

Introduction

This Insights Discovery profile is based on Dustin Armstrong's responses to the Insights Preference Evaluator which was completed on 03 July 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 Dustin's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Dustin displays fierce loyalty to and for people who report to him. His focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines. He may have specific goals and abilities relating to personal values. He may ignore or deny anything that threatens the harmony he seeks. 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.

Learning how to use accepted methods of organisation and time management will help him to overcome a tendency to want to procrastinate. He likes people and tends to be aware of and appreciate a person's more admirable qualities. Dustin has a real zest for living and enjoys company. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary.

Being tolerant of other people, Dustin is seldom critical and usually willing to give people the benefit of his trust. He tries to live each moment as a satisfying personal experience. He enjoys helping other people but prefers to assist in real and tangible ways. He is proficient at alleviating the concerns of others. Dustin feels a strength of conviction and has a clear vision of what is best for the common good.

Although his feelings are deep they can change quickly with his mood. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. One of Dustin's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. Dustin is warm, open, realistic and radiates optimism. Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution.

Dustin is adaptable, easy-going, warm, friendly and generous. 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. Loving and unselfconscious, he may lack a clear sense of his own identity and self worth. Seen by others as spontaneous and charming, Dustin is persuasive, loves surprises and enjoys finding unique ways of bringing delight and unexpected pleasure to others. Although objective, he may be more interested in finding creative solutions to problems than in seeing those solutions become reality.

Interacting with Others

Dustin has the ability to motivate others and will pitch in at all levels, while regularly finding time to listen to others' needs. He prefers to be active and working with like minded people. He has a high need for affection not found so intensely in other types. He wants to feel significant in other people's lives. He wins the co-operation of others by using approval and praise, rather than argument or intimidation. His major goal is to create and maintain good feeling and harmony among the people he relates to.

He likes to seek out the company of others and is a good conversationalist. He is unprejudiced, open-minded and tolerant of everyone - including himself. He has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate. He constantly focuses on what is good in others, so he tends to downplay others' faults, forgiving them for minor slights or hurtful behaviour. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship.

Others can find him a complex person who is difficult to get to know and understand. He uses his adaptability to solve problems and is good at getting others to adapt as well. Dustin is outgoing and makes things more fun for others by his pure and unreserved enjoyment of the moment. He might confess to being puzzled by other's perception of him as rigid and intractable. This perception may result from his tendency to always express his opinion of others in a positive way. He is motivated to help other people in what he sees as real and practical ways through direct action and co-operation.

Decision Making

People occasionally see Dustin making decisions that appear to fly in the face of logic. He would perform better if he focused more on in-depth study of analytical data during the decision making process. He always feels that a solution will evolve once he has all the facts in place. Because he values harmony and agreement, he believes the best way to maintain this is to persuade others of the validity of his viewpoint. In his attempts to please others he may make promises he cannot fulfil.

He has an ability to see the need of the moment and then deal with it. Preferring a harmonious outcome, Dustin will go to great lengths to ensure the preservation of relationships. His decisions are influenced by ethical and moral issues. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention. He makes decisions relying on his personal experiences to see him through.

Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. Dustin will usually listen to, value and accept ideas and opinions from others, even those who may be viewed as unusual or even "odd". Dustin will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. Dustin loves fun and surprises and can bring a breath of fresh air to any situation though his free spirit will likely frustrate some "hard-line" colleagues.

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.

Dustin's key strengths:

- Trusting and tolerant of others' actions.
- Articulate and communicative.
- Makes time for people and their problems.
- Democratic - will involve others.
- Strong sense of humour and fun.
- Appreciative of others' contributions.
- Accommodating and will provide help where needed.
- Will work to ensure harmony and equity.
- Sees the positive in every situation.
- Understanding, friendly and warm hearted.

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.

Dustin's possible weaknesses:

- Over-tolerant of others' inability to perform.
- Often fails to delegate, or delegates too little.
- May see the world through "rose-tinted glasses".
- Over-compliant and easily led.
- Overly concerned with the opinions of others.
- Seems to lack drive or initiative when pressured.
- Generally speaking, he is speaking generally!
- Finds it stressful to shoulder the world's problems.
- Puts others before himself, yet may resent it afterwards.
- Avoids interpersonal aggression and irritation.

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.

As a team member, Dustin:

- Brings harmony to conflicting factions.
 - Uses his highly-developed relationship skills.
 - Makes great effort to build and maintain relationships with others.
 - Can be relied on to always be there to lend a hand.
 - Bolsters and promotes team spirit.
 - Will be loyal to the leader and the cause.
 - Seeks satisfaction in most things.
 - Offers emotional support to others.
 - Impacts many and varied ideas.
 - Provides stimulation and resourcefulness.
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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.

Strategies for communicating with Dustin:

- Show appreciation of his role in the organisation.
- Allow time for fun and socialising.
- Avoid detailed reports, focus on people issues.
- Avoid unnecessary distractions - keep to the point.
- Take a low key, friendly approach.
- Appeal to his need to be of service.
- Be spontaneous and harmonious.
- Maintain a consistent, personal relationship with him.
- Use a casual, informal style of conversation.
- Be prepared to negotiate solutions slowly, calmly and quietly.
- Agree exactly what needs to be done.
- Listen for the essence of what is being said.

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.

When communicating with Dustin, DO NOT:

- Be hard, directive or impersonal.
 - Restrict or restrain his natural exuberance.
 - Make critical comparisons in relation to other staff.
 - Allow exchanges to become confrontational.
 - Omit to discuss how others may be affected by a decision.
 - Be addicted to rules and procedures.
 - Make your lack of interest in his "problems" too obvious.
 - Focus on his weaknesses or chastise him publicly.
 - Assume passivity is tacit acceptance.
 - Forget to be aware and tolerant of his views.
 - Forget to recognise him personally in a job well done.
 - Adopt an intransigent, judgmental stance.
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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.

Dustin's possible Blind Spots:

Occasionally Dustin may miss opportunities through a lack of awareness of the need to conclude the planning detail. He needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. He should attempt to analyse what it is that is making him feel resentment on occasions.

He doesn't always express his negative feelings and opinions about ideas or plans and this can mislead others into thinking they have his agreement. He is so committed to his own ideals, he has a tendency to overlook other points of view and can sometimes be seen by others as very rigid or stubborn. Because of his ability to focus on one thing at a time for long periods, he may appear rather stubborn and plodding. Dustin's tendency to become distracted from finishing the tasks he starts sometimes may make him appear indifferent or disinterested to some. He should realise that on occasions confrontation can clear the air.

Dustin may not realise that it is perfectly acceptable to receive without having to give in return. Dustin would do well to take a step back and try to see a situation more objectively before reacting. He should try to suppress his automatic good feeling towards people who treat him well, applying a cooler perception to the reality of the situation. He enjoys positions of authority and influence in his peer group and his ability to join in quick decision making within the group may be countered by a need to reflect, and later attempt to reverse, important decisions made. Dustin is so emotionally entangled in his projects that he is very sensitive to negative criticism of his work.

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.

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.

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.

Dustin Armstrong: How you can meet the needs of your Opposite Type:

- Accept that "reflecting time" is essential to enhance his performance.
- Agree with him wherever possible.
- Avoid precipitating rare but spontaneous outbursts of emotion.
- Respect his personal experience.
- Keep him informed of all the details.
- Expect him to come back later for clarification.

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

- Try to persuade him to act against deeply held principles.
 - Get too close or touch him.
 - Show less than full commitment to his project.
 - Go to a meeting with him without adequate facts and figures.
 - Use "what if" or "buts".
 - Assume that he is disagreeing with you because he questions you thoroughly.
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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.

Dustin may benefit from:

- A better sense of what is right and what is wrong.
 - Maintaining a more objective view of others and their motives.
 - Concentrating on the task in hand.
 - Setting deadlines - then sticking to them.
 - Working alone in a concentrated mode for extended periods.
 - Dealing directly with conflict rather than worrying unnecessarily about finding alternatives that will appease all parties.
 - Questioning people about their assumptions.
 - Bouncing back, rather than withdrawing when he feels disappointed.
 - Awareness that he may be suppressing his true feelings.
 - Taking life more seriously.
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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.

Dustin's Ideal Environment is one in which:

- Relationships are informal and there is opportunity for social contact with colleagues.
 - He is able to constantly develop and extend his skills.
 - There are few rigid rules of time-keeping or dress code.
 - The emphasis is on informality rather than rules.
 - There are social activities outside of work.
 - There are few "heavy" interruptions to dampen the atmosphere.
 - The culture promotes a democratic management style.
 - Presentation aids are of the highest standards - colour, image and sound.
 - His feelings are valued and considered.
 - Informal, low-pressure meetings are the norm.
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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.

Dustin needs:

- His own workspace with room for personal effects.
 - To understand the need for time-management disciplines.
 - To give more weight to facts when making decisions.
 - Regular feedback and genuine encouragement.
 - More frequent evaluation and appraisal.
 - Support for his style by providing back-up.
 - A "walkabout" manager whose presence is obvious.
 - Practical follow-through and a support structure to handle the completion of projects.
 - Help in delegating tasks and recognising priorities.
 - To maintain focus and direction.
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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.

Dustin is motivated by:

- Tasks which predominantly involve the group.
- Occasional appreciative comments.
- Personal appreciation and public recognition for a job well done.
- Rewards that reflect his immediate needs.
- A "key" role within a successful team.
- The availability of support staff to assist with some of the "paperwork".
- Investment in equipment for his exclusive use that encourages his sense of worth.
- Team activities to lighten the gloom.
- Peer "heroes" that he admires, respects and can emulate.
- Special task "teams" to interact with.

Personal Notes

Management Style

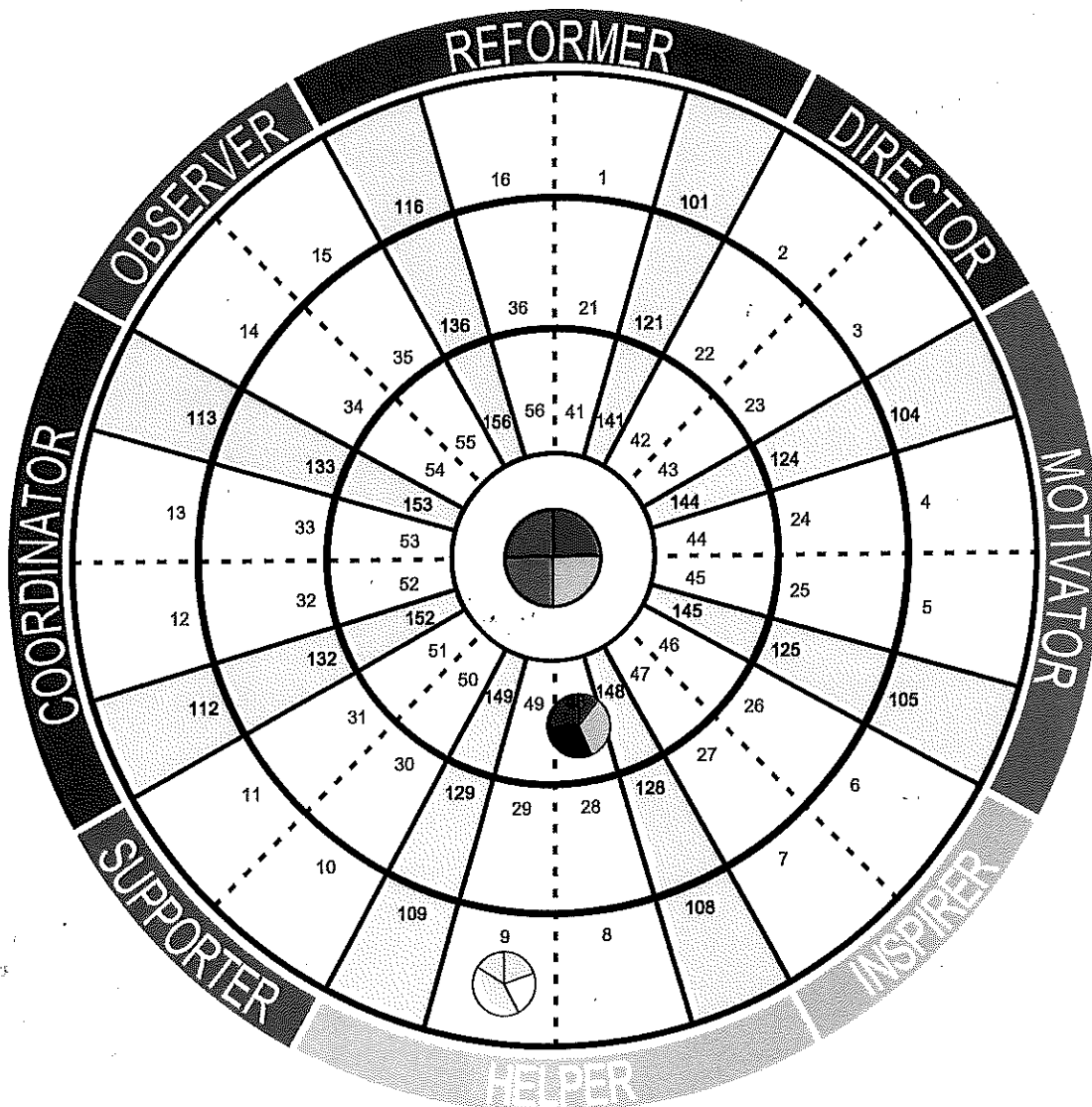
There are many different approaches to management, most of which have different situational applications. This section identifies Dustin's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Dustin may tend to:

- Allow his team a great deal of freedom.
 - Find it difficult to prioritise tasks.
 - Be seen to be soft on important issues.
 - Promote his team to the detriment of his own credibility.
 - Welcome free expression within the team.
 - Take insufficient time to reflect on other options and alternatives.
 - Overvalue some of his personal relationships.
 - Listen carefully and respond in an appropriate way.
 - Become too involved in others personal problems.
 - Encourage staff development at all levels.
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Personal Notes

The Insights Discovery® 72 Type Wheel

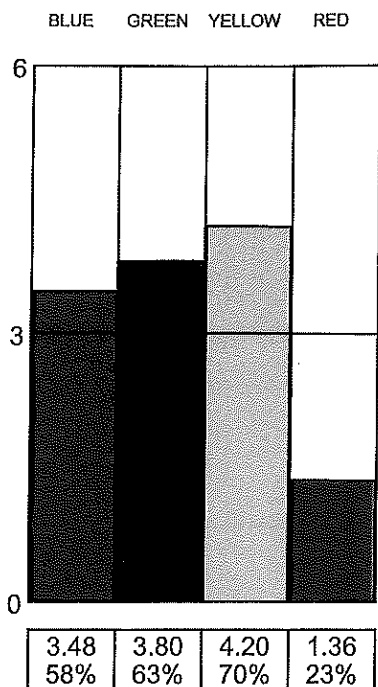


Conscious Wheel Position
48: Inspiring Helper (Accommodating)

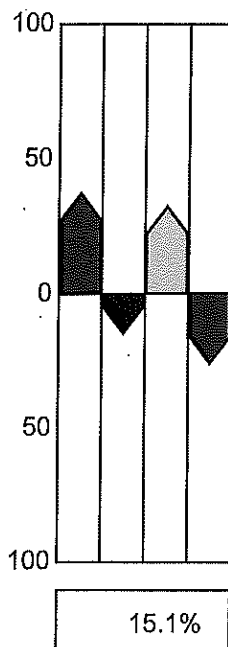
Less Conscious Wheel Position
9: Supporting Helper (Focused)

The Insights Discovery® Colour Dynamics

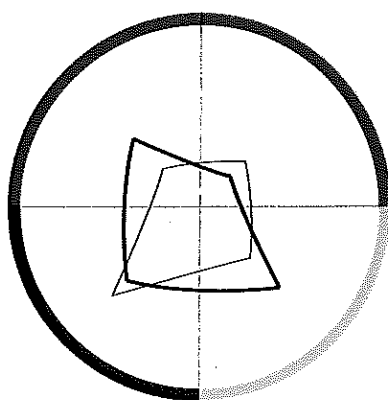
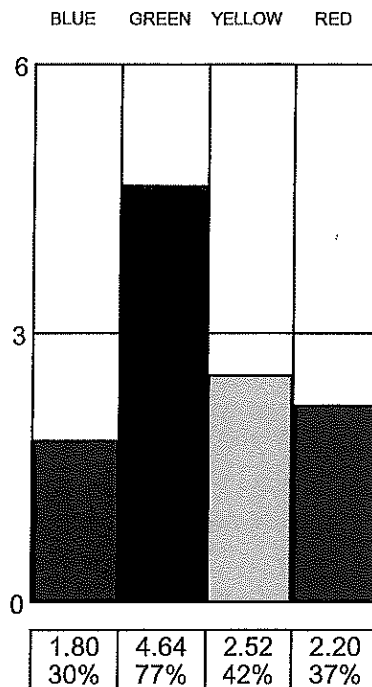
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 - - - Less Conscious