



# Keeping Insights Discovery Alive for Managers

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## Introduction

“So, my team participated in Insights Discovery, now what?”



As a manager who has participated in Insights Discovery, it is important to remind yourself of the following when facilitating these activities:

- We are a combination of all four color energies, not a singular color
- All color energies get results, they simply get their results in different ways
- Never label with the color energies, for instance there are no “red people”
- Don’t allow others to use their color energies as an excuse for bad behavior

All human beings are born with the ability to perceive things or beings in our environment. How we process this input, organize it into meaning and concepts, and describe it to one another, is learned. When faced with something new, we have a ‘gut response’ to it based on prior knowledge or experience. Only with time and practice do we learn to experience. Only with time and practice do we learn to consider other aspects of what we perceive. This is especially true of our perceptions of people who are unfamiliar to us or places where we have never been.

You will often hear those who experience Insights Discovery say, “I wish everyone in my team/office/family could experience this.” Many people come out of an introductory workshop eager to apply their learning and share it with others. Even with the best of intentions, this can prove difficult if no additional support is offered. Much like forming any healthy habit, to consistently and effectively use Insights Discovery, you must use it consistently and effectively! As a manager, you can create opportunities for your team members to practice, reinforce the learning and form healthy habits for communication and relationship building.

This document provides you with practical tools, activities and ideas to get you started. It will spark your creativity as you help your team members embed the learning.

We have provided 15 exercises for you to use with your team members. As you review and consider these activities, it is important to consider your management and facilitation style. As a manager, you can operate in a range of styles – from telling the group exactly what to do and how to do it (directing) to asking the group what they want to do and in what way, then providing the space for it (enabling and empowering). Consider your style and then ensure that you are prepared to facilitate the activity in the way that will best support your team members’ use of the Insights Discovery skills. Reach out to your internal Insights contact if you need any assistance in implementing these activities.

## Planning for Keeping Insights Discovery Alive

### Six by Six

As a manager, it can be challenging to ensure your team members remember and use what they learned in their Insights Discovery workshop to make positive changes when they are back in the workplace. The exercise that follows is one framework you might use to consider how you can build a plan to help Insights Discovery “stick” in your organization. We suggest planning six activities over the next six months.

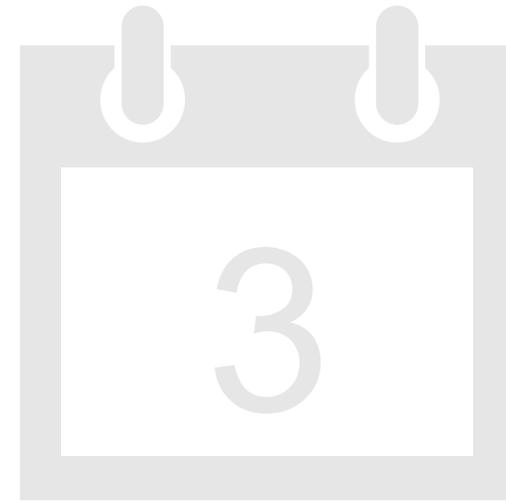
Consider the following when identifying your Six by Six plan:

- What are the key learning points from Insights Discovery that you want to reinforce with your team?
- What types of exercises could your team members commit to?
- Do the team members need individual exercises to work through or can they work in pairs or as a team?
- How often does the team meet?
- How much time can they realistically spare to work through exercises?

“Failing to plan is planning to fail.”  
– Alan Lakein



*Use this page to record the six things you will do in the next six months.*



### Exercise Guidelines

The following exercises can be used immediately after an Insights Discovery workshop and will continue to reinforce the use of the Insights Discovery concepts and skills. Performing these activities with your team will help you maximize your investment in Insights Discovery. The exercises are categorized as follows:

- Individual Activities 
- Pair Activities 
- Team Activities 

Timing for each of these activities can vary depending on approach, goals and the number of participants. On average, however, we find that individual activities will take between 5-15 minutes, pair activities will take between 15-30 minutes, and team activities will take between 15 minutes to one hour.

### Individual Activities

#### 1. Be happy

Choose three statements from your personal overview that you are most happy about. Post them where you can see them so you can be reminded of your strengths.

#### 2. Standing out

Pick six words that stand out for you from your Value to the Team page and put them on display where you work. Remember to embody these strengths in your interactions. Share with your colleagues as desired.

#### 3. My blocks

When you need a particular color energy to complete a task, use your blocks and put that color block on top (e.g. Cool Blue for planning).

#### 4. Manage your weaknesses

Review the Possible Weaknesses page. Select a weakness that you feel is true for you. Consider what actions you can take to work on developing your weakness.

#### 5. E-mail in four colors

Before sending an email, consider the preferences of the recipient and adapt your communication style to connect with him/her better.

## Pair Activities



### 1. Share your appreciation

Based on what you have learned about the color energies, tell one colleague or friend something about them that you appreciate (using the language of color).

### 2. Show me how

Find someone whose dominant color energy is your lowest. Ask them for three tips on how to use this color energy more effectively.

### 3. Blind spots

Ask someone who knows you well to read your Possible Blind Spots page and share examples of where they see your blind spots in action.

### 4. Communicating with me

Create a sign of some kind for your office which includes at least four of the identified strategies. Title the sign something like: "Ways to Effectively Communicate with Me" and list the strategies. Where necessary, modify the language to make it fit best to your style. (If applicable to your work environment, send your list out also via email to those with whom you email most frequently.)

### 5. Value to the team

Invite other team members to give you feedback on your list of Value to the Team statements. Ask them to identify the statement they experience most frequently from you and to provide examples. Discuss how these strengths contribute to a stronger, more effective team.

## Team Activities



### 1. Team commitments

#### **This is useful for:**

Creating a set of ground rules around the four color energies that all team members can buy into.

#### **What you need:**

Paper or flip chart

#### **How to run this exercise:**

Using the four color energies as a framework, the team creates eight specific statements that sum up what the team needs to focus on as they move forward. There should be two statements for each of the four color energies – a suggested guideline is one statement focuses on what they will do and one identifies what they will not do. One option is to split the group into four and have them focus on one color energy each; another is to split them into two and have them focus on two opposing color energies. The best option (group size depending) to get most commitment is to leave them as one group and focus on all four colors.

If they were in small groups have them come back and present their views, gain agreement and finalize the wording of the team's commitment.

### 2. The A-Z attributes

#### **This is useful for:**

Helping people identify how all four color energies contribute to the effectiveness of a given topic.

#### **What you need:**

Flip paper with the alphabet written vertically down the left hand side; one per group of six team members.

#### **How to run the exercise:**

Split the group into teams of up to six people. Ask them to create 26 attributes for a particular topic as quickly as possible, one for each letter of the alphabet. Topics that work well for this activity can include:

- Attributes of an effective leader
- Attributes of an effective team
- Attributes of an effective sales or customer service person

Once all groups have completed the task, ask them to rotate clockwise to look at a different list. They note down which color energy each word stems from, recognizing that the answers 'none' and 'all' are valid. They count up how many times each color energy was used and share their tally. Collect the tally and discuss the implications. Be sure to emphasize that all four color energies are needed to be effective and point out how all the four color energies showed up in their examples.

### 3. X marks the spot

#### **This is useful for:**

Giving and receiving feedback in a team.

#### **What you need:**

Insights Discovery Profile – Key Strengths and Possible Weaknesses pages.

#### **How to run this exercise:**

Profiles are opened at the Key Strengths page and circulated around the team by passing around in a circle. Each person places an "X" by one or two strengths they see most in this individual and then does the same on the Possible Weaknesses page. Individuals can mark the same statements as previous people if they choose.

Once each person receives their own Profile, each person will take a turn making one or two observations about the feedback and then asking one or two questions to the group, based on the feedback.

## 4. Unfolding feedback

### This is useful for:

Giving and receiving feedback in a team and heightening self-awareness.

### What you need:

Paper; unfolding feedback questions

### How to run this exercise

Individuals are given a piece of paper and write their name on the bottom of it. With the group sitting in a circle, they then pass the paper to the person to their right. Ask the first question and tell everyone to write down a response based on the person whose name is on the paper.

Each person then folds the paper over so their response is not visible, making sure the person's name is still visible at the bottom of the sheet. They then pass the paper to the next person on their right. Read another question and ask each person to write an answer, fold the paper, and pass to their right. Continue to repeat this process for each question. Consider the team's needs; you can ask alternating positive/negative questions, or stick with mostly positive.

At the end of the questions, each person will receive back a sheet of people with all the feedback on it. Encourage discussion around the feedback and provide a place for further questions of clarification around certain pieces of feedback.

### Unfolding feedback questions

- What one thing do you value most in this person?
- What do you think this person brings to the team more than anyone else?
- What would you like this person to do more of?
- What would you like this person to do less of?
- What would you like this person to continue doing?
- What can you learn from this person?
- What can this person learn from you?
- If you could thank this person for one thing what would it be?
- How would you like to see this person develop?
- What do you need from this person in order to do your job effectively?
- What do you really admire about this person?
- If you could give this person one piece of advice, what would it be?
- What should this person try to focus on?
- What could this person do to be a more effective team player?
- If you were to be critical of this person, what would it be for?
- If you were never to see this person again, what would you miss?
- What do you think motivates this person?
- What do you think this person would want to be remembered for?

### 5. Suggestions for development

**This is useful for:**

Determining what development needs are the priority in the team.

**What you need:**

Suggestions for Development page.

**How to run this exercise:**

Ask each team member to write their name at the top of their Suggestions for Development page of the Profile. Circulate the page around the team in a circle. Each time the Profiles are circulated to a different person, they put an X against up to three statements that they think the team needs most from this person. Each person's Profile should ideally be passed around to every other person in the team until it's finally returned to its owner. Team members then tally up the Xs and sum up their top two suggestions for development.

These are captured on a flip and the team discusses the impact of these statements being developed.

## Your Team Journey Continues ...

Talk to your Insights contact about ways in which you can continue the Insights journey with your team.

**Insights Discovery Full Circle**

Take self-awareness even further with an exploration of how up to 12 colleagues perceive you. Identify personal action plans for continuous improvement.

**Discovering Team Effectiveness**

Explore the four pillars of an effective team, Focus, Flow, Climate and Process and identify action plans for your team's continued development.

**Navigating Team Effectiveness**

Using a multi-rater evaluator, explore the collective results of how each member of the team perceives the team's strengths and possible weaknesses. This data driven process can be measured for a baseline and re-measured for progress made.

**Deeper Discovery**

Using archetypes, individuals explore how their top 10 archetypes influence how they show up for a team. Identify archetypes that would best support the team's success and identify ways to bring those archetypes to life within the team.





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