



Discovery[®]

Personal Profile

Clare Godfrey

28 July 2021

Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Clare Godfrey's responses to the Insights Preference Evaluator which was completed on 28 July 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 Clare's work style. Use this section to gain a better understanding of her approaches to her activities, relationships and decisions.

Personal Style

Clare is conscientious and responsible and accepts being needed by others. She is known for her patience and ability to conform. She is at her best in work that involves people and task, where co-operation can be achieved through goodwill. Although she is quite ingenious and idea-oriented, she is rather modest about her finer qualities. She likes system, order and few surprises and to work in an environment which she feels is secure.

Psychology, counselling and educational interests may hold great appeal to her as part of her business role. Clare should try to stand back occasionally and look at herself and at her work more objectively. Her work has to contribute to things that matter to her and she tends toward perfectionism only when she cares deeply enough. She does things in a routine manner and is consistent, conscientious and reliable. She is gently forceful in having her ideas applied where it matters to her. She is loyal, supportive, idealistic and creative.

Even if a mistake has been made by someone else she may spend a lot of time sympathising with the "guilty" party and attempting to spread the responsibility. Her need to be of service to others can occasionally prevent her from relaxing. Quiet and conscientious, Clare has an original mind and will try to use this for others' benefit. She tries to live each moment as a satisfying personal experience. Clare is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others.

She likes to enjoy the current experience without feeling pressured to rush on to the next. She likes a certain neatness and order and prefers a harmonious environment, where each person can be appreciated for their contribution and can feel a sense of personal accomplishment. Clare is sympathetic, empathic and affable. Clare values people who take the time to understand her personal goals and values. As she values her integrity, she can be determined to the point of being stubborn about issues that are important to her.

If she makes a serious mistake at work she may feel guilty for a long time. She may have difficulty asserting herself and in saying "No". She may speak of or express her ideals indirectly. Although she has a tendency to undertake too much, somehow everything gets done in its own time. Her strong sense of personal values may make her reserved around strangers whose values she feels may conflict with her own.

Interacting with Others

Clare has a strong sense of duty and faithfulness, but little desire to impress or influence others. Above all, she is idealistic and capable of great devotion and loyalty to a valued person or cause. When her loyalties and values are threatened, she can become very stubborn, rigid and demanding. Frequently reflecting, her intuitive feelings prompt a sense of the endless possibilities inherent within her as she considers how such potential may be realised. Her feelings may be expressed more by her actions than by speaking alone, and she is always aware

of the needs of the moment. Clare probably prefers more relaxed social interaction. Do not assume this to be an indication that she is not serious about important issues.

She trusts her own insights into relationships and their true meaning, regardless of accepted or alternative beliefs. She is often friendly, although she tends to avoid socialising at a superficial level. At work, Clare is good at blending productivity with an interest in, and compassion for, the workforce. Clare is alert to other peoples' emotions and interests and can deal well with complex or complicated people. Although somewhat hard to get to know well, her fulfilling private life makes her loyal and trustworthy in friendship.

She finds it difficult to take a fixed position on issues that are not important to her. As a result, she may be seen by others as rather lacking in conviction. If she feels she is being put under too much pressure, she may dig her heels in and become stubborn. In a conflict, she typically appears calm, unruffled, efficient and pragmatic. In conflict, she will listen to all sides before forming a conclusion and supporting a particular view. She often thinks she could have done better in an encounter or relationship.

Decision Making

Clare creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display her helping gifts. She may tend to be misunderstood because of her tendency not to express herself forcefully. Clare likes to gather information and see what solutions naturally emerge. She is prepared to make decisions through group consensus. Work, for her, is the process of striving towards something that matters deeply to her and is consistent with her values.

She recognises judgements that rely heavily on logical analysis, but then may ignore this in making her decisions. She tends to make sound future decisions only after deeper reflection. She can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. Open-minded, curious and insightful, Clare has excellent long-range vision and sensitivity. She is frustrated by authoritative restrictions and resents being told how to work. She may dislike time disciplines and she may avoid conflict and unpleasantness in resolving the issue.

She is not usually prepared to commit to high risk decisions. Concern for others' welfare can strongly affect her decisions. She has little desire to impress, control or dominate others, apart from maintaining a commitment to her values and her work. She may make decisions without considering all the consequences of her actions. She may worry too much, and on significant long term issues may exhibit indecision.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Clare's key strengths:

- Open-minded and tolerant of others.
 - Happy to serve and help others.
 - Learns from experience - won't get hurt by the same situation twice.
 - Honourable and easy going.
 - Will go the extra mile to support those she values.
 - Unassuming, patient, relaxed and non-threatening.
 - Her word is her bond.
 - Good at undertaking routine tasks.
 - Cares for other's physical and emotional needs.
 - Solid organisational abilities.
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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. Clare’s responses to the Evaluator have suggested these areas as possible weaknesses.

Clare's possible weaknesses:

- May unwillingly sacrifice her own needs for others.
 - Can miss opportunities by being cautious around strangers.
 - May project a weak image, thus her invaluable contributions may be overlooked.
 - The tendency to focus upon past failures rather than significant successes.
 - Over-dependence on rules and procedures.
 - Does not enjoy fast change.
 - Over-tolerant of others' inability to perform.
 - May fail to respond adequately to “big picture” opportunities.
 - May feel deflated if her efforts are not recognised.
 - Ignores objective evidence which does not support her original perception.
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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 Clare brings, and make the most important items on the list available to other team members.

As a team member, Clare:

- Can adhere to high standards.
 - Expresses her feelings through actions.
 - Is a caring team player who honours her commitments.
 - Encourages team allegiance.
 - Will be conscious of the human factors in the organisation and the team.
 - Impacts many and varied ideas.
 - Seeks to be compliant and willing to adapt.
 - Supports others by being loyal, diplomatic and sincere.
 - Is neat, orderly and tolerant.
 - Brings quiet stability to most things.
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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 Clare. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Clare:

- Deal with her in an honest and sincere way.
 - Take the time to get to know her well.
 - Provide a safe environment in which she can learn, improve and grow.
 - Allow her time to gather her thoughts and to express her feelings.
 - Value her contribution to building stable relationships.
 - Praise quietly and sincerely - be open and honest.
 - Remember her quiet demeanour and ask for her views.
 - Be prepared to negotiate solutions slowly, calmly and quietly.
 - Do not let her hide behind complexity and privacy. Maintain her focus upon outcomes.
 - Appeal to her good nature and loyalty.
 - Mirror her normally calm and even-tempered nature.
 - If you must criticise, do it slowly, constructively and honestly.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Ask lots of questions in quick succession.
 - Forget to leave time for personal issues.
 - Assume she knows she has chosen well.
 - Praise over effusively.
 - Put her “on the spot” in front of others.
 - Become too impersonal.
 - Try to rush her into a decision.
 - Set deadlines you really believe cannot be reached.
 - Patronise or be paternalistic.
 - Call on her when uninvited.
 - Exert unnecessary pressure.
 - Smother her efforts to explore alternatives.
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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.

Clare's possible Blind Spots:

Sometimes envious of others whose drive and enthusiasm seems greater than her own, Clare should worry less about what others might think of her. She would be better to speak up immediately when she feels that she is being taken advantage of. Because of her well developed tolerance of herself and other people, Clare may appear detached and disinterested.

A rather private nature may prevent Clare from asking questions. Encourage her to demonstrate her grasp of new ideas by slowing the pace of the interaction. She may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from her perception. When she is disappointed, she may become negative about everything and everyone around her. Stubborn about change, she may resist changing a decision once it has been made. Because of her vulnerability in her relationships with others, Clare may be rather easily manipulated by some.

She has a tendency towards perfectionism which leads her to refine and polish her ideas to a point where they may even fail to emerge. She could learn how to more consistently keep focused on track and on time bounded objectives. She is not productive if she is not working towards her ideals. She is perceived by others as a natural helper and needs to feel appreciated. Aware of the advantages of diplomacy, she may tend to agree too easily in order to avoid confrontation.

Personal Notes

Opposite Type

The description in this section is based on Clare'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:

Clare's opposite Insights type is the Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. Clare will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Clare may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. Clare may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

Clare sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future. The Director's biggest drawbacks may be perceived by Clare as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Clare's Opposite Type

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

Clare Godfrey: How you can meet the needs of your Opposite Type:

- Keep up with her pace.
- Deal in probabilities not possibilities.
- Be enthusiastic and positive.
- Be ready to leave quickly.
- Be straightforward, fast, efficient and to the point.
- Be diplomatic, or else.

Clare Godfrey: When dealing with your opposite type DO NOT:

- Argue or personalise the conversation.
 - Take credit for her ideas.
 - Appear slow or unambitious.
 - Approach her with foregone conclusions.
 - Interrupt her while she is in control.
 - Ignore or disregard her views.
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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 Clare's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Clare may benefit from:

- Being less willing to take on too many additional tasks.
 - Breaking jobs into smaller parts and completing them one by one.
 - Adopting a no-nonsense approach.
 - Relating current actions to the longer term and bigger picture.
 - Dealing directly with conflict rather than worrying unnecessarily about finding alternatives that will appease all parties.
 - Dealing with some problems "head on".
 - Seeking the positive side of every situation.
 - Never attending a meeting without speaking out.
 - Writing shorter reports.
 - Demanding more from her team. "That'll do" is not always good enough.
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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 Clare's ideal environment and her current one and to identify any possible frustrations.

Clare's Ideal Environment is one in which:

- There are adequate but not excessive amounts of detailed and technical information.
 - A comprehensive welfare policy is provided.
 - Ideas are given genuine recognition and consideration.
 - There are opportunities to socialise with colleagues in and out of work.
 - There is freedom from conflict and confrontation.
 - There is harmony.
 - There is little competition between peers, which Clare perceives as destructive to good team spirit.
 - In a low key way, she is continually encouraged to seek out fresh challenges.
 - The dress code is informal but smart.
 - Displays of anger are few and far between.
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Personal Notes

Management

Managing Clare

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

Clare needs:

- Autonomy and independence within an agreed framework.
 - Regular feedback and genuine encouragement.
 - Help with monitoring her agreed deadlines.
 - Gentle introduction of new concepts and activities.
 - Regular reassurance of the value placed on her contribution.
 - Encouragement to deal with some issues immediately.
 - To be part of a small team where ideas are encouraged and valued.
 - Respect for her need for reflection and solitude.
 - To be assigned one task at a time.
 - To be shown a genuine interest in her domestic life.
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Personal Notes

Management

Motivating Clare

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

Clare is motivated by:

- Quiet, tenacious endeavour which is rewarded in a low key way.
 - Co-ordination of disparate activities.
 - Being asked for her opinion.
 - Openness and honesty.
 - A “key” role within a successful team.
 - Being able to do a quality job.
 - Safe opportunities to develop untried or previously suppressed skills.
 - Responsibility, within well defined areas.
 - Involvement in the local community and liaison with outside groups.
 - Integrity from her superiors.
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Personal Notes

Management Style

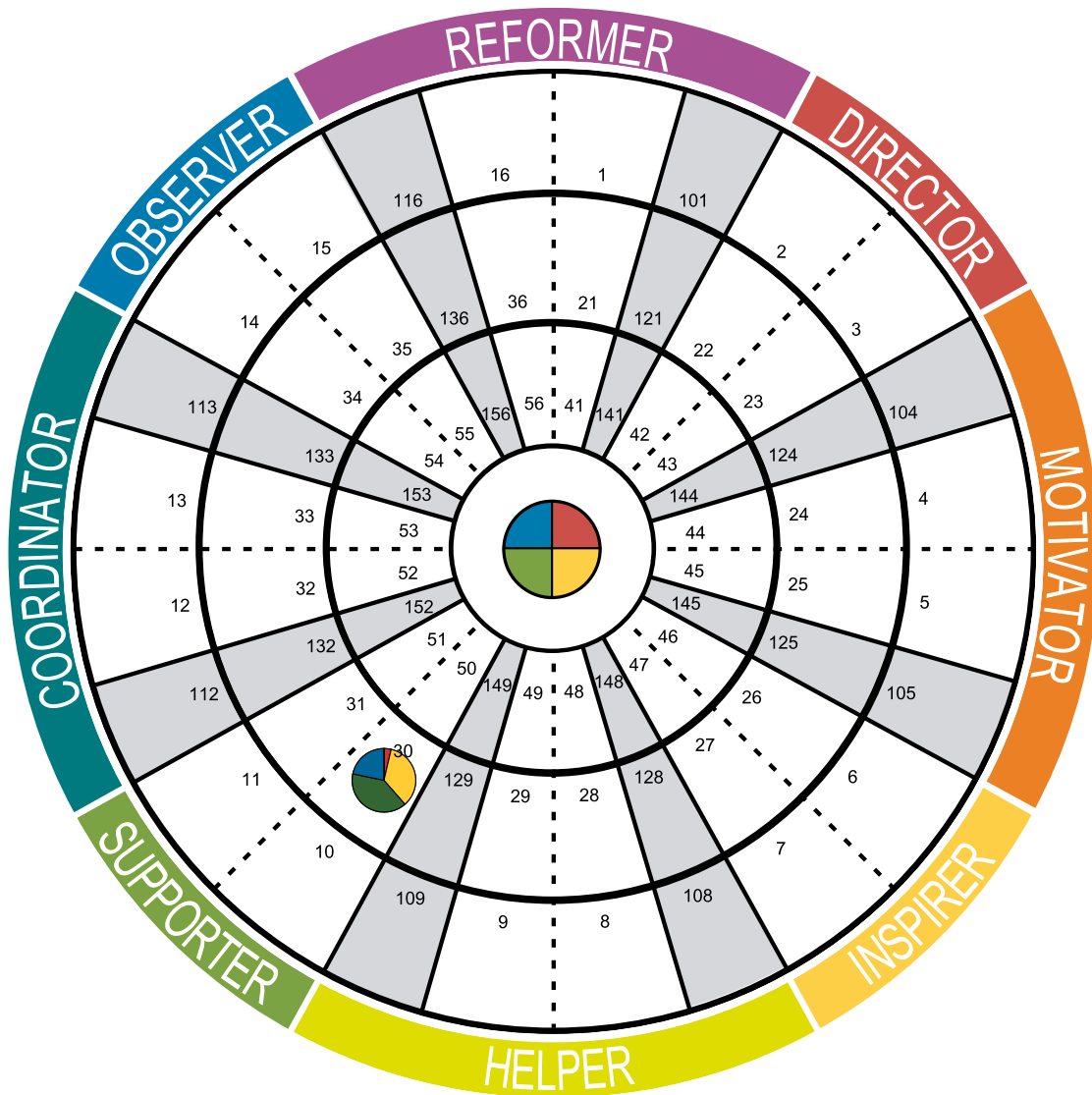
There are many different approaches to management, most of which have different situational applications. This section identifies Clare's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Clare may tend to:

- Appear indecisive when reflecting on important decisions.
 - Frustrate others with her desire to do low-key, high quality work.
 - Over-complicate issues by trying to solve too many things at once.
 - Encourage staff development at all levels.
 - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
 - Over-estimate the ability of others.
 - Make mountains out of molehills and fail to deal with challenges quickly.
 - Serve her team rather than lead in a forthright manner.
 - Understate her thanks for a job well done by another.
 - Appear cold and aloof until she gets to know people well.
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Personal Notes

The Insights Discovery® 72 Type Wheel

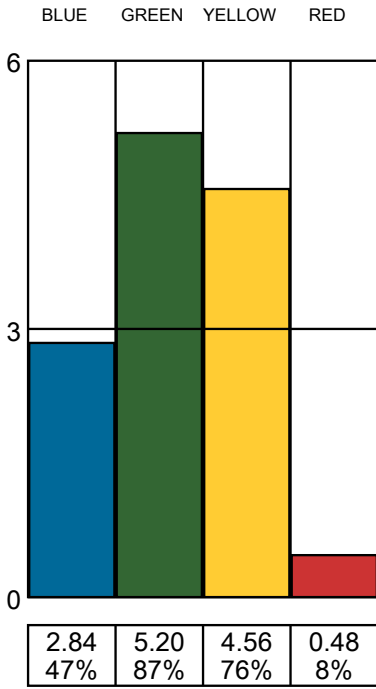


Conscious Wheel Position
30: Helping Supporter (Classic)

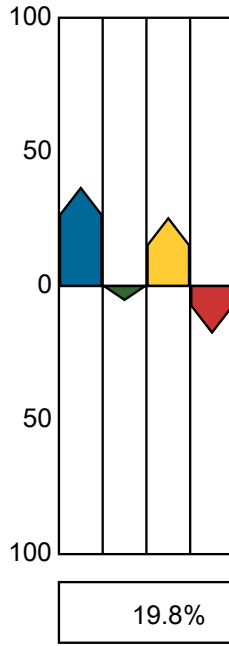
Less Conscious Wheel Position
30: Helping Supporter (Classic)

The Insights Discovery® Colour Dynamics

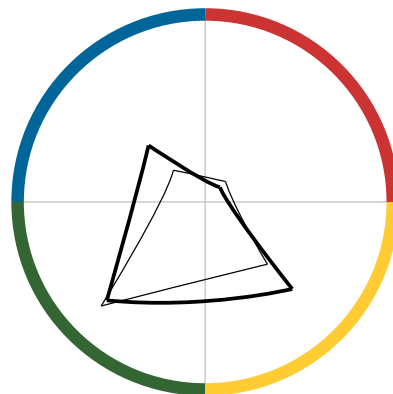
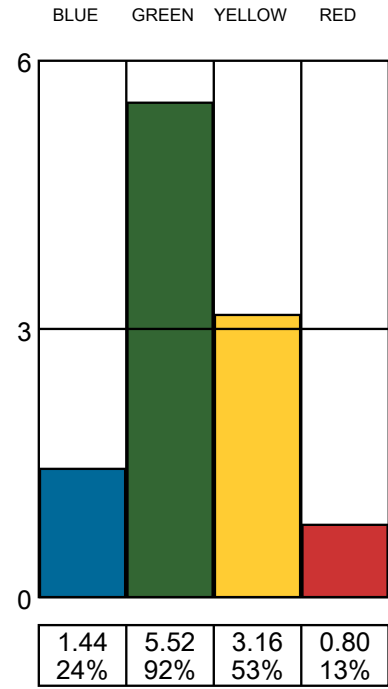
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 — Less Conscious



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