

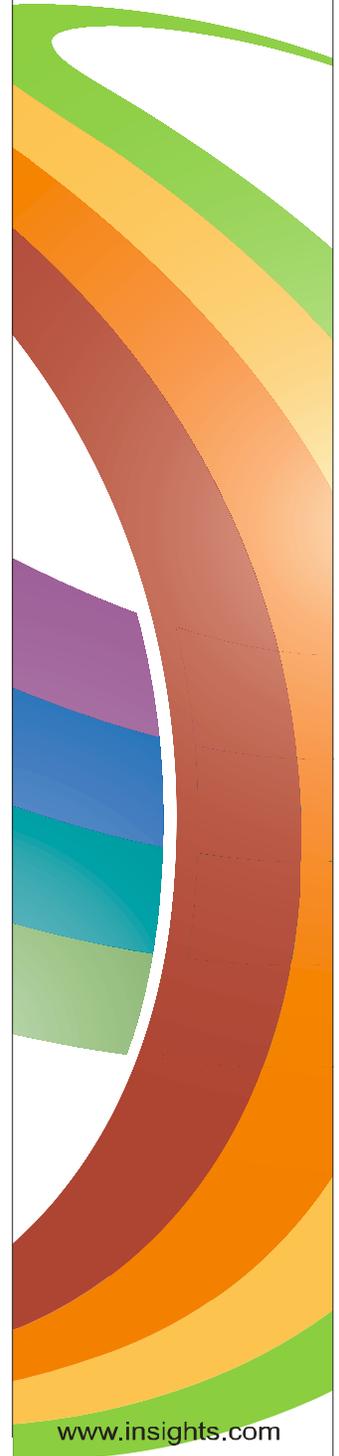


Discovery Insights[®]

Aaron Allen
4/8/2010

Personal Profile

Foundation Chapter



Personal Details

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ER

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Introduction

This Insights Discovery profile is based on Aaron Allen's responses to the Insights Preference Evaluator which was completed on 4/8/2010.

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

Personal Style

Aaron is a curious and keen student of all that is going on around him. He is adept at homing in on the essence of complicated, confusing situations. Although objective, he may be more interested in finding creative solutions to problems than in seeing those solutions become reality. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence. Aaron is careful and orderly in his attention to facts and details. He is thorough and conscientious in fulfilling all his responsibilities.

He may appear more tolerant of others who prefer to operate in a moderate or controlled way. He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth. Aaron is analytical, impersonal and interested in underlying principles. He is good at organising and bringing ideas into the plan. Aaron is an ingenious and original problem solver.

He is not impressed with authority as such but can conform to rules if he sees them as useful to his greater purpose. Aaron's logical, analytical approach combined with his intuitive gifts allows him to maintain his focus on tasks and ideas rather than on the personal. Unless someone else can put his ideas into practice, they may be lost. He likes to make rules based on his own standards and to apply those rules to everyday life. The process of analysis is often more challenging to him of itself than actually doing what needs to be done.

Aaron is the conceptual problem solver, intensely intellectual and logical, exhibiting flashes of creative brilliance. He may sometimes take over the work of others rather than leave important tasks undone, or done poorly. He is seen as practical, trustworthy and dedicated to preserving traditional values. Outwardly quiet, reserved and detached, inwardly he is constantly absorbed in analysing problems or situations. He is intensely curious and is always seeking to find coherence in endless amounts of data. Material wealth may interest him only for the independence it buys and for the additional opportunity it provides for his own private study.

He values the development of his intellectual awareness and the opportunity to learn, improve and grow. Cautious, conventional, diplomatic and sincere, Aaron is a precise and disciplined person with high standards and expectations of himself. He is aesthetically appreciative and values quality. He often sees when colours match or blend and may have a highly developed taste for art, music and food. Because he relies heavily on logical analysis, he can overlook what matters to others. When pressured, he will be seen as critical, precise and sceptical.

Interacting with Others

Aaron prefers to organise concepts, knowledge and ideas rather than people or situations. He is mild mannered, with the decisiveness of his thinking usually revealed in intellectual matters. Although he has a good understanding of facts, figures and ideas he may sometimes struggle to present them to others and have them understood and accepted. He may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost “underdog” causes. He may sometimes encounter difficulties in communications because he would prefer everyone to be as logical and analytical as he is himself. Aaron may express affection non-verbally and appreciate others' company on a rather abstract level.

His inner feelings may emerge when he is by himself, especially when he has time alone to go over the day's conclusions. Aaron prefers quiet and may develop ingenious ways to make himself invisible, particularly when he is called upon to take part in social or gregarious interaction. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. He is a private person who prefers to live quietly, away from social experiences which may generate emotional strain. He uses his thinking to analyse the world, not to control it, but his reliance on thinking makes him appear impersonal and critical.

He may perceive outgoing, extraverted people as rather noisy and shallow. He has a tight group of close companions to whom he enjoys relating thoughts and ideas. Aaron will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information. If he is given time to organise his thoughts by a sympathetic and understanding chairperson, he can state his views with clarity and to everyone's benefit. He may be highly critical of carelessness or lack of discipline in others.

Decision Making

Aaron thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. He has the ability to use both reflection and consultation in reaching conclusions. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments.

He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He tends to be influenced by the idea, rather than the people behind the idea. He is not usually prepared to commit to high risk decisions. His decision making is based on prior reflective, contemplative thought. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue.

All his well classified thoughts, ideas and plans, no matter how final they appear, are subject to last-minute modifications whenever new information arises. Aaron's quizzical and probing nature

may create solutions which open up fresh processes. He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. What may seem like instinctive action exhibited by Aaron is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. He views life as an intellectual challenge and needs to think things through before deciding.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Aaron's key strengths:

-  Dependable.
-  Values truth and high ideals.
-  Good powers of concentration.
-  A strong work ethic.
-  Good at undertaking routine tasks.
-  Painstaking, conscientious, industrious and dependable.
-  Concentrates for as long as necessary.
-  Responsible, methodical and works well with figures and procedures.
-  Sets high standards for himself and others.
-  Pays great attention to detail.

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

Aaron's possible weaknesses:

-  Sometimes becomes ineffective when strong emotions are expressed.
-  Usually puts facts before feelings.
-  Limited by what he knows for himself.
-  May be slow to make a decision through desire for further alternatives.
-  Sometimes avoids high risk solutions.
-  Sometimes stifles innovation in others.
-  Tends to be drawn into “splitting hairs”.
-  Does not enjoy fast change.
-  Modesty or reticence may prevent timely interventions.
-  May overlook what others really care about.

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

As a team member, Aaron:

-  Has intensive problem-solving capabilities.
-  Ensures correct procedures are followed.
-  Helps to create and maintain an orderly work environment.
-  Commits to realistic goals.
-  Undertakes routine tasks which others may wish to avoid.
-  Creates commitment within team.
-  Provides quiet, behind the scene, support.
-  Helps the team cope with complexity.
-  Ensures a common-sense, practical approach.
-  Will not be easily distracted by emotional events.

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

Strategies for communicating with Aaron:

-  Provide facts and figures.
-  Allow him time to consider all the information.
-  Approach him in a structured, logical way.
-  Be modest and polite.
-  Speak slowly and sincerely.
-  Provide a safe environment in which he can learn, improve and grow.
-  Provide evidence to appeal to his senses.
-  Find out where you can get the extra information he may require.
-  Be thorough, organised and on time.
-  Allow him to explain the logic behind his views.
-  Maintain a serious disposition.
-  Use written communications whenever appropriate.

Personal Notes

Communication

Barriers to Effective Communication

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

-  Reinforce his own self criticism.
-  Be misled by his apparent reticence into thinking that he doesn't care.
-  Be unrealistic or stray on to abstractions.
-  Be too light hearted or superficial.
-  Call on him when uninvited.
-  Be immature, childish or silly.
-  Go to a meeting with him without adequate facts and figures.
-  Invade his personal space.
-  Get too excited or emotional.
-  Dismiss his work, ideas or opinions lightly.
-  Take adversity light-heartedly.
-  Assume that outward calm reflects inner feelings.

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.

Aaron’s possible Blind Spots:

Aaron may reflect longer than is necessary before undertaking or beginning a project. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. He is a private person who keeps an emotional distance from others and a physical distance when communicating. He is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make him appear rather distant at times.

He may be seen by some as unresponsive, cool and uncaring, as one who constantly seeks correctness, predictability, analysis, logic, routine and systems. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. Quiet and reserved, he may appear cool and aloof. He is inclined to be guarded except when with close friends or colleagues of long standing. He has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. He would do well to accept that people he respects may want to know what is going on in his life, and he should realise that the only one who can provide the accurate map is him.

Aaron gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. He draws conclusions based on factual analysis, which he likes to organise. He may be less inclined to organise people or situations unless this is an essential part of his role. When he makes the effort to adopt a more accepting approach to life and his dealings with others, Aaron will achieve greater acceptance of his innovations.

Personal Notes

Opposite Type

The description in this section is based on Aaron'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:

Aaron's opposite Insights type is the Inspirer, Jung's "Extraverted Feeling" type.

Inspirers are outgoing and enthusiastic, seeking favourable social environments where they can develop and maintain contacts. Verbally effusive, they are good at promoting their own ideas. They can create enthusiasm in others for their cause. They have a wide network of acquaintances and relationships.

Aaron will notice that the Inspirer tends to misjudge the abilities of self and others. Inspirers often leap to favourable conclusions without all of the information. To Aaron they may appear inconsistent. Inspirers find controlling and planning their time difficult. The Inspirer is a smooth talking persuader and may appear indifferent to people, such as Aaron, who appear to be not such "extraverted achievers" as themselves. However, Inspirers sometimes take conflict or rejection personally and bitterly.

Many Inspirers are convinced that they are naturally superior and may come across to Aaron as somewhat boastful. They will prefer communicating orally rather than through the written word and may dislike and avoid tasks that require attention to detail or heavy paperwork. Aaron may perceive Inspirers as shallow or superficial, due to their glib way with words.

Personal Notes

Opposite Type

Communication with Aaron's Opposite Type

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

Aaron Allen: How you can meet the needs of your Opposite Type:

-  Keep conversations light and bright.
-  Support his need for new ideas, material and challenges.
-  Support his need to be deeply involved in personal matters.
-  Maintain personal content in communication.
-  Adopt a low key, positive approach.
-  Be prepared to share problems openly.

Aaron Allen: When dealing with your opposite type DO NOT:

-  Shout, bully or threaten with position power.
-  Fail to allow enough time to talk with him.
-  Talk slowly, mumble or whisper.
-  Dampen his enthusiastic energy with negative inputs.
-  Stick rigidly to business issues.
-  Be vague or leave things open to interpretation.

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

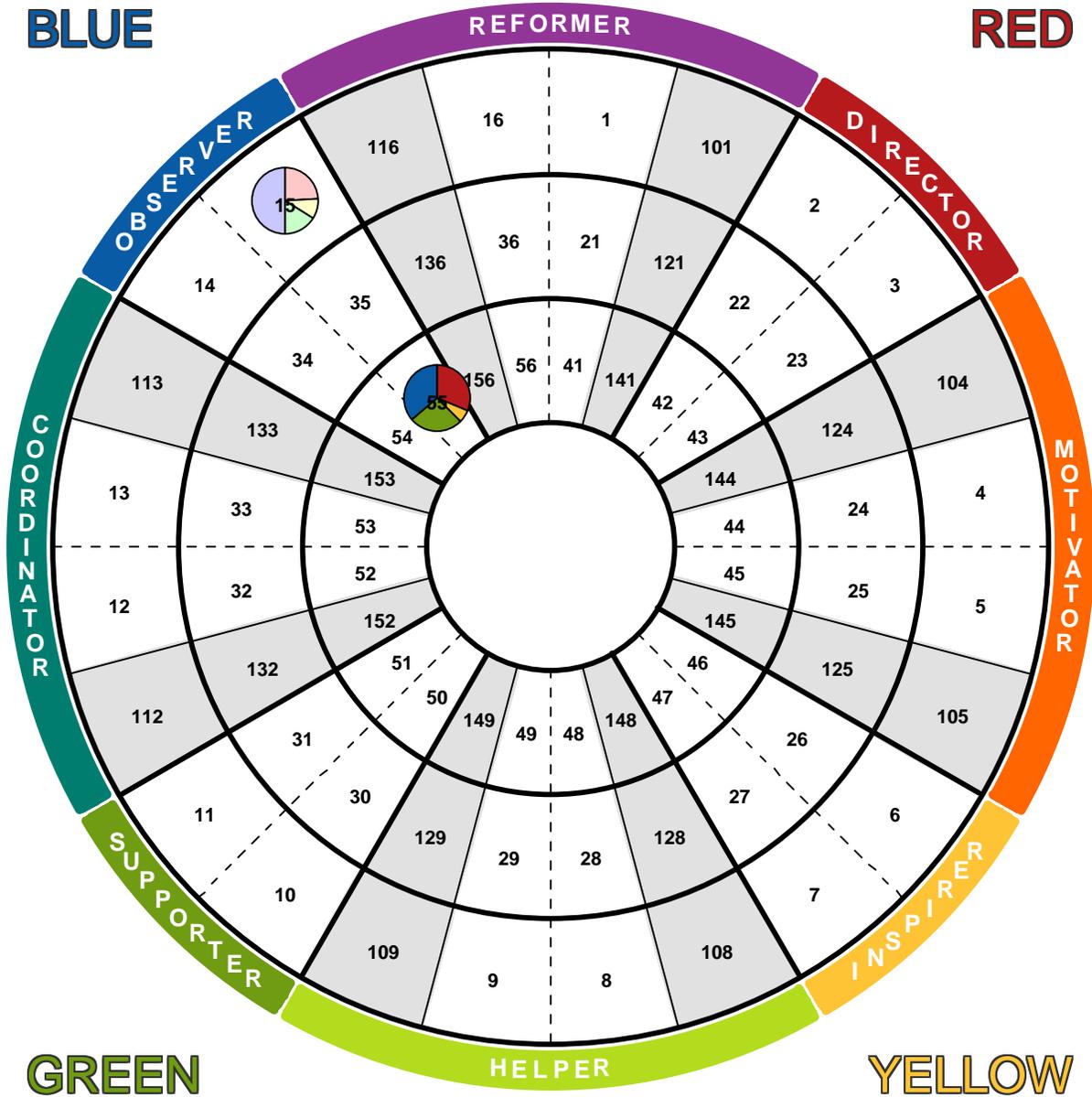
Aaron may benefit from:

-  Remembering that many people will interpret his apparently shy demeanour as aloofness.
-  Attempting to respond more quickly to his more extraverted colleagues.
-  Acting on impulse more often.
-  Aiming to become a short term centre of attention.
-  Not demanding constant perfection of himself.
-  Making daily activities as varied as possible.
-  Encouragement to take himself less seriously.
-  Wearing something outrageous to work when it is least expected!
-  Taking a risk by becoming more outspoken.
-  Sharing responsibilities or processes.

Personal Notes

The Insights Wheel

Aaron Allen
4/8/2010



Conscious Wheel Position

55: Reforming Observer (Accommodating)

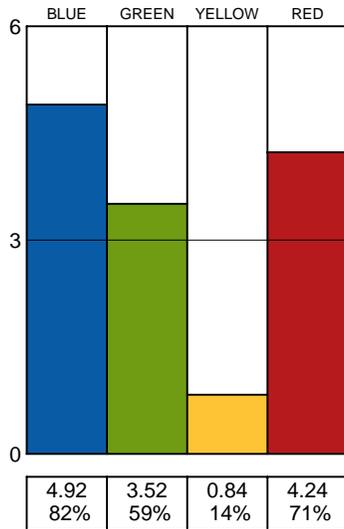
Personal (Less Conscious) Wheel Position

15: Reforming Observer (Focused)

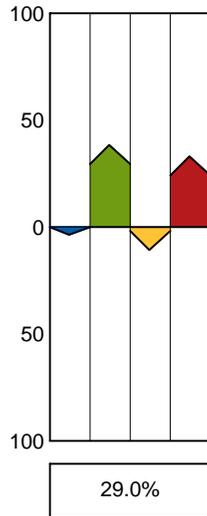
Insights Colour Dynamics

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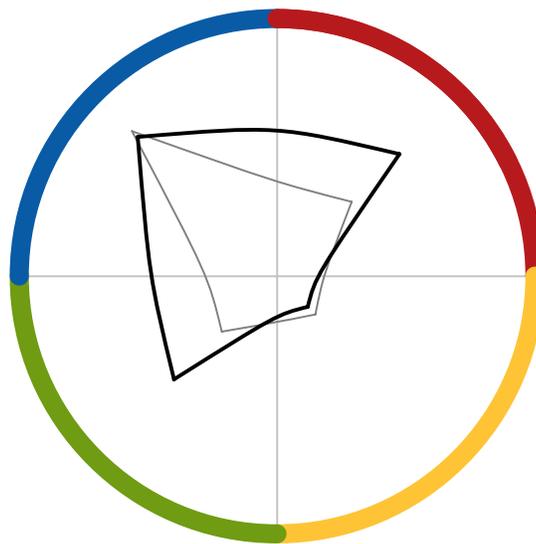
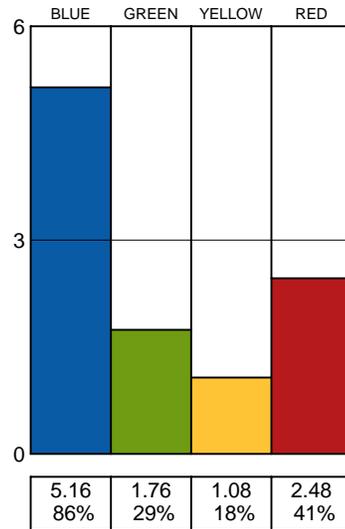
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

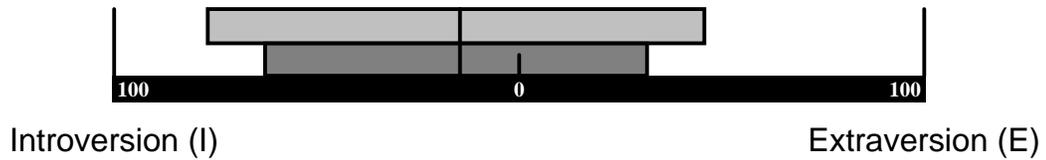


(Conscious) — (Less Conscious)

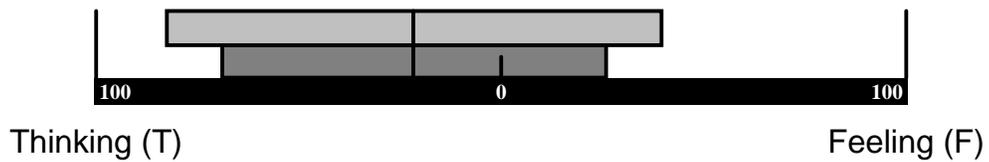
Jungian Preferences

Aaron Allen
4/8/2010

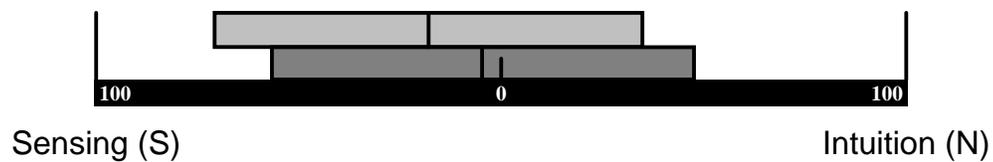
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)