



Discovery[®]

Personal Profile

Dilip Karia

7 October 2022

Foundation Chapter
Management Chapter

Personal Details

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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 Dilip	17
Motivating Dilip	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 Dilip Karia's responses to the Insights Preference Evaluator which was completed on 7 October 2022.

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

Personal Style

One of Dilip's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. He may speak of or express his ideals indirectly. He does things in a routine manner and is consistent, conscientious and reliable. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. Even if a mistake has been made by someone else he may spend a lot of time sympathising with the “guilty” party and attempting to spread the responsibility.

One of his outstanding traits is economy of effort. Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution. He may have difficulty asserting himself and in saying “No”. Dilip knows what is important to him and will protect it at all costs. Tenacious persistence and dedication to a cause are his character hallmarks. He likes to enjoy the current experience without feeling pressured to rush on to the next.

Dilip's work style is a balance of structure and responsibility with an awareness of others' needs. He can be a rather gentle, compassionate person, but may be prone to stubbornness at times. He is easy-going and low key and may be prone to doubting his own ability. He is a well of warmth and support, but may be very reserved until he has broken the ice. In everyday activities, Dilip is tolerant, open-minded, flexible and adaptable, enjoying the present moment.

He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. He is warm and gracious and believes in a philosophy of “live and let live”. His modest manner can restrain him from pushing himself forward and this occasionally results in him being under-valued. Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. He is proficient at alleviating the concerns of others.

If he makes a serious mistake at work he may feel guilty for a long time. Although he has a tendency to undertake too much, somehow everything gets done in its own time. It is when he is committed to an objective or an ideal that may be undergoing change that his stubbornness emerges and he can become rigid and much more demanding of self and others. Dilip displays fierce loyalty to and for people who report to him. Quiet and conscientious, Dilip has an original mind and will try to use this for others' benefit.

Interacting with Others

Dilip can turn his talents to many jobs, but finds more satisfaction from work that allows him to use his creativity and interpersonal skills. Situations that find him in charge as autocratic leader do not usually suit him as he prefers to be more supportive than directive. He is reticent about conflict and can usually detect, ahead of others, when a disagreement is about to erupt. He believes that people work best when they are encouraged and helped - not pressured or criticised. Although reserved on the outside, he cares deeply inside.

When his loyalties and values are threatened, he can become very stubborn, rigid and demanding. Dilip cares deeply - and shows it through his strong sense of responsibility which makes him very loyal to certain individuals or the organisation. Possessing a quiet strength, his caring, concerned approach to life seems to encourage other people to confide in him. He will readily forgive but rarely forget. Dilip 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 constantly focuses on what is good in others, so he tends to downplay others' faults, forgiving them for minor slights or hurtful behaviour. Basically loyal, trusting and understanding, he needs harmonious relationships in his life and is most sensitive to conflicts and disagreements. He will go to great lengths to promote fellowship and avoid conflict. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. Dilip is seen as a gentle, caring and sensitive person who keeps many of his intensely personal ideals and values to himself.

Decision Making

Preferring a harmonious outcome, Dilip will go to great lengths to ensure the preservation of relationships. He can resolve conflict positively and reach mutually agreeable outcomes, taking into account all interests. He prefers moderate to slight risk in decision-making. He tends to make choices around his own personal feelings which may be as important to him as more objective data. He has little desire to impress, control or dominate others, apart from maintaining a commitment to his values and his work.

He will tend to be concerned with the effect that the decision making process, and its result, will have on others. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. Dilip will respect alternative views and although he may not agree with them, they will be considered. Open-minded, curious and insightful, Dilip has excellent long-range vision and sensitivity. He may tend to be misunderstood because of his tendency not to express himself forcefully.

Dilip will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. It is in gaining others' acceptance of his ideas that he provides quality leadership. 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. His quiet demeanour often allows him to get agreement to his alternative solutions.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Dilip brings to the organisation. Dilip 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.

Dilip's key strengths:

- Not easily ruffled or flustered.
 - Consistent and trustworthy.
 - Modest and friendly with those he knows.
 - Sensitive to the needs of others.
 - Usually weighs up all relevant factors before reaching decisions.
 - A steady day-to-day planner.
 - Makes time for people and their problems.
 - Curious and keen observer of life.
 - Good listener. Can help others achieve their goals.
 - Non-manipulative management style.
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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. Dilip's responses to the Evaluator have suggested these areas as possible weaknesses.

Dilip's possible weaknesses:

- Persistence and loyalty may delay decisive action.
 - Finds it difficult to respond to aggression positively.
 - May become stubborn if pressured.
 - May not express his opinions as quickly as the situation warrants.
 - Can seek perfection, yet underrates and underestimates his contribution.
 - Can resist by being passive yet stubborn simultaneously.
 - May be slow to express his thoughts or feelings.
 - Over-dependence on rules and procedures.
 - May unwillingly sacrifice his own needs for others.
 - Was once indecisive, but he is not so sure now!
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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 Dilip brings, and make the most important items on the list available to other team members.

As a team member, Dilip:

- Supports others by being loyal, diplomatic and sincere.
 - Impacts many and varied ideas.
 - Has a balanced attitude to work and personal life.
 - Is a caring team player who honours his commitments.
 - Shows ingenuity and imagination.
 - Sees the success of others as key to his own success.
 - Expresses his feelings through actions.
 - Will be sympathetic to others needs.
 - Is dependable with a stabilising presence.
 - Prefers flexibility and open mindedness.
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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 Dilip. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Dilip:

- Ensure he sees and agrees with the benefit of change before implementation.
 - Provide a safe environment in which he can learn, improve and grow.
 - Expect some resistance if you are suggesting change.
 - Remember to ask for his opinions of other systems and projects.
 - Consider reconvening the meeting after he has had a chance to think about the issues.
 - Always seek his willing co-operation.
 - Appeal to his good nature and loyalty.
 - If you must criticise, do it slowly, constructively and honestly.
 - Encourage the expression of feelings which might remain unsaid.
 - Remember that he may not be revealing his real underlying concerns.
 - Put important messages in writing for clarity.
 - Be honest, moderately paced, straightforward and open with him.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Set tight deadlines or force him to make an immediate decision.
 - Patronise or be paternalistic.
 - Set unrealistic deadlines that restrict his quality outputs.
 - Criticise without first acknowledging positive contributions.
 - Prevent him from expressing his thoughts.
 - Focus on his weaknesses or chastise him publicly.
 - Sweep aside his doubts without full consideration.
 - Question or challenge his personal values.
 - Dismiss his work, ideas or opinions lightly.
 - Praise over effusively.
 - Force quick decisions where other people are affected.
 - Ask lots of questions in quick succession.
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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.

Dilip's possible Blind Spots:

Dilip may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. He may not fully appreciate how relaxed he appears to some people. Making a list and prioritising goals each day can help him overcome his casual approach to life.

Stubborn about change, he may resist changing a decision once it has been made. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. When he is disappointed, he may become negative about everything and everyone around him. He tends to ignore his problems instead of finding rational solutions for them and needs to try to keep his eyes and mind open as well as his heart. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others.

By applying some objectivity and even scepticism to his analysis, he might become a better judge of others. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view. When he decides that enough is enough, he may make an uncharacteristically combative stand for his rights. Because of his well developed tolerance of himself and other people, Dilip may appear detached and disinterested. He needs to work toward becoming more articulate and action-oriented.

Personal Notes

Opposite Type

The description in this section is based on Dilip'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:

Dilip'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. Dilip will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Dilip 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. Dilip 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.

Dilip 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 Dilip as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Dilip's Opposite Type

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

Dilip Karia: How you can meet the needs of your Opposite Type:

- Leave personalities out of the discussion.
- Be straightforward, fast, efficient and to the point.
- Respect his values and ambition.
- Speak quickly and clearly.
- Let him know he is in control.
- Allow him to review the agenda.

Dilip Karia: When dealing with your opposite type DO NOT:

- Try to manipulate him towards your viewpoint.
 - Use “what if” or “buts”.
 - Waffle.
 - Impose a “can't be done” or defeatist attitude on him.
 - Underestimate his abilities to decide for himself.
 - Be late for the meeting.
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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 Dilip's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Dilip may benefit from:

- Sticking to the agenda, raising social issues afterwards.
 - Attempting to respond more quickly to his more extraverted colleagues.
 - Understanding that he can learn from people who do not share his views.
 - Assistance in embracing the new and eliminating the old.
 - Demanding more from his team members who may expect him to ignore a lack of effort.
 - Focus on his own needs rather than those of others.
 - Expecting more rewards for his efforts.
 - Taking immediate action on all those things he has been putting off.
 - Being less sensitive to the needs of others.
 - Maintaining a greater balance between his feeling and his objectivity.
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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 Dilip's ideal environment and his current one and to identify any possible frustrations.

Dilip's Ideal Environment is one in which:

- Clearly defined responsibilities are assigned.
 - Regular feedback and encouragement is given.
 - He can have his own work space.
 - There is harmony.
 - There is freedom from conflict and confrontation.
 - In a low key way, he is continually encouraged to seek out fresh challenges.
 - The culture promotes a democratic management style.
 - There are clearly defined job descriptions.
 - Long term security is available.
 - There is little competition between peers, which Dilip perceives as destructive to good team spirit.
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Personal Notes

Management

Managing Dilip

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

Dilip needs:

- To be shown a genuine interest in his domestic life.
 - Regular opportunities to interact with other well respected and valued colleagues.
 - Autonomy and independence within an agreed framework.
 - To be assigned one task at a time.
 - Contact with people who understand that the relaxed, calm exterior is disguising a maelstrom of concerns and ambitions.
 - Assignments that take him away from the workplace.
 - Freedom from bureaucracy.
 - Help in thinking “outside the box”, or beyond the traditional.
 - To maintain focus and direction.
 - Long term security.
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Personal Notes

Management

Motivating Dilip

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

Dilip is motivated by:

- Responsibility, within well defined areas.
 - One-to-one time with a respected and trusted manager.
 - A “key” role within a successful team.
 - Opportunities to share experiences with a small, relaxed group of colleagues.
 - The prospect of working for the common good.
 - Being asked for his opinion.
 - A personal and genuine interest in his development.
 - A job well done.
 - Contributing to the success of others.
 - Opportunities to express his feelings in relation to performance.
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Personal Notes

Management Style

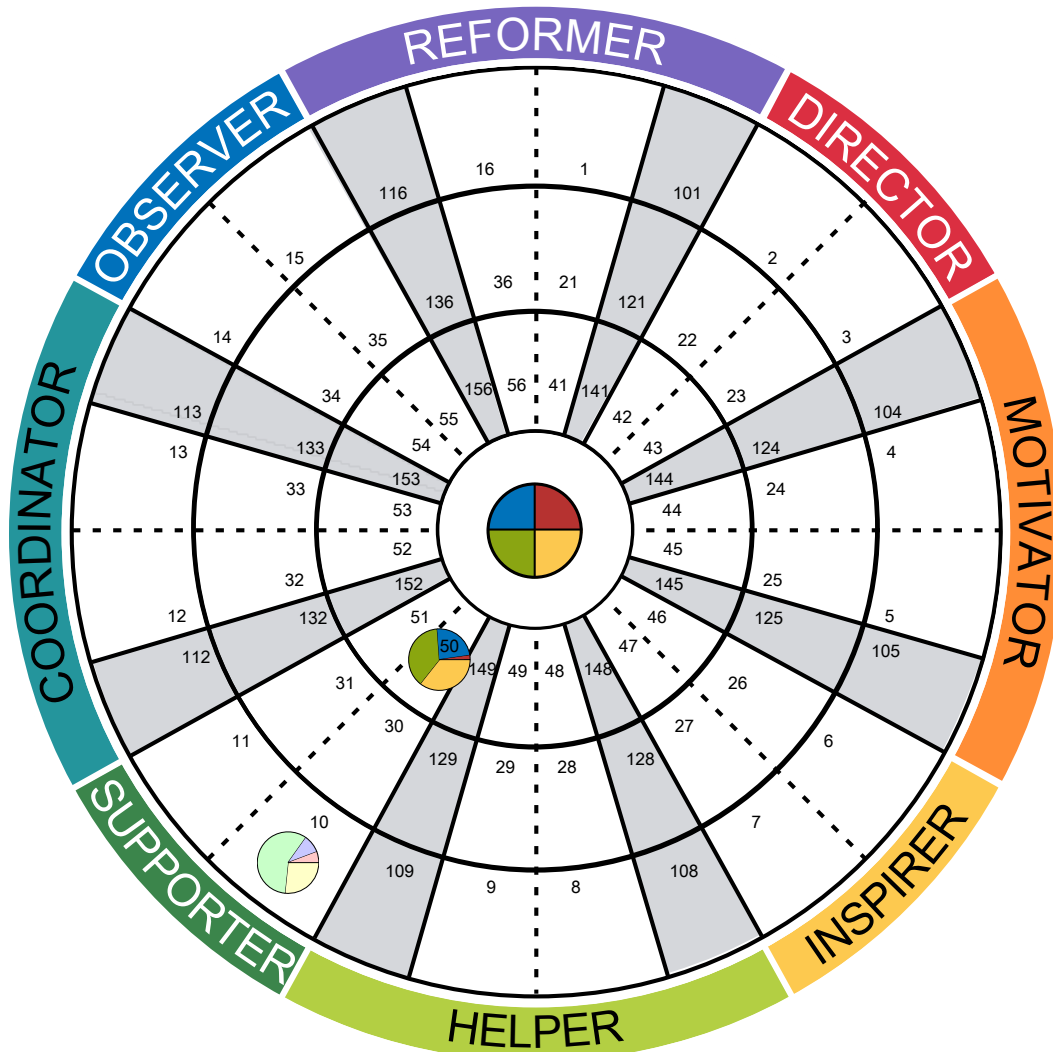
There are many different approaches to management, most of which have different situational applications. This section identifies Dilip's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Dilip may tend to:

- Build community by building relationships.
 - Focus on addressing the things that really matter.
 - Believe in the economy of effort and want things done efficiently.
 - Take a diligent approach to decision making.
 - Keep his deepest feelings private.
 - See meaning beyond the words and make their feelings known.
 - Draw from his personal experience to better interpret current dilemmas.
 - Procrastinate over disciplinary matters.
 - Listen to and evaluate others' contributions before deciding to take action.
 - Sublimate his own needs for those of others.
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Personal Notes

The Insights Discovery® 72 Type Wheel

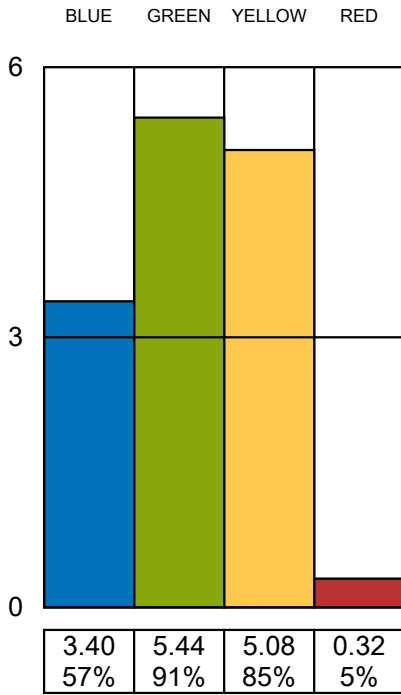


Conscious Wheel Position
 50: Helping Supporter (Accommodating)

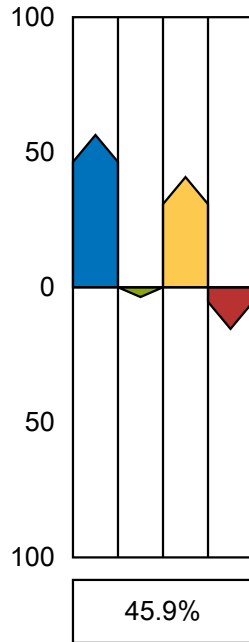
Less Conscious Wheel Position
 10: Helping Supporter (Focused)

The Insights Discovery® Colour Dynamics

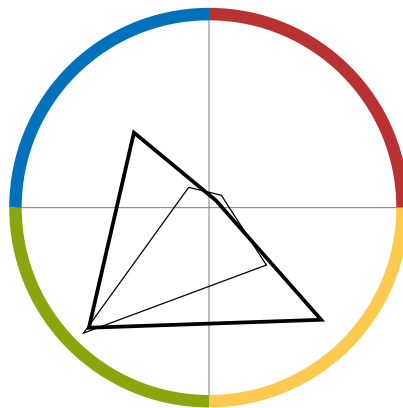
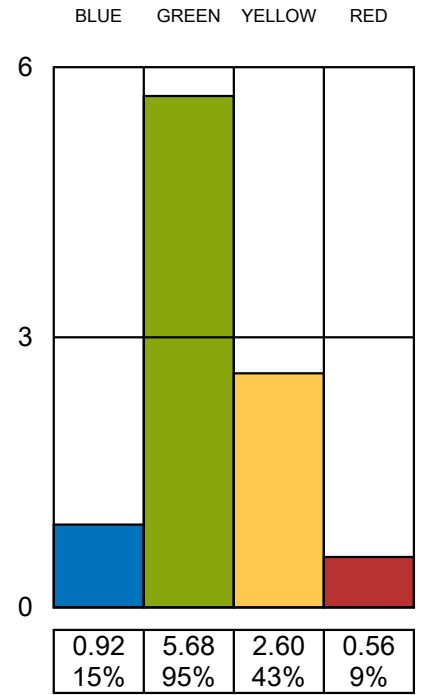
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 - - - Less Conscious



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