



# Discovery<sup>®</sup>

Personal Profile

Sue Martin

23 October 2020

Foundation Chapter  
Management Chapter

## Personal Details

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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 Sue .....	17
Motivating Sue.....	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 Sue Martin's responses to the Insights Preference Evaluator which was completed on 23 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 Sue'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

Sue is energetic, enthusiastic, responsible, conscientious and persuasive. She is good at “reading” people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, she may be hurt when a relationship goes wrong. She tends to be light-hearted and sunny, and because she constantly seeks to avoid painful experiences, she tends to steer away from personal anxieties. She tends to have an interest in the new and unusual and is gifted at expressing her feelings. As she puts as much energy into maintaining personal relationships than into maintaining tasks, Sue likes to keep a wide assortment of relationships alive and kicking.

Sue can combine social expertise within her normally assertive behaviour. She is always interested in seeing the possibilities, particularly in people, beyond the present moment. She looks for the good in every situation. At times, events can overwhelm her and she may find it almost impossible to say “No”, even when the demands are unreasonable. She is a good improviser who will go to great lengths to please others.

Her social gatherings are frequent and worth attending, particularly when they mark important events. She is warm and gracious and believes in a philosophy of “live and let live”. She may become pessimistic and gloomy when she is thwarted or fails to see ways to make the important changes in her life. Sue can be very effective in using her concern for others to ensure involvement. Quick to see the possibilities of new ideas and projects, Sue is outstanding at initiating these and persuading people to support her.

She is proficient at alleviating the concerns of others. She gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. Sue is curious for new ideas and insights. She will take every possible opportunity to generate new relationships or to be with others. She is prepared to attempt almost anything, but her work needs to be active rather than theoretical.

She is accomplished at working with individuals and groups and can quickly find herself pushed into a leadership role. She is used to doing several things at once, but others may view some of this as superficial activity. Her energy comes from a variety of new projects and interests. She may show interest in so many different things that she has difficulty focusing on priorities. She is bored by facts, details and repetitive activities, especially those not relevant to her current areas of interest. Routine is the real bad news for her, and it may sap her energy.

### Interacting with Others

Sue can generate positive energy and high morale within most groups or teams. She may dislike and even avoid tasks which require attention to detail or inordinate paperwork. She may become possessive of people in whom she has invested a lot of her emotional energy. She encourages freedom and independence and is good at getting things done through other people when she

slows down and takes the time to delegate. Her outgoing nature may lead her to misinterpret the significance of some issues.

She prefers a stimulating life of co-operation and harmony. She is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. She may assume that she can talk her way round anybody. She is warm-hearted, popular and sociable, with a large number of friends or acquaintances. She may become rather over-emotional when stressed. She is a particularly good communicator and uses her gift of verbal expression often and effectively.

Sue probably prefers more relaxed social interaction. Do not assume this to be an indication that she is not serious about important issues. Acutely aware of what is and isn't appropriate behaviour, she is often seen as gracious, charming, personable and social. She is motivated to help other people in what she sees as real and practical ways through direct action and co-operation. Sue's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. She constantly seeks opportunities to talk things through with others.

### Decision Making

Sue's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. She is a quick decision maker and considers people within the context of the result of the task. Her direct, sometimes erratic approach tends to work against her being totally consistent on a day to day basis. She would perform better if she focused more on in-depth study of analytical data during the decision making process. In her attempts to please others she may make promises she cannot fulfil.

She may often make decisions based upon how she feels about a situation, rather than how the situation actually is. She tends to make choices around her own personal feelings which may be as important to her as more objective data. She may make decisions without considering all the consequences of her actions. She has an ability to see the need of the moment and then deal with it. Sue will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically.

She may be perceived by others as a somewhat impulsive decision maker. She may unconsciously manipulate the process to get her own way. If everyone can be involved in a project, she will ensure that they are. She prefers tasks or projects which allow flexibility of scheduling. She is prepared to make decisions through group consensus.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which Sue brings to the organisation. Sue 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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#### Sue's key strengths:

- Investigative, interested and inventive.
  - Can be bubbly, effusive and spontaneous.
  - Accommodating and will provide help where needed.
  - Seeks variety in both tasks and relationships.
  - Gracious, charming, empathetic and considerate.
  - Intuitive and optimistic.
  - Democratic - will involve others.
  - Displays lots of self-confidence.
  - Sees innovation as a necessity.
  - Enjoys and seeks variety.
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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. Sue’s responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Sue's possible weaknesses:

- May be prone to embellishing the truth.
  - Vocally judgmental and critical.
  - Becomes impatient with routine and repetition.
  - May miss others' reactions to her actions.
  - Easily influenced by recent events or conversations.
  - Not always attracted to what is practical.
  - Takes losing as a personal failing.
  - Leaves a flurry of chaos in her wake.
  - May be perceived as too trusting.
  - May jump, seemingly randomly, from task to task.
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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 Sue brings, and make the most important items on the list available to other team members.

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### As a team member, Sue:

- Is always ready to offer service to colleagues.
  - Sees the “big picture”.
  - Is innovative and imaginative.
  - Works well with a variety of tasks and activities.
  - Makes friends quickly and easily.
  - Provides stimulation and resourcefulness.
  - Uses her highly-developed relationship skills.
  - Has foresight and farsight.
  - Creates considerable activity.
  - Brings a fresh outlook.
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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 Sue. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Sue:

- Be alert and quick on your feet.
  - Be prepared to discuss a wide range of topics.
  - Be alive and entertaining.
  - Don't be too serious, dull or severe.
  - Agree exactly what needs to be done.
  - Ask for her thoughts and ideas.
  - Acknowledge her talent for leadership.
  - Be spontaneous and harmonious.
  - Show concern for her opinions and be willing to discuss personal matters.
  - Use an easy-going and fun approach.
  - Be personable and give sufficient time to “peripheral” matters.
  - Allow and bolster her feeling of self esteem.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Judge, criticise or embarrass her in public.
  - Be mundane, boring or dismissive.
  - Say “any time will do”.
  - Limit her range or scope of activity.
  - Inhibit or restrict “networking” opportunities.
  - Assume she has heard you.
  - Stick rigidly to business issues.
  - Assume you will complete all of your agenda.
  - Create a hostile environment devoid of feelings.
  - Forget to recognise her personally in a job well done.
  - Reduce the pace of a free-flowing conversation.
  - Impose a “can't be done” or defeatist attitude on her.
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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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### Sue's possible Blind Spots:

Trying to be less sensitive would enable Sue to hear the often helpful information that is contained in constructive criticism. People can see that she doesn't always take a rational or objective view of the world. She may need to learn and apply time management and long-range planning techniques to help her complete her projects.

She values friends and may tend to filter only their positive attributes. She should allow more distance between self and colleagues in interactions. May need to be more considerate of others need for personal space. Sue needs to work toward making commitments to fewer projects so she completes more of the ones she begins. Sue takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. She is genuinely interested in others and may seek to get on closer terms with those who particularly interest her. She is occasionally taken advantage of and can be hurt in the process.

It is difficult to know what to expect from her next. She would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on her own. Sue's tendency to become distracted from finishing the tasks she starts sometimes may make her appear indifferent or disinterested to some. Because of her strong desire for harmony, she can overlook her own needs and ignore real personal problems. She needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. She may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation.

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### Personal Notes

## Opposite Type

The description in this section is based on Sue'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:

Sue'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. Sue 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 Sue 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. Sue may find herself 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 Sue would wish.

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### Personal Notes

## Opposite Type

### Communication with Sue's Opposite Type

Written specifically for Sue, 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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#### Sue Martin: How you can meet the needs of your Opposite Type:

- Stick to business at all times.
- Be logical in presenting information.
- Ensure she has all the facts she needs before pressing for a decision.
- Be patient if she starts hair-splitting.
- Respect her position.
- Respect her privacy.

#### Sue Martin: When dealing with your opposite type DO NOT:

- Stand or sit too close to her.
  - Take adversity light-heartedly.
  - Be vague about facts and statistics.
  - Be put off by her formality.
  - Speak in generalities.
  - Sentimentalise issues.
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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 Sue'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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### Sue may benefit from:

- Writing lengthy and comprehensive reports.
  - Organising situations so they proceed exactly as she predicts and plans.
  - Realising that some others are not as quick as she is.
  - More awareness that she constantly moves from one project to another.
  - Listening more - by talking less!
  - Thinking very carefully before rushing into action.
  - Remembering that the image is not the reality.
  - Questioning people about their assumptions.
  - Recognising that she tends to manipulate people in "their" best interests.
  - Bringing greater balance and moderation into her life.
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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 Sue's ideal environment and her current one and to identify any possible frustrations.

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

- Information is openly and freely available and exchanged.
  - There may be noise, i.e. music or a general “buzz” of excitement.
  - Detail and routine tasks are carried out by someone else.
  - There is time for play during work hours, and social bonding outside of work.
  - “Brainstorming” sessions are a regular event.
  - She does not have to sit quietly in reflection for longish periods.
  - There are social activities outside of work.
  - The workplace allows continuous personal contact and exchange of views.
  - The surroundings may be comfortably and classily furnished and decorated.
  - Bright, motivational, inspirational posters and prints abound.
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#### Personal Notes



## Management

### Managing Sue

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

- Some help in resolving conflict and discipline issues.
  - To give more weight to facts when making decisions.
  - To be allowed to express her emotions - how she feels is important to her.
  - Support for her style by providing back-up.
  - Experience of working with peer groups to develop perspective and balance.
  - The opportunity of networking during her working day.
  - Regular reinforcement of goals, activities and timeframes.
  - Involvement in all the team activities.
  - Time to think and reflect.
  - Help in delegating tasks and recognising priorities.
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#### Personal Notes

## Management

### Motivating Sue

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

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#### Sue is motivated by:

- Freedom from constraints and supervision.
  - A high degree of freedom and independence.
  - “Pioneering” opportunities with little limitation.
  - Authority to match her responsibilities.
  - Rewards that reflect her immediate needs.
  - Tasks which predominantly involve the group.
  - Status symbols that represent success.
  - Change, variety and new projects.
  - The prospect of working for the common good.
  - The availability of support staff to assist with some of the “paperwork”.
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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 Sue's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

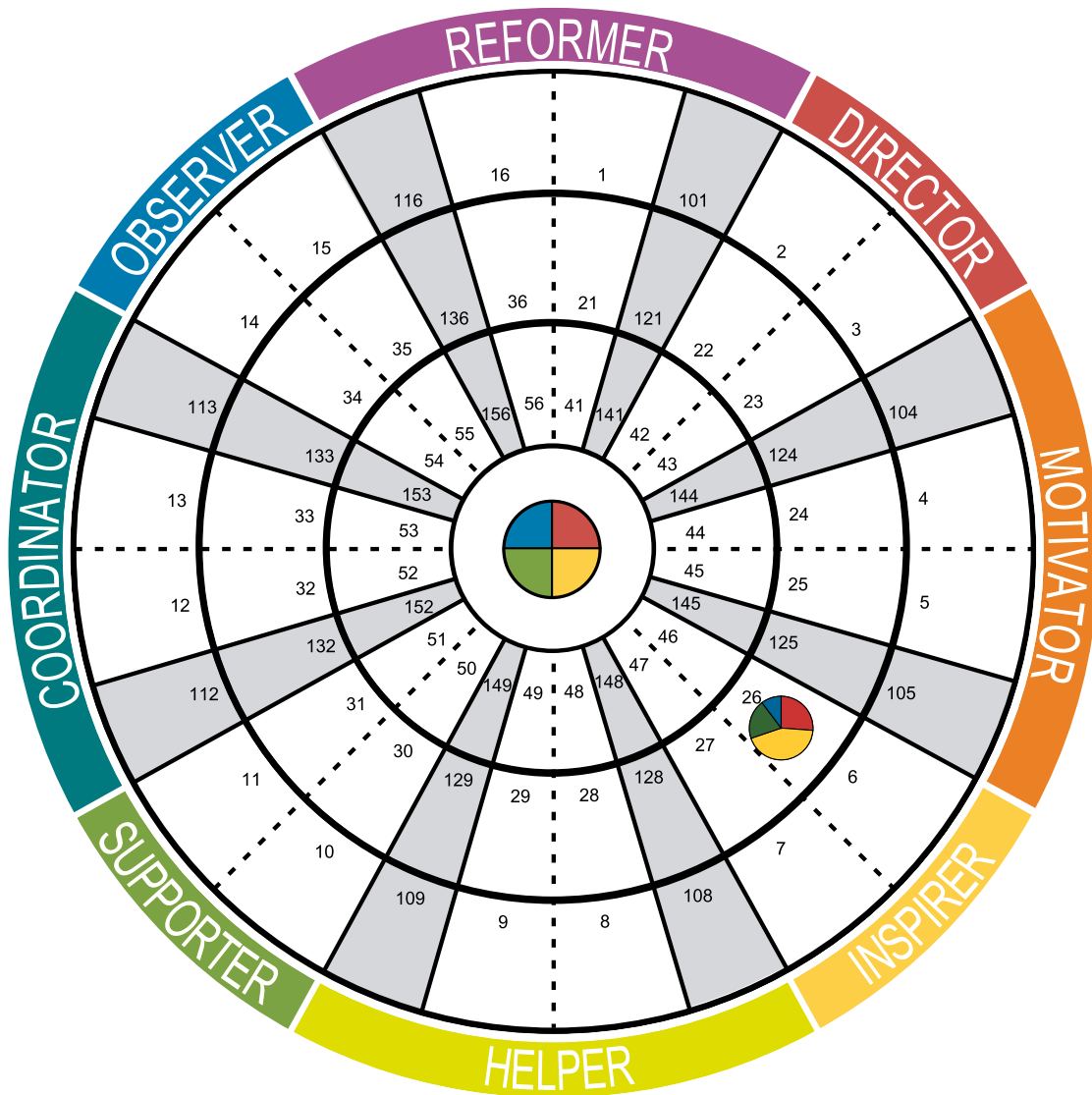
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In managing others, Sue may tend to:

- Lead from the front in a “follow me” style.
  - Be viewed by the team as always high profile.
  - Be optimistic and sometimes over-confident of the abilities of her staff to perform effectively.
  - Be good at initiating and developing team contacts.
  - Find it difficult to prioritise tasks.
  - Prompt people who naturally work at a slower pace.
  - Inspire the team with her grand visions.
  - Choose “favourites” in her team and offer them individual inducements to achieve objectives.
  - Use “gut feel” effectively in processing information.
  - Become too involved in others personal problems.
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### Personal Notes

# The Insights Discovery® 72 Type Wheel

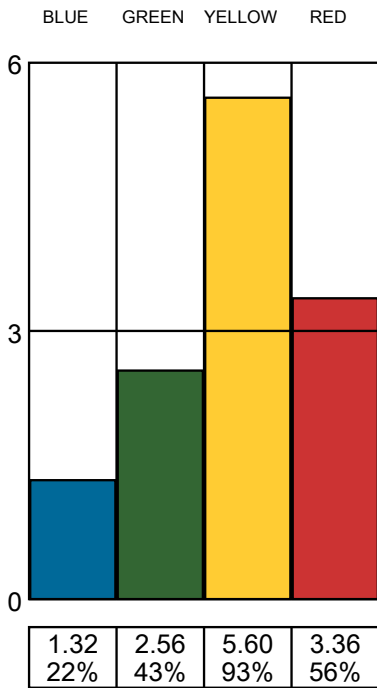


**Conscious Wheel Position**  
26: Motivating Inspirer (Classic)

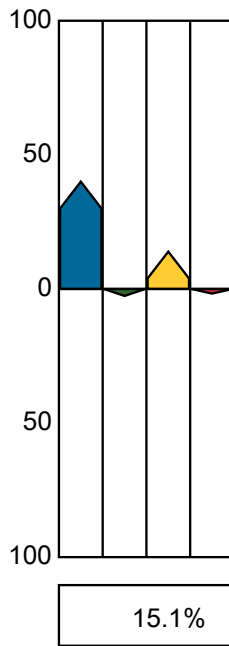
**Less Conscious Wheel Position**  
26: Motivating Inspirer (Classic)

# The Insights Discovery® Colour Dynamics

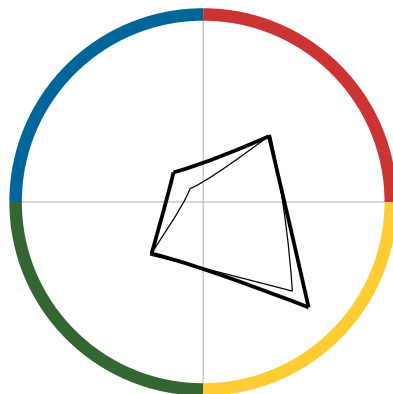
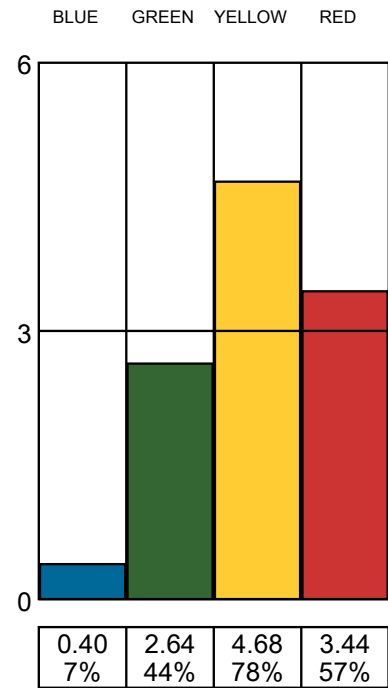
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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