



Discovery[®]

Personal Profile

Jaimie Oduware

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Jaimie Oduware's responses to the Insights Preference Evaluator which was completed on 08 October 2015.

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

Personal Style

Jaimie likes to prepare well and prefers to know why and how things happen. She may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when she speaks about one of her specialised subjects. She is quiet, reserved and distant, with a thoughtful appearance. Practical and measurable tasks are what she does well, making her successful in quality and administration. Jaimie conveys great precision and economy of effort in both thought and language.

Jaimie generally achieves a balance between concern for the people being managed and accomplishment of the task, a combination which makes her appreciated as a colleague. She tends not to trust strangers and is concerned about her family, reputation and job. She greatly prefers to trust what she can hear, smell, taste, touch and see, rather than accept abstract or intangible ideas. Jaimie prefers to live her life in a structured and organised manner and prefers to work within established guidelines on tasks requiring detail and routine implementation. Her strength is her ability to work independently. She tends to be good with practiced tasks, interested in the how and the why of the working.

She likes to make sure that she knows what is going on and tries to make sure that everyone is pulling their weight. Outwardly quiet, reserved and detached, inwardly she is constantly absorbed in analysing problems or situations. Jaimie's view of the world is concrete and specific although she will occasionally be more spontaneous than she appears at first sight. Her strength is her ability to gather technical information, which gives her potential as an excellent researcher. Jaimie sees the world in terms of facts and tangible realities and her concern with structure and order makes her very organised.

She sometimes feels less than adequate when she thinks of the effort of living up to her own high standards of perfection. She functions by the rule book and if procedures are changed, she may conclude she is being taken advantage of. Jaimie is a good organiser and seeks to control the world around her with structure and discipline. Jaimie tends to expect that sound organisation, structure and scheduling will benefit everyone. When she feels she is "on duty" her behaviour is practical, sensible and matter of fact.

Jaimie has a gift for seeing the important facts of a situation. Jaimie is analytical, impersonal and interested in underlying principles. She finds her source of energy within but primarily perceives the world through her senses. She is seen as an unpretentious colleague who has a good understanding of the way things work. She focuses inward as an objective thinker and she rationalises her view of the world through concrete facts.

Interacting with Others

Cautious, reserved, quiet and inwardly oriented, Jaimie is content to work by herself without much control or supervision. She is often inwardly absorbed in her current analysis or problem solving and is inclined towards reticence. She tends to take a sceptical, critical attitude to

information that has not been verified by the senses and is likely to distrust people who are careless about facts, sloppy about details, and who favour imagination or novelty over facts. She may encounter frustration or stress when others do not stick rigidly to schedules and plans. She may sometimes encounter difficulties in communications because she would prefer everyone to be as logical and analytical as she is herself.

She would benefit from letting other people know of her needs and successes, rather than privately musing over what might have been. She will often do without something rather than reach out to others to get it. She may seek to reduce her personal needs rather than be dependent on other people. She may be highly critical of carelessness or lack of discipline in others. She is excellent at detecting the flaws in an idea but may neglect to praise good work. She tends to lose herself in the details and daily operations of a project and, once immersed, she can be rather rigid and unwilling to accept change.

Ever concerned with efficiency, (“a place for everything and everything in its place”), she may neglect the human element, unwittingly causing stress in the process. By demanding conformity to her customary way of doing things, she could discourage more creative or innovative approaches. She is suspicious of what may be lurking beneath a smile. She follows necessary systems and procedures and can be very impatient with others who are less inclined to do so. Her success often comes from others recognising her skills and placing higher value on her systematic qualities than she may do herself.

Decision Making

Jaimie is extremely realistic and relies on and trusts what her senses tell her about her world. She brings both analysis and personal feeling to the decision-making process. She has an ability to see the need of the moment and then deal with it. She is reticent about expressing her feelings and may be rather slow to make decisions as she wants to gather all essential information before acting. She may at times make others feel defensive due to her incisive, critical and often persistent questioning.

She prefers to focus inwards and is more inclined to “wait and see” than to declare her hand readily. She may lack patience with others who are less focused on the job in hand. Jaimie tends to make logical, private decisions, seeing and stating things quietly, clearly and deliberately. Every project presents itself as a mental challenge and she reflects on every stage of decision making. Jaimie's decisions tend to be made only after she has gathered sufficient supporting data.

Valuing logical and impersonal analysis highly, she is organised and systematic in her approach to following tasks through and getting them done. She makes decisions after a great deal of thought and she may not be dissuaded by emotional or muddled arguments. She sees herself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of her decisions. Jaimie's quizzical and probing nature may create solutions which open up fresh processes. She may perceive certain creative thinking groups as frivolous and wasteful.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Jaimie brings to the organisation. Jaimie has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

Jaimie's key strengths:

- Highly effective where consistent performance is required.
 - Her feet are firmly on the ground.
 - Trustworthiness.
 - Resilient and resourceful.
 - Orderly and organised.
 - Encourages structure and order.
 - She is well informed, especially on more technical information.
 - Usually weighs up all relevant factors before reaching decisions.
 - Systematic and practical.
 - Lives in and for the moment.
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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. Jaimie’s responses to the Evaluator have suggested these areas as possible weaknesses.

Jaimie’s possible weaknesses:

- Limited by what she knows for herself.
 - Takes things too seriously.
 - Her perfectionism can be seen to be “nit picking” when not valued.
 - Can be too self critical.
 - Can resist by being passive yet stubborn simultaneously.
 - Dislikes disruptions and sudden change.
 - Can have difficulty working effectively with spontaneous creativity.
 - May be seen as too critical and sceptical.
 - May get frustrated with other peoples' ways.
 - Seen as a private individual, who prefers her own company.
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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 Jaimie brings, and make the most important items on the list available to other team members.

As a team member, Jaimie:

- Is a caring team player who honours her commitments.
 - Can remain single-minded and persistent.
 - Accepts responsibility for the task completion.
 - Helps the team to schedule its activities to meet goals.
 - Keeps her shoulder to the wheel.
 - Provides a fund of factual information, data and statistics.
 - Brings order and structure through her organisational qualities.
 - Will not be easily distracted by emotional events.
 - Encourages accuracy and quality.
 - Ensures the focus is realistic.
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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 Jaimie. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jaimie:

- Remember her quiet demeanour and ask for her views.
 - Focus your comments on her interests and activities.
 - Speak slowly and sincerely.
 - Remember to ask for her opinions of other systems and projects.
 - Accept that “reflecting time” is essential to enhance her performance.
 - Find out where you can get the extra information she may require.
 - Keep her informed of all the details.
 - Be seen to do what you say you will.
 - Be careful to maintain the status quo.
 - Do not let her hide behind complexity and privacy. Maintain her focus upon outcomes.
 - Appreciate her ability to amass a wide range of information.
 - Allow plenty of time for her to assimilate new ideas or changes in plan.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Be boastful.
 - Get too close or touch her.
 - Be vague about facts and statistics.
 - Be immature, childish or silly.
 - Expect rapid acceptance of changes to her accepted methods.
 - Discourage her participation by forcibly suppressing her viewpoint.
 - Be too light hearted or superficial.
 - Assume that because you have “told it like it is”, this will make the slightest difference to the way that she does things.
 - Force her to take a positive stance on an issue without time for thought.
 - Break promises.
 - Hug her unexpectedly or at an inappropriate moment.
 - Attempt to disguise your true motives.
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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.

Jaimie’s possible Blind Spots:

Jaimie may reflect longer than is necessary before undertaking or beginning a project. Because of her ability to focus on one thing at a time for long periods, she may appear rather stubborn and plodding. When under stress at work, she may need to curb a tendency to become secretive or even rebellious in order to meet the demands of the moment.

She has a tendency towards perfectionism which leads her to refine and polish her ideas to a point where they may even fail to emerge. Adopting a low profile is not always in her best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance she may project at times. She could do better to become more assertive about her own needs and fully consider the implications of interactions with others. In touch and at peace with herself and the world around her, she automatically resists change to sustain the status quo. She may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary.

Jaimie gives the impression she believes in economy of effort. She must be careful that this is not seen as, nor leads to, laziness. She values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. She is not always sure she is participating for the right reason. A rather private nature may prevent Jaimie from asking questions. Encourage her to demonstrate her grasp of new ideas by slowing the pace of the interaction. Jaimie takes even the most well-intentioned criticism personally and can respond by becoming flustered, hurt or angry. She needs to work toward becoming more articulate and action-oriented.

Personal Notes

Opposite Type

The description in this section is based on Jaimie'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:

Jaimie's opposite Insights type is the Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. Jaimie may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

Jaimie may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

Jaimie will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

Personal Notes

Opposite Type

Communication with Jaimie's Opposite Type

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

Jaimie Oduware: How you can meet the needs of your Opposite Type:

- Look for signs that say “I’m losing interest”.
- Be ready to acclaim her many ideas.
- Be straightforward, fast, efficient and to the point.
- Use colourful and bold language in conversing.
- Point out the consequences, with care.
- Present an overview of the essence of the important facts.

Jaimie Oduware: When dealing with your opposite type DO NOT:

- Judge, criticise or embarrass her in public.
 - Shout, bully or threaten with position power.
 - Get carried away by her enthusiasm.
 - Be negative or non-communicative.
 - Be addicted to rules and procedures.
 - Impose final judgements on her views and opinions.
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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 Jaimie's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jaimie may benefit from:

- More confidence, sincere appreciation, job clarity and sympathetic management.
 - Resisting the urge to continually refine, improve and even do the work of others.
 - More time to thoroughly prepare and implement.
 - More challenges, excitement and the opportunity to think on the run.
 - 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.
 - Trying to make a significant contribution within ten minutes of a meeting's commencement.
 - Quicker decision making.
 - Responding spontaneously and dramatically.
 - Going out of her way to tackle something new and different.
 - Breaking jobs into smaller parts and completing them one by one.
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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 Jaimie's ideal environment and her current one and to identify any possible frustrations.

Jaimie's Ideal Environment is one in which:

- She has time to prepare for meetings or discussions.
 - Ideas can be practically applied.
 - There is a small, professional team.
 - There is little competition between peers, which Jaimie perceives as destructive to good team spirit.
 - There are precise methods and systems.
 - Nobody else uses or changes her equipment, paperwork or software.
 - Information and data are well organised.
 - Things are formal but relaxed.
 - Colleagues will state clearly what they mean.
 - She has space to store information.
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Personal Notes

Management

Managing Jaimie

This section identifies some of the most important strategies in managing Jaimie. Some of these needs can be met by Jaimie herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Jaimie needs:

- To be convinced by reason, not emotion.
 - Technical research projects.
 - Rewards for achieving deadlines.
 - To be given the opportunity to review the team's decisions.
 - Time to answer questions.
 - The feeling that there is a sound and clear management structure.
 - Encouragement to use her imagination more.
 - Not to be expected to deal with emotionally charged people.
 - To work with people similar to herself.
 - Encouragement to find and communicate efficiency improvements.
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Personal Notes

Management

Motivating Jaimie

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

Jaimie is motivated by:

- Rewards for her economy of effort.
 - Being encouraged to expose logical inconsistencies.
 - Being asked to find the flaws in an argument.
 - Not having to change activities at short notice.
 - Suitable targets that she knows are achievable.
 - Rewards and recognition for achievements.
 - Being allowed to see projects through to conclusion.
 - Having a “low profile” position within the team.
 - Being given projects with more flexible schedules.
 - Being encouraged to research new technical developments.
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Personal Notes

Management Style

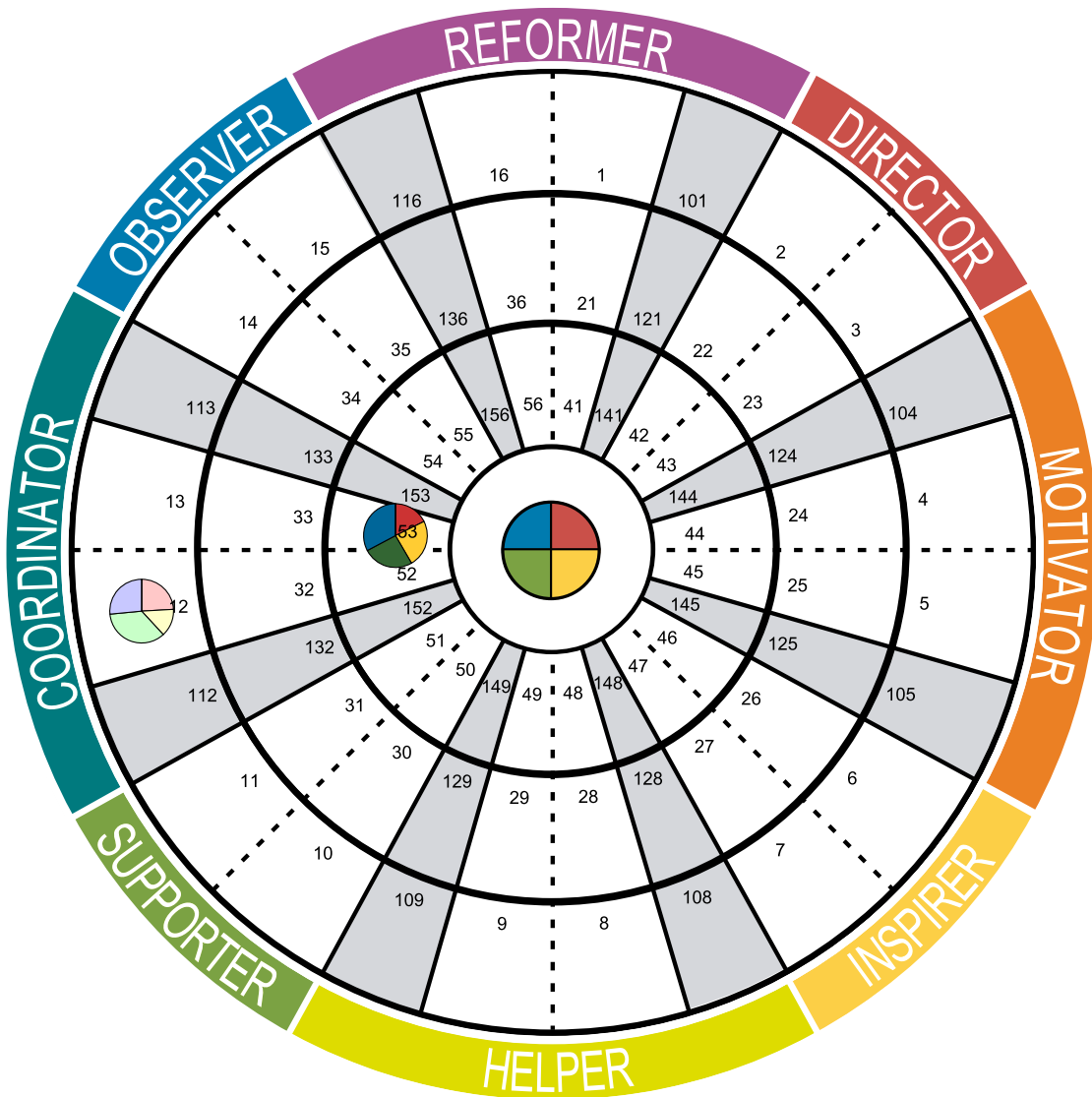
There are many different approaches to management, most of which have different situational applications. This section identifies Jaimie's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Jaimie may tend to:

- Manage democratically, whilst attempting to convince those who do not agree with facts and objective discourse.
 - Appear unruffled despite the enormity of the task.
 - Delegate only simple, straightforward tasks which fail to challenge others.
 - Lose sight of the objectives of meetings, often spending too much time discussing detail.
 - Over regulate processes.
 - Require time for consideration before making decisions.
 - Seek to challenge what she perceives as illogical.
 - Overlook the need to encourage others.
 - Be demanding of accuracy, logic and focus.
 - Appear stubborn and intransigent in areas she feels strongly about.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

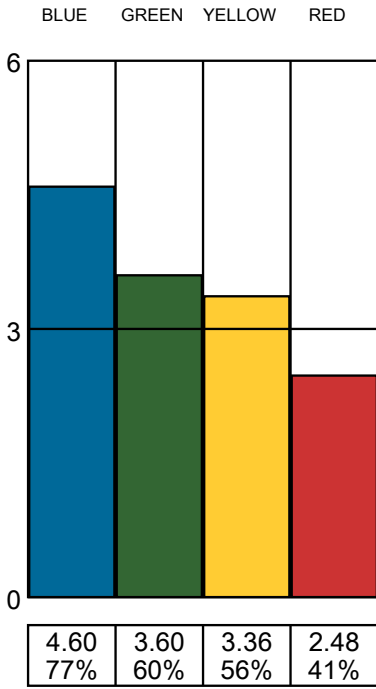
53: Observing Coordinator (Accommodating)

Less Conscious Wheel Position

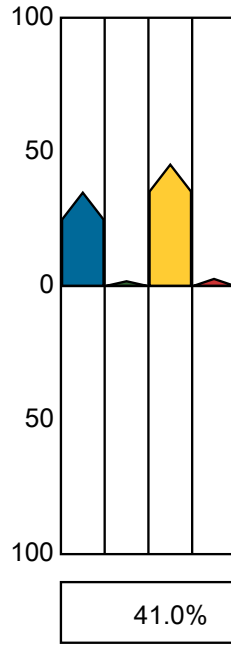
12: Supporting Coordinator (Focused)

The Insights Discovery® Colour Dynamics

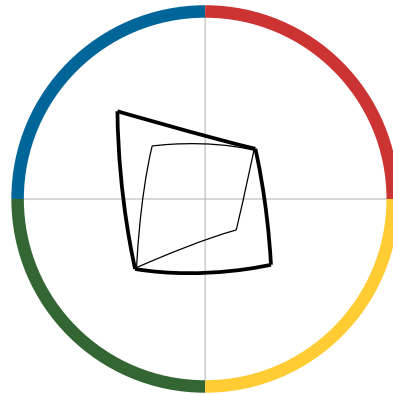
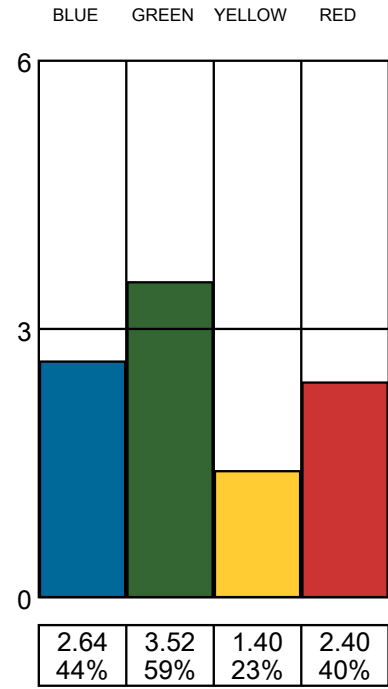
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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