



Discovery[®]

Personal Profile

Ian MacKnight

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Ian MacKnight's responses to the Insights Preference Evaluator which was completed on 22 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 Ian's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Ian radiates goodwill and enthusiasm. He is optimistic about life in general and human potential in particular. He pays scant attention to negative, pessimistic or divisive situations or conclusions. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill.

He tends to have an interest in the new and unusual and is gifted at expressing his feelings. He may ignore or deny anything that threatens the harmony he seeks. At his best in jobs which deal with people and situations that require co-operative working, he dislikes impersonal tasks and work demanding factual accuracy, unless he can be free to include the people factor. His warmth, sympathy and understanding encourages others to come to him. He can be relied upon to keep a check on the social calendar, though he may well overlook some of the smaller details in preparing for events.

He flourishes in jobs where he can be of constant service or use his talent to persuade. Although his feelings are deep they can change quickly with his mood. If his job requires that he work alone for long periods then he can become restless and unsettled, unless the job is really engaging. He is motivated by approval and reacts unfavourably to indifference or rejection from others. Ian is a good companion and fun to be with.

He welcomes support, encouragement and social interaction, especially during stressful encounters when he may need to consciously divert his energy to more practical tasks to show positive results. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment. He is convinced of his own abilities and is constantly seeking environments where people will appreciate him. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others.

He needs to be appreciated for himself and his service, and he can be highly sensitive to indifference or criticism of the support he offers or provides. With his friendly organisational skills, Ian is supportive of other colleagues and will enthuse over most projects. He looks for the good in every situation. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference or criticism, he may take conflict and rejection personally. He enjoys socialising, but likes to plan his entertaining for maximum effect.

Interacting with Others

Ian brings harmony and goodwill to any situation in which he finds himself. His major goal is to create and maintain good feeling and harmony among the people he relates to. He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal

skills. He is socially interactive, while preferring to view the world realistically and tangibly. He attracts many friends and acquaintances.

He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. He has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate. Ian is both charming and popular, constantly enthusing through his gift of ready articulation. Ian enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. He may become rather over-emotional when stressed.

He may become possessive of people in whom he has invested a lot of his emotional energy. Looking for perfection in a relationship can result in his sensing a vague dissatisfaction with the reality of the way things are. Ian's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. He may dislike and even avoid tasks which require attention to detail or inordinate paperwork. Acutely aware of what is and isn't appropriate behaviour, he is often seen as gracious, charming, personable and social.

Decision Making

Ian will respect alternative views and although he may not agree with them, they will be considered. He would often rather make any decision than no decision at all. His occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. He prefers tasks or projects which allow flexibility of scheduling.

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 has an ability to see the need of the moment and then deal with it. He is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong. He may choose to change his decisions if it turns out that someone may be adversely affected by them. He is prepared to make decisions to settle matters, and will be disappointed when not all the suggestions are implemented.

In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. He is likely to decide in favour of the solution that brings the highest level of approval from others. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward. If everyone can be involved in a project, he will ensure that they are. Decisions made on the basis of logic alone are not highly valued by him.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Ilan's key strengths:

- Ability to see options and alternatives.
 - Articulate and communicative.
 - Gracious, charming, empathetic and considerate.
 - Enjoys spending time around other people - and helping them feel good.
 - Openly accepting of others' actions.
 - Highly resourceful around people.
 - Displays lots of self-confidence.
 - Can “go with the flow”, particularly where people are concerned.
 - Will look for the good in people and events.
 - Often charming and persuasive.
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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. Ian’s responses to the Evaluator have suggested these areas as possible weaknesses.

Ian’s possible weaknesses:

- May be perceived as too trusting.
 - Over optimistic about the abilities of others.
 - May be prone to embellishing the truth.
 - His outwardly directed energy can be overpowering to some.
 - Procrastinates when required to confront others.
 - Can easily feel rejected or unhappy.
 - May not follow through to completion.
 - Often fails to delegate, or delegates too little.
 - Can be impatient over relatively small issues.
 - Will tend to be influenced by the last person he speaks to.
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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 Ian brings, and make the most important items on the list available to other team members.

As a team member, Ian:

- Creates and maintains a harmonious atmosphere.
 - Is loyal and conscientious and will work hard to produce results.
 - Can organise the social calendar.
 - Provides a sharp and quick opinion.
 - Takes on and shares ideas.
 - Is always willing to lend a hand where team activities are involved.
 - Uses his highly-developed relationship skills.
 - Is the life and soul of the group - often “centre stage”.
 - Creates considerable activity.
 - Is always ready to offer service to colleagues.
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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 Ian. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Ian:

- Leave time for the relationship as well as the task.
 - Avoid detailed reports, focus on people issues.
 - Ask how he feels about the things he does.
 - Be alive and entertaining.
 - Be aware of his social interests.
 - Be clear on completion details.
 - Keep conversation light and buoyant, avoiding too much formality.
 - Be enthusiastic and positive.
 - Set challenges but recognise his close relationships with others.
 - Use lots of words and body gestures.
 - Offer praise and appreciation when due.
 - Maintain regular, informal feedback.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Fail to allow enough time to talk with him.
 - Act aggressively or reject his ideas without explanation.
 - Talk slowly, mumble or whisper.
 - Isolate him from regular contact with others.
 - Talk with him using a low-key voice tone.
 - Speak too slowly or hesitantly.
 - Insist on cumbersome reporting procedures.
 - Criticise, condemn or suppress his enthusiasm.
 - Fail to meet informally to discuss progress.
 - Overload him with irrelevant information.
 - Dampen his enthusiastic energy with negative inputs.
 - Emphasise established processes.
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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.

Ian's possible Blind Spots:

Ian sometimes places too much credibility on the opinions and feelings of those he cares for. During stressful times he can become blinded to the difficulties of the situation. Endowed with the gift of articulation, he is likely to feel that he is competent in most areas. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems.

He may need to learn how to contain his disappointment in the performance of others by having more realistic people expectations. 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. He may jump to conclusions or make incorrect assumptions and decisions too quickly, without gathering all the important facts. He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. Ian takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry.

Because Ian places such a strong priority on experiencing new things, he sometimes allows his other responsibilities to suffer from lack of attention. Ian would do well to take a step back and try to see a situation more objectively before reacting. He appears generous, but in reality may have only limited patience for those who are dependent on him. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. He often overlooks his own needs due to his desire to please or help other people.

Personal Notes

Opposite Type

The description in this section is based on Ian'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:

Ian'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. Ian 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 Ian 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. Ian 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 Ian would wish.

Personal Notes

Opposite Type

Communication with Ian's Opposite Type

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

Ilan MacKnight: How you can meet the needs of your Opposite Type:

- Ensure that your strong assertions are correct!
- Expect him to come back later for clarification.
- Expect him to be concerned and critical at times.
- Be consistent.
- Keep the conversation impersonal.
- Organise your thoughts before communicating.

Ilan MacKnight: When dealing with your opposite type DO NOT:

- Jump to the next subject until he is ready.
 - Try to play on his emotions.
 - Try to control the conversation.
 - Look for immediate answers.
 - Pretend that you know more than you do.
 - Set unrealistic deadlines that restrict his quality outputs.
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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 Ian's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Ian may benefit from:

- Paying meticulous attention to detail before leaping to a conclusion.
 - Looking more closely for inconsistencies in reports.
 - Concentrating on the task in hand.
 - Focusing more upon objective criteria when making decisions.
 - Bouncing back, rather than withdrawing when he feels disappointed.
 - Becoming less outspoken and empathetic.
 - Being left alone to work quietly.
 - Maintaining a greater balance between his feeling and his objectivity.
 - Really listening to the views of others.
 - A better sense of what is right and what is wrong.
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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 Ian's ideal environment and his current one and to identify any possible frustrations.

Ian's Ideal Environment is one in which:

- He can set the pace.
 - The workplace is light, spacious and attractive.
 - There are like-minded colleagues to provide invention, enthusiasm and fun.
 - There are social activities outside of work.
 - The surroundings may be comfortably and classily furnished and decorated.
 - The emphasis is on informality and tapping in to inner creativity.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - There is an open plan workplace layout.
 - There are few rigid rules of time-keeping or dress code.
 - There are adequate but not excessive amounts of detailed and technical information.
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Personal Notes

Management

Managing Ian

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

Ian needs:

- A “walkabout” manager whose presence is obvious.
 - Plenty of verbal “strokes” and praise.
 - To fully understand the corporate mission.
 - Help in delegating tasks and recognising priorities.
 - Established support systems and procedures.
 - The opportunity of networking during his working day.
 - Support in completing tasks he starts.
 - Steady, firm, overall guidance.
 - To maintain focus and direction.
 - To understand systems and cultures if he is to avoid upsetting others.
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Personal Notes

Management

Motivating Ian

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

Ian is motivated by:

- Acceptance, with co-operation that meets his ideal.
 - Tasks which necessitate “group” involvement.
 - The chance to make a reputation for himself.
 - A high degree of freedom and independence.
 - Rewards that reflect his immediate needs.
 - Tasks which predominantly involve the group.
 - Peer “heroes” that he admires, respects and can emulate.
 - Team activities to lighten the gloom.
 - Challenging and changing the “status quo”.
 - Authority to match his responsibilities.
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Personal Notes

Management Style

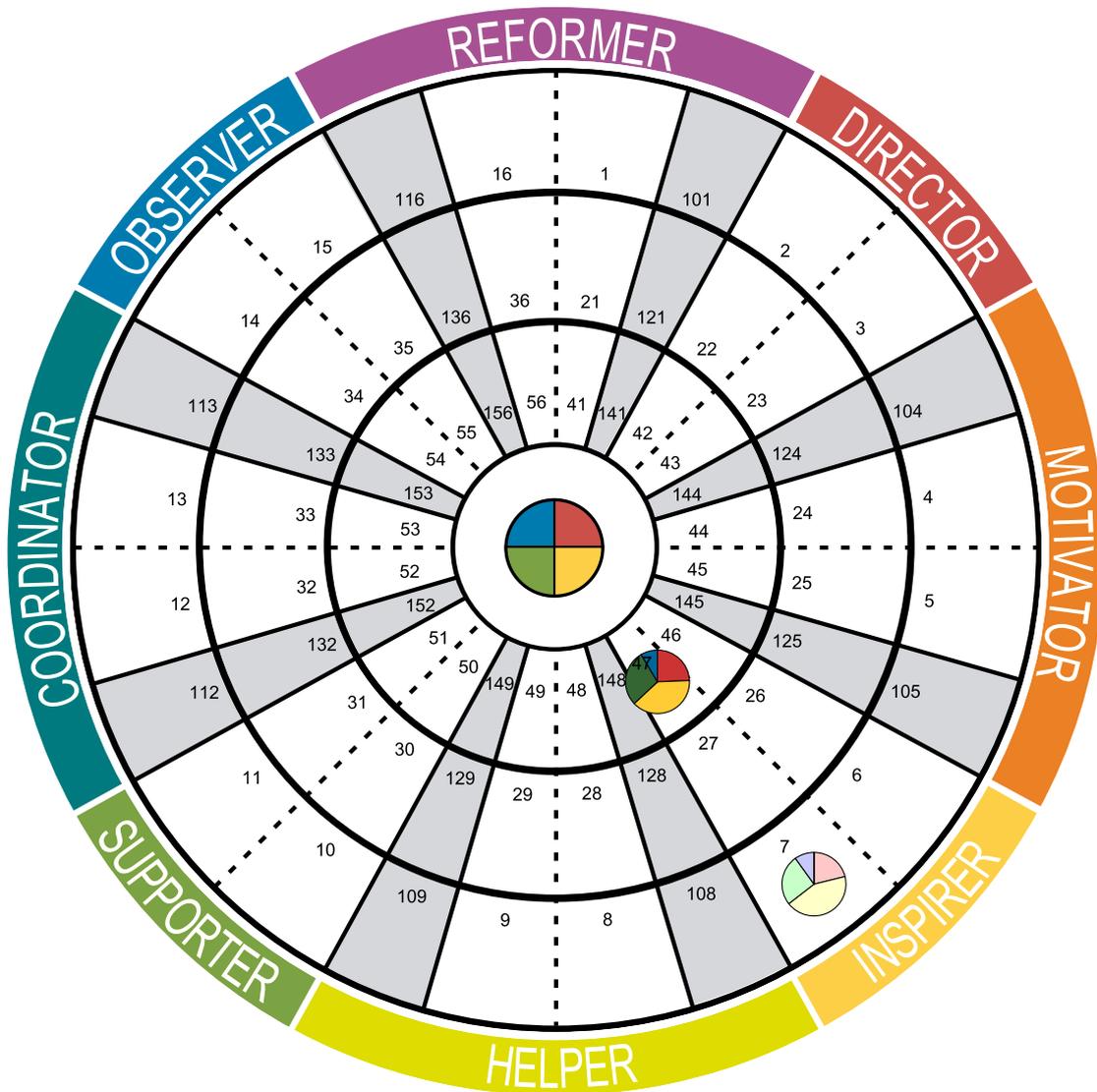
There are many different approaches to management, most of which have different situational applications. This section identifies Ian's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Ian may tend to:

- Create chaos through erratic organisational skills.
 - Be too trusting of his people.
 - Light “false fires” to divert attention.
 - Be articulate, verbally expressive and animated.
 - Welcome free expression within the team.
 - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
 - Show great pride in, and demand recognition for, his team.
 - Give team members plenty of freedom.
 - Find it difficult to deal with disciplinary matters within his team.
 - Provide “life force” and energy to the team.
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Personal Notes

The Insights Discovery® 72 Type Wheel

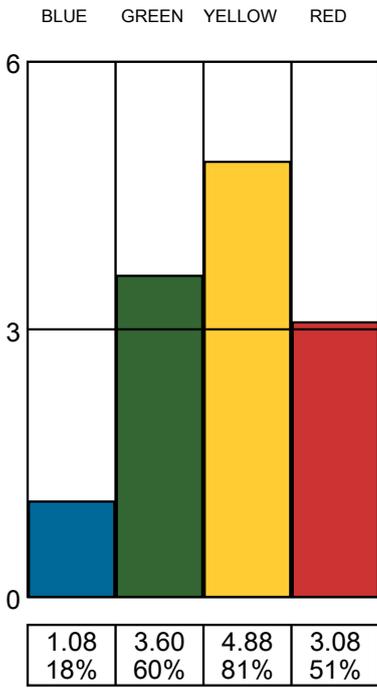


Conscious Wheel Position
 47: Helping Inspirer (Accommodating)

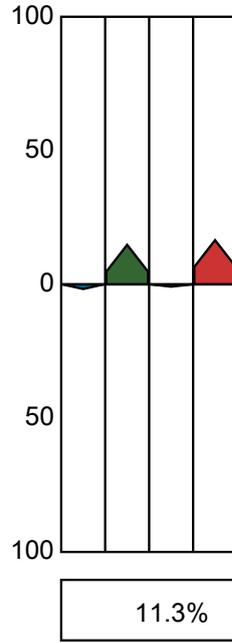
Less Conscious Wheel Position
 7: Helping Inspirer (Focused)

The Insights Discovery® Colour Dynamics

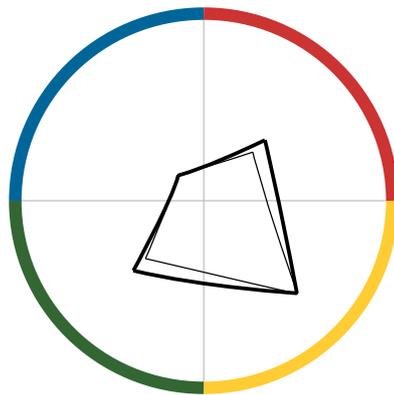
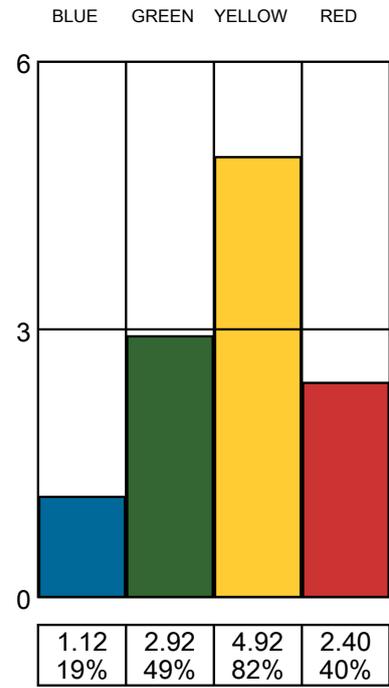
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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