



Discovery[®]

Personal Profile

Josh Sroufe

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Foundation Chapter
Management Chapter

Personal Details

Josh Sroufe
jsroufe@housecanary.com

Telephone:

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Contents

Introduction.....	4
Overview	5
Personal Style	5
Interacting with Others	5
Decision Making	6
Key Strengths & Weaknesses.....	7
Strengths	7
Possible Weaknesses	8
Value to the Team	9
Effective Communications.....	10
Barriers to Effective Communication	11
Possible Blind Spots.....	12
Opposite Type	13
Suggestions for Development	15
Management	16
Creating the Ideal Environment.....	16
Managing Josh	17
Motivating Josh	18
Management Style	19
The Insights Discovery® 72 Type Wheel	20
The Insights Discovery® Colour Dynamics	21

Introduction

This Insights Discovery profile is based on Josh Sroufe's responses to the Insights Preference Evaluator which was completed on 02 October 2018.

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 Josh's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Josh is painstakingly accurate and methodical, with great powers of concentration. He tends to be realistic and matter-of-fact about work issues. He focuses inward as an objective thinker and he rationalises his view of the world through concrete facts. He is a “no-nonsense” person who is not often attracted by the strange, exotic or unfamiliar. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence.

Josh is a straightforward, honest and pragmatic person who prefers to get on with it rather than to talk about getting on with it. Enjoying theoretical, complex and global concepts, Josh is a strategic thinker who can clearly see the benefits and flaws of most situations. He is often more interested in “real things” than intangibles, such as abstract ideas and theories. He is aesthetically appreciative and values quality. He often sees when colours match or blend and may have a highly developed taste for art, music and food. He greatly prefers to trust what he can hear, smell, taste, touch and see, rather than accept abstract or intangible ideas.

His common-sense denotes a practical ability with people and things. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him. His commitment to his obligations comes much less in words, and much more in getting things organised and done. Independent, logical and determined, he may work well with computers if this involves research or analysis. Outwardly quiet, reserved and detached, inwardly he is constantly absorbed in analysing problems or situations.

Josh is seen by many people as being independent and self-contained. When he feels he is “on duty” his behaviour is practical, sensible and matter of fact. Josh is a curious and keen student of all that is going on around him. As he likes conversation to be purposeful, and may argue practicalities to the point of hair-splitting, he tends to be convinced only by reason. He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth.

Socially, he appears as shy to all but his closest friends. Josh is analytical, impersonal and interested in underlying principles. He displays little emotional response to situations which others may perceive as crises, and is usually seen to deal with them in a calm and cool 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. Josh is a systematic and organised thinker, with highly developed analytical skills.

Interacting with Others

Josh prefers quiet and may develop ingenious ways to make himself invisible, particularly when he is called upon to take part in social or gregarious interaction. He is suspicious of what may be lurking beneath a smile. He is excellent at detecting the flaws in an idea but may neglect to praise good work. He should try to establish whether his ideas are relevant and not ignore the

feedback he might receive. He may sometimes encounter difficulties in communications because he would prefer everyone to be as logical and analytical as he is himself.

By remaining open-minded to untested or unconventional solutions, he would develop greater tolerance for differences and end up being more effective. Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks. Disliking incoherence and valuing intelligence, he can be frustrated and impatient by those less gifted than himself. 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. His inner feelings may emerge when he is by himself, especially when he has time alone to go over the day's conclusions.

Josh prefers a quiet environment and tends to gravitate towards workmates like himself. He needs to know that he is making a unique contribution to the organisation. Josh is generally content to work on his own rather than be a visible part of a team. His abilities may not be readily recognised or accepted, as he may be seen as somewhat aloof by others. He is often inwardly absorbed in his current analysis or problem solving and is inclined towards reticence.

Decision Making

Josh tends to make logical, private decisions, seeing and stating things quietly, clearly and deliberately. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. He has an ability to note what is needed in a situation and act accordingly.

Above all, he is concerned with what is "right" and because of this may appear slow in the decision making process. 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. He prefers to focus inwards and is more inclined to "wait and see" than to declare his hand readily. He will be swayed by guarantees and case histories. His focus on the present leads him not to take anything for granted - even information from people he respects.

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 is logical, objective and analytical with great reasoning power. Josh is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. He views life as an intellectual challenge and needs to think things through before deciding. Josh'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 Josh brings to the organisation. Josh 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.

Josh's key strengths:

- Responsibility.
 - Adaptable and Realistic.
 - A sound sense of duty.
 - Responsible, methodical and works well with figures and procedures.
 - Dependable.
 - Focuses on the day to day.
 - Keen observer.
 - Sets high personal standards of performance.
 - Sets high standards for himself and others.
 - Will work late to get the job done.
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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. Josh's responses to the Evaluator have suggested these areas as possible weaknesses.

Josh's possible weaknesses:

- May get frustrated with other peoples' ways.
 - Over evaluation can slow down his decisions.
 - When immersed in a task he may be less receptive to change.
 - Occasionally his criticism may de-motivate others.
 - Can miss opportunities by being cautious around strangers.
 - Can lack motivation if not stimulated by complex issues.
 - Usually puts facts before feelings.
 - May suppress creativity.
 - Tends to lose himself in detail.
 - Sometimes avoids high risk solutions.
-

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 Josh brings, and make the most important items on the list available to other team members.

As a team member, Josh:

- Can adhere to high standards.
 - Provides the sense of reality to the team.
 - Brings a mature and stabilising influence to the team.
 - Helps to create and maintain an orderly work environment.
 - Prefers to deal with the here and now and is unlikely to be distracted by abstract thinking.
 - Follows instructions to the letter.
 - Becomes a questioning and strategic thinker.
 - Is a dedicated supporter of the team.
 - Will encourage the team to think through all the possibilities.
 - Often questions facts and rebuts false assumptions.
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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 Josh. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Josh:

- Give him plenty of time to think through answers to your questions.
 - Give him time to reflect inwardly.
 - Put important messages in writing for clarity.
 - Remember to thank him for his time.
 - Allow him time to gather his thoughts and to express his feelings.
 - Provide evidence to appeal to his senses.
 - Be sure that he is ready to communicate before pressing ahead.
 - Recognise his intellectual effort and commitment.
 - Stick to business at all times.
 - Be logical in presenting information.
 - Let him know the unique contribution he is making.
 - Prepare thoroughly, and plan to explain every feature of your proposition.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Interrupt his thought processes.
 - Try to pin the blame on him.
 - Force him to take a positive stance on an issue without time for thought.
 - Assume that hesitation implies a lack of knowledge.
 - Be too informal or waste time on social trivia.
 - Disturb his work space without prior warning.
 - Be too loud and hearty.
 - Give instructions without reasons.
 - Prevent him from expressing his thoughts.
 - Look for immediate answers.
 - Try to control the conversation.
 - Exaggerate.
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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.

Josh's possible Blind Spots:

Because of his well developed tolerance of himself and other people, Josh may appear detached and disinterested. 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. Since he is a natural critic, he tends not to demonstrate his appreciation of the positive attributes or contributions of those around him.

As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. He sometimes seems detached from the real world, involved in complex thought. He carries on personal interests rather privately without involving other workmates in his conduct. He needs to work toward becoming more articulate and action-oriented.

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 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. He is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make him appear rather distant at times. He is something of a perfectionist, and can be hypersensitive to criticism of his work. Josh may reflect longer than is necessary before undertaking or beginning a project.

Personal Notes

Opposite Type

The description in this section is based on Josh'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:

Josh'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.

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

Personal Notes

Opposite Type

Communication with Josh's Opposite Type

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

Josh Sroufe: How you can meet the needs of your Opposite Type:

- Provide dates and timescales for completion.
- Provide information that stimulates conversation.
- Use colourful and bold language in conversing.
- Use a casual, informal style of conversation.
- Be aware of his social interests.
- Avoid unnecessary distractions - keep to the point.

Josh Sroufe: When dealing with your opposite type DO NOT:

- Talk slowly, mumble or whisper.
 - Unnecessarily challenge ideas or actions.
 - Create a hostile environment devoid of feelings.
 - Act aggressively or reject his ideas without explanation.
 - Emphasise established processes.
 - Assume you will complete all of your agenda.
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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 Josh's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Josh may benefit from:

- Articulating his ideas, rather than keeping them to himself.
 - Identifying when extensive detail is not needed.
 - Spending more time in physical exercise and the outdoors.
 - Resisting the urge to continually refine, improve and even do the work of others.
 - Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
 - Taking time out to dream about possibilities.
 - Bringing more variety of activity into his life.
 - Not being afraid to make mistakes.
 - Consciously fighting the negative “inner voice” that may prevent him from achieving his full potential.
 - Resisting the urge to introduce long-winded, complex solutions to straightforward issues.
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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 Josh's ideal environment and his current one and to identify any possible frustrations.

Josh's Ideal Environment is one in which:

- He can communicate selectively with those who are close to him.
 - There is time for reflection and meditation.
 - Information and data are well organised.
 - There are others like him around.
 - He can work uninterrupted.
 - There is little “traffic” or social interaction.
 - Principles and standards are respected.
 - Things are formal but relaxed.
 - Colleagues will state clearly what they mean.
 - He can indulge in gathering all the information he wants.
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Personal Notes

Management

Managing Josh

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

Josh needs:

- Projects with an element of “detective” work.
 - Clear statement of the relative importance of deadlines and quality.
 - His own space with little day to day supervision.
 - Clear statements of requirements and expectations.
 - Help with developing his public speaking skills.
 - Encouragement to use his imagination more.
 - Assignment to projects where logical thinking is required.
 - To have issues discussed with logic, not emotion.
 - To be given occasional opportunities to improve his people skills.
 - Encouragement to find and communicate efficiency improvements.
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Personal Notes

Management

Motivating Josh

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

Josh is motivated by:

- “Systems” related tasks.
 - Encouragement to share his technical knowledge.
 - Being able to “put it in writing”.
 - Being encouraged to expose logical inconsistencies.
 - Being technically stretched.
 - Gathering and analysing technical information.
 - Being free to subscribe to the technical journals of his choice.
 - Critical, analytical and logical dialogue.
 - Being given every opportunity to “get on with it”.
 - Being allowed to do “detective” work.
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Personal Notes

Management Style

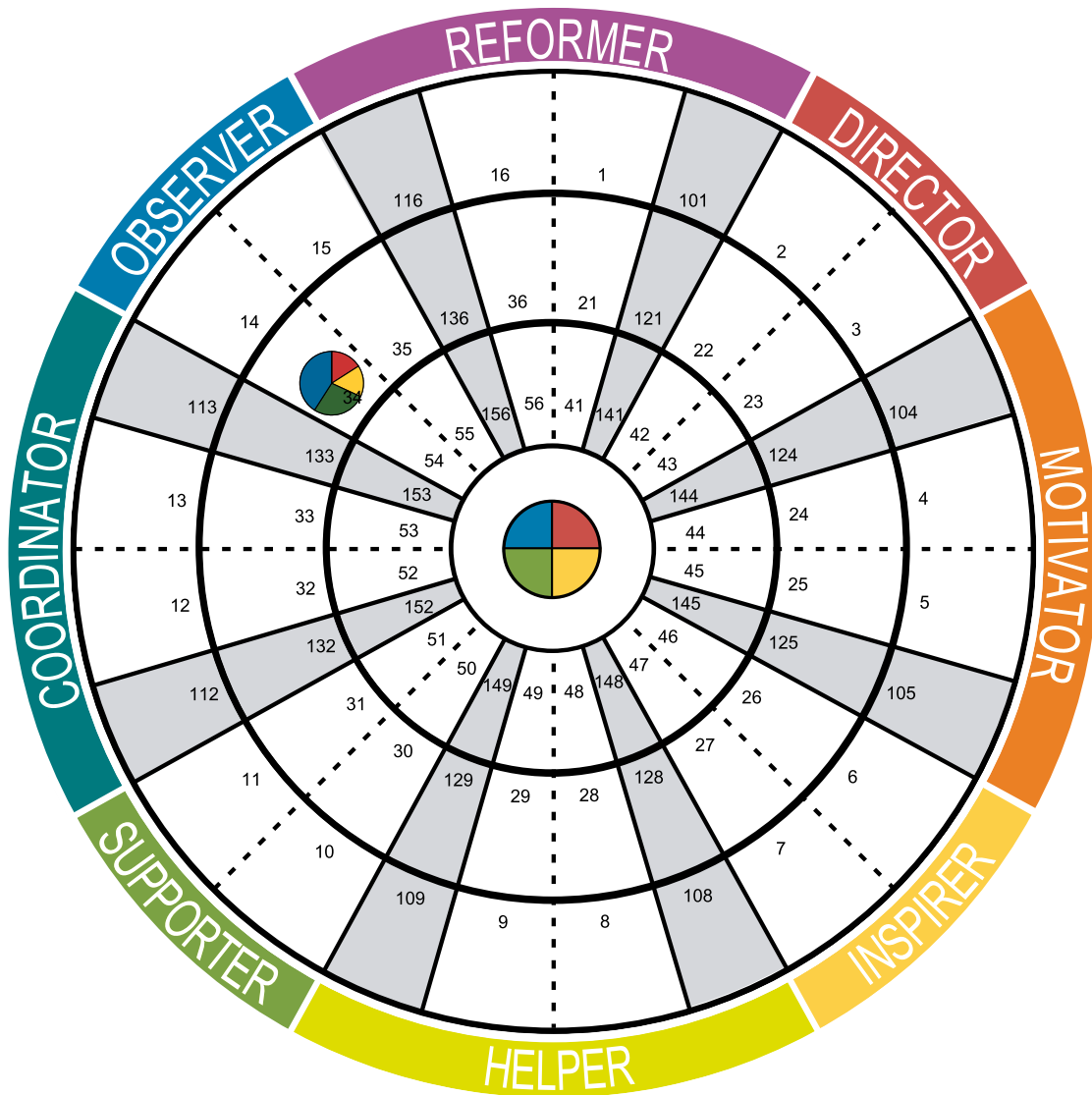
There are many different approaches to management, most of which have different situational applications. This section identifies Josh's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Josh may tend to:

- Appear cold and aloof until he gets to know people well.
 - Be demanding of accuracy, logic and focus.
 - Be good at creating and monitoring project plans.
 - Search for accuracy or perfection, at times appearing overly critical.
 - Neglect praise when praise is due.
 - Ignore the feelings of those around him.
 - Avoid large social gatherings.
 - Speak in calm, measured tones.
 - Appear unruffled despite the enormity of the task.
 - Be attached to rules and procedures for their own sake.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

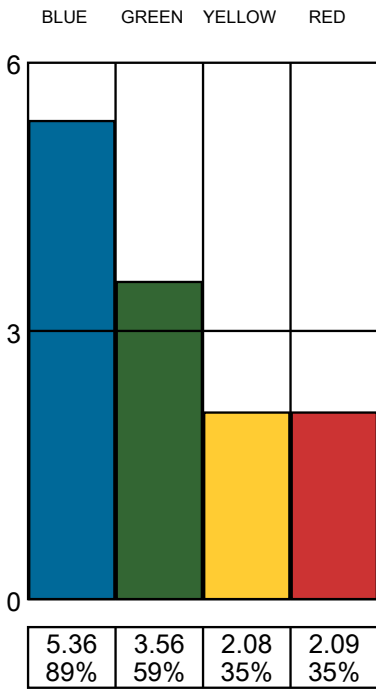
34: Coordinating Observer (Classic)

Less Conscious Wheel Position

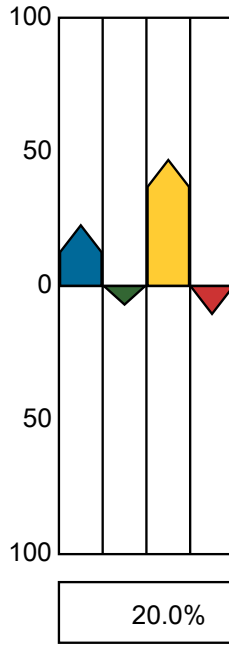
34: Coordinating Observer (Classic)

The Insights Discovery® Colour Dynamics

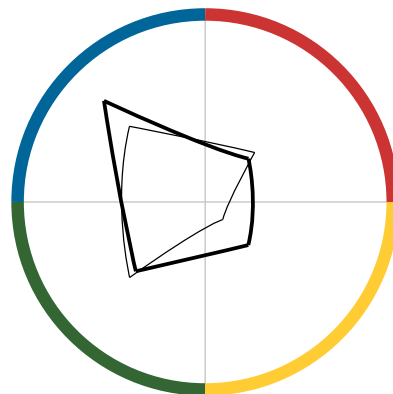
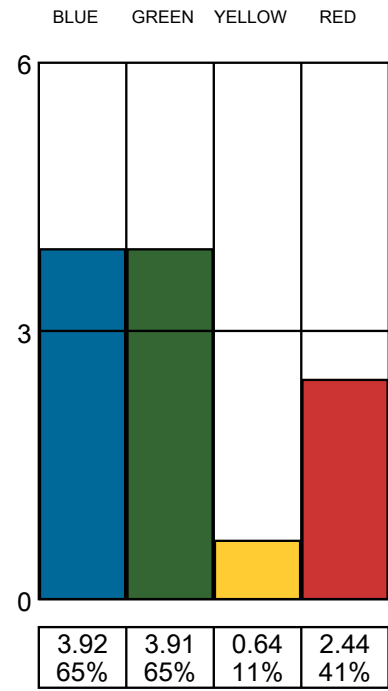
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS
Insights Learning & Development
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051
EMAIL: insights@insights.com WEB: www.insights.com