



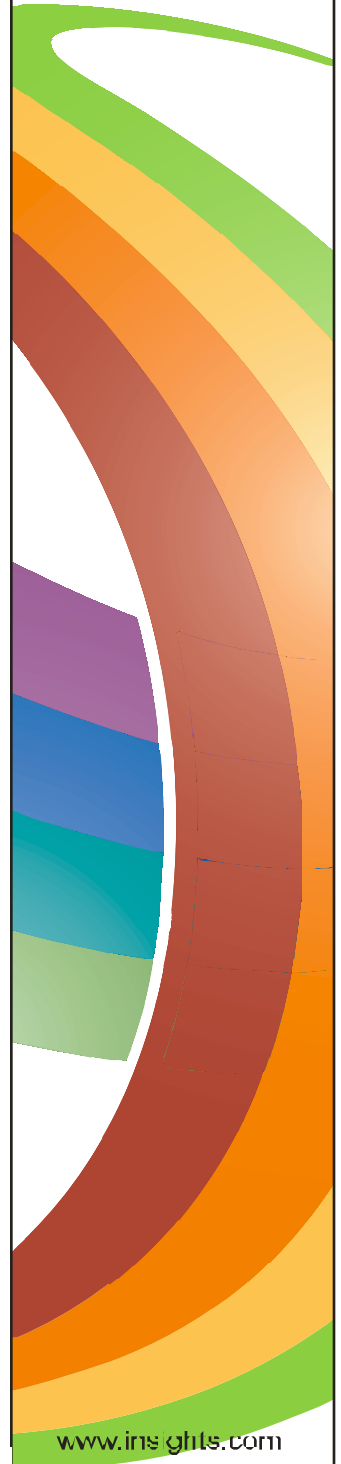
Discovery Insights

Joe Huffman
5/7/2008

Personal Profile

Foundation Chapter
Management Chapter

Insights



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Introduction

This Insights Discovery profile is based on Joe Huffman's responses to the Insights Preference Evaluator which was completed on 5/7/2008.

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

Personal Style

When something needs attention, Joe's powers of observation enables him to assess the realities of the situation before undertaking the task in hand. Joe is seen by many people as being independent and self-contained. He likes structure and systematic processes. He may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when he speaks about one of his specialised subjects. He values the development of his intellectual awareness and the opportunity to learn, improve and grow.

He is seen by others as intellectually independent. He is seen as an unpretentious colleague who has a good understanding of the way things work. He tries to use logical principles to make sense of the ideas that constantly arise in his mind. He handles crises at work in a low key, controlled way. He is most at home when drawing conclusions from factual data with plenty of time for completion.

He can be relied on to double check everything in a quiet, thorough and methodical manner. Because he lives by principles and rules, Joe is very consistent and dependable. He is self-contained, intellectual and fair. He is usually neat, tidy and orderly, both at work and at home. Cautious, conventional, diplomatic and sincere, Joe is a precise and disciplined person with high standards and expectations of himself.

Joe is a systematic and organised thinker, with highly developed analytical skills. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him. He is unlikely to be comfortable expressing his inner feelings to strangers. Joe is a curious and keen student of all that is going on around him. Joe will go to great lengths in order to fulfil his sense of responsibility and obligation.

He sometimes feels less than adequate when he thinks of the effort of living up to his own high standards of perfection. He tends not to trust strangers and is concerned about his family, reputation and job. He appreciates any extra time that can be given to him to master technical subjects. Joe conveys great precision and economy of effort in both thought and language. When pressured, he will be seen as critical, precise and sceptical.

Interacting with Others

Joe is gentle, sympathetic, tactful and supportive of friends and colleagues. 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 not readily express how he feels, unless he is allowed to feel safe and comfortable in speaking his mind. He tends to take a sceptical, critical attitude to information that has not been verified by the senses and is likely to distrust people who are careless about facts, sloppy about details, and who favour imagination or novelty over facts. He is reluctant to display his emotions to others.

His interests do not help in social encounters, where he is often perceived as distancing himself from social contact. Joe 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. Joe is seen by others as reserved and cautious. He may lack an understanding of how his behaviour affects others and can be critical and blunt in giving recommendations for improvement. By remaining open-minded to untested or unconventional solutions, he would develop greater tolerance for differences and end up being more effective.

He prefers positions of low visibility, with limited participation in the group or team. 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. 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. 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. He may be highly critical of carelessness or lack of discipline in others.

Decision Making

What may seem like instinctive action exhibited by Joe is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. He may appear dismissive of decisions made on “gut-feel” rather than objective analysis. His focus on the present leads him not to take anything for granted - even information from people he respects. He has the ability to use both reflection and consultation in reaching conclusions.

He prefers to focus inwards and is more inclined to “wait and see” than to declare his hand readily. He may lack patience with others who are less focused on the job in hand. Using past experiences to help him solve current problems and get things done is one of his strong points. Joe is extremely realistic and relies on and trusts what his senses tell him about his world. He may at times make others feel defensive due to his incisive, critical and often persistent questioning.



He is logical, objective and analytical with great reasoning power. He has an ability to note what is needed in a situation and act accordingly. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. Joe is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. He views life as an intellectual challenge and needs to think things through before deciding.

Personal Notes













Key Strengths & Weaknesses

Strengths

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

Joe's key strengths:

-  Sensible and matter of fact.
-  An unassuming demeanour.
-  Strong and consistent principles.
-  Dependable.
-  Maintains established rules and procedures.
-  Analysis.
-  Good at undertaking routine tasks.
-  Prefers structure at work and home.
-  Concentrates for as long as necessary.
-  Usually weighs up all relevant factors before reaching decisions.

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

Joe's possible weaknesses:

-  Others sometimes finds him over-controlling.
-  Can resist by being passive yet stubborn simultaneously.
-  Sometimes unaware of others' feelings.
-  May be slow or unwilling to express his true feelings.
-  Tends to undervalue the differences in people.
-  Does not always want to understand abstract theories.
-  Can be overpowered by the assertiveness of others.
-  “Every silver lining has a cloud.”
-  Can miss opportunities by being shy around strangers.
-  Can be too self critical.











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

As a team member, Joe:

-  Will only talk confidently about subjects on which he is expert.
-  Can adhere to high standards.
-  Helps ensure that routine tasks get done.
-  Provides the sense of reality to the team.
-  Quickly determines the important factors when problems arise.
-  Will help the team to work more effectively.
-  Commits to realistic goals.
-  Is seen as a natural organiser.
-  Helps foster high quality outputs.
-  Maintains team's focus on objectives.

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

Strategies for communicating with Joe:

-  Be consistent.
-  Maintain a serious disposition.
-  Approach him in a structured, logical way.
-  Speak calmly and quietly, avoiding ostentation and bluster.
-  Act in an adult and mature way.
-  If details need to be communicated, be prepared for a deferred decision.
-  Ask for facts.
-  Keep the conversation impersonal.
-  Put important messages in writing for clarity.
-  Ensure that he understands the rules.
-  Use “should” rather than “must”.
-  Match and mirror his communication style and slower pace.

Personal Notes















Communication

Barriers to Effective Communication

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

-  Hug him unexpectedly or at an inappropriate moment.
-  Expect rapid acceptance of new ideas.
-  Demand an instant reaction.
-  Try to rush him into a decision.
-  Substitute rhetoric for accuracy.
-  Encourage him to undertake a high profile task against his will.
-  Break promises.
-  Talk emotionally, quickly or loudly.
-  Be illogical or obscure.
-  Invade his privacy.
-  Criticise his need for solitude.
-  Flatter in order to influence him.

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.

Joe’s possible Blind Spots:

Joe prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He has a “let’s do it and not talk about it” approach to work, which others may find difficult to handle. He needs to work toward becoming more articulate and action-oriented. He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge. He may rely so much on his logical, analytical thinking that he overlooks the people issues.

Giving in on small items decreases the likelihood of him being seen as too stubborn and controlling. Seeking the input and suggestions of others may help him recognise an impractical idea earlier and help him make improvements. A rather private nature may prevent Joe from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. As a logical and impersonal analyst, he doesn’t always consider the impact of his decisions on others. He is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make him appear rather distant at times.

He is something of a perfectionist, and can be hypersensitive to criticism of his work. Joe gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. 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.

Personal Notes



Opposite Type

The description in this section is based on Joe'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:

Joe'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.

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

Personal Notes









Opposite Type







Communication with Joe's Opposite Type

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

Joe Huffman: How you can meet the needs of your Opposite Type:

-  Be alive and entertaining.
-  Offer praise and appreciation when due.
-  Recognise both him and his achievements.
-  Stroke his ego if appropriate.
-  Use an easy-going and fun approach.
-  Be enthusiastic and positive.

Joe Huffman: When dealing with your opposite type DO NOT:

-  Take issue with his demeanour or jaunty disposition.
-  Inhibit or restrict “networking” opportunities.
-  Be mundane, boring or dismissive.
-  Fail to recognise his best personal achievements.
-  Spend too much time discussing “what ifs”.
-  Forget to offer praise and recognition when it is due.











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

Joe may benefit from:

-  Taking the opportunity to make group presentations.
-  Being more open about how he is feeling.
-  Taking time out to dream about possibilities.
-  Resisting the urge to introduce long-winded, complex solutions to straightforward issues.
-  Greater interaction with all sorts of people.
-  Remembering that many people will associate his apparently shy demeanour with aloofness.
-  Acting on impulse more often.
-  Attempting to respond more quickly to his more extraverted colleagues.
-  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.
-  Understanding that seeking knowledge for knowledge's sake does not a great academic make.

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

Joe's Ideal Environment is one in which:

-  Things are formal but relaxed.
-  Complex data can be assimilated into concise reports.
-  He has time to prepare for meetings or discussions.
-  He can indulge in gathering all the information he wants.
-  Opportunities for personal and professional development are plentiful.
-  Facts and information form the basis for decision making.
-  Time is carefully allocated to allow him to express his view.
-  Colleagues will state clearly what they mean.
-  Decision making is objective and impersonal.
-  People are seen to be “responsible”.

Personal Notes













Management

Managing Joe

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

Joe needs:

-  To be given occasional opportunities to improve his people skills.
-  His intelligence to be complimented.
-  A manager who appreciates his need for thinking time.
-  Support with putting his ideas into practice.
-  To be allowed to get on with it.
-  Avoidance of lengthy, wordy meetings.
-  Clear statements of requirements and expectations.
-  Assignments that take him away from the workplace.
-  Help in thinking “outside the box”, or beyond the traditional.
-  To work with people similar to himself.

Personal Notes













Management

Motivating Joe

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

Joe is motivated by:

-  Rewards for his accuracy and attention to detail.
-  Rewards for quality, not quantity.
-  Improvements in design, quality and functionality.
-  Having access to data and verifiable evidence.
-  “Reality” rather than abstract theories.
-  Seeing fair play in reward systems.
-  Critical, analytical and logical dialogue.
-  Genuine interest in the detail of his work.
-  Being able to “put it in writing”.
-  Being given time to assimilate a change of plan.











Personal Notes



Management Style

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

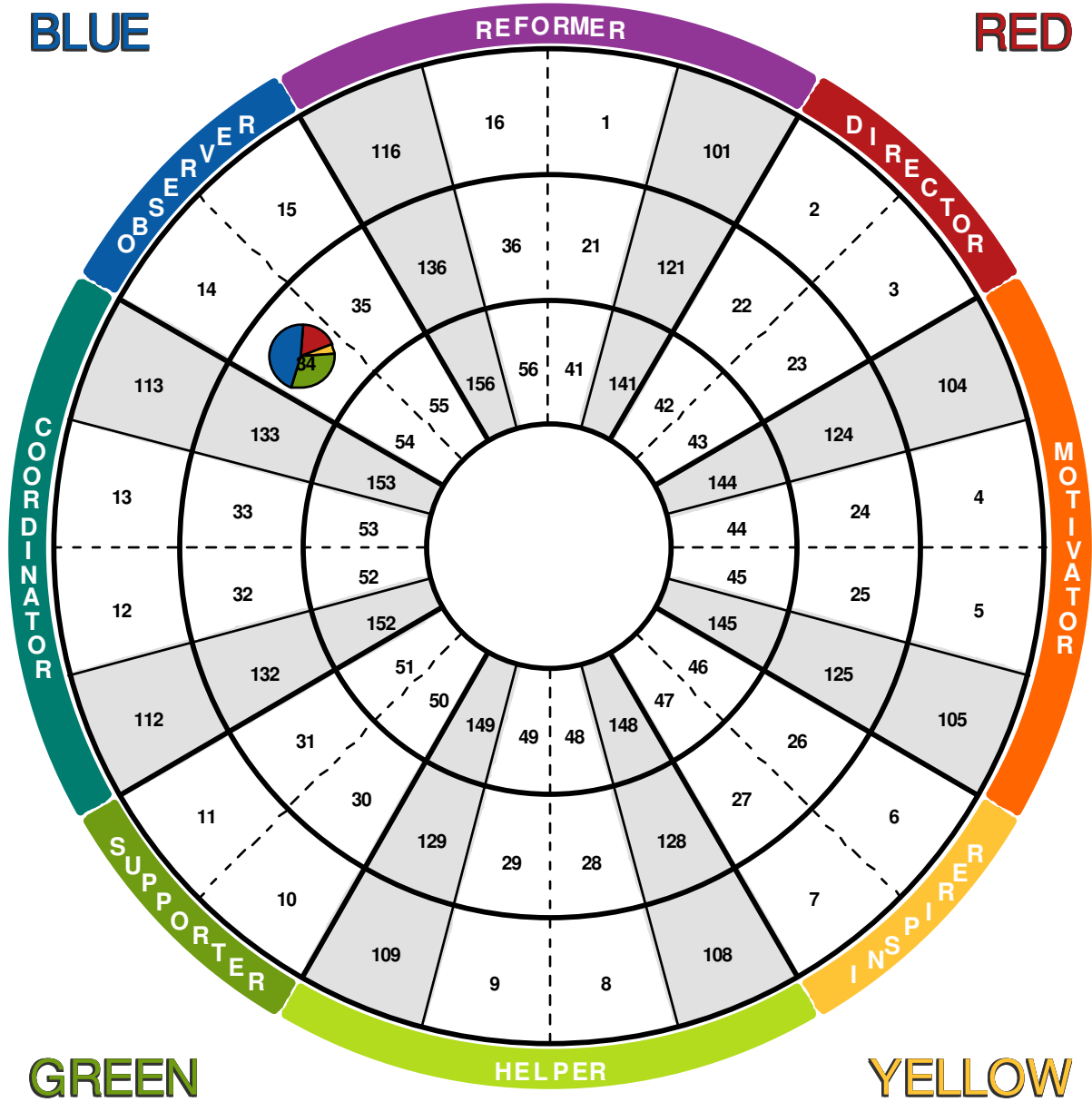
-  Base decisions on facts and logic.
-  Appreciate time to share the wealth of information or knowledge in which he specialises.
-  Be good at spotting problems in advance.
-  Over regulate processes.
-  Appear to be less understanding of his colleagues' feelings.
-  Become so immersed in his own thoughts that, although aware of this distraction, he fails to react spontaneously when his support is needed by others.
-  Avoid social chit-chat.
-  Search for accuracy or perfection, at times appearing overly critical.
-  Feel frustrated if others ignore the rules or procedures.
-  Keep quiet until he is able to provide a framework for his thoughts.

Personal Notes



The Insights Wheel

Joe Huffman
5/7/2008



Conscious Wheel Position
34: Coordinating Observer (Classic)

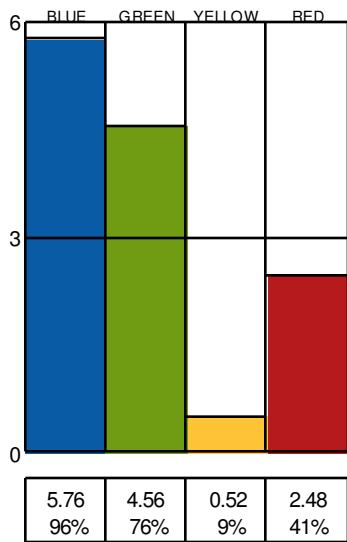
Personal (Less Conscious) Wheel Position
34: Coordinating Observer (Classic)



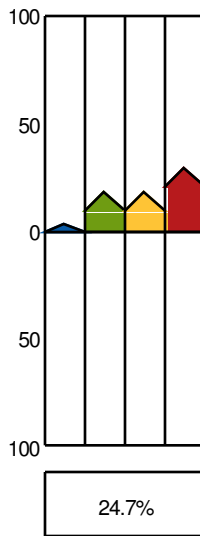
Insights Colour Dynamics

Joe Huffman
5/7/2008

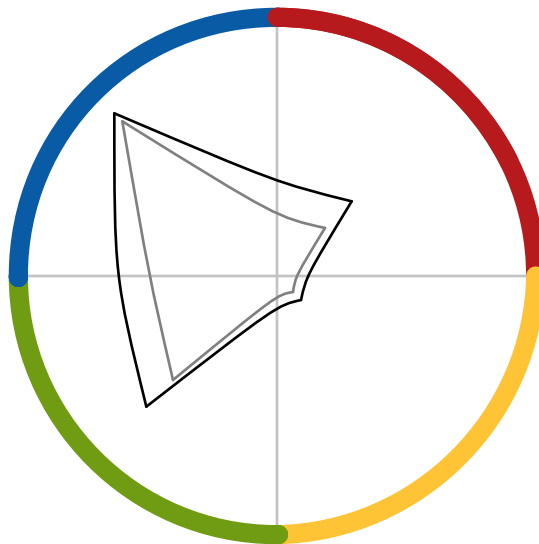
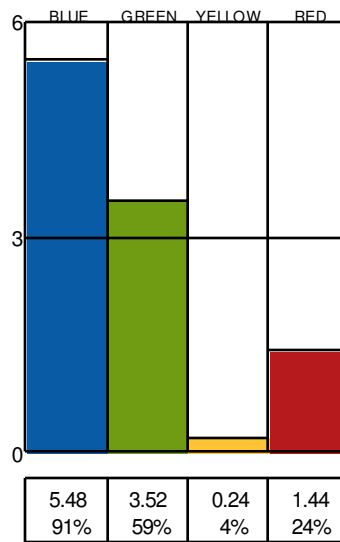
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



(Conscious) — — (Less Conscious)

