She wants to be indispensable to others and her desire to please is so strong that she can sometimes lose her own identity by ignoring her own needs. She looks for the good in every situation. She is warm and gracious and believes in a philosophy of "live and let live". She resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. She will make an effort to remember names and birthdays and make her office or home a pleasant place in which to work.

She is at her best in work that involves people and task, where co-operation can be achieved through goodwill. Because she tends to live for the present moment, she does not sense the need to prepare or plan more than is necessary. Jo is optimistic and positive, living mainly in the here and now. Her strong sense of personal values may make her reserved around strangers whose values she feels may conflict with her own. Socially adept, even-tempered and tireless in her efforts to bring about peace and well-being, she tends to hold the perfect relationship as the ideal.

### Interacting with Others

Jo has the ability to motivate others and will pitch in at all levels, while regularly finding time to listen to others' needs. As most of her energies are directed towards improving the human condition, she has difficulty understanding why she may not always be universally accepted by others. She may find herself automatically adapting her own personality in an attempt to meet other peoples' ideas of what is desirable. She will go to great lengths to promote fellowship and

avoid conflict. She may become possessive of people in whom she has invested a lot of her emotional energy.

Jo's feelings play a prominent role in her life and she manages to inject a friendly element into any work she is assigned to or involved in. Looking for perfection in a relationship can result in her sensing a vague dissatisfaction with the reality of the way things are. Gracious, considerate and sympathetic, she is usually quietly effective in relating to others. Jo tends to be very sensitive to the way she relates to others and is at her best in situations which run smoothly and harmoniously. The easy-going nature and good humour that Jo displays makes her an attractive companion. Consequently she is known by a large number of people and enjoys a wide circle of acquaintances.

She wins the co-operation of others by using approval and praise, rather than argument or intimidation. She may suppress her own needs in the interest of pleasing others and may feel indispensable to her partner. Both a fluent talker and an excellent listener, Jo is optimistic about her ability to influence people towards her viewpoint. Usually exciting for most of those involved, her activities do tend to leave some others exhausted by the process. Empathetic and compassionate, she has a strong need to contribute to the welfare of others.

### Decision Making

Jo will respect alternative views and although she may not agree with them, they will be considered. She may lack sustained focus on the problem in hand. Decisions made on the basis of logic alone are not highly valued by her. A tendency to take rejection and conflict personally may lead to her not taking early notice of the opinions of key members of the team. Jo creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display her helping gifts.

Jo will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. She always feels that a solution will evolve once she has all the facts in place. Jo is an excellent "sounding board" for others who are seeking to explore their own ideas. Concern for others' welfare can affect the validity of her decisions. Jo seeks to unite all parties in a controversy and can readily see the validity of alternative points of view.

One of her challenges is that she may not obtain enough direction or discipline at work, or be sufficiently involved in planning for the future. Jo will be deeply committed whenever she chooses to undertake a role or task. In her attempts to please others she may make promises she cannot fulfil. She may find it difficult to make decisions based purely on objective considerations. Because she values harmony and agreement, she believes the best way to maintain this is to persuade others of the validity of her viewpoint.

---

### Personal Notes

## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which Jo brings to the organisation. Jo has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

---

#### Jo's key strengths:

- Innovative counsellor.
  - Her glass is usually half full.
  - Compassionate to those around her.
  - Not easily ruffled or flustered.
  - Approachable and affectionate with friends.
  - Lives in and for the moment.
  - Friendly and sociable.
  - Perceptive and empathetic with others.
  - Accommodating and will provide help where needed.
  - Will work to ensure harmony and equity.
- 

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

---

#### Jo's possible weaknesses:

- May unwillingly sacrifice her own needs for others.
  - Puts others before herself, yet may resent it afterwards.
  - Over-tolerant of others' inability to perform.
  - Finds it difficult to say “no” if relationships are being threatened.
  - Readily hurt by others' negative comments or actions.
  - May be perceived as too trusting.
  - De-motivated by routine tasks.
  - Will tend to be influenced by the last person she speaks to.
  - Finds it stressful to shoulder the world's problems.
  - Answers the question before it has been asked.
- 

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

---

### As a team member, Jo:

- Is seen as a positive team player.
  - Always seeks to understand the other's viewpoint.
  - Maintains a steady and calm aura.
  - Always wants to be busy and involved in the team activities.
  - Offers emotional support to others.
  - Provides support and service to anyone who needs it.
  - Bonds by remembering birthdays and special events.
  - Likes and is liked by most others.
  - Mediates to bring harmony from conflict.
  - Uses her highly-developed relationship skills.
- 

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

---

#### Strategies for communicating with Jo:

- Be prepared to discuss a wide range of topics.
  - Remember and respect her concern for others' welfare.
  - Allow her time to talk it over with those who may be affected.
  - Avoid unnecessary distractions - keep to the point.
  - Provide information that stimulates conversation.
  - Show concern for her opinions and be willing to discuss personal matters.
  - Leave time to ensure she is comfortable on personal issues.
  - Agree exactly what needs to be done.
  - Help her feel at ease.
  - Allow time for fun and socialising.
  - Listen for the essence of what is being said.
  - Mirror her normally calm and even-tempered nature.
- 

#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Assume passivity is tacit acceptance.
  - Be brusque, overbearing or harness her to unrealistic deadlines.
  - Lose concentration or back-track on previously discussed details.
  - Take her for granted.
  - Become too impersonal.
  - Be cold, aloof or adopt an autocratic approach.
  - Forget to balance interaction with time for reflection.
  - Be dismissive of her feelings and emotions.
  - Take advantage of her good nature.
  - Forget to recognise her personally in a job well done.
  - Take credit for her ideas.
  - Dampen her enthusiastic energy with negative inputs.
- 

#### 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.

---

### Jo's possible Blind Spots:

Jo may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of her interventions. She enjoys positions of authority and influence in her peer group and her ability to join in quick decision making within the group may be countered by a need to reflect, and later attempt to reverse, important decisions made. She needs to work toward becoming more articulate and action-oriented.

She would be better to speak up immediately when she feels that she is being taken advantage of. Jo would do well to take a step back and try to see a situation more objectively before reacting. Jo has a difficult time saying no or asking for help. She responds well to praise, but is easily hurt by negative criticism, which makes her appear over-sensitive to some others. Trying to be less sensitive would enable Jo to hear the often helpful information that is contained in constructive criticism.

Jo takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. She is seductive in the sense that she is adept at manipulating other people into accepting her. She may believe that almost everyone can be made available to her if she gives them what they need. When she is disappointed, she may become negative about everything and everyone around her. Occasionally Jo may miss opportunities through a lack of awareness of the need to conclude the planning detail. Her own personal feelings in relationships and decision making are trusted by her and used to the exclusion of more objective data.

---

### Personal Notes

## Opposite Type

The description in this section is based on Jo'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:

Jo's opposite Insights type is the Reformer, Jung's "Thinking" type.

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

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

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

---

### Personal Notes

## Opposite Type

### Communication with Jo's Opposite Type

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

---

#### Jo Novick: How you can meet the needs of your Opposite Type:

- Provide facts and figures.
- Be straightforward, fast, efficient and to the point.
- Present only solid and reliable facts.
- Stick to business at all times.
- Approach her in a structured, logical way.
- Be practical and logical.

#### Jo Novick: When dealing with your opposite type DO NOT:

- Jump to the next subject until she is ready.
  - Tell her what to do or how to do it.
  - Try to build a relationship too quickly.
  - Stray from the agenda.
  - Wait for praise or recognition.
  - Waste her time with irrelevancies.
- 

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

---

### Jo may benefit from:

- Looking for inconsistencies and weaknesses in others' arguments.
  - Sticking to standard procedures.
  - Being less sensitive to the needs of others.
  - Adopting a no-nonsense approach.
  - More emphasis on perfection in her approach to life.
  - Looking more closely for inconsistencies in reports.
  - Distancing and formalising certain relationships.
  - Becoming less outspoken and empathetic.
  - Curbing her tendency to exaggerate.
  - Saying "no" when too much is expected of her.
- 

### 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 Jo's ideal environment and her current one and to identify any possible frustrations.

---

Jo's Ideal Environment is one in which:

- Regular feedback and encouragement is given.
  - There are few rigid rules of time-keeping or dress code.
  - Family and outside interests can be discussed, and mementoes displayed prominently.
  - "Brainstorming" sessions are a regular event.
  - The culture promotes a democratic management style.
  - She has some contact with others.
  - There are social activities outside of work.
  - Meetings are rather informal gatherings.
  - Rules on time keeping and dress code are generally more relaxed.
  - There are like-minded colleagues to provide invention, enthusiasm and fun.
- 

### Personal Notes

## Management

### Managing Jo

This section identifies some of the most important strategies in managing Jo. Some of these needs can be met by Jo herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

---

#### Jo needs:

- To understand the need for time-management disciplines.
  - Plenty of verbal “strokes” and praise.
  - Overall guidance that is steady and firm.
  - Practical follow-through and a support structure to handle the completion of projects.
  - Her own workspace with room for personal effects.
  - Help in thinking “outside the box”, or beyond the traditional.
  - Help in delegating tasks and recognising priorities.
  - Some help in resolving conflict and discipline issues.
  - More frequent evaluation and appraisal.
  - Regular reassurance of the value placed on her contribution.
- 

### Personal Notes



## Management

### Motivating Jo

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

---

#### Jo is motivated by:

- Regular breaks from routine.
  - Investment in equipment for her exclusive use that encourages her sense of worth.
  - Personal appreciation and public recognition for a job well done.
  - Congratulations for her exceptional efforts.
  - Knowing she has the approval of others.
  - Tasks which necessitate “group” involvement.
  - Tasks which predominantly involve the group.
  - Those she feels are in need of her support.
  - Peer “heroes” that she admires, respects and can emulate.
  - Team activities to lighten the gloom.
- 

#### Personal Notes

## Management Style

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

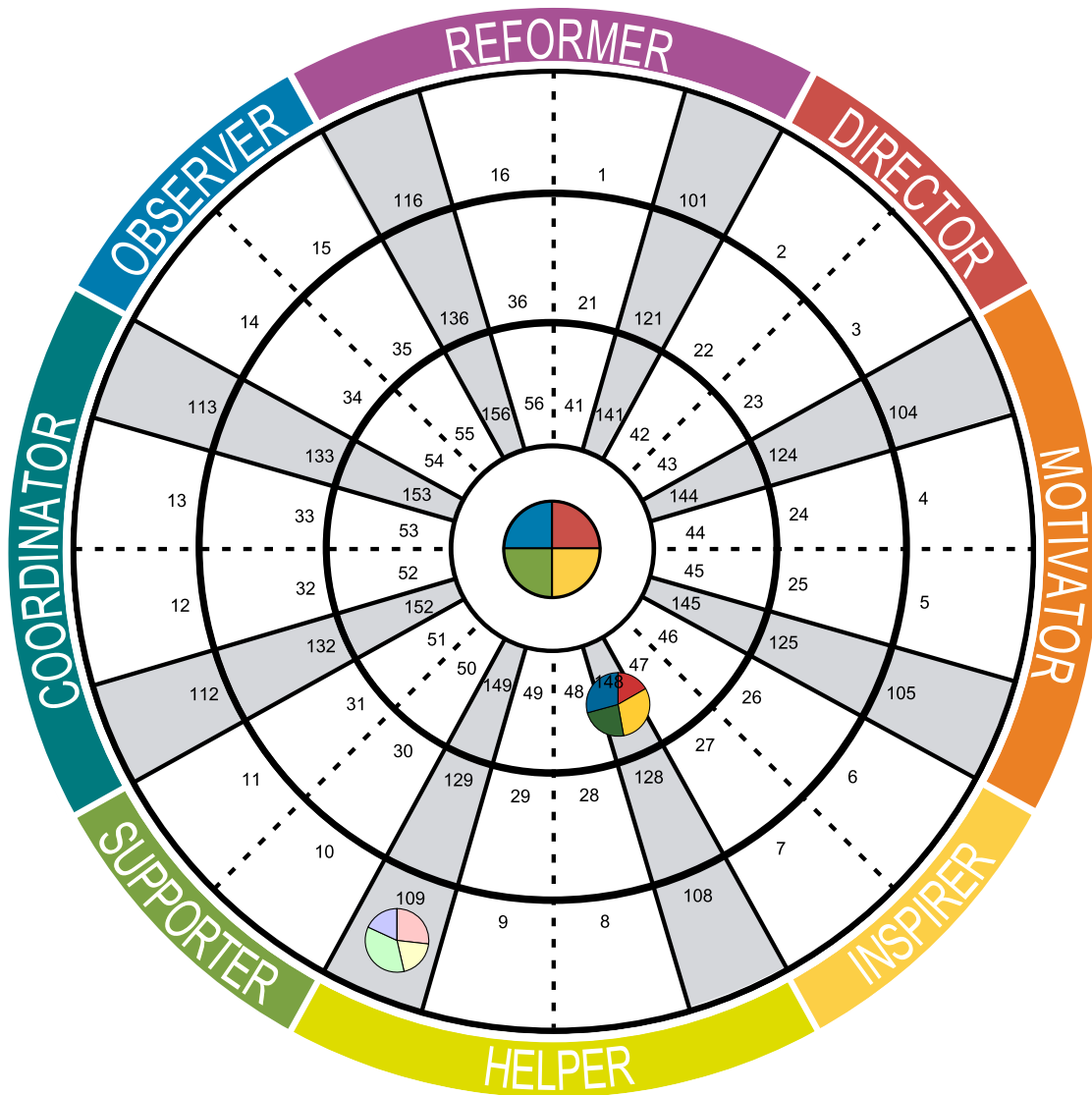
---

### In managing others, Jo may tend to:

- Achieve results through good relationships.
  - Surround herself with like-minded, open, enthusiastic people.
  - Find it difficult to deal with disciplinary matters within her team.
  - Attempt to motivate in a "low key" manner highlighting domestic/personal values.
  - Encourage staff development at all levels.
  - Be seen as friendly, practical and realistic.
  - Lose sight of the needs of the business whilst focusing on relationships.
  - Allow team members with a stronger personality to "rule the roost".
  - Take insufficient time to reflect on other options and alternatives.
  - Sublimate her own needs for those of others.
- 

### Personal Notes

# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

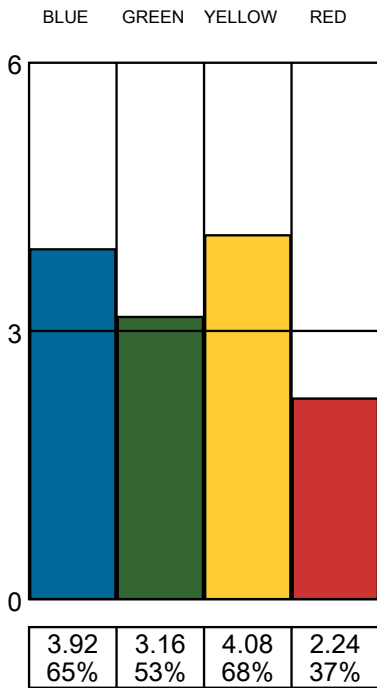
148: Creative Inspiring Helper (Accommodating)

### Less Conscious Wheel Position

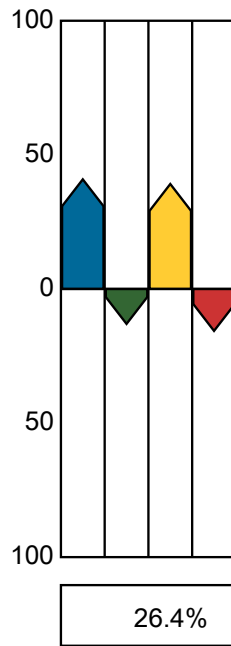
109: Creative Supporting Helper (Focused)

# The Insights Discovery® Colour Dynamics

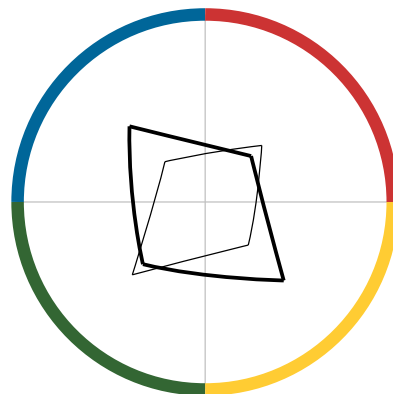
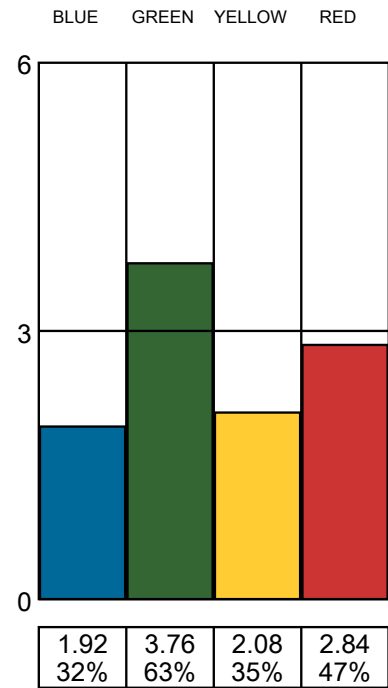
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



---

GLOBAL HEADQUARTERS  
Insights Learning & Development  
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.  
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051 EMAIL: [insights@insights.com](mailto:insights@insights.com) WEB: [www.insights.com](http://www.insights.com)