



# Discovery<sup>®</sup>

Personal Profile

Dustin Armstrong

19 April 2022

Foundation Chapter  
Management Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Dustin Armstrong's responses to the Insights Preference Evaluator which was completed on 19 April 2022.

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 Dustin'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

Dustin seeks greater fulfilment in his life through the offering of help and service to others. He looks for the good in every situation. Others often admire and envy what they see as his relaxed approach to life. Dustin has a real zest for living and enjoys company. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person.

Dustin is a natural trainer, facilitator, educator and counsellor. Underlying his characteristic tolerance is a natural curiosity. He finds the diversity of the world immensely appealing. He is a realist who sees things as they are and is prepared to accept them as such. He may be influenced by people in positions of power, who will appear able to provide him with security in return for the understanding he can so ably bring to a relationship. Because he lives by principles and rules, Dustin is very consistent and dependable.

He will be hurt if people ignore him and likes to be remembered and appreciated for the services he continually seeks to offer to others. Dustin is sympathetic, empathic and affable. Dustin can be gregarious, sociable, and focused on others' needs. Dustin enthusiastically and co-operatively joins in activities and can juggle several activities at once. He is prepared to attempt almost anything, but his work needs to be active rather than theoretical.

He needs to be appreciated for himself and his service, and he can be highly sensitive to indifference or criticism of the support he offers or provides. Dustin is a good companion and fun to be with. He enjoys socialising, but likes to plan his entertaining for maximum effect. He tries to live each moment as a satisfying personal experience. Open-minded, tolerant, amusing and good company, Dustin lives in and for the moment.

He tends to rely on his senses for information about what is going on in the world and accepts and uses this information in a practical way. He tends to have an interest in the new and unusual and is gifted at expressing his feelings. Dustin is optimistic and positive, living mainly in the here and now. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference or criticism, he may take conflict and rejection personally. His home will be a haven for people to have a good time, and will have mementoes or photographs of people having a good time!

### Interacting with Others

Both a fluent talker and an excellent listener, Dustin is optimistic about his ability to influence people towards his viewpoint. He may assume that he can talk his way round anybody. He is warm-hearted, popular and sociable, with a large number of friends or acquaintances. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. He may believe that his family and friends are totally dependent on him. Shifting attention inward for long periods may produce anxiety for him as he prefers to look outward towards others for his emotional security.

He prefers a stimulating life of co-operation and harmony. He wins the co-operation of others by using approval and praise, rather than argument or intimidation. He constantly seeks opportunities to talk things through with others. He may excel in fields that involve human values. He is usually especially sensitive to unexpressed anger and conflict.

Dustin probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious about important issues. Compassion, caring, warmth and contented relationships are important to him. An unconditional positive regard for others is a strongly held feeling that Dustin values. By working hard on his relationships with other people, Dustin tends to be seen as popular, gracious and eager to please. Dustin's habitual view of people is non-confrontational, understanding and forgiving.

### Decision Making

Dustin will respect alternative views and although he may not agree with them, they will be considered. Trying to focus more on the facts, not just on the people, can be helpful in his decision making. He may find it difficult to make decisions based purely on objective considerations. Dustin creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. He makes decisions relying on his personal experiences to see him through.

Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention. He may lack sustained focus on the problem in hand. He always feels that a solution will evolve once he has all the facts in place. Dustin will usually listen to, value and accept ideas and opinions from others, even those who may be viewed as unusual or even "odd". People occasionally see Dustin making decisions that appear to fly in the face of logic.

In his attempts to please others he may make promises he cannot fulfil. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. Dustin is good at easing tense situations, enabling competing or conflicting groups to unite. He may make decisions without considering all the consequences of his actions. Equally comfortable thinking things through or talking them out, Dustin balances these two processes well.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

- Can “go with the flow”, particularly where people are concerned.
  - Good listener. Can help others achieve their goals.
  - Easy going and fun approach to most things.
  - Looks for the harmony in every situation.
  - Gives and receives trust.
  - Lives in and for the moment.
  - Appreciative of others' contributions.
  - Displays lots of self-confidence.
  - Can act spontaneously.
  - Trusting and tolerant of others' actions.
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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. Dustin's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Dustin's possible weaknesses:

- Can be manipulated by supervisors or significant others.
  - Seen as a “push-over” by being easily manipulated.
  - Gives much credence to others emotive views.
  - May be perceived as too trusting.
  - Becomes obstructive if hurt.
  - Ignores objective evidence which does not support his original perception.
  - May take criticism of his work personally.
  - Will tend to be influenced by the last person he speaks to.
  - Readily hurt by others' negative comments or actions.
  - Finds it stressful to shoulder the world's problems.
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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 Dustin brings, and make the most important items on the list available to other team members.

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### As a team member, Dustin:

- Bonds by remembering birthdays and special events.
  - Makes friends quickly and easily.
  - Has strong personal and interpersonal skills.
  - Impacts many and varied ideas.
  - Provides support and service to anyone who needs it.
  - Bolsters and promotes team spirit.
  - Uses his highly-developed relationship skills.
  - Provides humour and companionship.
  - Values tradition and stability.
  - Provides a sharp and quick opinion.
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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 Dustin. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Dustin:

- Show appreciation of his role in the organisation.
  - Agree exactly what needs to be done.
  - Share in and promote his ideas and visions.
  - Allow him time to talk it over with those who may be affected.
  - Offer praise and appreciation when due.
  - Be prepared to discuss a wide range of topics.
  - Be spontaneous and harmonious.
  - Remember and respect his concern for others' welfare.
  - Show concern for his opinions and be willing to discuss personal matters.
  - Provide information that stimulates conversation.
  - Appeal to his need to be of service.
  - Avoid detailed reports, focus on people issues.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Fail to meet informally to discuss progress.
  - Involve him in formal, lengthy or tedious meetings.
  - Inhibit or restrict “networking” opportunities.
  - Question or challenge his personal values.
  - Be brusque, overbearing or harness him to unrealistic deadlines.
  - Smother his efforts to explore alternatives.
  - Expose or attack his vulnerability.
  - Forget to be aware and tolerant of his views.
  - Prolong disciplinary or instructional meetings.
  - Stick rigidly to business issues.
  - Expect him to respond favourably if you dictate to him on policy or procedures.
  - Become too impersonal.
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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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### Dustin's possible Blind Spots:

Dustin enjoys democratic and participative relations and promoting ideas to and with other people. He may find it difficult to work alone. He could do better to become more assertive about his own needs and fully consider the implications of interactions with others. He may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings.

He hesitates to criticise others and has a hard time saying no to requests for assistance. He is perceived by others as a natural helper and needs to feel appreciated. Dustin may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. Dustin may reflect longer than is necessary before undertaking or beginning a project. He is seductive in the sense that he is adept at manipulating other people into accepting him. He may believe that almost everyone can be made available to him if he gives them what they need.

He may need to say “No” when too much is being expected of him. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. He often overlooks his own needs due to his desire to please or help other people. Becoming more aware of what is around him and relying more on proven information may help him root his creative ideas in the real world. His interest in others tends to make him rather optimistic towards maintaining positive relationships.

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### Personal Notes

## Opposite Type

The description in this section is based on Dustin'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:

Dustin's opposite Insights type is the Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

Dustin may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, Dustin may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. Dustin will often see the Reformer as both aloof and argumentative.

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### Personal Notes

## Opposite Type

### Communication with Dustin's Opposite Type

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

- Say what you mean and mean what you say.
- Provide an environment which allows him to express his thoughts.
- Agree with him wherever possible.
- Organise your thoughts before communicating.
- Be logical in presenting information.
- Back up your assertions with reasons and data.

#### Dustin Armstrong: When dealing with your opposite type DO NOT:

- Try to build a relationship too quickly.
  - Be late for the meeting.
  - Invade his privacy.
  - Force him to take a positive stance on an issue without time for thought.
  - Try to hoodwink or mislead.
  - Get too excited or emotional.
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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 Dustin'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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### Dustin may benefit from:

- Standing up for his rights.
  - Confronting his feelings of anger and dealing with the problem.
  - Maintaining a high level of exercise.
  - Monitoring the in/out process flow of the department or office he works in.
  - A better sense of what is right and what is wrong.
  - Saying no first, giving the opportunity to review a decision later.
  - Speaking up if he is being taken advantage of.
  - Questioning the motives of others.
  - Adopting a no-nonsense approach.
  - Becoming more aware of where resentment comes from.
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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 Dustin's ideal environment and his current one and to identify any possible frustrations.

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

- Regular feedback and encouragement is given.
  - There is an atmosphere free from the constraints “high-brow” meetings impose.
  - There are few rigid rules of time-keeping or dress code.
  - A flat and open management style prevails.
  - The workplace allows continuous personal contact and exchange of views.
  - Family and outside personal interests feature prominently.
  - There are like-minded colleagues to provide invention, enthusiasm and fun.
  - Informal, low-pressure meetings are the norm.
  - There is little distinction between work and play.
  - Family and outside interests can be discussed, and mementoes displayed prominently.
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#### Personal Notes



## Management

### Managing Dustin

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

- An understanding manager, who is mentor and coach, and who is consistent, patient and calm.
  - To understand the need for time-management disciplines.
  - Regular reminding of the business demands.
  - Support for his style by providing back-up.
  - Involvement in all the team activities.
  - Organised elements of work which include attention to the details.
  - A manager who values his feelings.
  - A “walkabout” manager whose presence is obvious.
  - More help than he requests.
  - Help in delegating tasks and in setting priorities and deadlines.
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#### Personal Notes

## Management

### Motivating Dustin

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

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#### Dustin is motivated by:

- Occasional appreciative comments.
  - Events that represent success for others.
  - Personal appreciation and public recognition for a job well done.
  - Regular breaks from routine.
  - Team activities to lighten the gloom.
  - Congratulations for his exceptional efforts.
  - Tasks which predominantly involve the group.
  - Freedom from constraints and supervision.
  - Knowing he has the approval of others.
  - Special task "teams" to interact with.
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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 Dustin's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

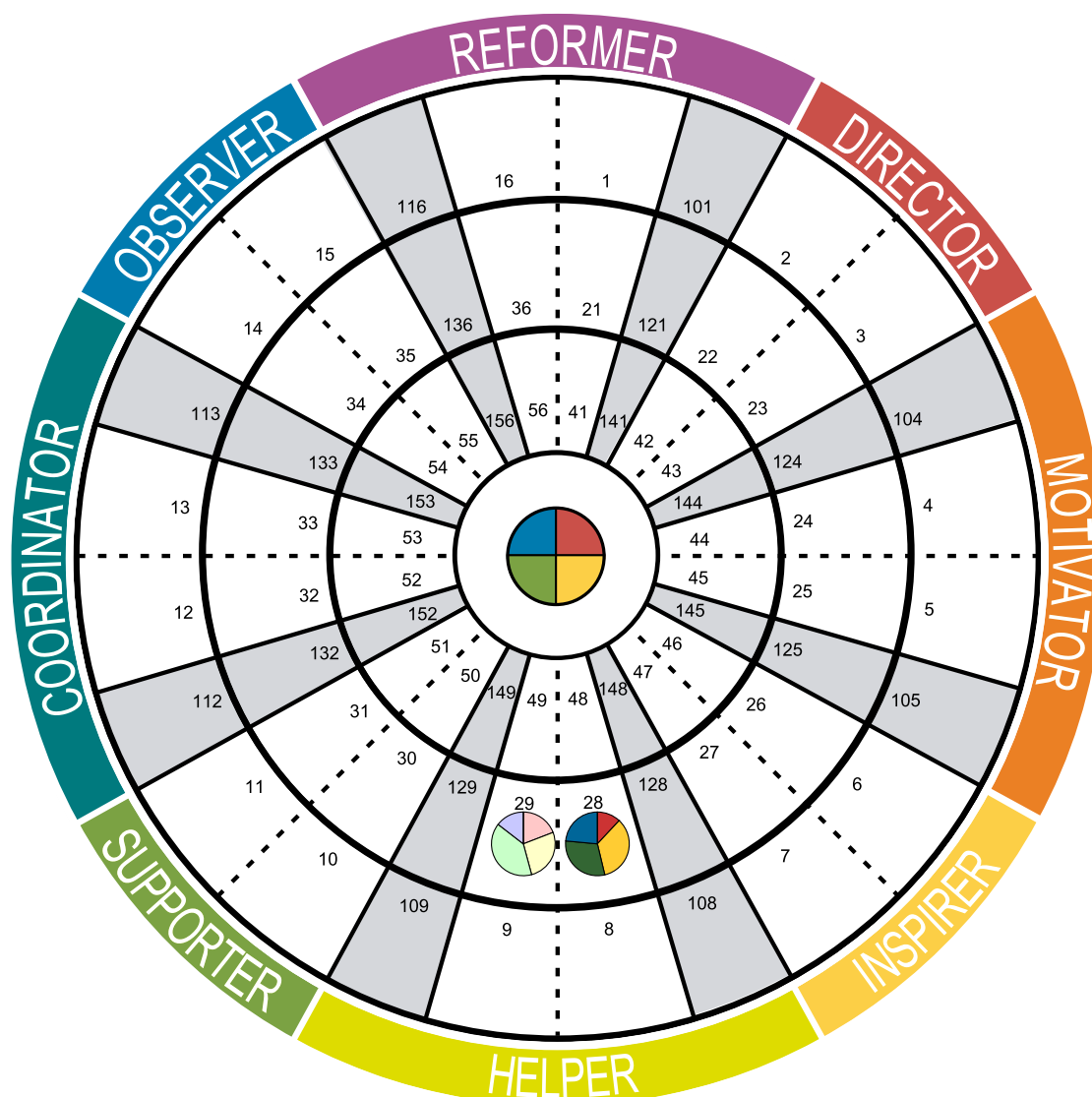
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In managing others, Dustin may tend to:

- Surround himself with like-minded, open, enthusiastic people.
  - Find it difficult to deal with disciplinary matters within his team.
  - Not adhere rigidly to time deadlines or restrictions.
  - Support a friendly, participative environment.
  - Listen carefully and respond in an appropriate way.
  - Allow his team a great deal of freedom.
  - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
  - Disarm others with his openness and honesty about his own shortcomings.
  - Surprise others with his accurate predictions of reactions to decisions.
  - Lose sight of the objectives of meetings, often turning them into social events.
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## Personal Notes

## The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

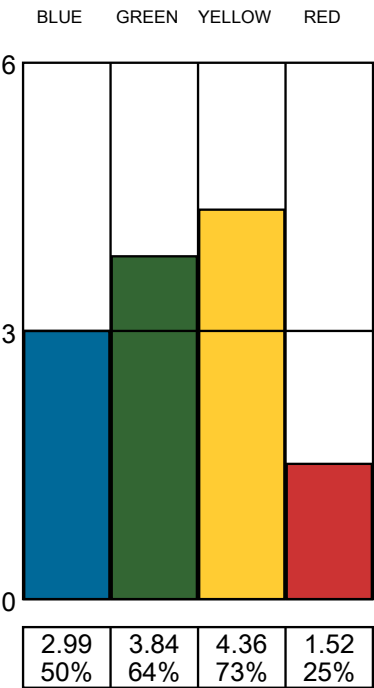
28: Inspiring Helper (Classic)

### Less Conscious Wheel Position

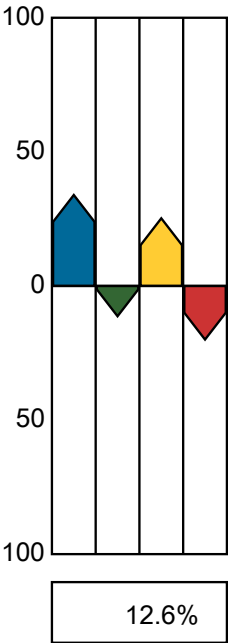
29: Supporting Helper (Classic)

# The Insights Discovery® Colour Dynamics

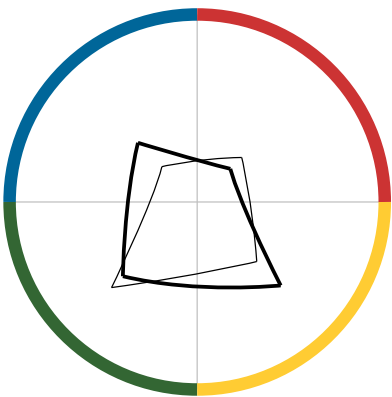
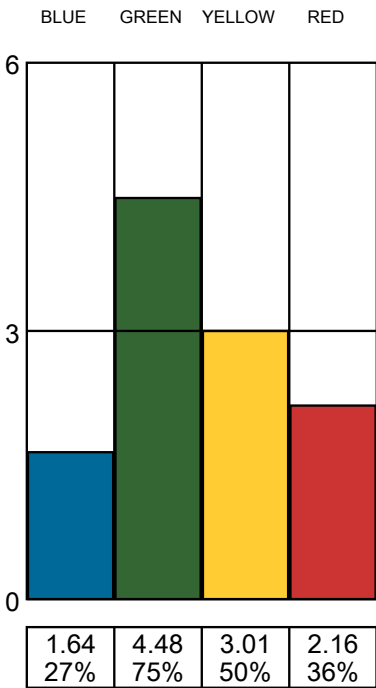
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
- - - Less Conscious



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GLOBAL HEADQUARTERS

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