



Discovery[®]

Personal Profile

Ian MacKnight

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Foundation Chapter
Management Chapter

Personal Details

Ian MacKnight
ian@thecolourworks.com

Telephone:

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Contents

Introduction.....	4
Overview	5
Personal Style	5
Interacting with Others	5
Decision Making	6
Key Strengths & Weaknesses	7
Strengths	7
Possible Weaknesses	8
Value to the Team	9
Effective Communications	10
Barriers to Effective Communication	11
Possible Blind Spots.....	12
Opposite Type	13
Suggestions for Development	15
Management	16
Creating the Ideal Environment.....	16
Managing Ian.....	17
Motivating Ian	18
Management Style	19
The Insights Discovery® 72 Type Wheel	20
The Insights Discovery® Colour Dynamics	21

Introduction

This Insights Discovery profile is based on Ian MacKnight's responses to the Insights Preference Evaluator which was completed on 22 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 Ian's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

In everyday activities, Ian is tolerant, open-minded, flexible and adaptable, enjoying the present moment. He gains comfort from knowing that he has others' support and agreement. Psychology, counselling and educational interests may hold great appeal to him as part of his business role. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary.

Ian seeks greater fulfilment in his life through the offering of help and service to others. Ian should try to stand back occasionally and look at himself and at his work more objectively. Underlying his characteristic tolerance is a natural curiosity. He finds the diversity of the world immensely appealing. Quietly intuitive, routine jobs alone will not satisfy him and he will seek opportunities or roles where his values can be fulfilled along with his need to be with people. He will not seek to make others feel guilty for not responding as he would like.

He exhibits personal warmth, insight, originality and a broad organisational ability. Highly independent, Ian enjoys speculative and imaginative activities and work. He tends to be there when he is needed, offering low-key stability and strength to people and situations in need. Ian displays fierce loyalty to and for people who report to him. He is easy-going and low key and may be prone to doubting his own ability.

Ian feels a strength of conviction and has a clear vision of what is best for the common good. Ian is a natural trainer, facilitator, educator and counsellor. He tends to have an interest in the new and unusual and is gifted at expressing his feelings. Ian tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic.

He likes to enjoy the current experience without feeling pressured to rush on to the next. Ian's work style is a balance of structure and responsibility with an awareness of others' needs. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough. At times, events can overwhelm him and he may find it almost impossible to say "No", even when the demands are unreasonable. As he values his integrity, he can be determined to the point of being stubborn about issues that are important to him.

Interacting with Others

Ian 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 seen by most people as kind and sympathetic. He is not always keen to express how he feels. He can be unbelieving of, and devastated by, too much personal criticism. Unpleasant working relationships can lead him to lose confidence and motivation. He is usually especially sensitive to unexpressed anger and conflict.

At times it is possible for him to so adapt his conversation style that he may be mistaken as extraverted. He finds it difficult to take a fixed position on issues that are not important to him. As a result, he may be seen by others as rather lacking in conviction. Ian probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious about important issues. He has little motivation to lead others through control, but hopes to see everyone living together harmoniously. He has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate.

Ian brings harmony and goodwill to any situation in which he finds himself. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship. He is compassionate, sympathetic, understanding and sensitive to the feelings of others. He is generous, giving help and assistance to others without expecting any in return. Relationships are extremely important in his life and he may feel that psychological wellbeing depends on the inclusion of others.

Decision Making

Ian creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. Ian makes better decisions when other people he knows share his values. He can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. Because he values harmony and agreement, he believes the best way to maintain this is to persuade others of the validity of his viewpoint.

He can be creative and imaginative. Preferring a harmonious outcome, Ian will go to great lengths to ensure the preservation of relationships. He tends to make choices around his own personal feelings which may be as important to him as more objective data. He may find it difficult to make decisions based purely on objective considerations. He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use.

Ian likes to gather information and see what solutions naturally emerge. He may value opinions over facts in considering a possible course of action. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. Ian will respect alternative views and although he may not agree with them, they will be considered.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Ilan's key strengths:

- Open-minded and tolerant of others.
 - Creative decision maker.
 - Senses the needs of the group.
 - Looks for the harmony in every situation.
 - Gracious, charming, empathetic and considerate.
 - Values differences.
 - Perceptive and empathetic with others.
 - Willing and accommodating.
 - Painstaking, conscientious, industrious and dependable.
 - Makes time for people and their problems.
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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. Ian’s responses to the Evaluator have suggested these areas as possible weaknesses.

Ian's possible weaknesses:

- Has difficulty in sharing concerns and reservations except with close and trusted peers.
 - Usually takes rejection personally.
 - May unwillingly sacrifice his own needs for others.
 - Seen as a “push-over” by being easily manipulated.
 - Persistence and loyalty may delay decisive action.
 - Was once indecisive, but he is not so sure now!
 - Digs in if not convinced of need for change.
 - Avoids conflict like the plague.
 - Can be manipulated by supervisors or significant others.
 - May not finish everything he starts.
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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 Ian brings, and make the most important items on the list available to other team members.

As a team member, Ian:

- Brings harmony to conflicting factions.
 - Is at home in reflection or interacting.
 - Supports others by being loyal, diplomatic and sincere.
 - Always seeks to understand the other's viewpoint.
 - Is sensitive in dealing with team conflict.
 - Impacts many and varied ideas.
 - Ensures other team members are comfortable.
 - Is prepared to spend time to resolve personal issues.
 - Senses any unspoken tensions in the team.
 - Offers emotional support to others.
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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 Ian. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Ian:

- Expect him to come back later for clarification.
 - Be spontaneous and harmonious.
 - Show appreciation of his role in the organisation.
 - Allow him time to talk it over with those who may be affected.
 - Appeal to his need to be of service.
 - Allow time for him to think of the consequences.
 - Take a low key, friendly approach.
 - Leave time to ensure he is comfortable on personal issues.
 - Show concern for his opinions and be willing to discuss personal matters.
 - Share in and promote his ideas and visions.
 - Remember that he may not be revealing his real underlying concerns.
 - Remember and respect his concern for others' welfare.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Assume passivity is tacit acceptance.
 - Prevent him from expressing his thoughts.
 - Leave him out of the picture.
 - Become too impersonal.
 - Ignore or be dismissive of his suggestions.
 - Ignore his creative and intuitive thinking.
 - Assume you will complete all of your agenda.
 - Be hard, directive or impersonal.
 - Criticise without first acknowledging positive contributions.
 - Fail to respect his need for occasional isolation.
 - Patronise or be paternalistic.
 - Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
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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.

Ian's possible Blind Spots:

Because of his vulnerability in his relationships with others, Ian may be rather easily manipulated by some. He should realise that on occasions confrontation can clear the air. He values friends and may tend to filter only their positive attributes.

He is genuinely interested in others and may seek to get on closer terms with those who particularly interest him. He is occasionally taken advantage of and can be hurt in the process. He enjoys positions of authority and influence in his peer group and his ability to join in quick decision making within the group may be countered by a need to reflect, and later attempt to reverse, important decisions made. He values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. He is not always sure he is participating for the right reason. He may unconsciously manipulate others to assure their support and believe that love and service go hand in hand. His interest in others tends to make him rather optimistic towards maintaining positive relationships.

Ian takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. He needs to look beyond the current moment and his pressing interest in the practical world and consider ways of completing tasks with less pressure. Ian sometimes places too much credibility on the opinions and feelings of those he cares for. During stressful times he can become blinded to the difficulties of the situation. He would be better to speak up immediately when he feels that he is being taken advantage of. He should be careful not to leap too quickly without considering the consequences, making sure that he completes the tasks he is responsible for before turning to more enjoyable matters.

Personal Notes

Opposite Type

The description in this section is based on Ian'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:

Ian's opposite Insights type is the Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

Ian may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, Ian may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. Ian will often see the Reformer as both aloof and argumentative.

Personal Notes

Opposite Type

Communication with Ian's Opposite Type

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

Ilan MacKnight: How you can meet the needs of your Opposite Type:

- Take responsibility for your own actions and errors.
- Be well structured and organised.
- Provide information step by step.
- Seek his opinions and ideas before imposing yours.
- Take things one step at a time.
- Gently remind him of the human dimension.

Ilan MacKnight: When dealing with your opposite type DO NOT:

- Ramble or become emotional.
 - Tell him what to do or how to do it.
 - Jump in head first or too quickly.
 - Be unrealistic or stray on to abstractions.
 - Procrastinate, prevaricate or interrupt him.
 - Expect an immediate positive reaction.
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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 Ian's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Ian may benefit from:

- Being prepared to blame more and understand less.
 - Taking a conscious decision to simplify, rather than complicate matters.
 - Saying no first, giving the opportunity to review a decision later.
 - Questioning the motives of others.
 - Expecting more rewards for his efforts.
 - Getting going when the going gets tough.
 - Challenging more and forgiving less.
 - Considering previous mistakes as periods of personal growth.
 - Reading motivational books and listening to motivational tapes.
 - A better sense of what is right and what is wrong.
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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 Ian's ideal environment and his current one and to identify any possible frustrations.

Ian's Ideal Environment is one in which:

- The emphasis is on informality rather than rules.
 - Informal, low-pressure meetings are the norm.
 - Mundane and repetitive work is minimised.
 - Relationships are informal and there is opportunity for social contact with colleagues.
 - There is time to ponder future implications of the strategy.
 - Ideas are given genuine recognition and consideration.
 - He is valued as a unique individual.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - Personal pain and suffering is avoided for everyone.
 - His natural creativity is given room to flourish.
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Personal Notes

Management

Managing Ian

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

Ian needs:

- Some help in resolving conflict and discipline issues.
 - Colleagues who value his quiet, reflective approach.
 - To be assigned one task at a time.
 - Steady, firm, overall guidance.
 - Help with monitoring his agreed deadlines.
 - A manager who values his feelings.
 - Encouragement and empathy when his visions “turn sour”!
 - Practical follow-through and a support structure to handle the completion of projects.
 - An understanding manager, who is mentor and coach, and who is consistent, patient and calm.
 - Consultation before change.
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Personal Notes

Management

Motivating Ian

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

Ian is motivated by:

- Being part of the process of change, and being fully informed about changes which affect him.
 - Full acceptance of his values and feelings.
 - Membership of peripheral committees and workshops.
 - Opportunities to express his feelings in relation to performance.
 - Problems that require his intuitive skills.
 - A personal and genuine interest in his development.
 - Being involved only in well thought through change processes.
 - Quiet, tenacious endeavour which is rewarded in a low key way.
 - Meeting his own goals rather than competition with others.
 - Occasional appreciative comments.
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Personal Notes

Management Style

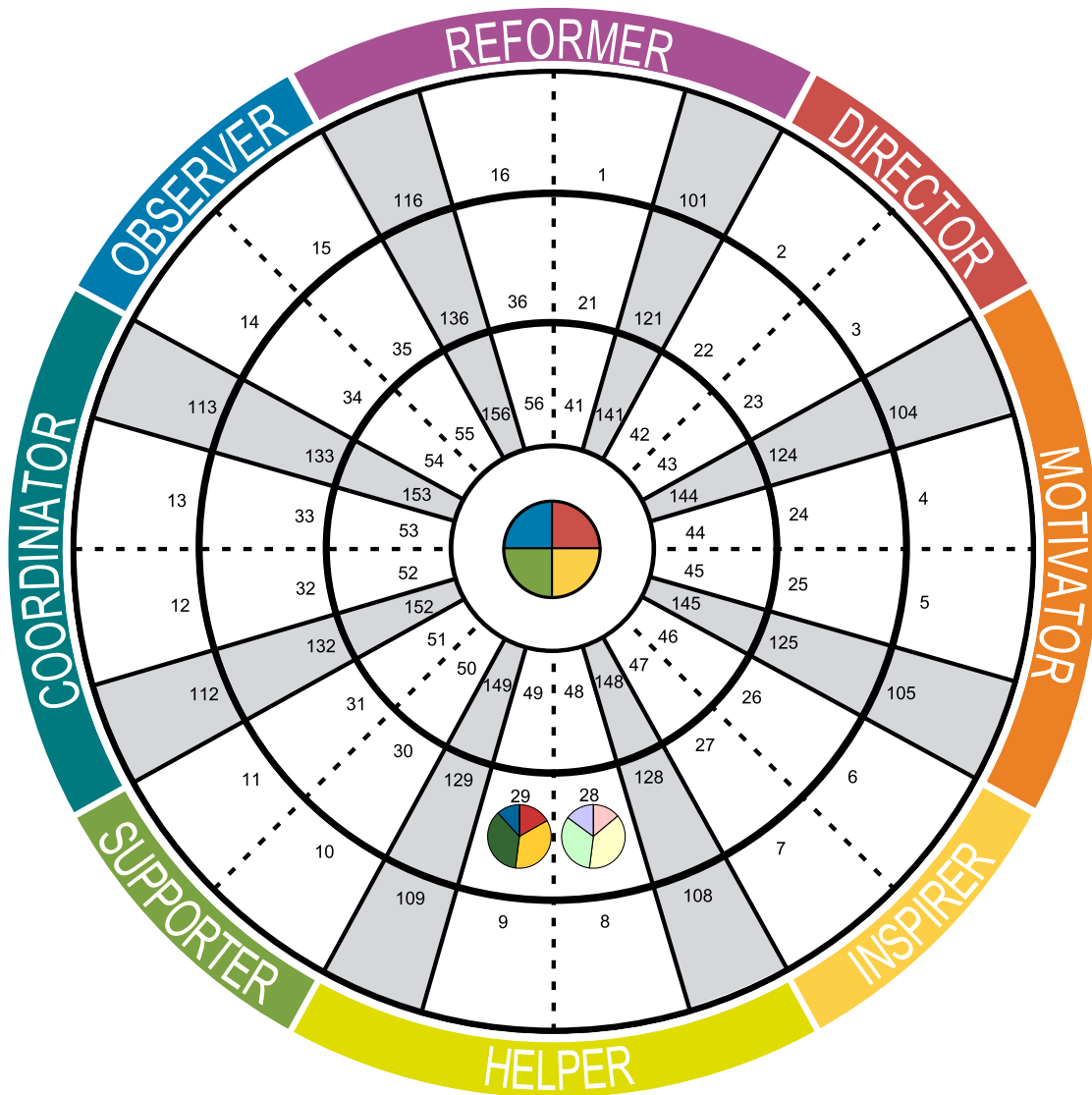
There are many different approaches to management, most of which have different situational applications. This section identifies Ian's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Ian may tend to:

- Lose sight of the objectives of meetings, often turning them into social events.
 - Promote his team to the detriment of his own credibility.
 - Encourage new ideas but his practical good sense can discourage creative people.
 - Allow far too much feedback.
 - Frustrate others with his desire to do low-key, high quality work.
 - Listen to and evaluate others' contributions before deciding to take action.
 - Achieve results through good relationships.
 - Find himself manipulated by others.
 - Listen carefully and respond in an appropriate way.
 - Manage democratically, whilst attempting to appease those who do not agree.
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Personal Notes

The Insights Discovery® 72 Type Wheel

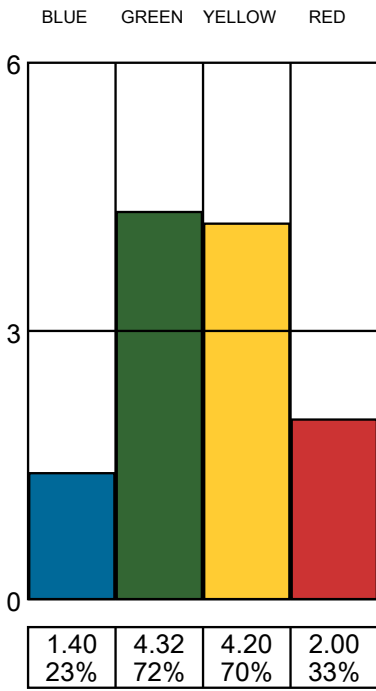


Conscious Wheel Position
29: Supporting Helper (Classic)

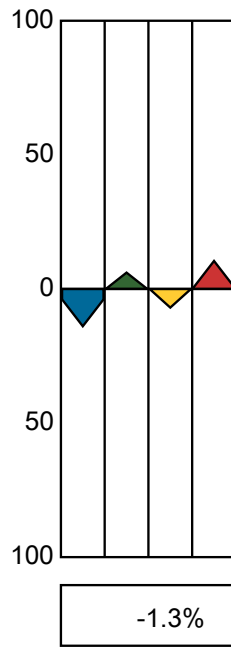
Less Conscious Wheel Position
28: Inspiring Helper (Classic)

The Insights Discovery® Colour Dynamics

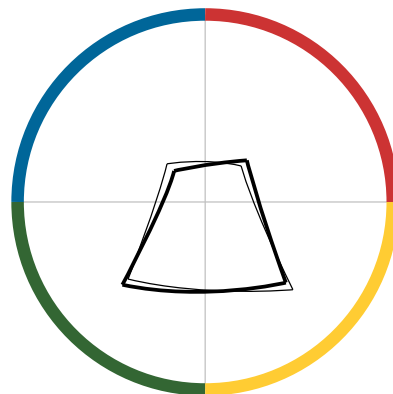
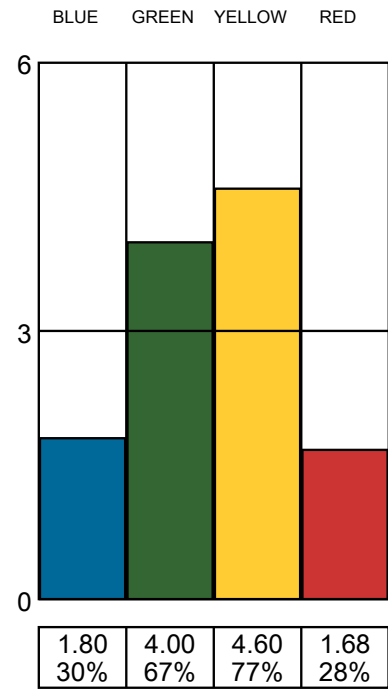
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS PROFILE: D_PR_RETENTION
Insights Learning & Development
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051
EMAIL: insights@insights.com WEB: www.insights.com