Bartholomew Lorang
7/5/2012

Personal Profile

Foundation Chapter
Management Chapter
Personal Details

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Introduction

This Insights Discovery profile is based on Bartholomew Lorang’s responses to the Insights Preference Evaluator which was completed on 7/5/2012.

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

Personal Style

Bartholomew's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task. He will stick to his ideals with passionate conviction, even though he may find these difficult to talk about at times. Routine, detail and close supervision are anathema to him. He wants to make an impact and accomplish something in life that he will long be remembered by. A robust, direct and keen strategist, Bartholomew sees possibilities in every situation and can act quickly on those possibilities. At work he often makes significantly more starts than finishes and he may need someone else to follow through with the details.

He works to see ideas and systems translated into realities. He needs work that makes use of his strongly creative drive. Personal prestige is important to him and he appears as a natural, if somewhat disorganised person with a tenacious drive towards future possibilities. Learning is a life-long process for him and he is in favour of anything which will increase his mental capability. He likes to have control of most situations and can speak out clearly and forcibly when he sees the need to do so.

Details and the deeper interpersonal skills are not his strong points as he is mainly interested in seeing the possibilities beyond the present. Seen as a “natural” leader, he wants to have a significant impact on the lives of others and may resort to dictatorial practices if anything appears to get in the way. He enjoys work that allows him to get his teeth into new projects. Articulate and thinking, he tends to be matter-of-fact and practical. He likes a fast pace and is adept at using functional devices and procedures. Bartholomew conveys a fast pace to his peers and above all, enjoys a challenge.

He constructs a code of rules embodying his own judgements about the world. He then acts upon the basis of his judgement, whether or not this appears well-founded to others. He is a natural manager and finds himself in command through his ability to plan and keep both long and short-term objectives clearly in mind. Bartholomew has high energy and is always striking out in a forward direction. He follows his impulses, moving strongly towards his goal. He often pushes others as hard as he pushes himself and tends to be a challenging adversary. Both alert and outspoken, Bartholomew can see the fatal flaw in a proposal or position but will often argue (and often enjoys arguing) on either side of an issue from a position of “devils advocate”.

He uses his thinking to run as much of the world as he can and is in his element when a situation
needs to be organised, criticised or regulated. He can always see room for improvement and may spend his relaxation time trying, as he sees it, to make himself, and others, better. He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work. He may have great difficulty relating to people he sees as over-concerned with health, safety and comfort issues. He prefers to combine creative decision making with limited reflection.

**Interacting with Others**

Being respected by his peers is of greater importance to Bartholomew than being liked. His outgoing nature may lead him to misinterpret the significance of some issues. He may appear not to be overly concerned with the needs of others. He can be stubborn and argumentative. Bartholomew is not slow to help people come together to negotiate solutions if a project needs this.

He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour. He can be a good team player, but does like a somewhat individual approach. Bartholomew's work style is down-to-earth, assertive and persuasive. He strives energetically to ensure the well-being and happiness of his loved ones, operating from a strong position of protectionism. Although he may fail to recognise the symptoms, he can become rather uncomfortable if separated from his family or group for long periods of time.

He needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues. Seen by most people as outgoing, flexible and fearless, Bartholomew can rise to meet any challenge. Bringing enthusiasm and energy to most activities, he can turn a dull managerial task into a game by using his persuasiveness and creativity to maintain the interest and commitment of others. He may need to work at taking the feelings of others into account and to learn to express his appreciation of others more readily. He likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why.

**Decision Making**

Bartholomew tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, he values truth in the form of fact, formula, method and judgement. His effectiveness depends on how much personal fulfilment he receives from the current task. He values truth above all else and is primarily convinced by logical reasoning. Bartholomew is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. Bartholomew expresses what he thinks are strong, decisive opinions in the hope that unresolved issues and conflicts can be concluded quickly.

In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason. Politically aware, Bartholomew is normally
comfortable with his decisions even in the face of possible conflict with others in more senior positions. He is prepared to make high risk decisions. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. Bartholomew is seen by many as a natural leader and decision maker.

He enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done. Bartholomew enjoys making decisions. He likes to be in control of things and values efficient and effective decision making. Internally motivated to achieve, Bartholomew is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. He is more interested in the future consequences of his actions than in the present condition of people or projects. Bartholomew is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself.

**Personal Notes**
Key Strengths & Weaknesses

**Strengths**

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

**Bartholomew’s key strengths:**

- Draws people together.
- Excellent communication and presentation skills.
- Constantly strives to make improvements.
- Original inventive thinker.
- Motivates others to “achieve the impossible”.
- Direct and quick thinking.
- Frank, honest and straightforward leader.
- Initiates new activities.
- High ego strengths.
- Sees innovation as a necessity.

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

Bartholomew's possible weaknesses:

- May ignore the practicalities.
- Tends to be perceived as arrogant in stressful situations.
- Takes leaps into the unknown. May ask others to take leaps into the unknown without explanation.
- Vocally judgmental and critical.
- Will lose interest quickly if the challenge diminishes.
- May be stubborn in accepting others’ ideas.
- Should avoid china shops.
- High sense of urgency can create stress for others.
- Overly dismissive of negative feedback.
- Becomes defensive or dictatorial if challenged.

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

**As a team member, Bartholomew:**

- Considers the practicalities of any issue.
- Can perform several roles at once.
- Brings common sense and vision to the team.
- Challenges existing methods if he feels they are inadequate.
- Blends natural enthusiasm with objectivity.
- Is innovative and imaginative.
- Becomes a pillar of strength for other colleagues.
- Responds well to immediate challenges.
- Works well with a variety of tasks and activities.
- Provides charismatic leadership.

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

Strategies for communicating with Bartholomew:

- Appeal to his open style of decision making.
- Be aware of his becoming defensive by watching his body gestures.
- Do not obstruct opportunities for his development.
- Let him decide on the way forward.
- Be ready to leave quickly.
- Be enthusiastic and positive.
- Talk tangibly and with enthusiasm.
- Recognise his personal drive for achievement.
- Focus on the task at hand.
- Agree stretching goals and targets.
- Keep it brief and to the point.
- Be diplomatic, or else.

Personal Notes
Communication

**Barriers to Effective Communication**

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

- Burden him with your problems.
- Confuse the conversation with irrelevant details.
- Talk slowly, mumble or whisper.
- Say “that will never work”.
- Be vague or leave things open to interpretation.
- Appear timid or ineffective.
- Impose your feelings onto him unless he shows willing.
- Wait for praise or recognition.
- Be dull, dour or redundant.
- Try to pin the blame on him.
- Try to control the conversation.
- Underestimate his abilities to decide for himself.

*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.

Bartholomew’s possible Blind Spots:

In expressing his views strongly Bartholomew tends to “railroad” many decisions. Sometimes he talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. He may adopt an “if you've got a headache take an aspirin” attitude, which indicates a lack of empathy to some. His intense dislike for routine and predictable events can make it difficult for him to notice or even acknowledge the necessary details. Tending to overlook other people's feelings and becoming blunt and insensitive in his desire to be frankly honest, Bartholomew rushes from one experience to another.

Bartholomew has a strong active conscience and may not be prepared to even consider others' values and opinions, particularly if they are not prepared to follow his lead. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers. Seen by many as a smooth talking persuader, Bartholomew may seem indifferent to people who appear to be less of an extraverted achiever than himself. When a project goes wrong, he will not readily take the blame.

Once major problems look like being solved, Bartholomew is off to the next exciting adventure rather than sticking around to see the original project fully completed. When he doesn't see the logic in others' feelings, Bartholomew can appear argumentative and difficult to approach, and may not seek or accept common-sense advice. Perhaps best thought of as one of life's natural organisers, he is practical, strong willed and needs to get his own way or he may become rebellious.

Personal Notes
Opposite Type

The description in this section is based on Bartholomew'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:

Bartholomew’s opposite Insights type is the Supporter, Jung’s “Introverted Feeling” type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Bartholomew will see the Supporter’s efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the “extra mile” to help someone they consider as a friend.

Bartholomew may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Bartholomew will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples’ lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

Personal Notes
Opposite Type

Communication with Bartholomew's Opposite Type

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

Bartholomew Lorang: How you can meet the needs of your Opposite Type:

- Present only solid and reliable facts.
- Appreciate his ability to amass a wide range of information.
- Appeal to his good nature and loyalty.
- Encourage the expression of feelings which might remain unsaid.
- Adopt a low key, positive approach.
- Take time to discuss all the details.

Bartholomew Lorang: When dealing with your opposite type DO NOT:

- Adopt an intransigent, judgmental stance.
- Interrupt his thought processes.
- Fail to respect his need for occasional isolation.
- Substitute rhetoric for accuracy.
- Patronise or be paternalistic.
- Forget to leave time for personal issues.

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

**Bartholomew may benefit from:**

- Using others' objective criticism as a means of self development.
- Exploring work that gets in touch with the inner self.
- Understanding that forging ahead on his own may be detrimental to the common good.
- Learning how to relax completely.
- Looking for the good in everything.
- Really listening to the views of others.
- Not always appearing so direct and confident.
- Taking over fewer new projects.
- Modifying his sometimes harsh voice tone to more appropriate levels.
- Respecting ways of doing things that differ from his own.

*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 Bartholomew’s ideal environment and his current one and to identify any possible frustrations.

Bartholomew’s Ideal Environment is one in which:

- A political talent is required.
- Few distractions exist to take attention away from the task.
- Everyone makes good use of their time.
- Everything is well ordered and all key reference material is within reach.
- Time is not wasted.
- Innovation and entrepreneurialism can flourish.
- He has access to the fastest computers, where computers are used.
- There are challenges, especially if others have failed.
- He is given responsibility early on.
- Colleagues share his drive for results.

Personal Notes
Management

Managing Bartholomew

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

**Bartholomew needs:**

- People he can call on for support where necessary.
- An adaptive, understanding and patient manager.
- Help in restraining the allocation of blame.
- To be shown the “Big Picture”.
- An able, fast-paced backup team.
- To slow down from time to time.
- Freedom from controls, supervision and details.
- To be noticed.
- To have authority equal to responsibility.
- To be aware of his frenetic work pace and recognise the effect this may have on others.

**Personal Notes**
Management

Motivating Bartholomew

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

Bartholomew is motivated by:

- Freedom from constraints and supervision.
- Regular breaks from routine.
- Being consulted, and having his views implemented.
- Recognition for his results.
- Being in charge.
- Being given a challenge.
- Status, influence and prestige.
- A wide range of activities.
- Seeing the results of his efforts.
- Having a changing routine at work and at home.

Personal Notes
Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Bartholomew’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, Bartholomew may tend to:

- Encourage and push to achieve a high standard of performance.
- Want to be the best.
- Prompt people who naturally work at a slower pace.
- Leave people drowning in his wake.
- Get frustrated with those who do not share or cannot see his vision.
- Take on too much and over extend himself.
- Delegate administration and concentrate on outcomes.
- Appear to be less understanding of his colleagues' feelings.
- Appear to project the blame onto others when things go wrong.
- Place responsibility elsewhere if failure occurs.

Personal Notes
The Insights Wheel

Bartholomew Lorang
7/5/2012

Conscious Wheel Position
23: Motivating Director (Classic)

Personal (Less Conscious) Wheel Position
23: Motivating Director (Classic)
Insights Colour Dynamics

Bartholomew Lorang
7/5/2012

Persona (Conscious)  Preference Flow  Persona (Less Conscious)

Persona (Conscious)

Persona (Less Conscious)

Preference Flow

(Conscious)  (Less Conscious)
Jungian Preferences

Bartholomew Lorang
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Attitude/Orientation:

Introversion (I)                      Extraversion (E)

Rational (Judging) Functions:

Thinking (T)                                Feeling (F)

Irrational (Perceiving) Functions:

Sensing (S)                               Intuition (N)

(Conscious)      (Less Conscious)