



Discovery ^{Insights®}

Simon May
07/03/2012

Personal Profile

Foundation Chapter
Management Chapter

True Colours Ltd.



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Introduction

This Insights Discovery profile is based on Simon May's responses to the Insights Preference Evaluator which was completed on 07/03/2012.

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

Personal Style

Hard work, busy schedules and merit-based remuneration are hallmarks of the way Simon prefers to work. He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work. He uses his thinking to run as much of the world as he can and is in his element when a situation needs to be organised, criticised or regulated. He feels more secure when he can control a situation by ensuring other people conform to his thinking. He may lose interest and move on to the next thing, once a job becomes routine or dull.

Simon is independent by nature, but he is prepared to labour tirelessly for a team mission he commits to. He assumes that everyone else should share his desire for advancement and may be disappointed when others appear to lack his strength of character. He can always see room for improvement and may spend his relaxation time trying, as he sees it, to make himself, and others, better. He tends to be disinterested in subjects for which he sees no practical application. The opinions of others are not always important to him particularly if they conflict with his own opinions, to which he may become emotionally attached.

He tends to be realistic and matter-of-fact about work issues. Simon believes in doing everything the right way and his preoccupation with perfection makes him sensitive to errors or unfairness. Simon is seen by others as pragmatic, dependable and able to get things done. Simon is at home in the energetic administration of practical matters. Seen as a "natural" leader, he wants to have a significant impact on the lives of others and may resort to dictatorial practices if anything appears to get in the way.

He is responsible and faithful to his commitments and obligations. He is seen as a powerful leader as he is able to think on his feet. To manage his tensions, he needs to be constantly in control and get things done without wasting time. Simon's ability to focus on task suggests that he is a good problem solver. He is not usually aware that he is denying himself pleasure; he is so preoccupied with what he "should" and "must" do that he rarely steps back to ask himself what he really wants in life. He is often more interested in "real things" than intangibles, such as abstract ideas and theories.

His strength is his ability to work independently. He tends to be good with practiced tasks, interested in the how and the why of the working. He is good at getting things done and does so in a very assertive way. Whenever he is asked to assume responsibility, his desire for control leads him to want to say "Yes". His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress. At work he often makes significantly more starts than finishes and he may need someone else to follow through with the details.

Interacting with Others

Seen by most people as outgoing, flexible and fearless, Simon can rise to meet any challenge. He may have an aversion to having his time and energy constantly put at the disposal of others. He may lack an understanding of how his behaviour affects others and can be critical and blunt in giving recommendations for improvement. Fellow workers may find him somewhat unemotional, cold and dispassionate and rather difficult to please. He may prefer not, or may find it difficult, to express personal feelings to others.

He is a good innovator, negotiator, and manager. His independence can lead others to think of him as aloof. He does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism he can offer. He may need to slow down to consider the feelings of people he is involved with and regularly listen to, and accept, other people's opposing points of view. He needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues.

He usually remains sceptical, decisive and determined in the face of difficult opposition. He is outstanding at establishing and implementing orderly procedures, rules and regulations, and may show impatience with those who don't carry out their designated tasks or work by the rules. He is not a "party animal" and often prefers his own company. If his work constantly requires him to be warm and outgoing with others, he finds this draining after a while and may need to take some private time out before regrouping. Being respected by his peers is of greater importance to Simon than being liked.

Decision Making

Simon can usually get to the heart of any situation and implement an effective solution. He is a good problem solver because he can absorb necessary factual information and find logical and sensible solutions quickly. He is comfortable making conclusive judgements about others and tends to be a strict disciplinarian. He seeks realistic and satisfying solutions to challenges. Although gifted in both sensing and intuition, he may well rather base plans and decisions on established procedures than listen to his inner voice.

In his mind there must always be a good reason for doing something and people's feelings alone aren't normally sufficient to influence him. He may appear dismissive of decisions made on "gut-feel" rather than objective analysis. Politically aware, Simon is normally comfortable with his decisions even in the face of possible conflict with others in more senior positions. Simon is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself. He finds himself driven to make fast decisions and tends to base his decisions on his own experience.

Simon tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, he values truth in the form of fact, formula, method and judgement. He will pursue all possible avenues of a solution to any problem that captures his interest. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise. People count on Simon for insightful analyses and forthright

judgements. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions.


Personal Notes

Key Strengths & Weaknesses

Strengths

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

Simon's key strengths:

-  Analytical and systematic.
-  Industrious and decisive.
-  Pays great attention to detail.
-  Curious about processes.
-  A far sighted planner.
-  Good at identifying shortcomings in systems.
-  Realistic and systematic.
-  Outgoing and direct.
-  Rapid organisational skills.
-  Forward looking, quick thinker.











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

Simon's possible weaknesses:











-  May pay lip service to “team” issues.
-  Fears dropping his guard.
-  Sometimes overprotective of his own ideas.
-  At times dismissive of other people's ideas and feelings.
-  May ride rough-shod over others' feelings.
-  Could appear to be too demanding of exact standards.
-  Doesn't always consider the fuller implications of his actions.
-  Fears loss of face in any situation.
-  Over reliance on traditional practices.
-  Can be seen as curt and abrasive.

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

As a team member, Simon:

-  Tackles problem solving in a systematic way.
-  Brings order and structure through his organisational qualities.
-  Gets his job done and done right.
-  Will never be influenced by emotion alone.
-  May lose the battle, but rarely concedes defeat.
-  Challenges existing methods if he feels they are inadequate.
-  Ensures that the team uses correct methods.
-  Almost always delivers on time.
-  Acts as the “conscience” of the group.
-  Accepts responsibility for the task completion.













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

Strategies for communicating with Simon:

-  Ask what he thinks, not how he feels.
-  Bring proof and evidence of performance.
-  Be prepared to get a quick decision.
-  Allow him to review the agenda.
-  Deal in probabilities not possibilities.
-  Respect his knowledge of the job.
-  Focus on the task at hand.
-  Seek his opinions and ideas before imposing yours.
-  Let him know he is in control.
-  Respect his values and principles.
-  Be clear about expectations and timescales.
-  Look for signs that say “I'm losing interest”.













Personal Notes

Communication

Barriers to Effective Communication

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

-  Become emotional or excitable.
-  Go to a meeting with him without adequate facts and figures.
-  Question his motives or competence.
-  Assume that he is disagreeing with you because he questions you thoroughly.
-  Challenge his perception of himself.
-  Waffle.
-  Try to control the conversation.
-  Forget to balance interaction with time for reflection.
-  Stand or sit too close to him.
-  Be unrealistic or stray on to abstractions.
-  Dismiss his thoughts or ideas as negative.
-  Be too light hearted or superficial.

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.

Simon’s possible Blind Spots:

Simon has a strong active conscience and may not be prepared to even consider others' values and opinions, particularly if they are not prepared to follow his lead. He should learn to be more considerate by thinking through how his actions will affect others. He expects to win and is very assertive in attaining outcomes despite how narrow his view may sometimes appear. He is something of a perfectionist, and can be hypersensitive to criticism of his work. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so.

Simon strives after justice and wants to rectify injustice whenever and wherever he finds it - but his values must prevail. A potential failing for him may be that he may not gain sufficient intimate experience of the world. His desire to continually explore new avenues may result in him regularly re-examining his conclusions. He may adopt an “if you've got a headache take an aspirin” attitude, which indicates a lack of empathy to some. Since he is a natural critic, he tends not to demonstrate his appreciation of the positive attributes or contributions of those around him.

He is honest and fair but can be seen as rather blunt and tactless in his ready criticism of others. He sometimes has difficulty in absorbing other peoples' points of view. As he doesn't readily look for different ways of doing things, he can appear inflexible or indifferent to others' views.

Personal Notes

Opposite Type

The description in this section is based on Simon'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:

Simon's opposite Insights type is the Helper, Jung's "Feeling" type.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and home. They are usually sensitive to others and work well in a team situation. However, Simon may observe that the Helper takes criticism personally and finds it difficult to become authoritative or objective with others when necessary. Helpers sometimes have difficulty in making key decisions without consultation.

Simon will notice that people are far more important to the Helper than the accomplishment of tasks. The Helper's nature tends to be personable, which may mean that Simon sees them as fickle or soft. Helpers can be stressed in fast moving, impersonal situations which change without warning. Helpers display their emotions and usually have limitless patience for those who are dependent on them. They will usually ignore judgements that rely heavily on logical analysis - often the judgement preferred by Simon.

Helpers will tend to avoid telling someone an unpleasant truth or tell it in an affirmative way. Helpers are accommodating and occasionally self-effacing and are always content to support others without expecting much in return. Simon may see the Helper idealising others and adopting a romantic version of people and their potential.







Personal Notes

Opposite Type







Communication with Simon's Opposite Type

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

Simon May: How you can meet the needs of your Opposite Type:

-  Help him feel at ease.
-  Be prepared to negotiate solutions slowly, calmly and quietly.
-  Use warm gestures and expressive body language.
-  Provide lots of opportunities for team contact.
-  Show appreciation of his role in the organisation.
-  Avoid unnecessary distractions - keep to the point.

Simon May: When dealing with your opposite type DO NOT:











-  Be dismissive of his feelings and emotions.
-  Fail to allow enough time to talk with him.
-  Make your lack of interest in his “problems” too obvious.
-  Adopt an intransigent, judgmental stance.
-  Be hard, directive or impersonal.
-  Take credit for his ideas.

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

Simon may benefit from:

-  Remembering that arguing does not stimulate everyone.
-  Allowing people to do their own thing.
-  Being more prepared to acknowledge his mistake.
-  Appearing more sensitive to others feelings.
-  Making a special effort to show appreciation and to acknowledge others contributions.
-  Becoming more generous, warm and caring.
-  Gently asking some quieter people to express their point of view.
-  Trusting his feelings more.
-  Making compromises to maintain good relations.
-  Refusing to think about or re-visit a previous decision.











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

Simon's Ideal Environment is one in which:

-  Few distractions exist to take attention away from the task.
-  His desire for perfection is valued by others.
-  There are few procedures or protocols.
-  Everyone makes good use of their time.
-  Ideas can be practically applied.
-  He has access to the fastest computers, where computers are used.
-  Colleagues share his drive for results.
-  The present situation is fully understood and appreciated.
-  He is able to work independently and objectively.
-  Decision making is objective and impersonal.











Personal Notes

Management

Managing Simon

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

Simon needs:

-  Help to look for the “silver lining”.
-  Help to tolerate colleagues less gifted than himself.
-  Tasks which require thought, planning, but most of all action.
-  People he can call on for support where necessary.
-  Only the minimum of social chit-chat around him.
-  The freedom to change out-dated rules.
-  Take the time to smell a few more roses.
-  Knowledge that he has “right” on his side.
-  Time to adjust to other points of view.
-  A fast-paced environment where he can achieve results.











Personal Notes

Management

Motivating Simon

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

Simon is motivated by:











-  Acquiring knowledge and improving his abilities.
-  The freedom to delegate tasks to others at his discretion.
-  Attending seminars, lectures and other knowledge based activities.
-  Having access to data and verifiable evidence.
-  Setting stretching goals for himself and others to achieve.
-  Improving systems and structures.
-  Improvements in design, quality and functionality.
-  Freedom from constraints and supervision.
-  A free reign for his enormous drive to achieve results.
-  “Reality” rather than abstract theories.

Personal Notes

Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Simon'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, Simon may tend to:

-  Seem rather cool and aloof.
-  Appear to be less understanding of his colleagues' feelings.
-  Want to explain the “What”, “How” and “Why”.
-  Ignore the feelings of those around him.
-  Be unpredictable, short fused and inconsistent.
-  Base decisions on facts and logic.
-  Search for accuracy or perfection, at times appearing overly critical.
-  Focus more on internalised values, at times failing to take account of the views of others.
-  Show his impatience with people who prefer to work at a more consistent or slower pace.
-  Get involved in the detail.

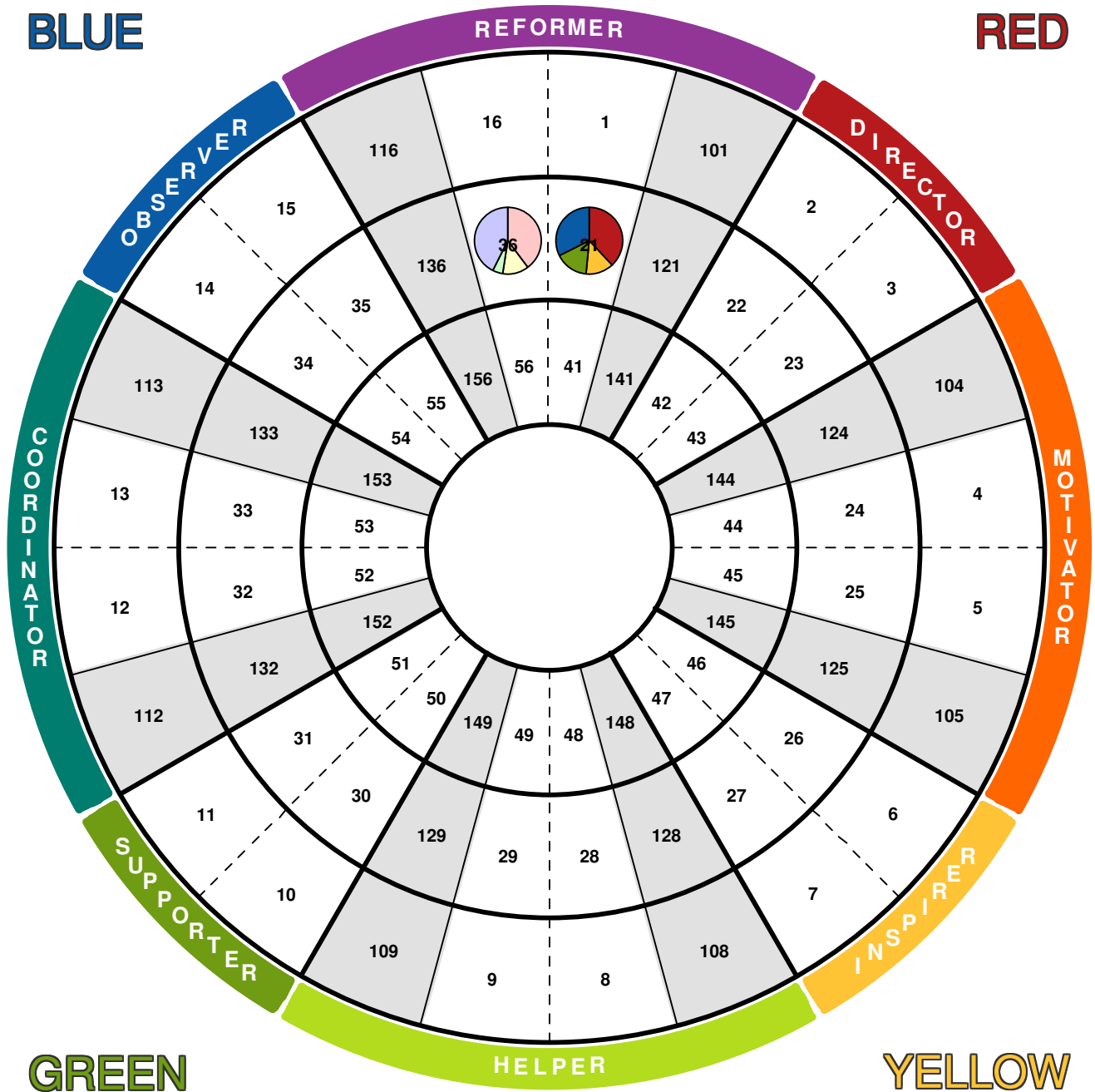
Personal Notes

The Insights Wheel

Simon May
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BLUE

RED



Conscious Wheel Position

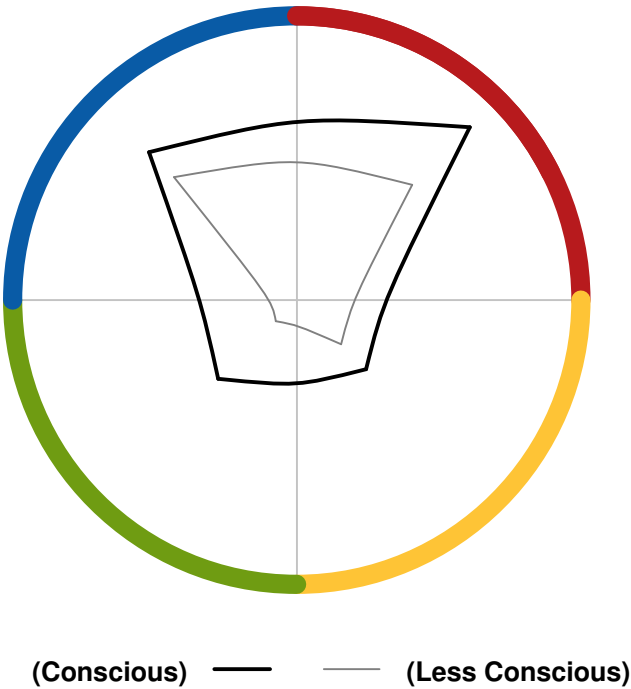
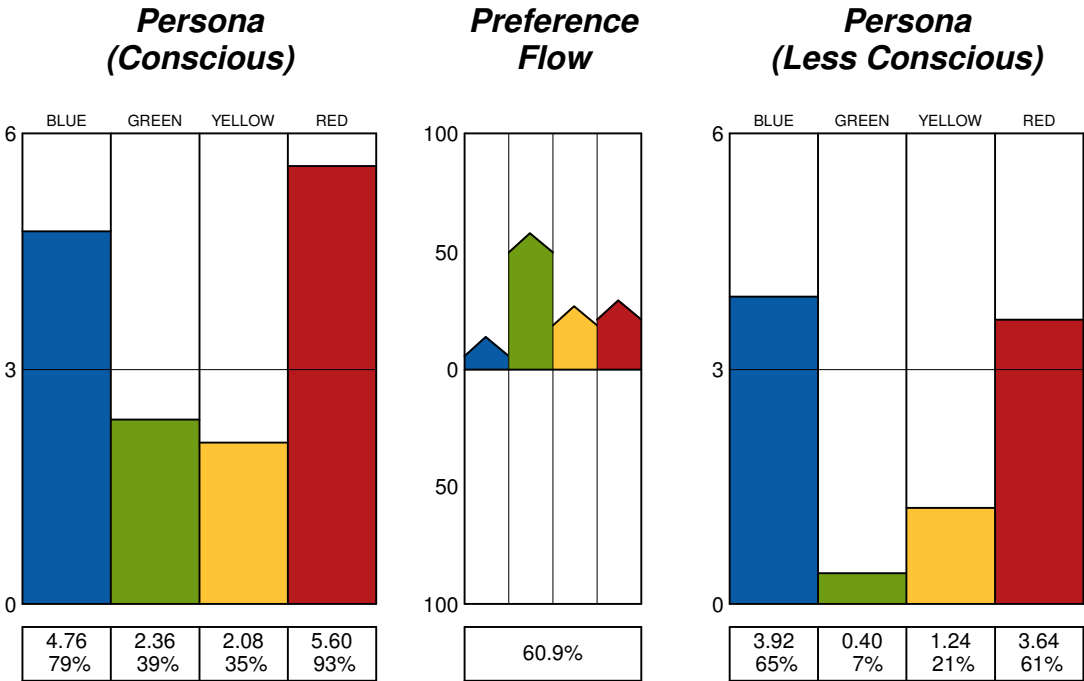
21: Directing Reformer (Classic)

Personal (Less Conscious) Wheel Position

36: Observing Reformer (Classic)

Insights Colour Dynamics

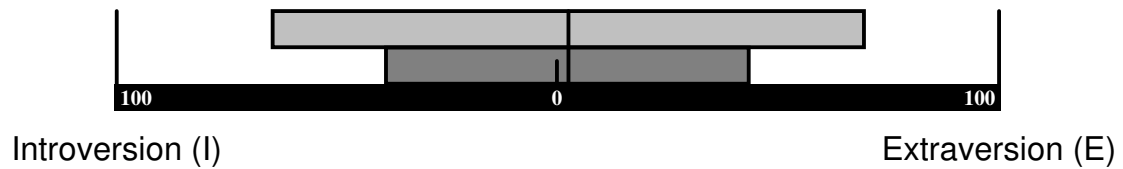
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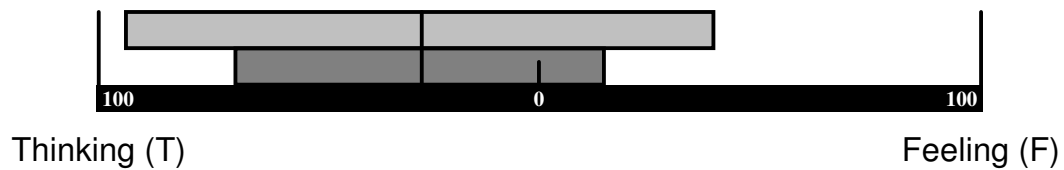
Jungian Preferences

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Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:

