

Discovery ^{Insights®}

Simon Major
29/06/2009

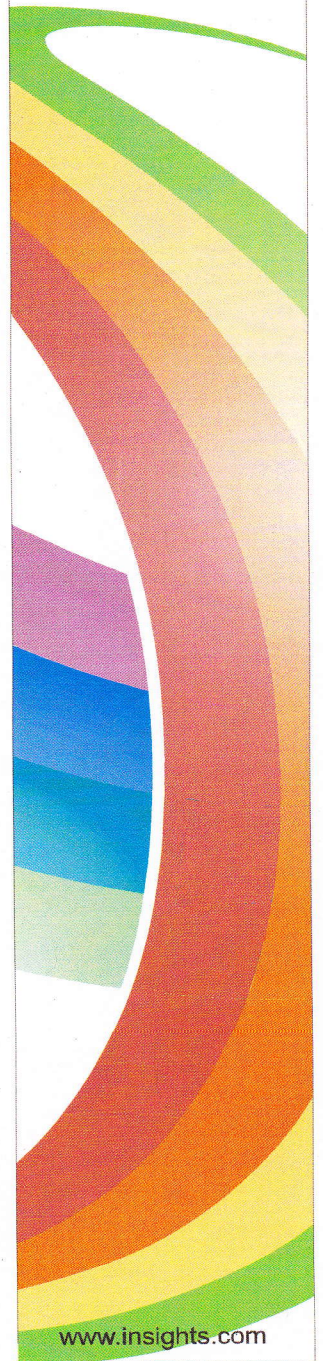
Personal Profile

Foundation Chapter
Management Chapter

Personal Achievement Chapter



Insights®



www.insights.com

Personal Details

Simon Major
simon.major@bluesq.com

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Date Completed **29/06/2009**

Date Printed **30/06/2009**

Insights Learning and Development Ltd.
Jack Martin Way, Claverhouse Business Park, Dundee, DD4 9FF, Scotland
Telephone: +44(0)1382 908050
Fax: +44(0)1382 908051
E-mail: insights@insights.com

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Introduction

This Insights Discovery profile is based on Simon Major's responses to the Insights Preference Evaluator which was completed on 29/06/2009.

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

Highly independent, Simon enjoys speculative and imaginative activities and work. His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect. Simon gains great pleasure from improving upon existing techniques with the objective of maximising efficiency and cost effectiveness. His ideas are generally abstract, containing intellectual insight, but he finds the practicalities of carrying out and developing these ideas to a conclusion less interesting. He is quiet, reserved and distant, with a thoughtful appearance.

He has a creative mind which can be used to bring forward thinking and originality to processes and projects. 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. He is self-contained, intellectual and fair. He may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when he speaks about one of his specialised subjects. He sometimes feels less than adequate when he thinks of the effort of living up to his own high standards of perfection.

Practical, systematic, thorough and hard working, Simon likes everything to be stated clearly and simply. In his own field he has a leaning towards the technical, but may tend to underestimate his own abilities. Although objective, he may be more interested in finding creative solutions to problems than in seeing those solutions become reality. Until untried ideas and theories have been tested and personally experienced, he will tend not to trust them. 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 displays little emotional response to situations which others may perceive as crises, and is usually seen to deal with them in a calm and cool way.

He typically does not take constructive criticism and disagreement personally. He welcomes tough, accurate, unrelenting critiques as helpful in achieving the highest levels of performance and objectivity. The process of objective analysis is a source of great enjoyment to him, with the outcome often of much less importance. He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth. His need to detach himself from his emotions allows him to retain objectivity when assisting

others in times of stress. Independent, logical and determined, he may work well with computers if this involves research or analysis.

He values the development of his intellectual awareness and the opportunity to learn, improve and grow. He is intensely curious and is always seeking to find coherence in endless amounts of data. As he likes conversation to be purposeful, and may argue practicalities to the point of hair-splitting, he tends to be convinced only by reason. He is not impressed with authority as such but can conform to rules if he sees them as useful to his greater purpose. Simon is an analytical thinker, who prefers to be fully objective in his work.

Interacting with Others

Simon is competent at extracting information by asking relevant, non-threatening questions. He tends to withdraw when stressed. Roles that require empathy and sympathy may not suit him, as despite his concern for others he is likely to be more content dealing with things rather than with people. His abilities may not be readily recognised or accepted, as he may be seen as somewhat aloof by others. Simon prefers to organise concepts, knowledge and ideas rather than people or situations. He is mild mannered, with the decisiveness of his thinking usually revealed in intellectual matters.

Simon applies objective analysis to most things, including people. Simon will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information. 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 may see his objectives and goals so clearly that he fails to take other views and possibilities into account. Most people have limited understanding of his complex, adaptable and creative mind.

He needs to learn to appreciate the “illogical” feelings of others and to accept that they are also valid. He is reluctant to display his emotions to others. 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 can be independent to the point of stubbornness and places a high value on professionalism. 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.

Decision Making

Simon can usually get to the heart of any situation and implement an effective solution. All his well classified thoughts, ideas and plans, no matter how final they appear, are subject to last-minute modifications whenever new information arises. He tends to make sound future

decisions only after deeper reflection. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. His quiet demeanour often allows him to get agreement to his alternative solutions.

He has the ability to use both reflection and consultation in reaching conclusions. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. Work, for him, is the process of striving towards something that matters deeply to him and is consistent with his values. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles. He may occasionally be slow at coming to a decision, or try to have a decision reversed, as he has a need to analyse all the available alternatives.

What may seem like instinctive action exhibited by Simon is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. Simon is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. He will be swayed by guarantees and case histories.











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:

-  Sets high standards for himself and others.
-  Fair mindedness in implementing systems.
-  Good at undertaking routine tasks.
-  In touch with himself and his world.
-  Able to deal with complex problems.
-  Perfectionist.
-  Good powers of concentration.
-  Quiet and conscientious.
-  Open minded.
-  Encourages structure and order.











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:











-  His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
-  Can become stubborn under pressure.
-  Usually puts facts before feelings.
-  All work and no play.
-  May “tinker” with things out of curiosity.
-  Sometimes becomes ineffective when strong emotions are expressed.
-  His search for accuracy could jeopardise deadlines.
-  May overlook what others really care about.
-  Avoids showing his true feelings.
-  May have difficulty “switching off” from work.

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:

-  Ensures correct procedures are followed.
-  Encourages the team to honour its commitments.
-  Will only talk confidently about subjects on which he is expert.
-  Will not be easily distracted by emotional events.
-  Ensures reflection, analysis and precision.
-  Helps foster high quality outputs.
-  Will never be influenced by emotion alone.
-  Quickly determines the important factors when problems arise.
-  Prevents complacency within the team.
-  Has a strong sense of duty and takes his work seriously.













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:

-  If you must criticise, do it slowly, constructively and honestly.
-  Avoid precipitating rare but spontaneous outbursts of emotion.
-  Do not let him hide behind complexity and privacy. Maintain his focus upon outcomes.
-  Approach him in a structured, logical way.
-  Recognise his intellectual effort and commitment.
-  Ensure you have a logical reason for any changes.
-  Encourage him to consider flexibility and change.
-  Be sure that he is ready to communicate before pressing ahead.
-  Be clear and straightforward.
-  Put important messages in writing for clarity.
-  Ensure that he understands the rules.
-  Expect him to be concerned and critical at times.













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:

-  Be late for the meeting.
-  Speak in generalities.
-  Substitute rhetoric for accuracy.
-  Interrupt his thought processes.
-  Assume that outward calm reflects inner feelings.
-  Assume that hesitation implies a lack of knowledge.
-  Waste his time with irrelevancies.
-  Gloss over details.
-  Assume his pauses imply lack of interest.
-  Dwell on trivia.
-  Jump to the next subject until he is ready.
-  Focus on personal relationships.

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 prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. Simon gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. He sometimes seems detached from the real world, involved in complex thought. He carries on personal interests rather privately without involving other workmates in his conduct. He is something of a perfectionist, and can be hypersensitive to criticism of his work.

He is a private person who keeps an emotional distance from others and a physical distance when communicating. Because of his well developed tolerance of himself and other people, Simon may appear detached and disinterested. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. He may rely so much on his logical, analytical thinking that he overlooks the people issues. His desire for correctness tends to perfection.

Seeking the input and suggestions of others may help him recognise an impractical idea earlier and help him make improvements. Simon may reflect longer than is necessary before undertaking or beginning a project. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others.

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 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.

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







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 Major: How you can meet the needs of your Opposite Type:

-  Recognise his achievements and enhance his self worth.
-  Provide lots of opportunities for team contact.
-  Show concern for his opinions and be willing to discuss personal matters.
-  Be clear on completion details.
-  Encourage him to stick to the agenda.
-  Be alive and entertaining.

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











-  Reduce the pace of a free-flowing conversation.
-  Burden him with too many papers to read.
-  Assume that his sunny disposition means that he agrees with everything you say.
-  Fail to meet informally to discuss progress.
-  Get carried away by his enthusiasm.
-  Appear slow, sluggish or too formal.

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:

-  Recognising that actions based on feelings are as valid as those based on analysis.
-  Volunteering to give regular presentations.
-  Encouragement to take himself less seriously.
-  Being more open about how he is feeling.
-  A slightly less critical disposition.
-  Knowing and caring about how other people feel on an issue.
-  Giving a higher priority to fun and spontaneity.
-  Taking a risk by becoming more outspoken.
-  Resisting the urge to introduce long-winded, complex solutions to straightforward issues.
-  Knowing it is OK to relax and laugh at himself.











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:

-  He can communicate selectively with those who are close to him.
-  Goals and outcomes are first agreed in writing.
-  Complex data can be assimilated into concise reports.
-  There is technological support.
-  There are precise methods and systems.
-  Principles and standards are respected.
-  There's a place for everything and everything is in its place.
-  Everyone makes good use of their time.
-  He has time to prepare for meetings or discussions.
-  Facts and information form the basis for decision making.











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:

-  Checks to ensure that he is not wasting time on minor issues, where detail is unimportant.
-  Help with developing his public speaking skills.
-  To be part of a merit-based reward system.
-  Technically challenging projects.
-  Encouragement to find and communicate efficiency improvements.
-  The feeling that there is a sound and clear management structure.
-  Technical research projects.
-  His intelligence to be complimented.
-  Help to determine the pace and deadlines.
-  Support with putting his ideas into practice.











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:











-  Being reassured that he will be allowed to keep technically up to date.
-  Respect for the correctness of his work.
-  Having access to all the information he needs.
-  Not having to change activities at short notice.
-  Being able to do a quality job.
-  Improvements in design, quality and functionality.
-  Integrity from his superiors.
-  The freedom to work late when he wants to.
-  Being encouraged to expose logical inconsistencies.
-  Confirmation that he is making a unique contribution.

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:

-  Be a good scheduler even in the most complex projects.
-  Be attached to rules and procedures for their own sake.
-  Dislike confrontation as a means of criticism.
-  Seem rather cool and aloof.
-  Avoid social chit-chat.
-  Be perceived as a reflective thinker.
-  Appreciate time to share the wealth of information or knowledge in which he specialises.
-  Keep his deepest feelings private.
-  Feel frustrated if others ignore the rules or procedures.
-  Worry too much about minor issues.

Personal Notes

Personal Achievement Chapter

At its best, life is a rewarding journey of personal exploration and growth.

This chapter is designed to focus on several highly important aspects of personal development. Using the guidance suggested in these pages can lead to exciting changes and can have a profound impact on success.

The sections will help Simon define his life's purpose, set his goals and organize his time and life to achieve them. It offers suggestions on how he can tap into his natural creativity, and unleash further creative potential from deeper aspects of his personality, to overcome any obstacle.

Finally, it gives powerful suggestions for Simon to understand and enhance his preferred learning styles.

When applied, the ideas contained in this profile can provide insights and support to life's journey of development.

Living on Purpose

Having a sense of purpose and worthy goals are important to building a strong foundation for a successful life. Here are some of the things Simon should be aware of in setting goals and defining his purpose.

Living on purpose

To Simon, honesty is the best policy - even if it hurts. Simon values the application of hard work in goal attainment. His goals accentuate practical maintenance and the extension of current realities. Occasionally, opportunities are lost because they appear to him as too superficial to even begin to contemplate. His personal life will also have a set of goals which are carefully programmed. He should remember that the work principles apply - all those involved or affected should be consulted and their opinions considered. In the organisation, it is usually Simon who keeps people focused on the bottom line.

Simon is recognised for his analytical capabilities. His intellectual influence may increase as he extends his social base and interests. Simon can absorb a large number of facts and usually profits from their assimilation. Working better with tangible rather than non-tangible goals, Simon needs to be able to measure the results. He accepts others' viewpoints, but rarely at the expense of his own. Owing to his somewhat individualistic approach, he may forget that it can be advantageous to ask for the assistance of others.







He generally feels quite comfortable working alone. He may achieve more by using a team approach from time to time. An easy-going exterior may mask a rather more compulsive, goal oriented interior. He may be rather dubious about the whole principle of goal-setting.

Personal Notes

Time and Life Management

Benjamin Franklin said "Dost thou love life? Then do not squander time, for that is the stuff life is made of". This section contains some strategies that Simon can use to become more effective in the area of time and life management. Choose the most significant ones and apply them every day for high levels of effectiveness.

In managing his time, Simon,

-  Identifies problems very quickly.
-  Values high quality completion.
-  Is a stickler for punctuality.
-  Uses tried and tested methods well.
-  Plans and schedules precisely and accurately.
-  Can miss deadlines by striving for accuracy.

Suggested Action For Development

Be tolerant of colleagues who experience difficulty in analysing situations immediately.

Remember that the desire for correctness can delay implementation.

Be aware that other people may place less focus on strict time-keeping.

Reflect on the possibilities that may lie within unconventional solutions.

Flexibility also has its place in establishing qualitative outcomes.







Learn to recognise if a less than perfect job may be sufficient.

Personal Notes

Personal Creativity

Creativity has been defined as seeing the same thing as someone else but thinking something different. Different people have different creative strengths. This section identifies some of Simon's creative characteristics and how he can build on them.

In his creativity, Simon,

-  Uses his attention to detail to spot the flaws in the process.
-  Is quick to identify the link between cause and effect.
-  Is clear about the end result he wants.
-  Asks lots of questions before proceeding.
-  Questions astutely to understand the issues.
-  Finds solutions where improvements are measurable.

Suggested Action For Development

Balance the cons with the pros!

Simon must recognise that other less predictable effects may be possible.

Explain the solution fully to the other people involved.

Remember the phrase - curiosity killed the cat!

Ensure the positive questions are framed to reduce perceived scepticism.







Try to measure the "soft" as well as the hard facts!

Personal Notes







Lifelong Learning

Continual learning is a key part of personal development and growth. This section identifies several ideas Simon can use to learn more effectively. Use these statements to map out a learning strategy and to create the environment for optimum personal growth.

Simon's preferred learning style is supported when he:

-  Is being allowed to apply his conscientious approach.
-  Can regularly review what he has achieved.
-  Is presented with analogies, metaphors and stories to help his understanding.
-  Works towards a professionally recognised qualification as part of the process.
-  Can get deep into the details and finer points.
-  Can make performance improvements using newly learned techniques.

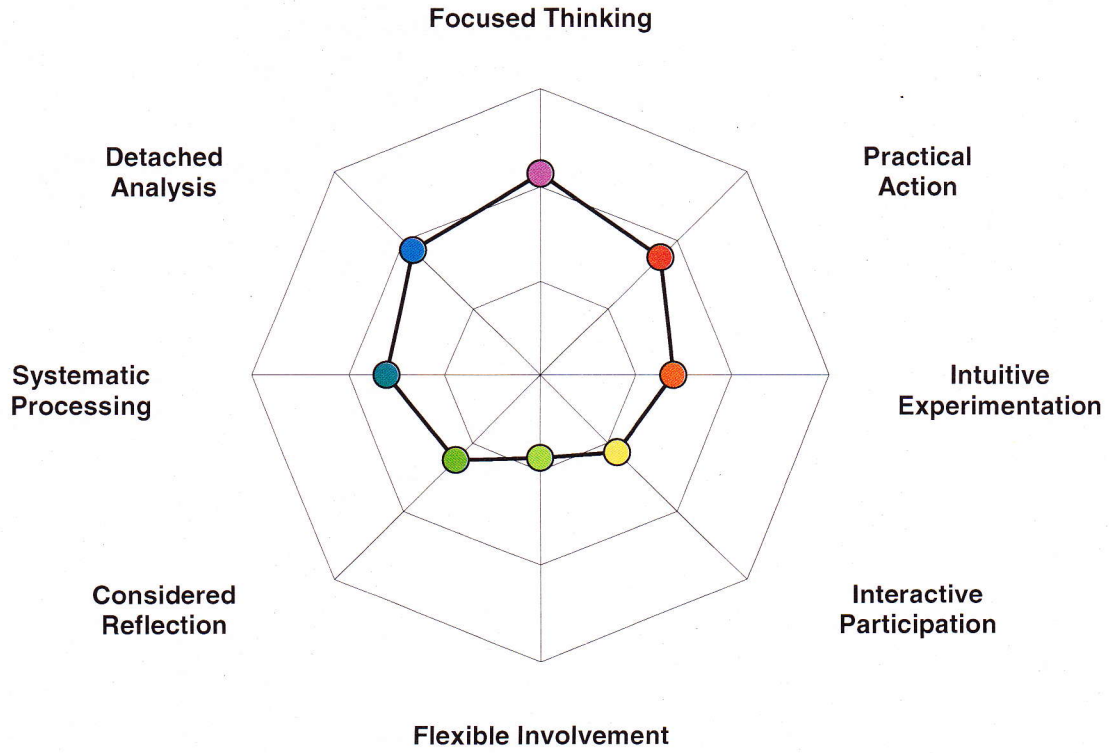
Simon can stretch in learning by:

-  Occasionally considering the impact on people in connection with a task.
-  Including in his reading ideas on how to motivate people to achieve their personal goals.
-  Creating a network of contacts.
-  Sometimes suspending his naturally critical approach.
-  Being more spontaneous and shooting from the hip more often.
-  Jumping in to the unknown from time to time.

Personal Notes

Learning Styles

Simon Major
29/06/2009



Focused Thinking

Practical Action

Intuitive Experimentation

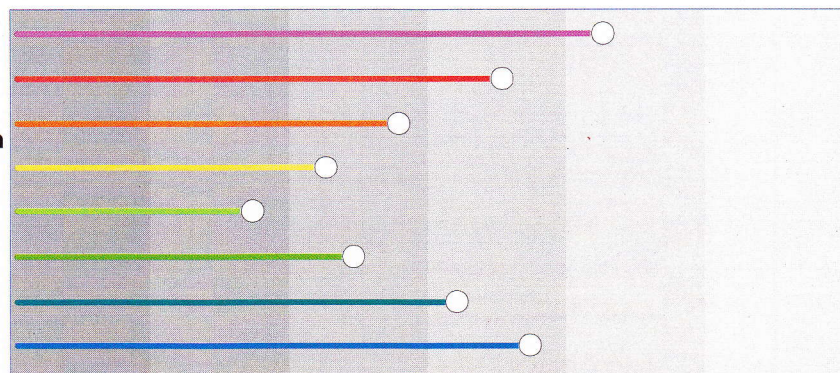
Interactive Participation

Flexible Involvement

Considered Reflection

Systematic Processing

Detached Analysis



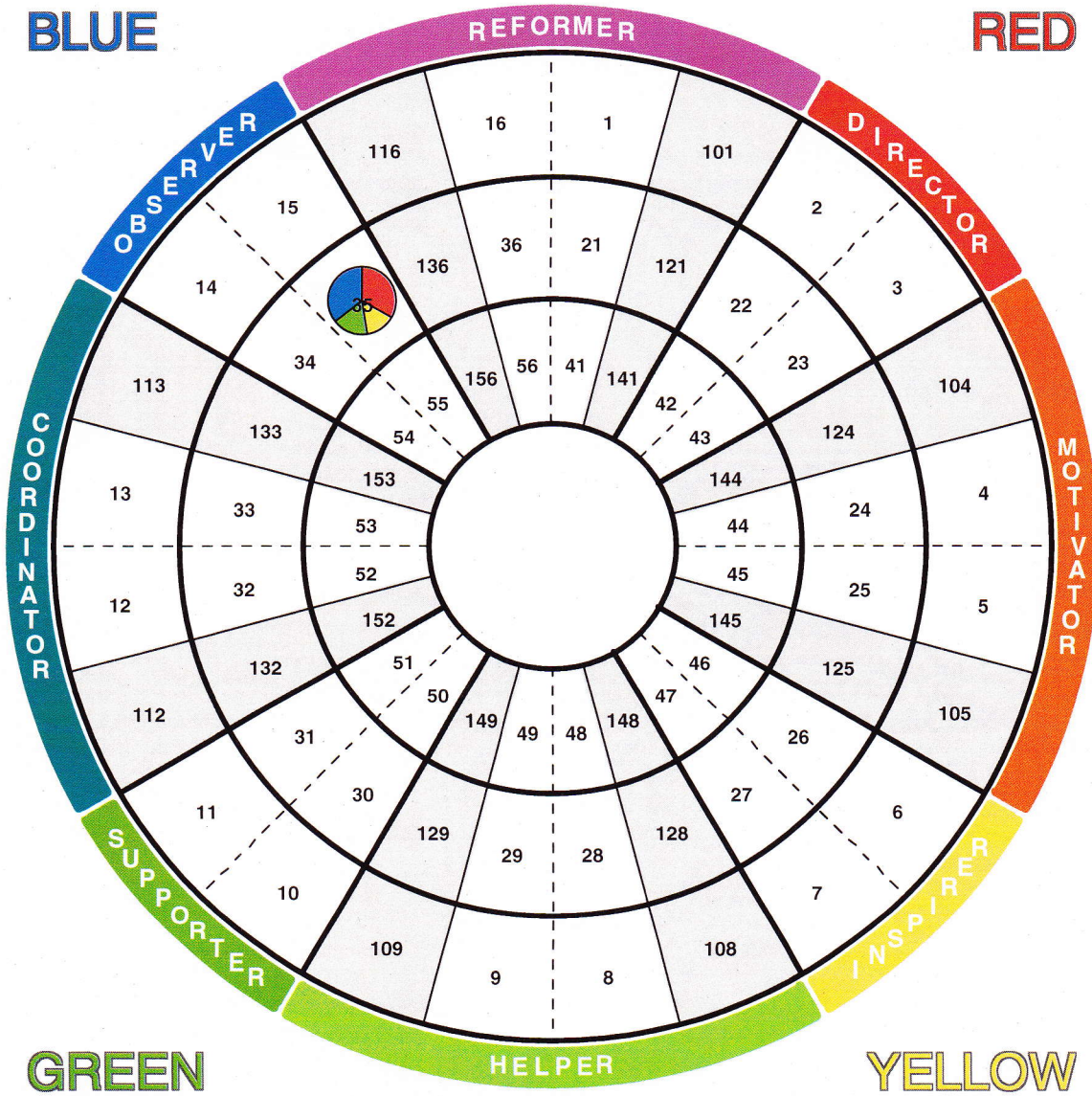
Less Comfortable

Comfortable

Preferred

The Insights Wheel

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Conscious Wheel Position

35: Reforming Observer (Classic)

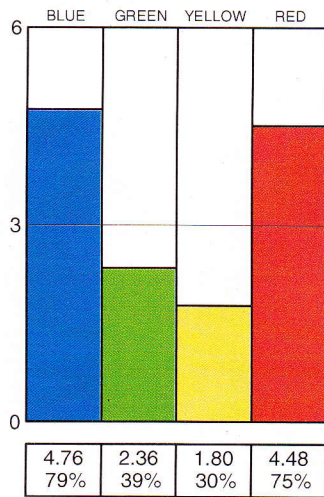
Personal (Less Conscious) Wheel Position

35: Reforming Observer (Classic)

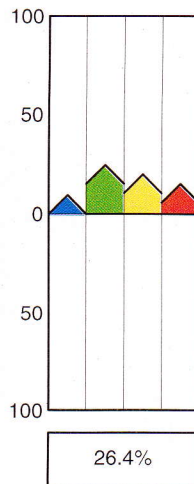
Insights Colour Dynamics

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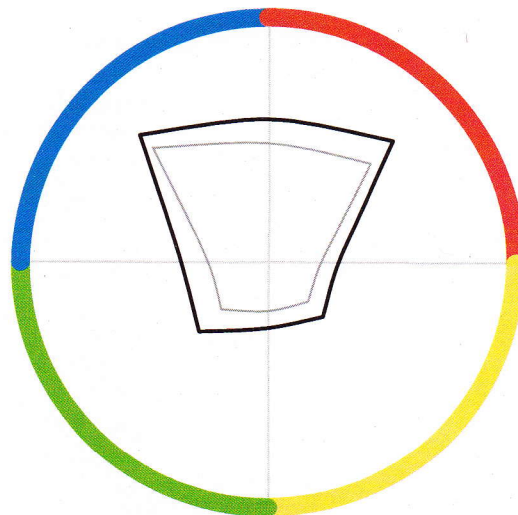
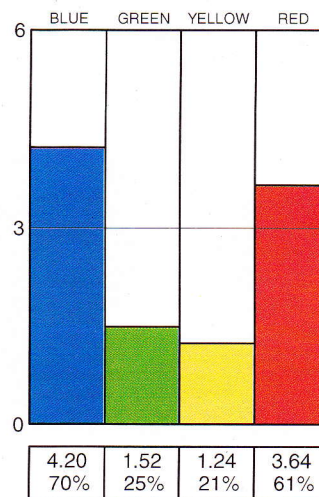
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

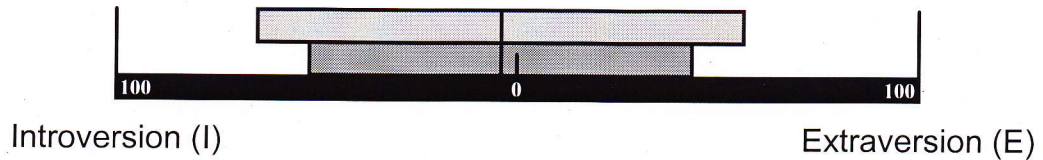


(Conscious) ——— (Less Conscious)

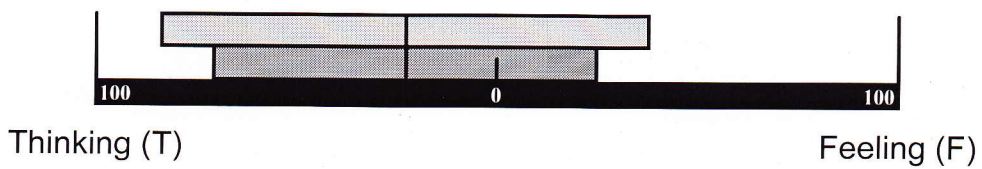
Jungian Preferences

Simon Major
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Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:

