Insights Discovery

Personal Profile

Steve Lloyd

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Foundation Chapter
Management Chapter

Personal Details

Steve Lloyd
steve@thecolourworks.com

Telephone:

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Contents

Introduction

This Insights Discovery profile is based on Steve Lloyd's responses to the Insights Preference Evaluator which was completed on 07 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 Steve's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Steve is team-centred, thorough and articulate. He is an imaginative and creative visionary who is a source of inspiration to most. He is bored by facts, details and repetitive activities, especially those not relevant to his current areas of interest. Attending to others' wants is felt by him to be a satisfying, legitimate way of expressing his own deeper needs. He may have had personal experience of the view that worthwhile success comes only after suffering significant misfortune.

His energy comes from a variety of new projects and interests. He may show interest in so many different things that he has difficulty focusing on priorities. His social gatherings are frequent and worth attending, particularly when they mark important events. Steve wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high. At his best in jobs which deal with people and situations that require co-operative working, he dislikes impersonal tasks and work demanding factual accuracy, unless he can be free to include the people factor. Steve enjoys work that provides variety as he is quick and resourceful and can turn his attention to many things. His original thinking generates a constant stream of ideas.

He flourishes in jobs where he can be of constant service or use his talent to persuade. At times, events can overwhelm him and he may find it almost impossible to say "No", even when the demands are unreasonable. With his friendly organisational skills, Steve is supportive of other colleagues and will enthuse over most projects. Steve displays fierce loyalty to and for people who report to him. Quick to see the possibilities of new ideas and projects, Steve is outstanding at initiating these and persuading people to support him.

If he is in charge of having to monitor the detailed work of others he may find this uninteresting, stressful and exhausting. He tends to have an interest in the new and unusual and is gifted at expressing his feelings. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment. Steve's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task. He is motivated by approval and reacts unfavourably to indifference or rejection from others.

As he puts as much energy into maintaining personal relationships than into maintaining tasks, Steve likes to keep a wide assortment of relationships alive and kicking. He is always interested in seeing the possibilities, particularly in people, beyond the present moment. He is accomplished at working with individuals and groups and can quickly find himself pushed into a leadership role. He is used to doing several things at once, but others may view some of this as superficial activity. He may lose interest and move on to the next thing, once a job becomes routine or dull.

Interacting with Others

Outgoing, friendly, challenging and sympathetic, Steve radiates warmth and fellowship. He is enthusiastic in helping people make the best of themselves and he is proficient in making lots of contacts. He is motivated to help other people in what he sees as real and practical ways through direct action and co-operation. Steve probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious about important issues. He likes to seek out the company of others and is a good conversationalist.

He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. He prefers to be active and working with like minded people. Remarkably insightful and perceptive, Steve cares about the development of others. It is important for him to have personal contact with people in his work. Acutely aware of what is and isn't appropriate behaviour, he is often seen as gracious, charming, personable and social.

Steve can generate positive energy and high morale within most groups or teams. A creative thinker, Steve is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting conversational style. He can take issue with both colleagues and superiors but is unlikely to bear a grudge for long. Steve is very co-operative and articulate, communicating sympathy, concern and a willingness to become involved. He attracts many friends and acquaintances.

Decision Making

Steve's tendency to think "out loud" enables others to follow his line of thinking. His direct, sometimes erratic approach tends to work against him being totally consistent on a day to day basis. He may unconsciously manipulate the process to get his own way. Decisions made on the basis of logic alone are not highly valued by him. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

Others may see his decisions as unrealistic in certain circumstances. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention. He may value opinions over facts in considering a possible course of action. He may be perceived by others as a somewhat impulsive decision maker. Preferring a harmonious outcome, Steve will go to great lengths to ensure the preservation of relationships.

A tendency to take rejection and conflict personally may lead to his not taking early notice of the opinions of key members of the team. He is prepared to make decisions through group consensus. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. He is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong. He is a quick decision maker and considers people within the context of the result of the task.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Steve's key strengths:

• Perceptive and innovative.

• Effective and flexible in relationships.

• Strong sense of humour and fun.

• Adaptive and versatile people skills.

• Intuitive and optimistic.

• Adaptable and adventurous.

• Democratic - will involve others.

• Highly resourceful around people.

• Excellent communication and presentation skills.

• Willing to be involved in most activities.

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

Steve's possible weaknesses:

- Vocally judgmental and critical.

- Generally speaking, he is speaking generally!

- Tends to exaggeration.

- Dislikes and avoids routine tasks.

- May be perceived as too trusting.

- Can be rather patronising or somewhat superior.

- Over optimistic about the abilities of others.

- May jump, seemingly randomly, from task to task.

- May hold grudges and tell you about them!

- Doesn't always consider the fuller implications of his actions.

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 Steve brings, and make the most important items on the list available to other team members.

As a team member, Steve:

- Has an awareness of the people issues in the world around him.

- Knows nothing is impossible.

- Provides a sharp and quick opinion.

- Ensures there is never a dull moment where he is involved!

- Maintains forward momentum.

- Provides inspiration and perspiration.

- Works well with a variety of tasks and activities.

- Is a forthright advocate for the team.

- Generates a prolific number of ideas.

- Provides stimulation and resourcefulness.

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

Strategies for communicating with Steve:

- "Temper" his optimism with realism.

- Be prepared to share problems openly.

- Add to the challenge and opportunity regularly.

- Provide information that stimulates conversation.

- Encourage him to stick to the agenda.

- Avoid detailed reports, focus on people issues.

- Recognise both him and his achievements.

- Provide for both flexibility and structure within the meeting.

- Be clear on completion details.

- Be tolerant of his need to switch topics without notice.

- Be prepared to discuss a wide range of topics.

- Maintain personal content in communication.

Personal Notes

Communication

Barriers to Effective Communication

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

- Use destructive criticism or create unnecessary conflict.

- Be dull, dour or redundant.

- Stick rigidly to business issues.

- Act aggressively or reject his ideas without explanation.

- Assume he has heard you.

- Be vague or leave things open to interpretation.

- Unnecessarily challenge ideas or actions.

- Create a hostile environment devoid of feelings.

- Make your lack of interest in his "problems" too obvious.

- Insist on cumbersome reporting procedures.

- Criticise, condemn or suppress his enthusiasm.

- Be dismissive of his feelings and emotions.

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.

Steve's possible Blind Spots:

Trying to be less sensitive would enable Steve to hear the often helpful information that is contained in constructive criticism. He could sometimes slow down and pay closer attention to the finer details of his projects. He appears generous, but in reality may have only limited patience for those who are dependent on him.

Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say. He can sometimes make mistakes by making decisions before receiving all the information. He often overlooks his own needs due to his desire to please or help other people. Steve would do well to take a step back and try to see a situation more objectively before reacting. He finds it hard to face conflict and will be tempted to run away from or ignore problems rather than seek the tough solutions.

It is difficult to know what to expect from him next. He would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on his own. Steve 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. While he can be charming, funny and entertaining, occasionally he gives the impression of insincerity. Steve takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. He may jump to conclusions or make incorrect assumptions and decisions too quickly, without gathering all the important facts.

Personal Notes

Opposite Type

The description in this section is based on Steve'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:

Steve's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Steve may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Steve will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Steve may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Steve would wish.

Personal Notes

Opposite Type

Communication with Steve's Opposite Type

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

Steve Lloyd: How you can meet the needs of your Opposite Type:

• Bring proof and evidence of performance.

• Provide evidence to appeal to his senses.

• Organise your thoughts before communicating.

• If details need to be communicated, be prepared for a deferred decision.

• Remember to thank him for his time.

• Remember his quiet demeanour and ask for his views.

Steve Lloyd: When dealing with your opposite type DO NOT:

• Jump in head first or too quickly.

• Be put off by his formality.

• Labour the point or give lengthy verbal instructions.

• Assume that hesitation implies a lack of knowledge.

• Try to play on his emotions.

• Stray from the agenda.

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 Steve's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Steve may benefit from:

- A weeks private meditation - alone.

- Experiencing from the past and focusing on the present.

- Being left alone to work quietly.

- Trying to finish one thing completely before moving to the next.

- Reflecting longer on other alternatives before jumping in to start the process.

- Reducing the level of activities in his life.

- Including more logical analysis in the process of his decision making.

- Monitoring the in/out process flow of the department or office he works in.

- Reflecting for a moment before responding.

- Slowing down and thinking things through.

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 Steve's ideal environment and his current one and to identify any possible frustrations.

Steve's Ideal Environment is one in which:

- Relationships are informal and there is opportunity for social contact with colleagues.

- Presentation aids are of the highest standards - colour, image and sound.

- Family and outside interests can be discussed, and mementoes displayed prominently.

- Meetings are rather informal gatherings.

- There may be noise, i.e. music or a general "buzz" of excitement.

- Opportunity is provided for social contact.

- He has opportunities to reinforce one-to-one relationships.

- There is time for play during work hours, and social bonding outside of work.

- Rules on time keeping and dress code are generally more relaxed.

- The workplace allows continuous personal contact and exchange of views.

Personal Notes

Management

Managing Steve

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

Steve needs:

- To understand the need for time-management disciplines.

- Regular reinforcement of goals, activities and timeframes.

- Practical follow-through and a support structure to handle the completion of projects.

- You to retain control of the process.

- To be allowed to express his emotions - how he feels is important to him.

- Support to complete the task more thoroughly.

- Help with planning and preparation.

- Experience of working with peer groups to develop perspective and balance.

- Some help in resolving conflict and discipline issues.

- As little time as possible spent on the details.

Personal Notes

Management

Motivating Steve

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

Steve is motivated by:

- Special task "teams" to interact with.

- Tasks which predominantly involve the group.

- Authority to match his responsibilities.

- Rewards that reflect his immediate needs.

- New principles and imaginative concepts.

- Freedom from constraints and supervision.

- Financial incentives, with bells and whistles!

- Personal appreciation and public recognition for a job well done.

- Regular holidays and time off to pursue other interests.

- A "key" role within a successful team.

Personal Notes

Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Steve'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, Steve may tend to:

- Have difficulty separating being liked as a manager from being liked for oneself.

- Become distracted by peripheral events, losing sight of the key objectives and outcomes.

- Not adhere rigidly to time deadlines or restrictions.

- Lead the team with his energy, enthusiasm and personal charisma.

- Overlook the need for detailed analysis and support work.

- Overvalue some of his personal relationships.

- Allow an individual too much freedom.

- Show great pride in, and demand recognition for, his team.

- Lead from the front in a "follow me" style.

- Exhibit a high level of job satisfaction.

Personal Notes

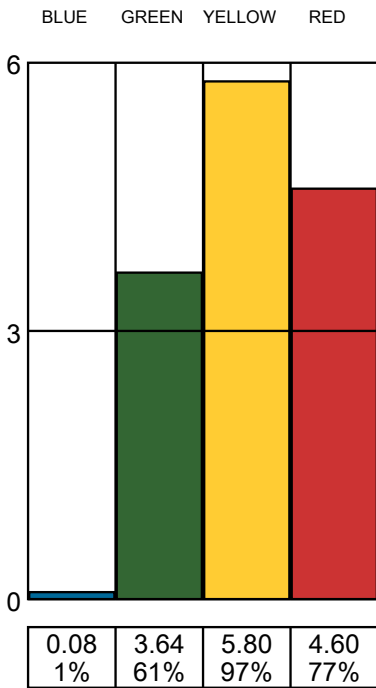# The Insights Discovery® 72 Type Wheel
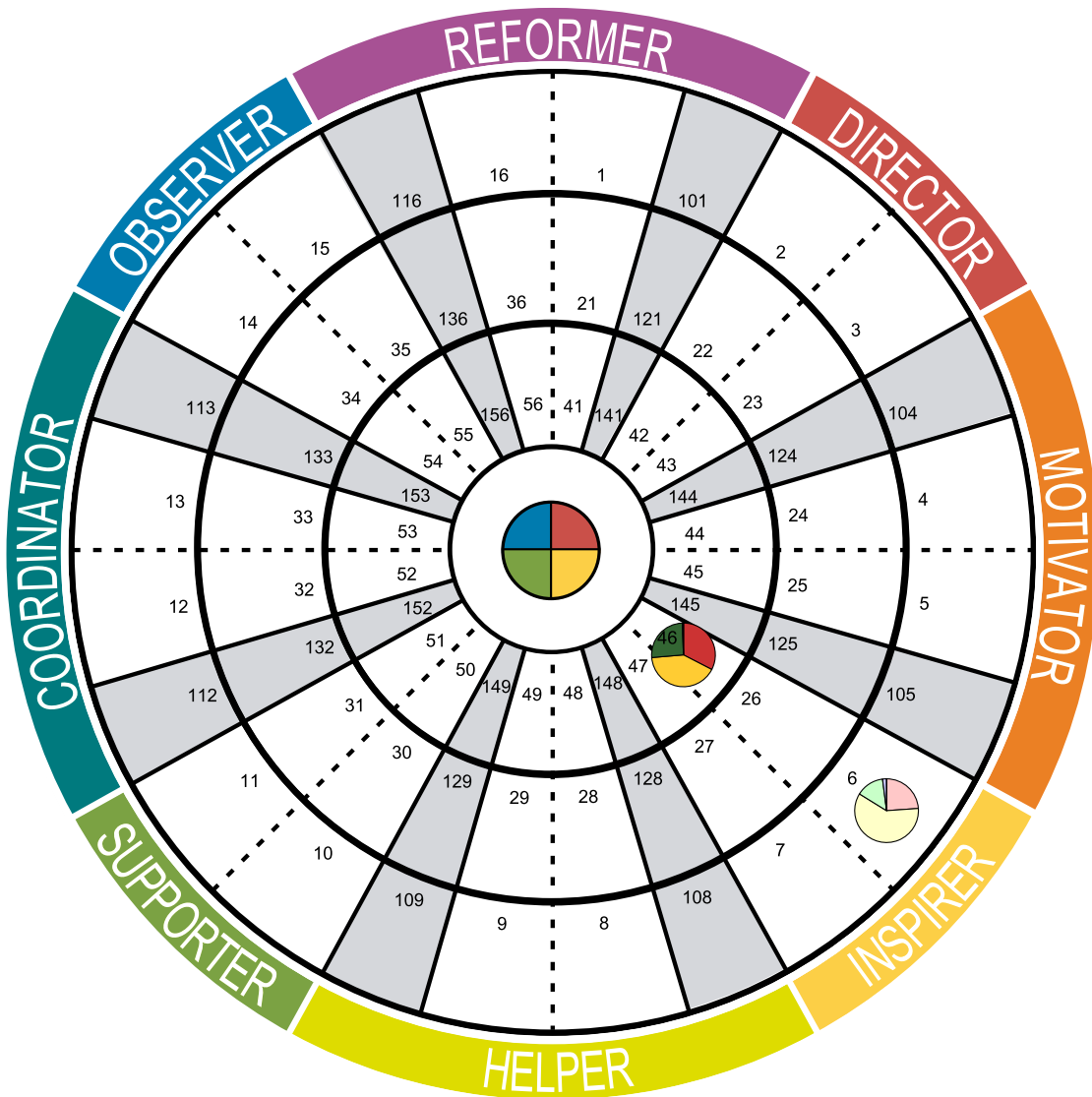
Conscious Wheel Position
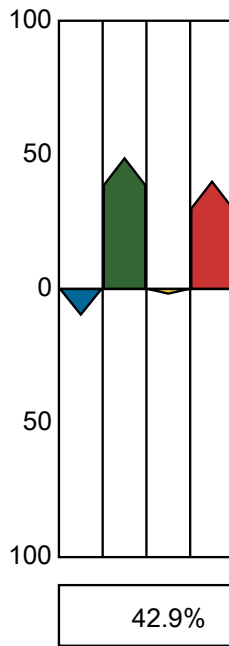46: Motivating Inspirer (Accommodating)

Less Conscious Wheel Position
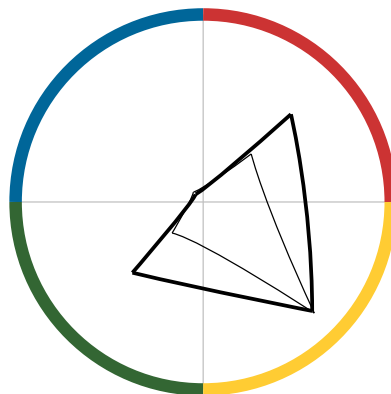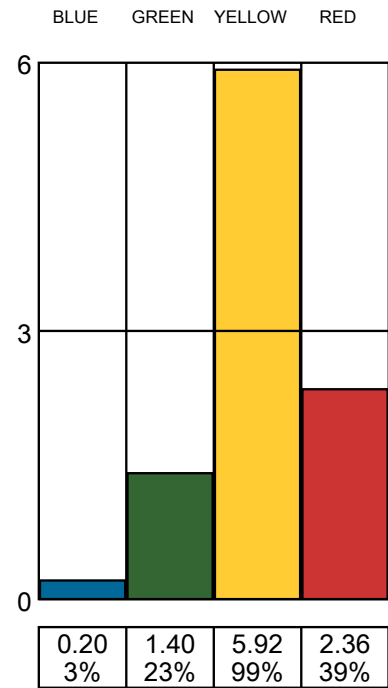6: Motivating Inspirer (Focused)

The Insights Discovery® Colour Dynamics

Persona (Conscious)	Preference Flow	Persona (Less Conscious)

Persona (Conscious)

BLUE GREEN YELLOW RED

0.08	3.64	5.80	4.60
1%	61%	97%	77%

Preference Flow

42.9%

Persona (Less Conscious)

BLUE GREEN YELLOW RED

0.20	1.40	5.92	2.36
3%	23%	99%	39%

— Conscious

— Less Conscious

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