



John Smith

25 Nov 2005

Full Circle Profile

Insights® Learning & Development Ltd
www.insights.com



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.

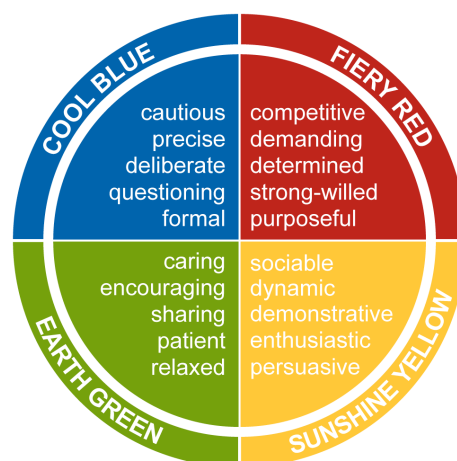
This Insights Discovery Full Circle Profile is compiled from the feedback of a circle of people who live and work around John. Every day we deal with perceptions of ourselves from others, therefore an insight into this can help us grow and also improve our relationships. Jung always rated self-perception 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.

The feedback group comprises an aggregated perception, with more specific perceptions noted throughout the profile on a one-to-one level.

This profile should be shared with friends and colleagues, including those who completed an Insights Discovery Preference Evaluator for your profile. Learn what others perceive to be the areas of your strengths. Share the important aspects with friends and colleagues. Discuss where your perception of yourself matches the perceptions of the group and where they differ. Ask for feedback from others on areas that seem particularly relevant for you and develop an action plan for growth both personally and interpersonally.

Overview of Insights Discovery Colour Energies

It is important to remember that although we have may 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

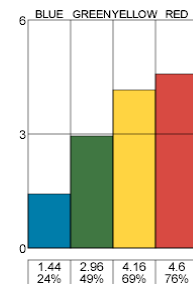
John exudes charismatic charm and a natural ability to communicate well. John's work style is down-to-earth, assertive and persuasive. Seen as adaptable, he has the ability to adapt to various work roles and to compliment the characteristics of the current work group. He needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues. Seen by most people as outgoing, flexible and fearless, John can rise to meet any challenge.

Visualising future programmes or outcomes that seem impossible now, he may well see them come to fruition months or even years later. John's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. He deals imaginatively with social relationships which generate a large variety of acquaintances. He is a "networking" expert. He can be a good team player, but does like a somewhat individual approach. Having a high need to be affirming of others and to receive affirmation from others, he exhibits an infectious enthusiasm for living.

John enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. He gets a constant infusion of energy from being around other energetic people, and can successfully combine his talents with the strengths of others. He is a good innovator, negotiator, and manager. He may become rebellious or sulk if people try to railroad him or interfere in his plans. He may sometimes experience a loss of enthusiasm and energy and also may become uncharacteristically pensive under stress.

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:

- Change agent.
- Intuitive and optimistic.
- Resilient and resourceful.

John's perception of self

When under pressure, John may appear in this way:

- Impatient with others he sees as having lower standards.
- Dislikes and avoids routine tasks.
- Sometimes lacks attention to detail.

In leading others John may:

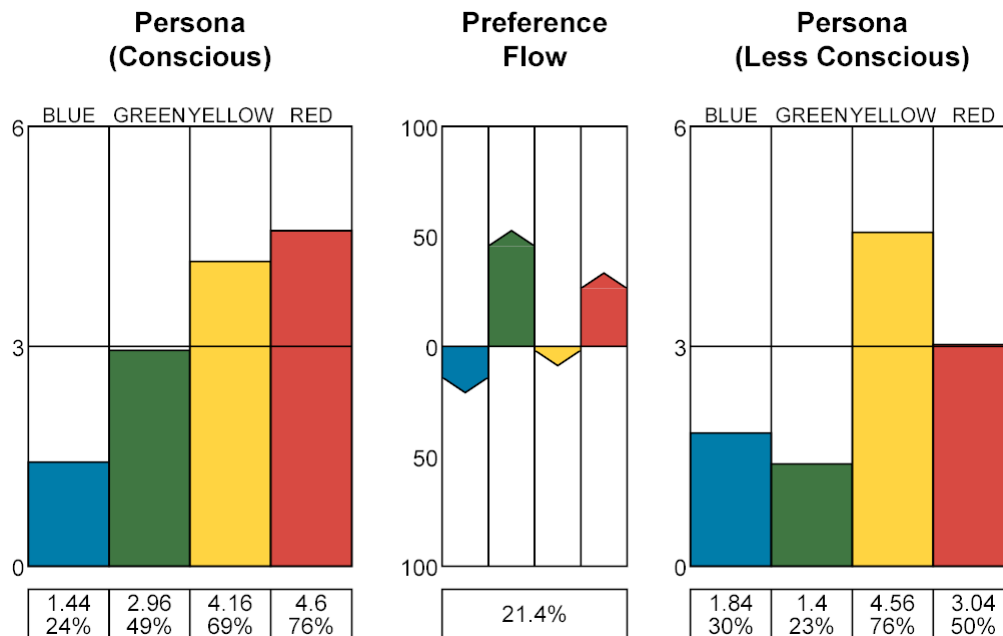
- Take on too many disparate activities, resulting in a loss of focus and identity for others.
- Lead from the front in a "follow me" style.
- Be passionate about his ideas.

Personal Notes:

Discovery Colour Dynamics

Based on Self Perception

John Smith
25 Nov 2005

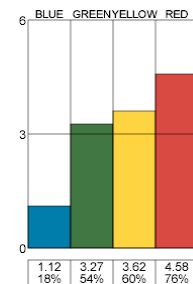


Based on how John responded to the evaluator, the dominant colour energy is represented by the highest scoring colour bar in the Persona Conscious graph above. Applying the information received in this Discovery Full Circle profile, in everyday interactions with others as well as with the individuals 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's important to remember, as Carl Jung said "Every individual is an exception to the rule".

Characteristics based on the Feedback Group's Perception

This section may identify some of the fundamental gifts, as perceived by the Feedback Group, 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 the Feedback Group.



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

- Articulate and competitive self starter.
- Sees innovation as a necessity.
- Embraces change readily.

The Feedback Group's
perception of John

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

- Becomes impatient with routine and repetition.
- Fails to appreciate the seriousness of certain situations.
- Dislikes and avoids routine tasks.

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

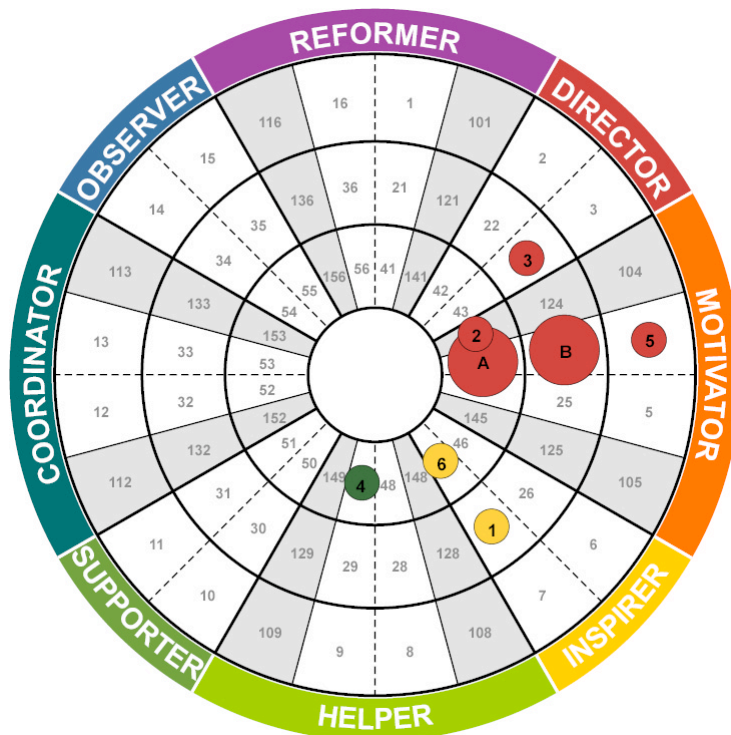
- Always shoot for the goal.
- Be passionate about his ideas.
- Give the impression that he is expert at everything.


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 aggregated perception, and John's self perception.



A  The Feedback Group 44: Directing Motivator (Accommodating)

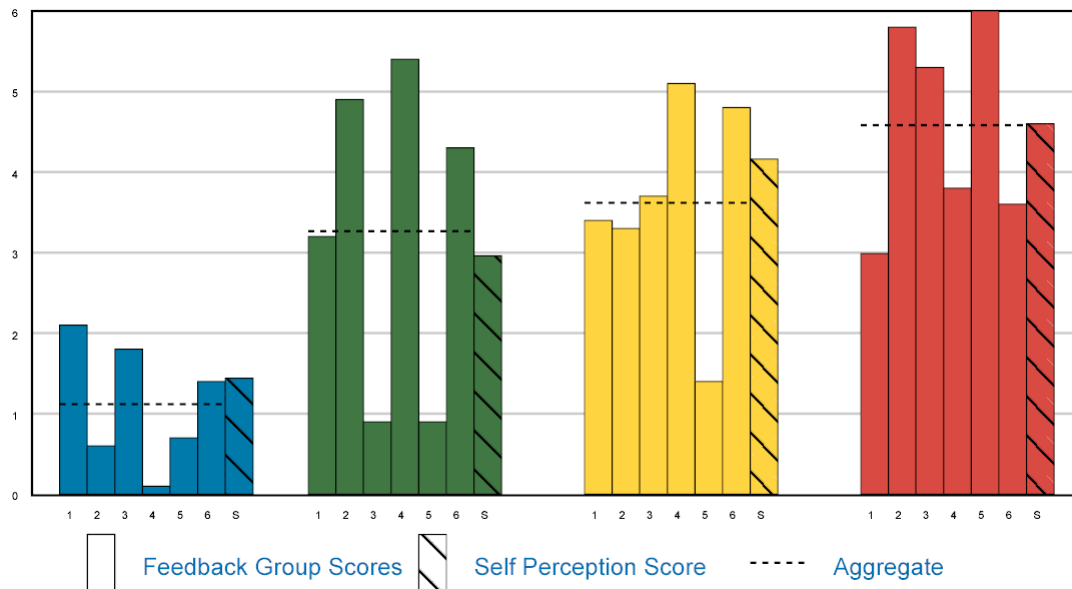
B  John 24: Directing Motivator (Classic)

The Feedback Group

1	 Elizabeth	27: Helping Inspirer (Classic)	Team Member
2	 William	144: Creative Directing Motivator (Accommodating)	Peer
3	 Camilla	23: Motivating Director (Classic)	Manager
4	 Albert	49: Supporting Helper (Accommodating)	Team Member
5	 Charles	4: Directing Motivator (Focused)	Team Member
6	 Harry	47: Helping Inspirer (Accommodating)	Customer

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 aggregate scores for the Feedback Group.

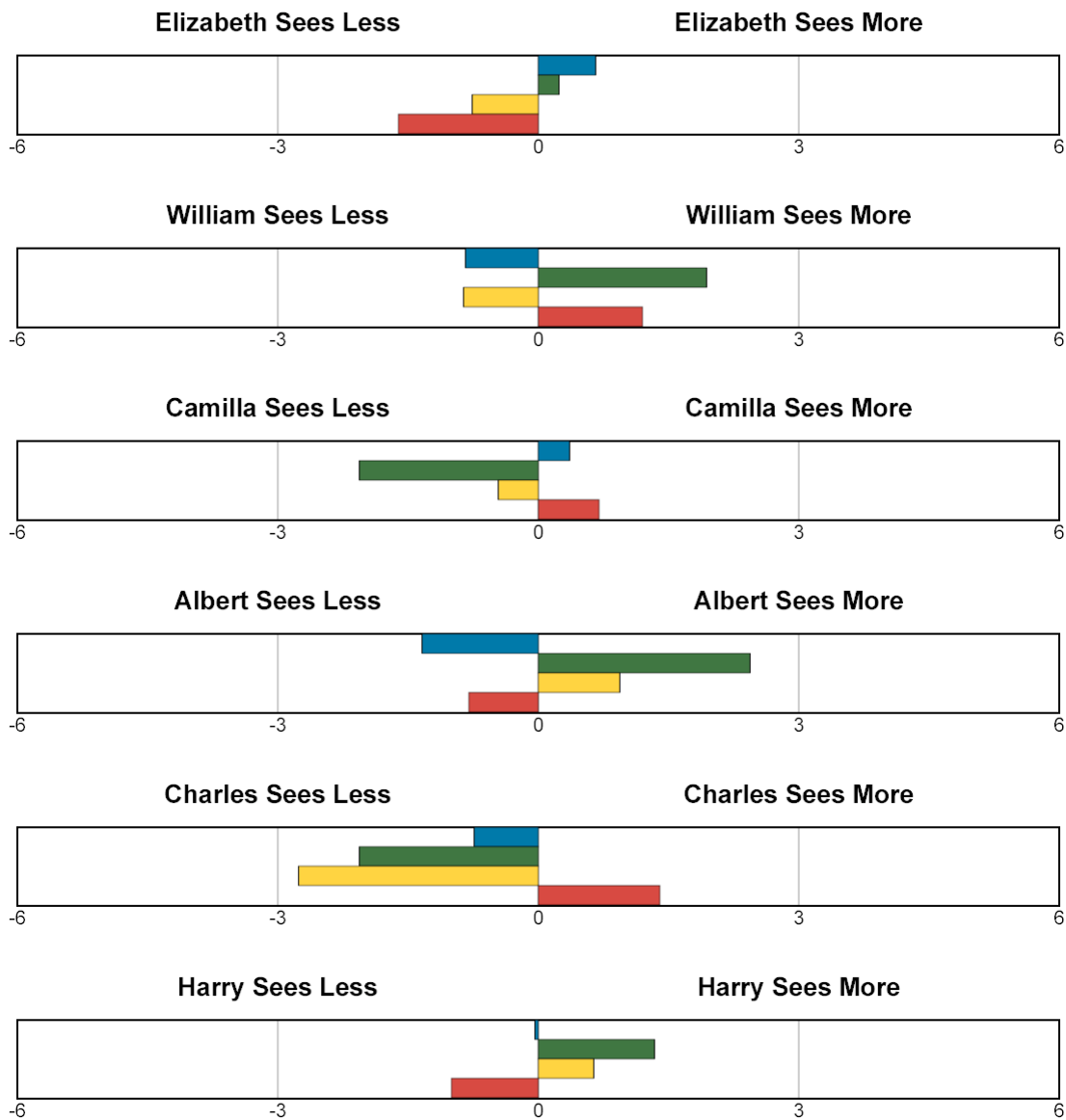


ID	Name	Blue	Green	Yellow	Red
1	Elizabeth	2.10	3.20	3.40	2.99
2	William	0.60	4.90	3.30	5.80
3	Camilla	1.80	0.90	3.70	5.30
4	Albert	0.10	5.40	5.10	3.80
5	Charles	0.70	0.90	1.40	6.00
6	Harry	1.40	4.30	4.80	3.60
S	John	1.44	2.96	4.16	4.60
---	Group Aggregate	1.12	3.27	3.62	4.58

Perception Comparison

In the individual graphical section below, when a colour bar flows to the left 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 indicates the individual sees more of that colour energy compared to the self perception of John.

Individual: Graphical



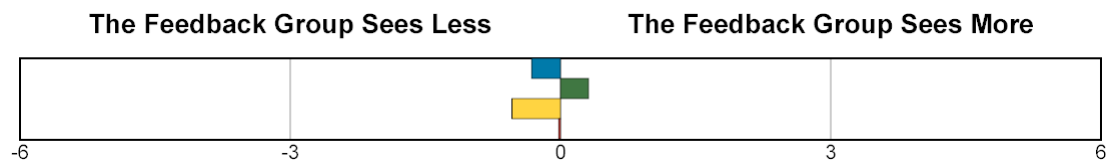
Perception Comparison

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 aggregated average for the feedback group compared with John's self perception.

Individual: Numeric

	Blue	Green	Yellow	Red
Elizabeth's difference	+0.66	+0.24	-0.76	-1.61
William's difference	-0.84	+1.94	-0.86	+1.20
Camilla's difference	+0.36	-2.06	-0.46	+0.70
Albert's difference	-1.34	+2.44	+0.94	-0.80
Charles's difference	-0.74	-2.06	-2.76	+1.40
Harry's difference	-0.04	+1.34	+0.64	-1.00

Aggregate: Graphical



Aggregate: Numeric

	Blue	Green	Yellow	Red
John	1.44	2.96	4.16	4.60
Group Aggregate	1.12	3.27	3.62	4.58
Difference	-0.32	+0.31	-0.54	-0.02
Group High	2.10	5.40	5.10	6.00
Group Low	0.10	0.90	1.40	2.99

Personal Comment

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

What behaviours do you most admire in this individual?

Elizabeth John is fun, caring and supportive to our team's needs

William He focuses on the potential of other people and stretches them to help them achieve their goals

Camilla John is a high achiever and can deliver on his results

Albert John has great vision and insight, it's like he knows what our issues are without us even saying.

Charles John can be direct and get to the route of issues quickly

Harry John is excellent at helping me get under the issues that I currently face within my own team and with my own organisation

Personal Comment

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

- | | |
|-----------|---|
| Elizabeth | He could help us focus more of our energies on getting tasks to completion |
| William | Sometimes being caught up in the thick of the action, John could do well to ask for and include the opinions of some of the quieter members of our team |
| Camilla | Delegating his workload to become more effective and more productive |
| Albert | He could be more available and approachable as he sometimes seems lost in his current focus. |
| Charles | He can be quite over-powerring at times, and sometime intimidating |
| Harry | Developing a more consistent process for his life |

Personal Comment

Any additional comments you would like to make

Elizabeth

William

Camilla

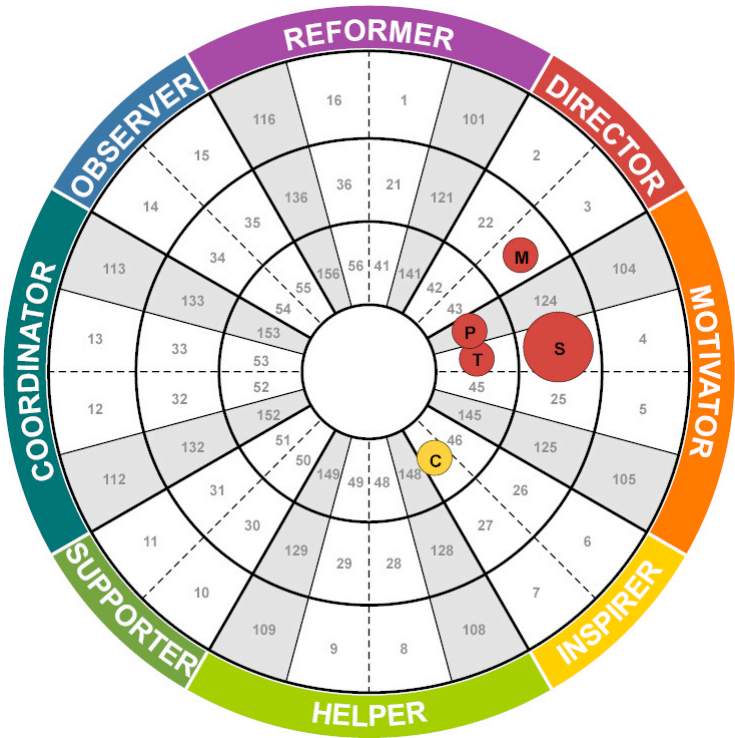
Albert






Charles

Harry

Full Circle Feedback by Role

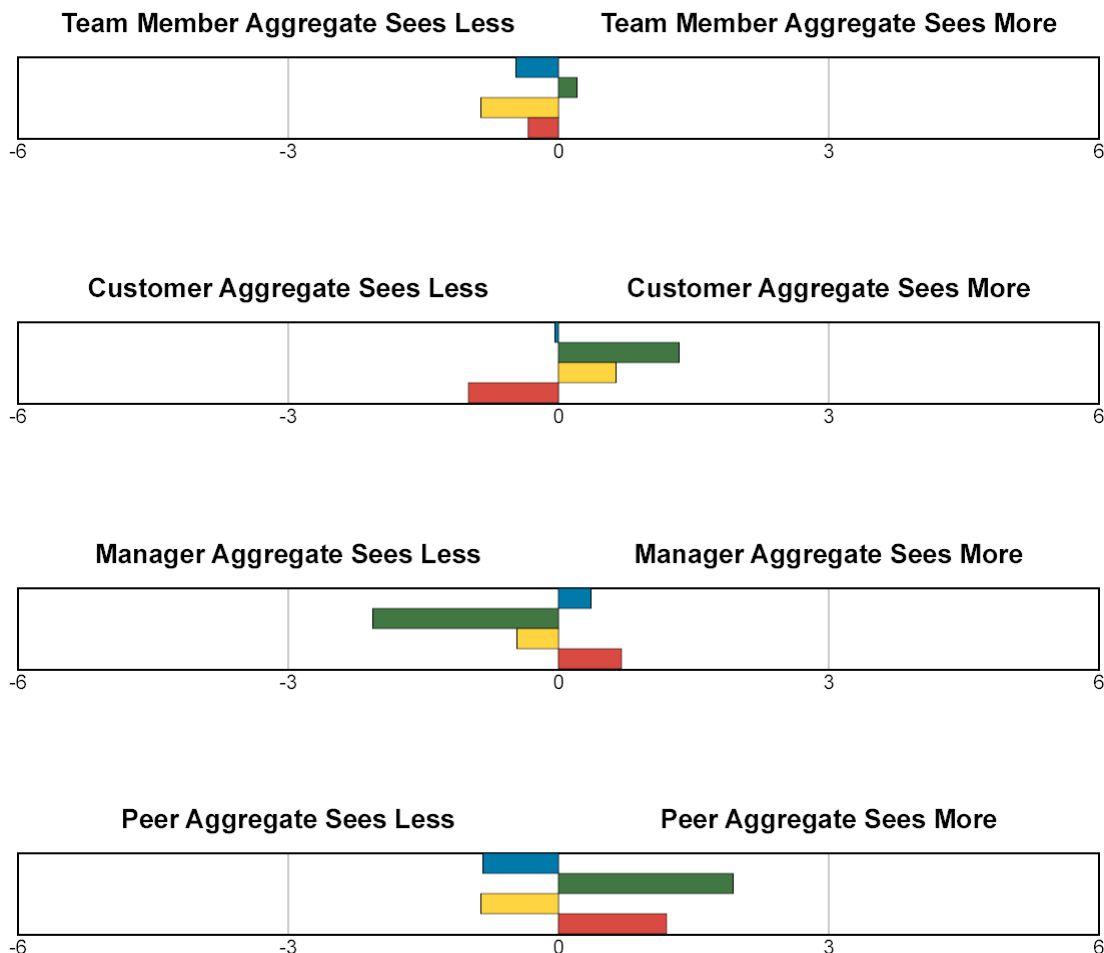
This page displays information at an aggregated role level for Manager, Peer, Team Member or Customer compared with the self perception of John



- S  John 24: Directing Motivator (Classic)
- T  Team Member Aggregate (3) 44: Directing Motivator (Accomodating)
- C  Customer Aggregate (1) 47: Helping Inspirer (Accomodating)
- M  Manager Aggregate (1) 23: Motivating Director (Classic)
- P  Peer Aggregate (1) 144: Creative Directing Motivator (Accomodating)

Perception Comparison by Role

Detailed below is the difference between the aggregated Feedback by Role and the self perception of John. The table indicates a summary of scores for the Manager Aggregate, Peer Aggregate, Team Member Aggregate and Customer Aggregate.

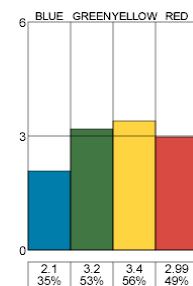


Colour score comparison for John and the aggregated feedback by role

	Blue	Green	Yellow	Red
John	1.44	2.96	4.16	4.60
Team Member Aggregate	0.97	3.17	3.30	4.26
Difference	-0.47	+0.21	-0.86	-0.34
Customer Aggregate	1.40	4.30	4.80	3.60
Difference	-0.04	+1.34	+0.64	-1.00
Manager Aggregate	1.80	0.90	3.70	5.30
Difference	+0.36	-2.06	-0.46	+0.70
Peer Aggregate	0.60	4.90	3.30	5.80
Difference	-0.84	+1.94	-0.86	+1.20

Elizabeth's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Elizabeth, 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 Elizabeth.



Elizabeth may perceive John to have these Key Strengths:

- Can be bubbly, effusive and spontaneous.
- Approachable and affectionate with friends.
- Seeks variety in both tasks and relationships.

Elizabeth's perception of John

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

- Not always attracted to what is practical.
- Doesn't always consider the fuller implications of his actions.
- Finds it difficult to say "no" if relationships are being threatened.

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

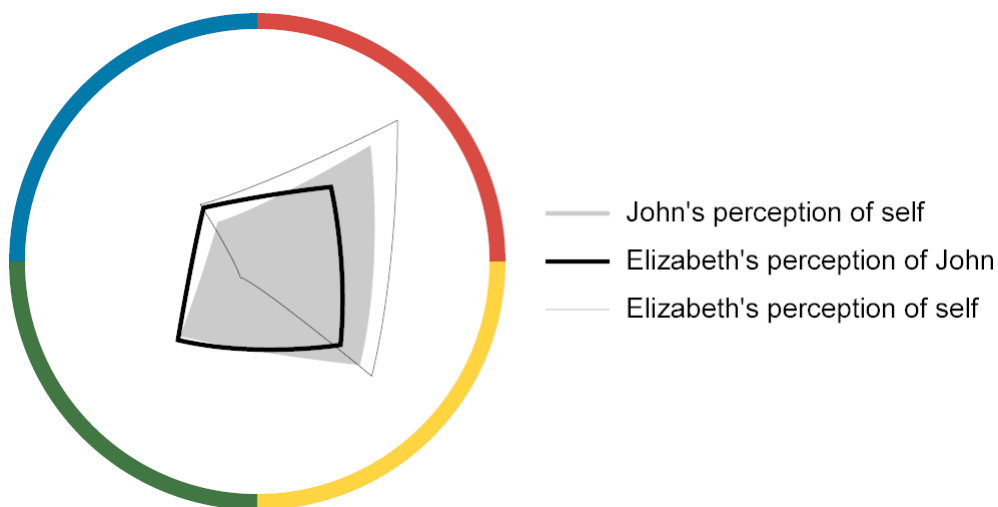
- Generate recurring crises through failing to comprehensively plan and organise resources.
- Take insufficient time to reflect on other options and alternatives.
- Encourage staff development at all levels.

Personal Notes:

Connecting with Elizabeth

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 Elizabeth.

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



Strategies for communicating with Elizabeth:

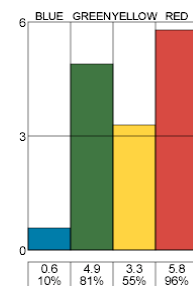
- Seek her opinions and ideas before imposing yours.
- Be thorough, organised and on time.

When communicating with Elizabeth, DO NOT:

- Underestimate her abilities to decide for herself.
- Waffle.

William's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by William, 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 William.



William may perceive John to have these Key Strengths:

- Dynamic negotiator.
- Articulate and communicative.
- Investigative, interested and inventive.

William's perception of John

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

- May have difficulty in sorting important issues due to various competing interests.
- Generates so many ideas that chaos often ensues.
- High sense of urgency can create stress for others.

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

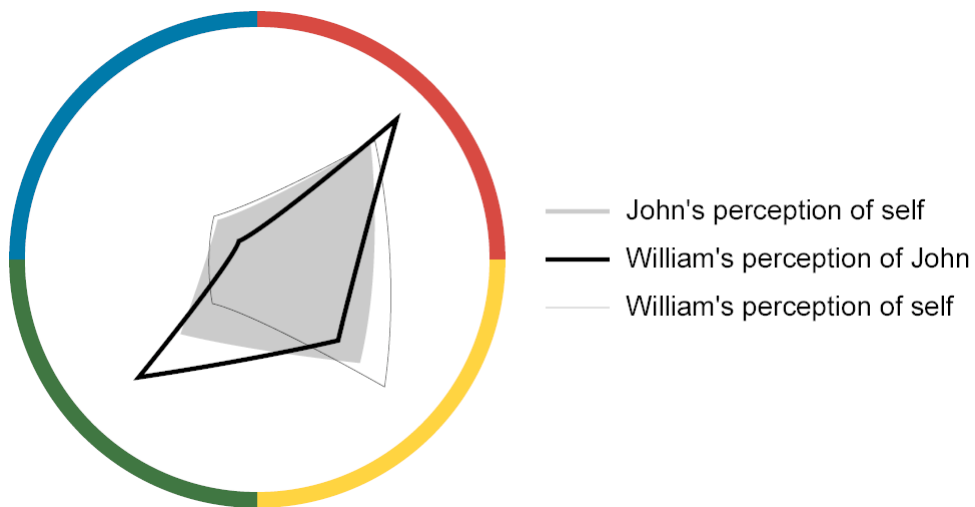
- Motivate others through his creativity and imagination.
- Lead from the front by personal example.
- Be viewed by the team as always high profile.

Personal Notes:

Connecting with William

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 William.

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



Strategies for communicating with William:

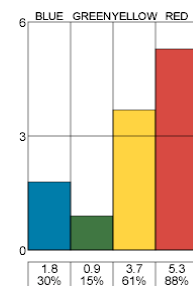
- Be alert and quick on your feet.
- Keep up a lively, but steady pace.

When communicating with William, DO NOT:

- Speak too slowly or hesitantly.
- Involve him in formal, lengthy or tedious meetings.

Camilla's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Camilla, 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 Camilla.



Camilla may perceive John to have these Key Strengths:

- Versatile and adaptable to many situations.
- Challenges convention.
- Initiates new activities.

Camilla's perception of John

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

- May not finish everything he starts.
- Makes decisions hastily.
- High sense of urgency can create stress for others.

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

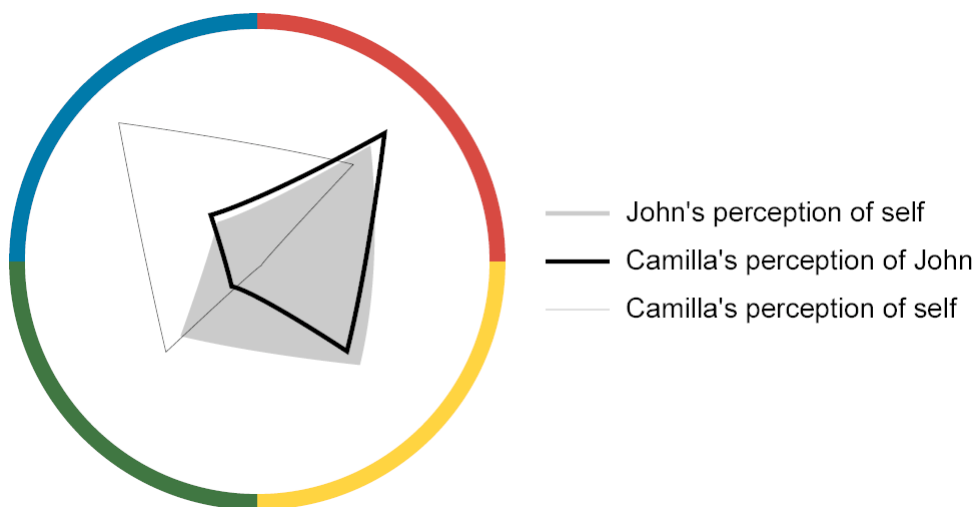
- Leave people drowning in his wake.
- Fail to listen actively to the views and opinions of others.
- Appear to project the blame onto others when things go wrong.

Personal Notes:

Connecting with Camilla

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 Camilla.

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



Strategies for communicating with Camilla:

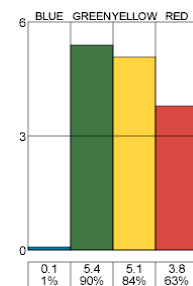
- Give her advance notice and time to prepare.
- Use humour in moderation.

When communicating with Camilla, DO NOT:

- Assume that she is disagreeing with you because she questions you thoroughly.
- Try to rush her into a decision.

Albert's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Albert, 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 Albert.



Albert may perceive John to have these Key Strengths:

- Usually weighs up all relevant factors before reaching decisions.
- Perceptive and empathetic with others.
- Willing and accommodating.

Albert's perception of John

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

- May not finish everything he starts.
- Feels victimised or targeted.
- Was once indecisive, but he is not so sure now!

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

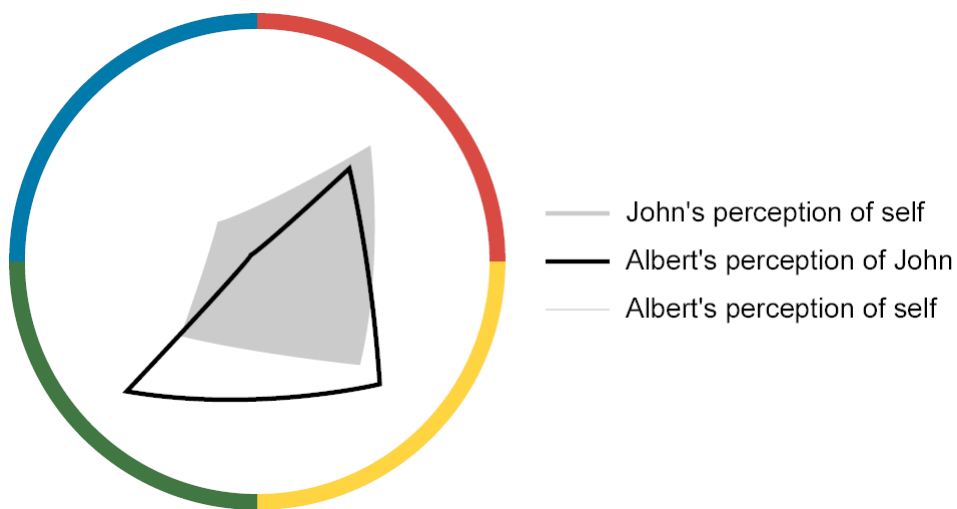
- Keep his deepest feelings private.
- Not adhere rigidly to time deadlines or restrictions.
- Believe that the success of the team and its individuals are a measure of his own success.

Personal Notes:

Connecting with Albert

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 Albert.

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



Strategies for communicating with Albert:

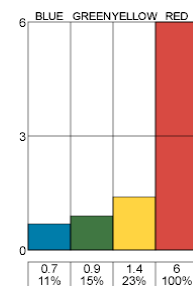
- Discovery Data Unavailable for this Respondent

When communicating with Albert, DO NOT:

- Discovery Data Unavailable for this Respondent

Charles's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Charles, 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 Charles.



Charles may perceive John to have these Key Strengths:

- Grasps opportunities quickly.
- Challenges convention.
- Perceptive and innovative.

Charles's perception of John

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

- May not be aware of things that are under his nose.
- "Tells" rather than "asks".
- Easily distracted from the routine.

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

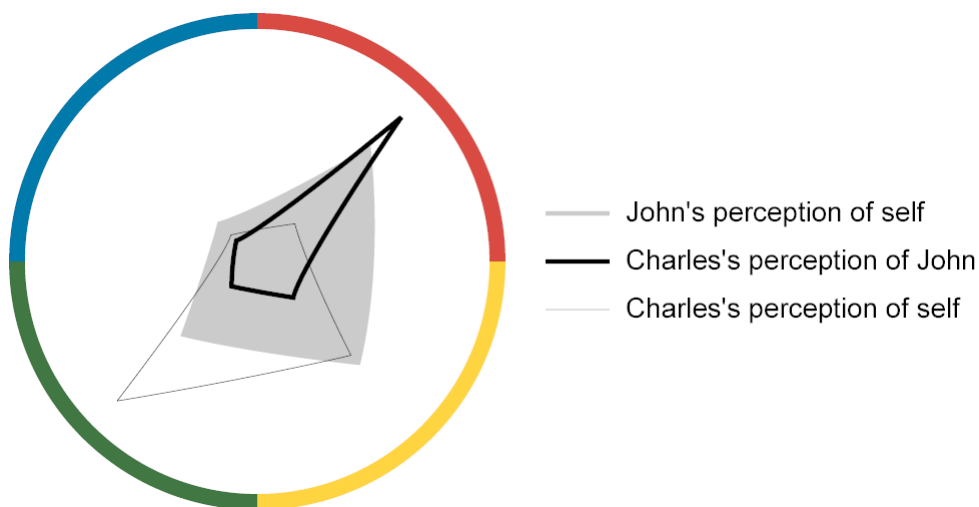
- Establish high standards for self and others.
- Take on too many disparate activities, resulting in a loss of focus and identity for others.
- Lead from the front by personal example.

Personal Notes:

Connecting with Charles

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 Charles.

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



Strategies for communicating with Charles:

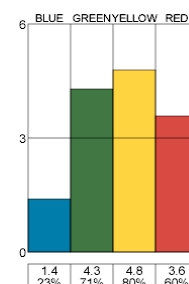
- Give him advance notice and time to prepare.
- Listen to his opinions.

When communicating with Charles, DO NOT:

- Adopt an intransigent, judgmental stance.
- Force him to take a positive stance on an issue without time for thought.

Harry's Perception of the Characteristics of John

This section may identify some of the fundamental gifts, as perceived by Harry, 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 Harry.



Harry may perceive John to have these Key Strengths:

- Highly resourceful around people.
- Enjoys spending time around other people - and helping them feel good.
- Possesses social expertise.

Harry's perception of John

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

- May hold grudges and tell you about them!
- Idealistic in relationships - wants everyone to be happy.
- Does not enjoy working or being alone for long periods.

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

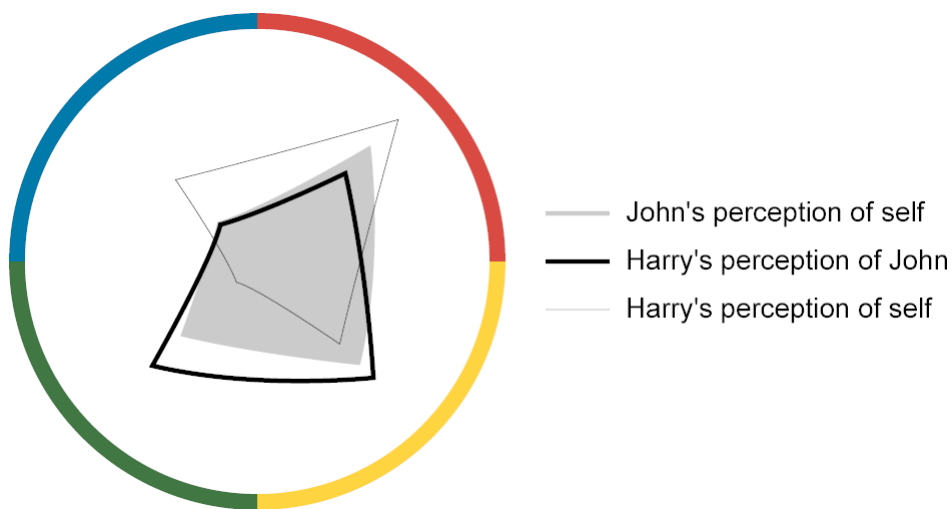
- Allow an individual too much freedom.
- Be too trusting of his people.
- Provide "life force" and energy to the team.

Personal Notes:

Connecting with Harry

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 Harry.

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



Strategies for communicating with Harry:

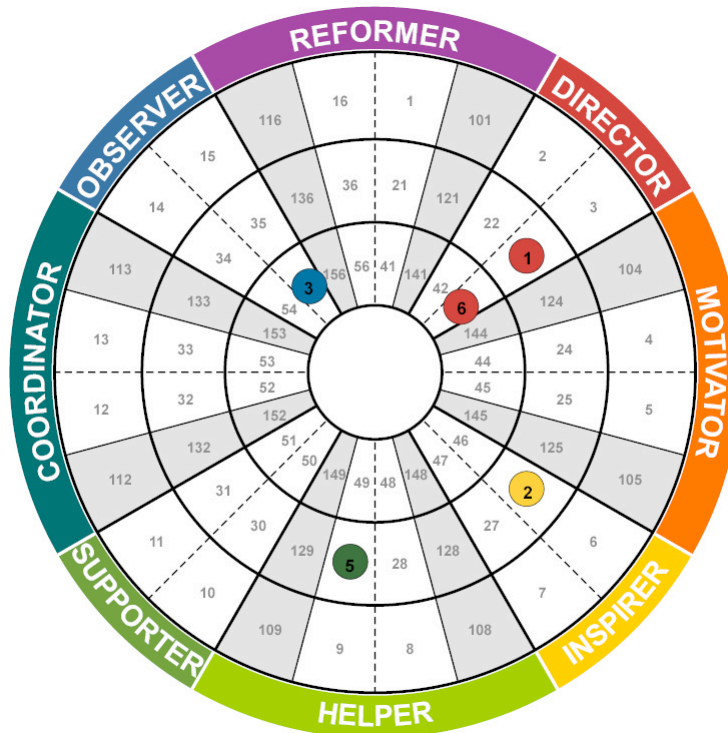
- Agree with him wherever possible.
- Point out the consequences, with care.

When communicating with Harry, DO NOT:

- Involve him in formal, lengthy or tedious meetings.
- Speak too slowly or hesitantly.

Feedback Group - Wheel Positions

This section displays the preferred Discovery wheel positions of the Feedback Group. Positions on the wheel do not represent good or bad, but different approaches to situations. It is in understanding and valuing the perspectives from differing approaches that we have an opportunity to grow.



1		Elizabeth	23: Motivating Director (Classic)
2		William	26: Motivating Inspirer (Classic)
3		Camilla	55: Reforming Observer (Accomodating)
4		Albert	
5		Charles	29: Supporting Helper (Classic)
6		Harry	43: Motivating Director (Accomodating)