



Discovery[®]

Personal Profile

Nicole Guernsey

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Nicole Guernsey's responses to the Insights Preference Evaluator which was completed on 24 May 2018.

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

Personal Style

Nicole likes working where she can achieve immediate, visible and tangible results. Keeping in touch with her emotions, standing outside of them when necessary rather than allowing them to take over, helps her to stay more fully in control of a situation. She may increase her effectiveness by allowing herself to seek and take assistance from others. As she lives by a rather strict set of rules she may expect others to do so as well. She needs work that makes use of her strongly creative drive.

Tasks that involve practical day-to-day maintenance tend to frustrate her. Nicole is seen by others as pragmatic, dependable and able to get things done. She sees herself as having rigorous standards that typically take precedence over her own and others' personal needs. She is quick to spot opportunities and see how they can be turned to her advantage. Nicole's interest, enthusiasm and energy levels are high. She will dismiss negatives, being eager to accomplish the task.

She is adept at dealing with crisis situations and will readily take charge, organise and communicate to others a sense of calm, security and confidence. Nicole could be called one of life's natural go-getters, as she possesses enthusiasm, vision, objectivity and accountability. She enjoys work that allows her to get her teeth into new projects. 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. People with whom Nicole works are aware of her excellent organisational qualities and commercial aptitude.

She is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if she can abandon them when they don't serve the intended purpose. She assumes that everyone else should share her desire for advancement and may be disappointed when others appear to lack her strength of character. Nicole has high energy and is always striking out in a forward direction. She follows her impulses, moving strongly towards her goal. At work she often makes significantly more starts than finishes and she may need someone else to follow through with the details. She has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate her. She possesses a natural gift for presentation.

Both for herself and others, fun, relaxation and free time are scheduled and prioritised events. She tends to see the environment as welcoming, challenging and exhilarating, and if it is not, she tries to create that atmosphere. She has a drive for tangible accomplishment and correctness with a leaning towards perfection. She resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. Nicole is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. She is convinced that a successful life needs to be tough and that satisfaction must be earned and re-earned.

Interacting with Others

Nicole can turn her talents to many jobs, but finds more satisfaction from work that allows her to use her creativity and interpersonal skills. She wishes to be valued for herself. She might confess to being puzzled by others' perception of her as rigid and intractable. This perception may result from her tendency to express her independent views rather directly. She may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate her behaviour. She may appear not to be overly concerned with the needs of others.

She needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down. Bringing enthusiasm and energy to most activities, she can turn a dull managerial task into a game by using her persuasiveness and creativity to maintain the interest and commitment of others. She becomes frustrated if she is side-tracked by others' needs. She dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing her way. Nicole is alert to changing situations and will act quickly to get results, giving direction or instructions to others as she thinks is necessary. She does not appreciate critical comments about her personal qualities as she sees these comments as personal attacks on her integrity.

She has a tendency to blame other people for difficulties she encounters and may sometimes dismiss others' opinions as of relatively little or no value. She is a good innovator, negotiator, and manager. Nicole likes to be valued for her directness and strength in relationships. Nicole is not slow to help people come together to negotiate solutions if a project needs this. She requires continual change in order to avoid becoming bored, and is rather power and status conscious.

Decision Making

Nicole enjoys making decisions. She likes to be in control of things and values efficient and effective decision making. Her effectiveness depends on how much personal fulfilment she receives from the current task. She needs to learn to consciously delay making decisions until she has considered more information as she may have overlooked sounder alternatives. She enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done. She is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned.

Nicole is seen by many as a natural leader and decision maker. She will tend to be concerned with the effect that the decision making process, and its result, will have on others. She is a good problem solver because she can absorb necessary factual information and find logical and sensible solutions quickly. Impatient with what she may see as inefficiency and incompetence, she can take tough decisions when the situation calls for it. She may constantly test the limits of a situation and she considers that most rules and regulations are there to be bent, if not broken.

She may at times make others feel defensive due to her incisive, critical and often persistent questioning. She has a tendency towards making higher risk decisions. If something does not seem rational, she runs the risk of dismissing it out of hand, even if it is a critical issue. Nicole 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. She tends to be influenced by the idea, rather than the people behind the idea.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Nicole's key strengths:

- High ego strengths.
 - Becomes involved in many activities.
 - Keeps her finger on the pulse.
 - Swift and agile.
 - Outgoing and direct.
 - Will look for the good in people and events.
 - Challenges convention.
 - Identifies the possibilities in every situation.
 - Takes advantage of opportunities.
 - Able to turn vision into a reality.
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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. Nicole’s responses to the Evaluator have suggested these areas as possible weaknesses.

Nicole's possible weaknesses:

- Avoids showing her true feelings.
 - Sometimes lacks attention to detail.
 - Lacks follow-through if interest wanes.
 - Impatient with others she sees as having lower standards.
 - May have difficulty in sorting important issues due to various competing interests.
 - Fears loss of face in any situation.
 - Becomes defensive or dictatorial if challenged.
 - High sense of urgency can create stress for others.
 - May not actively listen to (or hear), others' points of view.
 - Doesn't always consider the fuller implications of her actions.
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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 Nicole brings, and make the most important items on the list available to other team members.

As a team member, Nicole:

- Maintains forward momentum.
 - Ensures there is never a dull moment where she is involved!
 - Can be relied upon to pull more than her weight.
 - Is opportunistic, original, spontaneous and versatile.
 - Almost always delivers on time.
 - Brings drive and focus to the issues.
 - Demonstrates leadership and involvement.
 - Generates a prolific number of ideas.
 - Communicates clearly and effectively.
 - Likes being in the thick of the action.
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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 Nicole. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Nicole:

- Keep up with her pace.
 - Be frank, earnest, decisive and confident.
 - Agree with her wherever possible.
 - Be realistic while offering possibilities and solutions.
 - Recognise her personal drive for achievement.
 - Look for signs that say “I’m losing interest”.
 - Leave personalities out of the discussion.
 - Be thorough, organised and on time.
 - Present an overview of the essence of the important facts.
 - Go prepared to get straight down to business.
 - Allow her to review the agenda.
 - Talk about her and areas she finds stimulating.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Procrastinate, prevaricate or interrupt her.
 - Leap between topics in an unstructured way.
 - Confuse the conversation with irrelevant details.
 - Talk with her using a low-key voice tone.
 - Try to pin the blame on her.
 - Impose your opinion against her better judgement.
 - Be unrealistic or stray on to abstractions.
 - Take credit for her ideas.
 - Be unenthusiastic or negative.
 - Challenge her values or principles.
 - Be late for the meeting.
 - Be indecisive, unclear or “woolly”.
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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.

Nicole's possible Blind Spots:

Nicole's biggest drawbacks are sometimes perceived by others as arrogance, impatience and insensitivity to others' feelings. She is a born entrepreneur who is constantly overselling her next great idea and attempting to generate support for it. She may not wish to hear the objections of others because, to her, her own position usually seems unquestionable.

She dislikes disorganisation, tardiness, sloppiness or inappropriate behaviour in both self and others and can sometimes generate an intensity inappropriate to the situation. She seeks to adopt a strict code of ethics and values for both self and others and can be seen as dictatorial when she attempts to impose her standards. As she doesn't naturally ask “what if”, she often misses possible meanings, implications and connections. She could sometimes slow down and pay closer attention to the finer details of her projects. Nicole is often very forward and intense and may not re-adjust this intensity to meet the more moderate needs of some situations.

As an extraverted, future oriented person, she may fear failure above all else. She sometimes takes confrontation and rejection personally and bitterly. She could learn to protect herself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. She can sometimes make mistakes by making decisions before receiving all the information. As she can be seen as somewhat cold and uncaring, she needs to become more aware of her own feelings as well as more considerate of the thoughts and feelings of others.

Personal Notes

Opposite Type

The description in this section is based on Nicole'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:

Nicole'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. Nicole 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.

Nicole 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.

Nicole 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.

Personal Notes

Opposite Type

Communication with Nicole's Opposite Type

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

Nicole Guernsey: How you can meet the needs of your Opposite Type:

- Give her advance notice and time to prepare.
- Praise quietly and sincerely - be open and honest.
- Help her feel at ease.
- Be clear and concise, and concentrate on the task in hand.
- Consider reconvening the meeting after she has had a chance to think about the issues.
- Remember her quiet demeanour and ask for her views.

Nicole Guernsey: When dealing with your opposite type DO NOT:

- Patronise or be paternalistic.
 - Interrupt her thought processes.
 - Use her quiet demeanour to seek to dominate or control.
 - Undervalue her ability to make essential contributions.
 - Exert unnecessary pressure.
 - Look for immediate answers.
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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 Nicole's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Nicole may benefit from:

- Not always jumping to conclusions.
 - Withholding her opinions.
 - Taking over fewer new projects.
 - Slowing down.
 - Recognising that her bull in a china shop approach is sometimes inappropriate.
 - Sitting back, saying little and observing.
 - Avoiding driving others as hard as she drives herself.
 - Constant reminding of the need to consider alternatives and anticipate consequences.
 - Understanding that forging ahead on her own may be detrimental to the common good.
 - Reflecting on just how considerate some others think she is.
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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 Nicole's ideal environment and her current one and to identify any possible frustrations.

Nicole's Ideal Environment is one in which:

- She can get her teeth into new projects.
 - Direct and forthright communication is welcomed.
 - She can set the pace.
 - Ideas can be practically applied.
 - Constant progress is seen in the development of projects.
 - Regularly changing job roles are available.
 - Colleagues share her drive for results.
 - She is able to constantly develop and extend her skills.
 - Decisions can be made quickly.
 - Innovation and entrepreneurialism can flourish.
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Personal Notes

Management

Managing Nicole

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

Nicole needs:

- A manager who communicates clearly and precisely, yet allows her room to manoeuvre.
 - Time to adjust to other points of view.
 - To know clearly where the future prospects and opportunities lie.
 - To be given opportunities for personal development.
 - Managed by objectives.
 - Several projects on the go simultaneously.
 - Objective, direct and honest feedback - stand well back!
 - To be left alone to get on with the job.
 - To listen more carefully to the views of others.
 - Someone to issue flak jackets to all members of her team.
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Personal Notes

Management

Motivating Nicole

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

Nicole is motivated by:

- Recognition for her results.
 - Flattery, praise, popularity and visibility.
 - Change, variety and new projects.
 - The possibility of winning against the odds.
 - Problems that require her intuitive skills.
 - Participation in meetings or on future planning.
 - A friendly work environment.
 - Responsibility and the authority to go with it.
 - Ideals, visions and the big picture.
 - New principles and imaginative concepts.
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Personal Notes

Management Style

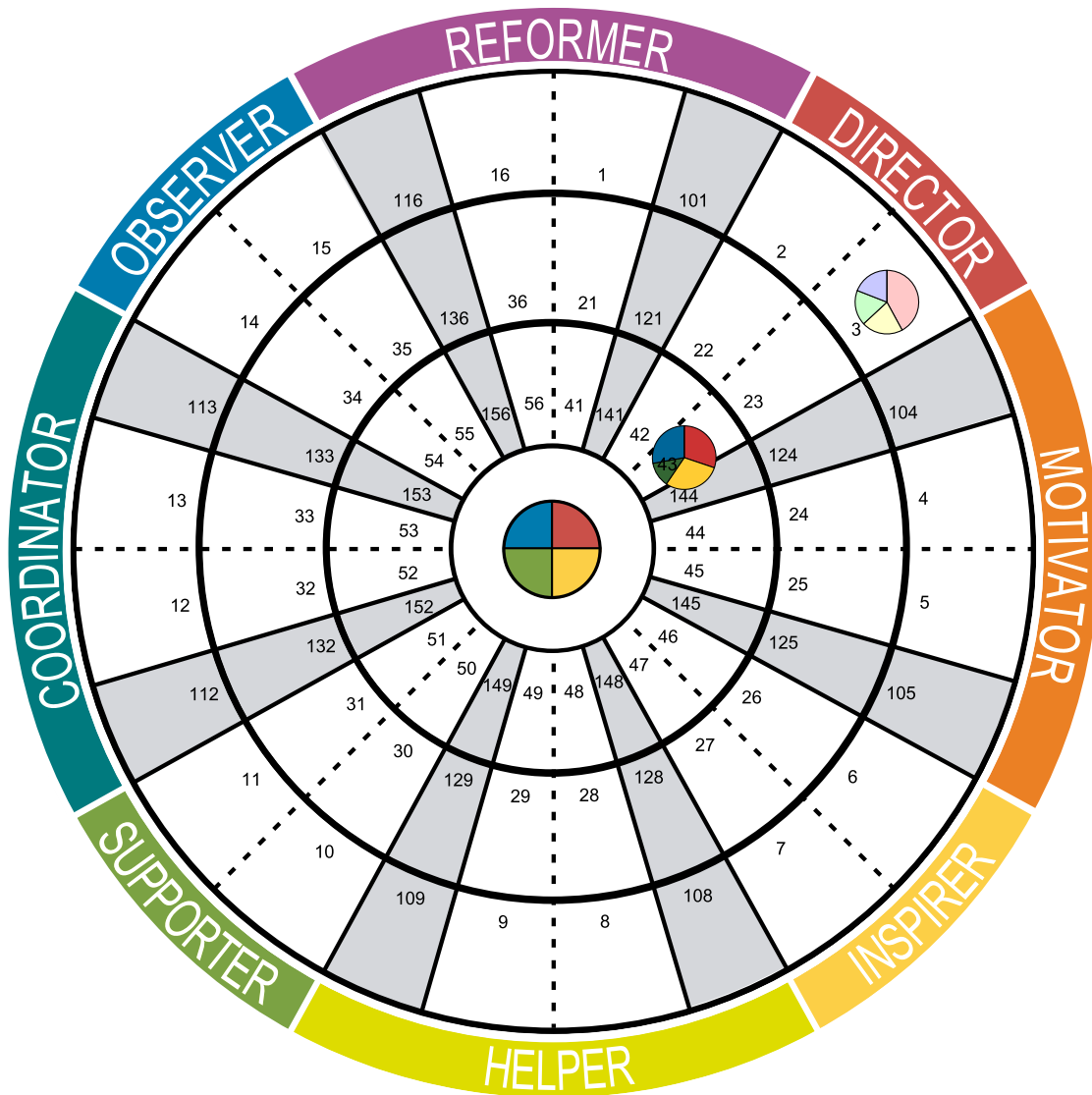
There are many different approaches to management, most of which have different situational applications. This section identifies Nicole's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Nicole may tend to:

- Promote pride in the organisation.
 - Be viewed by the team as always high profile.
 - Try to do several things at once.
 - Feel ineffective if she loses control of the task or process.
 - Confront people who are not pulling their weight.
 - Prompt people who naturally work at a slower pace.
 - Give the impression that she is expert at everything.
 - Drive for results at all costs.
 - Inspire others with her forward-looking orientation.
 - Show her impatience with people who prefer to work at a more consistent or slower pace.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

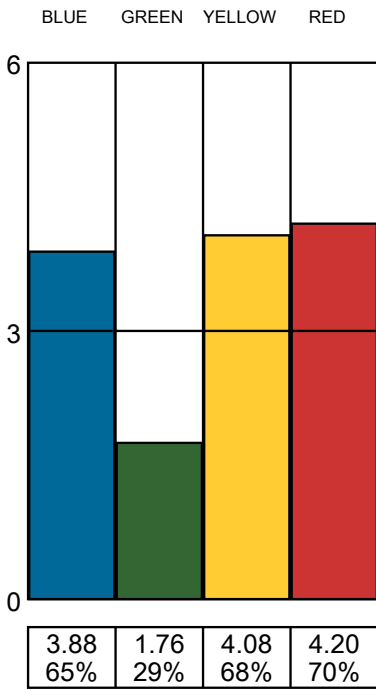
43: Motivating Director (Accommodating)

Less Conscious Wheel Position

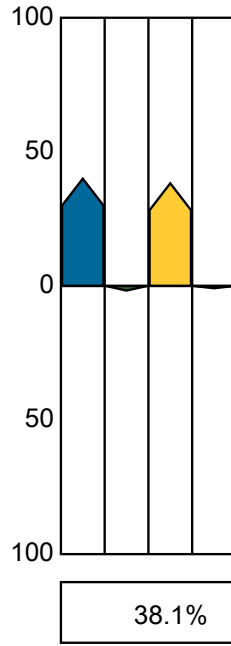
3: Motivating Director (Focused)

The Insights Discovery® Colour Dynamics

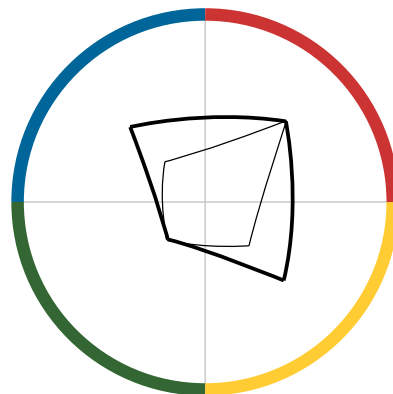
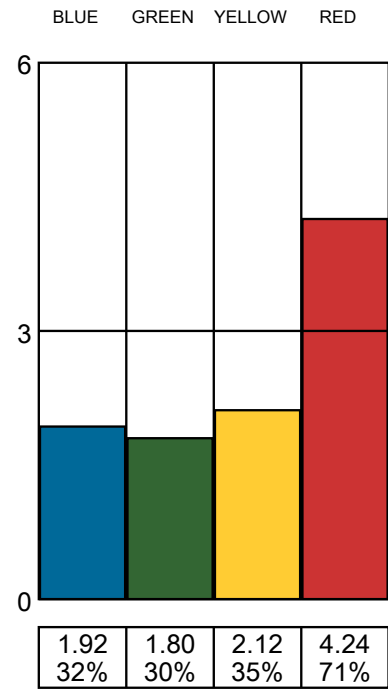
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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