John Smith

22 April 2015

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

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Date Completed: 22 April 2015
Date Printed: 27 January 2017
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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 22 April 2015.

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 strives to make things better rather than simply accepting them as they are. He likes to have control of most situations and can speak out clearly and forcibly when he sees the need to do so. Because he is a realist, he capitalises well on available resources, making him practical, with a good sense of timing. He has an urge for lifelong learning and can shake off depression by simply finding projects that fascinate him. He possesses a natural gift for presentation. Both alert and outspoken, John can see the fatal flaw in a proposal or position but will often argue (and often enjoys arguing) on either side of an issue from a position of “devils advocate”.

He enjoys work that allows him to get his teeth into new projects. People with whom John works are aware of his excellent organisational qualities and commercial aptitude. He tends to be realistic and matter-of-fact about work issues. John enjoys work that involves moving projects forward. John is a resourceful, action-oriented person who lives for the future by making every moment count.

The opinions of others are not always important to him particularly if they conflict with his own opinions, to which he may become emotionally attached. Because he lives by principles and rules, John is very consistent and dependable. At work he often makes significantly more starts than finishes and he may need someone else to follow through with the details. John has high energy and is always striking out in a forward direction. He follows his impulses, moving strongly towards his goal. John is outgoing and direct, but as a participant, he can, if he is not careful, take control of the process.

He is good at getting things done and does so in a very assertive way. At his best, he is responsible, industrious, decisive and energetic. He attends to and likes to remember significant events and important detail. Others need to be sure of their facts. He is usually neat, tidy and orderly, both at work and at home. John is realistic and dependable.

John is seen as a natural leader with a hearty and frank style, who tends to take charge of any situation in which he finds himself. John is at home in the energetic administration of practical matters. John is independent by nature, but he is prepared to labour tirelessly for a team mission he commits to. Articulate and thinking, he tends to be matter-of-fact and practical. He likes a fast pace and is adept at using functional devices and procedures. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity.

Interacting with Others

Seen by most people as outgoing, flexible and fearless, John can rise to meet any challenge. He does not appreciate critical comments about his personal qualities as he sees these comments as personal attacks on his integrity. He should first listen to the input of those around him and express appreciation for every contribution, rather than automatically being critical of negative feedback. He may appear not to be overly concerned with the needs of others. Being respected by his peers is of greater importance to John than being liked.
Although his emotional and social life may not seem as important to him as other aspects of life, he tends to seek consistent and stable relationships. Sometimes seen as blunt and forthright, he may tread on other people's toes without knowing it. Not keen to respond positively to views which differ from his own, he may jump to incorrect conclusions as he is often without the benefit of an alternative opinion. He has a rather impersonal style and may wrongly assume others wish to be treated in the same impersonal manner. As he takes a rational approach to life, he may be seen as tough, blunt, impatient and insensitive to the needs and feelings of others.

He might confess to being puzzled by others' perception of him as rigid and intractable. This perception may result from his tendency to express his independent views rather directly. He prefers to remain emotionally free of the other persons point of view. His communication style is honest, direct and to the point and he prefers others to be similarly candid with him. By listening carefully to the reactions of others, he may avoid being considered rather bull-headed at times. He may need to slow down to consider the feelings of people he is involved with and regularly listen to, and accept, other people's opposing points of view.

Decision Making

Politically aware, John is normally comfortable with his decisions even in the face of possible conflict with others in more senior positions. He always tries to decide as much as possible through logical, analytical and highly organised thinking. He will pursue all possible avenues of a solution to any problem that captures his interest. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. He is outgoing, versatile and quick-witted, and may have an endless supply of solutions to whatever challenge he finds himself in.

In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. He has a tendency towards making higher risk decisions. His effectiveness depends on how much personal fulfilment he receives from the current task. John is seen by many as a natural leader and decision maker. He seeks realistic and satisfying solutions to challenges.

He is adaptable but constantly needs to get results. John's tendency to think “out loud” enables others to follow his line of thinking. “Do it now” is his motto. He enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done. In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason.

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:

- Hard working, thorough, determined and persevering.
- Runs a “tight ship”.
- Strong willed, will not be blown off course.
- Concise and incisive in communication.
- Values truth and high ideals.
- Constantly strives to make improvements.
- Readily accepts authority.
- Original inventive thinker.
- Realistic, adaptable and pragmatic problem solver.
- Forceful negotiator and vocal decision maker.

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:

- His confidence can sometimes be interpreted as arrogance.
- May not actively listen to (or hear) others’ points of view.
- Doesn't always take time to hear others views.
- May ride rough-shod over others' feelings.
- Often fails to take sufficient account of others opinions.
- Tends to over-control the situation.
- Takes on too much responsibility.
- Lacks tact and diplomacy.
- Lacks follow-through if interest wanes.
- Will lose interest quickly if the challenge diminishes.

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:

- Will cut through “red tape” to speed up the outcome.
- Can focus equally upon “task” and “process”.
- Ensures there is never a dull moment where he is involved!
- Demonstrates leadership and involvement.
- Will show loyalty and directness to other team members.
- Is a forthright advocate for the team.
- Ensures the results are achieved on time.
- Exhibits a strong sense of urgency
- Commits to realistic goals.
- Brings common sense and vision to the team.

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:

- Be ready to leave quickly.
- Be frank, earnest, decisive and confident.
- Ask him, don't tell.
- Keep up with his pace.
- Be practical and logical.
- Deal in probabilities not possibilities.
- Be receptive and open minded.
- Present only solid and reliable facts.
- Match his pace in presenting to him.
- Be friendly and pertinent.
- Take responsibility for your own actions and errors.
- Be sure he sees evidence of your support.

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:

- Try to hoodwink or mislead.
- Show disagreement with or disrespect for his principles.
- Be dull, dour or redundant.
- “Fudge” the issue or waffle.
- Leap between topics in an unstructured way.
- Challenge his values or principles.
- Be indecisive, unclear or “woolly”.
- Speak too slowly or hesitantly.
- Be inaccurate.
- Be messy, unstructured or ill-equipped.
- Say “that will never work”.
- Impose your opinion against his better judgement.

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 strives after justice and wants to rectify injustice whenever and wherever he finds it - but his values must prevail. 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. He seeks to adopt a strict code of ethics and values for both self and others and can be seen as dictatorial when he attempts to impose his standards.

He dislikes disorganisation, tardiness, sloppiness or inappropriate behaviour in both self and others and can sometimes generate an intensity inappropriate to the situation. John may not always appreciate or solicit the views of others and might, as a result, miss a more suitable solution. He may not wish to hear the objections of others because, to him, his own position usually seems unquestionable. As a forthright, results oriented individual, he will challenge authority, take risks, overstep boundaries and act without reference. He is honest and fair but can be seen as rather blunt and tactless in his ready criticism of others.

He sometimes has difficulty in absorbing other peoples’ points of view. 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. When a project goes wrong, he will not readily take the blame. As a logical and impersonal analyst, he doesn't always consider the impact of his decisions on others. His thinking rationale may be so acutely honed that he will overlook what others tend to care about.

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 Supporter, Jung’s “Introverted Feeling” type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. John will see the Supporter’s efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the “extra mile” to help someone they consider as a friend.

John may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

John will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other people’s lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

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:

- Listen to his opinions.
- Value his contribution to building stable relationships.
- Do not let him hide behind complexity and privacy. Maintain his focus upon outcomes.
- Remember his quiet demeanour and ask for his views.
- Speak calmly and quietly, avoiding ostentation and bluster.
- Remember that he may not be revealing his real underlying concerns.

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

- “Tell”, instruct or command.
- Patronise or be paternalistic.
- Criticise without first acknowledging positive contributions.
- Be vague or rush him.
- Force quick decisions where other people are affected.
- Smother his efforts to explore alternatives.

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:

- Telling it unlike it is - softening his directness.
- Leaving things open-ended rather than always seeking closure.
- Regularly reflecting on the days events.
- Reflecting for a moment before responding.
- Realising that some others are not as quick as he is.
- Constant reminding of the need to consider alternatives and anticipate consequences.
- Giving time to people with problems.
- Modifying his sometimes harsh voice tone to more appropriate levels.
- Exploring work that gets in touch with the inner self.
- Gently asking some quieter people to express their point of view.

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:

- Activities, variety and change are constantly taking place.
- There are opportunities to beat new paths.
- He is rewarded for results.
- He can “rock the boat” without fear of retribution.
- Opportunities for personal and professional development are plentiful.
- People around him are organised and consistent.
- His organisational skills are used to the full.
- Innovation and entrepreneurialism can flourish.
- Colleagues share his drive for results.
- No one stands on ceremony.

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 get clear and unambiguous answers.
- Knowledge that he has “right” on his side.
- A fast-paced environment where he can achieve results.
- To listen more carefully to the views of others.
- To slow down from time to time.
- To have authority equal to responsibility.
- To be given opportunities for personal development.
- To know clearly where the future prospects and opportunities lie.
- Options and alternatives before having to make decisions.
- Managed by exception - let him get on with it!

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:

- Career prospects that appear unlimited.
- Being able to take control of situations.
- Change, variety and new projects.
- Regular breaks from routine.
- The freedom to delegate tasks to others at his discretion.
- Freedom from constraints and supervision.
- Status, influence and prestige.
- “Pioneering” opportunities with little limitation.
- “Reality” rather than abstract theories.
- Technological breakthroughs.

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:

- Offer tangible rewards for extra effort.
- Lead from the front by personal example.
- Establish high standards for self and others.
- Show his impatience with people who prefer to work at a more consistent or slower pace.
- Place responsibility elsewhere if failure occurs.
- Take on too much and over extend himself.
- Become very defensive if his competence is questioned.
- Promote pride in the organisation.
- Disregard certain opinions and ideas which differ from his own.
- Always shoot for the goal.

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.
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.

Selling Style Overview

John's outgoing and unreserved style can make selling fun! It can also make the process tiring and frustrating for customers who prefer a more structured and methodical approach. He may overlook buying resistance, which may result in an unresolved objection recurring later. He is outstanding at establishing and implementing worthwhile procedures and regulations and may look to people to fit into his system.

John's certainty in his views may help some customers make their decision, though may also leave some questions unanswered for them. John's ingenuity allows him to proceed through the sales process with great confidence. He is very effective in an assertive role, able to persuade others of the value of his vision. He is not particularly discouraged by a prospective customer's criticism or objections, enjoying the opportunity this affords to turn the customer around. John may prefer to operate in isolation from the rest of the sales team. With difficult customers he must be careful not to sound argumentative.

He will not be diverted from sale completion by customer's objections if he has a clear view of a rational solution in mind. Although he can take issue with a customers' view, he is unlikely to bear a grudge. John tends to keep his emotions under control and does not attach a high value to social contact with his customers or prospects. He should seek out and take notice of feedback from his customers. His testimonials will possibly reflect his critical problem solving skills.

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:

- Focuses his energy on the task in hand.
- Plans for the key customer issues that are likely to surface.
- Can enjoy the challenge of cold-calling opportunities.
- Identifies short and long term goals for the sale.
- Researches customers fully before approaching.
- Keeps his mental planning focused on results.

Before the sale begins John could:

- Avoid being too single-minded about immediate results.
- Take a flexible approach, without pre-judging outcomes.
- Be less critical of the customer's position if he disagrees with it.
- Pay more attention to creating rapport and building the relationship.
- Avoid assuming too much responsibility or control.
- Consider a greater variety of possible outcomes for the sale.
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:

- Quickly bridges the customer's needs to the product or service.
- Can use a direct questioning style to progress quickly.
- Generates a fast pace for the interaction.
- Persists until the real problems are rooted out.
- Articulates critical issues when communicating his view of customer priorities.
- Locates "hot buttons" to fire the customer's imagination.

When identifying needs John could:

- Resist the temptation to "box" his customers into a corner.
- Avoid attempting to reach agreement too quickly.
- Practise active listening - listen for the expression of customer's feelings.
- Spend more time developing trust with potential customers.
- Show greater willingness to seek advice and help from others.
- Take care not to act too quickly.
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:

- Maintains his high standards in telling it like it is.
- Delivers practical solutions to his customers’ most pressing challenges.
- Displays an intelligent and authoritative demeanour.
- Organises his proposals logically.
- Grounds even tentative suggestions in solid realism.
- Doesn't let more trivial matters divert his focus on the preferred solution.

When proposing John could:

- Reflect on his customer's values, rather than his own.
- Be prepared to adapt more readily to customer input.
- Demonstrate greater awareness of his impact on others.
- Continually look for non-verbal clues regarding the customer's buy-in to the proposal.
- Delay pushing for a final conclusion about the solution.
- Invite the customer to be fully involved in the proposal process.
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:

- Refuses to be blown off course.
- Accepts resistance simply as a challenge that must be overcome.
- Controls his emotional responses well.
- Does not usually take objections personally.
- Dispels most resistance through his strong will to achieve.
- Reacts in a direct and quick-thinking way when questioned.

When dealing with buying resistance John could:

- Avoid dismissing his customer's point of view without careful thought.
- Value the objection and acknowledge good questions.
- Avoid attempting to score points over the customer!
- Avoid the temptation to reach conclusions too quickly.
- Listen more carefully to the customer's concerns.
- Seek first to understand before trying to be understood.
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:

- Leads “waverers” towards earlier completion.
- Confidently asks for the order.
- Highly confident in asking for the business.
- Negotiates pre-conceived outcomes with conviction.
- Is alert to buying signals and responding to them.
- Summarises benefits concisely.

When gaining commitment John could:

- Remember that “one person’s meat is another’s poison”.
- Ask closing questions that reflect the customer’s style and preference rather than his own.
- Know that losing a particular bit of business doesn’t necessarily mean “losing the sale”.
- Present the contract for perusal in advance.
- Use less control and be more relaxed about outcomes.
- Pay particular attention to, and be prepared to adapt to, the customer’s behaviour.

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:

- Remains constantly aware of further sales opportunities.
- Views customers as a means to a solid business end.
- Transforms customer needs to new business opportunities.
- Adheres to tried and tested systems and procedures.
- Likes to measure activities.
- Constantly verifies the effectiveness of what he has sold.

When following-up and following through John could:

- Make follow-up contact calls more regularly.
- Keep in touch with the customer, even without the certainty of new business arising.
- More fully embrace the benefits of developing long-term customer relationships.
- Let his customer control the process where practical.
- Check his customers' levels of satisfaction more regularly.
- Welcome negative feedback as it may reveal a path of development.
## Sales Preference Indicators

### Before The Sale Begins

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<td>Clear Objectives</td>
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<td>Getting Appointments</td>
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<td>Proposing</td>
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### Gaining Commitment

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### Follow-up and Follow Through

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Personal Achievement Chapter

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

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

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

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

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

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

Living on Purpose

John's self-esteem is strongly linked to his personal achievement and recognition, so visionary goals are important for him. His emphasis on the importance of time-bounded outcomes may lead him to perceive others who show less task orientation as rather unfocused and ineffective. He has high expectations of himself and others and must remember to willingly express appreciation for a job well done.

The simple solution may appeal to him. Nonetheless, desire for quick answers may occasionally result in certain essential detail being omitted from the plan. He sets high targets and works hard to achieve excellence of performance. He will be dedicated to achieving the chosen goal. He should also consider the impact his actions will have on others, as certain decisions may appear to them as being too single-minded in approach. Achieving significance in life is important to him. He is driven by a strong ego, which is energised through success and public recognition. John usually views failure as an opportunity to learn and develop. He is not afraid to make decisions others may view as risky in his quest for success.

With little time or space for trivial matters, his life is relevant and specific to matters in hand. John attaches more thought and importance to the overall objective than to the people requirement. Although he prefers his own time scales, he can focus on team deadlines when necessary. His view of life focuses on the needs of the job to be done, perhaps with less appreciation of the needs of the people involved. He needs a variety of different activities to avoid repetitive tasks and the risk of losing interest through boredom.

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.

<table>
<thead>
<tr>
<th>In managing his time, John,</th>
<th>Suggested Action For Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Works well to tight deadlines.</td>
<td>→ Remember more reflective time may reduce unnecessary pressure.</td>
</tr>
<tr>
<td>Has an attitude of &quot;let's do it now&quot;.</td>
<td>→ Consider whether &quot;let's do it together&quot; may bring more long term benefits.</td>
</tr>
<tr>
<td>Uses time management tools and systems to maximum effect.</td>
<td>→ Remember the unpredictability of the people element in the equation.</td>
</tr>
<tr>
<td>Often feels the need for more time to complete.</td>
<td>→ Realise he has all the time there is - use it wisely.</td>
</tr>
<tr>
<td>Identifies problems very quickly.</td>
<td>→ Be tolerant of colleagues who experience difficulty in analysing situations immediately.</td>
</tr>
<tr>
<td>Likes to take control and work alone.</td>
<td>→ Remember that &quot;many hands make light work&quot; - involve others constantly.</td>
</tr>
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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.

<table>
<thead>
<tr>
<th>In his creativity, John,</th>
<th>Suggested Action For Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeps pushing the boundaries.</td>
<td>→ Give time for self reflection.</td>
</tr>
<tr>
<td>Is generally convinced his own ideas are best.</td>
<td>→ Allows others to be involved in the convincing.</td>
</tr>
<tr>
<td>Will evaluate the viability of ideas and can make clear detailed recommendations.</td>
<td>→ Show his flexibility to his audience by providing more than one option when possible.</td>
</tr>
<tr>
<td>Will act courageously and independently.</td>
<td>→ Don't be afraid to ask for help from others.</td>
</tr>
<tr>
<td>Forges ahead once an idea is generated.</td>
<td>→ Pull as well as push to bring others along.</td>
</tr>
<tr>
<td>Sees the logical possibilities.</td>
<td>→ Learn to involve others in determining the correct option.</td>
</tr>
</tbody>
</table>

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:

- Works on problems that require rapid resolution and action.
- Involves himself in short, sharp sessions.
- Has opportunities in the near future to review or implement what he has learned.
- Is allocated stretching tasks with a defined time scale for completion.
- Absorbs information from a wide range of sources and is able to act on it.
- Concentrates on the practical application of the material in hand.

John can stretch in learning by:

- Being open to feedback from others.
- Taking others’ suggestions into consideration.
- Taking into consideration the impact of others.
- Initiating a team approach to learning from time to time.
- Being more open to the feelings and ideas of others.
- Putting less pressure on himself in order to achieve perfection.

Personal Notes
Learning Styles

22 April 2015
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 go about making people feel at ease in your company?
- As someone who takes a "let's do it now" approach, when do you perceive the need to take a more relaxed approach to situations?
- How easy is it for you to accept second best rather than perfection?
- Indulgence comes in many forms. What simple pleasures would you take time out for?
- What do you do to relax?
- What value do you place on dealing with facts rather than peoples feelings?
- How do you identify someone's need that may differ from your own?
- What do you consider are important contributions that might need to be made by members of your team?
- Is it important to take time with people whose work seems to be affected by personal problems? Should you be sympathetic?
- Explain a situation that could cause you to momentarily lose your temper.

Personal Notes
The Insights Discovery® 72 Type Wheel

Conscious Wheel Position
22: Reforming Director (Classic)

Less Conscious Wheel Position
22: Reforming Director (Classic)
The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)