



# Discovery

Personal Profile

Insights®

Dan Costa

18 December 2023

Foundation Chapter

## Personal Details

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Date Completed: 18 December 2023

Date Printed: 18 January 2024

Referral Code: AxonJH

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## Introduction

This Insights Discovery profile is based on Dan Costa's responses to the Insights Preference Evaluator which was completed on 18 December 2023.

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.

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## Overview

These statements provide a broad understanding of Dan's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

### Personal Style

Dan is always outstandingly practical and sensible. He tends to appreciate tradition and is interested in maintaining established rules and procedures. He is unlikely to be comfortable expressing his inner feelings to strangers. He tends to be disinterested in subjects for which he sees no practical application. He is most content in work that is of practical service to the organisation and others.

Although disinterested in purely scholastic pursuits, knowledge is important for its immediate usefulness to him. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. His desire for privacy sometimes generates a vague feeling in others that there is an unlivable life that may be passing him by. He tends not to show his private feelings, yet experiences a strong internal personal reaction to many situations and events. He finds his source of energy within but primarily perceives the world through his senses.

He is accurate and careful in the way he deals with the facts. When pressured, he will be seen as critical, precise and sceptical. He has rather demanding standards both at home and at work. His strength is his ability to act correctly and to stay with projects until they are complete. He is persevering, with a singleness of purpose that he devotes to long term achievement of the mind. He is an ideal academic who continually seeks knowledge for its own sake.

Logical, analytical and objective, Dan is unlikely to be impressed or convinced by anything other than reasoning based on solid, concrete facts. He is concerned with schedule and system and appears to some to be a very private person. Dan is a curious and keen student of all that is going on around him. He is driven by a high sense of allegiance and obligation, resulting in a commitment to serve his partner, organisation and humanity in general. Practical and measurable tasks are what he does well, making him successful in quality and administration.

When he feels he is "on duty" his behaviour is practical, sensible and matter of fact. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him. He has a distrust for the ostentatious, the speedy and the fanciful. Although quiet and reserved, he can articulate well on a subject to which he is devoted. He attends to and likes to remember significant events and important detail. Others need to be sure of their facts.

### Interacting with Others

Dan is driven by a sense of responsibility, which he accepts willingly and expects others to do likewise. In applying unrealistically high standards to himself, he may expect too much from himself and others. He prefers positions of low visibility, with limited participation in the group or team. His inner feelings may emerge when he is by himself, especially when he has time alone to go over the day's conclusions. Fellow workers may find him somewhat unemotional, cold and dispassionate and rather difficult to please.

He will be prepared to remain apart from active participation in new teams. He prefers to integrate slowly into even the most non-threatening situation. He should try to establish whether

his ideas are relevant and not ignore the feedback he might receive. He is suspicious of what may be lurking beneath a smile. He may lack an understanding of how his behaviour affects others and can be critical and blunt in giving recommendations for improvement. He avoids interactions that will make him highly visible to others or where he has to perform or compete for attention.

When he turns his highly honed critical appraisal skills on the people around him, honesty may be translated into unintended hurtfulness. He is often inwardly absorbed in his current analysis or problem solving and is inclined towards reticence. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. He will find it beneficial to consciously seek out others' views. Dan prefers quiet and may develop ingenious ways to make himself invisible, particularly when he is called upon to take part in social or gregarious interaction.

### Decision Making

What may seem like instinctive action exhibited by Dan is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. Dan learns through exploration, discussion and by asking searching questions. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. Dan is extremely realistic and relies on and trusts what his senses tell him about his world. He tends to make sound future decisions only after deeper reflection.

His quiet demeanour often allows him to get agreement to his alternative solutions. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He has an ability to note what is needed in a situation and act accordingly. Using past experiences to help him solve current problems and get things done is one of his strong points.

He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. His decision making is based on prior reflective, contemplative thought. His focus on the present leads him not to take anything for granted - even information from people he respects. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. He may appear dismissive of decisions made on "gut-feel" rather than objective analysis.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which Dan brings to the organisation. Dan 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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#### Dan's key strengths:

- Analysis.
  - Accuracy.
  - Good powers of concentration.
  - His word is his bond.
  - Encourages structure and order.
  - An unassuming demeanour.
  - Sensible and matter of fact.
  - Logical thinker.
  - Adaptable and Realistic.
  - He is logical and works well on “people” as well as “task” issues.
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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. Dan's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Dan's possible weaknesses:

- Can be over-cautious.
  - Tends to clam up if not encouraged to express himself.
  - Lacks empathy for others in some situations.
  - May be seen as too critical and sceptical.
  - May not respond well to sudden change.
  - When immersed in a task he may be less receptive to change.
  - Occasionally becomes too focused, risking “tunnel vision”.
  - His search for accuracy could jeopardise deadlines.
  - Can experience difficulty with less logical and analytical colleagues.
  - May fail to communicate new ideas which then remain, or get lost in his mind.
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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 Dan brings, and make the most important items on the list available to other team members.

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### As a team member, Dan:

- Tackles problem solving in a systematic way.
  - Quickly determines the important factors when problems arise.
  - Can remain single-minded and persistent.
  - Will only talk confidently about subjects on which he is expert.
  - Encourages a strong work ethic.
  - Adapts in performing his role and responsibilities.
  - Will encourage the team to think through all the possibilities.
  - Is known as a good administrator.
  - Brings a critical eye to improve team performance.
  - Helps set high quality standards for the team.
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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 Dan. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Dan:

- Be punctual.
  - Be consistent.
  - Match and mirror his communication style and slower pace.
  - Let him organise his thoughts.
  - Give him time to reflect inwardly.
  - Let him know the unique contribution he is making.
  - Take your time getting to know him if you want critical feedback.
  - Respect his values and principles.
  - Gently remind him of the human dimension.
  - Use written communications whenever appropriate.
  - Allow him to explain the logic behind his views.
  - Remember to ask for his opinions of other systems and projects.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Hug him unexpectedly or at an inappropriate moment.
  - Be flippant, inconsistent, fanciful or ostentatious.
  - Try to rush him into a decision.
  - Say one thing and do another.
  - Be unrealistic or stray on to abstractions.
  - Expect an immediate positive reaction.
  - Be over-humorous in a serious situation.
  - Be too loud and hearty.
  - Be vague or rush him.
  - Assume that outward calm reflects inner feelings.
  - Try to persuade him to act against deeply held principles.
  - Be too informal or waste time on social trivia.
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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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### Dan's possible Blind Spots:

Because of his well developed tolerance of himself and other people, Dan may appear detached and disinterested. He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts. He may be slower at producing results than some others as gathering data is often the most stimulating part of the job for him.

He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge. Gathering relevant and factual data to help ensure that his ideas are workable, he needs to simplify his often theoretical and complicated ideas for the benefit of others. He sometimes seems detached from the real world, involved in complex thought. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so.

As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. Dan gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. He has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. Seeking the input and suggestions of others may help him recognise an impractical idea earlier and help him make improvements. A potential failing for him may be that he may not gain sufficient intimate experience of the world.

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### Personal Notes

## Opposite Type

The description in this section is based on Dan'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:

Dan'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.

Dan 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 Dan 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 Dan, 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 Dan 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. Dan may perceive Inspirers as shallow or superficial, due to their glib way with words.

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### Personal Notes

## Opposite Type

### Communication with Dan's Opposite Type

Written specifically for Dan, 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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#### Dan Costa: How you can meet the needs of your Opposite Type:

- Be enthusiastic and positive.
- Be aware of his social interests.
- Be prepared to share problems openly.
- Use colourful and bold language in conversing.
- Be prepared to discuss a wide range of topics.
- Add to the challenge and opportunity regularly.

#### Dan Costa: When dealing with your opposite type DO NOT:

- Burden him with too many papers to read.
- Forget to offer praise and recognition when it is due.
- Insist on cumbersome reporting procedures.
- Be dull, dour or redundant.
- Assume he has heard you.
- Criticise, condemn or suppress his enthusiasm.

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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 Dan's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

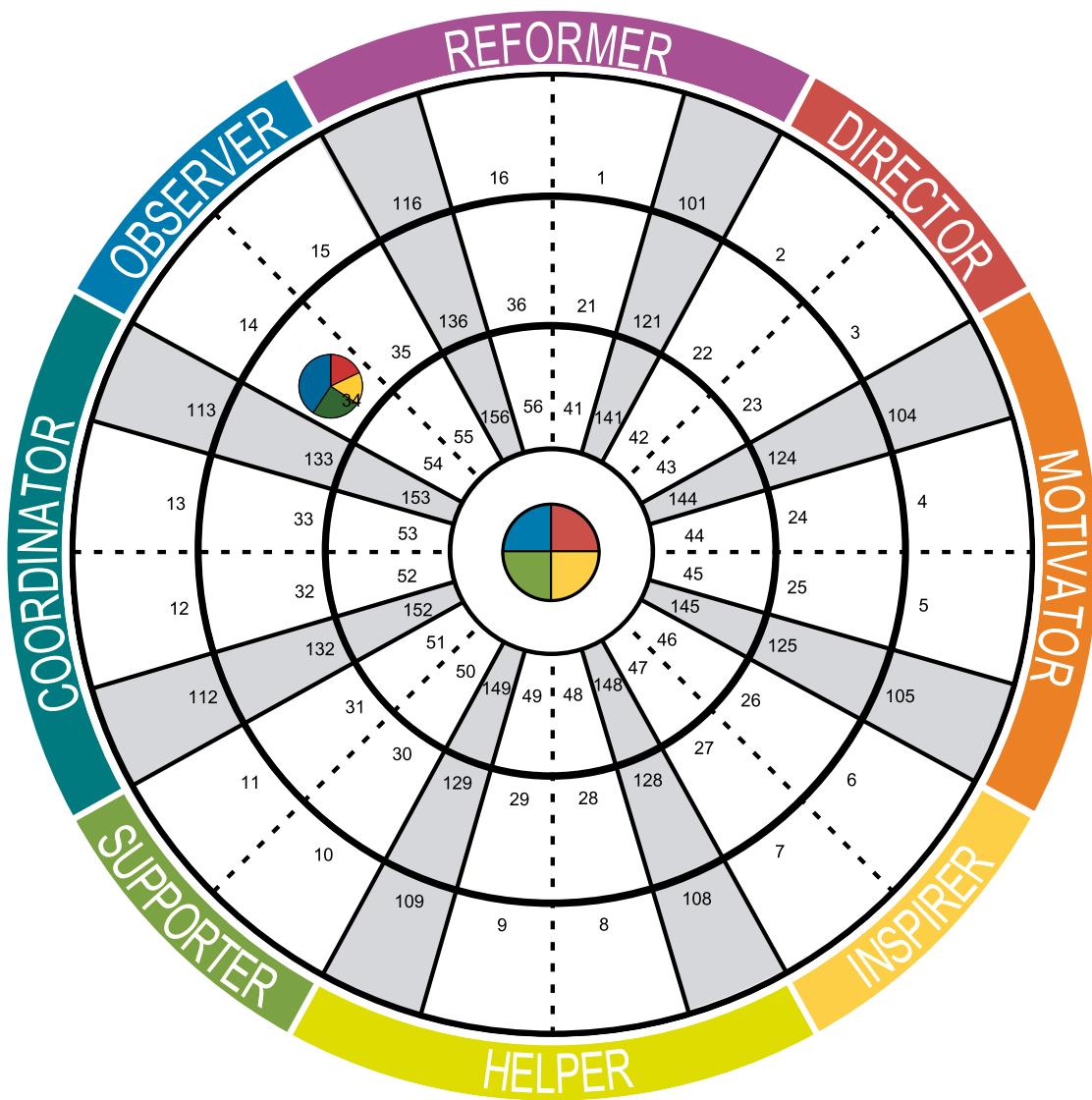
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### Dan may benefit from:

- Attempting to respond more quickly to his more extraverted colleagues.
  - Practising initiating conversation, particularly small talk, with strangers.
  - Sharing responsibilities or processes.
  - Articulating his thoughts and feelings.
  - Not equating gushing expression with insincerity of the person.
  - An awareness of when he is acting defensively or cynically.
  - Seeing his task as part of a big picture, rather than something he has to do.
  - Reading motivational books and listening to motivational tapes.
  - Assuming permission rather than seeking it.
  - More time to thoroughly prepare and implement.
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### Personal Notes

## The Insights Discovery® 72 Type Wheel

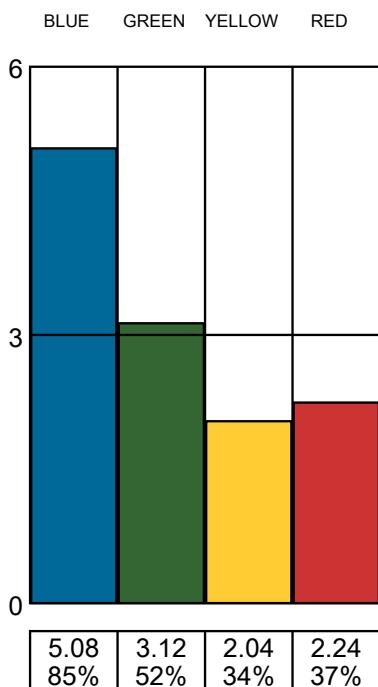


**Conscious Wheel Position**  
34: Coordinating Observer (Classic)

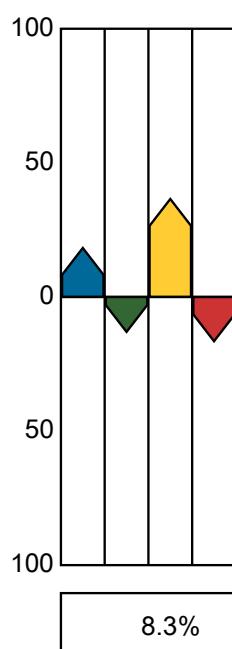
**Less Conscious Wheel Position**  
34: Coordinating Observer (Classic)

## The Insights Discovery® Colour Dynamics

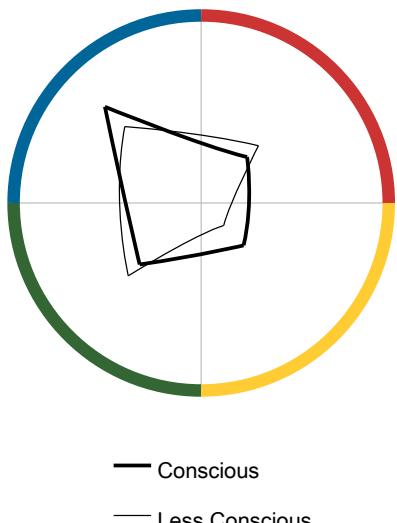
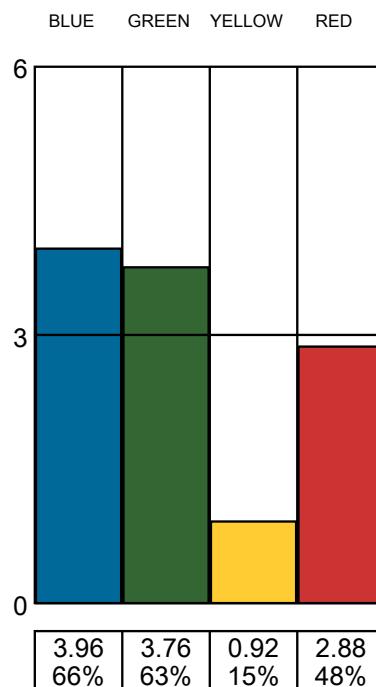
Persona (Conscious)



Preference Flow



Persona (Less Conscious)





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