



Discovery[®]

Personal Profile

Ruth Turnbull

17 November 2020

Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Ruth Turnbull's responses to the Insights Preference Evaluator which was completed on 17 November 2020.

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

Personal Style

When something needs attention, Ruth's powers of observation enables her to assess the realities of the situation before undertaking the task in hand. She is a down-to-earth realist and prefers the company of others like herself who mirror her rather quiet and unassuming demeanour. She is seen as an unpretentious colleague who has a good understanding of the way things work. She constantly seeks inner satisfaction as a means of dealing with external pressures. She believes people should say what they mean and mean what they say. Written communications are most effective with her.

For her, it is actions that speak louder than words. It will frequently annoy her if words are over-used by others. She gains satisfaction from attending to or performing functions that others require, and which she recognises she can provide. Correctness, analysis and logic are all-important to her. She is most content in work that is of practical service to the organisation and others. Logical, analytical and objective, Ruth is unlikely to be impressed or convinced by anything other than reasoning based on solid, concrete facts.

Ruth has an ever-present internal critic who judges everything she thinks and does. Her desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing her by. She is most at home when drawing conclusions from factual data with plenty of time for completion. She is seen as the ideal negotiator, combining a capacity for cooler thinking with her open personality. She values the development of her intellectual awareness and the opportunity to learn, improve and grow.

Ruth can be considered as a completion expert. Ruth is painstakingly accurate and systematic in handling a variety of tasks. She prefers to be left to work quietly on her own, which is when she achieves her best work. She can be a veritable storehouse of information on the things she knows well and understands. She likes to have clear direction in the form of strict agendas, timetables, procedures and regulations, and works well with a checklist.

Practical and measurable tasks are what she does well, making her successful in quality and administration. Ruth conveys great precision and economy of effort in both thought and language. She usually prefers people to present options rather than conclusions. She seeks a certain consistency in her life and a pace that is neither too slow nor too fast. Ruth is a systematic and organised thinker, with highly developed analytical skills.

Interacting with Others

Ruth will tend to talk openly only about subjects she knows well and which allow her to share her great breadth of information. She should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible. Fundamentally preferring privacy, she can mask this desire when the occasion demands without changing her essentially introverted inner nature. However, she will need time alone later to compensate. She generally

prefers dealing with figures, procedures and systems rather than handling people's emotions. She doesn't often encourage others to challenge her views.

She tends to withdraw when stressed. Cautious, reserved, quiet and inwardly oriented, Ruth is content to work by herself without much control or supervision. She tends to lose herself in the details and daily operations of a project and, once immersed, she can be rather rigid and unwilling to accept change. She should try to establish whether her ideas are relevant and not ignore the feedback she might receive. Ruth is competent at extracting information by asking relevant, non-threatening questions.

Her interests do not help in social encounters, where she is often perceived as distancing herself from social contact. She will make a lifelong friend if the conditions of the friendship allow her complete independence and the freedom to withdraw as and when necessary. Under pressure, she may withdraw psychologically from an event, without revealing her true intentions. She does not believe that conflict should always be resolved face to face. When she turns her highly honed critical appraisal skills on the people around her, honesty may be translated into unintended hurtfulness. Despite being somewhat quiet, perhaps even self-effacing, Ruth will converse at length on subjects that she knows well enough to enable her to display her wealth of information.

Decision Making

Ruth tends to make logical, private decisions, seeing and stating things quietly, clearly and deliberately. Every project presents itself as a mental challenge and she reflects on every stage of decision making. Balancing correctness in decisions with the needs of others, she may seek to take time over issues which merit deeper thought, particularly where others she knows are involved. She will tend to be concerned with the effect that the decision making process, and its result, will have on others. She may at times make others feel defensive due to her incisive, critical and often persistent questioning.

With her moderate, affable stance, Ruth is considerate, patient and willing to go along with those she considers friends. She constantly checks the correctness of a process. For her, innovation is of the greatest value when the process to attainment is thorough and stepped. It can be frustrating to some when she accurately describes the logical conclusions justified by a situation, but decides in favour of harmony and caring. From a more radical thinking viewpoint, some people can view her decisions as irrational. Ruth's quizzical and probing nature may create solutions which open up fresh processes. She applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions.

She views life as an intellectual challenge and needs to think things through before deciding. Valuing logical and impersonal analysis highly, she is organised and systematic in her approach to following tasks through and getting them done. She brings both analysis and personal feeling to the decision-making process. Making decisions comes logically to her, although her need for detachment results in colleagues viewing her as rather distant. Her focus on the present leads her not to take anything for granted - even information from people she respects.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Ruth's key strengths:

- A conceptual and intellectual performer.
 - Good powers of concentration.
 - Keen observer.
 - Maintains high standards in self and others.
 - Good situational analysis.
 - Analysis.
 - Consistency in standards.
 - Consistent and trustworthy.
 - Looks before she leaps.
 - Will work late to get the job done.
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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. Ruth's responses to the Evaluator have suggested these areas as possible weaknesses.

Ruth's possible weaknesses:

- May be seen as too critical and sceptical.
 - May appear slow to make decisions.
 - Often requires extra time to complete tasks.
 - Sometimes stifles innovation in others.
 - Has difficulty with unstructured tasks.
 - Can experience difficulty with less logical and analytical colleagues.
 - Could appear too unemotional or uninvolved.
 - Her search for accuracy could jeopardise deadlines.
 - Modesty or reticence may prevent timely interventions.
 - Less effective at work involving imaginative future orientation.
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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 Ruth brings, and make the most important items on the list available to other team members.

As a team member, Ruth:

- Often questions facts and rebuts false assumptions.
 - Adds dependability.
 - Encourages team allegiance.
 - Seeks and provides attention to detail.
 - Provides a fund of factual information, data and statistics.
 - Will encourage the team to think through all the possibilities.
 - Provides the sense of reality to the team.
 - Brings a critical eye to improve team performance.
 - Has intensive problem-solving capabilities.
 - Will often be able to supply vital background details.
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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 Ruth. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Ruth:

- Ensure that your strong assertions are correct!
 - Back up your assertions with reasons and data.
 - Ensure that your statements are accurate and factual.
 - Be sure that she is ready to communicate before pressing ahead.
 - Accept that “reflecting time” is essential to enhance her performance.
 - Allow time for her to think of the consequences.
 - Allow her time to consider all the information.
 - Ask what she thinks, not how she feels.
 - Talk quietly.
 - Be clear and straightforward.
 - Respect her individuality.
 - Give her time to express herself.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Offer opinions on personal issues unless she asks for them.
 - Undermine her authority.
 - Assume that outward calm reflects inner feelings.
 - Dream with her - unless you can spare the time!
 - Prevent her from expressing her thoughts.
 - Get too excited or emotional.
 - Try to play on her emotions.
 - Exaggerate.
 - Break promises.
 - Expect her to immediately strike up close relationships or friendships.
 - Assume that hesitation implies a lack of knowledge.
 - Call on her when uninvited.
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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.

Ruth's possible Blind Spots:

In certain matters Ruth may not appear to be very decisive. She has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. She is highly effective in specialist areas of work that require consistent performance, but may sometimes not see the big picture.

She may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary. She values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. She is not always sure she is participating for the right reason. She is perceived by others as a natural helper and needs to feel appreciated. When her hopes or dreams lose touch with reality, others may then witness a rather surreal approach to life. She would prefer the world to slow down to allow her to get to grips with important personal issues.

She is vulnerable to the criticism of others because she tends to take feedback personally, which leads her to take offence and become discouraged. She may not easily understand criticism of her work, tending to associate criticism with displeasure. It is important for Ruth to find ways of continuing to express her ideas, to keep her from getting discouraged. Due to her ability to generate creative answers, her intentions are sometimes misread by others. She could do better to become more assertive about her own needs and fully consider the implications of interactions with others.

Personal Notes

Opposite Type

The description in this section is based on Ruth'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:

Ruth's opposite Insights type is the Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. Ruth may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

Ruth may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

Ruth will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

Personal Notes

Opposite Type

Communication with Ruth's Opposite Type

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

Ruth Turnbull: How you can meet the needs of your Opposite Type:

- Be ready to acclaim her many ideas.
- Listen for the essence of what is being said.
- Keep the conversation lively.
- Provide dates and timescales for completion.
- Respect her “global” view.
- Be enthusiastic and positive.

Ruth Turnbull: When dealing with your opposite type DO NOT:

- Be curt-lipped, sharp, prickly or abrasive.
 - Leave her out of the picture.
 - Compete directly with her for control.
 - Be negative or non-communicative.
 - Assume she has heard you.
 - Ignore her creative and intuitive thinking.
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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 Ruth's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Ruth may benefit from:

- Resisting the urge to introduce long-winded, complex solutions to straightforward issues.
 - Attempting to respond more quickly to her more extraverted colleagues.
 - Taking a risk by becoming more outspoken.
 - Thinking aloud and on her feet.
 - Changing her perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
 - Offering to speak at the next after dinner occasion.
 - Actively seeking out new experiences and people.
 - Volunteering to give regular presentations.
 - Making daily activities as varied as possible.
 - Practising initiating conversation, particularly small talk, with strangers.
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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 Ruth's ideal environment and her current one and to identify any possible frustrations.

Ruth's Ideal Environment is one in which:

- There is time to gather thoughts and ideas.
 - She can indulge in gathering all the information she wants.
 - There are quiet areas to work.
 - Opportunities for personal and professional development are plentiful.
 - Information and data are well organised.
 - Information is in close proximity, ensuring economy of effort.
 - Numerical or technical data abounds.
 - There is space for graphs, charts and other sources of reference.
 - There's a place for everything and everything is in its place.
 - Few distractions exist to take attention away from the task.
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Personal Notes

Management

Managing Ruth

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

Ruth needs:

- Personal and professional development to be supported and encouraged.
 - Help to determine the pace and deadlines.
 - Rewards for achieving deadlines.
 - Support with putting her ideas into practice.
 - Respect for her desire to observe activities from a distance, and her preference not to become directly involved in “team” activities.
 - Respect for her personal space.
 - Respect for her need for reflection and solitude.
 - To have issues discussed with logic, not emotion.
 - To be convinced by reason, not emotion.
 - Assignment to projects where logical thinking is required.
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Personal Notes

Management

Motivating Ruth

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

Ruth is motivated by:

- Respect for the correctness of her work.
 - Being asked to find the flaws in an argument.
 - Being given projects with more flexible schedules.
 - Being given the highest access rights on the computer system.
 - Rewards and recognition for achievements.
 - High standards being set and achieved.
 - Being encouraged to research new technical developments.
 - Seeing fair play in reward systems.
 - Recognition of her skill and knowledge.
 - Appreciation of her quiet dedication to work.
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Personal Notes

Management Style

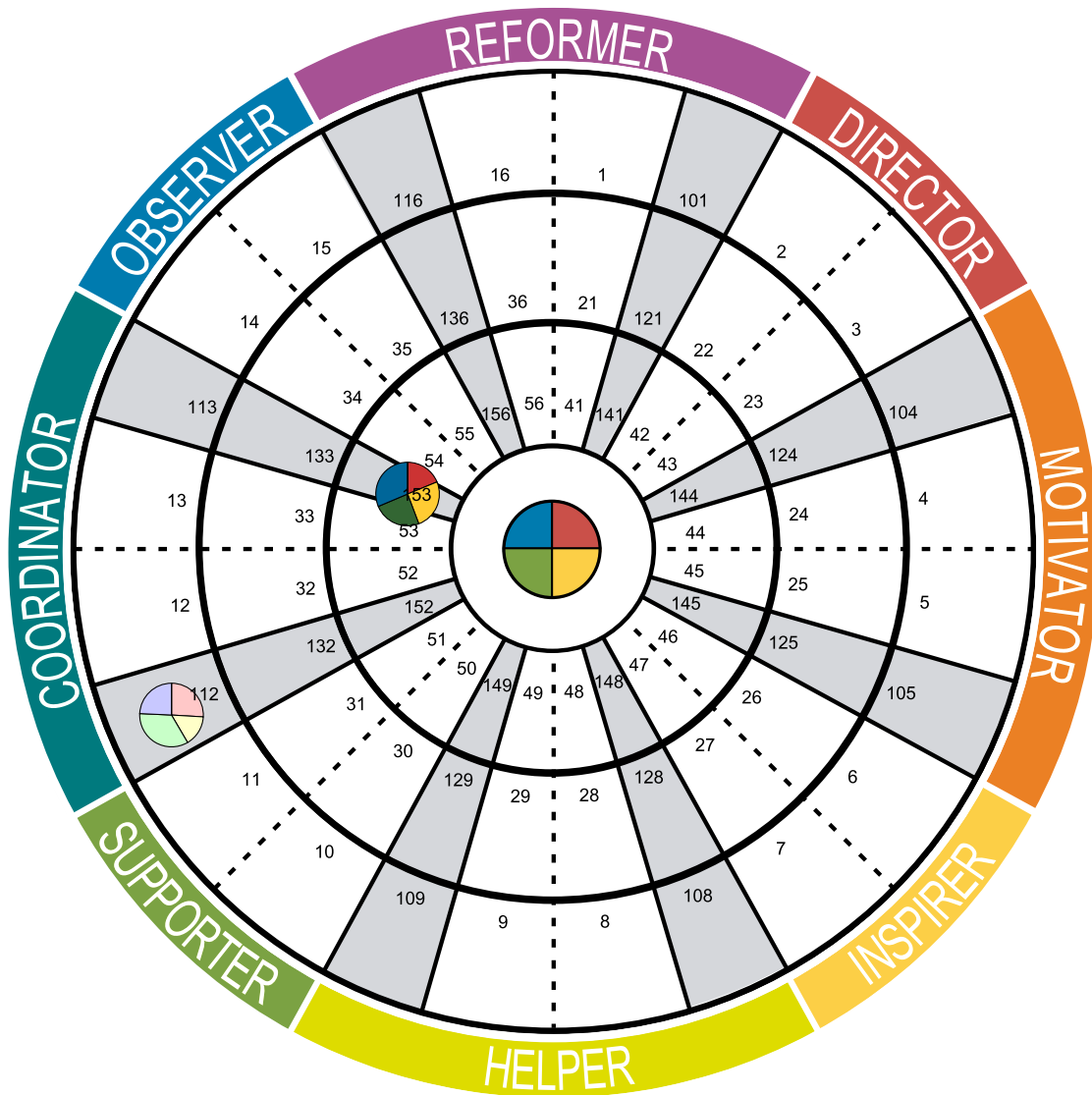
There are many different approaches to management, most of which have different situational applications. This section identifies Ruth's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Ruth may tend to:

- Prefer working with a small team.
 - Become confused with too much detail.
 - Appreciate time to share the wealth of information or knowledge in which she specialises.
 - Keep her deepest feelings private.
 - Seek to challenge what she perceives as illogical.
 - Avoid social chit-chat.
 - Get involved in the detail.
 - Speak in calm, measured tones.
 - Focus more on the task and less on the people.
 - Dislike confrontation as a means of criticism.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

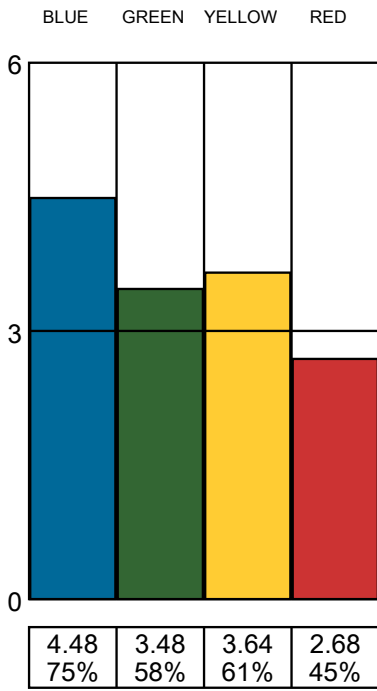
153: Creative Observing Coordinator (Accommodating)

Less Conscious Wheel Position

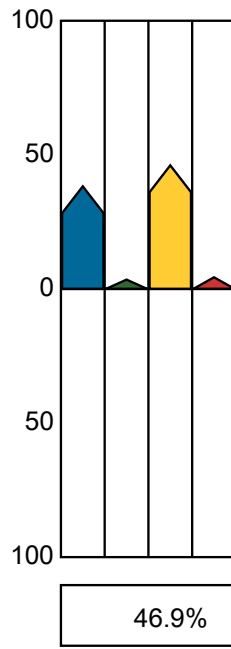
112: Creative Supporting Coordinator (Focused)

The Insights Discovery® Colour Dynamics

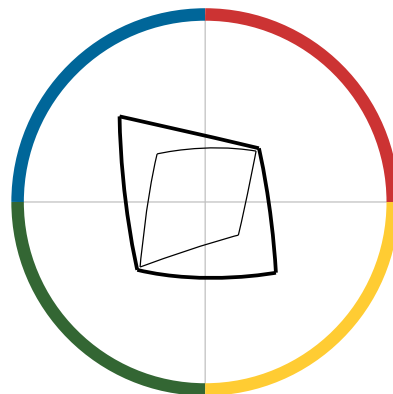
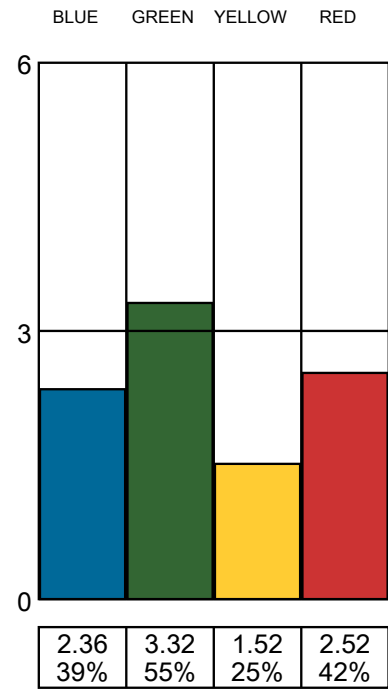
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS PROFILE: D_PR_RETENTION
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