



# Discovery<sup>®</sup>

Personal Profile

Giles Miskin

26 October 2020

Foundation Chapter  
Management Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Giles Miskin's responses to the Insights Preference Evaluator which was completed on 26 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 Giles's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

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### Personal Style

Giles can combine social expertise within his normally assertive behaviour. He is a good improviser who will go to great lengths to please others. Giles seeks greater fulfilment in his life through the offering of help and service to others. Routine is the real bad news for him, and it may sap his energy. He may lose interest and move on to the next thing, once a job becomes routine or dull.

He tends to be light-hearted and sunny, and because he constantly seeks to avoid painful experiences, he tends to steer away from personal anxieties. His energy comes from a variety of new projects and interests. He may show interest in so many different things that he has difficulty focusing on priorities. He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. With his friendly organisational skills, Giles is supportive of other colleagues and will enthuse over most projects. Able to cope with a number of projects at once, Giles gets a lot of enjoyment from the social aspects of work.

Socially adept, even-tempered and tireless in his efforts to bring about peace and well-being, he tends to hold the perfect relationship as the ideal. He pays scant attention to negative, pessimistic or divisive situations or conclusions. Giles may generate more ideas, possibilities and plans in one day than others might manage in a month! He is inventive, independent and can be extremely perceptive of the potential contained within the views of others. His focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines.

His social gatherings are frequent and worth attending, particularly when they mark important events. He is accomplished at working with individuals and groups and can quickly find himself pushed into a leadership role. He is warm and gracious and believes in a philosophy of "live and let live". Giles is sympathetic, empathic and affable. He flourishes in jobs where he can be of constant service or use his talent to persuade.

His obvious charm and enthusiasm tends to make him popular with friends and colleagues alike. Giles enthusiastically and co-operatively joins in activities and can juggle several activities at once. He looks for the good in every situation. He is always interested in seeing the possibilities, particularly in people, beyond the present moment. He prefers to be seen as rather sociable and may relish the occasional spotlight.

### Interacting with Others

Giles can generate positive energy and high morale within most groups or teams. The easy-going nature and good humour that Giles displays makes him an attractive companion. Consequently he is known by a large number of people and enjoys a wide circle of acquaintances. He is at his best in co-operative roles that deal with people and allow him to air his views. He does not appreciate critical comments about his personal qualities as he sees

these comments as personal attacks on his integrity. With a joy for living that is contagious, Giles moves to seek the company of others whenever he can.

If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. Giles probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious about important issues. Shifting attention inward for long periods may produce anxiety for him as he prefers to look outward towards others for his emotional security. As a result of his natural desire to please, he can be seen as overly concerned with others' needs. Remarkably insightful and perceptive, Giles cares about the development of others.

Giles's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. A creative thinker, Giles is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting conversational style. He can take issue with both colleagues and superiors but is unlikely to bear a grudge for long. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. He is enthusiastic in helping people make the best of themselves and he is proficient in making lots of contacts.

### Decision Making

Giles's tendency to think "out loud" enables others to follow his line of thinking. He has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. He may choose to change his decisions if it turns out that someone may be adversely affected by them. He is a quick decision maker and considers people within the context of the result of the task. He tends to make choices around his own personal feelings which may be as important to him as more objective data.

He may get bored quickly and tend to ignore significant detail in his desire to move on to more exciting things. His direct, sometimes erratic approach tends to work against him being totally consistent on a day to day basis. He may make decisions without considering all the consequences of his actions. He may unconsciously manipulate the process to get his own way. If everyone can be involved in a project, he will ensure that they are.

He may be perceived by others as a somewhat impulsive decision maker. Giles's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. His occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought. He prefers tasks or projects which allow flexibility of scheduling. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Giles's key strengths:

- Becomes involved in many activities.
  - Perceptive and innovative.
  - Infectious enthusiasm.
  - Intuitive and optimistic.
  - Willing to be involved in most activities.
  - Creative and future orientated visionary.
  - Fluent and reassuring.
  - Imagination and possibility form the basis of his creativity.
  - Adaptable and adventurous.
  - Accommodating and will provide help where needed.
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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. Giles's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Giles's possible weaknesses:

- His outwardly directed energy can be overpowering to some.
  - Takes losing as a personal failing.
  - Becomes impatient with routine and repetition.
  - Can be rather patronising or somewhat superior.
  - Answers the question before it has been asked.
  - Prefers flexibility, which sometimes prevents his commitment to any one action.
  - Can be impatient over relatively small issues.
  - Vocally judgmental and critical.
  - May be perceived as too trusting.
  - May jump, seemingly randomly, from task to task.
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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 Giles brings, and make the most important items on the list available to other team members.

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### As a team member, Giles:

- Is loyal and conscientious and will work hard to produce results.
  - Can provide high activity and variety.
  - Brings a fresh outlook.
  - Provides inspiration and ingenuity.
  - Uses his highly-developed relationship skills.
  - Boosts self-esteem in others.
  - Sees the “big picture”.
  - Provides charismatic leadership.
  - Prevents apathy with lively presentations.
  - Contributes vigorously and enthusiastically.
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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 Giles. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Giles:

- Agree exactly what needs to be done.
  - Use colourful and bold language in conversing.
  - Encourage him to stick to the agenda.
  - Avoid detailed reports, focus on people issues.
  - “Temper” his optimism with realism.
  - Maintain regular, informal feedback.
  - Use a casual, informal style of conversation.
  - Avoid unnecessary distractions - keep to the point.
  - Acknowledge his talent for leadership.
  - Be prepared to discuss a wide range of topics.
  - Match his pace in presenting to him.
  - Add to the challenge and opportunity regularly.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Giles. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Giles, DO NOT:

- Insist on cumbersome reporting procedures.
  - Criticise, condemn or suppress his enthusiasm.
  - Be vague or leave things open to interpretation.
  - Be dismissive of his feelings and emotions.
  - Fail to allow enough time to talk with him.
  - Get carried away by his enthusiasm.
  - Spend too much time discussing “what ifs”.
  - Create a hostile environment devoid of feelings.
  - Use destructive criticism or create unnecessary conflict.
  - Leave him out of the picture.
  - Forget to recognise him personally in a job well done.
  - Assume he has heard you.
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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.

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### Giles's possible Blind Spots:

Giles would do well to take a step back and try to see a situation more objectively before reacting. He can sometimes make mistakes by making decisions before receiving all the information. He focuses on emotions to the point that he may fail to see the logical consequences of his actions.

He would do better if he sought the advice of more practical people to find out how workable and useful his ideas are. 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 may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. He values friends and may tend to filter only their positive attributes.

He may neglect essential preparation as he moves quickly in his zeal to take on something new. He should be careful not to leap too quickly without considering the consequences, making sure that he completes the tasks he is responsible for before turning to more enjoyable matters. Giles is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place. He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others. Giles enjoys democratic and participative relations and promoting ideas to and with other people. He may find it difficult to work alone.

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### Personal Notes

## Opposite Type

The description in this section is based on Giles'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.

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### Recognising your Opposite Type:

Giles's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Giles may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Giles will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Giles may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Giles would wish.

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### Personal Notes

## Opposite Type

### Communication with Giles's Opposite Type

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

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#### Giles Miskin: How you can meet the needs of your Opposite Type:

- Allow time for him to think of the consequences.
- Ask for facts.
- Provide a safe environment in which he can learn, improve and grow.
- Encourage him to consider flexibility and change.
- Be punctual.
- Expect him to be concerned and critical at times.

#### Giles Miskin: When dealing with your opposite type DO NOT:

- Ramble or become emotional.
  - Be boastful.
  - Dismiss his work, ideas or opinions lightly.
  - Sentimentalise issues.
  - Expect an immediate positive reaction.
  - Fail to be attentive to his suggestions.
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#### Personal Notes

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## Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Giles's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Giles may benefit from:

- More emphasis on perfection in his approach to life.
  - Slowing down and thinking things through.
  - Drafting watertight policy statements, agreements or procedures.
  - Reflecting for a moment before responding.
  - Greater realism, keeping to the point and avoiding constant changes.
  - Being left alone to work quietly.
  - Solving problems more slowly and methodically.
  - Recognising that he tends to manipulate people in “their” best interests.
  - Withholding his opinions.
  - Becoming neater, tidier, more systematic and orderly.
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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 Giles's ideal environment and his current one and to identify any possible frustrations.

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Giles's Ideal Environment is one in which:

- The workplace is light, spacious and attractive.
  - There are like-minded colleagues to provide invention, enthusiasm and fun.
  - Relationships are fast and friendly.
  - A flexible approach is taken to the specification of hours and days worked.
  - Activities, variety and change are constantly taking place.
  - Relationships are informal and there is opportunity for social contact with colleagues.
  - Family and outside interests can be discussed, and mementoes displayed prominently.
  - The workplace allows continuous personal contact and exchange of views.
  - His natural creativity is given room to flourish.
  - Bright, motivational, inspirational posters and prints abound.
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### Personal Notes

## Management

### Managing Giles

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

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#### Giles needs:

- Practical follow-through and a support structure to handle the completion of projects.
  - To give more weight to facts when making decisions.
  - To understand the need for time-management disciplines.
  - Constant and active engagement.
  - Regular reinforcement of goals, activities and timeframes.
  - Consistent recognition of his achievements.
  - Continual opportunity to generate and express ideas.
  - To be able to come and go as he pleases.
  - Support to complete the task more thoroughly.
  - Limited exposure to bureaucracy and paperwork.
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#### Personal Notes

## Management

### Motivating Giles

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

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#### Giles is motivated by:

- Challenging and changing the “status quo”.
  - Regular breaks from routine.
  - The availability of support staff to assist with some of the “paperwork”.
  - Change, variety and new projects.
  - “Pioneering” opportunities with little limitation.
  - Regular holidays and time off to pursue other interests.
  - Status symbols that represent success.
  - The chance to make a reputation for himself.
  - Team activities to lighten the gloom.
  - Tasks which necessitate “group” involvement.
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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 Giles's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

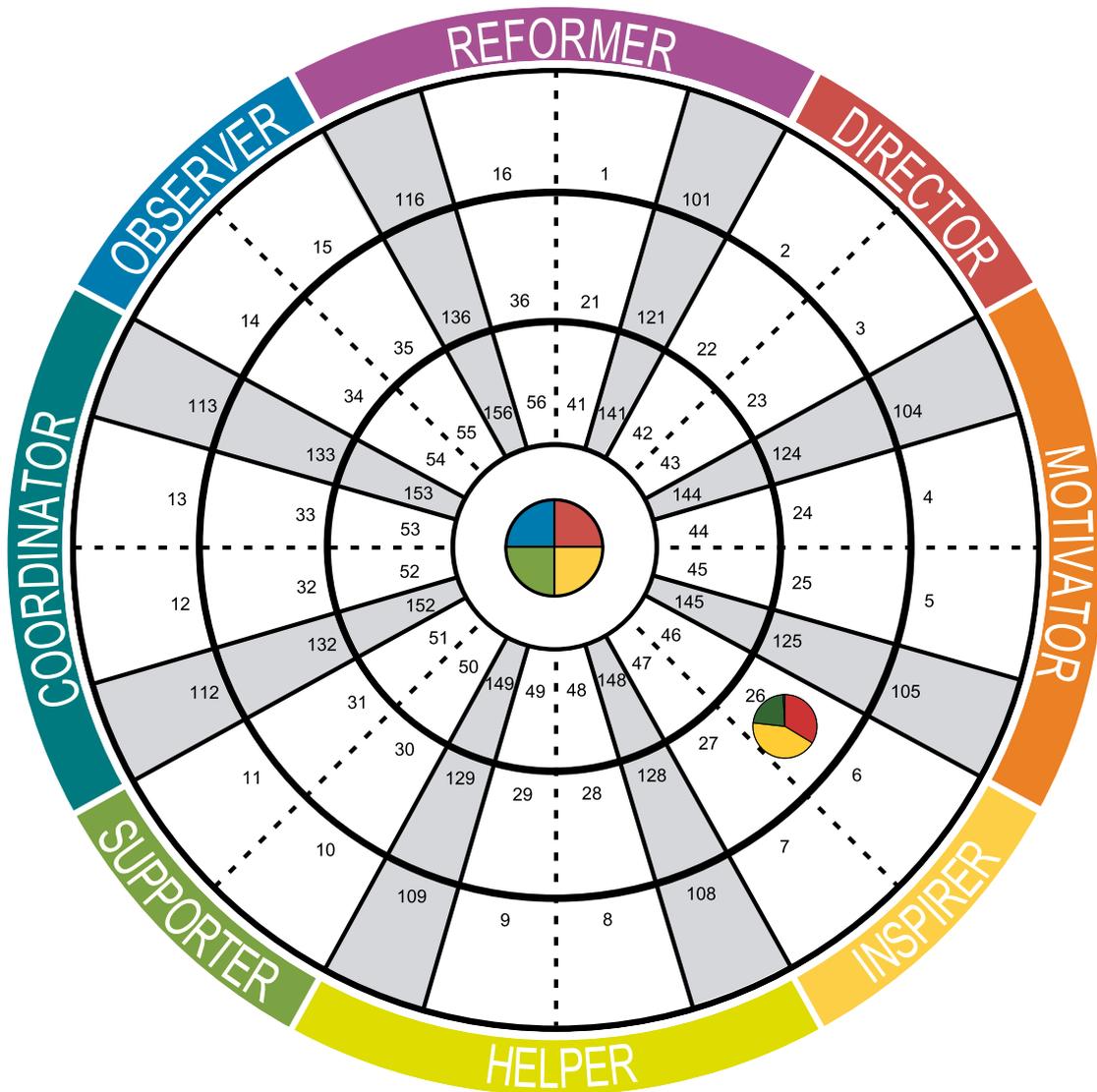
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In managing others, Giles may tend to:

- Light “false fires” to divert attention.
  - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
  - Be seen as manipulating the process when he sells the solution to the team.
  - Exhibit a high level of job satisfaction.
  - Welcome free expression within the team.
  - Show great pride in, and demand recognition for, his team.
  - Find it difficult to deal with disciplinary matters within his team.
  - Be articulate, verbally expressive and animated.
  - Use “gut feel” effectively in processing information.
  - Become distracted by peripheral events, losing sight of the key objectives and outcomes.
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### Personal Notes

# The Insights Discovery® 72 Type Wheel

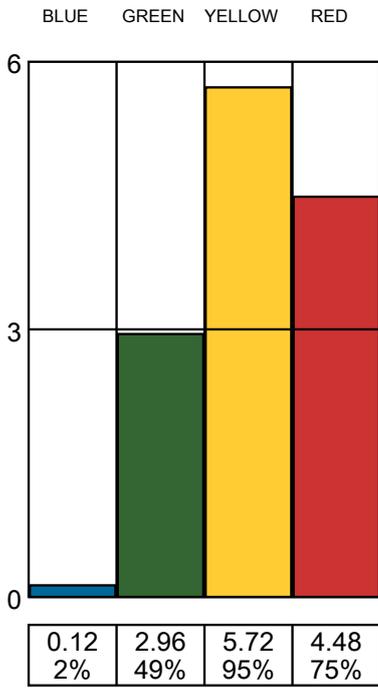


**Conscious Wheel Position**  
26: Motivating Inspirer (Classic)

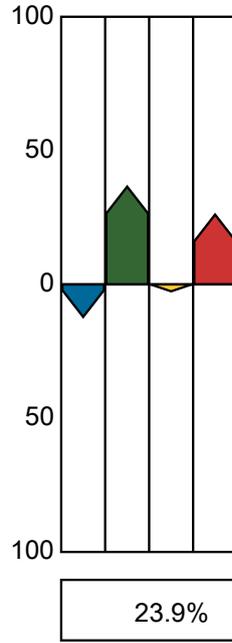
**Less Conscious Wheel Position**  
26: Motivating Inspirer (Classic)

# The Insights Discovery® Colour Dynamics

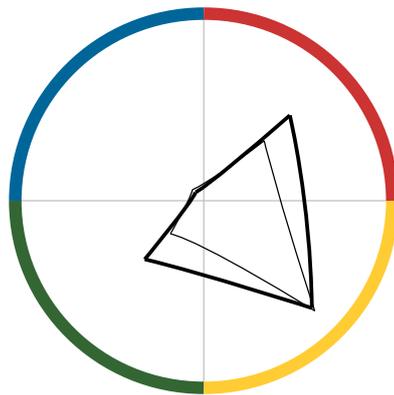
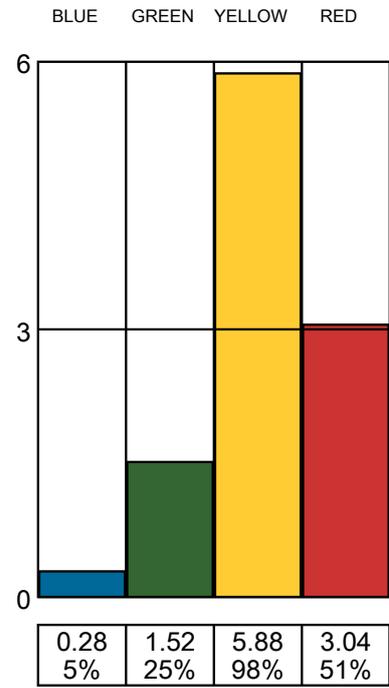
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
 - - - Less Conscious



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