



# DISCOVERY

**John Smith**  
**3/27/2006**

## **Personal Profile**

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

**Insights NA**



# Personal Details

**John Smith**

**Miscellaneous**

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**Insights Learning and Development Ltd.**  
**Jack Martin Way, Claverhouse Business Park, Dundee, DD4 9FF, Scotland**  
**Telephone: +44(0)1382 908050**  
**Fax: +44(0)1382 908051**  
**E-mail: [insights@insightsworld.com](mailto:insights@insightsworld.com)**



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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 3/27/2006.*

*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. He is often more interested in “real things” than intangibles, such as abstract ideas and theories. 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. He tends to live for today with a “you only go around once” philosophy.

He is prepared to attempt almost anything, but his work needs to be active rather than theoretical. Being tolerant of other people, John is seldom critical and usually willing to give people the benefit of his trust. Open-minded, tolerant, amusing and good company, John lives in and for the moment. Others often admire and envy what they see as his relaxed approach to life. 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.

He likes people and tends to be aware of and appreciate a person's more admirable qualities. John is a natural trainer, facilitator, educator and counsellor. John should try to stand back occasionally and look at himself and at his work more objectively. 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. John tends to be alert and often uncannily correct. It is as if he has an antenna that enables him to detect dangers long before other people do.

He may have specific goals and abilities relating to personal values. He enjoys helping other people but prefers to assist in real and tangible ways. He may be influenced by people in positions of power, who will appear able to provide him with security in return for the understanding he can so ably bring to a relationship. In everyday activities, John is tolerant, open-minded, flexible and adaptable, enjoying the present moment. John can be gregarious, sociable, and focused on others' needs.

He tries to live each moment as a satisfying personal experience. Seen by others as spontaneous and charming, John is persuasive, loves surprises and enjoys finding unique ways of bringing delight and unexpected pleasure to others. Although his feelings are deep they can change quickly with his mood. John is sympathetic, empathic and affable. He gravitates to other people and is highly skilled at understanding others' needs and motivations, usually appearing friendly, tactful and sympathetic.

## Interacting with Others



John brings harmony and goodwill to any situation in which he finds himself. He likes to seek out the company of others and is a good conversationalist. His primary desire is to be of service to other people. He has a natural ability to switch his behaviour between feelings that are shared and those that are private in an effort to relate. He is very accepting of others in his desire for happy relationships.

He prefers to build close relationships with small groups of people and likes to retain the familiar and predictable. Empathetic and compassionate, he has a strong need to contribute to the welfare of others. His major goal is to create and maintain good feeling and harmony among the people he relates to. 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. He can be unbelieving of, and devastated by, too much personal criticism. Unpleasant working relationships can lead him to lose confidence and motivation.

He attracts many friends and acquaintances. He is motivated to help other people in what he sees as real and practical ways through direct action and co-operation. He functions best when he is talking with people, which he enjoys immensely. Much of his pleasure and satisfaction comes from other's warm responses. He may become rather over-emotional when stressed. 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.

## **Decision Making**

Preferring a harmonious outcome, John will go to great lengths to ensure the preservation of relationships. He is flexible in modifying conclusions already reached, so long as no one is compromised by the changes. He will tend to be concerned with the effect that the decision making process, and its result, will have on others. He prefers tasks or projects which allow flexibility of scheduling. John seeks to unite all parties in a controversy and can readily see the validity of alternative points of view.

Concern for others' welfare can affect the validity of his decisions. He can be creative and imaginative. Highly technical or factual information may appear dry and uninspiring to him and may not receive his full attention. Trying to focus more on the facts, not just on the people, can be helpful in his decision making. He is likely to decide in favour of the solution that brings the highest level of approval from others.

Decisions made on the basis of logic alone are not highly valued by him. In his attempts to please others he may make promises he cannot fulfil. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward. He may make decisions without considering all the consequences of his actions. Because he values harmony and agreement, he believes the best way to maintain this is to persuade others of the validity of his viewpoint.



## ***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:**

-  Tolerant and giving.
-  Sees the positive in every situation.
-  Will look for the good in people and events.
-  Can be bubbly, effusive and spontaneous.
-  Perceptive and empathetic with others.
-  Openly accepting of others' actions.
-  Strong sense of humour and fun.
-  Democratic - will involve others.
-  Honourable and easy going.
-  Easy going and fun approach to most things.

### **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:

-  De-motivated by routine tasks.
-  Unduly affected or influenced by others' opinions.
-  Seems to lack drive or initiative when pressured.
-  Procrastinates when required to confront others.
-  Finds it stressful to shoulder the world's problems.
-  Overly concerned with the opinions of others.
-  May avoid resolving tough issues.
-  May appear too smooth to some people.
-  Will tend to be influenced by the last person he speaks to.
-  Answers the question before it has been asked.











### 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:**

-  Is always ready to offer service to colleagues.
-  Is at home in reflection or interacting.
-  Seeks satisfaction in most things.
-  Will be conscious of the human factors in the organisation and the team.
-  Works equally well one on one or with groups.
-  Is seen as a good team builder.
-  Always wants to be busy and involved in the team activities.
-  Makes great effort to build and maintain relationships with others.
-  Is a calming presence in conflict resolution.
-  Provides stimulation and resourcefulness.

## **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:**

-  Show concern for his opinions and be willing to discuss personal matters.
-  Use warm gestures and expressive body language.
-  Remember and respect his concern for others' welfare.
-  Give praise and thanks for a job well done.
-  Be prepared to share problems openly.
-  Avoid detailed reports, focus on people issues.
-  Share in and promote his ideas and visions.
-  Mirror his normally calm and even-tempered nature.
-  Don't be too serious, dull or severe.
-  Avoid unnecessary distractions - keep to the point.
-  Talk about him and areas he finds stimulating.
-  Maintain a consistent, personal relationship with him.

### **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:**

-  Question or challenge his personal values.
-  Forget to recognise him personally in a job well done.
-  Expect automatic compliance or respect.
-  Dampen his enthusiastic energy with negative inputs.
-  Appear slow, sluggish or too formal.
-  Inhibit or restrict “networking” opportunities.
-  Create a hostile environment devoid of feelings.
-  Ignore, forget or demean him.
-  Be brusque, overbearing or harness him to unrealistic deadlines.
-  Fail to allow enough time to talk with him.
-  Take him for granted.
-  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:**

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 may become so engrossed with his own projects that other important tasks lie forgotten. When he is disappointed, he may become negative about everything and everyone around him. He could do better to become more assertive about his own needs and fully consider the implications of interactions with others. John's ideas may occasionally get lost because he tends to rethink them continually, preferring to keep them private.

He can sometimes be impractical and may neglect routine details that need attention. Trying to be less sensitive would enable John to hear the often helpful information that is contained in constructive criticism. By applying some objectivity and even scepticism to his analysis, he might become a better judge of others. He should attempt to analyse what it is that is making him feel resentment on occasions. 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 values friends and may tend to filter only their positive attributes. He would be better to speak up immediately when he feels that he is being taken advantage of. He values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. He is not always sure he is participating for the right reason.

### **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:**

-  Be thoroughly prepared.
-  Recognise his “remoteness” is not directed against you.
-  Respect his values and principles.
-  Focus on the task at hand.
-  Seek his opinions and ideas before imposing yours.
-  Let him decide on the way forward.

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

-  Be too informal or waste time on social trivia.
-  Be inefficient or irrational.
-  Approach him with foregone conclusions.
-  Stray from the agenda.
-  Use “what if” or “buts”.
-  Impose your opinion against his better judgement.

### **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:**

-  Not expecting others to always share his optimistic stance.
-  Setting deadlines - then sticking to them.
-  Standing up for his rights.
-  Taking life more seriously.
-  Confronting his feelings of anger and dealing with the problem.
-  Sticking to the agenda, raising social issues afterwards.
-  Practising spotting the “Achilles Heel” in other peoples' arguments and bringing it to their notice.
-  Trying to really understand and relate to quiet, thoughtful people.
-  Demanding the same exacting standards of others that he sets himself.
-  Being prepared to blame more and understand less.

## **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:**

-  He is kept busy on a variety of tasks.
-  The emphasis is on informality rather than rules.
-  His feelings are valued and considered.
-  He has freedom from authority and bureaucracy.
-  He is not left in the office alone.
-  Regular feedback and encouragement is given.
-  The workplace allows continuous personal contact and exchange of views.
-  There is an atmosphere free from the constraints "high-brow" meetings impose.
-  Relationships are informal and there is opportunity for social contact with colleagues.
-  There is little distinction between work and play.

### **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 more precise when delegating.
-  Plenty of verbal “strokes” and praise.
-  Help to resolve conflict or to handle disciplinary matters.
-  Freedom from bureaucracy.
-  A workplace offering privacy but not exclusion.
-  A manager who is patient, firm, fair and consistent.
-  Support for his style by providing back-up.
-  More frequent evaluation and appraisal.
-  The help of his manager more often than he feels he needs it.
-  Experience of working with peer groups to develop perspective and balance.

### **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:**











-  Team activities to lighten the gloom.
-  Occasional appreciative comments.
-  Gadgets, trinkets and creature comforts.
-  A “key” role within a successful team.
-  Regular breaks from routine.
-  Regular holidays and time off to pursue other interests.
-  The prospect of working for the common good.
-  Investment in equipment for his exclusive use that encourages his sense of worth.
-  Knowing he has the approval of others.
-  Tasks which predominantly involve the group.

### **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:***

-  Sublimate his own needs for those of others.
-  Allow his team a great deal of freedom.
-  Not adhere rigidly to time deadlines or restrictions.
-  Achieve results through good relationships.
-  Attempt to motivate in a “low key” manner highlighting domestic/personal values.
-  Lose sight of the objectives of meetings, often turning them into social events.
-  Surprise others with his accurate predictions of reactions to decisions.
-  Find it difficult to deal with disciplinary matters within his team.
-  Become too involved in others personal problems.
-  Allow an individual too much freedom.

***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.*

Customers see John as somewhat talkative, easy-going, yet practical. He can be relied on to make the appropriate comment to ease a buying decision. Others see John as an easy-going, talkative and practical person. Seldom at a loss in any sales situation, he can be relied on to say something appropriate to put people at their ease. He may become de-motivated and restless if not in constant contact with customers. He is a casual, personable person, and typically enjoys good relations with customers, particularly once he is known or accepted into their company. He prefers working with a larger customer base.

Unconventional in his sales approach, John enjoys motivating customers to buy above what is accepted as the norm. Level-headed and engaging, he can be gently persuasive and a major asset in handling complex customer service issues. John exhibits an infectious interest in his customer's plans. In day-to-day matters, customers will find John tolerant and adaptable. An outgoing person, he is easy to get to know and understand.

He attempts to accommodate customers' views and suggestions to ensure harmonious relationships. Usually highly persuasive during the presentation, he will wish to withdraw quickly from confrontation if provoked by the customer. In the sales situation, John is both tolerant and even-tempered. He will promote peace sometimes to the detriment of developing the sale to an earlier conclusion.







### **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:**

-  Appears to his prospects as warm and approachable.
-  Is highly resourceful when prospecting.
-  Will stick to tried and tested procedures.
-  Is responsive to requests for help.
-  Sets a fast prospecting pace.
-  Enjoys a team approach to business generation.

## **Before the sale begins John could:**

-  Set clear objectives with specific outcomes.
-  Trust his gifts of creativity in getting a "lost" sale back on track.
-  Research customer's needs in more depth before the initial meeting.
-  Ensure he has sufficient product knowledge.
-  Remember that rejection is seldom personal.
-  More clearly define his goals and objectives for the sale.

## **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:**

-  Emphasises the importance of the relationship through quiet consideration.
-  Builds trust and rapport by putting his customers first.
-  Readily senses the customer's deeper emotional needs.
-  Encourages openness through perceptive and empathetic listening.
-  Puts himself in the customer's shoes, encouraging trust and openness.
-  Encourages openness in dialogue by offering openness himself.

## **When identifying needs John could:**

-  Take criticism less personally.
-  Remember the importance of gathering fuller details for complex processes.
-  Pay greater attention to important detail that may, at first, seem less significant.
-  Refrain from offering answers to questions he has yet to be asked.
-  Use closed questions more frequently to hone in on key issues.
-  Spend less time with people who aren't key decision-makers.







## **Personal Notes**









# Proposing

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

## **John's key strengths in proposing:**

-  Employs an emotive language which engages the customer's attention.
-  Enjoys an easy going and fun approach.
-  Appears highly confident in group presentations.
-  Can display high levels of energy when proposing.
-  Rarely upsets customers by his manner.
-  Understands the customer's values set, and proposes accordingly.

## **When proposing John could:**







-  Get organised and prepare - avoid being caught later by the important detail.
-  Support the use of systems and procedures into the process.
-  Keep his presentation clearly focused on customer needs.
-  Match the pace and variety of his presentation to meet customer needs.
-  Underpin his customer relationships with credible business cases.
-  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 strengths in dealing with buying resistance:**

-  Appears to give more than he takes.
-  Ensures a harmonious and equitable environment is sustained.
-  Disarms potential aggression with his sociable and considerate manner.
-  Encourages the customer to speak openly about any concerns or uncertainty.
-  Empathises with differences, and works well to resolve them.
-  Doesn't fluster easily, and can "go with the flow".

## **When dealing with buying resistance John could:**







-  Remember to recap on areas of agreement.
-  Keep his goals firmly in mind.
-  Handle what he views as false or irrational objections assertively.
-  Force himself to continually focus on task oriented solutions.
-  Try not to take resistance personally.
-  Be less sensitive to tougher objections.

## **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:**

-  Persuades others through a passion for his subject.
-  Pauses before responding so as not to appear to have all the answers.
-  Wins the sale through infectious enthusiasm.
-  Is enthusiastic and persistent in closing.
-  Democratically leads his customer through the processes.
-  Uses his flexible nature to deal with the unexpected.

## **When gaining commitment John could:**







-  Recap on benefits.
-  Concentrate more carefully on tying down all the details.
-  Say: "Why don't we just do it now?" if appropriate.
-  Summarise the benefits succinctly and modestly.
-  Offer less choice and more direction.
-  Remember that "one person's meat is another's poison".

## **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:**

-  Is good at creating a referral flow as a result of positive customer contact.
-  Seeks ways to maintain regular contact with his customers.
-  Works supportively in partnership with his customers.
-  Is well gifted in the service of others.
-  Networks to further his business.
-  Enjoys regular face-to-face customer updates where possible.

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

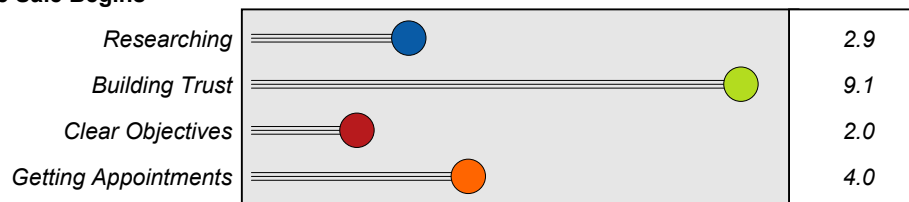
-  Rely less on repeat or referred business.
-  Spend less time worrying about a business relationship that has gone wrong.
-  Be prepared to say "yes" less often in the interests of self-preservation.
-  Appreciate that not all "follow-up" calls are social activity.
-  Realise that not all of his customers will always be content.
-  Confirm all essential information in writing to his customers.

## **Personal Notes**

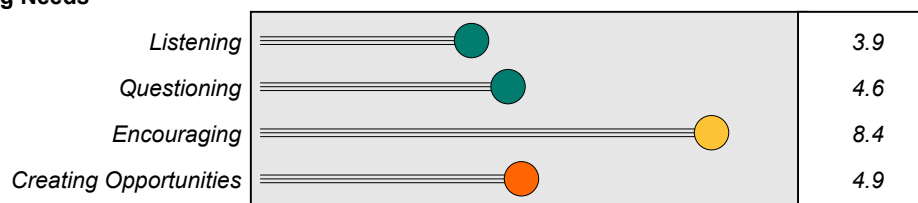


# Sales Preference Indicators

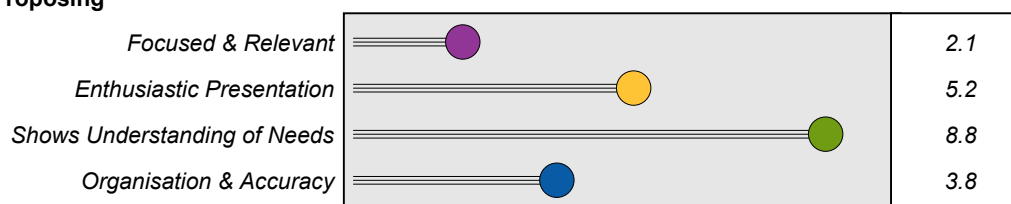
## Before The Sale Begins



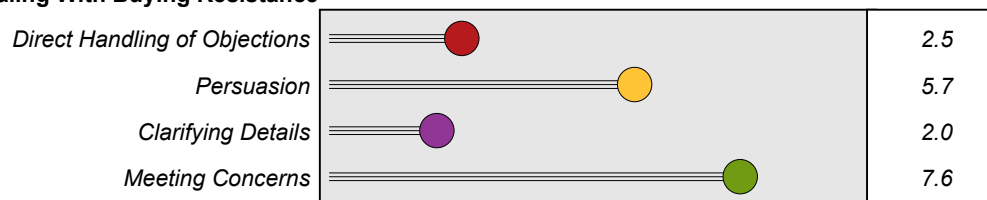
## Identifying Needs



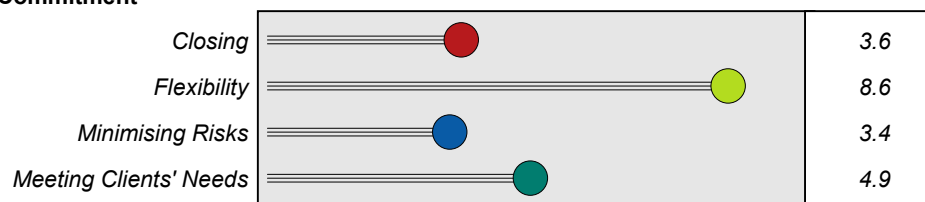
## Proposing



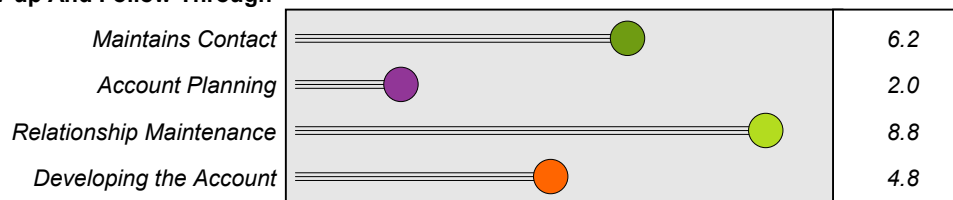
## Dealing With Buying Resistance



## Gaining Commitment



## Follow-up And Follow Through



## Personal Achievement Chapter

*At its best, life is a 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**

One of John's unconscious motivations may be to help others towards achieving their goal. He has great clarity of vision concerning what he wants to achieve, and would benefit from spending time defining a more specific action plan. People are clearly more important to him than task related issues, and his values tend to reflect this. For each "people focused" goal, a career related goal could be set simultaneously. He will perform best when the journey is as enjoyable as the destination. His willingness to help others may cause him to lose sight of his own needs.

John is readily accepting of outcomes that give enjoyment to others, and rises to even greater heights when setting more personally challenging targets. In setting his goal criteria, John will usually seek input only from people whose opinions he trusts. John will remain positive about his ability to achieve, although this may occasionally be viewed by others as somewhat misplaced optimism. He drives towards his objectives at his own fast pace rather than follow a more moderate one set by others. Psychology, counselling and education may hold great appeal for him.

Focusing on the "what, who and the when" is easier to him than the "how". This ensures that achieving goals is never quite as easy as it may first appear. John uses his strong networking skills to solicit the help of others in reaching his destination. His goals may lack substance, particularly when viewed by others. He would do well to set time aside for more detailed consideration and planning.

## **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**

- |  |   |
|--|---|
|  Will often try another approach if time is running short.        | <i>Set a deadline, with milestones, and stick to the plan where practical.</i>            |
|  Has difficulty concentrating on one topic for long periods.      | <i>Be sure to see one task through to completion.</i>                                     |
|  Tends to prefer to avoid confrontation.                          | <i>Consider the deed and not the person.</i>  |
|  Supports team members who may constantly struggle.               | <i>Apply stricter time limits to giving of self.</i>                                      |
|  Sometimes places emphasis on short-term tasks which are urgent. | <i>Take more time for long-term planning, to work on the important, non-urgent tasks.</i> |
|  Occasionally makes decisions "on the hoof".                    | <i>Devote more time to the process and enhance outputs.</i>                               |

## **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**



Uses breadth of thought to provide many options.

*Choose one or two ideas, and take focused action!*



Likes the encouragement of others to remain confident and productive.

*Use criticism to build on, not destroy the idea.*



Uses his listening skills with others before starting his tasks.

*Develop an action-orientation to implement ideas.*



Seeks reassurance for his ideas.

*Remember that social acceptance does not always validate an idea.*



Reaches solutions based on his personal beliefs and values.

*Be prepared to question those beliefs.*



Will generate more ideas in an hour than some will generate in a month.

*Quality and quantity both need to be considered.*







## **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:**

-  Has excitement and fun during the learning process.
-  Is given the opportunity to consult others before making decisions.
-  Bounces ideas around and turns the best of these into action.
-  Can keep an open mind and have time to consider all the issues.
-  Has opportunities to generate ideas in an open and like-minded group environment.
-  Interacts with others on a one-to-one basis.

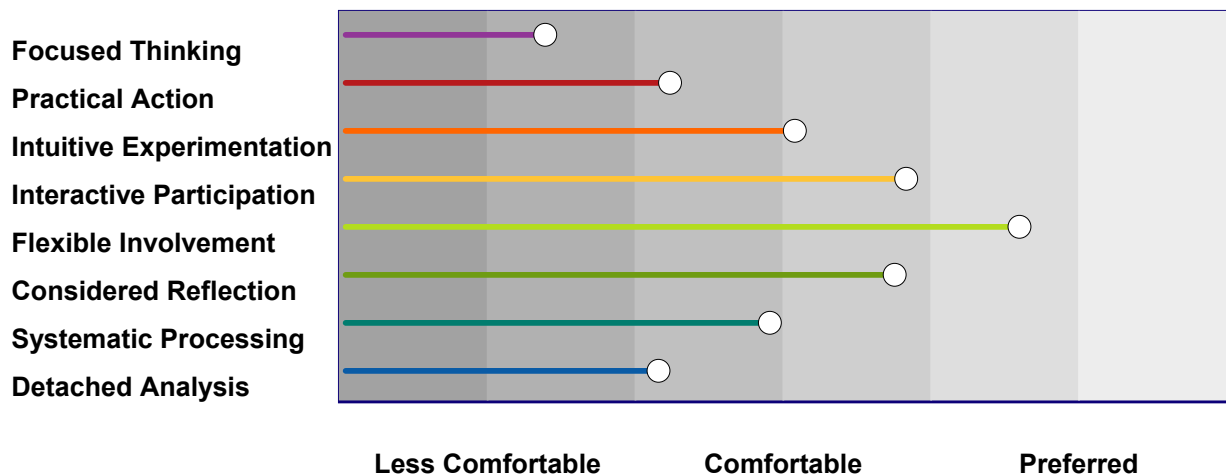
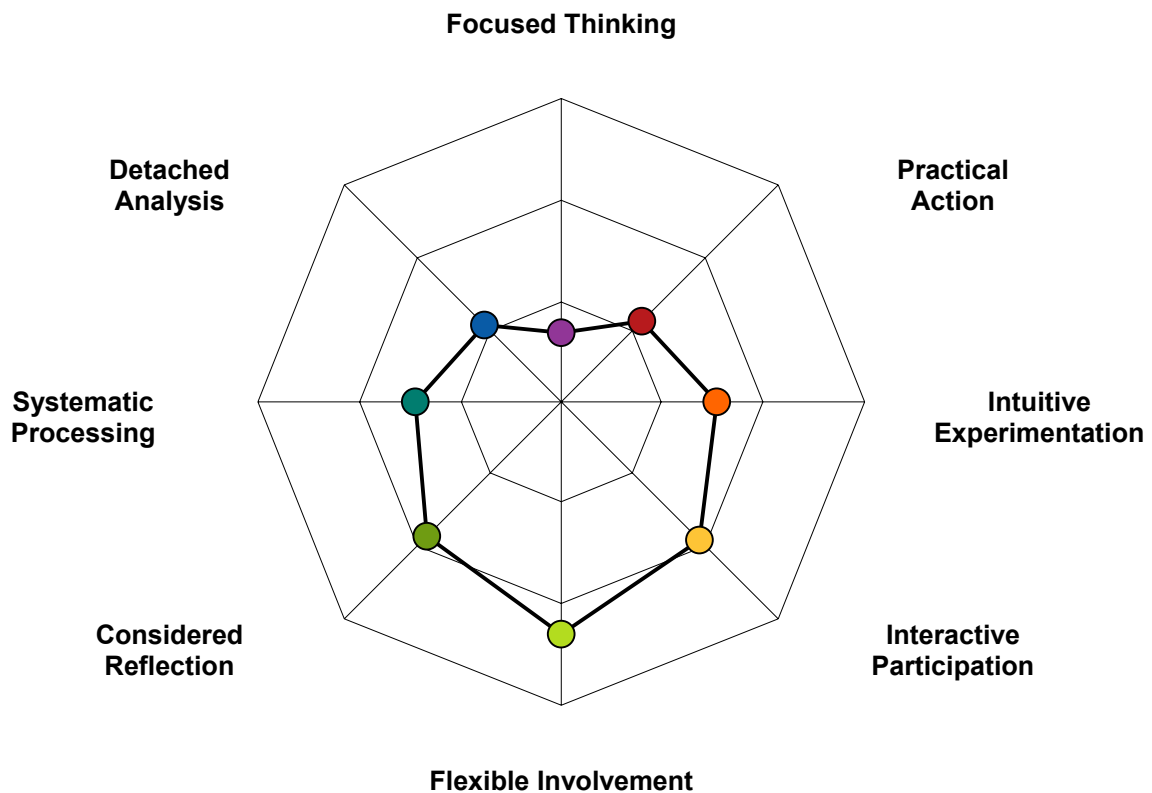
## **John can stretch in learning by:**

-  Paying closer attention to detail.
-  Keeping his focus on the task.
-  Sometimes asking the question "what is the real, practical benefit of doing this"?
-  Dotting all of the 'i's and crossing the 't's before continuing.
-  Setting regular time aside for disciplined study and reading.
-  Taking stock of what's gone before.

## **Personal Notes**

# Learning Styles











**John Smith**  
**3/27/2006**



# 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:**

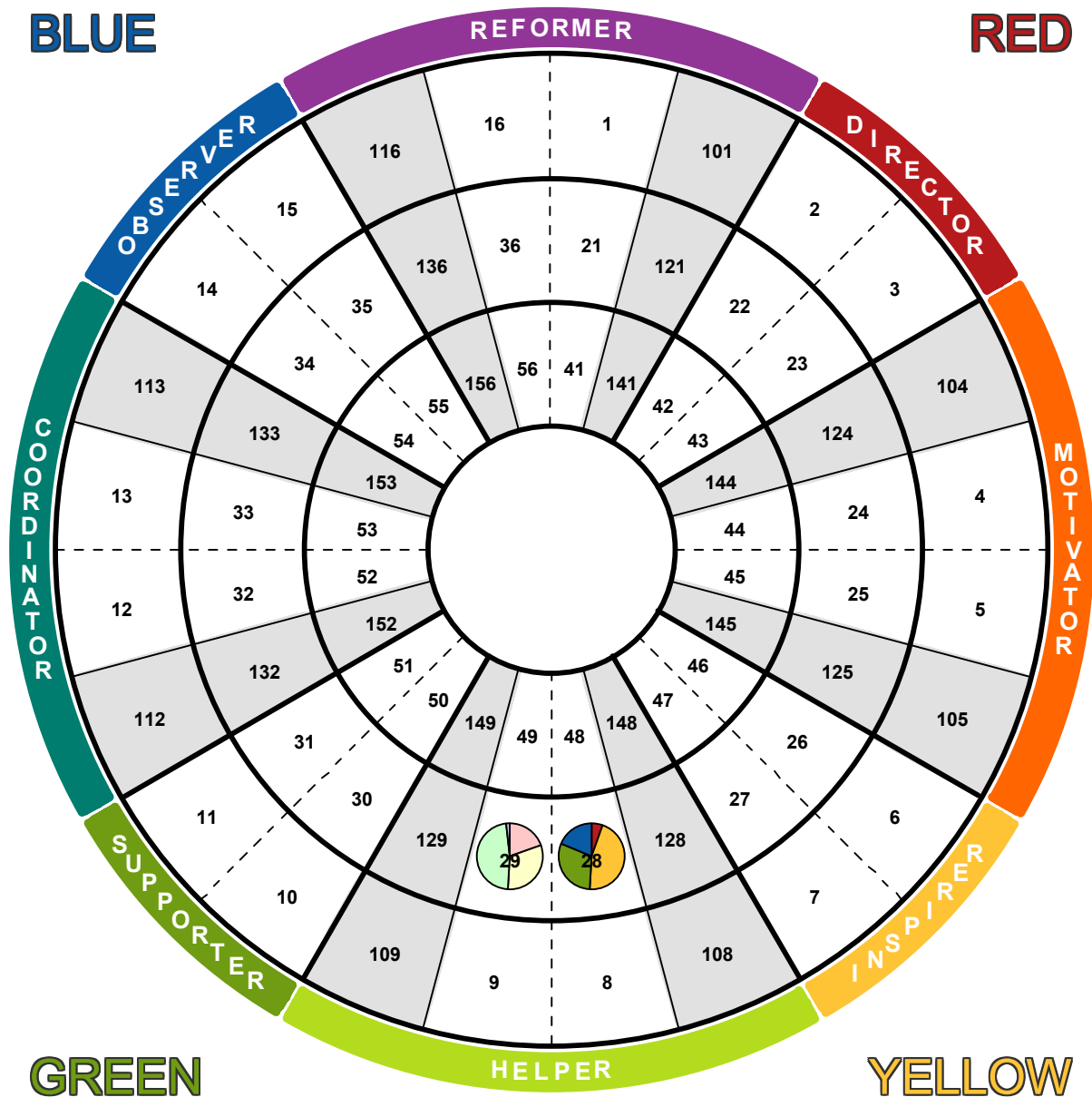
-  How might you deal with a misunderstanding or ambiguity in your dealings with others?
-  How much do you pay attention to detail before reaching a conclusion?
-  What steps would you take to ensure your objectives/targets and commitments were being met?
-  What situations in the past have caused you to bite your lip?
-  When is it appropriate to decline more work?
-  Give examples of how you organise yourself.
-  What do you do to ensure that your opinions are taken into consideration in a group meeting?
-  Describe procedures you may have introduced and to what end. Aren't procedures just a hindrance to getting on with the job?
-  Why is it important to ask searching and probing questions?
-  What do you think of reports with extensive detail?

## **Personal Notes**



# The Insights Wheel

John Smith  
3/27/2006



## Conscious Wheel Position

28: Inspiring Helper (Classic)

## Personal (Less Conscious) Wheel Position

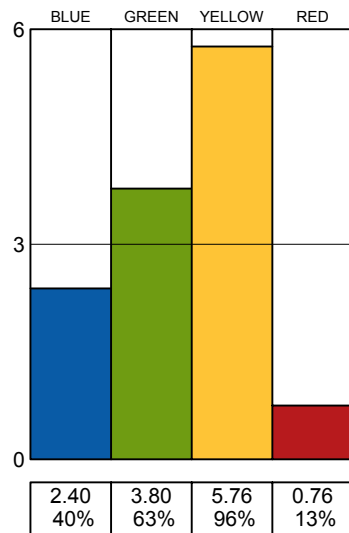
29: Supporting Helper (Classic)



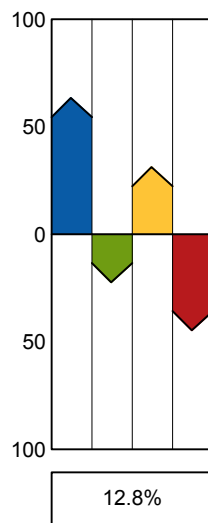
# Insights Colour Dynamics

**John Smith**  
3/27/2006

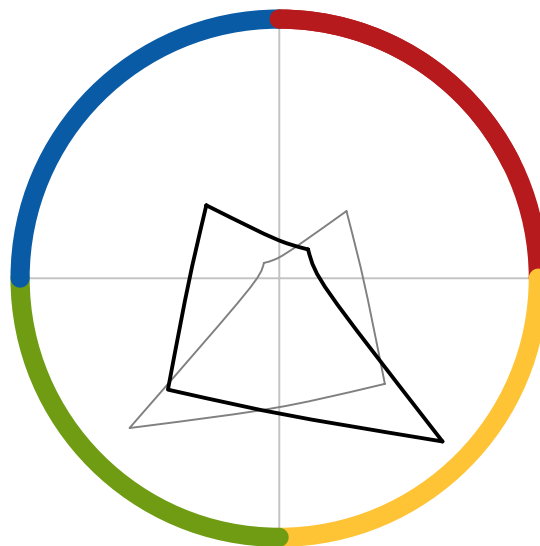
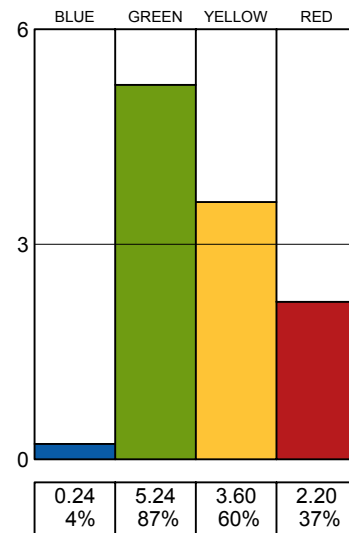
**Persona  
(Conscious)**



**Preference  
Flow**



**Persona  
(Less Conscious)**



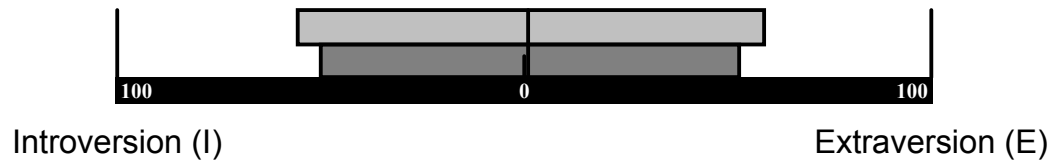
(Conscious) — (Less Conscious)



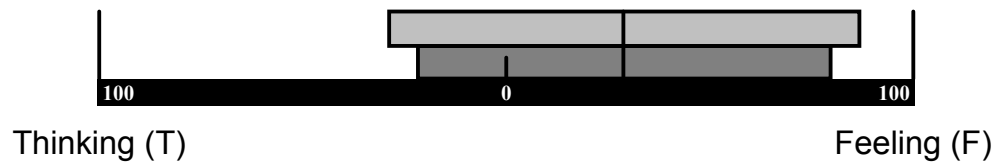
# Jungian Preferences

*John Smith*  
*3/27/2006*

## ***Attitude/Orientation:***



## ***Rational (Judging) Functions:***



## ***Irrational (Perceiving) Functions:***

