



Discovery[®]

Personal Profile

Thadryan Sweeney

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Thadryan Sweeney's responses to the Insights Preference Evaluator which was completed on 26 May 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 Thadryan's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Thadryan is precise, cautious, disciplined, painstaking and conscientious in his work, yet prepared to try anything once. Able to routinely perform his duties, the dedication he brings to his work can often be overlooked because of his low profile. He appreciates any extra time that can be given to him to master technical subjects. He has a distrust for the ostentatious, the speedy and the fanciful. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events.

He likes concrete facts, has a good memory for detail and usually learns best from “hands-on” experiences. He is keenly interested in how and why things work. Whatever he is doing he will accomplish with orderliness and reliability. Thadryan has a gift for seeing the important facts of a situation. He prefers to be left to work quietly on his own, which is when he achieves his best work.

Cautious, conventional, diplomatic and sincere, Thadryan is a precise and disciplined person with high standards and expectations of himself. He is very practical and gets great satisfaction from the completion of specific, concrete tasks. Because he lives by principles and rules, Thadryan is very consistent and dependable. 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. Thadryan is so realistic and practical that he can see ways of minimising effort on almost every project.

Thadryan is seen by many people as being independent and self-contained. He is self-contained, intellectual and fair. Thadryan provides practical support quietly, painstakingly and conscientiously, usually behind the scenes. His strength is his ability to act correctly and to stay with projects until they are complete. He may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when he speaks about one of his specialised subjects.

He will tend to seek solutions to current challenges in the successes of his past experiences. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him. Thadryan is an ingenious and original problem solver. He is unlikely to be comfortable expressing his inner feelings to strangers. Thadryan is analytical, impersonal and interested in underlying principles.

Interacting with Others

Thadryan is driven by a sense of responsibility, which he accepts willingly and expects others to do likewise. His inner feelings may emerge when he is by himself, especially when he has time alone to go over the day's conclusions. He may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost “underdog” causes. Thadryan is gentle, sympathetic, tactful and supportive of friends and colleagues. He should try to establish whether his ideas are relevant and not ignore the feedback he might receive.

Thadryan may express affection non-verbally and appreciate others' company on a rather abstract level. He may prefer not, or may find it difficult, to express personal feelings to others. He may lack an understanding of how his behaviour affects others and can be critical and blunt in giving recommendations for improvement. He is a private person who prefers to live quietly, away from social experiences which may generate emotional strain. He sees through slick images and false presentations and is wary of being taken in by compliments or praise. To guard against being manipulated he will be sensitive to indications of a hidden agenda.

Thadryan is generally content to work on his own rather than be a visible part of a team. In applying unrealistically high standards to himself, he may expect too much from himself and others. When he turns his highly honed critical appraisal skills on the people around him, honesty may be translated into unintended hurtfulness. Thadryan is a private, reserved person who does not share his thoughts with his colleagues unless absolutely essential. Thadryan needs minimal supervision and will work hard in a system that gives him independence. He may become evasive or reactive if overwhelmed by the constraints and demands of others.

Decision Making

Thadryan learns through exploration, discussion and by asking searching questions. He is uncomfortable moving beyond his own experience until he fully understands the problem. He seeks to review and assimilate the facts without being pressured to make a rapid decision. Tending to be sceptical of new ideas if he doesn't see their practical application, he prefers to take time to consider the overall objective. Thadryan is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. Thadryan's decisions tend to be made only after he has gathered sufficient supporting data.

Thadryan thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. He may need to appreciate that whether something works or not in practice may not be the sole criteria in the decision making process. He has the ability to use both reflection and consultation in reaching conclusions. 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.

Thadryan's quizzical and probing nature may create solutions which open up fresh processes. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He may lack patience with others who are less focused on the job in hand. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. He is logical, objective and analytical with great reasoning power.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Thadryan's key strengths:

- Will work late to get the job done.
 - An unassuming demeanour.
 - Prefers structure at work and home.
 - Good problem solver.
 - Responsibility.
 - Sets high personal standards of performance.
 - Good situational analysis.
 - In touch with himself and his world.
 - He is logical and works well on “people” as well as “task” issues.
 - Consistency in standards.
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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. Thadryan's responses to the Evaluator have suggested these areas as possible weaknesses.

Thadryan's possible weaknesses:

- Lacks empathy for others in some situations.
 - Avoids company of those unlike him.
 - Unwilling to bend rules, sometimes even in an emergency.
 - Can be too self critical.
 - May not respond well to uncertainty.
 - “Every silver lining has a cloud.”
 - May not express his opinions as quickly as the situation warrants.
 - May hide strong feelings until it is too late.
 - Usually puts facts before feelings.
 - Can have difficulty working effectively with spontaneous creativity.
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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 Thadryan brings, and make the most important items on the list available to other team members.

As a team member, Thadryan:

- Ensures the focus is realistic.
 - Will maintain “fair play”.
 - Is a dedicated supporter of the team.
 - Helps to create and maintain an orderly work environment.
 - Seeks and provides attention to detail.
 - Will control flights of fancy.
 - Identifies the key elements of important situations.
 - Maintains team's focus on objectives.
 - Can remain single-minded and persistent.
 - Is known as a good administrator.
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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 Thadryan. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Thadryan:

- Expect him to come back later for clarification.
 - Be well structured and organised.
 - Respect his privacy.
 - If you ask a question, be quiet and give time for him to consider his response.
 - Respect his position.
 - Remember to thank him for his time.
 - Be sure that he is ready to communicate before pressing ahead.
 - Give him advance notice and time to prepare.
 - Act in an adult and mature way.
 - Be patient if he starts hair-splitting.
 - Provide a safe environment in which he can learn, improve and grow.
 - Be precise and detailed.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Get too close or touch him.
 - Be vague about boundaries.
 - Set unrealistic deadlines that restrict his quality outputs.
 - Break promises.
 - Pretend that you know more than you do.
 - Assume that outward calm reflects inner feelings.
 - Assume his pauses imply lack of interest.
 - Be too loud and hearty.
 - Be immature, childish or silly.
 - Hint obliquely.
 - Go to a meeting with him without adequate facts and figures.
 - Be too informal or waste time on social trivia.
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Personal Notes

Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

Thadryan's possible Blind Spots:

Thadryan gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. 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 seen by some as unresponsive, cool and uncaring, as one who constantly seeks correctness, predictability, analysis, logic, routine and systems.

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. Gathering relevant and factual data to help ensure that his ideas are workable, he needs to simplify his often theoretical and complicated ideas for the benefit of others. A potential failing for him may be that he may not gain sufficient intimate experience of the world. Because of his well developed tolerance of himself and other people, Thadryan may appear detached and disinterested. He is a private person who keeps an emotional distance from others and a physical distance when communicating.

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. He has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. Quiet and reserved, he may appear cool and aloof. He is inclined to be guarded except when with close friends or colleagues of long standing. He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts.

Personal Notes

Opposite Type

The description in this section is based on Thadryan'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:

Thadryan'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.

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

Personal Notes

Opposite Type

Communication with Thadryan's Opposite Type

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

Thadryan Sweeney: How you can meet the needs of your Opposite Type:

- Avoid detailed reports, focus on people issues.
- Be spontaneous and harmonious.
- “Temper” his optimism with realism.
- Offer praise and appreciation when due.
- Use an easy-going and fun approach.
- Allow time for fun and socialising.

Thadryan Sweeney: When dealing with your opposite type DO NOT:

- Unnecessarily challenge ideas or actions.
 - Talk with him using a low-key voice tone.
 - Inhibit or restrict “networking” opportunities.
 - Overload him with facts, details and paperwork.
 - Be dull, dour or redundant.
 - Expect him to respond favourably if you dictate to him on policy or procedures.
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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 Thadryan's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Thadryan may benefit from:

- Offering to speak at the next after dinner occasion.
 - Attempting to respond more quickly to his more extraverted colleagues.
 - Acting first and considering second.
 - Looking to achieve quicker results.
 - Remembering that many people will interpret his apparently shy demeanour as aloofness.
 - Not always rejecting spontaneous ideas as impractical.
 - More confidence, sincere appreciation, job clarity and sympathetic management.
 - Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
 - Asking more forcibly for his needs and wants.
 - Meeting with and talking to more assertive and energetic people.
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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 Thadryan's ideal environment and his current one and to identify any possible frustrations.

Thadryan's Ideal Environment is one in which:

- There is little competition between peers, which Thadryan perceives as destructive to good team spirit.
 - There is little “traffic” or social interaction.
 - A comprehensive welfare policy is provided.
 - There are quiet areas to work.
 - Information is in close proximity, ensuring economy of effort.
 - There are few emotional outbursts.
 - He is intellectually challenged and stretched.
 - He is able to work independently and objectively.
 - There is space for graphs, charts and other sources of reference.
 - He has space to store information.
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Personal Notes

Management

Managing Thadryan

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

Thadryan needs:

- To be gently drawn into the team's social mainstream.
 - Clear statement of the relative importance of deadlines and quality.
 - Occasional exposure to less structured projects to develop his openness to unconventional solutions.
 - His own space with little day to day supervision.
 - Time to answer questions.
 - Encouragement to find and communicate efficiency improvements.
 - Support with putting his ideas into practice.
 - Technically challenging projects.
 - Colleagues who value his quiet, reflective approach.
 - To be convinced by reason, not emotion.
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Personal Notes

Management

Motivating Thadryan

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

Thadryan is motivated by:

- Being given projects with more flexible schedules.
 - Being able to make important decisions in his own time.
 - High standards being set and achieved.
 - Being encouraged to expose logical inconsistencies.
 - Respect for the correctness of his work.
 - A direct, logical approach.
 - “Reality” rather than abstract theories.
 - Having a “low profile” position within the team.
 - Being given every opportunity to “get on with it”.
 - Quiet, tenacious endeavour which is rewarded in a low key way.
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Personal Notes

Management Style

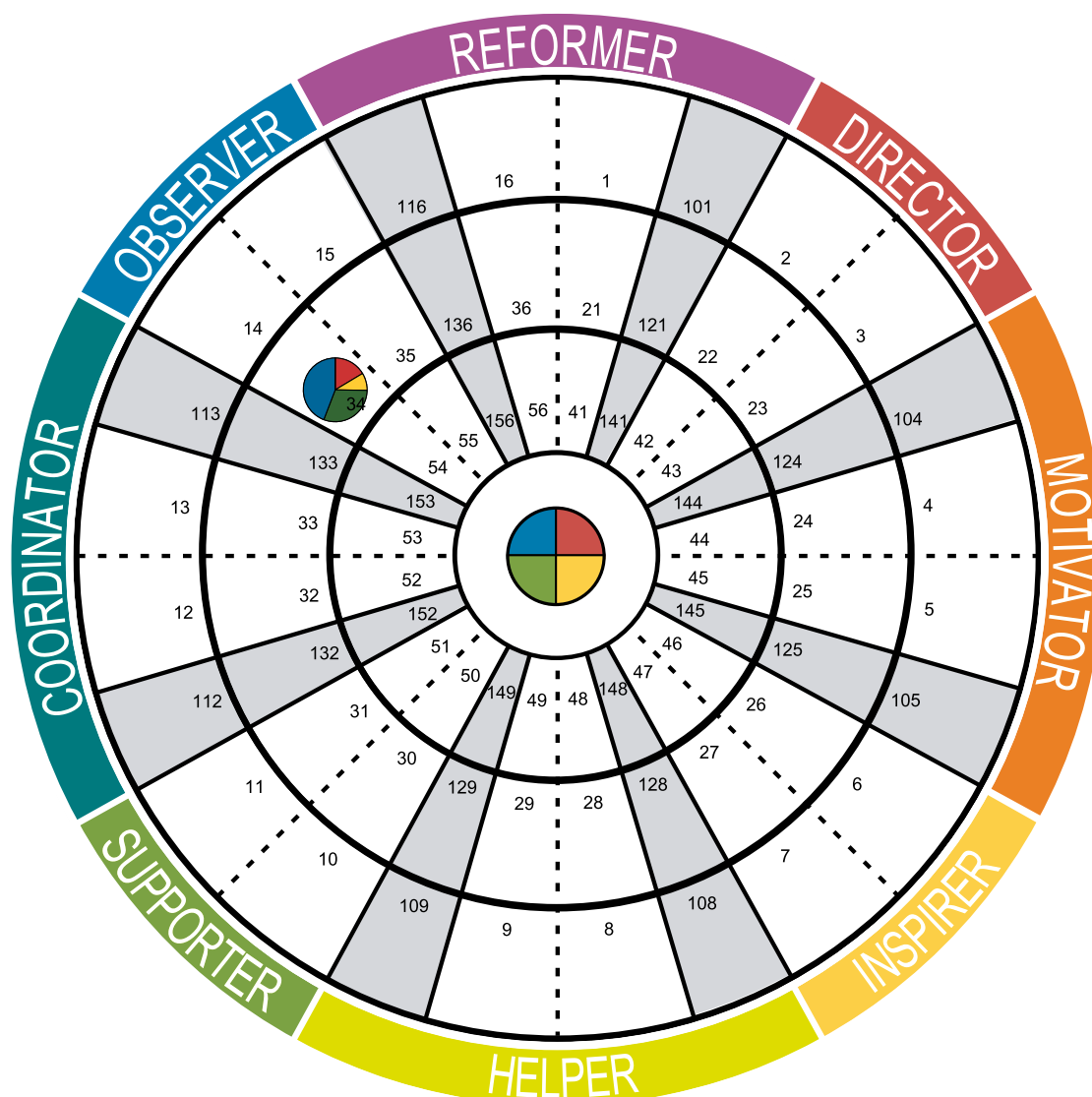
There are many different approaches to management, most of which have different situational applications. This section identifies Thadryan's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Thadryan may tend to:

- Be uncomfortable in emotionally charged discussion.
 - Appear to be less understanding of his colleagues' feelings.
 - Focus more on the task and less on the people.
 - Appear unruffled despite the enormity of the task.
 - Become so immersed in his own thoughts that, although aware of this distraction, he fails to react spontaneously when his support is needed by others.
 - Be perceived as a reflective thinker.
 - Over regulate processes.
 - Appreciate time to share the wealth of information or knowledge in which he specialises.
 - Get involved in the detail.
 - Dislike confrontation as a means of criticism.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

34: Coordinating Observer (Classic)

Less Conscious Wheel Position

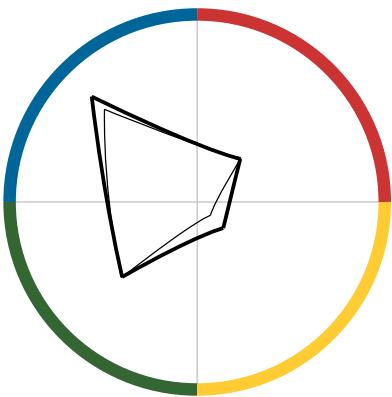
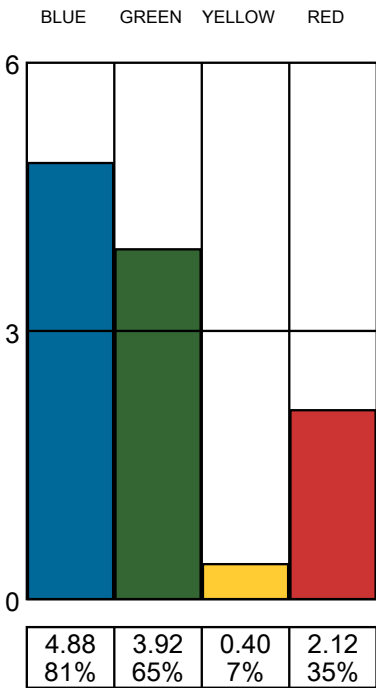
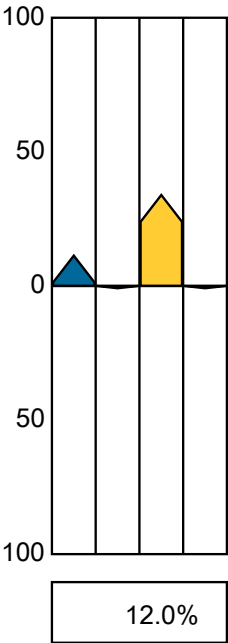
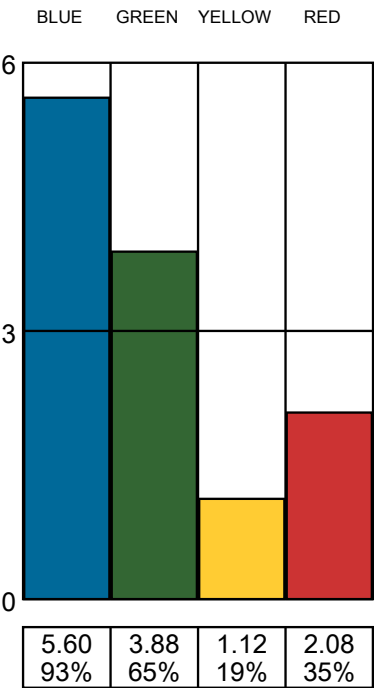
34: Coordinating Observer (Classic)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
- - - Less Conscious



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