



# Discovery<sup>®</sup>

Personal Profile

Clay Jones

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Foundation Chapter  
Management Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Clay Jones's responses to the Insights Preference Evaluator which was completed on 02 December 2024.

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

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### Personal Style

Eager to add to his knowledge, Clay is passionate about researching significant new subjects that capture his interest. He may find it hard to prepare as thoroughly as he should. He likes to make sure that he knows what is going on and tries to make sure that everyone is pulling their weight. At work he often makes significantly more starts than finishes and he may need someone else to follow through with the details. He is good at getting things done in an assertive way.

If a job doesn't offer him new challenges, boredom and poor performance may result. Clay is outgoing and direct, but as a participant, he can, if he is not careful, take control of the process. Tending to pursue success mainly to reinforce his sense of self worth, he likes to experience a steady stream of new ideas to assist him in goal attainment. Learning is a life-long process for him and he is in favour of anything which will increase his mental capability. If he is in charge of having to monitor the detailed work of others he may find this uninteresting, stressful and exhausting.

He enjoys projects where he can be seen to bring out improvements. Clay generally achieves a balance between concern for the people being managed and accomplishment of the task, a combination which makes him appreciated as a colleague. Clay likes working where he can achieve immediate, visible and tangible results. He expects his goals to be attained, and he wants to be recognised for his own accomplishments. Clay is a direct, results-oriented person who considers people within the framework of his objectives.

Clay is an ingenious, inventive person who is always seeking to discover new possibilities and new ways of doing things. He may ignore sensory data that might suggest danger and may knowingly take risks that others avoid. New challenges are more appealing to him than the status quo. Gifted with clarity of thought and articulation, Clay is an excellent communicator and presenter. Clay is stimulated by challenges and often shows ingenuity in meeting them. He can be quite inventive and somewhat ruthless when something or someone is obstructing him.

Clay enjoys working with complex problems and is unceasing in his pursuit of mastering anything he finds intriguing. He will invariably have more to show for his efforts when he follows through to completion the necessary but tedious parts of a project. Logical, analytical and critical, achieving power is important to him. He will be prepared to constantly defend any stance or position he may have taken. He is strong on initiative and creativity, but may often be weak on the completion of projects. He may lose interest and move on to the next thing, once a job becomes routine or dull.

### Interacting with Others

Clay exudes charismatic charm and a natural ability to communicate well. Although he may fail to recognise the symptoms, he can become rather uncomfortable if separated from his family or group for long periods of time. Clay enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. Clay loves challenge, and is

far-sighted and enthusiastic. While constantly striving to increase his competence and personal power, he is outgoing, talkative and can cope with a large number of different projects. He is a good innovator, negotiator, and manager.

Unconventional in approach and enjoying motivating others to exceed what is accepted and expected, he likes to live freely, looking for variety every day. When Clay is in charge of a project he offers the team long-term vision and the ability to inspire and communicate that vision to others. He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills. He likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why. He prefers what might be, rather than the reality of what is already.

He can be exceedingly stubborn and independent when faced with change or new ideas if they are not his own. Having a high need to be affirming of others and to receive affirmation from others, he exhibits an infectious enthusiasm for living. He can be a good team player, but does like a somewhat individual approach. Errors made by others may upset him and cause him to react loudly and vociferously. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour.

### Decision Making

Internally motivated to achieve, Clay is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. He is happiest in a role which allows him to exercise his ingenuity to tackle one project after another. He is prepared to make high risk decisions. He has a tendency towards making higher risk decisions. He can be creative and imaginative.

Others may see his decisions as unrealistic in certain circumstances. Because he finds the information gathering part of a project the most tedious, he runs the risk of never getting past the “start” phase, or once started, never completing. Carefully choosing where he will focus his energy may help him avoid wasting his time and considerable talent. Occasionally a non-conformist, Clay is good at seeing new ways of doing things. He always tries to decide as much as possible through logical, analytical and highly organised thinking.

He will tend to be concerned with the effect that the decision making process, and its result, will have on others. Clay's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. Clay is inquisitive, versatile, adaptable and resourceful in solving challenging, theoretical problems. He may have so many ideas on the go that he has difficulty in making up his mind on the best course of action. Clay is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Clay's key strengths:

- Articulate and competitive self starter.
  - Identifies the possibilities in every situation.
  - Possesses social expertise.
  - Creative and future orientated visionary.
  - Good situational analysis.
  - Boundless energy, capable of adopting a number of roles simultaneously.
  - Assumes both authoritative and democratic leadership.
  - Challenges convention.
  - Understands the importance of “style” in presentation.
  - Original inventive thinker.
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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. Clay's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Clay's possible weaknesses:

- Gets so involved may ignore his own and others needs.
  - Becomes impatient with routine and repetition.
  - His confidence can sometimes be interpreted as arrogance.
  - Generates so many ideas that chaos often ensues.
  - Avoids and is easily bored by detail.
  - May not be aware of things that are under his nose.
  - Will experience difficulty in concentrating on one thing for long periods.
  - May finish others' sentences for them.
  - His need for variety may leave some tasks incomplete.
  - Knows the answer before the question is asked.
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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 Clay brings, and make the most important items on the list available to other team members.

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### As a team member, Clay:

- Energises the whole process with an infectious personality.
  - Is always ready to offer service to colleagues.
  - Challenges existing methods if he feels they are inadequate.
  - Has an ability to predict accurate outcomes.
  - Is opportunistic, original, spontaneous and versatile.
  - Is unhindered by existing procedures and practices.
  - Provides inspiration and perspiration.
  - Provides creative input.
  - Is the life and soul of the group - often “centre stage”.
  - Will lead by fighting alongside the troops in the trenches.
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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 Clay. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Clay:

- Add to the challenge and opportunity regularly.
  - Don't always expect brief, specific answers.
  - Be alert and quick on your feet.
  - Be enthusiastic and positive.
  - Be aware of his becoming defensive by watching his body gestures.
  - Use a partnering style when in contact with him.
  - Be alive and entertaining.
  - Encourage him to stick to the agenda.
  - Be bright, be brief and be gone.
  - Be ready to acclaim his many ideas.
  - Keep returning to the realities.
  - Provide dates and timescales for completion.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Clay. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Clay, DO NOT:

- Appear timid or ineffective.
  - Attempt to impose too much structure and formality.
  - Talk slowly, mumble or whisper.
  - Keep him in the dark or he will do likewise.
  - Assume you will complete all of your agenda.
  - Forget to offer praise and recognition when it is due.
  - Be vague or imprecise.
  - Leave him out of the picture.
  - Challenge his authority “head on”.
  - Be curt-lipped, sharp, prickly or abrasive.
  - Emphasise established processes.
  - Assume he has heard you.
- 

#### 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.

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### Clay's possible Blind Spots:

Because Clay places such a strong priority on experiencing new things, he sometimes allows his other responsibilities to suffer from lack of attention. The desire to remain open and responsive to new challenges can make him appear rather erratic, and appear inconsiderate of the best laid plans and schedules of others. Clay needs to work toward making commitments to fewer projects so he completes more of the ones he begins.

He is genuinely interested in others and may seek to get on closer terms with those who particularly interest him. He is occasionally taken advantage of and can be hurt in the process. If he was more humble and modest he would recognise that he does have certain limitations. What he perceives as fun and engaging behaviour, could be misunderstood and alienate the very people he is trying to engage. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers.

He may jump to conclusions or make incorrect assumptions and decisions too quickly, without gathering all the important facts. He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. In his enthusiasm to make changes, Clay may not be fully aware of others' opposing views. Sometimes he talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. Taking the time to pay closer attention to what is actually going on in the world around him and listening carefully to both the input and reactions of others will help him.

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### Personal Notes

## Opposite Type

The description in this section is based on Clay'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.

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### Recognising your Opposite Type:

Clay's opposite Insights type is the Coordinator, Jung's "Introverted Sensing" type.

The Coordinator is a careful, cautious, conventional person who is diplomatic and sincere. Coordinators tend to be very loyal, precise and disciplined with high standards and expectations of self. Coordinators may appear to lack self-confidence and prefer to operate in a structured and ordered manner, focusing on established guidelines rather than future possibilities.

Clay will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Clay may also see the Coordinator as a critical and ideological thinker who will be quiet and reserved around strangers. Coordinators do not like stress or chaos and tend to be rather private, requiring support and reassurance. They prefer to build close relationships with small groups of people and like to retain the familiar and predictable. The Coordinator becomes stubborn if pressured, particularly by Clay!

Coordinators are concerned with what is "right" and, to Clay, appear slow in decision making. They prefer a steady-paced environment with little interpersonal aggression and they tend to distrust outgoing people. They are motivated by schedule and order and are among the most private of the Insights types. Clay sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.

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### Personal Notes

## Opposite Type

### Communication with Clay's Opposite Type

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

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#### Clay Jones: How you can meet the needs of your Opposite Type:

- Mirror his normally calm and even-tempered nature.
- Be seen to do what you say you will.
- Take time to listen to his feelings about the reactions of others.
- Give him time to reflect inwardly.
- Recognise his quiet dedication.
- Provide a safe environment in which he can learn, improve and grow.

#### Clay Jones: When dealing with your opposite type DO NOT:

- Force him to take a positive stance on an issue without time for thought.
  - Fail to be attentive to his suggestions.
  - Discuss peripheral matters unrelated to the task in hand.
  - Demand change that ignores his personal values and/or beliefs.
  - Dwell on trivia.
  - Question his loyalties or genuine interest.
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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 Clay's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Clay may benefit from:

- Realising that some others are not as quick as he is.
  - Learning how to relax completely.
  - Modifying his sometimes harsh voice tone to more appropriate levels.
  - Recognising that success is a cloak he dons to cover other aspects of his whole personality.
  - Really listening to the views of others.
  - Analysing procedures to identify overlaps and possible conflict.
  - Withholding his opinions.
  - A more structured approach to living.
  - Becoming neater, tidier, more systematic and orderly.
  - Reducing the level of activities in his life.
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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 Clay's ideal environment and his current one and to identify any possible frustrations.

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Clay's Ideal Environment is one in which:

- Direct and forthright communication is welcomed.
  - There is excitement and stimulation.
  - No one stands on ceremony.
  - He is given maximum space and minimum time.
  - His organisational skills are used to the full.
  - Constant progress is seen in the development of projects.
  - He can get his teeth into new projects.
  - Modesty is not a pre-requisite.
  - Decisions can be made quickly.
  - There is opportunity to create and express ideas and to develop these collectively.
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### Personal Notes



## Management

### Managing Clay

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

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#### Clay needs:

- Objective, direct and honest feedback - stand well back!
  - To hit the most balls in the shortest amount of time.
  - Freedom to experiment with his own visions.
  - To be more diplomatic at times.
  - Help in restraining the allocation of blame.
  - A degree of freedom to work on what he finds most engaging.
  - The opportunity to think aloud.
  - Constant and active engagement.
  - To become his own self, not just his achievements.
  - Space to become the top performer.
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#### Personal Notes

## Management

### Motivating Clay

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

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#### Clay is motivated by:

- New principles and imaginative concepts.
  - Freedom from constraints and supervision.
  - A team of like minded, ambitious people.
  - Immediate financial rewards.
  - Recognition for his results.
  - Being able to take control of situations.
  - Participation in lively arguments, debate and discussions.
  - Discovering and exploiting competitive weaknesses.
  - Personal appreciation and public recognition for a job well done.
  - Seeing the results of his efforts.
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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 Clay's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

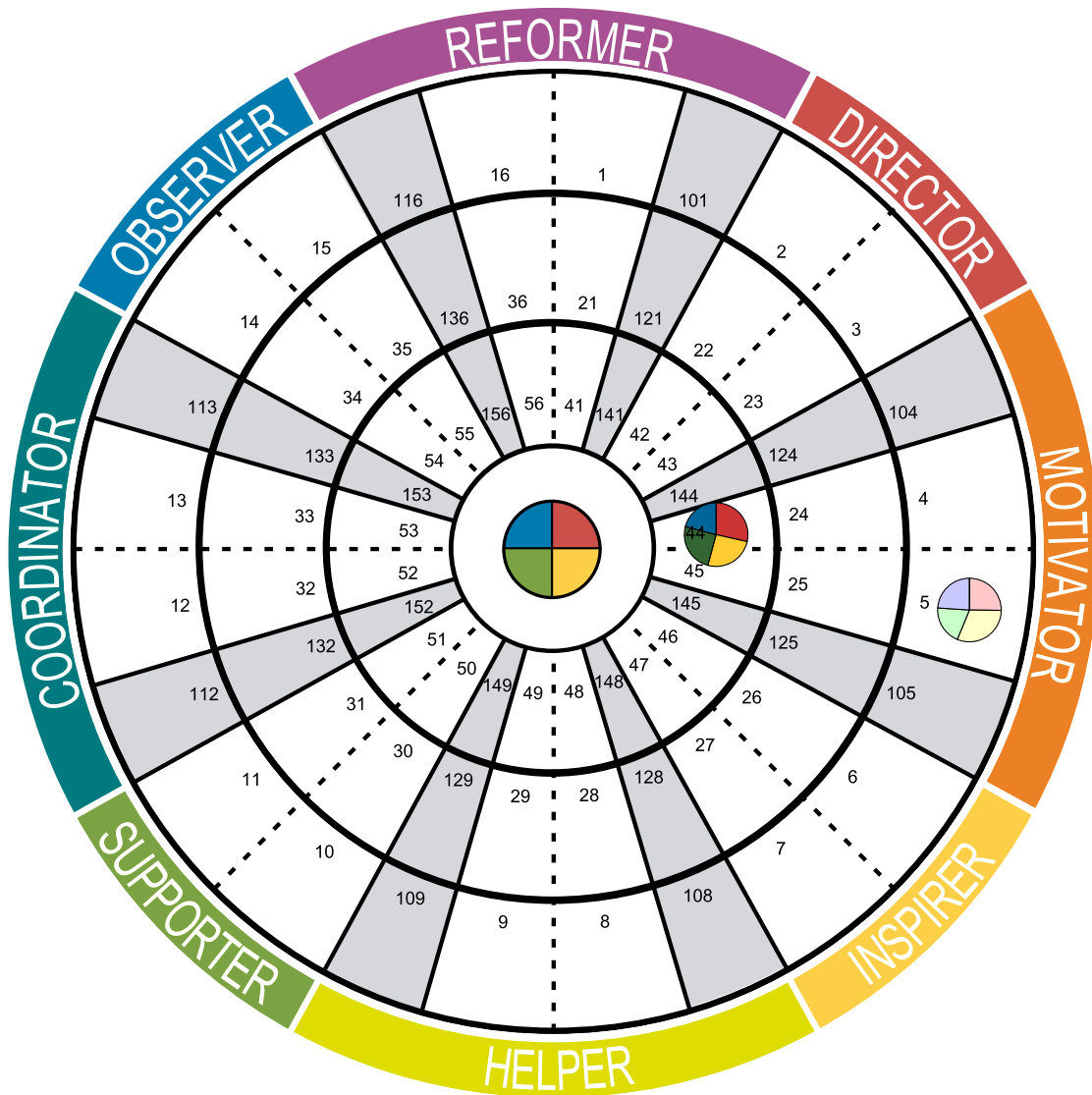
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### In managing others, Clay may tend to:

- Inspire others with his forward-looking orientation.
  - Appears a little shallow and overly exuberant to some.
  - Over-exaggerate and over-embellish the true facts.
  - Take on too much and over extend himself.
  - Find it difficult to prioritise tasks.
  - Give team members plenty of freedom.
  - Be passionate about his ideas.
  - Be seen as manipulating the process when he sells the solution to the team.
  - Lead the team with his energy, enthusiasm and personal charisma.
  - Leave people drowning in his wake.
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### Personal Notes

# The Insights Discovery® 72 Type Wheel

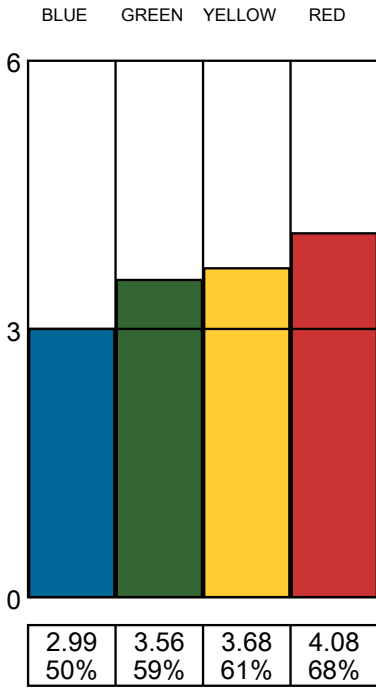


**Conscious Wheel Position**  
44: Directing Motivator (Accommodating)

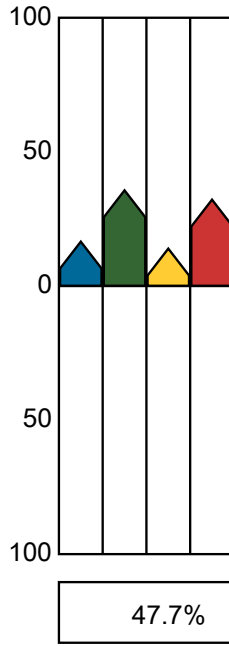
**Less Conscious Wheel Position**  
5: Inspiring Motivator (Focused)

# The Insights Discovery® Colour Dynamics

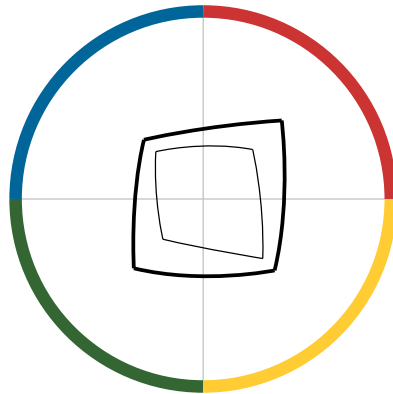
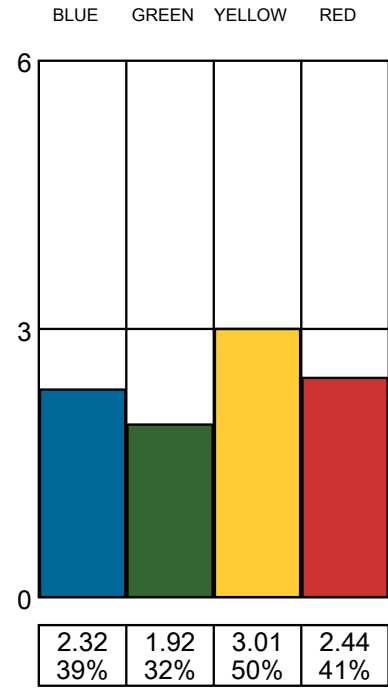
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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