



DISCOVERY

John Smith
10/04/2003

Personal Profile

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



Personal Details

John Smith

Miscellaneous

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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 10/04/2003.

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 enthusiastically and co-operatively joins in activities and can juggle several activities at once. Due to his sociable, friendly and warm-hearted demeanour, he is best employed in providing practical service to others. John tends to be at his most flexible, adaptable and easy-going in everyday living, preferring to fit in harmoniously with those around him. Able to cope with a number of projects at once, John gets a lot of enjoyment from the social aspects of work. If his job requires that he work alone for long periods then he can become restless and unsettled, unless the job is really engaging.

He tends to rely on his senses for information about what is going on in the world and accepts and uses this information in a practical way. He may ignore or deny anything that threatens the harmony he seeks. He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic. He is motivated by approval and reacts unfavourably to indifference or rejection from others. He attends to and likes to remember significant events and important detail. Others need to be sure of their facts.

His focus is on the immediate, resulting in a rather low tolerance for detailed procedures and routines. Although his feelings are deep they can change quickly with his mood. He tends to be disinterested in subjects for which he sees no practical application. Socially adept, even-tempered and tireless in his efforts to bring about peace and well-being, he tends to hold the perfect relationship as the ideal. John is optimistic and positive, living mainly in the here and now.

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. Attending to others' wants is felt by him to be a satisfying, legitimate way of expressing his own deeper needs. His common-sense denotes a practical ability with people and things. John is a good companion and fun to be with. He may have specific goals and abilities relating to personal values.

He is warm and gracious and believes in a philosophy of "live and let live". He tends to live for today with a "you only go around once" philosophy. Because he lives by principles and rules, John is very consistent and dependable. He enjoys socialising, but likes to plan his entertaining for maximum effect. His home will be a haven for people to have a good time, and will have mementoes or photographs of people having a good time!

Interacting with Others

John is sensitive to body language and is often aware of subtle cues or nuances long before others notice them. He is socially interactive, while preferring to view the world realistically



and tangibly. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. He prefers a stimulating life of co-operation and harmony. John has the ability to motivate others and will pitch in at all levels, while regularly finding time to listen to others' needs.

Gracious, considerate and sympathetic, he is usually quietly effective in relating to others. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. He values harmonious human contacts and works well in jobs dealing with people. He is very accepting of others in his desire for happy relationships. The easy-going nature and good humour that John displays makes him an attractive companion. Consequently he is known by a large number of people and enjoys a wide circle of acquaintances.

John is good at helping others achieve their goals and objectives, and will seek to encourage them to be all they can be. He may believe that his family and friends are totally dependent on him. He attracts many friends and acquaintances. Relationships are extremely important in his life and he may feel that psychological wellbeing depends on the inclusion of others. Aware of the needs of those around him and sympathetic to those in trouble, John brings harmony into the workplace.

Decision Making

People occasionally see John making decisions that appear to fly in the face of logic. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention. He always feels that a solution will evolve once he has all the facts in place. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. John seeks to unite all parties in a controversy and can readily see the validity of alternative points of view.

He may be thinking of so many things that his decisions may on occasions appear to be ill-considered. John is an excellent “sounding board” for others who are seeking to explore their own ideas. He may lack sustained focus on the problem in hand. He may value opinions over facts in considering a possible course of action. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward.

Equally comfortable thinking things through or talking them out, John balances these two processes well. He may make decisions without considering all the consequences of his actions. John creates a pleasant, flexible and accepting environment and will regard an emergency situation as an opportunity to display his helping gifts. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. John loves fun and surprises and can bring a breath of fresh air to any situation though his free spirit will likely frustrate some “hard-line” colleagues.

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:

-  Looks for the good in others.
-  Will try anything at least once.
-  Approachable and affectionate with friends.
-  Sees the positive in every situation.
-  Will look for the good in people and events.
-  Democratic - will involve others.
-  Friendly and sociable.
-  His glass is usually half full.
-  Makes time for people and their problems.
-  Can be bubbly, effusive and spontaneous.











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:











-  Over-tolerant of others' inability to perform.
-  Unduly affected or influenced by others' opinions.
-  Does not enjoy working or being alone for long periods.
-  Avoids interpersonal aggression and irritation.
-  Feels victimised or targeted.
-  May take criticism of his work personally.
-  Can be overly sensitive or caring.
-  Readily hurt by others' negative comments or actions.
-  Finds it difficult to concentrate on the detail for long periods.
-  Fails to recognise the finer nuances.

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:

-  Can be relied on to always be there to lend a hand.
-  Provides stimulation and resourcefulness.
-  Meet the needs of the team members by being prepared to do anything.
-  Is sensitive in dealing with team conflict.
-  Senses any unspoken tensions in the team.
-  Bonds by remembering birthdays and special events.
-  Impacts many and varied ideas.
-  Brings fun and light-heartedness to any environment with which he is familiar.
-  Adapts in performing his role and responsibilities.
-  Is at home in reflection or interacting.

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:

-  Avoid unnecessary distractions - keep to the point.
-  Allow him time to talk it over with those who may be affected.
-  Provide lots of opportunities for team contact.
-  Help him feel at ease.
-  Show appreciation of his role in the organisation.
-  Use warm gestures and expressive body language.
-  Be spontaneous and harmonious.
-  Listen for the essence of what is being said.
-  Appeal to his need to be of service.
-  Use a casual, informal style of conversation.
-  Don't be too serious, dull or severe.
-  Provide information that stimulates conversation.













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:

-  Create a hostile environment devoid of feelings.
-  Prolong disciplinary or instructional meetings.
-  Expect to maintain his interest if you only focus on the task.
-  Leave him out of the picture.
-  Involve him in formal, lengthy or tedious meetings.
-  Be hard, directive or impersonal.
-  Overload with any theoretical demands.
-  Dampen his enthusiastic energy with negative inputs.
-  Act aggressively or reject his ideas without explanation.
-  Stick rigidly to business issues.
-  Fail to allow enough time to talk with him.
-  Criticise, condemn or suppress his enthusiasm.

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:

John may become so engrossed with his own projects that other important tasks lie forgotten. He values friends and may tend to filter only their positive attributes. He can sometimes be impractical and may neglect routine details that need attention. He may be so concerned about the feelings of others that he can be blind to important facts when the situation involves hurt feelings. He should realise that on occasions confrontation can clear the air.

Trying to be less sensitive would enable John to hear the often helpful information that is contained in constructive criticism. He needs to be more aware of his tendency to live much of his life for others. More self focus may bring surprising benefits. Because of his well developed tolerance of himself and other people, John may appear detached and disinterested. John may not realise that it is perfectly acceptable to receive without having to give in return. John may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of his interventions.

John may reflect longer than is necessary before undertaking or beginning a project. He may need to say “No” when too much is being expected of him. He hesitates to criticise others and has a hard time saying no to requests for assistance.

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 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.

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:

-  Acknowledge your understanding of his ideals and values, although they may be different.
-  Agree stretching goals and targets.
-  Allow him to review the agenda.
-  Go prepared to get straight down to business.
-  Present an overview of the essence of the important facts.
-  Provide facts and figures.

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

-  Become emotional or excitable.
-  Argue or personalise the conversation.
-  Impose your opinion against his better judgement.
-  Keep him in the dark or he will do likewise.
-  Come unprepared and disorganised.
-  Be put off by his formality.











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:

-  Speaking up if he is being taken advantage of.
-  Putting tasks into perspective and not seeking to produce excellence in things that perhaps did not need doing at all.
-  Making sure he has the time to meet his agreed commitments.
-  Refusing to be fobbed off with vague answers.
-  Not expecting others to always share his optimistic stance.
-  Confronting his feelings of anger and dealing with the problem.
-  Doing a detailed analysis of how he spends his time.
-  Including more logical analysis in the process of his decision making.
-  Maintaining a high level of exercise.
-  Having things well thought out in advance.











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:

-  The present situation is fully understood and appreciated.
-  The emphasis is on informality and tapping in to inner creativity.
-  There is ample opportunity for social contact with colleagues.
-  Relationships are informal and there is opportunity for social contact with colleagues.
-  The culture promotes a democratic management style.
-  There is opportunity to create and express ideas and to develop these collectively.
-  Mundane and repetitive work is minimised.
-  There are like-minded colleagues to provide invention, enthusiasm and fun.
-  The workplace allows continuous personal contact and exchange of views.
-  The workplace is light, spacious and attractive.











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:

-  Freedom from bureaucracy.
-  A manager who values his feelings.
-  Help to resolve conflict or to handle disciplinary matters.
-  Some help in resolving conflict and discipline issues.
-  Support for his style by providing back-up.
-  Help in delegating tasks and in setting priorities and deadlines.
-  Involvement in all the team activities.
-  The opportunity of networking during his working day.
-  Meetings with strict agendas and timetables.
-  To be given clear direction and know the required standards.











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:

-  Opportunities to share experiences with a small, relaxed group of colleagues.
-  Gadgets, trinkets and creature comforts.
-  Knowing he has the approval of others.
-  Peer “heroes” that he admires, respects and can emulate.
-  Being made to feel “one of us”.
-  Acceptance, with co-operation that meets his ideal.
-  Tasks which predominantly involve the group.
-  Regular holidays and time off to pursue other interests.
-  Investment in equipment for his exclusive use that encourages his sense of worth.
-  Contributing to the success of others.











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:

-  Be seen as friendly, practical and realistic.
-  Take insufficient time to reflect on other options and alternatives.
-  Give team members plenty of freedom.
-  Allow an individual too much freedom.
-  Become distracted by peripheral events, losing sight of the key objectives and outcomes.
-  Be too trusting of his people.
-  Attempt to motivate in a “low key” manner highlighting domestic/personal values.
-  Find it difficult to prioritise tasks.
-  Be highly trusting of his team.
-  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.

This chapter works particularly well when used in conjunction with Insights Quest - an extensive modular sales development programme which explores the differing behavioural and skill requirements at each stage of the sales process.



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.

John's strong relationship skills encourage the customer to continually feel part of the sales process. His enthusiasm causes him to talk a lot during the sale, and he must be mindful to listen more and allow his customer to express his or her views. Seeking goodwill in relating to others, he works well in customer centred dealings. His vision of the sales outcome may leave some customers inspired and some confused! A desire to be liked and admired may mean he may be prepared to discount his prices or provide give-aways more than is appropriate.

Epitomising friendliness, he can be gently persuasive and a major asset where customer service is involved. He prefers a flattened structure where everyone is equally capable of advancing. Caring, warmth, and contented relationships are important to him. He is generous, giving help and assistance to customers without necessarily expecting much in return. John is co-operative and articulate, communicating sympathy, concern and a willingness to become involved in the real needs of customers.

He may find it painful to face challenges when there are difficult problems with customers he cares about. He will avoid conflict with customers if at all possible. With a strong need to contribute to the welfare of his customers he is both empathetic and compassionate.







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:

-  Generates quality leads by spending time with others.
-  Appears to his prospects as warm and approachable.
-  Enjoys meeting new customers and building relationships.
-  Ensures that everything is to hand, beforehand.
-  Enjoys a team approach to business generation.
-  Builds connections and long-term relationships through the sales process.

Before the sale begins John could:

-  Remember that failure can often mean a step closer to success.
-  Focus as much energy on completing the task as on building the relationship.
-  Focus more on the task, not just people issues.
-  Set clear objectives with specific outcomes.
-  Bring more discipline and structure to his time management.
-  Realise that if he fails to prepare, then he is preparing to fail!







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:

-  Readily senses the customer's deeper emotional needs.
-  Quickly tunes in to the customer's concerns.
-  Looks for the good and the opportunities in the people and events his customer describes.
-  Works to appreciate the real needs of his customers.
-  Finds it easy to assume the role of the trusted partner.
-  Warms readily to customers who share his open personality and style.

When identifying needs John could:

-  Spend less time with people who aren't key decision-makers.
-  Make sure he covers more of the details there and then, rather than deferring.
-  Use diplomacy in his questioning style.
-  Take criticism less personally.
-  Pause for a few seconds before replying.
-  Stay within the pre-agreed time boundaries.







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:

-  Knows the appropriate pace and response.
-  Rarely upsets customers by his manner.
-  Generates confidence through his enthusiasm.
-  Is fluent and reassuring in articulating customer's goals.
-  Can go with the flow and take interruptions in his stride.
-  Employs an emotive language which engages the customer's attention.

When proposing John could:







-  Be certain to stick to any agreed timeframe.
-  Be careful not to engage in inappropriate humour.
-  Avoid getting side-tracked by personal issues.
-  Show customers a more serious side of his personality as appropriate.
-  Take care not to overwhelm with emotional enthusiasm.
-  Ensure he is fully knowledgeable about every aspect of his product.

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:

-  Almost always sees a good side however tough customers appear.
-  Is constantly alert to customer concerns.
-  Empathises with differences, and works well to resolve them.
-  Appears to give more than he takes.
-  Accepts that other's perceptions are as valid as his own.
-  Disarms potential aggression with his sociable and considerate manner.

When dealing with buying resistance John could:

-  Try not to take resistance personally.
-  Conceal his deeper feelings if vigorously challenged.
-  Rely less on emotion and more on logic.
-  Come prepared with adequate information to support his arguments.
-  Provide more detailed information than he may consider necessary.
-  Tackle some issues head-on!







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:

-  Democratically leads his customer through the processes.
-  Wins the sale through infectious enthusiasm.
-  Will identify the key stages in moving towards the customer's dream.
-  Reduces the risk of loss to the customer by ensuring the majority of their needs are always met.
-  Brings comfort to his prospective customers during the decision-making process.
-  Prefers a softer and harmonious approach.

When gaining commitment John could:

-  Develop a more assertive range of closing questions.
-  Understand that "risk" means different things to different people.
-  Be more methodical about gathering all the details.
-  Offer less choice and more direction.
-  Keep the ideal outcome in view and crystal-clear at all times.
-  Summarise the benefits succinctly and modestly.







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:

-  Sees customers as friends to enjoy time with.
-  Constantly verifies the effectiveness of what he has sold.
-  Maintains contact with his customer long after completion of the initial process.
-  Seeks ways to maintain regular contact with his customers.
-  Knows where it is appropriate to surrender ground to win agreement.
-  Works supportively in partnership with his customers.

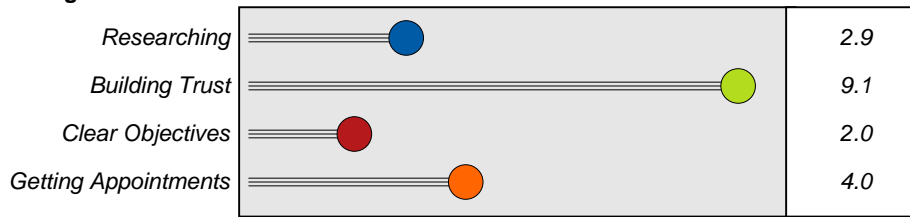
When following-up and following through John could:

-  Spend less time worrying about a business relationship that has gone wrong.
-  Concentrate more on customers with the real revenue potential.
-  Invest time today on developing his future growth.
-  Avoid feeling comfortable in the supporting role.
-  Confirm all essential information in writing to his customers.
-  Discipline himself to attend regular reviews with a prepared agenda.

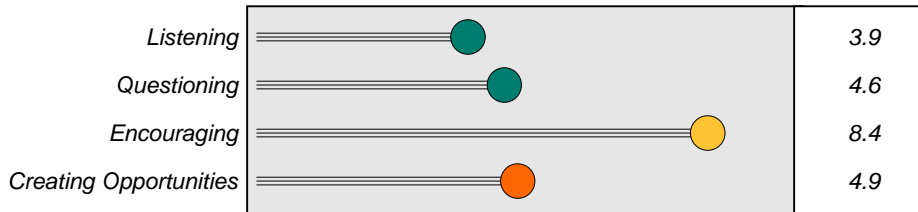
Personal Notes

Sales Preference Indicators

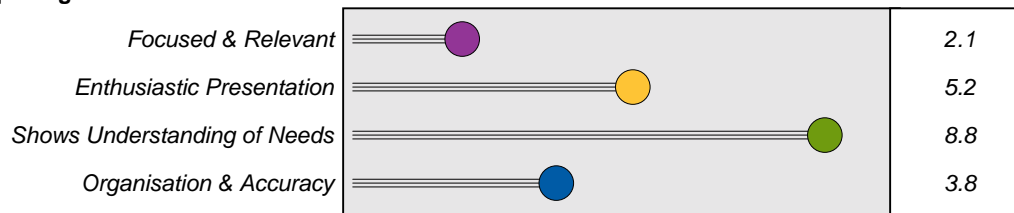
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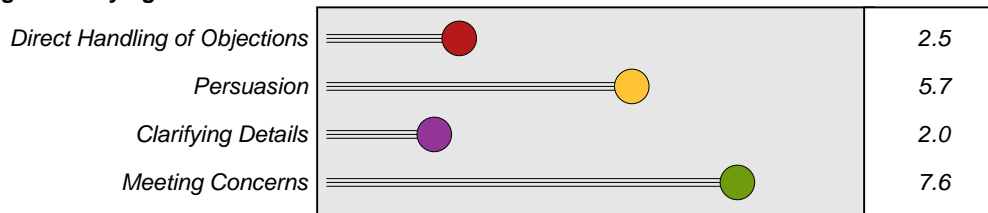
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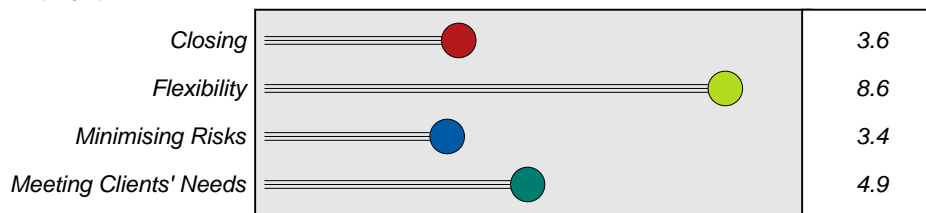
Proposing



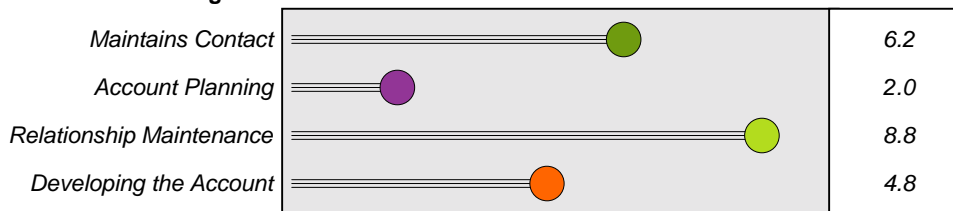
Dealing With Buying Resistance



Gaining Commitment



Follow-up And Follow Through



Personal Achievement Chapter

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

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

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

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

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



Living on Purpose

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

Living on purpose

John's goals are usually underpinned by a strong core set of personal values. He may benefit more from focusing more on his own needs. He is likely to dismiss troublesome interactions as insignificant. He should seek the deeper reasons behind a difficult working relationship. 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. John is readily accepting of outcomes that give enjoyment to others, and rises to even greater heights when setting more personally challenging targets.

Although keen to stay on track with his goals, his progression may be hindered by his desire to maintain harmonious personal relationships. John plans projects and goals that usually provide excitement and the opportunity for interaction with others. Having set out his stall, he may need to recruit the help of others to fulfil them, especially to ensure that the plan does not falter. Exercising the discipline of re-visiting, re-assessing and re-evaluating the goals will help him stay focused. His goals can be thwarted by the demands of others. He should realise that it can be essential to say "no" at times.

He has great clarity of vision concerning what he wants to achieve, and would benefit from spending time defining a more specific action plan. The goals he will set or accept for himself will sometimes stretch him beyond that which he feels capable of attaining. Radiating a desire to be of assistance to others, John sometimes helps other people to achieve their goals even at the expense of his own.







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,

-  Accommodates most requests for help.
-  Likes to support team activities.
-  Invests significant time and energy into ensuring everyone is comfortable.
-  Sometimes feels bored & listless when there is little stimulation.
-  Will be positive about what can be achieved.
-  Regularly devotes time for team meetings.

Personal Notes

Suggested Action For Development

- Remember the benefits of occasionally saying "NO"!
Take the time to fully develop a personal agenda, with milestones and measurement.*
- Remember that it is impossible to please everyone all of the time.







Make a list and focus!*
- Practice erring on the side of caution when agreeing deadlines.*
- Allow others to contribute to a structured agenda.*



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,

-  Enjoys interaction and involvement.
-  Creates "larger than life" solutions.
-  Enjoys bouncing ideas around with colleagues.
-  Will generate more ideas in an hour than some will generate in a month.
-  Seeks reassurance for his ideas.
-  Likes to share his ideas with others.

Suggested Action For Development

Devote some time for reflection.

Don't forget the business case.

Schedule regular group brainstorming events.

Quality and quantity both need to be considered.

Remember that social acceptance does not always validate an idea.

Give additional time to pre-planning the sharing.







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:

-  Takes a more strategic approach.
-  Can participate fully in team situations.
-  Is able to exchange views with others.
-  Is given opportunity to discuss what has happened.
-  Has excitement and fun during the learning process.
-  Can keep an open mind and have time to consider all the issues.

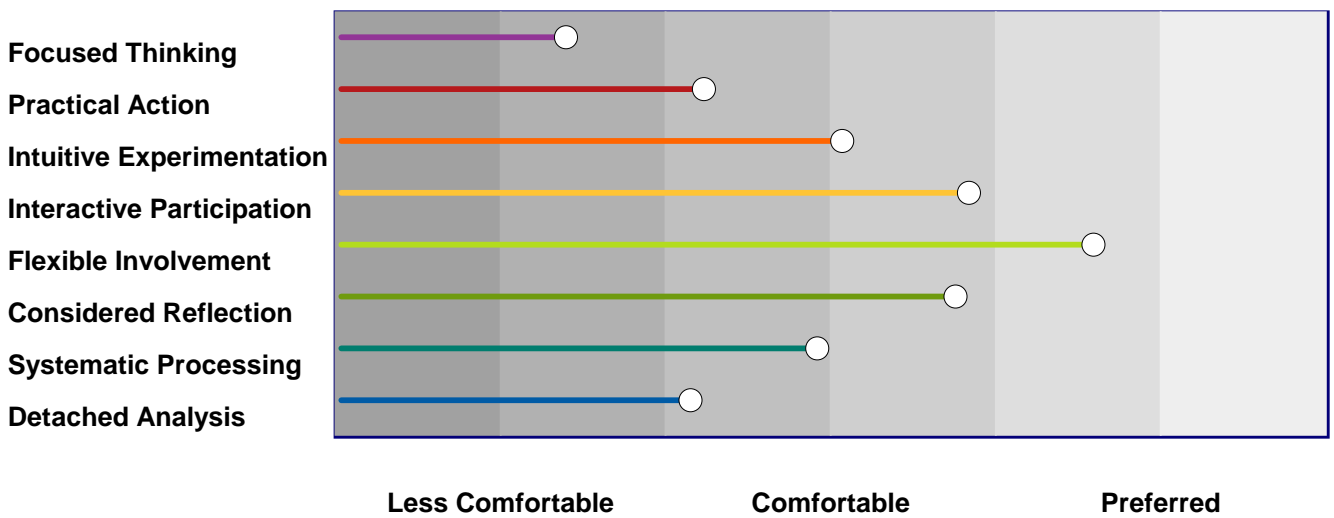
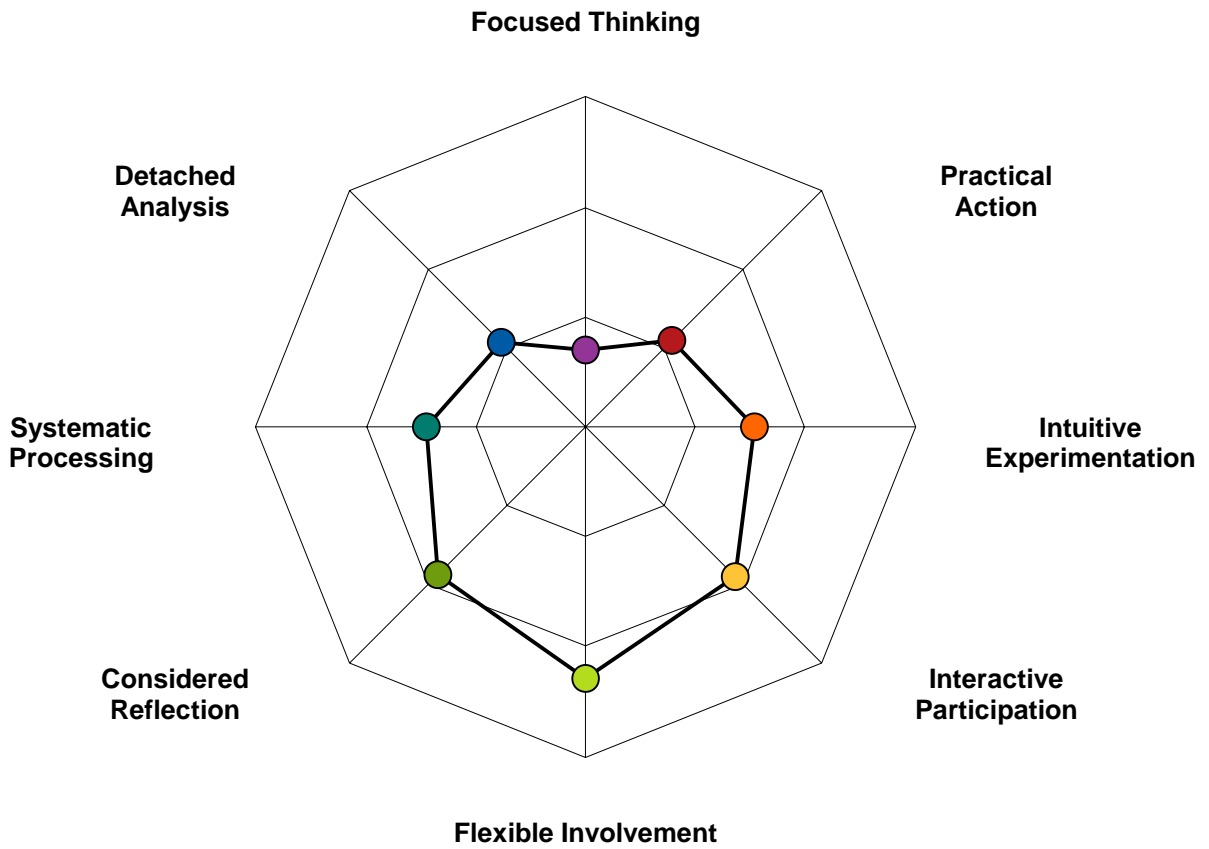
John can stretch in learning by:

-  Changing something just for the fun of it.
-  Preparing more for a learning session.
-  Getting into the detail when the situation requires it.
-  Making an action plan and sticking to it.
-  Speeding up and take control of his own learning schedule.
-  Following the instructions step-by-step.

Personal Notes

Learning Styles











John Smith
10/04/2003



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:

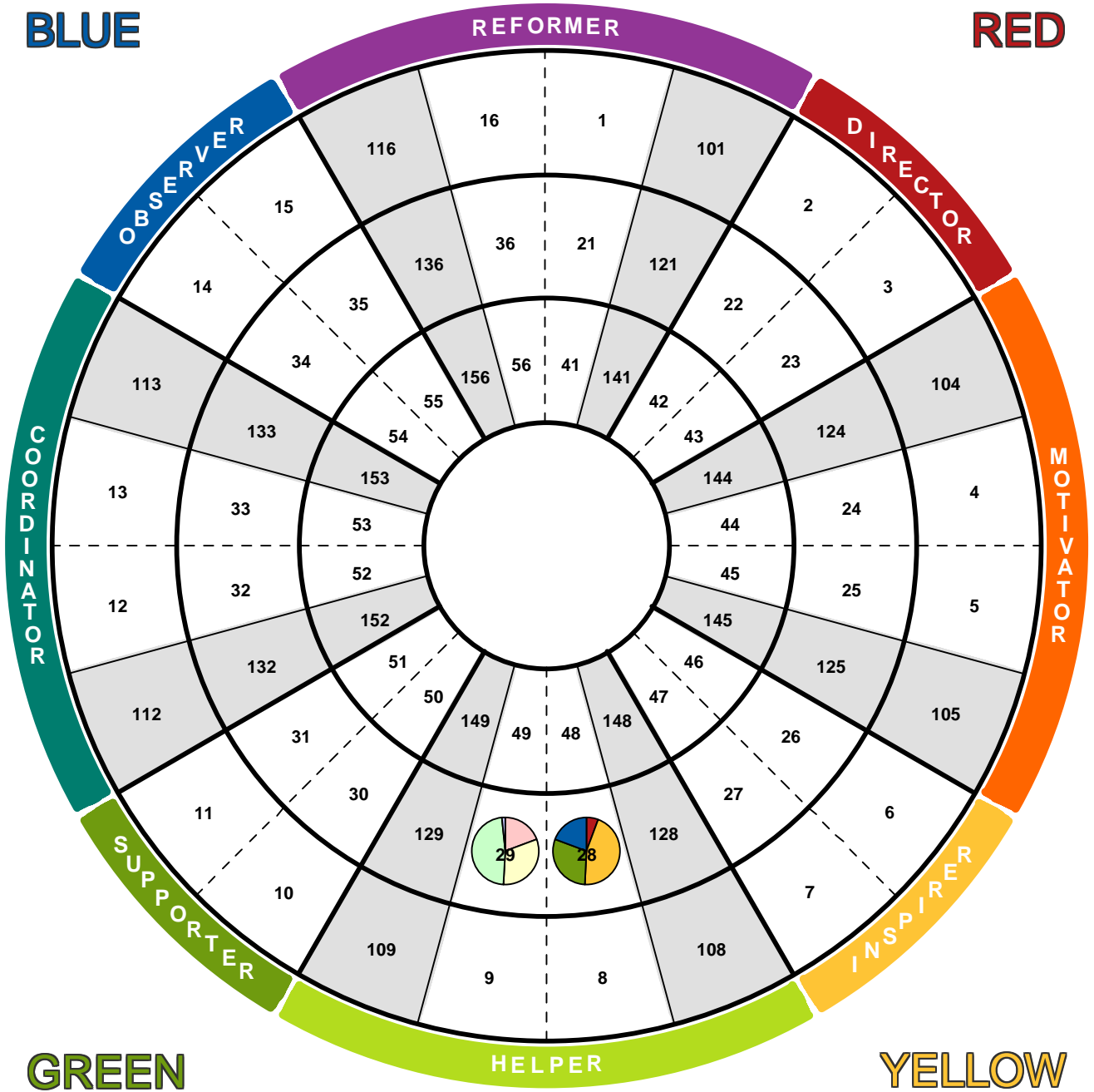
-  What do you do to ensure that your opinions are taken into consideration in a group meeting?
-  How often do you prepare a written discussion paper before a meeting?
-  Why is it important to ask searching and probing questions?
-  Describe some of the benefits of analysing what you do with your time.
-  How much do you pay attention to detail before reaching a conclusion?
-  What do you think your major problem would be if you joined us?
-  What does the sentence "responsible for your own acts" mean to you?
-  Why should we be careful not to dismiss others point of view?
-  What would you see as a priority between getting the job done at all costs or putting someone's needs first?
-  How would you feel about attending a 1 week course on "Economics in Business"?

Personal Notes



The Insights Wheel

John Smith
10/04/2003



Conscious Wheel Position
28: Inspiring Helper (Classic)

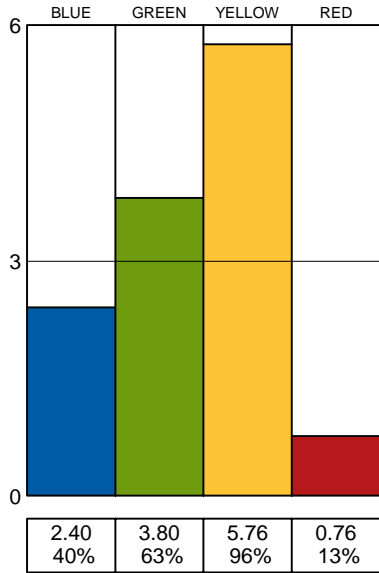
Personal (Less Conscious) Wheel Position
29: Supporting Helper (Classic)



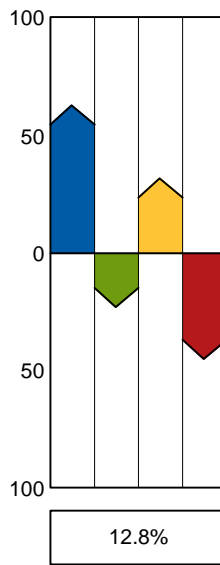
Insights Colour Dynamics

John Smith
10/04/2003

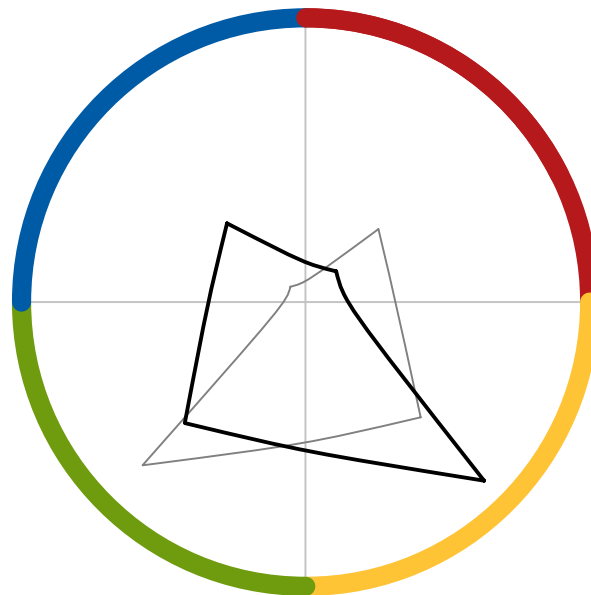
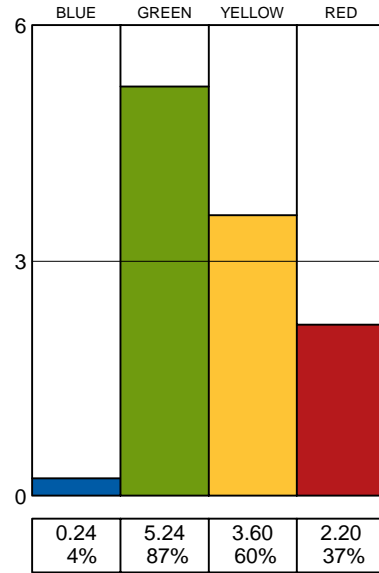
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



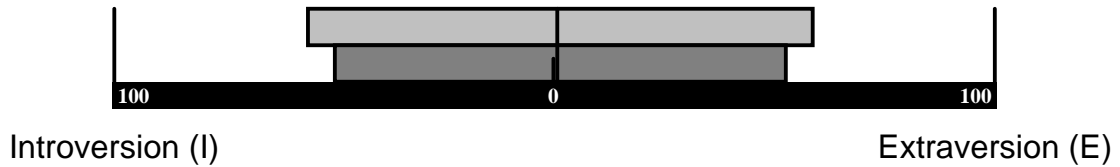
(Conscious) — **(Less Conscious)**



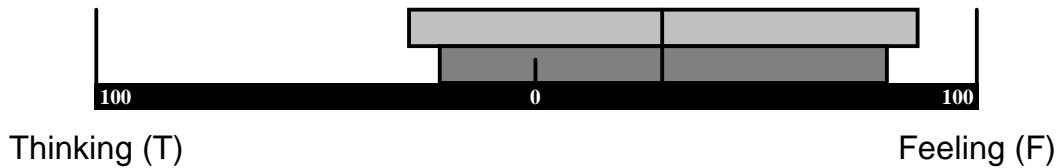
Jungian Preferences

John Smith
10/04/2003

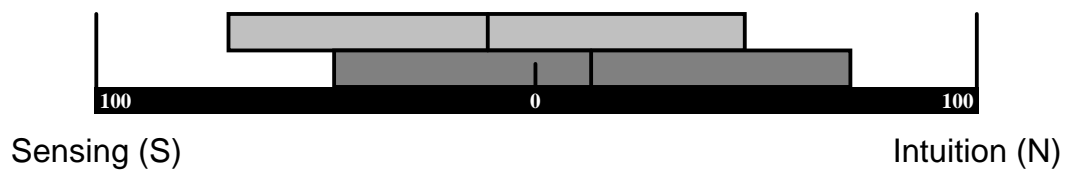
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious)   (Less Conscious)

