



Discovery[®]

Personal Profile

Miel Hostens

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Foundation Chapter

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Introduction

This Insights Discovery profile is based on Miel Hostens's responses to the Insights Preference Evaluator which was completed on 29 November 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 Miel's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Miel is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. He is convinced that a successful life needs to be tough and that satisfaction must be earned and re-earned. He has a strong ego and achieving significance in life is important to him. He is good at getting things done and does so in a very assertive way. He often pushes others as hard as he pushes himself and tends to be a challenging adversary. He expects his goals to be attained, and he wants to be recognised for his own accomplishments.

Miel's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task. He can be good at easing tense situations by getting conflicting parties together to take the sting from the issue. Miel has high energy and is always striking out in a forward direction. He follows his impulses, moving strongly towards his goal. He is aggressive, competitive, ambitious and seeks to win. He prefers a "big-picture" orientation supported by reason and logic.

Miel tends to know intuitively what structure and organisation is necessary to achieve long-range goals. In the event of unexpected or unanticipated failure, he may seek to turn it into something positive. He dislikes failure deeply. Excessive detail and routine are generally to be avoided although he is well able to review balance sheets, projections and factual data. He can be quite inventive and somewhat ruthless when something or someone is obstructing him. He is adept at dealing with crisis situations and will readily take charge, organise and communicate to others a sense of calm, security and confidence.

His enthusiasm for a current project can be so compelling that he may be oblivious to any time and energy limitations, ignoring his own and others' needs in the process. He focuses attention on achieving success and acquiring status symbols as evidence of that success. He is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if he can abandon them when they don't serve the intended purpose. Both for himself and others, fun, relaxation and free time are scheduled and prioritised events. He aims to live by his rules and believes that everyone else should do too!

He uses his thinking to run as much of the world as he can and is in his element when a situation needs to be organised, criticised or regulated. Miel likes to make things happen and drive everything around him. Developing, fostering, improving and honing his skills is likely to be a life's work for him. He prefers to be direct, results oriented and thorough, whilst not always taking time to give real consideration to others. He dislikes confusion, inefficiency, half measures and anything that he sees as aimless or ineffective. He is a disciplinarian who can be tough when the situation calls for it.

Interacting with Others

Miel's work style is down-to-earth, assertive and persuasive. He may need to slow down to consider the feelings of people he is involved with and regularly listen to, and accept, other

people's opposing points of view. He can be exceedingly stubborn and independent when faced with change or new ideas if they are not his own. He needs to learn to appreciate the “illogical” feelings of others and to accept that they are also valid. He needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down.

He should try to establish whether his ideas are relevant and not ignore the feedback he might receive. Sometimes seen as blunt and forthright, he may tread on other people's toes without knowing it. He strives energetically to ensure the well-being and happiness of his loved ones, operating from a strong position of protectionism. Miel likes to be valued for his directness and strength in relationships. He can be stubborn and argumentative.

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. Miel's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. He is not particularly discouraged by indifference or criticism. He wishes to be valued for himself.

Decision Making

Miel is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details. Others may see his decisions as unrealistic in certain circumstances. He tends to be influenced by the idea, rather than the people behind the idea. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise.

Internally motivated to achieve, Miel 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. His desire to get things done quickly drives him to implement decisions as soon as they are made rather than first seeking to double check the facts before implementation. In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. To make quick decisions he likes matters to be logical, so he requires and expects rationality in most situations. Miel is seen by many as a natural leader and decision maker.

He always tries to decide as much as possible through logical, analytical and highly organised thinking. Miel expresses what he thinks are strong, decisive opinions in the hope that unresolved issues and conflicts can be concluded quickly. Miel is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself. Impatient with what he may see as inefficiency and incompetence, he can take tough decisions when the situation calls for it. Miel finds problems stimulating and is ingenious in tackling complex situations. He is driven to think up many alternatives for a project or system due to his ability to constantly see the big picture.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Miel's key strengths:

- Sees the positive in every situation.
- Identifies the possibilities in every situation.
- Displays high levels of energy.
- Swift and agile.
- Embraces change readily.
- Zest for the people and things around him.
- Industrious and decisive.
- Good situational analysis.
- Becomes involved in many activities.
- A natural go-getter with great enthusiasm for life.

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

Miel's possible weaknesses:

- May have difficulty in sorting important issues due to various competing interests.
 - Overly dismissive of negative feedback.
 - Tends to be insensitive to the need of others.
 - Exhibits impatience with disorganised individuals.
 - Sometimes lacks attention to detail.
 - His need for variety may leave some tasks incomplete.
 - Tends to be perceived as arrogant in stressful situations.
 - Protects his ego against all comers.
 - Should avoid china shops.
 - Doesn't always take time to hear others views.
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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 Miel brings, and make the most important items on the list available to other team members.

As a team member, Miel:

- Almost always delivers on time.
 - Generates a prolific number of ideas.
 - Brings drive and focus to the issues.
 - Breaks down barriers to completion.
 - Is unhindered by existing procedures and practices.
 - Brings direction and realism to every project.
 - Sees the “big picture”.
 - Is always ready to offer service to colleagues.
 - Challenges existing methods if he feels they are inadequate.
 - Adds excitement (and unpredictability) to the team through intuition.
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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 Miel. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Miel:

- Be diplomatic, or else.
 - Match your own assertiveness to his pace.
 - Hold your ground when attacked.
 - Listen to him - don't ask him to repeat himself.
 - Be receptive and open minded.
 - Acknowledge his talent for leadership.
 - Be clear about expectations and timescales.
 - Respect his values and ambition.
 - Let him decide on the way forward.
 - Do not obstruct opportunities for his development.
 - Take responsibility for your own actions and errors.
 - Support his goals with suggestions for achievement.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Expect to “rail road” him - without a fight.
 - Question his motives or competence.
 - “Fudge” the issue or waffle.
 - Be late for the meeting.
 - Procrastinate, prevaricate or interrupt him.
 - Keep him in the dark or he will do likewise.
 - Let him dominate the conversation.
 - Waffle.
 - Use “what if” or “buts”.
 - Interrupt him while he is in control.
 - Try to control the conversation.
 - Come unprepared and disorganised.
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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.

Miel's possible Blind Spots:

Miel tends to enjoy the admiration of others and may almost unknowingly seek personal power. When a project goes wrong, he will not readily take the blame. 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 expects to win and is very assertive in attaining outcomes despite how narrow his view may sometimes appear. He is a born entrepreneur who is constantly overselling his next great idea and attempting to generate support for it. Prone to negative reaction if he perceives someone he respects questioning his competence, he may react explosively to seemingly insignificant input. He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. He runs the risk of deciding too quickly and should first stop and listen to the views of others before barging ahead.

Endowed with the gift of articulation, he is likely to feel that he is competent in most areas. He tells rather than asks, and whilst confident in communicating, can be rather overpowering at times. There is also a tendency for him to become very defensive if challenged. He could sometimes slow down and pay closer attention to the finer details of his projects. Slowing down to consider the ramifications of his actions on others will make him more effective. Increased effectiveness for him may lie in being prepared to yield on small points to win the important ones.

Personal Notes

Opposite Type

The description in this section is based on Miel'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:

Miel'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. Miel 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.

Miel 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.

Miel 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 Miel's Opposite Type

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

Miel Hostens: How you can meet the needs of your Opposite Type:

- Remember to ask for his opinions of other systems and projects.
- Remember his quiet demeanour and ask for his views.
- Balance opportunities for reflection with gentle conversation or interaction.
- Allow time for him to respond to your requests and questions.
- Gaining obedience is not enough - ensure you have co-operation.
- Give him plenty of time to think through answers to your questions.

Miel Hostens: When dealing with your opposite type DO NOT:

- Act aggressively or reject his ideas without explanation.
 - Sweep aside his doubts without full consideration.
 - Ignore or be dismissive of his suggestions.
 - Assume passivity is tacit acceptance.
 - Reinforce his own self criticism.
 - Undervalue his ability to make essential contributions.
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Personal Notes

Suggestions for Development

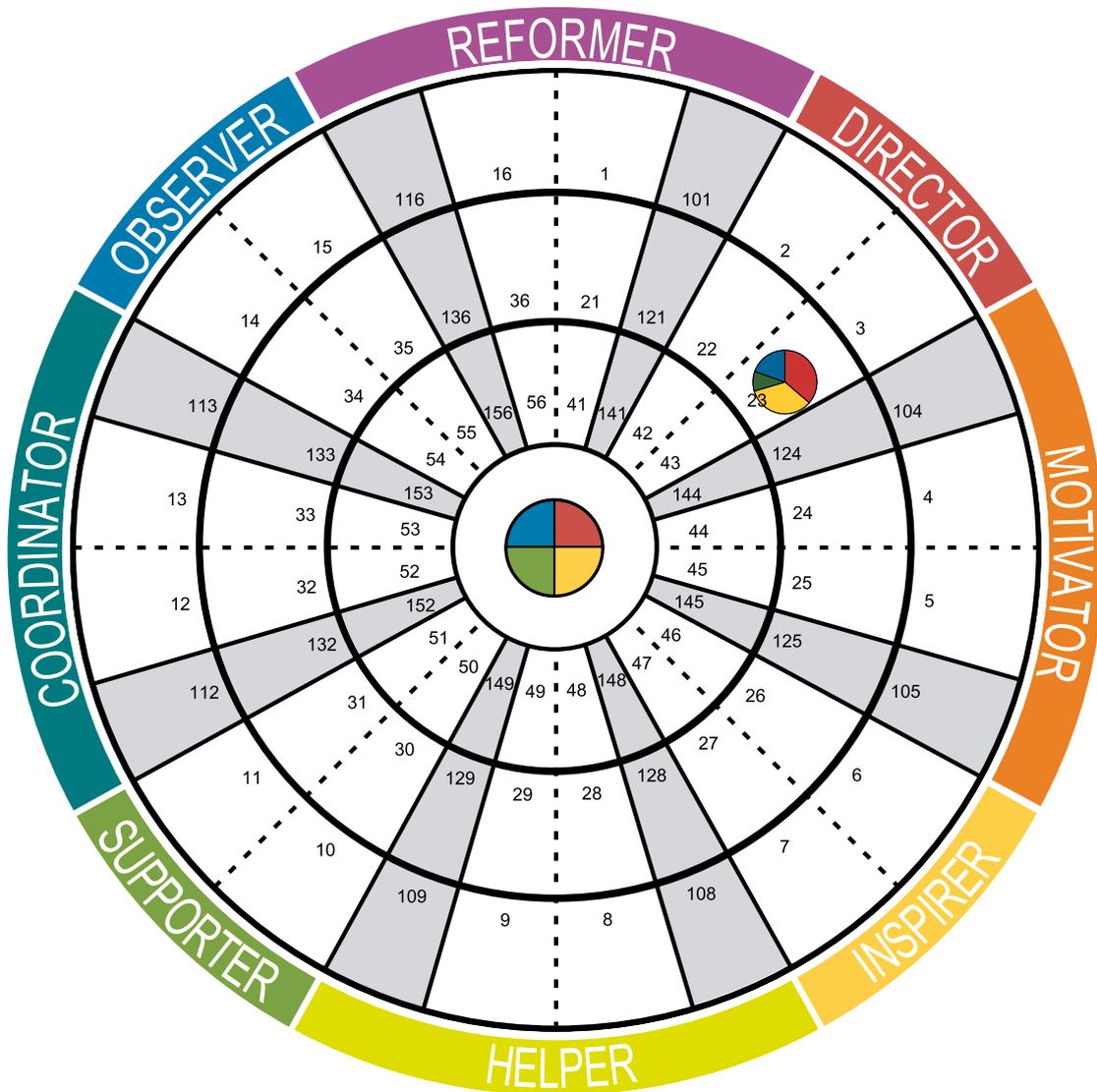
Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Miel's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Miel may benefit from:

- Trying to hear and appreciate others' perspectives.
 - Being less forthright and more discreet.
 - Arguing the opposing position to recognise the value of it.
 - Realising that some others are not as quick as he is.
 - Meeting more people at least half way.
 - Recognising that his bull in a china shop approach is sometimes inappropriate.
 - Reflecting on just how considerate some others think he is.
 - Slowing down.
 - Appearing more sensitive to others feelings.
 - Gently asking some quieter people to express their point of view.
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Personal Notes

The Insights Discovery® 72 Type Wheel

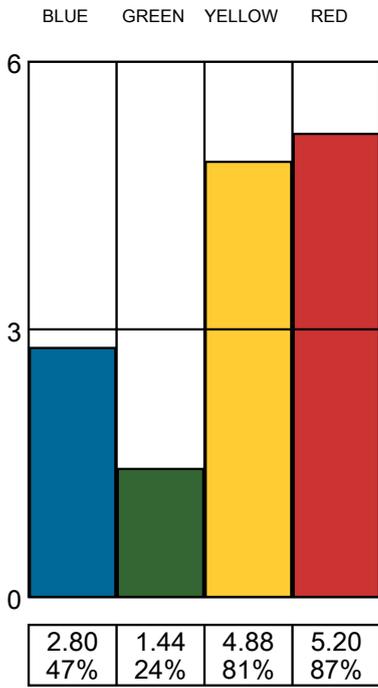


Conscious Wheel Position
 23: Motivating Director (Classic)

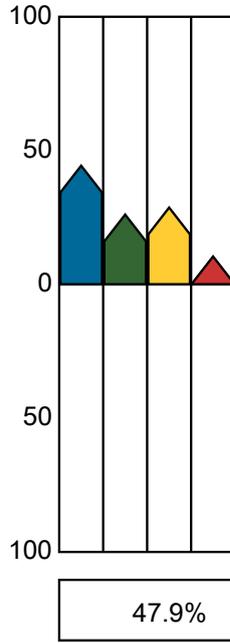
Less Conscious Wheel Position
 23: Motivating Director (Classic)

The Insights Discovery® Colour Dynamics

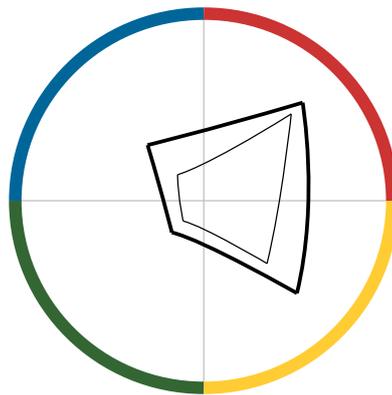
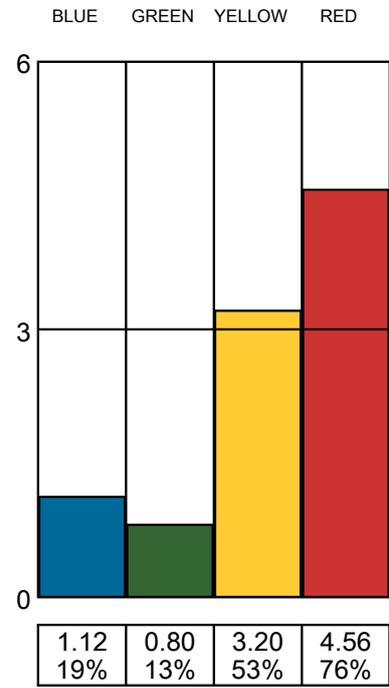
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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