



# Discovery<sup>®</sup>

Personal Profile

Frank Sample

23 August 2011

Foundation Chapter  
Management Chapter  
Personal Achievement Chapter  
Interview Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Frank Sample's responses to the Insights Preference Evaluator which was completed on 23 August 2011.

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

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### Personal Style

Frank likes to make things happen and drive everything around him. He will invariably have more to show for his efforts when he follows through to completion the necessary but tedious parts of a project. If a job doesn't offer him new challenges, boredom and poor performance may result. He has started many interesting projects in his time, but has finished considerably fewer. Frank likes working where he can achieve immediate, visible and tangible results.

He is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if he can abandon them when they don't serve the intended purpose. Eager to add to his knowledge, Frank is passionate about researching significant new subjects that capture his interest. He may find it hard to prepare as thoroughly as he should. His ability to do detailed work extends only to that work which is necessary to achieve a specific objective - that ability is there however, particularly if the goal is clearly defined. Since he is more excited about using his imagination and creating something original, he may not take the time to collect all the information prior to beginning the project or process.

Frank is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. He needs work that makes use of his strongly creative drive. He appears to thrive on a wide variety of tasks focusing on a motivating or promoting role. He is an imaginative and creative visionary who is a source of inspiration to most. He constantly opens up new avenues of thought or action and can keep them open against all comers.

Routine, detail and close supervision are anathema to him. He wants to make an impact and accomplish something in life that he will long be remembered by. With his keen analytical abilities and good strategic thinking, Frank can almost always find the rationale for the things that he wants to do. His enthusiasm for a current project can be so compelling that he may be oblivious to any time and energy limitations, ignoring his own and others' needs in the process. If he is in charge of having to monitor the detailed work of others he may find this uninteresting, stressful and exhausting. Frank is an ingenious and original problem solver.

Seen by many as a gifted and natural leader, he has an entrepreneurial rather than a functional management style. Frank is a good people manager because he has the ability to see what may lie ahead and then communicate his vision to others. Frank generally achieves a balance between concern for the people being managed and accomplishment of the task, a combination which makes him appreciated as a colleague. His aim is to fit all the pieces of the jigsaw together into a complete picture, but for Frank the jigsaw keeps expanding with the discovery of every new piece. His imaginative perception gives him the energy to start lots of new projects, and keep a large number of balls in the air.

### Interacting with Others

Because he is so interested in possibilities, Frank sees significance in everything while preferring to keep lots of options open. He deals imaginatively with social relationships which generate a

large variety of acquaintances. He is a “networking” expert. He requires continual change in order to avoid becoming bored, and is rather power and status conscious. When Frank is in charge of a project he offers the team long-term vision and the ability to inspire and communicate that vision to others. A creative thinker, Frank is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting conversational style.

He prefers to try to understand and relate to people's views rather than be judgmental of them. Frank enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. Seen as adaptable, he has the ability to adapt to various work roles and to compliment the characteristics of the current work group. He may harbour a belief that no one really understands him or cares about him. He may become emotional and rather vulnerable in this state. Frank can display quick humour and optimism. He can be charming and stimulating company and will often enthuse with others to become involved in his projects through his infectious personality.

He prefers what might be, rather than the reality of what is already. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. He relates to colleagues who appreciate his outgoing, talkative, matter of fact manner. Routine practical work does not interest him for long, because he needs variety and freedom from controls in order to sustain his interest. Visualising future programmes or outcomes that seem impossible now, he may well see them come to fruition months or even years later. Although he may fail to recognise the symptoms, he can become rather uncomfortable if separated from his family or group for long periods of time.

### Decision Making

Frank is inquisitive, versatile, adaptable and resourceful in solving challenging, theoretical problems. He has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. He is outgoing, versatile and quick-witted, and may have an endless supply of solutions to whatever challenge he finds himself in. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. He prefers tasks or projects which allow flexibility of scheduling.

He will not allow systems and procedure to stand in the way of what he believes is right. He should take care not to take on too many commitments, and be sure to take time to see to the completion of current work before starting a new project. Frank's tendency to think “out loud” enables others to follow his line of thinking. He may unconsciously manipulate the process to get his own way. To carry out his innovative ideas, Frank relies on his impulsive energy. He is a keen initiator who finds most problems stimulating.

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. He may find it difficult to make decisions based purely on objective considerations. 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. 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. He can be creative and imaginative.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Frank's key strengths:

- High ego strengths.
  - Motivates others to “achieve the impossible”.
  - Identifies the possibilities in every situation.
  - Articulate and communicative.
  - Constantly strives towards self improvement.
  - Will join different organisations to further his cause.
  - Competitive and wants to win at all costs.
  - Ability to constantly generate ideas.
  - Zest for the people and things around him.
  - Able to turn vision into a reality.
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### Personal Notes



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

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#### Frank's possible weaknesses:

- Loses interest when the initial challenge has gone.
  - His need for variety may leave some tasks incomplete.
  - Makes decisions hastily.
  - Avoids and is easily bored by detail.
  - Generates so many ideas that chaos often ensues.
  - Doesn't always consider the fuller implications of his actions.
  - Will experience difficulty in concentrating on one thing for long periods.
  - Generally impulsive and overlooks important items.
  - Rocks the boat by challenging convention for the sake of it.
  - Sometimes lacks attention to detail.
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### Personal Notes

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## 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 Frank brings, and make the most important items on the list available to other team members.

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### As a team member, Frank:

- Has an awareness of the people issues in the world around him.
  - Promotes ideas to, with and through others.
  - Will show loyalty and directness to other team members.
  - Is flexible, co-operative, versatile and easy going.
  - Brings boundless energy to any situation.
  - Encourages others to compete.
  - Generates a prolific number of ideas.
  - Is opportunistic, original, spontaneous and versatile.
  - Impacts many and varied ideas.
  - Adds excitement (and unpredictability) to the team through intuition.
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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 Frank. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Frank:

- Talk about him and areas he finds stimulating.
  - Move swiftly from topic to topic.
  - Point out the consequences, with care.
  - Provide incentives and encouragement.
  - Check that he is with you as he may be easily distracted from listening attentively.
  - Use powerful and emotive adjectives.
  - Respect his “global” view.
  - Be alert, alive and brief.
  - Acknowledge his talent for leadership.
  - Show respect for his ideas and opinions.
  - Don't always expect brief, specific answers.
  - 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 Frank. 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 Frank, DO NOT:

- Insist on cumbersome reporting procedures.
  - Leave him out of the picture.
  - Forget to recognise him personally in a job well done.
  - Be dull, dour or redundant.
  - Burden him with your problems.
  - Ignore his creative and intuitive thinking.
  - Dampen his enthusiastic energy with negative inputs.
  - Act aggressively or reject his ideas without explanation.
  - Restrict his ability to take action.
  - Undermine his authority.
  - Forget to offer praise and recognition when it is due.
  - Forget to agree outcomes or decide conclusions.
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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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### Frank's possible Blind Spots:

Frank takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. With the best of intentions, he sometimes neglects to ensure the completion of his vision. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant.

When his hopes or dreams lose touch with reality, others may then witness a rather surreal approach to life. He may neglect essential preparation as he moves quickly in his zeal to take on something new. Although he can do certain detailed work he will tend to be less careful and more restless in longer term projects. Frank is often so involved in his own processes that he fails to notice what is happening elsewhere. He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers.

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. Frank enjoys democratic and participative relations and promoting ideas to and with other people. He may find it difficult to work alone. As he doesn't naturally ask “what if”, he often misses possible meanings, implications and connections. His active life keeps him so busy that sometimes he fails to plan ahead. To avoid making mistakes, he should digest all the information before acting.

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### Personal Notes

## Opposite Type

The description in this section is based on Frank'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:

Frank'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.

Frank will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Frank 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 Frank!

Coordinators are concerned with what is "right" and, to Frank, 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. Frank sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.

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### Personal Notes

## Opposite Type

### Communication with Frank's Opposite Type

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

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#### Frank Sample: How you can meet the needs of your Opposite Type:

- Be seen to do what you say you will.
- Be honest, moderately paced, straightforward and open with him.
- Remember to ask for his opinions of other systems and projects.
- Maintain a serious disposition.
- Allow him to explain the logic behind his views.
- Use charts and graphs or other precise visual aids to make your points.

#### Frank Sample: When dealing with your opposite type DO NOT:

- Go to a meeting with him without adequate facts and figures.
  - Speak too quickly.
  - Delegate tasks without reasonable and sufficient explanation.
  - Get too excited or emotional.
  - Attempt to disguise your true motives.
  - Look for immediate answers.
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### Personal Notes

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## Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Frank'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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### Frank may benefit from:

- Experiencing from the past and focusing on the present.
  - Reflecting for a moment before responding.
  - Being less vocal at group meetings.
  - Not always appearing so direct and confident.
  - More time dedicated to analyse his thoughts and feelings.
  - Being left alone to work quietly.
  - Reducing the level of activities in his life.
  - Learning how to relax completely.
  - Exploring work that gets in touch with the inner self.
  - Taking time to prepare and/or study the predetermined agenda well in advance of the meeting.
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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 Frank's ideal environment and his current one and to identify any possible frustrations.

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#### Frank's Ideal Environment is one in which:

- Rules and regulations have not yet been invented!
  - Certificates of achievement and quality awards can be seen.
  - He is involved in design and delivery.
  - Modesty is not a pre-requisite.
  - "Brainstorming" sessions are a regular event.
  - He can turn a vision into reality.
  - Bright, motivational, inspirational posters and prints abound.
  - State of the art technology is provided.
  - Ideas are given genuine recognition and consideration.
  - Activities, variety and change are constantly taking place.
- 

### Personal Notes

## Management

### Managing Frank

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

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#### Frank needs:

- Freedom to experiment with his own visions.
  - To become his own self, not just his achievements.
  - Help with planning and preparation.
  - A big goal to aim for.
  - To understand systems and cultures if he is to avoid upsetting others.
  - To be more diplomatic at times.
  - Objective, direct and honest feedback - stand well back!
  - Help in delegating tasks and recognising priorities.
  - A fast-paced environment where he can achieve results.
  - Space to become the top performer.
- 

#### Personal Notes

## Management

### Motivating Frank

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

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#### Frank is motivated by:

- New principles and imaginative concepts.
  - Seeing the results of his efforts.
  - The chance to make a reputation for himself.
  - Buzz words, jargon and lively language.
  - Exposure to the limelight.
  - Problems that require his intuitive skills.
  - Status, influence and prestige.
  - Challenging and changing the “status quo”.
  - Discovering and exploiting competitive weaknesses.
  - Being able to take control of situations.
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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 Frank's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

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### In managing others, Frank may tend to:

- “Explode” if publicly embarrassed on a personal/status matter.
  - Be good at initiating and developing team contacts.
  - Keep rules and regulations to the minimum.
  - See drawbacks simply as challenges to overcome.
  - Pay lip-service to, or completely ignore, both positive and negative feedback.
  - Seek to boost team performance through exceptional personal input.
  - Use “gut feel” effectively in processing information.
  - Exert power over the group - be the outright winner.
  - Inspire the team with his grand visions.
  - Disregard certain opinions and ideas which differ from his own.
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### Personal Notes

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## Personal Achievement Chapter

At its best, life is a rewarding journey of personal exploration and growth.

This chapter is designed to focus on several highly important aspects of personal development. Using the guidance suggested in these pages can lead to exciting changes and can have a profound impact on success.

The sections will help Frank define his life's purpose, set his goals and organize his time and life to achieve them. It offers suggestions on how he can tap into his natural creativity, and unleash further creative potential from deeper aspects of his personality, to overcome any obstacle.

Finally, it gives powerful suggestions for Frank to understand and enhance his preferred learning styles.

When applied, the ideas contained in this profile can provide insights and support to life's journey of development.

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## Living on Purpose

Having a sense of purpose and worthy goals are important to building a strong foundation for a successful life. Here are some of the things Frank should be aware of in setting goals and defining his purpose.

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### Living on Purpose

Frank is able to cut through or work around red tape. He relishes the challenge of any "mission impossible". Although he prefers his own time scales, he can focus on team deadlines when necessary. He drives towards his objectives at his own fast pace rather than follow a more moderate one set by others.

His natural curiosity may tend to divert him from his original path. He should try above all to stick to his agreed agenda. He sometimes has difficulty in balancing work and "play". He seeks to set realistic and challenging targets, but may be side-tracked by other peoples' agendas, resulting in loss of focus. He is capable of creating a wide variety of goals. He has the ability to garner the support of others around the common cause.

The goals he makes tend to be future oriented and speculative rather than practical and immediate. His strong intuitive drive may mean he is more interested in creating solutions to problems than in seeing these solutions through to fruition, often preferring to let others complete the project. Frank knows intuitively how best to focus the team on achieving both individual and collective outcomes. In striving to progress, he may view obstacles as challenges to be welcomed. As he often pushes others as hard as he pushes himself, he should perhaps take care that this is not de-motivating for some.

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### Personal Notes

## Time and Life Management

Benjamin Franklin said "Dost thou love life? Then do not squander time, for that is the stuff life is made of". This section contains some strategies that Frank can use to become more effective in the area of time and life management. Choose the most significant ones and apply them every day for high levels of effectiveness.

### In managing his time, Frank,

Is driven by a sense of urgency and wants others to come with him.

Thinks and acts fast without necessarily obtaining feedback.

Is an expert at living, and predicting, the outcomes of future events.

Is a natural delegator and project leader.

May set himself tough, optimistic targets.

Works well to tight deadlines.

### Suggested Action For Development

→ Remember what may motivate one person may exhaust others!

→ Ensure all interested parties are consulted and/or informed.

→ Learn to enjoy the gifts to be found in the present moment.

→ Recognise the times when he must do the job himself.

→ Add a little realism, too - allocate 50% more time than appears necessary.

→ Remember more reflective time may reduce unnecessary pressure.

### Personal Notes

## Personal Creativity

Creativity has been defined as seeing the same thing as someone else but thinking something different. Different people have different creative strengths. This section identifies some of Frank's creative characteristics and how he can build on them.

### In his creativity, Frank,

### Suggested Action For Development

Is driven by his desire to achieve, and sees every problem as a chance to build his reputation.	→	Constantly enable others to share in the glory.
Keeps pushing the boundaries.	→	Give time for self reflection.
Externalises his opinions.	→	Take the time to listen to those of others.
Often intuitively knows the way forward.	→	Add some structure to offer an even more complete solution.
Likes the encouragement of others to remain confident and productive.	→	Use criticism to build on, not destroy the idea.
Will try wild and novel ideas.	→	Consider how they will fit in practical terms.

## Personal Notes



## Lifelong Learning

Continual learning is a key part of personal development and growth. This section identifies several ideas Frank can use to learn more effectively. Use these statements to map out a learning strategy and to create the environment for optimum personal growth.

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### Frank's preferred learning style is supported when he:

- Has opportunities in the near future to review or implement what he has learned.
- Is constantly able to make things happen.
- Has few restrictions which limit his scope.
- Explores several different possibilities.
- Is encouraged to look at a situation from a variety of angles.
- When he can set stretching goals.

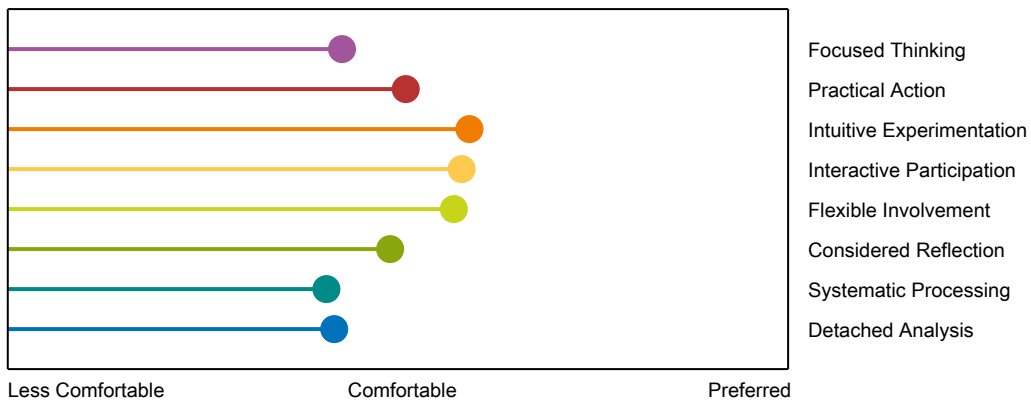
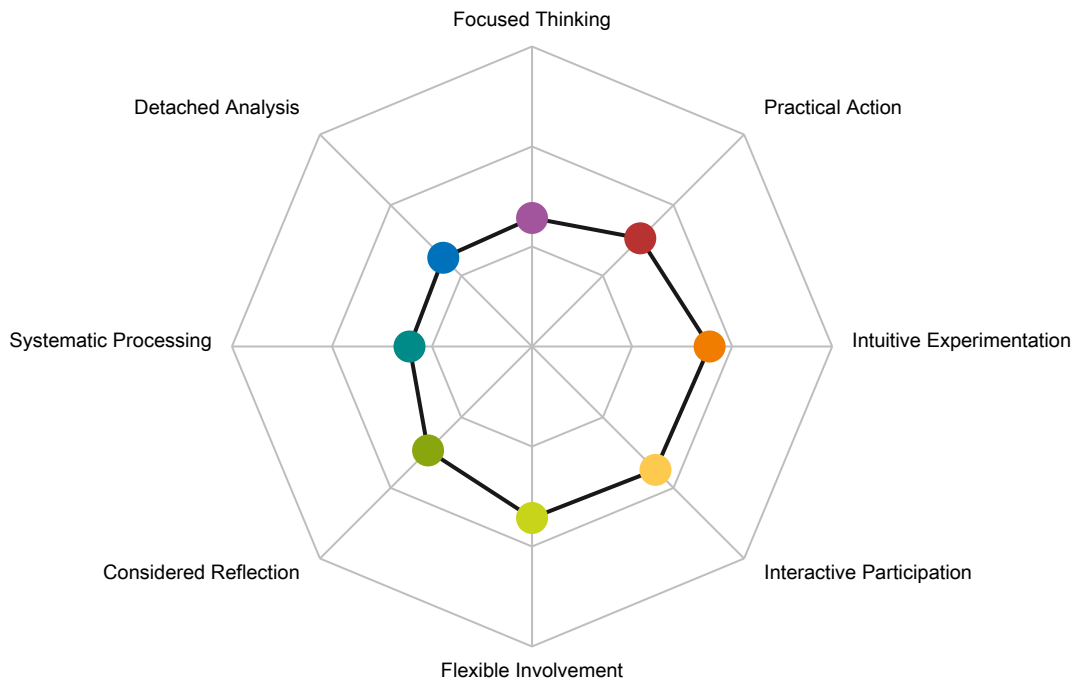
### Frank can stretch in learning by:

- Scanning books for useful material of the learned topics.
  - Practising memory skills and techniques.
  - Listening carefully to a theoretical or complex presentation on a subject he finds difficult or dull.
  - Allowing himself regular time for review.
  - Sometimes practicing more critical self-analysis.
  - Taking a little bit more time to reach conclusions.
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## Personal Notes

# Learning Styles

23 August 2011



## Interview Questions

This section lists several questions which can be used in interviewing Frank Sample. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues Frank may be less comfortable with - those development areas in which he may have fewer strengths. Some or all of these topics should be used along with other questions which may be job specific. Using them will help establish the level of Frank's self-awareness and personal growth.

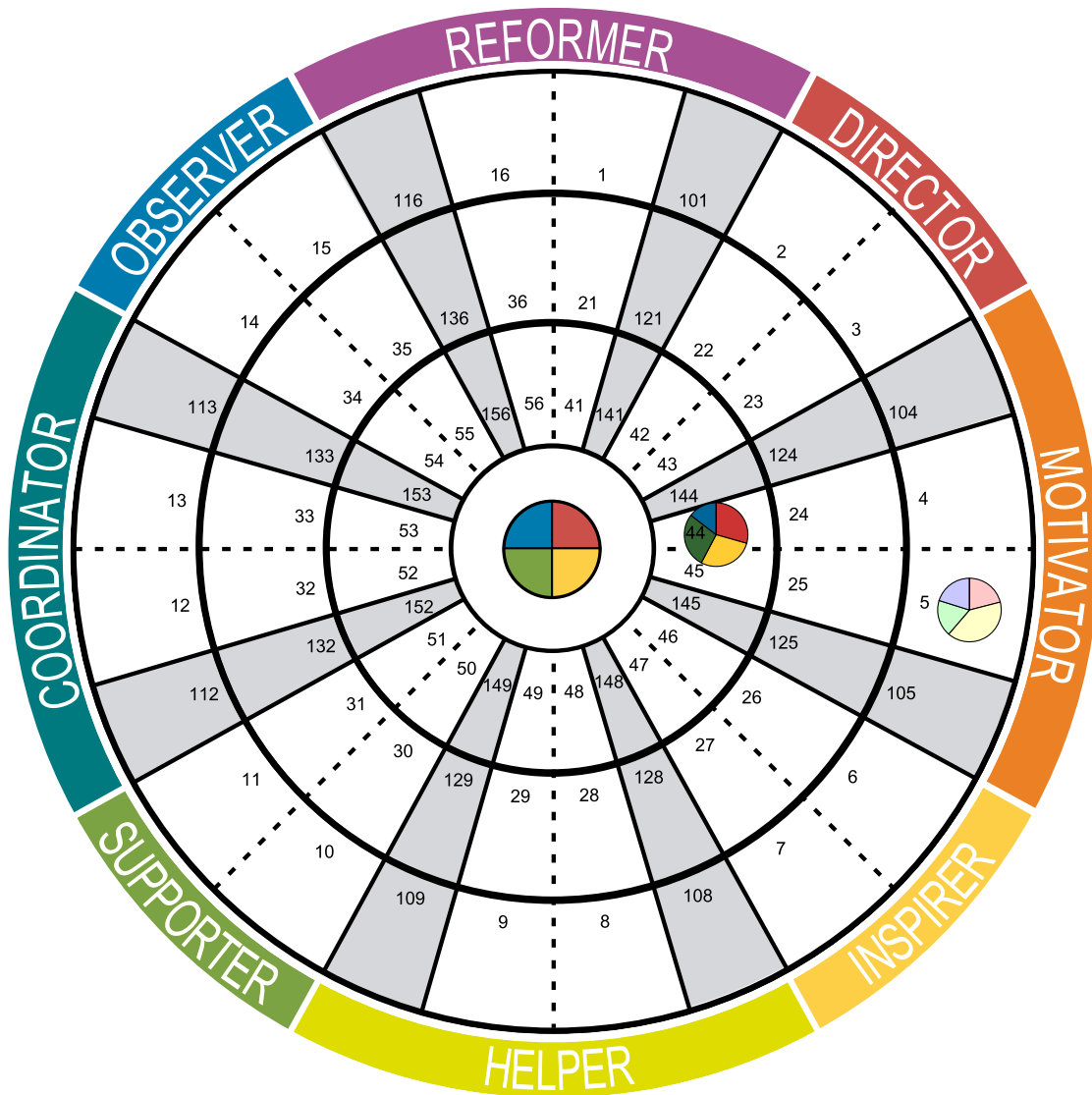
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### Interview Questions:

- At what times do you feel it important to be precise, detailed and rigid when dealing with others?
  - Under time pressure, what is more important to you - 100% done in an acceptable way or 70% done precisely the way it is supposed to be done?
  - How do you react to a "failure"?
  - Do you keep a business diary? Have you ever studied where your time goes in a typical day?
  - What would you feel if I asked for a daily activity report?
  - What would you say is truly settled in your life?
  - Two or three of the team you are leading bring their own fanciful ideas to you that sound exciting, but require different resources and lead to even more changes as you approach the target date. What do you do and why?
  - What are the benefits of preparing well in advance for a meeting.
  - How do you organise your life away from work?
  - In what way do you prioritise tasks/events in your life?
- 

### Personal Notes

# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

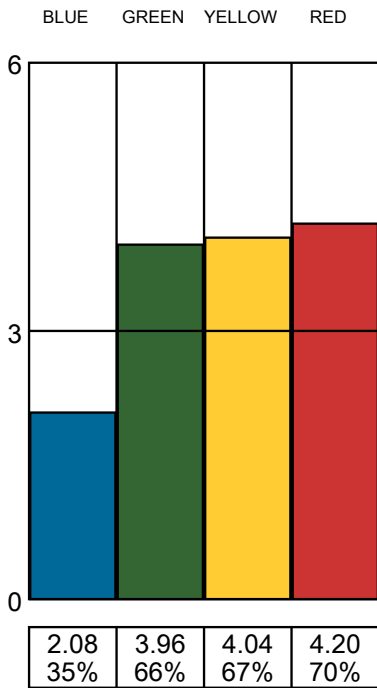
44: Directing Motivator (Accommodating)

### Less Conscious Wheel Position

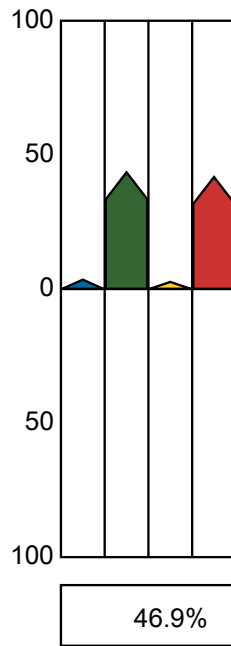
5: Inspiring Motivator (Focused)

# The Insights Discovery® Colour Dynamics

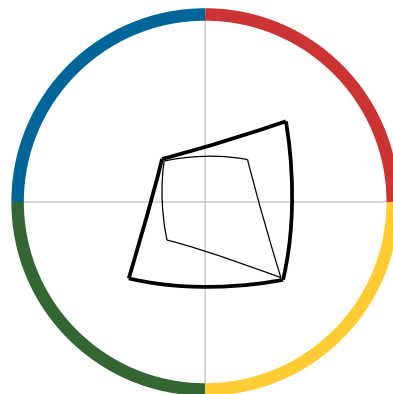
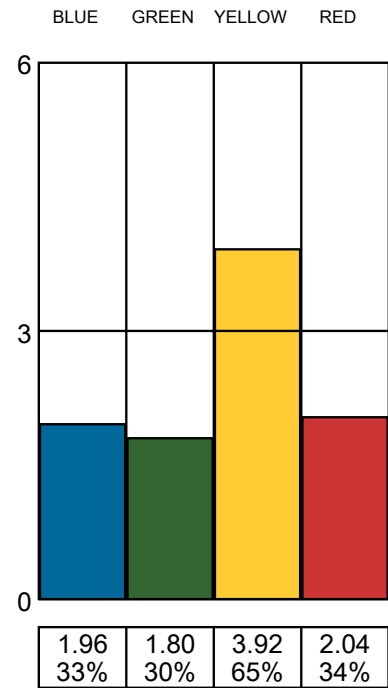
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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