Insights® Discovery

Full Circle Profile

John Smith

26 November 2009

Introduction

This Insights Discovery Full Circle Profile is based on the response of a feedback group and John's responses to the Insights Discovery Preference Evaluator. The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct types of behaviour exhibited by different people. Personality theory continued to evolve throughout the ages, with notable scientists and psychologists putting forth their own theories. A significant advancement in understanding personality came through the work of Swiss psychologist Carl Gustav Jung. The Insights Discovery System is built around Jung's model of personality which was published in his 1921 work "Psychological Types" and developed in subsequent writings.

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.

This Insights Discovery Full Circle Profile is compiled from the feedback of a circle of people who live and work around John. Every day we deal with perceptions of ourselves from others, therefore an insight into this can help us grow and also improve our relationships. Jung always rated self-perception as the most important perception of all and this profile is intended as a supplement to the Insights Discovery Personal Profile, which is based solely on an individual's self-perception.

Throughout the profile, data from the feedback group includes both collective perception and specific individuals' perceptions.

This profile should be shared with friends and colleagues, including those who contributed to this profile. It will provide valuable input for discussions around the differences between self-perception and the perceptions of others. The profile should ideally be used as a catalyst in developing an action plan for growth, both personally and interpersonally.

Overview of Insights Discovery Colour Energies

The diagram below indicates the key characteristics of each of the four colour energies. It is important to remember that although we may have a preference for one colour energy over another, in different situations we are able to draw on any combination of the four colour energies.
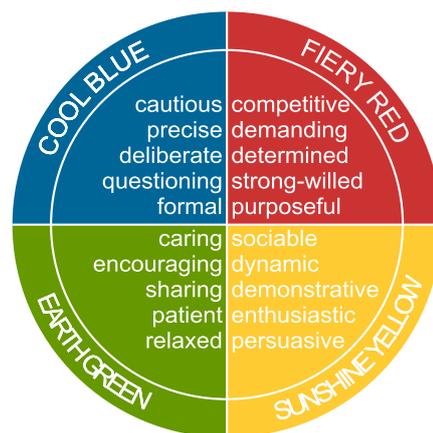
Overview

Based on Self Perception

These statements provide a broad understanding of John's personal style, in particular how he interacts with others. John, and his feedback group can use this section to gain a better understanding of John's approaches to relationships. Additional information is available in the Overview section of the Insights Discovery Personal Profile.

John's Interaction with Others

John enjoys a team environment that is moderately paced with high levels of morale. Even though it taxes him emotionally, he can take on the troubles of those around him. Basically loyal, trusting and understanding, he needs harmonious relationships in his life and is most sensitive to conflicts and disagreements. Amenable, patient and friendly, John tends to build close, low-key relationships with a small number of associates in the work environment. His concern for the well-being of people around him makes John especially sensitive to an individual's personal needs.

He is a casual, personable person who typically enjoys good relations with others, particularly once he is known or accepted into the fold. When a decision has to be made, he will appear to go along, but inwardly will be reviewing the various choices. John seeks relationships which provide growth and development. Building harmony, understanding and common acceptance is a life-long assignment for him. He is internally motivated by deep personal beliefs and by devotion to a cause he feels is worthy of support. He wishes to be valued for himself.

He may have a tendency to repress anger. While appearing to agree with others, he may internally disagree, using passive strategies to release his tensions. His dependability and willingness to lend a sympathetic yet objective ear makes him a supportive team player. Sincere feedback from others is required to help him maintain motivation and his level of service. He has little motivation to lead others through control, but hopes to see everyone living together harmoniously. Possessing a quiet strength, his caring, concerned approach to life seems to encourage other people to confide in him.

Characteristics based on Self Perception

This section may identify some of the fundamental gifts that John has to offer, indicates how he may show up under pressure, and lists some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by John.

Key Strengths:

- Unassuming, patient, relaxed and non-threatening.

- Encourages the underdog.

- Loyal, self sacrificing and sympathetic.

When under pressure, John may appear in this way:

- Digs in his heels when feeling threatened.

- May fail to respond adequately to "big picture" opportunities.

- Reluctant to say "No" - takes on too much too often.

In leading others John may:

- Use "gut feel" effectively in processing information.

- Take on too many disparate activities, resulting in a loss of focus and identity for others.

- Lose confidence if he is not regularly encouraged.

| Blue	Green	Yellow	Red
2.63	5.28	4.32	2.20
44 %	88 %	72 %	37 %
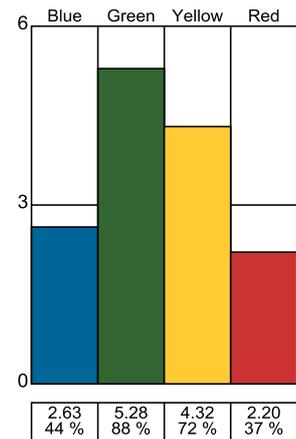
John's perception of self

Personal Notes:

Discovery Colour Dynamics

Based on Self Perception

John Smith
16 November 2009
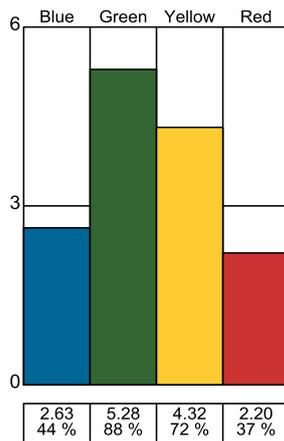
| Persona (Conscious)	Preference Flow	Persona (Less Conscious)

Persona (Conscious)

	Blue	Green	Yellow	Red
	2.63	5.28	4.32	2.20
	44 %	88 %	72 %	37 %

Preference Flow

50.8 %

Persona (Less Conscious)

	Blue	Green	Yellow	Red
	1.68	3.80	3.37	0.72
	28 %	63 %	56 %	12 %
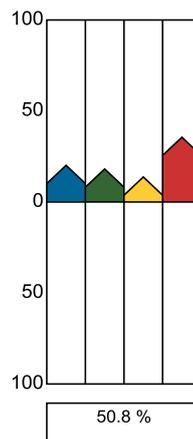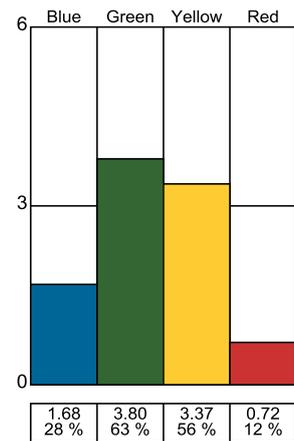
Based on how John responded to the evaluator, the dominant colour energy is represented by the highest scoring colour bar in the Persona (Conscious) graph above. Applying the information received in this Discovery Full Circle Profile, in everyday interactions with others as well as with the individuals who filled out an evaluator for John, there is an opportunity to adapt to others' styles to improve the quality of his interactions.

In the supporting Learning Guide: Introduction to Discovery Full Circle, there are some suggestions for individuals to remember when approaching individuals with a different dominant colour. A simple rule to follow - do not change who you are, just adjust the 'volume' of your colour energies by slightly decreasing some, and slightly increasing the use of others until you find a balance that works. These are guides to stimulate your thinking - it is important to remember, as Carl Jung said "Every individual is an exception to the rule".

Characteristics based on Feedback Group's Perception

Based on the combined perception of the feedback group, this section identifies some of John's Key Strengths, how he may show up under pressure and his natural style in leading others. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by the Feedback Group.

The Feedback Group may perceive John to have these Key Strengths:

- Diplomatic when the situation calls for it.

- Concentrates for as long as necessary.

- Will find ways to work more effectively.

When under pressure, John may appear to the Feedback Group in this way:

- Others sometimes finds him over-controlling.

- All work and no play.

- Occasionally his criticism may de-motivate others.

As perceived by the Feedback Group, in leading others, John may:

- Seek to challenge what he perceives as illogical.

- Want to explain the "What", "How" and "Why".

- Appear cold and aloof until he gets to know people well.

Blue	Green	Yellow	Red
3.25	2.58	2.53	3.45
54 %	43 %	42 %	58 %
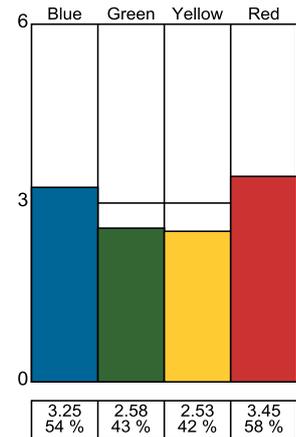
Group's perception of John

Personal Notes:

Insights Discovery Full Circle Wheel

Based on Feedback Group Perception

Represented on the wheel are the individual perceptions of John from the feedback group, the collective perception, and John's self perception.
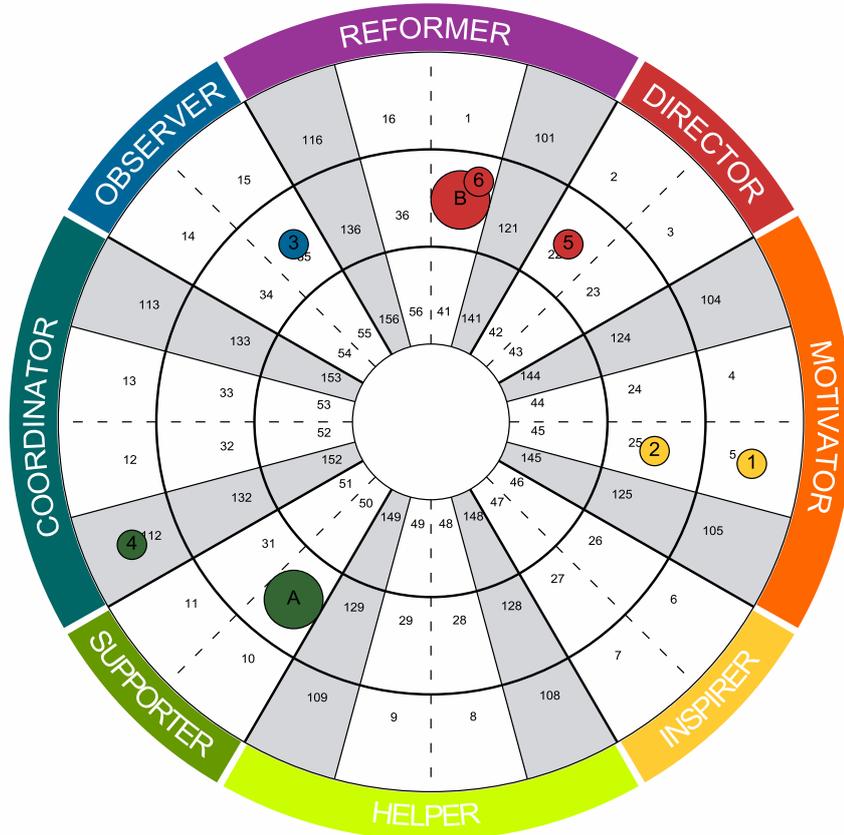
A	John	30: Helping Supporter (Classic)
B	The Feedback Group	21: Directing Reformer (Classic)

The Feedback Group

1	Peter	5: Inspiring Motivator (Focused)
2	Linda	25: Inspiring Motivator (Classic)
3	Mary	35: Reforming Observer (Classic)
4	Mark	112: Creative Supporting Coordinator (Focused)
5	Sally	22: Reforming Director (Classic)
6	Jane	21: Directing Reformer (Classic)

Discovery Full Circle Colour Distribution

This section details the individual colour score perceptions of John from the Feedback Group, comparing with John's self perception and the average scores from the Feedback Group.

| | Contributor Scores | | Subject Scores | | .... Contributor Average |
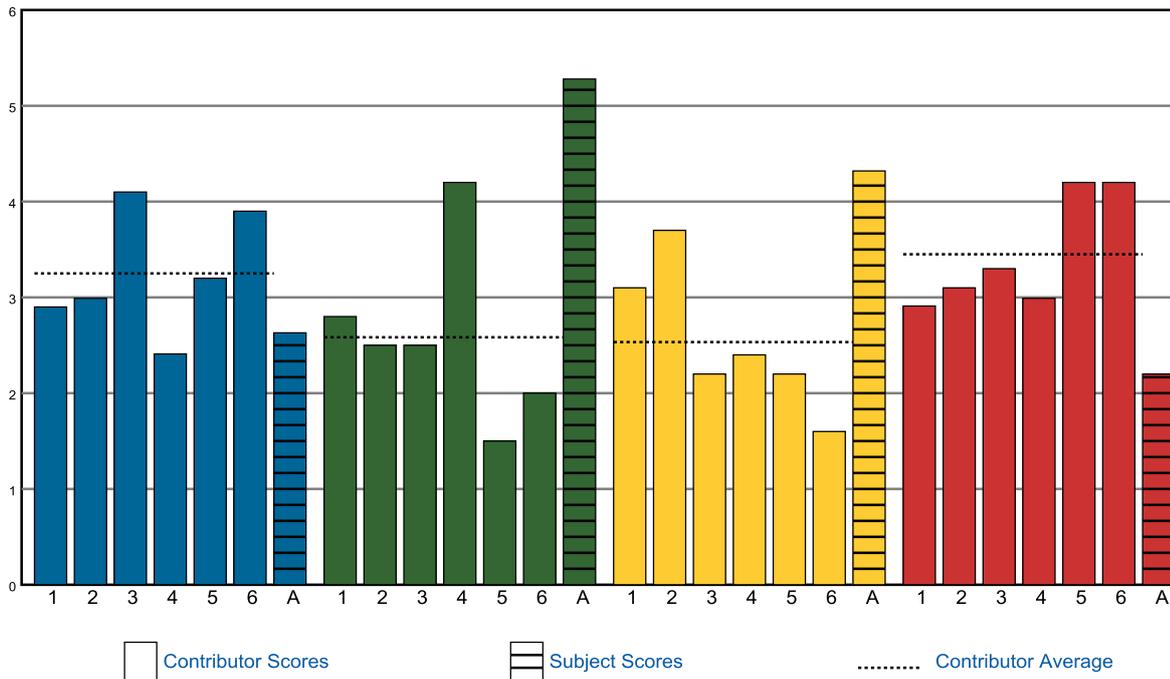
ID	Name	Blue	Green	Yellow	Red
1	Peter	2.90	2.80	3.10	2.91
2	Linda	2.99	2.50	3.70	3.10
3	Mary	4.10	2.50	2.20	3.30
4	Mark	2.41	4.20	2.40	2.99
5	Sally	3.20	1.50	2.20	4.20
6	Jane	3.90	2.00	1.60	4.20
A	John	2.63	5.28	4.32	2.20
B	Group Average	3.25	2.58	2.53	3.45

Perception Comparison

In the individual graphic below, when a colour bar is seen to the left of 0 this indicates that an individual from the feedback group sees less of that colour energy than John sees in himself. A colour bar to the right of 0 indicates the individual sees more of that colour energy compared to John's self perception.

Individual: Graphical

Peter Sees Less　　　　　　　　　　**Peter Sees More**

-6　　　-3　　　0　　　3　　　6

Linda Sees Less　　　　　　　　　　**Linda Sees More**

-6　　　-3　　　0　　　3　　　6

Mary Sees Less　　　　　　　　　　**Mary Sees More**

-6　　　-3　　　0　　　3　　　6

Mark Sees Less　　　　　　　　　　**Mark Sees More**

-6　　　-3　　　0　　　3　　　6

Sally Sees Less　　　　　　　　　　**Sally Sees More**

-6　　　-3　　　0　　　3　　　6

Jane Sees Less　　　　　　　　　　**Jane Sees More**

-6　　　-3　　　0　　　3　　　6
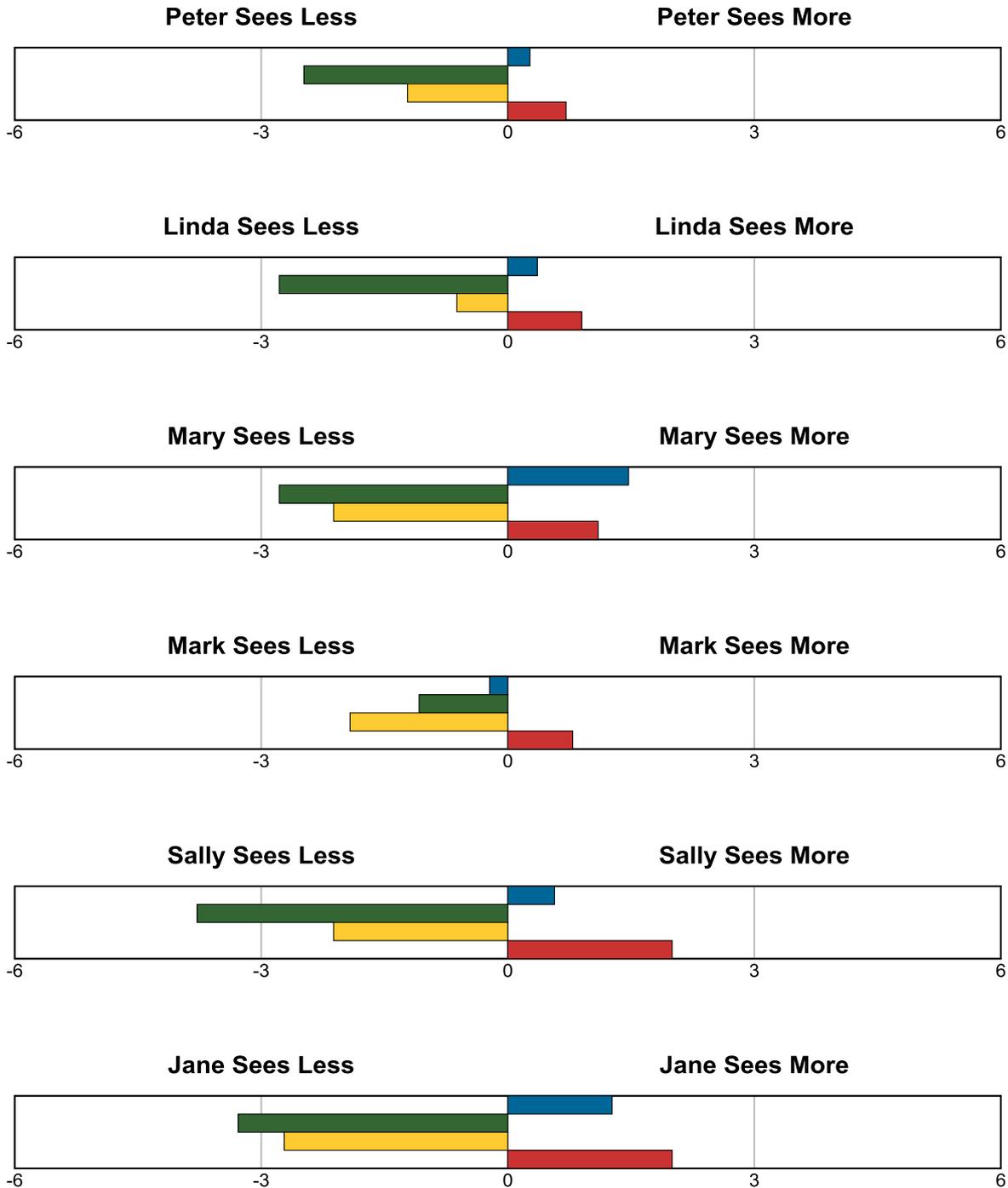
Perception Comparison

The individual numeric table indicates the difference in colour scores between the individual and John, which are represented graphically on the previous page. A minus score indicates the individual sees less of that colour with a positive score indicating they see more of that energy. The aggregate graphical and numeric table display the average for the feedback group compared with John's self perception.

Individual: Graphical

	Blue	Green	Yellow	Red
Peter's difference	+0.27	-2.48	-1.22	+0.71
Linda's difference	+0.36	-2.78	-0.62	+0.90
Mary's difference	+1.47	-2.78	-2.12	+1.10
Mark's difference	-0.22	-1.08	-1.92	+0.79
Sally's difference	+0.57	-3.78	-2.12	+2.00
Jane's difference	+1.27	-3.28	-2.72	+2.00

Perception Comparison

Collective Perception: Graphical

Feedback Group Sees Less   **Feedback Group Sees More**

-6   -3   0   3   6
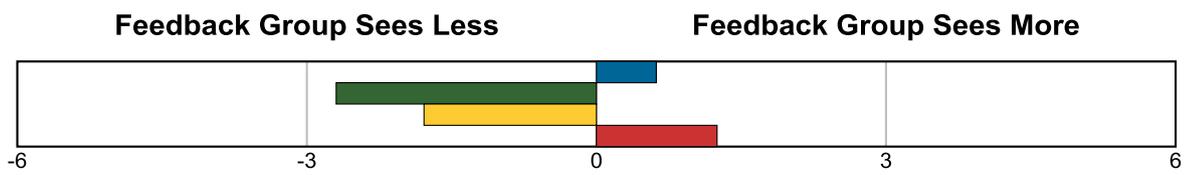
Collective Perception: Numeric

	Blue	Green	Yellow	Red
John	2.63	5.28	4.32	2.20
Group Average	3.25	2.58	2.53	3.45
Difference	+0.62	-2.70	-1.79	+1.25
Group High	4.10	4.20	3.70	4.20
Group Low	2.41	1.50	1.60	2.91

Discovery Insights®
Full Circle Profile

Personal Comment

In the Insights Discovery Full Circle Evaluator we asked the Feedback Group for some comments. Their responses are below

What behaviours do you most admire in this individual?

Personal Comment

What behaviours would you encourage this individual to develop to be more successful in their role?

Personal Comment

Are there any additional comments that you would like to make?

Full Circle Feedback by Role

This page displays the aggregate data for each role compared with the self perception of John
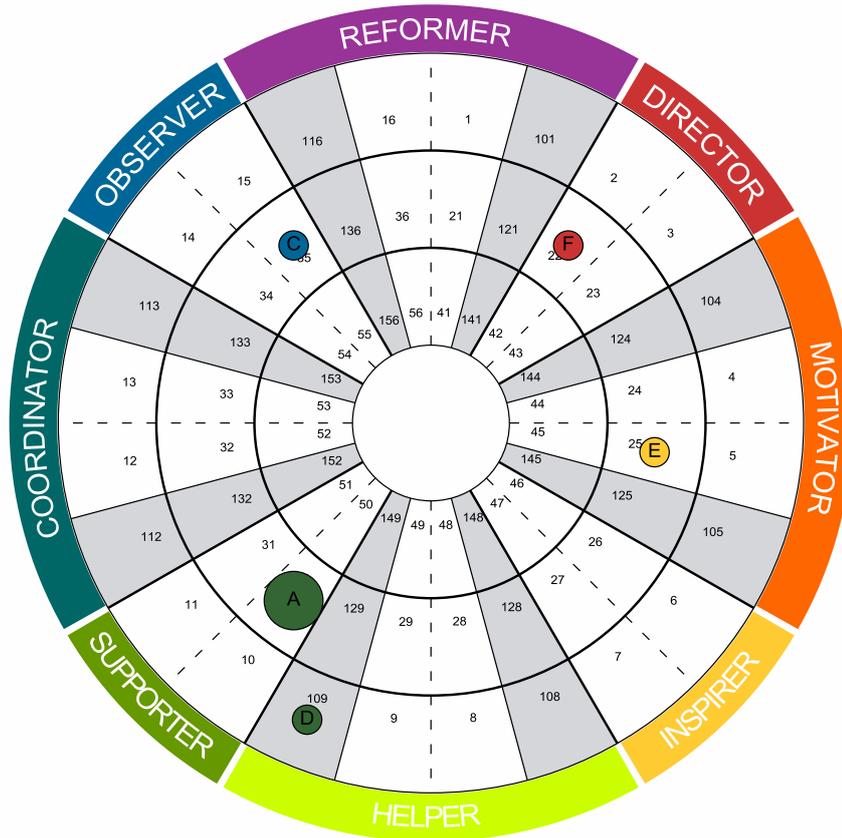
A	John	30: Helping Supporter (Classic)	

F	Customer Average (1)	22: Reforming Director (Classic)
C	Manager Average (1)	35: Reforming Observer (Classic)
D	Peer Average (2)	109: Creative Supporting Helper (Focused)
E	Team Member Average (1)	25: Inspiring Motivator (Classic)

Perception Comparison By Role

Detailed below is the difference between the average feedback for each Role and the self perception of John. The table indicates a summary of scores for each of the Roles.

Customers See Less   **Customers See More**

| -6 | -3 | 0 | 3 | 6 |

Managers See Less   **Managers See More**

| -6 | -3 | 0 | 3 | 6 |

Peers See Less   **Peers See More**

| -6 | -3 | 0 | 3 | 6 |

Team Members See Less   **Team Members See More**

| -6 | -3 | 0 | 3 | 6 |

Colour score comparison for John and the average feedback by role

	Blue	Green	Yellow	Red
John	2.63	5.28	4.32	2.20
Customer Average	3.20	1.50	2.20	4.20
Difference	+0.57	-3.78	-2.12	+2.00
Manager Average	4.10	2.50	2.20	3.30
Difference	+1.47	-2.78	-2.12	+1.10
Peer Average	2.66	3.50	2.75	2.95
Difference	+0.02	-1.78	-1.57	+0.75
Team Member Average	2.99	2.50	3.70	3.10
Difference	+0.36	-2.78	-0.62	+0.90

Peter's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Peter, that John has to offer, indicate how he may show up under pressure, and list some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by Peter.

	Blue	Green	Yellow	Red
	2.90	2.80	3.10	2.91
	48 %	47 %	52 %	49 %

Peter's perception of John

### Peter may perceive John to have these Key Strengths:

- Enjoys and seeks variety.

- Displays high levels of energy.

- Highly resourceful around people.

When under pressure, John may appear to Peter in this way:

- Has difficulty delegating. Likes to do it himself.

- May prepare inadequately or poorly.

- May procrastinate on the longer term task.

As perceived by Peter, in leading others, John may:

- Be seen as manipulating the process when he sells the solution to the team.

- Have difficulty separating being liked as a manager from being liked for oneself.

- Choose "favourites" in his team and offer them individual inducements to achieve objectives.
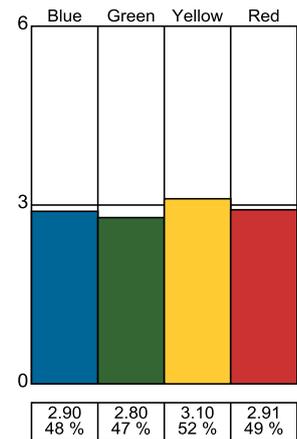
Personal Notes:

Connecting with Peter

Communication can only be effective if it is received and understood by the recipient. This section identifies some of the key strategies, which may lead to effective communication with Peter.

Where Discovery data is available, this page contains information relating to Peter's personal profile. The graphic identifies Peter's 'footprint' on the Discovery Wheel and compares it with John's 'footprint', also displaying the 'footprint' for Peter's perception of John.

— John's perception of self

— Peter's perception of John

— Peter's perception of self
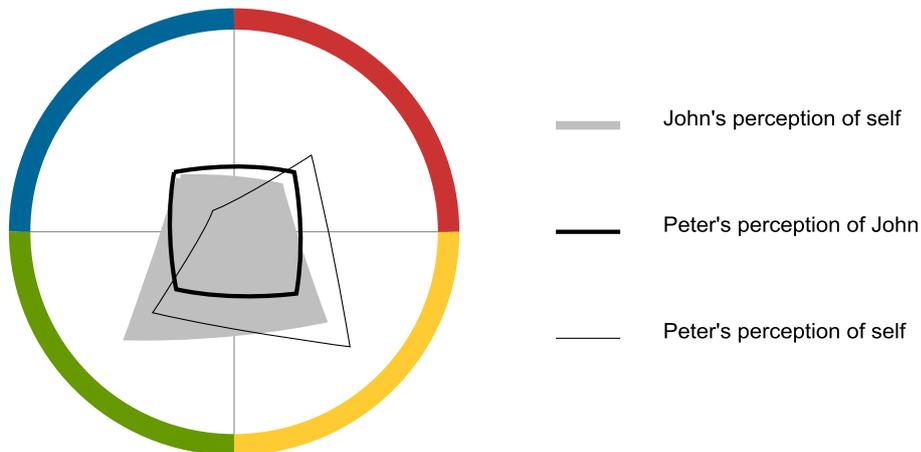
Strategies for communicating with Peter:

- Encourage him to stick to the agenda.

- Be spontaneous and harmonious.

When communicating with Peter, DO NOT:

- Be mundane, boring or dismissive.

- Be vague or leave things open to interpretation.

Linda's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Linda, that John has to offer, indicate how he may show up under pressure, and list some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by Linda.

Linda may perceive John to have these Key Strengths:

- Constantly juggling a large number of projects.

- Strong sense of humour and fun.

- Will look for the good in people and events.

When under pressure, John may appear to Linda in this way:

- Overly dismissive of negative feedback.

- May prepare inadequately or poorly.

- Optimism is occasionally misplaced.

As perceived by Linda, in leading others, John may:

- Appear superficial and rather flamboyant to some.

- Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.

- Value team performance as well as individual performance.

Blue	Green	Yellow	Red
2.99	2.50	3.70	3.10
50 %	42 %	62 %	52 %
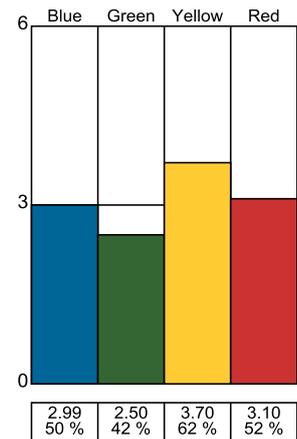
Linda's perception of John

Personal Notes:

Connecting with Linda

Communication can only be effective if it is received and understood by the recipient. This section identifies some of the key strategies, which may lead to effective communication with Linda.

Where Discovery data is available, this page contains information relating to Linda's personal profile. The graphic identifies Linda's 'footprint' on the Discovery Wheel and compares it with John's 'footprint', also displaying the 'footprint' for Linda's perception of John.

John's perception of self

Linda's perception of John

Linda's perception of self
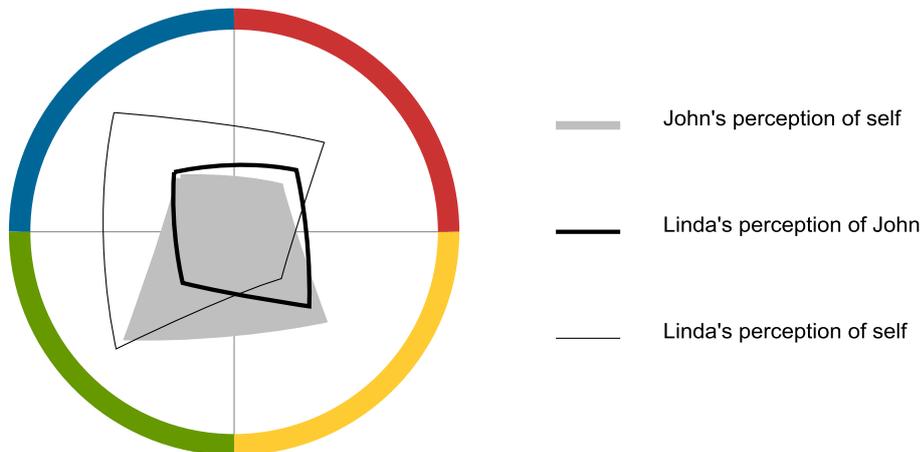
Strategies for communicating with Linda:

- Back up your assertions with reasons and data.

- Be punctual.

When communicating with Linda, DO NOT:

- Substitute rhetoric for accuracy.

- Be vague about facts and statistics.

Mary's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Mary, that John has to offer, indicate how he may show up under pressure, and list some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by Mary.

### Mary may perceive John to have these Key Strengths:

- Diplomatic when the situation calls for it.

- Analysis.

- Concentrates for as long as necessary.

When under pressure, John may appear to Mary in this way:

- Tends to undervalue the differences in people.

- Less effective at work involving imaginative future orientation.

- Can lack motivation if not stimulated by complex issues.

As perceived by Mary, in leading others, John may:

- Focus more on the task and less on the people.

- Seek to challenge what he perceives as illogical.

- Prefer organising ideas and information rather than people.

	Blue	Green	Yellow	Red
	4.10 68 %	2.50 42 %	2.20 37 %	3.30 55 %

Mary's perception of John

Personal Notes:

Discovery Insights® Full Circle Profile
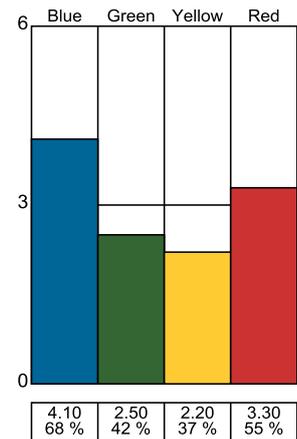
Connecting with Mary

Communication can only be effective if it is received and understood by the recipient. This section identifies some of the key strategies, which may lead to effective communication with Mary.

Where Discovery data is available, this page contains information relating to Mary's personal profile. The graphic identifies Mary's 'footprint' on the Discovery Wheel and compares it with John's 'footprint', also displaying the 'footprint' for Mary's perception of John.

John's perception of self

Mary's perception of John

Mary's perception of self
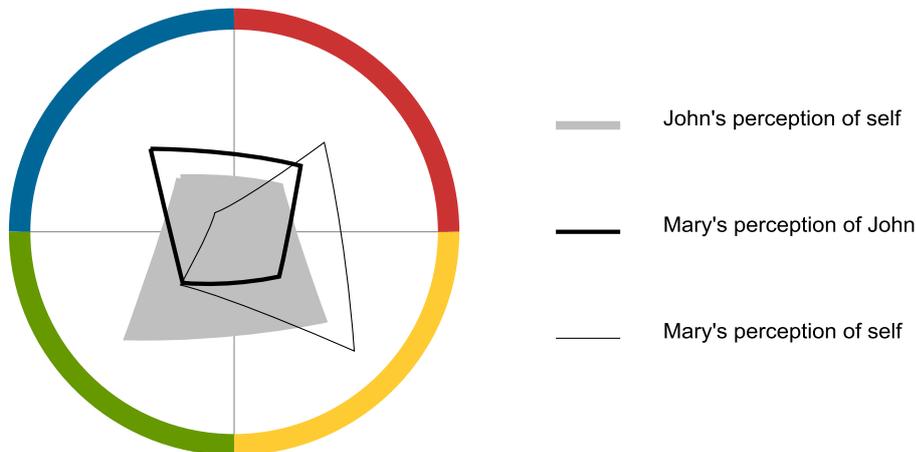
Strategies for communicating with Mary:

- Allow and bolster her feeling of self esteem.

- Use a casual, informal style of conversation.

When communicating with Mary, DO NOT:

- Challenge her perception of herself.

- Use destructive criticism or create unnecessary conflict.

Mark's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Mark, that John has to offer, indicate how he may show up under pressure, and list some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by Mark.

Mark may perceive John to have these Key Strengths:

- Focused and determined.

- A steady day-to-day planner.

- Can master technical subjects.

When under pressure, John may appear to Mark in this way:

- His focus on steady efficiency may cause frustration in others.

- Worries too much about colleagues.

- Can seek perfection, yet underrates and underestimates his contribution.

As perceived by Mark, in leading others, John may:

- Allow his heart to rule his head.

- Over regulate processes.

- Delegate only simple, straightforward tasks which fail to challenge others.

	Blue	Green	Yellow	Red
	2.41 40 %	4.20 70 %	2.40 40 %	2.99 50 %

Mark's perception of John

Personal Notes:

Discovery Insights® Full Circle Profile
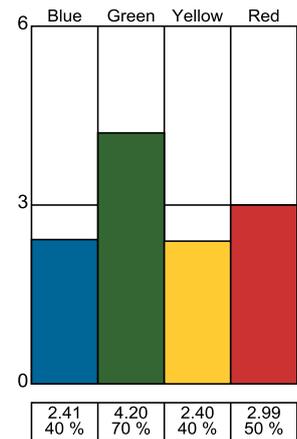
Connecting with Mark

Communication can only be effective if it is received and understood by the recipient. This section identifies some of the key strategies, which may lead to effective communication with Mark.

Where Discovery data is available, this page contains information relating to Mark's personal profile. The graphic identifies Mark's 'footprint' on the Discovery Wheel and compares it with John's 'footprint', also displaying the 'footprint' for Mark's perception of John.

John's perception of self

Mark's perception of John

Mark's perception of self
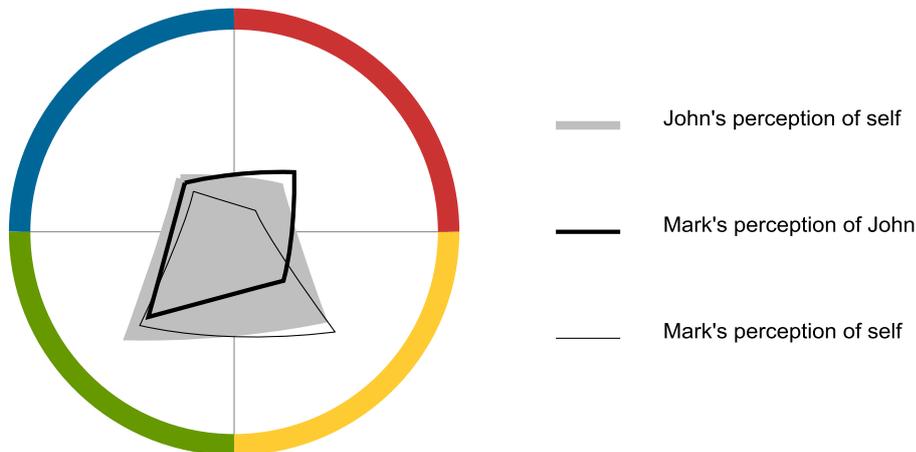
Strategies for communicating with Mark:

- Avoid unnecessary distractions - keep to the point.

- Provide information that stimulates conversation.

When communicating with Mark, DO NOT:

- Assume you will complete all of your agenda.

- Expect him to respond favourably if you dictate to him on policy or procedures.

Sally's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Sally, that John has to offer, indicate how he may show up under pressure, and list some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by Sally.

Sally may perceive John to have these Key Strengths:

- Will act quickly and decisively on new information.

- Industrious and decisive.

- Change agent.

When under pressure, John may appear to Sally in this way:

- "Tells" rather than "asks".

- His confidence can sometimes be interpreted as arrogance.

- Tends to over-control the situation.

As perceived by Sally, in leading others, John may:

- Set rigid guidelines for completion of tasks.

- Keep an eye on the prize, not the cost.

- Always shoot for the goal.

Blue	Green	Yellow	Red
3.20	1.50	2.20	4.20
53 %	25 %	37 %	70 %
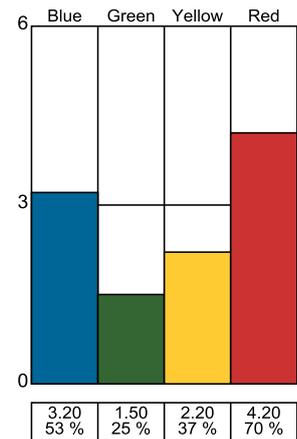
Sally's perception of John

Personal Notes:

Connecting with Sally

Communication can only be effective if it is received and understood by the recipient. This section identifies some of the key strategies, which may lead to effective communication with Sally.

Where Discovery data is available, this page contains information relating to Sally's personal profile. The graphic identifies Sally's 'footprint' on the Discovery Wheel and compares it with John's 'footprint', also displaying the 'footprint' for Sally's perception of John.

John's perception of self

Sally's perception of John

Sally's perception of self
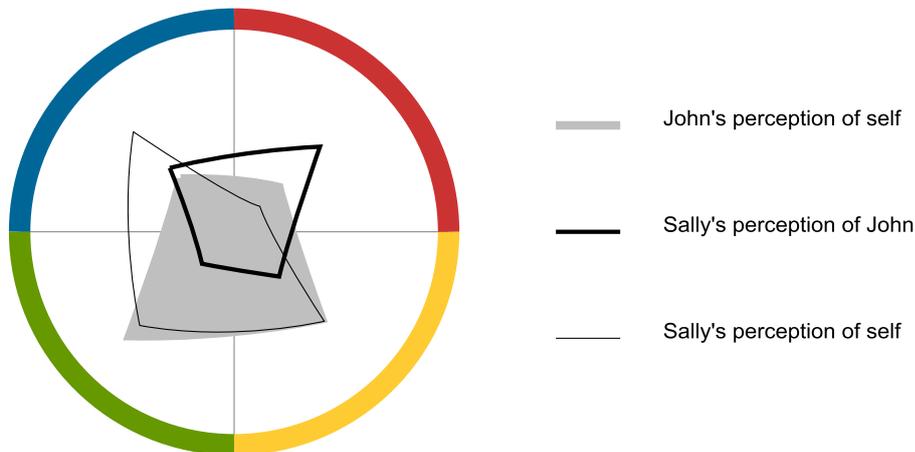
Strategies for communicating with Sally:

- Ensure you have a logical reason for any changes.

- Expect her to come back later for clarification.

When communicating with Sally, DO NOT:

- Be oversensitive to her critical nature.

- Be disorganised or inaccurate.

Jane's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Jane, that John has to offer, indicate how he may show up under pressure, and list some possible characteristics of John's natural leadership approach. It is important to remember these statements were generated using the Insights Discovery software system based on responses to the evaluator and were not words or statements chosen by Jane.

Jane may perceive John to have these Key Strengths:

- Keeps control in a crisis.

- Able to see the larger picture.

- Ingenious thinker with a great ability in long range planning.

When under pressure, John may appear to Jane in this way:

- Easily loses focus when lacking intellectual stimulation.

- Takes on too much responsibility.

- Impatient with others he sees as having lower standards.

As perceived by Jane, in leading others, John may:

- Want to explain the "What", "How" and "Why".

- Be frustrated with those less gifted than himself.

- Seek to challenge what he perceives as illogical.

Blue	Green	Yellow	Red
3.90	2.00	1.60	4.20
65 %	33 %	27 %	70 %
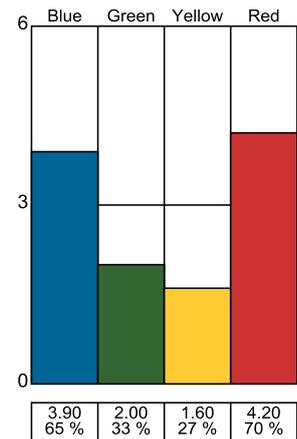
Jane's perception of John

Personal Notes:

Connecting with Jane

Communication can only be effective if it is received and understood by the recipient. This section identifies some of the key strategies, which may lead to effective communication with Jane.

Where Discovery data is available, this page contains information relating to Jane's personal profile. The graphic identifies Jane's 'footprint' on the Discovery Wheel and compares it with John's 'footprint', also displaying the 'footprint' for Jane's perception of John.

—— John's perception of self

—— Jane's perception of John

—— Jane's perception of self
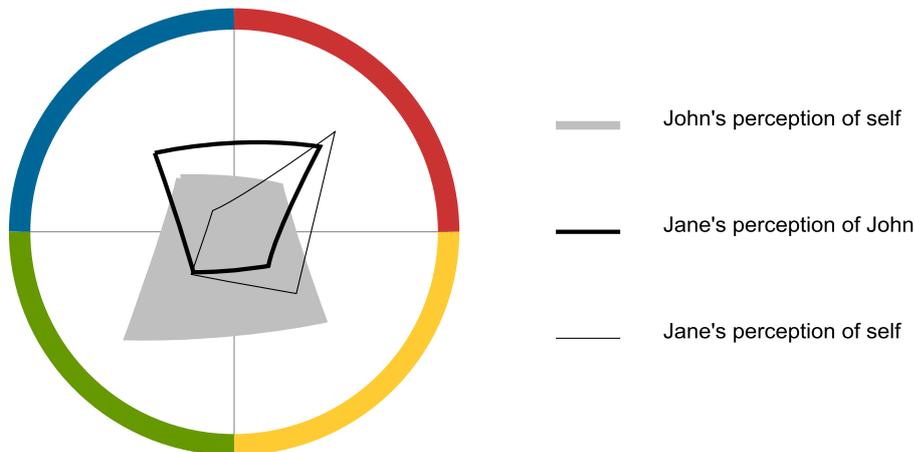
Strategies for communicating with Jane:

- Use powerful and emotive adjectives.

- Talk about her and areas she finds stimulating.

When communicating with Jane, DO NOT:

- Overload her with facts, details and paperwork.

- Engage in laboriously long meetings.

Feedback Group - Wheel Positions

This section displays the Discovery wheel positions of the Feedback Group. Positions on the wheel do not represent good or bad, but different approaches to situations.
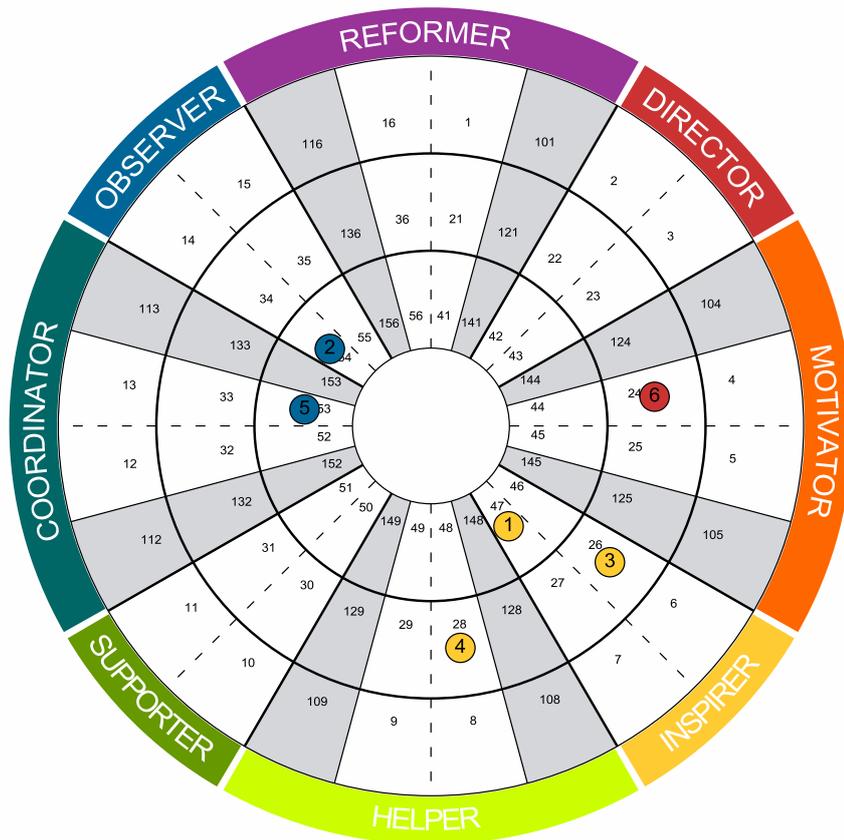
		Name	Position
1		Peter	47: Helping Inspirer (Accommodating)
2		Linda	54: Coordinating Observer (Accommodating)
3		Mary	26: Motivating Inspirer (Classic)
4		Mark	28: Inspiring Helper (Classic)
5		Sally	53: Observing Coordinator (Accommodating)
6		Jane	24: Directing Motivator (Classic)

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