



Discovery[®]

Personal Profile

Alison Sumpter

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Alison Sumpter's responses to the Insights Preference Evaluator which was completed on 08 October 2020.

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

Personal Style

Alison's interest, enthusiasm and energy levels are high. She will dismiss negatives, being eager to accomplish the task. Able to cope with a number of projects at once, Alison gets a lot of enjoyment from the social aspects of work. She tends to see the environment as welcoming, challenging and exhilarating, and if it is not, she tries to create that atmosphere. Alison is energetic, enthusiastic, responsible, conscientious and persuasive. Her vivid imagination constantly pushes her towards turning her ideas into reality.

If she is in charge of having to monitor the detailed work of others she may find this uninteresting, stressful and exhausting. Alison is stimulated by challenges and often shows ingenuity in meeting them. She looks for the good in every situation. At times, events can overwhelm her and she may find it almost impossible to say "No", even when the demands are unreasonable. She is good at "reading" people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, she may be hurt when a relationship goes wrong.

She is used to doing several things at once, but others may view some of this as superficial activity. Her life will tend to be a series of initiated, but unfinished projects. Her energy comes from a variety of new projects and interests. She may show interest in so many different things that she has difficulty focusing on priorities. Alison has a real zest for living and enjoys company. Exhibiting a tendency to become concerned and hurt if her ideas are met with indifference or criticism, she may take conflict and rejection personally.

She tends to enjoy the company of like-minded people and may be somewhat less interested in her opposite types, perceiving them as drab, rather predictable and conventional. Alison is adaptable, easy-going, warm, friendly and generous. She is warm and gracious and believes in a philosophy of "live and let live". She may have had personal experience of the view that worthwhile success comes only after suffering significant misfortune. She should take care to include the practical details in her projects and continually try to look at situations from an objective viewpoint rather than just her own perception.

She has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate her. She possesses a natural gift for presentation. She is convinced of her own abilities and is constantly seeking environments where people will appreciate her. Learning how to use accepted methods of organisation and time management will help her to overcome a tendency to want to procrastinate. Attending to others' wants is felt by her to be a satisfying, legitimate way of expressing her own deeper needs. Seen by others as spontaneous and charming, Alison is persuasive, loves surprises and enjoys finding unique ways of bringing delight and unexpected pleasure to others.

Interacting with Others

Alison is a popular colleague and is at ease in the company of most people and in open work situations. She is at her best in co-operative roles that deal with people and allow her to air her

views. She attracts many friends and acquaintances. She prefers communicating verbally rather than through the written word. Alison can generate positive energy and high morale within most groups or teams.

She does not appreciate critical comments about her personal qualities as she sees these comments as personal attacks on her integrity. If she cannot avoid putting off telling someone an unpleasant truth, she will soften the message by putting it in an affirmative way. She encourages freedom and independence and is good at getting things done through other people when she slows down and takes the time to delegate. Even-tempered and tolerant, Alison constantly tries to be the diplomat. She excels in promoting harmony around her. Her major goal is to create and maintain good feeling and harmony among the people she relates to.

She is a particularly good communicator and uses her gift of verbal expression often and effectively. Her ability to empower others is one of her most impressive qualities. She prefers a stimulating life of co-operation and harmony. She may dislike and even avoid tasks which require attention to detail or inordinate paperwork. The gift of sheer adaptability means that Alison has an uncanny skill for making life into an enjoyable performance, juggling many activities and people and usually enjoying the limelight.

Decision Making

Preferring a harmonious outcome, Alison will go to great lengths to ensure the preservation of relationships. When a situation demands forceful tactics, she can take the action necessary but will seldom go to extremes to obtain retribution or reward. In her attempts to please others she may make promises she cannot fulfil. She prefers tasks or projects which allow flexibility of scheduling. Decisions made on the basis of logic alone are not highly valued by her.

She is likely to decide in favour of the solution that brings the highest level of approval from others. She needs to learn to consciously delay making decisions until she has considered more information as she may have overlooked sounder alternatives. She has an ability to see the need of the moment and then deal with it. Her occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought. She is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong.

Through her intuitive feeling personality, she may have difficulty in limiting herself to a single project and usually prefers to keep many balls in the air. She tends to make choices around her own personal feelings which may be as important to her as more objective data. Trying to focus more on the facts, not just on the people, can be helpful in her decision making. She may be perceived by others as a somewhat impulsive decision maker. She is prepared to make decisions through group consensus.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Alison brings to the organisation. Alison has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

Alison's key strengths:

- Displays lots of self-confidence.
 - Will join different organisations to further her cause.
 - Can act spontaneously.
 - Participative and involved team player.
 - Democratic - will involve others.
 - Appreciative of others' contributions.
 - Will look for the good in people and events.
 - Sees the positive in every situation.
 - Understands the importance of "style" in presentation.
 - Fluent and reassuring.
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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. Alison's responses to the Evaluator have suggested these areas as possible weaknesses.

Alison's possible weaknesses:

- Like a butterfly, she may be difficult to catch or tie down.
 - Generally speaking, she is speaking generally!
 - Her need for variety may leave some tasks incomplete.
 - Doesn't always consider the fuller implications of her actions.
 - Will experience difficulty in concentrating on one thing for long periods.
 - Vocally defends her faults when challenged.
 - Leaves a flurry of chaos in her wake.
 - Gets so involved may ignore her own and others needs.
 - Prefers flexibility, which sometimes prevents her commitment to any one action.
 - Becomes impatient with routine and repetition.
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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 Alison brings, and make the most important items on the list available to other team members.

As a team member, Alison:

- Works well with a variety of tasks and activities.
 - Has infectious enthusiasm and optimism.
 - Maintains and generates high team aspirations.
 - Impacts many and varied ideas.
 - Strengthens the bonding process by being responsive and perceptive.
 - Enjoys an empathic approach to others.
 - Makes full use of every initiative.
 - Is the life and soul of the group - often “centre stage”.
 - Provides inspiration and ingenuity.
 - Ensures there is never a dull moment where she is involved!
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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 Alison. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Alison:

- Allow time for fun and socialising.
 - Recognise both her and her achievements.
 - Be alive and entertaining.
 - Stroke her ego if appropriate.
 - Provide lots of opportunities for team contact.
 - Don't be too serious, dull or severe.
 - Provide dates and timescales for completion.
 - Give praise and thanks for a job well done.
 - Add to the challenge and opportunity regularly.
 - Show concern for her opinions and be willing to discuss personal matters.
 - Offer praise and appreciation when due.
 - Generate inspiration by recalling past successes.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Get carried away by her enthusiasm.
 - Insist on cumbersome reporting procedures.
 - Emphasise established processes.
 - Impose a “can't be done” or defeatist attitude on her.
 - Unnecessarily challenge ideas or actions.
 - Attempt to impose too much structure and formality.
 - Dream with her - unless you can spare the time!
 - Assume she has heard you.
 - Spend too much time discussing “what ifs”.
 - Limit her range or scope of activity.
 - Be dull, dour or redundant.
 - Be addicted to rules and procedures.
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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.

Alison's possible Blind Spots:

Trying to be less sensitive would enable Alison to hear the often helpful information that is contained in constructive criticism. Because of her strong desire for harmony, she can overlook her own needs and ignore real personal problems. To avoid making mistakes, she should digest all the information before acting.

Her constant ready socialising can interfere with the job at hand and get her into trouble. Because she is rather easily distracted, she may have difficulty disciplining herself to complete the task at all costs. People can see that she doesn't always take a rational or objective view of the world. She may neglect essential preparation as she moves quickly in her zeal to take on something new. She should try to suppress her automatic good feeling towards people who treat her well, applying a cooler perception to the reality of the situation. She may need to learn and apply time management and long-range planning techniques to help her complete her projects.

She may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. Tending to take on too much at one time she can find herself overloaded and unable to keep her commitments. Alison would do well to take a step back and try to see a situation more objectively before reacting. Alison needs to work toward making commitments to fewer projects so she completes more of the ones she begins. Alison 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 Alison'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:

Alison'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. Alison 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 Alison 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. Alison may find herself 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 Alison would wish.

Personal Notes

Opposite Type

Communication with Alison's Opposite Type

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

Alison Sumpter: How you can meet the needs of your Opposite Type:

- Organise your thoughts before communicating.
- Be modest and polite.
- Leave personalities out of the discussion.
- Give her time to reflect inwardly.
- Be honest, moderately paced, straightforward and open with her.
- Give her advance notice and time to prepare.

Alison Sumpter: When dealing with your opposite type DO NOT:

- Be boastful.
 - Try to play on her emotions.
 - Assume that hesitation implies a lack of knowledge.
 - Set deadlines you really believe cannot be reached.
 - Comment on her personal appearance.
 - Jump in head first or too quickly.
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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 Alison's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Alison may benefit from:

- Being less indiscreet and more formal.
 - Monitoring the in/out process flow of the department or office she works in.
 - Withholding her opinions.
 - Recognising that she tends to manipulate people in “their” best interests.
 - Realising that some others are not as quick as she is.
 - Doing a detailed analysis of how she spends her time.
 - Writing lengthy and comprehensive reports.
 - Slowing down and thinking things through.
 - Listening more - by talking less!
 - Reducing the level of activities in her life.
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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 Alison's ideal environment and her current one and to identify any possible frustrations.

Alison's Ideal Environment is one in which:

- There are few rigid rules of time-keeping or dress code.
 - There is ample opportunity for social contact with colleagues.
 - New products and strategies can be implemented regularly.
 - There is an open plan workplace layout.
 - She can set the pace.
 - There is little distinction between work and play.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - Meetings are rather informal gatherings.
 - Detail and routine tasks are carried out by someone else.
 - The emphasis is on informality rather than rules.
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Personal Notes

Management

Managing Alison

This section identifies some of the most important strategies in managing Alison. Some of these needs can be met by Alison herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Alison needs:

- To be given clear direction and know the required standards.
 - To be brought down to earth every now and again.
 - You to retain control of the process.
 - Regular reinforcement of goals, activities and timeframes.
 - Varied work, which will incorporate her creativity and allow her free expression of ideas.
 - An adaptive, understanding and patient manager.
 - A “walkabout” manager whose presence is obvious.
 - Continual opportunity to generate and express ideas.
 - To be more precise when delegating.
 - To give more weight to facts when making decisions.
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Personal Notes

Management

Motivating Alison

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

Alison is motivated by:

- Peer “heroes” that she admires, respects and can emulate.
 - The availability of support staff to assist with some of the “paperwork”.
 - Rewards that reflect her immediate needs.
 - Change, variety and new projects.
 - Freedom from constraints and supervision.
 - Challenging and changing the “status quo”.
 - Status symbols that represent success.
 - Participation in lively arguments, debate and discussions.
 - Regular breaks from routine.
 - Acceptance, with co-operation that meets her ideal.
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Personal Notes

Management Style

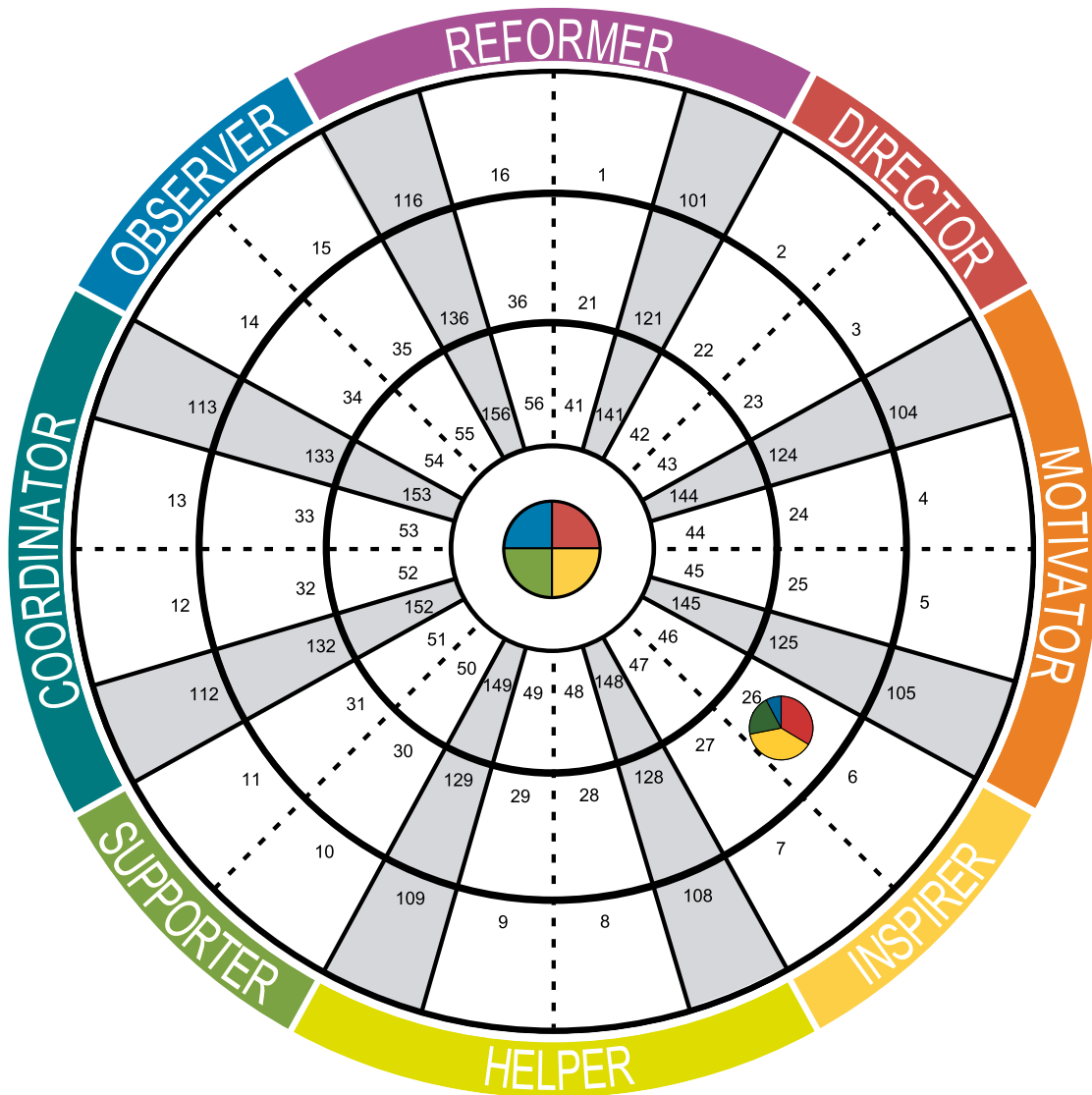
There are many different approaches to management, most of which have different situational applications. This section identifies Alison's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Alison may tend to:

- Find it difficult to deal with disciplinary matters within her team.
 - Prompt people who naturally work at a slower pace.
 - Allow an individual too much freedom.
 - Fail to listen actively to the views and opinions of others.
 - Allow her team a great deal of freedom.
 - Choose “favourites” in her team and offer them individual inducements to achieve objectives.
 - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
 - Inspire the team with her grand visions.
 - Overvalue some of her personal relationships.
 - Worry about having to depend on people whose main interest lies in the detail.
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Personal Notes

The Insights Discovery® 72 Type Wheel

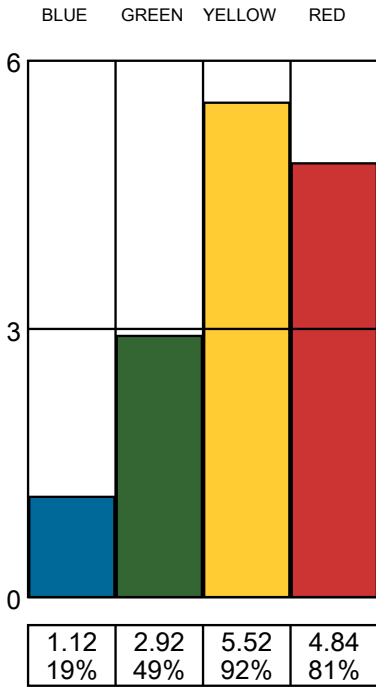


Conscious Wheel Position
26: Motivating Inspirer (Classic)

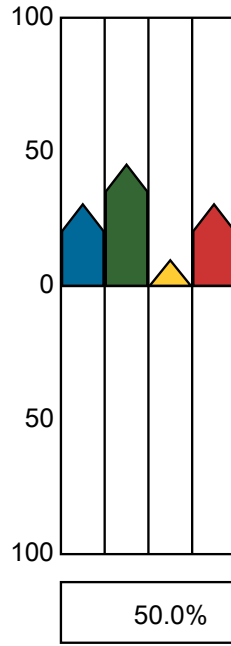
Less Conscious Wheel Position
26: Motivating Inspirer (Classic)

The Insights Discovery® Colour Dynamics

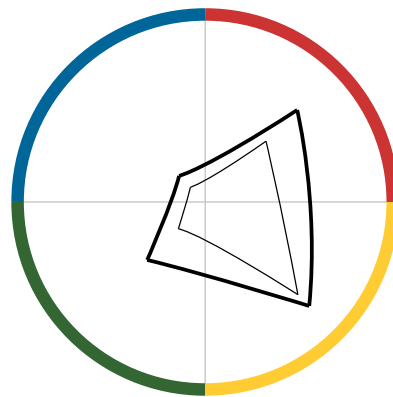
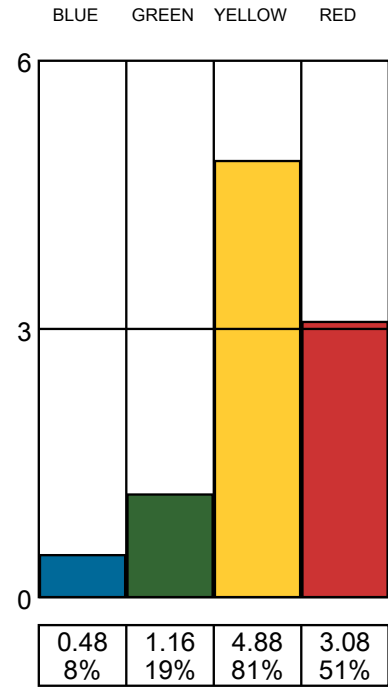
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 — Less Conscious



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