



Discovery[®]

Personal Profile

Matt McGill

02 May 2020

Foundation Chapter
Management Chapter

Personal Details

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Date Completed: 02 May 2020

Date Printed: 15 May 2020

Referral Code: Ganemgroup.Mariners

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Introduction

This Insights Discovery profile is based on Matt McGill's responses to the Insights Preference Evaluator which was completed on 02 May 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 Matt's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Hard work, busy schedules and merit-based remuneration are hallmarks of the way Matt prefers to work. He expects his goals to be attained, and he wants to be recognised for his own accomplishments. By slowing down occasionally he is more able to gather relevant data and consider both the practical and personal ramifications of his actions. He likes to make sure that he knows what is going on and tries to make sure that everyone is pulling their weight. He is usually less interested in new principles and theories than new projects and processes.

He may lose interest and move on to the next thing, once a job becomes routine or dull. He is at his best when planning ahead and launching those plans into action. Once a desired objective is fixed in his mind, he moves into action without procrastinating. He is a natural manager and finds himself in command through his ability to plan and keep both long and short-term objectives clearly in mind. Both alert and outspoken, Matt can see the fatal flaw in a proposal or position but will often argue (and often enjoys arguing) on either side of an issue from a position of “devils advocate”.

He has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate him. He possesses a natural gift for presentation. Matt is a good organiser and seeks to control the world around him with structure and discipline. Matt is outgoing and direct, but as a participant, he can, if he is not careful, take control of the process. He prefers practical work that can be tackled step-by-step. He is likely to exhibit impatience with someone who is disorganised or inconsistent. Because he lives by principles and rules, Matt is very consistent and dependable.

He is alert to what is happening around him and concerned primarily with the here and now. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. He is usually more effective when he takes time to consider how he really feels. He is a good initiator of new projects, though he may fail to persevere with the details. Sociability, combined with a solid work ethic can result in the setting of high performance standards in both himself and the others who work or interact with him.

He relates to, remembers and builds on positive experiences. He tends to appreciate tradition and is interested in maintaining established rules and procedures. He often pushes others as hard as he pushes himself and tends to be a challenging adversary. He constructs a code of rules embodying his own judgements about the world. He then acts upon the basis of his judgement, whether or not this appears well-founded to others. Matt systematically sets about achieving his scheduled goals on time in an efficient and effective manner.

Interacting with Others

Matt likes to be valued for his directness and strength in relationships. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. Matt can turn his talents to many jobs, but finds

more satisfaction from work that allows him to use his creativity and interpersonal skills. Although his emotional and social life may not seem as important to him as other aspects of life, he tends to seek consistent and stable relationships.

By listening carefully to the reactions of others, he may avoid being considered rather bull-headed at times. He needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down. His outgoing nature may lead him to misinterpret the significance of some issues. He may sometimes present himself as an “expert”, fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. He needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues.

Matt is not slow to help people come together to negotiate solutions if a project needs this. Matt is alert to changing situations and will act quickly to get results, giving direction or instructions to others as he thinks is necessary. Being respected by his peers is of greater importance to Matt than being liked. He strives energetically to ensure the well-being and happiness of his loved ones, operating from a strong position of protectionism. Errors made by others may upset him and cause him to react loudly and vociferously.

Decision Making

Matt's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. He finds himself driven to make fast decisions and tends to base his decisions on his own experience. He is adaptable but constantly needs to get results. Matt is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself.

Matt's tendency to think “out loud” enables others to follow his line of thinking. His effectiveness depends on how much personal fulfilment he receives from the current task. Matt is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. Matt is extremely realistic and relies on and trusts what his senses tell him about his world. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise.

He may occasionally see himself as being physically larger than life, especially during confrontation. He is frank and decisive and doesn't hesitate to let others know where he stands. He always tries to decide as much as possible through logical, analytical and highly organised thinking. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. In his mind there must always be a good reason for doing something and people's feelings alone aren't normally sufficient to influence him. He is comfortable in leadership positions and readily accepts responsibility for making things happen.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Matt's key strengths:

- Drives himself and others to achieve results.
 - Evaluates people on their results.
 - Practical, agile and spontaneous.
 - Enjoys a challenge.
 - Embraces change readily.
 - Maintains high standards in self and others.
 - Enthusiastic leader - drives for results.
 - A strong work ethic.
 - Task focused and resourceful.
 - Frank, honest and straightforward leader.
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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. Matt's responses to the Evaluator have suggested these areas as possible weaknesses.

Matt's possible weaknesses:

- Usually puts facts before feelings.
 - May rely too much on past experience.
 - May set standards that are too high for himself and others.
 - His single-mindedness can sometimes impede results.
 - His confidence can sometimes be interpreted as arrogance.
 - Inflexible, stubborn, blunt and impersonal.
 - Appears anti-social at times.
 - Can be seen as aggressive and intimidating.
 - Reluctant to seek help from others.
 - Becomes defensive or dictatorial if challenged.
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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 Matt brings, and make the most important items on the list available to other team members.

As a team member, Matt:

- Is unlikely to get side tracked by peripheral items.
 - Is a speedy decision maker.
 - Can make action plans to reduce risk.
 - Breaks down barriers to completion.
 - Defends the truth and is not frightened to fight for it.
 - Becomes a pillar of strength for other colleagues.
 - Ensures there is never a dull moment where he is involved!
 - Will assume responsibility but deflect blame.
 - Commits to realistic goals.
 - Will lead by fighting alongside the troops in the trenches.
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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 Matt. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Matt:

- Be practical, realistic and direct.
 - Listen to him - don't ask him to repeat himself.
 - Let him decide on the way forward.
 - Remember to thank him for his time.
 - Speak quickly and clearly.
 - Point out the consequences, with care.
 - Agree with him wherever possible.
 - Focus on the task at hand.
 - Be aware of his becoming defensive by watching his body gestures.
 - Look for signs that say "I'm losing interest".
 - Let him know he is in control.
 - Take responsibility for your own actions and errors.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Confuse the conversation with irrelevant details.
 - Talk slowly, mumble or whisper.
 - Be flippant, inconsistent, fanciful or ostentatious.
 - Let him dominate the conversation.
 - Go to a meeting with him without adequate facts and figures.
 - Waffle.
 - Try to control the conversation.
 - Be dull, dour or redundant.
 - Be inaccurate.
 - Wait for praise or recognition.
 - Underestimate his abilities to decide for himself.
 - Challenge his values or principles.
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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.

Matt's possible Blind Spots:

Attempting to be more flexible and open-minded will help prevent Matt from becoming too rigid. A take-charge type with very high control needs, he may not cope well personally when things do not go as planned. He runs the risk of deciding too quickly and should first stop and listen to the views of others before barging ahead.

He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. His preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around him. As he doesn't naturally ask “what if”, he often misses possible meanings, implications and connections. He expects to win and is very assertive in attaining outcomes despite how narrow his view may sometimes appear. Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say.

Slowing down to consider the ramifications of his actions on others will make him more effective. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. He becomes more effective with other people when he directs his keen powers of observation towards being more sensitive and considerate to the people around him. He needs to resist the urge simply to perform and instead try to more readily share who he really is. He may adopt an “if you've got a headache take an aspirin” attitude, which indicates a lack of empathy to some.

Personal Notes

Opposite Type

The description in this section is based on Matt'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:

Matt'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. Matt 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.

Matt 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.

Matt 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 Matt's Opposite Type

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

Matt McGill: How you can meet the needs of your Opposite Type:

- Ensure he sees and agrees with the benefit of change before implementation.
- Provide a safe environment in which he can learn, improve and grow.
- Speak calmly and quietly, avoiding ostentation and bluster.
- Remember and respect his concern for others' welfare.
- Leave time to ensure he is comfortable on personal issues.
- Take the time to get to know him well.

Matt McGill: When dealing with your opposite type DO NOT:

- Undervalue his ability to make essential contributions.
 - Adopt an intransigent, judgmental stance.
 - Fail to respect his need for occasional isolation.
 - Ask lots of questions in quick succession.
 - Ignore his personal values.
 - Reinforce his own self criticism.
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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 Matt's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Matt may benefit from:

- Using others' objective criticism as a means of self development.
 - Allowing people to do their own thing.
 - Telling it unlike it is - softening his directness.
 - Reflecting for a moment before responding.
 - Arguing the opposing position to recognise the value of it.
 - Not constantly demanding perfection of self and others.
 - Respecting ways of doing things that differ from his own.
 - Being seen as less concerned with money and status.
 - Reducing the level of activities in his life.
 - Being less forthright and more discreet.
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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 Matt's ideal environment and his current one and to identify any possible frustrations.

Matt's Ideal Environment is one in which:

- He can work uninterrupted.
 - There is space for graphs, charts and other sources of reference.
 - He can get his teeth into new projects.
 - Numerical or technical data abounds.
 - He can set the pace.
 - He is given responsibility early on.
 - He has a position with status.
 - He has access to the fastest computers, where computers are used.
 - He continuously contributes to organisational improvement.
 - He is rewarded for results.
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Personal Notes

Management

Managing Matt

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

Matt needs:

- Freedom from controls, supervision and details.
 - The opportunity to think aloud.
 - Help in restraining the allocation of blame.
 - Tasks which require thought, planning, but most of all action.
 - A fast-paced environment where he can achieve results.
 - To control the pace and deadlines.
 - To be allowed to call a spade a spade.
 - Someone to issue flak jackets to all members of his team.
 - Managed by objectives.
 - To be shown the “Big Picture”.
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Personal Notes

Management

Motivating Matt

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

Matt is motivated by:

- Responsibility and the authority to go with it.
 - “Pioneering” opportunities with little limitation.
 - Being in charge.
 - Change, variety and new projects.
 - Having a changing routine at work and at home.
 - Being in positions of authority and responsibility.
 - Participation in meetings or on future planning.
 - Being asked his opinion.
 - “Reality” rather than abstract theories.
 - Status, influence and prestige.
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Personal Notes

Management Style

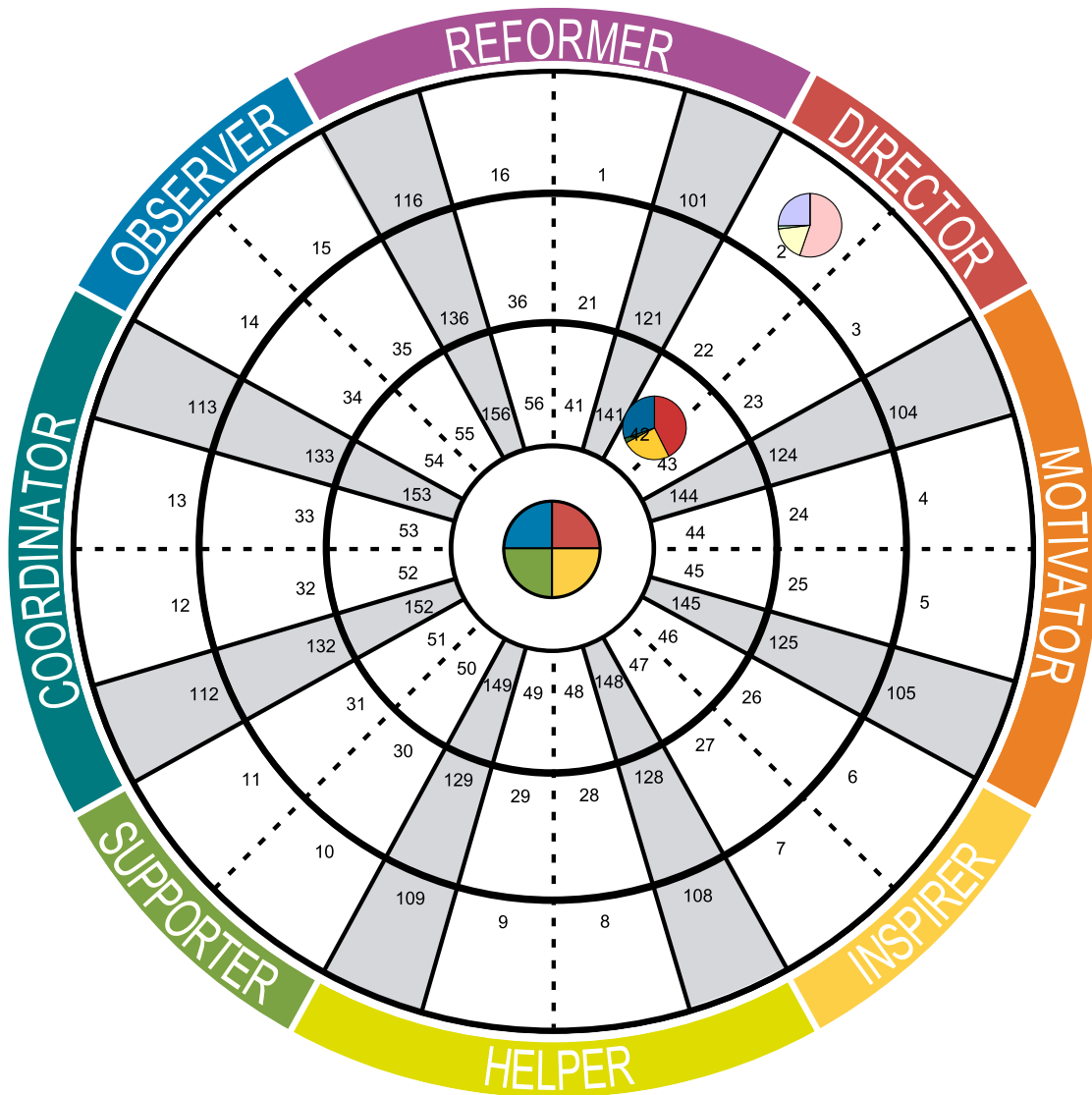
There are many different approaches to management, most of which have different situational applications. This section identifies Matt's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Matt may tend to:

- Set rigid guidelines for completion of tasks.
 - Be passionate about his ideas.
 - Fail to listen actively to the views and opinions of others.
 - Ignore the feelings of those around him.
 - Get frustrated with those who do not share or cannot see his vision.
 - See drawbacks simply as challenges to overcome.
 - Base decisions on facts and logic.
 - Confront people who are not pulling their weight.
 - Encourage and push to achieve a high standard of performance.
 - Drive for results at all costs.
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Personal Notes

The Insights Discovery® 72 Type Wheel

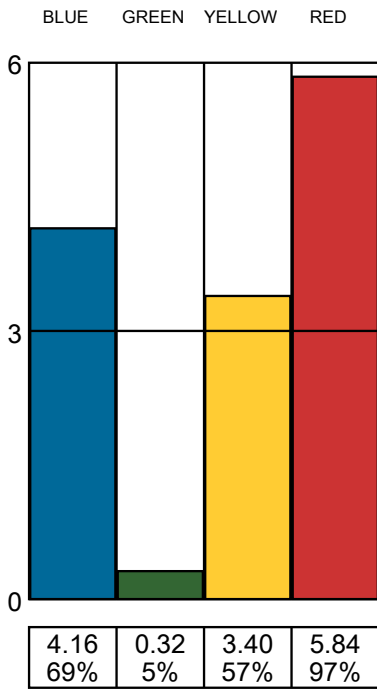


Conscious Wheel Position
42: Reforming Director (Accommodating)

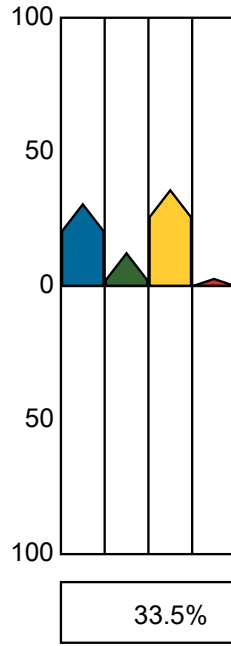
Less Conscious Wheel Position
2: Reforming Director (Focused)

The Insights Discovery® Colour Dynamics

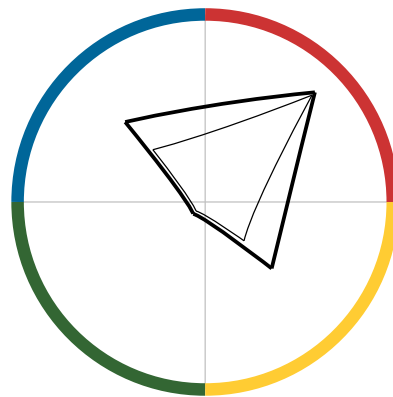
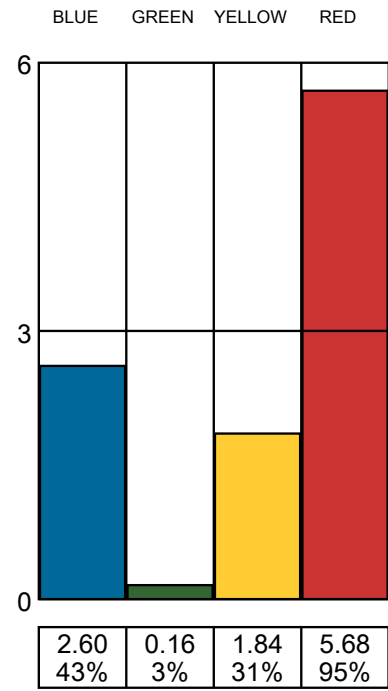
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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