



DISCOVERY

John Smith

6/13/00

Personal Report

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



Personal Details

John Smith

Insights

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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 6/13/00.

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

People expect that any job which John is involved in will be done well. They will rarely be disappointed. He likes to make rules based on his own standards and to apply those rules to everyday life. John is a pragmatic individual who can be as tough as the situation warrants. He is persevering, with a singleness of purpose that he devotes to long term achievement of the mind. He is an ideal academic who continually seeks knowledge for its own sake. Material wealth may interest him only for the independence it buys and for the additional opportunity it provides for his own private study.

He is not usually aware that he is denying himself pleasure; he is so preoccupied with what he "should" and "must" do that he rarely steps back to ask himself what he really wants in life. John is a systematic and organised thinker, with highly developed analytical skills. He can be a great "designer" of systems, which he prefers to leave to others to build. He works to see ideas and systems translated into realities. John's ability to focus on task suggests that he is a good problem solver.

The process of analysis is often more challenging to him of itself than actually doing what needs to be done. When pressured, he will be seen as critical, precise and sceptical. Unless someone else can put his ideas into practice, they may be lost. John has a gift for seeing the important facts of a situation. John works long and hard in pursuit of his goals and is interested in moving forward systematically.

John is analytical, impersonal and interested in underlying principles. He is keen to pick out logical inconsistencies. John is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. He approaches people and events as a dispassionate observer, with the objective of arriving at the most comprehensive truth. Although quiet and reserved, he can articulate well on a subject to which he is devoted.

Under moderate tension, he is still able to reflect and become more efficient and effective. His knack for identifying and attending to key issues positions him well in dealing with an emergency. John is an ingenious and original problem solver. He is not impressed with authority as such but can conform to rules if he sees them as useful to his greater purpose. John's logical, analytical approach combined with his intuitive gifts allows him to maintain his focus on tasks and ideas rather than on the personal. John is hardworking, righteous, fiercely independent and convinced that moral good must win above all else. He is convinced that a successful life needs to be tough



and that satisfaction must be earned and re-earned.

Interacting with Others

Possessing determination and perseverance, John has a high regard for his own competence and values others with similar high standards. Turning his energy outward would help gain the practical knowledge to make his ideas immediately acceptable to other people. He usually remains sceptical, decisive and determined in the face of difficult opposition. He has a tight group of close companions to whom he enjoys relating thoughts and ideas. He is reluctant to display his emotions to others.

He has a rather impersonal style and may wrongly assume others wish to be treated in the same impersonal manner. He can be independent to the point of stubbornness and places a high value on professionalism. He may need to work at taking the feelings of others into account and to learn to express his appreciation of others more readily. If his work constantly requires him to be warm and outgoing with others, he finds this draining after a while and may need to take some private time out before regrouping. His independence can lead others to think of him as aloof.

John may express affection non-verbally and appreciate others' company on a rather abstract level. Misinterpretation of his forthright communication style as rigid makes others somewhat reluctant to present alternatives to him for fear of rejection. He is excellent at detecting the flaws in an idea but may neglect to praise good work. He should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible. He is usually prepared to accept the views and opinions of others only at a technical competency level.

Decision Making

John is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. John's quizzical and probing nature may create solutions which open up fresh processes. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He may occasionally be slow at coming to a decision, or try to have a decision reversed, as he has a need to analyse all the available alternatives.

In his mind there must always be a good reason for doing something and people's feelings alone aren't normally sufficient to influence him. He is comfortable making conclusive judgements about others and tends to be a strict disciplinarian. He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. He is a quiet innovator, seeking improvements in everything he is involved in. He views life as an intellectual challenge and needs to think things through before deciding.

He applies analysis and objectivity to discover the underlying principles, relying on clear thinking



in making decisions. All his well classified thoughts, ideas and plans, no matter how final they appear, are subject to last-minute modifications whenever new information arises. He understands the need for unbiased, critical judgement. 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. Every project presents itself as a mental challenge and he reflects on every stage of decision making.

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:

-  Applies past experience to new situations.
-  Curious about processes.
-  Sees decision making as a challenge.
-  Gets the job done and done right.
-  Will work late to get the job done.
-  Values truth and high ideals.
-  Rapid reasoning.
-  Consistency in standards.
-  Practical ability in implementing tasks.
-  An orderly approach to the task.

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:

-  May be slow to make a decision through desire for further alternatives.
-  Dislikes and rebuts personal criticism.
-  Needs encouragement to share deeper feelings.
-  Can be over-cautious.
-  Occasionally his criticism may de-motivate others.
-  Constantly finding faults.
-  May not actively listen to (or hear) others' points of view.
-  Tendency to over-analyse before acting.
-  His perfectionism can be seen to be “nit picking” when not valued.
-  His desire to organise his thoughts can make him appear inarticulate.











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:

-  Ensures a common-sense, practical approach.
-  Becomes a pillar of strength for other colleagues.
-  Makes the best uses of available resources.
-  Helps avoid mistakes.
-  Keeps his shoulder to the wheel.
-  Considers the practicalities of any issue.
-  Ensures objective decision making.
-  Is often the technical expert.
-  Ensures decisions are made logically.
-  Brings direction and realism to every project.

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:

-  Take things one step at a time.
-  Let him know he is in control.
-  Be clear about expectations and timescales.
-  Back up your assertions with reasons and data.
-  Ask for his advice.
-  Be thorough, organised and on time.
-  Be ready to leave quickly.
-  Be punctual.
-  Use humour in moderation.
-  Keep him informed of all the details.
-  Ask what he thinks, not how he feels.
-  Say what you mean and mean what you say.

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:

-  Offer opinions on personal issues unless he asks for them.
-  Argue or personalise the conversation.
-  Be too informal or waste time on social trivia.
-  Come unprepared and disorganised.
-  Cut him off before he has finished.
-  Try to manipulate him towards your viewpoint.
-  Get too close or touch him.
-  Be inefficient or irrational.
-  Demand an instant reaction.
-  Use “what if” or “buts”.
-  Be over-humorous in a serious situation.
-  Stray from the agenda.

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 unconsciously seek material dominance, social standing and status. He needs to look beyond the current moment and his pressing interest in the practical world and consider ways of completing tasks with less pressure. Under pressure, he acts in a domineering way, but he needs to consciously stop and listen to others before charging ahead with his own idea. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. He is something of a perfectionist, and can be hypersensitive to criticism of his work.

He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers. He dislikes disorganisation, tardiness, sloppiness or inappropriate behaviour in both self and others and can sometimes generate an intensity inappropriate to the situation. He should learn to be more considerate by thinking through how his actions will affect others. He tends to be seen by others as dictatorial and can be aggressive in arguing his position. Perhaps best thought of as one of life's natural organisers, he is practical, strong willed and needs to get his own way or he may become rebellious.

John strives after justice and wants to rectify injustice whenever and wherever he finds it - but his values must prevail. Interested in solving problems quickly and as effortlessly as is practical, he tends to jump directly into the next situation and not follow through on the less exciting aspects of current projects. Slowing down to consider the ramifications of his actions on others will make him more effective. He may have difficulty accepting what others have to say if it varies from his own certainties. He enjoys positions of authority and influence in his peer group and his ability to join in quick decision making within the group may be countered by a need to reflect, and later attempt to reverse, important decisions made.

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 Helper, Jung's "Feeling" type.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and home. They are usually sensitive to others and work well in a team situation. However, John may observe that the Helper takes criticism personally and finds it difficult to become authoritative or objective with others when necessary. Helpers sometimes have difficulty in making key decisions without consultation.

John will notice that people are far more important to the Helper than the accomplishment of tasks. The Helper's nature tends to be personable, which may mean that John sees them as fickle or soft. Helpers can be stressed in fast moving, impersonal situations which change without warning. Helpers display their emotions and usually have limitless patience for those who are dependent on them. They will usually ignore judgements that rely heavily on logical analysis - often the judgement preferred by John.

Helpers will tend to avoid telling someone an unpleasant truth or tell it in an affirmative way. Helpers are accommodating and occasionally self-effacing and are always content to support others without expecting much in return. John may see the Helper idealising others and adopting a romantic version of people and their potential.

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:

-  Take a low key, friendly approach.
-  Maintain a consistent, personal relationship with him.
-  Give him advance notice and time to prepare.
-  Be prepared to negotiate solutions slowly, calmly and quietly.
-  Avoid detailed reports, focus on people issues.
-  Provide an environment which allows him to express his thoughts.
-  Share in and promote his ideas and visions.

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

-  Ignore his creative and intuitive thinking.
-  Make your lack of interest in his “problems” too obvious.
-  Be cold, aloof or adopt an autocratic approach.
-  Prevent him from expressing his thoughts.
-  Neglect his personal needs.
-  Fail to meet informally to discuss progress.
-  Make critical comparisons in relation to other staff.











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:

-  Practising warmth, empathy and understanding.
-  Engaging excitedly in general discussion.
-  Practising initiating conversation, particularly small talk, with strangers.
-  Becoming more generous, warm and caring.
-  Taking the occasional risk by deciding only on the information available. It may be better to make a poor decision than no decision at all.
-  Relaxing mentally and not trying to out-think everyone.
-  Asking himself “what is the worst thing that can happen?” then being prepared to accept it should it occur.
-  Encouragement to take himself less seriously.
-  Greater interaction with all sorts of people.
-  Being seen as more attentive, warm, generous, playful and appreciative.

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:

-  Complex data can be assimilated into concise reports.
-  Things are formal but relaxed.
-  There is little "traffic" or social interaction.
-  There is time to gather thoughts and ideas.
-  He can indulge in gathering all the information he wants.
-  Few distractions exist to take attention away from the task.
-  Structure and systematic processes are prevalent.
-  Nobody else uses or changes his equipment, paperwork or software.
-  There is time for reflection and meditation.
-  There are precise methods and systems.

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:

-  Help with curbing his sometimes hurtful criticism of others.
-  To have issues discussed with logic, not emotion.
-  To be part of a merit-based reward system.
-  Encouragement to deal with some issues immediately.
-  To be given occasional opportunities to improve his people skills.
-  Assignments that take him away from the workplace.
-  To be fully informed.
-  To work with people similar to himself.
-  Encouragement to find and communicate efficiency improvements.
-  Quiet time to recover after any “noisy” activity.

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:

-  Respect for the correctness of his work.
-  Gathering and analysing technical information.
-  Responsibility, within well defined areas.
-  Low-key celebrations.
-  Praise for his technical knowledge.
-  Having access to all the information he needs.
-  Seeing fair play in reward systems.
-  Being asked to find the flaws in an argument.
-  Being able to work with large volumes of data.
-  Critical, analytical and logical dialogue.











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 perceived as a reflective thinker.
-  Appear to be less understanding of his colleagues' feelings.
-  Set extremely high performance standards for self and others.
-  Be unimpressed with slick or brash arguments and presentations.
-  Relish the opportunity to address complex problems or challenges.
-  Keep quiet until he is able to provide a framework for his thoughts.
-  Insist upon attention to detail.
-  Worry too much about minor issues.
-  Want to explain the “What”, “How” and “Why”.
-  Appear unruffled despite the enormity of the task.

Personal Notes



Effective Selling Chapter

Effective selling has three main requirements:

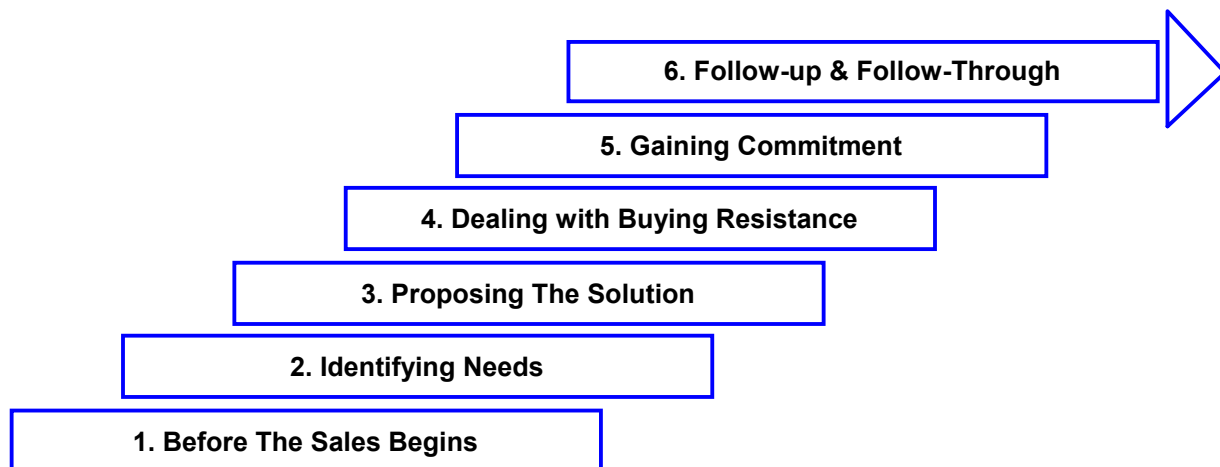
First the salesperson must understand himself and how to build on areas of strength and to develop areas of weakness and, importantly, how different customers perceive him or her.

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.

With his original mind, fine insight and vision, customers may see John as an independent, natural thinker. He may become frustrated with customers who have difficulty articulating their intentions clearly and concisely. John may be seen as outspoken but will be valued for his honest, straightforward approach. Valuing intellect, clarity and rationality, he can be frustrated by customers who appear indecisive or unstructured. He usually prefers customers who think and talk in a formal, business-like manner.

Customers will appreciate that his ideas are well thought through and organised but will need him to remain open to alternative solutions. He should try to establish whether his ideas are relevant, and not ignore feedback from customers when differing from his own perceptions. John has the intellectual ability to be able to present a lucid perspective for the benefit of all, particularly if allowed time to gather his thoughts. Occasionally, his ideas are so complex that he might have difficulty communicating them to his customers. He does not always find it easy to express personal feelings, and may find personal comments or compliments from customers unnecessary or embarrassing.

When appraising customers of his views, John must be careful to do so in a sensitive and positive manner. John could be more open to calling on the team for their help when the going gets tough. His sales may benefit from a display of greater emotion with some customers.







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:

-  Demonstrates expertise in planning and thinking.
-  Usually dresses in a conventional and business-like way.
-  Exercises a self-disciplined approach.
-  Has a high call to closure rate.
-  Analyses and focuses in determining the likely issues.
-  Researches thoroughly to avoid potential pitfalls.

Before the sale begins John should:

-  Include personal contacts and acquaintances in his sales pipeline.
-  Focus on action - "Do it now"
-  Work on bringing his social skills to the fore.
-  Be aware that he may be seen as being imposing or intimidating.
-  Focus more on building trust.
-  Inject some humour to help break the ice.







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:

-  Persists until the real problems are rooted out.
-  Fully investigates situations to expose the problems.
-  Draws on techniques that aids his understanding of customer needs.
-  Can be a concise and incisive communicator.
-  Recognises the importance of detailed processes.
-  Genuinely listens to the concerns of the customer.

When identifying needs John should:

-  Diagnose the real challenges more quickly.
-  Step out of his head into his heart.
-  Take a more consultative rather than advisory approach to his customers.
-  Ask more open questions. Resist the temptation to "box" his customers in a corner.
-  Remember that reading every detail may be unnecessary.
-  Practise active listening - listen for the feelings.







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:

-  Values introverted and extraverted gifts alike.
-  Presents the bottom-line benefits before all else.
-  Genuine depth of knowledge is appreciated by his customers.
-  Is viewed as a pragmatic, rational thinker.
-  Projects highly developed people skills.
-  Avoids promising more than he can deliver.

When proposing John should:

-  Ask for regular feedback around how the customer "feels".
-  Avoid situations which may result in him being viewed as rigid.
-  Take a less serious view of reality.
-  Take care not to enforce his will on the process.
-  Regularly express his understanding of the way customer feels.
-  Spend more time absorbing his customer's culture and values.







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:

-  Uses common sense solutions to move ahead of blocks.
-  Generates sound solutions through solid reasoning.
-  Presents logical responses in overcoming objections.
-  Responds to resistance in a positive style.
-  Controls his emotional responses well.
-  Considers most objections very carefully before responding.

When dealing with buying resistance John should:

-  Present less formal solutions to certain situations.
-  Avoid applying detailed responses to every rebuttal.
-  Not dismiss his customer's point of view too lightly.
-  Be aware of and consider the existing "trust" level before answering difficult questions.
-  Handle the emotions behind the objection before dealing with the detail.
-  Probe for real concerns in a more delicate way.







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:

-  Minimises risk through his quest for perfection.
-  Knows most of the progressive closing techniques.
-  Anticipates a positive outcome to every situation.
-  Likes to take control of the process.
-  Constraints his emotions in going for the close.
-  Owns a keen sense of what the customer's priorities may be.

When gaining commitment John should:

-  Remember that it is the customer's feelings that are all important.
-  Take care not to appear patronising when using a superior knowledge.
-  Continually try new closing ideas.
-  Use less control and be more relaxed about outcomes.
-  Rely less on traditional practices and more on informal possibilities.
-  Realise he is not closing an order, but rather establishing a relationship.







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:

-  Maintains exceptional customer information flows.
-  Maintains high standards of customer relating.
-  Plans informative follow up responses.
-  Transforms changing customer needs to new business opportunities.
-  Strongly commits to the product or service.
-  Does not buckle under customer pressure.

When following-up and following through John should:

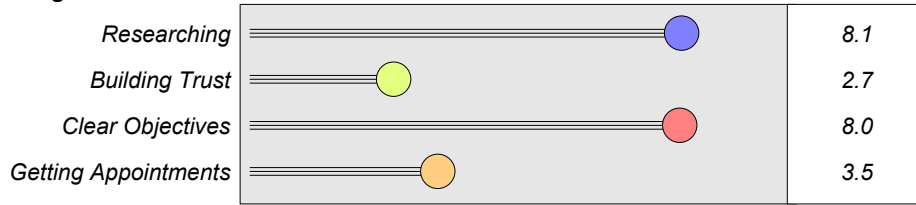
-  Remember to let his customer control the process more often.
-  Moderate his somewhat abrasive verbal style.
-  More fully embrace benefits inherent in good customer relationships.
-  Check his customer satisfaction more regularly.
-  Lighten the atmosphere when the going gets tough.
-  Accept responsibility for his mistakes.

Personal Notes

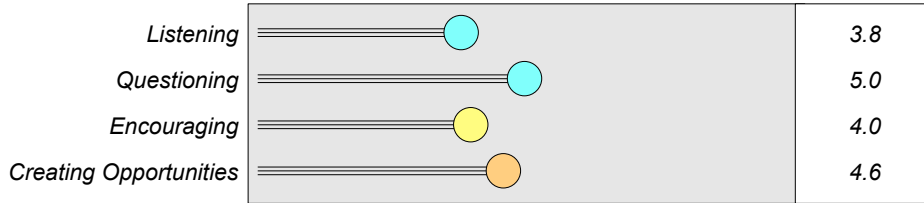


Sales Preference Indicators

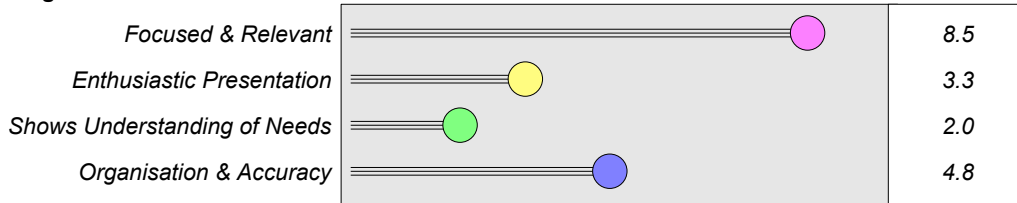
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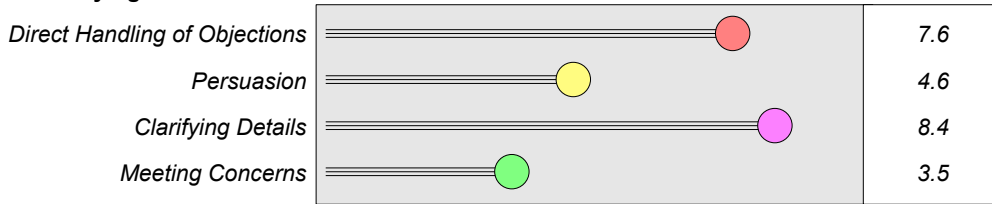
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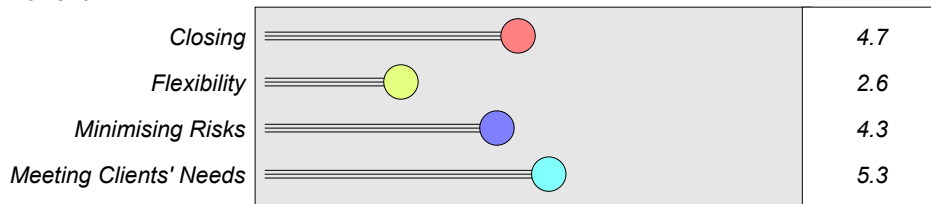
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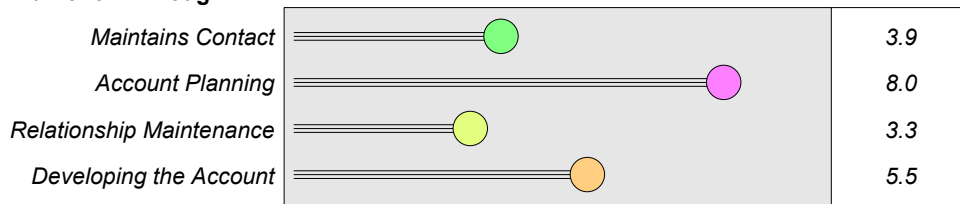
Dealing With Buying Resistance



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

Always open to change, John can direct team members towards turning the vision into reality. John is expert in dealing with complex matters. However, he should take care that his goals are not so complex that they begin to stagnate. His self-discipline can lead to a rigid approach which may sometimes be seen as somewhat unyielding. For John, the achievement of the major task equals major success. All John's plans for the future are carefully thought through. Little is left to chance.

John owns high, clearly defined standards. His focus on getting things done, will sometimes block him from focusing on his own long-term development. John sets clear goals, undeterred by the possibility of failure or rejection. His mask of non-emotion may cause others to see him as cold and unfeeling. A warmer, more friendly approach from him is likely to enlist support. Achieving the goal is a reward in itself for John, but he should remember that others sometimes need more recognition in the achievement process than he does.

John tends to keep his goals personal rather than share them, and tends to set individual rather than team goals. Being cool and detached helps him make excellent decisions. He can rationalise when under pressure. He tends to be a private person and will usually only share his thoughts with those who are professionally close to him.







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,

-  Executes tried and tested methods which usually work.
-  Employs structure and order in tasks.
-  Can spend hours checking and editing.
-  Displays a practical ability in implementing tasks.
-  Enjoys the responsibility of completing the task.
-  May have difficulty "switching off" from work.

Suggested Action For Development

Experiment with the new, untried and innovative more often.

Take a softer approach to avoid being viewed as controlling.

Relax a little.

Allow others to become involved with implementation procedures.

Share responsibility to ease some of the pressure.

Make the distinction between the vital few tasks and the trivial many.







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,

-  Conceives ideas in detail.
-  Often has an optimistic view of his ability to bring about change.
-  Sometimes sees his way as the best for everyone.
-  Has quite an aggressive problem-solving style.
-  Will evaluate the viability of ideas and can make clear detailed recommendations.
-  Pursues facts to support his argument.

Suggested Action For Development

Get others involved at an early stage.

Take feedback from others of a different style and value what they say.

Value all contributions.

Explain the solution fully to the other people involved.

Show flexibility to your audience by providing more than one option.

Be prepared to take other peoples' word at face value from time to time.







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:

-  Examining concepts and translating them into workable methods.
-  Being in control at all stages of the learning process.
-  Providing him with immediate problems to solve.
-  Having a clear plan of the outcome before starting the process.
-  Getting into the detail.
-  Having a structure to the learning process.

John can stretch in learning by:

-  Occasionally getting in touch with his 'feelings' about a subject.
-  Brainstorming or team learning with colleagues more frequently.
-  Sometimes summarising or presenting his findings in 3 bullet points or less.
-  Exploring new ideas to develop into practical application.
-  Being more open to the feelings and ideas of others in his own learning process.
-  Coming to conclusions on less information than is comfortable.

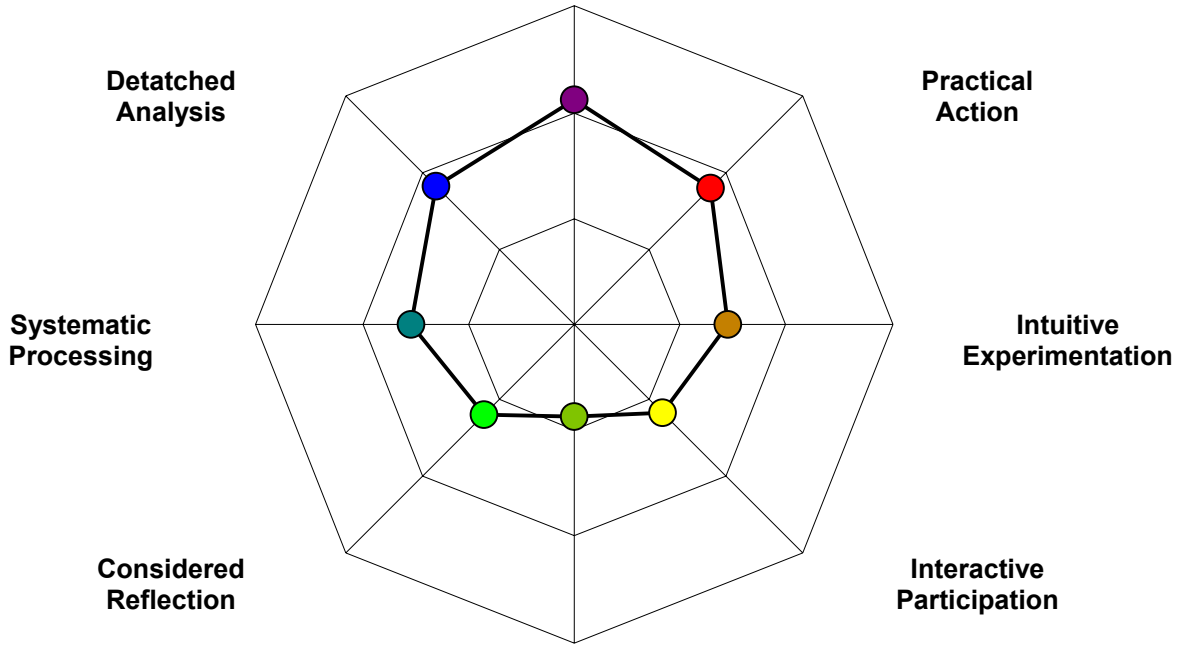
Personal Notes



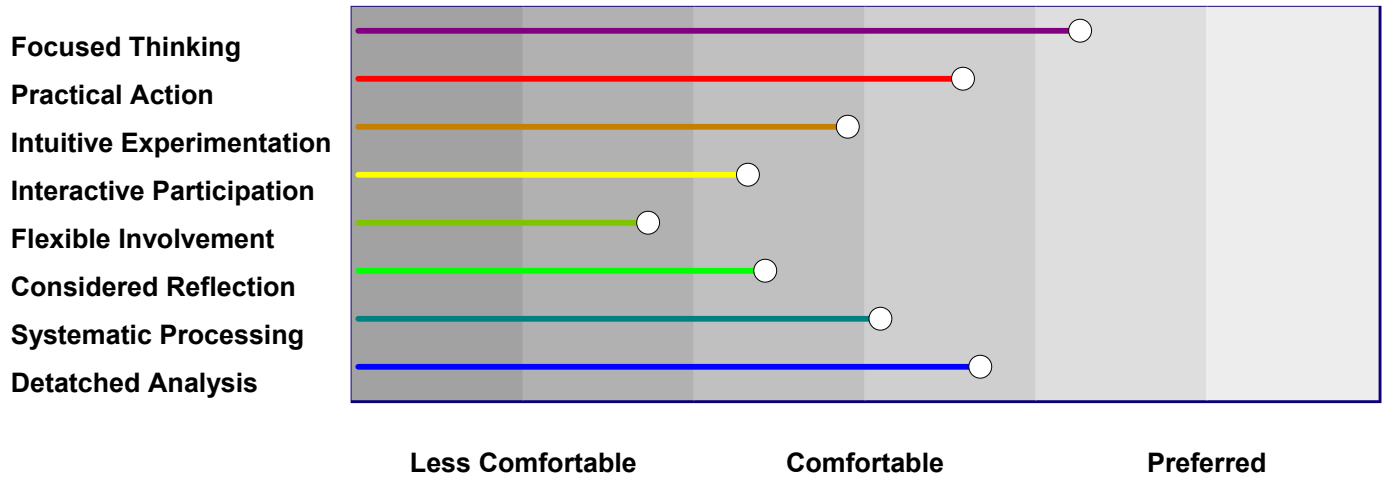
Learning Styles

John Smith
6/13/00

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:

-  How do you react when someone does something important that differs from your own view?
-  How would you help a colleague with a personal problem?
-  Do you react on your gut feelings alone?
-  When do you think you should be more assertive?
-  Being spontaneous and expressive has its advantages. List the ones you can think of.
-  Is it your experience that quiet people in the team often react more effectively if they are given clear precise direction?
-  Would you be attracted to undertaking a survey through interviews?
-  How would you react to a mistake you made?
-  Criticism can be both positive and negative. Which do you prefer to receive and why?
-  How difficult do you find it to take things at face value?

Personal Notes

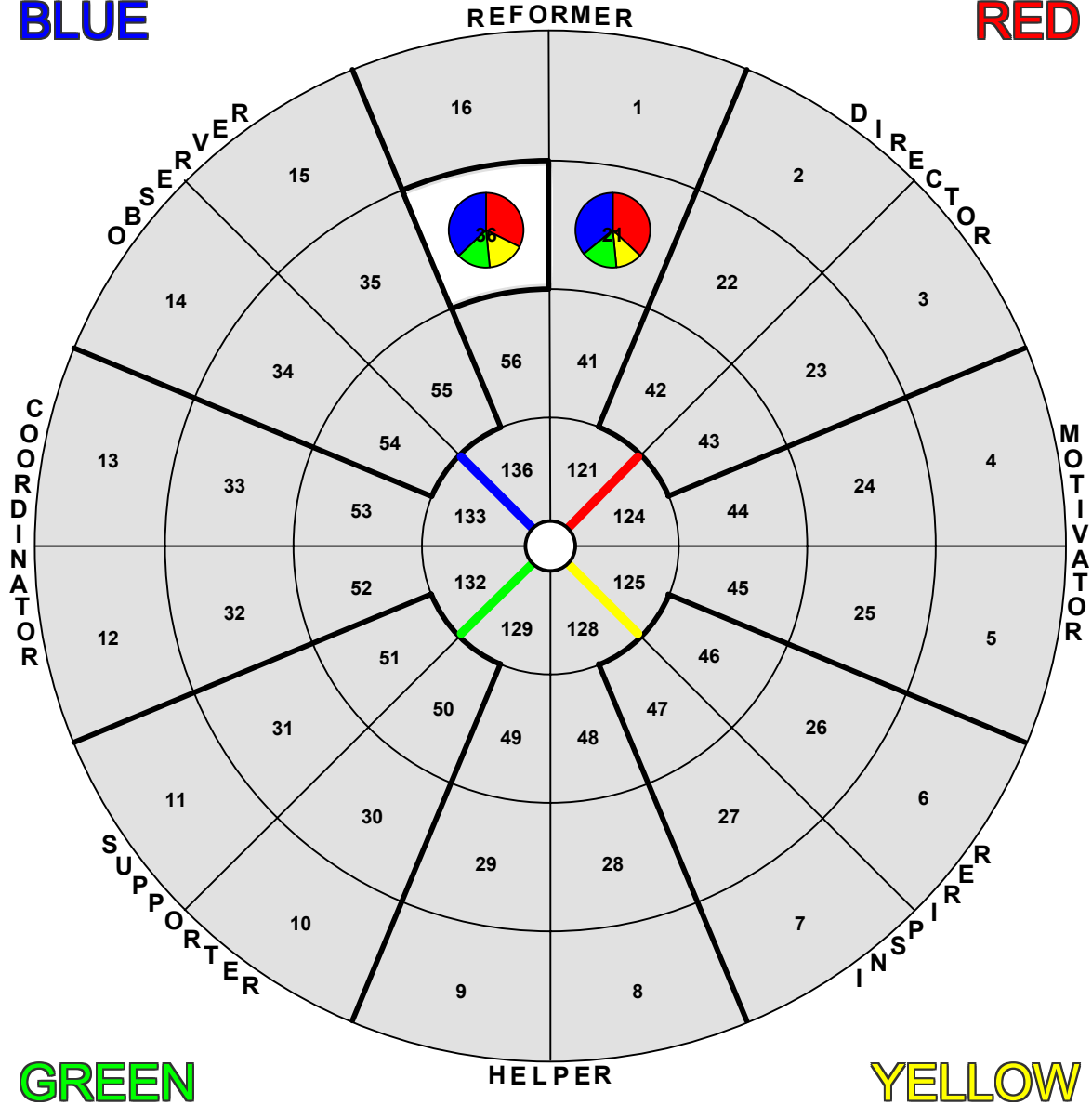


The Insights Wheel

John Smith
6/13/00

BLUE

RED



Conscious Wheel Position
36: Observing Reformer (Classic)

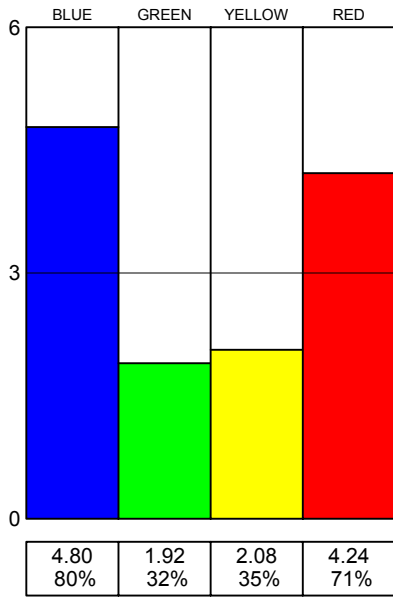
Personal (Less Conscious) Wheel Position
21: Directing Reformer (Classic)



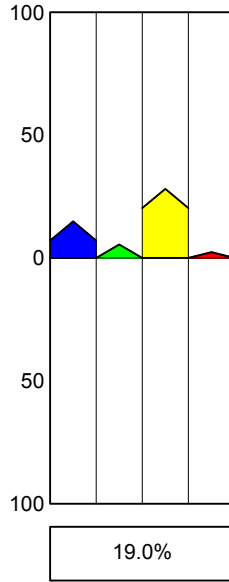
Insights Colour Dynamics

John Smith
6/13/00

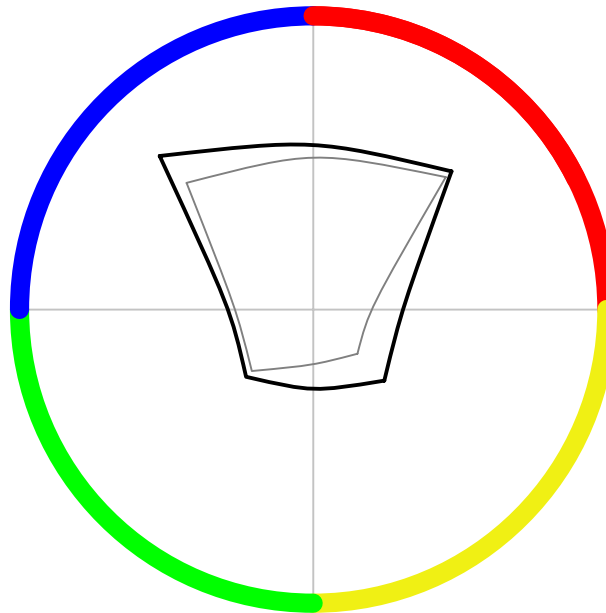
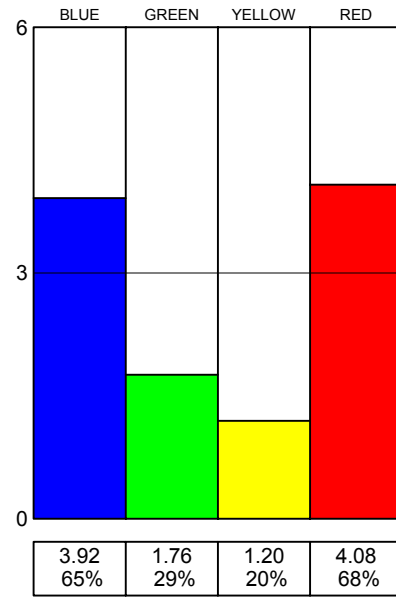
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



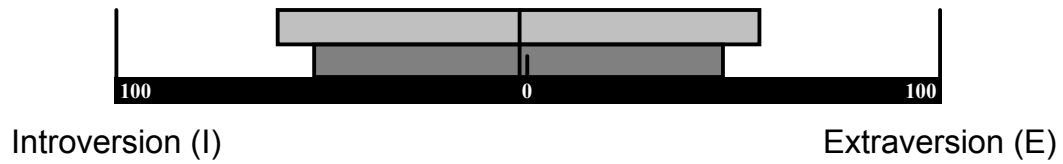
(Conscious) — — (Less Conscious)



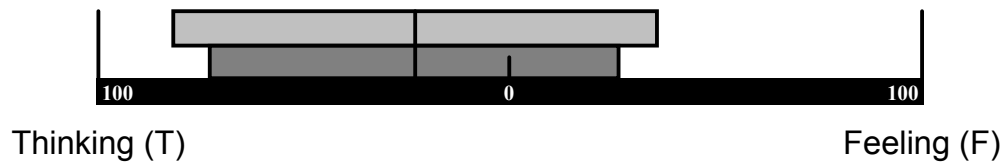
Jungian Preferences

John Smith
6/13/00

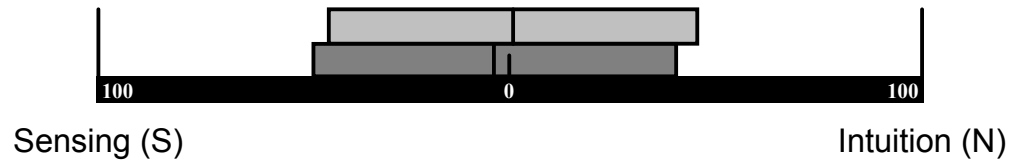
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)

