



Interactive

Exercises to bring Insights
to your daily work routine

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Exercises using the Insights Discovery Personal Profile

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Introduction

This booklet contains a few brief and effective exercises that can be carried out by a team leader once your team has completed the first Insights workshop. At this stage, your team will have become acquainted with the four colour energies and have acquired new knowledge and learning tools from Insights.

In order to get the most out of this newly-acquired personal and group knowledge, it's important that all team members continue to work with their profile and the colour energies – either by participating in another workshop or by doing the brief exercises attached. This booklet contains 10 exercises and challenges that can be used by the team. Five of them relate to the everyday use of the Insights Discovery Personal Profile, while the remaining five focus on refreshing your knowledge and applying the Insights colour energies and concepts.

We recommend that you carry out the first activity within three weeks of completing the workshop. From that point on, you should always be sure to start the next activity within three weeks. This will keep Insights fresh in your mind and help it to slowly become a natural part of your team's working routine.



We want to **create a world** where **people** truly **understand themselves** and others and **are inspired** to make a **positive** difference in everything they do.

1. Improving the team's understanding and communication



Exercises
using the
profile

Objective

To create an environment where all team members understand how to best communicate with one another – both how “I would like to be communicated with” and how my co-workers “would like me to communicate with them”.

Exercise description

The team members gather and begin the meeting by taking turns telling the group how their co-workers can best communicate with them.

The exercise takes around 20-30 minutes, depending on the size of the team, and can be followed up with a talk about how to remember the things being said.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the next team meeting, our discussion will include how we communicate with one another, given that effective communication is the key to succeeding in all other areas. For this reason, I would like to ask you to look over the “Effective Communication” section in your personal Insights profile prior to the meeting. Please choose the one point that you feel is the most important point and be prepared to present it at the next team meeting.

I would also ask that you look over the “Barriers to Effective Communication” section and identify the point that you consider most important. Please bring your profile to the meeting along with these two items. Everyone will be asked to share their two items with the group. The goal of the exercise is to help your co-workers learn how they can best communicate with you.

It would be advantageous to make this the first item on the agenda, since it serves as a good launch pad for further discussion. The meeting leader should then ask each of the participants to present their two items in turn, making sure that everyone has a chance to say their two sentences aloud. Ask everyone to pay attention to what is being said and encourage them each time to discuss how they can adapt to one another’s style of communication. In addition, ask them to reflect on whether they have ever violated one of the two points presented.

TIP

A small tip for the meeting leader – avoid choosing people in the order of how they are seated. If you do that, people stop listening, thinking “I’m up in a little bit and I’m kind of nervous, so I need to get ready”. Choose a more random method – start by asking whether anyone has a birthday in October, for example. If several participants have a birthday in the same month, set the order by the date in the month. Then choose another month randomly and continue like this until everyone has had their turn.

Once everyone has spoken, and if time permits, you can hold a short discussion with them about how to remember the things they have just heard. You can keep their memories fresh by writing the sentences on a whiteboard, asking employees to include them in their e-mail signatures, or by adopting another method the team comes up with.

2. What will the team gain?

Objectives

For team members to appreciate that the diversity of the team is a blessing, not a burden. Members get the opportunity to tell one another what their contribution to the team is, so everyone is recognised for their unique contributions.

Exercise description

The team gets together and the members take turns telling one another about their unique contributions to the team, using their Insights profiles for support. The exercise can be carried out at a random point in the meeting, and it can be especially impactful if team members are not that familiar with one another. Alternatively, carry out the exercise after a heated debate to make individual team members aware of how valuable or distracting their contributions were.

The exercise takes around 20-30 minutes, depending on the size of the team, and can be followed up with a talk about how to take advantage of the things being said.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the next team meeting, we'll talk about our team, our various contributions as co-workers, and how we all improve the team in our own ways. I would ask that you look over the "Value to the Team" section of your personal Insights profile prior to the meeting. You should choose the two points that are most important to you and be prepared to present them at the next team meeting. Please bring your profile to the meeting along with these two items. Everyone will be asked to share their contribution to the team with the rest of the group. The goal of the exercise is to strengthen the team and recognise everyone's unique contributions.

It would be advantageous to make this the first item on the agenda, since it serves as a good launch pad for further discussion. The meeting leader should then ask each of the participants to present their two items in turn, making sure that everyone has a chance to say their two sentences aloud. Ask people to pay attention to what is being said and encourage them to discuss how the team can exploit these different contributions from co-workers in the best possible manner. If time permits, you can also ask the team to reflect on what the consequences would be if the team did not have all of the exact properties that it does.

TIP

A small tip for the leader of the meeting – avoid choosing people in the order of how they are seated since people may then be nervous and overly focused on their own presentation. Choose a more random method so people stay focused on the actual process.

TIP

During the exercise, it is important to provide enough time for people to show interest, ask questions and discuss how they can go about strengthening one another's contributions. The exercise can be carried out with the entire group or with participants divided into groups of 3-on-3 with each group presenting their discussion to the others at the next meeting or via e-mail.

3. Motivating one another to the max

Objectives

For team members to develop an awareness of what motivates their co-workers. Awareness of the reasons for our behaviour, including what motivates us, can reduce conflicts and convert them into constructive dialogues that produce highly effective teams.

Exercise description

The team gets together and members take turns telling one another what motivates them, using their Insights profiles for inspiration. The exercise can be carried out after a break or during a meeting where focus is placed on improving the team, allocating assignments, etc.

The exercise itself takes around 20-30 minutes, depending on the size of the team, but may lead to a longer conversation, in groups if appropriate, about how the team can become more aware of what motivates individual members.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

It's paramount for our team that we're all as motivated about our work as possible and that we help each other to be motivated. For this reason, we're going to dedicate some time at the next team meeting to emphasising and improving our own motivation levels at work. I would ask that you review the "Motivation" sub-section of your personal Insights profile prior to the meeting,

which you'll find under the "Management" section. You should choose the two points that are most important to you, which describe what motivates you at work. Please bring these two items along to the meeting. Everyone will be asked to present on what motivates them in their work to the rest of the group. The goal of the exercise is to put the spotlight on what motivates each of us and how we can help one another to be more motivated in our work on a daily basis.

The moderator should then ask each of the participants to present their two items in turn, making sure that everyone has a chance to say their two sentences aloud. It is important that this does not become a series of mechanical recitals – the rest of the team should display a keen interest and ask open-ended questions about the presentation: When does this happen? In what context? To whom? What is your experience of the matter discussed on a daily basis? Ask everyone to pay attention to what is being said each time and test them when the exercise is over by asking them to rehash what the first two people said about their motivation. It is natural for people to forget some details, but becoming aware of this helps drive the point home to the team about how important it is to retain the messages we receive from each other.

Finish up by asking the team to reflect upon whether team members currently provide the best possible support to one another to enable them to be as motivated as possible. What, if anything, needs to be changed to improve the situation for the various members of the team?

4. Feedback on personal strengths and weaknesses

Objectives

For team members to provide direct feedback to one another on their strengths and weaknesses. Individuals' strengths are brought out into the light, while at the same time, their personal challenges are made visible.

Exercise description

The team gets together and members provide one another with direct feedback by highlighting the strengths and weaknesses in their individual Insights profiles. This can be carried out as a team-building exercise at the end of the day, after a break, or during a meeting on feedback and individual development within the team.

The feedback exercise itself takes around 30 minutes, depending on the size of the team. It is important to follow up the exercise with a session where participants discuss the feedback they have received in small groups, so no one is left with any unanswered questions regarding their feedback.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the next team meeting, we'll work on providing one another with recognition and feedback that promotes our development. We'll make use of our Insights profiles and put aside an hour to provide, receive, and discuss the feedback with one another.

I would ask that you bring your Insights profile along to the exercise and be prepared to give and receive feedback. It's important for this exercise that we're honest with one another – both with respect to our strengths and our weaknesses – so we can learn something from the exercise. At the same time, it's just as important to be polite and respect our differences when we provide one another with feedback. The goal of the exercise is to strengthen the team and create an honest and positive environment that allows us to collaborate in the best possible manner.

The team sits in a circle with their Insights profiles in front of them. Each participant hands their profile to the person on their right, who sits with their pen at the ready. The exercise focuses on the "Strengths" and "Potential Weaknesses" chapters in the Insights profile. The recipient then checks off the greatest strength and the greatest weakness they see in their neighbouring co-worker. Once this is done, the profiles continue to be passed along until they have made it all the way around the circle and back to their original owners.

Now ask the participants to look at the feedback regarding the biggest strengths and weaknesses that others see in them. Afterwards, ask the team to separate into 3-on-3 groups and exchange feedback with one another. The exercise can be wrapped up with a brief discussion about what everyone has learned and what they feel ought to be done differently from now on.

5. Help with personal development

Objectives

Team members share and help each other with their personal development for the common good of the team. It is a process that creates transparency and openness, while strengthening the team.

Exercise description

The team gets together and the members write suggestions for their own personal development on a common whiteboard. Based on ideas from the Insights profile, individuals select two items they would like team members to help them with over the course of the next week.

The exercise can be briefly introduced during a morning meeting early in the workweek and followed up with a group meeting towards the end of the week.

The introduction itself takes just 10 minutes, but the follow-up can last around 30 minutes, depending on the size of the team. Nonetheless, it is important to set aside a proper amount of time to discuss what people have done, noticed and learned from the exercise after the week is over.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the beginning of next week, we'll work on being more open and supportive of one another. Over the course of an entire week, we'll spend time working on breaking our bad habits and overcoming personal challenges, while at the same time, focusing on helping one another with our personal development. Once the week is over, we'll evaluate what we've actually done and learned from one another.

For this reason, I would ask you to review the "Suggestions for Personal Development" chapter in your Insights profile and choose two items you'd like to personally work on leading up to the meeting next week to share with the rest of the team. The objective of the exercise is to provide an opportunity for us to be open with one another and to help each other out.

The team shows up for the meeting and each member writes the two personal development items they would like to work on during the remainder of the week on the whiteboard. Ask the participants to read one another's suggestions and formulate some ideas on how they can help their co-workers out with these items.

This can be by:

1. Writing comments below the items that may help co-workers with their personal development
2. Keeping an eye out for situations where their co-workers need to go back to the drawing board with respect to a particular personal development item
3. Creating the right conditions on a daily basis to allow co-workers to work on their personal development
4. Other similar suggestions.

This kicks off the week, and thereafter participants should proactively be working on their own items and on those of their co-workers.

Once the week is over, the team reconvenes to evaluate the events of the past week. The team leader can ask some of the following questions: What have people worked on? What has come out of it? Who really rolled up their sleeves and got a lot done in the exercises? Who did not really accomplish much? Who helped out with other people's personal development? What did the participants get out of the week's exercises?



6. Skill “theft”

Objectives

For participants to receive feedback and recognition for their behaviour in terms of the four colour energies. This will have a motivating effect on co-workers since the skills others perceive them to have become crystal-clear, with the colour energies serving as a common point of reference.

Exercise description

A feedback and recognition exercise via the four colour energies of the Discovery Wheel (especially suited to smaller teams – you may appoint a note-taker to write down the personal comments as you go along). You can let the team move around the Insights Team Wheel or, if you prefer, easily carry out the exercise without using the Discovery Wheel by assigning a colour to each corner of the room. Each participant receives recognition and feedback from each of their co-workers in turn.

The exercise takes between 30 minutes and one hour, depending on the size of the team and the amount of detail you choose to go into for each team member. Do not spend more than one and a half hours on the exercise since that would result in too much time spent waiting by co-workers who are not “up to bat” yet.



Exercises
without using
the profile

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the next team meeting, we'll work on drafting a skills statement for all the members of the team and will provide one another with feedback. We'll be using the Insights colour energies and descriptions to identify the relevant skills within the team. Leading up to the team meeting, I would ask you to formulate some thoughts on what you feel your co-workers are particularly good at and some examples of where this comes into play on a daily basis. The goal of the exercise is to strengthen the team and create an honest and positive work environment that allows us to collaborate in the best possible manner.

One of the participants positions him/herself in the colour quadrant corresponding to the lowest energy level of his/her conscious persona. The other team members take turns stating which skills they would like to "steal" from the individual with regards to the colour energy in question. The individual then moves to the next colour quadrant and team members provide recognition and feedback. This continues until everyone has traversed through all four colour energies. The team leader rounds things off with a brief discussion of how things went, and whether anything was surprising to hear about with respect to what the team members would like to "nick" from one another. If a note-taker has been appointed, he/she can write down the comments and send them to each participant so they have a cheat sheet for everyday use.

TIP

Skill "stealing" is primarily about the skills and characteristics others perceive in an individual based on the colour energies. Positive feedback is always a good thing, but there is a risk that "stealing" can quickly become the overriding theme of the exercise. Feel free to use the colourful descriptions from the Good Day/Bad Day poster as a source of inspiration, and make sure to encourage team members to provide everyday examples to illustrate how they feel their co-workers' skills come into play.

7. Brainstorming with the four colour energies

Objectives

To guide the team through a brainstorming phase to examine a specific situation, an issue, or the everyday work environment in a different manner by using Insights' four colour energies as a source of inspiration and a problem-solving process.

Exercise description

A team and idea-generating exercise focused on one colour energy at a time. Nearly all tasks, issues, or situations can benefit from being analysed and re-examined from a fresh perspective. This exercise helps to examine a situation through the spectrum of the four colour energies by focusing on one colour energy at a time. This focus helps us create a structural foundation for problem-solving. The process can be used for any situation – specific or general – where we need to attack an issue from a different front and think a little bit outside of the box.

This exercise or process can take anywhere from 30 seconds to several hours, where it is repeated time and time again until the right solution is identified. This is because we can easily come full circle and identify a couple of solutions based on the four colour energies, only to find that after re-evaluating them once more on the basis of the same four colour energies the solutions have noticeably changed their stripes.

Start by practising on some very specific tasks or domains, so you maintain your focus and become acquainted with the process. As a rule, set aside an hour for this, and if you do not get to the finish line after this period of time, provide an opportunity for participants to reflect on the results and reconvene several days later.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the next meeting, we'll focus on brainstorming and problem-solving as a team. We all notice the effects of the current situation and have relevant ideas on how to resolve the situation and make our collaboration even more effective.

For this reason, the focus will be on visualising opportunities and alternatives, and I would ask you to prepare two things for the meeting:

1. You should show up with an optimistic attitude and focus on opportunities instead of limitations – the latter are also relevant but we'll deal with them later.
2. You should also sit down for 5 minutes and reflect on the ways in which we can change our current structure to improve the situation.

I look forward to brainstorming with you and discussing the opportunities for the team.

The process is very simple: All the team members should imagine they are in a helicopter looking down on their own team, and focus on how the Earth Green energy of the team can be enhanced. Once all the green ideas have been presented, focus is shifted to the next colour energy.

As a supplement to the process, an idea or solution can be subjected to all four phases:

1. The **Sunshine Yellow** opportunities and visions for the idea
2. The **Cool Blue** current limitations and required structures
3. The **Earth Green** importance for the employees involved
4. The **Fiery Red** concrete actions and results.

Finally, the exercise can be rounded off with a G-WAVE, so the team reaches a decision on which focal areas to prioritise, and can come up with a statement regarding the whats, whys, whos and hows of the task.

8. Working on your weaknesses

Objectives

For team members to focus on trying to improve in areas where the team does not currently excel. All employees will prioritise working with their lowest preference.

Exercise description

Reflecting on your own weaknesses and proactively reaching out to other team members.

Participants take out their Insights building blocks or Good Day/Bad Day A4 page, which they then use to identify the colour energy that represents their lowest preference. The task is to spend a whole week working on doing more with their least preferred colour energy – this applies to their work assignments, communication with others, approach to work and overall behaviour. The exercise can start with each participant approaching co-workers and asking them how they can display more of the colour energy that represents their lowest preference. In general, the team leader should challenge team members to cooperate and support the team so they help one another in areas where specific employees have weaknesses.

The exercise has three main phases – introduction, execution and evaluation. The introduction at the beginning of the week only requires 10 minutes, while execution takes up the entire week and evaluation should ideally last around an hour.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

At the beginning of next week, we will work on developing our weakest areas for the betterment of the entire team. Over the course of the whole week, we'll individually spend time working on our personal challenges related to our lowest colour energies. Once the week is over, we'll evaluate what we've actually done and learned from one another.

For this reason, I would ask you to review your least preferred colour energy and think about the ways you can strengthen it leading up to the meeting next week. I also encourage you, for the benefit of the team, to attend this group exercise with an open mind and a "can-do" attitude. The goal of the exercise is for us to grow on a personal level and collaborate better.

The exercise begins with a morning meeting on a Monday, where it is introduced for 10-15 minutes, possibly first in the form of a 2-on-2 discussion, and then later as a group conversation on the activities for the remainder of the week.

Once the week is over, the team reconvenes to evaluate the events of the past week. The team leader can ask some of the following questions: What have people worked on? What has come out of it? Who really rolled up their sleeves and got a lot done in the exercises? Who did not really accomplish much? Who really contributed to the team's development? What did the participants get out of the week's exercises?

9. Your colourful work assignments

Objectives

To get an overview of the various tasks that team members work on individually and how they correspond to their colour preferences. The exercise may help create an understanding of each employee's personal motivation for specific tasks and make the team's various tasks and roles more transparent.

Exercise description

The group gets together in the afternoon for an hour-long team-building session. Everybody receives a copy of the attached worksheet, on which tasks can be described on the left side and the four colour energies can be evaluated on the right.

After team members reflect on their own tasks and the colour energies related to the tasks, participants are seated in 3-on-3 groups to compare and consult with one another.

How it works

The team leader should send out an e-mail asking employees to prepare for the exercise by evaluating their top 10 tasks and areas of responsibility. Employees do not need to allocate the colour energies and scores before the actual exercise, just think about what their areas of responsibility are.

During the exercise, the team leader asks each of the employees to list their tasks on the page and assign a score to each task for each of the four colour energies. If there is any confusion about the exercise, ask participants to evaluate which colour energy or energies they think are the most appropriate when they solve a particular task, and assign 10 points to the most important colour energy. For this specific task, a score from 1-10 should also be assigned to the three other colour energies, so team members can see which ones are used the most for particular tasks.

Once all tasks have been assigned a score by this procedure and the page is completely filled out, the team members add up the points at the bottom and compare the total score to their own Insights colour combination. After this, ask the participants to form 3-on-3 groups and help one another think about their tasks, preferences and motivations. Let the groups act as sounding boards for one another, asking open-ended questions, while at the same time discussing how to work on their motivation for each task in the event of any disagreements. Wrap it up with a group evaluation, where participants report on what they have learned from the exercise.

Colourful work assignments worksheet

Task, role or core responsibility	Colours used			
	Cool Blue	Earth Green	Sunshine Yellow	Fiery Red
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
Totals				

10. G-WAVE. The goal is clear – so what's next?

Objectives

To put together a simple, effective action plan for the team once either the objective or the solution is known. The action plan can be carried out either as a joint team project or an activity planning exercise for individual employees in relation to the common goal. It is also possible to do both of the above and put together a joint project plan that all employees can use as a basis for their individual action plans.

Exercise description

Once the goal has been described and we agree on what we want to achieve, the questions begin to pop up: How can we get it done? Who will do it? And so on.

By using the four colour energies of the G-WAVE model, you quickly get to the bottom of what needs to be done and can develop a solid plan. The process can take very little time or a lot of time, depending on whether it is done at the individual or the team level and the extent to which team members agree on the goal. If a G-WAVE will be made for each individual employee, then the exercise should only take 30 minutes, with the employee using the first 10 minutes to describe their own G-WAVE and then sharing their action plan with the rest of the team. If an action plan will be made for the entire team, then 60 minutes should be set aside, so there is enough time for individual reflection, 3-on-3 conversations and group discussion.

How it works

Prior to the meeting, the team leader sends a message to all team members (the text below can be cut and pasted into an e-mail):

For the next meeting, as a group, we're going to develop some specific action plans for the goals and projects we've agreed on for the team. Your preparation consists of looking at the G-WAVE model worksheet attached and thinking about the four parts of a feasible action plan, which we'll create together as a group at the meeting. The goal is for us to leave the meeting with clear expectations for one another with respect to the next specific wvsteps to be undertaken individually and as a group.

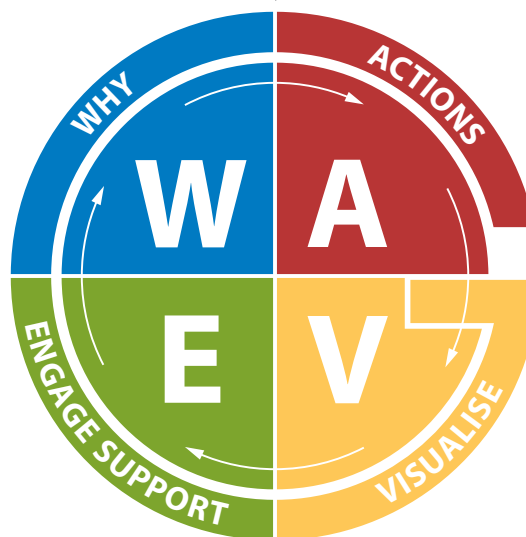


G-WAVE model worksheet

Step 1 – What is your goal?

Step 2 – Establish the reasons Why

Step 3 – Write down the Actions needed



Step 5 – Engage support – Who?

Step 4 – Visualise achieving the goal

1. Start by describing the goal (**G**-oal) in as much detail as possible.
2. Go to the **Cool Blue** process and answer the question: “Why do we want to achieve this particular goal?” (**W**-hy) The first time you hear this it may sound like a stupid question with an obvious answer, but just try it and see what happens!
3. **Fiery Red** energy. Divide the exercise into specific action steps and subtasks. Assign deadlines and appoint people responsible for each item (**A**-ctions)
4. **Sunshine Yellow** energy. Imagine the problem has already been solved. How does your workday or project look now? Is anything missing? (**V**-isualise)
5. Finally, we have the most important item – the **Earth Green** energy. Who should we include in the process so it will be a success – inside and outside the team? (**E**-ngage)

Each item will increase your understanding of the exercise as you delve deeper into it. Remember to return to Item 1 each time you gain any insight, so you see the big picture.

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