



Discovery[®]

Personal Profile

John Smith

27 April 2020

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 27 April 2020.

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 quiet, amiable, dedicated and loyal. 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. He likes system, order and few surprises and to work in an environment which he feels is secure. John is a steady individual who lends a quiet stability to everything. He may have difficulty asserting himself and in saying “No”.

Practical and repetitive mundane work does little to satisfy him as he needs to make a personal contribution. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others. 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. John is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others. His strong sense of personal values may make him reserved around strangers whose values he feels may conflict with his own.

One of John's strengths is an ability to let others work at their own pace coupled with an awareness of the unique contribution each person makes. If he makes a serious mistake at work he may feel guilty for a long time. He can adapt himself to a wide variety of tasks, but prefers the familiar. It is when he is committed to an objective or an ideal that may be undergoing change that his stubbornness emerges and he can become rigid and much more demanding of self and others. His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough.

His need to be of service to others can occasionally prevent him from relaxing. Although he has a tendency to undertake too much, somehow everything gets done in its own time. A good day to day planner, he is relaxed about getting things done because he is fully engaged in the here and now. John values people who take the time to understand his personal goals and values. Psychology, counselling and educational interests may hold great appeal to him as part of his business role.

He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. He is at his best in work that involves people and task, where co-operation can be achieved through goodwill. Enjoying a “low profile”, one of John's great strengths is his natural, unobtrusive, accepting manner. Although he is quite ingenious and idea-oriented, he is rather modest about his finer qualities. He is easy-going and low key and may be prone to doubting his own ability.

Interacting with Others

John has a deep, almost uncanny way of understanding people's feelings, drawing out the individuality of each person and instinctively caring for people's emotional needs. Although somewhat hard to get to know well, his fulfilling private life makes him loyal and trustworthy in friendship. 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. Although reserved on the outside, he cares deeply inside. Situations that find him in charge as autocratic leader do not usually suit him as he prefers to be more supportive than directive.

John feels a love and sensitivity for others and an appreciation for life. John is seen as a gentle, caring and sensitive person who keeps many of his intensely personal ideals and values to himself. Much of his true style may be hidden from others at work as he is unlikely to express his feelings until he knows someone well. He may have a tendency to repress anger. While appearing to agree with others, he may internally disagree, using passive strategies to release his tensions. He may excel in fields that involve human values.

He is reticent about conflict and can usually detect, ahead of others, when a disagreement is about to erupt. 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. Frequently reflecting, his intuitive feelings prompt a sense of the endless possibilities inherent within him as he considers how such potential may be realised. He can be both sensitive and intense. He is seen by most people as kind and sympathetic.

Decision Making

Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. He tends to make sound future decisions only after deeper reflection. Generally a reflective decision maker, he finds problems stimulating and usually reflects carefully before he acts. It is in gaining others' acceptance of his ideas that he provides quality leadership.

He may prefer at times to communicate his feelings about others in writing, rather than verbally. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. His natural introversion does not prevent him from making critical and incisive comments with conviction and presence. John is an excellent "sounding board" for others who are seeking to explore their own ideas. He is very firm about his inner loyalties and sets very high standards for himself in this area.

Where he holds strong values, John is firm and uncompromising in expressing and enacting his beliefs on these subjects. John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. He tends to make choices around his own personal feelings which may be as important to him as more objective data. John is good at easing tense situations, enabling competing or conflicting groups to unite. John makes better decisions when other people he knows share his values.

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:

- Unassuming, patient, relaxed and non-threatening.
 - Can “go with the flow”, particularly where people are concerned.
 - Gives and receives trust.
 - Tolerant and giving.
 - Relaxed about what others may think of him.
 - Affectionate, self effacing and accommodating.
 - Loyal, self sacrificing and sympathetic.
 - His word is his bond.
 - Solid organisational abilities.
 - Strong sense of personal values.
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Personal Notes

Key Strengths & Weaknesses

Possible Weaknesses

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

John's possible weaknesses:

- Seen as rather rigid, inflexible and unbending.
 - Will prefer to be reserved and distant until he gets to know someone well.
 - Can miss opportunities by being cautious around strangers.
 - Digs in if not convinced of need for change.
 - Has difficulty in sharing concerns and reservations except with close and trusted peers.
 - Can seek perfection, yet underrates and underestimates his contribution.
 - May find it difficult to suggest more effective systems and procedures to others.
 - Finds it difficult to say “no” if relationships are being threatened.
 - May unwillingly sacrifice his own needs for others.
 - A lack of confidence in his own judgement, although that judgement is often correct.
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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.

As a team member, John:

- Will be conscious of the human factors in the organisation and the team.
 - Is prepared to spend time to resolve personal issues.
 - Is a dedicated supporter of the team.
 - Shows tenacity and persistence.
 - Is perceived by most others as honest and sincere.
 - Is dependable with a stabilising presence.
 - Senses any unspoken tensions in the team.
 - Likes and is liked by most others.
 - Exhibits patience and conformity.
 - Helps generate trust for the team.
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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.

Strategies for communicating with John:

- Put important messages in writing for clarity.
 - Listen to his opinions.
 - Appeal to his need to be of service.
 - Speak slowly and sincerely.
 - Remember to ask for his opinions of other systems and projects.
 - Avoid personal conflict.
 - If you must criticise, do it slowly, constructively and honestly.
 - Show concern for his opinions and be willing to discuss personal matters.
 - Gaining obedience is not enough - ensure you have co-operation.
 - Maintain a consistent, personal relationship with him.
 - Recognise his solid efforts and acknowledge his input.
 - Take a low key, friendly approach.
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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.

When communicating with John, DO NOT:

- Show impatience with, or annoyance of, his calm exterior.
 - Attempt to disguise your true motives.
 - Use his quiet demeanour to seek to dominate or control.
 - Force him to take a positive stance on an issue without time for thought.
 - Invade his personal space.
 - Sweep aside his doubts without full consideration.
 - Touch him if you can avoid it.
 - Abuse or take his conscientious success for granted.
 - Praise over effusively.
 - Try to rush him into a decision.
 - Set tight deadlines or force him to make an immediate decision.
 - Patronise or be paternalistic.
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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.

John's possible Blind Spots:

When under extreme pressure, John may choose to withdraw, but only to prepare for the next battle within his own fortress. Sometimes envious of others whose drive and enthusiasm seems greater than his own, John should worry less about what others might think of him. John's responses in defence of people can be illogical to the point that he appears irrational.

John may reflect longer than is necessary before undertaking or beginning a project. He responds well to praise, but is easily hurt by negative criticism, which makes him appear over-sensitive to some others. His own personal feelings in relationships and decision making are trusted by him and used to the exclusion of more objective data. Making many assessments privately, John keeps the most important issues to himself, leaving others ignorant of what is going on. Continuously focusing on his current experiences, he tends not to look beyond the moment and may miss the broader view.

He may not easily understand criticism of his work, tending to associate criticism with displeasure. Although he may not readily display it, John can be so committed to his own principles that he develops tunnel vision. He is vulnerable to the criticism of others because he tends to take feedback personally, which leads him to take offence and become discouraged. He needs to work toward becoming more articulate and action-oriented. 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:

- Be practical and logical.
- Keep personal comments to yourself.
- Respect his values and principles.
- Deal in probabilities not possibilities.
- Be ready to leave quickly.
- Keep it brief and to the point.

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

- Stray from the agenda.
 - Wait for praise or recognition.
 - Challenge his authority “head on”.
 - Try to hoodwink or mislead.
 - Criticise his ideas or take issues with them.
 - Be indecisive, unclear or “woolly”.
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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:

- Putting tasks into perspective and not seeking to produce excellence in things that perhaps did not need doing at all.
 - Changing his perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
 - Being less willing to take on too many additional tasks.
 - Having time bounded action plans for every situation.
 - Working towards becoming more effusive and action-oriented.
 - Expecting more rewards for his efforts.
 - Becoming more involved in social and business developments.
 - Gaining a clear understanding of his true potential.
 - Not delaying until tomorrow that which can be done right now.
 - Dealing with some problems “head on”.
-

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:

- Regular feedback and encouragement is given.
 - Theoretical concepts are followed up with practical “hands-on” experience.
 - He can have his own work space.
 - He is able to constantly develop and extend his skills.
 - There is harmony.
 - Clearly defined responsibilities are assigned.
 - Everyone has a chance to express their views without being pressured.
 - There is continual feedback and encouragement.
 - Hard work is rewarded with feelings of fellowship and security.
 - Principles and standards are respected.
-

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 part of a small team where ideas are encouraged and valued.
 - Gentle introduction of new concepts and activities.
 - To maintain focus and direction.
 - Help with monitoring his agreed deadlines.
 - A workplace offering privacy but not exclusion.
 - Respect for his need for reflection and solitude.
 - Personal and professional development to be supported and encouraged.
 - Help to determine the pace and deadlines.
 - To be able to use his one-to-one strengths in counselling or mentoring.
 - Regular opportunities to interact with other well respected and valued colleagues.
-

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:

- Having his opinion sought on support services.
 - Membership of peripheral committees and workshops.
 - Safe opportunities to develop untried or previously suppressed skills.
 - A degree of autonomy.
 - An internal desire “to do the right thing in the right way”.
 - Integrity from his superiors.
 - Opportunities to share experiences with a small, relaxed group of colleagues.
 - A feeling that things are generally going in the right direction.
 - Appreciation for a job well done.
 - Being asked for his opinion.
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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.

In managing others, John may tend to:

- Require time for consideration before making decisions.
 - Serve his team rather than lead in a forthright manner.
 - Over-estimate the ability of others.
 - Allow far too much feedback.
 - Take on too many disparate activities, resulting in a loss of focus and identity for others.
 - Appear stubborn and intransigent in areas which conflict with his sense of values.
 - Delegate only simple, straightforward tasks which fail to challenge others.
 - Worry too much about minor issues.
 - Be too trusting of his people.
 - Lose sight of the objectives of meetings, spending too much time discussing personal issues.
-

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.

Selling Style Overview

Amenable, patient and friendly, John tends to build close, steady relationships with a small number of customers. John has a strong sense of duty and loyalty to customers, but has little desire to impress or influence them against their own judgements. He displays a warm and sensitive disposition towards customers and makes the most of what life has to offer.

Sincere feedback from others is required to ensure he continues to maintain his motivation in providing an excellent level of service. Good at identifying customer needs, John can be seen as constantly trying hard to please. John likes to build harmonious relationships with customers and continually seeks to maintain these relationships. He is prepared to share in the ambitions and aspirations of those around him particularly when he believes his counsel will be valued. John is seen as generally relaxed, but capable of rising to a challenge.

He dislikes confrontation, but will prove a formidable adversary if his values are undermined. Perceptive to the needs of his customers, he seeks to bring a win/win situation into every sale. John likes his customers to appreciate his efforts, and does not work solely for personal gain. He produces his best sales performance when constantly encouraged, rather than put under pressure or challenged. Good at dealing with friendly people, he does not respond too well to customers displaying an impersonal style.

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:

- Realises the importance of the account planning process.
- Establishes clear target outcomes in advance for his customer calls.
- Likes a relatively long lead-in time, to develop lasting relationships.
- Approaches lead generation in a systematic and practical way.
- Exercises a disciplined approach to prospecting.
- Will prepare well to pave the way for regular, repeat business.

Before the sale begins John could:

- Remember that failure can often mean a step closer to success.
- Be more assertive in seeking appointments.
- Be prepared to get to the point quickly.
- Put more trust in his intuition.
- Visualise positive outcomes at every opportunity.
- Set testing and stretching sales targets for himself.



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:

- Checks understanding to ensure the customer's desires have been correctly identified.
- Builds client confidence with his attention to customer satisfaction.
- Methodically identifies and notes customer feedback and needs.
- Recognises and values differences in people's approaches and styles.
- Encourages openness through perceptive and empathetic listening.
- Can listen sympathetically for long periods.



Personal Notes

When identifying needs John could:

- Spend less time with people who aren't key decision-makers.
- Try not to judge customers who have a more extraverted style of communication.
- Stay objective.
- Really focus on the customer's hot buttons, and push them at the appropriate moments!
- Avoid letting any negative customer response shut him down.
- Spend less time on administration and more on "face-to-face" interaction.

Proposing

Having identified the customer's needs, the proposing phase should close the gap between their needs and the current situation. Here are some of the keys for John to develop a powerful and effective proposing style.

John's key strengths in proposing:

- Provides practical, customer-focussed solutions.
- Follows a logical path that includes all relevant information.
- Can deliver substantive text-based proposals.
- Delivers timely outputs, dependably.
- Turns the vision into reality.
- Proposes efficient ways to solve problems.

When proposing John could:

- Dress "brightly" or "sensibly" as the occasion requires.
- Close every presentation with a call to action.
- Remember that it is he who is the expert - not the customer.
- Look for a vision in the customer's mind, of the anticipated outcomes.
- Use more pace and animation in his presentations.
- Be more spontaneous in proposing alternatives.



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:

- Is perceptive and empathetic in identifying potential resistance.
- Appears to give more than he takes.
- Overcomes most objections through his quiet determination.
- Deals with "illogical" objections in a matter-of-fact way.
- Provides the solutions in a well-organised manner.
- Uses common sense solutions to circumvent obstacles.

When dealing with buying resistance John could:

- Take fewer objections at face value.
- Welcome every comment as an opportunity for a helpful response.
- Be confident in directing the customer's thinking.
- Think out loud if the prospect is responsive.
- Consider that his enthusiasm for the product may not be obvious to the customer.
- 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:

- Is a tolerant and persistent closer.
- Dedicates himself to long term relationships.
- Persuades others through a passion for his subject.
- Checks the effectiveness of previous outcomes.
- Reduces the risk of loss to the customer by ensuring the majority of their needs are always met.
- Democratically leads his customer through the processes.

When gaining commitment John could:

- Add tougher closing strategies to his sales repertoire.
- Expect the unexpected to be beneficial - not injurious.
- Offer less choice and more direction.
- Talk confidently about money issues rather than showing embarrassment about the matter.
- Accept that a short term failure may be the doorway to long term success.
- Constantly look for "buying signals" and respond to them as they appear.



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:

- Maintains contact with his customer long after completion of the initial process.
- Obtains detailed feedback at every stage.
- Carefully plans future updates for customers.
- Continuously evaluates the implemented solution.
- Quietly and effectively addresses customer concerns.
- Specialises in "customer after-care".

When following-up and following through John could:

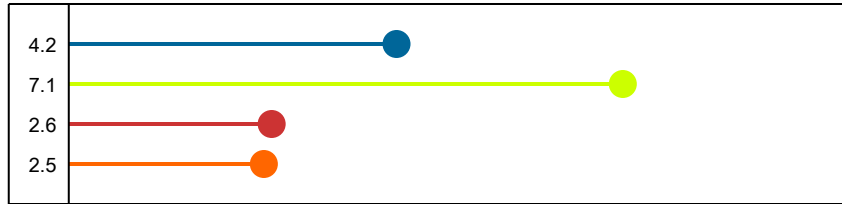
- Keep exploring the possibilities of "add-on" sales.
- Keep the follow-up agenda and objective clearly in mind.
- Create a system to help him remember and action the commitments he makes.
- Develop an effective system for keeping the customer more informed.
- View negative comments more as an opportunity for development.
- Spend less time worrying about a business relationship that has gone wrong.



Personal Notes

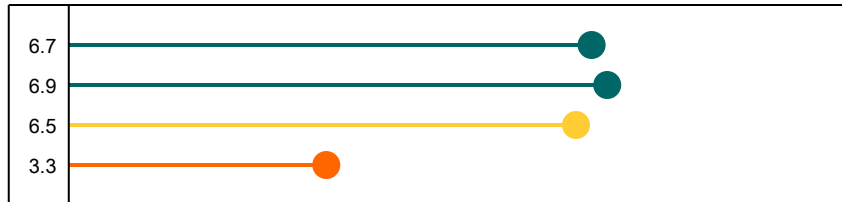
Sales Preference Indicators

Before The Sale Begins



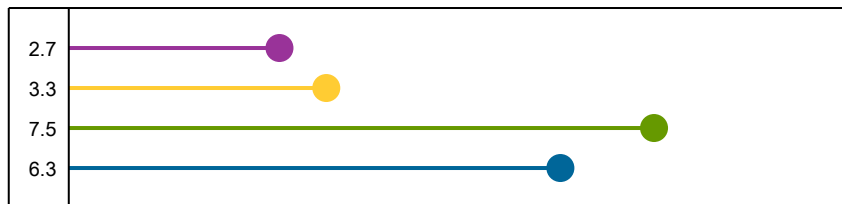
- Researching
- Building Trust
- Clear Objectives
- Getting Appointments

Identifying Needs



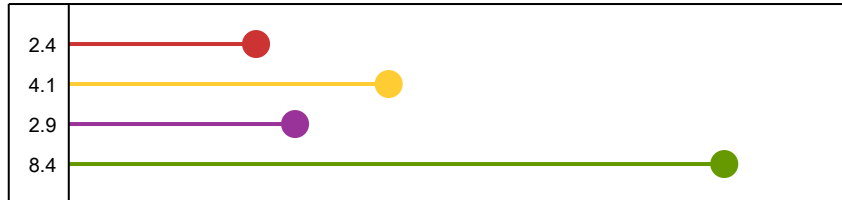
- Listening
- Questioning
- Encouraging
- Creating Opportunities

Proposing



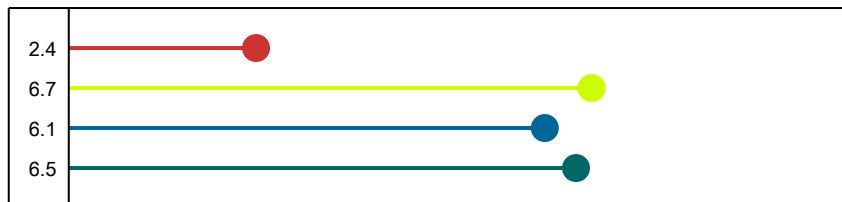
- Focused & Relevant
- Enthusiastic Presentation
- Shows Understanding of Needs
- Organisation & Accuracy

Handling Buying Resistance



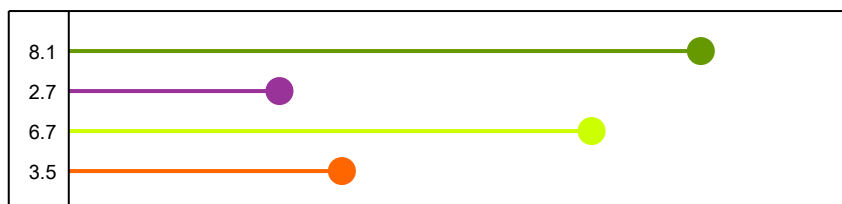
- Direct Handling of Objections
- Persuasion
- Clarifying Details
- Meeting Concerns

Gaining Commitment



- Closing
- Flexibility
- Minimising Risks
- Meeting Clients' Needs

Follow-up and Follow Through



- Maintains Contact
- Account Planning
- Relationship Maintenance
- Developing the Account

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 is a private person and is reluctant to articulate his personal goals. He should not feel under pressure to make personal goals public. He will unerringly stick to plans that support his values. He could perhaps perform regular, more clinical appraisals of his attainment. 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.

When he feels overwhelmed by work, he could ask the question "which of these projects takes me closer to my personal goals?". He is a "no nonsense" person who is not often attracted by the strange, exotic or unfamiliar. Work must be balanced by relaxation and he benefits from having definite leisure and recreation goals. He may prefer to aim for intangible goals but should remember that often happiness and peace of mind can be the result of achieving pre-determined targets. John may seek to achieve his goals whilst maintaining his easygoing, warm and friendly nature.

John is most effective in life-projects that make the most of his ability to adapt to the situation. He may sometimes fail to achieve his real wants due to a reluctance to push himself forward. He will occasionally react strongly to a perceived injustice. John is readily accepting of outcomes that give enjoyment to others, and rises to even greater heights when setting more personally challenging targets. John's work has to contribute to the things that matter to him. He tends towards idealism when he cares deeply enough.

Personal Notes

Time and Life Management

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

In managing his time, John,

Suggested Action For Development

Is talented in coordination and organisation roles.	→	Avoid excessive planning unrelated to the task in hand.
Works to his own pace.	→	Increase the momentum to reduce time spent on less consequential issues.
Can work systematically on "task" and "people" issues.	→	Make sure the work leaves room for imaginative approaches.
Favours a slower, more relaxed pace to attain a quality outcome.	→	Speed up deliberately on appropriate occasions.
Accommodates most requests for help.	→	Remember the benefits of occasionally saying "NO"!
May lack momentum when pressured.	→	Avoid pressure by negotiating built in safety valves - time out.

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

- | | |
|---|--|
| Will attract input from others in a friendly manner. | → Maintain a balance between self-generated and others' ideas. |
| Taps into past experience when solving a problem. | → Question whether this particular situation is necessarily the same as previous ones. |
| Has ideas that may come "after hours". | → Be prepared to share any insights - even the oddest reflection. |
| Likes to be perfectly organised for his spontaneity sessions! | → Get going, and organise later. |
| Enjoys structure in the process. | → Step outside the usual framework and think laterally. |
| Uses all his senses to create new solutions. | → Experiment more with intuition and "sixth" sense. |

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:

- Seeks a range of views to cement his understanding.
- Is given time to explore the relationship between different pieces of information.
- Has time to relate the theory to the practical application.
- Can use a more factual than intuitive approach to the subject.
- Can regularly review what he has achieved.
- Can read and study supporting literature.

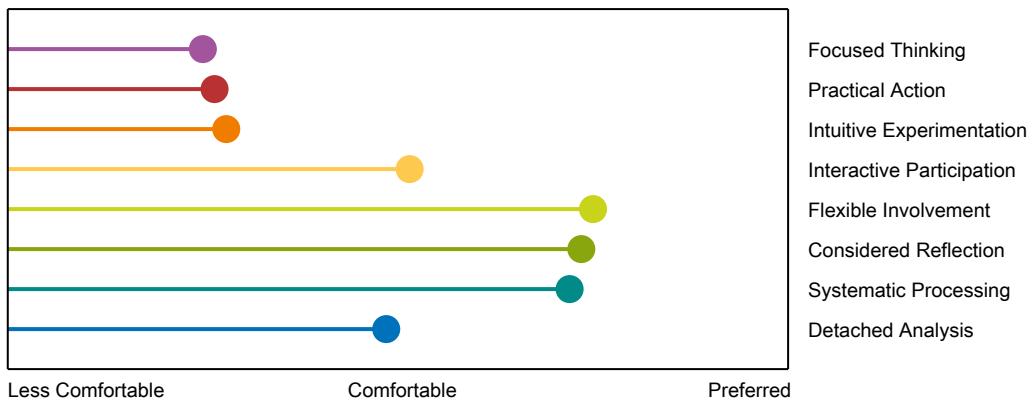
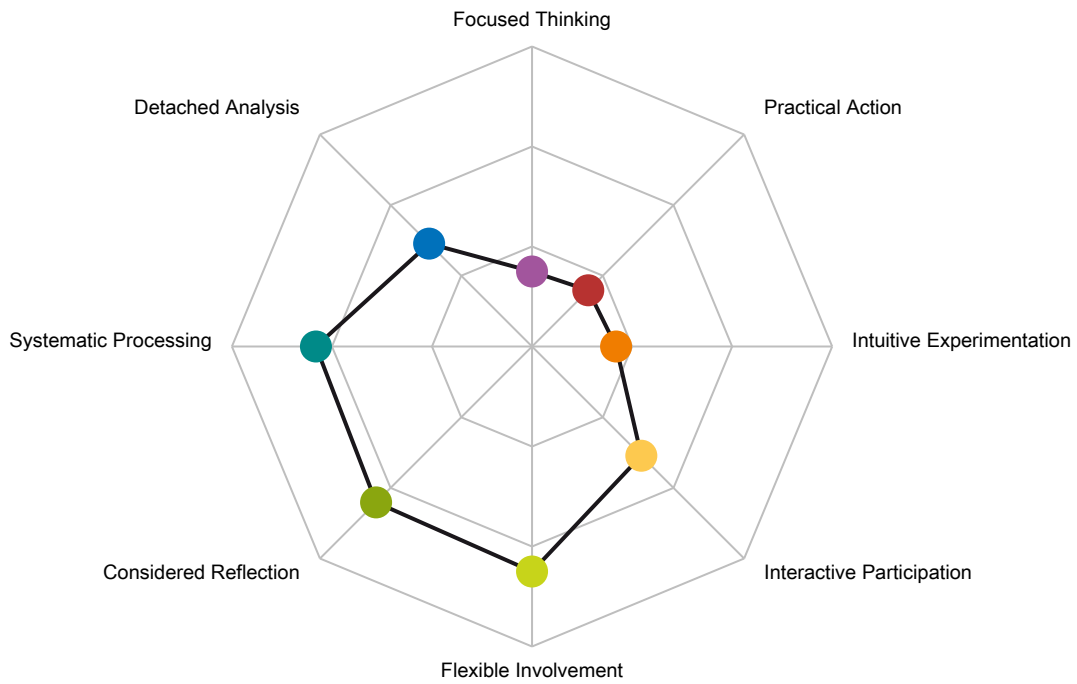
John can stretch in learning by:

- Focusing on the destination rather than needing to understand every step of the way.
 - Sometimes asking the question "what is the real, practical benefit of doing this"?
 - Periodically seeks challenges that will push him well out of his comfort zone.
 - Getting round to doing the thing he has never gotten round to doing.
 - Being clear about his specific development needs.
 - Keeping his focus on the task.
-

Personal Notes

Learning Styles

27 April 2020



Interview Questions

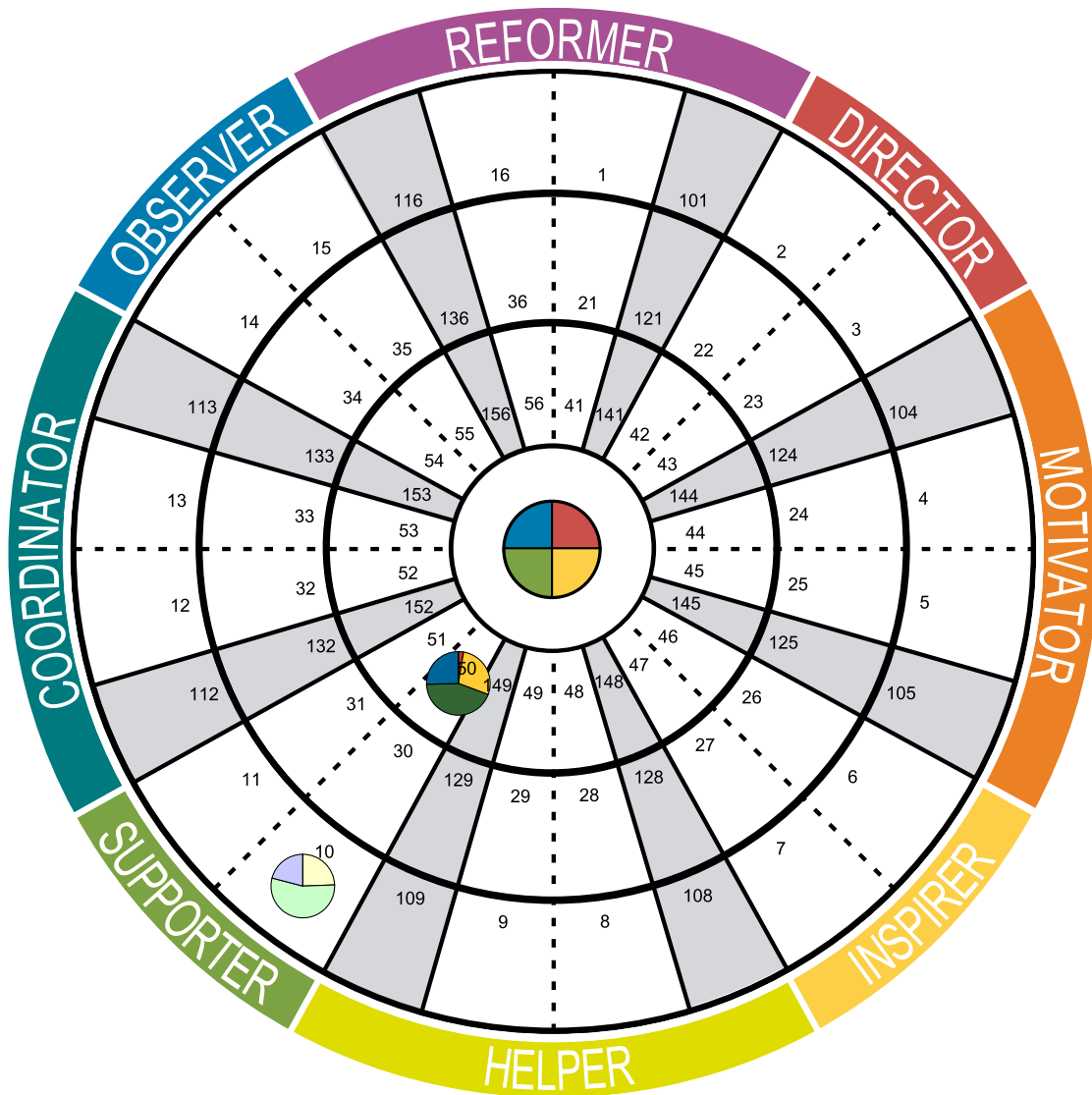
This section lists several questions which can be used in interviewing John Smith. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues John may be less comfortable with - those development areas 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 proactive are you in introducing change?
 - What would influence you more in achieving your personal goals - individual incentives or team commitment?
 - Sometimes taking a direct approach to problems results in casualties. What do you feel?
 - How do you deal with being rushed into a decision?
 - What do you feel about the term "personal development"?
 - How often do you exercise? What forms does your exercise take?
 - Under what circumstances would you be prepared to compromise your values?
 - What value do you see in dreaming?
 - What benefits come out of others' points of view regarding our performance?
 - How do you approach a task that looks particularly daunting?
-

Personal Notes

The Insights Discovery® 72 Type Wheel

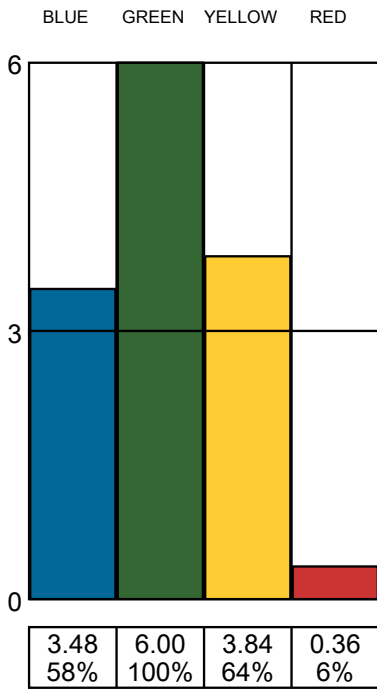


Conscious Wheel Position
50: Helping Supporter (Accommodating)

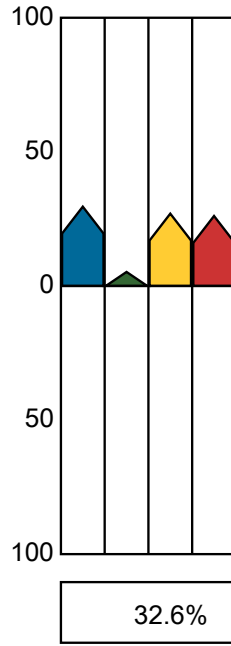
Less Conscious Wheel Position
10: Helping Supporter (Focused)

The Insights Discovery® Colour Dynamics

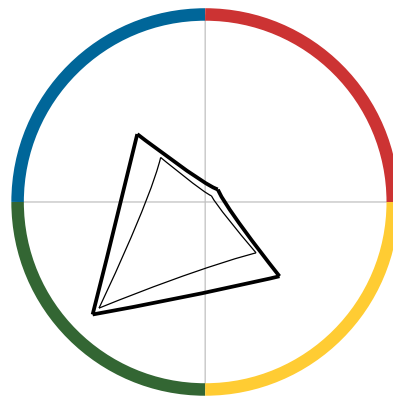
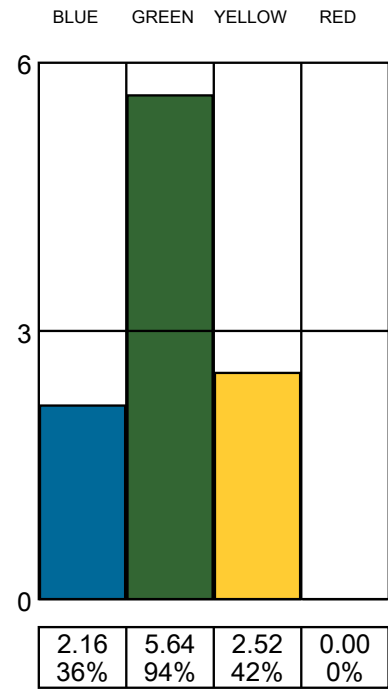
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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