



Discovery[®]

Personal Profile

Michelle Spirit

27 November 2019

Foundation Chapter
Management Chapter

Personal Details

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Date Completed: 27 November 2019

Date Printed: 12 March 2020

Referral Code: M/RS/TCW/MSPIRIT

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Introduction

This Insights Discovery profile is based on Michelle Spirit's responses to the Insights Preference Evaluator which was completed on 27 November 2019.

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

Personal Style

Michelle is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. She relies on what she can hear, see and know from first hand experience. She is at her best in work that involves people and task, where co-operation can be achieved through goodwill. She is a good listener, with an ability to talk well when appropriate. Although her feelings are deep they can change quickly with her mood.

As she values her integrity, she can be determined to the point of being stubborn about issues that are important to her. Her social gatherings are frequent and worth attending, particularly when they mark important events. She is aware of and involved in her physical environment and likes to be active and productive. Michelle is a natural trainer, facilitator, educator and counsellor. Traditions are important to Michelle and are carefully remembered and observed.

Practical and repetitive mundane work does little to satisfy her as she needs to make a personal contribution. She can be a rather gentle, compassionate person, but may be prone to stubbornness at times. She can work alone without supervision but may not always be motivated to follow through on projects. It is when she is committed to an objective or an ideal that may be undergoing change that her stubbornness emerges and she can become rigid and much more demanding of self and others. One of Michelle's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes.

She will not seek to make others feel guilty for not responding as she would like. Underlying her characteristic tolerance is a natural curiosity. She finds the diversity of the world immensely appealing. Theoretical work holds little interest for her and she needs to feel she is doing something rather than just thinking about it. Michelle should try to stand back occasionally and look at herself and at her work more objectively. Her work has to contribute to things that matter to her and she tends toward perfectionism only when she cares deeply enough.

Psychology, counselling and educational interests may hold great appeal to her as part of her business role. She is gently forceful in having her ideas applied where it matters to her. She is loyal, supportive, idealistic and creative. Michelle is sympathetic, empathic and affable. She is proficient at alleviating the concerns of others. She needs to take care to be aware of what is happening around her in practical terms and speak out more assertively for issues she believes in.

Interacting with Others

Aware of the needs of those around her and sympathetic to those in trouble, Michelle brings harmony into the workplace. Epitomising common sense and friendliness, she can be gently persuasive and a major asset to most positions where customer service is involved. She is an individualistic and independent person, though this may not always be readily apparent due to her desire to maintain warm and harmonious relationships with others. She is socially interactive,

while preferring to view the world realistically and tangibly. She may modify her feelings to suit the needs of others. She may even adapt to the point where she suppresses her own needs.

She prefers to be active and working with like minded people. She is not always keen to express how she feels. She tends to value others but may adopt a romantic, idealised version of people and their potential. She might confess to being puzzled by other's perception of her as rigid and intractable. This perception may result from her tendency to always express her opinion of others in a positive way. She prefers to play a supporting role at work in a loyal and conscientious way.

Michelle ensures her own survival in relationships by serving others, and in so doing, fulfils her own needs and deeper desires to be of service. She trusts her own insights into relationships and their true meaning, regardless of accepted or alternative beliefs. In trusting the evidence of what she senses, she does not attribute unseen motives to others. She tends to take people and situations at face value. She has little motivation to lead others through control, but hopes to see everyone living together harmoniously. Michelle values harmony. She is essentially a peace keeper and is very sensitive to others' needs.

Decision Making

Michelle seeks to unite all parties in a controversy and can readily see the validity of alternative points of view. Concern for others' welfare can strongly affect her decisions. Her decisions are influenced by ethical and moral issues. She prefers tasks or projects which allow flexibility of scheduling. She has the ability to use both reflection and consultation in reaching conclusions.

She can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. It is in gaining others' acceptance of her ideas that she provides quality leadership. Michelle is good at easing tense situations, enabling competing or conflicting groups to unite. She is prepared to make decisions through group consensus. One of her challenges is that she may not obtain enough direction or discipline at work, or be sufficiently involved in planning for the future.

Equally comfortable thinking things through or talking them out, Michelle balances these two processes well. Michelle will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. She may have so many ideas on the go that she has difficulty in making up her mind on the best course of action. She is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. Michelle is a good mediator or peace keeper because she can agree while not being fully drawn to any one view.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Michelle's key strengths:

- Senses the needs of the group.
 - Perceptive and empathetic with others.
 - Looks for the good in others.
 - Trustworthiness.
 - Open-minded and tolerant of others.
 - Modest and friendly with those she knows.
 - Looks for the harmony in every situation.
 - Tolerant and giving.
 - Values differences.
 - Sensitive to the needs of others.
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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. Michelle's responses to the Evaluator have suggested these areas as possible weaknesses.

Michelle's possible weaknesses:

- May not finish everything she starts.
 - Feels victimised or targeted.
 - May lower work standards of self and others, because of her strong focus on people issues.
 - Ignores objective evidence which does not support her original perception.
 - Finds it difficult to say “no” if relationships are being threatened.
 - The tendency to bear a grudge against those who do not share her values.
 - Has difficulty in sharing concerns and reservations except with close and trusted peers.
 - Settles snugly into her comfort zone with ease.
 - May not forcefully express her ideas or feelings.
 - Digs in if not convinced of need for change.
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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 Michelle brings, and make the most important items on the list available to other team members.

As a team member, Michelle:

- Is a calming presence in conflict resolution.
 - Encourages the team to honour its commitments.
 - Is loyal and conscientious and will work hard to produce results.
 - Will be loyal to the leader and the cause.
 - Mediates to bring harmony from conflict.
 - Is at home in reflection or interacting.
 - Works equally well one on one or with groups.
 - Sees the success of others as key to her own success.
 - Always seeks to understand the other's viewpoint.
 - Values tradition and stability.
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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 Michelle. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Michelle:

- Take time to listen to her feelings about the reactions of others.
 - Give her advance notice and time to prepare.
 - Provide lots of opportunities for team contact.
 - Maintain a consistent, personal relationship with her.
 - Allow time for her to think of the consequences.
 - Remember and respect her concern for others' welfare.
 - Be spontaneous and harmonious.
 - Mirror her normally calm and even-tempered nature.
 - Provide an environment which allows her to express her thoughts.
 - Listen to her opinions.
 - Check that she is with you as she may be easily distracted from listening attentively.
 - Allow her time to talk it over with those who may be affected.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Create a hostile environment devoid of feelings.
 - Demand change that ignores her personal values and/or beliefs.
 - Adopt an intransigent, judgmental stance.
 - Become too impersonal.
 - Demand an instant reaction.
 - Make critical comparisons in relation to other staff.
 - Be cold, aloof or adopt an autocratic approach.
 - Be brusque, overbearing or harness her to unrealistic deadlines.
 - Smother her efforts to explore alternatives.
 - Focus on her weaknesses or chastise her publicly.
 - Patronise or be paternalistic.
 - Dream with her - unless you can spare the time!
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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.

Michelle's possible Blind Spots:

Michelle may feel pressured to make decisions too quickly, before she has had adequate time to gather all the more obscure facts and consider the fuller implications of her actions. She needs to look beyond the current moment and her pressing interest in the practical world and consider ways of completing tasks with less pressure. 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 tends to ignore her problems instead of finding rational solutions for them and needs to try to keep her eyes and mind open as well as her heart. 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 finds it hard to face conflict and will be tempted to run away from or ignore problems rather than seek the tough solutions. Because of her strong desire for harmony, she can overlook her own needs and ignore real personal problems. She may need to learn how to contain her disappointment in the performance of others by having more realistic people expectations.

Her constant ready socialising can interfere with the job at hand and get her into trouble. Because she is rather easily distracted, she may have difficulty disciplining herself to complete the task at all costs. She responds well to praise, but is easily hurt by negative criticism, which makes her appear over-sensitive to some others. She focuses on emotions to the point that she may fail to see the logical consequences of her actions. She may need to say “No” when too much is being expected of her. Michelle sometimes places too much credibility on the opinions and feelings of those she cares for. During stressful times she can become blinded to the difficulties of the situation.

Personal Notes

Opposite Type

The description in this section is based on Michelle'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:

Michelle's opposite Insights type is the Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

Michelle may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, Michelle may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. Michelle will often see the Reformer as both aloof and argumentative.

Personal Notes

Opposite Type

Communication with Michelle's Opposite Type

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

Michelle Spirit: How you can meet the needs of your Opposite Type:

- Let her decide on the way forward.
- Recognise her “remoteness” is not directed against you.
- Be thorough, organised and on time.
- Use humour in moderation.
- Be ready to leave quickly.
- Ask for her advice.

Michelle Spirit: When dealing with your opposite type DO NOT:

- Waste her time with irrelevancies.
 - Invade her privacy.
 - Ramble or become emotional.
 - Try to control the conversation.
 - Be dull, dour or redundant.
 - Be too light hearted or superficial.
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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 Michelle's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Michelle may benefit from:

- Taking immediate action on all those things she has been putting off.
 - Meeting and mixing with more assertive and energetic people.
 - Saying “no” more frequently.
 - Demanding the same exacting standards of others that she sets herself.
 - Taking a conscious decision to simplify, rather than complicate matters.
 - Saying no first, giving the opportunity to review a decision later.
 - Sticking to the agenda, raising social issues afterwards.
 - Getting going when the going gets tough.
 - Being more open more quickly about what she really feels.
 - Bouncing back, rather than withdrawing when she feels disappointed.
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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 Michelle's ideal environment and her current one and to identify any possible frustrations.

Michelle's Ideal Environment is one in which:

- Informal, low-pressure meetings are the norm.
 - Personal pain and suffering is avoided for everyone.
 - Unity and cohesion prevail.
 - She can have her own work space.
 - She is kept busy on a variety of tasks.
 - There is time for play during work hours, and social bonding outside of work.
 - Her natural creativity is given room to flourish.
 - There is an open plan workplace layout.
 - There is no antagonism or friction.
 - There are clearly defined job descriptions.
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Personal Notes

Management

Managing Michelle

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

Michelle needs:

- Steady, firm, overall guidance.
 - The opportunity of networking during her working day.
 - Autonomy and independence within an agreed framework.
 - Some help in resolving conflict and discipline issues.
 - Sufficient time to ponder and question complex issues.
 - Practical follow-through and a support structure to handle the completion of projects.
 - Opportunities and encouragement to meet and mix with more assertive and openly energetic people.
 - To be given clear direction and know the required standards.
 - To give more weight to facts when making decisions.
 - Sufficient time before expecting comment.
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Personal Notes

Management

Motivating Michelle

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

Michelle is motivated by:

- Being asked for her opinion.
 - Successful completion of major projects.
 - A feeling that things are generally going in the right direction.
 - Investment in equipment for her exclusive use that encourages her sense of worth.
 - Working for a leader and a cause.
 - Having her opinion sought on support services.
 - Recognition and respect for her family's commitment and support.
 - Awareness of her domestic needs when setting business targets.
 - A manager who understands that she has personal goals and values.
 - Colleagues who understand that she kicks herself harder (occasionally too hard), and more often than anybody else when things go wrong.
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Personal Notes

Management Style

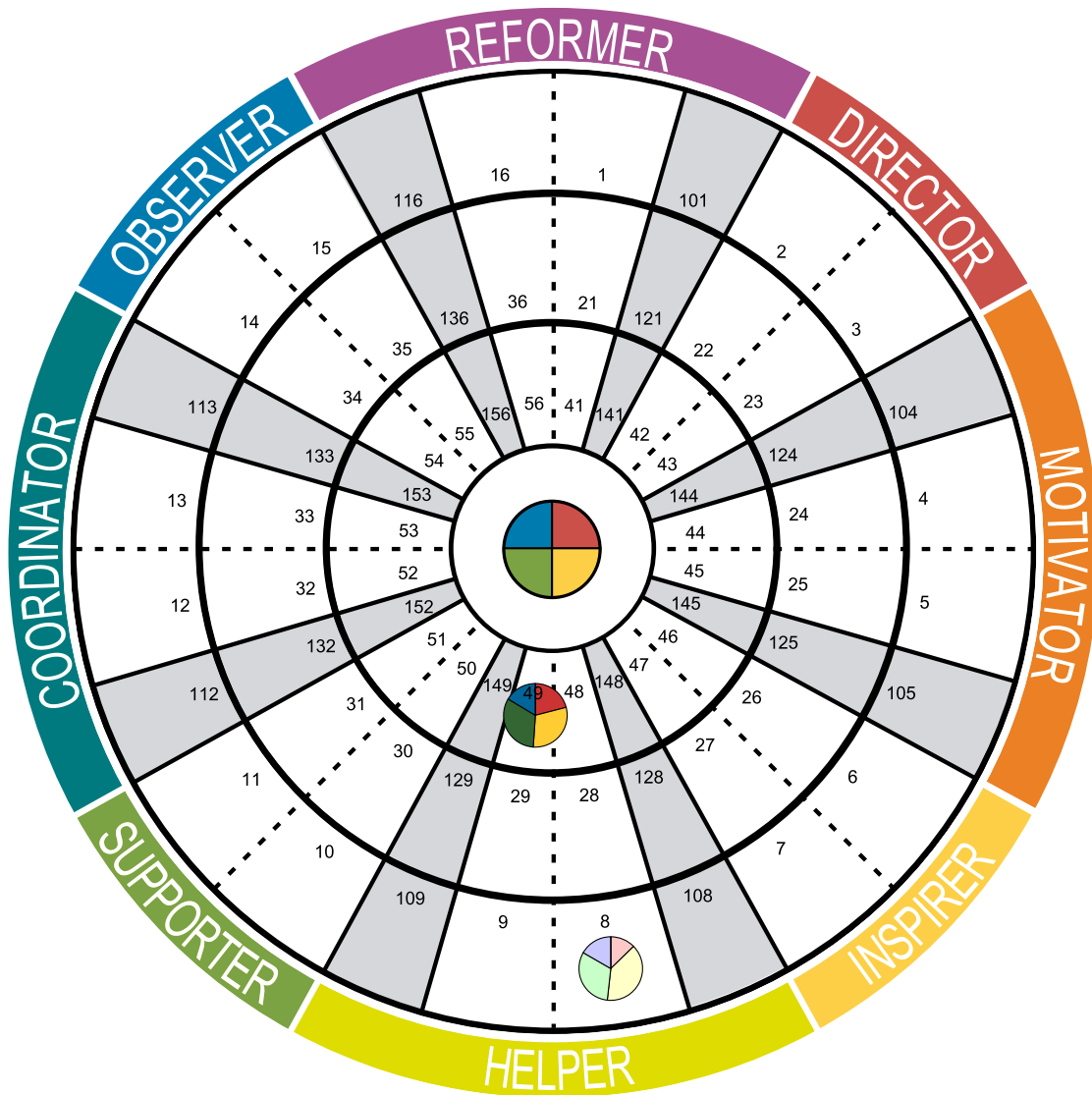
There are many different approaches to management, most of which have different situational applications. This section identifies Michelle's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Michelle may tend to:

- Be too trusting of her people.
 - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
 - Disarm others with her openness and honesty about her own shortcomings.
 - Be a little too generous and understanding when others fail to perform.
 - Lose confidence if she is not regularly encouraged.
 - Find it difficult to deal with disciplinary matters within her team.
 - Procrastinate over disciplinary matters.
 - Delegate tasks, but find it difficult to let go of the reins on extensive projects.
 - Keep her deepest feelings private.
 - Not adhere rigidly to time deadlines or restrictions.
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Personal Notes

The Insights Discovery® 72 Type Wheel

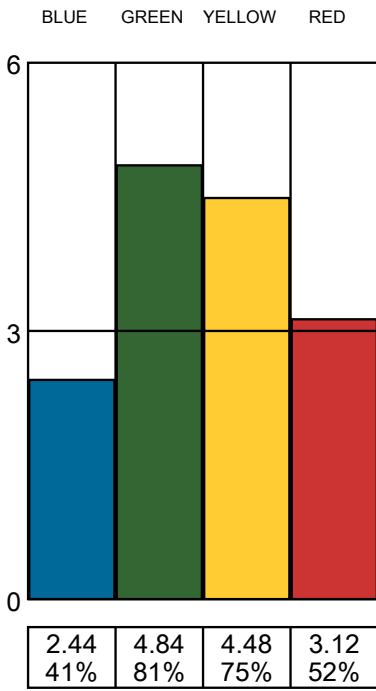


Conscious Wheel Position
 49: Supporting Helper (Accommodating)

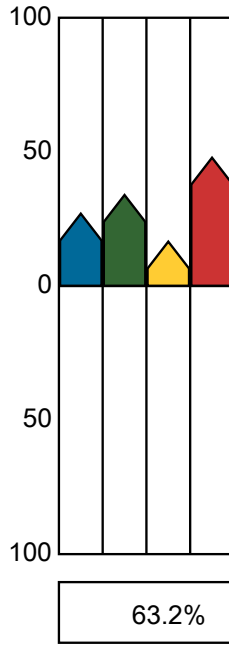
Less Conscious Wheel Position
 8: Inspiring Helper (Focused)

The Insights Discovery® Colour Dynamics

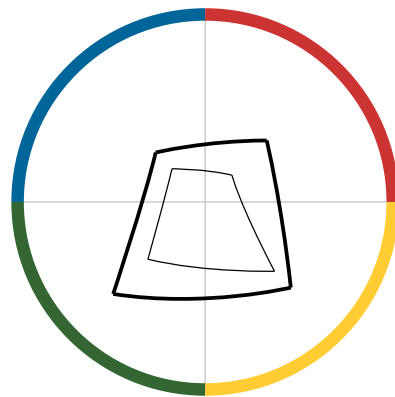
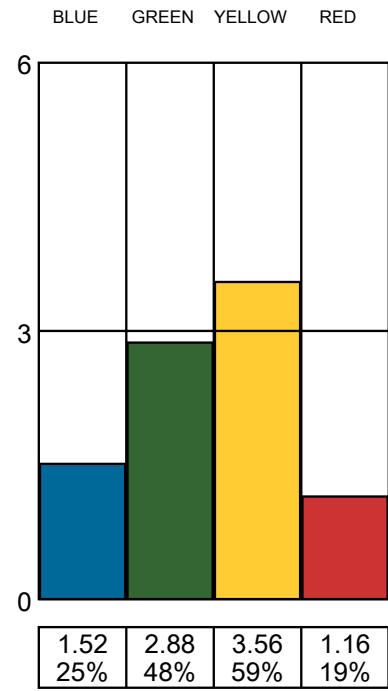
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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