



Discovery[®]

Personal Profile

Jan Liebaut

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Foundation Chapter

Personal Details

Jan Liebaut
jliebaut@proximus.be

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Introduction

This Insights Discovery profile is based on Jan Liebaut's responses to the Insights Preference Evaluator which was completed on 15 February 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 Jan's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Jan has a gift for seeing the important facts of a situation. His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress. Jan is the conceptual problem solver, intensely intellectual and logical, exhibiting flashes of creative brilliance. He is self-contained, intellectual and fair. He typically does not take constructive criticism and disagreement personally. He welcomes tough, accurate, unrelenting critiques as helpful in achieving the highest levels of performance and objectivity.

He may appear more tolerant of others who prefer to operate in a moderate or controlled way. Highly independent, Jan enjoys speculative and imaginative activities and work. Jan has an ever-present internal critic who judges everything he thinks and does. Enjoying theoretical, complex and global concepts, Jan is a strategic thinker who can clearly see the benefits and flaws of most situations. 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. He is seen by others as intellectually independent. He tries to use logical principles to make sense of the ideas that constantly arise in his mind. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him. Jan conveys great precision and economy of effort in both thought and language.

Jan is careful and orderly in his attention to facts and details. He is thorough and conscientious in fulfilling all his responsibilities. Jan is an analytical thinker, who prefers to be fully objective in his work. Outwardly quiet, reserved and detached, inwardly he is constantly absorbed in analysing problems or situations. Unless someone else can put his ideas into practice, they may be lost. Although quiet and reserved, he can articulate well on a subject to which he is devoted.

He is intensely curious and is always seeking to find coherence in endless amounts of data. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence. He can be a veritable storehouse of information on the things he knows well and understands. Once committed to an idea or project, Jan has enormous resolve to carry it through and would like others to share his determination. He likes to make rules based on his own standards and to apply those rules to everyday life.

Interacting with Others

Jan prefers quiet and may develop ingenious ways to make himself invisible, particularly when he is called upon to take part in social or gregarious interaction. He uses his thinking to analyse the world, not to control it, but his reliance on thinking makes him appear impersonal and critical. If his work constantly requires him to be warm and outgoing with others, he finds this draining after a while and may need to take some private time out before regrouping. He prefers positions

of low visibility, with limited participation in the group or team. He is suspicious of what may be lurking beneath a smile.

He may sometimes encounter difficulties in communications because he would prefer everyone to be as logical and analytical as he is himself. He will often do without something rather than reach out to others to get it. He may seek to reduce his personal needs rather than be dependent on other people. He may be seen by others as distant, unfeeling, sceptical, not interested in people and even arrogant - a perception that he finds difficult to understand. He is outstanding at establishing and implementing orderly procedures, rules and regulations, and may show impatience with those who don't carry out their designated tasks or work by the rules. Turning his energy outward would help gain the practical knowledge to make his ideas immediately acceptable to other people.

Despite being somewhat quiet, perhaps even self-effacing, Jan will converse at length on subjects that he knows well enough to enable him to display his wealth of information. He may also be rather uncomfortable in "touchy-feely" situations. He is reluctant to display his emotions to others. He should try to present his ideas to colleagues in a more practical and realistic way. Jan is a private, reserved person who does not share his thoughts with his colleagues unless absolutely essential.

Decision Making

Jan is self-reliant and is not frightened to take "the path of maximum resistance" in his efforts to produce the best results. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. He tends to be influenced by the idea, rather than the people behind the idea. He will be swayed by guarantees and case histories. He views life as an intellectual challenge and needs to think things through before deciding.

His decision making is based on prior reflective, contemplative thought. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. He is not usually prepared to commit to high risk decisions. 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.

He may lack patience with others who are less focused on the job in hand. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. All his well classified thoughts, ideas and plans, no matter how final they appear, are subject to last-minute modifications whenever new information arises. 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.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Jan's key strengths:

- Good situational analysis.
 - Will work late to get the job done.
 - Remains calm under pressure.
 - Pragmatic, rational thinker.
 - Will find ways to work more effectively.
 - Values truth and high ideals.
 - Fair mindedness in implementing systems.
 - Objectivity.
 - Does not accept second best.
 - Quiet and conscientious.
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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. Jan's responses to the Evaluator have suggested these areas as possible weaknesses.

Jan's possible weaknesses:

- Can be inflexible.
 - May be slow to make a decision through desire for further alternatives.
 - Occasionally his criticism may de-motivate others.
 - May get bogged down in the detail.
 - May worry unduly - prone to pessimism.
 - May have to work at being more action orientated.
 - Exhibits impatience with disorganised individuals.
 - Sometimes becomes ineffective when strong emotions are expressed.
 - Tends to avoid social interaction.
 - Tendency not to act until all the facts are available.
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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 Jan brings, and make the most important items on the list available to other team members.

As a team member, Jan:

- Often questions facts and rebuts false assumptions.
 - Will encourage the team to think through all the possibilities.
 - Will maintain “fair play”.
 - Has a strong sense of duty and takes his work seriously.
 - Adapts in performing his role and responsibilities.
 - Takes a no-nonsense approach.
 - Thinks clearly under pressure.
 - Will never be influenced by emotion alone.
 - Is the force for stability.
 - Is often the technical expert.
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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 Jan. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jan:

- Give him advance notice and time to prepare.
 - Act in an adult and mature way.
 - Keep the conversation impersonal.
 - Remember his quiet demeanour and ask for his views.
 - Allow him time to gather his thoughts and to express his feelings.
 - Maintain a serious disposition.
 - Be patient if he starts hair-splitting.
 - Prepare thoroughly, and plan to explain every feature of your proposition.
 - Ask for facts.
 - Ensure you have a logical reason for any changes.
 - Be sure that he is ready to communicate before pressing ahead.
 - Use charts and graphs or other precise visual aids to make your points.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Disturb his work space without prior warning.
 - Be too light hearted or superficial.
 - Exaggerate.
 - Withhold vital information.
 - Pretend that you know more than you do.
 - Impose your opinion against his better judgement.
 - Offer opinions on personal issues unless he asks for them.
 - Question his motives or competence.
 - Give instructions without reasons.
 - Argue or personalise the conversation.
 - Waffle.
 - Substitute rhetoric for accuracy.
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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.

Jan's possible Blind Spots:

Jan gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. 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 may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary.

A rather private nature may prevent Jan from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. He is good at tasks which require accuracy and attention to detail and has a highly developed ability for critical perception, which may make him appear rather distant at times. He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts. Giving in on small items decreases the likelihood of him being seen as too stubborn and controlling. He has a “let's do it and not talk about it” approach to work, which others may find difficult to handle.

As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. 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. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. Jan's ideas may occasionally get lost because he tends to rethink them continually, preferring to keep them private. Attempting to be more flexible and open-minded will help prevent Jan from becoming too rigid.

Personal Notes

Opposite Type

The description in this section is based on Jan'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:

Jan'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.

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

Personal Notes

Opposite Type

Communication with Jan's Opposite Type

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

Jan Liebaut: How you can meet the needs of your Opposite Type:

- Seek confirmation of willingness to undertake new tasks.
- Listen to and value his suggestions and contributions.
- Encourage him to stick to the agenda.
- Share in and promote his ideas and visions.
- Provide lots of opportunities for team contact.
- Be prepared to discuss a wide range of topics.

Jan Liebaut: When dealing with your opposite type DO NOT:

- Involve him in formal, lengthy or tedious meetings.
 - Inhibit or restrict “networking” opportunities.
 - Insist on cumbersome reporting procedures.
 - Restrict or restrain his natural exuberance.
 - Overload him with facts, details and paperwork.
 - Forget to recognise him personally in a job well done.
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Personal Notes

Suggestions for Development

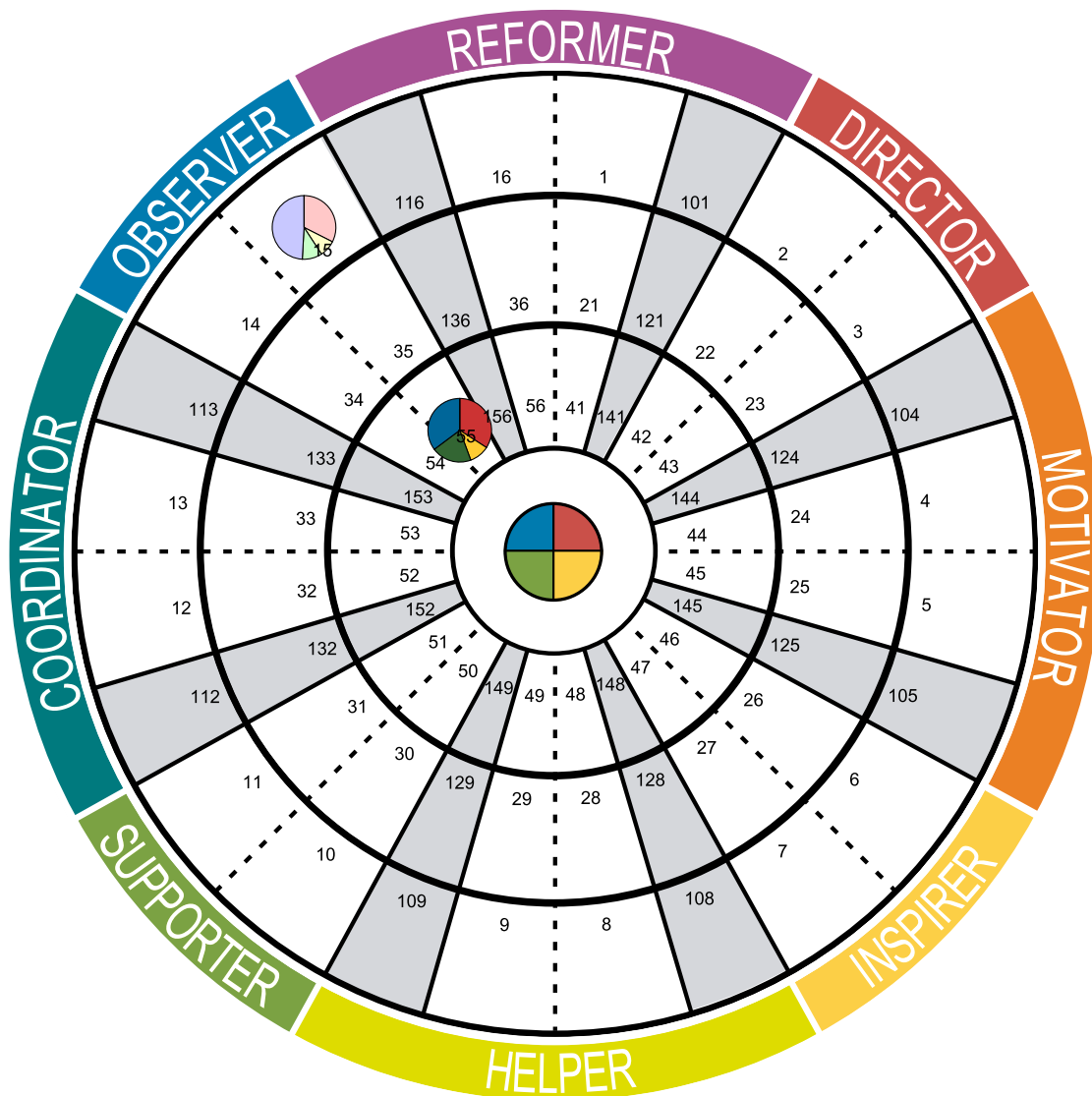
Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Jan's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jan may benefit from:

- Engaging excitedly in general discussion.
 - Never attending a meeting without speaking out.
 - Assuming permission rather than seeking it.
 - Bringing more variety of activity into his life.
 - Consciously fighting the negative “inner voice” that may prevent him from achieving his full potential.
 - Practising initiating conversation, particularly small talk, with strangers.
 - Trying to gain a reputation for frank speaking.
 - Greater interaction with all sorts of people.
 - Articulating his thoughts and feelings.
 - Taking a risk by becoming more outspoken.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

55: Reforming Observer (Accommodating)

Less Conscious Wheel Position

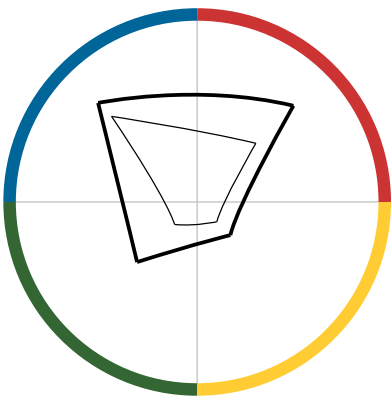
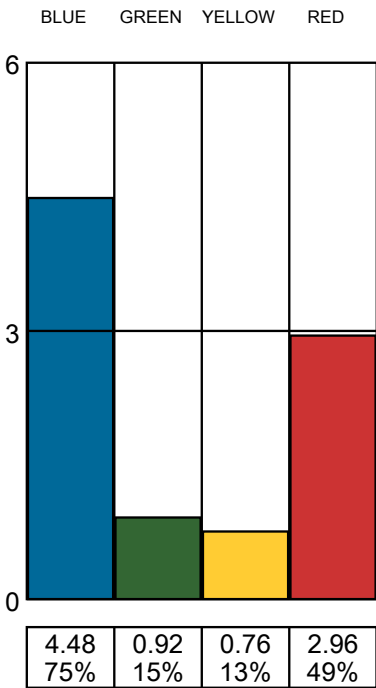
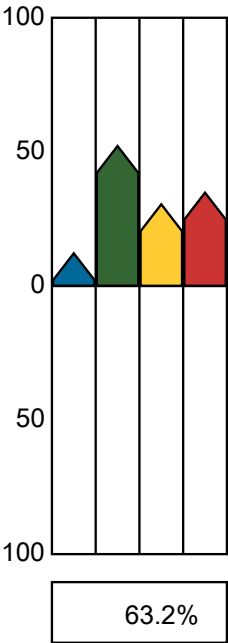
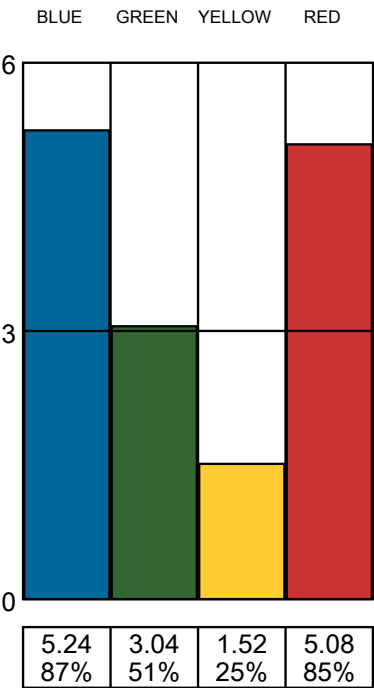
15: Reforming Observer (Focused)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS PROFILE: D_PR_RETENTION
Insights Learning & Development
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051
EMAIL: insights@insights.com WEB: www.insights.com