



# Discovery<sup>®</sup>

Personal Profile

Pauline Narvas

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Foundation Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Pauline Narvas's responses to the Insights Preference Evaluator which was completed on 27 February 2019.

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

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## Personal Style

Pauline has high energy and is always striking out in a forward direction. She follows her impulses, moving strongly towards her goal. She is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if she can abandon them when they don't serve the intended purpose. One of her greatest contributions to life is her creation of ideas, which flow almost continuously for her. She is inventive, independent and can be extremely perceptive of the potential contained within the views of others. Pauline is seen by others as pragmatic, dependable and able to get things done.

Pauline sees possibilities in most situations and can direct others toward making a vision become a reality. Her inventiveness is linked to her extraversion which gives her imaginative ideas, and an objective view of possibilities within the external world. Pauline has a natural instinct for spotting trends and future developments, often before others are even remotely aware of them. She may have had personal experience of the view that worthwhile success comes only after suffering significant misfortune. Pauline enthusiastically and co-operatively joins in activities and can juggle several activities at once.

Routine, detail and close supervision are anathema to her. She wants to make an impact and accomplish something in life that she will long be remembered by. Pauline's skill at taking a very broad, long-range view of things contributes to her reputation as something of a visionary. She will invariably have more to show for her efforts when she follows through to completion the necessary but tedious parts of a project. She prefers to improvise on the spot and get started right away, instead of preparing and planning ahead. She values her inspiration above all else and constantly strives to turn her original ideas into her reality - a reality which may not seem as real for others.

Since she is more excited about using her imagination and creating something original, she may not take the time to collect all the information prior to beginning the project or process. Her ability to do detailed work extends only to that work which is necessary to achieve a specific objective - that ability is there however, particularly if the goal is clearly defined. Pauline is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. She tends to see the environment as welcoming, challenging and exhilarating, and if it is not, she tries to create that atmosphere. Logical, analytical and critical, achieving power is important to her. She will be prepared to constantly defend any stance or position she may have taken.

Her life will tend to be a series of initiated, but unfinished projects. In developing the success of her "vision" she may unconsciously tend to compare herself with the success of others, disassociating herself from the envy that this process may generate. Seen by many as a gifted and natural leader, she has an entrepreneurial rather than a functional management style. She has started many interesting projects in her time, but has finished considerably fewer. Tasks that involve practical day-to-day maintenance tend to frustrate her.

## Interacting with Others

Pauline exudes charismatic charm and a natural ability to communicate well. She may sometimes experience a loss of enthusiasm and energy and also may become uncharacteristically pensive under stress. Seen as adaptable, she has the ability to adapt to various work roles and to compliment the characteristics of the current work group. She can take issue with both colleagues and superiors but is unlikely to bear a grudge for long. Pauline's work style is down-to-earth, assertive and persuasive.

She may become rebellious or sulk if people try to railroad her or interfere in her plans. Pauline loves challenge, and is far-sighted and enthusiastic. While constantly striving to increase her competence and personal power, she is outgoing, talkative and can cope with a large number of different projects. She will introduce colleagues to all sorts of possibilities which challenge convention, but which may appear to many as completely impractical. Seen by most people as outgoing, flexible and fearless, Pauline can rise to meet any challenge. Pauline's ingenuity, warmth and her understanding of others allows her to proceed through life with great confidence. She is very effective in a leadership role, able to persuade others of the value of her vision.

She requires continual change in order to avoid becoming bored, and is rather power and status conscious. She prefers what might be, rather than the reality of what is already. She deals imaginatively with social relationships which generate a large variety of acquaintances. She is a "networking" expert. She gets a constant infusion of energy from being around other energetic people, and can successfully combine her talents with the strengths of others. Pauline is alert to changing situations and will act quickly to get results, giving direction or instructions to others as she thinks is necessary.

## Decision Making

Pauline finds problems stimulating and is ingenious in tackling complex situations. She is driven to think up many alternatives for a project or system due to her ability to constantly see the big picture. She is happiest in a role which allows her to exercise her ingenuity to tackle one project after another. Work that uses her ideas to improve or start a project suits her, but once these ideas get off the ground she prefers someone else to carry on with the details. Her effectiveness depends on how much personal fulfilment she receives from the current task. Her direct, sometimes erratic approach tends to work against her being totally consistent on a day to day basis.

Optimistic, spontaneous, creative and confident, she has an original mind and a strong sense of the possible. She is constantly full of enthusiasm for new ideas. Always restless, she would rather ignore or put off dealing with troublesome details, by preferring to move on to something new or unusual. Imaginative and adaptable, Pauline values inspiration above all else and has an ingenious, inventive mind. In decision-making she may prefer to apologise for exceeding her authority rather than getting permission in the first place. She is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned.

She sees so many possibilities that she sometimes has difficulty selecting the best activity or interest to pursue, or in keeping to the agreed track. She is prepared to make high risk decisions. As an extraverted, future oriented person, she may fear failure but knows how to turn it on its head into something positive, if the event occurs. Constantly generating ideas, she sometimes has trouble focusing on just one thing at a time and can find difficulty in making consistent and

lasting decisions. Through her intuitive feeling personality, she may have difficulty in limiting herself to a single project and usually prefers to keep many balls in the air.

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## Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Pauline's key strengths:

- Assertive, strong communicator who thinks on her feet.
  - Identifies the possibilities in every situation.
  - Zest for the people and things around her.
  - Ability to constantly generate ideas.
  - Original inventive thinker.
  - Grasps opportunities quickly.
  - Constantly juggling a large number of projects.
  - Highly resourceful around people.
  - Creative thinker and dynamic innovator.
  - Can make impossible dreams possible.
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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. Pauline’s responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Pauline's possible weaknesses:

- Answers the question before it has been asked.
  - Tends to be perceived as arrogant in stressful situations.
  - Agrees at the time, then conveniently forgets later!
  - Makes decisions hastily.
  - Vocally judgmental and critical.
  - Can be thick skinned and appear self-opinionated.
  - Protects her ego against all comers.
  - May jump, seemingly randomly, from task to task.
  - High sense of urgency can create stress for others.
  - Becomes impatient with routine and repetition.
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### Personal Notes

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

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### As a team member, Pauline:

- Is innovative and imaginative.
  - Has an ability to predict accurate outcomes.
  - Challenges existing methods if she feels they are inadequate.
  - Is opportunistic, original, spontaneous and versatile.
  - Will show loyalty and directness to other team members.
  - Knows nothing is impossible.
  - Likes being in the thick of the action.
  - Will drive others to achieve greater things.
  - Thinks “outside the box” with a pioneering spirit.
  - Is unhindered by existing procedures and practices.
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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 Pauline. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Pauline:

- Be clear on completion details.
  - Be firm, forceful and fearless.
  - Do not obstruct opportunities for her development.
  - Use colourful and bold language in conversing.
  - Provide for both flexibility and structure within the meeting.
  - Don't always expect brief, specific answers.
  - Use powerful and emotive adjectives.
  - Present an overview of the essence of the important facts.
  - Look for signs that say "I'm losing interest".
  - Provide dates and timescales for completion.
  - Encourage her creative intuition.
  - Talk tangibly and with enthusiasm.
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#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Talk slowly, mumble or whisper.
  - Be addicted to rules and procedures.
  - Get carried away by her enthusiasm.
  - Act aggressively or reject her ideas without explanation.
  - Burden her with your problems.
  - Be obscure, obtuse or dogmatic.
  - Be curt-lipped, sharp, prickly or abrasive.
  - Restrict her ability to take action.
  - Expect to “rail road” her - without a fight.
  - Be vague or leave things open to interpretation.
  - Bore her with the routine or details.
  - Burden her with too many papers to read.
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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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### Pauline's possible Blind Spots:

Seen by many as a smooth talking persuader, Pauline may seem indifferent to people who appear to be less of an extraverted achiever than herself. Sometimes she talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. Because of her strong desire for harmony, she can overlook her own needs and ignore real personal problems.

She needs to resist the urge simply to perform and instead try to more readily share who she really is. She may need to learn and apply time management and long-range planning techniques to help her complete her projects. In her enthusiasm to make changes, Pauline may not be fully aware of others' opposing views. People can see that she doesn't always take a rational or objective view of the world. Pauline's responses in defence of people can be illogical to the point that she appears irrational.

With her boldness and abundant energy, she may give the impression that task is significantly more important than people. Her preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around her. She responds well to praise, but is easily hurt by negative criticism, which makes her appear over-sensitive to some others. She may neglect essential preparation as she moves quickly in her zeal to take on something new. To avoid making mistakes, she should digest all the information before acting.

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### Personal Notes

## Opposite Type

The description in this section is based on Pauline'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:

Pauline'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.

Pauline will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Pauline 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 Pauline!

Coordinators are concerned with what is "right" and, to Pauline, 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. Pauline 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 Pauline's Opposite Type

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

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#### Pauline Narvas: How you can meet the needs of your Opposite Type:

- Encourage her to consider flexibility and change.
- Ensure she sees and agrees with the benefit of change before implementation.
- Ask how she feels about the things she does.
- Focus your comments on her interests and activities.
- Take the time to get to know her well.
- Ensure you have a logical reason for any changes.

#### Pauline Narvas: When dealing with your opposite type DO NOT:

- Labour the point or give lengthy verbal instructions.
  - Assume that because you have “told it like it is”, this will make the slightest difference to the way that she does things.
  - Make promises you cannot or do not intend to keep.
  - Set deadlines you really believe cannot be reached.
  - Discuss peripheral matters unrelated to the task in hand.
  - Act aggressively or reject her ideas without explanation.
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### Personal Notes

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## Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Pauline'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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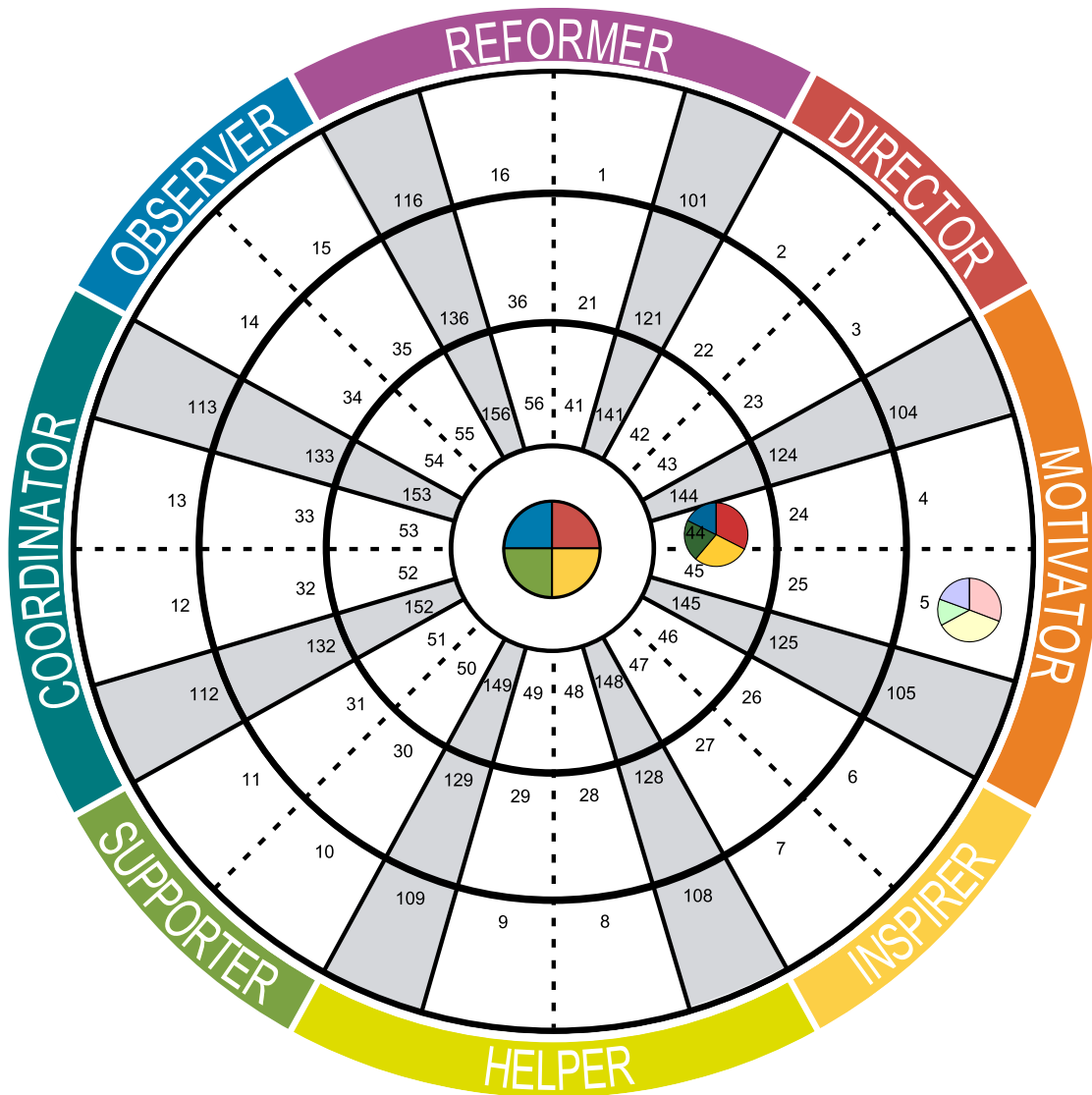
### Pauline may benefit from:

- A more structured approach to living.
  - Being seen as less concerned with money and status.
  - Reducing her high profile stance.
  - Withholding her opinions.
  - Realising that some others are not as quick as she is.
  - Finding more practical ways to do things.
  - Reflecting on just how considerate some others think she is.
  - Arguing the opposing position to recognise the value of it.
  - Becoming neater, tidier, more systematic and orderly.
  - Understanding that forging ahead on her own may be detrimental to the common good.
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### Personal Notes



# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

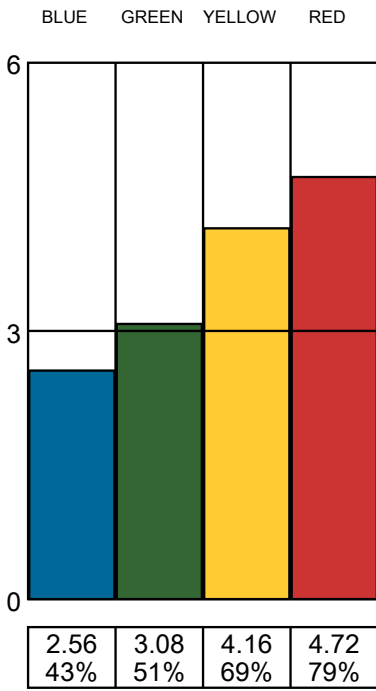
44: Directing Motivator (Accommodating)

### Less Conscious Wheel Position

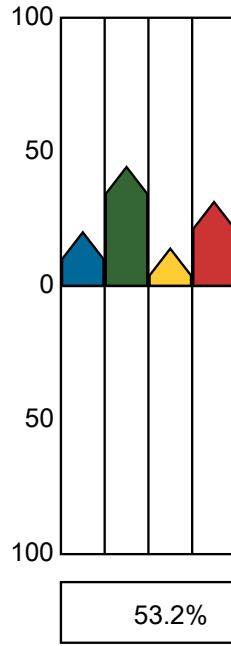
5: Inspiring Motivator (Focused)

# The Insights Discovery® Colour Dynamics

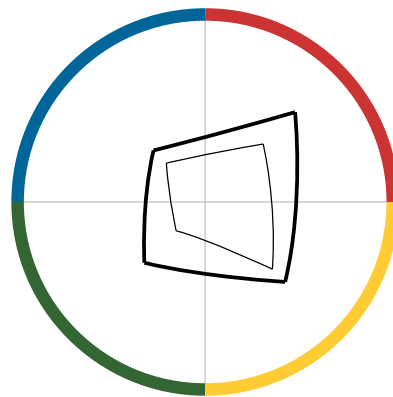
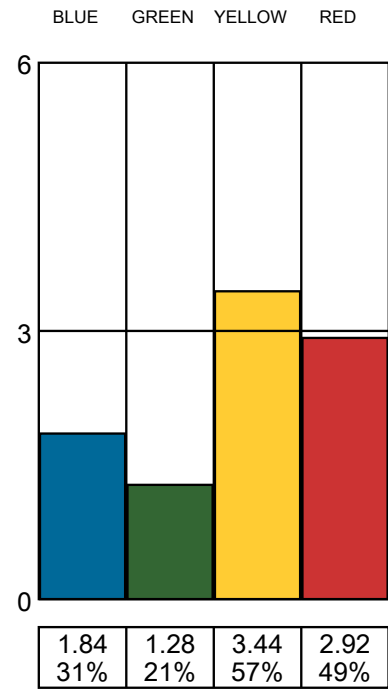
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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