



# Discovery<sup>®</sup>

Personal Profile

Holly Miller

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Foundation Chapter  
Management Chapter

## Personal Details

Holly Miller  
holly@thecolourworks.com

Telephone:

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## Introduction

This Insights Discovery profile is based on Holly Miller's responses to the Insights Preference Evaluator which was completed on 24 February 2021.

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

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### Personal Style

Holly is stimulated by challenges and often shows ingenuity in meeting them. Her obvious charm and enthusiasm tends to make her popular with friends and colleagues alike. Holly is interested both in possibilities beyond what is already obvious and in the ways that these possibilities might affect others. Holly has a real zest for living and enjoys company. As she puts as much energy into maintaining personal relationships than into maintaining tasks, Holly likes to keep a wide assortment of relationships alive and kicking.

Holly enjoys work that provides variety as she is quick and resourceful and can turn her attention to many things. Her original thinking generates a constant stream of ideas. She will take every possible opportunity to generate new relationships or to be with others. At her best in jobs which deal with people and situations that require co-operative working, she dislikes impersonal tasks and work demanding factual accuracy, unless she can be free to include the people factor. She is proficient at alleviating the concerns of others. Her focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines.

She is accomplished at working with individuals and groups and can quickly find herself pushed into a leadership role. Holly is curious for new ideas and insights. Able to cope with a number of projects at once, Holly gets a lot of enjoyment from the social aspects of work. She is prepared to attempt almost anything, but her work needs to be active rather than theoretical. Her energy comes from a variety of new projects and interests. She may show interest in so many different things that she has difficulty focusing on priorities.

She is an imaginative and creative visionary who is a source of inspiration to most. She tends to enjoy the company of like-minded people and may be somewhat less interested in her opposite types, perceiving them as drab, rather predictable and conventional. Her home will be a haven for people to have a good time, and will have mementoes or photographs of people having a good time! She has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate her. She possesses a natural gift for presentation. She is strong on initiative and creativity, but may often be weak on the completion of projects.

She is good at "reading" people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, she may be hurt when a relationship goes wrong. She should take care to include the practical details in her projects and continually try to look at situations from an objective viewpoint rather than just her own perception. She pays scant attention to negative, pessimistic or divisive situations or conclusions. Holly seeks greater fulfilment in her life through the offering of help and service to others. She is inventive, independent and can be extremely perceptive of the potential contained within the views of others.

### Interacting with Others

Placing a high value on her harmonious relationships, it is not surprising that people turn to Holly for encouragement, nurture and support. It is important for her to have personal contact with people in her work. Usually exciting for most of those involved, her activities do tend to leave some others exhausted by the process. She is noted for her innate ability to inspire and encourage others around her and exhibits excellent interpersonal skills. She normally reads people well, continually looking for the good in both the situation and in others.

She directs her attention outwards and is skilled in understanding the needs and motivations of others. Holly is outgoing and makes things more fun for others by her pure and unreserved enjoyment of the moment. She constantly seeks opportunities to talk things through with others. She may harbour a belief that no one really understands her or cares about her. She may become emotional and rather vulnerable in this state. She is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing.

She radiates sympathy and understanding to all by nurturing and supporting. She may become possessive of people in whom she has invested a lot of her emotional energy. She prefers to be active and working with like minded people. Holly has a remarkable ability to get people to follow her lead. Her outgoing nature may lead her to misinterpret the significance of some issues.

### Decision Making

People occasionally see Holly making decisions that appear to fly in the face of logic. Decisions made on the basis of logic alone are not highly valued by her. She has an ability to see the need of the moment and then deal with it. She tends to make choices around her own personal feelings which may be as important to her as more objective data. She is prepared to make decisions through group consensus.

She is a quick decision maker and considers people within the context of the result of the task. She may be perceived by others as a somewhat impulsive decision maker. Others may see her decisions as unrealistic in certain circumstances. She may make decisions without considering all the consequences of her actions. She prefers tasks or projects which allow flexibility of scheduling.

She may choose to change her decisions if it turns out that someone may be adversely affected by them. She may value opinions over facts in considering a possible course of action. Trying to focus more on the facts, not just on the people, can be helpful in her decision making. She will not allow systems and procedure to stand in the way of what she believes is right. She may often make decisions based upon how she feels about a situation, rather than how the situation actually is.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Holly's key strengths:

- Displays high levels of energy.
  - Imagination and possibility form the basis of her creativity.
  - Excellent communication and presentation skills.
  - Easy going and fun approach to most things.
  - High ego strengths.
  - Will try anything at least once.
  - Adaptive and versatile people skills.
  - Sees innovation as a necessity.
  - Infectious enthusiasm.
  - Sees the positive in every situation.
- 

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

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#### Holly's possible weaknesses:

- May hold grudges and tell you about them!
  - Over optimistic about the abilities of others.
  - Her need for variety may leave some tasks incomplete.
  - May not finish everything she starts.
  - May prepare inadequately or poorly.
  - Dislikes and avoids routine tasks.
  - May miss others' reactions to her actions.
  - Dislikes work of a highly detailed or factual nature.
  - Prefers flexibility, which sometimes prevents her commitment to any one action.
  - Her outwardly directed energy can be overpowering to some.
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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 Holly brings, and make the most important items on the list available to other team members.

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### As a team member, Holly:

- Maintains positive forward momentum.
  - Bolsters and promotes team spirit.
  - Is seen as a positive team player.
  - Boosts self-esteem in others.
  - Takes on and shares ideas.
  - Is loyal and conscientious and will work hard to produce results.
  - Provides life and a spirit of adventure to the team.
  - Is innovative and imaginative.
  - Maintains and generates high team aspirations.
  - Is the life and soul of the group - often “centre stage”.
- 

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

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#### Strategies for communicating with Holly:

- Be prepared to share problems openly.
  - Acknowledge her talent for leadership.
  - Share in and promote her ideas and visions.
  - Be enthusiastic and positive.
  - Provide for both flexibility and structure within the meeting.
  - Agree exactly what needs to be done.
  - Show concern for her opinions and be willing to discuss personal matters.
  - Be aware of her becoming defensive by watching her body gestures.
  - Use warm gestures and expressive body language.
  - Support her need for new ideas, material and challenges.
  - Be clear on completion details.
  - Indulge in speculation and offer opinions readily.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Holly. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Holly, DO NOT:

- Be addicted to rules and procedures.
  - Limit her range or scope of activity.
  - Overload her with facts, details and paperwork.
  - Involve her in formal, lengthy or tedious meetings.
  - Judge, criticise or embarrass her in public.
  - Be dismissive of her feelings and emotions.
  - Impose final judgements on her views and opinions.
  - Dampen her enthusiastic energy with negative inputs.
  - Dream with her - unless you can spare the time!
  - Emphasise established processes.
  - Be mundane, boring or dismissive.
  - Assume that her sunny disposition means that she agrees with everything you say.
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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.

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### Holly's possible Blind Spots:

While appreciative of good work, critical glances may reveal Holly's impatience with errors or poorer quality output. It is difficult to know what to expect from her next. She would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on her own. Often after she has enjoyed an initial experience, if necessary backup to attain the anticipated outcome is not forthcoming, she blocks the experience from her mind and moves on.

Tending to take on too much at one time she can find herself overloaded and unable to keep her commitments. Her active life keeps her so busy that sometimes she fails to plan ahead. She responds well to praise, but is easily hurt by negative criticism, which makes her appear over-sensitive to some others. Highly vulnerable to idealising relationships, she tends to overlook facts that contradict what she wants to believe. She should be careful not to leap too quickly without considering the consequences, making sure that she completes the tasks she is responsible for before turning to more enjoyable matters.

By applying some objectivity and even scepticism to her analysis, she might become a better judge of others. Occasionally Holly may miss opportunities through a lack of awareness of the need to conclude the planning detail. Holly's responses in defence of people can be illogical to the point that she appears irrational. She may neglect essential preparation as she moves quickly in her zeal to take on something new. Because of her strong desire for harmony, she can overlook her own needs and ignore real personal problems.

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### Personal Notes

## Opposite Type

The description in this section is based on Holly'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.

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### Recognising your Opposite Type:

Holly'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. Holly 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 Holly 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. Holly may find herself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Holly would wish.

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### Personal Notes

## Opposite Type

### Communication with Holly's Opposite Type

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

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#### Holly Miller: How you can meet the needs of your Opposite Type:

- Allow her to explain the logic behind her views.
- Present only solid and reliable facts.
- Say what you mean and mean what you say.
- Be honest, moderately paced, straightforward and open with her.
- Consider reconvening the meeting after she has had a chance to think about the issues.
- Ask for facts.

#### Holly Miller: When dealing with your opposite type DO NOT:

- Argue emotionally around her specialist areas.
  - Stand or sit too close to her.
  - Impose your opinion against her better judgement.
  - Be too informal or waste time on social trivia.
  - Be too light hearted or superficial.
  - Jump in head first or too quickly.
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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 Holly's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Holly may benefit from:

- Making sure she has the time to meet her agreed commitments.
  - A weeks private meditation - alone.
  - Slowing down and thinking things through.
  - Reaching decisions only after weighing up all the alternatives.
  - Constructing orderly situations which then go exactly as planned.
  - Having things well thought out in advance.
  - Trying to finish one thing completely before moving to the next.
  - Being less indiscreet and more formal.
  - Finishing and reflecting on each book she reads before starting a new one.
  - Not expecting others to always share her optimistic stance.
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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 Holly's ideal environment and her current one and to identify any possible frustrations.

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Holly's Ideal Environment is one in which:

- New products and strategies can be implemented regularly.
  - The emphasis is on informality and tapping in to inner creativity.
  - There is an open plan workplace layout.
  - Opportunity is provided for social contact.
  - Regular feedback and encouragement is given.
  - Her natural creativity is given room to flourish.
  - Presentation aids are of the highest standards - colour, image and sound.
  - There is little distinction between work and play.
  - There are like-minded colleagues to provide invention, enthusiasm and fun.
  - She has opportunities to reinforce one-to-one relationships.
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### Personal Notes

## Management

### Managing Holly

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

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#### Holly needs:

- Overall guidance that is steady and firm.
  - Constant and active engagement.
  - To understand systems and cultures if she is to avoid upsetting others.
  - The opportunity of networking during her working day.
  - Established support systems and procedures.
  - To be able to come and go as she pleases.
  - Freedom from controls, supervision and details.
  - To be brought down to earth every now and again.
  - Occasional performance reviews and a sharp shock to maintain her focus.
  - To understand the need for time-management disciplines.
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#### Personal Notes

## Management

### Motivating Holly

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

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#### Holly is motivated by:

- Challenging and changing the “status quo”.
  - Regular breaks from routine.
  - Being made to feel “one of us”.
  - New principles and imaginative concepts.
  - Freedom from constraints and supervision.
  - Change, variety and new projects.
  - Status symbols that represent success.
  - People who express flair, talent and creativity.
  - Financial incentives, with bells and whistles!
  - The availability of support staff to assist with some of the “paperwork”.
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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 Holly's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

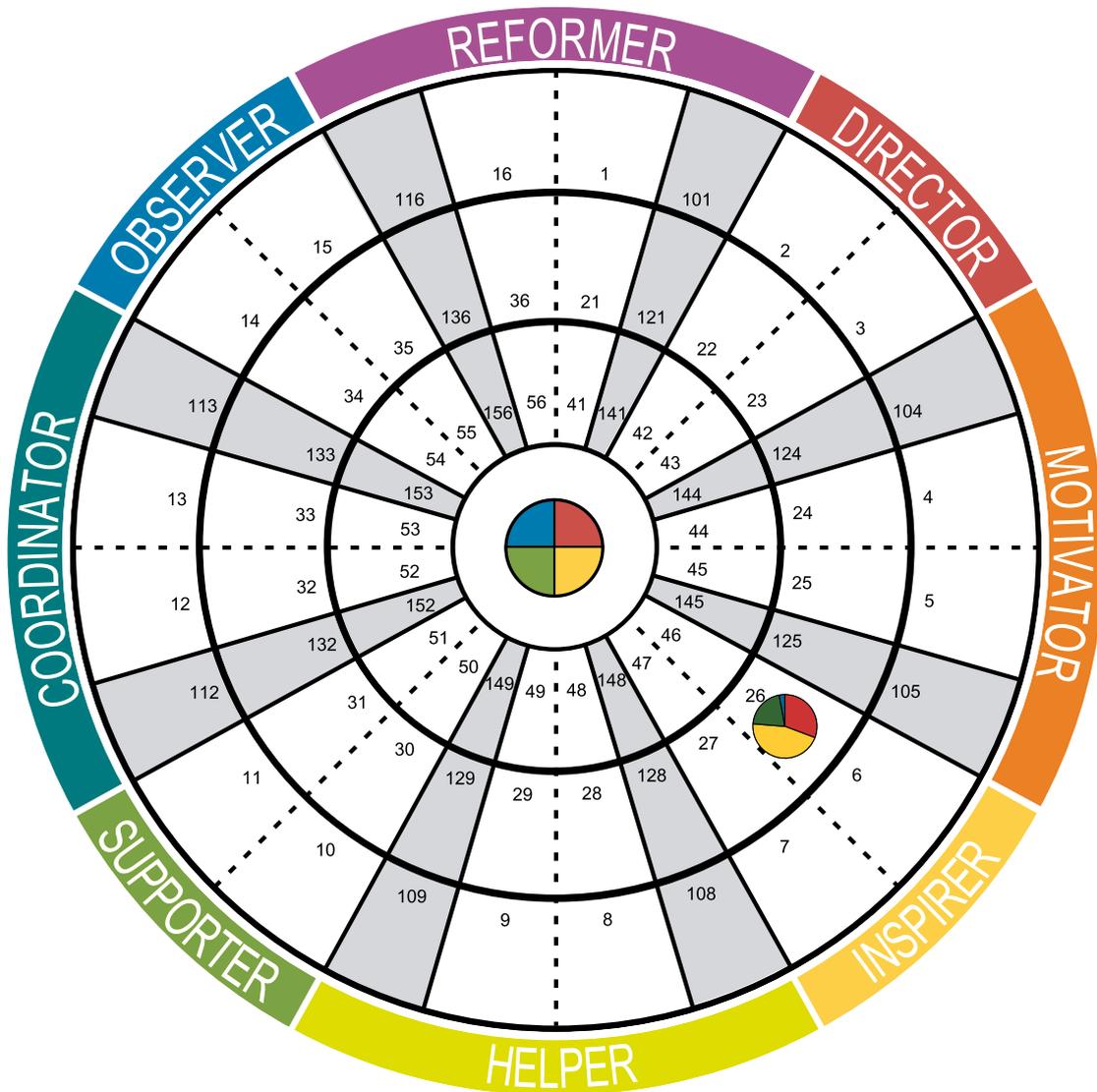
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In managing others, Holly may tend to:

- Find it difficult to deal with disciplinary matters within her team.
  - Become distracted by peripheral events, losing sight of the key objectives and outcomes.
  - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
  - Worry about having to depend on people whose main interest lies in the detail.
  - Provide “life force” and energy to the team.
  - Surround herself with like-minded, open, enthusiastic people.
  - Overvalue some of her personal relationships.
  - Be optimistic and sometimes over-confident of the abilities of her staff to perform effectively.
  - Welcome free expression within the team.
  - Keep rules and regulations to the minimum.
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## Personal Notes

# The Insights Discovery® 72 Type Wheel

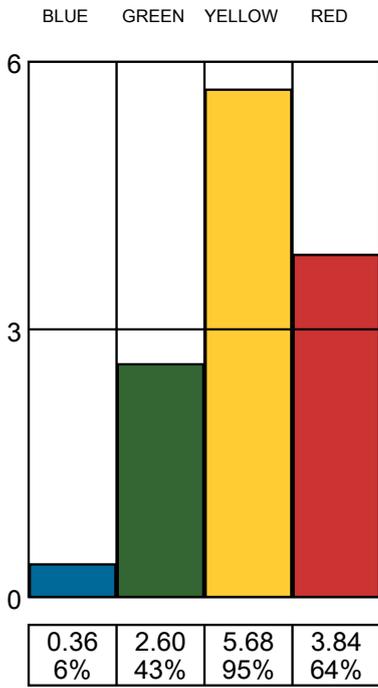


**Conscious Wheel Position**  
26: Motivating Inspirer (Classic)

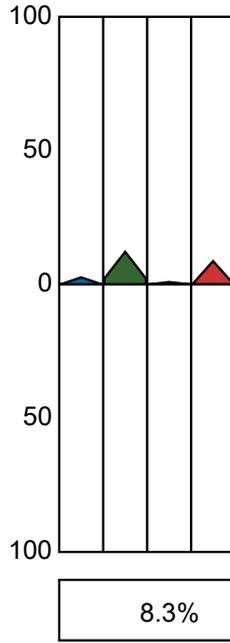
**Less Conscious Wheel Position**  
26: Motivating Inspirer (Classic)

# The Insights Discovery® Colour Dynamics

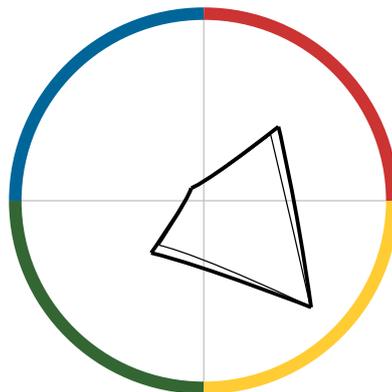
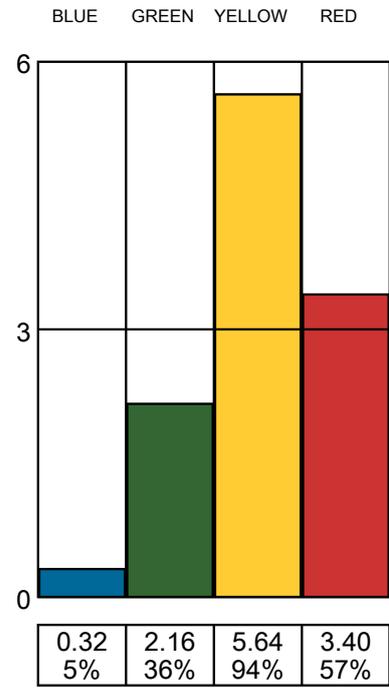
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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GLOBAL HEADQUARTERS PROFILE: D\_PR\_RETENTION  
Insights Learning & Development  
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.  
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051  
EMAIL: [insights@insights.com](mailto:insights@insights.com) WEB: [www.insights.com](http://www.insights.com)