



Discovery ^{Insights®}

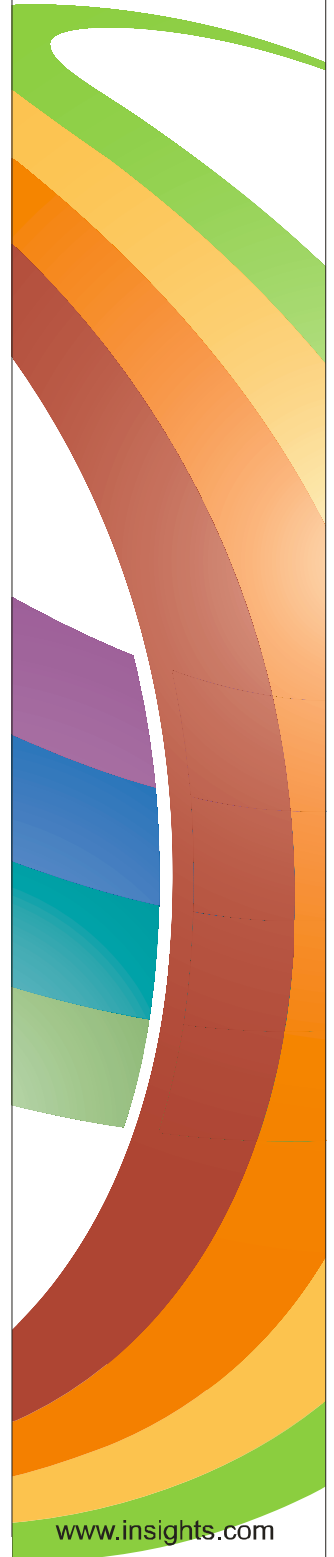
Roger Swannell
01/07/2014

Personal Profile

Foundation Chapter



Insights®



Personal Details

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Introduction

This Insights Discovery profile is based on Roger Swannell's responses to the Insights Preference Evaluator which was completed on 01/07/2014.

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

Personal Style

Once committed to an idea or project, Roger has enormous resolve to carry it through and would like others to share his determination. He is highly independent and can live and work quite contentedly in modest surroundings. Enjoying theoretical, complex and global concepts, Roger is a strategic thinker who can clearly see the benefits and flaws of most situations. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events. His perception of the world is a conceptual and abstract one, but one with endless possibilities.

He is self-contained, intellectual and fair. Roger is seen by many people as being independent and self-contained. He values the development of his intellectual awareness and the opportunity to learn, improve and grow. When pressured, he will be seen as critical, precise and sceptical. Roger is analytical, impersonal and interested in underlying principles.

Roger is careful and orderly in his attention to facts and details. He is thorough and conscientious in fulfilling all his responsibilities. He is aesthetically appreciative and values quality. He often sees when colours match or blend and may have a highly developed taste for art, music and food. Roger's nature is to observe quietly and he appears to be collecting data on everything. However, when an emergency occurs, he can move swiftly to the root of the problem to deal with it expeditiously. Roger is an analytical thinker, who prefers to be fully objective in his work. Roger is the conceptual problem solver, intensely intellectual and logical, exhibiting flashes of creative brilliance.

He has a creative mind which can be used to bring forward thinking and originality to processes and projects. Practical, systematic, thorough and hard working, Roger 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. Roger is interested in seeing possibilities beyond what is currently known, accepted or obvious. Material wealth may interest him only for the independence it buys and for the additional opportunity it provides for his own private study. He is seen by others as intellectually independent.

He can be a great "designer" of systems, which he prefers to leave to others to build. He may sometimes take over the work of others rather than leave important tasks undone, or done poorly. He is seen as practical, trustworthy and dedicated to preserving traditional values. He is a good listener, with an ability to talk well when appropriate. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. He is adept at homing in on the essence of complicated, confusing situations.

Interacting with Others

Roger will tend to talk openly only about subjects he knows well and which allow him to share

his great breadth of information. He dislikes being criticised by others as he is already heavily burdened by his inner voice of self-judgement. When he turns his highly honed critical appraisal skills on the people around him, honesty may be translated into unintended hurtfulness. 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. His interests do not help in social encounters, where he is often perceived as distancing himself from social contact.

He may lack an understanding of how his behaviour affects others and can be critical and blunt in giving recommendations for improvement. Roger is competent at extracting information by asking relevant, non-threatening questions. He is reluctant to display his emotions to others. Roger applies objective analysis to most things, including people. Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks.

He is usually prepared to accept the views and opinions of others only at a technical competency level. He can be independent to the point of stubbornness and places a high value on professionalism. Roger needs minimal supervision and will work hard in a system that gives him independence. He may become evasive or reactive if overwhelmed by the constraints and demands of others. Roger prefers quiet and may develop ingenious ways to make himself invisible, particularly when he is called upon to take part in social or gregarious interaction. He may need to work at taking the feelings of others into account and to learn to express his appreciation of others more readily.

Decision Making

What may seem like instinctive action exhibited by Roger is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. 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. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He tends to make sound future decisions only after deeper reflection. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles.

He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. Roger's quizzical and probing nature may create solutions which open up fresh processes. Roger's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence.

Roger is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. Every project presents itself as a mental challenge and he reflects on every stage of decision making. Work, for him, is the process of striving towards something that matters deeply to him and is consistent with his values. Roger can usually get to the heart of any situation and implement an effective solution. Roger thinks in extremely

complex ways and seeks to organise concepts and ideas rather than people.











Personal Notes

Key Strengths & Weaknesses

Strengths

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

Roger's key strengths:

-  Uses common sense.
-  Evaluates people on their results.
-  Knows the importance of detail within the process.
-  Sets high standards for himself and others.
-  Responsibility.
-  Perfectionist.
-  Self reliant.
-  Good at identifying shortcomings in systems.
-  In touch with himself and his world.
-  Good situational analysis.











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

Roger's possible weaknesses:











-  May overlook what others really care about.
-  Tends to be drawn into “splitting hairs”.
-  Unwilling to bend rules, sometimes even in an emergency.
-  Can become stubborn under pressure.
-  May appear impersonal, distant and ignore the “human factors”.
-  His search for accuracy could jeopardise deadlines.
-  Can have difficulty working effectively with spontaneous creativity.
-  May have to work at being more action orientated.
-  More interested in intellectual rather than practical challenges.
-  May get frustrated with other peoples' ways.

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

As a team member, Roger:

-  Organises facts and gathers information.
-  Helps the team cope with complexity.
-  Will never be influenced by emotion alone.
-  Brings a mature and stabilising influence to the team.
-  Has a strong sense of duty and takes his work seriously.
-  Ensures objective decision making.
-  Is seen as a natural organiser.
-  Commits to realistic goals.
-  Defends the truth and is not frightened to fight for it.
-  Encourages the team to honour its commitments.













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

Strategies for communicating with Roger:

-  Respect his position.
-  Use logical and rational questions and arguments.
-  Provide facts and figures.
-  Give him advance notice and time to prepare.
-  Accept that “reflecting time” is essential to enhance his performance.
-  Do not let him hide behind complexity and privacy. Maintain his focus upon outcomes.
-  Let him organise his thoughts.
-  Ensure he has all the facts he needs before pressing for a decision.
-  Keep him informed of all the details.
-  Allow time for him to think of the consequences.
-  Be patient if he starts hair-splitting.
-  Ensure you have a logical reason for any changes.













Personal Notes

Communication

Barriers to Effective Communication

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

-  Use his quiet demeanour to seek to dominate or control.
-  Come unprepared and disorganised.
-  Be immature, childish or silly.
-  Hint obliquely.
-  Exert unnecessary pressure.
-  Dismiss his work, ideas or opinions lightly.
-  Substitute rhetoric for accuracy.
-  Reinforce his own self criticism.
-  Set unrealistic deadlines that restrict his quality outputs.
-  Try to persuade him to act against deeply held principles.
-  Gloss over details.
-  Be flippant, inconsistent, fanciful or ostentatious.

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.

Roger's possible Blind Spots:

Because of his well developed tolerance of himself and other people, Roger may appear detached and disinterested. His thinking rationale may be so acutely honed that he will overlook what others tend to care about. He is a private person who keeps an emotional distance from others and a physical distance when communicating. Roger prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. Roger's ideas may occasionally get lost because he tends to rethink them continually, preferring to keep them private.

Becoming more aware of what is around him and relying more on proven information may help him root his creative ideas in the real world. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so. A rather private nature may prevent Roger from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. Roger needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. 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 carries on personal interests rather privately without involving other workmates in his conduct. Gathering relevant and factual data to help ensure that his ideas are workable, he needs to simplify his often theoretical and complicated ideas for the benefit of others. He would do well to accept that people he respects may want to know what is going on in his life, and he should realise that the only one who can provide the accurate map is him.

Personal Notes

Opposite Type

The description in this section is based on Roger'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:

Roger'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.

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







Personal Notes

Opposite Type







Communication with Roger's Opposite Type

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

Roger Swannell: How you can meet the needs of your Opposite Type:

-  Be aware of his social interests.
-  Praise quietly and sincerely - be open and honest.
-  Seek confirmation of willingness to undertake new tasks.
-  Maintain harmony in exchanges - minimise conflict.
-  Avoid personal conflict.
-  Offer praise and appreciation when due.

Roger Swannell: When dealing with your opposite type DO NOT:











-  Be mundane, boring or dismissive.
-  Isolate him from regular contact with others.
-  Be dismissive of his feelings and emotions.
-  Assume you will complete all of your agenda.
-  Ignore or disregard his views.
-  Fail to meet informally to discuss progress.

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

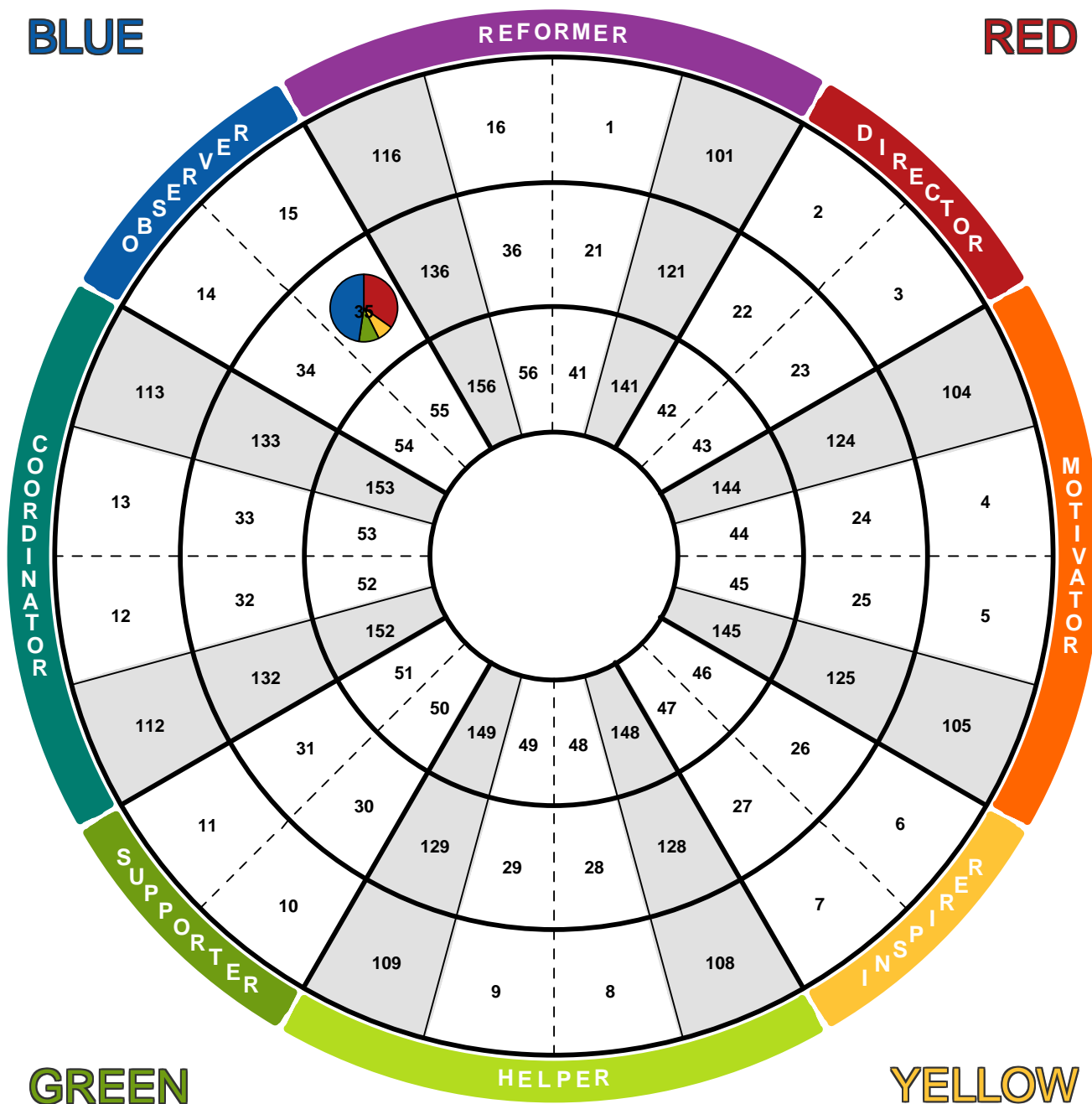
Roger may benefit from:

-  More confidence, sincere appreciation, job clarity and sympathetic management.
-  Realising that social interaction is essential to personal growth.
-  Greater interaction with all sorts of people.
-  Being seen as more attentive, warm, generous, playful and appreciative.
-  Practising initiating conversation, particularly small talk, with strangers.
-  Giving a higher priority to fun and spontaneity.
-  Being more open about how he is feeling.
-  Aiming to become a short term centre of attention.
-  Meeting with and talking to more assertive and energetic people.
-  Writing shorter reports.

Personal Notes

The Insights Wheel

Roger Swannell
01/07/2014



Conscious Wheel Position

35: Reforming Observer (Classic)

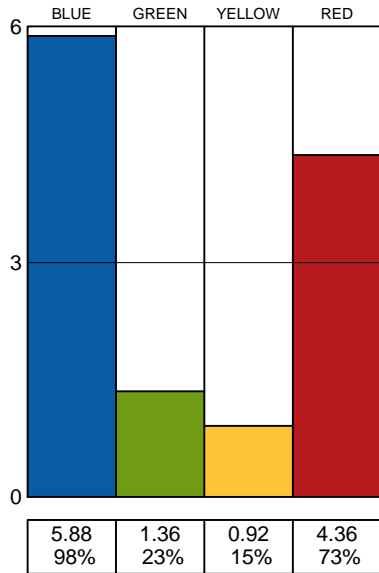
Personal (Less Conscious) Wheel Position

35: Reforming Observer (Classic)

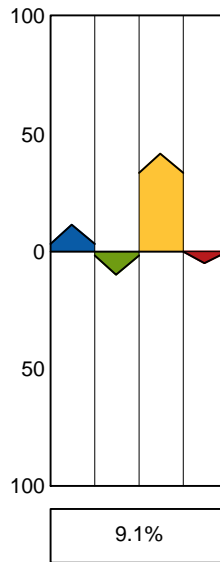
Insights Colour Dynamics

Roger Swannell
01/07/2014

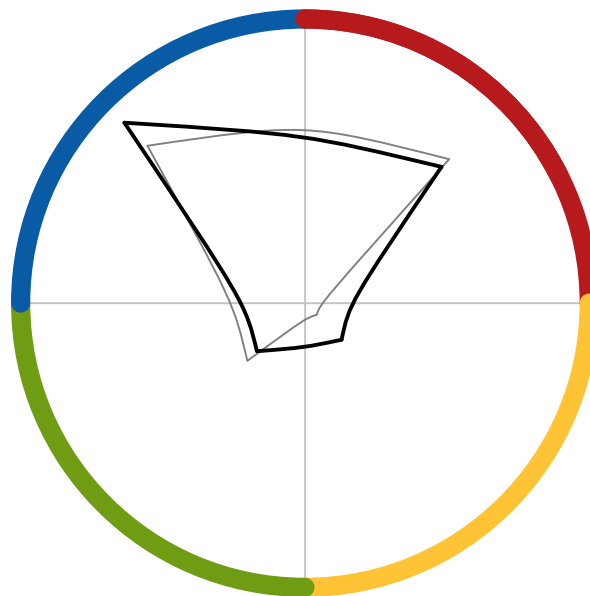
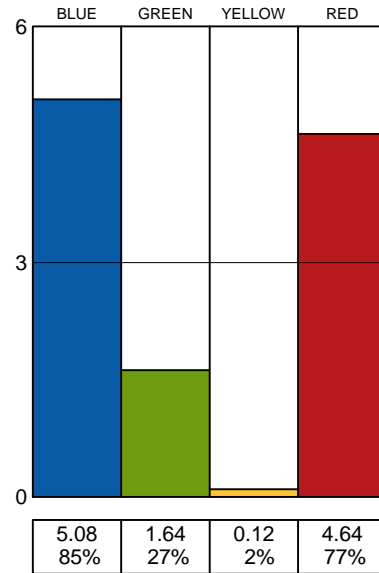
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

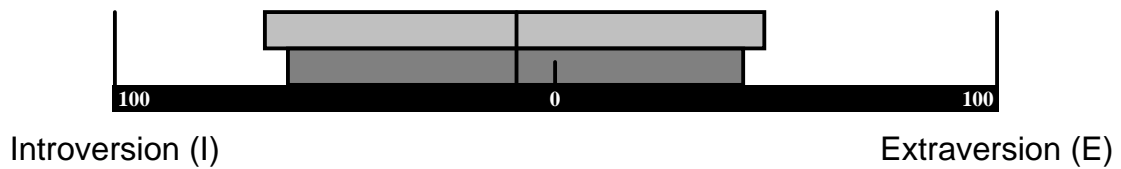


(Conscious) — (Less Conscious)

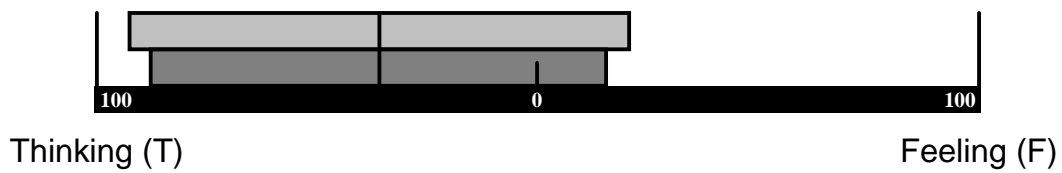
Jungian Preferences

Roger Swannell
01/07/2014

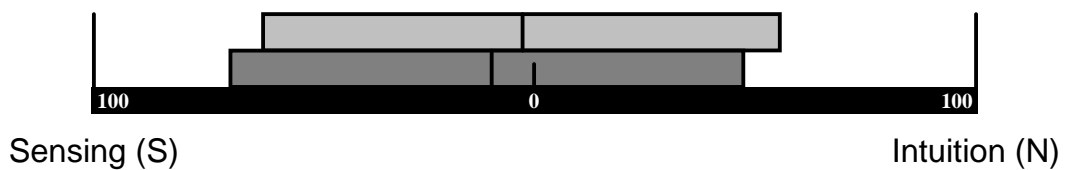
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)