



# Discovery<sup>®</sup>

Personal Profile

John Smith

13 June 2017

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 Smith's responses to the Insights Preference Evaluator which was completed on 13 June 2017.

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.

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### Personal Style

John tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. He tends to be there when he is needed, offering low-key stability and strength to people and situations in need. His need to be of service to others can occasionally prevent him from relaxing. Low key acknowledgement for his contribution is likely to be appreciated by him. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work.

John is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. Normally a flexible and open minded person, he may dig in his heels to defend something he believes in and that is being threatened. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. He may speak of or express his ideals indirectly.

Quiet and conscientious, John has an original mind and will try to use this for others' benefit. 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. He tends to take the things he does well for granted and usually underrates and understates himself. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. Although he has a tendency to undertake too much, somehow everything gets done in its own time.

Enjoying a "low profile", one of John's great strengths is his natural, unobtrusive, accepting manner. He may appear more tolerant of others who prefer to operate in a moderate or controlled way. His easy-going exterior may mask a rather more compulsive interior. He may have difficulty asserting himself and in saying "No". Serious, conscientious and loyal, John is a dedicated worker. He will seek an environment in which he can be quietly productive.

John is sympathetic, empathic and affable. He is gently forceful in having his ideas applied where it matters to him. He is loyal, supportive, idealistic and creative. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others. He is warm and gracious and believes in a philosophy of "live and let live". He has a tendency to play down the rules, particularly if they appear to oppose his values.

### Interacting with Others

John has a strong sense of duty and faithfulness, but little desire to impress or influence others. Above all, he is idealistic and capable of great devotion and loyalty to a valued person or cause. He wishes to be valued for himself. In a conflict, he typically appears calm, unruffled, efficient and pragmatic. He will help others to give of their best. He may excel in fields that involve human values.

As his feelings are intense, he may be unable to repress them at times. John probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious

about important issues. He prefers to play a supporting role at work in a loyal and conscientious way. His dependability and willingness to lend a sympathetic yet objective ear makes him a supportive team player. At work, John is good at blending productivity with an interest in, and compassion for, the workforce.

Though he still likes his help returned, John is more patient and less expectant than most other types. He will go to great lengths to promote fellowship and avoid conflict. He is an individualistic and independent person, though this may not always be readily apparent due to his desire to maintain warm and harmonious relationships with others. John feels a love and sensitivity for others and an appreciation for life. He is often friendly, although he tends to avoid socialising at a superficial level.

### Decision Making

Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. 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. He tends to make sound future decisions only after deeper reflection.

John makes better decisions when other people he knows share his values. He may worry too much, and on significant long term issues may exhibit indecision. He brings both analysis and personal feeling to the decision-making process. John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

He has little desire to impress, control or dominate others, apart from maintaining a commitment to his values and his work. John seeks to unite all parties in a controversy and can readily see the validity of alternative points of view. He may prefer at times to communicate his feelings about others in writing, rather than verbally. His natural leadership style is to resist change for change's sake and to slow down impulsive decision making. He may choose to change his decisions if it turns out that someone may be adversely affected by them.

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### 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.

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#### John's key strengths:

- Can “go with the flow”, particularly where people are concerned.
  - A steady day-to-day planner.
  - Learns from experience - won't get hurt by the same situation twice.
  - Relaxed about what others may think of him.
  - Curious and keen observer of life.
  - Trustworthiness.
  - Values differences.
  - Compassionate, with a caring and concerned approach.
  - Trusting and tolerant of others' actions.
  - Can gain personal fulfilment through helping others.
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### Personal Notes



## Key Strengths & Weaknesses

### Possible Weaknesses

Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. John's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### John's possible weaknesses:

- Has difficulty in quick or unprepared articulation.
  - His steady approach to work may be seen as laziness by some.
  - A lack of confidence in his own judgement, although that judgement is often correct.
  - Is sometimes dismayed by disrespectful or caustic comments about others.
  - The tendency to bear a grudge against those who do not share his values.
  - Finds it difficult to respond to aggression positively.
  - May become stubborn if pressured.
  - Seems to lack drive or initiative when pressured.
  - The tendency to focus upon past failures rather than significant successes.
  - May not express his opinions as quickly as the situation warrants.
- 

### 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.

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### As a team member, John:

- Encourages team allegiance.
  - Is a caring team player who honours his commitments.
  - Supports others by being loyal, diplomatic and sincere.
  - Capitalises on and makes efficient use of the available resources.
  - Can adhere to high standards.
  - Brings fun and light-heartedness to any environment with which he is familiar.
  - Helps generate trust for the team.
  - Will be sympathetic to others needs.
  - Always seeks to understand the other's viewpoint.
  - 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.

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#### Strategies for communicating with John:

- Remember and respect his concern for others' welfare.
  - Be prepared to negotiate solutions slowly, calmly and quietly.
  - If you must criticise, do it slowly, constructively and honestly.
  - Recognise his solid efforts and acknowledge his input.
  - Provide lots of opportunities for team contact.
  - Deal with him in an honest and sincere way.
  - Allow time for him to respond to your requests and questions.
  - Take care that you don't overload him.
  - Allow him time to gather his thoughts and to express his feelings.
  - Appeal to his good nature and loyalty.
  - Put important messages in writing for clarity.
  - Consider reconvening the meeting after he has had a chance to think about the issues.
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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.

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#### When communicating with John, DO NOT:

- Pressure him or encroach on his free time.
  - Prevent him from expressing his thoughts.
  - Ask lots of questions in quick succession.
  - Ignore his authority for the sake of it.
  - Dismiss his work, ideas or opinions lightly.
  - Praise over effusively.
  - Exert unnecessary pressure.
  - Expect automatic compliance or respect.
  - Force quick decisions where other people are affected.
  - Set deadlines you really believe cannot be reached.
  - Become too impersonal.
  - Act aggressively or reject his ideas without explanation.
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#### 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.

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### John’s possible Blind Spots:

John would do well to take a step back and try to see a situation more objectively before reacting. When he is disappointed, he may become negative about everything and everyone around him. He is so committed to his own ideals, he has a tendency to overlook other points of view and can sometimes be seen by others as very rigid or stubborn.

Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. When under extreme pressure, John may choose to withdraw, but only to prepare for the next battle within his own fortress. Because of his ability to focus on one thing at a time for long periods, he may appear rather stubborn and plodding.

Sometimes seen as gullible and perhaps too trusting because he accepts people and things as they are, John doesn't look for or expect the malicious motive. He has a tendency towards perfectionism which leads him to refine and polish his ideas to a point where they may even fail to emerge. He is perceived by others as a natural helper and needs to feel appreciated. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others.

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### 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.

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### 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.

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### 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.

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

- Use humour in moderation.
- Keep up with his pace.
- Be friendly and pertinent.
- Present an overview of the essence of the important facts.
- Point out the consequences, with care.
- Listen to him - don't ask him to repeat himself.

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

- Stray from the agenda.
  - Be vague or imprecise.
  - Take credit for his ideas.
  - Let him dominate the conversation.
  - Be late for the meeting.
  - Speak too slowly or hesitantly.
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### Personal Notes

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## 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.

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### John may benefit from:

- Trusting his own decisions.
  - Changing his perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
  - Developing short cut methods to meet deadlines.
  - Concentrating on producing action plans and a deadline for completion.
  - Considering previous mistakes as periods of personal growth.
  - Consciously fighting the negative "inner voice" that may prevent him from achieving his full potential.
  - Becoming more involved in social and business developments.
  - Seeking the positive side of every situation.
  - Practising spotting the "Achilles Heel" in other peoples' arguments and bringing it to their notice.
  - Taking an active part in the process of change.
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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.

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#### John's Ideal Environment is one in which:

- His feelings are valued and considered.
  - There is freedom from conflict and confrontation.
  - There are adequate but not excessive amounts of detailed and technical information.
  - Theoretical concepts are followed up with practical "hands-on" experience.
  - There is continual feedback and encouragement.
  - Informal, low-pressure meetings are the norm.
  - There is time to ponder future implications of the strategy.
  - Personal pain and suffering is avoided for everyone.
  - There are opportunities to socialise with colleagues in and out of work.
  - There is time for reflection and meditation.
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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.

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#### John needs:

- A manager who appreciates his need for thinking time.
  - Long term security.
  - Feedback to convince him that he is tackling tasks properly.
  - Regular opportunities to interact with other well respected and valued colleagues.
  - Freedom from bureaucracy.
  - Colleagues who value his quiet, reflective approach.
  - To have mistakes dealt with in a positive and constructive manner, avoiding confrontation.
  - Personal and professional development to be supported and encouraged.
  - Meetings with strict agendas and timetables.
  - Even small successes to be acknowledged to bolster self-confidence.
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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.

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#### John is motivated by:

- The prospect of working for the common good.
  - Co-ordination of disparate activities.
  - A manager who tends to lead by example.
  - A “key” role within a successful team.
  - Contributing to the success of others.
  - Being asked for his opinion.
  - Full acceptance of his values and feelings.
  - Integrity from his superiors.
  - Responsibility, within well defined areas.
  - Responsibilities which capitalise on his one-to-one supervisory or mentoring strengths.
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### Personal Notes

## Management Style

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

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### In managing others, John may tend to:

- Encourage others to sacrifice deadlines for quality.
  - Become stubborn when challenged.
  - Find it difficult to accept radical ideas. His ideas are down to earth and firmly based.
  - Take on too many disparate activities, resulting in a loss of focus and identity for others.
  - Decide quickly in areas he feels comfortable, but procrastinate in those where he feels vulnerable.
  - Blame himself if a member of the team fails to perform.
  - Procrastinate over disciplinary matters.
  - Worry too much about minor issues.
  - Find himself manipulated by others.
  - Set goals and objectives that fail to fully stretch his team members.
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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.

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### Selling Style Overview

Customers see John as somewhat talkative, easy-going, yet practical. He can be relied on to make the appropriate comment to ease a buying decision. Always aware of the wants of his customer, he is naturally sympathetic to those in the greatest need. Displaying modesty and reserve, he is a warm person who tends not to show that warmth to customers except after he knows them and trusts them.

His generosity may result in the giving of assistance without getting an immediate sale. He is alert and curious and enjoys assimilating the viewpoints of others in helping to broaden his own outlook. His enthusiasm and loyalty to his work encourages co-operation and harmony within team members. He is highly accepting of others due to his desire for the maintenance of happy customer relationships. He may believe he will remember the details of an appointment after the event and later wish he had written more notes.

As a salesperson, he is skilled at blending planned outcomes with an interest in, and compassion for the customer. John is particularly sympathetic and generous in meeting a customer's needs in a time of customer hardship. Perceptive to the needs of his customers, he seeks to bring a win/win situation into every sale. John is seen as generally relaxed, but capable of rising to a challenge. He is best relating to customers when there is the opportunity to convey aspects of his specialist knowledge.

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### 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:

- Exercises a disciplined approach to prospecting.
- Enjoys a team approach to business generation.
- Will mentally rehearse presentations to ensure a good personal performance.
- Builds connections and long-term relationships through the sales process.
- Feels an in-built loyalty to his organisation and customers.
- Realises the importance of the account planning process.

### Before the sale begins John could:

- Practise offering compliments to promote positive self-esteem in the customer.
- Focus more on the task, not just people issues.
- Visualise positive outcomes at every opportunity.
- Set personally testing activity standards.
- Focus as much energy on completing the task as on building the relationship.
- Research the strengths and weaknesses of competition in advance.



### 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:

- Quickly tunes in to the customer's concerns.
- Builds client confidence with his attention to customer satisfaction.
- Sets customers at ease with his low-key, approachable style.
- Finds it easy to assume the role of the trusted partner.
- Encourages customers to be themselves, often enabling him to discover important details.
- Can listen sympathetically for long periods.

### When identifying needs John could:

- Spend less time on administration and more on "face-to-face" interaction.
- Use closed questions more frequently to hone in on key issues.
- Get down to business issues, some times more quickly.
- Call on the team to support when in new or unfamiliar territory.
- Spend less time with people who aren't key decision-makers.
- Stay objective.



### 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:

- Provides practical, customer-focussed solutions.
- Can deliver substantive text-based proposals.
- Presents recommendations thoroughly.
- Rarely upsets customers by his manner.
- Delivers timely outputs, dependably.
- Proposes efficient ways to solve problems.

### When proposing John could:

- Occasionally propose untried or novel solutions.
- Use more pace and animation in his presentations.
- Allow for some of the detail to be determined later.
- Promote the benefits of his product and service more vigorously.
- Express his thoughts and ideas earlier and more openly.
- Be less reliant on personal experience and involve others, especially when presenting to a team.



### 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:

- Produces sound solutions for customer resistance through solid reasoning.
- Listens to his customers and their objections from an early stage in the process.
- Identifies innate needs and deals with them appropriately.
- Can distinguish between genuine and false objections.
- Identifies genuine objections through careful listening.
- Is perceptive and empathetic in identifying potential resistance.



### Personal Notes

### When dealing with buying resistance John could:

- See objections less as a refusal and more as a potential buying signal.
- Learn to anticipate common objections and how to address them.
- Recognise that objections are sometimes a sign of interest, not disinterest.
- Be less sensitive to tougher objections.
- Welcome every comment as an opportunity for a helpful response.
- Realise that a disagreement is not the same as a conflict.

## 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:

- Over time, gains strong commitment for his recommendations.
- Considers patient listening to be a critical requirement.
- Checks the effectiveness of previous outcomes.
- Uses his flexible nature to deal with the unexpected.
- Approaches completion as the logical and systematic end to the sales process.
- Helps the customer to prioritise options.



### When gaining commitment John could:

- Focus on business outcomes.
- Inject a greater sense of urgency into the decision-making timeframe.
- Be straightforward when asking for the business.
- Recognise that often customers would prefer it if he took the initiative.
- Talk confidently about money issues rather than showing embarrassment about the matter.
- Develop a more assertive range of closing questions.

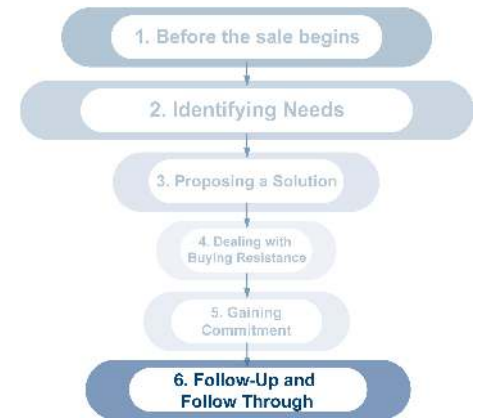
### Personal Notes

## 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:

- Generates repeat business by willingly servicing the sale.
- Seeks commitment through gaining consensus rather than asserting the facts.
- Will always honour commitments to his customers.
- Constantly verifies the effectiveness of what he has sold.
- Obtains detailed feedback at every stage.
- Always completes any task he starts.



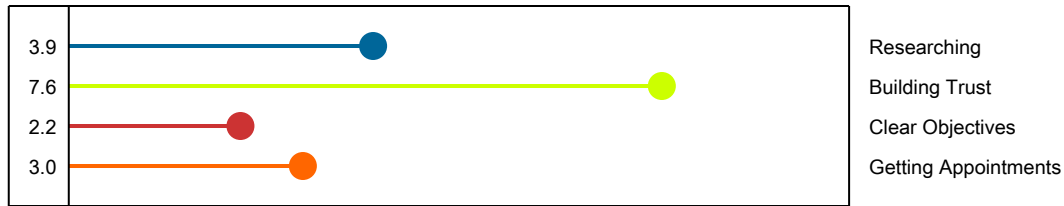
### When following-up and following through John could:

- Keep the follow-up agenda and objective clearly in mind.
- Recognise that some customers might take advantage of his good nature.
- Accept that not everything needs to be perfect.
- Create a system to help him remember and action the commitments he makes.
- Ask for testimonials recognising a job well done.
- Develop an effective system for keeping the customer more informed.

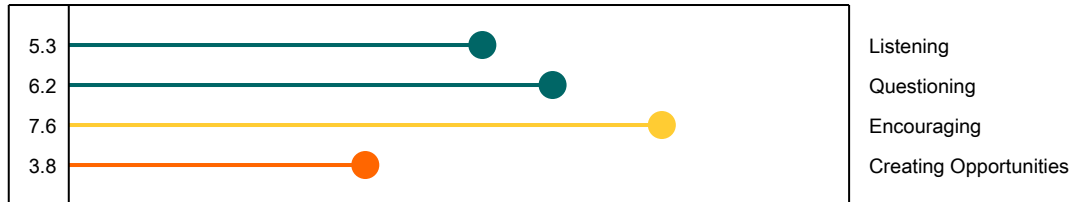
### Personal Notes

# Sales Preference Indicators

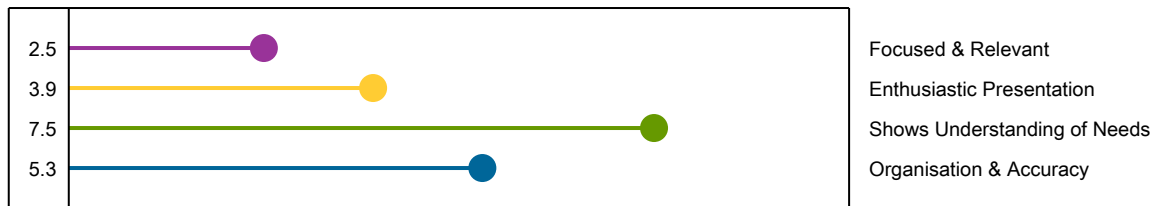
## Before The Sale Begins



## Identifying Needs



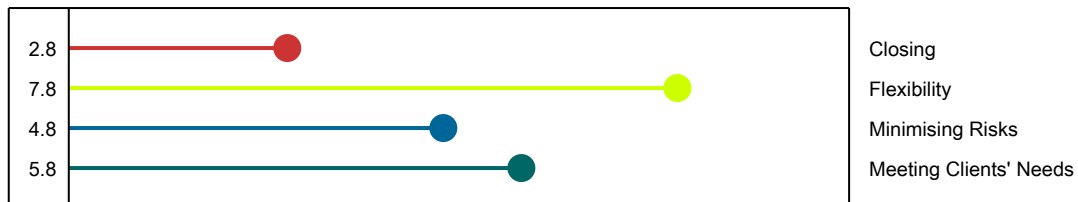
## Proposing



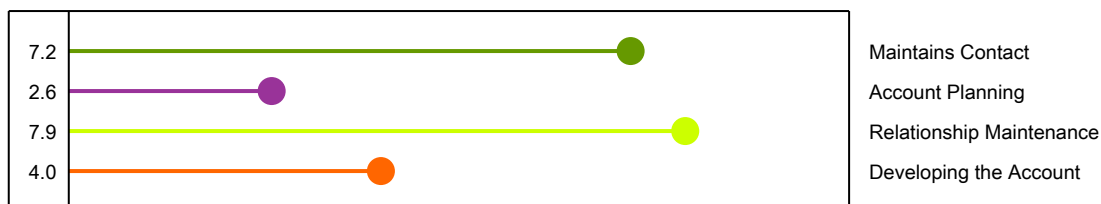
## Handling Buying Resistance



## Gaining Commitment



## Follow-up and Follow Through



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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.

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## 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.

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### Living on Purpose

John is a private person and is reluctant to articulate his personal goals. He should not feel under pressure to make personal goals public. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference, he may be tempted to set more mediocre goals that will meet with universal approval. His goals can be thwarted by the demands of others. He should realise that it can be essential to say "no" at times.

John takes a systematic approach to achieving his objectives in a timely manner. He must learn to say "no" more often to becoming involved in something that may detract from his goals. He may not be too comfortable with visioning, and prefers actual experiences. He may sometimes fail to achieve his real wants due to a reluctance to push himself forward. Interested more in the reality of the senses than in high-flown ideas, John has a special appreciation of natural things.

He is steady and tenacious. This gift could be viewed as stubbornness by others. Flexibility in planning will help him reach the objective. John's goals are usually underpinned by a strong core set of personal values. He fully appreciates that success is a journey and not a destination. For John it is essential to have not just a sense of direction but a really clear route map as well. He is a past master at ordering and prioritising things in his life. Lifelong goals take precedence for John over shorter term objectives. He could benefit by continually embracing shorter term motivations to add to the momentum of his life.

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### 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

Invests significant time and energy into ensuring everyone is comfortable.

→ Remember that it is impossible to please everyone all of the time.

Will often avoid high risk ventures in favour of the tried and tested.

→ 'Push the boat out' more often.

Tends to prefer to avoid confrontation.

→ Consider the deed and not the person.

May discourage or devalue those who see innovative alternatives.

→ Learn to value the differences and trust the ability of others.

Consumes much of his time understanding complex issues.

→ Delegate more of the detailed groundwork to leave more time for other issues.

Can appear rather cautious in making decisions.

→ Set a deadline for making the decision and stick by it.

### 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,

Seeks to reduce the risk of failure.

→ Experiment with unpredictability, some solutions can only be made tangible by a leap of faith.

Will seek involvement around people projects.

→ Remember the right outcome may not always please everyone.

Enjoys a quiet, steady approach.

→ Try short bursts of brainstorming with others.

Puts great effort into getting appropriate solutions with details specified.

→ For added impact, place more emphasis on the overall picture.

Has a relaxed and stand-back approach.

→ Recognise the benefits of injecting some excitement into the project.

Provides practical advice in dealing creatively with people problems.

→ Be prepared to give input readily in these areas, even if it hasn't been asked for.

## 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.

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### John's preferred learning style is supported when he:

- Is given time to explore the relationship between different pieces of information.
- Is allowed to base his actions more on 'people' issues than on facts.
- Can work with people whose values he relates to.
- Can collect all the material and information necessary in advance.
- Understands how the task fits with his values.
- Is given time to consider fully, the implications of all he has learned.

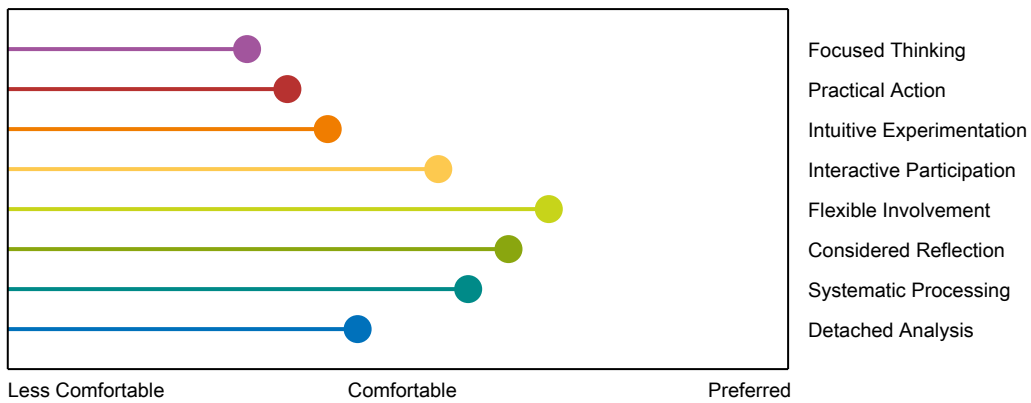
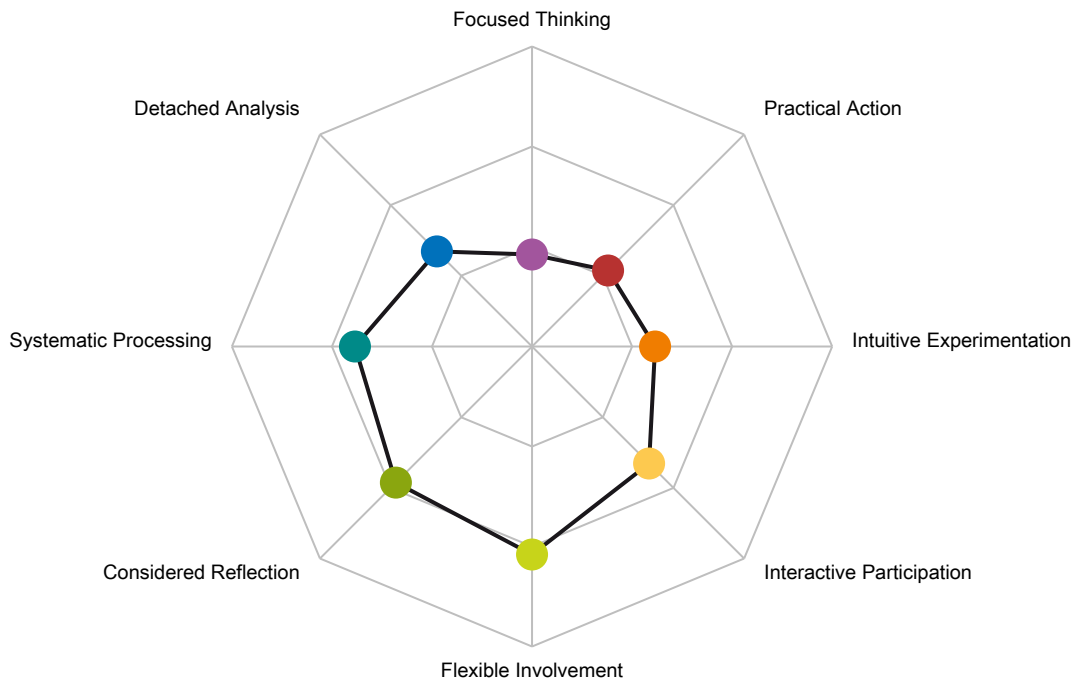
### John can stretch in learning by:

- Focusing on the destination rather than needing to understand every step of the way.
  - Experimenting with shorter time limits for projects in day-to-day situations.
  - Jumping in to the unknown from time to time.
  - Participating in a competitive group activity that involves an element of risk and excitement.
  - Dipping into more books without worrying about completing them all.
  - Willing to act on the unusual views and suggestions of others.
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## Personal Notes

# Learning Styles

13 June 2017



## 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.

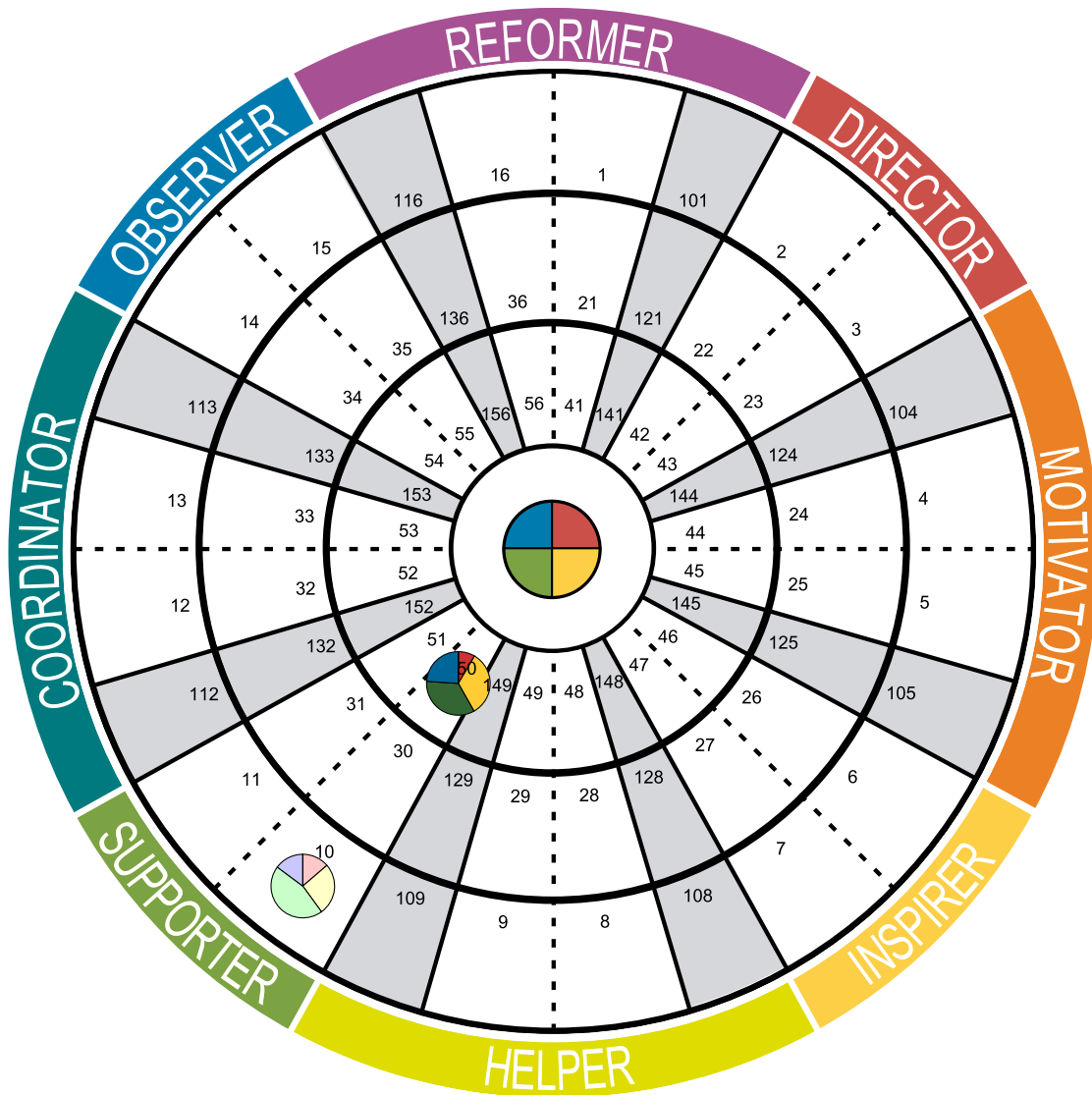
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### Interview Questions:

- How do you focus on goals and objectives?
  - In what circumstances would you just "get on with it"?
  - How do you deal with being rushed into a decision?
  - How do you approach a task that looks particularly daunting?
  - Tell me how you feel this interview is progressing.
  - Give an example of when you have debated an idea with groups of strong persuaders.
  - How do you assess your lifetime goals and potential in reaching them?
  - How does it affect you when you have to say "no" to someone?
  - What do you feel about the term "personal development"?
  - How proactive are you in introducing change?
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### Personal Notes

# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

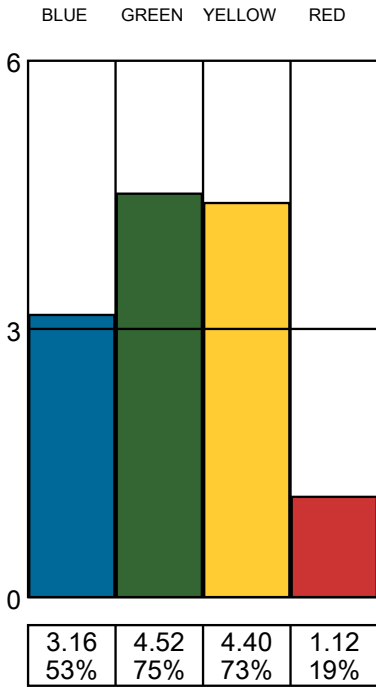
50: Helping Supporter (Accommodating)

### Less Conscious Wheel Position

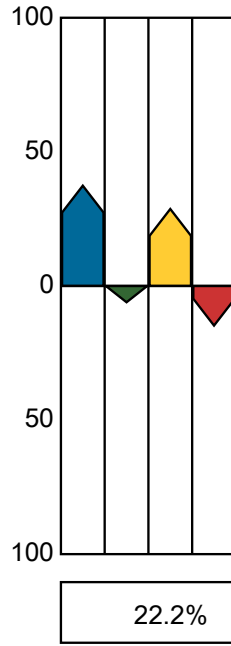
10: Helping Supporter (Focused)

# The Insights Discovery® Colour Dynamics

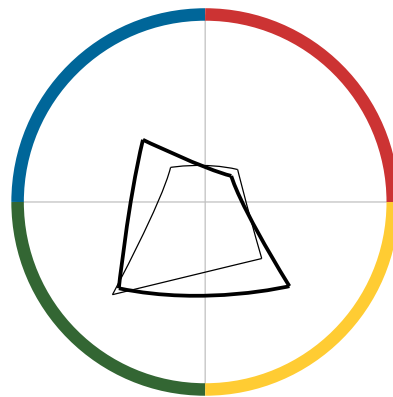
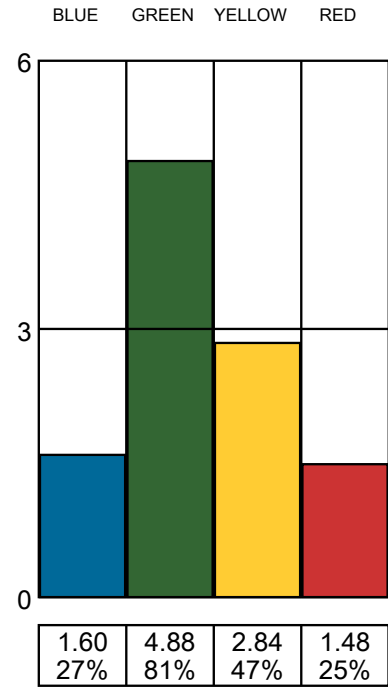
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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