



# Discovery<sup>®</sup>

Personal Profile

John Example

25 October 2013

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 Example's responses to the Insights Preference Evaluator which was completed on 25 October 2013.

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 is a good companion and fun to be with. He exhibits personal warmth, insight, originality and a broad organisational ability. Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it.

He may benefit from taking a step back to consider the cause and effect of his actions, and from practising becoming more tough-minded. He is comfortable letting others manage the more technical aspects of a project so he can devote his full energies to creating a co-operative, comfortable environment. Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution. He is warm and gracious and believes in a philosophy of "live and let live". His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own.

He is a good listener, with an ability to talk well when appropriate. John is a natural trainer, facilitator, educator and counsellor. He does things in a routine manner and is consistent, conscientious and reliable. Exhibiting a tendency to become concerned and hurt if his ideas are met with indifference or criticism, he may take conflict and rejection personally. Psychology, counselling and educational interests may hold great appeal to him as part of his business role.

He may speak of or express his ideals indirectly. John displays fierce loyalty to and for people who report to him. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. He is easy-going and low key and may be prone to doubting his own ability. He will be hurt if people ignore him and likes to be remembered and appreciated for the services he continually seeks to offer to others.

His values are important to him above all else, although others don't always share his belief or commitment to them. One of his outstanding traits is economy of effort. John is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. He tries to live each moment as a satisfying personal experience. He tends to live for today with a "you only go around once" philosophy.

### Interacting with Others

John is alert to other peoples' emotions and interests and can deal well with complex or complicated people. He is usually especially sensitive to unexpressed anger and conflict. He abhors a lack of caring in others, and working with people who lack a desire to support and assist others can cause him concern. Possessing a quiet strength, his caring, concerned approach to life seems to encourage other people to confide in him. He is immensely loyal to respected persons or causes, occasionally to the point of idealising those people and organisations he respects.

Even though it taxes him emotionally, he can take on the troubles of those around him. He can be both sensitive and intense. He may suppress his own needs in the interest of pleasing others and may feel indispensable to his partner. 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. He clearly sees the needs of other people and sometimes works extensively to fulfil those needs, neglecting himself in the process.

John probably prefers more relaxed social interaction. Do not assume this to be an indication that he is not serious about important issues. He will help others to give of their best. He may excel in fields that involve human values. In day-to-day matters John is flexible, tolerant and adaptable. Intent on keeping a low profile, John is quiet and reserved, especially around strangers.

### Decision Making

John is prepared to modify his conclusions when he receives contradictory new information. He can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. He tends to make choices around his own personal feelings which may be as important to him as more objective data. He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts.

He may be more interested in the challenge of searching for the solution than seeing the solution put to practical use. His slogan might be “Act now pay later” and his perceptions of life are based on the impact his decisions have on those around him. He may find it difficult to make decisions based purely on objective considerations. He may choose to change his decisions if it turns out that someone may be adversely affected by them. Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships.

He prefers tasks or projects which allow flexibility of scheduling. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. He makes decisions relying on his personal experiences to see him through. He is prepared to make decisions through group consensus. He may have so many ideas on the go that he has difficulty in making up his mind on the best course of action.

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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:

- Consistent and trustworthy.
  - Friendly and sociable.
  - Happy to serve and help others.
  - Spends the necessary time on important people issues.
  - Creative decision maker.
  - Trustworthiness.
  - Loyal, self sacrificing and sympathetic.
  - Understanding, friendly and warm hearted.
  - Makes time for people and their problems.
  - Learns from experience - won't get hurt by the same situation twice.
- 

### 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:

- Gives much credence to others emotive views.
  - Has difficulty in sharing concerns and reservations except with close and trusted peers.
  - Finds it difficult to say “no” if relationships are being threatened.
  - His steady approach to work may be seen as laziness by some.
  - May not finish everything he starts.
  - Was once indecisive, but he is not so sure now!
  - Puts too much effort into ensuring everyone's comfort.
  - Avoids conflict like the plague.
  - Seen as rather rigid, inflexible and unbending.
  - May lower work standards of self and others, because of his strong focus on people issues.
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### Personal Notes

## Value to the Team

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

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### As a team member, John:

- Makes great effort to build and maintain relationships with others.
  - Will be conscious of the human factors in the organisation and the team.
  - Will work with great resilience and diligence towards a common goal, although achieving it may take some time.
  - Is keenly aware of group dynamics and involvement.
  - Has an ability to predict accurate outcomes.
  - Sees the success of others as key to his own success.
  - Encourages the team to honour its commitments.
  - Brings fun and light-heartedness to any environment with which he is familiar.
  - Impacts many and varied ideas.
  - Is sensitive in dealing with team conflict.
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### Personal Notes

## Communication

### Effective Communications

Communication can only be effective if it is received and understood by the recipient. For each person certain communication strategies are more effective than others. This section identifies some of the key strategies which will lead to effective communication with John. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with John:

- Be prepared to negotiate solutions slowly, calmly and quietly.
  - Expect him to come back later for clarification.
  - Take a low key, friendly approach.
  - Take time to listen to his feelings about the reactions of others.
  - Leave time to ensure he is comfortable on personal issues.
  - Be spontaneous and harmonious.
  - Check that he is with you as he may be easily distracted from listening attentively.
  - Remember and respect his concern for others' welfare.
  - Agree exactly what needs to be done.
  - Deal with him in an honest and sincere way.
  - Expect some resistance if you are suggesting change.
  - Listen to his opinions.
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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:

- Assume that his sunny disposition means that he agrees with everything you say.
  - Leave him out of the picture.
  - Expect automatic compliance or respect.
  - Put him “on the spot” in front of others.
  - Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
  - Get bogged down in procedure.
  - Allow exchanges to become confrontational.
  - Patronise or be paternalistic.
  - Fail to meet informally to discuss progress.
  - Criticise without first acknowledging positive contributions.
  - Forget to balance interaction with time for reflection.
  - Forget to be aware and tolerant of his views.
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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:

Because John places such a strong priority on experiencing new things, he sometimes allows his other responsibilities to suffer from lack of attention. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data.

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 often overlooks his own needs due to his desire to please or help other people. His constant ready socialising can interfere with the job at hand and get him into trouble. Because he is rather easily distracted, he may have difficulty disciplining himself to complete the task at all costs. He needs to try to anticipate what dangers might be in store and develop an alternative plan in case things should become unpleasant. Trying to be less sensitive would enable John to hear the often helpful information that is contained in constructive criticism.

He should be careful not to leap too quickly without considering the consequences, making sure that he completes the tasks he is responsible for before turning to more enjoyable matters. Because of his vulnerability in his relationships with others, John may be rather easily manipulated by some. He needs to look beyond the current moment and his pressing interest in the practical world and consider ways of completing tasks with less pressure. By applying some objectivity and even scepticism to his analysis, he might become a better judge of others. John may feel pressured to make decisions too quickly, before he has had adequate time to gather all the more obscure facts and consider the fuller implications of his actions.

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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 Reformer, Jung's "Thinking" type.

Reformers are creative and abstract thinkers. They have a competitive drive for results, which is balanced by a restraining need for everything to be perfect for them. They have difficulty maintaining a positive, non-judgmental approach, which can make their performance erratic. They tend to be indecisive, and can become upset when found to be wrong. Reformers will tend to canvass support for their ideas long after a different decision has been made and accepted by others.

John may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, John may see their egocentricity as overbearing. Reformers often rely on intimidation and the threat of retribution as a way of seeing it is their justice that is done. Lacking poise, they may appear to be unconcerned with the needs of others. Reformers will not readily take the blame for a project that goes off the rails.

Reformers have a sense of precision and can pay attention to detail. Prone to display their anger, they have strong opinions and may become upset if others simply do not follow their lead. John will often see the Reformer as both aloof and argumentative.

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

- Keep him informed of all the details.
- Present only solid and reliable facts.
- Allow time for him to think of the consequences.
- Respond positively to his thoughts.
- Be logical in presenting information.
- Agree with him wherever possible.

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

- Sentimentalise issues.
  - Give instructions without reasons.
  - Try to play on his emotions.
  - Stray from the agenda.
  - Assume that hesitation implies a lack of knowledge.
  - Say one thing and do another.
- 

### 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.

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### John may benefit from:

- Standing up for his rights.
  - Greater realism, keeping to the point and avoiding constant changes.
  - Setting deadlines - then sticking to them.
  - Identifying when extensive detail is not needed.
  - Setting goals outside of his comfort zone.
  - A plethora of rules and regulations for him to follow.
  - Being prepared to blame more and understand less.
  - Be more open about his feelings.
  - Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
  - Bouncing back, rather than withdrawing when he feels disappointed.
- 

### 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:

- Opportunity is provided for social contact.
  - Ideas are given genuine recognition and consideration.
  - A comprehensive welfare policy is provided.
  - Informal, low-pressure meetings are the norm.
  - Reliance on competition between colleagues is minimal.
  - The workplace allows continuous personal contact and exchange of views.
  - There is no antagonism or friction.
  - Objectives and processes are the focus, rather than monitoring detail work.
  - There are clearly defined job descriptions.
  - Personal pain and suffering is avoided for everyone.
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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:

- To give more weight to facts when making decisions.
  - Contact with people who understand that the relaxed, calm exterior is disguising a maelstrom of concerns and ambitions.
  - To be assigned one task at a time.
  - Respect for his domestic commitments.
  - Regular reassurance of the value placed on his contribution.
  - Even small successes to be acknowledged to bolster self-confidence.
  - Consultation before change.
  - An understanding manager, who is mentor and coach, and who is consistent, patient and calm.
  - Gentle introduction of new concepts and activities.
  - A “walkabout” manager whose presence is obvious.
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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:

- Membership of peripheral committees and workshops.
  - Opportunities to express his feelings in relation to performance.
  - Genuine low key recognition for his contributions.
  - Awareness of his domestic needs when setting business targets.
  - Colleagues who understand that he kicks himself harder (occasionally too hard) and more often than anybody else when things go wrong.
  - A manager who tends to lead by example.
  - Events that represent success for others.
  - Openness and honesty.
  - Safe opportunities to develop untried or previously suppressed skills.
  - Investment in equipment for his exclusive use that encourages his sense of worth.
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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:

- Ignore completely those whose views conflict with his strong sense of values.
  - Listen carefully and respond in an appropriate way.
  - Challenge unfairness and seek to moderate it.
  - Over-complicate issues by trying to solve too many things at once.
  - Decide quickly in areas he feels comfortable, but procrastinate in those where he feels vulnerable.
  - Quickly accept personal blame for mistakes.
  - Blame himself if a member of the team fails to perform.
  - Delegate tasks, but find it difficult to let go of the reins on extensive projects.
  - Sublimate his own needs for those of others.
  - Promote his team to the detriment of his own credibility.
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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

John holds deep personal beliefs and relates to people he feels are genuine. He does not enjoy pressure from customers to deliver results and must make efforts to the need to speed up his approach. He is casual and personable, typically enjoying a good relationship with the client once he is accepted.

He will seek good solid, steady business rather than gambling on "hitting the jackpot". He dislikes confrontation, but will prove a formidable adversary if his values are undermined. In day-to-day matters, customers will find John tolerant and adaptable. John brings harmony and goodwill to any situation and puts customers at ease naturally. As John's primary desire is to be of service to others, he tends to build lasting sales relationships.

Since most of his energies are directed towards improving the human condition, he has difficulty understanding why he may not be accepted by some customers. He can be adaptive and flexible in his response to customers' views. He may find it more difficult than others to confront challenging problems with customers whom he likes. He is gentle, concerned and supportive and may experience difficulty relating to prospects or customers who appear controlling and autocratic. He will attempt to remove the obstacles that block fellowship.

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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:

- Will mentally rehearse presentations to ensure a good personal performance.
- Adapts to unusual customer situations and problems.
- Enjoys meeting new customers and building relationships.
- Has a natural charm, which customers will warm to on first meeting.
- Builds connections and long-term relationships through the sales process.
- Empathises well with the customer's issues.

### Before the sale begins John could:

- Ensure he has sufficient product knowledge.
- Remember that a key part of selling is helping the customer to decide.
- Remember that failure can often mean a step closer to success.
- Focus as much energy on completing the task as on building the relationship.
- Concentrate on prospects with the most financial potential.
- Remember that rejection is seldom personal.



### 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:

- Finds it easy to assume the role of the trusted partner.
- Encourages openness through perceptive and empathetic listening.
- Bonds by encouraging his customers to share relevant personal information.
- Is fascinated by others' motivations, needs, fears and problems.
- Asks innovative questions.
- Can listen sympathetically for long periods.

### When identifying needs John could:

- Use closed questions more frequently to hone in on key issues.
- Take criticism less personally.
- Avoid letting any negative customer response shut him down.
- Challenge the customer more often.
- Openly discuss complex or challenging areas.
- Spend less time with people who aren't key decision-makers.



### 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:

- Rarely upsets customers by his manner.
- Projects an easy going approach.
- Knows the appropriate pace and response.
- Can accept and reflect back customer values.
- Tunes in psychologically to customers deeper requirements.
- Bonds with customers using a gentle relating style.

### When proposing John could:

- Remember that it is he who is the expert - not the customer.
- Avoid getting side-tracked by personal issues.
- Accept responsibility without blame if things go differently from the plan.
- Present a more formal, business-like persona.
- Stick to the point.
- Heighten the authority of his delivery.



### 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:

- Readily displays his desire to serve the customer.
- Encourages the customer to speak openly about any concerns or uncertainty.
- Disarms potential aggression with his sociable and considerate manner.
- Identifies innate needs and deals with them appropriately.
- Encourages objections as a means of ensuring total customer satisfaction.
- Resolves interpersonal challenges using excellent rapport building skills.



### Personal Notes

### When dealing with buying resistance John could:

- Force himself to continually focus on task oriented solutions.
- "Resist the desire to agree and give in!"
- See objections less as a refusal and more as a potential buying signal.
- Take fewer objections at face value.
- Learn to anticipate common objections and how to address them.
- Try not to take resistance personally.

## Gaining Commitment

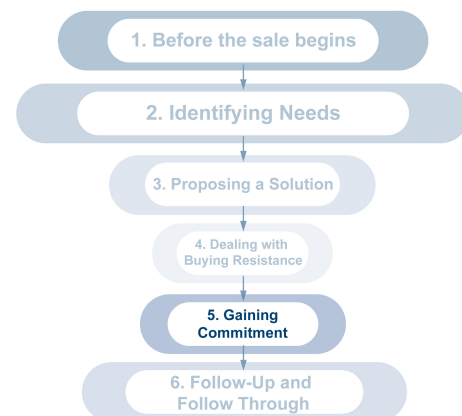
The close should be the natural progression of the sale, not the conflict at the end! When your customer trusts you, is clear about what they are buying and needs what you have to sell, you are ready to propose commitment. Here are the strengths and suggestions for development in John's closing style.

### John's key strengths in gaining commitment to the sale:

- Brings comfort to his prospective customers during the decision-making process.
- Democratically leads his customer through the processes.
- Always honours his obligations.
- Persuades others through a passion for his subject.
- Has an intuitive sense of good timing.
- Seeks win/win solutions to avoid conflict.

### When gaining commitment John could:

- Remember that he is there to gain a result.
- Be straightforward when asking for the business.
- Remember that no sale takes place until the customer, directly or indirectly, says "yes".
- Add tougher closing strategies to his sales repertoire.
- Understand that "risk" means different things to different people.
- Remember that customers may not say "yes" until they have been asked.



### Personal Notes

## Follow-up and Follow Through

It is your job, having built a relationship with your customer, to continue that relationship and to be of service to your customer beyond the initial sale. Here are some ideas which John can use to support, inform and follow-up with the customer.

### John's key strengths in sales follow-up and follow through:

- Provides help above and beyond that which is expected.
- Will go the extra mile in ensuring total customer satisfaction.
- Works supportively in partnership with his customers.
- Regularly servicing his customer's needs.
- Obtains detailed feedback at every stage.
- Enjoys regular face-to-face customer updates where possible.



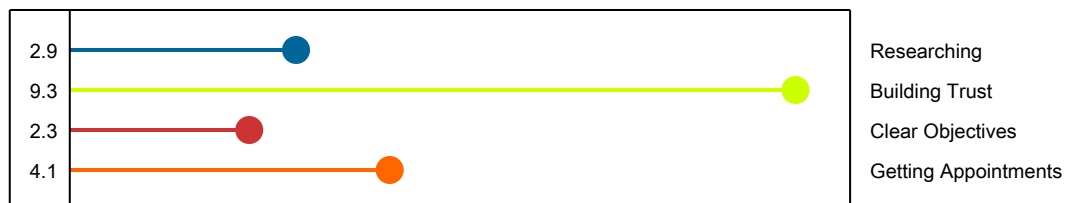
### When following-up and following through John could:

- View negative comments more as an opportunity for development.
- Be aware of a tendency to deal with likeable customers rather than difficult ones.
- Work as hard with the customer he does not respect as those he likes.
- Concentrate more on customers with the real revenue potential.
- Perceive the relationship as a "means to an end" and not an end in itself.
- Rely less on repeat or referred business.

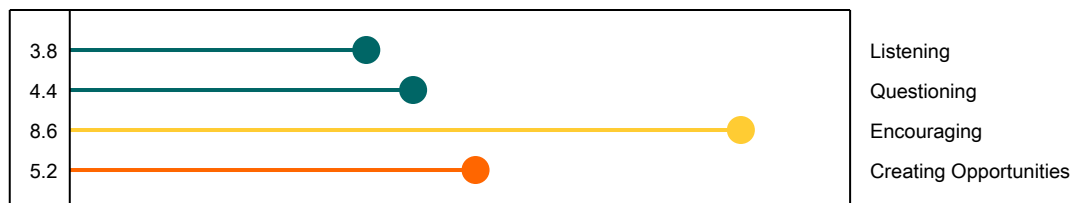
### Personal Notes

# Sales Preference Indicators

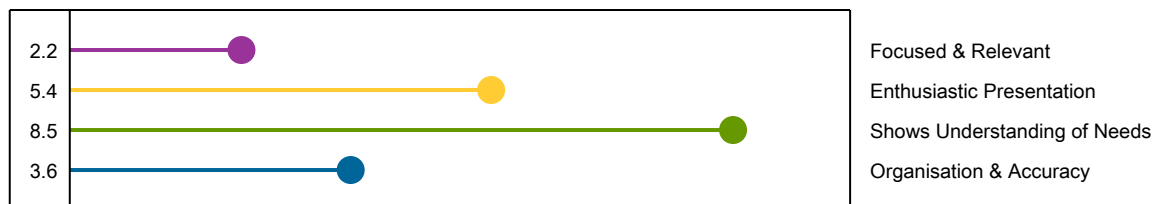
## Before The Sale Begins



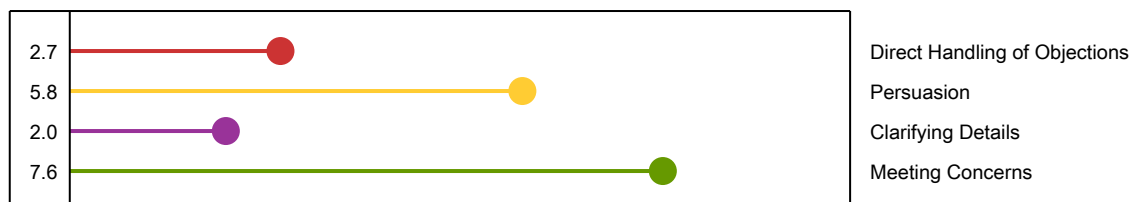
## Identifying Needs



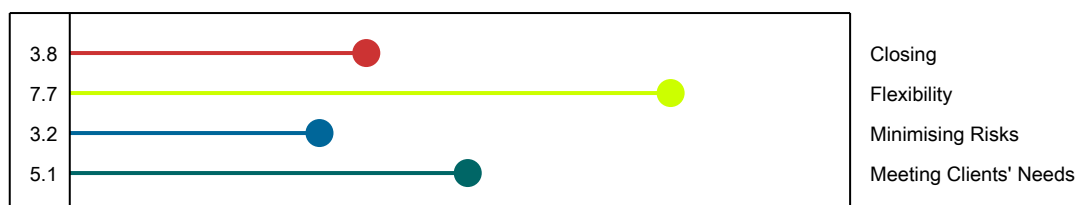
## Proposing



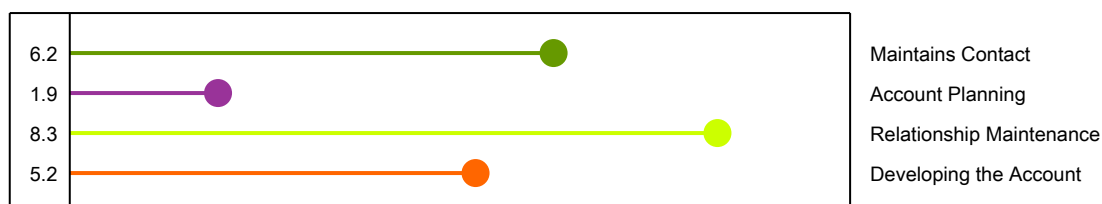
## Handling Buying Resistance



## Gaining Commitment



## Follow-up and Follow Through



## Personal Achievement Chapter

At its best, life is a rewarding journey of personal exploration and growth.

This chapter is designed to focus on several highly important aspects of personal development. Using the guidance suggested in these pages can lead to exciting changes and can have a profound impact on success.

The sections will help John define his life's purpose, set his goals and organize his time and life to achieve them. It offers suggestions on how he can tap into his natural creativity, and unleash further creative potential from deeper aspects of his personality, to overcome any obstacle.

Finally, it gives powerful suggestions for John to understand and enhance his preferred learning styles.

When applied, the ideas contained in this profile can provide insights and support to life's journey of development.

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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

Consistent and reliable, John may be seen by some as less than adventurous in setting stretching outcomes. Pushing the boat out sometimes will uncover unexpected new horizons. When considering goal-related issues, he could build in a greater degree of objectivity by soliciting the views of others whom he knows will not share his opinions. John recognises that 'to err is human'. This might be his justification for, or release from, the attainment of pre-set outcomes.

John's goals are usually underpinned by a strong core set of personal values. He will unerringly stick to plans that support his values. He could perhaps perform regular, more clinical appraisals of his attainment. Once a target has been set, John will usually make steady rather than spectacular, progress towards it. His goals may be non-specific and overly flexible. He might prefer to aspire to one major long term personal goal instead of a number of smaller ones. He senses that it is important that his goals are measurable and quantifiable. He may need a few indicators and rewards to keep him on track and motivated.

A major part of his purpose in life is to maintain stability and have the support of others. Preferring to give just as much as he may receive, John's ambitions may reflect a desire to satisfy others' needs as his own. Adopting a relaxed attitude to life, he may take a similar approach to identifying his short term purpose. He may need to adopt a greater sense of urgency to fulfil his true potential. Achieving outstanding performance may necessitate a break with tradition, which can mean that he needs to take a fresh look at his more embedded, value-orientated, longer-term plans. Although John has a tendency to undertake too much, somehow everything gets done. With a more disciplined and structured approach he could be even more effective.

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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,

Sometimes avoids decisions on tough issues.

May tackle his favourite task first.

Senses and supports the needs of the group.

Prefers time for ideas and visioning.

Supports team members who may constantly struggle.

Works well with committees, focus groups and steering parties.

### Suggested Action For Development

- Be determined to tackle challenges head on for speedier resolutions.
- Identify the most important and urgent - then the preferred.
- Take more of a leading role in team issues, but keep focused on outputs.
- Recognise that success also starts by taking action.
- Apply stricter time limits to giving of self.
- Avoid unnecessary meetings and concentrate on action and productivity.

## Personal Notes



## Personal Creativity

Creativity has been defined as seeing the same thing as someone else but thinking something different. Different people have different creative strengths. This section identifies some of John's creative characteristics and how he can build on them.

### In his creativity, John,

### Suggested Action For Development

Likes to share his ideas with others.	→ Give additional time to pre-planning the sharing.
Senses the concerns in a group when problem solving.	→ Vocalise any concerns earlier to facilitate resolution.
Listens and acts on feedback from others.	→ Too many views can spoil the broth!
Finds solutions through listening closely.	→ Be careful not to rely too much on the ideas of others.
Uses his listening skills with others before starting his tasks.	→ Develop an action-orientation to implement ideas.
Is considerate and supportive of others' ideas.	→ 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.

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John's preferred learning style is supported when he:

- Can seek opinions from others on their experiences.
- Can work in an environment in which he can learn at his own steady pace.
- Can understand why the learning is important, particularly if a supervisor has prescribed it.
- Has a clear picture of the ramifications before starting a project.
- Can listen to others before making a contribution.
- Has opportunities to exchange ideas safely with others.

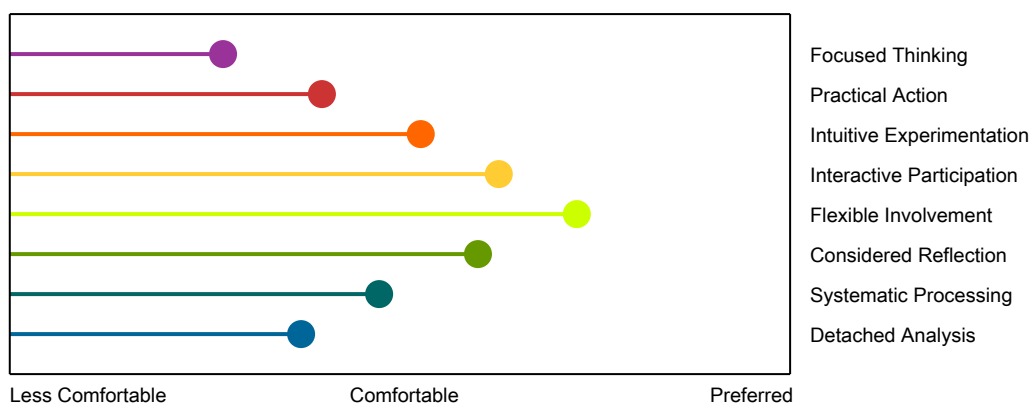
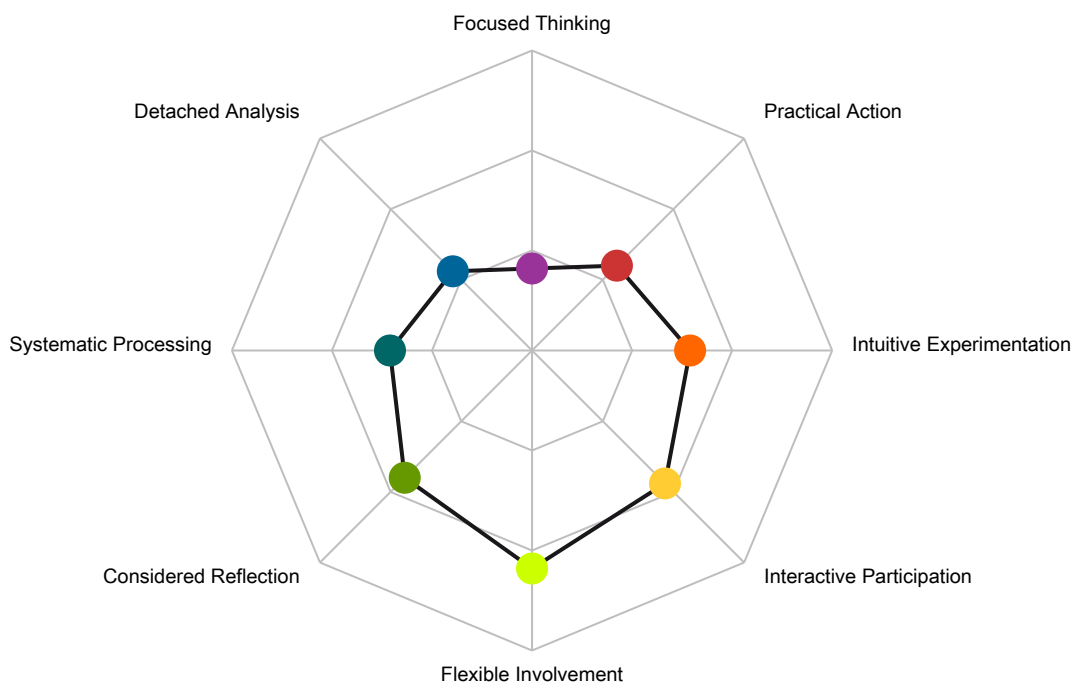
John can stretch in learning by:

- Being more task-focused from time to time.
  - Being clear about his specific development needs.
  - Increasing his expectations of his own output.
  - Changing something just for the fun of it.
  - Speeding up and take control of his own learning schedule.
  - Taking the time to review his progress regularly.
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## Personal Notes

# Learning Styles

25 October 2013



## Interview Questions

This section lists several questions which can be used in interviewing John Example. 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.

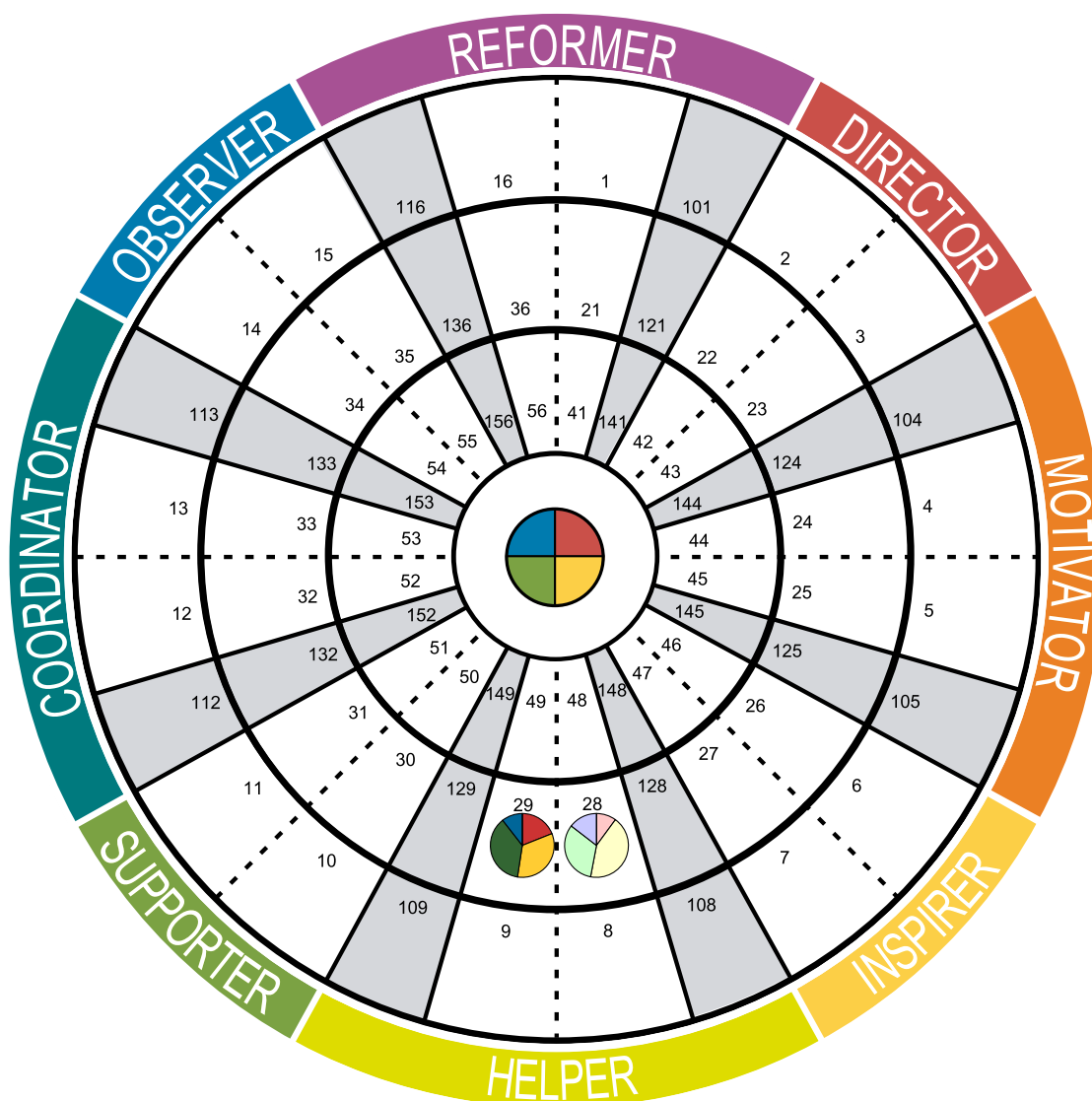
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### Interview Questions:

- How would you distinguish between work and personal relationships with colleagues?
  - Why should we be careful not to dismiss others point of view?
  - What does the sentence "responsible for your own acts" mean to you?
  - When did you last discipline somebody? Outline the facts.
  - How do you put across both the positives and negatives of a situation to colleagues?
  - What steps would you take to ensure you are not being taken advantage of in certain situations?
  - How do you communicate your feelings of stress?
  - Describe the most complicated matter you have dealt with and how you dealt with it?
  - What are your plans for personal development?
  - When you have no other choice than to act tough in a difficult person situation, how do you handle it?
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### Personal Notes

## The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

29: Supporting Helper (Classic)

### Less Conscious Wheel Position

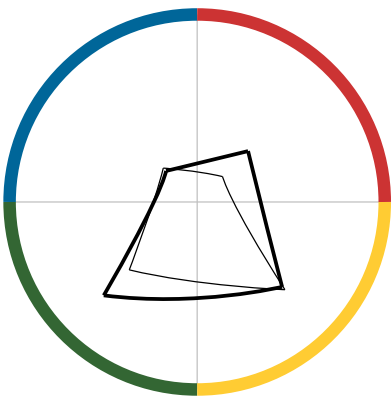
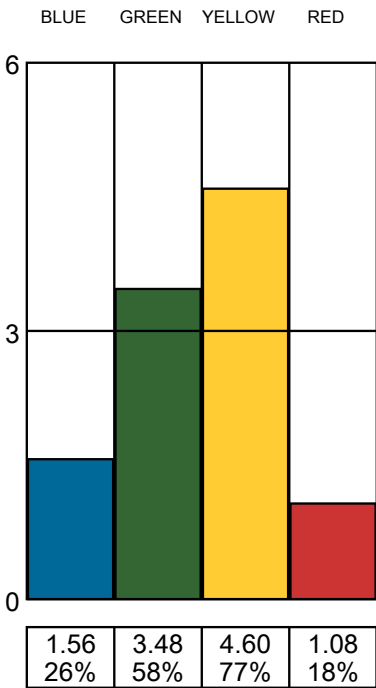
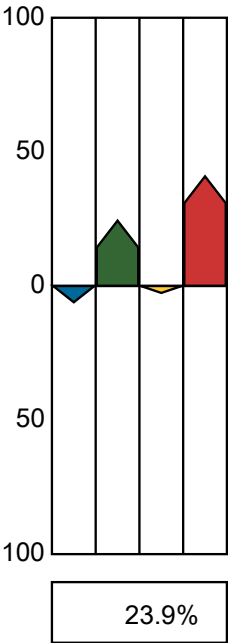
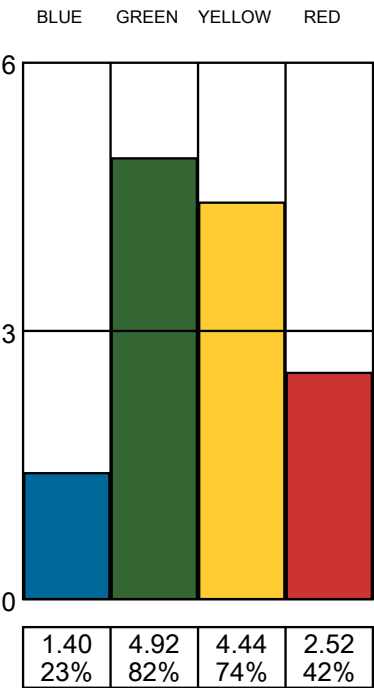
28: Inspiring Helper (Classic)

# The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious  
— Less Conscious



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