



Discovery[®]

Personal Profile

Julie Mansfield

25 January 2016

Foundation Chapter
Management Chapter

Personal Details

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Date Completed: 25 January 2016

Date Printed: 27 January 2016

Referral Code: BM/TCW/JMANSFIELD

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Introduction

This Insights Discovery profile is based on Julie Mansfield's responses to the Insights Preference Evaluator which was completed on 25 January 2016.

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

Personal Style

Traditions are important to Julie and are carefully remembered and observed. She is usually neat, tidy and orderly, both at work and at home. Julie is careful and orderly in her attention to facts and details. She is thorough and conscientious in fulfilling all her responsibilities. She tackles her work very seriously and in a matter-of-fact and orderly manner, placing importance on the reading of instructions and detailed procedures. She values and adheres to established routines and procedures and for her there will always be some work yet to be completed.

She needs to remember to withdraw regularly from caring for others to take care of herself. She appears to collect data on everything, and quiet observation is often her preferred style. Her work has to contribute to things that matter to her and she tends toward perfectionism only when she cares deeply enough. She will tend to seek solutions to current challenges in the successes of her past experiences. She usually finds stress and chaos tough to handle.

She is a down-to-earth realist and prefers the company of others like herself who mirror her rather quiet and unassuming demeanour. Julie is independent and objective, with a strong sense of personal values. Interested more in the realities brought to her by her senses, she is blessed with a special appreciation of natural things. She 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. She is very effective in specialised work and highly consistent in performance.

She is aware that she may become the back-office expert in her role. Julie is always outstandingly practical and sensible. It is not unusual for her to stay late at work, or to do additional unpaid work to get the job right. She tends to take the things she does well for granted and usually underrates and understates herself. She takes her commitments and obligations seriously.

If she makes a serious mistake at work she may feel guilty for a long time. For her, it is actions that speak louder than words. It will frequently annoy her if words are over-used by others. Mapping out a plan, complete with all the steps and details, which is something she can do very well, helps her to balance her inherent lack of drive. Julie systematically sets about achieving her scheduled goals on time in an efficient and effective manner. Julie is realistic and dependable.

Interacting with Others

Amenable, patient and friendly, Julie tends to build close, low-key relationships with a small number of associates in the work environment. She may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost "underdog" causes. Gracious, considerate and sympathetic, she is usually quietly effective in relating to others. She is compassionate, sympathetic, understanding and sensitive to the feelings of others. When she interacts with others, she projects an amicable and easy-going style.

She needs to be aware of being taken advantage of by other people. By remaining open-minded to untested or unconventional solutions, she would develop greater tolerance for differences and end up being more effective. She may be highly critical of carelessness or lack of discipline in others. She is suspicious of what may be lurking beneath a smile. She is often friendly, although she tends to avoid socialising at a superficial level.

She would benefit from letting other people know of her needs and successes, rather than privately musing over what might have been. She sees through slick images and false presentations and is wary of being taken in by compliments or praise. To guard against being manipulated she will be sensitive to indications of a hidden agenda. Fundamentally preferring privacy, she can mask this desire when the occasion demands without changing her essentially introverted inner nature. However, she will need time alone later to compensate. She will often seek a strong protector or may ultimately rebel against authority. She has a desire to be loyal to a protective organisation and may be content to spend all her working life with the same trusted employer. Displaying modesty and reserve, she is a very warm person who tends not to show that warmth except with people she knows and trusts.

Decision Making

Julie's decisions are usually consistent, practical and appropriate. Her quiet demeanour often allows her to get agreement to her alternative solutions. She has a tendency to separate out the different components of her life, wanting predictability and preferring to know various options in advance. She inevitably double-checks decisions imposed from outside, and excels at maintenance and quality control. She has little desire to impress, control or dominate others, apart from maintaining a commitment to her values and her work.

Her natural leadership style is to resist change for change's sake and to slow down impulsive decision making. She will be swayed by guarantees and case histories. She will support those she considers as friends but can feel rather pressured if made to act against what she considers as her better judgement. It is in gaining others' acceptance of her ideas that she provides quality leadership. She can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return.

With unshakeable, well-thought-out plans, she is difficult to distract or discourage once she has embarked on what she believes to be the correct course. Julie makes better decisions when other people she knows share her values. She has an ability to note what is needed in a situation and act accordingly. She may tend to be misunderstood because of her tendency not to express herself forcefully. She is prepared to make decisions through group consensus.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Julie's key strengths:

- A sound sense of duty.
 - Learns from experience - won't get hurt by the same situation twice.
 - Open-minded and tolerant of others.
 - Good at undertaking routine tasks.
 - An unassuming demeanour.
 - Lives in and for the moment.
 - Practical work.
 - Practical in finding solutions.
 - Supportive, steadfast and encouraging of others.
 - Prefers structure at work and home.
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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. Julie's responses to the Evaluator have suggested these areas as possible weaknesses.

Julie's possible weaknesses:

- Has difficulty in sharing concerns and reservations except with close and trusted peers.
 - Finds it difficult to say “no” if relationships are being threatened.
 - Has difficulty in quick or unprepared articulation.
 - Tends to be drawn into “splitting hairs”.
 - She tends to be a solitary individual.
 - Worries too much about colleagues.
 - Sometimes avoids high risk solutions.
 - May hide strong feelings until it is too late.
 - May not forcefully express her ideas or feelings.
 - Can seek perfection, yet underrates and underestimates her 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 Julie brings, and make the most important items on the list available to other team members.

As a team member, Julie:

- Helps generate trust for the team.
 - Has a strong sense of duty and takes her work seriously.
 - Identifies the key elements of important situations.
 - Is known as a good administrator.
 - Prefers to deal with the here and now and is unlikely to be distracted by abstract thinking.
 - Is the force for stability.
 - Helps ensure consistency in team output.
 - Brings order and structure through her organisational qualities.
 - Will only talk confidently about subjects on which she is expert.
 - Likes designing workable systems and enjoys problem solving.
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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 Julie. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Julie:

- Ensure she has all the facts she needs before pressing for a decision.
 - Provide an environment which allows her to express her thoughts.
 - Be honest, moderately paced, straightforward and open with her.
 - Leave time for the relationship as well as the task.
 - Expect her to be concerned and critical at times.
 - Help her feel at ease.
 - Provide clear direction with strict agendas, deadlines and procedures.
 - Give her time to reflect inwardly.
 - Consider reconvening the meeting after she has had a chance to think about the issues.
 - Ask how she feels about the things she does.
 - Allow time for her to respond to your requests and questions.
 - Explain why, what and how, and do it clearly and concisely.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Demand change that ignores her personal values and/or beliefs.
 - Comment on her personal appearance.
 - Sweep aside her doubts without full consideration.
 - Look for immediate answers.
 - Use her quiet demeanour to seek to dominate or control.
 - Discourage her participation by forcibly suppressing her viewpoint.
 - Attempt to disguise your true motives.
 - Prevent her from expressing her thoughts.
 - Set deadlines you really believe cannot be reached.
 - Substitute rhetoric for accuracy.
 - Try to rush her into a decision.
 - Speak too quickly.
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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.

Julie's possible Blind Spots:

Julie sometimes has difficulty shrugging off problems and getting on with life. She sometimes seems detached from the real world, involved in complex thought. She values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. She is not always sure she is participating for the right reason.

She may have difficulty accepting what others have to say if it varies from her own certainties. When under stress at work, she may need to curb a tendency to become secretive or even rebellious in order to meet the demands of the moment. Julie may reflect longer than is necessary before undertaking or beginning a project. She can be reserved and hard to get to know, only willing to share her inner feelings with people she trusts. She may be seen by some as unresponsive, cool and uncaring, as one who constantly seeks correctness, predictability, analysis, logic, routine and systems.

She is something of a perfectionist, and can be hypersensitive to criticism of her work. She becomes more effective with other people when she directs her keen powers of observation towards being more sensitive and considerate to the people around her. She carries on personal interests rather privately without involving other workmates in her conduct. Tending to shy away from making quick decisions, she has little understanding of the difficulties this preference creates for fast-paced people. Particularly dependable if things are going her way, she will resent being told what to do or how to do things better.

Personal Notes

Opposite Type

The description in this section is based on Julie'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:

Julie's opposite Insights type is the Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. Julie may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

Julie may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

Julie will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

Personal Notes

Opposite Type

Communication with Julie's Opposite Type

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

Julie Mansfield: How you can meet the needs of your Opposite Type:

- Add to the challenge and opportunity regularly.
- Share her passion for new challenges.
- “Temper” her optimism with realism.
- Engage in lively, animated, bright “chats”.
- Acknowledge her flashes of creative brilliance.
- Ask for and solicit her ideas and suggestions.

Julie Mansfield: When dealing with your opposite type DO NOT:

- Attempt to impose too much structure and formality.
 - Expect to “rail road” her - without a fight.
 - Expect her to respond favourably if you dictate to her on policy or procedures.
 - Assume she has heard you.
 - Talk with her using a low-key voice tone.
 - Criticise, condemn or suppress her enthusiasm.
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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 Julie's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Julie may benefit from:

- Turning worries about the future into optimism.
 - Being less willing to take on too many additional tasks.
 - Considering previous mistakes as periods of personal growth.
 - Taking action. The best way to eliminate worry is to do something about it, no matter how small.
 - Be more open about her feelings.
 - Taking time to prepare before meetings and focusing on "the big picture".
 - Volunteering to give regular presentations.
 - Asking herself "what is the worst thing that can happen?" then being prepared to accept it should it occur.
 - Maintaining a greater balance between her feeling and her objectivity.
 - Resisting the urge to continually refine, improve and even do the work of others.
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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 Julie's ideal environment and her current one and to identify any possible frustrations.

Julie's Ideal Environment is one in which:

- People around her are organised and consistent.
 - She has plenty of personal space.
 - There is peace and quiet to do the job.
 - Things are formal but relaxed.
 - Clearly defined responsibilities are assigned.
 - She is encouraged to express views and opinions.
 - There is freedom from conflict and confrontation.
 - Objectives and processes are the focus, rather than monitoring detail work.
 - People are seen to be "responsible".
 - There are adequate but not excessive amounts of detailed and technical information.
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Personal Notes

Management

Managing Julie

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

Julie needs:

- To be shown a genuine interest in her domestic life.
 - Regular opportunities to interact with other well respected and valued colleagues.
 - To have issues discussed with logic, not emotion.
 - Clear statements of requirements and expectations.
 - Freedom from bureaucracy.
 - Sufficient time to prepare for meetings.
 - Meetings with strict agendas and timetables.
 - Access to sources of reference material relevant to the task.
 - Her own space with little day to day supervision.
 - Regular reassurance of the value placed on her contribution.
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Personal Notes

Management

Motivating Julie

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

Julie is motivated by:

- Having access to all the information she needs.
 - Meeting her own goals rather than competition with others.
 - Having access to data and verifiable evidence.
 - Recognition and respect for her family's commitment and support.
 - Quiet, tenacious endeavour which is rewarded in a low key way.
 - Genuine low key recognition for her contributions.
 - Full acceptance of her values and feelings.
 - Colleagues who understand that she kicks herself harder (occasionally too hard) and more often than anybody else when things go wrong.
 - Suitable targets that she knows are achievable.
 - Openness and honesty.
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Personal Notes

Management Style

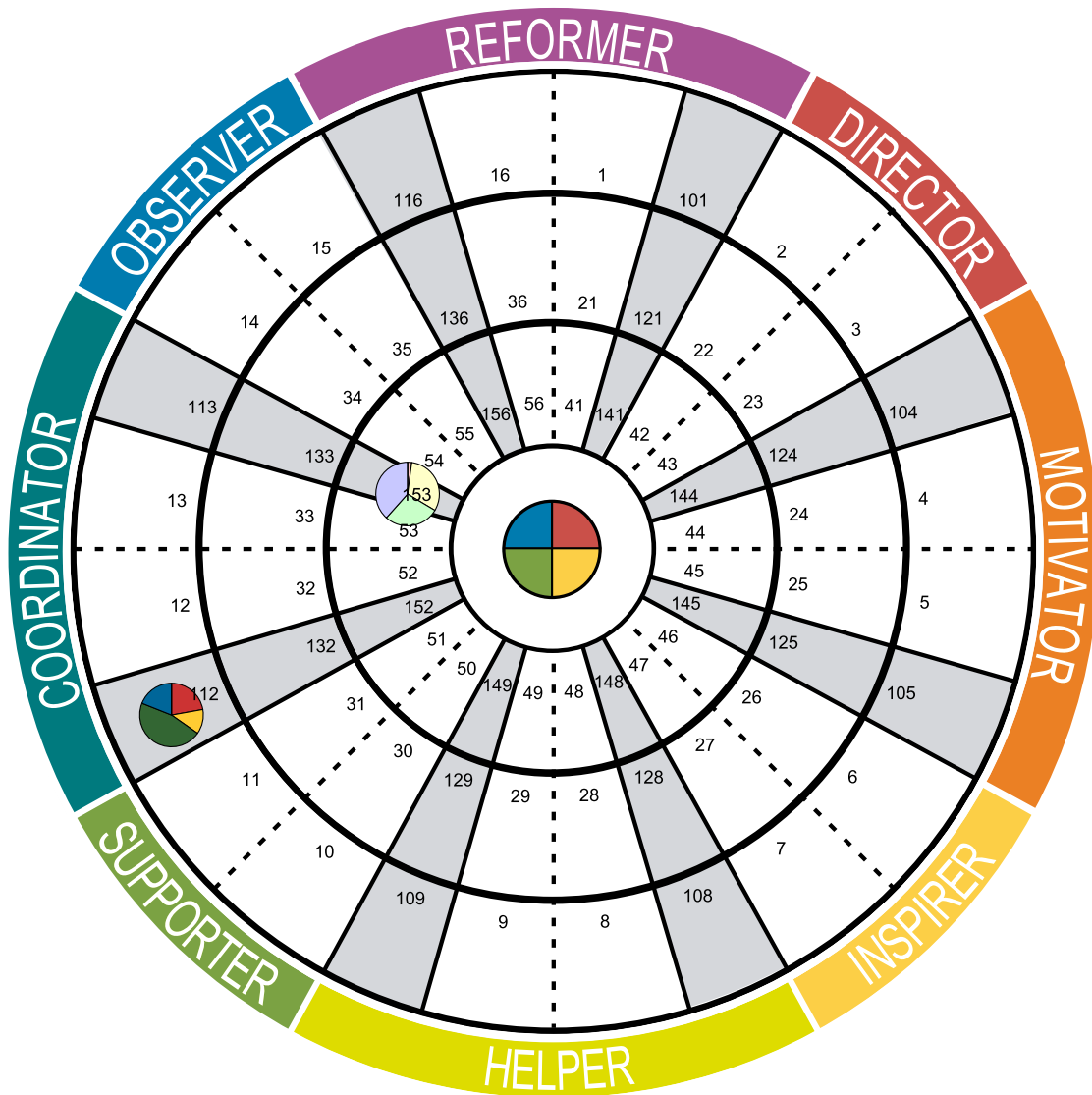
There are many different approaches to management, most of which have different situational applications. This section identifies Julie's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Julie may tend to:

- Seek to challenge what she perceives as illogical.
 - Lose sight of the needs of the business whilst focusing on relationships.
 - Set goals and objectives that fail to fully stretch her team members.
 - Be systematic and procedure-orientated.
 - Surprise others with honest acceptance of her own limitations.
 - Come up with ideas which save everybody time and effort.
 - Believe that the success of the team and its individuals are a measure of her own success.
 - Be a stickler for following established procedures.
 - Modify her decisions in the face of fresh evidence, which may make her appear as indecisive.
 - Become irritated with lack of organisation, preparation or perfection.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

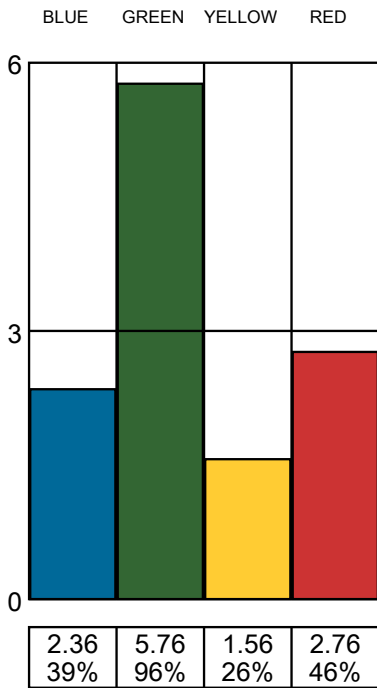
112: Creative Supporting Coordinator (Focused)

Less Conscious Wheel Position

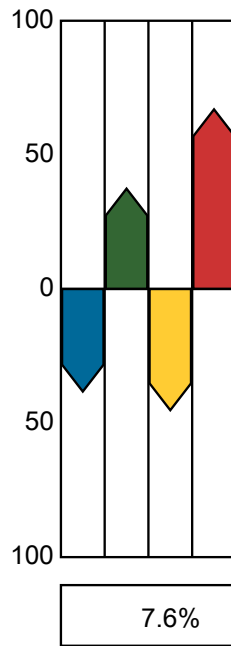
153: Creative Observing Coordinator (Accommodating)

The Insights Discovery® Colour Dynamics

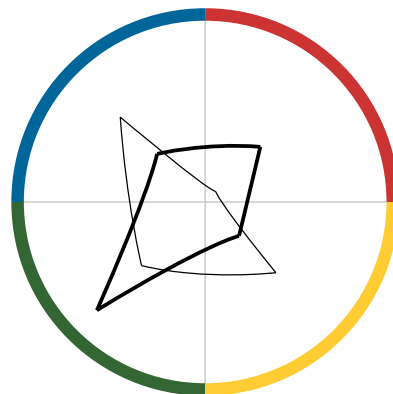
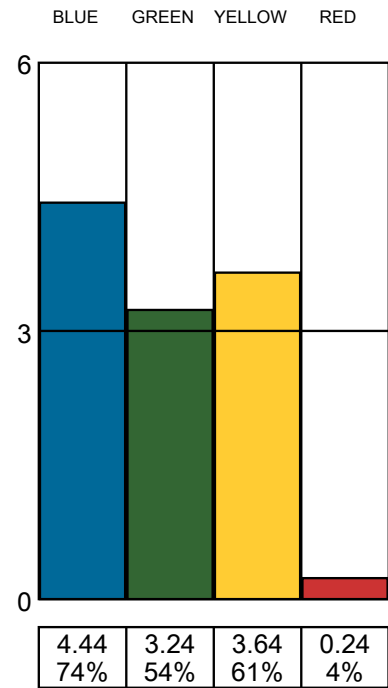
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 — Less Conscious



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