



Discovery[®]

Personal Profile

Jane Doe

27 May 2020

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

Personal Details

Jane Doe

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Introduction

This Insights Discovery profile is based on Jane Doe's responses to the Insights Preference Evaluator which was completed on 27 May 2020.

The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.

Using Jung's typology, this Insights Discovery profile offers a framework for self-understanding and development. Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.

Generated from several hundred thousand permutations of statements, this profile is unique. It reports statements which your Evaluator responses indicate may apply to you. Modify or delete any statement which does not apply, but only after checking with colleagues or friends to identify whether the statement may be a "blind spot" for you.

Use this profile pro-actively. That is, identify the key areas in which you can develop and take action. Share the important aspects with friends and colleagues. Ask for feedback from them on areas which seem particularly relevant for you and develop an action plan for growth personally and interpersonally.

Overview

These statements provide a broad understanding of Jane's work style. Use this section to gain a better understanding of her approaches to her activities, relationships and decisions.

Personal Style

Jane feels a strength of conviction and has a clear vision of what is best for the common good. Because she tends to live for the present moment, she does not sense the need to prepare or plan more than is necessary. Quiet and conscientious, Jane has an original mind and will try to use this for others' benefit. She relies on what she can hear, see and know from first hand experience. When she gives help to others, she expects to get it reciprocated, particularly as recognition for this help.

Jane is independent and creative, owning strong internal feelings, high principles and deep personal integrity. She welcomes support, encouragement and social interaction, especially during stressful encounters when she may need to consciously divert her energy to more practical tasks to show positive results. She is aware of and involved in her physical environment and likes to be active and productive. She exhibits personal warmth, insight, originality and a broad organisational ability. She is proficient at alleviating the concerns of others.

Jane's work style is a balance of structure and responsibility with an awareness of others' needs. She needs to remember to withdraw regularly from caring for others to take care of herself. She will be hurt if people ignore her and likes to be remembered and appreciated for the services she continually seeks to offer to others. She likes to enjoy the current experience without feeling pressured to rush on to the next. Her social gatherings are frequent and worth attending, particularly when they mark important events.

Highly independent, Jane enjoys speculative and imaginative activities and work. She can be a rather gentle, compassionate person, but may be prone to stubbornness at times. Although objective, she may be more interested in finding creative solutions to problems than in seeing those solutions become reality. Her values are important to her above all else, although others don't always share her belief or commitment to them. Quietly intuitive, routine jobs alone will not satisfy her and she will seek opportunities or roles where her values can be fulfilled along with her need to be with people.

Jane seeks greater fulfilment in her life through the offering of help and service to others. She tends to be there when she is needed, offering low-key stability and strength to people and situations in need. Although her feelings are deep they can change quickly with her mood. If she makes a serious mistake at work she may feel guilty for a long time. She needs to take care to be aware of what is happening around her in practical terms and speak out more assertively for issues she believes in.

Interacting with Others

Jane ensures her own survival in relationships by serving others, and in so doing, fulfils her own needs and deeper desires to be of service. Jane is alert to other peoples' emotions and interests and can deal well with complex or complicated people. She is socially interactive, while preferring to view the world realistically and tangibly. She may modify her feelings to suit the needs of others. She may even adapt to the point where she suppresses her own needs. An unconditional positive regard for others is a strongly held feeling that Jane values.

Aware of the needs of those around her and sympathetic to those in trouble, Jane brings harmony into the workplace. She is unprejudiced, open-minded and tolerant of everyone - including herself. Though she still likes her help returned, Jane is more patient and less expectant than most other types. She may learn to develop many differing aspects of her personality in an effort to win others' approval. She may believe that her family and friends are totally dependent on her.

Jane is seen as a gentle, caring and sensitive person who keeps many of her intensely personal ideals and values to herself. At times it is possible for her to so adapt her conversation style that she may be mistaken as extraverted. She is an effective, if unobtrusive leader, encouraging others to freely participate in her projects. She has strong family ties and to keep in close contact is an essential part of her make-up. She prefers to play a supporting role at work in a loyal and conscientious way.

Decision Making

Jane will usually listen to, value and accept ideas and opinions from others, even those who may be viewed as unusual or even "odd". She can be self-effacing and accommodating and is usually content to support others emotionally without expecting too much in return. She can be overly lenient with non-producers, which often results in problems in matters that require the application of discipline. She recognises judgements that rely heavily on logical analysis, but then may ignore this in making her decisions. She takes a personal approach to living, assessing events through the personal values and ideals which govern her life.

Jane is prepared to modify her conclusions when she receives contradictory new information. She is prepared to make decisions through group consensus. Because she values harmony and agreement, she believes the best way to maintain this is to persuade others of the validity of her viewpoint. She may tend to be misunderstood because of her tendency not to express herself forcefully. She prefers tasks or projects which allow flexibility of scheduling.

Jane is willing to admit the truth about people or things that are important to her, is very alert to problems, and seeks to find solutions herself. Her decisions are influenced by ethical and moral issues. Jane is good at easing tense situations, enabling competing or conflicting groups to unite. Equally comfortable thinking things through or talking them out, Jane balances these two processes well. She may find it difficult to make decisions based purely on objective considerations.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Jane brings to the organisation. Jane has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

Jane's key strengths:

- Gracious, charming, empathetic and considerate.
 - Open-minded and tolerant of others.
 - Loyal, self sacrificing and sympathetic.
 - Learns from experience - won't get hurt by the same situation twice.
 - Friendly and sociable.
 - Creative decision maker.
 - Values differences.
 - Not easily ruffled or flustered.
 - Compassionate, with a caring and concerned approach.
 - Usually weighs up all relevant factors before reaching decisions.
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Personal Notes

Key Strengths & Weaknesses

Possible Weaknesses

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

Jane's possible weaknesses:

- Often feels responsible for others.
 - A lack of confidence in her own judgement, although that judgement is often correct.
 - Masks her true feelings to avoid unpleasantness.
 - Avoids interpersonal aggression and irritation.
 - Avoids conflict like the plague.
 - Can be manipulated by supervisors or significant others.
 - Ignores objective evidence which does not support her original perception.
 - Seems to lack drive or initiative when pressured.
 - Was once indecisive, but she is not so sure now!
 - Digs in if not convinced of need for change.
-

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 Jane brings, and make the most important items on the list available to other team members.

As a team member, Jane:

- Can organise the social calendar.
 - Likes and is liked by most others.
 - Is prepared to spend time to resolve personal issues.
 - Adapts in performing her role and responsibilities.
 - Encourages team allegiance.
 - Ensures other team members are comfortable.
 - Supports others by being loyal, diplomatic and sincere.
 - Will be loyal to the leader and the cause.
 - Seeks to be compliant and willing to adapt.
 - Encourages the team to honour its commitments.
-

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 Jane. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Jane:

- Take time to listen to her feelings about the reactions of others.
 - Avoid detailed reports, focus on people issues.
 - Show appreciation of her role in the organisation.
 - Listen to her opinions.
 - Remember that she may not be revealing her real underlying concerns.
 - Deal with her in an honest and sincere way.
 - Allow time for her to think of the consequences.
 - Check that she is with you as she may be easily distracted from listening attentively.
 - Acknowledge her flashes of creative brilliance.
 - Show concern for her opinions and be willing to discuss personal matters.
 - Expect her to come back later for clarification.
 - Leave time to ensure she is comfortable on personal issues.
-

Personal Notes

Communication

Barriers to Effective Communication

Certain strategies will be less effective when communicating with Jane. 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 Jane, DO NOT:

- Assume you will complete all of your agenda.
 - Make critical comparisons in relation to other staff.
 - Leave her out of the picture.
 - Adopt an intransigent, judgmental stance.
 - Put her “on the spot” in front of others.
 - Exert unnecessary pressure.
 - Make your lack of interest in her “problems” too obvious.
 - Focus on her weaknesses or chastise her publicly.
 - Demand change that ignores her personal values and/or beliefs.
 - Be brusque, overbearing or harness her to unrealistic deadlines.
 - Demand instant accuracy, or be pedantic.
 - Fail to respect her need for occasional isolation.
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Personal Notes

Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

Jane's possible Blind Spots:

Because Jane places such a strong priority on experiencing new things, she sometimes allows her other responsibilities to suffer from lack of attention. She appears generous, but in reality may have only limited patience for those who are dependent on her. She tends to ignore her problems instead of finding rational solutions for them and needs to try to keep her eyes and mind open as well as her heart.

Jane may feel pressured to make decisions too quickly, before she has had adequate time to gather all the more obscure facts and consider the fuller implications of her actions. She often overlooks her own needs due to her desire to please or help other people. She values established institutions and tends to enjoy an active and co-operative membership in committees and organisations. She is not always sure she is participating for the right reason. Highly vulnerable to idealising relationships, she tends to overlook facts that contradict what she wants to believe. She has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or her peers.

Jane may have difficulty dealing with conflicts in relationships and may become deeply disappointed or disillusioned if a conflict develops from one of her interventions. She may be so concerned about the feelings of others that she can be blind to important facts when the situation involves hurt feelings. Her interest in others tends to make her rather optimistic towards maintaining positive relationships. Although she can do certain detailed work she will tend to be less careful and more restless in longer term projects. She should learn how to accept and deal with conflict as a necessary part of bettering her relationships with others.

Personal Notes

Opposite Type

The description in this section is based on Jane'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:

Jane'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.

Jane may see Reformers as reserved and cold. Reformers may become authoritarian when their hard work is not recognised. Often blunt, Jane 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. Jane will often see the Reformer as both aloof and argumentative.

Personal Notes

Opposite Type

Communication with Jane's Opposite Type

Written specifically for Jane, this section suggests some strategies she could use for effective interaction with someone who is her opposite type on the Insights Wheel.

Jane Doe: How you can meet the needs of your Opposite Type:

- Give her all the facts.
- Be practical, realistic and direct.
- Be sure that she is ready to communicate before pressing ahead.
- Ensure that your strong assertions are correct!
- Deal with her privately and on a one-to-one basis when appropriate.
- Be receptive and open minded.

Jane Doe: When dealing with your opposite type DO NOT:

- Be put off by her formality.
 - Flatter in order to influence her.
 - Argue emotionally around her specialist areas.
 - Get too close or touch her.
 - Interrupt her while she is in control.
 - Procrastinate, prevaricate or interrupt her.
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Personal Notes

Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Jane's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Jane may benefit from:

- Sticking to the agenda, raising social issues afterwards.
 - Maintaining a high level of exercise.
 - Setting goals outside of her comfort zone.
 - A plethora of rules and regulations for her to follow.
 - Bouncing back, rather than withdrawing when she feels disappointed.
 - Dealing directly with conflict rather than worrying unnecessarily about finding alternatives that will appease all parties.
 - Getting going when the going gets tough.
 - Sticking to standard procedures.
 - Monitoring the in/out process flow of the department or office she works in.
 - Not always seeking the ultimate ideal.
-

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 Jane's ideal environment and her current one and to identify any possible frustrations.

Jane's Ideal Environment is one in which:

- There is freedom from conflict and confrontation.
 - The volume of information can be limited if necessary.
 - There are adequate but not excessive amounts of detailed and technical information.
 - The emphasis is on informality rather than rules.
 - Hard work is rewarded with feelings of fellowship and security.
 - Objectives and processes are the focus, rather than monitoring detail work.
 - A comprehensive welfare policy is provided.
 - There are clearly defined job descriptions.
 - There is a shared philosophy of excellent service.
 - In a low key way, she is continually encouraged to seek out fresh challenges.
-

Personal Notes

Management

Managing Jane

This section identifies some of the most important strategies in managing Jane. Some of these needs can be met by Jane herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Jane needs:

- To understand the need for time-management disciplines.
 - Freedom from bureaucracy.
 - Consultation before change.
 - A workplace offering privacy but not exclusion.
 - To be aware of underlying stresses.
 - The opportunity of networking during her working day.
 - Personal and professional development to be supported and encouraged.
 - To be able to use her one-to-one strengths in counselling or mentoring.
 - To have mistakes dealt with in a positive and constructive manner, avoiding confrontation.
 - Her own workspace with room for personal effects.
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Personal Notes

Management

Motivating Jane

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 Jane. With her agreement, build the most important ones into her Performance Management System and Key Result Areas for maximum motivation.

Jane is motivated by:

- Problems that require her intuitive skills.
 - Full acceptance of her values and feelings.
 - Those she feels are in need of her support.
 - Being free from supervision and details.
 - Being made to feel “one of us”.
 - Having her opinion sought on support services.
 - Small gestures of goodwill that enhance her feeling of belonging.
 - Openness and honesty.
 - Recognition and respect for her family's commitment and support.
 - Events that represent success for others.
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Personal Notes

Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Jane's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Jane may tend to:

- Over-complicate issues by trying to solve too many things at once.
 - Appear cold and aloof until she gets to know people well.
 - Make mountains out of molehills and fail to deal with challenges quickly.
 - Serve her team rather than lead in a forthright manner.
 - Support and coach her team rather than take a strong stance from the front.
 - Lose sight of the objectives of meetings, often turning them into social events.
 - Allow her team a great deal of freedom.
 - Find herself manipulated by others.
 - Disarm others with her openness and honesty about her own shortcomings.
 - Criticise members of her team indirectly, rather than facing problems head on.
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Personal Notes

Effective Selling Chapter

Effective selling has three main requirements:

First, the salesperson must understand themselves, and how to build on strengths and develop any areas of weakness, aware of how different customers perceive them.

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 their behaviour to relate to, connect effectively with, and influence, the customer.

This chapter is designed to support the development of each of these requirements at each stage of the sales process.

The model below illustrates the conceptual overview of each of these different stages and the corresponding sections explored in this chapter.

Use the Effective Selling Chapter to develop strategies for improved customer relationships, greater self-understanding and more & greater sales.



Selling Style Overview

These statements provide a broad understanding of Jane's selling style. Use this section to gain a better understanding of her approaches to her customer relationships.

Selling Style Overview

Jane will naturally sympathise and try to understand her customer's real needs. She encourages others to give of their best. She attempts to accommodate customers' views and suggestions to ensure harmonious relationships.

Jane brings harmony and goodwill to any situation and puts customers at ease naturally. Conscious of doing the right thing, Jane is often seen as a gracious, charming, and personable advisor to customers. Jane is always ready to help people negotiate the solutions that the sale process requires. She instigates democratic and participative discussions with customers as the best method of getting to customer commitment. She is an individualistic and independent person. This may not always be obvious to customers, due to her desire to enjoy warm, harmonious relationships.

Aware of the needs of those around her and sympathetic to customers needs, Jane brings harmony and diplomacy to the selling process. Friendly and effective, she displays her emotions openly and relishes the relating opportunities that serving her customers brings. She supports colleagues well, but prefers to maintain her somewhat individual approach to customer management. Caring, warmth, and contented relationships are important to her. Jane prefers to share experiences at a personal level once the prospective customer has become a customer.

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 Jane needs to be aware of in the initial stages when planning and approaching the customer.

Jane's key strengths before the sale begins:

- Displays high levels of energy in identifying and following up new prospects.
- Enjoys meeting new customers and building relationships.
- Works quietly and effectively behind the scenes.
- Demonstrates an intuitive and optimistic sales approach.
- Sets a fast prospecting pace.
- Sticks to tried and traditional prospecting methods.



Before the sale begins Jane could:

- Plan focused outcomes for the meeting.
- Be prepared to get to the point quickly.
- Remember that a key part of selling is helping the customer to decide.
- Aim to generate business more quickly while building the relationship.
- Focus as much energy on completing the task as on building the relationship.
- Set clear and achievable "early stage" objectives.

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 Jane may identify customer needs.

Jane's key strengths in identifying sales needs:

- Builds trust and rapport by putting her customers first.
- Recognises and adapts well to the customer's buying style.
- Sets customers at ease with her low-key, approachable style.
- Can listen sympathetically for long periods.
- Recognises and values differences in people's approaches and styles.
- Encourages openness through perceptive and empathetic listening.



When identifying needs Jane could:

- Ask for regular feedback around what the customer "thinks".
- Stay objective.
- Keep more detailed, organised notes during the questioning process.
- Really focus on the customer's hot buttons, and push them at the appropriate moments!
- Use closed questions more frequently to hone in on key issues.
- Be more disciplined in getting all the facts.

Personal Notes

Proposing a Solution

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 Jane to develop a powerful and effective proposing style.

Jane's key strengths in proposing a solution:

- Brings brightness and "theatre" to the process.
- Can accept and reflect back customer values.
- Tunes in psychologically to customers deeper requirements.
- Bonds with customers using a gentle relating style.
- Enjoys an easy going and fun approach.
- Knows the appropriate pace and response.



When proposing a solution Jane could:

- Present a more formal, business-like persona.
- Be careful not to engage in inappropriate humour.
- Heighten the authority of her delivery.
- Keep her presentation clearly focused on customer needs.
- Underpin her customer relationships with credible business cases.
- Balance engaging with the customer with maintaining a task-focus.

Personal Notes

Dealing with Buying Resistance

If the customer relationship has been built effectively, buying resistance should be low. However, this section suggests strategies for Jane to deal effectively with buying resistance.

Jane's key strengths in dealing with buying resistance:

- Listens carefully to the precise nature of an objection before replying.
- Accepts that other's perceptions are as valid as her own.
- Avoids rebuttals by using her strong people skills.
- Is perceptive and empathetic in identifying potential resistance.
- Readily displays her desire to serve the customer.
- Doesn't fluster easily, and can "go with the flow".



When dealing with buying resistance Jane could:

- Recognise that objections are sometimes a sign of interest, not disinterest.
- Take fewer objections at face value.
- Rely less on emotion and more on logic.
- Be confident in directing the customer's thinking.
- Deal with objections as and when they are raised.
- "Resist the desire to agree and give in!"

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 Jane's closing style.

Jane's key strengths in gaining commitment to the sale:

- Over time, gains strong commitment for her recommendations.
- Seeks win/win solutions to avoid conflict.
- Generates trust in, and buy-in for, the recommended decision.
- Creates high levels of trust in customers.
- Has an intuitive sense of good timing.
- Brings comfort to her prospective customers during the decision-making process.



When gaining commitment Jane could:

- Say: "Why don't we just do it now?" if appropriate.
- Remember that no sale takes place until the customer, directly or indirectly, says "yes".
- Constantly look for "buying signals" and respond to them as they appear.
- Develop a more assertive range of closing questions.
- Add tougher closing strategies to her sales repertoire.
- Focus on business outcomes.

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 Jane can use to support, inform and follow-up with the customer.

Jane's key strengths in sales follow-up and follow through:

- Seeks commitment through gaining consensus rather than asserting the facts.
- Maintains a focus on future wants throughout the support phase.
- Develops close relationships with long-standing customers.
- Travels the path of least resistance.
- Aids longer term relationships using her honed people skills.
- Can involve relevant people in the after-sales processes.



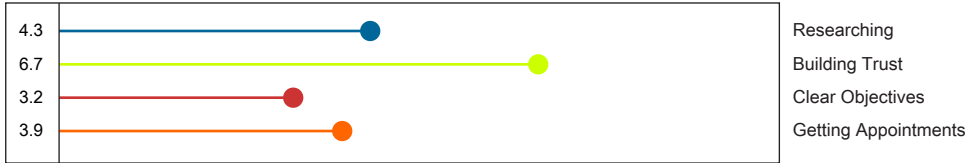
When following-up and following through Jane could:

- Rely less on repeat or referred business.
- Work as hard with the customer she does not respect as those she likes.
- Discipline herself to attend regular reviews with a prepared agenda.
- Concentrate more on customers with the real revenue potential.
- Spend less time worrying about a business relationship that has gone wrong.
- Develop an effective system for keeping the customer more informed.

Personal Notes

Sales Preference Indicators

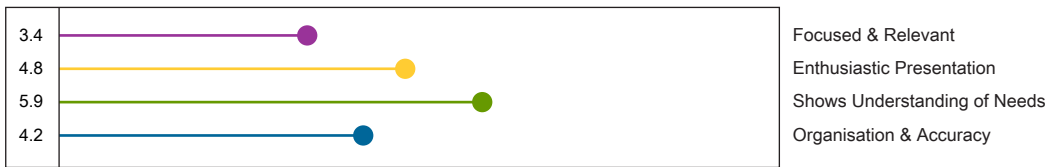
Before The Sale Begins



Identifying Needs



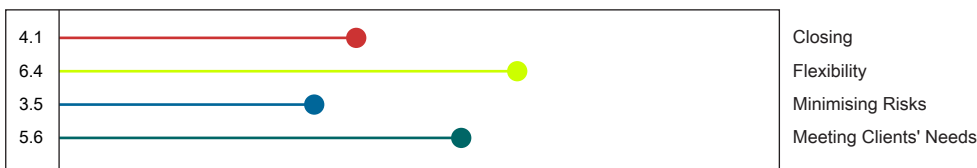
Proposing a Solution



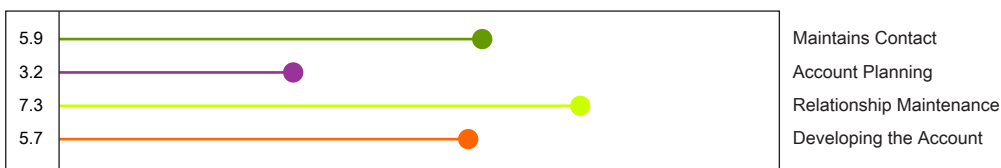
Dealing with Buying Resistance



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 Jane define her life's purpose, set her goals and organize her time and life to achieve them. It offers suggestions on how she can tap into her natural creativity, and unleash further creative potential from deeper aspects of her personality, to overcome any obstacle.

Finally, it gives powerful suggestions for Jane to understand and enhance her 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 Jane should be aware of in setting goals and defining her purpose.

Living on Purpose

She fully appreciates that success is a journey and not a destination. For Jane it is essential to have not just a sense of direction but a really clear route map as well. Preferring a collective approach to goal-setting, she must nonetheless be sure that her voice is heard. She will perform best when the journey is as enjoyable as the destination. She seeks to set realistic and challenging targets, but may be side-tracked by other peoples' agendas, resulting in loss of focus.

Jane is very productive when working carefully towards her ideas and when what she is doing also meets a deep-felt personal need. She constantly seeks to avoid conflict and confrontation, and as a result may dilute her ultimate objective in an effort to maintain equilibrium. She senses that it is important that her goals are measurable and quantifiable. She may need a few indicators and rewards to keep her on track and motivated. Although keen to stay on track with her goals, her progression may be hindered by her desire to maintain harmonious personal relationships. She usually sets stretching though achievable work-related goals. She should also maintain personal life goals which involve physical exercise. She will unerringly stick to plans that support her values. She could perhaps perform regular, more clinical appraisals of her attainment. Saying "no" is difficult for her, but doing so more frequently would give her more time to attain her own objectives.

Jane recognises that 'to err is human'. This might be her justification for, or release from, the attainment of pre-set outcomes. Jane is usually able to achieve a healthy balance between her personal and professional life. As her planned future generally includes her world becoming a nicer place, outcomes need to incorporate this element to ensure wider significance for her. She should accept that the achievement of worthy personal goals might sometimes involve upsetting others. Her goals can be thwarted by the demands of others. She should realise that it can be essential to say "no" at times. Jane's goals tend to include the whole family, not just the individual. To her, the whole is greater than the sum of the parts!

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 Jane 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 her time, Jane,

Suggested Action For Development

- | | | |
|--|---|--|
| Finds that getting started can be a lengthy process. | → | Begin early with the end in mind. |
| Allows time for people development programmes. | → | Develop a greater sense of urgency and momentum. |
| Avoids routine or repetitive tasks in favour of the new. | → | Learn from structured colleagues how to maximise personal efficiency. |
| Enjoys meetings where she can help and question. | → | Develop complementary skills of clarifying and directing. |
| Puts time aside for listening to others' problems. | → | Help them to make their own decisions and accept responsibility for their lives, then move on. |
| Will sometimes complain about lack of support and information. | → | Don't automatically accept - ask, ask, and ask again. |

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 Jane's creative characteristics and how she can build on them.

In her creativity, Jane,

Produces her best work when allowed to share her ideas with like-minded people.

Listens to the views of many others in developing new ideas.

Enjoys a quiet, steady approach.

Will explore many avenues.

Prefers to go for the easiest solution.

Builds solutions through people.

Suggested Action For Development

→ Look for additional ways of stimulating creativity when working alone.

→ Save time by limiting the number of people needed to make an input.

→ Try short bursts of brainstorming with others.

→ Be ready with a considered explanation to gain buy-in.

→ Initial in-depth evaluation will save time in the long run.

→ Focusing on outcomes will provide clarity.

Personal Notes

Lifelong Learning

Continual learning is a key part of personal development and growth. This section identifies several ideas Jane can use to learn more effectively. Use these statements to map out a learning strategy and to create the environment for optimum personal growth.

Jane's preferred learning style is supported when she:

- Can listen to experts who have a proven record - tried and tested results.
- Can work well in people-oriented situations.
- Has opportunity to stand back and consider before taking action.
- Is comfortable that the shortest is not necessarily best.
- Has sufficient time to prepare before being asked to present her views.
- Has the ability to interact with others.

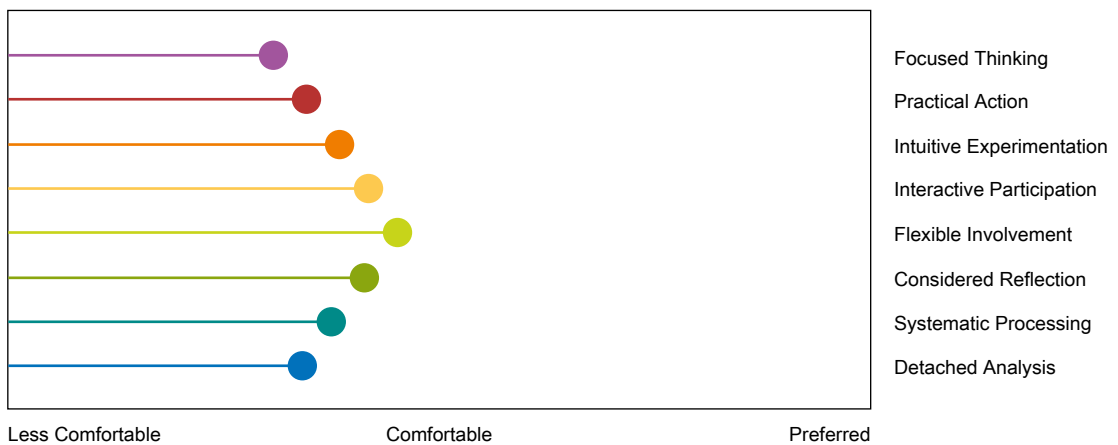
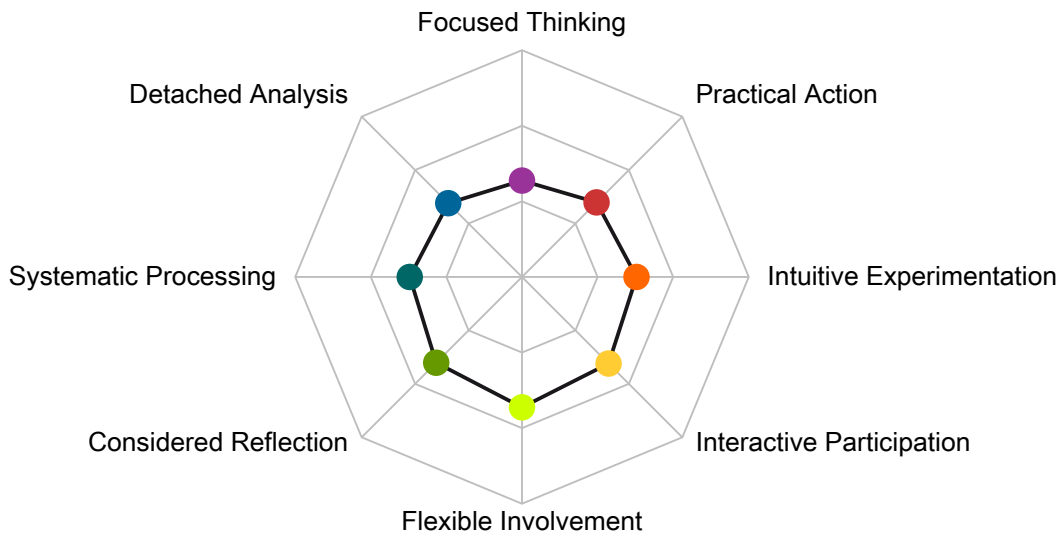
Jane can stretch in learning by:

- Making an action plan and sticking to it.
 - Seeking detailed clarification when she doesn't understand.
 - Practising memory skills and techniques.
 - Not delaying her contributions.
 - Sometimes practicing more critical self-analysis.
 - Actively listening to what is required and then putting it into practise.
-

Personal Notes

Learning Styles

27 May 2020



Interview Questions

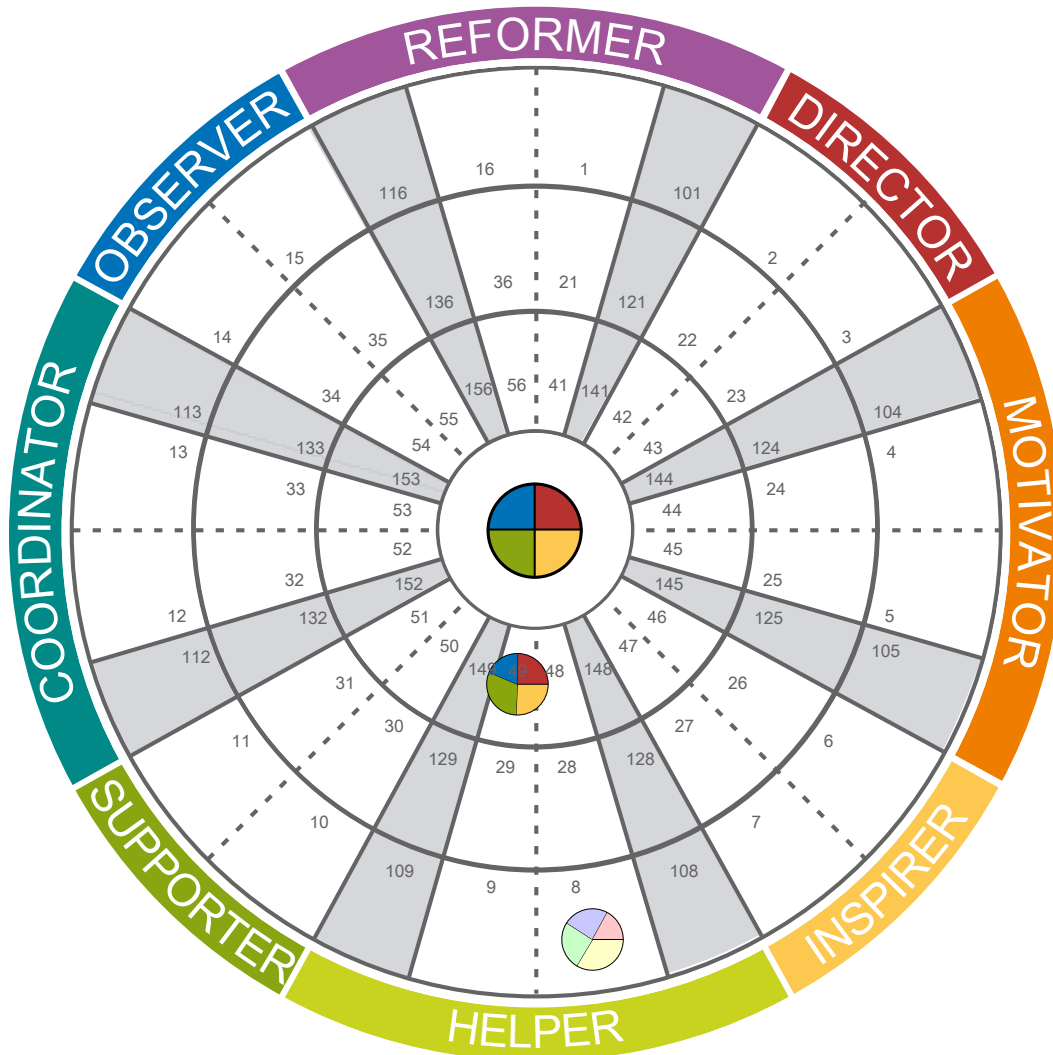
This section lists several questions which can be used in interviewing Jane Doe. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues Jane may be less comfortable with - those development areas in which she 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 Jane's self-awareness and personal growth.

Interview Questions:

- How would you distinguish between work and personal relationships with colleagues?
 - What would your reaction be if asked to captain the company sports team?
 - What action have you taken where you have disagreed with a decision made by a superior?
 - What would you see as a priority between getting the job done at all costs or putting someone's needs first?
 - How do you focus on goals and objectives?
 - What steps would you take to ensure you are not being taken advantage of in certain situations?
 - Sometimes taking a direct approach to problems results in casualties. What do you feel?
 - How can you get above average performances from your team members?
 - How much do you value what you do and how do you prefer to be rewarded for doing it?
 - Tell me your thoughts about this job right now.
-

Personal Notes

The Insights Discovery® 72 Type Wheel

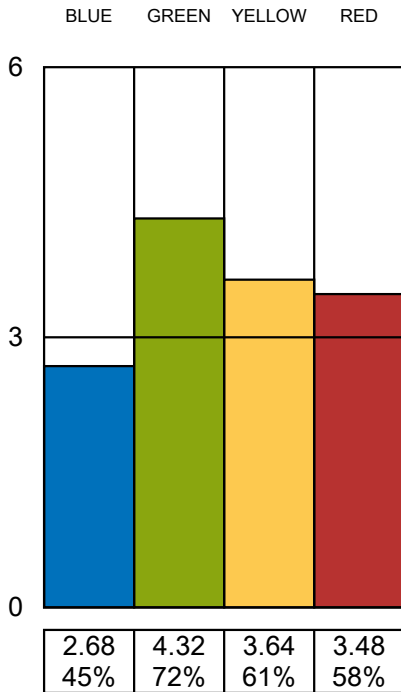


Conscious Wheel Position
 49: Supporting Helper (Accommodating)

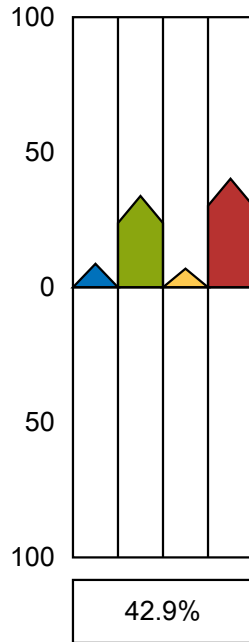
Less Conscious Wheel Position
 8: Inspiring Helper (Focused)

The Insights Discovery® Colour Dynamics

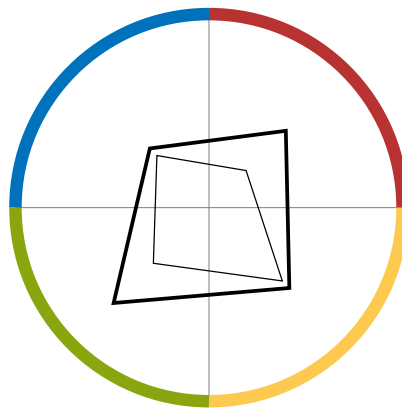
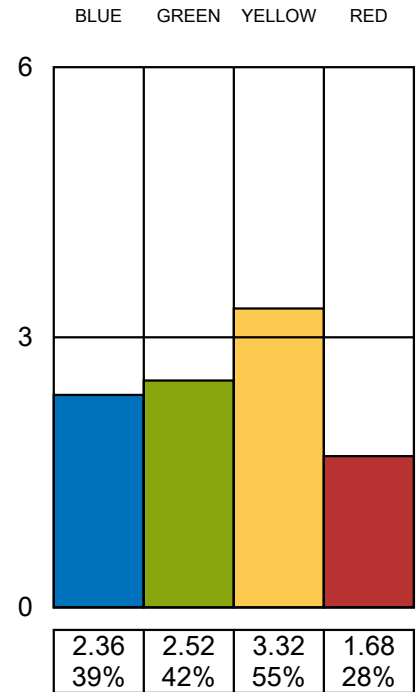
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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