



Discovery[®]

Personal Profile

Doug Melvin

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Foundation Chapter
Management Chapter

Personal Details

Doug Melvin
dmelvin@kenzan.com

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Introduction

This Insights Discovery profile is based on Doug Melvin's responses to the Insights Preference Evaluator which was completed on 18 September 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 Doug's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Cautious, conventional, diplomatic and sincere, Doug is a precise and disciplined person with high standards and expectations of himself. He is warm and gracious and believes in a philosophy of “live and let live”. He has a tendency to play down the rules, particularly if they appear to oppose his values. Low key acknowledgement for his contribution is likely to be appreciated by him. Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities.

If his efforts are not recognised, or approval is withheld, he may feel deflated as his feeling of worth can depend on how others regard him. His common-sense denotes a practical ability with people and things. Although he has a tendency to undertake too much, somehow everything gets done in its own time. He believes people should say what they mean and mean what they say. Written communications are most effective with him. He needs to remember to withdraw regularly from caring for others to take care of himself.

He is very effective in specialised work and highly consistent in performance. Doug knows what is important to him and will protect it at all costs. Tenacious persistence and dedication to a cause are his character hallmarks. In his own work, he can become intent upon doing things his own way in order to ensure his high standards of operating are met. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work. He likes system, order and few surprises and to work in an environment which he feels is secure.

His modest manner can restrain him from pushing himself forward and this occasionally results in him being under-valued. He may underestimate himself and either takes anything he does well for granted, or regards it as no great achievement at all. In everyday activities, Doug is tolerant, open-minded, flexible and adaptable, enjoying the present moment. Doug is always outstandingly practical and sensible. Doug is quiet, amiable, dedicated and loyal.

Even if a mistake has been made by someone else he may spend a lot of time sympathising with the “guilty” party and attempting to spread the responsibility. He is proficient at alleviating the concerns of others. He can complete practical tasks and do repetitive work effectively. He may speak of or express his ideals indirectly. He may not readily talk of his need to move continually to become who he really wants to be.

Interacting with Others

Cautious, reserved, quiet and inwardly oriented, Doug is content to work by himself without much control or supervision. By remaining open-minded to untested or unconventional solutions, he would develop greater tolerance for differences and end up being more effective. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. He is a procedure oriented organiser who plans well along channels that are ably directed by an appreciative manager. He may not readily express how he feels, unless he is allowed to feel safe and comfortable in speaking his mind.

In trusting the evidence of what he senses, he does not attribute unseen motives to others. He tends to take people and situations at face value. He is a casual, personable person who typically enjoys good relations with others, particularly once he is known or accepted into the fold. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. He believes that people work best when they are encouraged and helped - not pressured or criticised. He is a pillar of strength in the home, at work, and in his community.

He has strong family ties and to keep in close contact is an essential part of his make-up. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. He will often seek a strong protector or may ultimately rebel against authority. He has a desire to be loyal to a protective organisation and may be content to spend all his working life with the same trusted employer. Though perhaps hard to get to know, he is a trustworthy confidante who accepts a wide range of behavioural differences in others. He has little motivation to lead others through control, but hopes to see everyone living together harmoniously.

Decision Making

Where he holds strong values, Doug is firm and uncompromising in expressing and enacting his beliefs on these subjects. He is very firm about his inner loyalties and sets very high standards for himself in this area. He is not usually prepared to commit to high risk decisions. Above all, he is concerned with what is "right" and because of this may appear slow in the decision making process. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts.

He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. He can be overly lenient with non-producers, which often results in problems in matters that require the application of discipline. He is prepared to make decisions through group consensus. Doug is good at easing tense situations, enabling competing or conflicting groups to unite. His quiet demeanour often allows him to get agreement to his alternative solutions.

With his moderate, affable stance, Doug is considerate, patient and willing to go along with those he considers friends. Doug creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. Doug seeks to unite all parties in a controversy and can readily see the validity of alternative points of view.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Doug's key strengths:

- Makes time for people and their problems.
 - Affectionate, self effacing and accommodating.
 - In touch with himself and his world.
 - Can gain personal fulfilment through helping others.
 - Maintains established rules and procedures.
 - Senses the needs of the group.
 - Orderly and organised.
 - Usually weighs up all relevant factors before reaching decisions.
 - He is logical and works well on “task” as well as “people” issues.
 - Modest and friendly with those he knows.
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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. Doug's responses to the Evaluator have suggested these areas as possible weaknesses.

Doug's possible weaknesses:

- “Every silver lining has a cloud.”
 - His steady approach to work may be seen as laziness by some.
 - May get frustrated with other peoples' ways.
 - Seen as a private individual, who prefers his own company.
 - A tendency to give up easily when he feels isolated.
 - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - Finds it difficult to respond to aggression positively.
 - Persistence and loyalty may delay decisive action.
 - Can seek perfection, yet underrates and underestimates his contribution.
 - Settles snugly into his comfort zone with ease.
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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 Doug brings, and make the most important items on the list available to other team members.

As a team member, Doug:

- Is dependable with a stabilising presence.
 - Follows instructions to the letter.
 - Offers emotional support to others.
 - Can remain single-minded and persistent.
 - Sees financial reward as proof of worth rather than as an end in itself.
 - Is a dedicated supporter of the team.
 - Consistently performs well in specialist areas of work.
 - Makes great effort to build and maintain relationships with others.
 - Is neat, orderly and tolerant.
 - Seeks to be compliant and willing to adapt.
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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 Doug. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Doug:

- Appeal to his need to be of service.
 - Remember and respect his concern for others' welfare.
 - Allow time for him to think of the consequences.
 - Take time to listen to his feelings about the reactions of others.
 - Expect him to come back later for clarification.
 - Provide regular support and feedback - show interest.
 - Praise quietly and sincerely - be open and honest.
 - Provide a safe environment in which he can learn, improve and grow.
 - Appreciate his ability to amass a wide range of information.
 - Provide an environment which allows him to express his thoughts.
 - Gaining obedience is not enough - ensure you have co-operation.
 - Adopt a low key, positive approach.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Fail to be attentive to his suggestions.
 - Focus on his weaknesses or chastise him publicly.
 - Forget to leave time for personal issues.
 - Labour the point or give lengthy verbal instructions.
 - Undervalue his ability to make essential contributions.
 - Assume passivity is tacit acceptance.
 - Dismiss his work, ideas or opinions lightly.
 - Expect automatic compliance or respect.
 - Set unrealistic deadlines that restrict his quality outputs.
 - Attempt to disguise your true motives.
 - Praise over effusively.
 - Delegate tasks without reasonable and sufficient explanation.
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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.

Doug's possible Blind Spots:

Doug prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. He is highly effective in specialist areas of work that require consistent performance, but may sometimes not see the big picture.

Doug's responses in defence of people can be illogical to the point that he appears irrational. Doug would do well to take a step back and try to see a situation more objectively before reacting. Doug may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. He is not productive if he is not working towards his ideals. He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others.

Unless he has the complete plan he may experience tension or frustration. Although he may not readily display it, Doug can be so committed to his own principles that he develops tunnel vision. If he tried to develop more objectivity about his projects and tasks he would become less vulnerable to criticism and disappointment. Sometimes envious of others whose drive and enthusiasm seems greater than his own, Doug should worry less about what others might think of him. He is vulnerable to the criticism of others because he tends to take feedback personally, which leads him to take offence and become discouraged.

Personal Notes

Opposite Type

The description in this section is based on Doug'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:

Doug's opposite Insights type is the Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. Doug will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Doug may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. Doug may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

Doug sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future. The Director's biggest drawbacks may be perceived by Doug as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Doug's Opposite Type

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

Doug Melvin: How you can meet the needs of your Opposite Type:

- Show respect for his ideas and opinions.
- Provide incentives and encouragement.
- Agree with him wherever possible.
- Ask for his advice.
- Be enthusiastic and positive.
- Support his goals with suggestions for achievement.

Doug Melvin: When dealing with your opposite type DO NOT:

- Prevent him moving on to other challenges.
 - Be indecisive, unclear or “woolly”.
 - Leap between topics in an unstructured way.
 - Be surprised if he breaks the rules.
 - Expect to “rail road” him - without a fight.
 - Challenge his values or principles.
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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 Doug's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Doug may benefit from:

- More confidence, sincere appreciation, job clarity and sympathetic management.
 - Taking a conscious decision to simplify, rather than complicate matters.
 - Taking positive action to release his potential.
 - Maintaining a more objective view of others and their motives.
 - Bringing more variety of activity into his life.
 - Seeing his task as part of a big picture, rather than something he has to do.
 - Trusting his own decisions.
 - Recognising the need for heightened urgency in some projects.
 - Making difficult decisions without consulting others.
 - Putting tasks into perspective and not seeking to produce excellence in things that perhaps did not need doing at all.
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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 Doug's ideal environment and his current one and to identify any possible frustrations.

Doug's Ideal Environment is one in which:

- There is time for reflection and meditation.
 - There is time for play during work hours, and social bonding outside of work.
 - Nobody else uses or changes his equipment, paperwork or software.
 - Theoretical concepts are followed up with practical “hands-on” experience.
 - He can communicate selectively with those who are close to him.
 - Empathetic team values predominate.
 - A comprehensive welfare policy is provided.
 - Personal pain and suffering is avoided for everyone.
 - There are adequate but not excessive amounts of detailed and technical information.
 - Things are formal but relaxed.
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Personal Notes

Management

Managing Doug

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

Doug needs:

- Respect for his need for reflection and solitude.
 - Opportunities and encouragement to meet and mix with more assertive and openly energetic people.
 - Autonomy and independence within an agreed framework.
 - To maintain focus and direction.
 - To be told when “double checking” is not required.
 - Understanding of his tendency to defend his decisions with logic and persistence.
 - A workplace offering privacy but not exclusion.
 - Even small successes to be acknowledged to bolster self-confidence.
 - Sufficient time to prepare for meetings.
 - Encouragement to think about broader issues and exercise more of his imagination when the opportunity arises.
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Personal Notes

Management

Motivating Doug

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

Doug is motivated by:

- Involvement in the local community and liaison with outside groups.
 - Opportunities to enjoy the moment.
 - Safe opportunities to develop untried or previously suppressed skills.
 - Acknowledgement of his successes.
 - Opportunities to express his feelings in relation to performance.
 - One-to-one time with a respected and trusted manager.
 - Co-ordination of disparate activities.
 - Openness and honesty.
 - An internal desire “to do the right thing in the right way”.
 - Appreciation for a job well done.
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Personal Notes

Management Style

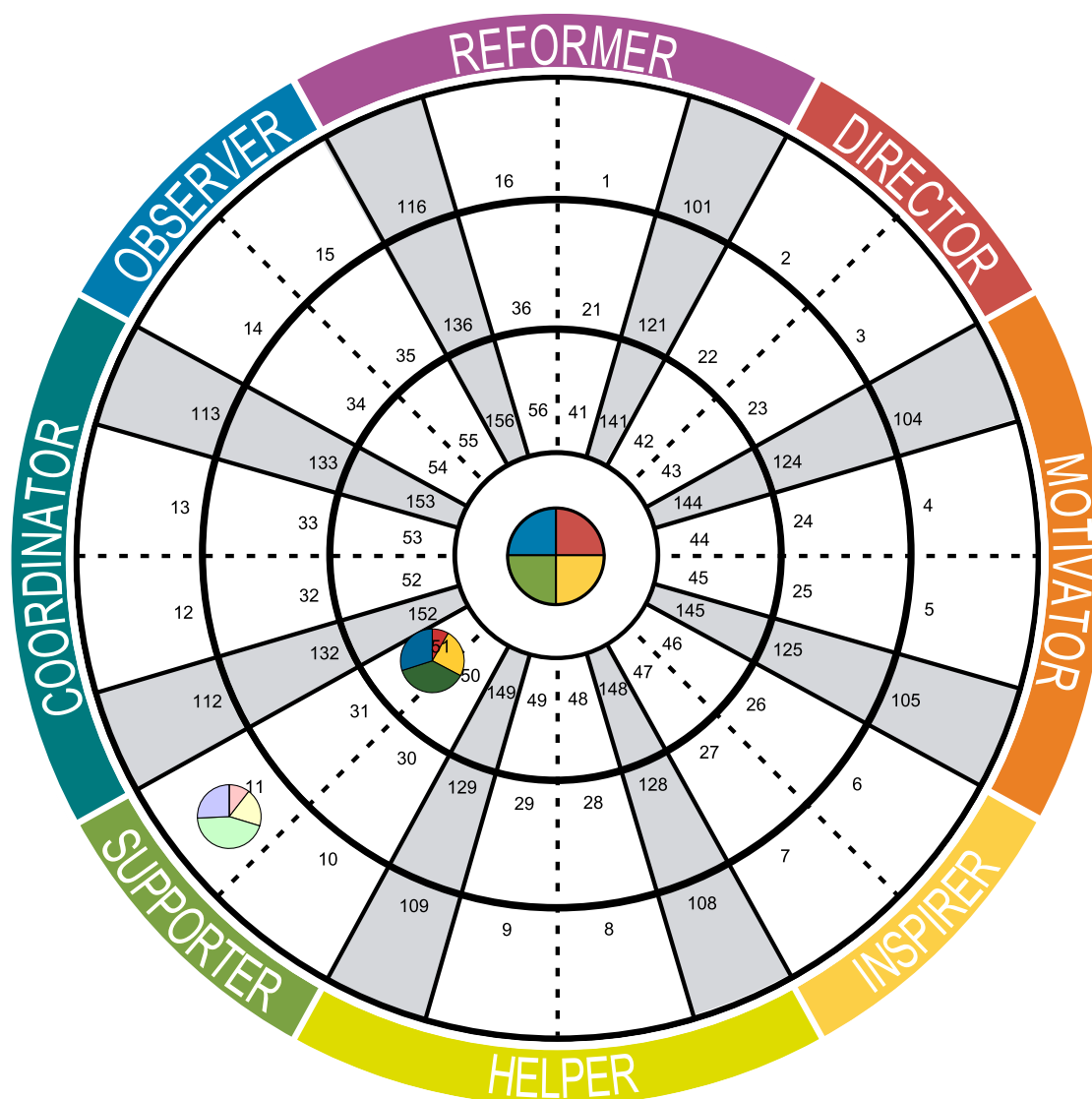
There are many different approaches to management, most of which have different situational applications. This section identifies Doug's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Doug may tend to:

- Lead through encouragement and coaching, rather than through control.
 - Dislike “hard-nosed” disciplinary matters within the workplace.
 - Over-estimate the ability of others.
 - Promote his team to the detriment of his own credibility.
 - Achieve results through good relationships.
 - Sublimate his own needs for those of others.
 - Believe that the success of the team and its individuals are a measure of his own success.
 - Delegate tasks, but find it difficult to let go of the reins on extensive projects.
 - Support and coach his team rather than take a strong stance from the front.
 - Detect conflict early and take preventative action.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

51: Coordinating Supporter (Accommodating)

Less Conscious Wheel Position

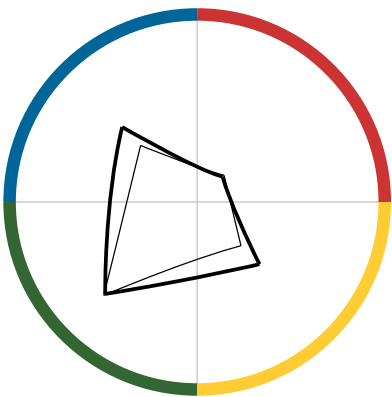
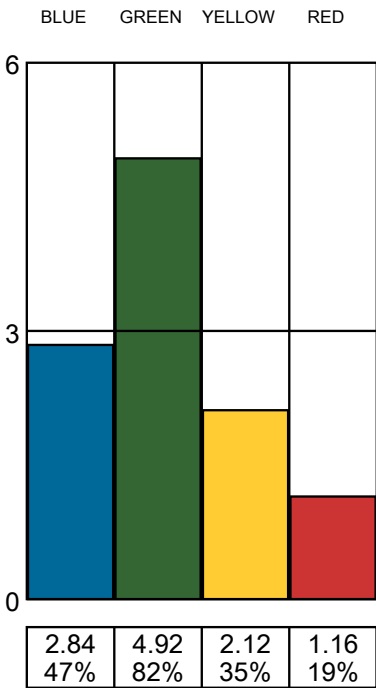
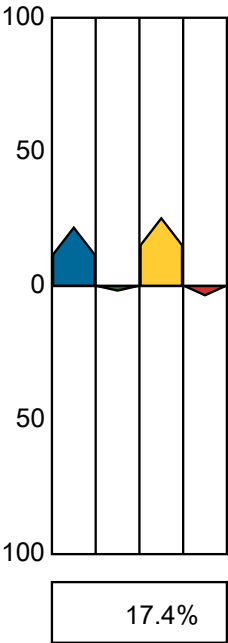
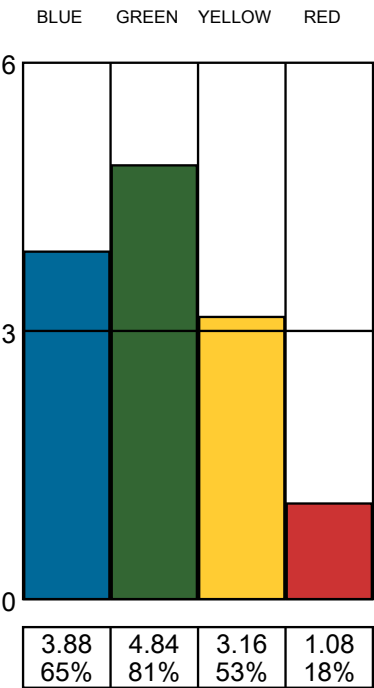
11: Coordinating Supporter (Focused)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS

PROFILE: D_PR_RETENTION

Insights Learning & Development

Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.

TEL: +44(0)1382 908050 FAX: +44(0)1382 908051

EMAIL: insights@insights.com WEB: www.insights.com