



Discovery[®]

Personal Profile

Robert Jackson

06 September 2011

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

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Introduction

This Insights Discovery profile is based on Robert Jackson's responses to the Insights Preference Evaluator which was completed on 06 September 2011.

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 Robert's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

Personal Style

Robert is dependable and responsible, with a high sense of duty. Low key acknowledgement for his contribution is likely to be appreciated by him. He is aesthetically appreciative and values quality. He often sees when colours match or blend and may have a highly developed taste for art, music and food. He is driven by a high sense of allegiance and obligation, resulting in a commitment to serve his partner, organisation and humanity in general. His modest manner can restrain him from pushing himself forward and this occasionally results in him being under-valued.

He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. He may find it hard to express his ideas as clearly or as concisely as he experiences them. One of his outstanding traits is economy of effort. He has high qualitative expectations of himself and may express disappointment if he is unable to perform to these standards for any reason. Robert is cautious and traditional, but listens well and likes matters to be factual and clear.

His work has to contribute to things that matter to him and he tends toward perfectionism only when he cares deeply enough. He values and adheres to established routines and procedures and for him there will always be some work yet to be completed. Robert is a steady individual who lends a quiet stability to everything. He is easy-going and low key and may be prone to doubting his own ability. Robert is patient, flexible and usually easy to get along with, having little personal desire to dominate and control others.

He is a down-to-earth realist and prefers the company of others like himself who mirror his rather quiet and unassuming demeanour. He is often successful in improving efficiency and reducing time wasting in others. He appreciates any extra time that can be given to him to master technical subjects. He is known for his patience and ability to conform. He is accurate and careful in the way he deals with the facts.

He believes people should say what they mean and mean what they say. Written communications are most effective with him. Robert likes to prepare well and prefers to know why and how things happen. It is not unusual for him to stay late at work, or to do additional unpaid work to get the job right. He is more comfortable with people who are prepared to take the time to get to know him and understand his inner drives. Robert is precise, cautious, disciplined, painstaking and conscientious in his work, yet prepared to try anything once.

Interacting with Others

Robert is quiet, reserved, steady, dependable and caring, and in his relationships - as with everything else - his strong sense of duty predominates. He will be prepared to remain apart from active participation in new teams. He prefers to integrate slowly into even the most non-threatening situation. He needs to be aware of being taken advantage of by other people. He

prefers to build close relationships with small groups of people and likes to retain the familiar and predictable. He is loyal and gets on well with others without in any way pushing himself to do so.

Situations that find him in charge as autocratic leader do not usually suit him as he prefers to be more supportive than directive. If he feels he is being put under too much pressure, he may dig his heels in and become stubborn. Robert cares deeply - and shows it through his strong sense of responsibility which makes him very loyal to certain individuals or the organisation. He may perceive outgoing, extraverted people as rather noisy and shallow. If he experiences what he believes is disloyalty his hurt is reflected in an outward rigidity which instils in him a refusal to forgive or forget.

He has little motivation to lead others through control, but hopes to see everyone living together harmoniously. His dependability and willingness to lend a sympathetic yet objective ear makes him a supportive team player. He is good at providing essential customer support and service. Sincere feedback from others is required to help him maintain motivation and his level of service. He is often friendly, although he tends to avoid socialising at a superficial level.

Decision Making

When Robert perceives that something needs to be done, he will accept responsibility for implementing it. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. Tending to be sceptical of new ideas if he doesn't see their practical application, he prefers to take time to consider the overall objective. Robert likes to gather information and see what solutions naturally emerge. Robert's decisions tend to be made only after he has gathered sufficient supporting data.

Robert's practical nature and acceptance of established procedures ensures he is dependable and consistent. He may perceive certain creative thinking groups as frivolous and wasteful. He is usually aware of the need to comply with the established view. He takes a personal approach to living, assessing events through the personal values and ideals which govern his life. With unshakeable, well-thought-out plans, he is difficult to distract or discourage once he has embarked on what he believes to be the correct course.

Robert's decisions are usually consistent, practical and appropriate. He inevitably double-checks decisions imposed from outside, and excels at maintenance and quality control. He may tend to be misunderstood because of his tendency not to express himself forcefully. He tends to make sound future decisions only after deeper reflection. He is observant of the small jobs that need to be done and will often offer to do them or just do them automatically.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Robert brings to the organisation. Robert 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.

Robert's key strengths:

- A sound sense of duty.
 - Disciplined and precise.
 - Prefers structure at work and home.
 - Resilient and resourceful.
 - Realistic and cautious.
 - Adaptable in social situations.
 - Quiet and conscientious.
 - Maintains established rules and procedures.
 - Can master technical subjects.
 - Painstaking, conscientious, industrious and dependable.
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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. Robert's responses to the Evaluator have suggested these areas as possible weaknesses.

Robert's possible weaknesses:

- Tends to be drawn into “splitting hairs”.
 - May hide strong feelings until it is too late.
 - Over-reliance on the tried and tested.
 - Sometimes avoids high risk solutions.
 - Persistence and loyalty may delay decisive action.
 - A tendency to give up easily when he feels isolated.
 - Worries too much about colleagues.
 - May become stubborn if pressured.
 - Seen as a private individual, who prefers his own company.
 - Finds it difficult to respond to aggression positively.
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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 Robert brings, and make the most important items on the list available to other team members.

As a team member, Robert:

- Will not be easily distracted by emotional events.
 - Can focus effectively on both task and people issues where the team is concerned.
 - Can become absorbed in following projects through to completion.
 - Almost always delivers on time.
 - Has a strong sense of duty and takes his work seriously.
 - Is a reliable and supportive team player.
 - Makes great effort to build and maintain relationships with others.
 - Is a dedicated supporter of the team.
 - Becomes a questioning and strategic thinker.
 - Capitalises on and makes efficient use of the available resources.
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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 Robert. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Robert:

- Always seek his willing co-operation.
 - Give him verifiable facts.
 - Give him time to reflect inwardly.
 - Provide facts and figures.
 - Encourage him to be open to alternative methods.
 - Remember that he may not be revealing his real underlying concerns.
 - Balance opportunities for reflection with gentle conversation or interaction.
 - If you ask a question, be quiet and give time for him to consider his response.
 - Be seen to do what you say you will.
 - Encourage him to be forthcoming with the information he has.
 - Be careful to maintain the status quo.
 - Allow time for him the opportunity to express his feelings.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Use unnecessary verbiage.
 - Set deadlines you really believe cannot be reached.
 - Stray from the agenda.
 - Press for an immediate response.
 - Expect rapid acceptance of new ideas.
 - Focus on his weaknesses or chastise him publicly.
 - Get too excited or emotional.
 - Fail to respect his need for occasional isolation.
 - Speak too quickly.
 - Make critical comparisons in relation to other staff.
 - Make promises you cannot or do not intend to keep.
 - Force him to take a positive stance on an issue without time for thought.
-

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.

Robert's possible Blind Spots:

Robert sometimes has difficulty shrugging off problems and getting on with life. He can be reserved and hard to get to know, only willing to share his inner feelings with people he trusts. He sometimes seems detached from the real world, involved in complex thought.

Since he is a natural critic, he tends not to demonstrate his appreciation of the positive attributes or contributions of those around him. He may have difficulty accepting what others have to say if it varies from his own certainties. His ability to detect what might go wrong is perceived by some others as suspicion of anything new and untested. Attempting to be more flexible and open-minded will help prevent Robert from becoming too rigid. Robert gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness.

He carries on personal interests rather privately without involving other workmates in his conduct. A potential failing for him may be that he may not gain sufficient intimate experience of the world. Robert may reflect longer than is necessary before undertaking or beginning a project. Robert may have a tendency to downplay his own self importance. He may need to acknowledge himself for the good work he does. He needs to work toward becoming more articulate and action-oriented.

Personal Notes

Opposite Type

The description in this section is based on Robert'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:

Robert's opposite Insights type is the Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. Robert may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

Robert may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

Robert will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

Personal Notes

Opposite Type

Communication with Robert's Opposite Type

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

Robert Jackson: How you can meet the needs of your Opposite Type:

- Recognise both him and his achievements.
- Provide dates and timescales for completion.
- Indulge in speculation and offer opinions readily.
- Be enthusiastic and positive.
- Share his passion for new challenges.
- Acknowledge his flashes of creative brilliance.

Robert Jackson: When dealing with your opposite type DO NOT:

- Criticise his ideas too harshly or personally.
 - Assume that because you have “told it like it is”, this will make the slightest difference to the way that he does things.
 - Be vague or imprecise.
 - Expect to “rail road” him - without a fight.
 - Speak too slowly or hesitantly.
 - Expect him to respond favourably if you dictate to him on policy or procedures.
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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 Robert's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Robert may benefit from:

- Delegating more to others.
 - Seeking the positive side of every situation.
 - Attempting to respond more quickly to his more extraverted colleagues.
 - A gradual introduction to the new and untested.
 - Accepting that perfection can often be a destructive standard to aspire to.
 - Considering previous mistakes as periods of personal growth.
 - Less structure.
 - Prior consultation to aid changes in procedures.
 - Quicker decision making.
 - Taking immediate action on all those things he has been putting off.
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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 Robert's ideal environment and his current one and to identify any possible frustrations.

Robert's Ideal Environment is one in which:

- His feelings are valued and considered.
 - Clear rules and procedures exist.
 - The present situation is fully understood and appreciated.
 - Empathetic team values predominate.
 - There is harmony.
 - Nobody else uses or changes his equipment, paperwork or software.
 - Unity and cohesion prevail.
 - Facts and information form the basis for decision making.
 - There's a place for everything and everything is in its place.
 - He is valued as a unique individual.
-

Personal Notes

Management

Managing Robert

This section identifies some of the most important strategies in managing Robert. Some of these needs can be met by Robert 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.

Robert needs:

- Colleagues who value his quiet, reflective approach.
 - Respect for his desire to observe activities from a distance, and his preference not to become too directly involved in “team” activities.
 - To be part of a small team where ideas are encouraged and valued.
 - To be shown a genuine interest in his domestic life.
 - To be aware of underlying stresses.
 - Explanation of the “bigger picture”.
 - Encouragement for him to employ his rational strengths and abilities.
 - Assignments that take him away from the workplace.
 - Encouragement to deal with some issues immediately.
 - To maintain focus and direction.
-

Personal Notes

Management

Motivating Robert

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

Robert is motivated by:

- Recognition and respect for his family's commitment and support.
 - Responsibility, within well defined areas.
 - Small gestures of goodwill that enhance his feeling of belonging.
 - An internal desire "to do the right thing in the right way".
 - A manager who understands that he has personal goals and values.
 - A personal and genuine interest in his development.
 - Working for a leader and a cause.
 - Having access to all the information he needs.
 - Meeting his own goals rather than competition with others.
 - Awareness of his domestic needs when setting business targets.
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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 Robert'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, Robert may tend to:

- Worry too much about minor issues.
 - Understate his thanks for a job well done by another.
 - Be a little too generous and understanding when others fail to perform.
 - Keep his deepest feelings private.
 - Listen to and evaluate others' contributions before deciding to take action.
 - Be systematic and procedure-orientated.
 - Go to great lengths to do things "by the book".
 - Be good at creating and monitoring project plans.
 - Disarm others with his openness and honesty about his own shortcomings.
 - Search for accuracy or perfection, at times appearing overly critical.
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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 Robert's selling style. Use this section to gain a better understanding of his approaches to his customer relationships.

Selling Style Overview

Robert prefers to remain apart from highly active participation in new products or processes. He prefers to implement new concepts carefully. Since most of his energies are directed towards improving the human condition, he has difficulty understanding why he may not be accepted by some customers. His superior listening skills stimulate confidence from his customer and improves Robert's power to influence outcomes.

He will forgive an injustice but rarely forgets the person who committed it. Customers find him to be very reliable as he views the world realistically and tangibly. Robert may occasionally prefer to operate alone rather than integrate too quickly within a newly formed team. He likes to filter into an unknown environment slowly. He is an accomplished listener and will take customers' well-being into account whenever possible. His quiet outward manner conceals a natural interest in his customer's deeper needs.

Robert is seen as generally relaxed, but capable of rising to a challenge. His primary desire is to be of service to his customers in the long run. He produces his best sales performance when constantly encouraged, rather than put under pressure or challenged. Sharing his personal life with few close colleagues, he will be prepared to confide only with those customers who are able to appreciate his views at an intellectual level. Supportive of others, he will remain content working at practical aspects of service that require discipline and dedication.

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

Robert's key strengths before the sale begins:

- Exercises a disciplined approach to prospecting.
- Will prepare well to pave the way for regular, repeat business.
- Enjoys meeting new customers and building relationships.
- Adopts a personal style that is thorough, thoughtful and clear.
- Gently opens doors with his low key demeanour.
- Qualifies and prioritises leads.

Before the sale begins Robert could:

- Pick up the phone!
- Inject some sense of urgency by setting tighter time constraints.
- Be less reliant on traditional practices.
- Take the initiative in acquiring new business contacts.
- Aim to generate business more quickly while building the relationship.
- Put more trust in his intuition.



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 Robert may identify customer needs.

Robert's key strengths in identifying sales needs:

- Quickly tunes in to the customer's concerns.
- Can listen sympathetically for long periods.
- Takes notes effectively and efficiently.
- Recognises the importance of following a specific process to elicit customer needs.
- Sticks to his established and trusted procedures when gathering information.
- Is best described as "quietly effective".

When identifying needs Robert could:

- Occasionally break with established procedures.
- Try mind-maps or diagrams to heighten the effectiveness of his note-taking.
- Question the wider objectives the customer may have, as well as the detail.
- Be more aware of the bigger picture.
- Ask for support when necessary.
- Avoid letting any negative customer response shut him down.



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 Robert to develop a powerful and effective proposing style.

Robert's key strengths in proposing:

- Operates within the agreed timetables.
- Delivers practical solutions to his customers' most pressing challenges.
- Approaches the task of proposing solutions in an orderly and systematic manner.
- Can accept and reflect back customer values.
- Delivers timely outputs, dependably.
- Exercises realism and moderation in framing customer proposals.



Personal Notes

When proposing Robert could:

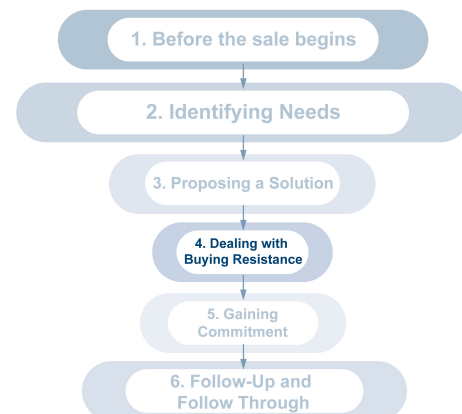
- Paint a picture of a solution that is larger than himself.
- Consider alternative possibilities.
- Be more spontaneous in proposing alternatives.
- Put humility aside as appropriate, to build credibility.
- Proceed, occasionally in a more adventurous manner.
- Allow for some of the detail to be determined later.

Handling Buying Resistance

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

Robert's key strengths in dealing with buying resistance:

- Uses common sense solutions to circumvent obstacles.
- Uses an empathetic style to reduce the likelihood of uncertainty in the customer.
- Encourages objections as a means of ensuring total customer satisfaction.
- Can distinguish between genuine and false objections.
- Overcomes most objections through his quiet determination.
- Listens to his customers and their objections from an early stage in the process.



Personal Notes

When dealing with buying resistance Robert could:

- Avoid becoming overly serious.
- Challenge unsubstantiated statements.
- Think out loud if the prospect is responsive.
- Express his emotions more readily, resisting the desire to "clam-up" when criticised.
- Welcome every comment as an opportunity for a helpful response.
- Recognise that objections are sometimes a sign of interest, not disinterest.

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 Robert's closing style.

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

- Proposes genuine solutions to ongoing objections.
- Always finishes the job.
- Times closing opportunities to perfection.
- Checks the effectiveness of previous outcomes.
- Has a realistic view of the possible outcomes.
- Minimises risk in order to increase opportunities to close.

When gaining commitment Robert could:

- Talk about future benefits with confidence.
- Be more focused and enthusiastic, as the circumstances warrant.
- Accept that a short term failure may be the doorway to long term success.
- Work on coming across as less rigid and constrained by process.
- Be straightforward when asking for the business.
- Remember that customers may not say "yes" until they have been asked.



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

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

- Always completes any task he starts.
- Can apply systematic and straightforward processes.
- Disciplined at keeping in contact with his customers.
- Ensures that the administration is accurately completed.
- Specialises in "customer after-care".
- Constantly verifies the effectiveness of what he has sold.



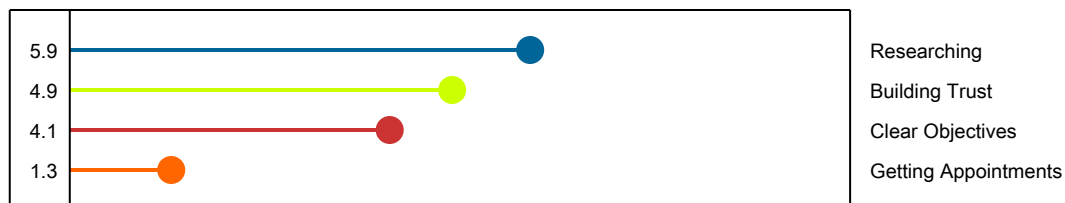
When following-up and following through Robert could:

- Consider bending the rules to meet a customer's needs.
- Communicate with his customers regularly to ascertain their changing needs.
- Invite his customer to participate in an appropriate social event.
- Avoid feeling comfortable in the supporting role.
- Allow for greater flexibility in the after-sales support process.
- Recognise that some customers might take advantage of his good nature.

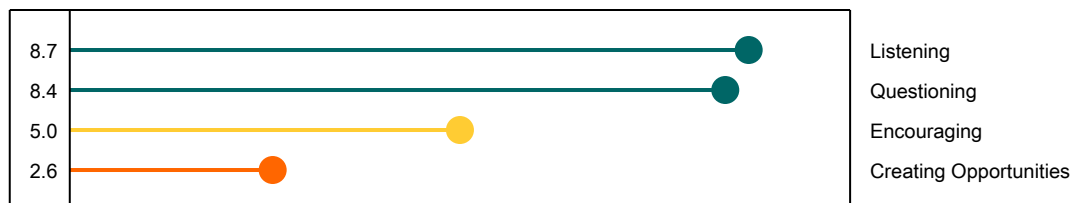
Personal Notes

Sales Preference Indicators

Before The Sale Begins



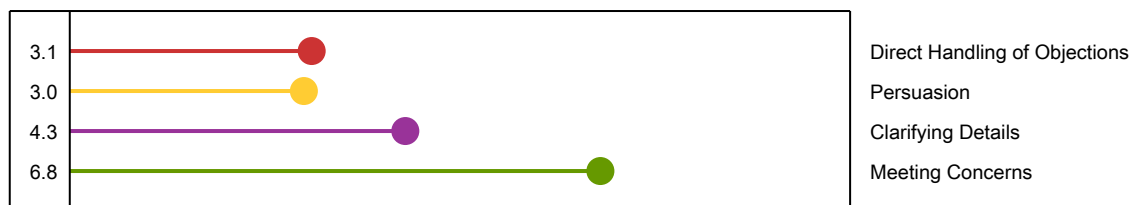
Identifying Needs



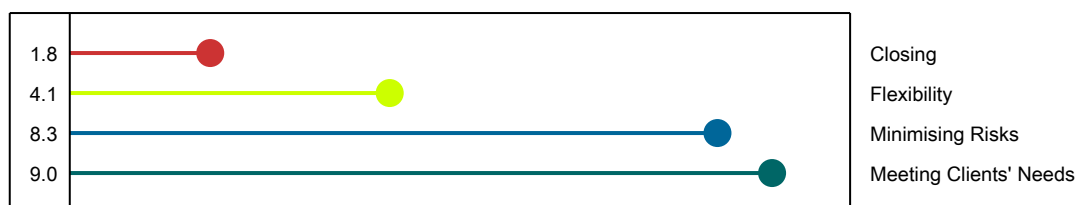
Proposing



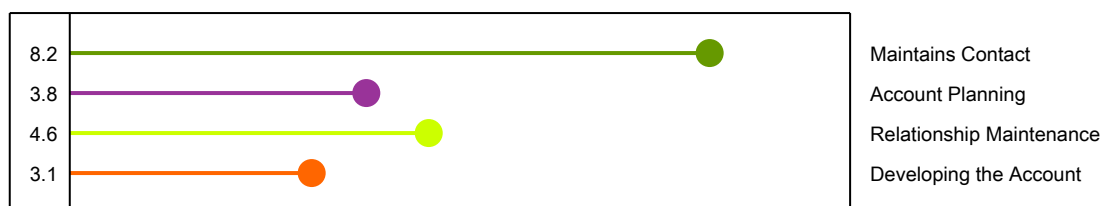
Handling Buying Resistance



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 Robert 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 Robert 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 Robert should be aware of in setting goals and defining his purpose.

Living on Purpose

Robert is seen as rather conservative, usually relying on proven methods as a basis for development. Saying "no" is difficult for him, but doing so more frequently would give him more time to attain his own objectives. He naturally gravitates towards qualitative, even spiritual goals. He should beware of perhaps being overly dismissive of parts of the material world.

He has an easy-going, relaxed attitude to goal-setting. Although somewhat painful for him, he may benefit from having the discipline of setting goals directed through a performance management system. Tangible targets are more acceptable to him than what he may perceive as more "fluffy" outcomes. He could look deeper perhaps for subliminal "big picture" goal opportunities. Being an understanding individual and often trying to please everyone, it is important that others' goals are not imposed on Robert against his better judgement. Robert is very productive when working carefully towards his ideas and when what he is doing also meets a deep-felt personal need.

Robert's work has to contribute to the things that matter to him. He tends towards idealism when he cares deeply enough. He will occasionally react strongly to a perceived injustice. Financial goals are not always a top priority for him, although aware that money can give him the freedom to explore additional ways to contribute in life. Interested more in the reality of the senses than in high-flown ideas, Robert has a special appreciation of natural things. He tends to think in the short term and is proficient at handling day-to-day objectives. However, he may benefit from more than an occasional glance up towards the horizon.

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 Robert 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, Robert,

Suggested Action For Development

Senses and supports the needs of the group.	→ Take more of a leading role in team issues, but keep focused on outputs.
Tends to prefer to avoid confrontation.	→ Consider the deed and not the person.
Does not enjoy rapid or enforced changes.	→ Just get it over and done with!
Focuses on group opinion and team benefits before making decisions.	→ Learn to look to "do it now".
Tends not to act until all the facts are available.	→ Take occasional calculated risks based on faith and intuition.
Believes that getting it right usually takes precedence over getting it done.	→ Remember minor details can be re-worked later, or even ignored.

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 Robert's creative characteristics and how he can build on them.

In his creativity, Robert,

Suggested Action For Development

Reflects deeply on his experience and learns from it.

→

Share the learning with others.

Sees most improvements in life as a gradual process.

→

Take action and change something radical today.

Likes to listen to many views before creating solutions.

→

Be aware of time constraints.

Works comfortably in solitude.

→

Involve friends and colleagues along the way.

Takes time to assimilate information.

→

Remember that spontaneity often results in the generation of good time-saving ideas.

Holds values that guide his actions.

→

Ensure deliberation on principle does not slow down creative output.

Personal Notes

Lifelong Learning

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

Robert's preferred learning style is supported when he:

- Can use a disciplined and methodical approach to assimilating information.
- Can concentrate on the "people" issues whilst bearing the task in mind.
- Studies and works in a non-threatening, steady-paced environment.
- Is able to reflect on what he has learned.
- Is able to explore the relationship between cause and effect.
- Has no immediate time pressures.

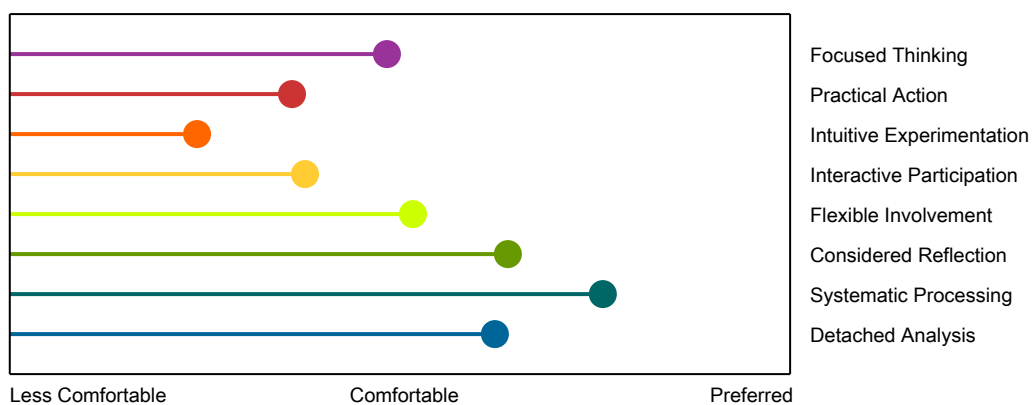
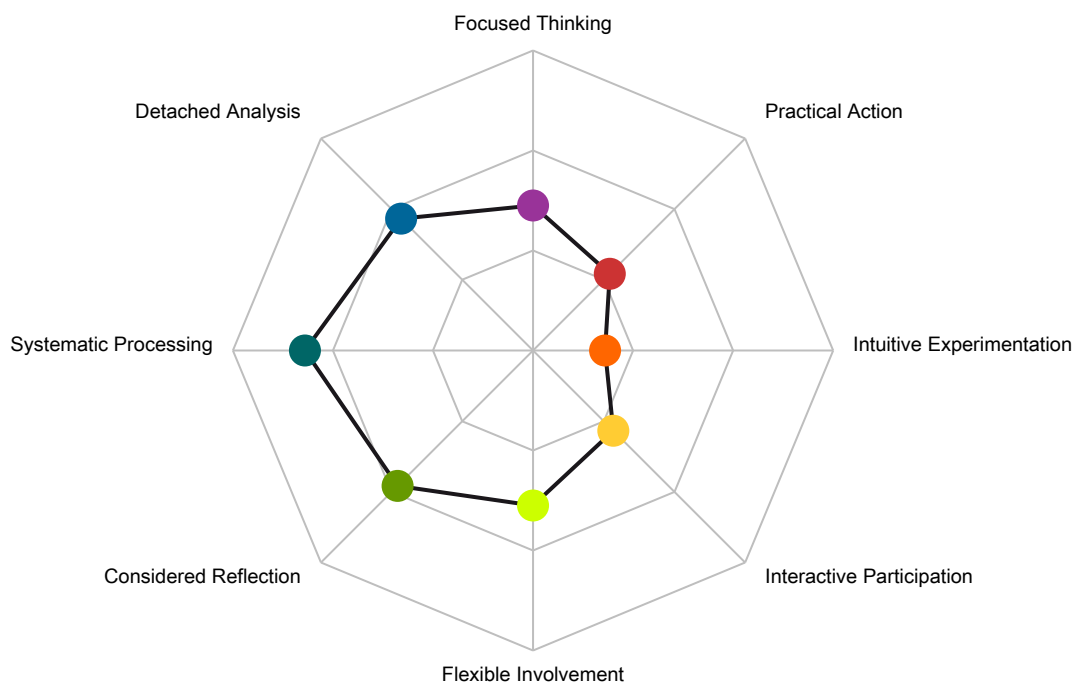
Robert can stretch in learning by:

- Attending workshops which may be a bit more practical and fast-paced.
 - Dipping into more books without worrying about completing them all.
 - Participating fully and openly in group discussions.
 - Experimenting with shorter time limits for projects in day-to-day situations.
 - Not delaying his contributions.
 - Increasing his expectations of his own output.
-

Personal Notes

Learning Styles

06 September 2011



Interview Questions

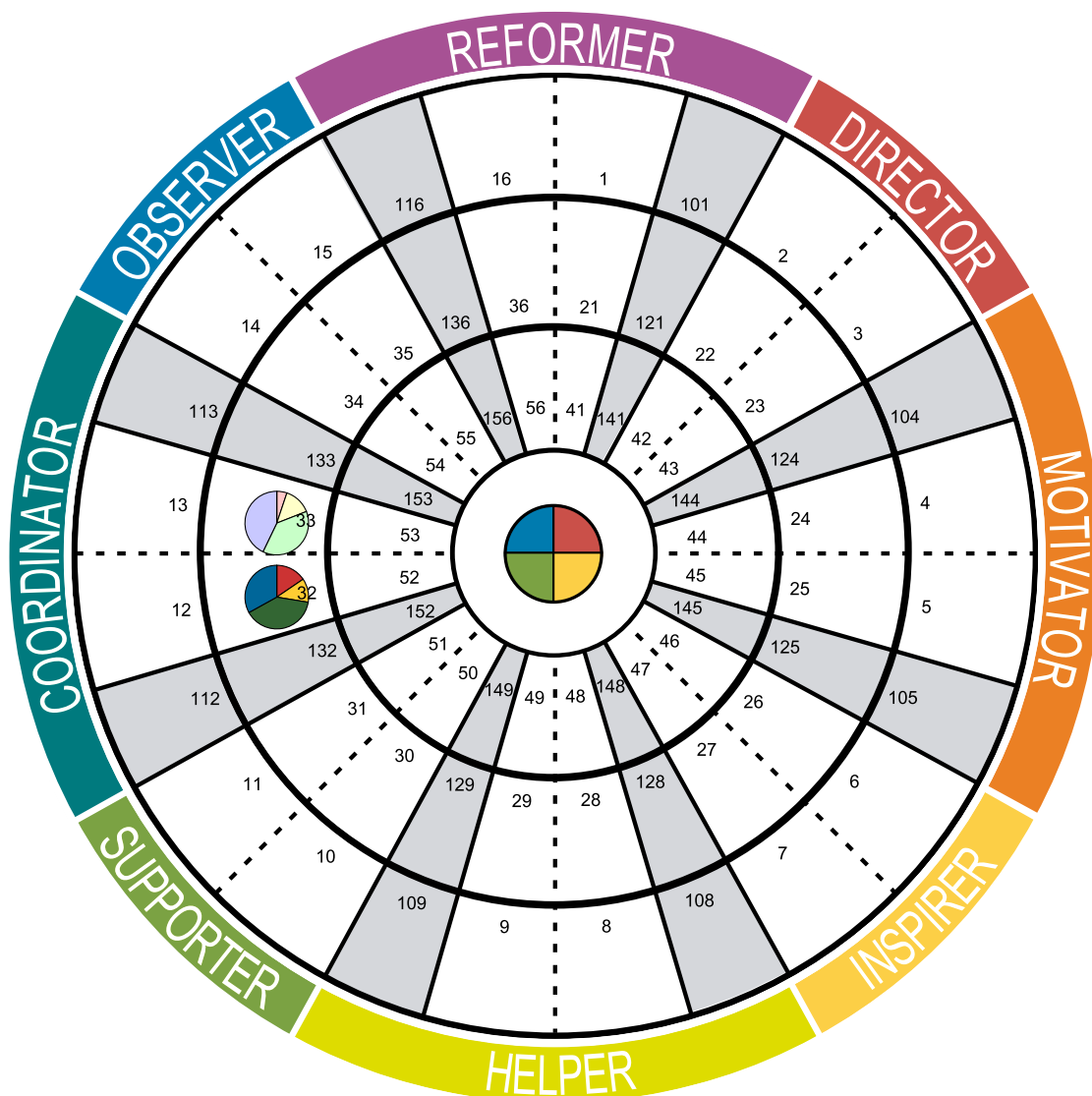
This section lists several questions which can be used in interviewing Robert Jackson. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues Robert may be less comfortable with - those development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

Interview Questions:

- What jobs have you done where the outcome has been far from predictable? Did it matter?
 - How do you discipline yourself to avoid procrastination?
 - Tell me how you feel this interview is progressing.
 - What would you see as a priority between getting the job done at all costs or putting someone's needs first?
 - Sometimes we let jobs or tasks pile up. Why does this happen?
 - How do you see your standards impacting on others?
 - How do you generate new ideas/activities during a strictly managed day?
 - How would you visualise where your career might be in a years time?
 - How do you overcome aggressive or loud people?
 - Tell me two good things about tomorrow.
-

Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

32: Supporting Coordinator (Classic)

Less Conscious Wheel Position

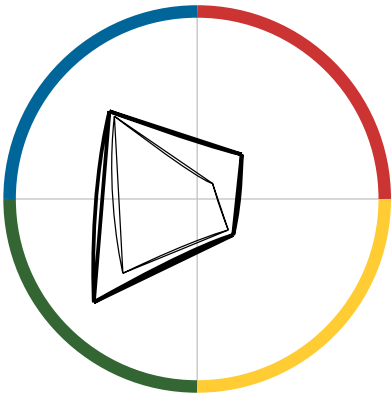
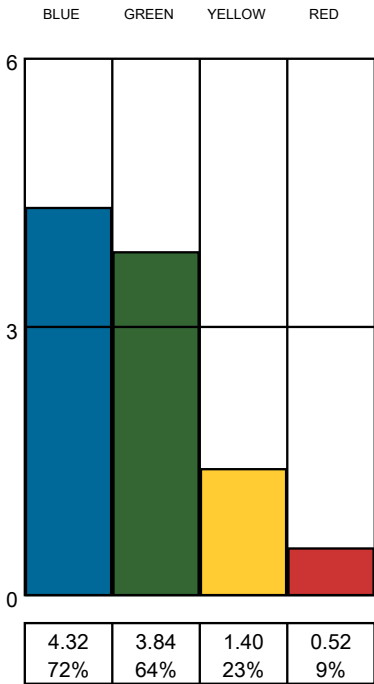
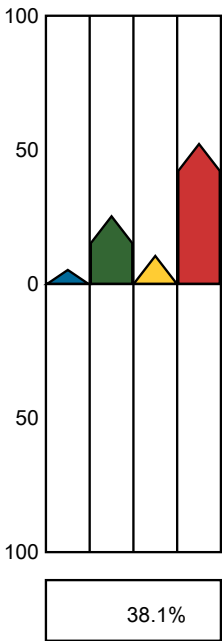
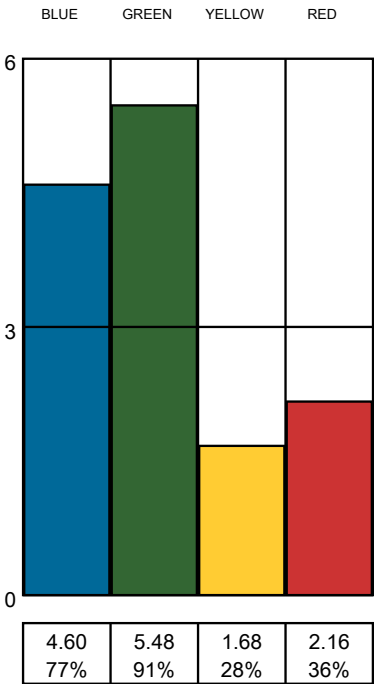
33: Observing Coordinator (Classic)

The Insights Discovery® Colour Dynamics

Persona (Conscious)

Preference Flow

Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS
Insights Learning & Development

Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.

TEL: +44(0)1382 908050 FAX: +44(0)1382 908051 EMAIL: insights@insights.com WEB: www.insights.com