



Discovery[®]

Personal Profile

Alan Olive

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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 Alan | 17 |
| Motivating Alan..... | 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 Alan Olive's responses to the Insights Preference Evaluator which was completed on 24 October 2020.

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

Personal Style

Alan systematically sets about achieving his scheduled goals on time in an efficient and effective manner. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events. He is usually more effective when he takes time to consider how he really feels. Excessive detail and routine are generally to be avoided although he is well able to review balance sheets, projections and factual data. With his keen analytical abilities and good strategic thinking, Alan can almost always find the rationale for the things that he wants to do.

He may have great difficulty relating to people he sees as over-concerned with health, safety and comfort issues. His need to be of service to others can occasionally prevent him from relaxing. He needs excitement and variety or he may lose interest in carrying projects through to completion. Alan is a resourceful, action-oriented person who lives for the future by making every moment count. Seen as a “natural” leader, he wants to have a significant impact on the lives of others and may resort to dictatorial practices if anything appears to get in the way.

He constructs a code of rules embodying his own judgements about the world. He then acts upon the basis of his judgement, whether or not this appears well-founded to others. His easy-going exterior may mask a rather more compulsive interior. He is a good initiator of new projects, though he may fail to persevere with the details. Alan is outgoing and direct, but as a participant, he can, if he is not careful, take control of the process. Alan is a good people manager because he has the ability to see what may lie ahead and then communicate his vision to others.

By slowing down occasionally he is more able to gather relevant data and consider both the practical and personal ramifications of his actions. He may have had personal experience of the view that worthwhile success comes only after suffering significant misfortune. He may increase his effectiveness by allowing himself to seek and take assistance from others. Alan is a pragmatic individual who can be as tough as the situation warrants. Alan likes to make things happen and drive everything around him.

Gifted with clarity of thought and articulation, Alan is an excellent communicator and presenter. Alan is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. He is convinced that a successful life needs to be tough and that satisfaction must be earned and re-earned. He can be quite inventive and somewhat ruthless when something or someone is obstructing him. Alan conveys a fast pace to his peers and above all, enjoys a challenge. Alan's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task.

Interacting with Others

Seen by most people as outgoing, flexible and fearless, Alan can rise to meet any challenge. He can be a good team player, but does like a somewhat individual approach. He should try to establish whether his ideas are relevant and not ignore the feedback he might receive. He may

sometimes present himself as an “expert”, fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. As he takes a rational approach to life, he may be seen as tough, blunt, impatient and insensitive to the needs and feelings of others.

Although he may fail to recognise the symptoms, he can become rather uncomfortable if separated from his family or group for long periods of time. 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. He requires continual change in order to avoid becoming bored, and is rather power and status conscious. Alan's work style is down-to-earth, assertive and persuasive. He can be somewhat inconsiderate towards both himself and others, and tends to drive others almost as hard as he drives himself.

He has a rather impersonal style and may wrongly assume others wish to be treated in the same impersonal manner. By listening carefully to the reactions of others, he may avoid being considered rather bull-headed at times. He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. He may need to work at taking the feelings of others into account and to learn to express his appreciation of others more readily. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour.

Decision Making

Alan tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, he values truth in the form of fact, formula, method and judgement. As an extraverted, future oriented person, he may fear failure but knows how to turn it on its head into something positive, if the event occurs. In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. Others may see his decisions as unrealistic in certain circumstances. He is usually comfortable making conclusive judgements about others.

In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason. Alan's tendency to think “out loud” enables others to follow his line of thinking. He tends to be influenced by the idea, rather than the people behind the idea. Alan is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself. Alan's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards.

Alan can usually get to the heart of any situation and implement an effective solution. He always tries to decide as much as possible through logical, analytical and highly organised thinking. Alan expresses what he thinks are strong, decisive opinions in the hope that unresolved issues and conflicts can be concluded quickly. He is more interested in the future consequences of his actions than in the present condition of people or projects. Alan is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Alan's key strengths:

- Will look for the good in people and events.
 - Brave, daring and bold.
 - Swift and agile.
 - High ego strengths.
 - Intuitive and optimistic.
 - Direct and quick thinking.
 - Constantly strives towards self improvement.
 - Challenges convention.
 - Motivates others to “achieve the impossible”.
 - A natural entrepreneur, inquisitive and adaptable.
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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. Alan's responses to the Evaluator have suggested these areas as possible weaknesses.

Alan's possible weaknesses:

- Rocks the boat by challenging convention for the sake of it.
 - Lacks follow-through if interest wanes.
 - Exhibits impatience with disorganised individuals.
 - Takes on too much responsibility.
 - May not actively listen to (or hear) others' points of view.
 - Dislikes and avoids routine tasks.
 - Takes leaps into the unknown. May ask others to take leaps into the unknown without explanation.
 - May have difficulty in sorting important issues due to various competing interests.
 - Fears dropping his guard.
 - Impatient with others he sees as having lower standards.
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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 Alan brings, and make the most important items on the list available to other team members.

As a team member, Alan:

- Generates a prolific number of ideas.
 - Brings direction and realism to every project.
 - Knows nothing is impossible.
 - Provides charismatic leadership.
 - Is a forthright advocate for the team.
 - Strengthens the bonding process by being responsive and perceptive.
 - Can negotiate practical solutions.
 - Breaks down barriers to completion.
 - Adds excitement (and unpredictability) to the team through intuition.
 - Brings drive and focus to the issues.
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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 Alan. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Alan:

- Support his goals with suggestions for achievement.
 - Agree with him wherever possible.
 - Be ready to ignore his seemingly arrogant demeanour.
 - Omit unnecessary and intricate details.
 - Show respect for his ideas and opinions.
 - Keep up with his pace.
 - Speak quickly and clearly.
 - Hold your ground when attacked.
 - Agree stretching goals and targets.
 - Look for signs that say “I’m losing interest”.
 - Leave personalities out of the discussion.
 - Appeal to his open style of decision making.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Show disagreement with or disrespect for his principles.
 - Be messy, unstructured or ill-equipped.
 - Undermine his authority.
 - Prevent him moving on to other challenges.
 - “Fudge” the issue or waffle.
 - Be negative or non-communicative.
 - Wait for praise or recognition.
 - Ignore or disregard his views.
 - Talk with him using a low-key voice tone.
 - Involve him in formal, lengthy or tedious meetings.
 - Talk slowly, mumble or whisper.
 - Be dull, dour or redundant.
-

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.

Alan's possible Blind Spots:

In expressing his views strongly Alan tends to “railroad” many decisions. He needs to resist the urge simply to perform and instead try to more readily share who he really is. 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 neglect essential preparation as he moves quickly in his zeal to take on something new. Perhaps best thought of as one of life's natural organisers, he is practical, strong willed and needs to get his own way or he may become rebellious. He can sometimes make mistakes by making decisions before receiving all the information. Alan's biggest drawbacks are sometimes perceived by others as arrogance, impatience and insensitivity to others' feelings. When he doesn't see the logic in others' feelings, Alan can appear argumentative and difficult to approach, and may not seek or accept common-sense advice.

He is a born entrepreneur who is constantly overselling his next great idea and attempting to generate support for it. Sometimes he talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. The high value he places on critical analysis, competence and forthright communication fosters a perception that he doesn't particularly care about peoples feelings. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. Attempting to be more flexible and open-minded will help prevent Alan from becoming too rigid.

Personal Notes

Opposite Type

The description in this section is based on Alan'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:

Alan's opposite Insights type is the Supporter, Jung's "Introverted Feeling" type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Alan will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

Alan may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Alan will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

Personal Notes

Opposite Type

Communication with Alan's Opposite Type

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

Alan Olive: How you can meet the needs of your Opposite Type:

- Leave time for the relationship as well as the task.
- Consider reconvening the meeting after he has had a chance to think about the issues.
- Deal with him in an honest and sincere way.
- Let him know the unique contribution he is making.
- Help him feel at ease.
- Be careful to maintain the status quo.

Alan Olive: When dealing with your opposite type DO NOT:

- Forget to leave time for personal issues.
 - Comment on his personal appearance.
 - Expect automatic compliance or respect.
 - Set deadlines you really believe cannot be reached.
 - Question his loyalties or genuine interest.
 - Press for an immediate response.
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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 Alan's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Alan may benefit from:

- Arguing the opposing position to recognise the value of it.
 - Listening more - by talking less!
 - Remembering that he is also vulnerable.
 - Withholding his opinions.
 - Respecting ways of doing things that differ from his own.
 - Reflecting on just how considerate some others think he is.
 - Leaving things open-ended rather than always seeking closure.
 - Exploring work that gets in touch with the inner self.
 - Looking for the good in everything.
 - Slowing down and thinking things through.
-

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

Alan's Ideal Environment is one in which:

- Modesty is not a pre-requisite.
 - He has a “hands off” boss.
 - State of the art technology is provided.
 - There are opportunities to beat new paths.
 - Few distractions exist to take attention away from the task.
 - He can “rock the boat” without fear of retribution.
 - There are strong walls which can withstand the battering!
 - Rules and regulations have not yet been invented!
 - He can get his teeth into new projects.
 - He can turn a vision into reality.
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Personal Notes

Management

Managing Alan

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

Alan needs:

- A manager who communicates clearly and precisely, yet allows him room to manoeuvre.
 - To be aware of his frenetic work pace and recognise the effect this may have on others.
 - The freedom to change out-dated rules.
 - Managed by exception - let him get on with it!
 - Take the time to smell a few more roses.
 - To listen more carefully to the views of others.
 - Support to complete the task more thoroughly.
 - To be brought down to earth every now and again.
 - To be given opportunities for personal development.
 - Several projects on the go simultaneously.
-

Personal Notes

Management

Motivating Alan

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

Alan is motivated by:

- Being given a challenge.
 - Regular breaks from routine.
 - Not being told how to do something.
 - A friendly work environment.
 - New principles and imaginative concepts.
 - The freedom to delegate tasks to others at his discretion.
 - Setting stretching goals for himself and others to achieve.
 - Being able to take control of situations.
 - Improvements in design, quality and functionality.
 - A relentless drive to competency and effectiveness.
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Personal Notes

Management Style

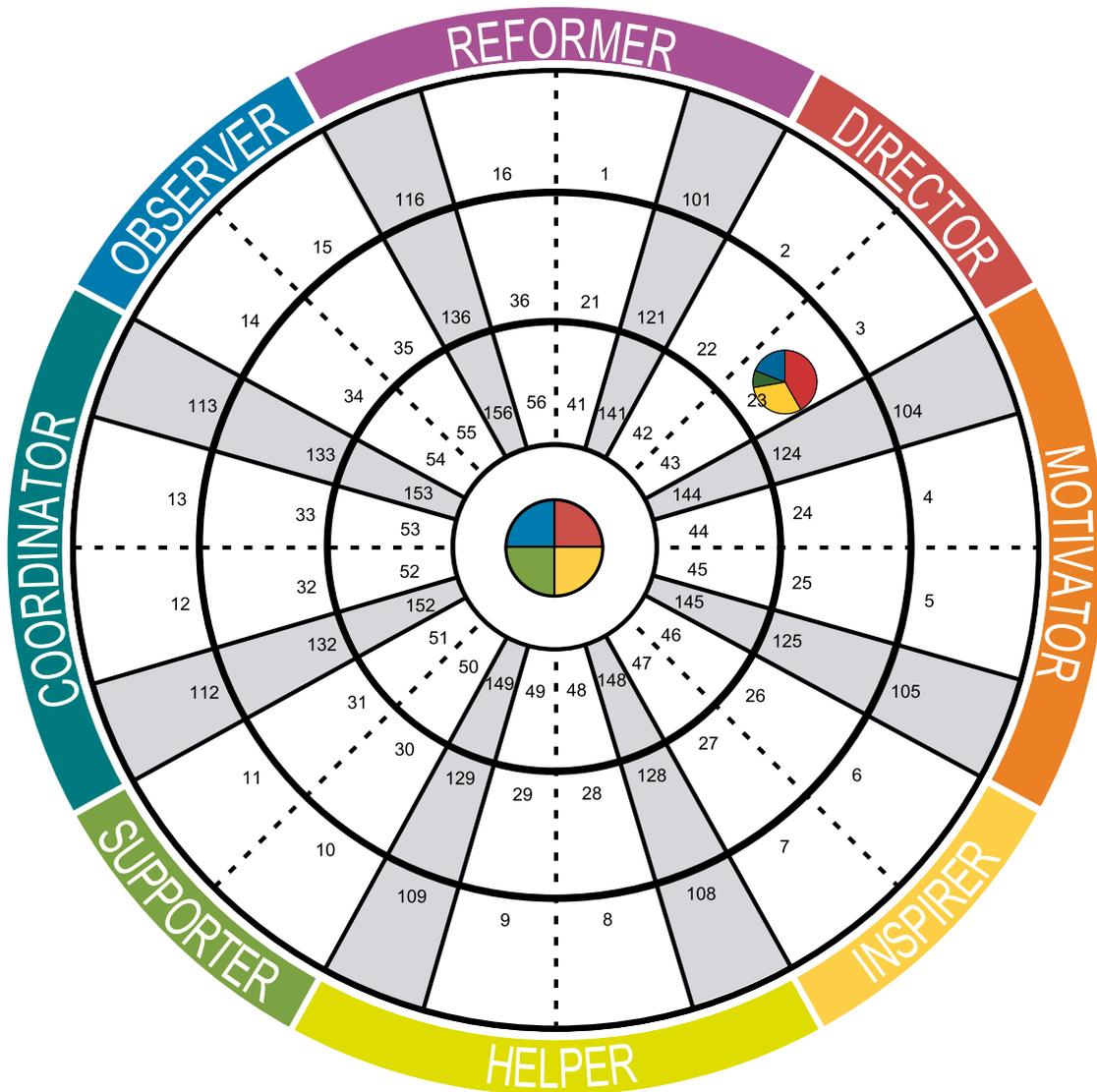
There are many different approaches to management, most of which have different situational applications. This section identifies Alan's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Alan may tend to:

- Delegate administration and concentrate on outcomes.
 - Seek to boost team performance through exceptional personal input.
 - Appear to project the blame onto others when things go wrong.
 - Be unpredictable, short fused and inconsistent.
 - Exert power over the group - be the outright winner.
 - Get frustrated with those who do not share or cannot see his vision.
 - Encourage and push to achieve a high standard of performance.
 - Leave people drowning in his wake.
 - Project a high profile image of self and team.
 - Prompt people who naturally work at a slower pace.
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Personal Notes

The Insights Discovery® 72 Type Wheel

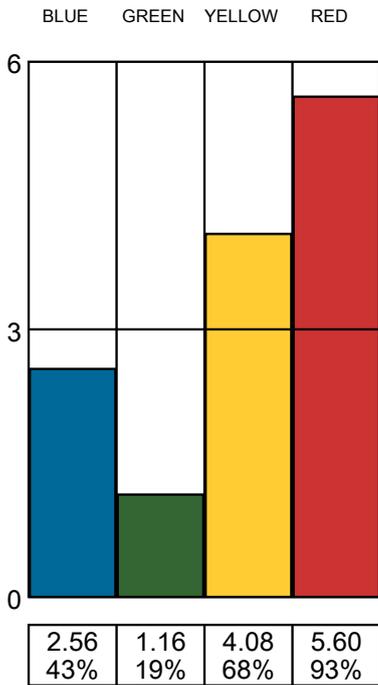


Conscious Wheel Position
 23: Motivating Director (Classic)

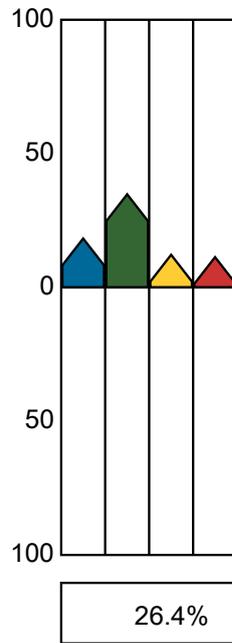
Less Conscious Wheel Position
 23: Motivating Director (Classic)

The Insights Discovery® Colour Dynamics

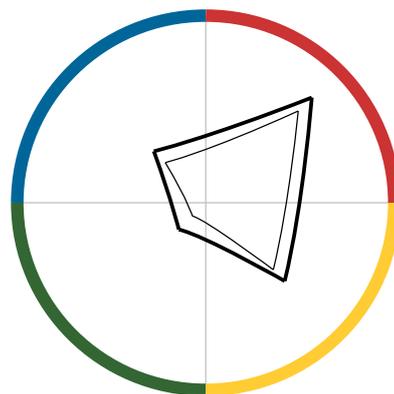
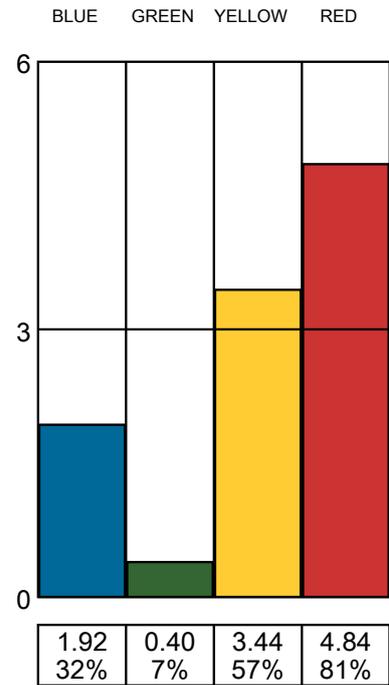
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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