



Discovery[®]

Personal Profile

Martin Baker

13 November 2019

Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Martin Baker's responses to the Insights Preference Evaluator which was completed on 13 November 2019.

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

Personal Style

One of Martin's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. He tends not to show his private feelings, yet experiences a strong internal personal reaction to many situations and events. He believes people should say what they mean and mean what they say. Written communications are most effective with him. He needs to remember to withdraw regularly from caring for others to take care of himself. He may speak of or express his ideals indirectly.

He has a distrust for the ostentatious, the speedy and the fanciful. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough. Even if a mistake has been made by someone else he may spend a lot of time sympathising with the "guilty" party and attempting to spread the responsibility. Martin prefers to live his life in a structured and organised manner and prefers to work within established guidelines on tasks requiring detail and routine implementation. He is very effective in specialised work and highly consistent in performance.

He may underestimate himself and either takes anything he does well for granted, or regards it as no great achievement at all. Cautious, conventional, diplomatic and sincere, Martin is a precise and disciplined person with high standards and expectations of himself. Martin values people who take the time to understand his personal goals and values. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work. Low key acknowledgement for his contribution is likely to be appreciated by him.

Serious, conscientious and loyal, Martin is a dedicated worker. He will seek an environment in which he can be quietly productive. He can complete practical tasks and do repetitive work effectively. Martin is sympathetic, empathic and affable. He does things in a routine manner and is consistent, conscientious and reliable. Finding it hard to understand why some others try to impose limits, order and structure upon others, he avoids attempting to change or control people.

A good day to day planner, he is relaxed about getting things done because he is fully engaged in the here and now. Martin knows what is important to him and will protect it at all costs. Tenacious persistence and dedication to a cause are his character hallmarks. Traditions are important to Martin and are carefully remembered and observed. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. He is easy-going and low key and may be prone to doubting his own ability.

Interacting with Others

Martin enjoys a team environment that is moderately paced with high levels of morale. He needs to ensure he does not take on board too much of other peoples' emotions. Basically loyal, trusting and understanding, he needs harmonious relationships in his life and is most sensitive to conflicts and disagreements. He prefers to play a supporting role at work in a loyal and conscientious way. When he interacts with others, he projects an amicable and easy-going style.

He relates well to people in need, and can build long term friendships with people he views as disadvantaged in some way. He needs to be aware of being taken advantage of by other people. He conveys an image of stability and reliability - an image which can be trusted. He may have a tendency to repress anger. While appearing to agree with others, he may internally disagree, using passive strategies to release his tensions. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship.

He may find himself automatically adapting his own personality in an attempt to meet other peoples' ideas of what is desirable. He may not readily express how he feels, unless he is allowed to feel safe and comfortable in speaking his mind. He may occasionally appear to lack self-confidence, which can be remedied by regular reassurance from people he trusts. Martin feels a love and sensitivity for others and an appreciation for life. He will readily forgive but rarely forget.

Decision Making

Where he holds strong values, Martin is firm and uncompromising in expressing and enacting his beliefs on these subjects. He is prepared to make decisions through group consensus. He may prefer at times to communicate his feelings about others in writing, rather than verbally. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. His quiet demeanour often allows him to get agreement to his alternative solutions.

Above all, he is concerned with what is "right" and because of this may appear slow in the decision making process. He tends to make sound future decisions only after deeper reflection. Martin makes better decisions when other people he knows share his values. Non-judgemental and accepting of others' behaviour in a rather factual way, he notices things around him and will generally find the deeper meanings within most situations. He is uncomfortable moving beyond his own experience until he fully understands the problem. He seeks to review and assimilate the facts without being pressured to make a rapid decision.

He usually delays decision making until all the facts and details are available. With his moderate, affable stance, Martin is considerate, patient and willing to go along with those he considers friends. Martin is good at easing tense situations, enabling competing or conflicting groups to unite. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. He tends to make choices around his own personal feelings which may be as important to him as more objective data.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Martin's key strengths:

- In touch with himself and his world.
 - Good listener. Can help others achieve their goals.
 - Strong sense of personal values.
 - Modest and friendly with those he knows.
 - Painstaking, conscientious, industrious and dependable.
 - Tolerant and giving.
 - Sets high personal standards of performance.
 - Good at undertaking routine tasks.
 - Usually weighs up all relevant factors before reaching decisions.
 - Honourable and easy going.
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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. Martin's responses to the Evaluator have suggested these areas as possible weaknesses.

Martin's possible weaknesses:

- Can be manipulated by supervisors or significant others.
 - Ignores objective evidence which does not support his original perception.
 - Has difficulty in sharing concerns and reservations except with close and trusted peers.
 - Finds it difficult to respond to aggression positively.
 - Does not always want to understand abstract theories.
 - May discourage or put down those who see innovative alternatives.
 - Will prefer to be reserved and distant until he gets to know someone well.
 - Seen as rather rigid, inflexible and unbending.
 - Preserves relationships - can interfere with task completion.
 - May not forcefully express his ideas or feelings.
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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 Martin brings, and make the most important items on the list available to other team members.

As a team member, Martin:

- Always seeks to understand the other's viewpoint.
 - Is quietly productive.
 - Commits to realistic goals.
 - Is a dedicated supporter of the team.
 - Can become absorbed in following projects through to completion.
 - Can state significant views with clarity and forethought.
 - Will be sympathetic to others needs.
 - Capitalises on and makes efficient use of the available resources.
 - Is perceived by most others as honest and sincere.
 - Encourages team allegiance.
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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 Martin. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Martin:

- Deal with “here and now” projects.
 - Let him know the unique contribution he is making.
 - Listen to and value his suggestions and contributions.
 - Balance opportunities for reflection with gentle conversation or interaction.
 - Avoid personal conflict.
 - Give him time to reflect inwardly.
 - Mirror his normally calm and even-tempered nature.
 - Maintain a consistent, personal relationship with him.
 - Let him organise his thoughts.
 - Give him advance notice and time to prepare.
 - Put important messages in writing for clarity.
 - 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 Martin. 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 Martin, DO NOT:

- Focus on his weaknesses or chastise him publicly.
 - Adopt an intransigent, judgmental stance.
 - Pressure him or encroach on his free time.
 - Fail to be attentive to his suggestions.
 - Exert unnecessary pressure.
 - Reinforce his own self criticism.
 - Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
 - Upset or undermine the status quo.
 - Create a hostile environment devoid of feelings.
 - Labour the point or give lengthy verbal instructions.
 - Prevent him from expressing his thoughts.
 - Try to rush him into a decision.
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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.

Martin's possible Blind Spots:

Martin may appear impatient or withdrawn if pressed to perform at a faster pace than he considers appropriate to the task in hand. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. A rather private nature may prevent Martin from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction.

Adopting a low profile is not always in his best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance he may project at times. He hesitates to criticise others and has a hard time saying no to requests for assistance. He tries to please a lot of people and finds it hard to defend an unpopular position. When under extreme pressure, Martin may choose to withdraw, but only to prepare for the next battle within his own fortress. Highly vulnerable to idealising relationships, he tends to overlook facts that contradict what he wants to believe.

He could do better to become more assertive about his own needs and fully consider the implications of interactions with others. He needs to work toward becoming more articulate and action-oriented. He needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. He is highly effective in specialist areas of work that require consistent performance, but may sometimes not see the big picture. When under stress at work, he may need to curb a tendency to become secretive or even rebellious in order to meet the demands of the moment.

Personal Notes

Opposite Type

The description in this section is based on Martin'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:

Martin'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. Martin will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Martin 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. Martin 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.

Martin 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 Martin as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Martin's Opposite Type

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

Martin Baker: How you can meet the needs of your Opposite Type:

- Be humorous, but don't humour him.
- Be aware of his becoming defensive by watching his body gestures.
- Take responsibility for your own actions and errors.
- Be clear on completion details.
- Show respect for his ideas and opinions.
- Use colourful and bold language in conversing.

Martin Baker: When dealing with your opposite type DO NOT:

- Wait for praise or recognition.
 - Leap between topics in an unstructured way.
 - Try to hoodwink or mislead.
 - Challenge his authority "head on".
 - Burden him with your problems.
 - Show disagreement with or disrespect for his principles.
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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 Martin's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Martin may benefit from:

- Questioning the motives of others.
 - Confronting his fears using positive affirmation.
 - Working towards becoming more effusive and action-oriented.
 - Resisting the urge to continually refine, improve and even do the work of others.
 - Considering previous mistakes as periods of personal growth.
 - Taking immediate action on all those things he has been putting off.
 - Developing short cut methods to meet deadlines.
 - Stepping up a gear for at least a month.
 - Expecting more rewards for his efforts.
 - Having time bounded action plans for every situation.
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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 Martin's ideal environment and his current one and to identify any possible frustrations.

Martin's Ideal Environment is one in which:

- A flexible approach is taken to the specification of hours and days worked.
 - There is time to gather thoughts and ideas.
 - Unity and cohesion prevail.
 - Objectives and processes are the focus, rather than monitoring detail work.
 - There is an atmosphere free from the constraints "high-brow" meetings impose.
 - There is time for reflection and meditation.
 - There is continual feedback and encouragement.
 - He can have his own work space.
 - Long term security is available.
 - Nobody else uses or changes his equipment, paperwork or software.
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Personal Notes

Management

Managing Martin

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

Martin needs:

- Regular opportunities to interact with other well respected and valued colleagues.
 - To maintain focus and direction.
 - Regular reassurance of the value placed on his contribution.
 - His own workspace with room for personal effects.
 - To give more weight to facts when making decisions.
 - Colleagues who value his quiet, reflective approach.
 - To be aware of underlying stresses.
 - A manager who values his feelings.
 - A manager who appreciates his need for thinking time.
 - To be assigned one task at a time.
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Personal Notes

Management

Motivating Martin

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

Martin is motivated by:

- Rewards for quality, not quantity.
 - Awareness of his domestic needs when setting business targets.
 - Opportunities to express his feelings in relation to performance.
 - Safe opportunities to develop untried or previously suppressed skills.
 - Small gestures of goodwill that enhance his feeling of belonging.
 - Acknowledgement of his successes.
 - A degree of autonomy.
 - One-to-one time with a respected and trusted manager.
 - Successful completion of major projects.
 - A personal and genuine interest in his development.
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Personal Notes

Management Style

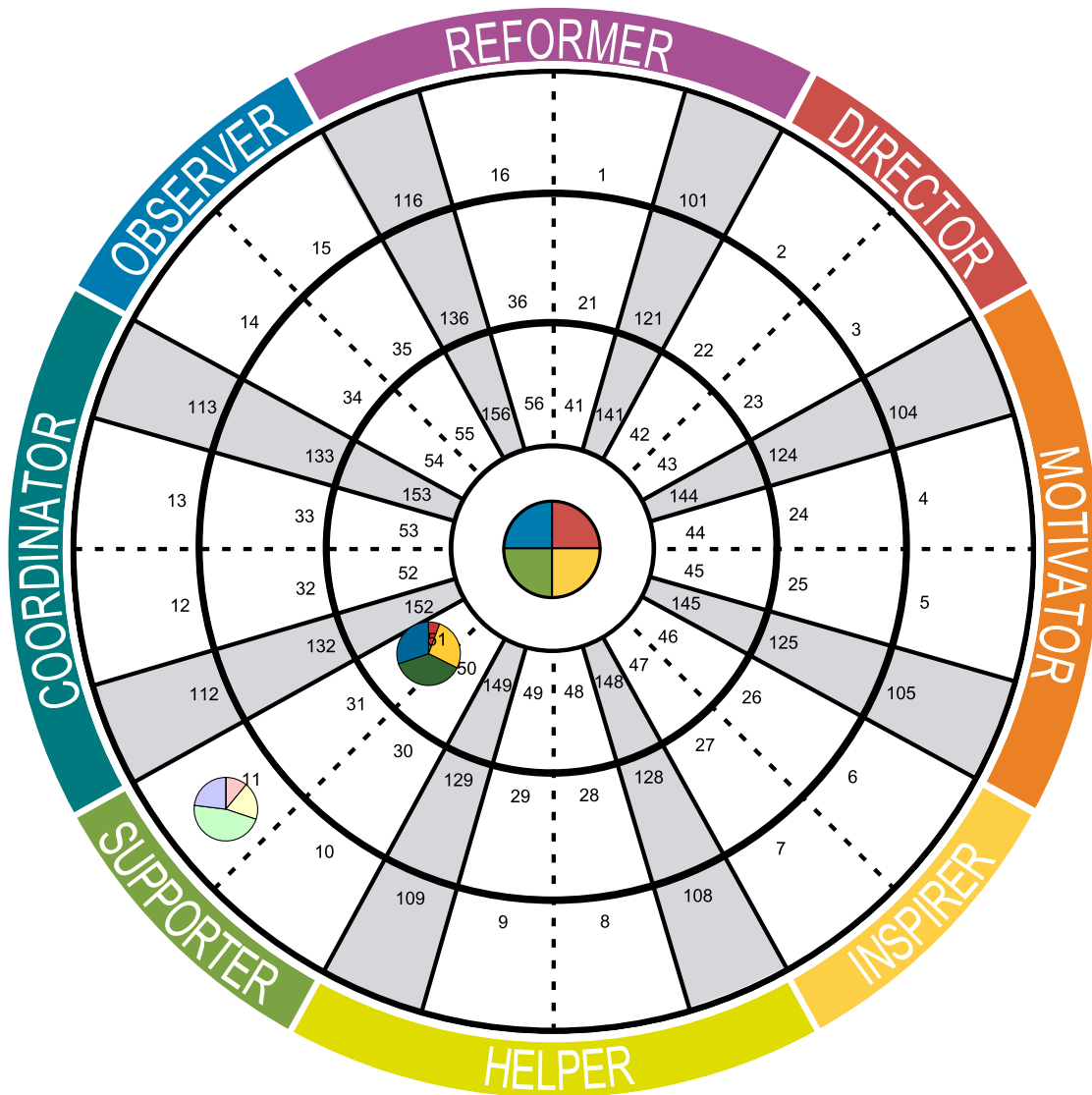
There are many different approaches to management, most of which have different situational applications. This section identifies Martin's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Martin may tend to:

- Be overwhelmed by too much information, presented too quickly.
 - Be systematic and procedure-orientated.
 - Lose sight of the needs of the business whilst focusing on relationships.
 - Achieve results through good relationships.
 - Be uncomfortable amongst clutter or chaos.
 - Appear indecisive when reflecting on important decisions.
 - Allow his heart to rule his head.
 - Decide quickly in areas he feels comfortable, but procrastinate in those where he feels vulnerable.
 - Manage democratically, whilst attempting to appease those who do not agree.
 - Be a little too generous and understanding when others fail to perform.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

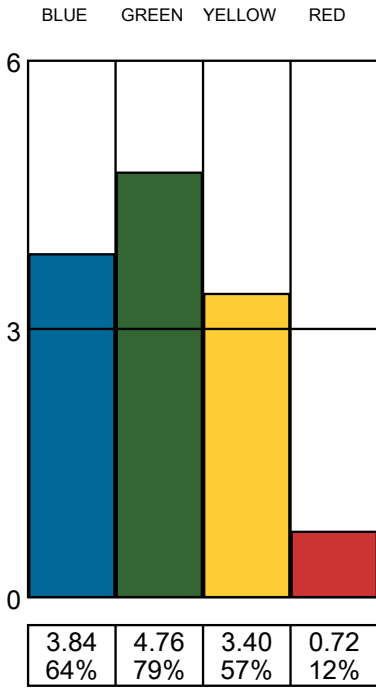
51: Coordinating Supporter (Accommodating)

Less Conscious Wheel Position

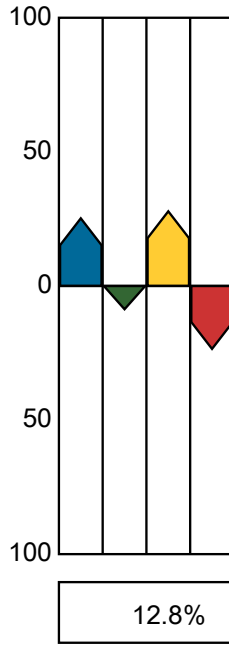
11: Coordinating Supporter (Focused)

The Insights Discovery® Colour Dynamics

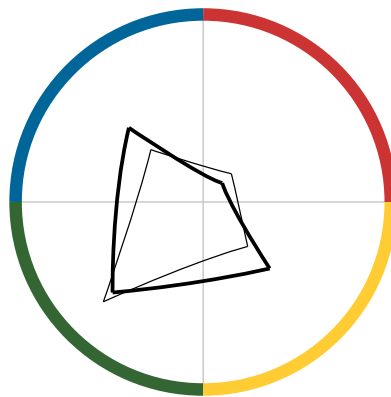
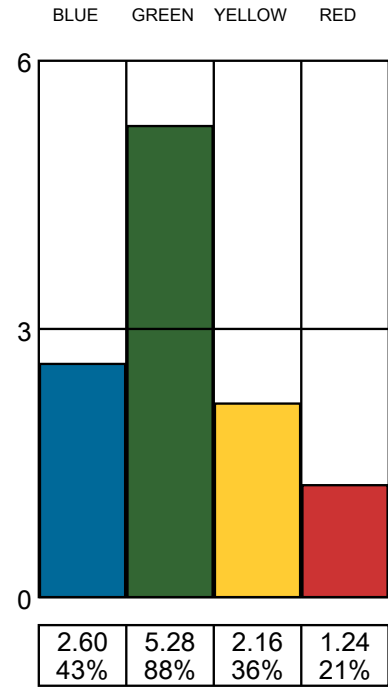
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS PROFILE: D_PR_RETENTION
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