



# Discovery

Personal Profile

Insights®

Dustin Kershner

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Foundation Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Dustin Kershner's responses to the Insights Preference Evaluator which was completed on 07 April 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 Dustin's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

### Personal Style

Dustin is sympathetic, empathic and affable. Dustin can be gregarious, sociable, and focused on others' needs. Dustin wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high. Dustin displays fierce loyalty to and for people who report to him. He pays scant attention to negative, pessimistic or divisive situations or conclusions.

He tends to have an interest in the new and unusual and is gifted at expressing his feelings. He is aware of and involved in his physical environment and likes to be active and productive. He welcomes support, encouragement and social interaction, especially during stressful encounters when he may need to consciously divert his energy to more practical tasks to show positive results. Dustin radiates goodwill and enthusiasm. He is optimistic about life in general and human potential in particular. Learning how to use accepted methods of organisation and time management will help him to overcome a tendency to want to procrastinate.

He is often more interested in "real things" than intangibles, such as abstract ideas and theories. He enjoys socialising, but likes to plan his entertaining for maximum effect. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. He needs to be appreciated for himself and his service, and he can be highly sensitive to indifference or criticism of the support he offers or provides. Able to cope with a number of projects at once, Dustin gets a lot of enjoyment from the social aspects of work.

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 tends to be light-hearted and sunny, and because he constantly seeks to avoid painful experiences, he tends to steer away from personal anxieties. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it. Attending to others' wants is felt by him to be a satisfying, legitimate way of expressing his own deeper needs. Dustin is team-centred, thorough and articulate.

Dustin is a good companion and fun to be with. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary. One of Dustin's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference or criticism, he may take conflict and rejection personally. His social gatherings are frequent and worth attending, particularly when they mark important events.

### Interacting with Others

By working hard on his relationships with other people, Dustin tends to be seen as popular, gracious and eager to please. 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 likes to seek out the company of others and is a

good conversationalist. He may find it painful to face reality when there are difficult problems with people he cares deeply about.

He may overlook unpalatable facts and, if he does, a problem may be bypassed rather than a solution identified. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. He is socially interactive, while preferring to view the world realistically and tangibly. He sometimes appears as rather soft-hearted and sentimental, he will usually recall birthdays and anniversaries when others forget. Dustin exudes charismatic charm and a natural ability to communicate well.

Dustin's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. He prefers communicating verbally rather than through the written word. Dustin is both charming and popular, constantly enthusing through his gift of ready articulation. He is very accepting of others in his desire for happy relationships. With a joy for living that is contagious, Dustin moves to seek the company of others whenever he can.

### Decision Making

Preferring a harmonious outcome, Dustin will go to great lengths to ensure the preservation of relationships. Because he values harmony and agreement, he believes the best way to maintain this is to persuade others of the validity of his viewpoint. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward. His slogan might be "Act now pay later" and his perceptions of life are based on the impact his decisions have on those around him. In his attempts to please others he may make promises he cannot fulfil.

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. One of his challenges is that he may not obtain enough direction or discipline at work, or be sufficiently involved in planning for the future. He would perform better if he focused more on in-depth study of analytical data during the decision making process. If everyone can be involved in a project, he will ensure that they are. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions.

Concern for others' welfare can affect the validity of his decisions. Trying to focus more on the facts, not just on the people, can be helpful in his decision making. He views talking through ideas with people to promote decision making as an effective strategy of itself. His occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

- Builds relationships quickly and effectively.
- Effective and flexible in relationships.
- Accommodating and will provide help where needed.
- Adaptable and adventurous.
- Participative and involved team player.
- Seeks variety in both tasks and relationships.
- Enjoys spending time around other people - and helping them feel good.
- Openly accepting of others' actions.
- His glass is usually half full.
- Articulate and active in communication.

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

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#### Dustin's possible weaknesses:

- May become depressed if bored or forced to moderate tedious tasks.
- May not finish everything he starts.
- Easily influenced by recent events or conversations.
- Tends to exaggeration.
- Loses interest when the initial challenge has gone.
- May take criticism of his work personally.
- Vocally defends his faults when challenged.
- May exaggerate the significance of the event.
- May not dot all the “i”s and cross all the “t”s.
- Will tend to be influenced by the last person he speaks to.

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

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### As a team member, Dustin:

- Creates and maintains a harmonious atmosphere.
- Develops high self-worth through group development and bonding.
- Works well with a variety of tasks and activities.
- Is a constant source of inspiration and fun.
- Is always willing to lend a hand where team activities are involved.
- Provides stimulation and resourcefulness.
- Uses his highly-developed relationship skills.
- Has strong personal and interpersonal skills.
- Can provide a sympathetic ear.
- Provides inspiration and perspiration.

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

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#### Strategies for communicating with Dustin:

- Don't always expect brief, specific answers.
- Avoid personal conflict.
- Recognise his solid efforts and acknowledge his input.
- Maintain regular, informal feedback.
- Give praise and thanks for a job well done.
- Recognise his relationship abilities.
- Provide lots of opportunities for team contact.
- Offer praise and appreciation when due.
- Set challenges but recognise his close relationships with others.
- Share in and promote his ideas and visions.
- Support his need for new ideas, material and challenges.
- Be prepared to discuss a wide range of topics.

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#### Personal Notes

## Communication

### Barriers to Effective Communication

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

- Leave him out of the picture.
- Expect him to respond favourably if you dictate to him on policy or procedures.
- Inhibit or restrict “networking” opportunities.
- Burden him with too many papers to read.
- Limit his range or scope of activity.
- Be addicted to rules and procedures.
- Dampen his enthusiastic energy with negative inputs.
- Talk with him using a low-key voice tone.
- Challenge his perception of himself.
- Overload him with facts, details and paperwork.
- Be swayed by his charm.
- Fail to meet informally to discuss progress.

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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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### Dustin's possible Blind Spots:

Dustin is so emotionally entangled in his projects that he is very sensitive to negative criticism of his work. He may need to learn and apply time management and long-range planning techniques to help him complete his projects. He needs to learn to deal more directly and honestly with conflict, trusting that his natural sensitivity to others' feelings will provide him with what needs to be done even in the most difficult situations.

Taking the time to pay closer attention to what is actually going on in the world around him and listening carefully to both the input and reactions of others will help him. He may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings. He would do better if he sought the advice of more practical people to find out how workable and useful his ideas are. He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others. Tending to take on too much at one time he can find himself overloaded and unable to keep his commitments.

He focuses on emotions to the point that he may fail to see the logical consequences of his actions. His active life keeps him so busy that sometimes he fails to plan ahead. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. 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. While he can be charming, funny and entertaining, occasionally he gives the impression of insincerity.

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### Personal Notes

## Opposite Type

The description in this section is based on Dustin'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:

Dustin'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. Dustin 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 Dustin 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. Dustin 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 Dustin would wish.

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### Personal Notes

## Opposite Type

### Communication with Dustin's Opposite Type

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

- Stick to the point.
- Find out where you can get the extra information he may require.
- Use charts and graphs or other precise visual aids to make your points.
- Accept that “reflecting time” is essential to enhance his performance.
- Leave personalities out of the discussion.
- Be well structured and organised.

#### Dustin Kershner: When dealing with your opposite type DO NOT:

- Invade his personal space.
- Encourage him to undertake a high profile task against his will.
- Hint obliquely.
- Stand or sit too close to him.
- Sentimentalise issues.
- Be vague about boundaries.

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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 Dustin'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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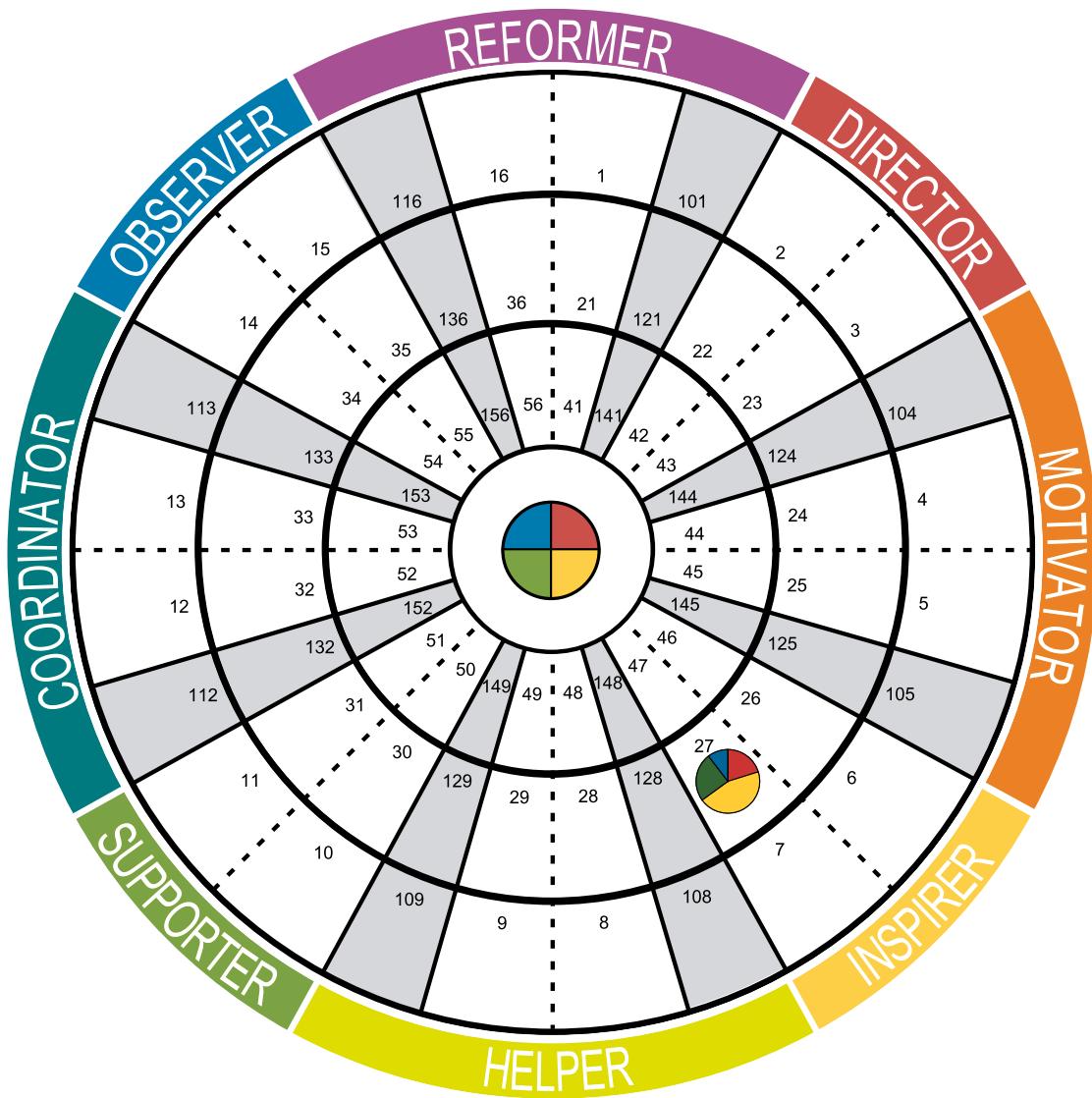
### Dustin may benefit from:

- Making sure he has the time to meet his agreed commitments.
- Becoming less intense, steadier and more reliable.
- Becoming neater, tidier, more systematic and orderly.
- Being less indiscreet and more formal.
- Trying to really understand and relate to quiet, thoughtful people.
- Recognising that he tends to manipulate people in “their” best interests.
- Focusing more upon objective criteria when making decisions.
- Really listening to the views of others.
- Slowing down and thinking things through.
- Finishing and reflecting on each book he reads before starting a new one.

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### Personal Notes

The Insights Discovery® 72 Type Wheel

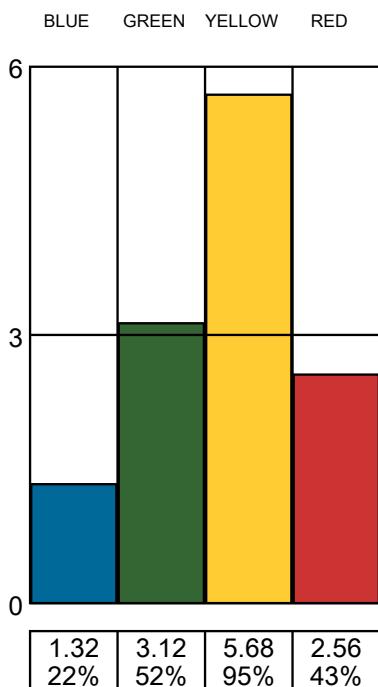


## Conscious Wheel Position 27: Helping Inspirer (Classic)

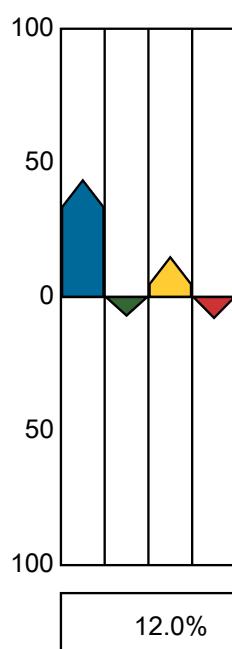
## Less Conscious Wheel Position 27: Helping Inspirer (Classic)

## The Insights Discovery® Colour Dynamics

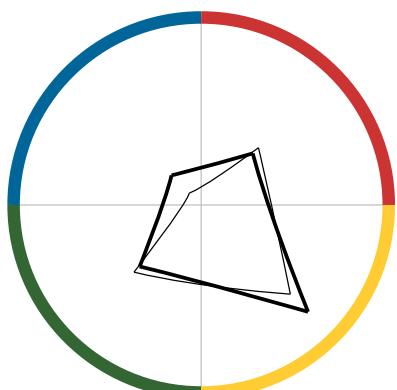
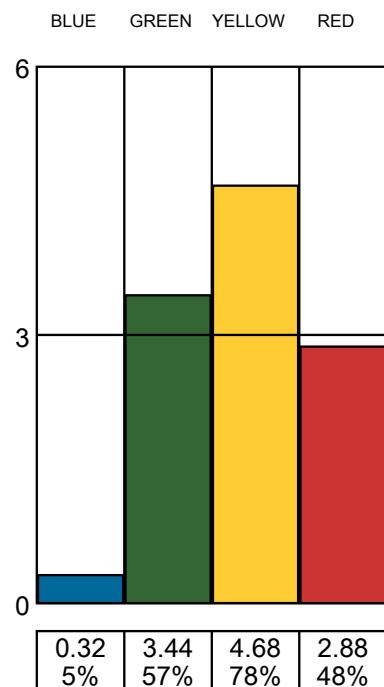
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious

— Less Conscious



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