



Discovery Insights®

Peter Muster
26.05.2007

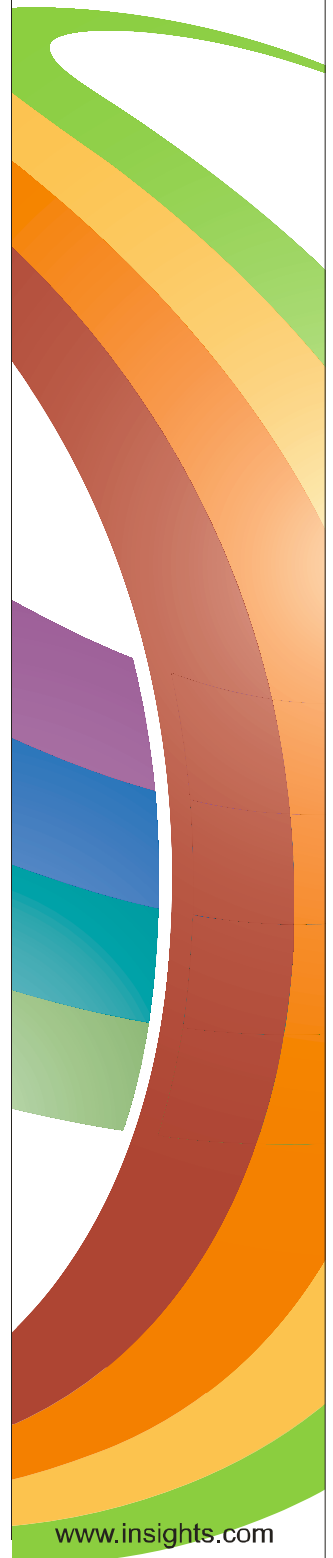
Personal Profile

Foundation Chapter

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Personal Details

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Introduction

This Insights Discovery profile is based on Peter Muster's responses to the Insights Preference Evaluator which was completed on 26.05.2007.

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

Personal Style

Because he lives by principles and rules, Peter Muster is very consistent and dependable. He tends to be realistic and matter-of-fact about work issues. He sees himself as having rigorous standards that typically take precedence over his own and others' personal needs. He is usually more effective when he takes time to consider how he really feels. He is alert to what is happening around him and concerned primarily with the here and now.

Peter Muster is a highly practical person whose agile mind and skills combine well to generate fast results. Peter Muster strives to make things better rather than simply accepting them as they are. He enjoys work that allows him to get his teeth into new projects. Because he is a realist, he capitalises well on available resources, making him practical, with a good sense of timing. As he lives by a rather strict set of rules he may expect others to do so as well.

He constructs a code of rules embodying his own judgements about the world. He then acts upon the basis of his judgement, whether or not this appears well-founded to others. Peter Muster is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. Eager to add to his knowledge, Peter Muster is passionate about researching significant new subjects that capture his interest. He assumes that everyone else should share his desire for advancement and may be disappointed when others appear to lack his strength of character. He expects his goals to be attained, and he wants to be recognised for his own accomplishments.

He is at his best when planning ahead and launching those plans into action. He is seen as a powerful leader as he is able to think on his feet. To manage his tensions, he needs to be constantly in control and get things done without wasting time. He likes structure and systematic processes. He works to see ideas and systems translated into realities. Sociability, combined with a solid work ethic can result in the setting of high performance standards in both himself and the others who work or interact with him.

Peter Muster enjoys work that involves moving projects forward. Peter Muster systematically sets about achieving his scheduled goals on time in an efficient and effective manner. Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. Peter Muster is a pragmatic individual who can be as tough as the situation warrants.

Interacting with Others

Although Peter Muster may protest about the pressure of attending family events, it would seldom occur to him not to be present, as these occasions are important to him. Not keen to

respond positively to views which differ from his own, he may jump to incorrect conclusions as he is often without the benefit of an alternative opinion. He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. He is a good innovator, negotiator, and manager. 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.

He may sometimes present himself as an “expert”, fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. Sometimes seen as blunt and forthright, he may tread on other people's toes without knowing it. Peter Muster is alert to changing situations and will act quickly to get results, giving direction or instructions to others as he thinks is necessary. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour. Because of his apparent work focus, other people may be surprised to discover that Peter Muster is quite devoted to his family and friends.

Seen by most people as outgoing, flexible and fearless, Peter Muster can rise to meet any challenge. Although his emotional and social life may not seem as important to him as other aspects of life, he tends to seek consistent and stable relationships. He has a tendency to blame other people for difficulties he encounters and may sometimes dismiss others' opinions as of relatively little or no value. His outgoing nature may lead him to misinterpret the significance of some issues. He needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down.

Decision Making

Peter Muster is seen by many as a natural leader and decision maker. He would often rather make any decision than no decision at all. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise. 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 always tries to decide as much as possible through logical, analytical and highly organised thinking. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. His effectiveness depends on how much personal fulfilment he receives from the current task. He is adaptable but constantly needs to get results. In his mind there must always be a good reason for doing something and people's feelings alone aren't normally sufficient to influence him.

He is logical, objective and analytical with great reasoning power. He may appear dismissive of decisions made on “gut-feel” rather than objective analysis. He seeks realistic and satisfying solutions to challenges. Peter Muster is extremely realistic and relies on and trusts what his senses tell him about his world. Peter Muster's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards.











Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Peter Muster brings to the organisation. Peter Muster 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.

Peter Muster's key strengths:

-  Forward looking, quick thinker.
-  Outgoing and direct.
-  Confident and forthright.
-  Forceful negotiator and vocal decision maker.
-  Sees decision making as a challenge.
-  Sets precise goal oriented objectives.
-  Sensible and matter of fact.
-  Enthusiastic leader - drives for results.
-  Self disciplined, confident and convincing.
-  Rapid organisational skills.











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

Peter Muster's possible weaknesses:











-  Judges strangers on first impressions.
-  Becomes defensive or dictatorial if challenged.
-  High sense of urgency can create stress for others.
-  Exhibits impatience with disorganised individuals.
-  Sometimes unaware of others' feelings.
-  May be reluctant to ask for assistance.
-  May ride rough-shod over others' feelings.
-  Blaming and judgmental, particularly when challenged on shortcomings.
-  His confidence can sometimes be interpreted as arrogance.
-  Should avoid china shops.

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

As a team member, Peter Muster:

-  Likes being in the thick of the action.
-  Encourages others to compete.
-  Breaks down barriers to completion.
-  Keeps others on track.
-  Challenges existing methods if he feels they are inadequate.
-  Encourages down to earth realism.
-  Is a forthright advocate for the team.
-  Will drive others to achieve greater things.
-  Brings direction and realism to every project.
-  Communicates clearly and effectively.













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

Strategies for communicating with Peter Muster:

-  Show respect for his ideas and opinions.
-  Leave personalities out of the discussion.
-  Be receptive and open minded.
-  Use humour in moderation.
-  Keep it brief and to the point.
-  Be aware of his becoming defensive by watching his body gestures.
-  Be frank, earnest, decisive and confident.
-  Listen to him - don't ask him to repeat himself.
-  Stick to business at all times.
-  Be ready to leave quickly.
-  Look for signs that say "I'm losing interest".
-  Match your own assertiveness to his pace.













Personal Notes

Communication

Barriers to Effective Communication

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

-  Show disagreement with or disrespect for his principles.
-  Stand or sit too close to him.
-  Wait for praise or recognition.
-  Be vague or imprecise.
-  Waffle.
-  Impose your feelings onto him unless he shows willing.
-  Come unprepared and disorganised.
-  Try to pin the blame on him.
-  Criticise his ideas too harshly or personally.
-  Try to manipulate him towards your viewpoint.
-  Be too informal or waste time on social trivia.
-  Appear slow or unambitious.

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.

Peter Muster’s possible Blind Spots:

Peter Muster 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. His preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around him. While appreciative of good work, critical glances may reveal Peter Muster's impatience with errors or poorer quality output. He may sometimes come across to others as somewhat boastful and selfish. He needs to look beyond the current moment and his pressing interest in the practical world and consider ways of completing tasks with less pressure.

Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. Seen by many as a smooth talking persuader, Peter Muster may seem indifferent to people who appear to be less of an extraverted achiever than himself. Perhaps best thought of as one of life's natural organisers, he is practical, strong willed and needs to get his own way or he may become rebellious. He sometimes has difficulty in absorbing other peoples' points of view. It is difficult to know what to expect from him next. He would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on his own.

As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. He may rely on personal forcefulness and, if necessary, intimidation to achieve his aims. Peter Muster has a strong active conscience and may not be prepared to even consider others' values and opinions, particularly if they are not prepared to follow his lead.

Personal Notes

Opposite Type

The description in this section is based on Peter Muster'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:

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

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

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

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







Personal Notes

Opposite Type







Communication with Peter Muster's Opposite Type

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

Peter Muster: How you can meet the needs of your Opposite Type:

-  Seek confirmation of willingness to undertake new tasks.
-  Mirror his normally calm and even-tempered nature.
-  Give him time to reflect inwardly.
-  Gaining obedience is not enough - ensure you have co-operation.
-  Allow time for him to respond to your requests and questions.
-  Listen to and value his suggestions and contributions.

Peter Muster: When dealing with your opposite type DO NOT:











-  Assume he knows he has chosen well.
-  Exert unnecessary pressure.
-  Assume passivity is tacit acceptance.
-  Ask him to make a group presentation without ample preparation time.
-  Ignore his authority for the sake of it.
-  Question his loyalties or genuine interest.

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

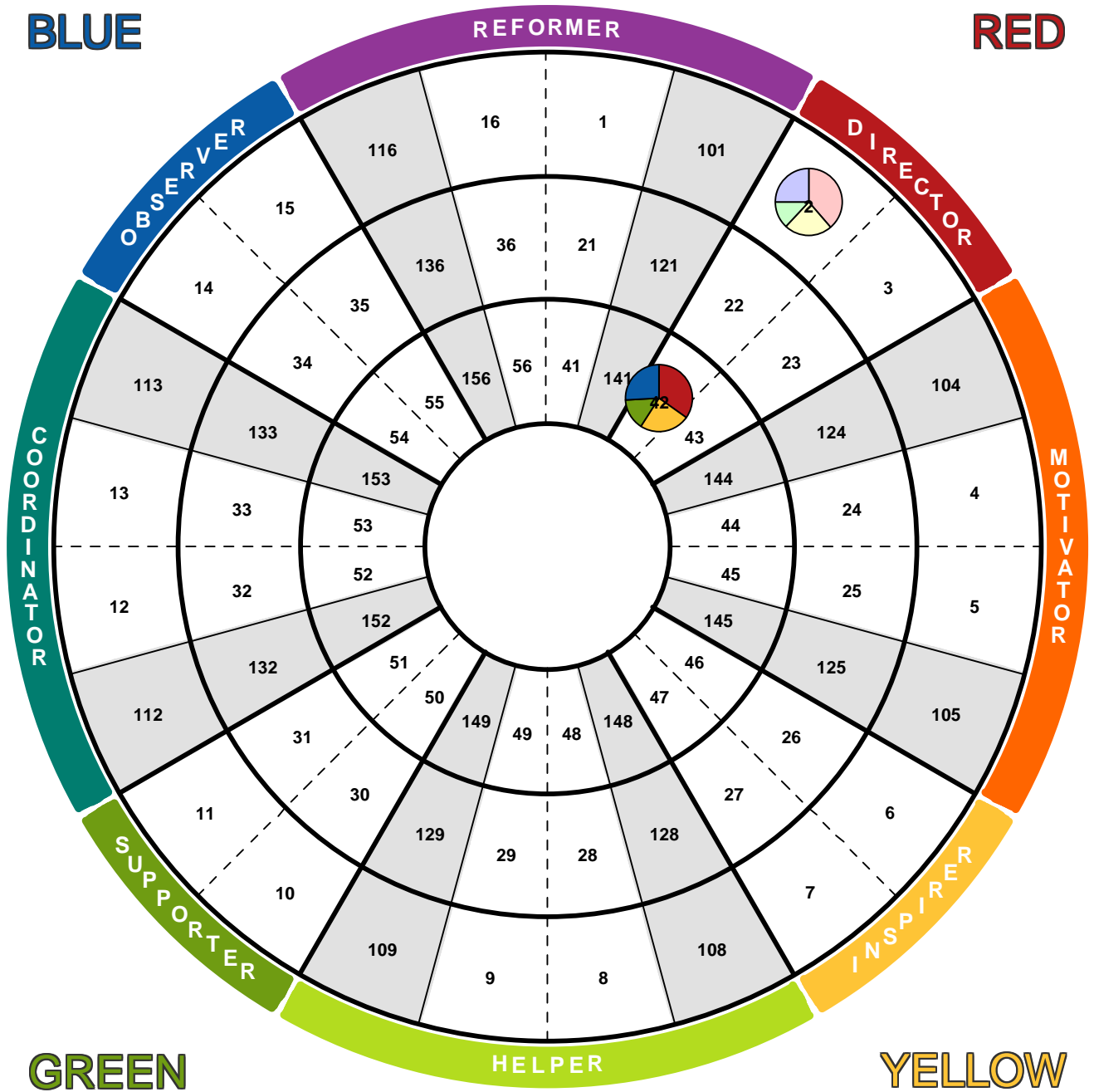
Peter Muster may benefit from:

-  Reducing the level of activities in his life.
-  Being more prepared to acknowledge his mistake.
-  Respecting ways of doing things that differ from his own.
-  Exploring work that gets in touch with the inner self.
-  Arguing the opposing position to recognise the value of it.
-  Allowing people to do their own thing.
-  Not constantly demanding perfection of self and others.
-  Remembering that he is also vulnerable.
-  Sitting back, saying little and observing.
-  Gently asking some quieter people to express their point of view.

Personal Notes

The Insights Wheel

Peter Muster
26.05.2007



Conscious Wheel Position

42: Reforming Director (Accommodating)

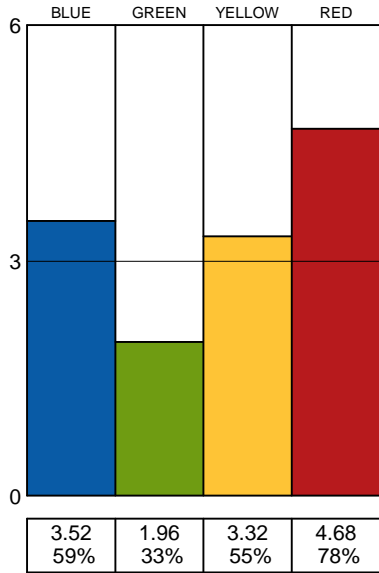
Personal (Less Conscious) Wheel Position

2: Reforming Director (Focused)

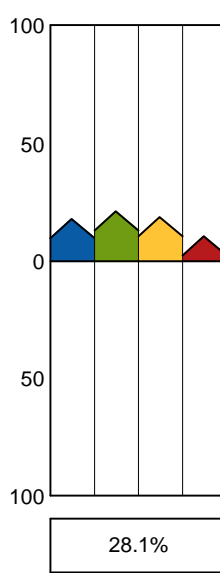
Insights Colour Dynamics

Peter Muster
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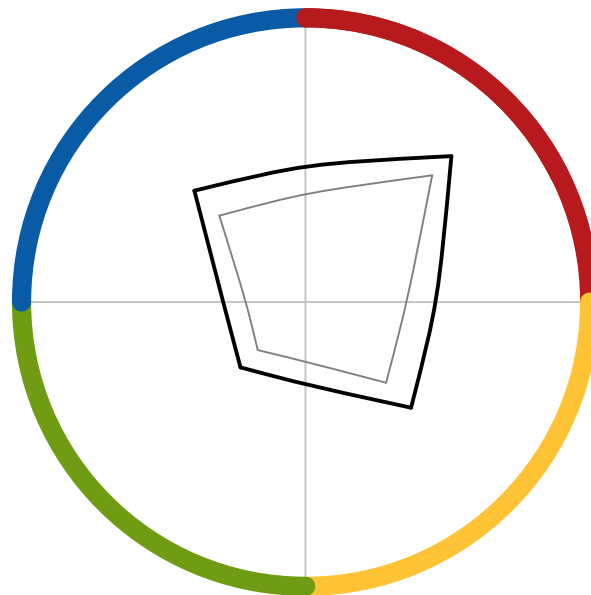
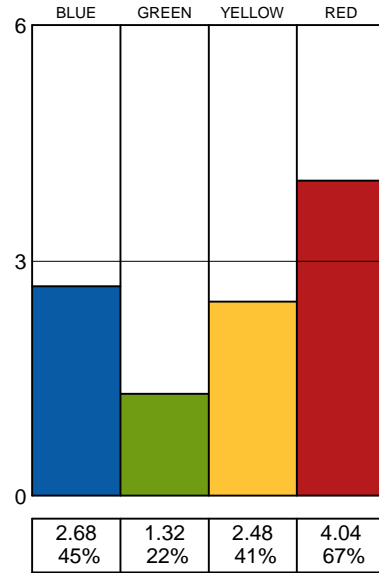
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

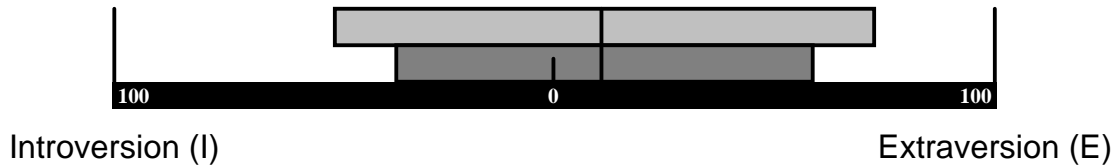


(Conscious) — — (Less Conscious)

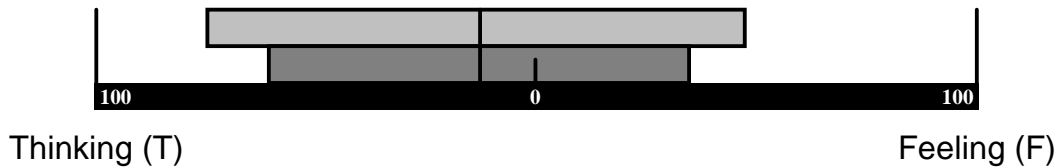
Jungian Preferences

Peter Muster
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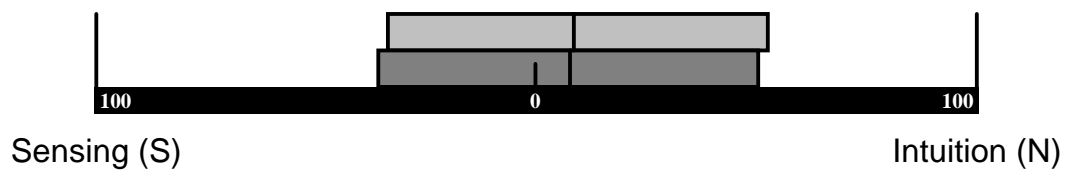
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)