



Discovery[®]

Personal Profile

Matthew Cook

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Matthew Cook's responses to the Insights Preference Evaluator which was completed on 26 May 2023.

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

Personal Style

Enjoying theoretical, complex and global concepts, Matthew is a strategic thinker who can clearly see the benefits and flaws of most situations. He is highly independent and can live and work quite contentedly in modest surroundings. The process of analysis is often more challenging to him of itself than actually doing what needs to be done. He tries to use logical principles to make sense of the ideas that constantly arise in his mind. Matthew's nature is to observe quietly and he appears to be collecting data on everything. However, when an emergency occurs, he can move swiftly to the root of the problem to deal with it expeditiously.

Although objective, he may be more interested in finding creative solutions to problems than in seeing those solutions become reality. His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress. Matthew is analytical, impersonal and interested in underlying principles. He has a creative mind which can be used to bring forward thinking and originality to processes and projects. His desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing him by.

Because he relies heavily on logical analysis, he can overlook what matters to others. He is usually neat, tidy and orderly, both at work and at home. His aim is to fit all the pieces of the jigsaw together into a complete picture, but for Matthew the jigsaw keeps expanding with the discovery of every new piece. His perception of the world is a conceptual and abstract one, but one with endless possibilities. When pressured, he will be seen as critical, precise and sceptical.

Although quiet and reserved, he can articulate well on a subject to which he is devoted. He values the development of his intellectual awareness and the opportunity to learn, improve and grow. Matthew is interested in seeing possibilities beyond what is currently known, accepted or obvious. He sometimes feels less than adequate when he thinks of the effort of living up to his own high standards of perfection. Highly independent, Matthew enjoys speculative and imaginative activities and work.

He can be a great “designer” of systems, which he prefers to leave to others to build. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him. Matthew is painstakingly accurate and methodical, with great powers of concentration. Matthew likes to develop models for improving the way to solve difficult problems. He may need assistance in tapping into his creativity and to bring projects to completion.

Interacting with Others

Matthew can be a diplomatic negotiator, prepared to try unconventional approaches. He is usually able to persuade other people to give their input. Sometimes his introverted analytical preferences may prevent him from expressing outwardly what is really going on inside his head. He is often inwardly absorbed in his current analysis or problem solving and is inclined towards reticence. Most people have limited understanding of his complex, adaptable and creative mind.

His continual attention to inner thoughts in part explains his apparent disinterest with external events.

Matthew prefers to organise concepts, knowledge and ideas rather than people or situations. He is mild mannered, with the decisiveness of his thinking usually revealed in intellectual matters. He avoids interactions that will make him highly visible to others or where he has to perform or compete for attention. He may feel under strain if he is unclear about what is expected of him or if duties at work are subject to change at short notice. 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. Disliking incoherence and valuing intelligence, he can be frustrated and impatient by those less gifted than himself.

He does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism he can offer. He is outstanding at establishing and implementing orderly procedures, rules and regulations, and may show impatience with those who don't carry out their designated tasks or work by the rules. He should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible. If he is given time to organise his thoughts by a sympathetic and understanding chairperson, he can state his views with clarity and to everyone's benefit. He may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost "underdog" causes.

Decision Making

Matthew is self-reliant and is not frightened to take "the path of maximum resistance" in his efforts to produce the best results. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. Using past experiences to help him solve current problems and get things done is one of his strong points. He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue.

He tends to make sound future decisions only after deeper reflection. Matthew thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. His decision making is based on prior reflective, contemplative thought. His quiet demeanour often allows him to get agreement to his alternative solutions. He is not usually prepared to commit to high risk decisions.

He views life as an intellectual challenge and needs to think things through before deciding. He may lack patience with others who are less focused on the job in hand. Matthew's quizzical and probing nature may create solutions which open up fresh processes. What may seem like instinctive action exhibited by Matthew is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. Every project presents itself as a mental challenge and he reflects on every stage of decision making.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Matthew's key strengths:

- Will find ways to work more effectively.
 - Honours his commitments.
 - Painstaking, conscientious, industrious and dependable.
 - Rapid reasoning.
 - Responsible, methodical and works well with figures and procedures.
 - Encourages structure and order.
 - Values truth and high ideals.
 - Trustworthiness.
 - Disciplined and precise.
 - Realistic and systematic.
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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. Matthew’s responses to the Evaluator have suggested these areas as possible weaknesses.

Matthew's possible weaknesses:

- His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - Emphasis on “correctness” can delay implementation.
 - May have to work at being more action orientated.
 - Sometimes stifles innovation in others.
 - Occasionally his criticism may de-motivate others.
 - Sensitive to criticism of his work.
 - Tends to be drawn into “splitting hairs”.
 - All work and no play.
 - Tendency not to act until all the facts are available.
 - His search for accuracy could jeopardise deadlines.
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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 Matthew brings, and make the most important items on the list available to other team members.

As a team member, Matthew:

- Commits to realistic goals.
 - Ensures correct procedures are followed.
 - Enjoys intellectual stimulus.
 - Will not allow others' failings to prevent the team's success overall.
 - Ensures accurate outcomes with his cautious style.
 - Maintains team's focus on objectives.
 - Defends the truth and is not frightened to fight for it.
 - Ensures the focus is realistic.
 - Encourages down to earth realism.
 - Helps avoid mistakes.
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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 Matthew. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Matthew:

- Go prepared to get straight down to business.
 - Speak slowly and sincerely.
 - Stick to business at all times.
 - Give him all the facts.
 - Be modest and polite.
 - Allow him time to consider all the information.
 - Use “should” rather than “must”.
 - Give him time to express himself.
 - Ask what he thinks, not how he feels.
 - Back up your assertions with reasons and data.
 - Use logical and rational questions and arguments.
 - Keep the conversation impersonal.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Be too informal or waste time on social trivia.
 - Be vague or rush him.
 - Get too excited or emotional.
 - Invade his privacy.
 - Set tight deadlines or force him to make an immediate decision.
 - Reinforce his own self criticism.
 - Be over-humorous in a serious situation.
 - Take adversity light-heartedly.
 - Dismiss his work, ideas or opinions lightly.
 - Force him to take a positive stance on an issue without time for thought.
 - Argue or personalise the conversation.
 - Indulge in your own flights of fancy.
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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.

Matthew's possible Blind Spots:

When he makes the effort to adopt a more accepting approach to life and his dealings with others, Matthew will achieve greater acceptance of his innovations. He has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. A potential failing for him may be that he may not gain sufficient intimate experience of the world.

Adopting a low profile is not always in his best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance he may project at times. When under extreme pressure, Matthew may choose to withdraw, but only to prepare for the next battle within his own fortress. He is a private person who keeps an emotional distance from others and a physical distance when communicating. His desire for correctness tends to perfection. Seeking the input and suggestions of others may help him recognise an impractical idea earlier and help him make improvements.

Matthew would sometimes benefit from finding out what matters emotionally to others. Matthew may reflect longer than is necessary before undertaking or beginning a project. He is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make him appear rather distant at times. He draws conclusions based on factual analysis, which he likes to organise. He may be less inclined to organise people or situations unless this is an essential part of his role. As he can be seen as somewhat cold and uncaring, he needs to become more aware of his own feelings as well as more considerate of the thoughts and feelings of others.

Personal Notes

Opposite Type

The description in this section is based on Matthew'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:

Matthew's opposite Insights type is the Inspirer, Jung's "Extraverted Feeling" type.

Inspirers are outgoing and enthusiastic, seeking favourable social environments where they can develop and maintain contacts. Verbally effusive, they are good at promoting their own ideas. They can create enthusiasm in others for their cause. They have a wide network of acquaintances and relationships.

Matthew will notice that the Inspirer tends to misjudge the abilities of self and others. Inspirers often leap to favourable conclusions without all of the information. To Matthew they may appear inconsistent. Inspirers find controlling and planning their time difficult. The Inspirer is a smooth talking persuader and may appear indifferent to people, such as Matthew, who appear to be not such "extraverted achievers" as themselves. However, Inspirers sometimes take conflict or rejection personally and bitterly.

Many Inspirers are convinced that they are naturally superior and may come across to Matthew as somewhat boastful. They will prefer communicating orally rather than through the written word and may dislike and avoid tasks that require attention to detail or heavy paperwork. Matthew may perceive Inspirers as shallow or superficial, due to their glib way with words.

Personal Notes

Opposite Type

Communication with Matthew's Opposite Type

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

Matthew Cook: How you can meet the needs of your Opposite Type:

- Always seek his willing co-operation.
- Allow and bolster his feeling of self esteem.
- Keep the conversation lively.
- Be alive and entertaining.
- Avoid unnecessary distractions - keep to the point.
- Provide opportunities for socialising.

Matthew Cook: When dealing with your opposite type DO NOT:

- Forget to recognise him personally in a job well done.
 - Show disregard for his feelings by your words or actions.
 - Emphasise established processes.
 - Appear slow, sluggish or too formal.
 - Over-delegate “key” responsibilities, deadlines and general tasks.
 - Be dismissive of his feelings and emotions.
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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 Matthew's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Matthew may benefit from:

- Resisting the urge to introduce long-winded, complex solutions to straightforward issues.
 - Giving a higher priority to fun and spontaneity.
 - Responding spontaneously and dramatically.
 - Asking each person on the team how they feel today.
 - Trusting his feelings more.
 - A slightly less critical disposition.
 - Knowing and caring about how other people feel on an issue.
 - Asking himself "what is the worst thing that can happen?" then being prepared to accept it should it occur.
 - Taking more things at face value.
 - Actively seeking out new experiences and people.
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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 Matthew's ideal environment and his current one and to identify any possible frustrations.

Matthew's Ideal Environment is one in which:

- He can communicate selectively with those who are close to him.
 - There is respect for his orderly and tidy processes.
 - There's a place for everything and everything is in its place.
 - There is time for reflection and meditation.
 - He can indulge in gathering all the information he wants.
 - A comprehensive welfare policy is provided.
 - There is little competition between peers, which Matthew perceives as destructive to good team spirit.
 - He is intellectually challenged and stretched.
 - People around him are organised and consistent.
 - He is encouraged to express views and opinions.
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Personal Notes

Management

Managing Matthew

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

Matthew needs:

- Not to be expected to deal with emotionally charged people.
 - Avoidance of lengthy, wordy meetings.
 - Encouragement to use his imagination more.
 - Encouragement to trust his manager and “open up”.
 - Colleagues who value his quiet, reflective approach.
 - Assignment to projects where logical thinking is required.
 - To be part of a merit-based reward system.
 - Occasional exposure to less structured projects to develop his openness to unconventional solutions.
 - Technically challenging projects.
 - Help with monitoring his agreed deadlines.
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Personal Notes

Management

Motivating Matthew

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

Matthew is motivated by:

- Being asked to help others to understand the underlying principles.
 - Being free to subscribe to the technical journals of his choice.
 - Having access to all the information he needs.
 - Being reassured that he will be allowed to keep technically up to date.
 - Being technically stretched.
 - Rewards for quality, not quantity.
 - Seeing fair play in reward systems.
 - Having access to data and verifiable evidence.
 - Being allowed to do “detective” work.
 - Being given projects with more flexible schedules.
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Personal Notes

Management Style

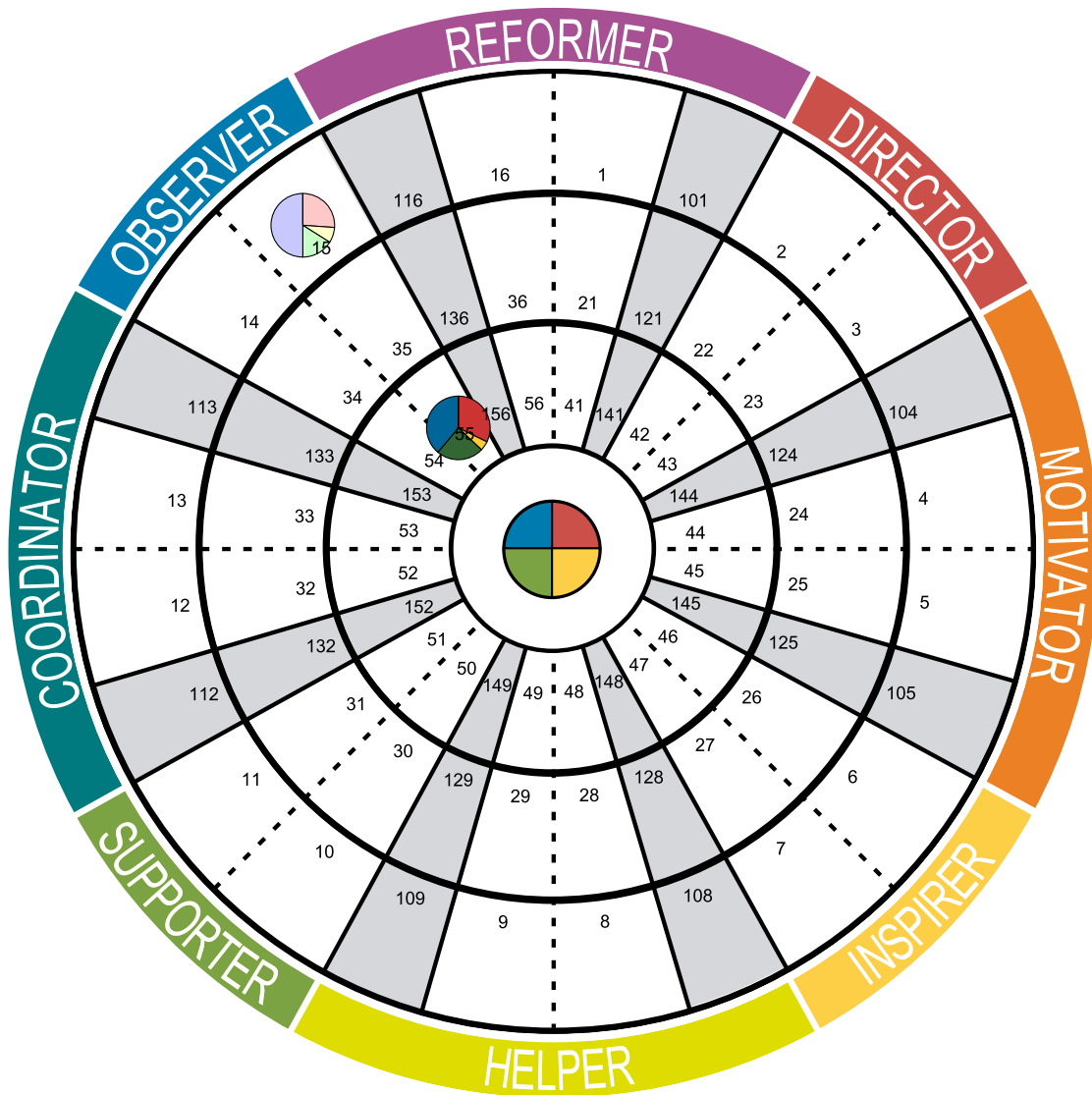
There are many different approaches to management, most of which have different situational applications. This section identifies Matthew's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Matthew may tend to:

- Seek to challenge what he perceives as illogical.
 - Encourage others to sacrifice deadlines for quality.
 - Keep too many things close to his chest, making others wonder about the true agenda.
 - Avoid social chit-chat.
 - Search for accuracy or perfection, at times appearing overly critical.
 - Be attached to rules and procedures for their own sake.
 - Focus more on internalised values, at times failing to take account of the views of others.
 - Be uncomfortable in emotionally charged discussion.
 - Over regulate processes.
 - Come up with ideas which save everybody time and effort.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

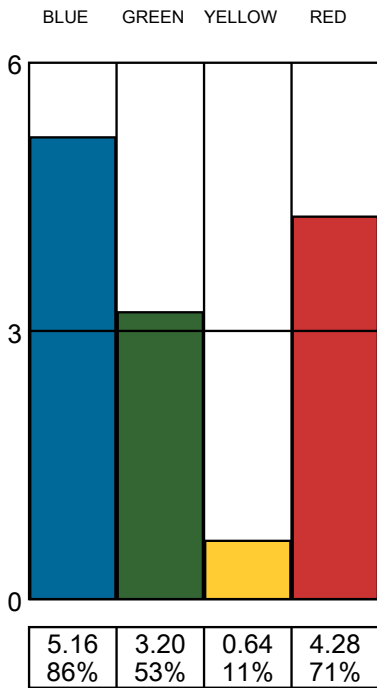
55: Reforming Observer (Accommodating)

Less Conscious Wheel Position

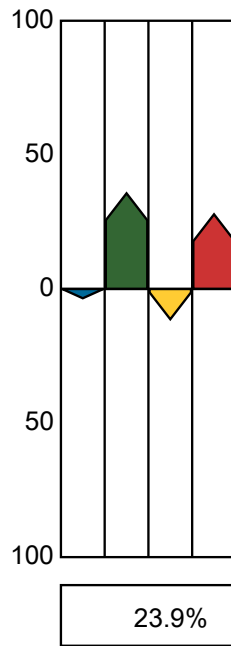
15: Reforming Observer (Focused)

The Insights Discovery® Colour Dynamics

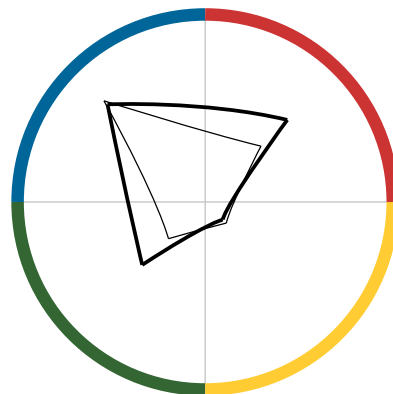
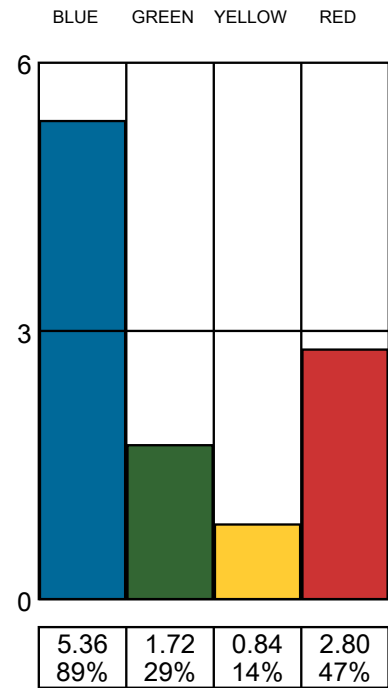
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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