



**Discovery** Insights®

**Lucidio Kuhn**  
**4/25/2013**

## **Personal Profile**

Foundation Chapter  
Management Chapter

## **Personal Details**



## **Personal Style**

Lucidio wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high. At his best in jobs which deal with people and situations that require co-operative working, he dislikes impersonal tasks and work demanding factual accuracy, unless he can be free to include the people factor.

He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. With his friendly organisational skills, Lucidio is supportive of other colleagues and will enthuse over most projects. Lucidio is a good companion and fun to be with. Lucidio radiates goodwill and enthusiasm. He is optimistic about life in general and human potential in particular. He tends to have an interest in the new and unusual and is gifted at expressing his feelings.

Lucidio can combine social expertise within his normally assertive behaviour. He is convinced of his own abilities and is constantly seeking environments where people will appreciate him. Being tolerant of other people, Lucidio is seldom critical and usually willing to give people the benefit of his trust. Lucidio displays fierce loyalty to and for people who report to him. He is proficient at alleviating the concerns of others.

If his job requires that he work alone for long periods then he can become restless and unsettled, unless the job is really engaging. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment. He flourishes in jobs where he can be of constant service or use his talent to persuade. Able to cope with a number of projects at once, Lucidio gets a lot of enjoyment from the social aspects of work.

He looks for the good in every situation. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it. He tends to be light-hearted and sunny.

## **Interacting with Others**

Placing a high value on his harmonious relationships, it is not surprising that people turn to Lucidio for encouragement, nurture and support. His outgoing nature may lead him to misinterpret the significance of some issues. He has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate. It is important for him to have personal contact with people in his work. He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills.

He prefers a stimulating life of co-operation and harmony. He constantly seeks opportunities to talk things through with others. Lucidio's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. He attracts many friends and acquaintances. By working

hard on his relationships with other people, Lucidio tends to be seen as popular, gracious and eager to please.

He is at his best in co-operative roles that deal with people and allow him to air his views. Lucidio is a popular colleague and is at ease in the company of most people and in open work situations. He may dislike and even avoid tasks which require attention to detail or inordinate paperwork. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing.

## **Decision Making**

Lucidio will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He may be perceived by others as a somewhat impulsive decision maker. He is prepared to make decisions to settle matters, and will be disappointed when not all the suggestions are implemented. He may get bored quickly and tend to ignore significant detail in his desire to move on to more exciting things. Lucidio is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself.

He tends to make choices around his own personal feelings which may be as important to him as more objective data. He may value opinions over facts in considering a possible course of action. He prefers moderate to slight risk in decision-making. He is a quick decision maker and considers people within the context of the result of the task.

He may unconsciously manipulate the process to get his own way. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. He would often rather make any decision than no decision at all. He has an ability to see the need of the moment and then deal with it.

## **Personal Notes**

# Key Strengths & Weaknesses

## Strengths

*This section identifies the key strengths which Lucidio brings to the organisation. Lucidio 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.*

### **Lucidio's key strengths:**

- Adaptable and adventurous.
- Trusting and tolerant of others' actions.
- Builds relationships quickly and effectively.
- Easy going and fun approach to most things.
- Compassionate to those around him.
- Participative and involved team player.
- Appreciative of others' contributions.
- Sensitive to the needs of others.
- Democratic - will involve others.
- Knows how to enjoy the journey as well as the destination.

# 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. Lucidio's responses to the Evaluator have suggested these areas as possible weaknesses.*

### **Lucidio's possible weaknesses:**

- Not always attracted to what is practical.
- May not follow through to completion.
- Fails to recognise the finer nuances.
- Does not enjoy working or being alone for long periods.
- Becomes impatient with routine and repetition.
- His outwardly directed energy can be overpowering to some.
- May ignore the practicalities

## 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 Lucidio brings, and make the most important items on the list available to other team members.*

### **As a team member, Lucidio:**

- Enjoys an empathic approach to others.
- Is the life and soul of the group - often “centre stage”.
- Uses his highly-developed relationship skills.
- Is readily approachable and willing to accept others views.
- Provides stimulation and resourcefulness.
- Is loyal and conscientious and will work hard to produce results.
- Is seen as a positive team player.
- Works to promote and maintain harmony within his team.
- Influences others by his infectious enthusiasm.

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

### **Strategies for communicating with Lucidio:**

- Be spontaneous and harmonious.
- Be prepared to share problems openly.
- Be clear on completion details.
- Omit unnecessary and intricate details.
- Encourage the expression of feelings which might remain unsaid.
- Seek his advice, views and opinions on welfare matters.
- Recognise his relationship abilities.
- Match his pace in presenting to him.
- Ask how he feels about the things he does.
- Don't always expect brief, specific answers.
- Adopt a low key, positive approach.
- Allow time for fun and socialising.

# Communication

## ***Barriers to Effective Communication***

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

- Delegate routine or boring tasks to him.
- Isolate him from regular contact with others.
- Be addicted to rules and procedures.
- Forget to offer praise and recognition when it is due.
- Emphasise established processes.
- Assume that his sunny disposition means that he agrees with everything you say.
- Speak too slowly or hesitantly.
- Use destructive criticism or create unnecessary conflict.
- Be dull, dour or redundant.
- Limit his range or scope of activity.

## 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.*

### **Lucidio’s possible Blind Spots:**

Trying to be less sensitive would enable Lucidio to hear the often helpful information that is contained in constructive criticism. He should allow more distance between self and colleagues in interactions. He needs to be aware that not everyone likes to be touched. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. He would do better if he sought the advice of more practical people to find out how workable and useful his ideas are. He may need to learn and apply time management and long-range planning techniques to help him complete his projects.

If he was more humble and modest he would recognise that he does have certain limitations. Taking the time to pay closer attention to what is actually going on in the world around him and listening carefully to both the input and reactions of others will help him.

Tending to take on too much at one time he can find himself overloaded and unable to keep his commitments. He should realise that on occasions confrontation can clear the air. Lucidio sometimes places too much credibility on the opinions and feelings of those he cares for.

## Opposite Type

*The description in this section is based on Lucidio'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:**

Lucidio's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Lucidio may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Lucidio will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Lucidio may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Lucidio would wish.

## Communication with Lucidio's Opposite Type

### **Lucidio Kuhn: How you can meet the needs of your Opposite Type:**

- Recognise his intellectual effort and commitment.
- Ensure that he understands the rules.
- Approach him in a structured, logical way.
- Provide information step by step.
- Stick to the point.
- Use written communications whenever appropriate.

### **Lucidio Kuhn: When dealing with your opposite type DO NOT:**

- Call on him when uninvited.
- Try to build a relationship too quickly.
- Be illogical or obscure.
- Be put off by his formality.
- Use his quiet demeanour to seek to dominate or control.
- Expect rapid acceptance of new ideas.



## Suggestions for Development

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

**Lucidio may benefit from:**

- Bringing greater balance and moderation into his life.
- Bouncing back, rather than withdrawing when he feels disappointed.
- Becoming a better self-disciplinarian.
- Monitoring the in/out process flow of the department or office he works in.
- Writing lengthy and comprehensive reports.
- Reflecting for a moment before responding.
- Maintaining a greater balance between his feeling and his objectivity.
- Looking for inconsistencies and weaknesses in others' arguments.
- Constant reminding of the need to consider alternatives and anticipate consequences.
- Making sure he has the time to meet his agreed commitments.

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

### **Lucidio's Ideal Environment is one in which:**

- “Brainstorming” sessions are a regular event.
- Opportunity is provided for social contact.
- He is able to constantly develop and extend his skills.
- Rules on time keeping and dress code are generally more relaxed.
- He is kept busy on a variety of tasks.
- He has opportunities to reinforce one-to-one relationships.
  - Family and outside interests can be discussed, and mementoes displayed prominently.
- Relationships are informal and there is opportunity for social contact with colleagues.
- Regular feedback and encouragement is given.
- There are few “heavy” interruptions to dampen the atmosphere.

## Managing Lucidio

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

### **Lucidio needs:**

- Support in completing tasks he starts.
- Help with planning and preparation.
- Some help in resolving conflict and discipline issues.
- To maintain focus and direction.
- Overall guidance that is steady and firm.
- Help in delegating tasks and recognising priorities.
- An adaptive, understanding and patient manager.
- To fully understand the corporate mission.
- A “walkabout” manager whose presence is obvious.
- An understanding manager, who is mentor and coach, and who is consistent, patient and calm.

## Motivating Lucidio

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

### **Lucidio is motivated by:**

- Rewards that reflect his immediate needs.
- Challenging and changing the “status quo”.
- Peer “heroes” that he admires, respects and can emulate.
- Regular holidays and time off to pursue other interests.
- Gadgets, trinkets and creature comforts.
- Authority to match his responsibilities.
- Personal appreciation and public recognition for a job well done.
- Tasks which necessitate “group” involvement.
- Seeing the results of his efforts.
- A high degree of freedom and independence.

## Management Style

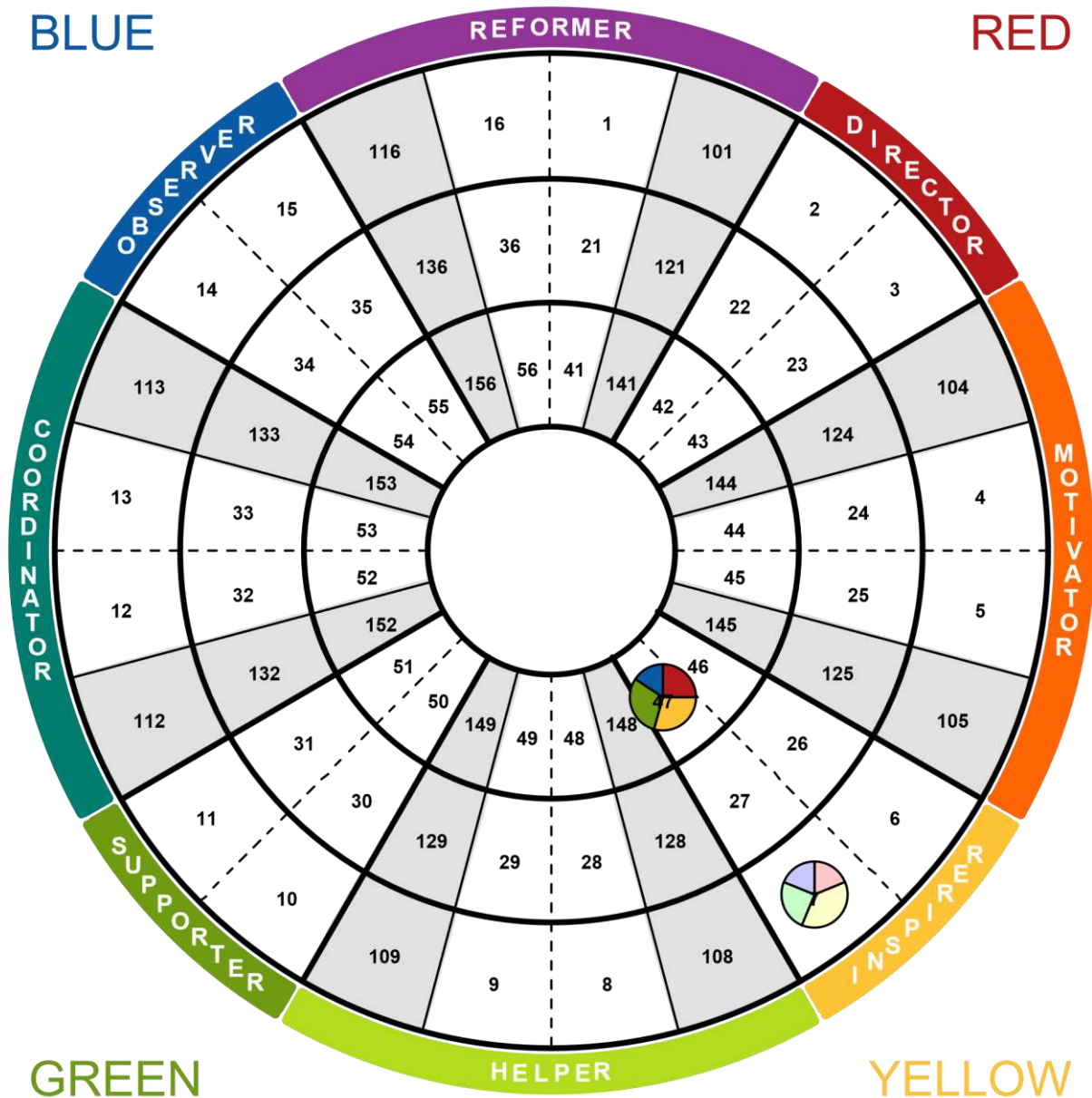
*There are many different approaches to management, most of which have different situational applications. This section identifies Lucidio’s natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.*

### **In managing others, Lucidio may tend to:**

- Disarm others with his openness and honesty about his own shortcomings.
- Be inconsistent in delegation.
- Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.
- Allow an individual too much freedom.
- Work to promote harmony within the work group.
- Encourage staff development at all levels.
- Find it difficult to prioritise tasks.
- Show great pride in, and demand recognition for, his team.
- Value team performance as well as individual performance.

# The Insights Wheel

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## Conscious Wheel Position

47: Helping Inspirer (Accommodating)

## Personal (Less Conscious) Wheel Position

7: Helping Inspirer (Focused)

# Insights Colour Dynamics

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