



Discovery[®]

Personal Profile

Peter Miller-Smith

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Peter Miller-Smith's responses to the Insights Preference Evaluator which was completed on 31 October 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 Peter's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Peter tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. Low key acknowledgement for his contribution is likely to be appreciated by him. He will not seek to make others feel guilty for not responding as he would like. He likes a certain neatness and order and prefers a harmonious environment, where each person can be appreciated for their contribution and can feel a sense of personal accomplishment. He does things in a routine manner and is consistent, conscientious and reliable.

Even if a mistake has been made by someone else he may spend a lot of time sympathising with the “guilty” party and attempting to spread the responsibility. He may not readily talk of his need to move continually to become who he really wants to be. As he values his integrity, he can be determined to the point of being stubborn about issues that are important to him. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. He will stick to his ideals with passionate conviction, even though he may find these difficult to talk about at times.

Peter tends to be alert and often uncannily correct. It is as if he has an antenna that enables him to detect dangers long before other people do. Finding it hard to understand why some others try to impose limits, order and structure upon others, he avoids attempting to change or control people. He is known for his patience and ability to conform. He is warm and gracious and believes in a philosophy of “live and let live”. Loving and unselfconscious, he may lack a clear sense of his own identity and self worth.

Peter likes to prepare well and prefers to know why and how things happen. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary. At times, events can overwhelm him and he may find it almost impossible to say “No”, even when the demands are unreasonable. The kind of work that best suits him requires patience, devotion and adaptability. Peter knows what is important to him and will protect it at all costs. Tenacious persistence and dedication to a cause are his character hallmarks.

One of his outstanding traits is economy of effort. He may have difficulty asserting himself and in saying “No”. Peter is quiet, amiable, dedicated and loyal. Quiet and conscientious, Peter has an original mind and will try to use this for others' benefit. Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution.

Interacting with Others

Peter is alert to other peoples' emotions and interests and can deal well with complex or complicated people. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. He prefers to play a supporting role at work in a loyal and conscientious way. He is often friendly, although he tends to avoid socialising

at a superficial level. Charmingly supportive of others, he can stay behind the scenes working at practical jobs requiring empathy and service.

He tends to avoid conflict rather than engage it with creative solutions. When he interacts with others, he projects an amicable and easy-going style. He wishes to be valued for himself. He more often expresses his deeply felt feelings through actions than through words. He can be unbelieving of, and devastated by, too much personal criticism. Unpleasant working relationships can lead him to lose confidence and motivation.

He likes to get on with other people and, although he finds confrontation disagreeable, will retaliate if he feels his values are undermined. In conflict, he will listen to all sides before forming a conclusion and supporting a particular view. He is not always keen to express how he feels. As most of his energies are directed towards improving the human condition, he has difficulty understanding why he may not always be universally accepted by others. In trusting the evidence of what he senses, he does not attribute unseen motives to others. He tends to take people and situations at face value.

Decision Making

Peter is an excellent “sounding board” for others who are seeking to explore their own ideas. He is prepared to make decisions through group consensus. He can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. He tends to make choices around his own personal feelings which may be as important to him as more objective data. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

He may prefer at times to communicate his feelings about others in writing, rather than verbally. Peter creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. He may choose to change his decisions if it turns out that someone may be adversely affected by them. Trying to focus more on the facts, not just on the people, can be helpful in his decision making.

He may tend to be misunderstood because of his tendency not to express himself forcefully. Peter is a good mediator or peace keeper because he can agree while not being fully drawn to any one view. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. Concern for others' welfare can strongly affect his decisions. He may make decisions without considering all the consequences of his actions.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Peter's key strengths:

- Supportive, steadfast and encouraging of others.
 - Respectful of others needs.
 - Senses the needs of the group.
 - Learns from experience - won't get hurt by the same situation twice.
 - Painstaking, conscientious, industrious and dependable.
 - Makes time for people and their problems.
 - Consistent and trustworthy.
 - Sensitive to the needs of others.
 - Honourable and easy going.
 - Solid organisational abilities.
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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. Peter’s responses to the Evaluator have suggested these areas as possible weaknesses.

Peter's possible weaknesses:

- Can resist by being passive yet stubborn simultaneously.
 - May be slow to express his thoughts or feelings.
 - Persistence and loyalty may delay decisive action.
 - Preserves relationships - can interfere with task completion.
 - Dislikes unpredictable environments.
 - May find it difficult to impose his will on others.
 - May feel deflated if his efforts are not recognised.
 - Finds it difficult to respond to aggression positively.
 - Has difficulty in quick or unprepared articulation.
 - A lack of confidence in his own judgement, although that judgement is often correct.
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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 Peter brings, and make the most important items on the list available to other team members.

As a team member, Peter:

- Shows tenacity and persistence.
 - Ensures other team members are comfortable.
 - Offers emotional support to others.
 - Sets high personal standards.
 - Seeks to be compliant and willing to adapt.
 - Is keenly aware of group dynamics and involvement.
 - Is sensitive in dealing with team conflict.
 - Prefers flexibility and open mindedness.
 - Mediates to bring harmony from conflict.
 - Will be loyal to the leader and the cause.
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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 Peter. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Peter:

- Give him time to reflect inwardly.
 - Leave time for the relationship as well as the task.
 - Expect him to come back later for clarification.
 - If you ask a question, be quiet and give time for him to consider his response.
 - Be prepared to negotiate solutions slowly, calmly and quietly.
 - Seek confirmation of willingness to undertake new tasks.
 - Remember his quiet demeanour and ask for his views.
 - Recognise his solid efforts and acknowledge his input.
 - Speak calmly and quietly, avoiding ostentation and bluster.
 - Gaining obedience is not enough - ensure you have co-operation.
 - Be honest, moderately paced, straightforward and open with him.
 - Praise his contribution before finding fault.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Fail to be attentive to his suggestions.
 - Fail to respect his need for occasional isolation.
 - Ignore his personal values.
 - Use destructive criticism or create unnecessary conflict.
 - Patronise or be paternalistic.
 - Prevent him from expressing his thoughts.
 - Become too impersonal.
 - Set tight deadlines or force him to make an immediate decision.
 - Labour the point or give lengthy verbal instructions.
 - Upset or undermine the status quo.
 - Cut him short or discourage him when he wishes to share information.
 - Adopt an intransigent, judgmental stance.
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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.

Peter's possible Blind Spots:

Although he may not readily display it, Peter can be so committed to his own principles that he develops tunnel vision. Stubborn about change, he may resist changing a decision once it has been made. If he tried to develop more objectivity about his projects and tasks he would become less vulnerable to criticism and disappointment.

He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. His interest in others tends to make him rather optimistic towards maintaining positive relationships. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view. He is not productive if he is not working towards his ideals. He would be better to speak up immediately when he feels that he is being taken advantage of.

Peter may reflect longer than is necessary before undertaking or beginning a project. Sometimes envious of others whose drive and enthusiasm seems greater than his own, Peter should worry less about what others might think of him. He is vulnerable to the criticism of others because he tends to take feedback personally, which leads him to take offence and become discouraged. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. He may not easily understand criticism of his work, tending to associate criticism with displeasure.

Personal Notes

Opposite Type

The description in this section is based on Peter'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:

Peter's opposite Insights type is the Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. Peter will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Peter may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. Peter may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

Peter sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future. The Director's biggest drawbacks may be perceived by Peter as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Peter's Opposite Type

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

Peter Miller-Smith: How you can meet the needs of your Opposite Type:

- Understand his goals and objectives.
- Be humorous, but don't humour him.
- Seek his opinions and ideas before imposing yours.
- Bring proof and evidence of performance.
- Omit unnecessary and intricate details.
- Be friendly and pertinent.

Peter Miller-Smith: When dealing with your opposite type DO NOT:

- Use off the cuff remarks.
 - Impose a “can't be done” or defeatist attitude on him.
 - Underestimate his abilities to decide for himself.
 - Be unrealistic or stray on to abstractions.
 - Say “that will never work”.
 - Impose your feelings onto him unless he shows willing.
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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 Peter's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Peter may benefit from:

- Developing short cut methods to meet deadlines.
 - Focusing more upon objective criteria when making decisions.
 - Reading motivational books and listening to motivational tapes.
 - Taking a conscious decision to simplify, rather than complicate matters.
 - Looking to achieve quicker results.
 - Articulating his ideas, rather than keeping them to himself.
 - Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
 - Recognising the need for heightened urgency in some projects.
 - Maintaining a more objective view of others and their motives.
 - Confronting his feelings of anger and dealing with the problem.
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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 Peter's ideal environment and his current one and to identify any possible frustrations.

Peter's Ideal Environment is one in which:

- There are opportunities to socialise with colleagues in and out of work.
 - There is a shared philosophy of excellent service.
 - Regular feedback and encouragement is given.
 - Informal, low-pressure meetings are the norm.
 - There is harmony.
 - Facts and information form the basis for decision making.
 - His feelings are valued and considered.
 - The volume of information can be limited if necessary.
 - There are adequate but not excessive amounts of detailed and technical information.
 - Long term security is available.
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Personal Notes

Management

Managing Peter

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

Peter needs:

- Even small successes to be acknowledged to bolster self-confidence.
 - Help with monitoring his agreed deadlines.
 - Autonomy and independence within an agreed framework.
 - Help in thinking “outside the box”, or beyond the traditional.
 - Regular reviews to ensure that he is actively overcoming challenges.
 - Encouragement for him to employ his rational strengths and abilities.
 - To be able to use his one-to-one strengths in counselling or mentoring.
 - To be shown a genuine interest in his domestic life.
 - A workplace offering privacy but not exclusion.
 - Regular feedback and genuine encouragement.
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Personal Notes

Management

Motivating Peter

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

Peter is motivated by:

- Meeting his own goals rather than competition with others.
 - Being part of the process of change, and being fully informed about changes which affect him.
 - Successful completion of major projects.
 - Openness and honesty.
 - Responsibility, within well defined areas.
 - Working for a leader and a cause.
 - Appreciation for a job well done.
 - The prospect of working for the common good.
 - Promises fulfilled.
 - Awareness of his domestic needs when setting business targets.
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Personal Notes

Management Style

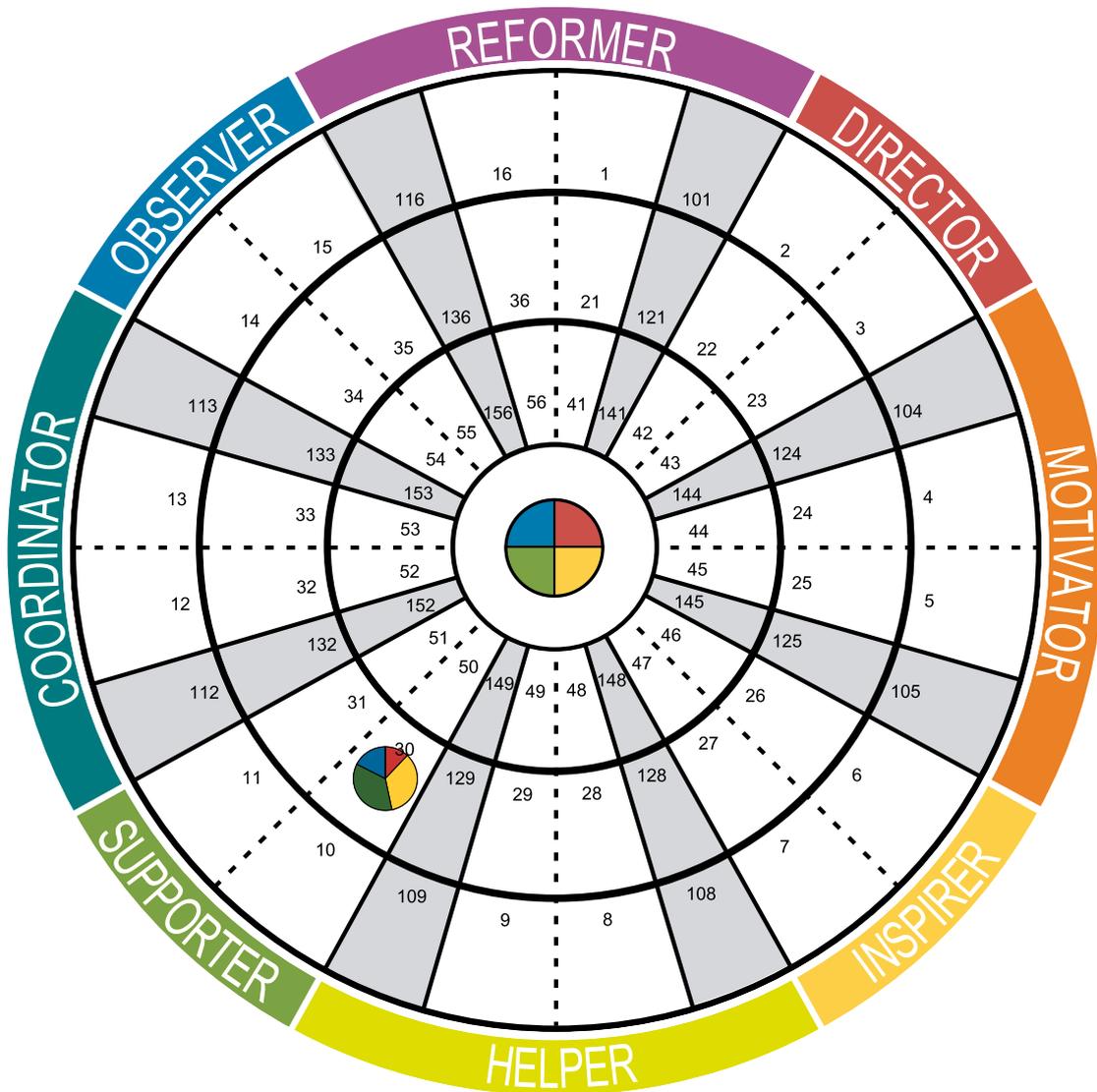
There are many different approaches to management, most of which have different situational applications. This section identifies Peter's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Peter may tend to:

- Surprise others with his accurate predictions of reactions to decisions.
 - Encourage others to sacrifice deadlines for quality.
 - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
 - Go to great lengths to do things “by the book”.
 - Disarm others with his openness and honesty about his own shortcomings.
 - Achieve results through good relationships.
 - Allow his heart to rule his head.
 - Allow team members with a stronger personality to “rule the roost”.
 - Make mountains out of molehills and fail to deal with challenges quickly.
 - Understate his thanks for a job well done by another.
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Personal Notes

The Insights Discovery® 72 Type Wheel

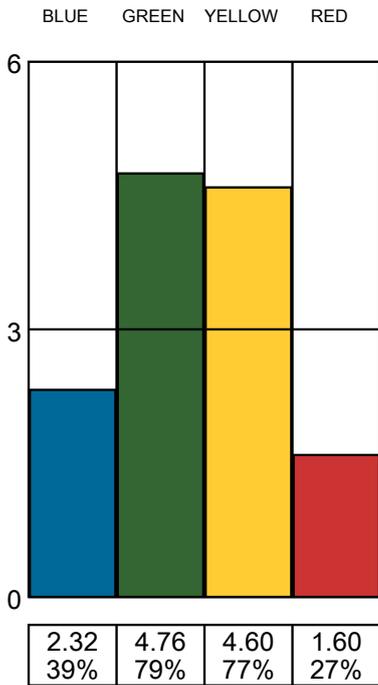


Conscious Wheel Position
30: Helping Supporter (Classic)

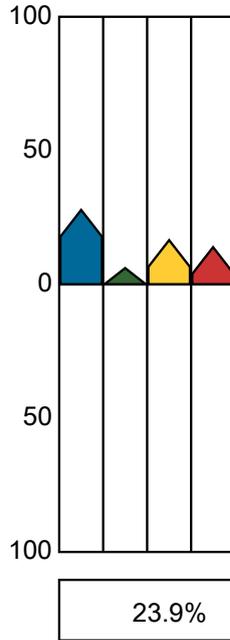
Less Conscious Wheel Position
30: Helping Supporter (Classic)

The Insights Discovery® Colour Dynamics

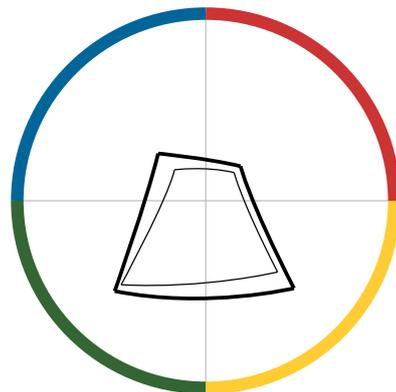
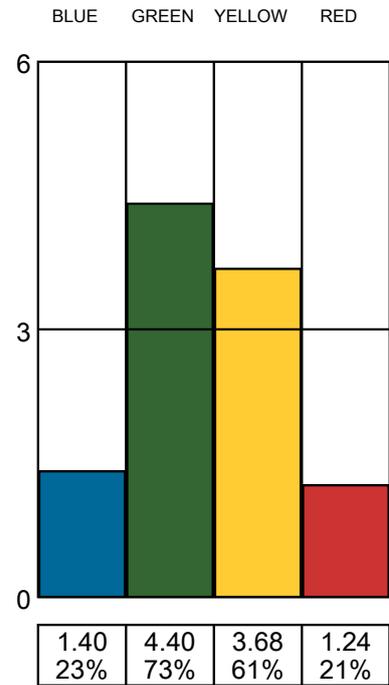
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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