



# DISCOVERY

**Bill Brown**  
**27/11/2003**

## **Personal Profile**

Foundation Chapter  
Management Chapter



# Personal Details

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## Introduction

*This Insights Discovery profile is based on Bill Brown's responses to the Insights Preference Evaluator which was completed on 27/11/2003.*

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

## Personal Style

Ingenious, enthusiastic and outgoing, Bill has great personal charm and can be successful in a variety of roles. Learning how to use accepted methods of organisation and time management will help him to overcome a tendency to want to procrastinate. He is accomplished at working with individuals and groups and can quickly find himself pushed into a leadership role. Bill is energetic, enthusiastic, responsible, conscientious and persuasive. He is good at "reading" people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, he may be hurt when a relationship goes wrong.

Bill is interested both in possibilities beyond what is already obvious and in the ways that these possibilities might affect others. If he is in charge of having to monitor the detailed work of others he may find this uninteresting, stressful and exhausting. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference or criticism, he may take conflict and rejection personally. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere. He has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate him. He possesses a natural gift for presentation.

He is prepared to attempt almost anything, but his work needs to be active rather than theoretical. With his friendly organisational skills, Bill is supportive of other colleagues and will enthuse over most projects. He is convinced of his own abilities and is constantly seeking environments where people will appreciate him. Able to cope with a number of projects at once, Bill gets a lot of enjoyment from the social aspects of work. He is inventive, independent and can be extremely perceptive of the potential contained within the views of others.

Bill wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high. Bill's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task. He likes people and tends to be aware of and appreciate a person's more admirable qualities. His energy comes from a variety of new projects and interests. He may show interest in so many different things that he has difficulty focusing on priorities. His vivid imagination constantly pushes him towards turning his ideas into reality.

When an inspiration materialises, he will throw himself into it completely. Seen by others as spontaneous and charming, Bill is persuasive, loves surprises and enjoys finding unique ways of bringing delight and unexpected pleasure to others. Bill may generate more ideas, possibilities and plans in one day than others might manage in a month! He tends to enjoy the company of like-minded people and may be somewhat less interested in his opposite types, perceiving them as drab, rather predictable and conventional. He is warm and gracious and



believes in a philosophy of “live and let live”.

## **Interacting with Others**

Bill is outgoing and makes things more fun for others by his pure and unreserved enjoyment of the moment. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. He likes to seek out the company of others and is a good conversationalist. He can take issue with both colleagues and superiors but is unlikely to bear a grudge for long. He enjoys meeting like minded people, to allow him to relate his experiences at length.

He radiates sympathy and understanding to all by nurturing and supporting. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. An unconditional positive regard for others is a strongly held feeling that Bill values. Acutely aware of what is and isn't appropriate behaviour, he is often seen as gracious, charming, personable and social. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible.

He may assume that he can talk his way round anybody. He is warm-hearted, popular and sociable, with a large number of friends or acquaintances. Bill has a remarkable ability to get people to follow his lead. He constantly seeks opportunities to talk things through with others. With a joy for living that is contagious, Bill moves to seek the company of others whenever he can. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity.

## **Decision Making**

Preferring a harmonious outcome, Bill will go to great lengths to ensure the preservation of relationships. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward. He will not allow systems and procedure to stand in the way of what he believes is right. He views talking through ideas with people to promote decision making as an effective strategy of itself. His occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought.

He may choose to change his decisions if it turns out that someone may be adversely affected by them. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. He may be perceived by others as a somewhat impulsive decision maker. He would perform better if he focused more on in-depth study of analytical data during the decision making process. His direct, sometimes erratic approach tends to work against him being totally consistent on a day to day basis.

He tends to make choices around his own personal feelings which may be as important to him as more objective data. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. People occasionally see Bill making decisions that appear to fly in the face of logic. He has an ability to see the need of the moment and then deal



with it. He is a quick decision maker and considers people within the context of the result of the task.

***Personal Notes***













# Key Strengths & Weaknesses

## Strengths

*This section identifies the key strengths which Bill brings to the organisation. Bill 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.*

### **Bill's key strengths:**

-  Fluent and reassuring.
-  Will try anything at least once.
-  Friendly and sociable.
-  Displays high levels of energy.
-  Perceptive and empathetic with others.
-  Creative and future orientated visionary.
-  Can “go with the flow”, particularly where people are concerned.
-  Articulate and active in communication.
-  Easy going and fun approach to most things.
-  Can be bubbly, effusive and spontaneous.











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

### **Bill's possible weaknesses:**

-  May not follow through to completion.
-  Can be impatient over relatively small issues.
-  Vocally defends his faults when challenged.
-  Prefers flexibility, which sometimes prevents his commitment to any one action.
-  May hold grudges and tell you about them!
-  Can appear insincere.
-  Finds it difficult to concentrate on a single topic for long periods.
-  May exaggerate the significance of the event.
-  Vocally judgmental and critical.
-  Optimism is occasionally misplaced.











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

### **As a team member, Bill:**

-  Provides inspiration and ingenuity.
-  Is opportunistic, original, spontaneous and versatile.
-  Provides charismatic leadership.
-  Has infectious enthusiasm and optimism.
-  Provides inspiration and image for the rest of the team.
-  Maintains positive forward momentum.
-  Provides inspiration and perspiration.
-  Initiates, justifies, actions and defends.
-  Brings boundless energy to any situation.
-  Is seen as a positive team player.

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

### **Strategies for communicating with Bill:**

-  Use a casual, informal style of conversation.
-  Agree exactly what needs to be done.
-  Be tolerant of his need to switch topics without notice.
-  Share in and promote his ideas and visions.
-  Avoid detailed reports, focus on people issues.
-  Keep up a lively, but steady pace.
-  Be prepared to discuss a wide range of topics.
-  Encourage him to stick to the agenda.
-  “Temper” his optimism with realism.
-  Be personable and give sufficient time to “peripheral” matters.
-  Match his pace in presenting to him.
-  Show concern for his opinions and be willing to discuss personal matters.

### **Personal Notes**















# Communication

## **Barriers to Effective Communication**

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

-  Unnecessarily challenge ideas or actions.
-  Be mundane, boring or dismissive.
-  Take credit for his ideas.
-  Judge, criticise or embarrass him in public.
-  Appear slow, sluggish or too formal.
-  Dream with him - unless you can spare the time!
-  Be dull, dour or redundant.
-  Involve him in formal, lengthy or tedious meetings.
-  Forget to offer praise and recognition when it is due.
-  Talk with him using a low-key voice tone.
-  Create a hostile environment devoid of feelings.
-  Make your lack of interest in his “problems” too obvious.

### **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.*

### **Bill's possible Blind Spots:**

Seen by many as a smooth talking persuader, Bill may seem indifferent to people who appear to be less of an extraverted achiever than himself. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. The desire to remain open and responsive to new challenges can make him appear rather erratic, and appear inconsiderate of the best laid plans and schedules of others. His active life keeps him so busy that sometimes he fails to plan ahead. By applying some objectivity and even scepticism to his analysis, he might become a better judge of others.

Bill is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. He can sometimes make mistakes by making decisions before receiving all the information. He may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. Bill needs to work toward making commitments to fewer projects so he completes more of the ones he begins.

Bill's tendency to become distracted from finishing the tasks he starts sometimes may make him appear indifferent or disinterested to some. While appreciative of good work, critical glances may reveal Bill's impatience with errors or poorer quality output. Bill takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry.

### **Personal Notes**



## Opposite Type

*The description in this section is based on Bill'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:**

Bill's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Bill may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Bill will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Bill may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Bill would wish.

### **Personal Notes**









# Opposite Type







## Communication with Bill's Opposite Type

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

### **Bill Brown: How you can meet the needs of your Opposite Type:**

-  Discuss and agree upon the deadlines.
-  Speak slowly and sincerely.
-  Be precise and detailed.
-  Let him organise his thoughts.
-  Respect his privacy.
-  Be modest and polite.

### **Bill Brown: When dealing with your opposite type DO NOT:**

-  Exert unnecessary pressure.
-  Break promises.
-  Criticise his need for solitude.
-  Implement change for change's sake.
-  Try to pin the blame on him.
-  Spend too much time talking; he is more impressed by your actions.











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

## **Bill may benefit from:**

-  A plethora of rules and regulations for him to follow.
-  Working alone in a concentrated mode for extended periods.
-  Being left alone to work quietly.
-  Analysing procedures to identify overlaps and possible conflict.
-  Spending a few hours each week in the reference section of the library.
-  Monitoring the in/out process flow of the department or office he works in.
-  Recognising that he tends to manipulate people in “their” best interests.
-  Making sure he has the time to meet his agreed commitments.
-  Paying meticulous attention to detail before leaping to a conclusion.
-  Reflecting for a moment before responding.

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

### **Bill's Ideal Environment is one in which:**

-  Rules on time keeping and dress code are generally more relaxed.
-  Opportunity is provided for social contact.
-  There are few “heavy” interruptions to dampen the atmosphere.
-  He can question the rules and the traditional ways of doing things.
-  Family and outside interests can be discussed, and mementoes displayed prominently.
-  He does not have to sit quietly in reflection for longish periods.
-  There may be noise, i.e. music or a general “buzz” of excitement.
-  Relationships are informal and there is opportunity for social contact with colleagues.
-  The workplace layout is designed for comfort and practicality.
-  Information is openly and freely available and exchanged.

### **Personal Notes**













# Management

## Managing Bill

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

### **Bill needs:**

-  To be able to come and go as he pleases.
-  Encouragement and empathy when his visions “turn sour”!
-  The help of his manager more often than he feels he needs it.
-  The opportunity of networking during his working day.
-  Regular reinforcement of goals, activities and timeframes.
-  An adaptive, understanding and patient manager.
-  Support in completing tasks he starts.
-  Occasional performance reviews and a sharp shock to maintain his focus.
-  To give more weight to facts when making decisions.
-  To know clearly where the future prospects and opportunities lie.

### **Personal Notes**

# Management

## **Motivating Bill**

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

### **Bill is motivated by:**











-  Tasks which necessitate “group” involvement.
-  Status symbols that represent success.
-  Regular breaks from routine.
-  A “key” role within a successful team.
-  People who express flair, talent and creativity.
-  Congratulations for his exceptional efforts.
-  Acceptance, with co-operation that meets his ideal.
-  New principles and imaginative concepts.
-  Challenge and competition.
-  Freedom to articulate wild ideas.

### **Personal Notes**

# Management Style

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

-  Keep rules and regulations to the minimum.
-  Become distracted by peripheral events, losing sight of the key objectives and outcomes.
-  Inspire the team with his grand visions.
-  Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.
-  Find it difficult to prioritise tasks.
-  Be seen as manipulating the process when he sells the solution to the team.
-  Allow his team plenty of freedom to make decisions.
-  Inspire others with his forward-looking orientation.
-  Overlook the need for detailed analysis and support work.
-  Give team members plenty of freedom.

## **Personal Notes**

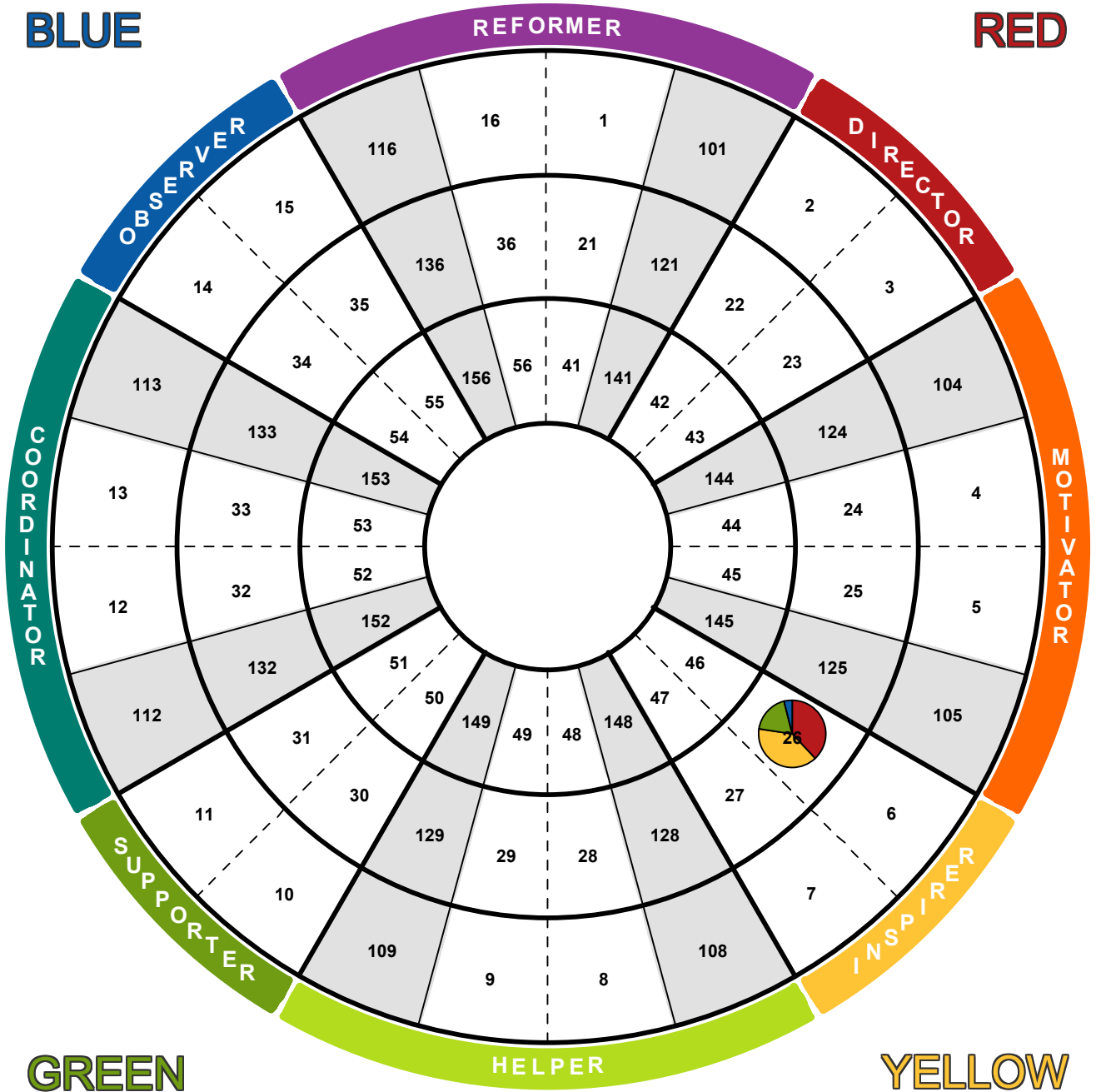


# The Insights Wheel

Bill Brown  
27/11/2003

BLUE

RED



**Conscious Wheel Position**

26: Motivating Inspirer (Classic)

**Personal (Less Conscious) Wheel Position**

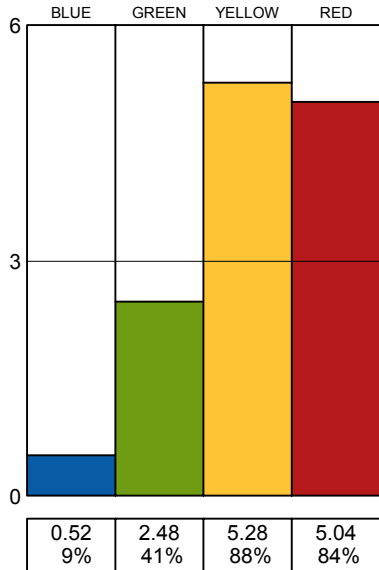
26: Motivating Inspirer (Classic)



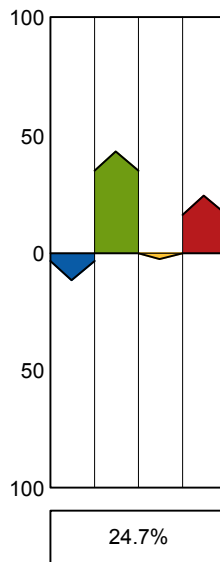
# Insights Colour Dynamics

**Bill Brown**  
27/11/2003

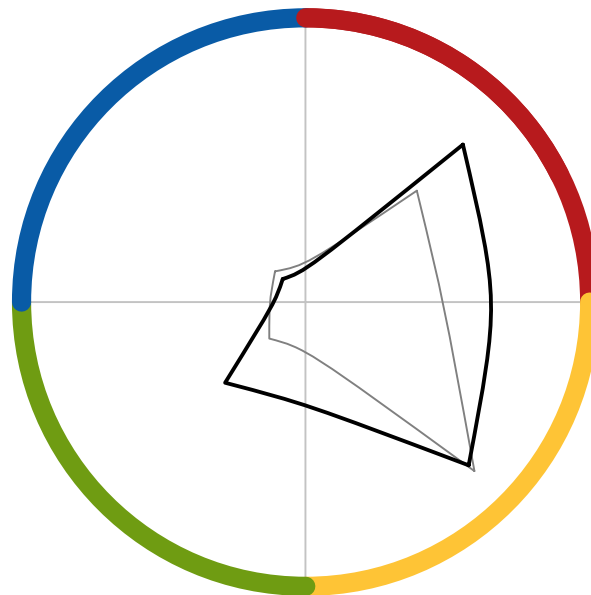
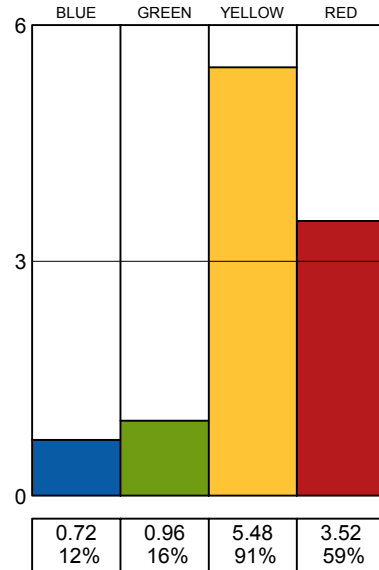
**Persona  
(Conscious)**



**Preference  
Flow**



**Persona  
(Less Conscious)**



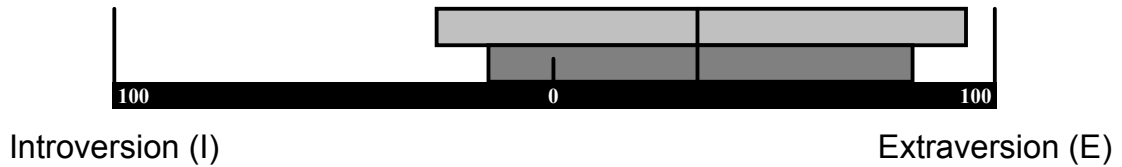
(Conscious) — — (Less Conscious)



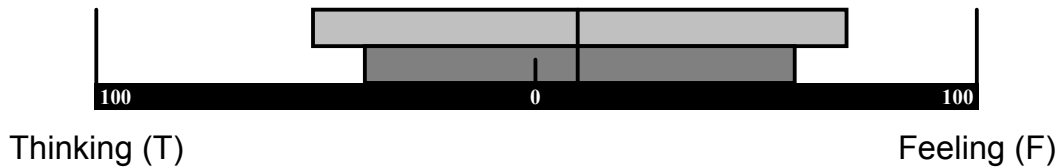
# Jungian Preferences

**Bill Brown**  
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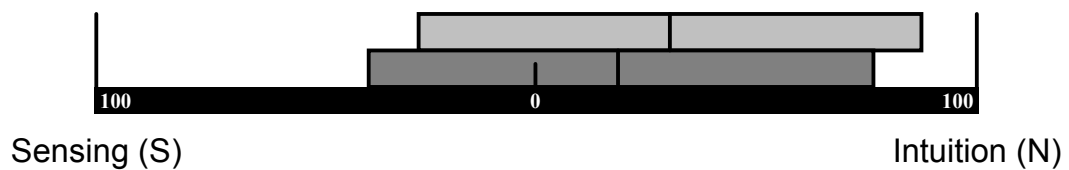
## **Attitude/Orientation:**



## **Rational (Judging) Functions:**



## **Irrational (Perceiving) Functions:**



(Conscious)   (Less Conscious)

