



DISCOVERY

Jimmy Green
26/01/2006

Personal Profile

Foundation Chapter
Management Chapter



Personal Details

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Introduction

This Insights Discovery profile is based on Jimmy Green's responses to the Insights Preference Evaluator which was completed on 26/01/2006.

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

Personal Style

Jimmy tends to know intuitively what structure and organisation is necessary to harness ideas and people to achieve long-range goals. In developing the success of his "vision" he may unconsciously tend to compare himself with the success of others, disassociating himself from the envy that this process may generate. In the event of unexpected or unanticipated failure, he may seek to turn it into something positive. He dislikes failure deeply. He is adept at dealing with crisis situations and will readily take charge, organise and communicate to others a sense of calm, security and confidence. Articulate and thinking, he tends to be matter-of-fact and practical. He likes a fast pace and is adept at using functional devices and procedures.

Jimmy is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. He is convinced that a successful life needs to be tough and that satisfaction must be earned and re-earned. 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. Learning is a life-long process for him and he is in favour of anything which will increase his mental capability. He needs work that makes use of his strongly creative drive. He dislikes confusion, inefficiency, half measures and anything that he sees as aimless or ineffective. He is a disciplinarian who can be tough when the situation calls for it.

He prefers to combine creative decision making with limited reflection. He can be quite inventive and somewhat ruthless when something or someone is obstructing him. He needs excitement and variety or he may lose interest in carrying projects through to completion. Gifted in natural marketing and selling, Jimmy needs work that challenges him and holds his attention. His easy-going exterior may mask a rather more compulsive interior.

Once a desired objective is fixed in his mind, he moves into action without procrastinating. He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work. Jimmy enjoys work that involves moving projects forward. Jimmy strives to make things better rather than simply accepting them as they are. Jimmy is stimulated by challenges and often shows ingenuity in meeting them.

Excessive detail and routine are generally to be avoided although he is well able to review balance sheets, projections and factual data. Eager to add to his knowledge, Jimmy is passionate about researching significant new subjects that capture his interest. Tasks that involve practical day-to-day maintenance tend to frustrate him. He aims to live by his rules and believes that everyone else should do too! Jimmy likes working where he can achieve immediate, visible and tangible results.

Interacting with Others



Jimmy can turn his talents to many jobs, but finds more satisfaction from work that allows him to use his creativity and interpersonal skills. He is a good innovator, negotiator, and manager. He might confess to being puzzled by others' perception of him as rigid and intractable. This perception may result from his tendency to express his independent views rather directly. Although Jimmy may protest about the pressure of attending family events, it would seldom occur to him not to be present, as these occasions are important to him. Jimmy has a remarkable ability to get people to follow his lead.

Jimmy's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. He relates to colleagues who appreciate his outgoing, talkative, matter of fact manner. Routine practical work does not interest him for long, because he needs variety and freedom from controls in order to sustain his interest. By listening carefully to the reactions of others, he may avoid being considered rather bull-headed at times. Errors made by others may upset him and cause him to react loudly and vociferously. Seen by most people as outgoing, flexible and fearless, Jimmy can rise to meet any challenge.

He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. Jimmy is alert to changing situations and will act quickly to get results, giving direction or instructions to others as he thinks is necessary. As he takes a rational approach to life, he may be seen as tough, blunt, impatient and insensitive to the needs and feelings of others. His outgoing nature may lead him to misinterpret the significance of some issues. His communication style is honest, direct and to the point and he prefers others to be similarly candid with him.

Decision Making

Internally motivated to achieve, Jimmy is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. Jimmy's tendency to think "out loud" enables others to follow his line of thinking. He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise. He is happiest in a role which allows him to exercise his ingenuity to tackle one project after another.

In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He is prepared to make high risk decisions. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. To make quick decisions he likes matters to be logical, so he requires and expects rationality in most situations.

Others may see his decisions as unrealistic in certain circumstances. Politically aware, Jimmy is normally comfortable with his decisions even in the face of possible conflict with others in more senior positions. He values truth above all else and is primarily convinced by logical reasoning. He may constantly test the limits of a situation and he considers that most rules and



regulations are there to be bent, if not broken. Jimmy finds problems stimulating and is ingenious in tackling complex situations. He is driven to think up many alternatives for a project or system due to his ability to constantly see the big picture.

Personal Notes













Key Strengths & Weaknesses

Strengths

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

Jimmy's key strengths:

-  Boundless energy, capable of adopting a number of roles simultaneously.
-  Good situational analysis.
-  Keeps his finger on the pulse.
-  Has a well developed sense of urgency.
-  Swift and agile.
-  Constantly juggling a large number of projects.
-  High ego strengths.
-  Enjoys a challenge.
-  Embraces change readily.
-  Intuitive and optimistic.

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

Jimmy's possible weaknesses:

-  Becomes defensive or dictatorial if challenged.
-  Can be thick skinned and appear self-opinionated.
-  Knows the answer before the question is asked.
-  Should avoid china shops.
-  Overly dismissive of negative feedback.
-  Doesn't always consider the fuller implications of his actions.
-  Lacks tact and diplomacy.
-  Judges strangers on first impressions.
-  Lacks follow-through if interest wanes.
-  His confidence can sometimes be interpreted as arrogance.

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

As a team member, Jimmy:

-  Responds well to immediate challenges.
-  Is unhindered by existing procedures and practices.
-  Brings common sense and vision to the team.
-  Communicates clearly and effectively.
-  Can be relied upon to pull more than his weight.
-  Has a “can do” attitude.
-  Contributes vigorously and enthusiastically.
-  Is unlikely to get side tracked by peripheral items.
-  Thinks “outside the box” with a pioneering spirit.
-  Brings boundless energy to any situation.

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

Strategies for communicating with Jimmy:

-  Hold your ground when attacked.
-  Recognise his personal drive for achievement.
-  Move swiftly from topic to topic.
-  Look for signs that say “I’m losing interest”.
-  Allow him time to consider all the information.
-  Acknowledge his talent for leadership.
-  Seek his opinions and ideas before imposing yours.
-  Appeal to his open style of decision making.
-  Present an overview of the essence of the important facts.
-  Be aware of his becoming defensive by watching his body gestures.
-  Provide incentives and encouragement.
-  Be clear about expectations and timescales.

Personal Notes













Communication

Barriers to Effective Communication

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

-  Ignore or disregard his views.
-  Impose your opinion against his better judgement.
-  Be surprised if he breaks the rules.
-  Be indecisive, unclear or “woolly”.
-  Approach him with foregone conclusions.
-  Ramble or become emotional.
-  Argue or personalise the conversation.
-  Be unenthusiastic or negative.
-  Try to hoodwink or mislead.
-  Involve him in formal, lengthy or tedious meetings.
-  Be vague or imprecise.
-  “Fudge” the issue or waffle.

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.

Jimmy’s possible Blind Spots:

In expressing his views strongly Jimmy tends to “railroad” many decisions. His natural quickness and pressure to anticipate what is coming means he occasionally assumes wrongly that he knows what a person is going to say, and is tempted to jump in to finish their sentences. 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 may adopt an “if you've got a headache take an aspirin” attitude, which indicates a lack of empathy to some. He tells rather than asks, and whilst confident in communicating, can be rather overpowering at times. There is also a tendency for him to become very defensive if challenged.

He may sometimes come across to others as somewhat boastful and selfish. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. His preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around him. While appreciative of good work, critical glances may reveal Jimmy's impatience with errors or poorer quality output. As a forthright, results oriented individual, he will challenge authority, take risks, overstep boundaries and act without reference.

Prone to anger, he has a strong, active conscience and may become upset if others simply do not follow his lead. Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say. He may appear to some as snobbish, giving the impression that he is intellectually superior to those he believes are below” himself.

Personal Notes



Opposite Type

The description in this section is based on Jimmy'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:

Jimmy's opposite Insights type is the Supporter, Jung's "Introverted Feeling" type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Jimmy will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

Jimmy may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Jimmy will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

Personal Notes









Opposite Type







Communication with Jimmy's Opposite Type

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

Jimmy Green: How you can meet the needs of your Opposite Type:

-  Present only solid and reliable facts.
-  Praise quietly and sincerely - be open and honest.
-  Ensure he sees and agrees with the benefit of change before implementation.
-  Expect some resistance if you are suggesting change.
-  Let him organise his thoughts.
-  Take your time getting to know him if you want critical feedback.

Jimmy Green: When dealing with your opposite type DO NOT:

-  Attempt to disguise your true motives.
-  Cut him short or discourage him when he wishes to share information.
-  Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
-  Allow exchanges to become confrontational.
-  Question his loyalties or genuine interest.
-  Substitute rhetoric for accuracy.











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

Jimmy may benefit from:

-  Becoming more patient and less restless.
-  Really listening to the views of others.
-  Modifying his sometimes harsh voice tone to more appropriate levels.
-  Appearing more sensitive to others feelings.
-  Making compromises to maintain good relations.
-  Avoiding driving others as hard as he drives himself.
-  Not always appearing so direct and confident.
-  Withholding his opinions.
-  Telling it unlike it is - softening his directness.
-  Learning how to relax completely.

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

Jimmy's Ideal Environment is one in which:

-  His natural creativity is given room to flourish.
-  There is ample opportunity to express ideas.
-  He can quickly switch to a higher priority task.
-  The work environment is task-focused.
-  He is rewarded for results.
-  Detail and routine tasks are carried out by someone else.
-  Everyone makes good use of their time.
-  Direct and forthright communication is welcomed.
-  He can turn a vision into reality.
-  He feels that he has freedom of action.

Personal Notes













Management

Managing Jimmy

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

Jimmy needs:

-  A fast-paced environment where he can achieve results.
-  Options and alternatives before having to make decisions.
-  Established support systems and procedures.
-  Managed by exception - let him get on with it!
-  Complements on his appearance, grooming and “style”.
-  Someone to issue flak jackets to all members of his team.
-  Several projects on the go simultaneously.
-  Managed by objectives.
-  Objective, direct and honest feedback - stand well back!
-  An able, fast-paced backup team.

Personal Notes



Management

Motivating Jimmy

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

Jimmy is motivated by:

-  Working towards targets, goals and objectives.
-  Being in charge.
-  Career prospects that appear unlimited.
-  The possibility of winning against the odds.
-  Being given a challenge.
-  Having a changing routine at work and at home.
-  Participation in meetings or on future planning.
-  Flattery, praise, popularity and visibility.
-  Ideals, visions and the big picture.
-  Not being told how to do something.











Personal Notes



Management Style

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

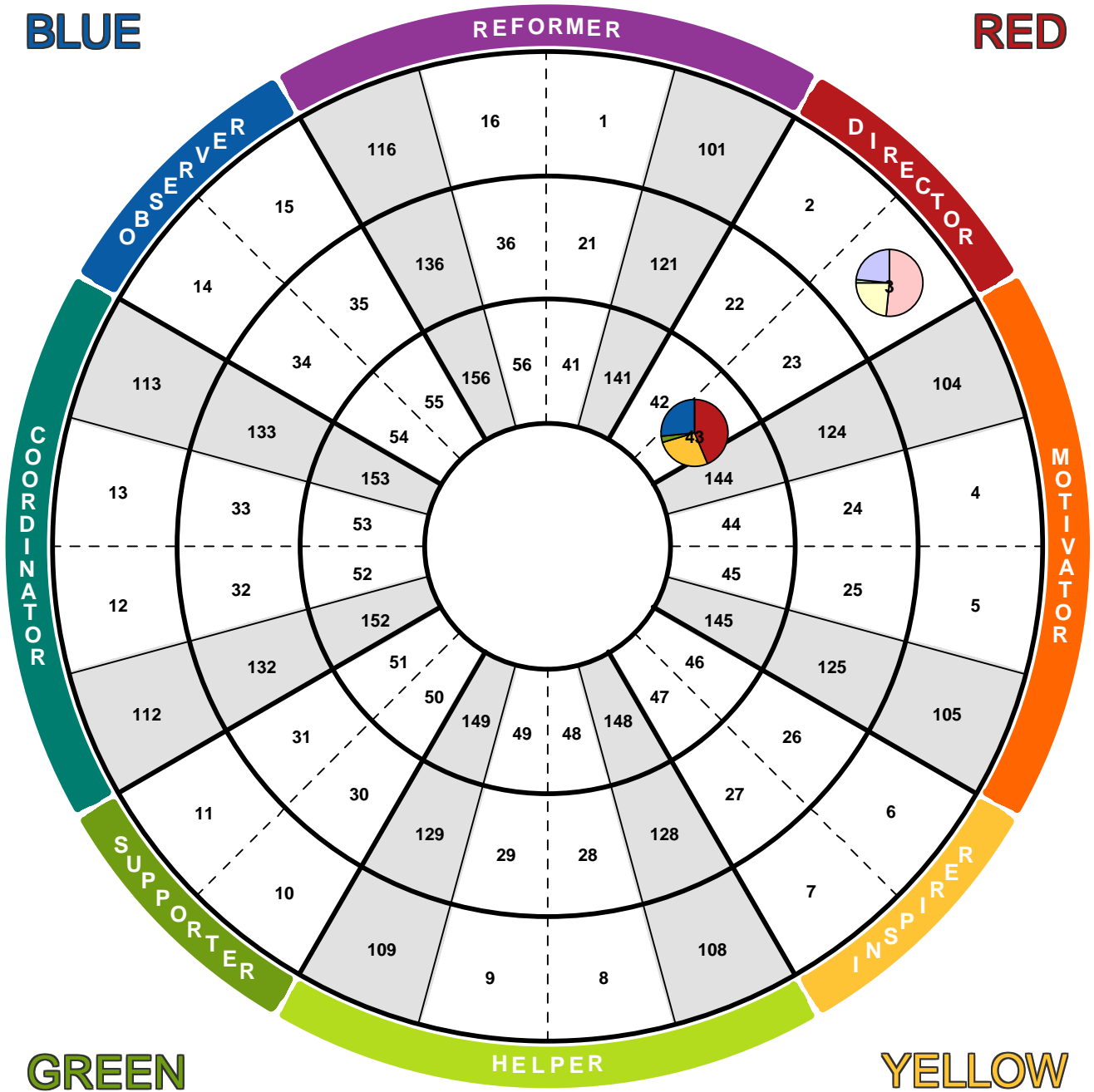
-  Offer tangible rewards for extra effort.
-  Lead from the front by personal example.
-  See drawbacks simply as challenges to overcome.
-  Try to do several things as once.
-  Inspire others with his forward-looking orientation.
-  Be passionate about his ideas.
-  Disregard certain opinions and ideas which differ from his own.
-  Appear to be less understanding of his colleagues' feelings.
-  Confront people who are not pulling their weight.
-  Appear to project the blame onto others when things go wrong.

Personal Notes



The Insights Wheel

Jimmy Green
26/01/2006



Conscious Wheel Position

43: Motivating Director (Accommodating)

Personal (Less Conscious) Wheel Position

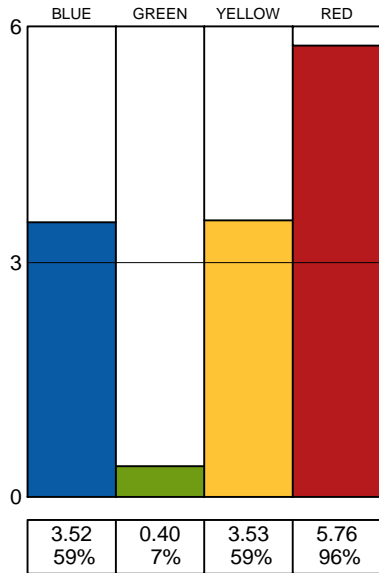
3: Motivating Director (Focused)



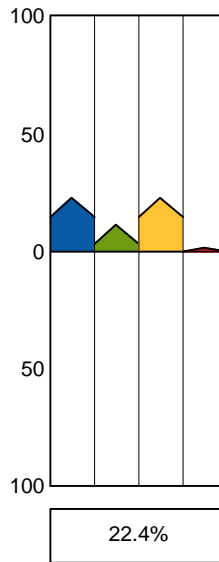
Insights Colour Dynamics

Jimmy Green
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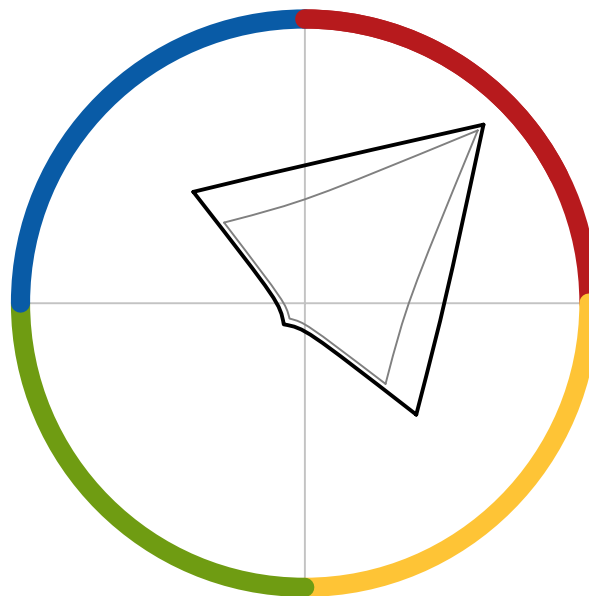
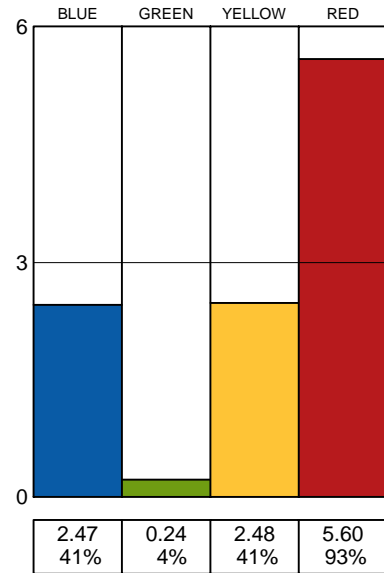
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



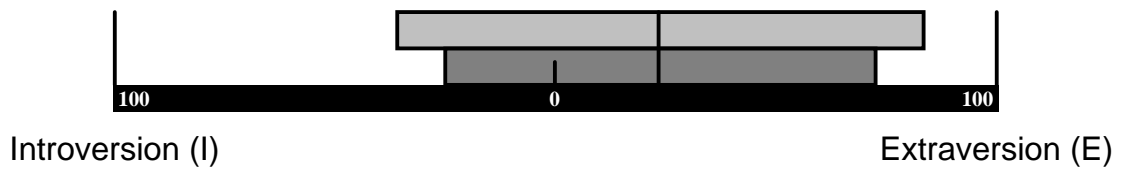
(Conscious) ——— (Less Conscious)



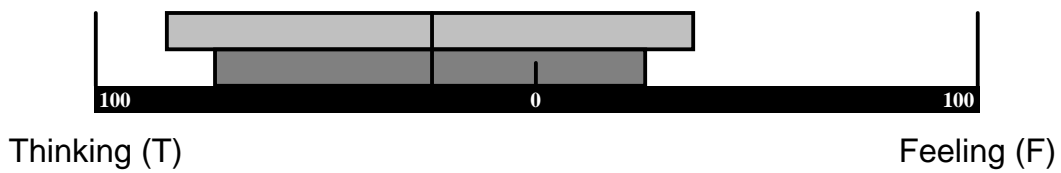
Jungian Preferences

Jimmy Green
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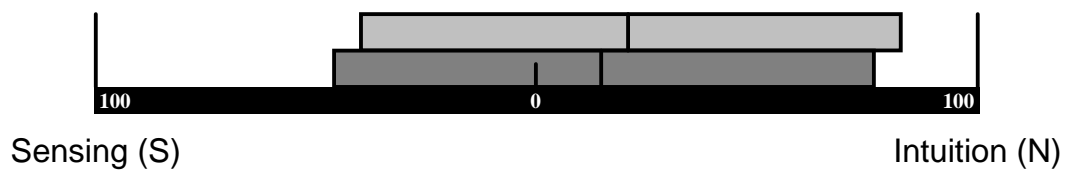
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)

