



Discovery Insights®

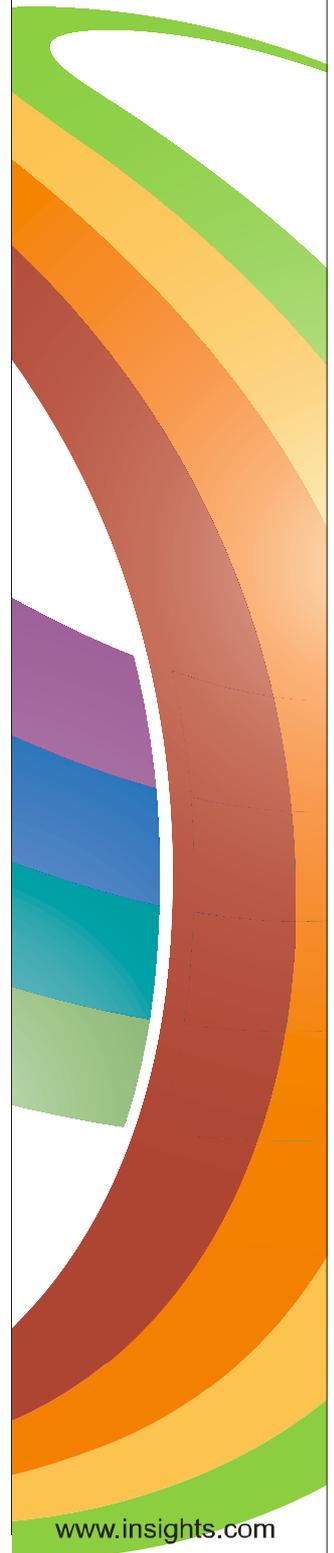
John Smith
16/11/2009

Personal Profile

Foundation Chapter
Management Chapter
Effective Selling Chapter
Personal Achievement Chapter
Interview Chapter



Insights®



Personal Details

John Smith

Misc

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Introduction

This Insights Discovery profile is based on John Smith's responses to the Insights Preference Evaluator which was completed on 16/11/2009.

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 John'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 John and are carefully remembered and observed. 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. His easy-going exterior may mask a rather more compulsive interior. It is when he is committed to an objective or an ideal that may be undergoing change that his stubbornness emerges and he can become rigid and much more demanding of self and others. He is a well of warmth and support, but may be very reserved until he has broken the ice.

He may not readily talk of his need to move continually to become who he really wants to be. His modest manner can restrain him from pushing himself forward and this occasionally results in him being under-valued. He may speak of or express his ideals indirectly. He can adapt himself to a wide variety of tasks, but prefers the familiar. He likes a certain neatness and order and prefers a harmonious environment, where each person can be appreciated for their contribution and can feel a sense of personal accomplishment.

Although he has a tendency to undertake too much, somehow everything gets done in its own time. He will stick to his ideals with passionate conviction, even though he may find these difficult to talk about at times. He likes to enjoy the current experience without feeling pressured to rush on to the next. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. He has a tendency to play down the rules, particularly if they appear to oppose his values.

He can complete practical tasks and do repetitive work effectively. One of his outstanding traits is economy of effort. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. He may underestimate himself and either takes anything he does well for granted, or regards it as no great achievement at all. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person.

He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. Low key acknowledgement for his contribution is likely to be appreciated by him. He is seen by some as a dreamer whose genius, caring and concern can be manipulated. He will not seek to make others feel guilty for not responding as he would like. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work.

Interacting with Others

Though he still likes his help returned, John is more patient and less expectant than most other

types. He is seen by most people as kind and sympathetic. He needs to ensure he does not take on board too much of other peoples' emotions. He has strong family ties and to keep in close contact is an essential part of his make-up. In trusting the evidence of what he senses, he does not attribute unseen motives to others. He tends to take people and situations at face value.

If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. Others can find him a complex person who is difficult to get to know and understand. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in an affirmative way. He may have a tendency to repress anger. While appearing to agree with others, he may internally disagree, using passive strategies to release his tensions. As most of his energies are directed towards improving the human condition, he has difficulty understanding why he may not always be universally accepted by others.

He does not seek positions of “front-end” leadership, preferring to act behind the scenes. He trusts his own insights into relationships and their true meaning, regardless of accepted or alternative beliefs. Achieving great personal financial success is not top of his goal achieving agenda. He may excel in fields that involve human values. He has little motivation to lead others through control, but hopes to see everyone living together harmoniously.

Decision Making

John creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. He may make decisions without considering all the consequences of his actions. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. He is very firm about his inner loyalties and sets very high standards for himself in this area. John is a good mediator or peace keeper because he can agree while not being fully drawn to any one view.

He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. Non-judgemental and accepting of others' behaviour in a rather factual way, he notices things around him and will generally find the deeper meanings within most situations. John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He is prepared to make decisions through group consensus. Trying to focus more on the facts, not just on the people, can be helpful in his decision making.

He may prefer at times to communicate his feelings about others in writing, rather than verbally. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He tends to make sound future decisions only after deeper reflection. Concern for others' welfare can strongly affect his decisions.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

John's key strengths:

-  A steady day-to-day planner.
-  Loyal, self sacrificing and sympathetic.
-  Open-minded and tolerant of others.
-  Honourable and easy going.
-  Highly effective where consistent performance is required.
-  Makes time for people and their problems.
-  Curious and keen observer of life.
-  Gives and receives trust.
-  His word is his bond.
-  Looks for the harmony in every situation.

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

John's possible weaknesses:

-  A lack of confidence in his own judgement, although that judgement is often correct.
-  Usually takes rejection personally.
-  Preserves relationships - can interfere with task completion.
-  Over-dependence on rules and procedures.
-  May fail to respond adequately to “big picture” opportunities.
-  Avoids conflict like the plague.
-  Settles snugly into his comfort zone with ease.
-  Avoids interpersonal aggression and irritation.
-  Digs in if not convinced of need for change.
-  Persistence and loyalty may delay decisive action.

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

As a team member, John:

-  Makes great effort to build and maintain relationships with others.
-  Has a passion for the important values in life.
-  Will work with great resilience and diligence towards a common goal, although achieving it may take some time.
-  Can adhere to high standards.
-  Can become absorbed in following projects through to completion.
-  Is prepared to spend time to resolve personal issues.
-  Carefully assesses situations before acting.
-  Exhibits patience and conformity.
-  Can state significant views with clarity and forethought.
-  Encourages the team to honour its commitments.

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

Strategies for communicating with John:

-  Allow time for him to respond to your requests and questions.
-  Recognise his quality of service.
-  Show concern for his opinions and be willing to discuss personal matters.
-  Take the time to get to know him well.
-  Take your time getting to know him if you want critical feedback.
-  Provide lots of opportunities for team contact.
-  Accept that “reflecting time” is essential to enhance his performance.
-  Ask how he feels about the things he does.
-  Gaining obedience is not enough - ensure you have co-operation.
-  Expect him to come back later for clarification.
-  Provide an environment which allows him to express his thoughts.
-  Help him feel at ease.

Personal Notes

Communication

Barriers to Effective Communication

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

-  Undervalue his ability to make essential contributions.
-  “Tell”, instruct or command.
-  Upset or undermine the status quo.
-  Look for immediate answers.
-  Act aggressively or reject his ideas without explanation.
-  Pressure him or encroach on his free time.
-  Delegate tasks without reasonable and sufficient explanation.
-  Allow exchanges to become confrontational.
-  Create a hostile environment devoid of feelings.
-  Make critical comparisons in relation to other staff.
-  Ignore his authority for the sake of it.
-  Be brusque, overbearing or harness him to unrealistic deadlines.

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.

John’s possible Blind Spots:

John prefers not to confront issues. This may prevent matters from moving to a satisfactory conclusion. He hesitates to criticise others and has a hard time saying no to requests for assistance. John may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. He should attempt to analyse what it is that is making him feel resentment on occasions. Becoming more aware of what is around him and relying more on proven information may help him root his creative ideas in the real world.

If he tried to develop more objectivity about his projects and tasks he would become less vulnerable to criticism and disappointment. He would be better to speak up immediately when he feels that he is being taken advantage of. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. He is not productive if he is not working towards his ideals. His interest in others tends to make him rather optimistic towards maintaining positive relationships.

A rather private nature may prevent John from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction. Stubborn about change, he may resist changing a decision once it has been made. By applying some objectivity and even scepticism to his analysis, he might become a better judge of others.

Personal Notes

Opposite Type

The description in this section is based on John'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:

John'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. John will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. John 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. John 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.

John 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 John as arrogance, impatience and insensitivity to others' feelings.

Personal Notes

Opposite Type

Communication with John's Opposite Type

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

John Smith: How you can meet the needs of your Opposite Type:

-  Allow him time to consider all the information.
-  Be ready to leave quickly.
-  Match your own assertiveness to his pace.
-  Be practical, realistic and direct.
-  Go prepared to get straight down to business.
-  Keep up with his pace.

John Smith: When dealing with your opposite type DO NOT:

-  Ramble or become emotional.
-  Speak too slowly or hesitantly.
-  Be late for the meeting.
-  Stand or sit too close to him.
-  Go to a meeting with him without adequate facts and figures.
-  Appear timid or ineffective.

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

John may benefit from:

-  Maintaining a high level of exercise.
-  Confronting his fears using positive affirmation.
-  Focus on his own needs rather than those of others.
-  Taking an active part in the process of change.
-  Setting goals outside of his comfort zone.
-  Taking positive action to release his potential.
-  Using others' objective criticism as a means of self development.
-  Focusing more upon objective criteria when making decisions.
-  Saying “no” when too much is expected of him.
-  Maintaining a more objective view of others and their motives.

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

John's Ideal Environment is one in which:

-  Displays of anger are few and far between.
-  His feelings are valued and considered.
-  Long term security is available.
-  There is time to ponder future implications of the strategy.
-  The dress code is informal but smart.
-  There is no antagonism or friction.
-  There are opportunities to socialise with colleagues in and out of work.
-  He has some contact with others.
-  Principles and standards are respected.
-  Family and outside personal interests feature prominently.

Personal Notes

Management

Managing John

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

John needs:

-  Gentle introduction of new concepts and activities.
-  Freedom from bureaucracy.
-  Opportunities and encouragement to meet and mix with more assertive and openly energetic people.
-  Long term security.
-  Colleagues who value his quiet, reflective approach.
-  Regular reminding of the business demands.
-  Contact with people who understand that the relaxed, calm exterior is disguising a maelstrom of concerns and ambitions.
-  A workplace offering privacy but not exclusion.
-  Regular reassurance of the value placed on his contribution.
-  Regular opportunities to interact with other well respected and valued colleagues.

Personal Notes

Management

Motivating John

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

John is motivated by:

-  Contributing to the success of others.
-  Meeting his own goals rather than competition with others.
-  Appreciation for a job well done.
-  A personal and genuine interest in his development.
-  Opportunities to express his feelings in relation to performance.
-  Awareness of his domestic needs when setting business targets.
-  Being part of the process of change, and being fully informed about changes which affect him.
-  Opportunities to enjoy the moment.
-  Promises fulfilled.
-  Responsibilities which capitalise on his one-to-one supervisory or mentoring strengths.

Personal Notes

Management Style

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

-  Set goals and objectives that fail to fully stretch his team members.
-  Serve his team rather than lead in a forthright manner.
-  Keep quiet until he is able to provide a framework for his thoughts.
-  Find himself manipulated by others.
-  Disappear behind his team in his efforts to develop others.
-  Enjoy the success of others.
-  Frustrate others with his desire to do low-key, high quality work.
-  Use “gut feel” effectively in processing information.
-  Procrastinate over disciplinary matters.
-  Blame himself if a member of the team fails to perform.

Personal Notes

Effective Selling Chapter

Effective selling has three main requirements:

First, the salesperson must understand him or herself, and how to build on strengths and develop any areas of weakness, aware of how different customers perceive him or her.

Secondly, the salesperson must understand others - particularly customers - who are different. Customers will often have opposing needs, expectations, desires and motivations than those of the salesperson. These distinctions need to be appreciated and respected.

Thirdly, the salesperson must learn to adapt his or her behaviour to relate to, connect effectively with, and influence, the customer.

This chapter is designed to support the development of each of these requirements at each stage of the sales process.

The model below illustrates the conceptual overview of each of these different stages and the corresponding sections explored in this chapter.

Use the Effective Selling Chapter to develop strategies for improved customer relationships, greater self-understanding and more & greater sales.



Selling Style Overview

These statements provide a broad understanding of John's selling style. Use this section to gain a better understanding of his approaches to his customer relationships.

John uses diplomacy in guiding his prospects to a natural completion. Level-headed and engaging, he can be gently persuasive and a major asset in handling complex customer service issues. He may sometimes appear as rather soft-hearted and sentimental, and will remember to acknowledge his customer's important anniversaries. He prefers to talk things through with his customers, rather than acting on, or giving, instructions. He may find it more difficult than others to confront challenging problems with customers whom he likes.

He prefers to work with his customers to reach a joint solution, rather than imposing his own views on them. He will happily undertake essential tasks to maintain quality relationships. Sincere feedback from others is required to ensure he continues to maintain his motivation in providing an excellent level of service. He excels in providing essential customer support and service. He produces his best sales performance when constantly encouraged, rather than put under pressure or challenged.

John has a strong sense of duty and loyalty to customers, but has little desire to impress or influence them against their own judgements. Customers see John as somewhat talkative, easy-going, yet practical. He can be relied on to make the appropriate comment to ease a buying decision. Always aware of the wants of his customer, he is naturally sympathetic to those in the greatest need.

Personal Notes

Before The Sale Begins

The sale begins long before the formal sales process starts and continues long after it ends. Here are some of the key ideas that John needs to be aware of in the initial stages when planning and approaching the customer.

John's key strengths before the sale begins:

-  Has a natural charm, which customers will warm to on first meeting.
-  Will mentally rehearse presentations to ensure a good personal performance.
-  Sticks to tried and traditional prospecting methods.
-  Prefers to avoid conflict and attempts to foresee possible elements or areas of friction.
-  Empathises well with the customer's issues.
-  Works quietly and effectively behind the scenes.

Before the sale begins John could:

-  Visualise positive outcomes at every opportunity.
-  Focus more on the task, not just people issues.
-  Remember that rejection is seldom personal.
-  Aim to generate business more quickly while building the relationship.
-  Set personally testing activity standards.
-  Explore fresh ideas and innovative alternatives.

Personal Notes

Identifying Needs

In identifying needs, the goal is to find out what the customer's real problems are. Here is an overview and some advice relating to how John may identify customer needs.

John's key strengths in identifying sales needs:

-  Actively seeks customer input to truly understand his or her concerns.
-  Builds client confidence with his attention to customer satisfaction.
-  Emphasises the importance of the relationship through quiet consideration.
-  Finds it easy to assume the role of the trusted partner.
-  Can listen sympathetically for long periods.
-  Checks understanding to ensure the customer's desires have been correctly identified.

When identifying needs John could:

-  Openly discuss complex or challenging areas.
-  Really focus on the customer's hot buttons, and push them at the appropriate moments!
-  Spend less time with people who aren't key decision-makers.
-  Avoid letting any negative customer response shut him down.
-  Occasionally break with established procedures.
-  Use closed questions more frequently to hone in on key issues.

Personal Notes

Proposing

Having identified the customer's needs, the proposing phase should close the gap between their needs and the current situation. Here are some of the keys for John to develop a powerful and effective proposing style.

John's key strengths in proposing:

-  Rarely upsets customers by his manner.
-  Exercises realism and moderation in framing customer proposals.
-  Knows the appropriate pace and response.
-  Promises only that which can definitely be delivered.
-  Understands the customer's values set, and proposes accordingly.
-  Uses tried and tested proposal techniques.

When proposing John could:

-  Not be afraid to direct the customer.
-  Be less reliant on personal experience and involve others, especially when presenting to a team.
-  Use more pace and animation in his presentations.
-  Promote the benefits of his product and service more vigorously.
-  Stick to the point.
-  Dress "brightly" or "sensibly" as the occasion requires.

Personal Notes

Handling Buying Resistance

If the customer relationship has been built effectively, buying resistance should be low. However, this section suggests strategies for John to deal effectively with buying resistance.

John's key strengths in dealing with buying resistance:

-  Is constantly alert to customer concerns.
-  Notes "body language" signals, enabling the identification of key objectives.
-  Listens to his customers and their objections from an early stage in the process.
-  Can distinguish between genuine and false objections.
-  His calm and unhurried manner encourages trust.
-  Is perceptive and empathetic in identifying potential resistance.

When dealing with buying resistance John could:

-  Force himself to continually focus on task oriented solutions.
-  Be ready to counter the most common objections.
-  Try not to take resistance personally.
-  See objections less as a refusal and more as a potential buying signal.
-  Tackle some issues head-on!
-  Recognise that objections are sometimes a sign of interest, not disinterest.

Personal Notes

Gaining Commitment

The close should be the natural progression of the sale, not the conflict at the end! When your customer trusts you, is clear about what they are buying and needs what you have to sell, you are ready to propose commitment. Here are the strengths and suggestions for development in John's closing style.

John's key strengths in gaining commitment to the sale:

-  Democratically leads his customer through the processes.
-  Always honours his obligations.
-  Maintains customer relationships when business is elusive.
-  Offers steady and responsive post-sale support.
-  Generates confidence in the buying decision with his strong sense of duty.
-  Will identify the key stages in moving towards the customer's dream.

When gaining commitment John could:

-  Be straightforward when asking for the business.
-  Constantly look for "buying signals" and respond to them as they appear.
-  Say: "Why don't we just do it now?" if appropriate.
-  Keep the ideal outcome in view and crystal-clear at all times.
-  Understand that "risk" means different things to different people.
-  Accept that a short term failure may be the doorway to long term success.

Personal Notes

Follow-up and Follow Through

It is your job, having built a relationship with your customer, to continue that relationship and to be of service to your customer beyond the initial sale. Here are some ideas which John can use to support, inform and follow-up with the customer.

John's key strengths in sales follow-up and follow through:

-  Quietly and effectively addresses customer concerns.
-  Obtains detailed feedback at every stage.
-  Will go the extra mile in ensuring total customer satisfaction.
-  Develops close relationships with long-standing customers.
-  Maintains contact with his customer long after completion of the initial process.
-  Generates repeat business by willingly servicing the sale.

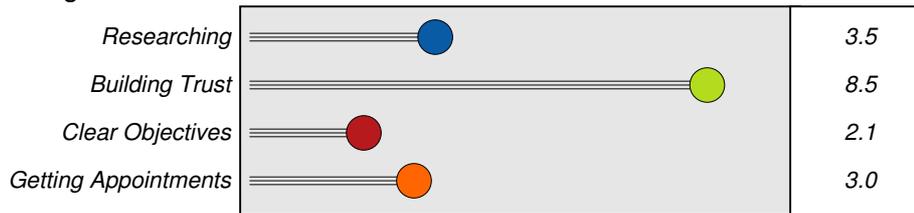
When following-up and following through John could:

-  Develop an effective system for keeping the customer more informed.
-  Rely less on repeat or referred business.
-  Perceive the relationship as a "means to an end" and not an end in itself.
-  Discipline himself to attend regular reviews with a prepared agenda.
-  Be prepared to say "yes" less often in the interests of self-preservation.
-  Recognise that some customers might take advantage of his good nature.

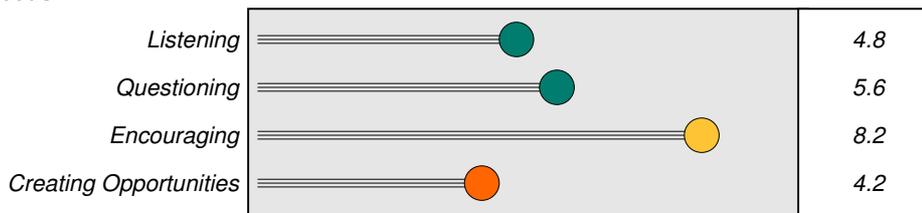
Personal Notes

Sales Preference Indicators

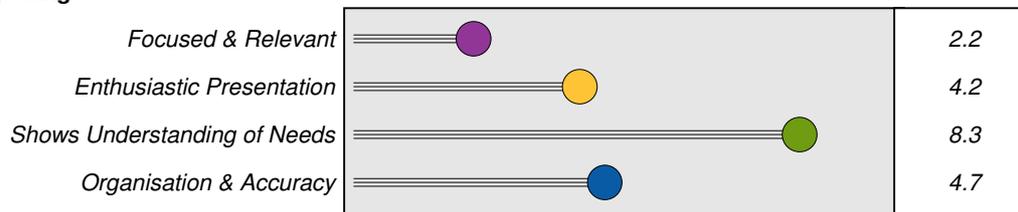
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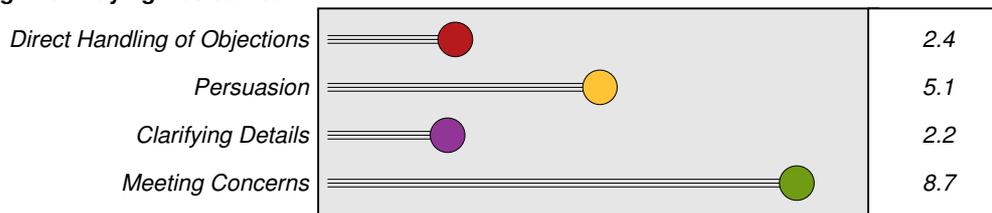
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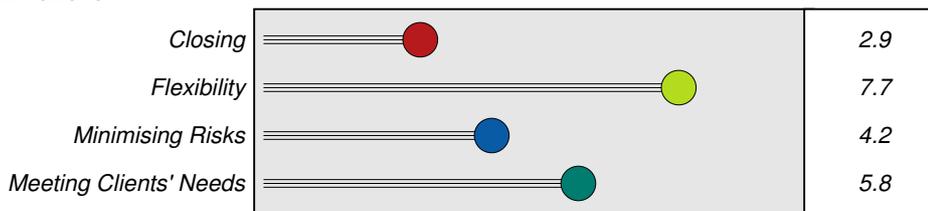
Proposing



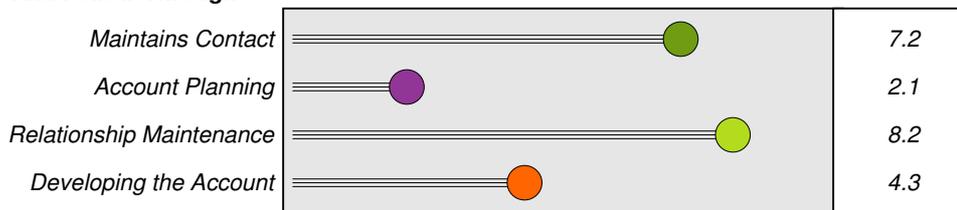
Dealing With Buying Resistance



Gaining Commitment



Follow-up And Follow Through



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 John 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 John 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 John should be aware of in setting goals and defining his purpose.

Living on purpose

John may seek to achieve his goals whilst maintaining his easygoing, warm and friendly nature. John sets goals to fulfil his personal requirements, but is aware of his additional commitments to his team or family. His willingness to help others may cause him to lose sight of his own needs. He will unerringly stick to plans that support his values. He could perhaps perform regular, more clinical appraisals of his attainment. Although somewhat painful for him, he may benefit from having the discipline of setting goals directed through a performance management system.

He tends to set fewer, more realistic goals. If he is prepared to dream the impossible, the results may be surprising. His goals can be thwarted by the demands of others. He should realise that it can be essential to say "no" at times. He must learn to say "no" more often to becoming involved in something that may detract from his goals. Even though his focus is often inward, meditative and reflective, he would still be well advised to remember to clarify his goals and write them down. If the goal-posts are suddenly moved John can appear as slow to adapt to the change. He may benefit from developing his flexibility towards new or changing circumstances.

A major part of his purpose in life is to maintain stability and have the support of others. Although he can work well on repetitive tasks, enhanced performance is likely if his goals show variety and balance. As a natural team player he should make sure that colleagues are broadly aware of his values and aspirations.

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 John 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, John,

-  Puts time aside for listening to others' problems.
-  Is happy to listen to anyone and commit to helping them.
-  May seem too relaxed and patient to some.
-  Displays persistence in most applications.
-  Prefers time for ideas and visioning.
-  Is talented in coordination and organisation roles.

Suggested Action For Development

Help them to make their own decisions and accept responsibility for their lives, then move on.

Recognise that "no" can be said in a supportive way.

Work at taking a more action-oriented approach.

Be prepared to make decisions more quickly.

Recognise that success also starts by taking action.

Avoid excessive planning unrelated to the task in hand.

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 John's creative characteristics and how he can build on them.

In his creativity, John,

-  Provides practical advice in dealing creatively with people problems.
-  Reaches solutions based on his personal beliefs and values.
-  Holds values that guide his actions.
-  Will seek involvement around people projects.
-  Maintains a healthy atmosphere in the team environment.
-  Taps into past experience when solving a problem.

Suggested Action For Development

Be prepared to give input readily in these areas, even if it hasn't been asked for.

Be prepared to question those beliefs.

Ensure deliberation on principle does not slow down creative output.

Remember the right outcome may not always please everyone.

Use this gift to diffuse conflict.

Question whether this particular situation is necessarily the same as previous ones.

Personal Notes

Lifelong Learning

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

John's preferred learning style is supported when he:

-  Is allowed to base his actions more on 'people' issues than on facts.
-  Can read a brief in advance of a meeting, about the subjects that are to be covered.
-  Can make the most of his gift of patience by working steadily forward.
-  Has adequate time to make decisions.
-  Can keep an open mind and have time to consider all the issues.
-  Works in situations where the people involved are as important as the end product.

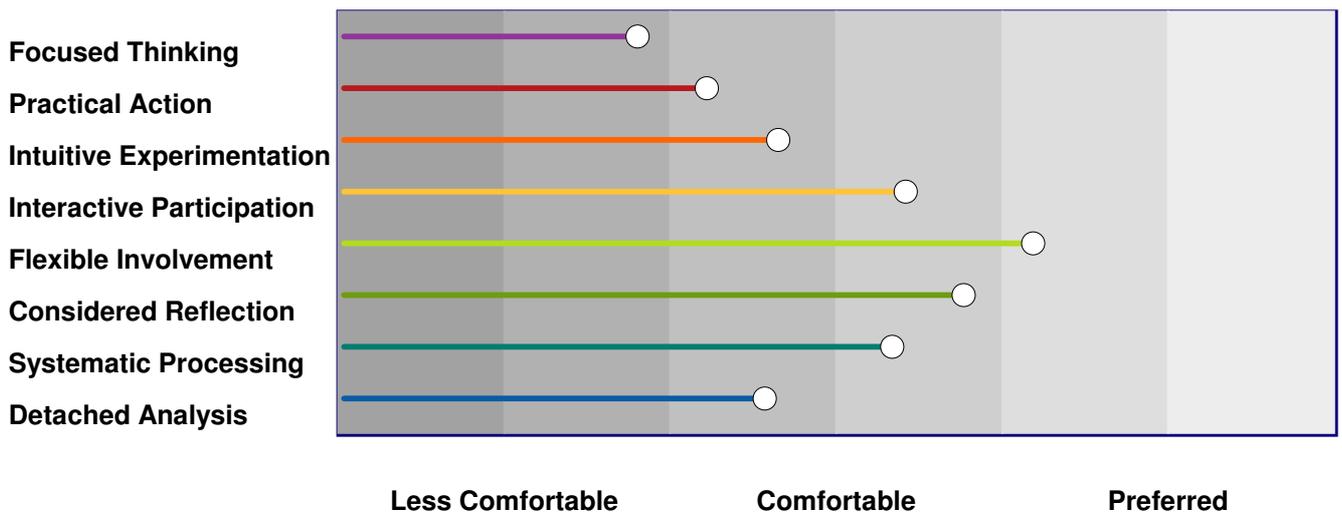
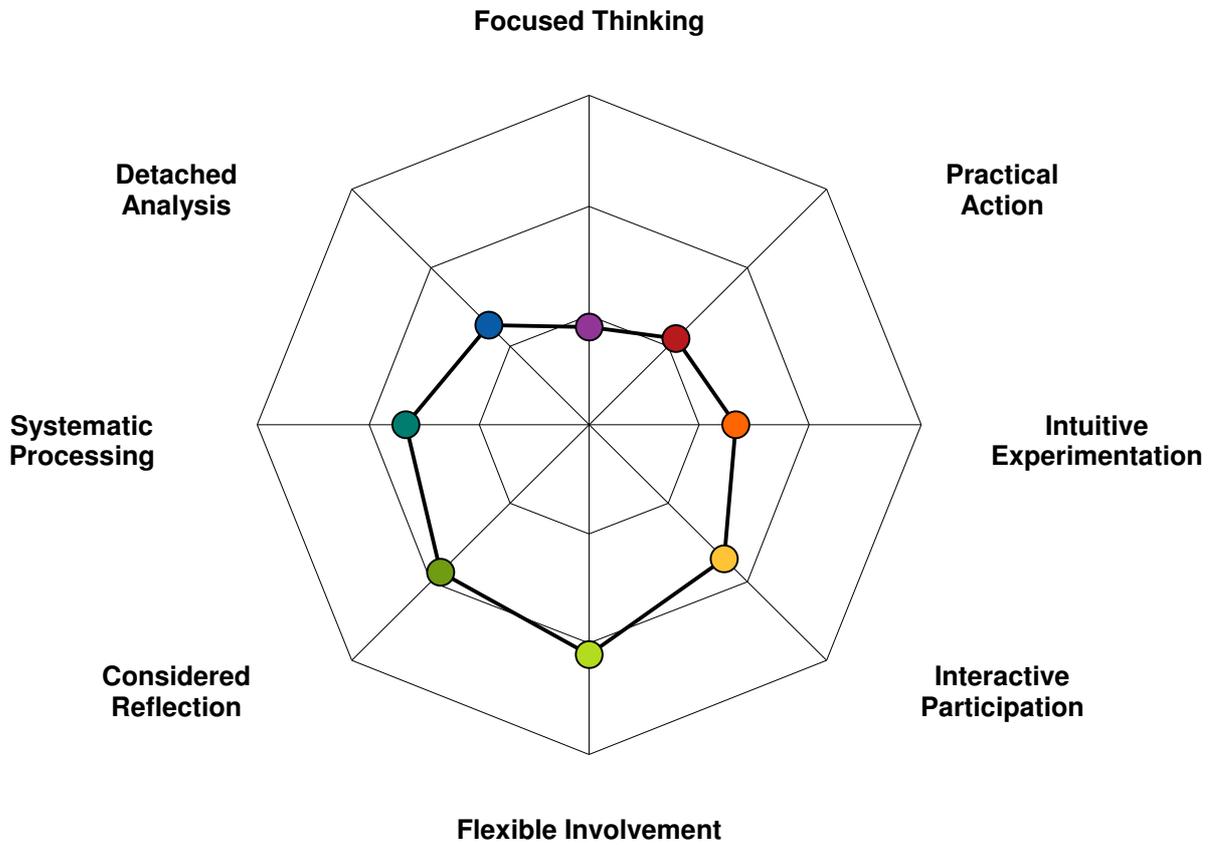
John can stretch in learning by:

-  Attending workshops which may be a bit more practical and fast-paced.
-  Theorising for a while, rather than focusing on the specific task.
-  Sometimes asking the question "what is the real, practical benefit of doing this"?
-  Improving his business awareness by also considering the 'big picture'.
-  Gathering facts from a wide range of sources and acting on them.
-  Taking the time to review his progress regularly.

Personal Notes

Learning Styles

John Smith
16/11/2009



Interview Questions

This section lists several questions which can be used in interviewing John Smith. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues John may be less comfortable with - those development areas in which he may have fewer strengths. Some or all of these topics should be used along with other questions which may be job specific. Using them will help establish the level of John's self-awareness and personal growth.

Interview Questions:

-  How can you get above average performances from your team members?
-  How do you focus on goals and objectives?
-  Tell me how you feel this interview is progressing.
-  Do you feel compromise is often the best solution?
-  How often do you play on the Achilles Heel of other peoples arguments?
-  How proactive are you in introducing change?
-  Do you see it as a problem keeping up-to-date with technical advances? What techniques have been introduced against your better judgement? Has this been a handicap to you?
-  What causes you to worry and why?
-  How much do you value what you do and how do you prefer to be rewarded for doing it?
-  What value do you see in dreaming?

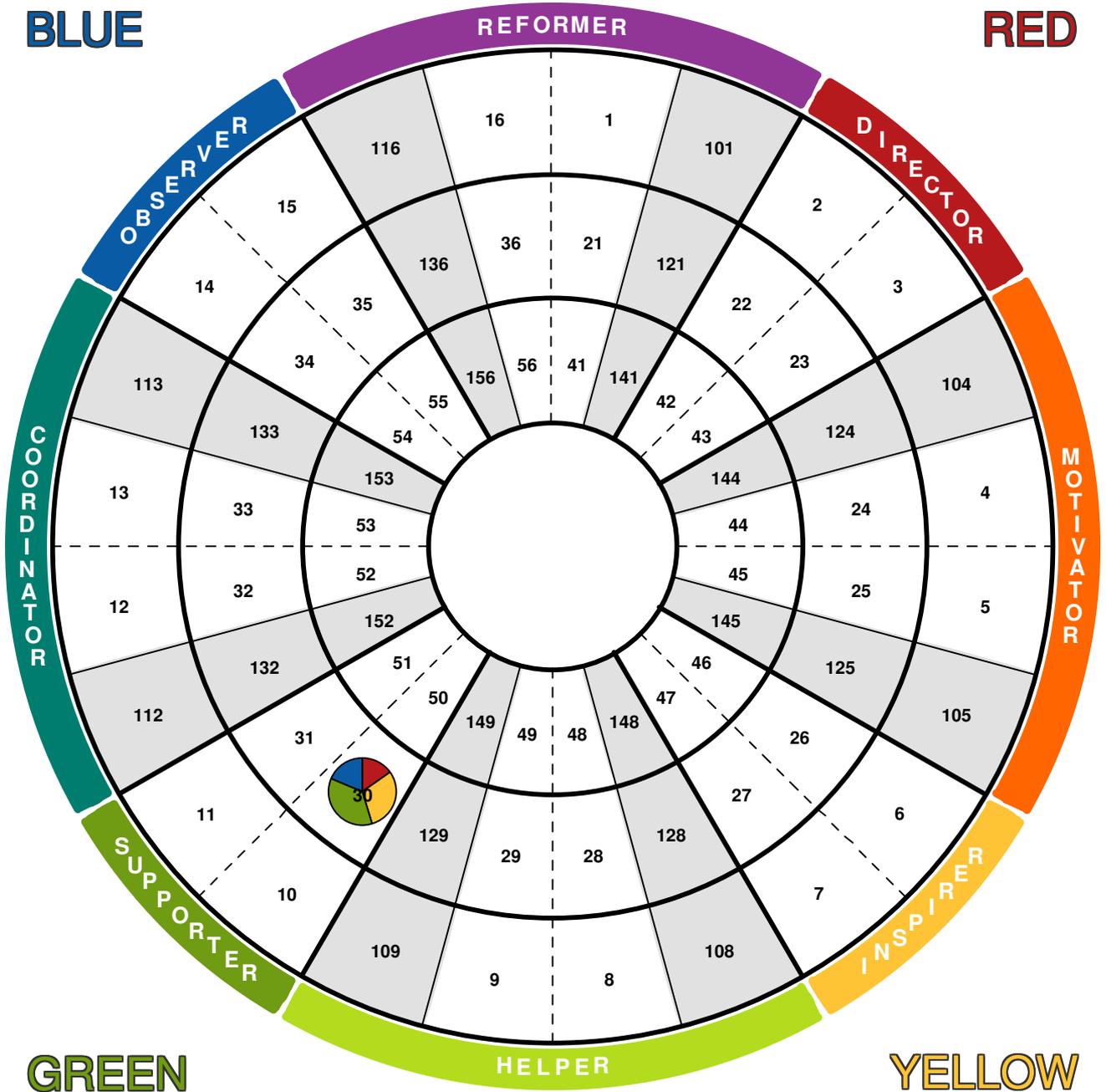
Personal Notes

The Insights Wheel

John Smith
16/11/2009

BLUE

RED



Conscious Wheel Position

30: Helping Supporter (Classic)

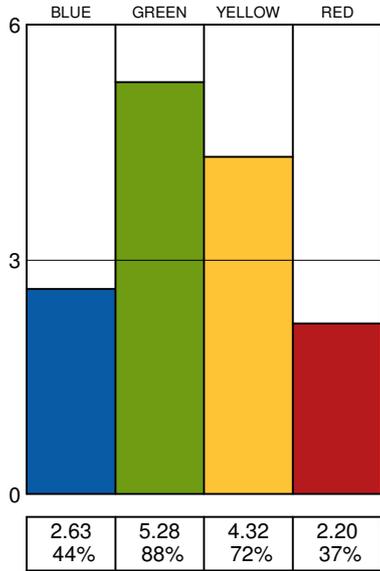
Personal (Less Conscious) Wheel Position

30: Helping Supporter (Classic)

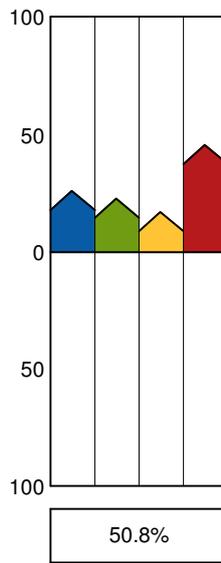
Insights Colour Dynamics

John Smith
16/11/2009

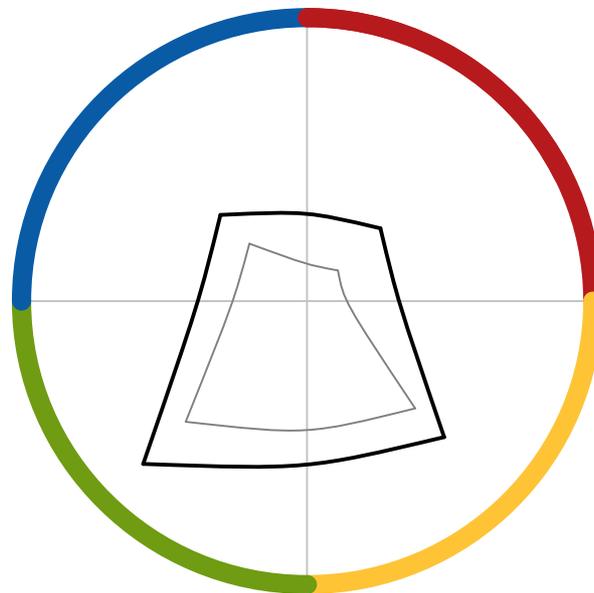
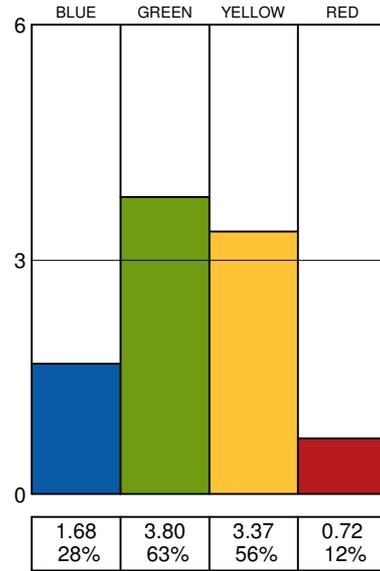
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

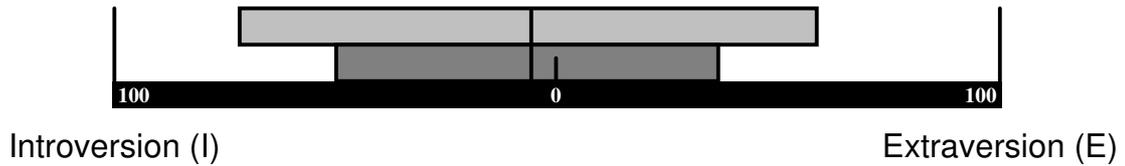


(Conscious) — (Less Conscious)

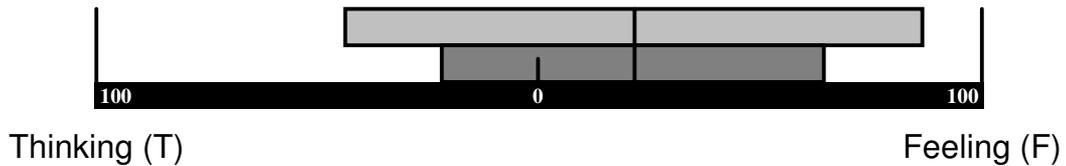
Jungian Preferences

John Smith
16/11/2009

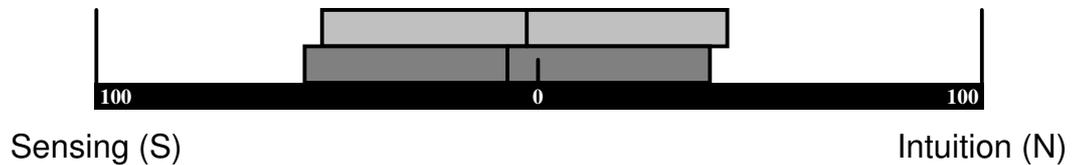
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)