



Discovery[®]

Personal Profile

Brenda Petrillo

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Foundation Chapter
Management Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Brenda Petrillo's responses to the Insights Preference Evaluator which was completed on 31 January 2017.

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

Personal Style

Brenda likes to develop models for improving the way to solve difficult problems. She is responsible and faithful to her commitments and obligations. Brenda is independent by nature, but she is prepared to labour tirelessly for a team mission she commits to. She is alert to what is happening around her and concerned primarily with the here and now. She is usually more effective when she takes time to consider how she really feels.

Learning is a life-long process for her and she is in favour of anything which will increase her mental capability. Brenda's skill at taking a very broad, long-range view of things contributes to her reputation as something of a visionary. Brenda has an ever-present internal critic who judges everything she thinks and does. She has a creative mind which can be used to bring forward thinking and originality to processes and projects. She likes structure and systematic processes.

Brenda believes in doing everything the right way and her preoccupation with perfection makes her sensitive to errors or unfairness. She can always see room for improvement and may spend her relaxation time trying, as she sees it, to make herself, and others, better. At work she often makes significantly more starts than finishes and she may need someone else to follow through with the details. She is quick to spot opportunities and see how they can be turned to her advantage. She should learn to delegate more to improve the completion of her tasks and should have assistance in ensuring that follow up is maintained.

Brenda is an adaptable realist, relying on what she sees, hears and knows for herself. Brenda is a pragmatic individual who can be as tough as the situation warrants. An original thinker, Brenda is highly observant and approaches her role with single-minded focus. She is conceptual, tenacious and realistic. She tends to be realistic and matter-of-fact about work issues. Brenda is realistic and dependable.

Brenda is seen by others as pragmatic, dependable and able to get things done. Brenda is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. As she lives by a rather strict set of rules she may expect others to do so as well. Brenda is optimistic and positive, living mainly in the here and now. She is seen by others as intellectually independent.

Interacting with Others

Brenda is alert to changing situations and will act quickly to get results, giving direction or instructions to others as she thinks is necessary. She needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down. She 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. Although Brenda may protest about the pressure of attending family events, it would seldom occur to her not to be present, as these occasions are important to her. She is not a "party animal" and often prefers her own company.

Her independence can lead others to think of her as aloof. Brenda can be a diplomatic negotiator, prepared to try unconventional approaches. She is usually able to persuade other people to give their input. She dislikes being criticised by others as she is already heavily burdened by her inner voice of self-judgement. She is impatient with people who read between the lines and who focus on the unseen and the unverified. She might confess to being puzzled by others' perception of her as rigid and intractable. This perception may result from her tendency to express her independent views rather directly.

She may see her objectives and goals so clearly that she fails to take other views and possibilities into account. Most people have limited understanding of her complex, adaptable and creative mind. She tends to mistrust people who she thinks are ignoring reality. Misinterpretation of her forthright communication style as rigid makes others somewhat reluctant to present alternatives to her for fear of rejection. Being respected by her peers is of greater importance to Brenda than being liked.

Decision Making

Practical and realistic, Brenda is a most matter-of-fact and thorough individual. She is a good problem solver because she can absorb necessary factual information and find logical and sensible solutions quickly. "Do it now" is her motto. Although gifted in both sensing and intuition, she may well rather base plans and decisions on established procedures than listen to her inner voice. She has a sense of precision and pays attention to detail only if it suits her to do so.

She may at times make others feel defensive due to her incisive, critical and often persistent questioning. She makes decisions after a great deal of thought and she may not be dissuaded by emotional or muddled arguments. Problems and difficulties are simply challenges which exist to stimulate innovative responses from her. In practising active and long-range thinking and planning, she is logical, analytical, objectively critical and prefers to be convinced by reason. She sees herself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of her decisions.

In her mind there must always be a good reason for doing something and people's feelings alone aren't normally sufficient to influence her. She enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done. Brenda tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, she values truth in the form of fact, formula, method and judgement. She understands the need for unbiased, critical judgement. She applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Brenda's key strengths:

- Bold and energetic.
 - Able to deal with complex problems.
 - Good situational analysis.
 - Assertive, strong communicator who thinks on her feet.
 - Keen sense of priorities.
 - Pays great attention to detail.
 - Places equal emphasis on quality and productivity.
 - Rapid organisational skills.
 - Readily accepts authority.
 - Effective implementer, will readily accept responsibility.
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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. Brenda's responses to the Evaluator have suggested these areas as possible weaknesses.

Brenda's possible weaknesses:

- Lacks empathy for others in some situations.
 - Can be seen as curt and abrasive.
 - Constantly finding faults.
 - May appear unsociable.
 - Tends to over-control the situation.
 - May appear abrupt.
 - Blaming and judgmental, particularly when challenged on shortcomings.
 - Dislikes and rebuts personal criticism.
 - May rely too much on past experience.
 - Doesn't suffer “fools” gladly.
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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 Brenda brings, and make the most important items on the list available to other team members.

As a team member, Brenda:

- Is not distracted by what she sees as petty personal issues.
 - Will never be influenced by emotion alone.
 - Will see a project through to conclusion.
 - Tackles problem solving in a systematic way.
 - Analyses and acts upon team decisions.
 - Can focus equally upon “task” and “process”.
 - Acts as the “conscience” of the group.
 - Encourages independent thinking.
 - Maintains team's focus on objectives.
 - Brings order and structure through her organisational qualities.
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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 Brenda. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Brenda:

- Be prepared to get a quick decision.
 - Leave personalities out of the discussion.
 - Let her know she is in control.
 - Ask her, don't tell.
 - Agree with her wherever possible.
 - Take responsibility for your own actions and errors.
 - Provide information step by step.
 - Remember to thank her for her time.
 - Be thoroughly prepared.
 - Present an overview of the essence of the important facts.
 - Ask what she thinks, not how she feels.
 - Agree stretching goals and targets.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Try to pin the blame on her.
 - Be dull, dour or redundant.
 - Come unprepared and disorganised.
 - Try to build a relationship too quickly.
 - Dismiss her thoughts or ideas as negative.
 - Go to a meeting with her without adequate facts and figures.
 - Try to control the conversation.
 - Try to manipulate her towards your viewpoint.
 - Wait for praise or recognition.
 - Show disagreement with or disrespect for her principles.
 - Be unrealistic or stray on to abstractions.
 - Be indecisive, unclear or “woolly”.
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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.

Brenda’s possible Blind Spots:

Brenda may become so engrossed with her own projects that other important tasks lie forgotten. Quick intelligence and practical abilities sometimes takes her too far ahead of the group. She may do better to occasionally slow her pace. She likes pace, but also plenty of time and opportunity to seek perfection in everything she does.

Increased effectiveness for her may lie in being prepared to yield on small points to win the important ones. She draws conclusions based on factual analysis, which she likes to organise. She may be less inclined to organise people or situations unless this is an essential part of her role. Brenda 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. Making many assessments privately, Brenda keeps the most important issues to herself, leaving others ignorant of what is going on. As she doesn't readily look for different ways of doing things, she can appear inflexible or indifferent to others' views.

She sometimes has difficulty in absorbing other peoples' points of view. Because Brenda often chooses to be alone and single-minded in her efforts, she occasionally neglects to invite others to participate in any of her activities. An adoption of a simple lifestyle may be perceived by others as a somewhat miserly choice! She may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from her perception. Particularly dependable if things are going her way, she will resent being told what to do or how to do things better.

Personal Notes

Opposite Type

The description in this section is based on Brenda'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:

Brenda's opposite Insights type is the Helper, Jung's "Feeling" type.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and home. They are usually sensitive to others and work well in a team situation. However, Brenda may observe that the Helper takes criticism personally and finds it difficult to become authoritative or objective with others when necessary. Helpers sometimes have difficulty in making key decisions without consultation.

Brenda will notice that people are far more important to the Helper than the accomplishment of tasks. The Helper's nature tends to be personable, which may mean that Brenda sees them as fickle or soft. Helpers can be stressed in fast moving, impersonal situations which change without warning. Helpers display their emotions and usually have limitless patience for those who are dependent on them. They will usually ignore judgements that rely heavily on logical analysis - often the judgement preferred by Brenda.

Helpers will tend to avoid telling someone an unpleasant truth or tell it in an affirmative way. Helpers are accommodating and occasionally self-effacing and are always content to support others without expecting much in return. Brenda may see the Helper idealising others and adopting a romantic version of people and their potential.

Personal Notes

Opposite Type

Communication with Brenda's Opposite Type

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

Brenda Petrillo: How you can meet the needs of your Opposite Type:

- Offer praise and appreciation when due.
- Be prepared to discuss a wide range of topics.
- Share in and promote her ideas and visions.
- Maintain a consistent, personal relationship with her.
- Appeal to her need to be of service.
- Provide information that stimulates conversation.

Brenda Petrillo: When dealing with your opposite type DO NOT:

- Question or challenge her personal values.
 - Take her for granted.
 - Smother her efforts to explore alternatives.
 - Appear slow, sluggish or too formal.
 - Expose or attack her vulnerability.
 - Act aggressively or reject her ideas without explanation.
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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 Brenda's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Brenda may benefit from:

- Appearing more sensitive to others feelings.
 - Refusing to think about or re-visit a previous decision.
 - Becoming more generous, warm and caring.
 - Being more open about how she is feeling.
 - Making a special effort to show appreciation and to acknowledge others contributions.
 - Asking others to help her keep her workload down to reasonable limits.
 - Encouragement to take herself less seriously.
 - Allowing people to do their own thing.
 - Knowing it is OK to relax and laugh at herself.
 - Modifying her sometimes harsh voice tone to more appropriate levels.
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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 Brenda's ideal environment and her current one and to identify any possible frustrations.

Brenda's Ideal Environment is one in which:

- There are strong walls which can withstand the battering!
 - Her highly developed analytical skills are fully utilised.
 - She has access to the fastest computers, where computers are used.
 - Everything is well ordered and all key reference material is within reach.
 - She continuously contributes to organisational improvement.
 - She can "rock the boat" without fear of retribution.
 - Ideas can be practically applied.
 - Decision making is objective and impersonal.
 - Decisions can be made quickly.
 - Everyone makes good use of their time.
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Personal Notes

Management

Managing Brenda

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

Brenda needs:

- Knowledge that she has “right” on her side.
 - Help in restraining the allocation of blame.
 - A fast-paced environment where she can achieve results.
 - Established support systems and procedures.
 - To be left alone to get on with the job.
 - Tasks which require thought, planning, but most of all action.
 - To be fully informed.
 - Help to look for the “silver lining”.
 - An able, fast-paced backup team.
 - People she can call on for support where necessary.
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Personal Notes

Management

Motivating Brenda

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

Brenda is motivated by:

- Acquiring knowledge and improving her abilities.
 - Improvements in design, quality and functionality.
 - Regular statistical feedback allowing fast analysis.
 - Utilising her original thinking to solve complex problems.
 - Merit based remuneration - reward through success.
 - Being asked to find more efficient ways for the team to work.
 - Setting stretching goals for herself and others to achieve.
 - “Reality” rather than abstract theories.
 - Responsibility and the authority to go with it.
 - Working towards targets, goals and objectives.
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Personal Notes

Management Style

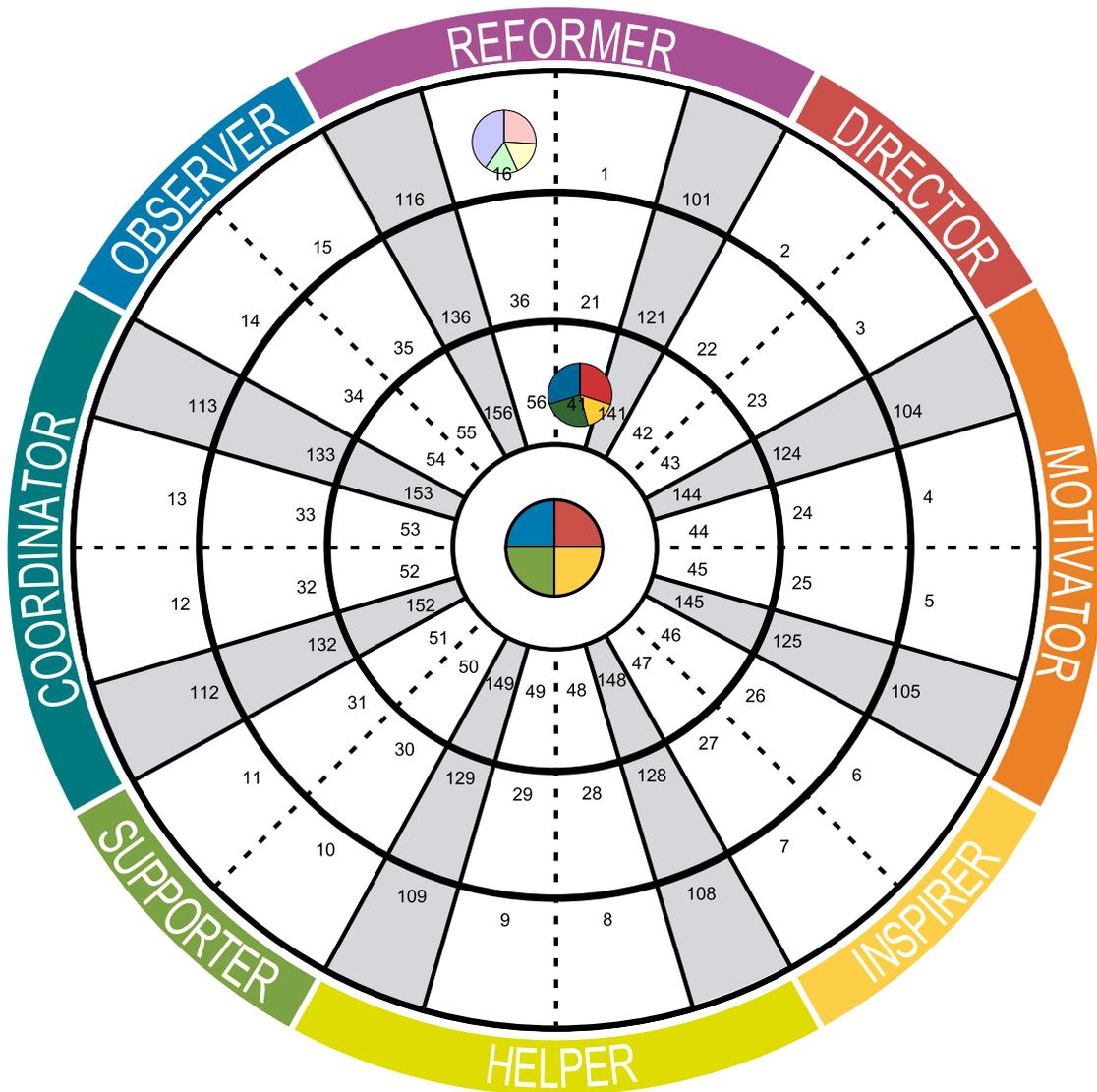
There are many different approaches to management, most of which have different situational applications. This section identifies Brenda's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Brenda may tend to:

- Become irritated with lack of organisation, preparation or perfection.
 - Ignore the feelings of those around her.
 - Not fully appreciate the energies of others.
 - Drive for results at all costs.
 - Show her impatience with people who prefer to work at a more consistent or slower pace.
 - Appear to project the blame onto others when things go wrong.
 - Seek to challenge what she perceives as illogical.
 - Insist upon attention to detail.
 - Establish high standards for self and others.
 - Seem rather cool and aloof.
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Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

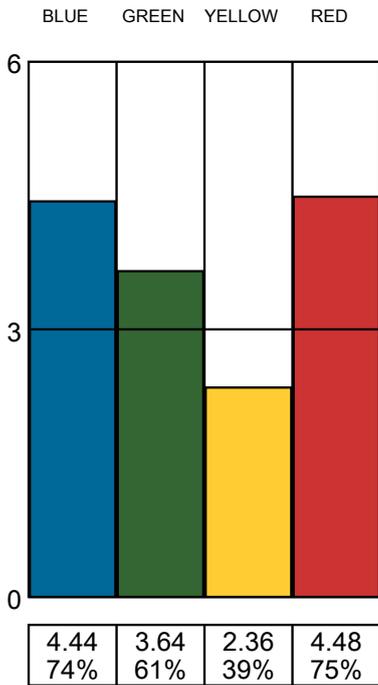
41: Directing Reformer (Accommodating)

Less Conscious Wheel Position

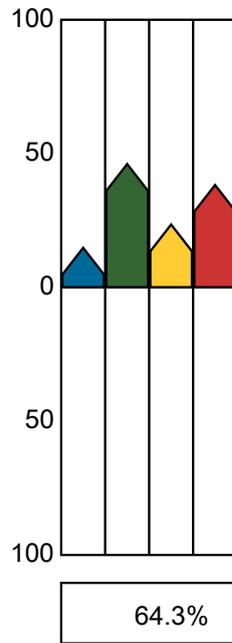
16: Observing Reformer (Focused)

The Insights Discovery® Colour Dynamics

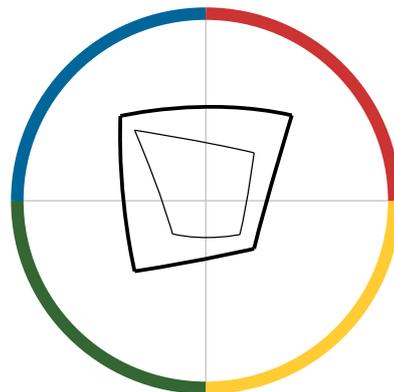
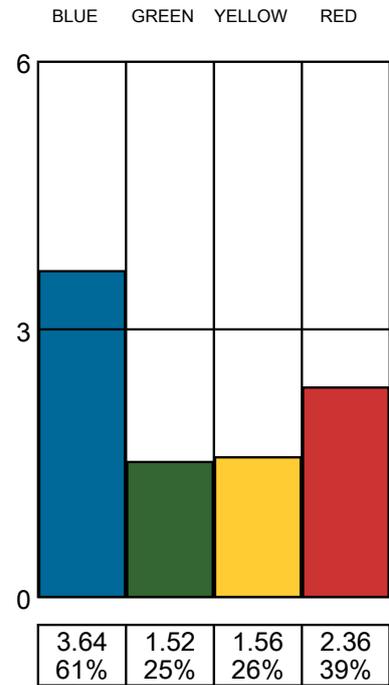
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
 — Less Conscious



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