



Discovery ^{Insights®}

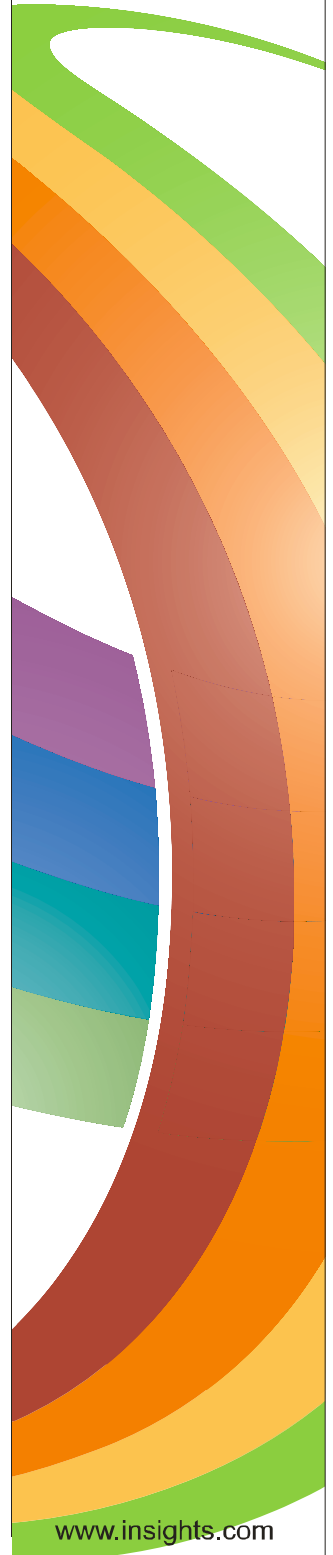
Andrew Foden
16/06/2013

Personal Profile

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



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Personal Details

Andrew Foden

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Introduction

This Insights Discovery profile is based on Andrew Foden's responses to the Insights Preference Evaluator which was completed on 16/06/2013.

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

Personal Style

Andrew is painstakingly accurate and methodical, with great powers of concentration. He tends to be realistic and matter-of-fact about work issues. He focuses inward as an objective thinker and he rationalises his view of the world through concrete facts. His common-sense denotes a practical ability with people and things. He is keenly interested in how and why things work.

His desire for privacy sometimes generates a vague feeling in others that there is an un-lived life that may be passing him by. He is often more interested in "real things" than intangibles, such as abstract ideas and theories. Independent, logical and determined, he may work well with computers if this involves research or analysis. He prizes his gift of intelligence and has a strong bias towards the attainment of personal competence. Work that doesn't involve intellectual stretch and the opportunity for mastery may soon become a drudgery for him.

Andrew conveys great precision and economy of effort in both thought and language. He tries to use logical principles to make sense of the ideas that constantly arise in his mind. When pressured, he will be seen as critical, precise and sceptical. Andrew tends to expect that sound organisation, structure and scheduling will benefit everyone. Andrew gains great pleasure from improving upon existing techniques with the objective of maximising efficiency and cost effectiveness.

Andrew is careful and orderly in his attention to facts and details. He is thorough and conscientious in fulfilling all his responsibilities. Quiet and modest, Andrew comes across as serious and hardworking. He prefers to discover, learn and understand the principles which underlie the information about the world he has perceived through his senses. He is persevering, with a singleness of purpose that he devotes to long term achievement of the mind. He is an ideal academic who continually seeks knowledge for its own sake. He values the development of his intellectual awareness and the opportunity to learn, improve and grow.

Andrew is precise, cautious, disciplined, painstaking and conscientious in his work, yet prepared to try anything once. Andrew is a straightforward, honest and pragmatic person who prefers to get on with it rather than to talking about getting on with it. He is unlikely to be comfortable expressing his inner feelings to strangers. He tends not to show his private feelings, yet experiences a strong internal personal reaction to many situations and events. He is adept at homing in on the essence of complicated, confusing situations.

Interacting with Others

Andrew is driven by a sense of responsibility, which he accepts willingly and expects others to do likewise. Andrew is gentle, sympathetic, tactful and supportive of friends and colleagues. Andrew prefers to organise concepts, knowledge and ideas rather than people or situations. He

is mild mannered, with the decisiveness of his thinking usually revealed in intellectual matters. With his original mind, fine insight and vision, Andrew is seen as an independent and natural thinker. He does not take criticism personally, and is often surprised to discover that others may be hurt or offended by the constructive criticism he can offer.

If he is given time to organise his thoughts by a sympathetic and understanding chairperson, he can state his views with clarity and to everyone's benefit. He should try to establish whether his ideas are relevant and not ignore the feedback he might receive. He may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost “underdog” causes. He should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible. He may not readily express how he feels, unless he is allowed to feel safe and comfortable in speaking his mind.

He will find it beneficial to consciously seek out others' views. Although his emotional and social life may not seem as important to him as other aspects of life, he tends to seek consistent and stable relationships. He will often do without something rather than reach out to others to get it. He may seek to reduce his personal needs rather than be dependent on other people. Andrew applies objective analysis to most things, including people. He may be seen by others as distant, unfeeling, sceptical, not interested in people and even arrogant - a perception that he finds difficult to understand.

Decision Making

Andrew's practical nature and acceptance of established procedures ensures he is dependable and consistent. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. Andrew is able to readily grasp any underlying principles and make decisions based on logic, rather than on how people feel. Andrew's decisions tend to be made only after he has gathered sufficient supporting data.

He will support those he considers as friends but can feel rather pressured if made to act against what he considers as his better judgement. He may occasionally be slow at coming to a decision, or try to have a decision reversed, as he has a need to analyse all the available alternatives. With unshakeable, well-thought-out plans, he is difficult to distract or discourage once he has embarked on what he believes to be the correct course. Tending to be sceptical of new ideas if he doesn't see their practical application, he prefers to take time to consider the overall objective. He may appear dismissive of decisions made on “gut-feel” rather than objective analysis.

He tends to make sound future decisions only after deeper reflection. He sees himself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of his decisions. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. What may seem like instinctive action exhibited by Andrew is the result of long observation and thought which enables him to be alert to all the likely consequences of the decision. Above all, he is concerned with what is “right” and

because of this may appear slow in the decision making process.











Personal Notes

Key Strengths & Weaknesses

Strengths

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

Andrew's key strengths:

-  His word is his bond.
-  Sensible and matter of fact.
-  Neat, tidy and thorough.
-  He is well informed, especially on more technical information.
-  Concentrates for as long as necessary.
-  Keeps control in a crisis.
-  Responsibility.
-  His feet are firmly on the ground.
-  Well organised.
-  Honours his commitments.











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

Andrew's possible weaknesses:











-  Can lack motivation if not stimulated by complex issues.
-  May hurt others with criticism.
-  May suppress creativity.
-  Sometimes unaware of others' feelings.
-  Can be inflexible.
-  Less effective at work involving imaginative future orientation.
-  Occasionally his criticism may de-motivate others.
-  May appear unsociable.
-  Takes things too seriously.
-  May have difficulty “switching off” from work.

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

As a team member, Andrew:

-  Encourages accuracy and quality.
-  Has intensive problem-solving capabilities.
-  Encourages a strong work ethic.
-  Ensures reflection, analysis and precision.
-  Will never be influenced by emotion alone.
-  Identifies the key elements of important situations.
-  Often questions facts and rebuts false assumptions.
-  Will control flights of fancy.
-  Helps foster high quality outputs.
-  Will only talk confidently about subjects on which he is expert.













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

Strategies for communicating with Andrew:

-  Stick to business at all times.
-  Keep personal comments to yourself.
-  Provide evidence to appeal to his senses.
-  Remember to thank him for his time.
-  Gently remind him of the human dimension.
-  Be punctual.
-  Expect him to be concerned and critical at times.
-  Respect his privacy.
-  Be clear and straightforward.
-  Speak calmly and quietly, avoiding ostentation and bluster.
-  Give him all the facts.
-  Be consistent.













Personal Notes

Communication

Barriers to Effective Communication

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

-  Sentimentalise issues.
-  Undermine his authority.
-  Use his quiet demeanour to seek to dominate or control.
-  Force him to take a positive stance on an issue without time for thought.
-  Be flippant, inconsistent, fanciful or ostentatious.
-  Prevent him from expressing his thoughts.
-  Try to pin the blame on him.
-  Indulge in your own flights of fancy.
-  Speak in generalities.
-  Discuss peripheral matters unrelated to the task in hand.
-  Fail to be attentive to his suggestions.
-  Hint obliquely.

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.

Andrew’s possible Blind Spots:

Because of his well developed tolerance of himself and other people, Andrew may appear detached and disinterested. A potential failing for him may be that he may not gain sufficient intimate experience of the world. He would do well to accept that people he respects may want to know what is going on in his life, and he should realise that the only one who can provide the accurate map is him. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. He is something of a perfectionist, and can be hypersensitive to criticism of his work.

He has a “let's do it and not talk about it” approach to work, which others may find difficult to handle. Andrew would sometimes benefit from finding out what matters emotionally to others. He sometimes seems detached from the real world, involved in complex thought. Andrew gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. He carries on personal interests rather privately without involving other workmates in his conduct.

Quiet and reserved, he may appear cool and aloof. He is inclined to be guarded except when with close friends or colleagues of long standing. Giving in on small items decreases the likelihood of him being seen as too stubborn and controlling. He needs to work toward becoming more articulate and action-oriented.

Personal Notes

Opposite Type

The description in this section is based on Andrew'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:

Andrew's opposite Insights type is the Inspirer, Jung's "Extraverted Feeling" type.

Inspirers are outgoing and enthusiastic, seeking favourable social environments where they can develop and maintain contacts. Verbally effusive, they are good at promoting their own ideas. They can create enthusiasm in others for their cause. They have a wide network of acquaintances and relationships.

Andrew will notice that the Inspirer tends to misjudge the abilities of self and others. Inspirers often leap to favourable conclusions without all of the information. To Andrew they may appear inconsistent. Inspirers find controlling and planning their time difficult. The Inspirer is a smooth talking persuader and may appear indifferent to people, such as Andrew, who appear to be not such "extraverted achievers" as themselves. However, Inspirers sometimes take conflict or rejection personally and bitterly.

Many Inspirers are convinced that they are naturally superior and may come across to Andrew as somewhat boastful. They will prefer communicating orally rather than through the written word and may dislike and avoid tasks that require attention to detail or heavy paperwork. Andrew may perceive Inspirers as shallow or superficial, due to their glib way with words.







Personal Notes

Opposite Type







Communication with Andrew's Opposite Type

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

Andrew Foden: How you can meet the needs of your Opposite Type:

-  Keep up a lively, but steady pace.
-  Use warm gestures and expressive body language.
-  Give praise and thanks for a job well done.
-  Match his pace in presenting to him.
-  Provide lots of opportunities for team contact.
-  Provide dates and timescales for completion.

Andrew Foden: When dealing with your opposite type DO NOT:











-  Leave him out of the picture.
-  Impose final judgements on his views and opinions.
-  Speak too slowly or hesitantly.
-  Fail to recognise his best personal achievements.
-  Overload him with irrelevant information.
-  Get carried away by his enthusiasm.

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

Andrew may benefit from:

-  Taking more things at face value.
-  Understanding that seeking knowledge for knowledge's sake does not a great academic make.
-  A slightly less critical disposition.
-  Taking the opportunity to make group presentations.
-  Greater interaction with all sorts of people.
-  Making daily activities as varied as possible.
-  Giving a higher priority to fun and spontaneity.
-  Relaxing mentally and not trying to out-think everyone.
-  Not demanding constant perfection of himself.
-  Expressing himself more clearly and forcibly at times.











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

Andrew's Ideal Environment is one in which:

-  There are others like him around.
-  A comprehensive welfare policy is provided.
-  Facts and information form the basis for decision making.
-  Nobody else uses or changes his equipment, paperwork or software.
-  He has good access to relevant sources of information.
-  He can concentrate quietly.
-  Complex data can be assimilated into concise reports.
-  Decision making is objective and impersonal.
-  There's a place for everything and everything is in its place.
-  He can indulge in gathering all the information he wants.











Personal Notes

Management

Managing Andrew

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

Andrew needs:

-  Encouragement to deal with some issues immediately.
-  Respect for his need for reflection and solitude.
-  His own space with little day to day supervision.
-  Assignment to projects where logical thinking is required.
-  A manager who appreciates his need for thinking time.
-  To be gently drawn into the team's social mainstream.
-  To be given occasional opportunities to improve his people skills.
-  Help with developing his public speaking skills.
-  Clear statement of the relative importance of deadlines and quality.
-  To be left alone to get on with the job.











Personal Notes

Management

Motivating Andrew

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

Andrew is motivated by:











-  Gathering and analysing technical information.
-  Having access to data and verifiable evidence.
-  An internal desire “to do the right thing in the right way”.
-  Responsibility, within well defined areas.
-  Rewards for quality, not quantity.
-  The freedom to work late when he wants to.
-  Not having to change activities at short notice.
-  Regular statistical feedback allowing fast analysis.
-  Successful completion of major projects.
-  Rewards for his accuracy and attention to detail.

Personal Notes

Management Style

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

-  Be systematic and procedure-orientated.
-  Get involved in the detail.
-  Be a stickler for following established procedures.
-  Delegate only simple, straightforward tasks which fail to challenge others.
-  Become so immersed in his own thoughts that, although aware of this distraction, he fails to react spontaneously when his support is needed by others.
-  Appreciate time to share the wealth of information or knowledge in which he specialises.
-  Set extremely high performance standards for self and others.
-  Feel frustrated if others ignore the rules or procedures.
-  Be a good scheduler even in the most complex projects.
-  Be demanding of accuracy, logic and focus.

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

Andrew is highly effective in a quieter and more analytical sales environment. He must expect some customers to want to reject even his closely guarded and well thought out plans. His sales may benefit from a recognition that some customers look for a highly emotional connectedness. Customers see him as rather reserved, cautious and trustworthy. He prefers to work with facts and figures, and not become involved in personal issues. He is reluctant to establish a quick, superficial relationship with his customers.

Andrew has a strong sense of responsibility and duty towards the needs of customers, and expects others to feel the same. Whilst primarily a private person, he is able to conceal this trait from a client when the need arises without compromising his natural introversion. However, Andrew may need a period of isolation later to balance this strategy. Though he may like appreciation of his help, it is not necessary for the customer to directly express this, as he knows when he is doing a good job. Much of his true style can remain hidden from others, because he is unlikely to show his true feelings until he knows someone well. Andrew can present a lucid perspective to the benefit of all, particularly if allowed time to gather his thoughts.







He may sometimes appear to withhold information, unless a direct interest in obtaining it is expressed by his customer. He does not readily share his first thoughts or feelings with customers. Andrew uses diplomacy in sales development, encouraging others to provide information essential to the process.

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

Andrew's key strengths before the sale begins:

-  Researches thoroughly to avoid potential pitfalls.
-  Will stick to tried and tested procedures.
-  Knows the importance of gathering pre-call information to understand the customers' situation and likely needs.
-  Is thorough in researching the customer, the market, and the competition.
-  Adopts a personal style that is thorough, thoughtful and clear.
-  Is systematic in his approach to prospecting.

Before the sale begins Andrew could:







-  Smile while on the telephone!
-  Try accepting some new, unusual and difficult sales assignments.
-  Include personal contacts and acquaintances in his sales pipeline.
-  Explore creative ways to generate leads.
-  Remember to accentuate or emphasise his social skills.
-  Be less reliant on traditional practices.

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 Andrew may identify customer needs.

Andrew's key strengths in identifying sales needs:

-  Covers all the essential details.
-  Is best described as "quietly effective".
-  Usually clarifies customer questions before responding.
-  Seeks honest, accurate answers.
-  Methodically identifies and notes customer feedback and needs.
-  Takes notes effectively and efficiently.

When identifying needs Andrew could:







-  Invite colleagues to participate in appropriate meetings.
-  Learn to become more expressive and spontaneous with the customer.
-  Compose "big picture" questions to encourage the customer to talk more subjectively.
-  Try mind-maps or diagrams to heighten the effectiveness of his note-taking.
-  Practise thinking aloud and responding immediately.
-  Try not to judge customers who have a more extraverted style of communication.

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 Andrew to develop a powerful and effective proposing style.

Andrew's key strengths in proposing:

-  Can combine a logical proposal with empathy in understanding his customer's needs.
-  Prepares thorough and complex proposals, leaving no stone unturned.
-  Carefully uncovers the roots of any problems.
-  Provides practical, customer-focussed solutions.
-  Presents ideas that are well considered and designed.
-  Pays great attention to accuracy in all he says and does.

When proposing Andrew could:







-  Continually recap on the current and future benefits of acceptance.
-  Be more prepared to take some risks to increase levels of business.
-  Be prepared to adapt more readily to customer input.
-  Be aware that some customers prefer to be given some direction towards making decisions.
-  Persuade, negotiate and motivate on behalf of his solution.
-  Adapt to unexpected or changing situations.

Personal Notes







Handling Buying Resistance

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

Andrew's key strengths in dealing with buying resistance:

-  Controls his emotional responses well.
-  Appeals to logical and emotional motives when responding to the customer.
-  Uses common sense solutions to circumvent obstacles.
-  Separates the reality of the objection from emotional issues.
-  Uses his past experience well in responding to objections.
-  Remains steadfast under pressure and keeps focused on the outcome to deal with resistance.

When dealing with buying resistance Andrew could:







-  Avoid becoming overly serious.
-  Consider that his enthusiasm for the product may not be obvious to the customer.
-  Think out loud if the prospect is responsive.
-  Avoid applying detailed responses to every rebuttal.
-  See objections less as a refusal and more as a potential buying signal.
-  Be more aware of the human factors that affect decision making.

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 Andrew's closing style.

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

-  Always finishes the job.
-  Summarises benefits concisely.
-  Has a keen sense of the customer's priorities.
-  Always honours his obligations.
-  Checks thoroughly that the customer is engaged before proposing commitment.
-  Ties down details through reasoning and logic.

When gaining commitment Andrew could:







-  Inject a greater sense of urgency into the decision-making timeframe.
-  Talk about future benefits with confidence.
-  Work on coming across as less rigid and constrained by process.
-  Recognise that often customers would prefer it if he took the initiative.
-  Understand that "risk" means different things to different people.
-  Expect the unexpected to be beneficial - not injurious.

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

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

-  Adheres to tried and tested systems and procedures.
-  Values quality in process and outputs.
-  Remembers and acknowledges important customer anniversaries.
-  Self-disciplined and aware of technical considerations.
-  Appreciates that a quality service is a high priority.
-  Can button down the details.

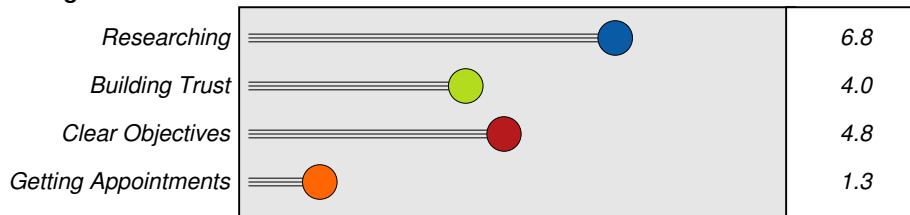
When following-up and following through Andrew could:

-  Plan to work closely with his customer.
-  Allocate more time to the face-to-face aspects of the follow-up process.
-  Ask for referrals at every opportunity.
-  Use less complexity in customer reviews.
-  Avoid being preoccupied with procedures: focus on results.
-  Redefine goals and targets in the light of his experience.

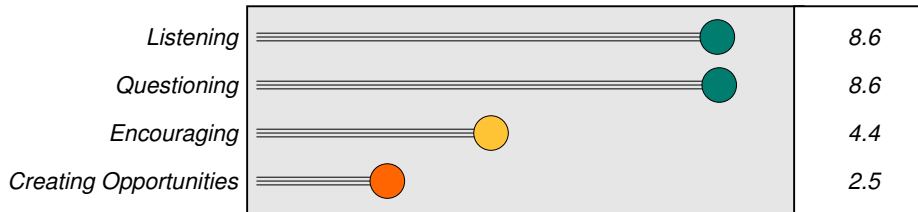
Personal Notes

Sales Preference Indicators

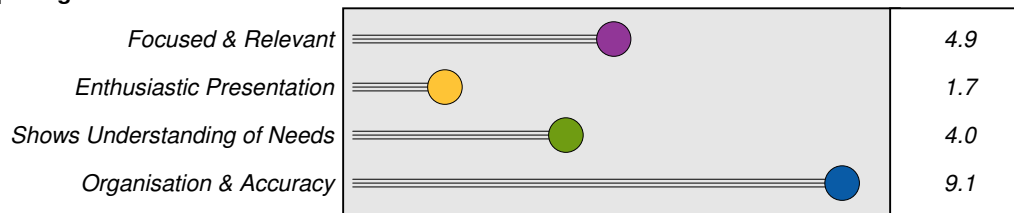
Before The Sale Begins



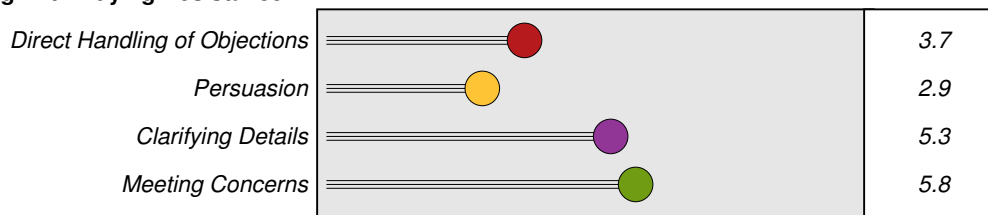
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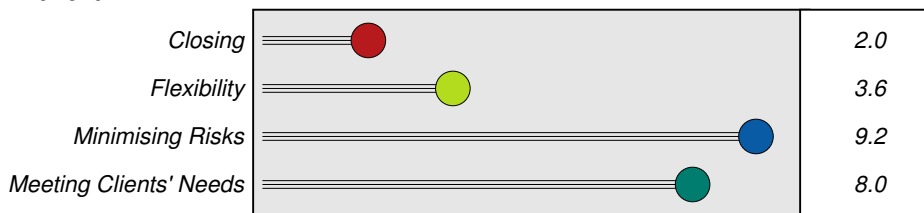
Proposing



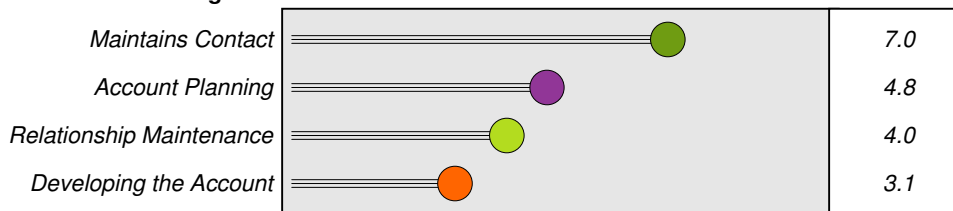
Dealing With Buying Resistance



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

Living on purpose

Andrew sets himself high standards and will work long and hard to sustain and maintain them. An easy-going exterior may mask a rather more compulsive, goal oriented interior. He generally feels quite comfortable working alone. He may achieve more by using a team approach from time to time. Owing to his somewhat individualistic approach, he may forget that it can be advantageous to ask for the assistance of others. Others may have difficulty in identifying what his needs are and where he is heading.

He may benefit from answering the question: "How will I know when I am successful?" A good memory for detail and a liking for concrete facts means that Andrew usually learns best from "hands-on" experiences. Andrew keeps his goals personal rather than sharing them, and tends to prefer the individual, rather than the team goal. Andrew is seen as rather conservative, usually relying on proven methods as a basis for development. He tends to think in the short term and is proficient at handling day-to-day objectives. However, he may benefit from more than an occasional glance up towards the horizon.







By keeping his goals confidential, Andrew knows they are less likely to be criticised by others. He will seek help amongst people he knows or trusts, but may find it difficult approaching people he does not know. He may have difficulty setting long-term goals, as what is happening in the here-and-now is often enough for him.

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 Andrew 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, Andrew,

-  Seeks his own space when tackling complex issues.
-  Likes time to evaluate and assess prior to commencing.
-  Rules and procedures keep him on the right track.
-  Is a systematic, orderly planner.
-  Has little difficulty concentrating on the task for as long as is necessary.
-  Focuses on getting the job done right, however long it takes.

Suggested Action For Development







- Involving the team can introduce a wealth of ideas.*
- Act on the assessment quickly.*
- Look for 'windows of opportunity' to find quicker ways of doing things.*
- Be careful not to over-plan - get going when necessary.*
- Resist becoming isolated.*
- Remember quick wins.*

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

In his creativity, Andrew,

-  Likes time to consider the constituent parts and details of the problem.
-  Seeks to build on existing knowledge.
-  Will make sure that proven principles are followed in the process.
-  Is effective working alone.
-  Is typically traditional and conventional in his thinking.
-  Has well-developed views of how the job should be done.

Suggested Action For Development

Occasionally go with the pace of extraverted colleagues.

Trust his instincts on occasion.

Think outside the box, beyond what is tried and tested.

Ask for space and time to think when necessary.

Open up to new, untested ways of doing things.







Recognise that one method may not suit everyone.

Personal Notes







Lifelong Learning

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

Andrew's preferred learning style is supported when he:

-  Is focused completely on the key elements of the subject matter.
-  Can consider options from a number of different sources.
-  Is comfortable that the shortest is not necessarily best.
-  Can mind-map, using colourful imagery and words.
-  Explains the subject to others at his own pace.
-  Can gain appreciation of the validity of the arguments.

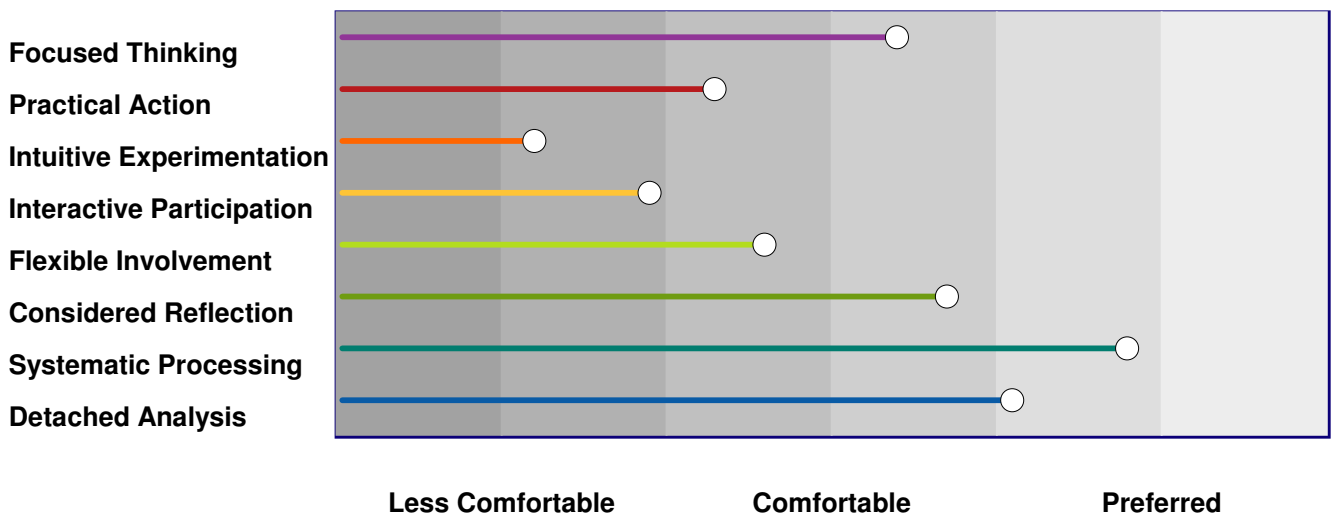
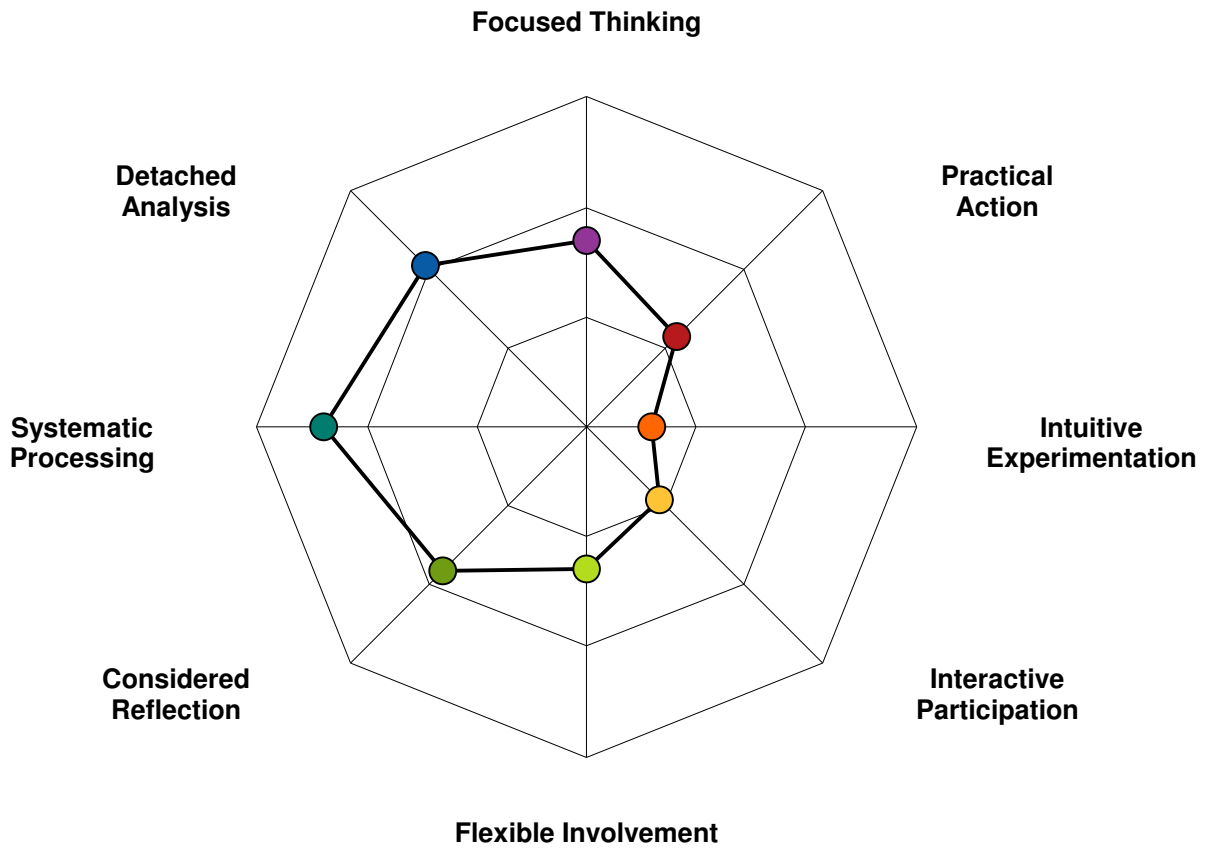
Andrew can stretch in learning by:

-  Mentally framing questions in a positive manner before articulating them.
-  Creating a network of contacts.
-  Standing back from the process and studying the people and their reactions.
-  Jumping in to the unknown from time to time.
-  Participating in group activities - social as well as work.
-  Including in his reading ideas on how to motivate people to achieve their personal goals.

Personal Notes

Learning Styles











Andrew Foden
16/06/2013



Interview Questions

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

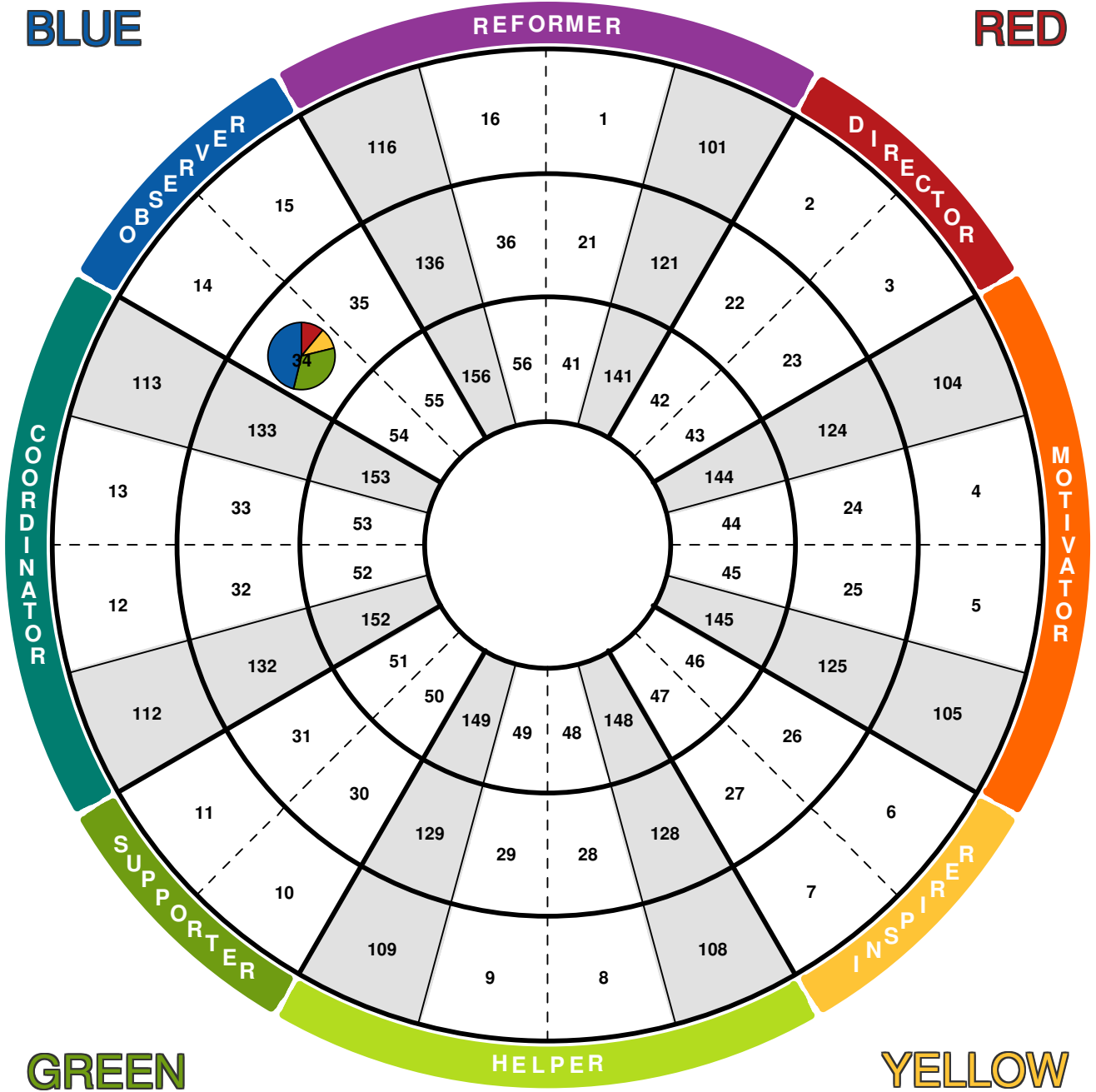
Interview Questions:

-  Do you think social interaction at work is important?
-  At what point do you consider it safe to take a risk?
-  How do you react to pressure?
-  How can you ensure that your colleagues understand how you feel about a project?
-  If you were in my shoes, what would you be looking for right now?
-  When does knowing too much prove counterproductive?
-  Do you take yourself too seriously?
-  How easy would it be for you to ask each person on the team how they feel today? How would you approach them?
-  How do you ensure perfection?
-  How difficult do you find it to take things at face value?

Personal Notes

The Insights Wheel

Andrew Foden
16/06/2013



Conscious Wheel Position

34: Coordinating Observer (Classic)

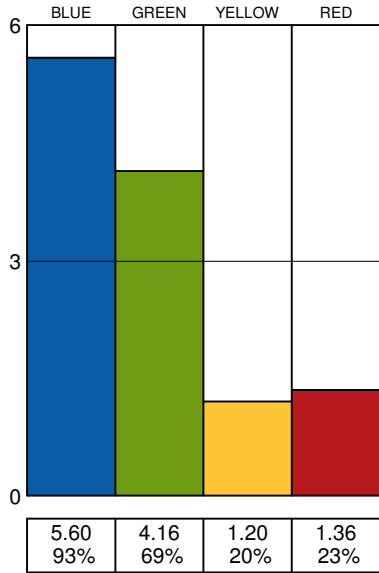
Personal (Less Conscious) Wheel Position

34: Coordinating Observer (Classic)

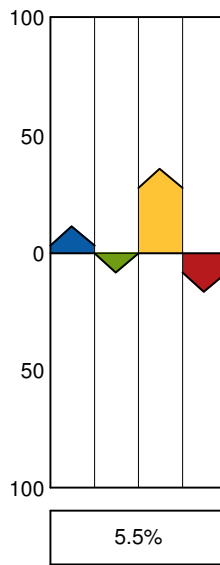
Insights Colour Dynamics

Andrew Foden
16/06/2013

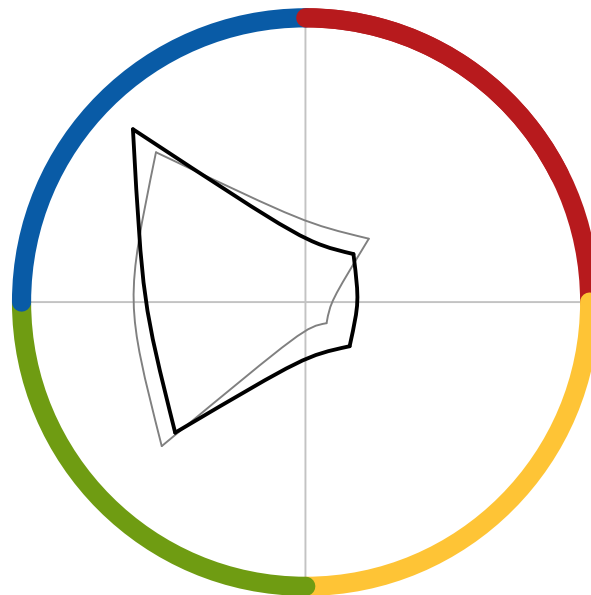
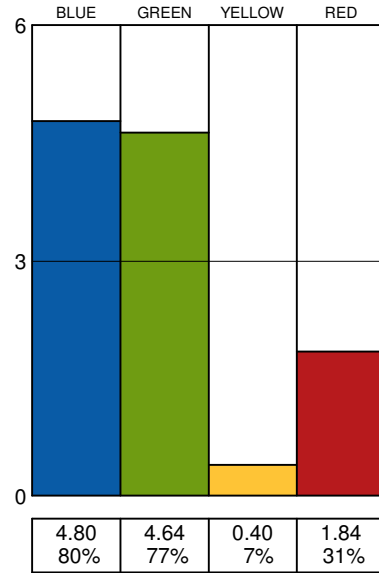
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**

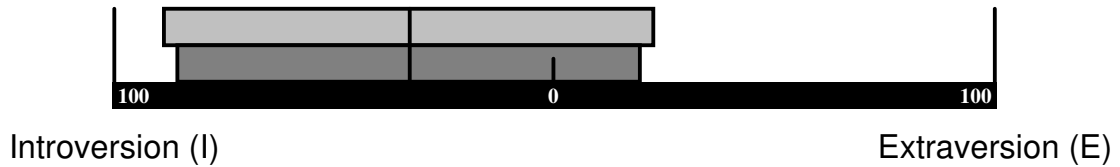


(Conscious) — — (Less Conscious)

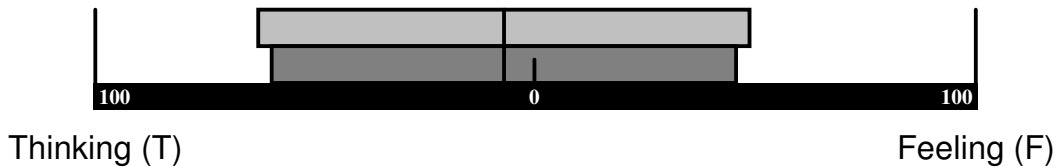
Jungian Preferences

Andrew Foden
16/06/2013

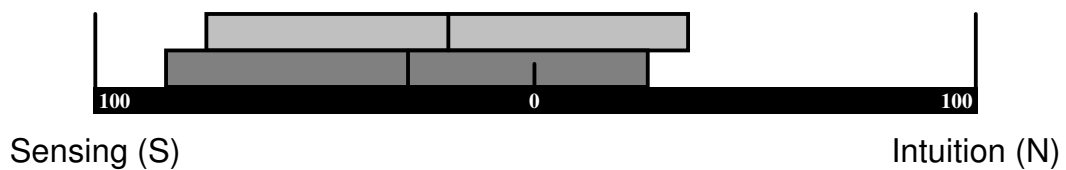
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious)   (Less Conscious)