



Discovery[®]

Personal Profile

John Smith

25 May 2016

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 25 May 2016.

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

Serious, conscientious and loyal, John is a dedicated worker. He will seek an environment in which he can be quietly productive. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. John will go to great lengths in order to fulfil his sense of responsibility and obligation. He is very effective in specialised work and highly consistent in performance.

John is always outstandingly practical and sensible. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work. He is a well of warmth and support, but may be very reserved until he has broken the ice. John values people who take the time to understand his personal goals and values.

If he makes a serious mistake at work he may feel guilty for a long time. He will tend to seek solutions to current challenges in the successes of his past experiences. He is easy-going and low key and may be prone to doubting his own ability. He greatly prefers to trust what he can hear, smell, taste, touch and see, rather than accept abstract or intangible ideas. He does things in a routine manner and is consistent, conscientious and reliable.

He likes concrete facts, has a good memory for detail and usually learns best from "hands-on" experiences. He believes people should say what they mean and mean what they say. Written communications are most effective with him. He can complete practical tasks and do repetitive work effectively. John is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. Finding it hard to understand why some others try to impose limits, order and structure upon others, he avoids attempting to change or control people.

His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own. He likes to enjoy the current experience without feeling pressured to rush on to the next. Despite his matter-of-factness, he will sometimes experience a private reaction to something he senses is wrong and if he articulates this, it can come as a surprise to those around him. Even if a mistake has been made by someone else he may spend a lot of time sympathising with the "guilty" party and attempting to spread the responsibility. 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.

Interacting with Others

Cautious, reserved, quiet and inwardly oriented, John is content to work by himself without much control or supervision. Charmingly supportive of others, he can stay behind the scenes working at practical jobs requiring empathy and service. John is seen as a gentle, caring and sensitive person who keeps many of his intensely personal ideals and values to himself. He is a pillar of

strength in the home, at work, and in his community. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship.

When a decision has to be made, he will appear to go along, but inwardly will be reviewing the various choices. He has little motivation to lead others through control, but hopes to see everyone living together harmoniously. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. Achieving great personal financial success is not top of his goal achieving agenda. He may occasionally appear to lack self-confidence, which can be remedied by regular reassurance from people he trusts.

By remaining open-minded to untested or unconventional solutions, he would develop greater tolerance for differences and end up being more effective. If he experiences what he believes is disloyalty his hurt is reflected in an outward rigidity which instils in him a refusal to forgive or forget. He is good at providing essential customer support and service. Displaying modesty and reserve, he is a very warm person who tends not to show that warmth except with people he knows and trusts. As his feelings are intense, he may be unable to repress them at times.

Decision Making

John will usually listen to, value and accept ideas and opinions from others, even those who may be viewed as unusual or even “odd”. 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. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. His decisions are influenced by ethical and moral issues.

He tends to make sound future decisions only after deeper reflection. He usually delays decision making until all the facts and details are available. He may worry too much, and on significant long term issues may exhibit indecision. He may appear dismissive of decisions made on “gut-feel” rather than objective analysis. Where he holds strong values, John is firm and uncompromising in expressing and enacting his beliefs on these subjects.

John is an excellent “sounding board” for others who are seeking to explore their own ideas. He is observant of the small jobs that need to be done and will often offer to do them or just do them automatically. He recognises judgements that rely heavily on logical analysis, but then may ignore this in making his decisions. John creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. John makes better decisions when other people he knows share his values.

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:

- Likes to work for the common good.
- Consistent and trustworthy.
- Relaxed about what others may think of him.
- Realistic and cautious.
- Quiet and conscientious.
- Learns from experience - won't get hurt by the same situation twice.
- Honours his commitments.
- Open-minded and tolerant of others.
- Skilled at defusing tense situations.
- Practical work.

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 conflict like the plague.
 - May project a weak image, thus his invaluable contributions may be overlooked.
 - May get frustrated with other peoples' ways.
 - A lack of confidence in his own judgement, although that judgement is often correct.
 - His steady approach to work may be seen as laziness by some.
 - Has difficulty in sharing concerns and reservations except with close and trusted peers.
 - May not respond well to sudden change.
 - Finds it difficult to say “no” if relationships are being threatened.
 - May sometimes be seen as a poor time manager.
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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 adhere to high standards.
 - Brings quiet stability to most things.
 - Prefers to deal with the here and now and is unlikely to be distracted by abstract thinking.
 - Prefers flexibility and open mindedness.
 - Will work with great resilience and diligence towards a common goal, although achieving it may take some time.
 - Can remain single-minded and persistent.
 - Supports others by being loyal, diplomatic and sincere.
 - Carefully assesses situations before acting.
 - Has a passion for the important values in life.
 - Shows ingenuity and imagination.
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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:

- Deal with “here and now” projects.
 - Give him advance notice and time to prepare.
 - Leave time to ensure he is comfortable on personal issues.
 - Listen to and value his suggestions and contributions.
 - Avoid personal conflict.
 - Recognise his quality of service.
 - Help him feel at ease.
 - Allow time for him to think of the consequences.
 - Give him time to express himself.
 - Listen to his opinions.
 - Let him know the unique contribution he is making.
 - Remember and respect his concern for others' welfare.
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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:

- Praise over effusively.
 - Ignore or be dismissive of his suggestions.
 - Touch him if you can avoid it.
 - Expect rapid acceptance of new ideas.
 - Criticise without first acknowledging positive contributions.
 - Force him to take a positive stance on an issue without time for thought.
 - Expect him to be a visionary.
 - Question his loyalties or genuine interest.
 - Set unrealistic deadlines that restrict his quality outputs.
 - Cut him short or discourage him when he wishes to share information.
 - Create a hostile environment devoid of feelings.
 - Use destructive criticism or create unnecessary conflict.
-

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 needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. Stubborn about change, he may resist changing a decision once it has been made.

Unless he has the complete plan he may experience tension or frustration. 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. He is perceived by others as a natural helper and needs to feel appreciated. He could do better to become more assertive about his own needs and fully consider the implications of interactions with others. He would be better to speak up immediately when he feels that he is being taken advantage of.

He should realise that on occasions confrontation can clear the air. His ability to detect what might go wrong is perceived by some others as suspicion of anything new and untested. 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. Adopting a low profile is not always in his best interests. Speaking first rather than waiting to respond can help to balance the rather shy appearance he may project at times. As he is constantly on the alert for new sensory information and prefers to keep his options open, he appears rather indecisive to some people.

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

- Be prepared to get a quick decision.
- Be enthusiastic and positive.
- Let him decide on the way forward.
- Be firm, forceful and fearless.
- Be alert and quick on your feet.
- Move swiftly from topic to topic.

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

- Burden him with your problems.
 - Try to hoodwink or mislead.
 - Be negative or non-communicative.
 - Procrastinate, prevaricate or interrupt him.
 - Ignore or disregard his views.
 - Digress or wander off at a tangent.
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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:

- Accepting that perfection can often be a destructive standard to aspire to.
 - Gaining a clear understanding of his true potential.
 - Making a decision to act on those things that worry him - now.
 - Setting goals that will stretch him.
 - More time to thoroughly prepare and implement.
 - Recognising the need for heightened urgency in some projects.
 - Using others' objective criticism as a means of self development.
 - Writing shorter reports.
 - 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.
 - Becoming more involved in social and business developments.
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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:

- Unity and cohesion prevail.
 - A comprehensive welfare policy is provided.
 - There is time to gather thoughts and ideas.
 - Objectives and processes are the focus, rather than monitoring detail work.
 - Regular feedback and encouragement is given.
 - Long term security is available.
 - He is able to work independently and objectively.
 - There is no antagonism or friction.
 - He can have his own work space.
 - He is able to constantly develop and extend his skills.
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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:

- Freedom from bureaucracy.
 - To be assigned one task at a time.
 - Regular reminding of the business demands.
 - To give more weight to facts when making decisions.
 - Regular reassurance of the value placed on his contribution.
 - To be able to use his one-to-one strengths in counselling or mentoring.
 - Feedback to convince him that he is tackling tasks properly.
 - To be part of a small team where ideas are encouraged and valued.
 - Sufficient time to prepare for meetings.
 - To be shown a genuine interest in his domestic life.
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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:

- Having access to all the information he needs.
 - Contributing to the success of others.
 - Successful completion of major projects.
 - Communication in writing to enable him to assimilate information.
 - Awareness of his domestic needs when setting business targets.
 - Quiet, tenacious endeavour which is rewarded in a low key way.
 - Responsibility, within well defined areas.
 - A feeling that things are generally going in the right direction.
 - Being able to do a quality job.
 - Promises fulfilled.
-

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 uncomfortable amongst clutter or chaos.
 - Set and maintain a sense of neatness and order.
 - Make mountains out of molehills and fail to deal with challenges quickly.
 - Be too trusting of his people.
 - Go to great lengths to do things "by the book".
 - Become terse and stubborn when under pressure.
 - Frustrate others with his desire to do low-key, high quality work.
 - Find it difficult to accept radical ideas. His ideas are down to earth and firmly based.
 - Be systematic and procedure-orientated.
 - Idealise those whom he respects.
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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 can sometimes take on the troubles and concerns of the customer even though it may tax him emotionally. He is always open to the implementation of his customer's views. John brings harmony and goodwill to any situation and puts customers at ease naturally.

He is an individualistic and independent person. This may not always be obvious to customers, due to his desire to enjoy warm, harmonious relationships. He is internally motivated by deep personal beliefs and by devotion to a customer he feels is worthy of support. When interacting with customers, he projects an amicable and easy-going style. He attempts to accommodate customers' views and suggestions to ensure harmonious relationships. John occasionally thinks a sales encounter or customer relationship could have been more productive if he had been more assertive.

He is highly accepting of others due to his desire for the maintenance of happy customer relationships. He prefers to talk things through with his customers, rather than acting on, or giving, instructions. He is perfectly prepared to adapt his conversation to suit the needs of the customer. He has to stretch when dealing with customers who make demands on his strong interpersonal skills. He will seek good solid, steady business rather than gambling on "hitting the jackpot".

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:

- Manages pre-call time efficiently.
- Gently opens doors with his low key demeanour.
- Approaches lead generation in a systematic and practical way.
- Will prepare well to pave the way for regular, repeat business.
- Senses the needs of different buyer types.
- Feels an in-built loyalty to his organisation and customers.



Before the sale begins John could:

- Be prepared to get to the point quickly.
- Practise offering compliments to promote positive self-esteem in the customer.
- Be less reliant on traditional practices.
- Spend less time thinking about the relationship and focus more on business outcomes.
- Visualise positive outcomes at every opportunity.
- Remember that a key part of selling is helping the customer to decide.

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:

- Can listen sympathetically for long periods.
- Works to appreciate the real needs of his customers.
- Checks understanding to ensure the customer's desires have been correctly identified.
- Recognises and values differences in people's approaches and styles.
- Captures details of the process through his sense of reality rather than allowing his imagination to dominate.
- Encourages openness through perceptive and empathetic listening.

When identifying needs John could:

- Spend less time with people who aren't key decision-makers.
- Call on the team to support when in new or unfamiliar territory.
- Take criticism less personally.
- Avoid letting any negative customer response shut him down.
- Ask for regular feedback around what the customer "thinks".
- 'Go with' intuitive clients and resist his own urge for detail.



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:

- Agrees objectives step-by-step.
- Tunes in psychologically to customers deeper requirements.
- Bases practical proposals on factual considerations.
- Delivers timely outputs, dependably.
- Proposes efficient ways to solve problems.
- Understands the customer's values set, and proposes accordingly.

When proposing John could:

- Persuade, negotiate and motivate on behalf of his solution.
- Avoid getting side-tracked by personal issues.
- Heighten the authority of his delivery.
- Occasionally propose untried or novel solutions.
- Adapt to unexpected or changing situations.
- Present a more formal, business-like persona.



Personal Notes

Handling Buying Resistance

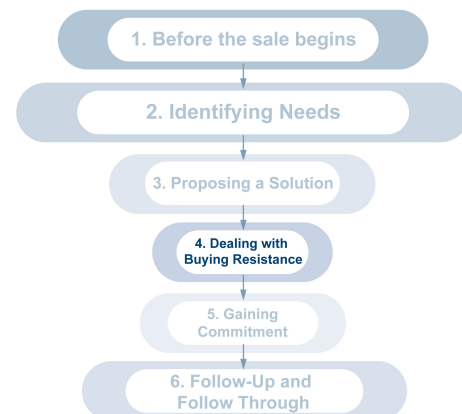
If the customer relationship has been built effectively, buying resistance should be low. However, this section suggests strategies for John to deal effectively with buying resistance.

John's key strengths in dealing with buying resistance:

- Handles resistance pragmatically and adaptably.
- Maintains the relationship by adapting his style to the situation.
- Calms troubled waters with his natural empathy.
- Almost always sees a good side however tough customers appear.
- Overcomes most objections through his quiet determination.
- Applies well-constructed probing questions.

When dealing with buying resistance John could:

- Consider that his enthusiasm for the product may not be obvious to the customer.
- Be less sensitive to tougher objections.
- Tackle some issues head-on!
- Force himself to continually focus on task oriented solutions.
- Learn to anticipate common objections and how to address them.
- Challenge unsubstantiated statements.



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:

- Generates confidence in the buying decision with his strong sense of duty.
- Ties up all the loose ends when concluding a sale.
- Has a realistic view of the possible outcomes.
- Helps the customer to prioritise options.
- Dedicates himself to long term relationships.
- Generates trust in, and buy-in for, the recommended decision.

When gaining commitment John could:

- Work on coming across as less rigid and constrained by process.
- Add tougher closing strategies to his sales repertoire.
- Ask for the order more frequently.
- Support the customer in dotting the 'i's and crossing the 't's.
- Expect the unexpected to be beneficial - not injurious.
- Remember that customers may not say "yes" until they have been asked.



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:

- Exhibits competency in people and task skills combined.
- Obtains detailed feedback at every stage.
- Has a consistent and trustworthy consultancy manner.
- Sees customers as friends to enjoy time with.
- Enjoys regular face-to-face customer updates where possible.
- Provides help above and beyond that which is expected.



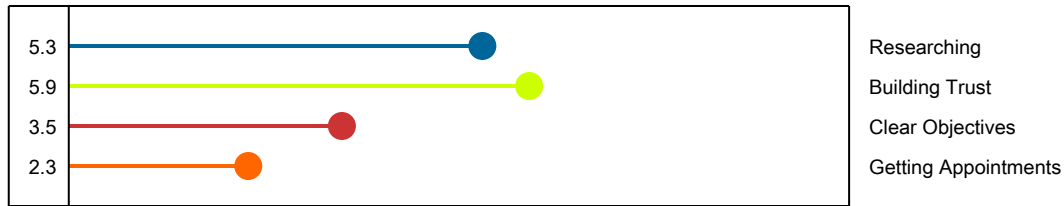
When following-up and following through John could:

- Keep exploring the possibilities of "add-on" sales.
- View negative comments more as an opportunity for development.
- Rely less on repeat or referred business.
- Be aware of a tendency to deal with likeable customers rather than difficult ones.
- Avoid being preoccupied with procedures: focus on results.
- Ask for referrals with greater authority.

Personal Notes

Sales Preference Indicators

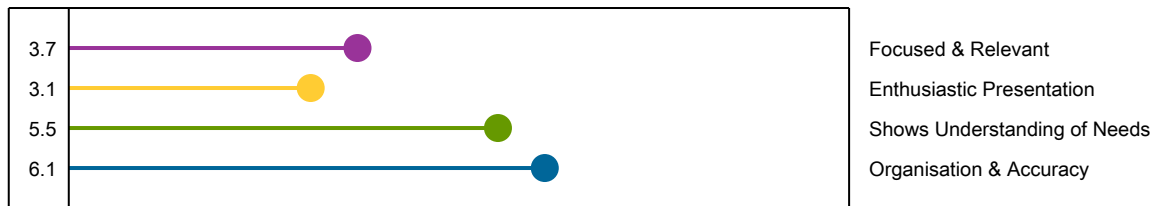
Before The Sale Begins



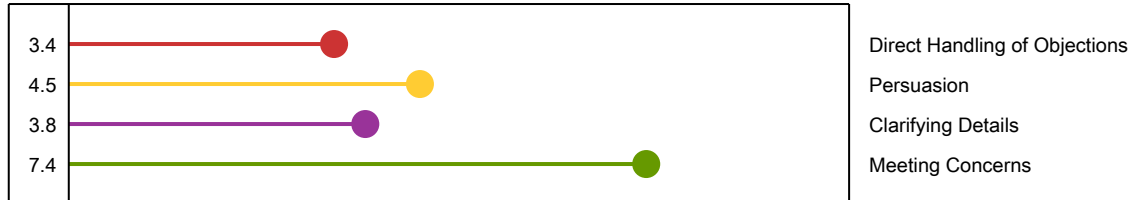
Identifying Needs



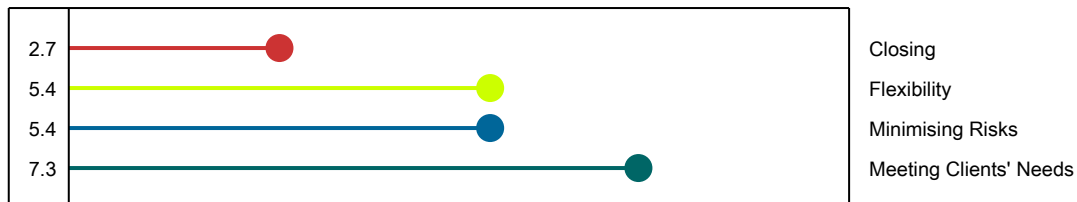
Proposing



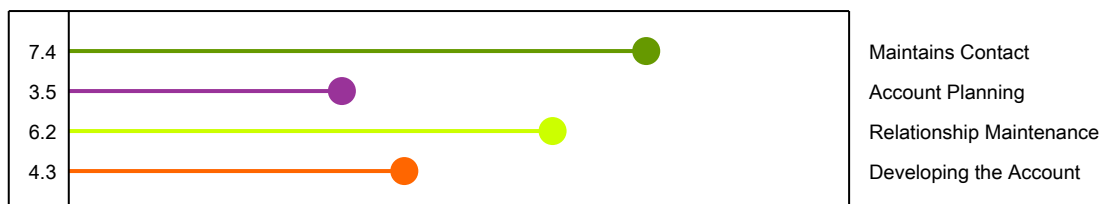
Handling Buying Resistance



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

In setting his goal criteria, John will usually seek input only from people whose opinions he trusts. He may not be too comfortable with visioning, and prefers actual experiences. He may benefit from answering the question: "How will I know when I am successful?"

He is particularly interested in supporting what others can achieve, often at his own expense. He should remember that self-sacrifice has a cost. He usually sets stretching though achievable work-related goals. He should also maintain personal life goals which involve physical exercise. He tends to prefer realistic, perhaps even conservative goals. He should stretch sometimes, aiming for the stars. John has a desire to make a personal contribution above all else. He should ensure he has a written and detailed list of possible opportunities. Financial goals are not always a top priority for him, although aware that money can give him the freedom to explore additional ways to contribute in life.

Although recognising that some benefit comes from reviewing goals frequently, John tends to set them in stone and then stick with them through thick or thin. He tends to think in the short term and is proficient at handling day-to-day objectives. However, he may benefit from more than an occasional glance up towards the horizon. He should accept that the achievement of worthy personal goals might sometimes involve upsetting others. He should be prepared to still the negative voice in his head. Exhibiting a dogged determination to follow through, he is particularly good with schedules, commitments and completions.

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

Learns from past experiences so as not to be caught by the same situation twice.	→	Learn Visualise and create a different future.
Is persistent but somewhat inflexible.	→	Focus on the actions in response to new challenges.
Prefers a slow and relaxed pace.	→	Be more aware of the ticking of the clock.
Will consciously make time for other people.	→	Consciously invest time in meeting his own needs.
Supports team members who may constantly struggle.	→	Apply stricter time limits to giving of self.
Will sometimes complain about lack of support and information.	→	Don't automatically accept - ask, ask, and ask again.

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

- | | | |
|---|---|---|
| Doesn't usually exhibit excitement. | → | Articulate thoughts to others more often. |
| Will find a relaxing atmosphere beneficial in the creation of new ideas. | → | Seek opportunities for quiet reflection. |
| Will evaluate the viability of ideas and can make clear detailed recommendations. | → | Show his flexibility to his audience by providing more than one option when possible. |
| Prefers a step-by-step process. | → | Think beyond the traditional and practical. |
| Has a gift of common sense which can ensure that most ideas are relevant. | → | Consider whether some seemingly irrelevant ideas might lead to greater insight. |
| Likes to listen to many views before creating solutions. | → | Be aware of time constraints. |

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:

- Is able to explore the relationship between cause and effect.
- Can regularly review what he has achieved.
- Can explore ideas, events and situations in a discussion group.
- Is given time to explore the relationship between different pieces of information.
- Receives practical, systematic demonstrations of the subject.
- Is allowed to base his actions more on 'people' issues than on facts.

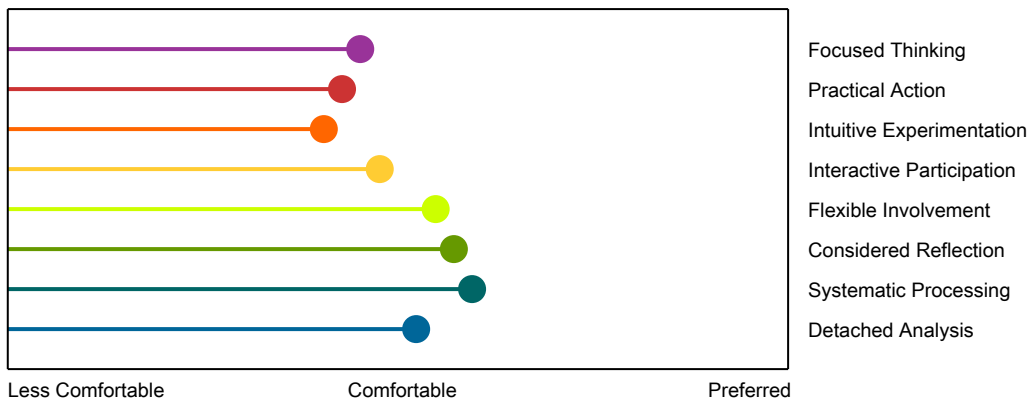
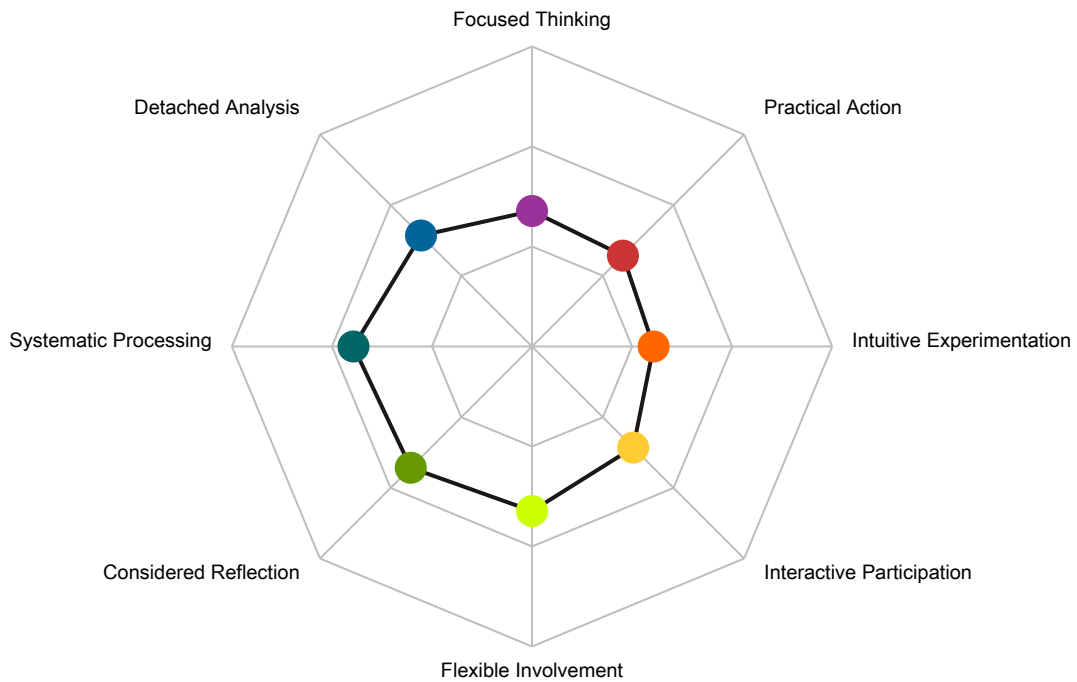
John can stretch in learning by:

- Discussing his understanding with other group members.
 - Improving his business awareness by also considering the 'big picture'.
 - Focusing on the destination rather than needing to understand every step of the way.
 - Attending workshops which may be a bit more practical and fast-paced.
 - Experimenting with shorter time limits for projects in day-to-day situations.
 - Being more task-focused from time to time.
-

Personal Notes

Learning Styles

25 May 2016



Interview Questions

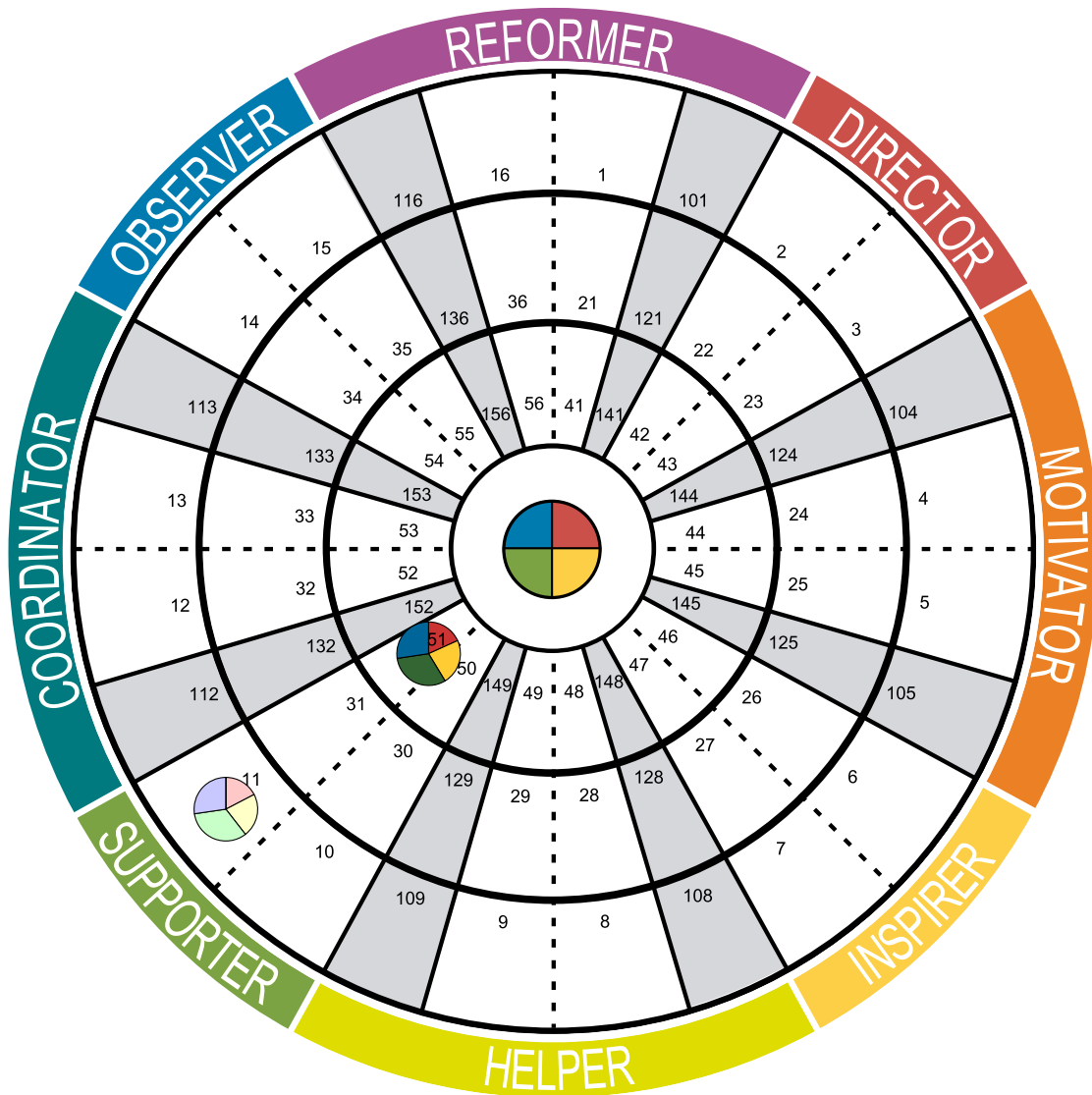
This section lists several questions which can be used in interviewing John Smith. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues John may be less comfortable with - those development areas 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 areas of process could you sacrifice in order to meet a customer's deadline?
 - Can you describe how you would delegate important work to your colleagues?
 - In what circumstances would you just "get on with it"?
 - Explain simply how you travelled here today.
 - How do you know if your work meets with goals and objectives?
 - What does the sentence "responsible for your own acts" mean to you?
 - How do you approach a task that looks particularly daunting?
 - What would you see as a priority between getting the job done at all costs or putting someone's needs first?
 - Give an example of when you have debated an idea with groups of strong persuaders.
 - How would you distinguish between work and personal relationships with colleagues?
-

Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

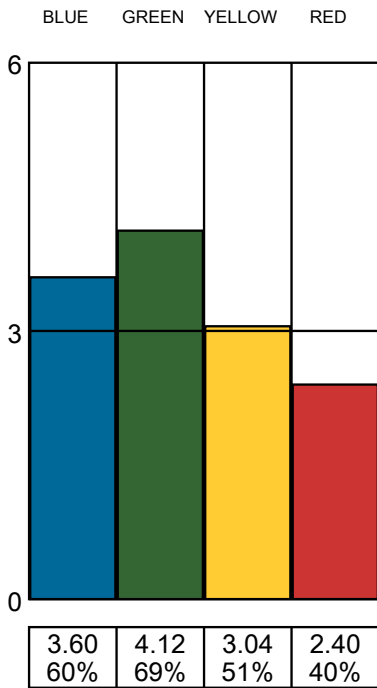
51: Coordinating Supporter (Accommodating)

Less Conscious Wheel Position

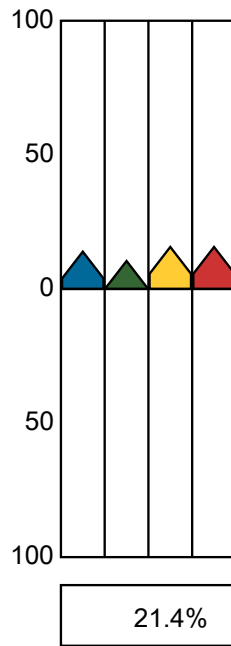
11: Coordinating Supporter (Focused)

The Insights Discovery® Colour Dynamics

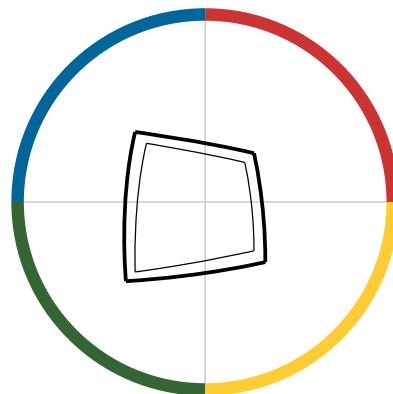
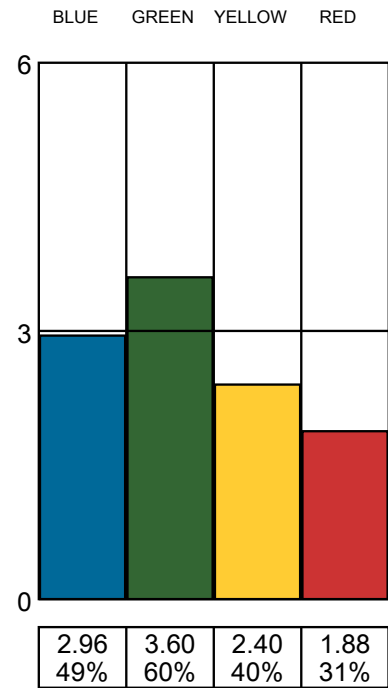
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious

