



Discovery[®]

Personal Profile

Rota Kalnina

10 October 2022

Foundation Chapter
Management Chapter

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Introduction

This Insights Discovery profile is based on Rota Kalnina's responses to the Insights Preference Evaluator which was completed on 10 October 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 Rota's work style. Use this section to gain a better understanding of her approaches to her activities, relationships and decisions.

Personal Style

A capacity for cool emotional detachment makes Rota a good decision maker, because she thinks clearly under pressure. She may need assistance in tapping into her creativity and to bring projects to completion. Although objective, she may be more interested in finding creative solutions to problems than in seeing those solutions become reality. Material wealth may interest her only for the independence it buys and for the additional opportunity it provides for her own private study. She has a creative mind which can be used to bring forward thinking and originality to processes and projects.

Although quiet and reserved, she can articulate well on a subject to which she is devoted. Her desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing her by. Rota gains great pleasure from improving upon existing techniques with the objective of maximising efficiency and cost effectiveness. Her need to detach herself from her emotions allows her to retain objectivity when assisting others in times of stress. She may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when she speaks about one of her specialised subjects.

Because she relies heavily on logical analysis, she can overlook what matters to others. She uses her thinking to run as much of the world as she can and is in her element when a situation needs to be organised, criticised or regulated. Practical, systematic, thorough and hard working, Rota likes everything to be stated clearly and simply. In her own field she has a leaning towards the technical, but may tend to underestimate her own abilities. She is usually neat, tidy and orderly, both at work and at home. She is seen by others as intellectually independent.

Rota is analytical, impersonal and interested in underlying principles. As she likes conversation to be purposeful, and may argue practicalities to the point of hair-splitting, she tends to be convinced only by reason. Rota's nature is to observe quietly and she appears to be collecting data on everything. However, when an emergency occurs, she can move swiftly to the root of the problem to deal with it expeditiously. Rota has a gift for seeing the important facts of a situation. She is persevering, with a singleness of purpose that she devotes to long term achievement of the mind. She is an ideal academic who continually seeks knowledge for its own sake.

Unless someone else can put her ideas into practice, they may be lost. She is aesthetically appreciative and values quality. She often sees when colours match or blend and may have a highly developed taste for art, music and food. Her interest lies in seeing possibilities beyond what is already present and known, by using her insight, ingenuity and intellect. When she does need company it may be difficult for her to reach out to people and to overcompensate for this she may retreat even further into herself. She is a good listener, with an ability to talk well when appropriate.

Interacting with Others

Rota is competent at extracting information by asking relevant, non-threatening questions. She is usually prepared to accept the views and opinions of others only at a technical competency level. She will find it beneficial to consciously seek out others' views. She is a private person who prefers to live quietly, away from social experiences which may generate emotional strain. Rota applies objective analysis to most things, including people.

Rota will tend to talk openly only about subjects she knows well and which allow her to share her great breadth of information. In a conflict, she typically appears calm, unruffled, efficient and pragmatic. Occasionally, her ideas are so complex that she will have difficulty communicating them and making others understand how she thinks. Rota prefers quiet and may develop ingenious ways to make herself invisible, particularly when she is called upon to take part in social or gregarious interaction. She is likely to prefer the dialogue which is going on in her head with her internal critic to participation in "meaningless" social chit-chat with others.

She is excellent at detecting the flaws in an idea but may neglect to praise good work. She dislikes being criticised by others as she is already heavily burdened by her inner voice of self-judgement. If she is given time to organise her thoughts by a sympathetic and understanding chairperson, she can state her views with clarity and to everyone's benefit. She may see her objectives and goals so clearly that she fails to take other views and possibilities into account. Her interests do not help in social encounters, where she is often perceived as distancing herself from social contact.

Decision Making

Rota's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding her high standards. She may prefer at times to communicate her feelings about others in writing, rather than verbally. Her natural introversion does not prevent her from making critical and incisive comments with conviction and presence. Work, for her, is the process of striving towards something that matters deeply to her and is consistent with her values. She is not usually prepared to commit to high risk decisions.

Every project presents itself as a mental challenge and she reflects on every stage of decision making. She applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. She views life as an intellectual challenge and needs to think things through before deciding. She usually delays decision making until all the facts and details are available. She is reticent about expressing her feelings and may be rather slow to make decisions as she wants to gather all essential information before acting.

She understands the need for unbiased, critical judgement. Rota learns through exploration, discussion and by asking searching questions. If something does not seem rational, she runs the risk of dismissing it out of hand, even if it is a critical issue. She will be swayed by guarantees and case histories. Rota thinks in extremely complex ways and seeks to organise concepts and ideas rather than people.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Rota's key strengths:

- Accuracy.
 - Quiet and conscientious.
 - Good at undertaking routine tasks.
 - Fair mindedness in implementing systems.
 - She is well informed, especially on more technical information.
 - In touch with herself and her world.
 - Usually weighs up all relevant factors before reaching decisions.
 - Honours her commitments.
 - Will work late to get the job done.
 - Does not accept second best.
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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. Rota's responses to the Evaluator have suggested these areas as possible weaknesses.

Rota's possible weaknesses:

- Tends to undervalue the differences in people.
 - Tendency not to act until all the facts are available.
 - Avoids company of those unlike her.
 - Sensitive to criticism of her work.
 - May be slow or unwilling to express her true feelings.
 - Tends to clam up if not encouraged to express herself.
 - May be perceived as being terminally serious.
 - May suppress creativity.
 - Sometimes unwilling to express even important ideas or insights.
 - May hurt others with criticism.
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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 Rota brings, and make the most important items on the list available to other team members.

As a team member, Rota:

- Can adhere to high standards.
 - Likes designing workable systems and enjoys problem solving.
 - Provides a rich variety of alternative solutions.
 - Ensures correct procedures are followed.
 - Has a strong sense of duty and takes her work seriously.
 - Maintains team's focus on objectives.
 - Enjoys intellectual stimulus.
 - Critically perceptive with an eye for detail.
 - Brings a critical eye to improve team performance.
 - Helps set high quality standards for 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 Rota. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Rota:

- Be honest, moderately paced, straightforward and open with her.
 - Give her all the facts.
 - Expect her to be concerned and critical at times.
 - Maintain a serious disposition.
 - Approach her in a structured, logical way.
 - Provide information step by step.
 - Find out where you can get the extra information she may require.
 - Organise your thoughts before communicating.
 - Encourage her to consider flexibility and change.
 - Ensure that she understands the rules.
 - Respect her personal experience.
 - Use humour in moderation.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Go to a meeting with her without adequate facts and figures.
 - Be too loud and hearty.
 - Try to build a relationship too quickly.
 - Interrupt her thought processes.
 - Touch her body or her belongings.
 - Assume that hesitation implies a lack of knowledge.
 - Look for immediate answers.
 - Be too light hearted or superficial.
 - Show impatience with, or annoyance of, her calm exterior.
 - Jump to the next subject until she is ready.
 - Be disorganised or inaccurate.
 - Indulge in your own flights of fancy.
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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.

Rota's possible Blind Spots:

Rota needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. She needs to work toward becoming more articulate and action-oriented. Becoming more aware of what is around her and relying more on proven information may help her root her creative ideas in the real world.

Because of her self-containment, she has difficulty sharing her reactions, feelings and concerns with others; it seems unnecessary for her to do so. She is something of a perfectionist, and can be hypersensitive to criticism of her work. She has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. A potential failing for her may be that she may not gain sufficient intimate experience of the world. Her thinking rationale may be so acutely honed that she will overlook what others tend to care about.

Because of her well developed tolerance of herself and other people, Rota may appear detached and disinterested. Rota may reflect longer than is necessary before undertaking or beginning a project. Because Rota often chooses to be alone and single-minded in her efforts, she occasionally neglects to invite others to participate in any of her activities. Rota prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. When she makes the effort to adopt a more accepting approach to life and her dealings with others, Rota will achieve greater acceptance of her innovations.

Personal Notes

Opposite Type

The description in this section is based on Rota'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:

Rota'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.

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

Personal Notes

Opposite Type

Communication with Rota's Opposite Type

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

Rota Kalnina: How you can meet the needs of your Opposite Type:

- Talk about her and areas she finds stimulating.
- Agree exactly what needs to be done.
- Use lots of words and body gestures.
- Share in and promote her ideas and visions.
- Recognise her achievements and enhance her self worth.
- Use an easy-going and fun approach.

Rota Kalnina: When dealing with your opposite type DO NOT:

- Forget to recognise her personally in a job well done.
 - Stick rigidly to business issues.
 - Pour cold water on her ideas.
 - Limit her range or scope of activity.
 - Forget to offer praise and recognition when it is due.
 - Talk with her using a low-key voice tone.
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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 Rota's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Rota may benefit from:

- Reading motivational books and listening to motivational tapes.
 - Recognising that actions based on feelings are as valid as those based on analysis.
 - Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
 - Being seen as a more active team player.
 - Actively seeking out new experiences and people.
 - Remembering that many people will interpret her apparently shy demeanour as aloofness.
 - Taking a risk by becoming more outspoken.
 - Expressing herself more clearly and forcibly at times.
 - Offering to speak at the next after dinner occasion.
 - Consciously fighting the negative “inner voice” that may prevent her from achieving her full potential.
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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 Rota's ideal environment and her current one and to identify any possible frustrations.

Rota's Ideal Environment is one in which:

- She is intellectually challenged and stretched.
 - She can concentrate quietly.
 - There are others like her around.
 - She has time to prepare for meetings or discussions.
 - She can employ technology.
 - She has access to year planners and diaries with an appointment system for visitors.
 - There is space for graphs, charts and other sources of reference.
 - Things are formal but relaxed.
 - Everyone has a chance to express their views without being pressured.
 - There is time for reflection and meditation.
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Personal Notes

Management

Managing Rota

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

Rota needs:

- To be allowed to get on with it.
 - To have issues discussed with logic, not emotion.
 - Personal and professional development to be supported and encouraged.
 - Respect for her need for reflection and solitude.
 - Help with monitoring her agreed deadlines.
 - To be given preparation time if her input is required at a meeting.
 - To be part of a merit-based reward system.
 - To work with people similar to herself.
 - Support with putting her ideas into practice.
 - Her intelligence to be complimented.
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Personal Notes

Management

Motivating Rota

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

Rota is motivated by:

- Being given time to assimilate a change of plan.
 - Confirmation that she is making a unique contribution.
 - Being able to make important decisions in her own time.
 - Being encouraged to research new technical developments.
 - Integrity from her superiors.
 - Being reassured that she will be allowed to keep technically up to date.
 - The freedom to work late when she wants to.
 - Respect for the correctness of her work.
 - Being allowed to do “detective” work.
 - Not having to change activities at short notice.
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Personal Notes

Management Style

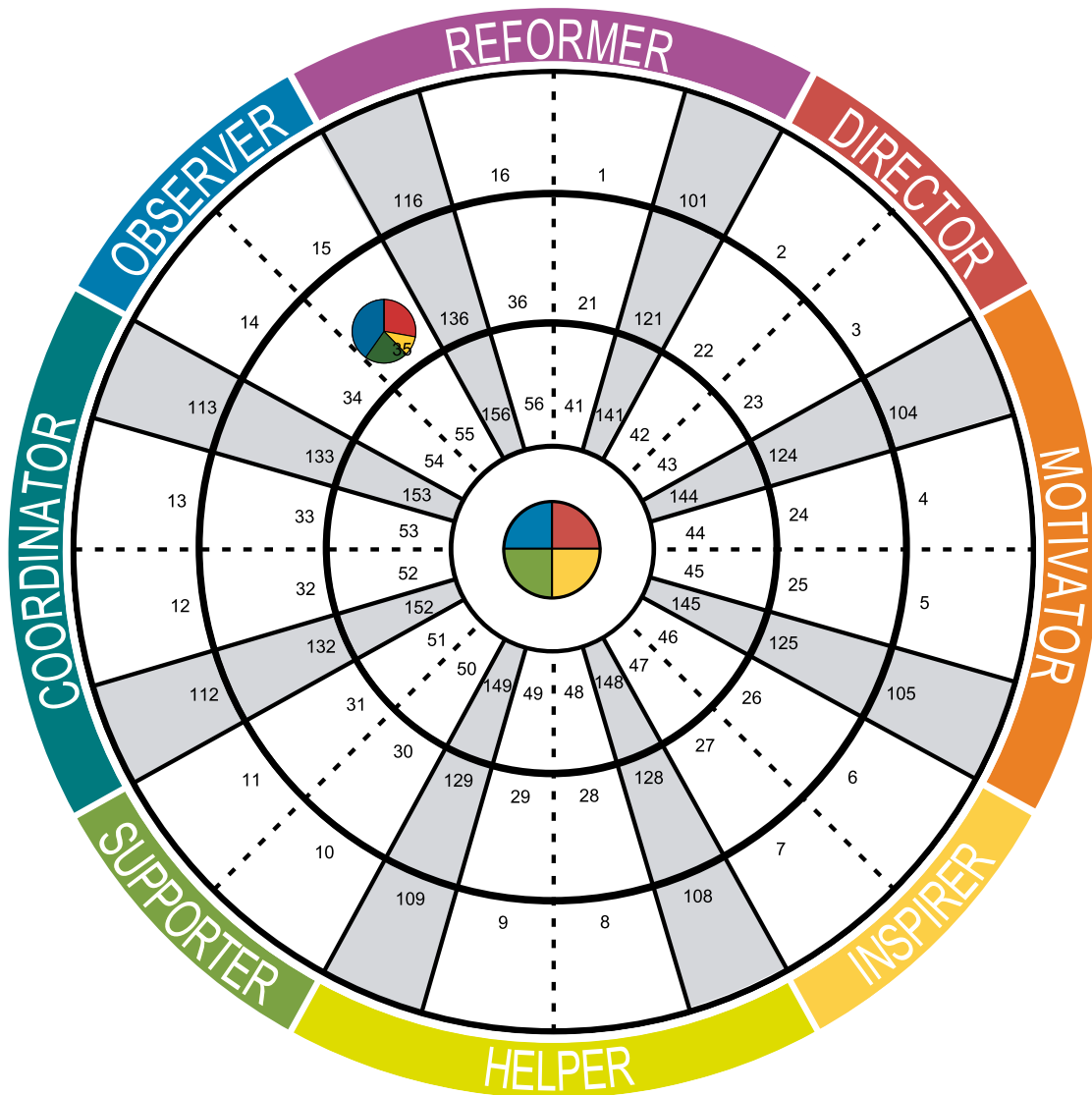
There are many different approaches to management, most of which have different situational applications. This section identifies Rota's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Rota may tend to:

- Be good at creating and monitoring project plans.
 - Avoid large social gatherings.
 - Appear cold and aloof until she gets to know people well.
 - Set extremely high performance standards for self and others.
 - Become stubborn when challenged.
 - Avoid social chit-chat.
 - Appear indecisive when reflecting on important decisions.
 - Encourage others to sacrifice deadlines for quality.
 - Appear to be less understanding of her colleagues' feelings.
 - Be uncomfortable in emotionally charged discussion.
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Personal Notes

The Insights Discovery® 72 Type Wheel

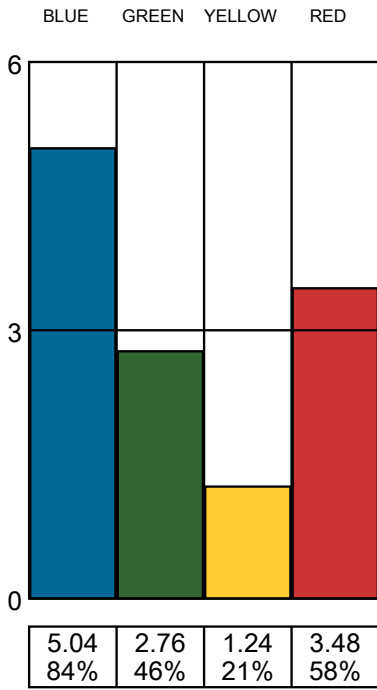


Conscious Wheel Position
35: Reforming Observer (Classic)

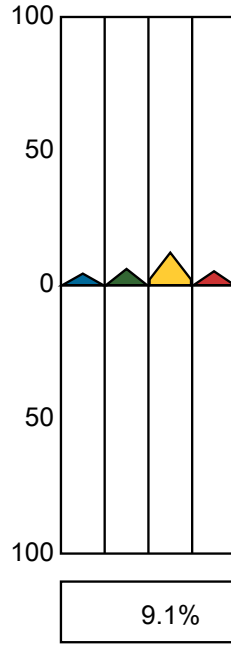
Less Conscious Wheel Position
35: Reforming Observer (Classic)

The Insights Discovery® Colour Dynamics

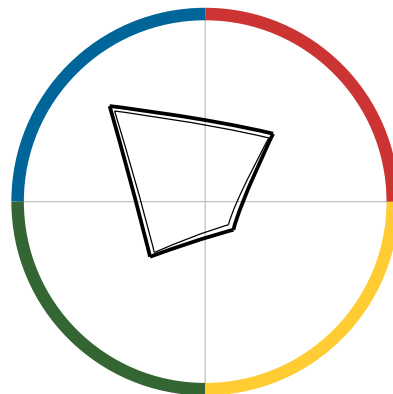
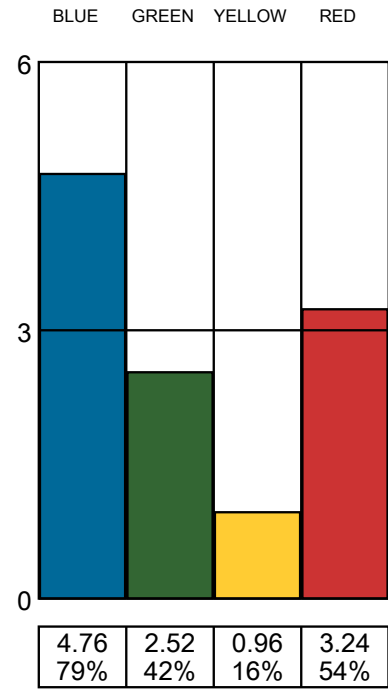
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious