



DISCOVERY

Tara Brown
12/20/2006

Personal Profile

Foundation Chapter
Management Chapter

Gatehouse Alliance



Personal Details

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Introduction

This Insights Discovery profile is based on Tara Brown's responses to the Insights Preference Evaluator which was completed on 12/20/2006.

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

Personal Style

Tara sees possibilities in most situations and can direct others toward making a vision become a reality. She enjoys getting things done - sometimes at the expense of others! She is usually more effective when she takes time to consider how she really feels. She prefers to be direct, results oriented and thorough, whilst not always taking time to give real consideration to others. Tara is a direct, results-oriented person who considers people within the framework of her objectives.

Tara is outgoing and direct, but as a participant, she can, if she is not careful, take control of the process. She sees herself as having rigorous standards that typically take precedence over her own and others' personal needs. Tara is a good organiser and seeks to control the world around her with structure and discipline. Tara is stimulated by challenges and often shows ingenuity in meeting them. Although usually fast paced and direct, people feature prominently in her plans.

She may have great difficulty relating to people she sees as over-concerned with health, safety and comfort issues. Tara could be called one of life's natural go-getters, as she possesses enthusiasm, vision, objectivity and accountability. Tara is a pragmatic individual who can be as tough as the situation warrants. She is at her best when planning ahead and launching those plans into action. Tara tends to know intuitively what structure and organisation is necessary to harness ideas and people to achieve long-range goals.

She may have "failed" several times in her drive to achieve but tends to look upon failure as a necessary learning curve to climb. As she lives by a rather strict set of rules she may expect others to do so as well. She prefers a "big-picture" orientation supported by reason and logic. Personal prestige is important to her and she appears as a natural, if somewhat disorganised person with a tenacious drive towards future possibilities. She needs excitement and variety or she may lose interest in carrying projects through to completion.

Details and the deeper interpersonal skills are not her strong points as she is mainly interested in seeing the possibilities beyond the present. She is aggressive, competitive, ambitious and seeks to win. She dislikes confusion, inefficiency, half measures and anything that she sees as aimless or ineffective. She is a disciplinarian who can be tough when the situation calls for it. Hard work, busy schedules and merit-based remuneration are hallmarks of the way Tara prefers to work. With her keen analytical abilities and good strategic thinking, Tara can almost always find the rationale for the things that she wants to do.

Interacting with Others



Seen by most people as outgoing, flexible and fearless, Tara can rise to meet any challenge. Errors made by others may upset her and cause her to react loudly and vociferously. Tara is alert to changing situations and will act quickly to get results, giving direction or instructions to others as she thinks is necessary. She is not particularly discouraged by indifference or criticism. Tara is not slow to help people come together to negotiate solutions if a project needs this.

Tara's work style is down-to-earth, assertive and persuasive. She likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why. She can be exceedingly stubborn and independent when faced with change or new ideas if they are not her own. By listening carefully to the reactions of others, she may avoid being considered rather bull-headed at times. She needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down.

Sometimes seen as blunt and forthright, she may tread on other people's toes without knowing it. Not keen to respond positively to views which differ from her own, she may jump to incorrect conclusions as she is often without the benefit of an alternative opinion. Tara likes to be valued for her directness and strength in relationships. She needs to learn to appreciate the illogical feelings of others and to accept that they are also rational and valid. She may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate her behaviour.

Decision Making

Tara is seen by many as a natural leader and decision maker. She always tries to decide as much as possible through logical, analytical and highly organised thinking. She is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned. To make quick decisions she likes matters to be logical, so she requires and expects rationality in most situations. Tara can usually get to the heart of any situation and implement an effective solution.

She is a good problem solver because she can absorb necessary factual information and find logical and sensible solutions quickly. Tara tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, she values truth in the form of fact, formula, method and judgement. She enjoys the executive role and usually rises to challenges although she needs someone around with enough common sense to bring up overlooked facts and take care of important details. She is comfortable in leadership positions and readily accepts responsibility for making things happen. She enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done.

She would often rather make any decision than no decision at all. Impatient with what she may see as inefficiency and incompetence, she can take tough decisions when the situation calls for it. She values truth above all else and is primarily convinced by logical reasoning. She is more interested in the future consequences of her actions than in the present condition of people or projects. Tara enjoys making



decisions. She likes to be in control of things and values efficient and effective decision making.

Personal Notes













Key Strengths & Weaknesses

Strengths

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

Tara's key strengths:

-  Swift and agile.
-  Identifies the possibilities in every situation.
-  Keen sense of priorities.
-  Good situational analysis.
-  Keeps her finger on the pulse.
-  Sees innovation as a necessity.
-  Takes advantage of opportunities.
-  Forward looking, quick thinker.
-  Ingenious thinker with a great ability in long range planning.
-  Draws people together.

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

Tara's possible weaknesses:

-  Leaps before she looks!
-  Vocally judgmental and critical.
-  May step on the toes of others to achieve objectives.
-  Lacks follow-through if interest wanes.
-  Can be seen as curt and abrasive.
-  “Tells” rather than “asks”.
-  Her confidence can sometimes be interpreted as arrogance.
-  May not finish everything she starts.
-  Rocks the boat by challenging convention for the sake of it.
-  Avoids showing her true feelings.











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

As a team member, Tara:

-  Always looks for ways to improve her and the team's, performance.
-  Strengthens the bonding process by being responsive and perceptive.
-  Contributes vigorously and enthusiastically.
-  Demonstrates leadership and involvement.
-  Is a creative problem-solver.
-  Encourages others to compete.
-  Exhibits a strong sense of urgency
-  Breaks down barriers to completion.
-  Knows nothing is impossible.
-  Will lead by fighting alongside the troops in the trenches.

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

Strategies for communicating with Tara:

-  Be receptive and open minded.
-  Be humorous, but don't humour her.
-  Support her goals with suggestions for achievement.
-  Take responsibility for your own actions and errors.
-  Present only solid and reliable facts.
-  Talk tangibly and with enthusiasm.
-  Match her pace in presenting to her.
-  Seek her opinions and ideas before imposing yours.
-  Look for signs that say "I'm losing interest".
-  Ask for her advice.
-  Keep the conversation lively.
-  Be ready to ignore her seemingly arrogant demeanour.

Personal Notes















Communication

Barriers to Effective Communication

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

-  Digress or wander off at a tangent.
-  Challenge her perception of herself.
-  Be surprised if she breaks the rules.
-  Undermine her authority.
-  Let her dominate the conversation.
-  Forget to agree outcomes or decide conclusions.
-  Criticise her ideas too harshly or personally.
-  Use “what if” or “buts”.
-  Argue or personalise the conversation.
-  Challenge her authority “head on”.
-  Impose a “can't be done” or defeatist attitude on her.
-  Expect to “rail road” her - without a fight.

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.

Tara’s possible Blind Spots:

Tara strives after justice and wants to rectify injustice whenever and wherever she finds it - but her values must prevail. She may rely on personal forcefulness and, if necessary, intimidation to achieve her aims. Her preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around her. Interested in solving problems quickly and as effortlessly as is practical, she tends to jump directly into the next situation and not follow through on the less exciting aspects of current projects. Perhaps best thought of as one of life's natural organisers, she is practical, strong willed and needs to get her own way or she may become rebellious.

She sometimes has difficulty in absorbing other peoples' points of view. Tara's biggest drawbacks are sometimes perceived by others as arrogance, impatience and insensitivity to others' feelings. She may adopt an “if you've got a headache take an aspirin” attitude, which indicates a lack of empathy to some. As an extraverted, future oriented person, she may fear failure above all else. She may not wish to hear the objections of others because, to her, her own position usually seems unquestionable.

She dislikes disorganisation, tardiness, sloppiness or inappropriate behaviour in both self and others and can sometimes generate an intensity inappropriate to the situation. Because she is fascinated with solving problems, she tends to be impatient with routine details and may lose interest in a project if it requires intensive follow-through. Seen by many as a smooth talking persuader, Tara may seem indifferent to people who appear to be less of an extraverted achiever than herself.

Personal Notes



Opposite Type

The description in this section is based on Tara'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:

Tara's opposite Insights type is the Supporter, Jung's "Introverted Feeling type".

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Tara will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

Tara may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Tara will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

Personal Notes









Opposite Type







Communication with Tara's Opposite Type

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

Tara Brown: How you can meet the needs of your Opposite Type:

-  Appeal to her need to be of service.
-  Praise her contribution before finding fault.
-  Leave time to ensure she is comfortable on personal issues.
-  Put important messages in writing for clarity.
-  Allow time for her to think of the consequences.
-  Take a low key, friendly approach.

Tara Brown: When dealing with your opposite type DO NOT:

-  Assume her pauses imply lack of interest.
-  Interrupt her thought processes.
-  Reinforce her own self criticism.
-  Make critical comparisons in relation to other staff.
-  Comment on her personal appearance.
-  Set tight deadlines or force her to make an immediate decision.











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

Tara may benefit from:

-  Reaching decisions only after weighing up all the alternatives.
-  Not always appearing so direct and confident.
-  Modifying her sometimes harsh voice tone to more appropriate levels.
-  Sitting back, saying little and observing.
-  Using others' objective criticism as a means of self development.
-  Learning how to relax completely.
-  Really listening to the views of others.
-  Becoming more generous, warm and caring.
-  Gently asking some quieter people to express their point of view.
-  Realising that some others are not as quick as she is.

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 Tara's ideal environment and her current one and to identify any possible frustrations.

Tara's Ideal Environment is one in which:

-  Activities, variety and change are constantly taking place.
-  Few distractions exist to take attention away from the task.
-  State of the art technology is provided.
-  Her natural creativity is given room to flourish.
-  There is ample opportunity to express ideas.
-  She can “rock the boat” without fear of retribution.
-  She has a position with status.
-  There are challenges, especially if others have failed.
-  Everything is well ordered and all key reference material is within reach.
-  A political talent is required.

Personal Notes













Management

Managing Tara

This section identifies some of the most important strategies in managing Tara. Some of these needs can be met by Tara 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.

Tara needs:

-  To know clearly where the future prospects and opportunities lie.
-  The ability to define at least some of the rules.
-  To be more diplomatic at times.
-  Worthy and talented competition.
-  To slow down from time to time.
-  To get clear and unambiguous answers.
-  An able, fast-paced backup team.
-  Take the time to smell a few more roses.
-  The freedom to change out-dated rules.
-  Objective, direct and honest feedback - stand well back!

Personal Notes




Management

Motivating Tara

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

Tara is motivated by:

-  Having large mountains to climb.
-  Taking risks and “smelling the danger”.
-  Flattery, praise, popularity and visibility.
-  Participation in lively arguments, debate and discussions.
-  Being in positions of authority and responsibility.
-  New principles and imaginative concepts.
-  A relentless drive to competency and effectiveness.
-  Merit based remuneration - reward through success.
-  Improvements in design, quality and functionality.
-  Being given a challenge.











Personal Notes



Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Tara'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, Tara may tend to:

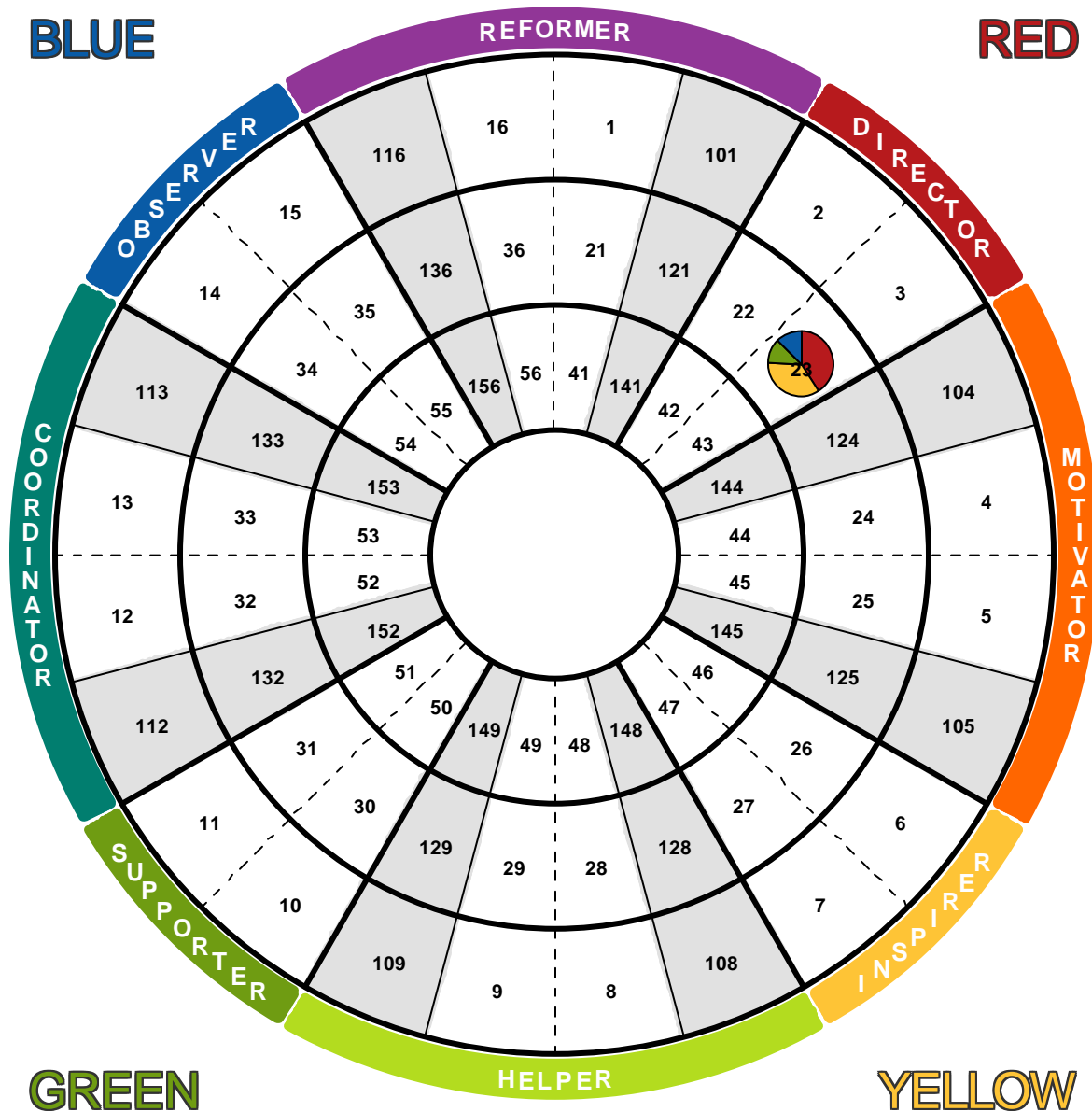
-  Inspire others with her forward-looking orientation.
-  Use “gut feel” effectively in processing information.
-  Be unpredictable, short fused and inconsistent.
-  Keep an eye on the prize, not the cost.
-  See drawbacks simply as challenges to overcome.
-  Lead from the front by personal example.
-  Establish high standards for self and others.
-  Always shoot for the goal.
-  Exert power over the group - be the outright winner.
-  Disregard certain opinions and ideas which differ from her own.

Personal Notes



The Insights Wheel

Tara Brown
12/20/2006



Conscious Wheel Position
23: Motivating Director (Classic)

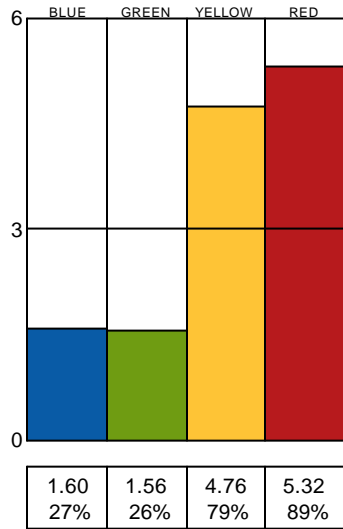
Personal (Less Conscious) Wheel Position
23: Motivating Director (Classic)



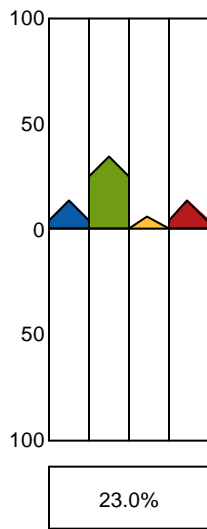
Insights Colour Dynamics

Tara Brown
12/20/2006

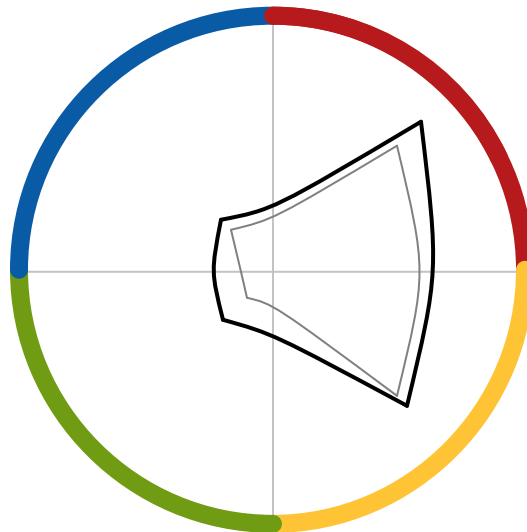
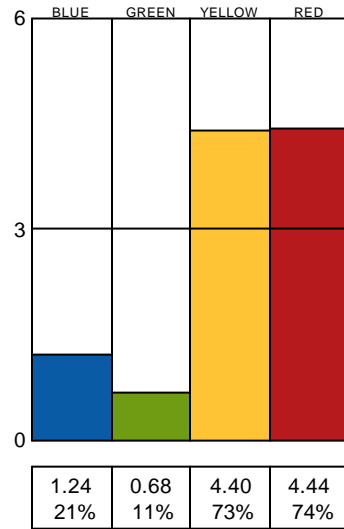
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



(Conscious) — (Less Conscious)

