



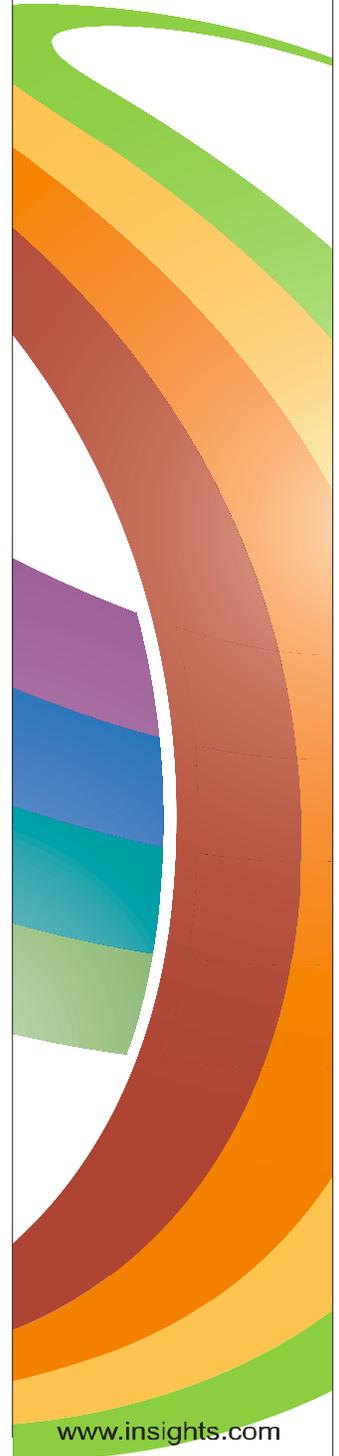
Discovery Insights[®]

Roy Patrick Tan
10/2/2009

Personal Profile

Foundation Chapter
Management Chapter

Microsoft



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Introduction

This Insights Discovery profile is based on Roy Patrick Tan's responses to the Insights Preference Evaluator which was completed on 10/2/2009.

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

Personal Style

Traditions are important to Roy Patrick and are carefully remembered and observed. Interested more in the realities brought to him by his senses, he is blessed with a special appreciation of natural things. Because he lives by principles and rules, Roy Patrick is very consistent and dependable. Roy Patrick is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. He likes system, order and few surprises and to work in an environment which he feels is secure.

He is most content in work that is of practical service to the organisation and others. He is a well of warmth and support, but may be very reserved until he has broken the ice. He is very effective in specialised work and highly consistent in performance. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. He tends to be disinterested in subjects for which he sees no practical application.

He believes people should say what they mean and mean what they say. Written communications are most effective with him. Despite his matter-of-factness, he will sometimes experience a private reaction to something he senses is wrong and if he articulates this, it can come as a surprise to those around him. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work. He may underestimate himself and either takes anything he does well for granted, or regards it as no great achievement at all. Roy Patrick is quiet, amiable, dedicated and loyal.

Roy Patrick's energy is given to the world in the service of others, and in an orderly, realistic and practical way. He likes to enjoy the current experience without feeling pressured to rush on to the next. Roy Patrick's focus is inward, meditative and reflective. Roy Patrick is independent and objective, with a strong sense of personal values. Low key acknowledgement for his contribution is likely to be appreciated by him.

He may benefit from taking a step back to consider the cause and effect of his actions, and from practising becoming more tough-minded. His sense of duty may make him appear rather serious at times. Roy Patrick values people who take the time to understand his personal goals and values. He tends not to show his private feelings, yet experiences a strong internal personal reaction to many situations and events. Roy Patrick is always outstandingly practical and sensible.

Interacting with Others

Roy Patrick brings harmony and goodwill to any situation in which he finds himself. Achieving

great personal financial success is not top of his goal achieving agenda. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. He abhors a lack of caring in others, and working with people who lack a desire to support and assist others can cause him concern. He will be prepared to remain apart from active participation in new teams. He prefers to integrate slowly into even the most non-threatening situation.

He dislikes rigid adherence to hierarchy and structure and enjoys an affinity with nature and the outdoors. If he experiences what he believes is disloyalty his hurt is reflected in an outward rigidity which instils in him a refusal to forgive or forget. He is loyal and gets on well with others without in any way pushing himself to do so. He wishes to be valued for himself. He has a great deal of personal warmth but may not show it until he knows a person well.

When he is helping others to understand the importance of his own ideas, then he can be the most convincing. His feelings may be expressed more by his actions than by speaking alone, and he is always aware of the needs of the moment. When he interacts with others, he projects an amicable and easy-going style. He is immensely loyal to respected persons or causes, occasionally to the point of idealising those people and organisations he respects. Roy Patrick has a strong sense of duty and faithfulness, but little desire to impress or influence others. Above all, he is idealistic and capable of great devotion and loyalty to a valued person or cause.

Decision Making

Where he holds strong values, Roy Patrick is firm and uncompromising in expressing and enacting his beliefs on these subjects. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He is uncomfortable moving beyond his own experience until he fully understands the problem. He seeks to review and assimilate the facts without being pressured to make a rapid decision. His quiet demeanour often allows him to get agreement to his alternative solutions. Roy Patrick is good at easing tense situations, enabling competing or conflicting groups to unite.

He may worry too much, and on significant long term issues may exhibit indecision. He is frustrated by authoritative restrictions and resents being told how to work. He may dislike time disciplines and he may avoid conflict and unpleasantness in resolving the issue. His decisions are influenced by ethical and moral issues. With his moderate, affable stance, Roy Patrick is considerate, patient and willing to go along with those he considers friends. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions.

He is very firm about his inner loyalties and sets very high standards for himself in this area. Trying to focus more on the facts, not just on the people, can be helpful in his decision making. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. He has a tendency to separate out the different components of his life, wanting

predictability and preferring to know various options in advance. Roy Patrick seeks to unite all parties in a controversy and can readily see the validity of alternative points of view.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Roy Patrick brings to the organisation. Roy Patrick 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.

Roy Patrick's key strengths:

-  Sets high personal standards of performance.
-  Gives and receives trust.
-  Tolerant and giving.
-  Looks for the harmony in every situation.
-  He is logical and works well on “task” as well as “people” issues.
-  A sound sense of duty.
-  Practical work.
-  Can gain personal fulfilment through helping others.
-  Realistic and cautious.
-  Likes to work for the common good.

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

Roy Patrick's possible weaknesses:

-  The tendency to bear a grudge against those who do not share his values.
-  Over-tolerant of others' inability to perform.
-  Finds it difficult to respond to aggression positively.
-  May find it difficult to impose his will on others.
-  Will prefer to be reserved and distant until he gets to know someone well.
-  May appear slow to make decisions.
-  May feel deflated if his efforts are not recognised.
-  His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
-  Can resist by being passive yet stubborn simultaneously.
-  Settles snugly into his comfort zone with ease.

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

As a team member, Roy Patrick:

-  Is a reliable and supportive team player.
-  Capitalises on and makes efficient use of the available resources.
-  Seeks to be compliant and willing to adapt.
-  Will be conscious of the human factors in the organisation and the team.
-  Commits to realistic goals.
-  Always seeks to understand the other's viewpoint.
-  Supports others by being loyal, diplomatic and sincere.
-  Offers emotional support to others.
-  Can become absorbed in following projects through to completion.
-  Exhibits patience and conformity.

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

Strategies for communicating with Roy Patrick:

-  Give him plenty of time to think through answers to your questions.
-  Appreciate his ability to amass a wide range of information.
-  Take time to listen to his feelings about the reactions of others.
-  Allow him to explain the logic behind his views.
-  Listen to and value his suggestions and contributions.
-  Remember to ask for his opinions of other systems and projects.
-  Praise quietly and sincerely - be open and honest.
-  Always seek his willing co-operation.
-  Explain why, what and how, and do it clearly and concisely.
-  Be clear and concise, and concentrate on the task in hand.
-  Take care that you don't overload him.
-  Match and mirror his communication style and slower pace.

Personal Notes

Communication

Barriers to Effective Communication

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

-  Sweep aside his doubts without full consideration.
-  Allow exchanges to become confrontational.
-  Call on him when uninvited.
-  Shout, bully or threaten with position power.
-  Invade his personal space.
-  Assume his pauses imply lack of interest.
-  Pressure him or encroach on his free time.
-  Make critical comparisons in relation to other staff.
-  Cut him short or discourage him when he wishes to share information.
-  Use destructive criticism or create unnecessary conflict.
-  Speak too quickly.
-  Implement change for change's sake.

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.

Roy Patrick’s possible Blind Spots:

Roy Patrick prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. In touch and at peace with himself and the world around him, he automatically resists change to sustain the status quo. He could do better to become more assertive about his own needs and fully consider the implications of interactions with others. He is vulnerable to the criticism of others because he tends to take feedback personally, which leads him to take offence and become discouraged. He is perceived by others as a natural helper and needs to feel appreciated.

He may not fully appreciate how relaxed he appears to some people. Making a list and prioritising goals each day can help him overcome his casual approach to life. It is important for Roy Patrick to find ways of continuing to express his ideas, to keep him from getting discouraged. He tries to please a lot of people and finds it hard to defend an unpopular position. He needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others.

Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. Sometimes envious of others whose drive and enthusiasm seems greater than his own, Roy Patrick should worry less about what others might think of him.

Personal Notes

Opposite Type

The description in this section is based on Roy Patrick'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:

Roy Patrick's opposite Insights type is the Director, Jung's "Extraverted Thinking" type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. Roy Patrick will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. Roy Patrick may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. Roy Patrick may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are "take charge" types with very high control needs. They may not often cope well personally when things do not go as planned.

Roy Patrick sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future.

The Director's biggest drawbacks may be perceived by Roy Patrick as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with Roy Patrick's Opposite Type

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

Roy Patrick Tan: How you can meet the needs of your Opposite Type:

-  Be firm, forceful and fearless.
-  Present only solid and reliable facts.
-  Recognise his personal drive for achievement.
-  Show respect for his ideas and opinions.
-  Allow him to review the agenda.
-  Be clear on completion details.

Roy Patrick Tan: When dealing with your opposite type DO NOT:

-  Challenge his values or principles.
-  Forget to agree outcomes or decide conclusions.
-  Bore him with the routine or details.
-  Question his motives or competence.
-  Involve him in formal, lengthy or tedious meetings.
-  Procrastinate, prevaricate or interrupt him.

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

Roy Patrick may benefit from:

-  Never attending a meeting without speaking out.
-  Being less sensitive to the needs of others.
-  Assistance in embracing the new and eliminating the old.
-  Demanding more from his team. "That'll do" is not always good enough.
-  Asking himself "what is the worst thing that can happen?" then being prepared to accept it should it occur.
-  Stepping up a gear for at least a month.
-  Speaking up if he is being taken advantage of.
-  More challenges, excitement and the opportunity to think on the run.
-  Changing his perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
-  Breaking the routine and doing something outrageous.

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

Roy Patrick's Ideal Environment is one in which:

-  Goals and outcomes are first agreed in writing.
-  There is time to gather thoughts and ideas.
-  He can communicate selectively with those who are close to him.
-  Objectives and processes are the focus, rather than monitoring detail work.
-  He has freedom from authority and bureaucracy.
-  There is time for reflection and meditation.
-  Mundane and repetitive work is minimised.
-  His feelings are valued and considered.
-  Regular feedback and encouragement is given.
-  He is able to work independently and objectively.

Personal Notes

Management

Managing Roy Patrick

This section identifies some of the most important strategies in managing Roy Patrick. Some of these needs can be met by Roy Patrick 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.

Roy Patrick needs:

-  Gentle introduction of new concepts and activities.
-  Encouragement for him to employ his rational strengths and abilities.
-  Regular reminding of the business demands.
-  Sufficient time to prepare for meetings.
-  To have his contribution reviewed and acknowledged.
-  Respect for his personal space.
-  Long term security.
-  Regular feedback and genuine encouragement.
-  Personal and professional development to be supported and encouraged.
-  His own workspace with room for personal effects.

Personal Notes

Management

Motivating Roy Patrick

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

Roy Patrick is motivated by:

-  A “key” role within a successful team.
-  Rewards for quality, not quantity.
-  Awareness of his domestic needs when setting business targets.
-  Integrity from his superiors.
-  Quiet, tenacious endeavour which is rewarded in a low key way.
-  Being made to feel “one of us”.
-  A degree of autonomy.
-  Communication in writing to enable him to assimilate information.
-  Small gestures of goodwill that enhance his feeling of belonging.
-  Being involved only in well thought through change processes.

Personal Notes

Management Style

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

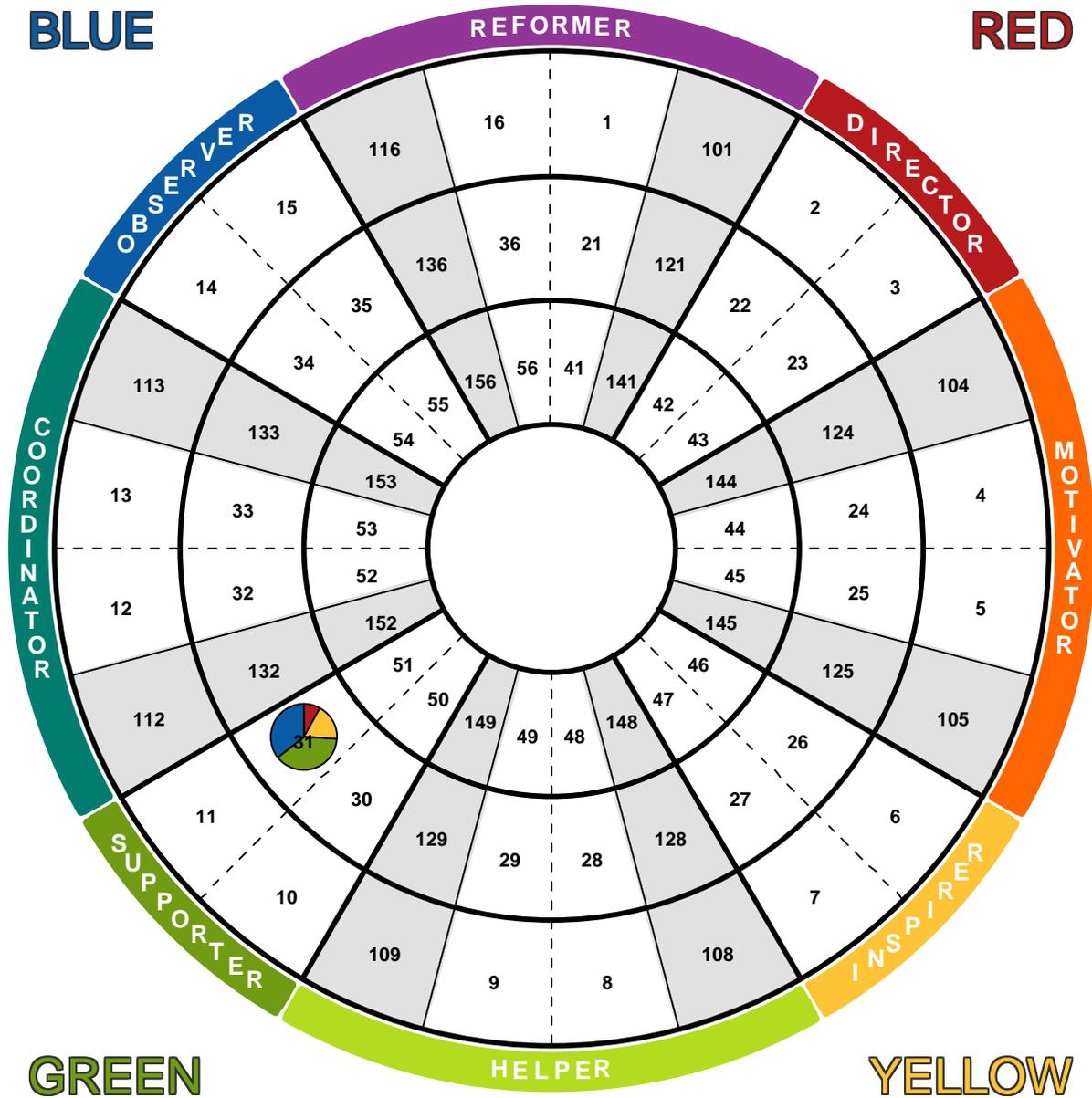
In managing others, Roy Patrick may tend to:

-  Enjoy the success of others.
-  Disappear behind his team in his efforts to develop others.
-  Lose confidence if he is not regularly encouraged.
-  Lose sight of the needs of the business whilst focusing on relationships.
-  Listen carefully and respond in an appropriate way.
-  Be overwhelmed by too much information, presented too quickly.
-  Disarm others with his openness and honesty about his own shortcomings.
-  Delegate tasks, but find it difficult to let go of the reins on extensive projects.
-  Delegate only simple, straightforward tasks which fail to challenge others.
-  Appear indecisive when reflecting on important decisions.

Personal Notes

The Insights Wheel

Roy Patrick Tan
10/2/2009



Conscious Wheel Position

31: Coordinating Supporter (Classic)

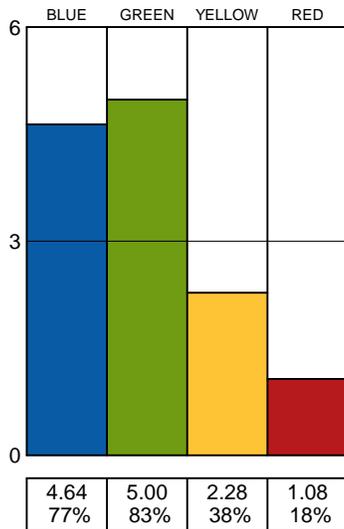
Personal (Less Conscious) Wheel Position

31: Coordinating Supporter (Classic)

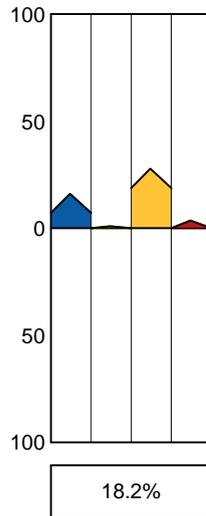
Insights Colour Dynamics

Roy Patrick Tan
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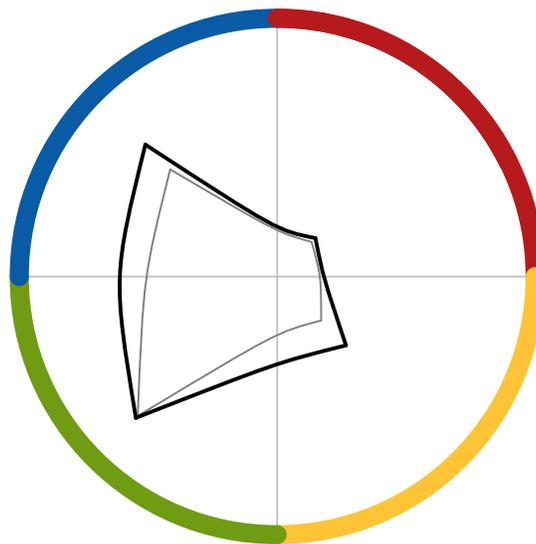
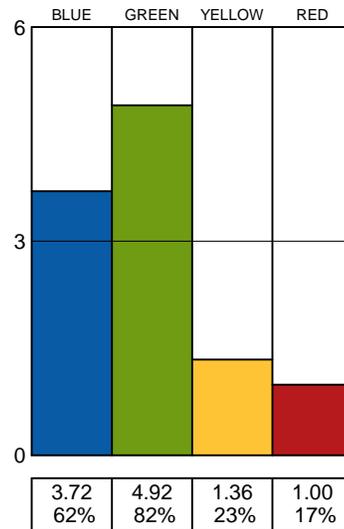
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



(Conscious) — — (Less Conscious)