



Discovery[®]

Personal Profile

Rob Slade

25 January 2016

Foundation Chapter
Management Chapter

Personal Details

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Date Completed: 25 January 2016

Date Printed: 27 January 2016

Referral Code: BM/TCW/RSLADE

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Introduction

This Insights Discovery profile is based on Rob Slade's responses to the Insights Preference Evaluator which was completed on 25 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 Rob's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Rob is independent and creative, owning strong internal feelings, high principles and deep personal integrity. His quest for knowledge can become very theoretical. He prefers to be left to work quietly on his own, which is when he achieves his best work. When pressured, he will be seen as critical, precise and sceptical. Although disinterested in purely scholastic pursuits, knowledge is important for its immediate usefulness to him.

He can be a veritable storehouse of information on the things he knows well and understands. He may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when he speaks about one of his specialised subjects. Although quiet and reserved, he can articulate well on a subject to which he is devoted. Rob's ability to focus on task suggests that he is a good problem solver. His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress.

Rob's logical, analytical approach combined with his intuitive gifts allows him to maintain his focus on tasks and ideas rather than on the personal. He is unlikely to be comfortable expressing his inner feelings to strangers. He tries to use logical principles to make sense of the ideas that constantly arise in his mind. Rob likes to develop models for improving the way to solve difficult problems. He displays little emotional response to situations which others may perceive as crises, and is usually seen to deal with them in a calm and cool way.

He tends to be disinterested in subjects for which he sees no practical application. He has stability, competence and intellectual insight. He is not impressed with authority as such but can conform to rules if he sees them as useful to his greater purpose. Rob is a curious and keen student of all that is going on around him. Rob is independent by nature, but he is prepared to labour tirelessly for a team mission he commits to.

He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth. Rob is an ingenious and original problem solver. Rob is an analytical thinker, who prefers to be fully objective in his work. He values the development of his intellectual awareness and the opportunity to learn, improve and grow. His perception of the world is a conceptual and abstract one, but one with endless possibilities.

Interacting with Others

Rob is generally content to work on his own rather than be a visible part of a team. He will make a lifelong friend if the conditions of the friendship allow him complete independence and the freedom to withdraw as and when necessary. He should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible. He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. Disliking incoherence and valuing intelligence, he can be frustrated and impatient by those less gifted than himself.

He may appear not to be overly concerned with the needs of others. He can be stubborn and argumentative. If his work constantly requires him to be warm and outgoing with others, he finds this draining after a while and may need to take some private time out before regrouping. He is impatient with people who read between the lines and who focus on the unseen and the unverified. He may prefer not, or may find it difficult, to express personal feelings to others.

Most people have limited understanding of his complex, adaptable and creative mind. In applying unrealistically high standards to himself, he may expect too much from himself and others. Although he has a good understanding of facts, figures and ideas he may sometimes struggle to present them to others and have them understood and accepted. Roles that require empathy and sympathy may not suit him, as despite his concern for others he is likely to be more content dealing with things rather than with people. Rob will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information.

Decision Making

Rob thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. He values truth above all else and is primarily convinced by logical reasoning. He will pursue all possible avenues of a solution to any problem that captures his interest. He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. He will be swayed by guarantees and case histories.

He prefers to make decisions based on “gut feel” rather than on exhaustive and repetitive analysis. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. He views life as an intellectual challenge and needs to think things through before deciding. He may occasionally be slow at coming to a decision, or try to have a decision reversed, as he has a need to analyse all the available alternatives.

He tends to be influenced by the idea, rather than the people behind the idea. Using past experiences to help him solve current problems and get things done is one of his strong points. He is a quiet innovator, seeking improvements in everything he is involved in. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. He may lack patience with others who are less focused on the job in hand.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Rob's key strengths:

- A strong work ethic.
 - Good at identifying shortcomings in systems.
 - Self reliant.
 - Analysis.
 - Sets precise goal oriented objectives.
 - Diplomatic when the situation calls for it.
 - Open minded.
 - Self disciplined.
 - Pragmatic, rational thinker.
 - Looks for better ways.
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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. Rob's responses to the Evaluator have suggested these areas as possible weaknesses.

Rob's possible weaknesses:

- Occasionally his criticism may de-motivate others.
 - Can be too self critical.
 - Sometimes overprotective of his own ideas.
 - Can be seen as curt and abrasive.
 - Becomes defensive or dictatorial if challenged.
 - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - May have difficulty “switching off” from work.
 - May appear unsociable.
 - May step on the toes of others to achieve objectives.
 - Usually puts facts before feelings.
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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 Rob brings, and make the most important items on the list available to other team members.

As a team member, Rob:

- Is unlikely to get side tracked by peripheral items.
 - Encourages independent thinking.
 - Is often the technical expert.
 - Will encourage the team to think through all the possibilities.
 - Accepts responsibility for the task completion.
 - Will often be able to supply vital background details.
 - Will help the team to work more effectively.
 - Helps foster high quality outputs.
 - Always looks for ways to improve his and the team's, performance.
 - Encourages a strong work ethic.
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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 Rob. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Rob:

- Let him know he is in control.
 - Be clear and straightforward.
 - Ask for facts.
 - Respect his values and principles.
 - Agree stretching goals and targets.
 - Stick to the point.
 - Remember to thank him for his time.
 - Give him all the facts.
 - Take things one step at a time.
 - Organise your thoughts before communicating.
 - Provide information step by step.
 - Be practical, realistic and direct.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Demand an instant reaction.
 - Approach him with foregone conclusions.
 - Get too close or touch him.
 - Try to pin the blame on him.
 - Interrupt him while he is in control.
 - Be over-humorous in a serious situation.
 - Forget to balance interaction with time for reflection.
 - Gloss over details.
 - Be disorganised or inaccurate.
 - Be too light hearted or superficial.
 - Underestimate his abilities to decide for himself.
 - Be vague about facts and statistics.
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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.

Rob’s possible Blind Spots:

Rob may unconsciously seek material dominance, social standing and status. Increased effectiveness for him may lie in being prepared to yield on small points to win the important ones. When a project goes wrong, he will not readily take the blame.

He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers. As he doesn't naturally ask “what if”, he often misses possible meanings, implications and connections. He is honest and fair but can be seen as rather blunt and tactless in his ready criticism of others. He tells rather than asks, and whilst confident in communicating, can be rather overpowering at times. There is also a tendency for him to become very defensive if challenged. He may need to slow down to consider the feelings of others even if he doesn't share them.

He becomes more effective with other people when he directs his keen powers of observation towards being more sensitive and considerate to the people around him. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. He seeks to adopt a strict code of ethics and values for both self and others and can be seen as dictatorial when he attempts to impose his standards. When he doesn't see the logic in others' feelings, Rob can appear argumentative and difficult to approach, and may not seek or accept common-sense advice. He can appear arrogant and suddenly nit-picking if his performance is not recognised by a superior he values.

Personal Notes

Opposite Type

The description in this section is based on Rob'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:

Rob's opposite Insights type is the Helper, Jung's "Feeling" type.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and home. They are usually sensitive to others and work well in a team situation. However, Rob may observe that the Helper takes criticism personally and finds it difficult to become authoritative or objective with others when necessary. Helpers sometimes have difficulty in making key decisions without consultation.

Rob will notice that people are far more important to the Helper than the accomplishment of tasks. The Helper's nature tends to be personable, which may mean that Rob sees them as fickle or soft. Helpers can be stressed in fast moving, impersonal situations which change without warning. Helpers display their emotions and usually have limitless patience for those who are dependent on them. They will usually ignore judgements that rely heavily on logical analysis - often the judgement preferred by Rob.

Helpers will tend to avoid telling someone an unpleasant truth or tell it in an affirmative way. Helpers are accommodating and occasionally self-effacing and are always content to support others without expecting much in return. Rob may see the Helper idealising others and adopting a romantic version of people and their potential.

Personal Notes

Opposite Type

Communication with Rob's Opposite Type

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

Rob Slade: How you can meet the needs of your Opposite Type:

- Remember and respect his concern for others' welfare.
- Listen to his opinions.
- Mirror his normally calm and even-tempered nature.
- Take a low key, friendly approach.
- Agree exactly what needs to be done.
- Give him advance notice and time to prepare.

Rob Slade: When dealing with your opposite type DO NOT:

- Dream with him - unless you can spare the time!
 - Assume you will complete all of your agenda.
 - Force him to take a positive stance on an issue without time for thought.
 - Ignore or be dismissive of his suggestions.
 - Assume that his sunny disposition means that he agrees with everything you say.
 - Ignore his creative and intuitive thinking.
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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 Rob's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Rob may benefit from:

- An awareness of when he is acting defensively or cynically.
 - Becoming more generous, warm and caring.
 - Recognising that actions based on feelings are as valid as those based on analysis.
 - Practising initiating conversation, particularly small talk, with strangers.
 - Sharing responsibilities or processes.
 - Actively seeking out new experiences and people.
 - Appearing more sensitive to others feelings.
 - Making daily activities as varied as possible.
 - Greater interaction with all sorts of people.
 - Accepting that perfection can be a rather obstructive standard to constantly aspire to.
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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 Rob's ideal environment and his current one and to identify any possible frustrations.

Rob's Ideal Environment is one in which:

- There is time for reflection and meditation.
 - There are few procedures or protocols.
 - His highly developed analytical skills are fully utilised.
 - Numerical or technical data abounds.
 - Principles and standards are respected.
 - Structure and systematic processes are prevalent.
 - He can concentrate quietly.
 - Information is in close proximity, ensuring economy of effort.
 - He is encouraged to express views and opinions.
 - Information and data are well organised.
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Personal Notes

Management

Managing Rob

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

Rob needs:

- Assignments that take him away from the workplace.
 - To be given opportunities to display his deep technical knowledge.
 - To be convinced by reason, not emotion.
 - Sufficient time to ponder and question complex issues.
 - Occasional exposure to less structured projects to develop his openness to unconventional solutions.
 - To control the pace and deadlines.
 - His own space with little day to day supervision.
 - To be given occasional opportunities to improve his people skills.
 - Respect for his need for reflection and solitude.
 - Respect for his desire to observe activities from a distance, and his preference not to become directly involved in “team” activities.
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Personal Notes

Management

Motivating Rob

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

Rob is motivated by:

- Being encouraged to expose logical inconsistencies.
 - Not having to change activities at short notice.
 - Projects which require analysis of complexity.
 - Rewards for his economy of effort.
 - Being asked to help others to understand the underlying principles.
 - "Systems" related tasks.
 - Working independently.
 - Regular statistical feedback allowing fast analysis.
 - Improvements in design, quality and functionality.
 - Being given every opportunity to "get on with it".
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Personal Notes

Management Style

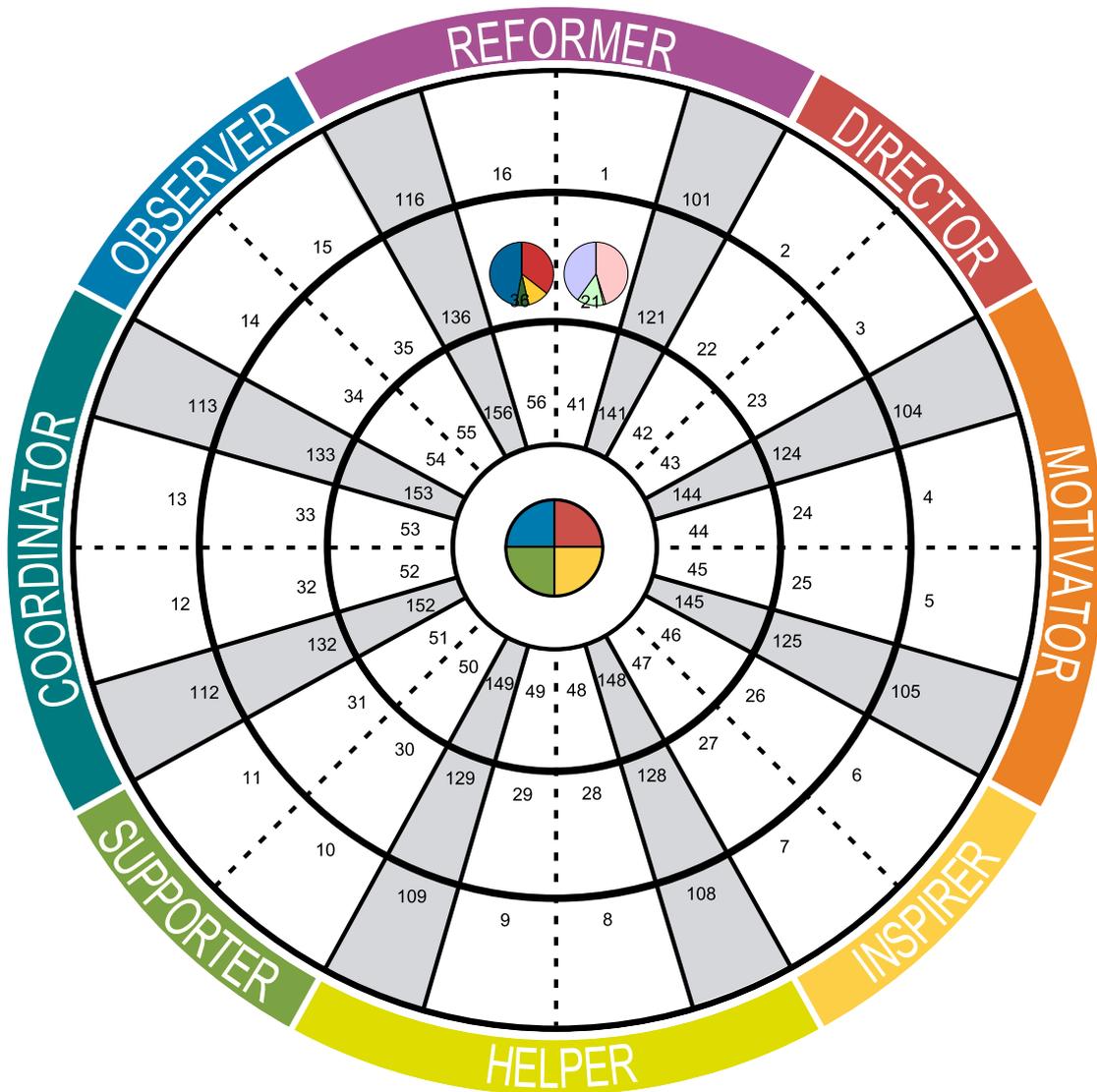
There are many different approaches to management, most of which have different situational applications. This section identifies Rob's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Rob may tend to:

- Be frustrated with those less gifted than himself.
 - Appear unruffled despite the enormity of the task.
 - Avoid social chit-chat.
 - Become irritated with lack of organisation, preparation or perfection.
 - Set extremely high performance standards for self and others.
 - Insist upon attention to detail.
 - Get involved in the detail.
 - Search for accuracy or perfection, at times appearing overly critical.
 - Be demanding of accuracy, logic and focus.
 - Appreciate time to share the wealth of information or knowledge in which he specialises.
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Personal Notes

The Insights Discovery® 72 Type Wheel

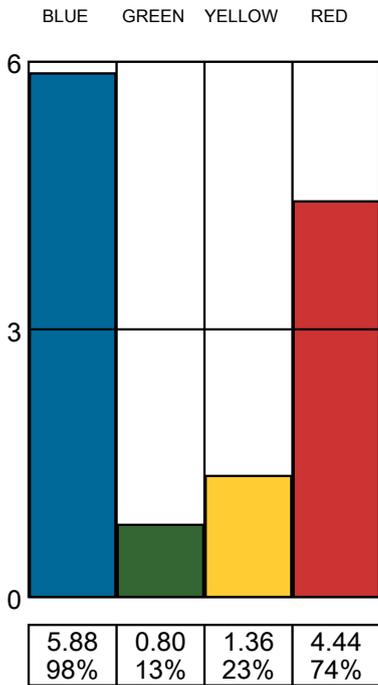


Conscious Wheel Position
 36: Observing Reformer (Classic)

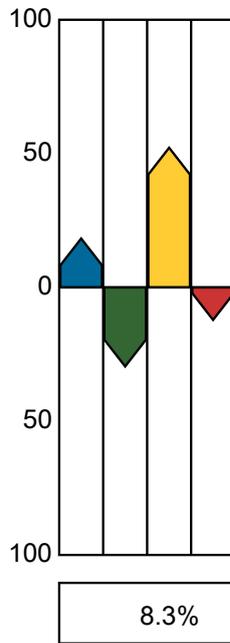
Less Conscious Wheel Position
 21: Directing Reformer (Classic)

The Insights Discovery® Colour Dynamics

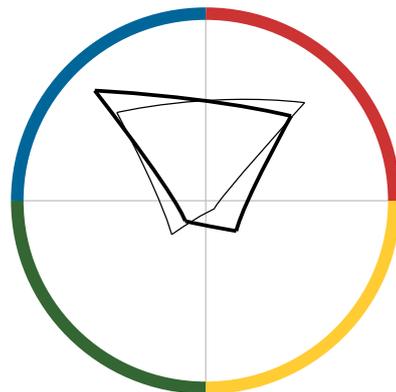
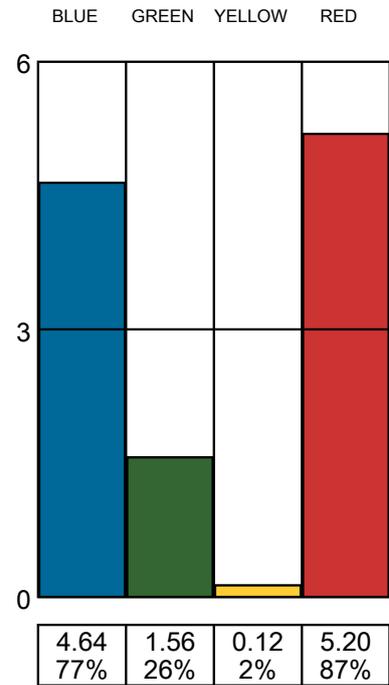
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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