



Discovery[®]

Personal Profile

Matthew Peloquin

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Matthew Peloquin's responses to the Insights Preference Evaluator which was completed on 09 January 2020.

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

Personal Style

Matthew conveys great precision and economy of effort in both thought and language. He is good at organising and bringing ideas into the plan. He is intensely curious and is always seeking to find coherence in endless amounts of data. 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. Matthew is a curious and keen student of all that is going on around him.

He has a creative mind which can be used to bring forward thinking and originality to processes and projects. He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth. Material wealth may interest him only for the independence it buys and for the additional opportunity it provides for his own private study. He sometimes feels less than adequate when he thinks of the effort of living up to his own high standards of perfection. Matthew is analytical, impersonal and interested in underlying principles.

He is strongly motivated to get things right, especially factually, and to be most effective he should be allowed to operate in a private environment. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. Matthew is interested in seeing possibilities beyond what is currently known, accepted or obvious. Because he relies heavily on logical analysis, he can overlook what matters to others. He is aesthetically appreciative and values quality. He often sees when colours match or blend and may have a highly developed taste for art, music and food.

He can be a veritable storehouse of information on the things he knows well and understands. His desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing him by. He is a good listener, with an ability to talk well when appropriate. Although he will never ask for it, he does need positive feedback and a rationale for what he is doing. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own.

He can be a great “designer” of systems, which he prefers to leave to others to build. Independent, logical and determined, he may work well with computers if this involves research or analysis. He values the development of his intellectual awareness and the opportunity to learn, improve and grow. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence.

Interacting with Others

With his original mind, fine insight and vision, Matthew is seen as an independent and natural thinker. He is often inwardly absorbed in his current analysis or problem solving and is inclined towards reticence. 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 tends to

withdraw when stressed. He does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism he can offer.

His continual attention to inner thoughts in part explains his apparent disinterest with external events. Matthew 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. Bringing an enthusiasm and loyalty to his work, Matthew encourages co-operation and flexibility within the team. He may have an aversion to having his time and energy constantly put at the disposal of others. Matthew will tend to talk openly only about subjects he knows well and which allow him to share his great breadth of information.

He needs to know that he is making a unique contribution to the organisation. Matthew may express affection non-verbally and appreciate others' company on a rather abstract level. Occasionally, his ideas are so complex that he will have difficulty communicating them and making others understand how he thinks. He prefers positions of low visibility, with limited participation in the group or team. Turning his energy outward would help gain the practical knowledge to make his ideas immediately acceptable to other people.

Decision Making

Matthew is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. He tends to be influenced by the idea, rather than the people behind the idea. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. Matthew thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. Every project presents itself as a mental challenge and he reflects on every stage of decision making.

He may occasionally be slow at coming to a decision, or try to have a decision reversed, as he has a need to analyse all the available alternatives. He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He tends to make sound future decisions only after deeper reflection.

Using past experiences to help him solve current problems and get things done is one of his strong points. His decision making is based on prior reflective, contemplative thought. He views life as an intellectual challenge and needs to think things through before deciding. What may seem like instinctive action exhibited by Matthew is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Matthew's key strengths:

- A strong work ethic.
 - Concise and incisive in communication.
 - Sets high standards for himself and others.
 - Good situational analysis.
 - Pays great attention to detail.
 - Disciplined and precise.
 - Pragmatic, rational thinker.
 - Values truth and high ideals.
 - An orderly approach to the task.
 - Accuracy.
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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. Matthew's responses to the Evaluator have suggested these areas as possible weaknesses.

Matthew's possible weaknesses:

- Can appear indecisive.
 - His search for accuracy could jeopardise deadlines.
 - Emphasis on “correctness” can delay implementation.
 - Can have difficulty working effectively with spontaneous creativity.
 - Usually puts facts before feelings.
 - Tendency not to act until all the facts are available.
 - Sometimes stifles innovation in others.
 - Can lack motivation if not stimulated by complex issues.
 - Tends to avoid social interaction.
 - Can resist by being passive yet stubborn simultaneously.
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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 Matthew brings, and make the most important items on the list available to other team members.

As a team member, Matthew:

- Becomes a questioning and strategic thinker.
 - Carefully assesses situations before acting.
 - Ensures all individuals pull their weight.
 - Ensures a common-sense, practical approach.
 - Seeks and provides attention to detail.
 - Thinks clearly under pressure.
 - Helps the team to schedule its activities to meet goals.
 - Has intensive problem-solving capabilities.
 - Helps the team cope with complexity.
 - Provides the sense of reality to the team.
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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 Matthew. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Matthew:

- Focus on the task at hand.
 - Respect his values and principles.
 - Explain why, what and how, and do it clearly and concisely.
 - Take your time getting to know him if you want critical feedback.
 - Gently remind him of the human dimension.
 - Remember to thank him for his time.
 - Provide an environment which allows him to express his thoughts.
 - Allow him to explain the logic behind his views.
 - Take things one step at a time.
 - Give him time to express himself.
 - Let him know the unique contribution he is making.
 - Encourage him to consider flexibility and change.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Show impatience with, or annoyance of, his calm exterior.
 - Prevent him from expressing his thoughts.
 - Talk emotionally, quickly or loudly.
 - Take adversity light-heartedly.
 - Substitute rhetoric for accuracy.
 - Waffle.
 - Assume that he does not wish to empathise.
 - Try to persuade him to act against deeply held principles.
 - Go to a meeting with him without adequate facts and figures.
 - Speak too quickly.
 - Try to play on his emotions.
 - Say one thing and do another.
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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.

Matthew's possible Blind Spots:

When under extreme pressure, Matthew may choose to withdraw, but only to prepare for the next battle within his own fortress. He may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary. Adopting a low profile is not always in his best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance he may project at times.

Matthew's ideas may occasionally get lost because he tends to rethink them continually, preferring to keep them private. Because of his well developed tolerance of himself and other people, Matthew may appear detached and disinterested. Seeking the input and suggestions of others may help him recognise an impractical idea earlier and help him make improvements. Tending to shy away from making quick decisions, he has little understanding of the difficulties this preference creates for fast-paced people. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so.

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 draws conclusions based on factual analysis, which he likes to organise. He may be less inclined to organise people or situations unless this is an essential part of his role. He may be seen by some as unresponsive, cool and uncaring, as one who constantly seeks correctness, predictability, analysis, logic, routine and systems. A rather private nature may prevent Matthew from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. Because of his ability to focus on one thing at a time for long periods, he may appear rather stubborn and plodding.

Personal Notes

Opposite Type

The description in this section is based on Matthew'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:

Matthew'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.

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

Personal Notes

Opposite Type

Communication with Matthew's Opposite Type

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

Matthew Peloquin: How you can meet the needs of your Opposite Type:

- Indulge in speculation and offer opinions readily.
- Recognise his achievements and enhance his self worth.
- Keep conversation light and buoyant, avoiding too much formality.
- Seek his advice, views and opinions on welfare matters.
- Leave time for the relationship as well as the task.
- Praise quietly and sincerely - be open and honest.

Matthew Peloquin: When dealing with your opposite type DO NOT:

- Restrict or restrain his natural exuberance.
 - Fail to allow enough time to talk with him.
 - Remove the opportunity for socialising.
 - Fail to meet informally to discuss progress.
 - Limit his range or scope of activity.
 - Use destructive criticism or create unnecessary conflict.
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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 Matthew's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Matthew may benefit from:

- Actively seeking out new experiences and people.
 - Taking a risk by becoming more outspoken.
 - Trying to gain a reputation for frank speaking.
 - Articulating his ideas, rather than keeping them to himself.
 - Heightening his energy output to meet increasing deadlines.
 - Understanding that seeking knowledge for knowledge's sake does not a great academic make.
 - Practising initiating conversation, particularly small talk, with strangers.
 - Acting on impulse more often.
 - Not demanding constant perfection of himself.
 - Greater interaction with all sorts of people.
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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 Matthew's ideal environment and his current one and to identify any possible frustrations.

Matthew's Ideal Environment is one in which:

- Few distractions exist to take attention away from the task.
 - There is space for graphs, charts and other sources of reference.
 - Everyone makes good use of their time.
 - There are few emotional outbursts.
 - He can indulge in gathering all the information he wants.
 - There is respect for his orderly and tidy processes.
 - There is little "traffic" or social interaction.
 - He has plenty of personal space.
 - His eye for detail and accuracy is appreciated.
 - He can communicate selectively with those who are close to him.
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Personal Notes

Management

Managing Matthew

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

Matthew needs:

- Avoidance of lengthy, wordy meetings.
 - Respect for his need for reflection and solitude.
 - Help with curbing his sometimes hurtful criticism of others.
 - Encouragement to express his views to the team.
 - Time to answer questions.
 - Respect for his workspace.
 - A manager who appreciates his need for thinking time.
 - To be convinced by reason, not emotion.
 - Encouragement to find and communicate efficiency improvements.
 - To be given the opportunity to review the team's decisions.
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Personal Notes

Management

Motivating Matthew

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

Matthew is motivated by:

- High standards being set and achieved.
 - Rewards for quality, not quantity.
 - A job well done.
 - Being encouraged to research new technical developments.
 - Avoiding frequent meetings.
 - Being free to subscribe to the technical journals of his choice.
 - Rewards for his accuracy and attention to detail.
 - Being able to do a quality job.
 - Being given every opportunity to “get on with it”.
 - Encouragement to share his technical knowledge.
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Personal Notes

Management Style

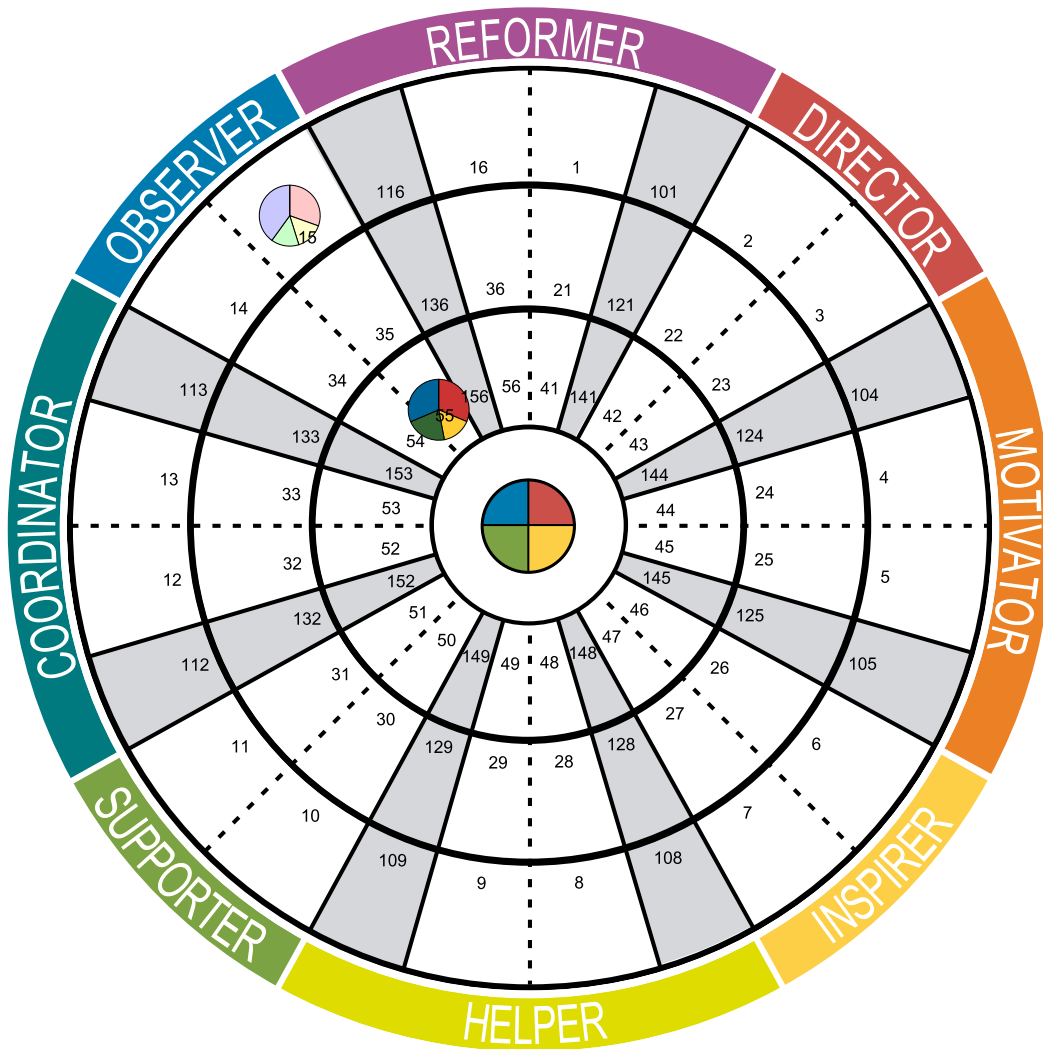
There are many different approaches to management, most of which have different situational applications. This section identifies Matthew's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Matthew may tend to:

- Keep quiet until he is able to provide a framework for his thoughts.
 - Be perceived as a reflective thinker.
 - Ignore the feelings of those around him.
 - Become stubborn when challenged.
 - Delegate only simple, straightforward tasks which fail to challenge others.
 - Appreciate time to share the wealth of information or knowledge in which he specialises.
 - Overlook the need to encourage others.
 - Speak in calm, measured tones.
 - Want to explain the “What”, “How” and “Why”.
 - Avoid social chit-chat.
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Personal Notes

The Insights Discovery® 72 Type Wheel

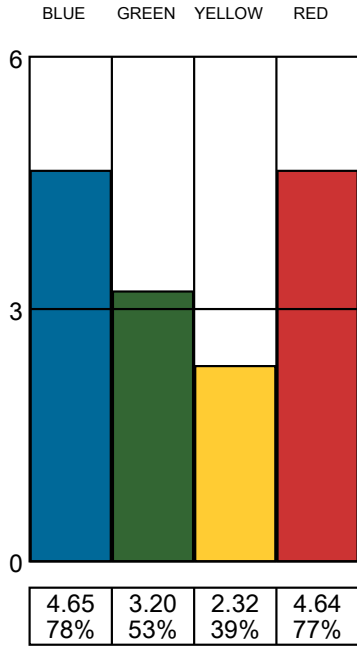


Conscious Wheel Position
 55: Reforming Observer (Accommodating)

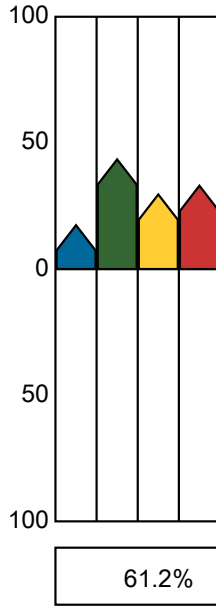
Less Conscious Wheel Position
 15: Reforming Observer (Focused)

The Insights Discovery® Colour Dynamics

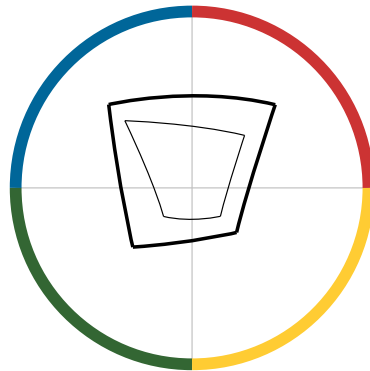
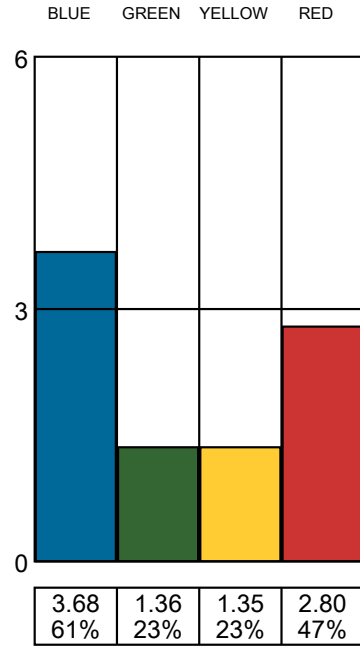
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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