



Discovery[®]

Personal Profile

Ryan Guidry

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Ryan Guidry's responses to the Insights Preference Evaluator which was completed on 05 July 2022.

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

Personal Style

Ryan's logical, analytical approach combined with his intuitive gifts allows him to maintain his focus on tasks and ideas rather than on the personal. He can be a veritable storehouse of information on the things he knows well and understands. He handles crises at work in a low key, controlled way. Ryan'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. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own.

Although disinterested in purely scholastic pursuits, knowledge is important for its immediate usefulness to him. Ryan has a gift for seeing the important facts of a situation. He uses his thinking to run as much of the world as he can and is in his element when a situation needs to be organised, criticised or regulated. As he likes conversation to be purposeful, and may argue practicalities to the point of hair-splitting, he tends to be convinced only by reason. His ideas are generally abstract, containing intellectual insight, but he finds the practicalities of carrying out and developing these ideas to a conclusion less interesting.

Serious, conscientious and loyal, Ryan is a dedicated worker. He will seek an environment in which he can be quietly productive. His perception of the world is a conceptual and abstract one, but one with endless possibilities. The process of objective analysis is a source of great enjoyment to him, with the outcome often of much less importance. His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect. When he does need company it may be difficult for him to reach out to people and to overcompensate for this he may retreat even further into himself.

Although he will never ask for it, he does need positive feedback and a rationale for what he is doing. Ryan is analytical, impersonal and interested in underlying principles. Although objective, he may be more interested in finding creative solutions to problems than in seeing those solutions become reality. Ryan is an ingenious and original problem solver. He tries to use logical principles to make sense of the ideas that constantly arise in his mind.

Ryan is painstakingly accurate and methodical, with great powers of concentration. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence. His aim is to fit all the pieces of the jigsaw together into a complete picture, but for Ryan the jigsaw keeps expanding with the discovery of every new piece. He is usually neat, tidy and orderly, both at work and at home. The process of analysis is often more challenging to him of itself than actually doing what needs to be done.

Interacting with Others

With his original mind, fine insight and vision, Ryan is seen as an independent and natural thinker. He has a rather impersonal style and may wrongly assume others wish to be treated in the same impersonal manner. He can be independent to the point of stubbornness and places a

high value on professionalism. He needs to know that he is making a unique contribution to the organisation. He may perceive outgoing, extraverted people as rather noisy and shallow.

Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. He may sometimes encounter difficulties in communications because he would prefer everyone to be as logical and analytical as he is himself. He may prefer not, or may find it difficult, to express personal feelings to others. If he is given time to organise his thoughts by a sympathetic and understanding chairperson, he can state his views with clarity and to everyone's benefit.

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 tends to withdraw when stressed. In applying unrealistically high standards to himself, he may expect too much from himself and others. **He should try to establish whether his ideas are relevant and not ignore the feedback he might receive.** He should try to present his ideas to colleagues in a more practical and realistic way.

Decision Making

Ryan can usually get to the heart of any situation and implement an effective solution. He is not usually prepared to commit to high risk decisions. He tends to be influenced by the idea, rather than the people behind the idea. He has the ability to use both reflection and consultation in reaching conclusions. Every project presents itself as a mental challenge and he reflects on every stage of decision making.

Ryan's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. He may lack patience with others who are less focused on the job in hand. He tends to make sound future decisions only after deeper reflection. He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions.

He views life as an intellectual challenge and needs to think things through before deciding. Ryan is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles. Using past experiences to help him solve current problems and get things done is one of his strong points. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Ryan's key strengths:

- Evaluates people on their results.
 - Dependable.
 - Will find ways to work more effectively.
 - Concentrates for as long as necessary.
 - His word is his bond.
 - Analysis.
 - Logical thinker.
 - Understands underlying principles.
 - Fair mindedness in implementing systems.
 - Will work late to get the job done.
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Personal Notes

Key Strengths & Weaknesses

Possible Weaknesses

Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. Ryan's responses to the Evaluator have suggested these areas as possible weaknesses.

Ryan's possible weaknesses:

- All work and no play.
 - May appear abrupt.
 - Emphasis on “correctness” can delay implementation.
 - Can be too self critical.
 - Sometimes becomes ineffective when strong emotions are expressed.
 - Less effective at work involving imaginative future orientation.
 - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
 - Tends to lose himself in detail.
 - Has difficulty with unstructured tasks.
 - Tendency to over-analyse before acting.
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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 Ryan brings, and make the most important items on the list available to other team members.

As a team member, Ryan:

- Ensures reflection, analysis and precision.
 - Thinks clearly under pressure.
 - Identifies the key elements of important situations.
 - Ensures a common-sense, practical approach.
 - Encourages independent thinking.
 - Will maintain “fair play”.
 - Can remain single-minded and persistent.
 - Commits to realistic goals.
 - Ensures the focus is realistic.
 - Seeks and provides attention to detail.
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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 Ryan. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Ryan:

- Provide a safe environment in which he can learn, improve and grow.
 - Avoid precipitating rare but spontaneous outbursts of emotion.
 - Ask what he thinks, not how he feels.
 - Be thoroughly prepared.
 - Stay a reasonable distance away - don't invade his space.
 - Be well structured and organised.
 - Provide evidence to appeal to his senses.
 - Use "should" rather than "must".
 - Maintain a serious disposition.
 - Remember to thank him for his time.
 - Provide facts and figures.
 - Be patient if he starts hair-splitting.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Exaggerate.
 - Try to rush him into a decision.
 - Pretend that you know more than you do.
 - Discourage his participation by forcibly suppressing his viewpoint.
 - Argue emotionally around his specialist areas.
 - Fail to respect his need for occasional isolation.
 - Be vague or rush him.
 - Assume that outward calm reflects inner feelings.
 - Be too informal or waste time on social trivia.
 - Offer opinions on personal issues unless he asks for them.
 - Sentimentalise issues.
 - Come unprepared and disorganised.
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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.

Ryan's possible Blind Spots:

When he makes the effort to adopt a more accepting approach to life and his dealings with others, Ryan will achieve greater acceptance of his innovations. A rather private nature may prevent Ryan from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received.

He sometimes seems detached from the real world, involved in complex thought. Gathering relevant and factual data to help ensure that his ideas are workable, he needs to simplify his often theoretical and complicated ideas for the benefit of others. 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 has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts.

Ryan needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge. Ryan prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He may rely so much on his logical, analytical thinking that he overlooks the people issues. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so.

Personal Notes

Opposite Type

The description in this section is based on Ryan'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:

Ryan'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.

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

Personal Notes

Opposite Type

Communication with Ryan's Opposite Type

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

Ryan Guidry: How you can meet the needs of your Opposite Type:

- Be aware of his social interests.
- Set challenges but recognise his close relationships with others.
- Be clear on completion details.
- Use lots of words and body gestures.
- Adopt a low key, positive approach.
- Deal with “here and now” projects.

Ryan Guidry: When dealing with your opposite type DO NOT:

- Ignore or disregard his views.
 - Make your lack of interest in his “problems” too obvious.
 - Be vague or leave things open to interpretation.
 - Remove the opportunity for socialising.
 - Assume that his sunny disposition means that he agrees with everything you say.
 - Involve him in formal, lengthy or tedious meetings.
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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 Ryan's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Ryan may benefit from:

- Bringing more variety of activity into his life.
 - Articulating his thoughts and feelings.
 - Looking to achieve quicker results.
 - Assuming permission rather than seeking it.
 - Paying attention to people who are unafraid to put their foot in their mouths, rather than "tuning out".
 - Not equating gushing expression with insincerity of the person.
 - More confidence, sincere appreciation, job clarity and sympathetic management.
 - Attempting to respond more quickly to his more extraverted colleagues.
 - Sharing responsibilities or processes.
 - Reading motivational books and listening to motivational tapes.
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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 Ryan's ideal environment and his current one and to identify any possible frustrations.

Ryan's Ideal Environment is one in which:

- He has time to prepare for meetings or discussions.
 - He is encouraged to express views and opinions.
 - His desire for perfection is valued by others.
 - There is time to ponder future implications of the strategy.
 - There are others like him around.
 - Everyone has a chance to express their views without being pressured.
 - There is respect for his orderly and tidy processes.
 - Things are formal but relaxed.
 - He is intellectually challenged and stretched.
 - Everyone makes good use of their time.
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Personal Notes

Management

Managing Ryan

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

Ryan needs:

- Rewards for achieving deadlines.
- Management support for any quality control element to his job.
- Only the minimum of social chit-chat around him.
- To be given detail-intensive projects.
- Clear statement of the relative importance of deadlines and quality.
- Respect for his desire to observe activities from a distance, and his preference not to become too directly involved in "team" activities.
- To be given opportunities to display his deep technical knowledge.
- Understanding of his tendency to defend his decisions with logic and persistence.
- Encouragement to find and communicate efficiency improvements.
- Checks to ensure that he is not wasting time on minor issues, where detail is unimportant.

Personal Notes

Management

Motivating Ryan

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

Ryan is motivated by:

- Being asked to find more efficient ways for the team to work.
 - Being given the highest access rights on the computer system.
 - Working independently.
 - Confirmation that he is making a unique contribution.
 - Rewards for his accuracy and attention to detail.
 - Avoiding frequent meetings.
 - Being allowed to do “detective” work.
 - Being technically stretched.
 - Being able to make important decisions in his own time.
 - Being encouraged to research new technical developments.
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Personal Notes

Management Style

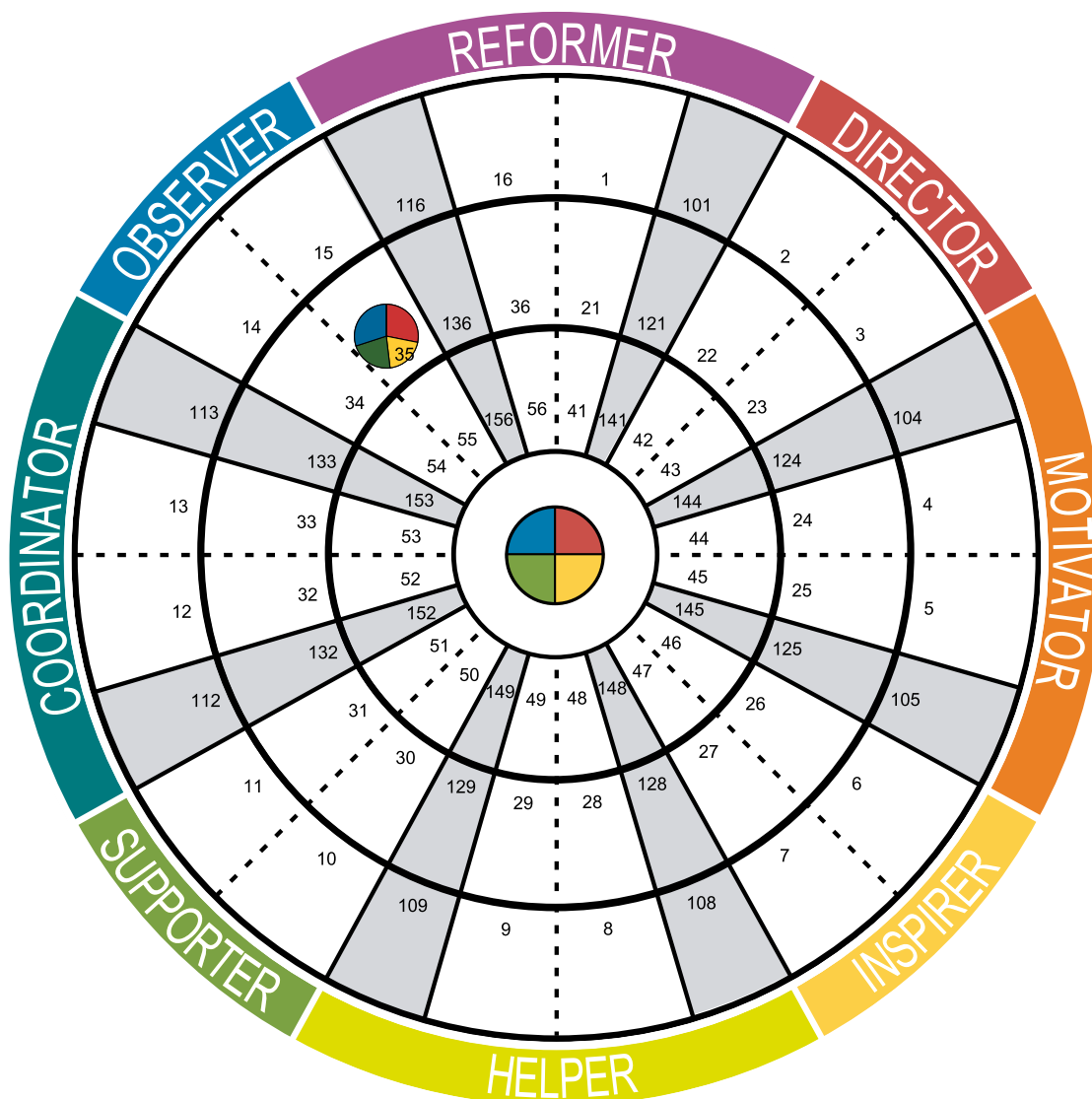
There are many different approaches to management, most of which have different situational applications. This section identifies Ryan's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Ryan may tend to:

- Get involved in the detail.
 - Prefer working with a small team.
 - Appear indecisive when reflecting on important decisions.
 - Focus more on the task and less on the people.
 - Keep quiet until he is able to provide a framework for his thoughts.
 - Avoid social chit-chat.
 - Want to explain the “What”, “How” and “Why”.
 - Keep too many things close to his chest, making others wonder about the true agenda.
 - Require time for consideration before making decisions.
 - Dislike confrontation as a means of criticism.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

35: Reforming Observer (Classic)

Less Conscious Wheel Position

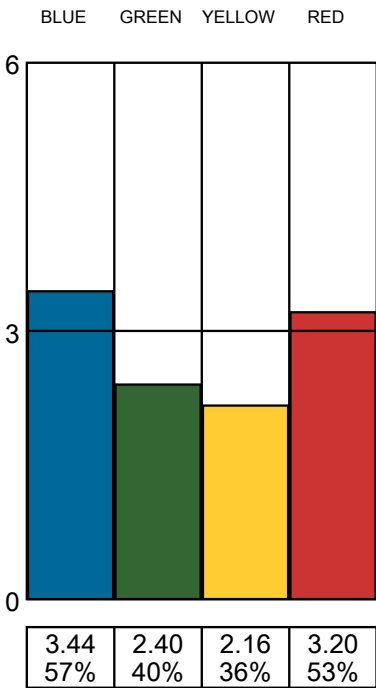
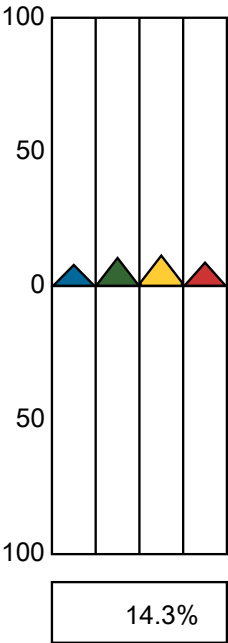
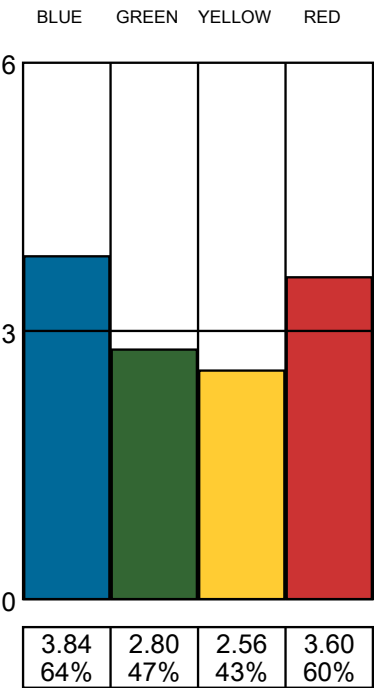
35: Reforming Observer (Classic)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
— Less Conscious



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