



Discovery[®]

Personal Profile

Helen Stephens

27 January 2016

Foundation Chapter
Management Chapter

Personal Details

Helen Stephens
helen@thecolourworks.com

Telephone:

Date Completed: 27 January 2016

Date Printed: 27 January 2016

Referral Code: BM/TCW/HSTEPHENS

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 Helen	17
Motivating Helen.....	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 Helen Stephens's responses to the Insights Preference Evaluator which was completed on 27 January 2016.

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

Personal Style

As she puts as much energy into maintaining personal relationships than into maintaining tasks, Helen likes to keep a wide assortment of relationships alive and kicking. Socially adept, even-tempered and tireless in her efforts to bring about peace and well-being, she tends to hold the perfect relationship as the ideal. Helen may generate more ideas, possibilities and plans in one day than others might manage in a month! She is an imaginative and creative visionary who is a source of inspiration to most. She may become pessimistic and gloomy when she is thwarted or fails to see ways to make the important changes in her life.

She flourishes in jobs where she can be of constant service or use her talent to persuade. She is always interested in seeing the possibilities, particularly in people, beyond the present moment. She is proficient at alleviating the concerns of others. Her mental processes operate best when she is in contact with other people. If she is in charge of having to monitor the detailed work of others she may find this uninteresting, stressful and exhausting.

At times, events can overwhelm her and she may find it almost impossible to say "No", even when the demands are unreasonable. Helen is energetic, enthusiastic, responsible, conscientious and persuasive. Helen radiates goodwill and enthusiasm. She is optimistic about life in general and human potential in particular. Helen is curious for new ideas and insights. She is good at "reading" people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, she may be hurt when a relationship goes wrong.

She tends to see the environment as welcoming, challenging and exhilarating, and if it is not, she tries to create that atmosphere. Her vivid imagination constantly pushes her towards turning her ideas into reality. She tends to be light-hearted and sunny, and because she constantly seeks to avoid painful experiences, she tends to steer away from personal anxieties. Her energy comes from a variety of new projects and interests. She may show interest in so many different things that she has difficulty focusing on priorities. Helen displays fierce loyalty to and for people who report to her.

She looks for the good in every situation. Helen enjoys work that provides variety as she is quick and resourceful and can turn her attention to many things. Her original thinking generates a constant stream of ideas. Her social gatherings are frequent and worth attending, particularly when they mark important events. Helen seeks greater fulfilment in her life through the offering of help and service to others. Helen is sympathetic, empathic and affable.

Interacting with Others

Helen is very co-operative and articulate, communicating sympathy, concern and a willingness to become involved. Placing a high value on her harmonious relationships, it is not surprising that people turn to Helen for encouragement, nurture and support. She is noted for her innate ability to inspire and encourage others around her and exhibits excellent interpersonal skills. As a result

of her natural desire to please, she can be seen as overly concerned with others' needs. Her major goal is to create and maintain good feeling and harmony among the people she relates to.

She radiates sympathy and understanding to all by nurturing and supporting. She normally reads people well, continually looking for the good in both the situation and in others. She prefers democratic and participative processes rather than written instructions or autocratic systems. Acutely aware of what is and isn't appropriate behaviour, she is often seen as gracious, charming, personable and social. She values harmonious human contacts and works well in jobs dealing with people.

Helen is a popular colleague and is at ease in the company of most people and in open work situations. She may assume that she can talk her way round anybody. She is warm-hearted, popular and sociable, with a large number of friends or acquaintances. Helen's feelings play a prominent role in her life and she manages to inject a friendly element into any work she is assigned to or involved in. She prefers creating a busy and exciting world around her. Helen can generate positive energy and high morale within most groups or teams.

Decision Making

Helen's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. A tendency to take rejection and conflict personally may lead to her not taking early notice of the opinions of key members of the team. Trying to focus more on the facts, not just on the people, can be helpful in her decision making. She has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. Highly technical or factual information may appear dry and uninspiring to her and may not receive her full attention.

She is prepared to make decisions through group consensus. She may get bored quickly and tend to ignore significant detail in her desire to move on to more exciting things. Through her intuitive feeling personality, she may have difficulty in limiting herself to a single project and usually prefers to keep many balls in the air. If everyone can be involved in a project, she will ensure that they are. She may often make decisions based upon how she feels about a situation, rather than how the situation actually is.

She is likely to decide in favour of the solution that brings the highest level of approval from others. She prefers tasks or projects which allow flexibility of scheduling. Others may see her decisions as unrealistic in certain circumstances. She may be perceived by others as a somewhat impulsive decision maker. When a situation demands forceful tactics, she can take the action necessary but will seldom go to extremes to obtain retribution or reward.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Helen's key strengths:

- Displays lots of self-confidence.
 - Fluent and reassuring.
 - Imagination and possibility form the basis of her creativity.
 - Sets a fast work pace.
 - Highly resourceful around people.
 - Can act spontaneously.
 - Excellent communication and presentation skills.
 - Her glass is usually half full.
 - Democratic - will involve others.
 - Becomes involved in many activities.
-

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

Helen's possible weaknesses:

- Can appear insincere.
 - Will tend to be influenced by the last person she speaks to.
 - Dislikes and avoids routine tasks.
 - Easily distracted from the routine.
 - Gets so involved may ignore her own and others needs.
 - Dislikes work of a highly detailed or factual nature.
 - Finds it difficult to concentrate on the detail for long periods.
 - Not always attracted to what is practical.
 - Feels that some who may be modest are justified in their modesty!
 - Her solutions may appear rather “off the wall”.
-

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

As a team member, Helen:

- Bolsters and promotes team spirit.
 - Has foresight and farsight.
 - Initiates, justifies, actions and defends.
 - Works well with a variety of tasks and activities.
 - Promotes ideas to, with and through others.
 - Ensures there is never a dull moment where she is involved!
 - Brings boundless energy to any situation.
 - Uses her highly-developed relationship skills.
 - Is a forthright advocate for the team.
 - Provides inspiration and perspiration.
-

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

Strategies for communicating with Helen:

- Stroke her ego if appropriate.
 - Allow time for fun and socialising.
 - Acknowledge her talent for leadership.
 - Be aware of her social interests.
 - Match her pace in presenting to her.
 - Omit unnecessary and intricate details.
 - Be personable and give sufficient time to “peripheral” matters.
 - Be alert and quick on your feet.
 - Be clear on completion details.
 - Support her need for new ideas, material and challenges.
 - Offer praise and appreciation when due.
 - Be tolerant of her need to switch topics without notice.
-

Personal Notes

Communication

Barriers to Effective Communication

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

- Speak too slowly or hesitantly.
 - Forget to offer praise and recognition when it is due.
 - Inhibit or restrict “networking” opportunities.
 - Be addicted to rules and procedures.
 - Create a hostile environment devoid of feelings.
 - Use destructive criticism or create unnecessary conflict.
 - Fail to recognise her best personal achievements.
 - Restrict or restrain her natural exuberance.
 - Stick rigidly to business issues.
 - Attempt to impose too much structure and formality.
 - Forget to recognise her personally in a job well done.
 - Be dismissive of her feelings and emotions.
-

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.

Helen's possible Blind Spots:

Helen is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place. Because of her strong desire for harmony, she can overlook her own needs and ignore real personal problems. She should be careful not to leap too quickly without considering the consequences, making sure that she completes the tasks she is responsible for before turning to more enjoyable matters.

She has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or her peers. She may jump to conclusions or make incorrect assumptions and decisions too quickly, without gathering all the important facts. She may neglect essential preparation as she moves quickly in her zeal to take on something new. She needs to learn to deal more directly and honestly with conflict, trusting that her natural sensitivity to others' feelings will provide her with what needs to be done even in the most difficult situations. She could sometimes slow down and pay closer attention to the finer details of her projects.

Taking the time to pay closer attention to what is actually going on in the world around her and listening carefully to both the input and reactions of others will help her. It is difficult to know what to expect from her next. She would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on her own. She is genuinely interested in others and may seek to get on closer terms with those who particularly interest her. She is occasionally taken advantage of and can be hurt in the process. Helen has a difficult time saying no or asking for help. Endowed with the gift of articulation, she is likely to feel that she is competent in most areas.

Personal Notes

Opposite Type

The description in this section is based on Helen'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:

Helen'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. Helen 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 Helen 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. Helen may find herself 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 Helen would wish.

Personal Notes

Opposite Type

Communication with Helen's Opposite Type

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

Helen Stephens: How you can meet the needs of your Opposite Type:

- Respect her privacy.
- Do not let her hide behind complexity and privacy. Maintain her focus upon outcomes.
- Focus on the task at hand.
- Bring proof and evidence of performance.
- If you ask a question, be quiet and give time for her to consider her response.
- Be clear and straightforward.

Helen Stephens: When dealing with your opposite type DO NOT:

- Be illogical or obscure.
 - Flatter in order to influence her.
 - Hug her unexpectedly or at an inappropriate moment.
 - Waffle.
 - Stand or sit too close to her.
 - Discuss peripheral matters unrelated to the task in hand.
-

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

Helen may benefit from:

- Making sure she has the time to meet her agreed commitments.
 - Remembering that the image is not the reality.
 - Sticking to the to-do lists she makes.
 - Seeking to understand other peoples theories, hypothesis and explanations.
 - Looking more closely for inconsistencies in reports.
 - Really listening to the views of others.
 - Spending a few hours each week in the reference section of the library.
 - Constructing orderly situations which then go exactly as planned.
 - Being left alone to work quietly.
 - Constant reminding of the need to consider alternatives and anticipate consequences.
-

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

Helen's Ideal Environment is one in which:

- The culture promotes a democratic management style.
 - Relationships are fast and friendly.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - The emphasis is on informality rather than rules.
 - She does not have to sit quietly in reflection for longish periods.
 - There are like-minded colleagues to provide invention, enthusiasm and fun.
 - There is ample opportunity to express ideas.
 - Bright, motivational, inspirational posters and prints abound.
 - "Brainstorming" sessions are a regular event.
 - New products and strategies can be implemented regularly.
-

Personal Notes

Management

Managing Helen

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

Helen needs:

- To be able to come and go as she pleases.
 - To understand the need for time-management disciplines.
 - Help in delegating tasks and recognising priorities.
 - To give more weight to facts when making decisions.
 - Overall guidance that is steady and firm.
 - To understand systems and cultures if she is to avoid upsetting others.
 - Experience of working with peer groups to develop perspective and balance.
 - An understanding manager, who is mentor and coach, and who is consistent, patient and calm.
 - Occasional performance reviews and a sharp shock to maintain her focus.
 - To be aware of her frenetic work pace and recognise the effect this may have on others.
-

Personal Notes

Management

Motivating Helen

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

Helen is motivated by:

- Regular breaks from routine.
 - Special task “teams” to interact with.
 - Personal appreciation and public recognition for a job well done.
 - Financial incentives, with bells and whistles!
 - Status symbols that represent success.
 - Rewards that reflect her immediate needs.
 - Knowing she has the approval of others.
 - Merit based remuneration - reward through success.
 - The prospect of working for the common good.
 - “Pioneering” opportunities with little limitation.
-

Personal Notes

Management Style

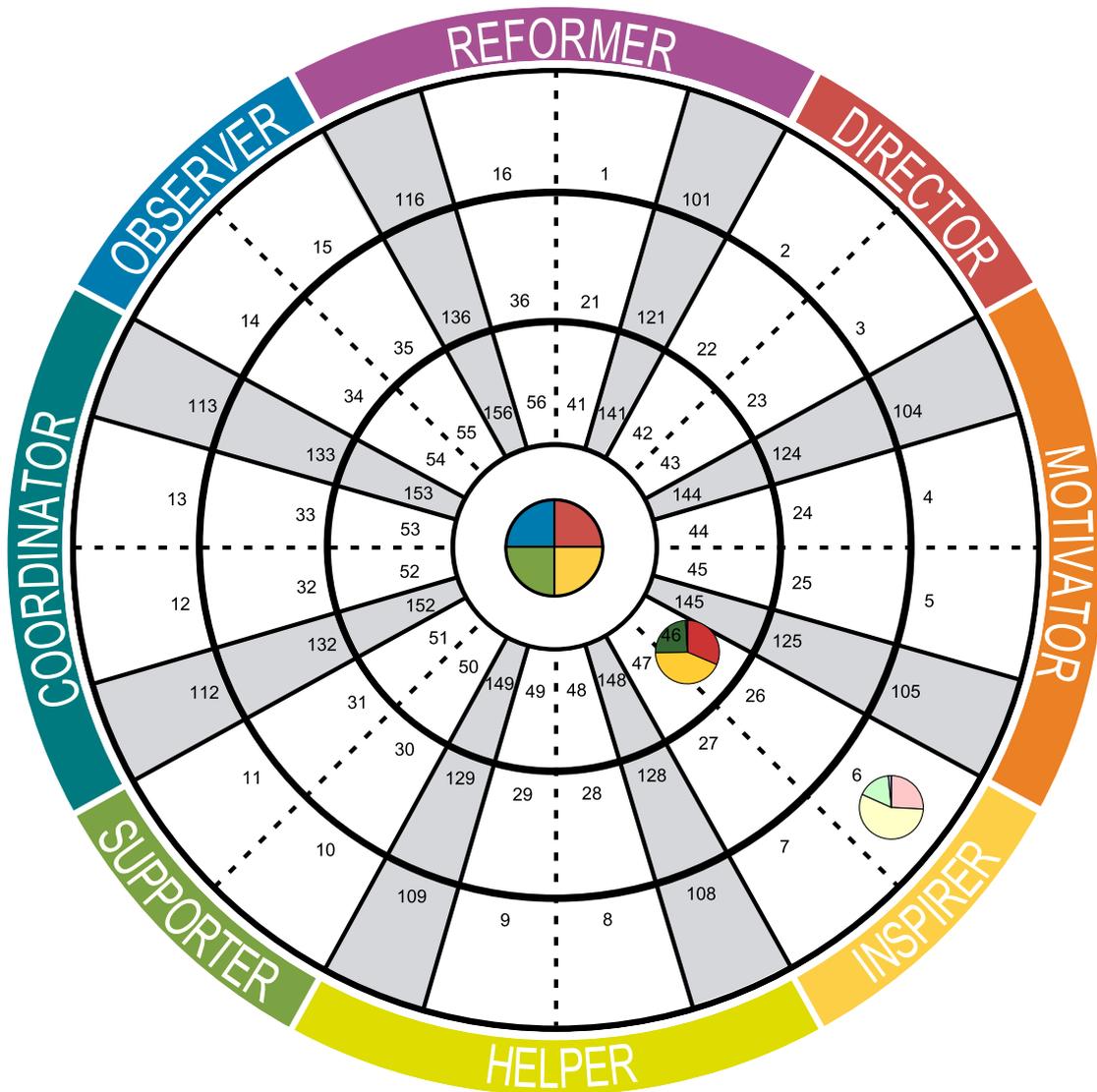
There are many different approaches to management, most of which have different situational applications. This section identifies Helen's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Helen may tend to:

- Allow her team a great deal of freedom.
 - Provide "life force" and energy to the team.
 - Be seen as manipulating the process when she sells the solution to the team.
 - Generate recurring crises through failing to comprehensively plan and organise resources.
 - Value team performance as well as individual performance.
 - Be articulate, verbally expressive and animated.
 - Create an air of bustle to help with the meeting of deadlines.
 - Work to promote harmony within the work group.
 - Create chaos through erratic organisational skills.
 - Support a friendly, participative environment.
-

Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

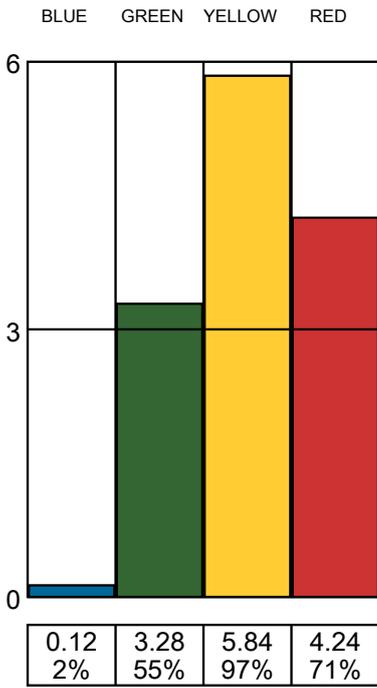
46: Motivating Inspirer (Accommodating)

Less Conscious Wheel Position

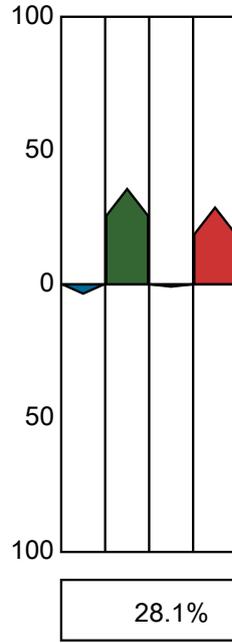
6: Motivating Inspirer (Focused)

The Insights Discovery® Colour Dynamics

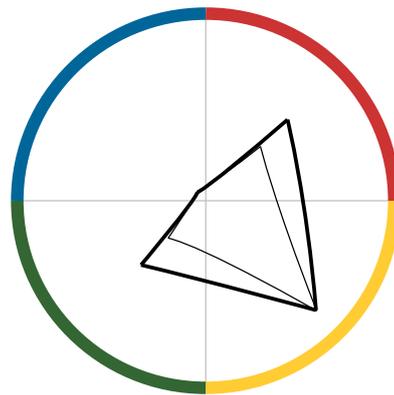
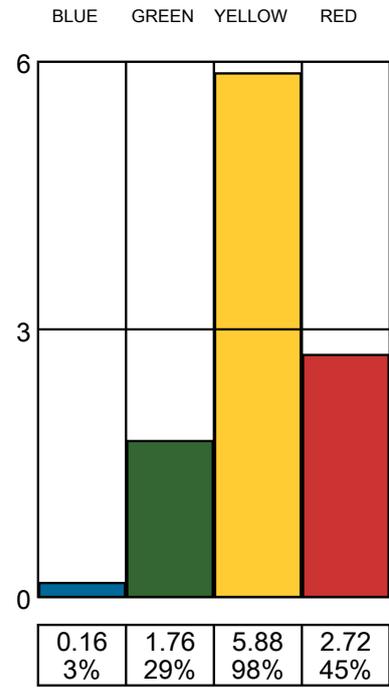
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 - - - Less Conscious



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