

**Discovery** <sup>Insights®</sup>  
Personal Profile

Lee Payne

07 May 2019

Foundation Chapter

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## Personal Details

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## Introduction

This Insights Discovery profile is based on Lee Payne's responses to the Insights Preference Evaluator which was completed on 07 May 2019.

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.

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## Overview

These statements provide a broad understanding of Lee's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

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### Personal Style

Lee is always outstandingly practical and sensible. He is keenly interested in how and why things work. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. Lee is careful and orderly in his attention to facts and details. He is thorough and conscientious in fulfilling all his responsibilities. Lee is painstakingly accurate and methodical, with great powers of concentration.

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. He is unlikely to be comfortable expressing his inner feelings to strangers. He likes concrete facts, has a good memory for detail and usually learns best from "hands-on" experiences. Quiet and modest, Lee comes across as serious and hardworking. He can become immersed in all the minute detail yet stay focused on the task in hand.

A capacity for cool emotional detachment makes Lee a good decision maker, because he thinks clearly under pressure. Material wealth may interest him only for the independence it buys and for the additional opportunity it provides for his own private study. Serious, conscientious and loyal, Lee is a dedicated worker. He will seek an environment in which he can be quietly productive. He appreciates any extra time that can be given to him to master technical subjects. He is adept at homing in on the essence of complicated, confusing situations.

His strength is his ability to gather technical information, which gives him potential as an excellent researcher. He is a "no-nonsense" person who is not often attracted by the strange, exotic or unfamiliar. He is usually neat, tidy and orderly, both at work and at home. Lee is an analytical thinker, who prefers to be fully objective in his work. He is concerned with schedule and system and appears to some to be a very private person.

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. His strength is his ability to work independently. He tends to be good with practiced tasks, interested in the how and the why of the working. Lee is analytical, impersonal and interested in underlying principles. Lee'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. Lee is an adaptable realist, relying on what he sees, hears and knows for himself.

### Interacting with Others

Lee prefers a quiet environment and tends to gravitate towards workmates like himself. He will make a lifelong friend if the conditions of the friendship allow him complete independence and the freedom to withdraw as and when necessary. Lee is driven by a sense of responsibility, which he accepts willingly and expects others to do likewise. He is not a "party animal" and often prefers his own company. 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.

He may also be rather uncomfortable in “touchy-feely” situations. He may be highly critical of carelessness or lack of discipline in others. He generally prefers dealing with figures, procedures and systems rather than handling people's emotions. Lee can be a diplomatic negotiator, prepared to try unconventional approaches. He is usually able to persuade other people to give their input. Lee is a private, reserved person who does not share his thoughts with his colleagues unless absolutely essential.

He may feel under strain if he is unclear about what is expected of him or if duties at work are subject to change at short notice. He is reluctant to display his emotions to others. Lee may express affection non-verbally and appreciate others' company on a rather abstract level. He will often do without something rather than reach out to others to get it. He may seek to reduce his personal needs rather than be dependent on other people. As he gets to know you, he becomes more enthusiastic and open.

### Decision Making

Lee can usually get to the heart of any situation and implement an effective solution. His quiet demeanour often allows him to get agreement to his alternative solutions. He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. Tending to be sceptical of new ideas if he doesn't see their practical application, he prefers to take time to consider the overall objective. What may seem like instinctive action exhibited by Lee is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision.

His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. 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 may appear dismissive of decisions made on “gut-feel” rather than objective analysis. Above all, he is concerned with what is “right” and because of this may appear slow in the decision making process. 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 usually aware of the need to comply with the established view. He will be swayed by guarantees and case histories. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles. He prefers to focus inwards and is more inclined to “wait and see” than to declare his hand readily. Lee's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards.

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### Personal Notes

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## Key Strengths & Weaknesses

### Strengths

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

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#### Lee's key strengths:

- Perfectionist.
  - Attention to detail.
  - Consistency in standards.
  - Prefers a “Hands-on” approach to problem solving.
  - Will find ways to work more effectively.
  - Dependable.
  - Objectivity.
  - Strong and consistent principles.
  - Good situational analysis.
  - He is logical and works well on “people” as well as “task” issues.
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#### Personal Notes

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## 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. Lee's responses to the Evaluator have suggested these areas as possible weaknesses.

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Lee's possible weaknesses:

- “Every silver lining has a cloud.”
  - Occasionally becomes too focused, risking “tunnel vision”.
  - May appear unsociable.
  - May get bogged down in the detail.
  - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
  - Reluctant to risk new ideas.
  - Less effective at work involving imaginative future orientation.
  - Could appear too unemotional or uninvolved.
  - Tends to lose himself in detail.
  - Over evaluation can slow down his decisions.
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### Personal Notes

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

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As a team member, Lee:

- May provide team numeracy, literacy or technical structure.
  - Will encourage the team to think through all the possibilities.
  - Can adhere to high standards.
  - Thinks clearly under pressure.
  - Ensures the focus is realistic.
  - Ensures accurate outcomes with his cautious style.
  - Helps ensure consistency in team output.
  - Brings a critical eye to improve team performance.
  - Maintains team's focus on objectives.
  - Has intensive problem-solving capabilities.
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## Personal Notes

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## 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 Lee. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Lee:

- Stick to business at all times.
  - Maintain a serious disposition.
  - Ensure that your strong assertions are correct!
  - Focus on the task at hand.
  - Act in an adult and mature way.
  - Encourage him to consider flexibility and change.
  - Be precise and detailed.
  - Let him organise his thoughts.
  - Respect his values and principles.
  - Ensure that your statements are accurate and factual.
  - Allow time for him to think of the consequences.
  - Appreciate his ability to amass a wide range of information.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Lee. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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When communicating with Lee, DO NOT:

- Dismiss his work, ideas or opinions lightly.
  - Be boastful.
  - Say one thing and do another.
  - Waste his time with irrelevancies.
  - Cut him off before he has finished.
  - Fail to be attentive to his suggestions.
  - Invade his privacy.
  - Cut him short or discourage him when he wishes to share information.
  - Hint obliquely.
  - Give instructions without reasons.
  - Labour the point or give lengthy verbal instructions.
  - Try to play on his emotions.
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### Personal Notes

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## 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.

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### Lee's possible Blind Spots:

Making many assessments privately, Lee keeps the most important issues to himself, leaving others ignorant of what is going on. His thinking rationale may be so acutely honed that he will overlook what others tend to care about. He needs to work toward becoming more articulate and action-oriented.

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. Adopting a low profile is not always in his best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance he may project at times. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. Because of his ability to focus on one thing at a time for long periods, he may appear rather stubborn and plodding. He is something of a perfectionist, and can be hypersensitive to criticism of his work.

He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts. He sometimes seems detached from the real world, involved in complex thought. 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 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. Because Lee often chooses to be alone and single-minded in his efforts, he occasionally neglects to invite others to participate in any of his activities.

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### Personal Notes

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## Opposite Type

The description in this section is based on Lee'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.

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### Recognising your Opposite Type:

Lee'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.

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

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### Personal Notes

## Opposite Type

### Communication with Lee's Opposite Type

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

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Lee Payne: How you can meet the needs of your Opposite Type:

- Be clear on completion details.
- Keep the conversation lively.
- Be tolerant of his need to switch topics without notice.
- Provide for both flexibility and structure within the meeting.
- Provide information that stimulates conversation.
- Acknowledge his talent for leadership.

Lee Payne: When dealing with your opposite type DO NOT:

- Create a hostile environment devoid of feelings.
  - Inhibit or restrict “networking” opportunities.
  - Stick rigidly to business issues.
  - Fail to allow enough time to talk with him.
  - Make your lack of interest in his “problems” too obvious.
  - Be dull, dour or redundant.
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### Personal Notes

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## Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Lee's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

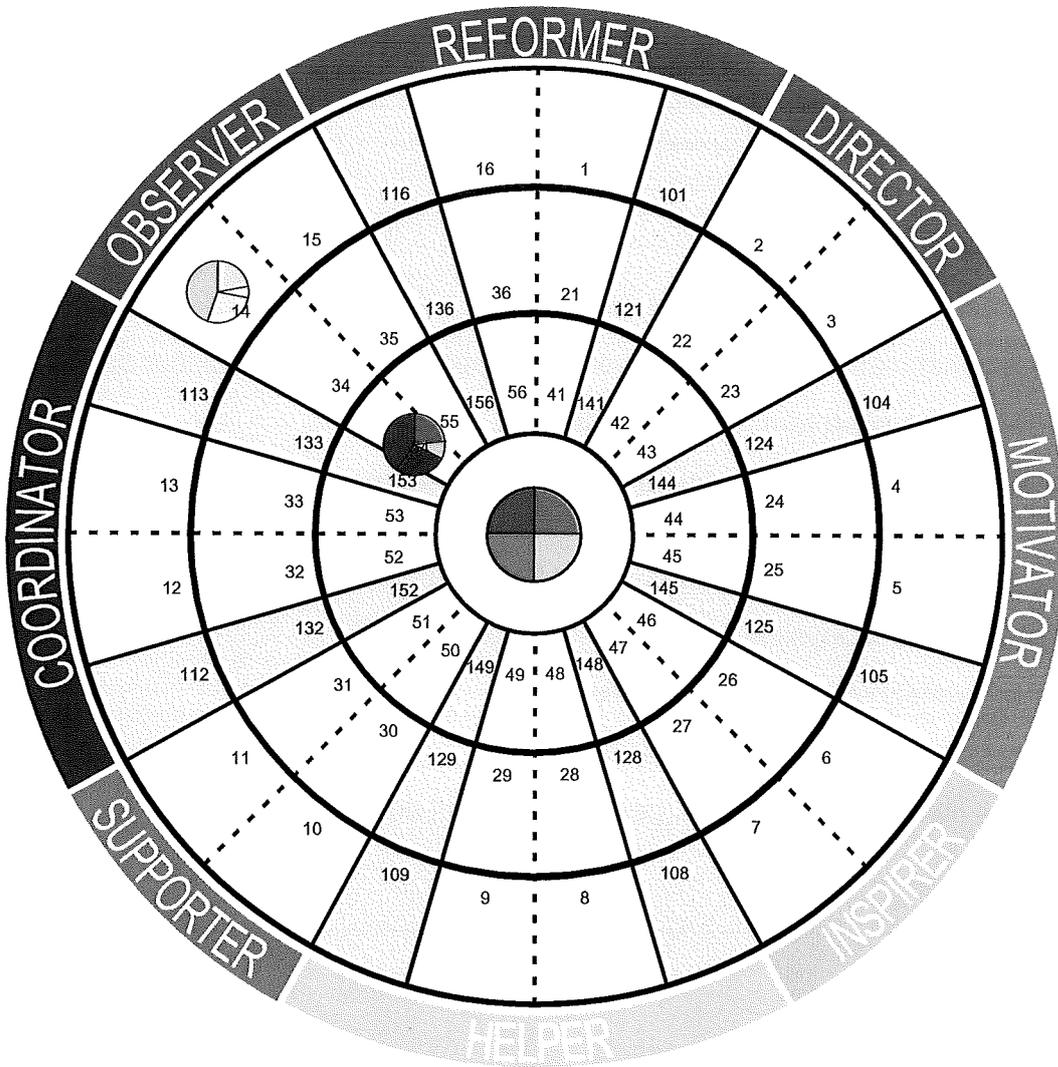
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Lee may benefit from:

- Acting on impulse more often.
  - Identifying when extensive detail is not needed.
  - Remembering that many people will interpret his apparently shy demeanour as aloofness.
  - Aiming to become a short term centre of attention.
  - Consciously fighting the negative "inner voice" that may prevent him from achieving his full potential.
  - Seeing his task as part of a big picture, rather than something he has to do.
  - Spending more time in physical exercise and the outdoors.
  - Bringing more variety of activity into his life.
  - Making daily activities as varied as possible.
  - Being seen as more attentive, warm, generous, playful and appreciative.
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**Personal Notes**

# The Insights Discovery® 72 Type Wheel



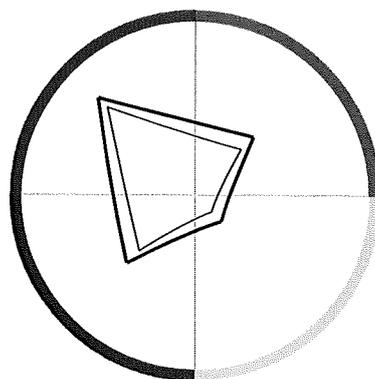
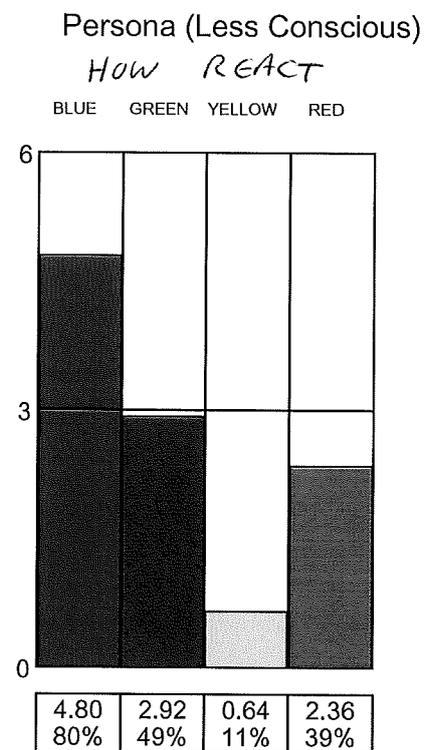
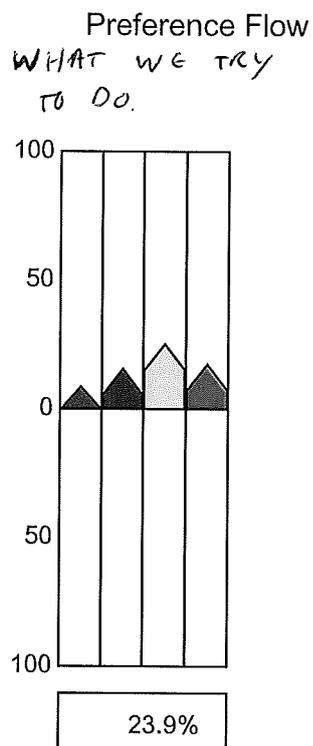
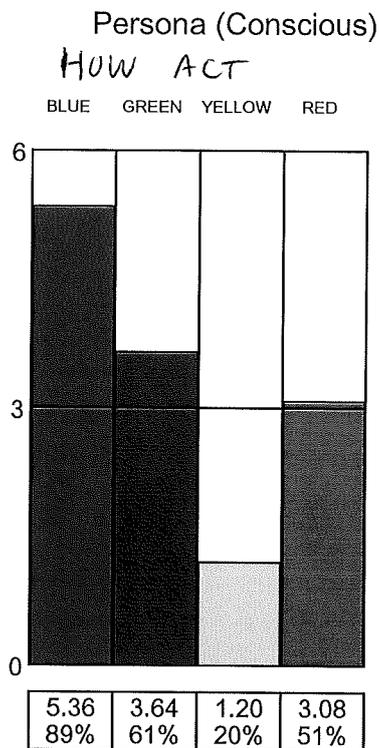
### Conscious Wheel Position

54: Coordinating Observer (Accommodating)

### Less Conscious Wheel Position

14: Coordinating Observer (Focused)

# The Insights Discovery® Colour Dynamics



— Conscious  
— Less Conscious

