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Insights® Discovery
Personal Profile

Sarah Fosberry

30 June 2024

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

Personal Details

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Contents

Introduction

This Insights Discovery profile is based on Sarah Fosberry's responses to the Insights Preference Evaluator which was completed on 30 June 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 Sarah's work style. Use this section to gain a better understanding of her approaches to her activities, relationships and decisions.

Personal Style

A robust, direct and keen strategist, Sarah sees possibilities in every situation and can act quickly on those possibilities. She sees herself as having rigorous standards that typically take precedence over her own and others' personal needs. Her rather impersonal approach to life may leave little time, tolerance, or compassion for her own or others' feelings. She likes to have control of most situations and can speak out clearly and forcibly when she sees the need to do so. She should learn to delegate more to improve the completion of her tasks and should have assistance in ensuring that follow up is maintained.

She uses her thinking to run as much of the world as she can and is in her element when a situation needs to be organised, criticised or regulated. She tends to enjoy the company of like-minded people and may be somewhat less interested in her opposite types, perceiving them as drab, rather predictable and conventional. She likes to make sure that she knows what is going on and tries to make sure that everyone is pulling their weight. Exhibiting boundless energy and the ability to perform a number of roles simultaneously, Sarah can develop a level of result expectation that others may find daunting. Sarah is stimulated by challenges and often shows ingenuity in meeting them.

Logical, analytical and critical, achieving power is important to her. She will be prepared to constantly defend any stance or position she may have taken. She needs excitement and variety or she may lose interest in carrying projects through to completion. Tasks that involve practical day-to-day maintenance tend to frustrate her. Sarah tends to know intuitively what structure and organisation is necessary to achieve long-range goals. She will stick to her ideals with passionate conviction, even though she may find these difficult to talk about at times.

She enjoys work that allows her to get her teeth into new projects. She tends to see the environment as welcoming, challenging and exhilarating, and if it is not, she tries to create that atmosphere. Details and the deeper interpersonal skills are not her strong points as she is mainly interested in seeing the possibilities beyond the present. She is aggressive, competitive, ambitious and seeks to win. Fatigue and pressure from over-commitment may trigger stressful reactions in her. Often her enthusiasm and drive makes her overwork.

She is seen as a powerful leader as she is able to think on her feet. To manage her tensions, she needs to be constantly in control and get things done without wasting time. She is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if she can abandon them when they don't serve the intended purpose. Sarah systematically sets about achieving her scheduled goals on time in an efficient and effective manner. She is a good initiator of new projects, though she may fail to persevere with the details. Dominance and independence characterise her behaviour.

Interacting with Others

Although Sarah may protest about the pressure of attending family events, it would seldom occur to her not to be present, as these occasions are important to her. She will find it beneficial to consciously seek out others' views. She requires continual change in order to avoid becoming bored, and is rather power and status conscious. She may sometimes present herself as an "expert", fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. She can be a good team player, but does like a somewhat individual approach.

She may need to work at taking the feelings of others into account and to learn to express her appreciation of others more readily. She needs to be aware of being too outspoken, over-talkative and overly logical with some colleagues. She relates to colleagues who appreciate her outgoing, talkative, matter of fact manner. Routine practical work does not interest her for long, because she needs variety and freedom from controls in order to sustain her interest. She does not appreciate critical comments about her personal qualities as she sees these comments as personal attacks on her integrity. She becomes frustrated if she is side-tracked by others' needs. She dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing her way.

She can be exceedingly stubborn and independent when faced with change or new ideas if they are not her own. She can be stubborn and argumentative. Sarah is alert to changing situations and will act quickly to get results, giving direction or instructions to others as she thinks is necessary. Because of her apparent work focus, other people may be surprised to discover that Sarah is quite devoted to her family and friends. She may appear not to be overly concerned with the needs of others.

Decision Making

Sarah enjoys making decisions. She likes to be in control of things and values efficient and effective decision making. She is outgoing, versatile and quick-witted, and may have an endless supply of solutions to whatever challenge she finds herself in. Her desire to get things done quickly drives her to implement decisions as soon as they are made rather than first seeking to double check the facts before implementation. She has a tendency towards making higher risk decisions. She is happiest in a role which allows her to exercise her ingenuity to tackle one project after another.

Sarah tends to be seen as strong, analytical and impersonal. Good at organising, decisive, quick, logical and strong in reasoning power, she values truth in the form of fact, formula, method and judgement. Sarah is willing to admit the truth about people or things that are important to her, is very alert to problems, and seeks to find solutions herself. She enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done. She likes to convert everything into possibilities, ideas, plans and schemes and her initiative and imagination leads her to start many new projects which she may not always complete. She has a sense of precision and pays attention to detail only if it suits her to do so.

She is a good problem solver because she can absorb necessary factual information and find logical and sensible solutions quickly. In decision-making she may prefer to apologise for exceeding her authority rather than getting permission in the first place. She is more interested in the future consequences of her actions than in the present condition of people or projects. Impatient with what she may see as inefficiency and incompetence, she can take tough decisions

when the situation calls for it. She needs to learn to consciously delay making decisions until she has considered more information as she may have overlooked sounder alternatives.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Sarah brings to the organisation. Sarah has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

Sarah's key strengths:

- Resourceful.

- Swift and agile.

- Dynamic negotiator.

- Self disciplined, confident and convincing.

- Will act quickly and decisively on new information.

- Motivates others to "achieve the impossible".

- A strong work ethic.

- Identifies the possibilities in every situation.

- Industrious and decisive.

- Boundless energy, capable of adopting a number of roles simultaneously.

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

Sarah's possible weaknesses:

- Answers the question before it has been asked.

- Avoids showing her true feelings.

- Blaming and judgmental, particularly when challenged on shortcomings.

- Dislikes and avoids routine tasks.

- Appears to be critical of or to de-value the work of others.

- Fears dropping her guard.

- Impatient with others she sees as having lower standards.

- Doesn't always take time to hear others views.

- Sometimes unaware of others' feelings.

- Doesn't always consider the fuller implications of her actions.

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

As a team member, Sarah:

- Is a creative problem-solver.

- Considers the practicalities of any issue.

- Is a forthright advocate for the team.

- Exhibits a strong sense of urgency

- Brings drive and focus to the issues.

- Has a "can do" attitude.

- Breaks down barriers to completion.

- Demonstrates leadership and involvement.

- Brings boundless energy to any situation.

- Brings direction and realism to every project.

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

Strategies for communicating with Sarah:

• Look for signs that say "I'm losing interest".

• Acknowledge her talent for leadership.

• Ask for her advice.

• Focus on the task at hand.

• Be alert and quick on your feet.

• Be thorough, organised and on time.

• Talk about her and areas she finds stimulating.

• Be enthusiastic and positive.

• Bring proof and evidence of performance.

• Be thoroughly prepared.

• Take responsibility for your own actions and errors.

• Match your own assertiveness to her pace.

Personal Notes

Communication

Barriers to Effective Communication

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

- Challenge her values or principles.

- Tell her what to do or how to do it.

- Keep her in the dark or she will do likewise.

- Prevent her moving on to other challenges.

- Let her dominate the conversation.

- Leap between topics in an unstructured way.

- Criticise her ideas too harshly or personally.

- Argue or personalise the conversation.

- Try to pin the blame on her.

- Challenge her authority "head on".

- Use "what if" or "buts".

- Procrastinate, prevaricate or interrupt her.

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.

Sarah's possible Blind Spots:

Tending to overlook other people's feelings and becoming blunt and insensitive in her desire to be frankly honest, Sarah rushes from one experience to another. It is difficult to know what to expect from her next. She would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on her own. She is a born entrepreneur who is constantly overselling her next great idea and attempting to generate support for it.

She dislikes disorganisation, tardiness, sloppiness or inappropriate behaviour in both self and others and can sometimes generate an intensity inappropriate to the situation. In expressing her views strongly Sarah tends to "railroad" many decisions. Sarah is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place. Prone to negative reaction if she perceives someone she respects questioning her competence, she may react explosively to seemingly insignificant input. Her preference for living in the moment and adopting an "emergency" style of responding to crises can generate a rather chaotic environment for others around her.

As a forthright, results oriented individual, she will challenge authority, take risks, overstep boundaries and act without reference. She can sometimes make mistakes by making decisions before receiving all the information. She may adopt an "if you've got a headache take an aspirin" attitude, which indicates a lack of empathy to some. Her thinking rationale may be so acutely honed that she will overlook what others tend to care about. Perhaps best thought of as one of life's natural organisers, she is practical, strong willed and needs to get her own way or she may become rebellious.

Personal Notes

Opposite Type

The description in this section is based on Sarah'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:

Sarah's opposite Insights type is the Supporter, Jung's "Introverted Feeling" type.

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

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

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

Personal Notes

Opposite Type

Communication with Sarah's Opposite Type

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

Sarah Fosberry: How you can meet the needs of your Opposite Type:

- Avoid personal conflict.

- Give her advance notice and time to prepare.

- Always seek her willing co-operation.

- Remember that she may not be revealing her real underlying concerns.

- Provide an environment which allows her to express her thoughts.

- Mirror her normally calm and even-tempered nature.

Sarah Fosberry: When dealing with your opposite type DO NOT:

- Call on her when uninvited.

- Substitute rhetoric for accuracy.

- Expect automatic compliance or respect.

- Prevent her from expressing her thoughts.

- Sweep aside her doubts without full consideration.

- Question her loyalties or genuine interest.

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

Sarah may benefit from:

• Reflecting on just how considerate some others think she is.

• Meeting more people at least half way.

• Practising warmth, empathy and understanding.

• Not always jumping to conclusions.

• Regularly reflecting on the days events.

• Withholding her opinions.

• Being seen as less concerned with money and status.

• Constant reminding of the need to consider alternatives and anticipate consequences.

• Taking over fewer new projects.

• Reflecting for a moment before responding.

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 Sarah's ideal environment and her current one and to identify any possible frustrations.

Sarah's Ideal Environment is one in which:

- Activities, variety and change are constantly taking place.

- She does not have to sit quietly in reflection for longish periods.

- Rules and regulations have not yet been invented!

- There are opportunities to beat new paths.

- Her natural creativity is given room to flourish.

- Direct and forthright communication is welcomed.

- Constant progress is seen in the development of projects.

- She has good access to relevant sources of information.

- Regularly changing job roles are available.

- There are regular performance reviews.

Personal Notes

Management

Managing Sarah

This section identifies some of the most important strategies in managing Sarah. Some of these needs can be met by Sarah herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Sarah needs:

- Take the time to smell a few more roses.

- To be allowed to call a spade a spade.

- A fast-paced environment where she can achieve results.

- Time to adjust to other points of view.

- To understand that with her conviction, she might not consider whether other people support her plan.

- Established support systems and procedures.

- Support to complete the task more thoroughly.

- Freedom from controls, supervision and details.

- An able, fast-paced backup team.

- To slow down from time to time.

Personal Notes

Management

Motivating Sarah

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

Sarah is motivated by:

- Participation in lively arguments, debate and discussions.

- Discovering and exploiting competitive weaknesses.

- Flattery, praise, popularity and visibility.

- Being in positions of authority and responsibility.

- Having large mountains to climb.

- "Pioneering" opportunities with little limitation.

- Working towards targets, goals and objectives.

- Change, variety and new projects.

- A wide range of activities.

- Responsibility and the authority to go with it.

Personal Notes

Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Sarah's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Sarah may tend to:

- See drawbacks simply as challenges to overcome.
- Project a high profile image of self and team.
- Use "gut feel" effectively in processing information.
- Expect others to work as hard as she does.
- Delegate administration and concentrate on outcomes.
- Want a conclusion quickly.
- Exert power over the group - be the outright winner.
- Confront people who are not pulling their weight.
- Become very defensive if her competence is questioned.
- Pay lip-service to, or completely ignore, both positive and negative feedback.

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.

1. Before the Sale Begins

2. Identifying Needs

3. Proposing a Solution

4. Dealing with Buying Resistance

5. Gaining Commitment

6. Follow-Up and Follow Through

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Selling Style Overview

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

Selling Style Overview

A creative thinker, Sarah is generally warm, enthusiastic and confident of her own selling abilities. She makes stimulating company and has a witty and interesting presentational style. She deals imaginatively with customer relationships and is a highly effective networker achieving a broad range of contacts through varied prospecting methods. She enjoys the challenge and debate sometimes necessary before winning a new customer and should remember that gentler customers may find the approach intimidating.

She needs to constantly work at taking the feelings of others into account. Learning to express more readily her genuine appreciation for her customer may be of benefit in altering their perception of her. She may overlook buying resistance, which may result in an unresolved objection recurring later. She tends to keep emotion out of the sales process. Her sales approach may tend to leave some customers with the need to lie down in a dark room to recover from the experience, though she is energised by what she does! Her sales approach means that she enjoys a challenge and she will not be discouraged by negativity or indifference from customers.

She dislikes having her views challenged, where the challenge is without substance or appears illogical to her. Although social interactions with customers may not seem as important as sales interactions, she seeks to maintain consistency in both areas. Customers see Sarah as enthusiastic, ingenious, imaginative and dynamic, with highly developed interpersonal skills. She may take issue with both colleagues and customers when her expectations are not met, but is unlikely to bear a grudge for long. Sarah generates best results when she really gets inside customer's views.

Personal Notes

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

Sarah's key strengths before the sale begins:

- Creates new ideas in account planning.

- Combines determination and dedication in prospecting.

- Applies enthusiasm and energy to lead generation.

- Is tough, thorough, strong-willed and persevering.

- Can enjoy the challenge of cold-calling opportunities.

- Competes to succeed.

Before the sale begins Sarah could:

- Resist decisions that are made in haste.

- Avoid being too single-minded about immediate results.

- Take a flexible approach, without pre-judging outcomes.

- Consider a greater variety of possible outcomes for the sale.

- Avoid becoming involved in too many activities - appreciate taking time out for self.

- Be less critical of the customer's position if she disagrees with it.

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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 Sarah may identify customer needs.

Sarah's key strengths in identifying sales needs:

- Quickly bridges the customer's needs to the product or service.

- Adopts a direct, versatile and robust interviewing style.

- Generates a fast pace for the interaction.

- Shows strong relating skills.

- Locates "hot buttons" to fire the customer's imagination.

- Articulates critical issues when communicating her view of customer priorities.

When identifying needs Sarah could:

- Reduce her sense of urgency in summarising needs - bring the customer along.

- Avoid asking closed questions during the discovery process.

- Be less eager to offer immediate "fix-it" solutions.

- Regularly ask open and encouraging questions.

- Add a truly consultative approach to her repertoire.

- Accept that customers are entitled to have their own separate agenda.

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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 Sarah to develop a powerful and effective proposing style.

Sarah's key strengths in proposing a solution:

- Readily paints word pictures that illustrate the potential.

- Presents ideas positively.

- Can combine a logical proposal with empathy in understanding her customer's needs.

- Motivates her customers to dream big dreams!

- Produces highly creative proposals.

- Sees what is possible in most situations.

When proposing a solution Sarah could:

- Describe, rather than overstate, the benefits to the customer.

- Occasionally "Ask" rather than "Tell" when proposing.

- Present solutions slanted from the customer's perspective.

- Avoid situations that may result in her being viewed as too rigid.

- Consider immediate needs in tandem with future possibilities.

- Reflect on her customer's values, rather than her own.

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Dealing with Buying Resistance

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

Sarah's key strengths in dealing with buying resistance:

- Enjoys the challenge of converting concern to conviction.

- Accepts resistance simply as a challenge that must be overcome.

- Satisfies most objections through use of her solid knowledge base.

- Dispels most resistance through her strong will to achieve.

- Refuses to be blown off course.

- Will take positive action to progress the sale.

When dealing with buying resistance Sarah could:

- Listen for, and get to the root of, implied or hidden objections.

- Take the customer's objections into account, even if they may seem insignificant.

- Be more aware of the human factors that affect decision making.

- Modify her approach to sympathise with less rational customer concerns.

- Avoid dismissing her customer's point of view without careful thought.

- Avoid glossing over customer concerns in an effort to close quickly.

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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 Sarah's closing style.

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

- Exhibits fast-paced and dynamic negotiating skills.

- Highly confident in asking for the business.

- Persuades and motivates towards sale completion.

- Is an exciting and persistent closer.

- Is alert to buying signals and responding to them.

- Likes to take control of the process.

When gaining commitment Sarah could:

- Pay more attention to the details.

- Ask closing questions that reflect the customer's style and preference rather than her own.

- Realise she is not closing an order, but rather establishing a relationship.

- Be prepared to use softer closing techniques when the situation merits.

- Thank her customer for the order.

- Review what has been agreed before progressing.

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

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

- Will take action quickly to resolve service issues.

- Excites the customer with her products or services.

- Remains keenly aware of new development opportunities.

- Develops a broad networking base of contacts.

- Looks to achieve high ticket extra business at the earliest opportunity.

- Transforms customer needs to new business opportunities.

When following-up and following through Sarah could:

- Ensure that she has received the payment before spending the bonus cheque!

- Make use of service level agreements to clarify business opportunities.

- Be prepared to form a more social role in the process.

- Continually monitor her customers' apparent satisfaction.

- Be relaxed about the fact that things go wrong.
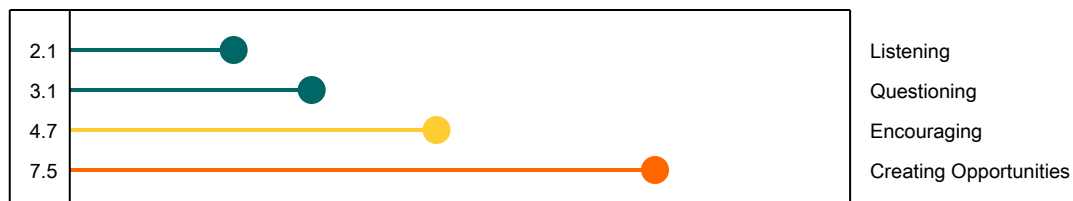
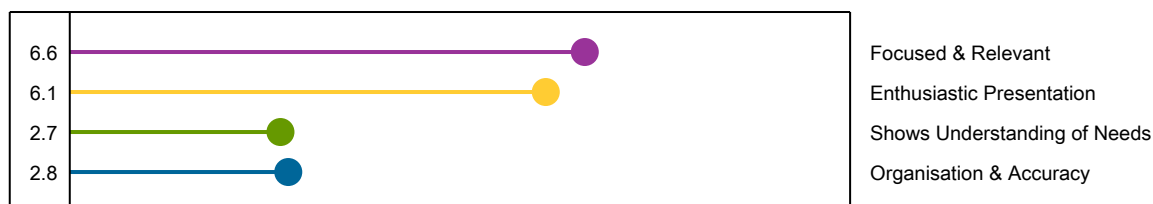- Finish one project before starting the next.

1. Before the Sale Begins

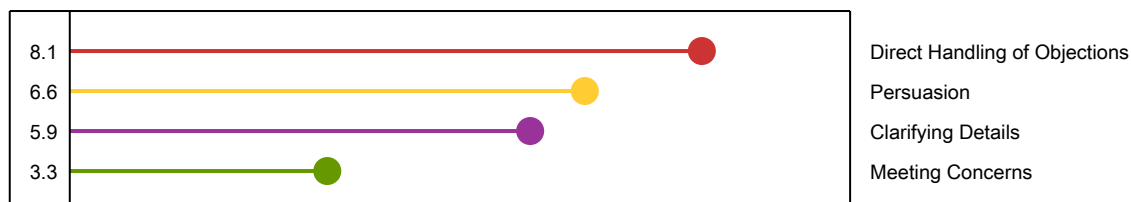2. Identifying Needs

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Personal Notes

Sales Preference Indicators

Before The Sale Begins

5.2	Researching
3.5	Building Trust
6.8	Clear Objectives
6.5	Getting Appointments

Identifying Needs

2.1	Listening
3.1	Questioning
4.7	Encouraging
7.5	Creating Opportunities

Proposing a Solution

6.6	Focused & Relevant
6.1	Enthusiastic Presentation
2.7	Shows Understanding of Needs
2.8	Organisation & Accuracy

Dealing with Buying Resistance

8.1	Direct Handling of Objections
6.6	Persuasion
5.9	Clarifying Details
3.3	Meeting Concerns

Gaining Commitment

7.8	Closing
3.4	Flexibility
2.3	Minimising Risks
3.9	Meeting Clients' Needs

Follow-up and Follow Through

3.0	Maintains Contact
6.0	Account Planning
4.1	Relationship Maintenance
8.2	Developing the Account

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 Sarah define her life's purpose, set her goals and organize her time and life to achieve them. It offers suggestions on how she can tap into her natural creativity, and unleash further creative potential from deeper aspects of her personality, to overcome any obstacle.

Finally, it gives powerful suggestions for Sarah to understand and enhance her 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 Sarah should be aware of in setting goals and defining her purpose.

Living on Purpose

For Sarah, "help" is something that other people may need! In setting her goals, she seeks constant progression towards her target. She is happier looking forwards rather than backwards. Seeing herself as more comfortable on her own than as part of a team, she might more readily recognise the contribution others bring to help her achieve her goals when made aware of this.

She will initiate many goals, in the knowledge that just some will be completed. Sarah is an independent thinker who likes to be in control but usually recognises the value of other viewpoints. She will lose interest as soon as the main problems are solved and prefers to leave the routine work to others. Skilled at setting broad, long term objectives, she should endeavour to break these down into smaller steps. When considering goal-related issues, she could build in a greater degree of objectivity by soliciting the views of others whom she knows will not share her opinions.

Her world is so full of new possibilities and different ways of doing things that she may have great difficulty in concentrating on any one thing without needing a break to embrace another. The goals she will set or accept for herself will sometimes stretch her beyond that which she feels capable of attaining. She generates a constant stream of new goals and challenges, which reduces her boredom and enhances performance. In focused mode she may be inclined to overlook the need to train or develop others. She should practise sharing tasks with others which will allow her more time to be even more productive. Naturally intuitive, Sarah seeks to recognise unusual opportunities arising during the planning process.

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 Sarah 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 her time, Sarah,		Suggested Action For Development
Gets bored easily if work does not engage her.	→	Work at completing (or delegating) one task before starting the next.
Thrives on long hours and hard work.	→	Remember that we are human beings, not human doings!
Prefers to follow her own rules and agenda, which keeps her on track.	→	Be continually open to new and different ideas from others - they may add value.
Works well to tight deadlines.	→	Remember more reflective time may reduce unnecessary pressure.
Reacts quickly and boldly to change.	→	Allow ample time for considered reflection.
Identifies problems very quickly.	→	Be tolerant of colleagues who experience difficulty in analysing situations immediately.

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 Sarah's creative characteristics and how she can build on them.

In her creativity, Sarah,		Suggested Action For Development
Turns creative ideas into action.	→	Ask 'could delay be appropriate here?'.
Prefers a less structured approach.	→	Stick to one thing at a time to avoid frustrating others.
Generates many and varied ideas and promotes them with zeal.	→	Be aware that, to others, heat is not necessarily light.
Has visions, and dreams dreams.	→	Present in a way which has objectivity for others.
Has strong, innovative views, which she enjoys discussing with others.	→	Less talk, more action will ensure progression.
Keeps pushing the boundaries.	→	Give time for self reflection.

Personal Notes

Lifelong Learning

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

Sarah's preferred learning style is supported when she:

• Has a job description that offers learning opportunities through task and people.

• Engages in hands on, practical exercises which require a specific outcome.

• Takes on new opportunities or problems that build on her experience and allow her to experiment further.

• Uses strong, visual presentations.

• Can focus on a specific task and outcomes rather than theorising about the process.

• Trusts her intuitive grasp of the problem.

Sarah can stretch in learning by:

• Thinking before acting. Listening before commenting.

• Scanning books for useful material of the learned topics.

• Following instructions, if something is worth learning, it is worth mastering.

• Being open to feedback from others.

• Allowing time for preparation, structure and review.

• Taking into consideration the impact of others.

Personal Notes

Learning Styles

30 June 2024
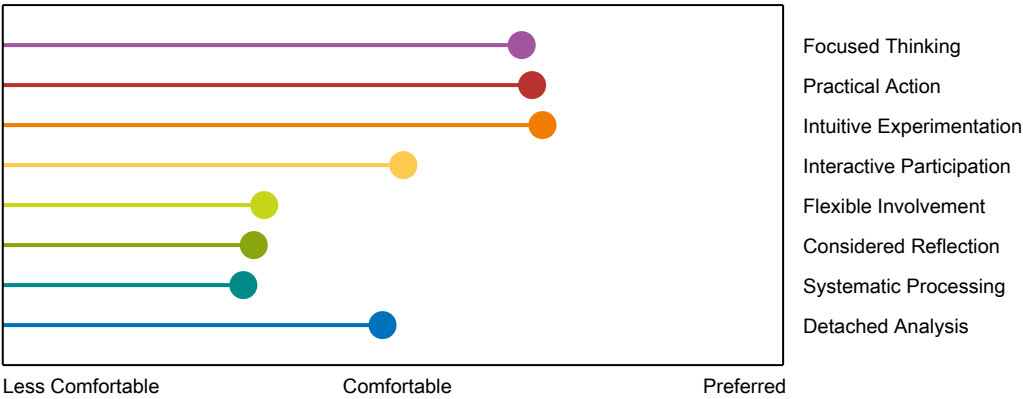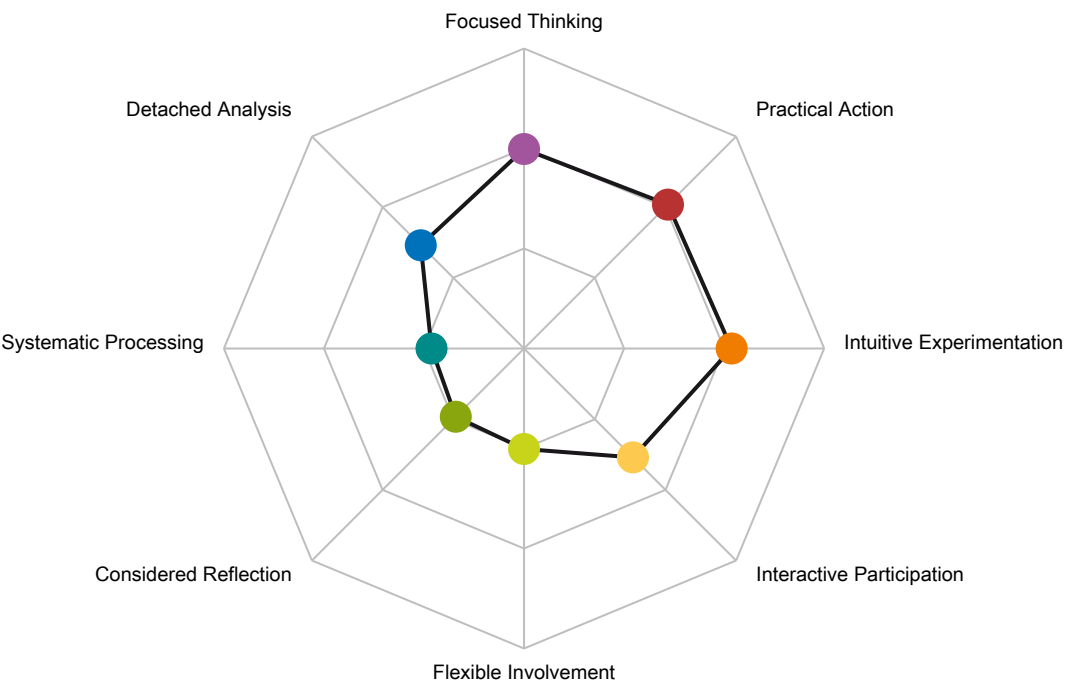
Interview Questions

This section lists several questions which can be used in interviewing Sarah Fosberry. 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 Sarah may be less comfortable with - those development areas in which she 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 Sarah's self-awareness and personal growth.

Interview Questions:

- Do you compare others performance/output to your own?

- How good a listener are you?

- When do you think that a moment's pause might be preferable to a speedy response?

- Do you like to complete one activity before moving on to another?

- How much do you value other peoples opinion and would you argue your case if necessary?

- In what way do you prioritise tasks/events in your life?

- Would you say that you can always uncover errors in another's viewpoint?

- What is the difference between actual results and the appearance of results?

- How are you able to ensure that you have all the facts before making decisions?

- What would make you turn down a high profile prestige project?

Personal Notes

The Insights Discovery® 72 Type Wheel
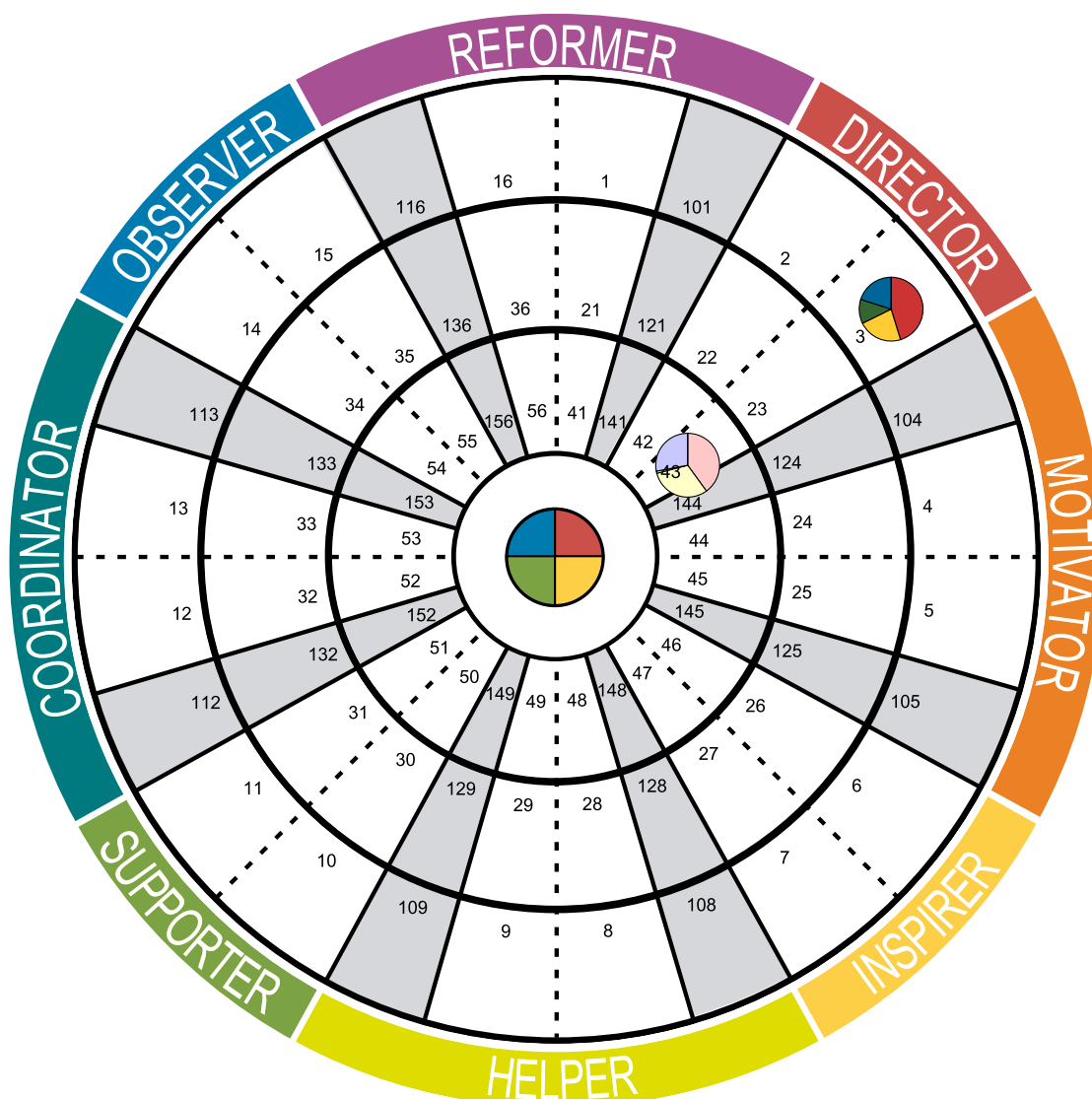
Conscious Wheel Position
3: Motivating Director (Focused)
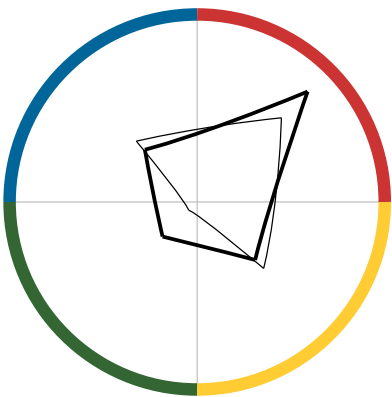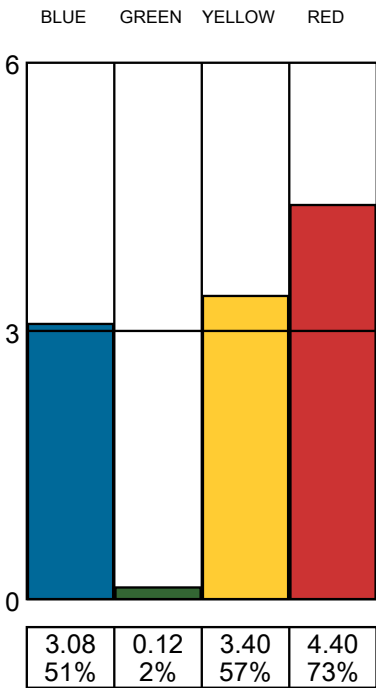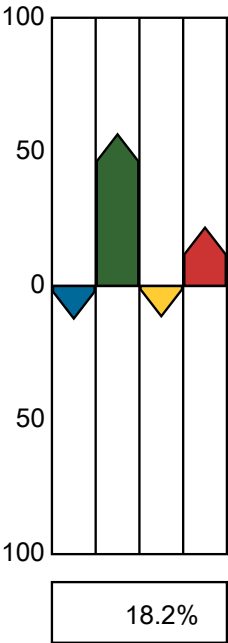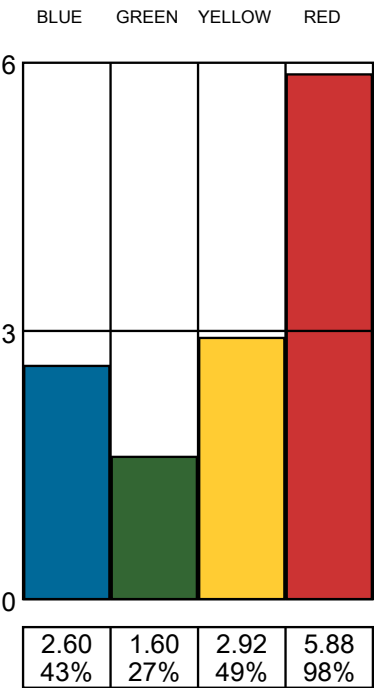
Less Conscious Wheel Position
43: Motivating Director (Accommodating)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

BLUE GREEN YELLOW RED

| 2.60 | 1.60 | 2.92 | 5.88 |
| 43% | 27% | 49% | 98% |

Preference Flow

| 18.2% |

Persona (Less Conscious)

BLUE GREEN YELLOW RED

| 3.08 | 0.12 | 3.40 | 4.40 |
| 51% | 2% | 57% | 73% |

Conscious

Less Conscious