



# Discovery<sup>®</sup>

Personal Profile

Lianne Barnard

19 August 2024

Foundation Chapter  
Management Chapter

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## Introduction

This Insights Discovery profile is based on Lianne Barnard's responses to the Insights Preference Evaluator which was completed on 19 August 2024.

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

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### Personal Style

Lianne gains great pleasure from improving upon existing techniques with the objective of maximising efficiency and cost effectiveness. She is most at home when drawing conclusions from factual data with plenty of time for completion. Lianne's nature is to observe quietly and she appears to be collecting data on everything. However, when an emergency occurs, she can move swiftly to the root of the problem to deal with it expeditiously. Lianne is careful and orderly in her attention to facts and details. She is thorough and conscientious in fulfilling all her responsibilities. She can become immersed in all the minute detail yet stay focused on the task in hand.

Lianne is a straightforward, honest and pragmatic person who prefers to get on with it rather than to talk about getting on with it. She tends not to trust strangers and is concerned about her family, reputation and job. She typically does not take constructive criticism and disagreement personally. She welcomes tough, accurate, unrelenting critiques as helpful in achieving the highest levels of performance and objectivity. She focuses inward as an objective thinker and she rationalises her view of the world through concrete facts. Because she is a realist, she capitalises well on available resources, making her practical, with a good sense of timing.

Practical and measurable tasks are what she does well, making her successful in quality and administration. Lianne is an analytical thinker, who prefers to be fully objective in her work. Because her approach is very analytical, she is most interested in the non-personal principles underlying things. She displays little emotional response to situations which others may perceive as crises, and is usually seen to deal with them in a calm and cool way. Lianne's view of the world is concrete and specific although she will occasionally be more spontaneous than she appears at first sight.

She is keenly interested in how and why things work. Once committed to an idea or project, Lianne has enormous resolve to carry it through and would like others to share her determination. Her strength is her ability to gather technical information, which gives her potential as an excellent researcher. She handles crises at work in a low key, controlled way. Outwardly quiet, reserved and detached, inwardly she is constantly absorbed in analysing problems or situations.

Lianne is an ingenious and original problem solver. Her commitment to her obligations comes much less in words, and much more in getting things organised and done. Lianne can be considered as a completion expert. Lianne is always outstandingly practical and sensible. Her strength is her ability to work independently. She tends to be good with practiced tasks, interested in the how and the why of the working.

### Interacting with Others

Lianne applies objective analysis to most things, including people. She is likely to prefer the dialogue which is going on in her head with her internal critic to participation in "meaningless"

social chit-chat with others. She tends to take a sceptical, critical attitude to information that has not been verified by the senses and is likely to distrust people who are careless about facts, sloppy about details, and who favour imagination or novelty over facts. Her inner reactions are seldom revealed, but behind the outward calm appearance, she looks at things in an intensely individualistic way. By remaining open-minded to untested or unconventional solutions, she would develop greater tolerance for differences and end up being more effective.

Her continual attention to inner thoughts in part explains her apparent disinterest with external events. She may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost “underdog” causes. Lianne will tend to talk openly only about subjects she knows well and which allow her to share her great breadth of information. She does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism she can offer. She sees through slick images and false presentations and is wary of being taken in by compliments or praise. To guard against being manipulated she will be sensitive to indications of a hidden agenda.

Lianne is competent at extracting information by asking relevant, non-threatening questions. Lianne is seen by others as reserved and cautious. The avoidance of social engagements may make her feel guilty at having forsaken a social duty in order to satisfy her need for privacy and solitude. In a conflict, she typically appears calm, unruffled, efficient and pragmatic. She is reluctant to display her emotions to others.

### Decision Making

Lianne's decisions tend to be made only after she has gathered sufficient supporting data. Lianne's quizzical and probing nature may create solutions which open up fresh processes. She always tries to decide as much as possible through logical, analytical and highly organised thinking. With unshakeable, well-thought-out plans, she is difficult to distract or discourage once she has embarked on what she believes to be the correct course. She is usually aware of the need to comply with the established view.

She is not usually prepared to commit to high risk decisions. Using past experiences to help her solve current problems and get things done is one of her strong points. What may seem like instinctive action exhibited by Lianne is the result of long observation and thought which enables her to be alert to all the likely consequences of the decision. Her quiet demeanour often allows her to get agreement to her alternative solutions. Lianne can usually get to the heart of any situation and implement an effective solution.

Her focus on the present leads her not to take anything for granted - even information from people she respects. Valuing logical and impersonal analysis highly, she is organised and systematic in her approach to following tasks through and getting them done. She may appear dismissive of decisions made on “gut-feel” rather than objective analysis. She has a tendency to separate out the different components of her life, wanting predictability and preferring to know various options in advance. Lianne's practical nature and acceptance of established procedures ensures she is dependable and consistent.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Lianne's key strengths:

- Objectivity.
- Realistic and systematic.
- Good at undertaking routine tasks.
- Encourages structure and order.
- Commitment to her work.
- Keen observer.
- Sets high standards for herself and others.
- Prefers a “Hands-on” approach to problem solving.
- Consistency in standards.
- Pragmatic, rational thinker.

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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. Lianne's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Lianne's possible weaknesses:

- Her need to assimilate information takes time. This may frustrate others who expect a more immediate response.
  - Can resist by being passive yet stubborn simultaneously.
  - Sometimes avoids high risk solutions.
  - Can appear indecisive.
  - Can experience difficulty with less logical and analytical colleagues.
  - May have to work at being more action orientated.
  - Can be unaware of others needs.
  - Can be inflexible.
  - May “tinker” with things out of curiosity.
  - Could appear too unemotional or uninvolved.
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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 Lianne brings, and make the most important items on the list available to other team members.

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### As a team member, Lianne:

- Identifies the key elements of important situations.
  - Ensures a common-sense, practical approach.
  - Helps foster high quality outputs.
  - Ensures accurate outcomes with her cautious style.
  - Encourages clarity in team communications.
  - Ensures decisions are made logically.
  - Seeks and provides attention to detail.
  - Maintains team's focus on objectives.
  - Has a strong sense of duty and takes her work seriously.
  - Ensures all individuals pull their weight.
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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 Lianne. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Lianne:

- If you ask a question, be quiet and give time for her to consider her response.
  - Stick to the point.
  - Organise your thoughts before communicating.
  - Remember to thank her for her time.
  - Be honest, moderately paced, straightforward and open with her.
  - Recognise her intellectual effort and commitment.
  - Respect her values and principles.
  - Give her time to express herself.
  - Respect her personal experience.
  - Be modest and polite.
  - Talk quietly.
  - Avoid precipitating rare but spontaneous outbursts of emotion.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Expect rapid acceptance of changes to her accepted methods.
  - Assume that she is disagreeing with you because she questions you thoroughly.
  - Try to pin the blame on her.
  - Break promises.
  - Look for immediate answers.
  - Go to a meeting with her without adequate facts and figures.
  - Be misled by her apparent reticence into thinking that she doesn't care.
  - Exert unnecessary pressure.
  - Be vague about facts and statistics.
  - Try to rush her into a decision.
  - Implement change for change's sake.
  - Discuss peripheral matters unrelated to the task in hand.
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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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### Lianne's possible Blind Spots:

Lianne gives the impression she believes in economy of effort. She must be careful that this is not seen as, nor leads to, laziness. Sometimes rather closed minded, she may believe that someone else's ideas will not work as well as her own. A rather private nature may prevent Lianne from asking questions. Encourage her to demonstrate her grasp of new ideas by slowing the pace of the interaction.

She may be seen by some as unresponsive, cool and uncaring, as one who constantly seeks correctness, predictability, analysis, logic, routine and systems. Giving in on small items decreases the likelihood of her being seen as too stubborn and controlling. Tending to shy away from making quick decisions, she has little understanding of the difficulties this preference creates for fast-paced people. Because Lianne often chooses to be alone and single-minded in her efforts, she occasionally neglects to invite others to participate in any of her activities. When under extreme pressure, Lianne may choose to withdraw, but only to prepare for the next battle within her own fortress.

Adopting a low profile is not always in her best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance she may project at times. She is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make her appear rather distant at times. Lianne may reflect longer than is necessary before undertaking or beginning a project. She carries on personal interests rather privately without involving other workmates in her conduct. She may rely so much on her logical, analytical thinking that she overlooks the people issues.

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### Personal Notes

## Opposite Type

The description in this section is based on Lianne'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:

Lianne's opposite Insights type is the Inspirer, Jung's "Extraverted Feeling" type.

Inspirers are outgoing and enthusiastic, seeking favourable social environments where they can develop and maintain contacts. Verbally effusive, they are good at promoting their own ideas. They can create enthusiasm in others for their cause. They have a wide network of acquaintances and relationships.

Lianne will notice that the Inspirer tends to misjudge the abilities of self and others. Inspirers often leap to favourable conclusions without all of the information. To Lianne they may appear inconsistent. Inspirers find controlling and planning their time difficult. The Inspirer is a smooth talking persuader and may appear indifferent to people, such as Lianne, who appear to be not such "extraverted achievers" as themselves. However, Inspirers sometimes take conflict or rejection personally and bitterly.

Many Inspirers are convinced that they are naturally superior and may come across to Lianne as somewhat boastful. They will prefer communicating orally rather than through the written word and may dislike and avoid tasks that require attention to detail or heavy paperwork. Lianne may perceive Inspirers as shallow or superficial, due to their glib way with words.

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### Personal Notes

## Opposite Type

### Communication with Lianne's Opposite Type

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

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#### Lianne Barnard: How you can meet the needs of your Opposite Type:

- Maintain a positive and open stance.
- Be enthusiastic and positive.
- Be alert and quick on your feet.
- Use colourful and bold language in conversing.
- Encourage her to stick to the agenda.
- Adapt to sudden changes in direction.

#### Lianne Barnard: When dealing with your opposite type DO NOT:

- Be addicted to rules and procedures.
  - Impose a “can't be done” or defeatist attitude on her.
  - Emphasise established processes.
  - Insist on cumbersome reporting procedures.
  - Be dull, dour or redundant.
  - Act aggressively or reject her ideas without explanation.
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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 Lianne'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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### Lianne may benefit from:

- Not being afraid to make mistakes.
  - Trusting her feelings more.
  - Breaking the routine and doing something outrageous.
  - Heightening her energy output to meet increasing deadlines.
  - Seeking the positive side of every situation.
  - Not always rejecting spontaneous ideas as impractical.
  - Changing her perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
  - Assistance in embracing the new and eliminating the old.
  - Bringing more variety of activity into her life.
  - Being more prepared to openly discuss major issues.
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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 Lianne's ideal environment and her current one and to identify any possible frustrations.

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Lianne's Ideal Environment is one in which:

- She is encouraged to express views and opinions.
  - Her highly developed analytical skills are fully utilised.
  - She has good access to relevant sources of information.
  - Her expectations of accuracy are accepted by others.
  - Information and data are well organised.
  - She has time to prepare for meetings or discussions.
  - Meetings are planned and well structured.
  - There are others like her around.
  - She has access to year planners and diaries with an appointment system for visitors.
  - She is able to work independently and objectively.
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### Personal Notes

## Management

### Managing Lianne

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

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#### Lianne needs:

- Technical research projects.
  - Her own space with little day to day supervision.
  - Personal and professional development to be supported and encouraged.
  - To work with people similar to herself.
  - Encouragement to use her imagination more.
  - To be part of a merit-based reward system.
  - Help to look for the “silver lining”.
  - Technically challenging projects.
  - Encouragement to find and communicate efficiency improvements.
  - Checks to ensure that she is not wasting time on minor issues, where detail is unimportant.
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#### Personal Notes

## Management

### Motivating Lianne

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

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#### Lianne is motivated by:

- Quiet, tenacious endeavour which is rewarded in a low key way.
  - Critical, analytical and logical dialogue.
  - Attending seminars, lectures and other knowledge based activities.
  - Low-key celebrations.
  - Being given every opportunity to “get on with it”.
  - “Systems” related tasks.
  - High standards being set and achieved.
  - Improvements in design, quality and functionality.
  - Having access to all the information she needs.
  - Being encouraged to research new technical developments.
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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 Lianne's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

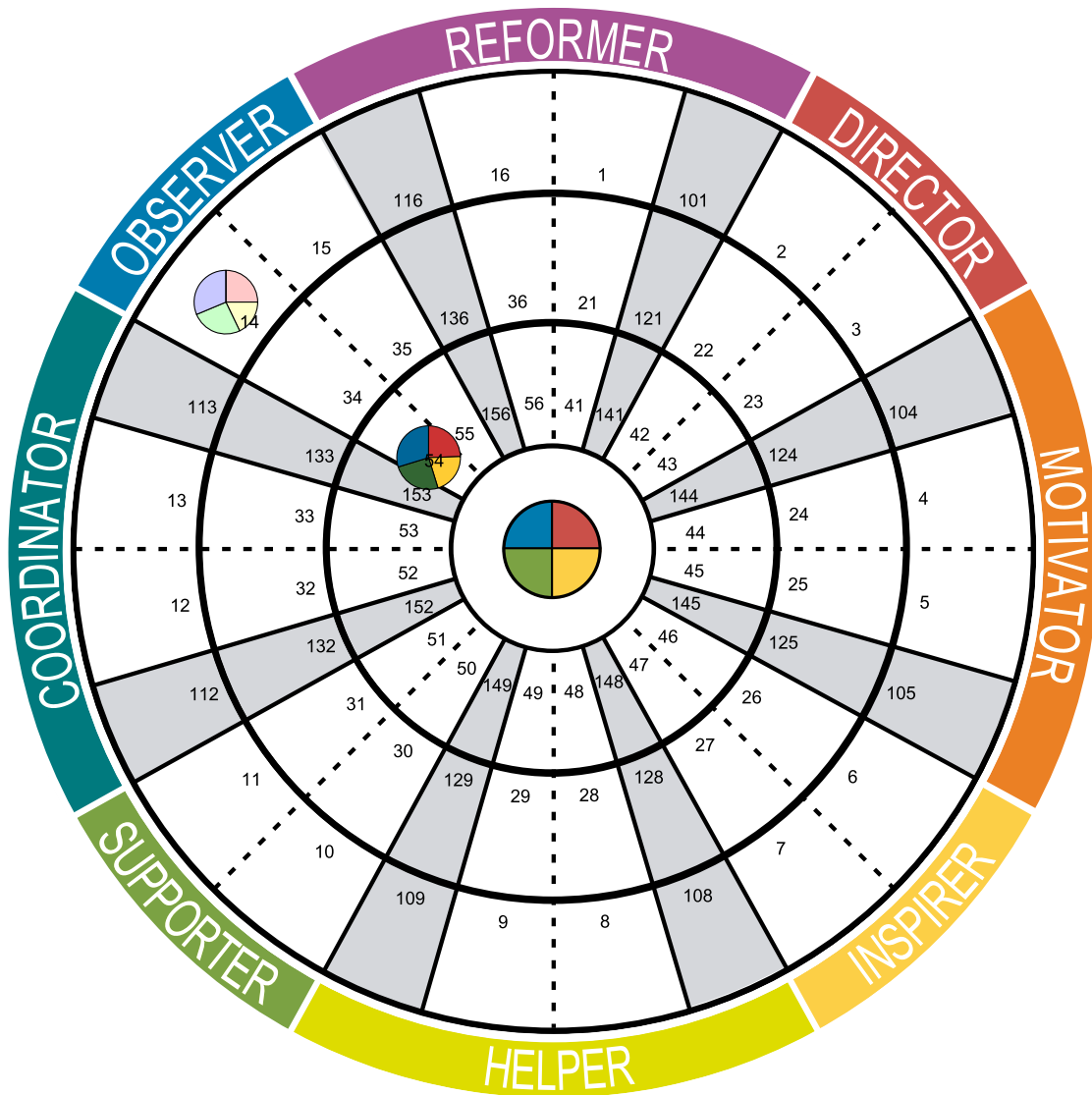
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In managing others, Lianne may tend to:

- Be uncomfortable in emotionally charged discussion.
  - Neglect praise when praise is due.
  - Become stubborn when challenged.
  - Keep too many things close to her chest, making others wonder about the true agenda.
  - Appear to be less understanding of her colleagues' feelings.
  - Keep quiet until she is able to provide a framework for her thoughts.
  - Not fully appreciate the energies of others.
  - Be attached to rules and procedures for their own sake.
  - Be demanding of accuracy, logic and focus.
  - Search for accuracy or perfection, at times appearing overly critical.
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## Personal Notes

# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

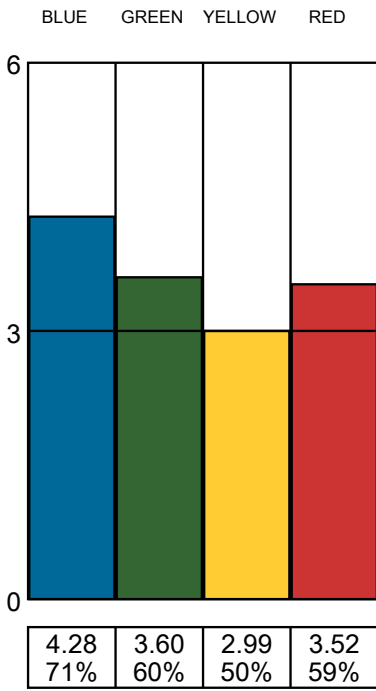
54: Coordinating Observer (Accommodating)

### Less Conscious Wheel Position

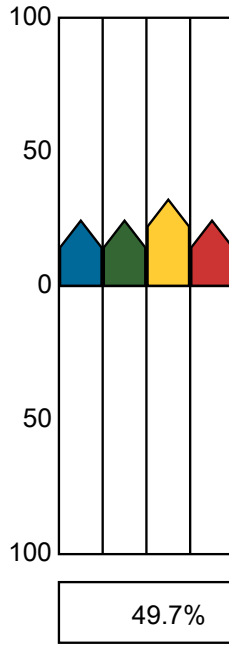
14: Coordinating Observer (Focused)

# The Insights Discovery® Colour Dynamics

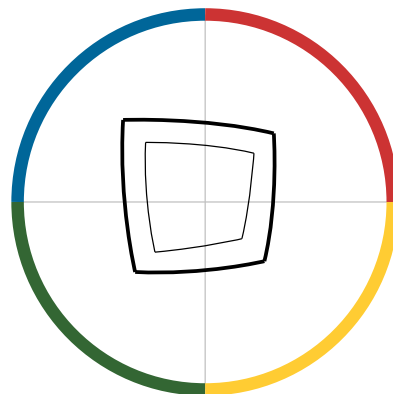
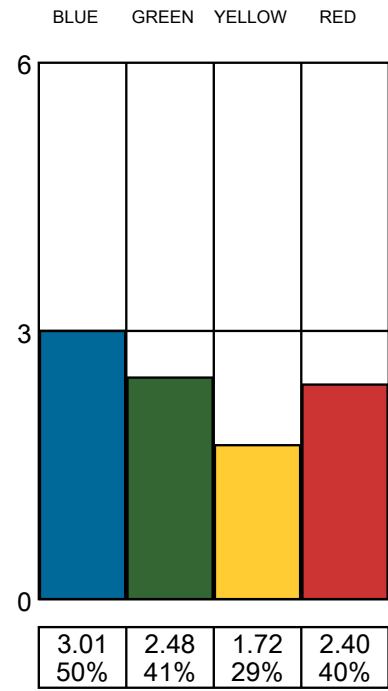
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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