



Discovery[®]

Personal Profile

Graham Cook

1st July 2016

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

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Introduction

This Insights Discovery profile is based on Graham Cook's responses to the Insights Preference Evaluator which was completed on 19 December 2012.

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

Personal Style

Graham likes to make things happen and drive everything around him. He likes to have control of most situations and can speak out clearly and forcibly when he sees the need to do so. He is seen as a powerful leader as he is able to think on his feet. To manage his tensions, he needs to be constantly in control and get things done without wasting time. Eager to add to his knowledge, Graham is passionate about researching significant new subjects that capture his interest. Both alert and outspoken, Graham 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 may increase his effectiveness by allowing himself to seek and take assistance from others. His enthusiasm for a current project can be so compelling that he may be oblivious to any time and energy limitations, ignoring his own and others' needs in the process. Whenever he is asked to assume responsibility, his desire for control leads him to want to say "Yes". He seeks the attainment of personal success and status, and in this constant striving he may almost unwittingly compare himself with others in the race for success. He is usually less interested in new principles and theories than new projects and processes.

With his keen analytical abilities and good strategic thinking, Graham can almost always find the rationale for the things that he wants to do. He resists being labelled by others and is engaged in a never-ending search for self-knowledge and self-identity. He works to see ideas and systems translated into realities. He should learn to delegate more to improve the completion of his tasks and should have assistance in ensuring that follow up is maintained. He has a drive for tangible accomplishment and correctness with a leaning towards perfection.

Graham is logical and analytical, an ingenious thinker and long-range planner, and good at anything that requires rapid reasoning. Graham enjoys work that involves moving projects forward. Exhibiting boundless energy and the ability to perform a number of roles simultaneously, Graham can develop a level of result expectation that others may find daunting. He can be good at easing tense situations by getting conflicting parties together to take the sting from the issue. He is a good initiator of new projects, though he may fail to persevere with the details.

Excessive detail and routine are generally to be avoided although he is well able to review balance sheets, projections and factual data. Keeping in touch with his emotions, standing outside of them when necessary rather than allowing them to take over, helps him to stay more fully in control of a situation. Graham tends to know intuitively what structure and organisation is necessary to harness ideas and people to achieve long-range goals. He can be quite inventive and somewhat ruthless when something or someone is obstructing him. He enjoys work that allows him to get his teeth into new projects.

Interacting with Others

When Graham is in charge of a project he offers the team long-term vision and the ability to inspire and communicate that vision to others. He has a tendency to blame other people for

difficulties he encounters and may sometimes dismiss others' opinions as of relatively little or no value. 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. Graham's ingenuity, warmth and his understanding of others allows him to proceed through life with great confidence. He is very effective in a leadership role, able to persuade others of the value of his vision. He may appear not to be overly concerned with the needs of others.

He may sometimes present himself as an "expert", fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. Seen by most people as outgoing, flexible and fearless, Graham can rise to meet any challenge. Graham's work style is down-to-earth, assertive and persuasive. 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 will find it beneficial to consciously seek out others' views.

His communication style is honest, direct and to the point and he prefers others to be similarly candid with him. Bringing enthusiasm and energy to most activities, he can turn a dull managerial task into a game by using his persuasiveness and creativity to maintain the interest and commitment of others. He needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down. Errors made by others may upset him and cause him to react loudly and vociferously. Graham likes to be valued for his directness and strength in relationships.

Decision Making

Internally motivated to achieve, Graham is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. He may occasionally see himself as being physically larger than life, especially during confrontation. He is frank and decisive and doesn't hesitate to let others know where he stands. In practising active and long-range thinking and planning, he is logical, analytical, objectively critical and prefers to be convinced by reason. His desire to get things done quickly drives him to implement decisions as soon as they are made rather than first seeking to double check the facts before implementation. He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details.

Graham can usually get to the heart of any situation and implement an effective solution. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He likes to convert everything into possibilities, ideas, plans and schemes and his initiative and imagination leads him to start many new projects which he may not always complete. He tends to be influenced by the idea, rather than the people behind the idea. He is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned.

He is more interested in the future consequences of his actions than in the present condition of people or projects. He always tries to decide as much as possible through logical, analytical and highly organised thinking. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise. He is outgoing, versatile and quick-witted, and may have an endless supply of solutions to whatever challenge he finds himself in. He is prepared to make high risk decisions.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Graham's key strengths:

- Competitive and wants to win at all costs.
 - Intuitive and optimistic.
 - Action oriented - rises to the challenge.
 - Will join different organisations to further his cause.
 - Forward looking, quick thinker.
 - Challenges convention.
 - Constantly strives towards self improvement.
 - Articulate and competitive self starter.
 - A natural entrepreneur, inquisitive and adaptable.
 - Versatile and adaptable to many situations.
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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. Graham's responses to the Evaluator have suggested these areas as possible weaknesses.

Graham's possible weaknesses:

- His need for variety may leave some tasks incomplete.
 - Dislikes and rebuts personal criticism.
 - Vocally judgmental and critical.
 - Sometimes lacks attention to detail.
 - Impatient with others he sees as having lower standards.
 - May ignore the practicalities.
 - Can be seen as curt and abrasive.
 - Sometimes lacks a sense of humour.
 - Takes on too much responsibility.
 - Fears dropping his guard.
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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 Graham brings, and make the most important items on the list available to other team members.

As a team member, Graham:

- Commits to realistic goals.
 - Provides creative input.
 - Works well with a variety of tasks and activities.
 - Breaks down barriers to completion.
 - Brings drive and focus to the issues.
 - Will cut through “red tape” to speed up the outcome.
 - Brings common sense and vision to the team.
 - Ensures there is never a dull moment where he is involved!
 - Keeps others on track.
 - Thinks “outside the box” with a pioneering spirit.
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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 Graham. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Graham:

- Ask him, don't tell.
 - Hold your ground when attacked.
 - Recognise his personal drive for achievement.
 - Leave personalities out of the discussion.
 - Show respect for his ideas and opinions.
 - Be firm, forceful and fearless.
 - Be thoroughly prepared.
 - Keep personal comments to yourself.
 - Acknowledge his talent for leadership.
 - Match your own assertiveness to his pace.
 - Talk tangibly and with enthusiasm.
 - Be clear about expectations and timescales.
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Personal Notes

Communication

Barriers to Effective Communication

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

- Prevent him moving on to other challenges.
 - Be indecisive, unclear or “woolly”.
 - Burden him with your problems.
 - Impose your feelings onto him unless he shows willing.
 - Impose your opinion against his better judgement.
 - Be unenthusiastic or negative.
 - Be vague or imprecise.
 - Show less than full commitment to his project.
 - Be vague or leave things open to interpretation.
 - Say “that will never work”.
 - Keep him in the dark or he will do likewise.
 - Ramble or become emotional.
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Personal Notes

Possible Blind Spots

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

Graham’s possible Blind Spots:

Tending to overlook other people's feelings and becoming blunt and insensitive in his desire to be frankly honest, Graham rushes from one experience to another. He tells rather than asks, and whilst confident in communicating, can be rather overpowering at times. There is also a tendency for him to become very defensive if challenged. Graham needs to work toward making commitments to fewer projects so he completes more of the ones he begins.

Very much a “head” person, he has little real appreciation of just how much some of his decisions may offend some people. It is difficult to know what to expect from him next. He would much rather engage in quick intellectual banter than complete some mundane task or consider spending quiet time on his own. Because he is protective of his own view, he tends to over-regulate his system or process. He sometimes has difficulty in absorbing other peoples' points of view. His intense dislike for routine and predictable events can make it difficult for him to notice or even acknowledge the necessary details.

He may have difficulty accepting what others have to say if it varies from his own certainties. He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers. He may rely on personal forcefulness and, if necessary, intimidation to achieve his aims. The desire to remain open and responsive to new challenges can make him appear rather erratic, and appear inconsiderate of the best laid plans and schedules of others. He may need to slow down to consider the feelings of others even if he doesn't share them.

Personal Notes

Opposite Type

The description in this section is based on Graham'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:

Graham'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. Graham 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.

Graham 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.

Graham 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 peoples' 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 Graham's Opposite Type

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

Graham Cook: How you can meet the needs of your Opposite Type:

- Let him organise his thoughts.
- Be honest, moderately paced, straightforward and open with him.
- Avoid personal conflict.
- Provide an environment which allows him to express his thoughts.
- Gaining obedience is not enough - ensure you have co-operation.
- Put important messages in writing for clarity.

Graham Cook: When dealing with your opposite type DO NOT:

- Demand change that ignores his personal values and/or beliefs.
 - Fail to respect his need for occasional isolation.
 - Expect him to be a visionary.
 - Cut him short or discourage him when he wishes to share information.
 - Comment on his personal appearance.
 - Attempt to disguise your true motives.
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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 Graham's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Graham may benefit from:

- Becoming more generous, warm and caring.
 - Using others' objective criticism as a means of self development.
 - Meeting more people at least half way.
 - Practising warmth, empathy and understanding.
 - Thinking very carefully before rushing into action.
 - Not always appearing so direct and confident.
 - Being less forthright and more discreet.
 - Understanding that forging ahead on his own may be detrimental to the common good.
 - Remembering that he is also vulnerable.
 - 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 Graham's ideal environment and his current one and to identify any possible frustrations.

Graham's Ideal Environment is one in which:

- He can "rock the boat" without fear of retribution.
 - His natural creativity is given room to flourish.
 - There are clearly defined objectives.
 - There are opportunities to beat new paths.
 - He is given responsibility early on.
 - He is involved in design and delivery.
 - The work environment is task-focused.
 - He has good access to relevant sources of information.
 - Activities, variety and change are constantly taking place.
 - He continuously contributes to organisational improvement.
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Personal Notes

Management

Managing Graham

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

Graham needs:

- Freedom from controls, supervision and details.
 - Worthy and talented competition.
 - To control the pace and deadlines.
 - To be allowed to set limits to aid self protection.
 - To be noticed.
 - To be aware of his frenetic work pace and recognise the effect this may have on others.
 - A fast-paced environment where he can achieve results.
 - An able, fast-paced backup team.
 - Help in restraining the allocation of blame.
 - Someone to issue flak jackets to all members of his team.
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Personal Notes

Management

Motivating Graham

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

Graham is motivated by:

- Participation in lively arguments, debate and discussions.
 - Having large mountains to climb.
 - To shape and reshape people and things.
 - Recognition for his results.
 - Being given a challenge.
 - A relentless drive to competency and effectiveness.
 - Participation in meetings or on future planning.
 - Freedom to be forward looking.
 - Taking risks and “smelling the danger”.
 - Freedom from constraints and supervision.
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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 Graham'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, Graham may tend to:

- Delegate administration and concentrate on outcomes.
 - Be passionate about his ideas.
 - Establish high standards for self and others.
 - Be loyal to the organisation rather than the person.
 - Leave people drowning in his wake.
 - Always shoot for the goal.
 - Place responsibility elsewhere if failure occurs.
 - Become very defensive if his competence is questioned.
 - Put more energy into the project than the task merits.
 - Fail to listen actively to the views and opinions of others.
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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 Graham's selling style. Use this section to gain a better understanding of his approaches to his customer relationships.

Selling Style Overview

Graham is usually forthright and objective. This may mean he needs to be reminded of how differently some of his customers may feel about an issue. He may look for opportunities to be in front of the customer, sometimes at the expense of quiet time for planning or review. He usually remains tough, decisive, and determined in the face of a difficult customer.

He may take issue with both colleagues and customers when his expectations are not met, but is unlikely to bear a grudge for long. Graham's certainty in his views may help some customers make their decision, though may also leave some questions unanswered for them. More reserved customers may feel impressed, though perhaps exhausted, by his sales presentation. He will reap greater benefits in the sale if he makes a more conscious effort to be sure to obtain, and listen carefully to, his customer's views and fully integrate them into his business proposal. He finds most satisfaction from working with customers in sales projects that allow him to utilise his creative and interpersonal skills.

Graham generates best results when he really gets inside customer's views. Focus and determination will enable Graham to overcome most obstacles. When he is in charge of a sales project he offers the team long-term vision and inspires and communicates that vision to others. He is often indifferent to management restrictions, preferring a flat structure where everyone has access to potential customers. He may overlook buying resistance, which may result in an unresolved objection recurring later.

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

Graham's key strengths before the sale begins:

- Gains appointments that others may find difficult to make.
- Applies enthusiasm and energy to lead generation.
- Is clear about the outcomes he plans to achieve.
- Seeks variety in his approaches to customers.
- Creates new ideas in account planning.
- Thinks quickly in adapting to changing situations.

Before the sale begins Graham could:

- Concentrate on building trust and fostering relationships.
- Be aware that his style may appear imposing or intimidating on the telephone or in person.
- Be less critical of the customer's position if he disagrees with it.
- Involve others in preparation more often.
- Avoid becoming involved in too many activities - appreciate taking time out for self.
- Be less inclined to overstate customer potential.



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 Graham may identify customer needs.

Graham's key strengths in identifying sales needs:

- Promptly addresses critical concerns that might preoccupy his customer.
- Applies his intuition to the assessment of his customer's needs.
- Adopts a direct, versatile and robust interviewing style.
- Determinedly pursues his needs-analysis strategy.
- Can use a direct questioning style to progress quickly.
- Quickly bridges the customer's needs to the product or service.



Personal Notes

When identifying needs Graham could:

- Avoid asking closed questions during the discovery process.
- Be careful to allow the customer time to complete their sentences before answering.
- Be sure to establish mutual agreement.
- Be aware of his tendency to listen selectively.
- Concentrate more on following established, tested procedures.
- Avoid the temptation to identify the answer before the question is asked.

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 Graham to develop a powerful and effective proposing style.

Graham's key strengths in proposing:

- Maintains his high standards in telling it like it is.
- Readily paints word pictures that illustrate the potential.
- Projects authority and expertise.
- Uses intuition effectively to assess resistance levels.
- Delivers the presentation in a compelling and masterful way.
- Maintains control throughout the proposal process.

When proposing Graham could:

- Be sure to moderate the areas of potential risk.
- Limit the options that he presents.
- Occasionally "Ask" rather than "Tell" when proposing.
- Be aware that his style may be interpreted as somewhat controlling.
- Support his statements with written evidence.
- Be prepared to adapt more readily to customer input.



Personal Notes

Handling Buying Resistance

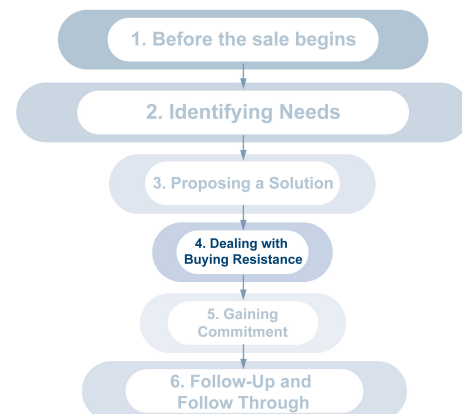
If the customer relationship has been built effectively, buying resistance should be low. However, this section suggests strategies for Graham to deal effectively with buying resistance.

Graham's key strengths in dealing with buying resistance:

- Maintains clarity of thought and analysis throughout.
- Prepares for and plans responses to likely objections.
- Readily turns objections into reasons to buy.
- Appeals to logical and emotional motives when responding to the customer.
- Strongly challenges false perceptions in the customer.
- Avoids rebuttals by using his strong people skills.

When dealing with buying resistance Graham could:

- Value the objection and acknowledge good questions.
- Probe for real concerns delicately and sensitively.
- Take the customer's objections into account, even if they may seem insignificant.
- Avoid being seen as argumentative or defensive.
- Take sufficient time to clarify doubts fully.
- Interpret "negative feedback" as "constructive feedback", and avoid taking it too personally.



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 Graham's closing style.

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

- Can use both authority and involvement to lead his customer through the process.
- Summarises benefits concisely.
- Is an exciting and persistent closer.
- Views himself as a natural "closer".
- Readily deals with the unexpected.
- Leads "waverers" towards earlier completion.



When gaining commitment Graham could:

- Reduce his tendency to switch from task to task.
- Recap and check before asking for a commitment.
- Present the contract for perusal in advance.
- Use less control and be more relaxed about outcomes.
- Ask more questions.
- Seek clarification even when he thinks it may not be necessary.

Personal Notes

Follow-up and Follow Through

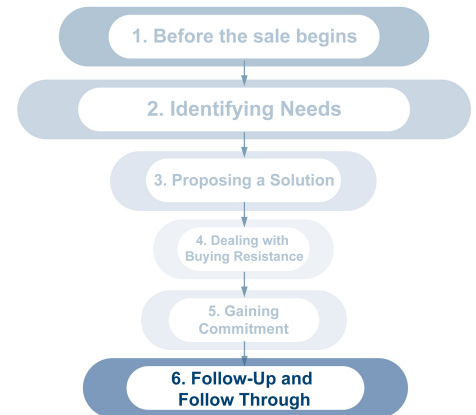
It is your job, having built a relationship with your customer, to continue that relationship and to be of service to your customer beyond the initial sale. Here are some ideas which Graham can use to support, inform and follow-up with the customer.

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

- Strongly commits to the value of the product or service.
- Leads throughout the servicing process.
- Remains constantly aware of further sales opportunities.
- Remains keenly aware of new development opportunities.
- Sees people and ideas as the key to success in sales support.
- Likes to measure activities.

When following-up and following through Graham could:

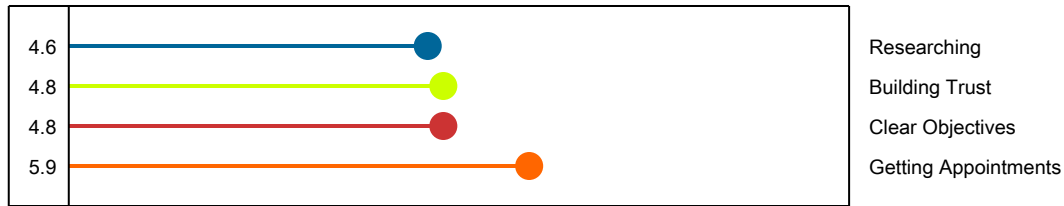
- Allocate more time to the face-to-face aspects of the follow-up process.
- Consider the potential consequences of bending the rules to meet a customer's need.
- Ask for referrals and testimonials to be provided in writing.
- Make use of service level agreements to clarify business opportunities.
- Confirm the details of the servicing arrangement in writing.
- Soften the process he uses to win repeat business, maintaining the relationship focus.



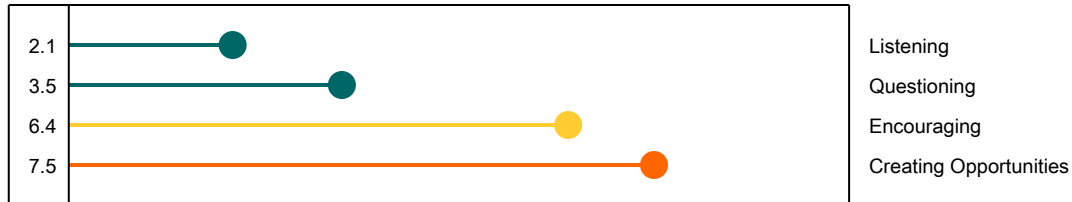
Personal Notes

Sales Preference Indicators

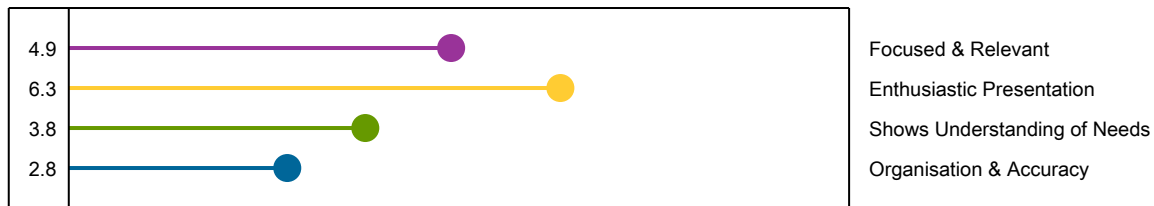
Before The Sale Begins



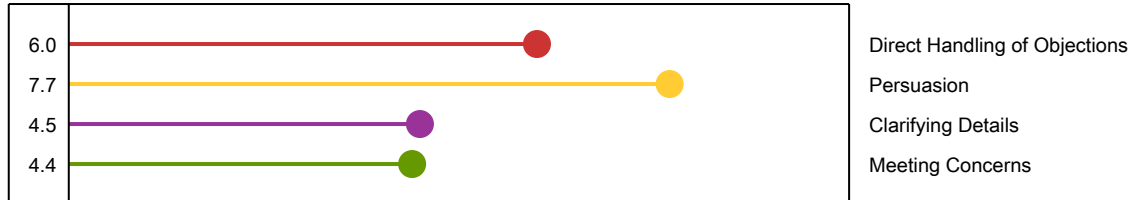
Identifying Needs



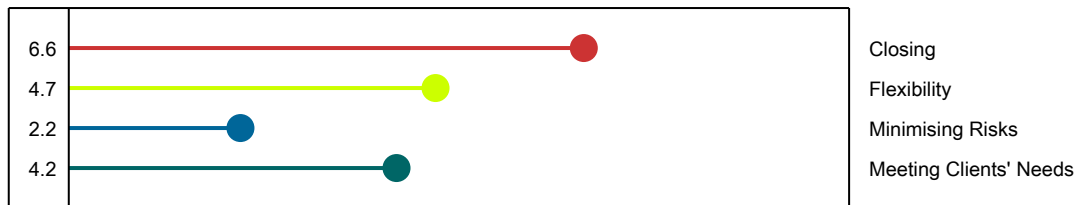
Proposing



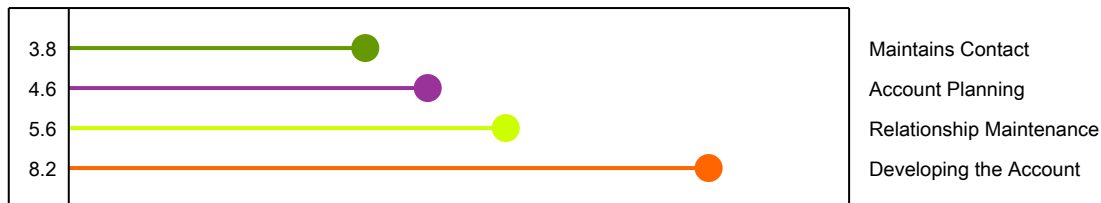
Handling Buying Resistance



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

Living on Purpose

Ongoing learning is very important to Graham and he thrives on new experiences that expand his knowledge and understanding. He constantly focuses on achieving the goal, rather than the steps required to get there. Use of his well-developed skills of persuasion can gain others' early support for his projects.

He will lose interest as soon as the main problems are solved and prefers to leave the routine work to others. For Graham, "help" is something that other people may need! He maintains a keen interest in many activities, sometimes taking on too much. He is interested in so many different areas that he often experiences great difficulty working on the less interesting essentials. Graham has little difficulty in coming up with ideas for new projects, goals or purposes, whether or not they are relevant to the role he currently plays.

He works better on his own chosen targets. Those that are imposed may be taken on board rather reluctantly before being accepted as his own. He is highly tenacious. Others could view this gift as stubbornness. Flexibility in planning will help deliver the goal expeditiously. When considering goal-related issues, he could build in a greater degree of objectivity by soliciting the views of others whom he knows will not share his opinions. Graham is able to handle a wide variety of projects. Most circumstances and people will interest him, particularly at outset. He is prone to "muscle in" on others' work rather than allow delay or abandonment of vital tasks. This may be seen as interfering in others' processes or activities.

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 Graham 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, Graham,

Suggested Action For Development

Sets out to achieve what he wants to achieve.	→ Remember not to blame other person for any failure.
Often uses holidays as time to catch up on unfinished work.	→ Be sure to relax and not feel guilty.
Tends to be optimistic about the amount of time available.	→ Take care to use time wisely - optimism will not add available hours.
Shows a compulsion towards stretching the accomplishment.	→ Realise that not everyone is motivated to work at the same intensity.
Works at an energetic, sometimes frenetic pace.	→ Accept and value others' need for moderation.
Focuses on creating the future realities.	→ Remember the reality of the here-and-now.

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

In his creativity, Graham,

Suggested Action For Development

Thinks outside the box.

→ Consider the practicalities.

Is action-oriented and prepared to take risks.

→ "Think before you leap" is a useful adage.

Will be highly visible in putting ideas across.

→ Respect others' needs for their own air/space.

Will often provide rapid responses in problem solving.

→ Take time to involve others in the creative process.

Will act courageously and independently.

→ Don't be afraid to ask for help from others.

Has many new and different ideas which he will seek to introduce.

→ Following through in the implementation of ideas will complete the loop.

Personal Notes

Lifelong Learning

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

Graham's preferred learning style is supported when he:

- Can go boldly where no one has gone before...
- Experiments with innovative solutions to problems.
- Has a changing work environment.
- Has a published, fast-pace timetable and all objectives are met.
- Has opportunities for presenting to others.
- Participates in competitive teamwork activities.

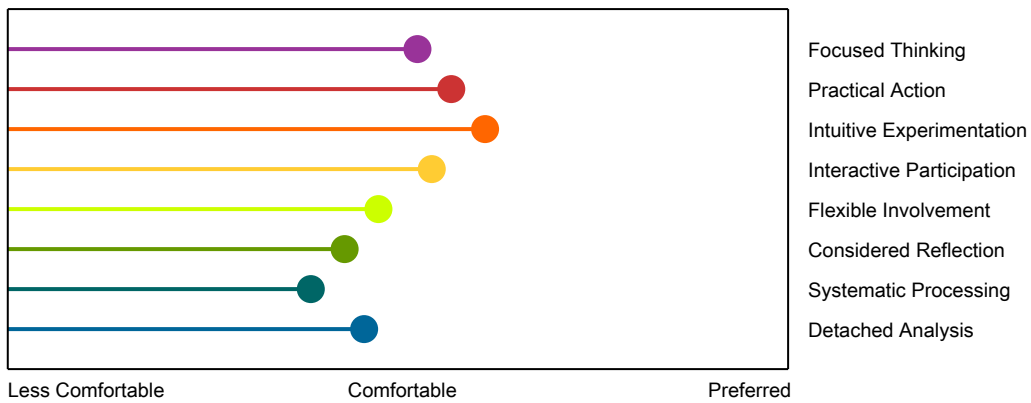
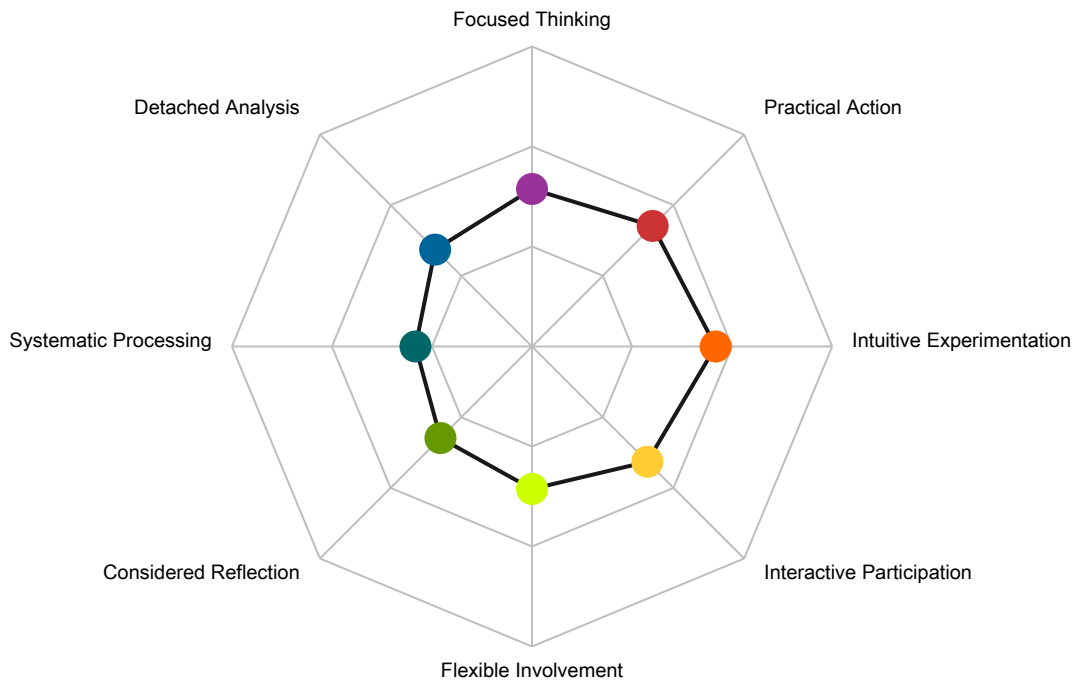
Graham can stretch in learning by:

- Reading relevant books from cover to cover to absorb more detail.
 - Following instructions, if something is worth learning, it is worth mastering.
 - Having a thorough understanding of what is required before leaping in with possible solutions.
 - Using some time for quiet reflection on problems.
 - Reading and reflecting alone.
 - Thinking a situation through before initiating action.
-

Personal Notes

Learning Styles

19 December 2012



Interview Questions

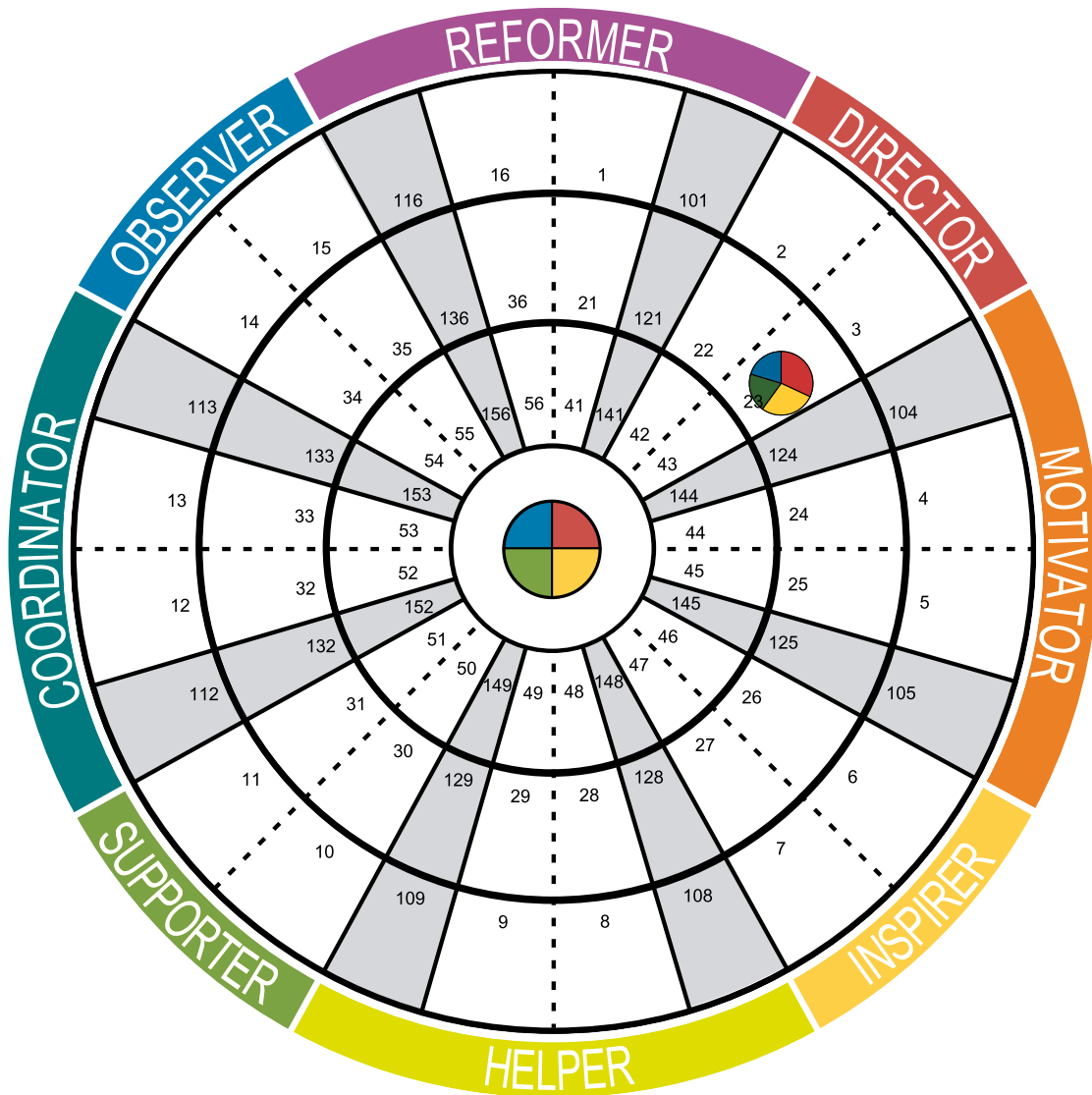
This section lists several questions which can be used in interviewing Graham Cook. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues Graham may be less comfortable with - those development areas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

Interview Questions:

- What is the difference between actual results and the appearance of results?
 - How often do you reflect on how others might see you?
 - What would make you turn down a high profile prestige project?
 - How do you think past practices should affect what we do today?
 - How do you organise your life away from work?
 - How do you identify someone's need that may differ from your own?
 - Would you say that you can always uncover errors in another's viewpoint?
 - How good a listener are you?
 - Can you explain the main merits of reviewing the days events and communicating this to the team?
 - Explain a situation that could cause you to momentarily lose your temper.
-

Personal Notes

The Insights Discovery® 72 Type Wheel

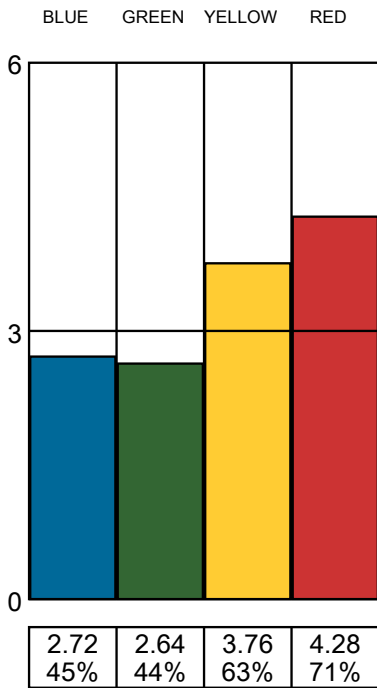


Conscious Wheel Position
23: Motivating Director (Classic)

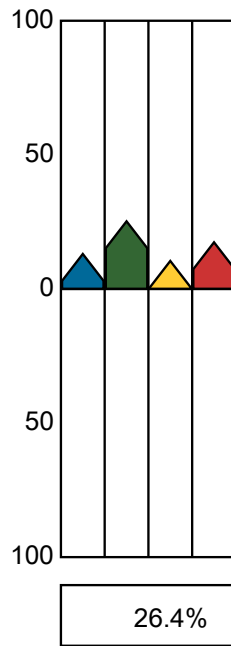
Less Conscious Wheel Position
23: Motivating Director (Classic)

The Insights Discovery® Colour Dynamics

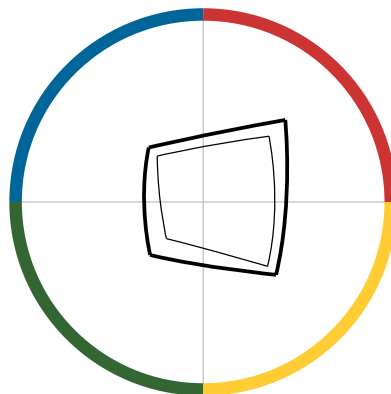
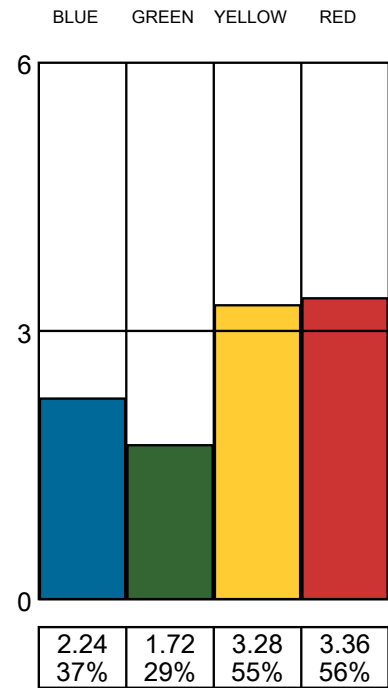
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



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