



# Discovery<sup>®</sup>

Personal Profile

Matthew Saunders

03 May 2016

Foundation Chapter

## Overview

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

---

### Personal Style

Matthew is the conceptual problem solver, intensely intellectual and logical, exhibiting flashes of creative brilliance. His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect. He may need assistance in tapping into his creativity and to bring projects to completion. Developing, fostering, improving and honing his skills is likely to be a life's work for him. He is often more interested in "real things" than intangibles, such as abstract ideas and theories.

He can be a veritable storehouse of information on the things he knows well and understands. His desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing him by. He has scant interest in theories or speculation for their own sake. Matthew is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. He is convinced that a successful life needs to be tough and that satisfaction must be earned and re-earned. Material wealth may interest him only for the independence it buys and for the additional opportunity it provides for his own private study.

Matthew is a pragmatic individual who can be as tough as the situation warrants. Enjoying theoretical, complex and global concepts, Matthew is a strategic thinker who can clearly see the benefits and flaws of most situations. Unless someone else can put his ideas into practice, they may be lost. He tends to trust his intuitive insights into the meanings and inter-relationships of things. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events.

He has the ability to complete most things he undertakes. Matthew is analytical, impersonal and interested in underlying principles. He typically does not take constructive criticism and disagreement personally. He welcomes tough, accurate, unrelenting critiques as helpful in achieving the highest levels of performance and objectivity. He likes to make rules based on his own standards and to apply those rules to everyday life. He has a creative mind which can be used to bring forward thinking and originality to processes and projects.

He is responsible and faithful to his commitments and obligations. He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth. He is adept at homing in on the essence of complicated, confusing situations. He assumes that everyone else should share his desire for advancement and may be disappointed when others appear to lack his strength of character. Matthew's logical, analytical approach combined with his intuitive gifts allows him to maintain his focus on tasks and ideas rather than on the personal.

### Interacting with Others

Both a fluent talker and an excellent listener, Matthew is optimistic about his ability to influence people towards his viewpoint. Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks. He may need to work at

taking the feelings of others into account and to learn to express his appreciation of others more readily. He does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism he can offer. He should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible.

Possessing determination and perseverance, Matthew has a high regard for his own competence and values others with similar high standards. Matthew will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information. He may also be rather uncomfortable in "touchy-feely" situations. Sometimes his introverted analytical preferences may prevent him from expressing outwardly what is really going on inside his head. He doesn't often encourage others to challenge his views.

He is excellent at detecting the flaws in an idea but may neglect to praise good work. Matthew applies objective analysis to most things, including people. He can be somewhat inconsiderate towards both himself and others, and tends to drive others almost as hard as he drives himself. The avoidance of social engagements may make him feel guilty at having forsaken a social duty in order to satisfy his need for privacy and solitude. 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.

### Decision Making

Matthew learns through exploration, discussion and by asking searching questions. Using past experiences to help him solve current problems and get things done is one of his strong points. Problems and difficulties are simply challenges which exist to stimulate innovative responses from him. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He values truth above all else and is primarily convinced by logical reasoning.

He will be swayed by guarantees and case histories. Matthew can usually get to the heart of any situation and implement an effective solution. Every project presents itself as a mental challenge and he reflects on every stage of decision making. Politically aware, Matthew is normally comfortable with his decisions even in the face of possible conflict with others in more senior positions. He is comfortable making conclusive judgements about others and tends to be a strict disciplinarian.

He has the ability to use both reflection and consultation in reaching conclusions. Matthew thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. He can be creative and imaginative. Decision making comes naturally to Matthew and he can look to the future as well as recognising the past. He prefers tasks or projects which allow flexibility of scheduling.

---

### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

---

#### Matthew's key strengths:

- Accepts responsibility.
  - Sets high standards for himself and others.
  - Diplomatic when the situation calls for it.
  - Uses common sense.
  - Realistic and systematic.
  - Effective and efficient time manager.
  - Analysis.
  - Usually weighs up all relevant factors before reaching decisions.
  - Applies past experience to new situations.
  - Open minded.
- 

### 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. Matthew’s responses to the Evaluator have suggested these areas as possible weaknesses.

---

#### Matthew’s possible weaknesses:

- May not actively listen to (or hear) others' points of view.
  - Others sometimes find him over-controlling.
  - Could appear to be too demanding of exact standards.
  - May have difficulty “switching off” from work.
  - Avoids company of those unlike him.
  - Lacks empathy for others in some situations.
  - Sometimes a perfectionist, impatient and intolerant.
  - May suppress creativity.
  - Has difficulty with unstructured tasks.
  - Can be too self critical.
- 

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

---

### As a team member, Matthew:

- Will not allow others' failings to prevent the team's success overall.
  - Defends the truth and is not frightened to fight for it.
  - Has intensive problem-solving capabilities.
  - Encourages independent thinking.
  - Quickly determines the important factors when problems arise.
  - Can make action plans to reduce risk.
  - Is at home in reflection or interacting.
  - Encourages down to earth realism.
  - Considers the practicalities of any issue.
  - Brings a critical eye to improve team performance.
- 

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

---

#### Strategies for communicating with Matthew:

- Stick to the point.
  - Deal in probabilities not possibilities.
  - Respect his values and principles.
  - Allow time for him to think of the consequences.
  - Ensure that he understands the rules.
  - Ensure that your strong assertions are correct!
  - Use “should” rather than “must”.
  - Be precise and detailed.
  - Gently remind him of the human dimension.
  - Act in an adult and mature way.
  - Organise your thoughts before communicating.
  - Recognise his “remoteness” is not directed against you.
- 

#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Be immature, childish or silly.
  - Procrastinate, prevaricate or interrupt him.
  - Allow him to be too theoretical.
  - Withhold vital information.
  - Try to build a relationship too quickly.
  - Flatter in order to influence him.
  - Be too informal or waste time on social trivia.
  - Be late for the meeting.
  - Be unrealistic or stray on to abstractions.
  - Prevent him from expressing his thoughts.
  - Undermine his authority.
  - Invade his privacy.
- 

#### 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.

---

### Matthew’s possible Blind Spots:

Matthew sees the world in terms of black and white, hands-on, reality, in which he can develop a series of procedures and regulations that will take care of the situation in hand. His thinking rationale may be so acutely honed that he will overlook what others tend to care about. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception.

He is good at getting to the root of the matter and may fail to be impressed by emotional appeals for change. He is a private person who keeps an emotional distance from others and a physical distance when communicating. He could sometimes slow down and pay closer attention to the finer details of his projects. He may not easily understand criticism of his work, tending to associate criticism with displeasure. He runs the risk of deciding too quickly and should first stop and listen to the views of others before barging ahead.

Particularly dependable if things are going his way, he will resent being told what to do or how to do things better. He may have difficulty accepting what others have to say if it varies from his own certainties. He sometimes has difficulty in absorbing other peoples' points of view. He may need to slow down to consider the feelings of others even if he doesn't share them. Slowing down to consider the ramifications of his actions on others will make him more effective.

---

### Personal Notes

## Opposite Type

The description in this section is based on Matthew'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:

Matthew's opposite Insights type is the Helper, Jung's "Feeling" type.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and home. They are usually sensitive to others and work well in a team situation. However, Matthew may observe that the Helper takes criticism personally and finds it difficult to become authoritative or objective with others when necessary. Helpers sometimes have difficulty in making key decisions without consultation.

Matthew will notice that people are far more important to the Helper than the accomplishment of tasks. The Helper's nature tends to be personable, which may mean that Matthew sees them as fickle or soft. Helpers can be stressed in fast moving, impersonal situations which change without warning. Helpers display their emotions and usually have limitless patience for those who are dependent on them. They will usually ignore judgements that rely heavily on logical analysis - often the judgement preferred by Matthew.

Helpers will tend to avoid telling someone an unpleasant truth or tell it in an affirmative way. Helpers are accommodating and occasionally self-effacing and are always content to support others without expecting much in return. Matthew may see the Helper idealising others and adopting a romantic version of people and their potential.

---

### Personal Notes

## Opposite Type

### Communication with Matthew's Opposite Type

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

---

#### Matthew Saunders: How you can meet the needs of your Opposite Type:

- Avoid detailed reports, focus on people issues.
- Don't be too serious, dull or severe.
- Listen to his opinions.
- Give him advance notice and time to prepare.
- Maintain a consistent, personal relationship with him.
- Share in and promote his ideas and visions.

#### Matthew Saunders: When dealing with your opposite type DO NOT:

- Assume that his sunny disposition means that he agrees with everything you say.
  - Prevent him from expressing his thoughts.
  - Patronise or be paternalistic.
  - Assume passivity is tacit acceptance.
  - Be cold, aloof or adopt an autocratic approach.
  - Make critical comparisons in relation to other staff.
- 

### 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 Matthew's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

---

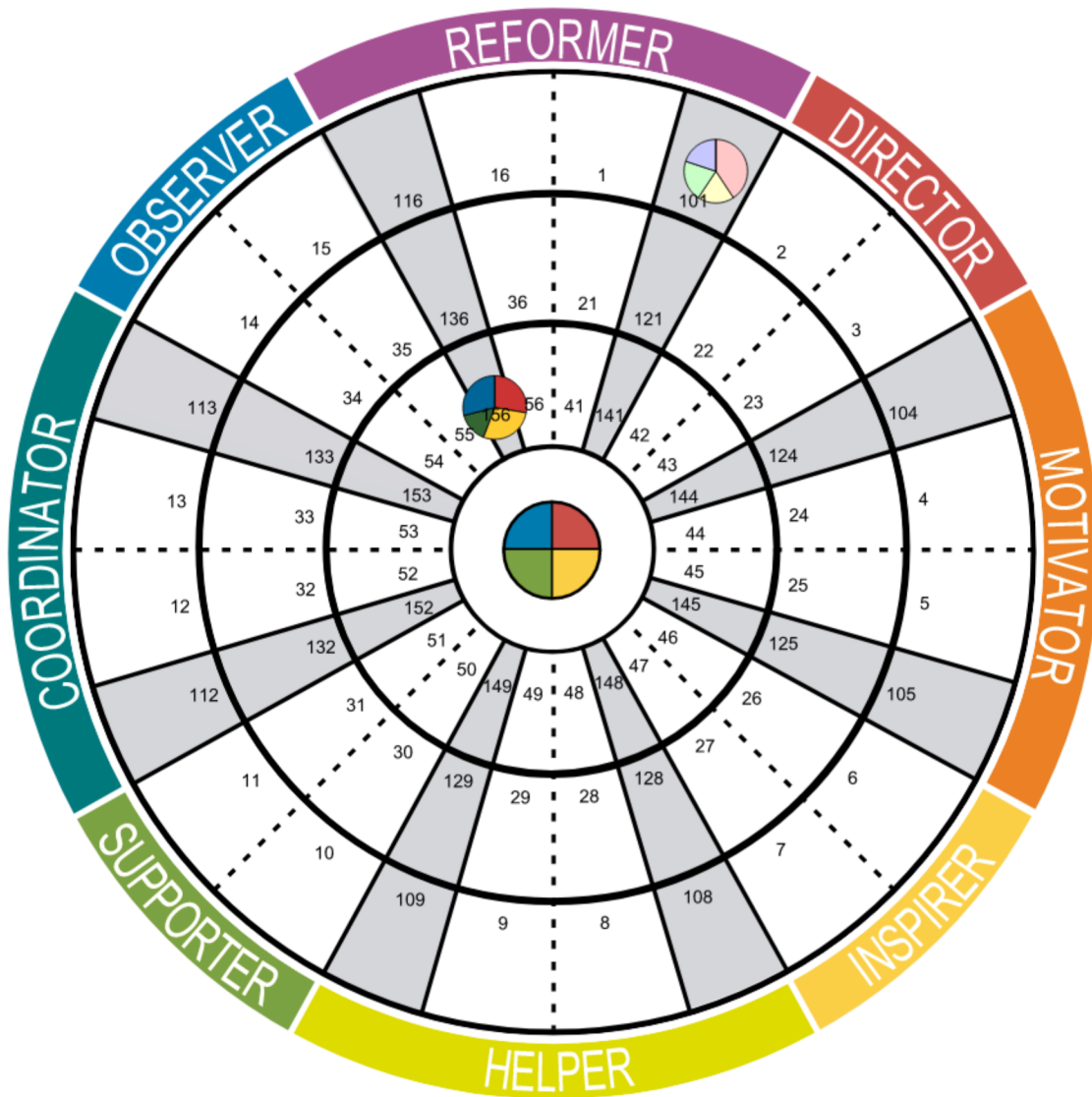
### Matthew may benefit from:

- Practising initiating conversation, particularly small talk, with strangers.
  - Thinking aloud and on his feet.
  - Articulating his ideas, rather than keeping them to himself.
  - Asking himself "what is the worst thing that can happen?" then being prepared to accept it should it occur.
  - Refusing to think about or re-visit a previous decision.
  - Working towards becoming more effusive and action-oriented.
  - Trying to hear and appreciate others' perspectives.
  - 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.
  - Attempting to respond more quickly to his more extraverted colleagues.
  - Offering to speak at the next after dinner occasion.
- 

### Personal Notes



## The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

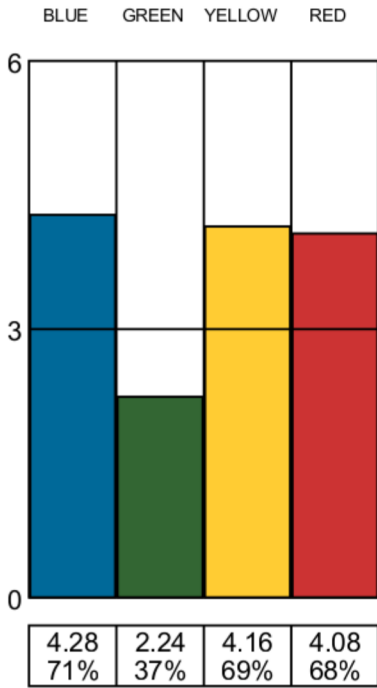
156: Creative Observing Reformer (Accommodating)

### Less Conscious Wheel Position

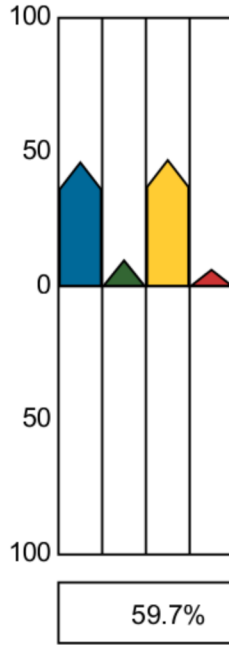
101: Creative Directing Reformer (Focused)

# The Insights Discovery® Colour Dynamics

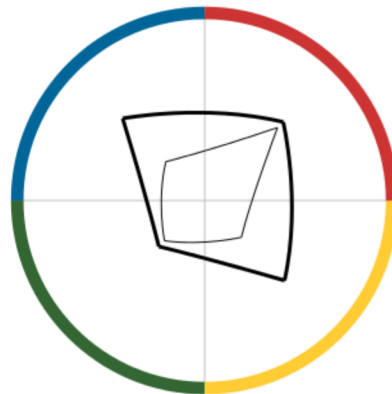
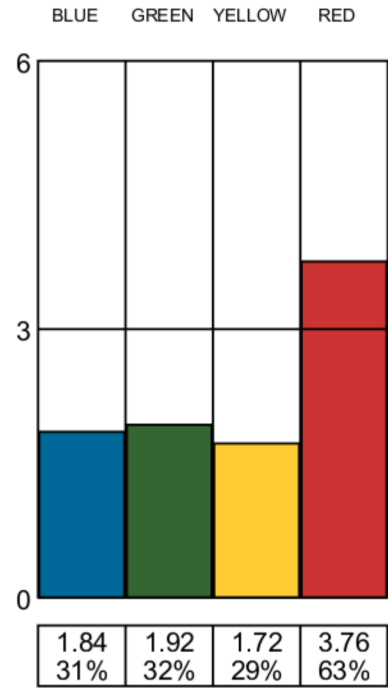
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious