



DISCOVERY

John Smith
10/16/2001

Personal Report

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

Insights Austin



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Introduction

This Insights Discovery report is based on John Smith's responses to the Insights Preference Evaluator which was completed on 10/16/2001.

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 report 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 report 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 report 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

With his friendly organisational skills, John is supportive of other colleagues and will enthuse over most projects. Because he tends to live for the present moment, he does not sense the need to prepare or plan more than is necessary. 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. John displays fierce loyalty to and for people who report to him. He likes people and tends to be aware of and appreciate a person's more admirable qualities.

He is warm and gracious and believes in a philosophy of "live and let live". He enjoys socialising, but likes to plan his entertaining for maximum effect. Although his feelings are deep they can change quickly with his mood. His warmth, sympathy and understanding encourages others to come to him. He may become pessimistic and gloomy when he is thwarted or fails to see ways to make the important changes in his life.

John is team-centred, thorough and articulate. He is motivated by approval and reacts unfavourably to indifference or rejection from others. John is a good companion and fun to be with. Attending to others' wants is felt by him to be a satisfying, legitimate way of expressing his own deeper needs. He needs to be appreciated for himself and his service, and he can be highly sensitive to indifference or criticism of the support he offers or provides.

John can be very effective in using his concern for others to ensure involvement. He may ignore or deny anything that threatens the harmony he seeks. He is prepared to attempt almost anything, but his work needs to be active rather than theoretical. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. He is aware of and involved in his physical environment and likes to be active and productive.

Able to cope with a number of projects at once, John gets a lot of enjoyment from the social aspects of work. He can be relied upon to keep a check on the social calendar, though he may well overlook some of the smaller details in preparing for events. He flourishes in jobs where he can be of constant service or use his talent to persuade. He



relies on what he can hear, see and know from first hand experience. He tends to have an interest in the new and unusual and is gifted at expressing his feelings.

Interacting with Others

John's preferred focus is on the positive, harmonious and uplifting aspects of people and human relations. He is careful not to hurt colleagues feelings and will take peoples well-being into account whenever possible. Gracious, considerate and sympathetic, he is usually quietly effective in relating to others. His major goal is to create and maintain good feeling and harmony among the people he relates to. Friendly and effusive, he displays his emotions flamboyantly and is always open to being with people.

He may become possessive of people in whom he has invested a lot of his emotional energy. He is motivated to help other people in what he sees as real and practical ways through direct action and co-operation. John is both charming and popular, constantly enthusing through his gift of ready articulation. John is seen by others as an easy-going, talkative and practical person. Seldom at a loss in any situation, he can be relied on to say something appropriate to put people at their ease. Placing a high value on his harmonious relationships, it is not surprising that people turn to John for encouragement, nurture and support.

He enjoys relating to others, especially on known subjects and existing situations. Compassion, caring, warmth and contented relationships are important to him. He attracts many friends and acquaintances. John brings harmony and goodwill to any situation in which he finds himself. He is enthusiastic in helping people make the best of themselves and he is proficient in making lots of contacts.

Decision Making

John is willing to admit the truth about people or things that are important to him, is very alert to problems, and seeks to find solutions himself. He may unconsciously manipulate the process to get his own way. He is likely to decide in favour of the solution that brings the highest level of approval from others. He would often rather make any decision than no decision at all. He tends to make choices around his own personal feelings which may be as important to him as more objective data.

He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. He has the ability to appear to listen to other people's viewpoints but may not necessarily be hearing or intending to action them. In his attempts to please others he may make promises he cannot fulfil. He prefers moderate to slight risk in decision-making.



He may get bored quickly and tend to ignore significant detail in his desire to move on to more exciting things.

He may be perceived by others as a somewhat impulsive decision maker. His slogan might be “Act now pay later” and his perceptions of life are based on the impact his decisions have on those around him. He views talking through ideas with people to promote decision making as an effective strategy of itself. John will usually encourage democratic or even consensus decisions, as opposed to having them imposed autocratically. Decisions made on the basis of logic alone are not highly valued by him.

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:

-  High ego strengths.
-  Perceptive and empathetic with others.
-  Creative and future orientated visionary.
-  Sees the positive in every situation.
-  Participative and involved team player.
-  Builds relationships quickly and effectively.
-  Has an outgoing nature and builds relationships quickly.
-  Assumes both authoritative and democratic leadership.
-  Displays high levels of energy.
-  Willing to be involved in most activities.

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:

-  Not always attracted to what is practical.
-  Procrastinates when required to confront others.
-  May become depressed if bored or forced to moderate tedious tasks.
-  Loses interest when the initial challenge has gone.
-  Focusing on superficial analysis and failing to appreciate subtle underlying trends.
-  Will set unrealistic deadlines for himself and others.
-  May procrastinate on the longer term task.
-  Easily distracted from the routine.
-  Does not enjoy working or being alone for long periods.
-  May not finish everything he starts.

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 organise the social calendar.
-  Maintains forward momentum.
-  Makes friends quickly and easily.
-  Creates considerable activity.
-  Brings harmony to conflicting factions.
-  Is always ready to offer service to colleagues.
-  Bonds by remembering birthdays and special events.
-  Is the life and soul of the group - often “centre stage”.
-  Is loyal and conscientious and will work hard to produce results.
-  Brings a fresh outlook.

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:

-  Recognise his solid efforts and acknowledge his input.
-  Keep the conversation lively.
-  Show concern for his opinions and be willing to discuss personal matters.
-  Recognise his relationship abilities.
-  Deal with “here and now” projects.
-  Match his pace in presenting to him.
-  Be clear on completion details.
-  Be aware of his social interests.
-  Share in and promote his ideas and visions.
-  Praise his contribution before finding fault.
-  Set challenges but recognise his close relationships with others.
-  Sprinkle in praise, flattery and compliments.

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:

-  Insist on cumbersome reporting procedures.
-  Overload him with facts, details and paperwork.
-  Dampen his enthusiastic energy with negative inputs.
-  Create a hostile environment devoid of feelings.
-  Make your lack of interest in his “problems” too obvious.
-  Shout, bully or threaten with position power.
-  Assume that his sunny disposition means that he agrees with everything you say.
-  Remove the opportunity for socialising.
-  Fail to meet informally to discuss progress.
-  Show disregard for his feelings by your words or actions.
-  Get carried away by his enthusiasm.
-  Be dull, dour or redundant.

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 would do well to take a step back and try to see a situation more objectively before reacting. By applying some objectivity and even scepticism to his analysis, he might become a better judge of others. He should try to suppress his automatic good feeling towards people who treat him well, applying a cooler perception to the reality of the situation. He is genuinely interested in others and may seek to get on closer terms with those who particularly interest him. He is occasionally taken advantage of and can be hurt in the process. Sometimes he is so intent on his own plans that he doesn't stop to listen to what others have to say.

He focuses on emotions to the point that he may fail to see the logical consequences of his actions. He values friends and may tend to filter only their positive attributes. He would do better if he sought the advice of more practical people to find out how workable and useful his ideas are. He may jump to conclusions without gathering all the necessary information or taking the time to really understand the situation. 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. He should learn how to accept and deal with conflict as a necessary part of bettering his relationships with others. John sometimes places too much credibility on the opinions and feelings of those he cares for. During stressful times he can become blinded to the difficulties of the situation.

Personal Notes



Difficult Person

This section gives an overview of the kind of person John is likely to have most difficulty understanding and dealing with. The description is based on John's opposite Insights Type. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

Recognising your Difficult Person:

John's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. John may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and John will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. John may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as John would wish.

Personal Notes



Difficult Person

Communication with John's Difficult Person

Written specifically for John, this section suggests some strategies he could use for effective interaction with his opposite type.

John Smith: How you can meet the needs of your Opposite Type:

-  Be honest, moderately paced, straightforward and open with him.
-  Persuade using logic not emotion.
-  Be well structured and organised.
-  Maintain a serious disposition.
-  Take things one step at a time.
-  Leave personalities out of the discussion.

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

-  Expect rapid acceptance of changes to his accepted methods.
-  Encourage him to undertake a high profile task against his will.
-  Be too informal or waste time on social trivia.
-  Disturb his work space without prior warning.
-  Comment on his personal appearance.
-  Reinforce his own self criticism.

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:

-  Bringing greater balance and moderation into his life.
-  Sticking to the agenda, raising social issues afterwards.
-  Becoming less intense, steadier and more reliable.
-  Reflecting for a moment before responding.
-  Constructing orderly situations which then go exactly as planned.
-  Regularly reflecting on the days events.
-  Looking more closely for inconsistencies in reports.
-  Gathering more information than he feels may be necessary at times.
-  Being left alone to work quietly.
-  Trying to really understand and relate to quiet, thoughtful people.

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:

-  There is time for play during work hours, and social bonding outside of work.
-  There are opportunities to socialise with colleagues in and out of work.
-  The emphasis is on informality and tapping in to inner creativity.
-  Ideas can be practically applied.
-  He has freedom from authority and bureaucracy.
-  He is able to constantly develop and extend his skills.
-  The surroundings may be comfortably and classily furnished and decorated.
-  Modern “executive toys” are available to satisfy playful and tactile interests.
-  There is a wide variety of differing tasks and challenges, with teams fully supported.
-  He has opportunities to reinforce one-to-one relationships.

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:

-  Support in completing tasks he starts.
-  The opportunity to think aloud.
-  To fully understand the corporate mission.
-  Regular opportunities to interact with other well respected and valued colleagues.
-  Established support systems and procedures.
-  To understand systems and cultures if he is to avoid upsetting others.
-  A “walkabout” manager whose presence is obvious.
-  Some help in resolving conflict and discipline issues.
-  Experience of working with peer groups to develop perspective and balance.
-  Organised elements of work which include attention to the details.

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:

-  Acceptance, with co-operation that meets his ideal.
-  Being made to feel “one of us”.
-  Knowing he has the approval of others.
-  Freedom from constraints and supervision.
-  Team activities to lighten the gloom.
-  Peer “heroes” that he admires, respects and can emulate.
-  Tasks which necessitate “group” involvement.
-  The chance to make a reputation for himself.
-  “Pioneering” opportunities with little limitation.
-  Participation in lively arguments, debate and discussions.

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 too trusting of his people.
-  Be passionate about his ideas.
-  Appear somewhat shallow at times.
-  Find it difficult to deal with disciplinary matters within his team.
-  Lose sight of the objectives of meetings, spending too much time discussing personal issues.
-  Become distracted by peripheral events, losing sight of the key objectives and outcomes.
-  Appear superficial and rather flamboyant to some.
-  Value team performance as well as individual performance.
-  Lead the team with his energy, enthusiasm and personal charisma.
-  Work to promote harmony within the work group.

Personal Notes



Effective Selling Chapter

Effective selling has three main requirements:

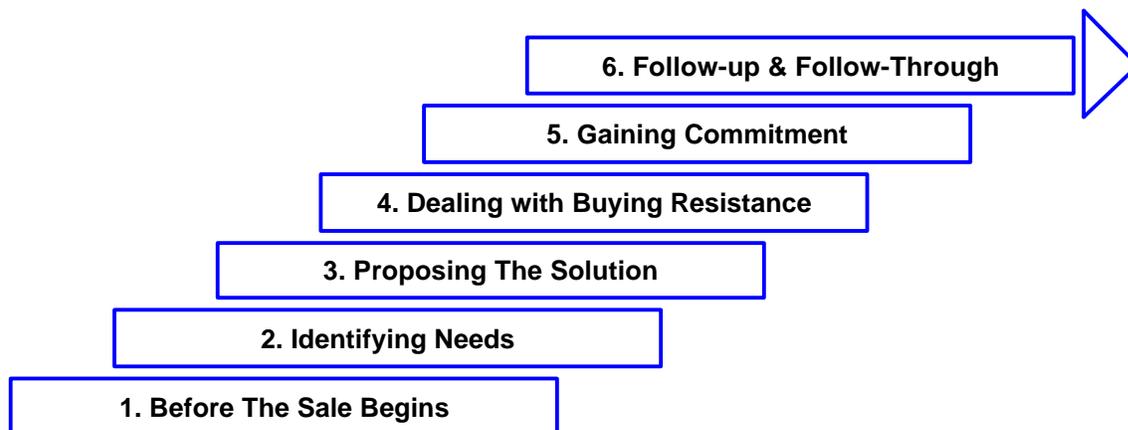
First the salesperson must understand himself and how to build on areas of strength and to develop areas of weakness and, importantly, how different customers perceive him or her.

Secondly, the salesperson must understand others - particularly customers - who are different. Customers often have different styles, expectations, needs, desires and motivations to those of the salesperson. These distinctions should be understood and acted upon.

Thirdly, the sales person must learn to adapt his or her behaviour to connect effectively with and influence the customer.

This report is designed to support the development of each of these requirements, when supported by the range of Insights Professional or Advanced Selling workshops.

The model below illustrates the conceptual overview of the sales process and sections used in this Insights Discovery Report. Use the report to develop strategies for more effective customer relationships, greater self-understanding and more & better 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.

John is a particularly good communicator and uses his gift of verbal expression to sell effectively. At ease with most customers, John is generally well liked and viewed as a popular confidante. John is compassionate and continually strives to support others. He prefers to talk things through with his customers, rather than acting on, or giving, instructions. John is seen as generally relaxed, but capable of rising to a challenge.

He may prefer not to get involved in extensive paperwork, such as call reports, pre-call research or writing lengthy proposals and may seek to avoid these if possible. He enjoys and functions best in conversations with customers deriving much pleasure and satisfaction from their warm responses. John enjoys sales processes that involve the whole team. Customers turn to John for encouragement, support and ideas. He dislikes rigid adherence to hierarchy and structure, preferring and displaying a more relaxed selling style.

He has an engaging presentation style and can maintain customer interest through his energy and interaction. John likes to be active and work alongside future-oriented customers. Motivated by the needs of his customers, he provides real and practical assistance through direct action and co-operation.

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 selling strengths before the sale begins:

-  Appears to his prospects as warm and approachable.
-  Enthuses and energises lead qualification activities.
-  Adopts a positive mental attitude.
-  Uses positive and adaptable approaches to prospecting.
-  Thinks quickly in adapting to volatile situations.
-  Builds connections and long-term relationships through the sales process.

Before the sale begins John should:

-  Focus as much energy on completing the task as on building the relationship.
-  Be prepared to get quickly to the point.
-  Remember rejection is not usually personal.
-  Maintain an orderly and organised approach to planning.
-  Not become involved in too many activities.
-  Give a little more thought to strategy behind reaching simply activity levels.

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 selling strengths in identifying needs:

-  Quickly tunes in to customers' concerns.
-  Builds trust and rapport by naturally putting his customers first.
-  Employs an open, questioning style.
-  Links the customers needs naturally to the product or service.
-  Recognises and adapts well to the customers buying style.
-  Encourages openness in dialogue.

When identifying needs John should:

-  Ask paced and probing questions which dig into the customers early answers.
-  Really focus on the customer's hot button and remember to push it at the appropriate moment!
-  Keep the emotional involvement at a distance.
-  Make less use of his natural creativity to uncover needs and opportunities.
-  Spend less time with non-income generators.
-  Take careful and detailed notes at the appropriate time.

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 selling strengths in proposing:

-  Exhibits excellent communication and presentational skills.
-  Is always willing to consider the unconventional solution.
-  Presents enthusiastically.
-  Generates positive responses with his infectious enthusiasm.
-  Projects highly developed people skills.
-  Goes with the flow taking interruptions in his stride.

When proposing John should:

-  Note that his style may be interpreted as manipulative.
-  Limit the options that he presents.
-  Beware of making promises he cannot deliver.
-  Remain focused on the task, and stick to the point.
-  Heighten the authority in his delivery.
-  Avoid getting side-tracked by personal issues.

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 selling strengths in dealing with buying resistance:

-  Avoids rebuttals by using his intuitive people skills.
-  Can avoid confrontation through deflecting any "barbed" comments.
-  Responds in a direct and quick thinking manner when questioned.
-  Disarms potential aggression with his charming and considerate manner.
-  Uses charm to disarm the stressors.
-  Maintains the relationship by adapting his style to the situation.

When dealing with buying resistance John should:

-  Provide more detailed information than he may consider necessary.
-  Resist the temptation to leap in with solutions.
-  Probe more to discover the customer's real fears.
-  Pause and reflect before moving to handle the objection.
-  Persist in resolving the tougher issues after the event.
-  Remember to recap on areas of agreement.

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 selling strengths in gaining commitment:

-  Democratically leads his customer through the processes.
-  Keeps the process moving.
-  Instinctively knows the best time to suggest commitment.
-  Is enthusiastic and persistent in closing.
-  Seeks win/win solutions to conflict.
-  Reduces the risk of loss to the customer.

When gaining commitment John should:

-  Concentrate on progressively, rather than spontaneously, closing the sale.
-  Be aware that not everyone lives in or for the future.
-  Keep the ideal outcome in view and crystal clear at all times.
-  Develop a broader range of closing styles.
-  Remember that he is there primarily to help and provide task oriented solutions.
-  Recap and check before asking for a commitment.

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 selling strengths in follow-up and follow through:

-  Brings people together to bond the processes.
-  Enjoys his regular customer updates.
-  Seeks commitment through consensus not assertion.
-  Is good at creating a referral flow as a result of customer contact.
-  Enjoys regular contact with his customers.
-  Relies on social interaction to maintain customer relationships.

When following-up and following through John should:

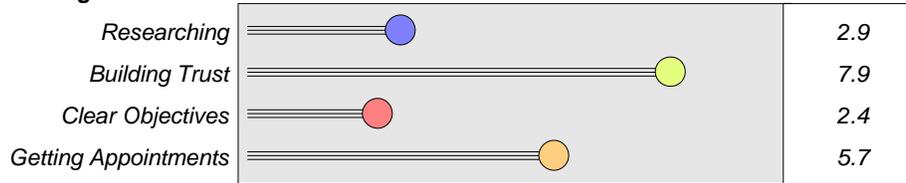
-  Realise that not all of his customers will always be happy.
-  Be prepared to fully resolve the tough issues that emerge.
-  Confirm all essential information in writing to his customers.
-  Appreciate that "follow-up" calls are not a purely social activity.
-  Double check all the paperwork before distributing in tot he customers.
-  Finish one project before starting the next.

Personal Notes

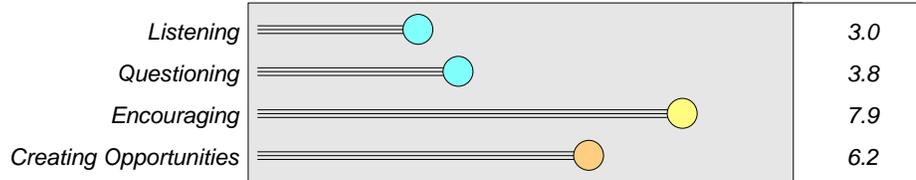


Sales Preference Indicators

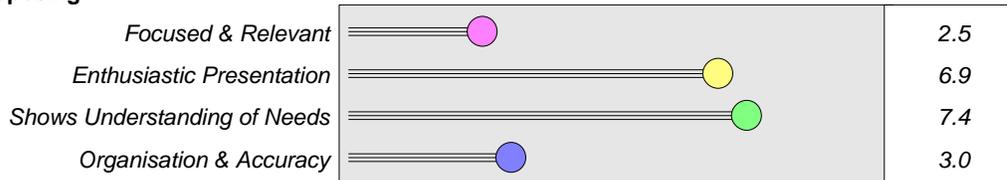
Before The Sale Begins



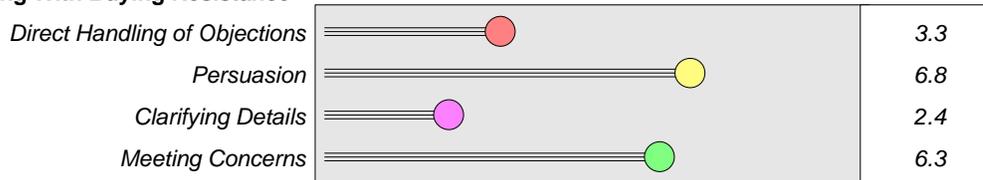
Identifying Needs



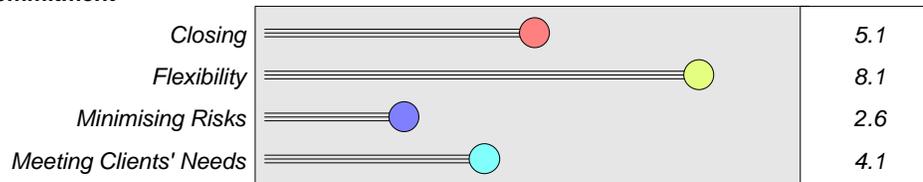
Proposing



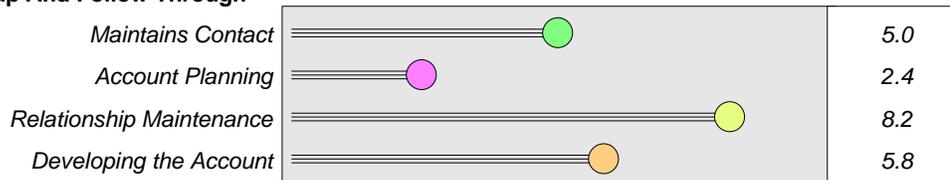
Dealing With Buying Resistance



Gaining Commitment



Follow-up And Follow Through



Personal Achievement Chapter

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

This report 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 report will help John define his life's purpose, set his goals and organise his time and life to achieve them.

It offers suggestions on how John can tap into his natural creativity, and how to 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.



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

Naturally intuitive, John seeks to recognise unusual opportunities arising during the planning process. Often charming and persuasive, John is able to win the support of others in achieving his objectives. To ensure that goals are met, he may not fully stretch himself when setting them. A balance between achievable and more challenging goals may help the process. Saying "no" is difficult for John. Doing so would give him more time to attain his own objectives. John is able to handle a wide variety of projects. He is interested in almost everything.

A failure to meet his target may be looked upon as a necessary learning curve. Socially adept, John can balance the needs of his team with the needs of the task and win co-operation in achieving the required outcome. A creative and innovative thinker, John knows what he wants and how to achieve it. He places some importance on other people recognising his success and may seek ways to grab the spotlight. He sets realistic and challenging targets, but may be side-tracked by other peoples' agendas, resulting in loss of focus.

John places great value on personal development and growth, and on a life of meaning and purpose. He has a tendency to impose his goals on others without allowing for the fact that this may have a significant impact on ultimate performance outcomes. Too many rules and regulations will hamper his creativity and productivity.

Personal Notes



Time and Life Management

Ben Franklin said "Do you value life? Then waste not time, for it is the stuff of life". 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,

-  Over-commits on projects without agreeing time-scales.
-  Finds it difficult to concentrate on detail for long periods.
-  Uses a variety of communication methods to stay in touch.
-  Adopts an accommodating approach to other's problems.
-  Can be self-sacrificing.
-  Occasionally skips details when making an important decision.

Suggested Action For Development

Ask or agree time-scales and completion dates at the outset.

Schedule frequent short breaks into the diary.

Define and protect personal time for action.

In helping others, leave them to resolve their own personal issues.

Schedule regular time to spend on personal interests.

Consider "what ifs" and revisit detail for clarification before committing yourself.

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,

-  Will enjoy using the creative synergy of the team to problem solving.
-  Is always a good source of ideas.
-  Sees many different options quickly.
-  Often intuitively knows the way forward.
-  Can frustrate others with a lack of structure.
-  Is sometimes oblivious to the 'whirlwind' effect that he can have on those around him.

Suggested Action For Development

- Remember that 'decision by consensus' can be a time consuming process.*
- Be prepared to substantiate any claims.*
- Select a few choice ideas and act on them.*
- Add some structure to get a complete solution.*
- Commit to one thing at a time to help his less dynamic colleagues.*
- Watch for signs of impatience and frustration in others.*

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 can be supported by:

-  Trying out non-traditional approaches.
-  Play, experimentation and tactile experiences.
-  Attacking at a problem from a variety of angles.
-  Having the opportunity to entertain or put on a show and receive positive feedback.
-  Exploring ideas, events and situations in a discussion group.
-  Mind-mapping, or at least recording, the key learning points.

John can stretch in learning by:

-  Participating in a competitive group activity which involves an element of risk and excitement.
-  Making an effort to gather together in advance all the necessary material and facts.
-  Setting aside time to study the problem in depth.
-  Assimilating supporting facts and figures to deepen understanding.
-  Experimenting with the use of logic.
-  Trusting an established process even though he may not see an immediate relevance/practical benefit for it.

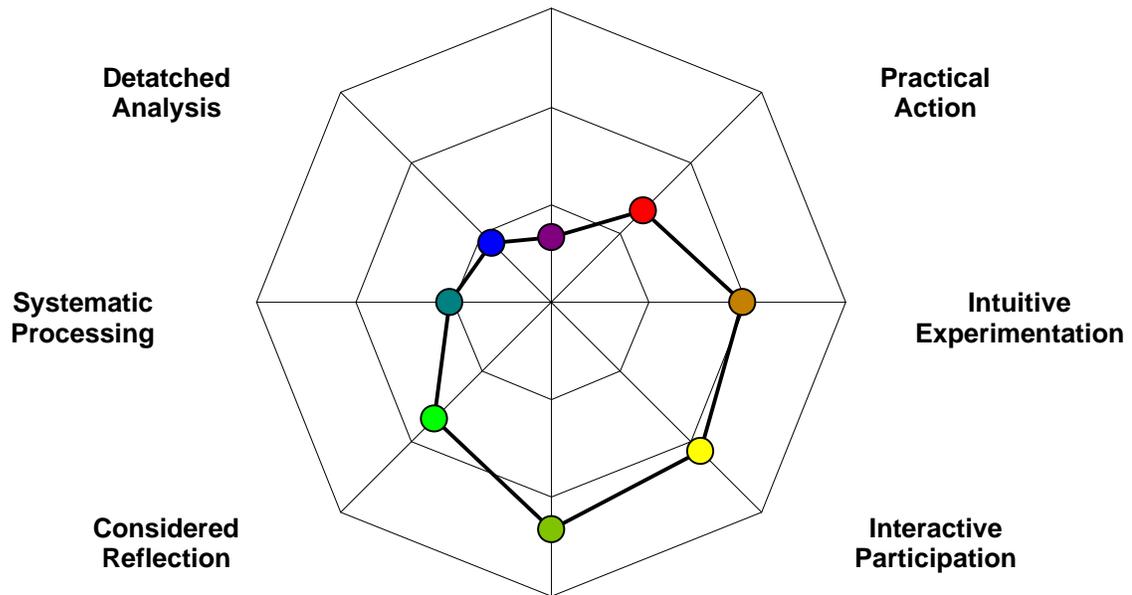
Personal Notes



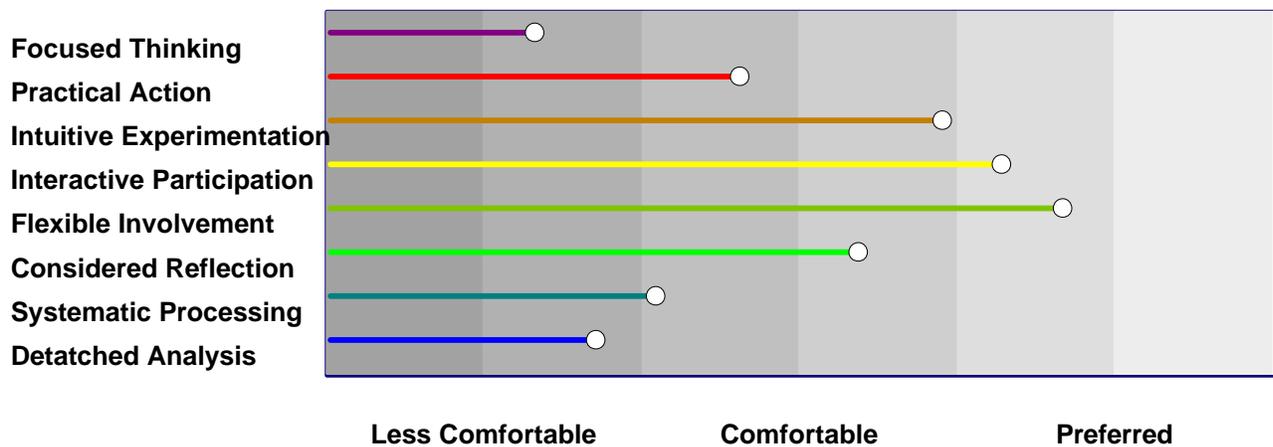
Learning Styles

John Smith
10/16/2001

Focused Thinking



Flexible Involvement



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:

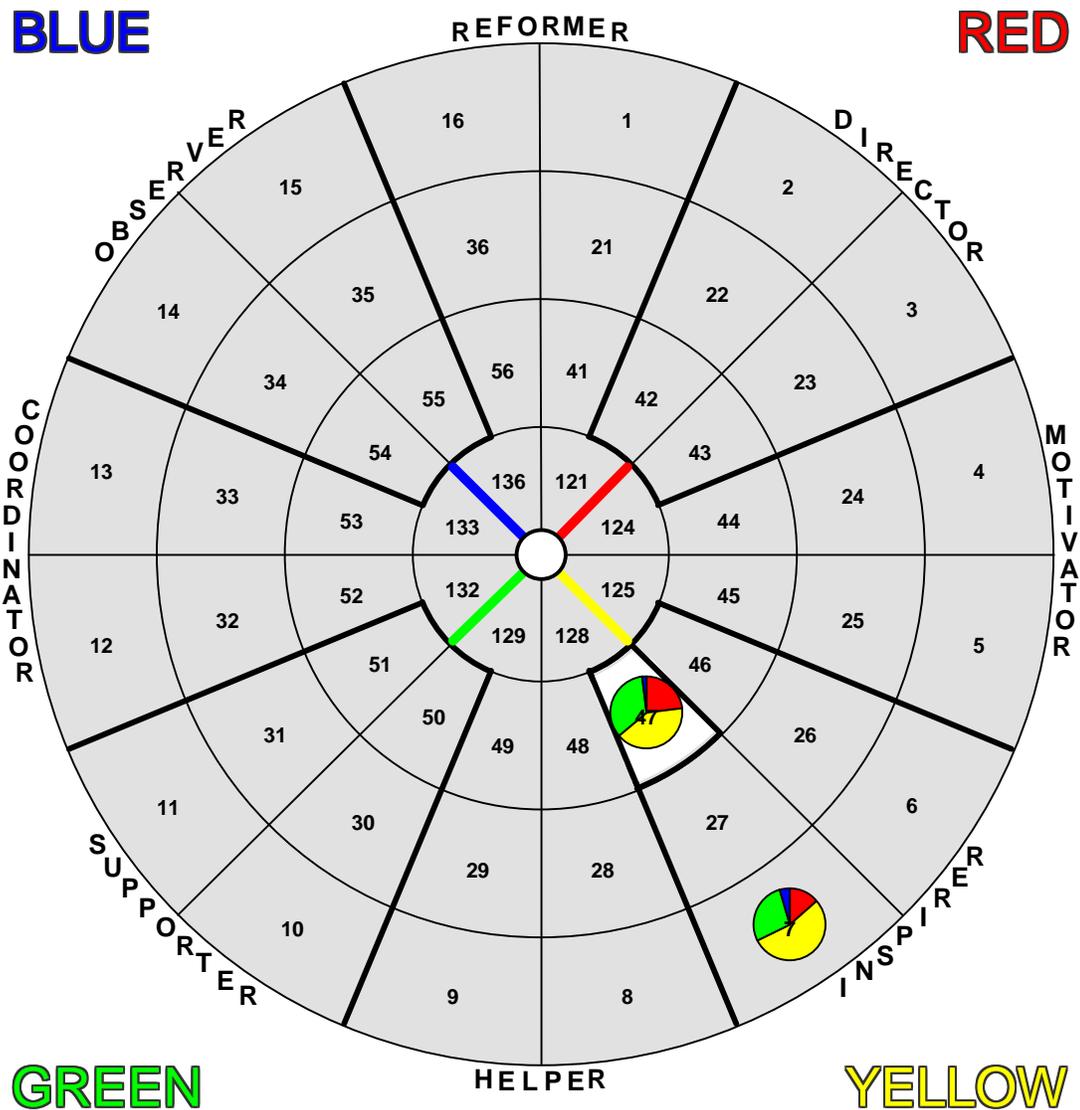
-  When did you last discipline somebody? Outline the facts.
-  When do you notice that others are hesitant?
-  Describe procedures you may have introduced and to what end. Aren't procedures just a hindrance to getting on with the job?
-  At what times do you feel it important to be precise, detailed and rigid when dealing with others?
-  Why did you decide to apply for this job? What were the alternatives?
-  Describe some of the benefits of analysing what you do with your time.
-  Do you prefer working to your own written agenda or reacting to where you are needed?
-  How would you feel about attending a 1 week course on "Economics in Business"?
-  What merits can you see in keeping your opinions to yourself?
-  How often do you prepare a written discussion paper before a meeting?

Personal Notes



The Insights Wheel

John Smith
10/16/2001



Conscious Wheel Position

47: Helping Inspirer (Accommodating)

Personal (Less Conscious) Wheel Position

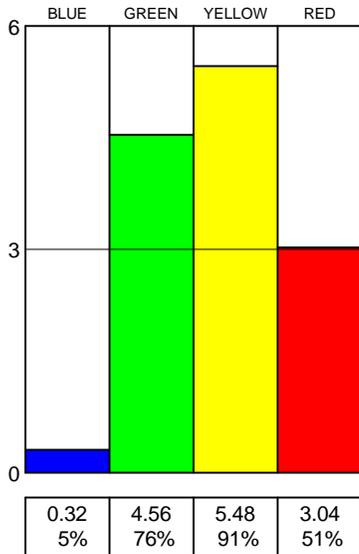
7: Helping Inspirer (Focused)



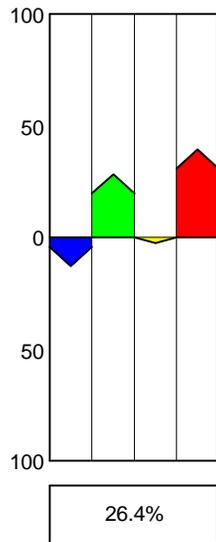
Insights Colour Dynamics

John Smith
10/16/2001

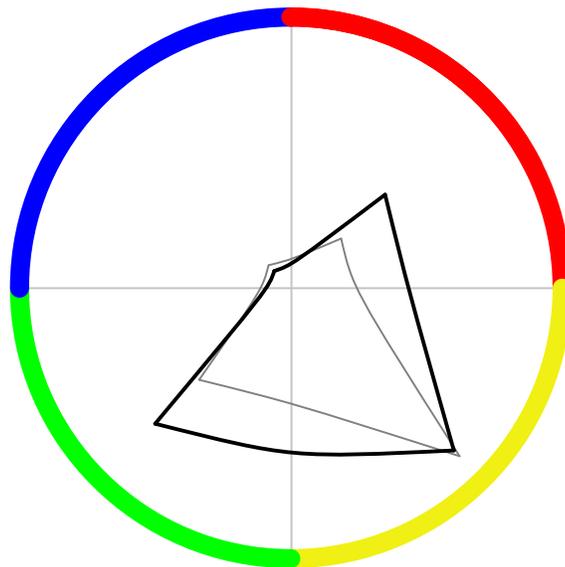
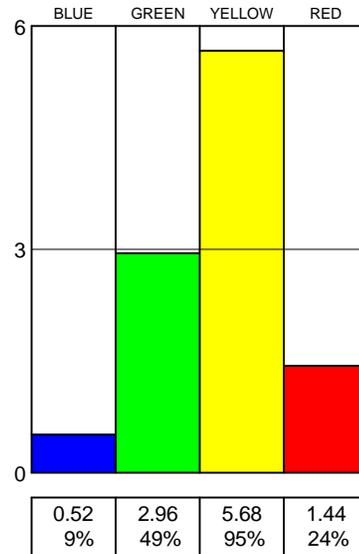
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



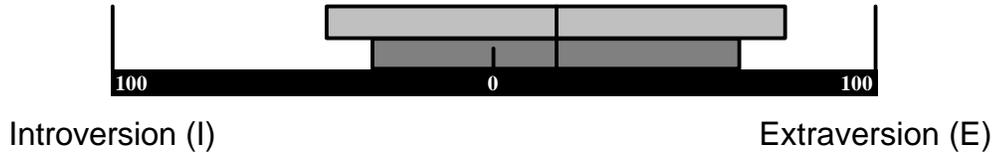
(Conscious) ——— **(Less Conscious)**



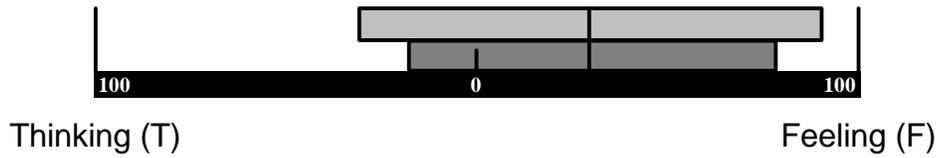
Jungian Preferences

John Smith
10/16/2001

Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:

