



# Discovery<sup>®</sup>

Personal Profile

Mathew Sookun

03 July 2017

Foundation Chapter  
Effective Selling Chapter

## Personal Details

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## Introduction

This Insights Discovery profile is based on Mathew Sookun's responses to the Insights Preference Evaluator which was completed on 03 July 2017.

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

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### Personal Style

Mathew conveys great precision and economy of effort in both thought and language. He uses his thinking to run as much of the world as he can and is in his element when a situation needs to be organised, criticised or regulated. He values the development of his intellectual awareness and the opportunity to learn, improve and grow. His aim is to fit all the pieces of the jigsaw together into a complete picture, but for Mathew the jigsaw keeps expanding with the discovery of every new piece. He is a good listener, with an ability to talk well when appropriate.

He is unlikely to be comfortable expressing his inner feelings to strangers. His need to detach himself from his emotions allows him to retain objectivity when assisting others in times of stress. The process of objective analysis is a source of great enjoyment to him, with the outcome often of much less importance. He is strongly motivated to get things right, especially factually, and to be most effective he should be allowed to operate in a private environment. He typically does not take constructive criticism and disagreement personally. He welcomes tough, accurate, unrelenting critiques as helpful in achieving the highest levels of performance and objectivity.

He prefers to be left to work quietly on his own, which is when he achieves his best work. As he likes conversation to be purposeful, and may argue practicalities to the point of hair-splitting, he tends to be convinced only by reason. Although quiet and reserved, he can articulate well on a subject to which he is devoted. He is keen to pick out logical inconsistencies. Mathew gains great pleasure from improving upon existing techniques with the objective of maximising efficiency and cost effectiveness.

Outwardly quiet, reserved and detached, inwardly he is constantly absorbed in analysing problems or situations. Enjoying theoretical, complex and global concepts, Mathew is a strategic thinker who can clearly see the benefits and flaws of most situations. Mathew has a gift for seeing the important facts of a situation. He displays little emotional response to situations which others may perceive as crises, and is usually seen to deal with them in a calm and cool way. He tries to use logical principles to make sense of the ideas that constantly arise in his mind.

A capacity for cool emotional detachment makes Mathew a good decision maker, because he thinks clearly under pressure. Serious, conscientious and loyal, Mathew is a dedicated worker. He will seek an environment in which he can be quietly productive. Mathew is a curious and keen student of all that is going on around him. He is not impressed with authority as such but can conform to rules if he sees them as useful to his greater purpose. When pressured, he will be seen as critical, precise and sceptical.

### Interacting with Others

Mathew is a private, reserved person who does not share his thoughts with his colleagues unless absolutely essential. He is outstanding at establishing and implementing orderly procedures, rules and regulations, and may show impatience with those who don't carry out their designated tasks or work by the rules. He dislikes being criticised by others as he is already heavily

burdened by his inner voice of self-judgement. He may be highly critical of carelessness or lack of discipline in others. He may sometimes encounter difficulties in communications because he would prefer everyone to be as logical and analytical as he is himself.

He prefers positions of low visibility, with limited participation in the group or team. Turning his energy outward would help gain the practical knowledge to make his ideas immediately acceptable to other people. He is excellent at detecting the flaws in an idea but may neglect to praise good work. Most people have limited understanding of his complex, adaptable and creative mind. He may mistrust authority and hierarchy and will choose to remain neutral rather than be drawn into supporting lost “underdog” causes.

Mathew 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. Mathew is competent at extracting information by asking relevant, non-threatening questions. He should try to present his ideas to colleagues in a more practical and realistic way. Mathew applies objective analysis to most things, including people. Sometimes his introverted analytical preferences may prevent him from expressing outwardly what is really going on inside his head.

### Decision Making

Mathew can usually get to the heart of any situation and implement an effective solution. Making decisions comes logically to him, although his need for detachment results in colleagues viewing him as rather distant. He may at times make others feel defensive due to his incisive, critical and often persistent questioning. He applies analysis and objectivity to discover the underlying principles, relying on clear thinking in making decisions. He is reticent about expressing his feelings and may be rather slow to make decisions as he wants to gather all essential information before acting.

He tends to make sound future decisions only after deeper reflection. His decision making is based on prior reflective, contemplative thought. He will be swayed by guarantees and case histories. He may lack patience with others who are less focused on the job in hand. He is not usually prepared to commit to high risk decisions.

He makes decisions after a great deal of thought and he may not be dissuaded by emotional or muddled arguments. Mathew thinks in extremely complex ways and seeks to organise concepts and ideas rather than people. He is impressed by reason and logic and prefers to focus his thinking on the underlying principles. With a love of problem solving, he can be very perceptive and has a highly developed capacity for inner reflection. Mathew's quizzical and probing nature may create solutions which open up fresh processes.

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### Personal Notes

## Key Strengths & Weaknesses

### Strengths

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

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#### Mathew's key strengths:

- Practical ability in implementing tasks.
  - Uses common sense.
  - A strong sense of duty.
  - His word is his bond.
  - Will work late to get the job done.
  - Understands underlying principles.
  - Diplomatic when the situation calls for it.
  - Encourages structure and order.
  - Quiet and conscientious.
  - 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. Mathew's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Mathew's possible weaknesses:

- Unwilling to bend rules, sometimes even in an emergency.
  - Tendency to over-analyse before acting.
  - Exhibits impatience with disorganised individuals.
  - Has difficulty with unstructured tasks.
  - His need to assimilate information takes time. This may frustrate others who expect a more immediate response.
  - May suppress creativity.
  - May “tinker” with things out of curiosity.
  - Has difficulty in quick or unprepared articulation.
  - Sometimes ignores others' feelings.
  - Can look for flaws and errors in almost everything.
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### Personal Notes

## Value to the Team

Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. Add to this list any other experiences, skills or other attributes which Mathew brings, and make the most important items on the list available to other team members.

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### As a team member, Mathew:

- Will maintain “fair play”.
  - Maintains team's focus on objectives.
  - Defends the truth and is not frightened to fight for it.
  - Will not allow others' failings to prevent the team's success overall.
  - Encourages a strong work ethic.
  - Will often be able to supply vital background details.
  - Helps to create and maintain an orderly work environment.
  - Is the force for stability.
  - May provide team numeracy, literacy or technical structure.
  - Creates commitment within team.
- 

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

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#### Strategies for communicating with Mathew:

- Remember his quiet demeanour and ask for his views.
  - Organise your thoughts before communicating.
  - Bring proof and evidence of performance.
  - Back up your assertions with reasons and data.
  - Keep personal comments to yourself.
  - Take your time getting to know him if you want critical feedback.
  - Find out where you can get the extra information he may require.
  - Use charts and graphs or other precise visual aids to make your points.
  - Be honest, moderately paced, straightforward and open with him.
  - Respect his position.
  - If details need to be communicated, be prepared for a deferred decision.
  - Explain why, what and how, and do it clearly and concisely.
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### Personal Notes

## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Mathew. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Mathew, DO NOT:

- Assume that outward calm reflects inner feelings.
  - Expect rapid acceptance of changes to his accepted methods.
  - Force him to take a positive stance on an issue without time for thought.
  - Dismiss his work, ideas or opinions lightly.
  - Flatter in order to influence him.
  - Invade his personal space.
  - Offer opinions on personal issues unless he asks for them.
  - Reinforce his own self criticism.
  - Stray from the agenda.
  - Set unrealistic deadlines that restrict his quality outputs.
  - Call on him when uninvited.
  - Jump to the next subject until he is ready.
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### Personal Notes

## Possible Blind Spots

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

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### Mathew's possible Blind Spots:

Mathew's ideas may occasionally get lost because he tends to rethink them continually, preferring to keep them private. Because of his self-containment, he has difficulty sharing his reactions, feelings and concerns with others; it seems unnecessary for him to do so. His thinking rationale may be so acutely honed that he will overlook what others tend to care about.

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. Since he is a natural critic, he tends not to demonstrate his appreciation of the positive attributes or contributions of those around him. Because of his well developed tolerance of himself and other people, Mathew may appear detached and disinterested. He carries on personal interests rather privately without involving other workmates in his conduct.

Mathew gives the impression he believes in economy of effort. He must be careful that this is not seen as, nor leads to, laziness. Making many assessments privately, Mathew keeps the most important issues to himself, leaving others ignorant of what is going on. He finds it extremely difficult and even embarrassing to express gratitude for any assistance he has received. Sometimes rather closed minded, he may believe that someone else's ideas will not work as well as his own. As he can be seen as somewhat cold and uncaring, he needs to become more aware of his own feelings as well as more considerate of the thoughts and feelings of others.

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### Personal Notes

## Opposite Type

The description in this section is based on Mathew'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.

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### Recognising your Opposite Type:

Mathew'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.

Mathew 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 Mathew 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 Mathew, 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 Mathew 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. Mathew may perceive Inspirers as shallow or superficial, due to their glib way with words.

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### Personal Notes

## Opposite Type

### Communication with Mathew's Opposite Type

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

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#### Mathew Sookun: How you can meet the needs of your Opposite Type:

- Keep conversations light and bright.
- Omit unnecessary and intricate details.
- Talk tangibly and with enthusiasm.
- Be enthusiastic and positive.
- Always seek his willing co-operation.
- Provide opportunities for socialising.

#### Mathew Sookun: When dealing with your opposite type DO NOT:

- Over-delegate “key” responsibilities, deadlines and general tasks.
  - Fail to meet informally to discuss progress.
  - Assume you will complete all of your agenda.
  - Assume that his sunny disposition means that he agrees with everything you say.
  - Shout, bully or threaten with position power.
  - Appear slow, sluggish or too formal.
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### Personal Notes

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## Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Mathew's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Mathew may benefit from:

- Never attending a meeting without speaking out.
  - Identifying when extensive detail is not needed.
  - Not demanding constant perfection of himself.
  - Seeking the positive side of every situation.
  - Bringing more variety of activity into his life.
  - Being more open about how he is feeling.
  - Acting on impulse more often.
  - Responding spontaneously and dramatically.
  - Articulating his ideas, rather than keeping them to himself.
  - Not equating gushing expression with insincerity of the person.
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### Personal Notes

## Effective Selling Chapter

Effective selling has three main requirements:

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

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

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

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

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

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



## Selling Style Overview

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

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### Selling Style Overview

Mathew is usually forthright and objective. This may mean he needs to be reminded of how differently some of his customers may feel about an issue. He has an excellent grasp of the fundamentals (facts, figures and ideas). However, he finds more difficulties in presenting them in a simplified way to ensure they are more readily understood and accepted by the customer. 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.

He usually makes a great effort to go the extra mile in the service of his customers. He may occasionally appear to customers as somewhat aloof or disinterested which may diminish certain customers' readiness to accept his sales proposition. He may prefer not to express his personal feelings to customers, or might find it difficult to do so. By remaining more open-minded to untested or unconventional ideas, he might develop greater tolerance for obvious differences in the customer/advisor attitude. He will tend to keep people at an emotional distance. He may only confide in customers who are able to share his ideas at an intellectual level.

Much of his true style can remain hidden from others, because he is unlikely to show his true feelings until he knows someone well. Customers may think of Mathew as considerate, reserved and cautious. He may need to be more open to customers whose style is more spontaneous and unstructured, even though it may not be his preference. Private and reserved, Mathew does not willingly share his personal thoughts with his customers unless absolutely essential. Mathew tends to keep his emotions under control and does not attach a high value to social contact with his customers or prospects.

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

### Mathew's key strengths before the sale begins:

- Approaches lead generation in a systematic and practical way.
- Will mentally rehearse presentations to ensure a good personal performance.
- Researches thoroughly to avoid potential pitfalls.
- Can apply both logic and empathy to understanding prospective customers.
- Thoroughly investigates both customer and competition.
- Will use the latest systems to facilitate his approach.

### Before the sale begins Mathew could:

- Smile while on the telephone!
- Work on creating personal versatility.
- Spend less time organising his personal space and time.
- Remember that "cold-calling" can be handled in a variety of ways.
- Be less reliant on traditional practices.
- Practise offering compliments to promote positive self-esteem in the customer.



### 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 Mathew may identify customer needs.

### Mathew's key strengths in identifying sales needs:

- Builds client confidence with his attention to customer satisfaction.
- Is best described as "quietly effective".
- Recognises the importance of following a specific process to elicit customer needs.
- Checks understanding to ensure the customer's desires have been correctly identified.
- Takes care to fully understand requirements and possible objectives.
- Can marshal information, sometimes with military precision.



### Personal Notes

### When identifying needs Mathew could:

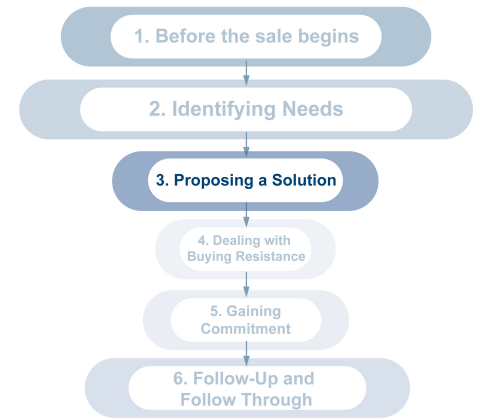
- Practise thinking aloud and responding immediately.
- Learn to become more expressive and spontaneous with the customer.
- Try mind-maps or diagrams to heighten the effectiveness of his note-taking.
- Make processes appear less complex.
- Call on the team to support when in new or unfamiliar territory.
- Resist the temptation to "box" his customers into a corner.

## 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 Mathew to develop a powerful and effective proposing style.

### Mathew's key strengths in proposing:

- Agrees objectives step-by-step.
- Presents ideas that are well considered and designed.
- Can combine a logical proposal with empathy in understanding his customer's needs.
- Pays great attention to accuracy in all he says and does.
- Sets realistic expectations of himself and others in the proposal.
- Includes preparation and structure among his presentational skills.



### Personal Notes

### When proposing Mathew could:

- Rehearse presentations frequently to ensure excellence of delivery.
- Vary the pace by speeding the process.
- Consider that "do it now" may work just as well as "do it right".
- Reach out to warm to the prospective client.
- Aim for an outcome within a shorter time frame.
- Dress "brightly" or "sensibly" as the occasion requires.

## Handling Buying Resistance

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

### Mathew's key strengths in dealing with buying resistance:

- Reduces objections by adopting a thorough approach early in the process.
- Satisfies most objections through use of his solid knowledge base.
- Appeals to logical and emotional motives when responding to the customer.
- Presents logical and sensible responses to objections.
- Considers most objections carefully before responding.
- Clarifies doubts by open questioning.



### Personal Notes

### When dealing with buying resistance Mathew could:

- See objections less as a refusal and more as a potential buying signal.
- Be ready to counter the most common objections.
- Adopt a friendlier approach to the debate.
- Probe for real concerns delicately and sensitively.
- Avoid becoming overly serious.
- Be more aware of the human factors that affect decision making.

## 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 Mathew's closing style.

### Mathew's key strengths in gaining commitment to the sale:

- Takes full responsibility if the business is lost.
- Always finishes the job.
- Considers patient listening to be a critical requirement.
- Summarises features and benefits succinctly and carefully.
- Is an analytical and thorough closer.
- Proposes genuine solutions to ongoing objections.

### When gaining commitment Mathew could:

- Expect the unexpected to be beneficial - not injurious.
- Inject a greater sense of urgency into the decision-making timeframe.
- Remember that customers may not say "yes" until they have been asked.
- Be aware of his tendency to "split hairs" from time to time.
- Say: "Why don't we just do it now?" if appropriate.
- Support the customer in dotting the 'i's and crossing the 't's.



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

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

- Monitors service-level agreements and guarantees.
- Knows that solid future business comes from maintaining customer contact.
- Rarely oversells his product or service.
- Develops close relationships with long-standing customers.
- Keeps customers well-informed of changing needs.
- Has a consistent and trustworthy consultancy manner.

### When following-up and following through Mathew could:

- Introduce himself to several people in each customer's company.
- Avoid being preoccupied with procedures: focus on results.
- Plan to work closely with his customer.
- Rely less on repeat or referred business.
- Communicate with his customers regularly to ascertain their changing needs.
- Use less complexity in customer reviews.



### Personal Notes

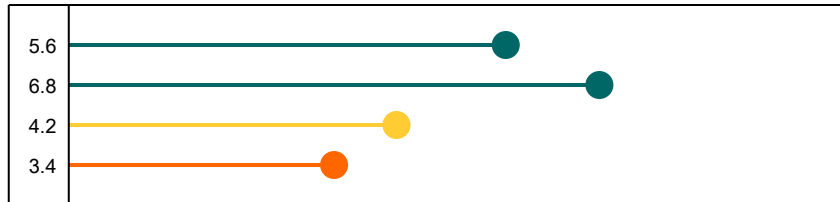
# Sales Preference Indicators

## Before The Sale Begins



- Researching
- Building Trust
- Clear Objectives
- Getting Appointments

## Identifying Needs



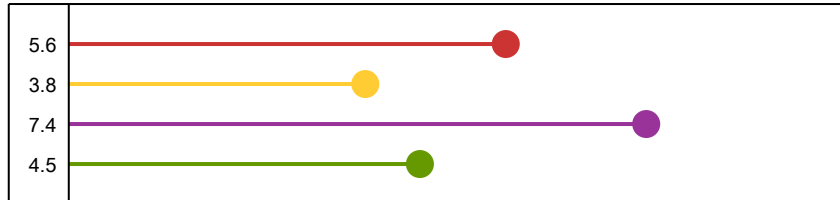
- Listening
- Questioning
- Encouraging
- Creating Opportunities

## Proposing



- Focused & Relevant
- Enthusiastic Presentation
- Shows Understanding of Needs
- Organisation & Accuracy

## Handling Buying Resistance



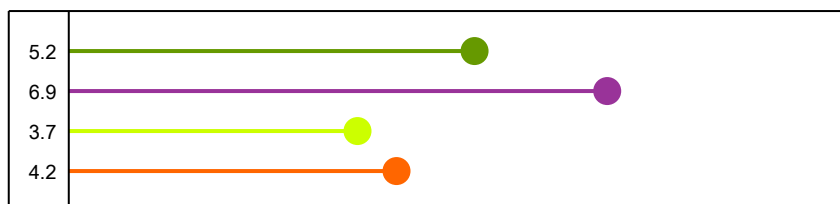
- Direct Handling of Objections
- Persuasion
- Clarifying Details
- Meeting Concerns

## Gaining Commitment



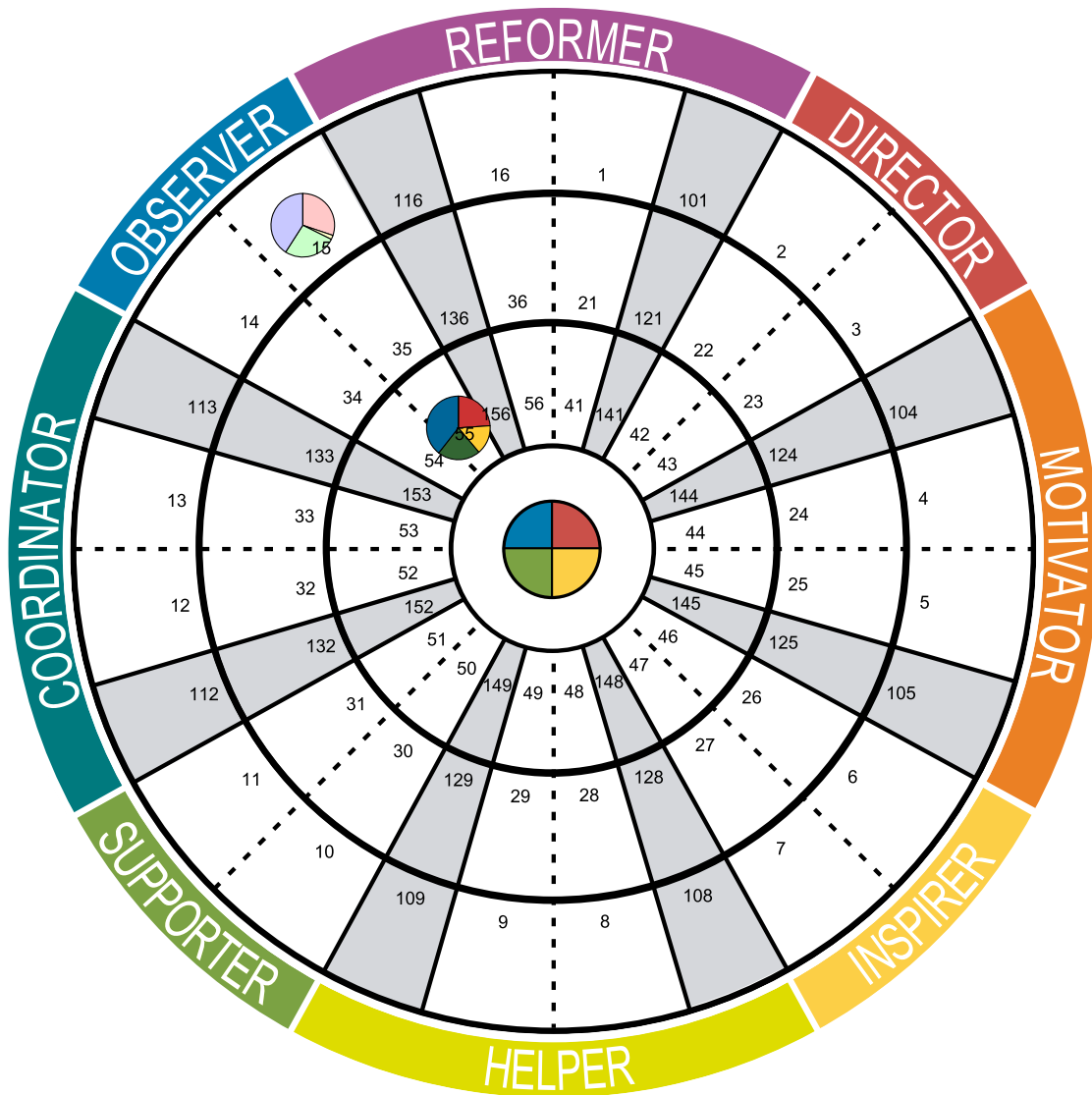
- Closing
- Flexibility
- Minimising Risks
- Meeting Clients' Needs

## Follow-up and Follow Through



- Maintains Contact
- Account Planning
- Relationship Maintenance
- Developing the Account

# The Insights Discovery® 72 Type Wheel



### Conscious Wheel Position

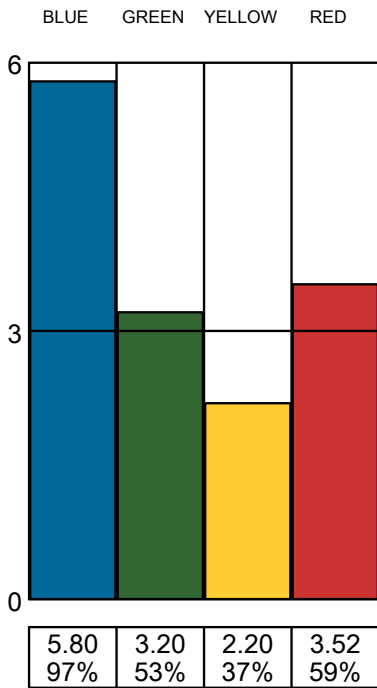
55: Reforming Observer (Accommodating)

### Less Conscious Wheel Position

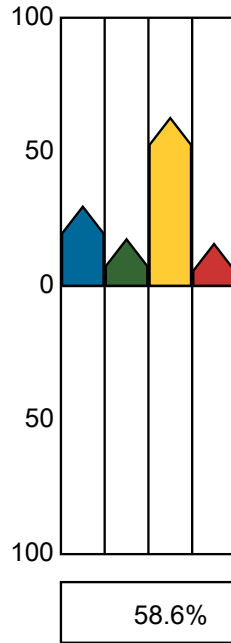
15: Reforming Observer (Focused)

# The Insights Discovery® Colour Dynamics

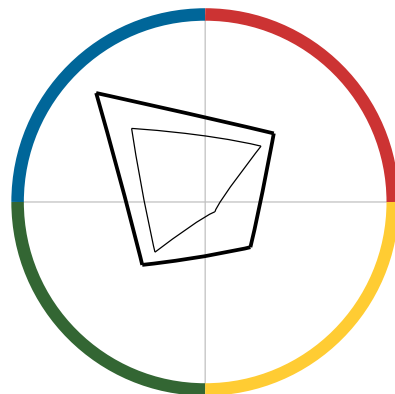
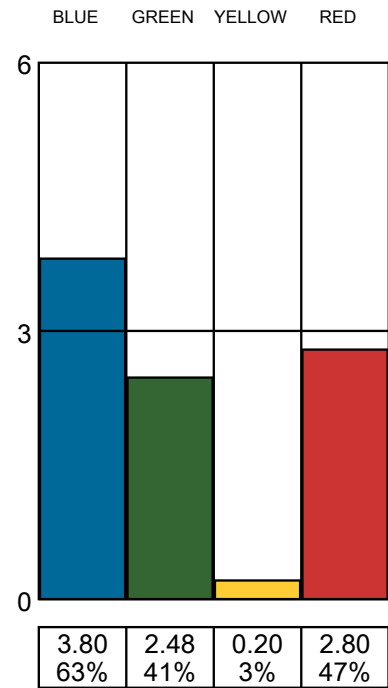
Persona (Conscious)



Preference Flow



Persona (Less Conscious)



— Conscious  
— Less Conscious



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