



Discovery[®]

Personal Profile

Ruth Turnbull

10 May 2024

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

Personal Details

Ruth Turnbull
ruth@wearebowline.com

Telephone:

Date Completed: 10 May 2024

Date Printed: 13 May 2024

Referral Code: ALF/COMPANY/INITIALS

Contents

Introduction.....	5
Overview	6
Personal Style	6
Interacting with Others	6
Decision Making	7
Key Strengths & Weaknesses	8
Strengths	8
Possible Weaknesses	9
Value to the Team	10
Effective Communications	11
Barriers to Effective Communication	12
Possible Blind Spots.....	13
Opposite Type	14
Suggestions for Development	16
Management	17
Creating the Ideal Environment.....	17
Managing Ruth	18
Motivating Ruth	19
Management Style	20
Effective Selling Chapter	21
Selling Style Overview.....	22
Before The Sale Begins	23
Identifying Needs.....	24
Proposing a Solution	25
Dealing with Buying Resistance	26
Gaining Commitment.....	27

Follow-up and Follow Through	28
Sales Preference Indicators	29
Personal Achievement Chapter	30
Living on Purpose	31
Time and Life Management	32
Personal Creativity	33
Lifelong Learning	34
Learning Styles	35
Interview Questions	36
The Insights Discovery® 72 Type Wheel	37
The Insights Discovery® Colour Dynamics	38

Introduction

This Insights Discovery profile is based on Ruth Turnbull's responses to the Insights Preference Evaluator which was completed on 10 May 2024.

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

Personal Style

Ruth is dependable and responsible, with a high sense of duty. Despite her matter-of-factness, she will sometimes experience a private reaction to something she senses is wrong and if she articulates this, it can come as a surprise to those around her. She can adapt herself to a wide variety of tasks, but prefers the familiar. She tends to believe that work is the greater good and that play has to be earned. She values her free time, which is used to “recharge” her batteries. She is usually neat, tidy and orderly, both at work and at home.

Her common-sense denotes a practical ability with people and things. She is most content in work that is of practical service to the organisation and others. Ruth likes to prepare well and prefers to know why and how things happen. She gains satisfaction from attending to or performing functions that others require, and which she recognises she can provide. Ruth is painstakingly accurate and systematic in handling a variety of tasks.

She is often more interested in “real things” than intangibles, such as abstract ideas and theories. She handles crises at work in a low key, controlled way. She can be a veritable storehouse of information on the things she knows well and understands. She is accurate and careful in the way she deals with the facts. She is strongly motivated to get things right, especially factually, and to be most effective she should be allowed to operate in a private environment.

Ruth is a systematic and organised thinker, with highly developed analytical skills. Whatever she is doing she will accomplish with orderliness and reliability. She focuses inward as an objective thinker and she rationalises her view of the world through concrete facts. Quiet and modest, Ruth comes across as serious and hardworking. Because she is a realist, she capitalises well on available resources, making her practical, with a good sense of timing.

Ruth provides practical support quietly, painstakingly and conscientiously, usually behind the scenes. Ruth prefers to live her life in a structured and organised manner and prefers to work within established guidelines on tasks requiring detail and routine implementation. Her strength is her ability to work independently. She tends to be good with practiced tasks, interested in the how and the why of the working. Cautious, conventional, diplomatic and sincere, Ruth is a precise and disciplined person with high standards and expectations of herself. She may sometimes take over the work of others rather than leave important tasks undone, or done poorly. She is seen as practical, trustworthy and dedicated to preserving traditional values.

Interacting with Others

Ruth prefers a quiet environment and tends to gravitate towards workmates like herself. By demanding conformity to her customary way of doing things, she could discourage more creative or innovative approaches. She will often seek a strong protector or may ultimately rebel against authority. She has a desire to be loyal to a protective organisation and may be content to spend all her working life with the same trusted employer. She conveys an image of stability and

reliability - an image which can be trusted. She should remember to more frequently consider other people's ideas and feelings, and not to become too rigid and inflexible.

She may not readily express how she feels, unless she is allowed to feel safe and comfortable in speaking her mind. Fundamentally preferring privacy, she can mask this desire when the occasion demands without changing her essentially introverted inner nature. However, she will need time alone later to compensate. She is a private person who prefers to live quietly, away from social experiences which may generate emotional strain. Her success often comes from others recognising her skills and placing higher value on her systematic qualities than she may do herself. She is often inwardly absorbed in her current analysis or problem solving and is inclined towards reticence.

She needs to know that she is making a unique contribution to the organisation. Despite being somewhat quiet, perhaps even self-effacing, Ruth will converse at length on subjects that she knows well enough to enable her to display her wealth of information. Ruth is gentle, sympathetic, tactful and supportive of friends and colleagues. She may encounter frustration or stress when others do not stick rigidly to schedules and plans. Ever concerned with efficiency, (“a place for everything and everything in its place“),, she may neglect the human element, unwittingly causing stress in the process.

Decision Making

Ruth tends to make logical, private decisions, seeing and stating things quietly, clearly and deliberately. She has an ability to note what is needed in a situation and act accordingly. She is reticent about expressing her feelings and may be rather slow to make decisions as she wants to gather all essential information before acting. Ruth's decisions tend to be made only after she has gathered sufficient supporting data. Ruth's practical nature and acceptance of established procedures ensures she is dependable and consistent.

Valuing logical and impersonal analysis highly, she is organised and systematic in her approach to following tasks through and getting them done. She is observant of the small jobs that need to be done and will often offer to do them or just do them automatically. She will support those she considers as friends but can feel rather pressured if made to act against what she considers as her better judgement. She may appear dismissive of decisions made on “gut-feel” rather than objective analysis. She makes decisions after a great deal of thought and she may not be dissuaded by emotional or muddled arguments.

With her moderate, affable stance, Ruth is considerate, patient and willing to go along with those she considers friends. She tends to make sound future decisions only after deeper reflection. Her focus on the present leads her not to take anything for granted - even information from people she respects. She is usually aware of the need to comply with the established view. When Ruth perceives that something needs to be done, she will accept responsibility for implementing it.

Personal Notes

Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Ruth brings to the organisation. Ruth has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

Ruth's key strengths:

- Orderly and organised.
 - Maintains high standards in self and others.
 - Good problem solver.
 - Accuracy.
 - A good memory for details.
 - Quietly supportive.
 - A strong sense of duty.
 - Can master technical subjects.
 - She is logical and works well on “people” as well as “task” issues.
 - Objectivity.
-

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

Ruth's possible weaknesses:

- Tends to lose herself in detail.
 - May suppress creativity.
 - May become stubborn if pressured.
 - May fail to communicate new ideas which then remain, or get lost in her mind.
 - Unwilling to bend rules, sometimes even in an emergency.
 - May not respond well to uncertainty.
 - Tendency to over-analyse before acting.
 - May hide strong feelings until it is too late.
 - Over-reliance on the tried and tested.
 - Sometimes becomes ineffective when strong emotions are expressed.
-

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

As a team member, Ruth:

- Will encourage the team to think through all the possibilities.
 - Becomes a questioning and strategic thinker.
 - Provides an anchor to reality.
 - Ensures the focus is realistic.
 - Can focus effectively on both task and people issues where the team is concerned.
 - Ensures correct procedures are followed.
 - Provides the sense of reality to the team.
 - Encourages the team to honour its commitments.
 - Is a caring team player who honours her commitments.
 - Provides quiet, behind the scene, support.
-

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

Strategies for communicating with Ruth:

- Give her all the facts.
 - If you must criticise, do it slowly, constructively and honestly.
 - Encourage her to consider flexibility and change.
 - Respect her personal experience.
 - Recognise her quiet dedication.
 - Keep her informed of all the details.
 - Persuade using logic not emotion.
 - Respect her knowledge of the job.
 - Expect her to be concerned and critical at times.
 - Use “should” rather than “must”.
 - Balance opportunities for reflection with gentle conversation or interaction.
 - Allow plenty of time for her to assimilate new ideas or changes in plan.
-

Personal Notes

Communication

Barriers to Effective Communication

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

- Try to rush her into a decision.
 - Be vague or rush her.
 - Expect rapid acceptance of new ideas.
 - Expect her to be a visionary.
 - Try to persuade her to act against deeply held principles.
 - Delegate tasks without reasonable and sufficient explanation.
 - Try to build a relationship too quickly.
 - Gloss over details.
 - Labour the point or give lengthy verbal instructions.
 - Expect an immediate positive reaction.
 - Pretend that you know more than you do.
 - Ask lots of questions in quick succession.
-

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.

Ruth's possible Blind Spots:

Ruth sometimes has difficulty shrugging off problems and getting on with life. She may be slower at producing results than some others as gathering data is often the most stimulating part of the job for her. When she is disappointed, she may become negative about everything and everyone around her.

Particularly dependable if things are going her way, she will resent being told what to do or how to do things better. She needs to work toward becoming more articulate and action-oriented. She is vulnerable to the criticism of others because she tends to take feedback personally, which leads her to take offence and become discouraged. Because she is protective of her own view, she tends to over-regulate her system or process. Her ability to detect what might go wrong is perceived by some others as suspicion of anything new and untested.

Ruth sees the world in terms of black and white, hands-on, reality, in which she can develop a series of procedures and regulations that will take care of the situation in hand. She has a tendency towards perfectionism which leads her to refine and polish her ideas to a point where they may even fail to emerge. Ruth may reflect longer than is necessary before undertaking or beginning a project. Continuously focusing on her current experiences, she tends not to look beyond the moment and may miss the broader view. She sets herself a lifestyle of discipline, structure, schedule and order, and leads best when she learns to keep her tendency to become frustrated and impatient with others in check.

Personal Notes

Opposite Type

The description in this section is based on Ruth'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:

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

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

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

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

Personal Notes

Opposite Type

Communication with Ruth's Opposite Type

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

Ruth Turnbull: How you can meet the needs of your Opposite Type:

- Support her need for new ideas, material and challenges.
- Agree exactly what needs to be done.
- “Temper” her optimism with realism.
- Recognise her personal drive for achievement.
- Acknowledge her talent for leadership.
- Acknowledge her flashes of creative brilliance.

Ruth Turnbull: When dealing with your opposite type DO NOT:

- Be negative or non-communicative.
 - Get carried away by her enthusiasm.
 - Let her imagination run riot at your expense.
 - Appear slow, sluggish or too formal.
 - Assume you will complete all of your agenda.
 - Forget to recognise her personally in a job well done.
-

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

Ruth may benefit from:

- Acting first and considering second.
 - Relating current actions to the longer term and bigger picture.
 - Sharing responsibilities or processes.
 - Seeking the positive side of every situation.
 - Trying to make a significant contribution within ten minutes of a meeting's commencement.
 - Going out of her way to tackle something new and different.
 - Resisting the urge to continually refine, improve and even do the work of others.
 - Encouragement to take herself less seriously.
 - Being more open about how she is feeling.
 - Wearing something outrageous to work when it is least expected!
-

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 Ruth's ideal environment and her current one and to identify any possible frustrations.

Ruth's Ideal Environment is one in which:

- Opportunities for personal and professional development are plentiful.
 - There are quiet areas to work.
 - Everything is well ordered and all key reference material is within reach.
 - She is able to isolate herself from others if necessary.
 - She can communicate selectively with those who are close to her.
 - Facts and information form the basis for decision making.
 - Her organisational skills are used to the full.
 - Discipline, quality and consistency are equally valued.
 - There is a small, professional team.
 - There's a place for everything and everything is in its place.
-

Personal Notes

Management

Managing Ruth

This section identifies some of the most important strategies in managing Ruth. Some of these needs can be met by Ruth herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Ruth needs:

- To be told when “double checking” is not required.
 - Time to answer questions.
 - Understanding of her tendency to defend her decisions with logic and persistence.
 - The ability to define at least some of the rules.
 - Clearly designated tasks.
 - Occasional exposure to less structured projects to develop her openness to unconventional solutions.
 - Support with putting her ideas into practice.
 - Time to consider and reflect before making decisions.
 - Help with developing her public speaking skills.
 - To be given the opportunity to review the team's decisions.
-

Personal Notes

Management

Motivating Ruth

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

Ruth is motivated by:

- Seeing fair play in reward systems.
 - Being reassured that she will be allowed to keep technically up to date.
 - Being asked to help others to understand the underlying principles.
 - Genuine interest in the detail of her work.
 - Being technically stretched.
 - Having a “low profile” position within the team.
 - Respect for the correctness of her work.
 - Being encouraged to expose logical inconsistencies.
 - Being given the highest access rights on the computer system.
 - Confirmation that she is making a unique contribution.
-

Personal Notes

Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Ruth's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Ruth may tend to:

- Become so immersed in her own thoughts that, although aware of this distraction, she fails to react spontaneously when her support is needed by others.
 - Avoid large social gatherings.
 - Overlook the need to encourage others.
 - Be attached to rules and procedures for their own sake.
 - Be systematic and procedure-orientated.
 - Be good at spotting problems in advance.
 - Set rigid guidelines for completion of tasks.
 - Keep her deepest feelings private.
 - Appear unruffled despite the enormity of the task.
 - Set extremely high performance standards for self and others.
-

Personal Notes

Effective Selling Chapter

Effective selling has three main requirements:

First, the salesperson must understand themselves, and how to build on strengths and develop any areas of weakness, aware of how different customers perceive them.

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 their 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 Ruth's selling style. Use this section to gain a better understanding of her approaches to her customer relationships.

Selling Style Overview

Ruth can present a lucid perspective to the benefit of all, particularly if allowed time to gather her thoughts. She is an accomplished listener and will take customers' well-being into account whenever possible. She must restrain the feeling of impatience with a customer who appears constantly disorganised.

She is generally content to work alone on awkward customer problems. Her inner reactions are seldom revealed, but customers who know her well will appreciate that, behind her outward calm appearance, she looks at things in an intensely personal way. It may be difficult for colleagues and customers to fully appreciate her talents, because she can sometimes appear distant and unsympathetic to some people. This is far from the truth. She may feel pressured when unclear about what is expected of her, or if elements of the sales process are dramatically changed at short notice. Her sales may benefit from a recognition that some customers look for a highly emotional connectedness.

Her desire for consistency and stability in customer relationships can lead her customers to believe her to be a little insular and unemotional. She prefers interacting with others on subjects and situations with which she is familiar. Ruth switches behaviour naturally from business to personal in an effort to relate well with customers. She may concentrate on meeting perceived needs so well that she neglects to draw out her customer's deeper feelings. Deliberately supportive of customers, she can work behind the scenes at jobs requiring both empathy and service, delivering customers' needs in a practical way.

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

Ruth's key strengths before the sale begins:

- Adopts a personal style that is thorough, thoughtful and clear.
- Will use the latest systems to facilitate her approach.
- Demonstrates expertise in planning and thinking.
- Is systematic in her approach to prospecting.
- Can apply both logic and empathy to understanding prospective customers.
- Maintains a comprehensive and current knowledge of products and services.

Before the sale begins Ruth could:

- Inject some sense of urgency by setting tighter time constraints.
- Reduce her dependence on structure and formal processes.
- Add pace and variety to her telephone technique.
- Smile while on the telephone!
- Be less reliant on traditional practices.
- Be more assertive when the situation warrants.



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 Ruth may identify customer needs.

Ruth's key strengths in identifying sales needs:

- Puts herself in the customer's shoes, encouraging trust and openness.
- Questions around a well-structured framework.
- Genuinely listens to the customer's practical concerns.
- Uncovers customer needs with probing questions.
- Checks understanding to ensure the customer's desires have been correctly identified.
- Is best described as "quietly effective".



When identifying needs Ruth could:

- Be more aware of the bigger picture.
- Be prepared to move ahead without all the information in place.
- Spend less time on administration and more on "face-to-face" interaction.
- Question the wider objectives the customer may have, as well as the detail.
- Ask for support when necessary.
- Occasionally break with established procedures.

Personal Notes

Proposing a Solution

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 Ruth to develop a powerful and effective proposing style.

Ruth's key strengths in proposing a solution:

- Her customers appreciate her genuine depth of knowledge.
- Agrees objectives step-by-step.
- Delivers timely outputs, dependably.
- Approaches the task of proposing solutions in an orderly and systematic manner.
- Proposes efficient ways to solve problems.
- Carefully uncovers the roots of any problems.

When proposing a solution Ruth could:

- Introduce brighter and more optimistic elements to parts of her presentations.
- Be more spontaneous in proposing alternatives.
- Dress "brightly" or "sensibly" as the occasion requires.
- Ask, and keep asking, the customer for commitment.
- Adapt to unexpected or changing situations.
- Put humility aside as appropriate, to build credibility.



Personal Notes

Dealing with Buying Resistance

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

Ruth's key strengths in dealing with buying resistance:

- Remains unflustered.
- Overcomes most objections through her quiet determination.
- Provides the solutions in a well-organised manner.
- Appeals to logical and emotional motives when responding to the customer.
- Notes "body language" signals, enabling the identification of key objectives.
- Listens to her customers and their objections from an early stage in the process.



When dealing with buying resistance Ruth could:

- Refrain from over-reliance on past experiences - explore new ways.
- Be ready to counter the most common objections.
- Adopt a friendlier approach to the debate.
- Surprise herself sometimes - and carry the customer with her!
- Be open-minded to a range of possible solutions.
- Be prepared to give immediate answers when appropriate.

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 Ruth's closing style.

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

- Always finishes the job.
- Constrains her emotions in moving towards the close.
- Applies a logical structure to closing the sale.
- Has a realistic view of the possible outcomes.
- Checks details in full, to confirm accurate understanding.
- Considers patient listening to be a critical requirement.

When gaining commitment Ruth could:

- Expect the unexpected to be beneficial - not injurious.
- Say: "Why don't we just do it now?" if appropriate.
- Recognise that often customers would prefer it if she took the initiative.
- Not insist on attending to every detail on the spot.
- Talk about future benefits with confidence.
- Show enthusiasm throughout the process.



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

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

- Monitors service-level agreements and guarantees.
- Prefers logical, rather than emotional, feedback from her customer.
- Values quality in process and outputs.
- Has a consistent and trustworthy consultancy manner.
- Develops close relationships with long-standing customers.
- Ensures that the administration is accurately completed.

When following-up and following through Ruth could:

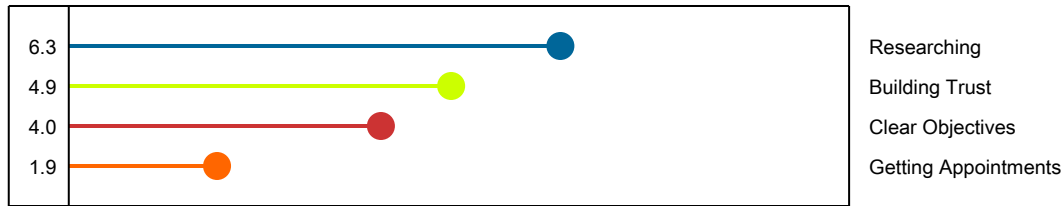
- Keep exploring the possibilities of "add-on" sales.
- Spend more time on "face-to-face" customer contact.
- Develop a deeper working relationship with certain casual customers.
- Involve the whole team in resolving problems.
- Remember that some things that have been done perfectly need not have been done at all.
- Redefine goals and targets in the light of her experience.



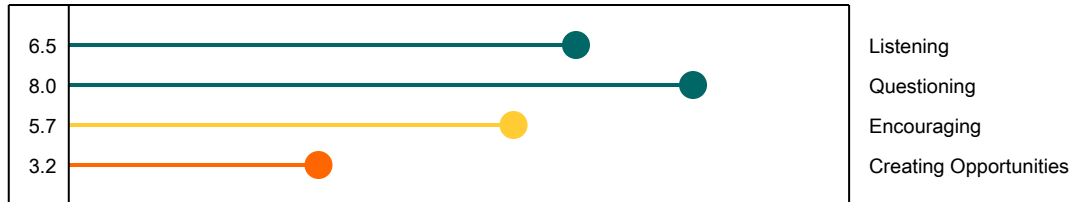
Personal Notes

Sales Preference Indicators

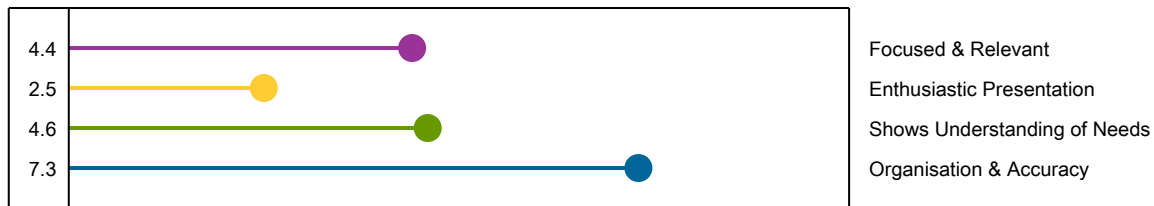
Before The Sale Begins



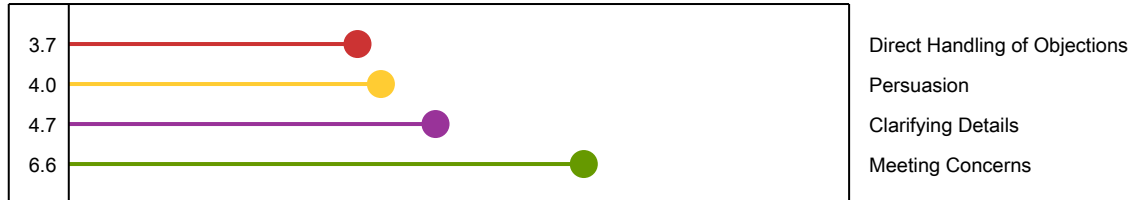
Identifying Needs



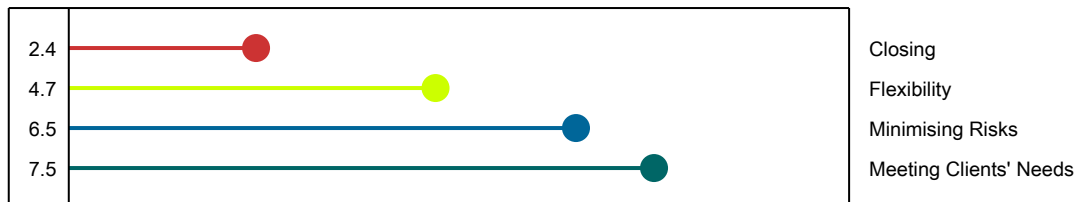
Proposing a Solution



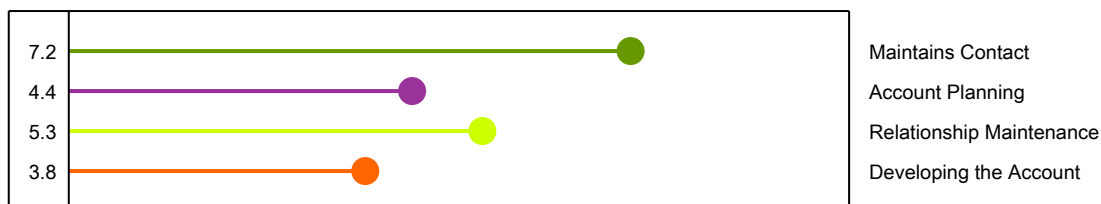
Dealing with Buying Resistance



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 Ruth define her life's purpose, set her goals and organize her time and life to achieve them. It offers suggestions on how she can tap into her natural creativity, and unleash further creative potential from deeper aspects of her personality, to overcome any obstacle.

Finally, it gives powerful suggestions for Ruth to understand and enhance her 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 Ruth should be aware of in setting goals and defining her purpose.

Living on Purpose

Ruth's preferred tasks tend to be specific and tangible with clear deadlines for their completion. Money and status are considered less important to her than to others in a similar role. Working better with tangible rather than non-tangible goals, Ruth needs to be able to measure the results.

She should try to remember that sometimes two heads are better than one. Delegation can add value to the solution. Ruth excels at prioritising the tasks that contribute to the timely achievement of targets. Her emphasis on the importance of time-bounded outcomes may lead her to perceive others who show less task orientation as rather unfocused and ineffective. Getting things done correctly can be as important to her as just getting things done. She should remember that a little flexibility may be required to hit the deadlines correctly! Preparation and knowing why and how things happen is important to her. She likes to allow time for adequate planning.

She resists being labelled by others and is engaged in a continual inner-search to enhance her self-knowledge and self-identity. She tends to aim only for the realistic and achievable. She could try occasionally moving the target further away. When she is quiet, it may be interpreted by others as being rather cold and aloof. An easy-going exterior may mask a rather more compulsive, goal oriented interior. If the goal-posts are suddenly moved Ruth can appear as slow to adapt to the change. She may benefit from developing her flexibility towards new or changing circumstances.

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 Ruth 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 her time, Ruth,

Suggested Action For Development

Knows the need that the detail plays in ensuring efficient processes.

→ Keep the momentum up.

Is orderly and organised but may prioritise poorly.

→ Organise tasks in order of decreasing importance.

Focuses on getting the job done right, however long it takes.

→ Remember quick wins.

Remains calm under pressure.

→ Make sure that there is adequate time afterwards for relaxation.

Feels comfortable with structure at home and work.

→ Consider any negative impact of too rigid structures on personal and business life.

May seem too analytical or detached to some.

→ Work at being more action-oriented.

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 Ruth's creative characteristics and how she can build on them.

In her creativity, Ruth,

Researches material thoroughly before offering solutions.

→ Remember to explore both the verbal and written word.

Knows that safety and reliability are paramount.

→ Articulate to the team of the importance of these factors.

Sometimes creates roadblocks to change by following the rules.

→ Differentiate between rules, guidelines and "the way its always been"!

Sees solitude as an important part of the thought process.

→ Explore some of the benefits of sharing with others.

Questions astutely to understand the issues.

→ Ensure the positive questions are framed to reduce perceived scepticism.

Provides a structured approach to problem solving.

→ Ensure procedure does not restrict momentum.

Personal Notes

Lifelong Learning

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

Ruth's preferred learning style is supported when she:

- Receives practical, systematic demonstrations of the subject.
- Works towards a professionally recognised qualification as part of the process.
- Has the time to process facts and figures and relate them to the problem.
- Understands the purpose and relevance of the required learning.
- Can use a more factual than intuitive approach to the subject.
- Is given time to explore the relationship between different pieces of information.

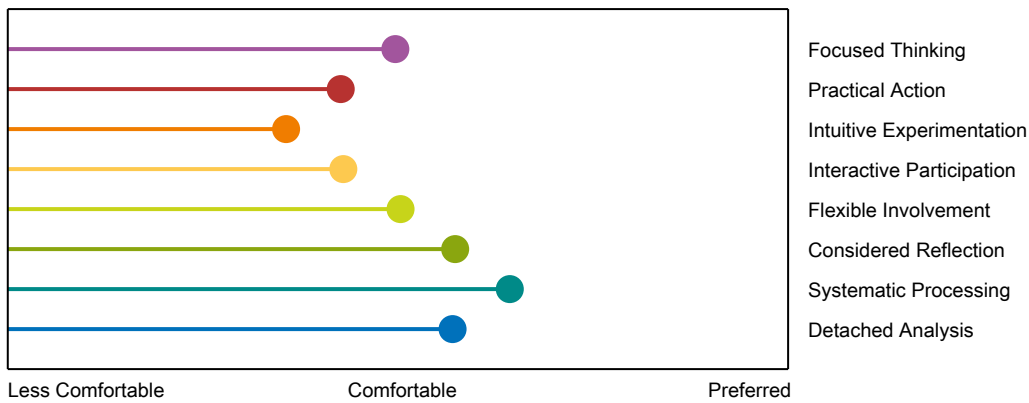
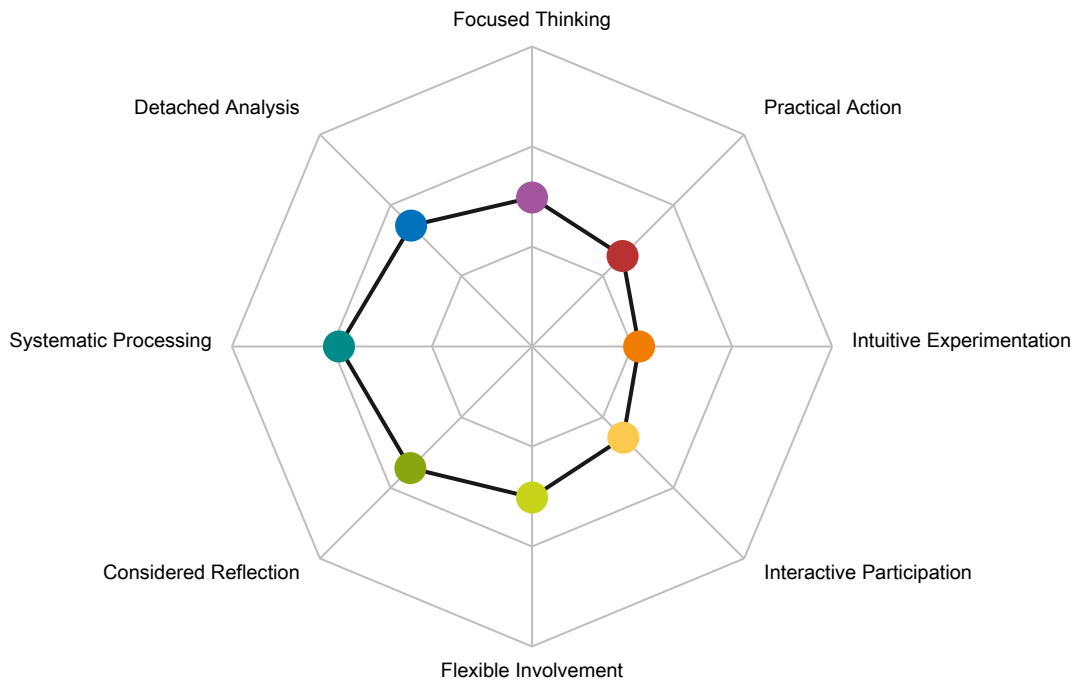
Ruth can stretch in learning by:

- Jumping in to the unknown from time to time.
 - Volunteering to give presentations to groups.
 - Participating in group activities - social as well as work.
 - Mentally framing questions in a positive manner before articulating them.
 - Sometimes summarising or presenting findings in three bullet points or less.
 - Speaking out more regularly in group sessions.
-

Personal Notes

Learning Styles

10 May 2024



Interview Questions

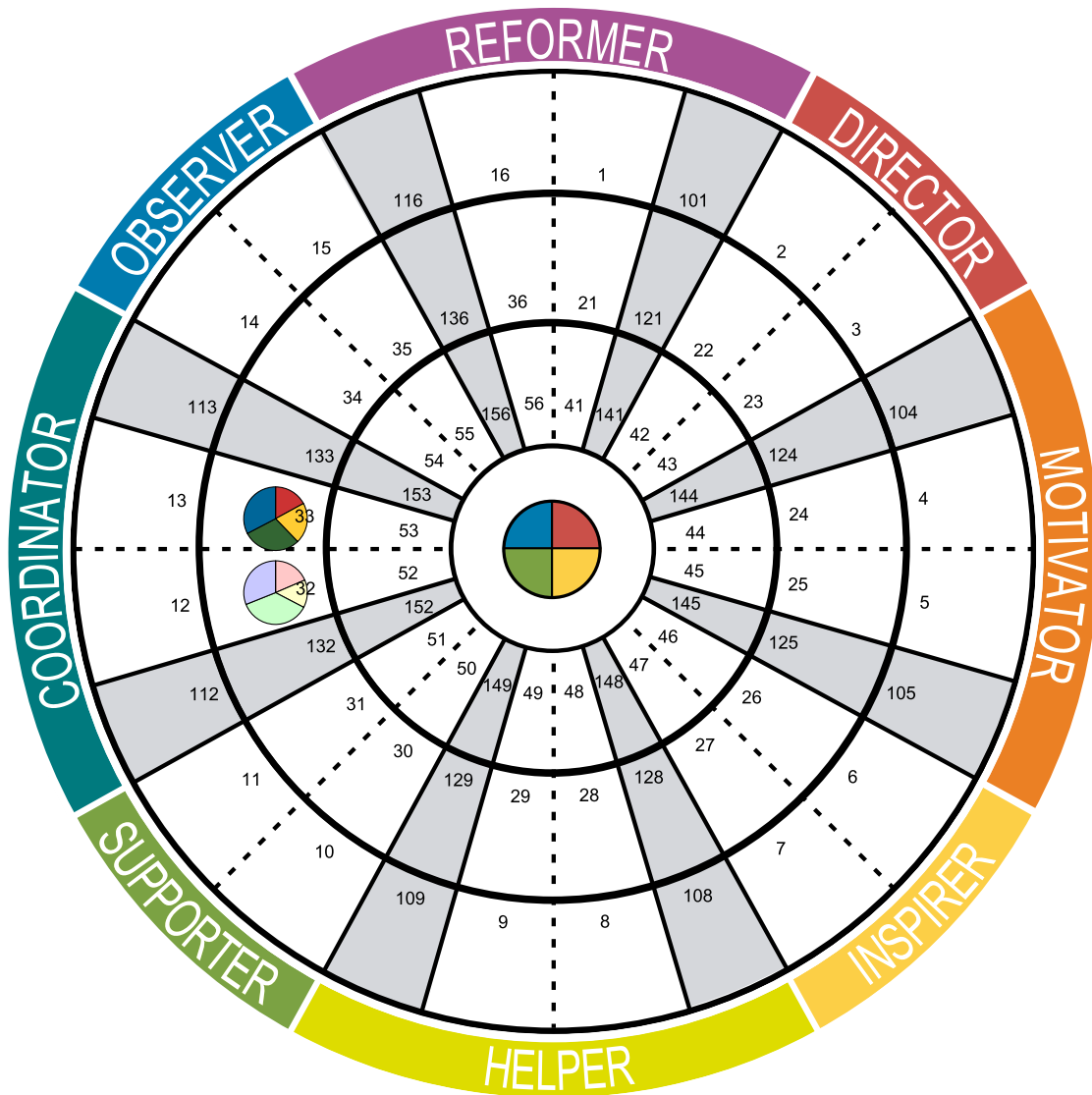
This section lists several questions which can be used in interviewing Ruth Turnbull. The questions can be used as they appear here, or can be adapted to suit the interviewer's own style or needs. The questions are raised by considering issues Ruth may be less comfortable with - those development areas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

Interview Questions:

- How self motivated are you? Can you give an example?
- In what circumstances might it be wiser to act first and reflect later?
- How would you feel about contacting 50 of our customers to look at ways of improving our services?
- Do you take yourself too seriously?
- Do you see it as a problem keeping up-to-date with technical advances? What techniques have been introduced against your better judgement? Has this been a handicap to you?
- Tell me two good things about tomorrow.
- What jobs have you done where the outcome has been far from predictable? Did it matter?
- How do you approach a task that looks particularly daunting?
- How comfortable are you to give instant replies?
- Do you occasionally feel overworked?

Personal Notes

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

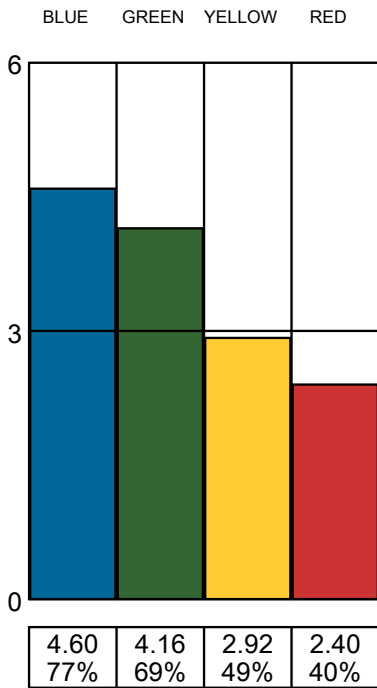
33: Observing Coordinator (Classic)

Less Conscious Wheel Position

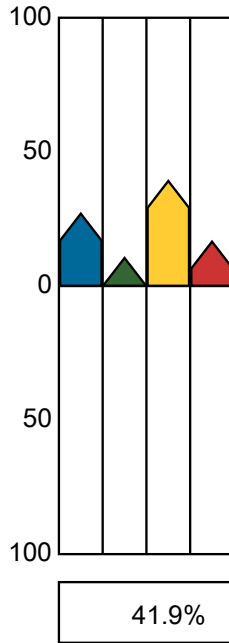
32: Supporting Coordinator (Classic)

The Insights Discovery® Colour Dynamics

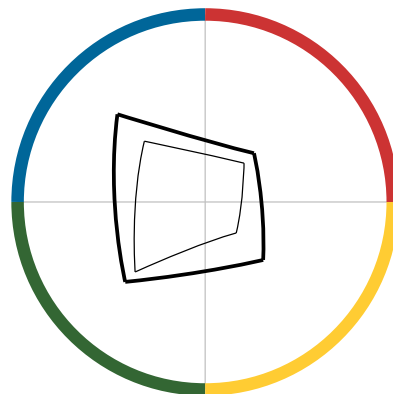
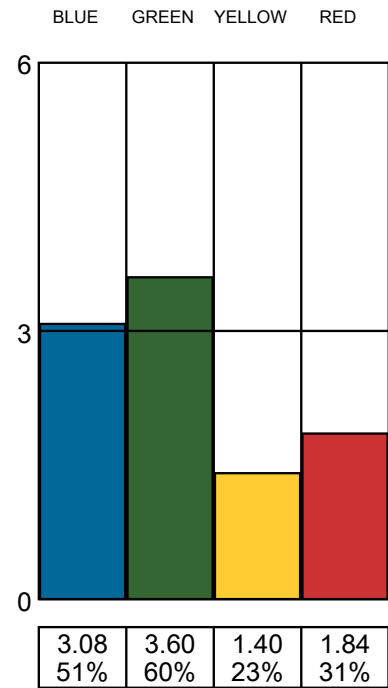
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious
— Less Conscious



GLOBAL HEADQUARTERS PROFILE: D_PR_RETENTION
Insights Learning & Development
Terra Nova, 3 Explorer Road, Dundee, DD2 1EG, Scotland, UK.
TEL: +44(0)1382 908050 FAX: +44(0)1382 908051
EMAIL: insights@insights.com WEB: www.insights.com