



DISCOVERY

Donald D.

Personal Profile

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



Personal Details

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Introduction

This Insights Discovery profile is based on Donald's responses to the Insights Preference Evaluator which was completed on 11/23/2005.

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

Personal Style

Donald can be very effective in using his concern for others to ensure involvement. He is prepared to attempt almost anything, but his work needs to be active rather than theoretical. Able to cope with a number of projects at once, Donald gets a lot of enjoyment from the social aspects of work. He is motivated by approval and reacts unfavourably to indifference or rejection from others. At his best in jobs which deal with people and situations that require co-operative working, he dislikes impersonal tasks and work demanding factual accuracy, unless he can be free to include the people factor.

His warmth, sympathy and understanding encourages others to come to him. He tends to be fiercely loyal to his friends, prepared to sacrifice his own wants for the needs of the other person. Theoretical work holds little interest for him and he needs to feel he is doing something rather than just thinking about it. He is proficient at alleviating the concerns of others. Donald is a good companion and fun to be with.

His social gatherings are frequent and worth attending, particularly when they mark important events. He welcomes support, encouragement and social interaction, especially during stressful encounters when he may need to consciously divert his energy to more practical tasks to show positive results. Socially adept, even-tempered and tireless in his efforts to bring about peace and well-being, he tends to hold the perfect relationship as the ideal. Although his feelings are deep they can change quickly with his mood. He prefers to be seen as rather sociable and may relish the occasional spotlight.

He is warm and gracious and believes in a philosophy of "live and let live". His home will be a haven for people to have a good time, and will have mementoes or photographs of people having a good time! Donald is warm, open, realistic and radiates optimism. He is convinced of his own abilities and is constantly seeking environments where people will appreciate him. He will be hurt if people ignore him and likes to be remembered and appreciated for the services he continually seeks to offer to others.

He is seen by most others as a friendly, practical, realistic and down-to-earth person. He can be relied upon to keep a check on the social calendar, though he may well overlook some of the smaller details in preparing for events. Donald seeks greater fulfilment in his life through the offering of help and service to others. He tends to live for today with a "you only go around once" philosophy. He may ignore or deny anything that threatens the harmony he seeks.

Interacting with Others

Donald likes to build harmonious relationships with others and continually seeks to maintain these relationships. He does not appreciate critical comments about his personal qualities as he sees these



comments as personal attacks on his integrity. He is rather indifferent to authority, preferring a flattened structure where everyone is equally capable of advancing. He enjoys relating to others, especially on known subjects and existing situations. He values harmonious human contacts and works well in jobs dealing with people.

He may dislike and even avoid tasks which require attention to detail or inordinate paperwork. He tends to avoid conflict rather than engage it with creative solutions. As a result of his natural desire to please, he can be seen as overly concerned with others' needs. Donald is both charming and popular, constantly enthusing through his gift of ready articulation. Placing a high value on his harmonious relationships, it is not surprising that people turn to Donald for encouragement, nurture and support.

He may find it painful to face reality when there are difficult problems with people he cares deeply about. Shifting attention inward for long periods may produce anxiety for him as he prefers to look outward towards others for his emotional security. Looking for perfection in a relationship can result in his sensing a vague dissatisfaction with the reality of the way things are. He sometimes appears as rather soft-hearted and sentimental, he will usually recall birthdays and anniversaries when others forget. He enjoys meeting like minded people, to allow him to relate his experiences at length.

Decision Making

People occasionally see Donald making decisions that appear to fly in the face of logic. He is prone to jump to conclusions and may act on assumptions that may well turn out to be wrong. When a situation demands forceful tactics, he can take the action necessary but will seldom go to extremes to obtain retribution or reward. In his attempts to please others he may make promises he cannot fulfil. He tends to make choices around his own personal feelings which may be as important to him as more objective data.

He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. Donald will respect alternative views and although he may not agree with them, they will be considered. He would perform better if he focused more on in-depth study of analytical data during the decision making process. In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. He needs to learn to consciously delay making decisions until he has considered more information as he may have overlooked sounder alternatives.

He would often rather make any decision than no decision at all. Preferring a harmonious outcome, Donald will go to great lengths to ensure the preservation of relationships. He may be perceived by others as a somewhat impulsive decision maker. Decisions made on the basis of logic alone are not highly valued by him. He prefers moderate to slight risk in decision-making.

Personal Notes



Key Strengths & Weaknesses

Strengths

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

Donald's key strengths:

-  Creative and future orientated visionary.
-  Strong sense of humour and fun.
-  Trusting and tolerant of others' actions.
-  Effective and flexible in relationships.
-  Excellent communication and presentation skills.
-  Knows how to enjoy the journey as well as the destination.
-  Gracious, charming, empathetic and considerate.
-  Perceptive and empathetic with others.
-  Democratic - will involve others.
-  Willing to be involved in most activities.

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. Donald's responses to the Evaluator have suggested these areas as possible weaknesses.

Donald's possible weaknesses:

-  May procrastinate on the longer term task.
-  Overly concerned with the opinions of others.
-  Vocally judgmental and critical.
-  His outwardly directed energy can be overpowering to some.
-  De-motivated by routine tasks.
-  Can be overly sensitive or caring.
-  Idealistic in relationships - wants everyone to be happy.
-  May appear too smooth to some people.
-  May exaggerate the significance of the event.
-  Like a butterfly, he may be difficult to catch or tie down.











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

As a team member, Donald:

-  Brings harmony to conflicting factions.
-  Develops high self-worth through group development and bonding.
-  Impacts many and varied ideas.
-  Exhibits a caring and sharing attitude to team members.
-  Works to promote and maintain harmony within his team.
-  Displays a strong people-orientation.
-  Is always ready to offer service to colleagues.
-  Bolsters and promotes team spirit.
-  Is loyal and conscientious and will work hard to produce results.
-  Creative in providing team “welfare” solutions.

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

Strategies for communicating with Donald:

-  Talk tangibly and with enthusiasm.
-  Encourage the expression of feelings which might remain unsaid.
-  Be clear on completion details.
-  Adapt to sudden changes in direction.
-  Adopt a low key, positive approach.
-  Maintain regular, informal feedback.
-  Leave time for the relationship as well as the task.
-  Support his need for new ideas, material and challenges.
-  Don't always expect brief, specific answers.
-  Share in and promote his ideas and visions.
-  Take care that you don't overload him.
-  Agree exactly what needs to be done.

Personal Notes















Communication

Barriers to Effective Communication

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

-  Be mundane, boring or dismissive.
-  Place undue emphasis on unproven theory.
-  Over-delegate “key” responsibilities, deadlines and general tasks.
-  Reduce the pace of a free-flowing conversation.
-  Make your lack of interest in his “problems” too obvious.
-  Isolate him from regular contact with others.
-  Create a hostile environment devoid of feelings.
-  Be addicted to rules and procedures.
-  Shout, bully or threaten with position power.
-  Act aggressively or reject his ideas without explanation.
-  Pour cold water on his ideas.
-  Limit his range or scope of activity.

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.

Donald’s possible Blind Spots:

Trying to be less sensitive would enable Donald to hear the often helpful information that is contained in constructive criticism. He needs to learn to deal more directly and honestly with conflict, trusting that his natural sensitivity to others' feelings will provide him with what needs to be done even in the most difficult situations. Donald would do well to take a step back and try to see a situation more objectively before reacting. He should try to suppress his automatic good feeling towards people who treat him well, applying a cooler perception to the reality of the situation. He often overlooks his own needs due to his desire to please or help other people.

He may need to learn and apply time management and long-range planning techniques to help him complete his projects. Donald is so emotionally entangled in his projects that he is very sensitive to negative criticism of his work. He should allow more distance between self and colleagues in interactions. He needs to be aware that not everyone likes to be touched. Because of his strong desire for harmony, he can overlook his own needs and ignore real personal problems. Donald may feel pressured to make decisions too quickly, before he has had adequate time to gather all the more obscure facts and consider the fuller implications of his actions.

Donald has a difficult time saying no or asking for help. His active life keeps him so busy that sometimes he fails to plan ahead. Although he can do certain detailed work he will tend to be less careful and more restless in longer term projects.

Personal Notes



Opposite Type

The description in this section is based on Donald'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:

Donald's opposite Insights type is the Observer, Jung's "Introverted Thinking" type.

Observers are precise, cautious and disciplined and are painstaking and conscientious in work that requires attention and accuracy. They are objective thinkers, concerned with the right answer and will avoid making quick decisions. Donald may see the Observer as hesitating to acknowledge a mistake or as becoming immersed in researching for data to support an isolated view.

Observers tend not to trust strangers and will worry about outcomes, their reputation and their job. They are reticent about expressing their feelings and Donald will often see the Observer as unresponsive, cool and uncaring. Observers draw conclusions based on factual data. They may be slow at producing results, as gathering data is the stimulating part of the job for them.

Observers like to make rules based on their own standards and apply those rules to daily life. Donald may find himself at odds with Observers due to their private nature and lack of enthusiasm for social events. Introverted analysis may prevent the Observer from expressing thoughts as readily as Donald would wish.

Personal Notes









Opposite Type







Communication with Donald's Opposite Type

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

Donald Donais: How you can meet the needs of your Opposite Type:

-  Be patient if he starts hair-splitting.
-  Go prepared to get straight down to business.
-  Use charts and graphs or other precise visual aids to make your points.
-  Find out where you can get the extra information he may require.
-  Stick to business at all times.
-  Be modest and polite.

Donald Donais: When dealing with your opposite type DO NOT:

-  Try to control the conversation.
-  Offer opinions on personal issues unless he asks for them.
-  Criticise his need for solitude.
-  Impose your opinion against his better judgement.
-  Assume that he is disagreeing with you because he questions you thoroughly.
-  Be too informal or waste time on social trivia.











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 Donald's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Donald may benefit from:

-  Focusing more upon objective criteria when making decisions.
-  Concentrating on the task in hand.
-  Becoming neater, tidier, more systematic and orderly.
-  More emphasis on perfection in his approach to life.
-  Reaching decisions only after weighing up all the alternatives.
-  Saying “no” more frequently.
-  Not expecting others to always share his optimistic stance.
-  Analysing procedures to identify overlaps and possible conflict.
-  Becoming a better self-disciplinarian.
-  Saying no first, giving the opportunity to review a decision later.

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 Donald's ideal environment and his current one and to identify any possible frustrations.

Donald's Ideal Environment is one in which:

-  Relationships are informal and there is opportunity for social contact with colleagues.
-  Relationships are fast and friendly.
-  Opportunity is provided for social contact.
-  He has freedom from authority and bureaucracy.
-  He has opportunities to reinforce one-to-one relationships.
-  There are social activities outside of work.
-  Meetings are rather informal gatherings.
-  There are few "heavy" interruptions to dampen the atmosphere.
-  The culture promotes a democratic management style.
-  There is ample opportunity to express ideas.

Personal Notes













Management

Managing Donald

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

Donald needs:

-  Established support systems and procedures.
-  Help in thinking “outside the box”, or beyond the traditional.
-  Help in delegating tasks and recognising priorities.
-  A “walkabout” manager whose presence is obvious.
-  You to retain control of the process.
-  The opportunity of networking during his working day.
-  Limited exposure to bureaucracy and paperwork.
-  To know clearly where the future prospects and opportunities lie.
-  Help with planning and preparation.
-  Support for his style by providing back-up.

Personal Notes













Management

Motivating Donald

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

Donald is motivated by:

-  Being made to feel “one of us”.
-  Peer “heroes” that he admires, respects and can emulate.
-  Congratulations for his exceptional efforts.
-  Team activities to lighten the gloom.
-  Personal appreciation and public recognition for a job well done.
-  The availability of support staff to assist with some of the “paperwork”.
-  Rewards that reflect his immediate needs.
-  A high degree of freedom and independence.
-  Status symbols that represent success.
-  Participation in lively arguments, debate and discussions.











Personal Notes



Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Donald'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, Donald may tend to:

-  Be good at initiating and developing team contacts.
-  Generate recurring crises through failing to comprehensively plan and organise resources.
-  Find it difficult to deal with disciplinary matters within his team.
-  Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.
-  Become distracted by peripheral events, losing sight of the key objectives and outcomes.
-  Value team performance as well as individual performance.
-  Prompt people who naturally work at a slower pace.
-  Overvalue some of his personal relationships.
-  Lead the team with his energy, enthusiasm and personal charisma.
-  Allow an individual too much freedom.

Personal Notes



Effective Selling Chapter

Effective selling has three main requirements:

First, the salesperson must understand him or herself, and how to build on strengths and develop any areas of weakness, aware of how different customers perceive him or her.

Secondly, the salesperson must understand others - particularly customers - who are different. Customers will often have opposing needs, expectations, desires and motivations than those of the salesperson. These distinctions need to be appreciated and respected.

Thirdly, the salesperson must learn to adapt his or her behaviour to relate to, connect effectively with, and influence, the customer.

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

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

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

This chapter works particularly well when used in conjunction with Insights Quest - an extensive modular sales development programme which explores the differing behavioural and skill requirements at each stage of the sales process.



Selling Style Overview

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

Donald both excites and is exciting when selling, and thoroughly enjoys positive sales experiences. He will ask good questions, but will sometimes forget to wait for the answer! He is often indifferent to management restrictions, preferring a flat structure where everyone has access to potential customers. He sells with charismatic flair. Some sales events of Donald's quickly turn into special occasions for everyone involved.

His enthusiasm causes him to talk a lot during the sale, and he must be mindful to listen more and allow his customer to express his or her views. His open and unreserved enjoyment of the moment means that Donald's customers usually enjoy their interactions with him. In the sales situation, Donald is both tolerant and even-tempered. He will promote peace sometimes to the detriment of developing the sale to an earlier conclusion. Appreciative of other's needs, Donald is at his best in smooth-running and friendly customer situations. Epitomising friendliness, he can be gently persuasive and a major asset where customer service is involved.

With a contagious energy for selling, Donald readily gains the attention of potential customers by constantly networking. Donald is at his best when talking with customers, and thrives on recognition and positive responses from customers, particularly those that support his ideas. As he is motivated by improving the human condition, he may have difficulty understanding why he may not always be accepted simply for who he is by some prospective customers.







Personal Notes









Before The Sale Begins

The sale begins long before the formal sales process starts and continues long after it ends. Here are some of the key ideas that Donald needs to be aware of in the initial stages when planning and approaching the customer.

Donald's key strengths before the sale begins:

-  Adopts a positive mental attitude.
-  Often uses innovative approaches to find out about the customer and the market.
-  Is responsive to requests for help.
-  Adapts to unusual customer situations and problems.
-  Generates quality leads by spending time with others.
-  Appears to his prospects as warm and approachable.

Before the sale begins Donald could:

-  Remember that rejection is seldom personal.
-  Maintain an orderly and organised approach to planning.
-  Reflect on the objective of the meeting beforehand, and refer to the plan often during the meeting.
-  Be prepared to get to the point quickly.
-  Bring more discipline and structure to his time management.
-  Trust his gifts of creativity in getting a "lost" sale back on track.







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 Donald may identify customer needs.

Donald's key strengths in identifying sales needs:

-  Articulates critical issues when communicating his view of customer priorities.
-  Bonds by encouraging his customers to share relevant personal information.
-  Encourages openness in dialogue by offering openness himself.
-  Generates a fast pace for the interaction.
-  Employs a relaxed, conversational questioning style.
-  Uses humour and sociability to create an open environment.

When identifying needs Donald could:

-  Use a more structured questioning approach.
-  Ask for regular feedback around what the customer "thinks".
-  Stay within the pre-agreed time boundaries.
-  Use diplomacy in his questioning style.
-  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.







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 Donald to develop a powerful and effective proposing style.

Donald's key strengths in proposing:

-  Appears highly confident in group presentations.
-  Tunes in psychologically to customers deeper requirements.
-  Employs an emotive language which engages the customer's attention.
-  Understands the customer's values set, and proposes accordingly.
-  Brings brightness and "theatre" to the process.
-  Can go with the flow and take interruptions in his stride.

When proposing Donald could:

-  Stick to the point.
-  Heighten the authority of his delivery.
-  Avoid getting side-tracked by personal issues.
-  Show customers a more serious side of his personality as appropriate.
-  Support the use of systems and procedures into the process.
-  Be careful not to over-elaborate just to win the order.







Personal Notes









Handling Buying Resistance

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

Donald's key strengths in dealing with buying resistance:

-  Is constantly alert to customer concerns.
-  Disarms potential aggression with his sociable and considerate manner.
-  Meets customer concerns with a tolerance.
-  Empathises with differences, and works well to resolve them.
-  Maintains a charming disposition throughout.
-  Maintains the relationship by adapting his style to the situation.

When dealing with buying resistance Donald could:

-  Remember the importance of asking more questions and really listening to the answers.
-  Come prepared with adequate information to support his arguments.
-  Be less sensitive to tougher objections.
-  Handle what he views as false or irrational objections assertively.
-  Remember to recap on areas of agreement.
-  Provide more detailed information than he may consider necessary.







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 Donald's closing style.

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

-  Heightens the customer's understanding of potential future loss or gain.
-  Prefers a softer and harmonious approach.
-  Enthusiastically and assertively leads customers to the sale conclusion.
-  Will identify the key stages in moving towards the customer's dream.
-  Reduces the risk of loss to the customer by ensuring the majority of their needs are always met.
-  Leads "waverers" towards earlier completion.

When gaining commitment Donald could:

-  Diversify! Try a variety of closing styles.
-  Watch very carefully so as not to miss the buying signals.
-  Be careful not to talk himself first into, then out of, the sale.
-  Stay on track and slow down.
-  Remember that he is there to gain a result.
-  Recap and check before asking for a commitment.







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

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

-  Enjoys regular face-to-face customer updates where possible.
-  Seeks commitment through gaining consensus rather than asserting the facts.
-  Maintains harmonious relationships even if setbacks occur.
-  Attains extra business through friendly referrals.
-  Likes to combine business with pleasure.
-  Works supportively in partnership with his customers.

When following-up and following through Donald could:

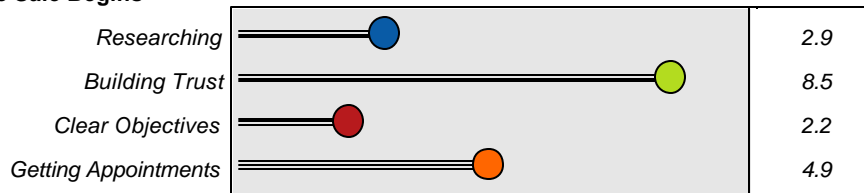
-  Deliver what is promised, on time.
-  Be aware of a tendency to deal with likeable customers rather than difficult ones.
-  Discipline himself to attend regular reviews with a prepared agenda.
-  Focus on keeping his customer informed.
-  Spend less time worrying about a business relationship that has gone wrong.
-  Create a system to help him remember and action the commitments he makes.

Personal Notes

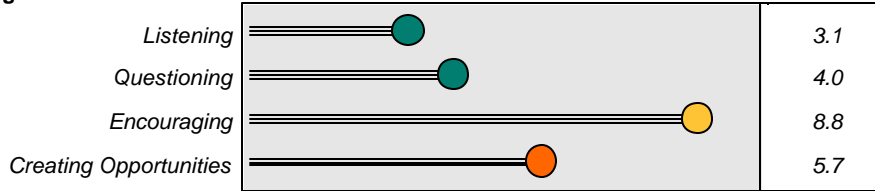


Sales Preference Indicators

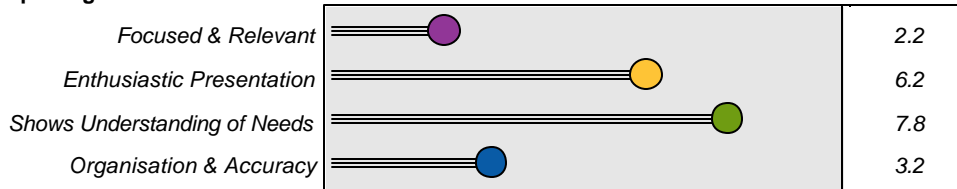
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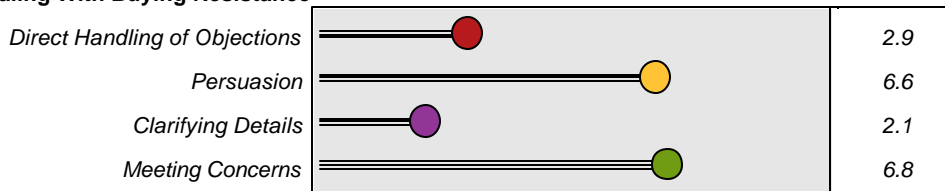
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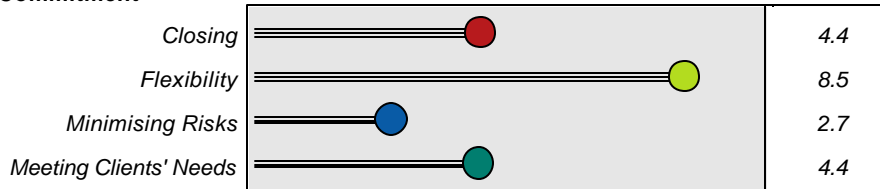
Proposing



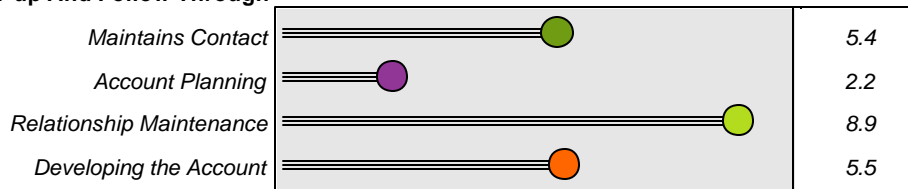
Dealing With Buying Resistance



Gaining Commitment



Follow-up And Follow Through



Personal Achievement Chapter

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

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

The sections will help Donald 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 Donald 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 Donald should be aware of in setting goals and defining his purpose.

Living on purpose

Donald's goals tend to include the whole family, not just the individual. To him, the whole is greater than the sum of the parts! His world is so full of new possibilities and different ways of doing things that he may have great difficulty in concentrating on any one thing without needing a break to embrace another. He drives towards his objectives at his own fast pace rather than follow a more moderate one set by others. He is able to cope with a number of projects at any one time, although he may find that objective prioritisation techniques will result in greater effectiveness. Adopting a relaxed attitude to life, he may take a similar approach to identifying his short term purpose. He may need to adopt a greater sense of urgency to fulfil his true potential.

He is capable of creating a wide variety of goals. Saying "no" is difficult for him, but doing so more frequently would give him more time to attain his own objectives. His goals will often relate to people issues. He may need to be reminded to concentrate more on the task to provide some balance. He will establish ambitious, long-term goals, but should also focus on the short-term achievements along the way. He needs a variety of different activities to avoid repetitive tasks and the risk of losing interest through boredom.

Although keen to stay on track with his goals, his progression may be hindered by his desire to maintain harmonious personal relationships. People are clearly more important to him than task related issues, and his values tend to reflect this. For each "people focused" goal, a career related goal could be set simultaneously. Donald uses his strong networking skills to solicit the help of others in reaching his destination.







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 Donald 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, Donald,

-  Can change direction quickly to go with the flow.
-  Has difficulty concentrating on one topic for long periods.
-  Can be highly resourceful with people issues.
-  Regularly devotes time for team meetings.
-  Supports team members who may constantly struggle.
-  Occasionally makes decisions "on the hoof".

Suggested Action For Development

- Make sure it is the appropriate direction to avoid being taken way off track.*
- Be sure to see one task through to completion.*
- Adequate time should be reserved for personal issues and reflection.*
- Allow others to contribute to a structured agenda.*
- Apply stricter time limits to giving of self.*
- Devote more time to the process and enhance outputs.*







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

In his creativity, Donald,

-  Can address diverse issues simultaneously.
-  Enjoys interaction and involvement.
-  Creates "larger than life" solutions.
-  Is articulate and quick.
-  Reaches solutions based on his personal beliefs and values.
-  Generates many ideas in his head.

Suggested Action For Development

Allow adequate time for analytical reflection.

Devote some time for reflection.

Don't forget the business case.

Others may perceive this as superficial or flash.

Be prepared to question those beliefs.

Take time to commit ideas to paper and evaluate their viability.







Personal Notes









Lifelong Learning

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

Donald's preferred learning style is supported when he:

-  Tries out non-traditional approaches.
-  Can concentrate on the "people" issues whilst bearing the task in mind.
-  Can learn in an environment where his contributions are valued.
-  Can mind-map, using colourful imagery and words.
-  Works in situations where the people involved are as important as the end product.
-  Has an executive summary.

Donald can stretch in learning by:

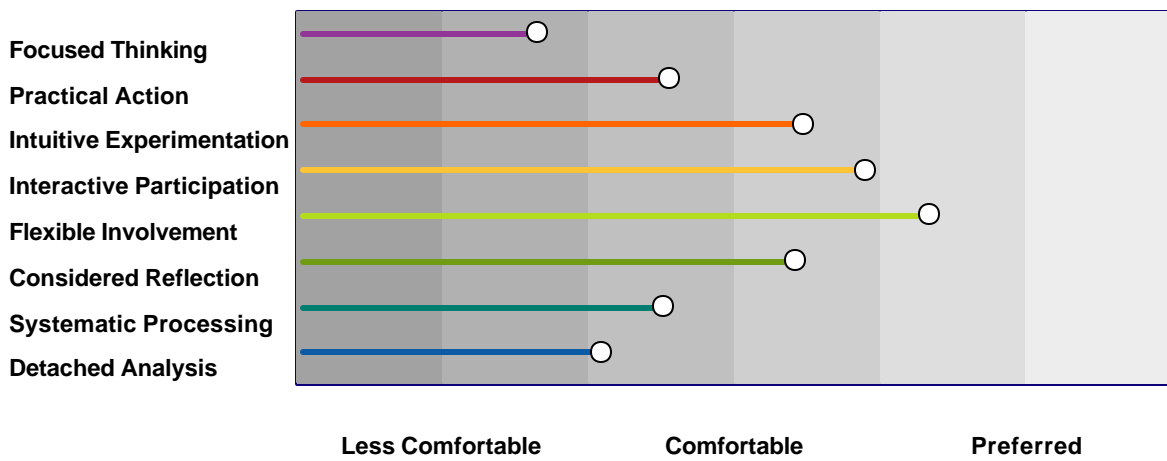
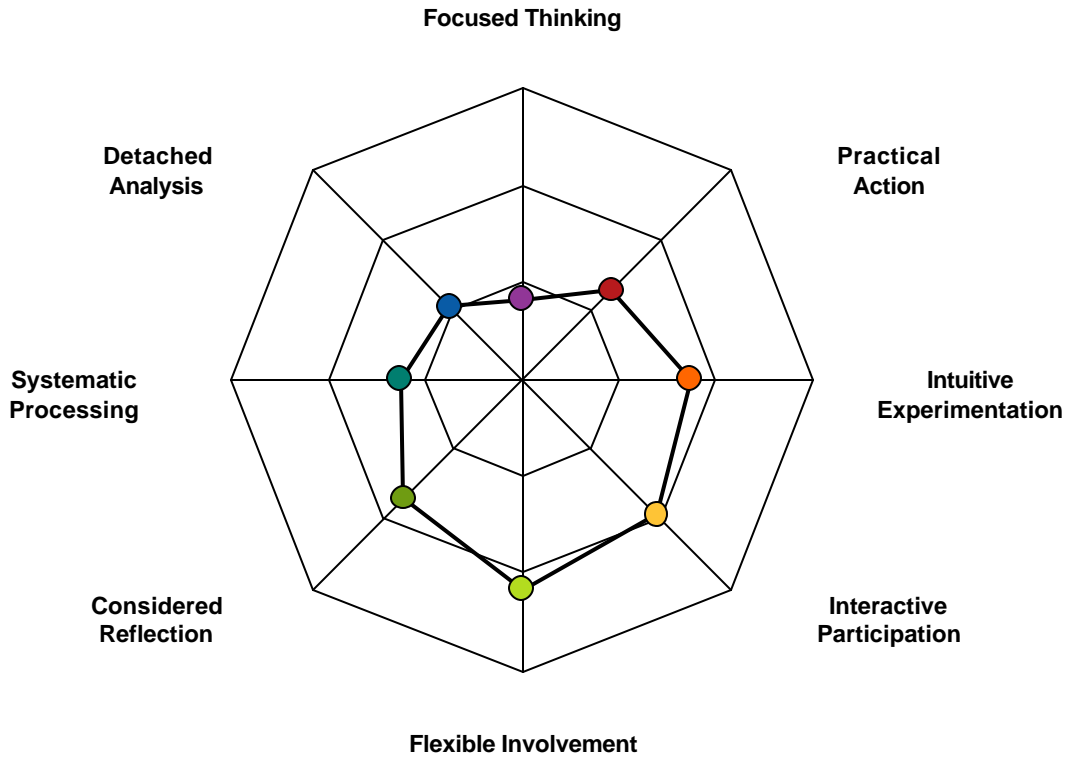
-  Setting regular time aside for disciplined study and reading.
-  Subjecting himself to scrutiny from "experts" so that they can watch his technique and coach him on how to improve it.
-  Improving his business awareness by also considering the 'big picture'.
-  Reading the full extent of the question before giving the answer.
-  Seeking detailed clarification when he doesn't understand.
-  Keeping his focus on the task.

Personal Notes



Learning Styles











Donald D.



Interview Questions

This section lists several questions which can be used in interviewing Donald. 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 Donald 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 Donald's self-awareness and personal growth.

Interview Questions:

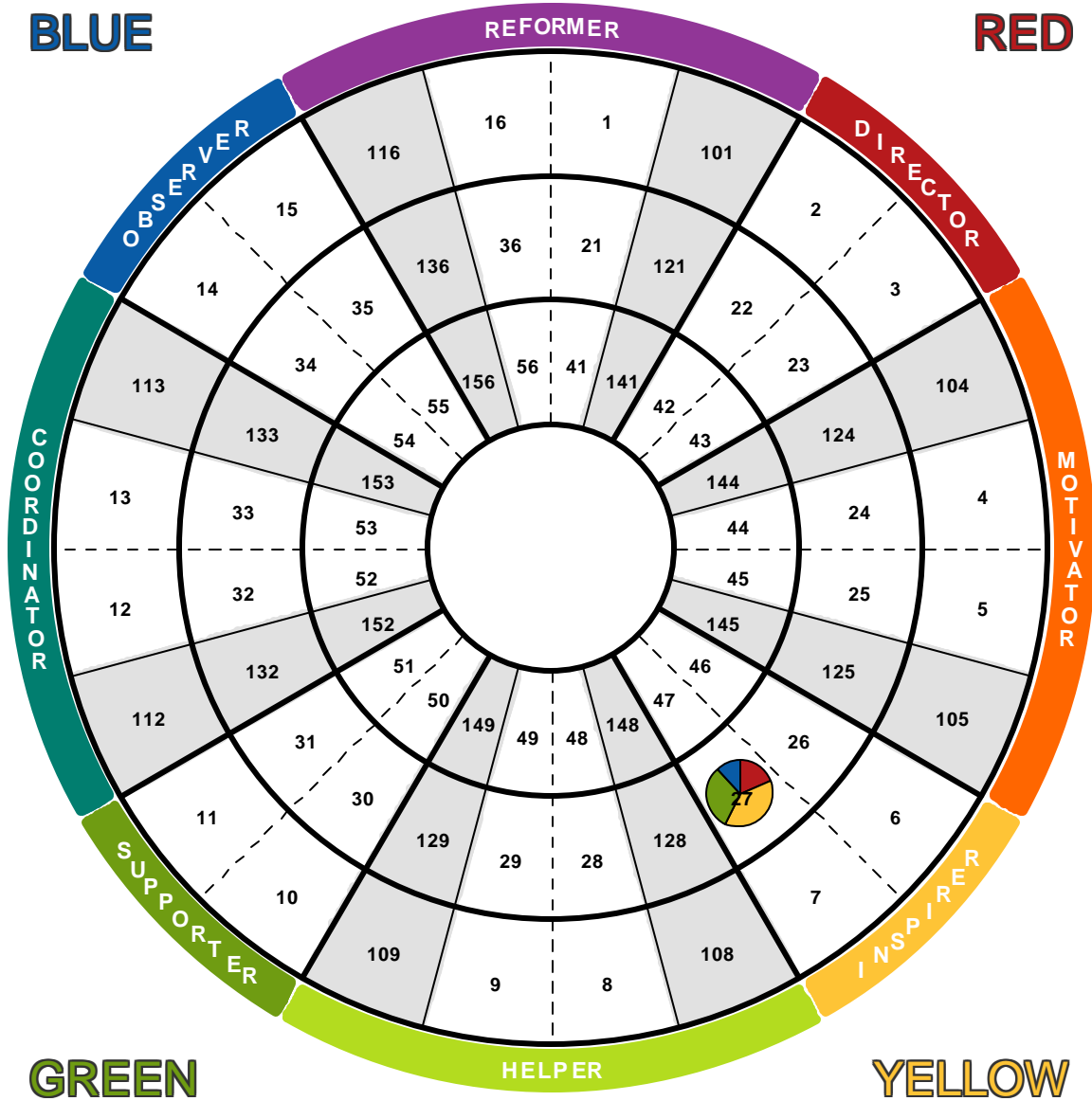
-  Have you ever been accused of "jumping in with both feet"? When?
-  At what times do you feel it important to be precise, detailed and rigid when dealing with others?
-  How would you react to a constructive, but negative appraisal?
-  Under what circumstances might you formally recognise a good contribution from a team member?
-  What do statistics mean to you?
-  How easily can you refuse a reasonable request?
-  What do you think of reports with extensive detail?
-  Do you prefer working to your own written agenda or reacting to where you are needed?
-  Certain situations require a serious approach. How do you recognise these?
-  Describe how you learn from your mistakes and disappointments.

Personal Notes



The Insights Wheel

Donald D.



Conscious Wheel Position
27: Helping Inspirer (Classic)

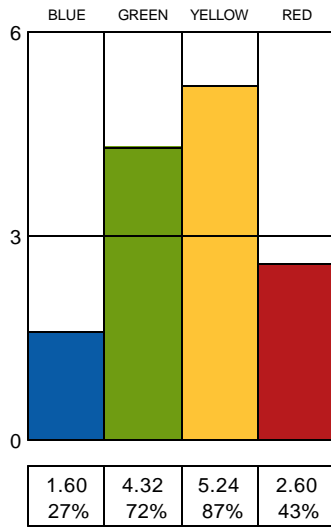
Personal (Less Conscious) Wheel Position
27: Helping Inspirer (Classic)



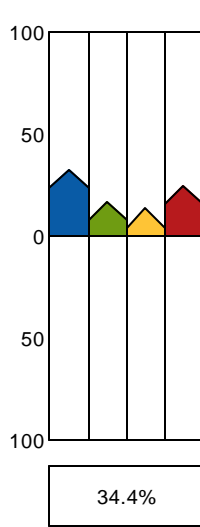
Insights Colour Dynamics

Donald D.

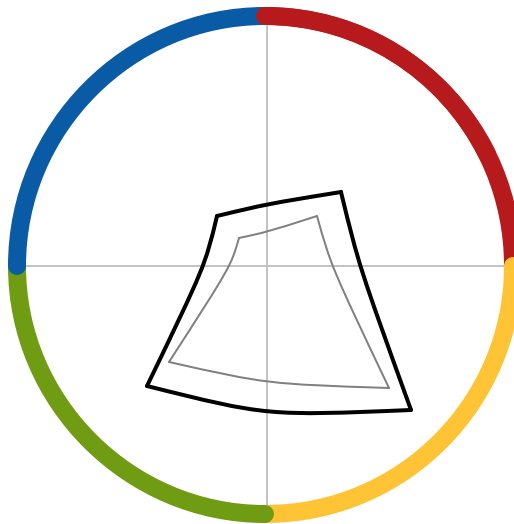
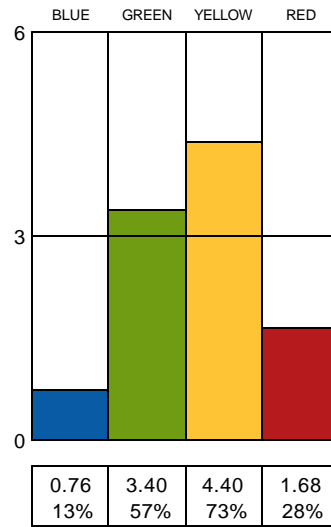
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



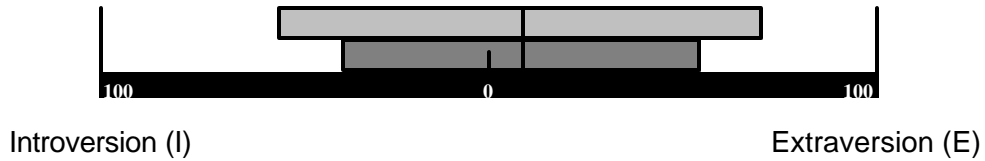
(Conscious) — (Less Conscious)



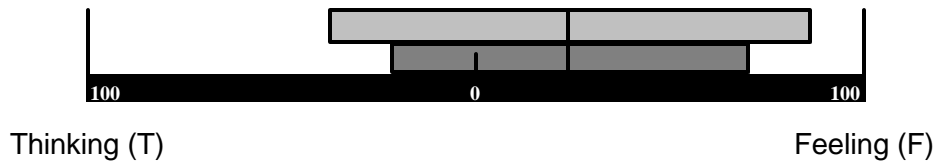
Jungian Preferences

Donald D.
1/23/20

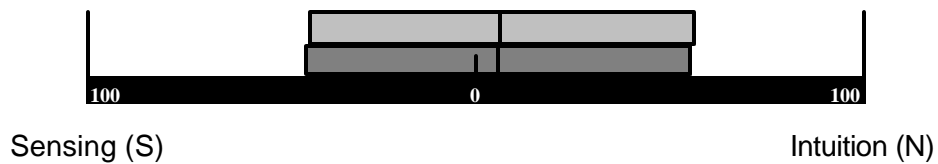
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)

