



**Discovery** Insights<sup>®</sup>

**John Sample**  
**5/19/2005**

## **Personal Profile**

Foundation Chapter  
Management Chapter

**Insights Calgary**



**Insights**<sup>®</sup>



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## Introduction

*This Insights Discovery profile is based on John Sample's responses to the Insights Preference Evaluator which was completed on 5/19/2005.*

*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 has a natural instinct for spotting trends and future developments, often before others are even remotely aware of them. He focuses attention on achieving success and acquiring status symbols as evidence of that success. John is a resourceful, action-oriented person who lives for the future by making every moment count. Tending to pursue success mainly to reinforce his sense of self worth, he likes to experience a steady stream of new ideas to assist him in goal attainment. John enjoys working with complex problems and is unceasing in his pursuit of mastering anything he finds intriguing.

When an inspiration materialises, he will throw himself into it completely. He usually has a theory that will explain everything. He may not necessarily prefer innovative solutions over established ones but is adept at seeing situations from an unusual perspective. John is an ingenious and original problem solver. His life will tend to be a series of initiated, but unfinished projects. With contagious enthusiasm and a world full of possibilities, he sees so many ideas he may have great difficulty concentrating on one.

He is inventive, independent and can be extremely perceptive of the potential contained within the views of others. He prefers to improvise on the spot and get started right away, instead of preparing and planning ahead. His ability to do detailed work extends only to that work which is necessary to achieve a specific objective - that ability is there however, particularly if the goal is clearly defined. Writing important facts or steps down on paper helps him keep from getting side-tracked, but he may lack the discipline necessary to do this well. Quick to see the possibilities of new ideas and projects, John is outstanding at initiating these and persuading people to support him.

He is convinced of his own abilities and is constantly seeking environments where people will appreciate him. Only when a strongly held value is at risk will he willingly attend to important facts and details. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere. He helps the innovative process by regularly coming up with ideas. John is interested both in possibilities beyond what is already obvious and in the ways that these possibilities might affect others.

He is accomplished at working with individuals and groups and can quickly find himself pushed into a leadership role. John is a curious and keen student of all that is going on around him. He is an imaginative and creative visionary who is a source of inspiration to most. John is energetic, enthusiastic, responsible, conscientious and persuasive. His speed of articulation may generate a

few rough edges in conversation.

## ***Interacting with Others***

John's work style is down-to-earth, assertive and persuasive. He is a particularly good communicator and uses his gift of verbal expression often and effectively. He encourages freedom and independence and is good at getting things done through other people when he slows down and takes the time to delegate. He prefers what might be, rather than the reality of what is already. He usually finds working with another person, even on a less interesting phase of a project, preferable to working by himself.

He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills. The easy-going nature and good humour that John displays makes him an attractive companion. Consequently he is known by a large number of people and enjoys a wide circle of acquaintances. John remains open and perceptive to the attitudes and views of others, often seeking to understand others rather than to judge them. He prefers to try to understand and relate to people's views rather than be judgmental of them. He is enthusiastic in helping people make the best of themselves and he is proficient in making lots of contacts.

He may become rather over-emotional when stressed. John's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. Bringing enthusiasm and energy to most activities, he can turn a dull managerial task into a game by using his persuasiveness and creativity to maintain the interest and commitment of others. His ability to empower others is one of his most impressive qualities. Seen as adaptable, he has the ability to adapt to various work roles and to compliment the characteristics of the current work group.

## ***Decision Making***

To carry out his innovative ideas, John relies on his impulsive energy. He is a keen initiator who finds most problems stimulating. Constantly generating ideas, he sometimes has trouble focusing on just one thing at a time and can find difficulty in making consistent and lasting decisions. He is likely to exercise his intuition constantly on the most important and challenging parts of a problem. He prefers tasks or projects which allow flexibility of scheduling. He sees so many possibilities that he sometimes has difficulty selecting the best activity or interest to pursue, or in keeping to the agreed track.

Carefully choosing where he will focus his energy may help him avoid wasting his time and considerable talent. Decisions made on the basis of logic alone are not highly valued by him. He may have so many ideas on the go that he has difficulty in making up his mind on the best course of action. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. He may often make decisions based upon how he feels about a situation, rather than how the situation actually is.

With his enthusiasm and spontaneity, John brings a refreshing approach to decision making. Optimistic, spontaneous, creative and confident, he has an original mind and a strong sense of the possible. He is constantly full of enthusiasm for new ideas. Others may see his decisions as unrealistic in certain circumstances. He is stimulated by difficulties and is most ingenious in solving them. Because he finds the information gathering part of a project the most tedious, he runs the risk of never getting past the “start” phase, or once started, never completing.

***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:**

-  Investigative, interested and inventive.
-  Displays high levels of energy.
-  Creative and future orientated visionary.
-  Adaptable and adventurous.
-  Ability to communicate his vision to others.
-  Perceptive and innovative.
-  Zest for the people and things around him.
-  Generous and actively considerate.
-  Can act spontaneously.
-  Sees innovation as a necessity.











### **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:**


-  Avoids and is easily bored by detail.
-  Fails to appreciate the seriousness of certain situations.
-  May have difficulty in sorting important issues due to various competing interests.
-  Has to work hard to maintain a specific focus.
-  Can come across as superficial or shallow.
-  May take criticism of his work personally.
-  Vocally judgmental and critical.
-  Vocally defends his faults when challenged.
-  Generates so many ideas that chaos often ensues.
-  Does not enjoy working or being alone for long periods.

### **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:**

-  Is innovative and imaginative.
-  Is always ready to offer service to colleagues.
-  Prevents apathy with lively presentations.
-  Demonstrates leadership and involvement.
-  Shares others visions as a team player.
-  Boosts self-esteem in others.
-  Communicates clearly and effectively.
-  Brings a fresh outlook.
-  Can perform several roles at once.
-  Is seen as a positive team player.





### **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.*

### **Strategies for communicating with John:**

-  Be enthusiastic and positive.
-  Be prepared to make allowances for his occasional mistakes.
-  Encourage his big picture orientation and vision.
-  Respect his “global” view.
-  Acknowledge his talent for leadership.
-  Mirror his fast paced style.
-  Don't always expect brief, specific answers.
-  Ask for his thoughts and ideas.
-  “Temper” his optimism with realism.
-  Use colourful and bold language in conversing.
-  Encourage his creative intuition.
-  Provide incentives and encouragement.













### **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:**

-  Let his imagination run riot at your expense.
-  Take credit for his ideas.
-  Stick rigidly to business issues.
-  Approach him with foregone conclusions.
-  Restrict or restrain his natural exuberance.
-  Approach him in a bombastic or autocratic manner.
-  Fail to allow enough time to talk with him.
-  Restrict his ability to take action.
-  Be surprised if he breaks the rules.
-  Speak too slowly or hesitantly.
-  Appear slow, sluggish or too formal.
-  Inhibit or restrict “networking” opportunities.

### **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:**

John should take care not to act on things too spontaneously, try to co-operate more, and learn to be more considerate of people's feelings. As he can be seen as somewhat cold and uncaring, he needs to become more aware of his own feelings as well as more considerate of the thoughts and feelings of others. To avoid making mistakes, he should digest all the information before acting. He may be seen by others as shallow or superficial due in part to his glib way with words and his orientation with the future. Sometimes he talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute.

He may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. He is seen to perform better when he reins in his boldness, energy and enjoyment of being in control to a level where other people take priority. John strives after justice and wants to rectify injustice whenever and wherever he finds it - but his values must prevail. John's reluctance to see one thing through stems in part from a concern that in so doing he may be missing other, more appealing opportunities. He may appear aggressive and too strong willed at times.

Occasionally John may miss opportunities through a lack of awareness of the need to conclude the planning detail. He is honest and fair but can be seen as rather blunt and tactless in his ready criticism of others. Often after he has enjoyed an initial experience, if necessary backup to attain the anticipated outcome is not forthcoming, he blocks the experience from his mind and moves on.

### **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.*

### **Recognising your Opposite Type:**

John's opposite Insights type is the Coordinator, Jung's "Introverted Sensing" type.

The Coordinator is a careful, cautious, conventional person who is diplomatic and sincere. Coordinators tend to be very loyal, precise and disciplined with high standards and expectations of self. Coordinators may appear to lack self-confidence and prefer to operate in a structured and ordered manner, focusing on established guidelines rather than future possibilities.

John will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. John may also see the Coordinator as a critical and ideological thinker who will be quiet and reserved around strangers. Coordinators do not like stress or chaos and tend to be rather private, requiring support and reassurance. They prefer to build close relationships with small groups of people and like to retain the familiar and predictable. The Coordinator becomes stubborn if pressured, particularly by John!

Coordinators are concerned with what is "right" and, to John, appear slow in decision making. They prefer a steady-paced environment with little interpersonal aggression and they tend to distrust outgoing people. They are motivated by schedule and order and are among the most private of the Insights types. John sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.







### **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.*

### **John Sample: How you can meet the needs of your Opposite Type:**

-  Allow time for him to respond to your requests and questions.
-  Ask how he feels about the things he does.
-  Mirror his normally calm and even-tempered nature.
-  Ensure he has all the facts he needs before pressing for a decision.
-  Seek confirmation of willingness to undertake new tasks.
-  Allow him to explain the logic behind his views.

### **John Sample: When dealing with your opposite type DO NOT:**











-  Interrupt his thought processes.
-  Substitute rhetoric for accuracy.
-  Talk emotionally, quickly or loudly.
-  Expect him to be a visionary.
-  Demand change that ignores his personal values and/or beliefs.
-  Be too loud and hearty.

### **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:**

-  Becoming neater, tidier, more systematic and orderly.
-  Appreciating that there are circumstances where order and structure are essential.
-  Accepting rather than rejecting negative feedback.
-  Being less indiscreet and more formal.
-  Sticking to the to-do lists he makes.
-  More awareness that he constantly moves from one project to another.
-  Solving problems more slowly and methodically.
-  A plethora of rules and regulations for him to follow.
-  Questioning people about their assumptions.
-  Finishing and reflecting on each book he reads before starting a new one.











## **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 John's ideal environment and his current one and to identify any possible frustrations.*

### **John's Ideal Environment is one in which:**

-  Activities, variety and change are constantly taking place.
-  There is ample opportunity to express ideas.
-  He has freedom from authority and bureaucracy.
-  The game is never over.
-  The daily "battle" can be fought on a large "field" with few boundaries.
-  There are few "heavy" interruptions to dampen the atmosphere.
-  Detail and routine tasks are carried out by someone else.
-  There is excitement and stimulation.
-  Certificates of achievement and quality awards can be seen.
-  He sees the impact and results of his efforts.











### **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:**

-  To listen more carefully to the views of others.
-  To fully understand the corporate mission.
-  To be advised to tune into negative feedback.
-  A fast-paced environment where he can achieve results.
-  A “walkabout” manager whose presence is obvious.
-  To be more precise when delegating.
-  Experience of working with peer groups to develop perspective and balance.
-  Space to become the top performer.
-  To maintain focus and direction.
-  The help of his manager more often than he feels he needs it.

### **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:**











-  Having large mountains to climb.
-  Status, influence and prestige.
-  Freedom to articulate wild ideas.
-  Rewards that reflect his immediate needs.
-  Exposure to the limelight.
-  People who express flair, talent and creativity.
-  Merit based remuneration - reward through success.
-  Challenge and competition.
-  A high degree of freedom and independence.
-  The possibility of winning against the odds.

### **Personal Notes**

# 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.*

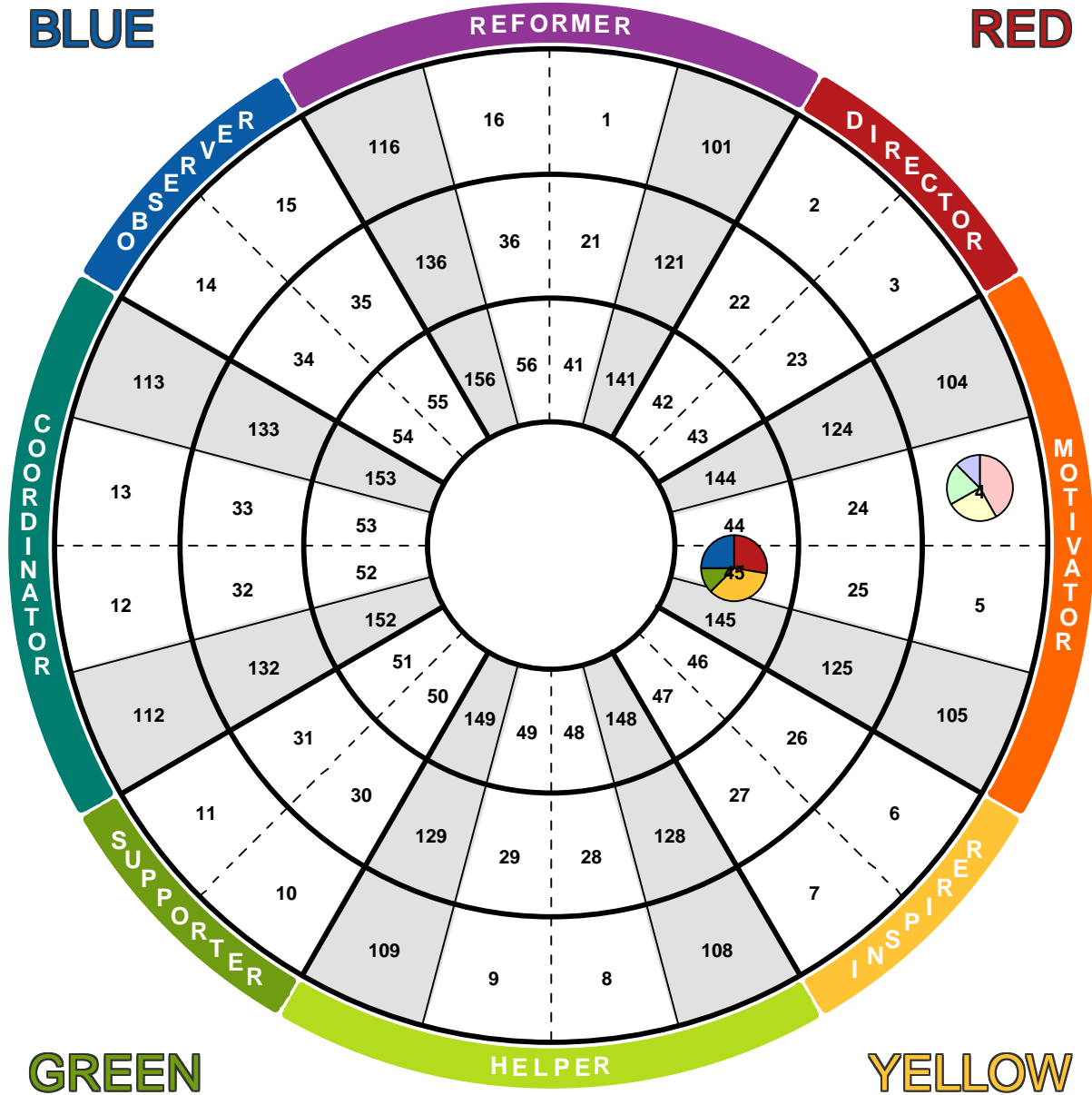
## ***In managing others, John may tend to:***

-  Fail to listen actively to the views and opinions of others.
-  Choose “favourites” in his team and offer them individual inducements to achieve objectives.
-  Be seen as manipulating the process when he sells the solution to the team.
-  Inspire the team with his grand visions.
-  Inspire others with his forward-looking orientation.
-  Feel ineffective if he loses control of the task or process.
-  Put more energy into the project than the task merits.
-  Show great pride in, and demand recognition for, his team.
-  Motivate others through his creativity and imagination.
-  Lead from the front in a “follow me” style.

## ***Personal Notes***

# The Insights Wheel

John Sample  
5/19/2005



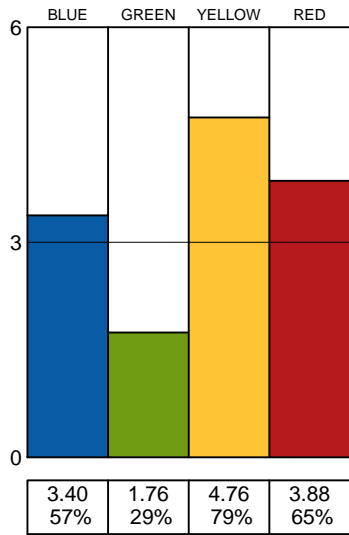
**Conscious Wheel Position**  
45: Inspiring Motivator (Accommodating)

**Personal (Less Conscious) Wheel Position**  
4: Directing Motivator (Focused)

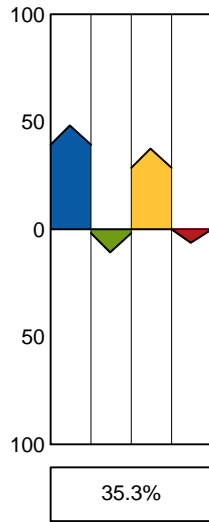
# Insights Colour Dynamics

**John Sample**  
5/19/2005

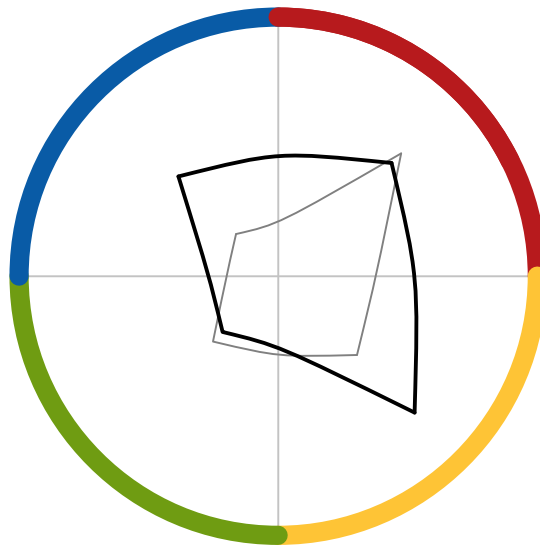
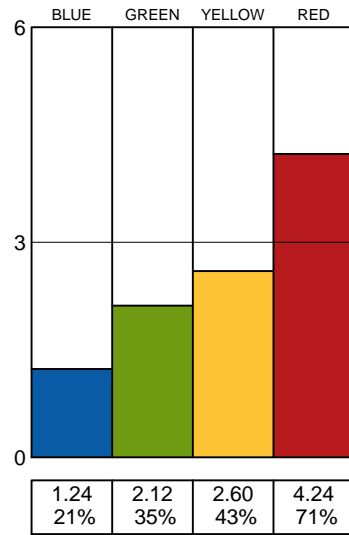
**Persona  
(Conscious)**



**Preference  
Flow**



**Persona  
(Less Conscious)**

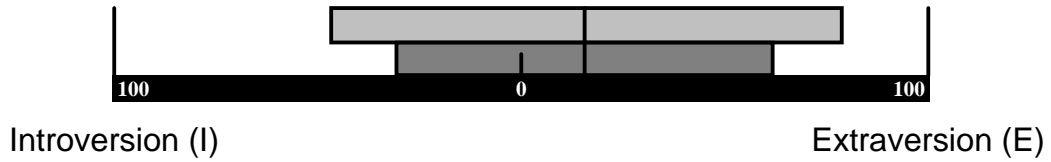


(Conscious) — (Less Conscious)

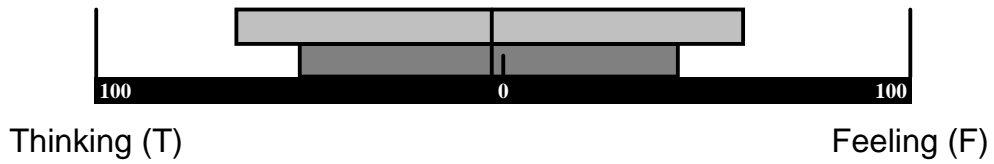
# Jungian Preferences

*John Sample*  
*5/19/2005*

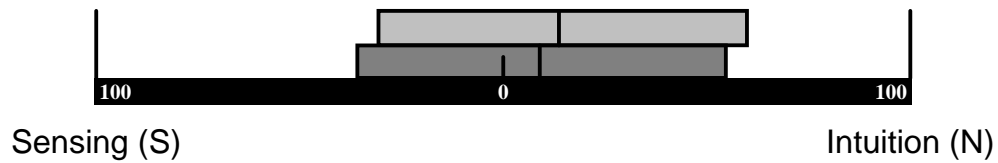
## ***Attitude/Orientation:***



## ***Rational (Judging) Functions:***



## ***Irrational (Perceiving) Functions:***



(Conscious)   (Less Conscious)