



Discovery Insights®

Frank Sample
06/10/2005

Personal Profile

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



Insights®



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Introduction

This Insights Discovery profile is based on Frank Sample's responses to the Insights Preference Evaluator which was completed on 06/10/2005.

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

Personal Style

Frank likes to make things happen and drive everything around him. Since he is more excited about using his imagination and creating something original, he may not take the time to collect all the information prior to beginning the project or process. Writing important facts or steps down on paper helps him keep from getting side-tracked, but he may lack the discipline necessary to do this well. He may appear rather vain about his achievements, convinced of his own competence and superiority. His social gatherings are frequent and worth attending, particularly when they mark important events.

He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere. At work he often makes significantly more starts than finishes and he may need someone else to follow through with the details. His interest lies in seeing possibilities beyond what is already present and known, by using his insight, ingenuity and intellect. He tends to enjoy the company of like-minded people and may be somewhat less interested in his opposite types, perceiving them as drab, rather predictable and conventional. He prefers to deal with a variety of situations, people and events, all at the same time.

He appears to thrive on a wide variety of tasks focusing on a motivating or promoting role. He can benefit from learning and applying time management and personal organisation skills, rather than just giving the impression of having mastered the system. He is versatile, clever, enthusiastic, easy with people and full of ideas about everything under the sun. He has started many interesting projects in his time, but has finished considerably fewer. He is at his best when planning ahead and launching those plans into action.

Only when a strongly held value is at risk will he willingly attend to important facts and details. He is used to doing several things at once, but others may view some of this as superficial activity. He prefers a "big-picture" orientation supported by reason and logic. He often pushes others as hard as he pushes himself and tends to be a challenging adversary. In developing the success of his "vision" he may unconsciously tend to compare himself with the success of others, disassociating himself from the envy that this process may generate.

Frank is an ingenious, inventive person who is always seeking to discover new possibilities and new ways of doing things. Frank has a natural instinct for spotting trends and future developments, often before others are even remotely aware of them. He is inventive, independent and can be extremely perceptive of the potential contained within the views of others. He is good at getting things done and does so in a very assertive way. He prefers to be direct, results oriented and thorough, whilst not always taking time to give real consideration to others.

Interacting with Others

Frank's work style is down-to-earth, assertive and persuasive. He may become rebellious or sulk if people try to railroad him or interfere in his plans. He deals imaginatively with social relationships which generate a large variety of acquaintances. He is a “networking” expert. He can be a good team player, but does like a somewhat individual approach. He is a good innovator, negotiator, and manager.

He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour. A creative thinker, Frank is generally warm, enthusiastic and confident of his own abilities. He makes stimulating company with his witty and interesting conversational style. He relates to colleagues who appreciate his outgoing, talkative, matter of fact manner. Routine practical work does not interest him for long, because he needs variety and freedom from controls in order to sustain his interest. He prefers what might be, rather than the reality of what is already. He prefers to try to understand and relate to people's views rather than be judgmental of them.

Frank loves challenge, and is far-sighted and enthusiastic. While constantly striving to increase his competence and personal power, he is outgoing, talkative and can cope with a large number of different projects. Frank can display quick humour and optimism. He can be charming and stimulating company and will often enthuse with others to become involved in his projects through his infectious personality. Seen by most people as outgoing, flexible and fearless, Frank can rise to meet any challenge. Frank exudes charismatic charm and a natural ability to communicate well. He may need to slow down to consider the feelings of people he is involved with and regularly listen to, and accept, other people's opposing points of view.

Decision Making

Frank finds problems stimulating and is ingenious in tackling complex situations. He is driven to think up many alternatives for a project or system due to his ability to constantly see the big picture. He prefers to make decisions based on “gut feel” rather than on exhaustive and repetitive analysis. Frank is seen by many as a natural leader and decision maker. He may have so many ideas on the go that he has difficulty in making up his mind on the best course of action. He is outgoing, versatile and quick-witted, and may have an endless supply of solutions to whatever challenge he finds himself in.

He may find it difficult to make decisions based purely on objective considerations. He prefers action to conversation and enjoys dealing with difficult situations the moment they arise. He has a tendency towards making higher risk decisions. He is happiest in a role which allows him to exercise his ingenuity to tackle one project after another. He will not allow systems and procedure to stand in the way of what he believes is right.

With his enthusiasm and spontaneity, Frank brings a refreshing approach to decision making. Frank's natural curiosity for new ideas will bring new and fresh ways of thinking to the group. His direct, sometimes erratic approach tends to work against him being totally consistent on a day to day basis. Through his intuitive feeling personality, he may have difficulty in limiting

himself to a single project and usually prefers to keep many balls in the air. He may be perceived by others as a somewhat impulsive decision maker.

Personal Notes

Key Strengths & Weaknesses

Strengths

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

Frank's key strengths:

-  Skilled at defusing tense situations.
-  A visionary generating infectious enthusiasm.
-  Articulate and communicative.
-  Can make impossible dreams possible.
-  Will join different organisations to further his cause.
-  Excellent communication and presentation skills.
-  Motivates others to “achieve the impossible”.
-  Has a well developed sense of urgency.
-  Enthusiastic leader - drives for results.
-  Investigative, interested and inventive.

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

Frank's possible weaknesses:

-  Agrees at the time, then conveniently forgets later!
-  His confidence can sometimes be interpreted as arrogance.
-  Makes decisions hastily.
-  Easily distracted from the routine.
-  Answers the question before it has been asked.
-  Becomes impatient with routine and repetition.
-  Tends to be perceived as arrogant in stressful situations.
-  May jump, seemingly randomly, from task to task.
-  Has difficulty delegating. Likes to do it himself.
-  May finish others' sentences for them.

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

As a team member, Frank:

-  Prevents apathy with lively presentations.
-  Energises the whole process with an infectious personality.
-  Shares others visions as a team player.
-  Maintains and generates high team aspirations.
-  Promotes ideas to, with and through others.
-  Is unhindered by existing procedures and practices.
-  Provides inspiration and perspiration.
-  Is flexible, co-operative, versatile and easy going.
-  Responds well to immediate challenges.
-  Provides charismatic leadership.

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

Strategies for communicating with Frank:

-  Support his goals with suggestions for achievement.
-  Omit unnecessary and intricate details.
-  Acknowledge his talent for leadership.
-  Provide dates and timescales for completion.
-  Show respect for his ideas and opinions.
-  Point out the consequences, with care.
-  Move swiftly from topic to topic.
-  Provide for both flexibility and structure within the meeting.
-  Generate inspiration by recalling past successes.
-  Share in and promote his ideas and visions.
-  Keep returning to the realities.
-  Keep the conversation lively.

Personal Notes

Communication

Barriers to Effective Communication

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

-  Be dull, dour or redundant.
-  Appear timid or ineffective.
-  Expect to “rail road” him - without a fight.
-  Forget to recognise him personally in a job well done.
-  Forget to offer praise and recognition when it is due.
-  Let him monopolise the conversation.
-  Assume he has heard you.
-  Prevent him moving on to other challenges.
-  Challenge his perception of himself.
-  Be obscure, obtuse or dogmatic.
-  Ignore his creative and intuitive thinking.
-  Challenge his authority “head on”.

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.

Frank’s possible Blind Spots:

Occasionally Frank may miss opportunities through a lack of awareness of the need to conclude the planning detail. He needs to resist the urge simply to perform and instead try to more readily share who he really is. He could learn to protect himself against closed-mindedness by waiting a few seconds more before speaking, giving others the chance to offer input. He could sometimes slow down and pay closer attention to the finer details of his projects. He expects to win and is very assertive in attaining outcomes despite how narrow his view may sometimes appear.

While he can be charming, funny and entertaining, occasionally he gives the impression of insincerity. Because Frank places such a strong priority on experiencing new things, he sometimes allows his other responsibilities to suffer from lack of attention. He needs to try to anticipate what dangers might be round the corner and develop an alternative plan in case things should become unpleasant. 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. When his hopes or dreams lose touch with reality, others may then witness a rather surreal approach to life.

Frank 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. Frank is often so involved in his own processes that he fails to notice what is happening elsewhere. He can sometimes make mistakes by making decisions before receiving all the information.

Personal Notes

Opposite Type

The description in this section is based on Frank'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:

Frank's opposite Insights type is the Coordinator, Jung's "Introverted Sensing" type.

The Coordinator is a careful, cautious, conventional person who is diplomatic and sincere. Coordinators tend to be very loyal, precise and disciplined with high standards and expectations of self. Coordinators may appear to lack self-confidence and prefer to operate in a structured and ordered manner, focusing on established guidelines rather than future possibilities.

Frank will often observe the Coordinator procrastinating on a decision until all of the facts and details are available. Frank may also see the Coordinator as a critical and ideological thinker who will be quiet and reserved around strangers. Coordinators do not like stress or chaos and tend to be rather private, requiring support and reassurance. They prefer to build close relationships with small groups of people and like to retain the familiar and predictable. The Coordinator becomes stubborn if pressured, particularly by Frank!

Coordinators are concerned with what is "right" and, to Frank, appear slow in decision making. They prefer a steady-paced environment with little interpersonal aggression and they tend to distrust outgoing people. They are motivated by schedule and order and are among the most private of the Insights types. Frank sees the Coordinator as ever concerned with efficiency, becoming stressed when others do not stick to tightly laid down schedules and plans.

Personal Notes

Opposite Type

Communication with Frank's Opposite Type

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

Frank Sample: How you can meet the needs of your Opposite Type:

-  Appreciate his ability to amass a wide range of information.
-  Speak slowly and sincerely.
-  Prepare thoroughly, and plan to explain every feature of your proposition.
-  Take your time getting to know him if you want critical feedback.
-  Be honest, moderately paced, straightforward and open with him.
-  Ensure that your strong assertions are correct!

Frank Sample: When dealing with your opposite type DO NOT:

-  “Tell”, instruct or command.
-  Speak too quickly.
-  Talk emotionally, quickly or loudly.
-  Ask lots of questions in quick succession.
-  Set unrealistic deadlines that restrict his quality outputs.
-  Assume that he does not wish to empathise.

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

Frank may benefit from:

-  Reducing the level of activities in his life.
-  Realising that some others are not as quick as he is.
-  Looking for the good in everything.
-  Paying meticulous attention to detail before leaping to a conclusion.
-  Becoming neater, tidier, more systematic and orderly.
-  Avoiding driving others as hard as he drives himself.
-  Reflecting for a moment before responding.
-  Remembering that arguing does not stimulate everyone.
-  Learning how to relax completely.
-  Sitting back, saying little and observing.

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

Frank's Ideal Environment is one in which:

-  No one stands on ceremony.
-  There is opportunity to create and express ideas and to develop these collectively.
-  New products and strategies can be implemented regularly.
-  He can change focus immediately to deal with opportunities as they arise.
-  Decisions can be made quickly.
-  Activities, variety and change are constantly taking place.
-  He is free to be himself.
-  His inspirational vision is nurtured.
-  There is ample opportunity to express ideas.
-  Presentation aids are of the highest standards - colour, image and sound.

Personal Notes

Management

Managing Frank

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

Frank needs:

-  Encouragement and empathy when his visions “turn sour”!
-  To understand systems and cultures if he is to avoid upsetting others.
-  Help in restraining the allocation of blame.
-  To be left alone to get on with the job.
-  To slow down from time to time.
-  The opportunity to think aloud.
-  More letters after his name.
-  The opportunity of networking during his working day.
-  A big goal to aim for.
-  Help with planning and preparation.

Personal Notes

Management

Motivating Frank

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

Frank is motivated by:

-  Career prospects that appear unlimited.
-  A team of like minded, ambitious people.
-  Recognition for his results.
-  Rewards that reflect his immediate needs.
-  Having a cause he can believe in.
-  Career opportunities with an endless horizon.
-  Personal appreciation and public recognition for a job well done.
-  Setting stretching goals for himself and others to achieve.
-  Being able to take control of situations.
-  Status, influence and prestige.

Personal Notes

Management Style

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

-  Seek to boost team performance through exceptional personal input.
-  Be optimistic and sometimes over-confident of the abilities of his staff to perform effectively.
-  Over-exaggerate and over-embellish the true facts.
-  Take on too much and over extend himself.
-  Appear superficial and rather flamboyant to some.
-  Lead the team with his energy, enthusiasm and personal charisma.
-  Find it difficult to prioritise tasks.
-  Be passionate about his ideas.
-  Give team members plenty of freedom.
-  Delegate administration and concentrate on outcomes.

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 Frank's selling style. Use this section to gain a better understanding of his approaches to his customer relationships.

Frank displays high energy in most sales activities, using his persuasiveness and creativity to secure customer commitment. He is highly creative in preparing effective solutions. He is not usually perceived as a person who is likely to "hide his light under a bushel"! Referrals often happen naturally for him as he makes lots of contacts. He gains immense enjoyment and functions best when he is interacting with other people.

He can be intolerant of customers who appear slower in the uptake than he might have expected. 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 sells with charismatic flair. Frank has the knack to get people to act on his advice. His sales approach may tend to leave some customers with the need to lie down in a dark room to recover from the experience, though he is energised by what he does!

Frank's ingenuity allows him to proceed through the sales process with great confidence. He is very effective in an assertive role, able to persuade others of the value of his vision. He can take issue with his colleague's, and/or customer's perceptions, but is unlikely to let this affect his relationship with them for long. He is often indifferent to management restrictions, preferring a flat structure where everyone has access to potential 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 Frank needs to be aware of in the initial stages when planning and approaching the customer.

Frank's key strengths before the sale begins:

-  Combines determination and dedication in prospecting.
-  Thinks quickly in adapting to changing situations.
-  Adapts to unusual customer situations and problems.
-  Can enjoy the challenge of cold-calling opportunities.
-  Seeks variety in his approaches to customers.
-  Has a high closure rate in securing appointments.

Before the sale begins Frank could:

-  Assess any risk openly and honestly.
-  Keep accurate, honest activity records.
-  Be prepared to justify his high risk strategies with supporting evidence if required.
-  Listen carefully, slow down, and seek to adapt and connect systematically.
-  Avoid procrastination when tedious tasks require attention.
-  Set realistic deadlines for self and others.

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 Frank may identify customer needs.

Frank's key strengths in identifying sales needs:

-  Keeps his mind on the task at hand.
-  Can use a direct questioning style to progress quickly.
-  Will readily share his keen sense of priorities to guide his customer.
-  Motivates his customers to extend his or her horizons.
-  Asks innovative questions.
-  Quickly bridges the customer's needs to the product or service.

When identifying needs Frank could:

-  Think before jumping in with solutions that may be perceived as hasty.
-  Reflect on notes taken.
-  Tell less and learn more!
-  Be careful to allow the customer time to complete their sentences before answering.
-  Add a truly consultative approach to his repertoire.
-  Rely more on his customers' needs based on their past experience - not his own.

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 Frank to develop a powerful and effective proposing style.

Frank's key strengths in proposing:

-  Creates imaginative and innovative ways of proceeding.
-  Generates confidence through his enthusiasm.
-  Presents ideas positively.
-  Can display high levels of energy when proposing.
-  Can combine a logical proposal with empathy in understanding his customer's needs.
-  Prefers situations that are fast-paced and dynamic.

When proposing Frank could:

-  Continually look for non-verbal clues regarding the customer's buy-in to the proposal.
-  Demonstrate greater awareness of his impact on others.
-  Support his statements with written evidence.
-  Match the pace and variety of his presentation to meet customer needs.
-  Present solutions slanted from the customer's perspective.
-  Be sure to moderate the areas of potential risk.

Personal Notes

Handling Buying Resistance

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

Frank's key strengths in dealing with buying resistance:

-  Uses charm to put people at ease.
-  Uses intuition to uncover the hidden blockers to the sale.
-  Responds to resistance in a positive manner.
-  Articulates powerful responses when pressured.
-  Dispels most resistance through his strong will to achieve.
-  Appeals to logical and emotional motives when responding to the customer.

When dealing with buying resistance Frank could:

-  Take time to ensure that the customer's objectives are completely fulfilled.
-  Seek first to understand before trying to be understood.
-  Interpret "negative feedback" as "constructive feedback", and avoid taking it too personally.
-  Continuously look for any non-verbal clues of buyer resistance.
-  Avoid glossing over customer concerns in an effort to close quickly.
-  Avoid the temptation to reach conclusions too quickly.

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 Frank's closing style.

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

-  Enthusiastically and assertively leads customers to the sale conclusion.
-  Can use both authority and involvement to lead his customer through the process.
-  Anticipates a positive outcome to every situation.
-  Keeps the process moving.
-  Is enthusiastic and persistent in closing.
-  Uses his imagination to find ways to close the sale.

When gaining commitment Frank could:

-  Ask closing questions that reflect the customer's style and preference rather than his own.
-  Review what has been agreed before progressing.
-  Recap and check before asking for a commitment.
-  Know that losing a particular bit of business doesn't necessarily mean "losing the sale".
-  Minimise misunderstandings by assuming less.
-  Remember to recap on customer needs before offering a "best-fit".

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

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

-  Remains constantly aware of further sales opportunities.
-  Usually adapts the customer's expectation to his preferred process.
-  Looks to achieve high ticket extra business at the earliest opportunity.
-  Develops a broad networking base of contacts.
-  Will take action quickly to resolve service issues.
-  Excites the customer with his products or services.

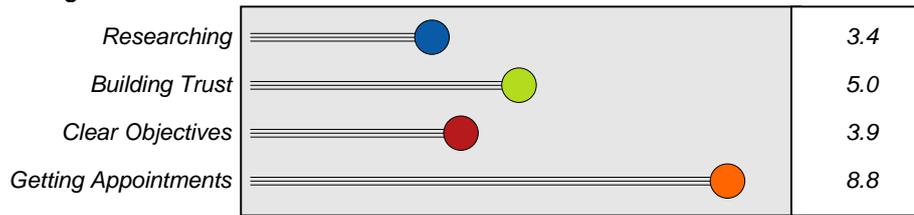
When following-up and following through Frank could:

-  Let his customer control the process where practical.
-  Continually monitor his customers' apparent satisfaction.
-  Look beyond the current sale.
-  Curb a desire to "hit and run" with repeat business or servicing commitments.
-  Focus on keeping his customer informed.
-  Explain fully what will happen in the post-sale process.

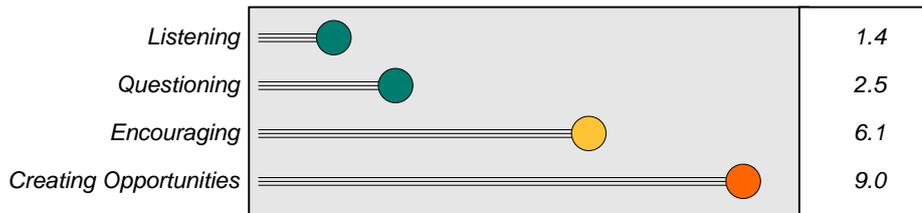
Personal Notes

Sales Preference Indicators

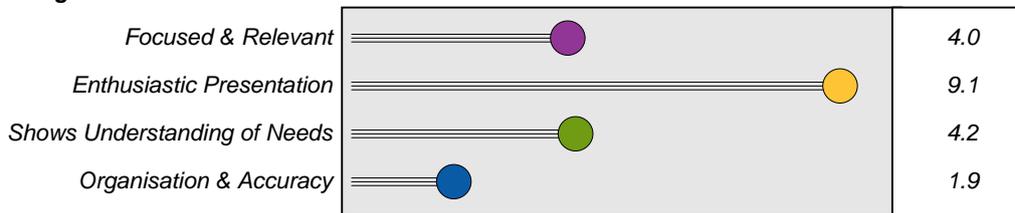
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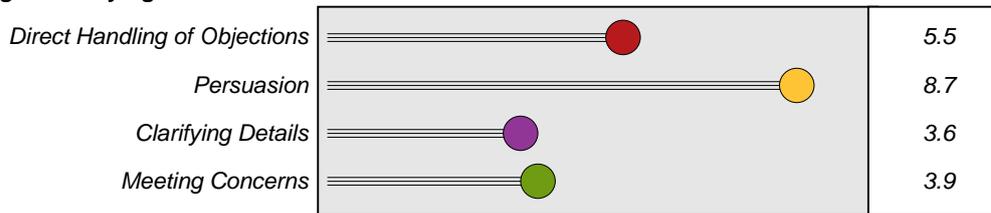
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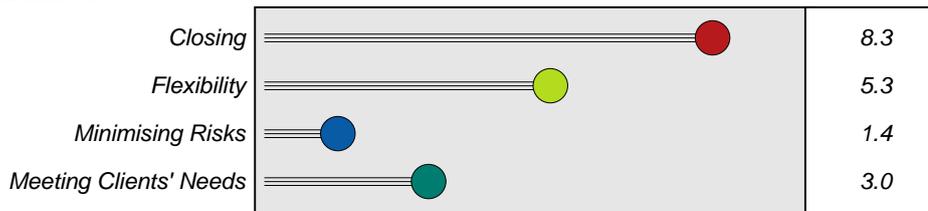
Proposing



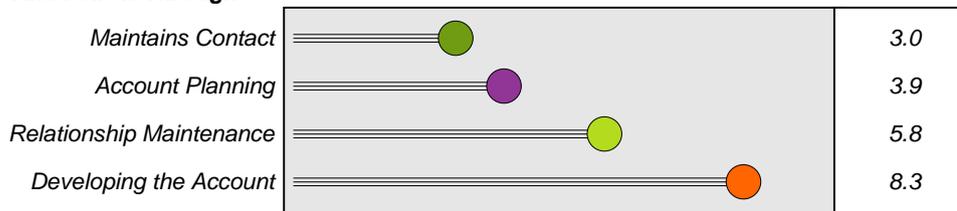
Dealing With Buying Resistance



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

Living on purpose

Frank places an equal amount of emphasis on both professional and personal objectives. As an imaginative visionary, he has a tendency at times to overlook essential details. He is interested in so many different areas that he often experiences great difficulty working on the less interesting essentials. He has a tendency to impose his goals on others without appreciating that this may have a significant impact on ultimate performance outcomes. He is so focused on achieving his goals that he may resort to somewhat dictatorial practice to achieve his objective if anything blocks his path.

He would do well to concentrate on his most important priorities and stick with them until they are completed. He maintains a keen interest in many activities, sometimes taking on too much. He has the ability to garner the support of others around the common cause. In pursuit of his goals he will strive to maintain harmonious personal relationships. However these relationships may suffer if they are seen to be blocking his progress. Whilst few challenges appear as too daunting to him, he may find it hard to prepare as thoroughly as he might.

He will lose interest as soon as the main problems are solved and prefers to leave the routine work to others. Whilst excited about trying out a new idea or plan, he may need to exercise some discipline to continue working on current ones until they are completed. Occasionally he will work in a determined way for extensive periods, recognising an opportunity to excel.

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 Frank 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, Frank,

-  Works at an energetic, sometimes frenetic pace.
-  Likes to keep his options open.
-  Exhibits high outgoing energy levels.
-  Will gravitate towards the most exciting or newest challenge first.
-  Doesn't always follow-up once the challenge has gone.
-  Prefers variety in both tasks and relationships.

Suggested Action For Development

Accept and value others' need for moderation.

Choosing one or two may reduce time in continuous review procedures. Schedule thinking time for himself.

Apply energy to the most important instead.

View follow-up as a new challenge.

Avoid getting stuck in a rut - focus!

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

In his creativity, Frank,

-  Is enthusiastic and stimulating with groups of people.
-  Sees 'loopholes' as 'windows of opportunity'.
-  Constantly breaks new ground in the process.
-  Keeps pushing the boundaries.
-  Will evaluate the viability of ideas and can make clear detailed recommendations.
-  Sees many different options quickly.

Suggested Action For Development

Be aware that others may find this approach overpowering and may have difficulty keeping up.

Be prepared for resistance to change from others.

Be careful that others don't fall into the crevices which have been opened!

Give time for self reflection.

Show his flexibility to his audience by providing more than one option when possible.

Select a few choice ideas and act on them.

Personal Notes

Lifelong Learning

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

Frank's preferred learning style is supported when he:

-  Has tight deadlines to fulfil and opportunities to move quickly from task to task.
-  Has a clearly defined role or task that he can get on and do.
-  Has a changing work environment.
-  Uses strong, visual presentations.
-  Can participate in competitive group activities where there is a strong element of challenge and risk and he can take an active, leading role.
-  Can attack a problem from a variety of angles.

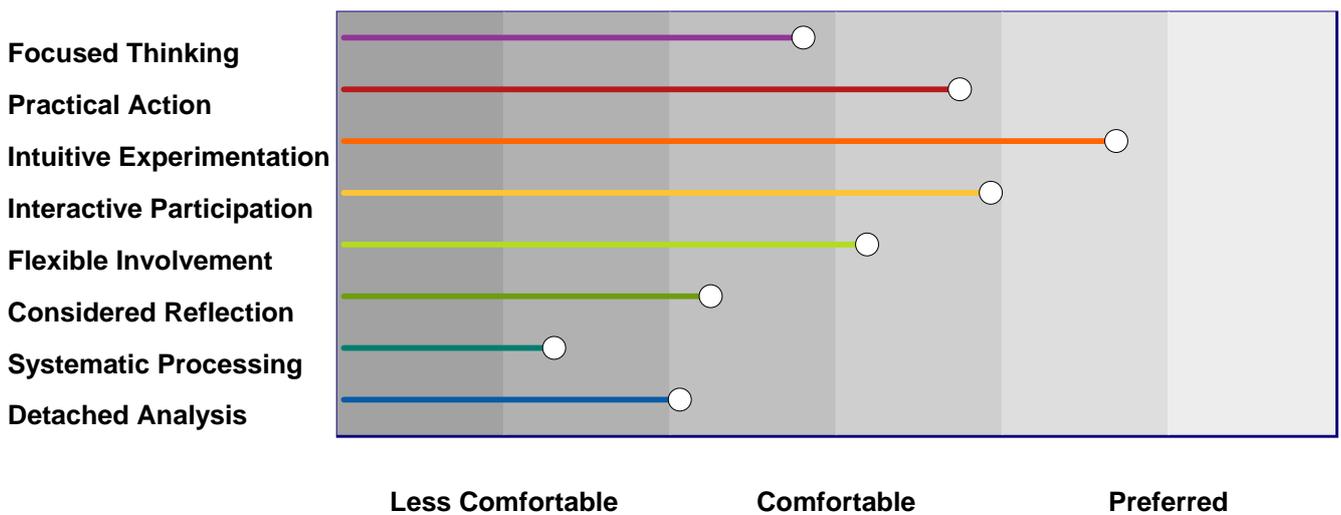
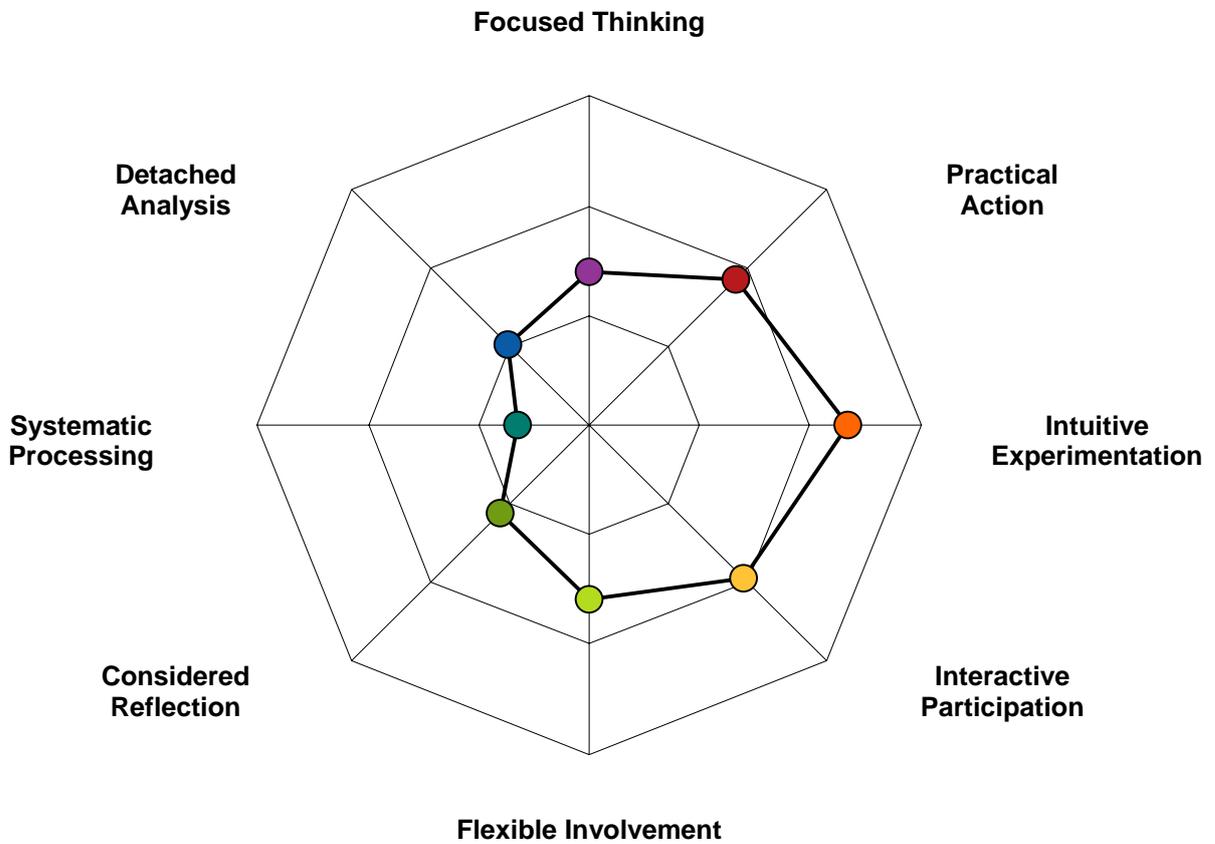
Frank can stretch in learning by:

-  Coaching others when requested.
-  Keeping on practising until a feeling of perfection is achieved.
-  Capturing 'out of the box' thoughts in black and white.
-  Reading relevant books from cover to cover to absorb more detail.
-  Understanding the importance of self-discipline in gaining a thorough understanding of the subject - if something is worth learning, it's worth mastering well.
-  Disciplining himself to slow down and adopt a more considered approach.

Personal Notes

Learning Styles

Frank Sample
06/10/2005



Interview Questions

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

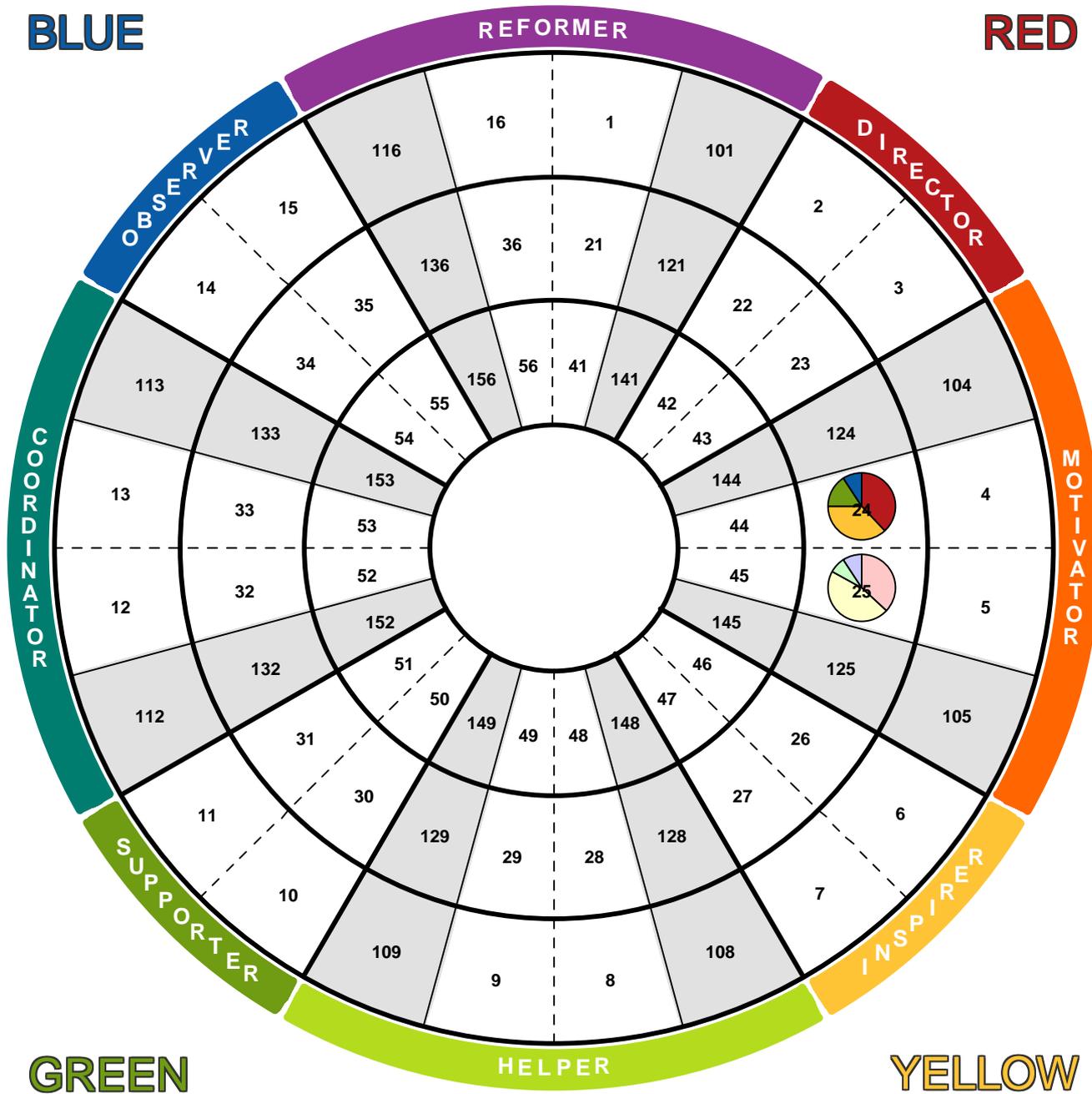
Interview Questions:

-  Tell me your thoughts about this job right now.
-  How do you organise your life away from work?
-  When do you ask others for help?
-  In what way do you prioritise tasks/events in your life?
-  Describe procedures you may have introduced and to what end. Aren't procedures just a hindrance to getting on with the job?
-  What makes the desire to be successful such an important part of your life?
-  Is it your experience that quiet people in the team often react more effectively if they are given clear precise direction?
-  How do you go about making people feel at ease in your company?
-  What tries your patience and makes you restless? What do you do to rectify this situation?
-  Two or three of the team you are leading bring their own fanciful ideas to you that sound exciting, but require different resources and lead to even more changes as you approach the target date. What do you do and why?

Personal Notes

The Insights Wheel

Frank Sample
06/10/2005



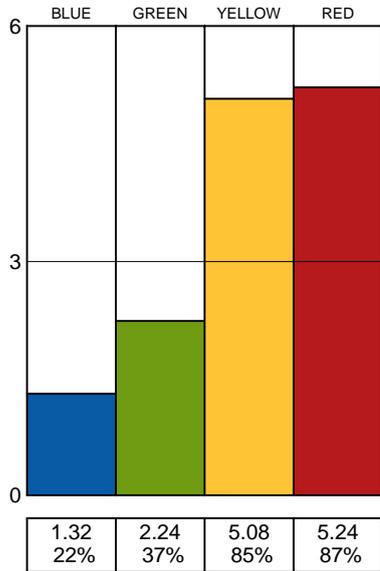
Conscious Wheel Position
24: Directing Motivator (Classic)

Personal (Less Conscious) Wheel Position
25: Inspiring Motivator (Classic)

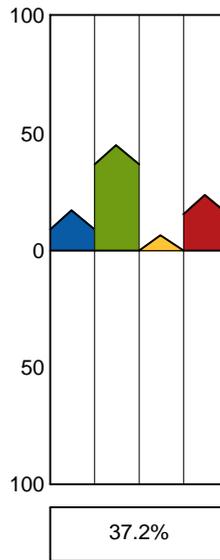
Insights Colour Dynamics

Frank Sample
06/10/2005

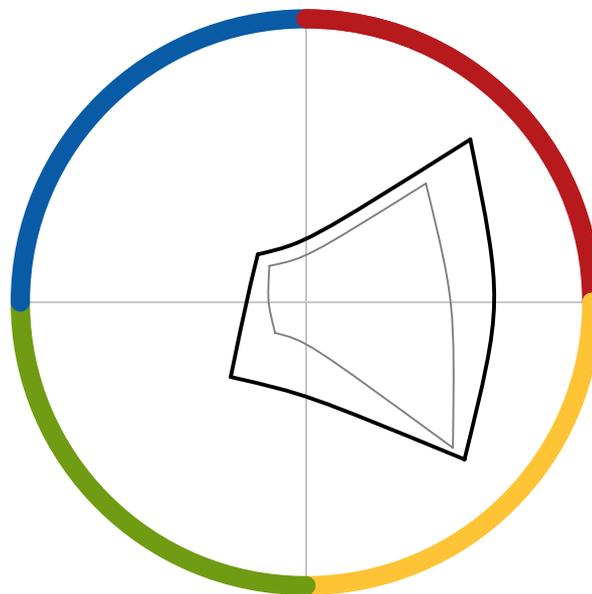
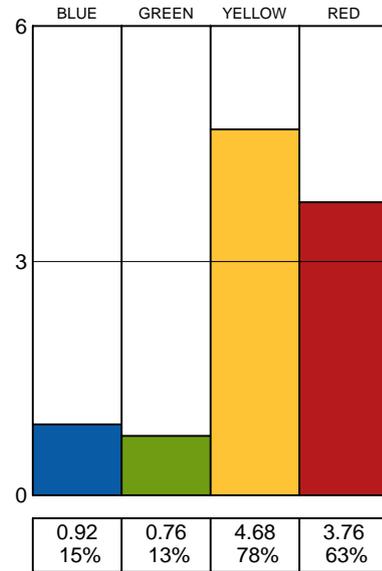
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

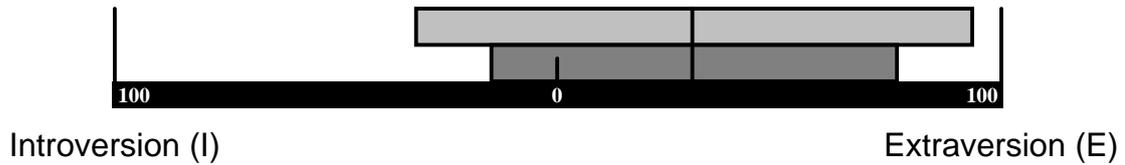


(Conscious) ——— (Less Conscious)

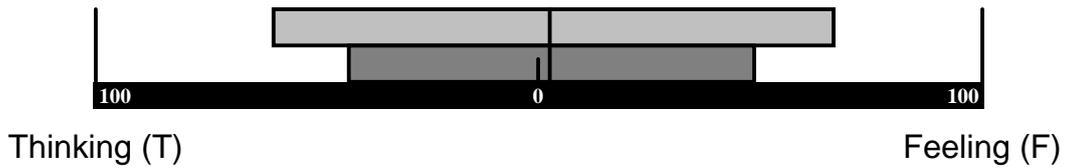
Jungian Preferences

Frank Sample
06/10/2005

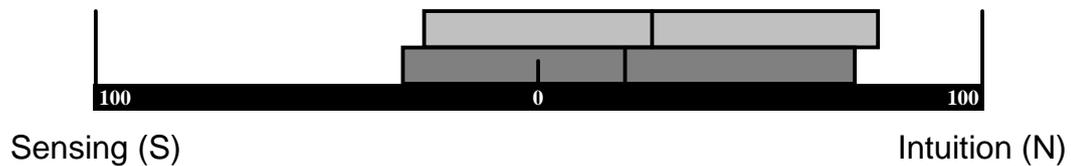
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)