



Discovery[®]

Personal Profile

Andrew Dowling

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Andrew Dowling's responses to the Insights Preference Evaluator which was completed on 27 February 2020.

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

Personal Style

Andrew natural intuition, fed by a drive to discover, brings with it the readiness to work long and hard in the pursuit of an ongoing dream. He will invariably have more to show for his efforts when he follows through to completion the necessary but tedious parts of a project. He likes to make sure that he knows what is going on and tries to make sure that everyone is pulling their weight. He needs excitement and variety or he may lose interest in carrying projects through to completion. Routine work and administration is of little interest to him, though unexplored and unexpected elements of a job often aren't considered work at all.

He usually has a theory that will explain everything. He may not necessarily prefer innovative solutions over established ones but is adept at seeing situations from an unusual perspective. In the event of unexpected or unanticipated failure, he may seek to turn it into something positive. He dislikes failure deeply. He values his inspiration above all else and constantly strives to turn his original ideas into his reality - a reality which may not seem as real for others. When he becomes charged with a mission to fulfil, once that possibility is recognised, he needs to consider the details and possible options before proceeding. Andrew is a resourceful, action-oriented person who lives for the future by making every moment count.

Writing important facts or steps down on paper helps him keep from getting side-tracked, but he may lack the discipline necessary to do this well. He appears to thrive on a wide variety of tasks focusing on a motivating or promoting role. He has a strong ego and achieving significance in life is important to him. He is less suited to work that ties him down to routine details. He finds it hard to concentrate for long periods on this kind of work, becoming bored and frustrated. He will lose interest quickly and lack the self-discipline necessary to complete what he has started unless the project can continue to excite his vision.

He can find it hard to concentrate on the small details and he may get bored with projects quickly. Hard work, busy schedules and merit-based remuneration are hallmarks of the way Andrew prefers to work. His weaker points may include poor listening and lack of attention to detail. He may in reality be less competent at a specific task than his confident style indicates. He is a natural manager and finds himself in command through his ability to plan and keep both long and short-term objectives clearly in mind.

With his keen analytical abilities and good strategic thinking, Andrew can almost always find the rationale for the things that he wants to do. He tends to enjoy the company of like-minded people and may be somewhat less interested in his opposite types, perceiving them as drab, rather predictable and conventional. Personal prestige is important to him and he appears as a natural, if somewhat disorganised person with a tenacious drive towards future possibilities. He prefers to improvise on the spot and get started right away, instead of preparing and planning ahead. He has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate him. He possesses a natural gift for presentation.

Interacting with Others

Andrew enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. He has a tendency to blame other people for difficulties he encounters and may sometimes dismiss others' opinions as of relatively little or no value. He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills. He may sometimes experience a loss of enthusiasm and energy and also may become uncharacteristically pensive under stress. Andrew has a remarkable ability to get people to follow his lead.

Andrew's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. Usually verbal and persuasive, he will seek or wish to withdraw quickly from confrontation unless provoked to the extreme, when he may go "off the deep end" verbally. He may need to slow down to consider the feelings of people he is involved with and regularly listen to, and accept, other people's opposing points of view. A creative thinker, Andrew is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting conversational style. He needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues.

He may become rebellious or sulk if people try to railroad him or interfere in his plans. He will introduce colleagues to all sorts of possibilities which challenge convention, but which may appear to many as completely impractical. Errors made by others may upset him and cause him to react loudly and vociferously. Visualising future programmes or outcomes that seem impossible now, he may well see them come to fruition months or even years later. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour.

Decision Making

Andrew expresses what he thinks are strong, decisive opinions in the hope that unresolved issues and conflicts can be concluded quickly. As an extraverted, future oriented person, he may fear failure but knows how to turn it on its head into something positive, if the event occurs. He likes to convert everything into possibilities, ideas, plans and schemes and his initiative and imagination leads him to start many new projects which he may not always complete. He is more interested in the future consequences of his actions than in the present condition of people or projects. He may have so many ideas on the go that he has difficulty in making up his mind on the best course of action.

He is stimulated by difficulties and is most ingenious in solving them. Work that uses his ideas to improve or start a project suits him, but once these ideas get off the ground he prefers someone else to carry on with the details. In his attempts to please others he may make promises he cannot fulfil. Carefully choosing where he will focus his energy may help him avoid wasting his time and considerable talent. Through his intuitive feeling personality, he may have difficulty in limiting himself to a single project and usually prefers to keep many balls in the air.

Internally motivated to achieve, Andrew is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. He may constantly test the limits of a situation and he considers that most rules and regulations are there to be bent, if not broken. Andrew's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. He sees so many possibilities that he sometimes has difficulty selecting the best activity or interest to pursue, or in keeping to the agreed track. His

desire to get things done quickly drives him to implement decisions as soon as they are made rather than first seeking to double check the facts before implementation.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Andrew's key strengths:

- A natural go-getter with great enthusiasm for life.
 - Creative and future orientated visionary.
 - Ingenious thinker with a great ability in long range planning.
 - Conceptual thinker, sees the big picture.
 - Sees innovation as a necessity.
 - Original inventive thinker.
 - Intuitive and optimistic.
 - Skilled at defusing tense situations.
 - Able to see the larger picture.
 - Versatile and adaptable to many situations.
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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. Andrew’s responses to the Evaluator have suggested these areas as possible weaknesses.

Andrew's possible weaknesses:

- Leaps before he looks!
 - Avoids and is easily bored by detail.
 - May ignore the practicalities.
 - Generally impulsive and overlooks important items.
 - Vocally defends his faults when challenged.
 - May not finish everything he starts.
 - Sometimes lacks attention to detail.
 - Should avoid china shops.
 - His confidence can sometimes be interpreted as arrogance.
 - Takes too many unjustified risks.
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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 Andrew brings, and make the most important items on the list available to other team members.

As a team member, Andrew:

- Knows nothing is impossible.
 - Is opportunistic, original, spontaneous and versatile.
 - Demonstrates leadership and involvement.
 - Energises the whole process with an infectious personality.
 - Impacts many and varied ideas.
 - Is a forthright advocate for the team.
 - Likes being in the thick of the action.
 - Shares others visions as a team player.
 - Has foresight and farsight.
 - Prevents apathy with lively presentations.
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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 Andrew. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Andrew:

- Look for signs that say “I’m losing interest”.
 - Encourage him to stick to the agenda.
 - Do not obstruct opportunities for his development.
 - Present an overview of the essence of the important facts.
 - Be enthusiastic and positive.
 - Mirror his fast paced style.
 - Be alert, alive and brief.
 - Don't always expect brief, specific answers.
 - Add to the challenge and opportunity regularly.
 - Recognise both him and his achievements.
 - Keep the conversation lively.
 - Be ready to acclaim his many ideas.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Reduce the pace of a free-flowing conversation.
 - Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
 - Bore him with the routine or details.
 - Limit his range or scope of activity.
 - Let him monopolise the conversation.
 - Keep him in the dark or he will do likewise.
 - Be dull, dour or redundant.
 - Forget to recognise him personally in a job well done.
 - Be vague or leave things open to interpretation.
 - Say “any time will do”.
 - Impose a “can't be done” or defeatist attitude on him.
 - Challenge his authority “head on”.
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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.

Andrew's possible Blind Spots:

Occasionally Andrew may miss opportunities through a lack of awareness of the need to conclude the planning detail. He should try to slow down the pace when interacting with others on a time bounded project. He may not appreciate how loud he can appear to some others. The desire to remain open and responsive to new challenges can make him appear rather erratic, and appear inconsiderate of the best laid plans and schedules of others.

Andrew needs to work toward making commitments to fewer projects so he completes more of the ones he begins. Andrew's reluctance to see one thing through stems in part from a concern that in so doing he may be missing other, more appealing opportunities. He is a born entrepreneur who is constantly overselling his next great idea and attempting to generate support for it. When his hopes or dreams lose touch with reality, others may then witness a rather surreal approach to life. Fast, energetic, dynamic and creative, his motto could be “If at first you don't succeed, drop it and try something else!”, which can lead to unfinished tasks.

As he values creativity and innovation, he sometimes ignores the standard way of doing something because it lacks originality. As an extraverted, future oriented person, he may fear failure above all else. He needs to resist the urge simply to perform and instead try to more readily share who he really is. While he can be charming, funny and entertaining, occasionally he gives the impression of insincerity. He could sometimes slow down and pay closer attention to the finer details of his projects.

Personal Notes

Opposite Type

The description in this section is based on Andrew'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:

Andrew's opposite Insights type is the Coordinator, Jung's "Introverted Sensing" type.

The Coordinator is a careful, cautious, conventional person who is diplomatic and sincere. Coordinators tend to be very loyal, precise and disciplined with high standards and expectations of self. Coordinators may appear to lack self-confidence and prefer to operate in a structured and ordered manner, focusing on established guidelines rather than future possibilities.

Andrew will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Andrew may also see the Coordinator as a critical and ideological thinker who will be quiet and reserved around strangers. Coordinators do not like stress or chaos and tend to be rather private, requiring support and reassurance. They prefer to build close relationships with small groups of people and like to retain the familiar and predictable. The Coordinator becomes stubborn if pressured, particularly by Andrew!

Coordinators are concerned with what is "right" and, to Andrew, appear slow in decision making. They prefer a steady-paced environment with little interpersonal aggression and they tend to distrust outgoing people. They are motivated by schedule and order and are among the most private of the Insights types. Andrew sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.

Personal Notes

Opposite Type

Communication with Andrew's Opposite Type

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

Andrew Dowling: How you can meet the needs of your Opposite Type:

- Respect his knowledge of the job.
- Take your time getting to know him if you want critical feedback.
- Remember that he may not be revealing his real underlying concerns.
- Allow him to explain the logic behind his views.
- Praise quietly and sincerely - be open and honest.
- Remember to ask for his opinions of other systems and projects.

Andrew Dowling: When dealing with your opposite type DO NOT:

- Undervalue his ability to make essential contributions.
 - Set unrealistic deadlines that restrict his quality outputs.
 - Labour the point or give lengthy verbal instructions.
 - Get too excited or emotional.
 - Implement change for change's sake.
 - Use his quiet demeanour to seek to dominate or control.
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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 Andrew's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Andrew may benefit from:

- Setting deadlines - then sticking to them.
 - Arguing the opposing position to recognise the value of it.
 - Becoming less intense, steadier and more reliable.
 - Reflecting for a moment before responding.
 - A more structured approach to living.
 - Reducing the level of activities in his life.
 - Taking over fewer new projects.
 - Recognising that he tends to manipulate people in "their" best interests.
 - Being less vocal at group meetings.
 - Curbing his tendency to exaggerate.
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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 Andrew's ideal environment and his current one and to identify any possible frustrations.

Andrew's Ideal Environment is one in which:

- His ideas are heard and encouraged.
 - Colleagues share his drive for results.
 - Presentation aids are of the highest standards - colour, image and sound.
 - There is opportunity to create and express ideas and to develop these collectively.
 - His inspirational vision is nurtured.
 - Ideas are given genuine recognition and consideration.
 - The daily "battle" can be fought on a large "field" with few boundaries.
 - Innovation and entrepreneurialism can flourish.
 - He can get his teeth into new projects.
 - He can use his social skills to the full.
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Personal Notes

Management

Managing Andrew

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

Andrew needs:

- A fast-paced environment where he can achieve results.
 - To be advised to tune into negative feedback.
 - To listen more carefully to the views of others.
 - To become his own self, not just his achievements.
 - A manager who communicates clearly and precisely, yet allows him room to manoeuvre.
 - Support for his style by providing back-up.
 - Encouragement and empathy when his visions “turn sour”!
 - Only the minimum of social chit-chat around him.
 - To be aware of his frenetic work pace and recognise the effect this may have on others.
 - Objective, direct and honest feedback - stand well back!
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Personal Notes

Management

Motivating Andrew

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

Andrew is motivated by:

- Career prospects that appear unlimited.
 - Immediate financial rewards.
 - Seeing the results of his efforts.
 - Status symbols that represent success.
 - The chance to make a reputation for himself.
 - A relentless drive to competency and effectiveness.
 - Setting stretching goals for himself and others to achieve.
 - Working towards targets, goals and objectives.
 - Having a cause he can believe in.
 - Challenge and competition.
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Personal Notes

Management Style

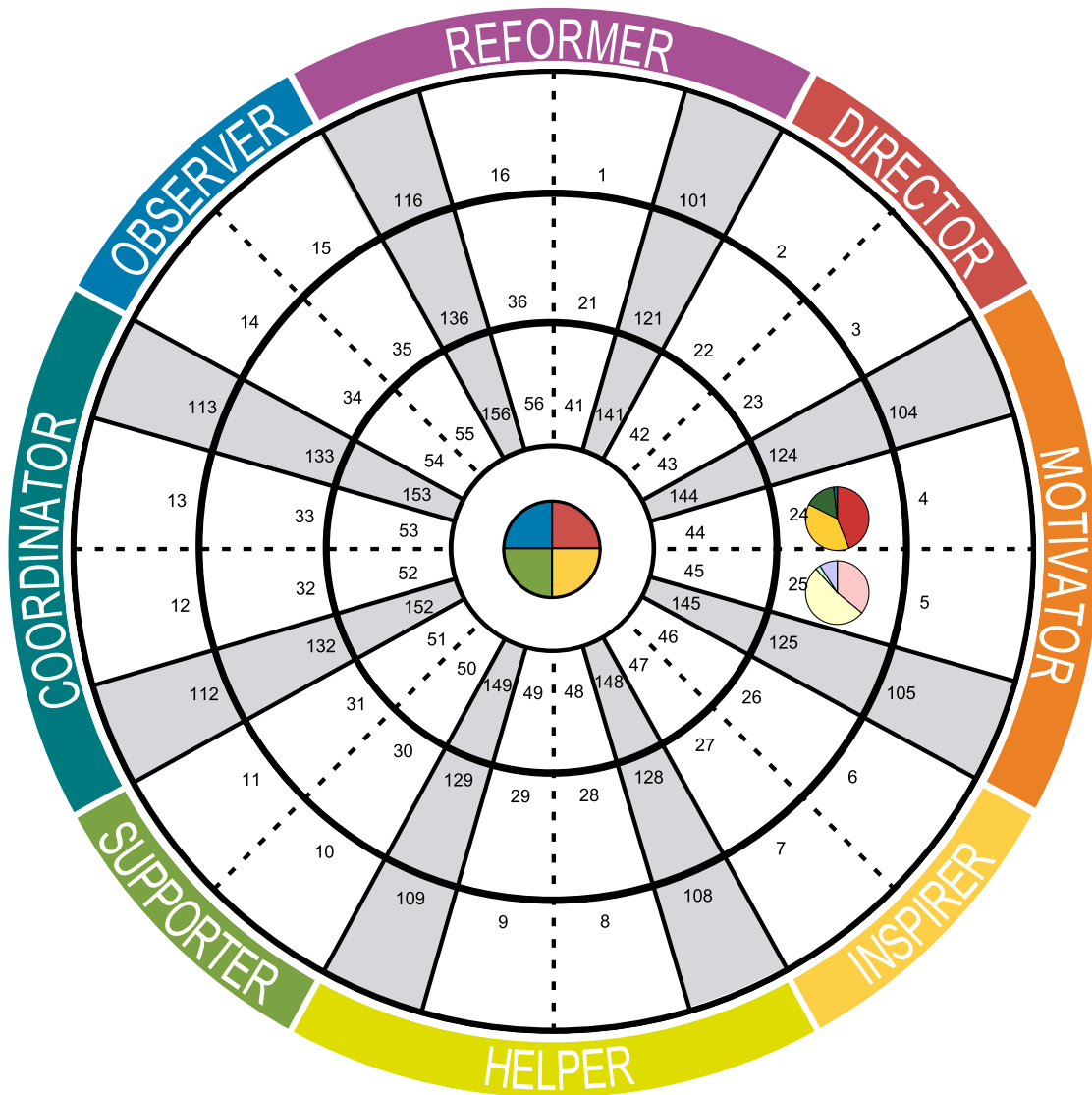
There are many different approaches to management, most of which have different situational applications. This section identifies Andrew's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Andrew may tend to:

- Worry about having to depend on people whose main interest lies in the detail.
 - Be good at initiating and developing team contacts.
 - Over-exaggerate and over-embellish the true facts.
 - Lead from the front in a “follow me” style.
 - Disregard certain opinions and ideas which differ from his own.
 - Expect that every challenge can be resolved by brainstorming.
 - Exert power over the group - be the outright winner.
 - Show his impatience with people who prefer to work at a more consistent or slower pace.
 - Be seen as manipulating the process when he sells the solution to the team.
 - Use “gut feel” effectively in processing information.
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Personal Notes

The Insights Discovery® 72 Type Wheel

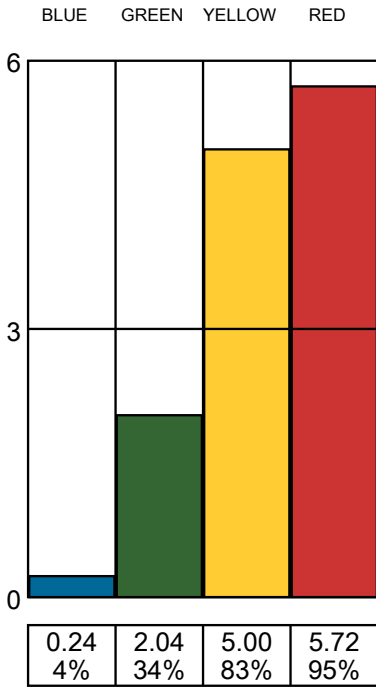


Conscious Wheel Position
 24: Directing Motivator (Classic)

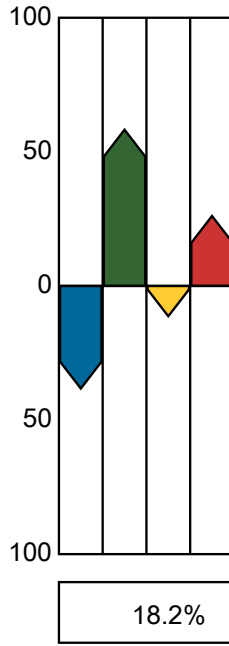
Less Conscious Wheel Position
 25: Inspiring Motivator (Classic)

The Insights Discovery® Colour Dynamics

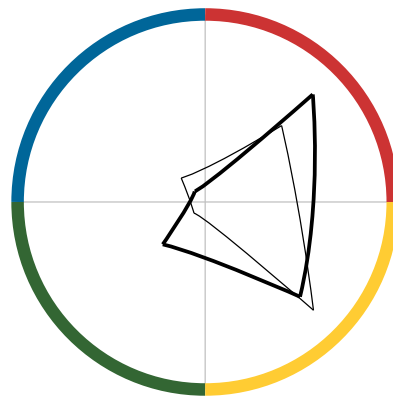
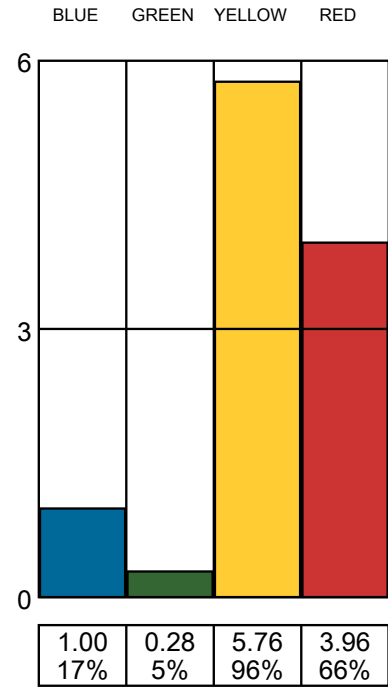
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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