



Discovery[®]

Personal Profile

Colin Pinks

09 November 2015

Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Colin Pinks's responses to the Insights Preference Evaluator which was completed on 09 November 2015.

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

Personal Style

Colin values people who take the time to understand his personal goals and values. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. In everyday activities, Colin is tolerant, open-minded, flexible and adaptable, enjoying the present moment. If his efforts are not recognised, or approval is withheld, he may feel deflated as his feeling of worth can depend on how others regard him. He can complete practical tasks and do repetitive work effectively.

He is warm and gracious and believes in a philosophy of "live and let live". He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. Although others may comment on his serene demeanour, he himself may report that he is feeling quite anxious and distressed. His observed behaviour does not always match his inner state. He has high qualitative expectations of himself and may express disappointment if he is unable to perform to these standards for any reason. He needs to remember to withdraw regularly from caring for others to take care of himself.

A good day to day planner, he is relaxed about getting things done because he is fully engaged in the here and now. Easy-going, neat and orderly, he nonetheless values appreciation from others. He is known for his patience and ability to conform. His modest manner can restrain him from pushing himself forward and this occasionally results in him being under-valued. Colin knows what is important to him and will protect it at all costs. Tenacious persistence and dedication to a cause are his character hallmarks.

He may speak of or express his ideals indirectly. He likes a certain neatness and order and prefers a harmonious environment, where each person can be appreciated for their contribution and can feel a sense of personal accomplishment. Interested more in the realities brought to him by his senses, he is blessed with a special appreciation of natural things. Colin is conscientious and responsible and accepts being needed by others. Colin is seen by others as open, mild, modest and rather self-effacing.

He tends to take the things he does well for granted and usually underrates and understates himself. Finding it hard to understand why some others try to impose limits, order and structure upon others, he avoids attempting to change or control people. Colin's energy is given to the world in the service of others, and in an orderly, realistic and practical way. He relates to, remembers and builds on positive experiences. He can adapt himself to a wide variety of tasks, but prefers the familiar.

Interacting with Others

Colin has a strong sense of duty and faithfulness, but little desire to impress or influence others. Above all, he is idealistic and capable of great devotion and loyalty to a valued person or cause. He conveys an image of stability and reliability - an image which can be trusted. He is a procedure oriented organiser who plans well along channels that are ably directed by an

appreciative manager. He is loyal and gets on well with others without in any way pushing himself to do so. As he gets to know you, he becomes more enthusiastic and open.

He values inner harmony above all else and is sensitive, idealistic and loyal. As his feelings are intense, he may be unable to repress them at times. He may need to be more outspoken and more direct with most people, not just those with whom he is close. Much of his true style may be hidden from others at work as he is unlikely to express his feelings until he knows someone well. When he interacts with others, he projects an amicable and easy-going style.

Amenable, patient and friendly, Colin tends to build close, low-key relationships with a small number of associates in the work environment. His primary desire is to be of service to other people. Colin is seen as a gentle, caring and sensitive person who keeps many of his intensely personal ideals and values to himself. He is a pillar of strength in the home, at work, and in his community. His concern for the well-being of people around him makes Colin especially sensitive to an individual's personal needs.

Decision Making

Colin is extremely realistic and relies on and trusts what his senses tell him about his world. Colin makes better decisions when other people he knows share his values. He usually delays decision making until all the facts and details are available. His decisions are influenced by ethical and moral issues. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence.

He is usually aware of the need to comply with the established view. He is frustrated by authoritative restrictions and resents being told how to work. He may dislike time disciplines and he may avoid conflict and unpleasantness in resolving the issue. Using past experiences to help him solve current problems and get things done is one of his strong points. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. Colin creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts.

He may worry too much, and on significant long term issues may exhibit indecision. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. Non-judgemental and accepting of others' behaviour in a rather factual way, he notices things around him and will generally find the deeper meanings within most situations. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He will support those he considers as friends but can feel rather pressured if made to act against what he considers as his better judgement.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Colin's key strengths:

- A sound sense of duty.
 - Gives and receives trust.
 - Painstaking, conscientious, industrious and dependable.
 - Makes time for people and their problems.
 - Learns from experience - won't get hurt by the same situation twice.
 - Good at undertaking routine tasks.
 - Good listener. Can help others achieve their goals.
 - Honours his commitments.
 - Realistic and cautious.
 - Sensitive to the needs of others.
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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. Colin's responses to the Evaluator have suggested these areas as possible weaknesses.

Colin's possible weaknesses:

- Avoids interpersonal aggression and irritation.
 - Masks his true feelings to avoid unpleasantness.
 - Settles snugly into his comfort zone with ease.
 - Avoids conflict like the plague.
 - Can resist by being passive yet stubborn simultaneously.
 - Was once indecisive, but he is not so sure now!
 - The tendency to bear a grudge against those who do not share his values.
 - May appear slow to make decisions.
 - His focus on steady efficiency may cause frustration in others.
 - Can seek perfection, yet underrates and underestimates his contribution.
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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 Colin brings, and make the most important items on the list available to other team members.

As a team member, Colin:

- Will be loyal to the leader and the cause.
 - Is patient and forgiving.
 - Has a strong sense of duty and takes his work seriously.
 - Encourages team allegiance.
 - Exhibits patience and conformity.
 - Shows tenacity and persistence.
 - Has a passion for the important values in life.
 - Will work with great resilience and diligence towards a common goal, although achieving it may take some time.
 - Makes great effort to build and maintain relationships with others.
 - Is a caring team player who honours his commitments.
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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 Colin. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Colin:

- Take time to listen to his feelings about the reactions of others.
 - Leave time for the relationship as well as the task.
 - Put important messages in writing for clarity.
 - Allow time for him to think of the consequences.
 - Praise quietly and sincerely - be open and honest.
 - Expect him to come back later for clarification.
 - Give him time to reflect inwardly.
 - Praise his contribution before finding fault.
 - Allow him to explain the logic behind his views.
 - Be honest, moderately paced, straightforward and open with him.
 - Give him advance notice and time to prepare.
 - Consider reconvening the meeting after he has had a chance to think about the issues.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Set deadlines you really believe cannot be reached.
 - Use his quiet demeanour to seek to dominate or control.
 - Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
 - Use destructive criticism or create unnecessary conflict.
 - Put him “on the spot” in front of others.
 - Expect rapid acceptance of new ideas.
 - Exert unnecessary pressure.
 - Become too impersonal.
 - Upset or undermine the status quo.
 - Substitute rhetoric for accuracy.
 - Be brusque, overbearing or harness him to unrealistic deadlines.
 - Comment on his personal appearance.
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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.

Colin's possible Blind Spots:

Colin prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He would be better to speak up immediately when he feels that he is being taken advantage of. He could learn how to more consistently keep focused on track and on time bounded objectives.

A rather private nature may prevent Colin from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. When under stress at work, he may need to curb a tendency to become secretive or even rebellious in order to meet the demands of the moment. He may not fully appreciate how relaxed he appears to some people. Making a list and prioritising goals each day can help him overcome his casual approach to life. Although he may not readily display it, Colin can be so committed to his own principles that he develops tunnel vision. Because of his vulnerability in his relationships with others, Colin may be rather easily manipulated by some.

He should attempt to analyse what it is that is making him feel resentment on occasions. Colin may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. He doesn't always express his negative feelings and opinions about ideas or plans and this can mislead others into thinking they have his agreement. When he is disappointed, he may become negative about everything and everyone around him. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view.

Personal Notes

Opposite Type

The description in this section is based on Colin'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:

Colin's opposite Insights type is the Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. Colin will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Colin may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. Colin may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

Colin sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future. The Director's biggest drawbacks may be perceived by Colin as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Colin's Opposite Type

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

Colin Pinks: How you can meet the needs of your Opposite Type:

- Keep the conversation lively.
- Acknowledge his talent for leadership.
- Support his goals with suggestions for achievement.
- Keep it brief and to the point.
- Let him know he is in control.
- Talk tangibly and with enthusiasm.

Colin Pinks: When dealing with your opposite type DO NOT:

- Be unenthusiastic or negative.
 - Question his motives or competence.
 - Say “that will never work”.
 - Waffle.
 - Be dull, dour or redundant.
 - Try to hoodwink or mislead.
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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 Colin's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Colin may benefit from:

- Ways of heightening his low profile appearance.
 - Taking time to prepare before meetings and focusing on “the big picture”.
 - Taking a conscious decision to simplify, rather than complicate matters.
 - Practising spotting the “Achilles Heel” in other peoples' arguments and bringing it to their notice.
 - Identifying when extensive detail is not needed.
 - Adopting a no-nonsense approach.
 - Accepting the inevitable and taking action.
 - Meeting and mixing with more assertive and energetic people.
 - Putting tasks into perspective and not seeking to produce excellence in things that perhaps did not need doing at all.
 - Assistance in embracing the new and eliminating the old.
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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 Colin's ideal environment and his current one and to identify any possible frustrations.

Colin's Ideal Environment is one in which:

- There is freedom from conflict and confrontation.
 - Objectives and processes are the focus, rather than monitoring detail work.
 - Clearly defined responsibilities are assigned.
 - Goals and outcomes are first agreed in writing.
 - There are adequate but not excessive amounts of detailed and technical information.
 - There is no antagonism or friction.
 - He has freedom from authority and bureaucracy.
 - He is valued as a unique individual.
 - He has access to year planners and diaries with an appointment system for visitors.
 - Theoretical concepts are followed up with practical “hands-on” experience.
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Personal Notes

Management

Managing Colin

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

Colin needs:

- Regular reminding of the business demands.
 - Help with monitoring his agreed deadlines.
 - Colleagues who value his quiet, reflective approach.
 - Respect for his need for reflection and solitude.
 - Sufficient time to ponder and question complex issues.
 - Regular reassurance of the value placed on his contribution.
 - To be a key player in a small but successful team.
 - Support with putting his ideas into practice.
 - Regular reviews to ensure that he is actively overcoming challenges.
 - Respect for his personal space.
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Personal Notes

Management

Motivating Colin

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

Colin is motivated by:

- Contributing to the success of others.
 - Successful completion of major projects.
 - Appreciation for a job well done.
 - A job well done.
 - An internal desire “to do the right thing in the right way”.
 - Full acceptance of his values and feelings.
 - Having his opinion sought on support services.
 - Working for a leader and a cause.
 - A manager who understands that he has personal goals and values.
 - A degree of autonomy.
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Personal Notes

Management Style

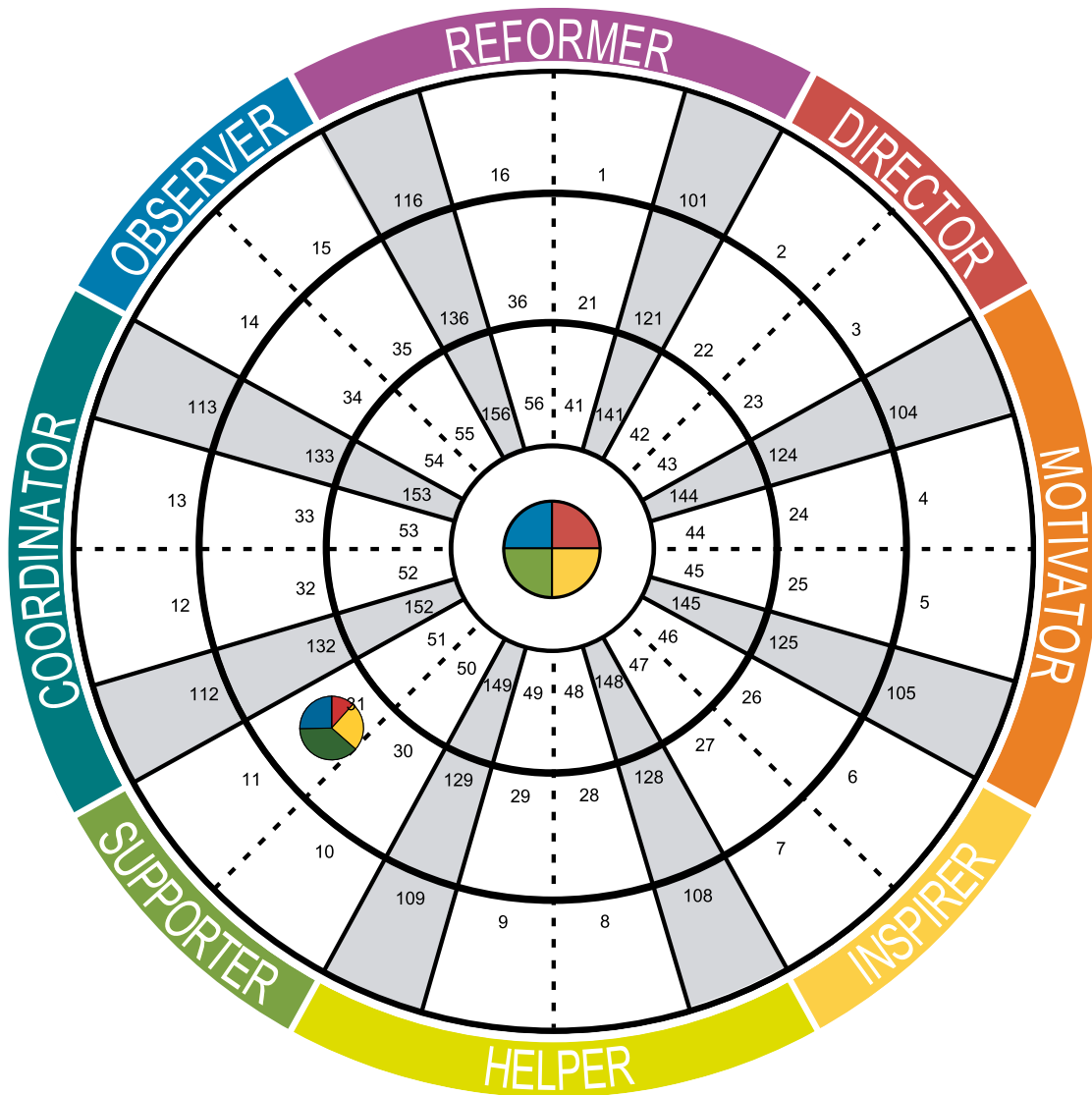
There are many different approaches to management, most of which have different situational applications. This section identifies Colin's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Colin may tend to:

- Be uncomfortable amongst clutter or chaos.
 - Listen carefully and respond in an appropriate way.
 - Require time for consideration before making decisions.
 - Allow far too much feedback.
 - Promote his team to the detriment of his own credibility.
 - Become confused with too much detail.
 - Believe that the success of the team and its individuals are a measure of his own success.
 - Achieve results through good relationships.
 - Appear indecisive when reflecting on important decisions.
 - Make mountains out of molehills and fail to deal with challenges quickly.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

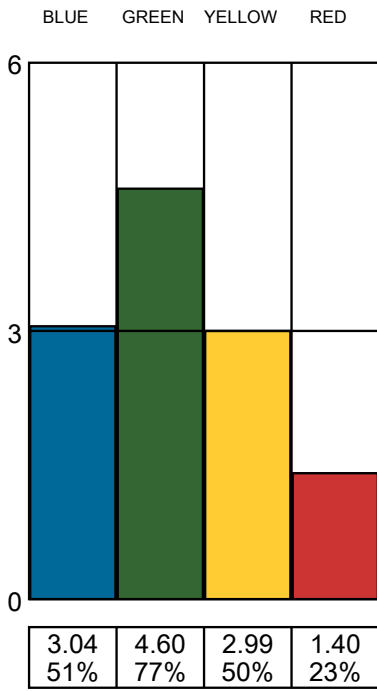
31: Coordinating Supporter (Classic)

Less Conscious Wheel Position

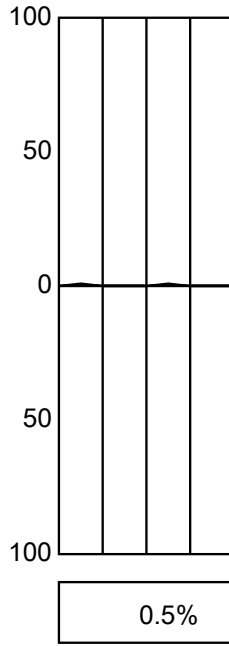
31: Coordinating Supporter (Classic)

The Insights Discovery® Colour Dynamics

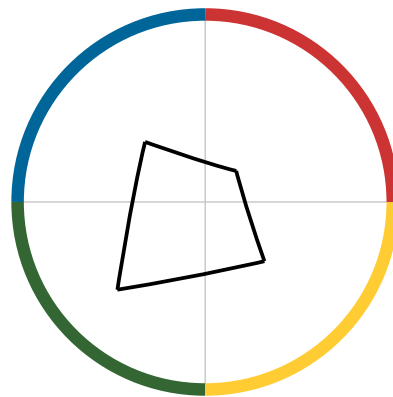
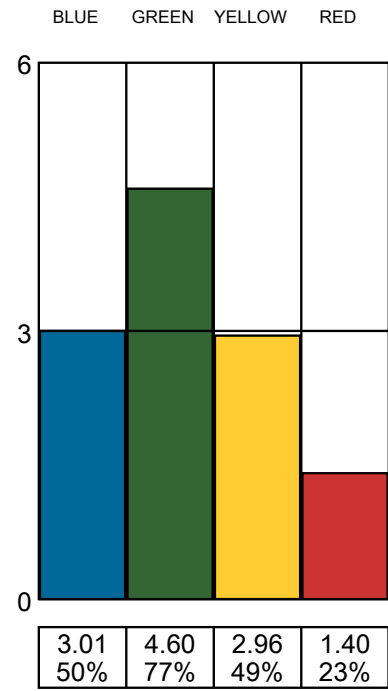
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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