



Discovery[®]

Personal Profile

Jeff Hottinger

12 November 2017

Foundation Chapter
Personal Achievement Chapter

Personal Details

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Introduction

This Insights Discovery profile is based on Jeff Hottinger's responses to the Insights Preference Evaluator which was completed on 12 November 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 Jeff's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Logical, analytical and objective, Jeff is unlikely to be impressed or convinced by anything other than reasoning based on solid, concrete facts. He is often more interested in “real things” than intangibles, such as abstract ideas and theories. He relies on what he can hear, see and know from first hand experience. Jeff can be considered as a completion expert. Although others may comment on his serene demeanour, he himself may report that he is feeling quite anxious and distressed. His observed behaviour does not always match his inner state.

He tackles his work very seriously and in a matter-of-fact and orderly manner, placing importance on the reading of instructions and detailed procedures. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. He takes his commitments and obligations seriously. Because he is conscientious and traditional, he is bound by his sense of duty and commitment. Jeff is seen by others as pragmatic, dependable and able to get things done.

Until untried ideas and theories have been tested and personally experienced, he will tend not to trust them. Jeff tends to expect that sound organisation, structure and scheduling will benefit everyone. Able to routinely perform his duties, the dedication he brings to his work can often be overlooked because of his low profile. His common-sense denotes a practical ability with people and things. He focuses inward as an objective thinker and he rationalises his view of the world through concrete facts.

He handles crises at work in a low key, controlled way. 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 will tend to seek solutions to current challenges in the successes of his past experiences. He is strongly motivated to get things right, especially factually, and to be most effective he should be allowed to operate in a private environment. Practical and measurable tasks are what he does well, making him successful in quality and administration.

Jeff systematically sets about achieving his scheduled goals on time in an efficient and effective manner. Jeff prefers to live his life in a structured and organised manner and prefers to work within established guidelines on tasks requiring detail and routine implementation. A capacity for cool emotional detachment makes Jeff a good decision maker, because he thinks clearly under pressure. He is unlikely to be comfortable expressing his inner feelings to strangers. Correctness, analysis and logic are all-important to him.

Interacting with Others

Jeff cares deeply - and shows it through his strong sense of responsibility which makes him very loyal to certain individuals or the organisation. He will be willing to give help when it is genuinely needed, but only if it makes sense to him to do so. He may well have difficulty understanding others' needs if they differ widely from his own. He may perceive outgoing, extraverted people as rather noisy and shallow. He follows necessary systems and procedures and can be very

impatient with others who are less inclined to do so. Despite being somewhat quiet, perhaps even self-effacing, Jeff will converse at length on subjects that he knows well enough to enable him to display his wealth of information.

He may encounter frustration or stress when others do not stick rigidly to schedules and plans. He should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible. He is reluctant to display his emotions to others. By remaining open-minded to untested or unconventional solutions, he would develop greater tolerance for differences and end up being more effective. Jeff is driven by a sense of responsibility, which he accepts willingly and expects others to do likewise.

He needs to know that he is making a unique contribution to the organisation. His success often comes from others recognising his skills and placing higher value on his systematic qualities than he may do himself. Jeff applies objective analysis to most things, including people. The avoidance of social engagements may make him feel guilty at having forsaken a social duty in order to satisfy his need for privacy and solitude. In a conflict, he typically appears calm, unruffled, efficient and pragmatic.

Decision Making

Jeff practical nature and acceptance of established procedures ensures he is dependable and consistent. He views life as an intellectual challenge and needs to think things through before deciding. He will support those he considers as friends but can feel rather pressured if made to act against what he considers as his better judgement. He inevitably double-checks decisions imposed from outside, and excels at maintenance and quality control. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments.

Jeff likes to gather information and see what solutions naturally emerge. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting. Valuing logical and impersonal analysis highly, he is organised and systematic in his approach to following tasks through and getting them done. He may appear dismissive of decisions made on "gut-feel" rather than objective analysis. His quiet demeanour often allows him to get agreement to his alternative solutions.

He will be swayed by guarantees and case histories. He is not usually prepared to commit to high risk decisions. Jeff quizzical and probing nature may create solutions which open up fresh processes. With unshakeable, well-thought-out plans, he is difficult to distract or discourage once he has embarked on what he believes to be the correct course. With his moderate, affable stance, Jeff is considerate, patient and willing to go along with those he considers friends.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Jeff's key strengths:

- Objectivity.
 - Perfectionist.
 - Responsible, methodical and works well with figures and procedures.
 - Lives in and for the moment.
 - Resilient and resourceful.
 - Usually weighs up all relevant factors before reaching decisions.
 - Fair mindedness in implementing systems.
 - A steady day-to-day planner.
 - Well organised.
 - Highly effective where consistent performance is required.
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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. Jeff’s responses to the Evaluator have suggested these areas as possible weaknesses.

Jeff’s possible weaknesses:

- Tends to be drawn into “splitting hairs”.
 - Has difficulty with unstructured tasks.
 - Limited by what he knows for himself.
 - Can experience difficulty with less logical and analytical colleagues.
 - May lack objectivity, particularly where rapid change is concerned.
 - “Every silver lining has a cloud.”
 - May overlook what others really care about.
 - His search for accuracy could jeopardise deadlines.
 - May not respond well to uncertainty.
 - Over-dependence on rules and procedures.
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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 Jeff brings, and make the most important items on the list available to other team members.

As a team member, Jeff:

- Is a dedicated supporter of the team.
 - Helps the team cope with complexity.
 - Is often the technical expert.
 - Identifies the key elements of important situations.
 - Seeks and provides attention to detail.
 - Is known as a good administrator.
 - Is the force for stability.
 - Adds dependability.
 - Helps to create and maintain an orderly work environment.
 - Helps the team to schedule its activities to meet goals.
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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 Jeff. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jeff:

- Recognise his quiet dedication.
 - Allow him time to gather his thoughts and to express his feelings.
 - Be consistent.
 - Use charts and graphs or other precise visual aids to make your points.
 - Present only solid and reliable facts.
 - Discuss and agree upon the deadlines.
 - Use written communications whenever appropriate.
 - Give him time to reflect inwardly.
 - Ensure that he understands the rules.
 - Ensure that your statements are accurate and factual.
 - Respect his position.
 - Provide facts and figures.
-

Personal Notes

Communication

Barriers to Effective Communication

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

- Try to persuade him to act against deeply held principles.
 - Stray from the agenda.
 - Be vague about boundaries.
 - **Expect him to be a visionary.**
 - Try to play on his emotions.
 - Disturb his work space without prior warning.
 - Be misled by his apparent reticence into thinking that he doesn't care.
 - Pressure him or encroach on his free time.
 - Exert unnecessary pressure.
 - Talk about subjects for which there is no practical application.
 - Stand or sit too close to him.
 - **Undervalue his ability to make essential contributions.**
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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.

Jeff's possible Blind Spots:

Sometimes envious of others whose drive and enthusiasm seems greater than his own, Jeff should worry less about what others might think of him. Jeff may have a tendency to downplay his own self importance. He may need to acknowledge himself for the good work he does. Jeff gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness.

Stubborn about change, he may resist changing a decision once it has been made. Particularly dependable if things are going his way, he will resent being told what to do or how to do things better. His ability to detect what might go wrong is perceived by some others as suspicion of anything new and untested. A rather private nature may prevent Jeff from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. When he is disappointed, he may become negative about everything and everyone around him.

He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge. Because of his well developed tolerance of himself and other people, Jeff may appear detached and disinterested. Attempting to be more flexible and open-minded will help prevent Jeff from becoming too rigid. He values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. He is not always sure he is participating for the right reason. His ability to continually consider and reconsider decisions made occasionally generates a feeling of remorse at what might have been. He needs to let go of any experience that clouds his present well-being.

Personal Notes

Opposite Type

The description in this section is based on Jeff'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:

Jeff's opposite Insights type is the Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. Jeff may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

Jeff may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

Jeff will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

Personal Notes

Opposite Type

Communication with Jeff's Opposite Type

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

Jeff Hottinger: How you can meet the needs of your Opposite Type:

- Be enthusiastic and positive.
- Adapt to sudden changes in direction.
- “Temper” his optimism with realism.
- Share in and promote his ideas and visions.
- Talk tangibly and with enthusiasm.
- Offer praise and appreciation when due.

Jeff Hottinger: When dealing with your opposite type DO NOT:

- Stick rigidly to business issues.
 - Question or challenge his personal values.
 - Let his imagination run riot at your expense.
 - Compete directly with him for control.
 - Leave him out of the picture.
 - Prevent him moving on to other challenges.
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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 Jeff's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jeff may benefit from:

- Actively seeking out new experiences and people.
 - More confidence, sincere appreciation, job clarity and sympathetic management.
 - A slightly less critical disposition.
 - Taking an active part in the process of change.
 - Spending more time in physical exercise and the outdoors.
 - Breaking jobs into smaller parts and completing them one by one.
 - Knowing it is OK to relax and laugh at himself.
 - Responding spontaneously and dramatically.
 - Sharing responsibilities or processes.
 - Understanding that he can learn from people who do not share his views.
-

Personal Notes

Personal Achievement Chapter

At its best, life is a rewarding journey of personal exploration and growth.

This chapter is designed to focus on several highly important aspects of personal development. Using the guidance suggested in these pages can lead to exciting changes and can have a profound impact on success.

The sections will help Jeff define his life's purpose, set his goals and organize his time and life to achieve them. It offers suggestions on how he can tap into his natural creativity, and unleash further creative potential from deeper aspects of his personality, to overcome any obstacle.

Finally, it gives powerful suggestions for Jeff to understand and enhance his preferred learning styles.

When applied, the ideas contained in this profile can provide insights and support to life's journey of development.

Living on Purpose

Having a sense of purpose and worthy goals are important to building a strong foundation for a successful life. Here are some of the things Jeff should be aware of in setting goals and defining his purpose.

Living on Purpose

Jeff is usually able to achieve a healthy balance between his personal and professional life. He will occasionally react strongly to a perceived injustice. His attention to detail can lead to frustration if the ground rules change without notice.

His personal life will also have a set of goals which are carefully programmed. He should remember that the work principles apply - **all those involved or affected should be consulted and their opinions considered**. Jeff innate sense of accuracy enhances the quality of completion of projects. An easy-going exterior may mask a rather more compulsive, goal oriented interior. He often finds preparatory work easier than completing the task. Jeff usually allocates time to write down specific processes, and monitors the outcomes carefully.

His goals accentuate practical maintenance and the extension of current realities. Occasionally, opportunities are lost because they appear to him as too superficial to even begin to contemplate. He is expert in dealing with complex matters. However, he should take care that his goals are not so complex that they lack short term motivation. He might bear in mind that goal-setting is a means to an end, and is not an end in itself. Jeff is a private person and is reluctant to articulate his personal goals. He should not feel under pressure to make personal goals public. He may not be too comfortable with visioning, and prefers actual experiences.

Personal Notes

Time and Life Management

Benjamin Franklin said "Dost thou love life? Then do not squander time, for that is the stuff life is made of". This section contains some strategies that Jeff can use to become more effective in the area of time and life management. Choose the most significant ones and apply them every day for high levels of effectiveness.

In managing his time, Jeff,

Prefers structure and order to spontaneous response.

→

Suggested Action For Development

Recognise that the personal organiser can be both a lifeline and a ball and chain.

Looks before he leaps into action.

→

Try being highly adventurous one day a week!

Will err on the side of caution when setting deadlines.

→

Reduce the slack and shorten deadlines.

Identifies system deficiencies when seeking to improve.

→

Recognise this may be viewed as fault-finding.

Likes time to evaluate and assess prior to commencing.

→

Act on the assessment quickly.

Is a systematic, orderly planner.

→

Be careful not to over-plan - get going when necessary.

Personal Notes

Personal Creativity

Creativity has been defined as seeing the same thing as someone else but thinking something different. Different people have different creative strengths. This section identifies some of Jeff's creative characteristics and how he can build on them.

In his creativity, Jeff,

Suggested Action For Development

Will act as a good barometer on the feasibility of new ideas.	→	Help others to fully evaluate their ideas prior to implementation.
Will absorb and evaluate information before taking decisions.	→	Place more trust in intuition or "gut-feel" occasionally.
Likes to understand the process from A to Z.	→	Apply the alphabet in a random order, or miss out some letters to see what happens!
Can be uncomfortable with untested ideas.	→	Suppress the desire to say "that won't work"!
Considers the implications before implementing changes.	→	Make small changes quickly to maintain momentum.
Enjoys structure in the process.	→	Step outside the usual framework and think laterally.

Personal Notes

Lifelong Learning

Continual learning is a key part of personal development and growth. This section identifies several ideas Jeff can use to learn more effectively. Use these statements to map out a learning strategy and to create the environment for optimum personal growth.

Jeff's preferred learning style is supported when he:

- Spends time in quiet assessment and reflection.
- Is able to break down the task into bite-sized pieces.
- Has time to digest written material.
- Can work by himself without being distracted by others.
- Uses a quieter, steady approach: "intellectualising" rather than doing.
- Can work in an environment in which he can learn at his own steady pace.

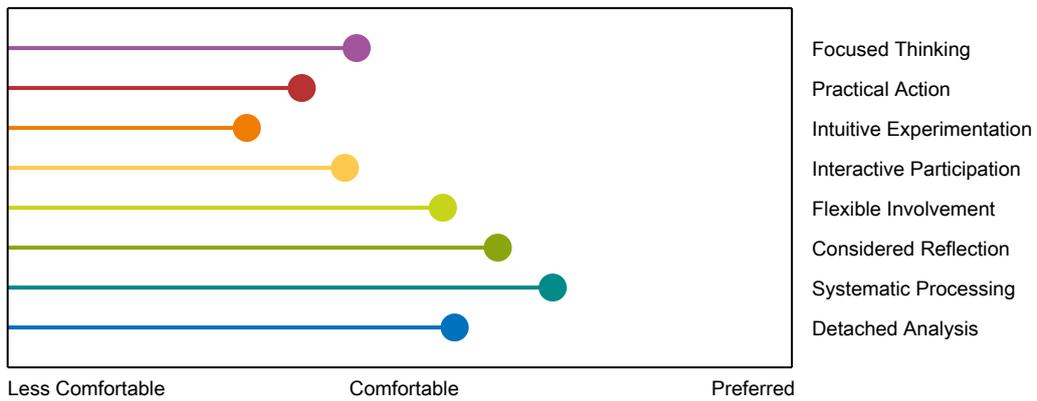
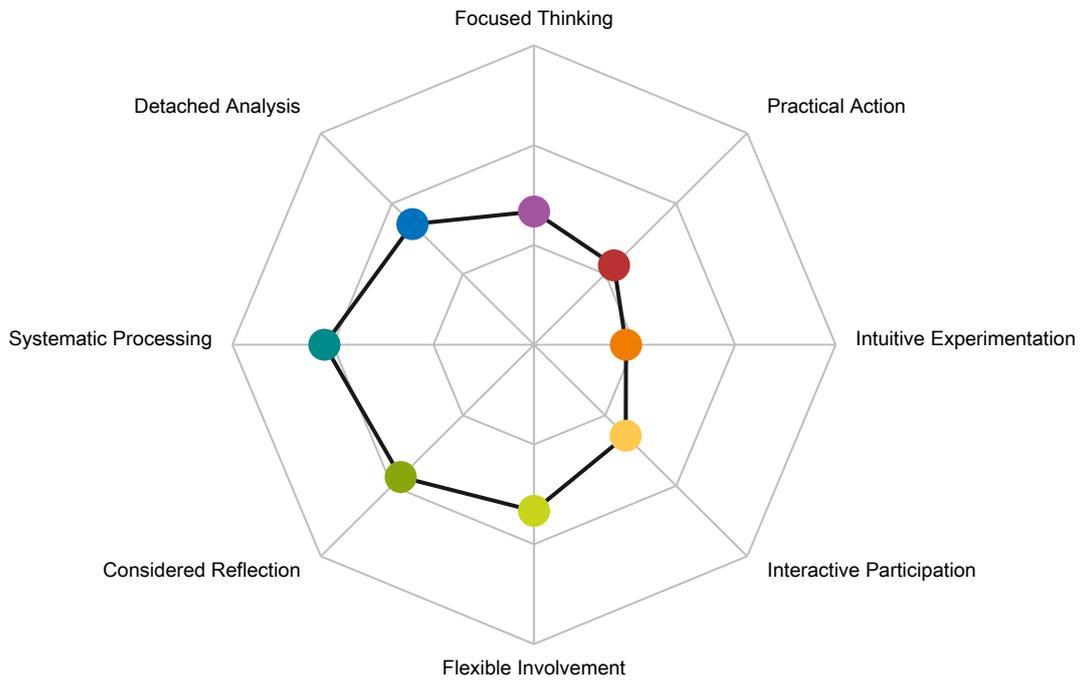
Jeff can stretch in learning by:

- Being more spontaneous and shooting from the hip more often.
 - Active participation in discussing ideas in larger groups.
 - Participating fully and openly in group discussions.
 - Jumping in to the unknown from time to time.
 - Volunteering to give presentations to groups.
 - Coming to conclusions on less information than perhaps is comfortable.
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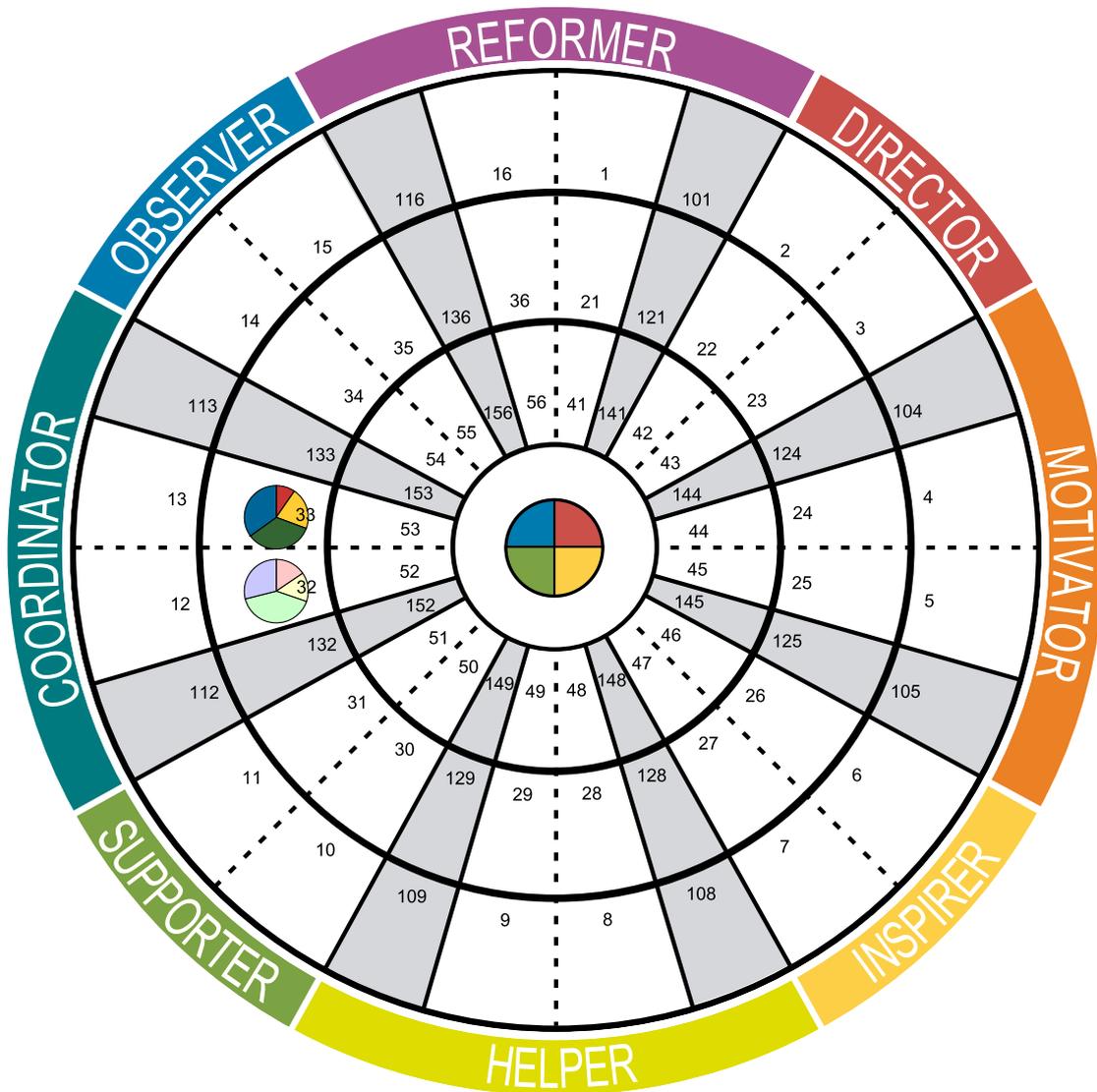
Personal Notes

Learning Styles

12 November 2017



The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

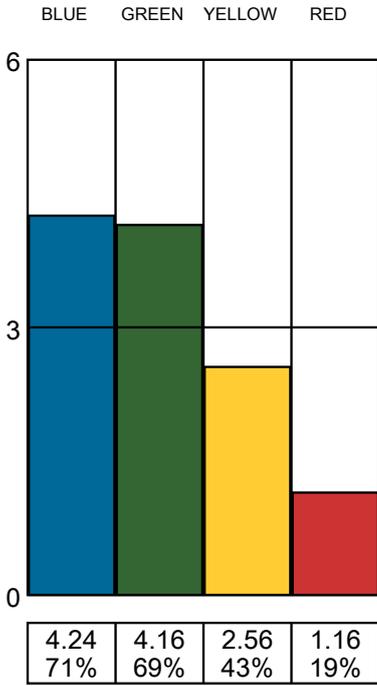
33: Observing Coordinator (Classic)

Less Conscious Wheel Position

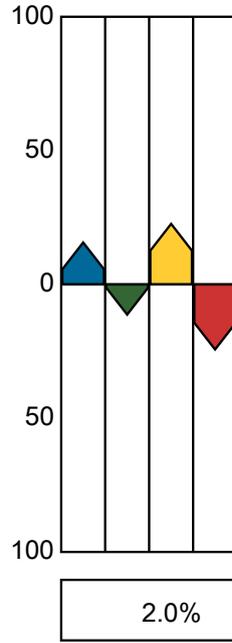
32: Supporting Coordinator (Classic)

The Insights Discovery® Colour Dynamics

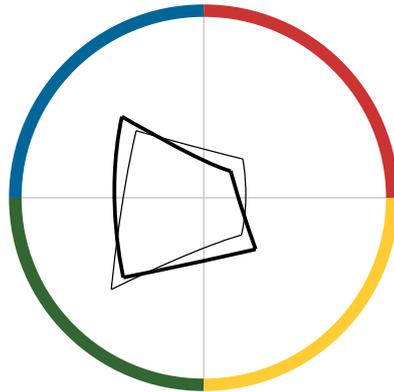
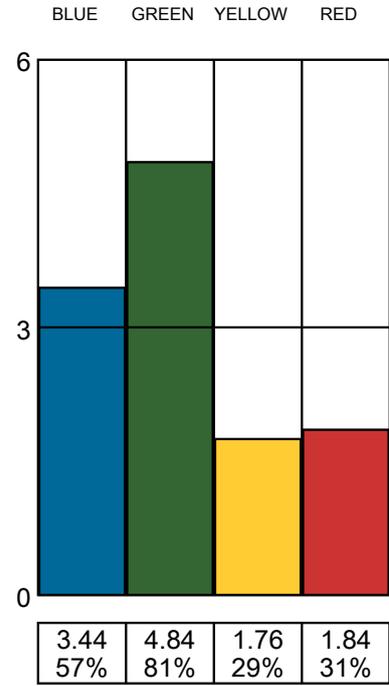
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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