



# Discovery<sup>®</sup>

Personal Profile

Andrew Dowling

29 April 2024

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

## Personal Details

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## Introduction

This Insights Discovery profile is based on Andrew Dowling's responses to the Insights Preference Evaluator which was completed on 29 April 2024.

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

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### Personal Style

Andrew is a curious and keen student of all that is going on around him. Andrew could be called one of life's natural go-getters, as he possesses enthusiasm, vision, objectivity and accountability. He values his inspiration above all else and constantly strives to turn his original ideas into his reality - a reality which may not seem as real for others. He may ignore sensory data that might suggest danger and may knowingly take risks that others avoid. New challenges are more appealing to him than the status quo. His imaginative perception gives him the energy to start lots of new projects, and keep a large number of balls in the air.

He is aggressive, competitive, ambitious and seeks to win. Routine is the real bad news for him, and it may sap his energy. Gifted with clarity of thought and articulation, Andrew is an excellent communicator and presenter. Andrew is interested in seeing possibilities beyond what is currently known, accepted or obvious. His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect.

He needs excitement and variety or he may lose interest in carrying projects through to completion. Andrew is a direct, results-oriented person who considers people within the framework of his objectives. He may have had personal experience of the view that worthwhile success comes only after suffering significant misfortune. Andrew enjoys working with complex problems and is unceasing in his pursuit of mastering anything he finds intriguing. Andrew is seen as a natural leader with a hearty and frank style, who tends to take charge of any situation in which he finds himself.

Andrew gains motivation from his ability to generate ideas. His almost permanently positive state can often carry others with him. He may find it hard to prepare as thoroughly as he should. Andrew enjoys work that provides variety as he is quick and resourceful and can turn his attention to many things. His original thinking generates a constant stream of ideas. With his keen analytical abilities and good strategic thinking, Andrew can almost always find the rationale for the things that he wants to do. Andrew sees possibilities in most situations and can direct others toward making a vision become a reality.

He has a strong ego and achieving significance in life is important to him. Andrew's natural intuition, fed by a drive to discover, brings with it the readiness to work long and hard in the pursuit of an ongoing dream. He helps the innovative process by regularly coming up with ideas. Tasks that involve practical day-to-day maintenance tend to frustrate him. Andrew is seen by others as pragmatic, dependable and able to get things done.

### Interacting with Others

Andrew enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. He prefers what might be, rather than the reality of what is already. He is a good innovator, negotiator, and manager. Andrew is not slow to help people come together to negotiate solutions if a project needs this. He will introduce colleagues to all

sorts of possibilities which challenge convention, but which may appear to many as completely impractical.

Andrew's work style is down-to-earth, assertive and persuasive. Andrew loves challenge, and is far-sighted and enthusiastic. While constantly striving to increase his competence and personal power, he is outgoing, talkative and can cope with a large number of different projects. Curious and alert, Andrew prefers to understand rather than judge. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour. Seen as adaptable, he has the ability to adapt to various work roles and to compliment the characteristics of the current work group.

He deals imaginatively with social relationships which generate a large variety of acquaintances. He is a "networking" expert. Although he may fail to recognise the symptoms, he can become rather uncomfortable if separated from his family or group for long periods of time. He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills. Unconventional in approach and enjoying motivating others to exceed what is accepted and expected, he likes to live freely, looking for variety every day. He likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why.

### Decision Making

Andrew's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. He will not allow systems and procedure to stand in the way of what he believes is right. Sometimes he makes poor choices by getting involved with too many things at once. He may lack sustained focus on the problem in hand. He is happiest in a role which allows him to exercise his ingenuity to tackle one project after another.

Always restless, he would rather ignore or put off dealing with troublesome details, by preferring to move on to something new or unusual. Andrew's many accomplishments are achieved mainly through determination and perseverance in reaching or exceeding his high standards. Andrew's tendency to think "out loud" enables others to follow his line of thinking. As an extraverted, future oriented person, he may fear failure but knows how to turn it on its head into something positive, if the event occurs. He is more interested in the future consequences of his actions than in the present condition of people or projects.

He likes to convert everything into possibilities, ideas, plans and schemes and his initiative and imagination leads him to start many new projects which he may not always complete. "Do it now" is his motto. His effectiveness depends on how much personal fulfilment he receives from the current task. To carry out his innovative ideas, Andrew relies on his impulsive energy. He is a keen initiator who finds most problems stimulating. He is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Andrew's key strengths:

- Will join different organisations to further his cause.
  - Motivates others to “achieve the impossible”.
  - Displays lots of self-confidence.
  - Builds relationships quickly and effectively.
  - Finger constantly on the pulse.
  - Constantly strives towards self improvement.
  - Enjoys and seeks variety.
  - Ability to communicate his vision to others.
  - Dynamic negotiator.
  - Possesses social expertise.
- 

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

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#### Andrew's possible weaknesses:

- Feels that some who may be modest are justified in their modesty!
  - May not appreciate symptoms of underlying stress and anxiety.
  - Doesn't always take time to hear others views.
  - Impatient with others he sees as having lower standards.
  - Sometimes lacks attention to detail.
  - May jump, seemingly randomly, from task to task.
  - Generally impulsive and overlooks important items.
  - Vocally defends his faults when challenged.
  - Tends to be perceived as arrogant in stressful situations.
  - Takes leaps into the unknown. May ask others to take leaps into the unknown without explanation.
- 

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

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### As a team member, Andrew:

- Is opportunistic, original, spontaneous and versatile.
  - Will drive others to achieve greater things.
  - Brings boundless energy to any situation.
  - Ensures there is never a dull moment where he is involved!
  - Challenges existing methods if he feels they are inadequate.
  - Prevents apathy with lively presentations.
  - Provides stimulation and resourcefulness.
  - Will show loyalty and directness to other team members.
  - Can focus effectively on both task and people issues where the team is concerned.
  - Provides inspiration and perspiration.
- 

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

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#### Strategies for communicating with Andrew:

- Be alert and quick on your feet.
  - Keep the conversation lively.
  - Be enthusiastic and positive.
  - Appeal to his open style of decision making.
  - Show respect for his ideas and opinions.
  - Be straightforward, fast, efficient and to the point.
  - Be firm, forceful and fearless.
  - Encourage his creative intuition.
  - Provide incentives and encouragement.
  - Indulge in speculation and offer opinions readily.
  - Encourage him to stick to the agenda.
  - Point out the consequences, with care.
- 

#### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Andrew. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Andrew, DO NOT:

- Get carried away by his enthusiasm.
  - Be obscure, obtuse or dogmatic.
  - Be negative or non-communicative.
  - Challenge his perception of himself.
  - Prevent him moving on to other challenges.
  - Unnecessarily challenge ideas or actions.
  - Dampen his enthusiastic energy with negative inputs.
  - Be dull, dour or redundant.
  - Impose a “can't be done” or defeatist attitude on him.
  - Be addicted to rules and procedures.
  - Be vague or imprecise.
  - Engage in laboriously long meetings.
- 

#### 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.

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### Andrew's possible Blind Spots:

Andrew is often so involved in his own processes that he fails to notice what is happening elsewhere. Tending to take on too much at one time he can find himself overloaded and unable to keep his commitments. In his enthusiasm to make changes, Andrew may not be fully aware of others' opposing views.

His natural quickness and pressure to anticipate what is coming means he occasionally assumes wrongly that he knows what a person is going to say, and is tempted to jump in to finish their sentences. As he doesn't naturally ask “what if”, he often misses possible meanings, implications and connections. He could sometimes slow down and pay closer attention to the finer details of his projects. Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say. He appears generous, but in reality may have only limited patience for those who are dependent on him.

He may need to learn how to contain his disappointment in the performance of others by having more realistic people expectations. He may neglect essential preparation as he moves quickly in his zeal to take on something new. Andrew needs to work toward making commitments to fewer projects so he completes more of the ones he begins. Andrew would do well to take a step back and try to see a situation more objectively before reacting. Andrew should bring a more rational pace to his work which would act as a drag on his tendency to start and stop projects at the drop of a hat.

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### Personal Notes

## Opposite Type

The description in this section is based on Andrew'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.

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### Recognising your Opposite Type:

Andrew's opposite Insights type is the Coordinator, Jung's "Introverted Sensing" type.

The Coordinator is a careful, cautious, conventional person who is diplomatic and sincere. Coordinators tend to be very loyal, precise and disciplined with high standards and expectations of self. Coordinators may appear to lack self-confidence and prefer to operate in a structured and ordered manner, focusing on established guidelines rather than future possibilities.

Andrew will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Andrew may also see the Coordinator as a critical and ideological thinker who will be quiet and reserved around strangers. Coordinators do not like stress or chaos and tend to be rather private, requiring support and reassurance. They prefer to build close relationships with small groups of people and like to retain the familiar and predictable. The Coordinator becomes stubborn if pressured, particularly by Andrew!

Coordinators are concerned with what is "right" and, to Andrew, appear slow in decision making. They prefer a steady-paced environment with little interpersonal aggression and they tend to distrust outgoing people. They are motivated by schedule and order and are among the most private of the Insights types. Andrew sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.

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### Personal Notes

## Opposite Type

### Communication with Andrew's Opposite Type

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

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#### Andrew Dowling: How you can meet the needs of your Opposite Type:

- Deal with “here and now” projects.
- Present only solid and reliable facts.
- Provide a safe environment in which he can learn, improve and grow.
- Allow him to explain the logic behind his views.
- Recognise his quiet dedication.
- Provide an environment which allows him to express his thoughts.

#### Andrew Dowling: When dealing with your opposite type DO NOT:

- Talk emotionally, quickly or loudly.
  - Interrupt his thought processes.
  - Assume that hesitation implies a lack of knowledge.
  - Stray from the agenda.
  - Ignore his authority for the sake of it.
  - Substitute rhetoric for accuracy.
- 

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

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### Andrew may benefit from:

- More time dedicated to analyse his thoughts and feelings.
  - Looking for the good in everything.
  - A more structured approach to living.
  - Slowing down and thinking things through.
  - A weeks private meditation - alone.
  - Really listening to the views of others.
  - Remembering that arguing does not stimulate everyone.
  - Understanding that forging ahead on his own may be detrimental to the common good.
  - Accepting rather than rejecting negative feedback.
  - Avoiding driving others as hard as he drives himself.
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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 Andrew's ideal environment and his current one and to identify any possible frustrations.

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#### Andrew's Ideal Environment is one in which:

- There may be noise, i.e. music or a general “buzz” of excitement.
  - His inspirational vision is nurtured.
  - There is excitement and stimulation.
  - Modesty is not a pre-requisite.
  - He can question the rules and the traditional ways of doing things.
  - A political talent is required.
  - He can “rock the boat” without fear of retribution.
  - Innovation and entrepreneurialism can flourish.
  - Colleagues share his drive for results.
  - Detail and routine tasks are carried out by someone else.
- 

#### Personal Notes

## Management

### Managing Andrew

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

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#### Andrew needs:

- To become his own self, not just his achievements.
  - To understand systems and cultures if he is to avoid upsetting others.
  - People he can call on for support where necessary.
  - To stop “doing” and take time out to just “be”.
  - Freedom from controls, supervision and details.
  - Established support systems and procedures.
  - As little time as possible spent on the details.
  - To listen more carefully to the views of others.
  - Help with planning and preparation.
  - Encouragement and empathy when his visions “turn sour”!
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#### Personal Notes

## Management

### Motivating Andrew

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

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#### Andrew is motivated by:

- Participation in lively arguments, debate and discussions.
  - Regular breaks from routine.
  - A team of like minded, ambitious people.
  - Career opportunities with an endless horizon.
  - People who express flair, talent and creativity.
  - Buzz words, jargon and lively language.
  - Immediate financial rewards.
  - Status symbols that represent success.
  - Seeing the results of his efforts.
  - Taking risks and “smelling the danger”.
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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 Andrew's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

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In managing others, Andrew may tend to:

- Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.
  - Try to do several things at once.
  - Inspire others with his forward-looking orientation.
  - Appears a little shallow and overly exuberant to some.
  - Expect that every challenge can be resolved by brainstorming.
  - Exhibit a high level of job satisfaction.
  - Establish high standards for self and others.
  - Lead from the front in a “follow me” style.
  - Show his impatience with people who prefer to work at a more consistent or slower pace.
  - Take on too many disparate activities, resulting in a loss of focus and identity for others.
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## Personal Notes

## Effective Selling Chapter

Effective selling has three main requirements:

First, the salesperson must understand themselves, and how to build on strengths and develop any areas of weakness, aware of how different customers perceive them.

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 their 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 Andrew's selling style. Use this section to gain a better understanding of his approaches to his customer relationships.

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### Selling Style Overview

Andrew is stimulated and motivated by constant generation of new ideas. His self-esteem and satisfaction often depend upon recognition for his performance. He will reap greater benefits in the sale if he makes a more conscious effort to be sure to obtain, and listen carefully to, his customer's views and fully integrate them into his business proposal. He should listen carefully to the customer's input and express appreciation for every contribution, whether he agrees or not, before presenting his solutions.

He will ask good questions, but will sometimes forget to wait for the answer! He takes a flexible approach to sales problem solving. He works hard to express his appreciation for his customer's support and makes a considerable effort to recognise and value his customer's feelings. He will find it beneficial to consciously seek out other colleague's views of sales situations and consider their comments carefully. He is energised by being around like-minded salespeople and can successfully combine his talents with the strengths of others.

Andrew tends to drive himself hard and has equally high expectations of his customers and colleagues. He will not be diverted from sale completion by customer's objections if he has a clear view of a rational solution in mind. He could usefully consider the value in opposing points of view. Andrew feels alive and energetic when around other highly active people. He can increase sales opportunities when utilising others strengths to complement his own. Andrew sees value in a direct, strong, and forthright approach to customers.

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### 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 Andrew needs to be aware of in the initial stages when planning and approaching the customer.

### Andrew's key strengths before the sale begins:

- Demonstrates an intuitive and optimistic sales approach.
- Adapts to unusual customer situations and problems.
- Sees cold-calling as a necessary first-step to helping others through the sales process.
- Adopts a positive mental attitude.
- Identifies short and long term goals for the sale.
- Gains appointments that others may find difficult to make.

### Before the sale begins Andrew could:

- Prioritise his prospecting more effectively.
- Set clear and achievable "early stage" objectives.
- Reflect on the objective of the meeting beforehand, and refer to the plan often during the meeting.
- Be more aware of others' opinions and contributions.
- Keep accurate, honest activity records.
- Assess any risk openly and honestly.



### 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 Andrew may identify customer needs.

### Andrew's key strengths in identifying sales needs:

- Applies his intuition to the assessment of his customer's needs.
- Quickly bridges the customer's needs to the product or service.
- Challenges prospective customers to recognise the need for imminent change.
- Concise and incisive communicator.
- Will readily share his keen sense of priorities to guide his customer.
- Can use a direct questioning style to progress quickly.

### When identifying needs Andrew could:

- Think before jumping in with solutions that may be perceived as hasty.
- Add a truly consultative approach to his repertoire.
- Be less concerned with demonstrating knowledge and more concerned with understanding needs.
- Rely more on his customers' needs based on their past experience - not his own.
- Investigate situations more fully to uncover the deeper problem or opportunity.
- Make use of his natural creativity to uncover hidden needs and opportunities.



### Personal Notes



## Proposing a Solution

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 Andrew to develop a powerful and effective proposing style.

### Andrew's key strengths in proposing a solution:

- Tunes in to non-verbal indicators of progress.
- Prefers situations that are fast-paced and dynamic.
- Promotes positive expectations in his customers.
- Uses intuition effectively to assess resistance levels.
- Generates confidence through his enthusiasm.
- Maintains his high standards in telling it like it is.

### When proposing a solution Andrew could:

- Be aware that his style may be interpreted as somewhat controlling.
- Continually look for non-verbal clues regarding the customer's buy-in to the proposal.
- Check for the customer's appreciation of the process at regular intervals.
- Beware of making promises he cannot deliver.
- Take greater account of the more subtle underlying issues.
- Consider immediate needs in tandem with future possibilities.



### Personal Notes

## Dealing with Buying Resistance

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

### Andrew's key strengths in dealing with buying resistance:

- Reacts in a direct and quick-thinking way when questioned.
- Responds to resistance in a positive manner.
- Dispels most resistance through his strong will to achieve.
- Avoids rebuttals by using his strong people skills.
- Readily turns objections into reasons to buy.
- Strongly challenges false perceptions in the customer.

### When dealing with buying resistance Andrew could:

- Understand the negative impact his direct responses could have on the customer.
- Remember the importance of asking more questions and really listening to the answers.
- Avoid being seen as argumentative or defensive.
- Continuously look for any non-verbal clues of buyer resistance.
- Avoid saying "yes, but", if possible. Try "yes, and" instead.
- Take the customer's objections into account, even if they may seem insignificant.



### 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 Andrew's closing style.

### Andrew's key strengths in gaining commitment to the sale:

- Brings comfort and clarity to the decision-making process.
- Highly confident in asking for the business.
- Can use both authority and involvement to lead his customer through the process.
- Instinctively knows the best time to suggest commitment.
- Helps customers to identify optimum outcomes.
- Persuades and motivates towards sale completion.



### When gaining commitment Andrew could:

- Know that losing a particular bit of business doesn't necessarily mean "losing the sale".
- Be careful not to gild the lily with promises that can't be fulfilled.
- Confirm with the customer the exact details of the order arrangements.
- Take a deep breath and pause before responding to customer questions, particularly when he knows the answer to the question.
- Review what has been agreed before progressing.
- Avoid the temptation to promise even more, after an agreement has been reached.

### 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 Andrew can use to support, inform and follow-up with the customer.

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

- Remains constantly aware of further sales opportunities.
- Will take action quickly to resolve service issues.
- Maintains regular contact with his customers.
- Networks to further his business.
- Is good at creating a referral flow as a result of positive customer contact.
- Develops a broad networking base of contacts.

### When following-up and following through Andrew could:

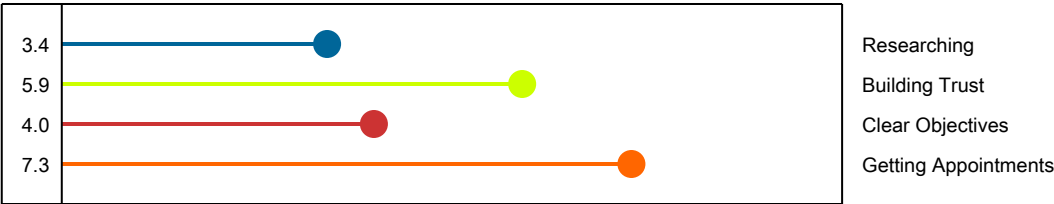
- Ask for referrals and testimonials to be provided in writing.
- Be relaxed about the fact that things go wrong.
- Look beyond the current sale.
- Recognise that even a dormant customer may spark into life one day.
- Confirm the details of the servicing arrangement in writing.
- Curb a desire to "hit and run" with repeat business or servicing commitments.



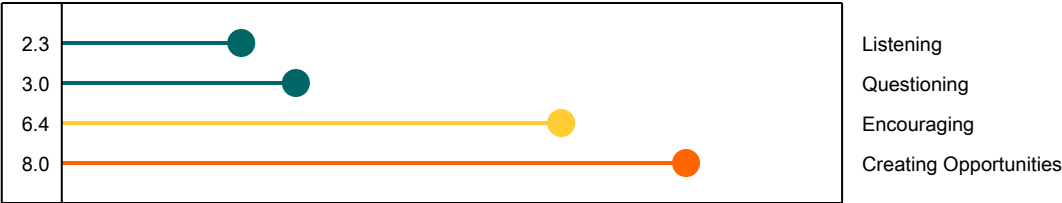
### Personal Notes

# Sales Preference Indicators

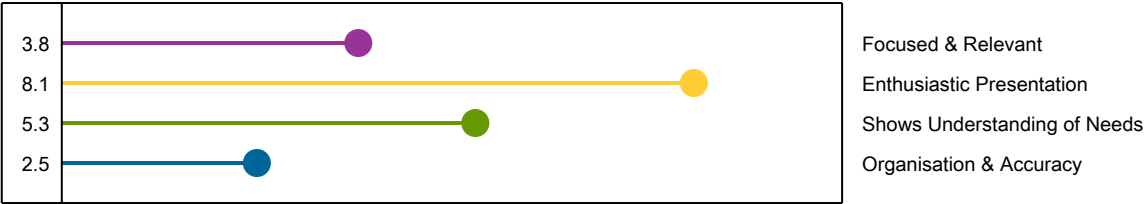
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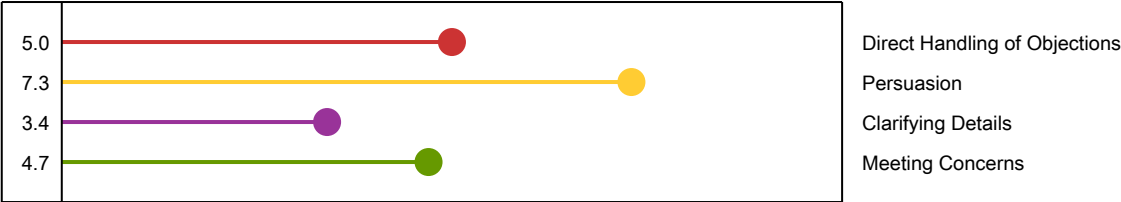
## Identifying Needs



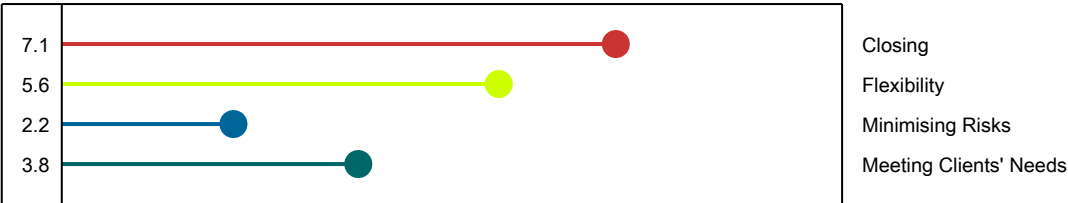
## Proposing a Solution



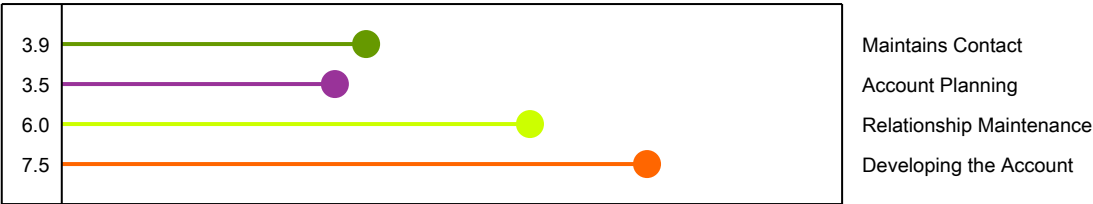
## Dealing with Buying Resistance



## 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 Andrew 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 Andrew 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.

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

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### Living on Purpose

Andrew is able to cut through or work around red tape. He relishes the challenge of any "mission impossible". His goals are often big, unbounded and ambitious - grounding them may prove something of a challenge. He will perform best when the journey is as enjoyable as the destination.

Exercising the discipline of re-visiting, re-assessing and re-evaluating the goals will help him stay focused. As he is always drawn by the excitement of new possibilities, it is important that he develops a more critical judgement of anything fresh before tackling it, otherwise he may waste energy in spreading himself too thinly. Socially adept, Andrew can balance the needs of his team with the needs of the task to win others co-operation in achieving the required outcome. Andrew has little difficulty in coming up with ideas for new projects, goals or purposes, whether or not they are relevant to the role he currently plays. Andrew knows intuitively how best to focus the team on achieving both individual and collective outcomes.

He is interested in so many different areas that he often experiences great difficulty working on the less interesting essentials. Achieving significance in life is important to him. He is driven by a strong ego, which is energised through success and public recognition. Andrew's goals tend to include the whole family, not just the individual. To him, the whole is greater than the sum of the parts! Whilst few challenges appear as too daunting to him, he may find it hard to prepare as thoroughly as he might. Keeping control of the situation is important to him.

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### 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 Andrew 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, Andrew,		Suggested Action For Development
Thinks and acts fast without necessarily obtaining feedback.	→	Ensure all interested parties are consulted and/or informed.
Works well to tight deadlines.	→	Remember more reflective time may reduce unnecessary pressure.
Is capable of adopting a number of projects simultaneously.	→	Ensure that adequate time is allowed to see each project through.
Over-commits on projects without agreeing time scales.	→	Ask or agree time scales and completion dates at the outset.
Makes full use of every hour of the day through a fast paced attitude to life.	→	Time for relaxation may be needed to maintain a healthy balance.
Often uses holidays as time to catch up on unfinished work.	→	Be sure to relax and not feel guilty.

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

In his creativity, Andrew,	Suggested Action For Development
Uses his strong networking abilities to promote ideas.	→ Remember that not everyone will share his excitement.
Prefers to go for the easiest solution.	→ Initial in-depth evaluation will save time in the long run.
Seeks reassurance for his ideas.	→ Remember that social acceptance does not always validate an idea.
Is always a source of new ideas.	→ Quantity is important, but must be matched by quality.
Usually acts on his ideas as they enter his head.	→ Write things down to capture and analyse thoughts.
Sees a wide range of possibilities in every situation.	→ Work on depth as well as breadth to ensure acceptance from others.

### Personal Notes

## Lifelong Learning

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

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Andrew's preferred learning style is supported when he:

- Has opportunities in the near future to review or implement what he has learned.
- Can seek opinions from others on their experiences.
- Has a clearly defined role or task that he can get on and do.
- Has a drama or crisis to fix for someone else.
- Is in control at all stages of the learning process.
- Trusts his intuitive grasp of the problem.

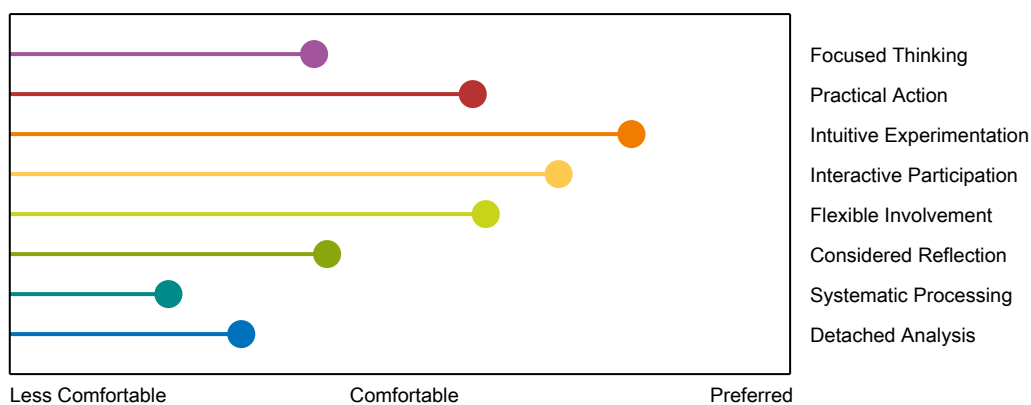
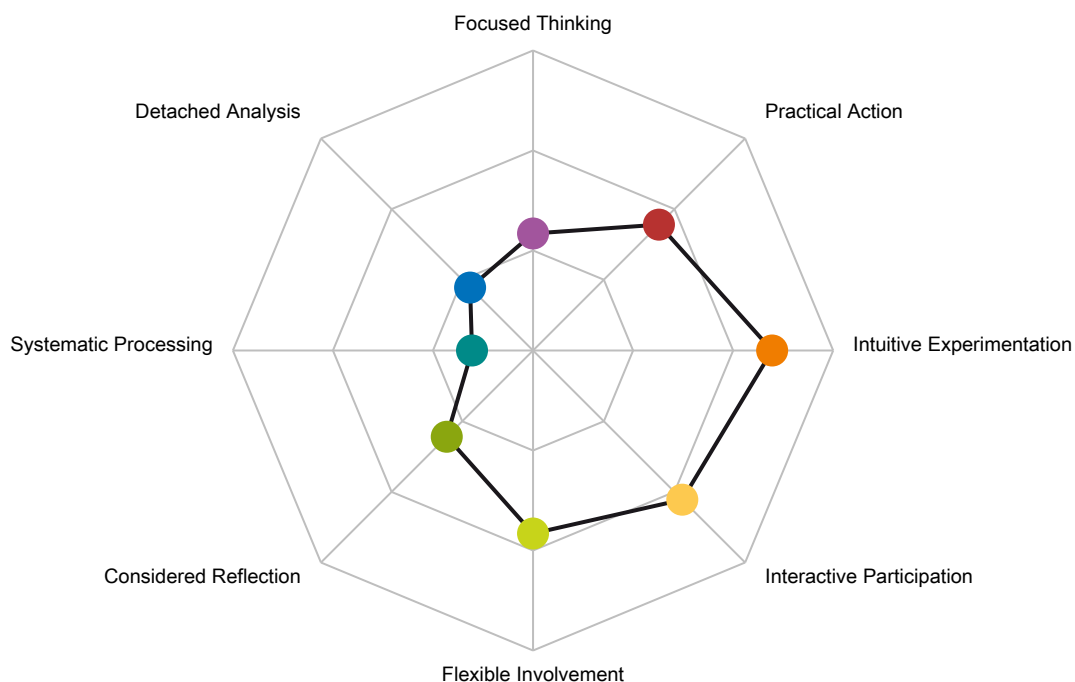
Andrew can stretch in learning by:

- Thinking a situation through before initiating action.
  - Paying closer attention to detail.
  - Getting into the detail when the situation requires it.
  - Seeking detailed clarification when he doesn't understand.
  - Changing something just for the fun of it.
  - Reading relevant books from cover to cover to absorb more detail.
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## Personal Notes

# Learning Styles

29 April 2024



## Interview Questions

This section lists several questions which can be used in interviewing Andrew Dowling. 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 Andrew 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 Andrew's self-awareness and personal growth.

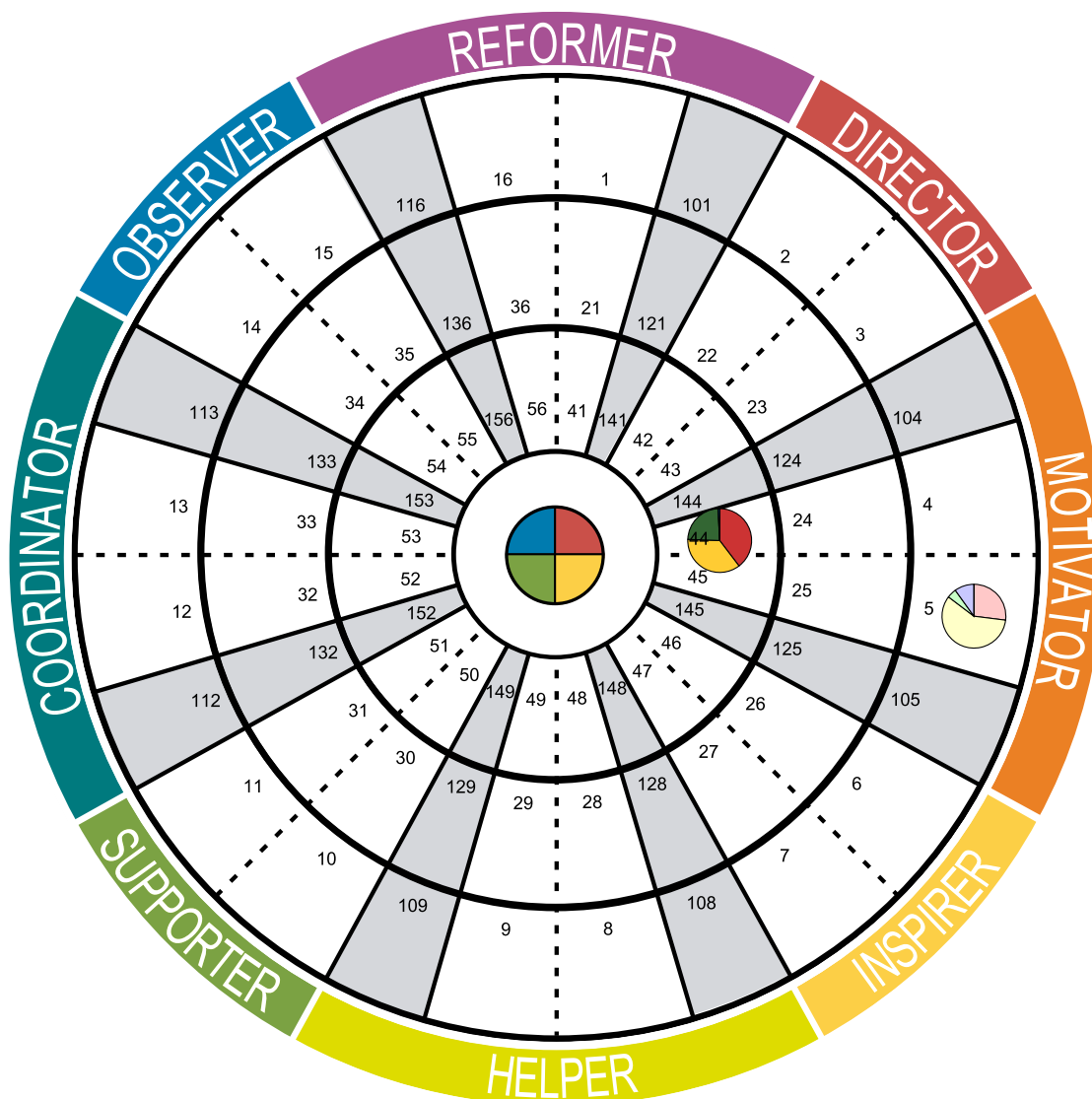
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### Interview Questions:

- Would you like to be less intense, more steady and more reliable?
  - How much do you value other peoples opinion and would you argue your case if necessary?
  - What tries your patience and makes you restless? What do you do to rectify this situation?
  - How are you able to ensure that you have all the facts before making decisions?
  - How do you make sure your ideas will work?
  - Give examples of how you organise yourself.
  - What would you feel if I asked for a daily activity report?
  - When do you think that a moment's pause might be preferable to a speedy response?
  - Describe the ideal way to exchange ideas at a group meeting.
  - How might you analyse procedures to identify overlaps and possible conflict?
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### Personal Notes

## The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

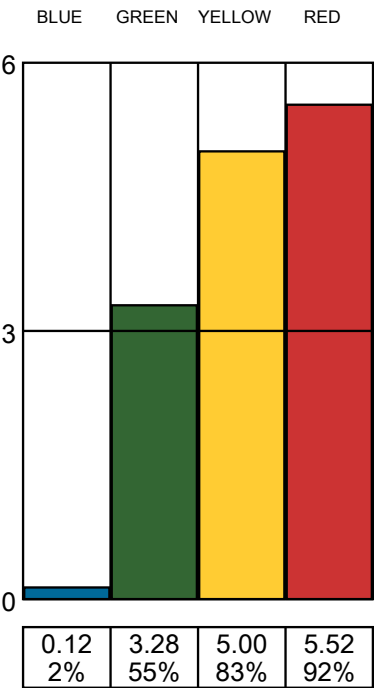
44: Directing Motivator (Accommodating)

### Less Conscious Wheel Position

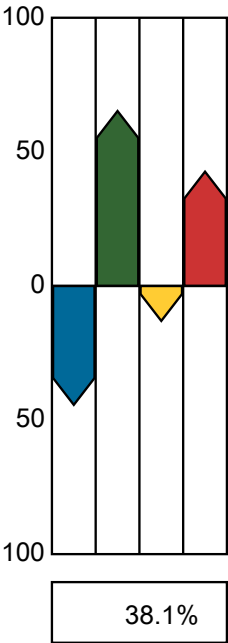
5: Inspiring Motivator (Focused)

# The Insights Discovery® Colour Dynamics

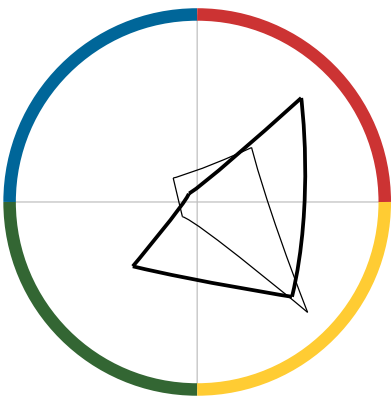
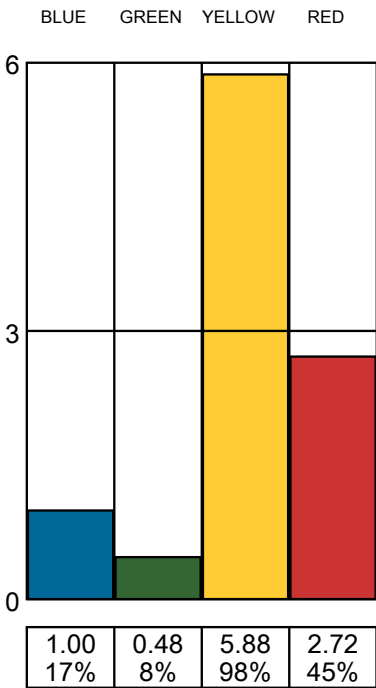
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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