

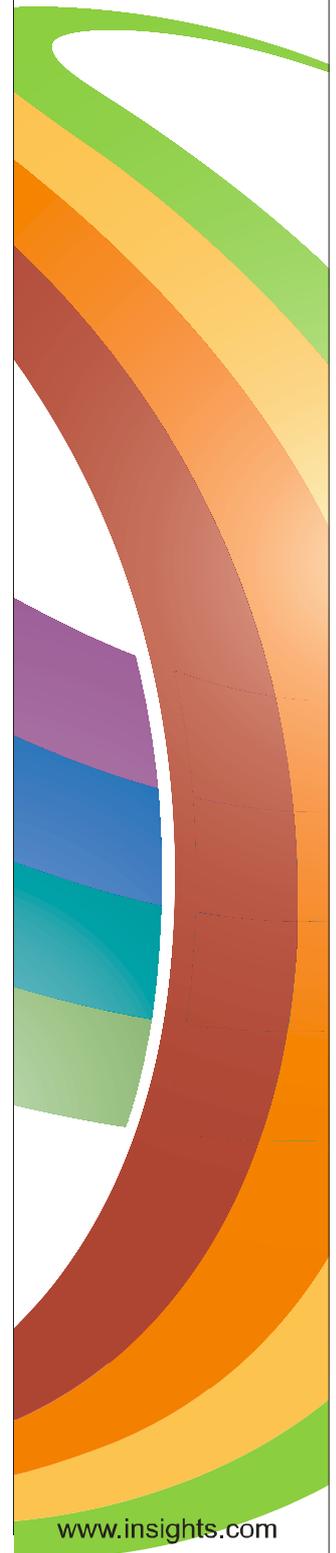


Discovery Insights®

John Smith
07/08/2008

Personal Profile

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



Personal Details

John Smith

Sample

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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 07/08/2008.

The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.

Using Jung's typology, this Insights Discovery profile offers a framework for self-understanding and development. Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.

Generated from several hundred thousand permutations of statements, this profile is unique. It reports statements which your Evaluator responses indicate may apply to you. Modify or delete any statement which does not apply, but only after checking with colleagues or friends to identify whether the statement may be a "blind spot" for you.

Use this profile pro-actively. That is, identify the key areas in which you can develop and take action. Share the important aspects with friends and colleagues. Ask for feedback from them on areas which seem particularly relevant for you and develop an action plan for growth personally and interpersonally.

Overview

These statements provide a broad understanding of John's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

John is seen by others as open, mild, modest and rather self-effacing. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. He has a tendency to play down the rules, particularly if they appear to oppose his values. John is sympathetic, empathic and affable. His modest manner can restrain him from pushing himself forward and this occasionally results in him being under-valued.

In everyday activities, John is tolerant, open-minded, flexible and adaptable, enjoying the present moment. John trusts his insights and people skills to position himself within deep relationships which help him to understand the truer meaning and purpose of events. Enjoying a "low profile", one of John's great strengths is his natural, unobtrusive, accepting manner. John is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. He may not readily talk of his need to move continually to become who he really wants to be.

Traditions are important to John and are carefully remembered and observed. Serious, conscientious and loyal, John is a dedicated worker. He will seek an environment in which he can be quietly productive. He will make an effort to remember names and birthdays and make his office or home a pleasant place in which to work. His easy-going exterior may mask a rather more compulsive interior. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person.

He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. If his efforts are not recognised, or approval is withheld, he may feel deflated as his feeling of worth can depend on how others regard him. He needs to remember to withdraw regularly from caring for others to take care of himself. He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. Low key acknowledgement for his contribution is likely to be appreciated by him.

John values people who take the time to understand his personal goals and values. 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. John is quiet, amiable, dedicated and loyal. Psychology, counselling and educational interests may hold great appeal to him as part of his business role. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough.

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.

His deepest feelings will rarely be articulated. He likes to get on with other people and, although he finds confrontation disagreeable, will retaliate if he feels his values are undermined. Possessing a quiet strength, his caring, concerned approach to life seems to encourage other people to confide in him. John cares deeply - and shows it through his strong sense of responsibility which makes him very loyal to certain individuals or the organisation.

Though perhaps hard to get to know, he is a trustworthy confidante who accepts a wide range of behavioural differences in others. He may excel in fields that involve human values. He is not always keen to express how he feels. He sometimes appears as rather soft-hearted and sentimental, he will usually recall birthdays and anniversaries when others forget. He values inner harmony above all else and is sensitive, idealistic and loyal.

Although reserved on the outside, he cares deeply inside. He believes that people work best when they are encouraged and helped - not pressured or criticised. He will go to great lengths to promote fellowship and avoid conflict. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. He is internally motivated by deep personal beliefs and by devotion to a cause he feels is worthy of support.

Decision Making

John will respect alternative views and although he may not agree with them, they will be considered. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. He may worry too much, and on significant long term issues may exhibit indecision. He tends to make sound future decisions only after deeper reflection. Work, for him, is the process of striving towards something that matters deeply to him and is consistent with his values.

Where he holds strong values, John is firm and uncompromising in expressing and enacting his beliefs on these subjects. He is not usually prepared to commit to high risk decisions. Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships. He tends to make choices around his own personal feelings which may be as important to him as more objective data. 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.

John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. 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. John makes better decisions when other people he knows share his values. He can resolve conflict positively and reach mutually agreeable outcomes, taking into account all interests. His quiet demeanour often allows him to get agreement to his alternative solutions.

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:

-  Encourages the underdog.
-  Non-manipulative management style.
-  Honourable and easy going.
-  Learns from experience - won't get hurt by the same situation twice.
-  Looks for the harmony in every situation.
-  Open-minded and tolerant of others.
-  Senses the needs of the group.
-  Unassuming, patient, relaxed and non-threatening.
-  Affectionate, self effacing and accommodating.
-  A steady day-to-day planner.

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:

-  May feel deflated if his efforts are not recognised.
-  Over-tolerant of others' inability to perform.
-  Does not enjoy fast change.
-  Seems to lack drive or initiative when pressured.
-  Dislikes unpredictable environments.
-  Can miss opportunities by being cautious around strangers.
-  The tendency to bear a grudge against those who do not share his values.
-  Avoids interpersonal aggression and irritation.
-  His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
-  May not forcefully express his ideas or feelings.

Personal Notes

Value to the Team

Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. Add to this list any other experiences, skills or other attributes which John brings, and make the most important items on the list available to other team members.

As a team member, John:

-  Is neat, orderly and tolerant.
-  Is a calming presence in conflict resolution.
-  Encourages team allegiance.
-  Can become absorbed in following projects through to completion.
-  Brings quiet stability to most things.
-  Ensures other team members are comfortable.
-  Can state significant views with clarity and forethought.
-  Can adhere to high standards.
-  Impacts many and varied ideas.
-  Sees the success of others as key to his own success.

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:

-  Praise his contribution before finding fault.
-  Provide lots of opportunities for team contact.
-  Consider reconvening the meeting after he has had a chance to think about the issues.
-  Avoid personal conflict.
-  Expect him to come back later for clarification.
-  Ask how he feels about the things he does.
-  Accept that “reflecting time” is essential to enhance his performance.
-  Take the time to get to know him well.
-  Recognise his solid efforts and acknowledge his input.
-  Allow him time to gather his thoughts and to express his feelings.
-  Deal with “here and now” projects.
-  Provide an environment which allows him to express his thoughts.

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:

-  Patronise or be paternalistic.
-  Put him “on the spot” in front of others.
-  Smother his efforts to explore alternatives.
-  Question or challenge his personal values.
-  Call on him when uninvited.
-  Expect automatic compliance or respect.
-  Set unrealistic deadlines that restrict his quality outputs.
-  Interrupt his thought processes.
-  Abuse or take his conscientious success for granted.
-  Criticise without first acknowledging positive contributions.
-  Upset or undermine the status quo.
-  Force quick decisions where other people are affected.

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:

Although he may not readily display it, John can be so committed to his own principles that he develops tunnel vision. When he is disappointed, he may become negative about everything and everyone around him. Tending to shy away from making quick decisions, he has little understanding of the difficulties this preference creates for fast-paced people. Stubborn about change, he may resist changing a decision once it has been made. 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.

Sometimes envious of others whose drive and enthusiasm seems greater than his own, John should worry less about what others might think of him. 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 needs to work toward becoming more articulate and action-oriented. Because of his well developed tolerance of himself and other people, John may appear detached and disinterested. When he decides that enough is enough then he may take an unusually aggressive stand for his rights.

He may not easily understand criticism of his work, tending to associate criticism with displeasure. It is important for John to find ways of continuing to express his ideas, to keep him from getting discouraged. Aware of the advantages of diplomacy, he may tend to agree too easily in order to avoid confrontation.

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:

-  Show respect for his ideas and opinions.
-  Use humour in moderation.
-  Be ready to ignore his seemingly arrogant demeanour.
-  Be thorough, organised and on time.
-  Support his goals with suggestions for achievement.
-  Be frank, earnest, decisive and confident.

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

-  Be late for the meeting.
-  Try to hoodwink or mislead.
-  Criticise his ideas or take issues with them.
-  Leap between topics in an unstructured way.
-  Procrastinate, prevaricate or interrupt him.
-  Interrupt him while he is in control.

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:

-  Maintaining a high level of exercise.
-  Identifying when extensive detail is not needed.
-  Focusing more upon objective, measurable criteria.
-  More challenges, excitement and the opportunity to think on the run.
-  Getting right to the point.
-  Making difficult decisions without consulting others.
-  Stepping up a gear for at least a month.
-  Trusting his own decisions.
-  Taking an active part in the process of change.
-  Demanding more from his team. “That'll do” is not always good enough.

Personal Notes

Management

Creating the Ideal Environment

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

John's Ideal Environment is one in which:

-  He can have his own work space.
-  A comprehensive welfare policy is provided.
-  There are opportunities to socialise with colleagues in and out of work.
-  Goals and outcomes are first agreed in writing.
-  Hard work is rewarded with feelings of fellowship and security.
-  Information is in close proximity, ensuring economy of effort.
-  He has freedom from authority and bureaucracy.
-  Family and outside personal interests feature prominently.
-  There is no antagonism or friction.
-  In a low key way, he is continually encouraged to seek out fresh challenges.

Personal Notes

Management

Managing John

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

John needs:

-  To be a key player in a small but successful team.
-  A workplace offering privacy but not exclusion.
-  Sufficient time to prepare for meetings.
-  Respect for his need for reflection and solitude.
-  Encouragement to deal with some issues immediately.
-  A manager who values his feelings.
-  Meetings with strict agendas and timetables.
-  Long term security.
-  Regular reviews to ensure that he is actively overcoming challenges.
-  To be shown a genuine interest in his domestic life.

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:

-  Membership of peripheral committees and workshops.
-  A degree of autonomy.
-  Promises fulfilled.
-  Responsibilities which capitalise on his one-to-one supervisory or mentoring strengths.
-  The prospect of working for the common good.
-  Colleagues who understand that he kicks himself harder (occasionally too hard) and more often than anybody else when things go wrong.
-  Opportunities to share experiences with a small, relaxed group of colleagues.
-  Being made to feel “one of us”.
-  Integrity from his superiors.
-  Opportunities to enjoy the moment.

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:

-  Allow team members with a stronger personality to “rule the roost”.
-  Promote his team to the detriment of his own credibility.
-  Disappear behind his team in his efforts to develop others.
-  Appear stubborn and intransigent in areas which conflict with his sense of values.
-  Encourage new ideas but his practical good sense can discourage creative people.
-  Challenge unfairness and seek to moderate it.
-  Lose confidence if he is not regularly encouraged.
-  Procrastinate over disciplinary matters.
-  Set goals and objectives that fail to fully stretch his team members.
-  Modify his decisions in the face of fresh evidence, which may make him appear as indecisive.

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.

His superior listening skills stimulate confidence from his customer and improves John's power to influence outcomes. He is a generous person, giving extra help and assistance to customers over and above that expected. He attempts to accommodate customers' views and suggestions to ensure harmonious relationships. He has a deep, almost uncanny way of relating to people's feelings, drawing out the individuality of each person and instinctively understanding customers' emotional needs. With a quiet but effective sales style, he has the ability to gain gradual acceptance of his proposals.

John builds rapport naturally by focusing on the customer's deeper needs. He is loyal to his friends and gets on well with his customers. As he is motivated by improving the human condition, he may have difficulty understanding why he may not always be accepted simply for who he is by some prospective customers. In devoting so much time to the needs of his customer, he may neglect his own needs or other projects he is working on. He is generous, giving help and assistance to customers without necessarily expecting much in return.

Level-headed and engaging, he can be gently persuasive and a major asset in handling complex customer service issues. He is internally motivated by deep personal beliefs and by devotion to a customer he feels is worthy of support. He enjoys sales processes that involve the whole team.

Personal Notes

Before The Sale Begins

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

John's key strengths before the sale begins:

-  Enjoys meeting new customers and building relationships.
-  Has a natural charm, which customers will warm to on first meeting.
-  Will mentally rehearse presentations to ensure a good personal performance.
-  Manages pre-call time efficiently.
-  Applies a considerate and orderly approach to prospecting.
-  Appears calm and unhurried to customers despite other pressures.

Before the sale begins John could:

-  Be more assertive in seeking appointments.
-  Add pace and variety to his telephone technique.
-  Explore creative ways to generate leads.
-  Focus as much energy on completing the task as on building the relationship.
-  Put more trust in his intuition.
-  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:

-  Can listen sympathetically for long periods.
-  Builds trust and rapport by putting his customers first.
-  Builds client confidence with his attention to customer satisfaction.
-  Recognises the importance of following a specific process to elicit customer needs.
-  Quickly tunes in to the customer's concerns.
-  Uses humour and sociability to create an open environment.

When identifying needs John could:

-  Really focus on the customer's hot buttons, and push them at the appropriate moments!
-  Be more aware of the bigger picture.
-  Try not to judge customers who have a more extraverted style of communication.
-  Ask for regular feedback around what the customer "thinks".
-  Occasionally break with established procedures.
-  Get down to business issues, some times more quickly.

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:

-  Promises only that which can definitely be delivered.
-  Knows the appropriate pace and response.
-  Pays great attention to accuracy in all he says and does.
-  Aims for consistency in his sales proposals.
-  Uses tried and tested proposal techniques.
-  Includes preparation and structure among his presentational skills.

When proposing John could:

-  Adapt to unexpected or changing situations.
-  Present a more formal, business-like persona.
-  Seek creative solutions.
-  Dress "brightly" or "sensibly" as the occasion requires.
-  Stick to the point.
-  Paint a picture of a solution that is larger than himself.

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.
-  Meets customer concerns with a tolerance.
-  Listens carefully to the precise nature of an objection before replying.
-  Almost always sees a good side however tough customers appear.
-  Is perceptive and empathetic in identifying potential resistance.
-  His calm and unhurried manner encourages trust.

When dealing with buying resistance John could:

-  Be confident in directing the customer's thinking.
-  Challenge unsubstantiated statements.
-  Think out loud if the prospect is responsive.
-  Realise that a disagreement is not the same as a conflict.
-  Be open-minded to a range of possible solutions.
-  Be aware of the difference between a real objection and what may be a request for more information.

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:

-  Brings comfort to his prospective customers during the decision-making process.
-  Over time, gains strong commitment for his recommendations.
-  Approaches completion as the logical and systematic end to the sales process.
-  Always finishes the job.
-  Helps the customer to prioritise options.
-  Empathises with his customer's reactions to proposed solutions.

When gaining commitment John could:

-  Be straightforward when asking for the business.
-  Be aware that simply asking for the order does not put undue pressure on the customer.
-  Keep the ideal outcome in view and crystal-clear at all times.
-  Talk confidently about money issues rather than showing embarrassment about the matter.
-  Remember that he is there to gain a result.
-  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:

-  Seeks ways to maintain regular contact with his customers.
-  Establishes an effective monitoring system to maintain contact with customers.
-  Maintains contact with his customer long after completion of the initial process.
-  Seeks commitment through gaining consensus rather than asserting the facts.
-  Exhibits competency in people and task skills combined.
-  Has a natural sensitivity to changing customer needs.

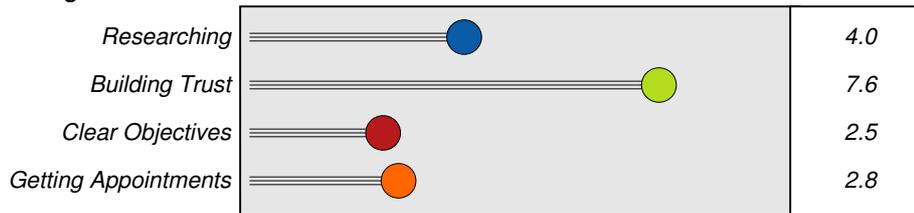
When following-up and following through John could:

-  Keep exploring the possibilities of "add-on" sales.
-  Accept that not everything needs to be perfect.
-  Bring new ideas and products to customers as often and quickly as possible.
-  Create a system to help him remember and action the commitments he makes.
-  Avoid feeling comfortable in the supporting role.
-  Rely less on repeat or referred business.

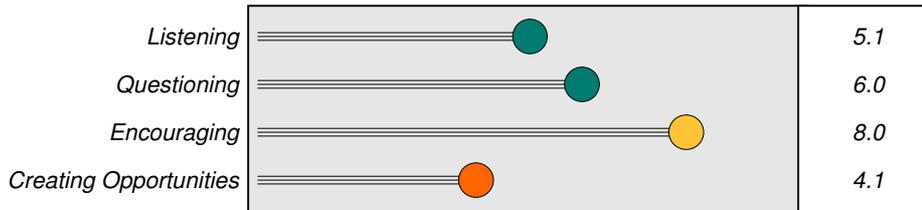
Personal Notes

Sales Preference Indicators

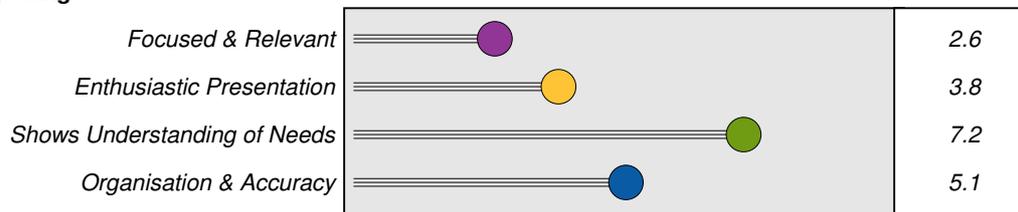
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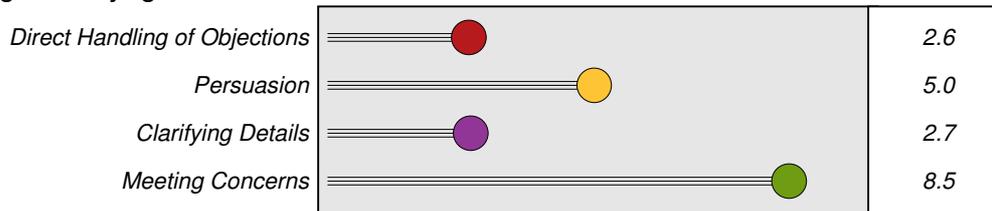
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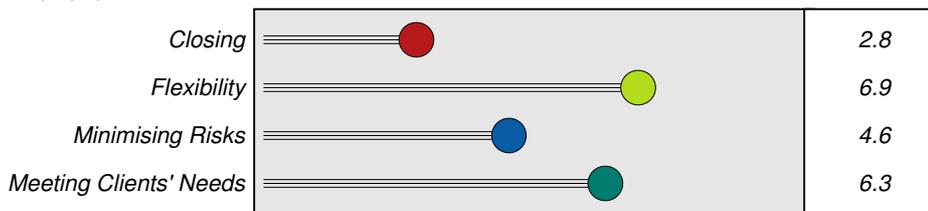
Proposing



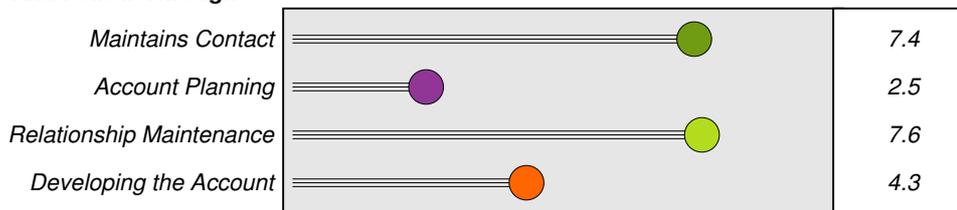
Dealing With Buying Resistance



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

John's loyalty to team issues will be evident in all he does: He should remember, however, that his own needs are just as important, and his personal attainment will benefit the team in other ways. His motivators are likely to have a strong focus on people and family involvement. He is a "no nonsense" person who is not often attracted by the strange, exotic or unfamiliar. He may have difficulty setting long-term goals, as what is happening in the here-and-now is often enough for him. He has a strong preference to realism which results in the rejection of abstract and intangible ideas.

The achievement of his scheduled outcomes is conducted efficiently and effectively. Although he may have well-defined objectives he can also be an expert at self-sabotage, talking himself out of positive activities. He has a tendency to dwell on past failures rather than successes, and so finds his level of motivation variable. He may have difficulty accepting that there are no failures, only results. He constantly seeks to avoid conflict and confrontation, and as a result may dilute his ultimate objective in an effort to maintain equilibrium. He may not be too comfortable with visioning, and prefers actual experiences.

Even though his focus is often inward, meditative and reflective, he would still be well advised to remember to clarify his goals and write them down. 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. Deep human values are John's lifeblood. His challenge may be how to form these values into manageable goals that are practical and achievable.

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,

-  Enjoys planning and scheduling future events.
-  Does not rush into taxing situations.
-  May lack momentum when pressured.
-  Displays persistence in most applications.
-  May become pressured if time is running out.
-  Sometimes spends time analysing past failures.

Suggested Action For Development

Explore the possibilities of being more spontaneous.

Avoid being overly-cautious.

Avoid pressure by negotiating built in safety valves - time out.

Be prepared to make decisions more quickly.

Take control of the job and lead the outcome.

Look for future opportunities.

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,

-  Puts great effort into getting appropriate solutions with details specified.
-  Will absorb and evaluate information before taking decisions.
-  Has a quiet demeanour that hides his systematic approach to problems.
-  Takes a structured and measured approach to problem solving.
-  Likes to listen to many views before creating solutions.
-  Is considerate and supportive of others' ideas.

Suggested Action For Development

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

Place more trust in intuition or "gut-feel" occasionally.

Keep driving to ensure the ideas are not lost.

Pick up the pace and frequency of idea generation.

Be aware of time constraints.

Others would benefit from his ideas too.

Personal Notes

Lifelong Learning

Continual learning is a key part of personal development and growth. This section identifies several ideas John can use to learn more effectively. Use these statements to map out a learning strategy and to create the environment for optimum personal growth.

John's preferred learning style is supported when he:

-  Can regularly review what he has achieved.
-  Can explore ideas, events and situations in a discussion group.
-  Is given regular appreciation for his efforts.
-  Can work in an environment in which he can learn at his own steady pace.
-  Feels comfortable with the group with whom he is working.
-  Can adopt a team approach to any learning experience.

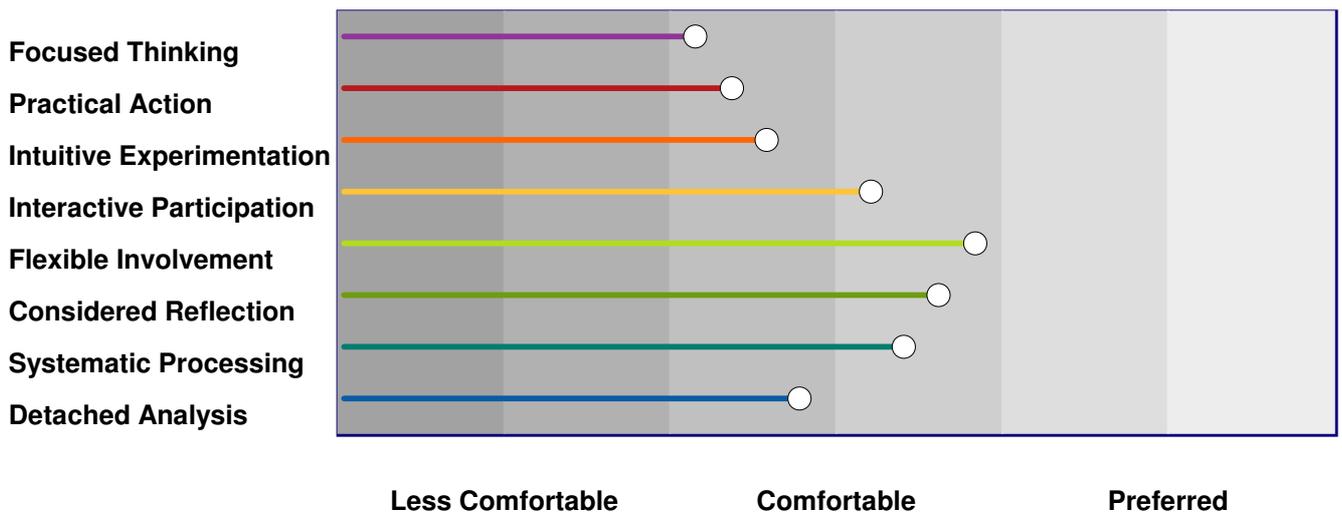
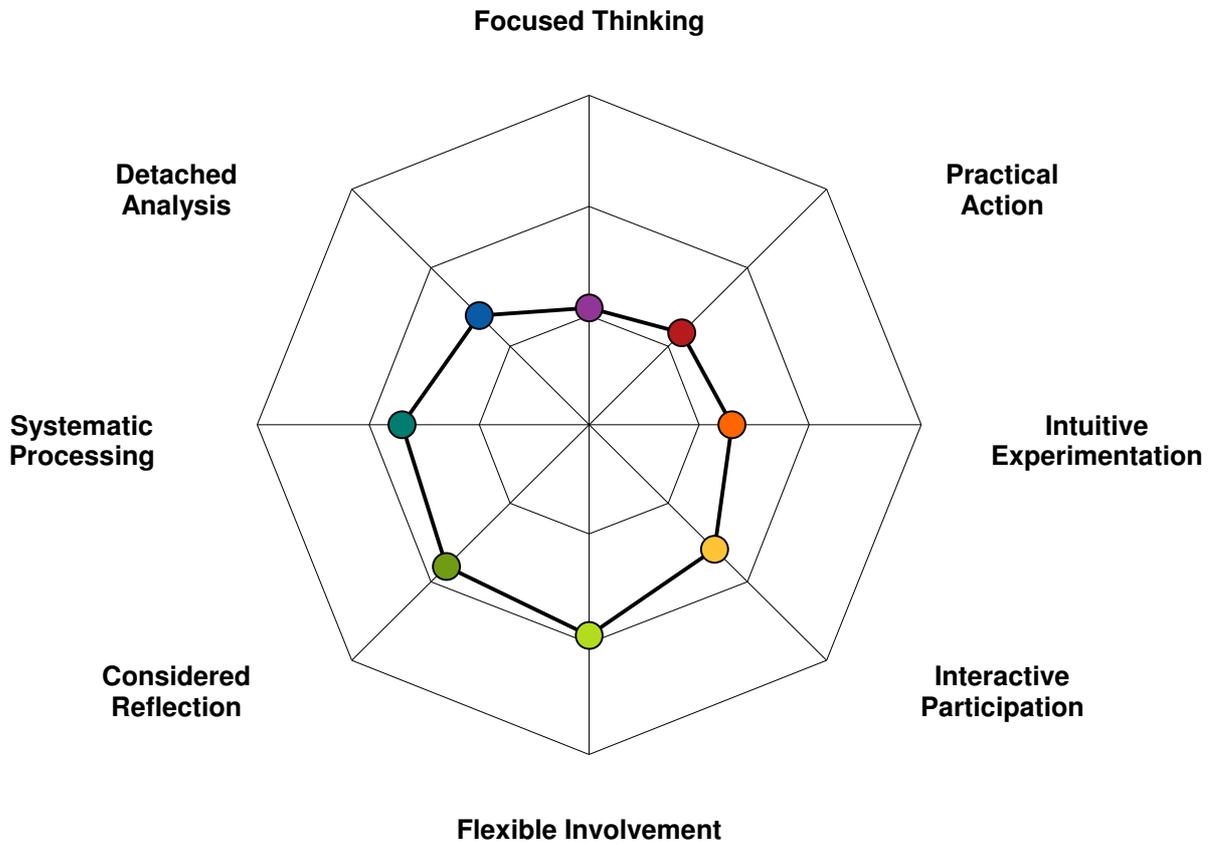
John can stretch in learning by:

-  Periodically seeks challenges that will push him well out of his comfort zone.
-  Willing to act on the unusual views and suggestions of others.
-  Increasing his expectations of his own output.
-  Being more task-focused from time to time.
-  Achieving a balance between observing, doing and reflecting.
-  Dipping into more books without worrying about completing them all.

Personal Notes

Learning Styles

John Smith
07/08/2008



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:

-  Why should we be careful not to dismiss others point of view?
-  When is it appropriate to decline more work?
-  How do you discipline yourself to avoid procrastination?
-  How often do you play on the Achilles Heel of other peoples arguments?
-  What do you do to ensure that your opinions are taken into consideration in a group meeting?
-  When you have no other choice than to act tough in a difficult person situation, how do you handle it?
-  How sure are you of the quality of your decisions?
-  What do you do to get more involved in what's going on?
-  Describe to me your life style in 5 years' time.
-  How do you approach a task that looks particularly daunting?

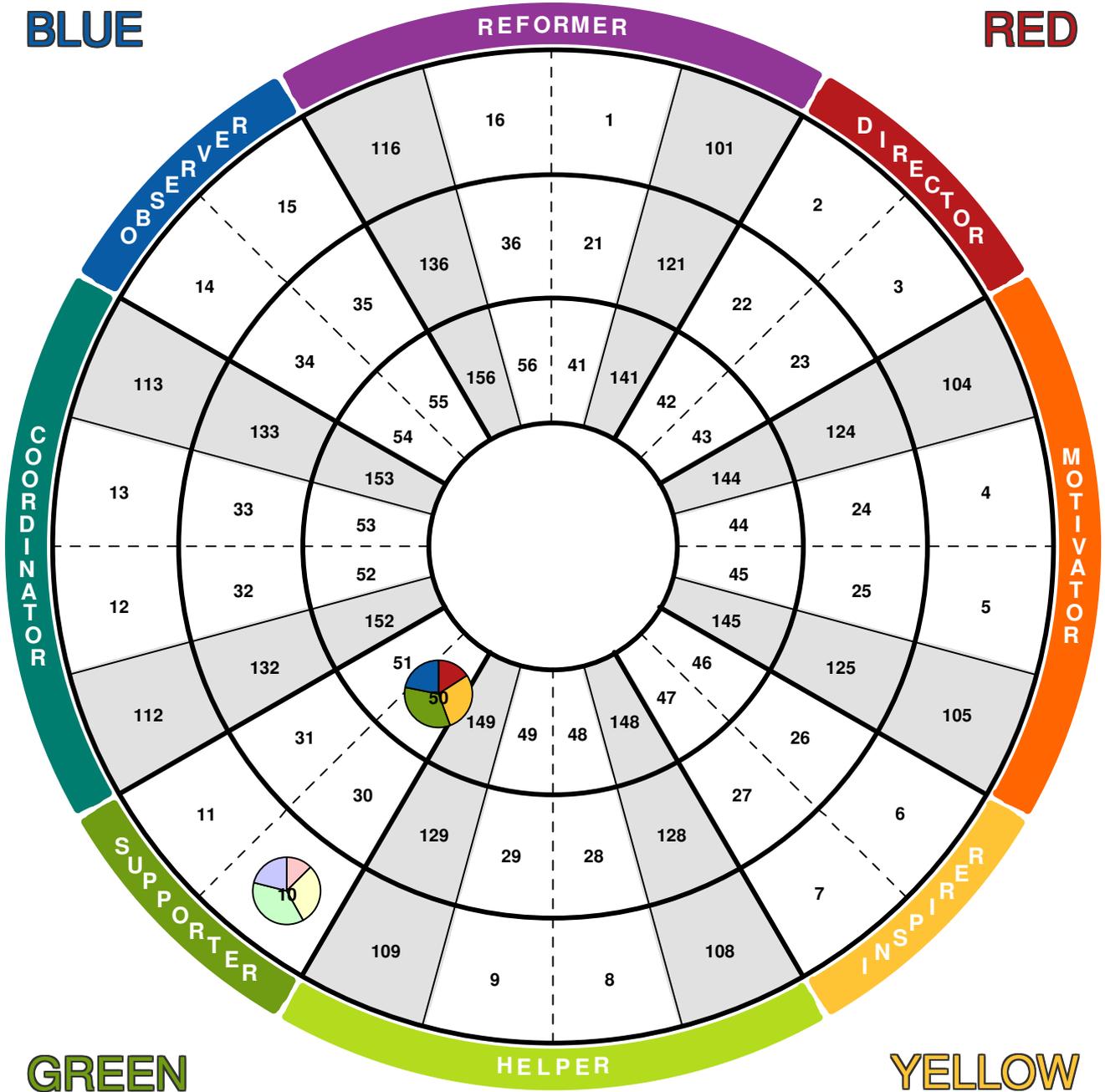
Personal Notes

The Insights Wheel

John Smith
07/08/2008

BLUE

RED



Conscious Wheel Position

50: Helping Supporter (Accommodating)

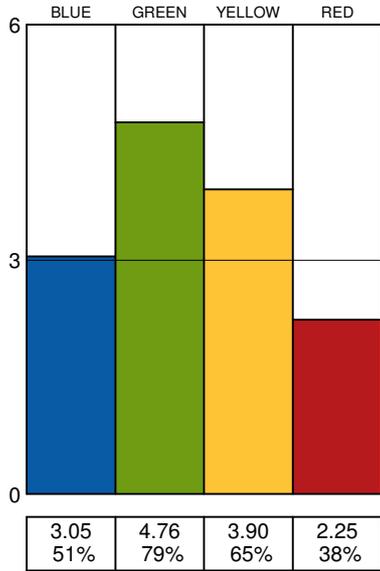
Personal (Less Conscious) Wheel Position

10: Helping Supporter (Focused)

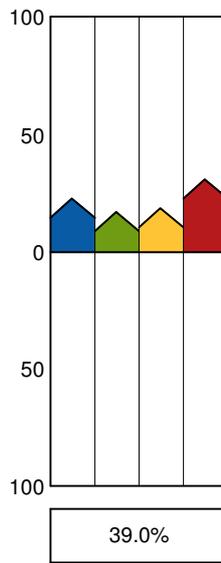
Insights Colour Dynamics

John Smith
07/08/2008

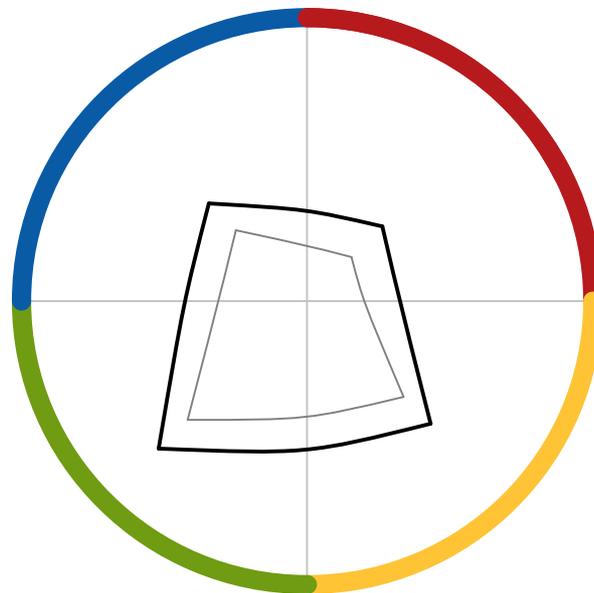
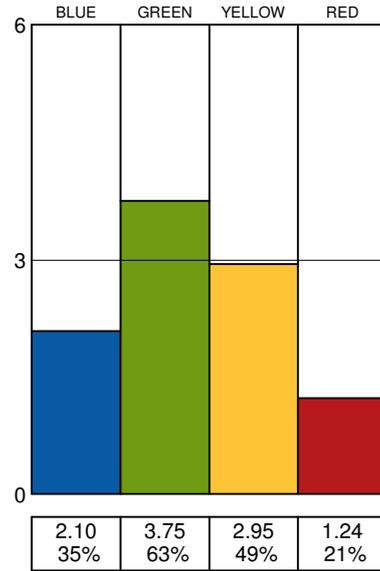
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

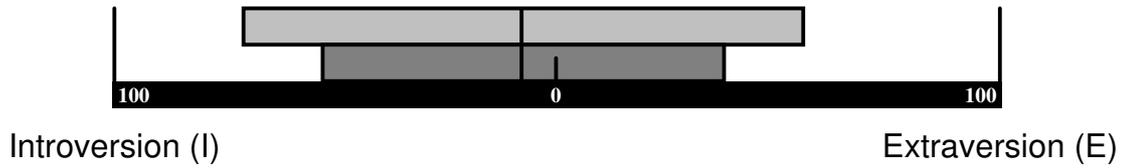


(Conscious) — — (Less Conscious)

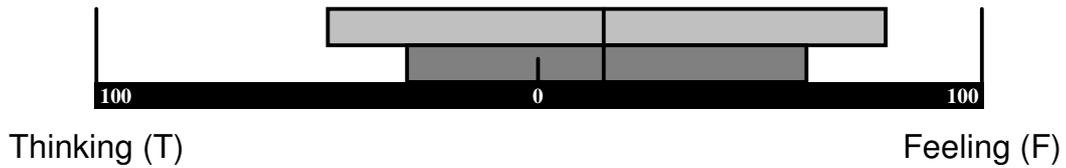
Jungian Preferences

John Smith
07/08/2008

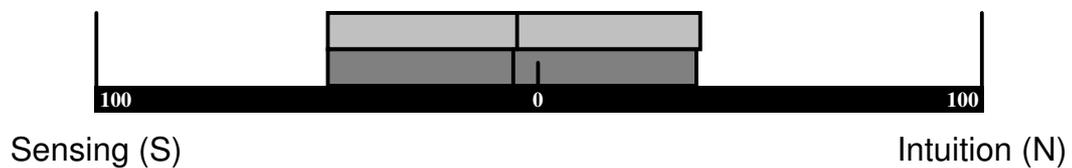
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious)   (Less Conscious)