



Discovery[®]

Personal Profile

Kevin O'Leary

27 June 2018

Foundation Chapter
Management Chapter

Personal Details

Kevin O'Leary
kevin.oleary@allina.com

Telephone:

Date Completed: 27 June 2018
Date Printed: 01 March 2019
Referral Code: StudioE070918

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
Management	16
Creating the Ideal Environment	16
Managing Kevin	17
Motivating Kevin	18
Management Style	19
The Insights Discovery® 72 Type Wheel	20
The Insights Discovery® Colour Dynamics	21

Introduction

This Insights Discovery profile is based on Kevin O'Leary's responses to the Insights Preference Evaluator which was completed on 27 June 2018.

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

Personal Style

Serious, conscientious and loyal, Kevin is a dedicated worker. He will seek an environment in which he can be quietly productive. Kevin is interested in seeing possibilities beyond what is currently known, accepted or obvious. Kevin is painstakingly accurate and methodical, with great powers of concentration. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. He is highly independent and can live and work quite contentedly in modest surroundings.

Although disinterested in purely scholastic pursuits, knowledge is important for its immediate usefulness to him. Kevin has an ever-present internal critic who judges everything he thinks and does. Because he relies heavily on logical analysis, he can overlook what matters to others. His desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing him by. He is unlikely to be comfortable expressing his inner feelings to strangers.

He may impress others, albeit unintentionally, by knowing something worthwhile about many things, especially when he speaks about one of his specialised subjects. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence. He may need assistance in tapping into his creativity and to bring projects to completion. When he does need company it may be difficult for him to reach out to people and to overcompensate for this he may retreat even further into himself. Once committed to an idea or project, Kevin has enormous resolve to carry it through and would like others to share his determination.

Kevin's nature is to observe quietly and he appears to be collecting data on everything. However, when an emergency occurs, he can move swiftly to the root of the problem to deal with it expeditiously. He is persevering, with a singleness of purpose that he devotes to long term achievement of the mind. He is an ideal academic who continually seeks knowledge for its own sake. Cautious, conventional, diplomatic and sincere, Kevin is a precise and disciplined person with high standards and expectations of himself. His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect. He likes to make rules based on his own standards and to apply those rules to everyday life.

When pressured, he will be seen as critical, precise and sceptical. Kevin gains great pleasure from improving upon existing techniques with the objective of maximising efficiency and cost effectiveness. He is good at organising and bringing ideas into the plan. Until untried ideas and theories have been tested and personally experienced, he will tend not to trust them. Kevin has a gift for seeing the important facts of a situation.

Interacting with Others

Kevin needs minimal supervision and will work hard in a system that gives him independence. He may become evasive or reactive if overwhelmed by the constraints and demands of others. He prefers positions of low visibility, with limited participation in the group or team. He will make a

lifelong friend if the conditions of the friendship allow him complete independence and the freedom to withdraw as and when necessary. Most people have limited understanding of his complex, adaptable and creative mind. He doesn't often encourage others to challenge his views.

He prefers to remain emotionally free of the other persons point of view. He is a private person who prefers to live quietly, away from social experiences which may generate emotional strain. He may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost "underdog" causes. If his work constantly requires him to be warm and outgoing with others, he finds this draining after a while and may need to take some private time out before regrouping. Turning his energy outward would help gain the practical knowledge to make his ideas immediately acceptable to other people.

If he is given time to organise his thoughts by a sympathetic and understanding chairperson, he can state his views with clarity and to everyone's benefit. He may perceive outgoing, extraverted people as rather noisy and shallow. He is likely to prefer the dialogue which is going on in his head with his internal critic to participation in "meaningless" social chit-chat with others. He does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism he can offer. He is reluctant to display his emotions to others.

Decision Making

Kevin learns through exploration, discussion and by asking searching questions. He understands the need for unbiased, critical judgement. His decision making is based on prior reflective, contemplative thought. He is not usually prepared to commit to high risk decisions. He usually delays decision making until all the facts and details are available.

He will be swayed by guarantees and case histories. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. Kevin's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue.

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. Kevin is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles. He tends to make sound future decisions only after deeper reflection. He views life as an intellectual challenge and needs to think things through before deciding.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Kevin's key strengths:

- Dependable.
 - Pragmatic, rational thinker.
 - Practical ability in implementing tasks.
 - Able to deal with complex problems.
 - His word is his bond.
 - Uses common sense.
 - Rapid reasoning.
 - An orderly approach to the task.
 - Responsible, methodical and works well with figures and procedures.
 - Good at identifying shortcomings in systems.
-

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

Kevin's possible weaknesses:

- Tendency to over-analyse before acting.
 - Will prefer to be reserved and distant until he gets to know someone well.
 - Needs encouragement to share deeper feelings.
 - Others may find him cold and distant.
 - All work and no play.
 - Can be inflexible.
 - Tends to be drawn into “splitting hairs”.
 - Sometimes stifles innovation in others.
 - Often requires extra time to complete tasks.
 - More interested in intellectual rather than practical challenges.
-

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

As a team member, Kevin:

- Undertakes routine tasks which others may wish to avoid.
 - Helps ensure that routine tasks get done.
 - Maintains team's focus on objectives.
 - Ensures objective decision making.
 - Brings a mature and stabilising influence to the team.
 - Ensures decisions are made logically.
 - Encourages clarity in team communications.
 - Is seen as a natural organiser.
 - Helps set high quality standards for the team.
 - Ensures a common-sense, practical approach.
-

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

Strategies for communicating with Kevin:

- Be consistent.
 - Give him all the facts.
 - Use “should” rather than “must”.
 - Be honest, moderately paced, straightforward and open with him.
 - Focus on the task at hand.
 - Put important messages in writing for clarity.
 - If you ask a question, be quiet and give time for him to consider his response.
 - Give him time to reflect inwardly.
 - Allow plenty of time for him to assimilate new ideas or changes in plan.
 - Back up your assertions with reasons and data.
 - Gently remind him of the human dimension.
 - Encourage him to consider flexibility and change.
-

Personal Notes

Communication

Barriers to Effective Communication

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

- Speak too quickly.
 - Dwell on trivia.
 - Ramble or become emotional.
 - Fail to be attentive to his suggestions.
 - Try to pin the blame on him.
 - Dismiss his thoughts or ideas as negative.
 - Look for immediate answers.
 - Be over-humorous in a serious situation.
 - Ask lots of questions in quick succession.
 - Take adversity light-heartedly.
 - Disturb his work space without prior warning.
 - Be disorganised or inaccurate.
-

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.

Kevin's possible Blind Spots:

Kevin's ideas may occasionally get lost because he tends to rethink them continually, preferring to keep them private. A potential failing for him may be that he may not gain sufficient intimate experience of the world. Gathering relevant and factual data to help ensure that his ideas are workable, he needs to simplify his often theoretical and complicated ideas for the benefit of others.

He carries on personal interests rather privately without involving other workmates in his conduct. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. Becoming more aware of what is around him and relying more on proven information may help him root his creative ideas in the real world. He is a private person who keeps an emotional distance from others and a physical distance when communicating. He is something of a perfectionist, and can be hypersensitive to criticism of his work.

Kevin may reflect longer than is necessary before undertaking or beginning a project. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. Because of his well developed tolerance of himself and other people, Kevin may appear detached and disinterested. His desire for correctness tends to perfection. He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts.

Personal Notes

Opposite Type

The description in this section is based on Kevin'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:

Kevin'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.

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

Personal Notes

Opposite Type

Communication with Kevin's Opposite Type

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

Kevin O'Leary: How you can meet the needs of your Opposite Type:

- Show concern for his opinions and be willing to discuss personal matters.
- Omit unnecessary and intricate details.
- Encourage him to stick to the agenda.
- Use an easy-going and fun approach.
- Be enthusiastic and positive.
- Praise quietly and sincerely - be open and honest.

Kevin O'Leary: When dealing with your opposite type DO NOT:

- Be addicted to rules and procedures.
 - Shout, bully or threaten with position power.
 - Create a hostile environment devoid of feelings.
 - Appear slow, sluggish or too formal.
 - Isolate him from regular contact with others.
 - Speak too slowly or hesitantly.
-

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

Kevin may benefit from:

- Being more open about how he is feeling.
 - Realising that social interaction is essential to personal growth.
 - Actively seeking out new experiences and people.
 - Being seen as a more active team player.
 - Never attending a meeting without speaking out.
 - Seeking the positive side of every situation.
 - Wearing something outrageous to work when it is least expected!
 - Recognising the need for heightened urgency in some projects.
 - Assuming permission rather than seeking it.
 - Practising initiating conversation, particularly small talk, with strangers.
-

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 Kevin's ideal environment and his current one and to identify any possible frustrations.

Kevin's Ideal Environment is one in which:

- His eye for detail and accuracy is appreciated.
 - Things are formal but relaxed.
 - There are precise methods and systems.
 - He can employ technology.
 - Facts and information form the basis for decision making.
 - Few distractions exist to take attention away from the task.
 - There are few emotional outbursts.
 - There is peace and quiet to do the job.
 - He is encouraged to express views and opinions.
 - He is intellectually challenged and stretched.
-

Personal Notes

Management

Managing Kevin

This section identifies some of the most important strategies in managing Kevin. Some of these needs can be met by Kevin himself and some may be met by his colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Kevin needs:

- Help in thinking “outside the box”, or beyond the traditional.
 - To be told when “double checking” is not required.
 - To be left alone to get on with the job.
 - Not to be expected to deal with emotionally charged people.
 - To be given the opportunity to review the team's decisions.
 - Help to tolerate colleagues less gifted than himself.
 - Encouragement to find and communicate efficiency improvements.
 - Quiet time to recover after any “noisy” activity.
 - Respect for his desire to observe activities from a distance, and his preference not to become directly involved in “team” activities.
 - Only the minimum of social chit-chat around him.
-

Personal Notes

Management

Motivating Kevin

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

Kevin is motivated by:

- Being asked to find the flaws in an argument.
 - Low-key celebrations.
 - Being asked to help others to understand the underlying principles.
 - Having a “low profile” position within the team.
 - Being encouraged to research new technical developments.
 - Responsibility, within well defined areas.
 - Critical, analytical and logical dialogue.
 - Being given time to assimilate a change of plan.
 - Being given projects with more flexible schedules.
 - Being encouraged to expose logical inconsistencies.
-

Personal Notes

Management Style

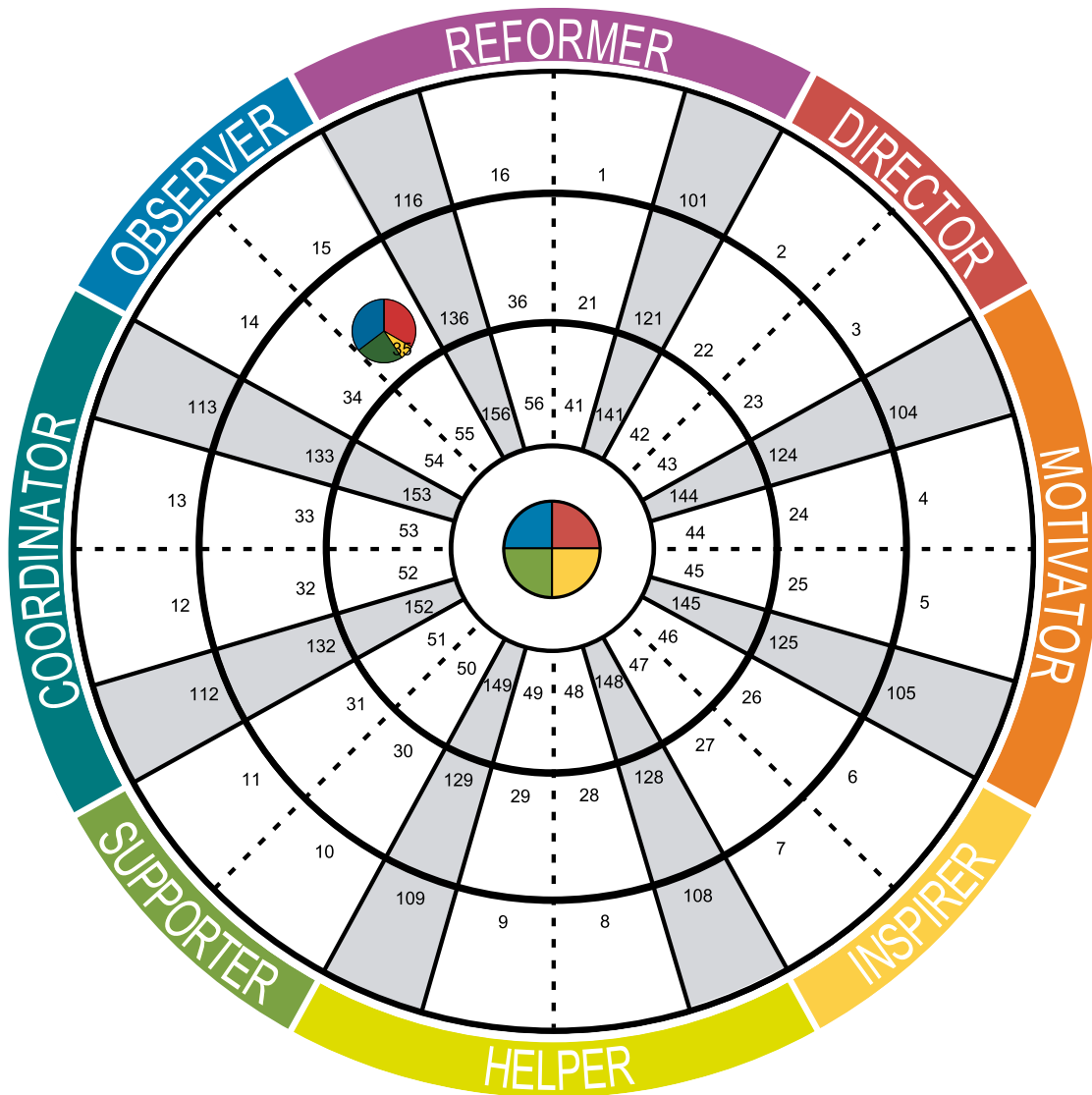
There are many different approaches to management, most of which have different situational applications. This section identifies Kevin's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Kevin may tend to:

- Seem rather cool and aloof.
 - Neglect praise when praise is due.
 - Become irritated with lack of organisation, preparation or perfection.
 - Appear cold and aloof until he gets to know people well.
 - Relish the opportunity to address complex problems or challenges.
 - Appear to be less understanding of his colleagues' feelings.
 - Over regulate processes.
 - Prefer organising ideas and information rather than people.
 - Be good at spotting problems in advance.
 - Overlook the need to encourage others.
-

Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

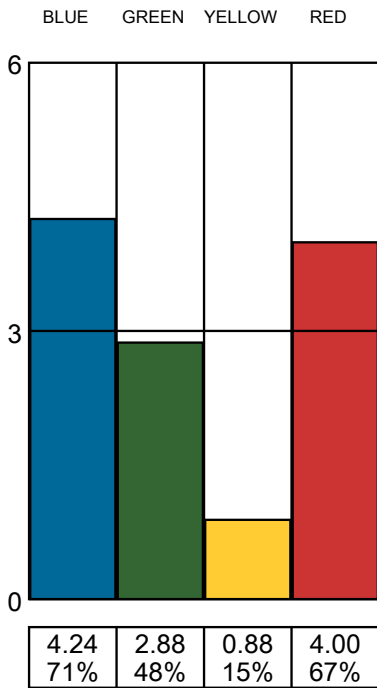
35: Reforming Observer (Classic)

Less Conscious Wheel Position

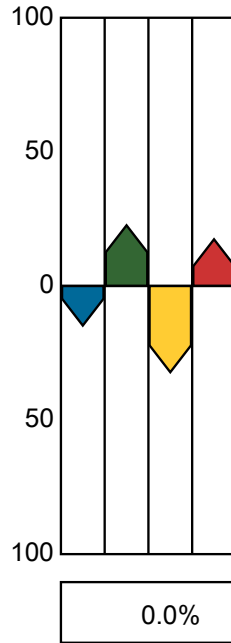
35: Reforming Observer (Classic)

The Insights Discovery® Colour Dynamics

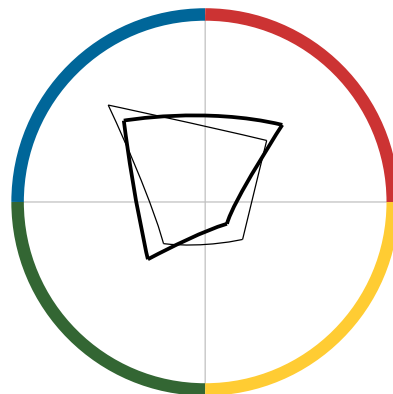
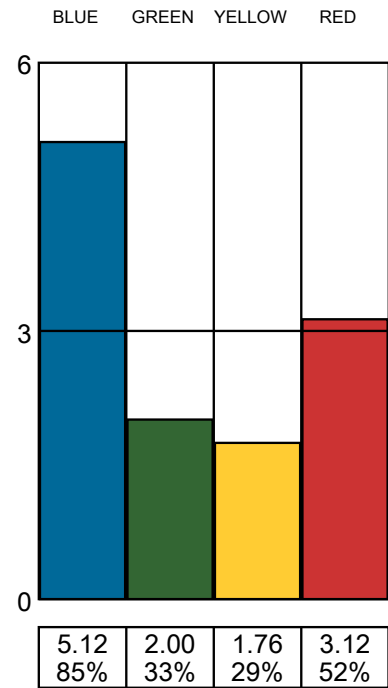
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS
Insights Learning & Development
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051
EMAIL: insights@insights.com WEB: www.insights.com