



# Discovery<sup>®</sup>

Personal Profile

Bruno Bernardo

08 May 2018

Foundation Chapter  
Management Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Bruno Bernardo's responses to the Insights Preference Evaluator which was completed on 08 May 2018.

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

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## Personal Style

Bruno sees possibilities in most situations and can direct others toward making a vision become a reality. He is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if he can abandon them when they don't serve the intended purpose. He constantly opens up new avenues of thought or action and can keep them open against all comers. He needs to learn to see things through to completion or get other people to finish what he has started. His energy comes from a variety of new projects and interests. He may show interest in so many different things that he has difficulty focusing on priorities.

He is always interested in seeing the possibilities, particularly in people, beyond the present moment. Only when a strongly held value is at risk will he willingly attend to important facts and details. He may have had personal experience of the view that worthwhile success comes only after suffering significant misfortune. Bruno is extremely perceptive about the attitudes of others, aiming to understand rather than judge events. Bruno is a resourceful, action-oriented person who lives for the future by making every moment count.

As he puts as much energy into maintaining personal relationships than into maintaining tasks, Bruno likes to keep a wide assortment of relationships alive and kicking. He needs work that makes use of his strongly creative drive. Bruno is an ingenious and original problem solver. Bruno radiates goodwill and enthusiasm. He is optimistic about life in general and human potential in particular. Bruno gains motivation from his ability to generate ideas. His almost permanently positive state can often carry others with him.

He can become the ideal representative of whatever group of people he values. His self-esteem depends upon recognition for his performance and he may consciously seek to project a positive image. He can be quite inventive and somewhat ruthless when something or someone is obstructing him. He is often more excited about trying out a new idea or plan than he is of continuing with an existing one. Bruno generally achieves a balance between concern for the people being managed and accomplishment of the task, a combination which makes him appreciated as a colleague. He feels that work should be enjoyable, or it is probably not worth doing.

His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect. His obvious charm and enthusiasm tends to make him popular with friends and colleagues alike. He usually has a theory that will explain everything. He may not necessarily prefer innovative solutions over established ones but is adept at seeing situations from an unusual perspective. He has started many interesting projects in his time, but has finished considerably fewer. He may find it hard to prepare as thoroughly as he should.

## Interacting with Others

Bruno has a remarkable ability to get people to follow his lead. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. He prefers to try to understand and relate to people's views rather than be judgmental of them. Errors made by others may upset him and cause him to react loudly and vociferously. Some events for him quickly turn into special occasions for everyone.

He is a particularly good communicator and uses his gift of verbal expression often and effectively. He may harbour a belief that no one really understands him or cares about him. He may become emotional and rather vulnerable in this state. He can be very vocal about social or people issues that concern him and can often be seen as the underdog's "champion". Bruno exudes charismatic charm and a natural ability to communicate well. He will introduce colleagues to all sorts of possibilities which challenge convention, but which may appear to many as completely impractical.

Although he may fail to recognise the symptoms, he can become rather uncomfortable if separated from his family or group for long periods of time. He may become rebellious or sulk if people try to railroad him or interfere in his plans. Visualising future programmes or outcomes that seem impossible now, he may well see them come to fruition months or even years later. The easy-going nature and good humour that Bruno displays makes him an attractive companion. Consequently he is known by a large number of people and enjoys a wide circle of acquaintances. He usually finds working with another person, even on a less interesting phase of a project, preferable to working by himself.

### Decision Making

Bruno finds problems stimulating and is ingenious in tackling complex situations. He is driven to think up many alternatives for a project or system due to his ability to constantly see the big picture. Always restless, he would rather ignore or put off dealing with troublesome details, by preferring to move on to something new or unusual. He may have so many ideas on the go that he has difficulty in making up his mind on the best course of action. He may find it difficult to make decisions based purely on objective considerations. He is prepared to make decisions through group consensus.

Because he finds the information gathering part of a project the most tedious, he runs the risk of never getting past the "start" phase, or once started, never completing. Constantly generating ideas, he sometimes has trouble focusing on just one thing at a time and can find difficulty in making consistent and lasting decisions. He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details. The best part of a project for him is the initial problem solving element and the creation of something new. Thereafter the interest in completion begins to wane. He should take care not to take on too many commitments, and be sure to take time to see to the completion of current work before starting a new project.

He is stimulated by difficulties and is most ingenious in solving them. He sees so many possibilities that he sometimes has difficulty selecting the best activity or interest to pursue, or in keeping to the agreed track. In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. Carefully choosing where he will focus his energy may help him avoid wasting his time and considerable talent. With his enthusiasm and spontaneity, Bruno brings a refreshing approach to decision making.

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Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Bruno's key strengths:

- Has a well developed sense of urgency.
  - Zest for the people and things around him.
  - Able to see the larger picture.
  - Constantly strives towards self improvement.
  - Ability to constantly generate ideas.
  - Swift and agile.
  - Adaptable and adventurous.
  - Becomes involved in many activities.
  - Constantly juggling a large number of projects.
  - Resilient and resourceful.
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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. Bruno's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Bruno's possible weaknesses:

- His solutions may appear rather “off the wall”.
  - May have difficulty in sorting important issues due to various competing interests.
  - May ignore the practicalities.
  - Unduly affected or influenced by others' opinions.
  - Can be rather patronising or somewhat superior.
  - “Tells” rather than “asks”.
  - Can come across as superficial or shallow.
  - Vocally defends his faults when challenged.
  - May exaggerate the significance of the event.
  - Overly dismissive of negative feedback.
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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 Bruno brings, and make the most important items on the list available to other team members.

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### As a team member, Bruno:

- Uses his highly-developed relationship skills.
  - Impacts many and varied ideas.
  - Brings sparkle, zest and vigour.
  - Maintains forward momentum.
  - Can focus effectively on both task and people issues where the team is concerned.
  - Has an awareness of the people issues in the world around him.
  - Brings boundless energy to any situation.
  - Is an excellent mediator.
  - Initiates and self-starts the projects.
  - Adds excitement (and unpredictability) to the team through intuition.
- 

### 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 Bruno. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Bruno:

- Don't always expect brief, specific answers.
  - Support his goals with suggestions for achievement.
  - Confirm agreements in writing.
  - Provide information that stimulates conversation.
  - Encourage his big picture orientation and vision.
  - Be bright, be brief and be gone.
  - Recognise both him and his achievements.
  - Ask for and solicit his ideas and suggestions.
  - Appeal to his open style of decision making.
  - Generate inspiration by recalling past successes.
  - Indulge in speculation and offer opinions readily.
  - Be clear on completion details.
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### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Let him monopolise the conversation.
  - Expect to “rail road” him - without a fight.
  - Be vague or leave things open to interpretation.
  - Be curt-lipped, sharp, prickly or abrasive.
  - Impose final judgements on his views and opinions.
  - Overload him with facts, details and paperwork.
  - Forget to agree outcomes or decide conclusions.
  - Assume he has heard you.
  - Be obscure, obtuse or dogmatic.
  - Expect him to respond favourably if you dictate to him on policy or procedures.
  - Speak too slowly or hesitantly.
  - Stick rigidly to business issues.
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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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### Bruno's possible Blind Spots:

Seen by many as a smooth talking persuader, Bruno may seem indifferent to people who appear to be less of an extraverted achiever than himself. He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. While he can be charming, funny and entertaining, occasionally he gives the impression of insincerity.

Bruno may not always appreciate or solicit the views of others and might, as a result, miss a more suitable solution. Under pressure, he acts in a domineering way, but he needs to consciously stop and listen to others before charging ahead with his own idea. He values fast action and doing many things at once. When under pressure he may get the job done by cutting corners or neglecting quality. Bruno strives after justice and wants to rectify injustice whenever and wherever he finds it - but his values must prevail. He is seen to perform better when he reins in his boldness, energy and enjoyment of being in control to a level where other people take priority.

The desire to remain open and responsive to new challenges can make him appear rather erratic, and appear inconsiderate of the best laid plans and schedules of others. Bruno may unconsciously seek material dominance, social standing and status. When he doesn't see the logic in others' feelings, Bruno can appear argumentative and difficult to approach, and may not seek or accept common-sense advice. As he doesn't naturally ask “what if”, he often misses possible meanings, implications and connections. He may neglect essential preparation as he moves quickly in his zeal to take on something new.

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### Personal Notes

## Opposite Type

The description in this section is based on Bruno'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:

Bruno's opposite Insights type is the Coordinator, Jung's "Introverted Sensing" type.

The Coordinator is a careful, cautious, conventional person who is diplomatic and sincere. Coordinators tend to be very loyal, precise and disciplined with high standards and expectations of self. Coordinators may appear to lack self-confidence and prefer to operate in a structured and ordered manner, focusing on established guidelines rather than future possibilities.

Bruno will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Bruno may also see the Coordinator as a critical and ideological thinker who will be quiet and reserved around strangers. Coordinators do not like stress or chaos and tend to be rather private, requiring support and reassurance. They prefer to build close relationships with small groups of people and like to retain the familiar and predictable. The Coordinator becomes stubborn if pressured, particularly by Bruno!

Coordinators are concerned with what is "right" and, to Bruno, appear slow in decision making. They prefer a steady-paced environment with little interpersonal aggression and they tend to distrust outgoing people. They are motivated by schedule and order and are among the most private of the Insights types. Bruno sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.

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### Personal Notes

## Opposite Type

### Communication with Bruno's Opposite Type

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

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#### Bruno Bernardo: How you can meet the needs of your Opposite Type:

- Ensure that your statements are accurate and factual.
- Allow time for him to think of the consequences.
- Focus your comments on his interests and activities.
- Let him know the unique contribution he is making.
- Provide a safe environment in which he can learn, improve and grow.
- Discuss and agree upon the deadlines.

#### Bruno Bernardo: When dealing with your opposite type DO NOT:

- “Tell”, instruct or command.
  - Try to build a relationship too quickly.
  - Be disorganised or inaccurate.
  - Delegate tasks without reasonable and sufficient explanation.
  - Discuss peripheral matters unrelated to the task in hand.
  - Try to rush him into a decision.
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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 Bruno'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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### Bruno may benefit from:

- Slowing down and thinking things through.
  - A weeks private meditation - alone.
  - Withholding his opinions.
  - Appreciating that there are circumstances where order and structure are essential.
  - Doing a detailed analysis of how he spends his time.
  - Learning how to relax completely.
  - Being less vocal at group meetings.
  - Working alone in a concentrated mode for extended periods.
  - Focusing more upon objective, measurable criteria.
  - Having things well thought out in advance.
- 

### 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 Bruno's ideal environment and his current one and to identify any possible frustrations.

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#### Bruno's Ideal Environment is one in which:

- He is able to constantly develop and extend his skills.
  - There is opportunity to create and express ideas and to develop these collectively.
  - The culture promotes a democratic management style.
  - There are opportunities to socialise with colleagues in and out of work.
  - The emphasis is on informality and tapping in to inner creativity.
  - Today's work promotes tomorrow's.
  - "Brainstorming" sessions are a regular event.
  - Certificates of achievement and quality awards can be seen.
  - He can change focus immediately to deal with opportunities as they arise.
  - He can set the pace.
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### Personal Notes

## Management

### Managing Bruno

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

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#### Bruno needs:

- Meetings with strict agendas and timetables.
  - Regular update meetings to check on project progress.
  - Freedom from controls, supervision and details.
  - A “walkabout” manager whose presence is obvious.
  - Opportunity to generate and express ideas.
  - Encouragement and empathy when his visions “turn sour”!
  - Constant and active engagement.
  - Several projects on the go simultaneously.
  - Compliments and admiration for work accomplishments.
  - To understand the need for time-management disciplines.
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#### Personal Notes

## Management

### Motivating Bruno

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

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#### Bruno is motivated by:

- Team activities to lighten the gloom.
  - Acceptance, with co-operation that meets his ideal.
  - Personal appreciation and public recognition for a job well done.
  - Buzz words, jargon and lively language.
  - Career prospects that appear unlimited.
  - Tasks which predominantly involve the group.
  - Merit based remuneration - reward through success.
  - Participation in lively arguments, debate and discussions.
  - Public recognition.
  - Congratulations for his exceptional efforts.
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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 Bruno's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

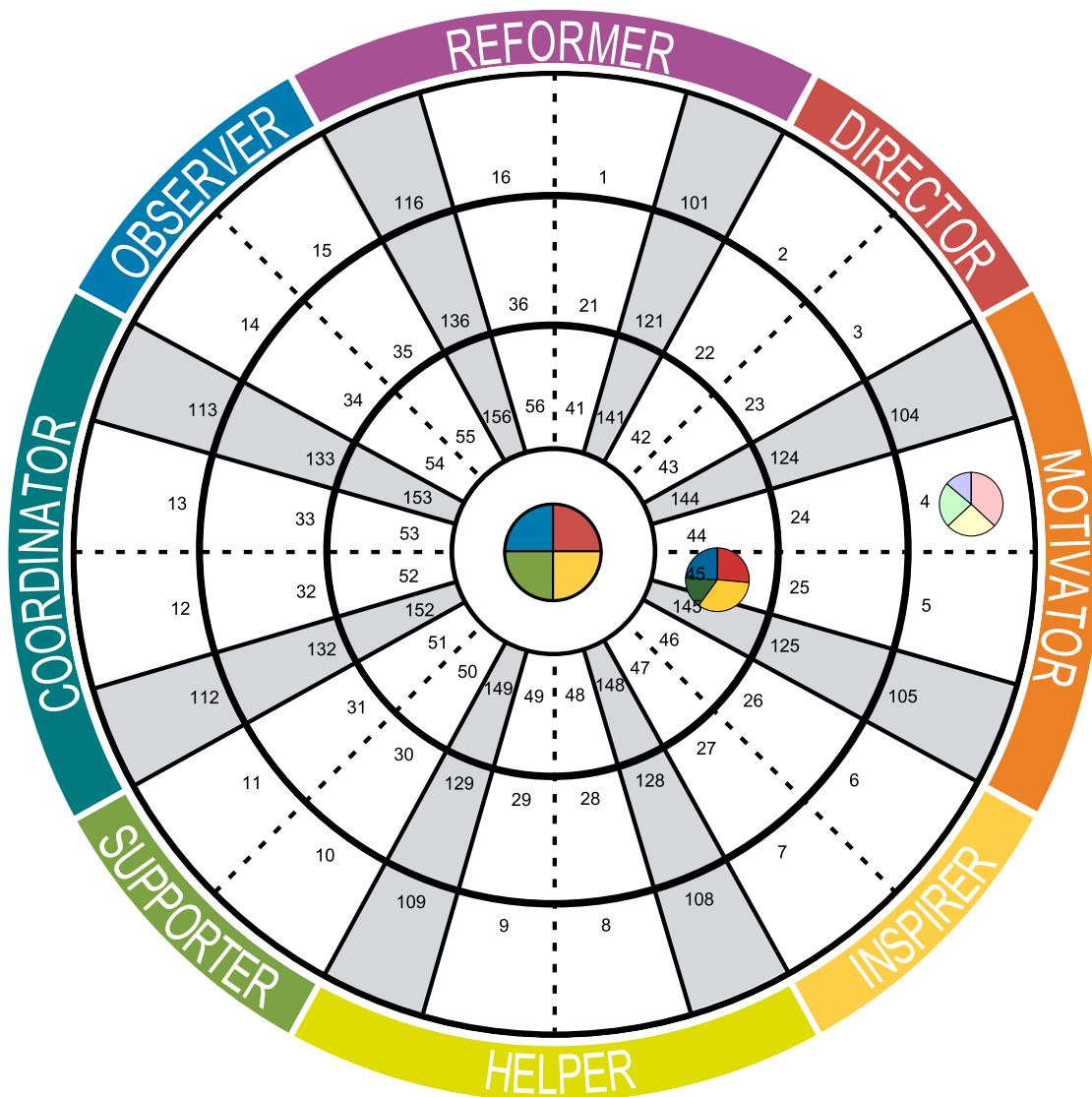
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### In managing others, Bruno may tend to:

- Value team performance as well as individual performance.
  - Be passionate about his ideas.
  - Prompt people who naturally work at a slower pace.
  - Use “gut feel” effectively in processing information.
  - See drawbacks simply as challenges to overcome.
  - Inspire the team with his grand visions.
  - Show great pride in, and demand recognition for, his team.
  - Give team members plenty of freedom.
  - Take on too many disparate activities, resulting in a loss of focus and identity for others.
  - Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.
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### Personal Notes

## The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

45: Inspiring Motivator (Accommodating)

### Less Conscious Wheel Position

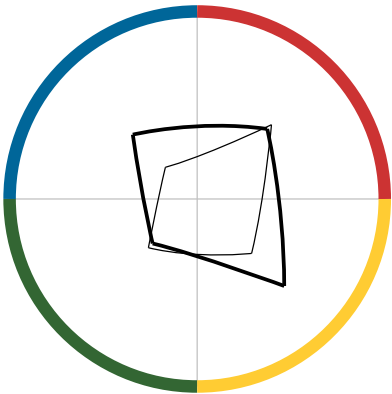
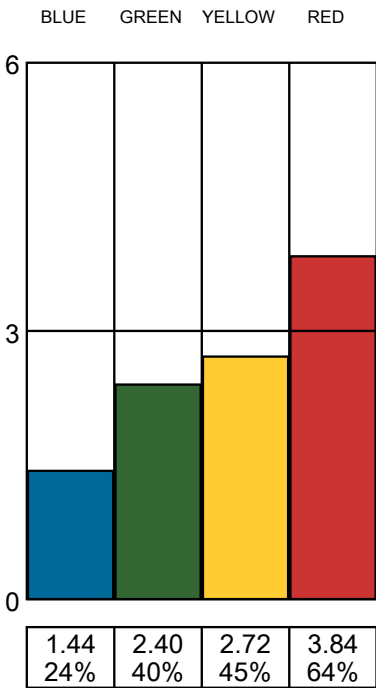
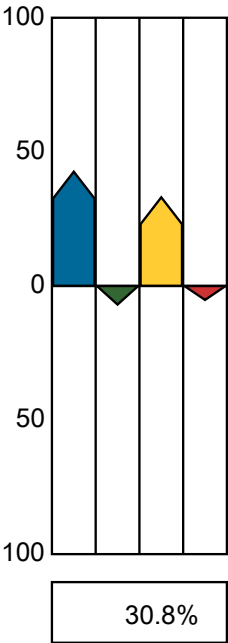
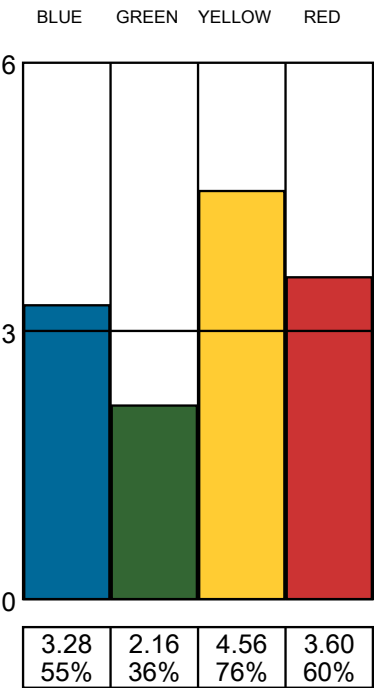
4: Directing Motivator (Focused)

# The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious  
— Less Conscious



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