



# Discovery<sup>si</sup>

Personal Profile

Piers Alder

29 November 2019

Foundation Chapter  
Management Chapter

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## Introduction

This Insights Discovery profile is based on Piers Alder's responses to the Insights Preference Evaluator which was completed on 29 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 Piers's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

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### Personal Style

Piers wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high. Learning how to use accepted methods of organisation and time management will help him to overcome a tendency to want to procrastinate. His life will tend to be a series of initiated, but unfinished projects. Piers is interested both in possibilities beyond what is already obvious and in the ways that these possibilities might affect others. He should take care to include the practical details in his projects and continually try to look at situations from an objective viewpoint rather than just his own perception.

Piers can be very effective in using his concern for others to ensure involvement. As he puts as much energy into maintaining personal relationships than into maintaining tasks, Piers likes to keep a wide assortment of relationships alive and kicking. Routine is the real bad news for him, and it may sap his energy. His focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines. Piers is adaptable, easy-going, warm, friendly and generous.

He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. At times, events can overwhelm him and he may find it almost impossible to say "No", even when the demands are unreasonable. He is strong on initiative and creativity, but may often be weak on the completion of projects. He tends to be light-hearted and sunny, and because he constantly seeks to avoid painful experiences, he tends to steer away from personal anxieties. Work that is purely practical or work that leaves him on his own for long periods can make him irritable.

He is good at "reading" people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, he may be hurt when a relationship goes wrong. He is warm and gracious and believes in a philosophy of "live and let live". He may become pessimistic and gloomy when he is thwarted or fails to see ways to make the important changes in his life. When an inspiration materialises, he will throw himself into it completely. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment.

His vivid imagination constantly pushes him towards turning his ideas into reality. Seen by others as spontaneous and charming, Piers is persuasive, loves surprises and enjoys finding unique ways of bringing delight and unexpected pleasure to others. He is always interested in seeing the possibilities, particularly in people, beyond the present moment. He is used to doing several things at once, but others may view some of this as superficial activity. With his friendly organisational skills, Piers is supportive of other colleagues and will enthuse over most projects.

### Interacting with Others

Piers is both charming and popular, constantly enthusing through his gift of ready articulation. Acutely aware of what is and isn't appropriate behaviour, he is often seen as gracious, charming, personable and social. The easy-going nature and good humour that Piers displays makes him

an attractive companion. Consequently he is known by a large number of people and enjoys a wide circle of acquaintances. He can take issue with both colleagues and superiors but is unlikely to bear a grudge for long. He encourages freedom and independence and is good at getting things done through other people when he slows down and takes the time to delegate.

He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills. A creative thinker, Piers is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting conversational style. As a result of his natural desire to please, he can be seen as overly concerned with others' needs. He functions best when he is talking with people, which he enjoys immensely. Much of his pleasure and satisfaction comes from other's warm responses. Looking for perfection in a relationship can result in his sensing a vague dissatisfaction with the reality of the way things are.

He prefers a stimulating life of co-operation and harmony. He is enthusiastic in helping people make the best of themselves and he is proficient in making lots of contacts. He prefers communicating verbally rather than through the written word. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. As he is highly articulate with a quick sense of humour he is often the life and soul of the party.

### Decision Making

Piers's tendency to think "out loud" enables others to follow his line of thinking. He may be perceived by others as a somewhat impulsive decision maker. He will not allow systems and procedure to stand in the way of what he believes is right. Piers's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward.

He may often make decisions based upon how he feels about a situation, rather than how the situation actually is. He may make decisions without considering all the consequences of his actions. He may get bored quickly and tend to ignore significant detail in his desire to move on to more exciting things. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. He has an ability to see the need of the moment and then deal with it.

He has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. He would perform better if he focused more on in-depth study of analytical data during the decision making process. Through his intuitive feeling personality, he may have difficulty in limiting himself to a single project and usually prefers to keep many balls in the air. People occasionally see Piers making decisions that appear to fly in the face of logic.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which Piers brings to the organisation. Piers has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts he has to offer.

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#### Piers's key strengths:

- Highly resourceful around people.
  - Can be bubbly, effusive and spontaneous.
  - Resilient and resourceful.
  - Enjoys and seeks variety.
  - Accommodating and will provide help where needed.
  - Adaptable and adventurous.
  - Fluent and reassuring.
  - Perceptive and empathetic with others.
  - Will join different organisations to further his cause.
  - Friendly and sociable.
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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. Piers's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Piers's possible weaknesses:

- Like a butterfly, he may be difficult to catch or tie down.
  - Over optimistic about the abilities of others.
  - Gets so involved may ignore his own and others needs.
  - Dislikes and avoids routine tasks.
  - Prefers flexibility, which sometimes prevents his commitment to any one action.
  - Leaves a flurry of chaos in his wake.
  - Dislikes work of a highly detailed or factual nature.
  - Will experience difficulty in concentrating on one thing for long periods.
  - Finds it difficult to concentrate on a single topic for long periods.
  - Finds it difficult to concentrate on the detail for long periods.
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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 Piers brings, and make the most important items on the list available to other team members.

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### As a team member, Piers:

- Can provide high activity and variety.
  - Inspires with motivation, energy and direction.
  - Bolsters and promotes team spirit.
  - Displays a strong people-orientation.
  - Boosts self-esteem in others.
  - Exudes high drive, direction and sociability.
  - Enjoys an empathic approach to others.
  - Brings a fresh outlook.
  - Knows nothing is impossible.
  - Is a forthright advocate for the team.
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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 Piers. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Piers:

- Don't always expect brief, specific answers.
  - Be prepared to discuss a wide range of topics.
  - “Temper” his optimism with realism.
  - Offer praise and appreciation when due.
  - Be enthusiastic and positive.
  - Maintain personal content in communication.
  - Talk tangibly and with enthusiasm.
  - Avoid unnecessary distractions - keep to the point.
  - Support his need for new ideas, material and challenges.
  - Ask for his thoughts and ideas.
  - Be clear on completion details.
  - Don't be too serious, dull or severe.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Piers. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Piers, DO NOT:

- Forget to offer praise and recognition when it is due.
  - Take issue with his demeanour or jaunty disposition.
  - Limit his range or scope of activity.
  - Stick rigidly to business issues.
  - Forget to agree outcomes or decide conclusions.
  - Be addicted to rules and procedures.
  - Expect him to respond favourably if you dictate to him on policy or procedures.
  - Appear slow, sluggish or too formal.
  - Talk slowly, mumble or whisper.
  - Spend too much time discussing “what ifs”.
  - Talk with him using a low-key voice tone.
  - Forget to recognise him personally in a job well done.
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#### Personal Notes

## Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

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### Piers's possible Blind Spots:

Occasionally Piers may miss opportunities through a lack of awareness of the need to conclude the planning detail. He focuses on emotions to the point that he may fail to see the logical consequences of his actions. His active life keeps him so busy that sometimes he fails to plan ahead.

Taking the time to pay closer attention to what is actually going on in the world around him and listening carefully to both the input and reactions of others will help him. He finds it hard to face conflict and will be tempted to run away from or ignore problems rather than seek the tough solutions. Highly vulnerable to idealising relationships, he tends to overlook facts that contradict what he wants to believe. Piers is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place. He may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings.

He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. While he can be charming, funny and entertaining, occasionally he gives the impression of insincerity. He should allow more distance between self and colleagues in interactions. May need to be more considerate of others need for personal space. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. Trying to be less sensitive would enable Piers to hear the often helpful information that is contained in constructive criticism.

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### Personal Notes

## Opposite Type

The description in this section is based on Piers's opposite type on the Insights Wheel. Often, we have most difficulty understanding and interacting with those whose preferences are different to our own. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

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### Recognising your Opposite Type:

Piers's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Piers may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Piers will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Piers may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Piers would wish.

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### Personal Notes

## Opposite Type

### Communication with Piers's Opposite Type

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

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#### Piers Alder: How you can meet the needs of your Opposite Type:

- Be consistent.
- Let him organise his thoughts.
- Gently remind him of the human dimension.
- Provide facts and figures.
- Allow him to explain the logic behind his views.
- Do not let him hide behind complexity and privacy. Maintain his focus upon outcomes.

#### Piers Alder: When dealing with your opposite type DO NOT:

- Touch his body or his belongings.
  - Do not assume that his lack of response means tacit agreement with what is proposed.
  - Focus on personal relationships.
  - Ask lots of questions in quick succession.
  - Speak too quickly.
  - Prevent him from expressing his thoughts.
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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 Piers's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Piers may benefit from:

- Constant reminding of the need to consider alternatives and anticipate consequences.
  - Paying attention to every detail and developing a systematic methodology.
  - Organising situations so they proceed exactly as he predicts and plans.
  - Sticking to the to-do lists he makes.
  - Monitoring the in/out process flow of the department or office he works in.
  - Gathering more information than he feels may be necessary at times.
  - Taking time to prepare and/or study the predetermined agenda well in advance of the meeting.
  - Listening more than he talks.
  - Asking searching and probing questions.
  - Making sure he has the time to meet his agreed commitments.
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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 Piers's ideal environment and his current one and to identify any possible frustrations.

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Piers's Ideal Environment is one in which:

- The emphasis is on informality rather than rules.
  - He has freedom from authority and bureaucracy.
  - There is an open plan workplace layout.
  - A flexible approach is taken to the specification of hours and days worked.
  - There is ample opportunity for social contact with colleagues.
  - The culture promotes a democratic management style.
  - Relationships are fast and friendly.
  - Bright, motivational, inspirational posters and prints abound.
  - He has opportunities to reinforce one-to-one relationships.
  - There is ample opportunity to express ideas.
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### Personal Notes

## Management

### Managing Piers

This section identifies some of the most important strategies in managing Piers. Some of these needs can be met by Piers himself and some may be met by his colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

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#### Piers needs:

- To know clearly where the future prospects and opportunities lie.
  - To maintain focus and direction.
  - Help in delegating tasks and recognising priorities.
  - Experience of working with peer groups to develop perspective and balance.
  - Support in completing tasks he starts.
  - Time to think and reflect.
  - Limited exposure to bureaucracy and paperwork.
  - To be allowed to express his emotions - how he feels is important to him.
  - Regular update meetings to check on project progress.
  - A “walkabout” manager whose presence is obvious.
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#### Personal Notes



## Management

### Motivating Piers

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

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#### Piers is motivated by:

- Status, influence and prestige.
  - Freedom from constraints and supervision.
  - The availability of support staff to assist with some of the “paperwork”.
  - Challenge and competition.
  - A high degree of freedom and independence.
  - Challenging and changing the “status quo”.
  - Freedom to articulate wild ideas.
  - A “key” role within a successful team.
  - Rewards that reflect his immediate needs.
  - Merit based remuneration - reward through success.
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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 Piers's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

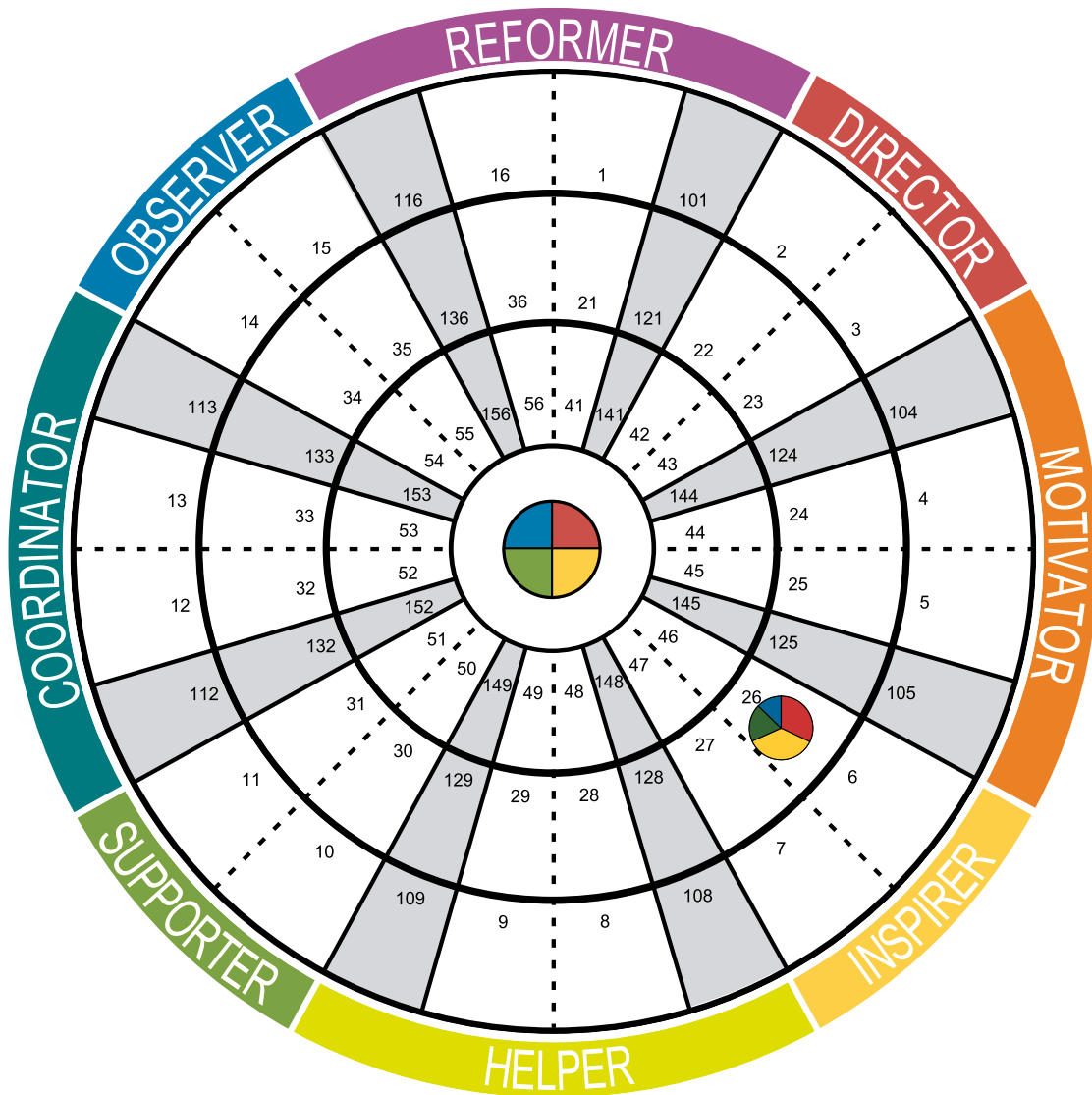
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In managing others, Piers may tend to:

- Have difficulty separating being liked as a manager from being liked for oneself.
  - Generate recurring crises through failing to comprehensively plan and organise resources.
  - Inspire the team with his grand visions.
  - Not adhere rigidly to time deadlines or restrictions.
  - Find it difficult to prioritise tasks.
  - Worry about having to depend on people whose main interest lies in the detail.
  - Be highly trusting of his team.
  - Be good at initiating and developing team contacts.
  - Overlook the need for detailed analysis and support work.
  - Choose “favourites” in his team and offer them individual inducements to achieve objectives.
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### Personal Notes

# The Insights Discovery® 72 Type Wheel

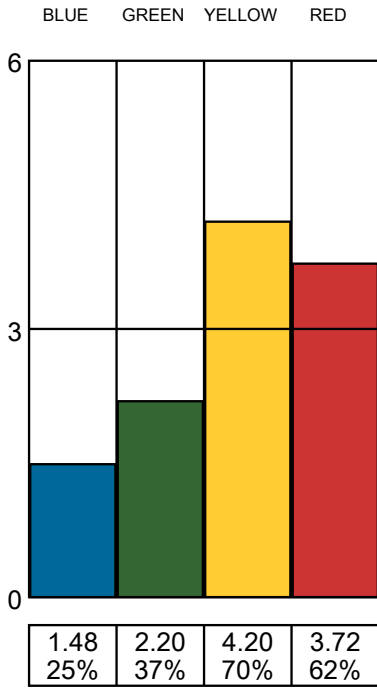


**Conscious Wheel Position**  
 26: Motivating Inspirer (Classic)

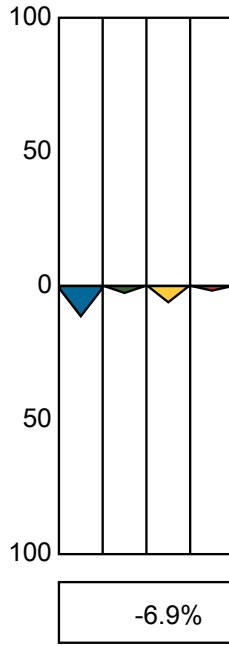
**Less Conscious Wheel Position**  
 26: Motivating Inspirer (Classic)

# The Insights Discovery® Colour Dynamics

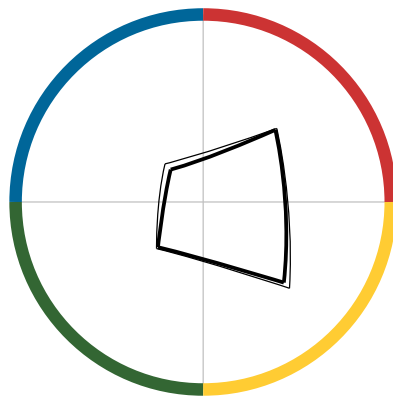
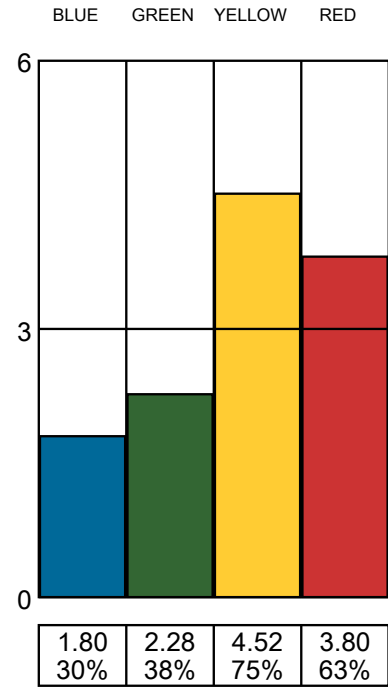
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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