



Discovery[®]

Personal Profile

Joanna Blackburn

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Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Joanna Blackburn's responses to the Insights Preference Evaluator which was completed on 06 April 2022.

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

Personal Style

Joanna is optimistic and positive, living mainly in the here and now. She attends to and likes to remember significant events and important detail. Others need to be sure of their facts. She may have specific goals and abilities relating to personal values. She enjoys helping other people but prefers to assist in real and tangible ways. She is prepared to attempt almost anything, but her work needs to be active rather than theoretical.

Her focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines. She is a realist who sees things as they are and is prepared to accept them as such. Others often admire and envy what they see as her relaxed approach to life. She may ignore or deny anything that threatens the harmony she seeks. Joanna displays fierce loyalty to and for people who report to her.

She prefers to be seen as rather sociable and may relish the occasional spotlight. Joanna radiates goodwill and enthusiasm. She is optimistic about life in general and human potential in particular. At times, events can overwhelm her and she may find it almost impossible to say "No", even when the demands are unreasonable. Joanna can be gregarious, sociable, and focused on others' needs. She is seen by most others as a friendly, practical, realistic and down-to-earth person.

Socially adept, even-tempered and tireless in her efforts to bring about peace and well-being, she tends to hold the perfect relationship as the ideal. Joanna seeks greater fulfilment in her life through the offering of help and service to others. She has a tendency to play down the rules, particularly if they appear to oppose her values. Able to cope with a number of projects at once, Joanna gets a lot of enjoyment from the social aspects of work. She looks for the good in every situation.

Exhibiting a tendency to become concerned and hurt if her ideas are met with indifference or criticism, she may take conflict and rejection personally. Being tolerant of other people, Joanna is seldom critical and usually willing to give people the benefit of her trust. Joanna is a good companion and fun to be with. Her home will be a haven for people to have a good time, and will have mementoes or photographs of people having a good time! She is proficient at alleviating the concerns of others.

Interacting with Others

Her concern for the well-being of people around her makes Joanna especially sensitive to an individual's personal needs. Joanna values harmony. She is essentially a peace keeper and is very sensitive to others' needs. She may become possessive of people in whom she has invested a lot of her emotional energy. She can be unbelieving of, and devastated by, too much personal criticism. Unpleasant working relationships can lead her to lose confidence and motivation. Usually exciting for most of those involved, her activities do tend to leave some others exhausted by the process.

Looking for perfection in a relationship can result in her sensing a vague dissatisfaction with the reality of the way things are. She may find herself automatically adapting her own personality in an attempt to meet other peoples' ideas of what is desirable. Joanna is outgoing and makes things more fun for others by her pure and unreserved enjoyment of the moment. She wins the co-operation of others by using approval and praise, rather than argument or intimidation. Joanna probably prefers more relaxed social interaction. Do not assume this to be an indication that she is not serious about important issues.

She may believe that her family and friends are totally dependent on her. Joanna's feelings play a prominent role in her life and she manages to inject a friendly element into any work she is assigned to or involved in. Joanna likes to build harmonious relationships with others and continually seeks to maintain these relationships. She is very accepting of others in her desire for happy relationships. Friendly and effusive, she displays her emotions openly and enjoys the company of other people.

Decision Making

Joanna is prepared to modify her conclusions when she receives contradictory new information. She may choose to change her decisions if it turns out that someone may be adversely affected by them. She can resolve conflict positively and reach mutually agreeable outcomes, taking into account all interests. She prefers moderate to slight risk in decision-making. She would perform better if she focused more on in-depth study of analytical data during the decision making process.

She recognises judgements that rely heavily on logical analysis, but then may ignore this in making her decisions. Joanna will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. She always feels that a solution will evolve once she has all the facts in place. In her attempts to please others she may make promises she cannot fulfil. Highly technical or factual information may appear dry and uninspiring to her and may not receive her full attention.

Her slogan might be "Act now pay later" and her perceptions of life are based on the impact her decisions have on those around her. One of her challenges is that she may not obtain enough direction or discipline at work, or be sufficiently involved in planning for the future. Her decisions are influenced by ethical and moral issues. She may find it difficult to make decisions based purely on objective considerations. She is prepared to make decisions through group consensus.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Joanna's key strengths:

- Seeks variety in both tasks and relationships.
 - Looks for the harmony in every situation.
 - Democratic - will involve others.
 - Easy going and fun approach to most things.
 - Can “go with the flow”, particularly where people are concerned.
 - Appreciative of others' contributions.
 - Accommodating and will provide help where needed.
 - Approachable and affectionate with friends.
 - Not easily ruffled or flustered.
 - Can act spontaneously.
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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. Joanna’s responses to the Evaluator have suggested these areas as possible weaknesses.

Joanna's possible weaknesses:

- May avoid resolving tough issues.
 - May occasionally say something without thinking, and then regret it.
 - May not deliver on time.
 - Unduly affected or influenced by others' opinions.
 - Finds it difficult to concentrate on the detail for long periods.
 - Often fails to delegate, or delegates too little.
 - Gives much credence to others emotive views.
 - Avoids interpersonal aggression and irritation.
 - Becomes obstructive if hurt.
 - Fails to recognise the finer nuances.
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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 Joanna brings, and make the most important items on the list available to other team members.

As a team member, Joanna:

- Has strong personal and interpersonal skills.
 - Offers emotional support to others.
 - Is a calming presence in conflict resolution.
 - Meet the needs of the team members by being prepared to do anything.
 - Provides stimulation and resourcefulness.
 - Can organise the social calendar.
 - Makes great effort to build and maintain relationships with others.
 - Will be loyal to the leader and the cause.
 - Is seen as a positive team player.
 - Enjoys an empathic approach to others.
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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 Joanna. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Joanna:

- Agree exactly what needs to be done.
 - Use warm gestures and expressive body language.
 - Offer praise and appreciation when due.
 - Be prepared to negotiate solutions slowly, calmly and quietly.
 - Be spontaneous and harmonious.
 - Share in and promote her ideas and visions.
 - Be prepared to discuss a wide range of topics.
 - Leave time to ensure she is comfortable on personal issues.
 - Show concern for her opinions and be willing to discuss personal matters.
 - Maintain a consistent, personal relationship with her.
 - Listen for the essence of what is being said.
 - Take a low key, friendly approach.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Be hard, directive or impersonal.
 - Restrict or restrain her natural exuberance.
 - Make critical comparisons in relation to other staff.
 - Allow exchanges to become confrontational.
 - Omit to discuss how others may be affected by a decision.
 - Be addicted to rules and procedures.
 - Make your lack of interest in her “problems” too obvious.
 - Focus on her weaknesses or chastise her publicly.
 - Assume passivity is tacit acceptance.
 - Forget to be aware and tolerant of her views.
 - Forget to recognise her personally in a job well done.
 - Adopt an intransigent, judgmental stance.
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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.

Joanna's possible Blind Spots:

Because of her well developed tolerance of herself and other people, Joanna may appear detached and disinterested. She focuses on emotions to the point that she may fail to see the logical consequences of her actions. Trying to be less sensitive would enable Joanna to hear the often helpful information that is contained in constructive criticism.

Occasionally Joanna may miss opportunities through a lack of awareness of the need to conclude the planning detail. People can see that she doesn't always take a rational or objective view of the world. She finds it hard to face conflict and will be tempted to run away from or ignore problems rather than seek the tough solutions. Although she may not readily display it, Joanna can be so committed to her own principles that she develops tunnel vision. She hesitates to criticise others and has a hard time saying no to requests for assistance.

She may unconsciously manipulate others to assure their support and believe that love and service go hand in hand. Continuously focusing on her current experiences, she tends not to look beyond the moment and may miss the broader view. It is important for Joanna to find ways of continuing to express her ideas, to keep her from getting discouraged. She is vulnerable to the criticism of others because she tends to take feedback personally, which leads her to take offence and become discouraged. If she tried to develop more objectivity about her projects and tasks she would become less vulnerable to criticism and disappointment.

Personal Notes

Opposite Type

The description in this section is based on Joanna'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:

Joanna's opposite Insights type is the Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

Joanna may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, Joanna may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. Joanna will often see the Reformer as both aloof and argumentative.

Personal Notes

Opposite Type

Communication with Joanna's Opposite Type

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

Joanna Blackburn: How you can meet the needs of your Opposite Type:

- Seek her opinions and ideas before imposing yours.
- Let her know she is in control.
- Provide facts and figures.
- Allow time for her to think of the consequences.
- Respect her knowledge of the job.
- Recognise her intellectual effort and commitment.

Joanna Blackburn: When dealing with your opposite type DO NOT:

- Expect an immediate positive reaction.
 - Withhold vital information.
 - Be put off by her formality.
 - Show disagreement with or disrespect for her principles.
 - Assume her pauses imply lack of interest.
 - Be flippant, inconsistent, fanciful or ostentatious.
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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 Joanna's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Joanna may benefit from:

- Seeking to understand other peoples theories, hypothesis and explanations.
 - Being less sensitive to the needs of others.
 - Becoming more aware of where resentment comes from.
 - Trying to really understand and relate to quiet, thoughtful people.
 - Concentrating on the task in hand.
 - Focus on her own needs rather than those of others.
 - Doing a detailed analysis of how she spends her time.
 - Confronting her feelings of anger and dealing with the problem.
 - Awareness that she may be suppressing her true feelings.
 - Saying “no” when too much is expected of her.
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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 Joanna's ideal environment and her current one and to identify any possible frustrations.

Joanna's Ideal Environment is one in which:

- Family and outside personal interests feature prominently.
 - There is opportunity to create and express ideas and to develop these collectively.
 - The culture promotes a democratic management style.
 - There is ample opportunity for social contact with colleagues.
 - There is little distinction between work and play.
 - Information is openly and freely available and exchanged.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - The present situation is fully understood and appreciated.
 - Meetings are rather informal gatherings.
 - Her feelings are valued and considered.
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Personal Notes

Management

Managing Joanna

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

Joanna needs:

- To be given clear direction and know the required standards.
 - Time to think and reflect.
 - The opportunity of networking during her working day.
 - To understand the need for time-management disciplines.
 - Some help in resolving conflict and discipline issues.
 - Practical follow-through and a support structure to handle the completion of projects.
 - More frequent evaluation and appraisal.
 - Meetings with strict agendas and timetables.
 - More help than she requests.
 - Support for her style by providing back-up.
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Personal Notes

Management

Motivating Joanna

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

Joanna is motivated by:

- Tasks which necessitate “group” involvement.
 - Events that represent success for others.
 - Personal appreciation and public recognition for a job well done.
 - Opportunities to share experiences with a small, relaxed group of colleagues.
 - Freedom from constraints and supervision.
 - Special task “teams” to interact with.
 - Rewards that reflect her immediate needs.
 - Knowing she has the approval of others.
 - Occasional appreciative comments.
 - Team activities to lighten the gloom.
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Personal Notes

Management Style

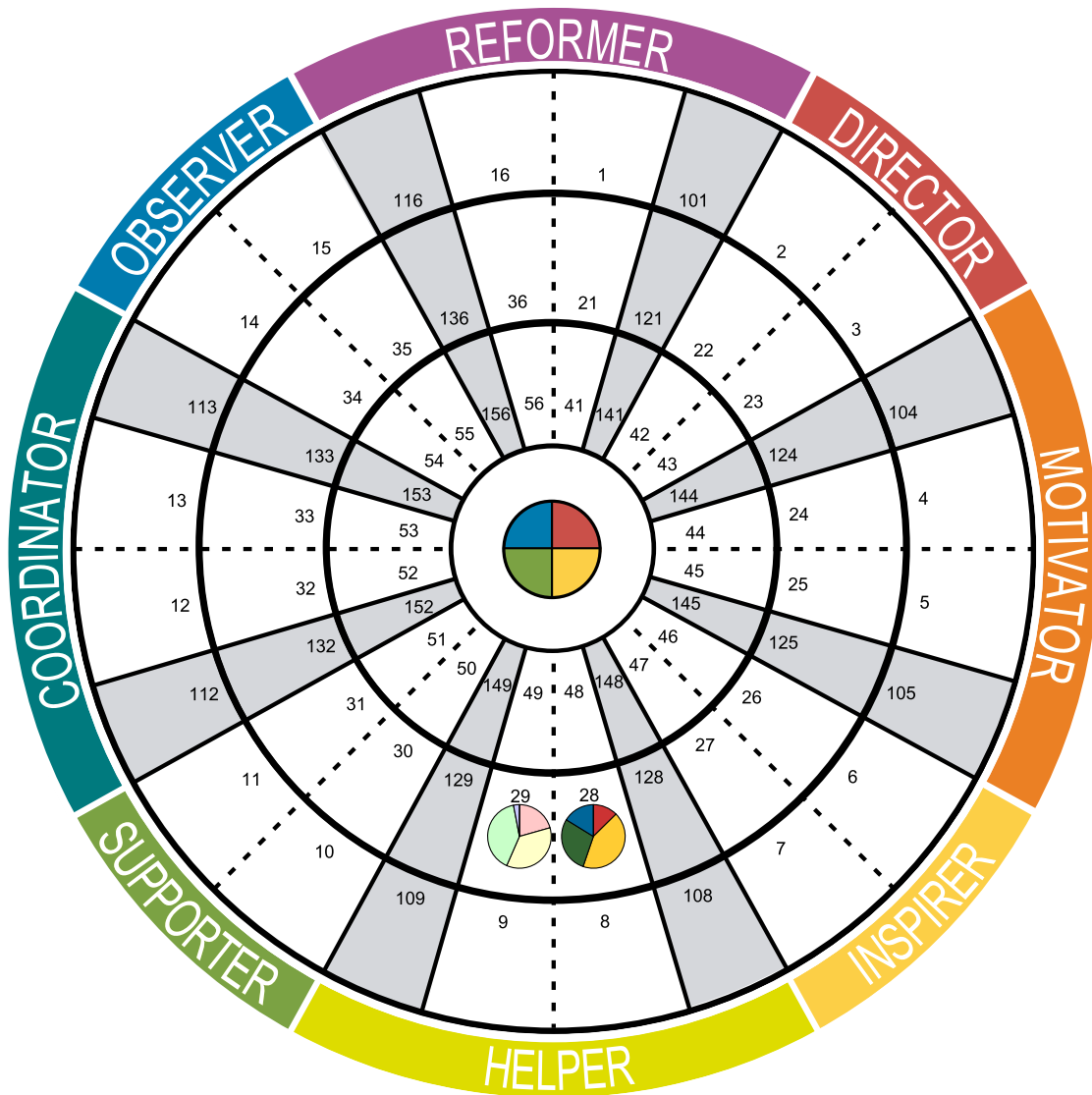
There are many different approaches to management, most of which have different situational applications. This section identifies Joanna's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Joanna may tend to:

- Attempt to motivate in a “low key” manner highlighting domestic/personal values.
 - Give team members plenty of freedom.
 - Allow team members with a stronger personality to “rule the roost”.
 - Show great pride in, and demand recognition for, her team.
 - Sublimate her own needs for those of others.
 - Overvalue some of her personal relationships.
 - Become too involved in others personal problems.
 - Be articulate, verbally expressive and animated.
 - Listen carefully and respond in an appropriate way.
 - Encourage staff development at all levels.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

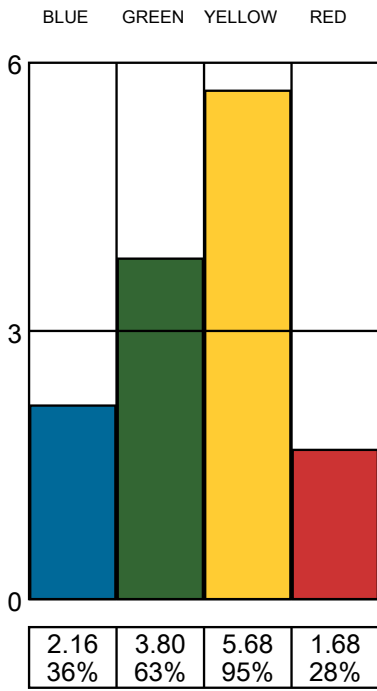
28: Inspiring Helper (Classic)

Less Conscious Wheel Position

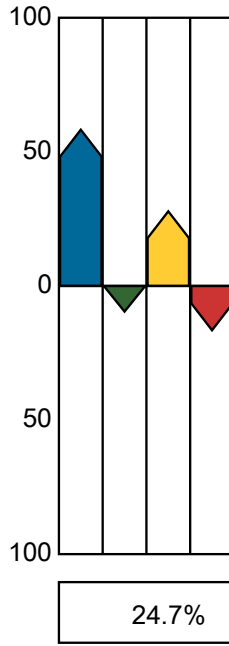
29: Supporting Helper (Classic)

The Insights Discovery® Colour Dynamics

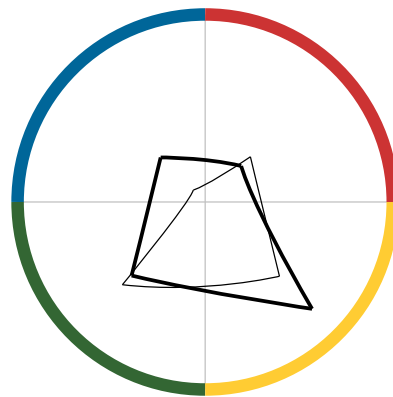
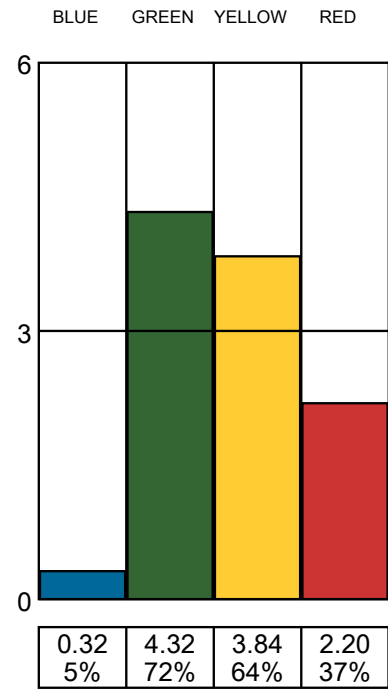
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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