



Discovery[®]

Personal Profile

Brett Clawson

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Brett Clawson's responses to the Insights Preference Evaluator which was completed on 26 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 Brett's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Brett can be considered as a completion expert. Practical and measurable tasks are what he does well, making him successful in quality and administration. Because he relies heavily on logical analysis, he can overlook what matters to others. He is keen to pick out logical inconsistencies. Brett is analytical, impersonal and interested in underlying principles.

He relates to, remembers and builds on positive experiences. Brett is precise, cautious, disciplined, painstaking and conscientious in his work, yet prepared to try anything once. He is most content in work that is of practical service to the organisation and others. Brett has a gift for seeing the important facts of a situation. Brett is an ingenious and original problem solver.

Brett is so realistic and practical that he can see ways of minimising effort on almost every project. He is concerned with schedule and system and appears to some to be a very private person. He greatly prefers to trust what he can hear, smell, taste, touch and see, rather than accept abstract or intangible ideas. He can be a veritable storehouse of information on the things he knows well and understands. He is seen by others as intellectually independent.

He prefers to be left to work quietly on his own, which is when he achieves his best work. He tends not to show his private feelings, yet experiences a strong internal personal reaction to many situations and events. His common-sense denotes a practical ability with people and things. He is strongly motivated to get things right, especially factually, and to be most effective he should be allowed to operate in a private environment. He appreciates any extra time that can be given to him to master technical subjects.

He may appear more tolerant of others who prefer to operate in a moderate or controlled way. When he does need company it may be difficult for him to reach out to people and to overcompensate for this he may retreat even further into himself. Enjoying theoretical, complex and global concepts, Brett is a strategic thinker who can clearly see the benefits and flaws of most situations. Brett is seen by many people as being independent and self-contained. He likes concrete facts, has a good memory for detail and usually learns best from "hands-on" experiences.

Interacting with Others

Despite being somewhat quiet, perhaps even self-effacing, Brett will converse at length on subjects that he knows well enough to enable him to display his wealth of information. He is suspicious of what may be lurking beneath a smile. He may prefer not, or may find it difficult, to express personal feelings to others. He sees through slick images and false presentations and is wary of being taken in by compliments or praise. To guard against being manipulated he will be sensitive to indications of a hidden agenda. 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.

He is a private person who prefers to live quietly, away from social experiences which may generate emotional strain. 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 is often inwardly absorbed in his current analysis or problem solving and is inclined towards reticence. Brett will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information. 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 mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost “underdog” causes. He is likely to prefer the dialogue which is going on in his head with his internal critic to participation in “meaningless” social chit-chat with others. Brett prefers to organise concepts, knowledge and ideas rather than people or situations. He is mild mannered, with the decisiveness of his thinking usually revealed in intellectual matters. When he turns his highly honed critical appraisal skills on the people around him, honesty may be translated into unintended hurtfulness.

Decision Making

Brett's decisions tend to be made only after he has gathered sufficient supporting data. He may need to appreciate that whether something works or not in practice may not be the sole criteria in the decision making process. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. With unshakeable, well-thought-out plans, he is difficult to distract or discourage once he has embarked on what he believes to be the correct course.

He has an ability to note what is needed in a situation and act accordingly. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles. Brett's practical nature and acceptance of established procedures ensures he is dependable and consistent. He has the ability to use both reflection and consultation in reaching conclusions. He tends to make sound future decisions only after deeper reflection.

What may seem like instinctive action exhibited by Brett is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. He is logical, objective and analytical with great reasoning power. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. His decision making is based on prior reflective, contemplative thought. Brett's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Brett's key strengths:

- Consistency in standards.
 - He is logical and works well on “people” as well as “task” issues.
 - Dependable.
 - Disciplined and precise.
 - Good situational analysis.
 - Self reliant.
 - Open minded.
 - Responsible, methodical and works well with figures and procedures.
 - A good memory for details.
 - Commitment to his work.
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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. Brett's responses to the Evaluator have suggested these areas as possible weaknesses.

Brett's possible weaknesses:

- Avoids company of those unlike him.
 - May get frustrated with other peoples' ways.
 - Sometimes ignores others' feelings.
 - May project a weak image, thus his invaluable contributions may be overlooked.
 - May worry unduly - prone to pessimism.
 - May go off in his own direction if challenged.
 - May overlook what others really care about.
 - Occasionally becomes too focused, risking “tunnel vision”.
 - Takes things too seriously.
 - Occasionally causes delays through his fascination with complexity.
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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 Brett brings, and make the most important items on the list available to other team members.

As a team member, Brett:

- Ensures the focus is realistic.
 - Frequently double checks everything.
 - Critically perceptive with an eye for detail.
 - Will encourage the team to think through all the possibilities.
 - Will not be easily distracted by emotional events.
 - Tackles problem solving in a systematic way.
 - Often questions facts and rebuts false assumptions.
 - Helps avoid mistakes.
 - Is known as a good administrator.
 - May provide team numeracy, literacy or technical structure.
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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 Brett. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Brett:

- Present only solid and reliable facts.
 - Use charts and graphs or other precise visual aids to make your points.
 - Be well structured and organised.
 - Appreciate his ability to amass a wide range of information.
 - Focus on the task at hand.
 - Use logical and rational questions and arguments.
 - Avoid precipitating rare but spontaneous outbursts of emotion.
 - Use written communications whenever appropriate.
 - Explain why, what and how, and do it clearly and concisely.
 - Go prepared to get straight down to business.
 - Expect him to be concerned and critical at times.
 - Be modest and polite.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Reinforce his own self criticism.
 - Call on him when uninvited.
 - Demand an instant reaction.
 - Expect him to immediately strike up close relationships or friendships.
 - Try to play on his emotions.
 - Be vague about boundaries.
 - Be unrealistic or stray on to abstractions.
 - Try to control the conversation.
 - Assume that outward calm reflects inner feelings.
 - Assume that he is disagreeing with you because he questions you thoroughly.
 - Be vague about facts and statistics.
 - Gloss over details.
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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.

Brett's possible Blind Spots:

Attempting to be more flexible and open-minded will help prevent Brett from becoming too rigid. His thinking rationale may be so acutely honed that he will overlook what others tend to care about. He would do well to accept that people he respects may want to know what is going on in his life, and he should realise that the only one who can provide the accurate map is him.

Giving in on small items decreases the likelihood of him being seen as too stubborn and controlling. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so. His ability to detect what might go wrong is perceived by some others as suspicion of anything new and untested. He is a private person who keeps an emotional distance from others and a physical distance when communicating. He is something of a perfectionist, and can be hypersensitive to criticism of his work.

As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. He draws conclusions based on factual analysis, which he likes to organise. He may be less inclined to organise people or situations unless this is an essential part of his role. He sometimes seems detached from the real world, involved in complex thought.

Personal Notes

Opposite Type

The description in this section is based on Brett'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:

Brett'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.

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

Personal Notes

Opposite Type

Communication with Brett's Opposite Type

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

Brett Clawson: How you can meet the needs of your Opposite Type:

- Be spontaneous and harmonious.
- Agree exactly what needs to be done.
- Share in and promote his ideas and visions.
- “Temper” his optimism with realism.
- Provide dates and timescales for completion.
- Be prepared to discuss a wide range of topics.

Brett Clawson: When dealing with your opposite type DO NOT:

- Assume that his sunny disposition means that he agrees with everything you say.
 - Forget to offer praise and recognition when it is due.
 - Emphasise established processes.
 - Talk slowly, mumble or whisper.
 - Make your lack of interest in his “problems” too obvious.
 - Spend too much time discussing “what ifs”.
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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 Brett's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Brett may benefit from:

- Assistance in embracing the new and eliminating the old.
 - Not equating gushing expression with insincerity of the person.
 - Practising warmth, empathy and understanding.
 - Looking to achieve quicker results.
 - Assuming permission rather than seeking it.
 - Aiming to become a short term centre of attention.
 - Identifying when extensive detail is not needed.
 - Articulating his ideas, rather than keeping them to himself.
 - More time to thoroughly prepare and implement.
 - Heightening his energy output to meet increasing deadlines.
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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 Brett's ideal environment and his current one and to identify any possible frustrations.

Brett's Ideal Environment is one in which:

- There are precise methods and systems.
 - He can concentrate quietly.
 - He has access to year planners and diaries with an appointment system for visitors.
 - Everyone makes good use of their time.
 - He can communicate selectively with those who are close to him.
 - There is respect for his orderly and tidy processes.
 - He can employ technology.
 - He is able to work independently and objectively.
 - Colleagues will state clearly what they mean.
 - There is little competition between peers, which Brett perceives as destructive to good team spirit.
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Personal Notes

Management

Managing Brett

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

Brett needs:

- Management support for any quality control element to his job.
 - Encouragement to deal with some issues immediately.
 - To be given preparation time if his input is required at a meeting.
 - Time to answer questions.
 - Respect for his workspace.
 - To work with people similar to himself.
 - Technically challenging projects.
 - Clear statements of requirements and expectations.
 - Encouragement to express his views to the team.
 - Colleagues who value his quiet, reflective approach.
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Personal Notes

Management

Motivating Brett

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

Brett is motivated by:

- Being asked to find more efficient ways for the team to work.
 - Regular statistical feedback allowing fast analysis.
 - Being encouraged to research new technical developments.
 - Being allowed to see projects through to conclusion.
 - Being able to “put it in writing”.
 - Gathering and analysing technical information.
 - Responsibility, within well defined areas.
 - An internal desire “to do the right thing in the right way”.
 - Being technically stretched.
 - Having access to all the information he needs.
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Personal Notes

Management Style

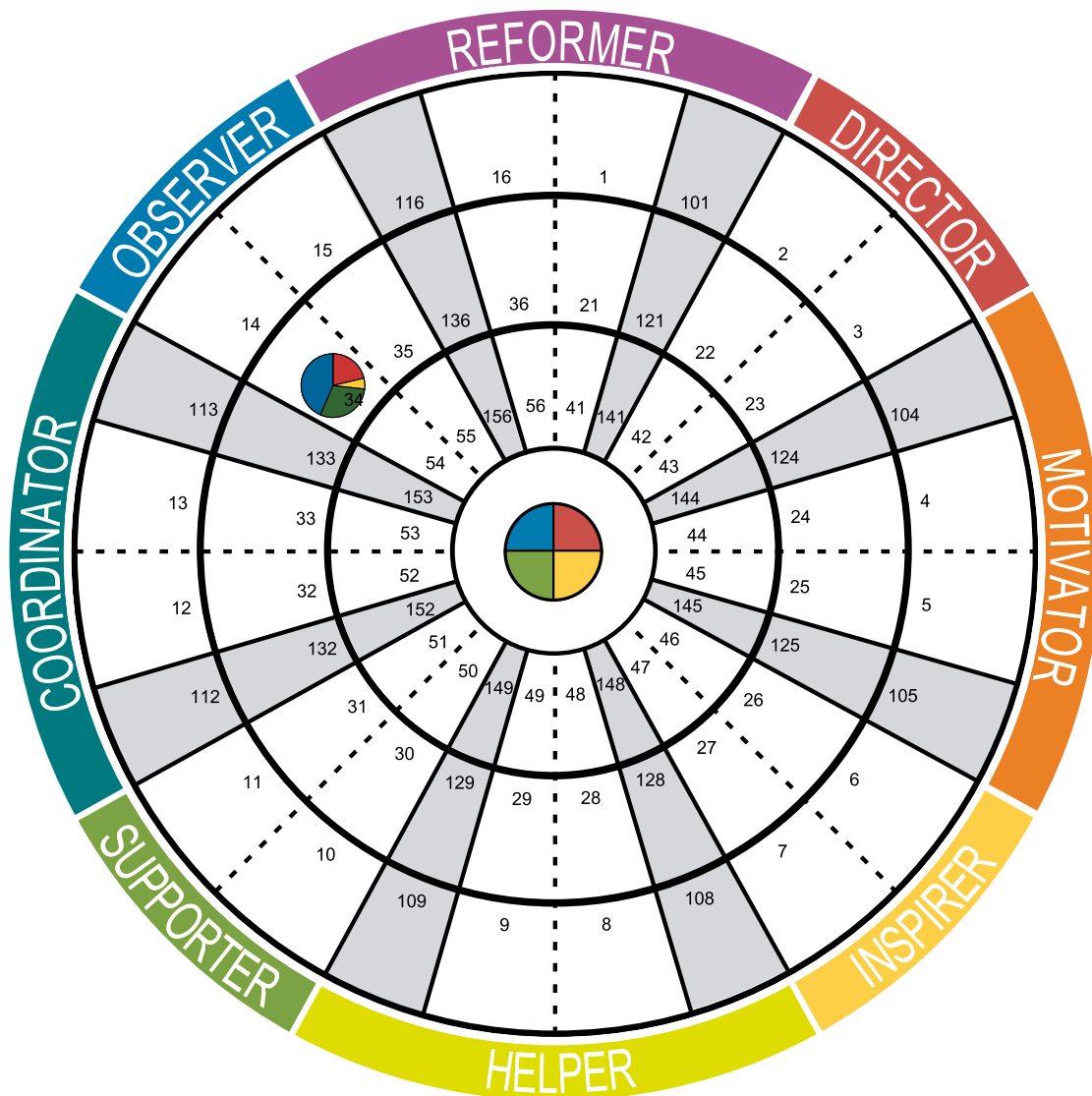
There are many different approaches to management, most of which have different situational applications. This section identifies Brett's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Brett may tend to:

- Be perceived as a reflective thinker.
 - Become irritated with lack of organisation, preparation or perfection.
 - Be a stickler for following established procedures.
 - Keep his deepest feelings private.
 - Be good at spotting problems in advance.
 - Over regulate processes.
 - Avoid large social gatherings.
 - Become sceptical in the face of opposition.
 - Worry too much about minor issues.
 - Keep quiet until he is able to provide a framework for his thoughts.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

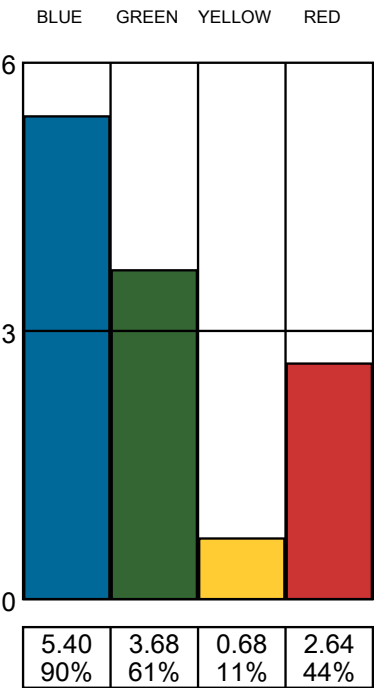
34: Coordinating Observer (Classic)

Less Conscious Wheel Position

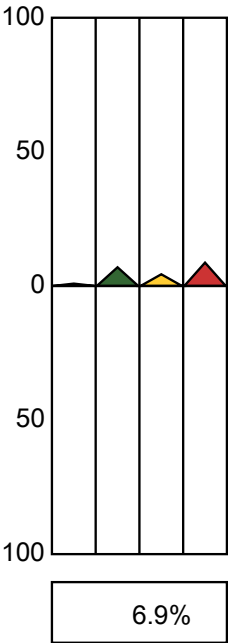
34: Coordinating Observer (Classic)

The Insights Discovery® Colour Dynamics

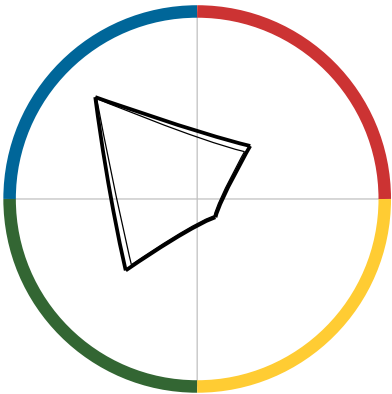
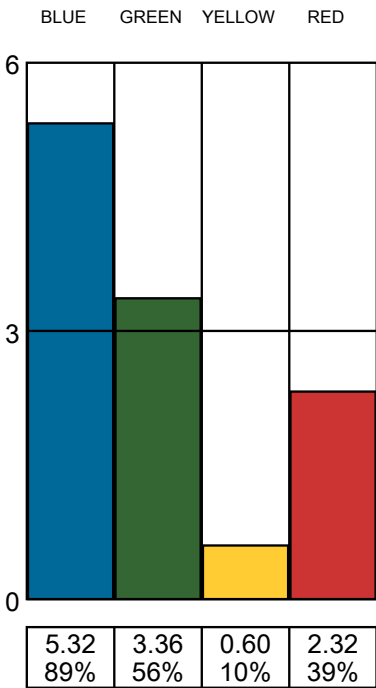
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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