



# Discovery<sup>®</sup>

Personal Profile

László Kővári

11 September 2017

Foundation Chapter  
Management Chapter

## Personal Details

László Kővári  
Senior Software Engineer  
lkovari@sisfirst.com

SIS. Software Hungary

Hungary

Telephone:

Date Completed: 11 September 2017

Date Printed: 11 September 2017

Referral Code: Budapest 2017

## Contents

Introduction.....	4
Overview .....	5
Personal Style .....	5
Interacting with Others .....	5
Decision Making .....	6
Key Strengths & Weaknesses .....	7
Strengths .....	7
Possible Weaknesses .....	8
Value to the Team .....	9
Effective Communications .....	10
Barriers to Effective Communication .....	11
Possible Blind Spots.....	12
Opposite Type .....	13
Suggestions for Development .....	15
Management .....	16
Creating the Ideal Environment.....	16
Managing László .....	17
Motivating László.....	18
Management Style .....	19
The Insights Discovery® 72 Type Wheel .....	20
The Insights Discovery® Colour Dynamics .....	21

## Introduction

This Insights Discovery profile is based on László Kővári's responses to the Insights Preference Evaluator which was completed on 11 September 2017.

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

---

### Personal Style

Because he lives by principles and rules, László is very consistent and dependable. When he feels he is "on duty" his behaviour is practical, sensible and matter of fact. He is keenly interested in how and why things work. His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress. He can be relied on to double check everything in a quiet, thorough and methodical manner.

He likes structure and systematic processes. Independent, logical and determined, he may work well with computers if this involves research or analysis. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events. He tends to be realistic and matter-of-fact about work issues. He is strongly motivated to get things right, especially factually, and to be most effective he should be allowed to operate in a private environment.

László tends to expect that sound organisation, structure and scheduling will benefit everyone. Logical, analytical and objective, László is unlikely to be impressed or convinced by anything other than reasoning based on solid, concrete facts. He greatly prefers to trust what he can hear, smell, taste, touch and see, rather than accept abstract or intangible ideas. The process of analysis is often more challenging to him of itself than actually doing what needs to be done. He is most content in work that is of practical service to the organisation and others.

László is careful and orderly in his attention to facts and details. He is thorough and conscientious in fulfilling all his responsibilities. 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. László conveys great precision and economy of effort in both thought and language. László is precise, cautious, disciplined, painstaking and conscientious in his work, yet prepared to try anything once. He is usually less interested in new principles and theories than new projects and processes.

László is a straightforward, honest and pragmatic person who prefers to get on with it rather than to talk about getting on with it. László's view of the world is concrete and specific although he will occasionally be more spontaneous than he appears at first sight. He appreciates any extra time that can be given to him to master technical subjects. László is a curious and keen student of all that is going on around him. He is often more interested in "real things" than intangibles, such as abstract ideas and theories.

### Interacting with Others

László likes to organise facts and information rather than people or situations and he is cautious in developing his interpersonal relationships. Although he has a good understanding of facts, figures and ideas he may sometimes struggle to present them to others and have them understood and accepted. 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 is likely to prefer the dialogue which is going on in his head with his internal critic to participation in

“meaningless” social chit-chat with others. He is not a “party animal” and often prefers his own company.

In applying unrealistically high standards to himself, he may expect too much from himself and others. If he is given time to organise his thoughts by a sympathetic and understanding chairperson, he can state his views with clarity and to everyone's benefit. He is often inwardly absorbed in his current analysis or problem solving and is inclined towards reticence. He may feel under strain if he is unclear about what is expected of him or if duties at work are subject to change at short notice. Although his emotional and social life may not seem as important to him as other aspects of life, he tends to seek consistent and stable relationships.

He may sometimes encounter difficulties in communications because he would prefer everyone to be as logical and analytical as he is himself. He tends not to care how he is seen as measuring up to others' standards as it is his own standards that are important to him. He needs to know that he is making a unique contribution to the organisation. Fellow workers may find him somewhat unemotional, cold and dispassionate and rather difficult to please. With his original mind, fine insight and vision, László is seen as an independent and natural thinker.

### Decision Making

László is extremely realistic and relies on and trusts what his senses tell him about his world. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. He will support those he considers as friends but can feel rather pressured if made to act against what he considers as his better judgement. He usually delays decision making until all the facts and details are available. Above all, he is concerned with what is “right” and because of this may appear slow in the decision making process.

He is not usually prepared to commit to high risk decisions. He prefers to focus inwards and is more inclined to “wait and see” than to declare his hand readily. László's decisions are usually consistent, practical and appropriate. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. László is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel.

If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. László's quizzical and probing nature may create solutions which open up fresh processes. His decision making is based on prior reflective, contemplative thought. He is logical, objective and analytical with great reasoning power. László's decisions tend to be made only after he has gathered sufficient supporting data.

---

### Personal Notes

## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which László brings to the organisation. László 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.

---

#### László's key strengths:

- Disciplined and precise.
  - Usually weighs up all relevant factors before reaching decisions.
  - Strong and consistent principles.
  - A good memory for details.
  - Good situational analysis.
  - Attention to detail.
  - Sets high standards for himself and others.
  - Remains calm under pressure.
  - Quietly supportive.
  - Good at undertaking routine tasks.
- 

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

---

#### László's possible weaknesses:

- Can be unaware of others needs.
  - Can be overpowered by the assertiveness of others.
  - Sometimes stifles innovation in others.
  - May hide strong feelings until it is too late.
  - Sometimes ignores others' feelings.
  - Can miss opportunities by being cautious around strangers.
  - Sensitive to criticism of his work.
  - Can have difficulty working effectively with spontaneous creativity.
  - May “tinker” with things out of curiosity.
  - May not express his opinions as quickly as the situation warrants.
- 

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

---

### As a team member, László:

- Is a dedicated supporter of the team.
  - Has a strong sense of duty and takes his work seriously.
  - Quickly determines the important factors when problems arise.
  - Creates commitment within team.
  - Helps the team to schedule its activities to meet goals.
  - Encourages a calm environment.
  - Is consistent and dependable.
  - Often questions facts and rebuts false assumptions.
  - Is often the technical expert.
  - Ensures decisions are made logically.
- 

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

---

#### Strategies for communicating with László:

- Consider reconvening the meeting after he has had a chance to think about the issues.
  - Persuade using logic not emotion.
  - Remember to ask for his opinions of other systems and projects.
  - Give him all the facts.
  - Appreciate his ability to amass a wide range of information.
  - Keep the conversation impersonal.
  - Respect his position.
  - Be sure that he is ready to communicate before pressing ahead.
  - Let him organise his thoughts.
  - Use charts and graphs or other precise visual aids to make your points.
  - Allow plenty of time for him to assimilate new ideas or changes in plan.
  - Stick to the point.
- 

### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Waffle.
  - Go to a meeting with him without adequate facts and figures.
  - Be flippant, inconsistent, fanciful or ostentatious.
  - Get too close or touch him.
  - Come unprepared and disorganised.
  - Be vague about facts and statistics.
  - Dismiss his work, ideas or opinions lightly.
  - Get too excited or emotional.
  - Give instructions without reasons.
  - Break promises.
  - Jump to the next subject until he is ready.
  - Cut him off before he has finished.
- 

#### 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.

---

### László's possible Blind Spots:

Because of his well developed tolerance of himself and other people, László may appear detached and disinterested. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so. 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 draws conclusions based on factual analysis, which he likes to organise. He may be less inclined to organise people or situations unless this is an essential part of his role. László needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. A potential failing for him may be that he may not gain sufficient intimate experience of the world. 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. He becomes more effective with other people when he directs his keen powers of observation towards being more sensitive and considerate to the people around him.

Since he is a natural critic, he tends not to demonstrate his appreciation of the positive attributes or contributions of those around him. He needs to work toward becoming more articulate and action-oriented. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. László prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He carries on personal interests rather privately without involving other workmates in his conduct.

---

## Personal Notes

## Opposite Type

The description in this section is based on László'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:

László'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.

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

---

### Personal Notes

## Opposite Type

### Communication with László's Opposite Type

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

---

#### László Kővári: How you can meet the needs of your Opposite Type:

- Ask for his thoughts and ideas.
- Offer praise and appreciation when due.
- Don't always expect brief, specific answers.
- Indulge in speculation and offer opinions readily.
- Be spontaneous and harmonious.
- Provide for both flexibility and structure within the meeting.

#### László Kővári: When dealing with your opposite type DO NOT:

- Talk with him using a low-key voice tone.
  - Make your lack of interest in his “problems” too obvious.
  - Fail to allow enough time to talk with him.
  - Talk slowly, mumble or whisper.
  - Get carried away by his enthusiasm.
  - Act aggressively or reject his ideas without explanation.
- 

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

---

### László may benefit from:

- Giving a higher priority to fun and spontaneity.
  - Sharing responsibilities or processes.
  - Recognising the need for heightened urgency in some projects.
  - Being seen as more attentive, warm, generous, playful and appreciative.
  - Responding spontaneously and dramatically.
  - Thinking aloud and on his feet.
  - Seeking the positive side of every situation.
  - Consciously fighting the negative "inner voice" that may prevent him from achieving his full potential.
  - Aiming to become a short term centre of attention.
  - Looking to achieve quicker results.
- 

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

---

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

- Everyone makes good use of their time.
  - Time is carefully allocated to allow him to express his view.
  - He can employ technology.
  - He has plenty of personal space.
  - There is time to gather thoughts and ideas.
  - He is able to isolate himself from others if necessary.
  - Information and data are well organised.
  - His highly developed analytical skills are fully utilised.
  - He has time to prepare for meetings or discussions.
  - He is able to work independently and objectively.
- 

### Personal Notes



## Management

### Managing László

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

---

#### László needs:

- The feeling that there is a sound and clear management structure.
  - Support with putting his ideas into practice.
  - His intelligence to be complimented.
  - To be given opportunities to display his deep technical knowledge.
  - Encouragement to find and communicate efficiency improvements.
  - To be given detail-intensive projects.
  - Checks to ensure that he is not wasting time on minor issues, where detail is unimportant.
  - Clear statement of the relative importance of deadlines and quality.
  - Help to tolerate colleagues less gifted than himself.
  - Respect for his need for reflection and solitude.
- 

### Personal Notes

## Management

### Motivating László

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

---

#### László is motivated by:

- “Systems” related tasks.
  - Working independently.
  - A job well done.
  - Being able to “put it in writing”.
  - Genuine interest in the detail of his work.
  - Successful completion of major projects.
  - Knowing that his contribution to the team's accuracy is valued.
  - Being free to subscribe to the technical journals of his choice.
  - Communication in writing to enable him to assimilate information.
  - An internal desire “to do the right thing in the right way”.
- 

### Personal Notes

## Management Style

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

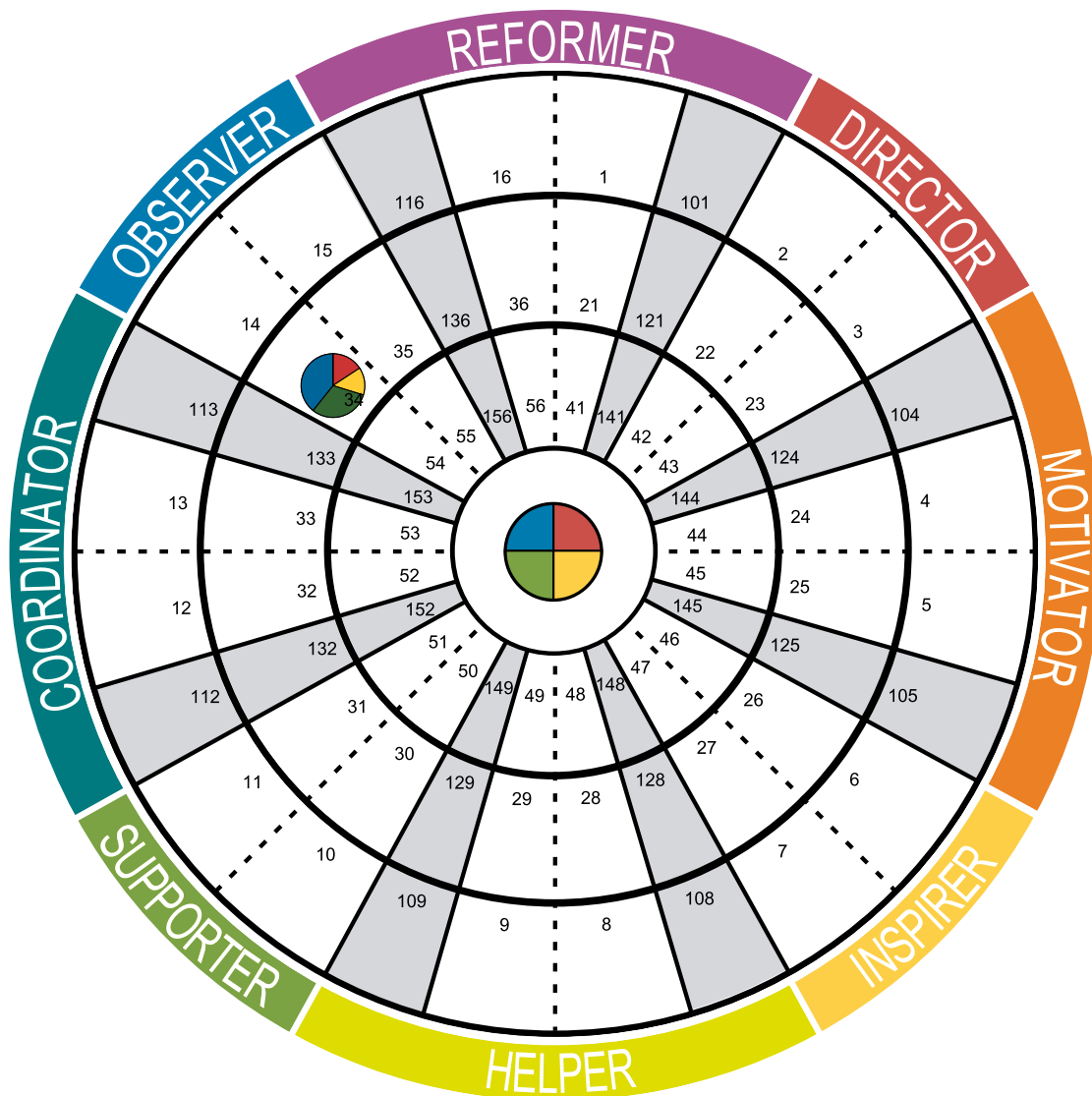
---

In managing others, László may tend to:

- Get involved in the detail.
  - Avoid large social gatherings.
  - Dislike confrontation as a means of criticism.
  - Keep quiet until he is able to provide a framework for his thoughts.
  - Require time for consideration before making decisions.
  - Not fully appreciate the energies of others.
  - Avoid social chit-chat.
  - Seem rather cool and aloof.
  - Be attached to rules and procedures for their own sake.
  - Ignore the feelings of those around him.
- 

## Personal Notes

## The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

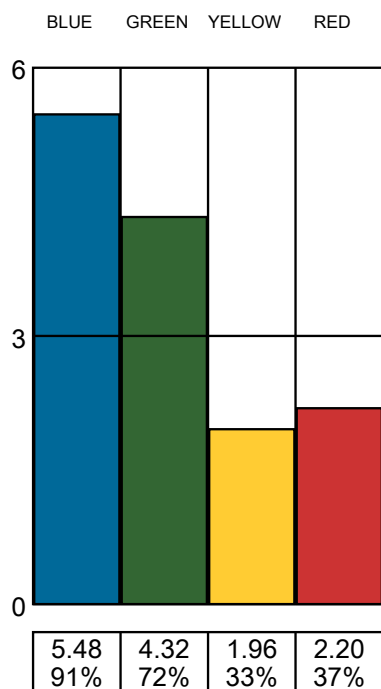
34: Coordinating Observer (Classic)

### Less Conscious Wheel Position

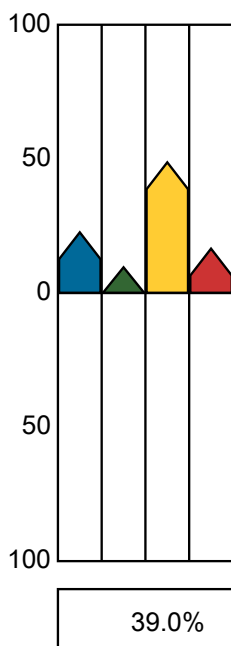
34: Coordinating Observer (Classic)

## The Insights Discovery® Colour Dynamics

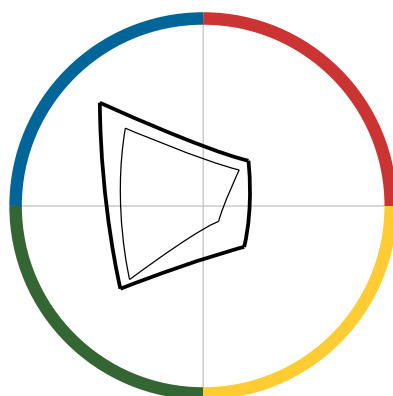
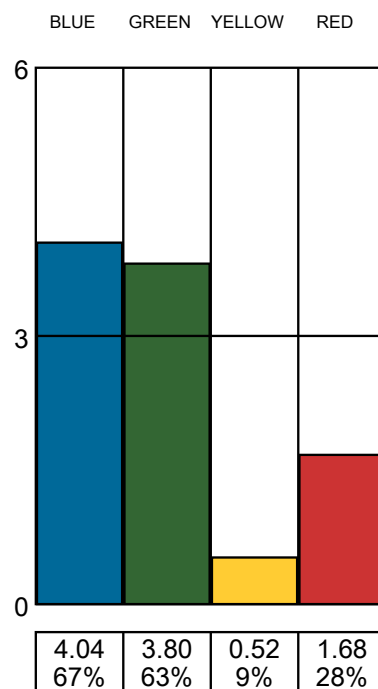
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



---

GLOBAL HEADQUARTERS  
Insights Learning & Development  
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.  
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051  
EMAIL: [insights@insights.com](mailto:insights@insights.com) WEB: [www.insights.com](http://www.insights.com)