



Discovery[®]

Personal Profile

Simon Goddard

31 March 2022

Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Simon Goddard's responses to the Insights Preference Evaluator which was completed on 31 March 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 Simon's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Simon is quiet, amiable, dedicated and loyal. He believes people should say what they mean and mean what they say. Written communications are most effective with him. He is a “no-nonsense” person who is not often attracted by the strange, exotic or unfamiliar. He is a well of warmth and support, but may be very reserved until he has broken the ice. He may underestimate himself and either takes anything he does well for granted, or regards it as no great achievement at all.

Simon likes to prepare well and prefers to know why and how things happen. Simon tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. He likes system, order and few surprises and to work in an environment which he feels is secure. 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. Interested more in the realities brought to him by his senses, he is blessed with a special appreciation of natural things.

Although he has a tendency to undertake too much, somehow everything gets done in its own time. Simon combines affability and amiability with a high sense of duty. One of Simon's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. Simon is conscientious and responsible and accepts being needed by others. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person.

Normally a flexible and open minded person, he may dig in his heels to defend something he believes in and that is being threatened. Simon is always outstandingly practical and sensible. He does things in a routine manner and is consistent, conscientious and reliable. He tends not to show his private feelings, yet experiences a strong internal personal reaction to many situations and events. He needs to take care to put forward his own accomplishments, otherwise he may be overlooked.

His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. He may speak of or express his ideals indirectly. If he makes a serious mistake at work he may feel guilty for a long time. Underlying his characteristic tolerance is a natural curiosity. He finds the diversity of the world immensely appealing. Simon is sympathetic, empathic and affable.

Interacting with Others

Simon brings harmony and goodwill to any situation in which he finds himself. He is not always keen to express how he feels. When a decision has to be made, he will appear to go along, but inwardly will be reviewing the various choices. He may occasionally appear to lack self-confidence, which can be remedied by regular reassurance from people he trusts. He needs to be aware of being taken advantage of by other people.

He is a procedure oriented organiser who plans well along channels that are ably directed by an appreciative manager. Simon seeks relationships which provide growth and development. Building harmony, understanding and common acceptance is a life-long assignment for him. He has strong family ties and to keep in close contact is an essential part of his make-up. If he experiences what he believes is disloyalty his hurt is reflected in an outward rigidity which instils in him a refusal to forgive or forget. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship.

Situations that find him in charge as autocratic leader do not usually suit him as he prefers to be more supportive than directive. Friendly in dealing with people, he does not take readily to “up-front” leadership. Simon is seen as a gentle, caring and sensitive person who keeps many of his intensely personal ideals and values to himself. He is seen by most people as kind and sympathetic. When he is helping others to understand the importance of his own ideas, then he can be the most convincing.

Decision Making

Simon seeks to unite all parties in a controversy and can readily see the validity of alternative points of view. He will support those he considers as friends but can feel rather pressured if made to act against what he considers as his better judgement. His quiet demeanour often allows him to get agreement to his alternative solutions. He has an ability to see the need of the moment and then deal with it. Simon makes better decisions when other people he knows share his values.

Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. Simon creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. Where he holds strong values, Simon is firm and uncompromising in expressing and enacting his beliefs on these subjects. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

He usually delays decision making until all the facts and details are available. He brings both analysis and personal feeling to the decision-making process. 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. It is in gaining others' acceptance of his ideas that he provides quality leadership.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Simon's key strengths:

- His word is his bond.
 - Realistic and cautious.
 - Consistent and trustworthy.
 - Highly effective where consistent performance is required.
 - Quiet and conscientious.
 - Sensitive to the needs of others.
 - Learns from experience - won't get hurt by the same situation twice.
 - Usually weighs up all relevant factors before reaching decisions.
 - Usually reads non-verbal signs effectively.
 - Prefers structure at work and home.
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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. Simon's responses to the Evaluator have suggested these areas as possible weaknesses.

Simon's possible weaknesses:

- Usually takes rejection personally.
 - Masks his true feelings to avoid unpleasantness.
 - May be slow to express his thoughts or feelings.
 - Persistence and loyalty may delay decisive action.
 - May become stubborn if pressured.
 - May lower work standards of self and others, because of his strong focus on people issues.
 - Does not always want to understand abstract theories.
 - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - Over-dependence on rules and procedures.
 - May not express his opinions as quickly as the situation warrants.
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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 Simon brings, and make the most important items on the list available to other team members.

As a team member, Simon:

- Shows ingenuity and imagination.
 - Prefers to deal with the here and now and is unlikely to be distracted by abstract thinking.
 - Consistently performs well in specialist areas of work.
 - Follows instructions to the letter.
 - Can adhere to high standards.
 - Provides quiet, behind the scene, support.
 - Is patient and forgiving.
 - Commits to realistic goals.
 - Supports others by being loyal, diplomatic 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 Simon. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Simon:

- Let him know the unique contribution he is making.
 - Adopt a low key, positive approach.
 - Give him advance notice and time to prepare.
 - If you ask a question, be quiet and give time for him to consider his response.
 - Ensure he sees and agrees with the benefit of change before implementation.
 - Avoid personal conflict.
 - Balance opportunities for reflection with gentle conversation or interaction.
 - Take time to listen to his feelings about the reactions of others.
 - Take your time getting to know him if you want critical feedback.
 - Deal with “here and now” projects.
 - Appreciate his ability to amass a wide range of information.
 - Allow him to explain the logic behind his views.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Ask lots of questions in quick succession.
 - Assume his pauses imply lack of interest.
 - Undervalue his ability to make essential contributions.
 - Expect rapid acceptance of new ideas.
 - Call on him when uninvited.
 - Reinforce his own self criticism.
 - Substitute rhetoric for accuracy.
 - Force quick decisions where other people are affected.
 - Create a hostile environment devoid of feelings.
 - Criticise without first acknowledging positive contributions.
 - Labour the point or give lengthy verbal instructions.
 - Assume passivity is tacit acceptance.
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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.

Simon's possible Blind Spots:

Although he may not readily display it, Simon can be so committed to his own principles that he develops tunnel vision. Unless he has the complete plan he may experience tension or frustration. Because of his well developed tolerance of himself and other people, Simon may appear detached and disinterested.

He is highly effective in specialist areas of work that require consistent performance, but may sometimes not see the big picture. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. When under extreme pressure, Simon may choose to withdraw, but only to prepare for the next battle within his own fortress. He could learn how to more consistently keep focused on track and on time bounded objectives. If he tried to develop more objectivity about his projects and tasks he would become less vulnerable to criticism and disappointment.

He doesn't always express his negative feelings and opinions about ideas or plans and this can mislead others into thinking they have his agreement. Simon's responses in defence of people can be illogical to the point that he appears irrational. 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. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. He tends to ignore his problems instead of finding rational solutions for them and needs to try to keep his eyes and mind open as well as his heart.

Personal Notes

Opposite Type

The description in this section is based on Simon'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:

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

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

Personal Notes

Opposite Type

Communication with Simon's Opposite Type

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

Simon Goddard: How you can meet the needs of your Opposite Type:

- Seek his opinions and ideas before imposing yours.
- Talk about him and areas he finds stimulating.
- Allow him time to consider all the information.
- Use powerful and emotive adjectives.
- Be ready to leave quickly.
- Be receptive and open minded.

Simon Goddard: When dealing with your opposite type DO NOT:

- Be late for the meeting.
 - Bore him with the routine or details.
 - Get carried away by his enthusiasm.
 - Try to hoodwink or mislead.
 - Wait for praise or recognition.
 - Appear slow, sluggish or too formal.
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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 Simon's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Simon may benefit from:

- Reading motivational books and listening to motivational tapes.
 - Understanding that he can learn from people who do not share his views.
 - Adopting a no-nonsense approach.
 - Changing his perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
 - Being less willing to take on too many additional tasks.
 - Gaining a clear understanding of his true potential.
 - Maintaining a greater balance between his feeling and his objectivity.
 - Meeting and mixing with more assertive and energetic people.
 - Articulating his ideas, rather than keeping them to himself.
 - Accepting that perfection can often be a destructive standard to aspire to.
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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 Simon's ideal environment and his current one and to identify any possible frustrations.

Simon's Ideal Environment is one in which:

- There is freedom from conflict and confrontation.
 - There is an empathetic and caring team approach.
 - There is no antagonism or friction.
 - Nobody else uses or changes his equipment, paperwork or software.
 - Information is in close proximity, ensuring economy of effort.
 - He has access to year planners and diaries with an appointment system for visitors.
 - There is an atmosphere free from the constraints "high-brow" meetings impose.
 - There are clearly defined job descriptions.
 - The dress code is informal but smart.
 - He has freedom from authority and bureaucracy.
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Personal Notes

Management

Managing Simon

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

Simon needs:

- Sufficient time to prepare for meetings.
 - To be told when “double checking” is not required.
 - To maintain focus and direction.
 - To be assigned one task at a time.
 - Encouragement to deal with some issues immediately.
 - To have his contribution reviewed and acknowledged.
 - To be able to use his one-to-one strengths in counselling or mentoring.
 - A workplace offering privacy but not exclusion.
 - A manager who values his feelings.
 - Even small successes to be acknowledged to bolster self-confidence.
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Personal Notes

Management

Motivating Simon

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

Simon is motivated by:

- Recognition and respect for his family's commitment and support.
 - A manager who tends to lead by example.
 - Opportunities to express his feelings in relation to performance.
 - Successful completion of major projects.
 - Being involved only in well thought through change processes.
 - Openness and honesty.
 - Involvement in the local community and liaison with outside groups.
 - Integrity from his superiors.
 - Full acceptance of his values and feelings.
 - High standards being set and achieved.
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Personal Notes

Management Style

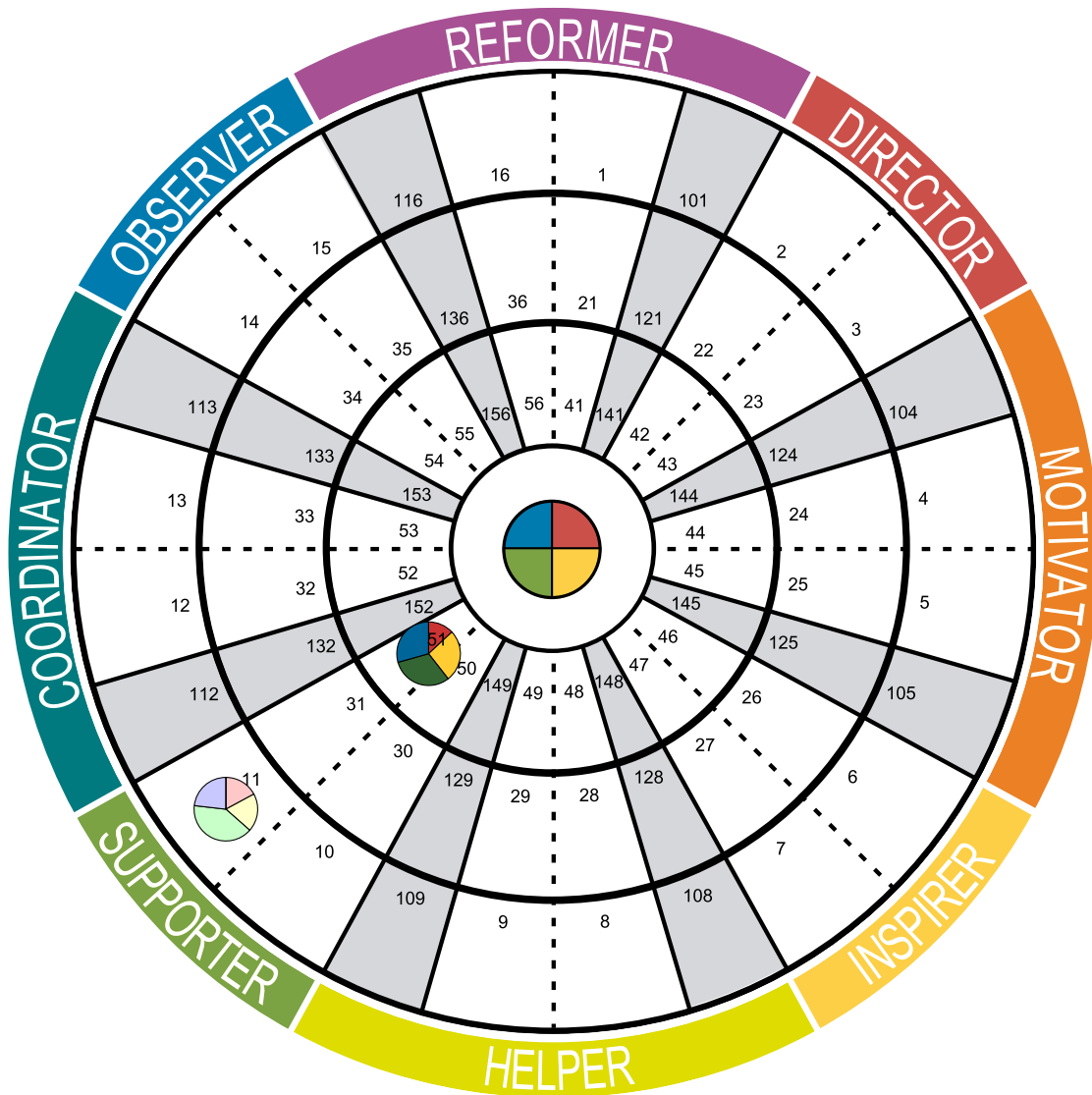
There are many different approaches to management, most of which have different situational applications. This section identifies Simon's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Simon may tend to:

- Allow his heart to rule his head.
 - Encourage staff development at all levels.
 - Manage democratically, whilst attempting to appease those who do not agree.
 - Achieve results through good relationships.
 - Become confused with too much detail.
 - Challenge unfairness and seek to moderate it.
 - Enjoy the success of others.
 - Ignore completely those whose views conflict with his strong sense of values.
 - Be a little too generous and understanding when others fail to perform.
 - Detect conflict early and take preventative action.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

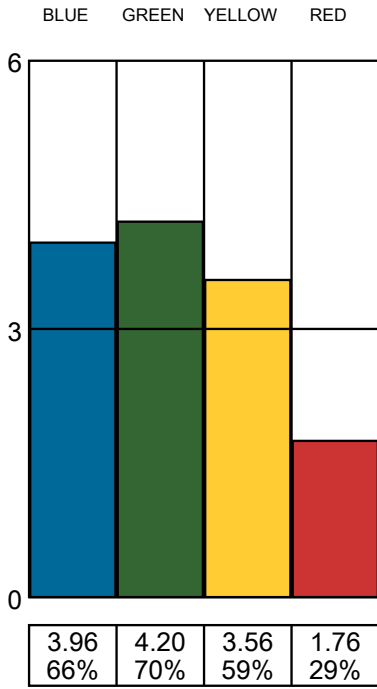
51: Coordinating Supporter (Accommodating)

Less Conscious Wheel Position

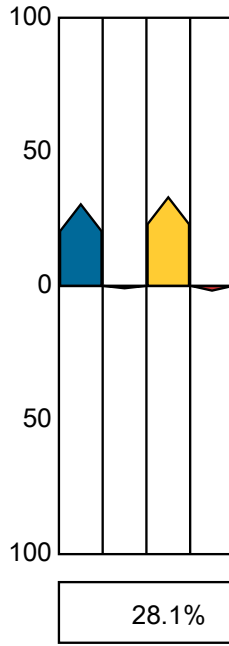
11: Coordinating Supporter (Focused)

The Insights Discovery® Colour Dynamics

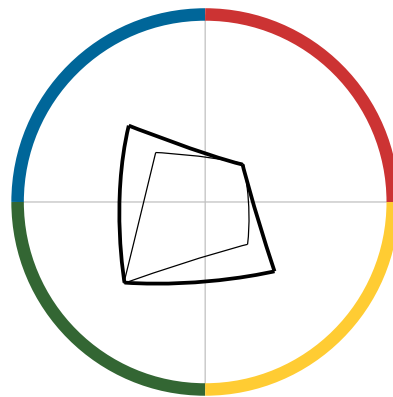
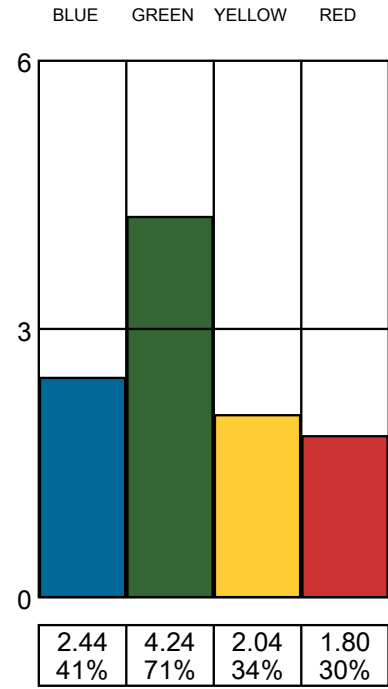
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS PROFILE: D_PR_RETENTION
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