



Discovery[®]

Personal Profile

John Sample

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

Produced By



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Introduction

This Insights Discovery profile is based on John Sample's responses to the Insights Preference Evaluator which was completed on 06 January 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 can combine social expertise within his normally assertive behaviour. He may become pessimistic and gloomy when he is thwarted or fails to see ways to make the important changes in his life. Although his feelings are deep they can change quickly with his mood. At times, events can overwhelm him and he may find it almost impossible to say "No", even when the demands are unreasonable. He tends to live for today with a "you only go around once" philosophy.

He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical 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. His mental processes operate best when he is in contact with other people. He relies on what he can hear, see and know from first hand experience.

At his best in jobs which deal with people and situations that require co-operative working, he dislikes impersonal tasks and work demanding factual accuracy, unless he can be free to include the people factor. He is seen by most others as a friendly, practical, realistic and down-to-earth person. 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. Being tolerant of other people, John is seldom critical and usually willing to give people the benefit of his trust. John wants to sample the best that life can offer. He has a sense of adventure and likes to keep his spirits and expectations high.

John displays fierce loyalty to and for people who report to him. He pays scant attention to negative, pessimistic or divisive situations or conclusions. 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. He tends to be light-hearted and sunny, and because he constantly seeks to avoid painful experiences, he tends to steer away from personal anxieties. He flourishes in jobs where he can be of constant service or use his talent to persuade.

John radiates goodwill and enthusiasm. He is optimistic about life in general and human potential in particular. He is good at "reading" people and situations and will seldom be far wrong about the motivation or intent of another person. Despite this, he may be hurt when a relationship goes wrong. He tends to have an interest in the new and unusual and is gifted at expressing his feelings. John is optimistic and positive, living mainly in the here and now. John can be very effective in using his concern for others to ensure involvement.

Interacting with Others

John's feelings play a prominent role in his life and he manages to inject a friendly element into any work he is assigned to or involved in. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. If he cannot avoid putting off telling someone an unpleasant truth, he will soften the message by putting it in

an affirmative way. He radiates sympathy and understanding to all by nurturing and supporting. He may assume that he can talk his way round anybody. He is warm-hearted, popular and sociable, with a large number of friends or acquaintances.

Usually verbal and persuasive, he will seek or wish to withdraw quickly from confrontation unless provoked to the extreme, when he may go “off the deep end” verbally. Outgoing, friendly, challenging and sympathetic, John radiates warmth and fellowship. John exudes charismatic charm and a natural ability to communicate well. As he is highly articulate with a quick sense of humour he is often the life and soul of the party. He may dislike and even avoid tasks which require attention to detail or inordinate paperwork.

He is noted for his innate ability to inspire and encourage others around him and exhibits excellent interpersonal skills. It is important for him to have personal contact with people in his work. John likes to build harmonious relationships with others and continually seeks to maintain these relationships. He functions best when he is talking with people, which he enjoys immensely. Much of his pleasure and satisfaction comes from other's warm responses. John brings harmony and goodwill to any situation in which he finds himself.

Decision Making

John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He is likely to decide in favour of the solution that brings the highest level of approval from others. He would often rather make any decision than no decision at all. His occasional failure to face up to disagreeable facts can mean that problems are sometimes ignored rather than solutions sought. He may often make decisions based upon how he feels about a situation, rather than how the situation actually is.

Although others' opinions will sway him, he can readily disassociate himself from a previously held opinion if a significant disagreement occurs with a third party whose view he values. He is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong. He has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. He prefers tasks or projects which allow flexibility of scheduling. He would perform better if he focused more on in-depth study of analytical data during the decision making process.

He will tend to be concerned with the effect that the decision making process, and its result, will have on others. He is a quick decision maker and considers people within the context of the result of the task. He may be perceived by others as a somewhat impulsive decision maker. He may choose to change his decisions if it turns out that someone may be adversely affected by them. He may unconsciously manipulate the process to get his own way.

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:

- Often charming and persuasive.
 - Possesses social expertise.
 - Trusting and tolerant of others' actions.
 - Sensitive to the needs of others.
 - Creative and future orientated visionary.
 - Effective and flexible in relationships.
 - Enjoys spending time around other people - and helping them feel good.
 - Displays high levels of energy.
 - Ability to see options and alternatives.
 - Democratic - will involve others.
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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:

- Rather self promoting and talkative.
 - Procrastinates when required to confront others.
 - May not finish everything he starts.
 - May be perceived as too trusting.
 - May see the world through “rose-tinted glasses”.
 - May become depressed if bored or forced to moderate tedious tasks.
 - Loses interest when the initial challenge has gone.
 - May not dot all the “i”s and cross all the “t”s.
 - Can easily feel rejected or unhappy.
 - Tasks can be left undone if something more interesting comes along.
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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:

- Can organise the social calendar.
 - Is a constant source of inspiration and fun.
 - Develops high self-worth through group development and bonding.
 - Is a good general all-rounder in team relationships.
 - Displays inventive and infectious leadership.
 - Uses his highly-developed relationship skills.
 - Creates and maintains a harmonious atmosphere.
 - Bolsters and promotes team spirit.
 - Bonds by remembering birthdays and special events.
 - Displays a strong people-orientation.
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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:

- Be aware of his becoming defensive by watching his body gestures.
 - Be personable and give sufficient time to “peripheral” matters.
 - Avoid unnecessary distractions - keep to the point.
 - Listen for the essence of what is being said.
 - Keep the conversation lively.
 - Talk tangibly and with enthusiasm.
 - Provide information that stimulates conversation.
 - Omit unnecessary and intricate details.
 - Take the time to get to know him well.
 - Show concern for his opinions and be willing to discuss personal matters.
 - Share in and promote his ideas and visions.
 - Listen to and value his suggestions and contributions.
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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:

- Overload him with irrelevant information.
 - Over-delegate “key” responsibilities, deadlines and general tasks.
 - Be addicted to rules and procedures.
 - Be vague or leave things open to interpretation.
 - Be dismissive of his feelings and emotions.
 - Show disregard for his feelings by your words or actions.
 - Leave him out of the picture.
 - Assume you will complete all of your agenda.
 - Limit his range or scope of activity.
 - Emphasise established processes.
 - Reduce the pace of a free-flowing conversation.
 - Get carried away by his enthusiasm.
-

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's responses in defence of people can be illogical to the point that he appears irrational. He should try to suppress his automatic good feeling towards people who treat him well, applying a cooler perception to the reality of the situation. He tends to ignore his problems instead of finding rational solutions for them and needs to try to keep his eyes and mind open as well as his heart.

John enjoys democratic and participative relations and promoting ideas to and with other people. He may find it difficult to work alone. His constant ready socialising can interfere with the job at hand and get him into trouble. Because he is rather easily distracted, he may have difficulty disciplining himself to complete the task at all costs. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. He could sometimes slow down and pay closer attention to the finer details of his projects.

While appreciative of good work, critical glances may reveal John's impatience with errors or poorer quality output. He may need to learn and apply time management and long-range planning techniques to help him complete his projects. Taking the time to pay closer attention to what is actually going on in the world around him and listening carefully to both the input and reactions of others will help him. John would do well to take a step back and try to see a situation more objectively before reacting. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data.

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 Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. John may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and John will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. John may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as John would wish.

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 Sample: How you can meet the needs of your Opposite Type:

- Respect his values and principles.
- Put important messages in writing for clarity.
- Be patient if he starts hair-splitting.
- Encourage him to consider flexibility and change.
- Use charts and graphs or other precise visual aids to make your points.
- Provide a safe environment in which he can learn, improve and grow.

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

- Dismiss his thoughts or ideas as negative.
 - Come unprepared and disorganised.
 - Labour the point or give lengthy verbal instructions.
 - Be unrealistic or stray on to abstractions.
 - Stand or sit too close to him.
 - Assume that he does not wish to empathise.
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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:

- Monitoring the in/out process flow of the department or office he works in.
 - Gathering more information than he feels may be necessary at times.
 - Not expecting others to always share his optimistic stance.
 - Paying meticulous attention to detail before leaping to a conclusion.
 - Bouncing back, rather than withdrawing when he feels disappointed.
 - Constructing orderly situations which then go exactly as planned.
 - Organising situations so they proceed exactly as he predicts and plans.
 - A weeks private meditation - alone.
 - Concentrating on the task in hand.
 - Looking for inconsistencies and weaknesses in others' arguments.
-

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:

- He can question the rules and the traditional ways of doing things.
 - He has freedom from authority and bureaucracy.
 - There is a wide variety of differing tasks and challenges, with teams fully supported.
 - There may be noise, i.e. music or a general “buzz” of excitement.
 - A flexible approach is taken to the specification of hours and days worked.
 - The emphasis is on informality and tapping in to inner creativity.
 - He can set the pace.
 - He sees the impact and results of his efforts.
 - The workplace allows continuous personal contact and exchange of views.
 - The emphasis is on informality rather than rules.
-

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:

- The opportunity of networking during his working day.
 - Limited exposure to bureaucracy and paperwork.
 - Plenty of verbal “strokes” and praise.
 - Practical follow-through and a support structure to handle the completion of projects.
 - Support in completing tasks he starts.
 - To understand the need for time-management disciplines.
 - Some help in resolving conflict and discipline issues.
 - Regular update meetings to check on project progress.
 - An understanding manager, who is mentor and coach, and who is consistent, patient and calm.
 - A “walkabout” manager whose presence is obvious.
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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:

- Peer “heroes” that he admires, respects and can emulate.
 - “Pioneering” opportunities with little limitation.
 - Regular holidays and time off to pursue other interests.
 - Investment in equipment for his exclusive use that encourages his sense of worth.
 - Regular breaks from routine.
 - Being made to feel “one of us”.
 - The chance to make a reputation for himself.
 - Acceptance, with co-operation that meets his ideal.
 - Tasks which predominantly involve the group.
 - Status symbols that represent success.
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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:

- Be highly trusting of his team.
 - Allow his team plenty of freedom to make decisions.
 - Work to promote harmony within the work group.
 - Show great pride in, and demand recognition for, his team.
 - Lose sight of the objectives of meetings, often turning them into social events.
 - Inspire the team with his grand visions.
 - Overvalue some of his personal relationships.
 - Be passionate about his ideas.
 - Allow an individual too much freedom.
 - Be too trusting of his people.
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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

Others see John as an easy-going, talkative and practical person. Seldom at a loss in any sales situation, he can be relied on to say something appropriate to put people at their ease. As most of his energies are directed towards pleasing others, he has difficulty understanding why he can't always convert every prospect. Customers turn to John for encouragement, support and ideas.

Having a high need to praise and to receive affirmation from others, he relates enthusiastically to his customers and colleagues. He instigates democratic and participative discussions with customers as the best method of getting to customer commitment. In every day dealings, customers see him as flexible, understanding and adaptable. By continually honing his customer relationship skills, John can be seen as eager to please, popular and gracious. As he is highly articulate, and has a quick sense of humour, he is often the life and soul of the sales relationship.

He prefers working with a larger customer base. With a contagious energy for selling, John readily gains the attention of potential customers by constantly networking. 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. He may find it takes real effort to follow systems and processes needed for a truly balanced sales performance. He is highly accepting of others due to his desire for the maintenance of happy customer relationships.

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:

- Sets a fast prospecting pace.
- Adapts to unusual customer situations and problems.
- Uses his imagination to create high value leads and opportunities.
- Often uses innovative approaches to find out about the customer and the market.
- Has a natural charm, which customers will warm to on first meeting.
- Is positive and adaptable in prospecting.

Before the sale begins John could:

- Avoid becoming involved in too many activities - appreciate taking time out for self.
- Avoid procrastination when tedious tasks require attention.
- Keep accurate, honest activity records.
- Prioritise his prospecting more effectively.
- Research the customer, the person, and the organisation more thoroughly.
- Exercise disciplined account planning strategies.



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:

- Uses humour and sociability to create an open environment.
- Finds it easy to assume the role of the trusted partner.
- Warms readily to customers who share his open personality and style.
- Creates partnerships in possibilities.
- Works to appreciate the real needs of his customers.
- Is fascinated by others' motivations, needs, fears and problems.

When identifying needs John could:

- Probe more and assume less.
- Remember the importance of gathering fuller details for complex processes.
- Refrain from offering answers to questions he has yet to be asked.
- Be careful to allow the customer time to complete their sentences before answering.
- Be organised in note-taking.
- Use closed questions more frequently to hone in on key issues.



Personal Notes

Proposing

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

John's key strengths in proposing:

- Brings brightness and "theatre" to the process.
- Appears highly confident in group presentations.
- Tunes in psychologically to customers deeper requirements.
- Exhibits strong, direct communication and interpersonal skills.
- Prefers situations that are fast-paced and dynamic.
- Maintains his high standards in telling it like it is.

When proposing John could:

- Stick to the point.
- Be careful not to over-elaborate just to win the order.
- Heighten the authority of his delivery.
- Check every detail of the proposition carefully.
- Limit the options that he presents.
- Keep his presentation clearly focused on customer needs.



Personal Notes

Handling Buying Resistance

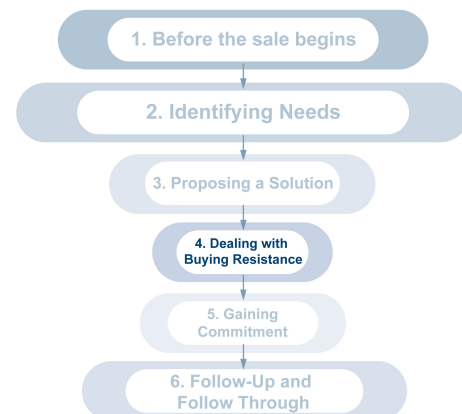
If the customer relationship has been built effectively, buying resistance should be low. However, this section suggests strategies for John to deal effectively with buying resistance.

John's key strengths in dealing with buying resistance:

- Readily displays his desire to serve the customer.
- Handles resistance pragmatically and adaptably.
- Uses intuition to uncover the hidden blockers to the sale.
- Reacts in a direct and quick-thinking way when questioned.
- Is constantly alert to customer concerns.
- Readily turns objections into reasons to buy.

When dealing with buying resistance John could:

- Probe more to discover the customer's real fears.
- Remember to recap on areas of agreement.
- Stick with the issues in hand and avoid generalisations.
- Come prepared with adequate information to support his arguments.
- Keep his goals firmly in mind.
- Force himself to continually focus on task oriented solutions.



Personal Notes

Gaining Commitment

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

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

- Enthusiastically and assertively leads customers to the sale conclusion.
- Demonstrates an eagerness to achieve a speedy resolution.
- Empathises with his customer's reactions to proposed solutions.
- Seeks win/win solutions to avoid conflict.
- Instinctively knows the best time to suggest commitment.
- Democratically leads his customer through the processes.



When gaining commitment John could:

- Be more methodical about gathering all the details.
- Be careful not to gild the lily with promises that can't be fulfilled.
- Seek clarification even when he thinks it may not be necessary.
- Pay more attention to the details.
- Be aware that simply asking for the order does not put undue pressure on the customer.
- Review what has been agreed before progressing.

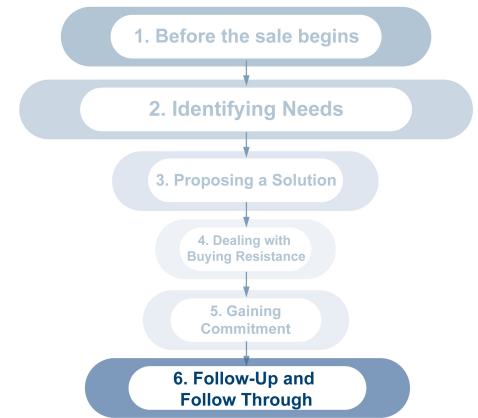
Personal Notes

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.
- Builds a large and effective network within his customer base.
- Develops a broad networking base of contacts.
- Seeks commitment through gaining consensus rather than asserting the facts.
- Maintains harmonious relationships even if setbacks occur.
- Is good at creating a referral flow as a result of positive customer contact.



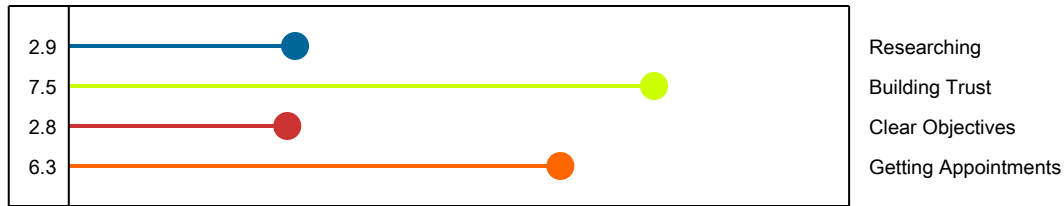
When following-up and following through John could:

- Remember that it may be easier to develop a relationship with an existing customer than find a new one.
- Avoid spending so much time in this area that prospecting new clients takes second place.
- Work as hard with the customer he does not respect as those he likes.
- Avoid feeling comfortable in the supporting role.
- Be prepared to fully resolve the tough issues that emerge.
- Ask for referrals and testimonials to be provided in writing.

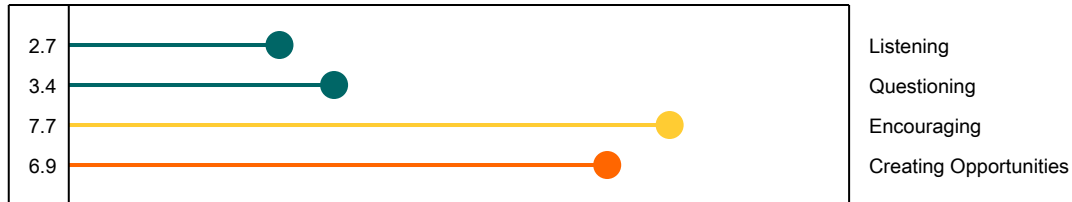
Personal Notes

Sales Preference Indicators

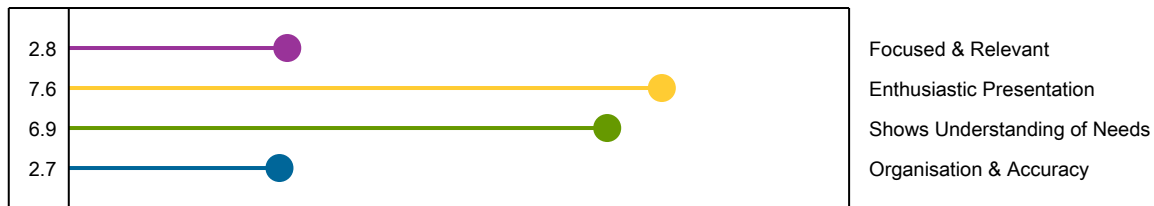
Before The Sale Begins



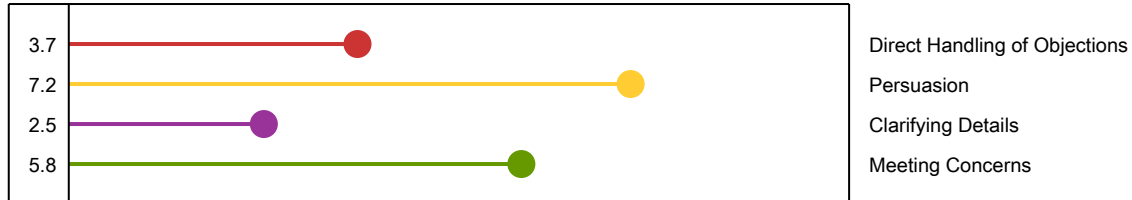
Identifying Needs



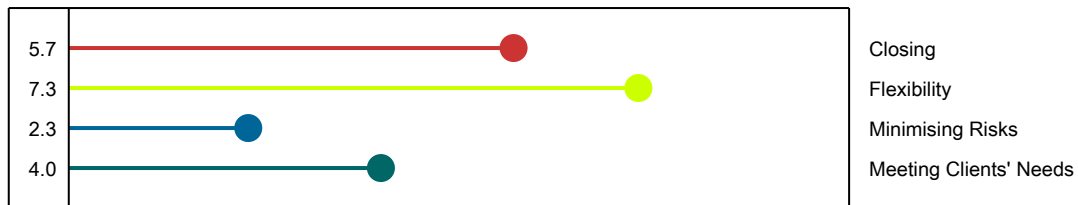
Proposing



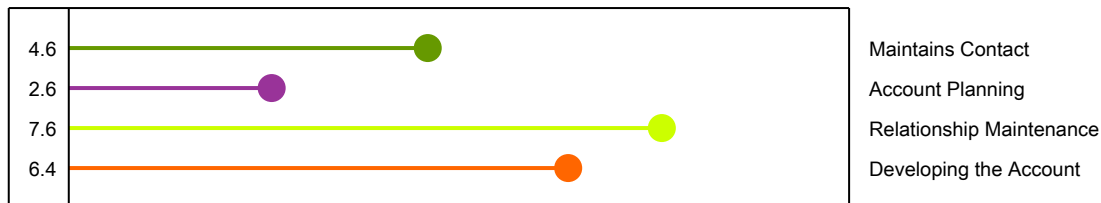
Handling Buying Resistance



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

For John, home is where the heart is. Those closest to him figure heavily in his personal ambitions. Due to his infectious optimism, his goals may appear to others as unrealistic. Optimism is a useful mindset when used positively, but he may care to remember that 'reality is'. His strong intuitive drive may mean he is more interested in creating solutions to problems than in seeing these solutions through to fruition, often preferring to let others complete the project.

Whilst persistent in pursuing his goals, he is easily diverted by bigger challenges that he will perceive to be more exciting. He is likely to dismiss troublesome interactions as insignificant. He should seek the deeper reasons behind a difficult working relationship. He thrives on the challenge of continuous change, but may fail to appreciate that many others do not! He is able to cope with a number of projects at any one time, although he may find that objective prioritisation techniques will result in greater effectiveness. His willingness to help others may cause him to lose sight of his own needs.

Despite realising the importance of goals, they often remain in his head. Committing them to paper will improve his focus, clarity and awareness. As his planned future generally includes his world becoming a nicer place, outcomes need to incorporate this element to ensure wider significance for him. In pursuit of his goals he will strive to maintain harmonious personal relationships. However these relationships may suffer if they are seen to be blocking his progress. John places great value on personal development and growth, and on living a life of meaning and purpose. His goals can be thwarted by the demands of others. He should realise that it can be essential to say "no" at times.

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

Supports team members who may constantly struggle.

→ Apply stricter time limits to giving of self.

Lets his imagination lead the way.

→ Focus on the process, too, and form a plan.

Constantly juggles a large number of pressing activities.

→ Execute them in order of decreasing priority.

Adopts an accommodating approach to other's problems.

→ In helping others, be sure to help them resolve or conclude their own personal issues.

Thrives on involvement in a variety of interests, and can switch from task to task.

→ Finish a task and tidy up before moving to the next.

Avoids routine or repetitive tasks in favour of the new.

→ Learn from structured colleagues how to maximise personal efficiency.

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

Often rushes into changing the world.	→ Look round to check that the world needs changing.
Expresses the lighter side of life.	→ Translate the enjoyment into action.
Has an infectious enthusiasm for new concepts and possibilities.	→ Couple enthusiasm with well thought through facts.
Reaches solutions based on his personal beliefs and values.	→ Be prepared to question those beliefs.
Offers inspirational ideas with direction and flair.	→ Be aware others may require more evidence to be convinced.
Seeks input and approval from his friends and colleagues.	→ Too much input may muddy the waters.

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:

- Can adopt a team approach to any learning experience.
- Is presented with analogies, metaphors and stories to help his understanding.
- Works in situations where the people involved are as important as the end product.
- Frequently changes between activities which are fun and fast paced.
- Participates in competitive teamwork activities.
- Engages in fast, spontaneous action.

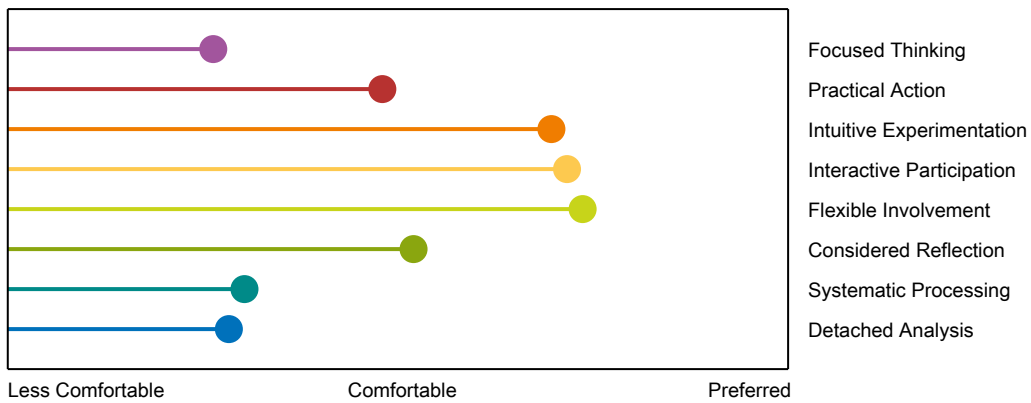
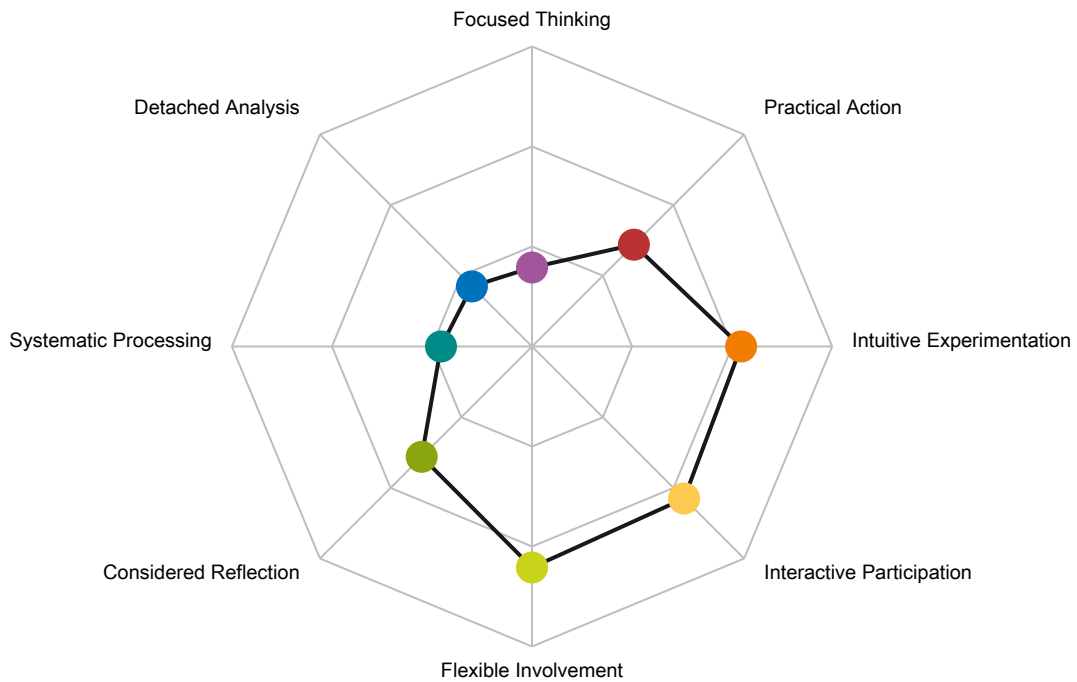
John can stretch in learning by:

- Reducing the number of assumptions he has a tendency to make.
 - Trusting an established process and not trying to change it for change's sake.
 - Taking a little bit more time to reach conclusions.
 - Taking stock of what's gone before.
 - Using more time to structure his thoughts.
 - Reading the full extent of the question before giving the answer.
-

Personal Notes

Learning Styles

06 January 2014



Interview Questions

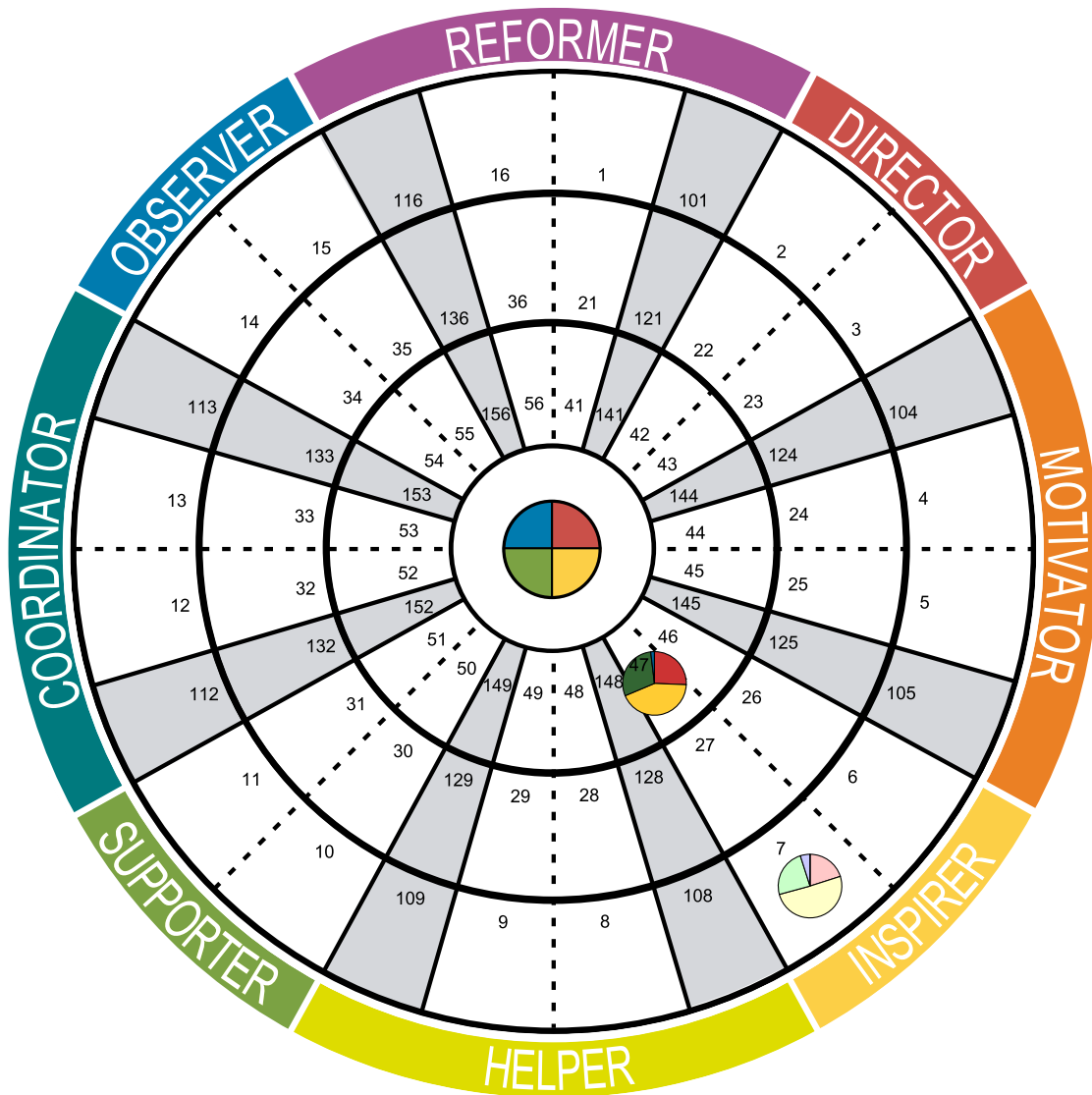
This section lists several questions which can be used in interviewing John Sample. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues John may be less comfortable with - those development areas 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:

- Not everyone reacts as quickly as you - is this speed a plus or a minus?
 - When do you most appreciate another's point of view?
 - Why is it important to be well organised and disciplined?
 - How do you react to situations that call for precise detail?
 - How do you ensure your objectives are understood by others?
 - At what times do you feel it important to be precise, detailed and rigid when dealing with others?
 - How would you relate to unassuming, quiet, thoughtful people?
 - Describe procedures you may have introduced and to what end. Aren't procedures just a hindrance to getting on with the job?
 - How would you feel in an office on your own with little, if any, opportunity to meet others?
 - How would you feel about attending a 1 week course on "Economics in Business"?
-

Personal Notes

The Insights Discovery® 72 Type Wheel

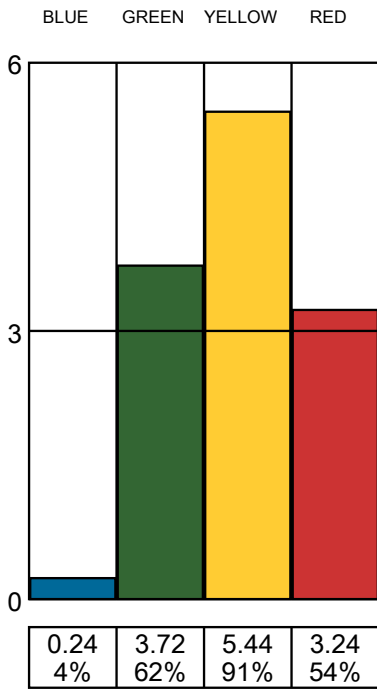


Conscious Wheel Position
47: Helping Inspirer (Accommodating)

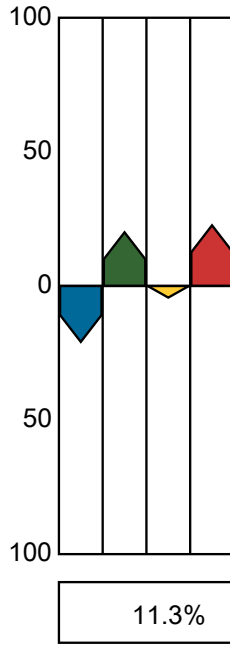
Less Conscious Wheel Position
7: Helping Inspirer (Focused)

The Insights Discovery® Colour Dynamics

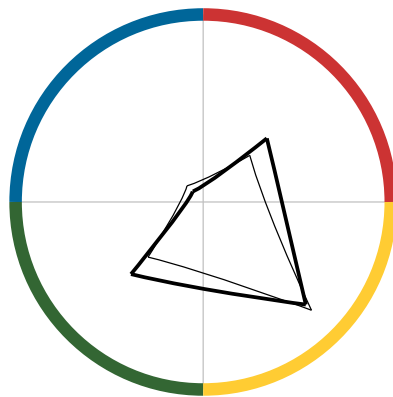
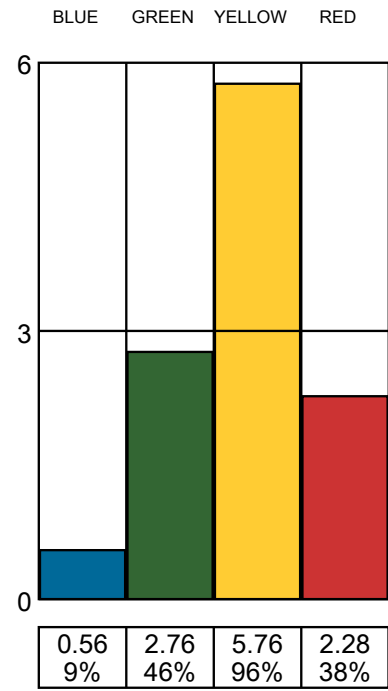
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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