



# Discovery<sup>®</sup>

Personal Profile

Sarah Fosberry

26 May 2021

Foundation Chapter  
Management Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Sarah Fosberry's responses to the Insights Preference Evaluator which was completed on 26 May 2021.

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

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### Personal Style

Sarah is a pragmatic individual who can be as tough as the situation warrants. Details and the deeper interpersonal skills are not her strong points as she is mainly interested in seeing the possibilities beyond the present. Sarah likes working where she can achieve immediate, visible and tangible results. She seeks the attainment of personal success and status, and in this constant striving she may almost unwittingly compare herself with others in the race for success. Sarah is seen by others as pragmatic, dependable and able to get things done.

In the event of unexpected or unanticipated failure, she may seek to turn it into something positive. She dislikes failure deeply. She focuses attention on achieving success and acquiring status symbols as evidence of that success. Her rather impersonal approach to life may leave little time, tolerance, or compassion for her own or others' feelings. Seen as a "natural" leader, she wants to have a significant impact on the lives of others and may resort to dictatorial practices if anything appears to get in the way. Sarah sees possibilities in most situations and can direct others toward making a vision become a reality.

Sarah is outgoing and direct, but as a participant, she can, if she is not careful, take control of the process. Sarah is seen as a natural leader with a hearty and frank style, who tends to take charge of any situation in which she finds herself. Hard work, busy schedules and merit-based remuneration are hallmarks of the way Sarah prefers to work. Dominance and independence characterise her behaviour. She focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to her work.

She assumes that everyone else should share her desire for advancement and may be disappointed when others appear to lack her strength of character. Sarah likes to make things happen and drive everything around her. Eager to add to her knowledge, Sarah is passionate about researching significant new subjects that capture her interest. Sarah is stimulated by challenges and often shows ingenuity in meeting them. 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.

Her need to be of service to others can occasionally prevent her from relaxing. She prefers to combine creative decision making with limited reflection. At her best, she is responsible, industrious, decisive and energetic. She may in reality be less competent at a specific task than her confident style indicates. She resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity.

### Interacting with Others

Sarah likes to be valued for her directness and strength in relationships. She is not particularly discouraged by indifference or criticism. She may appear not to be overly concerned with the needs of others. She needs to learn to appreciate the "illogical" feelings of others and to accept

that they are also valid. Sarah can turn her talents to many jobs, but finds more satisfaction from work that allows her to use her creativity and interpersonal skills.

She relates to colleagues who appreciate her outgoing, talkative, matter of fact manner. Routine practical work does not interest her for long, because she needs variety and freedom from controls in order to sustain her interest. She can be somewhat inconsiderate towards both herself and others, and tends to drive others almost as hard as she drives herself. She is a good innovator, negotiator, and manager. She may need to slow down to consider the feelings of people she is involved with and regularly listen to, and accept, other people's opposing points of view. She needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down.

Sarah's ingenuity, warmth and her understanding of others allows her to proceed through life with great confidence. She is very effective in a leadership role, able to persuade others of the value of her vision. She should first listen to the input of those around her and express appreciation for every contribution, rather than automatically being critical of negative feedback. She may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate her behaviour. She needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues. Errors made by others may upset her and cause her to react loudly and vociferously.

### Decision Making

Sarah tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, she values truth in the form of fact, formula, method and judgement. Sarah is seen by many as a natural leader and decision maker. Sarah is self-reliant and is not frightened to take the path of maximum resistance in her efforts to produce the best results. Sarah's tendency to think "out loud" enables others to follow her line of thinking. She is usually comfortable making conclusive judgements about others.

Sarah is willing to admit the truth about people or things that are important to her, is very alert to problems, and seeks to find solutions herself. Sarah enjoys making decisions. She likes to be in control of things and values efficient and effective decision making. She may occasionally see herself as being physically larger than life, especially during confrontation. She is frank and decisive and doesn't hesitate to let others know where she stands. Sarah expresses what she thinks are strong, decisive opinions in the hope that unresolved issues and conflicts can be concluded quickly. "Do it now" is her motto.

Others may see her decisions as unrealistic in certain circumstances. Her effectiveness depends on how much personal fulfilment she receives from the current task. She has a tendency towards making higher risk decisions. Owing to her desire to move on to the next challenge or toward the larger goal, she often makes decisions too hastily. She likes to convert everything into possibilities, ideas, plans and schemes and her initiative and imagination leads her to start many new projects which she may not always complete.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Sarah's key strengths:

- Forward looking, quick thinker.
  - Swift and agile.
  - Displays high levels of energy.
  - Ability to constantly generate ideas.
  - Boundless energy, capable of adopting a number of roles simultaneously.
  - Constantly strives to make improvements.
  - Articulate and competitive self starter.
  - Resourceful.
  - Zest for the people and things around her.
  - Constantly strives towards self improvement.
- 

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

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#### Sarah's possible weaknesses:

- Can be thick skinned and appear self-opinionated.
  - Gets so involved may ignore her own and others needs.
  - May ignore the practicalities.
  - Tends to be perceived as arrogant in stressful situations.
  - Doesn't always take time to hear others views.
  - Fears dropping her guard.
  - Doesn't always consider the fuller implications of her actions.
  - Takes on too much responsibility.
  - Sometimes unaware of others' feelings.
  - Exhibits impatience with disorganised individuals.
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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 Sarah brings, and make the most important items on the list available to other team members.

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### As a team member, Sarah:

- Blends natural enthusiasm with objectivity.
  - Has a “can do” attitude.
  - Can perform several roles at once.
  - Brings boundless energy to any situation.
  - Keeps others on track.
  - Exhibits a strong sense of urgency
  - Provides creative input.
  - Challenges existing methods if she feels they are inadequate.
  - Can be relied upon to pull more than her weight.
  - Contributes vigorously and enthusiastically.
- 

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

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#### Strategies for communicating with Sarah:

- Talk about her and areas she finds stimulating.
  - Appeal to her open style of decision making.
  - Present an overview of the essence of the important facts.
  - Ask for her advice.
  - Allow her time to consider all the information.
  - Use powerful and emotive adjectives.
  - Speak quickly and clearly.
  - Agree stretching goals and targets.
  - Be diplomatic, or else.
  - Be firm, forceful and fearless.
  - Move swiftly from topic to topic.
  - Look for signs that say "I'm losing interest".
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#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Sarah. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Sarah, DO NOT:

- Forget to agree outcomes or decide conclusions.
  - Prevent her moving on to other challenges.
  - Confuse the conversation with irrelevant details.
  - Be vague or imprecise.
  - Approach her with foregone conclusions.
  - Use off the cuff remarks.
  - Be vague or leave things open to interpretation.
  - Expect to “rail road” her - without a fight.
  - Appear timid or ineffective.
  - Burden her with your problems.
  - Criticise her ideas or take issues with them.
  - Try to hoodwink or mislead.
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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.

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### Sarah's possible Blind Spots:

Occasionally Sarah may miss opportunities through a lack of awareness of the need to conclude the planning detail. She tends to be seen by others as dictatorial and can be aggressive in arguing her position. Perhaps best thought of as one of life's natural organisers, she is practical, strong willed and needs to get her own way or she may become rebellious.

As an extraverted, future oriented person, she may fear failure above all else. As she doesn't readily look for different ways of doing things, she can appear inflexible or indifferent to others' views. Prone to anger, she has a strong, active conscience and may become upset if others simply do not follow her lead. Sometimes she talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. She should learn to be more considerate by thinking through how her actions will affect others.

She may show up as somewhat superior, giving the impression that she's more knowledgeable than her colleagues. Sarah is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place. Sarah has a strong active conscience and may not be prepared to even consider others' values and opinions, particularly if they are not prepared to follow her lead. She may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from her perception. Sarah should take care not to act on things too spontaneously, try to co-operate more, and learn to be more considerate of people's feelings.

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### Personal Notes

## Opposite Type

The description in this section is based on Sarah'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.

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### Recognising your Opposite Type:

Sarah's opposite Insights type is the Supporter, Jung's "Introverted Feeling" type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Sarah will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

Sarah may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Sarah will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

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### Personal Notes

## Opposite Type

### Communication with Sarah's Opposite Type

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

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#### Sarah Fosberry: How you can meet the needs of your Opposite Type:

- Always seek her willing co-operation.
- Avoid personal conflict.
- Consider reconvening the meeting after she has had a chance to think about the issues.
- Be modest and polite.
- Leave time to ensure she is comfortable on personal issues.
- Remember to ask for her opinions of other systems and projects.

#### Sarah Fosberry: When dealing with your opposite type DO NOT:

- Look for immediate answers.
  - Exert unnecessary pressure.
  - Be brusque, overbearing or harness her to unrealistic deadlines.
  - Undervalue her ability to make essential contributions.
  - Pressure her or encroach on her free time.
  - Labour the point or give lengthy verbal instructions.
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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 Sarah's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Sarah may benefit from:

- Meeting more people at least half way.
  - Exploring work that gets in touch with the inner self.
  - Becoming more patient and less restless.
  - Gently asking some quieter people to express their point of view.
  - Making a special effort to show appreciation and to acknowledge others contributions.
  - Avoiding driving others as hard as she drives herself.
  - More awareness that she constantly moves from one project to another.
  - Respecting ways of doing things that differ from her own.
  - Taking time out to indulge herself in simple pleasures, such as music and the arts.
  - Really listening to the views 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 Sarah's ideal environment and her current one and to identify any possible frustrations.

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#### Sarah's Ideal Environment is one in which:

- There are challenges, especially if others have failed.
  - New products and strategies can be implemented regularly.
  - She can set the pace.
  - Her natural creativity is given room to flourish.
  - Everything is well ordered and all key reference material is within reach.
  - Ideas can be practically applied.
  - Colleagues share her drive for results.
  - There are clearly defined objectives.
  - Constant progress is seen in the development of projects.
  - She can quickly switch to a higher priority task.
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#### Personal Notes



## Management

### Managing Sarah

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

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#### Sarah needs:

- Help with planning and preparation.
  - To be more diplomatic at times.
  - To be left alone to get on with the job.
  - Worthy and talented competition.
  - To be allowed to call a spade a spade.
  - To be noticed.
  - To listen more carefully to the views of others.
  - Several projects on the go simultaneously.
  - To get clear and unambiguous answers.
  - Only the minimum of social chit-chat around her.
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#### Personal Notes

## Management

### Motivating Sarah

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

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#### Sarah is motivated by:

- Seeing the results of her efforts.
  - Being asked her opinion.
  - Working towards targets, goals and objectives.
  - Group activities outside the job.
  - Recognition for her results.
  - The possibility of winning against the odds.
  - Setting stretching goals for herself and others to achieve.
  - Flattery, praise, popularity and visibility.
  - Freedom to be forward looking.
  - Ideals, visions and the big picture.
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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 Sarah's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

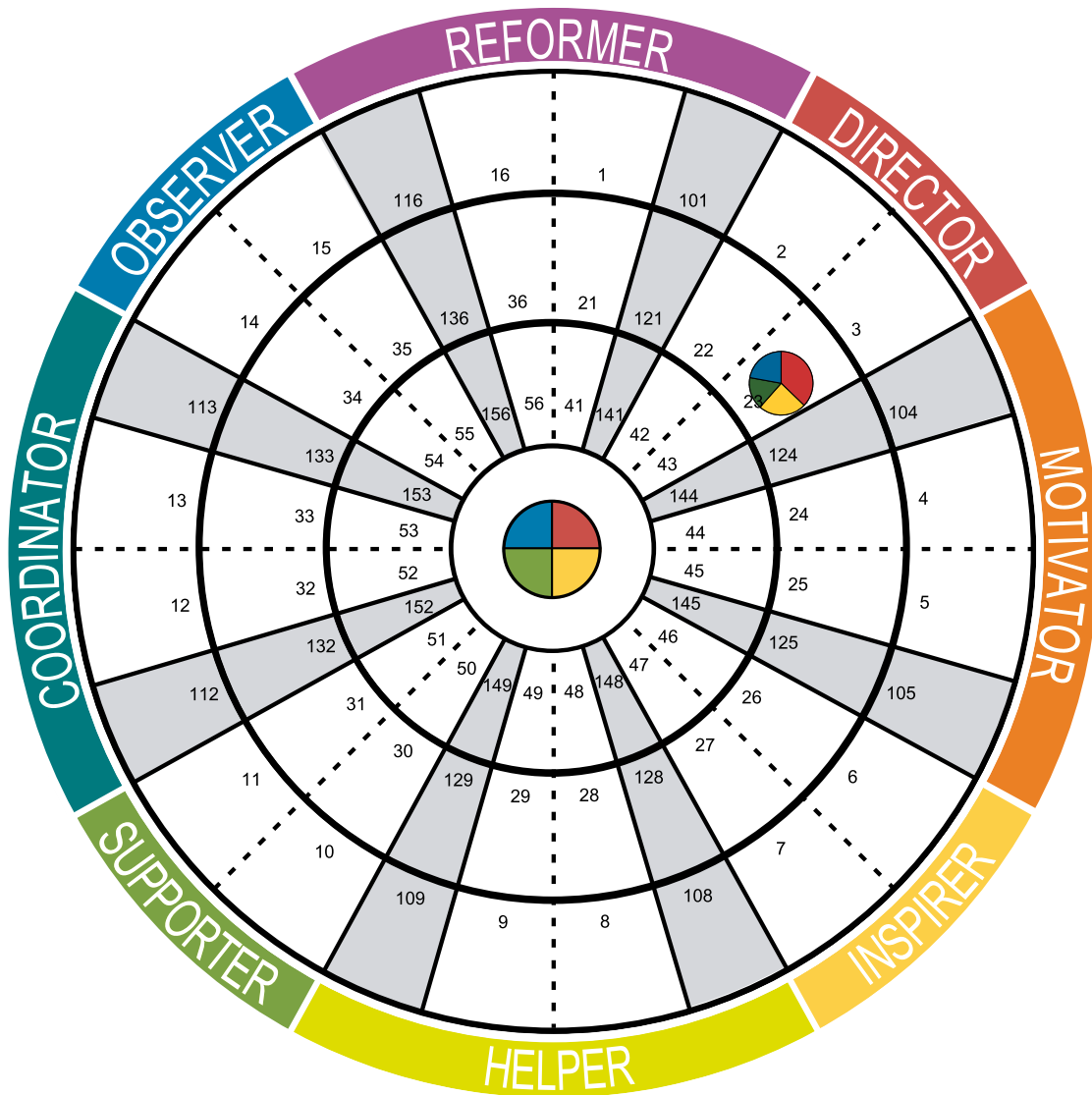
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In managing others, Sarah may tend to:

- Establish high standards for self and others.
  - Offer tangible rewards for extra effort.
  - Be unpredictable, short fused and inconsistent.
  - Keep rules and regulations to the minimum.
  - Appear to project the blame onto others when things go wrong.
  - Place responsibility elsewhere if failure occurs.
  - Confront people who are not pulling their weight.
  - Expect others to work as hard as she does.
  - Drive for results at all costs.
  - Try to do several things at once.
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## Personal Notes

# The Insights Discovery® 72 Type Wheel

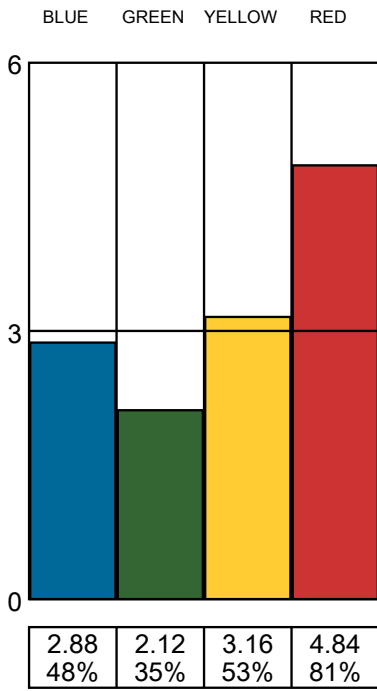


**Conscious Wheel Position**  
23: Motivating Director (Classic)

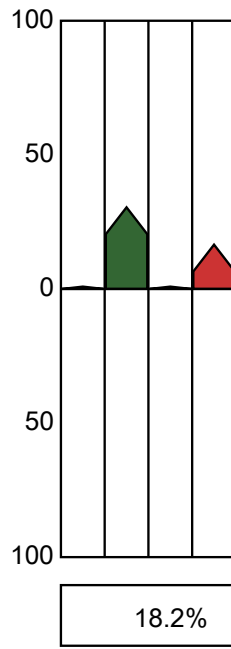
**Less Conscious Wheel Position**  
23: Motivating Director (Classic)

# The Insights Discovery® Colour Dynamics

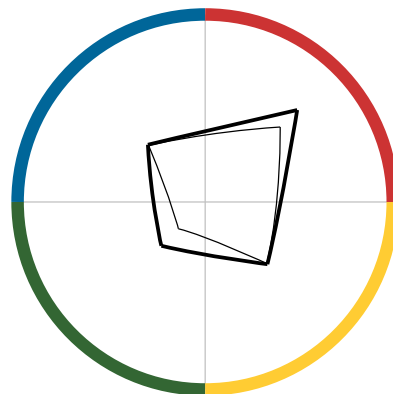
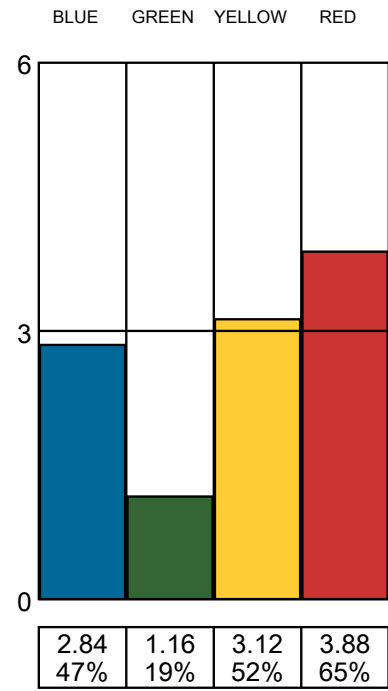
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
 - - - Less Conscious



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