



Discovery[®]

Personal Profile

John Smith

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

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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 27 February 2014.

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

John is warm, open, realistic and radiates optimism. He gains comfort from knowing that he has others' support and agreement. He is prepared to attempt almost anything, but his work needs to be active rather than theoretical. John is a natural trainer, facilitator, educator and counsellor. John should try to stand back occasionally and look at himself and at his work more objectively.

John seeks greater fulfilment in his life through the offering of help and service to others. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it. John is a good companion and fun to be with. He enjoys helping other people but prefers to assist in real and tangible ways. Others often admire and envy what they see as his relaxed approach to life.

He needs to be appreciated for himself and his service, and he can be highly sensitive to indifference or criticism of the support he offers or provides. He has a tendency to play down the rules, particularly if they appear to oppose his values. He is proficient at alleviating the concerns of others. John is sympathetic, empathic and affable. John is adaptable, easy-going, warm, friendly and generous.

One of John's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. He is seen by most others as a friendly, practical, realistic and down-to-earth person. He prefers to be seen as rather sociable and may relish the occasional spotlight. John feels a strength of conviction and has a clear vision of what is best for the common good. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment.

John has a real zest for living and enjoys company. Loving and unselfconscious, he may lack a clear sense of his own identity and self worth. He may benefit from taking a step back to consider the cause and effect of his actions, and from practising becoming more tough-minded. John is team-centred, thorough and articulate. Socially adept, even-tempered and tireless in his efforts to bring about peace and well-being, he tends to hold the perfect relationship as the ideal.

Interacting with Others

The gift of sheer adaptability means that John has an uncanny skill for making life into an enjoyable performance, juggling many activities and people and usually enjoying the limelight. Usually exciting for most of those involved, his activities do tend to leave some others exhausted by the process. Relationships are extremely important in his life and he may feel that psychological wellbeing depends on the inclusion of others. He is motivated to help other people in what he sees as real and practical ways through direct action and co-operation. He can be unbelieving of, and devastated by, too much personal criticism. Unpleasant working relationships can lead him to lose confidence and motivation.

He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. Others can find him a complex person who is difficult to get to know and understand. 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 has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate. John's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations.

He may learn to develop many differing aspects of his personality in an effort to win others' approval. He is very accepting of others in his desire for happy relationships. He needs to ensure he does not take on board too much of other peoples' emotions. By working hard on his relationships with other people, John tends to be seen as popular, gracious and eager to please. He enjoys social and harmonious relations with others.

Decision Making

John will respect alternative views and although he may not agree with them, they will be considered. He can resolve conflict positively and reach mutually agreeable outcomes, taking into account all interests. He has an ability to see the need of the moment and then deal with it. He may lack sustained focus on the problem in hand. John is good at easing tense situations, enabling competing or conflicting groups to unite.

People occasionally see John making decisions that appear to fly in the face of logic. His decisions are influenced by ethical and moral issues. One of his challenges is that he may not obtain enough direction or discipline at work, or be sufficiently involved in planning for the future. John will usually listen to, value and accept ideas and opinions from others, even those who may be viewed as unusual or even "odd". He would perform better if he focused more on in-depth study of analytical data during the decision making process.

He may value opinions over facts in considering a possible course of action. John is prepared to modify his conclusions when he receives contradictory new information. Concern for others' welfare can affect the validity of his decisions. He is likely to decide in favour of the solution that brings the highest level of approval from others. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered.

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:

- Compassionate to those around him.
 - Can “go with the flow”, particularly where people are concerned.
 - Trusting and tolerant of others' actions.
 - Tolerant and giving.
 - Not easily ruffled or flustered.
 - Good listener. Can help others achieve their goals.
 - Looks for the harmony in every situation.
 - Assumes both authoritative and democratic leadership.
 - Sensitive to the needs of others.
 - Displays lots of self-confidence.
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Personal Notes

Key Strengths & Weaknesses

Possible Weaknesses

Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. John's responses to the Evaluator have suggested these areas as possible weaknesses.

John's possible weaknesses:

- May take criticism of his work personally.
 - Fails to recognise the finer nuances.
 - Idealistic in relationships - wants everyone to be happy.
 - Puts others before himself, yet may resent it afterwards.
 - De-motivated by routine tasks.
 - Was once indecisive, but he is not so sure now!
 - Focusing on superficial analysis and failing to appreciate subtle underlying trends.
 - Can be impatient over relatively small issues.
 - Finds it difficult to concentrate on the detail for long periods.
 - Can easily feel rejected or unhappy.
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Personal Notes

Value to the Team

Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. Add to this list any other experiences, skills or other attributes which John brings, and make the most important items on the list available to other team members.

As a team member, John:

- Bonds by remembering birthdays and special events.
 - Always wants to be busy and involved in the team activities.
 - Impacts many and varied ideas.
 - Adapts in performing his role and responsibilities.
 - Provides a sharp and quick opinion.
 - Meet the needs of the team members by being prepared to do anything.
 - Provides support and service to anyone who needs it.
 - Influences others by his infectious enthusiasm.
 - Can organise the social calendar.
 - Likes and is liked by most others.
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Personal Notes

Communication

Effective Communications

Communication can only be effective if it is received and understood by the recipient. For each person certain communication strategies are more effective than others. This section identifies some of the key strategies which will lead to effective communication with John. Identify the most important statements and make them available to colleagues.

Strategies for communicating with John:

- Help him feel at ease.
 - Provide lots of opportunities for team contact.
 - Show concern for his opinions and be willing to discuss personal matters.
 - Share in and promote his ideas and visions.
 - Leave time to ensure he is comfortable on personal issues.
 - Listen for the essence of what is being said.
 - Be prepared to share problems openly.
 - Maintain a consistent, personal relationship with him.
 - Be prepared to discuss a wide range of topics.
 - Agree exactly what needs to be done.
 - Provide information that stimulates conversation.
 - Take a low key, friendly approach.
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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:

- Appear slow, sluggish or too formal.
 - Involve him in formal, lengthy or tedious meetings.
 - Emphasise established processes.
 - Ignore, forget or demean him.
 - Lose concentration or back-track on previously discussed details.
 - Become too impersonal.
 - Expect him to respond favourably if you dictate to him on policy or procedures.
 - Create a hostile environment devoid of feelings.
 - Forget to be aware and tolerant of his views.
 - Ignore his creative and intuitive thinking.
 - Be cold, aloof or adopt an autocratic approach.
 - Take him for granted.
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Personal Notes

Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

John's possible Blind Spots:

John would do well to take a step back and try to see a situation more objectively before reacting. He enjoys positions of authority and influence in his peer group and his ability to join in quick decision making within the group may be countered by a need to reflect, and later attempt to reverse, important decisions made. 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.

Although he may not readily display it, John can be so committed to his own principles that he develops tunnel vision. When he decides that enough is enough then he may take an unusually aggressive stand for his rights. If he tried to develop more objectivity about his projects and tasks he would become less vulnerable to criticism and disappointment. John is so emotionally entangled in his projects that he is very sensitive to negative criticism of his work. He should attempt to analyse what it is that is making him feel resentment on occasions.

Trying to be less sensitive would enable John to hear the often helpful information that is contained in constructive criticism. John may become so engrossed with his own projects that other important tasks lie forgotten. He may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings. Occasionally John may miss opportunities through a lack of awareness of the need to conclude the planning detail. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view.

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 Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

John may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, John may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. John will often see the Reformer as both aloof and argumentative.

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:

- Be thorough, organised and on time.
- Focus on the task at hand.
- Recognise his “remoteness” is not directed against you.
- Agree with him wherever possible.
- Bring proof and evidence of performance.
- Look for signs that say “I’m losing interest”.

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

- Impose your opinion against his better judgement.
 - Show disagreement with or disrespect for his principles.
 - Underestimate his abilities to decide for himself.
 - Interrupt him while he is in control.
 - Try to hoodwink or mislead.
 - Become emotional or excitable.
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Personal Notes

Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for 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:

- Paying meticulous attention to detail before leaping to a conclusion.
 - Reflecting on what it is that he really wants.
 - Dealing directly with conflict rather than worrying unnecessarily about finding alternatives that will appease all parties.
 - Being less indiscreet and more formal.
 - Saying no first, giving the opportunity to review a decision later.
 - Finishing and reflecting on each book he reads before starting a new one.
 - Becoming a better self-disciplinarian.
 - Adopting a no-nonsense approach.
 - Saying "no" when too much is expected of him.
 - Standing up for his rights.
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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:

- A flat and open management style prevails.
 - There are like-minded colleagues to provide invention, enthusiasm and fun.
 - His feelings are valued and considered.
 - He has some contact with others.
 - The emphasis is on informality rather than rules.
 - There is opportunity to create and express ideas and to develop these collectively.
 - Informal, low-pressure meetings are the norm.
 - The present situation is fully understood and appreciated.
 - The workplace is light, spacious and attractive.
 - The emphasis is on informality and tapping in to inner creativity.
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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:

- To give more weight to facts when making decisions.
 - Regular feedback and genuine encouragement.
 - Plenty of verbal “strokes” and praise.
 - Support for his style by providing back-up.
 - More frequent evaluation and appraisal.
 - The help of his manager more often than he feels he needs it.
 - A workplace offering privacy but not exclusion.
 - An understanding manager, who is mentor and coach, and who is consistent, patient and calm.
 - Overall guidance that is steady and firm.
 - Steady, firm, overall guidance.
-

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:

- Investment in equipment for his exclusive use that encourages his sense of worth.
 - Regular holidays and time off to pursue other interests.
 - Rewards that reflect his immediate needs.
 - Special task “teams” to interact with.
 - Occasional appreciative comments.
 - Gadgets, trinkets and creature comforts.
 - Being made to feel “one of us”.
 - Team activities to lighten the gloom.
 - Personal appreciation and public recognition for a job well done.
 - Regular breaks from routine.
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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:

- Welcome free expression within the team.
 - Detect conflict early and take preventative action.
 - Promote his team to the detriment of his own credibility.
 - Find it difficult to deal with disciplinary matters within his team.
 - Work to promote harmony within the work group.
 - Show great pride in, and demand recognition for, his team.
 - Achieve results through good relationships.
 - Set and maintain a sense of neatness and order.
 - Allow team members with a stronger personality to "rule the roost".
 - Be seen to be soft on important issues.
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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.

Selling Style Overview

John is a popular colleague and is at ease in the company of his customers. Usually highly persuasive during the presentation, he will wish to withdraw quickly from confrontation if provoked by the customer. He needs democratic and participative sales processes rather than autocratic and controlling ones.

He tends to be sensitive to the way he relates to others and is at his best in sales situations that run smoothly and harmoniously. He enjoys sales processes that involve the whole team. As John's primary desire is to be of service to others, he tends to build lasting sales relationships. He will attempt to remove the obstacles that block fellowship. Giving assistance at every level, John will always take time to listen to his customers needs.

He is often keen to avoid over-directing the sales outcome. A proficient talker and a generally good listener, John is aware of his abilities to ultimately draw most people towards his viewpoint. In every day dealings, customers see him as flexible, understanding and adaptable. John is at his best when talking with customers, and thrives on recognition and positive responses from customers, particularly those that support his ideas. The easy-going nature and good humour that John displays during the sales process makes him an attractive advisor. He is known by a large number of people and enjoys loyalty and support from almost all of his customers.

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:

- Generates quality leads by spending time with others.
- Appears to his prospects as warm and approachable.
- Enjoys meeting new customers and building relationships.
- Will stick to tried and tested procedures.
- Sticks to tried and traditional prospecting methods.
- Works quietly and effectively behind the scenes.

Before the sale begins John could:

- Trust his gifts of creativity in getting a "lost" sale back on track.
- Remember that rejection is seldom personal.
- Research customer's needs in more depth before the initial meeting.
- Set clear and achievable "early stage" objectives.
- Research the strengths and weaknesses of competition in advance.
- Remember that a key part of selling is helping the customer to decide.



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:

- Finds it easy to assume the role of the trusted partner.
- Builds trust and rapport by putting his customers first.
- Actively seeks customer input to truly understand his or her concerns.
- Employs a relaxed, conversational questioning style.
- Works to appreciate the real needs of his customers.
- Looks for the good and the opportunities in the people and events his customer describes.

When identifying needs John could:

- Openly discuss complex or challenging areas.
- Pay greater attention to important detail that may, at first, seem less significant.
- Allow the customer to express his or her views.
- Keep more detailed, organised notes during the questioning process.
- Get down to business issues, some times more quickly.
- Spend less time with people who aren't key decision-makers.



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:

- Can accept and reflect back customer values.
- Rarely upsets customers by his manner.
- Enjoys an easy going and fun approach.
- Appears highly confident in group presentations.
- Is fluent and reassuring in articulating customer's goals.
- Brings brightness and "theatre" to the process.

When proposing John could:

- Show customers a more serious side of his personality as appropriate.
- Support the use of systems and procedures into the process.
- Get organised and prepare - avoid being caught later by the important detail.
- Present a more formal, business-like persona.
- Balance engaging with the customer with maintaining a task-focus.
- Use processes that relate strictly to the customer's interests.



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:

- Almost always sees a good side however tough customers appear.
- Handles resistance pragmatically and adaptably.
- Maintains the relationship by adapting his style to the situation.
- Doesn't fluster easily, and can "go with the flow".
- Encourages objections as a means of ensuring total customer satisfaction.
- Accepts that other's perceptions are as valid as his own.



Personal Notes

When dealing with buying resistance John could:

- Tackle some issues head-on!
- Challenge unsubstantiated statements.
- Persist to resolve the tougher issues there and then.
- Deal with objections as and when they are raised.
- Remember to recap on areas of agreement.
- Realise that a disagreement is not the same as a conflict.

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:

- Makes the process fun!
- Prefers a softer and harmonious approach.
- Persuades others through a passion for his subject.
- Seeks win/win solutions to avoid conflict.
- Will identify the key stages in moving towards the customer's dream.
- Pauses before responding so as not to appear to have all the answers.



When gaining commitment John could:

- Summarise the benefits succinctly and modestly.
- Talk confidently about money issues rather than showing embarrassment about the matter.
- Be more methodical about gathering all the details.
- Offer less choice and more direction.
- Remember that customers may not say "yes" until they have been asked.
- 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:

- Can involve relevant people in the after-sales processes.
- Regularly servicing his customer's needs.
- Works supportively in partnership with his customers.
- Maintains regular contact with his customers.
- Travels the path of least resistance.
- Disciplined at keeping in contact with his customers.

When following-up and following through John could:

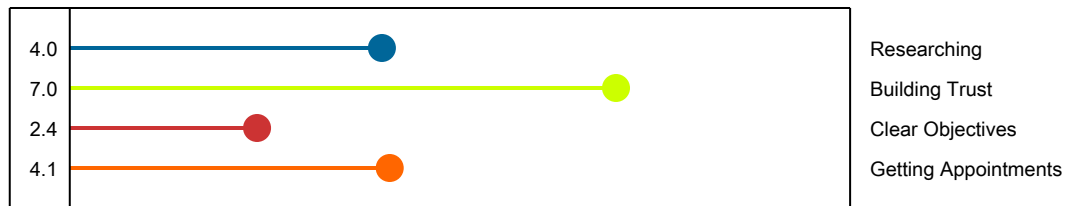
- Concentrate more on customers with the real revenue potential.
- Be prepared to say "yes" less often in the interests of self-preservation.
- Create a system to help him remember and action the commitments he makes.
- Avoid feeling comfortable in the supporting role.
- Be aware of a tendency to deal with likeable customers rather than difficult ones.
- Appreciate that not all "follow-up" calls are social activity.



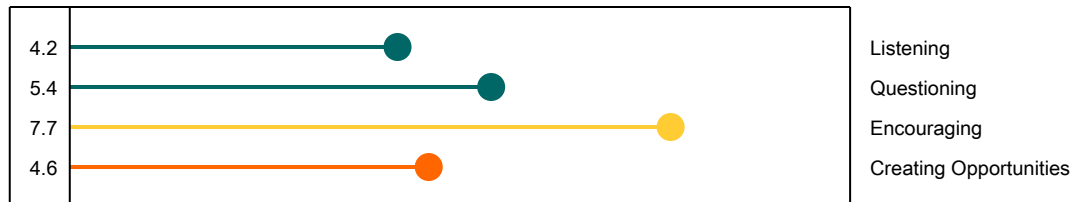
Personal Notes

Sales Preference Indicators

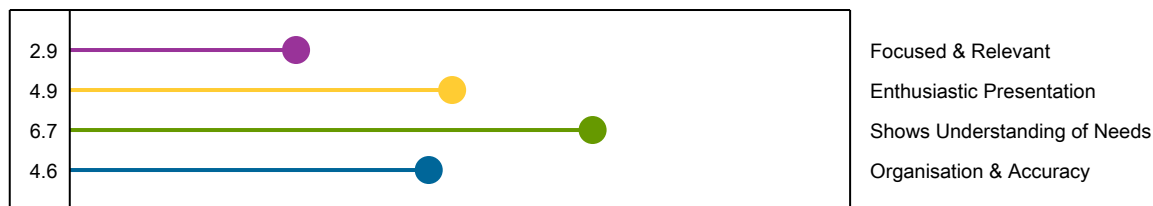
Before The Sale Begins



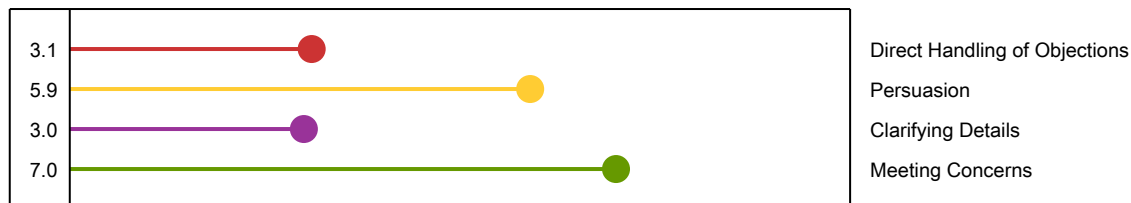
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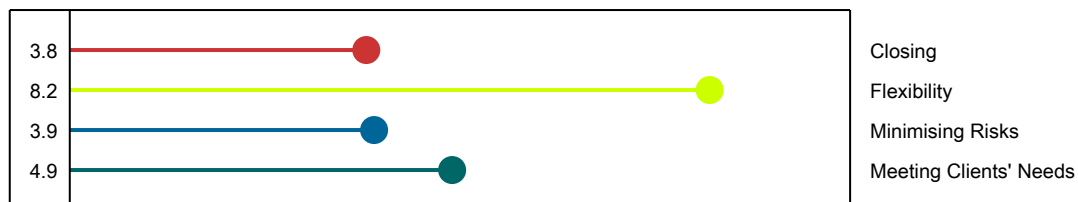
Proposing



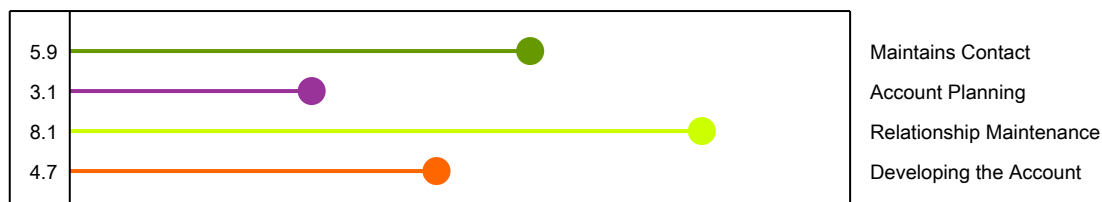
Handling Buying Resistance



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

Deeply concerned for the welfare of others, John's goals centre on the needs and expectations of a wide range of people, not just himself. Although recognising that some benefit comes from reviewing goals frequently, John tends to set them in stone and then stick with them through thick or thin. He is particularly interested in supporting what others can achieve, often at his own expense. He should remember that self-sacrifice has a cost.

As a natural team player he should make sure that colleagues are broadly aware of his values and aspirations. His move towards his goals follows a steady pace. He may however, sense an erosion of their urgency and lose momentum with the progression of time. He usually sets stretching though achievable work-related goals. He should also maintain personal life goals which involve physical exercise. He will sometimes steer clear of outcomes that could invite criticism or result in conflict. When considering goal-related issues, he could build in a greater degree of objectivity by soliciting the views of others whom he knows will not share his opinions.

The kind of work that best suits him requires patience, dedication and adaptability. One of John's unconscious motivations may be to help others towards achieving their goal. He is steady and tenacious. This gift could be viewed as stubbornness by others. Flexibility in planning will help him reach the objective. When he identifies an obstacle in pursuit of his objectives, he is usually prepared to consider a different direction. John recognises that 'to err is human'. This might be his justification for, or release from, the attainment of pre-set outcomes.

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,

Suggested Action For Development

| | |
|--|--|
| Tends to prefer to avoid confrontation. | → Consider the deed and not the person. |
| Is de-motivated by routine tasks. | → Incorporate variety and regular change into the schedule. |
| Puts time aside for listening to others' problems. | → Help them to make their own decisions and accept responsibility for their lives, then move on. |
| Allows time for people development programmes. | → Develop a greater sense of urgency and momentum. |
| Can lack focused attention to detail. | → Reread what is written, and remember the spell-checker! |
| Prefers a slow and relaxed pace. | → Be more aware of the ticking of the clock. |

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,

Suggested Action For Development

| | | |
|---|---|---|
| Maintains a healthy atmosphere in the team environment. | → | Use this gift to diffuse conflict. |
| Enjoys a quiet, steady approach. | → | Try short bursts of brainstorming with others. |
| Enjoys bouncing ideas around with colleagues. | → | Schedule regular group brainstorming events. |
| Enjoys interaction and involvement. | → | Devote some time for reflection. |
| Listen to others' ideas. | → | Assist those concerned with making things happen. |
| Is considerate and supportive of others' ideas. | → | Others would benefit from his ideas too. |

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:

- Has an ability to participate in situations where people matter.
- Can participate fully in team situations.
- Seeks a range of views to cement his understanding.
- Studies and works in a non-threatening, steady-paced environment.
- Interacts with others on a one-to-one basis.
- Can use a calm and methodical approach to mastering a new skill.

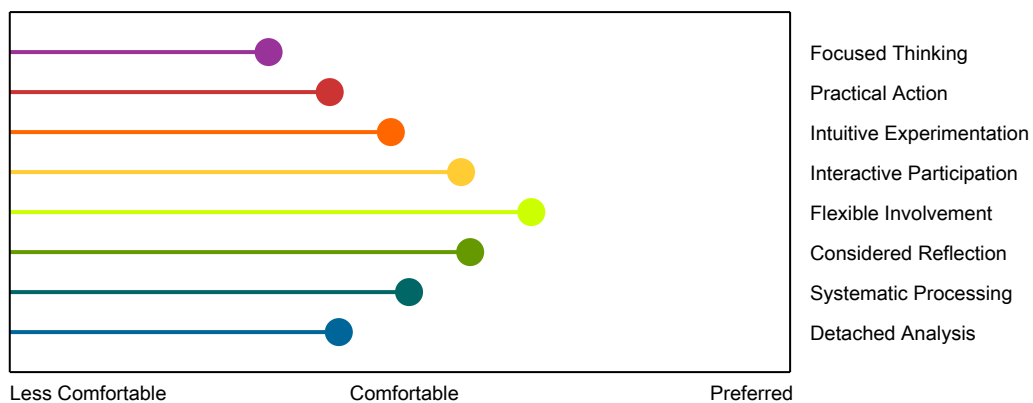
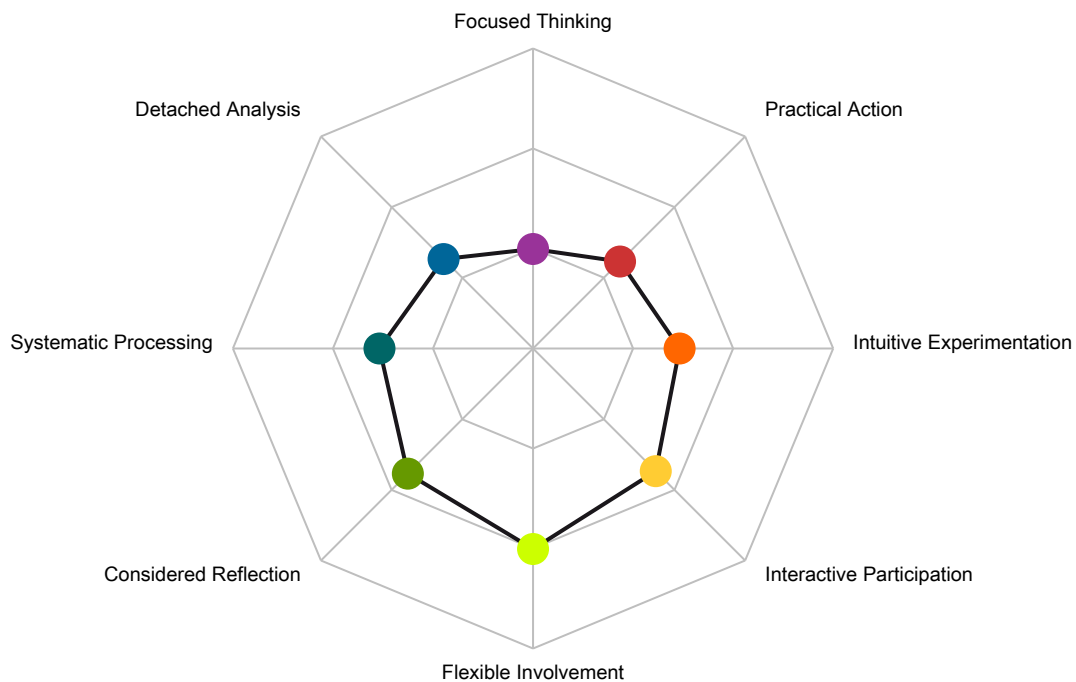
John can stretch in learning by:

- Using more objective assessment techniques.
 - Relating seemingly abstract knowledge to practical application.
 - Changing something just for the fun of it.
 - Preparing more for a learning session.
 - Sometimes practicing more critical self-analysis.
 - Looking at a learning map more often.
-

Personal Notes

Learning Styles

27 February 2014



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:

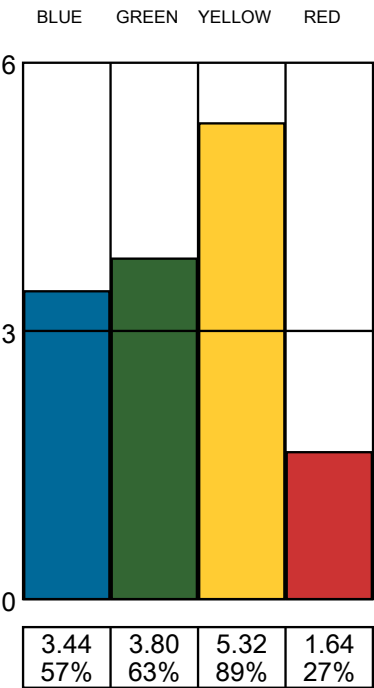
- Do you prefer working to your own written agenda or reacting to where you are needed?
 - Would you say you are a good listener?
 - Certain situations require a serious approach. How do you recognise these?
 - How easily can you refuse a reasonable request?
 - Do you feel compromise is often the best solution?
 - How would you distinguish between work and personal relationships with colleagues?
 - What do you feel about the term "personal development"?
 - How do you see your standards impacting on others?
 - What steps would you take to ensure your objectives/targets and commitments were being met?
 - Describe procedures you may have introduced and to what end. Aren't procedures just a hindrance to getting on with the job?
-

Personal Notes

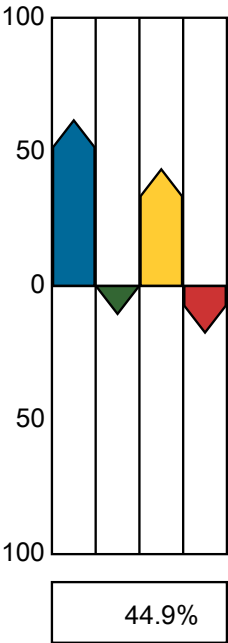
9: Supporting Helper (Focused)

The Insights Discovery® Colour Dynamics

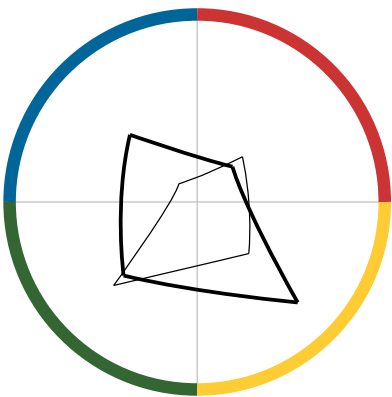
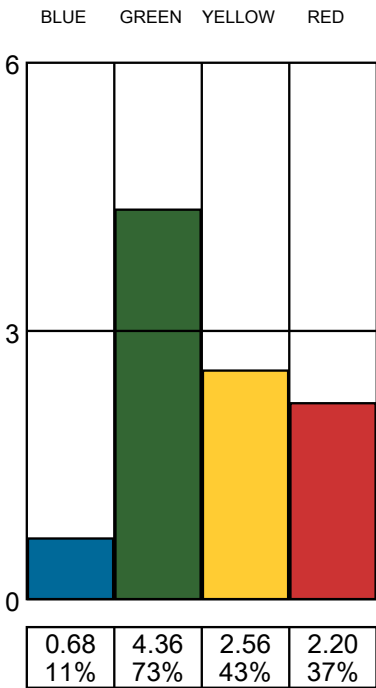
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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