



Discovery[®]

Personal Profile

Jonathan Phelps

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Jonathan Phelps's responses to the Insights Preference Evaluator which was completed on 28 January 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 Jonathan's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Jonathan's focus is inward, meditative and reflective. He is seen by others as intellectually independent. Jonathan is interested in seeing possibilities beyond what is currently known, accepted or obvious. He has stability, competence and intellectual insight. Socially, he appears as shy to all but his closest friends.

Because he relies heavily on logical analysis, he can overlook what matters to others. Highly independent, Jonathan enjoys speculative and imaginative activities and work. When pressured, he will be seen as critical, precise and sceptical. The process of analysis is often more challenging to him of itself than actually doing what needs to be done. Although objective, he may be more interested in finding creative solutions to problems than in seeing those solutions become reality.

He is adept at homing in on the essence of complicated, confusing situations. He uses his thinking to run as much of the world as he can and is in his element when a situation needs to be organised, criticised or regulated. He is persevering, with a singleness of purpose that he devotes to long term achievement of the mind. He is an ideal academic who continually seeks knowledge for its own sake. His desire for privacy sometimes generates a vague feeling in others that there is an unlived life that may be passing him by. Jonathan is an ingenious and original problem solver.

Serious, conscientious and loyal, Jonathan is a dedicated worker. He will seek an environment in which he can be quietly productive. Jonathan's nature is to observe quietly and he appears to be collecting data on everything. However, when an emergency occurs, he can move swiftly to the root of the problem to deal with it expeditiously. Once committed to an idea or project, Jonathan has enormous resolve to carry it through and would like others to share his determination. Outwardly quiet, reserved and detached, inwardly he is constantly absorbed in analysing problems or situations. He can be a great "designer" of systems, which he prefers to leave to others to build.

Although quiet and reserved, he can articulate well on a subject to which he is devoted. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. Although disinterested in purely scholastic pursuits, knowledge is important for its immediate usefulness to him. Jonathan has a gift for seeing the important facts of a situation. He handles crises at work in a low key, controlled way.

Interacting with Others

Jonathan likes to organise facts and information rather than people or situations and he is cautious in developing his interpersonal relationships. Roles that require empathy and sympathy may not suit him, as despite his concern for others he is likely to be more content dealing with things rather than with people. He prefers to remain emotionally free of the other persons point of view. He may sometimes encounter difficulties in communications because he would prefer

everyone to be as logical and analytical as he is himself. If his work constantly requires him to be warm and outgoing with others, he finds this draining after a while and may need to take some private time out before regrouping.

Fundamentally preferring privacy, he can mask this desire when the occasion demands without changing his essentially introverted inner nature. However, he will need time alone later to compensate. His continual attention to inner thoughts in part explains his apparent disinterest with external events. The avoidance of social engagements may make him feel guilty at having forsaken a social duty in order to satisfy his need for privacy and solitude. In applying unrealistically high standards to himself, he may expect too much from himself and others. Disliking incoherence and valuing intelligence, he can be frustrated and impatient by those less gifted than himself.

He may be highly critical of carelessness or lack of discipline in others. He may have an aversion to having his time and energy constantly put at the disposal of others. Jonathan will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information. He needs to learn to appreciate the “illogical” feelings of others and to accept that they are also valid. Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks.

Decision Making

Jonathan is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. He tends to be influenced by the idea, rather than the people behind the idea. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. He tends to make sound future decisions only after deeper reflection. Using past experiences to help him solve current problems and get things done is one of his strong points.

He is not usually prepared to commit to high risk decisions. He may occasionally be slow at coming to a decision, or try to have a decision reversed, as he has a need to analyse all the available alternatives. Every project presents itself as a mental challenge and he reflects on every stage of decision making. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting.

He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. He has little desire to impress, control or dominate others, apart from maintaining a commitment to his values and his work. All his well classified thoughts, ideas and plans, no matter how final they appear, are subject to last-minute modifications whenever new information arises. Jonathan's quizzical and probing nature may create solutions which open up fresh processes. Jonathan thinks in extremely complex ways and seeks to organise concepts and ideas rather than people.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Jonathan's key strengths:

- Good at identifying shortcomings in systems.
 - Keeps control in a crisis.
 - He is well informed, especially on more technical information.
 - An unassuming demeanour.
 - Objectivity.
 - Logical thinker.
 - Pays great attention to detail.
 - Open minded.
 - Curious about processes.
 - Does not accept second best.
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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. Jonathan's responses to the Evaluator have suggested these areas as possible weaknesses.

Jonathan's possible weaknesses:

- May not express his opinions as quickly as the situation warrants.
 - Has difficulty in quick or unprepared articulation.
 - Tends to be drawn into “splitting hairs”.
 - Others sometimes find him over-controlling.
 - Tends to clam up if not encouraged to express himself.
 - May overlook what others really care about.
 - Reluctant to risk new ideas.
 - Tends to lose himself in detail.
 - Sometimes stifles innovation in others.
 - Can appear indecisive.
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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 Jonathan brings, and make the most important items on the list available to other team members.

As a team member, Jonathan:

- Will never be influenced by emotion alone.
 - Encourages clarity in team communications.
 - Ensures the focus is realistic.
 - Will not be easily distracted by emotional events.
 - Adapts in performing his role and responsibilities.
 - Will often be able to supply vital background details.
 - Encourages independent thinking.
 - Defends the truth and is not frightened to fight for it.
 - Ensures that the team uses correct methods.
 - Provides a rich variety of alternative solutions.
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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 Jonathan. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jonathan:

- Prepare thoroughly, and plan to explain every feature of your proposition.
 - Leave personalities out of the discussion.
 - If you ask a question, be quiet and give time for him to consider his response.
 - Focus on the task at hand.
 - Take things one step at a time.
 - Allow him time to gather his thoughts and to express his feelings.
 - Ensure he has all the facts he needs before pressing for a decision.
 - Provide information step by step.
 - Allow plenty of time for him to assimilate new ideas or changes in plan.
 - If you must criticise, do it slowly, constructively and honestly.
 - Back up your assertions with reasons and data.
 - Ensure that your strong assertions are correct!
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Personal Notes

Communication

Barriers to Effective Communication

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

- Withhold vital information.
 - Assume his pauses imply lack of interest.
 - Discuss peripheral matters unrelated to the task in hand.
 - Criticise his need for solitude.
 - Use his quiet demeanour to seek to dominate or control.
 - Show impatience with, or annoyance of, his calm exterior.
 - Get too excited or emotional.
 - Comment on his personal appearance.
 - Fail to respect his need for occasional isolation.
 - Waste his time with irrelevancies.
 - Be unrealistic or stray on to abstractions.
 - Argue emotionally around his specialist areas.
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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.

Jonathan's possible Blind Spots:

Jonathan would sometimes benefit from finding out what matters emotionally to others. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge.

Jonathan may become so engrossed with his own projects that other important tasks lie forgotten. When he makes the effort to adopt a more accepting approach to life and his dealings with others, Jonathan will achieve greater acceptance of his innovations. 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 carries on personal interests rather privately without involving other workmates in his conduct. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so.

He is a private person who keeps an emotional distance from others and a physical distance when communicating. His thinking rationale may be so acutely honed that he will overlook what others tend to care about. He may rely so much on his logical, analytical thinking that he overlooks the people issues. Jonathan gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own.

Personal Notes

Opposite Type

The description in this section is based on Jonathan'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:

Jonathan'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.

Jonathan 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 Jonathan 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 Jonathan, 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 Jonathan 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. Jonathan may perceive Inspirers as shallow or superficial, due to their glib way with words.

Personal Notes

Opposite Type

Communication with Jonathan's Opposite Type

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

Jonathan Phelps: How you can meet the needs of your Opposite Type:

- Maintain regular, informal feedback.
- Adopt a low key, positive approach.
- Encourage him to stick to the agenda.
- Keep the conversation lively.
- Omit unnecessary and intricate details.
- “Temper” his optimism with realism.

Jonathan Phelps: When dealing with your opposite type DO NOT:

- Insist on cumbersome reporting procedures.
 - Be dull, dour or redundant.
 - Pour cold water on his ideas.
 - Remove the opportunity for socialising.
 - Forget to be aware and tolerant of his views.
 - Expect him to respond favourably if you dictate to him on policy or procedures.
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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 Jonathan's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jonathan may benefit from:

- Articulating his ideas, rather than keeping them to himself.
 - Asking others whether his logic is appreciated.
 - Recognising that actions based on feelings are as valid as those based on analysis.
 - Not equating gushing expression with insincerity of the person.
 - Less intensity and being more relaxed about his responsibilities.
 - Considering the reactions of some others when making a decision about an individual.
 - Resisting the urge to introduce long-winded, complex solutions to straightforward issues.
 - Asking himself “what is the worst thing that can happen?” then being prepared to accept it should it occur.
 - Greater interaction with all sorts of people.
 - Making daily activities as varied as possible.
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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 Jonathan's ideal environment and his current one and to identify any possible frustrations.

Jonathan's Ideal Environment is one in which:

- Things are formal but relaxed.
 - He can indulge in gathering all the information he wants.
 - There are few emotional outbursts.
 - His desire for perfection is valued by others.
 - There is peace and quiet to do the job.
 - Meetings are planned and well structured.
 - Nobody else uses or changes his equipment, paperwork or software.
 - He has good access to relevant sources of information.
 - Information and data are well organised.
 - He is able to isolate himself from others if necessary.
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Personal Notes

Management

Managing Jonathan

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

Jonathan needs:

- Help with curbing his sometimes hurtful criticism of others.
 - Support with putting his ideas into practice.
 - His own space with little day to day supervision.
 - Help to tolerate colleagues less gifted than himself.
 - To be told when “double checking” is not required.
 - Not to be expected to deal with emotionally charged people.
 - Technically challenging projects.
 - Encouragement to find and communicate efficiency improvements.
 - To be given the opportunity to review the team's decisions.
 - The feeling that there is a sound and clear management structure.
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Personal Notes

Management

Motivating Jonathan

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

Jonathan is motivated by:

- Being allowed to do “detective” work.
 - Not having to change activities at short notice.
 - Being encouraged to research new technical developments.
 - Being given projects with more flexible schedules.
 - Rewards for his economy of effort.
 - Low-key celebrations.
 - Being asked to help others to understand the underlying principles.
 - Being given time to assimilate a change of plan.
 - Being reassured that he will be allowed to keep technically up to date.
 - Being allowed to see projects through to conclusion.
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Personal Notes

Management Style

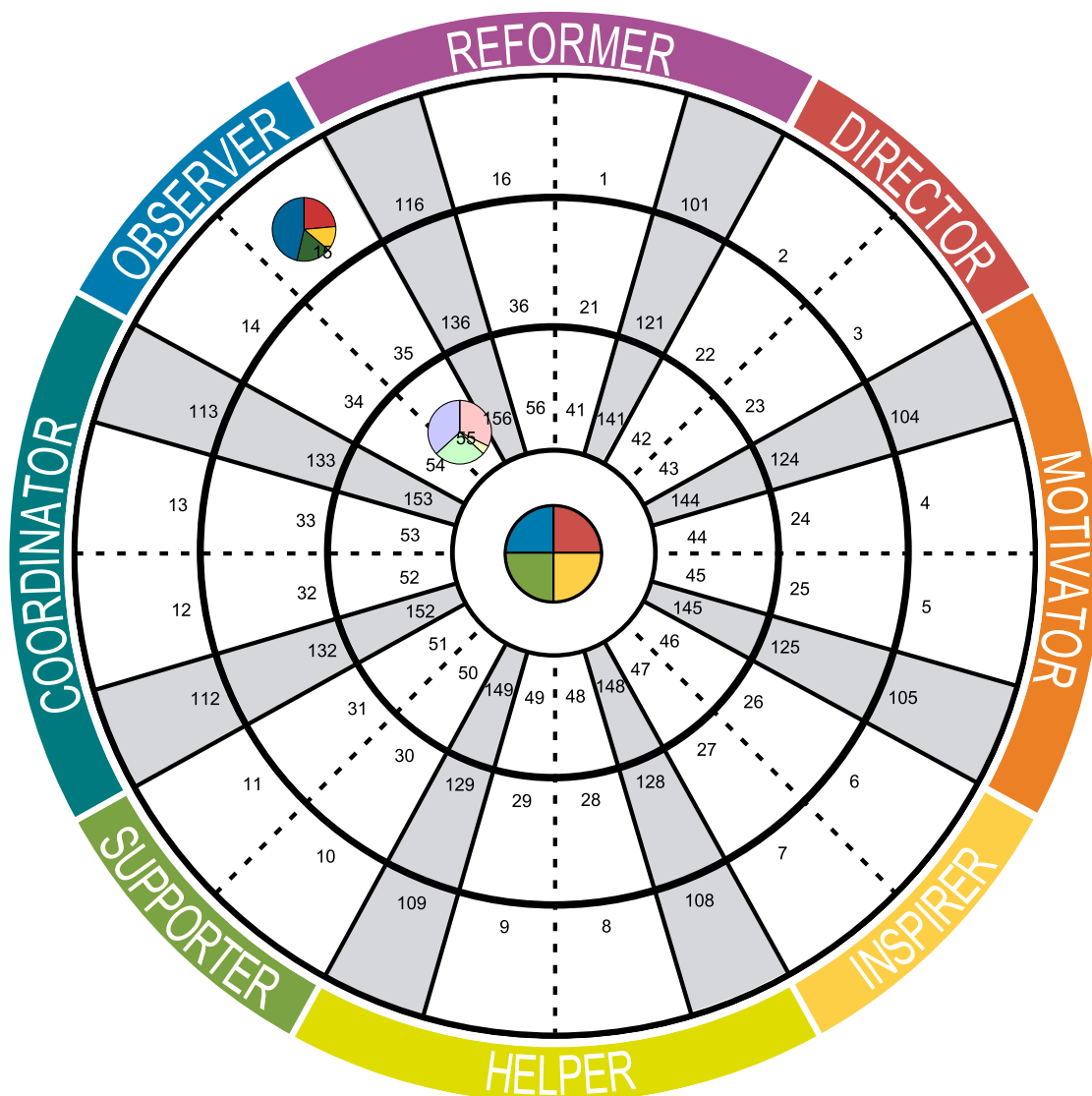
There are many different approaches to management, most of which have different situational applications. This section identifies Jonathan's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Jonathan may tend to:

- Avoid large social gatherings.
 - Appear indecisive when reflecting on important decisions.
 - Overlook the need to encourage others.
 - Not fully appreciate the energies of others.
 - Become irritated with lack of organisation, preparation or perfection.
 - Be a good scheduler even in the most complex projects.
 - Become sceptical in the face of opposition.
 - Neglect praise when praise is due.
 - Focus more on the task and less on the people.
 - Encourage others to sacrifice deadlines for quality.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

15: Reforming Observer (Focused)

Less Conscious Wheel Position

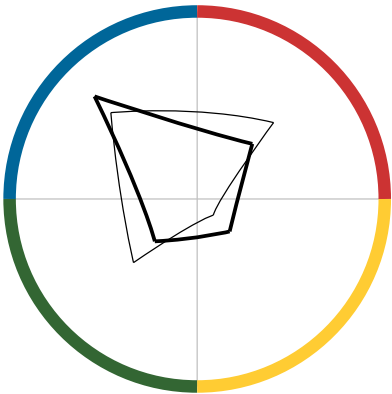
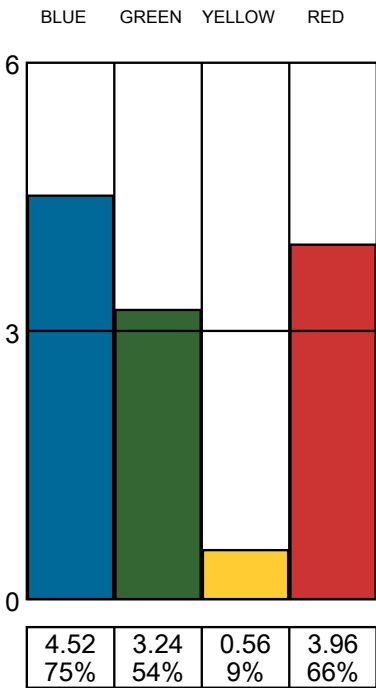
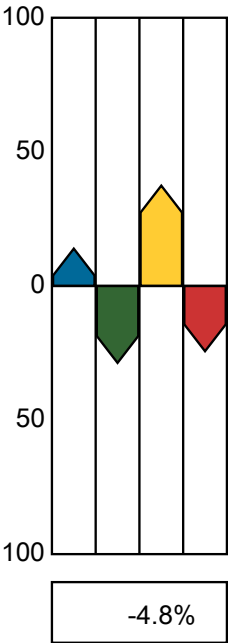
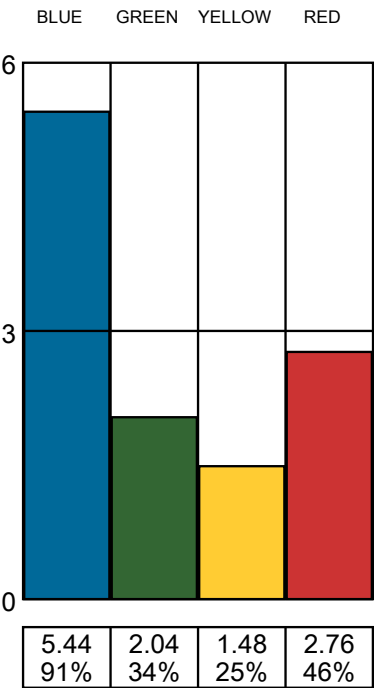
55: Reforming Observer (Accommodating)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
- - - Less Conscious



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