



Discovery[®]

Personal Profile

John Smith

14 May 2012

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

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Introduction

This Insights Discovery profile is based on John Smith's responses to the Insights Preference Evaluator which was completed on 14 May 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 may generate more ideas, possibilities and plans in one day than others might manage in a month! He pays scant attention to negative, pessimistic or divisive situations or conclusions. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere. He likes people and tends to be aware of and appreciate a person's more admirable qualities. He should take care to include the practical details in his projects and continually try to look at situations from an objective viewpoint rather than just his own perception.

Routine is the real bad news for him, and it may sap his energy. He is a good improviser who will go to great lengths to please others. John is adaptable, easy-going, warm, friendly and generous. He may lose interest and move on to the next thing, once a job becomes routine or dull. He prefers to be seen as rather sociable and may relish the occasional spotlight.

He will take every possible opportunity to generate new relationships or to be with others. John is interested both in possibilities beyond what is already obvious and in the ways that these possibilities might affect others. His vivid imagination constantly pushes him towards turning his ideas into reality. He is always interested in seeing the possibilities, particularly in people, beyond the present moment. John has a real zest for living and enjoys company.

He is accomplished at working with individuals and groups and can quickly find himself pushed into a leadership role. 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. 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. Quick to see the possibilities of new ideas and projects, John is outstanding at initiating these and persuading people to support him. His obvious charm and enthusiasm tends to make him popular with friends and colleagues alike.

John enthusiastically and co-operatively joins in activities and can juggle several activities at once. As he puts as much energy into maintaining personal relationships than into maintaining tasks, John likes to keep a wide assortment of relationships alive and kicking. With his friendly organisational skills, John is supportive of other colleagues and will enthuse over most projects. Work that is purely practical or work that leaves him on his own for long periods can make him irritable. His mental processes operate best when he is in contact with other people.

Interacting with Others

John can generate positive energy and high morale within most groups or teams. He directs his attention outwards and is skilled in understanding the needs and motivations of others. Shifting attention inward for long periods may produce anxiety for him as he prefers to look outward towards others for his emotional security. A creative thinker, John is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting

conversational style. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity.

John is both charming and popular, constantly enthusing through his gift of ready articulation. John enjoys involvement in many activities, with a variety of people. He is stimulated by doing the unexpected or the unusual. He radiates sympathy and understanding to all by nurturing and supporting. The gift of sheer adaptability means that John has an uncanny skill for making life into an enjoyable performance, juggling many activities and people and usually enjoying the limelight. Looking for perfection in a relationship can result in his sensing a vague dissatisfaction with the reality of the way things are.

As a result of his natural desire to please, he can be seen as overly concerned with others' needs. He is a particularly good communicator and uses his gift of verbal expression often and effectively. He can take issue with both colleagues and superiors but is unlikely to bear a grudge for long. 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. He constantly seeks opportunities to talk things through with others.

Decision Making

John's tendency to think "out loud" enables others to follow his line of thinking. He is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. He prefers tasks or projects which allow flexibility of scheduling. He tends to make choices around his own personal feelings which may be as important to him as more objective data.

In his attempts to please others he may make promises he cannot fulfil. He is a quick decision maker and considers people within the context of the result of the task. He is prepared to make decisions through group consensus. 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 would perform better if he focused more on in-depth study of analytical data during the decision making process. He may get bored quickly and tend to ignore significant detail in his desire to move on to more exciting things. Trying to focus more on the facts, not just on the people, can be helpful in his decision making. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention.

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:

- Has an outgoing nature and builds relationships quickly.
 - Assumes both authoritative and democratic leadership.
 - Articulate and active in communication.
 - Interactive and inspirational approach.
 - Accommodating and will provide help where needed.
 - Resilient and resourceful.
 - Can “go with the flow”, particularly where people are concerned.
 - Outwardly directed energy ensures a fast friendly pace.
 - Infectious enthusiasm.
 - His glass is usually half full.
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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:

- Does not enjoy working or being alone for long periods.
 - Loses interest when the initial challenge has gone.
 - Like a butterfly, he may be difficult to catch or tie down.
 - His solutions may appear rather “off the wall”.
 - Tasks can be left undone if something more interesting comes along.
 - Optimism is occasionally misplaced.
 - May be perceived as too trusting.
 - Can appear insincere.
 - May become depressed if bored or forced to moderate tedious tasks.
 - May see the world through “rose-tinted glasses”.
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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:

- Uses his highly-developed relationship skills.
 - Enjoys an empathic approach to others.
 - Makes friends quickly and easily.
 - Provides inspiration and image for the rest of the team.
 - Prevents apathy with lively presentations.
 - Provides stimulation and resourcefulness.
 - Maintains positive forward momentum.
 - Is loyal and conscientious and will work hard to produce results.
 - Provides inspiration and perspiration.
 - Initiates and self-starts the projects.
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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:

- Add to the challenge and opportunity regularly.
 - Provide for both flexibility and structure within the meeting.
 - “Temper” his optimism with realism.
 - Agree exactly what needs to be done.
 - Adapt to sudden changes in direction.
 - Use colourful and bold language in conversing.
 - Acknowledge his talent for leadership.
 - Be clear on completion details.
 - Maintain a positive and open stance.
 - Generate inspiration by recalling past successes.
 - Match his pace in presenting to him.
 - Keep up a lively, but steady pace.
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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:

- Be mundane, boring or dismissive.
 - Expect him to respond favourably if you dictate to him on policy or procedures.
 - Fail to recognise his best personal achievements.
 - Attempt to impose too much structure and formality.
 - Impose a “can't be done” or defeatist attitude on him.
 - Create a hostile environment devoid of feelings.
 - Dampen his enthusiastic energy with negative inputs.
 - Burden him with too many papers to read.
 - Assume he has heard you.
 - Be addicted to rules and procedures.
 - Take issue with his demeanour or jaunty disposition.
 - Fail to allow enough time to talk with him.
-

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:

Occasionally John may miss opportunities through a lack of awareness of the need to conclude the planning detail. He should be careful not to leap too quickly without considering the consequences, making sure that he completes the tasks he is responsible for before turning to more enjoyable matters. He is genuinely interested in others and may seek to get on closer terms with those who particularly interest him. He is occasionally taken advantage of and can be hurt in the process.

He would do better if he sought the advice of more practical people to find out how workable and useful his ideas are. He should allow more distance between self and colleagues in interactions. He needs to be aware that not everyone likes to be touched. He may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. Endowed with the gift of articulation, he is likely to feel that he is competent in most areas. 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.

He finds it hard to face conflict and will be tempted to run away from or ignore problems rather than seek the tough solutions. He should realise that on occasions confrontation can clear the air. He values fast action and doing many things at once. When under pressure he may get the job done by cutting corners or neglecting quality. He focuses on emotions to the point that he may fail to see the logical consequences of his actions. He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input.

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

- Persuade using logic not emotion.
- Go prepared to get straight down to business.
- Remember to thank him for his time.
- Take your time getting to know him if you want critical feedback.
- Provide information step by step.
- Approach him in a structured, logical way.

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

- Be unrealistic or stray on to abstractions.
 - Be too loud and hearty.
 - Indulge in your own flights of fancy.
 - Stand or sit too close to him.
 - Reinforce his own self criticism.
 - Be flippant, inconsistent, fanciful or ostentatious.
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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:

- Constructing orderly situations which then go exactly as planned.
 - Finishing and reflecting on each book he reads before starting a new one.
 - Constant reminding of the need to consider alternatives and anticipate consequences.
 - Being left alone to work quietly.
 - A more structured approach to living.
 - Reaching decisions only after weighing up all the alternatives.
 - Analysing procedures to identify overlaps and possible conflict.
 - Having things well thought out in advance.
 - Taking time to prepare and/or study the predetermined agenda well in advance of the meeting.
 - Seeking to understand other peoples theories, hypothesis and explanations.
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Personal Notes

Management

Creating the Ideal Environment

People are generally most effective when provided with an environment which suits their preferences and style. It can be uncomfortable to work in an environment which does not. This section should be used to ensure a close match between John's ideal environment and his current one and to identify any possible frustrations.

John's Ideal Environment is one in which:

- He can question the rules and the traditional ways of doing things.
 - There may be noise, i.e. music or a general "buzz" of excitement.
 - New products and strategies can be implemented regularly.
 - There are few "heavy" interruptions to dampen the atmosphere.
 - Detail and routine tasks are carried out by someone else.
 - There is time for play during work hours, and social bonding outside of work.
 - There are few rigid rules of time-keeping or dress code.
 - Presentation aids are of the highest standards - colour, image and sound.
 - There is an open plan workplace layout.
 - He can set the pace.
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Personal Notes

Management

Managing John

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

John needs:

- To understand systems and cultures if he is to avoid upsetting others.
 - To be aware of his frenetic work pace and recognise the effect this may have on others.
 - To fully understand the corporate mission.
 - Help in delegating tasks and recognising priorities.
 - Constant and active engagement.
 - Some social prestige within the role.
 - You to retain control of the process.
 - A “walkabout” manager whose presence is obvious.
 - Involvement in all the team activities.
 - An adaptive, understanding and patient manager.
-

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:

- Rewards that reflect his immediate needs.
 - People who express flair, talent and creativity.
 - Tasks which predominantly involve the group.
 - Status, influence and prestige.
 - The prospect of working for the common good.
 - Authority to match his responsibilities.
 - Challenge and competition.
 - Special task “teams” to interact with.
 - Peer “heroes” that he admires, respects and can emulate.
 - Freedom to articulate wild ideas.
-

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:

- Inspire others with his forward-looking orientation.
 - Choose "favourites" in his team and offer them individual inducements to achieve objectives.
 - Lead from the front in a "follow me" style.
 - Be inconsistent in delegation.
 - Generate recurring crises through failing to comprehensively plan and organise resources.
 - Give team members plenty of freedom.
 - Lead the team with his energy, enthusiasm and personal charisma.
 - Motivate others through his creativity and imagination.
 - "Explode" if publicly embarrassed on a personal/status matter.
 - Keep rules and regulations to the minimum.
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Personal Notes

Effective Selling Chapter

Effective selling has three main requirements:

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

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

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

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

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

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



Selling Style Overview

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

Selling Style Overview

John is particularly enthusiastic about helping customers feel good about themselves and his products and services. He is extremely proficient in networking strategies that generate new prospects. As most of his energies are directed towards pleasing others, he has difficulty understanding why he can't always convert every prospect. More reserved customers may feel impressed, though perhaps exhausted, by his sales presentation.

He may need to make a special effort to follow-up aspects of sales that require attention to detail or involve extensive paperwork. The gift of sheer adaptability means that John has an uncanny skill for turning life into an enjoyable performance, juggling the needs of many activities and customers, and inevitably enjoying the resulting limelight. It is important for him to have regular contact with customers to maintain his motivation levels. Referrals often happen naturally for him as he makes lots of contacts. A desire to be liked and admired may mean he may be prepared to discount his prices or provide give-aways more than is appropriate.

Caring, warmth, and contented relationships are important to him. He may find it takes real effort to follow systems and processes needed for a truly balanced sales performance. He tends to spend less time in inner reflection, regarding interaction as an essential key to sales success. He finds most satisfaction from working with customers in sales projects that allow him to utilise his creative and interpersonal skills. His sales approach may tend to leave some customers with the need to lie down in a dark room to recover from the experience, though he is energised by what he does!

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.
- Thinks quickly in adapting to changing situations.
- Displays high levels of energy in identifying and following up new prospects.
- Applies enthusiasm and energy to lead generation.
- Seeks variety in his approaches to customers.
- Demonstrates an intuitive and optimistic sales approach.

Before the sale begins John could:

- Research the customer, the person, and the organisation more thoroughly.
- Set clear and achievable "early stage" objectives.
- Be less inclined to overstate customer potential.
- Allocate time and effort to developing his product knowledge.
- Remain focused on the task.
- Schedule adequate pre-call time for account planning.



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.
- Creates partnerships in possibilities.
- Generates a fast pace for the interaction.
- Likes to take part in upbeat sessions, with lots of variety.
- Asks innovative questions.

When identifying needs John could:

- Stay within the pre-agreed time boundaries.
- Make use of his natural creativity to uncover hidden needs and opportunities.
- Allow the customer to express his or her views.
- Keep more detailed, organised notes during the questioning process.
- Record customer needs more meticulously than may appear necessary.
- Rely more on his customers' needs based on their past experience - not his own.



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:

- Maintains his high standards in telling it like it is.
- Enjoys an easy going and fun approach.
- Is fluent and reassuring in articulating customer's goals.
- Can combine a logical proposal with empathy in understanding his customer's needs.
- Brings brightness and "theatre" to the process.
- Presents in a fast-paced, vocal manner.



When proposing John could:

- Support his statements with written evidence.
- Consider immediate needs in tandem with future possibilities.
- Be sure to moderate the areas of potential risk.
- Take responsibility for checking the more complex aspects of the proposal.
- Ensure he is fully knowledgeable about every aspect of his product.
- Underpin his customer relationships with credible business cases.

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:

- Ensures a harmonious and equitable environment is sustained.
- Is confident that a positive outcome can be found.
- Uses intuition to uncover the hidden blockers to the sale.
- Reacts in a direct and quick-thinking way when questioned.
- Readily turns objections into reasons to buy.
- Avoids rebuttals by using his strong people skills.



When dealing with buying resistance John could:

- Pause and reflect before moving to handle the objection.
- Interpret "negative feedback" as "constructive feedback", and avoid taking it too personally.
- Resist the temptation to leap in with solutions.
- Try to use one mouth closed and two ears in proportion!
- Remember to keep his "cool" under intensive fire.
- Listen for, and get to the root of, implied or hidden objections.

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:

- Can use both authority and involvement to lead his customer through the process.
- Keeps the process moving.
- Readily deals with the unexpected.
- Helps customers to identify optimum outcomes.
- Makes the process fun!
- Demonstrates an eagerness to achieve a speedy resolution.



When gaining commitment John could:

- Pay more attention to the details.
- Seek clarification even when he thinks it may not be necessary.
- Give practical as well as emotional reasons to buy.
- Be careful not to gild the lily with promises that can't be fulfilled.
- Minimise misunderstandings by assuming less.
- Ask more questions.

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:

- Likes to combine business with pleasure.
- Maintains a focus on future wants throughout the support phase.
- Networks to further his business.
- Builds a large and effective network within his customer base.
- Relies on social interaction to maintain customer relationships.
- Maintains harmonious relationships even if setbacks occur.



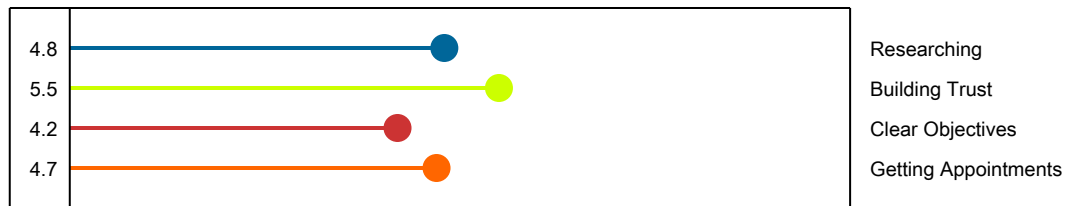
Personal Notes

When following-up and following through John could:

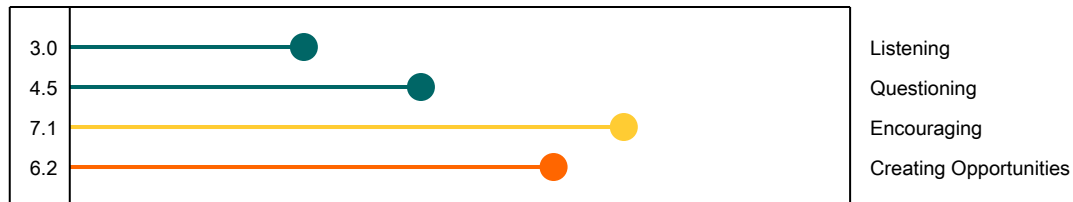
- Confirm the details of the servicing arrangement in writing.
- Appreciate that not all "follow-up" calls are social activity.
- Invest time today on developing his future growth.
- Remember that it may be easier to develop a relationship with an existing customer than find a new one.
- Confirm the details of the sale with the customer.
- Check his customers' levels of satisfaction more regularly.

Sales Preference Indicators

Before The Sale Begins



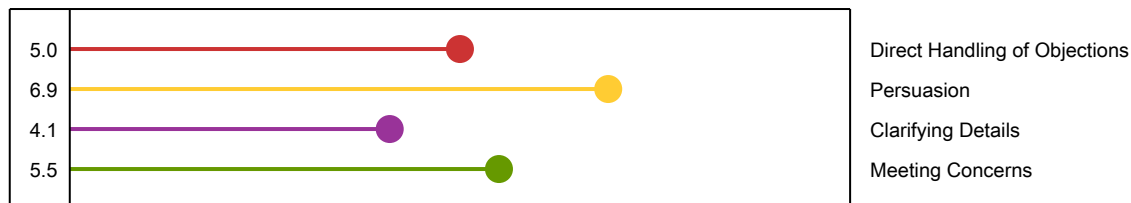
Identifying Needs



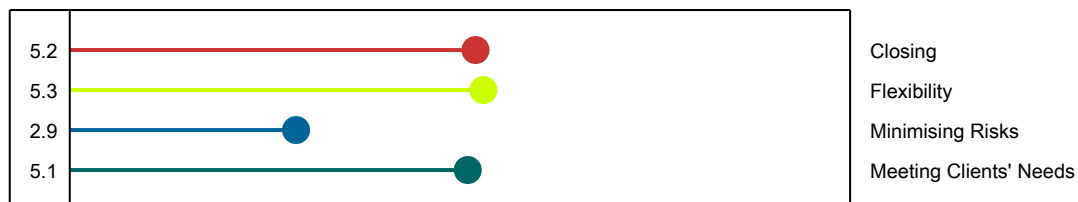
Proposing



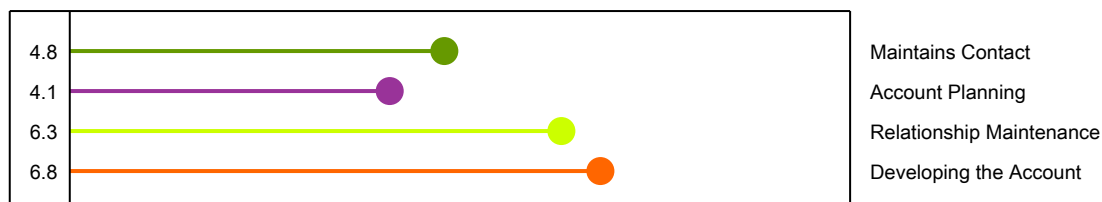
Handling Buying Resistance



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

A keen team player, John may see his involvement in team issues as key to realising his dreams. He is a creative visionary and sometimes tends to forget the importance of more specific short term objectives as essential milestones to long term achievement. Sometimes distracted by his desire for popularity and acceptance he may unconsciously set goals which gain approval rather than stretch him as an individual.

Whilst excited about trying out a new idea or plan, he may need to exercise some discipline to continue working on current ones until they are completed. John will remain positive about his ability to achieve, although this may occasionally be viewed by others as somewhat misplaced optimism. The simple solution may appeal to him. Nonetheless, desire for quick answers may occasionally result in certain essential detail being omitted from the plan. John's goals are a result of his strong self-motivation and desire to succeed. Socially adept, John can balance the needs of his team with the needs of the task to win others co-operation in achieving the required outcome.

John will always look for new ways of achieving and will work hard in pursuit of excellence. He is constantly stimulated by, and drawn to, the new possibilities he sees and has some difficulty in staying focused on established short term projects. Whilst persistent in pursuing his goals, he is easily diverted by bigger challenges that he will perceive to be more exciting. In focused mode he may be inclined to overlook the need to train or develop others. He should practise sharing tasks with others which will allow him more time to be even more productive. Occasionally he will work in a determined way for extensive periods, recognising an opportunity to excel.

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

- | | |
|--|---|
| Finds that new opportunities get in the way of his schedule. | → Prioritise regularly. |
| Sometimes arrives with not all of requirements fulfilled. | → Write checklists and read the goals before considering completion. |
| Is quick to identify new opportunities. | → Talk a little less about the visioning and get on with process! |
| Doesn't always follow-up once the challenge has gone. | → View follow-up as a new challenge. |
| Can make quick decisions without necessarily having all of the data to hand. | → Back decisions up with thought and planning. |
| Occasionally skips details when making an important decision. | → Consider "what ifs" and revisit detail for clarification before committing. |

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

Can address diverse issues simultaneously.	→	Allow adequate time for analytical reflection.
Usually acts on his ideas as they enter his head.	→	Write things down to capture and analyse thoughts.
Will exude passion when he likes an idea.	→	Try not to tire more reflective colleagues out with his excitement.
Prefers a less structured approach.	→	Stick to one thing at a time to avoid frustrating others.
Will tackle change in any part of a system.	→	Follow through to completion to be more effective.
Enjoys bouncing ideas around with colleagues.	→	Schedule regular group brainstorming events.

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 employ more right-brain, holistic approaches.
- Has the ability to try out the unknown.
- Is able to talk things through with others.
- Is able to exchange views with others.
- Shares experiences with like-minded people.
- Has opportunities to engage in trial and error.

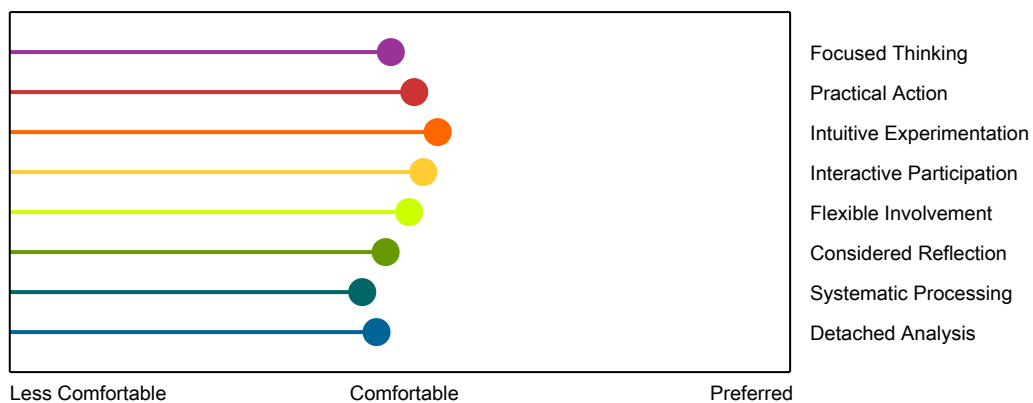
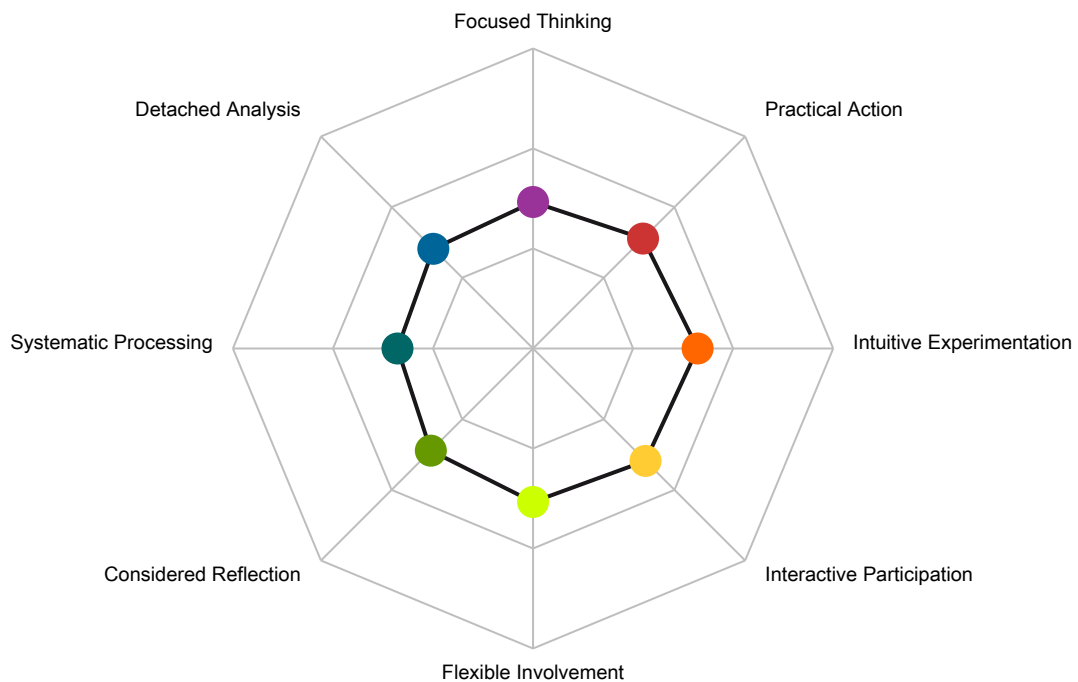
John can stretch in learning by:

- Dotting all of the 'i's and crossing the 't's before continuing.
 - Taking a little bit more time to reach conclusions.
 - Understanding the importance of self-discipline in gaining a thorough understanding of the subject - if something is worth learning, it's worth mastering well.
 - Looking, before he leaps to conclusions.
 - Paying attention to details beneath the big picture.
 - Using more objective assessment techniques.
-

Personal Notes

Learning Styles

14 May 2012



Interview Questions

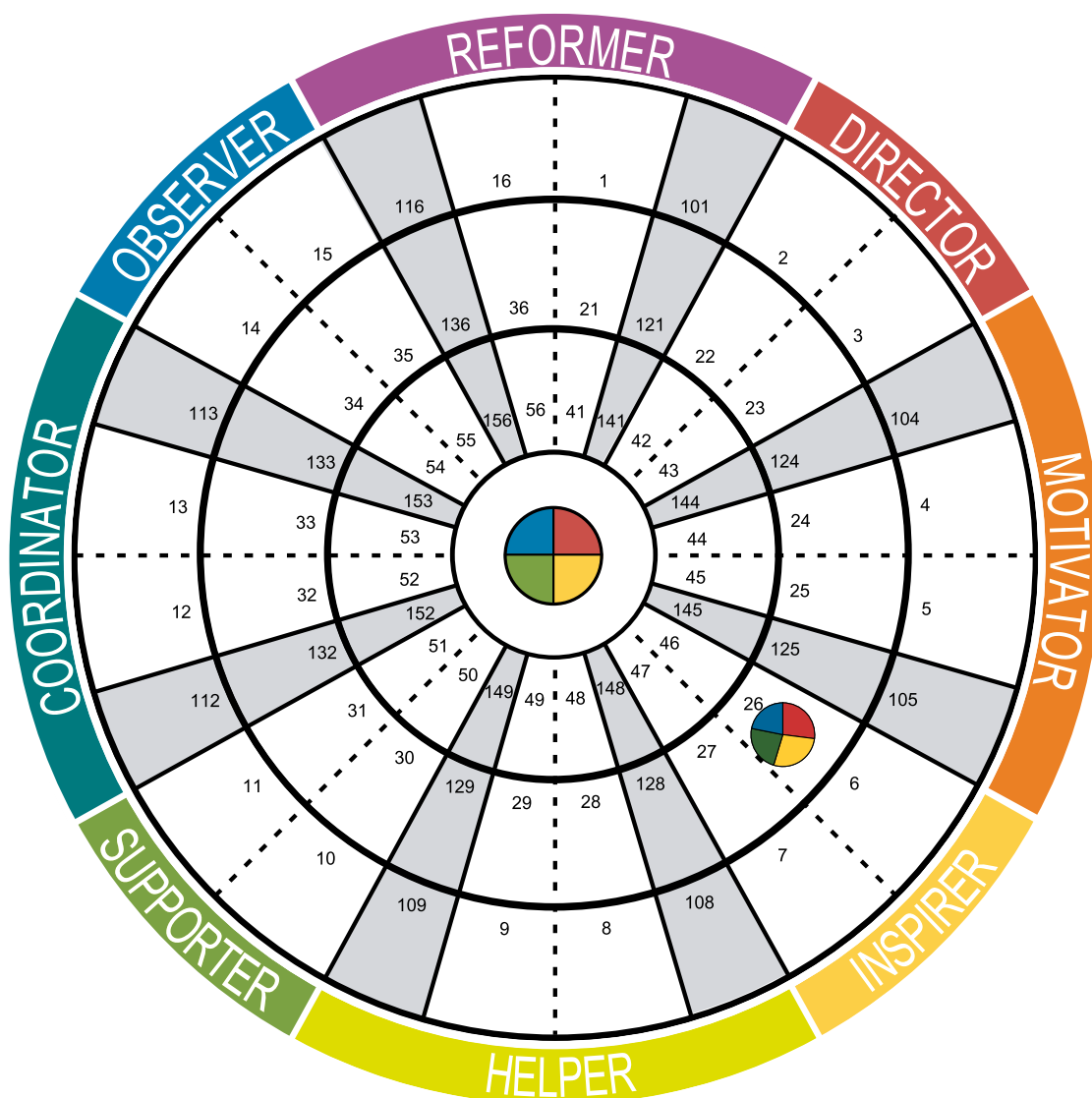
This section lists several questions which can be used in interviewing John Smith. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues John may be less comfortable with - those development areas in which he may have fewer strengths. Some or all of these topics should be used along with other questions which may be job specific. Using them will help establish the level of John's self-awareness and personal growth.

Interview Questions:

- What do you think of reports with extensive detail?
 - What do statistics mean to you?
 - What merits can you see in keeping your opinions to yourself?
 - How neat/tidy/systematic/orderly do you consider yourself to be?
 - What do you think your major problem would be if you joined us?
 - What steps would you take to ensure your objectives/targets and commitments were being met?
 - Not everyone reacts as quickly as you - is this speed a plus or a minus?
 - When do you plan to ensure that events and activities work out as you want?
 - How much do you pay attention to detail before reaching a conclusion?
 - How do you ensure your objectives are understood by others?
-

Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

26: Motivating Inspirer (Classic)

Less Conscious Wheel Position

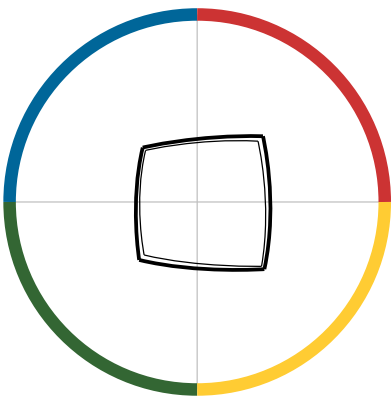
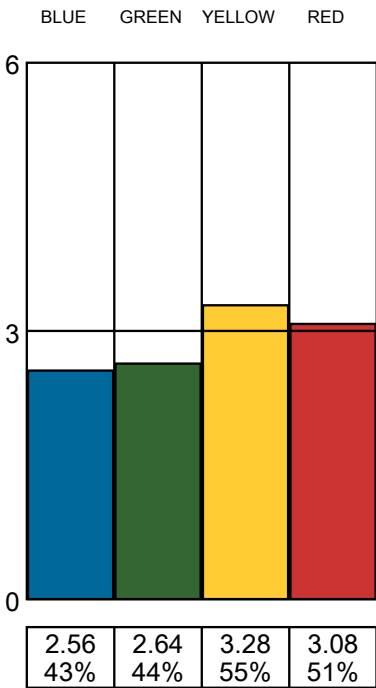
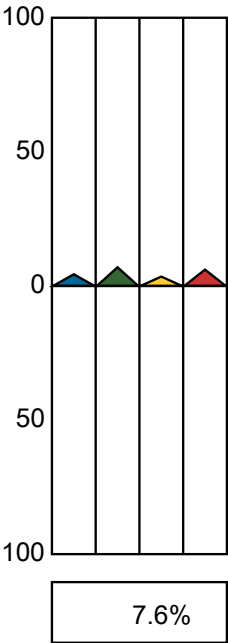
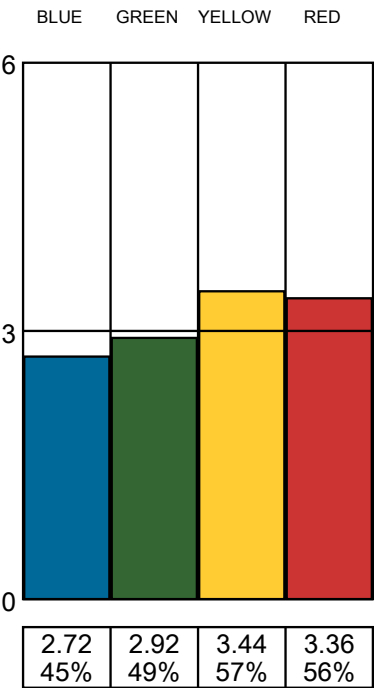
26: Motivating Inspirer (Classic)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
— Less Conscious



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