



Discovery[®]

Personal Profile

Z N

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Foundation Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Z N's responses to the Insights Preference Evaluator which was completed on 06 April 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 Z's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Exhibiting boundless energy and the ability to perform a number of roles simultaneously, Z can develop a level of result expectation that others may find daunting. Developing, fostering, improving and honing his skills is likely to be a life's work for him. He often pushes others as hard as he pushes himself and tends to be a challenging adversary. He can always see room for improvement and may spend his relaxation time trying, as he sees it, to make himself, and others, better. He is usually neat, tidy and orderly, both at work and at home.

He may increase his effectiveness by allowing himself to seek and take assistance from others. He uses his thinking to run as much of the world as he can and is in his element when a situation needs to be organised, criticised or regulated. Seen as a “natural” leader, he wants to have a significant impact on the lives of others and may resort to dictatorial practices if anything appears to get in the way. He may in reality be less competent at a specific task than his confident style indicates. Logical, analytical and critical, achieving power is important to him. He will be prepared to constantly defend any stance or position he may have taken.

Until untried ideas and theories have been tested and personally experienced, he will tend not to trust them. Z's ability to focus on task suggests that he is a good problem solver. Because he lives by principles and rules, Z is very consistent and dependable. He feels more secure when he can control a situation by ensuring other people conform to his thinking. Z is a pragmatic individual who can be as tough as the situation warrants.

Z is outgoing and direct, but as a participant, he can, if he is not careful, take control of the process. He likes structure and systematic processes. Z is a highly practical person whose agile mind and skills combine well to generate fast results. People with whom Z works are aware of his excellent organisational qualities and commercial aptitude. Z is a resourceful, action-oriented person who lives for the future by making every moment count.

Z is a good organiser and seeks to control the world around him with structure and discipline. At work he often makes significantly more starts than finishes and he may need someone else to follow through with the details. He is usually more effective when he takes time to consider how he really feels. He sees himself as having rigorous standards that typically take precedence over his own and others' personal needs. Eager to add to his knowledge, Z is passionate about researching significant new subjects that capture his interest.

Interacting with Others

Being respected by his peers is of greater importance to Z than being liked. He can be stubborn and argumentative. Z can turn his talents to many jobs, but finds more satisfaction from work that allows him to use his creativity and interpersonal skills. Although his emotional and social life may not seem as important to him as other aspects of life, he tends to seek consistent and stable relationships. He could learn to express his appreciation of other people regularly and may find it useful to listen more and appreciate how others really feel.

He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. He needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down. Frequently reflecting, his intuitive feelings prompt a sense of the endless possibilities inherent within him as he considers how such potential may be realised. Although Z may protest about the pressure of attending family events, it would seldom occur to him not to be present, as these occasions are important to him. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity.

Sometimes seen as blunt and forthright, he may tread on other people's toes without knowing it. He needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues. He can be somewhat inconsiderate towards both himself and others, and tends to drive others almost as hard as he drives himself. He needs to learn to appreciate the "illogical" feelings of others and to accept that they are also valid. As he takes a rational approach to life, he may be seen as tough, blunt, impatient and insensitive to the needs and feelings of others.

Decision Making

Z is self-reliant and is not frightened to take "the path of maximum resistance" in his efforts to produce the best results. Z enjoys making decisions. He likes to be in control of things and values efficient and effective decision making. He has a sense of precision and pays attention to detail only if it suits him to do so. Z is extremely realistic and relies on and trusts what his senses tell him about his world. He always tries to decide as much as possible through logical, analytical and highly organised thinking.

He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. He seeks realistic and satisfying solutions to challenges. He is outgoing, versatile and quick-witted, and may have an endless supply of solutions to whatever challenge he finds himself in. To make quick decisions he likes matters to be logical, so he requires and expects rationality in most situations. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise.

Z's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. Although gifted in both sensing and intuition, he may well rather base plans and decisions on established procedures than listen to his inner voice. Z will be deeply committed whenever he chooses to undertake a role or task. His effectiveness depends on how much personal fulfilment he receives from the current task. In his mind there must always be a good reason for doing something and people's feelings alone aren't normally sufficient to influence him.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Z's key strengths:

- Maintains high standards in self and others.
 - Sets precise goal oriented objectives.
 - Realistic, adaptable and pragmatic problem solver.
 - Strong willed, will not be blown off course.
 - Enjoys a challenge.
 - Rapid organisational skills.
 - Good situational analysis.
 - Embraces change readily.
 - Drives himself and others to achieve results.
 - Confident and forthright.
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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. Z's responses to the Evaluator have suggested these areas as possible weaknesses.

Z's possible weaknesses:

- May ride rough-shod over others' feelings.
 - Will lose interest quickly if the challenge diminishes.
 - May be stubborn in accepting others' ideas.
 - Over reliance on traditional practices.
 - May avoid innovative solutions.
 - Often fails to take sufficient account of others opinions.
 - Vocally judgmental and critical.
 - Becomes defensive or dictatorial if challenged.
 - Avoids showing his true feelings.
 - May rely too much on past experience.
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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 Z brings, and make the most important items on the list available to other team members.

As a team member, Z:

- May lose the battle, but rarely concedes defeat.
 - Is a forthright advocate for the team.
 - Will assume responsibility but deflect blame.
 - Will lead by fighting alongside the troops in the trenches.
 - Encourages others to compete.
 - Brings direction and realism to every project.
 - Provides an anchor to reality.
 - Will never be influenced by emotion alone.
 - Will drive others to achieve greater things.
 - Contributes vigorously and energetically.
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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 Z. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Z:

- Keep up with his pace.
 - Provide incentives and encouragement.
 - Point out the consequences, with care.
 - Be enthusiastic and positive.
 - Ask for his advice.
 - Be thoroughly prepared.
 - Act in an adult and mature way.
 - Look for signs that say "I'm losing interest".
 - Let him know he is in control.
 - Focus on the task at hand.
 - Be clear about expectations and timescales.
 - Leave personalities out of the discussion.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Keep him in the dark or he will do likewise.
 - Be indecisive, unclear or “woolly”.
 - Be vague or imprecise.
 - “Steal his thunder”.
 - Confuse the conversation with irrelevant details.
 - Digress or wander off at a tangent.
 - Invade his privacy.
 - Speak too slowly or hesitantly.
 - Procrastinate, prevaricate or interrupt him.
 - Criticise his ideas or take issues with them.
 - Challenge his values or principles.
 - Be dull, dour or redundant.
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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.

Z's possible Blind Spots:

Z strives after justice and wants to rectify injustice whenever and wherever he finds it - but his values must prevail. Very much a “head” person, he has little real appreciation of just how much some of his decisions may offend some people. Prone to negative reaction if he perceives someone he respects questioning his competence, he may react explosively to seemingly insignificant input.

A take-charge type with very high control needs, he may not cope well personally when things do not go as planned. Attempting to be more flexible and open-minded will help prevent Z from becoming too rigid. He needs to resist the urge simply to perform and instead try to more readily share who he really is. Z may not always appreciate or solicit the views of others and might, as a result, miss a more suitable solution. He dislikes disorganisation, tardiness, sloppiness or inappropriate behaviour in both self and others and can sometimes generate an intensity inappropriate to the situation.

As he doesn't readily look for different ways of doing things, he can appear inflexible or indifferent to others' views. Seen by many as a smooth talking persuader, Z may seem indifferent to people who appear to be less of an extraverted achiever than himself. He is honest and fair but can be seen as rather blunt and tactless in his ready criticism of others. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. Z should take care not to act on things too spontaneously, try to co-operate more, and learn to be more considerate of people's feelings.

Personal Notes

Opposite Type

The description in this section is based on Z'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:

Z's opposite Insights type is the Supporter, Jung's "Introverted Feeling" type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Z will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

Z may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Z will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

Personal Notes

Opposite Type

Communication with Z's Opposite Type

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

Z N: How you can meet the needs of your Opposite Type:

- Provide a safe environment in which he can learn, improve and grow.
- Give him advance notice and time to prepare.
- Maintain a consistent, personal relationship with him.
- Ensure he sees and agrees with the benefit of change before implementation.
- Provide lots of opportunities for team contact.
- Provide regular support and feedback - show interest.

Z N: When dealing with your opposite type DO NOT:

- Try to rush him into a decision.
 - Dismiss his work, ideas or opinions lightly.
 - Force quick decisions where other people are affected.
 - Prevent him from expressing his thoughts.
 - Set deadlines you really believe cannot be reached.
 - Undervalue his ability to make essential contributions.
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Personal Notes

Suggestions for Development

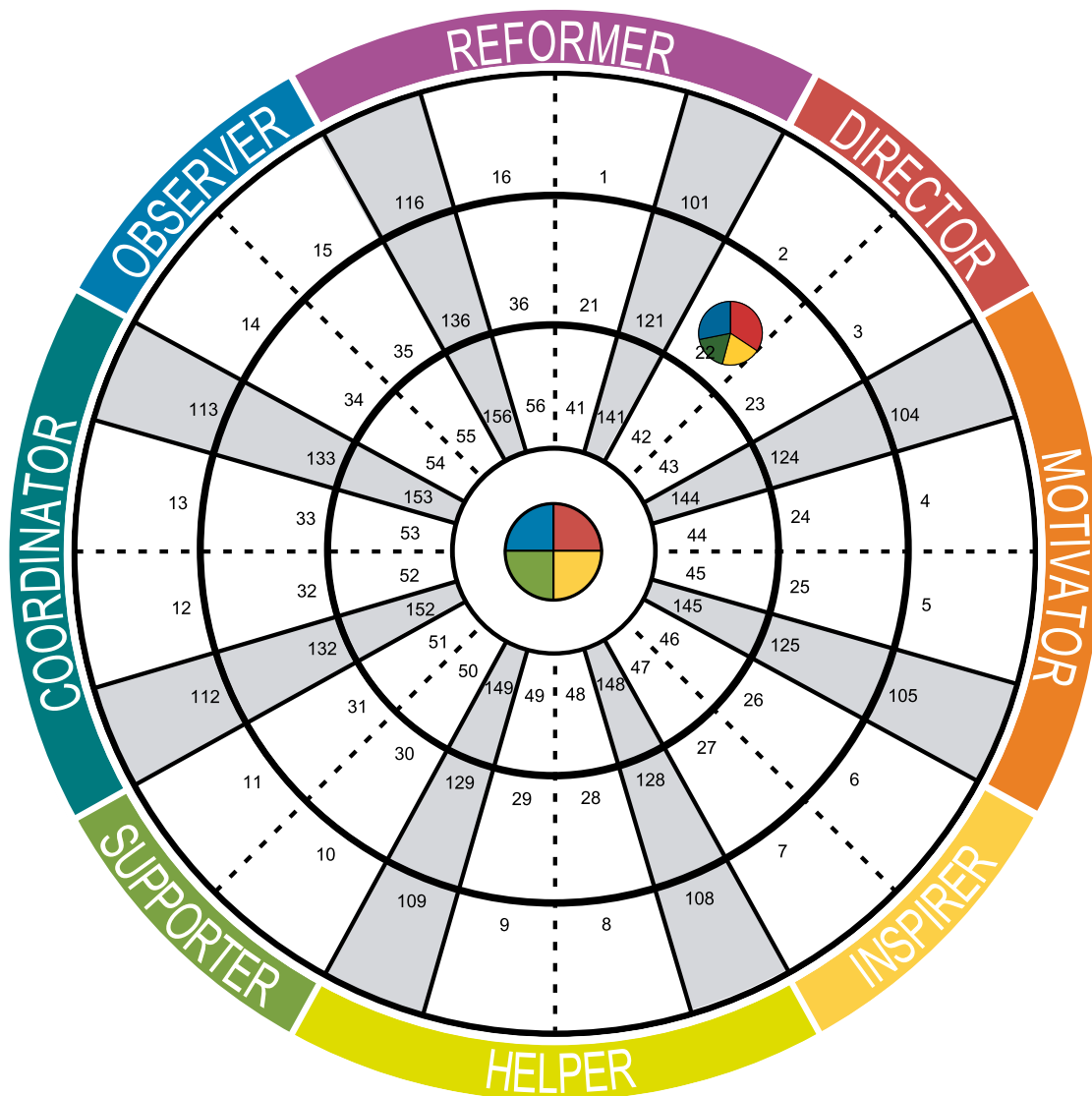
Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Z's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Z may benefit from:

- Sitting back, saying little and observing.
 - Taking time out to indulge himself in simple pleasures, such as music and the arts.
 - Controlling his occasional moments of anger.
 - Being less forthright and more discreet.
 - Withholding his opinions.
 - Being more prepared to acknowledge his mistake.
 - Reducing his high profile stance.
 - Reducing the level of activities in his life.
 - Arguing the opposing position to recognise the value of it.
 - Not always appearing so direct and confident.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

22: Reforming Director (Classic)

Less Conscious Wheel Position

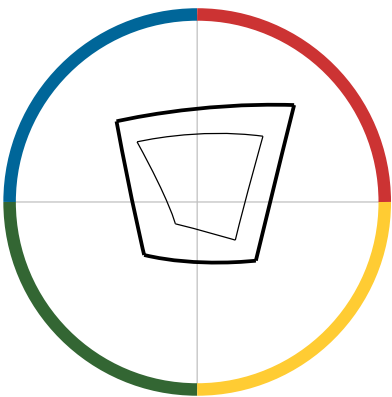
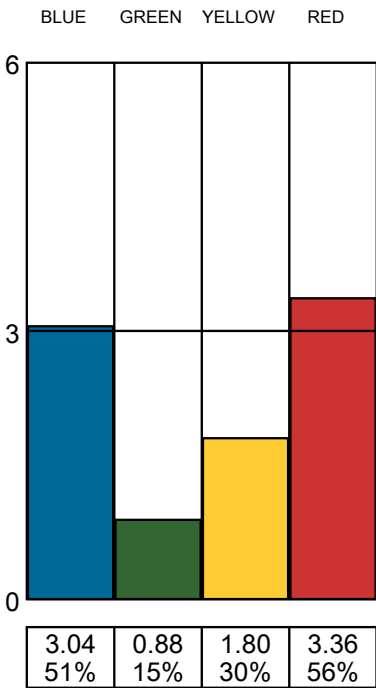
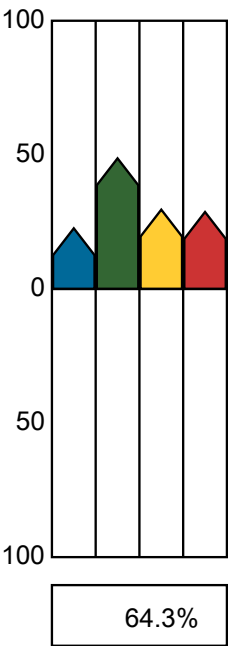
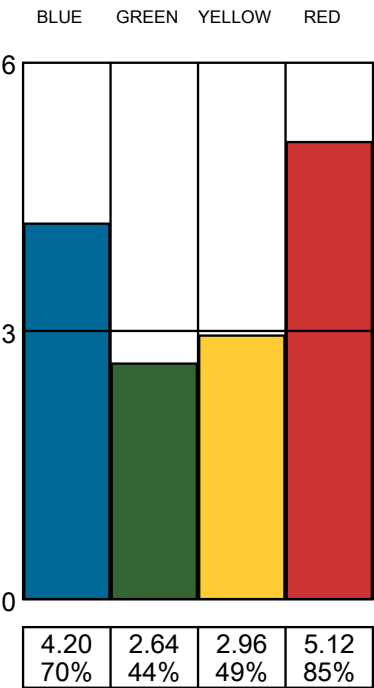
22: Reforming Director (Classic)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS

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