



# Discovery<sup>®</sup>

Personal Profile

Richard Budd

26 April 2021

Foundation Chapter

## Personal Details

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Date Completed: 26 April 2021

Date Printed: 08 February 2022

Referral Code: SWR

## Contents

Introduction.....	4
Overview .....	5
Personal Style .....	5
Interacting with Others .....	5
Decision Making .....	6
Key Strengths & Weaknesses .....	7
Strengths .....	7
Possible Weaknesses .....	8
Value to the Team .....	9
Effective Communications .....	10
Barriers to Effective Communication .....	11
Possible Blind Spots.....	12
Opposite Type .....	13
Suggestions for Development .....	15
The Insights Discovery® 72 Type Wheel .....	16
The Insights Discovery® Colour Dynamics .....	17

## Introduction

This Insights Discovery profile is based on Richard Budd's responses to the Insights Preference Evaluator which was completed on 26 April 2021.

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 Richard'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

Richard enjoys work that provides variety as he is quick and resourceful and can turn his attention to many things. His original thinking generates a constant stream of ideas. His vivid imagination constantly pushes him towards turning his ideas into reality. He is strong on initiative and creativity, but may often be weak on the completion of projects. He is inventive, independent and can be extremely perceptive of the potential contained within the views of others. At his best in jobs which deal with people and situations that require co-operative working, he dislikes impersonal tasks and work demanding factual accuracy, unless he can be free to include the people factor.

He should take care to include the practical details in his projects and continually try to look at situations from an objective viewpoint rather than just his own perception. He is used to doing several things at once, but others may view some of this as superficial activity. Richard is stimulated by challenges and often shows ingenuity in meeting them. He may become pessimistic and gloomy when he is thwarted or fails to see ways to make the important changes in his life. He is good at “reading” people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, he may be hurt when a relationship goes wrong.

At times, events can overwhelm him and he may find it almost impossible to say “No”, even when the demands are unreasonable. Richard is sympathetic, empathic and affable. Richard wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high. Quick to see the possibilities of new ideas and projects, Richard is outstanding at initiating these and persuading people to support him. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment.

He is an imaginative and creative visionary who is a source of inspiration to most. He is always interested in seeing the possibilities, particularly in people, beyond the present moment. His obvious charm and enthusiasm tends to make him popular with friends and colleagues alike. He is bored by facts, details and repetitive activities, especially those not relevant to his current areas of interest. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others.

He flourishes in jobs where he can be of constant service or use his talent to persuade. If he is in charge of having to monitor the detailed work of others he may find this uninteresting, stressful and exhausting. His mental processes operate best when he is in contact with other people. Richard is energetic, enthusiastic, responsible, conscientious and persuasive. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere.

### Interacting with Others

Richard's feelings play a prominent role in his life and he manages to inject a friendly element into any work he is assigned to or involved in. He normally reads people well, continually looking for the good in both the situation and in others. He prefers communicating verbally rather than through the written word. He prefers to be active and working with like minded people. He directs his attention outwards and is skilled in understanding the needs and motivations of others.

Placing a high value on his harmonious relationships, it is not surprising that people turn to Richard for encouragement, nurture and support. His outgoing nature may lead him to misinterpret the significance of some issues. He may assume that he can talk his way round anybody. He is warm-hearted, popular and sociable, with a large number of friends or acquaintances. Even-tempered and tolerant, Richard constantly tries to be the diplomat. He excels in promoting harmony around him. He prefers democratic and participative processes rather than written instructions or autocratic systems.

He is a particularly good communicator and uses his gift of verbal expression often and effectively. He radiates sympathy and understanding to all by nurturing and supporting. As he is highly articulate with a quick sense of humour he is often the life and soul of the party. An unconditional positive regard for others is a strongly held feeling that Richard values. Richard has a remarkable ability to get people to follow his lead.

### Decision Making

Richard's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. A tendency to take rejection and conflict personally may lead to his not taking early notice of the opinions of key members of the team. He may choose to change his decisions if it turns out that someone may be adversely affected by them. He would perform better if he focused more on in-depth study of analytical data during the decision making process. His direct, sometimes erratic approach tends to work against him being totally consistent on a day to day basis.

He may value opinions over facts in considering a possible course of action. He will not allow systems and procedure to stand in the way of what he believes is right. He views talking through ideas with people to promote decision making as an effective strategy of itself. He has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. He may unconsciously manipulate the process to get his own way.

In his attempts to please others he may make promises he cannot fulfil. He is likely to decide in favour of the solution that brings the highest level of approval from others. People occasionally see Richard making decisions that appear to fly in the face of logic. He tends to make choices around his own personal feelings which may be as important to him as more objective data. He is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which Richard brings to the organisation. Richard 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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#### Richard's key strengths:

- Sees the positive in every situation.
  - Participative and involved team player.
  - Friendly and sociable.
  - Investigative, interested and inventive.
  - Understands the importance of “style” in presentation.
  - Resilient and resourceful.
  - Displays high levels of energy.
  - Gracious, charming, empathetic and considerate.
  - Appreciative of others' contributions.
  - Imaginative and dynamic.
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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. Richard's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Richard's possible weaknesses:

- Can be impatient over relatively small issues.
  - Knows the answer before the question is asked.
  - May see the world through “rose-tinted glasses”.
  - May be prone to embellishing the truth.
  - Can be rather patronising or somewhat superior.
  - Dislikes work of a highly detailed or factual nature.
  - Fails to appreciate the seriousness of certain situations.
  - Will experience difficulty in concentrating on one thing for long periods.
  - Answers the question before it has been asked.
  - De-motivated by routine tasks.
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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 Richard brings, and make the most important items on the list available to other team members.

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### As a team member, Richard:

- Sees the “big picture”.
  - Is a constant source of inspiration and fun.
  - Is innovative and imaginative.
  - Is seen as a positive team player.
  - Provides inspiration and image for the rest of the team.
  - Promotes ideas to, with and through others.
  - Creates considerable activity.
  - Prevents apathy with lively presentations.
  - Provides stimulation and resourcefulness.
  - Ensures there is never a dull moment where he is involved!
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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 Richard. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Richard:

- Be clear on completion details.
  - Keep the conversation lively.
  - Be tolerant of his need to switch topics without notice.
  - Provide for both flexibility and structure within the meeting.
  - Provide information that stimulates conversation.
  - Acknowledge his talent for leadership.
  - Ask for his thoughts and ideas.
  - Keep up a lively, but steady pace.
  - Use a casual, informal style of conversation.
  - Be alive and entertaining.
  - Allow and bolster his feeling of self esteem.
  - 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 Richard. 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 Richard, DO NOT:

- Challenge his perception of himself.
  - Be vague or leave things open to interpretation.
  - Assume that his sunny disposition means that he agrees with everything you say.
  - Say “any time will do”.
  - Overload him with facts, details and paperwork.
  - Speak too slowly or hesitantly.
  - Use destructive criticism or create unnecessary conflict.
  - Unnecessarily challenge ideas or actions.
  - Emphasise established processes.
  - Get carried away by his enthusiasm.
  - Overload him with irrelevant information.
  - Stick rigidly to business issues.
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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.

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### Richard's possible Blind Spots:

Occasionally Richard may miss opportunities through a lack of awareness of the need to conclude the planning detail. His constant ready socialising can interfere with the job at hand and get him into trouble. Because he is rather easily distracted, he may have difficulty disciplining himself to complete the task at all costs. Richard has a difficult time saying no or asking for help.

Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say. 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. Richard needs to work toward making commitments to fewer projects so he completes more of the ones he begins. Tending to take on too much at one time he can find himself overloaded and unable to keep his commitments. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems.

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. He may need to learn how to contain his disappointment in the performance of others by having more realistic people expectations. He could sometimes slow down and pay closer attention to the finer details of his projects. He may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. Richard is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place.

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### Personal Notes

## Opposite Type

The description in this section is based on Richard'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:

Richard's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Richard may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Richard will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Richard may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Richard would wish.

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### Personal Notes

## Opposite Type

### Communication with Richard's Opposite Type

Written specifically for Richard, 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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#### Richard Budd: How you can meet the needs of your Opposite Type:

- Be clear and straightforward.
- Discuss and agree upon the deadlines.
- Keep the conversation impersonal.
- Be respectful.
- Allow time for him to think of the consequences.
- Remember to ask for his opinions of other systems and projects.

#### Richard Budd: When dealing with your opposite type DO NOT:

- Try to pin the blame on him.
  - Fail to be attentive to his suggestions.
  - Question his motives or competence.
  - Set tight deadlines or force him to make an immediate decision.
  - Be oversensitive to his critical nature.
  - Be boastful.
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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 Richard's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

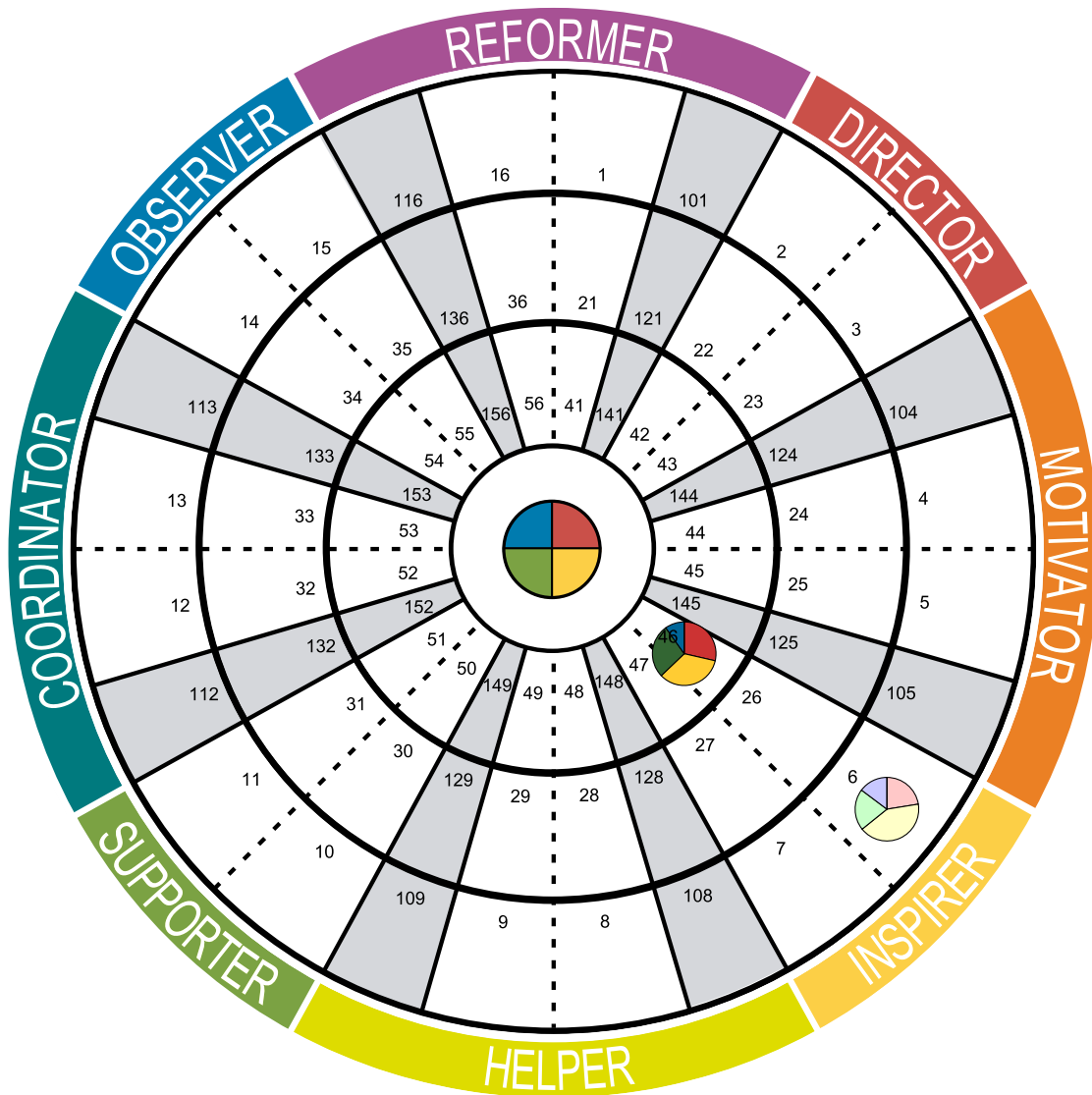
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### Richard may benefit from:

- Remembering that the image is not the reality.
  - Monitoring the in/out process flow of the department or office he works in.
  - Questioning people about their assumptions.
  - Curbing his tendency to exaggerate.
  - Drafting watertight policy statements, agreements or procedures.
  - Working alone in a concentrated mode for extended periods.
  - Doing a detailed analysis of how he spends his time.
  - Listening more than he talks.
  - Focusing more upon objective, measurable criteria.
  - Asking searching and probing questions.
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### Personal Notes

# The Insights Discovery® 72 Type Wheel



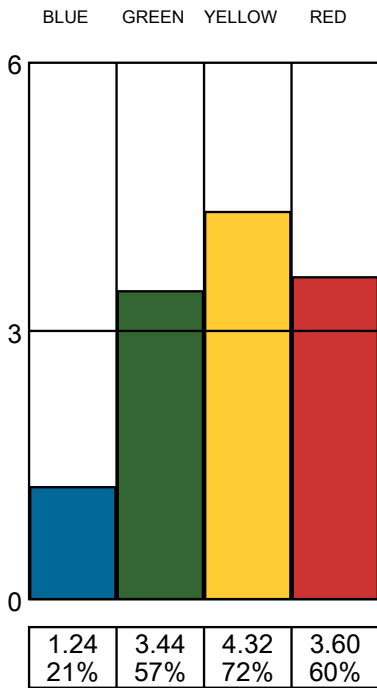
**Conscious Wheel Position**  
46: Motivating Inspirer (Accommodating)

**Less Conscious Wheel Position**  
6: Motivating Inspirer (Focused)

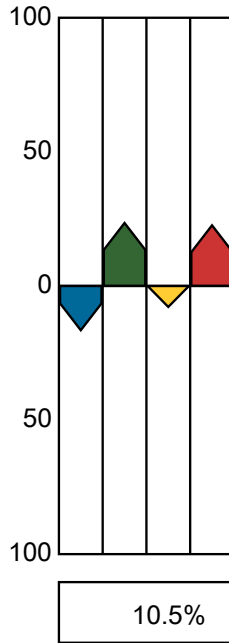


# The Insights Discovery® Colour Dynamics

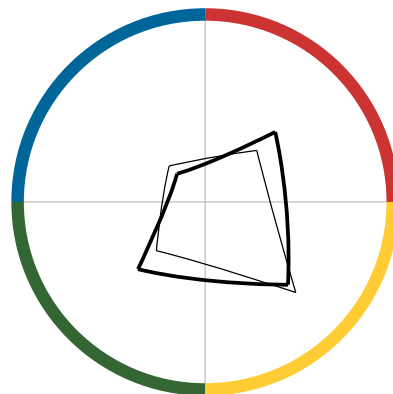
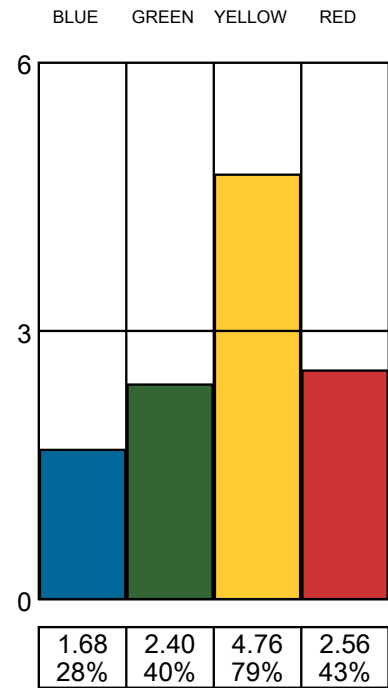
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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