



Discovery[®]

Personal Profile

Jess Jeary

19 August 2016

Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Jess Jeary's responses to the Insights Preference Evaluator which was completed on 19 August 2016.

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

Personal Style

Jess is energetic, enthusiastic, responsible, conscientious and persuasive. Her energy comes from a variety of new projects and interests. She may show interest in so many different things that she has difficulty focusing on priorities. She is a good improviser who will go to great lengths to please others. She is accomplished at working with individuals and groups and can quickly find herself pushed into a leadership role. Her aim is to fit all the pieces of the jigsaw together into a complete picture, but for Jess the jigsaw keeps expanding with the discovery of every new piece.

Tending to pursue success mainly to reinforce her sense of self worth, she likes to experience a steady stream of new ideas to assist her in goal attainment. Her imaginative perception gives her the energy to start lots of new projects, and keep a large number of balls in the air. She is versatile, clever, enthusiastic, easy with people and full of ideas about everything under the sun. Fatigue and pressure from over-commitment may trigger stressful reactions in her. Often her enthusiasm and drive makes her overwork. She will invariably have more to show for her efforts when she follows through to completion the necessary but tedious parts of a project.

She gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. She can get bored and restless with her projects once the major challenge has been solved, and she may well need to engage others to see things through to completion. She tends to enjoy the company of like-minded people and may be somewhat less interested in her opposite types, perceiving them as drab, rather predictable and conventional. Seen by many as a gifted and natural leader, she has an entrepreneurial rather than a functional management style. One of her greatest contributions to life is her creation of ideas, which flow almost continuously for her.

She has started many interesting projects in her time, but has finished considerably fewer. She may appear rather vain about her achievements, convinced of her own competence and superiority. She is prepared to attempt almost anything, but her work needs to be active rather than theoretical. She is less suited to work that ties her down to routine details. She finds it hard to concentrate for long periods on this kind of work, becoming bored and frustrated. Life is an exciting drama waiting to unfold for her.

She is an enthusiastic innovator, who is dynamic, assertive and interested in success and the status that it can bring. Lively and entertaining, and with infectious energy, she needs change and variety in order to be at her best. She may lose interest and move on to the next thing, once a job becomes routine or dull. Jess is a good people manager because she has the ability to see what may lie ahead and then communicate her vision to others. She is an imaginative and creative visionary who is a source of inspiration to most.

Interacting with Others

Jess enjoys involvement in many activities, with a variety of people. She is stimulated by doing the unexpected or the unusual. She is noted for her innate ability to inspire and encourage others around her and exhibits excellent interpersonal skills. Bringing enthusiasm and energy to most activities, she can turn a dull managerial task into a game by using her persuasiveness and creativity to maintain the interest and commitment of others. When Jess is in charge of a project she offers the team long-term vision and the ability to inspire and communicate that vision to others. She prefers to try to understand and relate to people's views rather than be judgmental of them.

Energetic, gregarious and sociable, her intuition heightens her insight, vision, curiosity and desire for new ideas. She directs her attention outwards and is skilled in understanding the needs and motivations of others. She will introduce colleagues to all sorts of possibilities which challenge convention, but which may appear to many as completely impractical. Very much a positive team player, she enjoys the support of most people, although she may become too optimistic about what others will produce and is let down occasionally as a consequence. Her ability to empower others is one of her most impressive qualities.

She can be very vocal about social or people issues that concern her and can often be seen as the underdog's "champion". She usually finds working with another person, even on a less interesting phase of a project, preferable to working by herself. She may become rebellious or sulk if people try to railroad her or interfere in her plans. Having a high need to be affirming of others and to receive affirmation from others, she exhibits an infectious enthusiasm for living. She functions best when she is talking with people, which she enjoys immensely. Much of her pleasure and satisfaction comes from other's warm responses.

Decision Making

Jess finds problems stimulating and is ingenious in tackling complex situations. She is driven to think up many alternatives for a project or system due to her ability to constantly see the big picture. She 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. She enjoys the executive role and usually rises to challenges although she needs someone around with enough common sense to bring up overlooked facts and take care of important details. She is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong. She is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned.

She can be creative and imaginative. She may have so many ideas on the go that she has difficulty in making up her mind on the best course of action. She will not allow systems and procedure to stand in the way of what she believes is right. Imaginative and adaptable, Jess values inspiration above all else and has an ingenious, inventive mind. To carry out her innovative ideas, Jess relies on her impulsive energy. She is a keen initiator who finds most problems stimulating.

As an extraverted, future oriented person, she may fear failure but knows how to turn it on its head into something positive, if the event occurs. Carefully choosing where she will focus her energy may help her avoid wasting her time and considerable talent. She is prepared to make decisions through group consensus. A born entrepreneur, she is alert to all the possibilities and is fascinated by new ideas. She shows strong initiative and operates through creative impulses. She may find it difficult to make decisions based purely on objective considerations.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Jess's key strengths:

- Sees the positive in every situation.
 - Constantly strives towards self improvement.
 - Seeks variety in both tasks and relationships.
 - Enjoys having lots of harmonious relationships.
 - Appears open-minded and receptive.
 - Sets a fast work pace.
 - Builds relationships quickly and effectively.
 - Constantly seeking her new mountain to climb.
 - Her glass is usually half full.
 - Adaptive and versatile people skills.
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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. Jess's responses to the Evaluator have suggested these areas as possible weaknesses.

Jess's possible weaknesses:

- Optimism is occasionally misplaced.
 - May open her mouth and fall in.
 - Becomes impatient with routine and repetition.
 - Finds it difficult to concentrate on the detail for long periods.
 - Takes leaps into the unknown. May ask others to take leaps into the unknown without explanation.
 - Fails to appreciate the seriousness of certain situations.
 - May appear superficial or glib.
 - Makes decisions hastily.
 - Her need for variety may leave some tasks incomplete.
 - 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 Jess brings, and make the most important items on the list available to other team members.

As a team member, Jess:

- Is a forthright advocate for the team.
 - Brings boundless energy to any situation.
 - Brings a fresh outlook.
 - Responds well to immediate challenges.
 - Contributes vigorously and enthusiastically.
 - Is the life and soul of the group - often “centre stage”.
 - Maintains forward momentum.
 - Is seen as a positive team player.
 - Will lead by fighting alongside the troops in the trenches.
 - Initiates and self-starts the projects.
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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 Jess. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jess:

- Provide incentives and encouragement.
 - Keep the conversation lively.
 - Use powerful and emotive adjectives.
 - Be aware of her becoming defensive by watching her body gestures.
 - Add to the challenge and opportunity regularly.
 - Be enthusiastic and positive.
 - Listen for the essence of what is being said.
 - Be tolerant of her need to switch topics without notice.
 - Encourage her to stick to the agenda.
 - Provide dates and timescales for completion.
 - Don't always expect brief, specific answers.
 - Encourage her big picture orientation and vision.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Judge, criticise or embarrass her in public.
 - Let her monopolise the conversation.
 - Forget to recognise her personally in a job well done.
 - Appear slow, sluggish or too formal.
 - Compete directly with her for control.
 - Approach her in a bombastic or autocratic manner.
 - Assume you will complete all of your agenda.
 - Attempt to impose too much structure and formality.
 - Fail to recognise her best personal achievements.
 - Overload her with facts, details and paperwork.
 - Keep her in the dark or she will do likewise.
 - Approach her with foregone 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.

Jess’s possible Blind Spots:

Occasionally Jess may miss opportunities through a lack of awareness of the need to conclude the planning detail. Fast, energetic, dynamic and creative, her motto could be “If at first you don’t succeed, drop it and try something else!”, which can lead to unfinished tasks. She could learn to protect herself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input.

She may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. She may be seen by others as shallow or superficial due in part to her glib way with words and her orientation with the future. Sometimes she talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. As a forthright, results oriented individual, she will challenge authority, take risks, overstep boundaries and act without reference. When a project goes wrong, she will not readily take the blame.

Jess tends to enjoy the admiration of others and may almost unknowingly seek personal power. Tending to take on too much at one time she can find herself overloaded and unable to keep her commitments. Slowing down to consider the ramifications of her actions on others will make her more effective. Jess’s reluctance to see one thing through stems in part from a concern that in so doing she may be missing other, more appealing opportunities. It is difficult to know what to expect from her next. She would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on her own.

Personal Notes

Opposite Type

The description in this section is based on Jess'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:

Jess'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.

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

Coordinators are concerned with what is "right" and, to Jess, 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. Jess 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 Jess's Opposite Type

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

Jess Jeary: How you can meet the needs of your Opposite Type:

- Prepare thoroughly, and plan to explain every feature of your proposition.
- Mirror her normally calm and even-tempered nature.
- Provide clear direction with strict agendas, deadlines and procedures.
- Ensure she has all the facts she needs before pressing for a decision.
- Be clear and concise, and concentrate on the task in hand.
- Adopt a low key, positive approach.

Jess Jeary: When dealing with your opposite type DO NOT:

- Expect her to be a visionary.
 - Disturb her work space without prior warning.
 - Talk about subjects for which there is no practical application.
 - Question her loyalties or genuine interest.
 - Try to rush her into a decision.
 - Use her 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 Jess's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jess may benefit from:

- Distancing and formalising certain relationships.
 - Finding more practical ways to do things.
 - Solving problems more slowly and methodically.
 - More awareness that she constantly moves from one project to another.
 - Being made to plan a completion in great detail.
 - Really listening to the views of others.
 - Sitting back, saying little and observing.
 - Not expecting others to always share her optimistic stance.
 - Gently asking some quieter people to express their point of view.
 - Doing a detailed analysis of how she spends her time.
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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 Jess's ideal environment and her current one and to identify any possible frustrations.

Jess's Ideal Environment is one in which:

- Relationships are informal and there is opportunity for social contact with colleagues.
 - There are like-minded colleagues to provide invention, enthusiasm and fun.
 - Detail and routine tasks are carried out by someone else.
 - She can question the rules and the traditional ways of doing things.
 - There are opportunities to socialise with colleagues in and out of work.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - She is free to be herself.
 - Modern "executive toys" are available to satisfy playful and tactile interests.
 - No one stands on ceremony.
 - She can "rock the boat" without fear of retribution.
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Personal Notes

Management

Managing Jess

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

Jess needs:

- Regular reinforcement of goals, activities and timeframes.
 - Several projects on the go simultaneously.
 - Established support systems and procedures.
 - Encouragement and empathy when her visions “turn sour“!
 - To control the pace and deadlines.
 - Consistent recognition of her achievements.
 - Experience of working with peer groups to develop perspective and balance.
 - An adaptive, understanding and patient manager.
 - Take the time to smell a few more roses.
 - To know clearly where the future prospects and opportunities lie.
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Personal Notes

Management

Motivating Jess

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

Jess is motivated by:

- Exposure to the limelight.
 - Seeing the results of her efforts.
 - Challenge and competition.
 - Status, influence and prestige.
 - Career prospects that appear unlimited.
 - Problems that require her intuitive skills.
 - Financial incentives, with bells and whistles!
 - Challenging and changing the “status quo”.
 - Setting stretching goals for herself and others to achieve.
 - Team activities to lighten the gloom.
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Personal Notes

Management Style

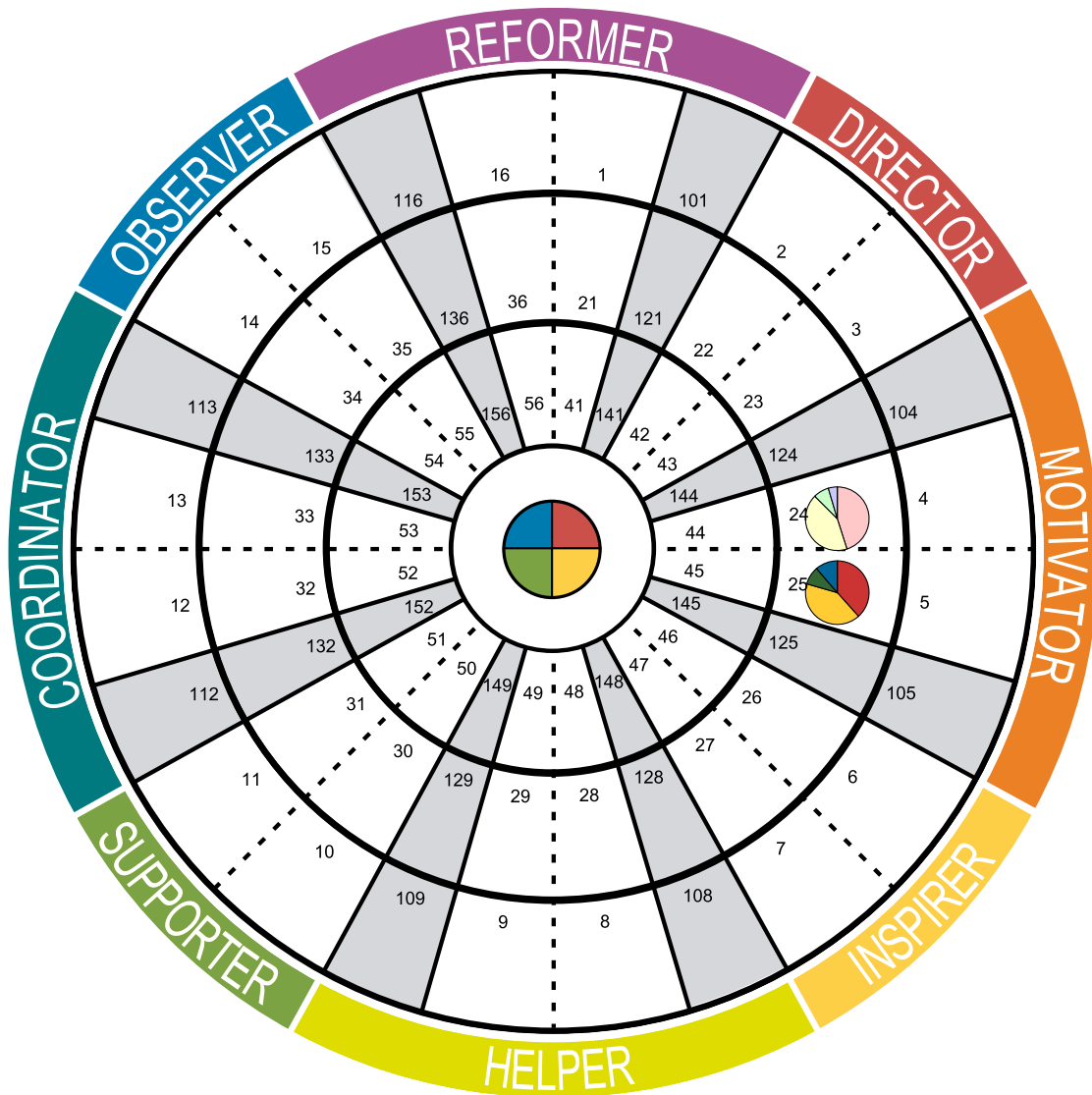
There are many different approaches to management, most of which have different situational applications. This section identifies Jess's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Jess may tend to:

- Find it difficult to prioritise tasks.
 - Welcome free expression within the team.
 - Worry about having to depend on people whose main interest lies in the detail.
 - Be good at initiating and developing team contacts.
 - Appear superficial and rather flamboyant to some.
 - Choose "favourites" in her team and offer them individual inducements to achieve objectives.
 - Keep rules and regulations to the minimum.
 - Seek to boost team performance through exceptional personal input.
 - Appear somewhat shallow at times.
 - Be optimistic and sometimes over-confident of the abilities of her staff to perform effectively.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

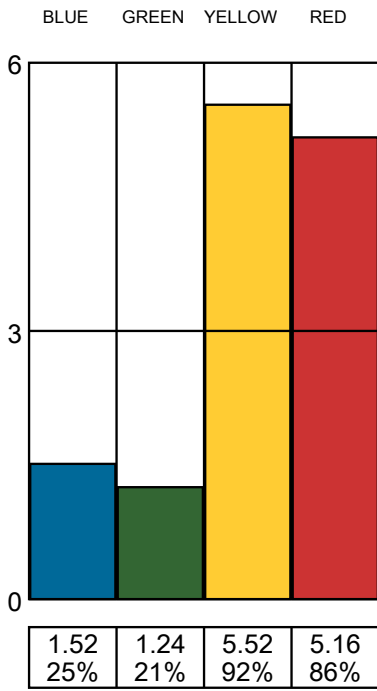
25: Inspiring Motivator (Classic)

Less Conscious Wheel Position

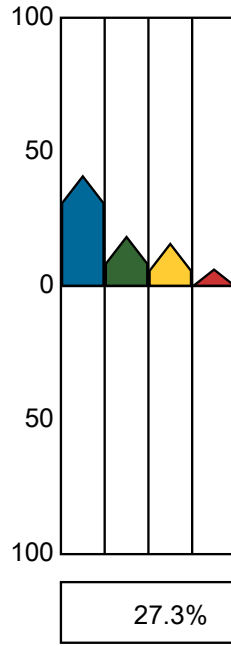
24: Directing Motivator (Classic)

The Insights Discovery® Colour Dynamics

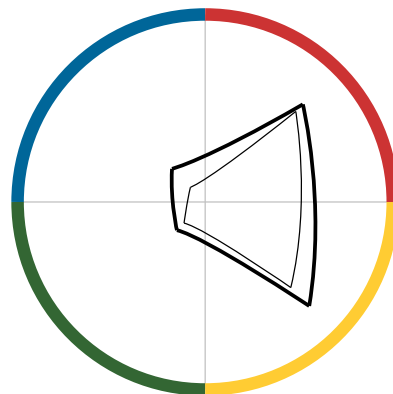
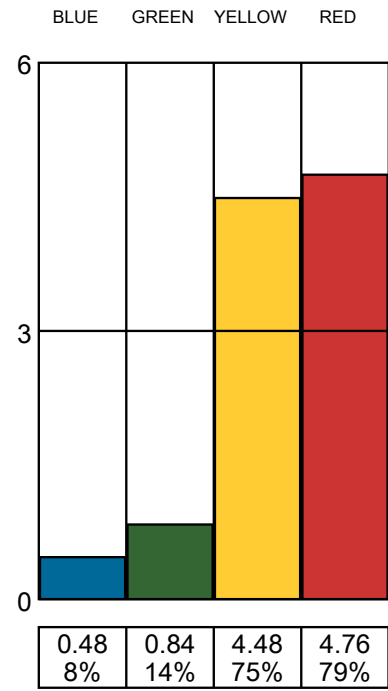
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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