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Discovery

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Personal Profile

John Smith

17 November 2011

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

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Introduction

This Insights Discovery profile is based on John Smith's responses to the Insights Preference Evaluator which was completed on 17 November 2011.

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.

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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 logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. He can be good at easing tense situations by getting conflicting parties together to take the sting from the issue. John likes to make things happen and drive everything around him. John's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task. John likes working where he can achieve immediate, visible and tangible results.

Both alert and outspoken, John can see the fatal flaw in a proposal or position but will often argue (and often enjoys arguing) on either side of an issue from a position of "devils advocate". He is a good initiator of new projects, though he may fail to persevere with the details. John has high energy and is always striking out in a forward direction. He follows his impulses, moving strongly towards his goal. He is quick to spot opportunities and see how they can be turned to his advantage. He can be quite inventive and somewhat ruthless when something or someone is obstructing him.

He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work. Whenever he is asked to assume responsibility, his desire for control leads him to want to say "Yes". He is motivated more by the big picture and goals than by regulations and procedures, and is content with established structures only if he can abandon them when they don't serve the intended purpose. He constructs a code of rules embodying his own judgements about the world. He then acts upon the basis of his judgement, whether or not this appears well-founded to others. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere.

His need to be of service to others can occasionally prevent him from relaxing. He may increase his effectiveness by allowing himself to seek and take assistance from others. He is usually more effective when he takes time to consider how he really feels. By slowing down occasionally he is more able to gather relevant data and consider both the practical and personal ramifications of his actions. He prefers to be direct, results oriented and thorough, whilst not always taking time to give real consideration to others.

Sociability, combined with a solid work ethic can result in the setting of high performance standards in both himself and the others who work or interact with him. John is independent by nature, but he is prepared to labour tirelessly for a team mission he commits to. He is aggressive, competitive, ambitious and seeks to win. In the event of unexpected or unanticipated failure, he may seek to turn it into something positive. He dislikes failure deeply. John is a pragmatic individual who can be as tough as the situation warrants.

Interacting with Others

Being respected by his peers is of greater importance to John than being liked. He may appear not to be overly concerned with the needs of others. Because of his apparent work focus, other

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people may be surprised to discover that John is quite devoted to his family and friends. He should first listen to the input of those around him and express appreciation for every contribution, rather than automatically being critical of negative feedback. He may need to work at taking the feelings of others into account and to learn to express his appreciation of others more readily.

He has a tendency to blame other people for difficulties he encounters and may sometimes dismiss others' opinions as of relatively little or no value. He likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why. He may sometimes present himself as an “expert”, fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. He relates to colleagues who appreciate his outgoing, talkative, matter of fact manner. Routine practical work does not interest him for long, because he needs variety and freedom from controls in order to sustain his interest. He could learn to express his appreciation of other people regularly and may find it useful to listen more and appreciate how others really feel.

John likes to be valued for his directness and strength in relationships. John's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. Sometimes seen as blunt and forthright, he may tread on other people's toes without knowing it. He becomes frustrated if he is side-tracked by others' needs. He dislikes being told what to do or how to do it and may irritate others by insisting on doing a thing his way. He wishes to be valued for himself.

Decision Making

John enjoys making decisions. He likes to be in control of things and values efficient and effective decision making. He likes to convert everything into possibilities, ideas, plans and schemes and his initiative and imagination leads him to start many new projects which he may not always complete. His effectiveness depends on how much personal fulfilment he receives from the current task. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives. He values truth above all else and is primarily convinced by logical reasoning.

He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details. Impatient with what he may see as inefficiency and incompetence, he can take tough decisions when the situation calls for it. Internally motivated to achieve, John is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason. His desire to get things done quickly drives him to implement decisions as soon as they are made rather than first seeking to double check the facts before implementation.

John is seen by many as a natural leader and decision maker. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He may occasionally see himself as being physically larger than life, especially during confrontation. He is frank and decisive and doesn't hesitate to let others know where he stands. With his enthusiasm and spontaneity, John brings a refreshing approach to decision making. He is comfortable in leadership positions and readily accepts responsibility for making things happen.

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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:

- Ability to communicate his vision to others.
- Sees innovation as a necessity.
- Will look for the good in people and events.
- A natural entrepreneur, inquisitive and adaptable.
- Boundless energy, capable of adopting a number of roles simultaneously.
- Versatile and adaptable to many situations.
- Draws people together.
- Original inventive thinker.
- Resourceful.
- Enthusiastic leader - drives for results.

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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:

- Impatient with others he sees as having lower standards.
- Takes leaps into the unknown. May ask others to take leaps into the unknown without explanation.
- Sometimes lacks a sense of humour.
- Doesn't suffer “fools” gladly.
- Lacks tact and diplomacy.
- Fears loss of face in any situation.
- Can be thick skinned and appear self-opinionated.
- May jump, seemingly randomly, from task to task.
- Usually puts facts before feelings.
- Dislikes and rebuts personal criticism.

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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:

- Contributes vigorously and enthusiastically.
- Brings direction and realism to every project.
- Exhibits a strong sense of urgency
- Can perform several roles at once.
- Challenges existing methods if he feels they are inadequate.
- Provides inspiration and perspiration.
- Communicates clearly and effectively.
- Is always ready to offer service to colleagues.
- Always looks for ways to improve his and the team's, performance.
- Will drive others to achieve greater things.

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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:

- Be enthusiastic and positive.
- Respect his values and ambition.
- Focus on the task at hand.
- Keep it brief and to the point.
- Agree with him wherever possible.
- Keep up with his pace.
- Be prepared to get a quick decision.
- Bring proof and evidence of performance.
- Point out the consequences, with care.
- Be aware of his becoming defensive by watching his body gestures.
- Present an overview of the essence of the important facts.
- Be alert and quick on your feet.

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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:

- Wait for praise or recognition.
- Come unprepared and disorganised.
- Let him dominate the conversation.
- Be dull, dour or redundant.
- Overload him with facts, details and paperwork.
- Use off the cuff remarks.
- Expect to “rail road” him - without a fight.
- Try to hoodwink or mislead.
- Speak too slowly or hesitantly.
- Challenge his authority “head on”.
- Prevent him moving on to other challenges.
- Digress or wander off at a tangent.

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Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

John’s possible Blind Spots:

John needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. He tends to be seen by others as dictatorial and can be aggressive in arguing his position. As an extraverted, future oriented person, he may fear failure above all else.

Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say. He values fast action and doing many things at once. When under pressure he may get the job done by cutting corners or neglecting quality. He may rely on personal forcefulness and, if necessary, intimidation to achieve his aims. He may appear aggressive and too strong willed at times. John is occasionally tempted to opt for the quick decision even though some of the key facts may not be in place.

Sometimes he talks and thinks so quickly, and so much, that others have the impression they have not been required to contribute. Perhaps best thought of as one of life's natural organisers, he is practical, strong willed and needs to get his own way or he may become rebellious. His preference for living in the moment and adopting an “emergency” style of responding to crises can generate a rather chaotic environment for others around him. He may not wish to hear the objections of others because, to him, his own position usually seems unquestionable. He needs to prioritise his activities, and find the balance between work and play. In this way he can gain a broader perspective of his life.

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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 Supporter, Jung’s “Introverted Feeling” type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. John will see the Supporter’s efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the “extra mile” to help someone they consider as a friend.

John may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

John will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples’ lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

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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:

- Respect his need to be alone for extended periods.
- Seek confirmation of willingness to undertake new tasks.
- Be modest and polite.
- Remember that he may not be revealing his real underlying concerns.
- Give him advance notice and time to prepare.
- Gaining obedience is not enough - ensure you have co-operation.

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

- Expect rapid acceptance of new ideas.
- Be cold, aloof or adopt an autocratic approach.
- Use destructive criticism or create unnecessary conflict.
- Cut him short or discourage him when he wishes to share information.
- Assume his pauses imply lack of interest.
- Be brusque, overbearing or harness him to unrealistic deadlines.

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Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for John's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

John may benefit from:

- Constant reminding of the need to consider alternatives and anticipate consequences.
- Really listening to the views of others.
- Becoming more patient and less restless.
- Regularly reflecting on the days events.
- Making compromises to maintain good relations.
- Recognising that his bull in a china shop approach is sometimes inappropriate.
- More awareness that he constantly moves from one project to another.
- Taking time out to indulge himself in simple pleasures, such as music and the arts.
- Appearing more sensitive to others feelings.
- Slowing down and thinking things through.

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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:

- Everyone makes good use of their time.
- There are opportunities to beat new paths.
- He has access to the fastest computers, where computers are used.
- He continuously contributes to organisational improvement.
- His natural creativity is given room to flourish.
- Constant progress is seen in the development of projects.
- Few distractions exist to take attention away from the task.
- There is little "traffic" or social interaction.
- His organisational skills are used to the full.
- He can set the pace.

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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:

- The ability to define at least some of the rules.
- A manager who communicates clearly and precisely, yet allows him room to manoeuvre.
- To be reminded of what he has not yet done.
- To know clearly where the future prospects and opportunities lie.
- To be aware of his frenetic work pace and recognise the effect this may have on others.
- Managed by objectives.
- Managed by exception - let him get on with it!
- Help in restraining the allocation of blame.
- Only the minimum of social chit-chat around him.
- To be left alone to get on with the job.

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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:

- Career prospects that appear unlimited.
- A wide range of activities.
- Having large mountains to climb.
- Group activities outside the job.
- Being able to take control of situations.
- Change, variety and new projects.
- Ideals, visions and the big picture.
- Working towards targets, goals and objectives.
- New principles and imaginative concepts.
- Being in positions of authority and responsibility.

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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:

- Lead from the front by personal example.
- Want to be the best.
- Fail to listen actively to the views and opinions of others.
- Set rigid guidelines for completion of tasks.
- Try to do several things at once.
- Prompt people who naturally work at a slower pace.
- Disregard certain opinions and ideas which differ from his own.
- Delegate administration and concentrate on outcomes.
- Confront people who are not pulling their weight.
- Keep rules and regulations to the minimum.

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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.

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Selling Style Overview

These statements provide a broad understanding of John's selling style. Use this section to gain a better understanding of his approaches to his customer relationships.

Selling Style Overview

John both excites and is exciting when selling, and thoroughly enjoys positive sales experiences. He requires a continually changing sales environment in order to maintain focus and enjoys the power and status success brings. He takes a flexible approach to sales problem solving.

John displays high energy in most sales activities, using his persuasiveness and creativity to secure customer commitment. He should listen carefully to the customer's input and express appreciation for every contribution, whether he agrees or not, before presenting his solutions. John has the knack to get people to act on his advice. Visualising future sales opportunities that seem impossible now, he may well see them come to fruition sooner than could realistically be expected by others. In conversations, he is usually verbal and persuasive and seeks to get results quickly by articulating the need for action.

He enjoys, and takes the chance, to talk to potential customers about his expertise. He constantly seeks opportunities to discuss new ideas and products with customers. During all stages of the sale, he should first listen to others' input, and then make an effort not to be defensive or reject feedback that he perceives to be critical or irrelevant. He can turn his talents to practical sales solutions, but finds satisfaction equally in work that allows him to regularly use his creativity and interpersonal skills. John is usually forthright and objective. This may mean he needs to be reminded of how differently some of his customers may feel about an issue.

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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:

- Thrives on a crisis. Be aware that the 'buzz' for him can be stressful for others.
- Identifies key priorities at the planning stage.
- Masters technical and complex subjects quickly by asking incisive questions.
- Manages pre-call time efficiently.
- Combines determination and dedication in prospecting.
- Is tough, thorough, strong-willed and persevering.

Before the sale begins John could:

- Spend ample time on research.
- Avoid assuming too much responsibility or control.
- Record, maintain and share key customer information.
- Avoid being too single-minded about immediate results.
- Consider a greater variety of possible outcomes for the sale.
- Consider the best ways to build a deep relationship with the customer.

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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:

- Links the customer's needs naturally to the product or service.
- Articulates critical issues when communicating his view of customer priorities.
- Adopts a direct, versatile and robust interviewing style.
- Applies his intuition to the assessment of his customer's needs.
- Sees logical links between needs and the product or service.
- Shows strong relating skills.

When identifying needs John could:

- Make use of his natural creativity to uncover hidden needs and opportunities.
- Be less concerned with demonstrating knowledge and more concerned with understanding needs.
- Rely more on his customers' needs based on their past experience - not his own.
- Add a truly consultative approach to his repertoire.
- Be sure to establish mutual agreement.
- Spend more time developing trust with potential customers.

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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:

- Can combine a logical proposal with empathy in understanding his customer's needs.
- Is viewed as a pragmatic, rational thinker.
- Readily paints word pictures that illustrate the potential.
- Uses intuition effectively to assess resistance levels.
- Maintains control throughout the proposal process.
- Generates confidence through his enthusiasm.

When proposing John could:

- Delay pushing for a final conclusion about the solution.
- Avoid a tendency to oversell the advantages.
- Be prepared to be more inclusive and consultative in approach.
- Take responsibility for checking the more complex aspects of the proposal.
- Take care not to enforce his will on the process.
- Be aware that his style may be interpreted as somewhat controlling.

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Handling Buying Resistance

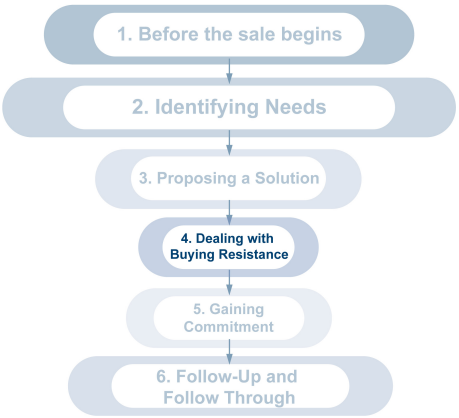
If the customer relationship has been built effectively, buying resistance should be low. However, this section suggests strategies for John to deal effectively with buying resistance.

John's key strengths in dealing with buying resistance:

- Separates the reality of the objection from emotional issues.
- Refuses to be blown off course.
- Will take positive action to progress the sale.
- Avoids rebuttals by using his strong people skills.
- Appeals to logical and emotional motives when responding to the customer.
- Accepts resistance simply as a challenge that must be overcome.

When dealing with buying resistance John could:

- Be less controlling to avoid being seen as arrogant.
- Understand the negative impact his direct responses could have on the customer.
- Check that any misunderstanding has been answered satisfactorily before moving on.
- Stick with the issues in hand and avoid generalisations.
- Probe for real concerns delicately and sensitively.
- Avoid the temptation to reach conclusions too quickly.



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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:

- Uses his imagination to find ways to close the sale.
- Leads "waverers" towards earlier completion.
- Drives for results and speedy outcomes.
- Readily deals with the unexpected.
- Closes sales with a positive expectation.
- Summarises benefits concisely.

When gaining commitment John could:

- Respect that certain customers need more time to reflect before deciding.
- Recap and check before asking for a commitment.
- Concentrate on progressively, rather than spontaneously, closing the sale.
- Give concessions graciously and willingly.
- Ask closing questions that reflect the customer's style and preference rather than his own.
- Take care not to appear patronising when using superior knowledge.

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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:

- Sees people and ideas as the key to success in sales support.
- Transforms customer needs to new business opportunities.
- Maintains a focus on future wants throughout the support phase.
- Builds a large and effective network within his customer base.
- Remains keenly aware of new development opportunities.
- Views customers as a means to a solid business end.

When following-up and following through John could:

- Be less formal in his interaction on occasions.
- Consider the potential consequences of bending the rules to meet a customers need.
- Make follow-up contact calls more regularly.
- Curb a desire to "hit and run" with repeat business or servicing commitments.
- Be relaxed about the fact that things go wrong.
- Keep in touch with the customer, even without the certainty of new business arising.

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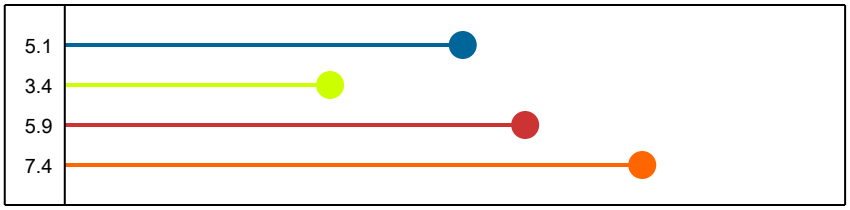
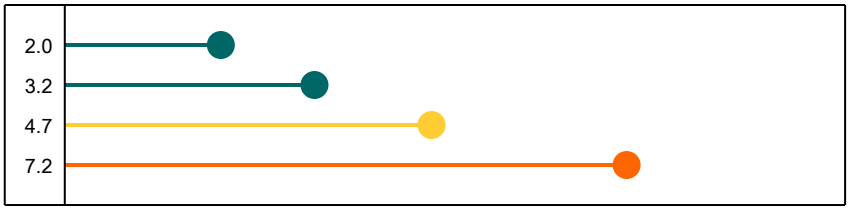
Sales Preference Indicators

Before The Sale Begins



Researching
Building Trust
Clear Objectives
Getting Appointments

Identifying Needs

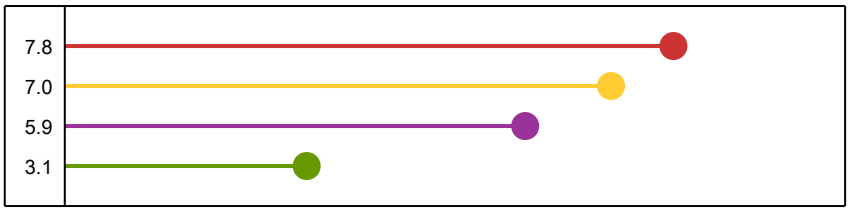


Listening
Questioning
Encouraging
Creating Opportunities

Proposing

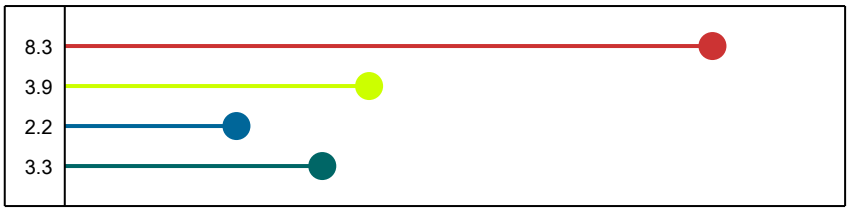
Focused & Relevant
Enthusiastic Presentation
Shows Understanding of Needs
Organisation & Accuracy

Handling Buying Resistance



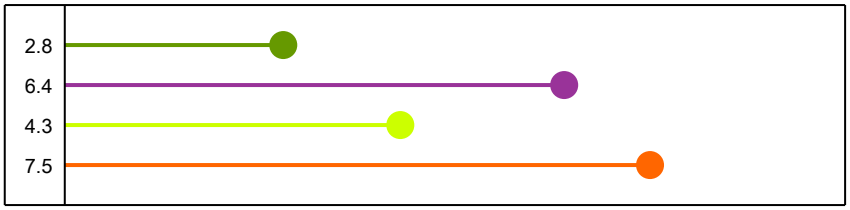
Direct Handling of Objections
Persuasion
Clarifying Details
Meeting Concerns

Gaining Commitment



Closing
Flexibility
Minimising Risks
Meeting Clients' Needs

Follow-up and Follow Through



Maintains Contact
Account Planning
Relationship Maintenance
Developing the Account

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Personal Achievement Chapter

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

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

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

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

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

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Living on Purpose

Having a sense of purpose and worthy goals are important to building a strong foundation for a successful life. Here are some of the things John should be aware of in setting goals and defining his purpose.

Living on Purpose

John thrives on excitement and stimulation. He readily takes on tough challenges that stretch him and those working with him! He is a creative visionary and sometimes tends to forget the importance of more specific short term objectives as essential milestones to long term achievement. Because of his strong goal-seeking energies he sometimes has difficulty in relating to others with less drive to succeed than him.

He is well organised and monitors progress towards goals. He should also seek feedback from others more regularly and overcome his tendency to reject opposing inputs. Always open to change, John can direct team members towards turning the vision into reality. To John, honesty is the best policy - even if it hurts. The goals he will set or accept for himself will sometimes stretch him beyond that which he feels capable of attaining. He should decide if he is responding to the urgent or the important.

He vigorously resists having goals set for him by others when he possibly can. Although the interests of others are of interest to him he will rarely neglect his own concerns on their behalf. His confidence motivates him to embrace challenging tasks with little fear of the impact of failure. He has great clarity of vision concerning what he wants to achieve, and would benefit from spending time defining a more specific action plan. Driven by the desire to succeed, failure is seldom a word that comes to mind.

Personal Notes

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Time and Life Management

Benjamin Franklin said "Dost thou love life? Then do not squander time, for that is the stuff life is made of". This section contains some strategies that John can use to become more effective in the area of time and life management. Choose the most significant ones and apply them every day for high levels of effectiveness.

In managing his time, John,		Suggested Action For Development
Likes to plan for everyone.	→	Be careful of not over-controlling outputs.
Is versatile, adaptable, and flexible in the role.	→	Ensure he is managing time and not vice-versa.
Exhibits high outgoing energy levels.	→	Schedule thinking time for himself.
Is de-motivated by routine tasks.	→	Incorporate variety and regular change into the schedule.
Displays a practical ability in implementing tasks.	→	Allow others to become involved with implementation procedures.
Likes to get straight to the point.	→	Adopting a more lateral approach may uncover more opportunities.

Personal Notes

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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
Has the task and results always in mind.	→	Stop to consider the implications for people involved.
Uses a probing style to generate outputs.	→	Remember that others may warm to a less direct approach.
Is expert at detached and objective thought.	→	Ask others for their ideas, without pre-judgement.
Will be highly visible in putting ideas across.	→	Respect others' needs for their own air/space.
May seek perfection through improvement.	→	Be aware that seeking improvement may be seen by others as being "picky".
Will evaluate the viability of ideas and can make clear detailed recommendations.	→	Show his flexibility to his audience by providing more than one option when possible.

Personal Notes

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Lifelong Learning

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

John's preferred learning style is supported when he:

- Is encouraged to look at a situation from a variety of angles.
- Can solve stimulating intellectual problems requiring workable solutions.
- Can challenge theories in a robust manner.
- Is more open to the impact of humour.
- Can learn from the knowledge and experience of experts.
- Can strongly present opposing views.

John can stretch in learning by:

- Taking others' suggestions into consideration.
- Capturing 'out of the box' thoughts in black and white.
- Using more time to structure his thoughts.
- Disciplining himself to slow down and adopt a more considered approach.
- Understanding the importance of self-discipline in gaining a thorough understanding of the subject - if something is worth learning, it's worth mastering well.
- Assimilating supporting facts and figures to deepen his understanding.

Personal Notes

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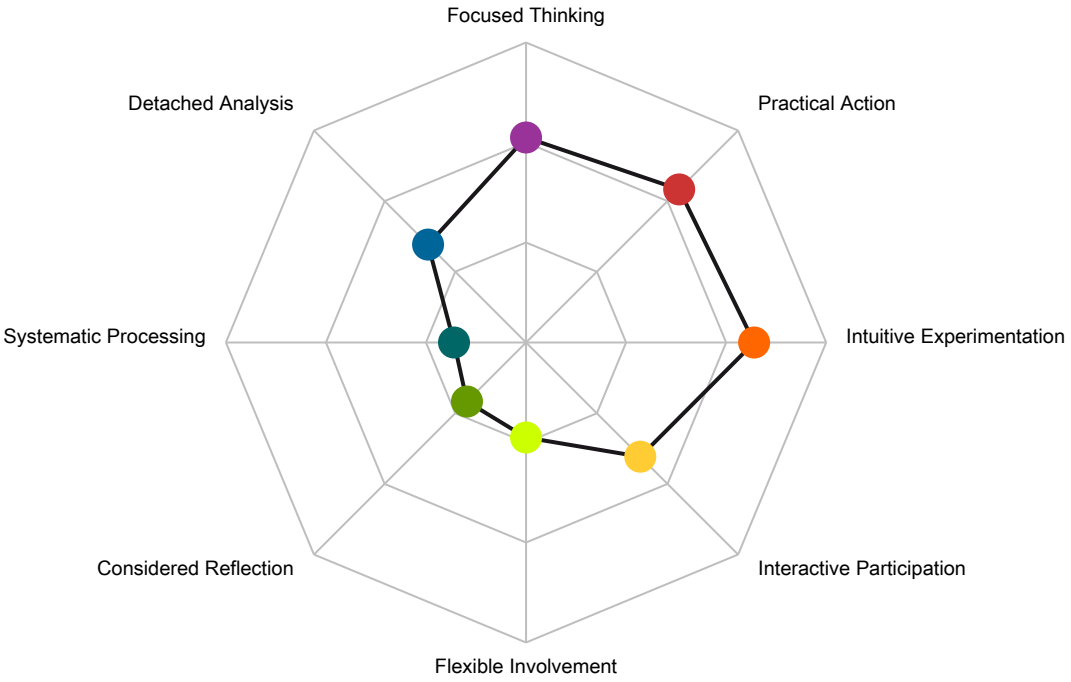
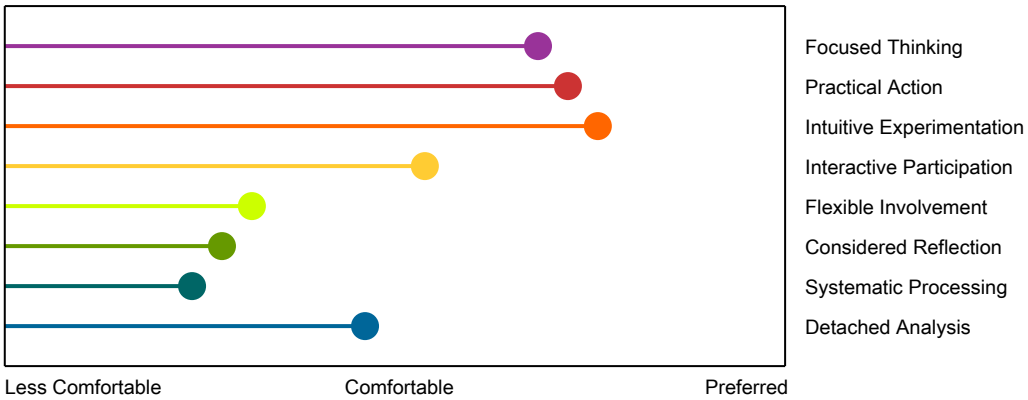
Learning Styles

17 November 2011





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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:

- How would you avoid imposing a subjective idea of yours upon others?
- When do you ask others for help?
- When would you completely delegate without giving prior guidance or receiving regular feedback?
- Is it your experience that quiet people in the team often react more effectively if they are given clear precise direction?
- Would you say that you can always uncover errors in another's viewpoint?
- Do you like to complete one activity before moving on to another?
- How much do you value other peoples opinion and would you argue your case if necessary?
- How do you feel about working in a supporting role?
- How do you share and care for the fortunes of others?
- Do you compare others performance/output to your own?

Personal Notes

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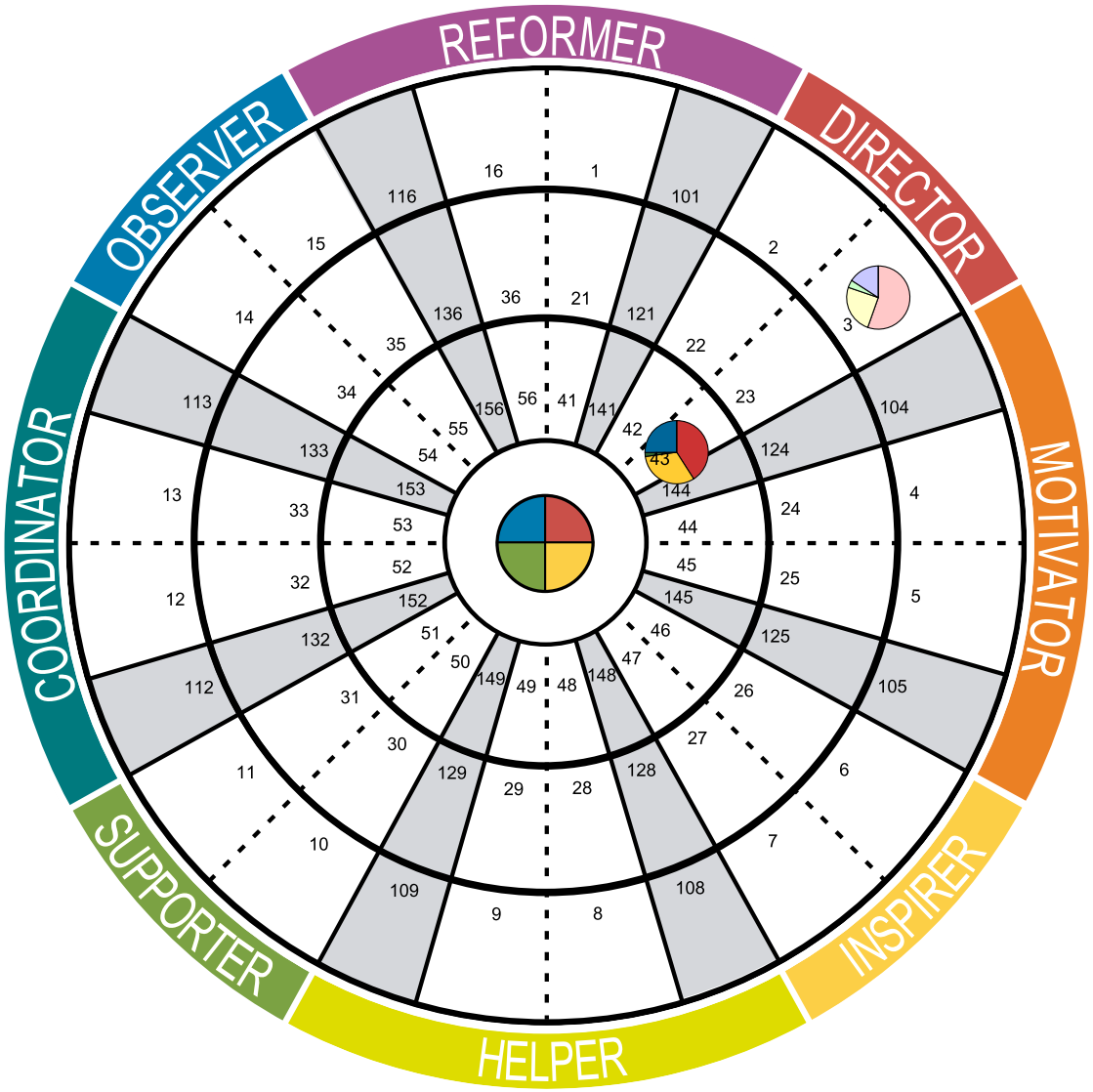
The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

43: Motivating Director (Accommodating)

Less Conscious Wheel Position

3: Motivating Director (Focused)

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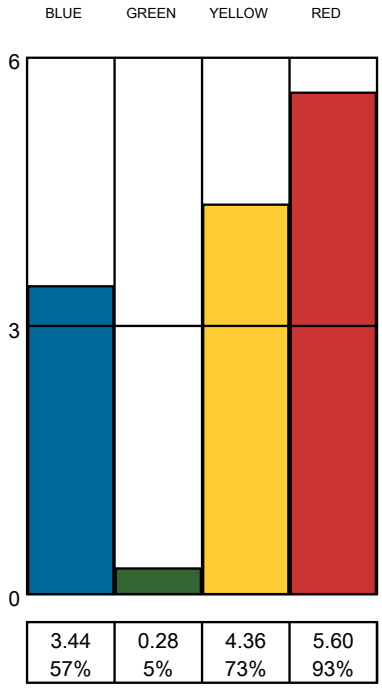
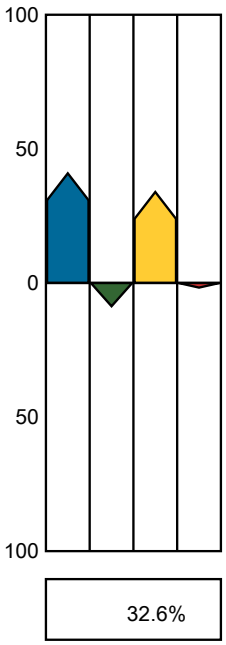
The Insights Discovery® Colour Dynamics

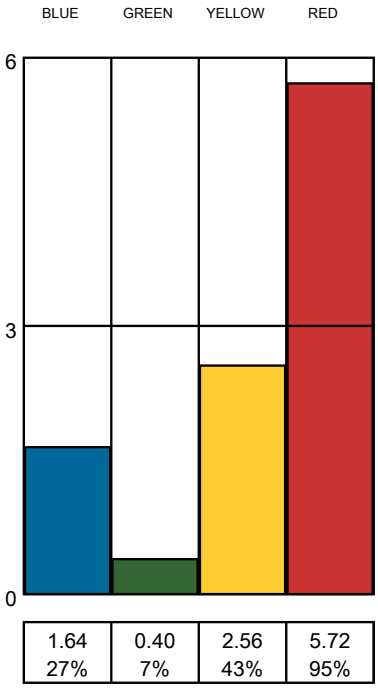
Persona (Conscious)

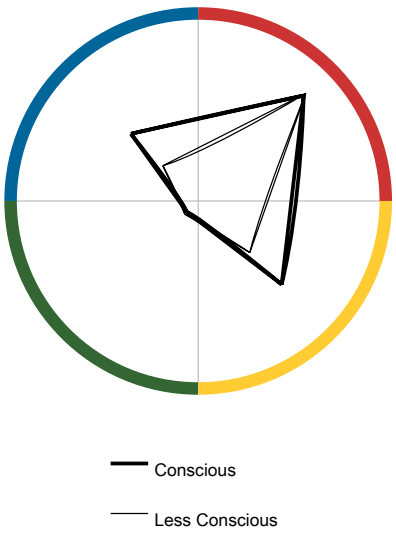


Preference Flow



Persona (Less Conscious)





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