John Sample

27 March 2012

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 John Sample’s responses to the Insights Preference Evaluator which was completed on 27 March 2012.

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 likes to prepare well and prefers to know why and how things happen. He likes a certain neatness and order and prefers a harmonious environment, where each person can be appreciated for their contribution and can feel a sense of personal accomplishment. Easy-going, neat and orderly, he nonetheless values appreciation from others. A good day to day planner, he is relaxed about getting things done because he is fully engaged in the here and now. He is proficient at alleviating the concerns of others.

John is a steady individual who lends a quiet stability to everything. He can complete practical tasks and do repetitive work effectively. He likes to enjoy the current experience without feeling pressured to rush on to the next. He may speak of or express his ideals indirectly. In order to perform at his best he prefers specific and detailed instructions before starting a task.

Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. John values people who take the time to understand his personal goals and values. He is a down-to-earth realist and prefers the company of others like himself who mirror his rather quiet and unassuming demeanour. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. In everyday activities, John is tolerant, open-minded, flexible and adaptable, enjoying the present moment.

The kind of work that best suits him requires patience, devotion and adaptability. John is conscientious and responsible and accepts being needed by others. John displays fierce loyalty to and for people who report to him. He is often more interested in “real things” than intangibles, such as abstract ideas and theories. John is always outstandingly practical and sensible.

John's focus is inward, meditative and reflective. He is most content in work that is of practical service to the organisation and others. John's energy is given to the world in the service of others, and in an orderly, realistic and practical way. John prefers to live his life in a structured and organised manner and prefers to work within established guidelines on tasks requiring detail and routine implementation. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own.

Interacting with Others

John brings harmony and goodwill to any situation in which he finds himself. Though perhaps hard to get to know, he is a trustworthy confidante who accepts a wide range of behavioural differences in others. He prefers to build close relationships with small groups of people and likes to retain the familiar and predictable. In conflict, he will listen to all sides before forming a conclusion and supporting a particular view. He may not readily express how he feels, unless he is allowed to feel safe and comfortable in speaking his mind.

He conveys an image of stability and reliability - an image which can be trusted. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. Achieving great personal financial success is not top of his goal achieving agenda. He values inner harmony above all else and is
sensitive, idealistic and loyal. Charmingly supportive of others, he can stay behind the scenes working at practical jobs requiring empathy and service.

At work, John is good at blending productivity with an interest in, and compassion for, the workforce. Amenable, patient and friendly, John tends to build close, low-key relationships with a small number of associates in the work environment. John's habitual view of people is non-confrontational, understanding and forgiving. He relates well to people in need, and can build long term friendships with people he views as disadvantaged in some way. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn.

Decision Making

With his moderate, affable stance, John is considerate, patient and willing to go along with those he considers friends. He may tend to be misunderstood because of his tendency not to express himself forcefully. He is usually aware of the need to comply with the established view. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. Non-judgemental and accepting of others' behaviour in a rather factual way, he notices things around him and will generally find the deeper meanings within most situations. His decisions are influenced by ethical and moral issues. He is not usually prepared to commit to high risk decisions. John creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. Above all, he is concerned with what is “right” and because of this may appear slow in the decision making process. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions.

John is a good mediator or peace keeper because he can agree while not being fully drawn to any one view. He is very firm about his inner loyalties and sets very high standards for himself in this area. He is frustrated by authoritative restrictions and resents being told how to work. He may dislike time disciplines and he may avoid conflict and unpleasantness in resolving the issue. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He has a tendency to separate out the different components of his life, wanting predictability and preferring to know various options in advance.

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:

- Curious and keen observer of life.
- Focuses on the day to day.
- Senses the needs of the group.
- In touch with himself and his world.
- Sets high personal standards of performance.
- He is logical and works well on “task” as well as “people” issues.
- Consistent and trustworthy.
- Learns from experience - won't get hurt by the same situation twice.
- Usually weighs up all relevant factors before reaching decisions.
- Trusting and tolerant of others' actions.

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:

- Persistence and loyalty may delay decisive action.
- Avoids interpersonal aggression and irritation.
- Will prefer to be reserved and distant until he gets to know someone well.
- May not respond well to sudden change.
- Finds it difficult to say “no” if relationships are being threatened.
- Over-dependence on rules and procedures.
- May find it difficult to impose his will on others.
- Seen as rather rigid, inflexible and unbending.
- “Every silver lining has a cloud.”
- Has difficulty in quick or unprepared articulation.

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:

- Is a caring team player who honours his commitments.
- Makes great effort to build and maintain relationships with others.
- Supports others by being loyal, diplomatic and sincere.
- Carefully assesses situations before acting.
- Sees the success of others as key to his own success.
- Will be conscious of the human factors in the organisation and the team.
- Provides quiet, behind the scene, support.
- Sees financial reward as proof of worth rather than as an end in itself.
- Exhibits patience and conformity.
- Expresses his feelings through actions.

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:

- Provide an environment which allows him to express his thoughts.
- Take time to listen to his feelings about the reactions of others.
- Listen to his opinions.
- Praise his contribution before finding fault.
- Expect him to come back later for clarification.
- Adopt a low key, positive approach.
- If you must criticise, do it slowly, constructively and honestly.
- Take a low key, friendly approach.
- Accept that “reflecting time” is essential to enhance his performance.
- Speak slowly and sincerely.
- Listen to and value his suggestions and contributions.
- Expect some resistance if you are suggesting change.

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:

- Dismiss his work, ideas or opinions lightly.
- Assume passivity is tacit acceptance.
- Praise over effusively.
- Expect him to be a visionary.
- Make critical comparisons in relation to other staff.
- Fail to respect his need for occasional isolation.
- Prevent him from expressing his thoughts.
- Become too impersonal.
- Ask lots of questions in quick succession.
- Labour the point or give lengthy verbal instructions.
- Assume he knows he has chosen well.
- Be cold, aloof or adopt an autocratic approach.

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 may appear impatient or withdrawn if pressed to perform at a faster pace than he considers appropriate to the task in hand. John may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions. A rather private nature may prevent John from asking questions. Encourage him to demonstrate his grasp of new ideas by slowing the pace of the interaction.

He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. Although he may not readily display it, John can be so committed to his own principles that he develops tunnel vision. When he is disappointed, he may become negative about everything and everyone around him. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view. Because of his well developed tolerance of himself and other people, John may appear detached and disinterested.

When under stress at work, he may need to curb a tendency to become secretive or even rebellious in order to meet the demands of the moment. Stubborn about change, he may resist changing a decision once it has been made. He hesitates to criticise others and has a hard time saying no to requests for assistance. He is vulnerable to the criticism of others because he tends to take feedback personally, which leads him to take offence and become discouraged. He may need to develop more assertiveness and would benefit from learning how to offer honest criticism of others when necessary.

Personal Notes
**Opposite Type**

The description in this section is based on John's opposite type on the Insights Wheel. Often, we have most difficulty understanding and interacting with those whose preferences are different to our own. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

**Recognising your Opposite Type:**

John’s opposite Insights type is the Director, Jung’s “Extraverted Thinking” type.

Directors are forceful, demanding, decisive people who tend to be strong individualists. They are forward looking, progressive and compete to attain goals. John will see them as headstrong and they often have a wide range of interests. In solving problems they are logical and incisive. John may well experience the Director as cold, blunt and over-bearing. Directors tend to be seen as self-centred and lacking in empathy and can be highly critical and fault finding when their standards are not met.

Directors may overstep boundaries and may be impatient and dissatisfied with routine work. They want freedom from control, supervision and details. John may see the Director as aggressive and tending to order people around, as they often rely on personal forcefulness and intimidation to achieve their aims. Directors are “take charge” types with very high control needs. They may not often cope well personally when things do not go as planned.

John sees Directors as having short fuses. When pushed the Director may become loud, rigid and domineering. The Director tends to be a focused, if somewhat disorganised, manager with a tenacious drive towards the future.

The Director’s biggest drawbacks may be perceived by John as arrogance, impatience and insensitivity to others’ feelings.

**Personal Notes**
Opposite Type

Communication with John's Opposite Type

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

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

- Do not obstruct opportunities for his development.
- Be ready to ignore his seemingly arrogant demeanour.
- Keep up with his pace.
- Be frank, earnest, decisive and confident.
- Keep the conversation lively.
- Seek his opinions and ideas before imposing yours.

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

- Get carried away by his enthusiasm.
- Bore him with the routine or details.
- Try to manipulate him towards your viewpoint.
- Forget to agree outcomes or decide conclusions.
- “Steal his thunder”.
- Use off the cuff remarks.

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:

- More time to thoroughly prepare and implement.
- Be more open about his feelings.
- Speaking up if he is being taken advantage of.
- Demanding the same exacting standards of others that he sets himself.
- Focus on his own needs rather than those of others.
- More confidence, sincere appreciation, job clarity and sympathetic management.
- Expecting more rewards for his efforts.
- Prior consultation to aid changes in procedures.
- Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
- Making difficult decisions without consulting others.

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:

- There’s a place for everything and everything is in its place.
- Personal pain and suffering is avoided for everyone.
- Information is in close proximity, ensuring economy of effort.
- Clearly defined responsibilities are assigned.
- The dress code is informal but smart.
- There is a shared philosophy of excellent service.
- There is time for play during work hours, and social bonding outside of work.
- Hard work is rewarded with feelings of fellowship and security.
- There is an empathetic and caring team approach.
- Displays of anger are few and far between.

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:

- Help in thinking “outside the box”, or beyond the traditional.
- Understanding of his tendency to defend his decisions with logic and persistence.
- To be part of a small team where ideas are encouraged and valued.
- Support with putting his ideas into practice.
- Personal and professional development to be supported and encouraged.
- Regular reminding of the business demands.
- To be aware of underlying stresses.
- Sufficient time to prepare for meetings.
- His own workspace with room for personal effects.
- To have mistakes dealt with in a positive and constructive manner, avoiding confrontation.

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:

- Responsibility, within well defined areas.
- A degree of autonomy.
- Low-key celebrations.
- Appreciation for a job well done.
- Genuine low key recognition for his contributions.
- Safe opportunities to develop untried or previously suppressed skills.
- Openness and honesty.
- Responsibilities which capitalise on his one-to-one supervisory or mentoring strengths.
- Being part of the process of change, and being fully informed about changes which affect him.
- The prospect of working for the common good.

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:

- Lose confidence if he is not regularly encouraged.
- Make mountains out of molehills and fail to deal with challenges quickly.
- Believe that the success of the team and its individuals are a measure of his own success.
- Become stubborn when challenged.
- Sublimate his own needs for those of others.
- Go to great lengths to do things "by the book".
- Listen carefully and respond in an appropriate way.
- Believe that he cannot be successful unless his team is successful.
- Lead through encouragement and coaching, rather than through control.

Personal Notes
Effective Selling Chapter

Effective selling has three main requirements:

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

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

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

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

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

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

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

John is sensitive to other people's values, encouraging them towards a fuller potential. He tends to lose himself in the details and daily operations of a project and, once immersed, he can find it frustrating to deal with customers who constantly change their minds. He usually makes a great effort to go the extra mile in the service of his customers.

He has deep inner convictions and will devote significant amounts of energy to support a customer's worthy cause. John's primary focus is always to be of value to the customer. His compassionate approach to life means that customers tend to trust him implicitly. Despite having done a good job, his initial reaction after the sales call may be a feeling that he could have done better in the relationship. He prefers to work with his customers to reach a joint solution, rather than imposing his own views on them.

He displays a warm and sensitive disposition towards customers and makes the most of what life has to offer. John creates an air of good feeling in most customer related situations. He does not respond particularly well to demanding sales targets, as his focus is on long term success rather than the attainment of shorter term goals. Preferring to care for others and to help them in practical and tangible ways, he uses personal warmth to communicate his feelings. He seeks consistency and stability among his customers.

Personal Notes
Before The Sale Begins

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

John's key strengths before the sale begins:

- Enjoys meeting new customers and building relationships.
- Gently opens doors with his low key demeanour.
- Prefers to avoid conflict and attempts to foresee possible elements or areas of friction.
- Sticks to tried and traditional prospecting methods.
- Likes a relatively long lead-in time, to develop lasting relationships.
- Senses the needs of different buyer types.

Before the sale begins John could:

- Remember that a key part of selling is helping the customer to decide.
- Take the initiative in acquiring new business contacts.
- Be less reliant on traditional practices.
- Remember that failure can often mean a step closer to success.
- Reduce his dependence on structure and formal processes.
- Focus as much energy on completing the task as on building the relationship.
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:

- Encourages openness through perceptive and empathetic listening.
- Encourages customers to be themselves, often enabling him to discover important details.
- Is committed to gaining a thorough understanding of his customer’s priorities.
- Emphasises the importance of the relationship through quiet consideration.
- Can listen sympathetically for long periods.
- Checks understanding to ensure the customer’s desires have been correctly identified.

When identifying needs John could:

- Avoid letting any negative customer response shut him down.
- Practise thinking aloud and responding immediately.
- ‘Go with’ intuitive clients and resist his own urge for detail.
- Try mind-maps or diagrams to heighten the effectiveness of his note-taking.
- Take criticism less personally.
- Be more aware of the bigger picture.
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:**

- Presents recommendations thoroughly.
- Exercises realism and moderation in framing customer proposals.
- Delivers practical solutions to his customers' most pressing challenges.
- Can combine a logical proposal with empathy in understanding his customer's needs.
- Bases practical proposals on factual considerations.
- Approaches the task of proposing solutions in an orderly and systematic manner.

**When proposing John could:**

- Show the enthusiasm to heighten the buyer's attention and sustain interest throughout.
- Ask, and keep asking, the customer for commitment.
- Be more spontaneous in proposing alternatives.
- Aim for an outcome within a shorter time frame.
- Remain open to possible opportunities when blocked by negativity.
- Practise being spontaneous!
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:

- Encourages objections as a means of ensuring total customer satisfaction.
- Empathises with differences, and works well to resolve them.
- Applies well-constructed probing questions.
- Resolves interpersonal challenges using excellent rapport building skills.
- Listens carefully to the precise nature of an objection before replying.
- Is constantly alert to customer concerns.

When dealing with buying resistance John could:

- Take fewer objections at face value.
- Try not to take resistance personally.
- Be confident in directing the customer’s thinking.
- Welcome every comment as an opportunity for a helpful response.
- Think out loud if the prospect is responsive.
- Challenge unsubstantiated statements.
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:

- Adopts a sensible and matter-of-fact approach to gaining the business.
- Has a realistic view of the possible outcomes.
- Checks thoroughly that the customer is engaged before proposing commitment.
- Generates trust in, and buy-in for, the recommended decision.
- Creates high levels of trust in customers.
- Dedicates himself to long term relationships.

When gaining commitment John could:

- Understand that "risk" means different things to different people.
- Remember that "one person's meat is another's poison".
- Develop a more assertive range of closing questions.
- Talk confidently about money issues rather than showing embarrassment about the matter.
- Say: "Why don't we just do it now?" if appropriate.
- Remember that customers may not say "yes" until they have been asked.
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.

When following-up and following through John could:

- Rely less on repeat or referred business.
- Be prepared to say "yes" less often in the interests of self-preservation.
- Accept that not everything needs to be perfect.
- Consider bending the rules to meet a customer's needs.
- Recognise that some customers might take advantage of his good nature.
- Concentrate more on customers with the real revenue potential.

Personal Notes
Sales Preference Indicators

Before The Sale Begins

- 5.1: Researching
- 5.9: Building Trust
- 3.1: Clear Objectives
- 1.5: Getting Appointments

Identifying Needs

- 7.9: Listening
- 8.4: Questioning
- 5.9: Encouraging
- 2.7: Creating Opportunities

Proposing

- 3.2: Focused & Relevant
- 2.3: Enthusiastic Presentation
- 6.0: Shows Understanding of Needs
- 7.6: Organisation & Accuracy

Handling Buying Resistance

- 2.6: Direct Handling of Objections
- 3.4: Persuasion
- 3.5: Clarifying Details
- 7.9: Meeting Concerns

Gaining Commitment

- 1.8: Closing
- 5.3: Flexibility
- 7.3: Minimising Risks
- 7.8: Meeting Clients' Needs

Follow-up and Follow Through

- 8.9: Maintains Contact
- 3.2: Account Planning
- 5.7: Relationship Maintenance
- 3.1: Developing the Account

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Personal Achievement Chapter

At its best, life is a rewarding journey of personal exploration and growth.

This chapter is designed to focus on several highly important aspects of personal development. Using the guidance suggested in these pages can lead to exciting changes and can have a profound impact on success.

The sections will help John define his life's purpose, set his goals and organize his time and life to achieve them. It offers suggestions on how he can tap into his natural creativity, and unleash further creative potential from deeper aspects of his personality, to overcome any obstacle.

Finally, it gives powerful suggestions for John to understand and enhance his preferred learning styles.

When applied, the ideas contained in this profile can provide insights and support to life's journey of development.
Living on Purpose

Having a sense of purpose and worthy goals are important to building a strong foundation for a successful life. Here are some of the things John should be aware of in setting goals and defining his purpose.

Living on Purpose

John’s goals, when he sets them, are likely to be practical and achievable. Even though his focus is often inward, meditative and reflective, he would still be well advised to remember to clarify his goals and write them down. His goals are set practically, in the here-and-now, rather than being framed within unbounded future possibilities.

He may benefit from answering the question: "How will I know when I am successful?" He has an easy-going, relaxed attitude to goal-setting. He might bear in mind that goal-setting is a means to an end, and is not an end in itself. Preferring a collective approach to goal-setting, he must nonetheless be sure that his voice is heard. Tangible targets are more acceptable to him than what he may perceive as more "fluffy" outcomes. He could look deeper perhaps for subliminal "big picture" goal opportunities.

Although he enjoys "living in the moment", he should look to his future needs. Work must be balanced by relaxation and he benefits from having definite leisure and recreation goals. His strong sense of values determines his priorities. His move towards his goals follows a steady pace. He may however, sense an erosion of their urgency and lose momentum with the progression of time. John enjoys the sense of achievement that comes from completing the task.

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.

<table>
<thead>
<tr>
<th>In managing his time, John,</th>
<th>Suggested Action For Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invests significant time and energy into ensuring everyone is comfortable.</td>
<td>Remember that it is impossible to please everyone all of the time.</td>
</tr>
<tr>
<td>Displays a sense of consistency.</td>
<td>Changing pace unexpectedly can be a useful experience in managing time.</td>
</tr>
<tr>
<td>Seeks his own space when tackling complex issues.</td>
<td>Involving the team can introduce a wealth of ideas.</td>
</tr>
<tr>
<td>Manages routine tasks well.</td>
<td>Be prepared to tackle more diverse work for heightened effectiveness and efficiency.</td>
</tr>
<tr>
<td>Is realistic about what can be achieved in the time.</td>
<td>Seek to become over-optimistic sometimes: people and circumstances can surprise.</td>
</tr>
<tr>
<td>Will often avoid high risk ventures in favour of the tried and tested.</td>
<td>'Push the boat out' more often.</td>
</tr>
</tbody>
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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,

Builds on positive experiences with people. → Look for new ways to do things without these people.

Likes to listen to many views before creating solutions. → Be aware of time constraints.

Reaches solutions based on his personal beliefs and values. → Be prepared to question those beliefs.

May not begin without a raincoat, hot-water bottle, road-map and parachute! → Take a few more risks!

Remains true to his values. → Help others make their own ethical choices.

Builds solutions through people. → Focusing on outcomes will provide clarity.

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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 mind-map, using colourful imagery and words.
- Is given the opportunity to consult others before making decisions.
- There is an explicit answer to the question "what's the point?" for any activity or exercise.
- Receives practical, systematic demonstrations of the subject.
- Is given time to consider fully, the implications of all he has learned.
- Is given regular appreciation for his efforts.

John can stretch in learning by:

- Speaking out more regularly in group sessions.
- Being more task-focused from time to time.
- Being more spontaneous and shooting from the hip more often.
- Focusing on the destination rather than needing to understand every step of the way.
- Making an action plan and sticking to it.
- Being spontaneous, without fear of losing control of the situation.

Personal Notes
Learning Styles

27 March 2012

Focused Thinking
Practical Action
Intuitive Experimentation
Interactive Participation
Flexible Involvement
Considered Reflection
Systematic Processing
Detached Analysis

Less Comfortable
Comfortable
Preferred
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:

- Sometimes taking a direct approach to problems results in casualties. What do you feel?
- What value do you see in dreaming?
- What do you feel about the term “personal development”?
- Give an example of when you have debated an idea with groups of strong persuaders.
- Tell me how you feel this interview is progressing.
- How do you deal with being rushed into a decision?
- What would influence you more in achieving your personal goals - individual incentives or team commitment?
- What part do you think your contribution might make to the overall success and the major objectives of the company?
- When is it important to look out for No. 1?
- How do you put across both the positives and negatives of a situation to colleagues?

Personal Notes
The Insights Discovery® 72 Type Wheel

Conscious Wheel Position
31: Coordinating Supporter (Classic)

Less Conscious Wheel Position
31: Coordinating Supporter (Classic)
The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)